



**COMPREHENSIVE ANNUAL
BUDGET REPORT**

Hamilton County Tennessee

Operating Budget FY 2016



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Hamilton County Government

Tennessee

For the Fiscal Year Beginning

July 1, 2014

A handwritten signature in black ink, appearing to read 'Jeffrey R. Evans'.

Executive Director

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Hamilton County, Tennessee for its Comprehensive Annual Budget Report for the fiscal year beginning July 1, 2014. This is the thirteenth year in a row Hamilton County has received this award for its Comprehensive Annual Budget Report.

In order to be awarded a Distinguished Budget Presentation Award, a governmental unit must publish an easily readable and efficiently organized Comprehensive Annual Budget Report whose contents conform to program standards. Such reports must satisfy both generally accepted accounting principles and applicable legal requirements.

We believe our current report continues to conform to program requirements, and we are currently submitting it to GFOA to determine its eligibility for another award.

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HOW TO USE THIS DOCUMENT

The FY 2016 Comprehensive Annual Budget Report is organized into eight major sections. These are the Introduction, General Fund (with ten total tabs), Hotel/Motel Fund, Debt Service Fund, Capital Improvements Program (CIP), Hamilton County Department of Education, Personnel Schedule and Glossary.

INTRODUCTION

The introduction begins with two separate letters, one from the County Mayor and one from the County Administrator of Finance, transmitting the FY 2016 budget document. Hamilton County's long-term initiatives focus on meeting the needs of the community and providing a superior quality of life. The two budgetary financial summaries with revenue and expenditure pie charts are designed to provide the reader with a quick overview of the County's FY 2016 budget. This section provides the reader with an organizational chart, a profile of Hamilton County with selected demographics, economical and statistical information, the budget calendar and the County's financial policies and procedures.

GENERAL FUND

This section includes departmental expenditure summaries for all units of the General Fund, which include Constitutional Offices, Supported Agencies, Unassigned Departments, Finance, Public Works, General Services, Health Services, and Human Resources Divisions, each of which have their own tabbed section. Beginning in FY 2016, the Sheriff's Fund and the Juvenile Court Clerk's Fund have been combined with the General Fund in efforts to simplify reporting of the operations of these two offices for accounting purposes. Each department has a separate program description, along with the department function, performance goals and objectives, personnel schedules and program comments within the divisions.

HOTEL/MOTEL FUND

Hotel/Motel Fund is a Special Revenue fund. The annual occupancy privilege tax is used for specific area events.

DEBT SERVICE FUND

This section includes a short narrative about the outstanding general obligation debt of Hamilton County with accompanying financial schedules.

CAPITAL IMPROVEMENTS PROGRAM

This section provides a general overview of the County's Capital Improvements Program.

DEPARTMENT OF EDUCATION

The Hamilton County Department of Education (HCDE), a component unit of Hamilton County, is presented in this section. The HCDE receives the majority of its funding from property taxes collected by the County and from the State of Tennessee's Basic Education Program (BEP) revenues.

PERSONNEL SCHEDULE

Included in this section is a summary of the budgeted employees for four fiscal years, with a narrative describing the budgetary impact of significant changes.

GLOSSARY

A listing of words and their definitions that may not be familiar to the average user are presented in this document.





HAMILTON COUNTY, TENNESSEE
OFFICE OF THE COUNTY MAYOR
JIM M. COPPINGER

June 2015

To the County Board of Commissioners
And Citizens of Hamilton County

As County Mayor and Fiscal Agent, it is my duty and pleasure to present Hamilton County's budget for fiscal year 2016. We have prepared a balanced budget without increasing the property tax rate. Through careful planning, this budget continues to provide our community with excellent services at the lowest possible cost.

This year's budget continues our long-term commitment to sound financial operations, economic development, quality education, and preserving our natural resources in order to guarantee a high quality of life for our citizens. Focus on these four directives is important to our mission of ensuring progressive, sustainable growth for the future needs of Hamilton County citizens where they live, work and play.

Hamilton County's reputation for financial responsibility is such that we continue to maintain the prestigious AAA bond rating from Standard and Poor's, Moody's Investors Service and Fitch Ratings. Our prospects for significant future growth and rapid amortization of existing debt, coupled with limited additional debt plans, aided us in receiving the highest bond rating obtainable. Hamilton County is the only Tennessee county to receive three AAA bond ratings.

The FY 2016 county general expenditure budget increased 4.6%. This includes an increase in our Debt Service appropriation of \$5.2 million, an increase of \$1 million for Corrections Corporation of America, and includes a \$1.4 million raise for all employees.

Hamilton County's economic outlook remains bright. The County, along with the State of Tennessee, Hamilton County municipalities and the Chamber of Commerce has brought about substantial growth from multiple investors. Since taking office in January 2011, we have seen 123 new or expanding businesses creating 10,794 new jobs and saved 295 jobs, with an investment of \$1,549,611,000.

I am excited about the future of our community and deeply appreciate the County employees and citizens who have worked so hard to sustain the community spirit that is driving our progress.

Sincerely,

A handwritten signature in blue ink that reads "Jim M. Coppinger".

Jim M. Coppinger
County Mayor



Jim Coppinger
County Mayor

Visit our website at www.hamiltontn.gov





TO THE COUNTY MAYOR AND THE COUNTY BOARD OF COMMISSIONERS

It is my pleasure to present to you the Comprehensive Annual Budget Report of Hamilton County, Tennessee, for fiscal year 2016. This budget has been balanced with no increase in property taxes. In keeping with our mission of ensuring progressive, sustainable growth for future needs of Hamilton County citizens where they live, work, and play, every effort has been made to maintain the level of quality services to which the citizens have been accustomed.

Hamilton County has three overarching goals reflected in this budget:

1. Support economic development and enhance infrastructure to include:
 - Continuing to provide the Industrial Development Board of Chattanooga with funds appropriated to assist with the major expansion in 2016 of the Volkswagen automobile assembly plant. We amended our FY 2015 general fund budget to provide \$26.25 million from fund balance for this expansion. The FY 2015 general fund balance was reduced by the entire appropriation and the expansion will be accounted for in our capital projects fund as each construction phase is completed.
 - Approving funding for improvements to several road and intersection projects vital to the growth of industry in the area, including funding for improvements to East Brainerd Road and to the Highway 58 area leading into the Enterprise South Industrial Park.
 - Entering into an interlocal agreement with the City of East Ridge (local municipality) to assist with infrastructure improvements around the Exit One interchange of Interstate 75. The funding will aid in developing the area in advance of a planned Bass Pro Shop and other commercial development in the Jordan Crossing area.
 - Approving several PILOT (payment in lieu of tax) agreements in FY 2015 with several major area businesses (such as Volkswagen, Gestamp, U.S. Express, Chattem, etc.) to encourage and support economic growth.

2. Provide citizens with a safer community by reducing crime rates, response times, and increasing security measures to include:

- Providing financial resources for the Sheriff's Office to hire eight additional corrections officers.
- Implementing a new program allowing the Sheriff to acquire new firearms, ammunition, and body armor in exchange for confiscated weapons declared to be contraband.
- Increased funding of \$1.04 million for housing inmates at the Silverdale Correctional Facility.
- The construction of three new volunteer fire departments totaling \$9.5 million.

3. Provide adequate funding for education for the Hamilton County Department of Education to include:

- Continue working with the Board of Education to research/identify innovative methods of funding public education.
- Completing construction on the new East Brainerd Elementary School, which was opened in August 2015.
- Approving funding for the construction of a replacement elementary school at Ganns Middle Valley and for major additions at two elementary schools and one middle/high school.
- Approving funding of \$2.2 million for security upgrades at all County schools.

KEY FACTORS INVOLVED IN THE BUDGET DEVELOPMENT

In developing the FY 2016 budget, we merged the individual budgets of the Juvenile Court Clerk and the Sheriff into the General Fund budget. This action was done for two primary reasons:

- To eliminate double counting of expenses and revenues in the overall County budget.
- To report the operations of these two offices in a more efficient manner for accounting purposes.

We encountered several challenges in developing the FY 2016 operating budget, including:

- **Hamilton County Department of Education (HCDE)**, a discretely presented component unit of Hamilton County Government accounts for 61% of the total County budget. HCDE's overall budget growth over FY 2015 was \$6.5 million, including growth in local funding of \$2.8 million. Further discussions about HCDE's budgetary changes are illustrated in exhibits II, III and V and the section entitled "Education," More information about HCDE can be found on its website at www.hcde.org.
- **Debt Service** – Principal and interest costs increased \$5.7 million over FY 2015. The increase is the direct result of the issuance of \$60 million of bonds in May 2015 and the corresponding principal and interest due on such bonds in FY 2016 (\$6,950,000).
- **Prisoner Costs** – In response to the increase in the inmate population at the Hamilton County Jail of 2.5% and Silverdale Correctional Facility of 7.1%, we increased the budget by one million dollars for the contracted cost to Corrections Corporations of America (CCA) to house inmates. It should be noted that the County's 32-year contract with CCA for housing inmates expires in September 2016, and the County is in the early stages of investigating potential changes in the manner of housing inmates at both the County Jail and the Silverdale Correctional Facility.

- **Employee compensation** – Despite these challenges, the County continued to believe it was important to award its employees with some level of monetary increase. The County granted across-the-board salary increases of 1.5% at a cost of \$1.5 million (including benefits).

The County budgeted for a reduction of costs in certain areas, primarily dealing with employee benefits. Budgeted health insurance costs decreased by 4.0%, a \$1 million decline compared to FY 2015. The decline is a result of:

- Successful cost control efforts through use of an employee clinic, pharmacy, and wellness center; and
- Health insurance premiums charged to departments in prior years that exceeded claims experience.

The County Commission approved a change to its employee retirement plans for employees hired October 1, 2015 and thereafter. The current employee pension plan, known as the Legacy Plan, will remain in effect for current employees and is budgeted at a cost of 14.33% of employees' salaries. The new plan, known as the Hybrid Plan, locks pension costs at 9% of employees' salaries. The Hybrid plan will take effect for employees hired on or after October 1, 2015. The anticipated savings in FY 2016 in adopting the new plan will be approximately \$250,000, and the annual savings will grow exponentially each year thereafter.

ESTIMATED AVAILABLE FUNDS – BY SOURCE

TRANSFERS IN FROM OTHER FUNDS – 8.23%

MISCELLANEOUS – 0.9%

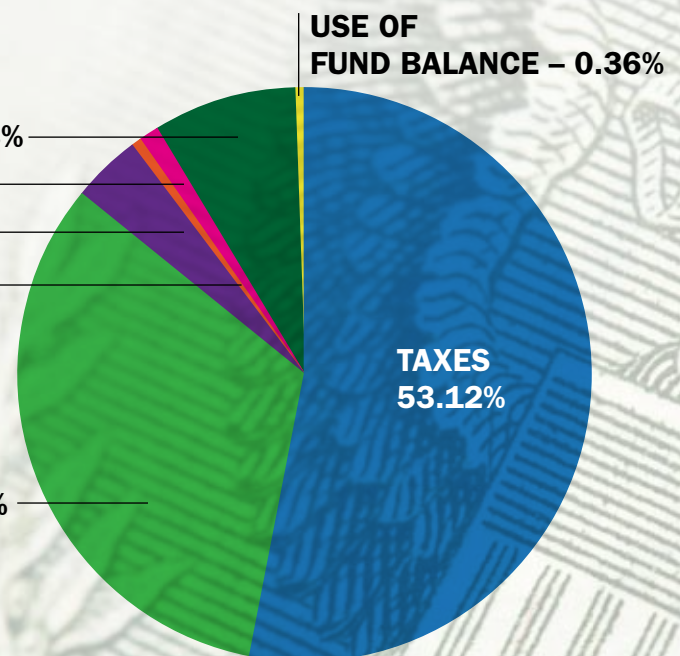
CHARGES FOR SERVICES – 3.97%

FINES, FORFEITURES AND PENALTIES – 0.3%

INVESTMENT EARNINGS – 0.13%

LICENSES AND PERMITS – 0.14%

INTERGOVERNMENTAL REVENUES – 32.85%



BUDGET 2016 HIGHLIGHTS

The fiscal year 2016 adopted budget totals \$665,336,000 and represents an overall increase of \$21,898,000 (3.4%) over the fiscal year 2015 adopted budget. Budgeted funds include the County General Fund, Debt Service Fund, Hotel-Motel, and the Department of Education, a discretely presented component unit of Hamilton County.

As discussed earlier, the FY 2016 operations for the Juvenile Court Clerk and Sheriff were blended into the General Fund for purposes of budget presentation. The Juvenile Court Clerk and Sheriff were presented separate from the General Fund in the FY 2015 budget document. For purposes of consistency, comparable information for the County's FY 2015 budget is shown below and throughout the CABR document as if these funds were blended in FY 2015.

A brief recap of the budget, along with changes from the prior year, is presented in Exhibits I through V below.

were relatively flat since the previous reappraisal, and the reappraisal did not result in an adjustment to the County's property tax rate. Property tax revenues for fiscal year 2016 are budgeted to increase by 2.6% over the prior year. The growth projection is based on current property assessments provided by the Assessor of Property.

Intergovernmental revenues account for 33% of the County's total revenue. The intergovernmental revenues consist primarily of funding received from the State of Tennessee (\$161,806,000) and from the Federal government (\$54,059,000). Eighty-eight percent of the intergovernmental revenues are received by the Department of Education (\$192,792,000) with the remainder (\$25,817,000) going to the General Fund. Intergovernmental revenues are projected to grow 3.3% in fiscal year 2016.

Transfers-in from other funds include various interfund transfers, including excess fees paid to the General Fund from various constitutional officers (\$11,072,000); appropriation from the General Fund to the Debt Service Fund to cover scheduled principal and interest payments due in fiscal year 2016 (\$38,551,000); and transfers in from the Capital Projects Fund to cover FY 2016 capital outlay expenditures (\$3,614,000). Total revenues from transfers increased from the FY 2015 budget by \$8,410,000 (18.1%) primarily due to an increase in the appropriation from the General Fund to the Debt Service Fund of \$5,867,000 and the transfer from the Capital Projects Fund of \$3,614,000.

Hamilton County has budgeted to use \$2,413,000 of its fund balance in the fiscal year 2016 budget, which represents 1.8% of the total projected fund balance as of

June 30, 2015. Funds budgeting use of fund balance include the General Fund (\$900,000); Department of Education (\$1,013,000); and Debt Service (\$500,000).

EXPENDITURES – (ALL FUNDS)

The Hamilton County Department of Education (HCDE) represents the largest portion of the County's overall budget (61%). Information regarding certain of its major budgetary expenditures is discussed below and also in the section entitled "Education."

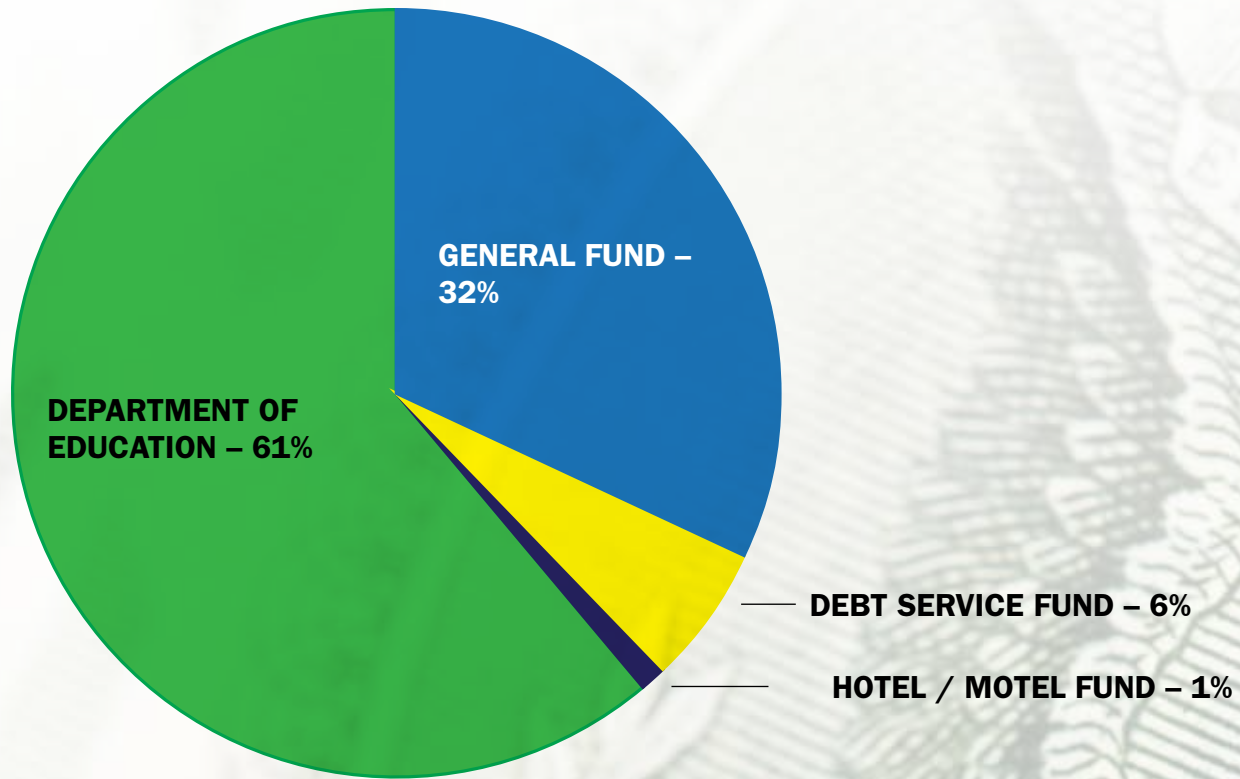
EXHIBIT I – ESTIMATED AVAILABLE FUNDS – BY SOURCE

	FY 2016 Adopted	FY 2015 Adopted	Increase (Decrease)	Percent Change
Taxes	\$ 353,451,620	\$ 347,369,815	\$ 6,081,805	1.8%
Licenses and permits	911,300	904,300	7,000	0.8%
Intergovernmental revenues	218,557,028	211,604,355	6,952,673	3.3%
Charges for services	26,388,860	26,085,189	303,671	1.2%
Fines, forfeitures and penalties	1,990,557	1,825,372	165,185	9.0%
Investment earnings	854,581	709,045	145,536	20.5%
Miscellaneous	5,978,822	5,983,802	(4,980)	- 0.1%
Transfers in from other funds	54,789,895	46,379,412	8,410,483	18.1%
Use of Fund Balance	2,412,938	2,576,757	(163,819)	- 6.4%
TOTAL AVAILABLE FUNDS	\$ 665,335,601	\$ 643,438,047	\$ 21,897,554	3.4%

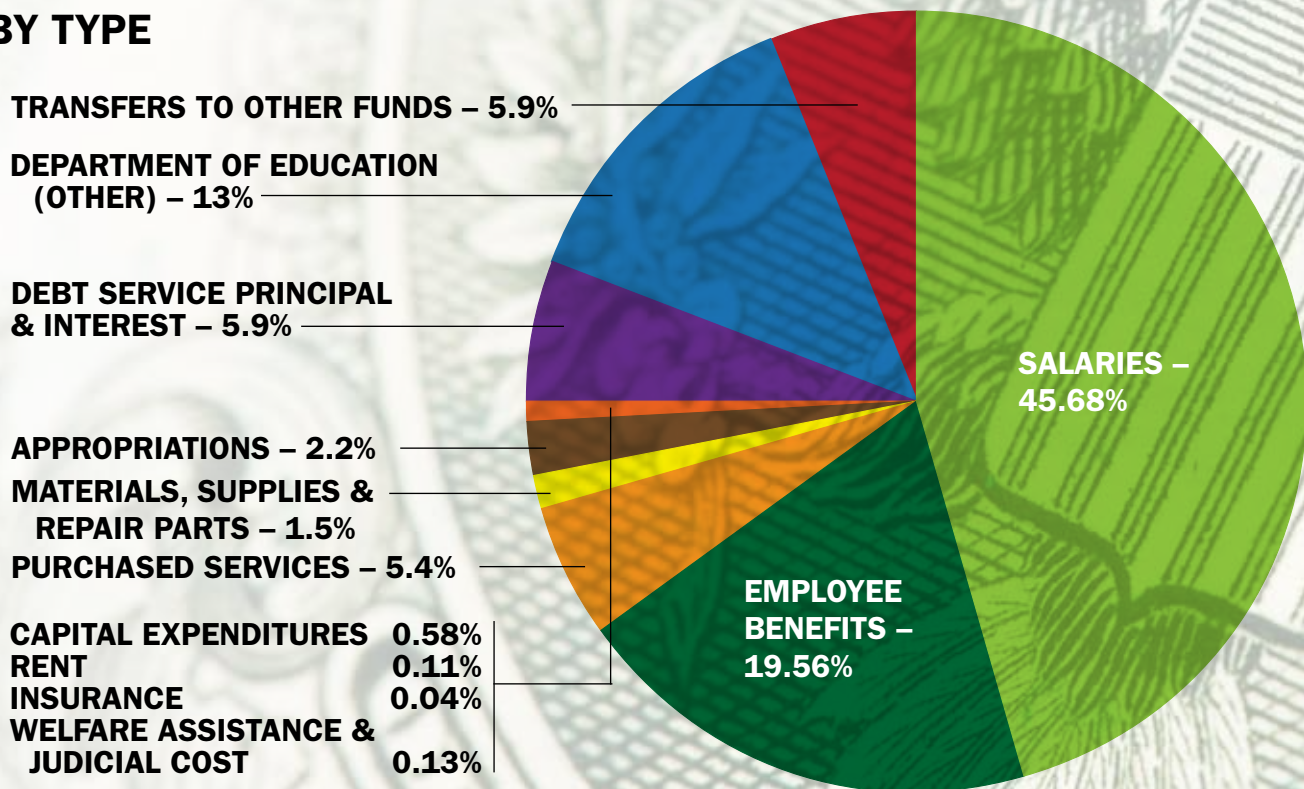
REVENUE — (ALL FUNDS)

The primary source of revenue for the County comes from taxes, primarily property taxes. The majority of taxes listed above consist of property tax revenues for the County General Fund and the Department of Education (\$137,598,000 and \$134,125,000, respectively) and local option sales tax for the Department of Education (\$64,656,000). The County's property tax rate has remained constant with no tax increases since fiscal year 2008. The County Assessor completed the County's latest four-year cyclical reappraisal in fiscal year 2014. Property assessments

ESTIMATED EXPENDITURES – BY FUND



ESTIMATED EXPENDITURES – BY TYPE



BUDGET 2016 HIGHLIGHTS - CONTINUED

As noted to the left (and common for most governmental entities), the majority of the County's expenditures are personnel-related (salaries and employee benefits). Staffing

care costs. Reductions in budgeted employee benefits at the HCDE are primarily the result of cost savings achieved from changes to the insurance plans offered to its employees.

EXHIBIT II – ESTIMATED EXPENDITURES – BY FUND

	FY 2016 Adopted	FY 2015 Adopted	Increase (Decrease)	Percent Change
General Fund	\$ 213,488,038	\$ 204,172,040	\$ 9,315,998	4.6%
Debt Service Fund	39,662,378	33,994,780	5,667,598	16.7%
Hotel / Motel Fund	6,500,000	6,100,000	400,000	6.6%
Department of Education	405,685,185	399,171,227	6,513,958	1.6%
TOTAL EXPENDITURES	\$ 665,335,601	\$ 643,438,047	\$ 21,897,554	3.4%

Expenditures for Debt Service principal and interest payments increased significantly (\$5,669,000 – 17%) from the prior year. As mentioned previously, the County issued \$60 million of General Obligation bonds in May 2015. The bonds are payable over the next 15 years, and the increase in debt service costs is a direct result of the principal

EXHIBIT III – ESTIMATED EXPENDITURES – BY TYPE

	Fiscal Year 2016 Budget			FY 2015 Adopted	Increase (Decrease)	Percent Change
	General Government	Department of Education	FY 2016 Adopted			
Salaries	\$ 71,688,036	\$ 232,229,861	\$ 303,917,897	\$ 297,808,419	\$ 6,109,478	2.1%
Employee Benefits	43,028,700	87,087,360	130,116,060	132,972,503	(2,856,443)	- 2.1%
Purchased Services	35,975,740	—	35,975,740	34,577,619	1,398,121	4.0%
Materials, supplies & repair parts	10,130,057	—	10,130,057	9,935,332	194,725	2.0%
Welfare assistance & judicial costs	852,000	—	852,000	848,800	3,200	0.4%
Appropriations	14,594,619	—	14,594,619	13,223,661	1,370,958	10.4%
Insurance	259,108	—	259,108	287,065	(27,957)	- 9.7%
Rent	680,156	—	680,156	684,978	(4,822)	- 0.7%
Capital expenditures	3,891,137	—	3,891,137	2,992,966	898,171	30.0%
Debt service: Principal & interest	39,084,632	—	39,084,632	33,415,170	5,669,462	17.0%
Department of Education – Other	—	86,367,964	86,367,964	82,407,183	3,960,781	4.8%
Transfers to other funds	39,466,231	—	39,466,231	34,284,351	5,181,880	15.1%
TOTAL EXPENDITURES	\$ 259,650,416	\$ 405,685,185	\$ 665,335,601	\$ 643,438,047	\$ 21,897,554	3.4%

changes included an increase of three positions in the General Fund and an increase of twenty-three positions for HCDE. The General Government (all departments other than the HCDE) granted employees an across-the-board pay raise of 1.5%, and HCDE employees received raises of 2.0%. Total expenses for salaries increased over the prior year by \$6,109,000 (2.1 %).

Total costs budgeted for employee benefits decreased from the FY 2015 budget by \$2,856,000. County General Government reduced its costs primarily in the health insurance area, with health insurance costs decreasing \$1,027,000 from FY 2015. The decrease is a result of the growing employee use of our on-site pharmacy and clinic, which has greatly helped in controlling our health

and interest of \$6,950,000 due in FY 2016 for the May 2015 bond issue. Thirty-five million dollars of this bond issue was used to retire the balance of the County's borrowing from the use of its line of credit. The County will continue to maintain and use its \$90,000,000 line of credit agreement as needed. The County's fiscal strength continues to enable us to maintain an excellent bond rating, which in turn allows us to obtain necessary financing of long term projects at favorable interest rates.

GENERAL FUND

The total budget for the General Fund increased over the FY 2015 budget by \$9,316,000 (4.6%). An analysis of the major budgetary increases / (decreases) related to the General Fund is presented in a tabular form in Exhibit IV. (See page 10).

BUDGET 2016 HIGHLIGHTS - CONTINUED

EXHIBIT IV – EXPLANATION OF MAJOR BUDGET CHANGES IN GENERAL FUND

REVENUES and USE OF FUND BALANCE		EXPENDITURES	
Property Taxes	\$ 3,473,000	Appropriation to Debt Service Fund	\$ 5,182,000
Transfers in from other funds	3,235,000	Employee salaries (1.5% raises included)	1,428,000
Miscellaneous	581,000	Appropriations	1,072,000
State Grants	431,000	Contract cost of boarding prisoners	965,000
Increase in use of fund balance	280,000	Capital Outlay	898,000
Boarding State prisoners	245,000	Repairs, Machinery & equipment	273,000
Federal Grants	232,000	Materials, supplies & repair parts	195,000
Charges for services – Health Department	208,000	Self Insurance	165,000
Fines, forfeitures, and penalties	165,000	Miscellaneous purchased services	(528,000)
Gasoline & motor fuel tax	150,000	Employee health insurance	(1,027,000)
Other net revenue increases	316,000	Other net expenditure increases	693,000
Total Growth	<u>\$ 9,316,000</u>		<u>\$ 9,316,000</u>

EDUCATION

The Hamilton County Department of Education (HCDE), a discretely presented component unit of Hamilton County, adopted a fiscal year 2016 budget of \$405,685,000 (61% of the total budget for Hamilton County). This cost does not include the debt service obligation attributed to the HCDE that is appropriated in the General Fund. Major increases/(decreases) in funding for the HCDE are described in Exhibit V.

on years of service in accordance with the contractual agreement with the educational association. The largest decrease in expenditures was in employee health insurance costs, which decreased \$2,000,000 (4%) from the FY 2015 budget. This decrease can be attributed to savings from restructuring the employee health insurance program.

To balance the Education budget, certain challenges had to be addressed, not the least of which was staffing. Instructional staff increased due to projected growth in student enrollment. With over 80% of School District funds being spent on personnel, the District closely aligns its staffing levels with the State's Basic Education Program and class size mandates.

EXHIBIT V – EXPLANATION OF MAJOR BUDGET CHANGES IN THE HAMILTON COUNTY DEPARTMENT OF EDUCATION

REVENUES and USE OF FUND BALANCE		EXPENDITURES	
Basic Education Program (BEP)	\$ 3,434,000	Salaries & Benefits – Step Increases	\$ 2,686,000
Property taxes	2,000,000	Instructional Staff & School-Based Positions	2,028,000
Local – Non-recurring	1,700,000	Charter Schools	1,357,000
Child Nutrition Fund	1,138,000	Child Nutrition Fund	1,138,000
Federal Project Fund	127,000	Contractual increases	675,000
Local sales tax	57,000	Miscellaneous	460,000
Pre K	13,000	Software licenses & technology	310,000
Self-Funded Projects	(267,000)	Federal Projects Fund	127,000
Career Ladder	(744,000)	Self-Funded Projects	(267,000)
Use of Fund Balance	(944,000)	Employee health insurance savings	(2,000,000)
Total Growth	<u>\$ 6,514,000</u>		<u>\$ 6,514,000</u>

HCDE's combined budget growth is 1.6% over fiscal year 2015. Property tax revenues are based on information provided by the Assessor of Property. Basic Education Program (BEP) funding increased by 2.6% and is calculated by the State based on multiple parameters; however, one of the main components is student enrollment. In fiscal year 2016, the school district is projecting an increase in student enrollment. The BEP formula is used by the State to calculate K-12 funds for public schools in Tennessee. HCDE will receive non-recurring local revenue from a settlement of mixed drink tax litigation of \$1.7 million which is used in balancing the fiscal year 2016 budget.

Volkswagen Group of America has embarked on a major expansion of its automobile manufacturing plant in Hamilton County. The expansion yields an estimated capital investment of \$900 million and an additional 2,000+ well-paying VW jobs. Hamilton County, along with the City of Chattanooga and the State of Tennessee, spent a significant amount of time and capital in working with Volkswagen to make this major economic expansion a reality.

The VW plant and its expansion has helped attract several automobile suppliers to the County, and more specifically,

Each of the budgets for the Federal Projects Fund, Child Nutrition Fund and Self-Funded Projects are contingent on funding from outside resources.

Increases in the expenditure budgets were attributable primarily to school-based personnel. These included the salary increase anticipated from the State Department of Education. Salary step increases are calculated annually based

ECONOMIC AND WORKFORCE DEVELOPMENT

to the Enterprise South Industrial Park (ESIP). Gestamp Corporation, a local company that designs, develops and manufactures metal components and assemblies for VW and the automotive sector, recently announced a \$180 million expansion of its existing Chattanooga facility and the construction of a new stamping facility at ESIP. Yanfeng Automotive Interiors has announced plans to locate a new \$55 million manufacturing facility in Chattanooga to support VW. Plastic Omnium Exteriors has invested \$70 million at ESIP to support the growing needs of the VW automotive plant, and we are actively marketing the area for new companies and expansions of existing companies.

FINANCIAL CONDITION AND OUTLOOK

Hamilton County is in a strong position financially and our future is bright due to the sound management practices that have enabled the County to maintain solid fund balances and reserves. One measure of an entity's financial strength is the level of its fund balances. The County has consistently maintained a General Fund balance well in excess of three months of expenditures, which places us in an excellent position to adequately address most fiscal emergencies. The County's Fund Balance Policy recommends that the fund balance be no less than 25% of the planned operating expenses, and our fund balance is well in excess of this goal.

Hamilton County made several budget amendments during FY 2015, one of which required a significant use of General Fund reserves. In August 2014, in accordance with the terms of the joint agreement between the state of Tennessee, the City of Chattanooga, Hamilton County, and Volkswagen, the County Commission passed a resolution amending the FY 2015 budget and appropriating \$26.25 million to the IDB of Chattanooga toward reimbursement of certain of VW's capital costs in conjunction with its major expansion. To alleviate some of this charge to the fund balance, the County Commission approved a resolution in September 2014 to reimburse the General Fund up to \$3,074,000 for General Fund capital outlay expenditures from the County line of credit, and in February 2015, the County Commission authorized the release of \$2,201,000 of funds previously reserved for HCDE school upgrades to the General Fund (with the intent to purchase the needed HCDE school upgrades from the line of credit).

As such, we expect that the 6/30/2015 fund balance for the General Fund will decrease a net of approximately \$21 million for these isolated one-time items. These FY

2015 budget amendments were for isolated opportunities, and similar major amendments to the FY 2016 budget are not anticipated.

The County's excellent bond ratings (AAA by Standard and Poor's and Fitch Ratings and Aaa by Moody's Investors Service) are further evidence of this financial strength. These ratings indicate that the County's bonds are considered to be very high investment quality, which translates to lower interest rates and corresponding lower interest payments. Having solid conservative financial policies and strong financial reserves are principal reasons for these ratings.

CONCLUSION

While the capacity to predict financial outcomes with a degree of certainty is somewhat limited, the foremost factors affecting fiscal planning are the condition of the economy and continuing sound management practices. Hamilton County is well postured for the coming year. With our solid financial management, our strong fund balance positions, and the County's current and historical economic growth, Hamilton County has a sound financial future.

ACKNOWLEDGEMENTS

I would like to thank the staff of the Finance Division for their dedication in the preparation of this report. I would also like to express my gratitude for the support we have received from the County Mayor and the County Board of Commissioners in conducting the financial operations of Hamilton County in a sound and progressive manner.

Respectfully submitted,



Albert C. Kiser, CPA, CGFM
Administrator of Finance



ALBERT C. KISER
Administrator of Finance



LEE H. BROUNER
Assistant Administrator of Finance



HAMILTON COUNTY'S LONG-TERM INITIATIVES

The County's mission remains to meet the needs of the people where they live, work and play. We are proud of our achievements over the past several years and believe that we are making a difference in our community and in the lives of those who depend on us to make the most of our resources. It is our commitment to this mission that guides our plans for the future and directs us toward delivering quality services to Hamilton County citizens.

SOUND FINANCIAL OPERATIONS

The FY 2016 budget reflects our budgeted revenues and expenditures for year ending June 30, 2016. This budget, similar to prior annual operating budgets, was developed in accordance with the County's long-term financial goals and objectives.

Financial Sustainability is our first and most pervasive long-term objective. The County's primary budget objective is to maintain expenditures within the means of our revenue stream each year. This philosophy has enabled the County to build and maintain a solid fund balance in the General Fund. The projected fund balance at June 30, 2015 of our General Fund of approximately \$91 million represents 43% of the FY 2016 General Fund expenditure budget, which is significantly more favorable than the requirement of 25% as mandated by our Reserve Policy. The total fund balance, in addition to the unassigned fund balance, includes items which have been assigned, committed or restricted for specific purposes and certain items, such as inventories and prepaid items, which are non-spendable. We project that unassigned fund balance will represent \$84 million of the total fund balance of \$91 million at June 30, 2015.

Debt Management – Hamilton County funds its annual debt service obligations through the General Fund. The County repays all debt on a level principal repayment schedule and issues all debt using a 15-year repayment schedule. The County has historically been conservative when issuing debt and plans to remain conservative when considering future debt issuances. The results of our conservative approach toward debt can be seen in the County's bond rating, where we hold the prestigious AAA bond rating (the highest rating possible) from Standard & Poor's, Moody's Investors Service, and Fitch Ratings.

PLANNED GROWTH STRATEGIES

Hamilton County Government has established a team consisting of elected officials, business leaders, organizations and citizens to create and implement a strategic

plan to manage the expected rapid population growth of our area due to recent economic developments. Our plan involves people from the public and private sectors in the surrounding 16-county, tri-state region of Tennessee, Georgia, and Alabama. The goal of the regional plan (THRIVE 2055) is to achieve balanced growth, promote economic development, and protect and enhance the quality of life for all. The project is now beginning its third phase – implementation.

ECONOMIC DEVELOPMENT

Our economic development initiative reflects our goal of a viable and sustainable economic future for our community. We believe that this is vital for those who currently live here and for those who are considering relocating to Hamilton County.

Enterprise South Industrial Park (ESIP) – Investment in economic growth continues at the Enterprise South Industrial Park. This 3,000-acre industrial park was identified by TVA as Tennessee's first industrial mega site. Today it is home to the Volkswagen Group of America's (VW) \$1 billion North American assembly plant. The plant is the largest single investment ever made in Tennessee by a company. With the completion of the 2 million square-foot plant in 2008, VW added 2,100 new jobs to the Hamilton County workforce and helped attract 17 supplier companies to the area.

In July 2014, VW announced a major expansion of its ESIP plant and operations to design and manufacture a new compact SUV model. Through this expansion, the company will invest \$900 million and hire over 2,000 additional employees.

Enterprise South Industrial Park currently has 19 companies located on the complex and accounts for a total of 5,693 jobs in Hamilton County.

Gestamp of North America (Gestamp), a local company that designs, develops and manufactures metal parts and assemblies for VW and other auto makers, recently announced a major expansion of its manufacturing plant at ESIP. The expansion is anticipated to total \$180 million and is expected to generate an additional 510 jobs at the plant.

Plastic Omnium, a supplier of bumpers for the Passat and the new SUV, recently announced its plans for a \$70 million investment and will add approximately 300 new jobs at ESIP.



HAMILTON COUNTY'S LONG-TERM INITIATIVES – CONTINUED

Amazon.com, Inc. established a fulfillment center at ESIP along with an additional facility in neighboring Bradley County. Amazon.com invested a combined total of \$139 million to construct the two new facilities that provide over 2,600 full-time and hundreds of part-time jobs.

Business Development Center – The Hamilton County Business Development Center (BDC) is a 125,000 square-foot former manufacturing facility that has been renovated into a highly successful business incubator. Owned by the County and managed by the Chattanooga Area Chamber of Commerce, the BDC offers start-up businesses office or manufacturing space at highly competitive lease rates for up to three years. Tenants have access to clerical support, fax machines, copiers, and postage machines. Hamilton County achieved LEED certification with its recent renovation of the BDC. The BDC currently houses more than 70 early-stage companies, which employ more than 400 people. Approximately 43% of the BDC companies are minority/women-owned or co-owned businesses. In addition, the BDC has seen explosive growth in the number of its technology companies with nearly 30% of its companies now falling into that category. Each year, the incubator graduates 20 to 25 companies into the market. The program recently celebrated its 25th anniversary and graduated its 500th business into the local economy. The BDC is recognized for its success and is among the top six percent of business incubators in the nation, according to the NBIA.

Chattanooga CAN DO – Chattanooga CAN DO is a public-private job creation initiative carried out by the Chattanooga Chamber Foundation, with support from Hamilton County, the City of Chattanooga, and more than 150 private investors. Chattanooga CAN DO has played a direct role in supporting companies in announcing the creation of over 7,000 new jobs which ripple through the local economy to create a total of approximately 15,000 additional jobs. These job creation projects include both existing industry expansions and newly recruited companies.

PUBLIC EDUCATION IMPROVEMENT

Hamilton County focuses on education as a responsibility of the entire community. Educational advancement is crucial to the future of our County and the success of our children in life.

Hamilton County Department of Education (HCDE) – The HCDE, a component unit of Hamilton County

government, operates 77 K-12 public schools in the County. The school system opened the new East Brainerd Elementary School in August 2015. The Hamilton County Commission recently approved the use of bond funds for the construction of an elementary school and the renovation and/or addition to three other schools. The County has appropriated \$26 million toward the building of the new Ganns Middle Valley Elementary (scheduled for opening in August 2016); \$12 million toward additions at Sale Creek Middle/High; \$5 million toward additions at Wolftever Elementary; and \$5 million toward additions at Nolan Elementary. Each of the additions is scheduled to be completed in time for the 2016-2017 school year.

Read 20 – A public/private partnership promoting early childhood literacy skills, Read 20's mission is an effort to create a community of readers in support of Hamilton County's community literacy goals. Read 20 achieves this through three strategic objectives: 1) to promote early childhood literacy; 2) to create meaningful community partnerships for literacy; and 3) to activate the Read 20 message throughout the community. Since its inception in 2006, the program has distributed over 410,000 books to Hamilton County children.

STEM – Southeast Tennessee Science, Technology, Engineering and Math – The STEM Initiative is a joint effort among four core stakeholder groups (K-12 systems, businesses, higher education, and community organizations) to create a future workforce that will meet the demands of area employers. The program ensures that our students have access to the intellectual capital needed to lead and participate in a technology-driven world. Partners in the initiative include Hamilton County Department of Education, Public Education Foundation, Chattanooga Chamber of Commerce, Chattanooga State Community College, and University of Tennessee at Chattanooga. The Public Education Foundation manages the STEM Innovation Hub, acting as both the fiscal agent and driving force to create a center where teachers, principals, non-profit organizations, and leaders from business and industry work together to redesign how students learn about science, technology, engineering and math.

IMPLEMENTATION OF GREEN PRACTICES

Energy Efficiency and Conservation Block Grant Program – Hamilton County received a \$616,500 federal grant from the Energy Efficiency and Conservation Block Grant (EECBG) Program. The EECBG program is intended to assist communities in developing, promoting, implementing



HAMILTON COUNTY'S LONG-TERM INITIATIVES – CONTINUED

and managing energy efficiency and conservation projects and programs. The expenditures for Hamilton County's EECBG award are:

- \$250,000 for the design and construction of a green roof at the Hamilton County Health Department
- \$170,000 for replacement of lighting at Chester Frost Park Pavilion
- \$119,500 for energy upgrades for HVAC and lighting replacement at the McDaniel Building
- \$72,000 for replacement of lighting at the Tennessee Riverpark, school crossings and traffic signals
- \$5,000 for energy education programs throughout Hamilton County Schools.

QUALITY OF LIFE ISSUES

Hamilton County citizens and visitors are able to enjoy one of the most naturally beautiful environments in the Southeast. The County's mountains, state and national forests, as well as its rivers and streams, have afforded this area its reputation as a leading destination for outdoor activities.

Enterprise South Nature Park – With miles of walking paths, bicycle paths and off-road biking trails, the park includes areas for picnics and a small lake that attracts deer, turkeys, and other park inhabitants. The park is located on 2,800 wooded acres adjacent to the Enterprise South Industrial Park.

Step ONE – Step ONE is a county-wide initiative addressing the problem of obesity by promoting physical fitness, nutrition, and healthy lifestyles. Housed in the Hamilton County Health Department, the effort is guided by the County Mayor and the Hamilton County Regional Health Council. Step ONE serves citizens of all ages in an effort to combat the ill health effects of obesity and sedentary lifestyles. The program has been selected by the Robert Wood Johnson Foundation for a demonstration grant that focuses on promoting healthy diet choices among low-income residents of the inner city.

IRIS Project – Increasing the Rate of Infant Survival – This project works to initiate new, creative and innovative programs that have a positive impact on Infant Mortality Rates, which are thought to be one of the best predictors of

a community's overall health status. Through the Hamilton County Health Department, our local Regional Health Council, our community partners, and the Governor's Office of Children's Care Coordination, this project works collaboratively to improve birth outcomes for all babies born in Hamilton County.

Hamilton Shines – Designed to reduce the practice of littering through education, Hamilton Shines strives to foster a sense of community pride in programs for school children and to inform all citizens on the consequences of littering.



Hamilton County Litter Grant Program

– The Courts Community Service program provides litter removal on roads and highways in Hamilton County. Funded through the State of Tennessee's malt beverage/bottle tax, a State highway maintenance contract, and a grant from the City of Chattanooga, this is the largest litter grant program of its kind in Tennessee. This unique program provides for litter collection and public education to reduce unsightly and environmentally harmful litter from the public right-of-ways. The program utilizes non-violent offenders to relieve overcrowding in the corrections system by offering alternative sentencing in lieu of incarceration.

Tennessee Riverpark – Managed in partnership with the city of Chattanooga, the Tennessee RiverPark is a ten foot wide paved, landscaped and lighted scenic urban greenway anchored along the southern bank of the Tennessee River currently extending from downtown Chattanooga to the Chickamauga Dam. Connecting neighborhoods and business districts via numerous trailheads, the Tennessee RiverPark will ultimately stretch from downtown Chattanooga near the Tennessee Aquarium out to the Moccasin Bend National Park, with various internal loops and multiple trailheads for public access. A three-mile extension of the Riverwalk running from downtown Chattanooga to St. Elmo, including three trailheads and interpretive signage/art exhibits related to our industrial and Civil War heritage, will be completed and will open in Spring 2016.

HAMILTON COUNTY

GENERAL GOVERNMENT OFFICIALS

(as of June 30, 2015)

Jim Coppinger, *County Mayor*
Mike Compton, *Chief of Staff*
Dan Saieed, *Director of Development*
Cleveland Grimes, *Executive Director of WWTA*

Board of Commissioners

Chester Bankston, *Chairman, Pro Tempore*
Gregory Beck
Tim Boyd
Randy Fairbanks
James A. Fields, *Chairman*
Joe Graham
Marty Haynes
Warren Mackey
Sabrena Turner-Smedley

Legislative

Patricia Moore, *Administrator*

Constitutional Officers

Gary Behler, *Juvenile Court Clerk*
Bill Bennett, *Assessor of Property*
Vince Dean, *Criminal Court Clerk*
James Hammond, *Sheriff*
Larry Henry, *Circuit Court Clerk*
Bill Hullander, *Trustee*
Pam Hurst, *Register of Deeds*
William F. Knowles, *County Clerk*
Robin Miller, *Clerk & Master*
Dr. James Metcalfe, *Medical Examiner*
Robert D. Philyaw, *Juvenile Court Judge*
Neal Pinkston, *District Attorney*
Steve Smith, *District Public Defender*
Kerry Steelman, *Administrator of Elections*

Division & Department Heads

AUDITING

Bill W. McGriff, *County Auditor*

FINANCE

Albert C. Kiser, *Administrator*
Lee H. Brouner, *Assistant Administrator of Finance*
Bart McKinney, *Director of Information Technology Services*
Gail Roppo, *Director of Purchasing and Contract Management*

GENERAL SERVICES

Don Allen, *Administrator*
Tom Lamb, *Director of Recreation*
Worth Lillard, *Director of Maintenance*
Barbara Payne, *Director of Corrections*
Tony Reavley, *Director of Emergency Management
and Homeland Security*
Ken Wilkerson, *Director of Emergency Medical Services*

HEALTH SERVICES

Becky Barnes, *Administrator*
Tammy M. Burke, *Director of Clinical Services*
Bonnie Deakins, *Director of Environmental Health*
Nettie Gerstle, *Director of Administrative Services*
Diana Kreider, *Director of Case Management Services*
Bill Ulmer, *Director of Community Health Services*

HUMAN RESOURCES

Alecia Poe, *Administrator*
Sandra Ellis, *Director of Human Resources*

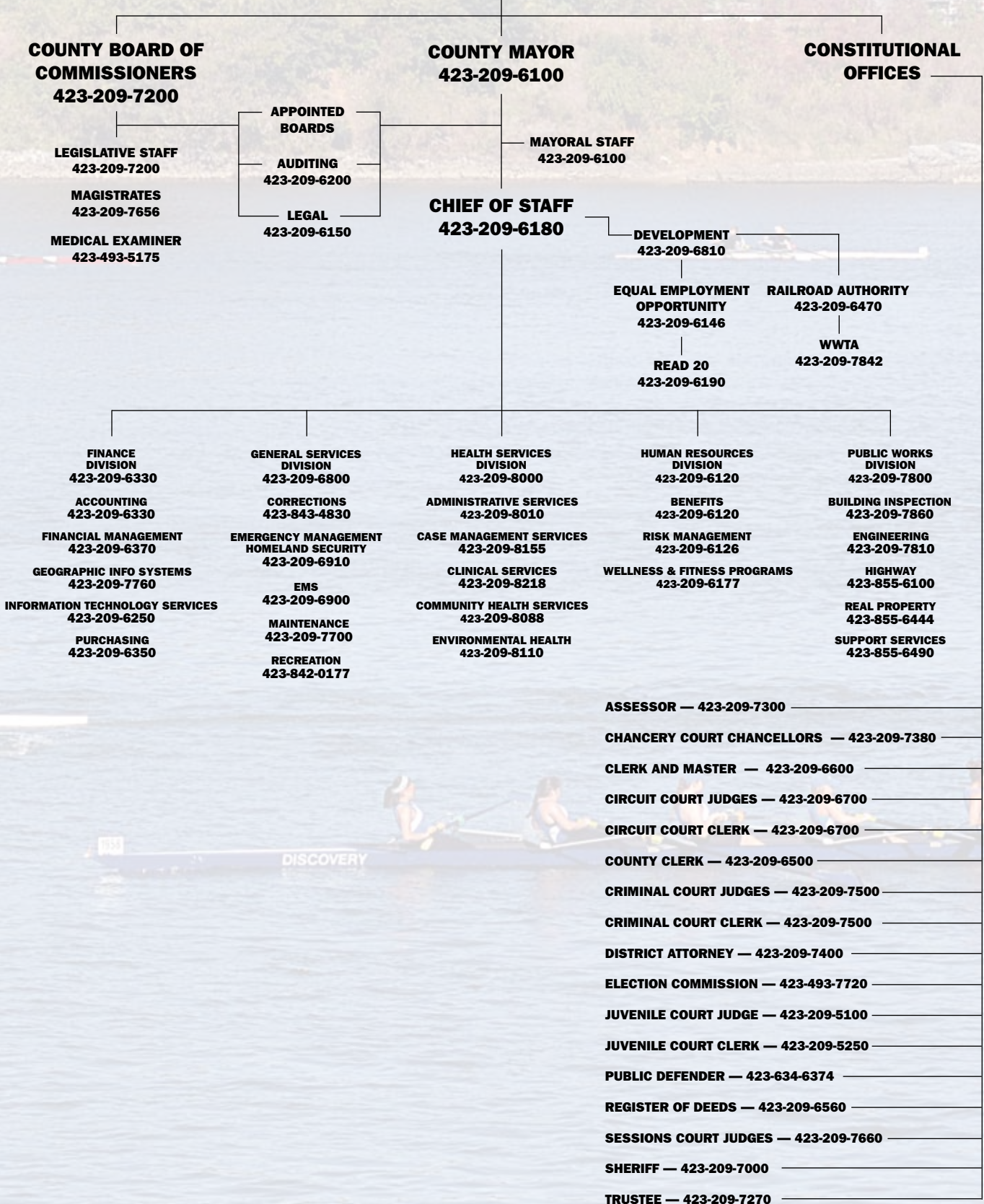
LEGAL

Rheubin M. Taylor, *County Attorney*

PUBLIC WORKS

Todd Leamon, *Administrator and County Engineer*
John Agan, *Director of Engineering*
Randy Parnell, *Director of Building Inspection*
Ben Wilson, *Director of Highway Department*

CITIZENS



BOARD OF COMMISSIONERS - AS OF JUNE 30, 2015



Chester Bankston
Chairman, Pro Tempore



Gregory Beck
Commissioner



Tim Boyd
Commissioner



Randy Fairbanks
Commissioner



James A. Fields
Chairman



Joe Graham
Commissioner



Marty Haynes
Commissioner



Warren Mackey
Commissioner



Sabrena Turner-Smedley
Commissioner



REVENUE SOURCES

PROPERTY TAXES

Property taxes are divided into two classes (real property and tangible personal property) and represent the primary source of revenue for Hamilton County Government, accounting for 66% of total revenue. An assessment is made on the current appraised value of all property in Hamilton County and the current tax rate is then applied to the assessed value. Real property is appraised on a continuing basis in order to maintain a value for tax purposes that is as close to fair market value as possible. Personal property values are determined annually by information submitted to the Assessor of Property.

REAL PROPERTY

Real property consists of land parcels and any structure or improvements on them. Moveable structures such as house trailers and mobile homes are improvements to the land and are also considered real property. Classifications are as follows:

- *Industrial and commercial property*, assessed at 40% of value, including residential buildings with two or more rental units.
- *Residential property*, assessed at 25% of value.
- *Farm property*, assessed at 25% of value. The Agricultural, Forest and Open Space Land Act provides for the assessment and taxation of farm, forest and open space land at its current use value rather than its market value.

Certain properties owned by the government, housing authorities, some nonprofit organizations and cemeteries are exempt.

TANGIBLE PERSONAL PROPERTY

Tangible personal property includes automobiles and commercial inventories and equipment, along with all items that may be weighed, measured, felt, or touched, or are perceptible to the senses, except real property. The Tennessee Constitution sub-classifies tangible personal property as follows:

- *Public utility property*, assessed at 55% of value except by federal court decision, the railroads, trucking and airline industries.
- *Industrial and commercial property* assessed at 30% of value. Ad valorem taxes on merchants' inventories and equipment were exempted by Tennessee statute in 1972 and later by constitutional amendment.

Both real property and personal property taxes are due October 1 of each year but are not considered delinquent until March 1 of the following year. In projecting the real property assessment tax base, the budget staff must determine the following factors: the previous year's tax base, the cumulative assessment of all parcels reassessed during the year, and an estimate of new construction for the upcoming year. The County's automated assessment system provides continuous information on reassessed parcels, as well as the previous year's assessments.

LOCAL SALES TAX

In addition to the property tax, another principal revenue source for the County is the Local Option Sales Tax. In accordance with the 1963 Local Option Revenue Act (the "Act") Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, the City of Chattanooga and the County, and many other area municipalities, have adopted a Local Option Sales Tax.



Pursuant to the Act, the levy of the sales tax by a county precludes any city within that county from levying a sales tax, but a city may levy a sales tax in addition to the county sales tax at a rate not exceeding the difference between the county sales tax rate and the maximum allowable local sales tax rate which is currently 2.75%. Hamilton County levies a countywide 2.25% Local Option Sales Tax which was adopted by referendum by the citizens of Hamilton County. The revenues from the countywide sales tax are distributed pursuant to the provisions of the Act and other provisions of the Tennessee Code Annotated. Fifty percent of the revenues raised through a countywide sales tax are directed to education. The remaining portion is distributed to the County and the municipalities based on SITUS. Previously, the City of Chattanooga, Hamilton County and many other local municipalities, participated in a contract whereby the local sales taxes were distributed by a specific formula. This contract expired in May 2011. Local option sales taxes are now distributed based on SITUS (point of sales).

BUSINESS TAXES

Business taxes are levied on retail and wholesale businesses in Hamilton County based on their gross receipts. A separate tax rate is applied to each specified category of business.

INTERGOVERNMENTAL

Intergovernmental revenues are received from the Federal Government, the State of Tennessee or the local municipalities and are designated for specific purposes within the County. These revenues are projected by recipient departments and agencies based on the latest information available from the agencies.

EXCESS FEES

Excess fees consist of revenue collected by the various Constitutional Offices, including charges for services provided less the budgeted salaries. Revenue estimates in this category are developed based on historical trends and projected increases in the Constitutional Offices' budgets.

CHARGES FOR CURRENT SERVICES

The major revenue source in this category is fees charged by the Hamilton County Health Department for services rendered. There are five medical clinics in Hamilton County, whose charges are based on a sliding scale predicated on the annual published Federal poverty level.





BUDGET SUMMARY

Listed below is a summary of resources and expenditures of all funds included within the County's budget, including the Hamilton County Department of Education, a component unit of Hamilton County.

	Actual 2014	Projected 2015	Budgeted 2016
FUNDING SOURCES			
Property Taxes	262,021,651	266,446,139	268,109,799
Local Sales Taxes	65,103,964	67,092,285	67,735,921
Other Taxes	13,118,404	15,629,800	17,605,900
Licenses and Permits	776,100	708,952	911,300
Intergovernmental Revenues	217,434,364	215,480,394	218,557,028
Charges for Services	22,587,148	21,446,056	26,388,860
Fines and Forfeits	1,882,561	1,866,981	1,990,557
Investment Earnings	633,203	714,674	854,581
Miscellaneous	8,475,483	11,283,296	5,978,822
Operating Transfers	46,801,886	51,297,092	54,789,895
	<u>638,834,764</u>	<u>651,965,669</u>	<u>662,922,663</u>
Total revenues			
EXPENDITURES			
General Government	40,087,310	39,729,300	39,816,583
Public Safety	50,420,055	82,340,356	83,965,710
Highways and Streets	10,285,716	11,080,618	12,312,395
Health	21,494,269	22,617,295	23,807,635
Social Services	3,115,385	2,187,260	2,451,684
Culture and Recreation	13,167,475	13,837,802	14,553,897
Education	390,439,642	396,996,755	394,958,547
Capital Outlay	5,017,091	3,818,437	3,613,903
Debt Service			
Principal Retirement	26,665,621	24,633,002	27,935,000
Interest and Fiscal Charges	9,748,185	9,172,670	11,727,378
Transfers to other funds	71,034,627	68,389,958	50,192,869
	<u>641,475,376</u>	<u>674,803,453</u>	<u>665,335,601</u>
Total Expenditures and Other Uses			
Revenues over (under) expenditures and other uses	(2,640,612)	(22,837,784)	(2,412,938)
Change in encumbrances	2,418,820	(902,088)	—
Non-budgeted revenues and other financing sources under non-budgeted expenditures	(291,341)	(437,107)	—
	<u>(513,133)</u>	<u>(24,176,979)</u>	<u>(2,412,938)</u>
Net change in fund balances			
Fund Balance at beginning of year	<u>162,971,839</u>	<u>162,458,706</u>	<u>138,281,727</u>
Fund Balance at end of year	<u><u>162,458,706</u></u>	<u><u>138,281,727</u></u>	<u><u>135,868,789</u></u>



BUDGET SUMMARY FOR FISCAL YEAR 2016 — BY FUND TYPE

	General Fund	Hotel Motel Fund	Debt Service Fund	Hamilton County Department of Education (Component Unit)	Total
FUNDING SOURCES					
Property Taxes	137,597,550	—	—	130,512,249	268,109,799
Local Sales Tax	3,030,000	—	—	64,705,921	67,735,921
Other Taxes	7,610,900	6,495,000	—	3,500,000	17,605,900
Licenses and Permits	886,300	—	—	25,000	911,300
Intergovernmental Revenues	25,816,868	—	—	192,740,160	218,557,028
Charges for Services	15,958,761	—	550,000	9,880,099	26,388,860
Fines and Forfeits	1,990,557	—	—	—	1,990,557
Investment Earnings	582,527	5,000	2,500	264,554	854,581
Miscellaneous	4,182,602	—	58,720	1,737,500	5,978,822
Operating Transfers	14,931,973	—	38,551,158	1,306,764	54,789,895
Use of Fund Balance	900,000	—	500,000	1,012,938	2,412,938
Total Revenues and Other Financing Sources	<u>213,488,038</u>	<u>6,500,000</u>	<u>39,662,378</u>	<u>405,685,185</u>	<u>665,335,601</u>
EXPENDITURES					
General Government	39,816,583	—	—	—	39,816,583
Public Safety	83,965,710	—	—	—	83,965,710
Highways and Streets	12,312,395	—	—	—	12,312,395
Health	23,807,635	—	—	—	23,807,635
Social Services	2,451,684	—	—	—	2,451,684
Culture and Recreation	8,053,897	6,500,000	—	—	14,553,897
Education	—	—	—	394,958,547	394,958,547
Capital Outlay	3,613,903	—	—	—	3,613,903
Debt Service					
Principal Retirement	—	—	27,935,000	—	27,935,000
Interest and Fiscal Charges	—	—	11,727,378	—	11,727,378
Transfers to Other Funds	39,466,231	—	—	10,726,638	50,192,869
Total Expenditures	<u>213,488,038</u>	<u>6,500,000</u>	<u>39,662,378</u>	<u>405,685,185</u>	<u>665,335,601</u>

DEMOGRAPHICS AND STATISTICS



FORM OF GOVERNMENT

Date of Organization: 1819

The form of government is Commission/ County Mayor. The County Commission is composed of nine members, with each being elected from one of nine districts within the geographic boundaries of the County. The County Mayor is elected at-large and is not a member of the County Commission.

EDUCATIONAL FACILITIES

High School	11
Middle – High.....	7
Middle School.....	12
Elementary – High	2
Elementary – Middle.....	3
Elementary School.....	40
Exceptional and Adult Schools	1
Middle College High School at Chattanooga State	1

Enrollment at public facilities..... 43,511

There are 32 private and parochial schools in the Hamilton County area with combined enrollment of more than 10,474.

COLLEGES AND UNIVERSITIES

- The University of Tennessee at Chattanooga
- Chattanooga State Community College
- Cleveland State Community College
- Bryan College
- Covenant College
- Lee University
- Southern Adventist University
- Tennessee Wesleyan College
- University of the South

ELECTIONS

Registered voters	207,044
Votes cast in last election.....	83,193
Registered voters voting	40.07%

POLICE PROTECTION

Sworn Police Officers.....	648
Correctional Officers.....	115
Civilian Employees	173
Other	52

DEMOGRAPHICS

LAND AREA AND USAGE

Miles of paved streets2,641
 Area..... 542 sq. miles

POPULATION: OFFICIAL U.S. CENSUS

2001 308,700
 2002 309,800
 2003 309,510
 2004 310,371
 2005 310,935
 2006 312,905
 2007 330,168
 2008 332,848
 2009 337,175
 2010 336,463
 2011 340,855
 2012 345,545
 2013 348,673
 2014 351,220

*US Census Bureau — Tennessee County Population
 Estimates, Tennessee Quickfacts (quickfacts.census.gov)*

ECONOMIC

TOP TEN EMPLOYERS

Employer	Employees	Rank
Ham. Co. Dept. of Edu.	4,504	1
BlueCross BlueShield of TN	4,437	2
Tennessee Valley Authority	3,737	3
Erlanger Health System	3,604	4
Memorial Health Care System	2,832	5
Unum	2,800	6
McKee Foods Corporation	2,750	7
Amazon	2,473	8
Volkswagen Chattanooga	2,372	9
City of Chattanooga	2,230	10
Total	31,739	

Source: Chattanooga Area Chamber of Commerce

BUILDING PERMITS

Calendar Year	Number Issued	Value of Permits
2006	1,600	188,064,000
2007	1,420	189,761,592
2008	991	81,414,961
2009	909	76,903,418
2010	950	79,983,817
2011	983	85,584,057
2012	1,424	181,721,441
2013	1,149	117,864,947
2014	1,095	129,386,366
2015	1,250	156,366,074*

** (2015 are projected amounts)*

PER CAPITA INCOME

2012 \$42,352

Source: www.bea.gov

TRANSPORTATION SERVICES

Airport: Lovell Field operated by the Chattanooga Metropolitan Airport Authority.
 Airline carriers: American Eagle, Delta Connection, US Airways Express and Allegiant Air.

Passenger Flow (for FY 2015) 677,282
Source: Chattanooga Metropolitan Airport Authority

RAIL SERVICE

Norfolk Southern Railway System,
 CSX Transportation System

HIGHWAY

Interstate Highways 3
 U. S. Highways 7
 State Highways 19

LOCAL MASS TRANSPORTATION

Chattanooga Area Regional Transportation Authority

Buses 48
 Routes 17
 Electric Buses 15
 Neighborhood route vans 5

CULTURE AND RECREATION

CULTURAL ACTIVITIES & FACILITIES

African-American Museum/
 Bessie Smith Performance Hall
 Bluff View Art District
 Chattanooga Ballet
 Chattanooga Boys Choir
 Chattanooga Girls Choir
 Chattanooga Symphony & Opera Assoc.
 Chattanooga Theatre Centre
 Creative Discovery Museum
 Houston Museum of Decorative Arts
 Hunter Museum of American Art

Memorial Auditorium
 Signal Mountain Playhouse
 Southern Lit Alliance
 Soldiers & Sailors Memorial Auditorium
 Tennessee Aquarium
 Tivoli Theatre
 UTC Fine Arts Center

RECREATIONAL FACILITIES

Parks..... 90
 Golf Courses 21
 Recreation Centers..... 16
 Ball Fields..... 154
 Public Tennis Courts..... 165
 Swimming Pools..... 31
 Theatres..... 17
 Bowling Alleys..... 4

LIBRARIES

Chattanooga Public Library
 Eastgate Branch
 South Chattanooga Branch
 Northgate Branch
 Chattanooga State Technical Community
 College Library
 Collegedale Public Library
 East Ridge City Library
 Town of Signal Mountain Library
 UTC Lupton Library

WEBSITES

Hamilton County Government
www.hamiltontn.gov

Chattanooga City Government
www.chattanooga.gov

Chattanooga Chamber of Commerce
www.chattanooga-chamber.com



HISTORIC HAMILTON COUNTY

Hamilton County was created by an act of the Thirteenth Tennessee General Assembly meeting at Murfreesboro on October 25, 1819. The County then did not extend south of the Tennessee River. The section south of the river, including the site of Cherokee Chief John Ross's Landing in present-day Chattanooga did not become part of Hamilton County until the disputed Treaty of 1835 that led to the Indian Removal and the "Trail of Tears."

The creation of the new county from the frontier of Southeast Tennessee was brought on by a treaty with the Cherokees in 1817 known as the Hiwassee Purchase. By its terms, the Indians yielded large sections of Alabama and Georgia as well as the Sequatchie Valley and the area that became Hamilton County.

The County was named in honor of Alexander Hamilton, who was Secretary of the Treasury in George Washington's administration.

At the time of the 1820 census, Hamilton County reported 821 residents.

Today, Hamilton County boasts an estimated 351,220 residents.

Rich in history of the American South, blessed with scenic beauty that enhances every aesthetic experience, proud of its heritage and excited about its future, Hamilton County offers a bounty of cultural and recreational activities which enhances its reputation as a thriving business center.

LOCATION

Hamilton County is located in the heart of the majestic Tennessee Valley at the junction of Tennessee, Alabama and Georgia. Atlanta, Birmingham, Huntsville, Nashville and Knoxville are located within a 2 to 2 1/2 hour drive of the County. More than 13 million people live within 150 miles of Hamilton County.

Hamilton County is at the crossroads of three interstates, the Tennessee River and two rail lines.

Chattanooga, Hamilton County's major city, was an important early trading post, a vital location during the Civil War and a leading manufacturing center.

Hamilton County enjoys a mild, four-season climate.





HAMILTON COUNTY PROFILE

Picture a revitalized historic downtown district rich in classic architecture and enhanced with public and private investments of more than \$2 billion dollars since 1990. Position that downtown district along the shore of the winding Tennessee River and within 542 square miles of lush green rural residential and industrial land; then add 35,000 acres of fun and play on a man-made lake; and finally, surround all of that with majestic mountains and you have one of the most beautiful counties in the southeast – Hamilton County, Tennessee.

INTRODUCTION

Hamilton County is located in the southeastern part of Tennessee, midway between Nashville and Atlanta, Georgia. Hamilton County includes the cities of Chattanooga, Collegedale, East Ridge, Red Bank and Soddy Daisy, and the towns of Lookout Mountain, Ridgeside, Walden, Lakesite and Signal Mountain. The County was created on October 25, 1819, by the Tennessee State Legislature and is a body corporate and politic authorized by Chapter 5 of the Tennessee Code Annotated (TCA), other chapters of the TCA and certain private acts of the legislature, to perform local governmental functions within the County not performed by its ten incorporated towns and cities. As a municipal body, the County is an instrument of the State of Tennessee (the State) with such powers and jurisdictions as vested by law.

FORM OF GOVERNMENT

The County, pursuant to 1978 Public Act 934, is governed by a County Mayor elected at large and a nine-member Board of County Commissioners elected by district. Some duties of government are performed by various elected and appointed clerks of the courts and by the elected Sheriff, Assessor of Property, Register of Deeds and County Trustee. The County Trustee collects all property taxes and acts as the clearinghouse for all County funds. All other financial functions of the County are managed by the Administrator of Finance under the direction of the County Mayor. Those duties include the disbursement of funds, accounting, budgeting, purchasing, debt management, and preparation of the County's Comprehensive Annual Financial Report and Comprehensive Annual Budget Report. The executive offices of the County are located at Room 208, Hamilton County Courthouse, Chattanooga, Tennessee 37402.

INDUSTRIAL AND ECONOMIC DEVELOPMENT

Hamilton County's central location makes it a perfect distribution center for the eastern United States. Supplies and products for industry flow easily to and from the

Chattanooga area by way of an extensive network of highway, water, air and rail transportation systems. Beyond its advantages as a business location, Hamilton County is blessed with beautiful natural surroundings. A gracious lifestyle results from the community's commitment to preserving its culture and supporting the arts. The area offers excellent educational opportunities and quality health care as well as a virtually unlimited range of recreational activities – all at one of the lowest costs of living in the nation.

Hamilton County's City of Chattanooga is one of the South's oldest manufacturing cities, but today there is no single dominating business category. Economic advantages such as ample utilities, an efficient transportation system, abundant natural resources, a trained labor force and centralized location make this area a diversified and profitable business location. Hamilton County's unemployment rate stands at 6.1% as of June 2015. This is compared to the Metropolitan Statistical Areas (the "MSA") unemployment rate of 6.2%, the nation's 5.5%, and the state's 6.3% for the same period.

Hamilton County understands what it takes to remake itself. With Chattanooga at its center, both Hamilton County officials and City officials have been working together for over twenty years to bring people to Hamilton County to visit and then entice them to stay. In 2015, *Outside Magazine* overwhelmingly voted Chattanooga, Tennessee their ultimate dream town, for the second time in five years.

Thrive 2055 is a 16-county initiative led by a public-private partnership. Over 10,000 people participated in a dialogue about regional goals and aspirations. The aspirations were then prioritized and outfitted with action plans. The four THRIVE priorities are Regional Economic Development, Education and Training, Natural Treasures and Transportation. The project is beginning the third phase: Implementation.

In 2003, the Chattanooga Area Chamber of Commerce embarked on its first proactive, multi-year economic development initiative designed to market the Chattanooga region as a premiere business location. The Chattanooga CAN DO initiative is a public-private partnership that has been instrumental in raising the awareness of site selection consultants and corporate real estate executives. They now have a clear understanding of Chattanooga's beautiful setting, quality of life, low cost of living and strategic southeastern location. We compete with communities that have engaged in aggressive economic development marketing for 20 years or longer.



Tennessee Valley
FEDERAL CREDIT UNION

CREATIVE DISCOVERY MUSEUM

WDEF NEWS 12

Professional Sand Sculptors
Earth & Earth
www.sandart.com

CHATTANOOGA WINS BEST

HAMILTON COUNTY PROFILE – CONTINUED

Chattanooga CAN DO launched a four-year goal development plan for job creation and business investment. The results were amazing. By June 30, 2015, 17,536 jobs were created, exceeding their goal of 15,121. Direct assistance with job creation totaled 8,268, exceeding the goal of 5,000. Average wages of \$43,946 per annum has been established, exceeding the goal of \$41,622. Private capital investment amounted to \$1.8 billion, exceeding the goal of \$500 million. During a 12-month period, the Chamber experienced a 700-member growth as well.

Tennessee's only income tax is the Hall tax, which is a tax on investment income (dividends and interest). The lower cost of housing and low taxes make the area an attractive destination for anyone seeking a lower cost of living in a beautiful progressive community.

Chattanooga secured a major expansion from Volkswagen. As Volkswagen progressed, it doubled its manufacturing capacity in the United States when it decided to bring its \$900 million expansion to produce an SUV line in Chattanooga. The expansion is expected to bring in 2,000 additional jobs. Production is expected to begin by the end of 2016.

The Wall Street Journal called Chattanooga/Hamilton County "home to one of the nation's strongest local economies." Chattanooga has experienced a rebirth and has received national recognition as a model for redevelopment of mid-sized cities. Led by a series of community-wide planning efforts, Chattanooga's progress is evidenced by more than \$5 billion invested in new projects downtown over the last twenty years.

The Electric Power Board (EPB), one of Hamilton County's primary power utilities, launched what is now known as the fastest internet in the western hemisphere. It serves the greater metropolitan area of Chattanooga from the city center on out into rural farmland some 600 square miles. It has been credited with the creation of an estimated 1,000 jobs since its launch in 2009. As part of a \$220 million fiber-to-home initiative that allowed for smart electric meters for its 160,000 electric customers, EPB's Fiber Optics is the only gigabit broadband service in the United States for residential and business customers. With the gigabit symmetrical service offering, Chattanooga's broadband service is tied with a handful of international communities for fastest in the world. This ultra-speed broadband resource has opened the way to a new wave of Internet-based products and services. EPB's internet speed is 100 times faster than the average Internet speed.

Sparked by its high-speed Internet infrastructure, Chattanooga will become the first midsized city in America to establish an Innovation District. The new District will span a circular 140 acres in the heart of downtown, anchored by the Edney Building on Market Street. The Innovation District is designed to be a place where new companies are born, talented creative entrepreneurs carve out compelling ideas and existing businesses expand. According to WalletHub, a personal-finance social network, Chattanooga ranks among the five best cities in the nation to start a business. This summer, Chattanooga's GigTank invited startups from across the country and as far as England to participate in big data innovation, virtual reality, artificial intelligence, and more. GigTank has long-standing supporters such as US Ignite, Mozilla and Alcatel-Lucent.

A local nonprofit, The Enterprise Center, started a pilot program to begin addressing the digital divide in Chattanooga. Fifteen-hour courses will be offered at a half dozen area sites to help participants acquire the skills to be able to access information and resources online. Upon completion of the course, participants will have the option to purchase a new Chromebook laptop computer for only \$50. The program, which is patterned after the Tech Goes Home program started in Boston, will also offer assistance in securing Internet service to participants' homes through one of several available options. EPB is aiding in the digital divide as well. The company is offering 100-megabit-per-second internet service to low-income households for \$26.99 a month.

Investment in economic growth continues at the Enterprise South Industrial Park (ESIP). The Volkswagen Group of America (VW) announced a major expansion totaling \$900 million in June 2014, and is expected to bring in an additional 2,000 new jobs. The plant expansion will provide for the production of VW's mid-size SUV which is scheduled to roll off the assembly line in late 2016.

In June 2014, Bass Pro Shop announced that it would build an 85,000 square foot store in Chattanooga. This will be its sixth store in Tennessee. Bass Pro Shop is well known for bringing customers from as far as 50 miles away and having them shop for up to 2.5 hours per visit. The new store will be built in the city of East Ridge at Exit 1 off Interstate 75.

The County has partnered with the Chamber of Commerce to manage the Center for Entrepreneurial Growth (CEG), a Technology Business Incubator, to assist emerging technology companies and help mentor



HAMILTON COUNTY PROFILE – CONTINUED

existing businesses in new technology. The CEG operates in the Business Development Center and has a facility in the Engineering Building at the University of Tennessee at Chattanooga (UTC) that allows entrepreneurs to access high-tech equipment and mentors from the UTC Engineering Department's staff.

Managed in partnership by Hamilton County and the City of Chattanooga, the Tennessee RiverPark is a ten foot wide paved, landscaped and lighted, scenic urban greenway anchored along the southern bank of the Tennessee River which currently extends from downtown Chattanooga to the Chickamauga Dam. Connecting neighborhoods and business districts via numerous trailheads, the Tennessee RiverPark will ultimately stretch from downtown Chattanooga near the Tennessee Aquarium out to the Moccasin Bend National Park with various internal loops and multiple trailheads for public access. Utilizing over \$10 million in federal grant funds along with local matching funds and private contributions, construction is currently underway on three linear miles of greenway; three trailheads; interpretive signage/art exhibits related to industrial and Civil War heritage; two restroom facilities; and one maintenance facility along the Tennessee RiverPark extension.

The cooperation of public and private sectors has been paramount in funding new development and accomplishing goals. The dynamic improvements in the downtown area have encouraged renewal and growth in all areas of the County. Advances in parks and recreation have made Hamilton County a more attractive destination for visitors and new residents.

Coolidge Park, named in honor of Charles Coolidge, a World War II Medal of Honor recipient, is located in the Northshore community along the Tennessee River. The park's three-row vintage carousel, designed by Gustave Denzel and built in 1895, was restored and fitted with 52 animals carved and painted by local and out-of-town sculptors. Coolidge Park is a shining example of the public and private partnerships that exist in Hamilton County.

The 2,800-acre Enterprise South Nature Park is jointly funded by Hamilton County and the City of Chattanooga. Visitors can walk along woodland paths that traverse a variety of terrains and feature scenic overlooks and a "hidden lake." The Enterprise South Nature Park contains 10.5 miles of woodland walking and hiking trails, 10 miles of mountain bike trails, 8.5 miles of paved walking and bike roads, and a 7-mile driving loop. The park features a Visitors'

Center with meeting rooms, historical exhibits, and picnic areas. The park received the Governor's Environmental Stewardship Award for Greenways and Trails.

Tennessee's largest shopping mall, Hamilton Place, remains a magnet for millions of people. The 1.2 million-square-foot mall and an additional 1 million-square feet in surrounding retail stores (owned and operated by CBL & Associates Properties, Inc.), has reeled in tourists and locals with a savvy mix of new and familiar stores and theme restaurants. Thanks to the mall, the area has become a retail hotbed, bringing in approximately \$20 million in sales annually. Hamilton Place has four major department stores and over 215 stores and 30 eateries. That success has spilled across Gunbarrel Road and Interstate 75. The number of businesses and amount of traffic in the mall area has more than doubled over the past decade.

With its experience, resources, low cost of living and progressive leadership, Hamilton County is certainly well-positioned for continued growth and success in industrial and economic development.

TRANSPORTATION SERVICES

Hamilton County serves as a major regional transportation hub. Air transportation services are provided by Lovell Field, which is operated by the Chattanooga Metropolitan Airport Authority. Lovell Field is served by Allegiant Air, American Eagle, Delta Connection and US Airways Express. As of May 2015, passenger flow of traveling passengers included 340,624 enplaning passengers and 336,658 deplaning passengers, for a total passenger flow of 677,282. Privately owned and operated airport facilities include Collegedale Municipal Airport and Dallas Bay Skypark. All airport facilities are conveniently located near the downtown area and provide such services as aircraft sales, instruction, charter services, fueling and maintenance of aircraft.

Railway service is provided by three divisions of the Norfolk Southern Railway System and two divisions of the CSX Transportation System (formerly the L & N Railway), all with switching service throughout the entire area. Modern "piggyback" service is provided by all lines.

One interstate bus line operates from the City to all other major cities. Local mass transportation service is furnished by the Chattanooga Area Regional Transportation Authority (CARTA). Multiple daily departures are made via privately operated shuttle services to major metropolitan areas surrounding Chattanooga, such as Atlanta, Birmingham, Nashville and Knoxville.



HAMILTON COUNTY PROFILE – CONTINUED

Public use port terminals include JIT Terminal, Mid-South Terminals and the Centre South Riverport. The Tennessee River provides year-round, low-cost water transportation with a nine-foot minimum navigational depth and links to the nation's 10,000-mile inland waterway system. This system, formed largely by the Mississippi River and its tributaries, effectively links this area with the Great Lakes in the north and the Gulf of Mexico in the south. The nearby Tennessee-Tombigbee Waterway cuts the distance to the Gulf of Mexico by 850 miles.

HEALTH CARE SERVICES AND FACILITIES

Chattanooga is known as a regional leader in the medical field. In Hamilton County, 13% of jobs and 15% of payroll are generated by health care, including over 837 health care providers. Recognition of Chattanooga's medical community includes Erlanger Medical Center, which has the region's only Level 1 Trauma Center; the Tennessee Craniofacial Center, one of the leading facial reconstructive centers in the country treating patients from all over the world; the Chattanooga Heart Institute, one of the leading heart centers in the region; and Siskin Hospital, Tennessee's only not-for-profit hospital dedicated to physical rehabilitation. Health care facilities include seven large hospitals, emergency medical centers, public and private mental health facilities, drug and alcohol abuse recovery facilities, rehabilitation centers and speech and hearing facilities for the handicapped. In addition, the Hamilton County Health Department provides services and facilities for the protection and well-being of the public health. Total bed capacity of all hospital facilities is 1,863. Memorial Hospital has three locations, two of which are hospitals and one imaging center. Recently Memorial Hospital unveiled a \$318 million Heart Center at its main campus. In early June 2014, the 300,000 square-foot facility celebrated its Grand Opening. The expansion includes 95 private patient rooms; a 22-bed cardiac short stay unit; 7 cardiac cath labs; 2 interventional labs; 1 dedicated imaging center; a diabetes and nutrition center; a weight management center; and a new chapel. The Lehman Family Center addition for Cardiac Rehabilitation opened in 2015.



The Erlanger Health System, headquartered in Chattanooga, is comprised of five campuses serving residents living within a 150-mile radius of Chattanooga. The campuses include the Baroness Erlanger Campus, the region's only Level One Trauma Center; Children's Hospital; Erlanger North Hospital; Erlanger East Hospital; and Erlanger Bledsoe Hospital, located in Pikeville, Tennessee. Erlanger is the region's only teaching hospital, affiliated with the University of Tennessee College of Medicine. Erlanger has six emergency departments and four Life Force air ambulances in its fleet, two based in Tennessee and two in Georgia.

Parkridge Hospital has four locations that offer a wide range of services, including but not limited to, inpatient and outpatient surgical services, maternity and emergency services. Two of the Parkridge campuses include psychiatric facilities offering child and adolescent services, crisis intervention and adult and senior care.

CULTURAL ACTIVITIES AND FACILITIES

Hamilton County is a strong supporter of arts and cultural programs. ArtsBuild formerly known as Allied Arts of Greater Chattanooga, serves to ensure that all children and families in Hamilton County will have access to high quality arts and cultural education through a comprehensive and sequential system. ArtsBuild has provided significant arts-related professional development to Hamilton County classroom teachers through the John F Kennedy Center for the Performing Arts' Partners in Education program. ArtsBuild's *Imagine!* initiative provides tickets, transportation, and integrated curriculum to all second through fourth grade students in Hamilton County to attend a professional art event each year. ArtsBuild and its cultural partners have invested \$5.7 million in Chattanooga's leading arts organization.

The Riverbend Festival brings our community together in a riverfront celebration of our heritage and diversity. With capacity crowds exceeding 600,000, the Festival has become one of the South's premier entertainment events. Spread over a two-week period in June, Riverbend features a wide variety of music on five stages with more than 100 performing artists. The Riverbend Festival has grown into



HAMILTON COUNTY PROFILE – CONTINUED

an internationally recognized event that attracts hundreds of thousands of people to Chattanooga's beautiful 21st Century Waterfront. The Riverbend Festival has an economic impact of more than \$24.8 million for Chattanooga and its surrounding communities.

RECREATIONAL FACILITIES

The mountains that surround Hamilton County offer a multitude of opportunities for the outdoor enthusiast. A wide variety of activities are available, including fishing, hang gliding, cycling, camping, rock climbing, rappelling, spelunking, white-water rafting, kayaking and canoeing. The area has excellent tennis facilities and golf courses. The Rowing Center provides a home base for crews rowing the Tennessee River. The area has a number of state and local parks, including the Tennessee Riverpark, featuring picturesque hiking trails, fishing piers, picnic facilities, playgrounds and open spaces. Excellent facilities are available for team sports such as soccer and softball. Opportunities for spectator sports include the Max Finley/Gordon Davenport Stadium, Coolidge Park and the AT&T baseball stadium.

In 2013, Volkswagen USA Cycling Professional Road and Time Trial National Championships and Para-cycling National Championships were moved to Chattanooga after several years in Greenville, South Carolina. The three-day event brings hundreds of professional men and women cyclists from around the country to compete for the right to wear the stars and stripes for the next year. Numerous spectators attend the event to watch these world-class athletes compete. The Time Trials occur at the beautiful Enterprise South. The Road Race circuit runs from downtown Chattanooga to the North Shore and up Lookout Mountain. In 2015, a Para-cycling Road Race Championship was added to the itinerary. The road race was held at the scenic Enterprise South Nature Park, utilizing the paved bike trails in the park.

In the fall of 2015, Chattanooga will host the second Ironman Chattanooga event. It will begin with a point-to-point 2.4 mile swim in the Tennessee River with ample spectator vantage points alongside the city's famous Riverwalk. Athletes can look forward to a fast, down-current swim, a two-loop 56-mile bike run through scenic farmland and mountain views, and finally a two-and-a-half loop, 26.2-mile run course that showcases beautiful downtown Chattanooga. The event is hosted by the local McKee Baking Company.



In the summer of 2015, Chattanooga hosted the first Ironman 70.3 Chattanooga. It was hosted by Sunbelt Bakery and is one half the length of the full Ironman.

Chattanooga was very fortunate to have the US Women's National Soccer team to play against Costa Rica at Finley Stadium in August 2015 on their World Cup Victory Tour.

The Tennessee River, Ross's Landing and Coolidge Park provide a spectacular setting for events such as the Head of the Hooch Regatta. The Head of the Hooch is expected to bring in 2,000+ crews from high schools, colleges and master rowing teams from around the country for the weekend event. RiverRocks is a unique outdoor festival that occurs during the weekends in October which celebrates the incomparable resources of the Tennessee Valley. Events range from ChattaJack 31, which is a paddleboard/kayak race through 31 miles of the Tennessee River Gorge; the Chattanooga Head Race on the Tennessee River; a 50K Trail Race held on the beautiful single track



of Signal Mountain and Walden Ridge; Lula Lake Five Points 50, which is a race for mountain bike enthusiasts; the 7 Bridges Marathon; and the Ragnar Relay. There will also be climbing events that will take place at The Block. The 30,000-square-foot structure features a 55-foot-high climbing wall (attached to the outside of the six-level



HAMILTON COUNTY PROFILE – CONTINUED

building's parking garage), while the inside of the Block includes High Point Climbing and Fitness (indoor climbing facilities), RockCreek Outfitters and a Chantz Chattanooga Coffee Company.

The Southside hosts multiple athletic venues. One is the Tennessee Bouldering Authority (TBA), Chattanooga's first indoor bouldering and rock-climbing facility. Located near the Incline Railway in the historic St. Elmo neighborhood of Chattanooga, it has nearly 3,000 feet of indoor rock climbing walls. The facility is a complete dedicated training space with a personal touch, including experienced instructors, professional equipment and support staff to ensure an excellent rock climbing experience for climbers of all skill levels.

Chattown Skate Park is the city's lighted outdoor park for skate boards, BMX bikes and inline skating. The skate park has newly refurbished ramps, rails, and boxes, as well as a hockey rink, scoreboard, and new state-of-the-art sound system. Especially popular are the new "primo" and "pizza" ramps.

The Southside section of Chattanooga has The Jump Park, Chattanooga's first Indoor Trampoline Park. It is 18,000+ square feet of wall-to-wall trampolines – a one-of-a-kind leaping, soaring, fun experience. Kids of all ages (and parents, too!) may jump by the hour, flip off angled walls, fly into an over-sized foam pit, play air Dodge Ball, practice extreme sports moves with Bounce Boards, and much more. Upstairs one can play Ping Pong, Billiards, Foosball, Darts, and Shuffleboard by the hour, and then kick it up a notch with a unique game of Soccer Pool. Recently opened next door to the Jump Park is Southside Social, which is a boutique bowling alley with ten lanes of bowling and three bars with full menus. They have indoor and outdoor play areas. The indoor area includes bowling, pool tables, skee-ball and ping pong tables, while the outdoor area has bocce courts, horse shoes and corn hole. With the Southside's rise in downtown Chattanooga, The Southside Social is creating a new atmosphere for the classic American night out.

Last but certainly not least is Finley Stadium. The projected \$28.5 million project needed supporters, and leaders found plenty of them. Private donations ranged from \$10 to \$1 million, totaling \$10.2 million – 40% of the project. The City of Chattanooga and Hamilton County contributed \$13 million, the State of Tennessee gave \$3.5 million

and the University of Tennessee at Chattanooga donated \$2.9 million. The stadium is recognized as the best of its kind among Division I-FCS stadiums, and the 20,668-seat, state-of-the-art facility is the crown jewel for the Chattanooga's Southside revitalization.

Besides serving as the home of the University of Tennessee at Chattanooga football team, (a.k.a. the Mocs), Finley Stadium/Davenport Field has hosted the NCAA Division I Football Championships. It is also host to the Chattanooga Football Club, international and high school soccer, high school football, national lacrosse tournaments, concerts and other community festivals. In the summer of 2015, Finley Stadium played host to the 2015 NPSL National Championships in which the Chattanooga Football Club played NY Cosmos B. The attendance for this game was over 18K and is believed to be the largest attendance ever for an amateur soccer match. It also represented the sixth largest crowd in Finley Stadium history.

Adjacent to the stadium is the First Tennessee Pavilion. The old Ross-Meehan Foundry has been renovated into an open-air pavilion which is now home to multiple events throughout the year, most notably the Chattanooga Market. First Tennessee Pavilion has also become a favorite for tailgaters, complete with food and beverage concessions and a children's area. The pavilion offers tailgaters a perfect atmosphere around the stadium while providing protection from the weather without being indoors.

THE HISTORIC SIDE OF HAMILTON COUNTY

The County's rich history is evidenced by the nation's largest military park, the Chickamauga and Chattanooga National Military Park. In 2003, legislation was enacted into law by President George W. Bush, creating the Moccasin Bend National Archeological District as a unit of the Chickamauga and Chattanooga National Military Park.

Moccasin Bend National Park is a collective effort to preserve the cultural and natural resources of the Moccasin Bend National Archeological District while providing exceptional opportunities for visitors to understand and appreciate Moccasin Bend's rich and diverse history. With evidence of over 12,000 years of human occupation, overlaid by the Trail of Tears and Civil War artillery emplacements, and complemented by outstanding views of the Tennessee River and surrounding mountains, Moccasin Bend provides a unique experience for visitors to downtown Chattanooga.





FINANCIAL MANAGEMENT POLICIES

The annual budget is a fiscal plan which presents the services to be provided to the community and the funds necessary to perform these services. Key steps in this process are described within this section. Hamilton County Government operates under a fiscal year that begins July 1 and ends June 30.

BUDGET POLICY

Hamilton County has as its highest priority the preservation of our natural resources, along with the continuing development of our community resources, to ensure that there is progressive and sustainable growth for the future needs of Hamilton County citizens.

The overall goal of the County's financial plan is to establish and maintain effective top quality management of the County's financial resources. The County builds a solid foundation for subsequent years by effectively managing its resources through sound budget policies and the monitoring of the results of these policies throughout the fiscal year. Because the County involves each Division/Department so heavily in the budget process, the finished product serves as an excellent management tool for use in day-to-day decision-making in the operation of a department. The budget also provides the basis of financial control to ensure compliance and prevent over-spending. Daily reports comparing budgeted amounts to actual amounts are available to each department via an integrated software program. These reports are also used to search for funding sources or unexpended appropriations needed if a departmental mission is adjusted in midyear.

CASH MANAGEMENT & INVESTMENT POLICY

The County strives to keep abreast of current trends and procedures for cash management and forecasting so as to ensure efficient and profitable use of the County's cash resources. In an effort to maximize investment earnings, the County has formed an internal investment pool, which allows all idle cash to be invested on a daily basis. Daily cash needs are supplied from funds held with the First Tennessee Bank, while long-term cash reserves are held in government securities.

State statutes require that all deposits with financial institutions must be collateralized by securities whose market value is equal to 105% of the value of the uninsured deposits. The collateral must be held by the pledging financial institution's trust department or agent in the County's name.

The Hamilton County Board of Commissioners has

adopted an investment policy, which sets as its goal the maximizing of investment earnings, while at the same time protecting the security of the principal and maintaining liquidity to meet the cash requirements. The policy sets forth the allowable types of investment as well as the individuals responsible for making those investments.

Effective cash management is essential to good fiscal management. This becomes even more important as the demand for services continues to exceed available revenues. Therefore, the extent to which Hamilton County can obtain investment returns on funds not immediately required has a direct relationship to our tax rate. This necessitates that investment policies be formulated and uncompromisingly applied in a manner that will maximize investment returns.

Hamilton County may invest in any instruments that are in accordance with applicable laws, including but not limited to the following:

1. Savings accounts and certificates of deposit in bank. (TCA 5-8-201)
2. Savings accounts and certificates of deposit in Savings & Loan Associations. (TCA 9-1-107)
3. Tennessee Valley Authority Bonds. (TCA 35-326)
4. Bonds, notes, or treasury bills of the United States, federal land bank bonds, federal home loan bank notes and bonds, federal national mortgage association notes and debentures, banks for cooperative debentures, or any of its other agencies, or obligations guaranteed as to principal and interest by the United States, the pooled investment fund of the State of Tennessee, or repurchase agreements. (TCA 5-8-301)

The Administrator of Finance for Hamilton County has the responsibility for effective cash management. The Assistant Finance Administrator is directly responsible for effective cash management as the portfolio manager. The portfolio manager is responsible to obtain competitive rates on a weekly basis and, based on these rates, invest available funds so as to maximize interest earnings and protection of principal.

A quarterly report is provided to the County Mayor, the Finance and Insurance Committee of the County Commission and the County Auditor. This report is in both written and oral form. The written report provides a summary of investment transactions during the quarter including the type instrument, rate of return, term and total investment earnings.

FINANCIAL MANAGEMENT POLICIES – CONTINUED

REVENUE POLICY

- A. Hamilton County maintains a diversified and stable revenue base to shelter it from short-term fluctuations in any one revenue source by doing the following:
 - 1. Establishing user charges and fees as permitted by law at a level related to the cost of providing that service, including indirect costs when appropriate;
 - 2. Pursuing legislative change, where necessary, to permit increases in user charges and fees to allow the County to recover the full cost of services;
 - 3. Aggressively collecting property tax revenues, including filing suit where appropriate and necessary, as authorized by the Tennessee Property Tax Code; and
 - 4. Aggressively collecting all other fines, fees and revenues due the County.
- B. Hamilton County actively pursues intergovernmental grant funding to fund programs that have been identified as important to meet the County’s mission, vision, goals and objectives.
- C. Hamilton County minimizes its reliance on non-recurring sources of revenue, including the use of prior year fund balances for recurring expenditures, except for the cyclical increase in fund balance that occurs between debt issuances. Increases in fund balance that result from property tax increases will be used for operating expenses in subsequent years in order to sustain the County through its traditional four-year planning cycle.

GENERAL OPERATING POLICY

- A. All departments are responsible for meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources and future service requirements.
- B. An annual operating budget shall be adopted consistent with state law and a budget process developed in a manner which encourages early involvement with the County Commission and the public.
- C. The County’s budget process is intended to weigh all competing requests for resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process will be discouraged.
- D. Revenues will not be dedicated for specific purposes, unless required by law or generally accepted accounting practices. All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process.

- E. The County will maintain a balanced budget. This means that operating revenues must fully cover operating expenditures, including debt service. Except for the cyclical use of fund balance between debt issuances and the growth of fund balance reserves resulting from property tax increases used to sustain the County through its traditional four-year planning cycle, fund balance can only be used to fund temporary/one-time expenditures and ending fund balance must meet minimum policy levels.
- F. Capital equipment replacement of vehicles, computers, phones and other short-lived capital expenditures is accomplished on a “pay-as-you-go” basis integrated into the current budget from the Five-year Capital Improvement Plan.
- G. Current revenues will fund current expenditures and a diversified and stable revenue stream will be developed to protect programs from short-term fluctuations in any single revenue source.
- H. Addition of personnel will only be requested to meet program initiatives and policy directives after service needs have been thoroughly examined and it is substantiated that additional staffing will result in increased revenue or enhanced operating efficiencies. To the extent feasible, personnel cost reductions will be achieved through attrition.
- I. To the extent possible, user fees and charges will be examined periodically to ensure that they recover all direct and indirect costs of the service provided.
- J. The County will follow an aggressive, consistent, but sensitive policy of collecting revenues.
- K. Cash and investment programs will be maintained in accordance with the adopted investment policy and will ensure that proper controls and safeguards are maintained. County funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal.

CAPITAL IMPROVEMENTS POLICY

- A. The purpose of the Capital Improvements Plan (CIP) is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness as well as conformance with established policies.
- B. A five-year CIP will be developed and updated annually, including anticipated funding sources. Capital improvement projects are defined as infrastructure or equipment purchases or construction that results in a capitalized asset with a useful life (depreciable life) of 15 years or more. Minor capital outlays with a useful life of less than 15 years will be included with the Capital

Outlay Operating Budget and are adopted as part of the annual budget process.

- C. The CIP shall include but is not limited to requests from County General Government, the Department of Education and from Constitutional Offices.
- D. The CIP will include adequate funding to support, repair and replace deteriorating infrastructure and avoid a significant unfunded liability. In addition, current operating maintenance expenditures, which extend the useful life of the buildings, infrastructure and equipment, will be included with the Capital Outlay Operating Budget and adopted as part of the annual budget process.
- E. Proposed capital projects will be reviewed regarding accurate costing (design, capital, and operating) and overall consistency with the County's goals and objectives. Financing sources will then be identified for the highest ranking projects.
- F. Capital improvement lifecycle costs will be coordinated with the development of the Capital Outlay Operating Budget. Capital project contract awards will include a fiscal impact statement disclosing the expected operating impact on the project and when such cost is expected to occur.
- G. The CIP funding sources include debt proceeds, County appropriations and Federal and State aid. CIP funded by General Obligation Bonds or Notes are formally adopted by the County Commission when the Bond Resolution is approved.

DEBT MANAGEMENT POLICY

Debt policies and procedures are tools to ensure that financial resources are adequate to meet the County's long-term planning objectives and that debt issuances satisfy certain clear objective standards and protect the County's financial resources while still meeting its long-term capital needs. The adoption of a clear and comprehensive debt policy enhances the internal financial management of the County.

In order to maintain a high quality debt management program, the County has adopted a debt management policy designed to:

- Achieve the lowest cost of capital
- Ensure high credit quality
- Assure access to the capital credit markets
- Preserve financial flexibility
- Manage risk exposure

This Policy formally establishes parameters for issuing debt and managing a debt portfolio which considers

the County's specific capital improvement needs; ability to repay financial obligations; the existing legal, economic, and financial and debt market conditions. Specifically, this policy is intended to assist in the following:

- Guide the County and its managers in debt issuance decisions related to types of debt and the professionals hired by the County during the debt issuance process
- Promote sound financial management
- Protect and enhance the County's credit rating
- Ensure compliance with all State and Federal laws and regulations regarding debt issuance
- Promote cooperation and coordination with other stakeholders in the financing and delivery of services
- Evaluate debt issuance options (new debt and refinancing of existing debt)
- Avoid conflicts of interest

The Policy also outlines responsibilities and procedures for maintaining relationships and communicating with the rating agencies that assign ratings to the County's debt; for the structure of debt issuances (types of debt, duration, interest rate, etc.); refinancing of debt; methods of issuance; selection of financial and legal professionals; continuing disclosure compliance; post issuance compliance and transparency.

A copy of the County's Debt Management Policy can be obtained from our web site at www.hamiltontn.gov/Policies.aspx

RESERVE POLICY

- A. The County will maintain an operating reserve for use in the event of unanticipated, extraordinary expenditures and/or the loss of a major revenue source.
- B. It is a goal that the General Fund will strive to maintain an unreserved fund balance of no less than 25% of operating budget or three months operating expenditures for any year. These funds can only be appropriated by an affirmative vote of a majority of the Commission members.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

- An independent audit will be performed annually.
- The County will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board.
- The County will maintain a strong internal audit capability.

FINANCIAL MANAGEMENT POLICIES – CONTINUED

PURCHASING POLICY STATEMENT

In an attempt to secure the best and most suitable goods and services at the best possible prices, it is the policy of Hamilton County to:

- Promote competition via a competitive process wherever practical when purchasing or securing goods and services for Hamilton County.
- Select the lowest priced and best goods and services offered – neither the price nor the product/service qualities in excess of established specifications shall be the sole criterion for selection.

The Purchasing Department is charged with overall responsibility for procuring and/or supervising the procurement of all goods and services needed by the County, its departments, agencies, offices, and elected officials. Consistent with this charge, the primary function of the Purchasing Department is to administer and continuously improve upon a procurement process that facilitates the County's ability to consistently buy the best available products and services at the lowest possible prices while adhering to established policies and rules that are designed to provide an open and fair competitive process for all. Furthermore, the Purchasing Department will be primarily responsible for developing and administering a standard set of contractual terms and conditions designed to apply to purchasing contracts entered into by Hamilton County.

The County shall maintain a Purchasing Department as a unit of the County's Finance Division. This department shall be managed by the Director of Purchasing who is the legally authorized purchasing agent for Hamilton County. The Director delegates purchasing authority to authorized buyers. The creation of credit accounts, lines of credit or similar devices for purposes of acquiring goods or services subject to these Hamilton County Purchasing Rules is exclusively limited to the County's Purchasing Director or his/her designated appointee.

The Purchasing Department will follow the respective Codes of Ethics promulgated by the National Institute of Governmental Purchasing (NIGP) and Hamilton County when carrying out the duties of this office.

ASSET ACCOUNTING POLICY

Accounting policies address the capitalization policy, controllable assets, and classes of property. A capital asset is defined as assets having a useful life of more than one year and a historical cost of \$5,000 or more (fair market value of donated assets). These assets will be included in the

property inventory. Major additions, including those that significantly prolong a fixed asset's economic life or expand its usefulness, should be capitalized. Normal repairs that merely maintain the asset in its present condition should be recorded as expenses and should not be capitalized. Hamilton County does not currently own any historical art or treasures. If in the future the County acquires historical art or treasures they will be recorded at historical costs. However, depreciation will not be required as they do not depreciate in value. The fixed asset class schedule clearly states the useful lives for each class of capital asset that will be used to determine the depreciation charge annually. These assets will be tagged according to tagging procedures laid out in the Asset Tagging Procedure.

Controllable assets are those assets that do not meet the criteria for a capital asset, usually because their historical cost is between \$1,000 – \$4,999 (fair market value of donated assets). Controllable assets are maintained for tracking purposes only. The County is responsible for including the controllable assets in the physical property inventory; however, they will not be included as depreciable assets reported in the Comprehensive Annual Financial Report. Exceptions to this rule are computers and firearms, which should be tracked regardless of historical cost. These assets will be tagged according to tagging procedures laid out in the Asset Tagging Procedure.

Assets with a historical cost less than \$1,000 or with a useful life of less than one year will not be included in the property inventory (fair market value of donated assets). However, if management feels like it is necessary to track the assets due to the sensitive, portable, and/or theft-prone nature of the asset, they may keep their own listing separate from the property listing within the fixed asset system. Departments may choose to tag these items with a sticker stating Property of Hamilton County which must be obtained by them. These tags will not be issued by the Property Accountant.

RISK MANAGEMENT POLICY

Hamilton County maintains a comprehensive risk management program which is responsible for all functions related to risk management, including analysis of risk exposures and alternatives to risk financing, loss control and claims administration. The County maintains a self-insurance program that includes all its liability exposures, including on-the-job injuries. Resources are placed in a separate fund to meet potential losses. Risk control techniques such as safety inspections and educational programs on accident prevention will continue to be implemented to minimize accident-related losses.

BUDGET PROCEDURES

State Law requires that all local governments in Tennessee prepare and adopt a balanced annual operating budget. The County Legislative Body must by resolution adopt an annual budget and at the same time impose certain tax levies which will generate sufficient revenues to fund the various expenditure elements of the budget. These consist of a comprehensive listing of anticipated revenues and proposed expenditures for each function of government for the next fiscal year.

A legally enacted budget is employed as a management control device during the year for the following governmental funds: General Fund, Hotel/Motel Fund, and Debt Service Fund as well as the Hamilton County Department of Education (a discretely presented component unit of Hamilton County). Formal budgetary integration is not employed for the remaining Constitutional Officers due to the ability of management to closely monitor and control the transactions in the funds. The remaining special revenue funds are unbudgeted because effective control is maintained through the appropriation of revenues by the General Fund and through management's observation of the limited transactions of these funds.

All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). The General, Special Revenue and Debt Service funds are developed on a modified accrual basis. The basis for budgeting is consistent with the basis for accounting, with the major difference being encumbrances. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting – under which purchase orders, contracts and other commitments for expenditures of resources are recorded to reserve that portion of the applicable appropriation – is utilized in governmental funds. Encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures because the commitments will be honored through subsequent years' budget appropriations.

The County Mayor and County Board of Commissioners use the annual budgetary process to establish the scope and direction of County services and programs. This document formalizes the budgetary procedures for Hamilton County.

I. Preparation of the Annual Budget – Responsibilities of County Officials

A. County Board of Commissioners

1. Establishes overall budgetary and programmatic policy.
2. Establishes the scope and direction of County services.
3. Determines the policy and direction the County takes in its efforts to deliver services to the citizens.
4. Takes action based on proposals and recommendations presented by the County Mayor.
5. Conducts formal budget hearings for citizen input and budget presentations.
6. Formally adopts the annual budget and sets the required tax rates.

B. County Mayor

1. Makes proposals and recommendations regarding budgetary policy to the Board of Commissioners.
2. Reviews preliminary budget documents with the Administrator of Finance and makes any necessary adjustments to the budget.
3. Conducts informal briefings with individual Commissioners to discuss special concerns of Commissioners and fiscal impact of various other issues in the budget.
4. Presents the complete budget document to the Board of Commissioners.
5. Makes formal presentation of budget recommendations.

C. Administrator of Finance

1. Responsible for guiding the annual budget preparation.
2. Designs budget worksheets and forms.
3. Issues instructions for completing budget forms.
4. Reviews completed budget request forms for accuracy and completeness.
5. Evaluates individual departmental requests and adjusts them to policy guidelines established by the County Mayor.
6. Prepares revenue estimates and balances expenditure requests with available revenues.
7. Makes a recommendation for budget action to the County Mayor and Board of Commissioners.
8. Coordinates budget hearings and schedules meetings.
9. Monitors individual departmental performance to ensure that the approved budget is not exceeded.

FINANCIAL MANAGEMENT POLICIES - CONTINUED

10. Prepares reports on budgetary performance for use by the County Mayor, Board of Commissioners and departments.
 11. Makes a recommendation to the Board of Commissioners regarding budget amendments.
- D. County Departments, Boards, Institutions, Offices and Agencies
1. Prepare annual budget requests, to include descriptions of programs, staffing levels and service plan for the year.
 2. Submit budget requests as directed by the Administrator of Finance.
 3. Present budget requests and service plan to Board of Commissioners at formal budget hearing.
 4. Execute the approved budget.

II. Amendments to Operating Budget

Once the County Board of Commissioners has formally adopted the County's operating budget, it becomes the responsibility of the Elected Official, Agency Head or Division Administrator to control the budget and to live within its parameters. It is the responsibility of the Finance Division to support this process with the necessary accounting records and periodic reports and to maintain contact with the above individuals relative to the status of their budgets.

Should an amendment become necessary (either because of the availability of additional funds or the need for additional support) it should be brought to the attention of the Administrator of Finance for presentation to the Board of Commissioners at the earliest possible time.

Under this policy the Elected Official, Agency Head, or Division Administrator has the authority to shift budgeted amounts from one line item to another within the department. The County Mayor has the authority to shift budget amounts from one department to another within the same Division. The County School Superintendent, with approval of the School Board, has the authority to shift budgeted amounts within the School Fund Budget. A quarterly report will be submitted to the County Mayor and County Board of Commissioners by the Administrator of Finance showing in detail any shift of budgeted amounts with suitable justification.

Any necessary amendment outside the parameters outlined in the preceding paragraph is submitted to the County Board of Commissioners for their approval prior to any funds being expended.

III. General Conditions

In order for an agency to receive funding from Hamilton County, the following conditions must be met:

- A. Provide an annual audit to the County Auditor.
- B. Make books and records available for inspection by properly designated officials on the request of the County Mayor or County Board of Commissioners.
- C. Notify the County Mayor and County Board of Commissioners immediately of any irregularities, unanticipated revenues or expenditures.

RESOLUTION NO. 483-27, APPROVED BY THE COUNTY COMMISSION ON APRIL 20, 1983.

To ensure compliance with the above resolution, a budget schedule is prepared each year to facilitate the decision making process by providing overall direction to County departments and supported agencies. The budget preparation process begins in November when County Departments begin a self-evaluation of the department's objectives and measures of performance for the current year. At this time, each department prepares objectives and performance measurements for the upcoming year. This information is formally submitted to the Finance Division by late January. The budget document submitted includes a statement of departmental function, its goals and objectives, staff requirements, traditional object code line item expenditure requests, and justification for maintaining current and expanded expenditures. Individual department requests for capital needs are reported on a separate form.

During late February and March, each division head meets with the Administrator of Finance to discuss their proposed budget document. Around the middle of May, all budgets are consolidated and presented to the County Mayor for review.

Public hearings are held during May into early June. These meetings provide citizen input to the County Commission on decisions and issues relating to the budget. The Administrator of Finance and his staff review and consolidate all budget requests, estimate anticipated revenues and prepare a balanced budget for submission

to the County Commission. After several meetings where various budget revisions are discussed, the Commission adopts the Operating Budget for the fiscal year beginning July 1, and sets the tax rate for the upcoming year.

Hamilton County's budget has evolved into a comprehensive system that combines elements of line item, performance and program budgeting.

The following section outlines the budget procedures adopted by the Administrator of Finance for the County's Fiscal Year 2016 Operating Budget:

Generally, every department was instructed to hold their budget requests to last year's level unless there was an item that had increased beyond the department's control, and the department needed that item in order to provide their basic service. If a new item or program was requested, a "Summary of Explanations" for that item was attached to the departmental budget request.

The Finance Division sent out budget information via email at the beginning of November and opened access to the IFAS Budget System for departmental expenditure requests and revenue estimates. Reports containing a summary of employees by function, with current salaries and estimates of fringe benefits data such as FICA, pension, and insurance were also made available to departments through the IFAS system at that time.

BUDGET CALENDAR

2014

AUGUST 25

Finance Administrator meets with budget team to review calendar and schedule budget process. Revenue projections begin.

NOVEMBER 1

Upload position budget data from Human Resources database.

NOVEMBER 3 – 7

Schedule budget training for departments.

NOVEMBER 10

Budget access opened to departments to enter requested budgets.
Budget packages distributed to all supported and jointly supported agencies.

2015

JANUARY 30

Budget access closed to all departments.
Budget analysis begins.

MARCH 23

Finance staff meet with County Mayor to review proposed budget projections.

MAY 20

Budget Hearings begin.

JUNE 2

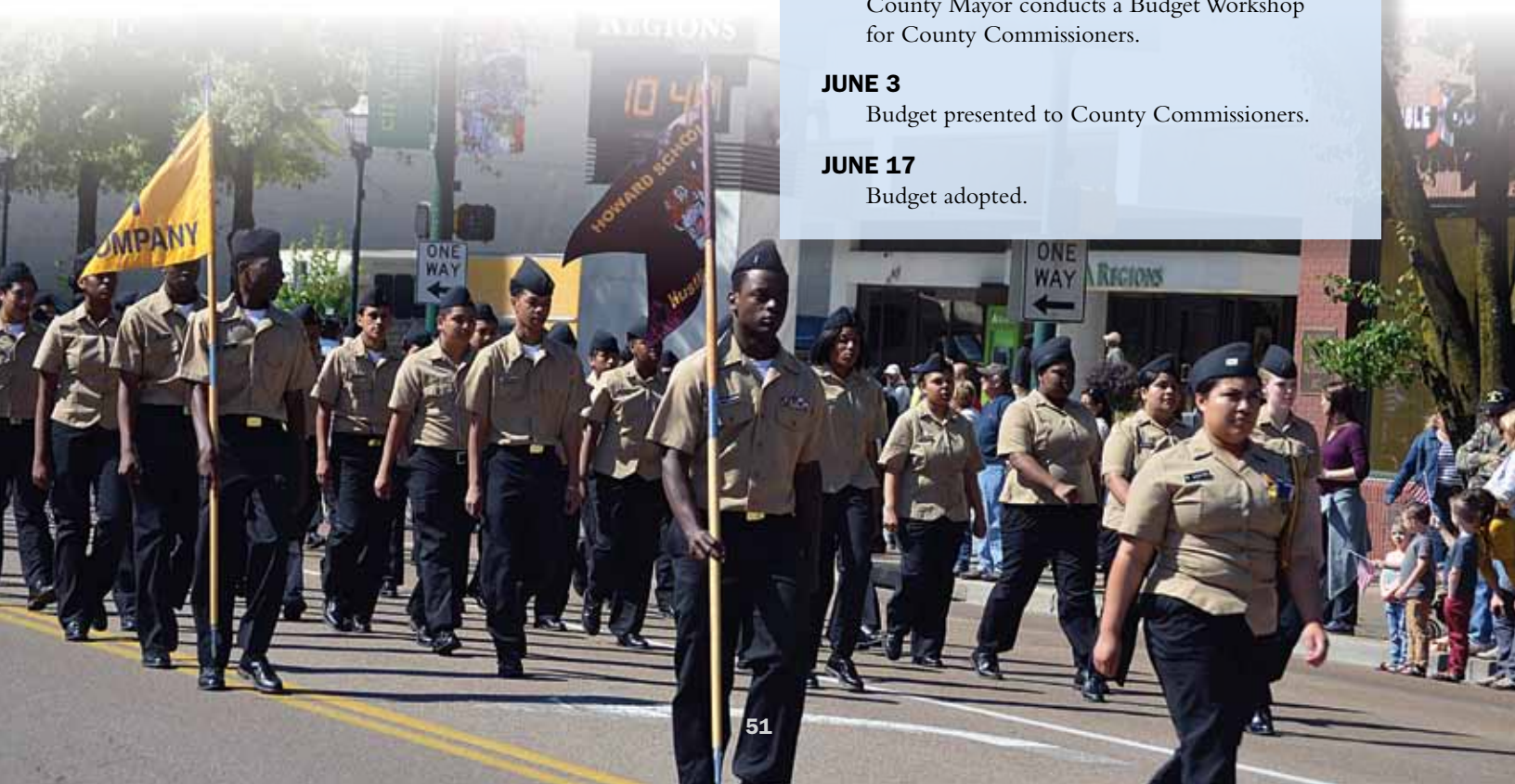
County Mayor conducts a Budget Workshop for County Commissioners.

JUNE 3

Budget presented to County Commissioners.

JUNE 17

Budget adopted.



BUDGET FORMAT

The FY 2016 Annual Budget Document for Hamilton County provides historical, present and future comparisons of revenues and expenditures, proposed allocations of resources and descriptions of the anticipated annual accomplishments of County programs. Some totals shown in individual budgets may not add up due to rounding.

BUDGET ORGANIZATION

The budget document is organized to provide a summary of the total budget with revenues and expenditures for each fund. The major portion of the budget consists of detailed pages containing a description of the funds and activities along with a recap by summarizing all expenditures involved in that particular function. The Personnel Schedules and Glossary conclude the document.

FINANCIAL STRUCTURE

The accounts of the County are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped into four fund types and two broad fund categories as follows:

GOVERNMENTAL FUNDS

- **General Fund** – The General Fund is the principal fund of the County and is used to account for all activities applicable to the general operations of County government which are not properly accounted for in another fund. All general operating revenues which are not restricted or designated as to use are recorded in the General Fund. Included in this fund are activities for the Constitutional Offices, Supported Agencies, Unassigned Departments, Finance Division, Public Works Division, General Services Division, Health Services Division, Human Resources Division, Juvenile Court Clerk and Sheriff's Office.
- **Special Revenue Fund** – The Hotel/Motel Fund generates revenue from the 4% occupancy privilege tax.
- **Debt Service Fund** – The Debt Service Fund is used to account for the accumulation of resources for and payment of principal and interest of general long-term debt.

COMPONENT UNIT

- **Component Unit** – Component Unit is an entity that is legally separate from the County, but the County is

considered to be financially accountable for the entity. The Hamilton County Department of Education is a component unit of Hamilton County Government.

BASIS FOR BUDGETING

The budgets are adopted using the modified accrual basis of accounting which is consistent with generally accepted accounting principles (GAAP), except that encumbrances are treated as budgeted expenditures when the commitment to purchase has occurred. All unencumbered and unexpended appropriations lapse at year-end. Appropriated amounts reflected in the accompanying budget to actual comparison are as originally adopted or as amended by the County Commission.

The County Mayor is authorized to transfer appropriated amounts between departments within any division. However, any revisions that alter the total expenditures of any division or fund must be approved by the County Commission. Expenditures may not exceed appropriations at the fund level.

Formal budgetary integration is employed as a management control device during the year for the General Fund and the Special Revenue Fund. Budgetary control is achieved for the Debt Service Fund through general obligation bond indenture provisions. All appropriations which are not expended or encumbered lapse at year end.

BASIS FOR ACCOUNTING

All Governmental Funds are accounted for using the modified accrual basis of accounting. Their revenues are recognized when they become measurable and available as net current assets. All intergovernmental revenues are recorded as revenue when received. Property tax revenues are recognized in the fiscal year for which they were levied. Licenses and permits, charges for services, fines and forfeitures, and other revenues are recorded as revenue when received in cash.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. For budgetary purposes, encumbrances are treated as expenditures in the year incurred. An exception to this general rule would include principal and interest of general long-term debt which is recognized when due.

ADOPTED BUDGETS

Formal budgets are adopted for the General Fund, Debt Service Fund, and Hotel/Motel Fund. The Hamilton County Department of Education's Fund is adopted as a discretely presented component unit budget.







Hamilton County Board of Commissioners RESOLUTION

No. 615-35

A RESOLUTION ADOPTING A BUDGET FOR THE FISCAL YEAR 2015–2016 AND SETTING THE TAX LEVY FOR THE YEAR 2015 FOR HAMILTON COUNTY, TENNESSEE.

WHEREAS, the County Board of Commissioners has legal authority to adopt a budget and to levy taxes sufficient to fund such budget; and

WHEREAS, in the absence of the exact official tax aggregate, which has not been completed, the estimated receipts from the 2015 property tax is based on a total assessed valuation of \$9,088,206,000 with an allowance for uncollectibles of \$262,423,000; and

WHEREAS, the method for determining payments in lieu of taxes by the Electric Power Board is based on factors other than property value. The Electric Power Board is excluded from assessed value and its payment in lieu of taxes is fixed at a rate of 53% for the General Purpose School Fund and 47% for the County General Fund; and

WHEREAS, it may be necessary to issue revenue anticipation notes to fund the budget.

NOW, THEREFORE, BE IT RESOLVED BY THIS HAMILTON COUNTY LEGISLATIVE BODY IN SESSION ASSEMBLED:

1. That the Budget attached to this resolution and by reference made a part of said resolution, for the fiscal year 2015-2016 is hereby adopted.
2. That there is hereby levied on each \$100.00 of assessed valuation of taxable property in Hamilton County for 2015 a tax levy of the following rates:

General Purpose School Fund	1.3726
County General Fund:	
General Purposes	1.3816
District Road Purposes	<u>0.0110</u>
	<u>2.7652</u>

3. That the taxes provided in Chapter 387 of the Tennessee Public Acts of 1971, and any amendments thereto, known as the "Business Tax Act", are hereby enacted, ordained and levied on the business, business activities, vocations, or occupations doing business or exercising a taxable privilege as provided by said Act, in Hamilton County, Tennessee, at the rates and in the manner described by the said Act. The proceeds of the privilege taxes levied herein shall be apportioned to the County General Fund in total. It is not the intention of the Hamilton County Board of Commissioners, in adopting this particular tax, to affect in any way the imposition and collection of any lawful ad valorem tax imposed on personalty or real property.
4. That the payments in lieu of taxes paid by the Electric Power Board, or any other entity, except the Tennessee Valley Authority, is hereby fixed at a rate of 53% for the General Purpose School Fund and 47% for the County General Fund.
5. That the County Mayor and County Clerk are hereby authorized to borrow money on revenue anticipation notes, provided such notes are first approved by the Director of Local Finance, to pay for the expenses herein authorized until the taxes and other revenue for the fiscal year 2015-2016 have been collected, not exceeding 60% of the appropriations of each individual fund. The proceeds of loans for each individual fund shall be used only to pay the expenses and other requirements of the fund for which the loan is made and the loan shall be paid out of revenue of the fund for which the money is borrowed. The notes evidencing the loans authorized under this section shall be issued under the authority of the applicable sections of Title 9 Chapter 21, Tennessee Code Annotated. Said notes shall be signed by the County Mayor and countersigned by the County Clerk and shall mature and be paid in full with renewal no later than June 30, 2016.

BE IT FURTHER RESOLVED THAT THIS RESOLUTION TAKE EFFECT FROM AND AFTER ITS PASSAGE, THE PUBLIC WELFARE REQUIRING IT.

Hamilton County, Chattanooga, TN
A CERTIFIED TRUE COPY
 This 7 day of July, 2015
 W. F. (BILL) KNOWLES, County Clerk
 By B. Weaver, Deputy Clerk

*Veto Signed
 6/22/15
 W.F. Knowles*

Approved:
 Rejected:
 Approved:
 Vetoed:

CERTIFICATION OF ACTION
 W.F. Knowles
 County Clerk

 Jim Copping
 County Mayor
 June 17, 2015

AMENDMENT

The following Amendment to Resolution No. 615-35 was moved (by Commissioner Bankston), seconded (by Commissioner Boyd), and approved by a 6 to 3 vote of Hamilton County Board of Commissioners on June 17, 2015:

The amount of Nine Hundred Thousand Dollars (\$900,000.00) is hereby added to the appropriations for the Hamilton County Board of Commissioners from the present Fund Balance, with said funds being allocated to each of the nine (9) County Commissioners in increments of One Hundred Thousand Dollars (\$100,000.00), each, for appropriations as recommended by each respective Commissioner during the 2015-2016 fiscal year in accordance with rules and policies adopted by Hamilton County and the laws of the State of Tennessee.





Hamilton County Board of Commissioners
RESOLUTION

No. 615-35A

A RESOLUTION OVERRIDING THE VETO AS ISSUED BY THE COUNTY MAYOR TO THIS COUNTY LEGISLATIVE BODY'S ADOPTION OF RESOLUTION NO. 615-35, AS AMENDED, ESTABLISHING THE 2015-2016 FISCAL YEAR BUDGET FOR HAMILTON COUNTY, TENNESSEE.

- WHEREAS,** on June 3, 2015, the mayor of Hamilton County submitted to the members of this county legislative body Resolution No. 615-35 as his proposed budget for the 2015-2016 fiscal year; and
- WHEREAS,** on June 17, 2015, after having had notice of said proposed annual budget publicized in the local newspaper of general circulation, this county legislative body moved to adopt said proposed budget; and
- WHEREAS,** in its consideration of said proposed budget for adoption, this county legislative body in lawful session assembled did properly adopt an amendment to said proposed budget resolution by adding Nine Hundred Thousand Dollars (\$900,000.00) in discretionary funding to the budget as presented by the county mayor, and then adopted said initially-submitted budget as so amended; and
- WHEREAS,** as authorized by *Tennessee Code Annotated Section 5-6-107(c)*, on June 22, 2015, the mayor notified this county legislative body of his decision to veto said adopted Resolution No. 615-35, as amended, (a copy of said notice as was received from the mayor is attached hereto); and
- WHEREAS,** it remains the desire of this county legislative body to adopt for the Hamilton County 2015-2016 fiscal year the budget as initially presented by the mayor and properly amended by the

above-described actions of this body; and

WHEREAS,

Tennessee Code Annotated Section 5-6-107(b)(3) and (4) enables this county legislative body to override the county mayor's veto by a positive vote of a majority of the members of said body.

NOW, THEREFORE BE IT RESOLVED BY THIS COUNTY LEGISLATIVE BODY IN SESSION ASSEMBLED:

That the veto as issued by the county mayor on June 22, 2015 to Resolution No. 615-35, as amended, adopting a budget for fiscal year 2015-2016, is hereby overridden in accordance with the provisions of Tennessee Code Annotated Section 5-6-107(b)(3) and (4).

BE IT FURTHER RESOLVED THAT THIS RESOLUTION TAKE EFFECT FROM AND AFTER ITS PASSAGE, THE PUBLIC WELFARE REQUIRING IT.

Hamilton County, Chattanooga, TN
A CERTIFIED TRUE COPY
This 7th day of July, 2015
W. F. (BILL) KNOWLES, County Clerk
By B. Weaver, Deputy Clerk

*Veto
override*

CERTIFICATION OF ACTION

Approved:

Rejected:

Approved:

Vetoed:


County Clerk

County Mayor

June 24, 2015

General Fund

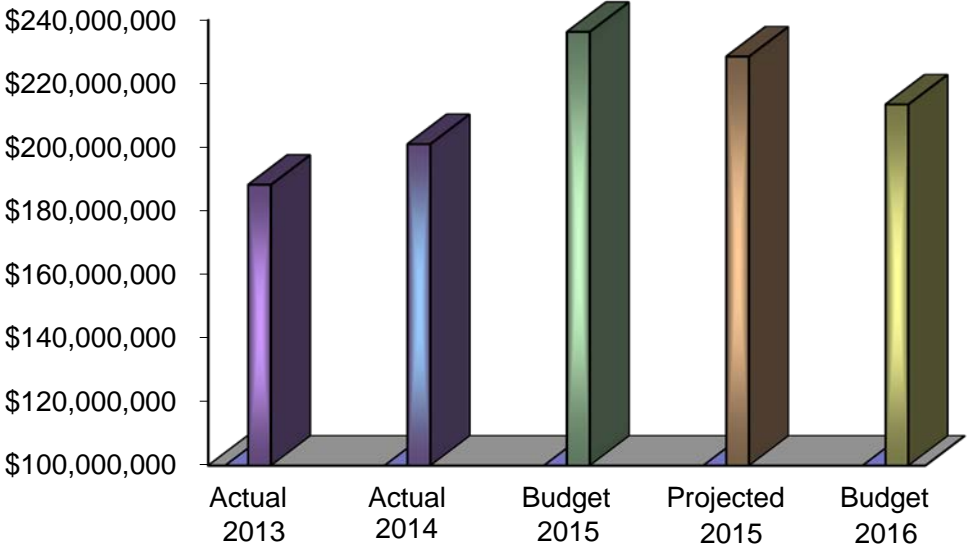
The General Fund accounts for all financial resources applicable to the general operations of County government that are not properly accounted for in another fund. This fund is the only unrestricted fund of a government unit. The basis of budgeting is the modified accrual.

The major revenue of the General Fund includes: property taxes; other local taxes; licenses and permits; intergovernmental; charges for services; fines, forfeitures, and penalties; investment income and revenue from other agencies.

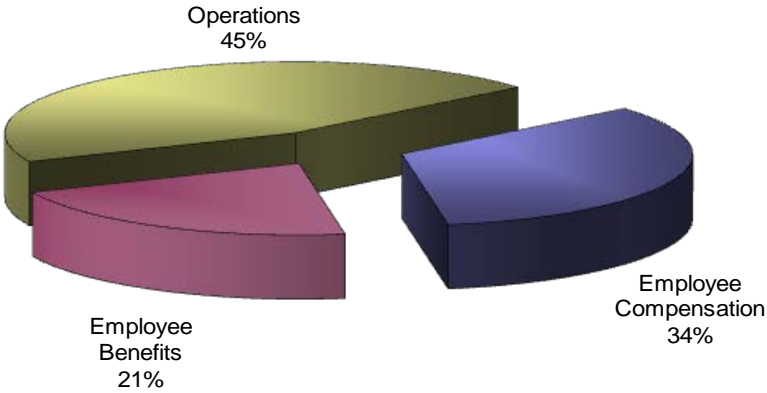
In the following General Fund schedules and departmental summaries, the Amended Budgets for FY 2015 include grant rollovers and amendments (approved by the County Commission) after the Adopted Budget process.

The FY 2016 operations of the Sheriff and Juvenile Court Clerk were blended into the General Fund for purposes of budget presentation. The Sheriff and Juvenile Court Clerk were presented separate from the General Fund and reported as Special Revenue Funds in the prior budget documents. For purposes of consistency, comparable information for the prior years is shown throughout the FY 2016 CABR as if these funds were blended in such years.

General Fund Expenditures



FY 2016 Expenditures by Type



**General Fund Budget Summary
Schedule of Revenue and Expenditures**

	Actual 2013	Actual 2014	Amended Budget 2015	Projected 2015	Adopted Budget 2016
Revenues					
Taxes (Property & Bus.)	137,649,274	141,470,342	144,610,800	143,462,904	148,238,450
Licenses and permits	793,667	776,100	879,300	683,952	886,300
Intergovernmental	24,824,889	26,717,194	28,158,158	26,905,593	25,816,868
Charges for services	16,035,872	12,744,971	13,623,010	12,938,568	15,958,761
Fines, forfeitures and penalties	1,452,674	1,882,561	1,734,972	1,866,981	1,990,557
Investment earnings	369,059	361,287	447,585	387,015	582,527
Miscellaneous	4,178,436	4,274,383	6,127,556	4,479,426	4,182,602
Transfers in from other funds	10,537,630	11,128,030	17,121,450	16,591,696	14,931,973
Total Revenues	195,841,501	199,354,868	212,702,831	207,316,135	212,588,038
Expenditures					
Constitutional Offices	23,393,591	24,772,672	25,522,147	24,509,673	25,106,494
Supported Agencies	3,892,451	3,948,951	4,021,437	4,011,798	4,411,639
Unassigned Departments	49,334,187	57,454,997	83,581,885	80,715,894	60,104,867
Finance	6,880,757	7,349,054	7,941,426	7,478,806	7,326,953
Public Works	16,822,252	16,900,403	17,026,238	16,073,782	17,065,050
General Services	39,391,243	39,203,528	41,087,328	40,831,394	41,998,914
Health Services	18,395,350	19,805,721	22,712,572	20,928,747	22,119,087
Human Resources	-	-	-	-	1,273,776
Juvenile Court Clerk	2,240,864	2,320,434	2,511,941	2,438,424	2,489,253
Sheriff	27,862,607	29,259,072	31,878,708	31,559,792	31,592,005
Total Expenditures	188,213,302	201,014,832	236,283,682	228,548,310	213,488,038
Revenues over (under) expenditures	7,628,199	(1,659,964)	(23,580,851)	(21,232,175)	(900,000)
Net change in encumbrances	(382,014)	216,115	-	313,861	-
Net change in Fund Balance	7,246,185	(1,443,849)	(23,580,851)	(20,918,314)	(900,000)
Beginning Fund Balance	106,300,275	113,546,460	112,102,611	112,102,611	91,184,297
Fund Balance at end of year	113,546,460	112,102,611	88,521,760	91,184,297	90,284,297

NOTE: The FY 2016 operations of the Sheriff and Juvenile Court Clerk were blended into the General Fund for purposes of the budget presentation. The Sheriff and Juvenile Court Clerk were presented separate from the General Fund and reported as Special Revenue Funds in the prior budget documents. For purposes of consistency, comparable information for the prior years is shown above and throughout the FY 2016 CABR as if these funds were blended in such years.

General Fund Revenue Sources

Revenues for the General Fund are budgeted to increase in total by \$9,035,664 (4.4%). The major categories of revenues, along with changes from the fiscal year 2015 budget, are discussed below.

Property taxes: Hamilton County levies a property tax of \$2.7652 per \$100 of assessed property valuation. The General Fund levy is \$1.3926, which represents 50.4% of the total levy. Property tax revenues include taxes on real property, personal property (personalty taxes), public utilities and transportation property (OSAP – Other State-Assessed Property).

Property tax growth projections are estimated based on current information provided by the Assessor of Property. The County projects 3% growth in each of the following property tax categories for fiscal year 2016: real property, personal property and OSAP taxes.

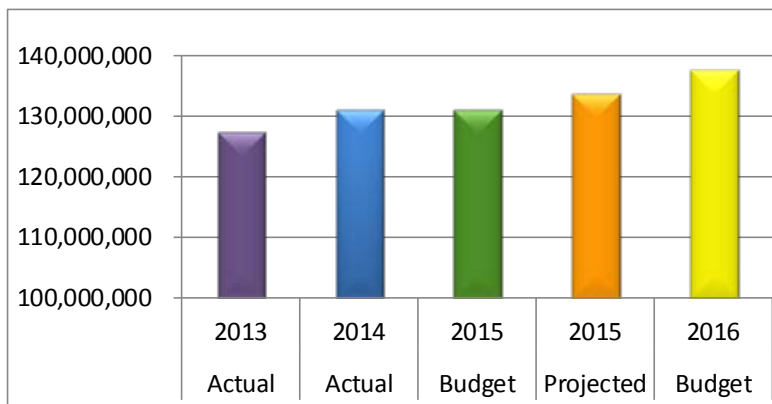
The Assessor is responsible for locating and identifying all properties within the County to ensure that all legal property should be properly listed, classified and valued on the County tax rolls. The Assessor attempts to capture all new construction, additions and demolition of existing property, as well as changes to land use and configuration. To accomplish this, Assessor personnel track building permits, completion notices, property sales, zoning changes, and any other sources for information about property status. Field inspections are performed on a regular basis and help the Assessor to maintain records as up to date as possible. Aerial photographs and accurately maintained maps are essential data.

The Assessor estimates fair market value for all property in the County. Fair market is defined as how much a property would sell for, in an open market, under normal circumstances. The laws governing the tax appraisal process in Tennessee are based upon the same principles and procedures that are used throughout the appraisal profession. There are three basic approaches to the valuation of real property:

- a. The MARKET approach involves comparison of a property to other properties with similar characteristics that have recently been sold.
- b. The COST approach involves estimating the replacement cost of a structure, and adjusting that estimate to account for depreciation.
- c. The INCOME approach is an analysis of a property's value based on its capacity to generate revenue for the owner.

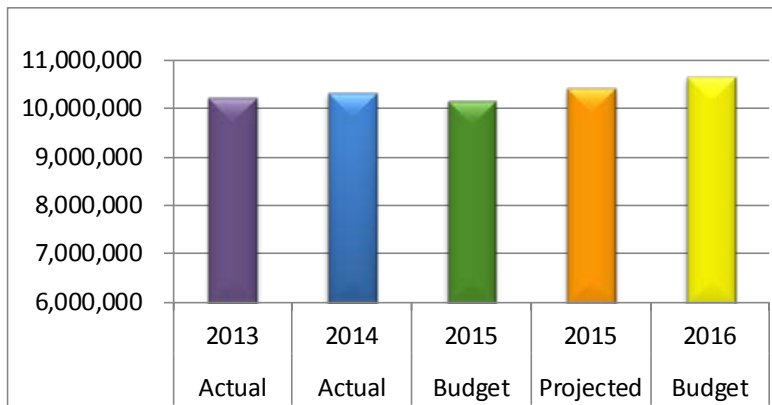
The Assessor reappraises Hamilton County properties on a four year cycle, as required by State law, to maintain appraisals at market value and to ensure equity of appraisals throughout the jurisdiction. Hamilton County's four year cycle consists of three years of comprehensive on-site reviews of each parcel of property in the County, followed by revaluation of all property in the fourth year.

Payments in lieu of taxes from certain utility companies and from the Tennessee Valley Authority (TVA) and the Electric Power Board (EPB) are also reported as 'property tax' revenues. In accordance with federal law, TVA makes payments in lieu of taxes to states in which its power operations are carried on and in which it has acquired properties previously subject to state and local taxation. TVA pays five percent of its prior-year gross power revenue proceeds to such states and counties. The 2016 TVA payment is budgeted at \$4,266,700. EPB also submits in lieu of tax payments to Hamilton County. The 2016 EPB in lieu of tax payment is budgeted at \$5,240,000, a 2.3% increase over 2015.



Other local taxes: The two main components of other local taxes are the local option sales tax and the gross receipts tax. The General Fund estimates sales tax revenues of \$3,030,000, same level as 2015. Projected sales tax revenues are based on actual collections trended over a five-year cycle. General government's share is approximately 50 percent of a 2.25 percent local option sales tax generated from the unincorporated areas of Hamilton County, with the remainder going to the Hamilton County Department of Education.

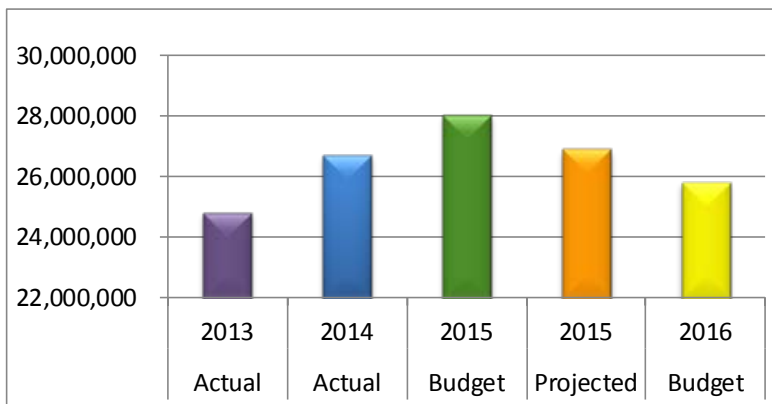
The gross receipts tax is budgeted for fiscal year 2016 at \$5,814,000. This tax primarily consists of business taxes collected by the State of Tennessee from businesses operating within Hamilton County. These business taxes are based on a class schedule, broken down by type or product sold.



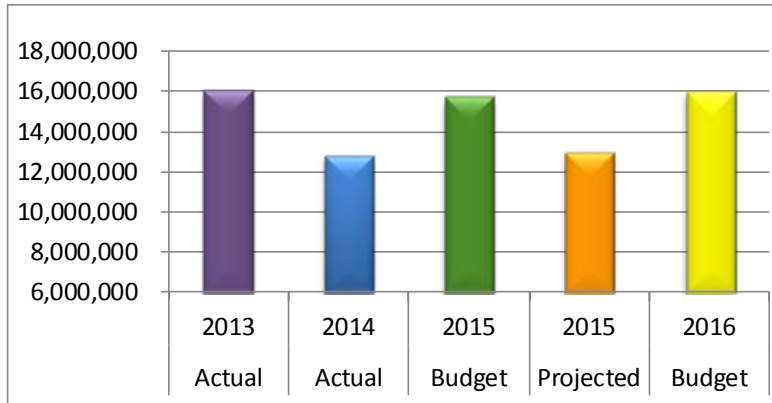
Intergovernmental revenue: Intergovernmental revenues consist of funding received from the State of Tennessee (\$18,727,000); from the Federal government (\$4,346,000); and from municipalities – primarily the City of Chattanooga (\$2,184,000). The State revenues include grants to assist in funding for Health Department services (\$7,531,000); gasoline and motor fuel taxes (\$4,250,000); and reimbursements for the boarding of State inmates in County correctional facilities (\$2,079,000).

Federal revenues include grants to the Health Department (\$1,684,000) and reimbursements for the boarding of Federal inmates in County correctional facilities (\$2,560,000). Municipal revenue primarily includes funding from the City of Chattanooga for certain recreation projects jointly funded by the County and the City.

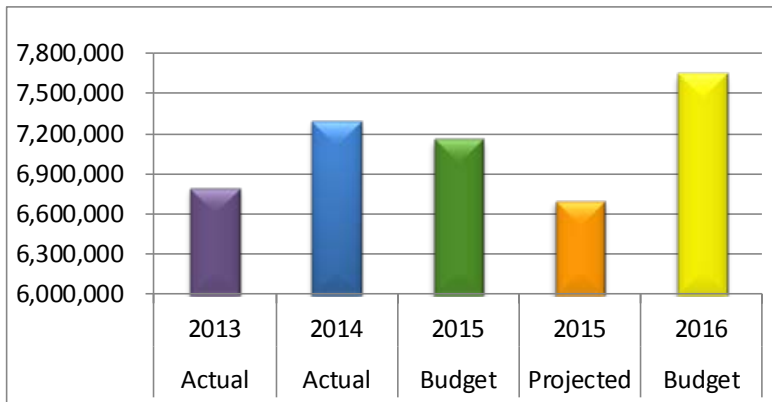
Intergovernmental revenue projections are provided by the individual County departments based on approved resolutions for grant activities and/or interlocal agreements.



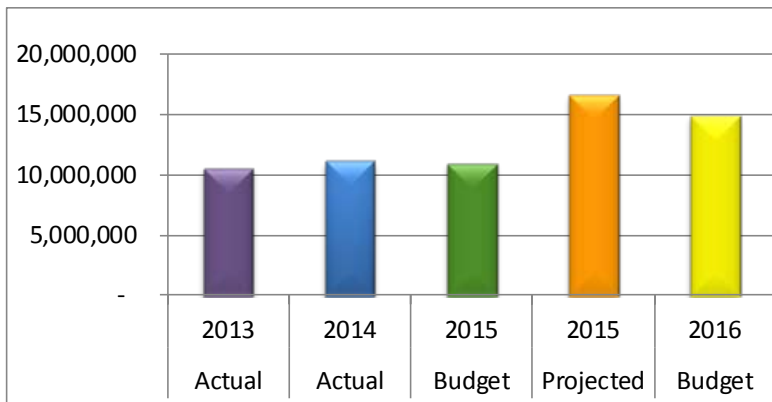
Charges for current services: This category represents service charges from patients treated at the County Health Department (\$2,222,000); medical fees generated through the County-wide Ambulance Service (\$9,250,000); and the reimbursement of operating expenses processed through the General Fund on behalf of the Water and Wastewater Treatment Authority (WWTA - \$2,492,000).



Miscellaneous: This category includes revenues from the issuance of licenses and permits (\$886,000); collections of fines, forfeitures and penalties (\$1,991,000); investment earnings (\$583,000); and other miscellaneous revenues, including cable TV franchise fees (\$1,498,000) and camping fees generated at the County-owned Chester Frost Park (\$530,000).



Transfers in from other funds: These revenues primarily consist of excess fees transferred into the General Fund from the Hamilton County constitutional officers (including the Clerk & Master, County Clerk, Register of Deeds and Trustee). Excess fees represent the remainder of all fees collected by the respective constitutional officer less salaries paid by the officer. Excess fees projections are provided by each individual constitutional officer.



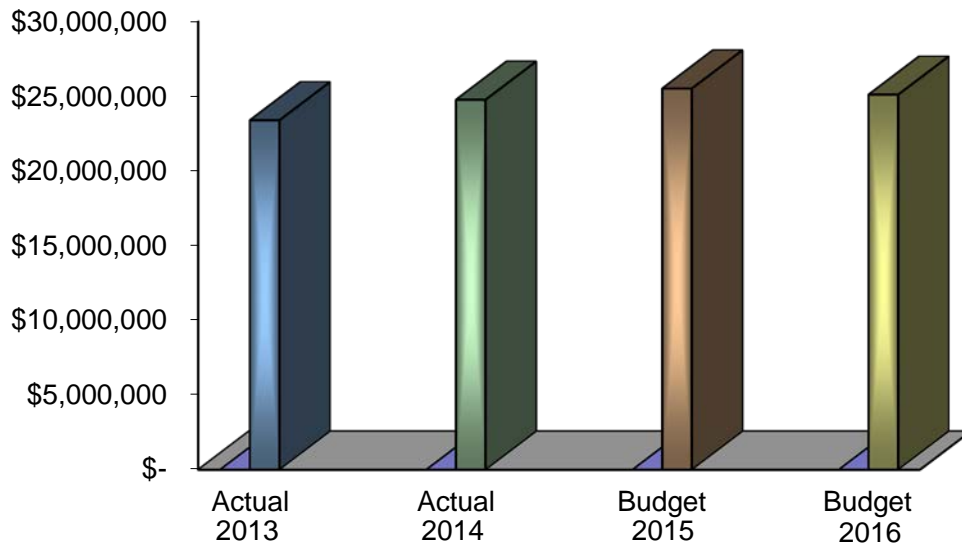
Constitutional Offices

The Constitutional Offices of Hamilton County, Tennessee were established pursuant to the constitution of the State of Tennessee. They are independently elected officials with the exception of the Clerk and Master who is an appointed official of Hamilton County, Tennessee.

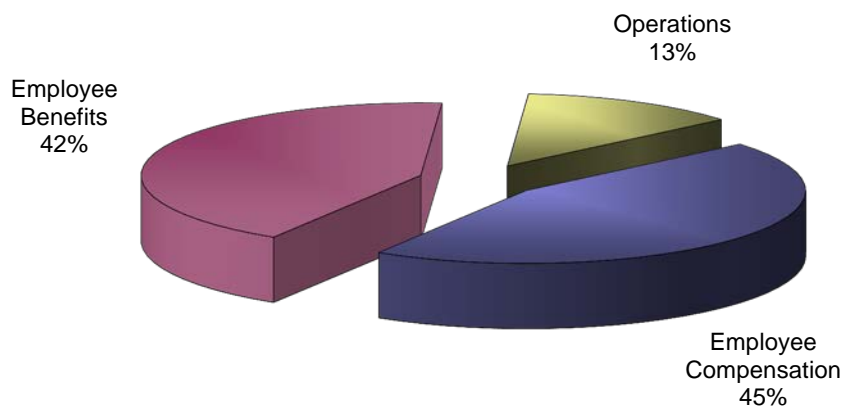
Certain of the Constitutional Officers (Circuit Court Clerk; Clerk & Master; County Clerk; Criminal Court Clerk; Register and Trustee) use funds separate from the General Fund to deposit their fees and commission revenues and to pay expenses for employee salaries and wages. All other operating expenses for these Constitutional Officers, including employee benefits, are budgeted through and paid from the General Fund.

All expenditures for the other Constitutional Officers listed on the following pages, including expenditures for salaries, are budgeted in the General Fund.

Constitutional Offices Expenditures



FY 2016 Expenditures by Type



Constitutional Offices Expenditures by Departments

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Medical Examiner	\$ 1,086,353	\$ 1,207,127	\$ 1,340,131	\$ 1,354,608
Clerk and Master	743,086	816,442	871,189	866,551
Circuit Court Clerk	1,139,201	1,229,912	1,333,261	1,263,227
County Clerk	1,671,970	1,738,631	1,898,813	1,893,010
Register of Deeds	384,896	414,813	430,343	455,887
Trustee	661,294	680,588	744,330	785,383
Assessor of Property	3,851,415	3,369,564	3,676,959	3,487,992
District Attorney General	1,047,182	1,081,816	1,212,710	1,240,812
County Election Commission	1,758,734	2,656,702	1,713,086	1,606,723
Criminal Court Clerk	1,519,391	1,495,776	1,728,170	1,466,607
Public Defender	473,159	576,700	667,466	701,008
Board of Equalization	3,440	970	5,000	5,000
General Sessions Court	1,421,402	1,555,182	1,436,676	1,403,993
Juries	131,019	117,268	153,250	153,250
Criminal Court Judges	210,435	205,546	210,567	288,602
Chancery Court Judges	8,070	11,913	12,000	12,000
Circuit Court Judge Bennett	59,896	60,890	63,605	55,896
Circuit Court Judge Hollingsworth	58,091	59,401	63,732	64,655
Circuit Court Judge Williams	56,828	58,221	63,135	71,658
Circuit Court Judge Thomas	70,903	72,456	78,774	79,697
Judicial Commission - Magistrate	354,192	398,011	392,528	398,289
Register Computer Fees	70,862	90,000	76,937	99,713
Juvenile Court Judge	3,637,888	3,844,395	4,190,375	4,278,370
Juvenile Court Detention Unit	2,088,540	2,097,772	2,284,507	2,325,085
Juvenile Court IV-D Child Support	607,158	633,852	587,349	476,992
Juvenile Court-Volunteer Services	138,925	151,370	145,186	127,386
Juvenile Court-CASA	70,192	76,040	66,938	67,955
Juvenile Court-Youth Alcohol Safety Project	69,069	71,314	75,130	76,145
	\$ 23,393,591	\$ 24,772,672	\$ 25,522,147	\$ 25,106,494
Authorized Positions	462.52	465.52	459.52	458.02

Medical Examiner – 1001

FUNCTION

The County Medical Examiner is required by the “Post Mortem Examination Act” (Tennessee Code - Annotated, Sections 38-7-101 through 38-7-117) to investigate certain types of deaths occurring in the County and to keep records on investigations and examinations of such deaths. In this way, the medical and legal circumstances of a death can be properly documented and provisions can be made for the completion of a Tennessee Death Certificate. The primary goals of the “Post Mortem Examination Act” are as follows:

1. To detect unsuspected homicides
2. To protect the health of the community
3. To clarify workers’ compensation claims, insurance claims and civil lawsuits
4. To provide more accurate vital statistics

By law, any physician, undertaker, law enforcement officer, or other person having knowledge of the death of any person from violence or trauma of any type; suddenly in apparent health; sudden unexpected death of infants and children; deaths of prisoners or persons in state custody; deaths on the job or related to employment; deaths believed to represent a threat to public health; deaths where neglect or abuse of extended care residents are suspected or confirmed; deaths where the identity of the person is unknown or unclear; death in any suspicious/unusual/unnatural manner; found dead; or where the body is to be cremated; shall immediately notify the County Medical Examiner, the District Attorney General, the local police or County Sheriff, who in turn shall notify the County Medical Examiner. Such notification shall be directed to the County Medical Examiner in the county in which the death occurred.

When a death is reported, as provided in Section 37-8-108, it is the duty of the County Medical Examiner in the county which the death occurred to immediately make an investigation of the circumstances of the death. The County Medical Examiner shall record and store the findings, and transmit copies according to the death investigation guidelines developed by the Tennessee Medical Examiner Advisory Council. In any event the County Medical Examiner is authorized to remove from the body of the deceased, a specimen of blood or other bodily fluids, bullets or other foreign objects, and retain such for testing and/or evidence if in the County Medical Examiner’s judgment these procedures are justified in order to complete his investigation or autopsy.

A County Medical Examiner may perform or order an autopsy on the body of any person in a case involving a homicide; suspected homicide; a suicide; a violent, unnatural or suspicious death; an unexpected apparent natural death of an adult; sudden, unexpected infant and child deaths; deaths believed to represent a threat to public health or safety; and executed prisoners. When the County Medical Examiner decides to order an autopsy, he shall notify the District Attorney General and the Chief Medical Examiner. The Chief Medical Examiner or the District Attorney General may order an autopsy in such cases on the body of a person in the absence of the County Medical Examiner or if the County Medical Examiner has not ordered an autopsy.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 669,150	\$ 706,256	\$ 798,816	\$ 810,891
Employee Benefits	220,427	307,085	346,851	349,252
Operations	196,776	193,786	194,464	194,465
Total Expenditures	\$ 1,086,353	\$ 1,207,127	\$ 1,340,131	\$ 1,354,608

Authorized Positions	7	10	10	10
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PERFORMANCE GOALS

1. The County Medical Examiner's Office provides vital information that is needed by the family of the deceased, Public Health Department, law enforcement, and many other agencies.
2. Comprehensive investigations include selected death scene visits, postmortem examinations and/or autopsy with photographic and narrative documentation of various medical evidence, toxicology and serology, x-rays, and consultation in anthropology, odontology, or other specialties as needed.
3. The County Medical Examiner is responsible for the preparation of various reports and other documentation related to an individual's death, and subsequent expert medical testimony in judicial proceedings. This office is also actively involved in the training of area law enforcement personnel, medical institutions, and other interest groups.

PROGRAM COMMENTS

The administrative and investigative responsibilities of the County Medical Examiner are established by the "Post Mortem Examination Act" (Tennessee Code Annotated, Sections 38-7-101 through 38-7-117). This office is notified to investigate approximately 40% of the deaths occurring in Hamilton County each year. It is the goal of the Hamilton County Medical Examiner's Office to provide vital information that is needed by the family of the deceased, Public Health Department, law enforcement, and other agencies in an effective, timely, and courteous manner. Some deaths, due to natural causes, in which the circumstances and medical history is known, require a short time to document. Other deaths, due to natural causes or non-natural causes (accident, suicide, or homicide), in which the circumstances need to be further proven require between two hours to two weeks to investigate. The County Medical Examiner must rely on outside laboratory work for processing of collected evidence, which can take up to 90 days to complete. The paperwork needed to document death investigations varies widely from case to case, and is often delayed due to pending laboratory reports. In March 2015, our office completed an annual review for inspection by the National Association of Medical Examiners. In May 2015 we were granted continued accreditation through March 2016 by meeting the Standards, Inspection, and Accreditation criteria established by the National Association of Medical Examiners for providing and operating an effective Medicolegal Death Investigation System. Our office now responds to all death scenes in Hamilton County. A Mass Fatality trailer was purchased to handle the overload of cases from our main cooler and also be available to respond to Mass Fatality incidents.

Clerk & Master – 1002

FUNCTION

The Clerk & Master serves in the dual role of Clerk of the Chancery Court and the Master in Chancery for the Eleventh Judicial District of Tennessee. As Clerk, the officer exercises all of the duties and powers conferred upon clerks of court generally, whose role is almost exclusively clerical, and law or orders of the court strictly define the powers exercised. As Master, the officer is a judicial officer clothed with many of the powers of a Chancellor. There is no question of Law or Equity, or disputed fact, which the Clerk & Master may not have occasion to decide, or respecting which the Clerk & Master may not be called upon to report his opinion to the Court.

PERFORMANCE GOALS

The goal of this office is to discharge the duties of the office diligently, honestly, impartially, courteously and efficiently.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Benefits	\$ 605,522	\$ 688,014	\$ 717,482	\$ 712,958
Operations	137,564	128,428	153,707	153,593
Total Expenditures	\$ 743,086	\$ 816,442	\$ 871,189	\$ 866,551

Authorized Positions	28	28	28	28
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Estimated 2015	Projected 2016
Cases Filed	2281	2332	2150	2255
Cases Disposed	2430	2330	2075	2150

PROGRAM COMMENTS

Our goal is to operate the Clerk & Master's office in an efficient manner and to serve the public to the best of our ability. We are confident that we can accomplish the task by working closely with our deputies through special training programs and the reorganization of job duties, to utilize their interests and talents. We believe this budget is minimal for the effective operation and maintenance of the Clerk & Master's office.

Circuit Court Clerk – 1003

FUNCTION

The Clerk of the Circuit Court maintains Circuit and Sessions Civil Courts. The Clerk is a state mandated constitutional official. The Clerk's responsibility is to aid the court by providing staff, which performs all the clerical functions for the courts. The Clerk is responsible for the management of all complaints, petitions, summons, orders and other documents relating to lawsuits filed with the court. The Clerk handles the collection, receipt, and accounting for all litigation taxes, court costs, fines, fees, and restitution as ordered by the court. The Clerk also handles the collection and receipt of civil warrants, detainer warrants, executions, garnishments, subpoenas and other related documents as assigned by law; and then prepares these reports for Hamilton County and the State of Tennessee. The Clerk collects and disburses child support payments as ordered by the Circuit Court Judges. The Clerk is also responsible for filing Orders of Protection, Judicial Hospital cases and Emergency Commitments.

The Circuit Court Clerk serves as Jury Coordinator and maintains current data on all prospective jurors and handles the empanelling of jurors for Circuit, Criminal and Chancery Courts.

The Parenting Coordinator for Hamilton County, who assists the courts and litigants in domestic cases with children, is also under the supervision of the Circuit Court Clerk.

PERFORMANCE GOALS

1. Serve the Judges, lawyers and citizens of the County in an efficient, attentive and courteous manner
2. Provide the most cost-effective service possible to the public and to members of the legal profession
3. Manage and process court documents with speed and accuracy
4. Collect litigation taxes, fees, fines and court costs as cases are concluded
5. Receipt and disburse collections in a timely manner
6. Prepare reports to the State of Tennessee in compliance with established guidelines
7. Research new technology that would increase the efficiency and decrease the cost of operation

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Benefits	\$ 855,743	\$ 951,154	\$ 1,036,991	\$ 966,957
Operations	283,458	278,758	296,270	296,270
Total Expenditures	\$ 1,139,201	\$ 1,229,912	\$ 1,333,261	\$ 1,263,227

Authorized Positions	41	41	41	39
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PROGRAM COMMENTS

Sessions Court and Circuit Court are fully automated. Both offices continue to make every effort to serve the public courteously and to explore new and better ways to deliver our services.

County Clerk – 1004

FUNCTION

The County Clerk is a constitutional officer and is elected by the voters for a term of four years. Duties of the office range from secretary to the County Commission to conducting a great deal of the state's taxation duties within the County. Included are collection and remittance to the County of funds derived from Vehicle Title and Registration, collection of Beer Tax and issuance of Business, Driver and Marriage Licenses. The office also is required by State Air Pollution law to verify emission compliance prior to issuing vehicle registrations.

PERFORMANCE GOALS

To provide annual services mandated by the legislature including processing of motor vehicle transactions and the verification of motor vehicle emissions compliance. Also, miscellaneous tax transactions (business, marriage, hunting/fishing licenses, etc.) and serving as secretary to the County Legislative body. These functions represent more than \$26.5 million accounted for by the Clerk's office.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Benefits	\$ 1,238,585	\$ 1,307,367	\$ 1,501,212	\$ 1,523,660
Operations	433,385	431,264	397,601	369,350
Total Expenditures	\$ 1,671,970	\$ 1,738,631	\$ 1,898,813	\$ 1,893,010

Authorized Positions	62.76	62.76	62.76	62.76
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
<u>Motor Vehicle Division</u>				
Full Time Equivalent	43	38.4	39.4	39.4
Workload - # of transactions processed	400,000	361,666	364,000	364,000
Efficiency - # of transactions per FTE	9,302.33	9,414	9,420	9,420
Effectiveness - Accuracy % for all transactions	96.6%	96%	96%	96%
<u>Miscellaneous Tax Division</u>				
Full Time Equivalent	8.4	9.1	9.1	9.1
Workload - # of transactions processed	33,329	32,130	33,000	33,000
Efficiency - # of transactions per FTE	3,967.7	3,518	3,613	3,613
<u>County Commission Records</u>				
Full Time Equivalent	1.7	1.7	1.9	1.9
Workload - Research Tasks	231	225	230	230
Workload - Minutes sets produced	66	68	68	68
Workload - Units	297	293	298	298
Efficiency - # of Workload units per FTE	174.71	172.35	156.84	156.84
Effectiveness - Amount of time spent on research	30:22	38:20	30:00	30:00
Effectiveness - Average time per research item	7.9 minutes	10.2 minutes	7.8 minutes	7.8 minutes

PROGRAM COMMENTS

In providing services, our goal is to serve the public in a courteous and efficient manner. Also diligently seeking semi-trailer fleet business generates revenue for county general government. Revenue for fleets totaled \$4.8 million of which \$664,192 is retained for local government. The Clerk issues driver licenses, marriage licenses and receives motor vehicle title and registration applications. The branch office at Bonny Oaks provides easier access and greatly reduces the traffic and parking problems at the downtown Courthouse. Seventy-three percent of all walk-in tag & title and renewal work was processed at the Branch office. Of the 163,776 branch transactions, 93,373 were renewals. This is beneficial to the public, other Courthouse offices and courts. The public has been extremely complimentary of this extension of services provided by the Commission. The Courthouse location processed 51,852 walk-in transactions of which 29,710 were renewals. Internet transactions increased from 61,397 in 2013 to 63,492 in 2014. Since internet renewals began in 2001, we have processed more than 611,393.

Historical marriage records can be searched online beginning in 1857. The "tickler file" on contract expirations and commission appointments that the Commission requested we implement is beneficial to County Government as a whole. Our long-range goal is to provide the public with more internet access to records not restricted by law.

Register – 1005

FUNCTION

The principal duty of the County Register's Office is to record deeds and other instruments required or allowed to be filed by law. Writings eligible for registration include deeds, powers of attorney, mortgages, marriage settlements, plats, military discharges, etc. The Register is responsible for collecting and accounting for all fees and taxes due as allowed by law. Excess fees are turned over to the County Trustee twice per year. 2014-2015 fiscal year excess fees collected were \$1,018,345.35.

The Register's Office is open at the following location and hours:

Courthouse

Open 7:30 a.m. until 5:00 p.m. (employees are scheduled 7:30-5:30) Monday – Friday. Open 50 hours during the regular workweek.

PERFORMANCE GOALS

1. To record, process, and optically scan documents.
2. To provide electronic access to the public and commercial users.
3. To bill departments through the computer accounts receivable application.
4. To microfilm all records using TIFF images and converting them to rolls of microfilm by using archive writer software and hardware.
5. To assist the public with information in a genuine and caring manner.
6. To print and track copies made by users from computer images.
7. To keep the general ledger, etc. with a computer application, and provide auditing capabilities remotely.
8. To work with all governmental departments exchanging information via the computer system to eliminate steps for the public and County governmental departments.
9. To deputize the GIS department's employees (located at the City/County Development Resource Center for permits and plat approval process) so that the public may complete the plat approval and recording process with our recording software at that location.
10. To provide an e-recording process which was implemented in May 2006.
11. To run computer software that is written, maintained and owned by Hamilton County Government.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Benefits	\$ 335,188	\$ 345,980	\$ 365,744	\$ 391,287
Operations	49,708	68,833	64,599	64,600
Total Expenditures	\$ 384,896	\$ 414,813	\$ 430,343	\$ 455,887

Authorized Positions	16.5	16.5	16	16
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PERFORMANCE ACCOMPLISHMENTS

1. A program was written by our computer programmer/administrator, which calculates copy charges by a company's password and writes the total money due for all companies to the charge book/billing software.
2. The number of e-filed documents in 2014-2015 was 9,507, which generated \$18,996 in \$2.00 e-file fees.
3. Remote access accounts generated \$161,050 in 2014-2015.
4. The number of documents recorded in FY 15 was 66,254.

PROGRAM COMMENTS

Remote access to records dated July 1, 1969 to present (images and data) has been available since August 1998. A project is ongoing where the office creates indexes, crops and scans images into the system, and captures prior title references for data prior to 07/01/1969. The index of records is also online from 1928 – 1969. The remote user base continues to grow daily.



Assessor of Property – 1007

FUNCTION

The function of the Hamilton County Assessor of Property is to discover, list, classify and appraise all taxable property in the jurisdiction of Hamilton County, Tennessee for ad valorem (according to value) tax purposes. The Assessor of Property is responsible for keeping current information on the ownership and characteristics of all property; and to prepare and certify the assessment roll annually in accordance with administrative procedures and state law. It is imperative that we strive to perform the duties of the office and to provide the highest level of professional service and technical assistance to the citizens of Hamilton County on all matters relating to property values and assessment.

PERFORMANCE GOALS

1. Uniformity of standards, methods, and procedures, which will result in equality of assessment.
2. Appraise real and personal property to establish the proper base for applying the appropriate assessment ratio and tax rate.
3. Ensure that all property that should legally be on the County assessment roll is properly listed, classified and valued. To do this, property must first be located and identified. This office will attempt to capture all new construction, additions and demolition of existing improvements as well as changes to land use and configuration. To accomplish this, personnel will track building permits, completion notices, property sales, zoning changes, and any other sources for information about property status. Field inspections of Hamilton County on a regular basis will help the Assessor keep records as up to date as possible with regard to property changes. Aerial photographs and accurately maintained maps are essential data.
4. Estimate fair market value for all property in the County. Fair market is defined as how much a property would sell for, in an open market, under normal circumstances. The laws governing the tax appraisal process in Tennessee are based upon the same principles and procedures that are used throughout the appraisal profession. There are three basic approaches to the valuation of real property:
 - a. The MARKET approach involves comparison of a property to other properties with similar characteristics that have recently been sold.
 - b. The COST approach involves estimating the replacement cost of a structure, and adjusting that estimate to account for depreciation.
 - c. The INCOME approach is an analysis of a property's value based on its capacity to generate revenue for the owner.
5. Reappraise Hamilton County on a four year cycle, as required by State law, to maintain appraisals at market value and to ensure equity of appraisals throughout the jurisdiction. Every county in Tennessee is on either a four, five, or six year cycle of reappraisal. Hamilton County's four year cycle consists of three years of comprehensive on-site reviews of every parcel of property in the county, followed by revaluation of all property in the fourth year.
6. Create and maintain an assessment roll detailing all county property, its owner, and its value. This roll, with preliminary, or tentative, assessments, is made available for public inspection in May. Property owners whose property has changed in value are notified by mail of those changes, and are given an opportunity to appeal any values they feel are inconsistent with the fair market value of their property. The County Board of Equalization, after hearing owners' appeals and ordering any changes they feel are warranted, makes the assessment roll final for the year. The Assessor of Property then turns the roll over to local taxing authorities.
7. Assist taxpayers with questions regarding property ownership, assessment, and recent property sales. The Assessor's office handles thousands of requests annually from current or prospective property owners, as well as from the real estate, legal, and banking communities.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 2,396,033	\$ 2,070,997	\$ 2,132,895	\$ 2,159,698
Employee Benefits	1,007,168	986,605	1,061,668	1,052,548
Operations	448,214	311,962	482,396	275,746
Total Expenditures	\$ 3,851,415	\$ 3,369,564	\$ 3,676,959	\$ 3,487,992

Authorized Positions	45.13	45.13	41.63	41.63
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District Attorney General – 1008

FUNCTION

Prosecute felony and state misdemeanor cases brought before the Sessions and Criminal Courts.
 Prosecute juvenile delinquency cases brought before the Juvenile Court.
 Conduct preliminary hearings.
 Assist the Grand Jury by subpoenaing witnesses, preparing and scheduling dockets, preparing indictments and assisting with investigations.
 Enhance the judicial system by implementing plans and procedures which will move court cases through the system as rapidly, efficiently, and effectively as possible – helping to alleviate jail overcrowding and reduce costs.
 Supervise and assist local law enforcement in major felony investigations, as well as other relevant matters.
 Represent victims of crime in victim compensation hearings.
 Oversee the Victim Witness Assistance Program.
 Enjoin public nuisances.
 Advise the DUI Task Force.
 Maintain and supervise the Child Protective Investigative Team, including the screening and prosecution of its cases.
 Uphold procedures set forth in T.C.A 40-3-103 by maintaining an Economic Crime Unit for the purpose of processing fraudulent and/or worthless checks.
 Transfer fugitives to this jurisdiction, from any location in the United States, for trial.
 Locate missing witnesses - transporting them to and from court, as necessary.
 Advise and educate the public concerning the Criminal Justice System by striving to involve the community in the judicial system.
 Properly train assistant district attorneys, as well as support personnel, in order to carry out the functions of this office.
 Represent the public in parole hearings, as needed.

PERFORMANCE GOALS

The goal of the Office of District Attorney General is to vigorously, competently, efficiently and effectively, as well as fairly, prosecute individuals who choose to violate the criminal law in Hamilton County. In order to accomplish this primary objective, the District Attorney General has developed, and will continue to develop, an experienced and competent staff of criminal trial attorneys dedicated to this primary goal. The District Attorney General believes that effective prosecution of criminals by his office results in greater physical safety for the people of Hamilton County, both in their homes and on their streets. It is the goal of the District Attorney General that persons contemplating criminal activity in Hamilton County remain fully aware of the fact that his office will pursue and prosecute them to the fullest extent of the law.

The District Attorney's Office continues to contemplate and work toward implementing plans and procedures that will improve the judicial system. The judicial system's current caseload is overwhelming. However, the District Attorney General believes that an early case review system will shorten offender pretrial detention time, thus reducing jail over-crowding and costs. Early case review will enhance a more rapid movement of pending cases through the system by allowing immediate settlement or indictment.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 696,972	\$ 727,570	\$ 795,974	\$ 818,493
Employee Benefits	256,983	292,478	340,449	344,969
Operations	93,227	61,768	76,287	77,350
Total Expenditures	\$ 1,047,182	\$ 1,081,816	\$ 1,212,710	\$ 1,240,812

Authorized Positions	38	38	37.5	38.5
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PERFORMANCE OBJECTIVES

FUNCTION 1: Prosecute all felony and state misdemeanor cases brought before the Sessions and Criminal Courts, as well as prosecute juvenile delinquency cases brought before the Juvenile Court

Goal: To reduce juvenile delinquency in Hamilton County

Action Items: One full-time prosecutor and one part-time grant prosecutor currently handle the Juvenile Unit located at the Hamilton County Juvenile Court

The average number of days from arrest to first court date of juveniles being held in the unit is one day

FUNCTION 2: Assist Hamilton County in reducing the cost associated with the incarceration of local offenders.

Goal: To reduce pretrial waiting times and the amount of time an inmate is held in jail, without jeopardizing the safety of our community.

Action Items: We have created and made available reports listing cases by age, and have made these reports available to the jail, our judges and staff. A prosecutor has been assigned the duty of identifying and spotlighting older cases in an effort to move them up on the docket for disposition or trial.

Criminal court judges have been provided with case law which supports the immediate transfer of convicted defendants awaiting a hearing on a motion for a new trial to the Department of Corrections. The courts have now started transferring convicted defendants immediately after their convictions which, we believe, will save the County approximately \$100,000 per year in incarceration costs.

FUNCTION 3: To organize and assist the Hamilton County Grand Jury by subpoenaing witnesses, preparing and scheduling docket cases, preparing indictments, and aiding in investigations

Goal: To increase the number of charges and presentments bound over to the Grand Jury and decrease the backlog of cases waiting to be heard.

FUNCTIONS 4 AND 5: To represent crime victims in victim compensation hearings, and to maintain and supervise the Victim Witness Assistance Program.

PROGRAM COMMENTS

The District Attorney General is grateful for the support and assistance of the Hamilton County Commission in its support of local law enforcement and for its belief in the judicial system as a whole. Due to the Commission's foresight and support, the materialization and effectiveness of the DUI Task Force and Child Abuse Task Force are effective and of value to the judicial system and the citizens of Hamilton County.



County Election Commission – 1009

FUNCTION

The Hamilton County Election Commission is an entity expressly created and organized by the laws of the State of Tennessee. However, it is not a part of any political subdivision of the State. Although the Hamilton County Election Commission receives certain designated funding from the State, the primary source of funding for the Hamilton County Election Commission is Hamilton County Government. Nevertheless, the Hamilton County Election Commission is not an arm of the County government.

Hamilton County Election Commission is comprised of five election commissioners. The election commissioners are appointed by the State Election Commission after consultation with the legislative delegation from Hamilton County. The Hamilton County Election Commission is obligated by State law to fulfill various duties including but not limited to: approving an annual operating budget; certifying voting machines prior to elections; designation of polling places; designation of precinct boundaries; appointment of poll workers; and certifying election results.

The chief administrative officer of the Hamilton County Election Commission is the Administrator of Elections, who is appointed by and serves at the collective pleasure of the five commissioners. The Administrator is responsible for the daily operations of the Hamilton County Election Commission and the execution of all elections. State law sets forth certain specific duties of the Administrator, including the employment of all office personnel. Duties include conducting each election fairly, honestly and accurately; the maintenance of voter registration records; and campaign financial disclosures and reports.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 1,050,548	\$ 905,760	\$ 988,829	\$ 875,698
Employee Benefits	309,907	321,336	352,332	365,500
Operations	398,279	1,429,606	371,925	365,525
Total Expenditures	\$ 1,758,734	\$ 2,656,702	\$ 1,713,086	\$ 1,606,723

Authorized Positions	15.5	15.5	16	15.5
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PERFORMANCE OBJECTIVES

1. Hold the Presidential Preference Primary Election on March 1, 2016
2. Perform Polling Place site surveys to all voting precincts in Hamilton County to ensure accessibility
3. Ongoing voter registration, confirmation and verification process on a daily basis
4. Unveil a new and improved website offering substantially more information and resources to assist voters and candidates
5. Continue to remain in full compliance with the Help America Vote Act
6. Routine testing and maintenance of voting equipment to ensure it is operating at the highest level of performance and security
7. Continue to explore new technologies enabling more election related information to be put directly in the hands of the voters, and improving the overall voter experience

PERFORMANCE ACCOMPLISHMENTS

1. Held the November 2014 General Election and implemented a process now available with our new election server that allowed more detailed reporting of election results by giving details of votes cast by individual precincts
2. Ongoing voter registration, confirmation and verification process on a daily basis. Updated/added more than 65,000 records
3. Worked to ensure the office remains in full compliance with the Help America Vote Act by working closely with the Tennessee Disability Coalition to ensure fair and equal voting rights for all individuals
4. Worked with Hamilton County Purchasing to prepare an RFP and select a vendor for our ballot printing services
5. Routine testing and maintenance of voting equipment to ensure it is operating at the highest level of performance and security

Criminal Court Clerk – 1010

FUNCTION

The Hamilton County Criminal Court Clerk is a constitutional officer and is elected every four years.

The Criminal Court Clerk's office is divided into three major departments: Criminal Court, General Sessions Court, and Delinquent Collections. The Criminal Court Clerk maintains all of the records for the three Criminal Courts and the five criminal divisions of General Sessions Court. This record-keeping includes the statutory duties of collecting and dispersing court costs and fines, along with providing staff for the courts and performing all clerical functions of the courts. The Criminal Court Clerk's office handles and prepares the records for all criminal offenses brought before the General Sessions Courts and Criminal Courts in Hamilton County from the initial arrest through the appeals process in the Appellate Courts and Supreme Courts. The Delinquent Collections department was begun as an effort to aid in the collection of unpaid court costs and fines. The success of this division allows it to be completely self-supporting and it uses no public funds for salaries, benefits, or general office supplies.

The Criminal Court division is automated and utilizes various electronic systems. An example of the work load of the Criminal Courts can briefly be determined by the number of cases filed and disposed; the number of documents filed regarding each case; the number of times a case is docketed, or calendared, for the courts; the number of cases appealed to the Court of Appeals and the Supreme Court; the number of record requests handled; and the number of payments made.

The General Sessions Court division is automated and also uses various electronic systems. This office is open continuously in order to accept paperwork and enter data for new arrests at any time of day or night. An example of the work load of the Sessions Court division can also briefly be determined by the number of cases filed and disposed; the number of documents filed regarding each case; the number of times a case is docketed, or calendared, for the courts; the number of cases appealed to the Criminal Courts; the number of record requests handled; and the number of payments made.

The Delinquent Collections division of the Criminal Court Clerk handles all cases for which money is owed and has not been paid within six months of the judgment date. There, 3 full time employees and 1 part time employee research and trace persons who owe debts to either Sessions Courts or Criminal Courts, or in some cases both. This is a daunting task as the vast majority of defendants are either unemployed or incarcerated. This division also develops records for those defendants who are dead and/or deported. Some examples of efforts to collect include garnishments/levies on local bank accounts; garnishments/levies on the jail and workhouse commissary accounts; written reminders to defendants; phone calls to defendants; and creating payment plans for defendants. We accept payments by Visa or MasterCard credit cards, cashier checks, money orders, wage assignments, and cash. We are also now able to accept credit card payments online. In addition to these efforts, two outside collection agencies are used when a defendant's fines have been determined delinquent, as defined by T.C.A.

Due to the nature of our case load, we work closely with all local law enforcement agencies such as the Sheriff's Office, the Highway Patrol, the Tennessee Bureau of Investigation, the University of Tennessee at Chattanooga Security, the Airport Police, Chattanooga Housing Authority, Tennessee Wildlife Resource Agency, the City of Chattanooga Police Department, and all other municipal police agencies. In addition, we work closely with the District Attorney's office of Hamilton County and other counties, the Public Defender's Office, private attorneys, probation officers, bondsmen, friends and families of defendants, defendants themselves, persons needing records, and our entire community as a whole.

The goals and objectives of the Criminal Court Clerk's office are to keep accurate records for the Sessions and Criminal Courts; and to serve our Judges, attorneys, law enforcement, and the general public with courtesy and efficiency – always keeping in mind cost effectiveness. This year we completely replaced an outdated imaging system with an imaging program written by the County ITS department. This saves tens of thousands of dollars each year and increases our ability to electronically send documents. While our official records remain the actual paper documents, our computer-aided record keeping system has improved the speed and accuracy with which the data is entered, the availability of statistical data, and the ability to efficiently distribute information and documents. Also, the General Sessions Courts began having a separate docket dedicated to domestic violence cases. The Criminal Court Clerk has one employee as Project Director who works closely with a Circuit Court Deputy Clerk employee for the Circuit Court Clerk in order to facilitate the transfer of information regarding Domestic Violence. This project is funded by a Federal Grant and uses no local monies. One of the central project goals is to develop an electronic application that will allow for more information to be readily gathered between the criminal and circuit courts. Currently, project staff is manually sharing information with Circuit Court judges regarding pending criminal matters such as domestic assault, aggravated domestic assault, harassment, stalking, sexual battery, dating violence, and violation of Orders of Protection; and sharing civil court information with the Criminal Court judges regarding defendants in those courts.

During the past few months, we have started a Mental Health Court and are in the discussion stages of creating a Veterans Court. In addition we look forward to creating a forms file on our website that will allow attorneys to electronically file select forms in our office.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Benefits	\$ 1,224,200	\$ 1,216,722	\$ 1,360,305	\$ 1,270,504
Operations	295,191	279,054	367,865	196,103
Total Expenditures	\$ 1,519,391	\$ 1,495,776	\$ 1,728,170	\$ 1,466,607
 Authorized Positions	 64.63	 64.63	 62.63	 60.63

Public Defender – 1012

FUNCTION

Pursuant to T.C.A. Section 8-14-204, the office of the District Public Defender has the duty of representing indigent persons when appointed by the Court in any criminal prosecution or other proceeding involving a possible derivation of liberty including habeas corpus or other post conviction proceedings, juvenile proceedings, and appellate proceedings. Indigence is determined by the Judges of the various courts and clients are accepted only by court appointment.

The primary function of the office of District Public Defender is to provide effective and competent legal representation of indigent defendants in the various courts of Hamilton County, Tennessee (Criminal Courts Division I, II and III, Hamilton County General Sessions Court, Hamilton County Juvenile Court, and the City Courts of Collegedale, East Ridge, Soddy-Daisy, Red Bank, Lookout Mountain, Signal Mountain, and Walden). The duties include counseling, advising, and representing clients on pre-trial matters, at trial, and on appeal to the appellate courts of this State. The office also handles detention hearings, adjudicatory hearings, and disposition hearings in Juvenile Court. In order to accomplish these objectives, the attorneys and staff must properly investigate the facts of each case, interview witnesses, prepare documents, prepare court presentations, and provide adequate legal research in support of the foregoing.

PERFORMANCE GOALS

Poverty is not an excuse to provide less than competent representation.

The office of the District Public Defender must efficiently and effectively provide high-quality, zealous, conflict-free representation to those charged with crimes who cannot afford to hire an attorney. It is the goal of this office to provide quality representation to each and every client appointed for representation.

Beginning in FY 2015 and continuing into FY 2016, the office of the District Public Defender has played an important role in assisting in the establishment of the new Mental Health Court within the Hamilton County Criminal Court system. The Court's stated mission is to ensure safer communities through an organized, collaborative effort of criminal justice leaders, government, community providers, consumer groups and non-profits to provide improved and necessary treatment and support for defendants who have been diagnosed with a serious mental illness.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 280,418	\$ 344,878	\$ 397,929	\$ 413,744
Employee Benefits	147,976	192,458	222,434	242,485
Operations	44,765	39,364	47,103	44,779
Total Expenditures	\$ 473,159	\$ 576,700	\$ 667,466	\$ 701,008

Authorized Positions	10	10	10	11
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PROGRAM COMMENTS

In 1992, the Tennessee legislature amended Title 16, Chapter 2, Part 5 of Tennessee Code Annotated and added the following section: "From and after July 1, 1992, any increase in the number of authorized assistant district attorney positions or increase in local funding for positions or office expense shall be accompanied by an increase in funding of seventy-five percent (75%) of the increase in positions or funding to the office of the public defender in such district for the purpose of indigent criminal defense." (T.C.A. 16-2-518). This office thanks the Commission for such funding. Without this funding the office would not be able to handle the workload in a competent, effective, and efficient manner.

Board of Equalization – 1013

FUNCTION

The Hamilton County Board of Equalization is the first level of administrative appeal for all complaints regarding the assessment, classification and valuation of property for tax purposes. It consists of five property owners selected from different parts of Hamilton County to serve two year terms. The Board convenes the first day of June each year and remains in session until that year's equalization is complete. The Assessor of Property works closely with the County Board of Equalization. A representative from the Assessor's Office must sit with the County Board of Equalization at all hearings of value protests.

The Board historically has many more appeals during the year of reappraisal.

PERFORMANCE GOALS

1. Carefully examine, compare and equalize Hamilton County assessments and act in a timely manner.
2. Assure that all taxable properties are included on the assessment rolls.
3. Eliminate from the assessment rolls such property as is lawfully exempt from taxation.
4. Hear complaints of taxpayers who feel aggrieved on the account of excessive assessments of their property.
5. Decreases the assessments of such properties as the board determines have been excessively assessed.
6. Increase the assessments of such properties as the board determines are under assessed, provided that owners of such properties are duly notified and given an opportunity to be heard.
7. Correct such errors arising from clerical mistakes or otherwise that may come or be brought to the attention of the board.
8. Take whatever steps are necessary to assure that assessments of all properties within its jurisdiction conform to laws of the state and the rules and regulations of the State Board of Equalization.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Operations	\$ 3,440	\$ 970	\$ 5,000	\$ 5,000
Total Expenditures	\$ 3,440	\$ 970	\$ 5,000	\$ 5,000

Criminal Court Judges – 1017

FUNCTION

To administer justice in the courts as efficiently and accurately as possible.

PERFORMANCE GOALS

1. To achieve justice as far as humanly possible but also as efficiently and accurately as possible, and by the best means available including the use of modern equipment and at the least possible expense.
2. To achieve justice in a way to cause the least inconvenience to citizens of the county who must attend court as jurors, witnesses and even parties who may be innocent.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 118,143	\$ 118,405	\$ 120,901	\$ 172,796
Employee Benefits	62,848	62,272	63,616	88,556
Operations	29,444	24,869	26,050	27,250
Total Expenditures	\$ 210,435	\$ 205,546	\$ 210,567	\$ 288,602

Authorized Positions	3	3	3	4
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PROGRAM COMMENTS

There are nine (9) other employees who work for this department, but their positions are fully funded by the State of Tennessee.

Chancery Court Judges – 1018

FUNCTION

Provide for the peaceful resolution of civil disputes. The Court handles cases involving domestic relations, worker's compensation, estates, trusts, contracts, review of administrative action of governmental agencies and boards, collection of delinquent taxes, guardianships, and conservatorships, dissolution of partnerships and corporations, enforcement of liens, boundary lines, breach of contract, fraud, election contests, and other matters of a civil nature.

PERFORMANCE GOALS

The speedy resolution of matters submitted to the Court after a full hearing, so that both sides of a dispute have an opportunity to present evidence relevant to the dispute, is the primary objective of the Chancery Court.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Operations	\$ 8,070	\$ 11,913	\$ 12,000	\$ 12,000
Total Expenditures	\$ 8,070	\$ 11,913	\$ 12,000	\$ 12,000

PROGRAM COMMENTS

Hamilton County provides space, equipment, utilities, furnishings, and supplies for the Court.

Circuit Court Judges – 10191 – 10194

FUNCTION

The Hamilton County Circuit Court is a state court of record with civil jurisdiction serving the people of Hamilton County. Both jury and non-jury cases are tried in the Circuit Court, which consists of suits for damages, domestic relations cases, hearings on protective orders, adoptions, worker's compensation cases, etc.

PERFORMANCE GOALS

The objective is to keep the docket current to ensure that each person is able to have a timely, fair and impartial trial.

JUDGE J.B. BENNETT - 10191

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 36,004	\$ 37,142	\$ 37,925	\$ 38,675
Employee Benefits	13,338	14,597	15,617	8,872
Operations	10,554	9,151	10,063	8,349
Total Expenditures	\$ 59,896	\$ 60,890	\$ 63,605	\$ 55,896

JUDGE JEFF HOLLINGSWORTH - 10192

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 38,485	\$ 38,620	\$ 39,434	\$ 40,184
Employee Benefits	14,449	14,919	15,948	16,122
Operations	5,157	5,862	8,350	8,349
Total Expenditures	\$ 58,091	\$ 59,401	\$ 63,732	\$ 64,655

JUDGE MARIE WILLIAMS – 10193

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 38,008	\$ 38,141	\$ 38,945	\$ 39,695
Employee Benefits	13,283	14,803	15,841	23,614
Operations	5,537	5,277	8,349	8,349
Total Expenditures	\$ 56,828	\$ 58,221	\$ 63,135	\$ 71,658

JUDGE NEIL THOMAS, III - 10194

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 39,465	\$ 39,604	\$ 40,438	\$ 41,188
Employee Benefits	26,086	27,416	29,986	30,160
Operations	5,352	5,436	8,350	8,349
Total Expenditures	\$ 70,903	\$ 72,456	\$ 78,774	\$ 79,697

Authorized Positions	4	4	4	4
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PROGRAM COMMENTS

The judges are elected to eight-year terms. The domestic relations cases which they decide and which involve children are subject to a pilot program which began statewide in the year 1997. The program is designed to reduce the litigious nature of divorces in order to reduce the adverse impact of that atmosphere upon the children. The pilot program in Hamilton County has become the model for the other counties in the state.

Register Computer Fees – 1050

FUNCTION

TCA 8-21-1001 Section 1 a-e

The Register's Office is allowed to charge a \$2.00 data processing fee per instrument, and a \$2.00 processing fee per functions on Uniform Commercial Code (UCC) Financing Statements. These monies are earmarked for computer equipment and software in the Register's Office.

The fees earmarked for computerization must be accounted for separately from the other "standard" fees of the office. TCA 8-21-1001.

PERFORMANCE GOALS

1. To record, process, and optically scan documents.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ -	\$ -	\$ 46,776	\$ 47,226
Employee Benefits	-	-	25,161	31,487
Operations	70,862	90,000	5,000	21,000
Total Expenditures	\$ 70,862	\$ 90,000	\$ 76,937	\$ 99,713

Authorized Positions	-	-	1	1
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PERFORMANCE ACCOMPLISHMENTS

1. The data processing fee provides funds to keep the Register's system hardware and software technology development and maintenance current. A programmer is employed in the Register's office to administer the Register's system. The software is owned by Hamilton County Government.

PROGRAM COMMENTS

The Register and Chief Deputy help with the software rules and the programmer writes the new pieces of software needed. This ensures that the Register of Deeds' office continues to remain on the technological forefront of development.

Juvenile Court / Juvenile Judge – 1061

FUNCTION

The Juvenile Court of Hamilton County is the official assembly for transactions of judicial business and the administration of justice as mandated by local, state, and federal law in juvenile matters. Children are referred to the Juvenile Court for reasons of delinquency, status offenses (truancy & runaway), and dependency/neglect issues. Presently, Hamilton County Juvenile Court hears more than 6,000 new cases per year and maintains over 15,000 open cases. Habilitation and rehabilitation of youth and preservation of the family unit remain the philosophical goal of the Hamilton County Juvenile Court.

PERFORMANCE GOALS

1. To expedite judicial processing of all complaints
2. To protect the needs of youth referred to the court
3. To reduce the number of youth who recidivate to criminal behavior
4. To protect youth in a state of dependency and/or neglect
5. To divert from judicial intervention those cases meeting pre-defined criteria
6. To maintain data and records for evaluation and planning of court services

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 2,366,723	\$ 2,449,025	\$ 2,646,522	\$ 2,683,305
Employee Benefits	1,093,275	1,213,562	1,360,901	1,408,723
Operations	177,890	181,808	182,952	186,342
Total Expenditures	\$ 3,637,888	\$ 3,844,395	\$ 4,190,375	\$ 4,278,370

Authorized Positions	54	53	57	57
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Juvenile Court / Detention Center – 1062

FUNCTION

The Hamilton County Juvenile Detention Center is a pre-adjudicatory temporary holding facility for juveniles charged with delinquent and runaway offenses. Juveniles held in the detention center are required to take part in the educational program and to participate in daily tasks. The detention center is in operation twenty-four (24) hours a day, 365 days per year. The Detention Center has 26 beds and is licensed by the Department of Children's Services to act as a predisposition juvenile detention facility. Approximately two thousand three hundred (2,300) children come through the facility each year.

PERFORMANCE GOALS

1. Because the Juvenile Detention Center is a temporary holding facility, the primary goal is to provide a safe and secure facility for children who are being detained prior to court hearings
2. The Center is unable to provide correctional treatment. However, an active educational program is provided, as well as crisis intervention, which could lead to a community referral for family assistance
3. To maintain high standards and protocol in the orderly, structured daily operation of the detention center

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 1,250,038	\$ 1,199,888	\$ 1,271,219	\$ 1,278,567
Employee Benefits	633,129	682,352	772,888	800,368
Operations	205,373	215,532	240,400	246,150
Total Expenditures	\$ 2,088,540	\$ 2,097,772	\$ 2,284,507	\$ 2,325,085

Authorized Positions	35	35	34	34
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PROGRAM COMMENTS

The Detention Center operates on a Youth Service Officer grant, which provides \$9,000 towards the salary for a full time, certified teacher. The Detention Center holds classes Monday through Friday throughout the year, including the summer months.

Juvenile Court CASA – 1066

FUNCTION

The Court Appointed Special Advocates (CASA) are trained community volunteers appointed by the Judge or Magistrate to represent the best interests of abused and neglected children in court. The CASA provides the judge with a carefully researched background investigation of the child and their circumstances. Additionally the CASA serves as the child's advocate in dealing with agencies and court personnel, to make sure that the child's unique needs are not overlooked, and that his/her interests remain of paramount concern in the care planning process.

Hamilton County CASA presently utilizes 37 volunteers who have intervened in 102 cases this year. Program volunteers contribute an average of 105 hours per month. Hamilton County CASA is a member and partially funded by the Tennessee CASA Association. Additional funding is received from the national CASA associations.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 40,990	\$ 43,698	\$ 44,686	\$ 45,511
Employee Benefits	26,332	28,121	17,103	17,294
Operations	2,870	4,221	5,149	5,150
Total Expenditures	\$ 70,192	\$ 76,040	\$ 66,938	\$ 67,955

Authorized Positions 1 1 1 1

Juvenile Court Youth & Alcohol – 1067

FUNCTION

This department facilitates the state mandates of the Youth Highway Safety Program, which addresses issues related to juvenile drinking and drug usage. All individuals convicted in a drug or alcohol offense face mandatory loss of driving privileges and drug and alcohol program attendance.

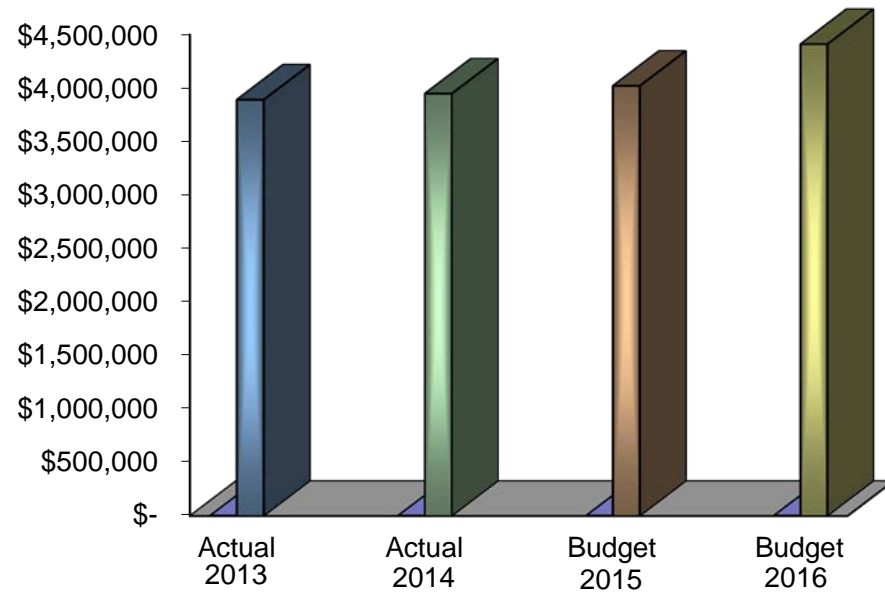
Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 41,200	\$ 41,420	\$ 42,328	\$ 43,153
Employee Benefits	26,444	27,791	30,401	30,592
Operations	1,425	2,103	2,401	2,400
Total Expenditures	\$ 69,069	\$ 71,314	\$ 75,130	\$ 76,145

Authorized Positions 1 1 1 1

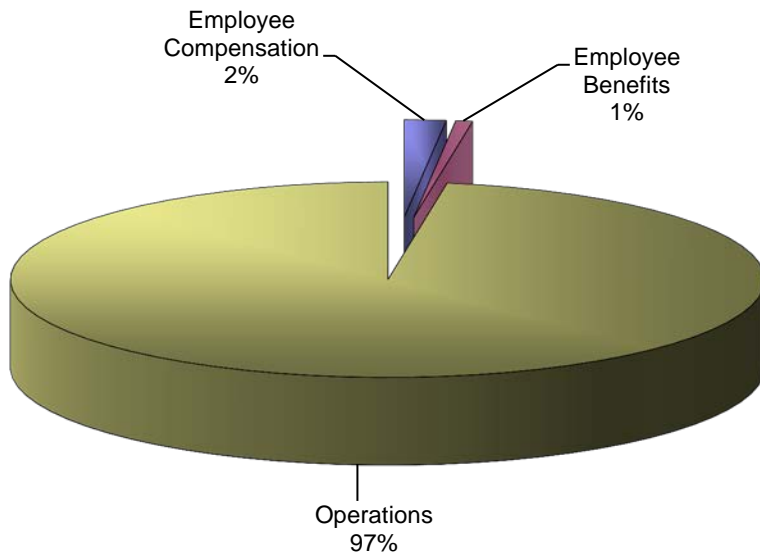
Supported Agencies

The departments accounted for within Supported Agencies represent those entities that receive support from Hamilton County Government.

Supported Agencies Expenditures



FY 2016 Expenditures by Type



Supported Agencies Expenditures by Departments

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Soil Conservation	\$ 112,845	\$ 115,097	\$ 118,789	\$ 120,635
Other Supported Agencies	3,779,606	3,833,854	3,902,648	4,291,004
	\$ 3,892,451	\$ 3,948,951	\$ 4,021,437	\$ 4,411,639

Authorized Positions	2	2	2	2
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Soil Conservation – 1502

FUNCTION

The Hamilton County Soil Conservation District works with individuals, industry, and units of city, county, state, and federal governments in carrying out a program of natural resources conservation. The program includes: (1) assistance in community planning, (2) making orderly changes in land use, (3) multiple use of resources, (4) soil and water management on agricultural and non-agricultural land, (5) watershed and river basin planning, (6) reclamation of disturbed areas, (7) wildlife and recreational improvement, and (8) conservation information and education.

PERFORMANCE GOALS

1. Utilize federal, state, county and other funds and technical assistance in developing and applying an effective soil and water conservation program in Hamilton County
2. Accept and carry out our responsibilities in the field of soil and water conservation, including reviewing and updating conservation plans, installing best management practices as outlined in the USDA-Natural Resources Conservation Service Field Office Technical Guides, and in accordance with current Farm Bill legislation
3. Accept and carry out our responsibilities under various policies, laws, and programs such as Conservation Programs, Emergency Watershed Program, PL-566 Watershed Projects, State Watershed Projects, and the Southeast TN Resource Conservation and Development Council
4. Work with land-use planners and the Hamilton County/Chattanooga Planning Commission to properly use soil information for urban and rural development, erosion control, and wetland identification
5. Promote the wise use and conservation of natural resources within Hamilton County by developing and carrying out a comprehensive Conservation Information and Education Program that reaches all age groups

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 73,333	\$ 75,642	\$ 77,236	\$ 78,736
Employee Benefits	27,010	29,441	31,538	31,885
Operations	12,502	10,014	10,015	10,014
Total Expenditures	\$ 112,845	\$ 115,097	\$ 118,789	\$ 120,635

Authorized Positions	2	2	2	2
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PROGRAM COMMENTS

The Hamilton County Soil Conservation District (SCD) is governed by a Board of Supervisors. These supervisors are landowners in Hamilton County. Three members are elected by other landowners and two are appointed by the state soil conservation committee. The Hamilton County Commission provides funds to the district for operation expenses and technical and clerical assistance. The U.S. Department of Agriculture-Natural Resources Conservation Service provides additional technical assistance, operating expenses and equipment to the district. Since 1955, when the Hamilton County SCD was formed, the District has been in the forefront of the work to protect and promote the wise use of our natural resources.

Other – Various

FUNCTION

In addition to the agency shown on the previous page, the County Commission also appropriates funds to the agencies listed below. As with all supported agencies, the County provides only a portion of these agencies' total funding.

Through the Supported Agencies, Hamilton County continues toward its mission to meet the needs of the people where they live, work and play.

Forest Fire Prevention - Helps to reduce the destructive nature of fires by preventing and/or suppressing forest and brush fires. The objective is to control all wildfires before they reach 10 acres in size.

Agriculture - To provide research-based information to all citizens of Hamilton County in the areas of agriculture, family and consumer sciences, youth development and community resource development.

County-City Planning Commission – The Regional Planning Agency and its parent commission are responsible for zoning, subdivision and planning services throughout Hamilton County. They provide direct staff support to the Chattanooga-Hamilton County Regional Planning Commission, the Soddy-Daisy City Planning Commission and the Town of Signal Mountain Planning Commission, as well as to the Transportation Planning Organization.

Regional Council of Governments and Southeast Tennessee Development District - Provides general and comprehensive planning and development activities that will provide coordinated, efficient and orderly economic development in the ten counties of Southeast Tennessee and the three counties of Northwest Georgia contained in the Chattanooga Metropolitan Statistical Area.

Air Pollution Control – The overall mission is to achieve and maintain levels of air quality which will protect human health and safety and prevent injury to plant and animal life and property. The bureau provides a program of air pollution prevention, abatement, and control to foster the health, comfort and convenience of all citizens of Hamilton County.

Humane Educational Society – Provides shelter and protection for animals that were lost or abandoned in Hamilton County and the City of Chattanooga. The Humane Educational Society educates the public concerning proper care and treatment of all companion animals, and attempts to reduce the number of those animals found homeless.

Chamber–Community Economic Development – Strives to accelerate economic growth by implementing a comprehensive job creation strategy. Supports aggressive efforts to recruit new businesses, support existing industry retention and expansion, nurture entrepreneurial enterprises, and strengthen the local workforce.

Baroness Erlanger Hospital – The Private Act of the State of Tennessee establishing the System obligates the System to make its facilities and patient care programs available to the indigent residents of Hamilton County to the extent of funds appropriated by Hamilton County.

Enterprise Center – The mission is to establish Chattanooga as a hub of innovation, improving people's lives by leveraging the city's digital technology to create, demonstrate, test, and apply solutions for the 21st century.

CARTA - The mission is to provide public transit services. Specialized transportation services are offered for the disabled in Hamilton County. The Authority operates the regional bus service, the Lookout Mountain Incline Railway, and the free Downtown Shuttle.

African American Museum Building Maintenance – The County continues to fund the Building Maintenance for the African American Museum.

Urban League – The mission is the elimination of discriminatory behavior by empowering African–Americans and other minorities through educational and vocational training. It also provides technical assistance and makes available to contractors a pool of applicants for employment consideration.

Armed Forces Day Parade – The mission is to honor those in armed forces serving our country, past and present.

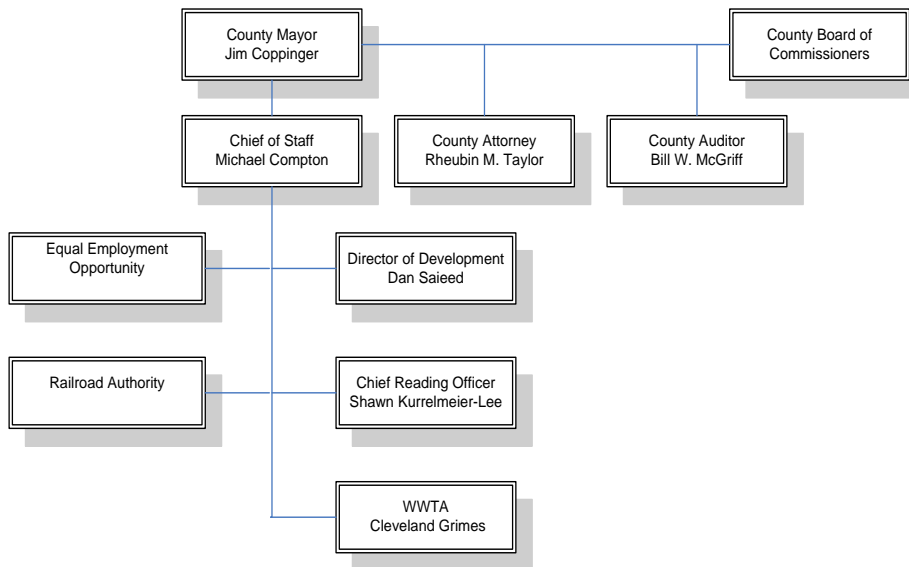
Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Forest Fire Prevention	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Agriculture	232,227	227,046	236,410	236,410
County-City Planning Commission	559,430	618,859	678,289	737,718
Reg. Council of Gov't & SETDD	72,293	72,293	72,293	72,293
Air Pollution Control	188,548	188,548	188,548	188,548
Humane Educational Society	395,255	395,255	395,255	620,970
Chamber - Community Eco. Dev.	600,000	600,000	600,000	600,000
Baroness Erlanger Hospital	1,500,000	1,500,000	1,500,000	1,500,000
Enterprise Center	-	-	-	100,000
CARTA	105,200	105,200	105,200	105,200
Chatt - A/A Museum Bldg Maint.	62,653	62,653	62,653	65,865
Urban League	50,000	50,000	50,000	50,000
Armed Forces Day Parade	10,000	10,000	10,000	10,000
	\$ 3,779,606	\$ 3,833,854	\$ 3,902,648	\$ 4,291,004



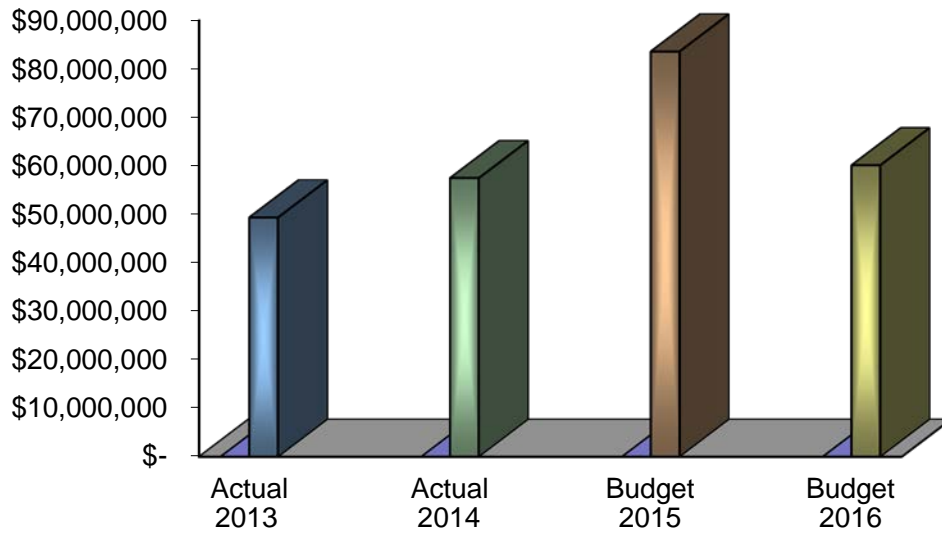
Unassigned Departments

The departments accounted for within Unassigned Departments are those that do not fall into any specific category of the General Fund.

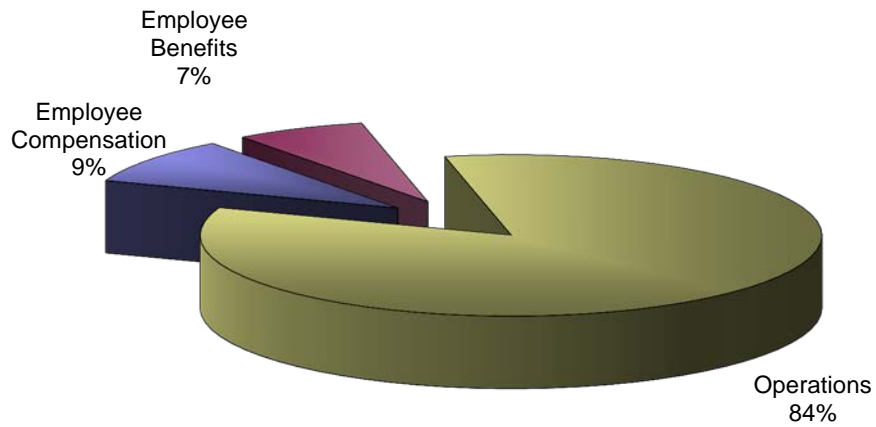
Human Resources was included in previous years as a part of Unassigned Departments. In the fiscal year 2016 budget, Human Resources is recorded as a separate division of the General Fund and is no longer included within the Unassigned Departments budget.



Unassigned Departments Expenditures



FY 2016 Expenditures by Type



Unassigned Departments Expenditures by Departments

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Utilities	\$ 1,889,058	\$ 1,910,219	\$ 2,000,000	\$ 2,098,839
Insurance	152,224	232,529	208,000	183,113
Employee Benefits	1,021,442	1,992,394	2,333,340	686,740
Trustee's Commission	2,944,411	3,036,748	3,325,000	3,357,000
External Audits	199,431	204,159	204,000	204,000
County Mayor	634,133	651,432	713,175	716,627
Chief of Staff	350,933	292,421	398,726	401,731
County Attorney	702,092	724,309	833,969	862,527
Chief Reading Officer	278,068	279,791	289,559	286,465
County Board of Commissioners	640,355	628,958	878,399	1,639,468
County Auditor	1,012,845	926,553	1,030,027	1,039,610
Microfilm	393,987	412,191	471,959	470,145
Telecommunications	894,919	780,391	1,004,039	1,001,053
Human Resources	635,740	680,246	687,917	-
County EEO	57,105	56,889	60,000	57,500
Development	472,947	485,300	488,747	500,288
WWTA	-	-	2,339,769	2,491,950
Railroad Authority	125,673	128,044	133,731	135,411
Capital Outlay	3,178,952	5,017,091	4,335,111	3,613,903
Other - Transfers	32,271,330	37,676,856	60,534,351	39,466,231
Other	1,478,542	1,338,476	1,312,066	892,266
	\$ 49,334,187	\$ 57,454,997	\$ 83,581,885	\$ 60,104,867
Authorized Positions	74.5	74.5	106.5	97.5

Utilities – 2900

FUNCTION

Utility costs for gas, electricity, water, and telephone, which cannot be allocated among the various departments, are shown in this location. Utility costs which can be directly billed to a department are shown in that department as part of its total operating expenses. The cost of utilities for the City/Hamilton County DRC is also budgeted here.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Development Resource Center	\$ 126,218	\$ 125,535	\$ 125,988	\$ 120,523
Telephone	9,841	17,929	10,588	12,533
Electricity	1,237,459	1,183,906	1,304,030	1,320,843
Water	284,624	322,274	321,821	357,567
Gas	228,204	257,863	230,021	284,435
Internet Service	2,712	2,712	7,552	2,938
Total Expenditures	\$ 1,889,058	\$ 1,910,219	\$ 2,000,000	\$ 2,098,839

Insurance – 2930

FUNCTION

The insurance program is designed to provide the County comprehensive protection against claims of liability, which become the legal obligations of the County. This includes legal obligations as the result of comprehensive general, errors and omissions, law enforcement and automobile liability insurance claims. The program also protects against property damage from fire and other hazards and provides for boiler and machinery inspections.

PERFORMANCE GOALS

To protect the County's assets by minimizing its exposure to loss through an effective risk management program.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Operations	\$ 152,224	\$ 232,529	\$ 208,000	\$ 183,113
Total Expenditures	\$ 152,224	\$ 232,529	\$ 208,000	\$ 183,113

PROGRAM COMMENTS

Effective September 1, 1986, Hamilton County became self-insured for all comprehensive general liability, errors and omissions, law enforcement, and auto liability exposures.

Employee Benefits – 2931

FUNCTION

Supplemental funding for Hamilton County's Employees' Pension Plan, Commissioners' Pension Plan, and the Teachers' Retirement Plan are charged to this department. The majority of County employees participate in the Tennessee Consolidated Retirement System, the cost for which is allocated among the various departments. The County Pension Plans are administered by the County and have been closed to new participants since July 1976.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 94,788	\$ -	\$ 475,000	\$ 475,000
Employee Benefits	22,092	934,359	1,145,399	51,178
Operations	904,562	1,058,035	712,941	160,562
Total Expenditures	\$ 1,021,442	\$ 1,992,394	\$ 2,333,340	\$ 686,740

Trustee's Commission – 2932

FUNCTION

This cost center is used to account for all charges to the County General Fund by the County Trustee for commissions associated with the collection of property taxes and other revenues on behalf of the General Fund. The Trustee's charges are authorized by **T.C.A. Section 8-11-110**, which allows the Trustee to charge a commission of 2% on all property taxes collected and remitted to the General Fund, and a commission of 1% on other revenue collections for the General Fund.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Operations	\$ 2,944,411	\$ 3,036,748	\$ 3,325,000	\$ 3,357,000
Total Expenditures	\$ 2,944,411	\$ 3,036,748	\$ 3,325,000	\$ 3,357,000

External Audits – 2933

FUNCTION

The laws of the State of Tennessee require that an audit of County funds be performed on an annual basis. The cost of the audit, as well as the cost of publication of the Comprehensive Annual Financial Report (CAFR), is charged to this location. The purpose of the annual audit is to ensure compliance with applicable state and federal laws and to ensure that financial reporting is in accordance with generally accepted accounting principles.

PERFORMANCE GOALS

To ensure proper stewardship is maintained over the County's assets and that all activities are reported in accordance with generally accepted accounting principles.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Operations	\$ 199,431	\$ 204,159	\$ 204,000	\$ 204,000
Total Expenditures	\$ 199,431	\$ 204,159	\$ 204,000	\$ 204,000

County Mayor – 3000

FUNCTION

The County Mayor is elected by citizens of Hamilton County to head the County Government executive branch. The County Mayor is responsible for managing daily operations of County General Government. The County Mayor implements all applicable laws, policies and resolutions. As the county's chief fiscal officer, the County Mayor oversees preparation and administration of the county budget and all financial reports. The County Mayor is empowered to enter into contracts and has authority to negotiate and execute loans, notes, or other forms of indebtedness on behalf of Hamilton County. The County Mayor's knowledge and oversight of county government's daily workings allows him to provide recommendations to the County Commission. The County Mayor is responsible for keeping the County Commission advised on the financial condition and future needs of Hamilton County. The County Mayor also serves on a number of boards and commissions. In summation, the County Mayor's mission is to provide good government for our residents to live, work and play.

PERFORMANCE GOALS

1. Sound Financial Operations
2. Economic and Workforce Development
3. Public Education Improvement
4. Planned Growth Strategies
5. Implementation of Green Practices
6. Quality of Life Issues

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 444,354	\$ 451,376	\$ 460,949	\$ 468,949
Employee Benefits	159,128	165,513	177,437	172,888
Operations	30,651	34,543	74,789	74,790
Total Expenditures	\$ 634,133	\$ 651,432	\$ 713,175	\$ 716,627

Authorized Positions	6	6	6	6
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PERFORMANCE OBJECTIVES

1. To maintain the AAA bond rating from our rating agencies
2. To focus our business recruitment efforts toward creating quality jobs that enable citizens to enjoy a high quality of life
3. To work in cooperation with the State of Tennessee, City of Chattanooga and all Hamilton County Municipalities plus the private sector to develop infrastructure and strategies to bring new industries to Hamilton County
4. To continue to enhance local economic growth through high-tech start-up companies
5. To provide a highly skilled, trainable work force through partnerships with all local education providers creating a seamless system of resources
6. To define policies and procedures for financial guidance and stability
7. To convene community focus groups including area businesses and the Department of Education to provide support for public education improvement
8. To create a community of readers through Hamilton County Read 20 program, public education, community partnerships and other means
9. To work toward development and utilization of alternative energy sources
10. To encourage community development that will preserve and enhance the natural resources of our environment

PERFORMANCE ACCOMPLISHMENTS

1. Worked with the State of Tennessee, Hamilton County municipalities and the Chamber of Commerce recruiting or expanding 77 businesses, bringing an additional \$1,539,503,000 and 12,287 new jobs into Hamilton County. An additional 25 jobs were saved through negotiations.

2. Maintained AAA bond rating from Standard and Poor's, Moody's Investors Service and Fitch Ratings. Moody's analyst, Coby Kutcher, reported, "Hamilton County is well managed. The County budgets conservatively and adheres to its formal fund balance policies." Fitch rating analyst, Patricia McGuigan, states, "The County's sound financial management practices notably include the maintenance of operating reserves well above its conservative policy." Hamilton County is the only Tennessee County with an AAA rating from three rating agencies.
3. Created and secured passage again of a fiscal budget with no property tax increase, allowing Hamilton County Government to continue to operate a financially responsible government.
4. Began construction of a new 29 million dollar Ganns Middle Valley Elementary School. Architectural designs began on multi-million dollar additions to Nolan Elementary, Wolftever Creek Elementary School and Sale Creek Middle/High school. Completed construction on the new East Brainerd Elementary School for August school opening.
5. Began construction on a new Sale Creek Volunteer Fire Hall Headquarters. Began construction on a new Tri-Community Fire Hall #3 in Apison. Began renovation on Dallas Bay Volunteer Fire Hall # 2 as well as the addition of a new bay to the Middle Valley facility at an investment of 9.7 million dollars for all three projects.
6. Continued to champion efforts to promote improved education for Hamilton County students to meet the challenge of companies like Amazon, Gestamp, LJT Steel, Plastic Omnium, Volkswagen and Yanfeng, who are creating jobs that require a well-trained, skilled, educated, work force.
7. Endorsed and supported the "Pathways to Progress" program, designed to allow students to enter careers in critical labor markets, reflecting the needs of regional industry employees. Continued to champion the STEM School, specializing in Science, Technology, Engineering and Math.
8. Improved literacy efforts through Read 20 programs for all children in child care settings and all public elementary schools in Hamilton County. Books are donated to the classroom libraries as well as individual children. This has resulted in the donation of over 565,362 books worth approximately \$6,218,982.
9. The Chattanooga-Hamilton County Health Department's Step ONE program continued its outreach to the community through the Partnership for Healthy Living (PHL). The 250-person membership involves non-profits, private business, government, faith-based organizations and private citizens. Step ONE has also served on multiple task forces at the state level, helping to develop the state's first nutrition and physical activity plan and the state's first recommendation on attracting grocery stores to food deserts. Through Step ONE'S Robert Wood Johnson Foundation (RWJF) grant, two community leadership advisory councils were formed. Because of the work of these councils in partnership with PHL members and other community resources, over 2.7 million dollars was leveraged for infrastructure and other programmatic improvements. Some of these include CARTA receiving a federal livability grant for 20 bus shelters and the creation of the Chattanooga Mobile Market which brings fresh fruit and vegetables to Hamilton County's food desert. Because of Step ONE and its partners, 69% of the 62,000 residents in the food desert now live within a mile of healthy food options. With the ending of the RWJF grant, Step ONE finished its assessment of Hamilton County in relation to Healthy Eating and Active Living (HEAL) needs. Step ONE has developed the HEAL Index with the information gathered through the assessment and is developing a work plan with partners based on evidence-based approaches to help residents live healthier lives.
10. Conducted a Hamilton Shines billboard art contest among all Hamilton County Elementary Schools to promote litter awareness and education as part of the Hamilton Shines Anti-Litter Initiative. Winners had a billboard produced and placed in a prominent location near the student's school.
11. Continued our discount drug program through our partnership with the National Association of Counties, saving residents over 12.2 million dollars since the program's February 2007 inception. The program remains one of NACo's most successful prescription drug discount programs, with the card being utilized over 410,000 times.



Chief of Staff – 3001

FUNCTION

The primary role of the Chief of Staff is to assist the County Mayor. Other responsibilities include the development of strategies to improve the efficiency and effectiveness of County General Government and to serve as a point of contact for the Hamilton County Board of Commissioners and other elected officials. The Chief of Staff also supervises the Development Department, the Public Relations Manager, the Read 20 Program, and the Equal Employment Opportunity Office.

PERFORMANCE GOALS

1. To review the organizational structure and recommend changes to improve the efficiency and effectiveness of Hamilton County Government
2. To improve communication and develop a stronger working relationship between Hamilton County Government and the Hamilton County Board of Commissioners

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 220,548	\$ 189,777	\$ 267,662	\$ 270,205
Employee Benefits	86,426	90,529	114,544	115,006
Operations	43,959	12,115	16,520	16,520
Total Expenditures	\$ 350,933	\$ 292,421	\$ 398,726	\$ 401,731

Authorized Positions 3 3 3 3

Development:

- To strive to renew various grant-funded contracts in support of existing County initiatives.
- To pursue new grant funding opportunities in harmony with proposed County initiatives.
- To track and monitor Federal and State legislation, appropriations and regulatory actions for on-going compliance and audit preparedness.
- To provide on-going strategic planning services which support County-wide quality of life initiatives with a focus on parks, recreational and economic growth.
- To maintain fiscal responsibility for the department's annual budget while ensuring its available resources are utilized in an efficient and effective manner.

Public Relations:

- To serve as a point of contact for all departments to coordinate and distribute internal communications to County employees via the intranet, mass emails, print materials, and other methods as required.
- To create, promote and manage special events, projects, and programs for Hamilton County Government
- To review all County communication strategies and recommend improvements
- To coordinate with the Communications Manager to ensure that all information released from the Mayor's Office is distributed to employees
- To coordinate an anti-litter program designed to educate the public about the negative effects of littering and to advocate for the local enforcement of litter laws

Read 20 Program:

- To create a community of readers by promoting the importance of reading with infants and children for at least 20 minutes every day
- To advocate for an established curriculum for children ages birth to kindergarten
- To increase the efficiency and effectiveness of existing community literacy resources by identifying potential partnerships and strategic alliances
- To provide opportunities for teacher training through literacy partnerships
- To distribute books to children and model reading behaviors through group read-aloud events
- To contribute to classroom libraries through various programs and partnerships
- To facilitate grassroots outreach for literacy among all groups, organizations and populations

Equal Employment Opportunity Office:

- To ensure compliance with all Federal, State and local discrimination laws and regulations
- To investigate all EEO complaints as outlined in the Hamilton County Government Employee Handbook
- To recommend changes in policies and practices when needed
- To act as a liaison with minority, female, disabled, and veteran's organizations
- To provide staff training and support regarding EEO policies, regulations and laws
- To assist in recruiting minority applicants
- To compile and evaluate personnel reports and ensure compliance to the Affirmative Action Plan
- To submit a biennial report to the U.S. Equal Employment Opportunity Commission



County Board of Commissioners – 3010

FUNCTION

The County Commission is the legislative and policy-making body that establishes the mission, goals, programs and policies to serve the needs of the citizens of Hamilton County. It is composed of nine residents who are elected from and represent nine districts within the County. Commission members are elected to serve four-year terms. The Chairman and the Chairman Pro Tempore of the Board of Commissioners are selected as the presiding officers of the Commission by the other members and serve for one year.

PERFORMANCE GOALS

1. Enacting resolutions and orders necessary for the proper governing of the County's affairs
2. Reviewing and adopting the annual budget
3. Reviewing and deciding on recommendations for various boards and commissions
4. Approving recommendations of the County Mayor for the position of County Attorney, administrators, directors and various boards and commissions
5. Represent constituents and respond to citizens issues
6. Appointing residents to various boards and commissions
7. Establishing policies and measures to promote the general welfare of the County and safety and health of its residents
8. Representing the County at official functions and with other organizations
9. The County Commission conducts its business in public sessions held in the County Commission meeting room at the Hamilton County Courthouse on the first and third Wednesdays of each month

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 309,283	\$ 315,107	\$ 345,211	\$ 351,222
Employee Benefits	164,091	193,595	234,447	226,846
Operations	166,981	120,256	298,741	1,061,400
Total Expenditures	\$ 640,355	\$ 628,958	\$ 878,399	\$ 1,639,468

Authorized Positions	12	12	12	12
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PERFORMANCE OBJECTIVES

1. The County Commission's priorities are neighborhoods, environmental sustainability and preservation, the economy, public safety, fiscal and resource management and open responsive government.
2. To examine and adopt a fiscally sound budget that preserves the County's long-term fiscal stability.
3. To pursue policies that preserve and enhance the quality of life and economic prosperity for Hamilton County.

PROGRAM ACCOMPLISHMENTS

1. Hamilton County currently maintains a AAA Bond Rating from three rating agencies: Moody's Investors Service, Fitch Ratings and Standard and Poor's.
2. Hamilton County works in partnership with the City of Chattanooga in creating jobs through industrial and affordable residential PILOT programs. The residential PILOT program has allowed for the development of a tremendous amount of affordable housing in the downtown area. The County Commission has also approved expansion and construction for a number of industrial projects such as Gestamp, Volkswagen, Coca Cola and Chattem.

PROGRAM COMMENTS

The County Commission is in the process of developing new procedures for the use of General Fund Discretionary and Bond Fund monies.

County Auditor – 3015

FUNCTION

To perform various audits of departments, offices, agencies, programs, etc., which operate under the auspices of Hamilton County Government. The audits may include reviews of internal control systems and accounting systems, reviews of the efficiency and effectiveness of the County's programs or activities and/or financial audits. Other primary functions of the Auditor's office include providing assistance to various departments or offices in establishing effective accounting systems and systems of internal control, and assisting in the implementation of computerized accounting systems at various locations.

PERFORMANCE GOALS

To perform the functions listed above in the most effective and efficient manner while serving as a valuable resource to Hamilton County Government and its constituents.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 711,947	\$ 627,533	\$ 674,875	\$ 682,742
Employee Benefits	266,148	263,295	303,651	305,368
Operations	34,750	35,725	51,501	51,500
Total Expenditures by type	\$ 1,012,845	\$ 926,553	\$ 1,030,027	\$ 1,039,610

Authorized Positions	11	11	11	11
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Human Resources – 3025

FUNCTION

The Human Resources department is a service agency that coordinates human resource management activities for Hamilton County General Government, the 911 Center, Assessor of Property, Election Commission, Juvenile Court and Juvenile Court Clerk. These activities include (1) administering the approved Career Service System's policies and procedures; (2) advertising vacancies and processing employment applications; (3) updating and maintaining the position classification plan, including job descriptions; (4) evaluating, updating and maintaining employee compensation plan; (5) coordinating and managing the bi-annual performance evaluation process; (6) providing employee orientation and training; (7) maintaining employee records; (8) administering and maintaining the employee benefits package; (9) assisting departments with promotional and disciplinary activities, and other general policies and procedures; (10) conducting employee exit interviews; (11) representing the County in unemployment claims; (12) coordinating employee recognition programs; and (13) coordinating the Employee Assistance Program and the Department of Transportation (DOT) Drug and Alcohol testing program.

PERFORMANCE GOALS

1. Assist departments in the employee recruiting and selection process
2. Engage in an equitable market/work place survey of employee classification and compensation
3. Provide a competitive fringe benefits package for County employees while remaining fiscally conservative with the County's limited resources
4. Conduct employee training to enhance job performance and skills
5. Conduct the workforce training program focusing on career and leadership skills
6. To ensure compliance with all Federal, State and Local laws and regulations
7. To recommend changes in policies, practices and systems when needed

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 403,290	\$ 413,779	\$ 381,123	\$ -
Employee Benefits	168,865	189,557	204,885	-
Operations	63,585	76,910	101,909	-
Total Expenditures	\$ 635,740	\$ 680,246	\$ 687,917	\$ -

Authorized Positions	8	8	8	-
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PROGRAM COMMENTS

Human Resources was moved to its own division effective July 1, 2015.



County Equal Employment Opportunity – 3040

FUNCTION

The Equal Employment Opportunity (EEO) Office administers Hamilton County's Equal Employment Opportunity policy and investigates discrimination complaints as defined in the Hamilton County Government Employee Handbook. This department exists to help eliminate and prevent discrimination against any employee or applicant for employment, because of age, disability, genetic information, national origin, political affiliation, race/color, religion, sex/gender, sexual orientation or veteran's status. The official policy of Hamilton County General Government states human resource decisions, actions and conditions affecting employees including, but not limited to, assignment, transfer, promotion and compensation are governed by the principles of equal opportunity. The EEO Office shall also serve as the Hamilton County Title VI Department. The Title VI Department is responsible for the overall administration, coordination, operation, and implementation of the Title VI program in Hamilton County Government.

PERFORMANCE GOALS

1. Ensure compliance with all Federal, State and Local discrimination laws and regulations
2. Investigate all EEO complaints as outlined in the Hamilton County Government Employee Handbook
3. Identify issues before they become problems and educate staff appropriately
4. Act as a liaison with minority, female, disabled, and veteran's organizations
5. Recommend changes in policies and rules where applicable, and develop training where needed
6. Assist in recruiting of minority applicants
7. Compile and evaluate personnel reports and monitor the use of Hamilton County's Affirmative Action Plan
8. Submit a biennial report to the U.S. Employee Equal Opportunity Commission (EEOC)

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Operations	\$ 57,105	\$ 56,889	\$ 60,000	\$ 57,500
Total Expenditures	\$ 57,105	\$ 56,889	\$ 60,000	\$ 57,500

The County EEO administration services are provided under contract.

PERFORMANCE OBJECTIVES

1. To satisfactorily resolve EEO complaints
2. To aid in the recruitment, hiring and promotion of minorities
3. Educate Hamilton County Government staff

PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Actual 2015	Estimated 2016
Timely resolution to 100% of complaints	15	21	14	17
Provided harassment and discrimination training to County employees	53	21	52	42
Maintained EEO and Title VI websites	Ongoing	Ongoing	Ongoing	Ongoing
Chaired Title VI Compliance Committees	1	0	0	1

Development – 3060

FUNCTION

The Development Department promotes and supports a variety of Hamilton County initiatives by coordinating grant funding opportunities, application submittals, and grants management. Areas of grant oversight include grant research, technical assistance, grant monitoring, fiscal reimbursements and regulatory compliance. Additionally, the department provides strategic planning services in the areas of Parks & Recreation and Economic Development in a collaborative effort to support the County's quality of life initiatives with grant funding opportunities.

In efforts to maximize the leveraging power of our local tax dollars, the department diligently seeks to secure grant funding opportunities from various Federal, State and private sources. Furthermore, the department is committed to professionalism, accountability and transparency in its administration and monitoring of the millions of dollars awarded to Hamilton County annually in grant-funded contracts.

PERFORMANCE GOALS

1. Strive to renew various grant-funded contracts in support of existing County initiatives
2. Pursue new grant funding opportunities in harmony with proposed County initiatives
3. Track and monitor Federal and State legislation, appropriations and regulatory actions for on-going compliance and audit preparedness
4. Provide on-going strategic planning services which support County-wide quality of life initiatives with a focus on parks, recreation and economic growth
5. Maintain fiscal responsibility for the department's annual budget while ensuring its available resources are utilized in an efficient and effective manner

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 315,087	\$ 322,403	\$ 318,611	\$ 328,103
Employee Benefits	126,577	132,864	134,442	136,580
Operations	31,283	30,033	35,694	35,605
Total Expenditures	\$ 472,947	\$ 485,300	\$ 488,747	\$ 500,288

Authorized Positions	6	6	6	6
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PERFORMANCE ACCOMPLISHMENTS

The Development Department currently manages 19 grants and match for a total of \$19,864,699.

2015 - 2016 Fiscal Year: Active Grants

<u>Development Grant</u>	<u>Amount</u>	<u>SETDD Workforce *</u>	<u>Amount</u>
CEG Technology V	\$ 380,000	2013 - 2015 Youth	\$ 1,342,444
Coca Cola (FASTRACK)	1,000,000	2013 - 2015 Adult	33,608
Domestic Violence	258,564	2013 - 2015 DSLWK	177,086
Drug Court	425,000	2013 - 2015 DSLWK	1,666,640
Emergency Management	300,000	2013 - 2015 Adult	1,268,330
Equestrian Trails (LPRF)	460,000		
Fixed Nuclear Planner	303,800		
Homeland Security 2014	170,836		
Justice for Families Program	250,000		
Litter Grant	294,131		
National Park Service	48,425		
TN Riverwalk Extension	11,171,835		
Title XX	264,000		
Urban League	50,000		
GRANT TOTALS	\$ 15,376,591	WORKFORCE TOTALS	\$ 4,488,108

* Awarded grants with the Southeast Tennessee Development District's (SETTDD) administration
 LPRF: Local Parks and Recreation Fund
 DSLWK: Department of Labor and Workforce Development

PROGRAM COMMENTS

The following are on-going initiatives:

1. Hamilton County's Three Star Strategic Plan for continued recognition as a Three-Star with the State of Tennessee's Department of Economic and Community Development
2. Hamilton County's continued participation with Thrive 2055, the sixteen-county regional planning group committed to the development of a forty year growth plan based on the region's economic and community impacts of Volkswagen, Alstom and Amazon
3. Hamilton County's continued efforts to secure FastTrack (State of Tennessee Economic Development) grant funds to provide the necessary infrastructure for the expansion or relocation of growing industries
4. Represent Hamilton County's interests in local, state and regional organizations and participate in various economic development educational opportunities for new initiatives in grant funding which in turn can foster the quality of life offered by Hamilton County



Water and Wastewater Treatment Authority (WWTA) – 3080

FUNCTION

This program was established to provide for the operation and maintenance of the Water & Wastewater Treatment Authority (WWTA) sanitary sewer system; for the enforcement of the WWTA's sewer use rules and regulations and Federal and State regulations relating to the wastewater system in the unincorporated area of Hamilton County, as well as East Ridge, Signal Mountain, Red Bank, Lakesite, Ridgeside, Soddy Daisy, and Lookout Mountain, TN. WWTA issues permits for sewer connections and grinder pumps for both residential and commercial properties; designs, reviews, and approves sanitary sewer systems, pump stations, and wastewater treatment facilities; inspects all new sewer lines during construction; inspects existing sewer lines for problems using TV cameras; and operates and maintains wastewater treatment plants in East Ridge and Signal Mountain.

PERFORMANCE GOALS

1. Continue providing all services required for the operation and maintenance of the WWTA's sanitary sewer system in accordance with governing State and Federal regulations.
2. Issue permits for the unincorporated areas of Hamilton County and the cities of East Ridge, Signal Mountain, Red Bank, Lakesite, Ridgeside, Soddy Daisy, and Lookout Mountain, TN.
3. Monitor and record pump station readings.
4. Distribute the Standard Details & Specifications for the construction of sanitary sewers to developers and contractors.
5. Quickly respond to all emergencies in the system and continually rehabilitate the system to prevent future problems.
6. Establish programs in order to eliminate or reduce inflow and infiltration (I/I) from the WWTA system and create additional capacity in the existing system.
7. Implement the Year 2 Contract for the Service Lateral Program (SLP) to eliminate or reduce inflow and infiltration (I/I) from the private service laterals that connect to the WWTA system.
8. Create a new rotating list on the WWTA Website under the new contract for the Qualified Master Plumbers in the Private Service Lateral Program (PSLP) to address WWTA customers' service lateral emergencies.
9. Follow-up inspections and continual education to the customer regarding the WWTA Fats, Oil and Grease (FOG) Program requirements.
10. Define policies and procedures for financial guidance and stability.
11. Implement the pilot program for the development of the Supervisory Control and Data Acquisition Program (SCADA) at two pump station sites.
12. Submit revised Management, Operations, and Maintenance (MOM) Program to include a comprehensive approach to meet guidelines and report annually to the Environmental Protection Agency (EPA).
13. Provide customer service for the Third Party Billing Vendor and review sewer bills related to Tennessee American Water (TAW) Customers.
14. Provide customer service to sewer customers for water leak adjustments.
15. Implement a revised Work/Asset Management Program through Cityworks and GIS data and create a user friendly Work Order System.
16. Schedule the WWTA Committee and Board meetings in accordance to the WWTA By-Laws.
17. Serve Public Notices and create the Agendas for the WWTA Committee and Board Meetings.
18. Serve Public Notices, create the Agendas, and implement resulting Consent Calendar for the WWTA Committee Meetings.
19. Follow-up on directives resulting from the WWTA Board meetings.
20. Improve the process of transmitting documents via iPads to the WWTA Board and Attorney electronically that relate to the operation of the WWTA.
21. Continue to increase the sewer billing collection rate.
22. Evaluate Collection Agencies for efficiency regarding sewer collection debt.
23. Continue to research cash paying options for sewer billing.
24. Annually submit the requirements for the Engineering firms to be pre-qualified to provide engineering services for the WWTA.
25. Create a satellite office for the East Hamilton area to serve customers in the WWTA service area.
26. Redesign the WWTA website into an easily navigated and updatable format with an innovative design that enables residents and visitors to find the services and information they need.
27. Ensure that WWTA Resident Project Representatives (RPR) understand the guidelines as Inspectors at all times and are thoroughly familiar with all the provisions of the contract being administered, i.e., standards, specifications, policies and procedures.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ -	\$ -	\$ 1,352,053	\$ 1,443,243
Employee Benefits	-	-	685,917	744,219
Operations	-	-	301,799	304,488
Total Expenditures	\$ -	\$ -	\$ 2,339,769	\$ 2,491,950

Authorized Positions - - 32 31

PERFORMANCE OBJECTIVES

1. To provide all services required for the operation and maintenance of the WWTA's sanitary sewer system in accordance with governing Local, State and Federal regulations while taking our customers' concerns and needs into consideration.
2. To issue permits for the unincorporated areas of Hamilton County and the cities of East Ridge, Signal Mountain, Red Bank, Lakesite, Ridgeside, Soddy Daisy, and Lookout Mountain, TN.
3. To assist developers in the design and construction of sewers in proposed subdivisions and commercial developments.
4. To prepare and submit all required State and Federal forms and reports in a timely manner.
5. To respond to all emergencies in the system and to rehabilitate the system to prevent future problems.
6. To oversee the Private Service Lateral Program (PSLP) in order to eliminate inflow and infiltration (I/I) from the WWTA system as mandated by the State.
7. To renew the PSLP Contract with Qualified Master Plumbers.
8. To develop and manage a program for Qualified Master Plumbers for assigned work under the PSLP.
9. To implement and administer Service Lateral Program (SLP) Year 2.
10. To obtain required service lateral easements for the SLP Year 2 and Year 3.
11. To review and resolve customer issues related to sewer billing and payment arrangements.
12. To provide Asset Management Reports and Work Orders from Cityworks.
13. To meet the comprehensive goals of the MOM Program to meet EPA Guidelines.
14. To conduct WWTA Committee and Board meetings in compliance with the WWTA By-Laws.
15. To provide delinquent customer information to the Collection Agencies for collection.
16. To ensure that the annual method for the Engineering firms wanting to be Pre-Qualified for services to the WWTA is being followed.
17. To hire a web designing company to redesign the WWTA website to make it more modern, visually appealing and able to utilize the latest technology to better communicate with residents and visitors.
18. To ensure that WWTA Resident Project Representatives (RPR) understand the Guidelines as inspectors at all times and are thoroughly familiar with all the provisions of the contract being administered, i.e., standards, specifications, policies and procedures.

PERFORMANCE ACCOMPLISHMENTS

1. Improved billing procedures of Third Party Billing Vendor; ENCO Utility Services, and Tennessee American Water that directly affect the sewer customers.
2. Improved A/R tracking for sewer customers via graphs.
3. Updated all WWTA Developer Agreements to evaluate the status of the agreements that are based on time, total number of homes built and connected, and available capacity.
4. Engineering firms are re-submitting the required documentation to be pre-qualified to provide engineering services for the WWTA.
5. Obtained required easements for Years 2 and 3 of the SLP.
6. Implemented contracts for Year 2 of the SLP.
7. Implemented monthly progress meetings for Year 1 SLP Contractors to eliminate or reduce inflow and infiltration (I/I) from the private service laterals that connect to the WWTA system.
8. Implemented monthly progress meetings for the Master Plumbers in the PSLP to address customer emergencies.
9. Implemented 1) Asset Management Reports and Work Orders; and 2) Cityworks program, to provide forms that will work with the County GIS Department.
10. Created a data spread sheet to calculate leak adjustments.
11. Signed contracts for debt collection agencies.
12. Provided Consent Calendar at Board Meetings.

13. Implemented the WWTA Board and Attorney training with IT for the WWTA Informational Program to transmit documents via iPad.
14. Implemented the sewer billing payment arrangement procedure.
15. Updated the Sewer Overflow Response Plan (SORP) of the MOMs Program to meet EPA Guidelines.
16. The Standard Details & Specifications for the construction of sanitary sewers have been updated and are available on the WWTA website.
17. Hired an architect to upgrade the existing site for the satellite office.
18. Website Developer CivicPlus was selected to redesign the WWTA website by enhancing the overall appearance, design transparency, and functionality. The new website will also include a mobile application for iOS and Android operating systems.
19. 508 permits issued for 2014.
20. 58 pump stations monitored and recorded daily.
21. 18 flow meters monitored.
22. 488.79 miles of line maintained and/or rehabilitated.
23. 862 grinder pumps maintained and/or replaced.
24. Reduced the number of conflicts related to non-compliance of the provisions of the contract being administered.

Capital Outlay – Various

FUNCTION

General Fund capital expenditures for all departments are budgeted in this location. The amounts shown do not include capital projects financed by bond funds. Each year the General Fund contributes funding for projects that are not bond or debt eligible. These appropriations are approved after a thorough evaluation of all capital requests versus other available funding sources and General Fund affordability.

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Medical Examiner	\$ -	\$ 50,889	\$ 2,920	\$ -
Circuit Court Clerk	-	18,132	-	-
County Clerk	-	3,159	3,000	-
Register of Deeds	-	2,015	-	-
Trustee	-	-	19,116	-
Assessor of Property	18,500	39,026	61,500	62,000
District Attorney General	-	-	37,950	-
Election Commission	29,654	56,435	-	10,000
Criminal Court Clerk	-	53,867	4,789	11,192
Sheriff	400,720	1,245,318	1,387,073	1,548,400
Public Defender	-	14,312	-	-
General Sessions Court	-	9,861	-	-
Circuit Court Judge	-	3,022	-	-
Juvenile Court Clerk	-	7,138	19,900	-
Register Computer Fees	-	4,167	-	-
Juvenile Court Judge	-	25,242	22,852	8,262
Juvenile Court Detention Unit	-	3,482	13,500	-
African American Museum Bldg. Maint.	-	-	-	15,000
County Attorney	-	4,029	4,000	-
Chief Reading Officer	-	2,952	-	-
County Board of Commissioners	950,488	1,316,471	263,015	14,000
County Auditor	2,322	8,449	1,230	2,100
Microfilming	1,077	17,981	10,580	31,010
Telecommunications	47,778	48,496	34,375	49,600
Human Resources	-	6,512	800	-
County EEO	-	1,476	-	-
Development	-	1,476	-	-
Finance Administrator	-	745	-	-
Accounting	3,203	17,517	3,030	-
Financial Management	-	2,015	1,010	-
Information Technology Services	153,028	530,038	400,000	260,000
Purchasing	990	3,751	-	1,800
Geographic Information System	56,953	165,169	281,135	98,500
Public Works Administration	-	-	-	1,181
Building Inspection	21,685	30,499	26,000	27,750
Custodial / Security Services	-	4,029	-	13,800
Security Services	-	-	45,600	63,250
Traffic Shop	-	1,094	-	-
Real Property	-	1,007	-	1,200
Engineering	11,700	17,755	7,250	16,000
Highway	48,134	55,999	53,000	26,500
PLM I	-	3,022	-	-
PLM III	-	2,015	-	-
Recycling	-	-	26,010	20,000

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Maintenance	44,616	-	22,000	155,000
Emergency Services	32,759	114,659	142,472	193,300
Recreation	20,000	58,200	68,500	96,000
Ross's Landing	-	-	-	325,000
Riverpark	24,000	163,700	70,114	28,000
Comm Corrections - Misdemeanor	-	-	20,000	24,000
Litter Grant	-	6,044	-	-
Corrections Administration	-	1,476	-	-
Corrections - Workhouse Records	-	1,007	-	-
Corrections - Inmates Program	-	7,051	-	-
Haz Mat Team	15,446	10,492	27,508	-
Tri-Community Fire Department	39,330	39,330	39,330	-
Dallas Bay Fire Department	34,155	34,155	34,155	-
Mowbray Fire Department	15,525	15,525	15,525	-
Chattanooga/Hamilton Co. Rescue	10,350	10,350	10,350	-
Highway 58 Volunteer Fire Dept.	36,743	36,743	36,743	-
Sequoyah Fire Department	18,113	18,113	18,113	-
Walden's Ridge Fire Department	28,980	28,980	28,980	-
Sale Creek Fire Department	31,568	31,568	31,568	-
Hamilton County Marine Rescue	10,350	10,350	10,350	-
Hamilton County Stars	10,350	10,350	10,350	-
Flattop Volunteer Fire Dept.	12,938	12,938	12,938	-
Enterprise South Industrial Park	-	55,888	11,090	30,000
Fortwood Center	50,000	-	-	-
Accounts & Budgets	-	2,015	-	1,032
Community Services	-	-	-	4,000
Health Administration	-	4,912	40,000	20,000
Health Maintenance	(1,284)	61,124	9,991	18,000
Environmental Health	26,805	2,483	-	21,000
Statistics	-	4,498	7,600	2,065
Health Promo & Wellness	-	1,007	-	2,000
Dental Health	(1,841)	1,204	-	1,180
Family Planning	-	1,944	-	-
Case Management Services	-	2,885	-	2,600
Environmental Inspectors	-	14,897	-	-
Nursing Administration	-	7,800	5,000	6,699
Records Management	-	-	-	5,200
Children's Special Services	-	250	-	1,500
Family Health / Pediatric	-	17,536	-	11,802
Primary Care	-	2,750	-	-
Federal Homeless Project	-	-	-	59,100
Project Hug-State	-	-	-	2,500
County Wellness Center	3,569	-	-	-
Family Health / Adult	-	4,067	2,000	6,279
Ooltewah Clinic	-	15,137	-	14,701
Sequoyah Clinic	-	12,886	2,500	12,600
Chest Clinic/Epidemiology	-	3,050	-	13,450
STD Clinic	-	755	-	22,950
Community Assessment/Planning	-	-	1,231	-
Emergency Medical Services	970,248	403,526	905,668	250,000
Water Quality Program	-	6,884	21,400	2,400
Total Expenditures by type	\$ 3,178,952	\$ 5,017,091	\$ 4,335,111	\$ 3,613,903

PROGRAM COMMENTS

Of the budgeted \$3,613,903 capital outlay budget for FY 2016, items over \$100,000 are highlighted as follows:

Information Technology Services – The appropriation provides funding for the purchase/replacement of servers, replacement of a minivan, network expansion to be VOIP compliant. In addition, licenses for exchange server upgrades will be purchased.

Maintenance – The appropriation provides for cleaning of court buildings and replacement of two heavy-duty work vehicles.

Emergency Services – The appropriation provides for radio transmitters, computer replacements, vehicle replacement, fire training equipment, and upgrade fire training program's testing data base.

Emergency Medical Services (EMS) – The appropriation for EMS provides funds for Lifepak 12 cardiac monitors, airway intubation aids and back boards, protective equipment for ambulance personnel, training equipment and other aids, and station furniture.

The Sheriff's Office capital outlay appropriations are distributed among the individual departments for police vehicle replacements, equipment for police automobiles, in-car cameras, patrol lap tops, and other capital equipment as deemed appropriate by the Sheriff's Office within the budget parameters.

All other departments' capital outlay appropriations are used for office furniture and computer replacement and upgrades.

Other – Transfers

FUNCTION

Transfers from the General Fund to other County funds are budgeted in this cost center. The majority of transfers are for:

1. Other Post-Employment Benefits (OPEB) – The County has established an OPEB Trust to accumulate funds to help cover the future expected costs of other post-employment benefits of its retirees. The County contributes \$1,600,000 to the OPEB Trust annually.
2. Capital Projects – The County amended its FY 2015 budget to provide for payment of \$26.25 million to the Industrial Development Board (IDB) of Chattanooga toward reimbursement of certain of Volkswagen's capital costs in conjunction with its major plant expansion in 2015 and 2016. This was a one-time expenditure funded using General Fund reserves. The expansion is expected to add over 2,000 new jobs to Hamilton County and help attract additional automobile supplier companies to the area.
3. Debt Service Appropriation – The Debt Service reserves are held in the General Fund. Scheduled principal and interest payments on outstanding debt are transferred from the General Fund to the Debt Service Fund to pay the debt service obligations due.

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Excess Fee Reimbursement	\$ 192,194	\$ -	\$ -	\$ -
OPEB	1,600,000	1,600,000	1,600,000	1,600,000
Capital Projects	-	-	26,250,000	-
Debt Service Appropriation	30,479,136	36,076,856	32,684,351	37,866,231
	\$ 32,271,330	\$ 37,676,856	\$ 60,534,351	\$ 39,466,231

Other – 2936, 2937, 3004, 3011, 3017, 3026, 3027, 3028

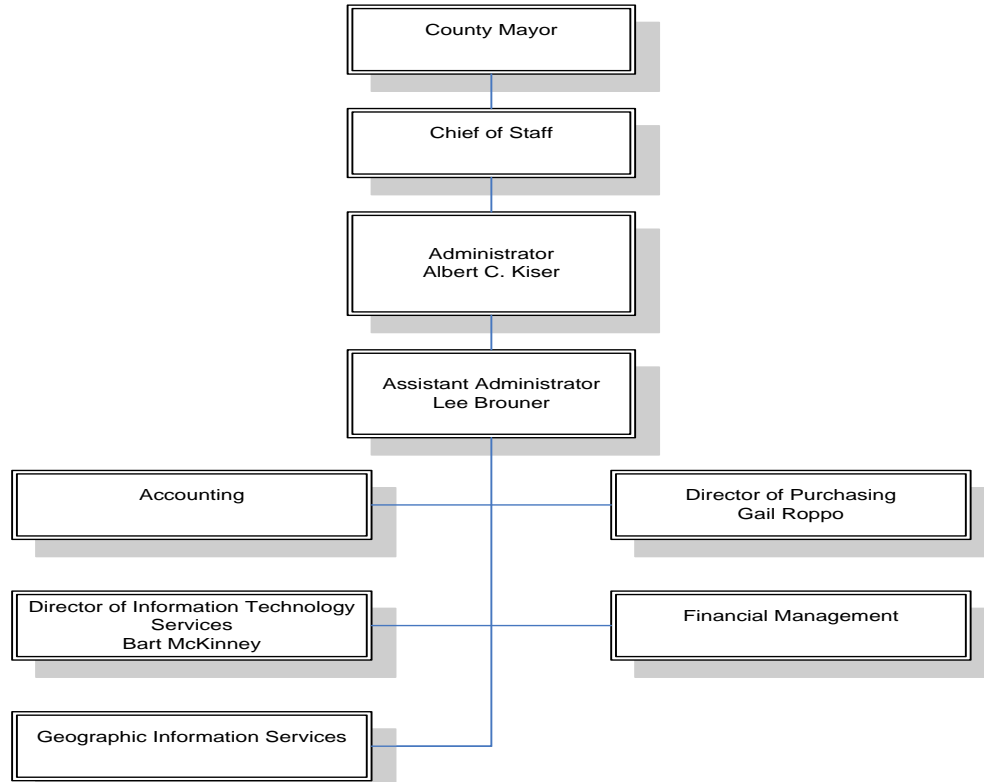
FUNCTION

1. Representative to General Assembly – Registered lobbyists for Hamilton County Government represent the County's interest before the General Assembly by introducing legislation and by supporting or opposing other legislation.
2. Americans with Disabilities Act (ADA) – The Americans with Disabilities Act is a federal civil rights law enacted to protect qualified persons with disabilities from discrimination in employment, government services and programs, transportation, public accommodations and telecommunications. Minimal funds are budgeted to meet the reasonable accommodation needs of qualified applicants and/or employees. This organization was moved to Human Resources Division beginning FY 2016.
3. Drug and Alcohol Testing Program – The Drug-Free Workplace Act of 1988 requires compliance by governmental agencies in providing a drug-free workplace. The Human Resources Department coordinates the program with Comprehensive Compliance, which is under contract with the County to develop and administer a controlled substance and alcohol-testing program, and provide supervisory training and medical review officer services for County employees. The contractor conducts six types of testing on a random basis or as required for employees who are either in a safety sensitive position and/or hold a commercial driver's license. This organization was moved to Human Resources Division beginning FY 2016.
4. Employee Assistance Program (EAP) – The Employee Assistance Program is provided by the County to meet the needs of employees and the Federal Drug Free Workplace Act of 1988. The Human Resources department coordinates this program with EAP Care, Inc., who is under contract with the County to provide EAP services. These services include confidential assessment, short term counseling, referral and follow up to employees and their families. Up to four pre-paid counseling sessions per year are provided with further sessions covered by medical insurance when eligible. The performance objectives are to provide eligible County employees the necessary EAP services to reduce the occurrence of work-related problems and substance abuse; provide workplace training on such topics as drug abuse, stress, marital problems, aging, retirement, depression and parental care; provide supervisory training to all supervisors on how to make referrals for treatment; and to provide reports to the EAP Review Committee so that the program may be continuously upgraded to meet the requirements of law and changing methodology of drug and alcohol abuse treatment. This organization was moved to Human Resources Division beginning FY 2016.
5. TCSA and NACO Dues – These amounts represent annual dues for membership in the Tennessee County Services Association and the National Association of Counties.

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Representative to General Assembly	\$ 20,385	\$ 20,000	\$ 20,000	\$ 60,000
Americans with Disabilities Act	-	-	1,000	-
Drug & Alcohol Testing Program	7,766	7,332	10,500	-
Employee Assistance Program	21,610	23,093	23,300	-
TCSA Dues	9,937	9,937	9,937	9,937
NACO Dues	6,419	6,729	6,729	6,729
Regional Planning Grant	166,666	166,667	-	-
THDA - Disaster Recovery Program	147,140	-	-	-
Drug Court	374,867	425,893	425,000	-
CCC - Certified Cost Reimbursement	723,752	678,825	815,600	815,600
	\$ 1,478,542	\$ 1,338,476	\$ 1,312,066	\$ 892,266

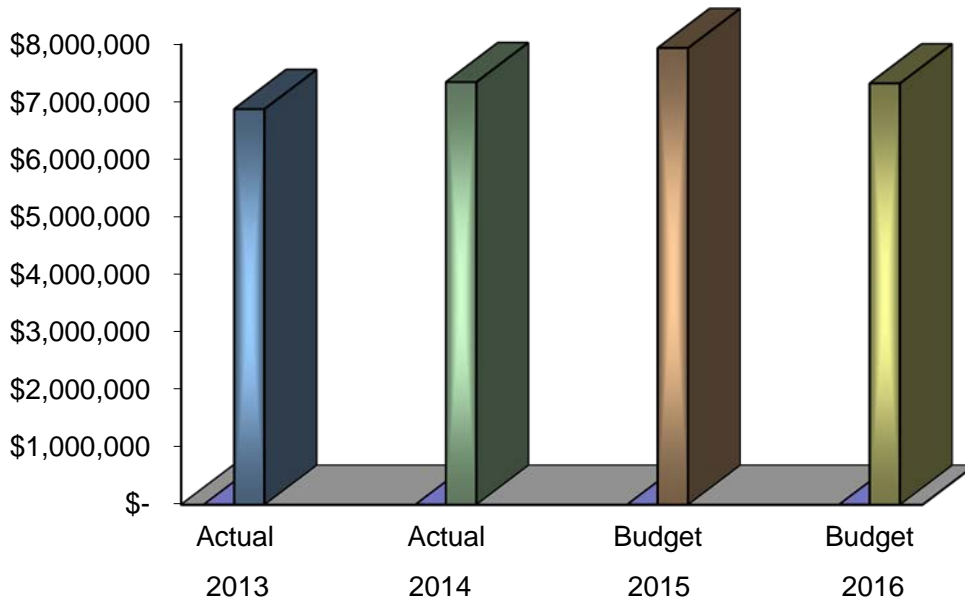
Finance Division

The Finance Division encompasses the fiduciary aspects of Hamilton County Government. This division is comprised of the Finance Administrator, Accounting, Financial Management, Purchasing, Information Technology Services and Geographic Information Systems.

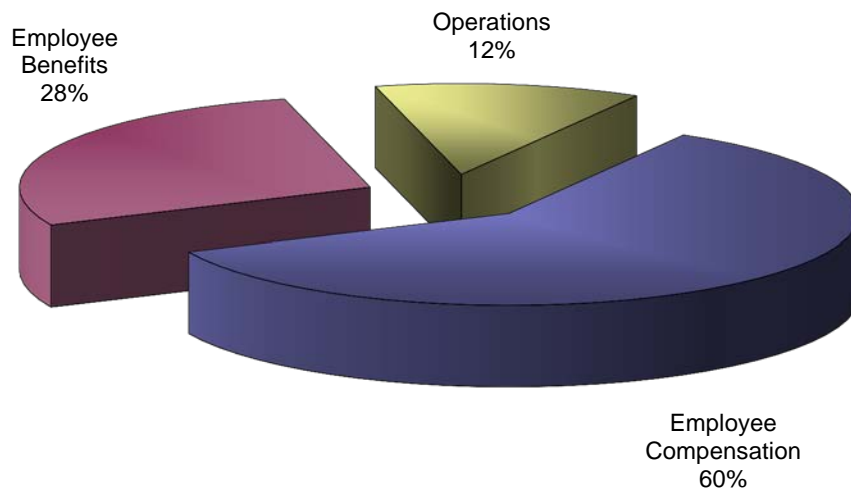


Front Row: Albert Kiser, Gail Roppo, Lee Brouner
Back Row: Bart McKinney

Finance Expenditures



FY 2016 Expenditures by Type



Finance Division Expenditures by Departments

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Finance Administrator	\$ 243,689	\$ 356,361	\$ 269,148	\$ 272,477
Accounting	1,924,194	2,015,199	1,985,326	2,001,271
Financial Management	453,633	464,404	519,441	274,267
Information Technology Services	2,891,072	2,925,377	3,279,599	3,346,659
Purchasing	444,768	469,905	563,113	542,672
Geographic Information Systems	923,401	1,117,808	1,324,799	889,607
	\$ 6,880,757	\$ 7,349,054	\$ 7,941,426	\$ 7,326,953
 Authorized Positions	80	80	80	78

Finance Administrator – 3100

FUNCTION

The Finance Administrator works to ensure the financial integrity of the County's operations. He maintains a current knowledge of financial and management practices and legislation in order to provide accurate, timely and useful financial services and information to the County Mayor, County Commission, County departments, and to the general public. The Finance Administrator manages the Finance Division, which is made up of the following departments: Accounting (accounting, accounts payable, payroll, Ambulance Billing); Financial Management (budget preparation/control); Purchasing (procurement and vendor relations); Information Technology Services (support services for all county departments); and Geographic Information Systems (support services of GIS data to County departments, agencies, and public/private sector companies). This office is responsible for presenting the County's budget; manages the County investment portfolio; and serves as the technical expert on bond issues.

PERFORMANCE GOALS

1. Preserve the County's excellent bond rating and maintain a strong financial position
2. Present and maintain a balanced budget while also maintaining a healthy general fund balance
3. Ensure the protection of the County's investments
4. Retain the GFOA Certification of Excellence in Financial Reporting and the Distinguished Budget Presentation Award

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 171,239	\$ 272,086	\$ 180,514	\$ 183,317
Employee Benefits	65,951	74,635	74,934	75,460
Operations	6,499	9,640	13,700	13,700
Total Expenditures	\$ 243,689	\$ 356,361	\$ 269,148	\$ 272,477

Authorized Positions	2	2	2	2
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PERFORMANCE OBJECTIVES

1. Maintain the County's AAA bond rating from Standard and Poor's, Moody's Investors Service and Fitch Ratings
2. Assess all available resources to meet operating budget requirements
3. Maintain compliance with the County's Investment Policy and take advantage of investment opportunities that will increase the County's assets
4. Prepare and submit the Comprehensive Annual Financial Report (CAFR) and the Comprehensive Annual Budget Report (CABR) to GFOA

PERFORMANCE ACCOMPLISHMENTS

Goal # 1

	Actual	Actual	Actual	Estimated
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Bond Rating - Standard and Poors	AAA	AAA	AAA	AAA
Bond Rating - Moody's Investors Service	Aaa	Aaa	Aaa	Aaa
Bond Rating - Fitch Ratings	AAA	AAA	AAA	AAA

Goal # 2

A workable, balanced budget of \$665.3 million dollars was presented for fiscal year 2016, and a healthy general fund balance continues to be maintained by practicing conservative financial management.

Goal # 3

In an effort to maximize investment earnings, the County has formed an internal investment pool which allows all idle cash to be invested on a daily basis. Daily cash needs are supplied from funds held with First Tennessee Bank, while long term cash reserves are held in government agency securities.

Hamilton County maintains a diversified and stable revenue base to shelter it from short-term fluctuations in any one revenue source.

Goal # 4

We have received the Certificate of Achievement for Excellence in Financial Reporting for Hamilton County's CAFR since 1981. We have received the Distinguished Budget Presentation Award every year since 2003.



Accounting – 3101

FUNCTION

1. Record, disburse, and account for all revenues and expenditures for Hamilton County Government through the use of an automated accounting system
2. Provide monthly financial reports to all departments, agencies, and the County Commission
3. Provide financial and statistical information as needed
4. Monitor revenue and expense budgets for all departments and agencies
5. Provide assistance to other areas of County Government related to their accounting needs
6. Provide monthly and quarterly reports to various State and Federal agencies
7. Prepare a Comprehensive Annual Financial Report in accordance with generally accepted accounting principles
8. Provide billing and collection service for the Hamilton County Ambulance Service
9. Monitor and track the fixed assets of Hamilton County including infrastructures

PERFORMANCE GOALS

1. To increase the collection time of ambulance billings
2. Retain the GFOA Certification of Excellence in Financial Reporting

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 1,186,269	\$ 1,188,293	\$ 1,167,328	\$ 1,190,979
Employee Benefits	513,350	544,047	575,699	566,896
Operations	224,575	282,859	242,299	243,396
Total Expenditures	\$ 1,924,194	\$ 2,015,199	\$ 1,985,326	\$ 2,001,271

Authorized Positions	24	24	24	23
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PERFORMANCE OBJECTIVES

1. To send the ambulance billing not collected within 6 months by the County Ambulance department to one of the two collection agencies for final collection or legal proceedings.
2. For payroll to complete entering, balancing and confirming the necessary information for the bank draft of the bi-weekly payroll within 5 working days of receiving the time sheets from the departments.
3. To complete the individual fund statements for the preparation and publication of the Comprehensive Annual Financial Report by December 15th of each year.

PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Goal #1	100%	100%	100%	100%
Goal #2	100%	100%	100%	100%

Goal # 3

We have received the Certificate of Achievement for Excellence in Financial Reporting for Hamilton County's Comprehensive Annual Financial Report since 1981.

Financial Management – 3102

FUNCTION

The Financial Management Department consisted of Risk Management and Budget through fiscal year 2015. In fiscal year 2016, Risk Management moved to the Human Resources Division.

The primary function of Financial Management is to provide financial and analytical consultant services; develop, implement, and monitor a financial plan, conduct budget training for departments, and produce information to assist the County Mayor's mission of good government under the guidance of the Finance Administrator and Assistant Finance Administrator in order to maintain the County's fiscal integrity and accountability, as well as to support effective decision-making. In addition, Financial Management prepares and publishes the Comprehensive Annual Budget Report (CABR).

Although Risk Management moved to the Human Resources Division, expenditure data for fiscal years 2013 through 2015 will remain in Financial Management for historical purposes. However, its performance measures have been moved to the Human Resources Division in order to keep performance measures historical data in one section.

PERFORMANCE GOALS

1.
 - a) Review requirements for budget data entry and request information system updates as needed
 - b) Provide necessary technical assistance to departments
 - c) Analyze each department's budget in order to prepare reliable documentation for officials during the annual budget process
 - d) Make sure department goals and objectives align with the Mayor's long-term objectives
2.
 - a) Publish a Comprehensive Annual Budget Report in a timely manner
 - b) Receive the Government Finance Officers Association (GFOA) annual Budget Award

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 283,887	\$ 260,375	\$ 294,132	\$ 172,716
Employee Benefits	121,513	141,833	161,849	87,466
Operations	48,233	62,196	63,460	14,085
Total Expenditures	\$ 453,633	\$ 464,404	\$ 519,441	\$ 274,267

Authorized Positions 5 5 5 3

PERFORMANCE OBJECTIVES

1. Provide hands-on training to budget staff each year before the budget software system is available for entering department budget requests
2. Provide technical assistance to departments within 24 hours of request during the annual budget process.
3.
 - (a.) Analyze departmental budget requests for significant increases or decreases, prepare schedules and provide detailed explanations of any increases or decreases from prior year in the budget requests for the Finance Administrator and Assistant Administrator in a timely manner
 - (b.) Assist in the preparation of budget documents to be presented to the County Mayor, County Commissioners and the public during the annual budget process in a timely manner
4. To prepare and submit the Comprehensive Annual Budget Report to GFOA within 90 days of the Commission's approval of the annual budget
5. To receive the GFOA Annual Budget Award

PERFORMANCE ACCOMPLISHMENTS

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>
Provide hands on training to departments	Complete	Complete	Complete	Complete
Provide technical assistance to departments within 24 hours of request	n/a	n/a	100%	100%
Analyze department budget requests	100%	100%	100%	100%
Prepare budget documents for upper management review	Complete	Complete	Complete	Complete
Submit CABR to GFOA within 90 days	Extension	Accomplished	Accomplished	Extension
Received GFOA Distinguished Budget Award	Accomplished	Accomplished	Accomplished	Anticipate Accomplishing



Information Technology Services – 3103

FUNCTION

Information Technology Services (ITS) provides support to County government in all areas of information technology. Services include design and development, provision of and support for an information network, data backup security, computer education, and help desk support for all components of the County's information technology needs, and PC hardware and software support.

The County's Internet web site address is www.hamiltontn.gov and the Intranet provided for County employees is home.hamiltontn.gov

PERFORMANCE GOALS

1. Maintain and upgrade existing systems, network infrastructure, and applications
2. Improve network bandwidth availability for County business needs
3. Continue to build out our wireless infrastructure providing secure wireless for County employees and a guest wireless infrastructure for others on County premises
4. Develop or implement applications as requested by customers
5. Support third party software
6. Expand our document management applications
7. Expand County Intranet usage and services
8. Optimize data infrastructure security and performance
9. Provide proper protection for all County information
10. Continue education related to information security for all County information users.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 1,765,808	\$ 1,843,447	\$ 1,979,457	\$ 1,990,663
Employee Benefits	796,836	828,606	899,892	\$ 957,196
Operations	328,428	253,324	400,250	\$ 398,800
Total Expenditures	\$ 2,891,072	\$ 2,925,377	\$ 3,279,599	\$ 3,346,659

Authorized Positions	32	32	32	33
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PERFORMANCE OBJECTIVES

1. Replace the IFAS Enterprise Resource Planning System with the new version called OneSolution.
2. Update and install the Surplus Inventory System for Purchasing and ITS
3. Install the Pharmacy system for Homeless Health
4. Upgrade the Exchange system from Exchange 2003 to Exchange 2010
5. Provide Wi-Fi for any remaining county buildings, both secure network and guest
6. Improve the video conference systems and add to what already exists
7. Activate Recovery Center and begin to use it for remote support
8. Install a backup generator that will work with our UPS System
9. Integrate Lexis/Nexis credit card software with remaining county systems
10. Purchase and install new Gas Dispensing System that will integrate with the county network

PERFORMANCE ACCOMPLISHMENTS

1. Completed development and implementation of Juvenile Court Child Support System including a complete in-house developed document management system.
2. Made significant changes to the Election Commission Registration System
3. Implemented the Electronic Resolution Package for the WWTA
4. Implemented significant changes to CJUS software that allows integration with Collection Agencies
5. Implemented new Highway Department Stockroom Inventory System
6. Installed new Paxton Door Access Systems
7. Implemented a new Imaging System and Septic Tank Management System to the existing Building Inspection System.

PERFORMANCE ACCOMPLISHMENTS

1. Design work completed on internal customer satisfaction survey on Purchasing; survey to be implemented in FY 2016.
2. Began implementation of a Purchasing Contract Management process County-wide. Implementation will continue over the next several years.
3. Identified opportunities for cost saving on a County-wide project resulting in annual savings for several departments.
4. Regular discussions with internal customers indicate satisfaction with staff service provided in FY 2015.
5. Regular training of employees held relative to P-Card usage guidelines and purchasing protocols.
6. Design work on the Purchasing Surplus Inventory Management System is nearing completion and it will be implemented in FY 2016
7. No known violations of ISM's Principles and Standards of Ethical Supply Management Conduct.

Geographic Information Systems – 3105

FUNCTION

To provide GIS support services to users of GIS data, including governmental agencies, non-governmental organizations, public and private sector companies. This support consists of application development; providing help desk assistance to computer users; creating new map layers and thematic maps; reproducing documents; participation in the subdivision review process; provide addressing for Hamilton County, Chattanooga and participating jurisdictions that are in accordance with the Regional Addressing Policy; aiding the process of revising county property maps; and helping users understand maps and other GIS data.

PERFORMANCE GOALS

1. Continue to upgrade and add functionality to the internet mapping website for the general public.
2. Stay current with the latest GIS technology.
3. Provide GIS users with the ability to use street data for routing applications by the end of the fiscal year.
4. Continue to improve the master addressing layer that contains addresses for each dwelling in Hamilton County using information from the Regional Address Verification.
5. Work with local teachers to share professional GIS skills with students.
6. Develop more mapping applications to suit the needs of other Hamilton County departments.
7. Assess LiDAR data and build a Digital Elevation model of Hamilton County for future data acquisitions.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 490,087	\$ 494,778	\$ 518,044	\$ 515,027
Employee Benefits	177,436	200,762	222,951	208,566
Operations	255,878	422,268	583,804	166,014
Total Expenditures	\$ 923,401	\$ 1,117,808	\$ 1,324,799	\$ 889,607

Authorized Positions	11	11	11	11
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PERFORMANCE OBJECTIVES

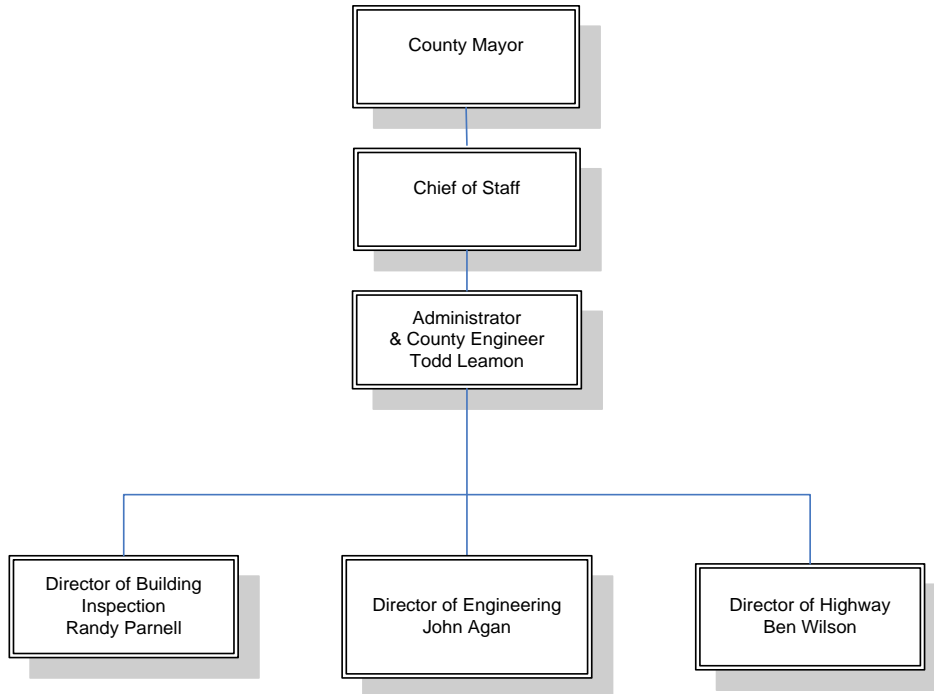
1. Install and configure latest version of Esri software for the server, desktop and web GIS users.
2. Assist the WWTA with the upgrade and maintenance of Cityworks and GraniteXP software.
3. Update existing County road data to include the necessary data elements to create a routable street layer.
4. Develop a parks and recreation locator mapping app.
5. Develop an application to replace outdated road portion of the SARS program. This program will have the capability to produce the annual County Road Book for Engineering.
6. Provide technical expertise to RPA for upgrading a zoning application currently hosted on our server.

PERFORMANCE ACCOMPLISHMENTS

1. Upgraded and added functionality to the HTML5 mapping application that can be used on smartphones and tablets.
2. Developed an application to replace the subdivision review portion of the outdated SARS program.
3. Completed the Regional Address Verification with GeoComm.
4. In 2015, we received and completed 963 map requests from the public and other County offices.
5. Worked with the State of Tennessee GIS to obtain a grant for the production of LiDAR in Hamilton County.
6. Helped the Election Commission with a map app to be incorporated with their new website.

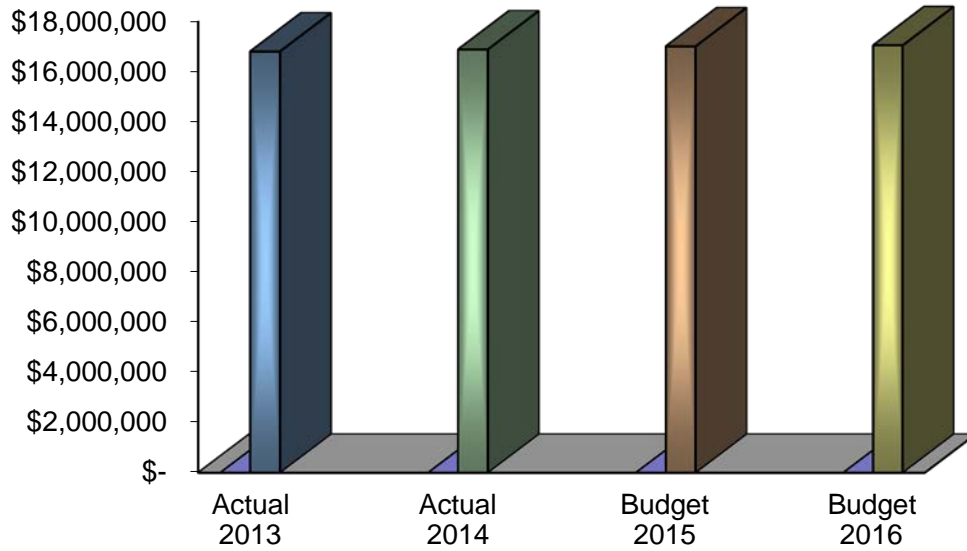
Public Works Division

The Division of Public Works is responsible for maintaining the infrastructure of Hamilton County and major capital projects are also handled by this department.

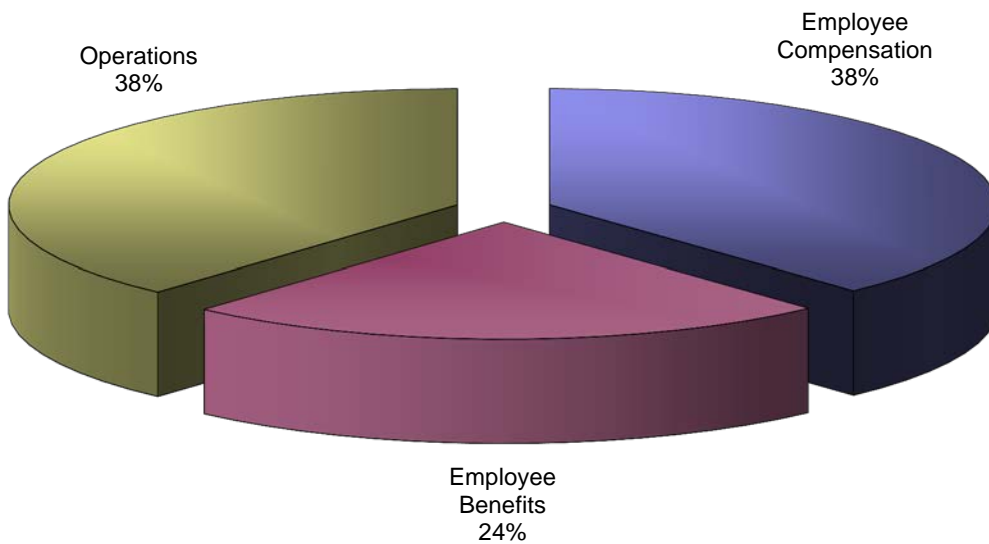


Left to right: Todd Leamon, Randy Parnell, Ben Wilson, John Agan

Public Works Division Expenditures



FY 2016 Expenditures by Type



Public Works Division Expenditures by Departments

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Public Works Administrator	\$ 198,851	\$ 236,302	\$ 244,216	\$ 247,488
Building Inspection	948,568	1,046,347	1,165,627	1,232,053
Custodial / Security Service	1,895,631	2,029,483	1,946,211	1,933,381
Security Services	952,837	861,733	1,070,167	973,182
Traffic Shop	420,511	417,725	423,939	427,122
Real Property	318,342	327,344	360,024	349,125
Engineering	1,238,375	1,061,544	1,235,605	1,259,230
Highway	5,769,428	5,648,028	7,285,932	7,252,865
PLM I Shop	269,898	288,586	272,817	260,943
PLM II Shop	84,977	94,613	145,517	145,422
PLM III Shop	863,863	897,871	948,802	948,889
Stockroom	410,078	420,956	381,238	383,267
Recycling	144,424	201,079	239,361	264,914
Sequoyah Transfer	261,797	258,710	284,302	287,348
Waste Tire Program	300,652	367,638	312,600	335,600
WWTA	2,150,337	2,148,700	-	-
Stormwater-Phase II	593,683	593,744	709,880	764,221
	\$ 16,822,252	\$ 16,900,403	\$ 17,026,238	\$ 17,065,050
Authorized Positions	207.13	209.13	177.13	180.63



Building Inspection – 3204

MISSION STATEMENT

The mission of Hamilton County Building Inspection is to protect the life, safety, health, and welfare of the citizens within the unincorporated areas of Hamilton County by maintaining current adopted building codes in accordance with the Tennessee State Fire Marshall's Office and state law, and serving the needs of the citizens throughout all phases of construction in a prompt, accurate, courteous, and professional manner.

FUNCTION

Administration and enforcement of Hamilton County's building, plumbing, electrical, gas, mechanical and zoning codes for the unincorporated areas of Hamilton County for the following: new construction and existing structures; alterations; additions; and issuance of required permits. Building Inspection examines/reviews building plans and checks for overall compliance with building and zoning codes. Building Inspection examines and certifies applicants for two (2) classifications of plumbing licenses; six (6) classifications of electrical licenses; two (2) classifications of gas licenses; and two (2) classifications of mechanical licenses.

Building Inspection is also responsible for the issuance of electrical, plumbing, gas, mechanical and sign permits as well as beer license applications, approval, and review.

Building Inspection is responsible for organizing/conducting public meetings and administration for the following Boards:

- Board of Zoning Appeals
- Board of Electrical Examiners
- Hamilton County Beer Board
- Plumbing Advisory Board
- Construction Appeals and Adjustments Board
- Board of Gas and Mechanical Examiners

Hamilton County Building Inspection (Flood Plain Manager-Director of Building Inspection) enforces current adopted Hamilton County Flood regulations for all construction and land disturbance within the floodway boundaries of the unincorporated areas of Hamilton County. Building Inspection provides a monthly building permit schedule to associated departments for reporting purposes on a timely basis.

Groundwater Protection (a part of Building Inspection) is tasked with enforcement of Tennessee state regulations of the following:

- Septic tank installations
- Usage (proper compliance) of existing septic systems
- Issuance of pumper and installer's licenses
- Collection and testing of well and ground water samples
- Review of lot / subdivision plats for compliance
- Issuance of recertification letters for septic systems

PERFORMANCE GOALS

Adopt and maintain current building standards for structures, housing and properties. Our goal is to serve the needs of the citizens in the most helpful, professional, and technically proficient manner. Building Inspection strives to provide greater convenience and efficient service by continuously pursuing improved methods of administration in regard to technology and programming in order to maximize sources available, including online website documents/permit applications available, fee payment (credit cards), and close monitoring and prompt response to frequent questions through the Building Inspection website.

Custodial / Security Services – 3205

FUNCTION

To provide, supervise and monitor building services for Hamilton County General Government offices, elective offices and buildings. Contracted services include: static and mobile security; general cleaning and floor care custodial; elevator preventative service and repair, maintenance, modernization and efficiency projects; rodent and pest control; floor matting; and Automated Teller Machines. To coordinate duties and supervise County personnel in providing custodial, light maintenance and special projects; and workday security for County parking facilities in the downtown area.

PERFORMANCE GOALS

1. To create comprehensive contract specifications that are safety-minded, environmentally-friendly and cost-effective.
2. To ensure contracted services are performed and accomplished as agreed, and complaints regarding services are corrected promptly and efficiently.
3. To verify contractual bills are correct, according to executed documents.
4. To reconcile invoices and P-Card receipts with supplies, services and fees for prompt remittal.
5. To provide general cleaning services and light maintenance for offices and common areas in downtown buildings, following procedures and safety protocols.
6. To maintain an inventory of supplies and equipment, as required, sufficient for County and contract accordingly.
7. To provide a safe environment and parking assignment enforcement for County parking lots in the downtown area.
8. To keep a lease ledger for Automated Teller Machine payments.
9. To provide secretarial services for Support Services Departments: 3205 Custodial / Security, 3206 Security Services, 3220 Recycling and 3225 Waste Tire Recycling.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 237,929	\$ 218,726	\$ 250,301	\$ 271,484
Employee Benefits	155,646	171,389	183,730	162,687
Operations	1,502,056	1,639,368	1,512,180	1,499,210
Total Expenditures	\$ 1,895,631	\$ 2,029,483	\$ 1,946,211	\$ 1,933,381

Authorized Positions	8	8	8	8.5
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PERFORMANCE ACCOMPLISHMENTS

Since the Real Property Office was established in 1981 there have been 2,606 parcels of unused public property returned to the tax rolls producing over \$7.6 million in sales revenue through the sale of surplus and back-tax property. There were 117 parcels sold for a total of \$887,871 in 2015.

County industrial park property sales have generated over \$105 million. Currently over 8,000 employees work in the County's industrial parks. The development of the County's industrial parks has facilitated over \$1.5 billion in private investment within the parks, and generates over \$4 million in tax revenues each year.

Inspections of building projects within the industrial parks are performed twice a month for compliance with the covenants and restrictions of each park.

Moccasin Bend – Handled the transfer of Moccasin Bend (City of Chattanooga and Hamilton County property) and easements to the National Park Service for the creation of the Moccasin Bend National Archaeological District. We continue to work with the National Park Service in developing a management plan for the development of the park and the ultimate transfer of the remaining property (firing range) for the park.

Enterprise South Industrial Park – Worked as an Economic Development Partner with the Federal Government, State of Tennessee, Chattanooga Area Chamber of Commerce and the City of Chattanooga in the recruitment of Volkswagen of North America to the Enterprise South Industrial Park. Volkswagen has completed their North American auto assembly plant which began production in May 2011. The 1.8 million square-foot assembly plant represents an estimated \$1 billion investment, creating over 3,300 local jobs, with another 4,000 jobs being created by suppliers of whom many will locate within Enterprise South, City of Chattanooga, Hamilton County, and surrounding counties and states.

Amazon – In 2010, worked in cooperation with the Chattanooga Area Chamber of Commerce and local and state officials which resulted in Amazon's decision to invest more than \$90,000,000 in locating a one (1) million square foot fulfillment center at Enterprise South Industrial Park. Thanks to the support of local officials, Amazon was able to move from ground preparation and construction to full operation in about eight months. Amazon maintains an annual workforce of 2,000 with several thousand more hired during the holiday season. In the winter of 2012, the company scaled up its holiday peak employment to approximately 6,000.

Gestamp Chattanooga LLC – In August 2009, this company came onboard at the Enterprise South Industrial Park, West Campus, as a Tier I supplier for Volkswagen. The company has international operations with corporate headquarters based in Madrid, Spain. They are currently providing undercarriage and structural components for the new Volkswagen Passat. Gestamp purchased approximately 34.6 acres for \$758,980 (\$21,685 per acre) at Enterprise South and invested more than \$90 million in a new manufacturing facility and equipment.

Espin Technologies, Inc. - In November of 2009, this company purchased the former Raytheon Building with eight (8) acres of land for the price of \$1,460,000 at Enterprise South Industrial Park. Espin is a Chattanooga grown and based high technology corporation specializing in the manufacture and development of products in the field of nanotechnology. Product applications are developed for use by medical, industrial and national defense. Espin received a federal grant for the development and application of Nano-Carbon Fibers. They currently have 30 employees.

American Tire Distributors - In July 2012, this company came onboard at the Enterprise South Industrial Park. This is a national company that distributes tires regionally to automotive retailers. The company purchased 8.9 acres at the price of \$378,045 (\$42,477 per acre) with a projected investment of \$10 million. The building and site construction were completed in October 2012. The company will provide 30 local jobs by late 2015.

Plastic Omnium Auto Exteriors, LLC - In May 2014, this company came onboard at the Enterprise South Industrial Park. 27 acres of land were purchased by the Company at the sale price of \$1,458,000 (\$55,000 per acre). The company will manufacture and supply the nose section for the VW Passat and the new CrossBlue SUV, assembled at the VW Assembly Plant located within the Park. Investment for the new plant is estimated at \$70,000,000. Construction on the site began in May with a projected completion date of late 2015. Once in operation, the company will provide 300 jobs by 2018.

Volkswagen Group of America (VW) - In July 2015, VW announced Enterprise South Industrial Park was selected as the site for the new American SUV (CrossBlue) assembly plant with a new Research & Development and Planning Center (R&D facility) to be built in Chattanooga. The new assembly building will be an addition to the existing VW plant which produces the Passat. The new addition will consist of approximately 538,000 square feet and provide 2,000 direct jobs to be added by VW, with 3,600 additional jobs to be created at other businesses from VW's investment. \$900,000,000 is the total investment by VW in the new SUV vehicle for the North American market; \$600,000,000 in VW investment at the Chattanooga plant and new R&D facility in Chattanooga; \$100,000,000 is the projected additional annual payroll expansion; and \$1.4 million in additional school taxes is projected to be paid by VW.

VW has projected the production of the new vehicle will begin in late 2016.

PROGRAM COMMENTS

As a member of the Economic Development Team, the Hamilton County Real Property Office will continue managing and assisting in the future development of Centre South/Riverport Industrial Park and Enterprise South Industrial Park, and work with the Chattanooga Area Chamber of Commerce, City of Chattanooga and the State of Tennessee in identifying and qualifying prospective purchasers for the Parks to promote investment and the greatest number of high paying, quality jobs for Hamilton County.



PROGRAM COMMENTS

The Engineering Department has continued upgrading the department project tracking database, whereby project milestones and technical product delivery dates are documented, tracked, and updated. The Department managers meet monthly and quarterly to update the project accomplishment list, as well as ensure that department goals and priorities are on schedule. In fiscal year 2015, the Engineering Department implemented an informal user survey to determine “customer satisfaction” from the other Departments, and the Department plans to implement a web based satisfaction survey system.

Highway – 3213

MISSION STATEMENT

Providing and maintaining a safe roadway system in the most cost efficient manner for the well being of all the citizens of Hamilton County.

FUNCTION

The Highway Department's main function is to maintain 885 miles of hot mixed paved, surface treated roads and bridges to a level that is safe for the traveling public. The Highway Department performs many activities related to the maintaining of all right-of-ways owned by the County, including mowing, pothole patching, ditch cleaning, culvert repair and installation, paving, etc. Hamilton County Highway Department does an average of three State-Aid resurfacing projects annually in conjunction with the Tennessee Department of Transportation. These projects are done on a 25/75 percent payment basis which enables the Highway Department to further utilize its resurfacing budget more effectively and realize a tremendous cost savings to the taxpayers. The Highway Department is on 24-hour emergency call for weather related situations, such as trees or debris in the roads, flooding, snow, etc.

PERFORMANCE GOALS

The Highway Department is dedicated to performing all these functions as efficiently as possible. Road maintenance such as repaving is done in-house with our own workforce and equipment, versus using private contractors, in order to reduce cost. The goal of the Highway Department is to be as self-sufficient as possible in every way.

The Highway Department's Safety Committee meets bi-monthly to discuss safety issues and update committee members on concerns that are brought up at the Executive Safety Committee meetings. Each shop within the Highway Department has a representative on the Committee that discusses safety issues and topics with their designated areas after each meeting. The goal of this Committee is to make employees more safety conscious while helping them better understand and comply with written safety policies with the ultimate goal being a reduction in on-the-job injuries and loss of production due to injuries.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 2,226,594	\$ 2,277,177	\$ 2,650,003	\$ 2,625,176
Employee Benefits	1,438,902	1,549,302	1,807,379	1,799,139
Operations	2,103,932	1,821,549	2,828,550	2,828,550
Total Expenditures	\$ 5,769,428	\$ 5,648,028	\$ 7,285,932	\$ 7,252,865

Authorized Positions	85	85	85	84
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PERFORMANCE ACCOMPLISHMENTS

The Highway Department put down 25,000+ tons of hot mix asphalt during FY 2015.

PROGRAM COMMENTS

The Highway Department strives to become the most efficiently run department in County government. As this goal is achieved the effects will be apparent in other departments' ability to reduce their cost of operating and therefore give the citizens more value for their tax dollars.

Preventive Line Maintenance Shop I – 3214

FUNCTION

The PLM I Shop is primarily responsible for repair and maintenance of automobiles, pick-up trucks, vans, and police vehicles that are owned by the County. Responsibilities range from overhauling engines and transmissions to replacing headlights. The PLM I shop also conducts inspections on all County-owned vehicles for emission testing. These services are performed at a reduced rate and are available to all County departments. The PLM I shop uses a Vehicle Work Order system that keeps an accurate record of all repairs and costs to County vehicles. This system allows departments to track the total cost of vehicle repairs and maintenance throughout the service life of the automobiles.

PERFORMANCE GOALS

PLM I has a goal to perform the functions listed above in a timely manner so that down time is kept to a minimum and all vehicles can be safely operated for the life of the vehicle. By achieving these goals and objectives, vehicles will last longer and the cost of replacing vehicles will be reduced.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 112,197	\$ 119,562	\$ 121,475	\$ 106,622
Employee Benefits	61,151	59,025	63,742	66,721
Operations	96,550	109,999	87,600	87,600
Total Expenditures	\$ 269,898	\$ 288,586	\$ 272,817	\$ 260,943

Authorized Positions 3 3 3 3

PROGRAM COMMENTS

PLM I performs an estimated 50% of its repairs and maintenance on vehicles belonging to other departments within the County. By performing these services, the departments are able to reduce their vehicle operating budgets.

Preventive Line Maintenance Shop II – 3215

FUNCTION

The PLM II Shop is responsible for tire installation, tire repairs, tire rotation, oil changes, brake repairs, and minor tune-ups on County-owned vehicles. By performing these responsibilities, the County can keep accurate records of when the different services are done and at what intervals they are performed. PLM II also performs tire changes on all tri-axle dump trucks, single axle dump trucks, and County-owned tractors.

PERFORMANCE GOALS

PLM II performs an estimated 50% of its routine maintenance and repair work on other departments' vehicles within the County fleet. This service is performed at a reduced rate compared to the cost charged at private service centers.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 41,313	\$ 41,451	\$ 76,833	\$ 76,741
Employee Benefits	40,613	46,291	59,084	59,081
Operations	3,051	6,871	9,600	9,600
Total Expenditures	\$ 84,977	\$ 94,613	\$ 145,517	\$ 145,422

Authorized Positions 2 2 2 2

Recycling – 3220

FUNCTION

To create, coordinate, operate and manage Hamilton County's recycling projects, Household Recycling Centers and Project ReTREEve (inter-office and jail recycling). To create and cultivate useful, relevant opportunities to promote participation in reducing and recycling a wide range of materials.

The mission of the Recycling Program is to meet and ultimately exceed the 25% waste reduction goal set by the State of Tennessee. A major effort set up to achieve this mandate is the collection of recyclables from households and businesses.

PERFORMANCE GOALS

1. Manage household recycling centers asserting professional, courteous, safe operations.
2. Train center personnel in the safe and efficient operation including correct procedures of separating recyclables, placing material in the appropriate containers and keeping the recycling centers clean.
3. Continuously monitor market value of material collected and coordinate transportation to the appropriate recycler, maximizing revenue of recyclables sales.
4. Oversee maintenance and cleanliness of centers and review state inspection reports accordingly.
5. Coordination of Project ReTREEve, Hamilton County Government's inter-office and jail recycling programs.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 79,614	\$ 110,622	\$ 116,697	\$ 127,053
Employee Benefits	37,595	60,081	68,613	63,026
Operations	27,215	30,376	54,051	74,835
Total Expenditures	\$ 144,424	\$ 201,079	\$ 239,361	\$ 264,914

Authorized Positions	4.13	4.13	4.13	7.13
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Water and Wastewater Treatment Authority (WWTA) – 3299

FUNCTION

This program was established to provide for the operation and maintenance of the Water & Wastewater Treatment Authority (WWTA) sanitary sewer system; for the enforcement of the WWTA's sewer use rules and regulations and Federal and State regulations relating to the wastewater system in the unincorporated area of Hamilton County, as well as East Ridge, Signal Mountain, Red Bank, Lakesite, Ridgeside, Soddy Daisy, and Lookout Mountain, TN. WWTA issues permits for sewer connections and grinder pumps for both residential and commercial properties; designs, reviews, and approves sanitary sewer systems, pump stations, and wastewater treatment facilities; inspects all new sewer lines during construction; and inspects existing sewer lines for problems using TV cameras; and operates and maintains wastewater treatment plants in East Ridge and Signal Mountain.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 1,121,085	\$ 1,256,676	\$ -	\$ -
Employee Benefits	573,101	658,203	-	-
Operations	456,151	233,821	-	-
Total Expenditures	\$ 2,150,337	\$ 2,148,700	\$ -	\$ -

Authorized Positions	30	32	-	-
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PROGRAM COMMENTS

Beginning in FY 2015, Water and Wastewater Treatment Authority (WWTA) was moved to Unassigned Departments and is no longer part of the Public Works Division.

Storm Water – Phase II – 3300

FUNCTION

This program operates within the parameters of National Pollutant Elimination System (NPSDES) Permit No.TNS0775566 in order to discharge stormwater from a municipal separate storm sewer system (MSA) into waters of the state. The Phase II Storm Water program is mandated by the Environmental Protection Agency (EPA) as authorized under the Clean Water Act of 1977 and the Water Quality Act of 1987. This multi-jurisdictional program represents seven municipalities within Hamilton County: Collegedale, East Ridge, Lakesite, Lookout Mountain, Red Bank, Ridgeside, Soddy Daisy, as well as the urbanized (density equal to or greater than 1,000 people per square mile) portion of unincorporated Hamilton County. Funding for this program is generated by an annual stormwater fee applied to the Hamilton County tax bills for properties within the Program boundary.

The minimum measures identified in the permit are:

1. Public education and outreach about stormwater issues and requirements
2. Public participation in storm water issues
3. Illicit discharge detection and elimination
4. Construction site stormwater runoff controls
5. Permanent stormwater management in new development and redevelopment
6. Stormwater pollution prevention/good housekeeping for municipal operations

The program must continue to be operational on a daily basis with regard to these six minimum measures.

The Phase II goal is to satisfy the permit requirements and thereby improve water quality in Hamilton County. This is achieved through education and regulation. By educating children and adults, erosion control industry professionals, the development community, and government employees about the importance of stormwater quality, prohibiting illicit discharges, and regulating aspects of development that can be detrimental to water quality (i.e. erosion, sedimentation, and runoff volume increases), the program will achieve its goal.

PERFORMANCE GOALS

1. Educate school teachers about stormwater quality via workshops and presentations
2. Educate contractors, developers and the public about stormwater quality
3. Continue to map stormwater outfalls and inlets in program area and verify previous maps
4. Provide illicit discharge detection and elimination program and follow up
5. Inspect all municipal/county facilities for stormwater-related good housekeeping compliance
6. Provide training for municipal/county employees regarding stormwater pollution prevention
7. Provide opportunities for the public to become involved in stormwater issues
8. Issue permits for construction/development activities that ensure compliance with MS4 Phase II Permit
9. Inspect residential post construction runoff control facilities for compliance with Rules and Regulations
10. Perform complaint investigations on stormwater-related activities

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 342,933	\$ 327,531	\$ 361,286	\$ 382,349
Employee Benefits	149,635	154,849	168,736	194,412
Operations	101,115	111,364	179,858	187,460
Total Expenditures	\$ 593,683	\$ 593,744	\$ 709,880	\$ 764,221

Authorized Positions	9	9	9	9
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PERFORMANCE ACCOMPLISHMENTS

The Program is regularly reviewed for compliance by the Tennessee Department of Environment and Conservation Division of Water Resources staff members at the Chattanooga Field Office. The most recent annual review is posted on the Program's website, www.hamiltontn.gov/waterquality.

Each year, the Program is also required to submit an annual report to the Division of Water Resources of its activities and work from the prior reporting period. Annual reports are also available on the Program's website.

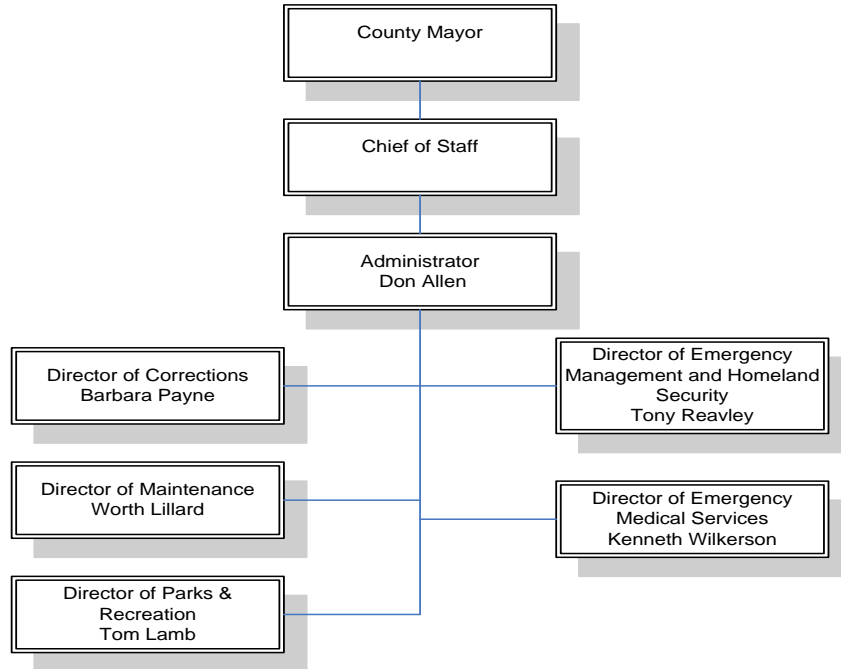
Some of the information compiled in the Program's annual report is listed below:

- Number of outfalls identified in our system - 2,391 since the Program began
- During this reporting period, illicit discharges/illegal connections discovered - 11
- Of those illicit discharges/illegal connections that have been discovered or reported - 11 have been eliminated and/or corrected.
- Active construction sites (disturbing at least one acre) in our jurisdiction during this reporting period - 24. The Program inspected these sites at least once monthly and after each significant rainfall event.
- The Program completed the EPA Water Quality Scorecard for each of the participating jurisdictions to identify areas that could prove to be hurdles to updating future regulations to include green infrastructure.
- The Program issued 16 Notices of Violation for either Construction sites that were found in violation of the Rules and Regulations or for Illicit Discharges.



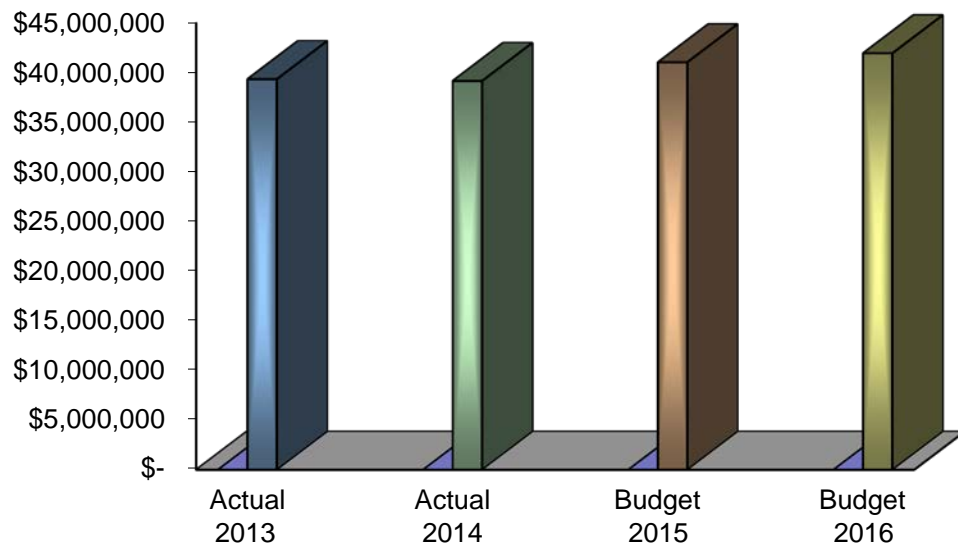
General Services Division

The Division of General Services includes Emergency Management and Homeland Security, Volunteer Services, Emergency Medical Services, Corrections, Parks and Recreation, and Maintenance that are funded totally or in part by federal, state, and local funds.

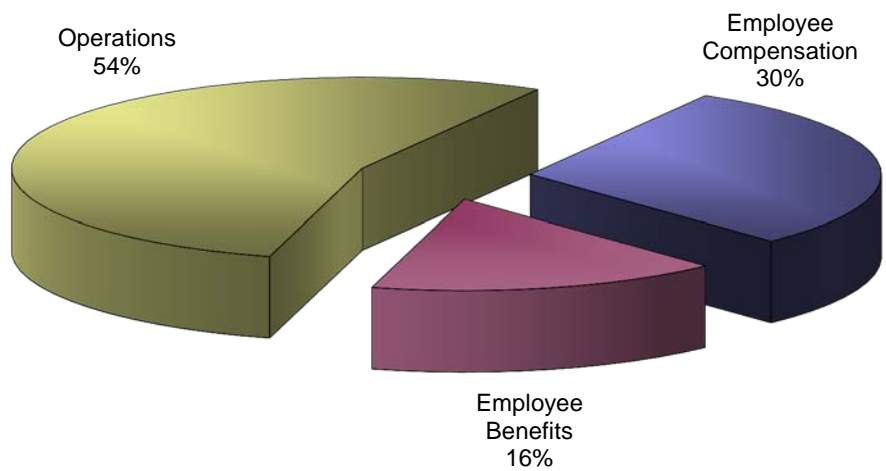


Front Row left to right: Don Allen, Barbara Payne, Worth Lillard
Back Row left to right: Kenneth Wilkerson, Tony Reavley, Tom Lamb

General Services Division Expenditures



FY 2016 Expenditures by Type



General Services Division Expenditures by Departments

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
General Services Administrator	\$ 216,487	\$ 219,676	\$ 228,309	\$ 231,465
Maintenance	2,842,665	2,932,763	3,101,271	3,173,010
Emergency Management/Homeland Security	3,419,475	3,473,791	3,953,264	3,725,706
Recreation	2,777,199	2,836,732	3,052,245	3,040,570
Riverpark Operations	2,128,662	2,116,326	2,332,085	2,305,676
Community Services	259,344	-	-	-
Community Corrections Program	333,209	357,405	357,671	362,464
Misdemeanant Community Corrections	435,330	430,592	449,912	662,881
Courts Community Service (Litter Grant)	507,961	500,823	567,577	575,998
Corrections Administration	545,344	480,857	490,471	536,550
Hamilton County Workhouse (CCA)	13,090,883	13,127,132	13,158,197	14,198,500
Workhouse Records	85,494	93,543	85,052	85,669
Corrections Inmates Program	143,283	147,973	149,482	151,512
Misdemeanant Probation	436,871	390,470	458,885	447,639
Enterprise South Nature Park	1,198,150	1,264,510	1,394,366	1,380,786
Emergency Medical Services	8,740,785	9,065,404	9,280,427	9,344,532
Emergency Management - Volunteer Services	238,415	235,095	263,849	524,956
Other General Services	1,670,610	1,530,436	1,593,129	1,251,000
Welfare Services - Various	321,076	-	171,136	-
	\$ 39,391,243	\$ 39,203,528	\$ 41,087,328	\$ 41,998,914
 Authorized Positions	 294.89	 291.89	 289.79	 292.14

General Services Administrator – 3400

FUNCTION

The General Services Administrator is appointed by the County Mayor and confirmed by the County Board of Commissioners. The Administrator is responsible for the organization, operation, and supervision of five departments in County General Government: Corrections, Emergency Medical Services, Maintenance, Parks and Recreation and Emergency Management/Homeland Security.

PERFORMANCE GOALS

1. To ensure the continued efficient and effective operation of each department and their respective programs
2. To serve the general services needs of our community

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 163,029	\$ 163,718	\$ 167,172	\$ 169,787
Employee Benefits	48,038	48,690	51,987	52,528
Operations	5,420	7,268	9,150	9,150
Total Expenditures	\$ 216,487	\$ 219,676	\$ 228,309	\$ 231,465

Authorized Positions	2	2	2	2
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PERFORMANCE ACCOMPLISHMENTS

The Hamilton County General Services Division consists of five diverse departments that collectively provide over 175 programs and services to the citizens of Hamilton County, TN. Those departments consist of Corrections, Emergency Medical Services, Maintenance, Parks and Recreation and Emergency Management/Homeland Security.

The Corrections Department includes Community Corrections, Misdemeanant Corrections, and Courts Community Service. It continues to provide effective alternatives to institutional incarceration, thus reducing jail overcrowding and supervision costs. Through numerous supervisory techniques, Corrections saves tens of thousands of jail days annually while providing hundreds of Public Work hours. In addition, in support of Hamilton Shines, over 189 tons of litter has been collected from Hamilton County roads.

Emergency Management and Homeland Security continues to maintain and update the Basic Emergency Operations Plan (BEOP), Hazard Mitigation Plan, Continuity of Operations Plans and others, including appendices this year to the BEOP that include a Catastrophic Incident Annex, Reception and Care Plan for Hurricane Evacuees and numerous updates to various Emergency Support Functions. Additionally, Emergency Management and Homeland Security are currently compiling a Threat and Hazard Identification and Risk Analysis for the jurisdiction that identifies core capabilities and capability targets for the hazards most likely to affect our area. Emergency Management and Homeland Security have been tasked to oversee the Homeland Security Grant processes. An addition is being added to Dallas Bay VFD in the Middle Valley area. A new headquarters Fire hall is in the process of being constructed for Sale Creek VFD. It will include a community room. A new Fire hall is being constructed for the Tri-Community VFD. It will also include a community room

Parks and Recreation maintains facilities and landscapes throughout the County. Chester Frost Park recently upgraded the electrical and plumbing in the camp grounds. Enterprise South will begin the initial five (5) miles of equestrian trails this year. The Riverpark, Enterprise South, and Chester Frost Park continue to provide numerous recreational opportunities for citizens and tourists alike.

Maintenance receives over 1,400 major calls and projects during the year. Maintenance has 34 employees working for the department, including supervision. Maintenance recently remodeled several offices in the MLK building, and the second floor of the Newell Tower was remodeled for the District Attorney's Cold Case office. To accommodate the arrival of the Real Property office in the Newell Tower, the 5th floor was

remodeled. Maintenance also poured the concrete pad for the newly installed Columbarium at Cofer Cemetery. All work was completed at a cost savings for the taxpayer.

The Hamilton County Emergency Medical Services (E.M.S) recently implemented a new electronic patient record system, allowing Paramedics to initiate our patient's medical information while still in the ambulance during transport. This new system also allows real-time cardiac information to be transmitted to the receiving hospital prior to the patient's arrival. Coupled with this new component is a new billing software system that will improve the ability to collect costs for ambulance transports from patients in a more timely and efficient manner. EMS has improved the coordination and provision of medical first response with area Fire Departments and has recently signed a mutual aid agreement allowing disaster response within a 10-county region. EMS has maintained a less than 9 minute response time across Hamilton County in spite of an increase in call volume. The Service continues to maintain a State awarded "Class A" rating for the 26th consecutive year.



Maintenance – 3402

FUNCTION

The primary responsibility of the Department of Maintenance is to provide maintenance for all County General Government owned buildings and facilities excluding Schools. The department maintains all electrical, plumbing, heating, ventilating, and air condition equipment; and provides remodeling/renovation services as needed. County-owned buildings maintained by the department include the Courthouse, Courts Building, Justice Building, Mayfield Annex, Newell Tower, M. L. King Building, Election Commission, Bonny Oaks County Clerk/Assessor Building, Recycling Centers, Radio Towers, WWTA Pump Stations, White Oak Complex, Juvenile Court and Detention Unit, Juvenile Child Support, Highway Department, the Transfer Stations, Health Department Centers, the Ambulance Stations, the Firehalls, the Sheriff's East and West Sector Buildings and Sub Station, McDaniel Building, Riverpark, Chester Frost Park and various recreation facilities.

PERFORMANCE GOALS

To continue to provide skilled efficient maintenance, repairs and renovation services for all County buildings at a minimum cost.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 1,454,356	\$ 1,322,378	\$ 1,456,904	\$ 1,480,872
Employee Benefits	771,155	768,788	895,923	873,838
Operations	617,154	841,597	748,444	818,300
Total Expenditures	\$ 2,842,665	\$ 2,932,763	\$ 3,101,271	\$ 3,173,010

Authorized Positions	34	34	34	34
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PERFORMANCE OBJECTIVES

1. To provide a highly skilled workforce to perform quality craft work on all County owned buildings
2. Continue to replace the inefficient lighting with energy saving lighting in all Hamilton County owned buildings. This will yield savings in energy. In addition to reducing energy costs, these improvements will reduce standard maintenance for light fixtures and bulb replacement.
3. Continue to assist the Hamilton County Read 20 Program

PERFORMANCE ACCOMPLISHMENTS

1. Maintenance receives over 1,400 major calls and projects per year. Depending on the request, the response time is within 24 hours. We have 34 skilled employees including supervision working for the department
2. Repair and upkeep continues on the Enterprise South outside fountain
3. At Cofer Cemetery, the foundation was laid and concrete pad poured for the Columbarium
4. Old light fixtures at the Justice Building loading dock were removed and replaced with energy efficient lights
5. Remodeled the 5th floor of the Newell Tower for Real Property
6. Remodeled the 2nd floor of the Newell Tower for the District Attorney's Cold Case office
7. Remodeled a closet on the 2nd floor of the City County Courts Building for an office for the security guards
8. Offices were remodeled throughout the M.L. King Building
9. Conduit, plumbing, door frames and doors were replaced in the men's and women's restrooms at Chester Frost Park Tent camping area
10. At Sequoyah Health Center, two restrooms were repaired due to the partition walls being rotten. Repairs and remodeling were done on two exam rooms/restrooms. Restrooms were also added, and the commodes and hook ups were refabricated. One restroom was converted to handicap accessible (ADA approved)

Emergency Management and Homeland Security – 3403

FUNCTION

The primary responsibility of Emergency Management and Homeland Security is the development and implementation of a comprehensive all hazards emergency operations plan to deal with any kind of natural or man-made emergency or disaster, ranging from floods and fires to chemical spills, nuclear accidents and acts of terrorism. An important element of this work is coordination of City and County plans with state and federal requirements. Other functions are coordination of response and training activities for eight volunteer fire departments, three rescue squads and one hazardous materials team; providing emergency communications and dispatch service with mobile back-up capability; and operate a County-wide mail distribution courier service for all County facilities.

PERFORMANCE GOALS

1. To ensure the County has a comprehensive plan to prepare for, respond to and recover from natural and accidental hazards which could threaten life and/or property
2. To coordinate and facilitate the training and preparing of our First Responders to be proficient in Homeland Security
3. To minimize response times of Emergency Responders by responsible planning and training
4. To maintain prompt and clear internal and external communications with all response agencies
5. To provide training for eight volunteer fire departments, three rescue squads, one Hazmat team, four municipal volunteer and career fire departments, as well as the Chattanooga Metro Airport Fire Department
6. To coordinate/manage the Tennessee Homeland Security District III, consisting of ten counties as tasked by the County Mayor; to ensure guidelines for Federal grants are followed and deadlines are met
7. State-approved 2014 Basic Emergency Operations Plan, which included a number of significant enhancements
8. Completed an all-inclusive Continuity of Operations Plan to ensure uninterrupted County government services in the event of an emergency disaster, thus maintaining consistent and cost effective operations
9. Work closely with the County school system to promote a safer and more learning-friendly environment by participating in comprehensive, all hazards school safety planning
10. Work closely with Public and Private sector companies through education and training to minimize the impact of disasters and/or acts of terrorism
11. Work in partnership with the Tennessee Emergency Management Agency (TEMA) to coordinate response and recovery activities to disasters, both natural and man-made

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 795,171	\$ 722,496	\$ 867,993	\$ 785,246
Employee Benefits	402,024	393,225	434,736	409,169
Operations	2,222,280	2,358,070	2,650,535	2,531,291
Total Expenditures	\$ 3,419,475	\$ 3,473,791	\$ 3,953,264	\$ 3,725,706

Authorized Positions	20	20	19	19
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PERFORMANCE OBJECTIVES

1. Maximize response capabilities with grant funds available
2. Meet or exceed the response expectations of federal, state and local agencies
3. Develop and deliver training programs to meet the needs of the Emergency Services within Hamilton County in the most timely and effective manner. Training programs include two National Fire Protection Association (NFPA) 1001 Firefighter Classes (340 hours); Weapons of Mass Destruction – Department of Justice (WMD-DOJ) and Tennessee Emergency Management Agency (TEMA) Classes (24 hours); Occupational Safety and Health Administration (OSHA), NFPA and TEMA Hazmat Classes (112 hours); and Emergency Management Services – Department of Transportation (EMS – DOT) Class (88 hours); Domestic Violence (4 hours); and Incident Command System (ICS) – part of the National Emergency Management System (NIMS) (48 hours).

PERFORMANCE ACCOMPLISHMENTS

1. Twelve Firefighter I Graduates based upon National Fire Protection Association (NFPA) 1001 Standards
2. Eight Firefighter II Graduates based upon NFPA 1001 Standards.
3. All Hazard Mitigation Plan approved by State (TEMA) and Federal (FEMA) agencies.
4. County-wide Basic Emergency Operations Plan approved by State (TEMA) & Federal (FEMA) agencies

Recreation – 3405

FUNCTION

The mission of the Parks & Recreation Department is to provide with safety and security recreation facilities and services that align with community priorities and needs, and to equip and train employees to efficiently and effectively utilize available and future resources with sustainable fiscal and environmental stewardship in operating and maintaining Hamilton County’s parks, open spaces and recreation facilities. Our mission also includes maintaining the campground, beach swimming area and several popular day-use areas inside highly rated Chester Frost Park, as well as developing and maintaining landscape plans for all county-owned industrial parks, recreation facilities, ambulance centers, the Forensic Center and the Hamilton County Courthouse. This is all part of “providing efficient quality services by everyone, every way, every day.”

PERFORMANCE GOALS

The Parks and Recreation Department is currently examining previous performance goals and objectives, as well as the performance measures utilized and the procedures utilized to produce measurable data. In the coming fiscal year the department will seek feedback from both those in the community that we are serving as well as from department employees to be certain that we are indeed aligning with community expectations as well as sharing this vision with the employees in such a way as to promote their participation in the process of moving toward what will become the benchmarks of what the Parks and Recreation Department can accomplish for Hamilton County.

Listed below are previously reported performance goals and objectives for the Parks and Recreation department with special emphasis on Chester Frost Park and other Hamilton County facilities served:

1. Maintain a high level of citizen satisfaction with programming offered
2. Maintain a high level of citizen satisfaction with rental facilities
3. Decrease on-the-job injuries
4. Maintain spending levels or experience a minimal increase in costs over a twelve month period for inventoried supplies

While these goals and objectives are still considered of great importance, we wish to determine that we are in fact measuring the correct indicators of our performance goals as well as measuring the most pertinent data with respect to those goals. The department expects to have performance goals, objectives, and measurements in place by the end of the 2016 fiscal year with measuring to begin in fiscal year 2017.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 1,412,617	\$ 1,375,113	\$ 1,475,652	\$ 1,500,813
Employee Benefits	765,599	819,233	968,860	932,590
Operations	598,983	642,386	607,733	607,167
Total Expenditures	\$ 2,777,199	\$ 2,836,732	\$ 3,052,245	\$ 3,040,570

Authorized Positions	39.83	39.83	39.83	39.83
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Riverpark Operations – 3407

FUNCTION

The mission of the Parks & Recreation Department is to provide with safety and security recreation facilities and services that align with community priorities and needs, and to equip and train employees to efficiently and effectively utilize available and future resources with sustainable fiscal and environmental stewardship in operating and maintaining Hamilton County's parks, open spaces and recreation facilities. Riverpark operations is "providing efficient quality services by everyone, every way, every day" by consistently maintaining the high quality of the unique vision that is the Tennessee Riverpark.

PERFORMANCE GOALS

The Parks and Recreation Department is currently examining previous performance goals and objectives, as well as the performance measures utilized and the procedures utilized to produce measurable data. In the coming fiscal year the department will seek feedback from both those in the community that we are serving as well as from department employees to be certain that we are indeed aligning with community expectations as well as sharing this vision with the employees in such a way as to promote their participation in the process of moving toward what will become the benchmarks of what the Parks and Recreation Department can accomplish for Hamilton County.

Listed below are previously reported performance goals and objectives for the Parks and Recreation department with special emphasis on the Tennessee Riverpark:

1. Maintain a high level of citizen satisfaction with programming offered
2. Maintain a high level of citizen satisfaction with rental facilities
3. Decrease on-the-job injuries
4. Maintain spending levels or experience a minimal increase in costs over a twelve month period for inventoried supplies

While these goals and objectives are still considered of great importance, we wish to determine that we are in fact measuring the correct indicators of our performance goals as well as measuring the most pertinent data with respect to those goals. The department expects to have performance goals, objectives, and measurements in place by the end of the 2016 fiscal year with measuring to begin in fiscal year 2017.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 1,093,433	\$ 1,083,378	\$ 1,118,637	\$ 1,126,131
Employee Benefits	581,150	618,239	734,285	703,195
Operations	454,079	414,709	479,163	476,350
Total Expenditures	\$ 2,128,662	\$ 2,116,326	\$ 2,332,085	\$ 2,305,676

Authorized Positions	33.22	33.22	33.22	33.22
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Community Services – 3409

FUNCTION

The Community Services Program provides emergency financial assistance to residents of Hamilton County whose income is limited to or less than 150% of current Federal Poverty Guidelines who are experiencing an emergency financial crisis (unforeseen, uncontrollable and verifiable) that threatens their safety and basic living necessities. Limited need-based assistance is provided with rent/mortgage, utility bills, food, prescriptions and disaster-related services. Applicants are screened and interviewed to determine and verify eligibility. Employment, income, bills, etc. are used to document their need. County funds and grant awards from the Homeless Prevention and Rapid Re-Housing Program, Federal Emergency Food and Shelter Program, Project Water Help, and Power Share fund the program. The program also coordinates the community's social services response in times of disaster and works to participate in comprehensive community social services programming, planning, information, and referral. (In addition to the Community Services program, the staff administers the Social Services Block Grant: Homemaker Services and Adult Daycare and the Safe Havens Supervised Visitation Grant.)

PERFORMANCE GOALS

1. Prevent homelessness and/or disruption of vital basic living necessities for citizens of Hamilton County during emergencies, including disaster recovery
2. Provide financial assistance and social services referrals/information in a professional, timely, and courteous manner
3. Monitor and provide accountability for County and grant funds that support the programs
4. Develop need-based program guidelines, goals, and objectives that promote self sufficiency
5. Act as lead community social service coordinator during disasters as specified by Emergency Management
6. Represent Hamilton County in social service community initiatives

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2015
Employee Compensation	\$ 112,315	\$ -	\$ -	\$ -
Employee Benefits	65,142	-	-	-
Operations	81,887	-	-	-
Total Expenditures	\$ 259,344	\$ -	\$ -	\$ -

Authorized Positions	3	-	-	-
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PERFORMANCE OBJECTIVES

1. To utilize performance budgeting techniques, social services best practices, and evidence-based research to strengthen program efficiency and effectiveness
2. To make appropriate entitlement and self-help program referrals and avoid duplication of services
3. To promote coordinated responses, networking, and partnerships to improve the community's social service system and ability to fill gaps in services
4. To identify and seek additional grants to support the programs and community social services needs
5. To stay informed of poverty issues, social problems, and programs that impact Hamilton County

PERFORMANCE ACCOMPLISHMENTS

1. Provided monthly Emergency Assistance statistical reports detailing service provision data as indicated in the program data chart below
2. Participated and networked to improve coordinated service provision and advocacy through participation on the following boards/committees: Tennessee Conference on Social Welfare; Coalition of Emergency Assistance Providers; Chattanooga Homeless Coalition—Advisory Board and Continuum of Care Review Committee; Hamilton County Community Advisory Board (CAB); Partnership Crisis Services Advisory Board; Emergency Food and Shelter Local Board; UTC Social Work Professional Advisory Board; Supervised Visitation Core and Consulting Committees; and other initiatives as needed.
3. Served on the Hamilton County Long Term Recovery Committee that provided case management and financial assistance guidance to tornado survivors.

	Actual <u>2013</u>	Actual <u>2014</u>	Projected <u>2015</u>	Estimated <u>2016</u>
Number Interviewed	369	*	*	*
Number of Households Served	351	*	*	*
Percent Unduplicated Assisted	95%	*	*	*
Number of Services Provided	443	*	*	*
Utilities	285	*	*	*
Rent / Mortgage	128	*	*	*
Food	23	*	*	*
Prescriptions	7	*	*	*
Other	1	*	*	*
Services per Household	1.26	*	*	*

*- This organization was moved to the Health Department in July 2013

Felony Community Corrections Program – 3410

FUNCTION

Felony Community Corrections offers an alternative to institutional incarceration for otherwise prison-bound felons. The program was initiated in the fall of 1986 after the passage of the Tennessee Community Corrections Act of 1985. The new law was developed to reduce prison overcrowding. Supervision includes in-house arrest, electronic monitoring, drug screening, weekly interviews, employment checks, arrest records checks, collection of State fees, court costs and supervision fees for offenders who are convicted of non-violent felony offenses. The program is funded 100% by an annual grant from the Tennessee Department of Correction.

PERFORMANCE GOALS

1. To maintain a safe and cost-efficient community correctional program that also involves close supervision of offenders
2. To promote accountability of offenders to Hamilton County and the State of Tennessee by requiring direct financial restitution to victims of crimes and community service restitution to local governments and community agencies
3. To fill gaps in the local correctional system through the development of a range of sanctions and services available for the Hamilton County Criminal Court Judges' sentencing
4. To reduce the number of nonviolent felony offenders committed by Hamilton County to correctional institutions and jails by punishing these offenders in a noncustodial option
5. Provide opportunities for offenders demonstrating special needs to receive services that enhance their ability to provide for their families and become contributing members of Hamilton County

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 196,504	\$ 201,046	\$ 208,595	\$ 212,395
Employee Benefits	103,741	103,974	102,162	103,155
Operations	32,964	52,385	46,914	46,914
Total Expenditures	\$ 333,209	\$ 357,405	\$ 357,671	\$ 362,464

Authorized Positions	5.4	5.4	5.4	4.75
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PERFORMANCE OBJECTIVES

1. Divert felony offenders from incarceration
2. Reduce the cost of supervision by collection of supervision fees, court costs and restitution
3. Provide community restitution through community service work by offenders
4. Provide intensive supervision option for Hamilton County Criminal Courts
5. Require full time employment for those offenders who are physically able to work

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	Estimated <u>2016</u>
Number of jail days saved	33,800	32,467	32,467	32,000
Collected fees, costs and restitution	\$41,682	\$37,424	\$42,165	\$36,000
Total Public Work hours	1,288	316	378	500
Number of Intakes	95	84	77	70
Wages earned by offenders	\$600,270	\$525,897	\$503,084	\$500,000

Misdemeanant Community Corrections Program – 3411

FUNCTION

Misdemeanant Community Corrections offers an alternative to institutional incarceration for otherwise workhouse bound misdemeanants. The program was initiated in the fall of 1989 to reduce overcrowding in the Hamilton County Workhouse and reduce correctional costs. Supervision includes in-house arrest, electronic monitoring, employment verification, weekly interviews, arrest records checks, random drug testing and collection of supervision fees, court costs and victim restitution from clients assigned to the program who have been convicted of non-violent offenses. The program is funded by Hamilton County.

PERFORMANCE GOALS

1. To provide a safe and cost efficient supervision of offenders from the Hamilton County Courts
2. Enforce court ordered sanctions
3. Increase offender accountability to victims by payment of victim restitution

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 277,925	\$ 262,436	\$ 256,704	\$ 359,528
Employee Benefits	129,793	123,687	130,759	240,904
Operations	27,612	44,469	62,449	62,449
Total Expenditures	\$ 435,330	\$ 430,592	\$ 449,912	\$ 662,881

Authorized Positions	6.7	6.7	5.75	8.75
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PERFORMANCE OBJECTIVES

1. Continue the program to divert non-violent inmates from Hamilton County's correctional facilities
2. Offset operational costs by collection of supervision fees
3. Provide intensive supervision option for Hamilton County Courts

PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Actual 2015	Estimated 2016
Number of jail days saved	28,747	26,876	56,890	60,000
Savings After Costs	\$718,414	\$1,111,054	\$2,387,104	\$2,500,000
Collected Supervision Fees	\$26,646	\$25,995	\$48,410	\$49,000
Restitution Collected	\$2,333	\$5,826	\$2,884	\$3,000

Courts Community Service (Litter Grant) – 3412

FUNCTION

The Courts Community Service Program (Litter Grant) offers an alternative to institutional incarceration for non-violent offenders. The program was initiated in 1979 and provides community service through litter prevention and education throughout Hamilton County. The program uses offenders assigned by the courts to collect and remove unsightly litter from the roadways within Hamilton County. The program is funded totally by outside sources including the annual Litter Grant, the Tennessee Department of Transportation, City of Chattanooga and the collection of offender registration supervision sign up fees.

PERFORMANCE GOALS

1. Continue the operation of the program utilizing outside funding that covers the entire cost of the operation
2. Reduce the amount of litter deposited on Hamilton County roads and other highways within the County

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 306,711	\$ 300,941	\$ 332,665	\$ 341,740
Employee Benefits	100,370	102,999	115,180	117,966
Operations	100,880	96,883	119,732	116,292
Total Expenditures	\$ 507,961	\$ 500,823	\$ 567,577	\$ 575,998

Authorized Positions	9.7	9.7	9.75	9.75
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PERFORMANCE OBJECTIVES

1. Offset program costs by collection of fees, grants and contract fulfillment
2. Provide an ongoing formal litter prevention education program
3. Continue to use offenders for roadside litter collection

PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Actual 2015	Estimated 2016
Collected Contract Revenue & Supervision Fees	\$535,596	\$518,068	\$504,358	\$535,279
Litter Prevention Education \$ Spent	\$37,800	\$32,600	\$32,600	\$32,600
Litter Collection Mileage	8,850	7,764	7,271	8,850
Tons of Litter Collected	259	217	189	240

Hamilton County Workhouse (CCA) – 3415

FUNCTION

Under contract with Hamilton County, Corrections Corporation of America (CCA) provides management for the Hamilton County Workhouse. The 1,062-bed facility houses pretrial offenders, convicted misdemeanants, short-term felons and federal inmates.

PERFORMANCE GOALS

Provide a safe, secure, and humane institutional setting for those persons requiring incarceration at the Hamilton County Workhouse.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Operations	\$ 13,090,883	\$ 13,127,132	\$ 13,158,197	\$ 14,198,500
Total Expenditures	\$ 13,090,883	\$ 13,127,132	\$ 13,158,197	\$ 14,198,500

PERFORMANCE OBJECTIVES

While maintaining Tennessee Corrections Institute (TCI) and American Correctional Association (ACA) standards, provide housing, food services, medical care, and security to those inmates and personnel at the Hamilton County Workhouse.

Workhouse Records – 3416

FUNCTION

Process and maintain records of all inmates incarcerated in the Hamilton County Workhouse. Compile up-to-date inmate data for tracking inmate's time served for preparation of reimbursement requests for housing state and federal inmates.

PERFORMANCE GOALS

1. Provide accurate, up-to-date information on all inmates at the Hamilton County Workhouse
2. Prepare accurate and timely reimbursement reports for housing state and federal prisoners

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 49,155	\$ 47,743	\$ 53,937	\$ 54,350
Employee Benefits	32,616	40,384	24,516	24,719
Operations	3,723	5,416	6,599	6,600
Total Expenditures	\$ 85,494	\$ 93,543	\$ 85,052	\$ 85,669

Authorized Positions	2	2	1.5	1.5
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PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2013</u>	Actual <u>2014</u>	Projected <u>2015</u>	Estimated <u>2016</u>
State and Federal Revenue Collected	\$2,335,928	\$2,728,388	\$2,852,157	\$2,910,350

Corrections Inmates Program – 3417

FUNCTION

The Corrections System Improvement Program offers educational services to the inmates at the Hamilton County Workhouse. Classes are provided in substance abuse prevention, adult education, and "life skills". By addressing the problems which have contributed to incarceration, the program will afford inmates an improved opportunity in life upon their release.

PERFORMANCE GOALS

1. Provide Adult Basic Education (ABE) and Alcohol & Drug (A&D) services to inmates
2. Increase the overall educational levels of the general incarcerated population
3. Promote life improvement skills and social readjustment through rehabilitation and education courses (Anger Management, Stress Management, Social Thinking Skills, Domestic Violence, Life Skills, Coping Skills, Self-Esteem Improvement Skills, Parenting Skills, etc.)

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 90,347	\$ 90,805	\$ 92,813	\$ 94,463
Employee Benefits	43,197	44,801	40,489	40,869
Operations	9,739	12,367	16,180	16,180
Total Expenditures	\$ 143,283	\$ 147,973	\$ 149,482	\$ 151,512

Authorized Positions	2	2	2	2
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PERFORMANCE OBJECTIVES

Provide instruction and encouragement through ABE, A&D and Elective Course programs

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	Estimated <u>2016</u>
Inmates served in ABE	190	207	215	300
Inmates served in A & D	530	523	560	775
Inmates served in Elective Courses	525	581	575	700
Total	1,245	1,311	1,350	1,775

Misdemeanant Probation – 3435

FUNCTION

Misdemeanant Probation provides supervision of misdemeanor offenders whose sentences are suspended to supervised probation. This program was initiated in the fall of 2001 after legislation was passed ending supervision of misdemeanor probationers by the Tennessee Board of Probation and Parole. Supervision includes face-to-face, weekly/monthly interviews, drug screening, employment verification, arrest report checks and collection of court costs, victim restitution, and supervision fees from offenders who are convicted of non-violent misdemeanor offenses. The program is funded by Hamilton County.

PERFORMANCE GOALS

1. Continue the operation of the program to ensure misdemeanor probationers (who would otherwise be unsupervised) are supervised and in compliance with court orders of assignment
2. Increase offender accountability to victims by payment of victim restitution

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 261,236	\$ 231,966	\$ 240,253	\$ 240,058
Employee Benefits	93,092	95,065	104,334	93,283
Operations	82,543	63,439	114,298	114,298
Total Expenditures	\$ 436,871	\$ 390,470	\$ 458,885	\$ 447,639

Authorized Positions	5.7	5.7	5.75	5.75
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PERFORMANCE OBJECTIVES

1. Offset operational costs by collection of supervision fees
2. Provide supervision of probationers

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	Estimated <u>2016</u>
Number of Intakes	960	959	1,224	1,400
Collected Supervision Fees	\$ 139,740	\$ 133,059	\$ 130,857	\$ 135,000
Collected Restitution	\$ 56,198	\$ 47,152	\$ 16,776	\$ 17,000

Enterprise South Nature Park – 3440

FUNCTION

The mission of the Parks & Recreation Department is to provide with safety and security recreation facilities and services that align with community priorities and needs, and to equip and train employees to efficiently and effectively utilize available and future resources with sustainable fiscal and environmental stewardship in operating and maintaining Hamilton County's parks, open spaces and recreation facilities. Enterprise South Nature Park operation, maintenance, planning and development strives to provide unique recreation opportunities balanced with natural resource management and preservation of historically significant infrastructure as part of "providing efficient quality services by everyone, every way, every day."

PERFORMANCE GOALS

The Parks and Recreation Department is currently examining previous performance goals and objectives, as well as the performance measures utilized and the procedures utilized to produce measurable data. In the coming fiscal year, the department will seek feedback from both those in the community that we are serving as well as from department employees to be certain that we are indeed aligning with community expectations as well as sharing this vision with the employees in such a way as to promote their participation in the process of moving toward the new benchmarks the Parks and Recreation Department plan to accomplish for Hamilton County.

Listed below are previously reported performance goals and objectives for the Parks and Recreation department with special emphasis on the Enterprise South Nature Park:

1. Begin construction of initial five miles of equestrian trails.
2. Achieve a high level of citizen satisfaction with programming offered
3. Achieve a high level of citizen satisfaction with rental facilities
4. Minimize on-the-job injuries

While these goals and objectives are still considered of great importance, we wish to determine that we are in fact measuring the correct indicators of our performance goals as well as measuring the most pertinent data with respect to those goals. The department expects to have performance goals, objectives, and measurements in place by the end of the 2016 fiscal year with measuring to begin in fiscal year 2017.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 600,030	\$ 569,217	\$ 637,493	\$ 634,228
Employee Benefits	308,240	341,542	395,619	388,131
Operations	289,880	353,751	361,254	358,427
Total Expenditures	\$ 1,198,150	\$ 1,264,510	\$ 1,394,366	\$ 1,380,786

Authorized Positions	18.34	18.34	18.59	18.59
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PERFORMANCE ACCOMPLISHMENTS

1. Completed construction of access road, parking area and infrastructure for the initial five miles of equestrian trails

Emergency Medical Services – 3700

FUNCTION

The primary responsibility for Emergency Medical Services (EMS) is to provide twenty-four hour advanced life support ambulance service to the unincorporated areas of Hamilton County and all incorporated areas contracted for service. This activity operates from strategically located ambulance stations and maintains training and response capabilities as directed by State Emergency Medical Services. In addition, we provide emergency medical coverage to numerous special events, such as Riverbend, Ironman, and professional bicycle competitions, as well as community displays and events. Further, ambulance service is provided to communities participating in EMS mutual aid agreements or as requested by State Emergency Medical Services due to mass casualty events or Homeland Security issues.

PERFORMANCE GOALS

1. To provide timely and appropriate pre-hospital emergency medical care and transportation to the citizens of, and visitors to, Hamilton County
2. To lessen County contributions and subsidies for the operation of the service
3. To improve the skill level of employees while raising the standard of care provided
4. To lessen customer complaints and provide better understanding of patient financial responsibilities
5. To operate more efficiently while improving ambulance time responses

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 4,895,897	\$ 4,914,908	\$ 5,052,897	\$ 5,126,877
Employee Benefits	2,268,579	2,433,431	2,637,045	2,658,254
Operations	1,576,309	1,717,065	1,590,485	1,559,401
Total Expenditures	\$ 8,740,785	\$ 9,065,404	\$ 9,280,427	\$ 9,344,532

Authorized Positions	106	106	106	106
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PERFORMANCE OBJECTIVES

1. Cost efficient operation of the service
2. Provision of state-of-the-art medical care to the public
3. Operation of a County-wide system of medical care providers, using Fire, Law Enforcement and EMS personnel
4. Provide a sound financial return as a result of the investment of taxpayer's dollars

PERFORMANCE ACCOMPLISHMENTS

1. Maintained a "Class A" Rating for Emergency Medical Service for the 26th consecutive year.
2. Implemented new hardware and software for medical records and Ambulance billing.
3. Maintained a less than 9 minute response time across Hamilton County in spite of an increase in call volume.
4. Responded to multiple mass-casualty events across the County.
5. Worked with area partners to improve first response participation and coverage.

Emergency Management – Volunteer Services

FUNCTION

Hamilton County allocates money each year to help volunteer fire departments and rescue squads upgrade their facilities and capabilities. The Department of Emergency Management and Homeland Security oversees these appropriations and works directly with the chiefs and board members of these service groups to identify their needs, select the most effective solutions, and coordinate their activities with other groups.

PERFORMANCE GOALS

To improve coordination among fire departments and rescue squads County-wide to ensure efficient service and avoid duplication.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Hazardous Material Team	\$ 34,608	\$ 16,073	\$ 16,235	\$ 48,135
Tri-Community Vol. Fire Dept	9,635	9,635	9,635	48,965
Dallas Bay Volunteer Fire Dept	27,729	31,508	38,928	67,877
Mowbray Volunteer Fire Dept	12,024	13,024	16,024	31,549
Chatt-Hamilton County Rescue	12,479	12,650	13,945	23,375
Highway 58 Volunteer Fire Dept	62,415	62,181	75,138	103,321
Sequoyah Volunteer Fire Dept	12,112	20,232	16,672	34,785
Waldens Ridge Emergency Serv	17,007	17,163	24,126	48,412
Sale Creek Volunteer Fire Dept	25,600	27,600	27,600	59,168
Hamilton County Marine Rescue	12,191	10,131	10,131	20,481
Hamilton County Stars	4,551	7,047	5,656	17,992
Flattop Volunteer Fire Dept	8,064	7,851	9,759	20,896
Total Expenditures	\$ 238,415	\$ 235,095	\$ 263,849	\$ 524,956

PERSONNEL SCHEDULE

There is no staffing specifically for these budgets. The Director of Emergency Management and Homeland Security and the Chief of Field Services consult with the Volunteer departments concerning their needs and budgets.

PROGRAM COMMENTS

Four Fire Departments are scheduled for Insurance Service Office (ISO) grading in the Summer/Fall of 2015. They are Highway 58, Mowbray, Tri-Community and Walden's Ridge Emergency Services.

An addition is being added to Dallas Bay Volunteer Fire Dept.'s Station # 2 on McConnell Lane in the Middle Valley area.

A new headquarters Firehall is in the process of being constructed for Sale Creek Volunteer Fire Dept. It is located at 14828 Dayton Pike. It also includes a community room.

A new Firehall is being constructed for Tri-Community FD. It will replace their current Station # 3. It is located at 11218 Old East Brainerd Road in the Apison area. It also includes a community room.

Other – Various

FUNCTION

1. Ross' Landing Plaza & Park - provides recreation and cultural opportunities for all area citizens at Ross' Landing Plaza. Their function is also to enhance and beautify the area surrounding the Tennessee Aquarium.
2. Emergency Services – Nuclear Power - assists in the day-to-day operation of civil defense and disaster preparedness and response within the Hamilton County area. Develops and maintains plans for disaster operations in the event of an accident/incident at the Sequoyah and Watts Bar Nuclear Plants. This program conducts radiological disaster related training/seminars for government, private and volunteer agencies assigned responsibilities by the Tennessee Multi-Jurisdictional Radiological Emergency Response Plan, both for nuclear plants and to maintain the Emergency Information System.
3. Homeland Security Grants - monies are designated for homeland security equipment (i.e. equipment for Chemical, Biological, Radiological, Nuclear and Explosive/Urban Search and Rescue Response for the Chattanooga Fire Department; Law Enforcement Terrorism Prevention Plan equipment for the Chattanooga Police Department; and 800 Mhz Radio equipment for the City Radio Shop).

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Emergency Ser. - Nuclear Power	\$ 12,866	\$ 38,503	\$ 148,309	\$ -
Homeland Security Grants	400,802	398,834	319,399	-
Crisis Intervention Team	53,997	39,956	-	-
Ross's Landing Plaza & Park	1,202,945	1,053,143	1,125,421	1,251,000
Total Expenditures	\$ 1,670,610	\$ 1,530,436	\$ 1,593,129	\$ 1,251,000

Welfare Services – Various

FUNCTION

The Social Services Department provides numerous community social services by contract with private non-profit agencies for the citizens of Hamilton County.

Descriptions of the various social welfare services are:

Safe Haven Supervised Visitation and Safe Exchange Grant— Cooperative agreement with Partnership, Southeast Tennessee Legal Services, and Hamilton County Circuit Court to provide planning and implementation in the development of a supervised visitation center to enhance safety for children and adult victims of domestic violence.

Social Services Block Grant (SSBG) – Title XX - Homemaker Services (contract with Partnership) Adult Day Care (contract with Signal Center, Inc.)

Emergency Food and Shelter – Provides temporary emergency rent and mortgage assistance funds to low-income households in an effort to prevent homelessness

Project Water Help – Provides temporary emergency water utility assistance funds to low-income households in an effort to prevent homelessness

Warm Neighbors - Provides temporary emergency electric and gas utility assistance funds to low-income households in an effort to prevent homelessness

The four programs listed above were moved from Human Services to the Health Department in July 2013.

The funding for the programs listed below was discontinued by the County in FY 12.

Fortwood Mental Health Center – Children and Adolescent Outpatient Services

Chattanooga Homeless Coalition – Continuum of Care

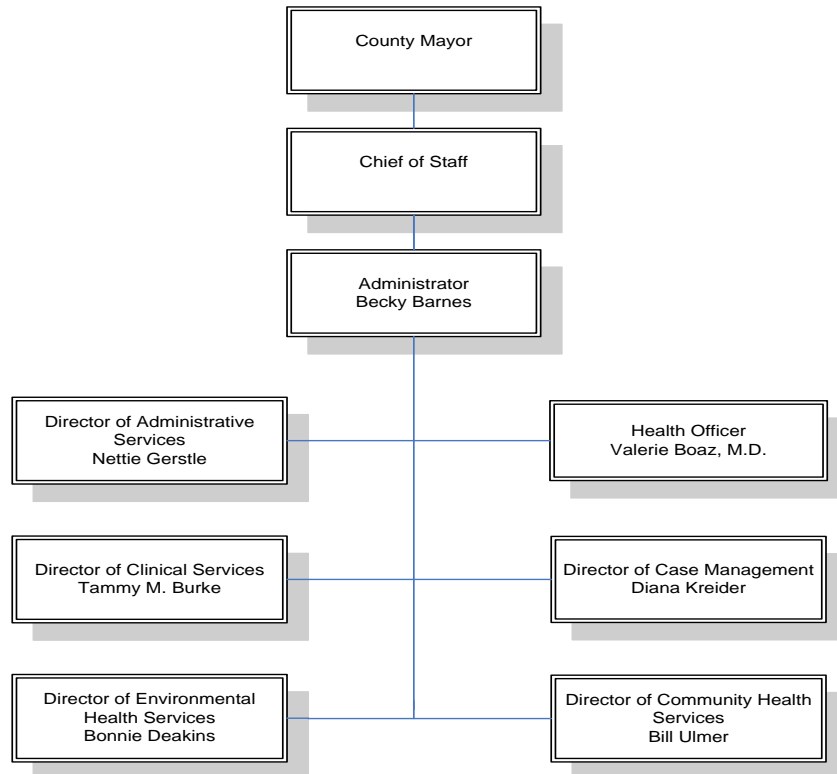
Interfaith Homeless Network

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Safe Haven Programs	\$ 3,512	\$ -	\$ 171,136	\$ -
Social Services -Title XX	287,337	-	-	-
Emergency Food & Shelter	21,936	-	-	-
Project Water Help	340	-	-	-
Warm Neighbors	7,951	-	-	-
Total Expenditures	\$ 321,076	\$ -	\$ 171,136	\$ -



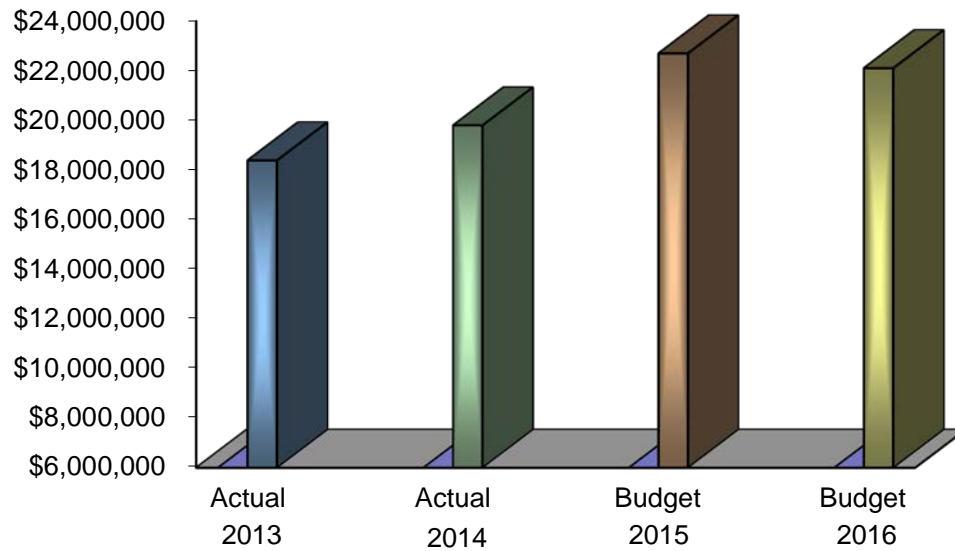
Health Services Division

The mission statement of the Health Services Division is “To Do All We Can to Assure A Healthy Community”. Their slogan is “Working Toward a Healthy Community”. The core function of this division is: prevention, education, assessment, service delivery, policy development, outreach protection, promotion, surveillance and regulation assuring compliance.

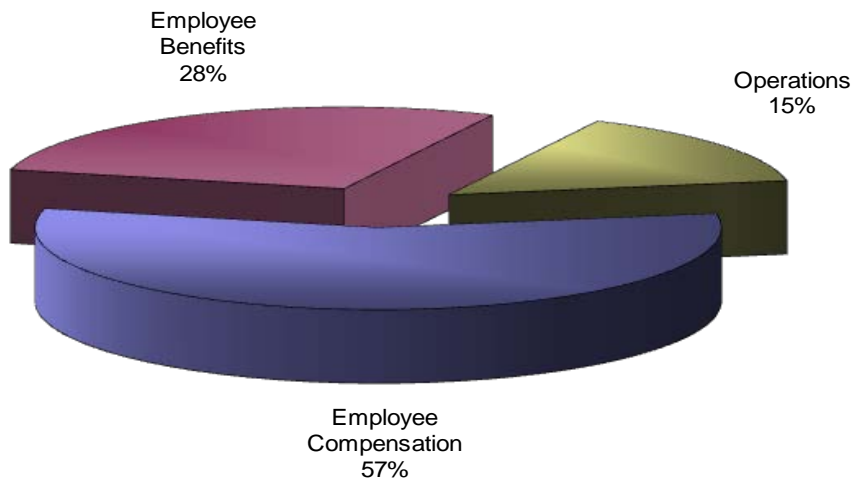


Left to right: Nettie Gerstle, Tammy Burke, Diana Kreider, Dr. Valerie Boaz, Becky Barnes, Bonnie Deakins, Bill Ulmer

Health Services Division Expenditures



FY 2016 Expenditures by Type



Health Services Division Expenditures by Departments

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Accounts and Budgets	\$ 246,013	\$ 274,643	\$ 290,083	\$ 308,909
Community Services	-	288,240	297,643	299,062
Parents Are First Teachers II	335,050	338,299	371,280	375,943
Fetal Infant Mortality Review	203,985	291,640	230,028	232,865
Community Outreach	292,231	355,152	455,718	444,660
Homeland Security	544,120	582,950	557,373	564,162
Tobacco Special Needs Initiative	-	7,399	534,416	334,081
Tobacco Prevention	38,089	55,706	57,415	58,338
Healthy Kids, Healthy Community	89,147	62,305	-	-
Rape Prevention	38,560	39,402	55,724	49,539
Health Grant TBCCEDP	54,042	53,915	57,790	58,601
Health Administrator	251,756	254,264	264,801	268,788
Health Administration	388,486	399,461	412,470	415,040
Maintenance	521,134	552,137	584,109	580,054
Environmental Health & Inspectors	955,471	984,557	1,026,044	1,079,778
Statistics	354,864	384,603	410,605	419,403
Health Promotion & Wellness	285,357	286,536	183,520	189,125
Step One	142,229	130,197	158,403	157,057
Dental Health	978,737	990,212	1,082,794	1,060,563
Family Planning	641,995	605,786	695,510	713,765
Case Management Services	160,617	218,324	171,527	174,028
Medical Case Mgmt. HIV/AIDS	191,239	189,400	208,407	202,246
HIV/AIDS Prevention	250,185	239,734	248,271	251,990
Nursing Administration	656,582	705,124	690,896	743,422
Childhood Lead Prevention	13,632	13,781	13,865	13,867
WIC	1,487,236	1,563,765	1,715,990	1,710,853
Renal Intervention Program	73,987	75,417	78,936	-
Records Management	371,403	506,509	448,426	446,298
Children's Special Services	235,029	253,592	271,442	262,493
Pharmacy	145,444	150,883	153,461	155,667
State Health Promo / Education Grant	114,892	125,227	175,124	162,073
Community Health Prevention Service	-	514	90,600	71,515
Family Health Center - Pediatric	672,472	616,472	854,322	962,829
Primary Care	773,408	824,004	1,124,952	1,086,453
Immunization Project	298,090	294,177	291,699	287,290
Governor's Highway Safety Program	66,519	64,559	71,515	80,037
Federal Homeless Project	1,442,785	1,531,527	2,082,188	2,075,520
Help Us Grow Successfully (HUGS)	410,323	395,752	420,175	424,746
STD Clinic	306,842	312,928	326,531	331,756
Family Health Center - Prenatal/Adult	694,107	693,829	654,304	665,168
Ooltewah Clinic	753,779	771,489	876,008	860,364
Sequoyah Clinic	752,339	812,123	905,222	909,101
Communicable Disease Control Clinic	622,612	617,446	673,772	676,129
County STD Clinic	513,628	511,728	566,810	545,332
Community Assessment & Planning	232,355	233,028	253,152	268,208
State TB Clinic	404,812	365,767	393,462	393,639
Oral Health	344,416	322,333	346,359	350,330
Other	45,351	458,885	879,430	398,000
	\$ 18,395,350	\$ 19,805,721	\$ 22,712,572	\$ 22,119,087

Authorized Positions

264.53

271.53

270.03

266.68



Accounts and Budgets – 3500

FUNCTION

There are three main functions of Accounts and Budgets. First, to create and maintain a complete set of financial and accounting records; second, to prepare and monitor all State and County funded budgets; and third, produce all work in conformance with governing rules and regulations.

PERFORMANCE GOALS

1. To produce timely financial statements for management
2. To bill the State for appropriate reimbursable expenses
3. To ensure that vendors are paid in a timely manner
4. To ensure that accounts receivable are collected
5. To assure Generally Accepted Accounting Principles (GAAP) are utilized

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 150,184	\$ 164,228	\$ 169,052	\$ 174,685
Employee Benefits	90,432	105,042	115,332	116,604
Operations	5,397	5,373	5,699	17,620
Total Expenditures	\$ 246,013	\$ 274,643	\$ 290,083	\$ 308,909

Authorized Positions 4 4 4 4

PERFORMANCE OBJECTIVES

1. Financial statements are produced by the fourth week of each month
2. 100% of State-funded budgets are billed each month
3. Number of vendor complaints regarding lack of payment
4. 100% of accounts receivable are reconciled monthly

PERFORMANCE ACCOMPLISHMENTS

All objectives have been met. No instances of vendor complaints. In addition, this department successfully implemented the expansion of acceptance of credit cards in all departments that currently receive payments in the Health Department.

Community Services – 3528

FUNCTION

The Community Services Department provides community-based social services programming, planning, collaboration/coordination, and information dissemination in Hamilton County to promote health, safety, and self-sufficiency. This function is accomplished through the following programs and activities.

The Emergency Assistance Program provides temporary assistance to low income Hamilton County residents who are experiencing an emergency financial crisis (unforeseen, uncontrollable and verifiable) in an effort to prevent homelessness. Limited need-based assistance is provided with rent/mortgage, utility bills, food, prescriptions, and other services as applicable. The program also coordinates the community-wide social services response in times of nationally declared disasters and participates in comprehensive community initiatives. County funds and grant awards from the Federal Emergency Food and Shelter Program, Project Water Help, Power Share, and the Emergency Solutions Grant fund the program.

In addition to the Emergency Assistance Program, Community Services also coordinates the Certified Application Counselor enrollment process for the Affordable Care Act, and administers (monitor, report, evaluate) the subcontract agreement for the Social Services Block Grant (Homemaker Services and Adult Daycare).

PERFORMANCE GOALS

1. Provide emergency financial assistance and social services referrals/information in a professional, timely, and courteous manner to prevent homelessness and/or disruption of vital basic living necessities
2. Monitor and provide accountability for County and grant funds that support the programs
3. Enroll, coordinate and disseminate information regarding the Affordable Care Act
4. Act as lead community social service coordinator during disasters as specified by Emergency Management
5. Represent Hamilton County in social service community initiatives

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ -	\$ 115,076	\$ 118,935	\$ 120,076
Employee Benefits	-	68,924	75,619	75,896
Operations	-	104,240	103,089	103,090
Total Expenditures	\$ -	\$ 288,240	\$ 297,643	\$ 299,062

Authorized Positions	-	3	3	3
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PERFORMANCE OBJECTIVES

1. To utilize performance budgeting techniques, social services best practices, and evidence-based research to strengthen program efficiency and effectiveness
2. To promote coordinated responses, networking, and partnerships to improve the community's social service system and ability to fill gaps in services
3. To identify and seek additional grants to support the programs and community social services needs
4. To stay informed of local, state, and national poverty issues, social problems, programs, and trends that impact Hamilton County

PERFORMANCE ACCOMPLISHMENTS

1. Provided monthly Emergency Assistance statistical reports detailing service provision data as indicated in the program data chart below
2. Participated and networked to improve coordinated service provision and advocacy through participation on the following boards/committees: Tennessee Conference on Social Welfare; Coalition of Emergency Assistance Providers; Chattanooga Homeless Coalition—Advisory Board; Hamilton County Community Advisory Board (CAB); Partnership Crisis Services Advisory Board; Emergency Food and Shelter Local Board; UTC Social Work Professional Advisory Board; Supervised Visitation Core and Consulting Committees; and other initiatives as needed.
3. Served as program coordinator for the Justice for Families Supervised Visitation Grant. Convened the community consulting committee and led the core collaborators and consultants in activities that developed program policy and procedures. Also monitored compliance and completed applicable progress and financial reports.
4. Wrote the grant and obtained funding for an Emergency Solutions Grant to provide prevention and rapid re-housing homeless services.
5. Coordinated the Affordable Care Act certification and enrollment process

	Actual	Actual	Actual	Estimated
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Number of Households Served	*	370	335	345
Number of Services Provided	*	446	466	492
Utilities	*	298	286	307
Rent / Mortgage	*	129	147	151
Food	*	17	28	29
Prescriptions	*	1	4	4
Other	*	1	1	1
Services per Household	*	1.21	1.39	1.43

* - This organization was under the General Services Division during this year

Note: The statistics above are for direct services provided exclusively for emergency assistance. ACA enrollment services and indirect SSBG (Homemaker and Adult Day Care) and Justice for Families subcontracted grant activities are not included.



Parents Are First Teachers II – 3529

FUNCTION

Parents Are First Teachers II (PAFT) is an early childhood home visiting program for families in Hamilton County who are pre-natal or have children through age 5 years. Priority service is for families who meet at least one high-risk criteria, such as under age 21 pregnant females, parents or children with low student achievement, developmental delays or disabilities or have a low income. Parents receive parenting skills training, prenatal health information, child health and development information and information regarding community resources that can help families develop resiliency. Children's health and development are monitored and parents are given referrals for any necessary in-depth services if out-of-range health or behavior concerns are noted. Families are referred by agencies and organizations or self-referred.

PERFORMANCE GOALS

1. Increase parent knowledge of early childhood health and development and improve parenting practices
2. Provide early detection of developmental delays and health issues
3. Prevent child abuse and neglect
4. Increase children's school readiness and school success

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 194,782	\$ 208,409	\$ 221,428	\$ 219,677
Employee Benefits	77,189	92,983	108,138	118,853
Operations	63,079	36,907	41,714	37,413
Total Expenditures	\$ 335,050	\$ 338,299	\$ 371,280	\$ 375,943

Authorized Positions	4.75	4.75	4.75	5.25
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PERFORMANCE OBJECTIVES

1. Healthy babies are born to healthy mothers
2. Parents are knowledgeable about their child's language; intellectual, social-emotional and motor development; and recognize developmental strengths and possible delays
3. Parents are more resilient, less stressed, and can identify and use community resources for concrete support in times of need
4. Families build social connections and link with other families
5. Parents understand that a child's development influences parenting responses and they demonstrate nurturing and positive behaviors
6. Parents are familiar with key messages about attachment, discipline, health, nutrition, safety, sleep and transitions/routines
7. Children are identified and referred to services for possible delays and possible vision, hearing and health issues

PERFORMANCE ACCOMPLISHMENTS

1. Enrolled children receive a developmental screen and have up to date immunizations
2. Enrolled children who have out of range developmental screens or who have health issues are referred for further services
3. Enrolled parents demonstrate knowledge and skill in the areas of child development and positive parenting skills
4. Assist families with accessing community resources

	Actual <u>2013</u>	Actual <u>2014</u>	Projected <u>2015</u>	Estimated <u>2016</u>
Families Enrolled	87	80	96	96
Children Enrolled	95	85	100	100
Home / Personal Visits	842	694	1,100	1,100
Child Development Screens	89	85	100	100

Community Infant Mortality Reduction Services and Fetal Infant Mortality Review – 3530

FUNCTION

The Infant Mortality Reduction Initiative's mission is to provide a framework through which programs designed for better birth outcomes can function at full capacity. The program focus is to raise awareness and improve knowledge surrounding birth outcomes in Hamilton County. The initiative works to positively affect the lives of our women in a way that enables healthy women, healthy pregnancies, healthy babies and healthy communities.

Fetal Infant Mortality Review (FIMR) is a national best practice program that provides a community-based, action-oriented, systematic way for diverse community members to examine and address social, economic, health, environmental and safety factors associated with fetal and infant deaths. FIMR collects and abstracts data from vital, medical and social service records as well as extensive home interviews with the parent(s), to record the mother's and family's experiences with the support services available to them; and the care received during the prenatal, obstetric and postnatal period. Case information is de-identified and summarized for review by the FIMR Case Review Team (CRT). The CRT's role is to identify health system and community factors based on the after findings from the case summaries, that may contribute to infant deaths and to make recommendations for community change. The Community Action Team (CAT) – the Infant Mortality Community core leadership group – makes recommendations from community action and participates in implementing interventions designed to address the identified problem. The initiative works to positively affect individuals and families in a way that promotes healthy women, healthy pregnancies, healthy babies and healthy communities.

PERFORMANCE GOALS

1. Raise awareness concerning Hamilton County's poor infant mortality ranking and statistics with special attention to community groups with disproportionately high rates such as the African-American population in Hamilton County
2. Create a more fluid process through which health care providers weave preconception care into all care contacts
3. Through our working group, the IRIS Community Action Team, we will plan, implement, and evaluate programs designed and proven to improve birth outcomes in Hamilton County
4. Mobilize the community around factors affecting poor birth outcomes while creating community partnerships that will coordinate, collaborate, implement and evaluate evidence-based practices that will improve birth outcomes in Hamilton County
5. The IRIS-Community Action Team (formerly Core Leadership Group) will serve as the Community Action Team for local FIMR community record review (CRT) team
6. The initiative will work with Chattanooga- Hamilton County Health Department clinics and departments, as well as other regional OB-GYNs and clinics, to increase their capacity to provide preconception health education to at-risk patients
7. The initiative will connect with a variety of diverse area agencies in order to accomplish our mission
8. Promote the early start of prenatal vitamins through education as well as direct distribution throughout all agency clinics serving pregnant women
9. Collaborate with Community Partners to raise awareness concerning Hamilton County's poor infant mortality ranking and statistics
10. Through the CRT and the CAT, the initiative will plan, implement and evaluate programs designed and proven to improve birth outcomes in Hamilton County
11. Work with the Community Partners to mobilize the community around factors affecting poor birth outcomes while creating community partnerships that will coordinate, collaborate, implement and evaluate evidence-based practices that will improve birth outcomes in Hamilton County
12. Annual Review goals:
 - Complete record review of 100% of all reported fetal/infant deaths.
 - Conduct maternal interview on 50% of all reported infant deaths

PROGRAM COMMENTS

The FIMR program community work teams, CRT and CAT, were established in CY 2010 and have monthly and quarterly meetings, respectively.

The CLG has identified a large racial disparity in birth outcomes and seeks to reduce that gap. The program focuses on improving birth outcomes in zip code areas of the county with the highest percentages of births that are low birth weight (i.e., 37403, 37404, 37408, 37409 and 37410).

FIMR grant (3530) and Infant Mortality Grant (3531) were merged prior to the end of FY 2014 (March 2014) due to changes in funding and contract parameters. Programs maintain the infant mortality reduction and prevention focus as well as the FIMR process. One full time health educator position was deleted and 50% of a secretary position is now funded under a different grant, and 50% of the job duties cover grant duties of the new budget. Budget 3531 is no longer an active budget.

New guidelines for case review process (types of cases to be reviewed/cohort definition) were implemented in August 2014.



Community Outreach – 3532 / Welcome Baby – 35324

FUNCTION

The TENNderCare Outreach Program has been renamed by the State Grantor as: Community Outreach. The program was designed to increase community awareness, knowledge, and utilization of preventive health screenings among the eligible population in Hamilton County. The State program focus has changed from strictly birth to age 21 years, to incorporate the entire family as part of the Tennessee Department of Health revised mission to improve health outcomes for Tennesseans collectively. Effective implementation includes promoting preventative health practices for the entire family with specialized outreach to the Early Periodic Screening and Diagnostic Screening (EPSDT) / well child checkup, semi-annual dental, annual vision screenings, as well as behavioral and developmental assessments. Reports of outreach efforts are submitted to the Tennessee Department of Health twice annually.

The Welcome Baby Initiative provides referrals and resources to families of infants born in Hamilton County who are prescreened for factors that contribute to infant mortality as indicated from birth certificate records. The purpose of the initiative is to provide families with resources and referrals for local services to promote positive infant health outcomes.

PERFORMANCE GOALS

1. Develop a diverse panel of community partners.
2. Provide outreach to TennCare eligible families.
3. Conduct annual Community Outreach meetings with local partners (formerly called Advisory Board)
4. Develop annual Community Outreach Plan
5. Provide specialized outreach to pregnant adolescents (PA) and Children with Special HealthCare Needs (CSHCN)
6. Complete annual Self-Evaluation

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 189,775	\$ 210,761	\$ 269,617	\$ 267,491
Employee Benefits	75,186	99,456	117,127	128,148
Operations	27,270	44,935	68,974	49,021
Total Expenditures	\$ 292,231	\$ 355,152	\$ 455,718	\$ 444,660

Authorized Positions	5.11	8.11	8.11	7.54
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PERFORMANCE OBJECTIVES

1. Increase outreach efforts to children, adolescents and young adults between the ages of ten (10) and twenty (20) years
2. Provide updated contact, eligibility verification, service accessibility and web addresses to eligible families
3. Collaborate with community resources and providers
4. Develop/provide culturally diverse programs and activities
5. Provide referrals, resources and positive health outcome messages to families and infants via the Welcome Baby Initiative
6. Conduct education sessions with neonatal staff at area hospitals, pediatric offices and high risk OB/GYN physicians

PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016 *
Home Visits	3,063	3,604	3,065	0
Attempted Home Visits	3,424	4,804	5,829	0
Local Specific Activities	271	344	158	200
Presentations	184	168	114	150
Contacts	16,082	18,428	16,526	17,500
Media/articles/newsletters	4	4	3	3
Brochures, posters, flyers, mailings	24,000	15,597	+	250

* State program is changing focus, moving away from individual home visits to group/community events.

+ Information not currently available

Welcome Baby specific accomplishments

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Number of families served	N/A	409	450	500
Number of referrals made	N/A	206	220	300
Number of Pack 'n Plays distributed	N/A	52	65	75

Homeland Security – 3537

FUNCTION

To establish and implement plans for public health emergency response

PERFORMANCE GOALS

1. To develop and maintain emergency preparedness plans
2. To develop and maintain volunteer data base
3. To assure staff are adequately trained for emergency response
4. To coordinate hospital response capabilities
5. To respond to disease outbreaks and conduct epidemiological investigations

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 313,234	\$ 342,794	\$ 344,731	\$ 341,241
Employee Benefits	118,896	147,691	159,163	164,719
Operations	111,990	92,465	53,479	58,202
Total Expenditures	\$ 544,120	\$ 582,950	\$ 557,373	\$ 564,162

Authorized Positions 7 7 7 7

PERFORMANCE ACCOMPLISHMENTS

Maintained all required plans including multiple meetings with various community agencies.

1. Radiological Exercises for Sequoyah Nuclear Plant National Regulatory Commission permitting. Three schools were exercised with the Federal Emergency Management Agency evaluating performance of staff – July 16-17, 2014
Participants: Tennessee Emergency Management, Hamilton County Fixed Nuclear Facility Planner, Division of Forestry, Red Bank Fire Department, Hamilton County Amateur Radio Operators, and Hamilton County Dept. of Education
2. Area Hospitals tested their Ebola Preparedness/Response plans by participating in an Ebola Table Top Exercise led by CHCHD's Regional Hospital Coordinator. – October 2014
3. Received Project Public Health Ready (PPHR) Recognition for our Health Department – January 5, 2015
Participants: Administrative Services, Environmental Health, Case Management, Community Health and Clinical Services.
4. Conducted Community Assessment for Public Health Emergency Response – May 15-16, 2015
Participants: staff from Clinical Services, Case Management, Community Health and Administrative Services.
5. Using grant funds specific for healthcare coalitions, the Southeast/Hamilton Healthcare Coalition purchased a web-based patient tracking system which tracks patients transported to hospitals from a mass casualty incident scene. The system will interface with other web-based patient tracking systems used in Tennessee. This system has the potential for use during a hospital evacuation, and for shelter operations for hurricane evacuees. – May 2015
6. Held a Public Health Workshop for Medical Reserve Corps Volunteers and interested Hamilton County employees – June 6, 2015
Participants: Medical Reserve Corps volunteers, public health staff, Southeast Regional Health MRC volunteers.

Tobacco Special Needs Initiative – 3538

FUNCTION

The Tobacco Special Needs Program has as its purpose to reduce the incidence of disease, disability, and death resulting from the use of tobacco by educating the public (children and adults); changing policies; influencing social norms to prevent initiation; promoting cessation; and providing education regarding second and third-hand smoke exposure.

PERFORMANCE GOALS

Provide tobacco use prevention education programs and information to youth and adults; promote tobacco cessation among adults; and promote policy development to support tobacco free venues.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ -	\$ 954	\$ 38,277	\$ 115,117
Employee Benefits	-	581	7,490	41,635
Operations	-	5,864	488,649	177,329
Total Expenditures	\$ -	\$ 7,399	\$ 534,416	\$ 334,081

Authorized Positions - 1 1 1

PERFORMANCE OBJECTIVES

1. To implement evidence-based activities that eliminate pregnancy smoking
2. Promote evidence-based activities that reduce second and third-hand smoke exposure to infants and children
3. Promote evidence-based activities that reduce child/adolescent initiation of tobacco use

PERFORMANCE ACCOMPLISHMENTS

1. The Baby and Me Tobacco Free Program was launched on September 2, 2014 to address pregnancy smoking. To date 123 women have enrolled in the program.
2. Sandwich-board signs have been purchased for elementary schools and daycare centers that remind parents who pick up their children in car rider lines that second and third-hand smoke places children riding in their cars at risk.
3. Implementation of a CEASE Program to target pediatricians has been completed. 51 providers from 7 practices were trained in the 3 A's – Ask, Advise and Assist.
4. Planning and training for public elementary school teachers has been completed for implementing a curriculum supplement that addresses tobacco use, second and third-hand smoke and e-cigarettes.
5. An interactive stand-up-tool was created for middle and high schools. 'Chad & Lindsay' depict the health effects of smoking on all organ systems of the body. These tools were delivered to all middle and high schools within the district, along with a teacher's curriculum.
6. A 32-week tobacco prevention billboard campaign was launched in the fall of 2014. The message was 'Keep your Car Smoke-Free'. In July 2015 a 20-week campaign was launched with the message 'Keep your Home Smoke-Free'.
7. In February 2015, the same graphic from the billboard campaign promoting smoke-free cars was placed on bus board advertising around the city.
8. In November 2014 a tobacco prevention campaign was launched in 3 local cinemas.
9. The Tobacco Special Needs Program has provided support for the following community organizations in their efforts to educate the community with regards to tobacco exposure reduction and cessation: Head Start facilities, East Chattanooga Improvement Coalition and Tobacco Free Chattanooga Coalition.

PROGRAM COMMENTS

The Tobacco Special Needs Initiative is 100% funded by state-allocated Tobacco Settlement funds.

Tobacco Prevention – 3539

FUNCTION

The Tobacco Use Prevention Program has as its purpose to reduce the incidence of disease, disability, and death resulting from the use of tobacco by educating the public (children and adults); by changing policies and influencing social norms to prevent initiation; promote cessation; educate regarding second and third hand smoke issues; and decrease health disparities.

PERFORMANCE GOALS

Provide tobacco use prevention education programs and information to youth and adults; promote tobacco cessation among adults; and promote policy development to support tobacco free venues.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 27,746	\$ 39,342	\$ 40,075	\$ 40,825
Employee Benefits	9,213	15,038	16,090	16,263
Operations	1,130	1,326	1,250	1,250
Total Expenditures	\$ 38,089	\$ 55,706	\$ 57,415	\$ 58,338

Authorized Positions 1 1 1 1

PERFORMANCE OBJECTIVES

1. To prevent tobacco use initiation among young people.
2. Promote quitting among adults and young people.
3. Eliminate nonsmoker's exposure to second and third hand smoke.
4. Identify and eliminate tobacco-related disparities.
5. Support youth advocacy groups and regular participation in other tobacco advocacy coalitions (Tobacco Free Chattanooga, STARS, Campaign for Healthy and Responsible Tennessee)
6. Promote the State QUIT-LINE (assist callers with cessation materials, resources, and support)
7. To promote tobacco use policy change, including reduction of second and third hand smoke exposure, E cigarettes/ENDS and preemption by contacts with media, legislators, schools and Employee Assistance Program (EAP) organizations

PERFORMANCE ACCOMPLISHMENTS

1. There is continuous work with the Hamilton County school system to review their tobacco use policy for students, teachers and visitors, with the ultimate goal of their adoption of a tobacco free campus policy.
2. Efforts continue, with some progress, in getting the Friends of the Festival to limit smoking and tobacco exposure at the annual Riverbend Festival.
3. Daily referrals are made to the State Quit Line, and the Quit Line is promoted on the Health Department's webpage and community calendar.
4. The prevention of second and third-hand smoke exposure is promoted in literature disseminated to the community and through Health Department clinics, billboards, the media and theatre messaging.
5. Partnerships with other agencies and community members, such as the March of Dimes, the Faith – Based Community, and Early Childhood Education, have been created to increase the impact and effectiveness of tobacco use prevention and education.

PROGRAM COMMENTS

The Tobacco Prevention Program is funded in part by a contract with the State of Tennessee Department of Health. The program is also supported by County funds.

Healthy Kids, Healthy Community (RWJF Grant) - 35447

FUNCTION

Healthy Kids, Healthy Community (HKHC) seeks to identify and implement evidence-based strategies for promoting child health and reducing childhood obesity in Hamilton County communities where residents are most vulnerable to overweight and obesity.

PERFORMANCE GOALS

To decrease/reverse childhood overweight and obesity in East and South Chattanooga by improving access and opportunities for healthy eating and active living (physical activity).

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 54,008	\$ 36,371	\$ -	\$ -
Employee Benefits	20,823	23,490	-	-
Operations	14,316	2,444	-	-
Total Expenditures	\$ 89,147	\$ 62,305	\$ -	\$ -

Authorized Positions	1.5	1.5	-	-
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PERFORMANCE OBJECTIVES

1. Create an environment where healthy food is more accessible to children and families
2. Create safe neighborhood environments that promote bicycle-pedestrian infrastructure
3. Increase understanding of the benefits of healthy eating to children and families
4. Increase understanding of the benefits of physical activity to children and families
5. Engage in capacity building in focus communities
6. Establish a Healthy Living Fund
7. Build community capacity to achieve and sustain safe neighborhood environments where healthy food and physical activity, especially in parks and at recreation facilities, are more accessible to children and families
8. Ensure that future planning and policy decisions continue to promote the health of the East and South Chattanooga Communities

PERFORMANCE ACCOMPLISHMENTS

1. Launched Mobile Market Program with partners to increase access to healthy, affordable foods in selected communities that were determined to be food deserts.
2. Partnered with Bike Chattanooga to increase opportunities for a safe bicycle-pedestrian infrastructure by promoting the establishment of more bike lanes and community education on the value of cycling
3. Worked with partners to get the Board of Education to pass an Open Use Policy (February 2014) so that school facilities and playgrounds could be used by the public after school hours and during the summer when most schools are not in session.
4. With help from partners, the County has increased its acres of green space per 1,000 people from 5.6 to 6.58 acres. There is now a total of 210.04 acres of playground and green space available to County residents.
5. A Healthy Living Fund has been established, maintained and increased with private donations to provide for a funding reservoir to support community capacity building.
6. Planning and policy decisions continue to be made to promote the health of the community.

PROGRAM COMMENTS

This program is 100% grant funded. This grant ended on June 30, 2014.



**Health Grant Tennessee Breast and Cervical Cancer
Early Detection Program – 3549**

FUNCTION

To coordinate all Tennessee Breast and Cervical Cancer Early Detection Program (TBCCEDP) activities, and increase awareness of the need for and access to screening services for high-risk women in Hamilton County.

The purpose of TBCSP is to reduce morbidity and mortality by providing high quality breast and cervical cancer screenings and diagnostic services to eligible women. The target group is Tennessee women who are older, have low income, and are uninsured or underinsured. Special emphasis is placed on outreach and service to African Americans, Hispanic, and Appalachian Whites who are historically underserved and to those women who have never gotten or rarely get these screening tests. Clinical Breast exams, mammography, pelvic exams, and Pap tests are offered to women who meet income guidelines and eligibility criteria. Referrals are made for approved diagnostic services and follow-up care. Each patient is tracked through a data base system to assure they receive necessary services and return for annual rescreens. As part of the national program, data is submitted semiannually to CDC to document our success in reaching and serving these women. With the passage of the federal Affordable Care Act (ACA) OF 2010, the program will begin redirecting program emphasis from direct service to outreach, education and patient navigation services to assure all women receive the benefits covered by national health insurance policies. Redirection will occur over the next four years and will continue until ACA is fully implemented.

PERFORMANCE GOALS

1. Provide community education on preventive screening. Measurable by reviewing outreach training records.
2. Provide case management for women with abnormal screens. Measurable by data collection and chart audits.
3. Ensure that women with normal screens are notified annually to return for exams. Measurable by data collection and computer queries.
4. Provide in-service training to all providers. Measurable by reviewing in-service/training records.
5. Develop, maintain, and expand a provider network with other area health care providers. Measurable through review of protocols at assigned intervals and review of products and services.
6. Assist all program providers with TBCCEDP related questions and/or problems. Measurable by daily observation and feedback from supervisors and providers.
7. Ensure that accurate and complete data is sent to the State TBCCEDP office. Measurable by computer queries and chart audit.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 36,224	\$ 35,975	\$ 36,684	\$ 37,934
Employee Benefits	15,064	16,103	18,006	18,067
Operations	2,754	1,837	3,100	2,600
Total Expenditures	\$ 54,042	\$ 53,915	\$ 57,790	\$ 58,601

Authorized Positions	1.13	1.13	1.13	0.63
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PERFORMANCE OBJECTIVES

Emphasis in this program has shifted from direct service to outreach.

1. Notify all current enrollees with normal screens to return for annual exams
2. Provide outreach education to target audiences at least three times per year.
3. Increase awareness in priority populations of the need and availability of TBCSP services and motivate women to seek these services.
4. Participate in regional coalitions to coordinate breast and cervical cancer awareness, screening and referral activities for women. Expand resources, coordinate activities, and promote comprehensive service delivery.
5. Provide in-services, education and assistance as needed to area screening/referral providers
6. Maintain current Certified Application Counselor (CAC) Certification to assist Breast and Cervical clients who are TennCare presumptive eligible regarding the Market Place application.

PERFORMANCE ACCOMPLISHMENTS

1. Tracking system (PTBMIS) established and implemented for the notification of women with normal screens to return for annual exams. Ongoing annual notification continues.
2. Five outreach education offerings to target priority audiences done July 2014 through June 2015.
3. This program is supportive of the Susan G. Komen Foundation through interaction with the local affiliates of Susan G. Komen for the Cure Chattanooga Chapter. Their logo is used on activities promoting awareness of TBCSP activities. TBCSP is supportive of the annual Susan Komen walk in Chattanooga and the American Cancer Society in their Stride Against Breast Cancer awareness activity. The TBCSP has partnered with TC2 and is supportive in their mission to ease the burden of cancer in Tennessee. Other community interaction and networking includes Memorial Health Care System and the Community Health Centers.
4. Continue educational in-service/internal audit review with all Health Department program sites
5. Ongoing updates of TBCCEDP letters of agreement with current Chattanooga TBCCEDP providers; 23 referral providers total; contract with 3 area hospitals for mammograms
6. Certified Application Counselor (CAC) Certification completed for 2014-2015.
7. Total annual program visits: number presumed to TennCare due to breast or cervical cancer

	Actual	Actual	Projected	Estimated
	2013	2014	2015	2016
Total annual program visits	186	171	127*	125
Cases presumed to TennCare	39	41	32*	35

* Decrease in program visits noted around the State due to the Affordable Care Act and the HealthCare Market Place.

Health Administrator – 3550

FUNCTION

To provide administrative and medical leadership.

PERFORMANCE GOALS

1. Assess community health needs and adjust health programs and services to address identified needs
2. Establish partnerships with others such as, private health providers, business community, education, and consumers to collectively address community health needs
3. Through leadership and commitment to “Continuous Quality Improvement”, assure that the Health Department services are of the highest quality and staff are committed to providing excellent customer services

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 186,128	\$ 186,859	\$ 190,540	\$ 193,862
Employee Benefits	56,193	57,772	64,311	64,976
Operations	9,435	9,633	9,950	9,950
Total Expenditures	\$ 251,756	\$ 254,264	\$ 264,801	\$ 268,788

Authorized Positions 3 3 3 3

PERFORMANCE OBJECTIVES

1. A community health plan is developed on a regular basis
2. Partnerships are maintained
3. Quality issues are addressed on a regular basis

PERFORMANCE ACCOMPLISHMENTS

Continuous quality improvement is supported and promoted by the Quality Leadership Team which addresses suggestions for improvement on a regular basis. Community Partnerships are maintained through numerous programs of the Health Department. The 2015 Community Health Plan is currently in development. In 2015 the Health Department received the National Association of County and City Health Officials (NACCHO) Project Public Health Ready recognition for excellence in preparedness.



Environmental Health and Inspectors – 3553 & 3563

FUNCTION

The Department of Environmental Health, Division of General Environmental Health, serves to protect and improve the level of health in the community through the implementation and practice of sound public health policies and the enforcement of State law, regulation and agreement.

PERFORMANCE GOALS

1. Protect the citizens of Hamilton County from rabies
2. Investigate general environmental complaints
3. Collect mandated fees
4. Enforce State Health Laws
5. Perform routine health and safety inspections for all public food service establishments, hotels/motels and swimming pools
6. Perform routine health and safety inspections of child care facilities, school physical plants, bed and breakfast facilities, tattoo facilities and body piercing establishments
7. Perform tobacco surveys
8. Provide public education
9. Develop leadership skills of supervisory staff

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 615,134	\$ 620,929	\$ 634,208	\$ 661,097
Employee Benefits	296,107	311,214	340,813	372,059
Operations	44,230	52,414	51,023	46,622
Total Expenditures	\$ 955,471	\$ 984,557	\$ 1,026,044	\$ 1,079,778

Authorized Positions	14	14	14	14.5
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PERFORMANCE OBJECTIVES

Rabies and General Sanitation (3553)

Goal #1 – To protect the citizens of Hamilton County from rabies

- Investigate all animal bite instances
- Coordinate rabies clinics in the County through the cooperative efforts of the department with the Chattanooga Hamilton County Veterinary Medical Association and the Humane Educational Society
- Increase the number of domestic animals vaccinated in Hamilton County
- Educate the citizens of Hamilton County about rabies so that citizens understand the importance of keeping their pets vaccinated. Also, educate the citizens to avoid wild animals or any animal that is behaving oddly or is ill

Goal #2 – Improve the level of sanitation in Hamilton County

- Investigation of all rodent complaints
 - Abatement of all valid sanitary nuisance complaints
- Measures of efficiency – 1,300 rabies control services, 6,000 rabies clinic vaccinations, and 900 general complaints resolved
- Measures of effectiveness – 70% of all dogs and cats vaccinated against rabies, 100% of service requests met and 90% of general complaints resolved

Food Program (3563)

Goal #1 – Conduct inspections

- Inspect each hotel, food service establishment, swimming pool, bed and breakfast establishment, tattoo studio, body piercing establishment and organized camps in Hamilton County according to the schedules set forth under contract with the Tennessee Department of Health

Goal #2 – Issue permits and collect mandated fees

- Obtain completed permit applications and proper fees and penalties from each establishment which is allowed to operate

Goal #3 – Conduct training

- Conduct at least monthly sanitation and safety training sessions so that each permit owner, manager or person with supervisory responsibilities in the area of food service establishments will be afforded the opportunity to attend at least annually
- Conduct training sessions in the universal precautions for the prevention of the spread of bloodborne pathogens on a quarterly basis
- Bi-annually train and standardize all persons authorized to do inspections using quality control personnel from the Tennessee Department of Health
- Attend all meetings arranged by the Tennessee Department of Health for environmental program managers
- Require new environmentalists to attend training provided by the Tennessee Department of Health

Measure of efficiency – 11,000 inspections of food and general sanitation establishments

Measure of effectiveness – 100% of all food and general sanitation establishments permitted and inspected

PERFORMANCE ACCOMPLISHMENTS

Environmental Health (3553)

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Projected 2015</u>	<u>Estimated 2016</u>
General complaints received and investigated	790	984	1,000	1,200
Animal bite incidents reported to department and investigated	1,110	1,192	1,100	1,150
Rabies vaccinations given at rabies clinics	4,300	5,121	5,200	5,250

Environmental Inspectors (3563)

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Projected 2015</u>	<u>Estimated 2016</u>
Food service inspections	7,251	7,298	7,387	7,400
Hotel/Motel inspections	454	465	471	510
Public swimming pool inspections	2,026	2,145	2,157	2,200
Camp inspections	74	75	75	76
Child care facility inspections	683	669	672	670
School physical plant inspections	267	267	268	270
Bed and breakfast facility inspections	28	29	30	31
Tattoo establishment inspections	120	122	125	130
Body piercing establishment inspections	75	77	80	84
Tobacco surveys completed	5,200	5,344	5,405	5,450
Individuals provided with training	1,700	1,898	2,021	2,100
Mandated fees collected	\$ 801,700	\$ 728,013	\$ 695,000	\$ 730,000

Health Promotion and Wellness – 35564

FUNCTION

Health Promotion and Wellness provides health-related information, programs and activities for the residents of Hamilton County and their families, to achieve optimal health and wellness; reduce the risk of disease; promote highway safety and injury prevention; and lower health care costs. It also provides educational programs to the general population regarding healthy lifestyle choices.

PERFORMANCE GOALS

1. Provide on-going monthly health education and wellness programs/activities for the general public based on identified needs through state grants and other funding sources
2. Provide on-going public information to the media regarding community health issues and/or activities as needed and/or requested
3. Provide health education programs, literature and referrals through contacts at churches, schools and businesses as needed and/or requested

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 175,451	\$ 173,823	\$ 102,381	\$ 99,671
Employee Benefits	82,818	87,586	50,952	50,304
Operations	27,088	25,127	30,187	39,150
Total Expenditures	\$ 285,357	\$ 286,536	\$ 183,520	\$ 189,125

Authorized Positions	3.68	3.68	3.68	2
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PERFORMANCE ACCOMPLISHMENTS

1. Monthly health education programs were routinely held and materials were disseminated to at least 300 persons monthly in the areas of chronic disease management, injury prevention, highway safety and personal safety.
2. Public information was disseminated to the public and the media by the department's health educators with assistance from the agency's Public Information Office.
3. Programming centering on faith-based institutions and daycares has been made possible by a grant from the March of Dimes to another Health Department program area, and Health Promotion staff is assisting. Four churches are actively participating in this program with over 1,200 participants and four daycares.

PROGRAM COMMENTS

This program area is 100% County funded.

PERFORMANCE ACCOMPLISHMENTS

1. Step ONE organized a workgroup to develop a Healthy Eating, Active Living (HEAL) index with 19 indicators that provide valuable food and physical activity information for all county census tracts.
2. Step ONE conducted community focus groups in East Chattanooga, South Chattanooga, Brainerd, Lupton City, and Soddy Daisy on the topics of Healthy Eating and Active Living.
3. Funded or refunded 11 teaching gardens in Hamilton County bringing the total to 36.
4. Step ONE continued to provide technical support for the Chattanooga Mobile Market.
5. Step ONE provided technical support to the YMCA of Chattanooga/Chattanooga Mobile Market for the creation of "Healthy in a Hurry" corner store initiative that provides fresh produce through healthy corner stores in food desert communities.
6. Step ONE was presented at two national conferences on its innovative open use policy work conducted with the HCDE, using results from physical activity assessments from the RWJ Foundation Grant.
7. The Partnership for Healthy Living Coalition, organized by Step ONE over five years ago, continues to provide advisory input into the planning processes and overall work of the Step ONE Program.
8. The Healthy Living Fund, established by Step ONE, has increased its fund balance with a grant from the Benwood Foundation to assist residents living within the Howard school zone in assessing their playgrounds in support of the Open Use Policy.

PROGRAM COMMENTS

This program is 100% County funded.



Dental Health – 3557

FUNCTION

The Chattanooga-Hamilton County Health Department provides dental care to the residents of Hamilton County. Dental services include complete basic dental care for children and emergency care (elimination of pain and infection) for a limited number of adults. Dental services are offered at the Health Department on Third Street, Ooltewah Health Center, and Sequoyah Health Center. Educational and preventive services are provided to various schools and community groups.

PERFORMANCE GOALS

1. Provide quality dental care including emergency and basic dental care to children in the TennCare Program and the Head Start Program as well as other children needing dental care
2. Provide emergency dental services to some adults as time and dental care provider manpower allows

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 619,573	\$ 613,001	\$ 647,875	\$ 655,469
Employee Benefits	280,851	300,829	337,516	311,710
Operations	78,313	76,382	97,403	93,384
Total Expenditures	\$ 978,737	\$ 990,212	\$ 1,082,794	\$ 1,060,563

Authorized Positions	11.64	11.64	11.64	11.82
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PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	Estimated <u>2016</u>
Number of unduplicated patients (less than 21 years of age)	1,820	3,307	3,470	3,510
Number of unduplicated patients (greater than 21 years of age)	504	595	470	520
Total number of unduplicated patients	2,324	3,902	3,940	4,030

Family Planning – 3559

FUNCTION

To promote, protect, and enhance the health of the community it serves. Family Planning (FP) services provided at five clinic locations focus on prevention, medical services, patient counseling, and educational referrals. Additionally, the program has a special outreach component that focuses on contraceptive education and counseling for high risk populations of homeless persons. The main focus is adolescents and low income women.

Hamilton County service areas include the City of Chattanooga and surrounding areas of Apison, East Ridge, Ooltewah, Soddy-Daisy, Red Bank, Tiftonia and Birchwood.

Service Hours/Sites

Family Health Clinic (10) - Mon. – Thurs. 8 a.m. – 5 p.m.; Friday 8 a.m. – 4 p.m.

Ooltewah Clinic (50) – Mon. 8 a.m. – 6 p.m.; Tues. – Fri. 8 a.m. – 4 p.m.

Sequoyah Clinic (60) – Mon., Tues., Thurs., & Friday 8 a.m. – 4 p.m.; Wed. 8 a.m. – 6 p.m.

Birchwood Clinic (14) – Mon. and Fri. 8 a.m. – 4 p.m.; Tues. and Thurs. 8 a.m. – 3 p.m.; Wed. 8 a.m. – 6 p.m.

Outreach sites: Juvenile Detention Center, STD Clinic and the Homeless Health Care Center

PERFORMANCE GOALS

1. To assure access to health care in a timely manner; with special focus on reproductive health issues
2. To provide health education and clinic services to all who request assistance
3. To provide appropriate information allowing clients to make informed decisions regarding their health care
4. To maintain liaison with other healthcare providers in the community to assure adequate referral resources for clients
5. To continually assess community needs and clinical services so that the highest standard of care is attained
6. Provision of Family Planning services to high risk individuals – with a focus on adolescents and students

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 354,234	\$ 301,583	\$ 361,448	\$ 369,965
Employee Benefits	150,443	151,670	202,463	191,900
Operations	137,318	152,533	131,599	151,900
Total Expenditures	\$ 641,995	\$ 605,786	\$ 695,510	\$ 713,765

Authorized Positions	7.9	7.9	7.9	7.9
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PERFORMANCE OBJECTIVES

To increase the population receiving services through the Family Planning Program through measures of positive customer service, efficient scheduling, and availability of expanded service hours.

PERFORMANCE ACCOMPLISHMENTS

	<u>Actual CY 2013</u>	<u>Actual CY 2014</u>	<u>Projected CY 2015</u>	<u>Estimated CY 2016</u>
Unduplicated number of clients served	3,645	3,470	3,154	3,650

PROGRAM COMMENTS

1. FP medications (oral contraceptives, supplies and therapeutics) and laboratory tests (including pap smears) for five (5) clinics providing FP services are purchased from this budget.
2. Program provides partial FP services in the Sexually Transmitted Diseases clinic, bringing contraceptive care to an additional group of high risk clients.



Case Management Services – 3560

FUNCTION

To ensure quality delivery of medically based, public health focused, Case Management Services Programs to residents of Hamilton County through direct supervision and coordination of Case Management Services (CMS) including Children’s Special Services (CSS), Help Us Grow Successfully (HUGS), Renal Disease Intervention, Ryan White Case Management, Parents Are First Teachers (PAFT), Newborn Screening Follow-up, TENNderCare Outreach/Welcome Baby, Sudden Infant Death Syndrome (SIDS), and Childhood Lead Prevention. CMS monitors compliance with sound public health policies and the enforcement of state and local regulations, policies and procedures.

PERFORMANCE GOALS

1. To support all programs within the CMS department and to ensure program fidelity through sound health services practices
2. Develop, implement, and monitor budget plan
3. Achieve a rating of Good or Excellent on ninety-percent (90%) or more of returned Customer Satisfaction Surveys
4. Enhance and/or develop leadership skills

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 106,270	\$ 160,354	\$ 108,350	\$ 110,387
Employee Benefits	47,800	52,922	45,977	46,441
Operations	6,547	5,048	17,200	17,200
Total Expenditures	\$ 160,617	\$ 218,324	\$ 171,527	\$ 174,028

Authorized Positions	2	2	2	2
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PERFORMANCE OBJECTIVES

1. Regularly review staff performance through program audits and chart reviews
2. Provide guidance on state and local plans that increase case management support for families within our community
3. Review/monitor the Department’s budget and ensure operations are efficient and stay within budget constraints
4. Review of annual customer satisfaction surveys
5. Provide on-going staff communications and trainings

PERFORMANCE ACCOMPLISHMENTS

1. State and department audits and reviews were done within specified periods. State audits found all programs meeting or exceeding Scope of Services requirements. Managers routinely do chart reviews and monitor staff for program compliance
2. HUGS and PAFT staff participated in assisting a state sponsored Home Visiting Summit in August 2014, designed to support and improve home visiting skills
3. Lead Response Team provided case management for all confirmed elevated lead levels (BLL) of 10 or greater
4. Programs within CMS received an over-all satisfaction score of 90% or above on the 2015 annual customer satisfaction survey
5. Health Department and program trainings are done on a routine basis to ensure compliance with Federal, State, and local laws. Examples of such trainings include: Emergency Preparedness, CPR, Proficiency Testing, HIPAA and Child Abuse Reporting. In addition, program specific trainings are conducted by State and local instructors. All CMS staff have met the requirements of their respective programs, including certificates where applicable

Medical Case Management HIV/AIDS – 3561

FUNCTION

The Human Immunodeficiency Virus (HIV)/Acquired Immunodeficiency Syndrome (AIDS) Case Management Department supports and assists persons diagnosed with HIV/AIDS in Hamilton County and the southeast region.

Funding for the program comes from the Ryan White Care Act, which helps people who are HIV positive or who have been diagnosed with AIDS. The Medical Case Managers (MCM) work with established eligibility guidelines and procedures to be utilized when registering and recertifying clients for Tennessee Part B programs, e.g., the HIV Drug Assistance Program (HDAP), Medical Services Program and Insurance Assistance Program.

Program service delivery points are:

1. To assist all eligible HIV positive patients who come to the Health Department in applying for the HIV Drug Assistance Program (HDAP), Insurance Assistance (IAP) and Medical Services Programs.
2. To provide certification assistance for clients into other RW Program funded and contracted services including: income maintenance programs (SSI, SSDI, private disability, food stamps, WIC, HOPWA) and public health insurance (Affordable Care Act plans, Medicare and TennCare).
3. To assist clients to maximize care and treatment within the existing social system.
4. Provide medical case management related to health coverage to individuals living with HIV/AIDS.
5. To work with the State program to support and assist other local Ryan White program providers with Ryan White program delivery.

Medical Case Management services are provided through three primary Ryan White programs:

1. Medical – Helps individuals with out-patient care and lab work ordered by their infectious disease physician and other Ryan White (RW) providers
2. HIV Drug Assistance Program (HDAP) – Medications shall be provided for those without access to HIV meds through health insurance, via the HIV Drug Assistance Program, which directly purchases medications from a State contracted wholesale drug distributor and contracts with a mail order pharmacy to dispense meds to RW clients statewide
3. Insurance Assistance Program (IAP) – Eligible clients with private health insurance or TennCare should be enrolled in the Tennessee RW Insurance Program for assistance in paying premiums, co-pays and deductibles up to the current monthly maximum of \$1,500. Ryan White funds must be the payer of last resort for the three programs

PERFORMANCE GOALS

1. Work with local agencies and medical providers to facilitate referral processes and service delivery for eligible HIV-positive patients in need and to maximize care and treatment within the existing system of the HIV Drug Assistance Program (HDAP), Insurance Assistance (IAP) and Medical Services Programs.
2. Support the Southeast Regional Consortia and the consortia efforts to educate and improve services for affected County residents.
3. Attend appropriate educational conferences/programs to increase staff/program knowledge base and to improve quality of service.
4. Educate clients as well as community providers regarding the Affordable Care Act (ACA) and to assist with individual client enrollment as appropriate in the Affordable Care Act (ACA) program.
5. Meet all program requirements as set forth in contract scope of services.



HIV-AIDS Prevention – 3562

FUNCTION

In 2011, the Health Department HIV/AIDS Prevention and STD Programs were merged at the direction of the State HIV/AIDS/STD Program, and the focus of the HIV/AIDS Prevention program was changed to emphasize HIV testing, counseling and partner services.

The Human Immunodeficiency Virus (HIV)/Acquired Immunodeficiency Syndrome (AIDS) Prevention program works to decrease the incidence of HIV and AIDS in our community through education and testing, with special emphasis on reaching those at highest risk for infection.

There have been a total of 1,616 cumulative reported cases of HIV/AIDS in Hamilton County as of 2013 according to the State of Tennessee. Although there has been a decline in the number of people who have been newly infected, there has been an increase in several targeted populations, including men who have sex with other men; heterosexual contacts; African American and Hispanic communities; youth/young adults; and intravenous drug users.

PERFORMANCE GOALS

1. Provide HIV testing in the STD Clinic (# of conventional/rapid HIV tests done in the calendar year).
2. Conduct Partner Counseling and Referral Service to at least 80% of newly infected HIV/AIDS patients

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 163,839	\$ 156,510	\$ 152,115	\$ 154,114
Employee Benefits	76,306	75,158	84,806	87,214
Operations	10,040	8,066	11,350	10,662
Total Expenditures	\$ 250,185	\$ 239,734	\$ 248,271	\$ 251,990

Authorized Positions	5	5	5	4
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PERFORMANCE OBJECTIVES

1. Provide HIV testing and counseling to all STD Clinic clients as part of routine STD testing and as a walk-in service
2. Provide Partner Counseling and referral services to all newly infected HIV/AIDS patients in Hamilton County
3. Develop and distribute the HIV Watch Map
4. Assess community needs and trends in order to improve program services

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2013</u>	Actual <u>2014</u>	Projected <u>2015</u>	Estimated <u>2016</u>
Goal # 1	4,429	3,922	3,771	3,500
Goal # 2	97.6%	93.5%	93%	90%

The HIV Watch Map was published in February 2013 with the most current data (2011) available from the State HIV Program. The STD/HIV program is collaborating with other community providers to provide testing, counseling and referral services. After determining that many HIV positive persons seek testing through the local community-based organization (Chattanooga Cares), the Health Department trained their staff on partner identification – this has increased the number of contacts that are identified in Hamilton County. Health Department disease investigation specialists (DIS) work with persons identified as HIV positive to ensure they are linked to care and provide partner services to contact and test their partners. The staff also provides education in the community in various venues, including radio, about HIV, AIDs and STDs.

Nursing Administration – 3564

FUNCTION

To provide management and support services to clinical staff, including quality monitoring and initiatives, staff development, and appropriate policy and procedure.

PERFORMANCE GOALS

1. To support all departments in developing and implementing policies to assure quality health services, measurable through review of protocols at assigned intervals and review of products and services.
2. To maintain high standards of care set by Quality Improvement Standards; measurable by twice-a-year evaluations of clinical areas and quality initiatives.
3. Arrange for and coordinate Cardiopulmonary Resuscitation (CPR) recertification classes for Health Department employees, measurable by reviewing cardiopulmonary resuscitation (CPR) employee tracking data, agendas and sign-in sheets of in-services scheduled.
4. Provide nutritional counseling services, Renal Disease program and Ryan White program. Ryan White nutritional supplements ended March 31, 2014 and the Renal Disease program ended June 30, 2015. Measurable by data collection and computer queries.
5. Provide support to the Credentialing Committee by conducting the activities of the credentialing process for all Health Department physicians, dentists, and nurse practitioners
6. Provide administrative oversight for the following, which are measurable by review of protocol and outcome statistics:
 - a. Post-offer Pre-employment Physicals (now provided at the Health Department Employee Clinic)
 - b. Tennessee Breast and Cervical Cancer Early Detection Program
 - c. PRN part time pool - nurses and patient service representatives

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 433,377	\$ 440,031	\$ 437,318	\$ 469,491
Employee Benefits	165,021	165,081	169,200	189,553
Operations	58,184	100,012	84,378	84,378
Total Expenditures	\$ 656,582	\$ 705,124	\$ 690,896	\$ 743,422

Authorized Positions	6.9	6.9	6.9	7
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PERFORMANCE OBJECTIVES

1. Protocols/procedures are regularly reviewed and updated, and made available to all appropriate staff in a timely manner.
2. Quality Management audits and reviews are performed within the specified time periods.
3. Lab proficiency testing required to meet Clinical Laboratory Improvement Amendment (CLIA) regulations is conducted in all clinics in which on-site lab tests are performed at least 2 times per year for each clinic. All clinic staff performing these labs are tested at least annually.
4. All Health Department healthcare employees whose positions require CPR will maintain a current CPR status.
5. Health Department physicians, dentists and nurse practitioners are credentialed and have credentialing renewed every two years.
6. Post-offer pre-employment physicals are provided as needed for County Human Resources (this service is now provided at the Hamilton County Employee Clinic).

PERFORMANCE ACCOMPLISHMENTS

1. Seventeen Policy and Procedures Manuals are updated every two years (3 manuals annually) with ongoing protocol updates occurring year round.
2. Quality management audits and reviews were done within specified time requirements with reports distributed to clinic staff, supervisors, program managers and the clinical director. Patient-centered emergency drills are conducted on clinics on an annual basis. Violence Drills are also conducted annually.
3. Lab Proficiency Testing: scores for 2014-2015 YTD were “Satisfactory” with 100% scored on all the specialty tests done during this time period.
4. All active Health Department physicians, dentists and nurse practitioners have successfully completed the credentialing/reappointment process.
5. CLIA Certification of Compliance completed; certified as an independent Laboratory
6. Vaccinated 2,019 Hamilton County residents with the seasonal flu vaccine in 2014-2015.
7. Total annual program visits:

	<u>Actual</u> <u>2013</u>	<u>Actual</u> <u>2014</u>	<u>Projected</u> <u>2015</u>	<u>Estimated</u> <u>2016</u>
Nutritional counseling visits - Ryan White/Renal Disease	228	204	10*	0*
Health Department Employees trained in CPR	79	76	87	83
Credentialed providers	16	23	24	2**
County Physicals	102	***	***	***

* Ryan White Program supplements ended March 31, 2014
Renal Disease Program ended June 30, 2015

** Most Providers are credentialed in the same year

*** This service is now provided at the Hamilton County Employee Clinic



Childhood Lead Prevention – 3565

FUNCTION

Childhood Lead Prevention strives to identify, prevent and eradicate childhood lead poisoning in Hamilton County. The Lead Prevention Program provides screening for lead, educational and nutritional counseling, case management of elevated Blood Lead Level (BLL), and environmental investigation of the source of lead in the community.

PERFORMANCE GOALS

1. To detect lead-poisoned children
2. To reduce exposure to lead hazards in the environment
3. To monitor and track all blood levels of children under the age of 72 months
4. To educate the community on preventing and eliminating lead poisoning in children

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 10,199	\$ 10,248	\$ 10,173	\$ 10,173
Employee Benefits	3,433	3,533	3,692	3,694
Operations	-	-	-	-
Total Expenditures	\$ 13,632	\$ 13,781	\$ 13,865	\$ 13,867

Authorized Positions	0.2	0.2	0.2	0.2
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PERFORMANCE OBJECTIVES

1. To screen all children six months through six years of age who seek health services through the Health Department clinics
2. To provide case management and services for lead-poisoned children and their families
3. To provide educational materials to the general public and community stakeholders on lead prevention
4. To form partnerships to create and promote the elimination of lead poisoning
5. To ensure that lead-poisoned infants and children receive medical and environmental follow-up

PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Referrals Received	8	9	12	12
Home Visits	14	9	12	12
Referrals for lead hazard control	3	1	1	1
Community Outreach	15	12	10	12

Women, Infants and Children – 3566 / Breast Start Peer Counselor - 35664

FUNCTION

The mission of Women, Infants and Children (WIC) is to provide nutrition education/counseling services and WIC food/formula vouchers to women, infants, and children who qualify for the program (health risk status and financially) in Hamilton County. WIC services are provided at four clinic sites and at two Community Health Centers.

The Peer Counselor program is a subset of the WIC program and focuses on the promotion of breast feeding for all aspects of the community – both WIC and non-WIC participants.

Service Hours/Sites

Family Health Clinic (10) - Mon. – Thurs. 8 a.m. – 5 p.m.; Friday 8 a.m. – 4 p.m.
 Ooltewah Clinic (50) – Mon. 8 a.m. – 6 p.m.; Tues. – Fri. 8 a.m. – 4 p.m.
 Sequoyah Clinic (60) – Mon., Tues., Thurs., & Friday 8 a.m. – 4 p.m.; Wed. 8 a.m. – 6 p.m.
 Birchwood Clinic (14) – Mon. and Fri. 8 a.m. – 4 p.m.; Tues. and Thurs. 8 a.m. – 3 p.m.; Wed. 8 a.m. – 6 p.m.
 Dodson Avenue Health Center – Mon. 8 a.m. – 6 p.m.; Tues. & Thurs. 8 a.m. – 4 p.m.; Fri. 8 a.m. – 12 p.m.
 Southside Health Center – Wed. 8 a.m. – 4 p.m.

PERFORMANCE GOALS

1. Continue to educate the community about available breastfeeding services and to ensure easy and open access for all community members.
2. Enhance the continuity of WIC's current breastfeeding management and counseling efforts.
3. Provide a model that can be useful in achieving the Healthy People 2020 objectives while also accomplishing welfare to work objectives.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 934,961	\$ 975,802	\$ 939,712	\$ 1,088,513
Employee Benefits	402,226	413,808	513,888	501,640
Operations	150,049	174,155	262,390	120,700
Total Expenditures	\$ 1,487,236	\$ 1,563,765	\$ 1,715,990	\$ 1,710,853

Authorized Positions	25.8	25.8	25.8	27.3
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Caseload Averages	7,204	6,774	6,700	7,000
Breast Feeding Rates				
Infant	17%	19%	18%	20%
Mother	40%	43%	44%	45%

Note: Caseload averages are based on a 12 month calendar year monthly caseload figures. The process for calculating breastfeeding rates was changed in 2012 and is now based on the number of infants that are fully or partially breastfeeding.

PROGRAM COMMENTS

Focus - an additional program component of the overall WIC Best Start program (breast feeding promotion and education), and Nutritional Education Center. WIC provides nutrition education and supplemental food vouchers for infants, children (1-4 years), pregnant women, breastfeeding women, and postpartum women.

Renal Intervention Program – 3567

FUNCTION

The Renal Intervention Program was originally designed to identify and provide home visits to persons at risk for developing End Stage Renal Disease (ESRD) due to diabetes and/or hypertension. The program also provides counseling, referral and educational services to these persons in order to improve their understanding of disease process, diet, medications, appropriate lifestyle modifications, and to improve quality of life and delay progression of complications.

The Renal Intervention Program grant funding ended on 6/30/2015. Program closure processes began in November 2014. These processes focused on assessing enrolled clients' renal health status; ability to function independently (level of dependence on staff nurse); assisting clients with community resources to meet social, economic, and health related needs; and communicating with medical providers regarding the meeting of client needs once the program ended. A summary of the program data/information is below under performance measures.

PERFORMANCE GOALS

1. To build a caseload of individuals at risk for the development of ESRD
2. To inform, educate and establish rapport with referral sources
3. To observe an improvement in blood pressure and blood sugar levels over the total patient caseload as measured by statistics submitted to the State coordinator
4. To observe an improvement in compliance with prescribed regimen

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 48,757	\$ 49,001	\$ 50,095	\$ -
Employee Benefits	22,841	23,856	25,891	-
Operations	2,389	2,560	2,950	-
Total Expenditures	\$ 73,987	\$ 75,417	\$ 78,936	\$ -

Authorized Positions	1	1	1	-
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PERFORMANCE OBJECTIVES

1. Make home visits to all clients at least every six months
2. Instruct in disease process, diet, medication, prevention of complications, and modification of lifestyle to promote health
3. Refer to dietician as appropriate
4. Refer to community resources as appropriate
5. Collaborate with community resources and providers to promote client well-being
6. Maintain client records
7. Provide Annual Report on each client to the State Renal Disease Program
8. Provide a written summary report to each client's medical provider at least every 6 months
9. Attend professional in-services

PERFORMANCE ACCOMPLISHMENTS

1. Case Load as of November 1, 2014 was 84
2. Number of cases closed was 84
3. Number of clients who received closure visit and/or phone call was 80
4. Of those who did not receive visit and/or phone call – 2 were deceased, 1 was incarcerated (long-term) and 1 was not eligible for the program
5. Last home visit was made on June 2, 2015 and the last chart was closed on June 17, 2015

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Home Visits	984	1,050	250	0
Other Contact Visits	3	10	0	0
Home Visits Attempted	50	44	15	0
New Admissions	13	14	0	0
Cases Closed	20	16	84	0

Records Management – 3570

FUNCTION

To provide for the creation, maintenance, and distribution of medical and vital records in compliance with State and Federal laws and regulations.

PERFORMANCE GOALS

1. To rapidly provide birth and death certificates to the public according to state guidelines
2. To manage health information according to standard practice

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 235,401	\$ 249,712	\$ 262,896	\$ 280,798
Employee Benefits	110,739	108,732	137,442	136,600
Operations	25,263	148,065	48,088	28,900
Total Expenditures	\$ 371,403	\$ 506,509	\$ 448,426	\$ 446,298

Authorized Positions	6.57	6.57	6.57	6.62
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PERFORMANCE OBJECTIVES

1. Birth and death certificates are provided to the public within 15 minutes of request
2. Codes are updated annually; health information management practices are evaluated quarterly
3. Manuals are maintained every two years

PERFORMANCE ACCOMPLISHMENTS

All objectives were met. In addition, this department played an integral part in the implementation of the Electronic Health Record (EHR) for the Homeless Health Care Center and continues to provide support on an ongoing basis to the clinic in its daily use of the EHR. This department is also providing the necessary personnel training and forms, procedure and coding revisions to comply with the mandate to implement use of ICD-10 coding in October 2015.

Children's Special Services – 3571

FUNCTION

Children's Special Services (CSS) offers care coordination of both medical and non-medical services needed by children with special health care needs. CSS assists clients in identifying a medical home, encourages medical follow-ups, and provides a structured support system to maximize efficient utilization of available resources.

PERFORMANCE GOALS

1. Assist in appropriate community-based, family centered medical care and other needed services
2. Serve as an advocate for the child and family which may include collaboration with schools, social services, medical providers, early intervention services, vocational rehabilitation, and other systems serving special need children
3. Provide coordination of necessary services to assist the child in achieving his/her full potential

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 152,386	\$ 163,302	\$ 172,598	\$ 166,489
Employee Benefits	72,500	80,238	87,850	85,010
Operations	10,143	10,052	10,994	10,994
Total Expenditures	\$ 235,029	\$ 253,592	\$ 271,442	\$ 262,493

Authorized Positions	3.54	3.54	3.54	3.8
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PERFORMANCE OBJECTIVES

1. Obtain referrals from private providers, clinics, hospitals, patients, families, and other agencies for children (birth to 21 years) who have or are at-risk for special needs
2. Make initial home visit within forty-five (45) days of application
3. Identify medical and non-medical needs of client and family and assist in providing needed information or referral to other resources
4. Make quarterly contacts with Level II clients to assess current status of client and family
5. Attend CSS Clinics, other medical appointments, and multidisciplinary team meetings with clients when indicated
6. Provide information to parents regarding their child's handicap condition
7. Promote transitional plans for clients and families for adult health care and services

PERFORMANCE ACCOMPLISHMENTS

	<u>Actual</u> 2013	<u>Actual</u> 2014	<u>Projected</u> 2015	<u>Estimated</u> 2016
Referrals	81	61	75	85
Home Visits	279	301	350	375
Home Visits Attempted	66	104	95	100
Other Contacts	79	52	65	75

Program staff implemented a program promotion process mid-year with a goal to increase referrals and numbers served. Staff has been meeting with local providers (including Health Department clinics) to provide education and information about program services and referral processes.

PROGRAM COMMENTS

One position that was funded 50% in this budget has been reduced to 30%.



Pharmacy – 3572

FUNCTION

The Pharmacy orders and dispenses appropriate medications to all clinical areas, and serves as liaison between the Health Department and pharmaceutical vendors for purchasing and inventory needs.

PERFORMANCE GOALS

1. To fill orders and dispense medications to appropriate clinical areas as efficiently as possible
2. On a monthly basis, review clinic drug supplies and emergency medicines
3. On a quarterly basis, review drug costs and make recommendations for adjustment in charges

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 104,628	\$ 107,287	\$ 107,215	\$ 111,886
Employee Benefits	35,105	36,578	38,446	39,481
Operations	5,711	7,018	7,800	4,300
Total Expenditures	\$ 145,444	\$ 150,883	\$ 153,461	\$ 155,667

Authorized Positions	1	1	1	1
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PERFORMANCE OBJECTIVES

1. Clinic orders are filled within one week
2. Monthly review conducted every month
3. Adjustments in charges are made in a timely manner

PERFORMANCE ACCOMPLISHMENTS

All performance objectives were met. In addition, the pharmacy assisted with the implementation of a new temperature guard tool to track temperatures of refrigerated vaccines.

State Health Promotion / Education Grant – 3574

FUNCTION

The State Health Promotion's Preventative Health and Health Services (PHHS) Block Grant Program has as its purpose to promote Healthy People 2020 goals among residents of Hamilton County. Grantees focus efforts on primary prevention services as determined by the Tennessee Department of Health, which support implementing interventions before there is evidence of a disease or injury.

PERFORMANCE GOAL

To facilitate the planning, implementation and evaluation of community-driven and evidence-based health promotion programs designed to reduce/prevent chronic disease and unintentional injuries targeting individuals as high risk. Our goal is also to promote health equity, eliminate health disparities and improve the health of all population groups.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 82,450	\$ 73,625	\$ 108,801	\$ 109,408
Employee Benefits	31,330	49,762	62,283	48,625
Operations	1,112	1,840	4,040	4,040
Total Expenditures	\$ 114,892	\$ 125,227	\$ 175,124	\$ 162,073

Authorized Positions	2.78	2.78	2.78	2.78
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PERFORMANCE OBJECTIVES

1. To provide chronic disease prevention awareness and education (heart disease, stroke and cancer) in the form of presentations and health fairs
2. To provide chronic disease self-management evidence-based programming and disseminate information through the media to English and Spanish speaking residents of Hamilton County.
3. To create a Health Ministry Initiative that helps local faith-based organizations establish their own Health Ministry programs for the purpose of providing health education, wellness, and prevention programs to their congregants
4. Create social and physical environments that promote good health for all by partnering with community organizations across Hamilton County to plan and implement evidence-based programming, disseminate information through health media campaigns and social marketing, and plan and implement educational events and health screenings for the public.

PERFORMANCE ACCOMPLISHMENTS

1. In FY 2015, approximately 600 residents received educational information and materials on chronic disease prevention.
2. In FY 2015, approximately 20 English speaking persons received chronic disease and diabetes self-management classes. 20 adults completed the 6-week chronic disease self-management program in Spanish.
3. In FY 2015, approximately 500 persons were impacted through the pilot program of the Health Ministry Initiative.
4. FY 2015: Trained and certified 20 professionals in evidence-based healthy aging programming. Reached over 10,000 residents through a social marketing and media campaign, which included information disseminated on three local television channels; newspapers, both print and online; Facebook; email distribution lists; and speaking engagements at conferences, summits, senior centers, churches and conference calls.
5. Evaluation of community-driven and evidence-based health promotion programs is reported in the state's PPI reporting system.

PROGRAM COMMENTS

This program is 85% State funded while the County supports 15% of the budget for this program.

Community Health Preventative Services – 3575

FUNCTION

To improve the health and well-being of individuals in Hamilton County through improved nutrition, physical activity, and chronic disease self-management in daycares, schools and the community at large.

PERFORMANCE GOALS

To improve the health of Hamilton County residents through the implementation of the performance objectives outlined in the State Contract.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ -	\$ -	\$ 40,072	\$ 40,822
Employee Benefits	-	-	16,098	16,263
Operations	-	514	34,430	14,430
Total Expenditures	\$ -	\$ 514	\$ 90,600	\$ 71,515

Authorized Positions - - - 1

PERFORMANCE OBJECTIVES

- Promote the Gold Sneaker initiative at conferences, meetings and through advertising in news media and local community events
- Recruit and train at least two (2) day care providers in each year of the contract to achieve Gold Sneaker certification
- Promote healthful nutrition through increased utilization of local farmers' markets
- Promote Joint-Use agreements in communities through local boards of education and county health councils
- Promote the online "Park Location Finder" and "Recreational Joint Use Agreement Finder" tools developed by the Tennessee Recreation and Parks Association to communities, health care organizations and schools to encourage physical activity
- Promote healthful nutrition at targeted schools utilizing the U.S. Department of Agriculture Food Service Guidelines/Nutrition Standards (found at www.fns.usda.gov/cnd/governance/regulations.htm) which include reducing sodium
- Partner with targeted schools to increase the amount of daily, quality physical education/activity in schools
- Promote and market American Diabetes Association – recognized (ADA), American Association of Diabetes Educators – accredited (MOE) and Stanford University diabetes programs to people diagnosed with diabetes in the community
- Implement innovative strategies designed in collaboration with the Tennessee Department of Health and the Governor's Foundation for Health and Wellness to promote and reinforce healthful behaviors in the local communities

PERFORMANCE ACCOMPLISHMENTS

1. Two facilities have completed the application process and are now Gold Sneaker designated.
2. Reusable grocery totes with the message “shop at your local farmers’ market” were distributed across the county to all farmers’ markets. Additionally, flags promoting the Chattanooga Mobile Market and various farmers’ markets were purchased to encourage increased patronage.
3. One hundred signs (two for each elementary school) specifying the policy and its parameters have been purchased and delivered to the Hamilton County Department of Education Maintenance Department for posting.
4. SPARK (Sports, Play and Active Recreation for Kids) kits have been purchased and distributed to all schools with grades K – 6. The curriculum will be rolled out during this upcoming academic school year.
5. Staff attended the Smarter Lunchroom Training in Nashville with grant partners from Hamilton County School Nutrition and Coordinated School Health. Three Smarter Lunchroom Movement self-assessments have been completed at the three focus schools and plans are underway to begin implementing Smarter Lunchroom activities at the start of the upcoming academic school year.

PROGRAM COMMENTS

This program is 100% funded by a grant from the Tennessee Department of Health.

Family Health Center – Pediatric – 3576

FUNCTION

To provide preventative health services so that individuals, families, and communities as a whole may be helped to achieve and maintain optimal health. Services such as well-child care, EPSDT screenings, immunizations, adolescent health, and WIC are provided.

PERFORMANCE GOALS

1. To assure access to health care in a timely manner
2. To provide health education and clinical services to all who request assistance
3. To provide appropriate information allowing clients to make decisions regarding their health care
4. To maintain liaison with other health care providers in the community to assure adequate referral resources
5. To continually assess clinical services so that the highest standard of care is attained
6. To comply with Title VI Limited English Proficiency (LEP) regulations in serving non-English speaking clients

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 381,404	\$ 317,703	\$ 474,216	\$ 506,806
Employee Benefits	249,050	239,026	297,286	367,653
Operations	42,018	59,743	82,820	88,370
Total Expenditures	\$ 672,472	\$ 616,472	\$ 854,322	\$ 962,829

Authorized Positions	14.03	14.03	14.03	14.53
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PERFORMANCE OBJECTIVES

1. Provide the services listed above to Hamilton County residents utilizing resources in an effective manner
2. Provide support of County-wide Women, Infants, and Children Program (WIC) through maintenance of clinic-based caseload level at or above the goal of 3,100 clients per month

PERFORMANCE ACCOMPLISHMENTS

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Projected 2015</u>	<u>Estimated 2016</u>
Annual Number Visits (all programs)	22,217	19,806	20,040	21,000
Monthly Average	1,851	1,651	1,670	1,750
Average WIC Caseload	3,702	3,335	3,337	4,000

NOTE: Differences in numbers seen is reflective of changes in Federal vaccine eligibility requirements for adults/teens; low demand for flu vaccine during fall season; and changes in health care with the Affordable Care Act.

Primary Care – 3577

FUNCTION

To provide comprehensive health care services so that individuals and families may be helped to achieve and maintain optimal health through the managed care concept. Preventive, acute, and chronic medical care will be provided to indigent and TennCare Hamilton County residents in the greater Birchwood and Soddy Daisy areas

PERFORMANCE GOALS

To provide primary care access for children who have TennCare, or those who lack access due to economic barriers or a lack of providers in the Birchwood and Soddy-Daisy communities.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 502,771	\$ 431,303	\$ 672,666	\$ 639,432
Employee Benefits	194,638	214,801	303,527	293,762
Operations	75,999	177,900	148,759	153,259
Total Expenditures	\$ 773,408	\$ 824,004	\$ 1,124,952	\$ 1,086,453

Authorized Positions	9.51	9.51	9.51	8.68
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PERFORMANCE OBJECTIVES

1. To have 1,100 pediatric primary visits annually
2. 275 children will receive an Early Periodical Screening Development and Treatment (EPSDT) exam.
3. 391 children will receive a needed immunization.
4. To provide Family Planning to 175 women annually at Birchwood
5. To provide 140 immunizations to children and adults at Birchwood
6. To provide 400 primary care visits at Birchwood

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>CY 2013</u>	Actual <u>CY 2014</u>	Projected <u>CY 2015</u>	Estimated <u>CY 2016</u>
Number of children seen annually	969	1,171	1,100	1,100
Children with EPSDT exams	230	296	275	275
Children with immunizations	388	391	391	391
Family Planning visits - Birchwood	140	175	175	175
Immunizations - Birchwood	128	140	140	140
Primary Care visits - Birchwood	261	431	400	400

PROGRAM COMMENTS

The Primary Care program will be evaluated in part by the number of patients receiving care. Patients' records will indicate the type of education and clinical services provided along with the data on the QS system. Documentation will be maintained in regard to referrals to community providers. Quality assurance reviews will be conducted on a regular basis and continuous quality improvements used to improve efficiency.

Immunization Project – 3580

FUNCTION

The overall goal of Immunization Outreach is to achieve and maintain a 90% immunization level among two year-old children in Hamilton County, and to prevent the prenatal transmission of Hepatitis B through outreach and tracking. An additional goal is to protect the community from vaccine-preventable diseases through working with local medical providers, schools, day care centers, and the general public to provide education and ensure proper storage, handling and administration of all vaccines. The following activities are emphasized by the Tennessee Department of Health as priorities in order to reach these goals.

PERFORMANCE GOALS

1. Track 100% of Hepatitis B surface-antigen-positive women and their children (expressed as # of cases tracked)
2. Conduct assessment, feedback, incentive, and exchange (AFIX) assessments on 100% of Vaccines for Children (VFC) providers assigned by the State Immunization Program (expressed as % and # of providers audited)
3. Achieve 90% immunization completion rate in annual 24 Month-Old Survey
4. Conduct immunization audits in 100% of day care centers and a random sample of schools as chosen by CDC
5. Conduct VFC compliance site visits annually on all VFC providers (expressed as % and # of providers audited)

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 192,838	\$ 185,896	\$ 183,837	\$ 185,291
Employee Benefits	88,866	92,292	97,062	91,199
Operations	16,386	15,989	10,800	10,800
Total Expenditures	\$ 298,090	\$ 294,177	\$ 291,699	\$ 287,290

Authorized Positions	4.38	4.38	4.38	4.05
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PERFORMANCE OBJECTIVES

1. Reduce prenatal Hepatitis B disease through the vaccine tracking and monitoring of infected mothers and their children; raise the awareness of Hepatitis B disease among obstetrical and pediatric providers via phone contacts and visits
2. Decrease the transmission of Hepatitis B virus by identifying, tracking and vaccinating high-risk contacts of persons with active Hepatitis B
3. Visit all Vaccines for Children medical providers as assigned by the state in Hamilton County to ensure that proper vaccine storage, education and administration is in place; and provide information on how to achieve and maintain higher immunization rates in 2 year old children
4. Increase Hamilton County immunization rates and protect the community from vaccine-preventable disease through the auditing of schools and daycare centers
5. Work with community providers and parents to increase immunization awareness, improve service delivery, and provide accurate, up-to-date information

PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Goal # 1	6	5	6	5
Goal # 2	5	7	12	12
Goal # 3	77.5%	64.8%	90%	90%
Goal # 4	100% (91)	100% (94)	100%	100%
Goal # 5	100% (28)	100% (29)	100% (30)	100%

Governor’s Highway Safety Program – 3581

FUNCTION

To reduce the number of deaths and injuries caused by motor vehicle crashes by promoting, maintaining and improving community, school and worksite health education programs focused on highway safety. These programs include, but are not limited to, distracted driving, drunk driving, bicycle and pedestrian safety, and child passenger safety system educational programs. The program coordinator partners in a collaborative effort with various community and traffic safety organizations in an effort to raise awareness and promote seat belt usage and other child passenger safety system usage, as well as intervene and reduce the number of impaired and distracted driving incidents in the community.

PERFORMANCE GOALS

1. To increase public awareness of teen and adult driving safety, including seat belt use, distracted driving, and drinking and driving
2. To increase access to child passenger safety systems
3. To increase public awareness of child passenger safety laws and the use of child passenger safety devices

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 32,567	\$ 39,248	\$ 40,075	\$ 40,825
Employee Benefits	24,930	15,036	16,089	23,862
Operations	9,022	10,275	15,351	15,350
Total Expenditures	\$ 66,519	\$ 64,559	\$ 71,515	\$ 80,037

Authorized Positions	1	1	1	1
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PERFORMANCE OBJECTIVES

1. To provide highway safety programs, training, activities, and educational material to educators and peer educators (students).
2. To reach 2,000 youth in grades 6 – 12 on the importance of seat belt usage and the impact of distracted or impaired driving due to alcohol and/or drugs.
3. Provide educational programs to 1,000 area residents, community leaders, health care providers, legislators, and law enforcement on the importance of child passenger safety systems, seat belts, and the impact of impaired driving.
4. Organize two child restraint device/seat belt campaigns targeting restraint usage by adults and children ages 12 and under
5. Organize one or more impaired driving campaigns targeting youth ages 15 – 24
6. Provide information to media regarding child passenger safety systems, seat belt usage, impaired driving, and other highway safety-related activities per event
7. Coordinate the Child Passenger Safety System/ car seat donation program and provide car seats and/or booster seats to community members who cannot afford to purchase them.

PERFORMANCE ACCOMPLISHMENTS

1. Coordinated the Choices Matter Teen Maze with NGO partners at 1N3, in partnership with 49 other agencies including law enforcement, the Juvenile Court, and other nonprofit agencies. The Choices Matter Teen Maze reached over 600 students with highway safety and positive choice messaging.
2. Highway safety activities and materials have been provided to school educators, health promotion personnel, law enforcement personnel and persons from a variety of community organizations, including the Advisory Council on Traffic Safety (ACTS) membership, in order to reach over 3,000 young people in Hamilton County.
3. Educational and promotional information and materials have been disseminated throughout Hamilton County on child passenger safety systems and car seat belts. Efforts to educate the community are ongoing.
4. Two impaired driving campaigns have been completed, and partnerships with law enforcement agencies and the ACTS Council have allowed for three or more additional intensified and organized efforts at public awareness of impaired driving issues.

PROGRAM COMMENTS

This is a 100% County-funded program (DUI fines).

Federal Homeless Project – 3582

FUNCTION

The Homeless Care Center is a multi-agency project whose purpose is to assist homeless individuals in their effort to become housed and living independently through the provision of medical and dental care, behavioral health services, and social services. Included in the Center's services are physical exams; acute and chronic care; issuance of medications; transportation; mental health evaluations and counseling; substance abuse treatment; assistance with eligibility for social service programs; marketplace insurance; and care management services.

PERFORMANCE GOALS

To provide medical care, behavioral health, and social services to Chattanooga's homeless community to improve the individual's health and well-being.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 844,237	\$ 881,353	\$ 1,183,117	\$ 1,180,794
Employee Benefits	329,902	397,651	542,506	536,072
Operations	268,646	252,523	356,565	358,654
Total Expenditures	\$ 1,442,785	\$ 1,531,527	\$ 2,082,188	\$ 2,075,520

Authorized Positions	21.25	21.25	21.25	25.75
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PERFORMANCE OBJECTIVES

1. To provide services to 3,600 homeless users annually
2. To provide services in 18,000 visits
3. To provide 2,000 outreach visits
4. To enroll 79 clients in the Victory in Progress (VIP) program
5. To provide 10,000 case management visits
6. To provide 6,400 medical service visits
7. 2,500 individuals will be assisted by Outreach and Enrollment staff

PERFORMANCE ACCOMPLISHMENTS

	Actual CY 2013	Actual CY 2014	Projected CY 2015	Estimated CY 2016
Number of users annually	3,412	3,358	3,600	3,600
Number of visits annually	18,087	19,403	18,000	18,000
Number of outreach visits	300	1,788	2,000	2,000
Number of clients in VIP	91	79	79	79
Number of visits for case management	7,843	10,330	10,000	10,000
Number of visits for medical services	7,630	6,403	6,400	6,400
Number of individuals assisted by O/E staff	**	2534	2,500	2,500

PROGRAM COMMENTS

To evaluate the project, the Health Center will track the number of patients seen along with their clinical diagnosis and treatment plan. In addition, quarterly quality improvement reviews will be conducted by the Center. Efficiency improvement will be shown by the Center's staff participation in continuous quality improvement efforts as documented in team meetings and task force meetings. Baseline data will be gathered utilizing the Center's software system. Reports to the Federal government will be produced as required.

Help Us Grow Successfully – 3584

FUNCTION

The Help Us Grow Successfully (HUGS) program provides home-based intervention services to pregnant/postpartum women, children birth through the age of five years and their primary caregivers. The HUGS home visitors assist clients in gaining access to medical, psychosocial, education/health promotion, nutrition, parenting, and other services. The HUGS Program encourages healthy pregnancies, growth and development of infants and young children, and a reduction in infant mortality/morbidity, and low birth weight babies. Clients are referred by hospitals, clinics, private physicians, other agencies and family members.

PERFORMANCE GOALS

1. To decrease Hamilton County's infant mortality/morbidity rate, including low birth weight babies
2. Assist clients in developing an appropriate care plan and setting realistic goals pertaining to their needs and desires
3. Provide clients with educational materials related to health and safety issues, child development, parenting, and community resources
4. Promote healthy lifestyles for the parent and child
5. Make referrals to community agencies as indicated by the needs of the client

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 260,756	\$ 249,181	\$ 262,999	\$ 263,950
Employee Benefits	136,849	135,222	139,673	143,293
Operations	12,718	11,349	17,503	17,503
Total Expenditures	\$ 410,323	\$ 395,752	\$ 420,175	\$ 424,746

Authorized Positions	6.8	6.8	6.8	6.5
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PERFORMANCE OBJECTIVES

1. Decrease infant mortality/morbidity rate through education related to pregnancy, growth and development
2. Make home visits to assess clients' needs and to identify problems and services so appropriate referrals and follow-up can be ensured
3. Provide intense care coordination for clients and their children to assure their health, social, educational, and developmental needs are being met
4. Refer to appropriate agencies as indicated

PERFORMANCE ACCOMPLISHMENTS

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Projected 2015</u>	<u>Estimated 2016</u>
Referrals Received	337	325	350	375
Home Visits	1,400	1,301	1,375	1,400
Attempted Home Visits	416	389	395	395

PROGRAM COMMENTS

One position that was funded 30% in this budget has been increased to 50%.

STD Clinic – 3585

FUNCTION

The Sexually Transmitted Disease (STD) Clinic serves as the community STD resource and provides education, diagnosis, treatment, and disease intervention to residents of Hamilton County. Some laboratory testing is done on-site. In addition, Hepatitis B vaccine is available at no charge to all previously unvaccinated patients 18 years of age or younger. Limited Family Planning services are available to female clients.

The purpose of the clinic is to accurately diagnose and treat persons with, or suspected of having, an STD; to determine who might have infected them and who they might have exposed; to notify potentially infected persons and bring them to examination and treatment; and to provide education and motivation to prevent STD re-infection and transmission, thereby protecting the reproductive health of the community. Educational outreach to community groups is available upon request and can be tailored for age appropriateness. County-wide STD rates are reported by all providers, are monitored, and interventions are planned and implemented based on the assessed data (geographic distribution, age, etc.).

PERFORMANCE GOALS

1. The STD Clinic provides education, diagnosis, treatment, and disease interviews performed on male and female patients. (Expressed as # of clients seen in the STD clinic)
2. In the STD clinic, treat 80% of positive Chlamydia female patients, excluding non-Hamilton County patients, within 14 days and 90% within 30 days. Reported as % treated within 14 days/30 days
3. In the STD clinic, treat 80% of positive Gonorrhea female patients, excluding non-Hamilton County patients, within 14 days and 90% within 30 days. Reported as % treated within 14 days/30 days

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 202,242	\$ 202,848	\$ 206,946	\$ 211,196
Employee Benefits	104,591	110,080	119,585	120,560
Operations	9	-	-	-
Total Expenditures	\$ 306,842	\$ 312,928	\$ 326,531	\$ 331,756

Authorized Positions	5.59	5.59	5.59	4.56
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PERFORMANCE OBJECTIVES

The STD Clinic strives to provide efficient, professional, confidential, quality services to all patients. Nurses and disease intervention specialists have received specialized training and attend STD updates regularly. Treatment protocols are written according to state and federal guidance and are carried out under the medical authority of the Health Officer. Education and prevention are important components of the visit and outreach to the community. Referrals are made to other clinics or providers when appropriate. Persons are not denied service due to inability to pay.

PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Goal # 1	6,445	5,937	5,776	6,000
Goal # 2	86 / 99%	88 / 99%	89 / 97%	80 / 90%
Goal # 3	84 / 95%	85 / 96%	90 / 94%	80 / 90%

Family Health Center – Prenatal/Adult – 3586

FUNCTION

To provide preventative health services so that individuals, families and communities as a whole may be helped to achieve and maintain optimal health. Special focus groups are adolescents and women; clients with limited or no health insurance; and low income families. Services provided are Family Planning; adult immunizations; well-child exams (EPSDT) for adolescents; pregnancy testing; contraceptive care; and screening for the Breast and Cervical Cancer Program.

PERFORMANCE GOALS

1. To assure access to health care in a timely manner
2. To provide health education and clinic services to all who request assistance
3. To provide appropriate information allowing clients to make informed decisions regarding their health care
4. To maintain liaison with other health care providers in the community to assure adequate referral resources for clients
5. To continually assess community needs and clinical services so that the highest standard of care is attained

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 495,686	\$ 480,335	\$ 410,418	\$ 414,920
Employee Benefits	166,691	178,028	195,636	201,998
Operations	31,730	35,466	48,250	48,250
Total Expenditures	\$ 694,107	\$ 693,829	\$ 654,304	\$ 665,168

Authorized Positions	9.13	9.13	9.13	7.63
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PERFORMANCE OBJECTIVES

1. Provide services listed above to Hamilton County residents utilizing resources in an effective manner
2. Provide support of CHCHD Infant Mortality Reduction and Prevention program and Prenatal Care services at Community Health Centers, UT OB/GYN offices, as well as with private providers.

PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Monthly Average	499	472	428	467
Total Number of Visits	5,999	5,659	5,136	5,600
Unduplicated Family Planning patients	1,875	2,029	2,000	2,000

PROGRAM COMMENTS

Focus – communities of Highland Park, Westside, St. Elmo, Alton Park, Brainerd, North Chattanooga, Red Bank and Downtown area. *Special target population:* adolescents and low-income, uninsured individuals.

Note: Clinic provides preventative health service for adolescents and adults; serves a large number of uninsured clients for all services.

Ooltewah Clinic – 3587

FUNCTION

To provide health related services so that individuals, families, and communities as a whole may be helped to achieve and maintain optimal health. Services are focused on adolescents and women; clients with limited or no health insurance; and low income families. Services provided are Women, Infant, and Children Program (WIC); adult immunizations; childhood immunizations; well-child exam (EPSDT); pregnancy testing and contraceptive care. Ancillary services include dental care; HIV testing/counseling; and screening for the Breast and Cervical Cancer Program.

PERFORMANCE GOALS

1. To assure access to health care in a timely manner
2. To provide health education and clinic services to all who request assistance
3. To provide appropriate information allowing clients to make informed decisions regarding their health care
4. To maintain liaison with other health care providers in the community to assure adequate referral resources for clients
5. To continually assess community needs and clinical services so that the highest standard of care is attained
6. To provide medical and clerical support services for Communicable Disease, Dental and Primary Care services

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 455,696	\$ 451,570	\$ 502,295	\$ 510,920
Employee Benefits	247,740	263,229	300,587	276,319
Operations	50,343	56,690	73,126	73,125
Total Expenditures	\$ 753,779	\$ 771,489	\$ 876,008	\$ 860,364

Authorized Positions	11.8	11.8	11.8	11.4
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Annual Number Visits (all programs)	11,736	12,002	10,300	11,000
Monthly Average	978	1,000	858	917
Average WIC Caseload	1,094	1,122	1,108	1,100

NOTE: Differences in numbers seen is reflective of changes in vaccine eligibility requirements for adults/teens; low demand for flu vaccine during the fall season; and changes in health care with the Affordable Care Act.

PROGRAM COMMENTS

Focus communities are: Ooltewah, Collegedale, Apison, Harrison, Birchwood, East Brainerd and Brainerd.

Sequoyah Clinic – 3588

FUNCTION

To provide preventative health services so that individuals, families and communities as a whole may be helped to achieve and maintain optimal health. Special focus groups are adolescents and women; clients with limited or no health insurance; and low income families. Services provided are Women, Infants, and Children Program (WIC); adult immunizations; well-child exams (EPSDT); pregnancy testing; and contraceptive care. Ancillary services include dental care; primary care of children; HIV testing/counseling; and screening for the Breast and Cervical Cancer Program.

PERFORMANCE GOALS

1. To assure access to health care in a timely manner
2. To provide health education and clinic services to all who request assistance
3. To provide appropriate information allowing clients to make informed decisions regarding their health care
4. To maintain liaison with other health care providers in the community to assure adequate referral resources for clients
5. To continually assess community needs and clinical services so that the highest standard of care is attained
6. To provide medical and clerical support services for Communicable Disease, Dental and Primary Care services

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 448,918	\$ 469,063	\$ 489,106	\$ 493,569
Employee Benefits	249,425	280,637	307,716	307,132
Operations	53,996	62,423	108,400	108,400
Total Expenditures	\$ 752,339	\$ 812,123	\$ 905,222	\$ 909,101

Authorized Positions	12.13	12.13	12.13	12.1
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Annual Number Visits (all programs)	9,868	10,063	9,800	9,800
Monthly Average	824	838	817	817
Average WIC Caseload	1,012	975	940	1,000

NOTE: Differences in numbers seen is reflective of changes in vaccine eligibility requirements for adults/teens, low demand for flu vaccine during the fall season, and changes in health care with the Affordable Care Act.

PROGRAM COMMENTS

Focus communities of Soddy Daisy, Hixson, Sale Creek, Bakewell, Graysville, Red Bank, Signal Mountain, Birchwood, and Tiftonia

Communicable Disease Control Clinic – 3589

FUNCTION

The Communicable Disease Control Clinic monitors and tracks disease trends and reports in Hamilton County. The staff is available on a 24-hour basis. Required disease reports are received from local providers, hospitals and labs. Additionally, the public reports suspected problems that are investigated as needed. Should disease reports or situations indicate a possible outbreak or a serious disease threat to the community, this department prioritizes the investigation and works with Health Department Administration and others until the situation is verified and/or contained.

Occupational, adult, and travel immunizations are available to the public in order to decrease the possibility of importation or occurrence of vaccine-preventable diseases in our community. This department provides vaccine-preventable disease protection for the community through adult immunization outreach activities (such as flu vaccine) as well as clinic-based immunizations.

Education, emergency planning and preparation, vaccine-preventable disease, as well as other communicable disease risks and trends are a priority. Activities include working with local medical providers, hospitals, at-risk groups and the media. Additionally, this department works with Hamilton County Government to reduce blood-borne pathogen exposure and increase awareness of personal protective equipment according to OSHA standards, ensuring that appropriate follow-up is provided should an exposure occur.

PERFORMANCE GOALS

1. Investigate 100% of suspected or confirmed reportable diseases for which intervention is indicated, ensuring that prophylactic treatment and education are provided as indicated
2. Ensure that 100% of Health Department employees, as indicated by job, receive orientation to OSHA standards as related to blood-borne pathogens, within 10 days of employment
3. Ensure that 100% of blood-borne pathogen exposures at the Health Dept are followed according to protocol
4. Provide flu vaccine for County employees annually (expressed as # of County employees vaccinated).

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 275,628	\$ 275,708	\$ 293,785	\$ 313,667
Employee Benefits	139,029	150,227	167,074	149,547
Operations	207,955	191,511	212,913	212,915
Total Expenditures	\$ 622,612	\$ 617,446	\$ 673,772	\$ 676,129

Authorized Positions	6.25	6.25	6.25	6.36
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PERFORMANCE OBJECTIVES

1. Monitor disease trends in Hamilton County; provide education; ensure that appropriate prophylactics are provided; and investigate as needed
2. Improve communicable disease control knowledge and establish effective working relationships by attending Tennessee Department of Health Epidemiology quarterly meetings and local APIC (Association for Professionals in Infection Control and Epidemiology, Incorporated) meetings, as well as providing education/information to the community and media.
3. Regularly monitor occupational, adult, and travel immunization programs to assess for efficiency and patient satisfaction
4. Ensure that protocols are up-to-date and accurate, incorporating new vaccines as they become available.
5. Ensure that OSHA blood-borne pathogen standards are in place and that employees are trained.
6. Implement any revisions in protocol and inform staff, conducting staff meetings as indicated

PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Goal # 1	100%	100%	100%	100%
Goal # 2	100%	100%	100%	100%
Goal # 3	*	*	100%	100%
Goal # 4	780	625	700	700

* no bloodborne pathogen exposures in 2013, 2014 or YTD 2015

County STD Clinic – 3590

FUNCTION

The Sexually Transmitted Disease (STD) Clinic serves as the community STD resource and provides education, diagnosis, treatment and disease intervention to residents of Hamilton County. Specially trained staff does some laboratory testing on-site. In addition, Hepatitis B vaccine is available at no charge to all previously unvaccinated patients 18 years of age or younger. Limited Family Planning services are available for female clients.

The purpose of the clinic is to accurately diagnose and treat persons with or suspected of having an STD; to determine who might have infected them and who they might have exposed, to notify potentially infected persons and bring them to examination and treatment; and to provide education and motivation to prevent STD re-infection and transmission, thereby protecting the reproductive health of the community. Educational outreach to community groups is available upon request and can be tailored for age appropriateness. County-wide STD rates as reported by all providers are monitored, and interventions are planned and implemented based on the assessed data (geographic distribution, age, etc.).

In addition, this staff performs physical examinations for persons immigrating to the United States with the assistance of a contract physician.

PERFORMANCE GOALS

1. The STD Clinic provides education, diagnosis, treatment and disease interviews performed on male and female patients. (Expressed as # of clients seen in the STD clinic)
2. Provide immigration physical examinations
3. Timeliness of primary and secondary interviews. Interview 45% of P&S syphilis cases within 0 – 7 days. Interview 60% of P&S syphilis cases within 0 – 14 days. Interview 85% of P&S syphilis cases within 0 – 30 days. (will be expressed as % done within 0 – 7 days/0 – 14 days/0 – 30 days). Time figured from date specimen collected; % includes persons tested by outside providers.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 305,985	\$ 303,180	\$ 331,121	\$ 331,253
Employee Benefits	131,217	138,912	156,673	145,949
Operations	76,426	69,636	79,016	68,130
Total Expenditures	\$ 513,628	\$ 511,728	\$ 566,810	\$ 545,332

Authorized Positions	6.4	6.4	6.4	6.66
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PERFORMANCE OBJECTIVES

The STD Clinic strives to provide efficient, professional, confidential, quality service to all patients. Nurses and disease intervention specialists have received specialized training and attend STD updates regularly. Treatment protocols are written according to state and federal guidance and are carried out under the medical authority of the Health Officer. Education and prevention are important components of the visit and outreach to the community. Referrals are made to other clinics or providers when appropriate. Persons are not denied service due to inability to pay.

PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Goal # 1	6,445	5,422	5,430	5,500
Goal # 2	86	75	103	100
Goal # 3	50 / 64 / 100%	50 / 86 / 100%	60 / 85 / 100%	65 / 85 / 100%

Community Assessment and Planning – 3591

FUNCTION

The Community Assessment and Planning Program has as its purpose the responsibility for the community diagnosis, assessment, and planning function of the Health Department. This program collects and analyzes health and population data gathered on residents of Hamilton County and generates reports and computer files regarding the information obtained and tracked. It routinely is responsible for developing and periodically updating the "Data Profile and Community Health Plan" for the Regional Health Council and the Health Department. This program also disseminates data and findings from data analysis processes to other government agencies, other health organizations, schools, students, non-profit organizations, and community organizations.

PERFORMANCE GOALS

1. To establish and maintain an information data bank regarding the health indicators and related variables for Hamilton County
2. To develop an on-going process for assessing the health needs of local residents
3. To engage in health or health related planning activities with Health Department officials, Regional Health Council officials, local agency representatives, lay persons, and State officials
4. Provide staff support for the Regional Health Council

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 147,248	\$ 148,218	\$ 152,668	\$ 156,002
Employee Benefits	56,596	60,615	66,135	66,886
Operations	28,511	24,195	34,349	45,320
Total Expenditures	\$ 232,355	\$ 233,028	\$ 253,152	\$ 268,208

Authorized Positions	2.22	2.22	2.22	2.22
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PERFORMANCE OBJECTIVES

1. Establish an on-going daily maintenance of data/information files to be achieved at 100%
2. Adult and Youth Risk Surveys administered every three years, while secondary data is collected monthly
3. Health planning meetings and strategy development activities to be conducted weekly and monthly with Regional Health Council, Dept. of Health Officials and other agency representatives
4. Staff support of Regional Health Council meetings and activities conducted daily

PERFORMANCE ACCOMPLISHMENTS

1. A system is in place to conduct on-going health related data surveillance for Hamilton County that is monitored on a daily basis.
2. Three major presentations on local health data findings were made.
3. Assistance and support were provided to Regional Health Council and its committees, Tobacco Settlement Funds Initiative staff, Falls Prevention Summit planners, UTC student interns, the ACTS Council and others.
4. A draft has been prepared on the updated Hamilton County Health Data Profile and the Community Health Plan.
5. Health and population data were requested and provided to local non-profit organizations, city and county government officials, college students, faith-based institutions and community organizations.
6. Assistance was provided with the design and creation of surveys and evaluation instruments for Health Department staff and the Regional Health Council.

PROGRAM COMMENTS

This program is an essential service of the County Health Department. It is 100% funded by the County.

State Tuberculosis Clinic – 3594

FUNCTION

The State Tuberculosis (TB) Clinic provides medical services to individuals, families, and the community for the diagnosis, treatment, and prevention of tuberculosis. Additionally, the TB program is responsible for providing current disease statistics to medical facilities in Hamilton County for OSHA Infection Control requirements. The TB control staff also distributes educational materials and provides in-services for medical providers, social service agencies and community groups.

PERFORMANCE GOALS

1. Decrease the incidence of TB in our community, moving toward elimination through early diagnosis, treatment, and prevention (expressed as TB case rate - case rate is # of cases/100,000 population)
2. Perform assessments and chest x-rays and evaluate for treatment 100% of prison inmates and foreign-born patients presenting in the clinic (expressed as # seen in the clinic)
3. At least 95% of newly diagnosed TB cases shall complete the recommended course of treatment within 1 year

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 258,743	\$ 212,853	\$ 212,828	\$ 215,822
Employee Benefits	108,771	106,742	120,184	118,417
Operations	37,298	46,172	60,450	59,400
Total Expenditures	\$ 404,812	\$ 365,767	\$ 393,462	\$ 393,639

Authorized Positions	6.5	6.5	6.5	5
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PERFORMANCE OBJECTIVES

1. Decrease the incidence of TB in our community through rapid diagnosis, treatment, and monitoring of suspected and confirmed cases, and through the identification, testing, and treatment of exposed persons
2. Identify contacts for every case of TB
3. Provide directly observed therapy and case management for all cases of TB
4. Decrease the incidence of TB through targeted testing – identifying, testing, treating, and monitoring those persons with latent TB infection
5. Identify high-risk groups by using the risk assessment tool and statistical information
6. Increase the awareness of TB in our community through community outreach to those at risk, medical providers, and the general public

PERFORMANCE ACCOMPLISHMENTS

	Actual 2013	Actual 2014	Projected 2015	Estimated 2016
Goal # 1	2	1.8	1.4	1.5
Goal # 2	118/332	93/160	90/200	90/200
Goal # 3	100%	100%*	100%	100%

* All TB cases in 2014 either completed treatment within one year or died from complications with comorbidities (2)

Oral Health – 3597

FUNCTION

The Chattanooga-Hamilton County Health Department, in cooperation with the Tennessee Department of Health, participates in a School Based Oral Disease Prevention Program. The program targets children in schools that have a population of 50% or greater of the children on the free/reduced lunch plan.

PERFORMANCE GOALS

1. Provide dental sealants to children in grades K-8 in target schools
2. Provide dental referrals to children in grades K-8 in target schools
3. Conduct follow-up of children referred for “urgent” dental treatment in target schools
4. Provide dental sealant screenings to children with returned consent
5. TennCare outreach in target schools

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 204,453	\$ 204,251	\$ 211,153	\$ 214,378
Employee Benefits	88,567	88,886	103,457	104,202
Operations	51,396	29,196	31,749	31,750
Total Expenditures	\$ 344,416	\$ 322,333	\$ 346,359	\$ 350,330

Authorized Positions	4.32	4.32	4.32	4.18
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PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	Estimated <u>2016</u>
Children screened	12,496	N/A*	N/A*	N/A*
Children referred	1,322	1,476	765	780
Children receiving oral evaluations	3,491	N/A**	N/A**	N/A**
Sealant screenings	N/A**	3,379	4,388	4,420
Children receiving sealants	2,223	2,208	2,801	2,950
Teeth sealed	9,599	10,494	15,050	15,250
Target Schools	28	28	27	28

* As of July 1, 2014, the Tennessee Department of Health no longer requires the School Based Dental Prevention Program to perform general screenings for all children in a school.

** As of July 1, 2013, the Tennessee Department of Health no longer requires the School Based Dental Prevention Program to perform oral evaluations by a dentist. Dental hygienists do sealant screenings to determine which teeth need sealants placed.

Other Health

FUNCTION

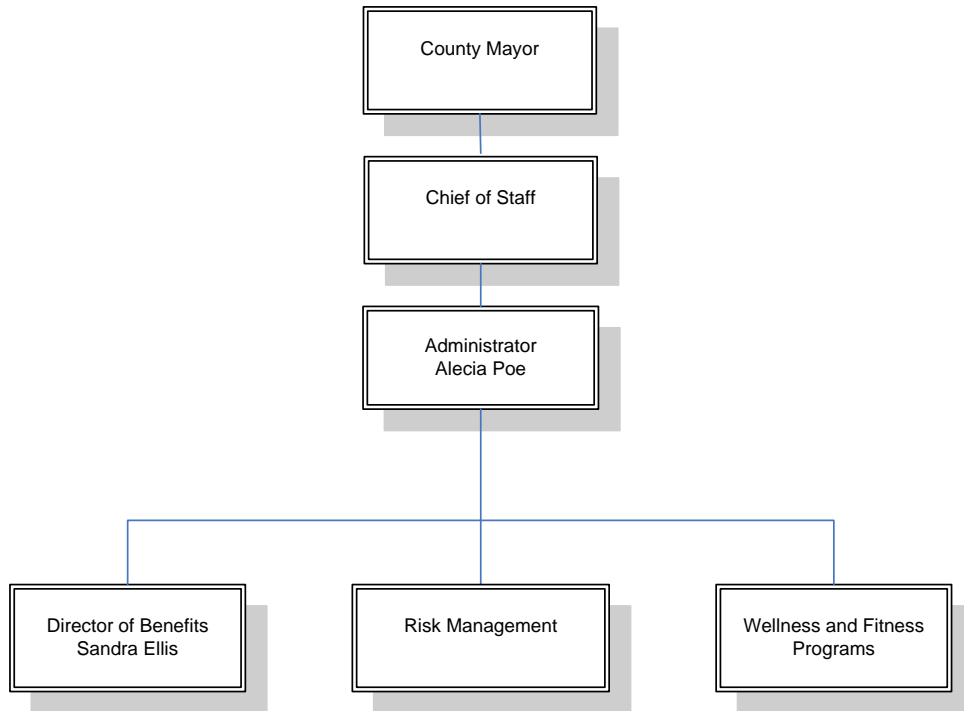
1. Pharmacy - Orders and dispenses appropriate medications to all clinical areas. Serves as liaison between the Health Department and pharmaceutical vendors for purchasing and inventory needs.
2. County Wellness Center – Supports and maintains the County Employee Wellness Center (not staffing), with a goal of recruiting and providing services for at least 100 members (County employees). This department was moved to Human Resources Division on July 1, 2015.
3. Health Promo & Wellness JR League – partnership between the Health Department and Junior League of Chattanooga, through the Step ONE Program, to target elementary school age children in grades K – 5, by focusing on homes and families, elementary schools, and restaurant/dining establishments, for a childhood obesity program that focuses on nutrition education, awareness, and promotion.
4. Birchwood Primary Care – This program provided preventive, acute and chronic medical care to indigent and TennCare patients in the greater Birchwood area. This program was discontinued in Budget Year 2011.
5. Ooltewah Primary Care – This program provided preventive, acute and chronic medical care to indigent and TennCare Hamilton County residents in the greater Ooltewah area. This program was discontinued in Budget Year 2011.
6. Social Services Title XX – Homemaker Services (contract with Partnership), Adult Day Care (contract with Signal Center, Inc.)
7. Emergency Food and Shelter – Provides temporary emergency rent and mortgage assistance funds to low-income households in an effort to prevent homelessness
8. Project Water Help – Provides temporary emergency water utility assistance funds to low-income households in an effort to prevent homelessness
9. Warm Neighbors – Provides temporary emergency electric and gas utility assistance funds to low-income households in an effort to prevent homelessness
10. Emergency Solutions Grant – Provides temporary emergency assistance with rapid rehousing and homeless prevention services.

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Inventories	\$ (308)	\$ 48,122	\$ 8,898	\$ -
Health Promo & Wellness JR League	11,025	5,463	-	-
County Wellness Center	30,374	30,665	169,400	-
Pharmacy Inventory	2,505	-	37,928	-
Swine Flu Grants	89	-	-	-
Birchwood Primary Care	1,664	-	-	-
Ooltewah Primary Care	2	-	-	-
Emergency Solutions	-	15,000	23,306	30,000
Project Water Help	-	69	1,000	1,000
Warm Neighbors	-	8,954	17,000	17,000
Emergency Food & Shelter	-	16,318	26,000	20,000
Social Services Title XX	-	330,192	330,000	330,000
Justice for Families (Safe Havens)	-	-	250,000	-
March of Dimes	-	4,102	15,898	-
	\$ 45,351	\$ 458,885	\$ 879,430	\$ 398,000



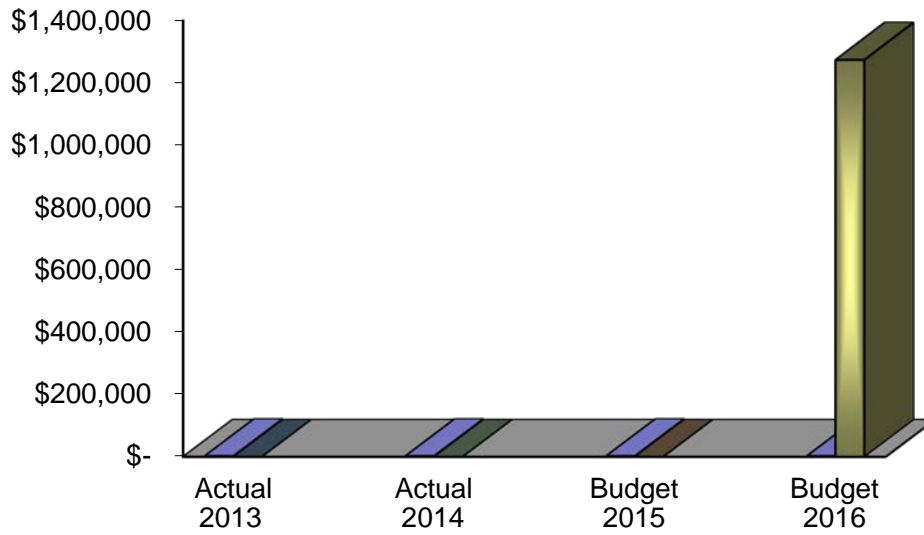
Human Resources Division

The Division of Human Resources includes Benefits, Risk Management and Wellness & Fitness Programs. Beginning in FY 2016, Human Resources was moved from Unassigned Departments into its own division.

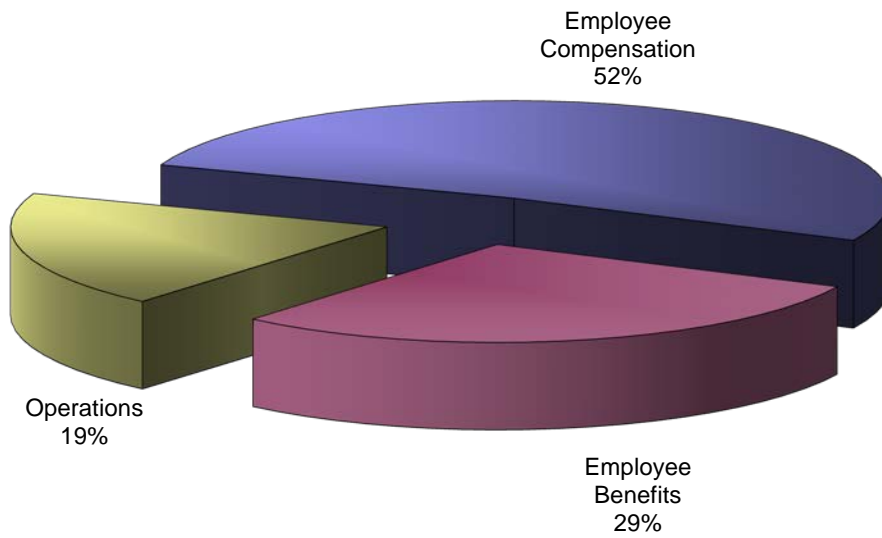


Left to right: Alecia Poe, Sandra Ellis

Human Resources Expenditures



FY 2016 Expenditures by Type



Human Resources Division Expenditures by Departments

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Human Resources Administrator	\$ -	\$ -	\$ -	\$ 233,579
Benefits	-	-	-	568,581
Risk Management	-	-	-	236,270
Wellness & Fitness Programs	-	-	-	200,546
Other	-	-	-	34,800
	\$ -	\$ -	\$ -	\$ 1,273,776
Authorized Positions	-	-	-	13

Benefits – 3651

FUNCTION

The Benefits department coordinates employee benefits for Hamilton County General Government, Hamilton County Fee offices and the 911 Center. These benefits include (1) Medical; (2) Dental; (3) Short Term Disability; (4) Long Term Disability; (5) Life; (6) Retirement; (7) coordinating the Employee Assistance Program and the Department of Transportation (DOT) Drug and Alcohol testing program.

PERFORMANCE GOALS

1. Assist departments with employee benefits.
2. Engage in an equitable market/work place survey of employee benefits.
3. Provide pro-active, cost-saving and quality-driven ideas to ensure employees have the optimal benefit package.
4. Provide a competitive fringe benefits package for County employees while remaining fiscally conservative with the County's limited resources
5. Conduct employee training to enhance employee knowledge of benefits.
6. To ensure compliance with all Federal, State and Local laws and regulations.
7. Keep employees informed of changes in the industry that may affect their benefits.
8. To recommend changes in policies, practices and systems when needed

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ -	\$ -	\$ -	\$ 294,989
Employee Benefits	-	-	-	178,733
Operations	-	-	-	94,859
Total Expenditures	\$ -	\$ -	\$ -	\$ 568,581

Authorized Positions - - - 7

PERFORMANCE OBJECTIVES

1. To assist departments with employee benefits.
2. To engage in an equitable market/work place survey of employee benefits.
3. To provide pro-active, cost saving and quality driven ideas to ensure employees have the optimal benefit package.
4. To provide a competitive fringe benefits package for County employees while remaining fiscally conservative with the County's limited resources
5. To conduct employee training to enhance employee knowledge of benefits.
6. To ensure compliance with all Federal, State and Local laws and regulations.
7. To keep employees informed of changes in the industry that may affect their benefits.
8. To recommend changes in policies, practices and systems when needed.

PERFORMANCE ACCOMPLISHMENTS

1. Continued support of employees through training.
2. Implementation of healthy programs and services for Hamilton County employees through the Pharmacy, Wellness facility and Clinic.
3. Consistent evaluation of employee benefits to provide the best offerings to employees

Risk Management – 3652

FUNCTION

The Risk Management Department is responsible for administering the County's Risk Management Program which includes: the commercial and self-funded insurance programs; claims administration; the Countywide Safety Program; reviewing contracts and agreements for appropriate insurance requirements and provisions; and ensuring adequate policies and procedures are in place to successfully administer the Risk Management Program.

PERFORMANCE GOALS

1. To oversee the County's Risk Management Program and identify various exposures to loss and minimize their impact on the organization through a combination of means, including commercially and self-funding exposures, administering a County-wide safety program, and reviewing contracts/agreements for appropriate insurance.
2. Maintaining effective policies and procedures associated with the Risk Management Program

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ -	\$ -	\$ -	\$ 123,770
Employee Benefits	-	-	-	55,600
Operations	-	-	-	56,900
Total Expenditures	\$ -	\$ -	\$ -	\$ 236,270

Authorized Positions - - - 2

PERFORMANCE OBJECTIVES

1. Reduce the number and severity of injuries incurred by County employees
2. Reduce the dollars incurred for the County's Self-Insurance Program
3. Reduce the number of workplace safety violations identified by TOSHA in their periodic inspections (i.e. 1.5 – 2 years)
4. To review vendor/contractor insurance certificates to ensure compliance with County requirements

PERFORMANCE ACCOMPLISHMENTS

Goals 1 - 3

	Actual 2013 *	Actual 2014 *	Actual 2015 *	Estimated 2016
Number of OJI claims reported	150	210	201	180
Number of Liability claims reported	126	127	112	120
Total dollars incurred	\$776,332	\$730,139	\$611,104	\$710,000
Workplace Safety Violations	7	0	22	0

*Risk Management was part of Financial Management, organization code 3102, in the Finance Division until June 30, 2015. The adopted budget will remain in Financial Management for fiscal years 2013 through 2015 for the Risk Management portion of the budget, but the performance measures have been moved here so that the historical data is in one section.

Wellness & Fitness Programs – 3653

FUNCTION

The Wellness and Fitness facility and programs are designed to improve the health and wellness of Hamilton County employees and their dependents by administering the County's Wellness facility and providing Wellness programs.

PERFORMANCE GOALS

1. Oversee the County's Health and Wellness initiatives.
2. Maintain effective policy and procedures associated with the Wellness Facility.
3. Improve the overall health and wellness of employees and their dependents.
4. Improve the attendance of employees through wellness.
5. Reduce on-the-job injuries through fitness.
6. Improve stress-related issues for employees through fitness.
7. Improve productivity through health, wellness and fitness.
8. Reduce turnover rate through employee wellness.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ -	\$ -	\$ -	\$ 85,697
Employee Benefits	-	-	-	61,049
Operations	-	-	-	53,800
Total Expenditures	\$ -	\$ -	\$ -	\$ 200,546

Authorized Positions - - - 2

PERFORMANCE OBJECTIVES

1. Improve the health and wellness of employees
2. Improve the attendance of employees through wellness
3. Reduce on-the-job injuries through fitness
4. Improve stress-related issues for employees through fitness
5. Improve productivity through health, wellness and fitness
6. Reduce turnover rate through employee wellness

PERFORMANCE ACCOMPLISHMENTS

1. Continued improvement of facility offerings
2. Continued improved survey results
3. Necessary improvements to keep the program interesting, applicable and effective
4. Health education of employees through classes

Other – 3656, 3657, 3658

FUNCTION

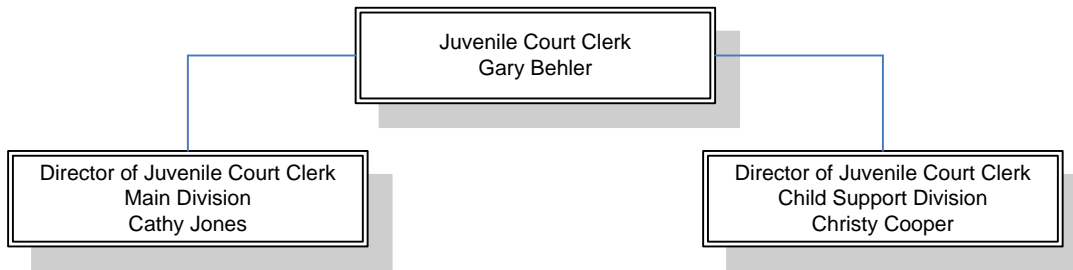
1. Americans with Disabilities Act (ADA) – The Americans with Disabilities Act is a federal civil rights law enacted to protect qualified persons with disabilities from discrimination in employment, government services and programs, transportation, public accommodations and telecommunications. Minimal funds are budgeted to meet the reasonable accommodation needs of qualified applicants and/or employees.
2. Drug and Alcohol Testing Program – The Drug-Free Workplace Act of 1988 requires compliance by governmental agencies in providing a drug-free workplace. Human Resources coordinates the program with Comprehensive Compliance, which is under contract with the County to develop and administer a controlled substance and alcohol-testing program, and provide supervisory training and medical review officer services for County employees. The contractor conducts six types of testing on a random basis or as required for employees who are either in a safety sensitive position and/or hold a commercial drivers license.
3. Employee Assistance Program (EAP) – The Employee Assistance Program is provided by the County to meet the needs of employees and the Federal Drug Free Workplace Act of 1988. Human Resources coordinates this program with EAP Care, Inc., who is under contract with the County to provide EAP services. These services include confidential assessment, short term counseling, referral and follow up to employees and their families. Up to four pre-paid counseling sessions per year are provided with further sessions covered by medical insurance when eligible. The performance objectives are to provide eligible County employees the necessary EAP services to reduce the occurrence of work-related problems and substance abuse; provide workplace training on such topics as drug abuse, stress, marital problems, aging, retirement, depression and parental care; provide supervisory training to all supervisors on how to make referrals for treatment; and to provide reports to the EAP Review Committee so that the program may be continuously upgraded to meet the requirements of law and changing methodology of drug and alcohol abuse treatment.

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Americans with Disabilities Act	\$ -	\$ -	\$ -	\$ 1,000
Drug & Alcohol Testing Program	-	-	-	10,500
Employee Assistance Program	-	-	-	23,300
	\$ -	\$ -	\$ -	\$ 34,800

Juvenile Court Clerk

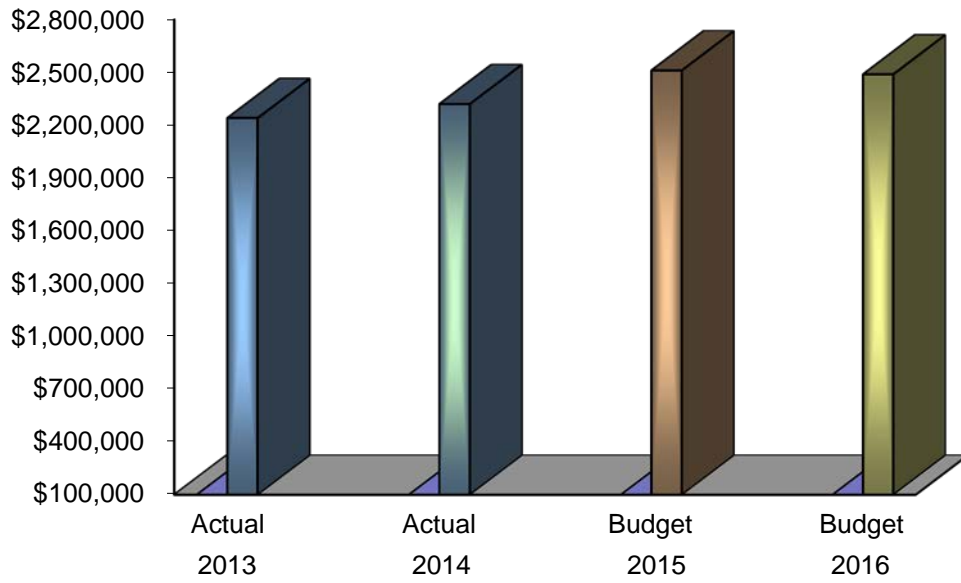
The Juvenile Court Clerk is an elected official who is responsible for keeping all records of the Juvenile Court. In prior years, the Juvenile Court Clerk was reported as a separate fund. However, in FY 2016, the County chose to report the Juvenile Court Clerk as part of the General Fund.

For purposes of comparison, the operating results and budgets of the Juvenile Court Clerk are reported herein and throughout this report as if part of the General Fund in the previous years.

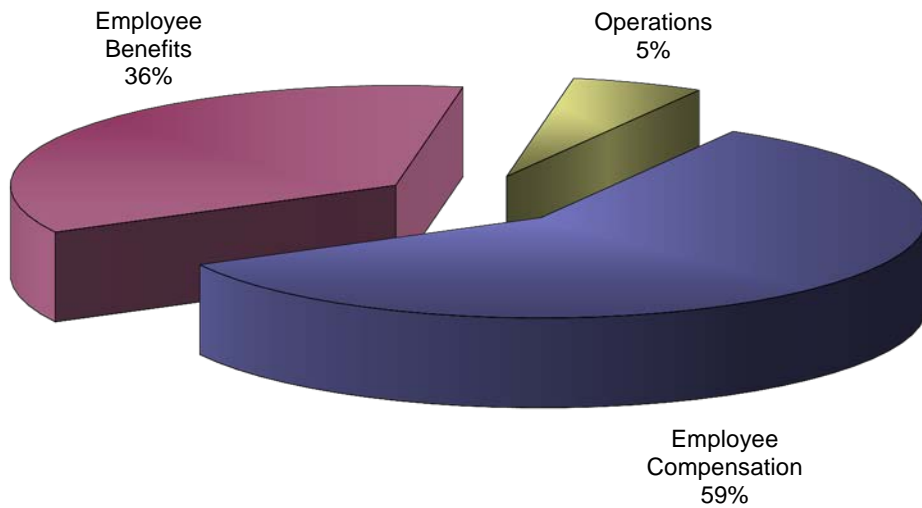


Left to right: Christy Cooper, Gary Behler, Cathy Jones

Juvenile Court Clerk Expenditures



FY 2016 Expenditures by Type



Juvenile Court Clerk Expenditures by Departments

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Juvenile Court Clerk	\$ 1,292,049	\$ 1,341,359	\$ 1,453,716	\$ 1,518,675
Juvenile Court Clerk - Child Support	948,815	979,075	1,058,225	970,578
	\$ 2,240,864	\$ 2,320,434	\$ 2,511,941	\$ 2,489,253
 Authorized Positions	 37	 37	 37	 37

Juvenile Court Clerk – 6270

FUNCTION

The office of the Juvenile Court Clerk is responsible for processing and maintaining all legal documents for the Juvenile Court of Hamilton County in compliance with TCA §18-1-101 101 *et seq.*, the Rules of Juvenile Procedure, and the Local Rules of Practice. All funds collected by the Clerk's Office are deposited into the County General Fund. The office performs a variety of duties and responsibilities, some of which are listed below:

1. Process all legal documents filed in Juvenile Court.
2. Maintain rule docket logs and original court order volume logs.
3. Manage all Juvenile Court case files; as of June 30, 2015 the cumulative case file total was 102,560.
4. Assign new docket numbers. In FY 2014-15, 5,447 new cases were initiated.
5. During FY 2014-15, 1,921 new files were created.
6. Prepare hearing dockets for weekly court calendar. An average of 40 dockets per week with approximately 225 cases were heard each week by the presiding Judge and three (3) Magistrates.
7. Provide deputy court clerks for all Court hearings (presiding Judge and three (3) full-time Magistrates).
8. Maintain accurate financial records in accordance with best practices.
9. Collect court costs, fines, administrative fees, bonds and restitution.
10. Appoint attorneys as ordered by the Juvenile Court.
11. Administer and maintain trust fund awards for minors pursuant to TCA §29-13-301, Part 3, as well as any other trust accounts as ordered by the Court.

PERFORMANCE GOALS

1. Provide professional, efficient, and quality service to the Judges, Magistrates, local, state, and national partners, court staff and all members of the public who come in contact with this office.
2. Maintain the confidentiality of all records as governed by TCA §37-1-153.
3. Continue development of workflow analysis of all office functions.
4. Maintain schedule for upgrading existing computer inventory to meet the needs of the Juvenile Court
5. Continue the development of a new data management software system (JFACTS) in partnership with the Hamilton County IT Department, resulting in a paper-on-demand office.
6. Continue and maintain scanning and digitizing current and future Juvenile Court client records.
7. Establish a formal orientation and training program for newly hired employees.
8. Develop model for annual continuing education and training program for all employees.
9. Continue partnership with local universities and colleges for internship opportunities within the office.
10. Redevelop the Juvenile Court Clerk's Hamilton County website to provide additional information on court processes and procedures, access to forms, and links to community partners serving the same client population.
11. Provide video hearing capabilities for clients currently incarcerated at the Hamilton County Jail or CCA Silverdale Detention Facility, which will result in improved courthouse security, and a reduction in transportation costs.
12. Continue the consolidation of purchasing procedures for supplies to maximize bulk orders and to reduce duplication and waste.
13. Continue participation in the Hamilton County Recycling Program.
14. Continue to ensure compliance with all TCA code requirements and local rules regarding procedures, fees, etc.
15. Develop collection process to collect outstanding court costs, fees and fines.
16. Continue submission of electronic orders to the presiding Judge and all Magistrates.
17. Explore expansion of electronic process applications, including e-filing of documents for attorneys and other partners.
18. Further refine the implementation of electronic court proceedings which rolled out July 1, 2015. This was a major step forward in our goal of modernizing Juvenile Court.
19. Continue development of electronic processes to enable Juvenile Court to become the first fully electronic, paper-on-demand court in the Hamilton County Court System.

Juvenile Court Clerk IV-D Support – 6271

FUNCTION

The office of the Juvenile Court Clerk is responsible for processing and maintaining all legal documents for the Juvenile Court of Hamilton County in compliance with TCA §18-1-101 *et seq.*, the Rules of Juvenile Procedure, and the Local Rules of Practice. The office performs a variety of duties and responsibilities, some of which are listed below:

1. Process all legal documents filed for child support matters and establishment of paternity.
2. File and maintain all pleadings, court orders, and related documents and maintain rule docket logs.
3. Manage all Child Support case files; as of June 30, 2015 the cumulative total of cases initiated was approximately 51,213.
4. Assign new docket numbers: In FY 2014-15, approximately 1,488 new cases were initiated.
5. Prepare hearing dockets for weekly court calendar. An average of 440 cases were heard each week by the presiding Judge and three (3) Magistrates. Over 21,000 hearings were conducted in FY 2014-15.
6. Provide deputy court clerks for all Court hearings (presiding Judge and three (3) full-time Magistrates).
7. Maintain accurate financial records in accordance with best practices.
8. Collect court costs, filing fees, administrative fees, and any other monies as ordered by the Court.
9. Appoint attorneys for indigent clients as ordered by the Juvenile Court.
10. Receive and process child support and purge payments from clients as ordered by the Court and make disbursements to the Tennessee Child Support Central Receipting Unit in Nashville.
11. Submit monthly reimbursement requests to the State of Tennessee for State-filed pleadings.

PERFORMANCE GOALS

1. Provide professional, efficient, and quality services to the Judges, Magistrates, local, state, and national partners, court staff, and all members of the public who come in contact with this office.
2. Maintain the confidentiality of all records as governed by TCA §37-1-153.
3. Continue development of workflow analysis of all office functions.
4. Develop model for annual continuing education and training program for all employees.
5. Continue partnership with local universities and colleges for internship opportunities within the office.
6. Redevelop the Juvenile Court Clerk's Hamilton County website to provide additional information on court processes and procedures, access to forms, and links to community partners serving the same client population.
7. Continue the consolidation of purchasing procedures for supplies to maximize bulk orders and to reduce duplication and waste.
8. Continue participation in the Hamilton County Recycling Program.
9. Continue to ensure compliance with all TCA code requirements and local rules regarding procedures, fees, etc.
10. Install closed-circuit television in lobby of Child Support Division, utilizing new technology to provide educational, procedural, and resource information to clients as they await their hearings.
11. Explore expansion of electronic process applications, including e-filing of documents for attorneys and other partners.
12. Continue development of electronic processes to enable Juvenile Court to become the first fully electronic, paper-on-demand court in the Hamilton County Court System.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 577,031	\$ 572,619	\$ 586,933	\$ 548,537
Employee Benefits	309,036	346,599	383,672	334,921
Operations	62,748	59,857	87,620	87,120
Total Expenditures	\$ 948,815	\$ 979,075	\$ 1,058,225	\$ 970,578

Authorized Positions **16** **16** **16** **15**

PROGRAM ACCOMPLISHMENTS

1. Revised and refined the use of the court's first-ever electronic case database software (JFACTS), developed by the Hamilton County IT Department, thereby improving accuracy and efficiency in case management and scheduling of hearings.
2. Completed the process of scanning and digitizing the most current court records. All documents included in scanned case files are digital images attached to the JFACTS database, and are accessible to all clerks, magistrates and other authorized users simultaneously and with instant-update capability.
3. Implemented a "file-free" court beginning December 1, 2014. All documents submitted to and filed with the Clerk's Office are now maintained electronically, allowing the clerks and magistrates to operate without the need to retrieve any paper-based files. This was a major step forward in our goal of modernizing Juvenile Court.
4. Processed approximately 6,785 petitions filed by the State of Tennessee, attorneys and pro se litigants.
5. Fully implemented the use of live audio/video connection in every courtroom to conduct hearings involving inmates located at the Hamilton County Jail and Silverdale Correctional Facility.
6. Provided internship opportunities to multiple students, in cooperation with University of Tennessee at Chattanooga and Chattanooga State Community College.

PROGRAM COMMENTS

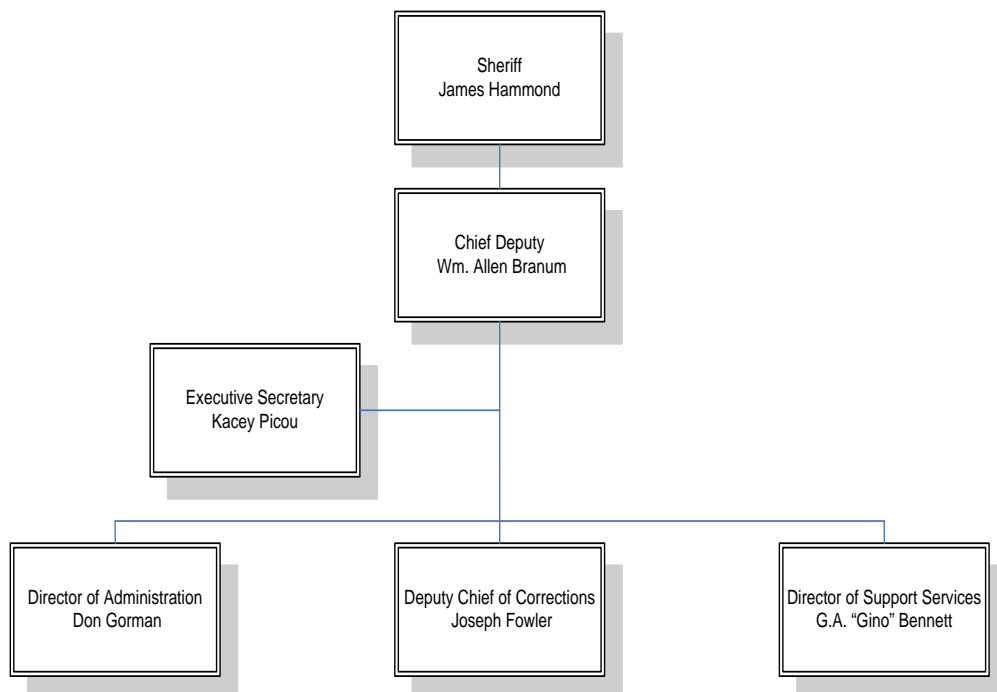
The Tennessee Supreme Court, in an opinion on July 29, 1988, declared the position of Juvenile Court Clerk to be an elected office. The office of Juvenile Court Clerk in Hamilton County was established as a separate County department on November 2, 1988.



Sheriff's Office

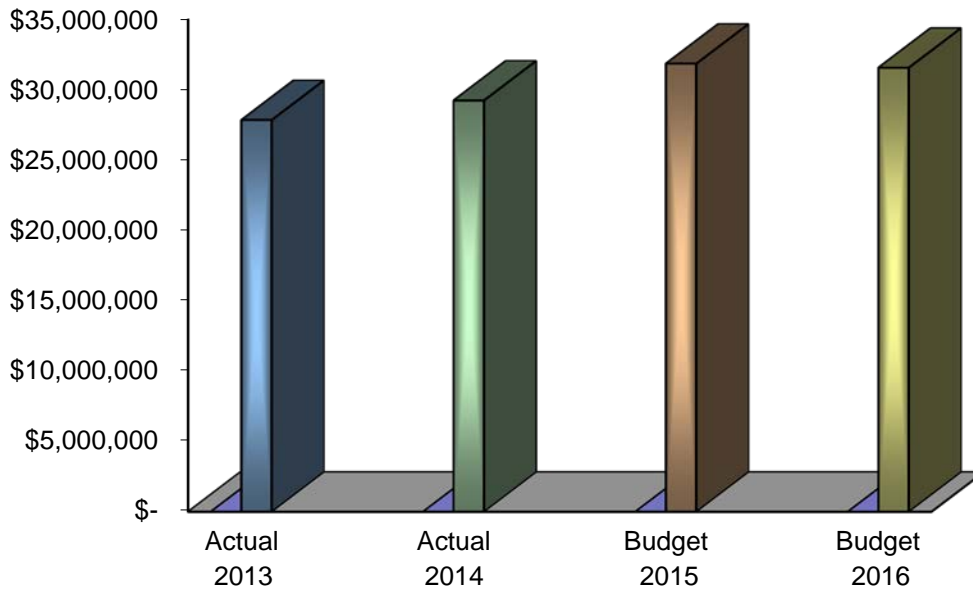
The Sheriff is an elected official who is committed to provide excellent service and safer communities to all citizens with impartiality. In prior years, the Sheriff's Office was reported as a separate fund. However, in FY 2016, the County chose to report the Sheriff's Office as part of the General Fund.

For purposes of comparison, the operating results and budgets of the Sheriff's Office are reported herein and throughout this report as if part of the General Fund in the previous years.

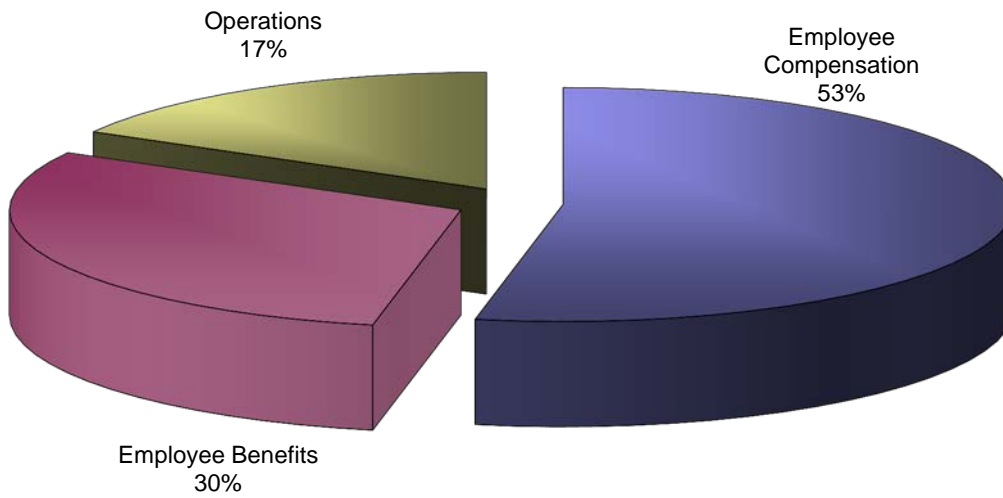


Left to right: Don Gorman, Gino Bennett, Jim Hammond, Allen Branum, Joe Fowler, Kacey Picou

Sheriff's Office Expenditures



FY 2016 Expenditures by Type



**Sheriff's Office
Expenditures by Departments**

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Sheriff Administrator	\$ 1,885,854	\$ 2,023,990	\$ 2,388,876	\$ 2,378,236
Patrol	8,664,159	8,840,623	9,737,273	9,363,719
Jail	10,808,653	11,324,834	12,089,665	12,263,072
Criminal Records / Courts	871,276	902,467	1,005,922	1,048,684
Communications / Civil Process	616,037	888,404	926,405	937,498
Criminal Investigation	1,859,437	1,961,254	2,068,208	2,262,945
Fugitive Division	1,743,464	1,770,591	1,815,491	1,850,720
Special Operations	808,110	848,043	978,061	1,004,343
IV-D Civil Process	189,796	189,840	203,404	201,816
Information Systems	251,812	310,920	271,597	280,972
Other	164,009	198,106	393,806	-
Total Expenditures	\$ 27,862,607	\$ 29,259,072	\$ 31,878,708	\$ 31,592,005
 Authorized Positions	 371.63	 373.13	 380	 380



Sheriff Administrator – 6501

FUNCTION

To provide administrative direction and operational guidance to all employees of the Hamilton County Sheriff's Office.

PERFORMANCE GOALS

1. Provide the County with excellent law enforcement services through adequate manpower levels and a well-equipped and professionally trained law enforcement staff
2. Efficiently maintain and monitor all revenue received and expenditures made on behalf of the Sheriff's Office
3. Expand grant funding sources for law enforcement services provided by the Sheriff's Office
4. Update and upgrade all equipment utilized by the Sheriff's Office employees to allow them to perform their job in the most efficient and expedient manner
5. To assist the Sheriff, Chief and Command Staff in the decision-making processes for the operation of the Hamilton County Sheriff's Office

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 730,219	\$ 739,280	\$ 702,493	\$ 720,799
Employee Benefits	268,268	293,669	311,109	315,321
Operations	887,367	991,041	1,375,274	1,342,116
Total Expenditures	\$ 1,885,854	\$ 2,023,990	\$ 2,388,876	\$ 2,378,236

Authorized Positions 11 11 11 11

PROGRAM COMMENTS

On average, the cost of fuel ranks as one of the highest operating expenditures on an annual basis for the Sheriff's Office coming in at approximately \$481K during FY 2015. While we have little control over pricing, to a certain extent we do control our consumption. During FY 2015 the Sheriff's Office employed an additional eight SROs; therefore, consumption of gallons may be higher than the previous fiscal year, and sometimes, based upon unusual emergencies, consumption will be higher (i.e. response to storms and tornadoes). However, by the conclusion of FY 2015 we attempted to lower consumption compared to FY 2014 with adjustments for those facts noted above. Of course safety of our citizens is our primary concern and will never be sacrificed in attempting to meet this goal. We feel, by the implementation of the steps mentioned below, this program will become a success.

Listed below are steps we plan to implement. While some of these steps are already currently utilized, making employees aware may create unity within the Sheriff's Office:

1. Driver education of our employees on fuel savings through articles in newsletters and perhaps local media (removing excess cargo and weight, avoiding excess idling)
2. Working within the Fleet Services division to make sure vehicles are using the best automotive supplies on our entire fleet (proper tire inflation, replacing faulty oxygen sensors, etc.)
3. Working with divisional leadership to examine routes and efficiency
4. Examine fleet assignment to make sure the most efficient and effective vehicle is being used to carry out assignments

Jail – 6503

FUNCTION

The mission of the Hamilton County Jail is to:

- Enforce the Tennessee Criminal Laws Annotated
- Provide a secure confinement facility and trained personnel capable of providing safe and humane custody, control and security of all incarcerated persons
- Maintain a close working relationship with other criminal justice agencies of Hamilton County, to enhance overall law enforcement efforts, and to protect the citizens of Hamilton County
- Operate a cost effective, constitutionally correct confinement facility under humane conditions

PERFORMANCE GOALS

1. Provide programming opportunities for the inmate population that enhances basic life skills
2. Maintain a safe and secure jail
3. Protect the health and welfare of all inmates
4. Develop, in partnership with CCA Silverdale and Emergency Services, a comprehensive mass emergency evacuation plan of the jail; and test the plan
5. Obtain candidate status with the American Correctional Association (ACA) in pursuit of ACA accreditation following the 4th edition standards manual for Adult Local Detention Facilities
6. Complete policy and procedure revisions for compliance with ACA standards and publish these policies and procedures to the Hamilton County Sheriff's Office Policy Tech system
7. Complete all post orders and publish them to the Hamilton County Sheriff's Office Policy Tech system
8. Design and develop a Corrections Division informational video
9. Publish and distribute the new English and Spanish editions of the Inmate Handbook and publish the handbook to the Hamilton County Sheriff's Office Policy Tech system. This has been put into an electronic version which is now available via the kiosk.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 5,758,764	\$ 6,012,967	\$ 6,210,097	\$ 6,308,851
Employee Benefits	2,835,487	3,077,551	3,643,543	3,693,251
Operations	2,214,402	2,234,316	2,236,025	2,260,970
Total Expenditures	\$ 10,808,653	\$ 11,324,834	\$ 12,089,665	\$ 12,263,072

Authorized Positions	151	151	159	159
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PERFORMANCE OBJECTIVES

1. Identify and create an incentive program to allow corrections officers to attain Certified Correctional Officer (CCO) status from the American Correctional Association and/or Certified Jail Officer (CJO) status from the American Jail Association
2. Identify and create an incentive program to allow corrections supervisors and managers to attain certified professional status from the American Correctional Association and/or the American Jail Association
3. In concert with additional divisions of the Hamilton County Sheriff's Office, implement a health and wellness program for all correctional officers and staff
4. The Adult Basic Education and G.E.D. program will remain in place
5. Onsite G.E.D. testing is conducted once per quarter with a 90% success rate for inmates receiving their G.E.D.
6. Religious services for English and non-English speaking inmates will remain in place
7. Alcoholics Anonymous and Narcotics Anonymous programs for inmates will remain in place
8. Anger Management programs for inmates will remain in place
9. Basic Corrections Officer training has returned to a 240-hour program consisting of classroom, practical application, testing, homework assignments, and on-the-job training
10. Corrections Division Training and Safety Committees will remain in place
11. Corrections officers will continue to receive a 40-hour annual in-service program and 8-hour annual firearms program to ensure every Corrections Division employee completes the state required training
12. Continue to operate a Sentence Management section to maintain inmate sentence information, coordinate with other agencies for the transfer of inmates, and manage inmate records
13. Maintain the inmate fee program
14. Maintain the inmate sexual assault policy and procedure that complies with the Prison Rape Elimination Act of 2003 and include this policy with other policies to be published on the department's Policy Tech system
15. Maintain the inmate legal research program which includes a legal research person available to come on-site with typewriter and copy machine accessibility
16. Continue to operate a full service 24/7 health service program contract with a local hospital
17. Successfully transitioned the Jail Commissary operations from our control over to the Blind Vendors Enterprise (BE)

Courts – 6504

FUNCTION

To provide Court Officers assigned to each courtroom both in Criminal and Sessions Court. To provide court officers at each sector for entrance security (there are four entrances) and to provide one court officer assigned to Juvenile Court and one officer assigned to Child Support Court.

The Court Officers provide security not only for all courtrooms, but also for the Hamilton County Courthouse, City-County Courts Building, Juvenile Court and Child Support Court and provide security for courtrooms of all judges. They are responsible for the Grand Jury and the Petit Jury. Criminal Court Officers during trials take care of escorting jurors to lunch; transport them to and from the courthouse and to any crime scenes during trials; and keep them sequestered. They also make hotel arrangements, food arrangements and stay with them during trials.

Court officers are responsible for the safety of inmates on trial; witnesses who may be inmates or defendants; all victims and family of victims or witnesses; inmates on daily court dockets and arraignments; and for the public in the courtrooms on all occasions.

Court officers are responsible for all subpoenas (both for Criminal and Sessions Court), criminal summons, show cause orders, instanter subpoenas and any process needing to be served for the courts.

Court officers are responsible for the safety of all employees and visitors during fire alarms and bomb threats to maintain their safety by escorting them out of the buildings safely.

PERFORMANCE GOALS

Court Officers are to make sure all security in the courtrooms is maintained efficiently and effectively. They maintain security for all incoming visitors to all buildings by screening visitors and employees through walk through metal detectors; by placing all property through x-ray machines; and by confiscating all illegal contraband.

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 559,666	\$ 562,476	\$ 621,368	\$ 633,659
Employee Benefits	303,720	327,880	375,124	405,595
Operations	7,890	12,111	9,430	9,430
Total Expenditures	\$ 871,276	\$ 902,467	\$ 1,005,922	\$ 1,048,684

Authorized Positions	15.63	15.63	16	16
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PERFORMANCE OBJECTIVES

We are in the process of working on guidelines for proper procedure in dealing with the intruder with weapons or explosives trying to enter any court buildings.

PROGRAM COMMENTS

The Court Security Division has probably been one of the most rapidly changing services the Hamilton County Sheriff's Office provides. Since September 11th 2001, this division has overhauled security in the Courts 100%. Patrols have been added and a scanning system for weapons has been added. These stations are manned full-time.

During this time the Sheriff's Office has maintained the machines and will continue to add new x-ray machines and other security equipment as needed. A "panic button" system has been installed and is tested on a regular basis. This system notifies security (by sending a silent message to officers through their hand held radio) of the exact location of the emergency or threat.

Criminal Records/National Crime Information Center – 6505

FUNCTION

The Criminal Records Division prepares and enters data for the HCSO, which includes TIBRS reporting, arrest reports, bond conditions and several other important data elements. The division is also responsible for National Crime Information Center (NCIC) functions to include wanted person entries, Order of Protection entries and any time-sensitive entries not handled by the 911 District. This unit enters investigative support data for all law enforcement functions which also feeds crime statistics to the TBI on a monthly basis as mandated by TCA 38-10-101.

PERFORMANCE GOALS

1. Efficiently enter data that feeds information to TIES – “State System” and NCIC – “National Crime Information Center”
2. Serve the public, employees and other law enforcement entities by entering information in a timely manner regarding incidents that occur within Hamilton County Sheriff’s Office jurisdiction
3. Accomplish entry into NCIC within 72 hours any person arrested for domestic-related offenses where bond conditions are set by a magistrate

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 396,039	\$ 581,330	\$ 589,297	\$ 604,508
Employee Benefits	206,703	294,229	322,644	318,525
Operations	13,295	12,845	14,464	14,465
Total Expenditures	\$ 616,037	\$ 888,404	\$ 926,405	\$ 937,498

Authorized Positions	13	16	16	16
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Criminal Investigation – 6506

FUNCTION

Promoting cooperative efforts between the law enforcement community and the citizens of Hamilton County, the Criminal Investigation Division seeks justice and an enhanced quality of life through a commitment to investigative excellence and successful prosecution as a means to dismantle and deter violent crimes, crimes against property and organized crime.

PERFORMANCE GOALS

1. Provide effective law enforcement and community services in a safe, cost effective and professional manner. We will constantly measure ourselves against industry, accreditation and community standards to ensure we are meeting the needs of our community to the best of our ability.
2. Facilitate the planning and execution of a quarterly regional investigators intelligence meeting. This will emphasize information sharing, identification of criminal trends, and the dissemination of legal updates.
3. Develop community partnerships in a collaborative effort to maintain the high quality of life standards that Hamilton County has come to enjoy
4. Establish a working environment that fosters staff development plans to address problems in high crime areas that will best serve the community's needs and deter crime
5. Follow the developed agency-staffing plan that is linked effectively to population growth and the increasingly high demand for community services
6. Continue implementation of working with the community to reduce the crime rate
7. Use call ratios to support both targets and strategic investigations
8. To recognize the importance of specialized training, which allows the unit to meet growing expectations and demands placed on criminal investigations by society and the courts systems

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 1,102,788	\$ 1,137,945	\$ 1,104,420	\$ 1,165,243
Employee Benefits	532,486	587,894	619,368	662,332
Operations	224,163	235,415	344,420	435,370
Total Expenditures	\$ 1,859,437	\$ 1,961,254	\$ 2,068,208	\$ 2,262,945

Authorized Positions	24	22	23	23
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PERFORMANCE OBJECTIVES

1. Training of personnel:
 - Require that all Detectives, within one year of their promotion, receive training in the following areas, along with advanced training for senior detectives and supervisors:
 1. Criminal Investigation Course – preferably, the State offered course at the Tennessee Law Enforcement Training Academy
 2. Interview and Interrogation – preferably, the course offered in Meridian, Mississippi
 3. Basic Homicide Course
 4. Investigators attending the National Forensics Academy
 5. Advanced Homicide Courses
 6. Latent Fingerprint Examiner
 7. Cyber Crime Courses
 8. Bloodstain Pattern Courses
 9. Crime Scene Reconstruction
 10. Sexual Crimes Training
 11. Child Abuse Training
 12. Fraud Investigation Training
 13. Crime Scene and Forensic Photography Training
 14. Auto Theft Training

2. Implementation of the Fire Investigation Task Force:
Designate one detective as a fire investigator and as the liaison with firefighters who have been trained as fire investigators and have been assigned by their Chief as a member of the Hamilton County Fire Investigators Task Force. This assigned detective will work with the Task Force in determining the cause and origin of fires and will follow up on cases determined to be arson.
3. Personnel:
Continue to staff the current CID personnel deficiencies and hopefully be able to increase the number of detectives, to meet the minimum requirement of our growing community and the demands of the judicial process. This will also support our sector policing model. With an ever-growing increase of computer based crimes, such as child exploitation, we are also in need of detectives/technicians for electronic crimes (computer crimes).
4. Implementation of a crime scene unit:
 - A. The purpose of this unit is to provide a trained, organized, and equipped unit, capable of processing, collecting, and investigating all major crimes.
 - B. The composition of the unit will be made up of one Sergeant assigned to the Criminal Investigations Division; three crime scene techs (Patrol Officers), who have received at least a forty-hour crime scene processing course and two latent examiners.
 - C. The implementation of this team serves a dual purposed proposal. It allows for a more efficient response to major incidents and provides our department with the highest quality sustainment training for personnel and future detectives.
5. Evidence processing area:
Waiting on the construction of an evidence processing area that will allow for a controlled environment, which will be free of cross contamination and will provide control over lighting and weather conditions. This has been a priority from the past three years. This is an extremely important project, to help meet the growing advancements that face criminal investigations in the future. This building will also house equipment for CID and SWAT, which will assist in increasing the longevity of these high dollar investments.
6. Training Courses:
 - A. The Criminal Investigation Division has developed training courses on Basic Crime Scene Investigation and Advanced Crime Scene Investigation. This class will provide in-depth training of investigations for members of our department, along with training outside agencies.
 - B. The Hamilton County Sheriff's Underwater Recovery Team (SURT), along with Water Safety Instructors from Choo Choo Diving and Aquatic Center, will jointly participate in presenting the "Longfellow's Whale Tales" program in Hamilton County schools.

Fugitive Division – 6507

FUNCTION

- Responsible for processing arrests on all sworn warrants, Capias, Attachments issued by General Sessions Courts, Criminal Courts, Circuit Courts, Chancery Court, Civil Sessions Courts, and Juvenile Court. All arrest orders received by this Department must be entered on the computer into RMS (Records Management System), the Tennessee Repository for the Apprehension of Persons, and the National Crime Information Center.
- Keep logs and cross reference cards on all NCIC and TRAP entries of wanted persons. Maintain a log of III Inquiries for three years for TCIC and NCIC Audit purposes.
- Effect arrests on warrants, etc. from other counties in Tennessee as well as other states and maintain log sheets of daily activity
- Maintain Fugitive File Folders on all subjects charged as a fugitive for other states and make court appearances on same. Provide liaison services to other states on pending fugitive cases. Keep track of waivers of extradition or extradition paperwork.
- Transport prisoners from other jurisdictions within the State of Tennessee as well as other states, whether it is on Post Conviction Petitions, Waivers of Extradition, the IAD (Interstate Agreement on Detainers) or Governor's Warrants. Liaison with the Courts, District Attorney's Office, Department of Corrections, Governor's offices on said cases.
- Liaison with the Criminal Court of Appeals and Tennessee Supreme Court on cases pending appeal from the Criminal Courts. Obtain decisions on said appeals and coordinate paperwork with the Criminal Court Clerk's Office.
- Responsible for processing arrests on Child Support Attachments

PERFORMANCE GOALS

1. To maintain an effective working relationship with the Courts and the public
2. Reduce backlog of warrants to 5,000 within next five years
3. Establish a "State Warrant Team" consisting of employees from the District Attorney's Office, Courts, and County and Cities Sheriffs and Police Departments to identify all misdemeanor and felony Warrants that are no longer serviceable because of their age, unknown or lack of witnesses for prosecution
4. Provide access to Auto Trak, Accurint, or other databases to be used as a locating/investigative tool
5. Provide access to CAD information regarding addresses for officer safety purposes
6. Provide more computer training so that officers will become more efficient in preparing warrant logs, etc., to share with the Patrol Division and other agencies in Hamilton County
7. Provide all officers the opportunity to receive training to become a certified query operator on NCIC/TIES/NLETS System
8. Send out an RFP to obtain a contractor to transport and return inmates from out of town without tying up current personnel in the Fugitive Division, saving both money and time

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 1,090,299	\$ 1,100,091	\$ 1,087,546	\$ 1,116,832
Employee Benefits	538,328	553,961	599,093	605,037
Operations	114,837	116,539	128,852	128,851
Total Expenditures	\$ 1,743,464	\$ 1,770,591	\$ 1,815,491	\$ 1,850,720

Authorized Positions	26.36	24.36	24.36	24.36
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PROGRAM COMMENTS

1. The number of transports always varies according to the movement of prisoners on the IAD, Waivers of Extradition when apprehended in another state, Post-Conviction Petitions, etc. These figures do not include prisoners transported by contract by the U.S. Marshal's Office, TransCor or PTS. The cost will also vary due to location of inmates when apprehended.
2. The Hamilton County Sheriff's Department entered into a contract with Tennessee Department of Human Services to perform the service of all IV-D-related process papers and attachments. Two detectives are assigned to the Fugitive Division to exclusively service attachments for back child support.

Special Operations – 6509

FUNCTION

The Special Operations function is to promote cooperative efforts between the law enforcement community and the citizens of Hamilton County. The Narcotics and Special Operations Division seeks justice and an enhanced quality of life through a commitment to investigative excellence and successful prosecution as a means to dismantle and deter narcotics, vice and organized crime.

PERFORMANCE GOALS

1. Target particular narcotics crimes and suspects to provide proactive solutions in an attempt to curtail narcotics activity in problem areas
2. Establishment of criteria to aid in the quicker solution of narcotics problems
3. Professionalism as it relates to the department's interaction with the public
4. Provide investigative services to the citizens of Hamilton County and assist them with any problems that arise as the result of illegal narcotic problems
5. Furtherance of the Pharmacy Fraud Program with projected increases
6. Enhance the detection and prosecution of identity theft through fraud/forgery investigations as they relate to narcotics

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 496,982	\$ 532,634	\$ 612,075	\$ 626,252
Employee Benefits	261,172	272,345	315,463	326,965
Operations	49,956	43,064	50,523	51,126
Total Expenditures	\$ 808,110	\$ 848,043	\$ 978,061	\$ 1,004,343

Authorized Positions	10	11	11	11
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PROGRAM COMMENTS

1. The Narcotics and Special Operations units currently have four investigators and one secretary. One detective is needed for the unit.
2. The Sheriff's Office provides the Pharmacy Fraud Program to the entire County including eleven municipalities, with the City of Chattanooga being the largest. This provides monitoring of over two hundred pharmacies and medical care facilities. There is one full-time detective assigned to this program
3. There are two K-9 Deputies assigned to the NSO Unit. Their primary function is highway interdiction via inner-exchanges and Interstate interdiction.
4. The Sheriff provides detectives to the ATF, DEA and FBI Task Forces. There are two full-time detectives assigned to this program and one part-time detective with ATF.
5. Personnel assigned to the division gather, analyze, and disseminate information pertaining to drug activity which may or may not result in an investigation and subsequent prosecution of the drug offenders. Personnel are often required to assist other divisions and agencies with investigations such as internal affairs, major homicides, witness management, escapes, corruption and racketeering, major frauds, and wanted fugitives. Unique and/or special skills and abilities such as surveillance (physical/electronic), evidence collection (audio/video) undercover, source management and special weapons and tactics are required.

IV D Civil Process – 6519

FUNCTION

This department is responsible for:

- The proper execution and return to the courts of any legal orders and / or documents civil in nature. These include Detainer Warrants, Writs of Possession in regard to evictions and recovery of property, jury summons, Grand Jury summons, subpoenas, civil summons for divorce actions, orders of protection, etc.
- Enters all civil processes received into FileMaker Pro and entries of Orders of Protection into TCIC & NCIC protective order files and do validations on same. Run III inquires for Order of Protection entries and maintain a log/ledger on inquiries for two years for audit purposes. Update information in FileMaker Pro and TCIC/NCIC regarding any civil process.
- The Hamilton County Sheriff's Office entered into a contract with Tennessee Department of Human Services to perform the service of all IV-D related process. Two civil process officers are assigned to exclusively serve summons regarding child support matters.

PERFORMANCE GOALS

1. To service 60% to 75% of all process received
2. Further maintain an effective working relationship with the Courts, attorneys and public at large
3. Provide access to CAD information regarding addresses for officer safety purposes
4. Expand the use of computers to retrieve more efficient computer-generated information useful in locating individuals in regard to non-payment of child support and other IV-D related matters

Expenditures by type	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Employee Compensation	\$ 99,751	\$ 99,751	\$ 102,245	\$ 103,616
Employee Benefits	60,029	62,262	68,597	67,554
Operations	30,016	27,827	32,562	30,646
Total Expenditures	\$ 189,796	\$ 189,840	\$ 203,404	\$ 201,816
Authorized Positions	2.64	2.64	2.64	2.64

Other Sheriff

FUNCTION

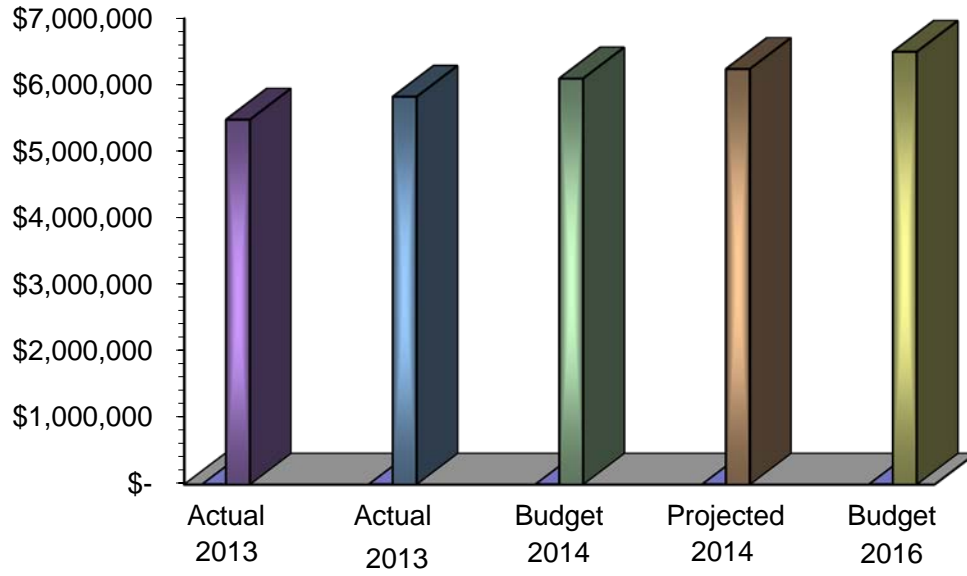
1. Governor's Highway Safety Office Grant – R.I.I.D. Grant – The Sheriff's Office received a grant from the State Department of Transportation through the Governor's Highway Safety Office Program. For this program, officers utilized for saturation patrols to identify and arrest impaired drivers. Officers established sobriety checkpoints during peak hours identified when most drunk drivers are on the roadways. Officers also identified and sought out the multi-offender/driver who had been identified as having an alcohol problem and continued to drive while license was restricted or revoked.
2. Governor's Highway Safety Office Grant – Safe Journey – The Sheriff's Office received a grant from the Tennessee Department of Transportation to provide funding for the following:
 - Provision and installation of car seats
 - Conducting car seat safety checkpoints
 - Law enforcement activities related to child restraint usage
3. BOJ Bulletproof Vest Grant – Grant from the Bureau of Justice for the purchase of bulletproof vests for law enforcement personnel. This grant was discontinued in fiscal year 2014.

Departments	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Governors Highway Safety Office Grant - RIID	80,125	95,329	251,878	-
Governors Highway Safety Office Grant - Safe Journey	75,842	94,188	141,928	-
DOJ Bulletproof Vest Grant	8,364	-	-	-
Sheriff's Special Projects	-	8,589	-	-
Transfer to other funds	(322)	-	-	-
	\$ 164,009	\$ 198,106	\$ 393,806	\$ -

Hotel – Motel Fund

Hamilton County receives funds generated by the implementation of 4% Hotel-Motel Occupancy Privilege Tax. In fiscal year 2007, the County legislative body directed that all proceeds from the Hotel-Motel Occupancy Privilege Tax, net of Trustee's Commission, would be remitted to the Chattanooga Area Convention and Visitor's Bureau to use for tourist development and promotion of the Hamilton County area.

Hotel-Motel Fund Expenditures



**Hotel-Motel Fund Budget Summary
Schedule of Revenue and Expenditures**

	Actual 2013	Actual 2014	Amended Budget 2015	Projected 2015	Adopted Budget 2016
Revenues					
Hotel-Motel Occupancy Tax	5,469,608	5,823,474	6,098,170	6,242,307	6,495,000
Investment Earnings	560	637	1,830	591	5,000
Total Revenues	5,470,168	5,824,111	6,100,000	6,242,898	6,500,000
Expenditures					
Accounting & Auditing Services	-	-	-	-	91,400
Trustee's Commission	108,713	116,207	122,000	124,970	130,000
Appropriation	5,372,771	5,707,904	5,978,000	6,117,928	6,278,600
Total Expenditures	5,481,484	5,824,111	6,100,000	6,242,898	6,500,000
Excess of Revenues Over (Under) Expenditures	(11,316)	-	-	-	-
Beginning Fund Balance	11,316	-	-	-	-
Fund Balance at end of year	-	-	-	-	-

FUNCTION

Hamilton County receives funds generated by the implementation of the Hotel-Motel Occupancy Privilege Tax (Hotel-Motel Tax) on an annual basis , and utilizes the funds for the promotion of specific area events. The County legislative body feels that it is in the best interest of the citizens of Hamilton County, and in keeping with the original intent of the Hotel-Motel Tax, that the County shall submit all future receipts, net of Trustee's commission to the Chattanooga Area Convention and Visitors Bureau.

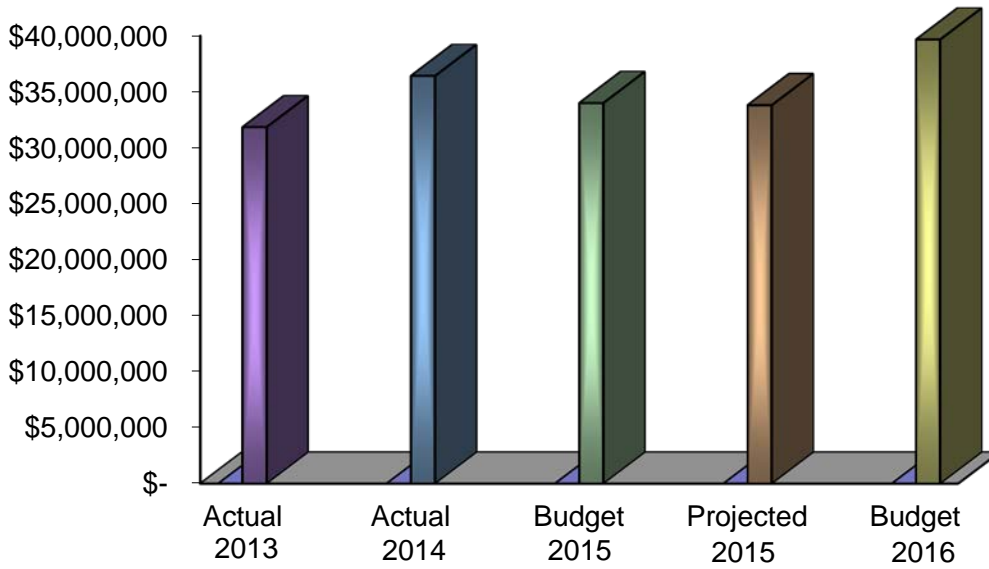


Debt Service Fund

The Debt Service Fund was established to account for all principal and interest payments on the County's long-term debt. This fund is accounted for using the modified accrual method of accounting. The long-term debt is composed of Hamilton County General Obligation Bonds, Department of Education Debt, and Certificates and Notes Payable.

Debt service principal and interest payments are funded by an appropriation from the General Fund each year.

Debt Service Fund Expenditures



Principal and interest costs increased \$5.7 million over FY 2015. The increase is the direct result of the issuance of \$60 million of bonds in May 2015 and the corresponding principal and interest due on such bonds in FY 2016 (\$6,950,000).

**Debt Service Fund Budget Summary
Schedule of Revenue and Expenditures**

	Actual 2013	Actual 2014	Amended Budget 2015	Projected 2015	Adopted Budget 2016
Revenues					
Taxes	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services	554,437	537,919	550,000	550,000	550,000
Investment Earnings	2,278	1,820	2,000	2,000	2,500
Miscellaneous	73,402	65,143	67,502	67,502	58,720
Transfers from other funds	31,177,873	36,373,593	33,375,278	33,375,278	38,557,568
Total Revenues	31,807,990	36,978,475	33,994,780	33,994,780	39,168,788
Expenditures					
Trustee Commission	5,578	5,402	7,000	4,803	7,000
Retirement of Principal	20,595,000	25,245,000	23,800,000	23,800,000	27,935,000
Retirement of Notes	1,055,005	900,978	-	-	-
Bond Service Charge	12,712	10,585	10,000	9,538	10,000
Commercial Paper/Line of Credit Interest & Fees	245,871	123,910	450,000	264,641	238,500
Interest	9,340,344	9,548,873	9,165,170	9,165,170	10,911,132
Administrative Expense	11,850	10,125	15,000	7,500	15,000
Payment to City	473,170	471,791	456,877	456,877	455,013
Interfund Transfer	97,143	97,143	90,733	97,143	97,143
Total Expenditures	31,836,673	36,413,807	33,994,780	33,805,672	39,668,788
Excess of Revenues Over (Under) Expenditures	(28,683)	564,668	-	189,108	(500,000)
Beginning Fund Balance	387,083	358,400	923,068	923,068	923,068
Fund Balance at end of year	358,400	923,068	923,068	1,112,176	423,068

Debt Service Fund – 012

FUNCTION:

The Debt Service Fund is used for the accumulation of resources for, and the payment of, principal and interest on general long-term debt, commercial paper and notes payable.

PROGRAM COMMENTS:

General Obligation Bonds – Hamilton County periodically issues general obligation bonds for the acquisition and construction of major capital facilities. These bonds are direct obligations and are backed by the full faith and credit of the county. These bonds are generally issued as 15 year serial bonds. In 2004, serial bonds in the amount of \$10 million were borrowed for a term of 30 years. General obligation bonds outstanding at June 30, 2015 are summarized by issue as follows: (See detail schedules)

Principal Amount

Series	Interest Rates	General	School
1998B	5.00%-5.10%	3,680,000	-
2008A	3.75%	961,012	5,503,988
2008B	4.00%	753,502	2,581,498
2009	3.50%-4.00%	1,785,060	4,544,940
2010A	3.00%-3.50%	7,475,000	-
2010B	3.00%-4.25%	8,050,000	-
2010C	3.20%-5.00%	3,340,000	-
2011A	3.25%-5.00%	6,967,746	26,212,254
2011B	3.00%-5.00%	11,655,000	2,640,000
2013A	2.00%-4.00%	8,718,095	43,801,905
2013B	2.00%-4.00%	6,564,343	37,595,657
2015A	5.00%	11,442,000	48,558,000
2015B	2.00%-5.00%	7,194,600	22,940,400
		78,586,358	194,378,642

The County's annual debt service requirements to maturity for general obligation bonds are as follows:

Year Ended June	Annual Redemption General & School	Annual Interest General & School	Total
2016	27,935,000	10,911,132	38,846,132
2017	24,395,000	10,099,011	34,494,011
2018	24,575,000	9,025,074	33,600,074
2019	24,595,000	7,951,561	32,546,561
2020-2031	171,465,000	31,477,772	202,942,772
	272,965,000	69,464,550	342,429,550

Revolving Credit Agreement – In September 2013, the Board of Commissioners authorized the County to issue bond anticipation notes in the form of a revolving credit agreement with the U.S. Bank National Association in an aggregate amount not to exceed \$90,000,000. Under terms of the revolving credit agreement, the principal balance of each revolving loan shall be due within a two-year period and shall bear interest at a variable rate based upon certain published prime rates (either LIBOR or SIFMA index rate). In May 2015, the County paid off its \$35,000,000 balance and as of June 30, 2015, has no obligations under this agreement.

Debt Service Fund (continued)

PROGRAM COMMENTS: - Continued

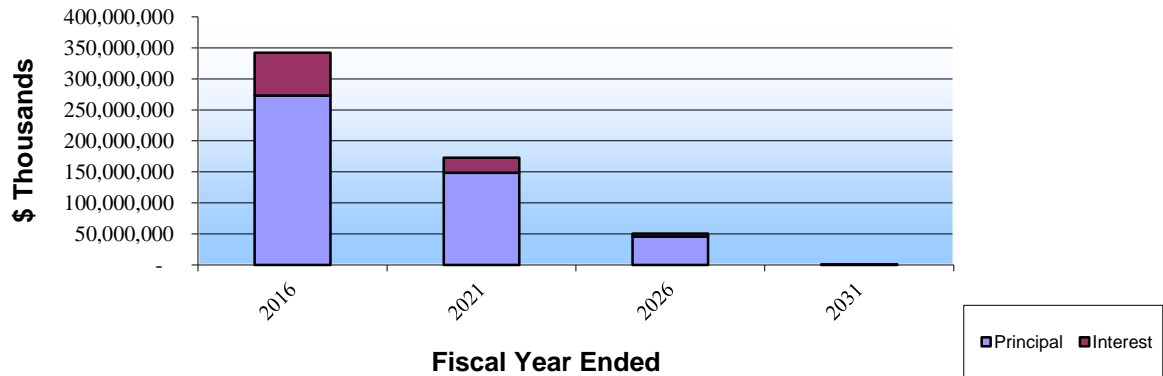
Finley Stadium Project – In February 1996, Hamilton County entered into an agreement with the City of Chattanooga to provide equal funding for the development of the Stadium Project and other project-related purposes. The City of Chattanooga issued \$13,000,000 of 20-year serial bonds at interest rates ranging from 4.5% to 5.7%. Hamilton County agreed to repay the City of Chattanooga for 50% of the principal and interest payments due on the bonds. Hamilton County's obligation under the terms of the agreement at June 30, 2015 is \$455,013.

Department of Education 2003 Loan Agreement – In 2003, Hamilton County entered into an agreement with the Tennessee State School Bond Authority. The Agreement reserved funds for Hamilton County in the amount of \$1,365,000 from the proceeds of the Tennessee State School Bond Authority's Qualified Zone Academy Bonds, Series 2003. The draws from the Loan are required to be spent on behalf of the Hamilton County Department of Education to renovate, repair and equip certain schools in the County School System. The County is obligated to repay the Loan in installments consisting of principal and certain administrative expenses payable annually over a 15-year term. The Loan does not bear interest charges. The County's remaining obligation under this agreement as of June 30, 2015 are \$223,964.

County's General Obligation Bonds, Series 2004 – The Hamilton County Water and Wastewater Treatment Authority agreed to reimburse Hamilton County for a portion of the debt service requirements on the County's General Obligation Bonds, Series 2004 (for water and wastewater treatment projects). Future reimbursements by the Hamilton County Water and Wastewater Treatment Authority for debt service on the bonds at June 30, 2015 are \$9,368,340.

County's General Obligation Bonds, Series 2010C (Recovery Zone Economic Development Bonds) – A portion of the General Obligation Bonds issued by Hamilton County in 2010 consist of \$4,980,000 of Federally Taxable Recovery Zone Economic Development Bonds (RZEDB). This portion of the 2010 bond issue has been referred to as 'Series 2010C Bonds'. Under Internal Revenue Service guidelines, an issuer of RZEDB may apply to receive payments (the 'Recovery Zone Interest Subsidy Payment') from the Federal government equal to 45% of the corresponding interest payable on the RZEDB. To receive the Recovery Zone Interest Subsidy Payment, Hamilton County must file a Federal tax return (designated as Form 8038-CP) between 45 and 90 days prior to the corresponding bond interest payment due date. Under the terms of the IRS guidelines, the Federal government has pledged to refund the County for 45% of the interest payable on the RZEDB. Future reimbursements by the Federal government for a portion of the interest requirements on the Series 2010C RZEDB at June 30, 2015 are \$376,686.

Total Debt Service Requirements



Hamilton County's debt retirement schedule is very aggressive, based on a 15-year level principal repayment.

Section 5-10-501 to 5-10-509, inclusive, of the laws of the State of Tennessee provide that bonds may be issued without regard to any limit or indebtedness for Tennessee counties.

**HAMILTON COUNTY, TENNESSEE
DEBT SERVICE FUND
REQUIREMENTS FOR FUTURE YEARS
FISCAL YEAR 2016 and FORWARD**

Fiscal Year Ended	Balance at Beginning of Fiscal Year	Annual Redemption	Annual Interest Requirements	Total Annual Requirements
06/30/2016	\$ 272,965,000	\$ 27,935,000	\$ 10,911,132	\$ 38,846,132
06/30/2017	245,030,000	24,395,000	10,099,011	34,494,011
06/30/2018	220,635,000	24,575,000	9,025,074	33,600,074
06/30/2019	196,060,000	24,595,000	7,951,561	32,546,561
06/30/2020	171,465,000	22,920,000	6,900,254	29,820,254
06/30/2021	148,545,000	23,115,000	5,875,446	28,990,446
06/30/2022	125,430,000	23,235,000	4,863,934	28,098,934
06/30/2023	102,195,000	23,435,000	3,907,699	27,342,699
06/30/2024	78,760,000	17,590,000	3,016,789	20,606,789
06/30/2025	61,170,000	15,315,000	2,353,361	17,668,361
06/30/2026	45,855,000	13,805,000	1,777,994	15,582,994
06/30/2027	32,050,000	14,000,000	1,294,069	15,294,069
06/30/2028	18,050,000	8,570,000	784,469	9,354,469
06/30/2029	9,480,000	4,545,000	454,819	4,999,819
06/30/2030	4,935,000	4,565,000	235,063	4,800,063
06/30/2031	370,000	370,000	13,875	383,875
TOTAL		\$ 272,965,000	\$69,464,550	\$342,429,550

**HAMILTON COUNTY, TENNESSEE
DEBT SERVICE FUND
SCHEDULE OF INTEREST REQUIREMENTS FOR
FISCAL YEAR ENDED JUNE 30, 2016**

Bond Redemption	Date of Issue	Interest Rate		Outstanding June 30,2015	Interest Payable
General Obligation Bonds -					
General Improvement	3-1-98-B	5.00	\$	290,000	\$ 7,250
General Improvement	3-1-98-B	5.10		3,390,000	172,890
General Improvement	4-8-08-A	3.75		961,012	36,038
General Improvement	4-8-08-B	4.00		753,502	15,070
General Improvement	3-10-09	3.50		595,020	20,826
General Improvement	3-10-09	4.00		1,190,040	47,601
General Improvement	3-10-10-A	3.000		3,220,000	96,600
General Improvement	3-10-10-A	3.250		1,610,000	52,325
General Improvement	3-10-10-A	3.500		1,610,000	56,350
General Improvement	3-10-10-A	4.000		1,035,000	41,400
General Improvement	3-10-10-B	3.000		1,610,000	48,300
General Improvement	3-10-10-B	4.000		3,220,000	128,800
General Improvement	3-10-10-B	4.125		1,610,000	66,413
General Improvement	3-10-10-B	4.250		1,610,000	68,425
General Improvement	3-10-10-C	3.200		330,000	10,560
General Improvement	3-10-10-C	3.500		330,000	11,550
General Improvement	3-10-10-C	3.700		330,000	12,210
General Improvement	3-10-10-C	4.000		330,000	13,200
General Improvement	3-10-10-C	4.150		330,000	13,695
General Improvement	3-10-10-C	4.350		330,000	14,355
General Improvement	3-10-10-C	4.600		330,000	15,180
General Improvement	3-10-10-C	4.700		330,000	15,510
General Improvement	3-10-10-C	4.850		330,000	16,005
General Improvement	3-10-10-C	5.000		370,000	18,500
General Improvement	11-8-11-A	5.000		4,715,513	235,776
General Improvement	11-8-11-A	3.250		1,107,742	36,001
General Improvement	11-8-11-A	3.500		1,144,491	40,057
General Improvement	11-8-11-B	5.000		5,990,000	299,500
General Improvement	11-8-11-B	4.000		410,000	16,400
General Improvement	11-8-11-B	3.000		1,770,000	53,100
General Improvement	11-8-11-B	3.250		475,000	15,438
General Improvement	11-8-11-B	3.375		490,000	16,538
General Improvement	11-8-11-B	3.500		1,040,000	36,400
General Improvement	11-8-11-B	3.625		545,000	19,756
General Improvement	11-8-11-B	3.750		935,000	35,062
General Improvement	4-10-13-A	4.000		4,694,359	187,774
General Improvement	4-10-13-A	2.000		670,623	13,413
General Improvement	4-10-13-A	2.125		670,623	14,251
General Improvement	4-10-13-A	2.250		670,623	15,089
General Improvement	4-10-13-A	2.375		670,623	15,927
General Improvement	4-10-13-A	2.500		670,622	16,766
General Improvement	4-10-13-A	2.750		670,622	18,442
General Improvement	4-10-13-B	2.000		52,027	1,040
General Improvement	4-10-13-B	4.000		4,682,446	187,298
General Improvement	4-10-13-B	3.000		1,829,870	54,896
General Improvement	5-7-15-A	5.000		11,442,000	562,565
General Improvement	5-7-15-B	2.000		465,554	7,604
General Improvement	5-7-15-B	5.000		3,947,659	161,196
General Improvement	5-7-15-B	4.000		2,781,387	90,859
TOTAL GENERAL IMPROVEMENT			\$	78,586,358	\$ 3,150,201

**HAMILTON COUNTY, TENNESSEE
DEBT SERVICE FUND
SCHEDULE OF INTEREST REQUIREMENTS FOR
FISCAL YEAR ENDED JUNE 30, 2016**

Bond Redemption	Date of Issue	Interest Rate	Outstanding June 30,2015	Interest Payable
General Obligation Bonds -				
School	4-8-08-A	3.750	5,503,988	206,399
School	4-8-08-B	4.000	2,581,498	51,630
School	3-10-09	3.500	1,514,980	53,024
School	3-10-09	4.000	3,029,960	121,199
School	11-8-11-A	5.000	17,739,487	886,974
School	11-8-11-A	3.250	4,167,258	135,436
School	11-8-11-A	3.500	4,305,509	150,693
School	11-8-11-B	5.000	2,640,000	132,000
School	4-10-13-A	4.000	23,585,641	943,426
School	4-10-13-A	2.000	3,369,377	67,387
School	4-10-13-A	2.125	3,369,377	71,599
School	4-10-13-A	2.250	3,369,377	75,811
School	4-10-13-A	2.375	3,369,377	80,023
School	4-10-13-A	2.500	3,369,378	84,234
School	4-10-13-A	2.750	3,369,378	92,658
School	4-10-13-B	2.000	297,973	5,960
School	4-10-13-B	4.000	26,817,554	1,072,702
School	4-10-13-B	3.000	10,480,130	314,404
School	5-7-15-A	5.000	48,558,000	2,387,435
School	5-7-15-B	2.000	1,484,446	24,246
School	5-7-15-B	5.000	12,587,341	513,983
School	5-7-15-B	4.000	8,868,613	289,708
TOTAL SCHOOL			<u>\$ 194,378,642</u>	<u>\$ 7,760,931</u>
TOTAL GENERAL OBLIGATION BONDS			<u>\$ 272,965,000</u>	<u>\$ 10,911,132</u>

**HAMILTON COUNTY, TENNESSEE
SUMMARY OF DEBT SERVICE AND OTHER OBLIGATIONS
AS OF JUNE 30, 2015**

Payments Due in Fiscal Year 2016

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
General Obligation bonds	\$ 27,935,000	\$ 10,911,132	\$ 38,846,132
Finley Stadium Project	445,000	10,013	455,013
Dept. of Education 2003 Loan Agreement	90,734	-	90,734
Total payments due in fiscal year 2016	<u>\$ 28,470,734</u>	<u>\$ 10,921,145</u>	39,391,879
Less: Reimbursements by WWTA			(594,194)
Reimbursement on Series 2010 C Bonds			<u>(63,344)</u>
Net debt service and other obligations			<u>\$ 38,734,341</u>

Total Debt Obligations at June 30, 2015

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
General Obligation bonds	\$ 272,965,000	\$ 69,464,550	\$ 342,429,550
Finley Stadium Project	445,000	10,013	455,013
Dept. of Education 2003 Loan Agreement	223,964	-	223,964
Total debt obligations outstanding	<u>\$ 273,633,964</u>	<u>\$ 69,474,563</u>	343,108,527
Less: Reimbursements by WWTA			(9,368,340)
Reimbursement on Series 2010 C Bonds			<u>(376,686)</u>
Net debt obligations outstanding			<u>\$ 333,363,501</u>

Capital Improvements Program

The Capital Improvement Program (CIP) is a roadmap for maintaining and paying for Hamilton County's present and future infrastructure needs. Furthermore, the plan is designed to ensure that capital improvements will be made when and where they are needed, and that the County will have the funds to pay for it. The CIP outlines project description, costs, funding sources, and estimated future costs associated with each capital improvement. The plan is financed through bond proceeds, capital outlay notes; the County's revolving loan agreement (line of credit), grants and/or the General Fund budget or reserves.

The County defines a capital improvement as an investment of public and/or private funds for assets having a useful life of at least five years. Capital improvements may consist of:

- land acquisition costs;
- new construction, remodeling or additions to public buildings;
- construction of new and/or replacement of existing infrastructure projects (roads, bridges, storm drains, etc.);
- equipment, vehicles and/or computer hardware or software having a useful life of at least five years;
- other associated activities which are non-recurring expenditures.

In general, relatively minor capital outlays with a useful life of less than 15 years are included in the General Fund capital outlay operating budget and are adopted as part of the annual budget process. Purchases or construction of assets with a useful life (depreciable life) of 15 years or more are funded generally through bond issues and/or the line of credit agreement.

FY 2015 capital improvements expenditures totaled \$64,210,000. The expenditures were unusually high due to a one-time expenditure of \$26,250,000 to the Industrial Development Board of Chattanooga to assist Volkswagen in the major expansion of its plant and operations at Enterprise South Industrial Park that was announced in July 2014. The majority of the rest of FY 2015 CIP funding was provided through the General Fund capital outlay operating budget (\$3,866,000), State and Federal grants (\$4,829,000), proceeds from bond issues and the line of credit agreement (\$24,221,000), and use of fund balance of the Capital Projects Fund (\$4,877,000).

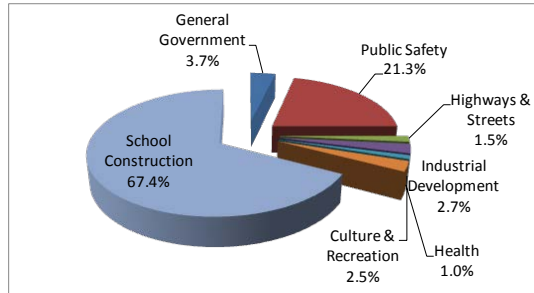
FY 2016 Capital Improvements Plan is as follows:

Source of Funding

General Fund - Capital Outlay	\$	3,614,000
Bond proceeds		34,000,000
Line of Credit / Bond funds		28,395,000
		\$66,009,000

Uses of Funding

General Government	\$	2,438,000
Public Safety		14,067,000
Highways & Streets		1,003,000
Culture & Recreation		1,634,000
Health		655,000
Industrial Development		1,750,000
School Construction		44,462,000
		\$66,009,000



The CIP Process

The County develops a five year capital improvements plan to assist in planning and prioritizing its current and anticipated needs. The long-range CIP plan is updated each year during the budget process and reviewed and amended throughout the year as needed. As part of the CIP process, the County departments and the Department of Education are asked to review and prioritize their capital needs. The projects are evaluated annually against one another to assure that only priority projects receive funding commensurate with the County's ability to pay for them. The departments submit all capital requests with cost estimates, to the County Finance Division to be reviewed for affordability and demonstrated need. The smaller and more immediate needs are included in the General Fund capital outlay budget that is adopted as part of the annual operating budget for the coming year. Capital improvements funded by General Obligation Bonds, Federal and State grants, or the Line of Credit Agreement are formally approved by the County Commission when the applicable resolution for the project is presented.

Since departmental needs often change over time, the CIP is considered preliminary and subject to change by the Mayor and/or County Commission for a given fiscal year. As such, any planned capital improvement projects that have not been formally presented to and adopted by the Board of Commissioners, though presented in this CIP budget document, are subject to change.

Long-Range Capital Improvement Program

Fiscal Years 2016 - 2020

Sources of Capital Improvement Program (CIP) Funding

The County funds its capital improvement program through a variety of sources including current operations, fund balance reserves and debt (either 15 year general obligation bonds or draws from the County's \$90 million revolving loan (line of credit) agreement).

A schedule of funding for CIP projects projected for the next five fiscal years is presented below:

	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
General Fund operating budget	\$ 3,614,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000
Bond proceeds	34,000,000	-	-	-	-
Line of credit agreement	28,395,000	18,489,000	4,375,000	44,122,000	47,084,000
	<u>\$ 66,009,000</u>	<u>\$ 22,489,000</u>	<u>\$ 8,375,000</u>	<u>\$ 48,122,000</u>	<u>\$ 51,084,000</u>

Uses of CIP Funding

Appropriations to the CIP are analyzed on an annual basis. The Long-Range CIP budget is updated annually and as needed during the year to reflect changes in priorities and needs. Departments request their capital needs, both for the current year and for future years, during the annual budget process. The capital projects request is then reviewed by the County Mayor and Finance Division as to critical need, priority and affordability. More immediate needs will be included either in the General Fund operating budget or identified for funding through bonds or the line of credit agreement. All capital projects must be presented to and approved by the County Commission prior to expenditure of the bond or line of credit funds.

A summary of capital expenditures projected for the next five fiscal years is presented below:

	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
Administration	\$ 306,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000
Information Technology Services	660,000	400,000	400,000	400,000	400,000
General Services					
Parks and Recreation	1,634,000	846,000	411,000	375,000	560,000
Emergency Medical Services	2,355,000	2,330,000	1,405,000	970,000	670,000
Emergency Services and VFD's	9,693,000	194,000	280,000	212,000	228,000
Other	751,000	116,000	30,000	136,000	104,000
Public Works					
Streets and roads	661,000	1,207,000	875,000	2,115,000	2,125,000
Highway heavy equipment	342,000	804,000	467,000	534,000	385,000
Other	721,000	671,000	581,000	364,000	175,000
Health Department	655,000	3,244,000	237,000	269,000	159,000
Sheriff	2,019,000	1,074,000	1,074,000	1,074,000	1,149,000
Industrial development projects	1,750,000	1,750,000	1,500,000	1,500,000	-
Department of Education	44,462,000	9,738,000	1,000,000	40,058,000	45,014,000
	<u>\$ 66,009,000</u>	<u>\$ 22,489,000</u>	<u>\$ 8,375,000</u>	<u>\$ 48,122,000</u>	<u>\$ 51,084,000</u>

A summary of the FY 2016 combined capital improvements budgeted in the General Fund and/or allocated from the bond funds or County line of credit is presented below:

Administration

FY 2016 Appropriation: \$306,000

Funding Source(s):

General Fund Capital Outlay \$306,000

The Administration cost center is used to account for capital projects needed to maintain our general activities in the various administrative offices, including the Constitutional Officers, the Mayor's office, the Finance Division, etc. The funding for the capital improvements for FY 2016 is budgeted in the General Fund operating budget.

Information Technology Services (ITS)

FY 2016 Appropriation: \$660,000

Funding Sources(s):

General Fund Capital Outlay \$260,000

Line of Credit / Bond Fund \$400,000

The ITS Department maintains the computer equipment and major software systems used by County Government. The funding for the capital improvements for FY 2016 is to expand the County's network in order to become VOIP compliant, replace aging computers and computer servers, and purchase software licenses as needed. Proceeds from the line of credit will be used to fund a major upgrade to the County's financial and information software system (IFAS).

General Services Division – Parks and Recreation

FY 2016 Appropriation: \$1,634,000

Funding Sources(s):

General Fund Capital Outlay \$ 479,000

Line of Credit / Bond Fund \$1,155,000

Funding from the General Fund will be used by the Recreation Department for the purchase of three replacement vehicles, two replacement utility carts, equipment, and other capital items for use at the various parks operated by the County. Major uses of the line of credit funds will include building two new restrooms and improving campsite facilities at Chester Frost Park; paving and trail construction at Enterprise South Nature Park; replacement of the restrooms and concession stand at Snow Hill Recreation Center; and upgrading and refurbishing areas of the Tennessee Riverwalk.

General Services Division – Emergency Medical Services (EMS)

FY 2016 Appropriation: \$2,355,000

Funding Sources(s):

General Fund Capital Outlay \$ 250,000

Line of Credit / Bond Fund \$2,105,000

Funding from the General Fund will be used by the EMS Department for the purchase of four replacement Lifepak cardiac monitors, medical and training equipment, protective equipment for ambulance personnel, and replacement of computer hardware and furniture for EMS stations. Uses of the line of credit funds are projected to include a new replacement ambulance station, three new replacement ambulances, and a vehicle storage building.

General Services Division – Emergency Services and Volunteer Fire Departments

FY 2016 Appropriation: \$9,693,000

Funding Sources(s):

General Fund Capital Outlay \$ 193,000

Line of Credit / Bond Fund \$9,500,000

Funding from the General Fund will be used by the Emergency Services Department primarily for the purchase of two replacement vehicles, firefighting training equipment, and major repairs on two MHz transmitter sites. The line of credit funds will be used to construct three new volunteer fire department stations (Dallas Bay Volunteer Fire Department; Sale Creek Volunteer Fire Department; and Tri-Community Volunteer Fire Department). When

construction is complete, the County will surrender title of the buildings to each of the respective volunteer fire departments and the cost of utilities and insurance will be the responsibility of the volunteer fire department.

General Services Division – Other

FY 2016 Appropriation: \$751,000

Funding Sources(s):

General Fund Capital Outlay \$179,000

Line of Credit / Bond Fund \$572,000

The General Services – Other cost center primarily includes capital improvements planned for the Maintenance Department and the Corrections Department. Funding from the General Fund will be used primarily for the replacement of two heavy-duty Maintenance trucks; major repairs at the City-County Courts Building; and a replacement vehicle for the Corrections Department. Major uses of line of credit funds will consist of replacement of HVAC controls at the Justice Building and carpet replacement at the City-County Courts Building.

Public Works – Streets and Roads

FY 2016 Appropriation: \$661,000

Funding Sources(s):

Line of Credit / Bond Fund \$661,000

The line of credit funds will be used for major improvements of various road intersections throughout Hamilton County (Ooltewah Ringgold Road at Standifer Gap Road; Ooltewah Georgetown Road at Mountain View Road; and Hixson Pike at Thrasher Pike) and other road improvements (primarily Highway 58).

Public Works – Highway (Heavy Equipment)

FY 2016 Appropriation: \$342,000

Funding Sources(s):

General Fund Capital Outlay \$ 27,000

Line of Credit / Bond Fund \$315,000

Funding from the General Fund will be used by the Highway Department for the purchase of one replacement vehicle. Funding from the line of credit is needed for the purchase of equipment to replace worn or inoperative heavy equipment.

Public Works – Other

FY 2016 Appropriation: \$721,000

Funding Sources(s):

General Fund Capital Outlay \$143,000

Line of Credit / Bond Fund \$578,000

The Public Works – Other cost center primarily includes capital improvements planned for the Engineering Department, Building Inspection Department, Recycling Department and Support Services Department. Funding from the General Fund will be used primarily for the replacement of computer equipment, building security equipment, and a replacement recycling compactor and bin. Major planned uses of line of credit funds will consist of costs associated with the clearing and development of a new supplier park at ESIP; environmental mitigation at the Center South Industrial Park; major repair work at the White Oak underground storage tank; and installation of law enforcement and security equipment at the City-County Courts Building.

Health Department

FY 2016 Appropriation: \$655,000

Funding Sources(s):

General Fund Capital Outlay \$229,000

Line of Credit / Bond Fund \$426,000

Funding from the General Fund will be used primarily for the replacement of four vehicles; replacement of aged computer equipment; furniture for the Health Department clinics and offices; and renovation of certain of the clinics. Major uses of line of credit funds will consist of replacement of the roof, chiller, boiler and certain windows at the Health Department on 3rd Street.

Sheriff

FY 2016 Appropriation: \$2,019,000

Funding Sources(s):

General Fund Capital Outlay \$1,548,000

Line of Credit / Bond Fund \$ 471,000

Funding from the General Fund will be used primarily for the replacement of patrol vehicles; purchase of law enforcement equipment for the new vehicles; laptop computers; and other law enforcement equipment. The line of credit will be used to acquire additional law enforcement equipment.

Industrial Development Projects

FY 2016 Appropriation: \$1,750,000

Funding Sources(s):

Line of Credit / Bond Fund \$1,750,000

The line of credit will be used for needed upgrades to the rail line infrastructure at the Enterprise South Industrial Park to meet the growing needs of the manufacturers and suppliers located at the park.

Department of Education

FY 2016 Appropriation: \$44,462,000

Funding Sources(s):

Line of Credit / Bond Fund \$44,462,000

The Hamilton County Commission has approved the use of line of credit and bond funds for the construction of two elementary schools and the renovation and/or additions to three other schools. Construction of the East Brainerd Elementary School began in 2014, and the school was completed and opened for use in August 2015. The County has appropriated \$26 million toward the building of the new Ganns Middle Valley Elementary (scheduled for opening in August 2016); \$12 million toward additions at Sale Creek Middle/High; \$5 million toward additions at Wolftever Elementary; and \$5 million toward additions at Nolan Elementary. Each of the additions is scheduled to be completed in time for the 2016-2017 school year. The County has also allocated \$2,200,000 toward security upgrades at the County's schools, with completion of the associated security projects in FY 2016. When construction is completed, the County will surrender title of the new schools to Hamilton County Department of Education (HCDE) and the cost of maintaining the buildings will be the sole responsibility of HCDE.

Effect of CIP Program on Future General Fund Operations – The majority of CIP expenditures listed above are for the replacement of aging buildings, equipment and infrastructure. We anticipate that the replacements will definitely lead to greater efficiencies in the County's operations and energy usage and will result in improvements in the effectiveness of our services provided. These planned capital expenditures should help to control future operating costs; however, we do not anticipate any major cost savings or cost increases in General Fund operations resulting directly from the capital improvements.



Hamilton County Department of Education

The Hamilton County Department of Education (HCDE), a discretely presented component unit of Hamilton County Government, is presented in this section. The HCDE provides public education for grades kindergarten through twelve. The Hamilton County Commission levies taxes for the operations of the school system and issues debt for all significant capital projects. The budget for the school system is prepared by the superintendent and his staff and presented to the nine-member elected Board of Education before it is presented to the Hamilton County Commission.





HAMILTON COUNTY DEPARTMENT OF EDUCATION

3074 Hickory Valley Road
Chattanooga, Tennessee 37421
423.209.8600 • Fax 423.209.8601

Rick Smith
Superintendent

July 2015

To The Citizens of Hamilton County:

The Hamilton County Department of Education is committed to the personal and intellectual success of all students, fostering their development to become creative thinkers, life-long learner and productive citizens.

I can assure you we strive to be good stewards of the funds we receive as we provide the resources and support that will offer opportunities for our students to achieve.

The Hamilton County Department of education serves more than 42,500 students in 78 schools throughout the county. Our student enrollment continues to be on an upward trend. As Superintendent, I anticipate working closely with parents, students, teachers, support staff and community leaders to focus our resources and efforts on improving student achievement.

The Hamilton County Board of Education provides guidance and support through strategic decisions that directly impact the classroom. Their commitment to excellence is evident as they support reform measures that continue to receive national and state recognition as role models for replication. Hamilton County has taken the lead on development of a Principal Leadership Academy in partnership with the Public Education Foundation, Chattanooga Chamber of Commerce and the University of Tennessee at Chattanooga. We have also implemented Project COACH which is a teacher evaluation model designed to provide immediate feedback to the teacher in order to maximize classroom instruction. Our STEM School Chattanooga has completed its third year, supported through a commitment from business and industry and Chattanooga State.

Our business and philanthropic partnerships continue to provide the resources and support needed for effective reform. There is no doubt that it is important to all of us that our students graduate with the skills and knowledge to be productive citizens who will succeed in life. With continued additions of new business and industry to our community, a renewed momentum to strengthen our instructional programs and provide the skills needed for a trainable workforce has been evident.

As we move forward with our reforms and our goal of increasing student achievement, we want the public to know that we take our responsibility of educating the community's students very seriously.

Sincerely,

A handwritten signature in black ink that reads "Rick Smith". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Rick Smith
Superintendent



HAMILTON COUNTY DEPARTMENT OF EDUCATION BUDGET POLICY DOCUMENT

Overview

Our budget policy provides guidance for all cost center managers in submitting and justifying annual budget proposals for Hamilton County Schools and departments receiving funding from the County Commission.

The development of an annual budget document provides a framework and guide to good budget practice support, strategic, operational, and financial actions that support performance objectives and help achieve measurable service accomplishments.

Service efforts and accomplishments are one facet of effective use of performance objectives in planning and budgeting.

Performance objectives and measurement logically fall within the purview of budgetary practice rather than financial reporting.

Performance Measures

The objective of Hamilton County Department of Education is to provide the best educational opportunities for all its students. Taxes, fees, and other public resources finance these educational programs. A key responsibility of Hamilton County Department of Education is to develop and manage programs and resources as efficiently and effectively as possible and to communicate the results of these efforts to the taxpaying public. In the development and delivery of educational programs, critical decisions must be made each year regarding the allocation and management of financial resources. Most of these decisions are made as part of the annual budget development process.

Meaningful performance measurements provide for Hamilton County Department of Education accountability by assisting school officials and the citizenry in identifying financial and programmatic results and in evaluating past resource decisions. Furthermore, performance measurements facilitate qualitative improvements in future decisions regarding resource allocations and service delivery options. Finally, performance measurements provide a meaningful, understandable method of communicating service and program results to the community.

Financial, service, and program performance measures should be developed and used as an important component of decision-making and incorporated into Hamilton County Department of Education budgeting.

Performance Measurement Criteria

The following are criteria for performance measures:

- Based on program goals and objectives supporting a program mission or purpose;
- Measure program results or accomplishments;
- Provide for comparisons over time;
- Measure both efficiency and effectiveness;
- Are reliable, verifiable, and understandable;
- Are reported internally and externally;
- Monitored and used in decision-making processes;
- Limited to a number and degree of complexity that can provide an efficient and meaningful way to assess the effectiveness and efficiency of key programs;
- Promote better budget decisions between school board, school staff, and the public;

- Provide a consistent, systematic way of making budget decisions;
- Help streamline the budget process;
- Provide a guide for making decisions on budget amendments during the year, as revenues change and emergency funding needs arise;
- Promote long-term planning.

Strategic Plan

Three Steps to Excellence:

- Raising Student Achievement
- A Quality Teacher for Every Student
- A School System That is Accountable

Financial Policy Guidelines

Numerous financial policy guidelines are followed in enabling the schools to achieve a sound financial position. Some of the most significant guidelines pertaining to the budget are as follows:

Balanced budget:

The Budget should be balanced with current revenues equal to or greater than current expenditures/expenses using the following strategies: improve productivity, shift the service or payment burden away from the schools, improve revenues, create new service fees or raise existing fees based on the cost of services, reduce or eliminate programs, increase property taxes; and, lastly, reduce or eliminate services.

Tax rate:

The tax rate should be within the reasonable range of comparable schools and should be adequate to produce the revenues needed to pay for school programs, as approved by the Board of County Commissioners. The tax rate for 2016 year is County General Fund - \$1.3816, School Fund - \$1.3726, District Road Fund \$.0110 – Total Tax Rate - \$2.7652.

Exemptions:

The County exemptions are provided by State law.

Be conservative in projecting revenues:

Projected tax revenues from economy-sensitive sources; for example, the sales tax should be conservative to avoid budget shortfalls during unexpected downturns in the economy.

Hamilton County Department of Education fund balances:

The Hamilton County Department of Education fund balance should be adequate to handle unexpected decreases in revenues, as well as at a reasonable level for extraordinary unbudgeted expenditures. The minimum fund balance should be 60 days, computed separately from the designated components of the fund balance. The approximate fund balance at the end of the 2013-2014 fiscal year is estimated at approximately 31 days.

Vision Statement:

Hamilton County Schools is a diverse school system committed to creating, fostering, and supporting an environment that offers opportunities for success for all students.

Philosophy and Objectives:

Recognizing our responsibility to provide each generation with adequate skills to be independent and gainfully employed, we intend to create and maintain an enriched learning environment, conducive to the educational process. The Hamilton County Department of Education curriculum is designed to meet the following objectives for our students:

1. Competency in fundamentals of learning and communication
2. Skills and attitudes which facilitate life-long learning
3. Sufficient information to realize life goals
4. Principles, habits, and attitudes conducive to good physical and mental health
5. Ability to establish and maintain satisfactory relationships with others
6. Practice the basic requirements of responsible citizenship
7. Competence in the use of natural resources
8. Acquire career information and economic competence
9. Appreciate cultural and aesthetic values
10. Be aware of increasing interdependence among the peoples and nations of the world
11. Maintain a high degree of intellectual curiosity
12. Acquire the intellectual and social skills, which enable each individual to live in a world that accepts inclusion of people with disabilities and those with ethnic and racial differences.

Effective planning and implementation of services, policies, laws, and regulations:

- Improve communication and understanding between the Board of Education and the community by promoting a dialogue with reference to the costs and benefits of services in order to protect our quality of life.
- Increase the responsiveness of the organization by promoting efficiency, which may include modifying existing policies and procedures.
- Improve public/private and intergovernmental coordination.
- Assist in understanding the importance of improving and expanding county revenue sources to fund the stated goals.

Roles and Responsibilities of the Board of Education:

1. Be responsive to and represent the wishes of the citizens.
2. Establish strategies, set policies and determine priorities through the approval of objectives, plans, and budgets.
3. Educate citizens on the need for accomplishing stated goals of Hamilton County Department of Education.

Accounting, Auditing, and Financial Reporting Policies:

1. An independent audit will be performed annually.
2. The schools will produce annual financial reports in accordance with generally accepted accounting principles as outlined by the Governmental Accounting Standards Board.

3. The schools will maintain a strong audit review process that supports our commitment to efficient accountability in financial reporting.

Capital Budget Policies:

1. The schools will develop a multi-year plan for capital improvement, update it annually, and make all capital improvements in accordance with the plan.
2. The schools shall allocate a minimum of one million per year for Capital Investments.
3. The schools will maintain physical assets at a level adequate to protect its capital investment and minimize future maintenance and replacement costs.
4. The School Board will use the following criteria to evaluate the relative merit of each capital project. Capital investments will foster the goals of ensuring:
 - a) Economic vitality
 - b) Neighborhood vitality
 - c) Infrastructure and heritage preservation
 - d) Projects specifically included in an approved replacement schedule will receive priority.
 - e) Projects reducing the cost of operations, will receive priority and those projects that increase the cost of operations, must have identified tradeoffs to support additional costs.
 - f) Projects identified as important by the Board or a department will receive priority.
 - g) Projects, which significantly improve safety and reduce risk exposure, such as Americans with Disabilities ACT (ADA) will receive priority.

Purpose of Financial Operations Policies:

The Hamilton County School Board shall establish internal accounting and administrative controls to provide reasonable assurance that:

- a) Obligations and costs are in compliance with applicable law;
- b) Funds, property and other assets are safeguarded against waste, loss, unauthorized use or misappropriation; and
- c) Revenues and expenditures applicable to agency operations are properly recorded and accounted for to permit the preparation of accounts and reliable financial and statistical reports and to maintain accountability over the assets.

Finance and Financial Management:

Financial Management Responsibilities

Board of Education

The Board has the duty of overseeing the entire financial management of the District.

Superintendent

The Board shall assign specific financial management responsibilities to the Superintendent.

Finance Director

The Superintendent shall assign specific financial duties to the Finance Director. The Finance Director shall compile the data needed to develop the budget, shall act as a resource person for the Board, Superintendent and other staff personnel on financial matters and shall implement the approved budget through applicable policies, procedures or regulations.

Staff

Staff members shall provide needed data and assistance to the Finance Director. Any staff member having

authority to spend District funds shall do so in accordance with applicable federal, state or local statutes, and Board policies, procedures or regulations.

The Budget and Budgetary process:

Budget Defined

- a) The District's budget is a written document, presenting the Board's plan for the allocation of the available financial resources in a spending plan which sustains and improves the educational function of the District.
- b) The budget will be based upon the educational needs and financial ability of the District, as identified by the Superintendent, Staff and the School Board.

Statutory Provisions:

Board of Education

The Board shall require the Board chairman and Superintendent to prepare the budget on forms provided by the state and submit it to the County Commission after approval by the Board.

Superintendent

The Superintendent is responsible for preparing and submitting the budget to the Board and shall immediately notify the Board of any irregularities or unanticipated revenues or expenditures.

Preparation:

The Superintendent, after comparing the needs of the schools against the sources of anticipated revenue, shall prepare a tentative budget allocating funds for the operation of the District.

Adoption:

- a) The Board, after reviewing and amending the Superintendent's tentative budget, shall adopt a budget for the forthcoming school year.
- b) Copies of the adopted budget will be available for the public on the Hamilton County Department of Education website.

Presentation to County Commission:

The Superintendent shall present the budget adopted by the Board to the County Commission prior to the date for setting the tax rate.

Budget as a Spending Plan:

Responsibility for Administering

The budget represents a controlled spending plan for the fiscal year. The Superintendent is authorized to make expenditures and commitments in accordance with and in harmony with the official actions of the Board and the laws of the State of Tennessee.

Methods and Procedures

The Board of Education will be provided monthly financial statements.

Transfer of Funds

Any change in the expenditure of major budget categories shall be approved by the Board and County Commission prior to the expenditure.

Operational policy:

Provide sufficient time to complete the budget process:

Start the budget process sufficiently early to ensure that a budget and the tax rate can be adequately discussed and approved by the full Commission before the budget year starts on July 1.

Find and implement ways to improve the efficiency of County services:

- Encourage employees and citizens to help identify ways to provide educational services for less cost.
- Give high priority to projects that can be shown to provide educational services for less cost.

Maintain a trained, motivated work force:

- Provide incentives to encourage employees to learn new job skills.
- Provide a system that rewards outstanding performance.

Pay employees competitive, consistent salaries:

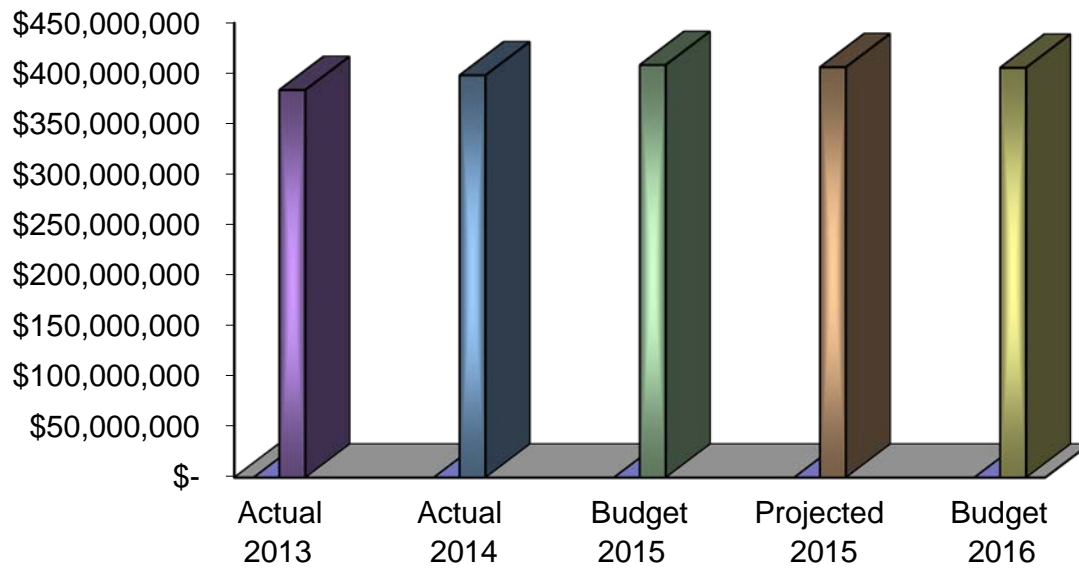
- Provide annual salary increases for employees to cover cost-of-living increases.
- Pay salaries that are comparable to those of similar counties.

Protect health and the environment:

- Ensure that environmental considerations are factored into budget decisions.
- Comply with ADA requirements.



Department of Education Expenditures



**Hamilton County Department of Education Budget Summary
Schedule of Revenue and Expenditures**

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Amended Budget 2015</u>	<u>Projected 2015</u>	<u>Adopted Budget 2016</u>
Revenues					
Taxes	192,025,657	192,950,203	196,018,170	199,488,013	198,718,170
Intergovernmental	184,172,301	190,017,433	189,943,401	188,574,801	192,816,807
Charges for Services	10,122,355	9,304,258	10,410,510	7,957,488	7,818,452
Investment Earnings	261,431	269,459	257,630	325,068	264,554
Miscellaneous	4,750,505	4,135,957	6,639,624	6,736,368	3,747,500
Transfers in from other funds	-	-	1,306,764	1,330,118	1,306,764
Total budgeted revenues	<u>391,332,249</u>	<u>396,677,310</u>	<u>404,576,099</u>	<u>404,411,856</u>	<u>404,672,247</u>
Expenditures					
Regular Instruction	166,635,736	172,520,412	176,924,915	174,851,256	178,991,712
Special Education	32,398,548	33,880,957	33,741,477	33,302,083	34,761,802
Vocational Education	8,179,399	8,665,364	8,556,440	8,534,284	8,608,470
Attendance	1,474,482	1,621,950	1,655,215	1,565,209	1,689,604
Health Services	3,003,845	3,265,426	3,417,807	3,414,555	3,551,734
Other Student Support	6,334,359	6,585,094	7,170,951	7,157,458	7,358,015
Regular Instruction Support	7,879,328	8,212,864	9,462,817	9,037,897	9,314,843
Special Education Support	2,877,225	2,945,952	2,985,481	2,919,397	2,989,444
Vocational Education Support	252,329	274,996	282,246	270,262	280,496
Board of Education	5,814,544	5,915,076	6,205,401	5,677,373	6,208,104
Office of the Superintendent	885,121	973,480	1,016,912	927,377	1,028,949
Office of the Principal	23,114,325	23,940,687	24,015,186	23,885,058	24,608,144
Fiscal Services	2,563,099	2,651,727	2,820,690	2,666,486	2,815,963
Human Services	1,087,972	1,162,666	1,279,529	1,149,123	1,274,339
Operation of Plant	23,732,806	22,623,278	25,129,607	24,319,262	24,577,531
Maintenance of Plant	7,770,935	7,682,557	8,094,371	8,092,101	8,169,056
Transportation	14,383,539	14,027,100	15,042,947	14,645,337	15,511,566
Central and Other	2,104,806	2,122,322	2,201,368	2,183,237	2,313,190
Community Services	2,448,844	2,400,931	2,986,682	2,472,820	3,004,565
Early Childhood Education	2,744,787	2,804,914	2,810,177	2,795,367	2,823,123
Capital Outlay	129,746	128,316	130,000	127,655	130,000
Education Debt Service	97,500	97,500	97,500	97,500	97,500
Food Service	19,011,449	18,574,860	19,895,927	20,377,162	21,034,115
Federal Projects	36,168,622	38,972,792	37,318,236	33,222,183	31,806,282
Self Funded Projects	3,782,467	3,231,854	5,762,658	5,161,956	2,010,000
Charter Schools	4,399,526	5,156,567	6,369,138	8,144,357	7,726,638
Transfers to other HCDE funds	4,369,710	7,785,985	3,000,000	9,209,818	3,000,000
Total budgeted expenditures	<u>383,645,049</u>	<u>398,225,627</u>	<u>408,373,678</u>	<u>406,206,573</u>	<u>405,685,185</u>
Budgeted revenues over (under) budgeted expenditures	7,687,200	(1,548,317)	(3,797,579)	(1,794,717)	(1,012,938)
Net change in encumbrances	(696,628)	2,202,705	-	(1,215,949)	-
Nonbudgeted revenues over (under) nonbudgeted expenditures	(694,073)	(291,341)	-	917,768	-
Net change in Fund Balance	6,296,499	363,047	(3,797,579)	(2,092,898)	(1,012,938)
Fund Balance at beginning of year	49,500,888	55,797,387	49,430,026	49,430,026	47,337,128
Restatement of Fund Balance	-	(6,730,408)	-	-	-
Fund Balance at end of year	<u>55,797,387</u>	<u>49,430,026</u>	<u>45,632,447</u>	<u>47,337,128</u>	<u>46,324,190</u>

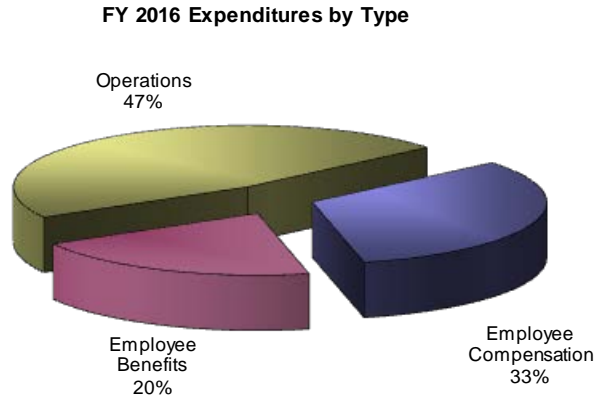
The Department of Education is a Component Unit of Hamilton County Government, which provides public education for grades kindergarten through twelve.



The County's compensation package includes:

Employee compensation, major medical health insurance, Social Security, the Tennessee Consolidated Retirement Plan, and self insurance (i.e., unemployment and on-the-job-injury compensation).

Employee Compensation and Employee Benefits represent 33% and 20% respectively, of the total General Fund budget.



Summary of Hamilton County, TN - Pay Plan

The County's pay plan currently has 345 job classifications and 100 ranges. The ranges were established with the minimum at 20% below the market rate and the maximum at 20% above market rate. There is a 2.5% difference between the midpoints (market rate) of each consecutive salary range.

Hamilton County uses job evaluations to maintain internal equity, and salary ranges with market rates as the midpoint to remain competitive in the labor market.

The market rate for each salary range is reviewed based on the annual salary survey. This is correlated with other Job Family survey information in the establishment of the range placement.

Employees may be hired within 80% to 100% of the market. In special circumstances, hiring salaries may rise to 120% of the maximum range. Documentation and approval is required for any hire above 100% of the market rate.

When an employee's salary falls below 80%, the employee's salary is increased to 80% of the market rate for that range when the results of the survey are implemented and if funds are available.

Any employees in the salary range below the new minimum will receive an adjustment to the minimum of the established range, unless funds are not available. No employee's salary will be reduced as a result of the salary survey.

Promotions occur when an employee moves into a position that has a salary range market rate at least 10% higher than the market rate of the employee's current position.

In-range increases that adjust an employee's salary upward within the current range are permitted. Such increases require documentation of increased responsibilities, outstanding performance or achievement, or additional skills/education.

A Merit Increase Guide is developed annually. This matrix has as its goal to reward employees based on performance. The pay for performance goal is to move productive and achieving employees toward the market rate. Specific percentages of pay increases (merit pay) are determined based on the employees' performance appraisal rating. An example of the matrix follows.

Illustrative Merit Increase Guide

Comp-ratio	1.00-1.99	2.00-2.49	2.50-2.99	3.00-3.49	3.50-3.99	4.00-4.99	4.50-5.00
79.9 - 84.9	0%	1.00%	3.00%	5.00%	6.00%	7.00%	8.00%
85.0 - 89.9	0%	1.00%	2.00%	4.00%	5.00%	6.00%	7.00%
90.0 – 94.9	0%	0%	1.00%	3.00%	4.00%	5.00%	6.00%
95.0 – 99.9	0%	0%	0%	2.00%	3.00%	4.00%	5.00%
100.0 -104.9	0%	0%	0%	1.00%	2.00%	3.00%	4.00%
105.0 -109.9	0%	0%	0%	1.00%	1.50%	2.00%	3.00%
110.0 -114.9	0%	0%	0%	1.00%	1.50%	2.00%	3.00%
115.0 – 120.0	0%	0%	0%	1.00%	1.50%	2.00%	3.00%

Illustrative Achievement Levels

1.00-1.99	Unacceptable
2.00-2.49	Improvement Required
2.50-2.99	Increasing/Decreasing Capability
3.00-3.49	Proficient
3.50-3.99	Exceptional
4.00-4.99	Outstanding
4.50-5.00	Superior

Performance evaluations are done bi-annually. Merit increases are awarded annually dependent upon available funds. When the funds are not available the employee remains in their current range and no salary increase is granted by performance or market survey.

The County developed an on-line performance appraisal system with achievement factors, measurement definitions and goals that may be tailored to job responsibilities; also includes universal factors for evaluating all employees. Weighting is used to designate the importance of the achievement factor(s).

The on-line employee evaluation system allows managers to review their departmental employee evaluations. Division administrators, along with other key personnel, are able to review their division's employee evaluations as an internal quality control.

The Fiscal Year 2016 budget provides for an across-the-board increase for all qualifying employees of 1.5%.

Personnel Changes

Full time employees are permanent employees who earn pension and leave time.

Skimp employees are permanent employees who do not work more than 1,300 hours a year and earn leave time but do not participate in the pension plan.

Part-time employees are permanent employees who do not work more than 1,040 hours a year and do not participate in the pension plan or earn leave time.

Temporary employees do not have permanent status, do not work more than 1,040 hours a year and do not participate in the pension plan or earn leave time.

Full time equivalents (FTE)

Full time - 1 full time equivalent

Skimp - .63 full time equivalents

Part-time - .5 full time equivalents

Temporary - .5 full time equivalents

In fiscal year 2016, the County's authorized personnel increased in the General Fund overall by (3) FTE in which changes within that division is discussed below. In addition, reorganization brought about a new Division which is discussed below as well. The budgeted positions represent those deemed necessary to realize our mission to meet the needs of the people where they live, work and play.

GENERAL SERVICES

In fiscal year 2016, General Services' positions increased by (3) FTEs. Misdemeanant Community Corrections Program increased by (3) FTEs resulting in a cost of \$206,395 in salaries and benefits. The (3) FTEs were granted due to shortage of staff and increased workload.

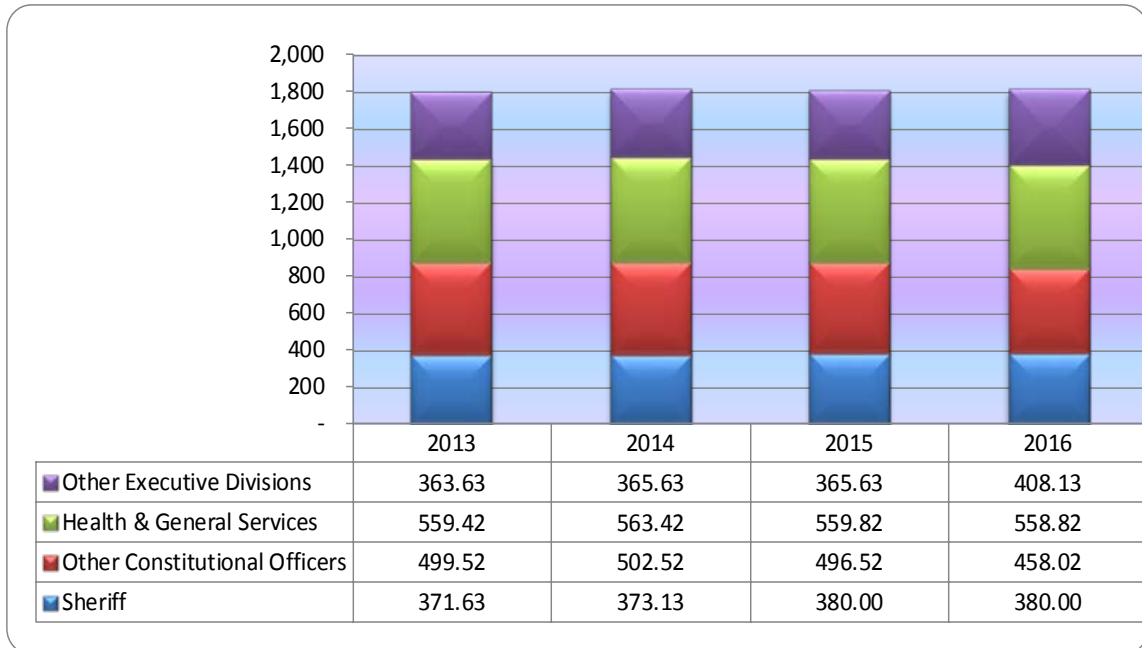
HUMAN RESOURCES DIVISION

In fiscal year 2016, Human Resources Division was established due to the reorganization of Human Resources (9 FTEs) moving from the Unassigned Division, Risk Management (2 FTEs) moving from the Finance Division, and Health Promotion & Wellness (2 FTEs) moving from the Health Services Division. Human Resources Division's FY 2016 salaries and benefits total \$1,027,567. In effect, the reorganization caused the other previous mentioned divisions' personnel costs to decrease.

The major changes in personnel for FY 2016 have been specified as stated. All other divisions did not have significant personnel changes.

PERSONNEL SUMMARY

SUMMARY OF POSITIONS BY		<u>AUTHORIZED POSITIONS</u>			
FUND	DIVISION / FUND	2013	2014	2015	2016
010	GENERAL FUND				
	Constitutional Offices	462.52	465.52	459.52	458.02
	Supported Agencies	2.00	2.00	2.00	2.00
	Unassigned Departments	74.50	74.50	106.50	97.50
	Finance Division	80.00	80.00	80.00	78.00
	Public Works Division	207.13	209.13	177.13	180.63
	General Services Division	294.89	291.89	289.79	292.14
	Health Services Division	264.53	271.53	270.03	266.68
	Human Resources Division	-	-	-	13.00
	Juvenile Court Clerk	37.00	37.00	37.00	37.00
	Sheriff's Office	371.63	373.13	380.00	380.00
	TOTAL ALL FUNDS	1,794.20	1,804.70	1,801.97	1,804.97



PERSONNEL SCHEDULE

DETAIL ON ACTIVITIES BY ORG. # DEPARTMENTS		<u>AUTHORIZED POSITIONS</u>			
		2013	2014	2015	2016
CONSTITUTIONAL OFFICES					
1001	Medical Examiner	7.00	10.00	10.00	10.00
1002	Clerk and Master	28.00	28.00	28.00	28.00
1003	Circuit Court Clerk	41.00	41.00	41.00	39.00
1004	County Clerk	62.76	62.76	62.76	62.76
1005	Register of Deeds	16.50	16.50	16.00	16.00
1006	Trustee	15.00	15.00	15.00	15.00
1007	Assessor of Property	45.13	45.13	41.63	41.63
1008	District Attorney General	38.00	38.00	37.50	38.50
1009	County Election Commission	15.50	15.50	16.00	15.50
1010	Criminal Court Clerk	64.63	64.63	62.63	60.63
1012	Public Defender	10.00	10.00	10.00	11.00
1014	General Sessions Court	8.00	9.00	8.00	8.00
1017	Criminal Court Judges	3.00	3.00	3.00	4.00
10191	Circuit Court Judge Bennett	1.00	1.00	1.00	1.00
10192	Circuit Court Judge Hollingsworth	1.00	1.00	1.00	1.00
10193	Circuit Court Judge Williams	1.00	1.00	1.00	1.00
10194	Circuit Court Judge Thomas	1.00	1.00	1.00	1.00
1023	Judicial Commission - Magistrate	4.00	4.00	4.00	4.00
1050	Register Computer Fees	0.00	0.00	1.00	1.00
1061	Juvenile Judge	54.00	53.00	57.00	57.00
1062	Juvenile Court Detention Center	35.00	35.00	34.00	34.00
1063	Juvenile Court IV D - Administration	7.00	7.00	4.00	4.00
1064	Juvenile Court Volunteer Services	2.00	2.00	2.00	2.00
1066	Juvenile Court CASA	1.00	1.00	1.00	1.00
1067	Juvenile Court Youth and Alcohol	1.00	1.00	1.00	1.00
	Total	<u>462.52</u>	<u>465.52</u>	<u>459.52</u>	<u>458.02</u>
SUPPORTED AGENCIES					
1502	Soil Conservation	2.00	2.00	2.00	2.00
	Total	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
UNASSIGNED DEPARTMENTS					
3000	County Mayor	6.00	6.00	6.00	6.00
3001	Chief of Staff	3.00	3.00	3.00	3.00
3003	County Attorney	6.00	6.00	6.00	6.00
3005	Chief Reading Officer	3.00	3.00	3.00	3.00
3010	County Board of Commissioners	12.00	12.00	12.00	12.00
3015	County Auditor	11.00	11.00	11.00	11.00
3016	Microfilming	8.50	8.50	8.50	8.50
3018	Telecommunications	10.00	10.00	10.00	10.00
3025	Human Resources	8.00	8.00	8.00	0.00
3060	Development	6.00	6.00	6.00	6.00
3080	WWTA	0.00	0.00	32.00	31.00
3099	Railroad Authority	1.00	1.00	1.00	1.00
	Total	<u>74.50</u>	<u>74.50</u>	<u>106.50</u>	<u>97.50</u>

PERSONNEL SCHEDULE

ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	<u>AUTHORIZED POSITIONS</u>			
		2013	2014	2015	2016
FINANCE					
3100	Finance Administrator	2.00	2.00	2.00	2.00
3101	Accounting	24.00	24.00	24.00	23.00
3102	Financial Management	5.00	5.00	5.00	3.00
3103	Information Technology Services	32.00	32.00	32.00	33.00
3104	Purchasing	6.00	6.00	6.00	6.00
3105	Geographic Information Systems	11.00	11.00	11.00	11.00
	Total	<u>80.00</u>	<u>80.00</u>	<u>80.00</u>	<u>78.00</u>
PUBLIC WORKS					
3200	Public Works Administrator	2.00	2.00	2.00	2.00
3204	Building Inspection	13.00	13.00	15.00	16.00
3205	Custodial / Security Service	8.00	8.00	8.00	8.50
3206	Security Services	8.00	8.00	8.00	8.00
3207	Traffic Shop	5.00	5.00	5.00	5.00
3210	Real Property	4.00	4.00	4.00	4.00
3212	Engineering	17.00	17.00	15.00	15.00
3213	Highway	85.00	85.00	85.00	84.00
3214	Preventive Line Maintenance I Shop	3.00	3.00	3.00	3.00
3215	Preventive Line Maintenance II Shop	2.00	2.00	2.00	2.00
3216	Preventive Line Maintenance III Shop	12.00	12.00	12.00	12.00
3217	Stockroom	2.00	2.00	2.00	2.00
3220	Recycling	4.13	4.13	4.13	7.13
3223	Sequoiah Transfer	3.00	3.00	3.00	3.00
3299	WWTA	30.00	32.00	0.00	0.00
3300	Stormwater Phase - II	9.00	9.00	9.00	9.00
	Total	<u>207.13</u>	<u>209.13</u>	<u>177.13</u>	<u>180.63</u>
GENERAL SERVICES					
3400	General Services Administrator	2.00	2.00	2.00	2.00
3402	Maintenance	34.00	34.00	34.00	34.00
3403	Emergency Management/Homeland Security	20.00	20.00	19.00	19.00
3405	Recreation	39.83	39.83	39.83	39.83
3407	Riverpark Operations	33.22	33.22	33.22	33.22
3409	Community Services	3.00	0.00	0.00	0.00
3410	Felony Community Corrections Prog.	5.40	5.40	5.40	4.75
3411	Misdemeanant Comm. Corr. Prog.	6.70	6.70	5.75	8.75
3412	Courts Comm. Service (Litter Grant)	9.70	9.70	9.75	9.75
3414	Corrections Administration	7.00	7.00	7.00	7.00
3416	Workhouse Records	2.00	2.00	1.50	1.50
3417	Corrections Inmates Program	2.00	2.00	2.00	2.00
3435	Misdemeanant Probation	5.70	5.70	5.75	5.75
3440	Enterprise South Nature Park	18.34	18.34	18.59	18.59
3700	Emergency Medical Services	106.00	106.00	106.00	106.00
	Total	<u>294.89</u>	<u>291.89</u>	<u>289.79</u>	<u>292.14</u>

PERSONNEL SCHEDULE

AUTHORIZED POSITIONS

ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	2013	2014	2015	2016
HEALTH SERVICES					
3500	Accounts and Budgets	4.00	4.00	4.00	4.00
3528	Community Services	0.00	3.00	3.00	3.00
3529	Parents Are First Teachers II	4.75	4.75	4.75	5.25
3530	Fetal Infant Mortality Review	4.63	4.63	4.63	2.60
3532	Community Outreach/Welcome Baby	5.11	8.11	8.11	7.54
3537	Homeland Security	7.00	7.00	7.00	7.00
3538	Tobacco Special Needs Initiative	0.00	1.00	1.00	1.00
3539	Tobacco Prevention	1.00	1.00	1.00	1.00
35447	Healthy Kids, Healthy Community	1.50	1.50	0.00	0.00
3548	Rape Prevention	0.57	0.57	0.57	0.50
3549	Health Grant TBCCEDP	1.13	1.13	1.13	0.63
3550	Health Administrator	3.00	3.00	3.00	3.00
3551	Health Administration	5.32	5.32	5.32	5.32
3552	Maintenance	3.00	3.00	3.00	3.00
3553	Environmental Health	14.00	14.00	14.00	14.50
3554	Statistics	5.20	5.20	5.20	5.30
35564	Health Promotion and Wellness	3.68	3.68	3.68	2.00
35565	Step One	2.00	2.00	2.00	2.00
3557	Dental Health	11.64	11.64	11.64	11.82
3559	Family Planning	7.90	7.90	7.90	7.90
3560	Case Management Services	2.00	2.00	2.00	2.00
3561	Medical Case Mgmt - HIV / AIDS	3.00	3.00	3.00	3.00
3562	HIV / AIDS Prevention	5.00	5.00	5.00	4.00
3564	Nursing Administration	6.90	6.90	6.90	7.00
3565	Childhood Lead Prevention	0.20	0.20	0.20	0.20
3566	Women, Infants and Children	25.80	25.80	25.80	27.30
3567	Renal Intervention Program	1.00	1.00	1.00	0.00
3570	Records Management	6.57	6.57	6.57	6.62
3571	Children's Special Services	3.54	3.54	3.54	3.80
3572	Pharmacy	1.00	1.00	1.00	1.00
3574	State Health Promo / Education Grant	2.78	2.78	2.78	2.78
3575	Community Health Prevention Service	0.00	0.00	0.00	1.00
3576	Family Health Center - Pediatric	14.03	14.03	14.03	14.53
3577	Primary Care	9.51	9.51	9.51	8.68
3580	Immunization Project	4.38	4.38	4.38	4.05
3581	Governor's Highway Safety Program	1.00	1.00	1.00	1.00
3582	Federal Homeless Project	21.25	21.25	21.25	25.75
3584	Help Us Grow Successfully (HUGS)	6.80	6.80	6.80	6.50
3585	STD Clinic	5.59	5.59	5.59	4.56
3586	Family Health Center - Prenatal / Adult	9.13	9.13	9.13	7.63
3587	Ooltewah Clinic	11.80	11.80	11.80	11.40
3588	Sequoyah Clinic	12.13	12.13	12.13	12.10
3589	Chest Clinic / Epidemiology	6.25	6.25	6.25	6.36
3590	County STD Clinic	6.40	6.40	6.40	6.66
3591	Community Assessment & Planning	2.22	2.22	2.22	2.22
3594	State TB Clinic	6.50	6.50	6.50	5.00
3597	Oral Health	4.32	4.32	4.32	4.18
	Total	264.53	271.53	270.03	266.68

PERSONNEL SCHEDULE

ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	AUTHORIZED POSITIONS			
		2013	2014	2015	2016
HUMAN RESOURCES DIVISION					
3650	Human Resources Administrator	0.00	0.00	0.00	2.00
3651	Benefits	0.00	0.00	0.00	7.00
3652	Risk Management	0.00	0.00	0.00	2.00
3653	Wellness & Fitness Programs	0.00	0.00	0.00	2.00
	Total	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>13.00</u>
JUVENILE COURT CLERK					
6270	Juvenile Court Clerk	21.00	21.00	21.00	22.00
6271	Juvenile Clerk IV-D Support	16.00	16.00	16.00	15.00
	Total	<u>37.00</u>	<u>37.00</u>	<u>37.00</u>	<u>37.00</u>
SHERIFF'S OFFICE					
6501	Sheriff Administrator	11.00	11.00	11.00	11.00
6502	Patrol	115.00	116.50	114.00	114.00
6503	Jail	151.00	151.00	159.00	159.00
6504	Criminal Records / Courts	15.63	15.63	16.00	16.00
6505	Communications / Civil Process	13.00	16.00	16.00	16.00
6506	Criminal Investigation	24.00	22.00	23.00	23.00
6507	Fugitive Division	26.36	24.36	24.36	24.36
6509	Special Operations	10.00	11.00	11.00	11.00
6519	IV-D Civil Process	2.64	2.64	2.64	2.64
6530	Information Services	3.00	3.00	3.00	3.00
	Total	<u>371.63</u>	<u>373.13</u>	<u>380.00</u>	<u>380.00</u>
	GRAND TOTAL	<u><u>1,794.20</u></u>	<u><u>1,804.70</u></u>	<u><u>1,801.97</u></u>	<u><u>1,804.97</u></u>

GLOSSARY

Accrual Accounting: A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue that was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as revenue of June rather than July.

Activity: A specific and distinguishable unit of work or service performed, such as Public Safety.

Adopted Budget: The budget approved by the Board of Commissioners and enacted by budget appropriation ordinance, on or before June 30 of each year.

Appropriation: An authorization made by the County Commission which permits the County to incur obligations and to make expenditures of resources.

Assessed Valuation: An assessment ratio based on the use of property (i.e. commercial, residential and personalty) in the calculate property taxes.

Balanced Budget: A budget where there are sufficient revenues to fund the various expenditure elements.

BLL: An acronym for Blood Lead Level.

Board of Commissioners: The governing body of Hamilton County.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings and infrastructure.

Bond Rating: A system of appraising and rating the investment value of individual debt issues.

Budget: A financial plan for a specified period of time (e.g. fiscal year) that balances projected revenues and fund balance appropriations to estimated service expenditures and operating transfer obligations.

Budget Amendment: The increase or transfer of appropriations requiring the approval of the Board of Commissioners, the County Mayor or the Division Administrator depending on the nature of the transfer.

Budget Appropriation Ordinance: The official enactment by the Board of Commissioners establishing the legal authority for County administrative staff to obligate and expend funds.

Budget Calendar: The schedule of key dates or milestones which the County follows in the preparation and adoption of the budget.

Budget Message: The opening section of the budget, which provides the County Commission and the public with a general summary of the most important aspects of the budget.

Budget Resolution: The official enactment by the County Commission to establish legal authority for County officials to obligate and expend resources.

Capital Improvements: Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant, sometimes referred to as infrastructure.

Capital Improvements Program: A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long term needs.

Capital Outlay: Represents expenditures, which result in the acquisition of or addition to, fixed assets, including land, buildings, improvements, machinery or equipment. Most equipment or machinery expenditures are included in the General Fund budget. Capital improvements such as acquisition of land and related construction and engineering fees are included in the Capital Project Funds, which are not included in the budget.

CPR: An acronym for Cardio Pulmonary Resuscitation.

Columbarium: A sepulchral vault or other structure with recesses in the walls to receive the ashes of the dead.

Component Units: Legally separate organizations for which the elected officials of the primary government are financially accountable. In addition, component units can be other organizations for which the nature and significance of their relationship with a primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

Constitutional Offices: Independently elected officials with the exception of Clerk and Master and Judicial Magistrate who are appointed officials of Hamilton County.

Controllable Assets: Those assets that do not meet the criteria for a capital asset, usually because their historical cost is between \$1,000 - \$4,999 (fair market value of donated assets). Controllable assets are maintained for tracking purposes only. Exceptions to this rule are computers and firearms, which should be tracked regardless of historical cost.

CCA: An acronym for Corrections Corporation of America.

Debt: An obligation resulting from the borrowing of money for the purchase of goods and services.

Debt Service: Debt Service expenditures are the result of bonded indebtedness of the County. Debt Service expenditures include principal, interest and administrative cost.

Department: A management unit of closely associated County activities headed by a Director.

Discretely Presented Component Unit: Method of reporting financial data of component units separately from financial data of the primary government.

Division: A management unit of closely associated County departments headed by an Administrator.

EPSDT: An acronym for Early Periodical Screening Development and Treatment.

Effectiveness Measures: Effectiveness measures, also known as outcome indicators, measure the results, accomplishments, or quality of the item or service provided. They measure the quality of the program outputs-responsiveness, timeliness, compliance, accuracy and customer satisfaction.

Efficiency Measures: Efficiency indicators quantify the relationship between input and output. They measure how much output or outcome can be produced or provided by a given resource level or how much input it takes to produce a given level of output or outcome.

Employee Benefits: This classification of expense covers fringe benefit cost, such as FICA, Health Insurance, Pension, and any other employee related costs not covered in Employee Compensation.

Employee Compensation: This classification of expense covers salaries and wages, including overtime, which are paid directly to the employees.

EEOC: An acronym for Employee Equal Opportunity Commission.

Encumbrances: An administrative control under which commitments for the expenditures of money are recorded; thus the money is not available for new expenditure commitments. The use of encumbrances prevents overspending and permits officials to be certain of how much money is available for new commitments.

ESIP: An acronym for Enterprise South Industrial Park.

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

Expenditures: The term refers to the outflow of funds paid, or to be paid, for an asset obtained or goods and services obtained regardless of when the expense is actually paid.

Fiscal Year: The time period designated by the County signifying the beginning and ending period for recording financial transactions. The fiscal year for Hamilton County is July 1 to June 30.

Fitch Ratings.: A recognized bond rating agency.

Full Time Equivalent (FTE): A method of measuring the equivalent number of full time employees by giving a percentage value to temporary, part time and SKIMP employees based on the percentage of hours worked compared to a permanent full time employee.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or governmental functions. The funds included in this document are General Fund, Debt Services Funds, Special Revenue Funds and The Department of Education Funds.

Fund Accounting: An accounting system organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures, or expenses, as appropriate. Resources are allocated to and accounted for in individual funds based upon purposes for which they are to be spent and the means by which spending activities are controlled.

Fund Balance: Difference between assets and liabilities reported in the government fund.

General Fund: The principal fund of the County, the General Fund is used to account for all activities not included in other specified funds. General Fund revenue sources include property and business taxes, licenses and permits, intergovernmental revenues, service charges, fines and forfeitures, and other types of revenue. This fund includes most of the basic operating services, such as Emergency Services, Community Corrections, Health Services, Parks and Recreation, Public Works and General Government Administration.

General Obligation Bonds: This type of bond is backed by the full faith, credit and taxing power of the government.

GAAP: Generally Accepted Accounting Principles (GAAP) are uniform standards and guidelines for financial accounting and reporting which govern the form and content of the basic financial statements of an entity.

GASB: Acronym for the Government Accounting Standards Board. The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

GFOA: An acronym for Government Finance Officers Association.

Governmental Funds: Funds generally used to account for tax-supported activities. There are three different types, in this document: the general fund, special revenue funds, and the debt service fund.

Grants and Appropriations: This classification of expense covers funds appropriated to various institutions not directly under the operational control of the County. This classification also includes monies appropriated to the County for Federal and State supported programs.

HUGS: An acronym for Help Us Grow Successfully.

IDB: An acronym for Industrial Development Board.

ITS: An acronym for Information Technology Services.

Interfund Transfers: Amounts transferred from one fund to another. Transfers are not expenditures and must be appropriated for expenditures in the fund receiving the transfer.

Intergovernmental Revenue: Revenue received from another government for general purposes or a specific purpose.

IFAS: An acronym for Integrated Financial Accounting System.

LEED: An acronym for Leadership in Energy and Environmental Design.

Modified Accrual: Revenue is recognized in the accounting period when it becomes “susceptible” to accrual; that is, when it becomes measurable and available.

Moody’s Investors Service: A recognized bond rating agency.

NFPA: An acronym for National Fire Protection Association.

NIMS: An acronym for National Incident Management System

OSHA: An acronym for Occupational Safety and Health Administration.

Operations: The classification of expense that covers all expense other than employee compensation, employee benefits and capital outlay necessary for a department to perform its intended function.

Organizational Chart: A pictorial depicting the organizations chain of administration regarding services provided.

Performance-Based Pay Plan: A performance based evaluation system, which is tied to a market based pay plan.

Performance Goals: A strategic goal identifying program or department priorities used to develop a plan of action.

Performance Measures: A quantitative means of assessing the efficiency and effectiveness of a program or department.

Reserves: Money set aside and restricted for a specific purpose which can only be used for the purpose specified. Any unspent reserves revert back to the appropriate Fund Balance.

Resolution: Any measure adopted by the County Commission that requires a majority vote for passage. Does not include ordinances or emergency ordinances.

Retainage: A reserve held back for contract payments for construction, pending completion and approval of the project.

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

Sepulchral: A building serving as a tomb.

Situs: The place where something (as a right) is held to be located in law.

SKIMP: A permanent part time employee working an average of 25 hours per week who qualifies for medical and life benefits but who does not qualify for pension benefits.

Standard and Poor’s: A recognized bond rating agency.

Statute: A law enacted by the legislative branch of a government.

Tax Levy: The total amount of tax that optimally should be collected based on tax rates and assessed values of personal and real properties.

Tax Rate: The level at which taxes are levied. Hamilton County’s tax rate is \$2.7652 of assessed value for FY 2015 – 2016.

TCA: Tennessee Code Annotated.

TEMA: An acronym for Tennessee Emergency Management Agency.

Transfers In / Out: Amounts transferred from one fund to another to assist in financing the services for the recipient funds.

Transmittal Letter: A general discussion of the budget presented by the County Mayor and the Administrator of Finance to the Board of Commissioners as a part of the budget document. The transmittal letter explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the County Mayor and Administrator of Finance.

Unassigned Department: The departments or functions that do not fall into any specific category of the General Fund.

VAAP: The Volunteer Army Ammunition Plant transferred to the City of Chattanooga and Hamilton County Government for an industrial park, which is now known as Enterprise South.

WWTA: An acronym for Water and Wastewater Treatment Authority.

WMD-DOJ: An acronym for Weapons of Mass Destruction – Department of Justice.

WIC: An acronym for Women, Infants, and Children.





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COVER PHOTO:

The Walnut Street Bridge, with the North Shore in the background.

INSIDE COVER, INSIDE BACK:

The USS LST-325 – the only functioning LST (landing ship tank) left in the world – docked at the 21st Century Waterfront, September 2014.

PAGE 2 – *Hamilton County Courthouse, February 2015*

PAGE 4 – *The new East Brainerd Elementary School opened August 2015.*

PAGE 12 – *Lumberjacks log roll at Riverbend 2015*

PAGE 14 – *Inside the new East Brainerd Elementary School*

PAGE 16 – *Sunset as seen from the banks of the Tennessee River Park*

PAGE 17 – *Family Magic Night at Chester Frost Park*

PAGES 18 AND 19 – *Head of the Hooch competition, November 2014*

PAGE 21 – *Visitors flock to see the USS LST-325*

PAGES 22 AND 23 – *Cyclists participate in the River Gorge Omnium 2015; the National Premier Soccer League National Championship match between Chattanooga Football Club and New York Cosmos B, August 2015; Megaphones perform on the Unum Stage at Riverbend 2015; tandem paracyclists begin the Paracycling Road Race National Championships at Enterprise South Nature Park; performers with Deacon Bluz at the Bessie Smith Strut, 2015*

PAGE 24 – *Chattanoogaans plunged down a 1,000-foot water slide set up on 5th Street for Chattanooga's first-ever Slide the City event on Saturday, June 2015.*

PAGE 26 – *Ironman Chattanooga 70.3*

PAGES 28 AND 29 – *Here Come the Mummies, Riverbend, 2015*

PAGE 31 – *Norfolk Southern Engine honors veterans.*

PAGE 33 – *Sand Sculpture display at Riverbend, 2015*

PAGE 35 – *The Electric Power Board Building in Downtown Chattanooga*

PAGE 37 – *Final Ride at Mountain Bike Camp at Enterprise South Nature Park*

PAGE 38 – *Deacon Bluz performs at the Bessie Smith Strut, 2015*

PAGE 39 – *Annie Sellick performs on the Tennessee Valley Federal Credit Union Stage at Riverbend, 2015*

PAGE 40 – *David Berling, member of the Paralyzed Veterans Racing Team, during the road race portion of the US Paracycling National Championships; cyclists tackle "The Hill" during the US ProCycling National Championship Road Race*

PAGE 41 – *US Women's National Soccer Team plays Costa Rica at Finley Stadium on its World Cup Victory Tour*

PAGE 43 – *Fresh produce on display at the Chattanooga Market*

PAGE 44 – *Playtime at the Hamilton County Fair, 2014*

PAGE 51 – *The Howard School's ROTC marches in the Armed Forces Day Parade. 2015*

PAGE 53 – *Enterprise South Nature Park*

PAGES 54 AND 56 – *Sculptures on display at the Main Terrain Urban Art Fitness Park*

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