



# FISCAL 2011 BUDGET

CITY OF OAK RIDGE,  
TENNESSEE

City of Oak Ridge, Tennessee  
Fiscal Year 2011 Annual Budget

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CITY COUNCIL

Tom Beehan  
**MAYOR**

Anne Garcia Garland  
Charlie Hensley  
David N. Mosby

Tom Hayes  
D. Jane Miller  
Ellen D. Smith

Gary M. Cinder  
**INTERIM CITY MANAGER**

Janice E. McGinnis  
**FINANCE DIRECTOR**

Steven W. Jenkins  
**DEPUTY CITY MANAGER**

<http://www.cortn.org>



## **CITY OF OAK RIDGE** **VISION, VALUES, AND MISSION**

### **Our Citizens' Vision**

WE WANT OAK RIDGE TO BE AN EXCEPTIONAL PLACE FOR ALL  
TO LIVE, WORK, AND VISIT

### **As an Organization, We Value:**

- PROGRESSIVE, CUSTOMER-ORIENTED SERVICE
  - A WELL TRAINED, SAFETY-CONSCIOUS STAFF
  - OUR EMPLOYEES AND THEIR FUTURE
    - OPENNESS AND DIVERSITY
    - PERSONAL INTEGRITY
      - LEADERSHIP

### **Our mission:**

TO BE A LEADER AND PARTNER IN ACHIEVING EXCELLENCE AS  
A COMMUNITY.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Oak Ridge**

**Tennessee**

For the Fiscal Year Beginning

**July 1, 2009**

President

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) presented and Award for Distinguished Budget Presentation to the City of Oak Ridge for its annual budget for the fiscal year beginning July 1, 2009*

*In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications medium. 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.*

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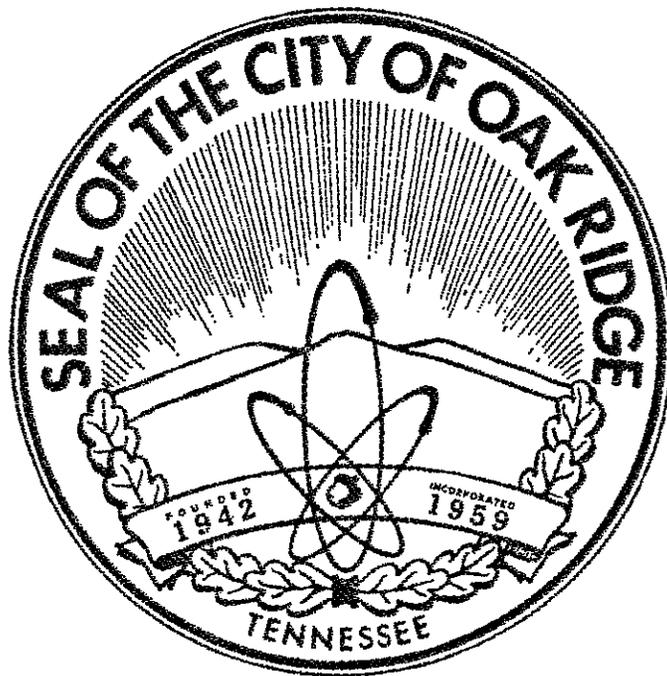
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**BUDGET OVERVIEW – ALL FUNDS**  
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# CITY OF OAK RIDGE



POST OFFICE BOX 1 • OAK RIDGE, TENNESSEE 37831-0001

June 1, 2010

Honorable Mayor and  
Members of City Council  
City of Oak Ridge  
Oak Ridge, Tennessee

Dear Mayor and Members of Council:

The city staff is pleased to present the operating and capital budget for fiscal year 2011, beginning July 1, 2010 and ending June 30, 2011, as adopted by City Council on May 24, 2010. This budget has been developed in accordance with the City Charter, applicable city ordinances, state and federal laws, and city policies and procedures.

The FY 2011 total budget, which includes all City and School funds, is \$179,473,979. The fiscal 2011 adopted budget is based on the property tax rate of \$2.39 per one hundred dollars of assessed valuation and maintains the goal of a combined City and School fund balance of over \$5 million.

The budget combines our exceptionally high-quality and distinctive service levels with public affordability. No City programs have been reduced or eliminated in this budget. We believe that City Council and the public will appreciate the investment value offered.

The development of the budget is guided by the broad operating parameters established by City Council, including:

- Oak Ridge Budget Assumptions – These are the assumption reviewed by City Council's Budget and Finance Committee with a focus on the goal of Oak Ridge maintaining or improving its competitive property tax position when compared with benchmark cities. These assumptions were used to develop the framework for the fiscal 2011 budget.
- Multiyear Budget Management Plan (Model) – The model used by City staff to forecast property tax rates while maintaining adequate fund balance for the next five years.
- Operational Budget Policies on Personnel Actions – Where the city will attempt to avoid layoffs and will attempt, whenever possible, to achieve reductions-in-force through attrition.

Approving an annual budget is one of the most important decisions you make as a City elected official. The budget is important as it determines staffing levels for City services and it provides funding for equipment and supplies for City operations. The budget serves as a primary planning document for the operation and management of the City.

The budget was developed through a planning process, which included:

- **Capital Improvement Program (CIP)** – In August, forms were distributed to all City departments, including the school system, to outline the six-year projected capital needs of each department. In September, the completed CIP forms were submitted by senior management for review and compilation by the Community Development Department into a proposed CIP document. Due to funding constraints, major projects such as a new Senior Center and Pre-School were included in the CIP document on a “placeholder status” indicating the project is needed, but funding is not available at this time. The proposed CIP document then went to the Planning Commission for their review, which occurs over a course of several public meetings. Approved Planning Commission comments and amendments are incorporated into the document that was presented to City Council by the Commission in a joint work session on November 30, 2009. This document is for planning purpose only and is used as documentation for the preparation of the capital improvement projects that are included in the budget.
- **Preparation of Proposed Budget** – With the adoption of Resolution No. 11-107-07, City Council created a Budget and Finance Special Committee, which consists of three City Council members, whose mission is to assist City Council in providing guidance to the City Manager with respect to budget preparation, as required by the Oak Ridge City Charter. Beginning in January, the Budget and Finance Committee began a series of meetings to develop financial policy guidelines for presentation and approval of the full City Council. As a part of the process, the committee held meetings with each City department where the funding pressures and requests for their operations were outlined by senior staff.
- **Adoption of Proposed Budget:** City and School staff presented the proposed 2011 budget to City Council at a work session held on May 3, 2010. The public hearing and first reading of the budget ordinance was held at the May 10, 2010 City Council meeting. The fiscal 2011 budget ordinance was adopted on second reading at the May 24 City Council meeting with the property tax rate at \$2.39 per hundred dollars of assessed valuation.

The budget document presents eighteen separate operational funds of the City of Oak Ridge, including the General Purpose School Fund. Each fund is a separated accounting entity with assets, liabilities, equity, revenues, and expenditures. Consequently, there are eighteen separate balance sheets and income statements.

The funds fall into six different categories, or types of funds, as required by Generally Accepted Accounting Principles (GAAP) for governmental entities. The funds are as follows:

General Fund

Debt Service Fund

Capital Projects Fund

Special Revenue Fund

- General Purpose School Fund
- Drug Enforcement Program
- State Street Aid Fund
- Street and Public Transportation Fund
- Economic Diversification Fund
- Grant Fund
- Solid Waste Fund
- Golf Course Fund

- West End Fund
- Special Programs Fund

#### Enterprise Funds

- Electric Fund
- Waterworks Fund
- Emergency Communication District Fund

#### Internal Service Funds

- Equipment Replacement Rental Fund
- Insurance Fund

The City administers seventeen of these funds. The budgets of the Oak Ridge Schools various funds are incorporated into one Fund for the budget ordinance, the General Purpose School Fund. The Oak Ridge Schools receive a transfer of operating money from the City's General Fund each year. For FY 2011, the transfer from the General Fund to the Schools is \$14,470,131. In addition, a transfer from the City's General Fund is made to the Debt Service Fund to cover long-term debt incurred by the school system and the City funds approximately \$725,000 annually for school capital maintenance projects through the City's Capital Projects Fund.

The appropriated expenditures of the General, Debt Service, Capital Projects and Special Revenue Funds are adopted in the budget ordinance by City Council at the fund level. The City Manager is authorized to transfer budgeted amounts between departments within any fund; however, any revisions that alter the total expenditures of any fund must be approved by City Council. Expenditures may not exceed appropriations at the fund level.

The expenses for the Enterprise and internal Service Funds are presented in the budget ordinance and document for informational purposes only. Utility expenses can fluctuate depending upon the usage of utilities, which can be affected by market conditions and the weather. The City's Electric and Waterworks Funds receive no transfers of money from the City's General Fund because the utilities operate solely from their charges for services. They do pay in-lieu of tax payments to the General Fund each year. Tennessee State Law outlines the calculations that are to be used for utility in-lieu of tax payments. In-lieu of tax payments for electric systems is required under state law, with a portion of the payments also going to Anderson and Roane Counties.

Budgets for the General, Special Revenue, Debt Service and Capital Projects Funds (Governmental Funds) are adopted on a basis consistent with generally-accepted accounting principles (GAAP), except that in the General, Special Revenue and Capital Projects Funds encumbrances are treated as budgeted expenditures in the fiscal year the commitment to purchase is made. Governmental Funds are accounted for using the modified accrual basis of accounting. The Enterprise Funds and Internal Service Funds are accounted for using the accrual basis of accounting. The differences in the basis of accounting are defined in the Glossary of Terms.

The financial, budget, revenue and debt management policies, fund structures and budget procedures of the City are outlined in more depth in the Budget Overview section of this document, beginning on I-1.

**Major Budget Changes:** The fiscal 2011 budget incorporates the major City program and functional changes that occurred during the past fiscal year.

As part of the adoption of the fiscal 2011 budget ordinance, Council approved the establishment of the Special Projects Fund, a special revenue fund, to account for the proceeds of Traffic / Red Light Camera fines. Revenue from this fund is projected at \$900,000 for fiscal 2011. Although the fund has been established and is being funded, the distribution of the funds is to be decided by City Council at a later date.

On May 19, 2008, City Council approved an initial bond resolution for the issuance of \$20,000,000 in debt primarily to complete the renovation of the Oak Ridge High School and planned electric, water and wastewater capital improvements, along with providing funding for street paving, equipment and miscellaneous city and school capital projects. Due to national economic conditions, the issuance of this debt was delayed until fiscal 2010. The City will reimburse itself from the bond proceeds for expenditures have already occurred for these capital projects. Anticipated Interest expense has been incorporated into the fiscal 2011 budget and the multi-year model, as applicable. Planned capital for fiscal 2011 is included in Section III of this document.

With the exception of the establishment of the Special Projects fund and the bond proceeds mentioned above, all other budget changes are considered normal and within expectation for the operation of a City.

**Staffing and Personal Services:** A total of 397.06 staff years are included in the Personnel Schedule for FY 2011.

The City's contribution to Tennessee Consolidated Retirement System for employee retirement benefits is adjusted biennially. In fiscal 2011, the City's retirement rate increased from 13.07% to 14.99% of covered wages. Revisions to employee medical premiums are effective January 1 of each calendar year. The City's share of funding for employee medical benefits is projected to increase by 10%.

The fiscal 2011 budget continues to include a longevity payment of approximately \$100 per year, up to a maximum of 25 years, to employees who have been with the City 5 years as of June 30. The inclusion of a longevity payment was based on the recommendations of the Employee Advisory Group as to benefits they would like to see considered and funded.

**General Fund Revenues:** Staff continued a conservative approach of estimating revenues for the FY 2011 budget. Using conservative estimates in projecting future revenue will help ensure that the city maintains an adequate fund balance, which is projected at 18.3% of total general fund expenditures and transfers at the end of fiscal 2011. The General Fund's two largest revenue sources are property and local sales tax collections, which combined are nearly 72% of total General Fund revenues. Sales taxes are budgeted at 3.8% above 2009 actual collections, which is still below projected 2010 collection levels. The increase in sales taxes collections is due mostly to elevated remittances from Federal Contractors related to the associated federal stimulus money that has been awarded within Oak Ridge.

A property tax rate of \$2.39 per one hundred dollars of assessed valuation was adopted by City Council on May 24, 2010. A reappraisal of property located in Oak Ridge is being conducted for tax year 2010 (funds fiscal year 2011). The Tennessee State Board of Equalization has "certified" the City's 2010 tax year base property tax rate at \$2.39 per hundred dollars of assessed valuation. For the reappraisal tax year, the certified property tax rate set by the State

should generate the same property tax revenue from the same aggregate properties as the prior year's property tax rate generated. Therefore, the \$2.39 property tax rate adopted by City Council equates to the \$2.77 property tax rate that was effective for the prior fiscal year.

Growth in both property and sales tax revenues was planned very conservatively due to economic stresses at the national level. In Oak Ridge growth plans continue in the residential sector, which includes the ongoing major developments at Grove Park Commons, Crossroads at Wolf Creek, Centennial Bluff and Clark Place.

**General Fund Expenditures and Operating Transfers:** In order to maintain a flat property tax rate, budgeted City municipal expenditures could only increase by 2.9% and the School operating transfer increased by 3.5% for fiscal 2011. The \$543,506 increase in City municipal expenditures were primarily used to fund a higher costs for employee retirement and medical insurance, electricity and other utilities, fuel and equipment replacement charges. The transfer to the school system for operational expenses is \$14,470,131 (excluding capital building cost) an increase of \$489,329 over last fiscal year.

**Capital Expenditures, Debt and Multiyear Model:** The City utilizes a multiyear model to calculate the required current budget year property tax rate and forecast future year property tax rates based on projected levels of General Fund revenues, expenditures and operating transfers. The budget 2011 model is included in Section II of this document. Debt service on long-term debt, excluding that of Proprietary Funds, is an intricate part of the multiyear model and is directly related to increases in the current and future property tax rates.

Capital continues to be a driver in electric, water and wastewater rate increases. The last rate increases related to City functions in these areas was in fiscal 2008. The City reviews utility rates on biennial basis, with the next rate review scheduled in the fall of 2010.

**Economic Development Agencies:** Funding is in the FY 2011 Budget for several agencies that provide economic development and tourism-related services to the city including; the Oak Ridge Convention and Visitors Bureau (CVB), the Chamber of Commerce, the East Tennessee Economic Development Agency, Anderson County Economic Development Association (ACEDA) and The Roane Alliance.

For 2011, budgeted funding for the CVB is \$404,208 and the Oak Ridge Chamber of Commerce is \$241,935, both remaining at fiscal 2010 levels. The CVB provides an information resource for visitors to Oak Ridge as well as a participant in planning for major City events. The programmatic emphasis of the Chamber continues to be directed toward marketing and economic development opportunities that will create a diversified local economy. An additional \$20,000 was budgeted for the Oak Ridge Chamber in fiscal 2011 specifically for a relocation specialist whose duties include assisting new hires with the major local federal contractors to relocate to housing with Oak Ridge. ACEDA and The Roane Alliance continue to be budgeted at the fiscal 2010 amounts of \$15,000 and \$10,000, respectively.

**Other Agencies and Boards:** FY 2011 funding for Social Service programs provided by Aid to Distressed Families of Appalachian Counties (ADFAC) is budgeted at \$140,000 and \$31,850 for the Anderson County Health Council for the Healthy Start program. For the Arts Council and Youth Advisory Board \$9,500 and \$9,000, respectively, are budgeted in FY 2011. These recommended contributions remain unchanged from last year, except for ADFAC, which increased by \$3,500.

**Unfunded Budget Requests:** Requests for program enhancements and improved employee wages and benefits that could not be funded under the current budgetary guidelines were presented by staff in Budget and Finance Committee meetings. A listing of unfunded budgetary requests with a General Fund impact of \$3,473,400 was presented to City Council for consideration, but none were approved due to the property tax rate impact.

#### Recognition and Thanks

The development of the budget is a significant project undertaken each year, requiring the support and effort of many city staff in all departments. The budget process this year required several meetings with the Budget and Finance Committee of City Council throughout the fiscal year. Many City employees play crucial roles in the research, preparation and completion of the various budget related documents for which thanks are made. Without their assistance this document would not be possible.

oak  
ridge



General Information

# **CITY OF OAK RIDGE GENERAL INFORMATION**

## **LOCATION**

The City of Oak Ridge is located in the eastern part of the State, approximately 22 miles northwest of Knoxville. The City occupies a southern portion of Anderson County and an eastern portion of Roane County. Approximately, eighty-five percent of the City's taxable parcels are located in Anderson County, while only about fifteen percent of the parcels are in Roane County. Oak Ridge is approximately ninety-two (92) square miles in area and includes the plant and facilities of the U.S. Department of Energy. Residential, commercial and municipal owned portions of the City make up nearly thirty (30) square miles. The remaining area of the City is owned by the Department of Energy. The population of Oak Ridge according to the 2000 census is 27,387, an increase of 77 over the 1990 census population.

Oak Ridge borders the Clinch River's navigable waterway for 42 miles along the shores of Watts Bar and Melton Hill Lakes. Two state highways, Route 95 and Route 62, intersect in the middle of the City. Access to Interstates 75 and 40 is within 9 miles.

## **HISTORY**

The City of Oak Ridge has a unique history. This area was selected by the United States government in 1942 as the location for its production plants for uranium 235, a component of the first atomic bomb. Constructed by the U.S. Corps of Engineers as part of the secret World War II "Manhattan Project", the early task of the plant was the separation of fissionable uranium-235 from the more stable uranium-238 by an electro-magnetic process. Some 80,000 workers were hired for emergency construction of the laboratories and offices in the then 56,000-acre site.

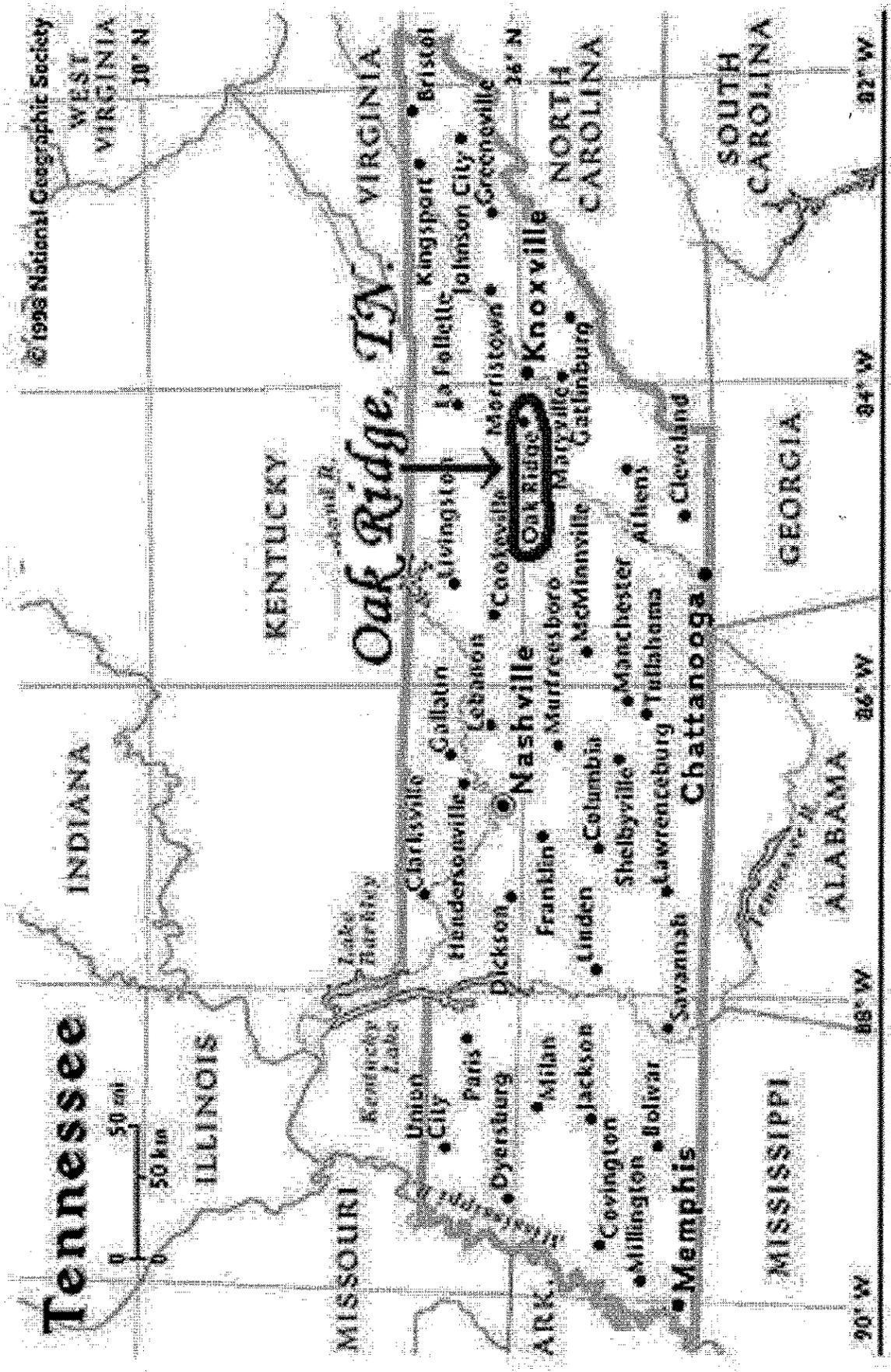
The original town site was built during World War II to house and furnish necessary facilities for the employees of the uranium plants. This project was transferred to the Atomic Energy Commission in 1947, and the community was operated by contractors under the control of the Atomic Energy Commission.

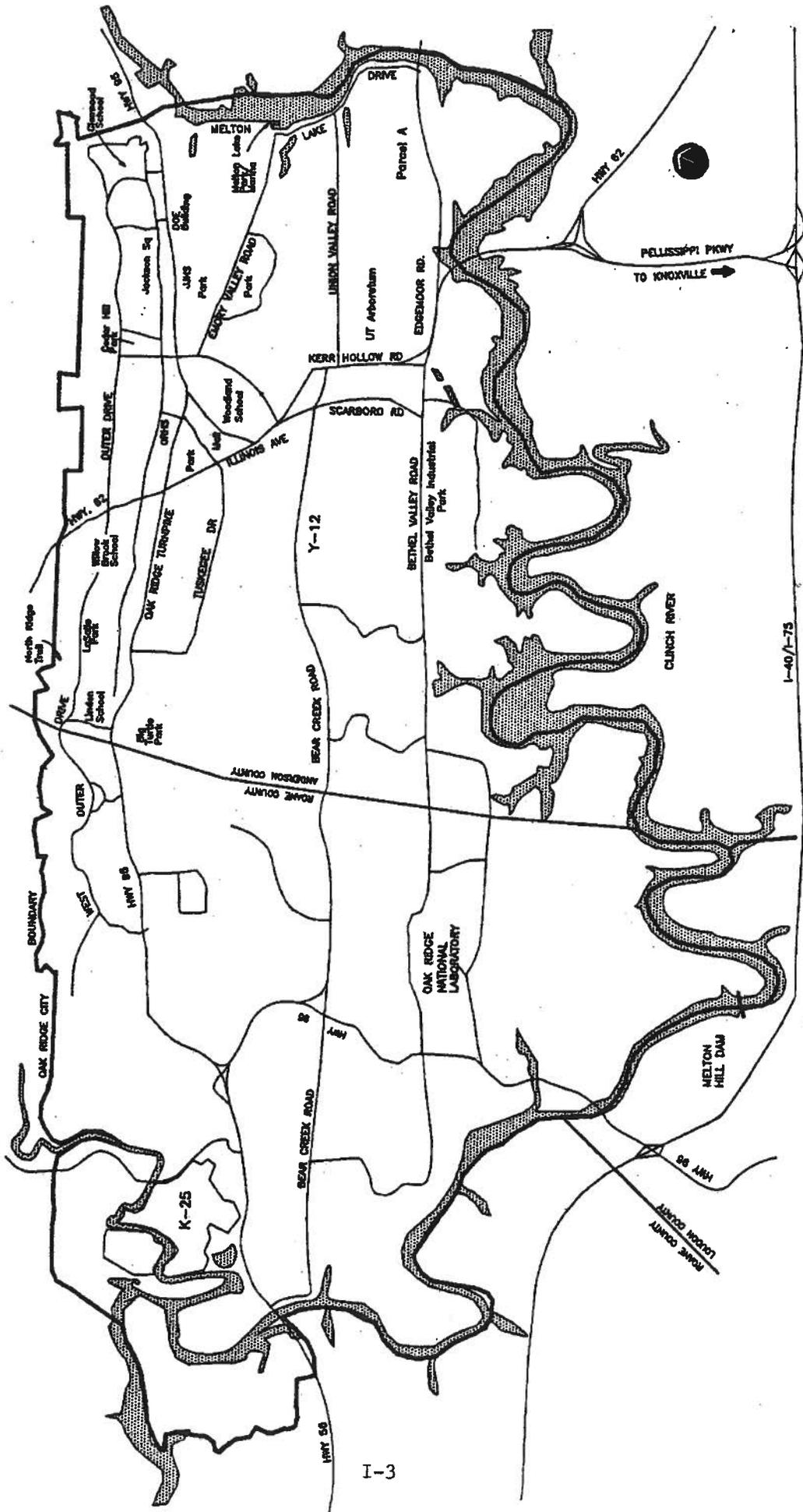
In 1955 Congress passed Public Law 221, which allowed the Atomic Energy Commission to sell the homes and land to the residents, and to give the City all municipal facilities if it voted to incorporate. By 1959, all housing had been sold, and residents voted overwhelmingly in favor of incorporation under a modified city manager-council form of government.

## **GOVERNMENTAL STRUCTURE**

The City is governed by a modified City Manager-Council form of government. The governing body of the City is a seven member City Council. Approximately, half of the City Council is elected on a non-partisan basis every two years for a four-year term of office. Following each regular City election, the City Council elects one of its members as Mayor to serve for a two-year period as ceremonial head of the City and presiding officer of the City Council. The City Council appoints the City Manager, who is the chief administrative officer of the City. The City Manager appoints all other City employees except the City Attorney who is appointed by City Council.

The City School System is governed by a five member Board of Education elected at large with four-year terms of office. The Board of Education appoints the Director of Schools who serves as the chief administrative officer of the school system.





NOT TO SCALE

# CITY OF OAK RIDGE

The City provides a wide range of services characteristic of similar jurisdictions in the State including public safety (police and fire protection), education, residential refuse collection, culture-recreational programs, street maintenance, public improvements, planning and zoning, economic development and general administrative services. The City also provides electric and water and sewer collection and treatment services.

## **FINANCIAL OPERATIONS**

As required by the City Charter and generally accepted accounting principles (GAAP), all City funds and account groups are organized according to standards established by the Government Accounting Standards Board (GASB). The City's financial reporting system is designed to provide timely, accurate feedback on the City's overall financial position and includes, at a minimum, quarterly reports to the City Council. All City financial statements are audited annually by independent certified public accountants.

The City has received annually the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for its annual operating budget since the inception of the award by GFOA. The award recognizes that the annual operating budget meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications medium.

The City has received annually the GFOA Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report since the City was incorporated. The Certificate of Achievement recognizes that the City's financial statements meet the strict standards of GASB.

The City operates under several broad multi-year budgetary policies. The most notable of these policies is the Multi-Year Budget Management Plan, which was initiated in 1986 and includes a long-range fiscal planning tool for the General Fund referred to as the multi-year model. This annually updated financial tool is the successor to the Score Plan, the name given to the blueprint adopted by the City to assure prudent use of nearly \$22.3 million in one-time in-lieu-of-tax proceeds received from the Department of Energy in 1986.

On an annual basis, the City's financial plans are set forth in the annual operating budget and the capital improvement program as required by applicable provisions of the City Charter. The Financial Policy Guidelines provide specific guidance to City staff regarding development of the annual budget. These guidelines begin on page I-6 of this document. On May 24, 2010, City Council adopted the fiscal 2011 Budget Ordinance.

Budget amendments which revise the total expenditures of any fund may occur at any time during the fiscal year after a public hearing before the City Council; however, the City Manager may, on his own authority, transfer budgeted amounts between departments within any fund. Normal budgeted control is maintained at the activity level by reviewing estimated purchase amounts prior to the release of purchase orders to vendors. Outstanding encumbrances are reported as reservations of fund balance at the end of the fiscal year in the General, Special Revenue and Capital Projects Funds.

## **MANAGEMENT AND DEPARTMENT ORGANIZATION**

All departments of the City are under the supervision and control of the City Manager who is appointed by City Council. A Director or Deputy City Manager appointed by the City Manager heads each department listed below. The exception is the Legal Department whose departmental head is appointed by City Council.

Administrative Services  
Community Development  
Electric  
Finance  
Fire  
Legal

Library  
Personnel  
Police  
Public Works  
Recreation & Parks

Each department consists of separate entities referred to as activities, which have specific functions and purposes unique to that activity.

## **EDUCATION**

The City school system operates schools covering grades kindergarten through 12, with an approximate enrollment of 4,411 students and a professional teaching staff of 414. The primary and secondary schools are among the finest in Tennessee and the nation. In addition to the City system, a parochial school also exists within the city limits covering grades one through eight.

In the fall of 1999, a new approximately 100,000 square foot branch campus for Roane State Community College opened and offers courses in radiation physics, radioactive waste management and a two-year certification program for health physics technicians. Enrollment has consistently exceeded projections

Oak Ridge Associated Universities (ORAU), a consortium of six Tennessee and 49 other colleges and universities and a management and operating contractor for the U.S. Department of Energy is also located in the City. A pioneer in technology transfer, with historic contributions in nuclear medicine and health physics, ORAU today conducts specialized training in nuclear related areas of energy, health and the environment. In particular, ORAU has been able to provide technical assistance to government, the academic community and industry in radiological site assessment, environmental monitoring and provision of radiopharmaceutical internal dose information.

## **INDUSTRY AND MANUFACTURING**

Since the 1940's, the nuclear industry has been the largest employer for the City and County. Today, the U.S. Department of Energy ("DOE"), working through its primary subcontractors, BWXT and UT-Battelle, occupies approximately 33,000 acres within the City limits, and employs approximately 8,700 employees in engineering, skilled and semi-skilled crafts, technicians and administrative support. BWXT operates the Y-12 weapons plant facilities and UT-Battelle operates the Oak Ridge National Laboratory.

The ongoing functions of the Y-12 plant are to support DOE's weapons designs labs, recover U-235 from spent nuclear weapons and provide support to other government agencies. The mission of the Oak Ridge National Laboratory is to develop safe, economical and environmentally acceptable technologies for energy production and use. The Laboratory has greatly expanded its mission within recent years to include major developments in the following diverse fields: advanced ceramic materials, robotics, information management and environmental sciences.

In 2006, the \$1.4 billion Spallation Neutron Source (SNS) located on 80 acres at the Oak Ridge National Laboratory opened. SNS is an accelerator-based neutron source, when at full power; this one-of-a-kind facility provides the most intense pulsed neutron beams in the world for scientific research and industrial development. SNS was built by a partnership of six U.S. Department of Energy laboratories. Along with its sister facility in Oak Ridge, the High Flux Isotope Reactor, SNS makes Oak Ridge a mecca for neutron-scattering research that is used for making a variety of

materials stronger, lighter and cheaper. This includes things like medicine, food, electronics, and cars and airplanes, which have all been improved by neutron-scattering research. The SNS has about 2,000 visiting scientists per year to conduct experiments and it is anticipated that numerous small industries will be generated from these experiments and findings.

DOE is continuing to research and develop solutions to local and national problems related to radioactive and hazardous wastes. Using their own facilities in the City, DOE through its subcontractors have begun a significant program to implement environmental remedial action in and around the Oak Ridge Reservation.

A dedicated effort by the DOE to transfer technology to the private sector that was heretofore held as proprietary to the U.S. Government alone has led to an unparalleled growth in new business development in the City. Licenses have been granted to existing firms as well as start-up firms to manufacture for commercial use products using state-of-the-art technology in robotics, ceramics and nuclear medicine.

The City has been actively seeking to diversify its economic base from as early as the mid 1960's. In addition, the commercial and industrial portion of the property tax base has risen from 35% in 1987 to 47% in 2009. Currently, there are four industrial parks in the City that were developed by the municipality and two parks that were developed by private firms. A new industrial park, Horizon Center, has been opened with 1,000 acres of undeveloped federal land.

## **OPERATING BUDGET POLICIES**

1. The City will consider as its highest priority the maintenance of basic public services and facilities necessary to meet the needs of its residential, institutional, commercial and industrial "citizens." A basic public service or action is one that would not be provided without public action, and one that is either:
  - Essential to the health and safety of the city's residents; or
  - Necessary in order to avoid irreparable damage to City resources; or
  - A service that the absence of such would cause the City to be generally unacceptable to its residents.
2. After one or more work sessions, Council will provide policy guidance to the City Manager and staff for preparation of the proposed budget for the next fiscal year. Council guidance will define the appropriate service levels for municipal programs and overall personnel policies.
3. The City Manager will prepare an operating budget that supports and adheres to guidelines established by City Council. The City Manager will not be precluded from proposing program expansions based on Council guidance or staff initiatives.
4. The City Manager and others involved in the operating budget preparation process will also use the priorities expressed in the Comprehensive Plan as the framework for review and formulation of the proposed City budget.
5. The Council may meet once or more annually with the Board of Education to discuss the services offered by the Schools and factors affecting budget preparation for next fiscal year.

6. Responsive, quality service will characterize the City of Oak Ridge. All departments of the City will continue periodically to examine and effect changes in program delivery responsibilities or management that would improve productivity, lower costs, enhance service and further communication with the public.
7. The City will continue actions to ensure that all City staff members are sensitive to the special needs of the community and its residents.
8. The City will take steps to continue to increase citizen involvement in the ongoing planning, programming and budgeting process.
9. The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' obligations. In particular, the City will continue the scheduled level of maintenance and replacement for its infrastructure and fleet.
10. The City will prepare a detailed budget which identifies and accounts for object code expenditure increases from the previous budget year that are greater than the rate of inflation, subject to a minimum increase of \$2,000.
11. The City will maintain a budgetary control system to ensure adherence to the budget and will prepare monthly reports comparing actual revenues and expenditures to budgeted amounts.
12. The City will integrate performance measurement and productivity indicators within the budget.
13. In all actions to balance the budget, the City will attempt to avoid layoffs. If possible, any personnel reduction will be scheduled to come permanently from attrition.

## **REVENUE POLICIES**

1. The City will attempt to develop a diversified and stable revenue system to shelter it from short-run fluctuations in any one-revenue source. Specifically, the City will do the following:
  - a. Continually monitor and assess the local taxing effort of Oak Ridge as compared to other Tennessee cities.
  - b. Aggressively pursue equitable, in-lieu-of-tax payments from the Department of Energy and the United States Congress for existing and new projects located on nontaxable federal property in order to reinforce and enhance a climate of economic competitiveness and vitality in the community.
  - c. Move toward a local revenue structure for financing public services, which de-emphasizes the property tax and encourages the use and development of alternative revenue sources such as greater reliance on the local option sales tax.
2. The City will follow an aggressive policy of collecting revenues.
3. 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.

4. All charges for services, fees and licenses will be reviewed annually and, whenever possible, recommendations for adjustment will be made at one time.
5. The City will consider the establishment of new user fees as an alternative to property tax funding. Before implementation of new user fees, the City will first determine the cost of administering and collecting the fee, what other jurisdictions are charging for similar fees, the purpose of the fee and if it can be accomplished.
6. The City will aggressively seek Federal and State grants. These revenues will be targeted as much as possible to capital improvements.
7. The City will ensure that Oak Ridge receives a fair proportion of all State and County shared taxes and revenue.
8. Whenever possible, revenue sources will be designed or modified to include provisions to automatically allow the collections to grow at a rate that keeps pace with the cost of providing the service.

### **DEBT MANAGEMENT GUIDELINES**

1. Long-term borrowing will only be utilized for capital improvements or capital projects that cannot be financed with current revenues.
2. Bonds will be repaid over a period less than or equal to the project's useful life.
3. The City of Oak Ridge may borrow money as provided by Tennessee General Law. Such authority is found within Title 9, Chapter 21, of the Tennessee Code, entitled Local Government Public Obligation Act.
4. Debt instruments will be structured to allow future flexibility and market interest by including the Optional Redemption Features.
5. The City will maintain good communications with bond rating agencies regarding the City's financial condition.
6. The City will fully disclose information on every financial report and bond prospectus.

### **BUDGET FORMAT**

The budget document for the City of Oak Ridge provides historical, present and future comparisons of revenues and expenditures; allocations of resources -- both fiscal and personnel; and descriptions of the anticipated annual accomplishments of City programs.

### **BUDGET ORGANIZATION**

The budget document is organized to provide a summary of the total budget in the Budget Overview section of this document. Revenues and expenditures for each fund are located in the applicable fund section of this document. The major portion of the budget consists of detail pages containing a description of the funds and activities along with an expenditure summary for that function. Legal Requirements, the Personnel Schedule, Statistical Information, Glossary and Index conclude the document.

## **FINANCIAL STRUCTURE**

The City accounts are organized by fund and account group, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. 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. The various funds are grouped into six generic fund types and two broad fund categories as follows:

### **Governmental Funds**

#### General Fund

The General Fund is the principal fund of the City and is used to account for all activities of the City not included in other specified funds. The General Fund accounts for the normal recurring activities of the City (i.e. police, fire, recreation, public works, general government, etc.).

#### Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. The City of Oak Ridge utilizes the following Special Revenue Funds - General Purpose School Fund, Drug Enforcement Program Fund, State Street Aid Fund, Streets and Public Transportation Fund, Economic Diversification Fund, Solid Waste Fund, Grant Fund, Golf Course Fund, West End Fund and Special Programs Fund. The Special Programs Fund was established for fiscal 2011 to account for fines from traffic cameras to be used for programs to be determined at a later time by City Council.

#### Debt Service Fund

The Debt Service Fund is used to account for the payment of principal and interest on long-term general obligation debt not serviced by an Enterprise Fund. The General Fund primarily provides funding for this debt service obligation.

#### Capital Projects Fund

The Capital Projects Fund is used to account for financial resources segregated for the acquisition or construction of major capital facilities other than those financed by enterprise operations. The primary funding source for the Capital Projects Fund is from proceeds from general obligation long-term debt issuances and operating transfer from the General Fund. In fiscal 2000, the General Fund began budgeting annual operating transfers to the Capital Projects Fund to provide funding for routine City and School capital maintenance projects. This transfer was started to reduce the City's reliance on long-term debt proceeds for capital maintenance projects under \$300,000.

### **Proprietary Funds**

#### Enterprise Funds

Enterprise Funds are 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 be financed or recovered primarily through user charges; or (b) for which the governing body has decided that periodic determination

of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The City utilizes three Enterprise Funds for municipal operations that includes the Electric Fund, Waterworks Fund and Emergency Communication District Fund.

#### Internal Service Funds

Internal Service Funds are used to account for the financing of goods or services provided by one department to another department of the City on a cost-reimbursement basis. Established Internal Service Funds include the Insurance Fund and Equipment Replacement Rental Fund.

### **BASIS FOR BUDGETING**

Budgets for all Governmental Funds (General, Special Revenue, Debt Service and Capital Projects Funds) are adopted on a basis consistent with generally-accepted accounting principles (GAAP), except that in the General, Special Revenue and Capital Projects Funds encumbrances are treated as budgeted expenditures in the fiscal year the commitment to purchase is made. Budgeted amounts reflected in the accompanying budget and actual comparisons are as originally adopted or as amended by City Council.

Budgets for all Governmental Funds are approved by City Council and adopted as legal appropriation levels for those funds for that fiscal year. The appropriation ordinance for fiscal year 2011 is presented on page I-39 of this document. A lump sum expenditure amount for each Governmental Fund, exclusive of operating transfers, is approved by City Council as the legal appropriation for that fund. Operating transfer amounts for Governmental Funds and projected expenses for Proprietary Funds (Enterprise and Internal Service Funds) are presented in the appropriation ordinance for informational purposes only.

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

Formal budgetary integration is employed as an ongoing management control device for Governmental Funds. Budgetary control is also achieved for the Debt Service Fund through general obligation bond indenture provisions. All appropriations that are not expended or encumbered lapse at year-end.

### **BASIS OF ACCOUNTING**

All Governmental Funds are accounted for using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available as net current assets. Taxes and intergovernmental revenue, with the exception of property taxes, are considered measurable at the point of sale, due date or transaction occurrence for revenue recognition. Availability for revenue recognition purpose is 60-days after fiscal year end. For budget presentation purposes, property tax revenues are recognized in the fiscal year for which they were 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 fund liability is incurred. However, an exception to this general rule would include principal and interest on general long-term debt which is recognized when due.

All Proprietary Funds 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 electric, water and wastewater service receivables.

To facilitate the cost accounting process, the City distributes the cost of a number of common use, "overhead" expenses to each General Fund budget activity on the basis of a predetermined cost distribution. Indices such as square footage, number of telephones, and number of clerical personnel are used to assign the cost of utilities, telephones, and other costs on a pro-rata basis. To further identify the actual cost of each General Fund budget activity, all or a major portion of the work performed by certain service centers is transferred to the benefiting activities under the caption "Reduction of Costs." Examples of service (or cost distribution) centers include 935 Engineering and 845 Computer Services.

In each case, these activities provide the supervision, engineering, labor, materials or equipment for construction, maintenance and repair of the City's buildings, water and sewer systems, streets, equipment and other items of physical plant or administrative services necessary for the operation of these Funds. The costs involved are transferred in whole or in part to the benefiting Fund or activity. The purpose of cost distribution is to assign all costs, to the extent practicable, to the budget activity incurring or requiring the expenditure.

#### **ADOPTED EXPENDITURES COMPARED TO RATE OF INFLATION**

City Council has adopted an operating budget policy which states, "The City will prepare a detailed budget which identifies and accounts for object code expenditure increases from the previous budget year that are greater than the rate of inflation subject to a minimum increase of \$2,000." In accordance with this policy, the monetary change and the percentage difference are identified for each object code. An explanation of the most significant expenditure increases is provided in the Significant Expenditure Changes section of each activity summary sheet except for Personal Services, outlined below.

#### **PERSONAL SERVICES CALCULATIONS**

In the FY 2011 Budget, the expenditure category Personal Services, (Object Codes 5110 through 5175), includes regular, temporary and overtime salaries and related benefits, for employees of the City of Oak Ridge, such as employer contributions for Social Security and retirement and a life and health insurance program.

The salary for each regular employee is allocated to a department activity and budgeted under Object Code 5111. Salary calculations are computed for each employee on the basis of 26 biweekly pay periods using the current pay plan rate adjusted by an average merit increase, if budgeted, for all City employees. During fiscal 2003, a citywide comprehensive pay plan review was completed, which updated job descriptions and salary ranges. The new pay plan structure eliminated awarding across-the-board cost-of-living-adjustments (COLA's) to city employees. Now all pay increases awarded to city employees are to be based solely on each employee's job performance during the preceding year. The new pay plan structure also eliminated set percentage step increases within the salary ranges. Generally, the percentage merit increase awarded to individual employees is based on that employee's performance review rating ranked with other employees in their department. Overtime is projected in Object Code 5130. Overtime expenditures are impacted by the Fair Labor Standards Act (FLSA), which requires either payment in cash or compensatory time at time and one-half for all hours worked in excess of normal duty hours.

The calculation of the City's contribution for Social Security (Object Code 5141) and the Tennessee Consolidated Retirement System (TCRS) Benefits (Object Code 5150) are mandated based on a percentage of each employee's salary, with the Social Security contribution currently 7.65% and the Retirement contribution 14.99% for both regular civilian employees and regular Public Safety employees. The City's TCRS contribution increased from 13.07% to 14.99% of gross wages in fiscal 2011. The Retirement contribution percentage is adjusted biennially by the TCRS and will be reviewed again for fiscal 2013. In Object Code 5160, the City also provides individual health insurance coverage, which includes medical insurance, dental reimbursement, long-term disability insurance and life insurance coverage.

## **BUDGET PROCEDURE**

The Charter for the City of Oak Ridge provides that prior to the beginning of the fiscal year on July 1; the City Manager shall submit to the City Council a Proposed Budget for the next fiscal year that presents a complete financial plan for the ensuing year. In accordance with the City Charter, the following information must be provided: (a) detailed estimates of all proposed expenditures for each department, board, officer or other agency of the City, showing, in addition, the expenditures for corresponding items for the last preceding fiscal year, appropriations and anticipated expenditures for the current fiscal year, and reasons for recommended departures from the current expenditures pattern; (b) statements of bonded and other indebtedness of the City, including the debt redemption and interest requirements, the debt authorized and unissued, and the condition of the sinking funds; (c) detailed estimates of all anticipated revenues of the City from all sources, including current and delinquent taxes, non tax revenues and proceeds from the sale of any bonds, 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; (d) a statement of the estimated balance or deficit, as of the end of the current fiscal year; and (e) any other supporting schedules as requested by City Council.

To ensure compliance with this Charter requirement, a budget schedule is prepared each year to facilitate the decision-making process by providing overall direction to City departments. The budget preparation process begins in late summer when City departments begin preparation of six-year Capital Improvements Program requests for submission to the Community Development Department by late September. By early October, Community Development staff prepares a recommended draft Capital Improvements Plan that is submitted to the City Manager for review and approval. By late October, the consolidated draft document is submitted to the Oak Ridge Regional Planning Commission for review. The program identifies anticipated projects, establishes priorities and identifies the anticipated source of funding. The program, as modified and approved by the Planning Commission, is submitted for Council's consideration by January 31.

In early November, City departments begin assessing new resource needs for the coming year relative to capital equipment, including fleet; extraordinary maintenance requirements; automation services; and proposed new or expanded work programs. Budget requests and supporting documentation are prepared and submitted in by January 31 for Finance Department and the City Manager's review.

A self-evaluation of the departments' objectives and measures of performance for the current year is initiated in November and used in the preparation and development of objectives and performance measurements for the upcoming year. The budget documentation prepared includes a statement of departmental goals and objectives, proposed performance measures, an estimate on the status of performance measures at the end of the current year, traditional object code line item expenditure requests, justification for expanded expenditure requests and initial financial estimates on the departments' expenditure status by the end of the current fiscal year.

During February, the Finance Department quantifies preliminary budget information for the City Manager's review. Departmental objectives, measures of performance and operating budgets are refined for consolidation in the Proposed Budget document during the month of March. Expenditure and revenue projections for the current fiscal year and estimates for the proposed fiscal year and thereafter are updated with the latest available data. This information permits final adjustments to routine operating expenditures and new and expanded programs for inclusion in the Proposed Budget.

A Proposed Budget for the upcoming fiscal year is presented to the City Council at a date set by City Council in April or May. The Board of Education also presents the General Purpose School Fund budget at this meeting, including a request for appropriation of City funds to meet program obligations. Budget Work Sessions are held with City Council if needed for a detailed review of the proposed operating and capital improvements budgets. These sessions provide the opportunity for City Council to analyze the City Manager's Proposed Budget and to request additional information as needed.

At a meeting date set by City Council, a formal public hearing is held on the Proposed Budget. This meeting provides citizen input to Council on decisions and issues related to the budget. The first reading of the Appropriations Ordinance is also approved as amended by Council during this meeting. City Council adopts the Appropriations Ordinance, as amended, at second reading of the Ordinance, which occurs prior to May 31. Council approval of the Ordinance adopts the Budget for the fiscal year beginning July 1 and sets the tax rate for the upcoming year.

**FY 2011 BUDGET CALENDAR**

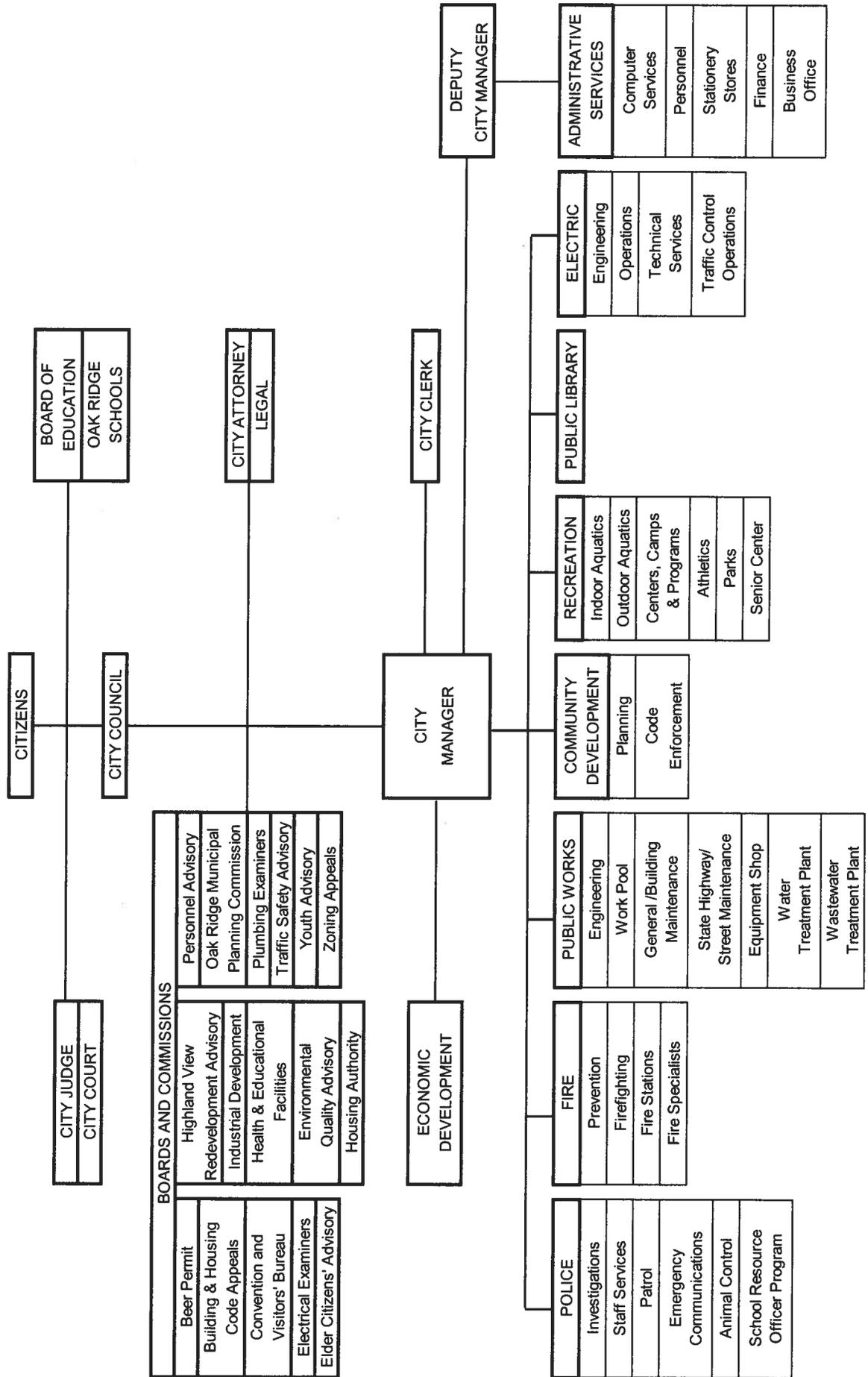
<u>Date</u>	<u>Event</u>	<u>Responsibility</u>
September	City Staff preparation of six-year Capital Improvements Program requests (FY 2011 – FY 2016)	Responsible Departments
10/7/09	Submission of Proposed Capital Improvements Program to Senior Management for preliminary review & approval	Community Development
10/15/09	*Compile and Print Proposed Capital Improvements Program Document	Community Development
10/15/09	Submission of Proposed Capital Improvements Program to Planning Commission for review	Community Development
11/05/09	Public Work Session on the Proposed Capital Improvements Program Attended by Commissioners, Applicable Department Heads, and Public	Responsible Department Planning Commission Community Development
10/16/09	Administrative Public Hearing-Proposed Statement of Community Development Objectives and Projected Use of CDBG Funds	CDBG Committee
11/19/09	Approval of six-year Capital Improvements Program	Planning Commission
November to April	Preparation of Proposed Budget including budget projections, narratives and schedules	Finance Department
By January 31	Preparation and submission of all Budget Updates for FY 2011	All Departments
12/14/09	Transmittal of FY 2011 – 2016 Capital Improvements Program to City Council as a communication	Community Development
4/12/10	Public Hearing on FY 2011 Community Development Block Grant Proposals	City Council
5/03/10	Presentation of FY 2011 City, Schools, CIP Proposed Budgets, and Major Budgetary Recommendations Report to City Council	City Council, City Manager
5/10/10	Proposed Budget to City Clerk and Public Library for Public Inspection	Finance Department

**FY 2011 BUDGET CALENDAR (Cont'd)**

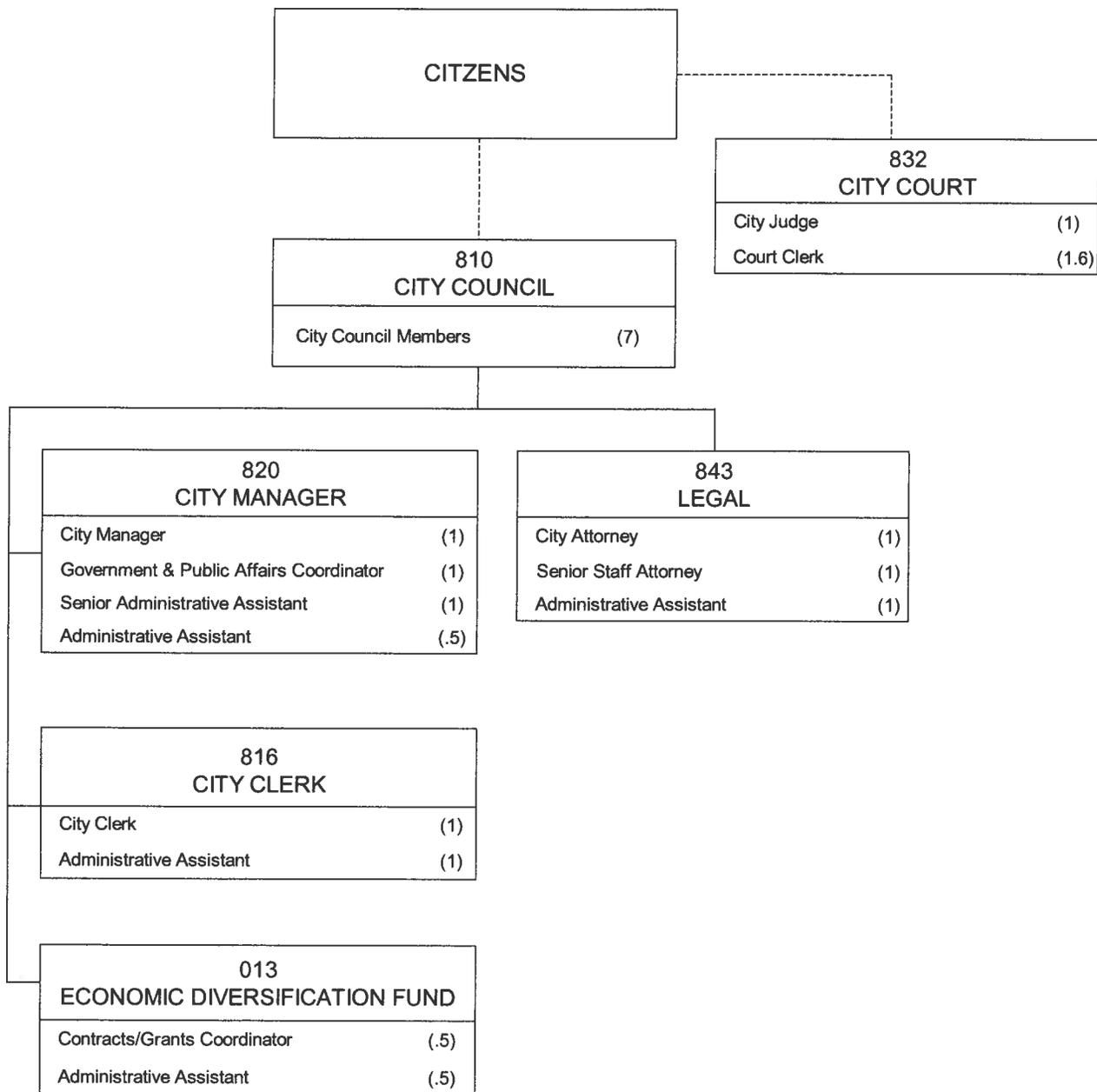
<u>Date</u>	<u>Event</u>	<u>Responsibility</u>
5/10/10	Public Hearing on FY 2011 Budget	City Council
5/10/10	Council Meeting for first reading and adoption of FY 2011 Budget	City Council
5/24/10	Council meeting for final reading and adoption of FY 2011 Budget and 2010 tax rate	City Council
6/03/10	Effective Date of Budget Ordinance	

# ORGANIZATION CHART

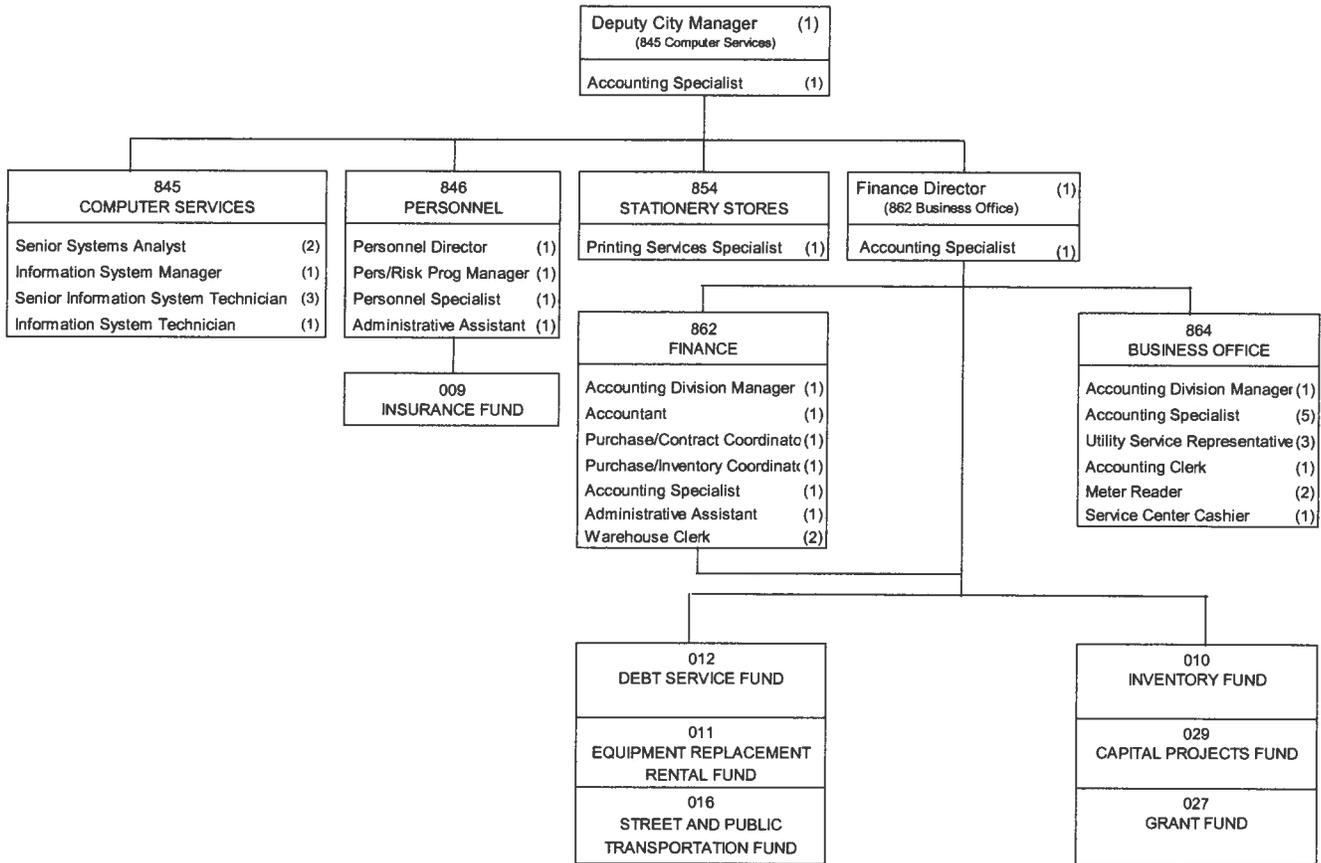
## City of Oak Ridge, Tennessee



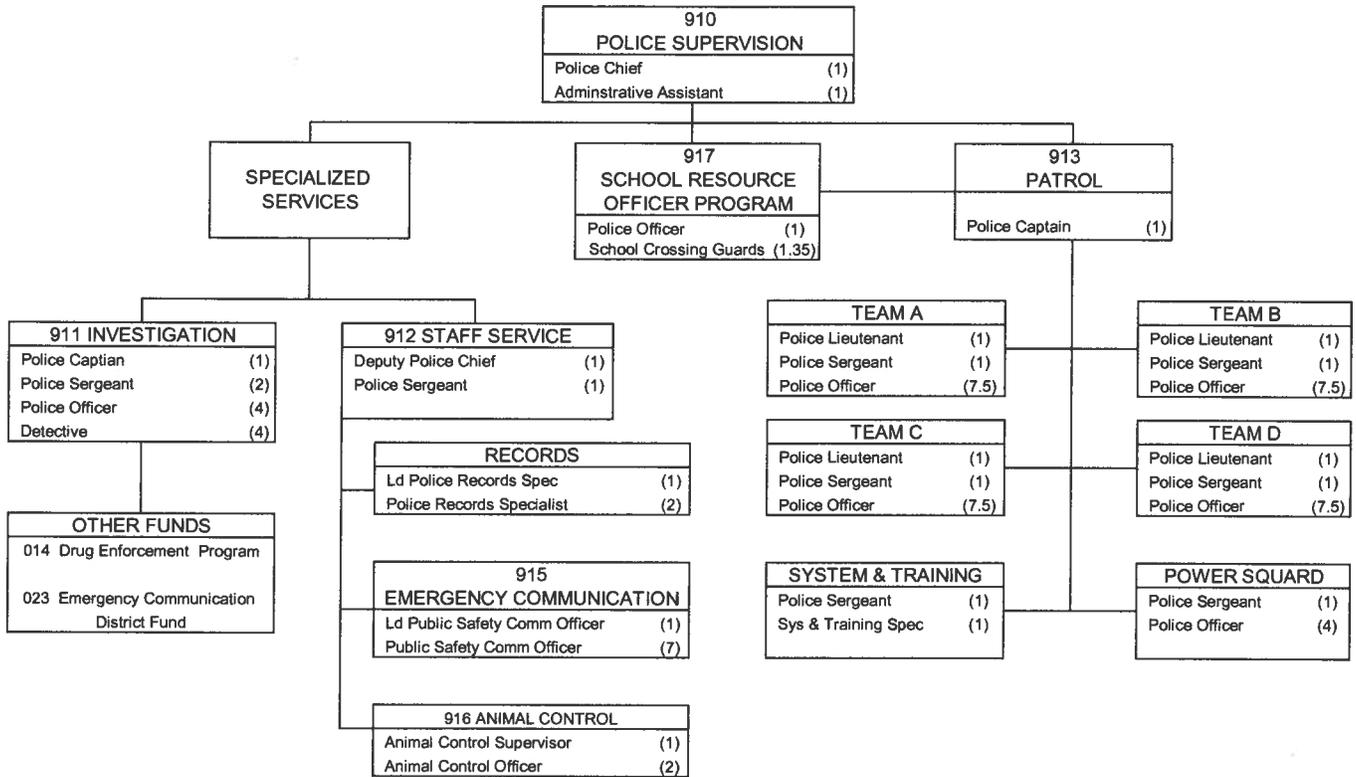
# GENERAL GOVERNMENT



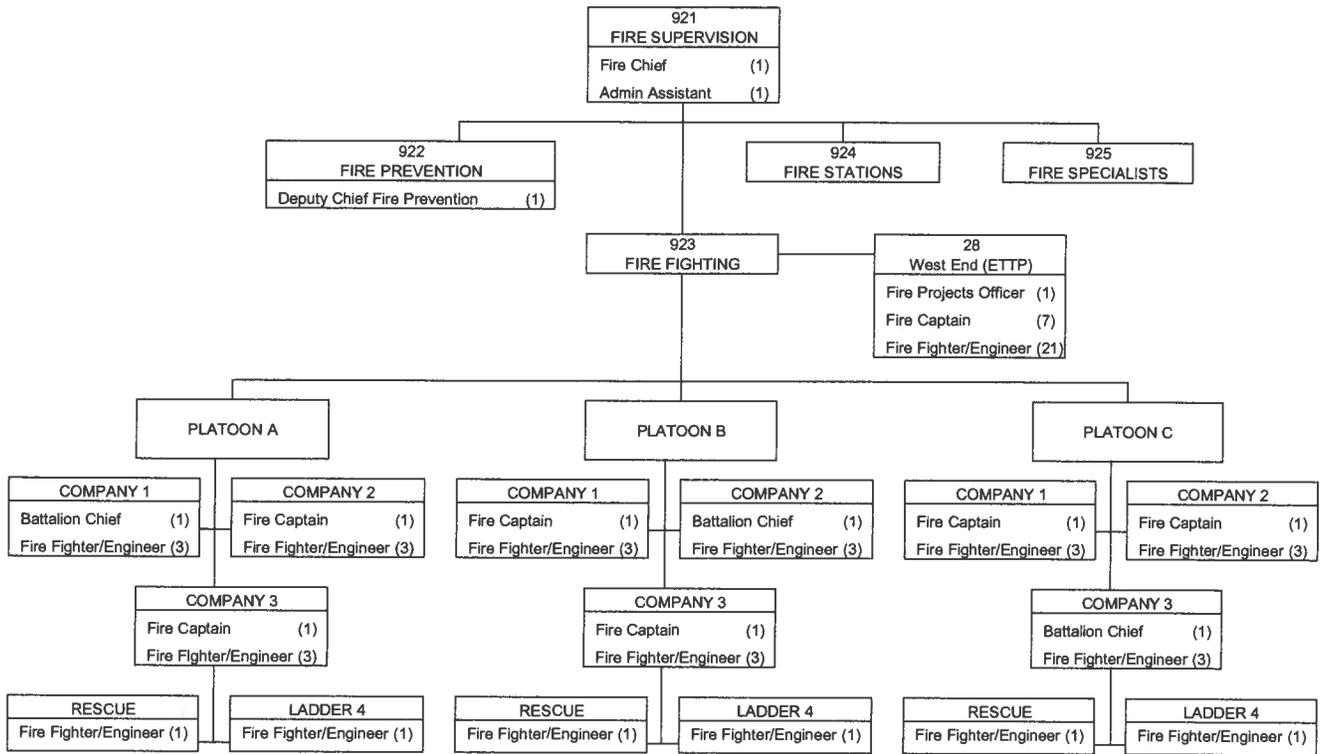
# ADMINISTRATIVE SERVICES



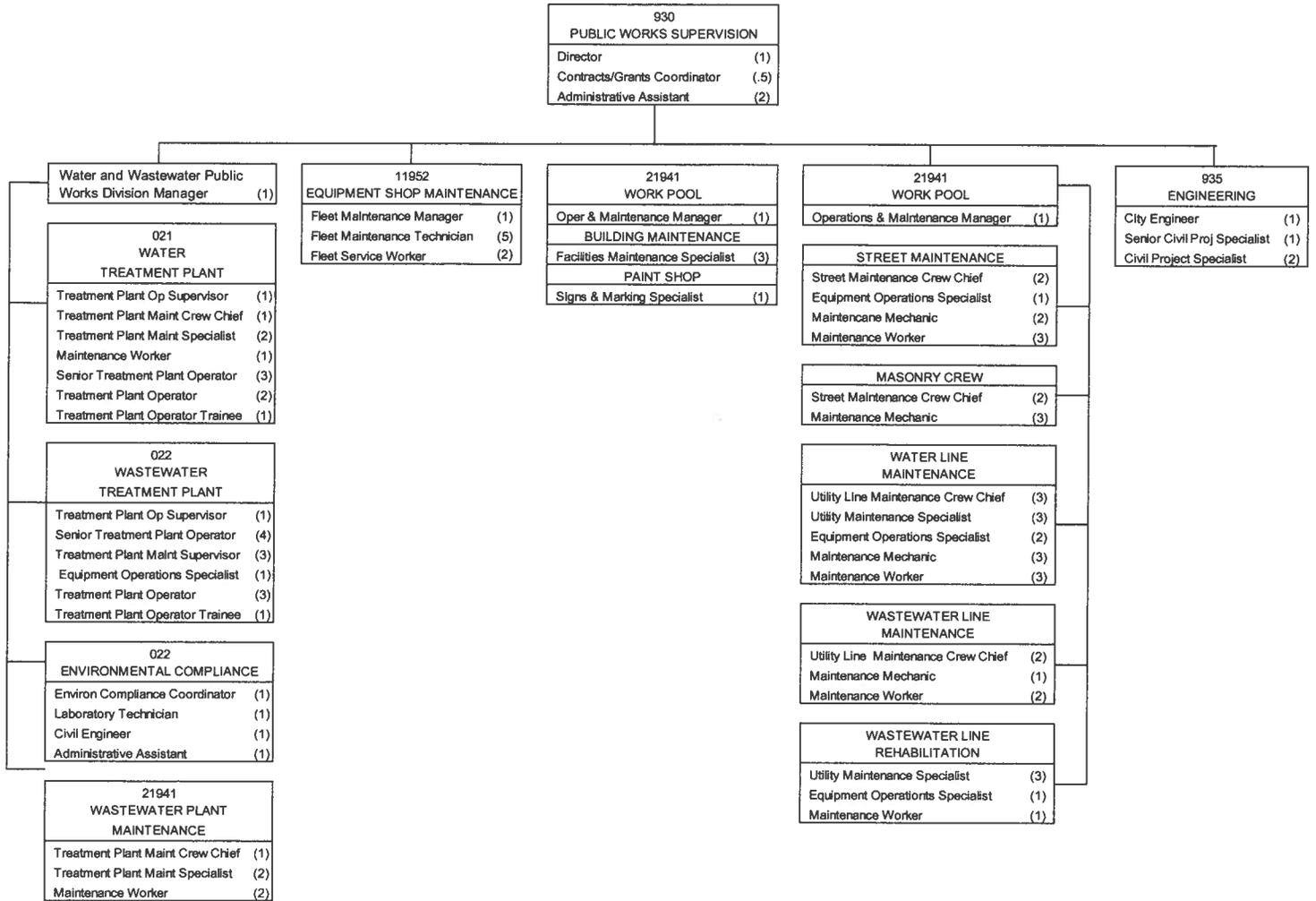
# POLICE DEPARTMENT



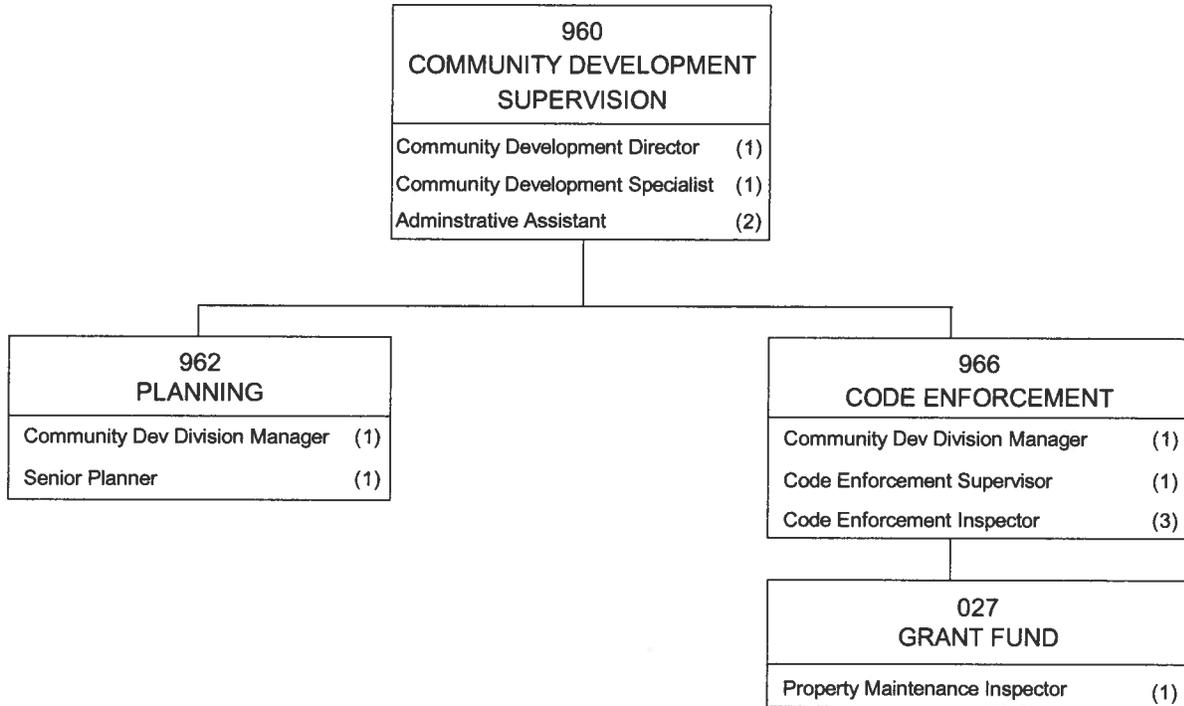
# FIRE DEPARTMENT



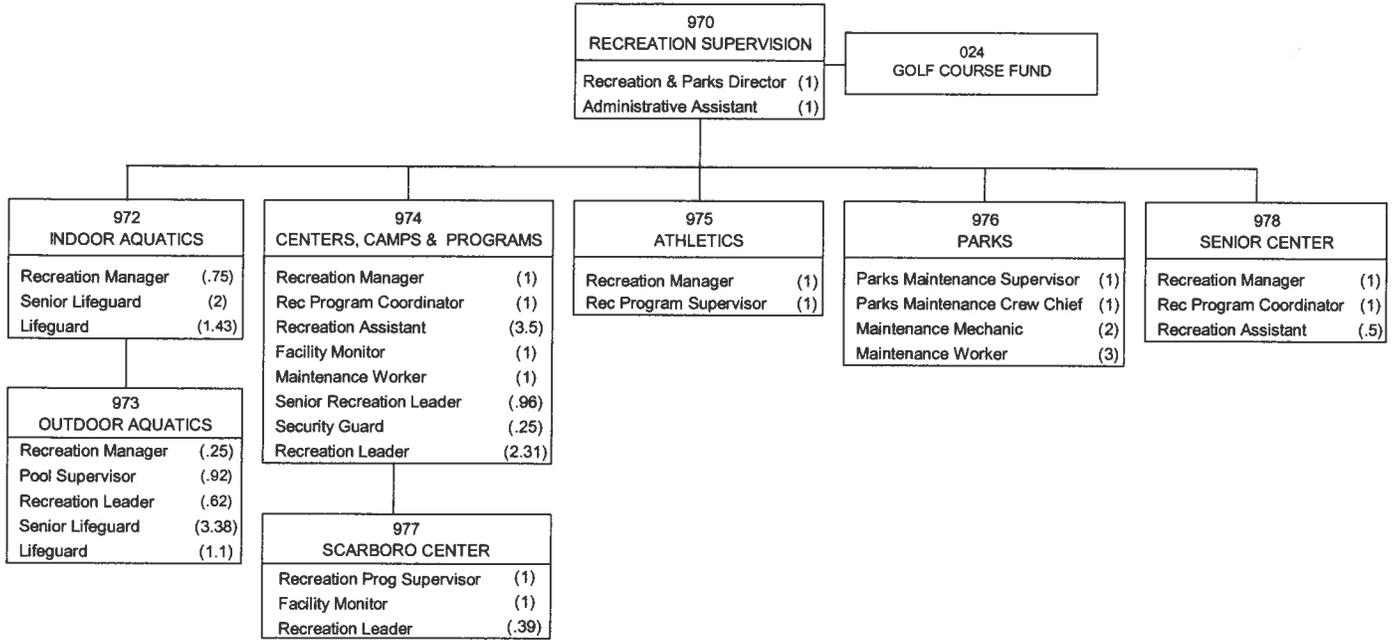
# PUBLIC WORKS DEPARTMENT



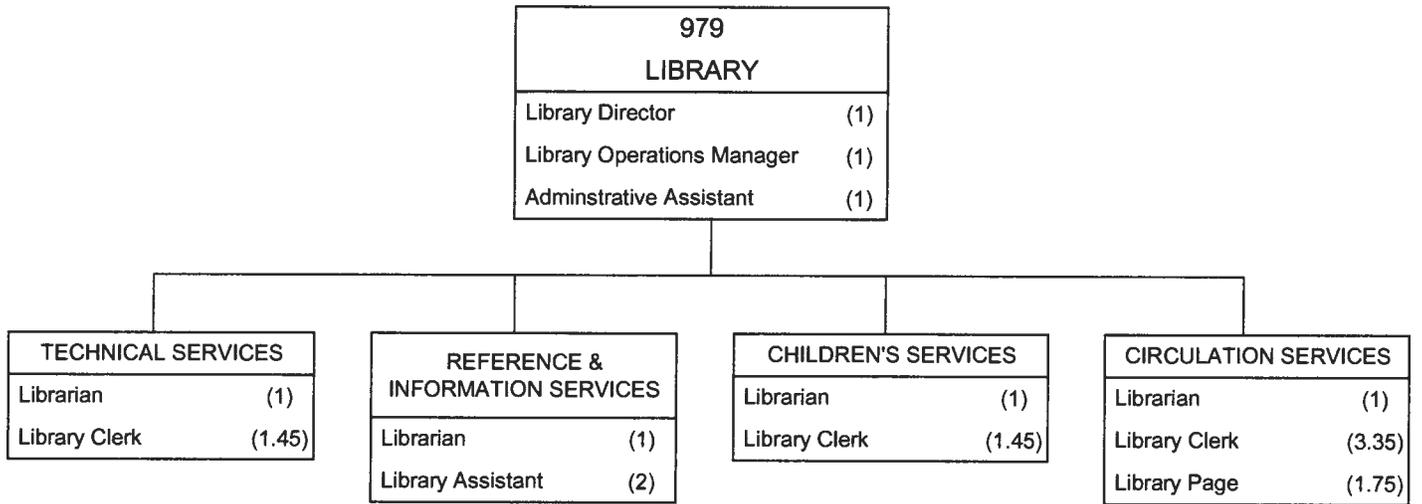
# COMMUNITY DEVELOPMENT DEPARTMENT



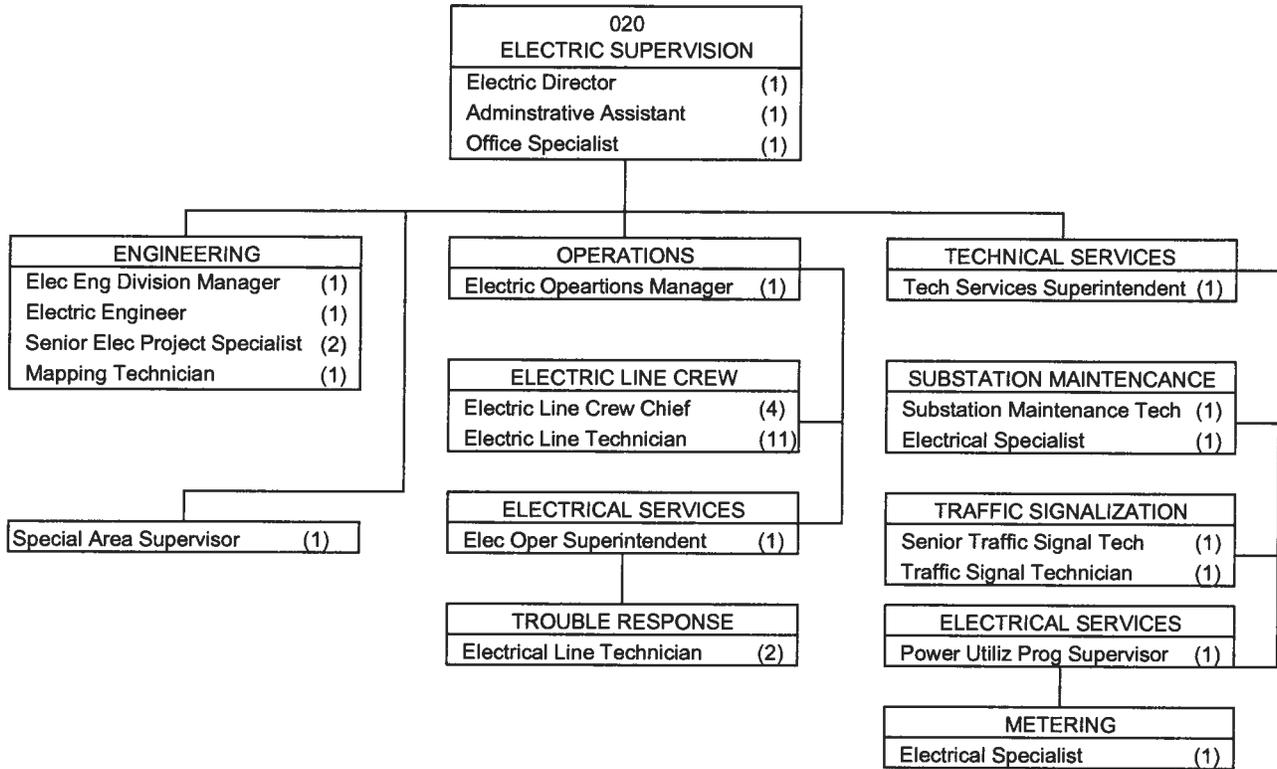
# RECREATION AND PARKS DEPARTMENT



# LIBRARY



# ELECTRIC DEPARTMENT





## **BUDGET ASSUMPTIONS**

The Council's Budget and Finance Special Committee met a total of 17 times, beginning November 3, 2009, and completed a comprehensive review of information and issues related to the FY 2011 budget for the City of Oak Ridge. In the course of its meetings the Committee also reviewed all City Departments' expenditures and revenues.

As a part of the process, the committee reviewed the Budget Assumptions outlined on page I-28, which were used by City staff to develop the proposed fiscal 2011 budget. The Committee also made the following recommendations to City Council regarding the fiscal 2011 budget at the May 3, 2010 City Council meeting as follows:

- That the Economic Diversification Fund be held flat;
- That a separate fund be created for the photo enforcement camera revenues;
- and
- That each Council member review the list of potential funding requests and cuts, and be prepared to present alternatives and to participate in the budget deliberations at the public hearing and special meetings that have been scheduled for this purpose on May 10 and 24, 2010.

FY 2011 Budget Assumptions  
Reviewed by the Budget and Finance Committee

1. Reappraisal increases property values by 16%.
2. Certified tax rate is set at \$2.39.
3. 2011 Municipal Expenditure estimates include adjustments necessary to maintain current service levels (retirement, medical, energy, long term contracts, rents, etc.).
4. No New Municipal Programs or Municipal Salary Adjustments for 2011.
5. School Expenditure growth projected at 3.5% Annually.
6. Municipal Expenditure growth projected at 2.9% for 2011 and 3.5% after 2011.
7. Minimum Municipal Fund Balance \$5,000,000.
8. New Debt will be issued for Capital Maintenance in FY 2012-2013.
9. New Debt for Pre-School, School Administration, Senior Center, Library Expansion, and Roane State in FY 2015.
10. No tax rate increase for 2011.
11. FY 2010 Photo Enforcement funds stay in the General Fund and new Special Programs Fund created for future years.



oak  
ridge



Goals

## GOALS

This section, beginning on page I-30, contains the goals and objectives adopted by City Council to guide the City in achieving both its mission and vision. The adopted goals resolution outlines key issues and the specific goals for the City of Oak Ridge to address these areas of key issues

**RESOLUTION**

WHEREAS, the Oak Ridge City Council met in special work sessions on November 6 and 7, 2009, and February 20, 2010, to complete a strategic planning process that included the creation of a mission statement for the City of Oak Ridge as well as a vision statement, and to devise goals and objectives to guide the city in achieving both its mission and its vision; and

WHEREAS, the sessions were facilitated by Ms. Margaret Norris, a Municipal Management Consultant with the University of Tennessee's Municipal Technical Advisory Service, whose report dated February 26, 2010 contained a summary of the Council's discussions and intentions, and a timetable for completion of the activities related to the goals set forth therein; and

WHEREAS, it is the desire of City Council to formally adopt the proposed mission statement, vision statement, key issues and goals, and timetable that resulted from the strategic planning process, as enumerated in the summary report submitted by Ms. Margaret Norris.

NOW, THEREFORE BE IT RESOLVED BY THE COUNCIL OF THE CITY OF OAK RIDGE, TENNESSEE:

Section 1. The following is adopted as the mission statement of the City of Oak Ridge:

*The mission of the City of Oak Ridge is to deliver reliable and efficient services for today and for a sustainable future.*

Section 2. The following is adopted as the vision statement of the City of Oak Ridge:

*The City of Oak Ridge will be a highly sought after community for people of all ages to live, work, play and do business. Oak Ridge will be a world leader in innovation in energy, technology and manufacturing. All this will occur in a safe and healthy environment where there is a rich array of educational, cultural and recreational opportunities.*

Section 3. The following are adopted as the key issues and related goals for the City of Oak Ridge:

**KEY ISSUE: COMMUNICATION****GOAL: More Informed Citizenry**

1. Redo website: Staff is to contract this work out by June 30, 2010.
2. Schedule quarterly future planning work sessions relative to goal setting and accomplishments of set goals. Council is to set a schedule by April 1, 2010.
3. Create a framework for a citizens' communications panel to create a more informed citizenry – Council member Mosby will present a proposal by February 28, 2010.
4. Create an organizing committee for a citizen visioning committee – the committee will be comprised of two nominees from each council member. The council will discuss the goals for the committee by May 2010 at a work session.
5. Pass a policy on the creation of an internet relay chat forum (for approval by the Office of Open Records Counsel) for council by April 30, 2010.

**GOAL: Get Oak Ridge's Message (Technical Know-How, Quality of Life, etc.) Into the Minds of Location Decision-Makers, Prospective Residents, Local Residents, and Other Key Audiences.**

1. Define a clear message (or set of related messages). City staff, Council, and the community at large will be a part of achieving this objective. This can be one output of the vision process. A completion date is set for December 31, 2010.
2. Disseminate that message broadly within the community of people/organizations that represent Oak Ridge to the world (CVB, Chamber, etc.); refine it so all can support it (or disseminate their own variant). City staff will be responsible for this, with a completion date of December 31, 2010.
3. Revamp the city's website to include an effective collection of messages and presentations (for website visitors who don't live here). City staff will be responsible for this, with a completion date of December 31, 2010.
4. Provide related materials to other parties (besides city government) that communicate on the city's behalf. City staff will be responsible for this, with a completion date of December 31, 2010.
5. Monitor reactions to the messages (via local realtors, industrial recruiters, residents, visitors, etc.) and continually refine. This effort will be ongoing with no end date.

**KEY ISSUE: FUNDING/DEBT/ECONOMIC DEVELOPMENT**

**GOAL: Become More Resourceful in Obtaining Funding to Meet City's Needs**

1. Have a positive increase (hope for 2-5%) in retail and hotel sales taxes in one year (by December of 2010). Staff will research the ability to track progress and the council will require, by contract, an agency to do marketing and recruitment by June 30, 2010.
2. The budget and finance committee to get an executive budget summary (quarterly) to council starting in July 2010 and in addition, the committee will standardize budget forms.
3. Establish a council economic development committee to evaluate efforts and make recommendations by May 1, 2010.
4. Benchmark the Meadowview Conference Center in Kingsport. The newly created economic development committee and the city manager will complete the study by October 2010. In other words, explore the idea of a convention center.
5. Explore other retail/tourism opportunities. Again, the newly created economic development committee will present findings by July 2010.

**GOAL: Reduce Costs/Increase Efficiency**

1. Introduce Demming principles (Total Quality Management - TQM), i.e. better statistics to be kept, emphasize public and reward ideas for improving processes. Staff will complete this by December 31, 2010.
2. Conduct an operational audit – The budget and finance committee will work with MTAS and staff and present a recommendation as to how to complete the audit by October 2010.

## **KEY ISSUE: HOUSING**

### **GOAL: Make Oak Ridge Older Housing Stock Attractive to New Residents**

1. Inventory needed improvements – Staff will complete this with the help of the chamber of commerce and interested citizens by December of 2010.
2. Provide design resources for new property owners. Plan will be in place by December of 2010.
3. Coordinate the city's involvement with the Housing Development Corporation/Housing Works (non-profit) by August 2010.
4. Publicize the positive values of older neighborhoods. This will fit in with the key issue of marketing.

### **GOAL: Increase all housing choices and sales**

1. Council will explore a stricter policy and incentives on city employee residency requirements by December 2010.
2. Examine federal contracts for contractors' employee residency by December 2010.
3. Create a link to housing from city's website. Staff will complete this by June 30, 2010.

## **KEY ISSUE: CRIME**

### **GOAL: To Reduce Crime in the City of Oak Ridge**

1. Explore adding additional police officers and more neighborhood watch groups as part of the fiscal year 2011 budget.
2. Use different strategies and tactics by becoming more visible in high crime neighborhoods. The city's police department is responsible and in two years should have decreased criminal statistics.
3. Focus a quarterly strategic planning session on crime addressing a survey with statistics and stories; possible solutions to decrease crime; and relationships between the police and citizens by the end of the calendar year 2010.

## **KEY ISSUE: RELATIONSHIPS FROM THE CITY TO THE STATE AND FEDERAL LEVELS**

### **GOAL: To Have a Working Legislative Agenda for Federal State Levels**

1. Council to establish a legislative agenda using its intergovernmental affairs committee by November 30, 2010.
2. Council and staff to communicate legislative profiles to state and federal legislators and report activity quarterly.
3. Continue services of two contract lobbyists. Require lobbyists to supply council with written reports on their efforts on a monthly basis. Council will have a work session on lobbying activities by June 2010.

## **KEY ISSUE: RECREATION/QUALITY OF LIFE**

### **GOAL: Increase Public Awareness of Recreational Opportunities**

1. By June 30, 2010 staff will report on the feasibility of empanelling a citizen board to help define/review recreational opportunities; conducting quarterly forums to share

recreational opportunities with citizens, etc.; and hosting a human powered sports tournament in Oak Ridge.

**GOAL: Configure/Reconfigure the City's Physical Infrastructure to Provide a Safe and Accessible Pedestrian and Bicycle Connectivity through all Neighborhoods and to and between all Schools, Retail Centers, Key City Facilities, Parks, Playgrounds, Major Workplaces, Haw Ridge, and Similar Nodes.**

1. Request the bicycle pedestrian task force to review and comment on the items listed below by June 1, 2010.
  - a. PLAN. Update and extend the greenways master plan and sidewalk plan. Responsible parties are the planning commission and staff, with input from and involvement of City Council, Environmental Quality Advisory Board, Greenways Oak Ridge, schools, major employers, and the public at large. Estimated completion date within 18 months.
  - b. PLAN. Identify locations requiring (or that would benefit from):
    - new pedestrian crosswalks (or modifications such as elevating the crosswalk),
    - new "walk" signals,
    - 4-way stop signs to slow through traffic and facilitate pedestrian crossing,
    - traffic calming measures (such as raised crosswalks or speed tables) specifically aimed at increasing pedestrian safety and accessibility,
    - squaring off of street corners (to reduce the distance and increase visibility for pedestrians crossing at the corner, as well as forcing turning traffic to slow down). The responsible parties are staff, with input from and involvement of City Council, Planning Commission, Traffic Safety Advisory Board, and the public at large. Estimated completion date within 18 months.
  - c. PLAN. Identify locations for new bike racks, park-and-bike lots, and other features to promote pedestrian/bicycle mobility. The responsible parties are staff, with input from and involvement of various interested groups. Estimated completion date within 18 months.
  - d. Combat parking on sidewalks through a combination of public education, enforcement, and installation of traffic-calming measures (such as constrictions near intersections) aimed at reducing the likelihood of collisions between moving traffic and properly parked cars, and measures to give property owners some financial responsibility for the condition of the sidewalks that traverse the right of way on their property. The responsible parties are staff, with input from and involvement of various interested groups. Any new policies will require action by Council. Estimated completion date within 18 months.
  - e. Build the planned system incrementally over the next ten years. City Council to provide funding, staff to implement. Private parties may fund some parts of this.
  - f. Continually publicize the pedestrian access system and Oak Ridge's extensive open space resource (greenbelts, waterfront, Haw Ridge, greenways, UT arboretum, Black Oak Ridge area, etc.). See marketing and communications plans for responsible parties.
  - g. Continually educate the public (both children and adults) about pedestrian safety, bicycle rules of the road, and motorists' responsibilities w/r/t pedestrians and bicyclists. Responsible parties include staff, schools; and also see communications plans for additional parties and time line.

## **KEY ISSUE: CUSTOMER SERVICE/ATTITUDE**

### **GOAL: Explore Options for Enhanced Customer Service Delivery.**

1. Benchmark how other cities measure customer service and motivate their employees to provide excellent customer service. The city manager will handle this by December 2010.
2. Feasibility of a 311 line - call one number on any non emergency city issue. The city manager will handle this by December 2010.
3. Make customer service training and performance part of performance review. The city manager will produce a plan by December 2010.
4. Have Gordon Fee come talk to Council at a goal setting session on "getting the talk right." Council member Miller will handle this by December 2010.

### **GOAL: Improve Council and Staff Attitudes Toward Our Customers/Reduce Anxiety Both Ways**

1. Within three months of appointing a city manager, the council will set aside one strategic planning work session to work with the manager to develop a plan to improve relationships and attitudes among employees and citizens and council.

## **KEY ISSUE: EDUCATION**

### **GOAL: To Provide Opportunity for Citizens to Become Life Long Learners**

1. Assist Roane State Community College and Oak Ridge Institute for Continuing Learning in becoming a hub for undergraduate learning; second career training; and life long learning. The staffs of Roane State and Oak Ridge city hall will be responsible with a target date of November 2015. This goal will be achieved when more students begin to use the facilities at maximum capacity.

### **GOAL: Enhance Communication with Educational Organizations**

1. Review/identify opportunities for collaboration between the city and schools to optimize programs to reduce costs. The city manager will be responsible for tagging the opportunities by the end of the year. The goal will be met when the report is completed and publicized.
2. To protect the investment in education and maintain the city's outstanding status, the city will host regular (joint) meetings with the school board. The city manager will be responsible for scheduling the meetings by the end of the year. The goal will be met when the meetings are established and publicized.

Section 4. The following timetable is adopted for completing the activities related to the goals set forth in Section 3 (using a scale from one to four, the estimated cost for certain activities is estimated with one dollar sign indicating minimal expense, two dollar signs indicating below \$10,000, three dollar signs to show that the effort will take between \$10,000 and \$100,000, and four dollar signs to indicate over \$100,000):

oak  
ridge



Ordinance

**TITLE**

AN ORDINANCE TO PROVIDE REVENUE FOR MUNICIPAL PURPOSES FOR THE FISCAL YEAR BEGINNING JULY 1, 2010, BY IMPOSING A TAX ON ALL PROPERTY WITHIN THE CITY, FIXING THE RATE OF THE TAX, ADOPTING A BUDGET, AND ADOPTING APPROPRIATIONS.

WHEREAS, the City Manager, in accordance with the requirements of Article V, Section 10, of the Charter of the City of Oak Ridge, has submitted to City Council a proposed budget prior to the beginning of the fiscal year upon which a public hearing was held on May 10, 2010 as required by law; and

WHEREAS, in accordance with the requirements of the same Charter section, the Council held meetings which served to provide guidance to the City Manager on the preparation of the proposed budget.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF OAK RIDGE, TENNESSEE:

Section 1. The budget for the fiscal year beginning July 1, 2010, submitted to City Council by the City Manager, is hereby adopted.

Section 2. In order to provide revenue for municipal purposes, there is hereby imposed on the value of all property within the City of Oak Ridge as such value has been ascertained by the taxing authority of the City, a levy at the rate of \$2.39 upon each One Hundred Dollars' (\$100.00) worth of assessed value of all taxable property, this levy to be the tax rate for the year 2010. This levy shall also be imposed upon such assessments as may be certified for tax purposes to the City of Oak Ridge by the Public Service Commission of the State of Tennessee.

Section 3. In accordance with Article V, Section 13, of the Charter of the City of Oak Ridge, the following amounts shall be and hereby are adopted as appropriations by funds for the operation of the City of Oak Ridge, Tennessee, for Fiscal Year 2011:

General Fund, Municipal Operations	\$ 19,240,271
Debt Service (Bond and Interest Redemption Fund)	\$ 8,655,000
State Street Aid Fund	\$ 1,383,000
Streets and Public Transportation Fund	\$ 260,000
Drug Enforcement Program Fund	\$ 363,000
Grant Fund	\$ 4,500,000
General Purpose School Fund	\$ 55,035,408
Golf Course Fund	\$ 1,335,000
Capital Projects Fund	\$ 4,750,000
Solid Waste Fund	\$ 2,460,300
Economic Diversification Fund	\$ 2,837,000
West End Fund	\$ 2,750,000
Special Programs Fund	\$ 900,000

Section 4. The following amounts in the proprietary-type funds are projected expenses for Fiscal Year 2011 and are provided for informational purposes:

Electric Fund	\$ 55,610,000
Waterworks Fund	\$ 18,850,000
Emergency Communications District Fund	\$ 545,000

Section 5. In order to provide funds to meet the expenditure requirements, the following transfers are projected for Fiscal Year 2011 and are provided for informational purposes:

<u>To General Fund For Tax Equivalent</u>	
From Electric Fund	\$ 1,230,000
From Waterworks Fund	\$ 1,270,000
<u>To General Purpose School Fund for Operations</u>	
From General Fund	\$ 14,470,131
<u>To Debt Service Fund</u>	
From General Fund	\$ 3,545,000
<u>To Capital Projects Fund</u>	
From General Fund	\$ 476,271
<u>To Economic Diversification Fund</u>	
From Electric Fund	\$ 164,000
From Waterworks Fund	\$ 132,000
<u>To State Street Aid Fund</u>	
From General Fund	\$ 653,000
<u>To Streets and Public Transportation Fund</u>	
From General Fund	\$ 55,000
<u>To Solid Waste Fund</u>	
From General Fund	\$ 1,460,300
<u>To Grant Fund</u>	
From General Fund	\$ 171,850

Section 6. All proceeds received through fines, forfeitures and the disposal of seized goods resulting from the City's drug enforcement program shall be used exclusively for that program. A Special Revenue Fund has been established and any funds expended will be limited to the funds collected for that program.

Section 7. The taxes levied under this Ordinance shall become due and payable, shall become delinquent and shall be subject to penalties, the execution of distress warrants and sale of property levied upon as provided by law.

Section 8. The levy provided for herein shall be imposed on all taxable property as the same has been reported to the Council as a final total assessment of each class of property by the legally constituted Boards of Equalization for property situated in either Anderson County or Roane County within the City of Oak Ridge. The written report of the Equalization Boards shall be the assessment roll of the City of Oak Ridge.

Section 9. This Ordinance shall become effective ten (10) days after adoption on second reading, the welfare of the City of Oak Ridge requiring it.

APPROVED AS TO FORM AND LEGALITY:

*Kurt R. Kushenish*  
City Attorney

*Thomas J. Becher*  
Mayor

*Jaquelyn J. Bernard*  
City Clerk

Public Hearing: 5/10/10  
First Reading: 5/10/10  
Publication Date: 5/17/10  
Second Reading: 5/24/10  
Publication Date: 5/31/10  
Effective Date: 6/03/10



oak  
ridge



Budget Overview

## **BUDGET OVERVIEW – ALL FUNDS**

Governmental accounting standards require the City to organize its accounts into Funds, each of which is considered a separate accounting entity. The City's 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. The funds utilized by the City are categorized into two broad Fund categories, Governmental and Proprietary.

Governmental Funds are grouped into four generic Fund types: General, Debt Service, Special Revenue and Capital Projects Funds. The budgeted expenditures, exclusive of operating transfers to other Funds, for each Governmental Fund is approved by City Council as the legal appropriation for that Fund. Expenditures cannot exceed the legally adopted appropriation at the Fund level. The City Manager is authorized to transfer budgeted amounts between departments within any Fund; however, any revisions that alter the total expenditures of any Governmental Fund must be approved by City Council. Outlined below are the City's Governmental Funds:

General Fund

Debt Service Fund

Special Revenue Funds:

General Purpose School Fund

Drug Enforcement Program Fund

State Street Aid Fund

Streets and Public Transportation Fund

West End Fund

Capital Projects Fund

Economic Diversification Fund

Grant Fund

Solid Waste Fund

Golf Course Fund

Special Programs Fund

Proprietary Funds are grouped into two generic Fund types: Enterprise and Internal Service Funds. Proprietary Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments of the City on a cost-reimbursed basis. Outlined below are the City's Proprietary Funds:

Enterprise Funds:

Electric Fund

Waterworks Fund (Water and Wastewater Treatment and Distribution Operations)

Emergency Communications District Fund

Internal Service Funds:

Equipment Replacement Rental Fund

Insurance Fund

Due to external influences beyond the City's control, actual expenses may vary either higher or lower than projected budgeted expenses in the City's Proprietary Funds. Factors such as weather patterns, mild or severe summers or winters, rainfall or drought conditions, unusual maintenance requirements such as replacement of downed electric lines or water line breaks, quantity of insurance claims, etc. affect the level of expenses of these Funds. The budgeted expenses for the City's Proprietary Funds are therefore not legally appropriated and are presented for informational purposes to show operational projections for the remaining major Funds of the City.

# COMBINED SUMMARY OF REVENUES, EXPENDITURES AND CHANGE IN FUND BALANCE FISCAL YEAR 2011 - ALL FUNDS

	SPECIAL REVENUE FUNDS										ENTERPRISE FUNDS					Total All Funds	
	General	Debt Service	Capital Projects	General Purpose School	Drug Enforcement Program	State Street Aid	Streets & Transportation	Economic Diversification	Grant	Solid Waste	Golf Course	West End	Special Programs Fund	Electric	Waterworks		Emergency Commitments
<b>REVENUES:</b>																	
Taxes	34,566,023	2,021,000	0	12,419,383	0	0	0	550,000	0	0	0	0	0	0	0	0	46,546,406
Licenses & Permits	227,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	227,000
Intergovernmental	3,079,800	892,732	691,000	23,975,547	110,000	715,000	1,000,000	4,328,150	0	0	0	0	0	0	0	222,791	35,213,870
Charges for Services	320,000	0	0	505,000	0	0	0	0	1,000,000	0	0	0	0	58,489,069	20,723,903	325,000	81,362,972
Fines & Forfeitures	362,000	0	0	0	55,000	0	0	0	0	0	0	0	0	0	0	0	1,317,000
Other	603,000	110,000	35,000	3,406,812	2,500	500	119,715	0	0	1,338,000	2,260,049	5,000	900,000	824,992	109,574	5,000	8,620,192
Total Revenues	36,147,823	3,023,732	726,000	40,306,742	167,500	715,500	1,669,715	4,328,150	1,000,000	1,338,000	2,260,049	905,000	905,000	59,314,061	20,833,477	552,791	173,487,440
<b>EXPENDITURES:</b>																	
Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	274,000
General Government	958,645	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	958,645
Administrative Services	887,546	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	887,546
Police	6,089,769	0	0	0	363,000	0	0	0	0	0	0	0	0	0	0	0	6,462,769
Fire	4,397,714	0	0	0	0	0	0	0	0	0	2,750,000	0	0	0	0	0	7,147,714
Public Works	2,029,739	0	0	0	0	434,000	0	0	0	0	0	0	0	0	0	0	2,463,739
Community Development	706,042	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	706,042
Recreation & Parks	2,771,498	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,771,498
Library	1,389,318	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,389,318
Economic Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,097,000
Other Activities	0	0	0	0	0	274,000	2,837,000	4,500,000	2,460,300	0	0	900,000	0	0	0	545,000	8,405,300
Education	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	55,035,408
Capital Outlay	0	0	4,750,000	0	0	675,000	0	0	0	0	0	0	0	0	0	0	5,425,000
Debt Service	0	8,655,000	0	0	0	0	0	0	0	0	0	0	0	1,190,825	1,474,721	0	11,320,546
Golf Operations	0	0	0	0	0	0	0	0	0	1,335,000	0	0	0	0	0	0	1,335,000
Utility Operation	0	0	0	0	0	0	0	0	0	0	0	0	0	54,419,175	17,375,279	0	71,794,454
Total Expenditures	19,240,271	8,655,000	4,750,000	55,035,408	363,000	1,383,000	2,837,000	4,500,000	2,460,300	1,335,000	2,750,000	900,000	900,000	55,610,000	18,850,000	545,000	179,473,979
Excess (Deficiency) of Revenues over Expenditures	16,907,552	(5,631,268)	(4,024,000)	(14,728,666)	(195,500)	(667,500)	(1,167,285)	(171,850)	(1,460,300)	3,000	(489,951)	5,000	5,000	3,704,061	1,983,477	7,791	(5,986,539)
<b>OTHER FINANCING SOURCES (USES):</b>																	
Debt Proceeds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Private Sources	0	511,863	0	0	0	0	0	0	0	0	0	0	0	0	0	0	511,863
Contingency	0	729,459	1,911,000	0	0	0	0	0	0	0	0	0	0	0	0	0	2,640,469
Transfers In	2,500,000	3,545,000	476,271	14,470,131	0	653,000	296,000	171,850	1,460,300	0	0	0	0	0	0	0	23,627,552
Transfers Out	(20,831,552)	0	0	0	0	0	0	0	0	0	0	0	0	(1,394,000)	(1,402,000)	0	(23,627,552)
Total Other Financing Sources (Uses)	(18,331,552)	4,786,322	2,387,271	14,470,131	0	653,000	296,000	171,850	1,460,300	0	0	0	0	(1,394,000)	(1,402,000)	0	3,152,322
Excess (Deficiency) of Revenues and Other Sources over Expenditures and Other Uses	(1,424,000)	(844,946)	(1,636,729)	(258,535)	(195,500)	(14,500)	(871,285)	0	0	3,000	(489,951)	5,000	5,000	2,310,061	581,477	7,791	(2,834,217)
<b>ESTIMATED FUND BAL</b>	8,300,655	12,123,594	1,818,616	2,987,234	257,265	47,474	928,067	38,154	0	1,063,625	555,510	0	0	23,732,222	48,891,854	594,338	101,354,192
<b>ESTIMATED FUND BAL /NET ASSETS 6/30/11</b>	5,876,655	11,278,648	181,887	2,728,699	61,765	32,974	56,782	38,154	0	1,066,625	65,559	5,000	5,000	26,042,283	49,473,331	602,129	98,519,965

### Fiscal 2011 Budgetary Changes

A summary of the revenues and expenditures for all City Funds is presented on page I-39. Individual Fund schedules contained throughout this document provide comparisons between the fiscal 2010 and 2011 budgeted expenditures/expenses, as well as actual 2009 and projected 2010 expenditures/expenses for each Fund.

City Council has directed the City Manager to present a proposed budget that supports current council policies. Any additional programs or major modifications recommended by the City Manager are presented separately to City Council during budget deliberations. The budget is developed accordance with the City Charter, applicable city ordinances, state and federal laws, and city policies and procedures.

To maintain a flat property tax rate, increases in General Fund municipal expenditures were held at 2.9% and the operating transfer increase to the Oak Ridge Schools at 3.5% over 2010 budgeted amounts. A flat property tax rate of \$2.39 per \$100 of assessed valuation was adopted by City Council.

For fiscal 2011, City Council adopted an operating transfer to the Oak Ridge Schools of \$14,470,131; a \$489,329 or 3.5% increase over fiscal 2010 levels. Details of the Oak Ridge School budget are under the purview of the Oak Ridge School Board. City Council appropriates the total School budget and sets the annual operating transfer from the City to the Schools, but does not have line item budgetary authority.

General Fund municipal expenditures are budgeted at \$19,240,271, a \$543,506, 2.9% increase over fiscal 2010. In order to maintain a budget requiring no property tax rate increases, there were no new programs or service level changes for fiscal 2011. The increases in expenditures were to fund higher costs for employee retirement and medical insurance, utilities, and fuel and other equipment costs. Other budgetary changes for fiscal 2011 include the increased costs for miscellaneous contracts (like mowing, meter reading and audit) and additional funding for the cost of the June City Council election. A listing of unfunded budgetary requests with a General Fund impact of \$3,473,400 was presented to City Council for consideration, but none were approved due to the property tax rate impact.

Fiscal 2011 Appropriation Ordinance

The budget appropriation ordinance as adopted by City Council begins on page I-35 of this document. Outlined below is a comparison of the final budgeted expenditures/expenses from the fiscal 2010 and fiscal 2011 appropriation ordinances by Fund.

	FY 2010	FY 2011	Change	
			Dollars	Percent
General Fund Municipal Operations	\$18,696,765	\$19,240,271	\$543,506	2.9
Debt Service Fund	9,500,000	8,655,000	(845,000)	(8.9)
Capital Projects Fund	7,000,000	4,750,000	(2,250,000)	(32.1)
General Fund School Fund	54,068,788	55,035,408	966,620	1.8
Drug Enforcement Program Fund	438,000	363,000	(75,000)	(17.1)
State Street Aid Fund	1,353,470	1,383,000	29,530	2.2
Street & Public Transportation Fund	260,000	260,000	0	0.0
Economic Diversification Fund	2,860,000	2,837,000	(23,000)	(0.8)
Grant Fund	4,500,000	4,500,000	0	0.0
Solid Waste Fund	2,435,000	2,460,300	25,300	1.0
Golf Course Fund	1,395,000	1,335,000	(60,000)	(4.3)
West End Fund	2,750,000	2,750,000	0	0.0
Special Programs Fund	0	900,000	900,000	100.0
Electric Fund	54,085,342	55,610,000	1,524,658	2.8
Waterworks Fund	19,041,284	18,850,000	(191,284)	(1.0)
Emergency Communications District Fund	650,000	545,000	(105,000)	(16.2)
<b>TOTAL ALL FUNDS</b>	<b>\$179,033,649</b>	<b>\$179,473,979</b>	<b>\$440,330</b>	<b>0.2</b>

The completion of the five-year major renovation of the Oak Ridge High School project in fiscal 2010 resulted in the decrease in the appropriation levels of the Capital Projects Fund and the Debt Service Fund by \$2,250,000 and \$845,000, respectively, for budgeted debt contingencies related to the project. The Special Programs Fund, a special revenue fund, was added in fiscal 2011, with an initial appropriation of \$900,000, to account for the fines collected from traffic cameras installed in June 2009. The expenditures from the proceeds of these fines will be determined by City Council at a later date. The increased budgeted expenses in the Electric Fund are for purchased power based on projected rate increases by TVA, interest expense from \$5,000,000 in Build America Bonds issued during fiscal 2010 for system improvements and operating expenses. The \$105,000 reduction in the budgeted expenses in the Emergency Communications Fund is for the elimination of funding for equipment purchases from projected grant proceeds.

Fund Balances/Net Assets

Governmental Funds are accounted for on the modified accrual basis of accounting and only current assets and current liabilities are generally included on the balance sheet. The reported unreserved fund balance for Governmental Funds is considered a measure of "available spendable resources" and is the amount available for appropriation. Proprietary Funds use the accrual basis of accounting and their balance sheets contain current and noncurrent assets and liabilities and report net assets rather than fund balances. Due to the accounting differences in these two Fund type categories, net assets are not a measure of "available spendable resources." Outlined below is a comparison of the projected fund balances and net assets of the City Funds at the end of fiscal 2010 and 2011.

	FY 2010	FY 2011	Change	
			\$	%
<u>FUND BALANCE</u>				
General Fund	\$ 8,300,655	\$ 6,876,655	\$ (1,424,000)	(17.2)
Debt Service Fund	12,123,594	11,278,648	(844,946)	(7.0)
Capital Projects Fund	1,818,616	181,887	(1,636,729)	(90.0)
General Fund School Fund	2,987,234	2,728,699	(258,535)	(8.7)
Drug Enforcement Program Fund	257,265	61,765	(195,500)	(76.0)
State Street Aid Fund	47,474	32,974	(14,500)	(30.5)
Street & Public Transportation Fund	15,574	9,474	(6,100)	(39.2)
Economic Diversification Fund	928,067	56,782	(871,285)	(93.9)
Grant Fund	38,154	38,154	0	0.0
Solid Waste Fund	0	0	0	0.0
Golf Course Fund	1,063,625	1,066,625	3,000	0.3
West End Fund	555,510	65,559	(489,951)	(88.2)
Special Programs Fund	0	5,000	5,000	100.0
<b>TOTAL FUND BALANCES</b>	<b>\$ 28,135,768</b>	<b>\$ 22,402,222</b>	<b>\$ (5,733,546)</b>	<b>(20.4)</b>
<u>NET ASSETS</u>				
Electric Fund	\$ 23,732,222	\$ 26,042,283	\$ 2,310,061	9.7
Waterworks Fund	48,891,854	49,473,331	581,477	1.2
Emergency Communications District Fund	594,338	602,129	7,791	1.3
<b>TOTAL NET ASSETS</b>	<b>\$ 73,218,414</b>	<b>\$ 76,117,743</b>	<b>\$ 2,899,329</b>	<b>4.0</b>

The fund balance of the General Fund is projected to decrease \$1,424,000 in fiscal 2011. In fiscal 1986, the City received \$23.1 million dollars from the United States Department of Energy (DOE) as a settlement to cease annual financial assistance payments from DOE and for ten-years of in-lieu of property tax payments. Over the last twenty-four fiscal years, the City has gradually drawn down the fund balance created by the DOE settlement in order to maintain a reduced property tax rate. The City has established a targeted combined fund balance of the General Fund and General Purpose School Fund at \$5 million. At the end of fiscal 2011, the fund balance of the General Fund is projected at \$6,876,655 and the General Purpose School Fund is projected at \$2,728,699 for a combined total of \$9,605,354.

Under Tennessee State law, the fund balance of the General Purpose School Fund can only be expended in the event of a revenue shortfall or unforeseen expenditure until the fund balance exceeds three percent of operating expenditures. The accumulated Fund Balance in excess of three percent of budgeted annual operating expenditures may be budgeted and expended for nonrecurring purposes, but shall not be used to satisfy appropriation requirements for recurring annual operating expenditures. In fiscal 2011, the General Purpose School Fund has a budgeted fund balance draw of \$258,535 that will be utilized for capital and other nonrecurring expenditures. Since the purpose of a target fund balance is to maintain a reserve for unforeseen emergencies, the fund balance of the General Fund and General Purpose School Fund has been combined to incorporate the \$5 million targeted City fund balance reserve.

The \$844,946 projected decrease in fund balance of the Debt Service Fund reflects the completion of the major renovation of the Oak Ridge High School and the removed associated debt contingencies. The fund reserves of the Debt Service Fund were used to finance renovation costs between a series

of long-term debt issuances to fund the ORHS project during its 5-year renovation period. The final long-term debt issuance for the ORHS project was delayed until the fall of 2009 due to nationwide economic conditions. The fund balance in the Debt Service Fund is primarily from local sales tax proceeds that have accumulated to fund future debt service requirements on the nearly \$68,000,000 in long-term debt issued for the ORHS project. Interest expenditures on the outstanding long-term debt were paid from the long-term debt proceeds during the renovation period. 18.18% of the City and Schools sales tax collections in the Anderson County portion of Oak Ridge will be used to fund the annual debt service for debt issued for the ORHS project until all debt for this project has been extinguished.

Due to the type of revenues in these funds, the Grant and Solid Waste Funds are generally budgeted so that revenues and expenditures are approximately equal and result in only nominal fund balance fluctuations between fiscal years. Operating transfers from other City Funds equate revenues and expenditures of the Solid Waste Fund. Revenues for the Grant Fund are comprised primarily from state and federal grants.

The Drug Enforcement Program Fund has a limited revenue stream on which to draw for drug enforcement and education programs and therefore generally maintains a nominal fund balance. The fund balance of the Drug Enforcement Program Fund has grown over the past couple of years due to revenues from equitable shared proceeds from the US Department of Justice, US Marshall's Service and IRS. The revenue from these federal entities is based on the sharing of net proceeds from the disposition of assets on federal cases with participating local entities and does not provide a consistent revenue stream. Revenues for the State Street Aid and Streets and Public Transportation Funds are primarily provided by state-shared motor fuel taxes and state grants. The General Fund also provides additional funding through operating transfers to these two Funds to support operations.

In fiscal 2000, the Economic Diversification Fund was established to accumulate resources and account for an enhanced concentration on economic development activities by the City. Expenditure levels and resultant fund balance will vary from year-to-year based on the economic development opportunities that occur in a particular fiscal year. A significant portion of the fund balance was created from the sales of City owned properties that were not being utilized by the City for service delivery.

The fund balance of the Capital Projects Fund, projected to decrease \$1,636,729 in fiscal 2011, can vary greatly from year-to-year depending on the timing of long-term debt issuances and the related capital project expenditures.

The Net Assets of the City's Enterprise Funds are projected to increase by \$2,899,329. Due to the type of accounting required for Enterprise Funds, the increase in net assets is not reflective of the accumulation of cash reserves in these Funds. During fiscal 2008, rates for electric, water and wastewater services were increased in order to maintain adequate cash flows and fund ongoing operations and capital expenditures. Electric rates to fund City operations increased by 3% on April 1, 2008. TVA's wholesale electric rates to the City now change on a monthly basis for fuel cost adjustments. Water rates increased 20% effective June 1, 2007 and an additional 20% increase effective June 1, 2008. Wastewater rates increased 18% on May 1, 2008. Rates are generally reviewed on a biennial basis and a review and rate increases are expected in fall of 2010. The City is continuing its ongoing process of major capital upgrades and expansions of the City's utility systems. In Enterprise Funds, capital expenditures are expended through depreciation charges, which are amortized using the straight-line method over the life of the project. For example, a capital item that cost \$100,000 with a ten-year life would be expended (i.e. reduce Net Assets) by \$10,000 each year over the next ten fiscal years. Therefore, the cash for the capital item would be expended in one fiscal year with the related expense being fully reflected in Net Assets after ten fiscal years.

### Salaries and Personnel

The fiscal 2011 authorized City employment remained at the fiscal 2010 level of 397.06 staff years.

Employees of the City are members of the benefit pension plan administered by the Tennessee Consolidated Retirement System (TCRS), which provides retirement benefits as well as death and disability benefits. The plan is fully funded by the City based on rates actuarially determined by TCRS on a biennial basis. The fiscal 2011 rate for the City's plan increased from 13.07% to 14.99% of covered wages.

Revisions to employee medical premiums are effective January 1 of each calendar year. The City's share of funding for employee medical benefits is projected to increase by 10%. Fiscal 2011 funding for worker's compensation increased \$30,000 from fiscal 2010 amounts.

### Fiscal 2011 Agency Funding

The City provides funding to various agencies that either promote economic development and/or tourism-related services for the City, or render services to the citizens of Oak Ridge. Agencies budgeted for funding for economic development and/or tourism services are the Convention & Visitors Bureau (CVB) at \$404,208, Oak Ridge Chamber of Commerce at \$241,935, Anderson County Economic Development Association (ACEDA) at \$15,000 and Roane Alliance at \$10,000. Funding for the CVB and Chamber remained flat with fiscal 2010 levels with the exception of an expenditure of \$20,000 for the Chamber to hire a Relocation Specialist. Funding for ACEDA and the Roane Alliance remained unchanged from fiscal 2010 amounts.

Agencies budgeted for social service/cultural programs funding include Aid to Distressed Families of Appalachian Counties (ADFAC) (\$140,000), Anderson County Health Council (ACHC) for the Healthy Start program (\$31,850), Arts Council of Oak Ridge (\$9,500), and Youth Advisory Board (\$9,000). These funding amounts are unchanged from fiscal 2010 levels, except for ADFAC, which increased \$3,500.

**SECTION II**  
**GENERAL FUND & PROPERTY TAXES**  
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## **General Fund**

The General Fund is the principal Fund of the City and is used to account for all activities of the City not included in other specified Funds. The General Fund accounts for the normal recurring activities of the City (i.e. police, fire, recreation, public works, general government, library, etc.), which is referred to in this document as municipal expenditures. Revenue generated through property tax collections is utilized to fund municipal expenditures and operating transfers of the General Fund. Property tax revenues are only used to support the functions or operations of other City and School Funds that are specifically identified as being financed through an operating transfer from the General Fund. For fiscal 2011, this is the General Purpose School, Debt Service, Capital Projects, Solid Waste, State Street Aid, Street & Public Transportation, and Grant Fund.

A budget summary is presented on page II-2 that outlines revenue, municipal expenditures and operating transfers of the General Fund. Municipal expenditures and operating transfers out for the General Fund are projected at \$40,071,823, an increase of \$230,906 or 0.6% from fiscal 2010 levels. Municipal expenditures are budgeted at \$19,240,271, up \$543,506 or 2.9%. Operating transfers out are budgeted at \$20,831,552, down \$312,600 or 1.5%. Included in operating transfers out is the City's contribution toward the operations of the Oak Ridge Schools, at \$14,470,131 up \$489,329 or 3.5%.

In order to maintain a flat property tax rate, there were no program enhancements or salary increases for city employees incorporated into the fiscal 2011 General Fund budget.

### **General Fund Revenues**

General Fund revenues for fiscal 2011 are projected at \$36,147,823, an increase of \$467,010 or 1.3% from the previous year. A \$1,424,000 fund balance draw is budgeted for fiscal 2011. At the end of fiscal 2010, the fund balance of the General Fund will be adequate enough to allow this draw while still maintaining adequate reserves. The graph on page II-7 outlines General Fund revenues. The General Fund's primary revenue sources are from property taxes 50%, local sales taxes 21%, state-shared taxes 7% and other City Funds 6%.

## GENERAL FUND BUDGET SUMMARY

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<b>REVENUES:</b>						
Taxes	30,165,044	30,777,013	30,699,471	31,556,023	779,010	2.5
Licenses and Permits	269,593	225,000	245,000	227,000	2,000	0.9
Intergovernmental Revenues	3,174,744	3,312,300	3,229,132	3,079,800	(232,500)	-7.0
Charges for Services	340,890	335,000	320,000	320,000	(15,000)	-4.5
Fines and Forfeitures	380,886	343,000	1,347,000	362,000	19,000	5.5
Other Revenues	620,241	688,500	507,825	603,000	(85,500)	-12.4
<b>Total Revenues</b>	<b>34,951,398</b>	<b>35,680,813</b>	<b>36,348,428</b>	<b>36,147,823</b>	<b>467,010</b>	<b>1.3</b>
<b>EXPENDITURES:</b>						
General Government	883,736	952,564	950,714	958,645	6,081	0.6
Administrative Services	760,840	796,015	783,835	887,546	91,531	11.5
Police	5,741,602	5,920,755	6,013,510	6,099,769	179,014	3.0
Fire	4,167,092	4,327,277	4,260,513	4,397,714	70,437	1.6
Public Works	1,881,562	1,993,895	1,873,403	2,029,739	35,844	1.8
Community Development	607,351	624,061	667,153	706,042	81,981	13.1
Recreation and Parks	2,620,231	2,728,149	2,662,347	2,771,498	43,349	1.6
Library	1,342,385	1,354,049	1,360,558	1,389,318	35,269	2.6
<b>Total Municipal Expenditures</b>	<b>18,004,799</b>	<b>18,696,765</b>	<b>18,572,033</b>	<b>19,240,271</b>	<b>543,506</b>	<b>2.9</b>
<b>Excess of Revenues Over Municipal Expenditures</b>	<b>16,946,599</b>	<b>16,984,048</b>	<b>17,776,395</b>	<b>16,907,552</b>	<b>(76,496)</b>	<b>-0.5</b>
<b>OTHER FINANCING SOURCES (USES):</b>						
Operating Transfers In:						
Electric Fund	1,245,145	1,295,000	1,230,708	1,230,000	(65,000)	-5.0
Waterworks Fund	1,290,326	1,480,000	1,269,807	1,270,000	(210,000)	-14.2
Operating Transfers Out:						
Oak Ridge Schools	(13,508,020)	(13,980,802)	(13,980,802)	(14,470,131)	489,329	3.5
General Fund Debt Service	(3,500,000)	(3,500,000)	(3,500,000)	(3,545,000)	45,000	1.3
Solid Waste Fund	(1,377,627)	(1,435,000)	(1,297,180)	(1,460,300)	25,300	1.8
Capital Projects Fund	0	(1,400,000)	0	(476,271)	(923,729)	-66.0
State Street Aid Fund	(612,910)	(630,000)	(223,729)	(653,000)	23,000	3.7
Economic Diversification Fund	(50,000)	0	0	0	0	0.0
Grant Fund	(168,350)	(168,350)	(168,350)	(171,850)	3,500	2.1
Street & Public Transportation Fund	(22,090)	(30,000)	(30,000)	(55,000)	25,000	83.3
<b>Total Other Financing Source (Uses)</b>	<b>(16,703,526)</b>	<b>(18,369,152)</b>	<b>(16,699,546)</b>	<b>(18,331,552)</b>	<b>(37,600)</b>	<b>-0.2</b>
<b>Excess (Deficiency) of Revenues Over Expenditures &amp; Other Financing Uses</b>	<b>243,073</b>	<b>(1,385,104)</b>	<b>1,076,849</b>	<b>(1,424,000)</b>	<b>38,896</b>	<b>2.8</b>
<b>UNRESERVED FUND BALANCE - 7/1</b>	<b>6,980,733</b>	<b>7,926,183</b>	<b>7,223,806</b>	<b>8,300,655</b>	<b>374,472</b>	<b>4.7</b>
<b>UNRESERVED FUND BALANCE - 6/30</b>	<b>7,223,806</b>	<b>6,541,079</b>	<b>8,300,655</b>	<b>6,876,655</b>	<b>413,368</b>	<b>6.3</b>

**GENERAL FUND FISCAL 2011 VS 2010 BUDGET VARIANCE SUMMARY**

	BUDGET 2010	BUDGET 2011	BUDGET 2011% of TOTAL	BUDGET 11 vs 10 %	DESCRIPTION OF PRIMARY CHANGES BASIS
<b>REVENUES:</b>					
Property Taxes	\$ 19,380,990	\$ 20,134,000	50.24%	\$ 753,010	3.89% Change primarily based on reappraisal of property.
Local Sales Taxes	8,200,000	8,400,000	20.96%	200,000	2.44% Based on higher actual collections, particularly from tax paid by federal contractors
State Shared Taxes (Sales, Income, TVA, Excise, etc)	3,011,500	2,779,000	6.94%	(232,500)	-7.72% Collections continue to be down at the statewide level due to economic conditions
Other City Funds (In-lieu of Taxes & Rentals)	2,775,000	2,500,000	6.24%	(275,000)	-9.91% Electric & Waterworks Fund In-Lieu of taxes based on tax rate & fixed asset values
Business Taxes (Business & Alcohol Wholesale)	1,720,000	1,546,000	3.86%	(174,000)	-10.12% Based on actual collection patterns and changes in business tax remittances to State
DOE In-Lieu & Federal Grant	1,776,023	1,776,023	4.43%	-	0.00% In-lieu of tax payment by federal government for federal lands located within Oak Ridge
Licenses and Permits - (Construction Permits, Beer/Liquor Sale, Animal Registration, ROW, Cable)	660,000	677,000	1.69%	17,000	2.58% Based on actual collection patterns. increase primarily from cable franchise fee
Charges for Services - (Recreation Usage Fees, Building & Facility Rentals, Animal Shelter Fees)	335,000	320,000	0.80%	(15,000)	-4.48% Based on actual collection patterns; reduction primarily due to indoor pool fees
Fines and Forfeitures - (Traffic Violations, City Court, Library Fines)	343,000	362,000	0.90%	19,000	5.54% Increase for city court fines and costs due to actual collection patterns
Interest & Misc.	254,300	153,800	0.38%	(100,500)	-39.52% Reduction based on current nationwide low interest rates
Fund Balance Draw	1,385,104	1,424,000	3.55%	38,896	2.81% Equates Deficiency of Revenues Over Expenditures and Operating Transfers
<b>TOTAL REVENUES</b>	<b>\$ 39,840,917</b>	<b>\$ 40,071,823</b>	<b>100.00%</b>	<b>\$ 230,906</b>	<b>0.58%</b>
<b>EXPENDITURES AND OPERATING TRANSFERS:</b>					
Oak Ridge Schools Operations	\$ 13,980,802	\$ 14,470,131	36.11%	\$ 489,329	3.50% City operational funding to the Oak Ridge Schools increased by 3.5%
Police	5,820,755	6,099,769	15.22%	179,014	3.02% Retirement and medical benefits and equipment operational and replacement costs
Fire	4,327,277	4,397,714	10.97%	70,437	1.63% Retirement/medical benefits, equipment operational and replacement costs and utilities
Debt Service (Principal & Interest Payments)	3,500,000	3,545,000	8.85%	45,000	1.29% Increase for debt issued during fiscal 2010
Recreation and Parks	2,728,149	2,771,498	6.92%	43,349	1.59% Retirement/medical benefits, contracted services inflationary increases and utilities
Library	1,354,049	1,389,318	3.47%	35,269	2.60% Retirement and medical benefits and utilities
Residential Garbage Pickup & Convenience Center	1,435,000	1,460,300	3.64%	25,300	1.76% Inflation and fuel cost adjustment
Capital Projects Funding	1,400,000	476,271	1.19%	(923,729)	-65.98% Funding reduced in fiscal 2011 to stabilize fund balance and property tax rate
Traffic & Street Lighting	1,047,300	1,080,000	2.70%	32,700	3.12% Higher electric costs for street lighting
Public Works (Building & Street Maintenance)	946,595	949,739	2.37%	3,144	0.33% Retirement benefits, contracted services inflationary increases and utilities
General Government (City Council, City Clerk, City Manager, City Court & Legal)	952,564	958,645	2.39%	6,081	0.64% Professional services and contingency/election funding
Community Development & Social Services	792,411	877,892	2.19%	85,481	10.79% Retirement and medical benefits and utilities
Administrative Services (Finance, Personnel, Computer Services & Utilities Business Office)	796,015	887,546	2.21%	91,531	11.50% Retirement/medical benefits, equipment operational and replacement costs and utilities
Street Resurfacing	630,000	653,000	1.63%	23,000	3.65% Street resurfacing funding increased for inflation
Street & Public Transportation Fund	30,000	55,000	0.14%	25,000	83.33% Public transit bus operations; Fund balance depleted in Street Fund
<b>TOTAL EXPENDITURES &amp; OPERATING TRANSFERS</b>	<b>\$ 39,840,917</b>	<b>\$ 40,071,823</b>	<b>100.00%</b>	<b>\$ 230,906</b>	<b>0.58%</b>

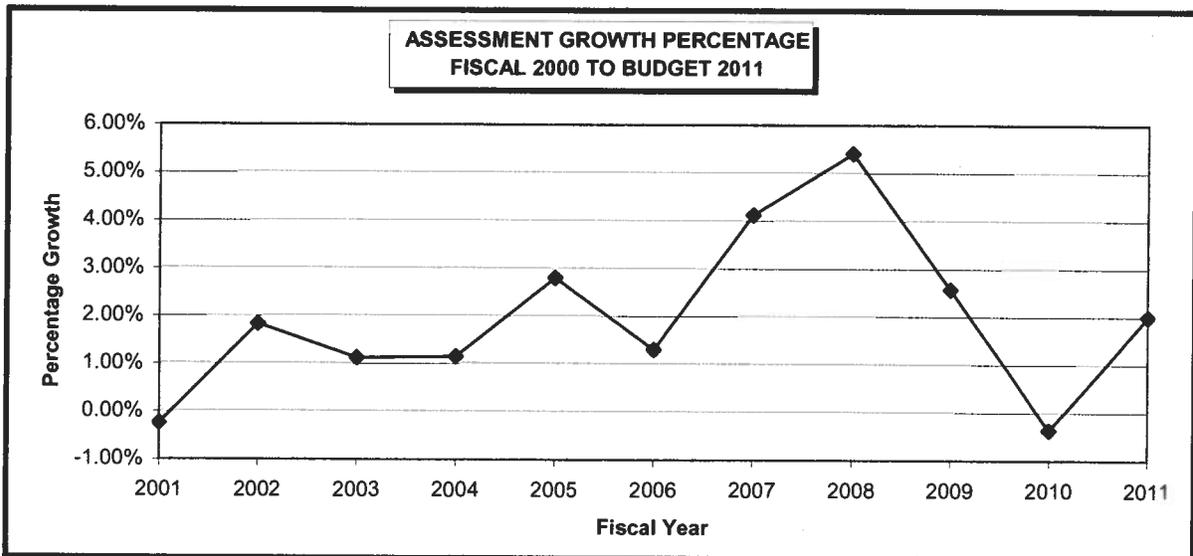
**Property Taxes** - The property tax rate is established by City Council each year to finance municipal expenditures and operating transfers of the General Fund. Property taxes are the General Fund's largest revenue source providing 50.24% of total General Fund revenues. They are budgeted at \$20,134,000 for 2011. The table on page II-5 provides an analysis of property tax revenues.

A reappraisal of property located in Oak Ridge is being conducted for tax year 2010 (funds fiscal year 2011). The Tennessee State Board of Equalization has "certified" the City 2010 tax year base property tax rate at \$2.39 per hundred dollars of assessed valuation. For the reappraisal tax year, the certified property tax rate set by the State should generate the same property tax revenue from the same aggregate properties as the prior year's property tax rate generated. Therefore, the \$2.39 rate equates to the \$2.77 property tax rate that was effective for tax year 2009. This formula excludes growth from new property improvements. No amendments were made to the certified rate of \$2.39 per hundred dollars of assessed valuation. City Council adopted this rate to fund the City's fiscal 2011 expenditures by Ordinance 8-10 located on page I-35 of this document.

The assessed valuations for real and personal property and public utilities are projected to grow 2.0% over the assessment base calculated by the State. The assessment growth level for fiscal 2010 was based on construction projects ongoing in the City, particularly new residential developments, which includes Rarity Ridge, Rarity Oaks, Grove Park Commons, Crossroads at Wolf Creek, Centennial Bluff and Clark Place. Personal property assessments will fluctuate as assets move in or out of Oak Ridge and due to the rapid depreciation of high dollar technology assets located at taxable federal sites. The \$2.39 property tax rate is projected to generate \$19,623,000 in tax revenues from real, personal and public utilities assessments in fiscal 2011.

An additional \$95,000 is budgeted from interest and penalties on late tax payments and \$416,000 from in-lieu of tax payments based on rates established under separate contract with the City (i.e. reduced property taxes to locate business in Oak Ridge) or entities taxed under specific statutes (such as the Oak Ridge Housing Authority). Each penny on the property tax rate generates approximately \$85,000 in funding. Located on page II-6 is a chart indicating the allocation of an average households (\$130,000 appraised value) monthly tax contribution for fiscal 2011.

The table below shows assessment growth, actual 2000 through 2009 and projected 2010 and 2011. As the table indicates, assessment growth has fluctuated over this time frame. Peaks during 2005, 2007 and 2008 were from the construction of large taxable commercial buildings on federal property.



**GENERAL FUND  
ANALYSIS OF PROPERTY TAX REVENUES**

	ACTUAL FY 2009 2008 LEVY	BUDGET FY 2010 2009 LEVY	PROJECTED FY 2010 2009 LEVY	BUDGET ** FY 2011 2010 LEVY	BUDGET FY 11 vs 10	% CHANGE
<b>ASSESSED VALUATION:</b>						
Real Property	634,577,880	639,446,386	636,315,025	753,347,280	113,900,894	17.8
Personal Property	43,787,275	41,953,723	40,332,827	55,774,059	13,820,335	32.9
Public Utilities	9,374,877	9,375,388	8,596,571	11,924,686	2,549,298	27.2
<b>Total Assessed Valuation</b>	<b>687,740,032</b>	<b>690,775,498</b>	<b>685,244,423</b>	<b>821,046,025</b>	<b>130,270,528</b>	<b>18.9</b>
<b>TAX RATE PER \$100 VALUATION</b>	<b>2.65</b>	<b>2.77</b>	<b>2.77</b>	<b>2.39</b>	<b>-0.38</b>	<b>-13.7</b>
<b>PROPERTY TAX REVENUES:</b>						
Real Property Taxes	17,210,348	17,712,000	16,855,000	18,005,000	293,000	1.7
Personal Property Taxes	1,159,157	1,162,000	1,105,000	1,333,000	171,000	14.7
Public Utility Taxes	254,744	259,000	248,668	285,000	26,000	10.0
Interest and Penalties	149,402	95,000	155,000	95,000	0	0.0
<b>Total Property Tax Revenues</b>	<b>18,773,651</b>	<b>19,228,000</b>	<b>18,363,668</b>	<b>19,718,000</b>	<b>490,000</b>	<b>2.5</b>

NOTE: Estimated assessments are based on the following constitutionally established ratios: (a) Residential Real, 25 percent; (b) Commercial and Industrial Real, 40 percent, Personal 30 percent; (c) Public Utilities, 55 percent and 40 percent.

**PROPERTY TAX RATES - ALL OVERLAPPING GOVERNMENTS  
LAST TEN TAX YEARS**

FISCAL YEAR	ANDERSON COUNTY, TENNESSEE			ROANE COUNTY, TENNESSEE		
	CITY	COUNTY	TOTAL	CITY	COUNTY	TOTAL
2001	2.57	3.14	5.71	2.57	2.11	4.68
2002	2.65	3.14	5.79	2.65	2.11	4.76
2003	2.94	3.14	6.08	2.94	2.11	5.05
2004	2.87	3.14	6.01	2.87	2.445	5.315
2005	2.87	3.22	6.09	2.87	2.445	5.315
2006 **	2.55	2.68	5.23 **	2.55	2.02	4.57
2007	2.55	2.68	5.23	2.55	2.02	4.57
2008	2.65	2.68	5.33	2.65	2.27	4.92
2009	2.77	2.68	5.45	2.77	2.27	5.04
2010	2.77	2.68	5.45	2.77	2.36	5.13
2011 **	2.39	Not Available	2.39 **	2.39	Not Available	2.39

The City of Oak Ridge is located in two Tennessee counties: Anderson and Roane. About 15 percent of the taxable real parcels are located in the Roane County section of Oak Ridge. All properties in Anderson County and Roane County sections of Oak Ridge were re-appraised in fiscal years 2006 and 2011.

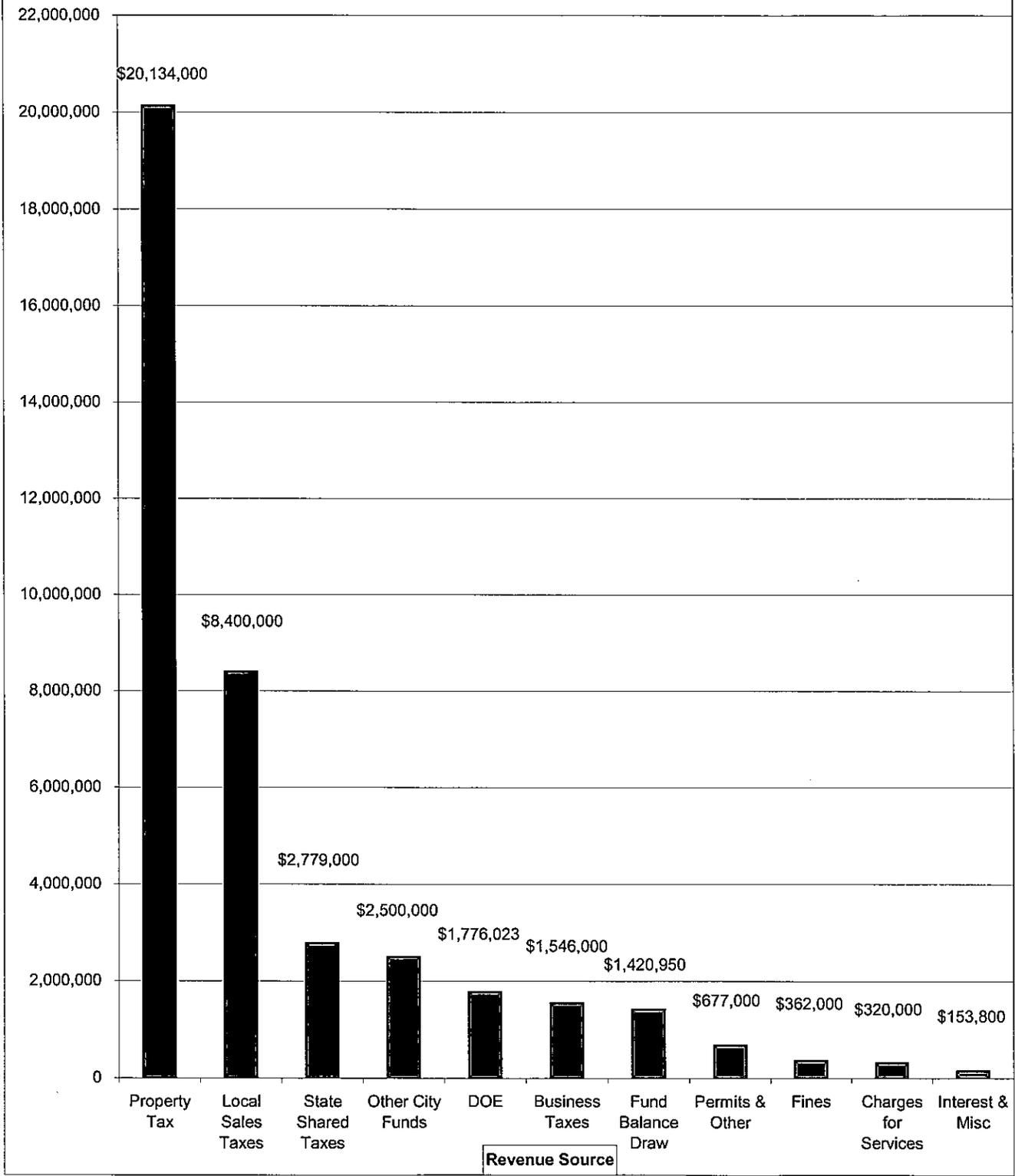
\*\* Tax reappraisal year

**FISCAL 2011 AVERAGE HOUSEHOLD  
CONTRIBUTION PER MONTH**

(Based on \$130,000 Appraisal at a \$2.39 Tax Rate)

	<u>FY 2011 MONTHLY CONTRIBUTION</u>
<b>Property Tax Supported Operations:</b>	
School Operations	\$ 23.37
Police	9.85
Solid Waste (includes monthly \$7 fee)	9.36
Fire	7.10
Debt Service	5.73
Parks & Recreation	4.48
City Building & Street Maintenance (Public Works)	2.59
Library	2.24
Traffic and Street Lighting	1.75
General Government	1.55
Economic & Community Development	1.51
Administrative Services	1.43
Capital Projects/Maintenance	<u>0.77</u>
<b>MONTHLY TAX TOTAL</b>	<b>\$ <u>71.73</u></b>
 <b>Average Monthly Residential Utility Costs:</b>	
Electricity	\$ 123.95
Water	20.60
Wastewater	<u>23.80</u>
<b>MONTHLY UTILITY TOTAL</b>	<b>\$ <u>168.35</u></b>

**General Fund Revenues By Source  
Fiscal 2011 Budget**



**Local Sales Taxes** - Local sales tax revenues are the General Fund's second largest revenue source at 20.96% of total General Fund revenues. Local sales tax revenues are budgeted at \$8,400,000 for fiscal 2011, up 2.4% or \$200,000 from the previous year. The local sales tax rate in both the Anderson County and Roane County sections of Oak Ridge are at the state allowed maximum of 2.75%, which when combined with the State sales tax rate of 7% totals 9.75%. On August 5, 2004, the citizens in the Anderson County portion of Oak Ridge overwhelmingly voted to increase the local sales tax option from 2.25% to the state maximum of 2.75%, with the additional tax proceeds being legally restricted to fund the renovation, construction and related debt service of the ORHS project. The sales tax rate increase became effective with sales beginning on October 1, 2004. In May 2006, Anderson County citizens voted to supersede the City's local sales tax increase. The .50% increase was split between Oak Ridge and Anderson County effective July 1, 2006. The City's share of the additional .50% local sales tax proceeds will continue to be accounted for in the Debt Service Fund and utilized to fund the debt on the ORHS project. The 2.75% local sales tax rate in the Oak Ridge portion of Roane County consists of a 2.50% rate imposed by Roane County and shared with the City and a .25% City of Oak Ridge rate. Outlined below is a detail of local sales taxes.

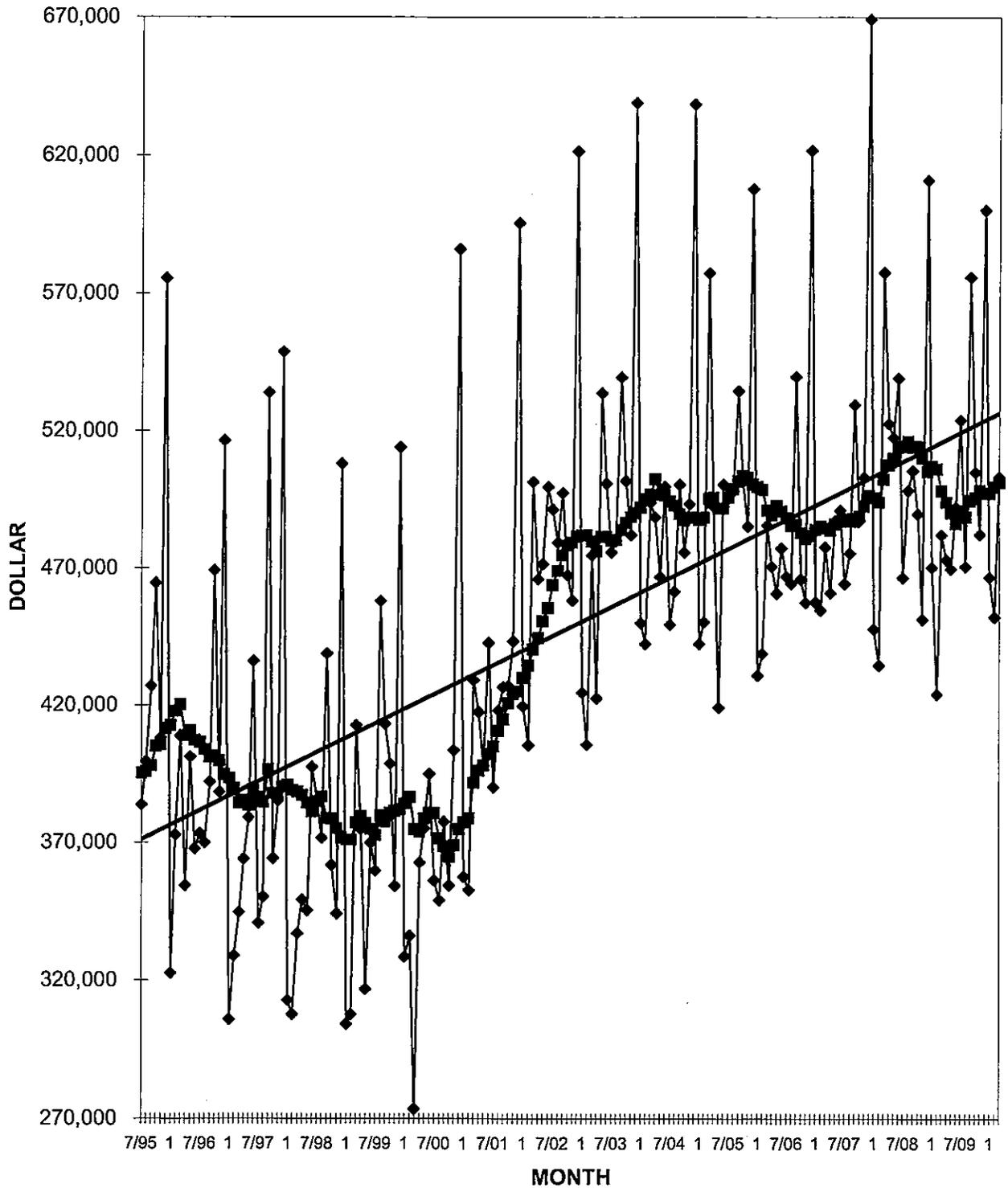
	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
Local Sales Taxes:						
Anderson County	\$ 5,834,198	\$ 6,025,000	\$ 5,995,000	\$ 5,900,000	\$ (125,000)	(2.1)
Roane County	1,876,772	1,809,400	2,416,765	2,079,832	270,432	14.9
City Only - Roane Co.	379,146	365,600	488,235	420,168	54,568	14.9
<b>Total Local Sales Taxes</b>	<b>\$ 8,090,116</b>	<b>\$ 8,200,000</b>	<b>\$ 8,900,000</b>	<b>\$ 8,400,000</b>	<b>\$ 200,000</b>	<b>2.4</b>

Sales tax collections in the Anderson County portion of Oak Ridge, are budgeted at \$5,900,000, a \$125,000 or 2.1% decrease over budget 2010 based on recent collections. Monthly Anderson County sales tax collections had been sporadic in the 1990's, but in general had been declining from August of 1996 through 2000. The decline was attributed to stagnation of the local economy due to the ongoing federal downsizing in Oak Ridge and the resulting impact on local consumers. During fiscal 2000, the downward trend flattened and collection levels began significantly increasing. Growth slowed in fiscal 2004 and has flattened. Refer to the graph on page II-9.

Sales tax collections in the Roane County portion of Oak Ridge, budgeted at \$2,500,000, a \$325,000 or 14.9% decrease over budget 2010 based on recent collections. Collections in this portion of Oak Ridge are primarily related to the federal ORNL and K-25 facilities. Collections in Roane County had declined sharply in October 2000 when the contractors changed at the Y-12 and K-25 facilities. Previously, Lockheed Martin was the contractor for both Y-12 and K-25 and due to the manufacturing aspect of Y-12, paid sales and use tax collections at the point of consumption (in Oak Ridge). Beginning in October 2000, BWXT assumed operation of the Y-12 plant and continues to pay sales and use taxes in the Anderson County portion of Oak Ridge at the point of consumption. Bechtel Jacobs was awarded operation of K-25 and because it is not a manufacturing facility pays sales taxes to the vendor at the time of purchase. Recent collections have increased due to modernization programs at ORNL and federal stimulus money awards. Historically, collections in the Roane County portion of Oak Ridge have fluctuated. See graph on II-10

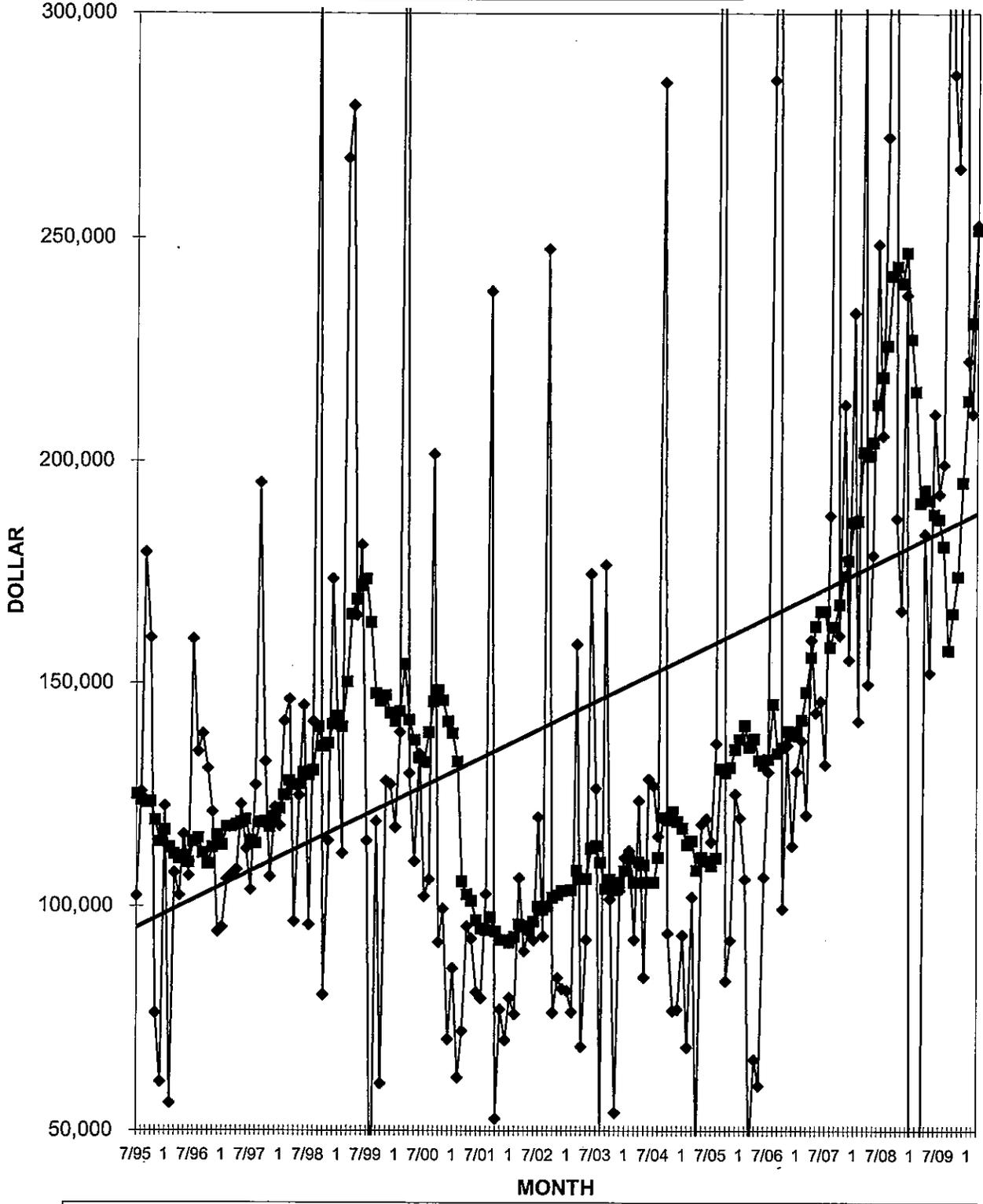
Combined sale and use tax collection in Anderson and Roane Counties since July 1995 are shown on the graphs on page II-11. This graph show the overall reduction trend flattening and then collections increasing significantly in July 2001 and again in July 2007. The downward dip in early 2009 was due to a tax refund that eliminated remittances for a three month period.

**ANDERSON COUNTY SALES TAX REVENUE**  
**July 1995 To March 2010**



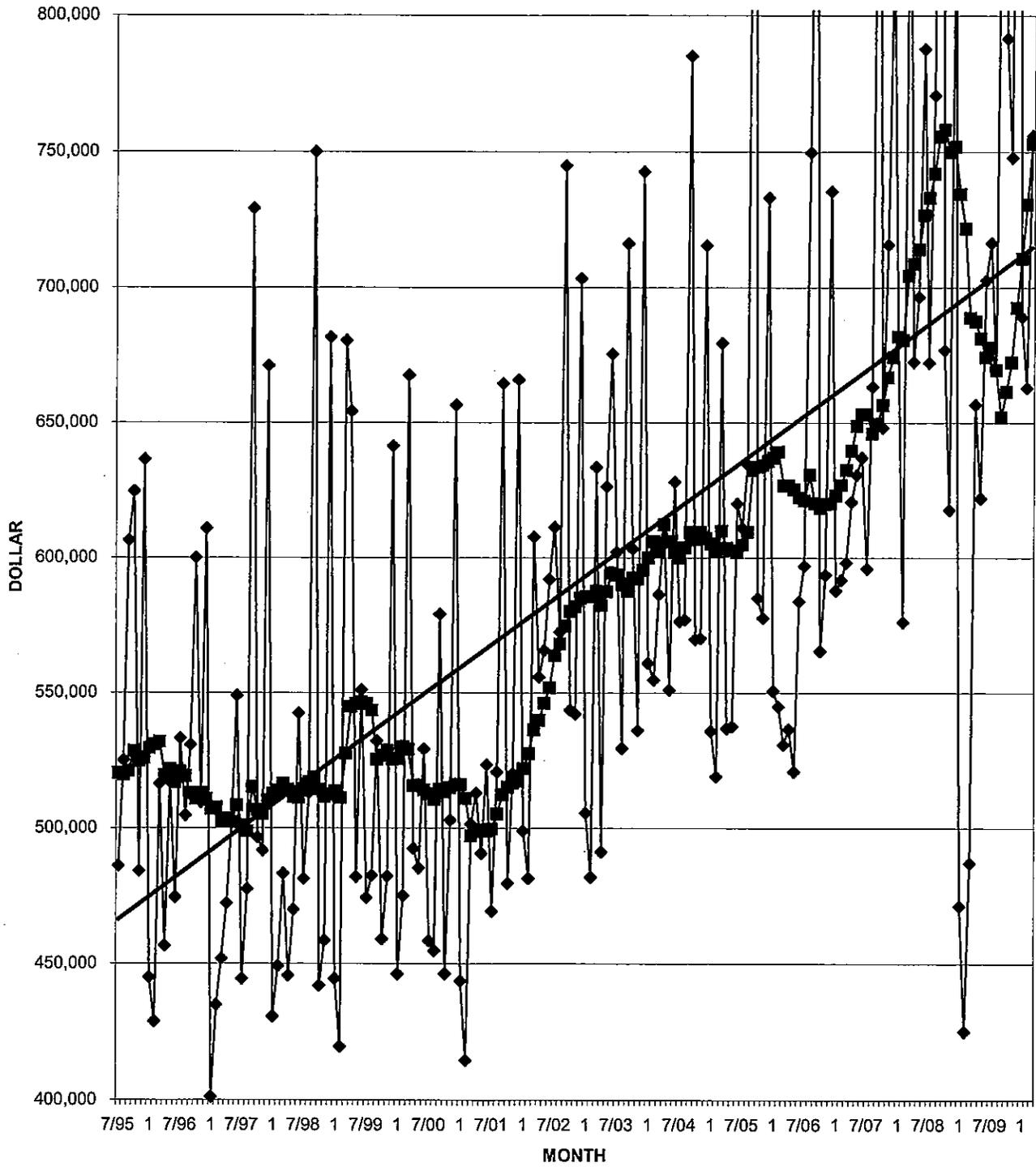
◆ Monthly Collections     
 ■ 12 Month Trend     
 — Linear (Monthly Collections)

**ROANE COUNTY SALES TAX REVENUE**  
**July 1995 To March 2010**



◆ Monthly Collections     
 ■ 12 Month Trend     
 — Linear (Monthly Collections)

Anderson/Roane County Sales Tax Collections  
July 1995 To March 2010



◆ Monthly Collections    ■ 12 Month Trend    — Linear (Monthly Collections)

**State-Shared Taxes** - Revenues provided from state-shared taxes, budgeted at \$2,779,000, comprise 6.94% of total General Fund revenues. State-shared taxes are collected by the state with a portion distributed back to local governments based on either population or actual collections within that government's jurisdiction. The largest of these is sales taxes, budgeted at \$1,750,000, and income tax, budgeted at \$564,000 as outlined below.

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
State-Shared Taxes:						
Sales Tax	\$ 1,796,579	\$ 1,950,000	\$ 1,700,000	\$ 1,750,000	\$ (200,000)	-10.3
Income Tax	563,982	625,000	564,000	564,000	(61,000)	-9.8
TVA Impact	73,876	-	212,758	-	-	0.0
TVA Replacement Tax	265,914	265,000	304,554	300,000	35,000	13.2
Mixed Drink Tax	91,937	96,500	91,000	91,000	(5,500)	-5.7
Excise Tax	66,306	60,000	42,575	60,000	-	0.0
Beer Barrelage	14,285	15,000	13,572	14,000	(1,000)	-6.7
<b>Total State-Shared Taxes</b>	<b>\$ 2,872,879</b>	<b>\$ 3,011,500</b>	<b>\$ 2,928,459</b>	<b>\$ 2,779,000</b>	<b>\$ (232,500)</b>	<b>-7.7</b>

The graph at the top of page II-14 shows a ten-year trend for these taxes. Most state-shared taxes, with the exception of Income Tax, are allocated by the State to local entities based on population. The State reviews and makes modifications to the local allocations after each 10-year federal census. The decline in collections in fiscal 2002 resulted from the City's flat population in comparison to population growth in many Tennessee local jurisdictions in the 2000 census. Revenues from the state-shared tax collections declined an average of 9% in fiscal 2004 due to a reduction in allocations to local entities by the State. Half of the reduction was restored to local entities in fiscal 2006, with the remainder restored in fiscal 2007. During fiscal 2009, actual collections for state sales and income tax declined reflecting concerns in the economy nationwide. The fiscal 2011 budget for sales tax and income tax were reduced by \$200,000 and \$61,000 respectively, based on the continued decline in these collection levels. The TVA impact revenue is awarded to areas impacted by TVA operations and is not anticipated to be an ongoing revenue source.

**Other City Funds** – Revenues provided from Other City Funds, budgeted at \$2,500,000, comprise 6.24% of total General Fund revenues. This revenue is collected from the City's Electric and Waterworks Funds for tax equivalent (in-lieu of property tax) payments. In accordance with accounting standards, these payments are recorded as an operating transfer in.

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
From Other City Funds:						
Tax Equiv.-Electric Fund	\$ 1,245,145	\$ 1,295,000	\$ 1,230,708	\$ 1,230,000	\$ (65,000)	(5.0)
Tax Equiv.-Waterworks Fund	1,290,326	1,480,000	1,269,807	1,270,000	(210,000)	(14.2)
<b>Total From Other City Funds</b>	<b>\$ 2,535,471</b>	<b>\$ 2,775,000</b>	<b>\$ 2,500,515</b>	<b>\$ 2,500,000</b>	<b>\$ (275,000)</b>	<b>(9.9)</b>

State law outlines the calculation for in-lieu of tax payments from Electric distributors, which are based on operating revenues, net book value of fixed assets and the equalized property tax rate of the city and county in which the assets are located. The Waterworks Fund in-lieu of tax payment is

based on the net fixed asset value of the water and wastewater systems and the General Fund's initial cash investment in those systems. Based on this calculation, the Waterworks Fund tax equivalent payment for fiscal 2011 is budgeted at \$1,270,000, a \$210,000 decrease over fiscal 2010 levels. The decrease in budgeted revenues from both these City funds is due to the reduction of the property tax rate from \$2.77 to the equalized rate of \$2.39.

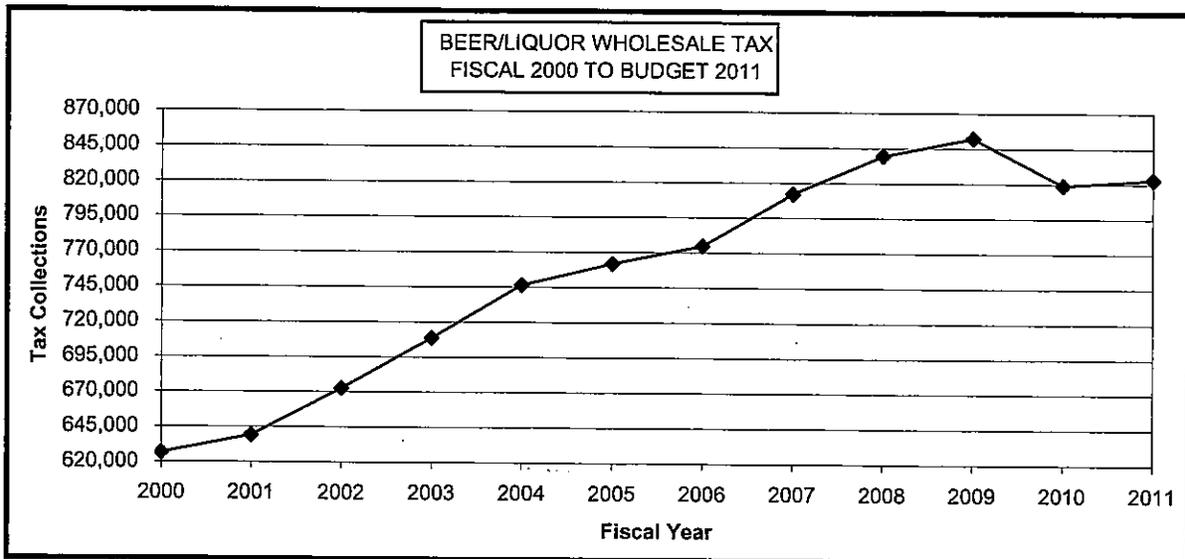
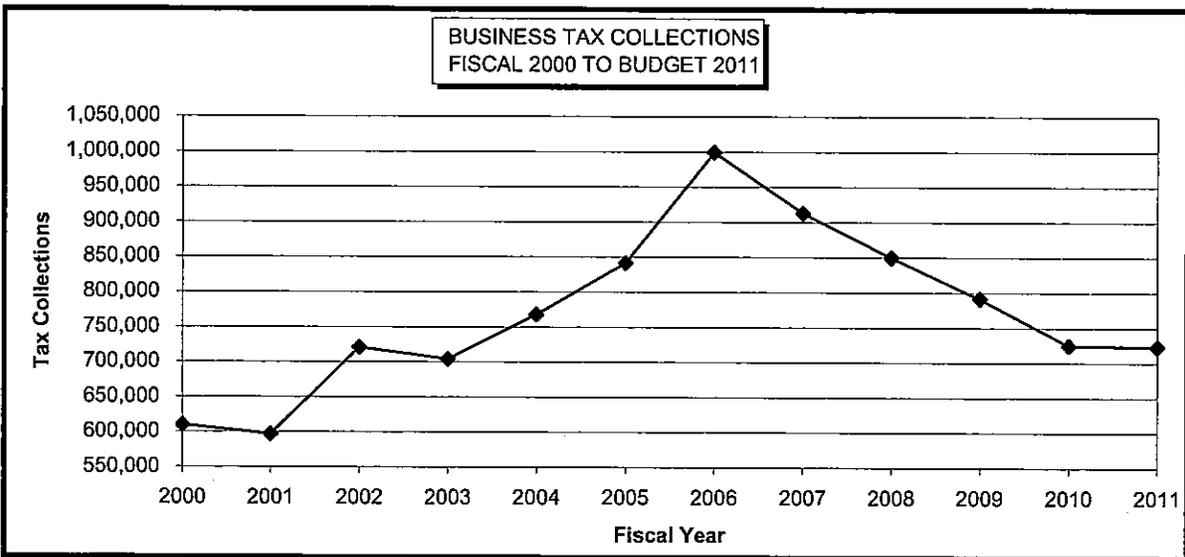
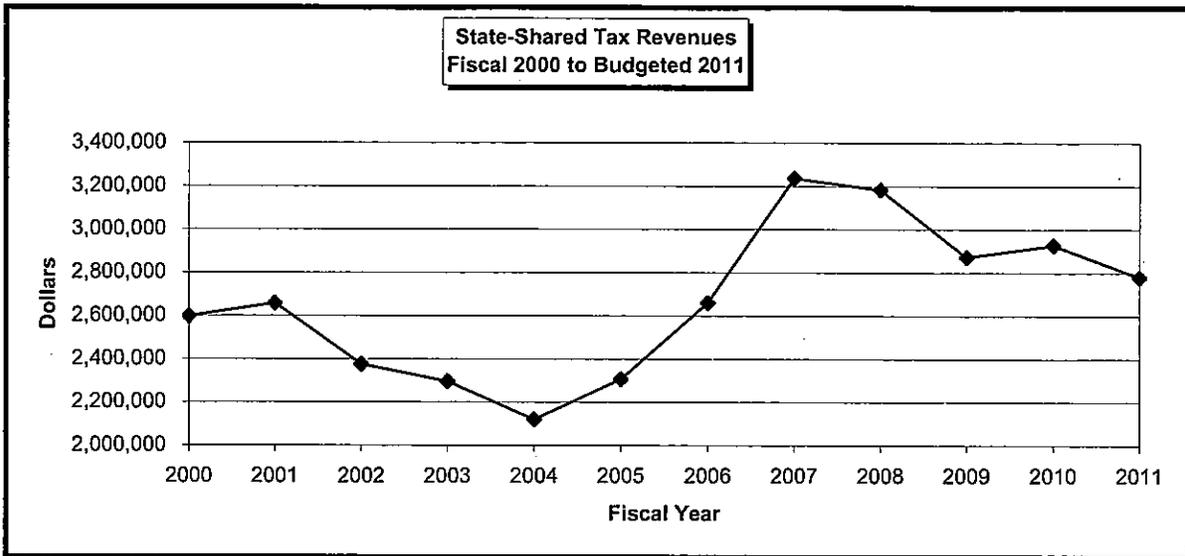
**Local Business Taxes** - Revenues provided from local business taxes, budgeted at \$1,546,000, comprise 3.86% of total General Fund revenues. Collections are budgeted to increase \$17,000 for fiscal 2011 for beer and liquor wholesale taxes based on actual collection patterns.

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
Local Business Taxes:						
Business Tax	\$ 791,480	\$ 880,000	\$ 725,000	\$ 723,000	\$ (157,000)	(17.8)
Beer Wholesale Tax	606,794	602,000	576,000	580,000	(22,000)	(3.7)
Liquor Wholesale Tax	245,409	238,000	243,000	243,000	5,000	2.1
Total Business Taxes	\$ 1,643,683	\$ 1,720,000	\$ 1,544,000	\$ 1,546,000	\$ (174,000)	(10.1)

The graphs on page II-14 show the ten-year trend for these taxes. Business tax collections had been steadily increasing through fiscal 2005. Collections overall since 2005 have been basically flat with spikes and dips caused by the timing of payments in large taxpayers. Beginning in February 2010, the State began processing business licenses in Tennessee, including the local city business license. The initial business licenses are still obtained through the City at a nominal fee, however, the annual license renewal and tax payments are now remitted directly to the State. Beer and liquor wholesale tax collections have been steadily increasing, an average of 3.8% from 2000 to 2008. Collections are budgeted flat down slightly, 3.7%, based on actual collection patterns.

**DOE** – Revenues from the US Department of Energy (DOE), which includes in-lieu of tax (PILT) payments and grant proceeds, are budgeted at \$1,776,023 and comprises 4.43% of General Fund revenues. DOE's PILT payment to the City is based on the number of acres on the federal reservation (currently 33,046 acres) at a per acre appraisal approved by DOE at the City's property tax rate (\$2.39). In accordance with the Atomic Energy Commission Act, the land value is assessed based on the original usage of the property, which was residential farmland when DOE purchased the land for the WWII effort, rather than the current use of the property. The residential property tax assessment rate of 25% is therefore used, rather than the 40% rate that would normally apply to commercial/industrial properties. DOE's remittance is also contingent on the annual federal appropriation of this payment.

In fiscal 2006, the City was awarded a \$300,000 annual grant from DOE for five fiscal years to provide police patrol services and traffic control on DOE roadways located inside the federal reservation. Five additional police officer positions were added in mid-fiscal 2006 whose salaries and equipment requirements will be funded by this grant. It is anticipated this grant will be renewed for fiscal 2011.



	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
US Dept of Energy:						
In-Lieu of Tax	\$ 1,476,023	\$ 1,476,023	\$ 1,476,023	\$ 1,476,023	\$ -	0.0
Federal Grant	300,000	300,000	300,000	300,000	-	0.0
<b>Total DOE Funds</b>	<b>\$ 1,776,023</b>	<b>\$ 1,776,023</b>	<b>\$ 1,776,023</b>	<b>\$ 1,776,023</b>	<b>\$ -</b>	<b>0.0</b>

**Licenses and Permits** - Revenues provided from licenses and permits, budgeted at \$677,000, comprise 1.69% of total General Fund revenues as outlined below:

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
Licenses and Permits:						
CATV Franchise	\$ 390,229	\$ 375,000	\$ 390,000	\$ 390,000	\$ 15,000	4.0
Building Permits	195,659	144,000	175,000	150,000	6,000	4.2
ORUD Right-Of-Way	-	60,000	60,000	60,000	-	0.0
Alcohol Sale Permits	23,513	20,000	20,000	20,000	-	0.0
Electrical Permits	19,258	20,000	19,000	20,000	-	0.0
Plumbing Permits	18,592	20,000	15,000	20,000	-	0.0
Animal Regist. Permits	4,699	8,000	7,000	7,000	(1,000)	(12.5)
Other Permits & Fees	7,872	13,000	9,000	10,000	(3,000)	(23.1)
<b>Total Licenses &amp; Permits</b>	<b>\$ 659,822</b>	<b>\$ 660,000</b>	<b>\$ 695,000</b>	<b>\$ 677,000</b>	<b>\$ 17,000</b>	<b>2.6</b>

Revenues from Building, Electric, Plumbing and Grading Permits are directly impacted by local economic conditions and will vary from year-to-year based on large commercial/residential projects. Permit revenues are anticipated to decrease in future fiscal years based on the several large residential developments currently in the planning and construction stages. The \$15,000 budgeted revenue increase from the cable franchise fee is based on current collection patterns.

**Charges for Services** - Revenues provided from charges for services, budgeted at \$320,000, comprise 0.8% of total General Fund revenues as outlined below:

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
Charges For Services:						
Rental Of Lands & Buildings	\$ 123,528	\$ 122,000	\$ 125,000	\$ 122,000	\$ -	0.0
Outdoor Pool Fees	87,207	72,000	75,000	75,000	3,000	4.2
Indoor Pool Fees	51,689	58,000	45,000	45,000	(13,000)	(22.4)
Animal Shelter Fees	24,625	23,000	20,000	23,000	-	0.0
Records Processing	26,899	30,000	28,000	28,000	(2,000)	(6.7)
General & Admin. Costs	22,827	25,000	23,000	23,000	(2,000)	(8.0)
Misc. Recreation Usage Fees	4,115	5,000	4,000	4,000	(1,000)	(20.0)
<b>Total Charges For Services</b>	<b>\$ 340,890</b>	<b>\$ 335,000</b>	<b>\$ 320,000</b>	<b>\$ 320,000</b>	<b>\$ (15,000)</b>	<b>(4.5)</b>

Budgeted revenues from land and building rentals include room rentals at the Civic and Scarboro Centers and the rental of two buildings located at the Marina. Records processing fee collections are primarily from police record checks related to federal contractors. General and Administration fees are charged to offset overhead costs to process miscellaneous billings (e.g. damage to City property as the result of a traffic accident). Various charges for services were adjusted slightly to reflect current collections patterns.

**Fines and Forfeitures** - Revenues provided from fines, budgeted at \$362,000, comprise 0.9% of total General Fund revenues as outlined below:

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
Fines, Penalties & Forfeitures:						
Photo Enforcement	\$ -	\$ -	\$ 965,000	\$ -	\$ -	100.0
City Court Revenues	331,036	288,000	332,000	312,000	24,000	8.3
Library Fines and Fees	49,850	55,000	50,000	50,000	(5,000)	(9.1)
<b>Total Fines, Penalties &amp; Forfeitures</b>	<b>\$ 380,886</b>	<b>\$ 343,000</b>	<b>\$ 382,000</b>	<b>\$ 362,000</b>	<b>\$ 19,000</b>	<b>5.5</b>

Collections from City Court revenues had been sporadic in past few years due to staffing turnover and vacancies in the Police Department. Revenues from Photo Enforcement cameras will be accounted for in a new Special Programs Fund in fiscal 2011.

**Interest and Miscellaneous** - Revenues provided from interest and other revenues, budgeted at \$153,800 comprise 0.38% of total General Fund revenues as outlined below.

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
Other Revenues:						
Interest on Investments	\$ 226,969	\$ 250,000	\$ 50,000	\$ 150,000	\$ (100,000)	(40.0)
Miscellaneous	4,908	4,300	8,498	3,800	(500)	(11.6)
<b>Total Other Revenues</b>	<b>\$ 231,877</b>	<b>\$ 254,300</b>	<b>\$ 58,498</b>	<b>\$ 153,800</b>	<b>\$ (100,500)</b>	<b>(39.5)</b>

Revenues from interest on investments varies based on cash levels and prevailing interest rates. The decline from actual 2009 to projected 2010 is due to the significant decline in interest rates during that time period.

**Fund Balance Appropriation** In fiscal 1986, the City received \$23.1 million dollars from the United States Department of Energy (DOE) as a settlement to cease annual financial assistance payments from DOE and for ten-years of in-lieu of tax payments. Over the last twenty-three fiscal years, the City has gradually drawn down the fund balance created by the DOE settlement in order to maintain a reduced property tax rate. Budgeted revenues, expenditures and operating transfers are balanced in the General Fund through the Fund Balance draw. A fund balance draw was not budgeted for fiscal 2008 and 2009. Annual operating transfers to the Capital Projects Fund were stopped in fiscals 2008 and 2009 in order to maintain the fund balance of the General Fund and stabilize the property tax rate. These operating transfers and fund balance draws resumed in fiscal 2010. The fund balance draw for fiscal 2011 is budgeted at \$1,420,000 and comprises 3.55% of the General Fund revenues.

## **General Fund Expenditures**

City staff's major focus during the budget process is the expenditures in the General Fund. Since revenue shortfalls must generally be offset by property taxes, the goal of staff is to maintain expenditures at the lowest possible level while continuing to provide quality services to the community. Gross expenditures before Cost Recoveries from other Funds, (refer to schedules on pages II-20 and II-30), are budgeted at \$24,162,417 for fiscal 2011, up \$680,982 or 2.9% from fiscal 2010. Approximately 20% of the General Fund's gross expenditures are transferred to other City Funds or Recovered from Users. General Fund Municipal Expenditures, net of Reduction of Costs, increased \$543,506 or 2.9%, for an appropriated budget amount of \$19,240,271.

The fiscal 2011 increase in gross budgeted expenditures is primarily as outlined below:

Salary and retirement benefits	\$ 221,441
Equipment & vehicle use charges	170,044
Medical insurance	133,570
Utilities	49,631
Street and Traffic Light	32,700
Professional & Contracted Services	41,444
Total	<u>\$ 648,830</u>

**Personal Service** expenditures budgeted at \$16,803,200 account for 69.6% of total General Fund expenditures. Personal Services are budgeted to increase \$355,011 or 2.2%.

Salaries and retirement benefits are projected to increase \$221,441, which includes a decrease of \$87,346 in salaries, overtime and social security funding. Under the new pay plan structure enacted during fiscal 2003, COLA's will no longer be awarded. All employee salary increases are now based on each individual employee meeting individual performance criteria. In order to maintain a flat property rate, there were no salary increases budgeted for City employees for fiscal 2011.

The City fully funds employee retirement costs with the Tennessee Consolidated Retirement System (TCRS). Retirement rates are reviewed biennially and increased from 13.07% to 14.99% in fiscal 2011. Budgeted funding for retirement costs increased \$308,787 in fiscal 2011.

Fiscal 2011 funding for employee medical insurance increased by \$133,570, up 6.2% to reflect an anticipated increase in premiums. Revisions to employee medical premiums are effective January 1 of each calendar year.

Actual expenditures for City employee medical, retirement (through the Tennessee Consolidated Retirement System) and workers compensation benefits are accounted for in the Insurance Fund. Other City Funds, primarily the General, Electric and Waterworks Funds, are charged a flat charge per each of their budgeted full-time employees for these benefits, which is shown as an applicable expenditure in that Fund. The revenues from these flat charges are accounted for as revenue in the Insurance Fund, which is shown as Charges for Services. The accounting for costs in this manner allows for the spreading of the impact on the General Fund of rapidly increasing expenditure items such as medical, workers compensation and retirement over a multi-year period.

**Contractual Services** total \$6,447,385 and comprise 26.7% of total General Fund expenditures. Budgeted funding for Contractual Services increased \$310,171, up 5.1% over the prior fiscal year. The fiscal 2011 budgeted amount for these line items were reviewed and funding allocated based on actual costs and highest funding priority.

Utility services are budgeted at \$2,298,511. Of this amount, \$1,059,700 is budgeted to maintain traffic and street lighting throughout the City. The Electric Fund pays the cost of initial installation and routine maintenance of traffic and street lighting. Each year the General Fund pays to the Electric Fund an investment charge that is 13% of the net asset value of traffic and street lighting recorded in the Electric Fund. The General Fund pays the actual electric usage charges to operate traffic and streetlights. The remaining \$1,238,811 budgeted for utility charges includes electric, water, wastewater and gas usage and refuse collection at City owned buildings and telephone and other communication charges. Utility funding for City facilities is budgeted up \$49,631 or 4.2%, primarily for electric rate increases passed through by the City from TVA, which now includes a monthly rate adjustment for fuel costs.

Vehicle and large Equipment Usage Charges budgeted at \$1,306,471 increased \$170,044 or 15.0%. This charge provides funding for future vehicle replacement in the form of rent and actual maintenance and operating costs, including fuel. The vehicle rent is paid to the Equipment Replacement Rental Fund to accumulate cash for replacement of City vehicles. Rental charges have been increased in fiscal 2011 related to escalating costs for the purchase of new replacement vehicles. Vehicles are replaced on an as needed basis rather than immediately after full depreciation. The increased funding levels in fiscal 2010 also reflect higher fuel costs. \$216,154 is budgeted for the maintenance and replacement of small equipment items, including computers.

\$660,601 is budgeted for custodial services at City buildings (\$241,196), mowing (\$330,145), street sweeping (24,730) and litter pickup along right-of-ways, at City recreational facilities and at other City-owned sites (\$64,530). These services are provided under multiyear contracts that increase annually based on changes in the consumer price index (CPI).

\$645,810 is budgeted for repair and maintenance costs for City buildings, parks, sporting fields and other City facilities and sweeping of City streets. This includes annual maintenance contracts for services such as security systems, sprinkler systems and pest control.

\$791,625 is budgeted in fiscal 2011 for professional services. Expenditures budgeted here include \$185,000 for contractual meter reading services, \$100,000 for communication resources, \$94,500 for GIS and network upgrades, \$40,025 for personnel costs such as drug screening and medical and psychological exams for police and fire applicants, \$34,880 for housing demolition, \$6,735 for computer training and support services, \$49,700 for the annual independent audit and \$5,830 for outside legal assistance. The \$28,683 budgeted increase in professional services is primarily due to the increase in contractual professional services, such as meter reading and audit and accounting services. The remaining \$274,955 budgeted for professional services is spread throughout the General Fund for a variety of services such as engineering, surveys, appraisals, library book binding and instructors for recreational sponsored classes.

The \$150,830 budgeted for travel to schools and conferences by City employees and City Council. Funding for travel and training includes \$70,094 for police and fire employees, \$26,000 for City Council, \$19,493 for the City Manager and Legal offices and \$10,973 for administrative services.

Rents are budgeted at \$167,664 for fiscal 2011, a \$10,070 increase over prior fiscal year. Rents include \$67,220 for space occupied by the Senior Center, \$30,000 for Anderson County Court rent, leases for copiers and other equipment and for portable toilets at recreational facilities. The Anderson County Court was located at the City's Municipal Building. During fiscal 2009, the City agreed to pay \$30,000 annually toward rental expense for the court to relocate from City facilities.

\$87,110 is budgeted for mailing costs, which includes monthly utility and annual property tax bills. All central mailing costs are budgeted in one activity, 854 Stationary Stores, and then the costs for the utility billings are allocated back to the Electric and Waterworks Funds through cost recoveries. \$56,029 is budgeted for dues, memberships and subscriptions, including library subscription services, \$61,580 for advertising and legal notice publication and \$5,000 for printing costs.

**Commodities** total \$590,836 and comprise 2.4% total General Fund municipal expenditures. The fiscal 2011 budget for these items increased \$800 over fiscal 2010 levels. Miscellaneous commodities, small tools and supply purchases are budgeted at \$362,039. Commodity purchases include not only supplies such as printer and copier paper, ribbons, toner cartridges, batteries and cleaning supplies but items such as veterinary supplies and food for the animal shelter, landscaping materials for City parks and sporting fields, chemicals for the indoor and outdoor pool, sanitary gloves for first responder firefighters and ammunition for police. \$140,342 is budgeted for Library materials including book, CD, cassette and DVD purchases, \$30,070 for non-Library books and educational materials and \$58,385 for uniforms.

**Other Charges** total \$320,996 and comprise 1.3% of total General Fund municipal expenditures. \$278,396 is budgeted for property and liability insurance, remaining at fiscal 2010 levels. The City maintains insurance coverage for property and other liabilities through commercial insurance carriers with per incident deductibles ranging from \$2,500 to \$10,000 for common occurrences and a \$50,000 per incident deductible for damage caused by floods or earthquakes. \$22,000 is budgeted for grants and subsidies including \$9,500 to the Oak Ridge Arts Council, \$9,000 for Youth Advisory Board activities and \$3,500 for the Secret City Festival.

No capital expenditures are budgeted for fiscal 2011. All major general capital projects are accounted for in the Capital Projects Fund.

**Reduction of Costs** includes two components, Recovered from Users and Recovered from Funds. Costs that are recovered from specific users include billings for a police officer to be present at a non-City sponsored event that recover the officer's overtime and fees for special classes or programs, particularly recreational, that the City sponsors for which the costs for the class or program will fully or almost fully be recovered by fees. This has allowed the City to sponsor one-time or new programs without impacting the legal appropriation. Funds recovered from users are budgeted to decrease by \$20,000 or 4.2% based on actual collection levels.

Recovered from Funds includes the transfer of expenditures to other City Funds based on the percentage of work performed by that activity for another City Fund. For Example, Activity 862, Finance performs the accounting, purchasing and warehousing etc, functions to support the operations of all City Funds. Finance transfers 47% of its gross expenditures to the Electric Fund, 28% to the Waterworks Fund, and 4% to the State Street Aid Fund with a net of 21% remaining in the General Fund. The transfer percentage is based on the level of work provided by that activity for each Fund. The costs that are transferred to the other Funds are included as expenditures/expenses in those Funds and funded by the revenue source for that Fund (i.e. Electric Fund from user electric fees). Reduction of Costs totaled \$4,575,706 for fiscal 2011, up \$157,476 or 3.6%.

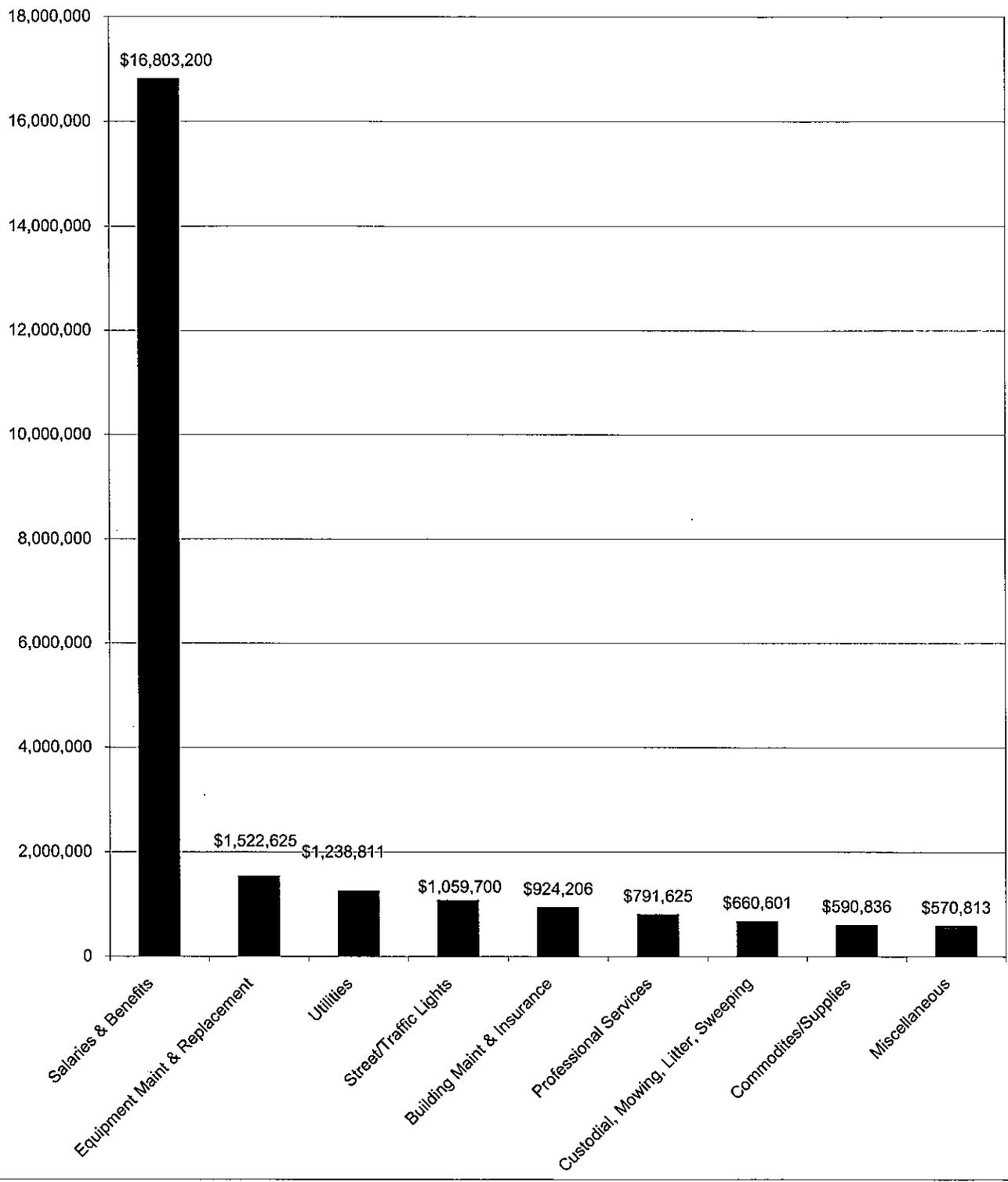
**GENERAL FUND**  
**SUMMARY OF GROSS EXPENDITURES AND TRANSFERS BY OBJECT CODE CLASSIFICATION**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2011	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<b>PERSONAL SERVICES:</b>						
5111 Salaries-Regular Employees	10,156,027	10,746,060	10,297,610	10,666,516	(79,544)	-0.7
5120 Salaries-Temporary Employees	281,060	329,463	318,697	327,918	(1,545)	-0.5
5131 Regular Overtime Pay	963,141	803,492	984,928	803,492	0	0.0
5141 Social Security	840,910	908,745	849,279	902,488	(6,257)	-0.7
5150 Retirement	1,425,012	1,493,442	1,493,442	1,802,229	308,787	20.7
5160 Medical & Workers' Compensation	2,023,202	2,166,987	2,166,987	2,300,557	133,570	6.2
Total Personal Services	15,689,352	16,448,189	16,110,943	16,803,200	355,011	2.2
<b>CONTRACTUAL SERVICES:</b>						
5201 Rents	128,466	157,594	167,664	167,664	10,070	6.4
5205 Printing & Duplicating Charges	5,303	7,175	5,500	5,000	(2,175)	-30.3
5206 Mailing & Delivery	83,811	80,295	86,610	87,110	6,815	8.5
5207 Dues, Memberships and Subscript.	63,478	55,268	68,387	56,029	761	1.4
5210 Professional and Contractual Services	745,876	762,942	766,655	791,625	28,683	3.8
5210 Custodial Contract	213,372	236,680	236,680	241,196	4,516	1.9
5210 Mowing Contract	302,050	326,550	326,550	330,145	3,595	1.1
5210 Litter Contract	56,793	60,450	60,450	64,530	4,080	6.7
5236 Street Sweeping	23,895	24,160	24,160	24,730	570	2.4
5211 Advertising and Publicity	52,048	61,830	57,080	61,580	(250)	-0.4
5212 Utility Services	1,037,984	1,189,180	1,055,015	1,238,811	49,631	4.2
5212 Street & Traffic Lights	1,005,266	1,027,000	957,000	1,059,700	32,700	3.2
5220 Travel, Schools and Conferences	148,973	150,830	159,257	150,830	0	0.0
5235 Repair & Maintenance	613,051	643,209	711,177	645,810	2,601	0.4
5236 Other Equipment Maintenance	195,611	217,624	216,124	216,154	(1,470)	-0.7
5289 Vehicle/Equipment Use Charges	1,075,428	1,136,427	1,159,713	1,306,471	170,044	15.0
Total Contractual Services	5,751,405	6,137,214	6,058,022	6,447,385	310,171	5.1
<b>COMMODITIES:</b>						
5310 Commodities/Tools/Supplies	552,912	360,164	433,049	362,039	1,875	0.5
5320 Books/Education Materials	21,688	31,695	32,440	30,070	(1,625)	-5.1
5320 Library Materials	144,003	140,342	140,342	140,342	0	0.0
5325 Uniforms/Clothing	61,506	57,835	70,165	58,385	550	1.0
Total Commodities	780,109	590,036	675,996	590,836	800	0.1
<b>OTHER CHARGES:</b>						
5410 Insurance	232,380	278,396	278,396	278,396	0	0.0
5430 Grants/Subsidies/Contributions	22,000	22,000	22,000	22,000	0	0.0
5499 Elections/Contingency/Other	6,222	5,600	17,725	20,600	15,000	267.9
Total Other Charges	260,602	305,996	318,121	320,996	15,000	4.9
<b>CAPITAL EXPENDITURES:</b>						
	123,680	0	48,000	0	0	0.0
<b>TOTAL GROSS EXPENDITURES</b>	<b>22,605,148</b>	<b>23,481,435</b>	<b>23,211,082</b>	<b>24,162,417</b>	<b>680,982</b>	<b>2.9</b>
<b>REDUCTION OF COSTS:</b>						
5610 Recovered from Users	(303,994)	(476,440)	(503,404)	(456,440)	20,000	-4.2
5670 Recovered from Funds	(4,296,358)	(4,308,230)	(4,135,645)	(4,465,706)	(157,476)	3.7
Total Reduction of Costs	(4,600,352)	(4,784,670)	(4,639,049)	(4,922,146)	(137,476)	2.9
<b>TOTAL MUNICIPAL EXPENDITURES</b>	<b>18,004,796</b>	<b>18,696,765</b>	<b>18,572,033</b>	<b>19,240,271</b>	<b>543,506</b>	<b>2.9</b>
<b>OPERATING TRANSFERS:</b>						
5710 Operating Transfers	19,238,997	21,144,152	19,200,061	20,831,552	(312,600)	-1.5
<b>TOTAL NET EXPENDITURES</b>	<b>37,243,793</b>	<b>39,840,917</b>	<b>37,772,094</b>	<b>40,071,823</b>	<b>230,906</b>	<b>0.6</b>

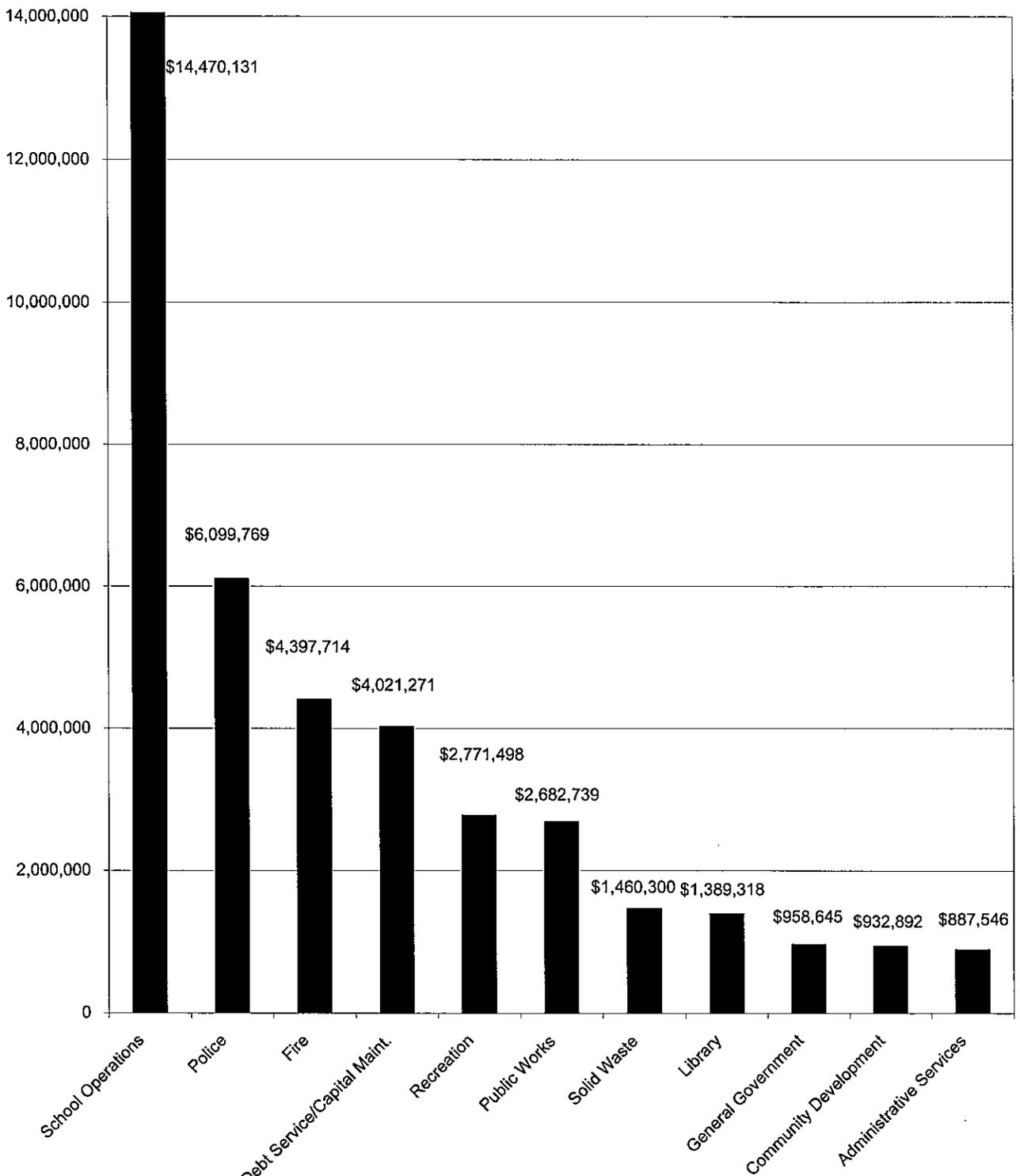
**GENERAL FUND EXPENDITURES AND OPERATING TRANSFERS  
FISCAL 2011 BUDGET**

	<u>BUDGET 2011</u>	<u>PERCENT OF GROSS</u>	<u>ACCUMULATED PERCENT OF GROSS</u>
Personal Services (Salaries, FICA Retirement, Insurance)	\$ 16,803,200	37.35	
Oak Ridge School Operations	14,470,131	32.16	69.51
Debt Service (Principal & Interest) City & Schools	3,545,000	7.88	77.38
Equipment Maintenance, Operation & Replacement (Vehicle & Computer)	1,522,625	3.38	72.89
Residential Garbage & Convenience Center	1,460,300	3.25	76.14
Utilities (Electric, Water, Sewer, Phones)	1,238,811	2.75	78.89
Streets Lights and Traffic Lights	1,059,700	2.36	81.24
Professional and Contractual Services	791,625	1.76	77.89
Custodial, Mowing, Litter Pick-Up & Street Sweeping Contracts	660,601	1.47	79.36
Street Resurfacing	653,000	1.45	80.81
Repairs & Maintenance (Buildings)	645,810	1.44	82.25
Capital Maintenance Funding City & Schools	476,271	1.06	81.87
Commodities (Including Small Tools & Supplies)	362,039	0.80	83.05
Insurance (Property & Liability)	278,396	0.62	83.67
Social Service Grants	171,850	0.38	84.05
Rents (Including Senior Center)	167,664	0.37	84.43
Training & Conferences	150,830	0.34	84.76
Library Materials	140,342	0.31	85.07
Mailing & Delivery	87,110	0.19	85.27
Advertising and Publicity (includes Legal Notices)	61,580	0.14	85.41
Uniforms/Clothing	58,385	0.13	85.53
Dues, Memberships and Subscriptions	56,029	0.12	85.66
Street & Public Transportation	55,000	0.12	85.78
Books/Education Materials	30,070	0.07	85.85
Other Grants/Subsidies/Contributions	22,000	0.05	85.90
Contingency/Election/Other	20,600	0.05	85.94
Printing & Dup. Charges	5,000	0.01	85.95
<b>GROSS EXPENDITURES AND OPERATING TRANSFERS</b>	<u><b>44,993,969</b></u>		
Costs Recovered From Users	(456,440)		
Costs Transferred to Other City Funds	<u>(4,465,706)</u>		
<b>NET EXPENDITURES AND OPERATING TRANSFERS</b>	<u><b>\$ 40,071,823</b></u>		

**General Fund Municipal Expenditures By Type  
Budget 2011**



**General Fund Expenditures and Operating Transfers  
Budget 2011**



By Function

## **General Fund Operating Transfers - Out**

Operating Transfers are transfers of General Fund revenues to other City Funds to help finance that Fund's operating expenditures. Operating Transfers are budgeted at \$20,831,552, down 1.5% or \$312,600 in fiscal 2011.

The largest single use of General Fund revenues is the operating transfer to the Oak Ridge Schools, which is 36.1% of total General Fund expenditures and Operating Transfers. This is a \$489,329 increase of 3.5% over the fiscal 2010 amount. This operating transfer will finance approximately 26.3% of the General Purpose School Fund's budgeted expenditures for fiscal 2011.

\$3,545,000 is budgeted for transfer to the Debt Service Fund for annual principal and interest payments on outstanding long-term debt issued to finance City and School Capital Projects. This transfer was increased by \$45,000 to fund existing debt service requirements.

\$1,460,300 is budgeted for transfer to the Solid Waste Fund in fiscal 2011 a \$25,300 increase. This funds a portion of the costs for residential refuse collection and the operations of a convenience center. These services are provided under a long-term contract with Waste Connections of Tennessee, which contains an annual contract price escalator based on the consumer price index (CPI) and an adjustment for fuel price variances. The \$25,300 increased budget level for 2011 is primarily related to the CPI. In the spring of 2009, the City began participating in the Recycle Bank program. As part of this program households were given large recycle bins and have the opportunity to earn Recycle Bank points that can be used to shop at over 1,500 local and national businesses. The residential refuse fee for refuse collection increased from \$5 to \$7 to pay for the costs for this new program that is direct revenue to the Solid Waste Fund.

As the City's physical facilities continue to age, it has become more apparent that the City cannot continue to borrow the funds necessary for the maintenance and replacement of these facilities at the current pace. Over the past 20 years, the City has committed over \$60 million in tax-supported debt to pay for capital improvements, maintenance and replacement of facilities. Capital maintenance and facility replacement will continue to be a major drain on the City's resources in the future. In fiscal 2000, the City established a \$410,000 transfer from the General Fund to the Capital Projects Fund to begin the initial funding for this annual reserve. Without this reserve, the full cost of maintaining and replacing major assets must be paid through the use of borrowed funds. With annual General Fund debt service payments approaching \$5 million, equal to about \$1.00 on the property tax rate, City staff has expressed the concern that it will be difficult for the City to continue borrowing at this pace. During fiscal 2008 and 2009, this annual operating transfer was stopped in order to maintain an adequate fund balance in the General Fund. This operating transfer resumed in fiscal 2010. The fiscal 2011 operating transfer is \$476,271. The intent is for this to be an annual transfer that gradually increases to approximately \$1.8 million per year.

The revenues of the State Street Aid Fund (SSA) are insufficient to finance expenditure levels recorded in that Fund for street paving and routine street maintenance. In fiscal 1995, the City began a major Pavement Management Program with long-term goals of the program to provide adequate maintenance to City streets in order to prevent or prolong the need for more expensive street reconstruction. Funding for this program and other street maintenance costs are to be provided through operating transfers from the General Fund budgeted at \$653,000 in fiscal 2011. This is up \$23,000 from fiscal 2010 levels.

\$171,850 is budgeted for transfer to the Grant Fund for social service funding for Aid to Distressed Families of Appalachian Counties (ADFAC) (\$140,000) and the Anderson County Health Council (ACHC) for the Healthy Start program (\$31,850). ADFAC administers the City's social service program which provides assistance with rent, mortgage and utility payments, transportation for doctor appointments or job interviews, counseling toward self-sufficiency and referrals to appropriate agencies for further assistance to eligible citizens. Funding for ADFAC was increased by \$3,500 for fiscal 2011. The Anderson County Health Council Healthy Start program provides assistance, training and support program for young mothers.

\$55,000 is budgeted for transfer to the Street & Public Transportation Fund is to support the City's taxi coupon and public transit bus service programs. This is a \$25,000 increase over prior fiscal year. The revenue stream for the Street & Public Transportation Fund from state funding sources is insufficient to completely support these operations. The increase funding for fiscal 2011 is related to a nearly depleted fund balance in the Street & Public Transportation Fund.

In fiscal 2000, the Economic Diversification (ED) Fund was established to centralize economic development activities funded by the City. A primary revenue source for the ED Fund is operating transfers from the General, Electric and Waterworks Funds. The General Fund transfer amount to ED Fund was eliminated in fiscal 2010 to stabilize the property tax rate.

**GENERAL FUND**  
**SUMMARY OF REVENUES BY SOURCE**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<b>TAXES:</b>						
Property Taxes:						
4101 General Property Taxes:						
4110 Real Property Taxes	17,210,348	17,712,000	16,855,000	18,005,000	293,000	1.7
4225 Personal Property	1,159,157	1,162,000	1,105,000	1,333,000	171,000	14.7
4120 Public Utilities	254,744	259,000	248,668	285,000	26,000	10.0
4125 Interest and Penalties	149,402	95,000	155,000	95,000	0	0.0
<b>Total Property Taxes</b>	<b>18,773,651</b>	<b>19,228,000</b>	<b>18,363,668</b>	<b>19,718,000</b>	<b>490,000</b>	<b>2.5</b>
Other Property Taxes:						
4130 Other than Assessed (In-Lieu)	181,571	152,990	415,780	416,000	263,010	171.9
4311 D.O.E. In-Lieu of Tax	1,476,023	1,476,023	1,476,023	1,476,023	0	0.0
<b>Total Other Property Taxes</b>	<b>1,657,594</b>	<b>1,629,013</b>	<b>1,891,803</b>	<b>1,892,023</b>	<b>263,010</b>	<b>16.1</b>
Local Sales Taxes:						
4187 City Sales Tax - Roane Co.	379,146	365,600	488,235	420,168	54,568	14.9
County Shared Sales Taxes:						
4366 Oak Ridge/Anderson County	5,834,198	6,025,000	5,995,000	5,900,000	(125,000)	-2.1
4370 Oak Ridge/Roane County	1,876,772	1,809,400	2,416,765	2,079,832	270,432	14.9
<b>Total Local Sales Taxes</b>	<b>8,090,116</b>	<b>8,200,000</b>	<b>8,900,000</b>	<b>8,400,000</b>	<b>200,000</b>	<b>2.4</b>
Other Taxes:						
4151 Gross Receipts Bus. Taxes:						
4155 Beer Wholesale Tax	606,794	602,000	576,000	580,000	(22,000)	-3.7
4160 Liquor Wholesale Tax	245,409	238,000	243,000	243,000	5,000	2.1
4170 Business Taxes Coll. By City	764,038	870,000	533,000	3,000	(867,000)	-99.7
4171 Business Taxes Coll. By State	0	0	190,000	720,000	720,000	100.0
4180 Penalty & Interest Business Tax	27,442	10,000	2,000	0	(10,000)	-100.0
<b>Total Other Taxes</b>	<b>1,643,683</b>	<b>1,720,000</b>	<b>1,544,000</b>	<b>1,546,000</b>	<b>(174,000)</b>	<b>-10.1</b>
<b>TOTAL TAXES</b>	<b>30,165,044</b>	<b>30,777,013</b>	<b>30,699,471</b>	<b>31,556,023</b>	<b>779,010</b>	<b>2.5</b>
<b>LICENSES AND PERMITS:</b>						
4205 Beer & Liquor Licenses & Permits	23,513	20,000	20,000	20,000	0	0.0
4225 Building Permits	195,659	144,000	175,000	150,000	6,000	4.2
4230 Electrical Permits	19,258	20,000	19,000	20,000	0	0.0
4235 Plumbing Permits	18,592	20,000	15,000	20,000	0	0.0
4250 Animal Registration Permits	4,699	8,000	7,000	7,000	(1,000)	-12.5
4260 Other Permits and Fees	7,872	13,000	9,000	10,000	(3,000)	-23.1
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>269,593</b>	<b>225,000</b>	<b>245,000</b>	<b>227,000</b>	<b>2,000</b>	<b>0.9</b>
<b>INTERGOVERNMENTAL:</b>						
4313 Federal Grants	300,000	300,000	300,000	300,000	0	0.0
4355 State Grants in Aid	1,865	800	673	800	0	0.0
Shared State Taxes:						
4309 TVA Impact	73,876	0	212,758	0	0	0.0
4310 TVA Replacement Tax	265,914	265,000	304,554	300,000	35,000	13.2
4320 Sales Tax	1,796,579	1,950,000	1,700,000	1,750,000	(200,000)	-10.3
4325 Income Tax	563,982	625,000	564,000	564,000	(61,000)	-9.8
4340 Excise Tax	66,306	60,000	42,575	60,000	0	0.0
4345 Beer Barrelage	14,285	15,000	13,572	14,000	(1,000)	-6.7
4350 Mixed Drink Tax	91,937	96,500	91,000	91,000	(5,500)	-5.7
<b>TOTAL INTERGOVERNMENTAL</b>	<b>3,174,744</b>	<b>3,312,300</b>	<b>3,229,132</b>	<b>3,079,800</b>	<b>(232,500)</b>	<b>-7.0</b>

**GENERAL FUND**  
**SUMMARY OF REVENUES BY SOURCE**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<b><u>CHARGES FOR SERVICES:</u></b>						
Charges for Current Services:						
4405 Records Processing	26,899	30,000	28,000	28,000	(2,000)	-6.7
4417 General & Admin. Costs	22,827	25,000	23,000	23,000	(2,000)	-8.0
4430 Animal Shelter Fees	24,625	23,000	20,000	23,000	0	0.0
Use of Property Services:						
4440 Activities	4,115	5,000	4,000	4,000	(1,000)	-20.0
4450 Outdoor Pool	87,207	72,000	75,000	75,000	3,000	4.2
4455 Indoor Pool	51,689	58,000	45,000	45,000	(13,000)	-22.4
4460 Rental of Lands & Buildings	88,632	90,000	95,000	90,000	0	0.0
4485 Community Center Building	34,896	32,000	30,000	32,000	0	0.0
<b>TOTAL CHARGES FOR SERVICES</b>	<b>340,890</b>	<b>335,000</b>	<b>320,000</b>	<b>320,000</b>	<b>(15,000)</b>	<b>-4.5</b>
<b><u>FINES, PENALTIES AND FORFEITURES:</u></b>						
4501 Photo Enforcement	0	0	965,000	0	0	0.0
4505 City Court - Fines	65,586	65,000	70,000	65,000	0	0.0
4510 City Court - Costs	84,579	70,000	85,000	85,000	15,000	21.4
4515 Bail Forfeitures	177,280	150,000	175,000	160,000	10,000	6.7
4519 Misc. Court Revenues	3,591	3,000	2,000	2,000	(1,000)	-33.3
4520 Library - Fines and Lost Books	49,850	55,000	50,000	50,000	(5,000)	-9.1
<b>TOTAL FINES, PENALTIES, &amp; FORFEITURES</b>	<b>380,886</b>	<b>343,000</b>	<b>1,347,000</b>	<b>362,000</b>	<b>19,000</b>	<b>5.5</b>
<b><u>OTHER REVENUES:</u></b>						
4610 Interest on Investments	226,969	250,000	50,000	150,000	(100,000)	-40.0
4710 CATV Franchise	390,229	375,000	390,000	390,000	15,000	4.0
4750 Right-of-Way	0	60,000	60,000	60,000	0	0.0
4790 Miscellaneous	3,043	3,500	7,825	3,000	(500)	-14.3
<b>TOTAL OTHER REVENUES</b>	<b>620,241</b>	<b>688,500</b>	<b>507,825</b>	<b>603,000</b>	<b>(85,500)</b>	<b>-12.4</b>
<b>TOTAL REVENUES</b>	<b>34,951,398</b>	<b>35,680,813</b>	<b>36,348,428</b>	<b>36,147,823</b>	<b>467,010</b>	<b>1.3</b>
<b><u>TRANSFERS IN:</u></b>						
4135 Electric Fund	1,245,145	1,295,000	1,230,708	1,230,000	(65,000)	-5.0
4140 Waterworks Fund	1,290,326	1,480,000	1,269,807	1,270,000	(210,000)	-14.2
<b>TOTAL TRANSFERS IN</b>	<b>2,535,471</b>	<b>2,775,000</b>	<b>2,500,515</b>	<b>2,500,000</b>	<b>(275,000)</b>	<b>-9.9</b>
<b>TOTAL CURRENT MUNICIPAL REVENUES</b>	<b>37,486,869</b>	<b>38,455,813</b>	<b>38,848,943</b>	<b>38,647,823</b>	<b>192,010</b>	<b>0.5</b>
<b>FUND BALANCE APPROPRIATION</b>	<b>0</b>	<b>1,385,104</b>	<b>0</b>	<b>1,424,000</b>	<b>38,896</b>	<b>2.8</b>
<b>TOTAL REVENUES &amp; OPERATING TRANSFERS</b>	<b>37,486,869</b>	<b>39,840,917</b>	<b>38,848,943</b>	<b>40,071,823</b>	<b>230,906</b>	<b>0.6</b>

**GENERAL FUND**

**SUMMARY OF EXPENDITURES AND TRANSFERS  
BY DEPARTMENTS AND ACTIVITIES**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<u>General Government:</u>						
810 City Council	100,812	98,719	125,712	110,735	12,016	12.2
816 City Clerk	115,639	123,046	122,594	126,080	3,034	2.5
820 City Manager	273,425	314,906	279,370	294,084	(20,822)	-6.6
832 City Court	178,387	195,230	199,604	200,999	5,769	3.0
843 Legal	215,473	220,663	223,434	226,747	6,084	2.8
Total General Government	<u>883,736</u>	<u>952,564</u>	<u>950,714</u>	<u>958,645</u>	<u>6,081</u>	<u>0.6</u>
<u>Administrative Services:</u>						
845 Computer Services	301,499	308,392	311,299	358,437	50,045	16.2
846 Personnel	212,857	217,499	216,413	222,962	5,463	2.5
854 Stationery Stores	71,559	70,793	73,606	74,673	3,880	5.5
862 Finance	101,449	118,656	106,151	160,420	41,764	35.2
864 Business Office	73,476	80,675	76,366	71,054	(9,621)	-11.9
Total Administrative Services	<u>760,840</u>	<u>796,015</u>	<u>783,835</u>	<u>887,546</u>	<u>91,531</u>	<u>11.5</u>
<u>Police Department:</u>						
910 Supervision	247,142	264,636	270,587	271,894	7,258	2.7
911 Investigations	868,050	872,257	910,849	900,423	28,166	3.2
912 Staff Services	382,093	389,798	399,363	388,879	(919)	-0.2
913 Patrol	3,534,228	3,629,700	3,684,186	3,803,450	173,750	4.8
915 Emergency Communications	272,283	288,850	287,530	302,130	13,280	4.6
916 Animal Control	287,139	294,717	291,785	301,868	7,151	2.4
917 School Resource Officer Program	150,667	180,797	169,210	131,125	(49,672)	-27.5
Total Police Department	<u>5,741,602</u>	<u>5,920,755</u>	<u>6,013,510</u>	<u>6,099,769</u>	<u>179,014</u>	<u>3.0</u>
<u>Fire Department:</u>						
921 Supervision	210,208	211,149	220,208	226,555	15,406	7.3
922 Fire Prevention	130,620	127,380	129,129	132,140	4,760	3.7
923 Fire Fighting	3,625,862	3,734,759	3,705,953	3,780,885	46,126	1.2
924 Fire Stations	101,251	113,238	106,762	114,800	1,562	1.4
925 Fire Specialists	99,151	140,751	98,461	143,334	2,583	1.8
Total Fire Department	<u>4,167,092</u>	<u>4,327,277</u>	<u>4,260,513</u>	<u>4,397,714</u>	<u>70,437</u>	<u>1.6</u>
<u>Public Works Department:</u>						
930 Supervision	76,162	97,442	86,336	88,552	(8,890)	-9.1
935 Engineering	127,315	133,142	118,555	138,309	5,167	3.9
942 State Highway Maintenance	42,311	60,299	60,299	61,709	1,410	2.3
943 General Maintenance	337,986	371,218	370,533	375,433	4,215	1.1
946 Central Service Center	134,446	129,719	122,871	130,790	1,071	0.8
948 Municipal Building	138,333	154,775	137,609	154,946	171	0.1
953 Traffic Control and Lights	1,025,009	1,047,300	977,200	1,080,000	32,700	3.1
Total Public Works Department	<u>1,881,562</u>	<u>1,993,895</u>	<u>1,873,403</u>	<u>2,029,739</u>	<u>35,844</u>	<u>1.8</u>

**GENERAL FUND**

**SUMMARY OF EXPENDITURES AND TRANSFERS  
BY DEPARTMENTS AND ACTIVITIES**

	<u>ACTUAL</u> 2009	<u>BUDGET</u> 2010	<u>PROJECTED</u> 2010	<u>BUDGET</u> 2011	<u>BUDGET</u> 11 vs 10	<u>%</u> <u>CHANGE</u>
<u>Community Development</u>						
960 Supervision	135,847	139,294	159,357	180,244	40,950	29.4
962 Planning	116,286	96,566	121,052	124,882	28,316	29.3
966 Code Enforcement	<u>355,218</u>	<u>388,201</u>	<u>386,744</u>	<u>400,916</u>	<u>12,715</u>	<u>3.3</u>
Total Community Development	<u>607,351</u>	<u>624,061</u>	<u>667,153</u>	<u>706,042</u>	<u>81,981</u>	<u>13.1</u>
<u>Recreation and Parks Department:</u>						
970 Supervision	231,484	232,438	232,145	237,899	5,461	2.3
972 Indoor Aquatics	174,037	193,415	194,607	198,787	5,372	2.8
973 Outdoor Aquatics	242,609	273,873	245,895	274,684	811	0.3
974 Centers, Camps & Programs	673,847	698,359	661,304	708,146	9,787	1.4
975 Athletics	123,610	133,410	133,692	137,505	4,095	3.1
976 Parks	737,558	747,481	740,028	759,771	12,290	1.6
977 Scarboro Center	175,836	172,235	175,996	175,778	3,543	2.1
978 Senior Center	<u>261,250</u>	<u>276,938</u>	<u>278,680</u>	<u>278,928</u>	<u>1,990</u>	<u>0.7</u>
Total Recreation and Parks Department	<u>2,620,231</u>	<u>2,728,149</u>	<u>2,662,347</u>	<u>2,771,498</u>	<u>43,349</u>	<u>1.6</u>
979 Public Library	<u>1,342,385</u>	<u>1,354,049</u>	<u>1,360,558</u>	<u>1,389,318</u>	<u>35,269</u>	<u>2.6</u>
<b>TOTAL MUNICIPAL EXPENDITURES</b>	<u>18,004,799</u>	<u>18,696,765</u>	<u>18,572,033</u>	<u>19,240,271</u>	<u>543,506</u>	<u>2.9</u>
<u>Operating Transfers:</u>						
991 State Street Aid Fund	612,910	630,000	223,729	653,000	23,000	3.7
991 Street & Public Transportation Fund	22,090	30,000	30,000	55,000	25,000	83.3
992 Capital Projects Fund	0	1,400,000	0	476,271	(923,729)	-66.0
995 Grant Fund	168,350	168,350	168,350	171,850	3,500	2.1
996 Economic Diversification Fund	50,000	0	0	0	0	0.0
997 Debt Service	3,500,000	3,500,000	3,500,000	3,545,000	45,000	1.3
998 Solid Waste	1,377,627	1,435,000	1,297,180	1,460,300	25,300	1.8
999 Oak Ridge Schools	<u>13,508,020</u>	<u>13,980,802</u>	<u>13,980,802</u>	<u>14,470,131</u>	<u>489,329</u>	<u>3.5</u>
<b>TOTAL OPERATING TRANSFERS</b>	<u>19,238,997</u>	<u>21,144,152</u>	<u>19,200,061</u>	<u>20,831,552</u>	<u>(312,600)</u>	<u>-1.5</u>
<b>TOTAL EXPENDITURES AND OPERATING TRANSFERS</b>	<u>37,243,796</u>	<u>39,840,917</u>	<u>37,772,094</u>	<u>40,071,823</u>	<u>230,906</u>	<u>0.6</u>

**FY 2011 GENERAL FUND BUDGET - TRANSFERS TO OTHER FUNDS,  
INTERDEPARTMENTAL CREDITS AND COSTS RECOVERED**

	GROSS BUDGET	ELECTRIC FUND	WATERWORKS FUND		STATE STREET AID FUND	COSTS RECOVERED	GENERAL FUND						
			WATER	WASTEWATER									
<b><u>GENERAL GOVERNMENT:</u></b>													
810 City Council	155,965	16%	24,954	7%	10,918	6%	9,358	0	0	71%	110,735		
816 City Clerk	177,579	16%	28,413	7%	12,431	6%	10,655	0	0	71%	126,080		
820 City Manager's Office	588,171	25%	147,043	12%	70,581	12%	70,581	1%	5,882	0	50%	294,084	
832 City Court	200,999		0		0		0	0	0	100%	200,999		
843 Legal	319,361	16%	51,097	7%	22,355	6%	19,162	0	0	71%	226,747		
<b>TOTAL GENERAL GOVERNMENT</b>	<b>1,442,075</b>	<b>17%</b>	<b>251,507</b>	<b>8%</b>	<b>116,285</b>	<b>8%</b>	<b>109,756</b>	<b>0%</b>	<b>5,882</b>	<b>0</b>	<b>66%</b>	<b>958,645</b>	
<b><u>ADMINISTRATIVE SERVICES:</u></b>													
845 Computer Services	1,086,170	31%	336,712	20%	217,234	16%	173,787	0	0	33%	358,437		
846 Personnel	412,893	15%	61,934	13%	53,676	15%	61,934	3%	12,387	0	54%	222,962	
854 Stationary Stores	219,628	26%	57,103	20%	43,926	20%	43,926	0	0	0	34%	74,673	
862 Finance	763,905	47%	359,035	16%	122,225	12%	91,669	4%	30,556	0	21%	160,420	
864 Business Office	1,015,054	43%	436,473	27%	274,065	23%	233,462	0	0	0	7%	71,054	
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>3,497,650</b>	<b>36%</b>	<b>1,251,257</b>	<b>20%</b>	<b>711,126</b>	<b>17%</b>	<b>604,778</b>	<b>1%</b>	<b>42,943</b>	<b>0</b>	<b>25%</b>	<b>887,546</b>	
<b><u>POLICE DEPARTMENT:</u></b>													
910 Supervision	271,894		0		0		0	0	0	100%	271,894		
911 Investigations	900,423		0		0		0	0	0	100%	900,423		
912 Staff Services	388,879		0		0		0	0	0	100%	388,879		
913 Patrol	3,750,649		0		0		0	0	0	100%	3,750,649		
915 Emergency Communications	515,163	12%	61,820	6%	30,910	2%	10,303	0	23%	110,000	59%	302,130	
916 Animal Control	334,868		0		0		0	0	10%	33,000	88%	301,868	
917 School Resource Officer	183,926		0		0		0	0	0	0	100%	183,926	
<b>TOTAL POLICE DEPARTMENT</b>	<b>6,345,802</b>	<b>1%</b>	<b>61,820</b>	<b>0%</b>	<b>30,910</b>	<b>0%</b>	<b>10,303</b>	<b>0</b>	<b>2%</b>	<b>143,000</b>	<b>96%</b>	<b>6,099,769</b>	
<b><u>FIRE DEPARTMENT:</u></b>													
921 Supervision	226,555		0		0		0	0	0	100%	226,555		
922 Fire Prevention	132,140		0		0		0	0	0	100%	132,140		
923 Fire Fighting	3,780,885		0		0		0	0	0	100%	3,780,885		
924 Fire Stations	114,800		0		0		0	0	0	100%	114,800		
925 Fire Specialists	143,334		0		0		0	0	0	100%	143,334		
<b>TOTAL FIRE DEPARTMENT</b>	<b>4,397,714</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>100%</b>	<b>4,397,714</b>		
<b><u>PUBLIC WORKS DEPARTMENT:</u></b>													
930 Supervision	327,973		0	27%	88,553	31%	101,672	15%	49,196	0	27%	88,552	
935 Engineering	395,167	10%	39,517	20%	79,033	20%	79,033	15%	59,275	0	35%	138,309	
942 State Highway Maintenance	184,989		0		0		0	0	67%	123,280	33%	61,709	
943 General Maintenance	375,433		0		0		0	0	0	0	100%	375,433	
946 Central Services Complex	544,961	42%	228,884	16%	98,093	10%	54,496	6%	32,698	0	24%	130,790	
948 Municipal Building	227,861	15%	34,179	9%	20,507	8%	18,229	0	0	0	68%	154,946	
953 Traffic Control & Lighting	1,080,000		0		0		0	0	0	0	100%	1,080,000	
<b>TOTAL PUBLIC WORKS</b>	<b>3,136,384</b>	<b>10%</b>	<b>302,580</b>	<b>9%</b>	<b>286,186</b>	<b>8%</b>	<b>253,430</b>	<b>5%</b>	<b>141,169</b>	<b>4%</b>	<b>123,280</b>	<b>65%</b>	<b>2,029,739</b>
<b><u>COMMUNITY DEVELOPMENT DEPARTMENT:</u></b>													
960 Supervision	310,768	13%	40,400	13%	40,400	16%	49,724	0	0	0	58%	180,244	
962 Planning	192,127	13%	24,977	11%	21,134	11%	21,134	0	0	0	65%	124,882	
966 Code Enforcement	488,921		0	9%	44,003	9%	44,002	0	0	0	82%	400,916	
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>991,816</b>	<b>7%</b>	<b>65,377</b>	<b>11%</b>	<b>105,537</b>	<b>12%</b>	<b>114,860</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>71%</b>	<b>706,042</b>	
<b><u>RECREATION &amp; PARKS DEPARTMENT:</u></b>													
970 Supervision	237,899		0		0		0	0	0	100%	237,899		
972 Indoor Aquatics	243,787		0		0		0	18%	45,000	82%	198,787		
973 Outdoor Aquatics	277,684		0		0		0	1%	3,000	99%	274,684		
974 Centers, Camps & Programs	798,806		0		0		0	11%	90,660	88%	708,146		
975 Athletics	152,505		0		0		0	10%	15,000	90%	137,505		
976 Parks	784,771		0		0		0	3%	25,000	96%	759,771		
977 Scarboro Center	185,778		0		0		0	5%	10,000	97%	175,778		
978 Senior Center	280,428		0		0		0	1%	1,500	99%	278,928		
<b>TOTAL RECREATION &amp; PARKS DEPARTMENT</b>	<b>2,961,658</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>6%</b>	<b>190,160</b>	<b>94%</b>	<b>2,771,498</b>		
<b><u>PUBLIC LIBRARY:</u></b>													
979 Public Library	1,389,318		0		0		0	0	0	100%	1,389,318		
<b>GRAND TOTAL</b>	<b>24,162,417</b>	<b>8%</b>	<b>1,932,541</b>	<b>5%</b>	<b>1,250,044</b>	<b>5%</b>	<b>1,093,127</b>	<b>1%</b>	<b>189,994</b>	<b>2%</b>	<b>456,440</b>	<b>80%</b>	<b>19,240,271</b>



## **Multiyear Model**

The City utilizes a multiyear model to calculate the required current budget year property tax rate and forecast future year property tax rates based on projected levels of General Fund revenues, expenditures and operating transfers. Debt service on long-term debt, excluding that of Proprietary Funds, is an intricate part of the multiyear model and is directly related to increases in the current and future property tax rates.

The multiyear model was designed to be used as a long-range planning tool for establishing a proposed property tax rate during the annual budget review process. The multiyear model is only concerned with the revenues, expenditures and operating transfers of the General Fund since only these items impact the property tax rate. The multiyear model on page II-35 contains projected revenues, expenditures and operating transfers through fiscal 2016. The model contains debt service requirements for the General Fund on existing long-term debt issuances as well as planned new debt for routine capital projects in 2012 and a larger debt issuance in 2015 to primarily fund three major capital projects that had been delayed in order to contain the property tax rate.

### **Model Assumptions:**

- ◆ Expenditures for municipal operations and transfers to the Oak Ridge Schools for operations are projected to increase 3.5% annually beginning in fiscal 2011. This percentage is based on historical trends.
- ◆ Revenues are anticipated to grow at the historical growth rate of each specific revenue source. The City's primary revenue source is from property taxes and sales and use tax collections. Property assessment growth is projected to increase by 2% annually in fiscal 2011 through 2016 patterned after planned growth in the community.  
  
Sales and use tax collections, which are the General Fund's other major revenue source, are projected to decline 5.62% in fiscal 2011 from projected 2010 collection levels. Actual collections levels in fiscal 2010 have been higher than normal due to ongoing modernization programs at federal sites in Oak Ridge and federal stimulus awards to federal contractors located within Oak Ridge. No growth is expected for 2012 as stimulus funding declines and growth is expected to return to a more normal pattern of annual increases of 2% in fiscal 2013 and thereafter.
- ◆ The unreserved balance of the General Fund combined with that of the General Purpose School Funds should stabilize at approximately \$8 million.

### **Changes in Operating Transfers:**

- ◆ Transfers to the Solid Waste Fund are projected to grow by 3% annually. The primary operations funded by this transfer for residential solid waste collections are provided under a contract with a private business. Annual contractual increases are set at 90% of the current rate of inflation as indicated by the Consumer Price-Index. During fiscal 2007, there was a fuel cost adjustment added to the contract.
- ◆ Transfers to the Grant Fund for social service program funding are projected to remain flat at \$172,000 through 2016.

- ◆ A 3.5% annual increase is budgeted to support the City's Street Funds, which is comprised of the State Street Aid (SSA) Fund and the Street and Public Transportation Fund. The City's major street resurfacing program and maintenance on non-state streets is accounted for in the SSA Fund. Revenues in the SSA Fund have been flat for many years and are insufficient to cover the cost of operations accounted for in this Fund. In fiscal 2011, the General Fund is budgeted to transfer \$653,000 to the SSA Fund.

In fiscal 2004, the General Fund began providing an operating transfer to the Street and Public Transportation Fund to support the operations of the public transit buses. The primary source of revenue for this Fund is state-shared fuel taxes and a state grant. In fiscal 2004, the contracted costs to operate the public transit buses increased 55% and the revenue stream of that Fund is insufficient to support the higher costs. A \$55,000 transfer is budgeted in fiscal 2011 to support this program.

The operating transfers to the two funds are projected to increase by 3.5% annually.

- ◆ In fiscal 2001, the City started a reserve to fund capital maintenance projects costing between \$10,000 and \$300,000 from operating transfers from the General Fund to the Capital Projects Fund. This program was initiated to reduce the usage of long-term debt issuances to finance the City's routine capital maintenance needs. Due to property tax rate concerns, the necessary funding to provide financing for these capital needs on a consistent annual basis has yet to be met. Proceeds from long-term debt issuances are planned to offset a portion of the required funding levels required through fiscal 2013. This will require a new debt issuance by fiscal 2012. The annual debt service requirements on this new debt are shown on the Debt Service – New Capital Maintenance & Streets line. In fiscal 2014, operating transfers are budgeted to resume at \$1,608,000 and increase by 3.5% thereafter without the use of offsetting debt proceeds.

In fiscal 2015, a major debt issuance of approximately \$28,750,000 is projected to provide funding for three major projects which have been put on hold until the financing for the major renovation for the Oak Ridge High School was completed and future debt capacity could be evaluated. The projects are the Senior Center, Preschool and School Administration Building. The Debt Service – new projects line begins an annual funding stream, starting at \$20,000 in fiscal 2011 and increasing to \$100,000 in 2015, to provide funding for the annual debt service requirement on this debt. The annual debt service requirement is projected to accelerate to \$1,294,000 in fiscal 2016 once this debt is issued in 2015 for these projects.

The Debt Service existing transfer line only includes the annual operating transfer required to fund debt service on existing debt issuances.

The current amortization schedule for General Long-Term Debt, which is funded through the operating transfer from the General Fund to the Debt Service Fund, is in Section III of this document.

Based on these parameters in the multiyear model on page II-35, the projected property tax rate will increase to \$2.53 in fiscal 2012 and increase again in 2013 to \$2.68, in 2014 to \$2.83, in 2015 to \$2.96 and in 2016 to \$3.08. The multiyear model presented here is to demonstrate how the City relates the impact of debt and other related increases in expenditure levels to the property tax rate. For each cent on the tax rate, General Fund revenues will increase approximately \$85,000. Therefore, the property tax rate must be increased by one-cent for each \$85,000 increase in expenditures. This amount will vary slightly from year-to-year based on assessment growth.

The City has utilized fund balance draws since 1986 to balance the budget (i.e. revenues equal expenditures). A fund balance draw of \$1,417,000 in fiscal 2011 and \$937,000 in 2012 is included in the model. Draws are projected sporadically through the remaining model years.

The multiyear model is used for projection purposes and for management decisions concerning long-range projects. Obviously, the future property tax rates presented in these models will not necessarily be the rate that will be in effect during that fiscal year. The multiyear model is updated each year as a part of the budget process and is utilized by City staff to set the proposed property tax rate presented to City Council.

**CITY OF OAK RIDGE MULTIYEAR FINANCIAL MODEL (IN THOUSANDS)**

Year	2009 ACTUAL	2010 PROJ.	2011 PROJ.	2012 PROJ.	2013 PROJ.	2014 PROJ.	2015 PROJ.	2016 PROJ.
<b>REVENUES:</b>								
General Property Taxes	18774	19364	19526	21084	22780	24536	26177	27783
Uncollected Property Tax - Accounting Change		-1000	200					
Other Property Taxes	2717	2916	2916	2916	3118	3324	3510	3687
Business Taxes	1644	1544	1546	1592	1640	1689	1740	1792
Licenses & Permits	270	245	227	229	231	233	235	237
DOE In-Lieu of Taxes	1476	1476	1476	1562	1655	1748	1828	1902
Local Sales Tax	8090	8900	8400	8400	8568	8739	8914	9092
Intergovernmental	2611	2665	2516	2591	2669	2749	2831	2916
Hall Income Tax	564	564	564	581	598	616	634	653
Charges for Services	341	320	320	330	340	350	361	372
Fines & Penalties	380	382	362	373	384	396	408	420
Photo Enforcement Fees		965						
Other Revenues	620	508	603	585	557	556	544	556
<b>TOTAL REVENUES</b>	<b>37487</b>	<b>38849</b>	<b>38656</b>	<b>40244</b>	<b>42540</b>	<b>44936</b>	<b>47182</b>	<b>49411</b>
<b>TOTAL MUNICIPAL EXPENDITURES</b>	<b>18005</b>	<b>18572</b>	<b>19241</b>	<b>19914</b>	<b>20611</b>	<b>21333</b>	<b>22079</b>	<b>22852</b>
<b>OPERATING TRANSFERS:</b>								
Gen. Purpose School Fund	13508	13981	14470	14976	15501	16043	16605	17186
Solid Waste Fund	1378	1297	1460	1504	1549	1595	1643	1692
Economic Diversification Fund	50							
Grant Fund	168	168	172	172	172	172	172	172
Capital Street Resurfacing	635	660	708	733	759	785	813	841
Capital Maintenance	1300	1400	1450	1501	1553	1608	1664	1722
Debt proceeds for Capital Maintenance and Streets	-1300	-1806	-993	-1250	-1250			
Debt Service - New Captial Maint & Streets				45	101	157	157	157
New Project cost - Sr Ctr, Presch, Sch Adm, Lib, Roane St.							28750	
Bond proceeds for Senior Center, Presch, Sch Admin					0	0	-28750	
Debt Service - New Projects			20	40	60	80	100	1294
Debt Service - Existing	3500	3500	3545	3545	3545	3545	3545	3545
<b>TOTAL OPERATING TRANSFERS</b>	<b>19239</b>	<b>19200</b>	<b>20832</b>	<b>21266</b>	<b>21989</b>	<b>23985</b>	<b>24698</b>	<b>26609</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>37244</b>	<b>37772</b>	<b>40073</b>	<b>41180</b>	<b>42601</b>	<b>45318</b>	<b>46778</b>	<b>49461</b>
<b>REVENUES LESS EXPEND. &amp; TRANS.</b>	<b>243</b>	<b>1077</b>	<b>-1417</b>	<b>-937</b>	<b>-61</b>	<b>-382</b>	<b>404</b>	<b>-51</b>
<b>UNRESERVED CITY FUND BAL. (BOY):</b>	<b>6980</b>	<b>7223</b>	<b>8300</b>	<b>6883</b>	<b>5946</b>	<b>5886</b>	<b>5504</b>	<b>5908</b>
<b>UNRESTRICTED CITY FUND BAL. (EOY):</b>	<b>7223</b>	<b>8300</b>	<b>6883</b>	<b>5946</b>	<b>5886</b>	<b>5504</b>	<b>5908</b>	<b>5858</b>
<b>SCHOOL FUND BAL. (EOY):</b>	<b>2900</b>	<b>2500</b>	<b>2300</b>	<b>2300</b>	<b>2300</b>	<b>2300</b>	<b>2300</b>	<b>2300</b>
<b>TOTAL FUND BALANCE (EOY):</b>	<b>10123</b>	<b>10800</b>	<b>9183</b>	<b>8246</b>	<b>8186</b>	<b>7804</b>	<b>8208</b>	<b>8158</b>
Fund Balance As % Expend. & Trans.	27.18%	28.59%	22.92%	20.03%	19.21%	17.22%	17.55%	16.49%
<b>PROPERTY TAX RATE:</b>	<b>277</b>	<b>277</b>	<b>239</b>	<b>253</b>	<b>268</b>	<b>283</b>	<b>296</b>	<b>308</b>
<b>% INCREASE PROPERTY TAX RATE</b>	<b>4.53%</b>	<b>0.00%</b>	<b>-0.78%</b>	<b>5.86%</b>	<b>5.93%</b>	<b>5.60%</b>	<b>4.59%</b>	<b>4.05%</b>
<b>ASSESSMENT (0,000,000's)</b>	<b>68.31</b>	<b>69.08</b>	<b>81.70</b>	<b>83.33</b>	<b>85.00</b>	<b>86.70</b>	<b>88.43</b>	<b>90.20</b>
<b>Total Tax rate Increase (Annual)</b>	<b>12.0</b>	<b>0.0</b>	<b>0.0</b>	<b>14.0</b>	<b>15.0</b>	<b>15.0</b>	<b>13.0</b>	<b>12.0</b>
Ann. Assmnt. Growth	2.51%	1.13%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Ann. Sales Tax Growth	-7.22%	10.01%	-5.62%	0.00%	2.00%	2.00%	2.00%	2.00%
Average Household Monthly Tax Increase	3.00	0.00	0.00	4.08	4.38	4.38	3.79	3.50



oak  
ridge



General  
Government

## GENERAL GOVERNMENT

The General Government function includes the following activities: City Council, City Clerk, City Manager's Office, City Court and Legal.

Incorporated in 1960, the City of Oak Ridge operates under a charter providing for a modified City Manager-Council form of government, which combines the political leadership of elected officials in the form of a City Council with the managerial experience and expertise of a City Manager. City Council consists of seven members elected at large, with the Mayor and Mayor ProTem elected by fellow Council members for two-year terms. City Council members set policy and enact legislation, review and adopt the City budget, and appoint the City Manager and City Attorney.

The City Clerk is responsible for recording legislative actions of City Council, assisting the City Manager in implementing ordinances and resolutions approved by City Council, and performing related functions.

The City Manager is responsible for the supervision of all City departments and serves as Council's chief advisor, providing Council with any information and recommendations they may request. He is also responsible for implementing Council approved policies. The City Manager's activity also includes a Government and Public Affairs Coordinator who assists in the management of relationships with the public and with external agencies and media organizations at the federal, state and local level.

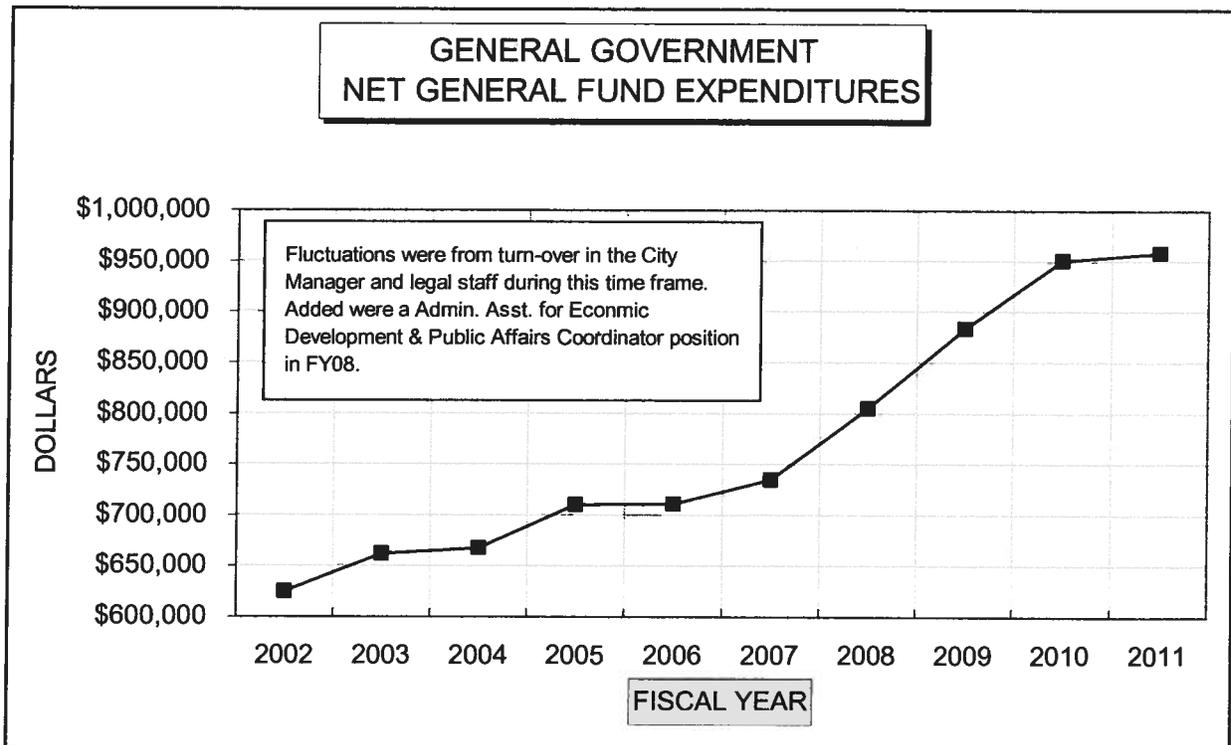
The City Court has jurisdiction within the City over cases involving violations of City ordinance. The Court is presided over by a City Judge elected for a four-year term.

The Legal Department is responsible for providing legal assistance and guidance to the City Council and City Manager and keeping all department directors fully advised on any legal matters. The Department also represents the City in civil litigations and serves as the staff representative to the City's Beer Board. The City Attorney is appointed by City Council. The legal staff also contains a Senior Staff Attorney position.

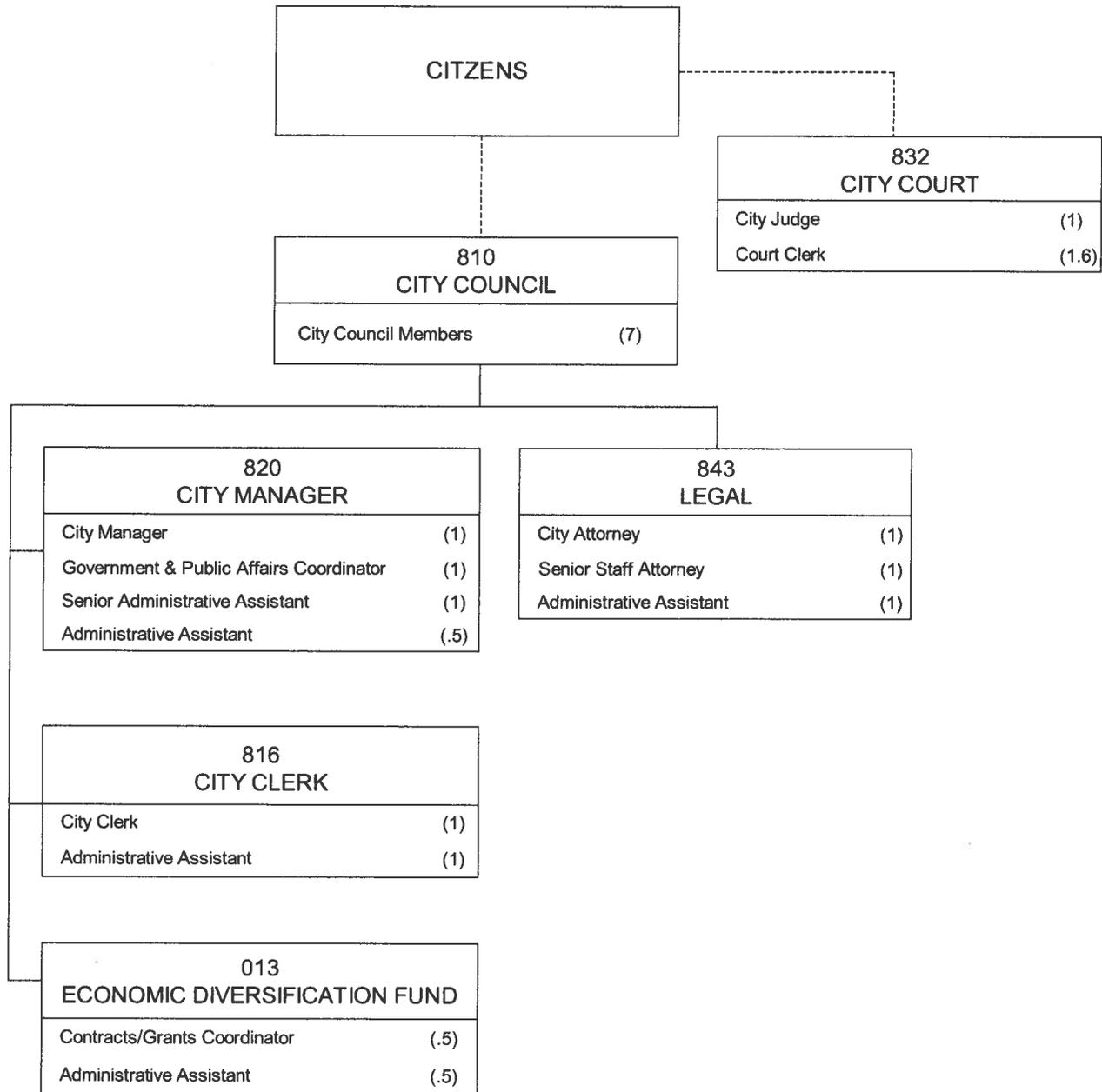
GENERAL GOVERNMENT	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs 10	% CHANGE
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GENERAL FUND

810 City Council	100,812	98,719	125,712	110,735	12,016	12.2
816 City Clerk	115,639	123,046	122,594	126,080	3,034	2.5
820 City Manager	273,425	314,906	279,370	294,084	(20,822)	-6.6
832 City Court	178,387	195,230	199,604	200,999	5,769	3.0
843 Legal	215,473	220,663	223,434	226,747	6,084	2.8
<b>Total General Government</b>	<b>883,736</b>	<b>952,564</b>	<b>950,714</b>	<b>958,645</b>	<b>6,081</b>	<b>0.6</b>



# GENERAL GOVERNMENT



**CITY OF OAK RIDGE**

<b>FUND</b> General	<b>DEPARTMENT</b> General Government	<b>ACTIVITY</b> City Council	<b>NUMBER</b> 810
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**ACTIVITY DESCRIPTION**

The City of Oak Ridge is governed by a seven-member City Council, which is the legislative and policy-making body of the City. Council members are elected at large for four-year, staggered terms in elections held in June of every odd-numbered year. Following the election, the council elects one of its members to serve as Mayor for a term of two years and also chooses a member to serve as Mayor Pro-Tem in the temporary absence or disability of the Mayor.

The responsibilities of the City Council include (1) adopting ordinances, resolutions and policies necessary for the proper governing of the City's affairs; (2) reviewing and adopting the annual budget; (3) reviewing and acting on recommendations from various boards and commissions; (4) appointing a City Manager, City Attorney, and residents to various boards and commissions; (5) issuing directives and initiating measures to promote the general welfare of the City and the safety and health of its residents; and (6) representing the City at official functions.

City Council conducts its official business in regular meetings held in the Courtroom of the Municipal Building typically on the second Monday of each month. Agenda review sessions are typically held on the first Monday of each month at the Central Services Complex, and the fourth Monday is generally reserved for other work sessions, also typically held at the Central Services Complex.

**PROGRAM COMMENTS**

This activity provides for the engagement of an independent firm of certified public accountants to conduct an annual audit of the official accounting records of the City. A comprehensive annual financial report is prepared by the Finance Department, submitted to the Council, and made a part of the City's records.

Additional items provided for in this activity are memberships in the Tennessee Municipal League, the National League of Cities, the East Tennessee Development District, and the Energy Communities Alliance; and attendance by City Council members at meetings and conferences conducted by the Tennessee Municipal League, the National League of Cities, and the Energy Communities Alliance.

**SIGNIFICANT EXPENDITURE CHANGES**

Professional and Contractual Services increased by \$1,900 for the annual independent financial audit of the City. The Other Charges budget has been increased by \$15,000 for the biennial City Council election and for contingencies in off election fiscal years.

A portion of the costs of this activity is distributed to the utility funds due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

810 City Council

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	14,529	14,400	14,442	14,400	0	.0
5141. Social Security	1,102	1,102	1,125	1,102	0	.0
<b>Total Personal Services</b>	<b>15,631</b>	<b>15,502</b>	<b>15,567</b>	<b>15,502</b>	<b>0</b>	<b>.0</b>
<b>Contractual Services</b>						
5205. Printing & Dup. Charges	0	500	0	0	500-	100.0-
5207. Dues, Memberships & Sub.	17,675	16,873	18,100	16,873	0	.0
5210. Prof. & Contractual Ser.	45,900	47,800	70,800	49,700	1,900	4.0
5211. Advertising & Publicity	288	0	500	500	500	.0
5212. Utility Services	2,078	2,100	2,100	2,100	0	.0
5220. Training & Travel	27,389	26,000	28,000	26,000	0	.0
5235. Repair & Maintenance	12,119	2,600	2,600	2,600	0	.0
5236.13 Other Equipment Maint.	345	345	345	345	0	.0
5289. Vehicle/Equip Use Charge	3,163	3,284	3,284	3,307	23	.7
<b>Total Contractual Services</b>	<b>108,957</b>	<b>99,502</b>	<b>125,729</b>	<b>101,425</b>	<b>1,923</b>	<b>1.9</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	1,347	3,186	3,186	3,386	200	6.3
5320. Books/Education Material	0	400	0	200	200-	50.0-
<b>Total Commodities</b>	<b>1,347</b>	<b>3,586</b>	<b>3,186</b>	<b>3,586</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	14,970	15,402	15,402	15,402	0	.0
5420. Litigation/Judicial Costs	21	50	50	50	0	.0
5499. Contingency	1,063	5,000	17,125	20,000	15,000	300.0
<b>Total Other Charges</b>	<b>16,054</b>	<b>20,452</b>	<b>32,577</b>	<b>35,452</b>	<b>15,000</b>	<b>73.3</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>141,989</b>	<b>139,042</b>	<b>177,059</b>	<b>155,965</b>	<b>16,923</b>	<b>12.2</b>
<b>Reduction of Costs</b>						
5670. Recovered from Funds	41,177-	40,323-	51,347-	45,230-	4,907-	12.2
<b>TOTAL NET EXPENDITURES</b>	<b>100,812</b>	<b>98,719</b>	<b>125,712</b>	<b>110,735</b>	<b>12,016</b>	<b>12.2</b>

**CITY OF OAK RIDGE**

<b>FUND</b> General	<b>DEPARTMENT</b> General Government	<b>ACTIVITY</b> City Clerk	<b>NUMBER</b> 816
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**ACTIVITY DESCRIPTION**

The City Clerk's office is responsible for recording and preserving the legislative actions of City Council and performing related functions as prescribed by the City Charter, City Manager and City Council. Implementation of these general functions involves preparation and distribution of Council meeting agenda materials and production of Council meeting minutes; filing and storage of official records; maintenance of the City Charter and Code; licensing and titling of City vehicles; and providing administrative and clerical support services for the City Manager, the Mayor and members of City Council.

**PERFORMANCE OBJECTIVES**

1. To accurately record the legislative actions of City Council.
2. To effectively respond to all requests for information.
3. To provide efficient administrative and clerical support to the City Manager and City Council.
4. To provide reliable records management service.

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY 2009</b>	<b>BUDGET FY 2010</b>	<b>PROJECTED FY 2010</b>	<b>BUDGET FY 2011</b>
Agenda Production-Number of Sessions	13	13	20	20
Minutes Recorded	13	13	14	13
Ordinances Adopted	20	22	20	22
Resolutions Adopted	114	110	110	110
Proclamations Adopted	38	25	27	30
Administrative Action Referrals	281	300	225	250
Publications/Legal Notices	42	40	35	42
Official Notices Mailed to Individuals	120	175	100	110

**SIGNIFICANT EXPENDITURE CHANGES**

There are no significant expenditures for this activity in fiscal 2011.

A portion of the costs of this activity is distributed to the utility funds due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

816 City Clerk

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	102,253	103,382	103,179	103,515	133	.1
5131. Regular Overtime Pay	894	850	779	850	0	.0
5141. Social Security	7,508	7,974	7,612	7,984	10	.1
5150. Retirement	12,888	13,431	13,431	16,239	2,808	20.9
5160. Medical & Workers Comp	18,881	19,454	19,454	20,694	1,240	6.4
<b>Total Personal Services</b>	<b>142,424</b>	<b>145,091</b>	<b>144,455</b>	<b>149,282</b>	<b>4,191</b>	<b>2.9</b>
<b>Contractual Services</b>						
5207. Dues, Memberships & Sub.	294	249	249	249	0	.0
5210. Prof. & Contractual Ser.	1,700	2,400	2,400	2,400	0	.0
5211. Advertising & Publicity	12,898	20,000	20,000	20,000	0	.0
5212. Utility Services	1,323	1,600	1,600	1,684	84	5.3
5220. Training & Travel	0	360	360	360	0	.0
5236.13 Other Equipment Maint.	1,825	1,825	1,825	1,825	0	.0
<b>Total Contractual Services</b>	<b>18,040</b>	<b>26,434</b>	<b>26,434</b>	<b>26,518</b>	<b>84</b>	<b>.3</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	1,980	1,243	1,243	1,243	0	.0
5320. Books/Education Material	290	336	336	336	0	.0
<b>Total Commodities</b>	<b>2,270</b>	<b>1,579</b>	<b>1,579</b>	<b>1,579</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5420. Litigation/Judicial Costs	138	200	200	200	0	.0
<b>Total Other Charges</b>	<b>138</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>162,872</b>	<b>173,304</b>	<b>172,668</b>	<b>177,579</b>	<b>4,275</b>	<b>2.5</b>
<b>Reduction of Costs</b>						
5670. Recovered from Funds	47,233-	50,258-	50,074-	51,499-	1,241-	2.5
<b>TOTAL NET EXPENDITURES</b>	<b>115,639</b>	<b>123,046</b>	<b>122,594</b>	<b>126,080</b>	<b>3,034</b>	<b>2.5</b>

**CITY OF OAK RIDGE**

<b>FUND</b>	<b>DEPARTMENT</b>	<b>ACTIVITY</b>	<b>NUMBER</b>
General	General Government	City Manager's Office	820

**ACTIVITY DESCRIPTION**

The City Charter establishes the City Manager as the chief executive officer of the City. The City Manager is appointed by and serves at the pleasure of City Council. He is responsible for planning, organizing, directing, controlling, and evaluating the operations of the municipal government in order to implement Council policies in an effective, and economic manner.

In carrying out these responsibilities, the Manager interprets and implements Council-determined policy; oversees the enforcement of all laws and ordinances; appoints and removes department heads and employees on the basis of merit; exercises control and supervision over all departments; prepares and recommends annual operating and capital improvement budgets; screens and prepares agenda materials; recommends legislation that appears necessary and desirable; advises Council of the financial conditions and future needs of the City; informs the public through reports to Council regarding the operation of City government; represents the City in its relations with the public, the press, and other governmental and private agencies; and performs such other duties as may be described by the City Charter or required by ordinance or resolution of Council.

It is the goal of this activity to provide coordination and administrative direction to City departments in order to provide continuous improvement in the delivery of municipal services to the residents of Oak Ridge, and to inform and advise Council on City affairs, requirements, and problems, both existing and anticipated.

**PROGRAM COMMENTS**

On an annual basis, the City Manager submits a set of goals and objectives for the fiscal year through the budgeting process for City Council approval. These goals and objectives serve as objective measures of performance for this activity.

**SIGNIFICANT EXPENDITURE CHANGES**

Salaries and benefits decreased \$44,730. The Sustainability Specialist position, which acts as a staff liaison to the Environmental Quality Advisory Board (EQAB) and assists the City in its endeavor to be more environmentally "green", was moved to Community Development Department.

Utility Services increased by \$1,500 due to electric rate increases. Vehicle and equipment use charges increased \$1,587, 10.4%. Equipment use charges on vehicles fund the future replacement of the vehicle and actual operating costs.

A portion of the costs of this activity is distributed to the utility funds due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

820 City Manager's Office

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	278,666	328,415	329,777	290,887	37,528-	11.4-
5120. Salaries-Temp. Employees	12,654	0	5,085	0	0	.0
5131. Regular Overtime Pay	3,767	4,400	3,172	4,400	0	.0
5141. Social Security	20,453	25,460	23,307	22,589	2,871-	11.3-
5150. Retirement	36,564	43,825	43,825	46,704	2,879	6.6
5160. Medical & Workers Comp	32,684	43,992	43,992	36,782	7,210-	16.4-
<b>Total Personal Services</b>	<b>384,788</b>	<b>446,092</b>	<b>449,158</b>	<b>401,362</b>	<b>44,730-</b>	<b>10.0-</b>
<b>Contractual Services</b>						
5206. Mailing & Delivery	0	50	50	50	0	.0
5207. Dues, Memberships & Sub.	1,639	1,385	1,385	1,385	0	.0
5210. Prof. & Contractual Ser.	25,831	100,000	60,000	100,000	0	.0
5211. Advertising & Publicity	22,398	28,000	24,000	28,000	0	.0
5212. Utility Services	5,810	4,600	6,100	6,100	1,500	32.6
5220. Training & Travel	14,959	15,200	17,000	15,200	0	.0
5235. Repair & Maintenance	40,746	225	3,000	225	0	.0
5236.13 Other Equipment Maint.	690	1,035	1,035	1,035	0	.0
5289. Vehicle/Equip Use Charge	16,617	15,225	15,225	16,812	1,587	10.4
<b>Total Contractual Services</b>	<b>128,690</b>	<b>165,720</b>	<b>127,795</b>	<b>168,807</b>	<b>3,087</b>	<b>1.9</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	13,486	2,100	2,100	2,100	0	.0
5320. Books/Education Material	305	500	500	500	0	.0
<b>Total Commodities</b>	<b>13,791</b>	<b>2,600</b>	<b>2,600</b>	<b>2,600</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	14,970	15,402	15,402	15,402	0	.0
5499. Contingency	5,000	0	0	0	0	.0
<b>Total Other Charges</b>	<b>19,970</b>	<b>15,402</b>	<b>15,402</b>	<b>15,402</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>547,239</b>	<b>629,814</b>	<b>594,955</b>	<b>588,171</b>	<b>41,643-</b>	<b>6.6-</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	350-	0	18,106-	0	0	.0
5670. Recovered from Funds	273,465-	314,908-	297,479-	294,087-	20,821	6.6-
<b>TOTAL NET EXPENDITURES</b>	<b>273,424</b>	<b>314,906</b>	<b>279,370</b>	<b>294,084</b>	<b>20,822-</b>	<b>6.6-</b>

<b>CITY OF OAK RIDGE</b>			
<b>FUND</b> General	<b>DEPARTMENT</b> General Government	<b>ACTIVITY</b> City Court	<b>NUMBER</b> 832

**ACTIVITY DESCRIPTION**

The City Court, presided over by a judge elected for a four-year term, has jurisdiction within the City over cases involving violations of City ordinances. The City Judge can assess fines of up to \$50 and can sentence convicted defendants to terms of up to ninety days in the County jail for violations of City ordinances. The City Judge is empowered, in his capacity as a Judicial Magistrate, to sign and issue State criminal arrest warrants and search warrants. This provides an additional judicial service to the Oak Ridge Police Department and the citizens of the City of Oak Ridge as well as facilitating the operations of the General Sessions Court. A major goal of the Oak Ridge City Court is to contribute to an orderly society by providing adjudication in compliance with the Constitutional guarantees of promptness and impartiality.

The City Court Clerk's office records and maintains permanent records of cases, which come before the City Court. City warrants, Show Cause Orders, Court Orders, subpoenas, appearance bonds, and cash bonds are issued by this office. Money for fines and court costs is received in this office and is revenue to the General Fund.

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY 2009</b>	<b>BUDGET FY 2010</b>	<b>PROJECTED FY 2010</b>	<b>BUDGET FY 2011</b>
Number of Court Cases:				
City violations	4,198	3,200	4,200	3,800
Fines and Costs Collected	\$334,601	\$310,000	\$339,358	\$310,000

**SIGNIFICANT EXPENDITURE CHANGES**

Budgeted expenditures for rents increased by \$1,030 for rental of small equipment, which includes a copier.

City of Oak Ridge, Tennessee  
Activity Detail

832 City Court

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	99,339	101,733	101,633	101,829	96	.1
5131. Regular Overtime Pay	6,502	4,500	7,709	4,500	0	.0
5141. Social Security	8,009	8,127	8,362	8,134	7	.1
5150. Retirement	14,364	13,618	13,618	16,394	2,776	20.4
5160. Medical & Workers Comp	27,150	28,638	28,638	30,498	1,860	6.5
<b>Total Personal Services</b>	<b>155,364</b>	<b>156,616</b>	<b>159,960</b>	<b>161,355</b>	<b>4,739</b>	<b>3.0</b>
<b>Contractual Services</b>						
5201. Rents	12,502	30,370	31,400	31,400	1,030	3.4
5207. Dues, Memberships & Sub.	0	165	165	165	0	.0
5210. Prof. & Contractual Ser.	5,647	1,500	1,500	1,500	0	.0
5212. Utility Services	1,674	2,100	2,100	2,100	0	.0
5220. Training & Travel	563	674	674	674	0	.0
5236.13 Other Equipment Maint.	1,680	1,680	1,680	1,680	0	.0
<b>Total Contractual Services</b>	<b>22,066</b>	<b>36,489</b>	<b>37,519</b>	<b>37,519</b>	<b>1,030</b>	<b>2.8</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	957	2,025	2,025	2,025	0	.0
5320. Books/Education Material	0	100	100	100	0	.0
<b>Total Commodities</b>	<b>957</b>	<b>2,125</b>	<b>2,125</b>	<b>2,125</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
<b>Total Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>178,387</b>	<b>195,230</b>	<b>199,604</b>	<b>200,999</b>	<b>5,769</b>	<b>3.0</b>
<b>Reduction of Costs</b>						
<b>TOTAL NET EXPENDITURES</b>	<b>178,387</b>	<b>195,230</b>	<b>199,604</b>	<b>200,999</b>	<b>5,769</b>	<b>3.0</b>

**CITY OF OAK RIDGE**

<b>FUND</b>	<b>DEPARTMENT</b>	<b>ACTIVITY</b>	<b>NUMBER</b>
General	Legal	Legal	843

**ACTIVITY DESCRIPTION**

The Legal Department provides legal services and guidance to the City. The City Attorney is responsible for representing and defending the City in all litigation in which the City is a party, attending all City Council meetings, advising City Council and advising City boards and commissions. The City Attorney is appointed by and serves at the pleasure of City Council.

Legal staff is responsible for providing legal counsel to the City Manager, all departments, city staff and the Oak Ridge Beer Permit Board. Other responsibilities include researching/drafting ordinances and resolutions; preparing, reviewing, and administering contracts, deeds, bonds, leases, and other official documents; prosecuting violations of City ordinances in City Court and Juvenile Court, as well as higher courts should cases be appealed; tracking legislation, both state and federal, to be up to date on issues affecting local governments; processing bankruptcy claims when the City is a creditor; assisting in collections when necessary; and handling other matters as needed. The Senior Staff Attorney also serves as the City's Title VI (of the Civil Rights Act of 1964) Coordinator.

**PERFORMANCE OBJECTIVES**

1. Collect or recommend other methods of disposition for outstanding City fines and costs.
2. Continue review and revision of the City Code in order to be in compliance with State law.

**SIGNIFICANT EXPENDITURE CHANGES**

There are no significant expenditure changes for this activity in fiscal 2011.

A portion of the costs of this activity is distributed to the utility funds due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

843 Legal

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	209,455	211,461	210,636	211,772	311	.1
5141. Social Security	15,537	16,177	15,685	16,201	24	.1
5150. Retirement	26,136	27,661	27,661	33,435	5,774	20.9
5160. Medical & Workers Comp	27,909	29,335	29,335	31,195	1,860	6.3
<b>Total Personal Services</b>	<b>279,037</b>	<b>284,634</b>	<b>283,317</b>	<b>292,603</b>	<b>7,969</b>	<b>2.8</b>
<b>Contractual Services</b>						
5206. Mailing & Delivery	0	50	0	0	50-	100.0-
5207. Dues, Memberships & Sub.	2,715	2,500	2,500	2,500	0	.0
5210. Prof. & Contractual Ser.	162	5,830	2,000	5,830	0	.0
5211. Advertising & Publicity	683	1,500	1,000	1,500	0	.0
5212. Utility Services	2,986	2,600	3,200	3,200	600	23.1
5220. Training & Travel	2,357	4,293	4,293	4,293	0	.0
5236.13 Other Equipment Maint.	1,052	1,035	1,035	1,035	0	.0
<b>Total Contractual Services</b>	<b>9,955</b>	<b>17,808</b>	<b>14,028</b>	<b>18,358</b>	<b>550</b>	<b>3.1</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	1,520	1,000	2,000	1,000	0	.0
5320. Books/Education Material	12,972	7,000	15,000	7,050	50	.7
<b>Total Commodities</b>	<b>14,492</b>	<b>8,000</b>	<b>17,000</b>	<b>8,050</b>	<b>50</b>	<b>.6</b>
<b>Other Charges</b>						
5420. Litigation/Judicial Costs	0	350	350	350	0	.0
<b>Total Other Charges</b>	<b>0</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>303,484</b>	<b>310,792</b>	<b>314,695</b>	<b>319,361</b>	<b>8,569</b>	<b>2.8</b>
<b>Reduction of Costs</b>						
5670. Recovered from Funds	88,010-	90,129-	91,261-	92,614-	2,485-	2.8
<b>TOTAL NET EXPENDITURES</b>	<b>215,474</b>	<b>220,663</b>	<b>223,434</b>	<b>226,747</b>	<b>6,084</b>	<b>2.8</b>



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**Administrative Services**

## **ADMINISTRATIVE SERVICES**

The Administrative Services division consists of 37 employees organized into the following activities: Computer Services, Personnel, Stationary Stores, Finance and Utilities Business Office.

The Computer Services staff, comprised of 7 technical employees, provide computer support to other City departments, including mainframe as well as personal computer support and training for various micro-computer software utilized by the City departments. The City utilizes an IBM AS/400 mainframe computer with workstations located in the Municipal Building, Library and Civic Center, and remote workstations at the Central Services Center and at the four fire stations. Staff is also responsible for maintaining and upgrading approximately 345 personal computers located throughout the City. The Deputy City Manager of Administrative Services and an Accounting Specialist are also accounted for in this activity.

The Personnel staff, comprised of 4 employees, is responsible for managing the personnel and training functions, risk management and the Insurance Fund. Personnel also provides staff support to the City's Personnel Advisory Board. In fiscal 2011, the City's work force will be comprised of 461 full-time and part-time employees, which is the equivalent of 397.06 staff years. Personnel staff is also responsible for administering the Insurance Fund. The City's various insurance programs are secured by a combination of commercial insurance and self-funding. The last citywide compensation plan review was completed in fiscal 2003 with employee job classification reviews performed by an independent contractor.

Stationary Stores is comprised of one employee who is responsible for printing and binding major City documents, maintaining a central copier and office supply facility for the Municipal Building, as well as the City's mail distribution.

Finance and Utility Business Office (UBO) staffs are comprised of 23 employees under the supervision of the Finance Director. The staffs of these activities are responsible for the financial management activities of the City. Program responsibilities include serving as the centralized accounting office for the City, processing payment of all City obligations, cash management and investments, procurement and operation of the central warehouse facility and utility accounting systems. Other responsibilities include administration of the Equipment Replacement Rental Fund and Debt Service Fund.

A primary function of Finance and UBO is the development and publishing of the City's audit and comprehensive annual financial report (CAFR) and annual operating budget. The City has received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the past 49 years and the Distinguished Budget Presentation Award for the past 26 years. Staff also performs a utility rate study every two years for the City's Electric and Waterworks Funds.

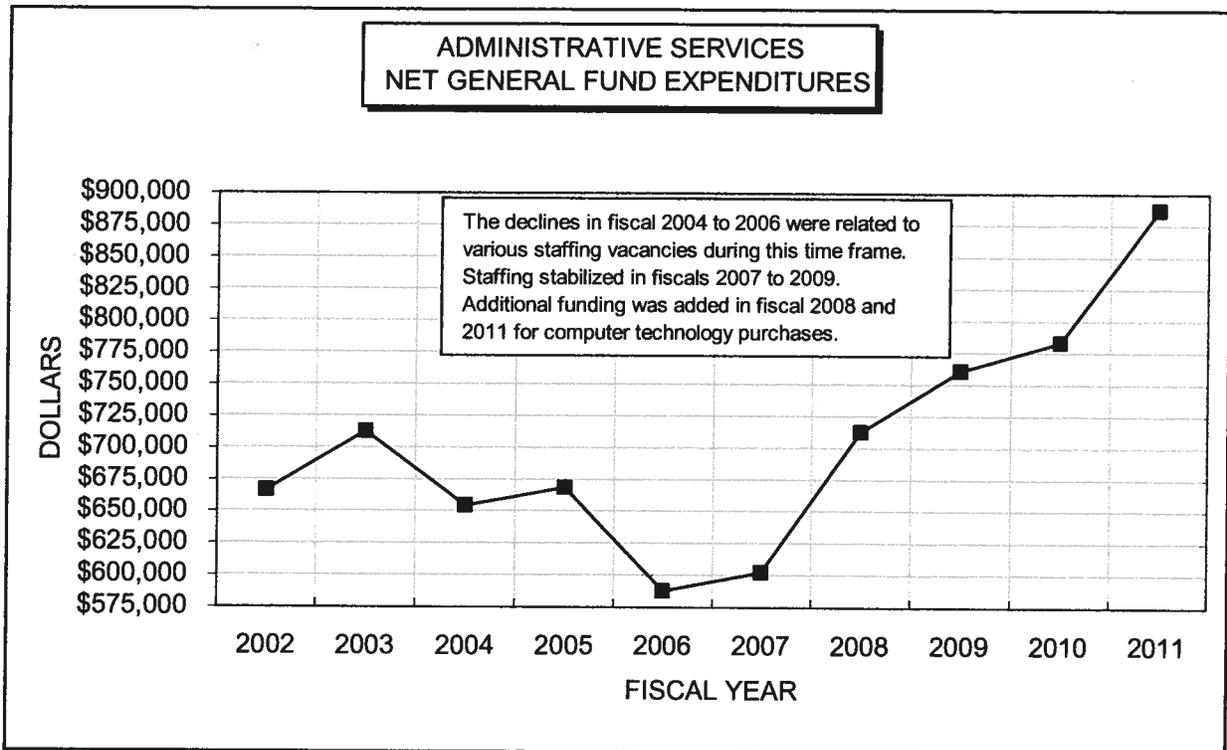
The Utilities Business Office, comprised of 13 employees, is responsible for the billing, collection and customer service for the City's utility services and property taxes. The City has over 15,000 utility accounts and 14,000 parcels of property. The Business Office is responsible for the recording and depositing of all cash received by the City.

Staff is in the process of reviewing software products for replacement of in-house generated programs including utilities, payroll and property taxes. The replacement of these systems will be a major undertaking by both Computer Services and Finance Department staff. Other major projects planned for fiscal 2011 include system changes to allow the acceptance of reoccurring credit card utility payments and testing and options related to electronic meter reading.

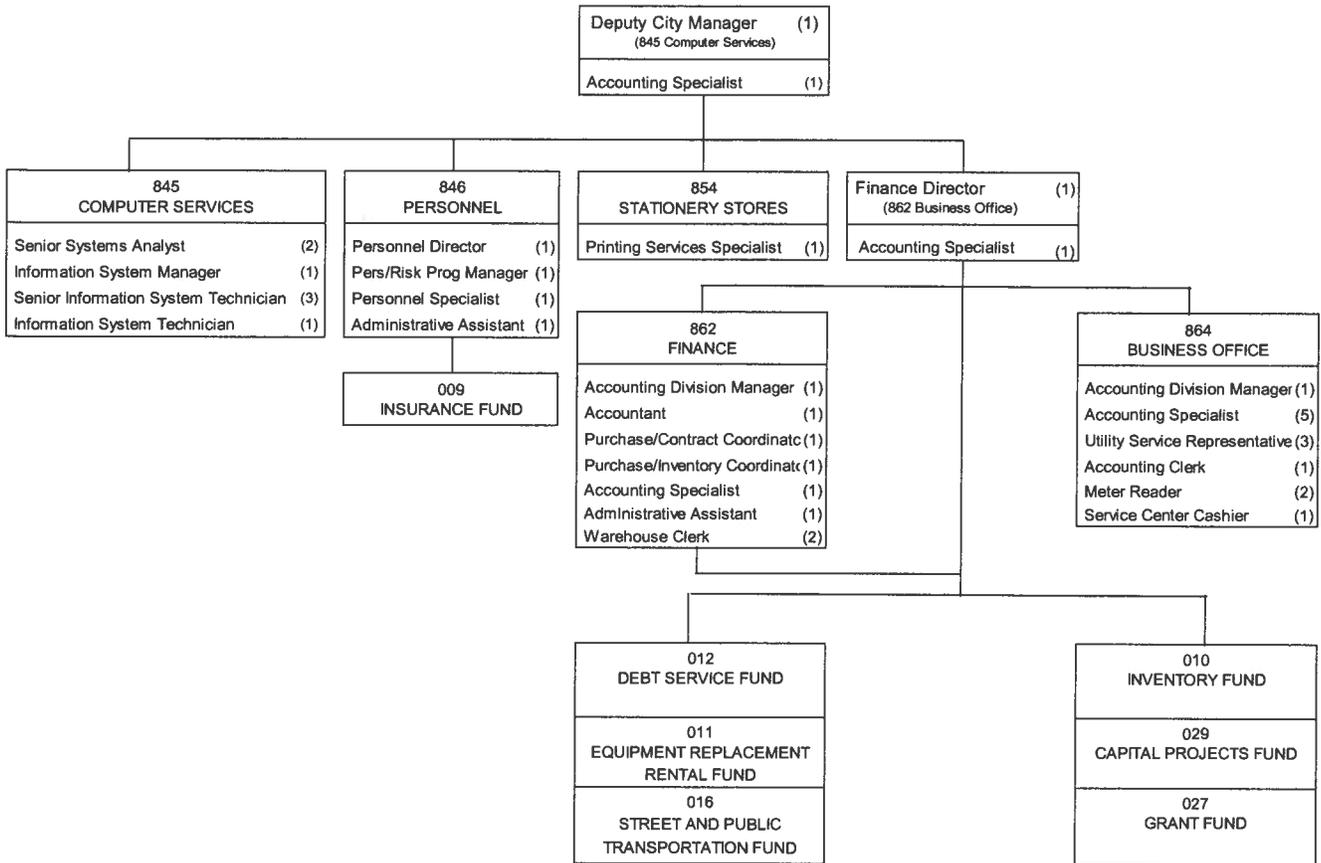
ADMINISTRATIVE SERVICES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs 10	% CHANGE
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GENERAL FUND

845 Computer Services	301,499	308,392	311,299	358,437	50,045	16.2
846 Personnel	212,857	217,499	216,413	222,962	5,463	2.5
854 Stationery Stores	71,559	70,793	73,606	74,673	3,880	5.5
862 Finance	101,449	118,656	106,151	160,420	41,764	35.2
864 Business Office	73,476	80,875	76,366	71,054	(9,621)	-11.9
<b>Total Administrative Services</b>	<b>760,840</b>	<b>796,015</b>	<b>783,835</b>	<b>887,546</b>	<b>91,531</b>	<b>11.5</b>



# ADMINISTRATIVE SERVICES



**CITY OF OAK RIDGE**

<b>FUND</b> General	<b>DEPARTMENT</b> Administrative Services	<b>ACTIVITY</b> Computer Services	<b>NUMBER</b> 845
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**ACTIVITY DESCRIPTION**

The Computer Services Department provides computer maintenance and support service to all City departments and performs an active role in recommending and securing innovations in automation that promote organizational efficiency. The goals are to (1) analyze functional and management information needs of all municipal activities; (2) recommend cost-effective solutions utilizing automation; and (3) provide services to municipal users that are more than offset by savings in personnel, equipment and materials. Computers and major software purchases are funded by the Equipment Replacement Rental Fund.

**PERFORMANCE OBJECTIVES**

1. To provide system accessibility 24/7 and maintain system availability 99.5% of normal work hours.
2. To maintain and improve the City's network consisting of servers and access devices, including all server applications.
3. To maintain, improve and provide technical support for the City Geographic Information System.
4. Ensure citywide compliance with computer software and hardware through maintenance of logs, auditing procedures, upgrades and provision of employee education.
5. To maintain and provide support for the City's telecommunication equipment.
6. To continue to improve and provide additional information to citizens on the City's web page.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Applications maintained	17	17	17	17
Objects maintained	9,000	9,000	9,000	9,000
Computer peripheral devices maintained	250	250	250	250
Network devices maintained	180	180	180	180
Personal computers maintained	345	345	345	345
Wide Area Network time available	99%	99%	99%	99%
Computer time available(Public Safety)	99%	99%	99%	99%
Computer time available(Non Public Safety)	99%	99%	99%	99%

**SIGNIFICANT EXPENDITURE CHANGES**

Budgeted funding for Contractual services increased by \$131,241. Utility Services increased by 13,740 for communication charges paid to outside vendors related to the access and communication with the city's computer and related infrastructure. Equipment Use Charges was increased substantially by \$115,766 to provide additional funding for the future replacement of the City's servers and other computer hardware. There has been an ongoing upgrade and enhancement to the City's technological infrastructure.

A portion of the costs of this activity is distributed to the utility funds due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

845 Computer Services

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	474,042	542,675	478,676	542,643	32-	.0
5120. Salaries-Temp. Employees	0	0	37,250	0	0	.0
5131. Regular Overtime Pay	1,216	3,300	1,794	3,300	0	.0
5141. Social Security	34,981	41,767	38,219	41,765	2-	.0
5150. Retirement	65,928	71,632	71,632	86,496	14,864	20.8
5160. Medical & Workers Comp	81,911	87,504	87,504	93,084	5,580	6.4
<b>Total Personal Services</b>	<b>658,078</b>	<b>746,878</b>	<b>715,075</b>	<b>767,288</b>	<b>20,410</b>	<b>2.7</b>
<b>Contractual Services</b>						
5201. Rents	2,628	1,070	2,805	2,805	1,735	162.1
5207. Dues, Memberships & Sub.	35	1,175	1,175	1,175	0	.0
5210. Prof. & Contractual Ser.	84,803	101,235	106,235	101,235	0	.0
5212. Utility Services	15,672	37,300	50,700	51,040	13,740	36.8
5220. Training & Travel	39	2,908	100	2,908	0	.0
5235. Repair & Maintenance	23,055-	3,500	3,500	3,500	0	.0
5236.13 Other Equipment Maint.	21,809	21,569	21,569	21,569	0	.0
5289. Vehicle/Equip Use Charge	5,567	6,364	29,650	122,130	115,766	1,819.1
<b>Total Contractual Services</b>	<b>107,498</b>	<b>175,121</b>	<b>215,734</b>	<b>306,362</b>	<b>131,241</b>	<b>74.9</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	74,254	11,920	12,520	12,520	600	5.0
5320. Books/Education Material	0	600	0	0	600-	100.0-
<b>Total Commodities</b>	<b>74,254</b>	<b>12,520</b>	<b>12,520</b>	<b>12,520</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
<b>Total Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
5540 Machinery & Equipment	73,805	0	0	0	0	.0
<b>Total Capital Expenditures</b>	<b>73,805</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>913,635</b>	<b>934,519</b>	<b>943,329</b>	<b>1,086,170</b>	<b>151,651</b>	<b>16.2</b>
<b>Reduction of Costs</b>						
5670. Recovered from Funds	612,135-	626,127-	632,030-	727,733-	101,606-	16.2
<b>TOTAL NET EXPENDITURES</b>	<b>301,500</b>	<b>308,392</b>	<b>311,299</b>	<b>358,437</b>	<b>50,045</b>	<b>16.2</b>

**CITY OF OAK RIDGE**

<b>FUND</b> General	<b>DEPARTMENT</b> Administrative Services	<b>ACTIVITY</b> Personnel	<b>NUMBER</b> 846
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**ACTIVITY DESCRIPTION**

Personnel is a service activity that coordinates personnel management functions for all City departments. Services include (1) recruitment, selection, and retention of competent employees; (2) maintenance of the classification plan; (3) coordination of the merit system, employee performance evaluation and compensation plan; (4) coordination of training and development; and (5) management of employment benefits. The activity provides staff and clerical support to the Personnel Advisory Board. Personnel is also responsible for administering the City's risk management program, employee safety program and all insurance coverages (Insurance Fund). This activity is responsible for managing the risks of the City in order to minimize the loss of physical, financial and human resources; including management of exposure and accidents, acts of nature, liability, theft and vandalism, and safety and employee health.

**PERFORMANCE OBJECTIVES**

1. Process all solicited applications (in response to recruitment notices) and forward to hiring manager within three days after application deadline.
2. Achieve an applicant mix for open positions that maximizes the opportunity for meeting the City's Work Force Diversity Plan objectives.
3. Ensure the selection process used to fill each opening is valid and nondiscriminatory toward any applicant.
4. Maximize positive employee attitudes toward all components of the work experience.
5. Coordinate safety inspections of all City facilities and work areas with OSHA and TML.
6. Coordinate safety and other meetings to assist departments in meeting their training needs.
7. Maintain a combination of insurance and City funds to satisfy foreseeable losses.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Applications received and processed	1,527	1,000	950	1,000
Minority applicants	8.95%	8.5%	9.2%	8.5%
Injuries requiring medical attention	29	40	30	35
Legitimate non-automotive liability claims	14	15	37	25
Automobile accidents preventable by employee	4	5	8	5

**SIGNIFICANT EXPENDITURE CHANGES**

There are no significant expenditure changes for this activity in fiscal 2011.

A portion of the costs of this activity is distributed to the utility funds and the State Street Aid Fund due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

846 Personnel

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	242,559	245,210	244,776	245,443	233	.1
5131. Regular Overtime Pay	325	1,000	354	1,000	0	.0
5141. Social Security	17,632	18,835	17,811	18,853	18	.1
5150. Retirement	30,468	31,996	31,996	38,679	6,683	20.9
5160. Medical & Workers Comp	37,160	38,958	38,958	41,438	2,480	6.4
<b>Total Personal Services</b>	<b>328,144</b>	<b>335,999</b>	<b>333,895</b>	<b>345,413</b>	<b>9,414</b>	<b>2.8</b>
<b>Contractual Services</b>						
5201. Rents	447	390	485	485	95	24.4
5207. Dues, Memberships & Sub.	873	2,692	2,692	2,692	0	.0
5210. Prof. & Contractual Ser.	40,113	39,500	39,500	40,025	525	1.3
5211. Advertising & Publicity	14,976	7,500	7,500	7,500	0	.0
5212. Utility Services	2,663	3,500	3,500	3,584	84	2.4
5220. Training & Travel	0	2,500	2,500	2,500	0	.0
5235. Repair & Maintenance	2,414	0	0	0	0	.0
5236.13 Other Equipment Maint.	1,725	1,725	1,725	1,725	0	.0
<b>Total Contractual Services</b>	<b>63,211</b>	<b>57,807</b>	<b>57,902</b>	<b>58,511</b>	<b>704</b>	<b>1.2</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	2,995	6,890	6,890	6,890	0	.0
5320. Books/Education Material	0	1,479	1,479	1,479	0	.0
5325. Uniforms/Safety Equip.	0	600	600	600	0	.0
<b>Total Commodities</b>	<b>2,995</b>	<b>8,969</b>	<b>8,969</b>	<b>8,969</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
<b>Total Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>394,350</b>	<b>402,775</b>	<b>400,766</b>	<b>412,893</b>	<b>10,118</b>	<b>2.5</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	104-	0	0	0	0	.0
5670. Recovered from Funds	181,389-	185,276-	184,353-	189,931-	4,655-	2.5
<b>TOTAL NET EXPENDITURES</b>	<b>212,857</b>	<b>217,499</b>	<b>216,413</b>	<b>222,962</b>	<b>5,463</b>	<b>2.5</b>

**CITY OF OAK RIDGE**

<b>FUND</b> General	<b>DEPARTMENT</b> Administrative Services	<b>ACTIVITY</b> Stationery Stores	<b>NUMBER</b> 854
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**ACTIVITY DESCRIPTION**

This activity is responsible for providing printing, duplicating and related publication services to all City departments. This activity also provides daily mail service for City departments and serves as a centralized store of office supplies for departments located in the Municipal Building and Civic Center. The activity's goal is to provide these services in an effective and efficient manner.

**PERFORMANCE OBJECTIVES**

1. Complete all major duplicating requests by date requested.
2. Maintain minimum level of office and printing supplies inventory.

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY 2009</b>	<b>BUDGET FY 2010</b>	<b>PROJECTED FY 2010</b>	<b>BUDGET FY 2011</b>
Proposed Annual Budgets Printed	50	50	50	40
Adopted Annual Budgets Printed	75	75	75	40
Annual Financial Reports Printed	175	175	150	150
Requests completed on schedule	100%	100%	100%	100%

**SIGNIFICANT EXPENDITURE CHANGES**

Budgeted funding for Contractual Services increased by \$9,367. Mailing and Delivery increased \$7,500 for increases in postage rates and rental of small equipment, primarily copies, increased by \$1,450. The number of printed documents is being reduced as documents are being transitioned to non-print media.

A portion of the costs of this activity is distributed to the utility funds due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

854 Stationery Stores

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	46,167	46,597	46,507	46,599	2	.0
5131. Regular Overtime Pay	7,084	7,100	7,062	7,100	0	.0
5141. Social Security	4,004	4,108	4,060	4,108	0	.0
5150. Retirement	6,648	6,819	6,819	8,243	1,424	20.9
5160. Medical & Workers Comp	9,131	9,693	9,693	10,313	620	6.4
<b>Total Personal Services</b>	<b>73,034</b>	<b>74,317</b>	<b>74,141</b>	<b>76,363</b>	<b>2,046</b>	<b>2.8</b>
<b>Contractual Services</b>						
5201. Rents	18,327	16,550	18,000	18,000	1,450	8.8
5206. Mailing & Delivery	83,811	79,500	86,500	87,000	7,500	9.4
5212. Utility Services	658	760	760	1,000	240	31.6
5235. Repair & Maintenance	350	0	0	0	0	.0
5236.13 Other Equipment Maint.	3,445	3,445	3,445	3,445	0	.0
5289. Vehicle/Equip Use Charge	3,413	3,643	3,643	3,820	177	4.9
<b>Total Contractual Services</b>	<b>110,004</b>	<b>103,898</b>	<b>112,348</b>	<b>113,265</b>	<b>9,367</b>	<b>9.0</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	27,431	30,000	30,000	30,000	0	.0
<b>Total Commodities</b>	<b>27,431</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
<b>Total Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>210,469</b>	<b>208,215</b>	<b>216,489</b>	<b>219,628</b>	<b>11,413</b>	<b>5.5</b>
<b>Reduction of Costs</b>						
5670. Recovered from Funds	138,910-	137,422-	142,883-	144,955-	7,533-	5.5
<b>TOTAL NET EXPENDITURES</b>	<b>71,559</b>	<b>70,793</b>	<b>73,606</b>	<b>74,673</b>	<b>3,880</b>	<b>5.5</b>

**CITY OF OAK RIDGE**

<b>FUND</b> General	<b>DEPARTMENT</b> Administrative Services	<b>ACTIVITY</b> Finance	<b>NUMBER</b> 862
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**ACTIVITY DESCRIPTION**

The Finance activity provides centralized control over the procurement, storage and distribution of all materials, supplies and services required for City operations, serves as the centralized accounting service for the Public Works and Electrical Departments and is responsible for paying all City obligations. This activity is responsible for determining the cost of maintaining City streets, the electrical distribution system, water distribution system and treatment plant, sewage collection system and treatment plants, equipment repair shop and the service department. The Finance activity assists with the establishment of City internal controls and preparation the annual city budget and is responsible for the accounting of the City's Equipment Rental Replacement Fund.

**PERFORMANCE OBJECTIVES**

1. Provide support for preparation of the city's annual budget.
2. Provide effective support services to other City departments.
3. Maintain adequate stock levels for inventory items by establishing economic reorder points and quantities.
4. Obtain needed goods and services at the lowest cost and at required quality.
5. Process cost distribution of labor and materials timely and accurately.

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY 2009</b>	<b>BUDGET FY 2010</b>	<b>PROJECTED FY 2010</b>	<b>BUDGET FY 2011</b>
State Highway Contract billing prepared by the 20th of each month	92%	92%	92%	92%
Monthly entries performed by 15th of month	92%	92%	92%	92%
Purchase Orders issued (Annual)	4,619	4,600	4,720	4,600
Purchase Orders for stock purchases	1,138	1,200	706	1,200
Checks Written	7,319	7,300	7,189	7,300

**SIGNIFICANT EXPENDITURE CHANGES**

Personal Services increased \$196,299 primarily related to the transfer of the Finance Director and an Accounting Specialist position from activity 864 to this activity. The increase of \$2,377 in contractual services is also related to the transfer of these two positions.

A portion of the costs of this activity is distributed to the utility funds and the State Street Aid Fund due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

862 Finance

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	298,288	370,826	318,856	501,502	130,676	35.2
5120. Salaries-Temp. Employees	11,420	0	0	0	0	.0
5131. Regular Overtime Pay	255	3,500	941	3,500	0	.0
5141. Social Security	22,735	28,636	23,613	38,633	9,997	34.9
5150. Retirement	45,156	48,675	48,675	79,341	30,666	63.0
5160. Medical & Workers Comp	73,218	78,072	78,072	103,032	24,960	32.0
<b>Total Personal Services</b>	<b>451,072</b>	<b>529,709</b>	<b>470,157</b>	<b>726,008</b>	<b>196,299</b>	<b>37.1</b>
<b>Contractual Services</b>						
5201. Rents	2,400	3,000	3,000	3,000	0	.0
5207. Dues, Memberships & Sub.	380	970	970	1,635	665	68.6
5210. Prof. & Contractual Ser.	8,510	0	0	0	0	.0
5211. Advertising & Publicity	0	1,800	1,800	1,800	0	.0
5212. Utility Services	4,786	5,570	5,570	5,738	168	3.0
5220. Training & Travel	1,201	2,065	2,065	3,565	1,500	72.6
5235. Repair & Maintenance	0	500	500	500	0	.0
5236.13 Other Equipment Maint.	3,645	3,645	3,645	3,645	0	.0
5289. Vehicle/Equip Use Charge	5,339	6,320	6,320	6,364	44	.7
<b>Total Contractual Services</b>	<b>26,261</b>	<b>23,870</b>	<b>23,870</b>	<b>26,247</b>	<b>2,377</b>	<b>10.0</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	4,683	9,000	9,000	9,000	0	.0
5320. Books/Education Material	0	500	500	700	200	40.0
5325. Uniforms/Safety Equip.	1,069	1,950	1,950	1,950	0	.0
<b>Total Commodities</b>	<b>5,752</b>	<b>11,450</b>	<b>11,450</b>	<b>11,650</b>	<b>200</b>	<b>1.7</b>
<b>Other Charges</b>						
<b>Total Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>483,085</b>	<b>565,029</b>	<b>505,477</b>	<b>763,905</b>	<b>198,876</b>	<b>35.2</b>
<b>Reduction of Costs</b>						
5670. Recovered from Funds	381,636-	446,373-	399,326-	603,485-	157,112-	35.2
<b>TOTAL NET EXPENDITURES</b>	<b>101,449</b>	<b>118,656</b>	<b>106,151</b>	<b>160,420</b>	<b>41,764</b>	<b>35.2</b>

**CITY OF OAK RIDGE**

<b>FUND</b> General	<b>DEPARTMENT</b> Administrative Services	<b>ACTIVITY</b> Business Office	<b>NUMBER</b> 864
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**ACTIVITY DESCRIPTION**

This activity is responsible for reading all electric and water meters monthly and for billing and collecting monthly charges. All service requests for utility connections and meter installations and removals are processed by this office, along with the administration of a TVA residential heat pump program. This activity is also responsible for billing and collecting all real, personal and public utility property taxes and all other business licenses and related taxes. Other taxes billed and collected by this activity include the 5 percent liquor wholesale tax, the 17 percent wholesale beer tax, the hotel/motel room occupancy tax and any other fees, licenses, permits or special assessments authorized by the City. The activity's goal is to bill and collect all utility and tax bills in a timely manner and to equitably administer all state statutes and City codes and ordinances relative to utility collections, tax assessments, and business licensing.

The Finance Director and city-wide accounting and financial functions are accounted for in this activity. This includes preparation of the city's annual financial statements and budget documents, biennial utility rate reviews, financial analysis, coordinating long-term debt issuances, and administering the City's cash management program and investing funds accordingly. The activity is responsible for the establishment of city internal controls and recording all City financial transactions in accordance with generally accepted accounting principals (GAAP).

**PERFORMANCE OBJECTIVES**

1. Meet the pre-established utility billing schedule for 100 percent of billings.
2. Improve the collection process in order to reduce loss of revenue from bad debt.
3. Mail notices of taxes due to taxpayers by June 1 of each year.
4. Issue all delinquent notices within 60 days after delinquencies occur.
5. Retain the GFOA Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award.
6. Contribute to the financial stability of the City by providing timely financial data to City Management.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Utility billings prepared on schedule	100%	100%	100%	100%
Utility customers billed (monthly)	16,400	16,000	16,500	16,600
Tax parcels billed	14,227	14,300	14,461	14,470

**SIGNIFICANT EXPENDITURE CHANGES**

Gross expenditures for this department decreased by \$137,448 primarily related to the transfer of the salary and benefits and related costs for the Finance Director and an Accounting Specialist position from activity 864 to activity 862. Professional and Contracted Services increased by \$17,065 for contracted meter reading services and other services including property appraisals by the respective county.

A portion of the costs of this activity is distributed to the utility funds due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

864 Business Office

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	517,600	595,229	524,572	466,804	128,425-	21.6-
5131. Regular Overtime Pay	15,278	14,600	12,862	14,600	0	.0
5141. Social Security	38,954	46,652	39,582	36,736	9,916-	21.3-
5150. Retirement	75,384	79,005	79,005	74,946	4,059-	5.1-
5160. Medical & Workers Comp	117,348	125,814	125,814	113,874	11,940-	9.5-
<b>Total Personal Services</b>	<b>764,564</b>	<b>861,300</b>	<b>781,835</b>	<b>706,960</b>	<b>154,340-</b>	<b>17.9-</b>
<b>Contractual Services</b>						
5201. Rents	2,304	2,400	2,400	2,400	0	.0
5205. Printing & Dup. Charges	1,158	1,000	1,500	1,000	0	.0
5207. Dues, Memberships & Sub.	295	765	765	100	665-	86.9-
5210. Prof. & Contractual Ser.	211,263	209,210	219,555	226,275	17,065	8.2
5211. Advertising & Publicity	0	550	0	0	550-	100.0-
5212. Utility Services	6,861	5,600	7,230	7,710	2,110	37.7
5220. Training & Travel	665	3,500	3,500	2,000	1,500-	42.9-
5235. Repair & Maintenance	50	480	480	480	0	.0
5236.13 Other Equipment Maint.	22,957	25,282	25,282	25,282	0	.0
5289. Vehicle/Equip Use Charge	20,602	22,437	22,437	22,519	82	.4
<b>Total Contractual Services</b>	<b>266,155</b>	<b>271,224</b>	<b>283,149</b>	<b>287,766</b>	<b>16,542</b>	<b>6.1</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	15,309	13,715	18,000	13,715	0	.0
5320. Books/Education Material	90	300	300	100	200-	66.7-
5325. Uniforms/Safety Equip.	553	2,300	4,000	2,850	550	23.9
<b>Total Commodities</b>	<b>15,952</b>	<b>16,315</b>	<b>22,300</b>	<b>16,665</b>	<b>350</b>	<b>2.1</b>
<b>Other Charges</b>						
5410. Liability Insurance	3,560	3,663	3,663	3,663	0	.0
<b>Total Other Charges</b>	<b>3,560</b>	<b>3,663</b>	<b>3,663</b>	<b>3,663</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>1,050,231</b>	<b>1,152,502</b>	<b>1,090,947</b>	<b>1,015,054</b>	<b>137,448-</b>	<b>11.9-</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	573-	0	0	0	0	.0
5670. Recovered from Funds	976,183-	1,071,827-	1,014,581-	944,000-	127,827	11.9-
<b>TOTAL NET EXPENDITURES</b>	<b>73,475</b>	<b>80,675</b>	<b>76,366</b>	<b>71,054</b>	<b>9,621-</b>	<b>11.9-</b>



oak  
ridge



Police

## **POLICE DEPARTMENT**

The Oak Ridge Police Department is responsible for enhancing the safety and security of all residents and other persons working in or visiting the City. The Department strives to maintain peace and order throughout the community by education, prevention of criminal activity, response to calls for assistance, and reports of criminal law violations. Comprised of 64 uniform officers (includes Animal Control), 1 grant funded officer and 12 non-uniform support personnel, the Department is organized into the following activities: Supervision, Investigations, Staff Services, Patrol, Emergency Communications, Animal Control and School Resource Officer Program. A Police Chaplain and other associate chaplains provide counseling assistance to crime victims, indigent families and individuals, and departmental personnel on a voluntary basis

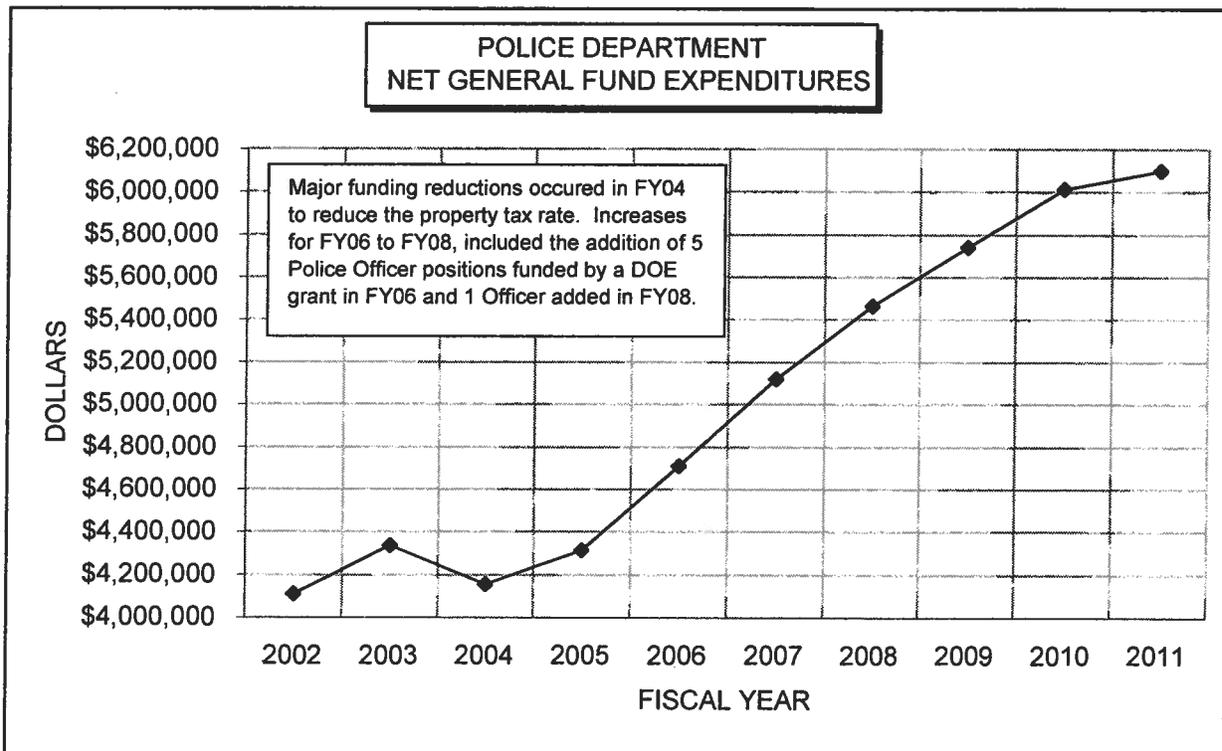
The Department is also responsible for administering the Drug Fund and the Emergency Communications District Fund. The Drug Fund is Special Revenue Fund utilized to account for drug related revenue and expenditures directly related to drug curtailment activities. The Emergency Communications Fund is an Enterprise Fund utilized to account for the proceeds of a surcharge on telephones in the City's 911 district which is used to support the City's 911 and other emergency communication systems. The Police Department is responsible for the City's ongoing major upgrade expansion to the 800 MHz radio system. The Police Department also manages the City's traffic enforcement camera system, which involves reviewing every violation, court presentations and responding to citizen and media inquiries.

The Investigations and Patrol activities work jointly to investigate all serious crimes, which include murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft. The Animal Control activity, in cooperation with the Anderson County Humane Society, operates a model animal control program. Anderson County and the City of Clinton utilize the animal shelter facility on a fee basis. The School Resource Officer Program utilizes a police officer that is dedicated solely to working within the Oak Ridge school system at the High School. The objectives of this program are not only to decrease the number of crimes committed at or near school property, but to provide educational programs on topics such as drugs, law and justice, and to provide a means for positive interaction between the police and youth of the community.

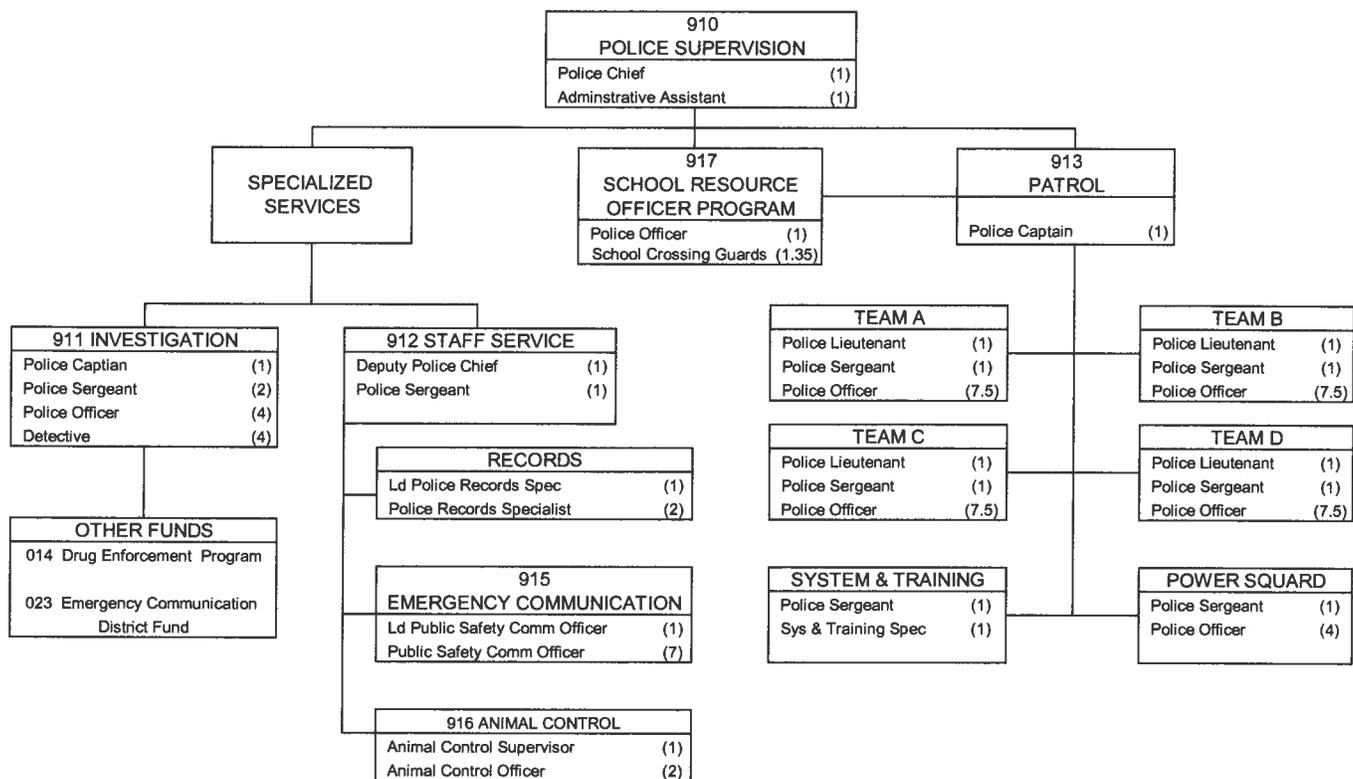
POLICE DEPARTMENT	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs 10	% CHANGE
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GENERAL FUND

910 Supervision	247,142	264,636	270,587	271,894	7,258	2.7
911 Investigations	868,050	872,257	910,849	900,423	28,166	3.2
912 Staff Services	382,093	389,798	399,363	388,879	(919)	-0.2
913 Patrol	3,534,228	3,629,700	3,684,186	3,803,450	173,750	4.8
915 Emergency Communications	272,283	288,850	287,530	302,130	13,280	4.6
916 Animal Control	287,139	294,717	291,785	301,868	7,151	2.4
917 School Resource Officer Program	150,667	180,797	169,210	131,125	(49,672)	-27.5
<b>Total Police Department</b>	<b>5,741,602</b>	<b>5,920,755</b>	<b>6,013,510</b>	<b>6,099,769</b>	<b>179,014</b>	<b>3.0</b>



# POLICE DEPARTMENT



<b>CITY OF OAK RIDGE</b>			
<b>FUND</b>	<b>DEPARTMENT</b>	<b>ACTIVITY</b>	<b>NUMBER</b>
General	Police	Supervision	910

**ACTIVITY DESCRIPTION**

Police Supervision administers the resources of the Police Department, supervises all police operations and plans and coordinates programs designed to accomplish the department's objectives.

The primary goals of the Police Department are as follows: (1) protection of life and property; (2) maintenance of law and order with justice; (3) identification and arrest of criminals; (4) prevention of crime; (5) regulation of non-criminal behavior; (6) provision of public assistance; and (7) promotion of department professionalism and training.

The Department's first priority is responding to emergency situations, including areas of responsibility imposed by law and tradition and other emergencies for which no other governmental agency is responsible. Second priority is the suppression of crime and prosecution of violators. Third priority is the apprehension of violators of other laws and ordinances, including traffic offenses.

**PERFORMANCE OBJECTIVES**

1. Oversee and manage the accomplishment of the department's performance objectives.
2. Oversee the development of operational action plans to achieve department objectives.
3. Maintain a current Policy and Procedures Manual through periodic update.
4. Continue to enhance and expand community oriented policing.
5. Identify and provide necessary training.

**SIGNIFICANT EXPENDITURE CHANGES**

There are no significant expenditure changes for this activity in fiscal 2011.

City of Oak Ridge, Tennessee  
Activity Detail

910 Police Supervision

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	157,343	176,883	177,246	176,911	28	.0
5131. Regular Overtime Pay	2,685	850	2,495	850	0	.0
5141. Social Security	11,910	13,597	13,514	13,599	2	.0
5150. Retirement	21,888	23,341	23,341	28,217	4,876	20.9
5160. Medical & Workers Comp	27,325	28,977	28,977	30,837	1,860	6.4
<b>Total Personal Services</b>	<b>221,151</b>	<b>243,648</b>	<b>245,573</b>	<b>250,414</b>	<b>6,766</b>	<b>2.8</b>
<b>Contractual Services</b>						
5201. Rents	0	160	160	160	0	.0
5207. Dues, Memberships & Sub.	340	670	670	670	0	.0
5212. Utility Services	2,113	2,520	2,620	2,620	100	4.0
5220. Training & Travel	6,019	2,069	6,000	2,069	0	.0
5236.13 Other Equipment Maint.	1,035	1,035	1,035	1,035	0	.0
5289. Vehicle/Equip Use Charge	12,073	12,414	12,414	12,806	392	3.2
<b>Total Contractual Services</b>	<b>21,580</b>	<b>18,868</b>	<b>22,899</b>	<b>19,360</b>	<b>492</b>	<b>2.6</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	4,187	1,530	2,000	2,005	475	31.0
5320. Books/Education Material	0	475	0	0	475-	100.0-
5325. Uniforms/Safety Equip.	223	115	115	115	0	.0
<b>Total Commodities</b>	<b>4,410</b>	<b>2,120</b>	<b>2,115</b>	<b>2,120</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
<b>Total Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>247,141</b>	<b>264,636</b>	<b>270,587</b>	<b>271,894</b>	<b>7,258</b>	<b>2.7</b>
<b>Reduction of Costs</b>						
<b>TOTAL NET EXPENDITURES</b>	<b>247,141</b>	<b>264,636</b>	<b>270,587</b>	<b>271,894</b>	<b>7,258</b>	<b>2.7</b>

CITY OF OAK RIDGE			
<b>FUND</b> General	<b>DEPARTMENT</b> Police	<b>ACTIVITY</b> Investigations	<b>NUMBER</b> 911

**ACTIVITY DESCRIPTION**

The Investigations division conducts follow-up investigations of violent and serious crimes; drug enforcement, vice crime and all reported hate crimes. The division consists of general criminal investigations and drug enforcement investigations that conduct covert operations. The division maintains the department's technical and electronics laboratories; search, recover, identify and preserve evidence.

**PERFORMANCE OBJECTIVES**

1. Maintain a 40 percent serious crime clearance rate.
2. Maintain a 50 percent clearance rate of violent serious crimes.
3. Achieve a burglary clearance rate of 15%.
4. Conduct pro-active covert operations, involving illegal drug sales and vice crimes.

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY 2009</b>	<b>BUDGET FY 2010</b>	<b>PROJECTED FY 2010</b>	<b>BUDGET FY 2011</b>
Serious Crimes (including all Group A offenses except theft.)	2,184	2,200	2,200	2,200
Serious Crimes clearance rate	41%	30%	40%	40%
Crimes against persons clearance rate	51%	50%	50%	50%
Burglaries	426	350	400	400
Burglary clearance rate	10.53%	15%	15%	15%

**SIGNIFICANT EXPENDITURE CHANGES**

Vehicle and equipment use charges increased \$3,699, 11.8%. Equipment use charges on vehicles fund the future replacement of the vehicle and actual operating costs.

City of Oak Ridge, Tennessee  
Activity Detail

911 Investigations

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	547,913	541,821	540,907	543,132	1,311	.2
5131. Regular Overtime Pay	60,991	40,000	76,841	40,000	0	.0
5141. Social Security	47,097	44,509	46,624	44,610	101	.2
5150. Retirement	73,320	75,607	75,607	91,292	15,685	20.7
5160. Medical & Workers Comp	81,667	105,817	105,817	112,637	6,820	6.4
<b>Total Personal Services</b>	<b>810,988</b>	<b>807,754</b>	<b>845,796</b>	<b>831,671</b>	<b>23,917</b>	<b>3.0</b>
<b>Contractual Services</b>						
5207. Dues, Memberships & Sub.	150	100	100	100	0	.0
5210. Prof. & Contractual Ser.	84	500	500	500	0	.0
5212. Utility Services	2,559	3,000	3,550	3,550	550	18.3
5220. Training & Travel	1,888	4,083	4,083	4,083	0	.0
5236.13 Other Equipment Maint.	1,725	1,725	1,725	1,725	0	.0
5289. Vehicle/Equip Use Charge	32,838	31,419	31,419	35,118	3,699	11.8
<b>Total Contractual Services</b>	<b>39,244</b>	<b>40,827</b>	<b>41,377</b>	<b>45,076</b>	<b>4,249</b>	<b>10.4</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	7,596	3,770	3,770	3,770	0	.0
5320. Books/Education Material	0	100	100	100	0	.0
5325. Uniforms/Safety Equip.	2,412	2,100	2,100	2,100	0	.0
<b>Total Commodities</b>	<b>10,008</b>	<b>5,970</b>	<b>5,970</b>	<b>5,970</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	7,810	17,706	17,706	17,706	0	.0
<b>Total Other Charges</b>	<b>7,810</b>	<b>17,706</b>	<b>17,706</b>	<b>17,706</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>868,050</b>	<b>872,257</b>	<b>910,849</b>	<b>900,423</b>	<b>28,166</b>	<b>3.2</b>
<b>Reduction of Costs</b>						
<b>TOTAL NET EXPENDITURES</b>	<b>868,050</b>	<b>872,257</b>	<b>910,849</b>	<b>900,423</b>	<b>28,166</b>	<b>3.2</b>

CITY OF OAK RIDGE			
<b>FUND</b> General	<b>DEPARTMENT</b> Police	<b>ACTIVITY</b> Staff Services	<b>NUMBER</b> 912

**ACTIVITY DESCRIPTION**

The Staff Services section supervises Police Records, monitors training for sworn personnel in accordance with minimum POST standards, maintains custody of all evidence and performs any other staff functions as assigned. The mission of police records is to maintain information on investigations and supporting files, provide limited statistical analysis, and provide for the dissemination of appropriate information to the public and other law enforcement agencies in accordance with legal requirements and departmental policy.

**PERFORMANCE OBJECTIVES**

1. Monitor training received by sworn personnel to ensure compliance with minimum POST Standards.
2. Maintenance and quality control of submitted records and the records management system.
3. Monitor the property control system and conduct random internal audits.
4. Maintain compliance with F.B.I. and T.B.I. requirements for records and crime reporting.
5. Provide information to the public without unreasonable delay and in accordance with legal requirements.
6. Continue training records personnel in use of reporting and statistical analysis software.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Projected minimum training to meet POST requirements.	3,400	3,400	3,400	3,400

**SIGNIFICANT EXPENDITURE CHANGES**

There are no significant expenditure changes for this activity in fiscal 2011.

City of Oak Ridge, Tennessee  
Activity Detail

912 Staff Services

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	240,690	245,048	245,687	235,725	9,323-	3.8-
5131. Regular Overtime Pay	10,574	7,070	8,394	7,070	0	.0
5141. Social Security	18,418	19,287	18,754	18,574	713-	3.7-
5150. Retirement	29,640	32,437	32,437	37,754	5,317	16.4
5160. Medical & Workers Comp	45,617	48,796	48,796	51,896	3,100	6.4
<b>Total Personal Services</b>	<b>344,939</b>	<b>352,638</b>	<b>354,068</b>	<b>351,019</b>	<b>1,619-</b>	<b>.5-</b>
<b>Contractual Services</b>						
5201. Rents	3,240	2,700	3,250	3,250	550	20.4
5207. Dues, Memberships & Sub.	50	110	110	110	0	.0
5210. Prof. & Contractual Ser.	0	0	6,000	0	0	.0
5212. Utility Services	3,465	3,900	4,050	4,050	150	3.8
5220. Training & Travel	593	1,830	1,830	1,830	0	.0
5236.13 Other Equipment Maint.	23,916	23,920	23,920	23,920	0	.0
<b>Total Contractual Services</b>	<b>31,264</b>	<b>32,460</b>	<b>39,160</b>	<b>33,160</b>	<b>700</b>	<b>2.2</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	5,890	3,565	5,000	3,565	0	.0
5325. Uniforms/Safety Equip.	0	1,135	1,135	1,135	0	.0
<b>Total Commodities</b>	<b>5,890</b>	<b>4,700</b>	<b>6,135</b>	<b>4,700</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
<b>Total Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>382,093</b>	<b>389,798</b>	<b>399,363</b>	<b>388,879</b>	<b>919-</b>	<b>.2-</b>
<b>Reduction of Costs</b>						
<b>TOTAL NET EXPENDITURES</b>	<b>382,093</b>	<b>389,798</b>	<b>399,363</b>	<b>388,879</b>	<b>919-</b>	<b>.2-</b>

CITY OF OAK RIDGE			
<b>FUND</b> General	<b>DEPARTMENT</b> Police	<b>ACTIVITY</b> Patrol	<b>NUMBER</b> 913

**ACTIVITY DESCRIPTION**

The basic responsibility of the uniformed Patrol force is to ensure community peace through the prevention, detection and investigation of crimes; the apprehension of criminal and traffic law violators; the regulation and control of traffic on city streets; and the provision of miscellaneous information and services to citizens and visitors on non-criminal matters.

Activity goals are to deter crime through visible patrol; to investigate crimes and apprehend criminal violators; to regulate traffic in such a manner as to ensure, to the greatest extent possible, the safe movement of traffic; to provide non-criminal assistance to the public as appropriate.

**PERFORMANCE OBJECTIVES**

1. Reduce the number of serious crimes to the FY 2008 level of 3,368.
2. Increase the ratio of arrests to reported serious offenses from the FY 2009 level of 34%.
3. Increase the level of traffic enforcement from FY 2009 level.
4. Provide crime scene investigation training for patrol personnel.
5. Increase cooperation and patrols with DOE and Wackenhut Securities and their properties

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Serious crimes (all Group A offenses including theft)	3,958	3,500	4,000	3,500
Serious crimes clearance rate	34%	35%	35%	35%
Serious crimes per 100,000 population	12,327	13,000	13,000	13,000
Total Arrests	3,571	2,000	3,500	2,000
Arrests per 100,000	7,934	7,500	8,000	7,500

**SIGNIFICANT EXPENDITURE CHANGES**

Increases in Salaries and Benefits include the adjustment in the budget to reflect the past transfer of a police officer from a School Resource Officer position to patrol. Vehicle and equipment use charges increased \$27,602. Equipment use charges on vehicles fund the future replacement of the vehicle and actual operating costs.

Reduction of Costs includes proceeds from billings to other entities, such as the Schools, for contracted services provided by the police department. Officers provide these services while on overtime status. The billing proceeds are now credited back against overtime charges in account 5131 rather than as a cost recovery.

City of Oak Ridge, Tennessee  
Activity Detail

913 Patrol

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	1,791,799	1,881,737	1,887,100	1,923,828	42,091	2.2
5131. Regular Overtime Pay	248,260	170,000	219,387	170,000	0	.0
5141. Social Security	152,853	156,958	154,007	160,178	3,220	2.1
5150. Retirement	253,056	269,322	269,322	332,002	62,680	23.3
5160. Medical & Workers Comp	407,180	426,078	426,078	463,603	37,525	8.8
<b>Total Personal Services</b>	<b>2,853,148</b>	<b>2,904,095</b>	<b>2,955,894</b>	<b>3,049,611</b>	<b>145,516</b>	<b>5.0</b>
<b>Contractual Services</b>						
5205. Printing & Dup. Charges	2,503	2,200	2,200	2,200	0	.0
5206. Mailing & Delivery	0	25	0	0	25-	100.0-
5207. Dues, Memberships & Sub.	684	130	155	155	25	19.2
5210. Prof. & Contractual Ser.	0	2,300	2,300	2,300	0	.0
5212. Utility Services	9,883	12,100	11,875	12,732	632	5.2
5220. Training & Travel	13,000	12,164	12,164	12,164	0	.0
5235. Repair & Maintenance	4,266	6,908	6,908	6,908	0	.0
5236.13 Other Equipment Maint.	46,092	46,095	46,095	46,095	0	.0
5289. Vehicle/Equip Use Charge	498,357	515,212	515,212	542,814	27,602	5.4
<b>Total Contractual Services</b>	<b>574,785</b>	<b>597,134</b>	<b>596,909</b>	<b>625,368</b>	<b>28,234</b>	<b>4.7</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	40,558	22,900	30,000	22,900	0	.0
5320. Books/Education Material	1,292	3,380	1,500	3,380	0	.0
5325. Uniforms/Safety Equip.	23,094	16,450	20,000	16,450	0	.0
<b>Total Commodities</b>	<b>64,944</b>	<b>42,730</b>	<b>51,500</b>	<b>42,730</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	41,350	85,741	85,741	85,741	0	.0
<b>Total Other Charges</b>	<b>41,350</b>	<b>85,741</b>	<b>85,741</b>	<b>85,741</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>3,534,227</b>	<b>3,629,700</b>	<b>3,690,044</b>	<b>3,803,450</b>	<b>173,750</b>	<b>4.8</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	0	0	5,858-	0	0	.0
<b>TOTAL NET EXPENDITURES</b>	<b>3,534,227</b>	<b>3,629,700</b>	<b>3,684,186</b>	<b>3,803,450</b>	<b>173,750</b>	<b>4.8</b>

CITY OF OAK RIDGE			
<b>FUND</b> General	<b>DEPARTMENT</b> Police	<b>ACTIVITY</b> Emergency Communications	<b>NUMBER</b> 915

**ACTIVITY DESCRIPTION**

The Emergency Communications activity provides emergency communication and dispatch services for Fire, Police and county ambulance services in Oak Ridge. In addition this activity coordinates maintenance for and manages the city's 800Mhz trunked radio system and the 911 telephone system. The goal is to provide effective methods of communication between citizens and the members of all emergency services of the City.

**PERFORMANCE OBJECTIVES**

1. Coordinator Coordination and Planning for West End Communication Expansion and Communication Interoperability Project.
2. Dispatch all police, fire, and ambulance calls timely and accurately.
3. Maintain training of all Public Safety Dispatchers in accordance with APCO standards, with emphasis on Emergency Medical Dispatch and compliance with new statutory requirements.
4. Advanced training in use of Phase II E-911 mapping. (in regards to tracking cellular telephones).
5. Continued coordination of radio frequency re-banding project. (Nextel issue).
6. Installation and implementation of new upgrade to city wide 800 MHZ radio system.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Total calls for service	38,660	35,000	35,000	35,000

**SIGNIFICANT EXPENDITURE CHANGES**

The budget for rental of small equipment increased, including TBI equipment, by \$1,600.

A portion of the costs of this activity is distributed to the utility funds due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

915 Emergency Communications

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	294,703	297,678	297,938	298,889	1,211	.4
5131. Regular Overtime Pay	23,187	28,280	25,669	28,280	0	.0
5141. Social Security	23,794	24,936	24,461	25,028	92	.4
5150. Retirement	40,428	42,512	42,512	51,499	8,987	21.1
5160. Medical & Workers Comp	72,207	77,258	77,258	82,218	4,960	6.4
<b>Total Personal Services</b>	<b>454,319</b>	<b>470,664</b>	<b>467,838</b>	<b>485,914</b>	<b>15,250</b>	<b>3.2</b>
<b>Contractual Services</b>						
5201. Rents	6,920	6,400	8,000	8,000	1,600	25.0
5207. Dues, Memberships & Sub.	0	150	150	150	0	.0
5212. Utility Services	150	600	175	350	250-	41.7-
5220. Training & Travel	1,609	2,871	2,871	2,871	0	.0
5235. Repair & Maintenance	1,670	1,800	1,800	1,800	0	.0
5236.13 Other Equipment Maint.	6,385	6,385	6,385	6,385	0	.0
<b>Total Contractual Services</b>	<b>16,734</b>	<b>18,206</b>	<b>19,381</b>	<b>19,556</b>	<b>1,350</b>	<b>7.4</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	709	1,330	1,330	1,330	0	.0
5325. Uniforms/Safety Equip.	114	2,200	2,200	2,200	0	.0
<b>Total Commodities</b>	<b>823</b>	<b>3,530</b>	<b>3,530</b>	<b>3,530</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	5,990	6,163	6,163	6,163	0	.0
<b>Total Other Charges</b>	<b>5,990</b>	<b>6,163</b>	<b>6,163</b>	<b>6,163</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>477,866</b>	<b>498,563</b>	<b>496,912</b>	<b>515,163</b>	<b>16,600</b>	<b>3.3</b>
<b>Reduction of Costs</b>						
5670. Recovered from Funds	205,583-	209,713-	209,382-	213,033-	3,320-	1.6
<b>TOTAL NET EXPENDITURES</b>	<b>272,283</b>	<b>288,850</b>	<b>287,530</b>	<b>302,130</b>	<b>13,280</b>	<b>4.6</b>

<b>CITY OF OAK RIDGE</b>			
<b>FUND</b> General	<b>DEPARTMENT</b> Police	<b>ACTIVITY</b> Animal Control	<b>NUMBER</b> 916

**ACTIVITY DESCRIPTION**

This activity includes operation of the Animal Shelter and the enforcement of City animal control ordinances through animal registration, city patrol, apprehension of animals running at large, quarantine of bites, answering of citizen complaints, and follow-up on suspected rabies cases.

**PERFORMANCE OBJECTIVES**

1. Maintain the number of animal bites at fifty or less per year.
2. Increase the number of registered animals through enforcement and public education.
3. Continue to improve shelter health care by working with staff veterinarian and humane society volunteers.
4. Reduce the number of animal apprehensions through public education and public relations campaigns.
5. Certify new employees through NACA (National Animal Control Association).
6. Maintain all employee and facility certifications and licenses.

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY 2009</b>	<b>BUDGET FY 2010</b>	<b>PROJECTED FY 2010</b>	<b>BUDGET FY 2011</b>
Animal bites reported	32	35	35	35
Animal bites attributable to at-large Animals	15	10	10	10
Animal apprehensions	2,341	2,500	2,500	2,500
Registered animals	2,515	4,000	4,000	4,000

**SIGNIFICANT EXPENDITURE CHANGES**

Budgeted funding for Contractual Services increased by a net of \$3,109. Equipment Use Charges increased \$2,179. Equipment use charges on vehicles fund the future replacement of the vehicle and actual operating costs.

Reduction of Costs includes fees charged to Anderson County and the City of Clinton for care, boarding and disposal of animals apprehended by those entities.

City of Oak Ridge, Tennessee  
Activity Detail

916 Animal Control

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	128,418	132,826	116,053	132,826	0	.0
5131. Regular Overtime Pay	17,124	15,000	27,868	15,000	0	.0
5141. Social Security	10,130	11,309	11,027	11,309	0	.0
5150. Retirement	16,980	19,251	19,251	21,233	1,982	10.3
5160. Medical & Workers Comp	27,318	28,988	28,988	30,848	1,860	6.4
<b>Total Personal Services</b>	<b>199,970</b>	<b>207,374</b>	<b>203,187</b>	<b>211,216</b>	<b>3,842</b>	<b>1.9</b>
<b>Contractual Services</b>						
5201. Rents	1,316	370	1,400	1,400	1,030	278.4
5207. Dues, Memberships & Sub.	199	140	140	140	0	.0
5210. Prof. & Contractual Ser.	10,120	13,722	13,722	13,722	0	.0
5210.202 Custodial Contract	1,351	1,380	1,380	1,380	0	.0
5210.203 Mowing Contract	631	650	650	770	120	18.5
5211. Advertising & Publicity	0	200	0	0	200-	100.0-
5212. Utility Services	37,973	51,740	36,515	51,720	20-	.0
5220. Training & Travel	252	965	2,500	965	0	.0
5235. Repair & Maintenance	24,049	8,910	15,000	8,910	0	.0
5236.13 Other Equipment Maint.	690	1,990	1,990	1,990	0	.0
5289. Vehicle/Equip Use Charge	23,364	21,412	21,412	23,591	2,179	10.2
<b>Total Contractual Services</b>	<b>99,945</b>	<b>101,479</b>	<b>94,709</b>	<b>104,588</b>	<b>3,109</b>	<b>3.1</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	19,996	13,575	22,000	14,175	600	4.4
5320. Books/Education Material	0	400	0	0	400-	100.0-
5325. Uniforms/Safety Equip.	387	930	930	930	0	.0
<b>Total Commodities</b>	<b>20,383</b>	<b>14,905</b>	<b>22,930</b>	<b>15,105</b>	<b>200</b>	<b>1.3</b>
<b>Other Charges</b>						
5410. Liability Insurance	3,950	3,959	3,959	3,959	0	.0
<b>Total Other Charges</b>	<b>3,950</b>	<b>3,959</b>	<b>3,959</b>	<b>3,959</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>324,248</b>	<b>327,717</b>	<b>324,785</b>	<b>334,868</b>	<b>7,151</b>	<b>2.2</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	37,110-	33,000-	33,000-	33,000-	0	.0
<b>TOTAL NET EXPENDITURES</b>	<b>287,138</b>	<b>294,717</b>	<b>291,785</b>	<b>301,868</b>	<b>7,151</b>	<b>2.4</b>

<b>CITY OF OAK RIDGE</b>			
<b>FUND</b>	<b>DEPARTMENT</b>	<b>ACTIVITY</b>	<b>NUMBER</b>
General	Police	School Resource Officer Program	917

**ACTIVITY DESCRIPTION**

During fiscal year 1995, the Police Department began the initial start up of a full time School Resource Officer Program. The mission of this program is to work primarily in the area of proactive, or preventive police services. In this program, one police officer is dedicated solely to working within the school system, dividing time among the various City schools. The goals of the School Resource Officer Program are:

1. To improve the police image in the eyes of the staff and the students.
2. To develop a close coordination between a school and police community team that works on mutual problems.
3. To prevent delinquent behavior through early detection by working closely with students, their parents and the community to redirect antisocial behavior.
4. To provide summer safety education at playgrounds, YWCA Safety-Town, driver's education, community meetings and neighborhood watch.
5. To investigate violations of law in the schools.

This activity also accounts for 7 part-time Schools Crossing Guard positions.

**PERFORMANCE OBJECTIVES**

1. To decrease the number of crimes committed on or near school property, and at school sponsored activities.
2. To provide a confidential setting conducive to youth's willingness to report crimes committed against themselves or their property.
3. To provide positive interaction between the police, school officials, and youth in the community.
4. To improve educational efforts in the schools concerning law, justice, and safety.
5. To help initiate and maintain police/school relations and to aid in the referral of juveniles to appropriate helping persons and agencies.
6. To provide early identification of youth who have potential behavior problems.
7. To provide support to Youth Advisory Board activities.

**SIGNIFICANT EXPENDITURE CHANGES**

The \$49,672 reduction in salaries and benefits includes the adjustment in the budget to reflect the past transfer of a police officer from a School Resource Officer position to patrol.

Cost recoveries for fiscal 2009 were from the Oak Ridge Schools who were paying half of the costs for School Crossing Guards. The City pays 100% of these costs beginning in fiscal 2010.

City of Oak Ridge, Tennessee  
Activity Detail

917 School Resource Officer Prog.

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	86,383	86,286	86,162	51,923	34,363-	39.8-
5120. Salaries-Temp. Employees	25,334	38,340	23,138	37,814	526-	1.4-
5131. Regular Overtime Pay	6,681	3,335	8,104	3,335	0	.0
5141. Social Security	9,466	9,789	8,759	7,120	2,669-	27.3-
5150. Retirement	11,208	11,604	11,604	8,495	3,109-	26.8-
5160. Medical & Workers Comp	18,082	19,330	19,330	10,325	9,005-	46.6-
<b>Total Personal Services</b>	<b>157,154</b>	<b>168,684</b>	<b>157,097</b>	<b>119,012</b>	<b>49,672-</b>	<b>29.4-</b>
<b>Contractual Services</b>						
5212. Utility Services	399	500	500	500	0	.0
5220. Training & Travel	0	1,000	1,000	1,000	0	.0
5236.13 Other Equipment Maint.	1,035	690	690	690	0	.0
5289. Vehicle/Equip Use Charge	81	2,800	2,800	2,800	0	.0
<b>Total Contractual Services</b>	<b>1,515</b>	<b>4,990</b>	<b>4,990</b>	<b>4,990</b>	<b>0</b>	<b>.0</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	350	3,140	3,140	3,140	0	.0
5325. Uniforms/Safety Equip.	483	680	680	680	0	.0
<b>Total Commodities</b>	<b>833</b>	<b>3,820</b>	<b>3,820</b>	<b>3,820</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	3,210	3,303	3,303	3,303	0	.0
<b>Total Other Charges</b>	<b>3,210</b>	<b>3,303</b>	<b>3,303</b>	<b>3,303</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>162,712</b>	<b>180,797</b>	<b>169,210</b>	<b>131,125</b>	<b>49,672-</b>	<b>27.5-</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	12,045-	0	0	0	0	.0
<b>TOTAL NET EXPENDITURES</b>	<b>150,667</b>	<b>180,797</b>	<b>169,210</b>	<b>131,125</b>	<b>49,672-</b>	<b>27.5-</b>



oak  
ridge



Fire

## **FIRE DEPARTMENT**

The Oak Ridge Fire Department is responsible for the protection of life and property against fire and other emergencies. The Department is comprised of 74 people supplemented by fire specialists. The heart of the department is the 69 people assigned to "Firefighting," Activity 923. These are the responders actually going out into the community on fire apparatus and rendering services to the community. Twenty-three people are assigned to each shift—headed by a Battalion Chief, and they operate from four stations on eight companies. The Administrative Assistant, The ETPP Site Officer, two Deputy Fire Chiefs, and the Fire Chief monitor and try to provide assets for these 69 people to operate.

The Department provides a wide-range of emergency services in addition to fire suppression, including first responder emergency medical service, hazardous materials response, vehicle extrication, trench and confined space rescue as well as ambulance transportation for workers on the ETPP Site. Fire prevention activities, including building plan review, fire code enforcement, and public education, are pursued on a full-time basis. The City of Oak Ridge presently holds an Insurance Services Office (ISO) Public Protection Class 3/9/10. Class 3 applies to non-sprinklered occupancies less than five miles from a fire station and within 1000 feet of a fire hydrant. Class 9 applies to non-sprinklered occupancies located more than 1,000 feet from a fire hydrant. Class 10 (no protection) applies to non-sprinklered occupancies more than five miles from a fire station. The Fire Department has mutual aid agreements with the Department of Energy and with most surrounding agencies.

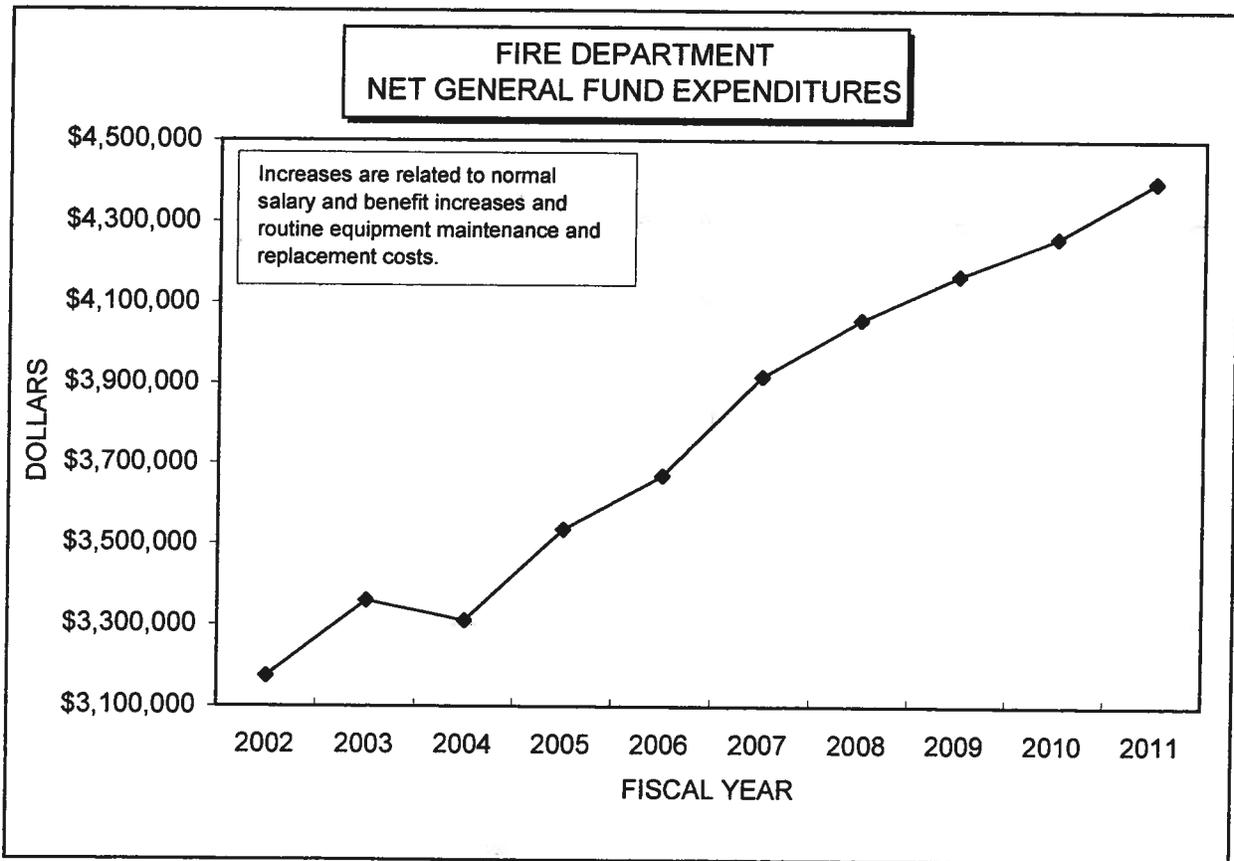
During calendar 2009, there were 4,489 calls for service (139 more than 2008) with 2,562 being emergency medical or rescue calls.

The department is maturing from its recent "growth spurt" when 32 people were added to the department to accomplish the new mission at ETPP. The department has two new Battalion Chiefs filling redefined roles as well, and nine company officers, captains, who were firefighters prior to the department's commencement of operations at ETPP. These new officers have the best educations, the most current training, and are expected to provide the highest level of service ever experienced by the Citizens of Oak Ridge.

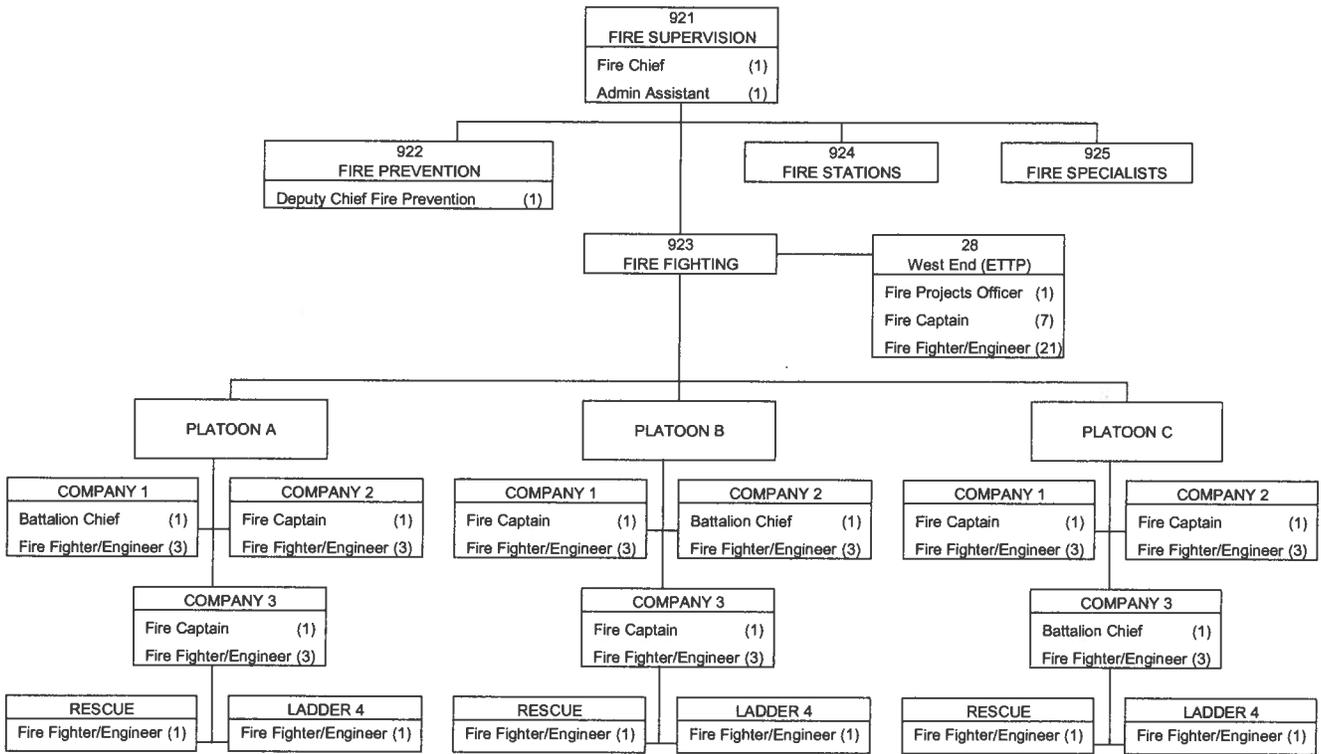
FIRE DEPARTMENT	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs 10	% CHANGE
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**GENERAL FUND**

921 Supervision	210,208	211,149	220,208	226,555	15,406	7.3
922 Fire Prevention	130,620	127,380	129,129	132,140	4,760	3.7
923 Fire Fighting	3,625,862	3,734,759	3,705,953	3,780,885	46,126	1.2
924 Fire Stations	101,251	113,238	106,762	114,800	1,562	1.4
925 Fire Specialists	99,151	140,751	98,461	143,334	2,583	1.8
<b>Total Fire Department</b>	<b>4,167,092</b>	<b>4,327,277</b>	<b>4,260,513</b>	<b>4,397,714</b>	<b>70,437</b>	<b>1.6</b>



# FIRE DEPARTMENT



CITY OF OAK RIDGE			
<b>FUND</b> General	<b>DEPARTMENT</b> Fire	<b>ACTIVITY</b> Supervision	<b>NUMBER</b> 921

**ACTIVITY DESCRIPTION**

The Fire Department, under the direction of the Fire Chief, is responsible for the protection of life and property against fire and other disastrous emergencies. This responsibility is affected through the supervision of the department in its efforts to prevent and extinguish fires and the abatement of life safety hazards. The Fire Chief coordinates the other activities within the department and external interaction necessary to accomplish department's goals and objectives. The goals of the department include the maintenance of an environment free from the devastating effects of fire and other potential hazards of a disastrous nature and the confinement of damage from hostile fires to the room of origin. These goals are furthered by conducting public education programs and encouraging the installation of smoke detectors and fire suppression systems.

Fire Supervision administers the department; supervises all fire operations; plans for emergency operations, fire prevention programs, and in-service training; and directs public education and fire safety programs.

**PERFORMANCE OBJECTIVES**

1. Maintain the current disaster plan, and participate in community-wide exercises utilizing agencies other than City departments.
2. Evaluate record keeping procedures. Insure the maintenance of adequate departmental records to monitor performance, while eliminating forms and records no longer needed.
3. Develop training programs, both on the job and formal, that will allow employees seeking promotion to the officer level to meet selected guidelines of the National Fire Protection Association, and that will allow other employees to develop their skills to the extent they desire.
4. Return site review comments to Development Implementation within two days of receipt.
5. Maintain the Fire Department's positive image in the community by taking advantage of as many opportunities as possible to make presentations to groups, especially adults.
6. Finalize plans to provide fire response consistent with other fire department goals.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Newly-constructed or substantially renovated Commercial structures with automatic fire Suppression systems or early alarm systems	85%	100%	85%	100%
Building fires confined to room of origin	92%	99%	95%	99%

**SIGNIFICANT EXPENDITURE CHANGES**

Contractual Services increased \$9,982, primarily for utility expenditures for higher electric and natural gas costs.

City of Oak Ridge, Tennessee  
Activity Detail

921 Fire Supervision

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	142,320	143,968	143,751	144,194	226	.2
5131. Regular Overtime Pay	56	810	278	810	0	.0
5141. Social Security	10,739	11,075	10,933	11,093	18	.2
5150. Retirement	17,796	18,858	18,858	22,798	3,940	20.9
5160. Medical & Workers Comp	18,481	19,605	19,605	20,845	1,240	6.3
<b>Total Personal Services</b>	<b>189,392</b>	<b>194,316</b>	<b>193,425</b>	<b>199,740</b>	<b>5,424</b>	<b>2.8</b>
<b>Contractual Services</b>						
5201. Rents	247	0	450	450	450	.0
5206. Mailing & Delivery	0	60	60	60	0	.0
5207. Dues, Memberships & Sub.	764	440	440	440	0	.0
5210. Prof. & Contractual Ser.	1,357	313	313	313	0	.0
5212. Utility Services	8,022	2,600	12,100	12,100	9,500	365.4
5220. Training & Travel	658	1,875	1,875	1,875	0	.0
5236.13 Other Equipment Maint.	790	790	790	790	0	.0
5289. Vehicle/Equip Use Charge	6,859	7,355	7,355	7,387	32	.4
<b>Total Contractual Services</b>	<b>18,697</b>	<b>13,433</b>	<b>23,383</b>	<b>23,415</b>	<b>9,982</b>	<b>74.3</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	1,494	3,000	3,000	3,000	0	.0
5320. Books/Education Material	624	400	400	400	0	.0
<b>Total Commodities</b>	<b>2,118</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
<b>Total Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>210,207</b>	<b>211,149</b>	<b>220,208</b>	<b>226,555</b>	<b>15,406</b>	<b>7.3</b>
<b>Reduction of Costs</b>						
<b>TOTAL NET EXPENDITURES</b>	<b>210,207</b>	<b>211,149</b>	<b>220,208</b>	<b>226,555</b>	<b>15,406</b>	<b>7.3</b>

CITY OF OAK RIDGE			
<b>FUND</b> General	<b>DEPARTMENT</b> Fire	<b>ACTIVITY</b> Fire Prevention	<b>NUMBER</b> 922

**ACTIVITY DESCRIPTION**

This activity, under the direction of the Deputy Chief-Fire Prevention, performs functions intended to prevent fires through the abatement of potential fire causes. Abatement activities include review of site and building plans for new commercial construction and initial compliance inspections for Certificate of Occupancy permits. In addition to these duties, this activity is responsible for investigating fire code violations and complaints, for performing code compliance inspections and surveys that are conducted by firefighting personnel, and for conducting fire safety education efforts such as lectures and press releases. This activity also investigates and prepares reports on all fire incidents. Suspicious fires are physically investigated, and through this office information and evidence are gathered in support of a police investigation.

**PERFORMANCE OBJECTIVES**

1. Conduct fire prevention surveys of all commercial property on an annual basis. Some specific occupancies are surveyed on a semi-annual basis.
2. Ensure compliance with fire protection standards for commercial development by reviewing construction plans within seven days and by monitoring the Certificate of Occupancy program.
3. Use an aggressive public fire safety education program to reduce the number of residential fires in the top "Ignition Factor" category by 25 percent and increase attendance at fire safety education presentations.
4. Reduce fires resulting from intentional causes by thoroughly and accurately identifying all occurrences of incendiary fires through the development of a fire investigation program, and increase the number of arson cases successfully closed.
5. Assure the installation of appropriate fire detection and suppression systems in all new and substantially renovated properties through the plans review and inspection processes.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Commercial fire prevention surveys conducted annually	993	1,000	1,200	1,000
Violations reported by department inspection	520	1,000	1,500	1,000
Construction plans reviewed within 7 days	97%	100%	98%	100%
Attendance at presentations	11,000	8,500	10,000	10,000
Residential fires from "electrical causes"	5	5	4	5

**SIGNIFICANT EXPENDITURE CHANGES**

Contractual Services increased \$2,040, primarily for utility expenditures for higher electric and natural gas costs.

City of Oak Ridge, Tennessee  
Activity Detail

922 Fire Prevention

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	76,888	77,660	77,738	77,668	8	.0
5141. Social Security	5,783	5,941	5,912	5,942	1	.0
5150. Retirement	9,612	10,011	10,011	12,102	2,091	20.9
5160. Medical & Workers Comp	9,244	9,820	9,820	10,440	620	6.3
<b>Total Personal Services</b>	<b>101,527</b>	<b>103,432</b>	<b>103,481</b>	<b>106,152</b>	<b>2,720</b>	<b>2.6</b>
<b>Contractual Services</b>						
5205. Printing & Dup. Charges	392	1,200	1,200	1,200	0	.0
5206. Mailing & Delivery	0	200	0	0	200-	100.0-
5207. Dues, Memberships & Sub.	1,103	565	1,077	1,077	512	90.6
5210. Prof. & Contractual Ser.	0	312	0	0	312-	100.0-
5212. Utility Services	3,761	1,300	3,000	3,000	1,700	130.8
5220. Training & Travel	2,662	3,237	3,237	3,237	0	.0
5236.13 Other Equipment Maint.	645	645	645	645	0	.0
5289. Vehicle/Equip Use Charge	7,256	6,739	6,739	7,079	340	5.0
<b>Total Contractual Services</b>	<b>15,819</b>	<b>14,198</b>	<b>15,898</b>	<b>16,238</b>	<b>2,040</b>	<b>14.4</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	11,290	7,500	7,500	7,500	0	.0
5320. Books/Education Material	1,911	2,000	2,000	2,000	0	.0
5325. Uniforms/Safety Equip.	74	250	250	250	0	.0
<b>Total Commodities</b>	<b>13,275</b>	<b>9,750</b>	<b>9,750</b>	<b>9,750</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
<b>Total Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>130,621</b>	<b>127,380</b>	<b>129,129</b>	<b>132,140</b>	<b>4,760</b>	<b>3.7</b>
<b>Reduction of Costs</b>						
<b>TOTAL NET EXPENDITURES</b>	<b>130,621</b>	<b>127,380</b>	<b>129,129</b>	<b>132,140</b>	<b>4,760</b>	<b>3.7</b>

CITY OF OAK RIDGE			
<b>FUND</b> General	<b>DEPARTMENT</b> Fire	<b>ACTIVITY</b> Fire Fighting	<b>NUMBER</b> 923

**ACTIVITY DESCRIPTION**

Under the direction of the Fire Chief, this activity includes the trained on-duty fire fighting staff and equipment necessary to provide a range of services to respond to fires, accidents, or natural disasters; to reduce the frequency and severity of fires through fire prevention activities; and to prevent neighborhood deterioration through voluntary inspections and community education. Additional activities include commercial inspections, fire fighting pre-planning, residential safety inspections, and hydrant inspection and maintenance.

**PERFORMANCE OBJECTIVES**

1. Confine all fires to the damage level existing at the arrival time of fire suppression units.
2. Maintain fire suppression performance levels that exceed national standards.
3. Maintain fire fighting training levels that exceed national standards.
4. Conduct routine preventive maintenance on City fire hydrants in the most cost effective manner, permanently identify with current color codings (NFPA standards), and flow test all hydrants to determine capacity on a three year schedule.
5. Identify all locations within the City where regulatory quantities of hazardous materials are located and prepare pre-incident plans to control fires and/or spills for these locations. Update one-third of the pre-incident plans annually.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Average response time	4.13 mins.	4.0 mins.	4.2 mins.	4.0mins.
Average control time	4.0 mins.	4.0 mins.	4.0 mins.	4.0mins.
Fires contained to the damage level on				
Arrival of first fire unit	93%	100%	95%	100%
Employees certified at NFPA Fire Fighter II	33	70	70	70
Fire hydrants maintained annually	2,550	2,500	2,550	2,500

**SIGNIFICANT EXPENDITURE CHANGES**

Vehicle and equipment use charges increased \$16,765. Equipment use charges on vehicles fund the future replacement of the vehicle and actual operating costs.

City of Oak Ridge, Tennessee  
Activity Detail

923 Firefighting

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	1,740,641	1,890,888	1,736,954	1,840,901	49,987-	2.6-
5131. Regular Overtime Pay	474,847	400,000	489,430	400,000	0	.0
5141. Social Security	162,785	175,253	161,481	171,463	3,790-	2.2-
5150. Retirement	282,732	299,009	299,009	353,817	54,808	18.3
5160. Medical & Workers Comp	380,164	406,407	406,407	432,447	26,040	6.4
<b>Total Personal Services</b>	<b>3,041,169</b>	<b>3,171,557</b>	<b>3,093,281</b>	<b>3,198,628</b>	<b>27,071</b>	<b>.9</b>
<b>Contractual Services</b>						
5205. Printing & Dup. Charges	347	0	0	0	0	.0
5207. Dues, Memberships & Sub.	314	460	2,500	460	0	.0
5210. Prof. & Contractual Ser.	16,207	16,980	16,980	17,420	440	2.6
5212. Utility Services	60,699	61,870	63,720	63,720	1,850	3.0
5220. Training & Travel	56,020	40,000	40,000	40,000	0	.0
5235. Repair & Maintenance	29,517	0	17,000	0	0	.0
5236.13 Other Equipment Maint.	1,573	1,345	1,345	1,345	0	.0
5289. Vehicle/Equip Use Charge	285,673	311,617	311,617	328,382	16,765	5.4
<b>Total Contractual Services</b>	<b>450,350</b>	<b>432,272</b>	<b>453,162</b>	<b>451,327</b>	<b>19,055</b>	<b>4.4</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	88,905	60,000	85,000	60,000	0	.0
5320. Books/Education Material	2,418	6,500	3,000	6,500	0	.0
5325. Uniforms/Safety Equip.	26,591	17,920	25,000	17,920	0	.0
<b>Total Commodities</b>	<b>117,914</b>	<b>84,420</b>	<b>113,000</b>	<b>84,420</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	37,430	46,510	46,510	46,510	0	.0
<b>Total Other Charges</b>	<b>37,430</b>	<b>46,510</b>	<b>46,510</b>	<b>46,510</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>3,646,863</b>	<b>3,734,759</b>	<b>3,705,953</b>	<b>3,780,885</b>	<b>46,126</b>	<b>1.2</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	21,000-	0	0	0	0	.0
<b>TOTAL NET EXPENDITURES</b>	<b>3,625,863</b>	<b>3,734,759</b>	<b>3,705,953</b>	<b>3,780,885</b>	<b>46,126</b>	<b>1.2</b>

CITY OF OAK RIDGE			
<b>FUND</b> General	<b>DEPARTMENT</b> Fire	<b>ACTIVITY</b> Fire Stations	<b>NUMBER</b> 924

**ACTIVITY DESCRIPTION**

Building maintenance and operation of the three fire stations listed below are charged to this activity:

Station No. 1 - 2097 Oak Ridge Turnpike (West End)  
 Station No. 2 - 609 Oak Ridge Turnpike (East End)  
 Station No. 3 - 333 Tuskegee Drive  
 Station No. 4 - East Tennessee Technology Park

**PERFORMANCE OBJECTIVES**

1. Maintain average energy consumption at fire stations at FY 1994 levels.
2. Maintain an accident-free environment for the fire station activities.
3. Maximize cost effectiveness in application of materials, equipment and supplies related to site use and maintenance.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Energy Consumption: KW hours of electricity used	276,149	330,000	315,000	330,000

**SIGNIFICANT EXPENDITURE CHANGES**

The budget for Contractual Services increased by \$1,562 reflect higher actual utility and maintenance costs for the fire stations.

City of Oak Ridge, Tennessee  
Activity Detail

924 Fire Stations

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
Total Personal Services	0	0	0	0	0	.0
<b>Contractual Services</b>						
5201. Rents	460	370	485	485	115	31.1
5207. Dues, Memberships & Sub.	0	1,101	0	0	1,101-	100.0-
5210. Prof. & Contractual Ser.	0	535	535	535	0	.0
5212. Utility Services	54,605	62,740	53,610	64,070	1,330	2.1
5235. Repair & Maintenance	21,307	21,640	25,280	22,741	1,101	5.1
5236.13 Other Equipment Maint.	2,070	2,070	2,070	2,070	0	.0
5289. Vehicle/Equip Use Charge	1,614	1,742	1,742	1,859	117	6.7
Total Contractual Services	80,056	90,198	83,722	91,760	1,562	1.7
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	16,165	21,090	21,090	21,090	0	.0
Total Commodities	16,165	21,090	21,090	21,090	0	.0
<b>Other Charges</b>						
5410. Liability Insurance	5,030	1,950	1,950	1,950	0	.0
Total Other Charges	5,030	1,950	1,950	1,950	0	.0
<b>Capital Expenditures</b>						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	101,251	113,238	106,762	114,800	1,562	1.4
<b>Reduction of Costs</b>						
TOTAL NET EXPENDITURES	101,251	113,238	106,762	114,800	1,562	1.4

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Fire	Fire Specialists	925

**ACTIVITY DESCRIPTION**

Fire Specialists are off-duty Fire Fighters on stand-by. Upon receiving notice of an alarm, they respond directly to the scene of a structural fire in order to supplement on duty Fire Fighters arriving from the fire stations. Fire Specialists are on call on a regularly scheduled basis and are equipped with a radio pager, fire fighting gear, and a City vehicle.

**PERFORMANCE OBJECTIVES**

1. 100% response of Specialists on stand-by to all structural fires.
2. Staff four specialists per day.

**PROGRAM COMMENTS**

Fire Specialists are compensated at both a standby rate, which is fixed annually, and a per-call rate. Job classification, pay step and uniform rank determine the per-call rate. In order to comply with Fair Labor Standards Act (FLSA), all nonexempt City employees performing as Fire Specialists are compensated at the overtime rate associated with their regular job when those hours are served in addition to their basic workweek.

The Personal Services total represents the average overtime rate for those employees currently enrolled in the program that are in pay classifications 1 through 9, using a minimum of four responses daily as basic compensation in place of standby pay.

The Fire Specialist Program remains cost effective in that the cost of providing fire suppression services through the more traditional method of adding personnel to the on-duty strength of fire units would cost approximately \$445,000 rather than \$175,000 annually. This would result in the addition of four Fire Fighters (a number equal to the number of Fire Specialists on-duty each day of the year) to each of the department's three duty shifts, for a total of twelve fire fighters.

**SIGNIFICANT EXPENDITURES**

There are no significant expenditures changes in this activity for fiscal 2011.

City of Oak Ridge, Tennessee  
Activity Detail

925 Fire Specialists

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	39,323	55,000	31,349	55,000	0	.0
5131. Regular Overtime Pay	19,709	35,000	19,891	35,000	0	.0
5141. Social Security	4,511	6,885	3,355	6,885	0	.0
5150. Retirement	11,256	11,988	11,988	14,490	2,502	20.9
<b>Total Personal Services</b>	<b>74,799</b>	<b>108,873</b>	<b>66,583</b>	<b>111,375</b>	<b>2,502</b>	<b>2.3</b>
<b>Contractual Services</b>						
5210. Prof. & Contractual Ser.	0	1,875	1,875	1,875	0	.0
5289. Vehicle/Equip Use Charge	20,762	23,110	23,110	23,191	81	.4
<b>Total Contractual Services</b>	<b>20,762</b>	<b>24,985</b>	<b>24,985</b>	<b>25,066</b>	<b>81</b>	<b>.3</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	30	420	420	420	0	.0
5325. Uniforms/Safety Equip.	0	2,810	2,810	2,810	0	.0
<b>Total Commodities</b>	<b>30</b>	<b>3,230</b>	<b>3,230</b>	<b>3,230</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	3,560	3,663	3,663	3,663	0	.0
<b>Total Other Charges</b>	<b>3,560</b>	<b>3,663</b>	<b>3,663</b>	<b>3,663</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>99,151</b>	<b>140,751</b>	<b>98,461</b>	<b>143,334</b>	<b>2,583</b>	<b>1.8</b>
<b>Reduction of Costs</b>						
<b>TOTAL NET EXPENDITURES</b>	<b>99,151</b>	<b>140,751</b>	<b>98,461</b>	<b>143,334</b>	<b>2,583</b>	<b>1.8</b>



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Public Works

## **PUBLIC WORKS DEPARTMENT**

The Public Works Department is responsible for maintaining City-owned streets and rights-of-way, water and wastewater treatment plants, water distribution system, wastewater collection system, City and School vehicles and equipment, City-owned buildings and Solid Waste contractual services for residential refuse collection.

The Department consists of 94 employees and seven divisions including Supervision/Administration, Engineering, Wastewater Treatment, Water Treatment, West End Waterworks, Equipment and Fleet Maintenance, and Work Pool. The activities and functions performed by the Department are included in the General Fund, Waterworks Fund, State Street Aid Fund, Equipment Replacement Rental Fund and Solid Waste Fund. The Department serves as the City staff representative to the Traffic Safety Advisory Board and also prepares and administers the Solid Waste Collection Contract.

The Engineering Division consists of 4 employees and is responsible for reviewing all sub-division and development plans proposed for construction within the city. This division is also responsible for performing site inspections to verify that utilities and roadways proposed for dedication to the City are properly installed or constructed to City specifications. Employees of this division are also responsible for revising and updating as-built plans and maps of the water, wastewater and storm drainage systems.

The Equipment and Fleet Maintenance Division of Public Works is composed of 8 employees and is responsible for maintaining the City's entire fleet of vehicles and equipment which includes 58 sedans, 64 pickup trucks, 43 SUV's, 77 heavy duty trucks and 19 fire vehicles, and other various light and heavy equipment.

The Work Pool Division consists of 40 employees assigned to one of several primary work crews responsible for Water Distribution System Maintenance; Wastewater Collection System Maintenance and Rehabilitation; Water and Wastewater Treatment Plant Maintenance; Roads, Streets and Drainage Maintenance; and Buildings and Facilities Maintenance. Employee crew assignments are flexible in order to allow for shifting of workers to various crews as necessary to satisfy large project demands or deadlines. The Work Pool is responsible for maintaining all City-owned buildings, including the Municipal Building and Central Service Center Complex along with other City facilities upon departmental requests. Maintenance of the water distribution and wastewater collection systems performed by the Work Pool Division involves maintaining approximately 242.1 miles of water main piping, 260.1 miles of wastewater collection mains, 2,845 fire hydrants, 5,269 main valves, 9,040 service laterals, 12,858 water meters, four elevated water storage tanks, two in-ground reservoirs, 11 water pumping stations, 6,299 manholes and 76 main pressure reducing valves.

The Public Works Department operates the water and wastewater treatment facilities with a staff of 33. The main 6.0 MGD wastewater treatment plant serves most of the city and one small treatment plant that serves the Clinch River Industrial Park. A new .6 MGD wastewater treatment plant has just been completed to serve the west end of Oak Ridge.

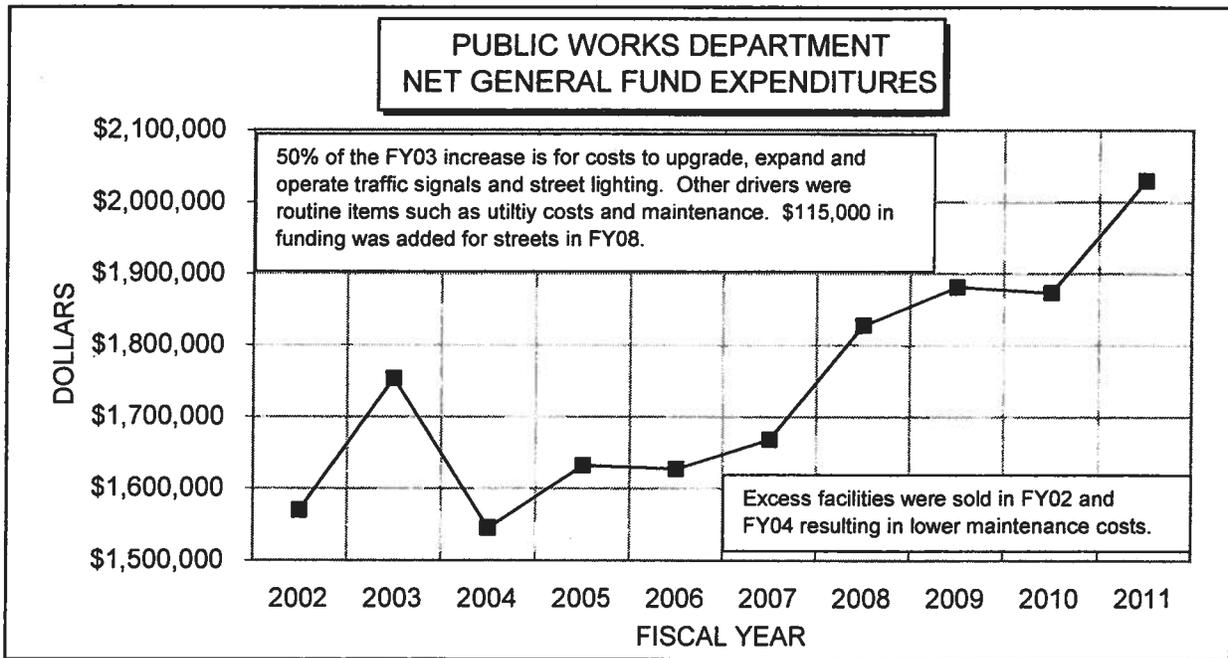
The Department is also responsible for maintaining approximately 227.9 miles of streets and 100 miles of sidewalk, including mowing on street rights-of-ways, maintaining flow of storm drainage ditches, providing an annual leaf pick-up program and an annual brush and rubbish pick-up program.

In addition to the collection system piping, the Work Pool maintains approximately 6,299 manholes. The Wastewater Treatment Plant maintenance staff maintains 42 wastewater-pumping stations, two raw water intake pump stations and a raw water booster pumping station. During fiscal 2009, the treatment plant treated approximately 1.59 billion gallons of wastewater received from both the city and the US Department of Energy's (DOE) Y-12 Facility. In fiscal year 1995, the Department initiated a multi-year program that is still ongoing to rehabilitate the collection system.

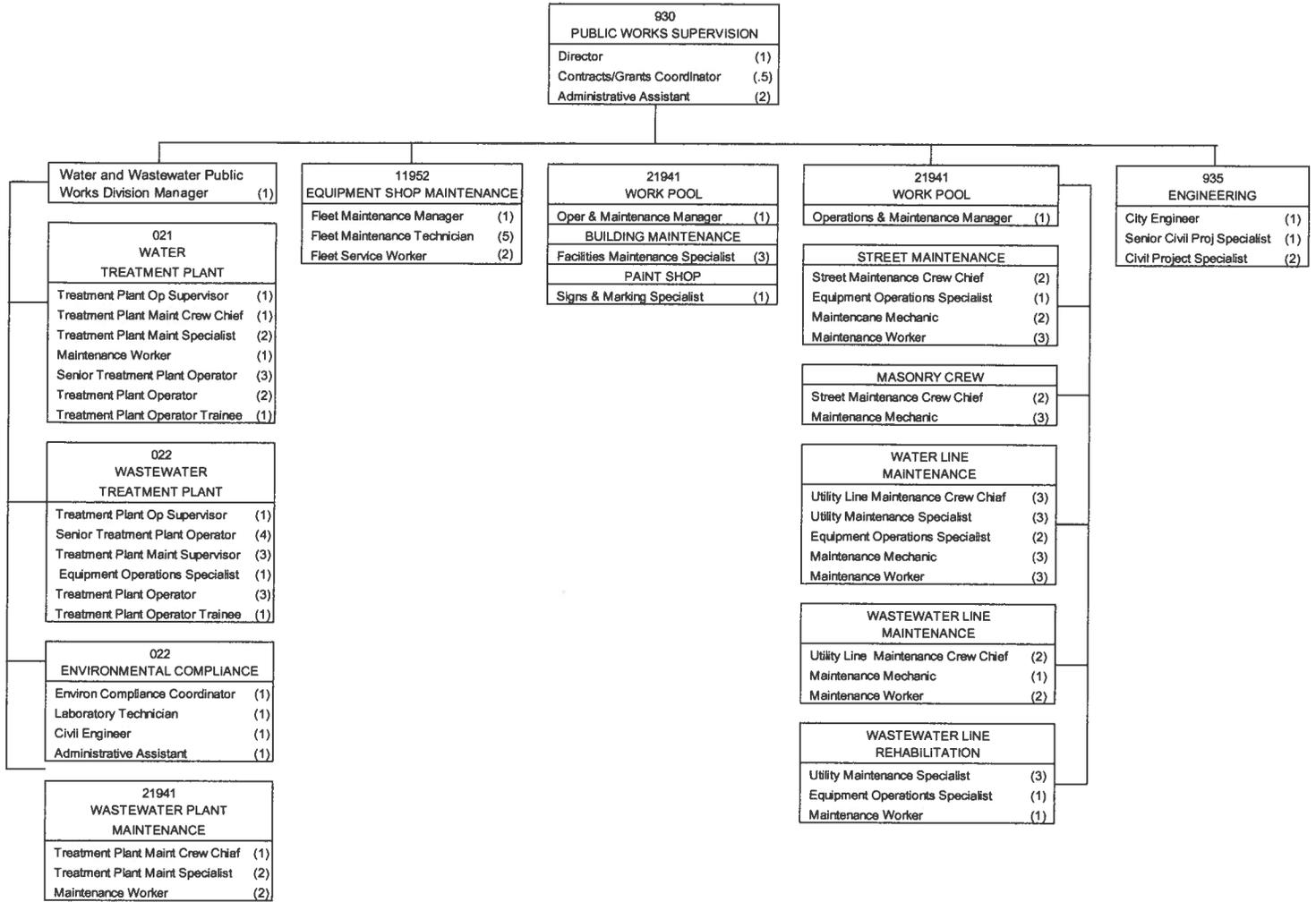
PUBLIC WORKS DEPARTMENT	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs 10	% CHANGE
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GENERAL FUND

930 Supervision	76,162	97,442	86,336	88,552	(8,890)	-9.1
935 Engineering	127,315	133,142	118,555	138,309	5,167	3.9
942 State Highway Maintenance	42,311	60,299	60,299	61,709	1,410	2.3
943 General Maintenance	337,986	371,218	370,533	375,433	4,215	1.1
946 Central Service Center	134,446	129,719	122,871	130,790	1,071	0.8
948 Municipal Building	138,333	154,775	137,609	154,946	171	0.1
953 Traffic Control and Lights	<u>1,025,009</u>	<u>1,047,300</u>	<u>977,200</u>	<u>1,080,000</u>	<u>32,700</u>	<u>3.1</u>
Total Public Works	<u>1,881,562</u>	<u>1,993,895</u>	<u>1,873,403</u>	<u>2,029,739</u>	<u>35,844</u>	<u>1.8</u>



# PUBLIC WORKS DEPARTMENT



<b>CITY OF OAK RIDGE</b>			
<b>FUND</b>	<b>DEPARTMENT</b>	<b>ACTIVITY</b>	<b>NUMBER</b>
General	Public Works	Supervision	930

**ACTIVITY DESCRIPTION**

The Public Works Department is responsible for the maintenance of City streets, water distribution system, wastewater collection system, treatment plants, and City-owned buildings; for the construction of and improvements to these facilities; and for maintenance, service and repair of all City and School automotive vehicles, heavy equipment and stationary equipment.

The goals of this activity are to ensure the provision of an acceptable level of physical services, to provide general supervision of Public Works programs, to ensure implementation of these programs through effective and efficient management and to coordinate extraordinary maintenance improvements to the City's physical assets.

**PERFORMANCE OBJECTIVES**

1. Continue rehabilitation activities for reducing inflow and infiltration from entering the wastewater collection system.
2. Continue efforts toward reducing unaccounted for water with continuation of meter replacement, meter downsizing and distribution system leak detection programs.
3. Continue efforts to improve overall condition and appearance of City streets, sidewalks and right-of-ways.
4. Coordinate operation of water and wastewater treatment plants to meet all state and federal requirements.

**SIGNIFICANT EXPENDITURE CHANGES**

The reduction in Salaries and Benefits reflects the allocation of half of an employee for economic development functions. Half of this position's salaries and benefits are charged to the Economic Diversification Fund.

A portion of the costs of this activity is distributed to the utility funds and the State Street Aid Fund due to involvement in the operation of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

930 Public Works Supervision

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	243,451	246,289	206,168	215,305	30,984-	12.6-
5131. Regular Overtime Pay	2,813	850	2,847	850	0	.0
5141. Social Security	17,802	18,906	14,958	16,536	2,370-	12.5-
5150. Retirement	30,744	31,973	31,973	33,593	1,620	5.1
5160. Medical & Workers Comp	36,989	40,588	40,588	38,068	2,520-	6.2-
<b>Total Personal Services</b>	<b>331,799</b>	<b>338,606</b>	<b>296,534</b>	<b>304,352</b>	<b>34,254-</b>	<b>10.1-</b>
<b>Contractual Services</b>						
5201. Rents	0	64	64	64	0	.0
5207. Dues, Memberships & Sub.	271	750	750	750	0	.0
5212. Utility Services	3,209	2,560	3,500	3,500	940	36.7
5220. Training & Travel	362	4,000	4,000	4,000	0	.0
5236.13 Other Equipment Maint.	1,725	1,725	1,725	1,725	0	.0
5289. Vehicle/Equip Use Charge	9,808	10,740	10,740	11,132	392	3.6
<b>Total Contractual Services</b>	<b>15,375</b>	<b>19,839</b>	<b>20,779</b>	<b>21,171</b>	<b>1,332</b>	<b>6.7</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	1,595	2,100	2,100	2,100	0	.0
5320. Books/Education Material	193	200	200	200	0	.0
5325. Uniforms/Safety Equip.	142	150	150	150	0	.0
<b>Total Commodities</b>	<b>1,930</b>	<b>2,450</b>	<b>2,450</b>	<b>2,450</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
<b>Total Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>349,104</b>	<b>360,895</b>	<b>319,763</b>	<b>327,973</b>	<b>32,922-</b>	<b>9.1-</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	18,096-	0	0	0	0	.0
5670. Recovered from Funds	254,845-	263,453-	233,427-	239,421-	24,032	9.1-
<b>TOTAL NET EXPENDITURES</b>	<b>76,163</b>	<b>97,442</b>	<b>86,336</b>	<b>88,552</b>	<b>8,890-</b>	<b>9.1-</b>

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Public Works	Engineering	935

#### ACTIVITY DESCRIPTION

The Engineering activity oversees the design and construction of various municipal infrastructure and utility improvements within the City. These include capital projects initiated by the City and portions of projects built for City ownership by private developers. The activity provides three major services: (1) Design - including surveying, preparing and/or reviewing construction plans and specifications, estimating costs, monitoring City construction contracts and updating maps and records; (2) Development Review - reviewing preliminary and final subdivision plats, inspecting water, sewer, street and drainage construction within private developments and reviewing construction plans for commercial/industrial projects; and (3) Traffic Engineering - conducting traffic counts and analyzing the performance of the traffic circulation system, conducting and reviewing traffic impact studies and recommending improvements to signals and streets.

The goal is to obtain infrastructure and utility improvements into City ownership, which meet established engineering standards and code requirements and serve the community effectively, efficiently and safely.

#### PERFORMANCE OBJECTIVES

1. Inspect all projects in a timely manner in order to insure proper construction.
2. Respond to the development review process to ensure quality infrastructure improvements while minimizing time delays for the developer.
3. Complete the review of subdivision plans within one week.
4. Complete the review of plans for issuance of commercial/industrial grading permits within one week.
5. Provide current information obtained from new plats and as-built infrastructure drawings onto City permanent record drawings.
6. Complete roadway and intersection analysis and respond within eight weeks.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Daily inspection of major construction	95%	95%	95%	95%
Weekly inspection of projects during minor Construction	95%	95%	95%	95%
Project plans reviewed within one week	90%	90%	90%	90%
Subdivision plans reviewed within one week	90%	90%	90%	90%
Completion of City record drawings	90%	95%	90%	95%
Traffic analysis within eight weeks	80%	80%	80%	80%

#### SIGNIFICANT EXPENDITURE CHANGES

There were significant expenditure changes for this activity in fiscal 2011.

A portion of the costs of this activity is distributed to the State Street Aid Fund and the utility funds due to the involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

935 Engineering

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	241,050	243,772	207,872	248,298	4,526	1.9
5131. Regular Overtime Pay	545	2,500	400	2,500	0	.0
5141. Social Security	17,651	18,840	15,324	19,186	346	1.8
5150. Retirement	30,204	31,685	31,685	38,978	7,293	23.0
5160. Medical & Workers Comp	36,819	38,975	38,975	41,455	2,480	6.4
<b>Total Personal Services</b>	<b>326,269</b>	<b>335,772</b>	<b>294,256</b>	<b>350,417</b>	<b>14,645</b>	<b>4.4</b>
<b>Contractual Services</b>						
5205. Printing & Dup. Charges	0	275	0	0	275-	100.0-
5206. Mailing & Delivery	0	150	0	0	150-	100.0-
5207. Dues, Memberships & Sub.	2,080	880	1,305	1,305	425	48.3
5210. Prof. & Contractual Ser.	2,467	6,500	6,500	6,500	0	.0
5211. Advertising & Publicity	0	250	250	250	0	.0
5212. Utility Services	3,020	3,360	3,200	3,360	0	.0
5220. Training & Travel	1,866	2,500	2,500	2,500	0	.0
5235. Repair & Maintenance	49	0	0	0	0	.0
5236.13 Other Equipment Maint.	1,380	1,610	1,610	1,610	0	.0
5289. Vehicle/Equip Use Charge	19,381	21,616	21,616	21,732	116	.5
<b>Total Contractual Services</b>	<b>30,243</b>	<b>37,141</b>	<b>36,981</b>	<b>37,257</b>	<b>116</b>	<b>.3</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	2,909	3,380	3,380	3,380	0	.0
5325. Uniforms/Safety Equip.	776	450	450	450	0	.0
<b>Total Commodities</b>	<b>3,685</b>	<b>3,830</b>	<b>3,830</b>	<b>3,830</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	3,560	3,663	3,663	3,663	0	.0
<b>Total Other Charges</b>	<b>3,560</b>	<b>3,663</b>	<b>3,663</b>	<b>3,663</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>363,757</b>	<b>380,406</b>	<b>338,730</b>	<b>395,167</b>	<b>14,761</b>	<b>3.9</b>
<b>Reduction of Costs</b>						
5670. Recovered from Funds	236,442-	247,264-	220,175-	256,858-	9,594-	3.9
<b>TOTAL NET EXPENDITURES</b>	<b>127,315</b>	<b>133,142</b>	<b>118,555</b>	<b>138,309</b>	<b>5,167</b>	<b>3.9</b>

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Public Works	State Highway Maintenance	942

#### ACTIVITY DESCRIPTION

This activity accounts for the maintenance of those portions of State Highway 62 (Illinois Avenue) and Highway 170 (Edgemoor Road) located within the city limits of Oak Ridge, and Highway 95 (Oak Ridge Turnpike) from the 95/61 split to the end of Wisconsin Ave.

The Tennessee Department of Transportation has a \$131,547 contract with the City of Oak Ridge for repairing the pavement, painting center and edge lines, street sweeping, snow and ice removal, and mowing median strips of State Highways. The State reimburses the City based on actual expenditures for maintaining state highways, within set maximum reimbursement amounts for each type of maintenance covered by the contract. The additional cost for rights-of-way mowing of these routes, which is not covered by the contract, is also budgeted in this activity.

If weather permits, State highways are swept by mechanical sweepers at least five times per year. Mowing of median strips and rights-of-way in the center of town is performed six times per year between March 15 and November 15. During the mowing season, the mowing contractor is responsible for litter pickup as the right-of-way is mowed. During the balance of the year, litter pickup is performed by a contractor on a monthly basis.

#### PERFORMANCE OBJECTIVES

1. Maintain 826,708 square yards of pavement at a cost of fifteen cents per square yard.
2. Mow 14.84 acres six times between March 15 and November 15.
3. Perform mechanical sweeping of state highways.
4. Litter pick-up on 3.39 miles of roadway twelve times per year.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
State Highways 62, 95 and 170:				
Square yards	826,708	826,708	826,708	826,708
Maintenance (hours)	230	800	500	500
Mowing R-O-W's (acres)	14.84	14.84	14.84	14.84

#### SIGNIFICANT EXPENDITURE CHANGES

There are no significant expenditure changes for this activity in fiscal 2011.

City of Oak Ridge, Tennessee  
Activity Detail

942 State Highway Maintenance

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
Total Personal Services	0	0	0	0	0	.0
<b>Contractual Services</b>						
5210. Prof. & Contractual Ser.	88,647	12,000	12,000	12,000	0	.0
5210.203 Mowing Contract	50,578	68,000	68,000	68,970	970	1.4
5236.15 Street Sweeping	15,714	15,900	15,900	16,340	440	2.8
5235. Repair & Maintenance	17,721	87,679	87,679	87,679	0	.0
Total Contractual Services	172,660	183,579	183,579	184,989	1,410	.8
<b>Commodities</b>						
Total Commodities	0	0	0	0	0	.0
<b>Other Charges</b>						
Total Other Charges	0	0	0	0	0	.0
<b>Capital Expenditures</b>						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	172,660	183,579	183,579	184,989	1,410	.8
<b>Reduction of Costs</b>						
5610. Recovered from Users	130,348-	123,280-	123,280-	123,280-	0	.0
TOTAL NET EXPENDITURES	42,312	60,299	60,299	61,709	1,410	2.3

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Public Works	General Maintenance	943

#### ACTIVITY DESCRIPTION

This activity provides for maintenance of the following functions: storm drainage ditches; street cleaning; litter removal; mowing of street rights-of-way and other areas; city-wide cleanup; cemetery maintenance; and miscellaneous building maintenance.

In addition to cleaning City streets, the City-owned Jackson Square and Grove Center parking lots are also maintained in order to present a neat and orderly appearance. Litter removal is performed by a private contractor for the months of November through March, with City crews providing assistance as required. Mowing includes 162 acres of street rights-of-way and other small parcels. Cemetery maintenance is provided to ten small cemeteries located throughout the City.

Formerly cared for by the Atomic Energy Commission, the cemeteries were transferred to the City upon incorporation. Minor building maintenance is performed on the Marina and the old Fire Alarm Building, which houses the Anderson County Ambulance Service.

#### PERFORMANCE OBJECTIVES

1. Maintain 12.4 miles of storm drains without a major flooding incident attributable to maintenance.
2. Perform 210 miles of sweeping on City Streets.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Storm drains – miles	12.4	12.4	12.4	12.4
Maintenance – hours	1500	2,000	2,500	2,500

#### SIGNIFICANT EXPENDITURE CHANGES

Funding for mowing, leaf and litter pick-up and street sweeping increased \$4,215. These services are performed under contacts with private vendors. Costs for routine maintenance remains virtually flat for FY11.

City of Oak Ridge, Tennessee  
Activity Detail

943 General Maintenance

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
Total Personal Services	0	0	0	0	0	.0
<b>Contractual Services</b>						
5210. Prof. & Contractual Ser.	106,435	115,000	115,000	115,890	890	.8
5210.203 Mowing Contract	124,322	130,000	130,000	130,000	0	.0
5210.205 Litter Contract	14,845	15,850	15,850	18,700	2,850	18.0
5236.15 Street Sweeping	4,676	4,700	4,700	4,830	130	2.8
5212. Utility Services	6,402	6,910	6,225	7,255	345	5.0
5235. Repair & Maintenance	72,839	98,160	98,160	98,160	0	.0
Total Contractual Services	329,519	370,620	369,935	374,835	4,215	1.1
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	8,377	100	100	100	0	.0
Total Commodities	8,377	100	100	100	0	.0
<b>Other Charges</b>						
5410. Liability Insurance	90	498	498	498	0	.0
Total Other Charges	90	498	498	498	0	.0
<b>Capital Expenditures</b>						
Total Capital Expenditures	0	0	0	0	0	.0
<b>TOTAL GROSS EXPENDITURES</b>	<b>337,986</b>	<b>371,218</b>	<b>370,533</b>	<b>375,433</b>	<b>4,215</b>	<b>1.1</b>
<b>Reduction of Costs</b>						
<b>TOTAL NET EXPENDITURES</b>	<b>337,986</b>	<b>371,218</b>	<b>370,533</b>	<b>375,433</b>	<b>4,215</b>	<b>1.1</b>

<b>CITY OF OAK RIDGE</b>			
<b>FUND</b>	<b>DEPARTMENT</b>	<b>ACTIVITY</b>	<b>NUMBER</b>
General	Public Works	Central Service Complex	946

**ACTIVITY DESCRIPTION**

This activity includes maintenance and operation of the Central Services Center Complex located at 100 Woodbury Lane. The Complex houses Public Works Supervision, Equipment Shop, Work Pool, Parks activities, Electrical Department, Finance and the Schools' maintenance shop and bus dispatching office.

**PERFORMANCE OBJECTIVES**

Maintain and operate 177,000 square feet of building space at a cost of \$3.08 per square-foot.

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY 2009</b>	<b>BUDGET FY 2010</b>	<b>PROJECTED FY 2010</b>	<b>BUDGET FY 2011</b>
Square feet maintained	177,000	177,000	177,000	177,000
Cost per square-foot	\$3.16	\$3.06	\$2.89	\$3.08

**SIGNIFICANT EXPENDITURE CHANGES**

Budgeted funding for Contractual Services increased less than 1% at \$4,465 for higher utility costs, contracted custodial services and small equipment rentals.

A portion of the costs of this activity is distributed to the utility funds and the State Street Aid Fund due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

946 Central Service Center

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
Total Personal Services	0	0	0	0	0	.0
<b>Contractual Services</b>						
5201. Rents	6,073	5,300	6,500	6,500	1,200	22.6
5210. Prof. & Contractual Ser.	5,394	5,000	5,000	5,000	0	.0
5210.202 Custodial Contract	52,256	56,080	56,080	57,185	1,105	2.0
5210.203 Mowing Contract	4,153	4,150	4,150	4,230	80	1.9
5212. Utility Services	279,621	319,310	254,300	321,390	2,080	.7
5235. Repair & Maintenance	153,243	129,720	140,000	129,720	0	.0
5236.13 Other Equipment Maint.	3,629	3,800	3,800	3,800	0	.0
Total Contractual Services	504,369	523,360	469,830	527,825	4,465	.9
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	3,501	2,000	2,000	2,000	0	.0
Total Commodities	3,501	2,000	2,000	2,000	0	.0
<b>Other Charges</b>						
5410. Liability Insurance	27,390	15,136	15,136	15,136	0	.0
Total Other Charges	27,390	15,136	15,136	15,136	0	.0
<b>Capital Expenditures</b>						
5540 Machinery & Equipment	24,934	0	25,000	0	0	.0
Total Capital Expenditures	24,934	0	25,000	0	0	.0
TOTAL GROSS EXPENDITURES	560,194	540,496	511,966	544,961	4,465	.8
<b>Reduction of Costs</b>						
5670. Recovered from Funds	425,748-	410,777-	389,095-	414,171-	3,394-	.8
TOTAL NET EXPENDITURES	134,446	129,719	122,871	130,790	1,071	.8

CITY OF OAK RIDGE			
<b>FUND</b> General	<b>DEPARTMENT</b> Public Works	<b>ACTIVITY</b> Municipal Building	<b>NUMBER</b> 948

**ACTIVITY DESCRIPTION**

This activity includes expenses involved in the operation of the Municipal Building such as utilities, custodial services, motor pool, maintenance of the heating and air conditioning system, plumbing and electrical repairs and other building maintenance.

**PERFORMANCE OBJECTIVES**

Maintain 35,652 square feet of building space at a cost of \$6.40 per square-foot.

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY 2009</b>	<b>BUDGET FY 2010</b>	<b>PROJECTED FY 2010</b>	<b>BUDGET FY 2011</b>
Building maintenance, cost per square-foot	\$5.69	\$6.39	\$5.68	\$6.40

**SIGNIFICANT EXPENDITURE CHANGES**

There were no significant expenditure changes for this activity in fiscal 2011.

A portion of the costs of this activity is distributed to the utility funds due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

948 Municipal Building

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
Total Personal Services	0	0	0	0	0	.0
<b>Contractual Services</b>						
5210. Prof. & Contractual Ser.	3,269	1,685	1,685	4,055	2,370	140.7
5210.202 Custodial Contract	35,770	40,110	40,110	40,940	830	2.1
5210.203 Mowing Contract	4,031	4,050	4,050	4,130	80	2.0
5236.15 Street Sweeping	1,263	1,280	1,280	1,280	0	.0
5212. Utility Services	82,074	100,445	75,200	97,415	3,030-	3.0-
5235. Repair & Maintenance	65,326	68,960	70,460	70,460	1,500	2.2
5236.13 Other Equipment Maint.	0	1,500	0	0	1,500-	100.0-
5289. Vehicle/Equip Use Charge	1,015	1,880	1,880	1,880	0	.0
Total Contractual Services	192,748	219,910	194,665	220,160	250	.1
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	549	200	200	200	0	.0
Total Commodities	549	200	200	200	0	.0
<b>Other Charges</b>						
5410. Liability Insurance	9,360	7,501	7,501	7,501	0	.0
Total Other Charges	9,360	7,501	7,501	7,501	0	.0
<b>Capital Expenditures</b>						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	202,657	227,611	202,366	227,861	250	.1
<b>Reduction of Costs</b>						
5670. Recovered from Funds	64,325-	72,836-	64,757-	72,915-	79-	.1
TOTAL NET EXPENDITURES	138,332	154,775	137,609	154,946	171	.1

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Public Works	Traffic Control and Lights	953

#### ACTIVITY DESCRIPTION

This activity includes traffic control maintenance, the cost of traffic control signals and painting of crosswalks on City streets. The proper lighting of City streets, sidewalks and public parking areas is also included in this activity. Adequate lighting will increase traffic and pedestrian safety, reduce crime and vagrancy and promote business and commercial activities.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Street Name Signs:				
Hours for maintenance and installation	388	400	300	400
Traffic control and School Flashing Signals:				
Inventory – each	390	400	390	400
Hours for maintenance and installation	2,080	2,500	2,062	2,500
Street Lights, Public				
Inventory –each	5,426	5,500	5,447	5,500
Hours for maintenance and installation	1,627	2,300	1,400	2,300

#### PROGRAM COMMENTS

The automated traffic control equipment and the street lighting system are installed and maintained by the Electric Department. The General Fund pays an annual investment charge (13%) for the maintenance and amortization of these fixtures, a charge for energy usage and the actual cost of materials to replace lamps and glassware. The investment charge is an annual charge paid by the General Fund to the Electric Fund for use of the traffic control equipment and the street lighting system. An assessment by TVA in 1986 established the investment rate at 13 percent of the plant value of the traffic control and street lighting systems. For the beginning of fiscal 2010, the plant value of the street lighting system is \$3,192,045 and the book value of the traffic control system is \$1,963,497.

#### SIGNIFICANT EXPENDITURE CHANGES

Utility costs are up by \$32,700, due to increased plant value for traffic and street light assets.

City of Oak Ridge, Tennessee  
Activity Detail

953 Traffic Control & Lights

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
Total Personal Services	0	0	0	0	0	.0
<b>Contractual Services</b>						
5212. Utility Services	1,005,266	1,027,000	957,000	1,059,700	32,700	3.2
5235. Repair & Maintenance	19,643	20,300	20,200	20,300	0	.0
Total Contractual Services	1,024,909	1,047,300	977,200	1,080,000	32,700	3.1
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	100	0	0	0	0	.0
Total Commodities	100	0	0	0	0	.0
<b>Other Charges</b>						
Total Other Charges	0	0	0	0	0	.0
<b>Capital Expenditures</b>						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	1,025,009	1,047,300	977,200	1,080,000	32,700	3.1
<b>Reduction of Costs</b>						
TOTAL NET EXPENDITURES	1,025,009	1,047,300	977,200	1,080,000	32,700	3.1





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Community Development

## COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department strives to promote orderly physical growth within the City, while at the same time protecting Oak Ridge's quality lifestyle by facilitating development sensitive to aesthetics and the environment. The Department is responsible for coordinating the City's planning and code enforcement functions.

The Department staff consists of 12 employees who also provide support to the following boards and commissions: Oak Ridge Municipal Planning Commission, Board of Zoning Appeals, Board of Building and Housing Code Appeals, Environmental Quality Advisory Board, the Boards of Electrical and Plumbing Examiners, Greenways Oak Ridge, Highland View Redevelopment Advisory Committee, and the Melton Lake Redevelopment Committee.

The Department continues its work on housing and redevelopment issues including the Highland View Redevelopment area. In addition work continues with the Building Board of Adjustments and Appeals to evaluate properties that pose risks to the public or occupants' safety. The Division of Code Enforcement administers both of these efforts, working closely with the Council-appointed Advisory Boards and neighborhood leaders, along with a host of professional organizations interested in neighborhood preservation efforts.

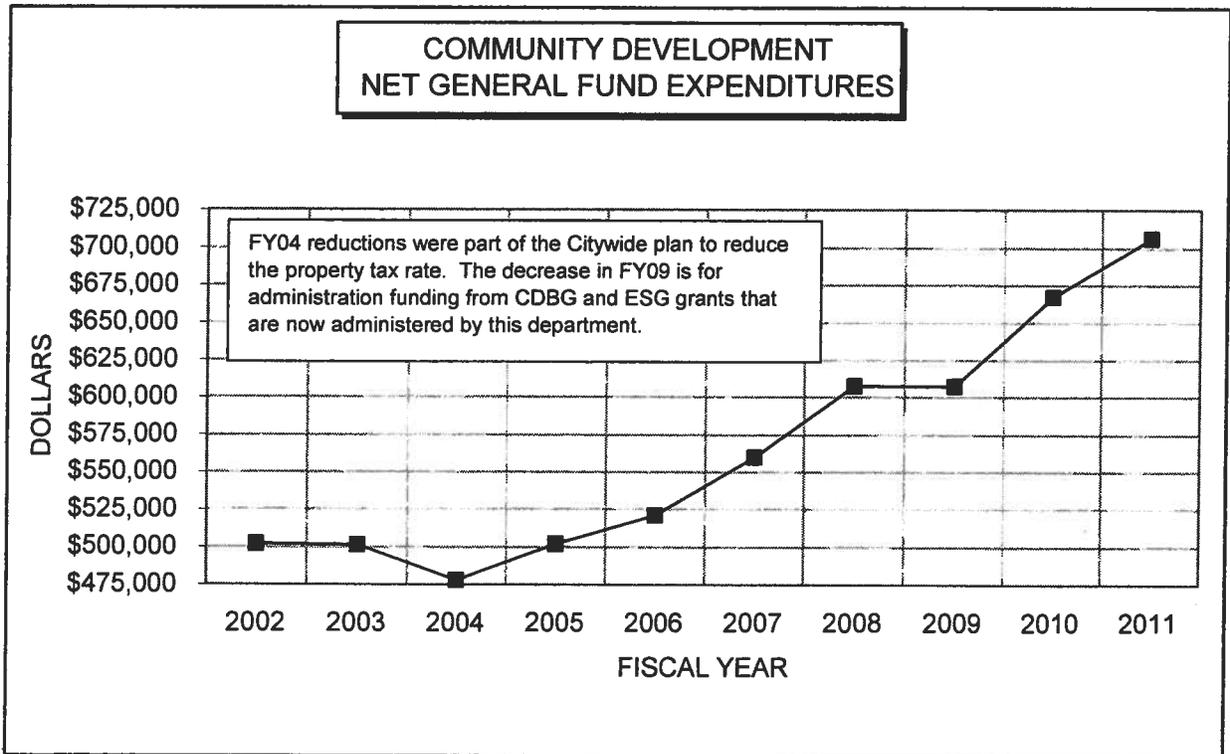
The Community Development Department has assumed administrative responsibilities for the Community Development Block Grant Program (CDBG). This includes one full-time inspector, funded through Community Development Block Grant entitlement funds in addition to a part time CDBG administrator who tracks expenditures, individual allocations and compliance with Housing and Urban Development (HUD) criteria.

Another responsibility assumed during the past year is staffing of the Environmental Quality Advisory Board, a task overseen by the Community Development Specialist. This position was created to develop a Climate Action Plan in an effort to reduce the carbon footprint for the City of Oak Ridge. A draft of the Action Plan is currently under review and should be in place by 2011. The staff person will continue to oversee the city's sustainability initiatives and monitor their progress. In addition the staff person will stay apprised of grant opportunities to identify funding sources for implementation of Community Development programs and goals.

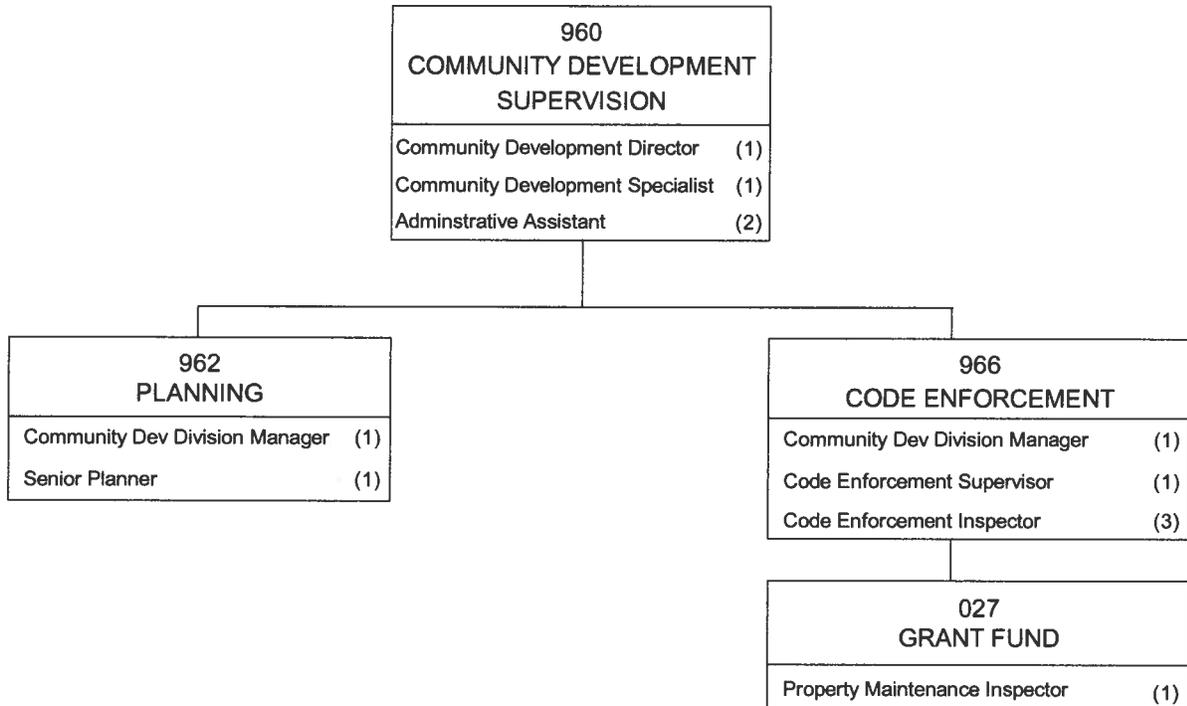
COMMUNITY DEVELOPMENT	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs 10	% CHANGE
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GENERAL FUND

960 Supervision	135,847	139,294	159,357	180,244	40,950	29.4
962 Planning	116,286	96,566	121,052	124,882	28,316	29.3
966 Code Enforcement	<u>355,218</u>	<u>388,201</u>	<u>386,744</u>	<u>400,916</u>	<u>12,715</u>	<u>3.3</u>
<b>Total Community Development</b>	<u><b>607,351</b></u>	<u><b>624,061</b></u>	<u><b>667,153</b></u>	<u><b>706,042</b></u>	<u><b>81,981</b></u>	<u><b>13.1</b></u>



# COMMUNITY DEVELOPMENT DEPARTMENT



CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Community Development	Supervision	960

### ACTIVITY DESCRIPTION

The Community Development Department, under the supervision of the Departmental director, includes the divisions of Planning and Code Enforcement. The Department consolidates the planning and building code portions of development in order to improve service delivery coordination. This is accomplished through active facilitation with the applicant to guide the project through the review and permitting process. The objectives of the Community Development Department is to effectively coordinate and improve the municipal government's initiatives and cultivate a warm environment to attract quality development in a competitive environment. The basis to encourage quality growth and development is through implementation of the Comprehensive Plan, the Capital Improvements Program (CIP), the Zoning Ordinance, and the Subdivision Regulations in addition to one-on-one dialogue and feedback with the development community.

### PERFORMANCE OBJECTIVES

1. Maintains regular communications with department heads and staff to coordinate workflow among departments. Hold weekly site plan review meetings with 4 Departments on pending applications.
2. Assist and advise the City Manager promptly in carrying out City planning goals, particularly with regards to special projects and developing solutions to issues raised by City Council.
3. Reference the Comprehensive Plan regularly in making zoning, subdivision and site review decisions to provide consistency toward more quality growth and development.
4. Insure the responses to applicants and citizens are carried out in a courteous manner.
5. Continually cultivate and nurture a positive relationship with the private sector to encourage new growth that will be an asset to the community.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Hold weekly site plan review meetings with four Departments on pending applications	20	35	35	35
Percent of citizen comments followed up with a response which has been verified	100%	100%	100%	100%
Meetings with private sector parties involved in the development of Oak Ridge	50	50	50	50
Percent of requests from the City Manager responded to by due date	100%	100%	100%	100%

### SIGNIFICANT EXPENDITURE CHANGES

Salaries and benefits increased \$69,804, primarily for the addition of the Community Development Specialist position during fiscal 2010 who acts as a liaison between the City Manager and the Environmental Quality Advisory Board and assist the City in its endeavor to be more environmentally "green" was moved to Community Development Department.

City of Oak Ridge, Tennessee  
Activity Detail

960 Community Development

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	158,426	160,343	183,709	203,668	43,325	27.0
5120. Salaries-Temp. Employees	0	0	2,161	0	0	.0
5131. Regular Overtime Pay	111	500	324	500	0	.0
5141. Social Security	11,393	12,304	13,348	15,619	3,315	26.9
5150. Retirement	19,812	20,971	20,971	32,275	11,304	53.9
5160. Medical & Workers Comp	27,419	29,123	29,123	40,983	11,860	40.7
<b>Total Personal Services</b>	<b>217,161</b>	<b>223,241</b>	<b>249,636</b>	<b>293,045</b>	<b>69,804</b>	<b>31.3</b>
<b>Contractual Services</b>						
5201. Rents	2,973	3,600	4,300	4,300	700	19.4
5207. Dues, Memberships & Sub.	0	365	700	365	0	.0
5210. Prof. & Contractual Ser.	774	500	5,000	575	75	15.0
5212. Utility Services	3,227	3,800	3,800	3,800	0	.0
5220. Training & Travel	2,402	2,531	3,500	2,531	0	.0
5236.13 Other Equipment Maint.	1,035	1,035	1,035	1,035	0	.0
5289. Vehicle/Equip Use Charge	2,514	2,984	2,984	3,007	23	.8
<b>Total Contractual Services</b>	<b>12,925</b>	<b>14,815</b>	<b>21,319</b>	<b>15,613</b>	<b>798</b>	<b>5.4</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	4,132	2,110	3,800	2,110	0	.0
<b>Total Commodities</b>	<b>4,132</b>	<b>2,110</b>	<b>3,800</b>	<b>2,110</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
<b>Total Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>234,218</b>	<b>240,166</b>	<b>274,755</b>	<b>310,768</b>	<b>70,602</b>	<b>29.4</b>
<b>Reduction of Costs</b>						
5670. Recovered from Funds	98,372-	100,872-	115,398-	130,524-	29,652-	29.4
<b>TOTAL NET EXPENDITURES</b>	<b>135,846</b>	<b>139,294</b>	<b>159,357</b>	<b>180,244</b>	<b>40,950</b>	<b>29.4</b>

CITY OF OAK RIDGE			
<b>FUND</b> General	<b>DEPARTMENT</b> Community Development	<b>ACTIVITY</b> Planning	<b>NUMBER</b> 962

**ACTIVITY DESCRIPTION**

The Planning Division is responsible for reviewing subdivision plats, rezoning requests, site plans and planned unit developments with the Planning Commission and other City departments. Advance planning includes review and updating of regulations and procedures that affect development (zoning, subdivision regulations and others), helping to develop programs to achieve objectives of the Comprehensive Plan, assessing the impact of new proposals relative to those objectives and periodically reviewing the Plan itself. The Division analyzes and makes recommendations regarding internal traffic designs, land development needs, annexation service studies and related matters. Information related to development of the community is shared with citizens, developers, investors and other local governments.

The Board of Zoning Appeals reviews cases such as additions to principal buildings, placement of carports and accessory buildings, height of fences, setback reductions, and interpretations of the Zoning Ordinance.

**PERFORMANCE OBJECTIVES**

1. Administer Subdivision Regulations and the Zoning Ordinance within new residential and commercial developments and maintain quality standards.
2. Work to insure the health, safety and welfare of all residents in new and existing neighborhoods.
3. Respond to appointed and elected officials as well as residents to establish guidelines which create a livable community.
4. Draft major amendments to the Subdivision Regulations and Zoning Ordinance in an effort to update information and streamline process.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Plats of Corrections	6	3	10	5
Subdivision plats reviewed	15	11	15	15
Zoning changes reviewed	2	3	2	5
TND & PUDs (preliminary & final) reviewed	9	2	10	5
Site plans reviewed - Non-Residential	20	14	20	15
Site plans reviewed – Residential	229	138	175	175
Board of Zoning Appeals	10	11	15	10

**SIGNIFICANT EXPENDITURE CHANGES**

There were no significant expenditures changes for this activity for fiscal 2011.

A portion of the costs of this activity is distributed to the utility funds due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

962 Planning Office

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	125,024	126,502	126,496	126,727	225	.2
5141. Social Security	8,843	9,677	8,892	9,695	18	.2
5150. Retirement	15,756	16,517	16,517	19,968	3,451	20.9
5160. Medical & Workers Comp	18,322	19,474	19,474	20,714	1,240	6.4
<b>Total Personal Services</b>	<b>167,945</b>	<b>172,170</b>	<b>171,379</b>	<b>177,104</b>	<b>4,934</b>	<b>2.9</b>
<b>Contractual Services</b>						
5205. Printing & Dup. Charges	22	500	0	0	500-	100.0-
5206. Mailing & Delivery	0	60	0	0	60-	100.0-
5207. Dues, Memberships & Sub.	2,616	1,322	1,882	1,882	560	42.4
5210. Prof. & Contractual Ser.	145	0	0	0	0	.0
5211. Advertising & Publicity	805	730	730	730	0	.0
5212. Utility Services	1,300	1,700	1,700	1,868	168	9.9
5220. Training & Travel	1,466	2,425	2,425	2,425	0	.0
5236.13 Other Equipment Maint.	2,328	2,328	2,328	2,328	0	.0
5289. Vehicle/Equip Use Charge	646	1,000	1,000	1,000	0	.0
<b>Total Contractual Services</b>	<b>9,328</b>	<b>10,065</b>	<b>10,065</b>	<b>10,233</b>	<b>168</b>	<b>1.7</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	1,535	4,340	4,340	4,340	0	.0
5320. Books/Education Material	72	450	450	450	0	.0
<b>Total Commodities</b>	<b>1,607</b>	<b>4,790</b>	<b>4,790</b>	<b>4,790</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
<b>Total Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>178,880</b>	<b>187,025</b>	<b>186,234</b>	<b>192,127</b>	<b>5,102</b>	<b>2.7</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	0	25,000-	0	0	25,000	100.0-
5670. Recovered from Funds	62,595-	65,459-	65,182-	67,245-	1,786-	2.7
<b>TOTAL NET EXPENDITURES</b>	<b>116,285</b>	<b>96,566</b>	<b>121,052</b>	<b>124,882</b>	<b>28,316</b>	<b>29.3</b>

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Community Development	Code Enforcement	966

### ACTIVITY DESCRIPTION

Code Enforcement is responsible for administering and enforcing all Codes and Ordinances involving the construction, repair and use of all buildings and structures within the City, including building, housing, plumbing, electrical, zoning, mechanical and environmental codes. For new construction and alterations, the City issues necessary permits, examines all plans and checks for compliance with building and zoning codes. The City also inspects properties for code compliance routinely and on a complaint basis - including abandoned vehicles, litter and weeds. The goal of this division to ensure the health and safety of the citizens in their residences, as well as in all commercial and public buildings, and to provide assistance to citizens on building problems.

### PERFORMANCE OBJECTIVES

1. Provide inspection service within 2 4 hours of a request for routine inspections.
2. Promote preservation of our existing neighborhoods.
3. Continue the inspector certifications program to promote in-house cross training among inspectors.
4. Provide inspection expertise in assisting homeowners, developers and architects.
5. Provide staff support for the Electric Examiners, Plumbing Examiners, and Building and Housing Code Appeals Boards.
6. Provide staff support for the Highland View Redevelopment Advisory Board.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Building Permits	488	550	480	500
Inspections	732	600	600	600
Plumbing Permits	440	500	450	500
Inspections	649	500	663	500
Electrical Permits	434	475	440	475
Inspections	654	550	630	550
Zoning Investigations and Nuisance Complaints				
Nuisance Abatement	726	1,200	700	800
Abandoned Vehicles	289	300	200	225
Housing Inspections	149	300	250	250

### SIGNIFICANT EXPENDITURE CHANGES

Utility Services increased by \$4,800 due to electric rate increases.

A portion of the costs of this activity is distributed to the utility funds due to involvement in the operation of these funds.

City of Oak Ridge, Tennessee  
Activity Detail

966 Code Enforcement

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	264,966	266,123	265,444	266,281	158	.1
5120. Salaries-Temp. Employees	2,838	8,080	3,138	8,040	40-	.5-
5131. Regular Overtime Pay	588	1,000	1,446	1,000	0	.0
5141. Social Security	19,576	21,053	19,653	21,062	9	.0
5150. Retirement	33,012	35,021	35,021	42,340	7,319	20.9
5160. Medical & Workers Comp	45,823	48,666	48,666	51,766	3,100	6.4
<b>Total Personal Services</b>	<b>366,803</b>	<b>379,943</b>	<b>373,368</b>	<b>390,489</b>	<b>10,546</b>	<b>2.8</b>
<b>Contractual Services</b>						
5205. Printing & Dup. Charges	881	600	600	600	0	.0
5206. Mailing & Delivery	0	200	0	0	200-	100.0-
5207. Dues, Memberships & Sub.	750	480	680	680	200	41.7
5210. Prof. & Contractual Ser.	16,393	34,880	34,880	34,880	0	.0
5211. Advertising & Publicity	0	1,300	1,300	1,300	0	.0
5212. Utility Services	8,871	4,600	9,400	9,400	4,800	104.3
5220. Training & Travel	5,991	5,052	5,052	5,052	0	.0
5235. Repair & Maintenance	0	7,365	7,365	7,365	0	.0
5236.13 Other Equipment Maint.	2,070	2,070	2,070	2,070	0	.0
5289. Vehicle/Equip Use Charge	22,152	25,061	25,061	25,222	161	.6
<b>Total Contractual Services</b>	<b>57,108</b>	<b>81,608</b>	<b>86,408</b>	<b>86,569</b>	<b>4,961</b>	<b>6.1</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	4,240	1,240	1,240	1,240	0	.0
5320. Books/Education Material	1,520	6,000	6,000	6,000	0	.0
5325. Uniforms/Safety Equip.	342	960	960	960	0	.0
<b>Total Commodities</b>	<b>6,102</b>	<b>8,200</b>	<b>8,200</b>	<b>8,200</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	3,560	3,663	3,663	3,663	0	.0
<b>Total Other Charges</b>	<b>3,560</b>	<b>3,663</b>	<b>3,663</b>	<b>3,663</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>433,573</b>	<b>473,414</b>	<b>471,639</b>	<b>488,921</b>	<b>15,507</b>	<b>3.3</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	393-	0	0	0	0	.0
5670. Recovered from Funds	77,962-	85,213-	84,895-	88,005-	2,792-	3.3
<b>TOTAL NET EXPENDITURES</b>	<b>355,218</b>	<b>388,201</b>	<b>386,744</b>	<b>400,916</b>	<b>12,715</b>	<b>3.3</b>



oak  
ridge



Recreation  
& Parks

## RECREATION AND PARKS DEPARTMENT

The Recreation and Parks Department is responsible for planning, organizing, supervising and conducting a comprehensive program of leisure activities and facilities for the citizens of Oak Ridge. The Department is comprised of 23 full-time and 64 part-time employees organized into the following activities: Supervision; Indoor Aquatics; Outdoor Aquatics; Centers, Camps and Programs; Athletics; Scarboro Center; Parks; and the Senior Center. Over 30 City-owned properties are maintained by the department including 15 parks, 16 athletic fields, 23 lighted tennis courts, three community centers, two pools (indoor and outdoor), 10 greenways and 1,200 acres of greenbelts.

City-sponsored activities are geared to the needs of various age groups and coordinated with community organizations in an effort to reduce duplication of services. Among the recreational opportunities sponsored by the City are swimming lessons; exercise classes; and softball, basketball and volleyball league play.

Other events and programs offered through the department include an annual Egg Hunt and a Halloween Carnival for children ages 10 and under. A Community Share Day event is held at the Scarboro Community Center in April and includes free food, games and music. Secret City Festival is a weekend event held each June. The festival's mission is to become a premier event in East Tennessee while fostering pride and involvement in the Oak Ridge community by showcasing its diversity through cultural events and activities for all ages. The festival promotes the history of the city and unites its World War II heritage with the technological advancements that are happening today in the City of Oak Ridge.

Each summer the department offers camp programs for children ages 6–12 at the Civic Center and the Scarboro Community Center. Campers enjoy activities such as games, sports, swimming, special events, arts & crafts and field trips. Both locations serve hot lunches provided by the East Tennessee Resource Agency and offer a free dental check-up and sealant program provided by the Tennessee Department of Dental Health. The Memory Magic Scrapbook event is held each fall with over 200 scrap bookers in attendance. The two-day event includes a large crop area, vendors and over 30 classes.

The Senior Center is open six days a week with services directed toward citizens 55 and older. In addition to recreation facilities, the City sponsors meals on wheels, blood pressure screenings, a tax assistance program, flu shot clinics, a "55-Alive" driver education course and a taxi coupon assistance program. Education programs on a variety of subjects of interest to senior adults are offered regularly and the staff maintains a database of information about agencies and programs that can assist the elderly. There are also many special events such as dances, picnics, dinners, lunches and parties scheduled throughout the year.

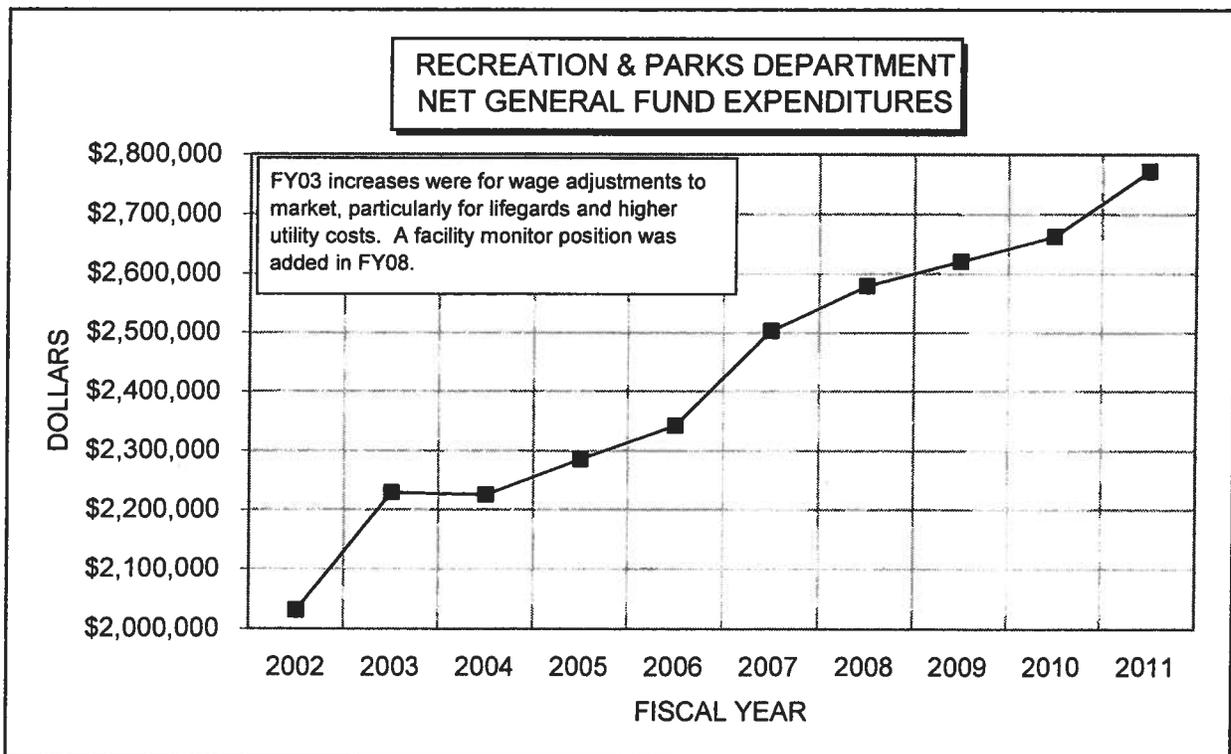
Departmental staff also supports the Youth Advisory Board, a 16 member City Board that acts as a liaison between the Oak Ridge City Council and the youth of the community. The Board encourages the positive growth and development of area youth by inviting them to become involved in a wide range of programs and activities that are drug and alcohol free. The YAB sponsors a variety of events and educational sessions for teens, and provides volunteer services for several community events. Graduation Celebration is the largest event sponsored by the YAB with assistance from the Graduation Celebration Community Foundation. During fiscal 2009, the Youth Advisory Board hosted a variety of community events including a Dodgeball Tournament, a Disc Golf Tournament, and Battle of the Teen Bands. The 10<sup>th</sup> Annual Breakfast with Santa event drew a crowd of 200 people, while the 13<sup>th</sup> Annual Graduation Celebration tied an attendance record of 85% (282 students) of the ORHS graduating class.

The City received Tree City USA designation for the 22<sup>nd</sup> consecutive year and observed Arbor Day at Glenwood Elementary School. During fiscal 2009, the department hosted The Secret City Festival; oversaw the construction of a new universally accessible ADA compliant playground at Elm Grove Park; upgraded bleachers at Grey Strang Baseball Field and Pinewood Softball Field; and is continuing to work with the design and construction process of Melton Lake Greenway Phase IV to extend Melton Lake Greenway from the Edgemoor Bridge to the Solway Park.

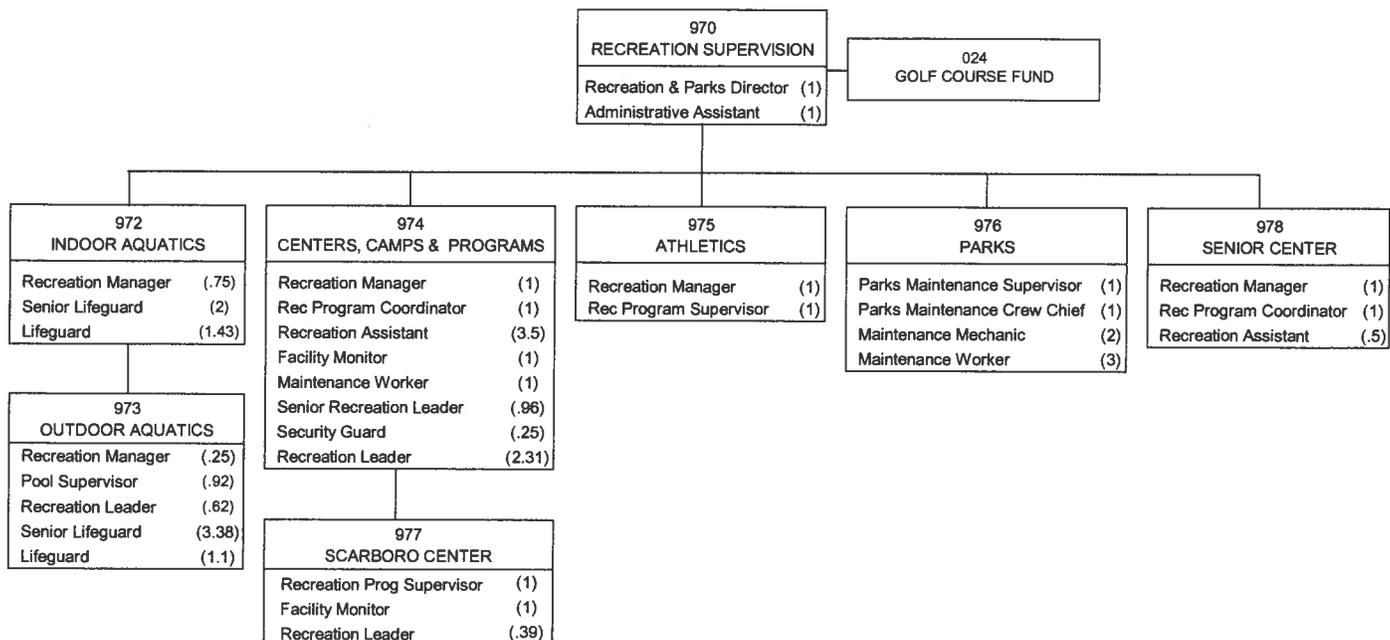
RECREATION & PARKS DEPARTMENT	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs 10	% CHANGE
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GENERAL FUND

970 Supervision	231,484	232,438	232,145	237,899	5,461	2.3
972 Indoor Aquatics	174,037	193,415	194,607	198,787	5,372	2.8
973 Outdoor Aquatics	242,609	273,873	245,895	274,684	811	0.3
974 Centers, Camps & Programs	673,847	698,359	661,304	708,146	9,787	1.4
975 Athletics	123,610	133,410	133,692	137,505	4,095	3.1
976 Parks	737,558	747,481	740,028	759,771	12,290	1.6
977 Scarboro Center	175,836	172,235	175,996	175,778	3,543	100.0
978 Senior Center	261,250	276,938	278,680	278,928	1,990	0.7
<b>Total Recreation &amp; Parks</b>	<b>2,620,231</b>	<b>2,728,149</b>	<b>2,662,347</b>	<b>2,771,498</b>	<b>43,349</b>	<b>1.6</b>



# RECREATION AND PARKS DEPARTMENT



CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Recreation and Parks	Supervision	970

#### ACTIVITY DESCRIPTION

Recreation and Parks Supervision is responsible for the planning, coordination and general administration of the Recreation and Parks Department. Supervision provides direction in fiscal management, planning, staffing, organizing and program evaluation procedures. Supervision is also responsible for operating a systematic and economical maintenance program for Recreation and Parks facilities. Such programs and facilities must be provided to assure all residents an opportunity to participate in a wide variety of leisure time activities. To further enhance the recreational opportunities within the community, the staff continues to assist and advise interested outside agencies.

#### PERFORMANCE OBJECTIVES

1. Inspect all recreation and park areas at least monthly and document necessary maintenance.
2. Establish City-wide special events that emphasize seasonal activities and programs.
3. Increase the number of participants in the Cold Facts Program by 5%.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Documented monthly inspections	12	12	12	12
City wide special events	7	7	7	7
Cold Facts Program participants	2,405	2,390	2,420	2,390

#### SIGNIFICANT EXPENDITURE CHANGES

There were no significant expenditure changes for this activity in fiscal 2011.

City of Oak Ridge, Tennessee  
Activity Detail

970 Recreation Supervision

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	128,839	130,350	130,992	130,564	214	.2
5131. Regular Overtime Pay	427	700	0	700	0	.0
5141. Social Security	9,389	10,025	9,485	10,042	17	.2
5150. Retirement	16,644	17,043	17,043	20,602	3,559	20.9
5160. Medical & Workers Comp	27,375	19,556	19,556	20,796	1,240	6.3
<b>Total Personal Services</b>	<b>182,674</b>	<b>177,674</b>	<b>177,076</b>	<b>182,704</b>	<b>5,030</b>	<b>2.8</b>
<b>Contractual Services</b>						
5201. Rents	907	1,400	1,400	1,400	0	.0
5207. Dues, Memberships & Sub.	1,130	760	760	760	0	.0
5212. Utility Services	2,304	3,995	4,300	4,300	305	7.6
5220. Training & Travel	953	1,186	1,186	1,186	0	.0
5235. Repair & Maintenance	0	3,540	3,540	3,540	0	.0
5236.13 Other Equipment Maint.	1,035	690	690	690	0	.0
5289. Vehicle/Equip Use Charge	18,565	20,053	20,053	20,179	126	.6
<b>Total Contractual Services</b>	<b>24,894</b>	<b>31,624</b>	<b>31,929</b>	<b>32,055</b>	<b>431</b>	<b>1.4</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	1,915	1,090	1,090	1,090	0	.0
5320. Books/Education Material	0	50	50	50	0	.0
<b>Total Commodities</b>	<b>1,915</b>	<b>1,140</b>	<b>1,140</b>	<b>1,140</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5430. Grants/Subsidies/Contr.	22,000	22,000	22,000	22,000	0	.0
<b>Total Other Charges</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>231,483</b>	<b>232,438</b>	<b>232,145</b>	<b>237,899</b>	<b>5,461</b>	<b>2.3</b>
<b>Reduction of Costs</b>						
<b>TOTAL NET EXPENDITURES</b>	<b>231,483</b>	<b>232,438</b>	<b>232,145</b>	<b>237,899</b>	<b>5,461</b>	<b>2.3</b>

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Recreation and Parks	Indoor Aquatics	972

#### ACTIVITY DESCRIPTION

The function of the Indoor Aquatics activity is to provide safe and healthy swimming facilities with a varied and comprehensive swimming program. A well-rounded aquatics program is provided which includes recreational, therapeutic, competitive and instructional aquatic programs. This facility accommodates a wide variety of groups and/or swimming sessions. The pool is open for public, department programs, and rented to groups the rest of the time. This activity also includes the maintenance and operations of the Civic Center Swimming Pool. A Recreation Manager coordinates the aquatics program. Swimming lessons, ORCA swim team, water exercise, and programmed activities are used to recover a portion of operational costs.

The overall goal of the activity is to provide a well-maintained aquatic facility, which is operated in an efficient and safe manner.

#### PERFORMANCE OBJECTIVES

1. Increase the aquatic staff certified in the American Red Cross Lifeguard Training Course (which includes CPR/PR, AED, and first aid) and trained in the operations of the swimming pool in order to better safeguard and serve the public.
2. Collect revenue equal to 25 percent of the pool's operating costs.
3. To increase attendance by one percent. Pool was closed summer of 2009 for installation of a dehumidification system.\*
4. Train 100% of the Aquatic staff in Oxygen administration.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Pool staff certified in first aid and pool Operation	100%	100%	100%	100%
Revenues as percentage of cost	30%	30%	30%	30%
Revenue Generated	\$59,689	\$58,000	\$53,000	\$58,000
Staff certified in Red Cross Lifeguard Training Course	100%	100%	100%	100%
Number of Participants	31,350	40,000	35,000	40,000
Pool staff trained in O2	100%	100%	100%	100%
Attendance % increase	-17%*	1%	2%	4%

#### SIGNIFICANT EXPENDITURE CHANGES

Budgeted funding for Contractual Services increased by \$5,250. Professional services increased by \$5,000 for a swimming instructor. This is offset by a \$5,000 increase in costs recovered from users who pay a fee for the swim classes. Costs recovered from users are from fees paid by users of the various classes and programs offered at the pool.

City of Oak Ridge, Tennessee  
Activity Detail

972 Indoor Aquatics

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	70,886	65,429	67,645	64,238	1,191-	1.8-
5120. Salaries-Temp. Employees	55,403	55,799	61,912	58,065	2,266	4.1
5131. Regular Overtime Pay	3,203	4,300	3,221	4,300	0	.0
5141. Social Security	9,733	9,603	10,260	9,685	82	.9
5150. Retirement	7,779	7,068	7,068	10,568	3,500	49.5
5160. Medical & Workers Comp	6,802	7,268	7,268	7,733	465	6.4
<b>Total Personal Services</b>	<b>153,806</b>	<b>149,467</b>	<b>157,374</b>	<b>154,589</b>	<b>5,122</b>	<b>3.4</b>
<b>Contractual Services</b>						
5207. Dues, Memberships & Sub.	494	480	480	480	0	.0
5210. Prof. & Contractual Ser.	18,331	5,000	10,000	10,000	5,000	100.0
5212. Utility Services	55,184	60,520	53,805	60,770	250	.4
5220. Training & Travel	1,125	495	495	495	0	.0
5235. Repair & Maintenance	2,115	9,580	9,580	9,580	0	.0
5236.13 Other Equipment Maint.	345	345	345	345	0	.0
<b>Total Contractual Services</b>	<b>77,594</b>	<b>76,420</b>	<b>74,705</b>	<b>81,670</b>	<b>5,250</b>	<b>6.9</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	7,977	3,710	3,710	3,710	0	.0
5325. Uniforms/Safety Equip.	0	155	155	155	0	.0
<b>Total Commodities</b>	<b>7,977</b>	<b>3,865</b>	<b>3,865</b>	<b>3,865</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	3,560	3,663	3,663	3,663	0	.0
<b>Total Other Charges</b>	<b>3,560</b>	<b>3,663</b>	<b>3,663</b>	<b>3,663</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>242,937</b>	<b>233,415</b>	<b>239,607</b>	<b>243,787</b>	<b>10,372</b>	<b>4.4</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	68,902-	40,000-	45,000-	45,000-	5,000-	12.5
<b>TOTAL NET EXPENDITURES</b>	<b>174,035</b>	<b>193,415</b>	<b>194,607</b>	<b>198,787</b>	<b>5,372</b>	<b>2.8</b>

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Recreation and Parks	Outdoor Aquatics	973

### ACTIVITY DESCRIPTION

The Outdoor Aquatics activity includes the maintenance and operation of the Oak Ridge Municipal Swimming Pool. Municipal Pool operations begin Memorial Day weekend. Daily operations continue until mid August. In addition to recreational swimming, a variety of other activities are offered through the Outdoor Aquatics program including swimming lessons, Learn to Swim, and competitive and recreational swimming (ORCA summer league). Private swim parties are reserved by several community organizations. A Recreation Manager, who is responsible for both indoor and outdoor aquatic programs, performs the coordination of this activity.

### PERFORMANCE OBJECTIVES

1. Certify 100 percent of the Guard staff in American Red Cross Lifeguard Training.
2. Collect revenues equal to 30 percent of operating costs.
3. To increase attendance. (Weather dependent\*)
4. Train 100 percent of the Guard staff in oxygen administration

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Guard Staff certified in Red Cross Life Guard Training	100%	100%	100%	100%
Revenues as percentage of cost	36%	27%	32%	30%
Revenues	\$87,207	\$72,000	\$75,000	\$78,000
Attendance	39,409	45,000	43,000	45,000
Hours of in-service training (first aid, rescue techniques, and pool maintenance)	60	60	60	60
Staff Certified in oxygen administration	50%	100%	75%	100%
Attendance % increase	-4%*	2%	2%	2%

### SIGNIFICANT EXPENDITURE CHANGES

Budgeted funding for Utility Services cost increased by \$3,280 based on higher electric costs due to rate increases.

City of Oak Ridge, Tennessee  
Activity Detail

973 Outdoor Aquatics

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	16,008	16,171	16,008	16,172	1	.0
5120. Salaries-Temp. Employees	92,063	127,966	99,074	124,722	3,244-	2.5-
5131. Regular Overtime Pay	13,415	15,000	16,482	15,000	0	.0
5141. Social Security	9,181	12,174	10,379	11,926	248-	2.0-
5150. Retirement	7,005	4,152	4,152	5,019	867	20.9
5160. Medical & Workers Comp	2,330	2,423	2,423	2,578	155	6.4
<b>Total Personal Services</b>	<b>140,002</b>	<b>177,886</b>	<b>148,518</b>	<b>175,417</b>	<b>2,469-</b>	<b>1.4-</b>
<b>Contractual Services</b>						
5207. Dues, Memberships & Sub.	680	100	100	100	0	.0
5210. Prof. & Contractual Ser.	515	600	600	600	0	.0
5210.203 Mowing Contract	0	3,000	3,000	3,000	0	.0
5212. Utility Services	34,510	46,420	47,810	49,700	3,280	7.1
5235. Repair & Maintenance	25,231	17,035	17,035	17,035	0	.0
5236.13 Other Equipment Maint.	660	2,445	2,445	2,445	0	.0
<b>Total Contractual Services</b>	<b>61,596</b>	<b>69,600</b>	<b>70,990</b>	<b>72,880</b>	<b>3,280</b>	<b>4.7</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	31,788	20,335	20,335	20,335	0	.0
5320. Books/Education Material	0	50	50	50	0	.0
5325. Uniforms/Safety Equip.	0	1,880	1,880	1,880	0	.0
<b>Total Commodities</b>	<b>31,788</b>	<b>22,265</b>	<b>22,265</b>	<b>22,265</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	11,300	7,122	7,122	7,122	0	.0
<b>Total Other Charges</b>	<b>11,300</b>	<b>7,122</b>	<b>7,122</b>	<b>7,122</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>244,686</b>	<b>276,873</b>	<b>248,895</b>	<b>277,684</b>	<b>811</b>	<b>.3</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	2,075-	3,000-	3,000-	3,000-	0	.0
<b>TOTAL NET EXPENDITURES</b>	<b>242,611</b>	<b>273,873</b>	<b>245,895</b>	<b>274,684</b>	<b>811</b>	<b>.3</b>

CITY OF OAK RIDGE			
<b>FUND</b>	<b>DEPARTMENT</b>	<b>ACTIVITY</b>	<b>NUMBER</b>
General	Recreation and Parks	Centers, Camps And Programs	974

**ACTIVITY DESCRIPTION**

This activity includes the operation and maintenance of the Civic Center Recreation Building. It also includes all non-aquatic camps, programs and special events at this facility. The Civic Center has two rooms with space for 124 people and two rooms with space for 30 people. The game room, available for drop-in use, offers billiards, table tennis and cable television. The Shep Lauter Room (gymnasium) is used primarily for free play and league play but is also used for large events. Rooms are available for rent by community groups.

The eight-week summer programs operate with a staff of 16 full-time seasonal employees to provide a variety of recreation and leisure activities to area children. Summer Camp, held at the Civic Center, includes sports, organized games, arts & crafts, field trips and special events. A special Day Camp program is offered for handicapped children.

**PERFORMANCE OBJECTIVES**

1. Improve public awareness of leisure services and providers.
2. Include monthly activities in the Oak Ridger.
3. Conduct basic first aid training for all employees.
4. Conduct a Summer Camp with maximum enrollment of 975.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Employees Certified:				
CPR	92%	95%	96%	95%
Multimedia First Aid	92%	95%	96%	95%
Instructors (Multimedia)	1	1	1	1
Instruction hours per employee	8	8	8	8
Summer Camp enrollment	1,000	960	975	975

**SIGNIFICANT EXPENDITURE CHANGES**

Budgeted funding for Contractual Services increased by \$3,400. Utility services increased \$2,245 for higher electric costs due to rate increases.

City of Oak Ridge, Tennessee  
Activity Detail

974 Centers, Camps & Programs

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	258,200	260,721	252,009	255,708	5,013-	1.9-
5120. Salaries-Temp. Employees	52,438	62,885	51,736	62,932	47	.1
5131. Regular Overtime Pay	26,938	24,482	27,140	24,482	0	.0
5141. Social Security	24,635	26,629	24,122	26,249	380-	1.4-
5150. Retirement	35,033	37,190	37,190	44,273	7,083	19.0
5160. Medical & Workers Comp	72,205	72,146	72,146	76,796	4,650	6.4
<b>Total Personal Services</b>	<b>469,449</b>	<b>484,053</b>	<b>464,343</b>	<b>490,440</b>	<b>6,387</b>	<b>1.3</b>
<b>Contractual Services</b>						
5201. Rents	0	2,000	2,000	2,000	0	.0
5205. Printing & Dup. Charges	0	900	0	0	900-	100.0-
5207. Dues, Memberships & Sub.	85	130	130	130	0	.0
5210. Prof. & Contractual Ser.	35,297	22,800	23,700	23,700	900	3.9
5210.202 Custodial Contract	53,657	59,990	59,990	61,145	1,155	1.9
5236.15 Street Sweeping	688	700	700	700	0	.0
5212. Utility Services	118,204	128,275	110,930	130,520	2,245	1.8
5220. Training & Travel	773	3,283	3,283	3,283	0	.0
5235. Repair & Maintenance	55,628	56,375	56,375	56,375	0	.0
5236.13 Other Equipment Maint.	1,090	1,090	1,090	1,090	0	.0
<b>Total Contractual Services</b>	<b>265,422</b>	<b>275,543</b>	<b>258,198</b>	<b>278,943</b>	<b>3,400</b>	<b>1.2</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	22,831	19,770	19,770	19,770	0	.0
5320. Books/Education Material	0	300	300	300	0	.0
5325. Uniforms/Safety Equip.	1,391	1,150	1,150	1,150	0	.0
<b>Total Commodities</b>	<b>24,222</b>	<b>21,220</b>	<b>21,220</b>	<b>21,220</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	12,460	8,203	8,203	8,203	0	.0
<b>Total Other Charges</b>	<b>12,460</b>	<b>8,203</b>	<b>8,203</b>	<b>8,203</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>771,553</b>	<b>789,019</b>	<b>751,964</b>	<b>798,806</b>	<b>9,787</b>	<b>1.2</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	97,706-	90,660-	90,660-	90,660-	0	.0
<b>TOTAL NET EXPENDITURES</b>	<b>673,847</b>	<b>698,359</b>	<b>661,304</b>	<b>708,146</b>	<b>9,787</b>	<b>1.4</b>

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Recreation and Parks	Athletics	975

#### ACTIVITY DESCRIPTION

This activity plans, organizes and directs adult and youth athletics and other programs with the cooperation of volunteer leaders, groups organized by the Recreation and Parks Department, and community groups serving as sponsors of an activity or for individual teams. Programs include baseball, softball, tennis, soccer, volleyball and basketball.

#### PERFORMANCE OBJECTIVES

1. Promote a variety of athletic activities for youth and adults.
2. Promote and encourage volunteers to help conduct the athletic programs.
3. Promote and sponsor two special events.
4. Promote more sporting events.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Youth participants	189	150	200	150
Adult participants	1,898	1,650	1,750	1,650
Youth teams	19	16	20	16
Adult teams	142	125	125	120

#### SIGNIFICANT EXPENDITURE CHANGES

There were no significant expenditure changes for this activity in fiscal 2011.

City of Oak Ridge, Tennessee  
Activity Detail

975 Athletics

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	93,954	95,025	94,887	95,152	127	.1
5131. Regular Overtime Pay	2,700	2,525	3,222	2,525	0	.0
5141. Social Security	7,048	7,463	7,161	7,472	9	.1
5150. Retirement	12,240	12,887	12,887	15,581	2,694	20.9
5160. Medical & Workers Comp	18,007	19,390	19,390	20,630	1,240	6.4
<b>Total Personal Services</b>	<b>133,949</b>	<b>137,290</b>	<b>137,547</b>	<b>141,360</b>	<b>4,070</b>	<b>3.0</b>
<b>Contractual Services</b>						
5207. Dues, Memberships & Sub.	0	0	80	80	80	.0
5210. Prof. & Contractual Ser.	0	80	0	0	80-	100.0-
5212. Utility Services	1,154	1,300	1,325	1,325	25	1.9
5220. Training & Travel	1,088	800	800	800	0	.0
5236.13 Other Equipment Maint.	345	690	690	690	0	.0
<b>Total Contractual Services</b>	<b>2,587</b>	<b>2,870</b>	<b>2,895</b>	<b>2,895</b>	<b>25</b>	<b>.9</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	1,329	2,970	2,970	2,970	0	.0
<b>Total Commodities</b>	<b>1,329</b>	<b>2,970</b>	<b>2,970</b>	<b>2,970</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	3,560	5,280	5,280	5,280	0	.0
<b>Total Other Charges</b>	<b>3,560</b>	<b>5,280</b>	<b>5,280</b>	<b>5,280</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>141,425</b>	<b>148,410</b>	<b>148,692</b>	<b>152,505</b>	<b>4,095</b>	<b>2.8</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	17,815-	15,000-	15,000-	15,000-	0	.0
<b>TOTAL NET EXPENDITURES</b>	<b>123,610</b>	<b>133,410</b>	<b>133,692</b>	<b>137,505</b>	<b>4,095</b>	<b>3.1</b>

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Recreation and Parks	Parks	976

#### ACTIVITY DESCRIPTION

The Parks activity provides an opportunity for Oak Ridge citizens to enjoy the out-of-doors without traveling great distances from the City. This activity provides grounds, tuff and equipment maintenance for 7 City-owned properties, 12 flower gardens, 15 athletic fields, 17 parks, 23 tennis courts, 11 greenway trails (29.1 miles), 1 National Recreation Trail (10.3 miles), Haw Ridge Park trails (25 miles) and numerous greenbelt areas. Park design, landscaping and beautification programs are also performed by this activity. One of the overall goals of the activity is to provide monthly inspections and follow up maintenance for all outdoor facilities to ensure citizens and participants a safe environment for their recreational and leisure time activities.

#### PERFORMANCE OBJECTIVES

1. Budget hours reduced from 13,400 to 12,650 to more accurately reflect crew hours worked.
2. Continue to inspect all facilities on a monthly basis.
3. Man-hours for athletic field maintenance increased due to addition of Energy Solutions soccer field.
4. Man-hours for Administration increased due to additional required documentation.
5. Man-hours for flowerbed maintenance increased due to improved record keeping.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Athletic field maintenance (hours)	2,933	2,600	2,837	2,800
Flower garden maintenance (hours)	278	250	402	400
Building/grounds maintenance (hours)	1,854	2,200	1,727	1,7500
Parks maintenance (hours)	5,114	6,390	5,472	5,500
Facilities (hours)	607	600	669	600
Administrative (hours)	1,622	1,400	1,543	1,600

#### SIGNIFICANT EXPENDITURE CHANGES

Budgeted funding for Contractual Services increased by \$6,600. Utility Services cost increased by \$2,200 based on higher electric costs due to rate increases. Mowing and Litter Contract increased by \$3,575.

Costs recovered from users are a recovery of costs for parks staff to maintain the grounds for other City departments.

City of Oak Ridge, Tennessee  
Activity Detail

976 Parks

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	239,301	247,705	242,718	243,199	4,506-	1.8-
5131. Regular Overtime Pay	3,486	4,000	3,756	4,000	0	.0
5141. Social Security	17,048	19,255	17,168	18,911	344-	1.8-
5150. Retirement	34,248	32,794	32,794	38,994	6,200	18.9
5160. Medical & Workers Comp	63,224	67,643	67,643	71,983	4,340	6.4
<b>Total Personal Services</b>	<b>357,307</b>	<b>371,397</b>	<b>364,079</b>	<b>377,087</b>	<b>5,690</b>	<b>1.5</b>
<b>Contractual Services</b>						
5201. Rents	8,454	7,880	8,365	8,365	485	6.2
5210. Prof. & Contractual Ser.	9,680	3,625	3,625	3,625	0	.0
5210.203 Mowing Contract	118,334	116,700	116,700	119,045	2,345	2.0
5210.205 Litter Contract	41,948	44,600	44,600	45,830	1,230	2.8
5212. Utility Services	54,590	60,730	60,110	62,930	2,200	3.6
5220. Training & Travel	770	364	364	364	0	.0
5235. Repair & Maintenance	31,527	59,710	59,710	59,710	0	.0
5236.13 Other Equipment Maint.	345	345	345	345	0	.0
5289. Vehicle/Equip Use Charge	57,767	62,000	62,000	62,340	340	.5
<b>Total Contractual Services</b>	<b>323,415</b>	<b>355,954</b>	<b>355,819</b>	<b>362,554</b>	<b>6,600</b>	<b>1.9</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	55,438	37,080	37,080	37,080	0	.0
5320. Books/Education Material	0	150	150	150	0	.0
5325. Uniforms/Safety Equip.	3,786	3,550	3,550	3,550	0	.0
<b>Total Commodities</b>	<b>59,224</b>	<b>40,780</b>	<b>40,780</b>	<b>40,780</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	5,880	4,350	4,350	4,350	0	.0
<b>Total Other Charges</b>	<b>5,880</b>	<b>4,350</b>	<b>4,350</b>	<b>4,350</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
5530. Improve Other Than Building	9,056	0	0	0	0	.0
<b>Total Capital Expenditures</b>	<b>9,056</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>754,882</b>	<b>772,481</b>	<b>765,028</b>	<b>784,771</b>	<b>12,290</b>	<b>1.6</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	17,324-	25,000-	25,000-	25,000-	0	.0
<b>TOTAL NET EXPENDITURES</b>	<b>737,558</b>	<b>747,481</b>	<b>740,028</b>	<b>759,771</b>	<b>12,290</b>	<b>1.6</b>

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Recreation and Parks	Scarboro Center	977

#### ACTIVITY DESCRIPTION

The Scarboro Community center includes a middle school size gym, full size kitchen with a pass through window, small kitchenette, four meeting rooms, game room, and a state of the art Computer Lab. The Scarboro Daycare is housed in the A and B rooms, Ebony room, and has use of the kitchen facilities. Outdoor facilities include a park/playground, fenced softball field, tennis court and basketball/volleyball courts. Rooms are available for rent and the computer lab is open daily with classes being offered to the public at various times during the year.

The eight-week summer programs operate with a staff of 2 full-time seasonal employees to provide a variety of recreation and leisure activities to area children. The Scarboro summer program includes games, crafts, field trips and special events.

#### PERFORMANCE OBJECTIVES

1. Conduct a Scarboro Summer Program at the Scarboro Center with maximum enrollment of 75.
2. Conduct an after school program for 6-12 year olds at the Scarboro Center.
3. Provide 12 educational sessions for Senior Adults at the Scarboro Center.
4. Provide 2 new programs at the Scarboro Center.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Employees Certified:				
CPR	4	4	4	4
Summer Camp enrollment	25	75	50	50
Educational sessions for seniors	11	12	12	12
2 new programs at Scarboro	2	2	2	2
Scarboro Community Center attendance	29,500	30,000	30,000	30,500
Computer classes	8	8	8	8

#### SIGNIFICANT EXPENDITURE CHANGES

There were not significant expenditure changes for this activity in fiscal 2011.

City of Oak Ridge, Tennessee  
Activity Detail

977 Scarboro Center

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	56,849	64,945	64,936	65,066	121	.2
5120. Salaries-Temp. Employees	5,957	6,521	6,570	6,528	7	.1
5131. Regular Overtime Pay	4,952	4,040	7,312	4,040	0	.0
5141. Social Security	4,979	5,776	5,610	5,786	10	.2
5150. Retirement	8,592	8,962	8,962	10,836	1,874	20.9
5160. Medical & Workers Comp	18,067	19,386	19,386	20,626	1,240	6.4
<b>Total Personal Services</b>	<b>99,396</b>	<b>109,630</b>	<b>112,776</b>	<b>112,882</b>	<b>3,252</b>	<b>3.0</b>
<b>Contractual Services</b>						
5207. Dues, Memberships & Sub.	119	0	0	0	0	.0
5210. Prof. & Contractual Ser.	3,158	1,360	1,360	1,360	0	.0
5210.202 Custodial Contract	27,740	27,950	27,950	28,426	476	1.7
5236.15 Street Sweeping	310	320	320	320	0	.0
5212. Utility Services	30,868	35,965	28,830	35,780	185-	.5-
5220. Training & Travel	1,036	0	0	0	0	.0
5235. Repair & Maintenance	8,970	2,250	10,000	2,250	0	.0
5236.13 Other Equipment Maint.	345	345	345	345	0	.0
<b>Total Contractual Services</b>	<b>72,546</b>	<b>68,190</b>	<b>68,805</b>	<b>68,481</b>	<b>291</b>	<b>.4</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	3,925	3,000	3,000	3,000	0	.0
<b>Total Commodities</b>	<b>3,925</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	0	1,415	1,415	1,415	0	.0
<b>Total Other Charges</b>	<b>0</b>	<b>1,415</b>	<b>1,415</b>	<b>1,415</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
5530. Improve Other Than Building	8,300	0	0	0	0	.0
<b>Total Capital Expenditures</b>	<b>8,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>184,167</b>	<b>182,235</b>	<b>185,996</b>	<b>185,778</b>	<b>3,543</b>	<b>1.9</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	8,330-	10,000-	10,000-	10,000-	0	.0
<b>TOTAL NET EXPENDITURES</b>	<b>175,837</b>	<b>172,235</b>	<b>175,996</b>	<b>175,778</b>	<b>3,543</b>	<b>2.1</b>

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Recreation and Parks	Senior Center	978

#### ACTIVITY DESCRIPTION

This activity includes expenditures for various programs conducted on behalf of the City's elderly, including all Senior Center expenditures and the Taxi Coupon Program. The goal is to provide and maintain programs which are available and accessible to all senior citizens and contribute to their physical, mental, social and cultural well-being.

The Senior Center temporarily occupies facilities leased from Anderson County located at 728 Emory Valley Road. The Senior Center has rooms for large and small groups, a kitchen, TV lounge, recreation room with billiard tables and other game tables available for use.

#### PROGRAM COMMENTS

The scope of municipal services to senior citizens is not limited to General Fund expenditures in this activity. Many elder citizens benefit from a variety of service programs such as drug purchases, large print books in the Library, and home insulation assistance. The Business Office also processes applications for State-funded tax relief to elderly, low-income persons under the Property Assessment and Classification Act of 1973.

Other services available to senior citizens include a nutrition program through the East Tennessee Human Resource Agency (ETHRA), utility bill payments through Anderson County Community Action Commission, public housing and rental assistance through the Housing Authority, and services of the Anderson County Health Department.

The administration of the Taxi Coupon Program is performed by this activity, while expenditures are reflected in the Streets and Public Transportation Fund. The Taxi Coupon Program is expected to cost \$60,000 in FY 2009 with 50 percent of the costs being funded through a grant from the Tennessee Department of Transportation. The City's subsidizes the coupon price by \$1.95 per coupon.

#### PERFORMANCE OBJECTIVES

1. Effectively utilize local newspaper, radio and newsletters to advertise activities at the Center.
2. Utilize computer equipment to target outreach efforts to older Oak Ridgers.
3. Continue to promote "Cold Facts" program, utilizing volunteers for outreach and implementations.
4. Develop new fitness programs and promote Senior Games competition.

<b>CITY OF OAK RIDGE</b>			
<b>FUND</b>	<b>DEPARTMENT</b>	<b>ACTIVITY</b>	<b>NUMBER</b>
General	Recreation and Parks	Senior Center	978

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY 2009</b>	<b>BUDGET FY 2010</b>	<b>PROJECTED FY 2010</b>	<b>BUDGET FY 2011</b>
Senior Center users (non-duplicated)	2,053	2,000	2,000	2,100
Senior Center users (duplicated)	42,412	46,000	44,000	46,000
Physical fitness participants	186	340	200	340
Cost per participant (non-duplicated)	\$137	\$132	\$138	\$138
Taxi system users	503	500	500	500
Volunteer hours	3,197	3,500	3,200	3,500
Cold Facts participants	2,405	2,390	2,420	2,390

**SIGNIFICANT EXPENDITURE CHANGES**

Budgeted funding for Contractual Services decreased by \$2,830. Utility services decreased \$2,860 to adjust the budget to actual utility patterns.

City of Oak Ridge, Tennessee  
Activity Detail

978 Senior Center

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	110,712	104,720	104,917	105,044	324	.3
5131. Regular Overtime Pay	4,531	4,000	5,748	4,000	0	.0
5141. Social Security	8,385	8,317	7,967	8,342	25	.3
5150. Retirement	13,759	13,975	13,975	16,896	2,921	20.9
5160. Medical & Workers Comp	18,340	24,113	24,113	25,663	1,550	6.4
<b>Total Personal Services</b>	<b>155,727</b>	<b>155,125</b>	<b>156,720</b>	<b>159,945</b>	<b>4,820</b>	<b>3.1</b>
<b>Contractual Services</b>						
5201. Rents	56,400	67,590	67,220	67,220	370-	.5-
5207. Dues, Memberships & Sub.	70	10	177	70	60	600.0
5210. Prof. & Contractual Ser.	0	90	90	0	90-	100.0-
5210.202 Custodial Contract	17,232	20,770	20,770	21,170	400	1.9
5212. Utility Services	14,433	18,515	15,655	15,655	2,860-	15.4-
5220. Training & Travel	1,052	0	1,000	0	0	.0
5235. Repair & Maintenance	5,389	2,795	5,005	2,795	0	.0
5236.13 Other Equipment Maint.	3,496	3,035	3,035	3,065	30	1.0
<b>Total Contractual Services</b>	<b>98,072</b>	<b>112,805</b>	<b>112,952</b>	<b>109,975</b>	<b>2,830-</b>	<b>2.5-</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	5,994	6,720	6,720	6,720	0	.0
5320. Books/Education Material	0	25	25	25	0	.0
5325. Uniforms/Safety Equip.	67	100	100	100	0	.0
<b>Total Commodities</b>	<b>6,061</b>	<b>6,845</b>	<b>6,845</b>	<b>6,845</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	3,560	3,663	3,663	3,663	0	.0
<b>Total Other Charges</b>	<b>3,560</b>	<b>3,663</b>	<b>3,663</b>	<b>3,663</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>263,420</b>	<b>278,438</b>	<b>280,180</b>	<b>280,428</b>	<b>1,990</b>	<b>.7</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	2,171-	1,500-	1,500-	1,500-	0	.0
<b>TOTAL NET EXPENDITURES</b>	<b>261,249</b>	<b>276,938</b>	<b>278,680</b>	<b>278,928</b>	<b>1,990</b>	<b>.7</b>

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Library

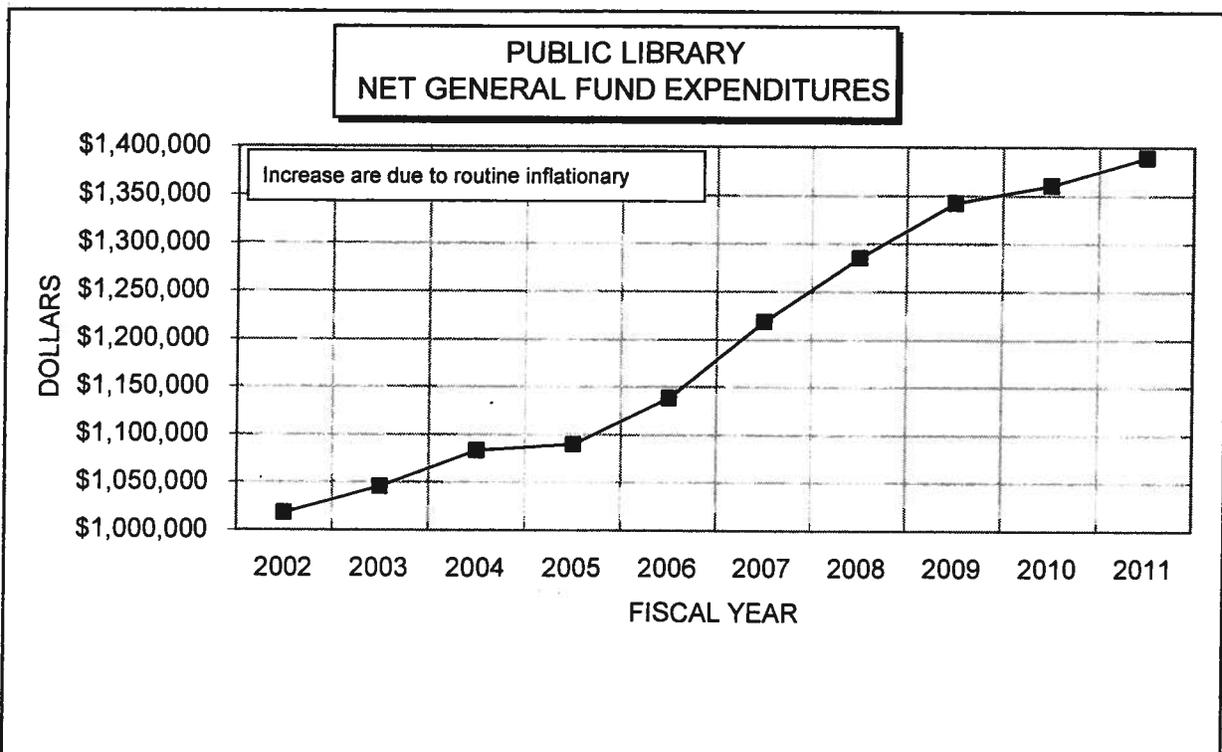
## LIBRARY

The Oak Ridge Public Library provides informational and recreational material to meet the needs of the community. The Library is staffed by a combination of 24 full-time and part-time employees, and also recruits and trains volunteers to support the staff and services offered. During fiscal 2009, 81 volunteers provided 3,196 hours of service and support. The Library's total collection consists of approximately 109,385 volumes and 26,465 other non-print material, including cassettes, videos, CD's, DVD's, puzzles, microforms, etc. The Library is currently open 65 hours a week during the school year and 61 hours a week during the summer. In fiscal 2009, Library staff circulated 181,826 books and audiovisual materials. Library patrons borrowed 267 books from other libraries through the Interlibrary Loan Service, while the Library loaned 195 books to other libraries. The staff answered 30,914 reference questions.

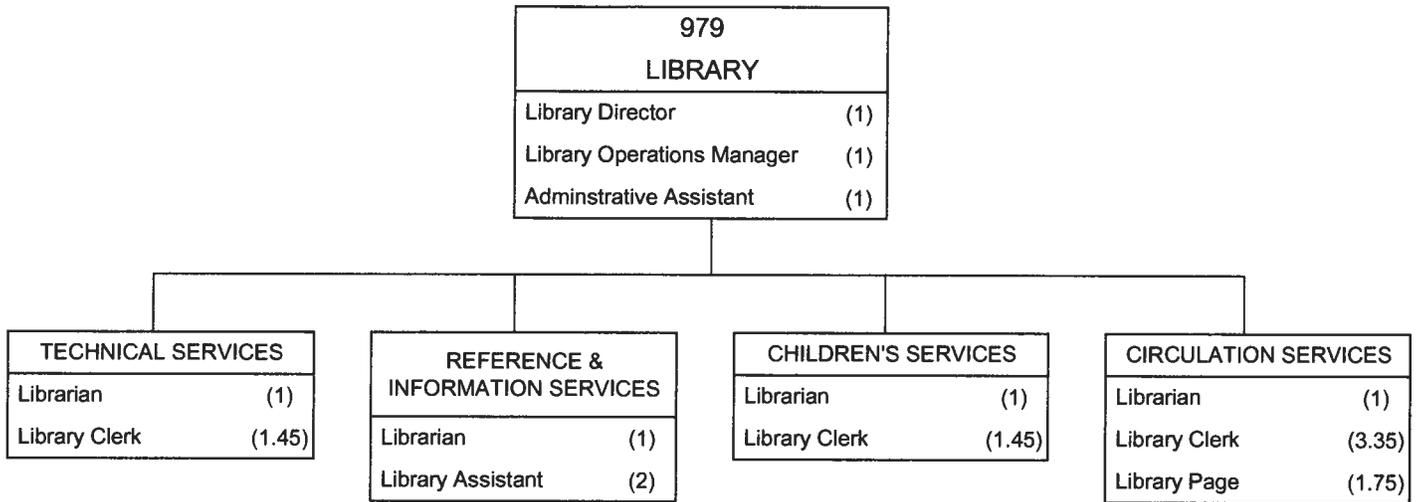
The Library also houses the Oak Ridge Room, and collects materials pertaining to the history and development of the Oak Ridge area. Some of the Oak Ridge Room's outstanding features include the DOE photograph collection of approximately 1,000 photos of early Oak Ridge, the DVD photos of all pre-Oak Ridge housing, blueprints of the 'alphabet houses', cemetery lists, all phone books used in Oak Ridge, and entire sets of School Board and City Council minutes, city budgets, and many maps of early Oak Ridge to the present day.

The Children's Room provides material and services such as 2 Preschool Storytimes (Squiggles and Reading Ready), Ruff Reading and the Summer Reading/Listening program. Participation in these programs in fiscal 2009 totaled 4,699 children, and 597 for Summer Reading and Listening. The Library provides a book delivery service to the senior residences in town through its Service to Seniors program. Books are exchanged once a month at the five residences bringing reading materials to those who cannot come to the Library.

The Library offers public access to the Internet in the Main Library and the Children's Room. The Library's automated system allows the Library to automate acquisitions, cataloging, and catalog and provide a user-friendly system for Library patrons. The catalog is also available for searching over the Internet.



# LIBRARY



CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Public Library	Public Library	979

#### ACTIVITY DESCRIPTION

The Oak Ridge Public Library provides informational and recreational materials to meet the needs of the community. The Library acquires printed and non-printed materials, organizes them for convenient use and assists the public in using the materials. The Library provides access to a growing collection of historical archives including books and pamphlets, videos, photographs, oral histories, etc. focusing on the earliest days of Oak Ridge up to the present.

The Library supports programming designed to connect books and information with the user. These programs provide access to Library resources for residents of all ages. The Library offers Squiggles and Reading Ready Storytime programs, Summer Reading/Listening Programs, and Service to Seniors, which is a book delivery service to the senior residences. In addition, the Library provides classes in Beginning Internet and Beginning Email and programming for adults on a wide range of information and entertaining topics (gardening, stress relief, Book Doctor, jewelry making, etc.).

#### PERFORMANCE OBJECTIVES

1. To enhance the quality of life in our community by offering exceptional library services.
2. To provide a continuum of knowledge, making information available in its ever-changing formats.
3. To collect, preserve and make available the history of our unique community.
4. To furnish our community with an extensive, easily accessible collection of recreational resources, which combines the best of the old and the new.
5. To nurture the children and youth of our community by giving them access to the exciting world of ideas.
6. To address the concerns of library users by listening and responding to their suggestions.
7. To appreciate the unique qualities of all individuals and to give each respect, consideration and excellent service.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
Total Circulation	181,826	178,575	180,000	180,000
Registered Patrons	22,301	18,000	22,000	22,000
Items Added to the Collection	8,872	7,500	7,500	7,500
Items Withdrawn from the Collection	7,031	5,490	6,000	6,000
Reference Questions and Readers Service	30,914	30,000	30,000	30,000
Storytime Attendance	4,699	4,500	5,000	5,000

#### SIGNIFICANT EXPENDITURE CHANGES

Budgeted funding for Contractual Service increased \$5,550. Utility services cost increased by \$5,000 based on higher electric costs due to rate increases.

City of Oak Ridge, Tennessee  
Activity Detail

979 Public Library

	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs. 10	% CHG
<b>Personal Services</b>						
5111. Salaries-Reg. Employees	619,042	628,242	619,870	624,703	3,539-	.6-
5120. Salaries-Temp. Employees	22,953	29,872	28,633	29,817	55-	.2-
5141. Social Security	46,845	50,346	46,749	50,071	275-	.5-
5150. Retirement	78,732	72,602	72,602	98,130	25,528	35.2
5160. Medical & Workers Comp	118,803	125,700	125,700	133,760	8,060	6.4
<b>Total Personal Services</b>	<b>886,375</b>	<b>906,762</b>	<b>893,554</b>	<b>936,481</b>	<b>29,719</b>	<b>3.3</b>
<b>Contractual Services</b>						
5201. Rents	2,868	5,980	5,980	5,980	0	.0
5207. Dues, Memberships & Sub.	27,674	19,351	28,000	19,351	0	.0
5210. Prof. & Contractual Ser.	3,675	9,810	3,000	9,810	0	.0
5210.202 Custodial Contract	25,366	30,400	30,400	30,950	550	1.8
5236.15 Street Sweeping	1,244	1,260	1,260	1,260	0	.0
5212. Utility Services	110,874	122,175	100,350	127,175	5,000	4.1
5220. Training & Travel	217	600	600	600	0	.0
5235. Repair & Maintenance	41,936	33,177	50,000	33,177	0	.0
5236.13 Other Equipment Maint.	30,654	46,295	46,295	46,295	0	.0
<b>Total Contractual Services</b>	<b>244,508</b>	<b>269,048</b>	<b>265,885</b>	<b>274,598</b>	<b>5,550</b>	<b>2.1</b>
<b>Commodities</b>						
5310. Commodities/Tools/Supplies	53,643	27,120	50,000	27,120	0	.0
5320. Books/Education Material	144,003	140,342	140,342	140,342	0	.0
<b>Total Commodities</b>	<b>197,646</b>	<b>167,462</b>	<b>190,342</b>	<b>167,462</b>	<b>0</b>	<b>.0</b>
<b>Other Charges</b>						
5410. Liability Insurance	6,270	10,777	10,777	10,777	0	.0
<b>Total Other Charges</b>	<b>6,270</b>	<b>10,777</b>	<b>10,777</b>	<b>10,777</b>	<b>0</b>	<b>.0</b>
<b>Capital Expenditures</b>						
5540 Machinery & Equipment	7,585	0	23,000	0	0	.0
<b>Total Capital Expenditures</b>	<b>7,585</b>	<b>0</b>	<b>23,000</b>	<b>0</b>	<b>0</b>	<b>.0</b>
<b>TOTAL GROSS EXPENDITURES</b>	<b>1,342,384</b>	<b>1,354,049</b>	<b>1,383,558</b>	<b>1,389,318</b>	<b>35,269</b>	<b>2.6</b>
<b>Reduction of Costs</b>						
5610. Recovered from Users	0	0	23,000-	0	0	.0
<b>TOTAL NET EXPENDITURES</b>	<b>1,342,384</b>	<b>1,354,049</b>	<b>1,360,558</b>	<b>1,389,318</b>	<b>35,269</b>	<b>2.6</b>

**SECTION III**  
**DEBT SERVICE & CAPITAL PROJECTS FUNDS**  
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### **Long-Term Debt Overview**

On page III-2 is a summary of the City's outstanding \$168,528,642 in long-term debt as of June 30, 2010 by Fund. Also listed are the budgeted principal and interest payments for fiscal 2011. Almost all the City's debt is backed by the "full faith and credit" of the City, with the exception of \$5,955,000 in electric revenue bonds issued in 2003; which are backed solely by the net revenues of the electric system. There are currently no restrictions on the City's debt levels.

As of June 30, 2010, the outstanding principal balance of debt accounts through the Debt Service Fund was \$105,262,655. The description of this debt begins on page III-3 of this document. Funding for annual debt service is provided from operating transfers from the General Fund; building and equipment rental charges from the Electric, Waterworks and Street Funds; and 18.18% of local sales tax collections in the Anderson portion of Oak Ridge to fund debt service on issuances related to the Oak Ridge High School project (ORHS).

The annual debt service payment on \$558,000 in outstanding debt used by the City to renovate the Scarboro Community Center is being funded through the Community Development Block Grant (CDBG) award and is being accounted for in the Grant Fund. \$1,152,000 in outstanding debt is being accounted for in the Equipment Replacement Rental Fund (ERRF) with annual debt service payments provided from existing cash reserves in the ERRF and charges for services to other City Funds for rental of equipment.

As of June 30, 2010, there was \$61,555,987 in outstanding Enterprise Fund debt. Of this amount, \$25,054,029 is serviced by the Electric Fund, \$35,628,152 by the Waterworks Fund and \$873,806 by the Emergency Communications District Fund. During fiscal 2008, the City entered into a capital lease purchase agreement for an 800 mHZ radio system upgrade. These types of leases are accounted for as long-term debt. The revenues generated by these Funds will be utilized for the annual debt service payments on this debt. The debt service payments by the City's utility funds impact user fees for electric, water and sewer service. A rate study is prepared biennially to establish the user charges for these services. The City currently has \$2,401,294 in authorized and available loan proceeds that can be drawn upon for wastewater rehabilitation capital projects. Loan proceeds are drawn as the work occurs. Projected future utility rate increases are primarily the result of debt service requirements on debt issued to finance capital improvements in those systems.

**CITY OF OAK RIDGE  
SUMMARY OF LONG-TERM DEBT  
BUDGET 2011**

Issues	Rate Type	Available for Draw	PROJECTED		Budget	Budget	Budget
			Principal Outstanding 6/30/10	FY 2011 Principal	FY 2011 Interest	FY 2011 Total Debt Service	
<b><u>DEBT SERVICE FUND</u></b>							
GO Bonds 2003 (Refunding)	Fixed	\$ -	\$ 3,833,000	\$ 273,000	\$ 151,955	\$ -	\$ 424,955
GO Bonds 2001 (Refunding)	Fixed	-	9,650,000	2,180,000	482,500	-	2,662,500
GO Bonds 2010 (Golf Course)	Fixed	-	5,240,000	380,000	182,110	-	562,110
GO Bonds 2009 (Refunding)	Fixed	-	17,215,000	-	775,700	-	775,700
Build America Bonds 2009B (Part ORHS)	Fixed	-	9,300,000	-	375,253	-	375,253
TMBF 1995	Variable	-	568,765	-	25,594	-	25,594
TMBF 2008 (Part ORHS)	Variable	-	7,752,288	-	348,853	-	348,853
GO Bonds 2005 (ORHS Debt) B-9-A	Fixed	-	14,900,000	150,000	663,188	-	813,188
TNLOANS 2006 (ORHS Debt) B-11-A	Fixed	-	5,325,000	-	232,969	-	232,969
TNLOANS 2004 (ORHS Debt) VII E-1	Fixed Swap	-	21,140,000	-	951,300	-	951,300
TNLOANS 2006 (ORHS Debt) VI-M-1	Fixed Swap	-	4,735,000	-	236,750	-	236,750
QZAB Series 2004 (ORHS Debt)	Fixed	-	4,846,435	440,585	-	-	440,585
QZAB Series 2005 (ORHS Debt)	Fixed	-	757,167	68,833	-	-	68,833
<b>TOTAL DEBT SERVICE FUND</b>		<b>\$ -</b>	<b>\$ 105,262,655</b>	<b>\$ 3,492,418</b>	<b>\$ 4,426,172</b>	<b>\$ -</b>	<b>\$ 7,918,590</b>
<b><u>GRANT FUND *Debt Service Funded By CDBG Grant</u></b>							
TMBF 2001	Variable	\$ -	\$ 558,000	\$ 69,000	\$ 24,855	\$ -	\$ 93,855
<b><u>EQUIPMENT REPLACEMENT RENTAL FUND</u></b>							
GO Bonds 2003 (Refunding)	Fixed	\$ -	\$ 452,000	\$ 177,000	\$ 17,195	\$ -	\$ 194,195
Build America Bonds 2009B	Fixed	-	700,000	-	17,916	-	17,916
<b>TOTAL EQUIPMENT REPLAC RENTAL FUND</b>		<b>\$ -</b>	<b>\$ 1,152,000</b>	<b>\$ 177,000</b>	<b>\$ 35,111</b>	<b>\$ -</b>	<b>\$ 212,111</b>
<b><u>ELECTRIC FUND</u></b>							
Revenue Bonds 2003 (Refunding)	Fixed	\$ -	\$ 5,955,000	\$ 965,000	\$ 258,300	\$ -	\$ 1,223,300
2009 Bonds (Refunding)	Fixed	-	10,070,000	-	448,444	-	448,444
Build America Bonds 2009B	Fixed	-	5,000,000	-	196,804	-	196,804
TMBF 2006	Variable	-	2,575,733	118,095	115,471	-	233,566
TMBF 2008	Variable	-	1,453,296	-	65,398	-	65,398
<b>TOTAL ELECTRIC FUND</b>		<b>\$ -</b>	<b>\$ 25,054,029</b>	<b>\$ 1,083,095</b>	<b>\$ 1,084,417</b>	<b>\$ -</b>	<b>\$ 2,167,512</b>
<b><u>WATERWORKS FUND</u></b>							
<b>Build America Bonds 2009B</b>		<b>\$ -</b>	<b>\$ 5,000,000</b>	<b>\$ -</b>	<b>\$ 189,881</b>	<b>\$ -</b>	<b>\$ 189,881</b>
<b><u>Water</u></b>							
TMBF 1995	Variable	\$ -	\$ 1,033,409	\$ -	\$ 46,503	\$ -	\$ 46,503
TMBF 2001	Variable	-	2,134,000	134,000	95,534	-	229,534
TMBF 2006	Variable	-	3,146,214	144,252	141,046	-	285,298
TMBF 2008	Variable	-	931,139	-	41,901	-	41,901
GO Bonds 2003 (Refunding)	Fixed	-	1,219,680	184,800	47,863	-	232,663
<b>TOTAL WATER DEBT</b>		<b>\$ -</b>	<b>\$ 8,464,442</b>	<b>\$ 463,052</b>	<b>\$ 372,847</b>	<b>\$ -</b>	<b>\$ 835,899</b>
<b><u>Wastewater</u></b>							
TMBF 1995	Variable	\$ -	\$ 1,770,326	\$ -	\$ 79,665	\$ -	\$ 79,665
TMBF 2006	Variable	-	1,999,056	91,655	89,618	-	181,273
TMBF 2008	Variable	-	863,277	-	38,847	-	38,847
GO Bonds 2003 (Refunding)	Fixed	-	1,420,320	215,200	55,737	-	270,937
State Revolving Loan 97	Fixed	-	8,055,219	530,964	319,584	-	850,548
State Revolving Loan 98	Fixed	-	3,458,806	217,020	135,672	-	352,692
State Revolving Loan 02	Fixed	-	2,401,294	4,598,706	-	176,132	176,132
<b>TOTAL WASTEWATER DEBT</b>		<b>\$ 2,401,294</b>	<b>\$ 22,163,710</b>	<b>\$ 1,054,839</b>	<b>\$ 895,255</b>	<b>\$ -</b>	<b>\$ 1,950,094</b>
<b>TOTAL WATERWORKS FUND</b>		<b>\$ 2,401,294</b>	<b>\$ 35,628,152</b>	<b>\$ 1,517,891</b>	<b>\$ 1,457,983</b>	<b>\$ -</b>	<b>\$ 2,975,874</b>
<b><u>EMERGENCY COMM. FUND</u></b>							
Capital Lease Agreement (Radio System Upgrade)		\$ -	\$ 873,806	\$ 107,386	\$ 43,516	\$ -	\$ 150,902
<b>TOTAL CITY DEBT</b>		<b>\$ 2,401,294</b>	<b>\$ 168,528,642</b>	<b>\$ 6,446,790</b>	<b>\$ 7,072,054</b>	<b>\$ -</b>	<b>\$ 13,518,844</b>

## **Debt Service Fund**

### **Fund Overview:**

The Debt Service Fund is used for the accumulation of resources for the payment of principal and interest on general obligation long-term debt backed and funded by the full faith and credit of the City. This includes the debt service on Schools projects. City Charter prohibits the Schools from issuing long-term debt. The City issues the debt for school capital projects and provides funding for the annual debt service payments on those issuances. Approximately 75% of the City's general debt issuances since 1988 have been to provide funding for School capital projects. The use of general long-term debt is normally restricted to those capital improvements or projects that cannot be financed with current revenues, with the bonds repaid over a period less than or equal to the projects' useful life. Long-term debt for the City's Enterprise and Internal Service Funds are accounted for in those Funds rather than the Debt Service Fund.

Statistical information regarding the City's outstanding general obligation debt as of June 30, 2010 is on pages VI-23 to VI-25 of this document. The City's General Obligation Bonds are rated "Aa3" by Moody's Investor Service and "AA" by Standard and Poor's. Page III-5 contains a graph of the City's outstanding general obligation debt for the past 10 fiscal years. The spike in fiscal 2005 and 2007 is due to the issuance of \$53,049,360 in debt for the Oak Ridge High School Project.

The following is a summary of the City's general obligation debt issuances since 1998 for the debt service payments that are accounted for in the Debt Service Fund. The bond proceeds and the related capital expenditures for these issuances are accounted for in the Capital Projects Fund.

\$10,000,000 in General Obligation Bonds (GOB) and notes was issued in 1988 to fund the renovation of Willow Brook and Woodland Elementary Schools and the construction of Emory Valley Road and other street improvements.

\$5,385,000 in General Obligation Bonds were issued in 1989 to fund the construction of a new Glenwood Elementary School.

\$4,950,000 in General Obligation Bonds were issued in 1991 to fund the renovation of several municipal and sports facilities, the purchase of an 800 MHz trucking communications system, the renovation of the outdoor pool, the construction of a central fire station and the renovation of two existing fire stations.

\$11,150,000 in General Obligation Bonds were issued in 1995 for the renovation of the High School and two City Middle Schools.

A \$1,247,994 variable rate loan was obtained in fiscal 1995 from the Tennessee Municipal Bond Fund for the purchase of land for a new Roane State Community College Campus in Oak Ridge and storm drainage improvements.

\$16,000,000 in General Obligation Bonds were issued in 1996 to fund construction of a new City Central Service Complex and various other City and School facility improvements and equipment, including construction of three baseball/softball fields at Parcel 457, Briarcliff/Laboratory Road extension, purchase of the Library MARC system and improvements at Linden Elementary School, including construction of a stage and the addition of an elevator to meet ADA requirements.

A \$3,213,000 variable rate loan was obtained in 1998 through the TN-LOANS program to fund demolition and remediation of the old Central Service Complex site, street resurfacing including Rutgers Avenue, storm water drainage improvements, Schools ADA enhancements and Willow Brook Elementary wall repairs, Melton Lake Greenway construction and other City building improvements.

On August 1, 1998, the City issued \$7,275,000 in Golf Course Revenue and Tax Bonds related to construction and equipping of the City-owned Tennessee Centennial Golf Course. This debt is backed by the full faith and credit of the City of Oak Ridge. This debt was refunded during fiscal 2010.

\$10,000,000 in General Obligation Bonds were issued in FY 2000 with the bond proceeds split equally on City and School capital improvements. School projects include American Disabilities Act (ADA) renovations and replacement of windows at various school buildings, roof and chiller replacement at Linden Elementary School, upgrades to the auditoriums at the High School and two Middle Schools and system wide technology upgrades. City projects include storm water drainage improvements, which includes the Mitchell Road and Emory Creek Projects, City share of the State roadway expansion into the City's southwest quadrant, completion of Phase II and Phase III of the Melton Lake greenway and the Emory Valley Road greenway, expansion of the Animal Shelter to house the City's two K-9 dogs and numerous building and recreation facility improvements.

\$59,315,219 in long-term debt has been issued for the construction and renovation of the Oak Ridge High School (ORHS) project. \$8,081,860 has been issued through the Tennessee State School Board Authorities Qualified Zone Academy Projects (QZAB) program. The QZAB program provides interest free loans to school systems that meet certain criteria. \$25,815,000 has been issued utilizing an interest rate SWAP, \$20,325,000 through fixed rate debt issuances and \$5,093,359 in variable interest rate issuances. Funding for the remaining costs of approximately \$6,400,000 will be utilized from the Build America Bond proceeds that were issued during fiscal 2010. An additional \$2,658,929 in variable interest rate debt was issued during fiscal 2008 and 2009 for miscellaneous school capital including roofs, HVAC's, gas packs and coolers.

In November 2009, the City issued \$20,000,000 in Build America Bonds (BABS) of which \$10,000,000 will be utilized to complete the ORHS project and the remainder for miscellaneous City and School capital projects, street paving and computer hardware. The federal government provides a 35% subsidy on the interest due by the City on the taxable BABS.

Since 1988, there have been 7 bond refundings, which consolidated and lowered the interest rate on the outstanding debt on the above debt issuances. The outstanding principal balance of long-term debt funded through the Debt Service Fund is projected to be \$105,262,655 at June 30, 2010. Page III-9 contains the amortization schedule for this debt. Of this amount, \$34,196,053 is in variable interest rate debt, which includes \$25,875,000 in interest rate SWAPs. For budget purposes, these were estimated using a 4.50% interest rate. There is also \$1,152,000 in outstanding general obligation debt that was issued to purchase fire trucks and computer hardware and software that will be funded and accounted for through the Equipment Replacement Rental Fund, an internal service fund, and \$558,000 in outstanding general obligation debt that was issued to expand and renovate the Scarboro Center whose debt service will be funded from a HUD Grant that is accounted for in the Grant Fund.

#### Budget Changes:

On August 5, 2004, the citizens in the Anderson County portion of Oak Ridge overwhelmingly voted to increase the local sales tax option from 2.25% to the state maximum of 2.75%, with the additional tax proceeds being legally restricted to fund the renovation, construction and related debt service of the ORHS project. The sales tax rate increase became effective with sales beginning on October 1, 2004. In May 2006, Anderson County voted by referendum to supersede the City's local sales tax option increase. The .50% additional local sales tax proceeds are now split with Anderson County who then reallocates the proceeds to all city and county school systems. 18.18% of the City and

Schools local sales tax proceeds received through Anderson County will be allocated to funding the annual debt service on the ORHS project debt. The Oak Ridge Public Schools Education Foundation is working to raise \$8,000,000 in private contributions for the ORHS project. It is anticipated that the Foundation will provide funding to the City to pay the annual debt service on the QZAB bonds.

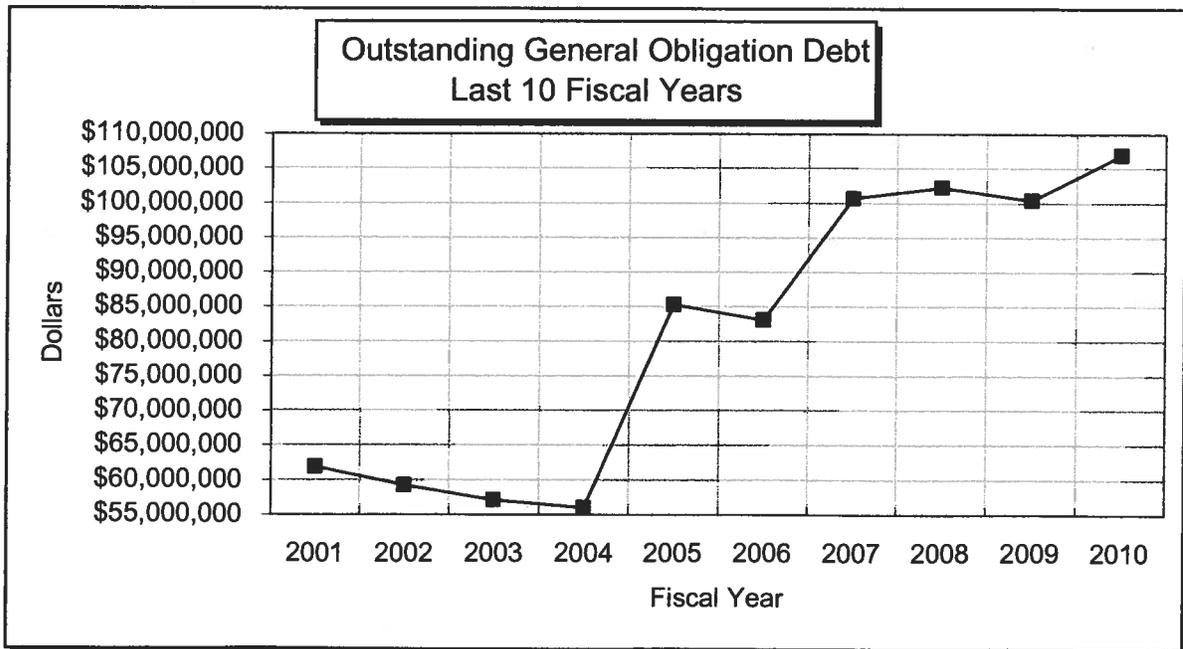
Major Revenue/Other Financing Sources:

Revenues and Other Financing Sources for the Debt Service Fund are budgeted at \$7,810,054 for fiscal 2011. Revenues include \$2,021,000 from local sales tax proceeds and \$892,732 from building rental from the Electric, Waterworks and Streets Funds to provide funding for the debt service on \$12.7 million borrowed in fiscal 1996 to construct a new Central Service Center Complex.

The \$4,786,322 budget from Other Financing Sources includes an operating transfer from the General Fund budgeted at \$3,545,000. There is also a \$729,459 contingency budgeted for variances in future debt issuances.

Major Expenditure Areas:

Fiscal 2011 projected debt service obligations on existing and future debt totaled \$8,655,000. The appropriation also includes a \$729,459 contingency for fluctuations in variable rate debt and for timing variances on future debt issuances.



**DEBT SERVICE FUND  
BUDGET SUMMARY**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<b>REVENUES:</b>						
4187 Sales Tax Proceeds (High School Project)	2,020,877	2,030,000	2,051,000	2,021,000	(9,000)	-0.4
4467 City Building Rentals	892,732	892,732	892,732	892,732	0	0.0
4482 Radio Rents	118,044	0	0	0	0	0.0
4610 Interest	102,115	275,000	35,000	110,000	(165,000)	-60.0
<b>Total Revenues</b>	<b>3,133,768</b>	<b>3,197,732</b>	<b>2,978,732</b>	<b>3,023,732</b>	<b>(174,000)</b>	<b>(5.4)</b>
<b>EXPENDITURES:</b>						
<b>Debt Issuances for City Capital Projects:</b>						
12151 TMBF 1994 Variable Rate Loan	10,586	25,600	5,000	25,594	(6)	0.0
12175 General Obligation Bond Refunding 2003	572,096	385,862	385,355	386,585	723	0.2
12177 General Obligation Bond Refunding 2009	22,720	69,364	69,350	69,364	0	0.0
12156 TN-Loan 2001 Variable Rate Loan	48,930	0	0	0	0	0.0
12173 Public Improvements, Series 2001	2,078,734	2,079,259	2,079,259	2,072,159	(7,100)	-0.3
12200 Golf Course	539,385	537,200	525,415	562,635	25,435	4.7
<b>Total City Projects</b>	<b>3,272,451</b>	<b>3,097,285</b>	<b>3,064,379</b>	<b>3,116,337</b>	<b>19,052</b>	<b>0.6</b>
<b>Debt Issuances for School Capital Projects:</b>						
12120 Oak Ridge High School Project Issuances	2,982,314	3,197,863	2,489,646	3,007,799	(190,064)	-5.9
12176 General Obligation Bond Refunding 2003	57,931	39,073	39,022	39,145	72	0.2
12178 General Obligation Bond Refunding 2009	231,537	706,841	706,790	706,841	0	0.0
12157 TN-Loan 2001 Variable Rate Loan	498,653	0	0	0	0	0.0
12158 TMBF 2008 Variable Rate Loan	24,157	136,055	12,000	89,624	(46,431)	-34.1
12174 Public Improvements, Series 2001	592,416	592,567	592,567	590,542	(2,025)	-0.3
<b>Total School Projects</b>	<b>4,387,008</b>	<b>4,672,399</b>	<b>3,840,025</b>	<b>4,433,951</b>	<b>(238,448)</b>	<b>-5.1</b>
12,180 Build America Bonds 2009B	0	0	314,199	375,253	375,253	100.0
12999 Contingency	0	1,730,316	0	729,459	(1,000,857)	-57.8
<b>Total Expenditures</b>	<b>7,659,459</b>	<b>9,500,000</b>	<b>7,218,603</b>	<b>8,655,000</b>	<b>(845,000)</b>	<b>-8.9</b>
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>(4,525,691)</b>	<b>(6,302,268)</b>	<b>(4,239,871)</b>	<b>(5,631,268)</b>	<b>671,000</b>	<b>-10.6</b>
<b>OTHER FINANCING SOURCES</b>						
Private Sources	364,563	511,863	402,146	511,863	0	0.0
Contingency	0	1,730,316	0	729,459	(1,000,857)	-57.8
<b>Operating Transfers In:</b>						
City General Fund	3,500,000	3,500,000	3,500,000	3,545,000	45,000	1.3
Capital Projects Fund	2,620,747	6,785,882	6,347,520	0	(6,785,882)	-100.0
<b>Operating Transfers Out:</b>						
Capital Projects Fund	(2,927,945)	0	0	0	0	0.0
<b>Total Other Financing Sources</b>	<b>3,557,365</b>	<b>12,528,061</b>	<b>10,249,666</b>	<b>4,786,322</b>	<b>(7,741,739)</b>	<b>-61.8</b>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>(968,326)</b>	<b>6,225,793</b>	<b>6,009,795</b>	<b>(844,946)</b>	<b>(7,070,739)</b>	<b>-113.6</b>
<b>FUND BALANCE - 7/1</b>	<b>7,082,125</b>	<b>7,089,509</b>	<b>6,113,799</b>	<b>12,123,594</b>	<b>5,034,085</b>	<b>71.0</b>
<b>FUND BALANCE - 6/30</b>	<b>6,113,799</b>	<b>13,315,302</b>	<b>12,123,594</b>	<b>11,278,648</b>	<b>(2,036,654)</b>	<b>(15.3)</b>

DEBT SERVICE FUND EXPENDITURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs 10	% CHANGE
<b>12120 ORHS RENOVATION ISSUANCES</b>						
5210 Professional & Cont. Services	1,000	1,000	2,500	2,500	1,500	150.0
5439.1 Principal Retirement	0	100,000	100,000	150,000	50,000	50.0
5439.2 Interest Charges	2,619,747	2,585,000	1,985,000	2,343,436	(241,564)	-9.3
Total	2,620,747	2,686,000	2,087,500	2,495,936	(190,064)	-7.1
<b>12121 HIGH SCHOOL RENOVATION QZAB's</b>						
5210 Fees	2,445	2,445	2,445	2,445	0	0.0
5439.1 Principal Retirement	359,122	509,418	399,701	509,418	0	0.0
Total	361,567	511,863	402,146	511,863	0	0.0
<b>12180 BUILD AMERICA BONDS 2009B</b>						
5439.1 Principal Retirement	0	0	0	0	0	0.0
5439.2 Interest Charges (Net Treasury Rebate)	0	0	314,199	375,253	375,253	100.0
Total	0	0	314,199	375,253	375,253	0.0
<b>12151 TMBF 1994 VARIABLE RATE LOAN - CITY</b>						
5439.1 Principal Retirement	0	0	0	0	0	0.0
5439.2 Interest Charges	10,586	25,600	5,000	25,594	(6)	0.0
Total	10,586	25,600	5,000	25,594	(6)	0.0
<b>12156 TN-LOAN 2001 VARIABLE RATE LOAN - CITY</b>						
5439.1 Principal Retirement	0	0	0	0	0	0.0
5439.2 Interest Charges	48,930	0	0	0	0	0.0
Total	48,930	0	0	0	0	0.0
<b>12157 TN-LOAN 2001 VARIABLE RATE LOAN - SCHOOLS</b>						
5439.1 Principal Retirement	0	0	0	0	0	0.0
5439.2 Interest Charges	498,653	0	0	0	0	0.0
Total	498,653	0	0	0	0	0.0
<b>12158 TMBF 2008 VARIABLE RATE LOAN - SCHOOLS (ORHS PORTION IN 12120)</b>						
5210 Professional & Cont. Services	0	0	0	0	0	0.0
5439.1 Principal Retirement	0	0	0	0	0	0.0
5439.2 Interest Charges	24,157	136,055	12,000	89,624	(46,431)	-34.1
Total	24,157	136,055	12,000	89,624	(46,431)	-34.1
<b>12177 GENERAL OBLIGATION BONDS REFUNDING 2009 CITY</b>						
5210 Professional & Cont. Services	0	50	36	50	0	0.0
5439.1 Principal Retirement	0	0	0	0	0	0.0
5439.2 Interest Charges	22,720	69,314	69,314	69,314	0	0.0
Total	22,720	69,364	69,350	69,364	0	0.0

DEBT SERVICE FUND EXPENDITURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs 10	% CHANGE
12178 GENERAL OBLIGATION BONDS REFUNDING 2009 SCHOOLS						
5210 Professional & Cont. Services	0	455	404	455	0	0.0
5439.1 Principal Retirement	0	0	0	0	0	0.0
5439.2 Interest Charges	231,537	706,386	706,386	706,386	0	0.0
Total	231,537	706,841	706,790	706,841	0	0.0
12173 PUBLIC IMPROVEMENTS, SERIES 2001 - CITY						
5210 Professional & Cont. Services	156	156	156	156	0	0.0
5439.1 Principal Retirement	1,544,760	1,614,800	1,614,800	1,696,513	81,713	5.1
5439.2 Interest Charges	533,818	464,303	464,303	375,490	(88,813)	-19.1
Total	2,078,734	2,079,259	2,079,259	2,072,159	(7,100)	-0.3
12174 PUBLIC IMPROVEMENTS, SERIES 2001 - SCHOOLS						
5210 Professional & Cont. Services	44	45	45	45	0	0.0
5439.1 Principal Retirement	440,240	460,200	460,200	483,487	23,287	5.1
5439.2 Interest Charges	152,132	132,322	132,322	107,010	(25,312)	-19.1
Total	592,416	592,567	592,567	590,542	(2,025)	-0.3
12175 GENERAL OBLIGATION BOND REFUNDING 2003 CITY						
5210 Professional & Cont. Services	197	704	197	704	0	0.0
5439.1 Principal Retirement	413,163	238,817	238,817	247,898	9,081	3.8
5439.2 Interest Charges	158,736	146,341	146,341	137,983	(8,358)	-5.7
Total	572,096	385,862	385,355	386,585	723	0.2
12176 GENERAL OBLIGATION BONDS REFUNDING 2003 SCHOOLS						
5210 Professional & Cont. Services	20	71	20	71	0	0.0
5439.1 Principal Retirement	41,837	24,183	24,183	25,102	919	3.8
5439.2 Interest Charges	16,074	14,819	14,819	13,972	(847)	-5.7
Total	57,931	39,073	39,022	39,145	72	0.2
12200 GENERAL OBLIGATION BONDS REFUNDING GOLF COURSE						
5210 Professional & Cont. Services	1,050	525	525	525	0	0.0
5439.1 Principal Retirement	265,000	275,000	275,000	380,000	105,000	38.2
5439.2 Interest Charges	273,335	261,675	249,890	182,110	(79,565)	-30.4
Total	539,385	537,200	525,415	562,635	25,435	4.7
12999 CONTINGENCY						
5439.2 Future Debt, BABS Rebate, Admin & Misc.	0	1,730,316	0	729,459	(1,000,857)	-57.8
TOTAL DEBT SERVICE FUND EXPENDITURES	7,659,459	9,500,000	7,218,603	8,655,000	(845,000)	-8.9

GENERAL LONG-TERM DEBT  
 FUNDED THROUGH DEBT SERVICE FUND  
 AMORTIZATION SCHEDULE\*  
 ESTIMATED AT 6/30/10

Fiscal Year	Principal	Interest	Total Requirements
2011	3,492,418	4,426,172	7,918,590
2012	3,854,419	4,276,476	8,130,895
2013	3,869,418	4,120,326	7,989,744
2014	3,934,418	3,965,742	7,900,160
2015	3,954,419	3,813,984	7,768,403
2016	4,079,418	3,688,532	7,767,950
2017	4,285,140	3,538,832	7,823,972
2018	4,499,745	3,366,045	7,865,790
2019	4,329,669	3,207,313	7,536,982
2020	4,469,930	3,059,367	7,529,297
2021	4,645,564	2,877,221	7,522,785
2022	4,097,183	2,684,557	6,781,740
2023	4,298,626	2,496,005	6,794,631
2024	4,075,000	2,296,383	6,371,383
2025	3,805,000	2,093,623	5,898,623
2026	4,020,000	1,932,120	5,952,120
2027	3,857,288	1,749,545	5,606,833
2028	2,015,000	1,578,706	3,593,706
2029	1,985,000	1,482,356	3,467,356
2030	2,045,000	1,394,256	3,439,256
2031	1,820,000	1,304,031	3,124,031
2032	4,315,000	1,222,131	5,537,131
2033	4,515,000	1,027,956	5,542,956
2034	2,295,000	824,781	3,119,781
2035	2,390,000	721,506	3,111,506
2036	2,490,000	613,956	3,103,956
2037	2,600,000	501,906	3,101,906
2038	2,725,000	388,156	3,113,156
2039	2,500,000	268,938	2,768,938
2040	2,500,000	169,000	2,669,000
2041	1,500,000	63,375	1,563,375
TOTAL	\$ 105,262,655	\$ 65,153,298	\$ 170,415,953

\*Excludes Unissued Debt and Contingency Amounts

## **Capital Projects Fund**

### **Fund Overview:**

This Capital Projects Fund is used to account for financial resources segregated for the acquisition, construction or renovation of major City and School capital facilities other than those financed by Enterprise Funds. By charter, the Oak Ridge Schools cannot issue debt. Expenditures for major School capital projects are accounted for in the Capital Projects Fund and are financed either through long-term debt issued by the City and/or capital maintenance reserves funded by operating transfers from the City General Fund.

### **Major Revenue Sources:**

Funding is provided from long-term debt issuances and operating transfers from the General Fund. For the past several years, the City has been funding capital maintenance projects through the issuance of long-term debt. The funding of these type items through the issuance of long-term debt is eroding the City's debt capacity, in addition to the required borrowings for major renovations or construction projects. In fiscal 2001, a program was recommended to City Council to finance capital projects costing between \$10,000 and \$300,000 from operating transfers from the General Fund to the Capital Projects Fund rather than through the issuance of long-term debt. The initial operating transfer in 2001 was for \$410,000 with the intent of gradually increasing the transfer amount each fiscal year until the required annual funding level of approximately \$1.5 to \$1.8 million is achieved. During fiscal 2009, these operating transfers were stopped in order to maintain an adequate fund balance in the General Fund and stabilize the property tax rate. The fiscal 2011 General Fund transfer amount is budgeted at \$476,271.

### **Major Expenditures Areas:**

Capital improvements totaling \$4,750,000 are budgeted for fiscal 2011. \$725,000 is budgeted for the School capital maintenance and site improvement projects and \$2,114,000 is for City capital maintenance projects. Funding is to be provided from long-term debt proceeds, \$611,000 in grant proceeds, operating transfers from the General Fund and existing fund balance. The budget includes a \$1,911,000 contingency for unplanned or timing variances in capital projects.

Major City capital improvements of \$2,114,000 budgeted for fiscal 2011 include storm water drainage improvements, parking lot maintenance, sidewalk improvements, continuation of upgrades to the City's recreational facilities to comply with the American Disabilities Act (ADA), City building improvements and upgrades or replacement of bleachers, fencing, lighting and play equipment at miscellaneous parks throughout the City. \$765,000 is budgeted for the construction of Phase IV of the Melton Lake Greenway with \$611,000 of the project to be funded through grant proceeds.

Major School capital improvements, other than the ORHS project, are budgeted at \$725,000 for fiscal 2011 and include roofs, carpet, sidewalk, heat pumps and other miscellaneous building improvements.

A more in-depth presentation of planned City and School capital projects is located in the Capital Improvements Program 2011-2016 document.

**CAPITAL PROJECTS FUND  
BUDGET SUMMARY**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<b>REVENUES:</b>						
4610 Interest on Investments	32,192	75,000	12,000	35,000	(40,000)	-53.3
4791 Oak Ridge School Foundation	204,263	-	-	-	-	0.0
4800 Energy Efficiency & Conservation Block Grant	-	-	-	80,000	80,000	100.0
4830 Greenways Grants	11,444	611,000	-	611,000	-	0.0
<b>TOTAL REVENUES</b>	<b>247,899</b>	<b>686,000</b>	<b>12,000</b>	<b>726,000</b>	<b>40,000</b>	<b>5.8</b>
<b>EXPENDITURES:</b>						
<b>School Expenditures:</b>						
29201 Willowbrook Elementary	36,713	-	16,725	-	-	0.0
29202 Woodland Elementary	74,715	215,000	127,000	-	(215,000)	-100.0
29203 Glenwood Elementary	1,915	-	13,098	-	-	0.0
29204 Oak Ridge High School Renovations	81,358	-	12,697	-	-	0.0
29205 Jefferson Jr High Renovations	75,164	-	18,725	-	-	0.0
29217 Oak Ridge High School Project	1,533,767	1,134,000	48,031	-	(1,134,000)	-100.0
29206 Robertsville Middle School	21,737	-	103,000	350,000	350,000	100.0
29210 Linden Elementary	15,937	-	338,000	300,000	300,000	100.0
29211 Miscellaneous Site Improvements:	16,498	100,000	62,260	25,000	(75,000)	-75.0
29211 Carpet Replacement	52,745	65,000	65,000	50,000	(15,000)	-23.1
29211 Cafeteria Equipment Replacement	249,494	170,000	170,000	-	(170,000)	-100.0
29212 Asbestos Abatement	6,360	-	-	-	-	0.0
29213 Roof Replacements	-	150,000	67,500	-	(150,000)	-100.0
29215 Preschool	13,670	-	-	-	-	0.0
<b>Total School Expenditures</b>	<b>2,180,073</b>	<b>1,834,000</b>	<b>1,042,036</b>	<b>725,000</b>	<b>(1,109,000)</b>	<b>-60.5</b>
<b>City Expenditures:</b>						
29307 Municipal Building Improvements:						
Renovations	50,000	-	-	-	-	0.0
Roof Replacement	-	-	-	390,000	390,000	100.0
Exterior Doors and Awnings	-	-	-	55,000	55,000	100.0
Repair/replace floor walls to 2 corridors	-	-	-	15,000	15,000	100.0
Paint exterior southside of building	-	-	-	12,000	12,000	100.0
Convert police drive-in to meeting room	-	-	-	95,000	95,000	100.0
Replace carpet/tile in police department	-	-	-	20,000	20,000	100.0
29318 Central Services Complex	-	35,000	35,000	-	(35,000)	-100.0
HVAC Management System	-	-	-	100,000	100,000	100.0
Air Compressor Replacement	-	-	-	10,000	10,000	100.0
Replace gate operators	-	-	-	10,000	10,000	100.0
Replace in-ground lifts	-	-	-	30,000	30,000	100.0
29322 Storm Water Drainage	100,000	100,000	100,000	100,000	-	0.0
29326 Parking Lot Maintenance	85,000	50,000	50,000	50,000	-	0.0
29333 Sidewalk Construction/Maintenance	30,000	30,000	30,000	30,000	-	0.0
29336 Park Meade Road Area Slope	-	-	300,000	-	-	0.0
29329 Animal Shelter Renovator	-	-	41,564	-	-	0.0
29341 Library HVAC Controls	-	-	24,200	-	-	0.0
29999 Miscellaneous	-	90,000	-	32,000	(58,000)	-64.4
29999 Prior Year Encumbrance Reversal	-	-	(521,845)	-	-	

**CAPITAL PROJECTS FUND  
BUDGET SUMMARY**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
City Expenditures (Continued)						
29402 Soccer Complex	50,000	-	-	-	-	0.0
29306 Tennis Courts	-	30,000	30,000	-	(30,000)	-100.0
29308 Milt Dickens-Play Equipment	-	-	-	-	-	0.0
29312 Outdoor Pool - Wading Pool	19,500	-	-	-	-	0.0
29317 Recreation Facility ADA Improvements	220	30,000	30,000	30,000	-	0.0
29400 BallField Lights	-	-	-	80,000	80,000	100.0
29400 Misc. Recreation - Field Fencing	-	25,000	25,000	25,000	-	0.0
29400 Bleachers Replacement	-	50,000	50,000	50,000	-	0.0
29494 Greenways Phase IV	14,305	765,000	-	765,000	-	0.0
29403 Pinewood Park	20,000	-	-	-	-	0.0
29411 Carl Yearwood Park - Parking Lot Rehab	-	-	-	35,000	35,000	100.0
29412 Cedar Hill Park	-	-	-	180,000	180,000	100.0
29413 Elm Grove Park	81,352	-	5,308	-	-	0.0
29415 Highland View Park	50,000	-	-	-	-	0.0
29416 LaSalle Park	-	130,000	130,000	-	(130,000)	-100.0
29400 Groves Park	-	50,000	50,000	-	(50,000)	-100.0
29420 Elza Gate Park - Parking	-	80,000	80,000	-	(80,000)	-100.0
29430 Indoor Pool - Filtration System	220,000	-	-	-	-	0.0
Total City Expenditures	<u>720,377</u>	<u>1,465,000</u>	<u>459,227</u>	<u>2,114,000</u>	<u>649,000</u>	<u>44.3</u>
29999 Project Carryforward and Emergency Projects	-	3,701,000	-	1,911,000	(1,790,000)	-48.4
TOTAL EXPENDITURES	<u>2,900,450</u>	<u>7,000,000</u>	<u>1,501,263</u>	<u>4,750,000</u>	<u>(2,250,000)</u>	<u>-32.1</u>
Excess (Deficiency) of Revenues Over Expenditures	(2,652,551)	(6,314,000)	(1,489,263)	(4,024,000)	2,290,000	36.3
<u>OTHER FINANCING SOURCES (USES):</u>						
Other Financing Sources and Transfers In:						
Long-Term Debt Proceeds	2,806,300	7,919,882	8,796,379	-	(7,919,882)	-100.0
Contingency Funding	-	3,701,000	-	1,911,000	(1,790,000)	-48.4
General Fund	-	1,400,000	-	476,271	(923,729)	-66.0
Debt Service Fund	2,927,945	-	-	-	-	0.0
Transfers out:						
Debt Service Fund	(2,620,747)	(6,785,882)	(6,347,520)	-	6,785,882	-100.0
Total Other Financing Sources (Uses)	<u>3,113,498</u>	<u>6,235,000</u>	<u>2,448,859</u>	<u>2,387,271</u>	<u>(3,847,729)</u>	<u>-61.7</u>
Excess (Deficiency) of Revenues and Other Financing Sources Over Expenditures and Other Uses	460,951	(79,000)	959,596	(1,636,729)	(1,557,729)	1971.8
<u>FUND BALANCE - 7/1</u>	<u>398,069</u>	<u>1,268,257</u>	<u>859,020</u>	<u>1,818,616</u>	<u>550,359</u>	<u>43.4</u>
<u>FUND BALANCE - 6/30</u>	<u>859,020</u>	<u>1,189,257</u>	<u>1,818,616</u>	<u>181,887</u>	<u>(1,007,370)</u>	<u>-84.7</u>

### **Citywide Capital Improvement Programs**

Beginning on page III-14, is a summary and description of citywide capital improvement projects budgeted for fiscal 2011. The summary outlines the projects by funding source.

The projects funded by the Capital Projects Fund are financed by a combination of long-term debt proceeds and existing fund balance created from operating transfers from the General Fund. The long-term goal is to fund major capital projects through the issuance of long-term debt and routine capital maintenance through the accumulated annual operating transfers from the General Fund. The break between routine and major is currently being defined at the \$300,000 level.

The Electric and Waterworks Fund capital improvements will be funded through a combination of long-term debt and existing cash generated through the applicable user rates for those services. The City currently has \$2,401,294 in authorized and available loan proceeds that can be drawn for wastewater rehabilitation capital projects. This debt is in the form of draw loans, which are drawn down as capital expenditures occur over the next year.

Capital improvement projects accounted for in the State Street Aid Fund are funded through an operating transfer from the General Fund and state shared tax revenues. The capital improvement level in this Fund should remain fairly constant from year-to-year.

At the end of each calendar year, a Capital Improvements Program (CIP) document is prepared that outlines the City's capital needs for the next six years. City staff drafts the document and then it is forwarded to the Oak Ridge Regional Planning Commission for review. A detail sheet is prepared outlining the need and cost of each capital project. The final adopted CIP is then incorporated into the City's annual budget document. Please refer to the CIP 2011-2016 document for a more in-depth discussion of the capital projects presented in this budget document.

**SUMMARY OF CAPITAL IMPROVEMENT PROGRAMS  
FISCAL YEAR 2010**

<b>PROJECT DESCRIPTION</b>	<b>CAPITAL PROJECTS FUND</b>	<b>ELECTRIC FUND</b>	<b>WATERWORKS FUND</b>	<b>OTHER CITY FUNDS</b>	<b>STATE/ FEDERAL/ PRIVATE</b>	<b>TOTAL CAPITAL PROJECTS</b>
OAK RIDGE CENTRAL SERVICE COMPLEX	\$ 70,000	\$ -	\$ -	\$ -	\$ 80,000	\$ 150,000
OAK RIDGE MUNICIPAL BUILDING	587,000					587,000
PARKING LOT MAINTENANCE	50,000					50,000
CAPITAL MAINTENANCE - UNSPECIFIED	32,000					32,000
RECREATION FACILITY ADA IMPROVEMENTS	30,000					30,000
BLEACHERS REPLACEMENT	50,000					50,000
FENCING REPLACEMENT	25,000					25,000
GREENWAY IMPLEMENTATION	154,000				611,000	765,000
CEDAR HILL PARK	180,000					180,000
LIGHT FIXTURE REPLACEMENT AT BALL FIELDS	80,000					80,000
PARKING LOT CONSTRUCTION/REHAB	35,000					35,000
SIDEWALK IMPROVEMENTS	30,000			30,000		60,000
STREET RESURFACING & CITY-OWNED PARKING LOTS				675,000		675,000
STATE ROUTE 95/58 ROAD IMPROVEMENTS / R-Q-W & CONST.					18,625,000	18,625,000
STATE ROUTE 95/58 ELECTRIC LINE RELOCATION / STREET LTS.		100,000				100,000
STATE ROUTE 95/58 WATER DISTRIBUTION			800,000			800,000
STORM WATER PROGRAM, EPA NPDES	100,000					100,000
EXPAND SUBSTATION 800 - NEW 13 KV BAY		150,000				150,000
STREET LIGHT IMPROVEMENT PROGRAM		30,000				30,000
FACILITIES EXPANSION FOR NEW LOADS AND SERVICES		655,000				655,000
ROUTINE EXPANSION, MAINTENANCE AND MINOR ADDITIONS		570,000				570,000
ELECTRIC SUBSTATION IMPROVEMENTS		130,000				130,000
DISTRIBUTION SYSTEM IMPROVEMENTS		1,530,000				1,530,000
TRAFFIC SIGNAL, PUBLIC & PRIVATE LT MAINT./IMPROVEMENTS		110,000				110,000
TRANSMISSION SYSTEM MAINTENANCE		100,000				100,000
CHRISTMAS STREET LIGHTING DECORATIONS		44,000				44,000
WATER TREATMENT PLANT CAPITAL IMPROVEMENTS			1,300,000			1,300,000
WATER BOOSTER STATION UPGRADES			370,000			370,000
WATER DISTRIBUTION SYSTEM REHABILITATION			2,205,000			2,205,000
SEWER LINE REHABILITATION PROGRAM			1,000,000			1,000,000
WASTEWATER LIFT STATION REPLACEMENT/UPGRADES			370,000			370,000
WEST END / REPLACE EXISTING CLINCH RIVER PACKAGE PLANT			125,000			125,000
WEST END / ETPP WASTEWATER SYSTEM IMPROVEMENTS					250,000	250,000
WEST END / RARITY RIDGE RIVER CROSSING - WATER			250,000		750,000	1,000,000
LINDEN ELEMENTARY	300,000					300,000
ROBERTSVILLE MIDDLE SCHOOL	350,000					350,000
SYSTEM WIDE SIDEWALK/CARPET REPLACEMENT	50,000					50,000
SCHOOL CAPITAL MAINTENANCE-MISCELLANEOUS	25,000					25,000
<b>TOTAL CAPITAL IMPROVEMENT PROGRAMS</b>	<b>\$ 2,148,000</b>	<b>\$ 3,419,000</b>	<b>\$ 6,420,000</b>	<b>\$ 705,000</b>	<b>\$ 20,316,000</b>	<b>\$ 33,008,000</b>

**CAPITAL IMPROVEMENTS PROGRAM  
FISCAL YEAR 2011**

**I. COMMERCIAL/RESIDENTIAL DEVELOPMENT**

**1. West End Development & Expansion**

In June of 1999, eight "Partners for Progress" consisting of the City of Oak Ridge, Roane County, Anderson County, Department of Energy (DOE), Tennessee Valley Authority (TVA), State of Tennessee, Boeing-Oak Ridge, and The Community Reuse Organization of East Tennessee (CROET), entered into a Memorandum of Understanding (MOU) for the partners to work together to find sources of funding for the installation of infrastructure, projected to cost \$15.2 million, to five large parcels of land in the Oak Ridge portion of Roane County. Since that time, a 1,400 acre parcel of land is now being developed as a residential/commercial community known as Rarity Ridge and a 957 acre parcel has been developed by CROET as an industrial park.

Construction of water service infrastructure to the initial phase of Rarity Ridge has been completed. This includes a connection to Cumberland Utility District, a booster pump station, elevated storage tank and all interconnecting piping. A new Wastewater Treatment Plant (WWTP) with a permitted capacity of 0.6 MGD has been completed to handle the Rarity Ridge development, Horizon Center and the DOE owed East Tennessee Technology Park. The City has acquired the on-site water infrastructure at Horizon Center and on May 29, 2009 DOE transferred ownership of water and wastewater infrastructure located at the ETPP site to the City, which included a 4.0 million per day capacity water treatment plant, raw water intake station, two water storage tanks with a 4.0 million combined capacity, five wastewater-pumping stations and water and sewer lines. The City was awarded a Federal Grant to assist with interconnecting the ETPP Water Treatment Plant (WTP) and the Rarity Ridge water system.

CROET has completed construction of the force main between ETPP and Horizon Center. Additional work by CROET includes a new pump station and force main from Heritage Center to the new Rarity WWTP. The City's WWTP at the Clinch River Industrial Park is over 30 years old and needs to be replaced as quickly as its flow can be directed toward the system at Heritage Center, and ultimately to the Rarity Ridge plant.

**Funding Source**

Waterworks Fund	\$250,000
Federal Funds	250,000
Matching Funds Grant	<u>750,000</u>
<b>TOTAL</b>	<b><u>\$1,250,000</u></b>

Rarity Ridge River Crossing (Water)	\$ 750,000
EPA Grant for Matching Funds	
ETPP Water Treatment Plant	250,000
ETPP Wastewater System	<u>250,000</u>
<b>TOTAL</b>	<b>\$1,250,000</b>

**Operational Impact:** As this project moves forward, additional costs for operation and maintenance will be incurred and are included in this item. With the assumption of the water and sewer infrastructure as well as the roadways within ETPP, in fiscal 2009 a five position west end maintenance crew was added as well as one water plant operator to handle the demands of the west end systems at ETPP, Horizon and Rarity Ridge. DOE is funding water and wastewater operational costs for west end utilities through its contractor Bechtel Jacobs through May 2013.

<b>TOTAL COMMERCIAL/RESIDENTIAL DEVELOPMENT</b>	<b><u>\$1,250,000</u></b>
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**II. MUNICIPAL FACILITIES**

**1. Renovations/Additions to Municipal Facilities (Capital Maintenance)**

This project provides for improvements to existing City-owned facilities.

Funding Source and Purpose

Capital Projects Fund		<u>\$819,000</u>
Oak Ridge Central Service Complex	\$150,000	
Oak Ridge Municipal Building	587,000	
Parking Lot Maintenance	50,000	
Unspecified Capital Maintenance	<u>32,000</u>	
TOTAL	\$819,000	

Operational Impact: Maintenance and remodeling projects will have minimal impact on operations.

**TOTAL MUNICIPAL FACILITIES \$819,000**

**III. RECREATION AND PARKS**

**1. Greenway Implementation – Melton Lake Phase IV**

A Greenway is a system of walking trails connecting the City's greenbelts. The advantage is to bring parkland nearer to all Oak Ridge citizens. The Citywide system recommended by the Greenway Task Force has been endorsed by City Council. These greenways are being funded through a combination of City and grant money from the Tennessee Department of Transportation (TDOT).

Funding Source

Capital Projects Fund	\$154,000
Tennessee Department of Transportation Grants	<u>611,000</u>
TOTAL	<u>\$765,000</u>

Operational Impact: Maintenance cost is estimated at \$220 per mile per year.

**2. Construction and Improvement of Various Park and Recreation Facilities**

Capital maintenance funding will be utilized for various recreational facility improvements. The comprehensive plan outlines the development or improvement of a neighborhood park within walking distance of each neighborhood. The City is continuing to conduct ADA compliant upgrades and enhancements to City owned playgrounds to comply with new standards established by the Consumer Product Safety Council.

Fiscal Year 2010 includes the overlay of the parking lot surface at Yearwood Park. Continual use wears the coating off the asphalt. Also, replacement of light fixtures is needed due to deterioration and other conditions that require updating. Additionally, the play equipment needs to be updated to meet ASTM, CPSC and ADA safety standards and requirements. The development and renovation of Cedar Hill Park at the former school will provide a park area for the neighborhood. Replacement of bleachers and fencing at athletic fields that have been damaged by deterioration, vandalism and age is needed as dictated by security and safety concerns.

**III. RECREATION AND PARKS (Continued)**

**2. Construction and Improvement of Various Park and Recreation Facilities (continued)**

Funding Source

Capital Projects Fund		<u>\$400,000</u>
ADA Compliant Playgrounds (Renovation)	\$ 30,000	
Cedar Hill Park	180,000	
Bleacher Replacement	50,000	
Fencing Replacement	25,000	
Light Fixtures Replacement	80,000	
Parking Lot Construction/Rehab	<u>35,000</u>	
TOTAL	\$400,000	

**TOTAL RECREATION AND PARKS \$1,165,000**

**IV. TRANSPORTATION**

**1. Street Resurfacing including City-Owned Parking Lots (Maintenance)**

This program funds the City's Enhanced Pavement Maintenance Program and provides for annual resurfacing of designated city streets in a manner, which utilizes both corrective and preventative maintenance strategies. Corrective maintenance includes the use of conventional hot-mix asphalt overlays along with pavement milling where necessary, and is used to rehabilitate and correct streets that are deteriorated and/or have poor pavement conditions. Preventative maintenance strategies include the application of thin micro-surface overlays and the application of asphalt rejuvenating surface treatments. These strategies are used to extend the life of street pavements that are still in good to excellent condition.

In addition to resurfacing streets, this program also includes resurfacing of city-owned parking lots that are in poor condition including such parking lots as those located in the Grove Center and Jackson Square commercial area and various city parks.

Funding Source

State Street Aid and Other City Funds	<u>\$675,000</u>
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Operational Impact: By resurfacing or rejuvenating streets on an as needed basis, this project reduces the overall cost and amount of maintenance required for City streets. This project is performed under contract with minimal impact on operations.

#### IV. TRANSPORTATION (Continued)

##### 2. Sidewalk Improvements

Rehabilitation of existing sidewalks will continue throughout the City.

Until such time that the State grant funding becomes available for new sidewalk construction, efforts will be concentrated on rehabilitation of existing sidewalks. Funding has been obtained through the Knoxville Metropolitan Transportation Planning Organization (TPO) for a revised Major Thoroughfare plan with a pedestrian/bicycle element included in the plan.

Approximately 100 miles of concrete and asphalt sidewalks are located throughout Oak Ridge. Many of the existing sidewalks are 30+ years old and this program will serve to keep them in acceptable condition to assure pedestrian safety. The new sidewalks will continue should additional State funds become available.

##### Funding Source

State Street Aid Fund	\$ 30,000
Capital Projects Fund	<u>30,000</u>
TOTAL	<u>\$ 60,000</u>

Operational Impact: Sidewalk renovation does not initially impact operating expenses. Direct operating costs are generally insignificant and can be handled with existing municipal forces.

##### 3. State Route 95/58 Road Improvements

The scope of this project includes widening State Route 95/58 in Roane County and State Route 95 in Anderson County from I-40 Gallahar Road interchange to State Route 62 (South Illinois Avenue). Phase I improvements include widening the existing two-lane roadway to a five-lane section from I-40 to the Clinch River and a four-lane divided roadway from the Clinch River to SR 95/58 interchange with an excluded roadway section around Heritage Center. Phase II proposed improvements include widening to a four-lane divided roadway between SR 95/58 interchange to Westover Drive and installation of new water infrastructure to serve the west end. Phase III proposed improvements include widening to a four-lane divided highway from Westover Drive to Jefferson Avenue and a five-lane section from Jefferson Avenue to State Route 62 (South Illinois Avenue) and upsizing water lines to serve the west end and some sanitary sewer upgrades.

Phase I was completed in 2002. Phase II construction is underway and scheduled for completion in July of 2012. Phase III construction was completed in September 2010. New State legislation pertaining to State Funds for utility relocation costs may significantly change the listed funding sources. The State changed the design between Jefferson Avenue and South Illinois Avenue by shifting the roadway alignment to the north in an effort to save the maple trees on the south side.

Phase II new water lines shown in FY11 will be funded by the City and CROET. Relocated water/sewer lines for Phase III will be funded by TDOT with upsizing and new lines funded by the City

**IV. TRANSPORTATION (Continued)**

**3. State Route 95/58 Road Improvements (Continued)**

Current traffic volumes on SR 95/58 are projected to increase the need for additional traffic lanes. With current roadway widening projects on the east and west ends of Oak Ridge, there may be a future need to fully evaluate the Oak Ridge (Downtown) Turnpike roadway section for possible improvement to provide an acceptable level of service.

Funding Source

State of Tennessee and Federal Funding	\$18,625,000
Electric Fund	100,000
Waterworks Fund	<u>800,000</u>
TOTAL	<u>\$19,525,000</u>

Right of Way and Roadway Construction	\$17,000,000
Electric Line Relocation and Street Lighting	1,225,000
Water Line Distribution/Relocation Phase III	<u>1,300,000</u>
TOTAL	\$19,525,000

Operational Impact: Maintenance will be provided under the City's highway maintenance contract with the State.

**TOTAL TRANSPORTATION \$20,260,000**

**V. UTILITIES**

**1. Facilities Expansion for New Load**

This item combines the various elements of the Electric Department's efforts to serve new loads with the exception of substations and major feeder lines. These include line extensions, construction within subdivisions and other such activities. Cost is dependant on development activity and this should be treated as a placeholder.

The cost and timelines for these projects are development driven, and thus difficult to predict. Expenditures for underground residential development topped \$265,000 in FY09, a large increase from the years previous. Commercial expansion expenditures were also ahead of projections slightly. We expect moderation in these figures over the next few years. Funding demands in the ETPP area have also exceeded expectation and capital has been adjusted accordingly.

This expense is required to serve new loads under existing council policy. All costs expended in this item are protected by the City's justified investment policy, which should provide for cost recovery through the rate over time.

Funding Source

Electric Fund		<u>\$655,000</u>
Underground Residential	\$250,000	
Overhead Residential	55,000	
Underground Commercial	150,000	
Overhead Commercial	50,000	
ETPP Improvements	<u>150,000</u>	
TOTAL	\$655,000	

Operational Impact: Expanded service areas will require additional maintenance by City electrical crews. Outside contractors are utilized for distribution expansion and other operational projects to supplement electric crews on an as needed basis.

**2. Electrical Distribution System Improvements**

This project provides for the upgrade of existing system components, including conductors, underground service vaults, and the addition of specific protection devices. It describes non-routine work done by the department to rectify identified inadequacies, along with items required to enhance system performance.

All circuits are continually monitored for overloading, deterioration or other conditions that require updating.

Underground cable failure and replacement continues to be a major effort, demanding more and more effort on the part of the Electric Department. Material costs have stabilized somewhat, although this may be a short-term reprieve. Work is beginning in the Westwood subdivision to supply a new feed into the area. The remainder of the work has been compressed to better represent current thought of workflow.

**V. UTILITIES (Continued)**

**2. Electrical Distribution System Improvements (Continued)**

Line segments are routinely evaluated via the Department's system model for potential use in switching operations, alternate feeds and line loss, as well as age, condition and functionality. Other structures particularly underground vaults need to be upgraded. With new equipment installed, annual operating costs should decrease and system safety improved. Additionally, underground cables in parts of the City are reaching the end of their useful life.

Funding Source

Electric Fund		<u>\$1,530,000</u>
Circuit Improvement	\$ 150,000	
Underground Cable Replacement	1,000,000	
Westwood Three Phase Expansion	300,000	
Downline Recloser Additions	<u>80,000</u>	
TOTAL	\$1,530,000	

Operational Impact: With new equipment installed annual operating costs should decrease and system safety improved.

**3. Electrical Routine Expansion, Maintenance, Replacement and Minor Additions (Maintenance)**

Most of the routine work done by the Department is considered capital (under TVA guidelines). This item has been included to capture the cost of that routine capital. Much of the City's underground cable has aged to the point that replacement is necessary. Also this item represents minor items that are completed on an ongoing basis in the Department – such as pole change outs. Miscellaneous capital includes a broad range of items from meters and transformers to protection equipment.

Funding Source

Electric Fund	<u>\$570,000</u>
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Operational Impact: This is an ongoing project for replacement of aging equipment and will reduce overall maintenance expenses and insure good quality electric power delivery.

**4. Street Light Improvement Program (Capital/Maintenance)**

This ongoing project provides for the correction of problems to improve the level of street lighting activity within the City. Reduced funding will allow for minor improvements to critical need locations.

The Electrical Department has a street light survey of the city and has policies and guidelines for street lighting. This program will address the street lighting in areas with deteriorated or inadequate lighting. No money is included for significant new lighting. An increased emphasis on "dark sky lighting" will be part of the future effort to minimize the effects of light pollution on the nighttime sky.

Funding Source

Electric Fund	<u>\$30,000</u>
---------------	-----------------

**V. UTILITIES (Continued)**

**5. Transmission System Improvements (Maintenance)**

This program provides funding for maintenance of the City's 69kV system. Other amounts reflect the occasional need to replace wooden poles as they decay.

Reconductoring and pole replacement are being completed as needed. Work in replacing insulators, connectors, and switches have been identified in engineering studies.

Funding Source

Electric Fund	<u>\$100,000</u>
---------------	------------------

Operational Impact: This project represents an effort to maintain the 69kV system. Delay of this project significantly increases chance of widespread electrical outages.

**6. Traffic Signal and Street Lighting Improvements (Maintenance)**

This project provides for the routine maintenance, installation and replacement of existing traffic signals, street and private lighting. These items are maintained and replaced on an ongoing basis and will be budgeted annually.

Funding Source

Electric Fund	<u>\$154,000</u>
---------------	------------------

Traffic Signal & Public/Private Lighting	\$110,000
Replace Christmas Street Lighting	<u>44,000</u>
TOTAL	\$154,000

Operational Impact: The Electric Fund pays for and installs the capital equipment and performs ongoing maintenance to the traffic/street lighting systems. The General Fund annually pays the Electric Fund a 13% investment charge on the net book value of the traffic signal and street lighting assets for the installation and maintenance of the equipment.

**7. Electric Substation Improvements**

This project provides funding to install communications and security equipment in electrical substations, and also to provide upgrades to equipment in the stations.

The manufacturer has identified protective equipment relays at several substations as obsolete. Replacement planning is underway with a view toward standardization and future electronic (SCADA) control. Additionally, security is being tightened via broadband communications and improved security systems.

In the past, we have used telephone lines to monitor alarm conditions, which have prevented many outages and helped the situation somewhat. Current equipment being installed in substations has significantly greater communications capability. As the price of wireless wide area network technology decreases, the ability to utilize this capability and provide basic system monitoring becomes economically feasible. The security of the stations, both from a homeland security standpoint and from a pilferage standpoint needs to be improved. This project would allow both of these objectives to be met. Many of the relays in the field are antiquated units with "hard to find" parts. Improvements include moving station equipment into the field and replacing it with newer more reliable equipment.

**V. UTILITIES (Continued)**

**7. Electric Substation Improvements (Continued)**

Costs have been adjusted this year to compact the time frame of the work.

Funding Source

Electric Fund	<u>\$130,000</u>
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**8. Expansion of Substation 800 with addition of 13.2 kV Bay**

This project is to provide funding for a new substation, or expansion of an existing substation to provide capacity at the 13kV level.

After study, the new load will be carried by the addition of a 13.2 kV bay at Substation 800 on Union Valley Road. Significant growth in the Commerce Park and Bethel Valley Industrial Park area has taken Substation 500 to its capacity. Load was also recently added by new facilities at the Y-12 site. Additionally, the Parcel "A" area appears to be moving forward with the potential for significant load. The load growth has required a capacity expansion. Without additional capacity, the system will not be able to support anticipated electrical growth in the areas mentioned.

Funding Source

Electric Fund	<u>\$150,000</u>
---------------	------------------

**9. Storm Water Management Activities and EPA NPDES Storm Water Program**

This project combines two previous projects regarding the EPA NPDES Storm Water Program and the Storm Water Management Activity. This project provides funding for compliance with the new EPA Storm Water regulations and for routine maintenance activities. Upon completion of a management plan, additional funding will be allocated in the future for needed improvements to meet required regulations. Such improvements may include upgrading of inadequate structures, replacement of current structures and/or new installations.

Final EPA regulations for Phase II storm water requirements were released in October 1999 and Oak Ridge is expected to fall in this second phase of rulemaking. A management plan was developed in mid-2003 and Camp Dresser & McKee, Inc. is under contract for the management plan process. Although some inventory tasks have been completed, the project is on hold until the State provides official notification that the City is included in the program. The State presently lists Oak Ridge as a pending city for the program.

Funding Source

Capital Projects Fund – Storm water Management	<u>\$100,000</u>
------------------------------------------------	------------------

Operational Impact: Minimal impact on operations at this time.

V. UTILITIES (Continued)

10. **Water Booster Station Upgrades (Maintenance)**

Additional maintenance capital is added to replace or upgrade items such as pumps, motors, or pipes that will fail as time further degrades these forty plus year old structures. The general upgrade of all water booster stations is complete. Additional capital maintenance funding is added to replace existing equipment such as pumps and motors over time.

Water booster stations are an integral part of the water system. Repairs and upgrades have resulted in the stations performing more efficiently. The extended life of over thirty years necessitates continued maintenance to provide uninterrupted water service for our customers.

Funding Source

Waterworks Fund

\$370,000

Operational Impact: Continuation of upgrades to the City's main water booster pump stations including buildings, pumps, motors and the hydraulic capability of the pumping stations. This will reduce maintenance costs and improve the operation of the pumping stations.

11. **Water Distribution System Rehabilitation (Maintenance)**

This program provides funding for ongoing routine capital maintenance activities within the water distribution system. Activities include inspection and repainting of the six elevated water tanks, replacement of large diameter water valves and piping, replacement of obsolete fire hydrants, and replacement and downsizing of water meters.

Replacement of fire hydrants and large diameter valves and piping occur throughout the year. Inspection and repainting of the elevated tanks will be performed using routine capital maintenance.

This project continues a plan for rehabilitation of the City's water distribution system. The plan concentrates on

- 1) Replacing obsolete fire hydrants which are no longer manufactured and repair parts are no longer available;
- 2) Inspection and painting of the six elevated water tanks and cleaning in-ground reservoirs is on-going;
- 3) Replace Orchard Lank Tank. Design for tank replacement to be done in FY09 with construction to follow late FY10 into FY11;
- 4) Replacement of approximately 6,000 feet of 14 inch force main from the west booster station up to West Outer Drive due to age and large number of breaks we have had on that line, estimated to be approximately \$900,000 and
- 5) Replacement and downsizing of water meters.

**V. UTILITIES (Continued)**

**11. Water Distribution System Rehabilitation (Maintenance)(Continued)**

Funding Source

Waterworks Fund	<u>\$2,205,000</u>
Water Distribution System Rehabilitation	\$2,205,000

Operational Impact: This project will concentrate on replacement of aged system components focusing initially on large diameter valves (14" through 30") and valve vaults and finally on water main replacement. This will decrease the number of water breaks and lower maintenance costs. Older fire hydrants are being replaced instead of being repaired because the parts are obsolete.

**12. Water Treatment Plant Improvements (Capital/Maintenance)**

This program provides ongoing capital improvements to the Water Treatment Plant necessary to ensure the plants physical and mechanical structure is solid, thus allowing it to continuously produce drinking water that meets the guidelines established by State and Federal regulations. DOE had owned and operated the plant since its construction in the early 1940's. The plant provides potable water to both the Y-12 and X-10 facilities as well as to the City of Oak Ridge. The City assumed ownership and operational responsibilities of the Water Treatment Plant from DOE on May 1, 2000. Prior to the transfer to the City, a physical and structural analysis of the plant and its related facilities indicated that the plant's physical condition, while still functional, would require various improvements in order to replace outdated equipment with new, modern and more reliable equipment and allow the facility to run cost efficiently. Engineers identified a four million dollar five-year improvement program and the financial support of this program has been factored into the rate structure. These improvements have been slowly implemented since the city assumed ownership. Ongoing capital maintenance funding will continue annually.

This project is subject to change based on future regulations from the EPA. To date, the controller at the operations center, which includes meters and telemetry, has been replaced along with the turbidimeter, particle counter system, the filter control system, and numerous valves on the incoming raw water lines. The roofs on the maintenance building, booster station and all buildings at the river intake have been replaced. The upflow clarifiers have been repaired and painted. The electrical upgrade to the plant is under design. A new telemetry control unit has been installed, a valve replacement project completed, a new telephone system installed and new turbidimeters and particle counters installed.

Funding Source

Waterworks Fund	<u>\$1,300,000</u>
Structural Repairs to Plant	\$800,000
Electrical Upgrade	
Dehumidification System	
Chemical Building Install	
Maintenance Capital Improvements	<u>500,000</u>
TOTAL	\$1,300,000

**V. UTILITIES (Continued)**

**13. Wastewater Lift Station Replacement /Upgrade Program (Capital/Maintenance)**

This program funds the systematic replacement of deteriorated sewer lift stations and the upgrading of some other lift stations.

Funding Source

Waterworks Fund		<u>\$370,000</u>
Station Replacement/Upgrades	\$300,000	
Wastewater Lift Station Maintenance	<u>70,000</u>	
TOTAL	\$370,000	

Operational Impact: Systematic replacement of wastewater lift stations will reduce maintenance expenses. Funding will be provided from a 20-year loan from the Tennessee State Revolving Loan Program.

**14. Sewer Line Rehabilitation (Maintenance)**

This program provides funding to rehabilitate deteriorated lines on an ongoing basis.

Funding Source

Waterworks Fund	<u>\$1,000,000</u>
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Operational Impact: This program is part of an annual repair and replacement program to upgrade the City's sewer collection system and correct Infiltration and Inflow problems. Funding will be provided from a 20-year loan from the Tennessee State Revolving Loan Program.

**15. West Wastewater Treatment Plant (Maintenance)**

This program provides for the ongoing capital maintenance at the west end Wastewater Treatment Facility. This is part of the City's wastewater collection and treatment systems. Additional maintenance capital is added to replace or upgrade items such as pumps, meters or transmission pipes that will fail as time takes its toll on the existing 20-year old equipment.

Funding Source

Waterworks Fund	<u>\$125,000</u>
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Operational Impact: Additional maintenance will be required on the new equipment. Funding will be provided from a 20-year loan from the Tennessee State Revolving Loan Program.

**TOTAL UTILITIES** **\$8,789,000**

**TOTAL CITY OF OAK RIDGE** **\$32,283,000**

**VI. SCHOOLS**

**1. Site Development and Building Improvements to Various Schools (Maintenance)**

This project provides for improvements to existing School facilities.

Funding Source and Purpose

Capital Projects Fund		<u>\$ 725,000</u>
Robertsville Middle School	\$ 350,000	
Linden Elementary School	300,000	
System Wide Carpet Replacement/Sidewalk Repair	50,000	
School Capital Maintenance-Miscellaneous	<u>25,000</u>	
TOTAL	\$ 725,000	

Operational Impact: Minimal operational impact on School Staff.

**TOTAL SCHOOLS** **\$725,000**

**GRAND TOTAL - CAPITAL IMPROVEMENTS** **\$33,008,000**

**SECTION IV**  
**ENTERPRISE FUNDS & UTILITY RATES**  
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## **ENTERPRISE FUNDS**

Enterprise Funds are 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 (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purpose. Due to external influences beyond the City's control, actual expenses may vary either higher or lower than projected budgeted expenses in the City's Enterprise Funds. Factors such as weather patterns, mild or severe summers or winters, rainfall or drought conditions, unusual maintenance requirements such as replacement of downed electric lines or water line breaks, etc. effect the level of expenses of these Funds. Therefore, the budgeted expenses for the City's Enterprise Funds are not legally appropriated and are presented for informational purposes to show operational projections for the remaining major Funds of the City. As outlined in this Section, the City maintains three Enterprise Funds:

Electric Fund – Accounts for the provision of electric service to the residents of the City.

Waterworks Fund – Accounts for the provision of water treatment and distribution and wastewater collection and treatment for residents and commercial customers in the City.

Emergency Communications Fund – Accounts for some activities related to the provision of emergency communication service (911) to the residents of the City and some surrounding areas.

### **Electric Fund**

#### **Fund Overview:**

The City is a TVA electric power distributor. Major activities include purchasing power from TVA and providing service to the City's more than 15,750 residential and industrial customers within the city limits, excluding the DOE Reservation. Historically, purchased power costs are generally between 75% to 79% of electric sales revenues. A projected statement of revenue and expenses for the Electric Fund is found on page IV-4.

Under the responsibility of the Electric Department, the system's physical plant is maintained by a variety of specialized crews supplemented by contract labor. The Department is divided into three divisions; engineering, operations and technical services, and is staffed by 35 employees. The Electric Fund provides for the construction, operation and maintenance of the electrical distribution system, the street lighting system and the traffic signal system. The Electric Department also maintains the fire alarm system, water distribution telemetering controls, electric instruments at the water booster stations and sewer lift stations and provides electric maintenance of all City buildings.

The City purchases electrical power from the Tennessee Valley Authority (TVA) at a voltage of 161-Kv at one of three delivery points and distributes it to commercial and residential customers through five distribution substations. The substations are supplied electricity through 14.5 miles of 69KV transmission lines, at which point the voltage is stepped down to 13.2 KV for utilization in the distribution circuits. The distribution system consists of 1,044 miles of overhead primary and 238 miles of various underground conductors.

These services are provided in accordance with three guiding principals: 1) safety for employees and City customers; 2) quality; and 3) efficiency of operations. Other departmental objectives of the

Electric Department include:

1. Respond to all customer requests for meter accuracy verification within two working days.
2. Respond to 90% of street light complaints within two working days of receipt.
3. Meet/exceed state law requirements in response to all requests for underground line location.
4. Respond to all requests for tree trimming or removal within one week of request.

Major Revenue Source:

Fiscal 2011 Electric Fund operating revenues are budgeted at \$59,489,069. Operating revenues for the system stems from the sale of electricity to residential and commercial customers. Among the variables that affect sales revenue are weather, electric rates and the quantity of power sold. Actual electric sales revenues can vary greatly from year-to-year due solely to weather conditions. Therefore, the amount projected for electric sales revenues and purchased power are only estimates based on current weather trends.

Fiscal 2011 electric sales revenues are budgeted up 2.9%, \$1,636,172, from that of fiscal 2010. This increase is based on a planned restructuring of rates by TVA, which are passed through by the City to its electric customers, as well as projected fuel cost adjustments from TVA during fiscal 2011. On October 1, 2006, TVA instituted a fuel cost adjustment (FCA) program whereby TVA's wholesale rate and the City's retail rate may be adjusted quarterly to pass-through increases and decreases in TVA's fuel and purchased power costs. Beginning in October 2009, the FCA rate began changing on a monthly basis, rather than a quarterly basis. Any increases to the wholesale power rates by TVA, including the FCA's must be passed-through to the City's retail customers. Correspondingly, purchased power costs are budgeted to increase \$434,844 for fiscal 2011. Also included in revenues is an annual investment charge paid by the General Fund for the maintenance and amortization of traffic control equipment and the street lighting system.

Based on historical trends, residential and commercial sales have increased at approximately one percent annually. Overall, commercial sales have increased more rapidly than residential sales due to new development in the community, although commercial growth is more sporadic than residential growth. Commercial activities account for approximately 66% of total power sales.

TVA acts as the regulatory agency for the City's rates. TVA rate analysts review and must approve all electric rate increase requests by the City. TVA provides the electric billing rate structure for approved rate increases and this structure is presented to City Council for its adoption prior to being effective for the City's residential and commercial electric customers. Electric rates are generally reviewed and adjusted on a biennial basis to cover operating expenses and funding for system capital improvements.

Major Expenditure Areas:

Purchased power from TVA, projected at \$44,669,844 for fiscal 2011, accounts for 82.1% of the total operating expenses. Operating expenses, excluding purchased power, tax equivalents and depreciation are projected at \$7,653,331, up \$838,866 or 12.3%. Projected increases are related to salaries and benefits, liability insurance and routine maintenance of overhead and underground lines and street and traffic lights. Budgeted depreciation and amortization increased by \$72,000 or 3.6% and tax equivalent payments decreased by \$65,000 due to the reduction in the City's property tax rate from \$2.77 to \$2.39 due to the tax reappraisal.

For budgeting purposes, the departmental operating expenses are divided into six activities including (1) Purchased Power (2) Other Expenses (depreciation, tax equivalents and interest expense); (3) Substation Cost; (4) Line Maintenance; (5) Street Lighting and Traffic Signals; and (6) General and Administration (includes Bad Debt and Services from the General Fund).

Operating Transfers Out total \$164,000, which remained at the prior fiscal year level. This transfer is to fund economic development activities accounted for in the Economic Diversification Fund.

#### Budget Changes:

The major budgetary changes for fiscal 2011 resulted from an increase of budgeted revenues and an increase in budgeted purchased power costs to more accurately reflect 2010 and projected 2011 electric rate increases. Additional increases to wholesale purchased power cost and correspondingly to the City's retail electric rates are anticipated from TVA's monthly FCA and the major restructuring of electric rates planned by TVA in fiscal 2011.

#### Capital Projects, Electric Rates and Long-Term Debt

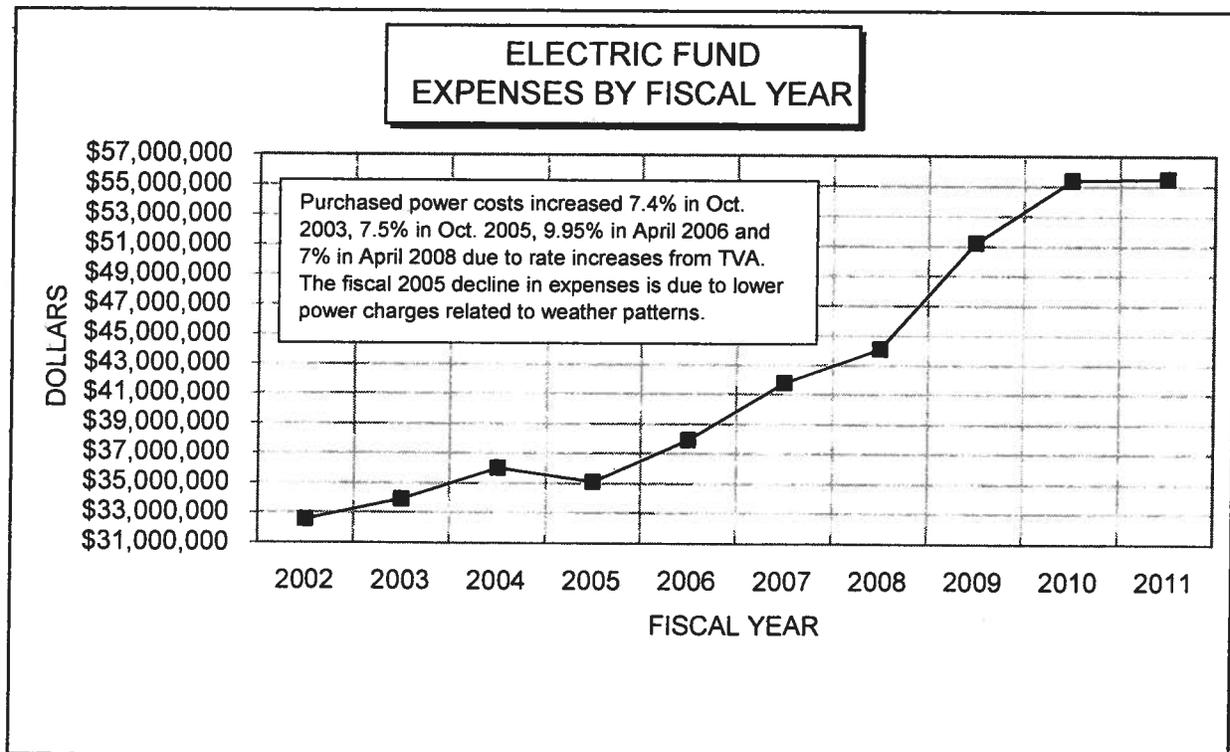
The current electric user rates are sufficient to finance most routine capital improvements, however, major capital projects must be funded through the issuance of long-term debt. Page IV-6 of this document contains a listing of the \$3,419,000 in electric system capital projects planned for fiscal 2011. Included in this total are major capital projects budgeted for fiscal 2011 that might require funding through long-term debt, such as \$655,000 for facilities expansion for new loads and \$1,530,000 for distribution system improvement. \$5,000,000 of the Build America Bonds that were issued during fiscal 2010 will be utilized for fiscal 2010 and 2011 capital projects. The issuance of long-term debt will impact the electric rates at the next review cycle in the fall of 2010. A more in-depth presentation of planned Electric Fund capital projects is located in the Capital Improvements Program 2011-2016 document.

Capital improvements impact electric user rates from increased expenses for depreciation and tax equivalent payments based on higher asset values, and the need for sufficient cash levels to fund principal and interest payments on long-term debt issued to finance the projects. Interest expense is budgeted at \$1,190,825, up \$178,948 over fiscal 2010 level. The Electric Fund has \$4,029,029 in outstanding variable rate debt. The interest rate on this debt varies on a weekly basis. For amortization purposes, this is estimated at a 4.5% interest rate. A current long-term debt amortization schedule is on page IV-7. The Electric Fund's \$25,054,029 in outstanding long-term debt is secured by the revenues of the Electric system and therefore will not impact the City's property tax rate.

**ELECTRIC FUND**  
**PROJECTED STATEMENT OF REVENUE AND EXPENSES**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<b>OPERATING REVENUES:</b>						
Electric Sales Revenues:						
4011 Residential	17,382,733	19,019,046	15,818,287	19,630,253	611,207	3.2
4013 Small Lighting & Power	4,309,974	4,739,015	3,922,076	4,921,961	182,946	3.9
4014 Large Lighting & Power	28,840,526	31,836,836	25,956,473	32,667,359	830,523	2.6
4017 Street & Outdoor Lighting	1,231,765	1,258,000	1,145,541	1,269,497	11,497	0.9
<b>Total Electric Sales Revenues</b>	<b>51,764,998</b>	<b>56,852,897</b>	<b>46,842,378</b>	<b>58,489,069</b>	<b>1,636,172</b>	<b>2.9</b>
Other Operating Revenues:						
4041 Customer Forfeited discounts	332,309	330,000	315,000	330,000	0	0.0
4042 Rent from Electric Property	249,676	252,244	249,676	252,244	0	0.0
4043 Misc. Electric Revenues	218,397	204,752	200,000	212,622	7,870	3.8
<b>Total Other Operating Revenues</b>	<b>800,382</b>	<b>786,996</b>	<b>764,676</b>	<b>794,866</b>	<b>7,870</b>	<b>1.0</b>
<b>Total Operating Revenues</b>	<b>52,565,380</b>	<b>57,639,893</b>	<b>47,607,054</b>	<b>59,283,935</b>	<b>1,644,042</b>	<b>2.9</b>
<b>OPERATING EXPENSES:</b>						
5460 Depreciation and Amortization	1,957,060	2,024,000	1,996,201	2,096,000	72,000	3.6
5465 Purchased Power from TVA	40,786,288	44,235,000	37,115,522	44,669,844	434,844	1.0
5000 Operating Expenses	6,323,844	6,814,465	6,513,559	7,653,331	838,866	12.3
<b>Total Operating Expenses</b>	<b>49,067,192</b>	<b>53,073,465</b>	<b>45,625,282</b>	<b>54,419,175</b>	<b>1,345,710</b>	<b>2.5</b>
<b>Operating Income</b>	<b>3,498,188</b>	<b>4,566,428</b>	<b>1,981,772</b>	<b>4,864,760</b>	<b>298,332</b>	<b>6.5</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>						
4810 Interest Revenue	32,006	45,000	45,000	30,126	(14,874)	-33.1
5439 Interest Expense	(885,366)	(1,011,877)	(982,000)	(1,190,825)	(178,948)	-17.7
<b>Total Nonoperating Revenues (Expenses)</b>	<b>(853,360)</b>	<b>(966,877)</b>	<b>(937,000)</b>	<b>(1,160,699)</b>	<b>(193,822)</b>	<b>-20.0</b>
<b>Net Income Before Operating Transfers Out</b>	<b>2,644,828</b>	<b>3,599,551</b>	<b>1,044,772</b>	<b>3,704,061</b>	<b>104,510</b>	<b>2.9</b>
<b>OPERATING TRANSFERS</b>						
Operating Transfers Out-Tax Equivalent	(1,245,145)	(1,295,000)	(1,230,708)	(1,230,000)	65,000	-5.0
Operating Transfers Out	(164,000)	(164,000)	(164,000)	(164,000)	0	0.0
<b>Net Income</b>	<b>1,235,683</b>	<b>2,140,551</b>	<b>(349,936)</b>	<b>2,310,061</b>	<b>169,510</b>	<b>7.9</b>
<b>TOTAL NET ASSETS - 7/1</b>	<b>22,846,475</b>	<b>24,082,158</b>	<b>24,082,158</b>	<b>23,732,222</b>	<b>(349,936)</b>	<b>-1.5</b>
<b>TOTAL NET ASSETS - 6/30</b>	<b>24,082,158</b>	<b>26,222,709</b>	<b>23,732,222</b>	<b>26,042,283</b>	<b>(180,426)</b>	<b>-0.7</b>

ELECTRIC DEPARTMENT	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011	BUDGET 11 vs 10	% CHANGE
<b>ELECTRIC FUND</b>						
Purchased Power	40,786,288	44,235,000	37,115,522	44,669,844	434,844	1.0
Other Expenses (Depreciation, Tax Equivalent & Interest Expense)	4,087,571	4,330,877	4,208,909	4,516,825	185,948	4.3
Substation Costs	144,787	194,325	194,325	194,325	0	0.0
Line Maintenance	1,850,311	2,024,647	2,024,647	2,024,647	0	0.0
Street Lighting/Traffic Signals	250,197	307,200	307,200	307,200	0	0.0
General and Administration	4,242,549	4,452,293	4,151,387	5,291,159	838,866	18.8
<b>TOTAL EXPENSES</b>	<b>51,361,703</b>	<b>55,544,342</b>	<b>48,001,990</b>	<b>57,004,000</b>	<b>1,459,658</b>	<b>2.6</b>
Capital Projects	3,077,503	4,480,000	4,480,000	3,419,000	(1,061,000)	-23.7
Equipment	0	103,000	842,184	75,000	(28,000)	-27.2
<b>TOTAL CAPITAL</b>	<b>3,077,503</b>	<b>4,583,000</b>	<b>5,322,184</b>	<b>3,494,000</b>	<b>(1,089,000)</b>	<b>-23.8</b>
<b>TOTAL EXPENSES &amp; CAPITAL</b>	<b>54,439,206</b>	<b>60,127,342</b>	<b>53,324,174</b>	<b>60,498,000</b>	<b>370,658</b>	<b>0.6</b>



ELECTRIC FUND

CAPITAL PROJECTS AND EQUIPMENT

	BUDGET	PROJECTED	BUDGET
	2010	2010	2011
<b><u>CAPITAL IMPROVEMENT PROJECTS</u></b>			
Electric Distribution System Improvements	\$ 1,230,000	\$ 1,230,000	\$ 1,530,000
Electric Substation Improvements	30,000	30,000	130,000
Facilities Expansion for New Loads and Services	440,000	440,000	655,000
Street Lighting Improvements	30,000	30,000	30,000
Replace Christmas Street Lighting Decorations	-	-	44,000
Expand Substation 800 -New 13 kV Bay	1,850,000	1,850,000	-
New 13 kV Substation 1000	-	-	150,000
State Route 95/58 Road Improvements	100,000	100,000	100,000
<b><u>CAPITAL MAINTENANCE PROJECTS</u></b>			
Routine Expansion, Maintenance, Replacement and Minor Additions (including Transformers)	570,000	570,000	570,000
Traffic Signal, Public and Private Light Maintenance and Improvements	130,000	130,000	110,000
Transmission System Improvements	100,000	100,000	100,000
<b>TOTAL CAPITAL PROJECTS</b>	<b>\$ 4,480,000</b>	<b>\$ 4,480,000</b>	<b>\$ 3,419,000</b>
<b><u>EQUIPMENT</u></b>			
Furniture Purchases	\$ 5,000	\$ 5,000	\$ 5,000
Hand-Held Radio Replacement	20,000	20,000	20,000
Underground Equipment	25,000	25,000	25,000
Electric System Model	25,000	30,000	25,000
Bucket Truck 65'	-	271,017	-
Bucket Truck 55'	-	196,478	-
Bucket Truck 45'	-	175,572	-
Pickup Truck F250 4wd	-	25,248	-
Bobcat and Trailer (#514 & #516)	-	70,116	-
Explorer XLT 2010 #274	28,000	23,753	-
<b>TOTAL EQUIPMENT</b>	<b>\$ 103,000</b>	<b>\$ 842,184</b>	<b>\$ 75,000</b>
<b>TOTAL CAPITAL PROJECTS &amp; EQUIPMENT</b>	<b>\$ 4,583,000</b>	<b>\$ 5,322,184</b>	<b>\$ 3,494,000</b>

ELECTRIC FUND  
LONG-TERM DEBT AMORTIZATION SCHEDULE\*  
ESTIMATED AT 6/30/10

Fiscal Year	Principal	Interest	Total Requirements
2011	\$ 1,083,095	\$ 1,084,417	\$ 2,167,512
2012	1,122,765	1,040,486	2,163,251
2013	1,137,769	984,943	2,122,712
2014	1,227,773	928,675	2,156,448
2015	1,088,111	878,788	1,966,899
2016	1,173,448	834,262	2,007,710
2017	1,149,453	786,493	1,935,946
2018	1,200,124	729,747	1,929,871
2019	1,251,463	680,813	1,932,276
2020	1,302,801	629,878	1,932,679
2021	1,364,807	565,403	1,930,210
2022	1,391,812	498,211	1,890,023
2023	1,488,818	439,952	1,928,770
2024	1,551,491	375,104	1,926,595
2025	1,619,498	306,533	1,926,031
2026	567,505	233,589	801,094
2027	333,296	210,569	543,865
2028	450,000	196,804	646,804
2029	450,000	179,254	629,254
2030	450,000	161,704	611,704
2031	450,000	144,154	594,154
2032	450,000	126,604	576,604
2033	450,000	109,054	559,054
2034	450,000	91,504	541,504
2035	450,000	73,954	523,954
2036	450,000	55,965	505,965
2037	475,000	37,976	512,976
2038	475,000	18,988	493,988
<b>Total</b>	<b>\$ 25,054,029</b>	<b>\$ 12,403,821</b>	<b>\$ 37,457,850</b>

\*Excludes Unissued Debt and Contingency Amounts

## Waterworks Fund

### Fund Overview:

The Waterworks Fund provides water treatment and distribution and wastewater collection and treatment within Oak Ridge. Fund activities include the sale of water and maintenance of reservoirs, distribution mains, booster stations, water and wastewater treatment plants and wastewater package plant. Water and wastewater operations are under the supervision of the Public Works Department. The Public Works Department consists of 94 employees and seven divisions including Supervision/Administration, Engineering, Wastewater Treatment, Water Treatment, West End Waterworks, Equipment and Fleet Maintenance, and Work Pool. Costs for employees in the Work Pool are charged out to the applicable City Fund based on the actual jobs performed. A major portion of the jobs the Work Pool performs is maintenance to water and wastewater systems.

### Water Operations

From incorporation of the City through April 30, 2000, the City purchased treated water from the US Department of Energy (DOE) for sale to residential and commercial entities within Oak Ridge, excluding the DOE plants. On May 1, 2000, the City acquired the water treatment plant from DOE and assumed responsibility for water plant operations. The City entered into a 10-year contract for the sale of water to DOE's Oak Ridge National Laboratory and Y-12 facilities in exchange for the plant. The plant has a treatment capacity of approximately 27 MGD and is operated by a staff of 11 employees. Water sales to DOE historically comprised approximately 30% of all water sales revenues.

Maintenance of the water distribution system is performed by the Work Pool Division and involves maintaining approximately 242.1 miles of water main piping, 2,845 fire hydrants, 5,269 main valves, 9,040 service laterals, 12,894 water meters, six elevated water storage tanks, two in-ground reservoirs, 11 water pumping stations, and 76 main pressure reducing valves.

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY 2009</b>	<b>BUDGET FY 2010</b>	<b>PROJECTED FY 2010</b>	<b>BUDGET FY 2011</b>
Miles of mains	242.1	242	242	242
Maintenance (hours)	18,800	19,00	17,000	19,000
Fire Hydrants (each)	2,845	2,845	2,845	2,845
Water meters installed (each)	12,894	12,870	12,850	12,870

### Wastewater Operations

The wastewater system consists of three treatment facilities operated by the Wastewater Treatment Division and approximately 260.0 miles of collection system piping maintained by the Work Pool Division. The 6.0 MGD main treatment plant provides primary and secondary treatment for all of the developed areas of the City and the Y-12 plant. The package plant treats wastes from the industries located in the Clinch River Industrial Park. Construction of a third .6 MGD capacity wastewater treatment plant has just been completed to service the far west end of Oak Ridge including the Rarity Ridge development, East Tennessee Technology Park, and Horizon Center Industrial Park. During fiscal 2009, the main treatment plant treated approximately 1.6 billion gallons of wastewater and the package plant about 1.2 million gallons. A major goal of this activity is to meet the National Pollutant Discharge Elimination System (NPDES) permit for plant effluent and to protect the environment from industrial wastewater pollutants in a cost-effective manner.

The City's major wastewater customer is the Y-12 plant whose consumption is nearly 25% of total billed wastewater consumption and equates to about 40% of all residential consumption combined in any given month.

The Wastewater Treatment Plant maintenance staff maintains 42 wastewater-pumping stations, two raw water intake pump stations and a raw water booster pumping station. The Work Pool wastewater tasks include sludge hauling, road maintenance, maintenance of mains, laterals, and taps as well as installation of new connections and extensions, lateral lines and maintenance of approximately 6,299 manholes. In fiscal year 1995, the Department initiated a multi-year program to rehabilitate the collection system and upgrade the wastewater treatment plant. The upgrade and expansion to the wastewater treatment plant is virtually complete at a cost of about \$13 million. Since fiscal 1996, approximately \$22 million has been spent on the collection system with \$1,305,000 in collection system capital maintenance and improvements budgeted for fiscal 2011. Maintenance of the collection system will be an ongoing annual program.

PERFORMANCE MEASURES	ACTUAL FY 2009	BUDGET FY 2010	PROJECTED FY 2010	BUDGET FY 2011
West End Sewer Plant				
Water treated - gallons (billions)	1.9	1.6	2.0	2.0
Average reduction of B. O. D.	97%	97%	97%	97%
NPDES Effluent Permit Violations	1	0	2	0
Collection System				
Miles of sewer mains	260.0	255	260	260
Sewer maintenance - staff hours	14,568	16,500	15,000	16,500
Customers	12,187	12,225	12,225	12,225

#### ETTP – West End Utilities

On May 29, 2008, responsibility for water and wastewater services to the East Tennessee Technology Park (ETTP) transferred from DOE to the City of Oak Ridge. DOE transferred ownership of water and wastewater infrastructure located at the ETTP site, which included a 4.0 million per day capacity water treatment plant, raw water intake station, two water storage tanks with a 4.0 million combined capacity, five wastewater-pumping stations and water and sewer lines. The City entered into a five year agreement with DOE, who through its contractor Bechtel Jacobs, will pay for the operations to provide water and sewer services to the far west end of Oak Ridge, which also includes a newly constructed west end wastewater treatment plant. Bechtel Jacobs pays the City \$1,797,865 annually for these operations, reduced by revenues received by the City from utility customers located on the far west end of Oak Ridge including the Rarity Ridge subdivision.

#### Major Revenue Source:

Waterworks operating revenues are projected to decrease overall by \$794,653, down 3.7% to align revenues with recent actual collection patterns and includes the removal of \$600,000 in projected contributed capital from subdivision developers. Monthly billings to customers for wastewater usage are based on metered water consumption. Therefore, the revenue patterns will be the same for both water and wastewater usage. Weather, in the form of drought or high rainfall conditions, can significantly impact the revenue collections in any particular fiscal year. Water rates were increased 20% effective June 1, 2007 and an additional 20% effective June 1, 2008. The previous water rate increase was in 1998. Wastewater rates were increased by 18% effective May 1, 2008 to fund increasing electric, liability insurance and capital improvement costs.

### Major Expenditure Areas:

Waterworks operating expenses are projected to decrease \$323,240 or 1.8%. Tax equivalent payments are projected to decrease \$210,000 and depreciation expense is projected to increase \$491,194. These costs are based on net asset value, with the increases related to the completion of major capital projects and contributed (donated) capital. The reduction in tax equivalent payments in fiscal 2011 is related to a reduction in the property tax rate from \$2.77 to \$2.39 for fiscal 2011 due to the tax reappraisal. Purchased water costs are projected to decrease \$705,000 below last fiscal year based on actual patterns. Interest expense is budgeted to decrease \$45,279 based on delays in the planned issuance of long-term debt in 2010 until 2011. Other operating expenses increased \$67,802, up 0.7% for salaries, routine maintenance costs and the additional maintenance and personnel costs related to operations in the far west end of Oak Ridge.

Operating Transfers Out totaled \$132,000 for this fiscal year to fund activities accounted for in the Economic Diversification Fund, for economic development functions.

### Capital Projects, Water and Wastewater Rates and Long-Term Debt

For accounting purposes, the operations of the water and wastewater systems are combined into one Fund, the Waterworks Fund. Costs for the two systems are tracked separately and user rates are established based on the operations of the individual systems. Therefore, the water user rates are based on the operations of the water treatment and distribution system and the wastewater user rates are based on the operations of the wastewater collection and treatment system.

Biennially, the City reviews its rate structure for water and wastewater services. The last wastewater rate increase was effective on May 1, 2008; wastewater rates for customers increased approximately 18%. This rate increase was due to the completed major upgrade and expansion to the wastewater treatment plant and ongoing rehabilitation of the wastewater collection system. The full rate impact of these improvements is being spread over several rate review cycles. As indicated above, water rates were increased by 20% effective June 1, 2007 with an additional 20% increase to be effective June 1, 2008.

Capital improvements are the major driver for water and wastewater user rate increases. Capital improvements impact user rates from increased expenses for depreciation and tax equivalent payments based on higher asset values, and the need for sufficient cash levels to fund principal and interest payments on long-term debt issued to finance the projects. A listing of water capital improvements planned for fiscal 2011 totaling \$5,675,000 is located on page IV-12 of this document and wastewater capital projects totaling \$1,745,000 on page IV-13. A more in-depth presentation of planned Waterworks Fund capital projects is located in the Capital Improvements Program 2011-2016 document. \$5,000,000 of the Build America Bonds issued during fiscal 2011 will fund these projects.

An updated amortization schedule as of June 30, 2010 for the Waterworks Fund \$35,628,152 in outstanding long-term debt is on page IV-14. The \$14,197,349 in outstanding variable interest rate debt is projected at a 4.50% interest rate. The City currently has \$2,401,294 available from the State Revolving Loan Fund to finance the continuation of the wastewater treatment plant and collection system capital projects. As these funds are drawn to finance capital improvements, this will impact future water and wastewater user rates. The annual debt service payments on the outstanding Waterworks Fund debt will be funded through the revenues generated by the water and wastewater systems. The City's taxing authority is also pledged as an additional security on this outstanding debt. It is not anticipated that the City's taxing authority would ever be utilized to generate cash to pay the annual debt service on Waterworks Fund debt.

**WATERWORKS FUND**  
**PROJECTED STATEMENT OF REVENUE AND EXPENSES**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<b>OPERATING REVENUES:</b>						
4021 Residential Water Sales and Wastewater Fees	6,352,826	6,479,105	6,070,929	6,741,614	262,509	4.1
4022 Commercial Water Sales and Wastewater Fees	6,246,082	6,534,830	5,980,306	6,779,921	245,091	3.8
4024 DOE Treated Water Sales	2,869,621	2,875,000	2,754,836	2,810,000	(65,000)	-2.3
4025 COR Treated Water Sales	2,307,294	2,958,000	2,084,000	2,310,000	(648,000)	-21.9
4026 DOE Raw Water Sales	391,476	440,000	391,476	390,000	(50,000)	-11.4
4025 Bechtel Jacobs	1,585,141	1,575,000	1,605,000	1,625,000	50,000	3.2
4023 Public Fire Protection	67,368	58,970	67,368	67,368	8,398	14.2
4041 Forfeited Discounts	108,074	100,000	104,000	105,000	5,000	5.0
4043 Miscellaneous Revenue	2,573	5,225	727,574	2,574	(2,651)	-50.7
4791 Capital Contributions	1,067,959	600,000	0	0	(600,000)	0.0
<b>Total Operating Revenues</b>	<u>20,998,414</u>	<u>21,626,130</u>	<u>19,785,489</u>	<u>20,831,477</u>	<u>(794,653)</u>	<u>-3.7</u>
<b>OPERATING EXPENSES:</b>						
5460 Depreciation	3,805,105	3,837,000	4,052,098	4,328,194	491,194	12.8
5466 Purchased Water	2,338,958	3,045,000	2,123,958	2,340,000	(705,000)	-23.2
5000 Operating Expenses						
Water	5,219,450	5,384,036	5,376,034	5,537,315	153,279	2.8
Wastewater	3,891,914	4,432,128	4,028,131	4,169,416	(262,712)	-5.9
West End	942,931	823,120	971,219	1,000,355	177,235	21.5
<b>Total Operating Expenses</b>	<u>16,198,358</u>	<u>17,521,284</u>	<u>16,551,440</u>	<u>17,375,279</u>	<u>(323,240)</u>	<u>-1.8</u>
Operating Income (Loss)	4,800,056	4,104,846	3,234,049	3,456,198	(471,413)	-11.5
<b>NONOPERATING REVENUES (EXPENSES)</b>						
4810 Interest Revenue	400	5,000	3,700	2,000	(3,000)	-60.0
5439 Interest Expense	(1,023,790)	(1,520,000)	(1,140,000)	(1,474,721)	45,279	-3.0
<b>Total Nonoperating Revenues (Expenses)</b>	<u>(1,023,390)</u>	<u>(1,515,000)</u>	<u>(1,136,300)</u>	<u>(1,472,721)</u>	<u>42,279</u>	<u>-2.8</u>
Net Income (Loss) Before Operating Transfers	3,776,666	2,589,846	2,097,749	1,983,477	(429,134)	-16.6
<b>OPERATING TRANSFERS</b>						
Operating Transfers Out-Tax Equivalent	(1,290,326)	(1,480,000)	(1,269,807)	(1,270,000)	210,000	-14.2
Operating Transfers Out	(132,000)	(132,000)	(132,000)	(132,000)	0	0.0
<b>Net Income (Loss)</b>	<u>2,354,340</u>	<u>977,846</u>	<u>695,942</u>	<u>581,477</u>	<u>(219,134)</u>	<u>22.4</u>
<b>TOTAL NET ASSETS- 7/1</b>	<u>45,841,572</u>	<u>48,195,912</u>	<u>48,195,912</u>	<u>48,891,854</u>	<u>695,942</u>	<u>1.4</u>
<b>TOTAL NET ASSETS - 6/30</b>	<u>48,195,912</u>	<u>49,173,758</u>	<u>48,891,854</u>	<u>49,473,331</u>	<u>299,573</u>	<u>0.6</u>

WATERWORKS FUND

WATER CAPITAL PROJECTS AND EQUIPMENT

	BUDGET 2010	PROJECTED 2010	BUDGET 2011
<b><u>CAPITAL PROJECTS:</u></b>			
<b>West End Development</b>			
Water/Rarity Ridge River Crossing	\$ 750,000	\$ 750,000	\$ 750,000
EPA Grant for Matching Funds (Information Only)	750,000	750,000	750,000
Water /K-25 WTP Improvements (DOE Funded)	250,000	250,000	250,000
Capital Maintenance - West End	250,000	250,000	-
<b>SR95 Water Line</b>			
Phase II - Water Distribution	800,000	800,000	800,000
Phase II - CROET Grant (Information Only)	500,000	500,000	500,000
Phase III - Water Line Relocation	30,000	30,000	-
TDOT Matching Funds			
Booster Station Improvements/Upgrades	70,000	70,000	370,000
Water Distribution System Rehabilitation	1,305,000	1,305,000	2,205,000
Water Tank Repair and Maintenance	800,000	800,000	-
<b>Water Treatment Plants</b>			
Building Repairs / Roof Replacement	350,000	350,000	-
Electric Upgrades	500,000	500,000	800,000
Reservoir Covers	500,000	500,000	-
Structural Repairs to Plant	475,000	475,000	-
Raw Water Main - 700 ft of 24" Main	500,000	500,000	-
Capital Maintenance	500,000	500,000	500,000
<b>TOTAL CAPITAL PROJECTS</b>	<b>\$ 7,080,000</b>	<b>\$ 7,080,000</b>	<b>\$ 5,675,000</b>
<b><u>EQUIPMENT:</u></b>			
Radio Equipment	\$ 7,500	\$ 7,500	\$ 7,500
<b>Water Treatment Plant</b>			
Radio	3,000	3,000	3,000
Furniture	1,500	1,500	1,500
Laboratory Equipment	2,500	2,500	2,500
Plant Tools	2,500	2,500	2,500
Hydraulic Excavator (443)	300,000	-	-
***Equipment Purchases are still under review		***	***
<b>West End Crew</b>			
Backhoe with Attachments	90,000	-	90,000
<b>TOTAL EQUIPMENT</b>	<b>\$ 407,000</b>	<b>\$ 17,000</b>	<b>\$ 107,000</b>
<b>TOTAL CAPITAL PROJECTS &amp; EQUIPMENT</b>	<b>\$ 7,487,000</b>	<b>\$ 7,097,000</b>	<b>\$ 5,782,000</b>

WATERWORKS FUND

WASTEWATER CAPITAL PROJECTS AND EQUIPMENT

	BUDGET 2010	PROJECTED 2010	BUDGET 2011
<u>CAPITAL PROJECTS:</u>			
West End Development			
ETTP Wastewater System Improvements (DOE Funded)	\$ 250,000	\$ 250,000	\$ 250,000
Replace Existing CRIP Plant	1,000,000	1,000,000	125,000
Lift Station Replacement/Improvements	360,000	360,000	370,000
Lift Station Capital Maintenance	60,000	60,000	-
Sewer Line Rehabilitation	1,000,000	1,000,000	1,000,000
SR95 Sewer Line			
Phase III - Sewer Line Relocation	30,000	30,000	-
Wastewater Treatment Plants Maintenance	125,000	125,000	-
Refrubish Three Blowers - Main Plant	100,000	100,000	-
<b>TOTAL CAPITAL PROJECTS</b>	<b>\$ 2,925,000</b>	<b>\$ 2,925,000</b>	<b>\$ 1,745,000</b>
<u>EQUIPMENT:</u>			
Radio Equipment	\$ 8,000	\$ 8,000	\$ 8,000
Lab Equipment	1,500	1,500	1,500
Plant Tools	2,500	2,500	2,500
Furniture	500	500	500
Sreco Sewer Cleaner (386)	200,000	-	-
***Equipment Purchases are still under review		***	***
<b>TOTAL EQUIPMENT</b>	<b>\$ 212,500</b>	<b>\$ 12,500</b>	<b>\$ 12,500</b>
<b>TOTAL CAPITAL PROJECTS &amp; EQUIPMENT</b>	<b>\$ 3,137,500</b>	<b>\$ 2,937,500</b>	<b>\$ 1,757,500</b>

WATERWORKS FUND  
LONG-TERM DEBT AMORTIZATION SCHEDULE\*  
ESTIMATED AT 6/30/10

Fiscal Year	Principal	Interest	Total Requirements
2011	1,517,891	1,457,983	2,975,874
2012	1,741,350	1,393,488	3,134,838
2013	1,811,781	1,320,809	3,132,591
2014	1,878,794	1,245,184	3,123,978
2015	1,954,112	1,166,750	3,120,862
2016	2,036,138	1,085,155	3,121,293
2017	2,021,276	998,659	3,019,935
2018	2,121,314	911,961	3,033,275
2019	2,191,196	821,064	3,012,259
2020	2,290,755	727,096	3,017,851
2021	2,624,345	729,557	3,353,902
2022	2,454,441	517,386	2,971,827
2023	1,644,552	430,132	2,074,684
2024	1,394,090	367,139	1,761,229
2025	1,440,085	309,979	1,750,064
2026	1,436,470	250,444	1,686,914
2027	1,387,186	192,037	1,579,222
2028	1,198,987	137,748	1,336,734
2029	1,210,641	90,993	1,301,634
2030	1,272,748	43,785	1,316,533
Total	\$ 35,628,152	\$ 14,197,349	\$ 49,825,501

\*Excludes Unissued Debt and Contingency Amounts

## **Emergency Communications District (ECD) Fund**

### **Fund Overview:**

In 1972, the City of Oak Ridge implemented a 911 emergency telephone system. In 1987, Oak Ridge voters overwhelmingly approved a referendum to establish an enhanced 911 Emergency Communications District (ECD). An ECD Board was established to oversee the management of the district, with system operations commencing in August 1988. Oak Ridge City Council serves as the Board for the Oak Ridge ECD. The initial intent of establishing the ECD was to provide a revenue stream to finance the purchase of equipment, including the 800 MHz trunking radio communications system to receive and dispatch 911 calls. The eight Public Safety Dispatcher positions are under the supervision of the Police Department and the operational costs related to those positions are accounted for in activity 915 in the City's General Fund.

The 911 system, with Automatic Location Identifiers (ALI), is called "Stand Alone Location Identification" (SALI) and is capable of providing the following information and reports:

1. Instant display of caller's name, telephone number, address and landmark information;
2. Display of history of calls from calling number; and
3. Management reports (daily and weekly) of 911 calls.

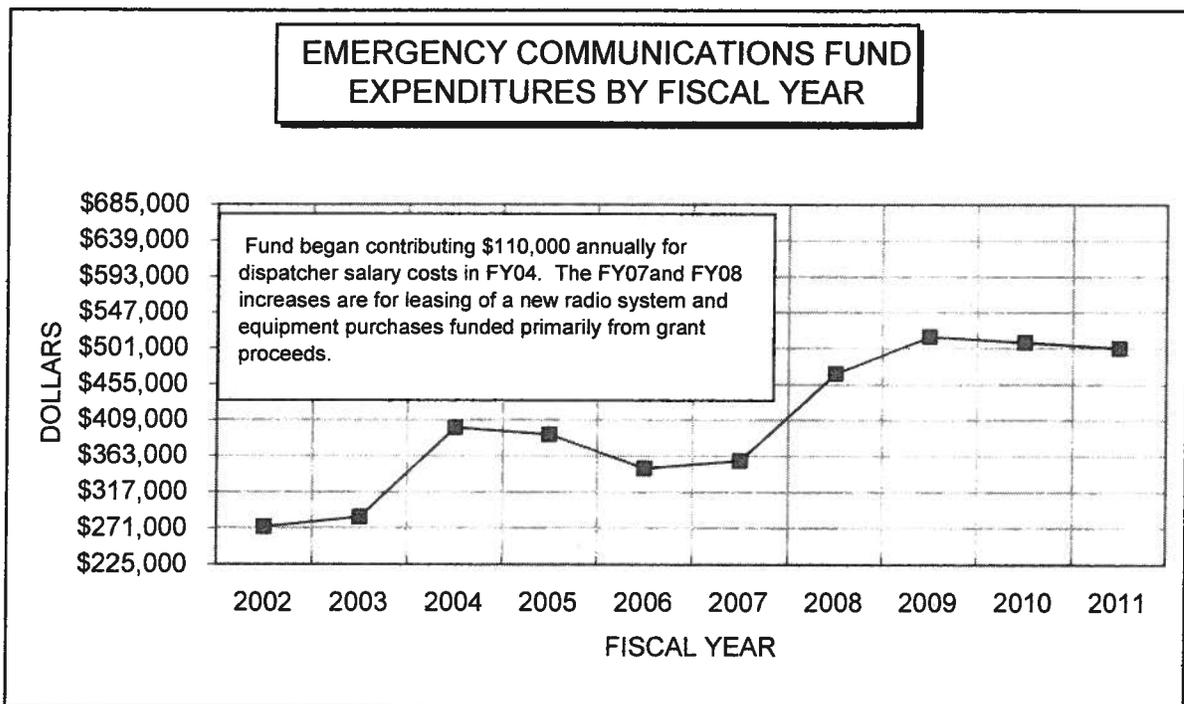
### **Major Revenue Source:**

Revenues are provided from user fees on landline telephones located within Oak Ridge that are collected by the telephone service providers and then remitted to the District. The ECD also receives an allocated share of State collected user fees on wireless telephones. Revenues for FY 2011 are projected at \$547,791, down \$40,209 over the previous year due to the elimination of \$100,000 in funding from grant proceeds. The State of Tennessee E911 Board has increased district funding allocations, which resulted in an additional \$56,622 in revenues for fiscal 2011. Service charges are budgeted down \$10,000 due to the continuing decline in revenues from landline phones. Since inception of the district, Oak Ridge landline telephone users had paid monthly fees of \$.44 per residential and \$1.33 per business phone line. Effective June 1, 2002, this monthly fee increased to \$.65 and \$2.00 per residential and business phone line, respectively. The rate increase was required due to a lower number of landline telephones in Oak Ridge, particularly business lines as newer business telephone systems allow for more extensions on fewer telephone lines, and increasing costs to operate the 911 equipment. City Council, which also serves as the Board of Directors for the ECD, approved increasing the fee to the state maximum to generate revenues to fund dispatcher salaries accounted for in the General Fund. The maximum user fee allowed under current Tennessee State Law is \$1.50 and \$3.00 monthly for residential and business phones lines respectively. The State 911 Board approved this increase on January 15, 2003.

### **Major Expenditure Areas:**

In December 2006, City Council authorized a lease purchase agreement between the City and Motorola, Inc. for the leasing of communications equipment to upgrade the City's radio system. This will provide the City an analog/digital hybrid upgrade solution and allow the City to continue using mobile and portable radios. The amortization schedule for the capital lease is located on page IV-18. Budgeted depreciation expense of \$123,491 and interest expense of \$43,516 is primarily related to the upgraded radio equipment leased from Motorola.

\$110,000 is being paid annually to the General Fund to finance a portion of dispatcher salary and benefits. \$96,991 is budgeted for replacement of radios and other equipment purchases. The \$103,390 budgeted reduction in funding for small equipment purchases is related to the elimination of \$100,000 in budgeted grant funding in fiscal 2011. \$11,652 in rental payments is being made to the Equipment Replacement Rental Fund (ERRF) to reimburse that Fund over an eight-year period for 911 related equipment purchased by the ERRF. The remaining \$159,350 of the \$545,000 in projected expenses is for operational costs of the 911 systems, including \$45,000 to BellSouth for addressing information and \$83,000 to Motorola for the maintenance contract on the 800 MHz radio system.



**EMERGENCY COMMUNICATIONS DISTRICT FUND  
BUDGET SUMMARY**

State Account Number	City Account Number		ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<b>OPERATING REVENUES:</b>								
3001	4841	Emergency Telephone Service Charge	336,193	335,000	322,378	325,000	(10,000)	-3.0
3002	4841.1	State Emergency Communications Board	71,277	66,831	72,000	72,000	5,169	7.7
3004	4841.2	State Emer Comm Board Operational Funding	86,169	86,169	114,480	142,791	56,622	65.7
		State Dispatcher Training	-	-	8,000	8,000	8,000	100.0
5006	4840	Grant Proceeds	24,295	100,000	-	-	(100,000)	-100.0
		<b>Total Operating Revenue</b>	<b>517,934</b>	<b>588,000</b>	<b>516,858</b>	<b>547,791</b>	<b>(40,209)</b>	<b>-6.8</b>
<b>OPERATING EXPENSES:</b>								
4207	5210.20	Contracted Dispatcher Services	110,000	110,000	110,000	110,000	-	0.0
4201	5217.1	Address/Mapping Expenses (BellSouth)	40,436	45,000	40,668	45,000	-	0.0
4218	5236.20	Maintenance Contract (800 MHz Radio System)	86,295	83,000	83,000	83,000	-	0.0
4227	5202.2	Communications Equipment Rental	111,667	11,652	11,652	11,652	-	0.0
4232	5263.19	Maintenance/Repair Communication Equipment	-	15,000	15,000	15,000	-	0.0
4305	5313	Small Equipment Purchases	38,595	200,381	120,000	96,991	(103,390)	-51.6
4310	5217	General Telephone 911 Support Lines	1,248	5,000	2,000	5,000	-	0.0
4405	5207.1	Due & Subscriptions	233	500	250	500	-	0.0
4413	5207.4	Licenses and Fees	3,595	2,850	2,850	2,850	-	0.0
4419	5221	Travel	-	1,229	-	8,000	6,771	550.9
4500	5460	Depreciation	124,216	126,778	123,491	123,491	(3,287)	-2.6
		<b>Total Operating Expenses</b>	<b>516,285</b>	<b>601,390</b>	<b>508,911</b>	<b>501,484</b>	<b>(99,906)</b>	<b>-16.6</b>
		<b>Operating Income (Loss)</b>	<b>1,649</b>	<b>(13,390)</b>	<b>7,947</b>	<b>46,307</b>	<b>59,697</b>	<b>-445.8</b>
<b>NONOPERATING REVENUES (EXPENSES):</b>								
5002	4610	Interest Income	8,773	10,000	1,850	5,000	(5,000)	-50.0
5010	5439	Interest Expense	(52,234)	(48,610)	(48,610)	(43,516)	5,094	-10.5
		<b>Total Nonoperating Revenue (Expenses)</b>	<b>(43,461)</b>	<b>(38,610)</b>	<b>(46,760)</b>	<b>(38,516)</b>	<b>94</b>	<b>-0.2</b>
		<b>Net Income (Loss)</b>	<b>(41,812)</b>	<b>(52,000)</b>	<b>(40,663)</b>	<b>7,791</b>	<b>59,791</b>	<b>-115.0</b>
		<b>NET ASSES - 7/1</b>	<b>676,813</b>	<b>598,588</b>	<b>635,001</b>	<b>594,338</b>	<b>(4,250)</b>	<b>-0.7</b>
		<b>NET ASSETS - 8/30</b>	<b>635,001</b>	<b>546,588</b>	<b>594,338</b>	<b>602,129</b>	<b>55,541</b>	<b>10.2</b>

EMERGENCY COMMUNICATIONS FUND  
 CAPITAL LEASE AMORTIZATION SCHEDULE  
 AT JUNE 30, 2010

Fiscal Year	Principal	Interest	Total Requirements
2011	\$ 107,386	\$ 43,516	\$ 150,902
2012	112,734	38,167	150,901
2013	118,348	32,554	150,902
2014	124,242	26,660	150,902
2015	130,429	20,473	150,902
2016	136,924	13,977	150,902
2017	143,743	7,158	150,902
<b>Total</b>	<b>\$ 873,806</b>	<b>\$ 182,505</b>	<b>\$ 1,056,311</b>

**SECTION V**  
**SPECIAL REVENUE & INTERNAL SERVICE FUNDS**  
**TABLE OF CONTENTS**

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## **Special Revenue Funds**

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. As outlined in this Section, the City maintains nine Special Revenue Funds:

General Purpose School Fund - Accounts for Oak Ridge School Operations.

Drug Enforcement Program Fund – Accounts for drug enforcement activities funded through restricted use drug fines and forfeitures.

State Street Aid Fund – Accounts for maintenance on non-state streets funded through restricted use State-shared gas and motor fuel taxes supplemented by operating transfers from the City's General Fund.

Street and Public Transportation Fund – Accounts for the City's public transportation programs funded through restricted use State-shared petroleum product inspection fees and a state operating assistance grant.

Economic Diversification Fund - Accounts for the City's economic development endeavors from funds City Council has allocated specifically for that purpose.

Grant Fund – Accounts for the receipt of various non-utility state and federal grant revenues, including the annual Community Development Block Grant (CDBG) and other grants that benefit low-income persons in the community.

Solid Waste Fund – Accounts for the collection and disposal of residential refuse. Under Tennessee State Law, these activities must be accounted for in a special revenue fund.

Golf Course Fund – Accounts for the construction and operation of the Tennessee Centennial municipal golf course and sale of the remaining available land surrounding the course.

West End Fund – Accounts for the City's fire and ambulance services located at the ETPP site that is currently being funded under a contract with Bechtel Jacobs.

Special Programs Fund – Accounts for programs to be determined.

## **General Purpose School Fund**

School operations are funded by transfers from the City's General Fund, set at \$14,470,131 for fiscal 2011, and from revenues from the State of Tennessee, Anderson and Roane Counties as well as federal sources. An elected five member School Board has oversight responsibility for the Oak Ridge Schools. The School Board reviews the budget prepared by School staff and then submits a funding request to the City to finance School operations. The General Fund provides funding for approximately 26.3% of the Schools total budgeted expenditures. In fiscal 2011, the Oak Ridge Schools will receive an additional \$489,329 or 3.5% in funding from the City over that awarded for fiscal 2010. To maintain a flat property tax rate, the City's operational funding for the Schools was restricted to 3.5% over the fiscal 2010 amount.

City Council approves the total legal expenditure appropriation for the General Purpose School Fund; however, City Council cannot alter any budget line item within the School's budget. The School Board reviews and may alter detail line items within the School's operating budget. The legal expenditure appropriation for the General Purpose School Fund for fiscal 2011 is \$55,035,408; a \$966,621 or 1.8% increase over the prior fiscal year. The Schools prepare a separate budget document that details the revenues and expenditures of the General Purpose School Fund.

**GENERAL PURPOSE SCHOOL FUND  
BUDGET SUMMARY**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<b>REVENUES:</b>						
Local Funds:						
Local Taxes-Anderson/Roane Co.	11,824,143	12,298,806	12,303,589	12,419,383	120,577	1.0
Charges for Services	550,367	503,000	489,000	505,000	2,000	0.4
Other Local Revenues	243,538	324,000	132,000	181,000	(143,000)	-44.1
State Funds:						
State Education Funds	19,146,926	19,531,546	19,436,546	20,360,643	829,097	4.2
Federal Funds:						
Federal Funds Received Thru State	185,649	165,000	131,573	163,000	(2,000)	-1.2
Direct Federal Funds	0	0	0	0	0	0.0
Federal Revenues	2,679,265	3,176,745	3,176,745	3,270,904	94,159	3.0
Other Sources	2,831,851	4,013,714	4,013,714	3,406,812	(606,902)	-15.1
<b>Total Revenues</b>	<b>37,461,739</b>	<b>40,012,811</b>	<b>39,683,167</b>	<b>40,306,742</b>	<b>293,931</b>	<b>0.7</b>
<b>EXPENDITURES:</b>						
Instruction:						
Regular Education Program	22,009,385	22,941,346	22,864,875	23,277,892	336,546	1.5
Alternative Schools	569,142	312,954	316,084	344,332	31,378	10.0
Special Education Program	4,153,842	4,104,403	4,008,634	4,204,909	100,506	2.4
Technology Career Program	1,047,527	1,138,261	1,100,319	1,041,244	(97,017)	-8.5
Other - Instruction Services	317,247	99,683	0	876,865	777,182	779.7
Support Services:						
Health Services	338,419	338,703	327,413	336,369	(2,334)	-0.7
Other Student Support	1,586,628	1,587,067	1,534,165	1,327,391	(259,676)	-16.4
Regular Instructional Support	1,742,791	1,880,416	1,829,393	2,013,233	132,817	7.1
Special Education Support	495,732	532,798	524,450	559,677	26,879	5.0
Technology - Career Support	161,650	163,283	161,650	165,069	1,786	1.1
Board of Education Support	768,301	690,650	765,310	905,856	215,206	31.2
Office of Superintendent	266,168	259,590	253,533	261,089	1,499	0.6
Office of Principal	2,561,754	2,702,253	2,720,610	2,779,617	77,364	2.9
Fiscal Services	634,388	651,730	636,458	651,302	(428)	-0.1
Human Services	230,347	241,581	233,689	242,359	8,670	3.7
Operation of Plant	4,733,839	4,480,510	4,180,510	4,602,144	121,634	2.7
Maintenance of Plant	1,345,690	1,373,460	1,396,410	1,408,065	34,605	2.5
Transportation	1,112,962	1,280,825	1,205,825	1,281,884	1,059	0.1
Central Services	1,051,446	974,561	968,064	956,325	(18,236)	-1.9
Non-Instructional Services:						
Food Service	1,888,093	1,768,565	1,768,565	1,708,889	(59,676)	-3.4
Community Services	952,423	1,245,613	1,245,613	1,242,130	(3,483)	-0.3
Capital Outlay	158,950	99,638	99,638	118,000	18,362	18.4
Federal Projects	2,679,268	3,176,745	3,176,745	3,270,904	94,159	3.0
Other	360,185	2,024,152	2,024,152	1,459,863	(564,289)	-27.9
<b>Total Expenditures</b>	<b>51,166,178</b>	<b>54,068,787</b>	<b>53,342,105</b>	<b>55,035,408</b>	<b>966,621</b>	<b>1.8</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>(13,704,440)</b>	<b>(14,055,976)</b>	<b>(13,658,938)</b>	<b>(14,728,666)</b>	<b>(672,690)</b>	<b>4.8</b>
<b>Other Financing Sources (Uses)</b>						
Operating Transfers In	13,508,021	13,980,802	13,980,802	14,470,131	489,329	3.5
Operating Transfers Out	0	0	0	0	0	0.0
<b>Total Other Financing Sources (Uses)</b>	<b>13,508,021</b>	<b>13,980,802</b>	<b>13,980,802</b>	<b>14,470,131</b>	<b>489,329</b>	<b>3.5</b>
<b>Excess (Deficiency) of Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(196,419)</b>	<b>(75,174)</b>	<b>321,864</b>	<b>(258,535)</b>	<b>(183,361)</b>	<b>243.9</b>
<b>Reserves and Fund Balance 7/1</b>	<b>2,861,789</b>	<b>2,665,370</b>	<b>2,665,370</b>	<b>2,987,234</b>	<b>321,864</b>	<b>12.1</b>
<b>Reserves and Fund Balance 6/30</b>	<b>2,665,370</b>	<b>2,590,196</b>	<b>2,987,234</b>	<b>2,728,699</b>	<b>138,503</b>	<b>5.3</b>

## Drug Enforcement Program Fund

### Fund Overview:

In 1985, the Drug Enforcement Program Fund was established by the City to account for revenues from drug fines and from the sale of items confiscated during drug curtailment activities. Tennessee state law requires those revenues to be accounted for in a separate special revenue fund and that disbursements from those revenues be legally restricted to drug enforcement, drug education, drug treatment and nonrecurring general law enforcement expenditures. The operations accounted for in this Fund are under the supervision of the Police Department.

### Major Revenue Sources:

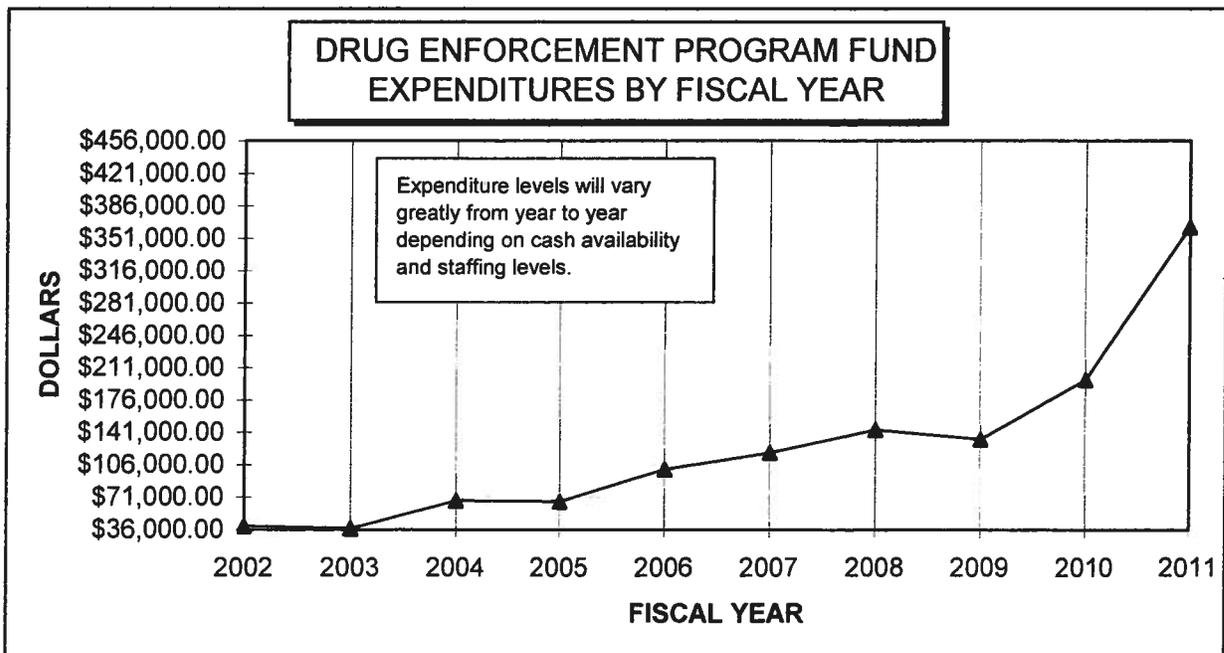
Fiscal 2011 revenues are budgeted at \$167,500 from drug fines and the sale of items confiscated during drug curtailment activities. Over the past three years, the City has been receiving equitable shared funding from the Department of Justice, Internal Revenue Service and the US Marshall Service. Equitable sharing is a program designed to enhance cooperation among federal, state and local law enforcement agencies through the sharing of proceeds resulting from federal forfeitures. The percentage of net proceeds shared with state and local law enforcement agencies is based on the degree of the agencies' direct participation in the case and therefore can vary greatly from year to year.

### Major Expenditure Areas:

Fiscal 2011 expenditures are budgeted at \$363,000 for drug enforcement, drug education, drug treatment and nonrecurring general law enforcement expenditures.

### Budget Overview and Changes:

Revenues and expenditures for this Fund will vary from year-to-year based on the level of Fund Balance and revenues collected during the fiscal year. Since expenditures are legally restricted, the \$363,000 appropriation for the Drug Enforcement Program Fund allows for fluctuations in expenditure levels due to irregular revenue/expenditure patterns from enforcement activities and the occasional state and/or federal grant award without requiring amendment of the appropriation ordinance.



**DRUG ENFORCEMENT PROGRAM FUND**  
**BUDGET SUMMARY**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	%	CHANGE
<b>REVENUES:</b>							
4035 Drug Fines	18,080	25,000	18,000	20,000	(5,000)		-20.0
4036 Confiscations	28,955	40,000	35,000	35,000	(5,000)		-12.5
4314 Future Grants	-	100,000	-	50,000	(50,000)		-50.0
4306 DOJ Equitable Sharing	-	60,000	7,000	25,000	(35,000)		-58.3
4307 IRS Equitable Sharing	290,390	5,000	39,000	25,000	20,000		400.0
4308 US Marshalls Equitable Sharing	8,132	35,000	11,000	10,000	(25,000)		-71.4
4610 Interest on Investments	2,843	3,000	1,000	1,500	(1,500)		-50.0
4790 Proceeds from Salvage Sale	504	1,000	-	1,000	-		0.0
Total Revenues	<u>348,904</u>	<u>269,000</u>	<u>111,000</u>	<u>167,500</u>	<u>(101,500)</u>		<u>-37.7</u>
<b>EXPENDITURES:</b>							
5201 Rents	50,149	50,000	50,000	50,000	-		0.0
5207 Dues & Memberships	300	300	300	300	-		0.0
5210 Prof. & Contractual Services	3,280	15,000	15,000	15,000	-		0.0
5212 Utility Services	18,978	20,000	22,901	20,000	-		0.0
5220 Travel, Schools & Conferences	10,572	15,000	15,623	15,000	-		0.0
5235 Routine Repairs & Maintenance	3,547	2,000	3,000	2,000	-		0.0
5289 Equipment Use Charges	-	4,000	4,000	4,000	-		0.0
5292 Drug Cases	20,209	69,200	25,000	69,200	-		0.0
5293 Dare Program	-	3,000	3,000	3,000	-		0.0
5310 Commodities	10,142	35,000	35,000	35,000	-		0.0
5500 Machinery & Equipment	16,400	24,500	24,000	24,500	-		0.0
5999 Contingency/Grants	-	200,000	-	125,000	(75,000)		-37.5
Total Expenditures	<u>133,577</u>	<u>438,000</u>	<u>197,824</u>	<u>363,000</u>	<u>(75,000)</u>		<u>-17.1</u>
Excess (Deficiency) of Revenues over Expenditures	215,327	(169,000)	(86,824)	(195,500)	(26,500)		15.7
<b>UNRESERVED FUND BALANCE - 7/1</b>	<u>128,762</u>	<u>324,312</u>	<u>344,089</u>	<u>257,265</u>	<u>(67,047)</u>		<u>-20.7</u>
<b>UNRESERVED FUND BALANCE - 6/30</b>	<u>344,089</u>	<u>155,312</u>	<u>257,265</u>	<u>61,765</u>	<u>(93,547)</u>		<u>-60.2</u>

## **State Street Aid (SSA) Fund**

### **Fund Overview:**

The State Street Aid Fund provides for the maintenance of all City streets that are not designated State highways. The goal is to provide a cost effective and acceptable level of street maintenance and to improve overall quality of streets and sidewalks. The operations accounted for in this Fund are under the supervision of the Public Works Department. The City's work pool employees generally perform the routine street maintenance accounted for in this Fund, with the exception of major street resurfacing projects, which are contracted to private vendors.

Maintenance of State streets located within Oak Ridge is accounted for in the City's General Fund, Activity 942. The State reimburses the City for a portion of State street maintenance under a separate contract.

### **Major Revenue Source:**

Revenues in this Fund are received from the State of Tennessee's state-shared twenty-one-cent gasoline and motor fuel tax and may be used for street construction and maintenance related activities. The State restricts municipalities as to what types of expenditures are eligible for disbursement from these tax proceeds. Revenues from state-shared fuel taxes are budgeted at \$715,000 for fiscal 2011, which remained the same as the prior year based on actual allocation trends.

The revenue stream provided from fuel taxes is insufficient to fund all the expenditures accounted for in the State Street Aid Fund. The fiscal 2011 budget includes a \$653,000 operating transfer from the General Fund, an inflationary 3.7% increase over the prior fiscal year.

### **Major Expenditure Areas:**

Expenditures are budgeted at \$1,383,000, a 2.2 percent increase over fiscal 2010. In fiscal 1995, the City began a major Pavement Management Program. Long-term goals of the program are to provide adequate maintenance to City streets in order to prevent or prolong the need for more expensive street reconstruction. Expenditures for this program should approximate between \$600,000 to \$700,000 annually.

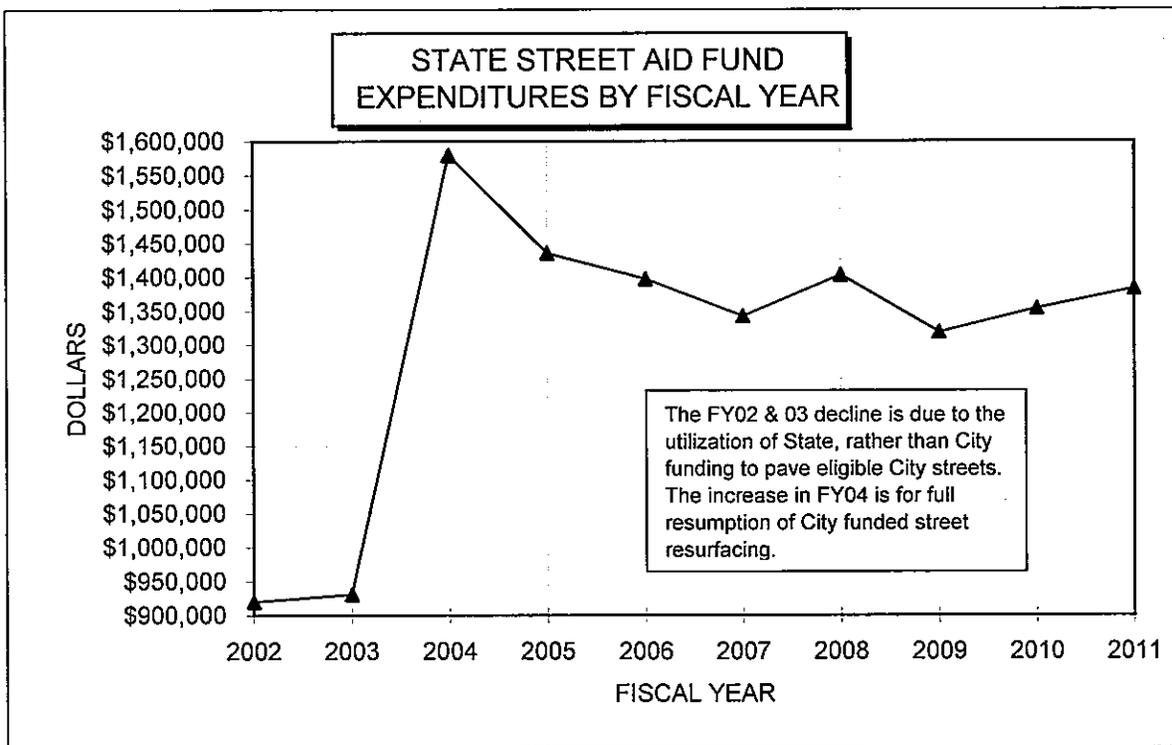
Major projects for FY 2011 include:

- Maintenance activities are budgeted at \$434,000 and include street maintenance (\$254,000), sidewalk maintenance (\$30,000), leaf pickup (\$20,000), storm drains and spoil dumps (\$110,000) and snow and ice removal (\$20,000).
- Resurfacing of City streets is budgeted at \$665,000.
- Other Costs are budgeted at \$274,000 include the allocation of charges from the General Fund for engineering and other services rendered, and rental for space occupied at the Central Services Complex.

Budget Changes:

The \$29,530 budgeted increase in expenditures from fiscal 2011 levels. Other costs increased \$19,530 for the allocation of charges from the General Fund for engineering and other services rendered and rental for space occupied at the Central Services Complex. An additional \$10,000 was budgeted for Street Resurfacing.

During budget deliberations in fiscal 2004, \$60,000 in funding for snow removal on non-state streets was removed from the budget. This service reduction was made solely to reduce the property tax rate. Correspondingly, a \$60,000 reduction was made to budgeted operating transfers from the General Fund. Fiscal 2011 will see snow removal efforts remaining at the reduced 2004 level with any excess expenditure over the \$20,000 budget coming from funds designated for street resurfacing.



**STATE STREET AID FUND**

**BUDGET SUMMARY**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	%
						CHANGE
<b>REVENUES:</b>						
4610 Interest on Investments	3,012	500	1,050	500	0	0.0
4810 Motor Fuel Tax	148,051	145,000	149,700	145,000	0	0.0
4811 State Shared Gasoline Tax	573,978	570,000	574,000	570,000	0	0.0
<b>Total Revenues</b>	<b>725,041</b>	<b>715,500</b>	<b>724,750</b>	<b>715,500</b>	<b>0</b>	<b>0.0</b>
<b>EXPENDITURES:</b>						
15100 Street Maintenance	191,030	150,000	180,691	150,000	0	0.0
15110 Curb & Gutter Replacement	27,679	55,000	38,000	55,000	0	0.0
15120 Traffic Sign Maintenance	24,861	24,000	30,000	24,000	0	0.0
15130 Striping City Streets	21,203	25,000	25,000	25,000	0	0.0
15200 Sidewalk Maintenance	22,930	30,000	30,000	30,000	0	0.0
15300 Leaf Pickup	19,198	20,000	20,000	20,000	0	0.0
15400 Storm Drains	131,027	110,000	135,000	110,000	0	0.0
15500 Snow & Ice Removal	28,386	20,000	111,215	20,000	0	0.0
15700 Other Costs	261,352	254,470	250,000	274,000	19,530	7.7
15800 Street Resurfacing	590,874	665,000	533,565	675,000	10,000	1.5
<b>Total Expenditures</b>	<b>1,318,540</b>	<b>1,353,470</b>	<b>1,353,471</b>	<b>1,383,000</b>	<b>29,530</b>	<b>2.2</b>
<b>Excess (Deficiency) of     Revenues over Expenditures</b>	<b>(593,499)</b>	<b>(637,970)</b>	<b>(628,721)</b>	<b>(667,500)</b>	<b>(29,530)</b>	<b>4.6</b>
<b>OTHER FINANCING SOURCES (USES)</b>						
Bond Proceeds	0	0	406,271	0	0	0.0
Operating Transfers In						
General Fund	612,910	630,000	223,729	653,000	23,000	3.7
<b>Total Other Financing     Sources (Uses)</b>	<b>612,910</b>	<b>630,000</b>	<b>630,000</b>	<b>653,000</b>	<b>23,000</b>	<b>3.7</b>
<b>Excess (Deficiency) of     Revenues and Other     Sources Over Expenditures</b>	<b>19,411</b>	<b>(7,970)</b>	<b>1,279</b>	<b>(14,500)</b>	<b>(6,530)</b>	<b>81.9</b>
<b>UNRESERVED FUND BALANCE - 7/1</b>	<b>26,784</b>	<b>21,872</b>	<b>46,195</b>	<b>47,474</b>	<b>25,602</b>	<b>117.1</b>
<b>UNRESERVED FUND BALANCE - 6/30</b>	<b>46,195</b>	<b>13,902</b>	<b>47,474</b>	<b>32,974</b>	<b>19,072</b>	<b>137.2</b>



## Street and Public Transportation Fund

### Major Revenue Sources

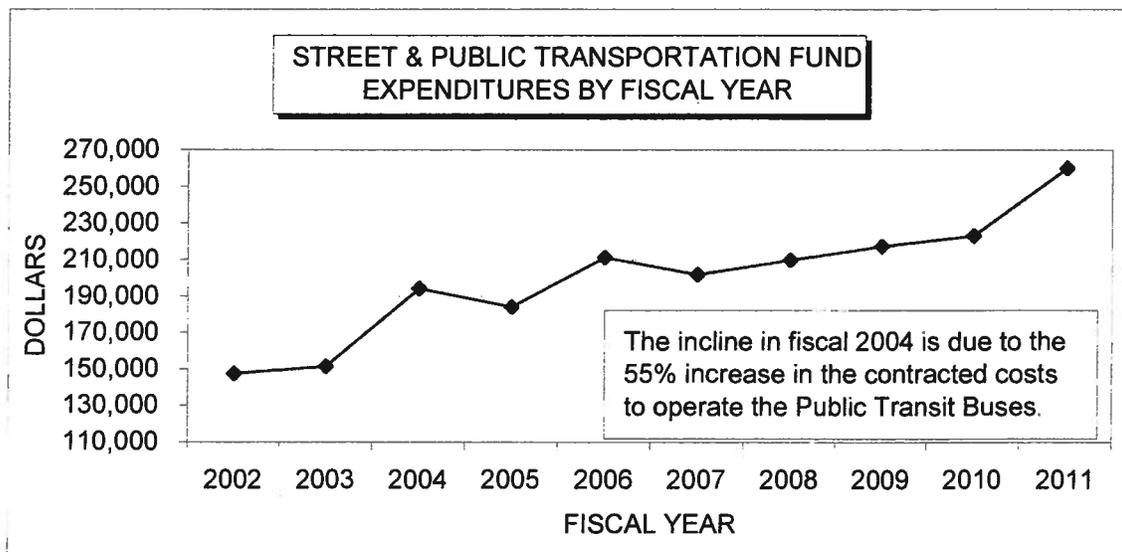
The primary source of revenue for this Fund is a special one-cent-per-gallon inspection fee levied on all petroleum products bought, sold or stored in the state and an operating assistance grant from the Tennessee Department of Transportation (TDOT). The inspection fee is distributed on a per-capita basis to assist municipalities with street signage and public transportation. Fiscal 2011 revenues from this fee are budgeted at \$58,850.

The TDOT operating assistance grant reimburses the City for 50% of the expenditures for the taxicab coupon program and the public transit program, up to a total grant award that is adjusted annually. Historically, eligible expenses have been well below the grant maximum resulting in the full 50% reimbursement allowed under the grant. During fiscal 2004, the City's contract with the East Tennessee Human Resource Agency (ETHRA), the contractor who operates the public transit buses, was renewed at an approximate 55% increase. Revenues from the state-shared fuel taxes and the TDOT operating assistance grant are insufficient to finance the higher operating costs for this program. In fiscal 2004, the General Fund began providing an operating transfer to the Street and Public Transportation Fund to support the operations of the public transit buses. For fiscal 2011, this operating transfer is budgeted at \$55,000, an increase of \$25,000 over fiscal 2010 levels. The increased funding is required due to the declining fund balance in this fund.

### Major Expenditure Areas:

The Public Transit Program provides for the operation of four wheelchair lift equipped vans. The program is demand responsive and provides service within the City's corporate limits on a 24-hour advance reservation basis. Service is provided six days a week, Monday through Saturday, from 8:00 a.m. until 5:00 p.m. for a fare of \$1.50 per one-way trip. The system is operated under contract with the East Tennessee Human Resources Agency (ETHRA). ETHRA is responsible for all facets of operation, including hiring and training of personnel, scheduling, dispatch functions, vehicle maintenance and financial report/record keeping. ETHRA's 2004 contract to operate the public transit buses has nine optional annual renewal terms with a built-in cost-of-living escalator. \$195,000 is budgeted for this program in FY 2011.

The Taxi Coupon Program, administered in the Senior Center (Activity 978), provides for the purchase of coupons by the elderly for reduced taxi fares. The participant's share of the coupon is \$.75 for the rider, \$.30 for the taxi company and \$1.95 for the City. \$65,000 is budgeted for this program in fiscal 2011.



**STREET AND PUBLIC TRANSPORTATION FUND**

**BUDGET SUMMARY**

	<u>ACTUAL 2009</u>	<u>BUDGET 2010</u>	<u>PROJECTED 2010</u>	<u>BUDGET 2011</u>	<u>BUDGET 11 vs 10</u>	<u>% CHANGE</u>
<b><u>REVENUES:</u></b>						
4610 Interest on Investments	552	500	50	50	(450)	-90.0
4300 Future Grant	0	10,000	0	10,000	0	0.0
4820 State Shared Gasoline Tax Inspection Fees	58,840	58,850	58,800	58,850	0	0.0
4358 Tennessee Department of Transportation	<u>109,226</u>	<u>130,000</u>	<u>111,500</u>	<u>130,000</u>	<u>0</u>	<u>0.0</u>
Total Revenues	<u>168,618</u>	<u>199,350</u>	<u>170,350</u>	<u>198,900</u>	<u>(450)</u>	<u>-0.2</u>
<b><u>EXPENDITURES:</u></b>						
16200 Taxi Coupon Program	57,585	65,000	58,000	65,000	0	0.0
16200 Public Transit Program	<u>159,729</u>	<u>195,000</u>	<u>165,000</u>	<u>195,000</u>	<u>0</u>	<u>0.0</u>
Total Expenditures	<u>217,314</u>	<u>260,000</u>	<u>223,000</u>	<u>260,000</u>	<u>0</u>	<u>0.0</u>
Excess (Deficiency) of Revenues over Expenditures	(48,696)	(60,650)	(52,650)	(61,100)	(450)	0.7
<b><u>OTHER FINANCING SOURCES (USES):</u></b>						
Operating Transfers In General Fund	<u>22,090</u>	<u>30,000</u>	<u>30,000</u>	<u>55,000</u>	<u>25,000</u>	<u>83.3</u>
Total Other Financing Sources (Uses)	<u>22,090</u>	<u>30,000</u>	<u>30,000</u>	<u>55,000</u>	<u>25,000</u>	<u>83.3</u>
Excess (Deficiency) of Revenues and Other Sources Over Expenditures	(26,606)	(30,650)	(22,650)	(6,100)	24,550	-80.1
<b><u>UNRESERVED FUND BALANCE - 7/1</u></b>	<u>64,830</u>	<u>32,371</u>	<u>38,224</u>	<u>15,574</u>	<u>(16,797)</u>	<u>-51.9</u>
<b><u>UNRESERVED FUND BALANCE - 6/30</u></b>	<u>38,224</u>	<u>1,721</u>	<u>15,574</u>	<u>9,474</u>	<u>7,753</u>	<u>450.5</u>

## **Economic Diversification (ED) Fund**

### **Fund Overview:**

A primary objective of the City is to promote diversification of the local Oak Ridge economic base, create and protect jobs, and provide for the common wealth of current and future Oak Ridgers. To assist in the attainment of this objective, the Economic Diversification (ED) Fund was established in fiscal 2000. In place of an Economic Development Director, the activities of the ED Fund are facilitated by the two-shared positions with other departments who help facilitate grants and special events.

### **Major Revenue Source:**

Fiscal 2011 revenues are budgeted at \$1,669,715, down \$10,715 and a 0.6% decrease over the prior fiscal year. Hotel/Motel Tax collections are projected to be \$550,000 in fiscal 2011; a \$30,000 or 5.2% decrease over the prior fiscal year based on current collection level impacted by the nationwide economic downturn. Incentive Returns are projected to be \$104,715 in fiscal 2011, a \$31,250 or 42.5% increase over the prior fiscal year based on actual incentives awarded. Some of the location incentives offered by the City to business to expand or relocate in Oak Ridge include a reimbursement of these funds advanced to the business back to the City over a multi-year period. \$1,000,000 in revenues is also budgeted to allow for expenditures that may occur from any future grant awards. To date, there are no pending grant revenues identified for fiscal 2011.

The other major source of funding for the ED Fund is from Operating Transfers from other City Funds, which are budgeted at \$296,000 in fiscal 2011 and remain at the same level as prior fiscal year.

### **Major Expenditure Areas:**

Expenditures for the ED Fund are budgeted at \$2,837,000 for fiscal 2011, a \$23,000 or 0.8% decrease over fiscal 2010 levels. Expenditures budgeted in the ED Fund include: \$70,000 for salary, travel and other administrative costs; \$175,000 for the City's costs to facilitate special events being held in Oak Ridge, such as the archery tournament, rowing regattas and the Secret City Festival; \$30,000 to maintain the right-of-ways, vacant Industrial Development Board lots in City Industrial Parks and for major maintenance to the City's Incubator Building; \$250,000 for property acquisition to furtherance of the City's redevelopment project in the Highland View Area; and \$167,000 for legal and lobbying services related to economic development services.

\$843,143 is budgeted for economic development services with \$241,935 going to the Oak Ridge Chamber of Commerce with an additional \$20,000 for relocation specialist. Oak Ridge Convention and Visitors Bureau (CVB) operational funding is budgeted at \$404,208 with an additional \$120,000 budgeted for their proposed relocation to a new site in Oak Ridge. Anderson County Economic Development Association (ACEDA) is budgeted at \$15,000 with Roane Alliance at \$10,000, Innovation Valley at \$24,000 and Jackson Square Business Association at \$8,000. Budgeted operational funding for the CVB and Chamber remain the same as fiscal 2010 funding amounts.

Budgeted expenditures include a \$1,250,000 contingency amount. Budgeting for a contingency allows the City the flexibility of obtaining state/federal grant funding and/or the awarding of location incentives for opportunities that arise after adoption of the budget without the requirement of reappropriation of the budget ordinance. This contingency is not operationally funded. Any actual expenditure for these contingency items would be funded through the ED Fund's existing fund balance or new grant revenues.

**ECONOMIC DIVERSIFICATION FUND  
BUDGET SUMMARY**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<b>REVENUES:</b>						
4110 Incentive Return	104,715	73,465	104,715	104,715	31,250	42.5
4165 Hotel/Motel Tax Collections	558,612	580,000	485,000	550,000	(30,000)	-5.2
4305 Future Grants	0	1,000,000	0	1,000,000	0	0.0
4475 Marina Rental	2,336	2,000	828	0	(2,000)	-100.0
4730 Land Sale Proceeds	41,000	0	0	0	0	0.0
4610 Interest on Investments	15,590	25,000	3,500	15,000	(10,000)	-40.0
<b>Total Revenues</b>	<b>722,253</b>	<b>1,680,465</b>	<b>594,043</b>	<b>1,669,715</b>	<b>(10,750)</b>	<b>-0.6</b>
<b>EXPENDITURES:</b>						
5111 Salaries & Fringe Benefits	57,760	69,857	67,689	70,000	143	0.2
5200 Special Events/Recreational Projects	90,854	100,000	86,524	100,000	0	0.0
5200 Building & Property Maintenance	18,528	30,000	20,997	30,000	0	0.0
5210 Professional Services/Legal/Lobbying Services	156,458	167,000	156,167	167,000	0	0.0
5430 Convention & Visitors Bureau	390,539	404,208	404,208	404,208	0	0.0
5430 Convention & Visitors Bureau - Relocation	0	120,000	0	120,000	0	0.0
5430 Oak Ridge Chamber of Commerce	233,752	241,935	241,935	241,935	0	0.0
5430 OR Chamber of Commerce-Relocation Specialist	0	0	20,000	20,000	20,000	100.0
5430 ACEDA	15,000	15,000	15,000	15,000	0	0.0
5430 Roane Alliance	10,000	10,000	10,000	10,000	0	0.0
5430 Art Council	43,072	50,000	50,000	50,000	0	0.0
5430 Art Council - Sumner Concerts	24,756	0	25,000	25,000	25,000	100.0
5430 Innovation Valley	6,000	0	24,000	24,000	24,000	100.0
5430 Jackson Square Business Association	0	0	12,000	8,000	8,000	100.0
5300 Miscellaneous Costs	34,558	52,000	27,835	51,857	(143)	-0.3
5430 Housing	0	250,000	4,950	250,000	0	0.0
5480 Investment/Initiative Grant Funded	0	1,000,000	0	1,000,000	0	0.0
5480 Investment/Initiative City Funded:	0	350,000	0	250,000	(100,000)	-28.6
<b>Total Expenditures</b>	<b>1,081,277</b>	<b>2,860,000</b>	<b>1,166,305</b>	<b>2,837,000</b>	<b>(23,000)</b>	<b>-0.8</b>
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>(359,024)</b>	<b>(1,179,535)</b>	<b>(572,262)</b>	<b>(1,167,285)</b>	<b>12,250</b>	<b>-1.0</b>
<b>OTHER FINANCING SOURCES:</b>						
<b>Transfers From Other Funds</b>						
General Fund	50,000	0	0	0	0	0.0
Electric Fund	164,000	164,000	164,000	164,000	0	0.0
Waterworks Fund	132,000	132,000	132,000	132,000	0	0.0
<b>Total Other Financing Sources</b>	<b>346,000</b>	<b>296,000</b>	<b>296,000</b>	<b>296,000</b>	<b>0</b>	<b>0.0</b>
<b>Excess (Deficiency) of Revenues and Other Sources Over Expenditures</b>	<b>(13,024)</b>	<b>(883,535)</b>	<b>(276,262)</b>	<b>(871,285)</b>	<b>12,250</b>	<b>-1.4</b>
<b>UNRESERVED FUND BALANCE - 7/1</b>	<b>1,217,353</b>	<b>1,181,302</b>	<b>1,204,329</b>	<b>928,067</b>	<b>(253,235)</b>	<b>-21.4</b>
<b>UNRESERVED FUND BALANCE - 6/30</b>	<b>1,204,329</b>	<b>297,767</b>	<b>928,067</b>	<b>56,782</b>	<b>(240,985)</b>	<b>-80.9</b>

## **Grant Fund**

### **Fund Overview:**

The Grant Fund accounts for the receipt of various non-utility state and federal grant revenues, including those that benefit low-income persons in the community. With the passage of the Urban-Rural Recovery Act of 1983, Oak Ridge became eligible for an automatic annual community block grant entitlement (CDBG) through the US Department of Housing and Urban Development (HUD). The entitlement has been used for projects that benefit low and very low-income persons; eliminate or prevent slums; and eliminate conditions detrimental to the health, safety and public welfare. The Grant Fund was initially established to account for the annual CDBG award. As grant opportunities expanded to other areas, the accounting for non-utility grants was centralized in the Grant Fund. Routine grant awards now include an Emergency Shelter Grant (ESG) through the Tennessee Department of Human Services and police grants through the US Department of Justice.

### **Major Revenue/Expenditure Sources and Budget Changes:**

Grants awarded and therefore the appropriated expenditure level will vary from year to year in the Grant Fund. Revenues and expenditures are budgeted to be equal in the Grant Fund at \$4,500,000 for fiscal 2011.

The fiscal 2011 CDBG entitlement award is projected at \$282,187. On January 22, 2002, City Council approved a staff recommendation that established the CDBG Program Model for awarding sub-recipient grants to community organizations. City Council established housing rehabilitation and construction as its top priority for funding. Usage of the CDBG model has brought a sense of fairness and consistency to the funding process. In fiscal 2011, two of the CDBG projects awarded are in support of the City's efforts in the Highland View Redevelopment Area and one in the Scarboro neighborhood. The fiscal 2011 allocation of CDBG funds is as follows:

- \$73,000 to Aid to Distressed Families of Appalachian Counties (ADFAC) to improve residences occupied by very low and low income persons, including emergency repairs, down payment assistance and housing counseling services. \$25,000 of this total award is specifically targeted for the Highland View Redevelopment Area and CDBG target areas. Programs include providing minor and/or major repairs to correct code violations within the home and property and the Yard Enhancement program, which provides grants to low-income and/or disabled homeowners for a contractor to assist them with removing trash and yard debris from their property, painting and general property clean-up.
- \$23,187 for acquisition and demolition of vacant blighted properties.
- \$25,000 to Ridgeview Psychiatric Hospital and Center, Inc. to provide two housing units and a housing coordinator for housing services for the homeless, mentally ill and/or dually diagnosed Oak Ridge citizens.
- \$63,000 to provide funds for City employee and program costs associated with a City inspector for enforcement of municipal codes in CDBG eligible areas and programs.
- \$95,000 for annual debt service on funds borrowed by the City to renovate and expand the Scarboro Community Center. This is the ninth of fifteen installments on this debt.
- \$3,000 for general program administration, project implementation, management of subrecipient agreements and all reporting requirements.

\$18,498 from the American Recovery and Reinvestment Act (ARRA) is budgeted to ADFAC through CDBG funds to provide minor home repair, down payment assistance and housing counseling services.

\$33,856 is budgeted for an Emergency Shelter Grant (ESG) through the Tennessee Department of Human Services to provide funds for emergency assistance to low and very-low income persons threatened with displacement. \$171,350 is budgeted for City social services funding including \$140,000 for the City's social service program administered under a contract with Aid to Distressed Families of Appalachian Counties (ADFAC). The City's social service program provides assistance with rent, mortgage and utility payments, transportation for doctor appointments or job interviews, counseling toward self-sufficiency and referrals to appropriate agencies for further assistance to eligible citizens. \$31,850 in funding is budgeted for the Anderson County Health Council Healthy Start program that provides assistance, training and support program for young mothers. Both of these programs are 100% funded by the operating transfer from the General Fund.

\$1,213,945 is budgeted for grants that have been applied for or areas that miscellaneous grants to the City have historically been awarded. This includes a HOME grant for \$500,000, TDOT Safe Route to School Grant \$238,095, Preserve America Grant \$115,000 from the Department of the Interior and \$145,396 in police and fire grants. For the past few years, the City has been awarded grants toward police functions from the US Department of Justice and Fire grants from the Tennessee Department of Military. The City has completed a Manhattan Project Heritage historic preservation grant to retain the history of a decommissioned federal site and received a grant in fiscal 2010 from DOE to collect and retain oral histories related to the Manhattan project in Oak Ridge. The oral history grant is anticipated to be \$915,765 over a five year period with the 2011 allotment of \$215,000.

Other grants include \$94,631 in neighborhood stabilization program (NSP) to provide emergency assistance to state and local governments to acquire and redevelop foreclosed properties that might become sources of abandonment and blight within their communities. The City is required to utilize the NSP funds within census tract 205, which encompasses the area west of Highland Avenue and east of Louisiana Avenue, north to West Outer Drive and south to Oak Ridge Turnpike. This census tract was determined by Tennessee Housing Development Agency as the City's area of greatest need.

The fiscal 2011 appropriation for the Grant Fund also contains a \$2,685,487 contingency so that the City can aggressively pursue other federal and state grants.

**GRANT FUND  
BUDGET SUMMARY**

	ACTUAL 2009	BUDGET 2010	PROJECTED 2010	BUDGET 2011	BUDGET 11 vs 10	% CHANGE
<b>REVENUES:</b>						
4839 DOE Heritage Grant	16,695	-	-	-	-	0.0
4839 Oral History	-	150,000	98,597	215,000	65,000	43.3
4839 Preserve America	31,686	150,000	5,000	115,000	(35,000)	-23.3
4845 Police/Fire Grants	66,167	130,000	65,000	145,396	15,396	11.8
4877 HOME Grant	-	495,945	-	500,000	4,055	0.8
4875 FIDP Grants	40,588	250,000	-	-	(250,000)	-100.0
4875 TN ECD Grants	1,217,000	1,500,000	-	-	(1,500,000)	-100.0
4878 Emergency Shelter Grant (ESG)	33,856	33,856	33,856	33,856	-	0.0
4879 Community Development Block Grant (CDBG)	258,431	329,486	297,486	282,187	(47,299)	-14.4
4881 American Recovery and Reinvestment Act (ARRA)	-	-	50,000	18,498	18,498	100.0
4883 Neighborhood Stabilization Program (NSP)	-	-	13,000	94,631	94,631	100.0
4899 TDOT Safe Routes to School Grant (SRTS) 2008	-	250,000	-	238,095	(11,905)	-4.8
4880 Future and Other Grants	16,418	1,042,363	6,000	2,685,487	1,643,124	157.6
<b>Total Revenues</b>	<b>1,680,841</b>	<b>4,331,650</b>	<b>568,939</b>	<b>4,328,150</b>	<b>(3,500)</b>	<b>-0.1</b>
<b>EXPENDITURES:</b>						
Community Development Block Grant (CDBG):						
27401 Property Maintenance Inspector	62,911	63,000	63,000	63,000	-	0.0
27405 Habitat for Humanity	-	15,000	-	-	(15,000)	-100.0
27406 Grants Coordinator/Administrative	18,000	27,000	10,000	3,000	(24,000)	-88.9
27406 Demolition of Property	-	-	-	23,187	23,187	100.0
27411 Ridgeview Psychiatric Hospital	27,000	27,000	27,000	25,000	(2,000)	-7.4
27215 Scarboro Center (Loan Payment)	73,686	95,000	95,000	95,000	-	0.0
27501 ADFAC	76,834	102,486	102,486	73,000	(29,486)	-28.8
27506 CDBG-R	-	-	50,000	18,498	18,498	100.0
Other Grants:						
27503 HOME Grant	-	495,945	-	500,000	4,055	0.8
27504 Emergency Shelter Grant (ESG)	33,856	33,856	33,856	33,856	-	0.0
27604 Police Grants	2,227	100,000	35,000	115,396	15,396	15.4
27605 Fire Grants	63,940	30,000	30,000	30,000	-	0.0
27611 ADFAC (Social Services Program)	151,500	136,500	136,500	140,000	3,500	2.6
27612 Healthy Start	31,850	31,850	31,850	31,850	-	0.0
27613 DOE Heritage Grant	16,695	10,000	-	-	(10,000)	-100.0
27614 Farmers Market Grant	15,418	10,000	-	-	(10,000)	-100.0
27615 Oral History Grant	3,532	150,000	98,597	215,000	65,000	43.3
27616 Preserve America	31,686	150,000	5,000	115,000	(35,000)	-23.3
27602 Economic Development Grants	1,257,587	1,750,000	-	-	(1,750,000)	-100.0
27305 SRTS Grant	1,000	250,000	-	238,095	(11,905)	-4.8
27511 NSP Grant	-	-	13,000	94,631	94,631	100.0
27900 Other Grants/Contingency	-	1,022,363	6,000	2,685,487	1,663,124	162.7
<b>Total Expenditures</b>	<b>1,867,722</b>	<b>4,500,000</b>	<b>737,289</b>	<b>4,500,000</b>	<b>-</b>	<b>0.0</b>
Excess (Deficiency) of Revenues over Expenditures	(186,881)	(168,350)	(168,350)	(171,850)	(3,500)	2.1
<b>OTHER FINANCING SOURCES:</b>						
Transfer From General Fund	168,350	168,350	168,350	171,850	3,500	2.1
Excess (Deficiency) Of Revenues and Other Financing Sources Over (Under) Expenditures	(18,531)	-	-	-	-	0.0
<b>UNRESERVED FUND BALANCE - 7/1</b>	<b>56,685</b>	<b>56,685</b>	<b>38,154</b>	<b>38,154</b>	<b>(18,531)</b>	<b>-32.7</b>
<b>UNRESERVED FUND BALANCE - 6/30</b>	<b>38,154</b>	<b>56,685</b>	<b>38,154</b>	<b>38,154</b>	<b>(18,531)</b>	<b>-32.7</b>



## Solid Waste Fund

### Fund Overview:

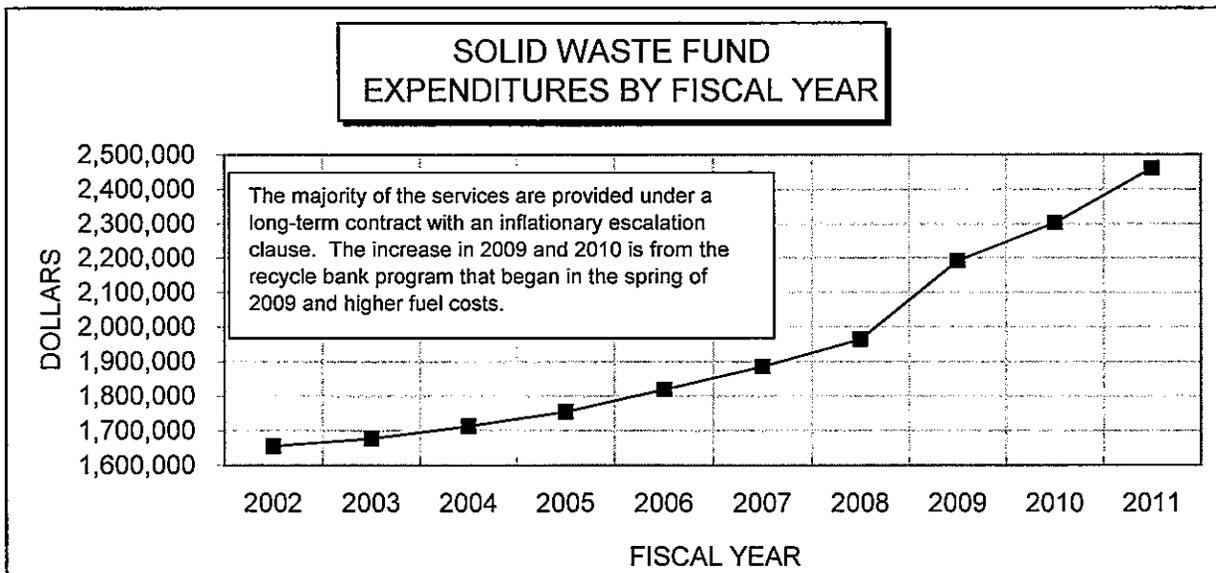
This Fund provides for the collection and disposal of residential refuse. The goal is to contribute to the health and welfare of the community by providing a quality level of refuse collection, while at the same time continually striving to identify and recommend measures which improve the efficiency of the service to the public. This service had historically been funded and accounted for in the City's General Fund. In 1992, state legislation required that the City establish a separate Fund to account for solid waste management expenditures. General Fund revenues continue to provide funding for solid waste expenditures via an operating transfer from the General Fund.

### Major Revenue Source:

In fiscal 1999, City Council authorized a \$5 monthly fee be charged to residential households for solid waste collection. In March 2009, the monthly residential refuse fee increased to \$7 to recover the additional costs for the Recycle Bank program. In fiscal 2011, this fee is estimated to provide \$1,000,000 in funding for the Solid Waste Fund. The City does not provide refuse collection to commercial entities located within Oak Ridge. The operating transfer from the General Fund is budgeted at \$1,460,300, up \$25,300 or 1.8% from the prior fiscal year. The operating transfer amount is adjusted each year so that budgeted revenues and expenditures will be equal.

### Major Expenditures Areas:

For fiscal 2010, expenditures for the Solid Waste Fund are budgeted at \$2,460,300, a \$25,300 increase from the preceding fiscal year. As a part of the Recycle Bank program, households were given large recycle bins and have the opportunity to earn Recycle Bank points that can be used to shop at over 1,500 local and national businesses. The City contracts with Waste Connections for the collection and disposal of residential solid waste at an estimated cost of \$1,912,300. Residential refuse collection is provided once a week at the back door and once a week at curbside for recyclable items. The contractor is also responsible for the operation of a convenience center for disposing of residential waste and recyclable items, budgeted at a cost of \$325,000. The cost for providing these services increased 53% when the contract was last bid in 1996. In an effort to mitigate escalating costs, the City entered into a contract for these services, which extends through June 30, 2016. The current multi-year contract provides for annual increases in contract payments determined by a formula calculated on an increase of 90% of the change in the Consumer Price Index. During fiscal 2007, a contract revision was allowed to compensate the vendor for the significant increase in fuel costs over the past year. Also budgeted in this Fund, is \$28,000 for an annual spring clean up and fall brush collection and \$70,000 for brush mulching costs.



**SOLID WASTE FUND**

**BUDGET SUMMARY**

	<u>ACTUAL 2009</u>	<u>BUDGET 2010</u>	<u>PROJECTED 2010</u>	<u>BUDGET 2011</u>	<u>BUDGET 11 vs 10</u>	<u>% CHANGE</u>
<b><u>REVENUES:</u></b>						
4400 Charges for Services	<u>813,961</u>	<u>1,000,000</u>	<u>1,005,000</u>	<u>1,000,000</u>	<u>0</u>	<u>0.0</u>
<b><u>EXPENDITURES:</u></b>						
5210 Residential Refuse Pickup & Recycle Service	1,661,043	1,885,000	1,848,760	1,900,000	15,000	0.8
5210 Convenience Center Rental	315,916	322,000	316,170	325,000	3,000	0.9
5210 Fuel Surcharge	107,502	125,000	28,000	125,000	0	0.0
5210 Annual Brush Collection	27,249	28,000	27,250	28,000	0	0.0
5210 Annual Household Trash Collection	11,995	12,000	12,000	12,300	300	2.5
5210 Mulching Contract	48,787	58,000	50,000	50,000	(8,000)	-13.8
5235 Support Services for Mulching/Brush	<u>19,096</u>	<u>5,000</u>	<u>20,000</u>	<u>20,000</u>	<u>15,000</u>	<u>300.0</u>
Total Expenditures	<u>2,191,588</u>	<u>2,435,000</u>	<u>2,302,180</u>	<u>2,460,300</u>	<u>25,300</u>	<u>1.0</u>
<b><u>OTHER FINANCING SOURCES:</u></b>						
Operating Transfers In General Fund	<u>1,377,627</u>	<u>1,435,000</u>	<u>1,297,180</u>	<u>1,460,300</u>	<u>25,300</u>	<u>1.8</u>
Excess (Deficiency) of Revenues and Other Financing Sources Over Expenditures	0	0	0	0	0	0.0
<b><u>UNRESERVED FUND BALANCE - 7/1</u></b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
<b><u>UNRESERVED FUND BALANCE - 6/30</u></b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0</u>

## **Golf Course Fund**

### **Fund Overview:**

In fiscal 1995, the City established the Golf Course Fund to account for the construction and operation of a Municipal Golf Course. The City issued \$7,275,000 in Golf Course Revenue and Tax Bonds to finance the construction and equipping of an 18-hole Golf Course, named the Tennessee Centennial Golf Course. The Course became operational in late-June 1997. Billy Casper Golf Management is currently under contract for operation and management of the course. The course is located on a 700 acre tract know as "Parcel A" which was purchased by the City from the Department of Energy. The course and range occupies approximately 192 acres with the remaining 500 acres having been sold by the City to private developers for residential and commercial development.

The Golf Course Fund was previously accounted for as an Enterprise Fund. In fiscal 2006, the Golf Course Fund was converted to a Special Revenue Fund. While the fees for usage of the course are sufficient to cover the operational and maintenance costs of the course, they are insufficient to cover depreciation expense and interest expense on the debt issued to construct the course. The debt service expenditures on the bonds issued to construct the course are now accounted for in the Debt Service Fund.

### **Major Revenue Source:**

Fiscal 2011 revenues are budgeted at \$1,338,000, down \$80,640 below the prior fiscal year. Budgeted revenues include decreases of \$30,165 in green fees and \$26,598 in cart fees. Budgeted revenues are based on projections provided from Billy Casper Golf Management.

### **Major Expenditure Areas:**

Operating expenses, budgeted at \$1,335,000, a decrease of \$60,000 from the prior fiscal year. Expenditure line items have been revised with a goal to minimize the increase in expenditure levels. Budgeted expenditure items are based on projections provided from Billy Casper Golf Management.

**GOLF COURSE FUND**

**BUDGET SUMMARY**

	<u>ACTUAL</u> 2009	<u>BUDGET</u> 2010	<u>PROJECTED</u> 2010	<u>BUDGET</u> 2011	<u>BUDGET</u> 11 vs 10	<u>%</u> <u>CHANGE</u>
<b>REVENUES:</b>						
Green Fees	486,154	630,165	450,000	600,000	(30,165)	-4.8
Cart Fees	362,015	411,598	347,000	385,000	(26,598)	-6.5
Pro Shop Sales	72,193	92,000	61,000	90,000	(2,000)	-2.2
Food & Beverage	155,971	179,877	144,000	170,000	(9,877)	-5.5
Driving Range	48,937	75,000	42,000	75,000	0	0.0
Misc/Other	4,362	10,000	1,200	10,000	0	0.0
Interest Income	12,230	20,000	2,500	8,000	(12,000)	-60.0
<b>Total Revenues</b>	<u>1,141,862</u>	<u>1,418,640</u>	<u>1,047,700</u>	<u>1,338,000</u>	<u>(80,640)</u>	<u>-5.7</u>
<b>EXPENDITURES:</b>						
Cost of Goods Sold	112,815	220,000	95,000	220,000	0	0.0
Golf Operations	214,199	265,000	230,415	265,000	0	0.0
Utility Costs	3,971	2,000	2,800	4,000	2,000	100.0
Maintenance	336,922	410,000	342,107	410,000	0	0.0
Food & Beverage	63,270	75,000	65,425	75,000	0	0.0
Marketing	10,151	30,300	20,000	25,000	(5,300)	-17.5
General & Administration	234,022	250,000	230,000	250,000	0	0.0
Equipment Leases	82,866	115,200	66,011	70,000	(45,200)	-39.2
Miscellaneous Expenses	3,302	27,500	10,000	16,000	(11,500)	-41.8
<b>Total Expenditures</b>	<u>1,061,518</u>	<u>1,395,000</u>	<u>1,061,758</u>	<u>1,335,000</u>	<u>(60,000)</u>	<u>-4.3</u>
<b>Excess (Deficiency) of Revenues over Expenditures</b>	80,344	23,640	(14,058)	3,000	(20,640)	-87.3
<b>FUND BALANCE - 7/1</b>	<u>997,339</u>	<u>1,089,669</u>	<u>1,077,683</u>	<u>1,063,625</u>	<u>(26,044)</u>	<u>-2.4</u>
<b>FUND BALANCE - 6/30</b>	<u>1,077,683</u>	<u>1,113,309</u>	<u>1,063,625</u>	<u>1,066,625</u>	<u>(46,684)</u>	<u>-4.2</u>

## **West End Fund**

### **Fund Overview:**

In 2006, the City Fire Department performed a feasibility study to determine if it could provide fire protection and emergency response services to the East Tennessee Technology Park (ETTP). The US Department of Energy (DOE), through its contractor Bechtel Jacobs Co. LLC (BJC), provided \$88,000 in funding to the City to perform the feasibility study. Results of the study indicated that the City could provide the services DOE required utilizing the existing fire station and equipment at the ETTP site along with the addition of 29 new employees. In preparation for this transition, the City hired a Fire Battalion Chief in fiscal 2007. A "transition agreement" was executed with BJC in early 2007 with BJC funding approximately \$900,000 to the Oak Ridge Fire Department to prepare for the assumption of operations at ETTP.

On October 1, 2007, DOE transferred 2.23 acres of land, the ETTP fire station and several million dollars worth of fire fighting apparatus and equipment to the City and the Oak Ridge Fire Department (ORFD) commenced operations of City Fire Station 4. In addition to serving the ETTP site, this fire station will also serve the west end of Oak Ridge. The City added an additional 28 employees during fiscal 2008 to man this station. Under an agreement with DOE, through its contractor BJC, the City will receive an estimated \$10,000,000 in funding over a four-year period to provide fire protection and emergency response services to the ETTP site.

During fiscal 2008, the City established the West End Fund, a special revenue fund, to account for the operations of Fire Station 4 at the ETTP site. Revenues from BJC are expected to fully fund the operations of station 4 and are budgeted at \$2,260,049 for fiscal 2011. Expenditures for fiscal 2011 are budgeted at \$2,750,000 based on historical information and other City fire station operations.

**WEST END FUND**

**BUDGET SUMMARY**

	<u>ACTUAL 2009</u>	<u>BUDGET 2010</u>	<u>PROJECTED 2010</u>	<u>BUDGET 2011</u>	<u>BUDGET 11 vs 10</u>	<u>% CHANGE</u>
<b>REVENUES:</b>						
4610 Interest on Investments	7,551	0	1,940	2,000	2,000	100.0
4800 Bechtel Jacobs	<u>2,546,940</u>	<u>2,391,276</u>	<u>2,346,277</u>	<u>2,258,049</u>	<u>(133,227)</u>	<u>-5.6</u>
Total Revenues	<u>2,554,491</u>	<u>2,391,276</u>	<u>2,348,217</u>	<u>2,260,049</u>	<u>(131,227)</u>	<u>-5.5</u>
<b>EXPENDITURES:</b>						
5210 Personal Services and Benefits	1,786,543	1,959,000	1,882,500	2,017,975	58,975	3.0
5201 Rents	280	60,000	510	525	(59,475)	-99.1
5207 Dues & Subscriptions	239	0	250	500	500	100.0
5210 Professional & Contractual Services	5,878	11,500	15,000	20,000	8,500	73.9
5212 Utility Services	7,967	30,000	10,000	10,000	(20,000)	-66.7
5220 Training & Travel	17,763	15,000	20,000	20,000	5,000	33.3
5235 Repair & Maintenance	17,007	61,500	20,000	25,000	(36,500)	-59.3
5289 Vehicle/Equip Use Charge	99,242	55,000	100,000	115,000	60,000	109.1
5288 Ambulance Service	85,578	115,000	90,000	115,000	0	0.0
5310 Commodities	78,312	100,000	90,000	100,000	0	0.0
5410 Insurance	21,000	21,000	3,000	3,000	(18,000)	-85.7
5540 Machinery & Equipment	160,891	75,000	175,000	100,000	25,000	33.3
5999 Contingency	0	247,000	0	223,000	(24,000)	-9.7
Total Expenditures	<u>2,280,700</u>	<u>2,750,000</u>	<u>2,406,260</u>	<u>2,750,000</u>	<u>0</u>	<u>0.0</u>
Excess (Deficiency) of Revenues and Other Financing Sources Over Expenditures	273,791	(358,724)	(58,043)	(489,951)	(131,227)	36.6
<b>UNRESERVED FUND BALANCE - 7/1</b>	<u>339,762</u>	<u>403,957</u>	<u>613,553</u>	<u>555,510</u>	<u>151,553</u>	<u>37.5</u>
<b>UNRESERVED FUND BALANCE - 6/30</b>	<u>613,553</u>	<u>45,233</u>	<u>555,510</u>	<u>65,559</u>	<u>20,326</u>	<u>44.9</u>

## **Special Programs Fund**

### **Fund Overview:**

During fiscal 2011, the City established the Special Programs Fund, a special revenue fund to account for special programs. Revenues for this Fund come from the photo red light enforcement program fines and are budgeted at \$900,000 for fiscal 2011. Distribution of this Fund is to be determined at a later date, but expenditures for fiscal 2010 are budgeted at \$900,000.

**SPECIAL PROGRAMS FUND**

**BUDGET SUMMARY**

	<u>ACTUAL 2009</u>	<u>BUDGET 2010</u>	<u>PROJECTED 2010</u>	<u>BUDGET 2011</u>	<u>BUDGET 11 vs 10</u>	<u>% CHANGE</u>
<b><u>REVENUES:</u></b>						
4500 Photo Enforcement	0	0	0	900,000	900,000	100.0
4610 Interest on Investments	<u>0</u>	<u>0</u>	<u>0</u>	<u>5,000</u>	<u>5,000</u>	<u>100.0</u>
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>905,000</u>	<u>905,000</u>	<u>100.0</u>
<b><u>EXPENDITURES:</u></b>						
Special Programs	<u>0</u>	<u>0</u>	<u>0</u>	<u>900,000</u>	<u>900,000</u>	<u>100.0</u>
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>900,000</u>	<u>900,000</u>	<u>100.0</u>
Excess (Deficiency) of Revenues over Expenditures	0	0	0	5,000	5,000	100.0
<b><u>UNRESERVED FUND BALANCE - 7/1</u></b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100.0</u>
<b><u>UNRESERVED FUND BALANCE - 6/30</u></b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5,000</u>	<u>5,000</u>	<u>100.0</u>

### **Internal Service Funds**

Internal Service Funds are used to account for services provided by one department to other departments of the City on a cost-reimbursement basis. Rates for revenues are set by City staff in order for projected revenues to be equal to projected expenses. These Funds are presented merely to show an accumulation of the total cost of providing these services to the City. The budgets of these Funds are not legally appropriated. These Funds are not presented in the Combined Summary of Revenues, Expenditures and Changes in Fund Balance – All Funds presented on page I-38 of this document, as this would be a duplication of expenditures/expenses. The City currently maintains two Internal Service Funds, the Equipment Replacement Rental Fund and the Insurance Fund.

### **Equipment Replacement Rental Fund (ERRF)**

This Fund is used to accumulate resources for the future replacement of equipment utilized by Governmental Funds and by the work pool and to account for the maintenance of that equipment. This is accomplished in the form of an equipment use charge to the corresponding activity/fund that utilizes the equipment. For example, the ERRF charges the General Fund Fire Department, Activity 923, for maintenance and rental (for future replacement) of fire fighting equipment (fire trucks, etc.). This is recorded in the General Fund as an equipment use charge. Equipment use charges include both the actual cost of providing maintenance of the equipment (fuel, material and labor) and depreciation charges on the equipment. The accumulation of the proceeds from the depreciation charges is used to fund the future replacement of assets serviced by the Fund (i.e. fire trucks, etc.). The cost of providing this service is recorded as expenditure in both the applicable Fund (General Fund in this example) and in the ERRF for the actual maintenance cost and depreciation expense. Proceeds from equipment use charges to other Funds, which are recorded as revenues in the ERRF, are budgeted at \$3,285,000 for fiscal 2011. Maintenance and depreciation expenses are budgeted at \$3,005,000.

\$2,326,575 in long-term debt was issued in fiscal 1999 to purchase three fire pumpers and one ladder truck and year 2000 compliant mainframe computers and software. Debt service on this debt issuance will be funded by the ERRF. Interest payments are budgeted at \$35,111 for fiscal 2011. Revenues and existing cash levels of the ERRF should be sufficient to fund the annual debt service requirements for the purchase of this equipment; therefore, no impact for this debt is anticipated on the property tax rate.

Equipment accounted for in this Fund is eligible for replacement review once it is fully depreciated. Each year the equipment shop staff in conjunction with the department reviews the physical state of the equipment to determine if it should be replaced or retained. Equipment replacement is based on the mechanical state of the equipment rather than depreciation status and availability of funding for replacement purchase. Page V-27 contains \$2,316,636 in equipment that will be eligible for replacement in fiscal 2011.

**EQUIPMENT REPLACEMENT RENTAL FUND  
BUDGET SUMMARY**

	<u>ACTUAL 2009</u>	<u>BUDGET 2010</u>	<u>PROJECTED 2010</u>	<u>BUDGET 2011</u>	<u>BUDGET 11 vs 10</u>	<u>% CHANGE</u>
<b><u>OPERATING REVENUES:</u></b>						
4466 Charges for Service	<u>2,990,618</u>	<u>3,068,000</u>	<u>3,141,000</u>	<u>3,285,000</u>	<u>217,000</u>	<u>7.1</u>
<b><u>OPERATING EXPENSES:</u></b>						
5235 Routine Repair & Maintenance	1,975,607	2,020,000	2,030,000	2,050,000	30,000	1.5
5460 Depreciation	<u>747,509</u>	<u>800,000</u>	<u>832,000</u>	<u>955,000</u>	<u>155,000</u>	<u>19.4</u>
Total Operating Expenses	<u>2,723,116</u>	<u>2,820,000</u>	<u>2,862,000</u>	<u>3,005,000</u>	<u>185,000</u>	<u>6.6</u>
Operating Income (Loss)	267,502	248,000	279,000	280,000	32,000	12.9
<b><u>NONOPERATING REVENUES/(EXPENSES):</u></b>						
4610 Interest Income	6,966	4,000	2,500	3,000	(1,000)	-25.0
4313 Grants	298	0	0	0	0	0.0
4790 Capital Contributions	232,874	0	0	0	0	0.0
4720 Gain/(Loss) on Sale of Assets	3,265	22,000	18,000	22,000	0	0.0
4800 Bond Proceeds	0	0	700,000	0	0	0.0
5439 Interest Expense	<u>(27,915)</u>	<u>(22,690)</u>	<u>(31,996)</u>	<u>(35,111)</u>	<u>(12,421)</u>	<u>54.7</u>
Total Nonoperating Revenues (Expenses)	<u>215,488</u>	<u>3,310</u>	<u>688,504</u>	<u>(10,111)</u>	<u>(13,421)</u>	<u>-405.5</u>
Net Income (Loss)	482,990	251,310	967,504	269,889	18,579	7.4
<b><u>NET ASSETS - 7/1</u></b>	<u>2,157,231</u>	<u>2,640,221</u>	<u>2,640,221</u>	<u>3,607,725</u>	<u>967,504</u>	<u>36.6</u>
<b><u>NET ASSETS - 6/30</u></b>	<u>2,640,221</u>	<u>2,891,531</u>	<u>3,607,725</u>	<u>3,877,614</u>	<u>986,083</u>	<u>34.1</u>

**EQUIPMENT REPLACEMENT RENTAL FUND  
CAPITAL EXPENDITURES**

The following equipment is fully depreciated and scheduled for replacement in FY 2011  
Equipment replacement in FY 2011 will ONLY be purchased if funding is available.

ACTIVITY	ASSET NO.	DESCRIPTION	ORIGINAL COST
800 City Council	100	Chevrolet Malibu, 2000	\$ 14,000
845 Computer Services	214	Ford 8 Passenger Van, 1999	22,000
	114	Chevrolet Malibu, 2002	15,000
		Computers, Printers, Operating & Office Software	125,000
		Networking and Security	350,000
		Fiber Ring	300,000
854 Stationary Stors	112	Ford Taurus Wagon, 2002	17,000
862 Materials Management	252	Dodge Cargo Van, 2001	16,000
864 Business Office	210	Dodge 4WD Pickup Truck, 2000	15,000
	245	GMC Sierra Pickup Truck, 1997	18,000
910 Supervision	108	Ford Crown Victoria, 2005	23,000
911 Investigations	104	Ford Crown Victoria, 2003 (Inceptor)	23,000
	105	Ford Crown Victoria, 2003 (Inceptor)	23,000
	107	Ford Crown Victoria, 2003 (Inceptor)	23,000
913 Patrol	128	Ford Crown Victoria, 2007	27,000
	129	Ford Crown Victoria, 2007	27,000
	130	Ford Crown Victoria, 2007	27,000
	176	Ford Crown Victoria, 2007	27,000
	177	Ford Crown Victoria, 2007	27,000
	178	Ford Crown Victoria, 2007	27,000
916 Animal Control	389	Ford F250 w/Animal Control Unit	30,000
921 Fire Specialist	181	Jeep Cherokee, 1999	25,000
923 Fire Fighting	390	Emergency Rescue Vehicle, 1995	100,000
	640	Trailer, Haulmark, 2001	7,000
	997	Rescue Tool , ENGINE 1, 2004	7,000
	998	Rescue Tool , ENGINE 2, 2004	7,000
930 PW Supervision	137	Chevrolet Malibu, 2000	14,000
935 Engineering	9999	GPS Device - Operates with GIS	4,000
960 Community Development	122	Chevrolet Malibu, 2000	25,000
966 Code Enforcement	147	Ford Taurus Sedan, 2001	15,000
970 Recreation Supervision	213	Ford 15 Passenger Van, 1999	22,000
976 Parks	263	Dodge Ext. Cab Pickup, 2001	22,636
	299	GMC Sierra 4x4 Truck, 1994	24,000
		Items Less Than \$5,000	20,000
977 Scarboro Center	977	Scarboro Phone System	31,000
11951 Equipment Shop	242	GMC Pickup Truck, 1999	25,000
	870	Engine Analyzer	9,000
		Items Less Than \$5,000	12,000
13100 Economic Development	135	Chevrolet Malibu, 2000	14,000
16100 Street Maintenance	9200	15 Passenger Van, 1998 (GRANT \$24K)	6,000
21941 Work Pool	221	Ford EXT-Cab F250, 1998	25,000
	230	Dodge Truck w/Utility, 2001	20,000
	235	Dodge Ext Cab Pickup, 2001	21,000
	243	Ford Pickup w/Utility, 2001	22,000
	287	Ford Econo Line Van, 1990	24,000
	314	GMC 1.5 Ton Dump Truck, 1998	26,000
	315	GMC 1.5 Ton Dump Truck, 1998	26,000
	317	GMC 1.5 Ton Dump Truck, 1998	26,000
	318	GMC 1.5 Ton Dump Truck, 1998	26,000
	352	Ford 5 Ton Dump Truck, 1999	65,000
	437	Case Forklift, 1988	20,000
	443	Gradeall, 1990 (used from CIT)	60,000
	447	John Deere Backhoe 410D, 1995	57,000
	452	Backhoe 4WD, 1999	52,000
	453	Backhoe 4WD, 1999	52,000
	454	Skid Steer Loader, 1999	39,000
	502	Asphalt Roller Model DD-24, 1998	26,000
	508	Air Compressor, 1999	12,000
	524	Ditch Witch Trencher, 1995	35,000
		Items Less Than \$10,000	43,000
24100 Golf Course Fund		Various Equipment	50,000
27401 Property Maintenance	103	Jeep Grand Cherokee, 1997	24,000
			<u>\$ 2,316,636</u>

## **Insurance Fund**

The Insurance Fund ensures that adequate funds are available to pay for various losses, which the City may incur. The Insurance Fund ensures the City's ability to pay for losses through the purchase of insurance, the maintenance of monetary reserves or a combination of both. Revenues to the Insurance Fund are provided through charges to the General, Electric and Waterworks Funds and from employee and retiree contributions toward medical premiums.

Budgeted expenses for the Insurance Fund totaled \$8,536,721 for fiscal 2011; a \$809,671 or 10.5% increase over fiscal 2010. Expense areas include City employee retirement benefits to the TCRS, employee medical benefits, workers compensation, and property and liability insurance.

In fiscal 2005, the accounting for the City's contribution to the TCRS for employee retirement benefits was centralized in the Insurance Fund in order to spread the rising costs for retirement over multi-year periods. To accomplish this, the General, Electric and Waterworks Funds are charged a flat amount for TCRS contributions. This flat charge is recorded as revenue in the Insurance Fund. Correspondingly, actual retirement payments to the TCRS are recorded as an expense in the Insurance Fund. Short-term shortages in the corresponding revenues versus expenses for retirement benefits will be funded from existing cash reserves in the Insurance Fund. The goal is to reach a flat percentage charged to other City Funds that will not fluctuate as much as the actual TCRS rate. Historically, the TCRS rate has increased and decreased based on fluctuations in the stock market and other investment instruments. In fiscal 2011, expenses for employee retirement benefits with the TCRS are budgeted at \$2,809,541, up \$434,541 or 18.3% over fiscal 2010 levels based on actual costs and a flat required contribution rate. In fiscal 2011, the City's required contribution to the TCRS increased from 13.07% to 14.99% of covered wages, a 14.7% increase. The City's contribution to the TCRS for employee retirement benefits is actuarially reviewed on a biennial basis. The TCRS required contribution rate will be reviewed again for fiscal 2013.

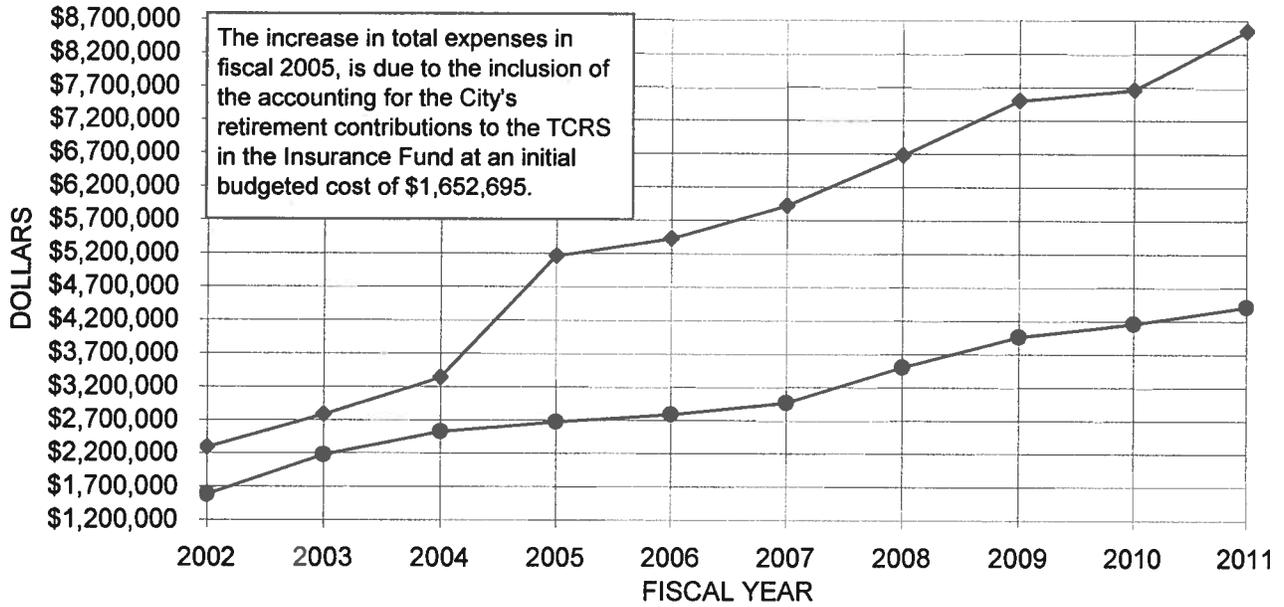
The City continually reviews its insurance programs and providers in an attempt to mitigate ever increasing insurance costs, particularly employee medical. In 1990, the City began a primarily self-insured program for employee medical claims. Medical claims increased 87.8% from 1991 to 1995. On August 1, 1996, the City converted to a Group Hospitalization plan under which employee medical claims were funded entirely through insurance premiums, with contributions by employees and retirees funding a portion of costs. Since 1999, the City has contracted employee medical coverage through the State of Tennessee Local Government Health Insurance Program. In an overall cost reduction endeavor, the employee paid percentages toward the medical insurance premiums were increased on July 1, 2003, with the City paying 85% of the highest single premium and 70% of the highest family premium. Fiscal 2011 budgeted funding for employee medical insurance premiums at \$4,415,760, up \$277,710 from the 2010 level. Employee medical insurance premiums are budgeted to increase 10% on January 1, 2011.

At the present time, the City purchases insurance with deductibles for Worker's Compensation, and liability and property damage. The City has a \$50,000 per incident deductible on Workers' Compensation coverage and property damage due to a natural disaster. Other deductibles for property, equipment and general liabilities range from \$5,000 to \$10,000 per incident. The City is self-insured for the employee dental/hearing/vision reimbursement program and unemployment compensation. Monetary reserves are maintained within the Insurance Fund to pay for the City's portion of any losses in these areas. The appropriate level of reserves within the Fund is determined by examining the potential for losses in each area of risk and providing the necessary funds to cover a catastrophic loss in any one-risk area.

**INSURANCE FUND**  
**BUDGET SUMMARY**

	<u>ACTUAL 2009</u>	<u>BUDGET 2010</u>	<u>PROJECTED 2010</u>	<u>BUDGET 2011</u>	<u>BUDGET 11 vs 10</u>	<u>% CHANGE</u>
<b><u>OPERATING REVENUES:</u></b>						
4400 Charges for Service	<u>7,395,600</u>	<u>7,674,015</u>	<u>7,676,112</u>	<u>8,422,890</u>	<u>748,875</u>	<u>9.8</u>
<b><u>OPERATING EXPENSES:</u></b>						
5150 TCRS	2,364,818	2,375,000	2,400,000	2,809,541	434,541	18.3
5160 Medical Insurance	3,963,551	4,138,050	4,160,500	4,415,760	277,710	6.7
5175 Workers Compensation	205,878	300,000	321,000	330,000	30,000	10.0
5400 Liability Insurance	625,351	659,470	502,550	659,470	0	0.0
5400 Other	<u>338,889</u>	<u>254,530</u>	<u>276,950</u>	<u>321,950</u>	<u>67,420</u>	<u>26.5</u>
Total Operating Expenses	<u>7,498,487</u>	<u>7,727,050</u>	<u>7,661,000</u>	<u>8,536,721</u>	<u>809,671</u>	<u>10.5</u>
Operating Income (Loss)	(102,887)	(53,035)	15,112	(113,831)	(60,796)	114.6
<b><u>NONOPERATING REVENUES:</u></b>						
4610 Interest Income	<u>18,452</u>	<u>40,000</u>	<u>3,425</u>	<u>5,000</u>	<u>(35,000)</u>	<u>-87.5</u>
Net Income (Loss)	(84,435)	(13,035)	18,537	(108,831)	(95,796)	734.9
<b><u>RETAINED EARNINGS - 7/1</u></b>	<u>1,110,750</u>	<u>1,154,455</u>	<u>1,026,315</u>	<u>1,044,852</u>	<u>(109,603)</u>	<u>-9.5</u>
<b><u>RETAINED EARNINGS - 6/30</u></b>	<u>1,026,315</u>	<u>1,141,420</u>	<u>1,044,852</u>	<u>936,021</u>	<u>(205,399)</u>	<u>-18.0</u>

### INSURANCE FUND EXPENSES BY FISCAL YEAR



MEDICAL EXPEND    
 
 TOTAL EXPENDITURES

**SECTION VI**  
**APPENDIX**  
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**Legal Requirements**

## **LEGAL REQUIREMENTS**

### **CHARTER REQUIREMENTS**

The following excerpts from the Charter of the City of Oak Ridge provide the basis for budget preparation and administration:

#### **ARTICLE IV. TAXATION AND ISSUANCE OF OBLIGATIONS**

##### **Section 1. Assessments.**

The council by ordinance may provide for the assessment of property lying within the corporate limits by city assessing personnel, or may enter into any necessary agreements with the appropriate county officials for joint assessments by the city and county, or may elect to use county assessments. There shall be added to any county assessment any property omitted from such assessments.

##### **Section 3. Levy, due date, and delinquencies.**

Unless otherwise provided by ordinance, the schedule for ad valorem property tax levy, due date, and delinquencies shall be the same as provided by general law for counties, provided that the tax levy shall be set by council prior to the beginning of the new fiscal year. If no levy is made before the end of the fiscal year, the current levy shall be carried forward to the new fiscal year.

##### **Section 4. Municipal debt.**

The City of Oak Ridge may borrow money as provided by Tennessee General Law. Such authority is found within Title 9, Chapter 21, of the Tennessee Code, entitled Local Government Public Obligation Act.

#### **ARTICLE V. CITY MANAGER--ADMINISTRATION OF CITY AFFAIRS**

##### **Section 3. Council-manager relationships.**

The manager shall be responsible to the council for the administration of all units of the city government under his or her jurisdiction and for carrying out policies adopted by the council. Except for the purpose of inquiry, the council and its members shall deal with the administrative officers and employees solely through the manager. Neither the council nor any member thereof shall give orders to the manager's subordinates or otherwise interfere with managerial functions through such means as directing or requesting the appointment or removal of any of the manager's subordinates, or the making of particular purchases from, or contracts with, any specific organization. The office of any council member violating any provision of this section shall immediately become vacant upon the member's conviction in a court of competent jurisdiction.

**Section 4. Duties and authority of manager.**

The manager shall supervise the administrative affairs of the city. The manager shall be charged with the preservation of the public peace and health, the safety of persons and properties, and the enforcement of the laws, ordinances, and franchises, and the development and utilization of the city's resources. The manager shall make such reports and recommendations as may be deemed desirable and perform such other duties as may be prescribed by this Charter or required of him or her by ordinance or resolution of the council not inconsistent with this Charter. The manager shall have the right to take part in the discussion of all matters coming before the council, but not the right to vote.

**Section 5. Administrative organization.**

Within the framework established by this Charter, the administrative organization of the city shall be organized into departments of general government, finance, and such other departments necessary to provide health, welfare, police, recreation, fire, library, public works, utilities and other municipal services as shall be provided in a plan of administrative organization to be developed by the city manager and submitted to the council for approval and adoption by ordinance. The council may by ordinance amend the plan of administrative organization only after receiving the written recommendations of the city manager. Administrative regulations governing the operations and relationships of departments, agencies, and offices within the administrative organization shall be prepared and issued by the city manager. The authority to prepare and issue departmental rules and regulations may be delegated to designated subordinates.

**Section 7. Assessment and collection of taxes.**

The city manager or administrative personnel appointed by the manager shall make use of every method provided by general law to insure the collection of taxes due the city, and shall also be authorized to use and shall use, if necessary, the methods now available to cities organized under the uniform city manager- commission charter, TCA 6-22-110 through TCA 6-22-116.

**Section 9. Fiscal year.**

The fiscal year of the city shall begin on the first day of July and shall end on the thirtieth day of June of the succeeding year, but another fiscal year may be fixed by ordinance for the entire city government or for any utility.

**Section 10. Manager to prepare budget -- Contents.**

After one or more council meetings devoted to guidance to the city manager with respect to the budget to be submitted, as determined by the council, on or before a date fixed by the council, the manager shall submit to the council a proposed budget for the next fiscal year. The budget shall present a complete financial plan for the ensuing year, including at least the following information:

- (a) Detailed estimates of all proposed expenditures for each department, board, officer or other agency of the city, showing in addition the expenditures for corresponding items for the last preceding fiscal year, appropriations and anticipated expenditures for the current fiscal year, and reasons for recommended departures from the current expenditures pattern.

(b) Statements of the bonded and other indebtedness of the city, including the debt redemption and interest requirements, the debt authorized and unissued, and the condition of the sinking funds.

(c) Detailed estimates of all anticipated revenues of the city from all sources including current and delinquent taxes, non tax revenues and proceeds from the sale of any bonds, 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.

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

(e) Such other supporting schedules as the council may request, or are otherwise required by law.

#### **Section 11. Capital budget program.**

As a part of the proposed annual budget, the city manager shall include a statement of pending capital projects and proposed new capital projects, relating the respective amounts proposed to be raised therefor by appropriations in the budget and the respective amounts, if any, proposed to be raised therefor by the issuance of bonds during the fiscal year. Such pending and proposed capital projects shall be based upon the guidance of council as expressed in the guidance meeting(s) carried out under Article V, Section 10 of this Charter. Council shall use as one basis of its guidance to the manager the program of capital projects prepared annually by the planning commission. The manager shall provide the council written comments on the planning commission program at the time of the first guidance meeting.

#### **Section 12. Public hearing on budget--Inspection--Distribution.**

A public hearing on the budget shall be held before its final adoption by the council, at such time and place as the council shall direct, and notice of such public hearing shall be published ten (10) days in advance of the date of the hearing. All persons present shall be given a reasonable opportunity to be heard for or against the estimates of any item thereof. The budget and budget message and all supporting schedules shall be a public record in the office of the city clerk open to public inspection by anyone. The city manager shall cause sufficient copies of the budget and budget message to be prepared for distribution to interested persons at least ten (10) days before the hearing.

#### **Section 13. Adoption of budget--Appropriation ordinance.**

Before the beginning of the next fiscal year, the council shall adopt an appropriation ordinance, based on the city manager's budget with such modifications as the council considers necessary or desirable, provided that modifications in the school budget as submitted by the board of education shall be subject to the limitations of Article VI, Section 13, of this Charter. Appropriations need not be in more detail than a lump sum for each fund. The council shall not make any appropriations in excess of estimated revenues, except to provide for an actual emergency threatening the health, property or lives of the inhabitants of the city and declared by a unanimous vote of all members of the council present, when there is a quorum. Provided, however, that if for any reason an appropriation ordinance is not adopted prior to the end of the fiscal year, the appropriations for the current fiscal year shall be carried forward for the new fiscal

year, until the adoption of the new appropriation ordinance. The appropriation ordinance insofar as it relates to the appropriation for schools shall be further subject to the provisions of Article VI, Section 14, of this Charter.

**Section 14. Amendments to appropriation ordinance.**

Amendments may be made to the original appropriation at any time during a current fiscal year after a public hearing before the council on five (5) days notice published once in the official city newspaper, provided that increased appropriations may be made only after the city manager has certified in writing that sufficient amount of unappropriated revenue will be available, except for emergency appropriations as provided above.

**Section 15. Unexpended appropriation to lapse.**

Any portion of an 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.

**Section 16. Budget control.**

At the beginning of each quarterly period during the fiscal year, and more often if required by the council, the manager shall submit to the council data showing the relations between the estimated and actual revenues and expenditures to date; and if it shall appear that the revenues are less than anticipated, the council may reduce the appropriations, as prescribed in Article V, Section 14, except amounts required for debt and interest charges, and with the further exception to such a degree as may be necessary to keep expenditures within the receipts. The manager may provide for monthly or quarterly allotments of appropriations to all departments, agencies or activities within the manager's jurisdiction under such rules as he or she shall prescribe, and make transfers between departments, agencies, or activities within each fund, and when authorized by the city council, from one fund to another, provided that any transfer of moneys from the city school fund to any other fund shall be made only with the concurrence of the board of education.

A summary balance sheet, including a listing of all fund balances exceeding \$100,000.00, a summary quarterly city income and expense statement, and a statement of the number of city employees and full-time equivalent city employees shall be placed quarterly on the city's web site. A comparison between actual and previously estimated fiscal year revenues to date by source and expenses to date by department shall be placed semi-annually in the local library and posted on the city's web site.

## **ARTICLE VI. PUBLIC SCHOOLS**

### **Section 12. Financial management.**

All school moneys appropriated by the city council, all state and county funds received for the city school system, and all other moneys, fees, revenues or income which are received by the city school system or which heretofore or hereafter are granted or permitted to the city school system shall be deposited in a city school fund to be withdrawn only upon the order of the board of education provided that a full estimate thereof shall have been summarized in each school budget and provided further that those portions of such funds derived from city appropriation ordinances shall be subject to the provisions of Article V, Sections 14-16. The board of education shall establish such school funds as are required by general law or as it considers necessary for the operation of the school system. At the end of each fiscal year an audit shall be made of the accounts and funds of the school system covering the operations of the last fiscal year by certified public accountants selected by the board. The board of education may employ certified accountants to audit all or any of the school funds and accounts at any time it may deem expedient to assure the correctness thereof. Article V, Section 21, shall apply with the board of education standing in the stead of council.

### **Section 13. School budget.**

The city school budget submitted by the board of education through the city manager to the city council shall include estimates of all school revenues as well as estimates of expenditures necessary for the operation of the school system for the next fiscal year period. Neither the city manager nor the city council shall have any authority to modify or delete any item of the school estimates and the council shall have the power to modify only the total amount of the school budget, except that in no event shall a reduction in school budget exceed the total sum requested by the board of education from current city tax revenues. Such budget estimates shall not include any requests for the purchase of land or the purchase, construction, reconstruction, or major alteration of any building for school purposes. Requests for such improvements shall be transmitted to the planning commission for review and incorporation into the capital improvement program before November 1 prior to the next fiscal year.

A summary balance sheet, including a listing of all fund balances exceeding \$100,000.00, a summary quarterly schools income and expense statement and a statement of the number of schools employees shall be placed quarterly on the city's web site.

### **Section 14. Notice of appropriation.**

The adoption by the city council of an appropriation ordinance for the next fiscal year, or the allowance of a continuation of the appropriation for the last fiscal year, shall serve as notice to the board of education of the total amount of the school appropriation for the next fiscal year period.



oak  
ridge



Personnel Schedule

## PERSONNEL SCHEDULE

SUMMARY OF POSITIONS AND STAFF YEARS BY DEPARTMENT	AUTHORIZED POSITIONS			AUTHORIZED STAFF YEARS		
	FY	FY	FY	FY	FY	FY
	2009	2010	2011	2009	2010	2011
<u>TOTALS BY DEPARTMENT</u>						
GENERAL GOVERNMENT	12	12	12	11.10	11.10	11.10
ADMINISTRATIVE SERVICES	37	37	37	37.00	37.00	37.00
POLICE	83	84	84	76.85	78.35	78.35
FIRE	74	74	74	74.00	74.00	74.00
PUBLIC WORKS	94	94	94	94.00	93.50	93.50
COMMUNITY DEVELOPMENT	11	12	12	11.00	12.00	12.00
RECREATION AND PARKS	87	87	87	37.36	37.36	37.36
LIBRARY	23	24	24	17.00	17.75	17.75
ECONOMIC DEVELOPMENT	2	2	2	1.00	1.00	1.00
ELECTRIC	<u>35</u>	<u>35</u>	<u>35</u>	<u>35.00</u>	<u>35.00</u>	<u>35.00</u>
TOTAL ALL FUNDS	458	461	461	394.31	397.06	397.06
TRANSFERS	<u>153</u>	<u>155</u>	<u>155</u>	<u>152.00</u>	<u>153.75</u>	<u>153.75</u>
TOTAL NET GENERAL FUND	<u><u>305</u></u>	<u><u>306</u></u>	<u><u>306</u></u>	<u><u>242.31</u></u>	<u><u>243.31</u></u>	<u><u>243.31</u></u>

## PERSONNEL SCHEDULE

SUMMARY OF POSITIONS AND STAFF YEARS BY DEPARTMENTS AND ACTIVITIES	AUTHORIZED POSITIONS			AUTHORIZED STAFF YEARS		
	FY	FY	FY	FY	FY	FY
	2009	2010	2011	2009	2010	2011
<u>GENERAL GOVERNMENT</u>						
816 City Clerk	2	2	2	2.00	2.00	2.00
820 City Manager	4	4	4	3.50	3.50	3.50
832 City Court	3	3	3	2.60	2.60	2.60
843 Legal	3	3	3	3.00	3.00	3.00
TOTAL GENERAL GOVERNMENT	12	12	12	11.10	11.10	11.10
<u>ADMINISTRATIVE SERVICES</u>						
845 Computer Services	9	9	9	9.00	9.00	9.00
846 Personnel	4	4	4	4.00	4.00	4.00
854 Stationery Stores	1	1	1	1.00	1.00	1.00
862 Finance	10	10	10	10.00	10.00	10.00
864 Business Office	13	13	13	13.00	13.00	13.00
TOTAL ADMINISTRATIVE SERVICES	37	37	37	37.00	37.00	37.00
<u>POLICE DEPARTMENT</u>						
910 Police Supervision	3	3	3	2.50	3.00	3.00
911 Investigations	11	11	11	11.00	11.00	11.00
912 Staff Services	5	5	5	5.00	5.00	5.00
913 Patrol	44	44	45	44.00	44.00	45.00
915 Emergency Communications	8	8	8	8.00	8.00	8.00
916 Animal Control	3	3	3	3.00	3.00	3.00
917 School Resource Officer Program	9	9	8	3.35	3.35	2.35
027 Grants Fund	-	1	1	-	1.00	1.00
TOTAL POLICE DEPARTMENT	83	84	84	76.85	78.35	78.35
<u>FIRE DEPARTMENT</u>						
921 Fire Supervision	2	2	2	2.00	2.00	2.00
922 Fire Prevention	1	1	1	1.00	1.00	1.00
923 Fire Fighting	42	42	42	42.00	42.00	42.00
028 West End Fund	29	29	29	29.00	29.00	29.00
TOTAL FIRE DEPARTMENT	74	74	74	74.00	74.00	74.00
<u>PUBLIC WORKS DEPARTMENT</u>						
930 Public Works Supervision	4	4	4	4.00	3.50	3.50
935 Engineering	4	4	4	4.00	4.00	4.00
011 Equipment Shop	8	8	8	8.00	8.00	8.00
021 Work Pool	40	40	40	40.00	40.00	40.00
021 Water Plant	11	11	11	11.00	11.00	11.00
022 Wastewater Treatment	19	19	19	19.00	19.00	19.00
025 West End Waterworks	8	8	8	8.00	8.00	8.00
TOTAL PUBLIC WORKS DEPARTMENT	94	94	94	94.00	93.50	93.50

## PERSONNEL SCHEDULE

SUMMARY OF POSITIONS AND STAFF YEARS BY DEPARTMENTS AND ACTIVITIES (Continued)	AUTHORIZED POSITIONS			AUTHORIZED STAFF YEARS		
	FY	FY	FY	FY	FY	FY
	2009	2010	2011	2009	2010	2011
<u>COMMUNITY DEVELOPMENT DEPARTMENT</u>						
960 Community Development Supervision	3	4	4	3.00	4.00	4.00
962 Planning	2	2	2	2.00	2.00	2.00
966 Code Enforcement	5	5	5	5.00	5.00	5.00
027 Grants Fund	1	1	1	1.00	1.00	1.00
TOTAL COMMUNITY DEVELOPMENT DEPARTMENT	<u>11</u>	<u>12</u>	<u>12</u>	<u>11.00</u>	<u>12.00</u>	<u>12.00</u>
<u>RECREATION AND PARKS DEPARTMENT</u>						
970 Recreation Supervision	2	2	2	2.00	2.00	2.00
972 Indoor Aquatics	14	14	14	4.18	4.18	4.18
973 Outdoor Aquatics	26	26	26	6.27	6.27	6.27
974 Centers, Camps & Programs	29	29	29	11.02	11.02	11.02
975 Athletics	2	2	2	2.00	2.00	2.00
976 Parks	7	7	7	7.00	7.00	7.00
977 Scarboro Center	4	4	4	2.39	2.39	2.39
978 Senior Center	3	3	3	2.50	2.50	2.50
TOTAL RECREATION AND PARKS DEPARTMENT	<u>87</u>	<u>87</u>	<u>87</u>	<u>37.36</u>	<u>37.36</u>	<u>37.36</u>
<u>LIBRARY</u>						
979 Library	23	23	23	17.00	17.00	17.00
027 Grants Fund	-	1	1	-	0.75	0.75
TOTAL LIBRARY	<u>23</u>	<u>24</u>	<u>24</u>	<u>17.00</u>	<u>17.75</u>	<u>17.75</u>
<u>ECONOMIC DEVELOPMENT</u>						
013 Economic Diversification Fund	2	2	2	1.00	1.00	1.00
<u>ELECTRIC DEPARTMENT</u>						
020 Electric	35	35	35	35.00	35.00	35.00
TOTAL ALL FUNDS	<u>458</u>	<u>461</u>	<u>461</u>	<u>394.31</u>	<u>397.06</u>	<u>397.06</u>
<u>TRANSFERS TO OTHER FUNDS:</u>						
Electric Fund	35	35	35	35.00	35.00	35.00
Waterworks Fund	78	78	78	78.00	78.00	78.00
Equipment Replacement Rental Fund	8	8	8	8.00	8.00	8.00
West End Fund	29	29	29	29.00	29.00	29.00
Grants Fund	1	3	3	1.00	2.75	2.75
Economic Diversification Fund	2	2	2	1.00	1.00	1.00
TOTAL TRANSFERS	<u>153</u>	<u>155</u>	<u>155</u>	<u>152.00</u>	<u>153.75</u>	<u>153.75</u>
TOTAL NET GENERAL FUND	<u>305</u>	<u>306</u>	<u>306</u>	<u>242.31</u>	<u>243.31</u>	<u>243.31</u>

## PERSONNEL SCHEDULE

DETAIL ON ACTIVITIES BY CLASSIFICATION TITLES	AUTHORIZED POSITIONS			AUTHORIZED STAFF YEARS		
	FY 2009	FY 2010	FY 2011	FY 2009	FY 2010	FY 2011
<u>GENERAL GOVERNMENT</u>						
816 City Clerk						
City Clerk	1	1	1	1.00	1.00	1.00
Administrative Assistant	1	1	1	1.00	1.00	1.00
Total	2	2	2	2.00	2.00	2.00
820 City Manager						
City Manager	1	1	1	1.00	1.00	1.00
Government & Public Affairs Coordinator	1	1	1	1.00	1.00	1.00
Senior Administrative Assistant	1	1	1	1.00	1.00	1.00
Administrative Assistant	1	1	1	0.50	0.50	0.50
Total	4	4	4	3.50	3.50	3.50
832 City Court						
City Judge	1	1	1	1.00	1.00	1.00
Court Clerk	2	2	2	1.60	1.60	1.60
Total	3	3	3	2.60	2.60	2.60
843 Legal						
City Attorney	1	1	1	1.00	1.00	1.00
Senior Staff Attorney	1	1	1	1.00	1.00	1.00
Administrative Assistant	1	1	1	1.00	1.00	1.00
Total	3	3	3	3.00	3.00	3.00
TOTAL GENERAL GOVERNMENT	12	12	12	11.10	11.10	11.10
<u>ADMINISTRATIVE SERVICES</u>						
845 Computer Services						
Deputy City Manager	1	1	1	1.00	1.00	1.00
Senior Systems Analyst	2	2	2	2.00	2.00	2.00
Information Systems Manager	1	1	1	1.00	1.00	1.00
Senior Information System Technician	3	3	3	2.00	3.00	3.00
Information System Technician	1	1	1	2.00	1.00	1.00
Accounting Specialist	1	1	1	1.00	1.00	1.00
Total	9	9	9	9.00	9.00	9.00

## PERSONNEL SCHEDULE

DETAIL ON ACTIVITIES BY CLASSIFICATION TITLES (Continued)	AUTHORIZED POSITIONS			AUTHORIZED STAFF YEARS		
	FY	FY	FY	FY	FY	FY
	2009	2010	2011	2009	2010	2011
<u>ADMINISTRATIVE SERVICES (Continued)</u>						
846 Personnel						
Personnel Director	1	1	1	1.00	1.00	1.00
Personnel/Risk Program Manager	1	1	1	1.00	1.00	1.00
Personnel Specialist	1	1	1	1.00	1.00	1.00
Administrative Assistant	1	1	1	1.00	1.00	1.00
Total	<u>4</u>	<u>4</u>	<u>4</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
854 Stationery Stores						
Printing Services Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
862 Finance						
Finance Director	1	1	1	1.00	1.00	1.00
Accounting Division Manager	1	1	1	1.00	1.00	1.00
Accountant	1	1	1	1.00	1.00	1.00
Purchasing/Contracts Coordinator	1	1	1	1.00	1.00	1.00
Purchasing/Inventory Coordinator	1	1	1	1.00	1.00	1.00
Accounting Specialist	2	2	2	2.00	2.00	2.00
Administrative Assistant	1	1	1	1.00	1.00	1.00
Warehouse Clerk	2	2	2	2.00	2.00	2.00
Total	<u>10</u>	<u>10</u>	<u>10</u>	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>
864 Business Office						
Accounting Division Manager	1	1	1	1.00	1.00	1.00
Utility Service Representative	3	3	3	3.00	3.00	3.00
Accounting Specialist	5	5	5	5.00	5.00	5.00
Meter Reader	2	2	2	2.00	2.00	2.00
Accounting Clerk	1	1	1	1.00	1.00	1.00
Service Center Cashier	1	1	1	1.00	1.00	1.00
Total	<u>13</u>	<u>13</u>	<u>13</u>	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<u>37</u>	<u>37</u>	<u>37</u>	<u>37.00</u>	<u>37.00</u>	<u>37.00</u>
<u>POLICE DEPARTMENT</u>						
910 Police Supervision						
Police Chief	1	1	1	1.00	1.00	1.00
Systems & Training Specialist	1	1	1	0.50	1.00	1.00
Administrative Assistant	1	1	1	1.00	1.00	1.00
Total	<u>3</u>	<u>3</u>	<u>3</u>	<u>2.50</u>	<u>3.00</u>	<u>3.00</u>

## PERSONNEL SCHEDULE

DETAIL ON ACTIVITIES BY CLASSIFICATION TITLES (Continued)	AUTHORIZED POSITIONS			AUTHORIZED STAFF YEARS		
	FY	FY	FY	FY	FY	FY
	2009	2010	2011	2009	2010	2011
<b><u>POLICE DEPARTMENT (Continued)</u></b>						
911 Investigations						
Police Captain	1	1	1	1.00	1.00	1.00
Police Sergeant	2	2	2	2.00	2.00	2.00
Police Officer	4	4	4	4.00	4.00	4.00
Detective	4	4	4	4.00	4.00	4.00
Total	11	11	11	11.00	11.00	11.00
912 Staff Services						
Deputy Police Chief	1	1	1	1.00	1.00	1.00
Police Sergeant	1	1	1	1.00	1.00	1.00
Lead Police Records Specialist	1	1	1	1.00	1.00	1.00
Police Records Specialist	2	2	2	2.00	2.00	2.00
Total	5	5	5	5.00	5.00	5.00
913 Patrol						
Police Captain	1	1	1	1.00	1.00	1.00
Police Lieutenant	4	4	4	4.00	4.00	4.00
Police Sergeant	5	5	5	5.00	5.00	5.00
Police Officer	34	34	35	34.00	34.00	35.00
Total	44	44	45	44.00	44.00	45.00
915 Emergency Communications						
Lead Public Safety Communications Officer	1	1	1	1.00	1.00	1.00
Public Safety Communications Officer	7	7	7	7.00	7.00	7.00
Total	8	8	8	8.00	8.00	8.00
916 Animal Control						
Animal Control Supervisor	1	1	1	1.00	1.00	1.00
Animal Control Officer	2	2	2	2.00	2.00	2.00
Total	3	3	3	3.00	3.00	3.00
917 School Resource Officer Program						
Police Officer	2	2	1	2.00	2.00	1.00
School Crossing Guard	7	7	7	1.35	1.35	1.35
	9	9	8	3.35	3.35	2.35
27 Grants Fund						
Police Officer	-	1	1	-	1.00	1.00
Total	-	1	1	-	1.00	1.00
<b>TOTAL POLICE DEPARTMENT</b>	<b>83</b>	<b>84</b>	<b>84</b>	<b>76.85</b>	<b>78.35</b>	<b>78.35</b>

## PERSONNEL SCHEDULE

DETAIL ON ACTIVITIES BY CLASSIFICATION TITLES (Continued)	AUTHORIZED POSITIONS			AUTHORIZED STAFF YEARS		
	FY	FY	FY	FY	FY	FY
	2009	2010	2011	2009	2010	2011
<b><u>FIRE DEPARTMENT</u></b>						
921 Fire Supervision						
Fire Chief	1	1	1	1.00	1.00	1.00
Administrative Assistant	1	1	1	1.00	1.00	1.00
Total	2	2	2	2.00	2.00	2.00
922 Fire Prevention						
Deputy Chief-Fire Prevention	1	1	1	1.00	1.00	1.00
923 Fire Fighting						
Battalion Chief	3	3	3	3.00	3.00	3.00
Fire Captain	6	6	6	6.00	6.00	6.00
Fire Fighter/Engineer	33	33	33	33.00	33.00	33.00
Total	42	42	42	42.00	42.00	42.00
028 West End Fund (ETTP Station)						
Deputy Chief - Fire Operations	1	1	1	1.00	1.00	1.00
Fire Captain	7	7	7	7.00	7.00	7.00
Fire Fighter/Engineer	21	21	21	21.00	21.00	21.00
Total	29	29	29	29.00	29.00	29.00
<b>TOTAL FIRE DEPARTMENT</b>	74	74	74	74.00	74.00	74.00
<b><u>PUBLIC WORKS DEPARTMENT</u></b>						
930 Public Works Supervision						
Public Works Director	1	1	1	1.00	1.00	1.00
Contracts/Grants Coordinator	1	1	1	1.00	0.50	0.50
Administrative Assistant	2	2	2	2.00	2.00	2.00
Total	4	4	4	4.00	3.50	3.50
935 Engineering						
City Engineer	1	1	1	1.00	1.00	1.00
Senior Civil Project Specialist	1	1	1	1.00	1.00	1.00
Civil Project Specialist	2	2	2	2.00	2.00	2.00
Total	4	4	4	4.00	4.00	4.00
011 Equipment Shop						
Fleet Maintenance Manager	1	1	1	1.00	1.00	1.00
Fleet Maintenance Technician	5	5	5	5.00	5.00	5.00
Fleet Service Worker	2	2	2	2.00	2.00	2.00
Total	8	8	8	8.00	8.00	8.00

## PERSONNEL SCHEDULE

DETAIL ON ACTIVITIES BY CLASSIFICATION TITLES (Continued)	AUTHORIZED POSITIONS			AUTHORIZED STAFF YEARS		
	FY	FY	FY	FY	FY	FY
	2009	2010	2011	2009	2010	2011
<b><u>PUBLIC WORKS DEPARTMENT (Continued)</u></b>						
021 Work Pool						
Operations & Maintenance Manager	2	2	2	2.00	2.00	2.00
Utility Line Maintenance Crew Chief	4	4	4	4.00	4.00	4.00
Street Maintenance Crew Chief	4	4	4	4.00	4.00	4.00
Utility Maintenance Specialist	4	4	4	4.00	4.00	4.00
Signs and Markings Specialist	1	1	1	1.00	1.00	1.00
Facilities Maintenance Specialist	3	3	3	3.00	3.00	3.00
Equipment Operations Specialist	4	5	5	4.00	5.00	5.00
Maintenance Mechanic	9	6	6	9.00	6.00	6.00
Maintenance Worker	9	11	11	9.00	11.00	11.00
Total	40	40	40	40.00	40.00	40.00
021 Water Treatment						
Treatment Plant Operations Supervisor	1	1	1	1.00	1.00	1.00
Treatment Plant Maintenance Crew Chief	1	1	1	1.00	1.00	1.00
Senior Treatment Plant Maintenance Specialist	2	2	2	2.00	2.00	2.00
Senior Treatment Plant Operator	2	1	1	2.00	1.00	1.00
Treatment Plant Operator	2	4	4	2.00	4.00	4.00
Treatment Plant Operator Trainee	2	1	1	2.00	1.00	1.00
Maintenance Mechanic	1	1	1	1.00	1.00	1.00
Total	11	11	11	11.00	11.00	11.00
TOTAL WATER FUND	51	51	51	51.00	51.00	51.00
022 Wastewater Treatment						
Public Works Operation Manager	1	1	1	1.00	1.00	1.00
Treatment Plant Maintenance Supervisor	1	1	1	1.00	1.00	1.00
Senior Civil Engineer	1	1	1	1.00	1.00	1.00
Treatment Plant Operations Supervisor	1	1	1	1.00	1.00	1.00
Treatment Plant Maintenance Crew Chief	1	1	1	1.00	1.00	1.00
Senior Treatment Plant Maintenance Specialist	1	1	1	1.00	1.00	1.00
Treatment Plant Maintenance Specialist	1	1	1	1.00	1.00	1.00
Laboratory Technician	1	1	1	1.00	1.00	1.00
Environmental Compliance Coordinator	1	1	1	1.00	1.00	1.00
Senior Treatment Plant Operator	3	4	4	3.00	4.00	4.00
Treatment Plant Operator	3	2	2	3.00	2.00	2.00
Equipment Operations Specialist	1	1	1	1.00	1.00	1.00
Maintenance Mechanic	1	1	1	1.00	1.00	1.00
Maintenance Worker	1	1	1	1.00	1.00	1.00
Administrative Assistant	1	1	1	1.00	1.00	1.00
Total	19	19	19	19.00	19.00	19.00

## PERSONNEL SCHEDULE

DETAIL ON ACTIVITIES BY CLASSIFICATION TITLES (Continued)	AUTHORIZED POSITIONS			AUTHORIZED STAFF YEARS		
	FY	FY	FY	FY	FY	FY
	2009	2010	2011	2009	2010	2011
<b><u>PUBLIC WORKS DEPARTMENT (Continued)</u></b>						
025 West End Waterworks						
Utility Line Maintenance Crew Chief	1	1	1	1.00	1.00	1.00
Utility Maintenance Specialist	2	2	2	2.00	2.00	2.00
Maintenance Mechanic	1	1	1	1.00	1.00	1.00
Maintenance Worker	1	1	1	1.00	1.00	1.00
Senior Treatment Plant Operator	2	2	2	2.00	2.00	2.00
Treatment Plant Maintenance Specialist	1	1	1	1.00	1.00	1.00
Total	<u>8</u>	<u>8</u>	<u>8</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>
TOTAL PUBLIC WORKS DEPARTMENT	<u>94</u>	<u>94</u>	<u>94</u>	<u>94.00</u>	<u>93.50</u>	<u>93.50</u>
<b><u>COMMUNITY DEVELOPMENT DEPARTMENT</u></b>						
960 Community Development Supervision						
Community Development Director	1	1	1	1.00	1.00	1.00
Community Development Specialist	-	1	1	-	1.00	1.00
Administrative Assistant	2	2	2	2.00	2.00	2.00
Total	<u>3</u>	<u>4</u>	<u>4</u>	<u>3.00</u>	<u>4.00</u>	<u>4.00</u>
962 Planning						
Community Development Division Manager	1	1	1	1.00	1.00	1.00
Senior Planner	1	1	1	1.00	1.00	1.00
Total	<u>2</u>	<u>2</u>	<u>2</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
966 Code Enforcement						
Community Development Division Manager	1	1	1	1.00	1.00	1.00
Code Enforcement Supervisor	1	1	1	1.00	1.00	1.00
Code Enforcement Inspector	3	3	3	3.00	3.00	3.00
Total	<u>5</u>	<u>5</u>	<u>5</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
027 Grants Fund						
Code Enforcement Inspector	1	1	1	1.00	1.00	1.00
Total	<u>1</u>	<u>1</u>	<u>1</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL COMMUNITY DEVELOPMENT DEPARTMENT	<u>11</u>	<u>12</u>	<u>12</u>	<u>11.00</u>	<u>12.00</u>	<u>12.00</u>
<b><u>RECREATION AND PARKS DEPARTMENT</u></b>						
970 Recreation Supervision						
Recreation & Parks Director	1	1	1	1.00	1.00	1.00
Administrative Assistant	1	1	1	1.00	1.00	1.00
Total	<u>2</u>	<u>2</u>	<u>2</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>

## PERSONNEL SCHEDULE

DETAIL ON ACTIVITIES BY CLASSIFICATION TITLES (Continued)	AUTHORIZED POSITIONS			AUTHORIZED STAFF YEARS		
	FY	FY	FY	FY	FY	FY
	2009	2010	2011	2009	2010	2011
<b>RECREATION AND PARKS DEPARTMENT (Continued)</b>						
972 Indoor Aquatics						
Recreation Manager	1	1	1	0.75	0.75	0.75
Senior Lifeguard	7	7	7	2.00	2.00	2.00
Lifeguard	6	6	6	1.43	1.43	1.43
Total	14	14	14	4.18	4.18	4.18
973 Outdoor Aquatics						
Recreation Manager	1	1	1	0.25	0.25	0.25
Pool Supervisor	3	3	3	0.92	0.92	0.92
Recreation Leader	2	2	2	0.62	0.62	0.62
Senior Lifeguard	11	11	11	3.38	3.38	3.38
Lifeguard	9	9	9	1.10	1.10	1.10
Total	26	26	26	6.27	6.27	6.27
974 Centers, Camps & Programs						
Recreation Manager	1	1	1	1.00	1.00	1.00
Recreation Program Coordinator	1	1	1	1.00	1.00	1.00
Security Guard	4	4	4	0.25	0.25	0.25
Recreation Assistant	4	3	3	3.50	2.50	2.50
Facility Monitor	1	2	2	1.00	2.00	2.00
Maintenance Worker	1	1	1	1.00	1.00	1.00
Senior Recreation Leader	5	5	5	0.96	0.96	0.96
Recreation Leader	12	12	12	2.31	2.31	2.31
Total	29	29	29	11.02	11.02	11.02
975 Athletics						
Recreation Manager	1	1	1	1.00	1.00	1.00
Recreation Program Supervisor	1	1	1	1.00	1.00	1.00
	2	2	2	2.00	2.00	2.00
976 Parks						
Parks Maintenance Supervisor	1	1	1	1.00	1.00	1.00
Parks Maintenance Crew Chief	1	1	1	1.00	1.00	1.00
Maintenance Mechanic	2	2	2	2.00	2.00	2.00
Maintenance Worker	3	3	3	3.00	3.00	3.00
Total	7	7	7	7.00	7.00	7.00
977 Scarboro Center						
Recreation Program Supervisor	1	1	1	1.00	1.00	1.00
Facility Monitor	1	1	1	1.00	1.00	1.00
Recreation Leader	2	2	2	0.39	0.39	0.39
Total	4	4	4	2.39	2.39	2.39

## PERSONNEL SCHEDULE

DETAIL ON ACTIVITIES BY CLASSIFICATION TITLES (Continued)	AUTHORIZED POSITIONS			AUTHORIZED STAFF YEARS		
	FY	FY	FY	FY	FY	FY
	2009	2010	2011	2009	2010	2011
<b>RECREATION AND PARKS DEPARTMENT (Continued)</b>						
978 Senior Center						
Recreation Manager	1	1	1	1.00	1.00	1.00
Recreation Program Coordinator	1	1	1	1.00	1.00	1.00
Recreation Assistant	1	1	1	0.50	0.50	0.50
Total	3	3	3	2.50	2.50	2.50
TOTAL RECREATION AND PARKS DEPARTMENT	87	87	87	37.36	37.36	37.36
<b>LIBRARY</b>						
979 Library						
Library Director	1	1	1	1.00	1.00	1.00
Library Operations Manager	1	1	1	1.00	1.00	1.00
Librarian	4	4	4	4.00	4.00	4.00
Administrative Assistant	1	1	1	1.00	1.00	1.00
Library Assistant	3	3	3	2.00	2.00	2.00
Library Clerk	8	8	8	6.25	6.25	6.25
Library Page	5	5	5	1.75	1.75	1.75
Total	23	23	23	17.00	17.00	17.00
27 Grants Fund						
Office Assistant	-	1	1	-	0.75	0.75
Total	-	1	1	-	0.75	0.75
TOTAL LIBRARY	23	24	24	17.00	17.75	17.75
<b>ECONOMIC DEVELOPMENT</b>						
013 Economic Diversification Fund						
Economic Development Director	-	-	-	-	-	-
Contracts/Grants Coordinator	1	1	1	0.50	0.50	0.50
Administrative Assistant	1	1	1	0.50	0.50	0.50
Total	2	2	2	1.00	1.00	1.00

## PERSONNEL SCHEDULE

DETAIL ON ACTIVITIES BY CLASSIFICATION TITLES (Continued)	AUTHORIZED POSITIONS			AUTHORIZED STAFF YEARS		
	FY	FY	FY	FY	FY	FY
	2009	2010	2011	2009	2010	2011
<b><u>ELECTRIC DEPARTMENT</u></b>						
020 Electric						
Electrical Director	1	1	1	1.00	1.00	1.00
Electrical Engineering Division Manager	1	1	1	1.00	1.00	1.00
Senior Electric Project Specialist	2	2	2	2.00	2.00	2.00
Electric Operations Manager	1	1	1	1.00	1.00	1.00
Electric Operations Superintendent	1	1	1	1.00	1.00	1.00
Technical Services Superintendent	1	1	1	1.00	1.00	1.00
Power Utilization Program Supervisor	1	1	1	1.00	1.00	1.00
Special Area Supervisor	1	1	1	1.00	1.00	1.00
Electric Engineer	1	1	1	1.00	1.00	1.00
Electric Line Crew Chief	4	4	4	4.00	4.00	4.00
Substation Maintenance Technician	1	1	1	1.00	1.00	1.00
Electric Line Technician	15	15	15	15.00	15.00	15.00
Senior Traffic Signal Technician	1	2	2	1.00	2.00	2.00
Traffic Signal Technician	1	-	-	1.00	-	-
Mapping Technician	1	1	1	1.00	1.00	1.00
Administrative Assistant	1	1	1	1.00	1.00	1.00
Office Specialist	1	1	1	1.00	1.00	1.00
	<u>35</u>	<u>35</u>	<u>35</u>	<u>35.00</u>	<u>35.00</u>	<u>35.00</u>
<b>TOTAL ELECTRIC DEPARTMENT</b>						
	<u>35</u>	<u>35</u>	<u>35</u>	<u>35.00</u>	<u>35.00</u>	<u>35.00</u>
<b>TOTAL ALL FUNDS</b>	<u>458</u>	<u>461</u>	<u>461</u>	<u>394.31</u>	<u>397.06</u>	<u>397.06</u>
<b><u>TRANSFERS TO OTHER FUNDS:</u></b>						
Electric Fund	35	35	35	35.00	35.00	35.00
Waterworks Fund	78	78	78	78.00	78.00	78.00
Equipment Replacement Rental Fund	8	8	8	8.00	8.00	8.00
West End Fund	29	29	29	29.00	29.00	29.00
Grants Fund	1	3	3	1.00	2.75	2.75
Economic Diversification Fund	2	2	2	1.00	1.00	1.00
	<u>153</u>	<u>155</u>	<u>155</u>	<u>152.00</u>	<u>153.75</u>	<u>153.75</u>
<b>TOTAL NET GENERAL FUND</b>	<u>305</u>	<u>306</u>	<u>306</u>	<u>242.31</u>	<u>243.31</u>	<u>243.31</u>

oak  
ridge



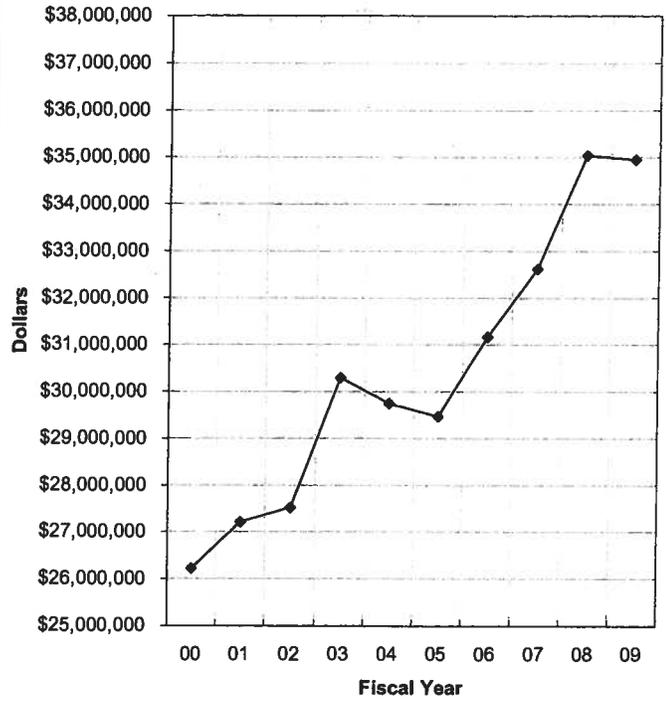
Statistical  
Information

CITY OF OAK RIDGE, TENNESSEE  
GENERAL FUND EXPENDITURES/TRANSFERS AND REVENUES/FINANCING SOURCES

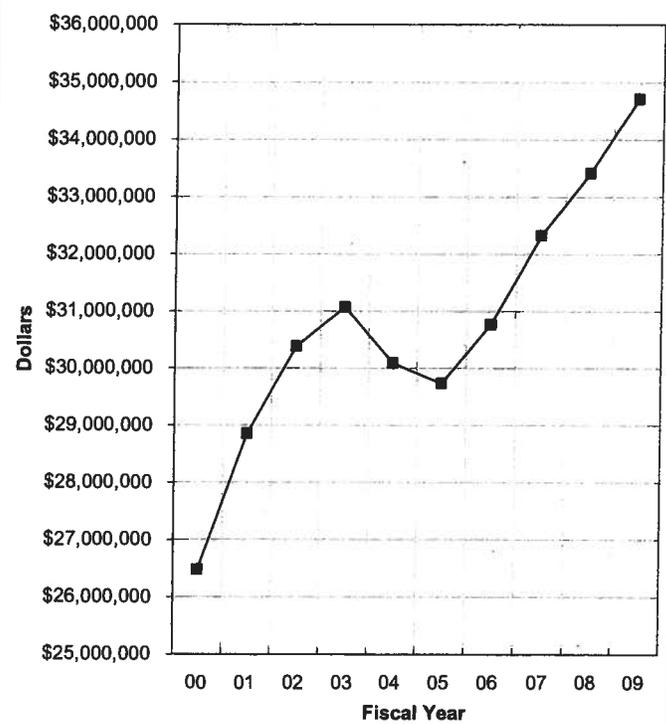
Last Ten Years

	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	% Increase Last Ten Years
<b>REVENUES:</b>											
Licenses and Permits	251,324	223,135	173,790	197,357	173,514	340,802	465,364	272,409	271,002	269,593	7.3%
Intergovernmental	8,451,752	8,384,878	8,743,814	9,316,309	9,144,663	9,308,592	10,173,991	11,007,044	11,774,732	10,885,714	28.8%
Property Taxes	11,717,049	13,023,437	13,388,028	15,315,430	14,930,573	15,581,417	15,778,882	16,323,678	17,864,159	18,955,222	61.8%
Business Taxes	1,801,686	1,748,135	1,898,167	2,006,517	2,090,356	1,825,717	2,039,654	2,060,238	2,118,254	2,022,829	12.3%
Charges for Services	1,366,592	1,377,231	1,390,694	1,393,281	1,403,450	388,577	323,556	333,617	371,685	340,890	-75.1%
Fines and Forfeitures	301,216	339,987	285,514	331,069	340,788	238,503	321,364	347,480	343,259	380,886	26.4%
Other	1,442,300	982,396	476,887	437,919	406,555	527,689	714,689	912,859	881,694	620,241	-57.0%
In-Lieu-of-Tax Payment - DOE	902,644	1,143,832	1,176,297	1,297,898	1,266,919	1,266,963	1,361,730	1,361,175	1,413,801	1,476,023	63.5%
Total Current Revenues	26,234,563	27,223,031	27,533,191	30,294,880	29,756,818	29,477,260	31,169,230	32,618,500	35,038,586	34,951,398	33.2%
Fund Balance Appropriation	242,476	1,633,412	2,850,600	772,851	334,943	255,434	(397,504)	(298,464)	(1,624,512)	(243,073)	-200.2%
Total Revenues	26,477,039	28,856,443	30,383,791	31,067,731	30,091,761	29,732,694	30,771,726	32,320,036	33,414,074	34,708,325	31.1%
<b>MUNICIPAL EXPENDITURES</b>											
General Government	621,635	554,922	625,416	662,177	667,898	710,616	711,070	734,797	805,413	883,736	42.2%
Administration	645,426	664,146	666,639	712,873	654,858	668,853	587,960	602,439	712,983	760,840	17.9%
Police	3,949,928	4,045,992	4,109,573	4,335,623	4,153,941	4,313,434	4,709,869	5,119,868	5,465,880	5,741,602	45.4%
Fire	3,096,154	3,141,566	3,174,246	3,359,397	3,310,138	3,536,123	3,669,413	3,917,264	4,058,033	4,167,092	34.6%
Public Works	1,558,523	1,640,685	1,569,310	1,753,310	1,544,789	1,631,582	1,626,955	1,667,843	1,827,693	1,881,562	20.7%
Community Development	434,284	461,997	502,051	501,422	477,992	502,040	521,162	559,903	607,587	607,351	39.9%
Recreation and Parks	1,951,341	1,948,694	2,031,101	2,228,975	2,224,872	2,285,544	2,341,764	2,502,998	2,578,609	2,620,231	34.3%
Library	964,557	945,977	1,017,939	1,045,519	1,083,161	1,089,645	1,138,387	1,218,417	1,285,358	1,342,385	35.0%
Economic Development	182,734	0	0	0	0	0	0	0	0	0	-100.0%
Total Municipal Expenditures	13,434,582	13,403,979	13,696,275	14,599,296	14,117,649	14,737,837	15,308,580	16,323,529	17,341,556	18,004,799	34.0%
<b>OPERATING TRANSFERS:</b>											
Transfer In											
In-Lieu-of-Tax Payment - Utilities	(1,583,914)	(1,981,871)	(1,270,537)	(2,454,343)	(2,476,385)	(2,508,554)	(2,454,936)	(2,502,344)	(2,481,923)	(2,535,471)	60.1%
Transfer Out											
Debt Service Fund	3,903,938	4,747,305	4,621,305	4,213,207	4,034,485	3,024,113	2,900,000	3,200,000	3,500,000	3,500,000	-10.3%
Solid Waste Fund	891,849	918,163	973,422	992,564	1,023,006	1,063,407	1,118,812	1,175,858	1,247,609	1,377,627	54.5%
State Street Aid Fund	395,000	500,000	265,000	500,000	500,000	500,000	517,500	539,210	588,770	612,910	55.2%
Street & Public Trans Fund	0	0	0	0	10,000	10,000	10,350	10,790	11,230	22,090	100.0%
School Operations	8,830,065	9,553,768	9,949,638	10,646,242	10,646,242	11,186,541	11,578,070	12,070,143	12,988,482	13,508,020	53.0%
Economic Diversification Fund	605,519	1,305,099	1,331,688	1,146,665	679,764	171,000	177,000	184,500	50,000	50,000	-91.7%
Grant Fund	0	0	0	0	0	168,350	168,350	168,350	168,350	168,350	100.0%
Capital Projects Fund	0	410,000	617,000	711,000	1,057,000	1,080,000	1,150,000	1,150,000	0	0	0.0%
Golf Course Fund	0	0	200,000	713,000	500,000	300,000	300,000	0	0	0	0.0%
Total Operating Transfers	13,042,457	15,452,464	16,687,516	16,469,435	15,974,112	14,994,857	15,465,146	15,996,507	16,072,518	16,703,526	28.1%
Total Expenditures/Transfers	26,477,039	28,856,443	30,383,791	31,067,731	30,091,761	29,732,694	30,771,726	32,320,036	33,414,074	34,708,325	31.1%
<b>EXPENDITURES FOR MUNICIPAL OPERATIONS COMPARED TO THE RATE OF INFLATION:</b>											
- Applicable Consumer Price Index, All Urban Consumers, All Items	172.3	178.0	179.9	183.7	189.4	194.5	202.9	208.4	218.8	215.7	31.6%
- Percentage Inflation Increase from Previous Year	3.7%	3.3%	1.1%	2.1%	3.1%	2.7%	4.3%	2.7%	5.0%	-1.4%	30.0%
- Percentage Increase in Municipal Expenditures and Solid Waste Transfer	5.1%	0.0%	2.4%	6.3%	-2.9%	4.4%	3.9%	6.5%	6.2%	4.3%	36.4%

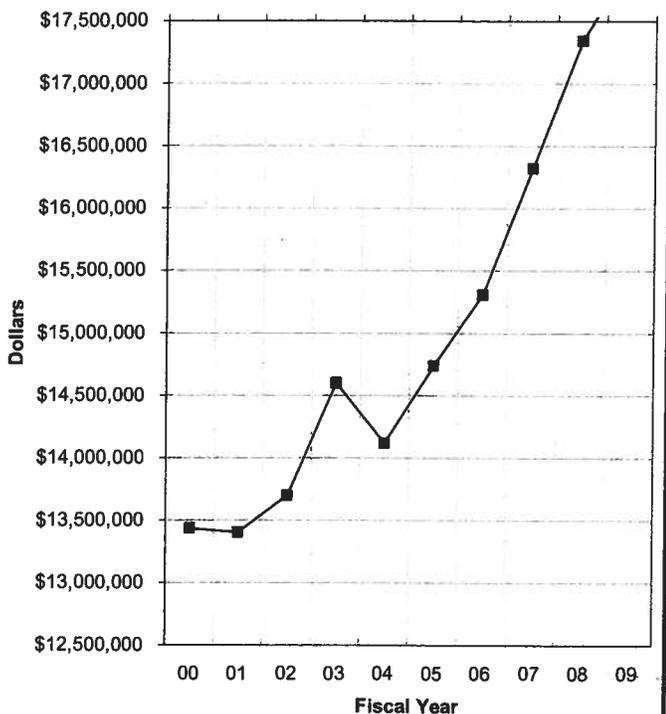
**General Fund Revenues  
Last Ten Years**



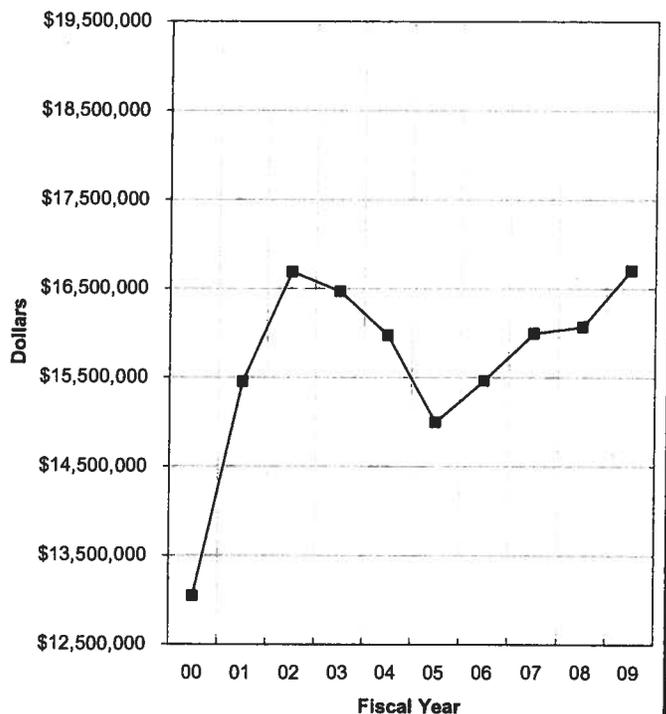
**General Fund Expenditures/Transfers  
Last Ten Years**



**General Fund Municipal Expenditures  
Last Ten Years**



**General Fund Operating Transfers  
Last Ten Years**



**CITY OF OAK RIDGE, TENNESSEE  
PROPERTY TAX LEVIES AND COLLECTION  
LAST TEN FISCAL YEARS**

Fiscal Year Ended June 30,	Collected within the Fiscal Year of the Levy		Total Collections to Date		Outstanding Delinquent Taxes			
	Taxes Levied for the Fiscal Year	Amount	Percentage of Levy	Collections in Subsequent Years	Amount	Percentage of Levy	Amount (1)	Percentage of Levy
2000	\$ 11,663,970	\$ 11,283,542	96.7%	243,087	\$ 11,526,629	98.8%	\$ 137,341	1.2%
2001	12,951,838	12,585,185	97.2%	252,867	12,838,052	99.1%	113,786	0.9%
2002	13,599,291	12,921,156	95.0%	558,896	13,480,052	99.1%	119,239	0.9%
2003	15,253,977	14,768,834	96.8%	329,282	15,098,116	99.0%	155,861	1.0%
2004	15,060,866	14,460,793	96.0%	441,436	14,902,229	98.9%	158,637	1.1%
2005	15,483,638	14,934,125	96.5%	467,709	15,401,834	99.5%	81,804	0.5%
2006	15,578,321	15,280,442	98.1%	246,162	15,526,604	99.7%	51,717	0.3%
2007	16,220,293	15,901,543	98.0%	241,083	16,142,626	99.5%	77,667	0.5%
2008	17,767,890	17,303,022	97.4%	316,747	17,619,769	99.2%	148,121	0.8%
2009	19,091,475	18,519,409	97.0%	-	18,519,409	97.0%	572,066	3.0%

(1) On September 20, 2004, City Council authorized the Anderson County Delinquent Tax Attorney to collect City of Oak Ridge delinquent real property taxes in consolidation with the collection of Anderson County delinquent taxes. As real property becomes eligible for a delinquent property tax sale under Tennessee State law, the City is turning those delinquencies over to the Anderson County Delinquent Tax Attorney for collection.

**CITY OF OAK RIDGE, TENNESSEE**  
**ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY**  
**LAST TEN FISCAL YEARS**

Fiscal Year	Real Residential Property	Real Commercial Property	Personal Property	Public Utilities	Total Taxable Assessed Value (1)	Total Direct Tax Rate	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Actual Taxable Value
2000	\$ 262,710,100	\$ 178,951,704	\$ 46,722,298	\$ 15,549,682	\$ 504,933,784	\$ 2.31	\$ 1,684,732,802	30%
2001	263,184,875	180,376,742	45,668,874	14,732,079	503,962,570	2.57	1,682,696,533	30%
2002	267,561,648	184,627,513	48,161,886	12,829,722	513,180,769	2.65	1,715,681,762	30%
2003	270,610,350	183,974,432	52,745,175	11,512,784	518,842,741	2.94	1,739,127,065	30%
2004	272,157,350	191,091,293	51,253,014	10,287,203	524,788,860	2.87	1,755,868,654	30%
2005	274,953,825	200,940,065	53,452,186	10,153,519	539,499,595	2.87	1,798,800,359	30%
2006	322,792,500 (2)	224,568,232 (2)	52,163,372 (2)	11,390,458 (2)	610,914,562 (2)	2.55 (2)	2,047,178,410 (2)	30% (2)
2007	334,908,739	232,023,953	58,066,034	11,091,196	636,089,922	2.55	2,133,414,096	30%
2008	348,129,559	268,680,515	44,406,428	9,269,913	670,486,415	2.65	2,229,095,337	30%
2009	355,123,650	280,813,481	43,858,479	9,427,296	689,222,906	2.77	2,285,853,771	30%

(1) Overall assessment ratios and effective rates for 1973 and thereafter are weighted averages due to varying constitutional assessment ratios which became effective statewide January 1, 1973. Assessment ratios are Residential Property, Real at 25 percent with all bank accounts and \$7,500 of all other items in the hands of a taxpayer exempt; Commercial and Industrial - Real at 40 percent and Personal at 30 percent except that the Personal Property of eligible Banks is 40 percent; Public Utilities (excluding Railroads and Telecommunications) - All Property both Real and Personal at 55 percent; Railroads and Telecommunications - Real and Personal at 40 percent.

(2) All properties were reappraised in tax year 1998 (fiscal year 1999) and tax year 2005 (fiscal year 2006).

**CITY OF OAK RIDGE, TENNESSEE**  
**RATIOS OF GENERAL OBLIGATION DEBT OUTSTANDING, GOVERNMENTAL ACTIVITIES**  
**LAST TEN FISCAL YEARS**

<u>Fiscal Year</u>	<u>Total Governmental Debt Outstanding</u>	<u>Actual Taxable Value of Property</u>	<u>Population</u>	<u>Percentage of Actual taxable Value of Property</u>	<u>Debt Per Capita</u>
2000	\$ 62,896,665	\$ 1,684,732,802	27,387	3.7%	\$ 2,297
2001	61,927,746	1,682,696,533	27,387	3.7%	2,261
2002	59,279,464	1,715,681,762	27,387	3.5%	2,165
2003	57,073,005	1,739,127,065	27,387	3.3%	2,084
2004	56,028,008	1,755,868,654	27,387	3.2%	2,046
2005	85,307,318	1,798,800,359	27,387	4.7%	3,115
2006	83,093,516	2,047,178,410	27,387	4.1%	3,034
2007	100,664,622	2,133,414,096	27,387	4.7%	3,676
2008	102,806,349	2,229,095,337	27,387	4.6%	3,754
2009	101,100,212	2,285,863,771	27,387	4.4%	3,692

Note: Details regarding the City's outstanding debt can be found in the notes to the financial statements.

**CITY OF OAK RIDGE, TENNESSEE  
RATIOS OF OUTSTANDING DEBT BY TYPE  
LAST TEN FISCAL YEARS**

Fiscal Year	Governmental-type Activities				Business-type Activities				Total Primary Government	Percentage of Personal Income (2)	Per Capita (2)
	General Obligation Bonds	QZAB	Notes Payable	Capital Leases	Electric Revenue Bonds	General Obligation Bonds	Notes Payable	Capital Leases			
2000	\$ 56,020,000	\$ -	\$ 6,338,585	\$ 540,080	\$ 17,965,000	\$ -	\$ 15,590,775	\$ -	\$ 96,452,440	14.20%	\$ 3,522
2001	36,565,000	-	24,951,186	411,560	19,065,056	-	20,735,621	-	101,728,423	14.30%	3,714
2002	34,200,000	-	24,803,474	275,990	21,512,348	-	23,570,451	-	104,362,263	14.17%	3,811
2003	37,645,000	-	19,295,028	132,977	22,360,000	5,125,000	19,997,695	-	103,555,700	13.67%	3,781
2004	35,265,000	-	20,043,765	719,243	21,550,000	4,800,000	19,890,589	-	102,268,597	13.06%	3,734
2005	32,820,000	7,049,360	44,992,765	445,193	20,730,000	4,470,000	21,927,521	-	132,434,839	16.67%	4,838
2006	30,285,000	7,641,275	44,938,765	228,476	19,895,000	4,130,000	27,442,240	-	134,560,756	16.26%	4,913
2007	27,650,000	7,131,857	65,882,765	-	19,045,000	3,780,000	30,181,887	1,166,355	154,847,864	(1)	5,654
2008	24,870,000	6,522,439	70,769,753	544,157	18,165,000	3,410,000	31,450,975	1,073,538	156,905,862	(1)	5,729
2009	39,190,000	6,113,020	55,084,053	713,139	6,885,000	13,100,000	32,780,315	976,098	154,841,625	(1)	5,654

Notes: Under Tennessee State law, the City's outstanding general obligation debt is not limited.

(1) Data Not Available.

(2) See Table 17 for personal income and population data.

**CITY OF OAK RIDGE, TENNESSEE**  
**COMPUTATION OF DIRECT AND OVERLAPPING DEBT**  
**June 30, 2009**

Jurisdiction	Net Debt Outstanding	Percentage of Debt Applicable To the City	City's Share of Debt
<b>Direct:</b>			
City of Oak Ridge -			
General Obligation Bonds	\$ 39,190,000	100%	\$ 39,190,000
Notes Payable	55,084,053	100%	55,084,053
Qualified Zone Academy Bonds (QZAB)	6,113,020	100%	6,113,020
Capital Lease	713,139	100%	713,139
Debt Service Fund	<u>(6,113,799)</u>		<u>(6,113,799)</u>
<b>Total Direct Debt</b>	<b><u>94,986,413</u></b>		<b><u>94,986,413</u></b>
<b>Overlapping:</b>			
Anderson County, Tennessee	29,114,798	42.51%	12,376,701
Roane County, Tennessee	<u>34,189,210</u>	13.65%	<u>4,680,503</u>
<b>Total Overlapping Debt</b>	<b><u>63,304,008</u></b>		<b><u>17,057,204</u></b>
<b>Total Direct and Overlapping Debt</b>	<b><u>\$ 158,290,421</u></b>		<b><u>\$ 112,043,617</u></b>

Note: Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the City. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of the City of Oak Ridge. This process recognizes that, when considering the City's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be taken into account.

\* Applicable percentage is determined by ratio of assessed valuation of real property subject to taxation in overlapping unit to valuation of real property subject to taxation in reporting unit.

**CITY OF OAK RIDGE, TENNESSEE  
REVENUE DEBT COVERAGE  
ELECTRIC SYSTEM DEBT  
LAST TEN FISCAL YEARS**

Fiscal Year	Gross Revenues (1)	Operating Expenses (2)	Net Revenue Available for Debt Service	Debt Service Requirements			Coverage Ratio
				Principal	Interest	Total	
2000	\$ 30,654,173	\$ 28,784,333	\$ 1,869,840	\$ 600,000	\$ 767,181	\$ 1,367,181	1.37
2001	33,291,474	29,404,337	3,887,137	899,944	1,275,692	2,175,636	1.79
2002	33,434,251	30,414,099	3,020,152	660,000	699,127	1,359,127	2.22
2003	34,689,697	31,647,977	3,041,720	730,000	740,151	1,470,151	2.07
2004	35,913,653	33,623,285	2,290,368	810,000	580,229	1,390,229	1.65
2005	35,724,771	32,545,257	3,179,514	820,000	694,765	1,514,765	2.10
2006	38,922,932	35,131,961	3,790,971	835,000	764,318	1,599,318	2.37
2007	41,971,757	38,798,182	3,173,575	992,673	923,836	1,916,509	1.66
2008	45,608,826	41,103,159	4,505,667	984,750	854,487	1,839,237	2.45
2009	52,597,386	46,957,765	5,639,621	1,009,087	862,630	1,871,717	3.01

(1) Includes operating and nonoperating revenues.

(2) Total operating expenses exclusive of depreciation.

**CITY OF OAK RIDGE, TENNESSEE  
PRINCIPAL PROPERTY TAXPAYERS  
CURRENT TAX YEAR 2008 AND NINE YEARS AGO  
(For Fiscal Year 2009 and 2000)**

Taxpayer	Type of Business	Tax Year 2008			Tax Year 1999		
		Taxable Assessed Valuation	Rank	Percentage of Total Assessed Valuation	Taxable Assessed Valuation	Rank	Percentage of Total Assessed Valuation
Oak Ridge Projects LLC	Real Estate Developer	\$ 38,194,743	1	5.54%	\$ -	-	-
UT-Battelle	Management Contractor (ORNL)	37,433,664	2	5.43%	-	-	-
Oak Ridge Tech Center Oak Ridge Corp Partners	Office Complex	13,037,315	3	1.89%	10,077,560	4	1.99%
R&R Properties/Richard Chittm	Entrepreneur	9,411,280	4	1.37%	4,081,057	9	0.80%
Methodist Medical Center of Oak Ridge	Health Services	9,388,280	5	1.35%	9,183,363	5	1.81%
BeaSouth	Communications	6,513,284	6	0.95%	12,256,863	3	2.42%
Wilkinson Realty	Apartment Complexes	6,027,259	7	0.87%	-	-	-
Scientific Ecology Group (AKA GTS Duratek)	Environmental Services	5,746,694	8	0.83%	5,776,899	8	1.14%
Wal-Mart	Retail	3,941,678	9	0.57%	-	-	-
International Environmental Resources (AKA Manufacturing Sciences)	Environmental Services	3,768,584	10	0.55%	6,601,566	7	1.30%
Boeing Tennessee Inc.	Manufacturing and Engineering	-	-	-	16,126,212	1	3.18%
Oak Ridge Mall	Shopping Mall/Misc. Development	-	-	-	15,874,824	2	3.13%
Southern Management Development	Apartment Complexes	-	-	-	7,708,617	6	1.52%
Seward Norris Construction	Real Estate Developer	-	-	-	3,444,007	10	0.68%
<b>TOTAL</b>		<b>\$ 133,462,781</b>		<b>19.36%</b>	<b>\$ 91,130,968</b>		<b>17.97%</b>

Note: Does not include in-lieu of tax payments.

**CITY OF OAK RIDGE, TENNESSEE  
TEN LARGEST ELECTRIC CUSTOMERS  
CURRENT YEAR AND NINE YEARS AGO**

Customer	2009				2000					
	Annual Demand	Annual Kwh Usage	Annual Sales Dollars	Rank	Percentage Of Total Sales	Annual Demand	Annual Kwh Usage	Annual Sales Dollars	Rank	Percentage Of Total Sales
City of Oak Ridge	63,236	32,980,250	\$ 2,987,286	1	5.77%	33,151	17,776,644	\$ 1,531,443	1	5.11%
Methodist Medical Center	50,841	25,315,635	2,288,820	2	4.42%	41,031	18,994,024	1,062,779	4	3.54%
USEC Inc	49,511	22,524,759	2,157,497	3	4.17%	-	-	-	-	-
Oak Ridge Board Of Education	50,427	17,832,948	1,813,601	4	3.50%	34,911	11,776,362	754,236	5	2.52%
Scientific Ecology Group (SEG) (AKA GTS DuraTek)	47,460	23,174,021	1,567,035	5	3.03%	(1)	34,680,330	1,288,505	2	4.33%
Oak Ridge Project LLC	50,880	15,474,000	1,378,934	6	2.66%	-	-	-	-	-
US Department of Energy	18,453	8,924,491	825,695	7	1.60%	20,181	9,152,910	516,743	8	1.72%
Advanced Measurement	15,484	8,606,000	740,678	8	1.43%	-	-	-	-	-
Oak Ridge Technical Centers	18,329	7,366,884	714,835	9	1.38%	-	-	-	-	-
R&R Properties	15,745	6,659,743	653,517	10	1.26%	-	-	-	-	-
Boeing	-	-	-	-	-	(1)	28,246,012	1,214,343	3	4.05%
BNFL	-	-	-	-	-	25,246	12,819,101	700,064	6	2.33%
Manufacturing Sciences	-	-	-	-	-	25,037	11,746,720	650,511	7	2.17%
Perkin-Elmer Instruments	-	-	-	-	-	15,908	8,925,365	462,187	9	1.54%
UT-Battelle LLC	-	-	-	-	-	16,212	8,210,258	445,548	10	1.49%
<b>Total</b>			<b>\$ 15,128,898</b>		<b>29.22%</b>			<b>\$ 8,636,359</b>		<b>28.80%</b>

Note:  
(1) This customer is on the ESP program offered through the Tennessee Valley Authority.

**CITY OF OAK RIDGE, TENNESSEE  
ELECTRIC, WATER AND WASTEWATER RATES  
LAST TEN FISCAL YEARS**

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
<b>Electric (1)</b>											
<b>Residential</b>											
Base Charge	\$ 5.50	\$ 5.60	\$ 5.80	\$ 5.80	\$ 5.80	\$ 6.57	\$ 7.30	\$ 7.37	\$ 7.46	\$ 7.70	\$ 7.70
All kWh	0.05915	0.06240	0.06240	0.06240	0.06240	0.06544	0.06790	0.07732	0.07622	0.08600	0.09300
<b>Commercial</b>											
<b>GSA1</b>											
Base Charge	\$ 12.50	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 17.00	\$ 17.17	\$ 17.37	\$ 17.93	\$ 17.93
All kWh	0.06493	0.06756	0.06756	0.06756	0.06756	0.07178	0.07382	0.08571	0.08432	0.09686	0.10211
<b>GSA2</b>											
Base Charge	\$ 25.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 55.00	\$ 55.56	\$ 56.20	\$ 58.00	\$ 58.00
1st 15,000 kWh	0.06648	0.07000	0.07000	0.07000	0.07000	0.07421	0.07746	0.08938	0.08803	0.10069	0.10594
Additional kWh	0.03407	0.03587	0.03587	0.03587	0.03587	0.03623	0.03935	0.04601	0.04557	0.05463	0.05873
kWh, 51-1,000	9.42	9.94	9.94	9.94	9.94	10.67	10.93	12.55	12.25	13.31	13.85
<b>GSA3</b>											
Base Charge	\$ 75.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 150.00	\$ 151.52	\$ 153.28	\$ 158.19	\$ 158.19
All kWh	0.03474	0.03655	0.03655	0.03665	0.03665	0.03901	0.04087	0.04754	0.04712	0.05623	0.06033
kWh, 0 - 1,000	8.92	9.41	9.41	9.41	9.41	10.09	10.09	11.85	11.61	12.69	13.05
kWh, 1,001 - 5,000	10.01	10.56	10.56	10.56	10.56	12.02	12.02	14.27	13.88	15.17	15.59
<b>Outdoor Light</b>											
All kWh	\$ 0.04377	\$ 0.04377	\$ 0.04377	\$ 0.04377	\$ 0.04377	\$ 0.04377	\$ 0.04622	\$ 0.05265	\$ 0.05166	\$ 0.05943	\$ 0.06368
<b>Water</b>											
Minimum Bill (0-2,000 gallons)	\$ 8.01	\$ 8.01	\$ 8.01	\$ 8.01	\$ 8.01	\$ 8.01	\$ 8.01	\$ 8.01	\$ 9.65	\$ 11.50	\$ 11.50
Next 8,000 gallons per 1,000 gallons	3.10	3.10	3.10	3.10	3.10	3.10	3.10	3.10	3.75	4.55	4.55
Next 40,000 gallons per 1,000 gallons	2.77	2.77	2.77	2.77	2.77	2.77	2.77	2.77	3.35	4.05	4.05
Next 150,000 gallons per 1,000 gallons	2.29	2.29	2.29	2.29	2.29	2.29	2.29	2.29	2.75	3.20	3.20
Next 800,000 gallons per 1,000 gallons	1.90	1.90	1.90	1.90	1.90	1.90	1.90	1.90	2.30	3.20	3.20
Next 1,000,000 gallons per 1,000 gallons	1.56	1.56	1.56	1.56	1.56	1.56	1.56	1.56	2.30	3.20	3.20
<b>Wastewater</b>											
Minimum Bill (0-2,000 gallons)	\$ 9.85	\$ 10.25	\$ 10.25	\$ 10.25	\$ 10.50	\$ 10.50	\$ 10.50	\$ 11.50	\$ 11.50	\$ 13.50	\$ 13.50
Next 8,000 gallons per 1,000 gallons	2.15	2.94	2.94	2.94	3.75	3.75	3.75	4.13	4.13	5.15	5.15
Next 40,000 gallons per 1,000 gallons	3.78	4.38	4.38	4.38	5.05	5.05	5.05	5.55	5.55	6.45	6.45
Next 50,000 gallons per 1,000 gallons	3.65	4.20	4.20	4.20	5.05	5.05	5.05	5.55	5.55	6.45	6.45
Next 4,999,900 gallons per 1,000 gallons	3.28	4.20	4.20	4.20	5.05	5.05	5.05	5.55	5.55	6.45	6.45
All over 5,000,000 gallons per 1,000 gallons	3.28	4.20	4.20	4.20	5.90	5.90	5.90	5.55	5.55	6.45	6.45

Notes: Bills on all above rates are subject to certain adjustments. The above rates are net, the gross rates being 5 percent higher.

(1) Electric may change on a quarterly basis due to a pass-through fuel cost adjustment (FCA) on the energy charges from the Tennessee Valley Authority.

**CITY OF OAK RIDGE, TENNESSEE**  
**ELECTRIC, WATER AND WASTEWATER SOLD BY TYPE OF CUSTOMERS**  
**LAST TEN FISCAL YEARS**

Fiscal Year	Electric			Water		Wastewater		
	Residential	Small lighting and power	Large lighting and power	Street and outdoor lighting	Residential	Commercial	Residential	Commercial
2000	12,700	1,558	366	61	10,826	1,416	10,745	1,407
2001	12,648	1,564	412	62	10,747	1,429	10,468	1,195
2002	12,676	1,586	421	60	10,769	1,429	10,492	1,191
2003	12,937	1,654	383	61	10,914	1,425	10,633	1,179
2004	12,964	1,698	360	62	10,955	1,425	10,671	1,167
2005	13,042	1,731	346	61	11,019	1,492	10,740	1,169
2006	13,096	1,797	339	64	11,160	1,518	10,866	1,167
2007	13,542	1,817	345	61	11,285	1,568	11,007	1,190
2008	13,556	1,787	342	60	11,313	1,561	11,032	1,176
2009	13,608	1,840	354	61	11,260	1,634	10,990	1,197

**CITY OF OAK RIDGE, TENNESSEE  
 DEMOGRAPHIC STATISTICS  
 1980 AND 1990 CENSUS YEAR INFORMATION AND LAST TEN FISCAL YEARS**

Fiscal Year	(1) Population	Personal Income	(2) Per Capita Income	(2) Median Age	(2) Unemployment Rate	School Enrollment
1980	27,662	\$ 255,707,528	\$ 9,244 (1)	35.0 (1)	5.4% (1)	5,274
1990	27,310	482,321,910	17,661 (1)	39.6 (1)	4.9% (1)	4,432
2000	27,387	679,005,891	24,793 (1)	43.4 (1)	3.2% (1)	4,491
2001	27,387	711,569,034	25,982	(3)	4.1%	4,398
2002	27,387	736,409,043	26,889	(3)	4.0%	4,391
2003	27,387	757,743,516	27,668	(3)	4.7%	4,323
2004	27,387	782,939,556	28,588	(3)	4.9%	4,285
2005	27,387	794,414,709	29,007	(3)	5.1%	4,280
2006	27,387	827,580,366	30,218	(3)	4.7%	4,306
2007	27,387	851,105,799	31,077	(3)	4.2%	4,394
2008	27,387	(3)	(3)	(3)	5.7%	4,362
2009	27,387	(3)	(3)	(3)	(3)	4,411

(1) Source: U. S. Census Bureau. Statistic is for the City of Oak Ridge

(2) Source: East Tennessee Development District/Bureau of Economic Analysis. Statistic is for Anderson County. Information is maintained on a county basis and is unavailable for the City of Oak Ridge as a separate entity in a non-census year. The City comprises approximately 38% of Anderson County.

(3) Data Not Available.

**CITY OF OAK RIDGE, TENNESSEE  
OPERATING INDICATORS BY FUNCTION/PROGRAM  
LAST TEN FISCAL YEARS**

Function/Program	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
<b>General Government</b>										
Ordinances Adopted	29	21	21	23	20	15	17	22	31	20
Resolutions Adopted	229	199	173	177	127	144	127	108	107	113
Number of court cases-city violations	2,827	3,785	2,989	3,882	3,429	1,709	2,881	3,483	3,566	4,198
<b>Administrative services</b>										
Applications received and processed	757	837	682	930	653	891	784	839	804	1,527
Purchase Orders issued for departments	2,492	1,894	2,044	2,044	2,294	4,524	4,525	4,106	4,619	4,720
Purchase Orders issued for stock purchases	1,424	1,554	1,420	1,259	1,420	1,219	1,350	1,328	1,138	706
Business licenses issued	N/A	1,736	N/A	N/A	1,282	1,345	1,392	1,344	1,339	1,295
<b>Police</b>										
Serious crimes	1,785	543	511	662	620	544	539	551	475	481
Burglaries	133	202	301	331	383	394	394	348	378	426
Total arrests	N/A	2,032	2,511	2,975	2,691	2,691	2,938	2,871	2,780	3,571
Total calls for services	47,520	32,237	33,672	36,291	32,854	32,854	35,544	37,055	35,159	38,660
Animal apprehensions	941	1,381	1,958	2,116	2,708	2,500	2,850	2,342	2,850	2,341
Registered animals	4,553	3,871	5,012	4,659	4,040	4,400	4,200	4,000	2,000	2,515
<b>Fire</b>										
Number of calls	3,411	3,339	3,497	3,497	3,264	3,560	3,743	3,721	4,095	4,489
Public fire education	6,945	6,450	8,400	10,993	10,993	10,993	9,000	10,750	11,000	11,000
Violations reported by department inspection	1,539	1,441	1,150	850	850	850	900	1,060	1,642	520
Average response time (mins)	3.1	3.3	4.5	3.5	4.0	4.0	4.0	4.3	4.5	4.1
Average control time (mins)	1.1	3.3	4.8	3.6	4.0	4.0	4.0	4.0	4.5	4.0
<b>Community Development</b>										
Site plans reviewed	28	19	21	19	19	18	19	6	9	15
Non-Residential	44	52	48	65	76	110	112	108	39	45
Residential	510	426	474	494	582	582	599	587	552	488
Building permits	322	456	424	348	400	400	518	584	474	440
Plumbing permits	405	1,038	347	438	530	530	643	629	507	434
Electrical permits	1,252	1,501	1,387	969	1,691	1,691	757	620	733	726
Nuisance Abatement	228	605	112	112	418	416	416	150	127	288
Abandoned vehicles	259	279	110	88	48	48	66	62	64	149
Housing inspections										
<b>Park and Recreation</b>										
City-wide special events	8	7	7	7	7	7	7	7	7	7
Cold Facts Program participants	2,037	2,038	2,123	2,174	2,325	2,341	2,327	2,353	2,387	2,401
Pool attendance	104,336	104,094	104,069	87,435	78,538	60,775	75,741	77,153	78,689	70,759
Summer camp enrollment	860	960	960	880	860	1,100	870	949	997	1,000
Athletic activities										
Youth participants	156	135	218	234	212	186	147	155	188	189
Adult participants	828	1,047	1,200	1,280	1,498	1,845	1,784	1,579	1,707	1,888
Youth teams	14	13	22	21	20	18	16	17	16	19
Adult teams	52	74	82	95	106	138	129	113	124	142

(Continued)

**CITY OF OAK RIDGE, TENNESSEE  
OPERATING INDICATORS BY FUNCTION/PROGRAM  
LAST TEN FISCAL YEARS**

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
<b>Library</b>										
Total volume	103,500	106,440	109,434	118,320	118,411	114,707	114,707	112,550	113,890	115,159
Total non-print material	19,200	21,099	22,973	48,993	51,892	52,415	52,415	57,241	57,873	59,258
Total circulation	229,255	215,748	224,967	220,269	204,681	204,585	182,400	186,215	180,293	181,826
Registered patrons	12,474	23,937	24,836	22,477	27,604	23,735	23,455	22,171	20,209	22,301
Reference questions and reader service	38,902	37,008	36,117	37,433	33,029	35,622	33,217	29,863	31,170	30,914
Storytime attendance	2,781	3,506	4,978	5,432	5,395	5,355	4,167	5,262	5,335	4,699
<b>Public Works</b>										
Street sign maintenance and installation	400	379	201	394	341	412	259	370	275	375
Traffic control and school flashing signals inventory	377	371	371	371	390	390	390	390	390	390
hours for maintenance and installation	2,186	2,341	2,451	2,278	2,608	2,508	1,865	2,147	2,000	2,060
Public street lights inventory	5,256	5,319	5,362	5,397	5,431	5,426	5,426	5,447	5,447	5,447
hours for maintenance and installation	2,327	1,971	1,965	2,250	1,636	1,606	2,082	1,807	1,050	1,520
Mowing of ROW (acres)	15	15	15	15	15	15	15	15	15	15
<b>Electric</b>										
Purchased Power	519,097,909	533,000,199	544,098,068	581,424,804	551,468,429	534,063,705	539,597,265	547,543,621	557,257,006	545,153,900
Kilowatts-hours purchased	\$ 24,190,547	\$ 24,457,044	\$ 25,226,618	\$ 26,066,753	\$ 27,615,311	\$ 26,543,605	\$ 28,533,331	\$ 32,063,010	\$ 34,364,532	\$ 40,785,288
Amount										
Electric Sales	501,779,593	518,579,537	516,146,986	543,449,683	525,327,120	514,560,835	505,272,128	521,683,354	528,247,375	522,075,826
Kilowatts-hours sold	\$ 29,982,926	\$ 32,613,495	\$ 32,859,985	\$ 34,097,674	\$ 35,245,630	\$ 35,051,657	\$ 38,227,317	\$ 41,184,247	\$ 44,844,850	\$ 51,764,998
Amount	\$0,0466	\$0,0459	\$0,0464	\$0,0464	\$0,0501	\$0,0497	\$0,0534	\$0,0586	\$0,0617	\$0,0748
Cost per kilowatt-hour purchases	3.34%	2.71%	5.14%	3.20%	4.74%	3.65%	6.36%	4.72%	5.21%	4.23%
% losses and unaccounted for KH purchases										
<b>Water</b>										
Gallons treated (thousands)	249,787	4,374,438	4,258,710	4,048,248	3,907,730	3,700,000	4,045,928	3,367,518	3,732,957	3,921,905
Gallons purchased (thousands)	1,242,710	-	-	-	-	-	-	34,445	23,262	16,025
Gallons pumped (thousands)	-	-	-	-	-	-	-	3,370,193	3,673,932	3,937,930
Gallons sold (thousands)	1,104,053	3,984,825	3,897,471	3,686,142	3,680,361	3,521,730	3,699,823	2,870,928	3,249,385	3,346,471
Line losses and gallons unaccounted for (thousands)	N/A	533,710	424,547	591,459						
Percentage of losses and unaccounted for gallons to total provided (thousands)	N/A	15.7%	11.6%	15.0%						
Average daily consumption (thousands of gallons)	N/A	10,945	10,678	10,099	10,083	9,649	10,137	7,866	8,902	9,168
<b>Wastewater</b>										
Clinch River Industrial Park Plant	1,900	1,500	1,500	2,400	1,724	1,600	1,600	1,200	1,021	1,448
Gallons treated (thousands)	1,800,000	1,500,000	1,674,920	2,200,000	1,942,491	2,100,000	2,100,000	1,600,000	1,579,946	1,568,821
Gallons treated (thousands)										
<b>Schools</b>										
Enrollment	4,616	4,398	4,391	4,323	4,285	4,280	4,306	4,394	4,362	4,411
Average Daily Membership	4,558	4,451	4,418	4,346	4,279	4,284	4,348	4,364	4,407	4,452
Average Daily Attendance	4,331	4,213	4,190	4,127	4,066	4,061	4,127	4,142	4,185	4,220
Average Test Scores (ACT)	23.4	23.6	23.8	23.6	24.4	24.5	24.3	23.6	23.6	24.7

\* Some information is not available due to system changes.

**City of Oak Ridge, Tennessee  
Capital Assets Statistic by Function/Program  
Last Ten Fiscal Years**

Function/Program	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Police											
Stations	1	1	1	1	1	1	1	1	1	1	1
Marked Vehicles	18	19	23	23	23	23	23	23	23	23	25
Unmarked Vehicles	6	6	5	5	5	5	6	6	6	8	8
Animal Control	2	2	2	2	2	2	2	2	2	2	2
Other Vehicles	8	9	9	9	9	9	9	9	9	8	8
Fire											
Stations	3	3	3	3	3	3	3	3	3	4	4
Fire trucks (Pumpers and ladder)	6	6	6	6	6	6	6	6	6	6	9
Rescue vehicles - radio equipped	2	2	2	2	2	2	2	2	2	3	3
Sedans - radio equipped	3	3	3	3	4	4	4	4	4	6	6
Fire Specialists' vehicles	5	5	5	5	5	5	5	5	5	5	5
Park and Recreation											
Parks	14	14	14	14	14	14	14	14	14	14	14
Parks (total acres)	2,237	2,237	2,237	2,237	2,237	2,237	2,237	2,237	2,237	2,237	2,237
Swimming pools	2	2	2	2	2	2	2	2	2	2	2
Tennis courts	22	22	22	22	22	22	22	22	22	22	22
Baseball parks	4	5	5	5	5	5	5	5	5	5	5
Softball parks	6	6	6	6	6	6	6	6	6	6	6
Gymnasium	1	1	1	1	1	1	1	1	1	2	2
Golf course	1	1	1	1	1	1	1	1	1	1	1
Soccer fields	9	9	9	9	9	9	9	9	9	9	9
Community Centers	3	3	3	3	3	3	3	3	3	3	3
Disc Golf Courses	.	.	.	.	.	.	.	.	.	1	2
Library	1	1	1	1	1	1	1	1	1	1	1
Public Works											
Miles of roads and streets	208.62	208.62	211.02	211.42	211.42	217.75	222.33	226.00	226.00	227.72	227.87
Miles of sidewalks	98.73	98.73	98.73	98.73	98.73	98.73	100.61	100.61	100.61	100.61	100.61
Electric											
Miles of electric lines	270.36	270.84	270.84	272.66	281.35	282.00	282.00	286.00	286.00	286.00	286.00
Number of regular street lights	5,059	5,256	5,319	5,362	5,397	5,431	5,426	5,447	5,463	5,463	5,463
Number of private outdoor lights	1,509	1,520	1,530	1,530	1,564	1,577	1,577	1,577	1,568	1,574	1,385
Water											
Miles of water main	218.94	220.00	222.00	222.00	225.40	225.77	225.77	231.90	231.90	240.86	241.35
Number of fire hydrants	2,427	2,460	2,481	2,489	2,501	2,500	2,700	2,580	2,574	2,683	2,845
Wastewater											
Miles of sewer main	236.63	240.00	240.00	240.00	244.50	245.87	245.87	245.87	250.00	259.78	260.07
Treatment plants	2	2	2	2	2	2	2	2	2	3	3
Treatment capacity (thousand of gallons)	5,680	9,900	5,880	30,010	30,010	30,010	30,010	30,010	30,010	30,010	30,010
Schools											
Elementary schools	4	4	4	4	4	4	4	4	4	4	4
Middle schools	2	2	2	2	2	2	2	2	2	2	2
High schools	1	1	1	1	1	1	1	1	1	1	1

Note: No capital asset indicators are available for general government function.

**CITY OF OAK RIDGE, TENNESSEE  
PRINCIPAL EMPLOYERS  
CURRENT YEAR AND NINE YEARS AGO**

Employer	2009			2000		
	Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
BWXT Y-12	4,600	1	12.84%	N/A	N/A	N/A
UT-Battelle	4,200	2	11.73%	N/A	N/A	N/A
Methodist Medical Center	1,350	3	3.77%	1,300	2	3.77%
Bechtel Jacobs Co. LLC	1,337	4	3.73%	650	9	1.88%
Science Applications Int'l Corp. (SAIC)	1,100	5	3.07%	400	10	1.16%
Wackenhut-Oak Ridge Team	902	6	2.52%	N/A	N/A	N/A
Oak Ridge Associated Universities	850	7	2.37%	932	5	N/A
Oak Ridge Schools	687	8	1.92%	662	8	1.92%
Sitel (Client Logic)	500	9	1.40%	N/A	N/A	N/A
City of Oak Ridge	457	10	1.28%	N/A	N/A	N/A
Lockheed Martin Energy Systems Inc (LMES) (1)	N/A	N/A	N/A	14,772	1	42.82%
Scientific Ecology Group, Inc (AKA Duratek)	N/A	N/A	N/A	1,300	3	3.77%
MK Ferguson Company	N/A	N/A	N/A	970	4	2.81%
Boeing Defense and Space	N/A	N/A	N/A	780	6	2.26%
Department of Energy (DOE)	N/A	N/A	N/A	680	7	1.97%
	<u>15,983</u>		<u>44.63%</u>	<u>22,446</u>		<u>62.36%</u>

Source: Oak Ridge Chamber of Commerce and Tennessee Department of Labor and Workforce Development

Notes: The City of Oak Ridge resides in two counties, Anderson and Roane. For the Percentage of Total City Employment, Anderson County's Civilian Workforce was used.

(1) In 2000, LMES Inc was the primary contractor at all three main federal facilities located within Oak Ridge. When the contracts for these facilities were last awarded, they went to three different contractors rather than a single contractor. BWXT, UT-Battelle and Bechtel Jacobs are the current primary contractors at the three main federal sites.



oak  
ridge



## GLOSSARY

**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.

**Accounts Payable:** A liability account reflecting amounts of open accounts owing to private persons or organizations for goods and services received.

**Accounts Receivables:** An asset account reflecting amounts owing and open accounts from private persons or organizations for goods and services provided.

**Accrual Basis of Accounting:** A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent.

**Activity:** A specific and distinguishable service performed by one or more organizational components of a government to accomplish a function for which the government is responsible (e.g., patrol is an activity within the police department).

**ADA:** American with Disabilities Act

**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 City Council.

**Allocate:** To set aside portions of budgeted expenditures that are specifically designated to organizations, departments, etc.

**Amortization Schedule:** A table detailing each periodic payment on a loan.

**Annual Budget:** A budget covering a single fiscal year (July 1 – June 30).

**Appropriation:** An authorization made by the City Council, which permits the City to incur obligations and to make expenditures of resources.

**Appropriations Ordinance:** The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

**Assessed Valuation:** A value that is established for real or personal property for use as a basis for levying property taxes.

**Assessment:** The process for determining values of real and personal property for taxation purposes.

**Asset:** Resources owned or held by a government, which have monetary value.

**Audit Committee:** A committee comprised of three City Council members elected by City Council for the purpose of coordinating with the city's auditor and providing oversight to the city's management of the accounting system.

**Audit Scope:** In the context of a financial statement audit, the coverage provided by the independent auditor's opinion on the financial statements.

**Authorized Positions:** These are employee positions that are authorized in the adopted budget to be filled during the fiscal year.

**Availability Criterion:** Principle of the modified accrual basis of accounting according to which revenues may only be recognized when they are collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

**Availability Period:** A specified period immediately following the close of the fiscal year by the end of which cash must be collected for related revenue to be recognized in accordance with the availability criterion of modified accrual accounting.

**Balanced Budget:** A budget in which anticipated revenues are equal to planned expenditures.

**Basis Difference:** Differences that arises when the basis of budgeting differs from the basis of accounting prescribed by GAAP for a given fund type.

**Basis of Accounting:** Timing of recognition for financial reporting purposes (i.e., when the effects of transactions or events should be recognized in financial statements).

**Basis of Budgeting:** The method used to determine when revenues and expenditures are recognized for budgetary purposes.

**Bond:** A long-term promise to pay. It is a promise to replay a specified amount of money on a particular date. Bonds are used primarily to finance capital projects.

**Budget:** A financial plan for a specified period of time (fiscal year) that balances projected revenues and fund balance appropriations to estimated service expenditures and operating transfer obligations.

**Budget Calendar:** The schedule of key dates, which a government follows in the preparation and adoption of its budget.

**Budget Control:** The control or management of a government follows in preparation and adoption of the budget.

**Budget Message:** The opening section of the budget, which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

**Capital Assets:** Land, improvements to land, easements, building, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operation and that have initial useful lives extending beyond a single reporting period.

**Capital Improvements Budget:** Appropriation of operating funds and bond funds for a capital improvement project. A capital improvement project is a permanent addition to the City's assets and includes design, construction and purchase of land, buildings and facilities.

**Capital Improvement Program (CIP):** A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a six-year period.

Capital Outlay: Represents expenditures, which result in the acquisition or addition to fixed assets including land, buildings, improvements, machinery or equipment. Most equipment or machinery expenditures are included in the General Fund budget and the Equipment Replacement Rental Fund. Capital improvements such as acquisition of land and related construction and engineering fees are included in the Capital Improvements budget.

Capital Projects Fund: Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities, other than those financed by proprietary funds and trust funds.

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

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

Certificate of Achievement for Excellence in Financial Reporting Program: Program sponsored by the Government Finance Officers Association to encourage and assist state and local governments to prepare high-quality comprehensive annual financial reports. The program has been in continuous operation since 1946. The program originally was known as the Certificate of Conformance Program.

City Council: The governing body of the City of Oak Ridge.

City Manager: The chief executive officer of the City of Oak Ridge by City Council.

Commodities: Expendable items used by operating activities. Examples include office supplies, repair and replacement parts for equipment, books and gasoline.

Comprehensive Annual Financial Report (CAFR): A financial report that encompasses all funds and components units of the government. The CAFR should contain (a) the basic financial statements and required supplementary information, (b) combining statements to support columns in the basic financial statements that aggregate information from more than one fund or component unit, and (c) individual fund statements as needed. The CAFR is the governmental unit's official annual report and also should contain introductory information, schedules necessary to demonstrate compliance with finance-related legal and contractual provisions and statistical data.

Contingency: A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services: Services rendered to City activities by private firms, individuals or other City departments. Examples include utilities, vehicle charges and building maintenance.

Debt Ceiling: See Debt Limit.

Debt Limit for the City of Oak Ridge: The total amount of bonds or other evidence of indebtedness secured by the full faith and credit of the City of Oak Ridge that shall be outstanding at any one time shall not exceed 10% of the total appraised valuation of all real estate lying within the city limits.

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:** Debt Service expenditures are the result of bonded indebtedness of the City. Debt Service expenditures include principal, interest, and bond reserve requirements on the City's outstanding debt.

**Debt Service Fund:** Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**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.

**Designated Unreserved Fund Balance:** Management's intended use of available expendable financial resources in governmental funds reflecting actual plans approved by the government's senior management. Expressed another way, designations reflect a government's self-imposed limitations on the use of otherwise available expendable financial resources in governmental funds.

**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.

**Encumbrance:** An administrative control under which commitments for the expenditures of money are recorded; thus the money is not available for new expenditure commitments. The use of encumbrances prevents overspending and permits officials to be certain of how much money is available for new commitments.

**Enterprise Funds:** A proprietary accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures. Enterprise funds in Oak Ridge are the Electric, Waterworks (water and sewer), Emergency Communications District (9121 operators) and Golf Course Funds.

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

**Expenditure:** This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid.

**Fiscal Year:** The time period designated by the City signifying the beginning and ending period for recording financial transactions. Unless fixed by ordinance, the Charter specifies July 1 to June 30 of the succeeding year as the fiscal year for the entire City government.

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

Foundations of Excellence: A City of Oak Ridge budgeting guideline whereby annual municipal budget allocations per household in the proposed budget will not exceed current per-household allocations by more than 110 percent of the rate of inflation.

Fringe Benefits: Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included is the government's share of cost for Social Security and the various pensions, medical and life insurance plans.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or governmental functions. Eight commonly used fund groups in governmental accounting are: general fund, special revenue funds, debt service funds, capital projects funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

Fund Balance: Refers to the excess of assets over liabilities and is therefore also known as surplus funds. It represents the accumulated residual of revenues over expenditures since the inception of the organization.

Fund type: One of 11 classifications into which all individual funds can be categorized. Governmental fund types include the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds. Proprietary fund types include enterprise funds and internal services funds. Fiduciary fund types include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Generally Accepted Accounting Principles (GAAP): The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements. The various sources of GAAP for state and local government are set forth by SAS No. 69, *The meaning of "Present Fairly in Conformity with Generally Accepted Accounting Principles"*

General Fund: The principal fund of the City, the General Fund is used to account for all activities not included in other specified funds. General Fund revenue sources include property and business taxes, licenses and permits, intergovernmental revenues, service charges, fines and forfeitures, and other types of revenue. This fund includes most of the basic operating services, such as fire and police protection, library, refuse contract, parks and recreation, public works and general government administration.

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

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

Government Finance Officers Association (GFOA): An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946.

Governmental Accounting Standards Board (GASB): the ultimate authoritative accounting and financial reporting standard-setting body for state and local governments. The GASB was established in June 1984 to replace the NCGA.

Governmental Funds: Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

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

**Independent Auditor:** Auditors who are independent, both in fact and appearance, of the entities they audit. Both GASS and GAGAS set specific criteria that must be met for an auditor to be considered to be independent.

**Independent Auditor's Report:** The official written communication of the results of an audit. In a financial audit, the independent auditor's report typically will offer (or disclaim) an opinion on whether a set of financial statements is fairly presented in conformity with GAAP (or some other comprehensive basis of accounting).

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

**Interfund Transfer:** Flows of assets (such as cash or goods) between funds and blended component units of the primary government without equivalent flows of assets in return and without a requirement for repayment.

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

**Intergovernmental Revenue:** Funds received from federal, state and other local government sources.

**Internal Service Fund:** Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost-reimbursement basis; for example, the Equipment Replacement Rental Fund.

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

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

**Legal Debt Margin:** The excess of the amount of debt legally authorized over the amount of debt outstanding.

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

**Lien Date:** For property (ad valorem) Taxes, the date when an enforceable legal claim to taxable property arises. Generally the lien date is specified in the relevant enabling legislation. Many governments use the term *lien date* even though a lien is not formally placed on the property at that date. Alternatively, the term *assessment date* is used to describe this same date.

**Long-term Debt:** Debt with a maturity of more than one year after the date of issuance.

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

**MARC:** The library's computerized card catalog.

**Measurement Focus:** The objective of a measurement, that is, what is being expressed in reporting and entity's financial performance and position. A particular measurement focus is accomplished by considering not only which resources are measured (for example, financial or economic resources), but also when the effects of transactions or events involving focus of government-wide financial statements, proprietary fund financial statements, and fiduciary fund financial statements is economic resources. The measurement focus of governmental fund financial statements is current financial resources.

**Modified Accrual Basis of Accounting:** Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which they fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

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

**Net general obligation debt:** General obligation debt reduced by amounts being paid with other than general resources (e.g., general obligation debt associated with proprietary funds), as well as amounts available in sinking funds for debt repayment.

**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.

**Object Code:** A detailed line item expenditure category, such as Regular Salaries (5110), Office Supplies (5310), or Professional Services (5210).

**Obligations:** Amounts that a government may be required legally to meet from its resources. They include liabilities and encumbrances.

**Operating Budget:** The expenditure plan for continuing every-day service programs and activities. In most instances, operating expenditures are made in a single fiscal year. These expenditures include personal services, contractual services, commodities, minor capital outlay and debt service requirements.

**Operating Revenue and Expenses:** Costs of goods sold and services provided to customers and the revenue thus generated.

**Operating Transfers:** Amounts transferred from one fund to another. Transfers are not expenditures and must be appropriated for expenditures in the fund receiving the transfer.

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

**Other Financing Source:** An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. The use of *other financing sources* category is limited to items so classified by GAAP.

**Other Financing Use:** A decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends. The use of the *other financing uses* category is limited to items so classified by GAAP.

**Overlapping Debt:** proportionate share that property within a government must bear of the debts of other local governments located wholly or in part within the geographic boundaries of the reporting government.

**Payment in Lieu of Taxes (PILT):** Payment that a property owner not subject to taxation makes to a government to compensate it for services that the property owner receives that normally are financed through property taxes.

**Performance Measures:** Specific quantitative and qualitative measures of work performed as an objective of the department.

**Personal Services:** All costs related to compensating employees of the City of Oak Ridge, including salaries, and employee benefit costs such as City contributions for retirement, social security and health insurance.

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

**Proposed Budget:** A budget prepared under the direction of the City Manager's Office and presented to the governing body prior to adoption by City Council for review, amendment and adoption.

**Proprietary Funds:** Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

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

**Qualified Zone Academy Bonds (QZAB):** A federal financing program that provides interest free funding for school renovations, repairs, and other school improvements that benefit low-income students. It cannot however be used for new school construction For governments to qualify for the bonds, private businesses must contribute not less than 10% of the net present value of the proceeds of the bond.

**Reserved Fund Balance:** The portion of a fund's balance that is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Resolution:** An order of a legislative body requiring less legal formality than an ordinance or statute.

**Retained Earnings:** The cumulative earnings since the establishment of the system that generally have been invested in property, plant and equipment or current assets (cash, accounts receivable, and inventory). The balance in Retained Earnings declines as the property depreciates.

**Revenue:** Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

**Revenue Bond:** This type of bond is backed only by the revenues from a specific enterprise fund. An example would be the Electric Fund.

**Revenue Recognition:** See Availability criterion and Available period.

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

Sinking Fund: See Debt service fund

Special Revenue Fund: A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects). The City of Oak Ridge's special Revenue Funds are General Purpose School Fund, Drug Enforcement Program Fund, State Street Aid Fund, Streets and Public Transportation Fund, Economic Diversification Fund, Grant Fund, Solid Waste Fund.

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

Tax Levy: The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

TDOT: Tennessee Department of Transportation

Tennessee Municipal Bond Fund (TMBF): The Tennessee Municipal Bond Fund creates and administers various types of loan programs for the benefit of cities and counties.

Transfers: See Interfund transfers and Operating transfers.

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.

Unreserved Fund Balance: The portion of a fund's balance that is not restricted for a specified purpose and is available for general appropriation.

## ACRONYMS

ACEDA	Anderson County Economic Development Association	GASS	Generally Accepted Auditing Standards
ACHS	Anderson County Health Council	GFOA	Government Finance Officers Association
ADA	American with Disabilities Act	GIS	Geographic Information System
ADFAC	Aid to Distressed Families of Appalachian Counties	GOB	General Obligation Bonds
ALI	Automatic Location Identifiers	GWC	Government Workers Compensation
CAFR	Comprehensive Annual Financial Report	HDCCV	Housing Development Corporation of the Clinch Valley
CDBG	Community Development Block Grant	HUD	Housing and Urban Development
CIP	Capital Improvement Program	ISO	Insurance Services Office
COLA	Cost of Living Adjustment	KWH	Kilowatt-hour
CPI	Consumer Price Index	MOU	Memorandum of Understanding
CROET	Community Reuse Organization of East Tennessee	ORAU	Oak Ridge Associated Universities
CVB	Convention and Visitors Bureau	ORHS	Oak Ridge High School
DARE	Drug Awareness and Resistance Education	ORNL	Oak Ridge National Laboratory
DOE	Department of Energy	PILT	Payment in Lieu of Taxes
ECD	Emergency Communications District	QZAB	Qualified Zone Academy Bonds
ED	Economic Diversification Fund	SALI	Stand Alone Location Identification
ERRF	Equipment Replacement Rental Fund	SETHEPP	State Employees, Teachers, and Higher Education Employee Pension Plan
ESG	Emergency Shelter Grant	SNS	Spallation Neutron Source
ETDD	East Tennessee Development District	SSAF	State Street Aid Fund
ETHRA	East Tennessee Human Resource Agency	TCA	Tennessee Code Annotated
ETTP	East Tennessee Technology Park	TCRS	Tennessee Consolidated Retirement System
FASB	Financial Accounting Standards Board	TDOT	Tennessee Department of Transportation
FCA	Fuel Cost Adjustment	TMBF	Tennessee Municipal Bond Fund
FLSA	Fair Labor Standards Act	TML	Tennessee Municipal League
FMLA	Family Medical Leave Act	TPO	Transportation Planning Organization
FTE	Full-time Equivalency	TVA	Tennessee Valley Authority
FY	Fiscal Year	UBO	Utility Business Office
GAAP	Generally Accepted Accounting Principles	WWTP	Wastewater Treatment Plant
GAGAS	Generally Accepted Government Auditing Standards		
GASB	Governmental Accounting Standards Board		

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