

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 2004, this is the General Purpose School, Debt Service, Solid Waste, Economic Diversification, State Street Aid, Street & Public Transportation, Capital Projects and Golf Course Funds.

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 for the General Fund are projected at \$32,917,777, a decrease of \$1,010,249 or 3.0 percent from fiscal 2003 levels. Municipal expenditures are budgeted at \$14,325,276, down \$574,021 or 3.9 percent. Operating transfers are budgeted at \$18,592,501, down \$436,228 or 2.3 percent. Included in operating transfers is the City's contribution toward the operations of the Oak Ridge Schools, which remained at the fiscal 2003 level of \$10,646,242.

The decline in budgeted expenditures is in accordance with City Council's strategic plans. On October 7, 2002, Oak Ridge City Council adopted a five-year strategic plan to accomplish the goals "To help Oak Ridge become an exception place for all to live, work and visit". The plan resulted in a consensus by Council to focus on the key areas of property tax rate, housing, economic development and quality of life. The *Oak Ridge City Council Strategic Plan, The Path Forward, 2003-2007*, begins on page I-38 of this document.

City Council's Budget and Finance Committee developed revised *Multi-Year Budget Model Assumptions* and proposed *Budget and Finance Major Initiatives* to accomplish the critical outcomes identified in the Strategic Plan. The Committee's recommendations were adopted by City Council on February 3, 2003 and are contained on pages I-44 to I-46 of this document. The committee's adopted recommendations were incorporated by City Council into the fiscal 2004 budget. During budget deliberations, City Council made \$1,322,085 in net General Fund budget reductions to the proposed budget to accomplish these strategies as outlined in the adopted appropriation ordinance, which is located on page I-47 of this document. The multi-year budget model was designed as a tool to guide long-range planning for the City's General Fund and to establish the proposed property tax rate during the budget review process. The multiyear model and its assumptions are on page II-34.

General Fund Revenues

General Fund revenues, excluding Fund Balance draw, for fiscal 2004 are projected at \$32,643,833, an increase of \$463,019 or 1.4% from the previous year. Budgeted General Fund expenditures and operating transfers exceed revenues by \$273,944, which is budgeted to be drawn from existing fund balance. The graph on page II-8 outlines General Fund revenues. The General Fund's primary revenue sources are from property taxes 46%, local sales taxes 21%, other City Funds 10%, and state-shared taxes 7%.

GENERAL FUND BUDGET SUMMARY

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
REVENUES:						
Taxes	17,442,567	19,142,969	19,652,987	19,864,000	721,031	3.8
Licenses and Permits	173,790	232,000	195,000	215,000	(17,000)	-7.3
Intergovernmental Revenues	9,920,111	10,098,024	10,496,861	10,405,712	307,688	3.0
Charges for Services	1,390,694	1,393,421	1,391,461	1,392,621	(800)	-0.1
Fines and Forfeitures	285,514	381,900	281,400	319,000	(62,900)	-16.5
Other Revenues	476,887	932,500	447,500	447,500	(485,000)	-52.0
Total Revenues	29,689,563	32,180,814	32,465,209	32,643,833	463,019	1.4
EXPENDITURES:						
General Government	625,416	682,992	682,459	671,924	(11,068)	-1.6
Administrative Services	666,639	745,545	714,409	739,335	(6,210)	-0.8
Police	4,109,573	4,448,108	4,409,454	4,159,555	(288,553)	-6.5
Fire	3,174,246	3,451,776	3,441,389	3,284,737	(167,039)	-4.8
Public Works	1,569,310	1,719,578	1,694,418	1,630,297	(89,281)	-5.2
Community Development	502,051	535,050	527,557	496,647	(38,403)	-7.2
Recreation and Parks	2,031,101	2,233,263	2,148,756	2,257,372	24,109	1.1
Library	1,017,939	1,082,985	1,075,144	1,085,409	2,424	0.2
Total Municipal Expenditures	13,696,275	14,899,297	14,693,586	14,325,276	(574,021)	-3.9
Excess of Revenues Over Municipal Expenditures	15,993,288	17,281,517	17,771,623	18,318,557	1,037,040	6.0
OTHER FINANCING USES:						
Operating Transfers Out:						
Oak Ridge Schools	(9,949,638)	(10,646,242)	(10,646,242)	(10,646,242)	0	0.0
General Fund Debt Service	(4,621,305)	(4,213,207)	(3,913,207)	(4,034,485)	(178,722)	-4.2
Economic Diversification Fund	(1,331,688)	(1,346,665)	(1,146,665)	(679,764)	(666,901)	-49.5
Solid Waste Fund	(973,422)	(1,098,615)	(1,040,125)	(1,108,510)	9,895	0.9
Capital Projects Fund	(617,000)	(711,000)	(711,000)	(1,057,000)	346,000	48.7
State Street Aid Fund	(265,000)	(300,000)	(500,000)	(560,650)	260,650	86.9
Street & Public Transportation Fund	0	0	0	(5,850)	5,850	100.0
Golf Course Fund	(200,000)	(713,000)	(713,000)	(500,000)	(213,000)	-29.9
Total Other Financing Uses	(17,958,053)	(19,028,729)	(18,670,239)	(18,592,501)	(436,228)	-2.3
Excess (Deficiency) of Revenues Over Expenditures & Other Financing Uses	(1,964,765)	(1,747,212)	(898,616)	(273,944)	(1,473,268)	-84.3
UNRESERVED FUND BALANCE - 7/1	7,988,248	5,693,539	6,023,483	5,124,867	(568,672)	-10.0
UNRESERVED FUND BALANCE - 6/30	6,023,483	3,946,327	5,124,867	4,850,923	(2,041,940)	-51.7

GENERAL FUND FISCAL 2004 VS 2003 BUDGET VARIANCE SUMMARY

	BUDGET 2003	BUDGET 2004	BUDGET 2004 % Of Total	BUDGET 04 vs 03	04 VS 03 % CHANGE	DESCRIPTION OF PRIMARY CHANGE BASIS
REVENUES:						
Property Taxes	\$ 14,994,000	\$ 15,291,000	46.45%	\$ 297,000	1.98%	New Building at ORNL - 1% assessment growth; Property tax rate decrease (\$2.94 To \$2.87)
Local Sales Taxes	6,310,000	7,125,000	21.64%	815,000	12.92%	Growth from Wal-Mart, Home Depot, and modernization at Y-12 and ORNL
Other City Funds (In-lieu of Taxes & Rents)	3,381,906	3,536,437	10.74%	154,531	4.57%	Electric & Waterworks Fund In-Lieu of taxes based on tax rate & capital improvements
State Shared Taxes (Sales, Income, TVA, Excise, etc)	2,651,000	2,216,760	6.73%	(434,240)	-16.38%	Decline based on Income Tax due to national market declines and State-wide reduction in allocation to Cities
Business Taxes (Business, Hotel & Alcohol Wholesale)	1,610,500	1,838,000	5.58%	227,500	14.13%	Increased Collections in all areas particularly Business and Hotel/Motel Taxes
DOE In-Lieu	1,305,024	1,273,952	3.87%	(31,072)	-2.38%	7-Cent Reduction in Property Tax Rate
Licenses and Permits - (Construction Permits, Beer/Liquor Sale, Animal Registration, ROW, Cable)	557,000	540,000	1.64%	(17,000)	-3.05%	Decline based on actual collection patterns for the past few years.
Charges for Services - (Recreation, Usage Fees, Building & Facility Rentals, Animal Shelter Fees)	378,984	378,184	1.15%	(800)	-0.21%	Based on actual collection patterns
Fines and Forfeitures - (Traffic Violations, City Court, Library Fines)	384,900	322,000	0.98%	(62,900)	-16.34%	Decline based on actual collection patterns for the past few years.
Fund Balance Draw	1,747,212	273,944	0.83%	(1,473,268)	-84.32%	Equates Deficiency of Revenues Over Expenditures and Operating Transfers
Interest & Misc.	607,500	122,500	0.37%	(485,000)	-79.84%	Interest Earnings down \$180,000 for lower fund balance/interest rates and removal of land sale proceeds
TOTAL REVENUES	\$ 33,928,026	\$ 32,917,777	100.00%	\$ (1,010,249)	-2.98%	

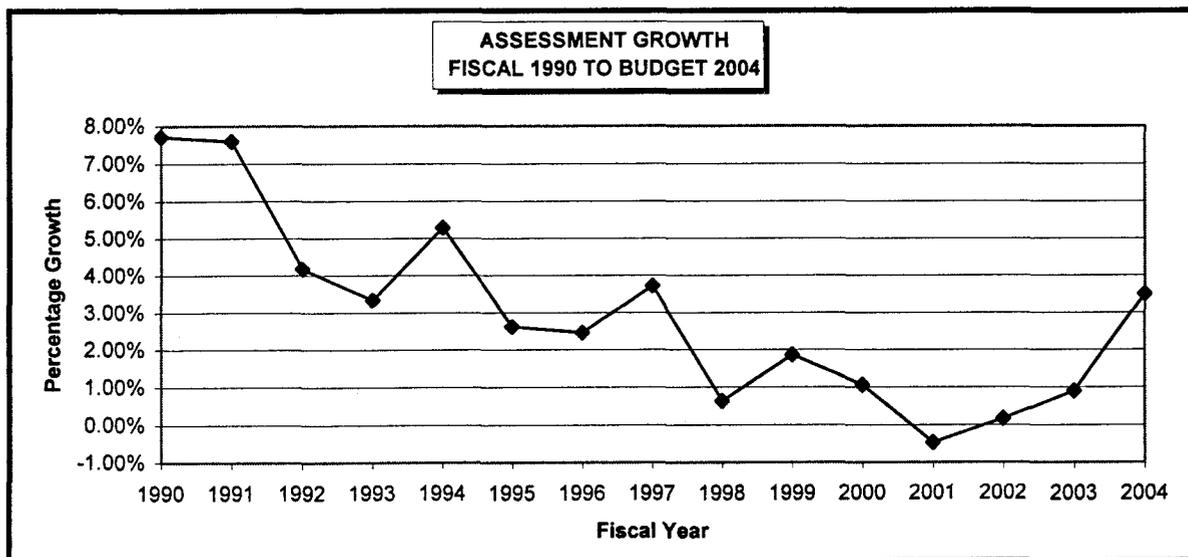
EXPENDITURES AND OPERATING TRANSFERS:

Oak Ridge Schools Operations	\$ 10,646,242	\$ 10,646,242	32.34%	\$ -	0.00%	City operation funding to the Oak Ridge Schools frozen at FY03 levels
Police	4,448,108	4,159,555	12.64%	(288,553)	-6.49%	No merit/COLA increase in FY03 and cost reductions
Debt Service (Principal & Interest Payments)	4,213,207	4,034,485	12.26%	(178,722)	-4.24%	Reduction due to FY03 debt restructuring
Fire	3,451,776	3,284,737	9.98%	(167,039)	-4.84%	Reorganization resulting in overall salary reductions; No merit/COLA FY03, cost reductions
Recreation and Parks	2,233,263	2,257,372	6.86%	24,109	1.08%	Salaries increased based on pay plan update
Residential Garbage Pickup & Convenience Center	1,098,615	1,108,510	3.37%	9,895	0.90%	Contractual increases based on inflation and actual cost
Library	1,082,985	1,085,409	3.30%	2,424	0.22%	Hours for Library operations reduced
Capital Projects Funding	711,000	1,057,000	3.21%	346,000	48.66%	To provide ongoing funding stream for major maintenance capital projects
Traffic & Street Lighting	896,600	911,800	2.77%	15,200	1.70%	Utility costs - 7.4% increase for electricity by TVA
Public Works (Building & Street Maintenance)	822,978	718,497	2.18%	(104,481)	-12.70%	Transferred an engineer to Waterworks Fund and cost reductions
Administrative Services (Finance, Personnel, Computer Services & Utilities Business Office)	745,545	739,335	2.25%	(6,210)	-0.83%	Eliminate funding 3 positions and reallocation of funding back to State Street Aid Fund
Economic Development	1,346,665	679,764	2.07%	(666,901)	-49.52%	
General Government (City Council, City Clerk, City Manager, City Court & Legal)	682,992	671,924	2.04%	(11,068)	-1.62%	Cost reductions
Community Development	535,050	496,847	1.51%	(38,403)	-7.18%	Cost reductions
Street Resurfacing	300,000	560,650	1.70%	260,650	86.88%	Reallocated funding back from Economic Diversification Fund
Golf Course Debt Service	713,000	500,000	1.52%	(213,000)	-29.87%	Increased in FY03 to compensate for FY02 reduced funding level
Street & Public Transportation Fund	0	5,850	0.02%	5,850	100.00%	Replace anticipated loss in state-shared taxes
TOTAL EXPENDITURES & OPERATING TRANSFERS	\$ 33,928,026	\$ 32,917,777	100.00%	\$ (1,010,249)	-2.98%	

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 46% of total General Fund revenues. The table on page II-5 provides an analysis of property tax revenues.

The budget is based on a property tax rate of \$2.87 per \$100 of assessed valuation for fiscal 2004, a 7-cent or 2.4% decrease over the prior \$2.94 rate. The assessed valuations for real and personal property and public utilities are projected to increase overall 3.9% from the prior year's budget. The valuation for real property is projected to increase 4.7% from the prior year due to the addition of a \$72,000,000 research facility located at the ORNL site to the property tax rolls and a 1% growth factor. The full value of the research facility is expected to be on the tax rolls in fiscal 2005. The valuation of personal property is projected to grow 1.1% for fiscal 2004. The valuation for public utilities is projected to decline 13.0% from last year's budget based on the actual 2003 tax roll. The valuation for public utilities has declined 38% in the last five years due to contestments that occurred at the statewide level. The \$2.87 property tax rate is projected to generate \$15,160,000 in tax revenues from real, personal and public utilities assessments in fiscal 2004. An additional \$110,000 is budgeted from interest and penalties on late tax payments and \$21,000 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 \$60,000 in funding. Located on page II-6 is a chart indicating the allocation of an average households (\$100,000 appraised value) monthly tax contribution for fiscal 2004.

The table below shows assessment growth, actual 1990 through 2002 and projected 2003 and 2004. As the table indicates, assessment growth has declined dramatically from levels in the early 1990's. For fiscal 2004, 1% in assessment growth equates to 2.6-cents on the property tax rate. In other words, for every 1% in assessment growth the property tax rate could be decreased by 2.6-cents while still generating the same amount of tax revenue. These declines in assessment growth have resultantly had a negative impact on the property tax rate.



**GENERAL FUND
ANALYSIS OF PROPERTY TAX REVENUES**

	ACTUAL FY 2002 2001 LEVY	BUDGET FY 2003 2002 LEVY	PROJECTED FY 2003 2002 LEVY	BUDGET FY 2004 2003 LEVY	BUDGET 04 vs 03	% CHANGE
ASSESSED VALUATION:						
Real Property	448,645,070	449,513,602	452,966,873	470,426,481	20,912,879	4.7
Personal Property	44,326,980	46,037,800	46,095,338	46,556,291	518,491	1.1
Public Utilities	12,571,240	12,948,598	11,266,381	11,266,381	(1,682,217)	-13.0
Total Assessed Valuation	505,543,290	508,500,000	510,328,592	528,249,153	19,749,153	3.9
TAX RATE PER \$100 VALUATION	2.65	2.94	2.94	2.87	-0.07	-2.4
PROPERTY TAX REVENUES:						
Real Property Taxes	11,731,021	13,197,000	13,317,000	13,501,000	304,000	2.3
Personal Property Taxes	1,152,890	1,283,000	1,355,000	1,336,000	53,000	4.1
Public Utility Taxes	324,790	380,000	331,000	323,000	(57,000)	-15.0
Interest and Penalties	158,224	85,000	155,000	110,000	25,000	29.4
Total Property Tax Revenues	13,366,925	14,945,000	15,158,000	15,270,000	325,000	2.2

** Increases in Assessed Value are primarily the result of a tax re-appraisal.

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
1994	1.73	2.72	4.45	1.73	3.045	4.775
1995	1.90	2.84	4.74	1.90	2.365	4.265
1996	1.98	2.84	4.82	1.98	2.365	4.345
1997	2.19	3.00	5.19	2.19	2.465	4.66
1998	2.34	3.00	5.34	2.34	2.465	4.81
1999	2.09	2.59	4.68	2.09	2.12	4.21
2000	2.31	2.97	5.28	2.31	2.32	4.63
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	2.48	5.35

The City of Oak Ridge is located in two Tennessee counties: Anderson and Roane. Only ten 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 1992 and 1999.

**FISCAL 2004 AVERAGE HOUSEHOLD
CONTRIBUTION PER MONTH**

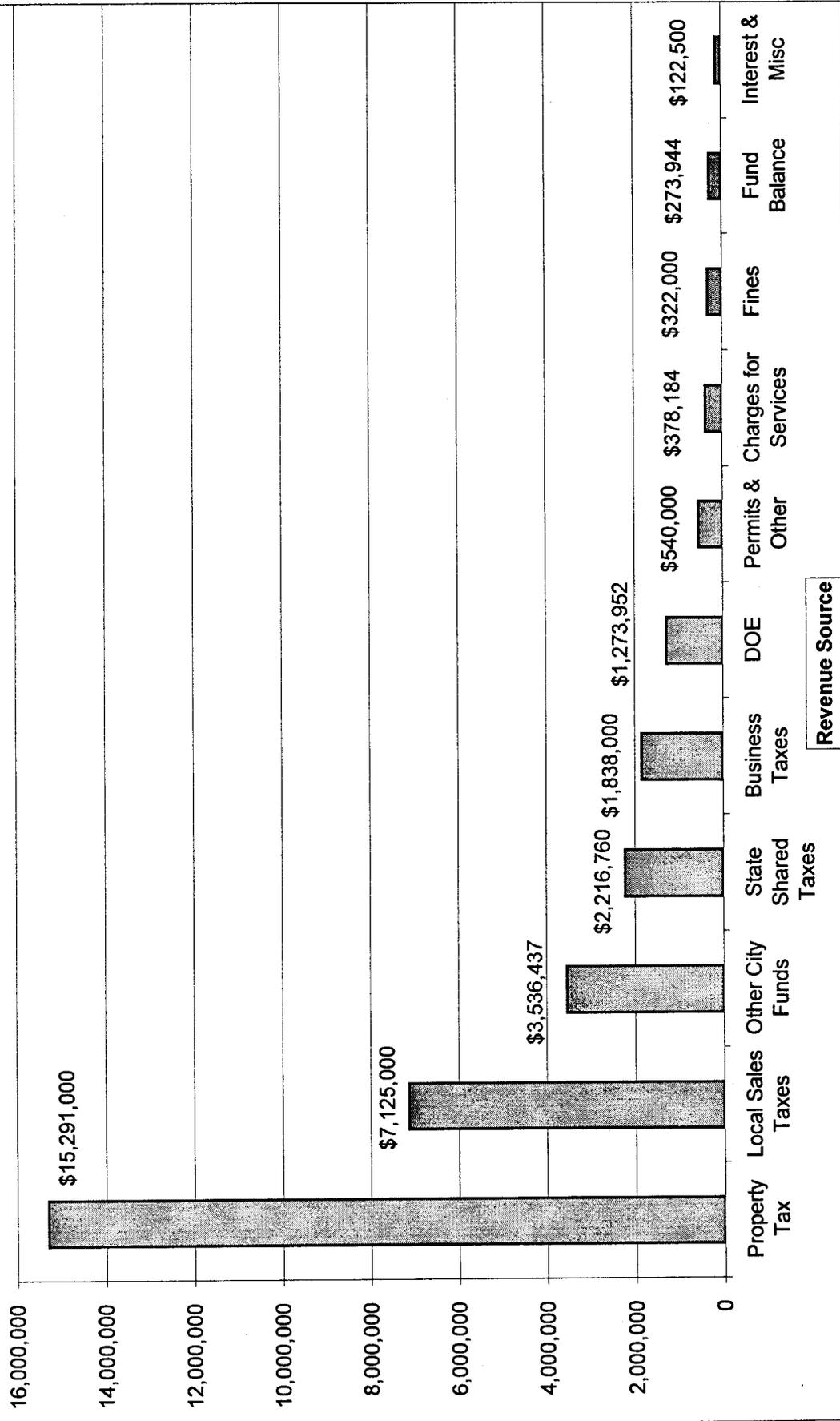
(Based on \$100,000 Appraisal at a \$2.87 Tax Rate)

	<u>FY 2004 MONTHLY CONTRIBUTION</u>
Property Tax Supported Operations:	
School Operations	\$ 19.34
Police	7.55
Debt Service	7.33
Solid Waste (includes monthly \$5 fee)	7.01
Fire	5.97
Parks & Recreation	4.10
City Building & Street Maintenance (Public Works)	2.32
Economic & Community Development	2.15
Library	1.97
Capital Projects/Maintenance	1.92
Traffic and Street Lighting	1.66
Administrative Services	1.34
General Government	1.22
Golf Course	0.91
	<u>64.79</u>
MONTHLY TAX TOTAL	\$ <u>64.79</u>
 Average Monthly Residential Utility Costs:	
Electricity	\$ 75.00
Water	14.21
Wastewater	18.00
	<u>107.21</u>
MONTHLY UTILITY TOTAL	\$ <u>107.21</u>

**GENERAL FUND FISCAL 2004 BUDGET
SUMMARY OF CHANGES FROM FISCAL 2003 BUDGET**

		GROSS COST	NET GENERAL FUND	TAX RATE EQUIVALENT	TAX RATE
<u>FISCAL 2003 PROPERTY TAX RATE</u>					\$ 2.94
<u>FISCAL 2003 BUDGETED REVENUES</u>			\$ 32,180,814		
Sales Taxes	Wal-Mart, Home Depot, Y-12 & ORNL		815,000	(0.14)	
General Property Tax	Growth and New Building at Lab		696,525	(0.12)	
Business Taxes	Business, Room Occupancy, Alcohol		227,500	(0.04)	
Other Property Taxes	City Utility Funds, Other In-Lieu		126,531	(0.02)	
Golf Course Land Sale Proceeds			(305,000)	0.05	
Hall Income Tax & State Shared Taxes	Nationwide Market Declines & State Reductions		(434,240)	0.07	
Interest Income	Declining Interest Rates		(180,000)	0.03	
Permits, Fines & Miscellaneous	Reflects Current Patterns		(80,700)	0.01	(0.144)
General Property Tax/DOE In-Lieu	7 Cent Property Tax Reduction		(402,597)		
<u>FISCAL 2004 BUDGETED REVENUES</u>			\$ 32,643,833		
<u>FISCAL 2003 BUDGETED MUNICIPAL EXPENDITURES</u>			\$ 14,899,297		
Budget Modifications:					
Salary & Non-Medical Benefits	NO MERIT/COLA Increase City Employees FY03	(497,640)	(359,278)	(0.060)	
Salary & Benefits	3% Average Merit City Employees	305,000	250,000	0.042	(0.018)
Fire Salaries & Benefits	Addition of 3 Fire Fighters Positions	124,880	124,880	0.021	
Fire Overtime & Benefits	Reduction Due to 3 New Fire Fighter Positions	(116,513)	(116,513)	(0.019)	
Fire Salaries & Benefits	Eliminate Chief of Operations Position	(81,206)	(81,206)	(0.014)	(0.012)
Medical Insurance & Workers Comp	Due to Premium Rate Increases	352,539	295,603	0.049	
Medical Insurance & Workers Comp	Increase Employee Paid Share Of Premium	(93,660)	(76,803)	(0.013)	0.036
City Council Modifications	To Reduce Property Tax Rate	(483,301)	(461,606)	(0.077)	(0.077)
Utilities, Insurance & Contractual Commit.	7.4% TVA Electric Rate Increase	60,783	57,390	0.010	0.010
Departmental Funding Reductions	Funding Reductions to Reduce Tax Rate	(178,473)	(146,488)	(0.024)	(0.024)
Cost Recovery	Dispatching Funded By Increased 911 Fees	(60,000)	(60,000)	(0.010)	(0.010)
Total Budgeted Municipal Expenditure Modifications		(667,591)	(574,021)		(0.096)
<u>FISCAL 2004 BUDGETED GENERAL FUND MUNICIPAL EXPENDITURES</u>			\$ 14,325,276		
<u>Fiscal 2003 Budgeted Transfers To Other Funds</u>			\$ 19,028,729		
Transfer Modifications:					
Street & Public Transportation Fund	Replace Lost State Shared Taxes	5,850	5,850	0.001	0.001
Solid Waste Fund	Contractual Increases	9,895	9,895	0.002	0.002
Capital Projects Fund	Capital Maintenance Funding	346,000	346,000	0.058	
Golf Course Fund	Debt Service (FY03 High To Fund Part FY02)	(213,000)	(213,000)	(0.036)	
Debt Service Fund	Prior Debt Restructuring	(178,722)	(178,722)	(0.030)	(0.008)
State Street Aid Fund	FY03 Funding Reallocated For Mall	260,650	260,650	0.043	
Economic Diversification Fund	FY03 Allocation For Mall	(300,000)	(300,000)	(0.050)	
Economic Diversification Fund	Eliminate Salary & Benefits 3 Positions	(257,868)	(184,233)	(0.031)	
Economic Diversification Fund	Reduce Marketing Funding	(287,745)	(197,935)	(0.033)	
Economic Diversification Fund	Convention & Visitors Bureau	22,786	15,267	0.003	(0.068)
Total Budgeted Transfer Modifications		(592,154)	(436,228)		(0.073)
<u>FISCAL 2004 BUDGETED TRANSFERS TO OTHER FUNDS</u>			\$ 18,592,501		
<u>TOTAL FISCAL 2004 BUDGETED GENERAL FUND EXPENDITURES & TRANSFERS</u>			\$ 32,917,777		
<u>FISCAL 2003 BUDGETED FUND BALANCE DRAW</u>			\$ 1,747,212		
Increase in Fund Balance Draw			(1,473,268)	0.246	0.246
<u>FISCAL 2004 BUDGETED FUND BALANCE DRAW</u>			\$ 273,944		
NET TAX RATE IMPACT					(0.07)
FISCAL 2004 PROPERTY TAX RATE					\$ 2.87

**General Fund Revenues By Source
Fiscal 2004 Budget**



Local Sales Taxes - Local sales tax revenues are the General Fund's second largest revenue source at 22% of total General Fund revenues. Local sales tax revenues are budgeted at \$7,125,000 for fiscal 2004, up 12.9% or \$815,000 from the previous year. The local sales tax rate in the Anderson County section of Oak Ridge is 2.25%. When combined with the State sales tax rate of 7%, the total is 9.25%. The sales tax rate in the Oak Ridge portion of Roane County is 9.75%, which consists of a 2.50% rate imposed by Roane County and shared with the City, a .25% City of Oak Ridge rate and the 7% State rate. 9.75% is the maximum sales tax rate allowed under current State law. Outlined below is a detail of local sales taxes.

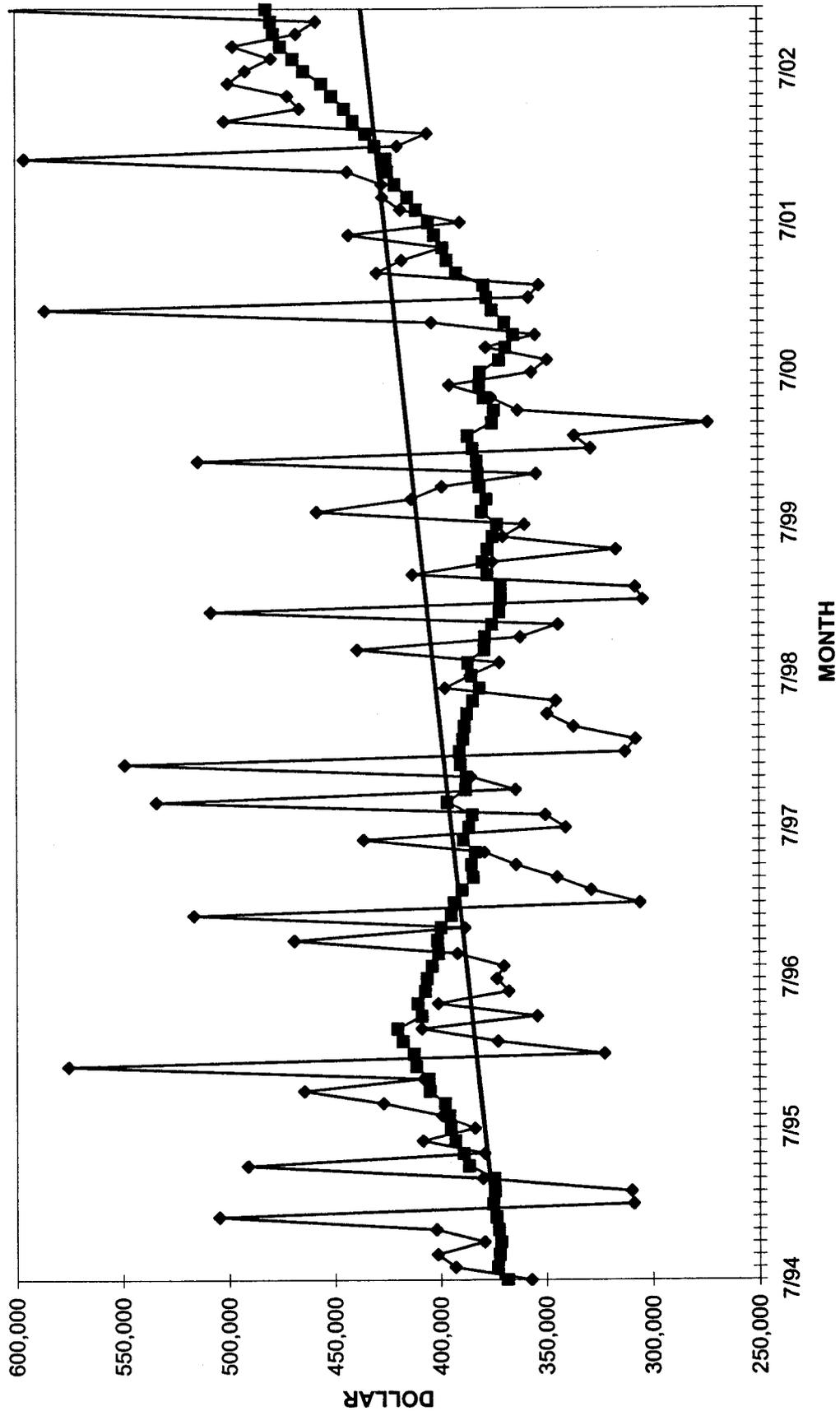
	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
Local Sales Taxes:						
Anderson County	\$ 5,464,357	\$ 5,300,000	\$ 5,790,000	\$ 5,880,000	\$580,000	10.9
Roane County	194,689	168,000	208,000	210,000	42,000	25.0
City Only - Roane Co.	963,708	842,000	1,025,000	1,035,000	193,000	22.9
Sales Tax Refunds	<u>(61,000)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Total Local Sales Taxes	<u>\$ 6,561,754</u>	<u>\$ 6,310,000</u>	<u>\$ 7,023,000</u>	<u>\$ 7,125,000</u>	<u>\$ 815,000</u>	<u>12.9</u>

Sales tax collections in the Anderson County portion of Oak Ridge, budgeted at \$5,880,000, are projected to increase \$580,000 or 10.9%, which equates to a 9.7-cent reduction in the property tax rate. The increase is primarily related to the stimulus provided to the retail sector by the opening of Home Depot, expansion of Wal-Mart and the modernization of the Y-12 facility. Monthly Anderson County sales tax collections had been sporadic for the past several years, but in general had been declining since August of 1996. 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. Refer to the graph on page II-10.

Sales tax collections in the Roane County portion of Oak Ridge, budgeted at \$1,245,000, are projected to increase \$235,000 or 23.3%. This increase equates to a 3.9-cent reduction in the property tax rate and is the result of the \$300 million modernization program at ORNL. 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. While collections have begun to increase in recent months due to the modernization program at ORNL, budgeted collections of \$1,245,000 are still well below the peak of \$2,062,799 that occurred in fiscal 1999. Refer to the graph on page II-11.

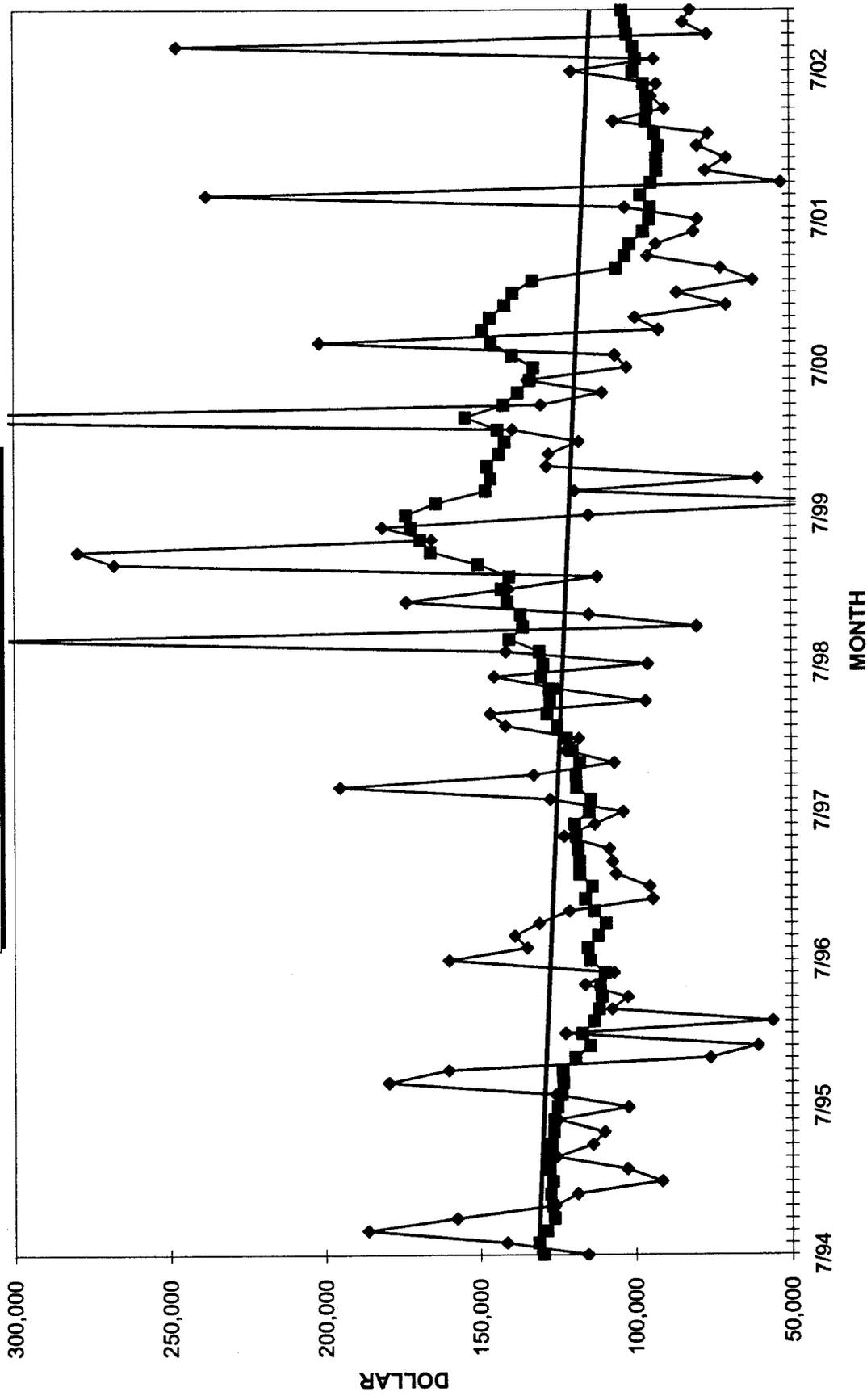
Combined sales and use tax collection in Anderson and Roane County since July 1994 are shown on the graph on page II-12. This graph shows the overall reduction trend flattening and then collections increasing significantly beginning in July 2001.

ANDERSON COUNTY SALES TAX REVENUE
July 1994 To December 2002



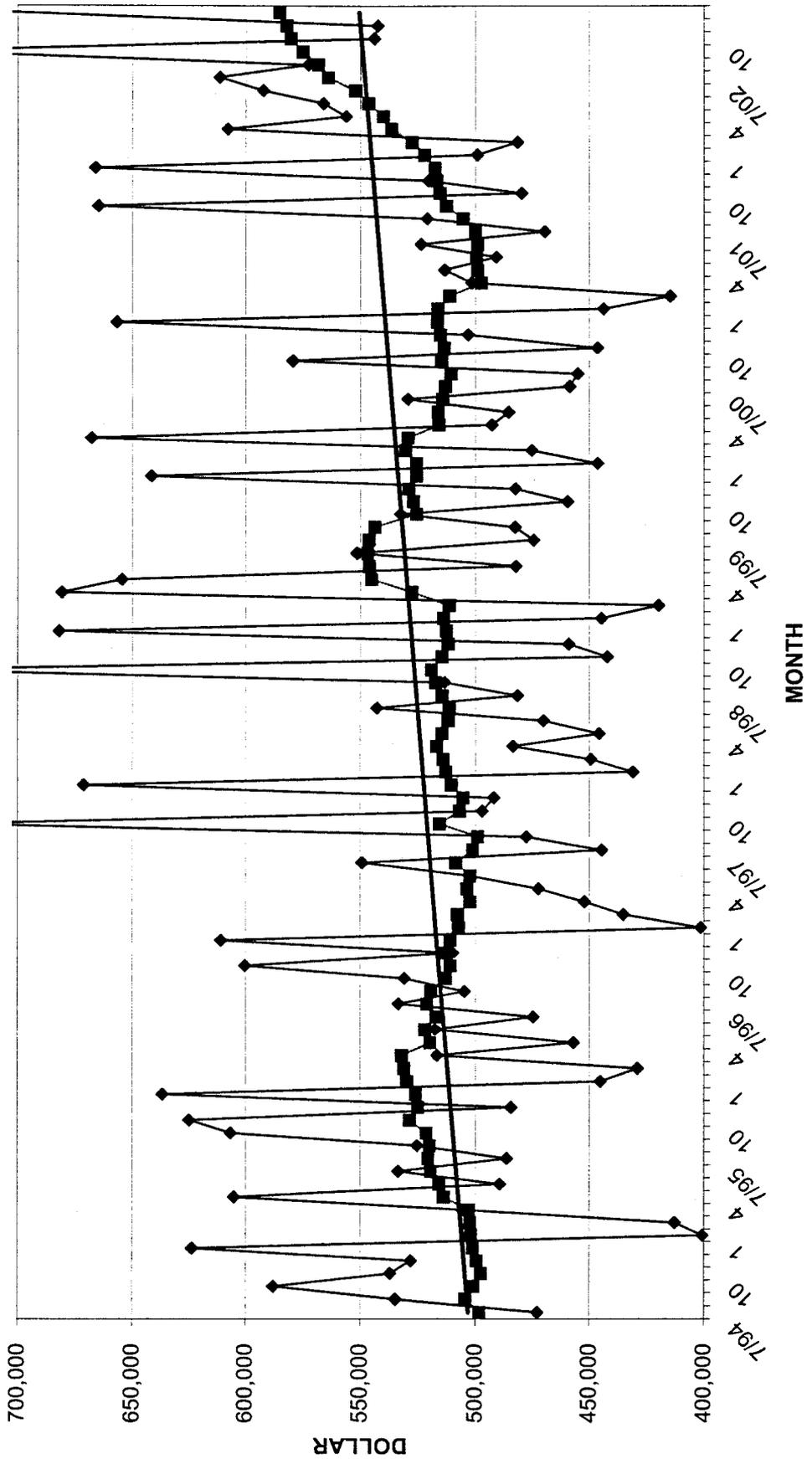
◆ Monthly Collections ■ 12 Month Trend — Linear (Monthly Collections)

ROANE COUNTY SALES TAX REVENUE
July 1994 To December 2002



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

**Anderson/Roane County Sales Tax Collections
July 1994 To December 2002**



Monthly Collections
 12 Month Trend
 Linear (Monthly Collections)

Other City Funds – Revenues provided from Other City Funds, budgeted at \$3,536,437, comprise 11% of total General Fund revenues. This revenue is primarily collected from the City's Electric and Waterworks Funds for tax equivalent (in-lieu of property tax) payments and rental charges based on square footage occupied at the City's Central Service Center Complex (CSCC) and radio system usage as outlined below:

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
From Other City Funds:						
Tax Equiv.-Electric Fund	\$ 1,172,111	\$ 1,285,469	\$ 1,299,536	\$1,312,000	\$ 26,531	2.1
Tax Equiv.-Waterworks Fund	984,262	1,085,000	1,154,451	1,213,000	128,000	11.8
Central Service Center Rent	892,732	892,732	892,732	892,732	0	0.0
City Owned Radio Rental	118,045	118,705	118,045	118,705	0	0.0
Total From Other City Funds	<u>\$ 3,167,150</u>	<u>\$ 3,381,906</u>	<u>\$ 3,464,764</u>	<u>\$ 3,536,437</u>	<u>\$154,531</u>	<u>4.6</u>

State law outlines the calculation for in-lieu of tax payments from Electric distributors, which are based on operating revenues and the net book value of fixed assets. The fiscal 2004 in-lieu of tax payment from the City's Electric Fund is budgeted to increase \$26,531 based on fiscal 2003 capital expenditure levels. 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 2004 is budgeted at \$1,213,000, a \$128,000 increase. The wastewater system is nearing completion of a major capital improvements program for treatment plant expansion and collection system rehabilitation that has dramatically increased the tax equivalent payment over the past five years. Capital work will begin in fiscal 2004 to also improve the water treatment plant.

General long-term debt was issued to construct the CSCC and purchase an 800 MHz radio system. The General Fund provides for the principal and interest payments on this debt through operating transfers to the Debt Service Fund. The non-General Fund users of the CSCC (Utility Funds) and radio system pay rent to the General Fund based on their usage of the two facilities.

State-Shared Taxes - Revenues provided from state-shared taxes, budgeted at \$2,216,760, comprise 7% 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 \$1,551,550, and income tax, budgeted at \$373,100 as outlined below.

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHAN
State-Shared Taxes:						
Sales Tax	\$ 1,649,441	\$ 1,705,000	\$ 1,650,000	\$ 1,551,550	\$(153,450)	(9.0)
Income Tax	408,766	625,000	410,000	373,100	(251,900)	(40.3)
TVA Replacement Tax	186,866	187,000	186,837	170,170	(16,830)	(9.0)
Mixed Drink Tax	79,568	80,000	79,000	72,800	(7,200)	(9.0)
Excise Tax	37,099	40,000	38,000	36,400	(3,600)	(9.0)
Beer Barrelage	13,384	14,000	13,000	12,740	(1,260)	(9.0)
Total State-Shared Taxes	<u>\$ 2,375,124</u>	<u>\$ 2,615,000</u>	<u>\$ 2,376,837</u>	<u>\$ 2,216,760</u>	<u>\$(434,240)</u>	<u>(16.4)</u>

Revenues from the state-shared tax collections are budgeted to decline \$434,240, down 16.4%. \$219,240 of the reduction was based on the Governor of Tennessee's proposed state budget at the time of adoption of the City budget, which recommended a 9% reduction in the allocation of state-shared taxes to local entities. The actual percentage reduction in the allocation of state-shared taxes to local entities adopted by the state for fiscal 2004 varied by individual tax type. The allocation of income tax to local entities could be reduced by the state up to 33%, however, the state placed a cap of no more than a 9% overall reduction to any local entity. At City budget adoption, income tax collections were projected to decline an additional \$215,000 based on actual collections during fiscal 2002 and current stock market trends.

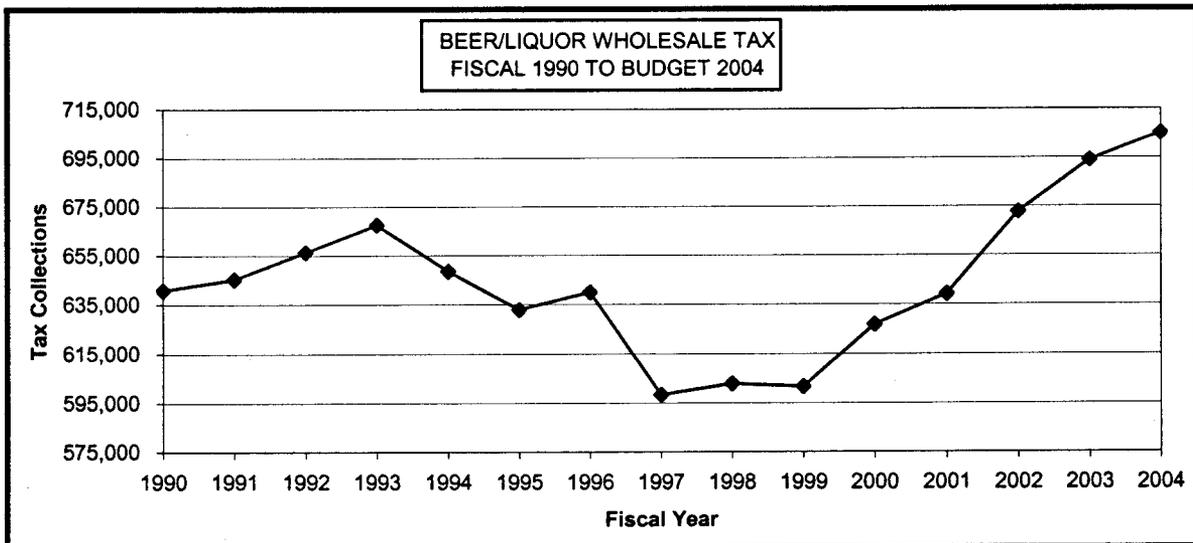
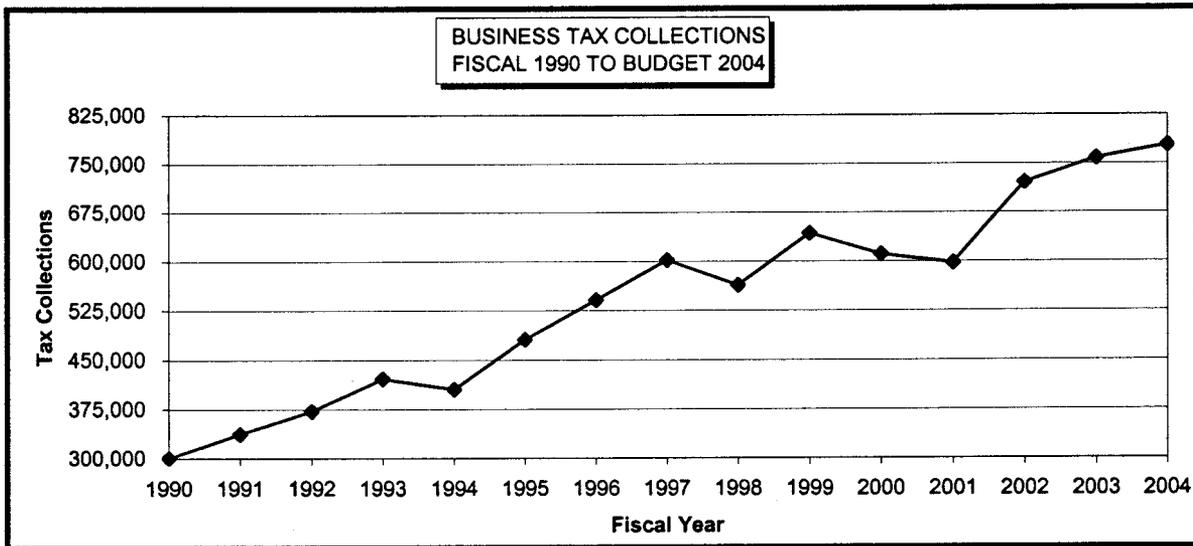
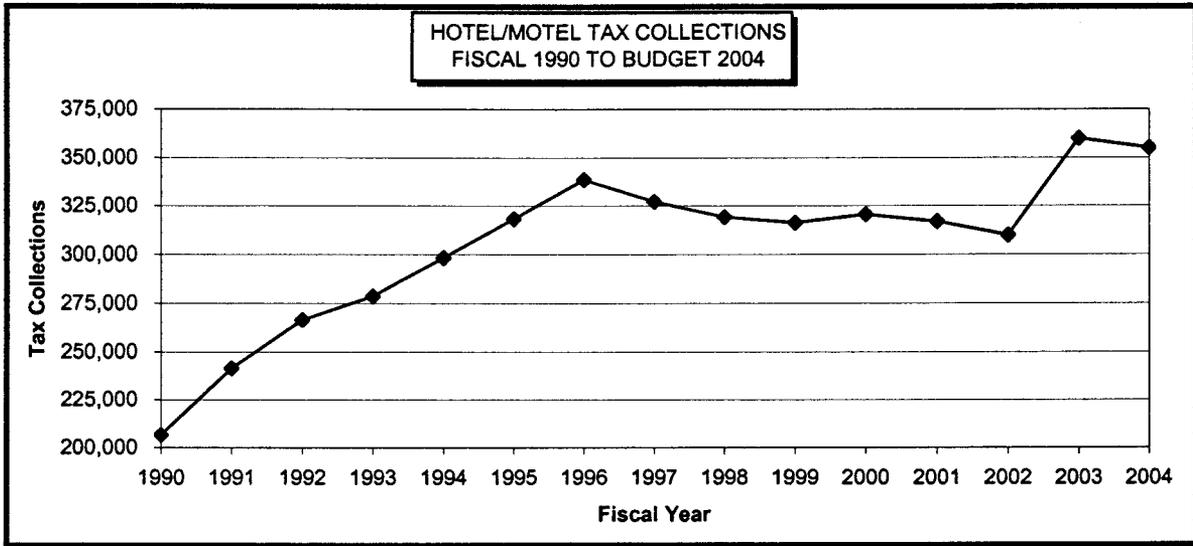
Local Business Taxes - Revenues provided from local business taxes, budgeted at \$1,838,000, comprise 5.6% of total General Fund revenues as outlined below:

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
Local Business Taxes:						
Business Tax	\$ 721,069	\$ 638,500	\$ 758,100	\$ 778,000	\$139,500	21.8
Beer Wholesale Tax	490,050	480,000	500,000	510,000	30,000	6.3
Room Occupancy Tax	309,826	315,000	360,000	355,000	40,000	12.7
Liquor Wholesale Tax	<u>182,533</u>	<u>177,000</u>	<u>194,000</u>	<u>195,000</u>	<u>18,000</u>	<u>10.2</u>
Total Business Taxes	<u>\$ 1,703,478</u>	<u>\$ 1,610,500</u>	<u>\$ 1,812,100</u>	<u>\$ 1,838,000</u>	<u>\$227,500</u>	<u>14.1</u>

The graphs on page II-15 show the ten-year trend for these taxes. After several years of steady growth, collections from these taxes began declining during the fiscal 1997-98 time frame. Collections appear to have flattened out and once again begun to grow. The recent expansions in the retail sector have also resulted in increased business tax collections. The decline in beer and liquor wholesale tax collections from 1994 to 1997 resulted from law changes in communities surrounding Oak Ridge, which now allow the sale of these products in those jurisdictions. The decline in these collections equated to an additional cent on the property tax rate.

DOE – Revenues from the US Department of Energy (DOE) in-lieu of tax budgeted at \$1,273,952, comprises 3.9% of General Fund revenues. DOE's annual in-lieu of tax (PILT) payment to the City is based on the number of acres on the federal reserve (currently 33,331 acres) at a per acre appraisal approved by DOE (currently \$5,327) at the City's property tax rate (\$2.87). 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.

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
US Dept. of Energy	<u>\$ 1,176,297</u>	<u>\$ 1,305,024</u>	<u>\$ 1,305,024</u>	<u>\$ 1,273,952</u>	<u>\$(31,072)</u>	<u>(2.4)</u>



Licenses and Permits - Revenues provided from licenses and permits, budgeted at \$540,000, comprise 2% of total General Fund revenues as outlined below:

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
Licenses and Permits:						
CATV Franchise	\$ 270,533	\$ 265,000	\$ 265,000	\$ 265,000	\$ 0	0.0
Building Permits	90,237	140,000	100,000	120,000	(20,000)	(14.3)
ORUD Right-Of-Way	60,000	60,000	60,000	60,000	0	0.0
Alcohol Sale Permits	19,167	20,000	20,000	20,000	0	0.0
Electrical Permits	18,986	26,000	26,000	26,000	0	0.0
Plumbing Permits	21,275	22,000	22,000	22,000	0	0.0
Animal Regist. Permits	15,243	17,000	17,000	17,000	0	0.0
Other Permits & Fees	<u>8,882</u>	<u>7,000</u>	<u>10,000</u>	<u>10,000</u>	<u>3,000</u>	<u>42.9</u>
Total Licenses & Permits	<u>\$ 504,323</u>	<u>\$ 557,000</u>	<u>\$ 520,000</u>	<u>\$ 540,000</u>	<u>\$(17,000)</u>	<u>(3.1)</u>

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 projects. These permit fees were increased in fiscal 2000 and are now more consistent with those charged by comparable Tennessee Cities. The \$20,000 reduction in building permits is to align the budget with current revenue patterns.

Fines and Forfeitures - Revenues provided from fines, budgeted at \$322,900, comprise 1% of total General Fund revenues as outlined below:

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
Fines, Penalties & Forfeitures						
City Court Revenues	\$ 229,059	\$ 304,000	\$ 218,400	\$ 249,000	\$(55,000)	(18.1)
Library Fines and Fees	<u>59,494</u>	<u>80,900</u>	<u>66,000</u>	<u>73,000</u>	<u>(7,900)</u>	<u>(9.8)</u>
Total Fines, Penalties & Forfeitures	<u>\$ 288,553</u>	<u>\$ 384,900</u>	<u>\$ 284,400</u>	<u>\$ 322,000</u>	<u>\$(62,900)</u>	<u>(16.3)</u>

Fiscal 2002 revenues from City court were budgeted in-line with fiscal 1999 actual levels. The decline in court revenues for fiscals 2000 to 2003 is caused by a reduction in the number of traffic tickets being issued due to staffing turnover and vacancies in the Police Department. The fiscal 2004 budget was reduced by \$55,000 to more accurately reflect current collection levels. The budget for Library Fines and Fees was increased in fiscal 2003 based on higher fees being charged beginning in fiscal 2003. While collections have increased, it appears collections will not reach the amount anticipated. The budget for Library Fines and Fees was reduced by \$7,900 to reflect current collection patterns.

Charges for Services - Revenues provided from charges for services, budgeted at \$378,184, comprise 1% of total General Fund revenues as outlined below:

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
Charges For Services:						
Rental Of Buildings	\$ 74,600	\$ 68,184	\$ 66,684	\$ 65,684	\$ (2,500)	(3.7)
Rental Of Lands	90,904	86,000	80,000	80,000	(6,000)	(7.0)
Outdoor Pool Fees	76,224	82,000	88,000	85,000	3,000	3.7
Indoor Pool Fees	53,663	62,500	58,000	62,500	0	0.0
Animal Shelter Fees	38,337	38,000	38,000	38,000	0	0.0
General & Admin. Costs	23,599	20,000	20,000	20,000	0	0.0
Records Processing	15,555	15,500	17,000	17,000	1,500	0.0
Misc. Recreation Usage Fees	<u>3,996</u>	<u>6,800</u>	<u>10,000</u>	<u>10,000</u>	<u>3,200</u>	<u>47.1</u>
Total Charges For Services	<u>\$ 376,878</u>	<u>\$ 378,984</u>	<u>\$ 377,684</u>	<u>\$ 378,184</u>	<u>\$ (800)</u>	<u>(0.2)</u>

Budgeted revenues from land and building rentals decreased \$8,500 to reflect actual collection patterns. Recreation fees were increased 25% at the start of fiscal 2003, including room rentals at the Civic Center. Actual revenues generated are falling short of projections due to a decline in the number of renters. Pool and miscellaneous recreation usage fees and records processing fees were also increased at the beginning of fiscal 2003. The budgets for these items were increased \$7,700 to reflect current collection patterns. 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).

Interest and Miscellaneous - Revenues provided from interest and other revenues, budgeted at \$122,500 comprise .4% of total General Fund revenues as outlined below.

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
Other Revenues:						
Interest on Investments	\$ 178,695	\$ 300,000	\$ 120,000	\$ 120,000	\$(180,000)	(60.0)
Miscellaneous	(30,716)	2,500	2,500	2,500	0	0.0
Land Sale Proceeds	<u>0</u>	<u>305,000</u>	<u>0</u>	<u>0</u>	<u>(305,000)</u>	<u>100.0</u>
Total Other Revenues	<u>\$ 147,979</u>	<u>\$ 607,500</u>	<u>\$ 122,500</u>	<u>\$ 122,500</u>	<u>\$(485,000)</u>	<u>(79.8)</u>

The \$180,000 budgeted decrease in interest earnings is based on a lower fund balance and interest rates. \$305,000 was budgeted for land sale proceeds from the sale of land surrounding the Golf Course. Through an operating transfer, the General Fund is fully funding the debt service payment on the bonds issued to construct the Golf Course accounted for in the Golf Course Fund. Ordinarily, land sale proceeds from the land surrounding the course would be deposited in the Golf Course Fund. Since the General Fund is financing the debt payments of that Fund, the land sale proceeds would have been applied to the General Fund to reimburse portions of the operating transfer. This funding was removed from the General Fund budget since no sales occurred during fiscal 2003 and the timing of the disposition of the land is unknown at this time.

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 sixteen 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. The fund balance draw for fiscal 2004 is budgeted at \$273,944, which is \$1,473,268 less than was budgeted for fiscal 2003. The draw should gradually decrease each year until a balanced budget (i.e. revenues equal expenditures and transfers) is reached in the next few years. The fund balance draw for fiscal 2003 is projected at \$898,616, which is \$848,596 less than budgeted. The variance is based on revenue projections occurring above budget levels primarily from local sales and use tax collections, projected to be up \$713,000.

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-19 and II-32), are budgeted at \$17,806,807 for fiscal 2004, down \$588,402 or 3.2% from fiscal 2003.

Overall, the major driver for increased expenditures was \$352,539 for employee medical insurance costs based on a 30% rate increase effective January 1, 2003 and an anticipated 20% rate increase effective January 1, 2004. The employee paid share of the insurance premium was increased to offset a portion of this cost that resulted in a \$93,660 reduction in City funding for General Fund employee medical insurance. Beginning on July 1, 2004, the City will fund employee medical insurance premiums at 85% of the highest single premium and 70% of the highest family premium. The increased cost to employees ranges from \$17.18 to \$37.58 per pay period depending on the employee's type of coverage. The net General Fund share of increases in medical costs is \$218,800, which equates to a 3.6-cent increase in the property tax rate.

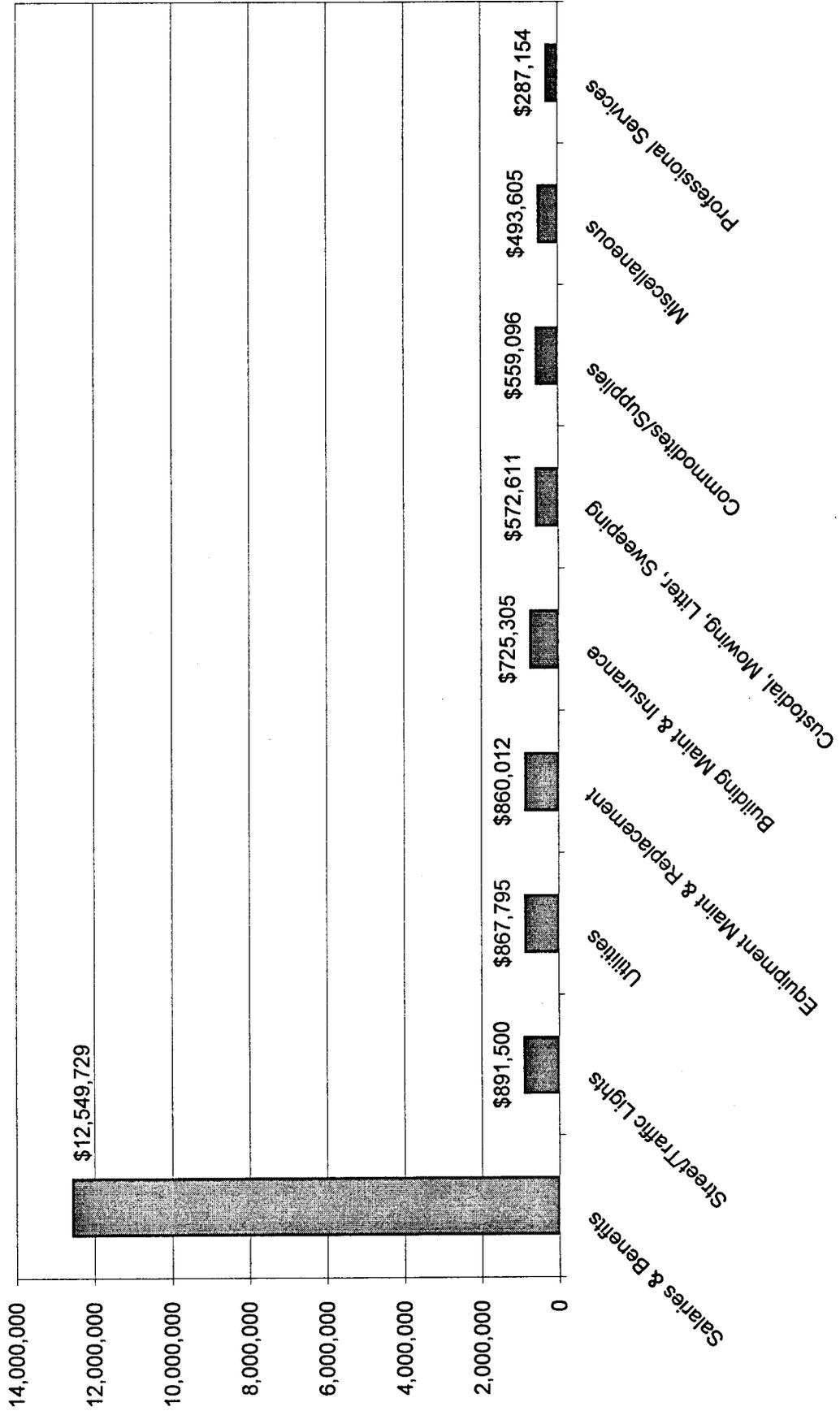
All City departments reviewed their budgeted expenditures and made cuts to their operating budgets for fiscal 2004 totaling \$178,473 in order to reduce the property tax rate. These reductions occurred in a multitude of areas in all City departments. The net General Fund impact of \$146,488 for these cuts equated to a 2.4-cent reduction in the property tax rate.

During budget deliberations, City Council made an additional \$483,301 in cuts to budgeted municipal expenditures that had a \$461,606 net General Fund impact. These reductions were made by City Council in accordance with their adopted Strategic Plan, in particular the Multiyear Model Budget Assumptions and Budget and Finance Major Initiatives outlined on pages I-45 and I-46 of this document. A portion of these budget cuts was also to offset the anticipated 9% loss of state-shared tax revenues from the State. The budget amendments adopted by City Council are listed in the budget ordinance on page I-47 of this document. These amendments included \$246,586 in reductions in funding for the Police Department, which included elimination of a School Resource Officer, 3 Police Officers, School Crossing Guards and a \$30,100 reduction in the overtime budget for special activities. Overtime funding in the Fire Department was cut by \$100,000 for special activities, such as Fire Prevention Week and Secret City Festival. Other reductions included \$54,000 for street sweeping, elimination of a mapping technician position in the Community Development Department, \$3,000 in funding for the 4th of July fireworks, and \$21,000 to reduce operating hours for the Library and Civic Center.

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

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
<u>PERSONAL SERVICES:</u>						
5111 Salaries-Regular Employees	8,415,854	9,140,982	8,706,578	8,688,663	(452,319)	-4.9
5120 Salaries-Temporary Employees	246,766	272,699	286,950	301,890	29,191	10.7
5131 Regular Overtime Pay	613,560	634,044	714,565	499,940	(134,104)	-21.2
5141 Social Security	703,632	756,503	742,671	726,183	(30,320)	-4.0
5150 Retirement	614,679	859,034	859,034	814,074	(44,960)	-5.2
5160 Medical & Workers' Compensation	1,034,294	1,301,657	1,375,577	1,518,979	217,322	16.7
Total Personal Services	11,628,785	12,964,919	12,685,375	12,549,729	(415,190)	-3.2
<u>CONTRACTUAL SERVICES:</u>						
5201 Rents	111,888	127,692	124,532	119,955	(7,737)	-6.1
5205 Printing & Duplicating Charges	2,512	11,695	11,695	10,695	(1,000)	-8.6
5206 Mailing & Delivery	73,636	81,000	81,000	80,545	(455)	-0.6
5207 Dues, Memberships and Subscript.	63,934	59,671	59,671	55,348	(4,323)	-7.2
5210 Professional and Contractual Services	439,656	327,420	327,251	287,154	(40,266)	-12.3
5210 Custodial Contract	220,402	223,340	190,406	223,221	(119)	-0.1
5210 Mowing Contract	241,019	251,470	245,835	260,020	8,550	3.4
5210 Litter Contract	47,317	47,050	47,979	49,420	2,370	5.0
5236 Street Sweeping	86,985	88,201	84,110	39,950	(48,251)	-54.7
5211 Advertising and Publicity	45,272	43,030	43,030	42,530	(500)	-1.2
5212 Utility Services	758,780	870,170	823,136	867,795	(2,375)	-0.3
5212 Street & Traffic Lights	837,176	865,000	862,100	891,500	26,500	3.1
5220 Travel, Schools and Conferences	101,784	189,087	189,087	156,932	(32,155)	-17.0
5235 Repair & Maintenance	528,798	640,479	653,936	594,544	(45,935)	-7.2
5236 Other Equipment Maintenance	193,024	202,697	202,697	200,482	(2,215)	-1.1
5289 Vehicle/Equipment Use Charges	591,429	674,375	674,375	659,530	(14,845)	-2.2
Total Contractual Services	4,343,612	4,702,377	4,620,840	4,539,621	(162,756)	-3.5
<u>COMMODITIES:</u>						
5310 Commodities/Tools/Supplies	472,211	369,730	369,730	362,499	(7,231)	-2.0
5320 Books/Education Materials	23,259	37,079	37,079	31,995	(5,084)	-13.7
5320 Library Materials	129,729	110,342	110,342	110,342	0	0.0
5325 Uniforms/Clothing	79,616	57,660	56,235	54,260	(3,400)	-5.9
Total Commodities	704,815	574,811	573,386	559,096	(15,715)	-2.7
<u>OTHER CHARGES:</u>						
5410 Insurance	117,874	108,152	108,152	130,761	22,609	20.9
5430 Grants/Subsidies/Contributions	28,565	28,000	28,000	22,000	(6,000)	-21.4
5499 Elections/Contingency/Other	1,693	16,950	16,950	5,600	(11,350)	-67.0
Total Other Charges	148,132	153,102	153,102	158,361	5,259	3.4
<u>CAPITAL EXPENDITURES:</u>						
	10,500	0	0	0	0	0.0
TOTAL GROSS EXPENDITURES	16,835,844	18,395,209	18,032,703	17,806,807	(588,402)	-3.2
<u>REDUCTION OF COSTS:</u>						
5610 Recovered from Users	(207,627)	(353,011)	(371,200)	(432,200)	(79,189)	22.4
5670 Recovered from Funds	(2,931,942)	(3,142,901)	(2,967,917)	(3,049,331)	93,570	-3.0
Total Reduction of Costs	(3,139,569)	(3,495,912)	(3,339,117)	(3,481,531)	14,381	-0.4
TOTAL MUNICIPAL EXPENDITURES	13,696,275	14,899,297	14,693,586	14,325,276	(574,021)	-3.9
<u>OPERATING TRANSFERS:</u>						
5710 Operating Transfers	17,958,053	19,028,729	18,670,239	18,592,501	(436,228)	-2.3
TOTAL NET EXPENDITURES	31,654,328	33,928,026	33,363,825	32,917,777	(1,010,249)	-3.0

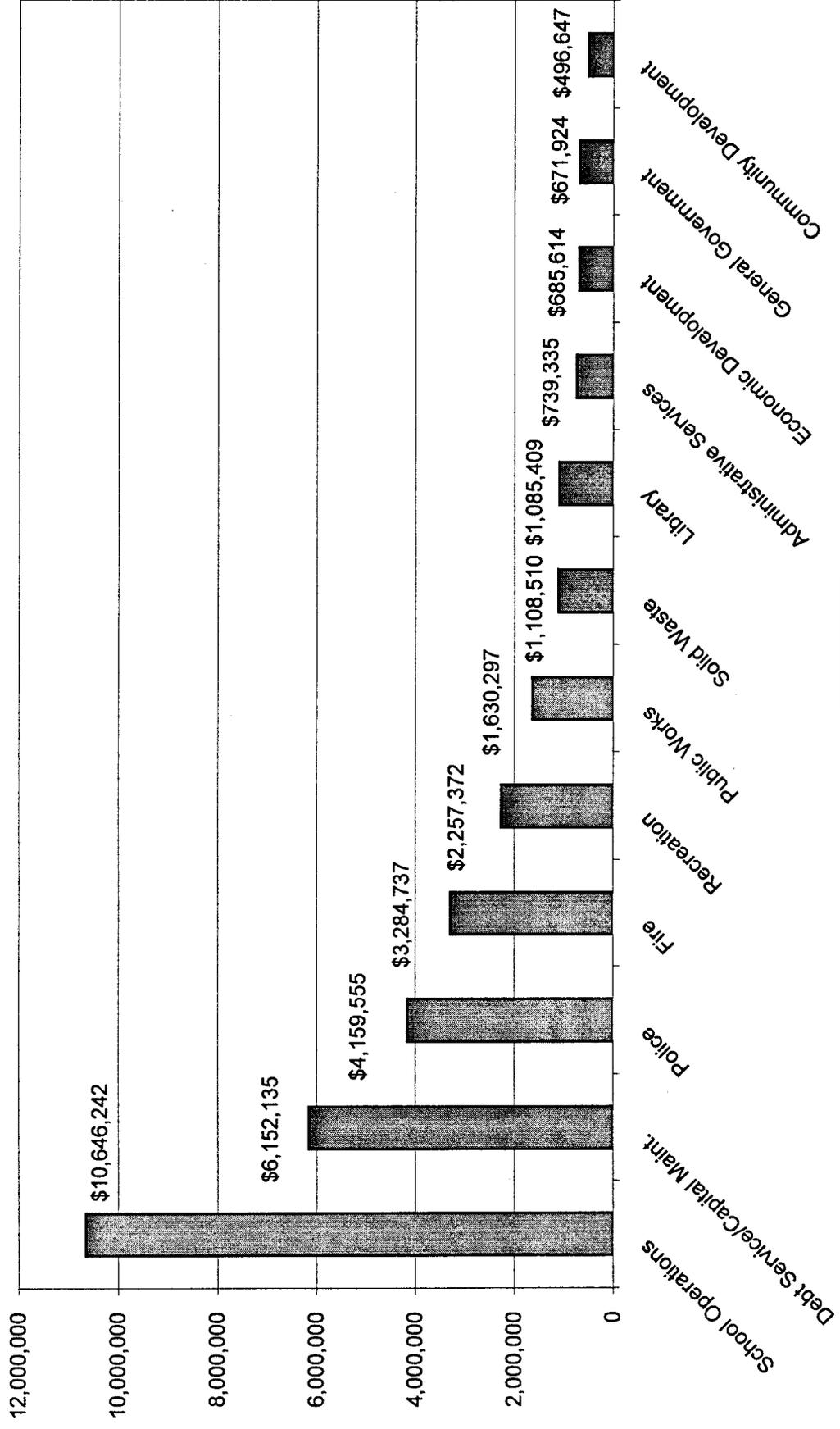
**General Fund Municipal Expenditures By Type
Budget 2004**



**GENERAL FUND EXPENDITURES AND OPERATING TRANSFERS
FISCAL 2004 BUDGET**

	<u>BUDGET 2004</u>	<u>PERCENT OF GROSS</u>	<u>ACCUMULATED PERCENT OF GROSS</u>
Personal Services (Salaries, FICA Retirement, Insurance)	\$ 12,549,729	34.48	
Oak Ridge School Operations	10,646,242	29.25	63.73
Debt Service (Principal & Interest) City & Schools	4,034,485	11.08	74.81
Residential Garbage & Convenience Center	1,108,510	3.05	77.86
Capital Maintenance Funding City & Schools	1,057,000	2.90	80.76
Streets Lights and Traffic Lights	891,500	2.45	83.21
Utilities (Electric, Water, Sewer, Phones)	867,795	2.38	85.59
Equipment Maintenance, Operation & Replacement (Vehicle & Computer)	860,012	2.36	87.96
Repairs & Maintenance (Buildings)	594,544	1.63	89.59
Custodial, Mowing, Litter Pick-Up & Street Sweeping Contracts	572,611	1.57	91.16
Street Resurfacing	560,650	1.54	92.70
Economic Development	511,414	1.41	94.11
Debt Service on Golf Course	500,000	1.37	95.48
Commodities (Including Small Tools & Supplies)	362,499	1.00	96.48
Professional and Contractual Services	287,154	0.79	97.27
Training & Conferences	156,932	0.43	97.70
Social Service Grants	168,350	0.46	98.16
Rents (Including Senior Center)	119,955	0.33	98.49
Library Materials	110,342	0.30	98.79
Insurance (Property & Liability)	130,761	0.36	99.15
Mailing & Delivery	80,545	0.22	99.37
Dues, Memberships and Subscriptions	55,348	0.15	99.52
Uniforms/Clothing	54,260	0.15	99.67
Books/Education Materials	31,995	0.09	99.76
Advertising and Publicity (includes Legal Notices)	42,530	0.12	99.88
Other Grants/Subsidies/Contributions	22,000	0.06	99.94
Printing & Dup. Charges	10,695	0.03	99.97
Street & Public Transportation	5,850	0.02	99.98
Contingency/Election/Other	5,600	0.02	100.00
GROSS EXPENDITURES AND OPERATING TRANSFERS	<u>36,399,308</u>		
Costs Recovered From Users	(432,200)		
Costs Transferred to Other City Funds	<u>(3,049,331)</u>		
NET EXPENDITURES AND OPERATING TRANSFERS	<u>\$ 32,917,777</u>		

**General Fund Expenditures and Operating Transfers
Budget 2004**



By Function

Personal Service expenditures budgeted at \$12,549,729 account for 70% of total General Fund municipal expenditures. Personal Services are budgeted to decrease \$415,190 or 3.2% over the prior fiscal year due to the elimination of funding for a net of 7 positions, the equivalent of 5.1 staff years. This includes the reduction of 3 Police Officers, 1 School Resource Officer, 1 Mapping Technician, 2 part-time School Crossing Guards and 1 part-time position in the Recreation Department. The Fire Department eliminated a vacant Deputy Chief position and added 3 Fire Fighter positions and in the Public Works Department an engineering position was transferred from the General Fund to the Waterworks Fund based on type of work performed. Employee salary and retirement costs are projected to decrease a gross \$632,512 or 5.73%. **In addition to staffing level reductions**, salaries and fringe benefits costs also declined due to no merit or COLA increases being awarded to City employees in fiscal 2003 and employee turnover. Employees were given a one-time payment of \$1,200 in fiscal 2003, which did not add to the employee wage base. The fiscal 2004 budget includes a 3% average merit award to employees budgeted at \$305,000. 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.

The budgeted amount also includes a staffing revision in the Fire Department which results in an overall savings of \$72,839 or 1.2-cents on the tax rate. This plan calls for the elimination of the vacant Chief of Operations position being replaced with 3 new fire fighter positions. An additional fire fighter for each shift allows for a \$116,513 reduction in overtime funding. This change is outlined in more detail in a memorandum from the Fire Chief included in the MBR document. In the proposed budget, the overtime line item for the fire fighting activity remained at \$300,000 due to a shift in required funding from regular salaries to overtime based on changes in the new pay plan enacted in fiscal 2003. During budget deliberations, City Council reduced overtime funding for special events by \$100,000 in the Fire Department and by \$30,100 in the Police Department.

Contractual Services total \$4,539,621 and comprise 25% of total General Fund municipal expenditures. Budgeted funding for Contractual Services decreased \$162,756, down 3.5% over the prior fiscal year due to mandated budget reductions to reduce the property tax rate. Major line items in this category are as outlined below.

Utility services are budgeted at \$1,759,295. Of this amount, \$891,500 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 \$867,795 budgeted for utility charges includes electric, water, wastewater and gas usage and refuse collection at City owned buildings and telephone and other communication charges. TVA has approved an average 7.4% electric rate increase effective October 2003. Utility funding for City facilities remain flat with fiscal 2003, with efforts being made to absorb the rate increase through reduced consumption. However, funding for street and traffic lights is budgeted to increase \$26,500 due to the rate increase by TVA.

Vehicle Equipment Usage Charges budgeted at \$659,530 decreased \$14,845. 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 cease shortly after full depreciation of the asset. Vehicles are replaced on an as needed basis rather than immediately after full depreciation.

\$572,611 is budgeted for custodial services at City buildings (\$223,221), mowing (\$260,020), street sweeping (39,950) and litter pickup along right-of-ways, at City recreational facilities and at other City-owned sites (\$49,420). These services are provided under multiyear contracts that increase annually based on changes in the consumer price index (CPI). In fiscal 2004, the budget for these services decreased a net \$37,450 from the prior fiscal year. Service level reductions were made to custodial services to maintain overall costs at last years budgeted amount. Street sweeping on non-state streets was eliminated at a cost of \$48,251.

\$594,544 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. The fiscal 2004 budget for these items was reduced by \$45,935, 7.2%.

\$287,154 is budgeted in fiscal 2004 for professional services, a \$40,266 decrease over the prior year. Expenditures budgeted here include \$100,000 for communication resources, \$42,600 for personnel costs such as drug screening and medical and psychological exams for police and fire applicants, \$16,000 for housing demolition, \$21,235 for computer training and support services, \$25,502 for the annual independent audit and \$5,830 for outside legal assistance. The remaining \$75,987 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.

\$156,932 is budgeted for travel to schools and conferences by City employees and City Council. This is a \$32,155, 17.0% reduction over funding levels for the prior fiscal year. Remaining 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 \$17,075 for administrative services.

Funding for the replacement and maintenance of non-vehicle equipment, primarily computers and other small equipment is budgeted at \$200,482. Rents are budgeted at \$119,955 for fiscal 2004, a \$7,737 decrease primarily for leasing of small equipment. Rents include \$56,400 for space occupied by the Senior Center, leases for copiers and other equipment and for portable toilets at recreational facilities.

\$80,545 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.

\$55,348 is budgeted for dues, memberships and subscriptions, including library subscription services, \$42,530 for advertising and legal notice publication and \$10,695 for printing costs including the budget document and annual financial report. Funding for these items was reduced by \$5,823.

Commodities total \$559,096 and comprise 3% of total General Fund municipal expenditures. Budgeted funding for commodities decreased \$15,715 to reduce overall budgeted expenditure levels.

Miscellaneous commodities, small tools and supply purchases are budgeted at \$362,499, a decrease of \$7,231. 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.

\$110,342 is budgeted for Library materials including book, CD, cassette and video purchases, \$54,260 for uniforms and \$31,995 for non-Library books and educational materials. The budget for these items decreased by \$8,484.

Other Charges total \$158,361 and comprise .9% of total General Fund municipal expenditures. \$130,761 is budgeted for property and liability insurance. 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. Budgeted insurance costs increased \$22,609 due to current market conditions.

\$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. \$3,000 in funding for the sister-city exchange program and \$3,000 for the July 4th fireworks display was deleted from the budget.

No capital expenditures are budgeted for fiscal 2004. All major general capital projects are funded through the issuance of long-term debt and 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 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 classes without impacting the legal appropriation.

Funds recovered from users are budgeted to increase \$79,189. Through the Emergency Communications District Fund, the City collects a surcharge on residential and commercial telephone lines through BellSouth and other telecommunication sources to support 911 related services. An additional \$60,000 from the recent 911 fee increase will be utilized to support salaries and benefits for public safety dispatchers. The remaining \$19,189 increase is primarily related to cost recoveries to maintain state highways located in Oak Ridge.

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 34% 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 34% 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 \$3,049,331 for fiscal 2004, down \$93,570 or 3.0% from the prior fiscal year due to mandated overall cost reductions. Approximately 19% of the General Fund's gross expenditures are transferred to other City Funds or Recovered from Users. The schedule on page II-32 outlines the costs that are transferred to each Fund by activity. The schedule on page II-30 contains General Fund expenditures, net of Reduction of Costs, by activity and totaled by department. Municipal Expenditures, net of Reduction of Costs, decrease \$574,021 or 3.9%, for an appropriated budget amount of \$14,325,276.

General Fund Operating Transfers

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 \$18,592,501, down 2.3% or \$436,228 in fiscal 2004.

The largest single use of General Fund revenues is the operating transfer to the Oak Ridge Schools, which is 32.3% of total General Fund expenditures and Operating Transfers. The fiscal 2004 operating transfer to the Schools remains at the fiscal 2003 level of \$10,646,242. This is \$705,908 less than the fiscal 2004 requested funding by the Oak Ridge Schools. Funding was frozen at the fiscal 2003 level in accordance with the goals outlined in City Council's Strategic Plan. The operating transfer will finance approximately 25.7% of the General Purpose School Fund's budgeted expenditures for fiscal 2004.

\$4,034,485 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 is a \$178,722 budgeted decrease over the prior year due to a restructuring of the City's existing general long-term debt in fiscal 2003.

\$1,108,510 is budgeted for transfer to the Solid Waste Fund in fiscal 2004 a \$9,895 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. Residential users also pay a \$5 per month fee for residential refuse collection that is direct revenue to the Solid Waste Fund.

In fiscal 2000, the Economic Diversification (ED) Fund was established to centralize economic development and social service activities funded by the City. The primary revenue stream for the ED Fund is operating transfers from the General, Electric and Waterworks Funds. The General Fund is budgeted to transfer \$679,764 to the ED Fund in fiscal 2004, down \$666,901. \$257,868 in funding for the 3 employees of the Economic Diversification Department has been eliminated. The General Fund share of that funding is \$184,233. The General Fund's share of marketing and other incentive programs has been reduced by \$247,934. \$250,000 in funding was reallocated back to the State Street Aid 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 10 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. In fiscal 2004, \$1,057,000 is budgeted for transfer to the Capital Projects Fund for this reserve to finance future capital maintenance. The intent is for this to be an annual transfer that gradually increases to approximately \$1.5 million per year.

The revenues of the State Street Aid Fund 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 \$560,650 in fiscal 2004. This is a \$260,650 increase in funding from fiscal 2003 levels. In fiscal 2003, \$300,000 in street funding was reallocated to the Economic Diversification Fund for development of the city center. During fiscal 2003, paving efforts was concentrated on roadways that are eligible for paving by the state with only a 20% funding match by the City, rather than paving efforts requiring a 100% city contribution. This change resulted in the reduction of the contribution amount required by the State Street Aid Fund from the General Fund for fiscal 2003.

In fiscal 2004, the General Fund is transferring \$500,000 to the Golf Course Fund for the annual debt service payment on debt issued by the City to construct a golf course. The Bonds issued to construct the course are backed by the full faith and credit of the City as well as by the proceeds from operation of the Course and the sale of land surrounding the course. This is a \$213,000 decrease from fiscal 2003 levels, which were higher to compensate for inadequate funding levels in fiscal 2002.

**GENERAL FUND
SUMMARY OF REVENUES BY SOURCE**

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
TAXES:						
Property Taxes:						
4101 General Property Taxes:						
4110 Real Property Taxes	11,731,021	13,197,000	13,317,000	13,501,000	304,000	2.3
4225 Personal Property	1,152,890	1,283,000	1,355,000	1,336,000	53,000	4.1
4120 Public Utilities	324,790	380,000	331,000	323,000	(57,000)	-15.0
4125 Interest and Penalties	158,224	85,000	155,000	110,000	25,000	29.4
Total Property Taxes	<u>13,366,925</u>	<u>14,945,000</u>	<u>15,158,000</u>	<u>15,270,000</u>	<u>325,000</u>	<u>2.2</u>
Other Property Taxes:						
4130 Other than Assessed	21,102	49,000	21,000	21,000	(28,000)	-57.1
4135 Tax Equiv. - Elec. Fund	984,262	1,085,000	1,154,451	1,213,000	128,000	11.8
4140 Tax Equiv. - Waterworks Fund	1,172,111	1,285,469	1,299,536	1,312,000	26,531	2.1
Total Other Property Taxes	<u>2,177,475</u>	<u>2,419,469</u>	<u>2,474,987</u>	<u>2,546,000</u>	<u>126,531</u>	<u>5.2</u>
Other Taxes:						
4151 Gross Receipts Bus. Taxes:						
4155 Beer Wholesale Tax	490,050	480,000	500,000	510,000	30,000	6.3
4160 Liquor Wholesale Tax	182,533	177,000	194,000	195,000	18,000	10.2
4165 Room Occupancy Tax - 5%	309,826	315,000	360,000	355,000	40,000	12.7
4170 Gross Receipts (Business Taxes)	701,311	623,500	740,000	760,000	136,500	21.9
4180 Penalty & Interest Business Tax	19,758	15,000	18,000	18,000	3,000	20.0
4187 City Sales Tax - Roane Co.	194,689	168,000	208,000	210,000	42,000	25.0
Total Other Taxes	<u>1,898,167</u>	<u>1,778,500</u>	<u>2,020,000</u>	<u>2,048,000</u>	<u>269,500</u>	<u>15.2</u>
TOTAL TAXES	<u>17,442,567</u>	<u>19,142,969</u>	<u>19,652,987</u>	<u>19,864,000</u>	<u>721,031</u>	<u>3.8</u>
LICENSES AND PERMITS:						
4205 Beer & Liquor Licenses & Permits	19,167	20,000	20,000	20,000	0	0.0
4225 Building Permits	90,237	140,000	100,000	120,000	(20,000)	-14.3
4230 Electrical Permits	18,986	26,000	26,000	26,000	0	0.0
4235 Plumbing Permits	21,275	22,000	22,000	22,000	0	0.0
4250 Animal Registration Permits	15,243	17,000	17,000	17,000	0	0.0
4260 Other Permits and Fees	8,882	7,000	10,000	10,000	3,000	42.9
TOTAL LICENSES & PERMITS	<u>173,790</u>	<u>232,000</u>	<u>195,000</u>	<u>215,000</u>	<u>(17,000)</u>	<u>-7.3</u>
INTERGOVERNMENTAL:						
4311 D.O.E. In-Lieu of Tax Shared State Taxes:	1,176,297	1,305,024	1,305,024	1,273,952	(31,072)	-2.4
4310 TVA Replacement Tax	186,866	187,000	186,837	170,170	(16,830)	-9.0
4320 Sales Tax	1,649,441	1,705,000	1,650,000	1,551,550	(153,450)	-9.0
4325 Income Tax	408,766	625,000	410,000	373,100	(251,900)	-40.3
4340 Excise Tax	37,099	40,000	38,000	36,400	(3,600)	-9.0
4345 Beer Barrelage	13,384	14,000	13,000	12,740	(1,260)	-9.0
4350 Mixed Drink Tax	79,568	80,000	79,000	72,800	(7,200)	-9.0
4355 State Grants in Aid	1,625	0	0	0	0	0.0
County Shared Sales Taxes:						
4366 Anderson County	5,464,357	5,300,000	5,790,000	5,880,000	580,000	10.9
4367 Sales Tax Refund	(61,000)	0	0	0	0	0.0
4370 Roane County	963,708	842,000	1,025,000	1,035,000	193,000	22.9
TOTAL INTERGOVERNMENTAL	<u>9,920,111</u>	<u>10,098,024</u>	<u>10,496,861</u>	<u>10,405,712</u>	<u>307,688</u>	<u>3.0</u>

**GENERAL FUND
SUMMARY OF REVENUES BY SOURCE**

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
<u>CHARGES FOR SERVICES:</u>						
Charges for Current Services:						
4405 Records Processing	15,555	15,500	17,000	17,000	1,500	9.7
4417 General & Admin. Costs	23,599	20,000	20,000	20,000	0	0.0
4425 Library - Lost Books	3,039	3,000	3,000	3,000	0	0.0
4430 Animal Shelter Fees	38,337	38,000	38,000	38,000	0	0.0
Total Charges for Current Services	<u>80,530</u>	<u>76,500</u>	<u>78,000</u>	<u>78,000</u>	<u>1,500</u>	<u>2.0</u>
Use of Property Services:						
4440 Activities	3,996	6,800	10,000	10,000	3,200	47.1
4450 Outdoor Pool	76,224	82,000	88,000	85,000	3,000	3.7
4455 Indoor Pool	53,663	62,500	58,000	62,500	0	0.0
4460 Rental of Lands	86,249	80,000	80,000	80,000	0	0.0
4465 Rental of Buildings	13,846	0	4,000	0	0	0.0
4466 Central Service & Municipal Bldg	892,732	892,732	892,732	892,732	0	0.0
4475 Marina Rental	4,655	6,000	0	0	(6,000)	-100.0
4480 Restaurant Rental	27,826	30,684	30,684	30,684	0	0.0
4482 City Owned Radios	118,045	118,705	118,045	118,705	0	0.0
4485 Community Center Building	32,928	37,500	32,000	35,000	(2,500)	-6.7
Total Use of Property Services	<u>1,310,164</u>	<u>1,316,921</u>	<u>1,313,461</u>	<u>1,314,621</u>	<u>(2,300)</u>	<u>-0.2</u>
TOTAL CHARGES FOR SERVICES	<u>1,390,694</u>	<u>1,393,421</u>	<u>1,391,461</u>	<u>1,392,621</u>	<u>(800)</u>	<u>-0.1</u>
<u>FINES, PENALTIES AND FORFEITURES:</u>						
4505 City Court - Fines	52,433	65,000	50,000	60,000	(5,000)	-7.7
4510 City Court - Costs	31,505	35,000	30,000	35,000	0	0.0
4515 Bail Forfeitures	138,474	200,000	135,000	150,000	(50,000)	-25.0
4519 Misc. Court Revenues	6,647	4,000	3,400	4,000	0	0.0
4520 Library - Fines	56,455	77,900	63,000	70,000	(7,900)	-10.1
TOTAL FINES, PENALTIES, & FORFEITURES	<u>285,514</u>	<u>381,900</u>	<u>281,400</u>	<u>319,000</u>	<u>(62,900)</u>	<u>-16.5</u>
<u>OTHER REVENUES:</u>						
4610 Interest on Investments	178,695	300,000	120,000	120,000	(180,000)	-60.0
4710 CATV Franchise	270,533	265,000	265,000	265,000	0	0.0
4730 Land Sale Proceeds	0	305,000	0	0	(305,000)	100.0
4750 Right-of-Way	60,000	60,000	60,000	60,000	0	0.0
4790 Miscellaneous	(32,341)	2,500	2,500	2,500	0	0.0
TOTAL OTHER REVENUES	<u>476,887</u>	<u>932,500</u>	<u>447,500</u>	<u>447,500</u>	<u>(485,000)</u>	<u>-52.0</u>
TOTAL CURRENT MUNICIPAL REVENUES	<u>29,689,563</u>	<u>32,180,814</u>	<u>32,465,209</u>	<u>32,643,833</u>	<u>463,019</u>	<u>1.4</u>
FUND BALANCE APPROPRIATION	1,964,765	1,747,212	898,616	273,944	(1,473,268)	-84.3
TOTAL REVENUES	<u>31,654,328</u>	<u>33,928,026</u>	<u>33,363,825</u>	<u>32,917,777</u>	<u>(1,010,249)</u>	<u>-3.0</u>

GENERAL FUND
SUMMARY OF EXPENDITURES AND TRANSFERS
BY DEPARTMENTS AND ACTIVITIES

	ACTUAL 2002	BUDGET 2003	PROJECTED 2003	BUDGET 2004	BUDGET 04 vs 03	% CHANGE
<u>General Government:</u>						
810 City Council	65,115	86,568	86,568	73,201	(13,367)	-15.4
816 City Clerk	111,963	114,645	114,370	114,762	117	0.1
820 City Manager	202,294	207,522	206,431	206,755	(767)	-0.4
832 City Court	91,682	104,819	104,931	105,132	313	0.3
843 Legal	154,362	169,438	170,159	172,074	2,636	1.6
Total General Government	625,416	682,992	682,459	671,924	(11,068)	-1.6
<u>Administrative Services:</u>						
845 Computer Services	169,958	208,742	196,429	213,510	4,768	2.3
846 Personnel	182,600	201,888	200,486	192,895	(8,993)	-4.5
854 Stationery Stores	74,980	79,670	78,844	79,784	114	0.1
862 Finance	191,645	207,047	199,100	206,551	(496)	-0.2
864 Business Office	47,456	48,198	39,550	46,595	(1,603)	-3.3
Total Administrative Services	666,639	745,545	714,409	739,335	(6,210)	-0.8
<u>Police Department:</u>						
910 Supervision	145,091	169,847	158,345	171,643	1,796	1.1
911 Investigations	501,560	504,516	537,823	502,270	(2,246)	-0.4
912 Staff Services	329,757	353,263	366,214	347,807	(5,456)	-1.5
913 Patrol	2,526,479	2,762,324	2,657,890	2,565,058	(197,266)	-7.1
915 Emergency Communications	281,122	272,729	275,092	219,754	(52,975)	-19.4
916 Animal Control	199,470	220,877	215,210	234,452	13,575	6.1
917 School Resource Officer Program	126,094	164,552	198,880	118,571	(45,981)	-27.9
Total Police Department	4,109,573	4,448,108	4,409,454	4,159,555	(288,553)	-6.5
<u>Fire Department:</u>						
921 Supervision	165,433	167,949	164,650	163,851	(4,098)	-2.4
922 Fire Prevention	91,828	100,396	100,126	102,090	1,694	1.7
923 Fire Fighting	2,668,507	2,939,678	2,941,219	2,778,780	(160,898)	-5.5
924 Fire Stations	101,502	91,193	84,773	88,416	(2,777)	-3.0
925 Fire Specialists	146,976	152,560	150,621	151,600	(960)	-0.6
Total Fire Department	3,174,246	3,451,776	3,441,389	3,284,737	(167,039)	-4.8
<u>Public Works Department:</u>						
930 Supervision	88,440	97,464	97,263	81,156	(16,308)	-16.7
935 Engineering	128,804	151,569	148,478	146,744	(4,825)	-3.2
942 State Highway Maintenance	53,605	53,669	52,716	55,509	1,840	3.4
943 General Maintenance	225,323	282,188	274,104	205,960	(76,228)	-27.0
946 Central Service Center	91,309	100,443	97,916	99,305	(1,138)	-1.1
948 Municipal Building	123,715	137,645	130,241	129,823	(7,822)	-5.7
950 102 Robertsville Road	6,683	0	0	0	0	-100.0
953 Traffic Control and Lights	851,431	896,600	893,700	911,800	15,200	1.7
Total Public Works Department	1,569,310	1,719,578	1,694,418	1,630,297	(89,281)	-5.2

GENERAL FUND
SUMMARY OF EXPENDITURES AND TRANSFERS
BY DEPARTMENTS AND ACTIVITIES

	<u>ACTUAL 2002</u>	<u>BUDGET 2003</u>	<u>PROJECTED 2003</u>	<u>BUDGET 2004</u>	<u>BUDGET 04 vs 03</u>	<u>% CHANGE</u>
<u>Community Development</u>						
960 Supervision	97,633	107,445	106,093	108,722	1,277	1.2
962 Planning	135,313	117,535	117,803	90,872	(26,663)	-22.7
966 Office of Neighborhood Improvement	269,105	310,070	303,661	297,053	(13,017)	-4.2
Total Community Development	<u>502,051</u>	<u>535,050</u>	<u>527,557</u>	<u>496,647</u>	<u>(38,403)</u>	<u>-7.2</u>
<u>Recreation and Parks Department:</u>						
970 Supervision	226,763	248,265	241,630	245,650	(2,615)	-1.1
972 Indoor Aquatics	175,891	179,476	148,247	180,936	1,460	0.8
973 Outdoor Aquatics	157,977	205,006	204,046	232,708	27,702	13.5
974 Centers, Camps & Programs	623,486	670,067	672,393	577,674	(92,393)	-13.8
975 Athletics	50,449	61,078	61,518	59,659	(1,419)	-2.3
976 Parks	598,868	623,302	597,838	612,708	(10,594)	-1.7
977 Scarboro Center	0	0	0	108,623	108,623	100.0
978 Senior Center	197,667	246,069	223,084	239,414	(6,655)	-2.7
Total Recreation and Parks Department	<u>2,031,101</u>	<u>2,233,263</u>	<u>2,148,756</u>	<u>2,257,372</u>	<u>24,109</u>	<u>1.1</u>
979 Public Library	<u>1,017,939</u>	<u>1,082,985</u>	<u>1,075,144</u>	<u>1,085,409</u>	<u>2,424</u>	<u>0.2</u>
TOTAL MUNICIPAL EXPENDITURES	<u>13,696,275</u>	<u>14,899,297</u>	<u>14,693,586</u>	<u>14,325,276</u>	<u>(574,021)</u>	<u>-3.9</u>
<u>Operating Transfers:</u>						
991 State Street Aid Fund	265,000	300,000	500,000	560,650	260,650	86.9
991 Street & Public Transportation Fund	0	0	0	5,850	5,850	100.0
992 Capital Projects Fund	617,000	711,000	711,000	1,057,000	346,000	48.7
994 Golf Course Fund	200,000	713,000	713,000	500,000	(213,000)	-29.9
996 Economic Diversification Fund	1,331,688	1,346,665	1,146,665	679,764	(666,901)	-49.5
997 Debt Service	4,621,305	4,213,207	3,913,207	4,034,485	(178,722)	-4.2
998 Solid Waste	973,422	1,098,615	1,040,125	1,108,510	9,895	0.9
999 Oak Ridge Schools	9,949,638	10,646,242	10,646,242	10,646,242	0	0.0
TOTAL OPERATING TRANSFERS	<u>17,958,053</u>	<u>19,028,729</u>	<u>18,670,239</u>	<u>18,592,501</u>	<u>(436,228)</u>	<u>-2.3</u>
TOTAL EXPENDITURES AND OPERATING TRANSFERS	<u>31,654,328</u>	<u>33,928,026</u>	<u>33,363,825</u>	<u>32,917,777</u>	<u>(1,010,249)</u>	<u>-3.0</u>

**FY 2004 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	WATER	WASTEWATER			
GENERAL GOVERNMENT:								
810 City Council	103,100	16%	6%	7%	6,186	0	0	71%
816 City Clerk	161,634	16%	6%	7%	9,698	0	0	71%
820 City Manager's Office	413,509	25%	12%	12%	49,621	1%	0	50%
832 City Court	105,132	0	0	0	0	0	0	100%
843 Legal	242,357	16%	6%	7%	14,541	0	0	71%
TOTAL GENERAL GOVERNMENT	1,025,732	18%	8%	8%	80,046	0%	4,136	66%
								671,924
ADMINISTRATIVE SERVICES:								
845 Computer Services	647,003	31%	16%	20%	103,520	0	0	33%
846 Personnel	306,180	15%	10%	8%	30,618	4%	0	63%
854 Stationary Stores	189,964	24%	17%	17%	32,294	0	0	42%
862 Finance	607,501	34%	12%	16%	72,900	4%	0	34%
864 Business Office	665,638	43%	23%	27%	153,097	0	0	7%
TOTAL ADMINISTRATIVE SERVICES	2,416,286	32%	16%	19%	392,429	2%	36,547	31%
								739,335
POLICE DEPARTMENT:								
910 Supervision	171,643	0	0	0	0	0	0	100%
911 Investigations	502,270	0	0	0	0	0	0	100%
912 Staff Services	347,807	0	0	0	0	0	0	100%
913 Patrol	2,583,558	0	0	0	0	0	0	99%
915 Emergency Communications	412,193	12%	2%	6%	8,244	0	18,500	53%
916 Animal Control	267,452	0	0	0	0	0	110,000	89%
917 School Resource Officer	118,571	0	0	0	0	0	33,000	100%
TOTAL POLICE DEPARTMENT	4,403,494	1%	0%	1%	8,244	0	161,500	98%
								4,159,555
FIRE DEPARTMENT:								
921 Supervision	163,851	0	0	0	0	0	0	100%
922 Fire Prevention	102,090	0	0	0	0	0	0	100%
923 Fire Fighting	2,778,780	0	0	0	0	0	0	100%
924 Fire Stations	88,416	0	0	0	0	0	0	100%
925 Fire Specialists	151,600	0	0	0	0	0	0	100%
TOTAL FIRE DEPARTMENT	3,284,737	0	0	0	0	0	0	100%
								3,284,737

**FY 2004 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								
<u>PUBLIC WORKS DEPARTMENT:</u>													
930 Supervision	300,576	0	27%	81,156	31%	93,178	15%	45,086	0	27%	81,156		
935 Engineering	293,488	10%	29,349	10%	29,349	15%	44,023	15%	0	50%	146,744		
942 State Highway Maintenance	178,509	0	0	0	0	0	0	0	69%	123,000	55,509		
943 General Maintenance	205,960	0	0	0	0	0	0	0	0	100%	205,960		
946 Central Services Complex	413,778	42%	173,788	18%	74,480	10%	41,378	6%	24,827	24%	99,305		
948 Municipal Building	190,914	15%	28,636	9%	17,182	8%	15,273	0	0	68%	129,823		
953 Traffic Control & Lighting	911,800	0	0	0	0	0	0	0	0	100%	911,800		
TOTAL PUBLIC WORKS	2,495,025	9%	231,773	8%	202,167	8%	193,852	5%	113,936	65%	1,630,297		
<u>COMMUNITY DEVELOPMENT DEPARTMENT:</u>													
960 Supervision	187,453	13%	24,369	13%	24,369	16%	29,993	0	0	58%	108,722		
962 Planning	139,803	13%	18,175	11%	15,378	11%	15,378	0	0	65%	90,872		
966 Office of Neighborhood Improvement	370,796	0	0	9%	33,371	9%	33,372	0	2%	7,000	297,053		
TOTAL COMMUNITY DEVELOPMENT	698,052	6%	42,544	10%	73,118	11%	78,743	0	1%	7,000	496,647		
<u>RECREATION & PARKS DEPARTMENT:</u>													
970 Supervision	245,650	0	0	0	0	0	0	0	0	100%	245,650		
972 Indoor Aquatics	206,936	0	0	0	0	0	0	0	13%	26,000	180,936		
973 Outdoor Aquatics	234,908	0	0	0	0	0	0	0	1%	2,200	232,708		
974 Centers, Camps & Programs	658,334	0	0	0	0	0	0	0	12%	80,660	577,674		
975 Athletics	62,159	0	0	0	0	0	0	0	4%	2,500	59,659		
976 Parks	637,708	0	0	0	0	0	0	0	4%	25,000	612,708		
977 Scarborough Center	111,963	0	0	0	0	0	0	0	3%	3,340	108,623		
978 Senior Center	240,414	0	0	0	0	0	0	0	1%	1,000	239,414		
TOTAL RECREATION & PARKS DEPARTMENT	2,398,072	0	0	0	0	0	0	0	4%	140,700	2,257,372		
<u>PUBLIC LIBRARY:</u>													
979 Public Library	1,085,409	0	0	0	0	0	0	0	0	100%	1,085,409		
GRAND TOTAL	17,806,807	7%	1,293,153	5%	848,245	4%	753,314	1%	154,619	2%	432,200	80%	14,325,276

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-37 contains projected revenues, expenditures and operating transfers through fiscal 2009. The model contains debt service requirements for the General Fund on existing long-term debt issuances, as well as projected debt service on the capital included in the City's 2004-2009 Capital Improvements Program Document. All major capital projects have been delayed in order to maintain the current property tax rate. The next debt issuance to fund major capital projects is projected at \$5,000,000 in fiscal 2007.

This model was prepared in accordance with City Council's adopted Strategic Plan, Budget and Finance Major Initiatives and Multiyear Budget Model Assumptions, which are contained on pages I-37 through I-46 of this document. One of the goals in City Council's 5-Year Strategic Plan is to achieve a property tax rate that does not exceed the 75th percentile of comparable benchmark cities by July 1, 2007. This model does not meet that goal. Currently it would take an expenditure reduction of approximately \$3,000,000 to meet that goal.

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 2005. This growth rate is below the actual average of around 4% over the past 10 years. With the impact of federal downsizing on the community, the City and Schools are making a concerted effort to restrict expenditure growth.
- ◆ Revenues are anticipated to grow at the historical growth rate of each specific revenue. Assessment growth is projected to increase by 3.5% in fiscal 2005 and 2% thereafter. Assessment growth is projected higher in the fiscal 2005 based on current or planned construction projects in the community. Assessment growth has been below 2% since 1998. Sales tax collections, which are the General Fund's other major revenue source, are projected to grow at 2% annually. Actual sales tax receipts received by the City have varied from year-to-year based on operational levels by federal contractors and large one-time audit adjustments. Overall, sales tax collections were fairly flat from 1994 through 2001. Growth levels increase during fiscals 2002 and 2003 due to the opening of Home Depot, expansion of Wal-Mart and the major modernization programs at the federal facilities located in Oak Ridge. This growth began to flatten back out during the later part of fiscal 2003.
- ◆ The unreserved fund balance of the General Fund combined with that of the General Purpose School Funds should stabilize at approximately \$5 million.

Changes in Operating Transfers:

- ◆ Transfers to the Solid Waster Fund are projected to grow by 3% annually. The primary operations funded by this transfer are provided under a 10-year 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.
- ◆ A gradual increase in funding by approximately one cent on the property tax rate was planned each year to support the City's major street resurfacing program accounted for in the State Street Aid Fund until the annual funding level reaches \$590,000 in fiscal 2005. Annual growth is projected at 2% thereafter. Revenues in the State Street Aid (SSA) Fund have been flat and are insufficient to cover the costs of the expanded street resurfacing program.
- ◆ Beginning in fiscal 2004, \$6,000 is budgeted annually as an operating transfer to the Street and Public Transportation Fund. This is to replace an anticipated loss of revenues from state-shared fuel taxes in that Fund. This transfer was based on the State's proposed budget for fiscal 2004 at the time the City's 2004 budget was adopted.
- ◆ In fiscal 2000, City Council approved establishment of the Economic Diversification (ED) Fund to enhance economic development endeavors, with funding primarily provided from operating transfers from the General, Electric and Waterworks Funds. Major reductions in funding for economic development endeavors was incorporated into the fiscal 2004 budget. Refer to page V-11 of this document for a more in-depth presentation of the funding reductions in the ED Fund. From the fiscal 2004 base, the operating transfer to the ED Fund from the General Fund is projected to grow by 2% annually.
- ◆ The operating transfer to the Golf Course Fund is projected to remain at \$500,000 annually through 2007 and increase to \$529,000 in fiscal 2008. This transfer is to fund the debt service payment on the Bonds issued to construct the Golf Course. In turn, land sale proceeds from the sale of land surrounding the golf course will be remitted to the General Fund as a reimbursement of this operating transfer through 2009. Additionally, the General Fund has advanced the Golf Course Fund \$810,000 since inception of the Golf Course Fund. \$125,000 to \$150,000 is projected to be annually generated from the operations of the course for reimbursement back to the General Fund.
- ◆ 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 issuance to finance the City's routine capital maintenance needs. The transfer amount was increased to \$1,057,000 in fiscal 2004 to pay for planned capital maintenance projects. The transfer amount will be increased each year until a level of approximately \$1.5 million annually is reached.
- ◆ The Debt Service City and School transfer lines only include debt service for existing debt issuances. The model includes funding for future debt issuances to finance capital projects as outlined in the 2004-2009 Capital Improvements Program (CIP) Document. This is shown in the model as new debt for a projected \$5,000,000 issuance in fiscal 2007. Debt issuances to fund major capital projects has been a major driver in past property tax rate increases. 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 on page III-6 of this document.

Based on these parameters in the multiyear model on page II-37, the projected property tax rate will remain at the fiscal 2004 rate of \$2.87 through fiscal 2007, increase by 14 cents in fiscal 2008 to \$3.01 and increase 12 cents in fiscal 2009 to \$3.13. 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 \$60,000. Therefore, the property tax rate must be increased by one-cent for each \$60,000 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). In fiscal 2004, an additional 5 cents on the property tax rate would have been required to eliminate the fund balance draw. The usage of a fund balance draw to balance the budget is to cease by the year 2010 when the target fund balance of \$5 million is sustained. This along with funding requirements for future capital are the primary drivers for the projected increases in the property tax rate over the next few fiscal 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. The Major Budgetary Recommendations Report (MBR), which is presented to City Council along with the proposed budget each year, contains more in-depth information concerning the multiyear models.

CITY OF OAK RIDGE MULTIYEAR MODEL (IN THOUSANDS)

	2002 ACTUAL	2003 PROJ.	2004 PROJ.	2005 PROJ.	2006 PROJ.	2007 PROJ.	2008 PROJ.	2009 PROJ.
REVENUES:								
General Property Taxes	13367	15158	15270	15714	16028	16348	17486	18545
Other Property Taxes	2177	2475	2546	2622	2648	2674	2831	2972
Business Taxes	1703	1812	1838	1893	1950	2009	2069	2131
Licenses & Permits	174	195	215	217	219	221	223	225
DOE In-Lieu of Taxes	1176	1305	1274	1274	1274	1274	1336	1389
Local Sales Tax	6562	7023	7125	7268	7413	7561	7712	7867
Intergovernmental	1968	1967	1807	1843	1880	1918	1956	1995
Hall Income Tax	409	410	410	426	443	461	479	498
Charges for Services	81	78	78	80	82	84	87	90
Use of Property	299	302	303	306	309	312	315	318
Radio & Service Center Rents	1011	1011	1011	1011	1011	1011	1011	1011
Fines & Penalties	286	281	319	329	339	349	359	370
Other Revenues	477	448	448	459	464	458	436	428
TOTAL REVENUES	29690	32465	32644	33441	34060	34680	36300	37839
Municipal Expenditures Base	13696	14899	14325	14826	15345	15882	16438	17014
less projected savings		-205						
TOTAL MUNICIPAL EXPENDITURES	13696	14694	14325	14826	15345	15882	16438	17014
OPERATING TRANSFERS:								
Gen. Purpose School Fund	9950	10646	10646	11019	11404	11803	12217	12644
Solid Waste Fund	974	1040	1109	1142	1176	1211	1247	1284
State Street Aid Fund (Street Resurfacing)	265	500	561	590	602	614	626	639
Transfer to Economic Diversification	300							
Street & Public Transportation Fund			6	6	6	6	6	6
Economic Diversification Fund	1032	1146	680	694	708	722	736	751
Golf Course Fund Debt Service	200	713	500	500	500	500	529	529
Sale of Land Surrounding Golf Course				-500	-500	-500	-500	-250
Capital Projects Fund (Capital Maintenance)	617	711	1057	1093	1115	1251	1392	1420
County Bond Proceeds	-260							
New Debt (Approx. \$5,000,000 @ 5% for 17 years)						250	250	250
Debt Service City (Existing)	2440	1957	2017	2017	2017	1892	1892	1892
Debt Service School (Existing)	2440	1957	2017	2017	2017	1892	1892	1892
TOTAL OPERATING TRANSFERS	17958	18670	18593	18578	19045	19642	20287	21057
TOTAL EXPENDITURES & TRANSFERS	31654	33364	32918	33404	34391	35524	36725	38071
REVENUES LESS EXPENDITURES & TRANSFERS	-1964	-899	-274	37	-331	-844	-425	-232
UNRESERVED CITY FUND BAL. (BOY):	7988	6024	4315	4166	4328	4122	3413	3138
Total Advance to Golf Course		-810	125	125	125	135	150	150
One-Time Sales Tax/Other Adjustments								
UNRESTRICTED CITY FUND BAL. (EOY):	6024	4315	4166	4328	4122	3413	3138	3056
SCHOOL FUND BAL. (EOY):	4500	4000	4040	3500	3535	3000	3030	3060
TOTAL FUND BALANCE (EOY):	10524	8315	8206	7828	7657	6413	6168	6117
Fund Balance As % Expenditures & Transfers	33.25%	24.92%	24.93%	23.43%	22.26%	18.05%	16.80%	16.07%
PROPERTY TAX RATE:	265	294	287	287	287	287	301	313
% OPERATIONS PROPERTY TAX INCREASE	0.00%	0.00%	-4.42%	0.70%	0.35%	0.00%	4.88%	4.32%
% INCREASE PROPERTY TAX RATE	3.11%	10.94%	-2.38%	0.00%	0.00%	0.00%	4.88%	3.99%
ASSESSMENT (0,000,000's)	50.06	51.03	52.82	54.66	55.76	56.87	58.01	59.17
Tax Rate Increase (Annual)			(13.0)	2.0	1.0	0.0	14.0	13.0
Sale of Land Surrounding Golf Course				(2.0)	(1.0)	(2.0)	(2.0)	(1.0)
Capital Maint./Improvement (Annual)			6.0	0.0	0.0	2.0	2.0	0.0
Total Tax rate Increase (Annual)			(7.0)	0.0	0.0	0.0	14.0	12.0
Ann. Assmnt. Growth	-0.80%	1.93%	3.50%	3.50%	2.00%	2.00%	2.00%	2.00%
Ann. Sales Tax Growth	9.64%	7.03%	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%
Average Household Monthly Tax Increase	1.67	6.04	-1.46	0.00	0.00	0.00	2.92	2.50





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.

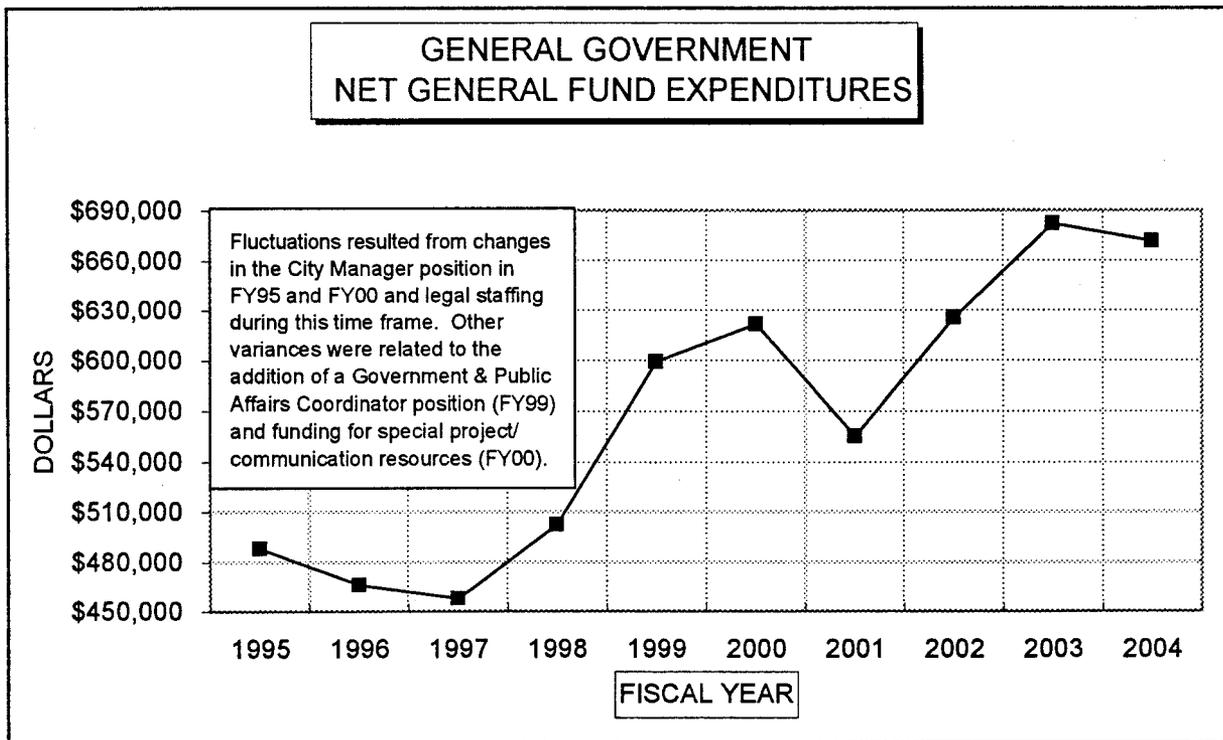
The City Court has jurisdiction within the City over cases involving violations of City ordinance. The Court is presided over by a City Judge elected for a four-year term. During fiscal 2002, the Court collected \$229,059 in City revenues.

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 and a secretary position.

GENERAL GOVERNMENT	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs 03	% CHANGE
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GENERAL FUND

810 City Council	65,115	86,568	86,568	73,201	(13,367)	-15.4
816 City Clerk	111,963	114,645	114,370	114,762	117	0.1
820 City Manager	202,294	207,522	206,431	206,755	(767)	-0.4
832 City Court	91,682	104,819	104,931	105,132	313	0.3
843 Legal	154,362	169,438	170,159	172,074	2,636	1.6
Total General Government	625,416	682,992	682,459	671,924	(11,068)	-1.6



CITY OF OAK RIDGE			
FUND General	DEPARTMENT General Government	ACTIVITY City Council	NUMBER 810

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 business in public sessions held in the Courtroom of the Municipal Building typically on the first and third Mondays of each month.

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 U.S. Conference of Mayors; and attendance by City Council members at meetings and conferences conducted by the Tennessee Municipal League and the National League of Cities.

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures decreased \$18,827, or 15.4 percent as a cost reduction for fiscal 2004. Major areas of reduction included Travel by \$4,000, Dues, Memberships, and Subscriptions by \$2,677, and funding for Contingencies decreased by \$11,000. Funding for the sister-city exchange program of \$3,000 was also eliminated.

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	9,600	9,600	9,600	9,600	0	.0
5141. Social Security	734	734	734	734	0	.0
Total Personal Services	10,334	10,334	10,334	10,334	0	.0
Contractual Services						
5205. Printing & Dup. Charges	254	1,000	1,000	500	500-	50.0-
5206. Mailing & Delivery	0	110	110	0	110-	100.0-
5207. Dues, Memberships & Sub.	20,837	19,550	19,550	16,873	2,677-	13.7-
5210. Prof. & Contractual Ser.	23,800	24,638	24,638	25,502	864	3.5
5212. Utility Services	1,631	2,100	2,100	2,100	0	.0
5220. Training & Travel	17,411	30,000	30,000	26,000	4,000-	13.3-
5235. Repair & Maintenance	0	920	920	800	120-	13.0-
5236.13 Other Equipment Maint.	345	345	345	345	0	.0
5289. Vehicle/Equip Use Charge	2,438	2,800	2,800	2,600	200-	7.1-
Total Contractual Services	66,716	81,463	81,463	74,720	6,743-	8.3-
Commodities						
5310. Commodities/Tools/Supplies	4,189	3,050	3,050	3,186	136	4.5
5320. Books/Education Material	0	400	400	400	0	.0
Total Commodities	4,189	3,450	3,450	3,586	136	3.9
Other Charges						
5410. Liability Insurance	6,365	7,680	7,680	9,410	1,730	22.5
5420. Litigation/Judicial Costs	1,546	0	0	50	50	.0
5430. Grants/Subsidies/Contr.	2,500	3,000	3,000	0	3,000-	100.0-
5499. Contingency	0	16,000	16,000	5,000	11,000-	68.8-
Total Other Charges	10,411	26,680	26,680	14,460	12,220-	45.8-
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	91,650	121,927	121,927	103,100	18,827-	15.4-
Reduction of Costs						
5670. Recovered from Funds	26,535-	35,359-	35,359-	29,899-	5,460	15.4-
TOTAL NET EXPENDITURES	65,115	86,568	86,568	73,201	13,367-	15.4-

CITY OF OAK RIDGE

FUND General	DEPARTMENT General Government	ACTIVITY City Clerk	NUMBER 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 officials 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.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Agenda Production-Number of Sessions	37	36	38	36
Minutes Recorded	25	24	23	24
Ordinances Adopted	21	22	23	24
Resolutions Adopted	173	194	167	175
Proclamations Adopted	93	37	36	40
Administrative Action Referrals	467	467	535	500
Publications/Legal Notices	43	38	63	40
Official Notices Mailed to Individuals	148	117	120	125

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for non-salary services decreased by \$1,981, primarily for a reduction in funding for Equipment Maintenance.

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	88,259	92,619	92,194	92,488	131-	.1-
5131. Regular Overtime Pay	1,199	1,330	700	1,330	0	.0
5141. Social Security	6,760	7,110	7,106	7,177	67	.9
5150. Retirement	6,077	8,323	8,323	8,312	11-	.1-
5160. Medical & Workers Comp	8,829	11,894	12,566	14,114	2,220	18.7
Total Personal Services	111,124	121,276	120,889	123,421	2,145	1.8
Contractual Services						
5205. Printing & Dup. Charges	0	200	200	0	200-	100.0-
5207. Dues, Memberships & Sub.	249	204	204	249	45	22.1
5210. Prof. & Contractual Ser.	7,250	2,400	2,400	2,400	0	.0
5211. Advertising & Publicity	33,774	30,000	30,000	30,000	0	.0
5212. Utility Services	1,529	1,600	1,600	1,600	0	.0
5220. Training & Travel	172	360	360	360	0	.0
5236.13 Other Equipment Maint.	2,365	2,845	2,845	1,825	1,020-	35.9-
Total Contractual Services	45,339	37,609	37,609	36,434	1,175-	3.1-
Commodities						
5310. Commodities/Tools/Supplies	466	1,780	1,780	1,243	537-	30.2-
5320. Books/Education Material	491	205	205	336	131	63.9
Total Commodities	957	1,985	1,985	1,579	406-	20.5-
Other Charges						
5410. Liability Insurance	130	0	0	0	0	.0
5420. Litigation/Judicial Costs	147	600	600	200	400-	66.7-
Total Other Charges	277	600	600	200	400-	66.7-
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	157,697	161,470	161,083	161,634	164	.1
Reduction of Costs						
5670. Recovered from Funds	45,731-	46,825-	46,713-	46,872-	47-	.1
TOTAL NET EXPENDITURES	111,966	114,645	114,370	114,762	117	.1

CITY OF OAK RIDGE

FUND General	DEPARTMENT General Government	ACTIVITY City Manager's Office	NUMBER 820
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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 for City Council approval. These goals and objectives serve as objective measures of performance for this activity.

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for non-salary services decreased by a net \$4,300, primarily for Travel which was reduced by \$6,300. Liability Insurance costs increased by \$1,730 due to higher premiums which mirrors a nationwide industry trend.

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	204,715	215,249	209,568	213,383	1,866-	.9-
5131. Regular Overtime Pay	4,027	3,160	4,400	3,160	0	.0
5141. Social Security	15,116	15,378	16,369	16,566	1,188	7.7
5150. Retirement	14,180	19,071	19,071	19,186	115	.6
5160. Medical & Workers Comp	16,857	18,269	19,277	21,599	3,330	18.2
Total Personal Services	254,895	271,127	268,685	273,894	2,767	1.0
Contractual Services						
5206. Mailing & Delivery	0	50	50	50	0	.0
5207. Dues, Memberships & Sub.	1,419	1,385	1,385	1,385	0	.0
5210. Prof. & Contractual Ser.	96,320	100,000	100,000	100,000	0	.0
5212. Utility Services	4,812	4,600	4,600	4,600	0	.0
5220. Training & Travel	7,275	21,500	21,500	15,200	6,300-	29.3-
5235. Repair & Maintenance	19,884	210	470	480	270	128.6
5236.13 Other Equipment Maint.	690	690	690	690	0	.0
5289. Vehicle/Equip Use Charge	5,008	5,200	5,200	5,200	0	.0
Total Contractual Services	135,408	133,635	133,895	127,605	6,030-	4.5-
Commodities						
5310. Commodities/Tools/Supplies	4,257	2,100	2,100	2,100	0	.0
5320. Books/Education Material	704	500	500	500	0	.0
Total Commodities	4,961	2,600	2,600	2,600	0	.0
Other Charges						
5410. Liability Insurance	6,440	7,680	7,680	9,410	1,730	22.5
5430. Grants/Subsidies/Contr.	2,076	0	0	0	0	.0
Total Other Charges	8,516	7,680	7,680	9,410	1,730	22.5
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	403,780	415,042	412,860	413,509	1,533-	.4-
Reduction of Costs						
5610. Recovered from Users	61-	0	0	0	0	.0
5670. Recovered from Funds	201,425-	207,520-	206,429-	206,754-	766	.4-
TOTAL NET EXPENDITURES	202,294	207,522	206,431	206,755	767-	.4-

CITY OF OAK RIDGE

FUND General	DEPARTMENT General Government	ACTIVITY City Court	NUMBER 832
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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 \$500 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.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Number of Court Cases:				
City violations	2,989	4,050	3,882	3,320
Fines and Costs Collected	\$229,059	\$304,000	\$218,400	\$249,000

SIGNIFICANT EXPENDITURE CHANGES

There are no significant expenditure changes for this activity in fiscal 2004.

City of Oak Ridge, Tennessee
Activity Detail

832 City Court

		ACTUAL	BUDGET	PROJECTED	BUDGET	BUDGET	%
		FY 2002	FY 2003	FY 2003	FY 2004	04 vs. 03	CHG

Personal Services							
5111.	Salaries-Reg. Employees	55,158	57,522	55,864	56,178	1,344-	2.3-
5120.	Salaries-Temp. Employees	10,358	13,075	12,290	12,620	455-	3.5-
5131.	Regular Overtime Pay	3,472	3,065	4,850	3,065	0	.0
5141.	Social Security	4,955	5,487	5,585	5,498	11	.2
5150.	Retirement	3,983	5,368	5,368	5,249	119-	2.2-
5160.	Medical & Workers Comp	8,180	11,698	12,370	13,918	2,220	19.0
Total Personal Services		86,106	96,215	96,327	96,528	313	.3

Contractual Services							
5201.	Rents	308	360	360	360	0	.0
5207.	Dues, Memberships & Sub.	0	165	165	165	0	.0
5210.	Prof. & Contractual Ser.	225	1,500	1,500	1,500	0	.0
5212.	Utility Services	1,761	2,100	2,100	2,100	0	.0
5220.	Training & Travel	425	674	674	674	0	.0
5236.13	Other Equipment Maint.	1,680	1,680	1,680	1,680	0	.0
Total Contractual Services		4,399	6,479	6,479	6,479	0	.0

Commodities							
5310.	Commodities/Tools/Supplies	1,127	2,025	2,025	2,025	0	.0
5320.	Books/Education Material	0	100	100	100	0	.0
Total Commodities		1,127	2,125	2,125	2,125	0	.0

Other Charges							
5410.	Liability Insurance	50	0	0	0	0	.0
Total Other Charges		50	0	0	0	0	.0

Capital Expenditures							
Total Capital Expenditures		0	0	0	0	0	.0

TOTAL GROSS EXPENDITURES		91,682	104,819	104,931	105,132	313	.3

Reduction of Costs							
TOTAL NET EXPENDITURES		91,682	104,819	104,931	105,132	313	.3
=====							

CITY OF OAK RIDGE			
FUND General	DEPARTMENT Legal	ACTIVITY Legal	NUMBER 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. Legal Staff are 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, and tracking legislation, both state and federal, to be up to date on issues affecting local governments.

PERFORMANCE OBJECTIVES

1. To prepare an administrative policy on contracts to guide City departments through the contractual process.
2. Collect or recommend other methods of disposition for outstanding City fines and costs.
3. Continue review and revision of the City Code in order to be in compliance with State law, with particular focus on revising Chapter 4, Articles I and II, pertaining to alcoholic beverages (excludes beer).
4. To hold a seminar for City employees on how to draft ordinances and resolutions.
5. To Continue to collect delinquent property taxes owed to the City.

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for non-salary services decreased by \$2,707. Major areas of reductions included Travel by \$1,707 and Book and Educational Material by \$1,000.

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	154,277	166,260	166,148	168,800	2,540	1.5
5141. Social Security	11,650	12,590	12,710	12,913	323	2.6
5150. Retirement	10,467	14,730	14,730	14,956	226	1.5
5160. Medical & Workers Comp	12,759	17,995	19,003	21,325	3,330	18.5
Total Personal Services	189,153	211,575	212,591	217,994	6,419	3.0
Contractual Services						
5206. Mailing & Delivery	0	50	50	50	0	.0
5207. Dues, Memberships & Sub.	1,373	2,500	2,500	2,500	0	.0
5210. Prof. & Contractual Ser.	12,036	5,830	5,830	5,830	0	.0
5211. Advertising & Publicity	0	50	50	50	0	.0
5212. Utility Services	2,660	2,600	2,600	2,600	0	.0
5220. Training & Travel	3,086	6,000	6,000	4,293	1,707-	28.5-
5236.13 Other Equipment Maint.	690	690	690	690	0	.0
Total Contractual Services	19,845	17,720	17,720	16,013	1,707-	9.6-
Commodities						
5310. Commodities/Tools/Supplies	850	1,000	1,000	1,000	0	.0
5320. Books/Education Material	8,593	8,000	8,000	7,000	1,000-	12.5-
Total Commodities	9,443	9,000	9,000	8,000	1,000-	11.1-
Other Charges						
5410. Liability Insurance	100	0	0	0	0	.0
5420. Litigation/Judicial Costs	0	350	350	350	0	.0
Total Other Charges	100	350	350	350	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	218,541	238,645	239,661	242,357	3,712	1.6
Reduction of Costs						
5610. Recovered from Users	802-	0	0	0	0	.0
5670. Recovered from Funds	63,377-	69,207-	69,502-	70,283-	1,076-	1.6
TOTAL NET EXPENDITURES	154,362	169,438	170,159	172,074	2,636	1.6





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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 three 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 2004, the City's work force will be comprised of 405 full-time and part-time employees, which is the equivalent of 348.64 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. A citywide compensation plan review will be 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.

The Finance staff, comprised of 10 employees, is 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. Finance is also responsible for administering the Equipment Replacement Rental Fund and Debt Service Fund.

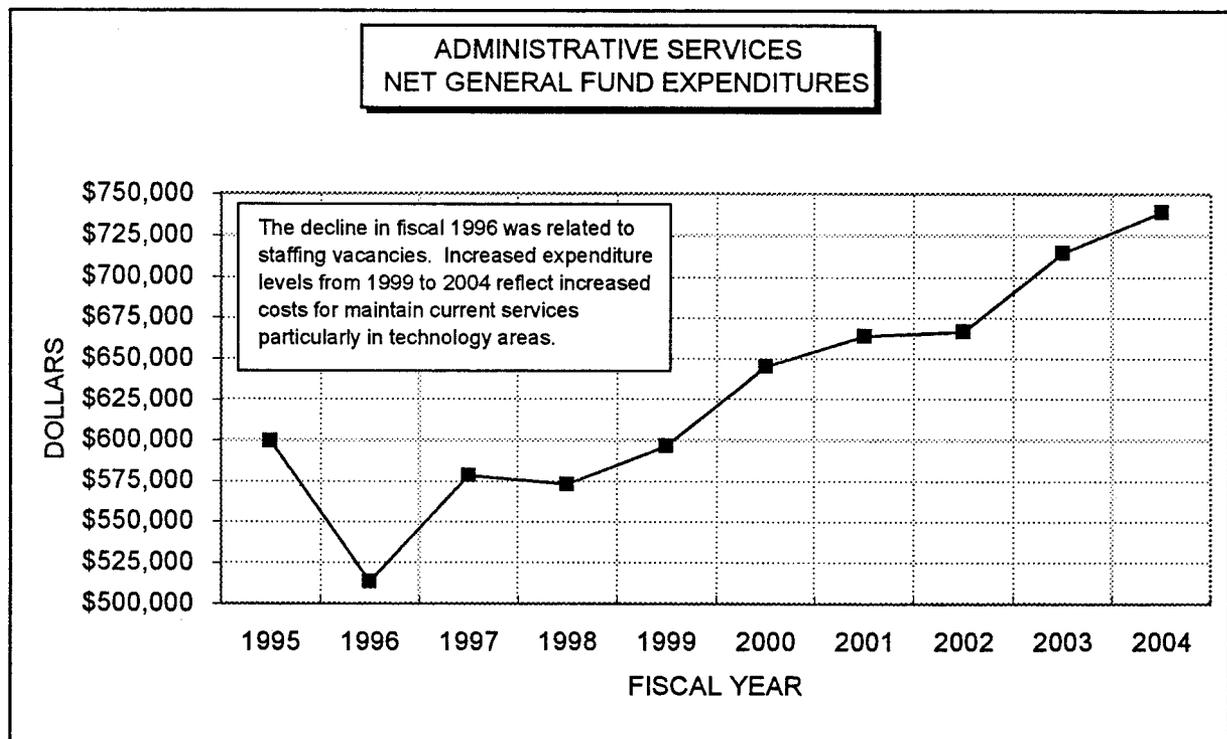
A primary function of Finance is the development and publishing of the City's audit and comprehensive annual financial report (CAFR) and annual operating budget. The City has received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the past 41 years and the Distinguished Budget Presentation Award for the past 18 years. Finance 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 approximately 14,743 utility accounts and 13,072 parcels of property. The Business Office is responsible for the recording and depositing of all cash received by the City. Collections for utilities and property taxes totaled over \$55 million in fiscal 2002.

ADMINISTRATIVE SERVICES DEPARTMENT	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs 03	% CHANGE
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GENERAL FUND

845 Computer Services	169,958	208,742	196,429	213,510	4,768	2.3
846 Personnel	182,600	201,888	200,486	192,895	(8,993)	-4.5
854 Stationery Stores	74,980	79,670	78,844	79,784	114	0.1
862 Finance	191,645	207,047	199,100	206,551	(496)	-0.2
864 Business Office	47,456	48,198	39,550	46,595	(1,603)	-3.3
Total General Fund	666,639	745,545	714,409	739,335	(6,210)	-0.8



CITY OF OAK RIDGE

FUND General	DEPARTMENT Administrative Services	ACTIVITY Computer Services	NUMBER 845
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ACTIVITY DESCRIPTION

The Computer Services Department provides support service to various 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. Ensure citywide compliance with microcomputer software regulations through maintenance of a software log, software auditing procedures, and employee education.
2. To provide system accessibility at 7:00 a.m. and maintain system availability 98% of normal work hours.
3. To provide technical support on the installation of a Geographic Information System.
4. To complete construction and implementation of the Citywide network.
5. To begin research on an electronic data storage and retrieval system.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Applications maintained	17	17	17	17
Objects maintained	9,000	9,000	9,000	9,000
Programs modified and written	1,200	1,200	1,200	1,200
Computer time user-available (Public Safety)	98%	98%	98%	98%
Computer time user-available (Non Public Safety)	98%	100%	100%	100%
Peripheral devices maintained	250	250	250	250
Personal computers maintained	345	345	345	345
Available Wide Area Network User	97%	99%	99%	99%

SIGNIFICANT EXPENDITURE CHANGES

Funding for Contractual Services increased \$2,040 for Vehicle/Equipment use charges due to the addition of a vehicle to the fleet.

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	314,699	409,379	369,316	411,234	1,855	.5
5131. Regular Overtime Pay	7,400	6,105	8,460	6,105	0	.0
5141. Social Security	24,343	31,527	28,900	31,926	399	1.3
5150. Retirement	21,644	36,812	36,812	36,976	164	.4
5160. Medical & Workers Comp	32,667	53,484	56,508	63,474	9,990	18.7
Total Personal Services	400,753	537,307	499,996	549,715	12,408	2.3
Contractual Services						
5201. Rents	887	1,060	1,060	1,060	0	.0
5207. Dues, Memberships & Sub.	817	1,175	1,175	1,175	0	.0
5210. Prof. & Contractual Ser.	39,179	21,235	21,235	21,235	0	.0
5212. Utility Services	23,882	17,300	17,300	17,300	0	.0
5220. Training & Travel	6,048	7,908	7,908	7,908	0	.0
5235. Repair & Maintenance	27	3,500	3,500	3,500	0	.0
5236.13 Other Equipment Maint.	21,810	21,810	21,810	21,810	0	.0
5289. Vehicle/Equip Use Charge	3,020	3,740	3,740	5,780	2,040	54.5
Total Contractual Services	95,670	77,728	77,728	79,768	2,040	2.6
Commodities						
5310. Commodities/Tools/Supplies	17,643	16,920	16,920	16,920	0	.0
5320. Books/Education Material	0	600	600	600	0	.0
Total Commodities	17,643	17,520	17,520	17,520	0	.0
Other Charges						
5410. Liability Insurance	476	0	0	0	0	.0
Total Other Charges	476	0	0	0	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	514,542	632,555	595,244	647,003	14,448	2.3
Reduction of Costs						
5670. Recovered from Funds	344,584-	423,813-	398,815-	433,493-	9,680-	2.3
TOTAL NET EXPENDITURES	169,958	208,742	196,429	213,510	4,768	2.3

CITY OF OAK RIDGE

FUND General	DEPARTMENT Administrative Services	ACTIVITY Personnel	NUMBER 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. Conduct safety inspections of all City facilities and work areas.
6. Conduct safety 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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Applications received and processed	682	750	900	800
Minority applicants	9.10%	9.50%	8.50%	9.25%
Injuries requiring medical attention	61	50	85	75
Legitimate non-automotive liability claims	31	35	35	35
Automobile accidents preventable by employee	6	10	5	5

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for non-salary services decreased by \$16,525. Major areas of reduction included Contractual Services which declined \$10,000 for elimination of the Tuition Reimbursement Program and Employee Housing Assistance Program and \$6,200 for Travel.

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	183,082	193,959	191,150	191,476	2,483-	1.3-
5131. Regular Overtime Pay	2,732	2,280	1,475	2,280	0	.0
5141. Social Security	13,872	14,693	14,736	14,824	131	.9
5150. Retirement	12,615	17,386	17,386	17,546	160	.9
5160. Medical & Workers Comp	16,695	23,838	25,182	28,278	4,440	18.6
Total Personal Services	228,996	252,156	249,929	254,404	2,248	.9
Contractual Services						
5201. Rents	368	390	390	390	0	.0
5206. Mailing & Delivery	0	225	225	0	225-	100.0-
5207. Dues, Memberships & Sub.	1,082	2,692	2,692	2,692	0	.0
5210. Prof. & Contractual Ser.	38,009	33,700	33,700	24,500	9,200-	27.3-
5211. Advertising & Publicity	7,655	7,500	7,500	7,500	0	.0
5212. Utility Services	2,896	3,500	3,500	3,500	0	.0
5220. Training & Travel	4,013	8,900	8,900	2,500	6,400-	71.9-
5236.13 Other Equipment Maint.	1,725	2,425	2,425	1,725	700-	28.9-
Total Contractual Services	55,748	59,332	59,332	42,807	16,525-	27.9-
Commodities						
5310. Commodities/Tools/Supplies	1,992	6,890	6,890	6,890	0	.0
5320. Books/Education Material	2,481	1,479	1,479	1,479	0	.0
5325. Uniforms/Safety Equip.	0	600	600	600	0	.0
Total Commodities	4,473	8,969	8,969	8,969	0	.0
Other Charges						
5410. Liability Insurance	625	0	0	0	0	.0
Total Other Charges	625	0	0	0	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	289,842	320,457	318,230	306,180	14,277-	4.5-
Reduction of Costs						
5670. Recovered from Funds	107,241-	118,569-	117,744-	113,285-	5,284	4.5-
TOTAL NET EXPENDITURES	182,601	201,888	200,486	192,895	8,993-	4.5-

CITY OF OAK RIDGE

FUND General	DEPARTMENT Administrative Services	ACTIVITY Stationery Stores	NUMBER 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.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Proposed Annual Budgets Printed	100	100	100	100
Adopted Annual Budgets Printed	110	110	110	110
Annual Financial Reports Printed	175	175	175	175
Capital Improvements Program Printed	125	125	125	125
Requests completed on schedule	100%	100%	100%	100%

SIGNIFICANT EXPENDITURE CHANGES

Funding for Contractual Services increased by \$2,785 for Vehicle/Equipment use charges due to the addition of a vehicle to the fleet for usage in this activity.

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	36,607	40,347	37,345	37,235	3,112-	7.7-
5131. Regular Overtime Pay	5,527	5,595	6,455	5,595	0	.0
5141. Social Security	3,222	3,514	3,351	3,276	238-	6.8-
5150. Retirement	2,864	4,070	4,070	3,795	275-	6.8-
5160. Medical & Workers Comp	4,082	5,913	6,249	7,023	1,110	18.8
Total Personal Services	52,302	59,439	57,470	56,924	2,515-	4.2-
Contractual Services						
5201. Rents	17,592	16,550	16,550	16,550	0	.0
5206. Mailing & Delivery	73,555	79,500	79,500	79,500	0	.0
5212. Utility Services	733	760	760	760	0	.0
5235. Repair & Maintenance	27	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	568	0	0	2,785	2,785	.0
Total Contractual Services	95,920	100,255	100,255	103,040	2,785	2.8
Commodities						
5310. Commodities/Tools/Supplies	30,257	30,000	30,000	30,000	0	.0
Total Commodities	30,257	30,000	30,000	30,000	0	.0
Other Charges						
5410. Liability Insurance	25	0	0	0	0	.0
Total Other Charges	25	0	0	0	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	178,504	189,694	187,725	189,964	270	.1
Reduction of Costs						
5670. Recovered from Funds	103,523-	110,024-	108,881-	110,180-	156-	.1
TOTAL NET EXPENDITURES	74,981	79,670	78,844	79,784	114	.1

CITY OF OAK RIDGE

FUND General	DEPARTMENT Administrative Services	ACTIVITY Finance	NUMBER 862
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ACTIVITY DESCRIPTION

The Finance activity is responsible for the recording all City financial transactions in accordance with generally accepted accounting principals (GAAP), performing financial analysis, establishing internal controls, preparing the annual budget, financial statements and biennial utility rate reviews, coordinating long-term debt issuances, and administering the City's cash management program and investing funds accordingly. The Finance activity also 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.

PERFORMANCE OBJECTIVES

1. Retain the GFOA Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.
2. Provide effective support services to the City Manager and 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
6. Contribute to the financial stability of the City by providing timely financial data to City Management.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
State Highway Contract billing prepared by the 20th of each month	92%	100%	92%	92%
Monthly entries performed by 15th of month	92%	92%	92%	92%
Surplus sales performed per year	1	1	1	1
Purchase Orders issued for user departments	2,044	2,100	2,000	2,000
Purchase Orders for stock purchases	1,259	1,600	1,200	1,200

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Contractual Services decreased \$5,115 for dues, utility services, training, travel, and repair and maintenance. Commodities decreased \$700 for supplies and books.

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	379,420	415,787	381,737	409,713	6,074-	1.5-
5120. Salaries-Temp. Employees	1,050	0	9,680	0	0	.0
5131. Regular Overtime Pay	3,614	4,520	3,750	4,520	0	.0
5141. Social Security	28,861	31,825	30,230	31,689	136-	.4-
5150. Retirement	25,907	37,239	37,239	36,701	538-	1.4-
5160. Medical & Workers Comp	49,967	59,208	62,568	70,308	11,100	18.7
Total Personal Services	488,819	548,579	525,204	552,931	4,352	.8
Contractual Services						
5201. Rents	3,391	3,120	3,120	3,120	0	.0
5205. Printing & Dup. Charges	166	2,370	2,370	2,370	0	.0
5206. Mailing & Delivery	0	120	120	0	120-	100.0-
5207. Dues, Memberships & Sub.	911	1,970	1,970	970	1,000-	50.8-
5210. Prof. & Contractual Ser.	30,370	1,430	1,430	1,430	0	.0
5211. Advertising & Publicity	2,110	1,700	1,700	1,700	0	.0
5212. Utility Services	5,240	7,570	7,570	5,570	2,000-	26.4-
5220. Training & Travel	1,839	4,765	4,765	3,565	1,200-	25.2-
5235. Repair & Maintenance	30	1,250	1,250	250	1,000-	80.0-
5236.13 Other Equipment Maint.	18,045	18,045	18,045	18,045	0	.0
5289. Vehicle/Equip Use Charge	4,652	6,000	6,000	6,205	205	3.4
Total Contractual Services	66,754	48,340	48,340	43,225	5,115-	10.6-
Commodities						
5310. Commodities/Tools/Supplies	6,583	9,555	9,555	9,335	220-	2.3-
5320. Books/Education Material	0	1,300	1,300	800	500-	38.5-
5325. Uniforms/Safety Equip.	1,011	1,190	1,190	1,210	20	1.7
Total Commodities	7,594	12,045	12,045	11,345	700-	5.8-
Other Charges						
5410. Liability Insurance	300	0	0	0	0	.0
Total Other Charges	300	0	0	0	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	563,467	608,964	585,589	607,501	1,463-	.2-
Reduction of Costs						
5670. Recovered from Funds	371,822-	401,917-	386,489-	400,950-	967	.2-
TOTAL NET EXPENDITURES	191,645	207,047	199,100	206,551	496-	.2-

CITY OF OAK RIDGE

FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Administrative Services	Business Office	864

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. Included in the property tax function is the assessment of all taxable properties located in the Roane County section of Oak Ridge (approximately 1,425 parcels). Anderson County properties (approximately 13,072 parcels) are assessed by the Anderson County Property Assessor's Office. 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.

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. Notify appropriate taxpayers of assessment changes by March 30 of each year.
4. Mail notices of taxes due to taxpayers by June 1 of each year.
5. Issue all distress warrants and delinquent notices within 60 days after delinquencies occur.

SIGNIFICANT EXPENDITURE CHANGES

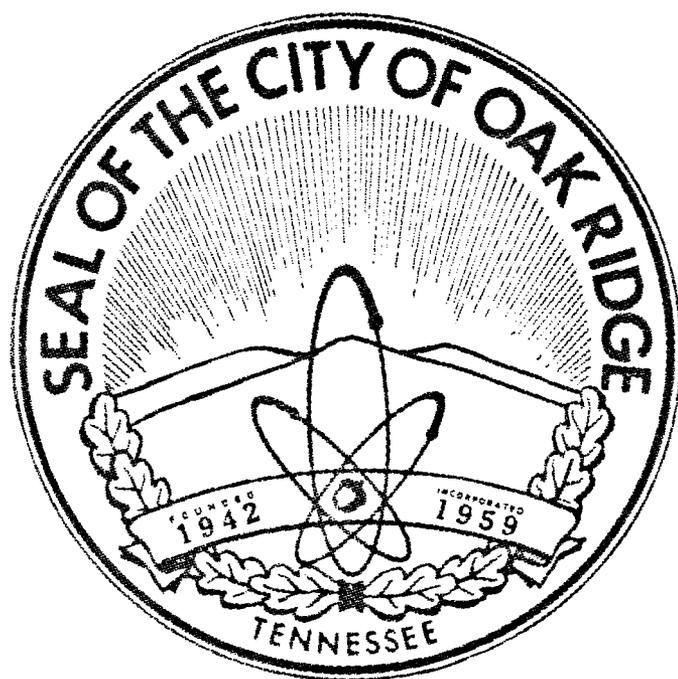
Budgeted Salary costs decreased \$23,875 for fiscal 2004 due to employee retirements. There were no other significant changes to this activity for fiscal 2004.

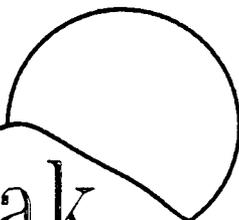
A portion of the costs of this activity is distributed to the utility funds due to involvement in the operations of these funds.

City of Oak Ridge, Tennessee
Activity Detail

864 Business Office

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	387,966	456,160	326,756	422,224	33,936-	7.4-
5120. Salaries-Temp. Employees	14,746	0	16,570	0	0	.0
5131. Regular Overtime Pay	13,446	14,455	7,330	14,455	0	.0
5141. Social Security	30,894	34,769	26,825	33,406	1,363-	3.9-
5150. Retirement	26,898	41,696	41,696	38,690	3,006-	7.2-
5160. Medical & Workers Comp	67,365	76,498	80,866	90,928	14,430	18.9
Total Personal Services	541,315	623,578	500,043	599,703	23,875-	3.8-
Contractual Services						
5201. Rents	1,461	3,811	3,811	3,811	0	.0
5205. Printing & Dup. Charges	0	2,150	2,150	2,150	0	.0
5206. Mailing & Delivery	81	250	250	250	0	.0
5207. Dues, Memberships & Sub.	34	765	765	765	0	.0
5210. Prof. & Contractual Ser.	45,150	9,850	9,850	9,850	0	.0
5211. Advertising & Publicity	291	800	800	800	0	.0
5212. Utility Services	5,671	5,600	5,600	5,600	0	.0
5220. Training & Travel	0	3,102	3,102	3,102	0	.0
5235. Repair & Maintenance	465	480	470	480	0	.0
5236.13 Other Equipment Maint.	7,495	7,687	7,687	7,687	0	.0
5289. Vehicle/Equip Use Charge	16,838	16,160	16,160	16,655	495	3.1
Total Contractual Services	77,486	50,655	50,645	51,150	495	1.0
Commodities						
5310. Commodities/Tools/Supplies	23,890	10,715	10,715	10,715	0	.0
5320. Books/Education Material	0	300	300	300	0	.0
5325. Uniforms/Safety Equip.	1,627	1,380	1,380	1,420	40	2.9
Total Commodities	25,517	12,395	12,395	12,435	40	.3
Other Charges						
5410. Liability Insurance	1,648	1,920	1,920	2,350	430	22.4
Total Other Charges	1,648	1,920	1,920	2,350	430	22.4
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	645,966	688,548	565,003	665,638	22,910-	3.3-
Reduction of Costs						
5670. Recovered from Funds	598,509-	640,350-	525,453-	619,043-	21,307	3.3-
TOTAL NET EXPENDITURES	47,457	48,198	39,550	46,595	1,603-	3.3-





oak
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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 58 uniform officers (includes Animal Control) 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.

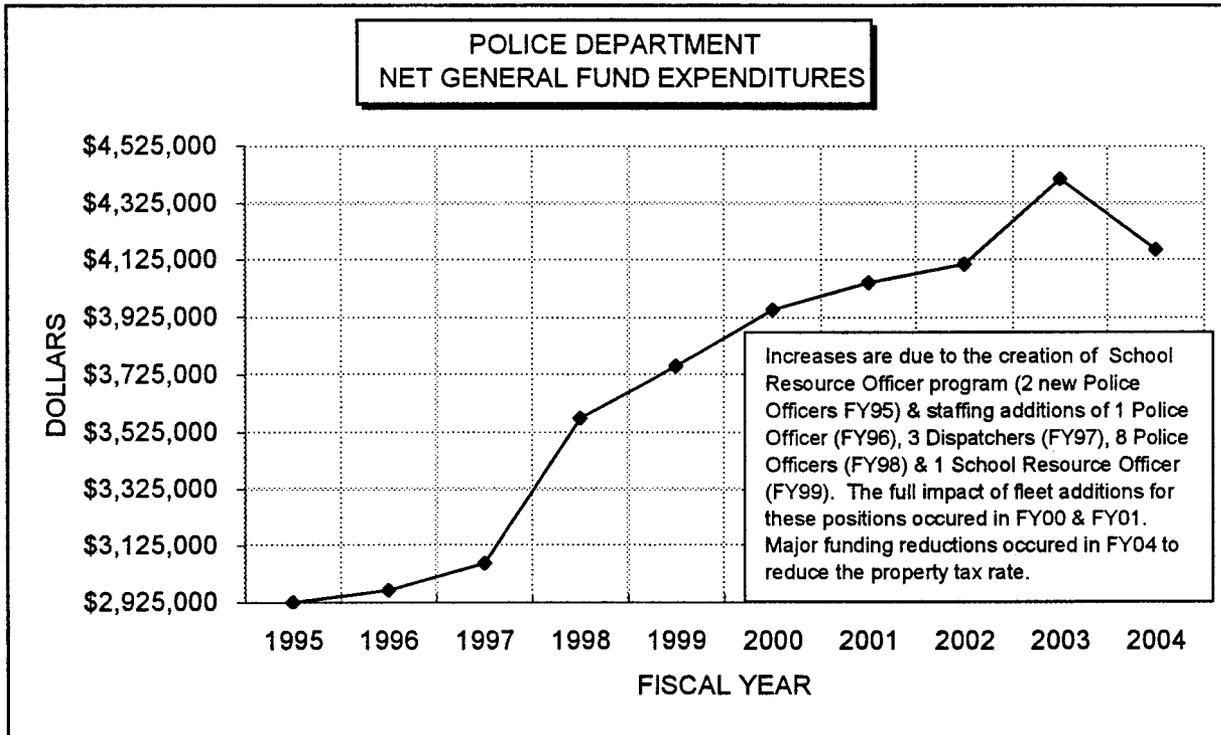
The Investigations and Patrol activities work jointly to investigate all serious crimes, which include murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft. The Animal Control activity, in cooperation with the Anderson County Humane Society, operates a model animal control program. Anderson County, the City of Clinton, and the City of Oliver Springs utilize the animal shelter facility on a fee basis. The School Resource Officer Program utilizes 2 police officers that are dedicated solely to working within the Oak Ridge school system. One officer is stationed at the High School and the other officer is split between the two Middle Schools. These officers also present DARE programs to the elementary schools. 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.

The Police Department had major funding reductions in fiscal 2004 in order to reduce the property tax rate. These reductions include the elimination of 4 Police Officer positions, which include a School Resource Officer and 2 part-time School Crossing Guard positions. Overtime funding for special activities, such as the Secret City Festival, was reduced by \$30,100.

POLICE DEPARTMENT	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs 03	% CHANGE
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GENERAL FUND

910 Supervision	145,091	169,847	158,345	171,643	1,796	1.1
911 Investigations	501,560	504,516	537,823	502,270	(2,246)	-0.4
912 Staff Services	329,757	353,263	366,214	347,807	(5,456)	-1.5
913 Patrol	2,526,479	2,762,324	2,657,890	2,565,058	(197,266)	-7.1
915 Emergency Communications	281,122	272,729	275,092	219,754	(52,975)	-19.4
916 Animal Control	199,470	220,877	215,210	234,452	13,575	6.1
917 School Resource Officer Program	126,094	164,552	198,880	118,571	(45,981)	-27.9
Total General Fund	4,109,573	4,448,108	4,409,454	4,159,555	(288,553)	-6.5



CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
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 noncriminal 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.

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Contractual Services decreased by \$1,600 for funding reductions for utility services, which includes telephones.

City of Oak Ridge, Tennessee
Activity Detail

910 Police Supervision

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	103,116	118,080	106,381	119,010	930	.8
5131. Regular Overtime Pay	1,317	990	1,295	990	0	.0
5141. Social Security	8,022	9,017	8,237	9,180	163	1.8
5150. Retirement	7,174	10,549	10,549	10,632	83	.8
5160. Medical & Workers Comp	8,488	12,037	12,709	14,257	2,220	18.4
Total Personal Services	128,117	150,673	139,171	154,069	3,396	2.3
Contractual Services						
5201. Rents	0	160	160	160	0	.0
5207. Dues, Memberships & Sub.	513	670	670	670	0	.0
5210. Prof. & Contractual Ser.	400	0	0	0	0	.0
5212. Utility Services	2,168	4,020	4,020	2,520	1,500-	37.3-
5220. Training & Travel	1,051	2,069	2,069	2,069	0	.0
5235. Repair & Maintenance	0	100	100	100	0	.0
5236.13 Other Equipment Maint.	1,035	1,035	1,035	1,035	0	.0
5289. Vehicle/Equip Use Charge	8,441	9,005	9,005	8,905	100-	1.1-
Total Contractual Services	13,608	17,059	17,059	15,459	1,600-	9.4-
Commodities						
5310. Commodities/Tools/Supplies	2,891	1,530	1,530	1,530	0	.0
5320. Books/Education Material	389	475	475	475	0	.0
5325. Uniforms/Safety Equip.	36	110	110	110	0	.0
Total Commodities	3,316	2,115	2,115	2,115	0	.0
Other Charges						
5410. Liability Insurance	50	0	0	0	0	.0
Total Other Charges	50	0	0	0	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	145,091	169,847	158,345	171,643	1,796	1.1
Reduction of Costs						
TOTAL NET EXPENDITURES	145,091	169,847	158,345	171,643	1,796	1.1

CITY OF OAK RIDGE			
FUND General	DEPARTMENT Police	ACTIVITY Investigations	NUMBER 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 departments technical and electronics laboratories; search, recover, identify and preserve evidence.

PERFORMANCE OBJECTIVES

1. Achieve a 25 percent serious crime clearance rate.
2. Achieve a 65 percent clearance rate of violent serious crimes.
3. Maintain a burglary clearance rate of 15%.
4. Conduct pro-active covert operations, involving illegal drug sales and vice crimes.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Serious Crimes (including all Group A offenses expect theft.)	1,825	1,900	2,072	2,000
Serious Crimes clearance rate	33%	25%	38%	25%
Crimes against persons clearance rate	46.5%	75%	43%	65%
Burglaries	301	250	340	325
Burglary clearance rate	6.6%	20%	10.3%	15%

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for non-salary services decreased by \$7,400. Major areas of reduction included Vehicle/Equipment use charge by \$4,640, professional services by \$1,000 and Utility Services, which includes telephones, by \$1,500. Funding of \$1,190 for copier rental was eliminated.

City of Oak Ridge, Tennessee
Activity Detail

911 Investigations

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	336,100	345,307	340,771	341,777	3,530-	1.0-
5131. Regular Overtime Pay	48,538	18,780	51,400	18,780	0	.0
5141. Social Security	29,067	27,466	30,001	27,583	117	.4
5150. Retirement	25,836	32,258	32,258	31,945	313-	1.0-
5160. Medical & Workers Comp	34,735	47,437	50,125	56,317	8,880	18.7
Total Personal Services	474,276	471,248	504,555	476,402	5,154	1.1
Contractual Services						
5201. Rents	0	1,190	1,190	0	1,190-	100.0-
5207. Dues, Memberships & Sub.	125	100	100	100	0	.0
5210. Prof. & Contractual Ser.	300	1,500	1,500	500	1,000-	66.7-
5212. Utility Services	2,350	4,500	4,500	3,000	1,500-	33.3-
5220. Training & Travel	2,202	4,083	4,083	4,083	0	.0
5235. Repair & Maintenance	0	100	100	100	0	.0
5236.13 Other Equipment Maint.	1,725	1,725	1,725	1,725	0	.0
5289. Vehicle/Equip Use Charge	10,509	9,940	9,940	5,300	4,640-	46.7-
Total Contractual Services	17,211	23,138	23,138	14,808	8,330-	36.0-
Commodities						
5310. Commodities/Tools/Supplies	3,284	3,770	3,770	3,770	0	.0
5320. Books/Education Material	82	100	100	100	0	.0
5325. Uniforms/Safety Equip.	1,815	2,420	2,420	2,490	70	2.9
Total Commodities	5,181	6,290	6,290	6,360	70	1.1
Other Charges						
5410. Liability Insurance	7,888	3,840	3,840	4,700	860	22.4
Total Other Charges	7,888	3,840	3,840	4,700	860	22.4
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	504,556	504,516	537,823	502,270	2,246-	.4-
Reduction of Costs						
5610. Recovered from Users	2,996-	0	0	0	0	.0
TOTAL NET EXPENDITURES	501,560	504,516	537,823	502,270	2,246-	.4-

CITY OF OAK RIDGE			
FUND General	DEPARTMENT Police	ACTIVITY Staff Services	NUMBER 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. Assist in the implementation of Tracs Crash Reporting as it applies to the Police Records Function.
3. Monitor the property control system and conduct random internal audits.
4. Provide information to the public without unreasonable delay and in accordance with legal requirements.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Projected minimum training to meet POST requirements.	3,780	3,800	2,400	3,400

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for Non-Salary Services decreased \$1,000 for supplies, uniforms, and safety equipment.

City of Oak Ridge, Tennessee
Activity Detail

912 Staff Services

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	236,098	244,306	241,761	233,950	10,356-	4.2-
5120. Salaries-Temp. Employees	659	0	0	0	0	.0
5131. Regular Overtime Pay	6,206	2,863	15,000	2,863	0	.0
5141. Social Security	17,790	17,959	19,642	18,116	157	.9
5150. Retirement	16,365	21,899	21,899	20,982	917-	4.2-
5160. Medical & Workers Comp	24,324	35,496	37,512	42,156	6,660	18.8
Total Personal Services	301,442	322,523	335,814	318,067	4,456-	1.4-
Contractual Services						
5201. Rents	2,356	2,280	2,280	2,280	0	.0
5207. Dues, Memberships & Sub.	184	110	110	110	0	.0
5212. Utility Services	3,663	3,900	3,900	3,900	0	.0
5220. Training & Travel	64	1,830	1,830	1,830	0	.0
5236.13 Other Equipment Maint.	17,615	17,615	17,615	17,615	0	.0
Total Contractual Services	23,882	25,735	25,735	25,735	0	.0
Commodities						
5310. Commodities/Tools/Supplies	3,654	3,565	3,565	3,565	0	.0
5325. Uniforms/Safety Equip.	656	1,440	1,100	440	1,000-	69.4-
Total Commodities	4,310	5,005	4,665	4,005	1,000-	20.0-
Other Charges						
5410. Liability Insurance	125	0	0	0	0	.0
Total Other Charges	125	0	0	0	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	329,759	353,263	366,214	347,807	5,456-	1.5-
Reduction of Costs						
TOTAL NET EXPENDITURES	329,759	353,263	366,214	347,807	5,456-	1.5-

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Police	Patrol	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 noncriminal 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 noncriminal assistance to the public as appropriate.

PERFORMANCE OBJECTIVES

1. Maintain level of traffic enforcement at 80% of the FY 2003 level, or 646 citations, warnings and repair orders.
2. Tag a removed abandoned vehicles over the center city area in a systematic manner.
3. Develop two new neighborhood watch areas in the center city.
4. Conduct two citizens police academies during FY 2004.
5. Revise traffic crash reporting procedures to reduce the number of unnecessary accident investigations on private property.
6. Maintain the number of serious crimes at the FY 2003 level of 2,072.
7. Maintain a ratio of arrests to reported serious offenses at or above the FY 2002 level of 33%.

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for non-salary services decreased by a net \$8,677. Major areas of reduction include Vehicle/Equipment use charges by \$7,390, copier rental by \$2,982 and funding for Books and Educational Materials by \$3,000. Liability Insurance costs increased by \$4,750 due to higher premiums which mirrors a nationwide industry trend.

During budget deliberations, additional funding cuts were made to the Police Department by City Council, including the elimination of funding for 3 Police Officer positions and 2 part-time School Crossing Guards and a reduction in overtime funding by \$25,835 for officers to police special events. These reductions were made in order to reduce the property tax rate by 3-cents.

Reduction of Costs includes proceeds from billings to other entities, such as the Schools, for contracted services provided by the police department.

City of Oak Ridge, Tennessee
Activity Detail

913 Patrol

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	1,512,894	1,685,275	1,595,232	1,528,815	156,460-	9.3-
5120. Salaries-Temp. Employees	3,056	6,701	3,410	0	6,701-	100.0-
5131. Regular Overtime Pay	156,534	119,530	100,000	93,695	25,835-	21.6-
5141. Social Security	130,825	136,220	129,946	124,223	11,997-	8.8-
5150. Retirement	116,802	159,905	159,905	143,863	16,042-	10.0-
5160. Medical & Workers Comp	208,177	259,709	274,493	288,155	28,446	11.0
Total Personal Services	2,128,288	2,367,340	2,262,986	2,178,751	188,589-	8.0-
Contractual Services						
5201. Rents	0	2,982	2,982	0	2,982-	100.0-
5205. Printing & Dup. Charges	41-	2,200	2,200	2,200	0	.0
5206. Mailing & Delivery	0	25	25	25	0	.0
5207. Dues, Memberships & Sub.	530	130	130	130	0	.0
5210. Prof. & Contractual Ser.	9,609	2,300	2,300	2,300	0	.0
5212. Utility Services	9,769	12,030	11,950	11,975	55-	.5-
5220. Training & Travel	17,742	12,164	12,164	12,164	0	.0
5235. Repair & Maintenance	4,742	7,928	7,928	7,928	0	.0
5236.13 Other Equipment Maint.	34,885	34,885	34,885	34,885	0	.0
5289. Vehicle/Equip Use Charge	240,186	272,390	272,390	265,000	7,390-	2.7-
Total Contractual Services	317,422	347,034	346,954	336,607	10,427-	3.0-
Commodities						
5310. Commodities/Tools/Supplies	31,822	22,900	22,900	22,900	0	.0
5320. Books/Education Material	6,360	6,380	6,380	3,380	3,000-	47.0-
5325. Uniforms/Safety Equip.	10,595	16,050	16,050	16,050	0	.0
Total Commodities	48,777	45,330	45,330	42,330	3,000-	6.6-
Other Charges						
5410. Liability Insurance	56,148	21,120	21,120	25,870	4,750	22.5
Total Other Charges	56,148	21,120	21,120	25,870	4,750	22.5
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	2,550,635	2,780,824	2,676,390	2,583,558	197,266-	7.1-
Reduction of Costs						
5610. Recovered from Users	24,155-	18,500-	18,500-	18,500-	0	.0
TOTAL NET EXPENDITURES	2,526,480	2,762,324	2,657,890	2,565,058	197,266-	7.1-

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Police	Emergency Communications	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. Train all public safety dispatchers to obtain information from Spanish speaking callers.
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.
4. Move forward with Phase II E-911 deployment (in regards to tracking cellular telephones).

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Total calls for service	33,672	47,237	37,050	40,000

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. In this regard, funding for Commodities declined by \$1,500 for miscellaneous supplies and uniforms.

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	257,904	270,386	268,848	270,850	464	.2
5131. Regular Overtime Pay	7,126	12,000	13,785	12,000	0	.0
5141. Social Security	20,086	21,602	21,621	21,638	36	.2
5150. Retirement	17,960	25,019	25,019	25,061	42	.2
5160. Medical & Workers Comp	32,201	47,018	49,706	55,898	8,880	18.9
Total Personal Services	335,277	376,025	378,979	385,447	9,422	2.5
Contractual Services						
5201. Rents	6,400	6,400	6,400	6,400	0	.0
5207. Dues, Memberships & Sub.	0	150	150	150	0	.0
5212. Utility Services	357	1,560	1,560	1,560	0	.0
5220. Training & Travel	249	2,871	2,871	2,871	0	.0
5235. Repair & Maintenance	1,559	2,150	2,150	2,150	0	.0
5236.13 Other Equipment Maint.	6,385	6,385	6,385	6,385	0	.0
Total Contractual Services	14,950	19,516	19,516	19,516	0	.0
Commodities						
5310. Commodities/Tools/Supplies	634	1,830	1,830	1,330	500-	27.3-
5320. Books/Education Material	239	0	0	0	0	.0
5325. Uniforms/Safety Equip.	104	2,200	2,200	1,200	1,000-	45.5-
Total Commodities	977	4,030	4,030	2,530	1,500-	37.2-
Other Charges						
5410. Liability Insurance	200	3,840	3,840	4,700	860	22.4
Total Other Charges	200	3,840	3,840	4,700	860	22.4
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	351,404	403,411	406,365	412,193	8,782	2.2
Reduction of Costs						
5610. Recovered from Users	0	50,000-	50,000-	110,000-	60,000-	120.0
5670. Recovered from Funds	70,281-	80,682-	81,273-	82,439-	1,757-	2.2
TOTAL NET EXPENDITURES	281,123	272,729	275,092	219,754	52,975-	19.4-

CITY OF OAK RIDGE			
FUND General	DEPARTMENT Police	ACTIVITY Animal Control	NUMBER 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.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Animal bites reported	41	50	50	50
Animal bites attributable to at-large Animals	20	8	15	10
Animal apprehensions	1,958	1,400	2,300	2,400
Registered animals	5,012	4,500	5,500	5,600

SIGNIFICANT EXPENDITURE CHANGES

Contractual Services increased \$3,705. Custodial Services for the Shelter were added to the contract for fiscal 2003 at \$2,500. Utility charges increased \$180 to reflect increased rates for natural gas and anticipated rate increases for electric, water and wastewater.

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

City of Oak Ridge, Tennessee
Activity Detail

916 Animal Control

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	103,137	104,404	110,236	109,100	4,696	4.5
5131. Regular Overtime Pay	7,866	24,274	10,400	24,274	0	.0
5141. Social Security	8,123	9,478	9,229	10,218	740	7.8
5150. Retirement	7,508	11,400	11,400	11,835	435	3.8
5160. Medical & Workers Comp	12,289	17,648	18,656	20,978	3,330	18.9
Total Personal Services	138,923	167,204	159,921	176,405	9,201	5.5
Contractual Services						
5201. Rents	285	360	360	360	0	.0
5207. Dues, Memberships & Sub.	70	140	140	140	0	.0
5210. Prof. & Contractual Ser.	12,447	13,722	13,722	13,722	0	.0
5210.202 Custodial Contract	4,677	2,500	5,426	5,590	3,090	123.6
5210.203 Mowing Contract	531	560	550	580	20	3.6
5211. Advertising & Publicity	0	200	200	200	0	.0
5212. Utility Services	23,952	27,980	26,450	28,160	180	.6
5220. Training & Travel	591	965	965	965	0	.0
5235. Repair & Maintenance	16,049	7,100	7,100	7,100	0	.0
5236.13 Other Equipment Maint.	690	1,990	1,990	1,990	0	.0
5289. Vehicle/Equip Use Charge	13,544	14,500	14,500	14,915	415	2.9
Total Contractual Services	72,836	70,017	71,403	73,722	3,705	5.3
Commodities						
5310. Commodities/Tools/Supplies	22,536	13,575	13,575	13,575	0	.0
5320. Books/Education Material	0	400	400	400	0	.0
5325. Uniforms/Safety Equip.	1,240	670	900	900	230	34.3
Total Commodities	23,776	14,645	14,875	14,875	230	1.6
Other Charges						
5410. Liability Insurance	189	2,011	2,011	2,450	439	21.8
Total Other Charges	189	2,011	2,011	2,450	439	21.8
Capital Expenditures						
5520. Buildings	500	0	0	0	0	.0
Total Capital Expenditures	500	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	236,224	253,877	248,210	267,452	13,575	5.3
Reduction of Costs						
5610. Recovered from Users	36,752-	33,000-	33,000-	33,000-	0	.0
TOTAL NET EXPENDITURES	199,472	220,877	215,210	234,452	13,575	6.1

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
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, three police officers are dedicated solely to working within the school system, dividing their 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.

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 present the Drug Abuse Resistance Education (D.A.R.E.) Program.
8. To provide support to Youth Advisory Board activities.

SIGNIFICANT EXPENDITURE CHANGES

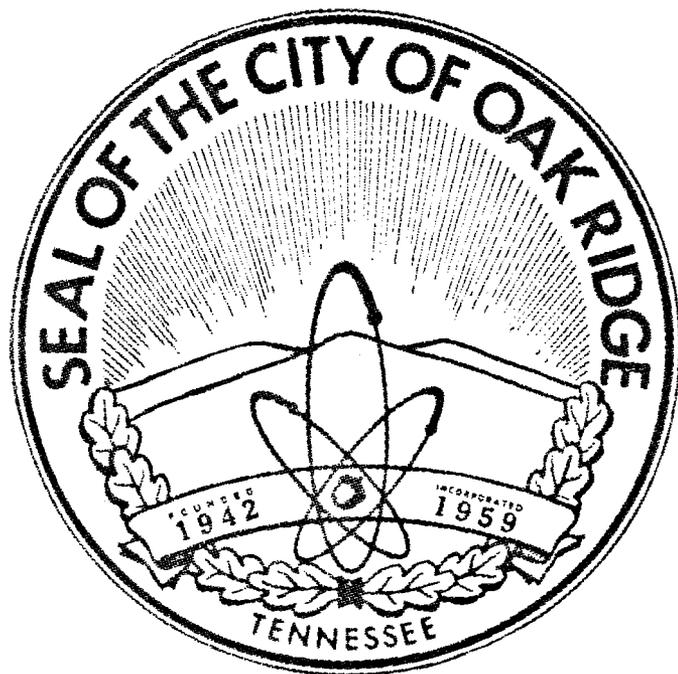
In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for non-salary services decreased by \$5,211. Major areas of reduction included \$1,000 for training, \$1,200 for utility services, which includes telephones, and \$1,930 for Supplies and Uniforms.

During budget deliberations, City Council eliminated \$59,286 in funding for 1 School Resource Officer position. Previously, there was one officer at each of the two Oak Ridge Middle Schools. One officer will now be split between the two schools. This reduction was made in order to reduce the property tax rate by one-cent.

City of Oak Ridge, Tennessee
Activity Detail

917 School Resource Officer Prog.

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	83,253	105,536	132,621	75,584	29,952-	28.4-
5131. Regular Overtime Pay	9,376	6,747	10,790	4,498	2,249-	33.3-
5141. Social Security	7,092	8,549	10,971	6,298	2,251-	26.3-
5150. Retirement	6,231	9,948	9,948	7,295	2,653-	26.7-
5160. Medical & Workers Comp	11,952	17,655	18,663	13,990	3,665-	20.8-
Total Personal Services	117,904	148,435	182,993	107,665	40,770-	27.5-
Contractual Services						
5201. Rents	0	312	312	0	312-	100.0-
5212. Utility Services	245	1,700	1,700	500	1,200-	70.6-
5220. Training & Travel	264	2,000	2,000	1,000	1,000-	50.0-
5236.13 Other Equipment Maint.	1,035	1,035	1,035	690	345-	33.3-
5289. Vehicle/Equip Use Charge	2,404	3,400	3,400	2,955	445-	13.1-
Total Contractual Services	3,948	8,447	8,447	5,145	3,302-	39.1-
Commodities						
5310. Commodities/Tools/Supplies	4,287	4,640	4,640	3,140	1,500-	32.3-
5320. Books/Education Material	76	0	0	0	0	.0
5325. Uniforms/Safety Equip.	105	1,110	880	680	430-	38.7-
Total Commodities	4,468	5,750	5,520	3,820	1,930-	33.6-
Other Charges						
5410. Liability Insurance	50	1,920	1,920	1,941	21	1.1
Total Other Charges	50	1,920	1,920	1,941	21	1.1
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	126,370	164,552	198,880	118,571	45,981-	27.9-
Reduction of Costs						
5610. Recovered from Users	275-	0	0	0	0	.0
TOTAL NET EXPENDITURES	126,095	164,552	198,880	118,571	45,981-	27.9-



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 44 uniform personnel supplemented by fire specialists. Fire specialists are either off-duty firefighters or City employees of other departments trained to support on-duty personnel with structural fire fighting operations.

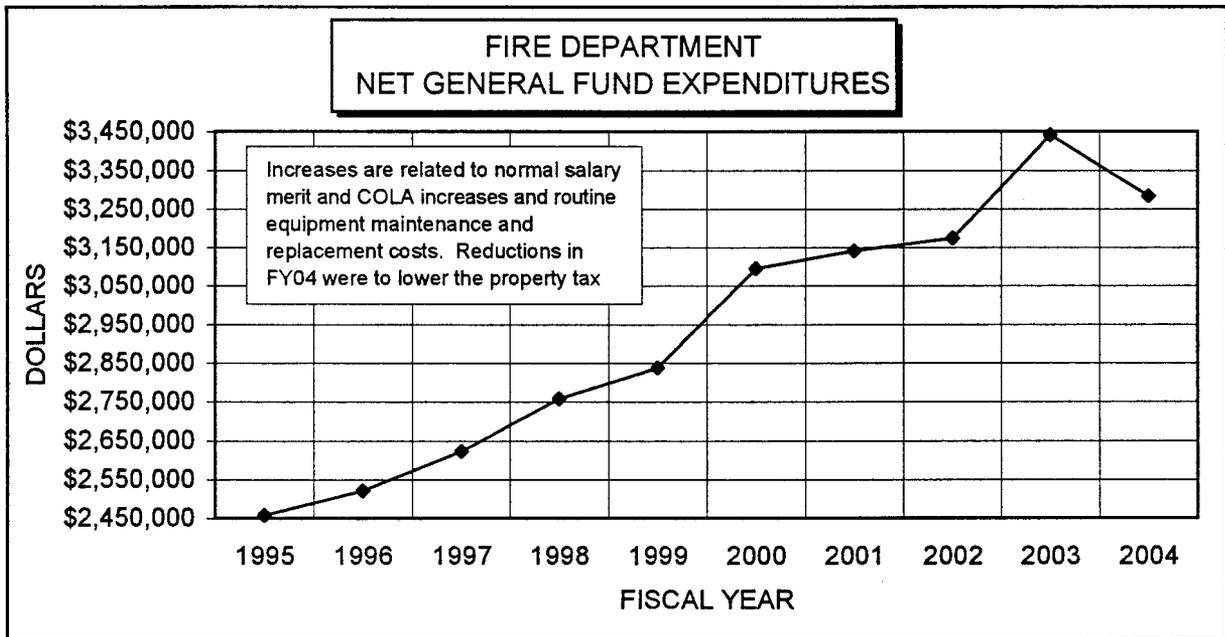
The Department provides a wide-range of emergency services in addition to fire suppression, including first responder emergency medical service, hazardous materials response, and vehicle extrication, trench and confined space rescue among others. Fire prevention activities, including building plan review, fire code enforcement, and public education, are pursued on a full-time basis. In FY02, there were 1,750 fire inspections resulting in sites for 1,150 fire code violations. Three shifts with fourteen on-duty personnel are utilized to staff the City's three fire stations. The City of Oak Ridge presently enjoys an Insurance Services Office rating of Class Three. The Fire Department has mutual aid agreements with the Department of Energy and with most surrounding agencies.

Due to the continuing increase in the number of requests for emergency medical assistance, the Department has shifted many of its training resources to focus on this area. During FY02, there were 3,339 calls for service, 1,161 emergency calls and 241 fire calls. Average response time is 4:50 minutes.

FIRE DEPARTMENT	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs 03	% CHANGE
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GENERAL FUND

921 Supervision	165,433	167,949	164,650	163,851	(4,098)	-2.4
922 Fire Prevention	91,828	100,396	100,126	102,090	1,694	1.7
923 Fire Fighting	2,668,507	2,939,678	2,941,219	2,778,780	(160,898)	-5.5
924 Fire Stations	101,502	91,193	84,773	88,416	(2,777)	-3.0
925 Fire Specialists	146,976	152,560	150,621	151,600	(960)	-0.6
Total General Fund	3,174,246	3,451,776	3,441,389	3,284,737	(167,039)	-4.8



CITY OF OAK RIDGE			
FUND General	DEPARTMENT Fire	ACTIVITY Supervision	NUMBER 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 effected 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 hold community-wide exercises utilizing assets from at least three agencies outside the Oak Ridge city government.
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.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Residences with smoke detectors	95%	95%	95%	95%
Newly-constructed or substantially renovated Commercial structures with automatic fire Suppression systems or early alarm systems	95%	100%	95%	100%
Building fires confined to room of origin	95%	99%	95%	99%

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Funding for the July 4th fireworks display at \$3,000 was eliminated from the budget.

City of Oak Ridge, Tennessee
Activity Detail

921 Fire Supervision

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	113,918	119,589	115,593	116,568	3,021-	2.5-
5131. Regular Overtime Pay	0	0	250	0	0	.0
5141. Social Security	8,702	9,087	8,862	8,917	170-	1.9-
5150. Retirement	7,705	10,595	10,595	10,328	267-	2.5-
5160. Medical & Workers Comp	8,350	12,045	12,717	14,265	2,220	18.4
Total Personal Services	138,675	151,316	148,017	150,078	1,238-	.8-
Contractual Services						
5206. Mailing & Delivery	0	60	60	60	0	.0
5207. Dues, Memberships & Sub.	435	440	440	440	0	.0
5210. Prof. & Contractual Ser.	0	313	313	313	0	.0
5212. Utility Services	2,839	2,600	2,600	2,600	0	.0
5220. Training & Travel	1,408	1,875	1,875	1,875	0	.0
5236.13 Other Equipment Maint.	790	790	790	790	0	.0
5289. Vehicle/Equip Use Charge	4,314	4,155	4,155	4,295	140	3.4
Total Contractual Services	9,786	10,233	10,233	10,373	140	1.4
Commodities						
5310. Commodities/Tools/Supplies	7,838	3,000	3,000	3,000	0	.0
5320. Books/Education Material	290	400	400	400	0	.0
Total Commodities	8,128	3,400	3,400	3,400	0	.0
Other Charges						
5410. Liability Insurance	5,843	0	0	0	0	.0
5430. Grants/Subsidies/Contr.	3,000	3,000	3,000	0	3,000-	100.0-
Total Other Charges	8,843	3,000	3,000	0	3,000-	100.0-
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	165,432	167,949	164,650	163,851	4,098-	2.4-
Reduction of Costs						
TOTAL NET EXPENDITURES	165,432	167,949	164,650	163,851	4,098-	2.4-

CITY OF OAK RIDGE

FUND General	DEPARTMENT Fire	ACTIVITY Fire Prevention	NUMBER 922
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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 which 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 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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Commercial fire prevention surveys conducted semi-annually	1,750	1,800	1,800	1,800
Violations reported by department inspection	1,150	1,200	1,150	1,200
Construction plans reviewed within 7 days	95%	98%	100%	100%
Attendance at presentations	8,400	8,000	8,500	8,500
Residential fires from "electrical causes"	10	5	5	5

SIGNIFICANT EXPENDITURE CHANGES

There are no significant expenditures changes for fiscal 2004.

City of Oak Ridge, Tennessee
Activity Detail

922 Fire Prevention

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	60,843	62,937	62,373	63,008	71	.1
5141. Social Security	4,624	4,814	4,772	4,820	6	.1
5150. Retirement	4,132	5,576	5,576	5,583	7	.1
5160. Medical & Workers Comp	4,236	6,040	6,376	7,150	1,110	18.4
Total Personal Services	73,835	79,367	79,097	80,561	1,194	1.5
Contractual Services						
5205. Printing & Dup. Charges	340	1,200	1,200	1,200	0	.0
5206. Mailing & Delivery	0	200	200	200	0	.0
5207. Dues, Memberships & Sub.	783	565	565	565	0	.0
5210. Prof. & Contractual Ser.	0	312	312	312	0	.0
5212. Utility Services	1,170	1,300	1,300	1,300	0	.0
5220. Training & Travel	3,423	3,237	3,237	3,237	0	.0
5235. Repair & Maintenance	202	0	0	0	0	.0
5236.13 Other Equipment Maint.	645	645	645	645	0	.0
5289. Vehicle/Equip Use Charge	4,213	3,840	3,840	4,340	500	13.0
Total Contractual Services	10,776	11,299	11,299	11,799	500	4.4
Commodities						
5310. Commodities/Tools/Supplies	6,666	7,500	7,500	7,500	0	.0
5320. Books/Education Material	526	2,000	2,000	2,000	0	.0
5325. Uniforms/Safety Equip.	0	230	230	230	0	.0
Total Commodities	7,192	9,730	9,730	9,730	0	.0
Other Charges						
5410. Liability Insurance	25	0	0	0	0	.0
Total Other Charges	25	0	0	0	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	91,828	100,396	100,126	102,090	1,694	1.7
Reduction of Costs						
TOTAL NET EXPENDITURES	91,828	100,396	100,126	102,090	1,694	1.7

CITY OF OAK RIDGE			
FUND General	DEPARTMENT Fire	ACTIVITY Fire Fighting	NUMBER 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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Average response time	4.5 mins.	3.5 mins.	4.9 mins.	3.9 mins.
Average control time	4.8 mins.	4.0 mins.	4.9 mins.	4.0 mins.
Fires contained to the damage level on				
Arrival of first fire unit	95%	100%	95%	100%
Employees certified at NFPA Fire Fighter II	36	45	45	45
Fire hydrants maintained annually	2,504	2,486	2,500	2,500
Hazardous Material locations pre-planned	15	15	15	15

SIGNIFICANT EXPENDITURE CHANGES

After the retirement of the Deputy Fire Chief-Operations, the department was reorganized with the elimination of the Deputy Chief position and the addition of 3 Fire Fighters. This staffing revision is budgeted to reduce overtime funding by \$116,513. As part of the new employee compensation plan enacted in FY04, some costs shifted from regular salaries to overtime. During budget deliberations, City Council reduced overtime funding in the Fire Department for special events by \$100,000. This lowered the property tax rate by 1.7-cents.

Contractual Services decreased \$3,180 for Vehicle/Equipment use charges based on current equipment maintenance requirements. Liability Insurance costs increased by \$4,320 due to higher premiums which mirrors a nationwide industry trend.

City of Oak Ridge, Tennessee
Activity Detail

923 Firefighting

		ACTUAL	BUDGET	PROJECTED	BUDGET	BUDGET	%
		FY 2002	FY 2003	FY 2003	FY 2004	04 vs. 03	CHG
Personal Services							
5111.	Salaries-Reg. Employees	1,584,542	1,668,751	1,555,274	1,563,415	105,336-	6.3-
5131.	Regular Overtime Pay	253,067	300,000	400,000	214,170	85,830-	28.6-
5141.	Social Security	140,926	148,000	149,578	136,081	11,919-	8.1-
5150.	Retirement	128,422	173,986	173,986	157,602	16,384-	9.4-
5160.	Medical & Workers Comp	188,366	236,836	250,276	294,267	57,431	24.2
Total Personal Services		2,295,323	2,527,573	2,529,114	2,365,535	162,038-	6.4-
Contractual Services							
5205.	Printing & Dup. Charges	464	0	0	0	0	.0
5207.	Dues, Memberships & Sub.	1,180	460	460	460	0	.0
5210.	Prof. & Contractual Ser.	12,471	16,980	16,980	16,980	0	.0
5212.	Utility Services	46,937	46,520	46,520	46,520	0	.0
5220.	Training & Travel	5,728	40,000	40,000	40,000	0	.0
5235.	Repair & Maintenance	1,940	0	0	0	0	.0
5236.13	Other Equipment Maint.	1,345	1,345	1,345	1,345	0	.0
5289.	Vehicle/Equip Use Charge	174,483	203,180	203,180	200,000	3,180-	1.6-
Total Contractual Services		244,548	308,485	308,485	305,305	3,180-	1.0-
Commodities							
5310.	Commodities/Tools/Supplies	68,237	60,000	60,000	60,000	0	.0
5320.	Books/Education Material	1,337	6,500	6,500	6,500	0	.0
5325.	Uniforms/Safety Equip.	57,468	17,920	17,920	17,920	0	.0
Total Commodities		127,042	84,420	84,420	84,420	0	.0
Other Charges							
5410.	Liability Insurance	6,092	19,200	19,200	23,520	4,320	22.5
Total Other Charges		6,092	19,200	19,200	23,520	4,320	22.5
Capital Expenditures							
Total Capital Expenditures		0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES		2,673,005	2,939,678	2,941,219	2,778,780	160,898-	5.5-
Reduction of Costs							
5610.	Recovered from Users	4,496-	0	0	0	0	.0
TOTAL NET EXPENDITURES		2,668,509	2,939,678	2,941,219	2,778,780	160,898-	5.5-

CITY OF OAK RIDGE

FUND General	DEPARTMENT Fire	ACTIVITY Fire Stations	NUMBER 924
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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

PERFORMANCE OBJECTIVES

1. Maintain 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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Energy Consumption: KW hours of electricity used	306,320	330,000	330,000	330,000
Fire Station Safety: Work Site Safety violations	0	0	0	0
Employee accidents at work sites	0	0	0	0

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Contractual Services decreased \$2,930, primarily for funding for Utility Services.

City of Oak Ridge, Tennessee
Activity Detail

924 Fire Stations

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
Total Personal Services	0	0	0	0	0	.0
Contractual Services						
5201. Rents	336	360	360	360	0	.0
5207. Dues, Memberships & Sub.	0	1,101	1,101	1,101	0	.0
5210. Prof. & Contractual Ser.	3,276	535	535	535	0	.0
5212. Utility Services	40,396	49,030	42,610	45,320	3,710-	7.6-
5235. Repair & Maintenance	16,520	14,640	14,640	14,640	0	.0
5236.13 Other Equipment Maint.	2,070	2,070	2,070	2,070	0	.0
5289. Vehicle/Equip Use Charge	1,606	1,300	1,300	2,080	780	60.0
Total Contractual Services	64,204	69,036	62,616	66,106	2,930-	4.2-
Commodities						
5310. Commodities/Tools/Supplies	36,524	21,090	21,090	21,090	0	.0
Total Commodities	36,524	21,090	21,090	21,090	0	.0
Other Charges						
5410. Liability Insurance	775	1,067	1,067	1,220	153	14.3
Total Other Charges	775	1,067	1,067	1,220	153	14.3
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	101,503	91,193	84,773	88,416	2,777-	3.0-
Reduction of Costs						
TOTAL NET EXPENDITURES	101,503	91,193	84,773	88,416	2,777-	3.0-

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

ACTIVITY DESCRIPTION

Fire Specialists are off-duty Fire Fighters or well-trained City employees who, upon receiving notice of an alarm, 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. They are compensated for this service by receiving a monthly supplement in addition to their regular City paycheck.

PERFORMANCE OBJECTIVES

1. 100% response of Specialists to all structural fires.
2. Conduct a minimum of six hours training per month for each Specialist employed by other City departments.

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 \$338,000 rather than \$152,000 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

Contractual Services increased \$2,000 for Vehicle/Equipment Use Charges.

City of Oak Ridge, Tennessee
Activity Detail

925 Fire Specialists

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	64,977	56,478	62,000	64,220	7,742	13.7
5131. Regular Overtime Pay	39,729	46,985	41,000	39,000	7,985-	17.0-
5141. Social Security	8,032	9,356	7,880	7,900	1,456-	15.6-
5150. Retirement	7,140	10,836	10,836	9,145	1,691-	15.6-
Total Personal Services	119,878	123,655	121,716	120,265	3,390-	2.7-
Contractual Services						
5210. Prof. & Contractual Ser.	0	1,875	1,875	1,875	0	.0
5235. Repair & Maintenance	269	0	0	0	0	.0
5289. Vehicle/Equip Use Charge	23,436	21,880	21,880	23,880	2,000	9.1
Total Contractual Services	23,705	23,755	23,755	25,755	2,000	8.4
Commodities						
5310. Commodities/Tools/Supplies	0	420	420	420	0	.0
5325. Uniforms/Safety Equip.	0	2,810	2,810	2,810	0	.0
Total Commodities	0	3,230	3,230	3,230	0	.0
Other Charges						
5410. Liability Insurance	3,392	1,920	1,920	2,350	430	22.4
Total Other Charges	3,392	1,920	1,920	2,350	430	22.4
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	146,975	152,560	150,621	151,600	960-	.6-
Reduction of Costs						
TOTAL NET EXPENDITURES	146,975	152,560	150,621	151,600	960-	.6-





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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 87 employees and five divisions including Supervision/Administration, Engineering, Wastewater Treatment, Water Treatment, 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 64 sedans, 69 pickup trucks, 66 heavy duty trucks, 39 school buses, and approximately 129 pieces of various light and heavy equipment.

The Work Pool Division consists of 44 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 220 miles of water main piping, 240 miles of wastewater collection mains, 2,450 fire hydrants, 4,600 main valves, 9,040 service laterals, 12,031 water meters, four elevated water storage tanks, two in-ground reservoirs, 11 water pumping stations, 2,470 manholes and 76 main pressure reducing valves.

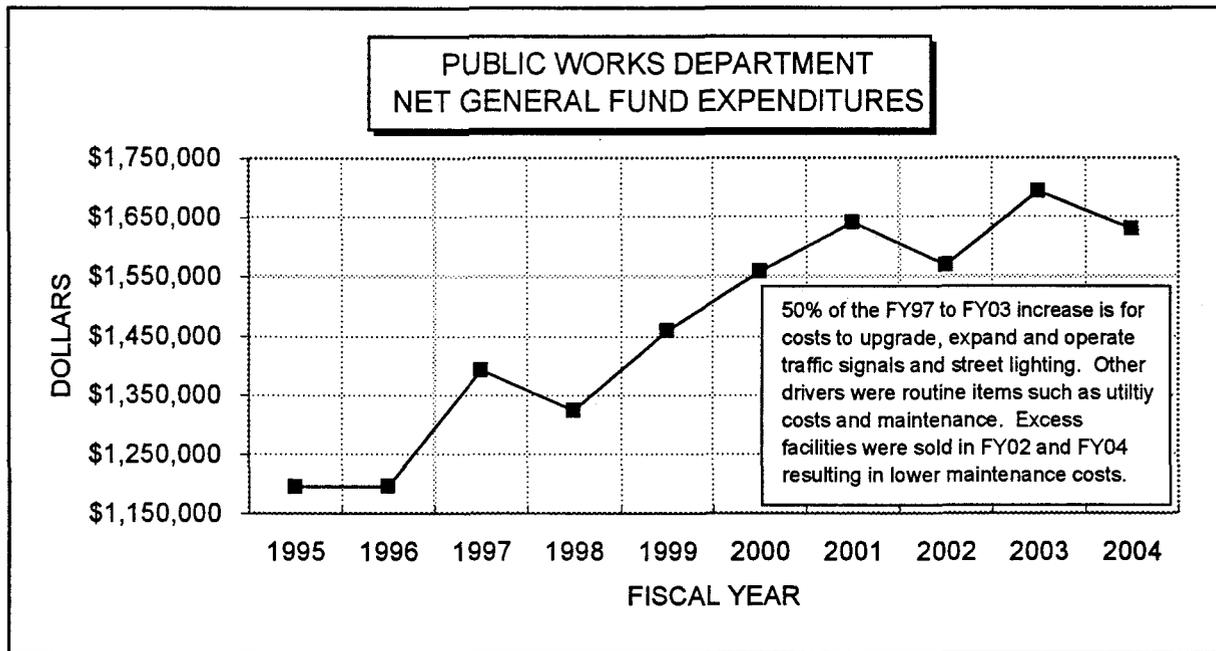
The Public Works Department operates the water treatment plant with a staff of 11 and two wastewater treatment facilities with a staff of 16. The main 6.0 MGD wastewater treatment plant serves most of the city and one small treatment plant that serves the Clinch River Industrial Park.

The Department is also responsible for maintaining approximately 226 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.

PUBLIC WORKS DEPARTMENT	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs 03	% Change
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GENERAL FUND

930 Supervision	88,440	97,464	97,263	81,156	(16,308)	-16.7
935 Engineering	128,804	151,569	148,478	146,744	(4,825)	-3.2
942 State Highway Maintenance	53,605	53,669	52,716	55,509	1,840	3.4
943 General Maintenance	225,323	282,188	274,104	205,960	(76,228)	-27.0
946 Central Service Center	91,309	100,443	97,916	99,305	(1,138)	-1.1
948 Municipal Building	123,715	137,645	130,241	129,823	(7,822)	-5.7
950 102 Robertsville Road	6,683	0	0	0	0	-100.0
953 Traffic Control and Lights	851,431	896,600	893,700	911,800	15,200	1.7
Total General Fund	1,569,310	1,719,578	1,694,418	1,630,297	(89,281)	-5.2



CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
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

In FY04, the Salary costs for an engineering position was transferred from this activity to the Waterworks Fund, due to a reassignment of duties performed resulting in an overall \$52,908 decline in budgeted Personal Services.

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. In this regard, budgeted Contractual Services decreased \$5,732 and Commodities declined \$1,760. Major reductions included utilities \$1,600, training \$3,606 and supplies \$1,560.

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. Overall activity decreased \$60,400 due to Personnel reclassification and reductions for Contractual Services and supplies

City of Oak Ridge, Tennessee
Activity Detail

930 Public Works Supervision

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	251,229	262,247	260,297	217,325	44,922-	17.1-
5131. Regular Overtime Pay	218	1,355	500	355	1,000-	73.8-
5141. Social Security	18,800	19,570	19,951	16,653	2,917-	14.9-
5150. Retirement	17,088	23,355	23,355	19,286	4,069-	17.4-
5160. Medical & Workers Comp	20,705	29,908	31,588	29,908	0	.0
Total Personal Services	308,040	336,435	335,691	283,527	52,908-	15.7-
Contractual Services						
5201. Rents	0	400	400	64	336-	84.0-
5207. Dues, Memberships & Sub.	866	900	900	750	150-	16.7-
5212. Utility Services	3,223	4,160	4,160	2,560	1,600-	38.5-
5220. Training & Travel	3,943	7,606	7,606	4,000	3,606-	47.4-
5235. Repair & Maintenance	0	150	150	0	150-	100.0-
5236.13 Other Equipment Maint.	1,725	1,725	1,725	1,725	0	.0
5289. Vehicle/Equip Use Charge	5,853	5,390	5,390	5,500	110	2.0
Total Contractual Services	15,610	20,331	20,331	14,599	5,732-	28.2-
Commodities						
5310. Commodities/Tools/Supplies	2,032	3,660	3,660	2,100	1,560-	42.6-
5320. Books/Education Material	180	400	400	200	200-	50.0-
5325. Uniforms/Safety Equip.	0	150	150	150	0	.0
Total Commodities	2,212	4,210	4,210	2,450	1,760-	41.8-
Other Charges						
5410. Liability Insurance	100	0	0	0	0	.0
Total Other Charges	100	0	0	0	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	325,962	360,976	360,232	300,576	60,400-	16.7-
Reduction of Costs						
5670. Recovered from Funds	237,522-	263,512-	262,969-	219,420-	44,092	16.7-
TOTAL NET EXPENDITURES	88,440	97,464	97,263	81,156	16,308-	16.7-

CITY OF OAK RIDGE

FUND General	DEPARTMENT Public Works	ACTIVITY Engineering	NUMBER 935
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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. Complete approximately 8 percent of Lamar Dunn drawings for updated information on subdivision, As-Built water, sewer, and storm drainage sheets.
6. Complete roadway and intersection analysis and respond within eight weeks.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
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%
Percent Completion of Lamar Dunn drawings	8%	8%	2%	2%
Traffic analysis within eight weeks	80%	80%	80%	80%

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. In this regard, budgeted Contractual Services decreased \$10,108 in the major areas of professional services \$7,200, training \$1,983 and equipment use charges \$1,085. 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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	189,256	197,018	193,976	194,851	2,167-	1.1-
5120. Salaries-Temp. Employees	854	0	0	0	0	.0
5131. Regular Overtime Pay	333	3,705	0	2,500	1,205-	32.5-
5141. Social Security	14,294	15,619	14,839	15,097	522-	3.3-
5150. Retirement	12,899	17,784	17,784	17,485	299-	1.7-
5160. Medical & Workers Comp	16,372	23,855	25,199	28,295	4,440	18.6
Total Personal Services	234,008	257,981	251,798	258,228	247	.1
Contractual Services						
5201. Rents	6	580	0	0	580-	100.0-
5205. Printing & Dup. Charges	426	275	275	275	0	.0
5206. Mailing & Delivery	0	150	150	150	0	.0
5207. Dues, Memberships & Sub.	960	720	720	880	160	22.2
5210. Prof. & Contractual Ser.	1,719	13,700	13,700	6,500	7,200-	52.6-
5211. Advertising & Publicity	114	250	250	250	0	.0
5212. Utility Services	3,522	2,780	3,360	3,360	580	20.9
5220. Training & Travel	2,200	4,483	4,483	2,500	1,983-	44.2-
5236.13 Other Equipment Maint.	1,380	1,610	1,610	1,610	0	.0
5289. Vehicle/Equip Use Charge	9,334	14,640	14,640	13,555	1,085-	7.4-
Total Contractual Services	19,661	39,188	39,188	29,080	10,108-	25.8-
Commodities						
5310. Commodities/Tools/Supplies	3,590	3,380	3,380	3,380	0	.0
5320. Books/Education Material	55	0	0	0	0	.0
5325. Uniforms/Safety Equip.	485	670	670	450	220-	32.8-
Total Commodities	4,130	4,050	4,050	3,830	220-	5.4-
Other Charges						
5410. Liability Insurance	100	1,920	1,920	2,350	430	22.4
Total Other Charges	100	1,920	1,920	2,350	430	22.4
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	257,899	303,139	296,956	293,488	9,651-	3.2-
Reduction of Costs						
5610. Recovered from Users	423-	0	0	0	0	.0
5670. Recovered from Funds	128,670-	151,570-	148,478-	146,744-	4,826	3.2-
TOTAL NET EXPENDITURES	128,806	151,569	148,478	146,744	4,825-	3.2-

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 \$123,280 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 (budgeted in General Maintenance, Activity 943).

PERFORMANCE OBJECTIVES

1. Maintain 826,708 square yards of pavement at a cost of fourteen 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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
State Highways 62, 95 and 170:				
Square yards	826,708	826,708	826,708	826,708
Maintenance (hours)	560	1,000	1,000	1,000
Mowing R-O-W's (acres)	14.84	14.84	14.84	14.84

SIGNIFICANT EXPENDITURE CHANGES

Budgeted Contractual Services increased \$20,029 or 12.6%. For fiscal 2003, the State revised the amounts that it will reimburse the City for specific services under the State Highway Maintenance Contract. The amount of reimbursement from the State increased \$18,189. The net increase was \$1,840 due to mowing charges. The City altered service levels to match contract reimbursement levels. Mowing and street sweeping are performed by outside contractors.

City of Oak Ridge, Tennessee
Activity Detail

942 State Highway Maintenance

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
<hr/>						
Personal Services						
Total Personal Services	0	0	0	0	0	.0
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Contractual Services						
5210. Prof. & Contractual Ser.	13,644	0	0	0	0	.0
5210.203 Mowing Contract	57,901	61,210	60,257	63,050	1,840	3.0
5236.15 Street Sweeping	33,411	31,001	35,865	36,940	5,939	19.2
5235. Repair & Maintenance	30,242	66,269	79,594	78,519	12,250	18.5
Total Contractual Services	135,198	158,480	175,716	178,509	20,029	12.6
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Commodities						
Total Commodities	0	0	0	0	0	.0
<hr/>						
Other Charges						
Total Other Charges	0	0	0	0	0	.0
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Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
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TOTAL GROSS EXPENDITURES	135,198	158,480	175,716	178,509	20,029	12.6
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Reduction of Costs						
5610. Recovered from Users	81,594-	104,811-	123,000-	123,000-	18,189-	17.4
TOTAL NET EXPENDITURES	53,604	53,669	52,716	55,509	1,840	3.4
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CITY OF OAK RIDGE

FUND General	DEPARTMENT Public Works	ACTIVITY General Maintenance	NUMBER 943
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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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Storm drains – miles	12.4	12.4	12.4	12.4
Maintenance – hours	1,858	1,700	2,321	2,400

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. This activity decreased \$76,228 or 27.0%. This includes reduction of service levels for street sweeping and snow removal.

City of Oak Ridge, Tennessee
Activity Detail

943 General Maintenance

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
Total Personal Services	0	0	0	0	0	.0
Contractual Services						
5210. Prof. & Contractual Ser.	12	0	20	0	0	.0
5210.203 Mowing Contract	90,579	93,000	91,555	96,790	3,790	4.1
5210.205 Litter Contract	12,475	11,000	12,475	12,850	1,850	16.8
5236.15 Street Sweeping	51,377	54,170	46,415	0	54,170-	100.0-
5212. Utility Services	4,358	5,950	5,550	5,870	80-	1.3-
5235. Repair & Maintenance	72,591	117,930	117,951	90,310	27,620-	23.4-
Total Contractual Services	231,392	282,050	273,966	205,820	76,230-	27.0-
Commodities						
5310. Commodities/Tools/Supplies	6,069-	100	100	100	0	.0
Total Commodities	6,069-	100	100	100	0	.0
Other Charges						
5410. Liability Insurance	0	38	38	40	2	5.3
Total Other Charges	0	38	38	40	2	5.3
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	225,323	282,188	274,104	205,960	76,228-	27.0-
Reduction of Costs						
TOTAL NET EXPENDITURES	225,323	282,188	274,104	205,960	76,228-	27.0-

CITY OF OAK RIDGE

FUND General	DEPARTMENT Public Works	ACTIVITY Central Service Complex	NUMBER 946
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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 \$2.36 per square-foot.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Square feet maintained	177,000	177,000	177,000	177,000
Cost per square-foot	\$2.17	\$2.36	\$2.31	\$2.34

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Contractual Services decreased a net \$6,455 or 1.6%. Budgeted utility costs are up \$4,390 based on increased rates, particularly for natural gas. Custodial services decreased \$1,933 with the discontinuation of the day porter in an effort to control costs for the building. Professional services decreased \$4,825 and general maintenance costs \$2,895.

Liability Insurance costs increased by \$1,708 due to higher premiums which mirrors a nationwide industry trend.

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
Total Personal Services	0	0	0	0	0	.0
Contractual Services						
5201. Rents	5,297	5,452	5,452	5,300	152-	2.8-
5210. Prof. & Contractual Ser.	4,820	9,825	9,825	5,000	4,825-	49.1-
5210.202 Custodial Contract	57,391	42,140	41,500	40,207	1,933-	4.6-
5210.203 Mowing Contract	3,491	3,670	3,613	3,780	110	3.0
5212. Utility Services	196,701	222,115	212,273	225,355	3,240	1.5
5235. Repair & Maintenance	106,119	118,841	118,841	115,946	2,895-	2.4-
5236.13 Other Equipment Maint.	2,200	3,800	3,800	3,800	0	.0
Total Contractual Services	376,019	405,843	395,304	399,388	6,455-	1.6-
Commodities						
5310. Commodities/Tools/Supplies	2,532	2,000	2,000	2,000	0	.0
Total Commodities	2,532	2,000	2,000	2,000	0	.0
Other Charges						
5410. Liability Insurance	5,238	10,682	10,682	12,390	1,708	16.0
Total Other Charges	5,238	10,682	10,682	12,390	1,708	16.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	383,789	418,525	407,986	413,778	4,747-	1.1-
Reduction of Costs						
5610. Recovered from Users	1,129-	0	0	0	0	.0
5670. Recovered from Funds	291,352-	318,082-	310,070-	314,473-	3,609	1.1-
TOTAL NET EXPENDITURES	91,308	100,443	97,916	99,305	1,138-	1.1-

CITY OF OAK RIDGE

FUND General	DEPARTMENT Public Works	ACTIVITY Municipal Building	NUMBER 948
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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.

The operation of a three-car motor pool is also included in the cost of this activity. The motor pool is used by various offices in the building which do not have vehicles permanently assigned to them.

PERFORMANCE OBJECTIVES

Maintain 35,652 square feet of building space at a cost of \$5.35 per square-foot.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Building maintenance, cost per square-foot	\$5.08	\$5.68	\$5.37	\$5.35

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Contractual Services decreased \$11,606 or 5.9%. Major areas of funding reductions include custodial services \$1,546, utilities \$2,610, general maintenance \$5,885, and profession services \$1,000.

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
Total Personal Services	0	0	0	0	0	.0
Contractual Services						
5210. Prof. & Contractual Ser.	6,121	2,685	2,685	1,685	1,000-	37.2-
5210.202 Custodial Contract	37,789	36,280	34,950	34,734	1,546-	4.3-
5210.203 Mowing Contract	3,389	3,560	3,506	3,670	110	3.1
5236.15 Street Sweeping	714	750	715	740	10-	1.3-
5212. Utility Services	59,572	75,415	65,947	72,805	2,610-	3.5-
5235. Repair & Maintenance	67,074	74,845	74,842	68,960	5,885-	7.9-
5236.13 Other Equipment Maint.	0	1,500	1,500	1,500	0	.0
5289. Vehicle/Equip Use Charge	3,853	3,465	3,465	2,800	665-	19.2-
Total Contractual Services	178,512	198,500	187,610	186,894	11,606-	5.8-
Commodities						
5310. Commodities/Tools/Supplies	20	720	720	200	520-	72.2-
Total Commodities	20	720	720	200	520-	72.2-
Other Charges						
5410. Liability Insurance	2,746	3,199	3,199	3,820	621	19.4
Total Other Charges	2,746	3,199	3,199	3,820	621	19.4
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	181,278	202,419	191,529	190,914	11,505-	5.7-
Reduction of Costs						
5670. Recovered from Funds	57,563-	64,774-	61,288-	61,091-	3,683	5.7-
TOTAL NET EXPENDITURES	123,715	137,645	130,241	129,823	7,822-	5.7-

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Public Works	102 Robertsville Road	950

ACTIVITY DESCRIPTION

This activity provided for routine building and parking lot maintenance of a City-owned facility located at 102 Robertsville Road. The building housed the Senior Center, accounted for in activity 978, until mid-fiscal 2000. The building was constructed in the 1940's and was experiencing structural issues, such as unlevel floors, which made the facility not suited for primary usage by senior citizens. The building was sold for \$1 to the Oak Ridge Heritage and Preservation Association subject to restrictive covenants, which includes preserving the property for its historic value, making the property available for community use and continuance of the Oak Ridge Heritage and Preservation Association. The City retains the right to repurchase the property for \$1 within 90 days of receipt of notification of the violation of any restrictive condition.

City of Oak Ridge, Tennessee
Activity Detail

950 Robertsville Road, 102

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG

Personal Services						
Total Personal Services	0	0	0	0	0	.0
Contractual Services						
5210. Prof. & Contractual Ser.	204	0	0	0	0	.0
5212. Utility Services	4,727	0	0	0	0	.0
5235. Repair & Maintenance	1,452	0	0	0	0	.0
Total Contractual Services	6,383	0	0	0	0	.0
Commodities						
Total Commodities	0	0	0	0	0	.0
Other Charges						
5410. Liability Insurance	300	0	0	0	0	.0
Total Other Charges	300	0	0	0	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	6,683	0	0	0	0	.0
Reduction of Costs						
TOTAL NET EXPENDITURES	6,683	0	0	0	0	.0
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CITY OF OAK RIDGE

FUND General	DEPARTMENT Public Works	ACTIVITY Traffic Control and Lights	NUMBER 953
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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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Street Name Signs: Hours for maintenance and installation	201	400	300	300
Traffic control and School Flashing Signals: Inventory – each	371	390	390	390
Hours for maintenance and installation	2,451	3,700	2,150	3,000
Street Lights, Public Inventory –each	5,362	5,400	5,400	5,400
Hours for maintenance and installation	1,985	2,500	2,500	2,500

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 book value of the traffic control and street lighting systems. For the beginning of fiscal 2003, the book value of the street lighting system is estimated to be \$3,131,166 and the book value of the traffic control system is estimated to be \$1,913,930.

SIGNIFICANT EXPENDITURE CHANGES

Contractual Services are projected to increase a net \$15,200 or 1.7%. Electric charges are budgeted to increase \$26,500 due to a 7.4% rate increase adopted by TVA. Maintenance costs are budgeted to decrease \$11,300 due to more efficient usage monitoring.

City of Oak Ridge, Tennessee
Activity Detail

953 Traffic Control & Lights

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG

Personal Services						

Total Personal Services	0	0	0	0	0	.0
Contractual Services						
5210. Prof. & Contractual Ser.	3,286	0	0	0	0	.0
5212. Utility Services	837,176	865,000	862,100	891,500	26,500	3.1
5235. Repair & Maintenance	10,860	31,600	31,600	20,300	11,300-	35.8-
Total Contractual Services	851,322	896,600	893,700	911,800	15,200	1.7
Commodities						

5310. Commodities/Tools/Supplies	110	0	0	0	0	.0
Total Commodities	110	0	0	0	0	.0
Other Charges						

Total Other Charges	0	0	0	0	0	.0
Capital Expenditures						

Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	851,432	896,600	893,700	911,800	15,200	1.7
Reduction of Costs						

TOTAL NET EXPENDITURES	851,432	896,600	893,700	911,800	15,200	1.7
=====						





oak
ridge



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.

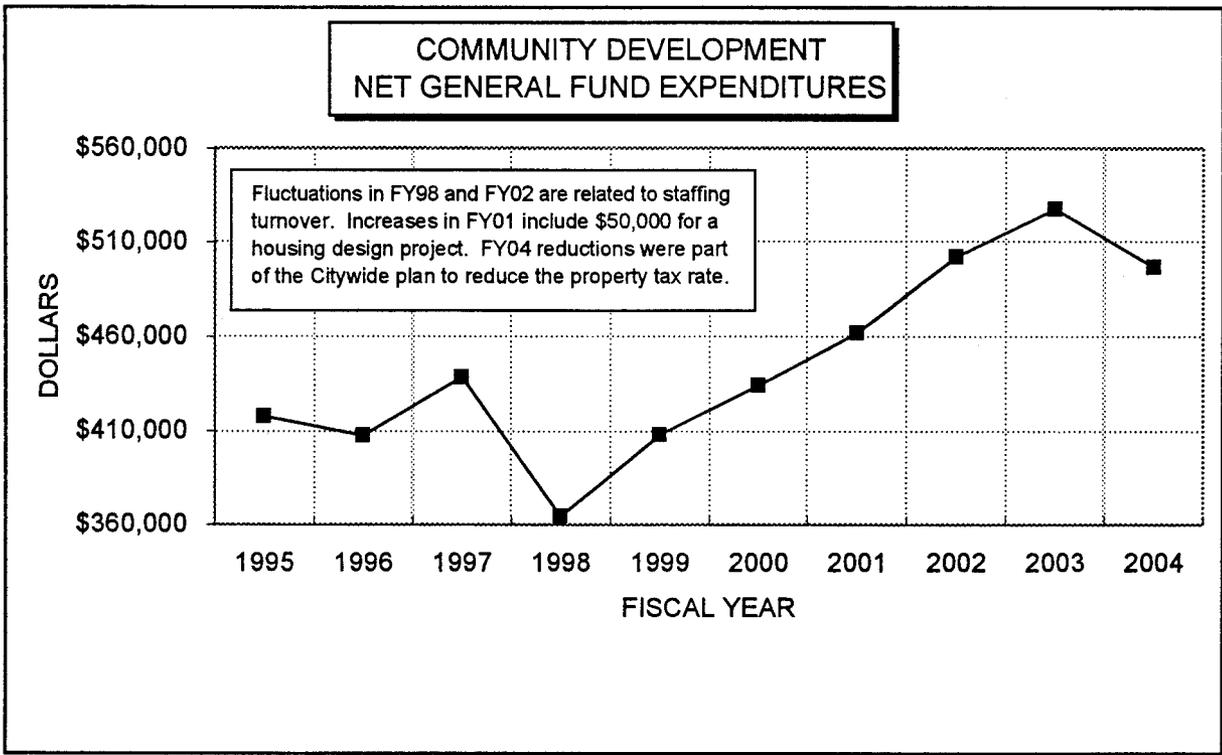
The Department staff consists of 11 employees who also provide support to the following boards and commissions: Oak Ridge Regional Planning Commission, the Environmental Quality Advisory Board, Board of Zoning Appeals, Board of Building and Housing Code Appeals, the Boards of Electrical and Plumbing Examiners, and Greenways Oak Ridge.

Major projects planned for the Department in fiscal year 2004 include continuation of working with the Housing Design Project and other strategies to create opportunities for enhancement of housing in Oak Ridge. The Housing Design Project included hiring a consultant to develop 30 permit-ready floor plan options for 10 of the World War II proto-type housing units in Oak Ridge. The City provides these renovation plans free of charge to anyone interested in improving the older housing types. The City will waive certain fees as part of this program and area lenders are offering products that buyers can use to finance purchase and renovation of these homes.

COMMUNITY DEVELOPMENT	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs 03	% CHANGE
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GENERAL FUND

960 Supervision	97,633	107,445	106,093	108,722	1,277	1.2
962 Planning	135,313	117,535	117,803	90,872	(26,663)	-22.7
966 Code Enforcement	269,105	310,070	303,661	297,053	(13,017)	-4.2
Total General Fund	502,051	535,050	527,557	496,647	(38,403)	-7.2



CITY OF OAK RIDGE			
FUND General	DEPARTMENT Community Development	ACTIVITY Supervision	NUMBER 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. The growth and complexity of development in Oak Ridge requires a more consolidated and better coordinated staffing arrangement. This is accomplished through a Business Development Facilitator who helps the applicant for a new development guide his project through the permitting process.

The objective of the Community Development Department is to effectively coordinate and improve the municipal government's initiatives and responses toward development in Oak Ridge. The basis to encourage quality growth and development is through implementation of the Comprehensive Plan and the Capital Improvement Program.

PERFORMANCE OBJECTIVES

1. Maintains regular communications with department heads and staff to coordinate workflow among departments.
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 2002	BUDGET FY 2003	BUDGET FY 2003	BUDGET FY 2004
Hold weekly site plan review meetings with four Departments on pending applications	33	35	35	40
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	110	135	135	140
Percent of requests from the City Manager responded to by due date	100%	100%	100%	100%

SIGNIFICANT EXPENDITURE CHANGES

There were no significant expenditures changes for this activity for fiscal 2004.

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

960 Community Development

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	116,409	128,464	123,757	127,302	1,162-	.9-
5131. Regular Overtime Pay	212	1,390	2,840	1,390	0	.0
5141. Social Security	8,571	9,769	9,685	9,845	76	.8
5150. Retirement	7,828	11,505	11,505	11,402	103-	.9-
5160. Medical & Workers Comp	12,484	17,783	18,791	21,113	3,330	18.7
Total Personal Services	145,504	168,911	166,578	171,052	2,141	1.3
Contractual Services						
5201. Rents	2,322	3,600	3,600	3,600	0	.0
5205. Printing & Dup. Charges	243	0	0	0	0	.0
5207. Dues, Memberships & Sub.	624	365	365	365	0	.0
5210. Prof. & Contractual Ser.	87	500	500	500	0	.0
5212. Utility Services	3,527	3,800	3,800	3,800	0	.0
5220. Training & Travel	9,500	2,531	2,531	2,531	0	.0
5236.13 Other Equipment Maint.	1,035	1,035	1,035	1,035	0	.0
5289. Vehicle/Equip Use Charge	2,293	2,400	2,400	2,460	60	2.5
Total Contractual Services	19,631	14,231	14,231	14,291	60	.4
Commodities						
5310. Commodities/Tools/Supplies	2,707	2,110	2,110	2,110	0	.0
5320. Books/Education Material	141	0	0	0	0	.0
Total Commodities	2,848	2,110	2,110	2,110	0	.0
Other Charges						
5410. Liability Insurance	100	0	0	0	0	.0
Total Other Charges	100	0	0	0	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	168,083	185,252	182,919	187,453	2,201	1.2
Reduction of Costs						
5670. Recovered from Funds	70,451-	77,807-	76,826-	78,731-	924-	1.2
TOTAL NET EXPENDITURES	97,632	107,445	106,093	108,722	1,277	1.2

CITY OF OAK RIDGE			
FUND General	DEPARTMENT Community Development	ACTIVITY Planning	NUMBER 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.

PERFORMANCE OBJECTIVES

1. Administer Subdivision Regulations and the Zoning Ordinance within new commercial developments and maintain quality standards within existing commercial areas.
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.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Subdivision plats reviewed	32	32	32	35
Zoning changes reviewed	3	5	9	5
TND & PUDs (preliminary & final) reviewed	5	6	4	5
Site plans reviewed - Non-Residential	21	25	20	25
Site plans reviewed – Residential	52	50	45	50

SIGNIFICANT EXPENDITURE CHANGES

There were no significant expenditures changes for this activity for fiscal 2004.

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	117,850	127,106	125,162	95,187	31,919-	25.1-
5131. Regular Overtime Pay	1,083	780	2,000	780	0	.0
5141. Social Security	8,926	9,600	9,728	7,342	2,258-	23.5-
5150. Retirement	8,078	11,330	11,330	8,503	2,827-	25.0-
5160. Medical & Workers Comp	12,324	17,775	18,783	14,134	3,641-	20.5-
Total Personal Services	148,261	166,591	167,003	125,946	40,645-	24.4-
Contractual Services						
5205. Printing & Dup. Charges	174	500	500	500	0	.0
5206. Mailing & Delivery	0	60	60	60	0	.0
5207. Dues, Memberships & Sub.	3,169	1,698	1,698	1,322	376-	22.1-
5210. Prof. & Contractual Ser.	47,249	0	0	0	0	.0
5211. Advertising & Publicity	781	730	730	730	0	.0
5212. Utility Services	1,385	1,700	1,700	1,700	0	.0
5220. Training & Travel	2,650	2,425	2,425	2,425	0	.0
5236.13 Other Equipment Maint.	2,330	2,330	2,330	2,330	0	.0
Total Contractual Services	57,738	9,443	9,443	9,067	376-	4.0-
Commodities						
5310. Commodities/Tools/Supplies	1,920	4,340	4,340	4,340	0	.0
5320. Books/Education Material	168	450	450	450	0	.0
Total Commodities	2,088	4,790	4,790	4,790	0	.0
Other Charges						
5410. Liability Insurance	88	0	0	0	0	.0
Total Other Charges	88	0	0	0	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	208,175	180,824	181,236	139,803	41,021-	22.7-
Reduction of Costs						
5670. Recovered from Funds	72,861-	63,289-	63,433-	48,931-	14,358	22.7-
TOTAL NET EXPENDITURES	135,314	117,535	117,803	90,872	26,663-	22.7-

CITY OF OAK RIDGE

FUND General	DEPARTMENT Community Development	ACTIVITY Office of Neighborhood Improvement	NUMBER 966
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ACTIVITY DESCRIPTION

The Office of Neighborhood Improvement 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. This division was previously titled Code Enforcement. The title was changed in FY04 to Office Of Neighborhood Improvement to emphasis the City's focus on housing issues.

PERFORMANCE OBJECTIVES

1. Provide inspection service within 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 with residential projects.
5. Provide staff support for business development through the site review process.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Building Permits	474	450	490	475
Inspections	403	500	473	450
Plumbing Permits	424	450	360	400
Inspections	549	800	518	500
Electrical Permits	347	575	409	400
Inspections	435	1,350	486	500
Zoning Investigations and Nuisance Complaints	114	250	98	125
Nuisance Abatement	1,387	1,500	649	900
Abandoned Vehicles	364	500	150	200
Housing Inspections	110	300	115	175

SIGNIFICANT EXPENDITURE CHANGES

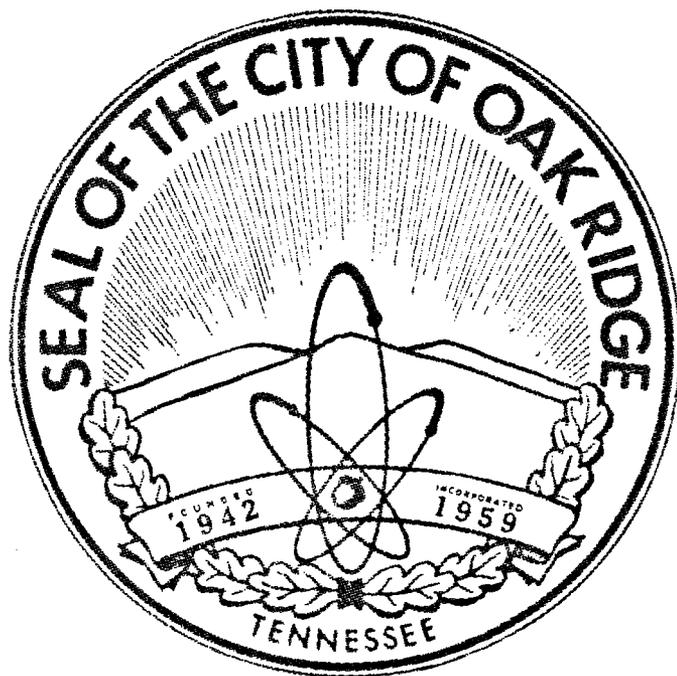
In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for Contractual Services decreased \$15,050 to reduce funding for housing demolitions.

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 Office of Neighborhood Improv

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	227,147	236,851	234,745	230,695	6,156-	2.6-
5131. Regular Overtime Pay	1,002	7,800	765	7,800	0	.0
5141. Social Security	17,047	18,346	18,017	18,243	103-	.6-
5150. Retirement	15,507	21,676	21,676	21,130	546-	2.5-
5160. Medical & Workers Comp	27,377	29,766	31,446	35,316	5,550	18.6
Total Personal Services	288,080	314,439	306,649	313,184	1,255-	.4-
Contractual Services						
5205. Printing & Dup. Charges	486	600	600	600	0	.0
5206. Mailing & Delivery	0	200	200	200	0	.0
5207. Dues, Memberships & Sub.	445	530	530	480	50-	9.4-
5210. Prof. & Contractual Ser.	3,049	31,000	31,000	16,000	15,000-	48.4-
5211. Advertising & Publicity	548	1,300	1,300	1,300	0	.0
5212. Utility Services	4,126	4,600	4,600	4,600	0	.0
5220. Training & Travel	4,816	5,052	5,052	5,052	0	.0
5235. Repair & Maintenance	774	8,020	7,995	8,020	0	.0
5236.13 Other Equipment Maint.	2,070	2,070	2,070	2,070	0	.0
5289. Vehicle/Equip Use Charge	8,053	8,770	8,770	8,770	0	.0
Total Contractual Services	24,367	62,142	62,117	47,092	15,050-	24.2-
Commodities						
5310. Commodities/Tools/Supplies	12,618	1,240	1,240	1,240	0	.0
5320. Books/Education Material	929	6,000	6,000	6,000	0	.0
5325. Uniforms/Safety Equip.	685	930	930	930	0	.0
Total Commodities	14,232	8,170	8,170	8,170	0	.0
Other Charges						
5410. Liability Insurance	1,423	1,920	1,920	2,350	430	22.4
Total Other Charges	1,423	1,920	1,920	2,350	430	22.4
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	328,102	386,671	378,856	370,796	15,875-	4.1-
Reduction of Costs						
5610. Recovered from Users	95-	7,000-	7,000-	7,000-	0	.0
5670. Recovered from Funds	58,902-	69,601-	68,195-	66,743-	2,858	4.1-
TOTAL NET EXPENDITURES	269,105	310,070	303,661	297,053	13,017-	4.2-





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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 22 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, 14 athletic fields, 23 lighted tennis courts, three community centers, two pools (indoor and outdoor), 6 greenways and 1,200 acres of green belts.

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 include swimming lessons, exercise classes and softball, basketball and volleyball league play.

Other events and programs offered through the Department include an annual Easter Egg hunt for children 3 years through 4th grade in which over 10,000 eggs are hidden containing over 200 prizes provided by area businesses and an annual Halloween Carnival. Fun in the Sun is held in the Scarboro Community Center in August with games, food vendors, crafts, and music. Secret City Festival is a month long event held each May whose mission is to foster pride and involvement in the Oak Ridge community by showcasing its diversity through cultural and athletic events and activities for people of all ages. Each summer the Department offers a Summer Camp and an Adventure Camp. Summer Camp is for children 7 to 12 with activities that include field trips, special events, games, arts & crafts, sports, swimming, snacks, hot lunches and a T-shirt. There is also a Scarboro playground program that is open to all Oak Ridge children 6 to 12. This program includes games, sports, crafts, snacks, field trips and a hot lunch program.

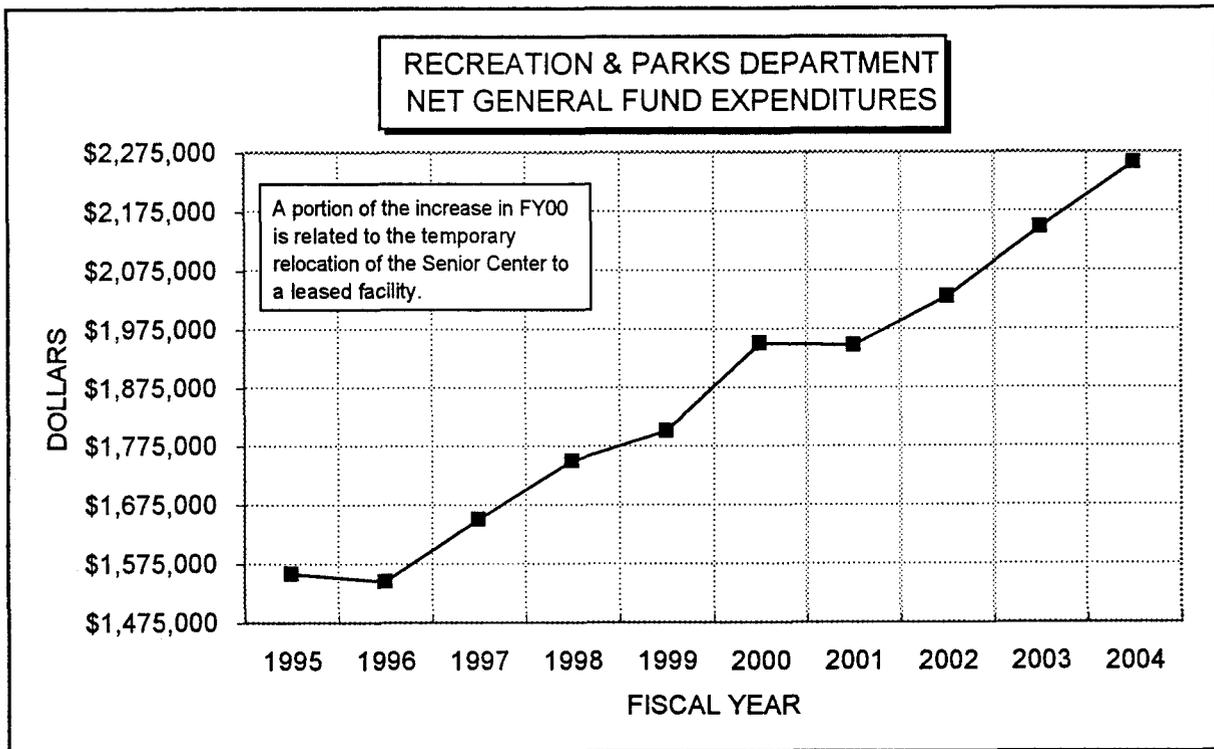
The Senior Center is open six days a week with services directed toward citizens 55 and older. In addition to the recreation facilities available to seniors, the City sponsors meals on wheels, blood pressure screenings, a tax assistance program, flu shot clinics, a "55 Alive" driver education course and a taxi coupon assistance program. Education programs on a variety of subjects of interest to senior adults are offered regularly and 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, which is a sixteen 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 sponsor three bus trips, six dances, three educational sessions and provided volunteer services for several community events. Graduation Celebration is the largest event sponsored by the YAB with assistance from the Graduation Celebration Community Foundation.

As part of a multiyear program to enhance the City rights-of-way and other open spaces, the Department continued with its tree-planting program with the City receiving Tree City USA designation for the 13th consecutive year. During fiscal 2004, the Department will oversee the construction of the Emory Valley Greenways Project.

RECREATION & PARKS DEPARTMENT	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs 03	% CHANGE
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GENERAL FUND						
970 Supervision	226,763	248,265	241,630	245,650	(2,615)	-1.1
972 Indoor Aquatics	175,891	179,476	148,247	180,936	1,460	0.8
973 Outdoor Aquatics	157,977	205,006	204,046	232,708	27,702	13.5
974 Centers, Camps & Programs	623,486	670,067	672,393	577,674	(92,393)	-13.8
975 Athletics	50,449	61,078	61,518	59,659	(1,419)	-2.3
976 Parks	598,868	623,302	597,838	612,708	(10,594)	-1.7
977 Scarboro Center	0	0	0	108,623	108,623	100.0
978 Senior Center	197,667	246,069	223,084	239,414	(6,655)	-2.7
TOTAL GENERAL FUND	2,031,101	2,233,263	2,148,756	2,257,372	24,109	1.1



CITY OF OAK RIDGE			
FUND General	DEPARTMENT Recreation and Parks	ACTIVITY Supervision	NUMBER 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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Documented monthly inspections	12	12	12	12
City wide special events	7	7	8	7
Cold Facts Program participants	2,123	2,150	2,200	2,300

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for non-salary services decreased a net \$2,516. The budget for Training and Travel decreased \$3,346. Vehicle/Equipment use charges increased by \$1,340 for routine vehicle maintenance and replacement charges.

City of Oak Ridge, Tennessee
Activity Detail

970 Recreation Supervision

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	140,714	151,341	147,432	148,147	3,194-	2.1-
5131. Regular Overtime Pay	1,382	3,345	0	3,345	0	.0
5141. Social Security	10,588	11,541	11,279	11,589	48	.4
5150. Retirement	9,616	13,705	13,705	13,422	283-	2.1-
5160. Medical & Workers Comp	12,472	17,911	18,919	21,241	3,330	18.6
Total Personal Services	174,772	197,843	191,335	197,744	99-	.1-
Contractual Services						
5201. Rents	1,373	700	700	700	0	.0
5207. Dues, Memberships & Sub.	845	925	925	840	85-	9.2-
5210. Prof. & Contractual Ser.	2,704	0	0	0	0	.0
5211. Advertising & Publicity	0	200	200	0	200-	100.0-
5212. Utility Services	3,388	3,595	3,573	3,595	0	.0
5220. Training & Travel	2,588	5,332	5,332	1,986	3,346-	62.8-
5235. Repair & Maintenance	5,656	3,550	3,445	3,550	0	.0
5236.13 Other Equipment Maint.	1,035	1,035	1,035	1,035	0	.0
5289. Vehicle/Equip Use Charge	10,623	11,720	11,720	13,060	1,340	11.4
Total Contractual Services	28,212	27,057	26,930	24,766	2,291-	8.5-
Commodities						
5310. Commodities/Tools/Supplies	1,376	1,190	1,190	1,090	100-	8.4-
5320. Books/Education Material	95	175	175	50	125-	71.4-
Total Commodities	1,471	1,365	1,365	1,140	225-	16.5-
Other Charges						
5410. Liability Insurance	1,398	0	0	0	0	.0
5430. Grants/Subsidies/Contr.	20,989	22,000	22,000	22,000	0	.0
Total Other Charges	22,387	22,000	22,000	22,000	0	.0
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	226,842	248,265	241,630	245,650	2,615-	1.1-
Reduction of Costs						
5610. Recovered from Users	78-	0	0	0	0	.0
TOTAL NET EXPENDITURES	226,764	248,265	241,630	245,650	2,615-	1.1-

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. In the past year, this facility has accommodated approximately 16 different groups and/or swimming sessions. At present, 95 hours of swimming per week are scheduled at the Civic Center Pool, with only three hours open for additional programs. This activity also includes the maintenance and operations of the Civic Center Swimming Pool. The aquatics program is coordinated by a Recreation Manager, and admission fees and pool rental 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 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.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Pool staff certified in first aid and pool Operation	100%	100%	100%	100%
Revenues as percentage of cost	31%	43%	33%	38%
Revenue Generated	\$53,663	\$62,500	\$58,000	\$62,500
Staff certified in Red Cross Lifeguard Training Course	100%	100%	100%	100%
Number of Participants	44,449	45,500	45,500	46,000
Gross Cost per Participant	\$4.46	\$4.54	\$3.83	\$4.50
Net Cost per Participant	\$3.96	\$3.94	\$3.26	\$3.93

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for non-salary services decreased \$8,165. Major areas of reduction included Utility Service by \$4,750 and Repair and Maintenance by \$2,455. Salaries for temporary employees went up by \$10,321 or 21.5% due to wage increases for Lifeguards based on the recently completed citywide employee compensation review.

City of Oak Ridge, Tennessee
Activity Detail

972 Indoor Aquatics

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	47,753	50,442	42,434	49,650	792-	1.6-
5120. Salaries-Temp. Employees	39,799	47,928	40,000	58,249	10,321	21.5
5131. Regular Overtime Pay	4,330	6,155	0	4,150	2,005-	32.6-
5141. Social Security	6,916	7,966	6,306	8,529	563	7.1
5150. Retirement	2,785	4,062	4,062	4,767	705	17.4
5160. Medical & Workers Comp	37,023	4,433	4,685	5,266	833	18.8
Total Personal Services	138,606	120,986	97,487	130,611	9,625	8.0
Contractual Services						
5207. Dues, Memberships & Sub.	265	480	480	480	0	.0
5210. Prof. & Contractual Ser.	1,940	1,000	1,000	1,000	0	.0
5212. Utility Services	46,123	61,630	53,900	56,880	4,750-	7.7-
5220. Training & Travel	663	495	495	495	0	.0
5235. Repair & Maintenance	4,499	12,035	12,035	9,580	2,455-	20.4-
5236.13 Other Equipment Maint.	345	495	495	345	150-	30.3-
5289. Vehicle/Equip Use Charge	696	1,485	1,485	1,485	0	.0
Total Contractual Services	54,531	77,620	69,890	70,265	7,355-	9.5-
Commodities						
5310. Commodities/Tools/Supplies	4,796	4,245	4,245	3,710	535-	12.6-
5320. Books/Education Material	0	125	125	0	125-	100.0-
5325. Uniforms/Safety Equip.	0	580	580	0	580-	100.0-
Total Commodities	4,796	4,950	4,950	3,710	1,240-	25.1-
Other Charges						
5410. Liability Insurance	300	1,920	1,920	2,350	430	22.4
Total Other Charges	300	1,920	1,920	2,350	430	22.4
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	198,233	205,476	174,247	206,936	1,460	.7
Reduction of Costs						
5610. Recovered from Users	22,342-	26,000-	26,000-	26,000-	0	.0
TOTAL NET EXPENDITURES	175,891	179,476	148,247	180,936	1,460	.8

CITY OF OAK RIDGE

FUND General	DEPARTMENT Recreation and Parks	ACTIVITY Outdoor Aquatics	NUMBER 973
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ACTIVITY DESCRIPTION

The Outdoor Aquatics activity includes the maintenance and operation of the Oak Ridge Municipal Swimming Pool. Municipal Pool operations begin on the last weekend in May on a weekend basis. Daily operations begin in early June and continue until mid August. In addition to recreational swimming, a variety of other activities are offered through the Outdoor Aquatics program including swimming lessons, taught by the American Red Cross, Learn to Swim, and competitive swimming (ORCA and Interclub). Private swim time is also reserved by several community organizations. The coordination of this activity is performed by a Recreation Manager, who is responsible for both indoor and outdoor aquatic programs.

PERFORMANCE OBJECTIVES

1. Certify 100 percent of the Guard staff in American Red Cross Lifeguard Training.
2. Collect revenues equal to 40 percent of operating costs.
3. To increase attendance.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Staff certified in Red Cross Life Guard Training	98%	100%	98%	100%
Revenues as percentage of cost	48%	40%	40%	40%
Revenues	\$76,224	\$82,000	\$88,000	\$85,000
Attendance	59,620	62,000	62,000	62,000
Hours of in-service training (first aid, rescue techniques, and pool maintenance)	60	60	60	60
Net cost per participant	\$2.65	\$3.30	\$3.29	\$3.75

SIGNIFICANT EXPENDITURE CHANGES

Salaries for temporary employees went up by \$30,286 or 30.1% due to wage increases for lifeguards based on the recently completed citywide employee compensation review.

City of Oak Ridge, Tennessee
Activity Detail

973 Outdoor Aquatics

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	8,459	13,050	22,250	9,266	3,784-	29.0-
5120. Salaries-Temp. Employees	69,407	97,544	95,000	127,830	30,286	31.0
5131. Regular Overtime Pay	6,338	7,250	0	6,000	1,250-	17.2-
5141. Social Security	6,029	9,054	8,970	10,853	1,799	19.9
5150. Retirement	865	1,156	1,156	1,353	197	17.0
5160. Medical & Workers Comp	22	1,478	1,562	1,756	278	18.8
Total Personal Services	91,120	129,532	128,938	157,058	27,526	21.3
Contractual Services						
5201. Rents	429	0	0	0	0	.0
5207. Dues, Memberships & Sub.	150	100	100	100	0	.0
5210.203 Mowing Contract	1,777	1,770	1,804	1,820	50	2.8
5212. Utility Services	22,312	28,330	27,930	29,750	1,420	5.0
5220. Training & Travel	0	360	360	0	360-	100.0-
5235. Repair & Maintenance	18,987	18,075	18,075	17,035	1,040-	5.8-
5236.13 Other Equipment Maint.	5,095	2,445	2,445	2,445	0	.0
5289. Vehicle/Equip Use Charge	660	865	865	865	0	.0
Total Contractual Services	49,410	51,945	51,579	52,015	70	.1
Commodities						
5310. Commodities/Tools/Supplies	19,064	20,770	20,770	20,335	435-	2.1-
5320. Books/Education Material	125	50	50	50	0	.0
5325. Uniforms/Safety Equip.	0	1,320	1,320	1,190	130-	9.8-
Total Commodities	19,189	22,140	22,140	21,575	565-	2.6-
Other Charges						
5410. Liability Insurance	0	3,589	3,589	4,260	671	18.7
Total Other Charges	0	3,589	3,589	4,260	671	18.7
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	159,719	207,206	206,246	234,908	27,702	13.4
Reduction of Costs						
5610. Recovered from Users	1,743-	2,200-	2,200-	2,200-	0	.0
TOTAL NET EXPENDITURES	157,976	205,006	204,046	232,708	27,702	13.5

CITY OF OAK RIDGE			
FUND	DEPARTMENT	ACTIVITY	NUMBER
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 18 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. An Adventure Camp for youth 13-15 includes climbing, rappelling, ropes course, caving, hiking and canoeing.

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 960.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Employees Certified:				
CPR	95%	95%	95%	95%
Multimedia First Aid	95%	95%	95%	95%
Instructors (Multimedia)	1	1	1	1
Instruction hours per employee	8	8	8	8
Summer Camp enrollment	960	960	960	960

SIGNIFICANT EXPENDITURE CHANGES

Previously, the expenditures in this activity also included the operating costs for the Scarborough Center. In FY04, activity 977 was added at a budgeted cost of \$108,623 to account for the costs to operate the Scarborough Center. The \$92,393 reduction in budgeted expenditures in this activity for FY04 is primarily due to the transfer of budgeted costs from this activity to activity 977.

During budget deliberations, City Council approved the closing of the Civic Center on Sundays, which reduced the budgeted costs for this activity by \$5,500.

City of Oak Ridge, Tennessee
Activity Detail

974 Centers, Camps & Programs

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	229,821	235,246	258,852	200,577	34,669-	14.7-
5120. Salaries-Temp. Employees	76,535	73,125	80,000	73,703	578	.8
5131. Regular Overtime Pay	17,380	12,580	18,000	9,200	3,380-	26.9-
5141. Social Security	24,198	24,003	27,299	21,629	2,374-	9.9-
5150. Retirement	16,994	21,957	21,957	18,586	3,371-	15.4-
5160. Medical & Workers Comp	44,366	52,509	58,333	55,476	2,967	5.7
Total Personal Services	409,294	419,420	464,441	379,171	40,249-	9.6-
Contractual Services						
5201. Rents	205	2,000	2,000	2,000	0	.0
5205. Printing & Dup. Charges	0	1,200	1,200	900	300-	25.0-
5207. Dues, Memberships & Sub.	308	210	210	130	80-	38.1-
5210. Prof. & Contractual Ser.	18,827	13,900	13,900	12,800	1,100-	7.9-
5210.202 Custodial Contract	73,934	94,320	61,800	63,650	30,670-	32.5-
5236.15 Street Sweeping	714	750	520	540	210-	28.0-
5211. Advertising & Publicity	0	300	300	0	300-	100.0-
5212. Utility Services	104,157	122,690	113,830	112,315	10,375-	8.5-
5220. Training & Travel	1,044	3,283	3,283	3,283	0	.0
5235. Repair & Maintenance	57,165	64,785	64,785	56,375	8,410-	13.0-
5236.13 Other Equipment Maint.	3,448	1,435	1,435	1,090	345-	24.0-
5289. Vehicle/Equip Use Charge	0	140	140	140	0	.0
Total Contractual Services	259,802	305,013	263,403	253,223	51,790-	17.0-
Commodities						
5310. Commodities/Tools/Supplies	36,645	23,625	23,625	19,770	3,855-	16.3-
5320. Books/Education Material	0	490	490	300	190-	38.8-
5325. Uniforms/Safety Equip.	1,407	1,660	575	1,300	360-	21.7-
Total Commodities	38,052	25,775	24,690	21,370	4,405-	17.1-
Other Charges						
5410. Liability Insurance	1,355	3,859	3,859	4,570	711	18.4
Total Other Charges	1,355	3,859	3,859	4,570	711	18.4
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	708,503	754,067	756,393	658,334	95,733-	12.7-
Reduction of Costs						
5610. Recovered from Users	85,015-	84,000-	84,000-	80,660-	3,340	4.0-
TOTAL NET EXPENDITURES	623,488	670,067	672,393	577,674	92,393-	13.8-

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 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Youth participants	218	150	200	200
Adult participants	1,200	1,125	1,225	1,175
Youth teams	22	15	20	20
Adult teams	82	80	85	82

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. In this regard, non-salary expenditures declined by \$1,870 primarily for copier rental at \$680, professional services \$495 and training \$495.

City of Oak Ridge, Tennessee
Activity Detail

975 Athletics

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	37,653	40,565	40,034	39,999	566-	1.4-
5131. Regular Overtime Pay	100	2,460	300	2,460	0	.0
5141. Social Security	2,884	3,291	3,086	3,248	43-	1.3-
5150. Retirement	2,563	3,812	3,812	3,762	50-	1.3-
5160. Medical & Workers Comp	4,110	5,915	6,251	7,025	1,110	18.8
Total Personal Services	47,310	56,043	53,483	56,494	451	.8
Contractual Services						
5201. Rents	0	680	680	0	680-	100.0-
5207. Dues, Memberships & Sub.	0	110	110	0	110-	100.0-
5210. Prof. & Contractual Ser.	0	495	495	0	495-	100.0-
5212. Utility Services	84	0	3,000	0	0	.0
5220. Training & Travel	45	495	495	0	495-	100.0-
5235. Repair & Maintenance	8	0	0	0	0	.0
5236.13 Other Equipment Maint.	345	345	345	345	0	.0
Total Contractual Services	482	2,125	5,125	345	1,780-	83.8-
Commodities						
5310. Commodities/Tools/Supplies	11,886	3,440	3,440	2,970	470-	13.7-
5320. Books/Education Material	0	50	50	0	50-	100.0-
Total Commodities	11,886	3,490	3,490	2,970	520-	14.9-
Other Charges						
5410. Liability Insurance	30	1,920	1,920	2,350	430	22.4
Total Other Charges	30	1,920	1,920	2,350	430	22.4
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	59,708	63,578	64,018	62,159	1,419-	2.2-
Reduction of Costs						
5610. Recovered from Users	9,259-	2,500-	2,500-	2,500-	0	.0
TOTAL NET EXPENDITURES	50,449	61,078	61,518	59,659	1,419-	2.3-

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 11 City-owned properties, 6 flower gardens, 14 athletic fields, 15 parks, 23 tennis courts, 10 greenway trails (22.35 miles), 1 National Recreation Trail (7.5 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. Maintain the percentage of man-hours allocated to maintenance activities at the current level.
2. Continue to inspect all facilities on a monthly basis.
3. Reduce man-hours for athletic field preparation.
4. Increase maintenance to park areas.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Athletic field maintenance (hours)	2,731	3,280	3,080	3,115
Flower garden maintenance (hours)	247	220	263	250
Building/grounds maintenance (hours)	1,736	2,500	2,039	2,200
Parks maintenance (hours)	4,543	4,395	4,552	4,550
Facilities (hours)	811	1,020	1,223	1,100
Administrative (hours)	1,695	1,550	1,808	1,750

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for non-salary services decreased by \$5,262. Major areas of reduction included Vehicle/Equipment use charges by \$8,010 and Utility services by \$1,000. Contracted mowing costs increased by \$2,630.

City of Oak Ridge, Tennessee
Activity Detail

976 Parks

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	224,800	244,169	229,511	232,279	11,890-	4.9-
5131. Regular Overtime Pay	6,407	7,830	4,800	7,830	0	.0
5141. Social Security	17,162	18,527	17,925	18,368	159-	.9-
5150. Retirement	15,774	22,327	22,327	21,274	1,053-	4.7-
5160. Medical & Workers Comp	33,556	41,183	43,535	48,953	7,770	18.9
Total Personal Services	297,699	334,036	318,098	328,704	5,332-	1.6-
Contractual Services						
5201. Rents	6,784	11,250	8,670	11,250	0	.0
5207. Dues, Memberships & Sub.	200	0	0	0	0	.0
5210. Prof. & Contractual Ser.	3,120	3,625	3,625	3,625	0	.0
5210.203 Mowing Contract	83,350	87,700	84,550	90,330	2,630	3.0
5210.205 Litter Contract	34,842	36,050	35,504	36,570	520	1.4
5236.15 Street Sweeping	174	910	0	910	0	.0
5212. Utility Services	27,953	34,630	32,290	33,630	1,000-	2.9-
5220. Training & Travel	450	364	364	364	0	.0
5235. Repair & Maintenance	65,265	47,710	47,710	47,710	0	.0
5236.13 Other Equipment Maint.	345	345	345	345	0	.0
5289. Vehicle/Equip Use Charge	34,405	48,010	48,010	40,000	8,010-	16.7-
Total Contractual Services	256,888	270,594	261,068	264,734	5,860-	2.2-
Commodities						
5310. Commodities/Tools/Supplies	57,309	37,080	37,080	37,080	0	.0
5320. Books/Education Material	0	150	150	150	0	.0
5325. Uniforms/Safety Equip.	2,382	3,990	3,990	4,080	90	2.3
Total Commodities	59,691	41,220	41,220	41,310	90	.2
Other Charges						
5410. Liability Insurance	1,827	2,452	2,452	2,960	508	20.7
Total Other Charges	1,827	2,452	2,452	2,960	508	20.7
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	616,105	648,302	622,838	637,708	10,594-	1.6-
Reduction of Costs						
5610. Recovered from Users	17,236-	25,000-	25,000-	25,000-	0	.0
TOTAL NET EXPENDITURES	598,869	623,302	597,838	612,708	10,594-	1.7-

CITY OF OAK RIDGE

FUND	DEPARTMENT	ACTIVITY	NUMBER
General	Recreation and Parks	Scarboro Center	977

ACTIVITY DESCRIPTION

The Scarboro Community Center includes a multipurpose room that holds up to 150 people and offers table tennis and billiards. The Ebony, A and B rooms hold 30 people each. The Scarboro Daycare is housed in the A and B rooms and utilizes the Ebony room on weekdays. Outdoor facilities include a park/playground, softball field, tennis court and basketball/volleyball courts. Rooms are available at both centers for rent by community groups except for the A and B rooms at the Scarboro Center.

The eight-week summer programs operate with a staff of 3 full-time seasonal employees to provide a variety of recreation and leisure activities to area children. The Scarboro Playground program includes games, crafts, field trips and special events.

PERFORMANCE OBJECTIVES

1. Conduct a Summer Playground Program at the Scarboro Center with maximum enrollment of 240.
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 a tutorial session for children at least once a week.
5. Provide 2 new programs at the Scarboro Center.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Employees Certified:				
CPR	Fiscal 2002 Information Is Not Available	4	4	4
Summer Camp enrollment		240	90	240
Instruction hours per employee		34	40	40
Educational sessions for seniors		8	9	12
2 new programs at Scarboro		0	0	2
Scarboro Community Center attendance		25,000	25,000	25,000

SIGNIFICANT EXPENDITURE CHANGES

The expenditures to operate the Scarboro Center had previously been accounted for in Centers, Camps, and Programs, Activity 974. During fiscal 2003, the Scarboro Center underwent a major renovation and expansion, including the addition of a gymnasium. This \$1,100,000 renovation was funded through a Community Development Block Grant award from the US Department of Housing and Urban Development. The renovation is expected to be complete in the fall of 2003.

City of Oak Ridge, Tennessee
Activity Detail

977 Scarboro Center

		ACTUAL	BUDGET	PROJECTED	BUDGET	BUDGET	%
		FY 2002	FY 2003	FY 2003	FY 2004	04 vs. 03	CHG
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Personal Services							
5111.	Salaries-Reg. Employees	0	0	0	32,200	32,200	.0
5120.	Salaries-Temp. Employees	0	0	0	7,263	7,263	.0
5141.	Social Security	0	0	0	3,014	3,014	.0
5150.	Retirement	0	0	0	2,853	2,853	.0
5160.	Medical & Workers Comp	0	0	0	7,023	7,023	.0
Total Personal Services		0	0	0	52,353	52,353	.0
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Contractual Services							
5210.	Prof. & Contractual Ser.	0	0	0	1,360	1,360	.0
5210.202	Custodial Contract	0	0	0	30,900	30,900	.0
5236.15	Street Sweeping	0	0	0	210	210	.0
5212.	Utility Services	0	0	0	18,945	18,945	.0
5235.	Repair & Maintenance	0	0	0	4,850	4,850	.0
5236.13	Other Equipment Maint.	0	0	0	345	345	.0
Total Contractual Services		0	0	0	56,610	56,610	.0
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Commodities							
5310.	Commodities/Tools/Supplies	0	0	0	3,000	3,000	.0
Total Commodities		0	0	0	3,000	3,000	.0
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Other Charges							
Total Other Charges		0	0	0	0	0	.0
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Capital Expenditures							
Total Capital Expenditures		0	0	0	0	0	.0
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TOTAL GROSS EXPENDITURES		0	0	0	111,963	111,963	.0
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Reduction of Costs							
5610.	Recovered from Users	0	0	0	3,340-	3,340-	.0
TOTAL NET EXPENDITURES		0	0	0	108,623	108,623	.0
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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.

A possible construction of a new Center estimated to cost \$2 million is included in the Capital Improvement Projects for FY09.

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 \$82,000 in FY 2004 with 40 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.

CITY OF OAK RIDGE

FUND General	DEPARTMENT Recreation and Parks	ACTIVITY Senior Center	NUMBER 978
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PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Senior Center users (non-duplicated)	2,378	2,500	2,250	2,500
Senior Center users (duplicated)	46,861	50,000	48,000	50,000
Physical fitness participants	324	400	340	400
Cost per participant (non-duplicated)	\$83	\$98	\$99	\$96
Taxi system users	610	550	525	550
Volunteer hours	3,371	5,000	3,500	4,000
Cold Facts participants	2,123	2,150	2,200	2,300

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Budgeted expenditures for non-salary services decreased by \$3,368. Major areas of reduction include repair and maintenance funding \$2,430, professional services \$670 and training \$648.

City of Oak Ridge, Tennessee
Activity Detail

978 Senior Center

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	76,759	99,023	83,847	97,544	1,479-	1.5-
5131. Regular Overtime Pay	3,601	6,715	4,020	3,350	3,365-	50.1-
5141. Social Security	6,057	8,009	6,722	7,718	291-	3.6-
5150. Retirement	5,497	8,311	8,311	8,939	628	7.6
5160. Medical & Workers Comp	8,735	11,863	9,735	14,083	2,220	18.7
Total Personal Services	100,649	133,921	112,635	131,634	2,287-	1.7-
Contractual Services						
5201. Rents	56,736	56,750	56,750	56,760	10	.0
5207. Dues, Memberships & Sub.	0	10	10	10	0	.0
5210. Prof. & Contractual Ser.	600	760	571	90	670-	88.2-
5210.202 Custodial Contract	18,414	17,620	17,110	17,630	10	.1
5212. Utility Services	12,774	16,900	15,900	17,120	220	1.3
5220. Training & Travel	360	648	648	0	648-	100.0-
5235. Repair & Maintenance	24	7,370	7,370	4,940	2,430-	33.0-
5236.13 Other Equipment Maint.	3,160	3,035	3,035	3,035	0	.0
Total Contractual Services	92,068	103,093	101,394	99,585	3,508-	3.4-
Commodities						
5310. Commodities/Tools/Supplies	5,449	6,855	6,855	6,720	135-	2.0-
5320. Books/Education Material	0	50	50	25	25-	50.0-
5325. Uniforms/Safety Equip.	0	230	230	100	130-	56.5-
Total Commodities	5,449	7,135	7,135	6,845	290-	4.1-
Other Charges						
5410. Liability Insurance	272	1,920	1,920	2,350	430	22.4
Total Other Charges	272	1,920	1,920	2,350	430	22.4
Capital Expenditures						
Total Capital Expenditures	0	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	198,438	246,069	223,084	240,414	5,655-	2.3-
Reduction of Costs						
5610. Recovered from Users	772-	0	0	1,000-	1,000-	.0
TOTAL NET EXPENDITURES	197,666	246,069	223,084	239,414	6,655-	2.7-

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Library

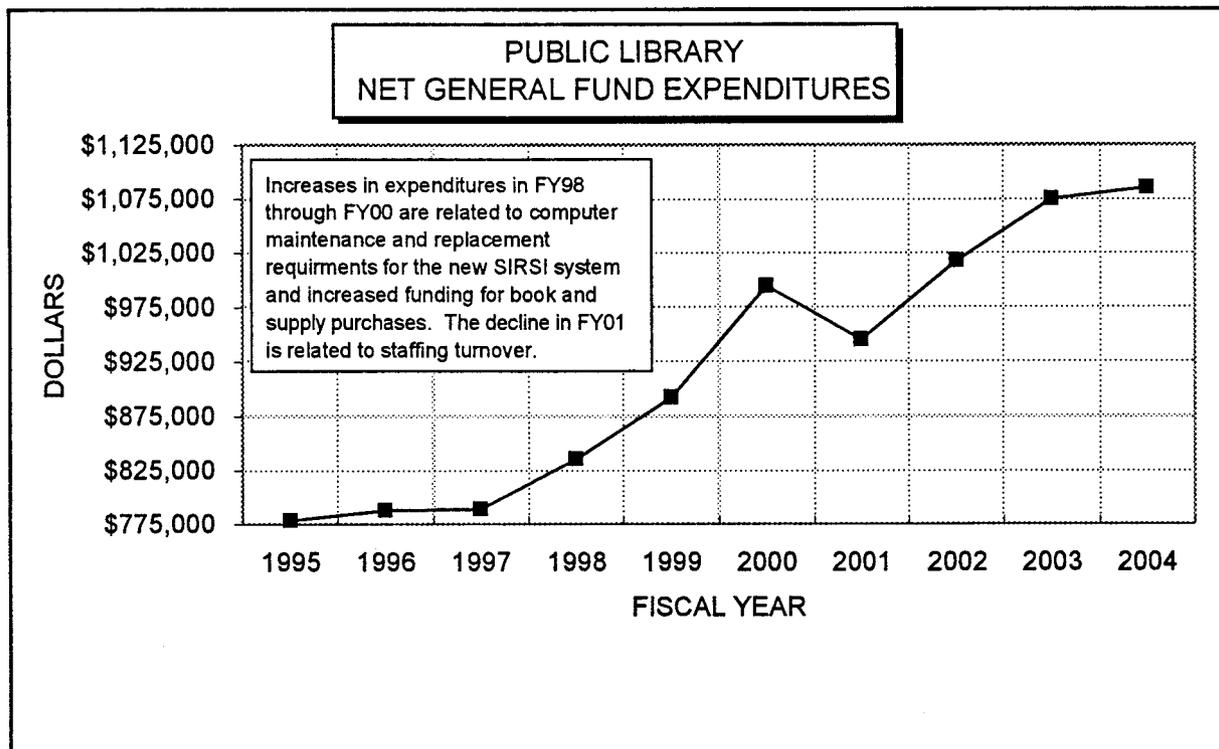
LIBRARY

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 23 full-time and part-time employees, and also recruits and trains volunteers to support the staff and services offered. The Library's total collection consists of approximately 109,434 volumes and 22,973 other non-print material, including cassettes, videos, CD's, DVD's, puzzles, etc. The Library is open Monday through Saturday.

The Library offers public access to the Internet in the Main Library and the Children's Room. Access is limited to 30-minute periods with an option to sign up for additional 30-minute periods if no one is waiting. The Library also contains the Oak Ridge Room, which is a collection of materials pertaining to the history and development of the Oak Ridge area. One of the features of the Oak Ridge Room is the DOE photograph collection, which contains approximately 1,000 photos of the early years of the city.

The Children's Room provides material and services to children through the sixth grade. Special children's programs include Storytime, Lapsit Storytime, and the Summer Reading/Listening program. 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.

During fiscal 1998, the Library purchased an automated integrated library system, SIRSI. This 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.



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 maintains a collection of materials covering the history of Oak Ridge.

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 Toddler and Preschool Storytime programs, Summer Reading/Listening Programs, and Service to Seniors, which is a book delivery service to the senior residences.

PERFORMANCE OBJECTIVES

1. Provide current, up-to-date collection of materials, covering varied subjects and points of view.
2. Maintain an up-to-date database of local organizations. Assist in having this database printed annually in the Oak Ridger.
3. Continue development of the Oak Ridge Room historical collection.
4. Continue programming designed to encourage use of Library services and collections.
5. Continue to make the Library an important asset in the community.

PERFORMANCE MEASURES	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004
Total Circulation	224,967	220,000	220,000	210,000
Registered Patrons	24,836	24,000	24,000	24,000
Book Collector Retrieval	4,251	4,000	4,000	4,000
Items Added to the Collection	8,276	7,500	7,700	7,500
Items Withdrawn from the Collection	3,408	3,000	4,000	3,000
Reference Questions and Readers Service	38,117	37,000	37,500	33,000
Storytime Attendance	4,978	4,000	4,500	4,000

SIGNIFICANT EXPENDITURE CHANGES

In accordance with City Council's 5-year Strategic Plan, all City Departments were required to review and make reductions in operating costs to achieve a decrease in the property tax rate. Contractual Services decreased \$4,625 from rents, training, travel, and professional and contractual services. Costs for Utility Services are projected up \$3,420 for electricity and natural gas charges based on proposed rate increases.

During budget deliberations, City Council approved closing the Library year-around on Sundays to reduce operating costs by \$15,500.

City of Oak Ridge, Tennessee
Activity Detail

979 Public Library

	ACTUAL FY 2002	BUDGET FY 2003	PROJECTED FY 2003	BUDGET FY 2004	BUDGET 04 vs. 03	% CHG
Personal Services						
5111. Salaries-Reg. Employees	477,442	517,529	513,513	515,013	2,516-	.5-
5120. Salaries-Temp. Employees	30,302	34,326	30,000	22,225	12,101-	35.3-
5141. Social Security	38,464	42,033	41,579	41,072	961-	2.3-
5150. Retirement	29,276	41,388	41,388	45,630	4,242	10.2
5160. Medical & Workers Comp	54,231	76,560	80,928	90,990	14,430	18.8
Total Personal Services	629,715	711,836	707,408	714,930	3,094	.4
Contractual Services						
5201. Rents	5,355	6,945	6,945	5,430	1,515-	21.8-
5207. Dues, Memberships & Sub.	25,561	19,351	19,351	19,351	0	.0
5210. Prof. & Contractual Ser.	1,433	11,810	11,810	9,810	2,000-	16.9-
5210.202 Custodial Contract	28,197	30,480	29,620	30,510	30	.1
5236.15 Street Sweeping	595	620	595	610	10-	1.6-
5212. Utility Services	76,189	79,005	76,483	82,425	3,420	4.3
5220. Training & Travel	536	1,710	1,710	600	1,110-	64.9-
5235. Repair & Maintenance	26,367	30,921	30,915	30,921	0	.0
5236.13 Other Equipment Maint.	42,002	50,310	50,310	50,310	0	.0
Total Contractual Services	206,235	231,152	227,739	229,967	1,185-	.5-
Commodities						
5310. Commodities/Tools/Supplies	36,599	27,120	27,120	27,120	0	.0
5320. Books/Education Material	129,729	110,342	110,342	110,342	0	.0
Total Commodities	166,328	137,462	137,462	137,462	0	.0
Other Charges						
5410. Liability Insurance	5,661	2,535	2,535	3,050	515	20.3
Total Other Charges	5,661	2,535	2,535	3,050	515	20.3
Capital Expenditures						
5540 Machinery & Equipment	10,000	0	0	0	0	.0
Total Capital Expenditures	10,000	0	0	0	0	.0
TOTAL GROSS EXPENDITURES	1,017,939	1,082,985	1,075,144	1,085,409	2,424	.2
Reduction of Costs						
TOTAL NET EXPENDITURES	1,017,939	1,082,985	1,075,144	1,085,409	2,424	.2