

**COMPREHENSIVE ANNUAL
BUDGET REPORT**

**Hamilton County
Tennessee**

Operating Budget FY 2015



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Hamilton County Government
Tennessee**

For the Fiscal Year Beginning

July 1, 2013

A handwritten signature in black ink, reading "Jeffrey P. Egan".

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, 2013. This is the twelfth 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 FY15 Comprehensive Annual Budget Report is organized into eight major sections. These are the Introduction, General Fund (with eight total tabs), Special Revenue Funds, 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 FY15 budget document. Hamilton County's long-term initiatives focus on the primary initiatives and accomplishments for the community. 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 FY15 budget. An organizational chart is included and a profile of Hamilton County with selected demographic, economical and statistical information. There is also a budget calendar and sections describing the County's financial policies and procedures.

GENERAL FUND

This section includes departmental expenditure summaries for all units of the General Fund, which include the Constitutional Offices, Supported Agencies, Unassigned Departments, Finance, Public Works, Human Services and Health Services Divisions, each of which have their own tabbed section. Also provided is a separate program description for each department within these divisions, along with the department function, performance goals and objectives (if adopted), personnel schedules and program comments.

SPECIAL REVENUE FUNDS

The Sheriff's Fund, Juvenile Court Clerk's Fund and the Hotel/Motel Fund departmental goals and objectives are included in this section. Also included are the departmental expenditure summaries.

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.

HAMILTON COUNTY 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 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 which may not be familiar to the average user are presented here.





HAMILTON COUNTY
 OFFICE OF THE COUNTY MAYOR
 208 Courthouse
 Chattanooga, Tennessee 37402

**TO THE COUNTY BOARD OF COMMISSIONERS
 AND CITIZENS OF HAMILTON COUNTY**

June 2014

As County Mayor and Fiscal Agent, it is my duty and pleasure to present Hamilton County's budget for fiscal year 2015. 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, Inc. 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 2015 expenditure budget includes a projected \$2.4 million increase in medical insurance funding due to the expected increase in claims during fiscal years 2014 and 2015. In December 2013, the County opened a new Employee Health Clinic. We believe cost savings from the opening of the clinic will mitigate, over time, the need to continue increasing medical insurance. We continue to study other avenues in order to continue providing excellent health care to our employees and still control our cost.

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 96 new or expanding businesses creating 9,869 new jobs, with an investment of \$1,164,873,000.

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,

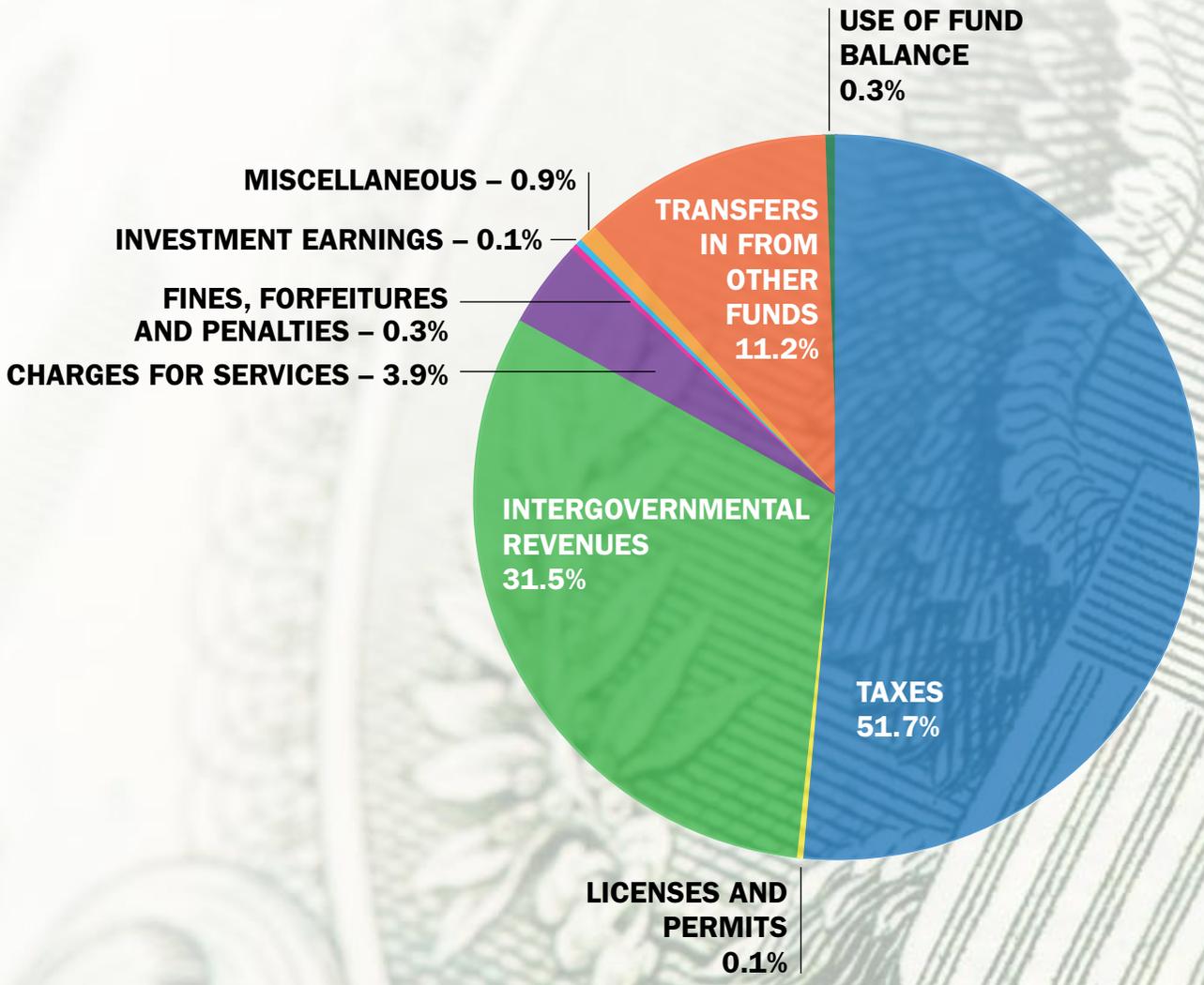
Jim M. Coppinger
 County Mayor



Jim Coppinger
 County Mayor

Visit our website at www.hamiltontn.gov

ESTIMATED AVAILABLE FUNDS – BY SOURCE





**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 2015. This budget has been balanced with no increase in property taxes, while every effort has been made to maintain the level of services to which the citizens of Hamilton County have become accustomed.

Hamilton County has four overarching themes reflected in this budget.

- Sound financial operations
- Continue efforts to support economic and workforce development
- Provide adequate funding for education
- Increase funding for the County Jail

2015 BUDGET HIGHLIGHTS

The fiscal year 2015 adopted budget totals **\$672,535,000** and represents an overall increase of \$7,216,000 (1.1%) over the fiscal year 2014 adopted budget. Budgeted funds include the County General Fund, Debt Service Fund, Hotel-Motel, Juvenile Court Clerk and Sheriff (collectively referred to as General Government) and the Hamilton County Department of Education (HCDE), a discretely presented component unit of Hamilton County. A brief recap of the budget, along with changes from the prior year, is presented in the following Exhibits I, II, III, IV and V.

REVENUE

The primary source of revenue for the County comes from taxes, and principally property taxes. The majority of taxes listed above consists of property tax revenues for the County General Fund and the HCDE (\$134,125,000 and \$131,712,000, respectively) and local option sales tax for the HCDE (\$64,599,000). 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 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 2015 are budgeted to increase by 2% over the prior year. The growth projection is based on current property assessments provided by the Assessor of Property.

Intergovernmental revenues account for 31.5% of the County's total revenue. The intergovernmental revenues consist primarily of funding received from the State of Tennessee (\$157,868,000) and from the Federal government (\$51,052,000). The vast majority of the intergovernmental revenues are received by either the HCDE (\$187,124,000) or the General Fund (\$22,224,000). Intergovernmental revenues are projected to grow 1.4% in fiscal year 2015.

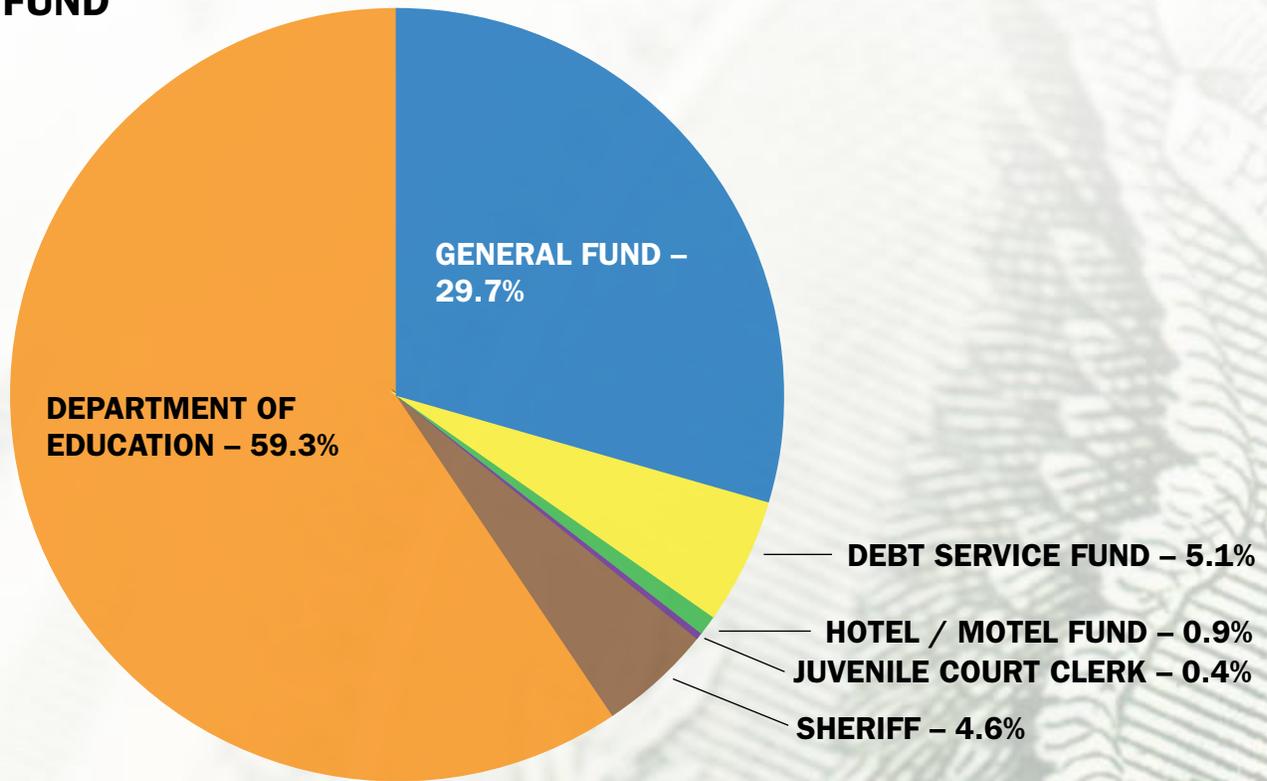
Transfers-in from other funds include various interfund transfers, including excess fees paid to the General Fund from various constitutional officers (\$11,466,000); appropriation from the General Fund to the Debt Service Fund to cover scheduled principal and interest payments due in fiscal year 2015 (\$32,684,000); and appropriations from the General Fund to the Sheriff (\$27,214,000) and to the Juvenile Court Clerk (\$1,883,000). Total revenues from transfers in decreased slightly (\$207,000 – 0.3%) from the corresponding amount in fiscal year 2014.

Hamilton County has budgeted to use \$2,577,000 of its fund balance in the

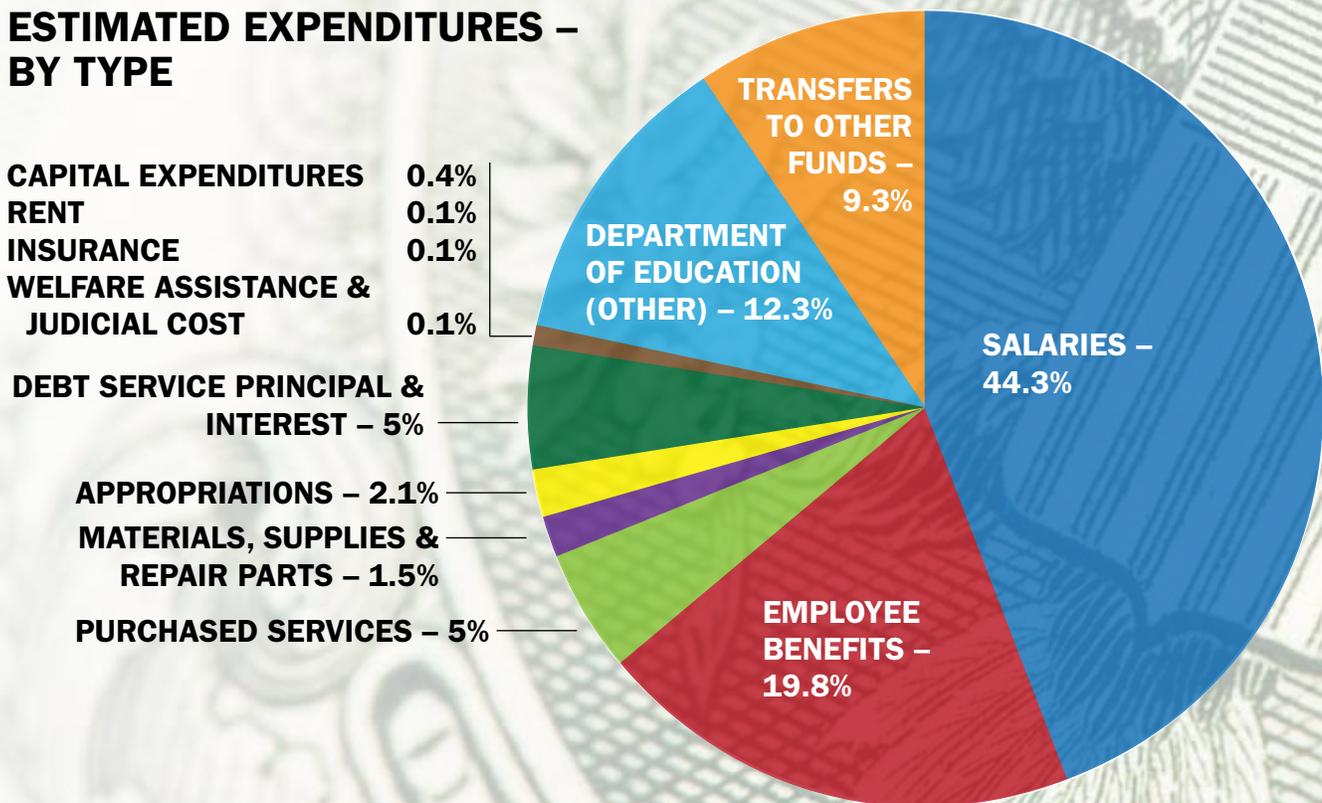
EXHIBIT I – ESTIMATED AVAILABLE FUNDS – BY SOURCE

	FY 2015 Adopted	FY 2014 Adopted	Increase (Decrease)	Percent Change
Taxes	\$ 347,369,815	\$ 339,941,836	\$ 7,427,979	2.2%
Licenses and permits	904,300	901,300	3,000	0.3%
Intergovernmental revenues	211,604,355	208,633,242	2,971,113	1.4%
Charges for services	26,085,189	25,829,399	255,790	1.0%
Fines, forfeitures and penalties	1,825,372	1,708,347	117,025	6.9%
Investment earnings	709,045	689,880	19,165	2.8%
Miscellaneous	5,983,802	6,406,602	(422,800)	- 6.6%
Transfers in from other funds	75,476,608	75,683,699	(207,091)	- 0.3%
Use of Fund Balance	2,576,757	5,524,748	(2,947,991)	- 53.4%
TOTAL AVAILABLE FUNDS	\$ 672,535,243	\$ 665,319,053	\$ 7,216,190	1.1%

ESTIMATED EXPENDITURES – BY FUND



ESTIMATED EXPENDITURES – BY TYPE



BUDGET 2015 HIGHLIGHTS

fiscal year 2015 budget, which represents 1.5% of the total projected fund balance as of June 30, 2014. Funds budgeting use of fund balance include the HCDE (\$1,957,000); the Sheriff (\$400,000); and the Juvenile Court Clerk (\$220,000).

EXPENDITURES

The HCDE represents the largest portion of the County's overall budget (59%). Information regarding certain of its major budgetary expenditures is discussed below and also in the section entitled "Education."

As noted in the exhibits below (and common for most governmental entities), the majority of the County's expenditures are personnel-related (either salaries or employee benefits). Staffing changes included a reduction of four positions in the General Fund and the addition of eight new jailer positions in the Sheriff Fund. In addition, the General Government (all departments other than the HCDE) was

able to grant employees an across-the-board pay raise of 2.5%. Total expenses for salaries for the General Government funds increased over the prior year by \$1,613,000 (2.3%).

Controlling our employee benefits costs, however, continues to be a challenge. Overall employee benefit costs for the General Government increased \$3,927,000 (9.0%). The rise was a direct result of increases in medical insurance costs, which increased \$3,357,000 (14.9%). The County is continuing to search for cost-effective methods of controlling medical insurance costs, including requiring higher co-pays from employees, the establishment of a pharmacy in 2011 for employees, and most recently, the opening of an employee clinic in December 2013. We are seeing a significant increase in the use of the Employee Pharmacy and feel the Pharmacy will greatly help in controlling future drug and medicine costs. The Employee Clinic is expected to help us to better control future medical costs as well.

EXHIBIT II – ESTIMATED EXPENDITURES – BY FUND

	FY 2015 Adopted	FY 2014 Adopted	Increase (Decrease)	Percent Change
General Fund	\$ 199,852,922	\$ 197,821,076	\$ 2,031,846	1.0%
Debt Service Fund	33,994,780	36,673,425	(2,678,645)	- 7.3%
Hotel / Motel Fund	6,100,000	6,100,000	—	0.0%
Juvenile Court Clerk	2,511,941	2,399,193	112,748	4.7%
Sheriff	30,904,373	29,047,808	1,856,565	6.4%
Hamilton County DOE	399,171,227	393,277,551	5,893,676	1.5%
TOTAL EXPENDITURES	\$ 672,535,243	\$ 665,319,053	\$ 7,216,190	1.1%

Expenditures for Debt Service principal and interest payments decreased significantly (\$2,649,000 – 7.3%) from the prior year. The County established a \$90,000,000 line of credit agreement with a national bank in August 2013 with plans to eventually refinance the variable debt with fifteen-year General Obligation bonds. The reduction of the budgeted debt service payments can be credited to the favorable interest

EXHIBIT III – ESTIMATED EXPENDITURES – BY TYPE

	Fiscal Year 2015 Budget			FY 2014 Adopted	Increase (Decrease)	Percent Change
	General Government	Department of Education	FY 2015 Adopted			
Salaries	\$ 70,260,545	\$ 227,547,874	\$ 297,808,419	\$ 289,228,584	\$ 8,579,835	3.0%
Employee Benefits	43,756,333	89,216,170	132,972,503	128,140,239	4,832,264	3.8%
Purchased Services	33,917,619	—	33,917,619	33,658,507	259,112	0.8%
Materials, supplies & repair parts	9,932,746	—	9,932,746	9,873,694	59,052	0.6%
Welfare assistance & judicial costs	848,800	—	848,800	843,380	5,420	0.6%
Appropriations	13,886,247	—	13,886,247	13,613,947	272,300	2.0%
Insurance	287,065	—	287,065	248,168	38,897	15.7%
Rent	684,978	—	684,978	708,460	(23,482)	- 3.3%
Capital expenditures	2,992,966	—	2,992,966	4,123,905	(1,130,939)	- 27.4%
Debt service: Principal & interest	33,415,170	—	33,415,170	36,063,901	(2,648,731)	- 7.3%
Hamilton County DOE – Other	—	82,407,183	82,407,183	84,385,153	(1,977,970)	- 2.3%
Transfers to other funds	63,381,547	—	63,381,547	64,431,115	(1,049,568)	- 1.6%
TOTAL EXPENDITURES	\$ 273,364,016	\$ 399,171,227	\$ 672,535,243	\$ 665,319,053	\$ 7,216,190	1.1%

BUDGET 2015 HIGHLIGHTS

environment of the last few years, the County's fiscal strength that has enabled us to maintain an excellent bond rating, and the County's consistent issuance of 15-year bonds with level principal repayment plans.

An analysis of the major budgetary increases/(decreases) related to the General Fund are presented in a tabular form in Exhibit IV.

The HCDE's combined budget growth is 1.5% over fiscal year 2014. Property taxes are based on information provided by the Assessor of Property. Basic Education Program funding increased by over 1.6% and is calculated by the State based on multiple parameters; however, one of the main components is student enrollment. In fiscal year 2015, the school district is projecting an increase in student enrollment. This formula is used to calculate K-12 funds for public schools in Tennessee.

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 on years of service in accordance with the contract with the educational association. The largest decrease in expenditures can be attributed to the completion of federal funding for Race To The Top and the end of the related grants.

To balance the Education budget certain challenges had to be addressed, not the least of which was staff-

ing. 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 IV – EXPLANATION OF MAJOR BUDGET CHANGES IN GENERAL FUND

REVENUES and USE OF FUND BALANCE		EXPENDITURES	
Property Taxes	\$ 2,885,000	Medical insurance increases	\$ 2,369,000
Excess fees from Constitutional Officers	546,000	Employee 2.5% raises	1,533,000
Bank Excise Tax	161,000	Employee pension rate increase	266,000
Hall Income Tax Allocation	230,000	Appropriation to Sheriff Fund	2,050,000
Cable TV Franchise fees	163,000	Appropriation to Debt Service Fund	(2,673,000)
Gross receipts tax - County Clerk	150,000	Capital outlay	(1,210,000)
Highway Dept - State road reimbursements	308,000	Other net expenditure decreases	(303,000)
Ambulance revenues	112,000		
Reimbursement from WWTA	188,000		
Boarding of Federal and State inmates	165,000		
Other net revenue increases	710,000		
Decrease in use of fund balance	(3,586,000)		
Total Growth	\$ 2,032,000	Total	\$ 2,032,000

EDUCATION

The HCDE, a discretely presented component unit of Hamilton County, adopted a fiscal year 2015 budget of \$399,172,000 (59.3% 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.

EXHIBIT V – HAMILTON COUNTY DEPARTMENT OF EDUCATION EXPLANATION OF BUDGET INCREASES (DECREASES)

REVENUES		EXPENDITURES	
Property Taxes	\$ 2,600,000	Salaries & Benefits - Step Increases	\$ 2,502,000
Basic Education Program	2,134,000	Instructional Staff & School Based Positions	1,677,000
Local Sales Tax	1,600,000	Projected State Salary Increase	1,200,000
Use of Fund Balance	783,000	Miscellaneous	906,000
Child Nutrition Fund	137,000	State Retirement Increase	489,000
Self-Funded Projects	(186,000)	Charter Schools	343,000
Federal Project Fund	(1,174,000)	Self-Funded Projects	137,000
		Child Nutrition Fund	(186,000)
		Federal Projects Fund	(1,174,000)
Total Growth	\$ 5,894,000	Total	\$ 5,894,000

ECONOMIC AND WORKFORCE DEVELOPMENT

Fiscal year 2014 was looking to be another solid year for economic development within Hamilton County. An automotive parts distributor has agreed to construct a new facility costing \$65 million and creating 300 new jobs; Coca-Cola announced plans for a \$62 million expansion expected to create 43 new jobs; Chattem Chemicals announced an expansion of \$6 million creating 25 new jobs; and various other companies announced plans to expand or relocate to Hamilton County.

On June 30, 2014, Volkswagen Group of America announced that it was embarking on a major expansion of its automobile manufacturing plant in Hamilton County. The expansion is expected to result in a capital investment of \$600 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 in the County a reality.

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 equivalent to at least 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; however, the fiscal year 2015 projected fund balance is expected to be well in excess (54%) of this goal.

The County's excellent bond ratings (AAA by Standard and Poor's and Fitch, Inc. 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



CHATTANOOGA

PASSAT

HAMILTON COUNTY'S LONG-TERM INITIATIVES

With the County's mission to meet the needs of the people where they live, work and play, we are proud of our achievements 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 our mission that guides our plans for the future and directs us toward delivering quality services to Hamilton County citizens.

SOUND FINANCIAL OPERATIONS

The FY 2015 budget reflects our budgeted revenues and expenditures for year ended June 30, 2015. However, 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 General Fund fund balance represents 56% of the FY 2015 expenditure budget, which is significantly higher than the requirement of 25% as mandated by our Reserve Policy.

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 from Standard & Poor's, Moody's Investors Service and Fitch, Inc.

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 regional plan (*THRIVE 2055*) will ensure balanced growth, promote economic development, and protect and enhance the quality of life for all. The objective of the three-year process is to identify regional values and

goals, along with a consensus on strategies that can be implemented for the long-term prosperity of the region. Specific areas to be addressed include housing, transportation, land use, environmental energy, green space, and infrastructure.

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 – In 2008, Volkswagen Group of America invested \$1 billion to build the Hamilton County plant that has since created more than 12,400 direct and indirect jobs in the region. Currently, Volkswagen Chattanooga generates \$643.1 million in annual income for its local employees and boosts state and local tax revenues by \$53.5 million annually. The Hamilton County manufacturing plant has built 250,000 Passats over the last two years. In order to support its auto plant, Volkswagen constructed a supplier park on 41 acres of adjacent land with over 500,000 square feet of space in the park's buildings. Due to VW's success with the new Passat, company officials are now investing \$600 million to expand Volkswagen Chattanooga to build a new SUV model. Through this expansion, the company will hire 2,000 additional employees including 200 highly-trained and well-paid people, who will staff a research and development unit – the first of its kind in a southern auto plant. Additional economic impact from Volkswagen Chattanooga's expansion includes:

- Volkswagen Chattanooga's total payroll will grow by approximately \$100 million per year.
- Volkswagen Chattanooga will pay all local school taxes associated with the new investment, which will add approximately \$1.4 million each year in new school funding.
- As the economic impact of Volkswagen Chattanooga's new job creation and payroll ripples through our economy, it will create more than 3,600 new jobs among area businesses, and these additional new jobs will have a payroll of approximately \$218 million.

Amazon.com, Inc. established a fulfillment center at Enterprise South Industrial Park 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 2,500 full-time (soon to

HAMILTON COUNTY'S LONG-TERM INITIATIVES – CONTINUED

expand to 2,600) and hundreds of part-time jobs. Sixty-five acres at Enterprise South Industrial Park remain available for development.

Business Development Center – The Hamilton County Business Development Center is a 125,000 square-foot former manufacturing facility that has been renovated into a highly successful business incubator. Located at 100 Cherokee Boulevard, the BDC is 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 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. Variable Inc. and Coulometrics are two outstanding examples. Both companies employ more than 20 people though they are only a few years old and both companies are designing and manufacturing high-tech products in Hamilton County.

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. From July 2011 to July 2014, Chattanooga CAN DO has played a direct role in supporting companies in announcing the creation of 6,631 new jobs which will ripple through the local economy to create a total of approximately 14,753 new jobs with about \$705 million in new income. 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.

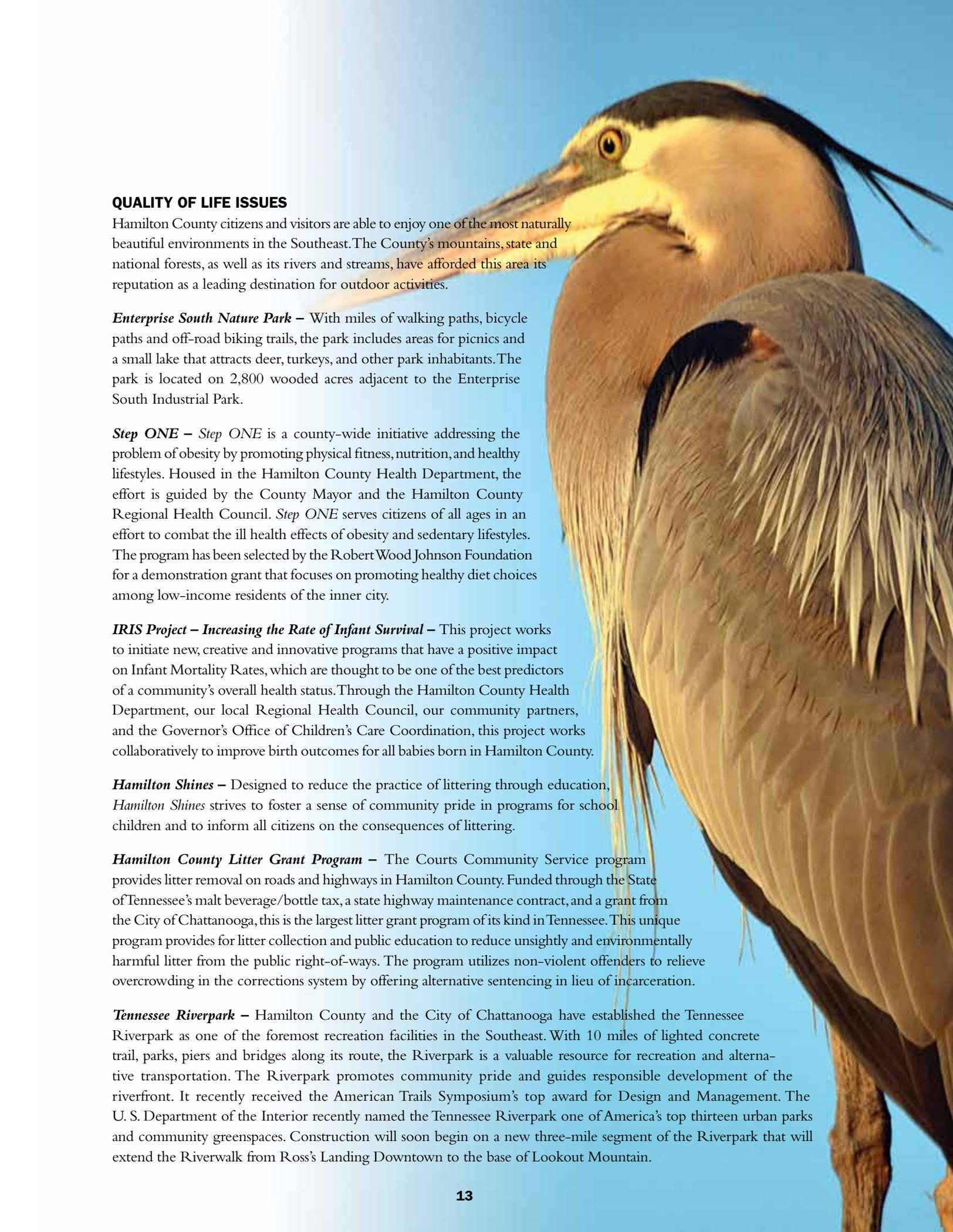
Read 20 – A public/private partnership promoting early childhood literacy skills, *Read 20's* mission is an effort to create a community of readers in support of Hamilton County's community literacy goals. *Read 20* achieves this through three strategic objectives: 1) to promote early childhood literacy; 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 490,000 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 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 – Hamilton County and the City of Chattanooga have established the Tennessee Riverpark as one of the foremost recreation facilities in the Southeast. With 10 miles of lighted concrete trail, parks, piers and bridges along its route, the Riverpark is a valuable resource for recreation and alternative transportation. The Riverpark promotes community pride and guides responsible development of the riverfront. It recently received the American Trails Symposium's top award for Design and Management. The U. S. Department of the Interior recently named the Tennessee Riverpark one of America's top thirteen urban parks and community greenspaces. Construction will soon begin on a new three-mile segment of the Riverpark that will extend the Riverwalk from Ross's Landing Downtown to the base of Lookout Mountain.

HAMILTON COUNTY GENERAL GOVERNMENT OFFICIALS

(as of June 30, 2014)

Jim Coppinger, *County Mayor*
Mike Compton, *Chief of Staff*
Alecia Poe, *Director of Human Resources*
Sandra Ellis, *Assistant Director of Human Resources*
Dan Saiced, *Director of Development*
Cleveland Grimes, *Executive Director of WWTA*

Board of Commissioners

Chester Bankston
Gregory Beck
Tim Boyd
James A. Fields, *Chairman, Pro Tempore*
Joe Graham
Marty Haynes
Larry L. Henry
Warren Mackey
Fred Skillern, *Chairman*

Legislative

Patricia Moore, *Administrator*

Constitutional Officers

S. Lee Akers, *Clerk & Master*
Gary Behler, *Juvenile Court Clerk*
Bill Bennett, *Assessor of Property*
Bill Cox, *District Attorney*
Ardena Garth, *District Public Defender*
James Hammond, *Sheriff*
Bill Hullander, *Trustee*
Pam Hurst, *Register of Deeds*
William F. Knowles, *County Clerk*
Dr. James Metcalfe, *Medical Examiner*
Robert D. Philyaw, *Juvenile Court Judge*
Kerry Stillman, *Administrator of Elections*
Paula Thompson, *Circuit Court Clerk*
Gwen Tidwell, *Criminal Court Clerk*

Division & Department Heads

AUDITING

Bill W. McGriff, *County Auditor*

FINANCE

Albert C. Kiser, *Administrator*
Lee H. Brouner, *Assistant Administrator of Finance*
Gail Roppo, *Director of Purchasing and Contract Management*
Brian D. Turner, *Director of Information Technology Services*
and Director of Geographical Information Systems
Katherine K. Walker, *Director of Accounting*

HEALTH SERVICES

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

HUMAN SERVICES

Don Allen, *Administrator*
Worth Lillard, *Director of Maintenance*
Barbara Payne, *Director of Corrections*
Ron Priddy, *Director of Parks and Recreation*
Tony Reavley, *Director of Emergency Services*

LEGAL

Rheubin M. Taylor, *County Attorney*

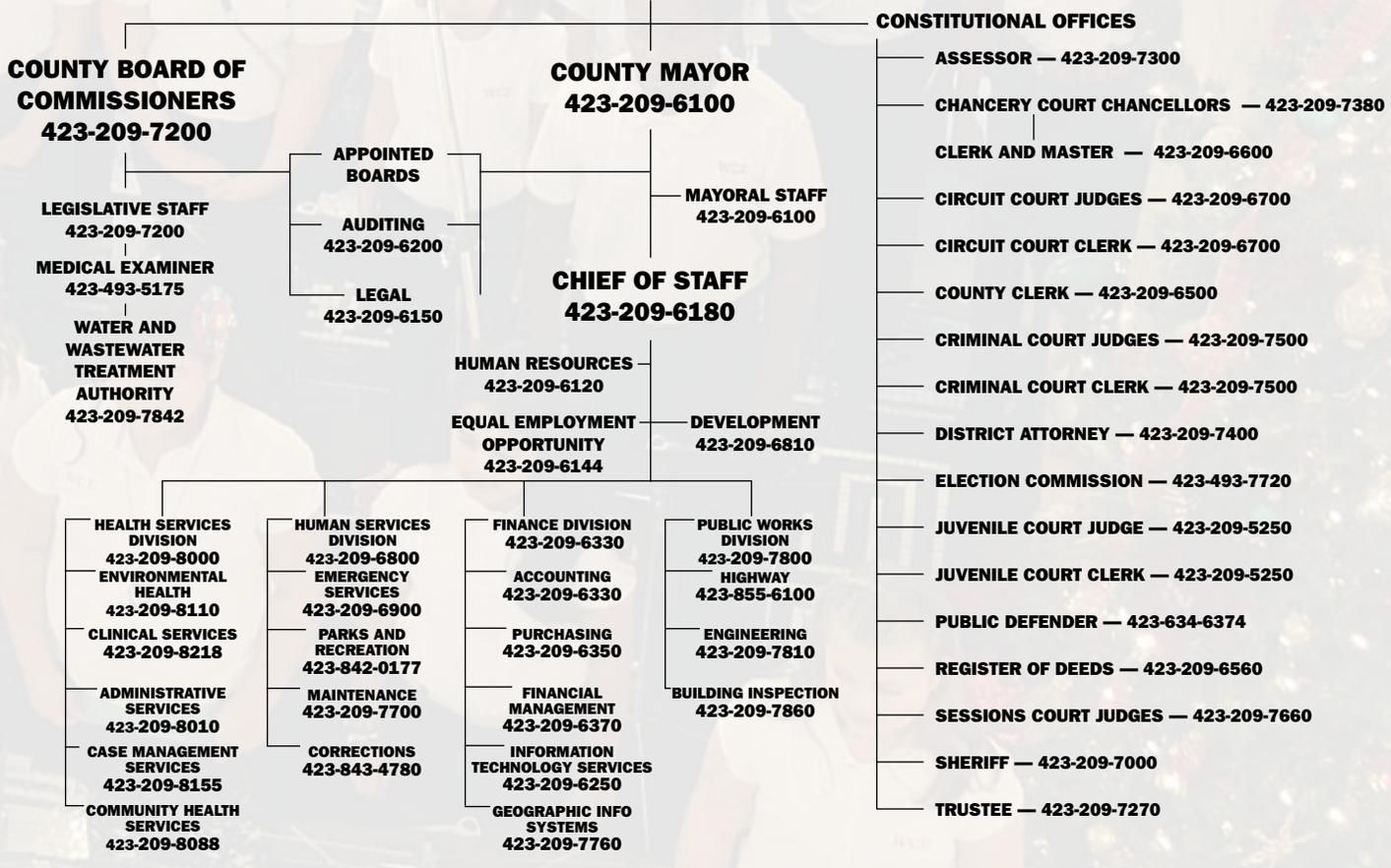
PUBLIC WORKS

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





CITIZENS



BOARD OF COMMISSIONERS



Chester Bankston
Commissioner



Gregory Beck
Commissioner



Tim Boyd
Commissioner



James A. Fields
Chairman, Pro Tempore



Joe Graham
Commissioner



Marty Haynes
Commissioner



Larry Henry
Commissioner



Warren Mackey
Commissioner



Fred Skillern
Chairman

Volkswagen
Chattanooga



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 upon 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 upon 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 upon 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 upon 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 are the resources and expenditures/expenses of all Governmental funds within the County's budget, along with the Hamilton County Department of Education, a component unit of Hamilton County.

	Actual 2013	Projected 2014	Budgeted 2015
FUNDING SOURCES			
Property Taxes	257,692,283	261,750,772	265,837,049
Local Sales Taxes	64,763,821	64,887,426	67,628,596
Other Taxes	12,688,435	13,235,923	13,904,170
Licenses and Permits	816,513	820,609	925,300
Intergovernmental Revenues	208,997,190	218,750,155	211,604,255
Charges for Services	26,278,852	23,817,525	26,101,189
Fines and Forfeits	1,533,951	1,763,348	1,824,972
Investment Earnings	633,328	634,593	709,045
Miscellaneous	9,332,032	7,396,688	5,947,302
Operating Transfers	68,495,055	76,332,963	75,476,608
Total Available Resources	<u>651,231,460</u>	<u>669,390,002</u>	<u>669,958,486</u>
EXPENDITURES			
General Government	37,815,381	40,140,979	39,758,630
Public Safety	73,954,980	76,482,830	81,330,276
Highways and Streets	12,562,449	12,426,219	12,244,839
Health	20,083,898	21,354,217	23,346,081
Social Services	2,566,704	2,349,362	2,254,336
Culture and Recreation	12,861,092	13,166,050	14,060,561
Education	383,645,049	399,802,026	399,171,227
Capital Outlay	3,178,952	4,657,186	2,992,966
Debt Service			
Principal Retirement	22,149,648	26,486,500	24,227,500
Interest and Fiscal Charges	9,687,025	9,927,770	9,767,280
Other Uses	57,450,882	62,848,642	63,381,547
Total Expenditures/Expenses and Other Uses	<u>635,956,060</u>	<u>669,641,781</u>	<u>672,535,243</u>
Excess of Available Resources over (under) expenditures/expenses and other uses	15,275,400	(251,779)	(2,576,757)
Encumbrances	(1,078,642)	(26,970)	—
Excess of non-budgeted revenue and other financing sources over non-budgeted expenditures	(694,073)	917,768	—
Beginning Fund Balance	<u>156,199,562</u>	<u>169,702,247</u>	<u>170,341,266</u>
Ending Fund Balance	<u><u>169,702,247</u></u>	<u><u>170,341,266</u></u>	<u><u>167,764,509</u></u>



BUDGET SUMMARY FOR FISCAL YEAR 2015 — BY FUND TYPE

	General Fund	Special Revenue Funds	Debt Service Fund	Hamilton County Department of Education (Component Unit)	Total
FUNDING SOURCES					
Property Taxes	134,124,800	—	—	131,712,249	265,837,049
Local Sales Tax	3,030,000	—	—	64,598,596	67,628,596
Other Taxes	7,456,000	6,098,170	—	350,000	13,904,170
Licenses and Permits	879,300	—	—	25,000	904,300
Intergovernmental Revenues	22,223,692	2,256,735	—	187,123,928	211,604,355
Charges for Services	15,675,679	334,000	550,000	9,875,510	26,435,189
Fines and Forfeits	1,134,050	691,322	—	—	1,825,372
Investment Earnings	433,885	15,530	2,000	257,630	709,045
Miscellaneous	3,310,516	291,325	67,502	1,964,459	5,633,802
Operating Transfers	11,585,000	29,209,566	33,375,278	1,306,764	75,476,608
Use of Fund Balance	—	619,666	—	1,957,091	2,576,757
	<u>199,852,922</u>	<u>39,516,314</u>	<u>33,994,780</u>	<u>399,171,227</u>	<u>672,535,243</u>
Total Revenues and Other Financing Sources					
	<u>199,852,922</u>	<u>39,516,314</u>	<u>33,994,780</u>	<u>399,171,227</u>	<u>672,535,243</u>
EXPENDITURES					
General Government	39,758,630	—	—	—	39,758,630
Public Safety	48,079,248	33,251,028	—	—	81,330,276
Highways and Streets	12,244,839	—	—	—	12,244,839
Health	23,346,081	—	—	—	23,346,081
Social Services	2,254,336	—	—	—	2,254,336
Culture and Recreation	7,960,561	6,100,000	—	—	14,060,561
Education	—	—	—	399,171,227	399,171,227
Capital Outlay	2,827,680	165,286	—	—	2,992,966
Debt Service					
Principal Retirement	—	—	24,227,500	—	24,227,500
Interest and Fiscal Charges	—	—	9,767,280	—	9,767,280
Transfers to Other Funds	63,381,547	—	—	—	63,381,547
	<u>199,852,922</u>	<u>39,516,314</u>	<u>33,994,780</u>	<u>399,171,227</u>	<u>672,535,243</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	12
Middle – High.....	6
Middle School.....	12
Elementary – High	2
Elementary – Middle	2
Elementary School.....	41
Exceptional and Adult Schools	1
Middle College High School at Chattanooga State	1

Numbers are an estimate and not official.

Enrollment at public facilities..... 42,141

There are 34 private and parochial schools in the Hamilton County area with combined enrollment of over 10,337.

COLLEGES AND UNIVERSITIES

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

ELECTIONS

Registered voters	206,044
Votes cast in last election.....	53,685
Registered voters voting	26.06%

POLICE PROTECTION

Sworn Police Officers.....	626
Correctional Officers.....	118
Civilian Employees	172
Other	54

DEMOGRAPHICS AND STATISTICS - CONTINUED

DEMOGRAPHICS

LAND AREA AND USAGE

Miles of paved streets	2,665
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

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

ECONOMIC

TOP TEN EMPLOYERS

Employer	Employees	Rank
Ham. Co. Dept. of Edu.	4,480	1
BlueCross BlueShield of TN	4,238	2
Tennessee Valley Authority	4,126	3
Erlanger Health System	3,468	4
Memorial Health Care System	2,832	5
Unum	2,800	6
McKee Foods Corporation	2,750	7
City of Chattanooga	2,685	8
Volkswagen Chattanooga	2,107	9
Amazon	1,966	10
Total	31,452	

Source: Chattanooga Area Chamber of Commerce

BUILDING PERMITS

Calendar Year	Number Issued	Value of Permits
2005	1,616	188,192,436
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	116,853,985*

* (2014 are projected amounts)

PER CAPITA INCOME

2012	\$41,200
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Source: www.bea.gov (CA1-3 — Per capita personal income)

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 2014) 657,430
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

LOCAL TRANSPORTATION SERVICE:

SETHRA

Buses (23 are wheelchair accessible).....	25
Routes (operates 6 days/wk to medical centers within Hamilton County).....	13
Passengers (one-way, per year)	75,000
Miles traveled (per year).....	650,000
Health/human agencies served.....	20

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
Southern Lit Alliance
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.....	3

LIBRARIES

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

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 348,673 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.

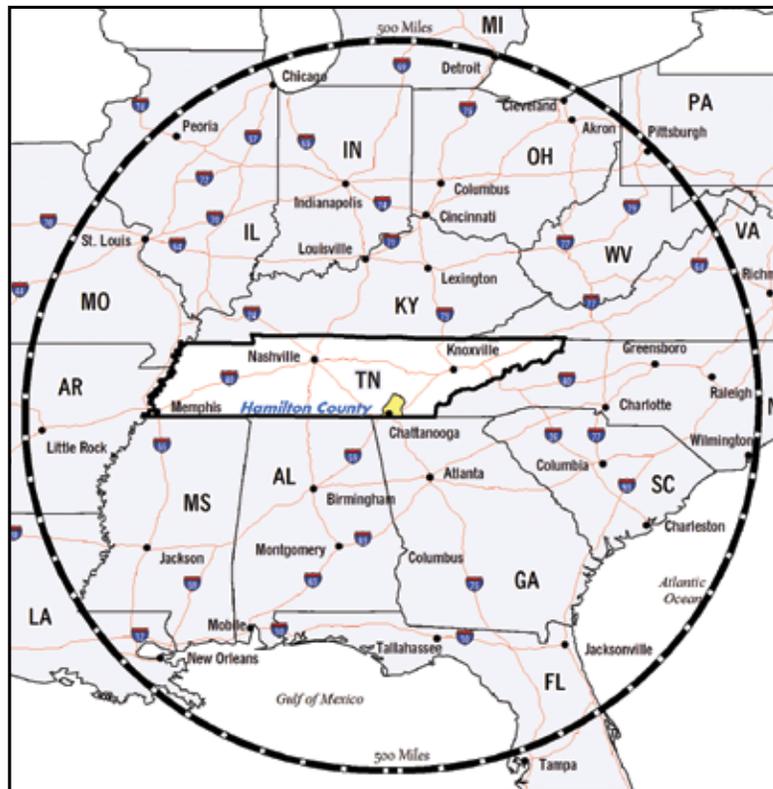
LOCATION

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 \$3 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 an 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 and Budget Reports. 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 is 7.2% as of June 2014. This is compared to the nation's 6.3%, and the state's 7.4% for the same period.

Chattanooga has been listed in the *U.S. News and World Report* online magazine as one of the Nation's top ten most affordable retirement locations, and *Forbes* magazine cited it as one of the top ten locations for prospective growth in home values and number eight in the 100 most affordable cities to reside. Tennessee's only income tax is the Hall tax, which is a tax on investments producing more than \$16,200 a year for an individual. The lower cost of housing and low taxes makes the area an attractive destination for anyone seeking a lower cost of living in a beautiful progressive community.

Hamilton County has experienced a rebirth and has received national recognition as a model for redevelopment of mid-sized cities elsewhere. Led by a series of community-wide planning efforts, Chattanooga's progress is evidenced by more than \$3 billion invested in new projects downtown over the last twenty years.

More recently, that growth has centered on economic development along with lines of technological advancements, new industry, and job growth.

Investment in economic growth continued immediately when Hamilton County and the City of Chattanooga took title to the land known as Enterprise South Industrial Park at the former Volunteer Army Ammunition Plant (VAAP) in September 2000. Enterprise South is a nearly 3,000 acre industrial park that TVA has designated as Tennessee's first industrial mega site.



HAMILTON COUNTY PROFILE – CONTINUED

In July 2008, the Volkswagen Group of America (VW) announced plans to locate their new \$1 billion North American assembly plant in the Enterprise South Industrial Park. The plant is the largest single investment ever made in Tennessee by a company. The plant and support companies have spurred over 12,400 jobs according to a study by the University of Tennessee. With the completion of the 2 billion square-foot plant, the first vehicle rolled off the assembly line in April 2011. Gestamp Corporation constructed a \$90 million automotive parts stamping facility at Enterprise South. Gestamp was the first “Tier 1” auto supplier for Volkswagen to locate at Enterprise South.

In the summer of 2014, Hamilton County was pleased to announce a new agreement with Volkswagen Group of America where an additional \$600 million would be invested at its Chattanooga assembly plant to introduce a new seven-seat sport utility vehicle. *Chattanooga Times-Free Press* writer Mike Pare quoted a chief VW executive who said “It will be big, attractive, and have lots of high-tech equipment on board.” Volkswagen will add an additional 1,800 assembly workers, including 200 engineering-type jobs for the North American research, development and planning center to be located here. On top of the estimated \$100 million a year the SUV will add to VW’s payroll, the project is expected to lead to 3,600 new jobs among area businesses, according to the Chattanooga Area Chamber of Commerce. Those new jobs will have a \$218 million-a-year impact, the Chamber said. In addition, Plastic Omnium Auto Exteriors LLC, a French automotive supplier, will invest \$65 million to build a plant at Enterprise South Industrial Park and create up to 300 jobs in Chattanooga. Plastic Omnium’s products will be for production at VW. Eventually, plans are to extend their reach to Ford, General Motors, Honda, Mercedes, Nissan and Toyota.

The Electric Power Board (EPB), one of Hamilton County’s primary power utilities, is the provider of a residential high-speed Internet and cable television service—a \$220 million fiber-to-home initiative that allows 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 new Gigabit symmetrical service offering, Chattanooga has the fastest broadband service in the country and is tied with a handful of international communities for fastest in the world. This ultra-speed broadband resource opens the way to a new wave of Internet-based products and services. In June 2012, Chattanooga, which has become known as Gig City, was

chosen as one of 25 cities nationwide to partner in a White House initiative called US Ignite, which aims to promote United States leadership in developing uses for high-speed broadband Internet.

It takes 33 seconds to download a two-hour, high-definition movie in Chattanooga, compared with 25 minutes for those with an average high-speed broadband connection in the rest of the country. Movie downloading, however, may be the network’s least important benefit.

In May 2012, CNBC called Chattanooga a “manufacturing magnet,” and *CNNMoney* writes, “Chattanooga, Tennessee may not be the first place that springs to mind when it comes to cutting edge technology. But thanks to its ultra-high-speed internet, the city has established itself as a center for innovation – and an encouraging example for those frustrated with slow speeds and high cost from private broadband providers.”

Tami Chappell for *The New York Times* wrote, “Gig City, as Chattanooga is sometimes called, has what city officials and analysts say was the first and fastest – and now one of the least expensive – high-speed Internet services in the United States. For less than \$70 a month, consumers enjoy an ultra-high-speed fiber-optic connection that transfers data at one gigabit per second. That is 50 times the average speed for homes in the rest of the country, and just as rapid as service in Hong Kong, which has the fastest Internet in the world.”

Amazon, the world’s largest internet retailer, constructed a \$70 million distribution center at Enterprise South, which opened in the fall of 2011. TAG Manufacturing, eSpin Technologies, and Integrated Data Solutions, Inc. are also located in the industrial park. With its emphasis on new green, sustainable technologies, *Industry Week* magazine lists Chattanooga among the top manufacturing locations in the United States.

Former Mayor Jon Kinsey announced, via the *Chattanooga Times-Free Press*, an \$8 million revitalization planned for the iconic Chattanooga Choo Choo Hotel and Convention Complex on the Southside of Chattanooga. The former Grand Central Station of Chattanooga is the home of a local Holiday Inn, where visitors can ride a trolley car where once trains left the station to travel to major cities around the country, and inspired the internationally recognized song “The Chattanooga Choo Choo.” Also located in the complex are the Station House Restaurant (a local restaurant



IonArcSD:SD-35
142 FBK 2.0Mbps

IonArcSD:SD-36
148 NETV 2.0Mbps

IonArcSD:SD-37
215 MDEF Bounce 2.0Mbps

IonArcSD:SD-38
146 HEOF 2.0Mbps

IonArcSD:SD-39
148 HGF 2.0Mbps

IonArcSD:SD-40
153 HGF 2.0Mbps

HAMILTON COUNTY PROFILE – CONTINUED

where the wait staff sing for you between courses) and a small scenic city shopping mall. Jon Kinsey, part owner, unveiled a plan to spend \$7 million to revitalize the city's namesake attraction and national icon by bringing in two out-of-town restaurants, relocating the Comedy Catch from Brainerd, and building a smaller 500-person music venue in the complex. About \$1 million will be invested in renovating the hotel rooms in Building One, one of several buildings in the complex. The additions would join the popular Track 29 music venue, which is already located on the site.

The Chattanooga Area Chamber of Commerce was given the task to create more jobs when it drew oversight of economic development. The Chamber has prepared a new plan for a larger economic recruitment program that includes expanded business financial support. Consultants worked with local officials and businessmen to fashion a new job growth plan called "Tell the World." This is the area's first systematic effort to brand and market itself as a wonderful place to live and do business. The County already benefits from local industries such as AT&T, DuPont, Komatsu, America International, MG Industries, Century Telephone, and others that continue to make major financial investments in this community.

Hamilton County Government has a successful history in business development and promoting industrial growth. County industrial parks include Enterprise South, Mountain View, Silverdale, Bonny Oaks, Soddy Daisy, and the Centre South Riverport. In announcing construction of a new services facility at Centre South, a Westinghouse Electric Company official said, "The community's central location, superior transportation network and highly trained engineers argued strongly on behalf of expanding in Chattanooga and growing with the fastest-growing metro city in Tennessee."

In September 2011, the County completed a \$4.9 million renovation of its 125,000 square-foot Business Development Center. The business incubator leases office or industrial space to entrepreneurs at below-market rates and provides business training for about three years, as startups get off the ground. With a maximum occupancy of 60 businesses, Hamilton County's Business Development Center is the largest small business incubator in Tennessee and the third largest in the country. As a result of the renovation completed in 2011, Hamilton County was awarded LEED Silver Certification by the U.S. Green Building Council for the Business Development Center.

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 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 that allows entrepreneurs to access high-tech equipment and mentors from the Engineering Department's staff.

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. The County was honored with the top award for the Design and Management of its Tennessee Riverpark and Riverwalk by the National Trails Symposium at its 2011 annual conference. The State of Tennessee recently awarded Hamilton County and the City of Chattanooga \$2.3 million in federal enhancement funds to assist with the latest extension of the Riverwalk. The extension is still in progress. When complete, the Riverwalk will extend from the Chickamauga Dam some 16 miles to the base of Lookout Mountain. Both Volkswagen and Alstom Power officials cited the Riverwalk as one of the quality of life factors that influenced their decision to invest in our community.

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. Currently, Lovell Field is served by national airline carriers such as American Eagle, Delta Connection, US Airways Express and Allegiant Air. Nonstop flights to Atlanta, Chicago, Charlotte, Memphis, Orlando, Dallas, Tampa Bay, Detroit and Washington D.C., are available. From July 1, 2013 to June 30, 2014, passenger flow out of Lovell Field included 328,984 passengers enplaning and 328,446 passengers deplaning for a total passenger flow of 657,430. Privately owned and operated airport facilities include Collegedale Municipal Airport and Dallas Bay Skypark. All airport facilities are conveniently accessible from the downtown area of the City and provide such services as aircraft sales, instruction, charter service and maintenance. More than \$20 million in expansion and improvement projects have been done at the Chattanooga



HAMILTON COUNTY
BUSINESS DEVELOPMENT CENTER

HAMILTON COUNTY PROFILE – CONTINUED

Metropolitan Airport Authority. Some of these projects include the rehabilitation of Runway 15/33, the reconstruction of Taxiway Alpha North and the ongoing maintenance of pavement areas. Infrastructure development is continuing on the West Side in order to connect the remaining 12.5 acres of developable land to the airport's runway system. In April 2009, \$3 million of American Recovery and Reinvestment Act (ARRA) grant funding was awarded for infrastructure improvement on the west side of the airport which includes site preparation, asphalt paving, electrical lighting, markings and construction of approximately 500 feet of additional ramp with two taxi connectors. The \$10 million development provides competitive aviation support facilities to serve general and commercial aviation. It includes a fuel center, offices and hangars to accommodate private and corporate aircraft as well as provide services to the current airlines servicing Chattanooga. The full service, fixed based operator has attracted businesses such as FedEx and Wilson Air Center, a Memphis based business, in which Wilson Air operates the terminal and hangar. In February 2012, the Chattanooga Airport's new energy-efficient 9,000 square-foot corporate flight center terminal facility was awarded Platinum certification from the U.S. Green Building Council's Leadership in Energy and Environmental Design green building certification program. This is the only aviation terminal in the world to receive platinum certification, representing the highest possible level of energy and environmental performance. In October 2012, the Federal Aviation Administration awarded a \$3 million dollar grant for continued construction of a solar farm to provide power for Chattanooga Metropolitan Airport. The Airport Authority's Aircraft Rescue Fire Fighting (ARFF) station not only houses the Airport's fire department but all emergency management operations. Also on the west side, the U.S. Forest Service is now operational with a tanker base.

Railway service is provided by four divisions of the Norfolk Southern Railway System and two divisions of the CSX Transportation System, all with switching service throughout the area. Modern "piggyback" service is provided by all lines. The County is served by three interstate highways: I-24, I-59 and I-75. Local mass transportation service is furnished by the Chattanooga Area Regional Transportation Authority. Multiple daily departures are made via privately operated shuttle services to and from major metropolitan areas surrounding Chattanooga, such as Atlanta, Birmingham, Nashville and Knoxville.

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 and links to the nation's 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, 11% of jobs and 15% of payroll are generated by health care, including over 836 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 wellbeing of the public health. Total bed capacity of all hospital facilities is 1,833. Memorial Hospital has three locations, two of which are hospitals and one imaging center. In early June 2014, Memorial Hospital celebrated the grand opening of its 300,000 square-foot facility, a \$318 million heart center at its main campus. The expansion includes 95 private patient rooms; a 22-bed cardiac short stay unit; seven new cardiac cath labs; two new interventional labs; a dedicated imaging center; a diabetes and nutrition center; a weight management center; and a new chapel. The planned Lehman Family Center addition for Cardiac Rehabilitation is expected to open in 2015.

On June 16, 2014, Memorial was the first hospital in the region to use the transcatheter aortic valve replacement, or TAVR, which is inserted into the aortic valve with no surgical incision. The TAVR is a procedure for select patients with severe symptomatic aortic stenosis (a narrowing of the aortic valve opening) who are not candidates for traditional open heart surgery or are high-risk operable candidates. With this newly approved device, the surgeon, Dr. Brian Negus, cardiologist at the Chattanooga Heart Institute at



HAMILTON COUNTY PROFILE – CONTINUED

Memorial, and his team were able to perform the entire procedure through a pin hole in the groin where a tiny catheter was introduced. The patient was up on his feet two hours after the procedure.

The Erlanger Health System, headquartered in Chattanooga is comprised of five campuses serving residents living within a 150-mile radius of Chattanooga. Those campuses include the Erlanger Baroness Campus, the region's only Level One Trauma Center; T.C. Thompson Children's Hospital at Erlanger; 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, and has been recognized four consecutive years by *U.S. News and World Report* as the region's best hospital. Erlanger has six emergency departments; and four Life Force air ambulances in its fleet, two based in Tennessee and two in Georgia.

Parkridge Health System includes Parkridge Medical Center, Parkridge East Hospital, Parkridge Valley Adult & Senior Campus, Parkridge Valley Child & Adolescent Campus and Parkridge West Hospital. Parkridge Medical Center is an Accredited Chest Pain Center which offers comprehensive acute care services including cardiology, oncology at The Sarah Cannon Cancer Center, orthopaedics and a 24-hour Emergency Department. Parkridge East Hospital, located in East Ridge, provides obstetrical services including Neonatal Intensive Care as well as surgical services that include robotics, orthopaedics, and advanced gynecologic procedures. The two-campus Parkridge Valley system offers mental health services for children, adolescents and adults as well as treatment for addictive disorders. Parkridge West Hospital, located in Jasper, Tenn., provides medical/surgical and behavioral health services as well as a 24/7 Emergency Department.

CULTURAL ACTIVITIES AND FACILITIES

Hamilton County is a strong supporter of arts and cultural programs. ArtsBuild serves to foster and improve the artistic, cultural and educational life. The community boasts some of the finest art facilities of any community its size in the nation. Facilities include the Art Deco-styled Tivoli Theatre, featuring local and touring performing arts; and the Memorial Auditorium, host of traveling Broadway shows and other large events. The Hunter Museum of American Art houses one of the finest collections of American art in the Southeast. The Chattanooga Theatre Centre offers one

of the best-equipped facilities for community theater in the nation. Public spaces such as the award-winning Coolidge Park and Miller Park/Plaza host free concerts and public art exhibits. The area ranks in the top ten in per capita giving to a united arts fund. ArtsBuild raises and distributes more than \$1.5 million each year for arts and education programs.

The annual Riverbend Festival brings our community together in a riverfront celebration of our heritage and diversity. With crowds exceeding 600,000, the festival has become one of the South's premier entertainment events. Spread over a nine-day period in June, Riverbend features a wide variety of music on five stages with more than 100 performing artists. Hamilton County also hosts an old time "County Fair" each year at Chester Frost Park on Lake Chickamauga. The two-day event draws over 40,000 citizens in a celebration of local heritage and culture.

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 May 2013, the Volkswagen USA Cycling Professional Road and Time Trial National Championships were moved to Chattanooga after several years in Greenville, South Carolina. This three day event brought 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. This event also brought thousands of spectators to the area to watch these world-class athletes compete. The Time Trials were held at the beautiful Enterprise South and the Road Race circuit ran from downtown Chattanooga to the North Shore and up Lookout Mountain. This event is to be held in Chattanooga for the next three years.

In the fall of 2014, Chattanooga will host the first IRONMAN Chattanooga Triathlon event. It will begin with a point-to-point 2.4 mile swim in the Tennessee



HAMILTON COUNTY PROFILE – CONTINUED

River with ample spectator vantage points alongside the city's famous Riverwalk. Athletes can look forward to a fast, down-current swim, two-loops of a 56-mile bike course, totalling 112 miles through farmland and mountain views, and a two-and-a-half loop, 26.2-mile run course that showcases downtown Chattanooga.

The Tennessee River, Ross's Landing and Coolidge Park provide a spectacular setting for events such as the Head of the Hooch Regatta which will host their event for the tenth year in November 2014. The regatta 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, scheduled for October 2014, is a multi-weekend festival celebrating the great outdoors. RiverRocks, which is celebrating its fourth year this year, is a unique outdoor festival celebrating the incomparable resources of the Tennessee Valley. Events range from a Canoe/Kayak Race; the Chattanooga Head Race on the Tennessee River; a 50K Trail Race held at Prentiss Cooper State Park; to the closing ceremonies and RiverRocks concert at The Block. The Block, which is now open to the public, features a 55-foot-high outside climbing wall, while inside is High Point Climbing and Fitness, which will also be opening Kidz Zone in late 2014, a 3,000 square foot kids-only climbing gym, RockCreek Outfitters and Chantz 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 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 also attracted Chattanooga's first-ever indoor trampoline venue, the Jump Park. It is 18,000+ square feet one-of-a-kind leaping, soaring, fun experience. Kids of all ages may jump by the hour, flip off angled walls, fly into an over-sized foam pit, play air Dodge Ball and practice extreme sports moves with

Bounce Boards. Upstairs one can play ping pong, billiards, foosball, darts and shuffleboard by the hour, or experience a unique game of Soccer Pool. Lunch, dinner and a variety of healthy snacks are available in the Bounce Café.

Last but certainly not least is the 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, Finley Stadium/Davenport Field is also host to the Chattanooga Football Club, international and high school soccer, high school football, national lacrosse tournaments, concerts and other community festivals.

Adjacent to the stadium is the First Tennessee Pavilion, 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 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.



THE BLOCK





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 and certificates of deposit.

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 shall be responsible to obtain competitive rates on a weekly basis and, based on these rates, shall invest available funds so as to maximize interest earnings and protection of principal.

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

FINANCIAL MANAGEMENT POLICIES - CONTINUED

REVENUE POLICY

- A. Hamilton County will maintain 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 will actively pursue 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 will minimize 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 biennially, 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 Hamilton County Department of Education and from Constitutional Offices.
- D. The CIP will include adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of 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

Also, the Policy 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.

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 charged 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 and \$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 (fair market value of donated assets) or with a useful life of less than one year will not be included in the property inventory. However, if the department heads feel 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, significant special revenue funds (Sheriff, Juvenile Court Clerk and 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 March 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 April. 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 March and early April, 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 the first part of May. 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.

BUDGET FORMAT

The FY 2015 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 upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped into 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, Human Services Division and Health Services Division.
- **Special Revenue Funds** – Special Revenue Funds are operating funds which are restricted as to use by the Federal or State governments, and special purpose funds established by the County Board of Commissioners. Included in this section are the Sheriff's Fund, Juvenile Court Clerk's Fund and Hotel/Motel Fund.
- **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 Units are entities that are legally separate from the County, but the County is considered to be financially accountable for these entities. The Hamilton County Department of Education is a component unit of Hamilton County Government.

BASIS FOR BUDGETING

The budgets are adopted on a basis using the modified accrual 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 all Special Revenue Funds. 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, Sheriff's Fund, Juvenile Court Clerk's 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. 614-42

A RESOLUTION ADOPTING A BUDGET FOR THE FISCAL YEAR 2014-2015 AND SETTING THE TAX LEVY FOR THE YEAR 2014 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 2014 property tax is based on a total assessed valuation of \$8,935,565,676 with an allowance for uncollectibles of \$344,212,039; 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 2014-2015 is hereby adopted.
2. That there is hereby levied on each \$100.00 of assessed valuation of taxable property in Hamilton County for 2014 a tax levy of the following rates:

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

HAMILTON COUNTY, CHATTANOOGA, TN
A CERTIFIED TRUE COPY
This 26 day of JUNE, 2014
W. F. (BILL) KNOWLES, County Clerk
By MICHAEL CLARK, Deputy Clerk

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 2014-2015 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, 2015.

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

CERTIFICATION OF ACTION

Approved:	<input checked="" type="checkbox"/>	 County Clerk
Rejected:	<input type="checkbox"/>	
Approved:	<input checked="" type="checkbox"/>	 County Mayor
Vetoed:	<input type="checkbox"/>	

June 18, 2014

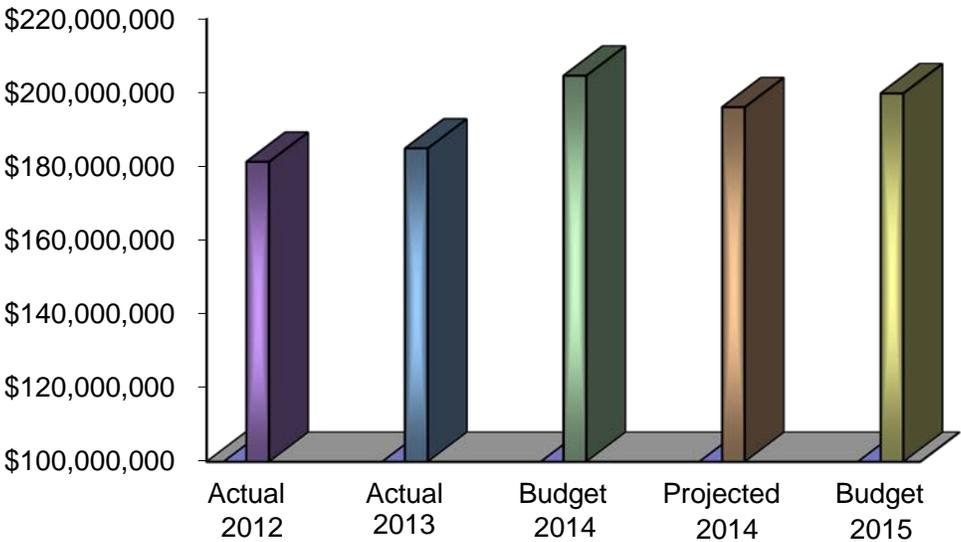
General Fund

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.

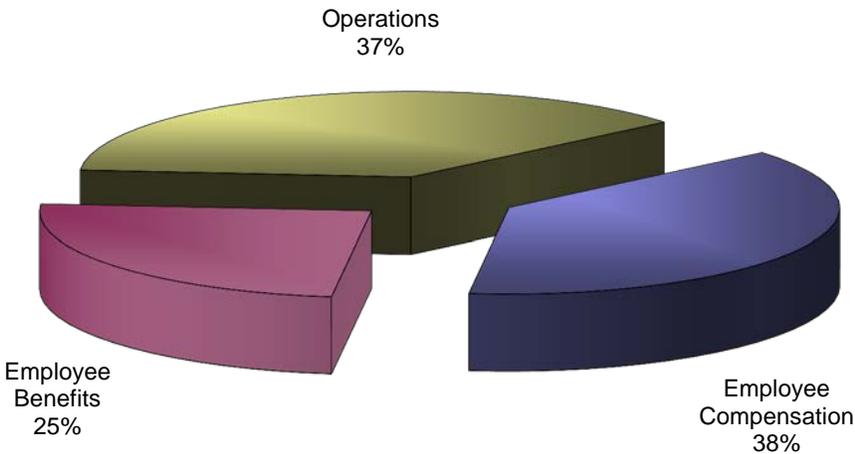
The major revenue of the General Fund includes: property taxes; other local taxes; licenses and permits; intergovernmental; charges for services; fines, forfeitures, and penalties; investment income and revenue from other agencies.

In the following General Fund schedules and departmental summaries, the Amended Budgets for FY 2014 include grant rollovers and amendments (approved by the County Commission) after the Adopted Budget process.

General Fund Expenditures



FY 2015 Expenditures by Type



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

	Actual 2012	Actual 2013	Amended Budget 2014	Projected 2014	Adopted Budget 2015
Revenues					
Taxes (Property & Bus.)	138,674,490	137,649,274	141,382,821	141,261,689	144,610,800
License and Permits	731,556	793,667	876,300	776,100	879,300
Intergovernmental	24,379,184	22,439,199	25,077,389	25,210,029	22,223,692
Charges for Services	12,154,681	15,602,060	15,169,243	13,955,504	15,675,679
Fines forfeitures and penalties	997,619	939,675	1,078,950	1,066,431	1,134,050
Investment Earnings	346,346	354,705	412,500	346,730	433,885
Miscellaneous	3,362,407	3,662,854	3,445,132	3,690,357	3,310,516
Interfund Transfers	9,861,580	10,537,630	11,347,007	11,295,764	11,585,000
Total Revenues	190,507,863	191,979,064	198,789,342	197,602,604	199,852,922
Expenditures					
Constitutional Offices	21,490,424	23,393,591	26,371,065	25,166,021	25,032,271
Supported Agencies	3,821,160	3,892,451	3,957,905	3,884,769	4,021,437
Unassigned Departments	20,143,684	18,662,857	23,556,353	21,082,962	21,221,332
Finance	6,379,987	6,880,757	8,133,266	7,275,000	7,436,731
Public Works	16,134,496	16,822,252	18,335,110	16,904,841	17,011,328
Human Services	39,328,978	39,391,243	40,324,500	39,253,583	40,090,749
Health Services	17,927,724	18,395,350	21,411,047	19,672,182	21,657,527
Operating Transfers to other funds	56,033,401	57,450,882	62,532,115	62,848,642	63,381,547
Total Expenditures	181,259,854	184,889,383	204,621,361	196,088,000	199,852,922
Excess of Revenues Over (Under) Expenditures	9,248,009	7,089,681	(5,832,019)	1,514,604	-
Net Encumbrances (beginning less ending)	(784,374)	(351,383)	-	(173,984)	-
Beginning Fund Balance	95,967,238	104,430,873	111,169,171	111,169,171	112,509,791
Fund Balance at end of year	104,430,873	111,169,171	105,337,152	112,509,791	112,509,791

TRANSFER FROM PRIMARY GOVERNMENT	Actual 2012	Actual 2013	Amended Budget 2014	Projected 2014	Adopted Budget 2015
Capital Projects	131,958	192,194	-	-	1,600,000
Debt Service	30,233,839	30,479,136	35,357,329	35,673,856	32,684,351
Juvenile Court Clerk	1,868,718	1,950,666	2,009,893	2,009,893	1,882,775
Sheriff	23,798,886	24,828,886	25,164,893	25,164,893	27,214,421
	\$ 56,033,401	\$ 57,450,882	\$ 62,532,115	\$ 62,848,642	\$ 63,381,547



General Fund Revenue Sources

Revenues for the General Fund are budgeted to increase in total by \$2,250,000 (1.1%). The major categories of revenues, along with changes from the fiscal year 2014 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. In FY 2015, one cent of the tax levy is estimated to generate \$859,000, compared to \$842,000 in FY 2013. Property tax revenues include taxes on real property, taxes on personal property (personalty taxes), and taxes on 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 growth in real property, personal property and OSAP taxes of 2% in fiscal year 2015.

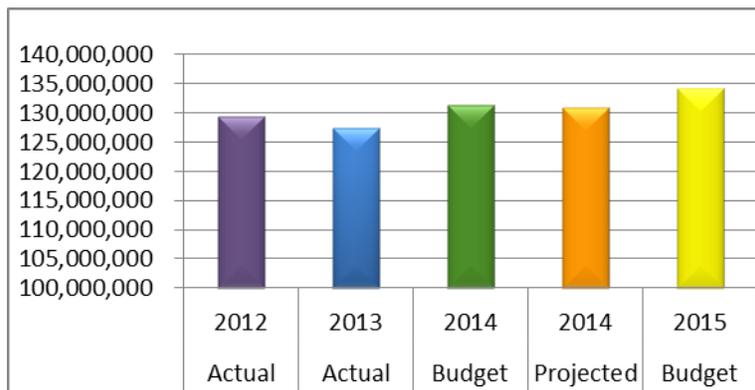
The Assessor is responsible for locating and identifying all properties within the County to ensure that all property that should legally be on the County tax rolls is properly listed, classified and valued. The Assessor attempts to capture all new construction, additions and demolition of existing property, 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.

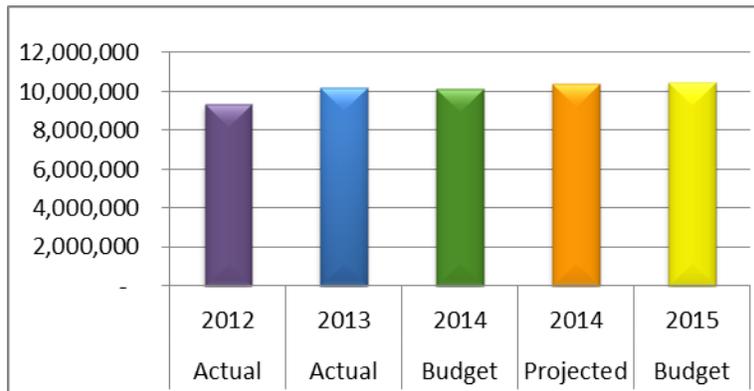
The Assessor reappraises Hamilton County properties on a four year cycle, as required by State law, to maintain appraisals at market value and to ensure equity of appraisals throughout the jurisdiction. Hamilton County's four year cycle consists of three years of comprehensive on-site reviews of each 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 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 gross power revenues to such states and counties. The TVA payment is budgeted to remain constant at \$4,010,000. The Electric Power Board (EPB) also submits in lieu of tax payments to Hamilton County. The 2015 EPB in lieu of tax payment is budgeted at \$5,071,000, a 9.0% increase over 2014.



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, an increase of 1.0% over 2014. 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.

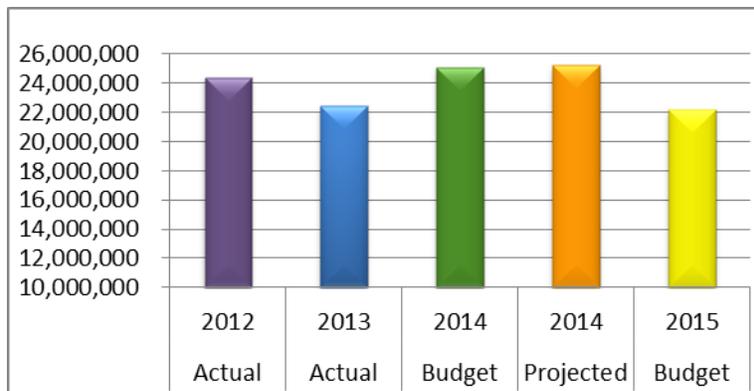
The gross receipts tax is budgeted for fiscal year 2015 at \$5,700,000. This tax primarily consists of business taxes collected by the State of Tennessee from businesses operating within Hamilton County. These business taxes are based on a class schedule, broken down by type or product sold.



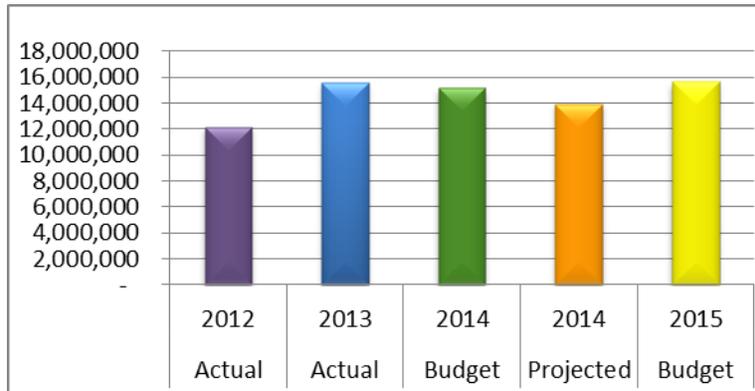
Intergovernmental revenue: Intergovernmental revenues consist of funding received from the State of Tennessee (\$16,646,000 in 2015); from the Federal government (\$3,144,000); and from municipalities – primarily the City of Chattanooga (\$2,434,000). The State revenues include grants to assist in funding for Health Department services (\$7,118,000 in 2015); gasoline and motor fuel taxes (\$4,100,000); and reimbursements for the boarding of State inmates in County correctional facilities (\$1,175,000).

Federal revenues include grants to the Health Department (\$1,523,000 in 2015) and reimbursements for the boarding of Federal inmates in County correctional facilities (\$1,620,000). Municipal revenue primarily includes funding from the City of Chattanooga for certain recreation projects jointly funded by the County and the City.

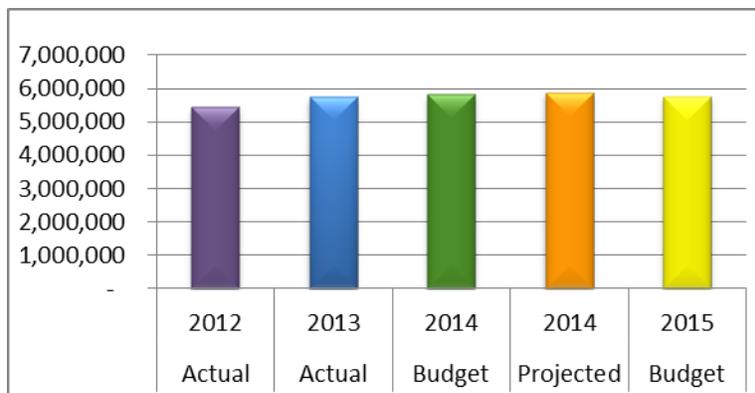
Intergovernmental revenue projections are provided by the individual County departments based on approved resolutions for grant activities and/or interlocal agreements.



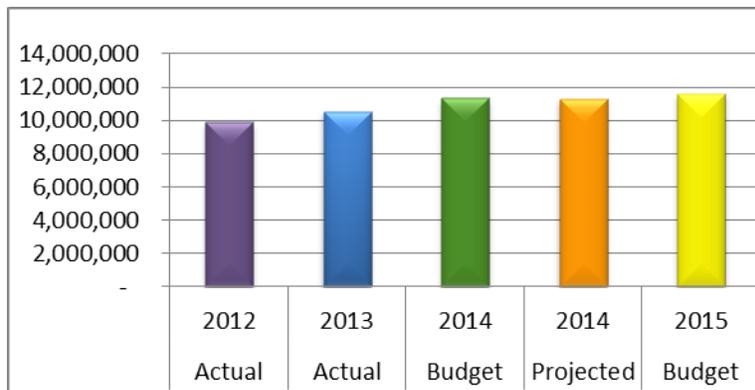
Charges for current services: This category represents service charges from patients treated at the County Health Department (\$2,014,000); medical fees generated through the County-wide Ambulance Department (\$9,775,000); and the reimbursement of operating expenses processed through the General Fund on behalf of the Water and Wastewater Treatment Authority (WWTA - \$2,340,000).



Miscellaneous: This category includes revenues from the issuance of licenses and permits (\$879,000); collections of fines, forfeitures and penalties (\$1,134,000); investment earnings (\$434,000); and other miscellaneous revenues, including cable TV franchise fees (\$1,363,000) and camping fees generated at the County-owned Chester Frost Park (\$520,000).



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.



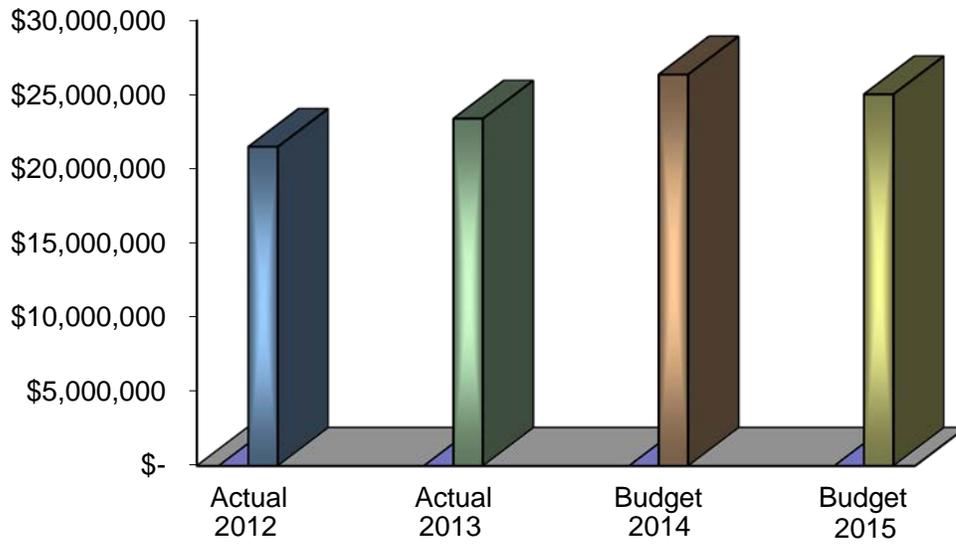


Constitutional Offices

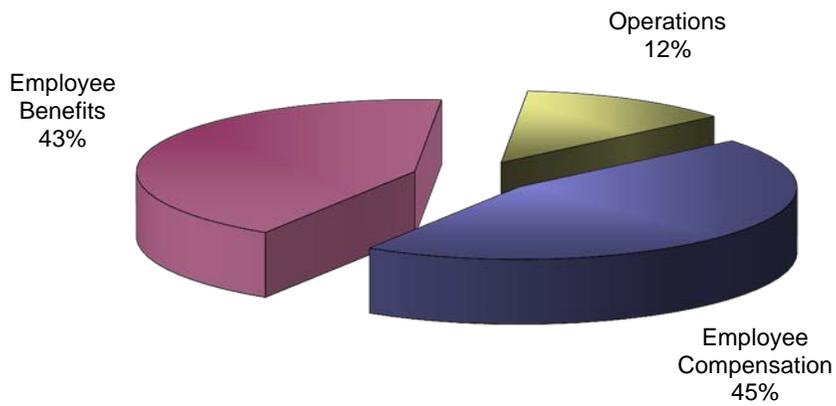
The Constitutional Offices of Hamilton County, Tennessee are established pursuant to the constitution of the State of Tennessee. They are independently elected officials with the exception of the Clerk and Master who is an appointed official of Hamilton County, Tennessee.

The General Fund accounts for the activities of each officer's Fee and Commission account. It is used to account for all revenue and certain expenditures applicable to the general operations of the Constitutional Offices.

Constitutional Offices Expenditures



FY 2015 Expenditures by Type



Constitutional Offices Expenditures by Departments

Departments	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Medical Examiner	\$ 946,722	\$ 1,086,353	\$ 1,298,456	\$ 1,340,132
Clerk and Master	712,497	743,086	826,897	871,075
Circuit Court Clerk	1,111,833	1,139,201	1,246,008	1,333,261
County Clerk	1,599,798	1,671,970	1,690,072	1,872,613
Register of Deeds	377,386	384,896	390,850	430,343
Trustee	601,895	661,294	709,756	744,330
Assessor of Property	3,534,281	3,851,415	3,792,045	3,480,009
District Attorney General	905,717	1,047,182	1,146,254	1,212,709
County Election Commission	1,350,173	1,758,734	2,830,553	1,713,086
Criminal Court Clerk	1,304,356	1,519,391	2,100,679	1,550,100
Public Defender	413,962	473,159	615,480	667,466
Board of Equalization	760	3,440	6,000	5,000
General Sessions Court	1,238,618	1,421,402	1,562,662	1,436,676
Juries	129,780	131,019	159,100	153,250
Criminal Court Judges	202,234	210,435	202,478	210,567
Chancery Court Judges	11,016	8,070	12,000	12,000
Circuit Court Judge Bolton	58,219	59,896	61,576	63,605
Circuit Court Judge Hollingsworth	57,381	58,091	61,654	63,732
Circuit Court Judge Williams	56,530	56,828	61,073	63,135
Circuit Court Judge Thomas	68,036	70,903	75,052	78,774
Judicial Commission - Magistrate	361,374	354,192	365,797	392,528
Register Computer Fees	76,281	70,862	90,000	76,937
Juvenile Court Judge	3,518,906	3,637,888	3,903,985	4,190,375
Juvenile Court Detention Unit	1,982,586	2,088,540	2,185,019	2,284,507
Juvenile Court IV-D Child Support	588,589	607,158	687,906	498,807
Juvenile Court-Volunteer Services	136,868	138,925	139,833	145,186
Juvenile Court-CASA	79,196	70,192	78,593	66,939
Juvenile Court-Youth Alcohol Safety Project	65,430	69,069	71,287	75,129
	\$ 21,490,424	\$ 23,393,591	\$ 26,371,065	\$ 25,032,271
Authorized Positions	461.52	462.52	465.52	461.52

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 or 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, or 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 the County Medical Examiner's 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 in 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, the County Medical Examiner 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 618,935	\$ 669,150	\$ 783,634	\$ 798,816
Employee Benefits	206,714	220,427	320,537	346,851
Operations	121,073	196,776	194,285	194,465
Total Expenditures	\$ 946,722	\$ 1,086,353	\$ 1,298,456	\$ 1,340,132

Authorized Positions	7	7	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. In addition, 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 January 2014, our office applied for inspection by the National Association of Medical Examiners; the on-site inspection was completed in March 2014. In July 2014, we were granted full accreditation through March 2019 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.

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, which 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Benefits	\$ 578,482	\$ 605,522	\$ 673,304	\$ 717,482
Operations	134,015	137,564	153,593	153,593
Total Expenditures	\$ 712,497	\$ 743,086	\$ 826,897	\$ 871,075

Authorized Positions	28	28	28	28
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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 also 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Benefits	\$ 831,583	\$ 855,743	\$ 949,738	\$ 1,036,991
Operations	280,250	283,458	296,270	296,270
Total Expenditures	\$ 1,111,833	\$ 1,139,201	\$ 1,246,008	\$ 1,333,261

Authorized Positions 41 41 41 41

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 collections 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 \$31 million accounted for by the Clerk's office.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Benefits	\$ 1,229,698	\$ 1,238,585	\$ 1,311,485	\$ 1,501,212
Operations	370,100	433,385	378,587	371,401
Total Expenditures	\$ 1,599,798	\$ 1,671,970	\$ 1,690,072	\$ 1,872,613

Authorized Positions	62.76	62.76	62.76	62.76
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2012	Actual 2013	Projected 2014	Estimated 2015
<u>Motor Vehicle Division</u>				
Full Time Equivalent	37.4	43	44	44
Workload - # of transactions processed	413,502	400,000	365,000	365,000
Efficiency - # of transactions per FTE	11,053.2	9,302.3	9,300	9,300
Effectiveness - Accuracy % for all transactions	97%	96.6%	97%	97%

Miscellaneous Tax Division

Full Time Equivalent	9.08	8.4	8.4	8.4
Workload - # of transactions processed	39,310	33,329	33,000	33,000
Efficiency - # of transactions per FTE	4,329.3	3,967.7	3,928	3,928

County Commission Records

Full Time Equivalent	1.5	1.7	1.7	1.7
Workload - Research Tasks	251	231	250	225
Workload - Minutes sets produced	66	66	66	66
Workload - Units	317	297	316	291
Efficiency - # of Workload units per FTE	211.33	174.71	185.88	171.18
Effectiveness - Amount of time spent on research	40:00	30:22	32:00	30:00
Effectiveness - Average time per research item	1:36	1:19	1:56	1:41

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 \$5.2 million of which \$736,632 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 165,089 branch transactions, 88,334 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 51,314 walk-in transactions of which 29,176 were renewals. Internet transactions increased from 60,421 in 2012 to 59,651 in 2013. Since internet renewals began in 2001, we have processed more than 545,353.

We continue to transfer historic marriage records from microfilm to the data program. The "tickler file" on contract expirations and Commission appointments that the Commission requested that 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. 2013-2014 fiscal year excess fees collected were \$1,136,234.

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Benefits	\$ 299,628	\$ 335,188	\$ 321,249	\$ 365,744
Operations	77,758	49,708	69,601	64,599
Total Expenditures	\$ 377,386	\$ 384,896	\$ 390,850	\$ 430,343

Authorized Positions	17	16.5	16.5	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 2013-2014 was 10,082, which generated \$158,350 in remote access account fees.
3. The number of documents recorded in FY 14 was 69,147.

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 2,105,107	\$ 2,396,033	\$ 2,205,553	\$ 2,132,895
Employee Benefits	925,020	1,007,168	1,035,108	1,061,668
Operations	504,154	448,214	551,384	285,446
Total Expenditures	\$ 3,534,281	\$ 3,851,415	\$ 3,792,045	\$ 3,480,009

Authorized Positions	44.63	45.13	45.13	43.13
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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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 623,056	\$ 696,972	\$ 758,417	\$ 795,974
Employee Benefits	203,512	256,983	301,551	340,449
Operations	79,149	93,227	86,286	76,286
Total Expenditures	\$ 905,717	\$ 1,047,182	\$ 1,146,254	\$ 1,212,709

Authorized Positions	37	38	38	38
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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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 763,080	\$ 1,050,548	\$ 948,971	\$ 1,028,829
Employee Benefits	279,309	309,907	334,615	352,332
Operations	307,784	398,279	1,546,967	331,925
Total Expenditures	\$ 1,350,173	\$ 1,758,734	\$ 2,830,553	\$ 1,713,086

Authorized Positions	15.5	15.5	15.5	16
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In FY 2014, the Election Commission purchased an optical scan voting system.

PERFORMANCE OBJECTIVES

1. Implement a process now available with our new election server that will allow more detailed reporting of election results
2. Ongoing voter registration, confirmation and verification process on a daily basis
3. Hold the November 2014 State General Election
4. Upgrade our website to be more user friendly and include additional data to better serve the public
5. Continue to work to ensure that we remain in full compliance with the Help America Vote Act
6. Review poll worker recruitment methods to ensure we are getting a high level of participation from all areas of the community
7. Increase usage of electronic communication, including the option of allowing digital signatures on select Election Commission documents to efficiently serve the public and candidates
8. Routine testing and maintenance of voting equipment to ensure it is operating at the highest level of performance and security

PERFORMANCE ACCOMPLISHMENTS

1. Purchased and implemented new voting machines which required extensive staff and poll worker training on the operation of the equipment
2. Had a very smooth first election with the new voting machines in May 2014 and were among the first in the State to report our results on Election Night
3. Held the May 2014 County Primary and the August 2014 County General and State Primary Elections
4. Educated the public on changes to the State's voter photo ID law
5. Trained over 500 Poll Officials on the latest procedures and processes for conducting elections
6. Continue to automate processes in order to provide faster and better services to the public
7. Updated election data reports

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, 5 full time and part time employees research and trace persons who owe debts to both Sessions Courts and Criminal Courts. 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, Western Union checks, and cash. We hope to be able to accept credit card payments online in the near future and the County's IT department is working on this.

Due to the nature of our case load, we work closely with all local law enforcement agencies such as the Sheriff's Department, 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.

We look forward to the ability to accept credit card payments online, increased collections, and increased electronic reporting to state and federal agencies.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Benefits	\$ 1,045,521	\$ 1,224,200	\$ 1,308,615	\$ 1,360,305
Operations	258,835	295,191	792,064	189,795
Total Expenditures	\$ 1,304,356	\$ 1,519,391	\$ 2,100,679	\$ 1,550,100
 Authorized Positions	 64.63	 64.63	 64.63	 63.63

In FY 2014, the Criminal Court Clerk's budget included a \$400,000 partial return on excess fees.

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.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 242,204	\$ 280,418	\$ 366,326	\$ 397,929
Employee Benefits	109,578	147,976	202,052	222,434
Operations	62,180	44,765	47,102	47,103
Total Expenditures	\$ 413,962	\$ 473,159	\$ 615,480	\$ 667,466

Authorized Positions	10	10	10	10
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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 hearing 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 2012	Actual 2013	Budget 2014	Budget 2015
Operations	\$ 760	\$ 3,440	\$ 6,000	\$ 5,000
Total Expenditures	\$ 760	\$ 3,440	\$ 6,000	\$ 5,000

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 JACQUELINE S. BOLTON - 10191

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 37,142	\$ 36,004	\$ 37,000	\$ 37,925
Employee Benefits	12,587	13,338	14,514	15,617
Operations	8,490	10,554	10,062	10,063
Total Expenditures	\$ 58,219	\$ 59,896	\$ 61,576	\$ 63,605

JUDGE JEFF HOLLINGSWORTH - 10192

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 37,496	\$ 38,485	\$ 38,472	\$ 39,434
Employee Benefits	13,946	14,449	14,833	15,948
Operations	5,939	5,157	8,349	8,350
Total Expenditures	\$ 57,381	\$ 58,091	\$ 61,654	\$ 63,732

JUDGE MARIE WILLIAMS – 10193

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 37,030	\$ 38,008	\$ 37,995	\$ 38,945
Employee Benefits	12,804	13,283	14,730	15,841
Operations	6,696	5,537	8,348	8,349
Total Expenditures	\$ 56,530	\$ 56,828	\$ 61,073	\$ 63,135

JUDGE NEILL THOMAS, III - 10194

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 38,450	\$ 39,465	\$ 39,452	\$ 40,438
Employee Benefits	24,773	26,086	27,251	29,986
Operations	4,813	5,352	8,349	8,350
Total Expenditures	\$ 68,036	\$ 70,903	\$ 75,052	\$ 78,774

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. That 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 remaining counties in the state.

Judicial Commission – Magistrate – 1023

FUNCTION

Under Resolution 119-25, the County Commission appointed four Judicial Commissioners to assist in relieving the over-crowding that presently exists in the Hamilton County Jail. The scope of Judicial Commissioner's duties include: setting bonds or releasing defendants on their own recognizance under the guidelines of TCA Section 40-11-101, et seq; reviewing warrantless arrests, determining probable cause, and issuing arrest warrants in those cases; to issue mittimus following compliance with the procedures prescribed by TCA Section 40-5-103, and appointing attorneys for indigent defendants in accordance with applicable law and guidelines established by the presiding judge of the General Sessions Court.

PERFORMANCE GOALS

1. Continue to perform our obligations outlined above

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 268,660	\$ 258,090	\$ 255,576	\$ 261,815
Employee Benefits	73,867	81,031	91,762	112,254
Operations	18,847	15,071	18,459	18,459
Total Expenditures	\$ 361,374	\$ 354,192	\$ 365,797	\$ 392,528

Authorized Positions 4 4 4 4

PERFORMANCE OBJECTIVES

1. To assist State, County and Municipal Courts in the effective administration of judicial obligations.
2. Assist in developing and implementing various procedures and programs to facilitate better interaction between our department and various courts and law enforcement agencies. As one example, we are currently involved with various governmental and private groups to form a Mental Health Court. The overall purpose of the Court is to coordinate agencies in dealing with individuals with mental health issues charged with criminal offenses.

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 on Uniform Commercial Code (UCC) Financing Statements, a \$2.00 data processing fee per function. 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ -	\$ -	\$ -	\$ 46,775
Employee Benefits	-	-	-	25,162
Operations	76,281	70,862	90,000	5,000
Total Expenditures	\$ 76,281	\$ 70,862	\$ 90,000	\$ 76,937

Authorized Positions - - - 1

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 those new pieces of software that we need. 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 2,332,096	\$ 2,366,723	\$ 2,492,167	\$ 2,646,522
Employee Benefits	1,011,307	1,093,275	1,225,615	1,360,901
Operations	175,503	177,890	186,203	182,952
Total Expenditures	\$ 3,518,906	\$ 3,637,888	\$ 3,903,985	\$ 4,190,375

Authorized Positions	54	54	53	56
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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 (2,000) 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 1,201,657	\$ 1,250,038	\$ 1,253,333	\$ 1,271,219
Employee Benefits	566,368	633,129	689,521	772,888
Operations	214,561	205,373	242,165	240,400
Total Expenditures	\$ 1,982,586	\$ 2,088,540	\$ 2,185,019	\$ 2,284,507

Authorized Positions	35	35	35	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 30 volunteers who have intervened in 83 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 48,139	\$ 40,990	\$ 44,926	\$ 44,686
Employee Benefits	26,829	26,332	28,517	17,103
Operations	4,228	2,870	5,150	5,150
Total Expenditures	\$ 79,196	\$ 70,192	\$ 78,593	\$ 66,939

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.

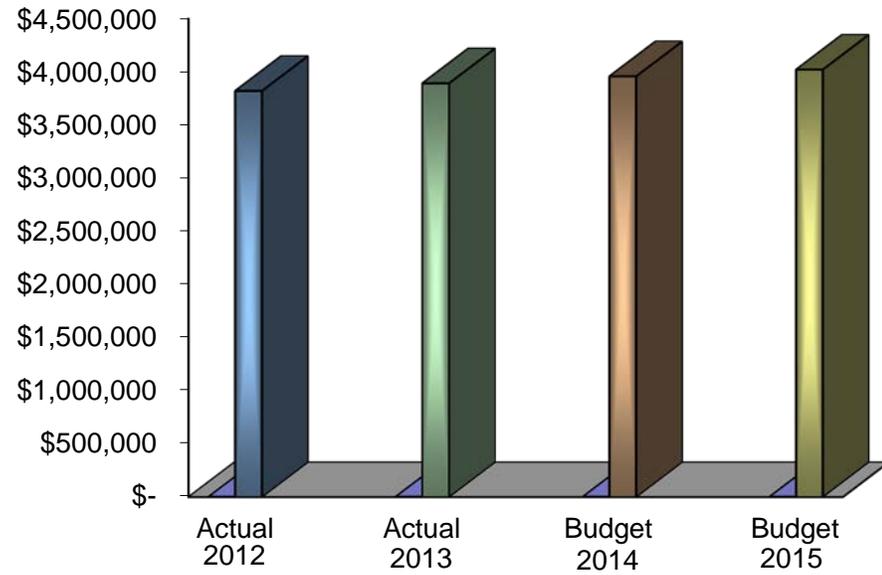
Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 40,074	\$ 41,200	\$ 41,246	\$ 42,328
Employee Benefits	24,111	26,444	27,641	30,401
Operations	1,245	1,425	2,400	2,400
Total Expenditures	\$ 65,430	\$ 69,069	\$ 71,287	\$ 75,129

Authorized Positions 1 1 1 1

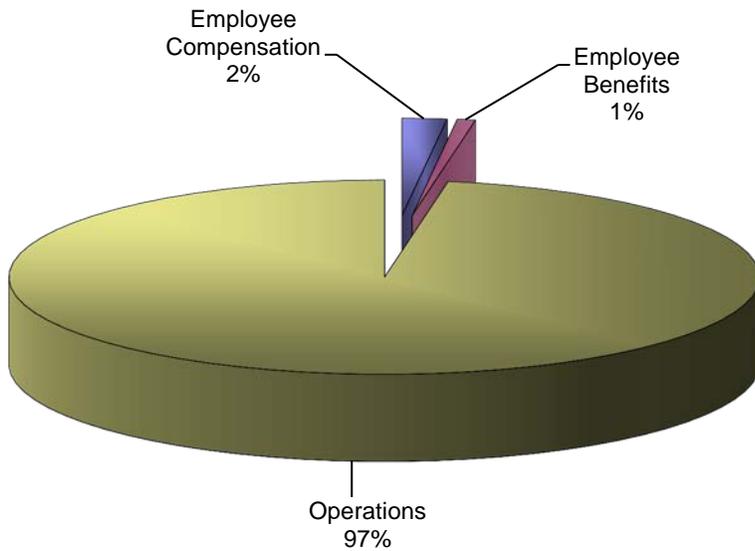
Supported Agencies

The departments accounted for within Supported Agencies represent those entities that receive support from Hamilton County Government and the City of Chattanooga. Beginning Fiscal Budget Year 2006 Soil Conservation is the only agency for which personnel is specifically monitored.

Supported Agencies Expenditures



FY 2015 Expenditures by Type



Supported Agencies Expenditures by Departments

Departments	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Soil Conservation	\$ 108,637	\$ 112,845	\$ 114,687	\$ 118,789
Other Supported Agencies	3,712,523	3,779,606	3,843,218	3,902,648
	\$ 3,821,160	\$ 3,892,451	\$ 3,957,905	\$ 4,021,437

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 and 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 71,447	\$ 73,333	\$ 75,352	\$ 77,236
Employee Benefits	25,980	27,010	29,321	31,538
Operations	11,210	12,502	10,014	10,015
Total Expenditures	\$ 108,637	\$ 112,845	\$ 114,687	\$ 118,789

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 and 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.

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.

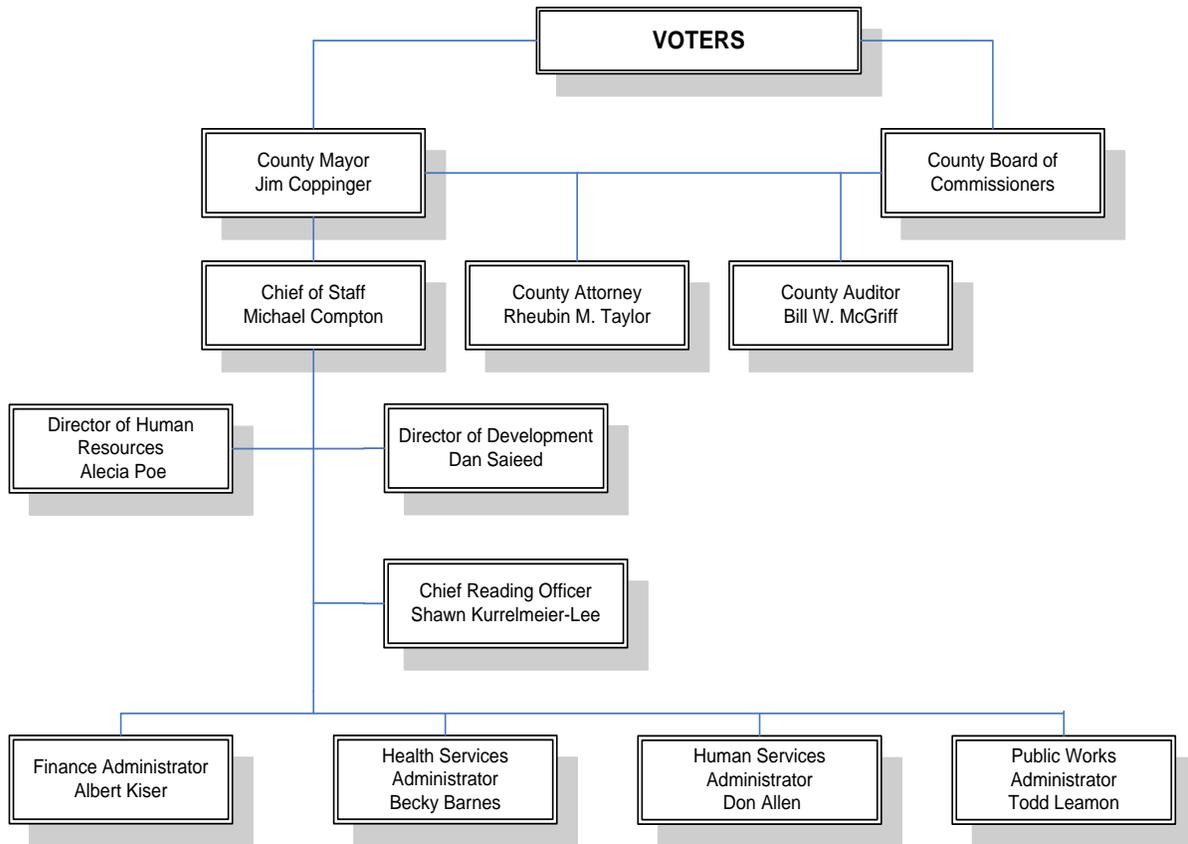
Armed Forces Day Parade – The mission is to honor those in armed forces serving our country, past and present.

Departments	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Forest Fire Prevention	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Agriculture	229,286	232,227	236,410	236,410
County-City Planning Commission	500,000	559,430	618,859	678,289
Reg. Council of Gov't & SETDD	67,581	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	395,255
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
CARTA	105,200	105,200	105,200	105,200
Chatt - A/A Museum Bldg Maint.	62,653	62,653	62,653	62,653
Urban League	50,000	50,000	50,000	50,000
Armed Forces Day Parade	10,000	10,000	10,000	10,000
	\$ 3,712,523	\$ 3,779,606	\$ 3,843,218	\$ 3,902,648

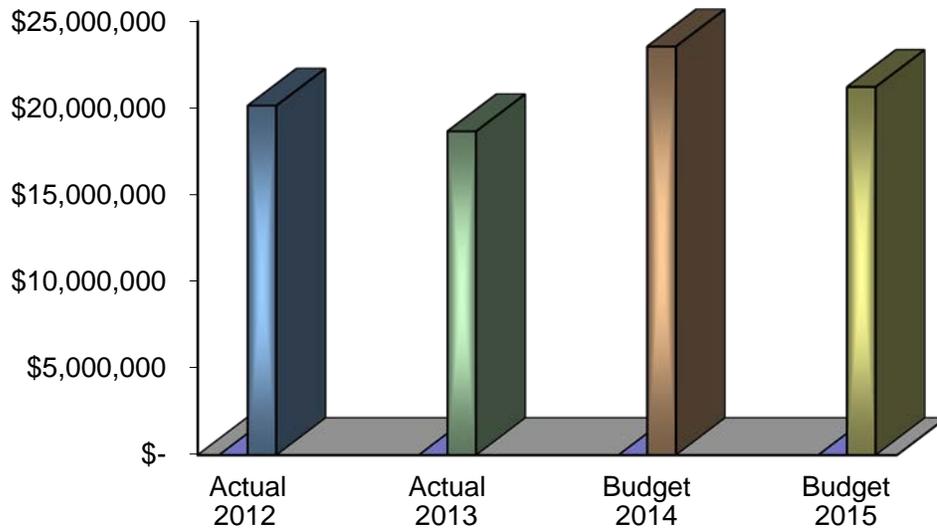


Unassigned Departments

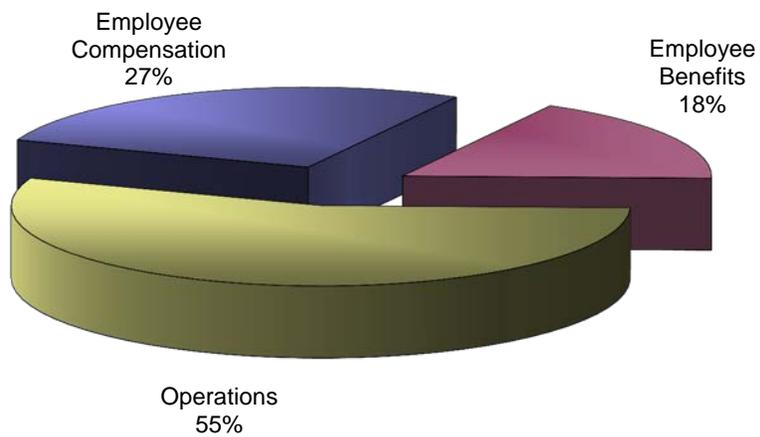
The departments accounted for within Unassigned Departments are those that do not fall into any specific category of the General Fund.



Unassigned Departments Expenditures



FY 2015 Expenditures by Type



Unassigned Departments Expenditures by Departments

Departments	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Utilities	\$ 1,990,414	\$ 1,889,058	\$ 2,000,000	\$ 2,000,000
Insurance	133,807	152,224	223,943	208,000
Employee Benefits	2,101,964	2,621,442	3,757,763	2,333,340
Trustee's Commission	4,056,530	2,944,411	3,345,000	3,325,000
External Audits	172,543	199,431	220,000	204,000
County Mayor	620,023	634,133	689,220	713,176
Chief of Staff	327,812	350,933	371,771	398,726
County Attorney	831,256	702,092	829,543	833,969
Chief Reading Officer	268,533	278,068	285,924	289,559
County Board of Commissioners	606,210	640,355	801,848	741,058
County Auditor	963,393	1,012,845	1,034,488	1,030,026
Microfilming	379,266	393,987	463,382	471,960
Telecommunications	933,497	894,919	966,038	1,004,039
Human Resources	586,733	635,740	687,447	687,917
County EEO	49,593	57,105	57,500	57,500
Development	489,600	472,947	482,685	488,747
WWTA	-	-	-	2,339,770
Railroad Authority	123,235	125,673	128,767	133,730
Capital Outlay	3,305,051	3,178,952	5,776,635	3,073,749
Other	2,204,224	1,478,542	1,434,399	887,066
	\$ 20,143,684	\$ 18,662,857	\$ 23,556,353	\$ 21,221,332
Authorized Positions	76.5	74.5	74.5	106.5

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 costs of utilities for the City/Hamilton County DRC are also budgeted here.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Development Resource Center	\$ 117,864	\$ 126,218	\$ 155,000	\$ 125,988
Telephone	8,070	9,841	10,278	10,588
Electricity	1,328,299	1,237,459	1,182,408	1,304,030
Water	291,146	284,624	329,020	321,821
Gas	242,549	228,204	320,294	230,021
Miscellaneous Purchas Svs	692	-	-	-
Internet Service	1,794	2,712	3,000	7,552
Total Expenditures	\$ 1,990,414	\$ 1,889,058	\$ 2,000,000	\$ 2,000,000

Insurance – 2930

FUNCTION

The insurance program, administered by the Department of Financial Management, 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 2012	Actual 2013	Budget 2014	Budget 2015
Operations	\$ 133,807	\$ 152,224	\$ 223,943	\$ 208,000
Total Expenditures	\$ 133,807	\$ 152,224	\$ 223,943	\$ 208,000

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. The Financial Management Department, in cooperation with the County Attorney's office, administers the self-insurance program.

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 31,501	\$ 94,788	\$ 200,000	\$ 475,000
Employee Benefits	327,726	22,092	929,468	1,145,399
Operations	1,742,737	2,504,562	2,628,295	712,941
Total Expenditures	\$ 2,101,964	\$ 2,621,442	\$ 3,757,763	\$ 2,333,340

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 2012	Actual 2013	Budget 2014	Budget 2015
Operations	\$ 4,056,530	\$ 2,944,411	\$ 3,345,000	\$ 3,325,000
Total Expenditures	\$ 4,056,530	\$ 2,944,411	\$ 3,345,000	\$ 3,325,000

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 2012	Actual 2013	Budget 2014	Budget 2015
Operations	\$ 172,543	\$ 199,431	\$ 220,000	\$ 204,000
Total Expenditures	\$ 172,543	\$ 199,431	\$ 220,000	\$ 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 430,754	\$ 444,354	\$ 449,677	\$ 460,949
Employee Benefits	153,252	159,128	164,753	177,437
Operations	36,017	30,651	74,790	74,790
Total Expenditures	\$ 620,023	\$ 634,133	\$ 689,220	\$ 713,176

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 62 businesses, bringing an additional \$550,673,000 and 7,869 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 and Fitch's rating services. Standard and Poor's credit analyst, James Breeding's analysis of Hamilton County states, "The rating reflects our assessment of the county's diverse and expanding regional economic base, with good income levels and the prospects for significant future growth; very strong financial positions and rapid amortization of existing debt, coupled with limited additional debt plans." 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. Announced beginning of the architect selection process for four (4) new schools at a cost of approximately 48 million dollars from a line of credit. The county will build a new Ganns Middle Valley Elementary school plus build additions to Nolan Elementary and Sale Creek Middle /High school. Additionally the county will build classrooms and a multipurpose addition to Wolftever Creek Elementary School. Completed construction of the new Red Bank Middle and Ooltewah Elementary Schools in time for the opening of the August 2014 school year. Continued progress for the new East Brainerd Elementary School to open in July 2015. Sold the former Ooltewah Elementary site for 2.3 million dollars.
5. 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 Woodbridge who are creating jobs that require a well-trained, skilled, educated work force.
6. 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.
7. 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 455,212 books worth approximately \$4,095,908.

8. 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. As a result of the work of these councils in partnership with Step ONE PHL members and other community resources, over one million dollars in contributions were generated toward infrastructure and other programmatic improvements in selected communities in Hamilton County. 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 is identifying HEAL zones with the information gathered through the assessment and will begin developing a work plan with partners based on evidence based approaches to help residents to live healthier lives.
9. 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.
10. Continued our discount drug program through our partnership with the National Association of Counties, saving residents over 11.5 million dollars since the program's February 2007 inception. The program remains one of NACo's most successful discount drug programs; it is still ranked number three in the nation.





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 Human Resources and Development Departments, 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 225,607	\$ 220,548	\$ 251,082	\$ 267,662
Employee Benefits	91,123	86,426	104,169	114,544
Operations	11,082	43,959	16,520	16,520
Total Expenditures	\$ 327,812	\$ 350,933	\$ 371,771	\$ 398,726

Authorized Positions **3** **3** **3** **3**

Human Resources:

- To assist departments in the employee recruitment and selection process
- To provide a competitive yet fiscally conservative fringe benefits package for County employees
- To conduct an equitable market survey of employee classification and compensation
- To provide employee training and employee recognition programs
- To ensure compliance with all Federal, State, and local laws and regulations
- To recommend changes in policies, practices, and systems when needed

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, financial reimbursements to funding sources 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 for 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 316,915	\$ 309,283	\$ 345,735	\$ 345,211
Employee Benefits	145,854	164,091	200,619	234,447
Operations	143,441	166,981	255,494	161,400
Total Expenditures	\$ 606,210	\$ 640,355	\$ 801,848	\$ 741,058

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 preserves and enhances the quality of life and economic prosperity for Hamilton County.

PROGRAM ACCOMPLISHMENTS

1. Approved funding to replace East Brainerd Elementary School, estimated completion date August 2015
2. Approved funding to replace Ganns Middle Valley Elementary School, estimated completion date August 2016
3. Approved funding for an addition at Nolan Elementary School, estimated completion date December 2015
4. Approved funding for an addition at Wolftever Elementary School, estimated completion date December 2015
5. Approved funding for addition for Sale Creek Middle/High School, estimated completion date June 2016

PROGRAM COMMENTS

The County Commission is promoting effective government through responsive policy directions and leadership and has endeavored to meet the current and future needs of the County. This has been accomplished by attracting new industries to the area in full or partial funding of projects such as the development of the old Volunteer Army Ammunition Plant property (Enterprise South), the Riverport, Riverpark development, several industrial parks, the Max Finley Stadium, the expansion of the Trade Center, and the building of numerous recreational facilities including North Shore/Coolidge Park. The County Commission has provided funding for the building of numerous fire halls throughout the County and fully funds a countywide ambulance service. The Commission has also provided funding for several new schools currently under construction and has funded several school renovations and additions. The challenge for the County Commission in the future will be to complete the recommendations of the Site and Facilities Task Force.

County Auditor – 3015

FUNCTION

To perform various audits of departments, offices, agencies, programs, etc., which operate under the auspices of the 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 the Hamilton County Government and its constituents.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 669,053	\$ 711,947	\$ 699,189	\$ 674,875
Employee Benefits	255,416	266,148	283,799	303,651
Operations	38,924	34,750	51,500	51,500
Total Expenditures by type	\$ 963,393	\$ 1,012,845	\$ 1,034,488	\$ 1,030,026

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 375,450	\$ 403,290	\$ 392,032	\$ 381,123
Employee Benefits	160,045	168,865	192,506	204,885
Operations	51,238	63,585	102,909	101,909
Total Expenditures	\$ 586,733	\$ 635,740	\$ 687,447	\$ 687,917

Authorized Positions	10	8	8	8
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PERFORMANCE OBJECTIVES

1. To assist departments in the employee recruitment and selection process
2. To provide a competitive yet fiscally conservative fringe benefits package for County employees
3. To conduct an equitable market survey of employee classification and compensation
4. To provide employee training and employee recognition programs
5. To ensure compliance with all Federal, State and Local laws and regulations
6. To recommend changes in policies, practices and systems when needed
7. To provide healthy programs and services to improve the lives of Hamilton County employees

PERFORMANCE ACCOMPLISHMENTS

1. Continued support of employees through training
2. Implementation of healthy programs and services for Hamilton County employees through the Pharmacy and Clinic
3. Consistent evaluation of employee benefits to provide the best offerings to employees
4. Employee appreciation luncheon

FOCUS ON THE FINEST WINNER

2012 MVP Award

Anne Runyan – Human Resources Training Specialist





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 all of 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 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 2012	Actual 2013	Budget 2014	Budget 2015
Operations	\$ 49,593	\$ 57,105	\$ 57,500	\$ 57,500
Total Expenditures	\$ 49,593	\$ 57,105	\$ 57,500	\$ 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

1. Reached a timely resolution to 100% of complaints
2. Provided harassment and discrimination training to County workforce
3. Maintained the Hamilton County's EEO and Title VI websites
4. Chaired EEO/Title VI Compliance Committees

PERFORMANCE ACCOMPLISHMENTS

The Development Department currently manages 20 grants and match for a total of \$20,683,211.

2014 - 2015 Fiscal Year: Active Grants

<u>Development Grant</u>	<u>Amount *</u>	<u>SETDD Workforce **</u>	<u>Amount</u>
CEG Technology V	\$ 380,000	2012 - 2014 Adult	\$ 1,234,521
Domestic Violence	258,564	2012 - 2014 DSLWK	786,027
Drug Court	425,000	2013 - 2015 Youth	1,342,444
Emergency Management	296,000	2013 - 2015 Adult	33,608
Equestrian Trails (LPRF)	460,000	2013 - 2015 DSLWK	177,086
Fixed Nuclear Planner	252,037	2013 - 2015 DSLWK	1,666,640
Homeland Security 2013	148,563	2013 - 2015 Adult	1,268,330
Litter Grant	354,131		
National Park Service	48,425		
Safe Haven	380,057		
TN Riverwalk Extension	11,171,835		
Title XX	330,000		
Urban League	50,000		
GRANT TOTALS	\$ 14,554,612	WORKFORCE TOTALS	\$ 6,508,656

* Total amount includes all grant and matching funds

** Hamilton County awarded grants with the Southeast Tennessee Development District's (SETDD) 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 of existing or for the 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; and 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 area 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. Develop and update Standard Details & Specifications for the construction of sanitary sewers.
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. Provide a 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. Update the RFQ for Master Plumbers to continue or enter into the PSLP programs to address WWTA customers' service lateral emergencies.
9. Continue to educate our customer base regarding the fats, oil and grease (FOG) program.
10. Define policies and procedures for financial guidance and stability.
11. Develop Supervisory Control and Data Acquisition Program (SCADA) for pump station sites.
12. Establish Management, Operations, and Maintenance (MOM) Program to meet guidelines and report annually to Environmental Protection Agency (EPA).
13. Develop WWTA Sewer Billing Policies and Procedures.
14. Provide customer service for the third party billing vendor and review sewer bills of the Tennessee American Water (TAW) Sewer Customers.
15. Provide customer service to sewer customers for leak adjustments.
16. Implement a revised work/asset management program through Cityworks and GIS data and create a user friendly work order system.
17. Improve, implement, and continually update the WWTA website
18. Schedule the WWTA Committee and Board meetings in accordance to the WWTA By-Laws.
19. Serve Public Notice and create the agenda for the WWTA Board Meeting.
20. Serve Public Notice, create the agendas, and implement resulting Consent Calendar for the WWTA Committee Meetings.
21. Purchase, train, and implement the WWTA Informational Program to transmit documents via iPads to the WWTA Board and Attorney electronically that are related to the operation of the WWTA.
22. Implement the services of debt collection agencies for sewer billing.
23. Develop the requirements for engineering firms to be pre-qualified to provide engineering services for the WWTA.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ -	\$ -	\$ -	\$ 1,352,053
Employee Benefits	-	-	-	685,917
Operations	-	-	-	301,800
Total Expenditures	\$ -	\$ -	\$ -	\$ 2,339,770

Authorized Positions - - - **32**

PERFORMANCE OBJECTIVES

1. To provide all services required for the operation and maintenance of the WWTA's sanitary sewer system in accordance with governing State and Federal regulations while taking our customer's concerns and needs into consideration.
2. To issue permits for the unincorporated area 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.
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 add additional Master Plumbers to the PSLP.
8. To continue managing the programs for master plumbers dealing with the PSLP emergencies.
9. To implement and administer Service Lateral Program (SLP).
10. To obtain required service lateral easements for the SLP.
11. To review and resolve customer issues related to sewer billing.
12. To provide asset management reports and work orders from Cityworks
13. To meet the objective goals of the MOM Program to meet EPA Guidelines.
14. To conduct meetings of the WWTA that are in compliance with the By-Laws
15. To provide delinquent customer information to the collection agencies for collection.
16. To provide an annual method for engineering firms that want to be pre-qualified for services to the WWTA

PERFORMANCE ACCOMPLISHMENTS

1. Improved billing procedures of ENCO Utility Services and Tennessee American Water that directly affect the sewer customers.
2. 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.
3. Engineering firms are re-submitting the required documentation to be pre-qualified to provide engineering services for the WWTA.
4. Obtained required easements for Year 2 of the SLP.
5. Implemented contracts for Year 2 of the SLP.
6. Implemented monthly progress meeting 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.
7. Implemented monthly progress meeting for the master plumbers in the PSLP to address customer emergencies.
8. Implemented 1.) asset management reports and work orders; and 2.) the Cityworks program, to provide forms that will work with the County GIS Department.
9. Created a data spread sheet to calculate leak adjustments.
10. Signed contracts for debt collection agencies
11. Provide Consent Calendar at Board Meetings.
12. Implemented the WWTA Board and Attorney training with IT for the WWTA Informational Program to transmit documents via iPad.
13. Implemented the sewer billing payment arrangement procedure.
14. Updated the Sewer Overflow Response Plan (SORP) of the MOMs Program to meet EPA Guidelines.

FOCUS ON THE FINEST WINNER

2012 MVP Award

Steven A. Wright – Wastewater Specialist



Railroad Authority – 3099

FUNCTION

The Hamilton County Railroad Authority was established by the County Commission in February 2001. The Authority's purpose is to provide a variety of services in support of railroad transportation in Hamilton County.

The Authority provides direct oversight of the jointly owned (with the City of Chattanooga) railroad network at Enterprise South Industrial Park. This twenty-mile network, with access to two major railroad carriers, is an important factor in attracting major manufacturers to the Park.

The Authority provides for the distribution of railroad rehabilitation funds from the Tennessee Department of Transportation to local shortline railroads. These railroads provide important connections from shippers to the major railroads in Chattanooga. The Authority also assists industries, government agencies and local citizens with issues related to railroads including grade crossing improvements, site selection, railroad siding additions or improvements, and real estate transactions.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 82,624	\$ 84,866	\$ 84,913	\$ 87,094
Employee Benefits	34,123	35,629	37,129	40,241
Operations	6,488	5,178	6,725	6,395
Total Expenditures	\$ 123,235	\$ 125,673	\$ 128,767	\$ 133,730

Authorized Positions	1	1	1	1
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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 2012	Actual 2013	Budget 2014	Budget 2015
Medical Examiner	\$ -	\$ -	\$ 43,187	\$ 2,920
County Clerk	126	-	2,100	3,000
Assessor of Property	18,500	18,500	39,000	61,500
Election Commission	-	29,654	35,000	-
Criminal Court Clerk	-	-	15,789	4,789
Sheriff	885,979	400,720	1,323,590	796,555
Juvenile Court Clerk	62,226	-	-	19,900
Register Computer Fees	-	-	8,000	-
Juvenile Court Judge	27,639	-	13,500	8,337
Juvenile Court Detention Unit	8,675	-	4,500	13,500
County Attorney	-	-	3,600	4,000
County Board of Commissioners	845,077	950,488	1,575,798	-
County Auditor	1,295	2,322	2,200	1,230
Microfilming	3,762	1,077	18,000	6,010
Telecommunications	272,642	47,778	45,700	34,375
Human Resources	378	-	-	800
Accounting	3,419	3,203	3,300	3,030
Financial Management	1,295	-	-	1,010
Information Technology Services	153,935	153,028	665,000	400,000
Purchasing	2,241	990	3,400	-
Geographic Information System	8,089	56,953	443,499	23,500
Building Inspection	24,131	21,685	28,200	26,000
Security Services	-	-	34,400	45,600
Engineering	2,275	11,700	7,250	7,250
Highway	45,221	48,134	45,000	53,000
Recycling	-	-	-	26,010
Maintenance	-	44,616	75,000	22,000
Emergency Services	23,214	32,759	111,600	114,800
Recreation	25,000	20,000	54,500	68,500
Ross's Landing	-	-	-	-
Riverpark	46,000	24,000	168,000	56,000
Comm Corrections - Misdemeanor	-	-	-	20,000
Litter Grant	55,780	-	-	-
Haz Mat Team	12,306	15,446	19,000	19,000
Tri-Community Fire Department	39,330	39,330	39,330	39,330
Dallas Bay Fire Department	34,155	34,155	34,155	34,155
Mowbray Fire Department	15,525	15,525	15,525	15,525
Chattanooga/Hamilton Co. Rescue	10,350	10,350	10,350	10,350
Highway 58 Volunteer Fire Dept.	36,743	36,743	36,743	36,743
Sequoyah Fire Department	18,113	18,113	18,113	18,113

Departments	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Walden's Ridge Fire Department	28,980	28,980	28,980	28,980
Sale Creek Fire Department	31,568	31,568	31,568	31,568
Hamilton County Marine Rescue	10,350	10,350	10,350	10,350
Hamilton County Stars	10,350	10,350	10,350	10,350
Flattop Volunteer Fire Dept.	12,938	12,938	12,938	12,938
Enterprise South Industrial Park	22,000	-	53,000	8,000
Fortwood Center	50,000	50,000	-	-
Health Administration	-	-	-	40,000
Health Maintenance	17,754	(1,284)	48,000	-
Environmental Health	1,903	26,805	8,800	-
Statistics	-	-	-	7,600
Health Promo & Wellness	-	-	2,200	-
Dental Health	4,322	(1,841)	3,750	-
Family Planning	-	-	1,670	-
Nursing Administration	-	-	5,000	5,000
Family Health / Pediatric	-	-	19,500	-
Project Hug-State	-	-	1,100	-
County Wellness Center	-	3,569	-	-
Family Health / Adult	-	-	4,400	2,000
Ooltewah Clinic	-	-	24,560	-
Sequoyah Clinic	-	-	19,500	2,500
Chest Clinic/Epidemiology	-	-	7,700	-
STD Clinic	2,190	-	6,600	-
Community Assessment/Planning	-	-	-	1,231
Emergency Medical Services	429,275	970,248	523,940	895,000
Water Quality Program	-	-	10,400	21,400
Total Expenditures by type	\$ 3,305,051	\$ 3,178,952	\$ 5,776,635	\$ 3,073,749

PROGRAM COMMENTS

Of the budgeted \$3,073,749 capital outlay budget for FY 2015, items over \$100,000 are highlighted as follows:

Information Technology Services – The appropriation provides funding for the purchase of servers, network and video conferencing equipment. In addition, licenses for exchange server upgrades will be purchased.

Emergency Services – The appropriation provides for radio transmitters, computer replacements, office furniture, vehicle replacement, portable generators, fire training equipment, and projectors.

Emergency Medical Services (EMS) – The appropriation for EMS provides funds for five new ambulances, replacement of one supply delivery vehicle, two remounts for ambulances, four Lifepak 12 cardiac monitors, stretchers and back boards, protective clothing, training equipment, computers, and station furniture.

The Sheriff's Department 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 Department within the budget parameters.

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

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

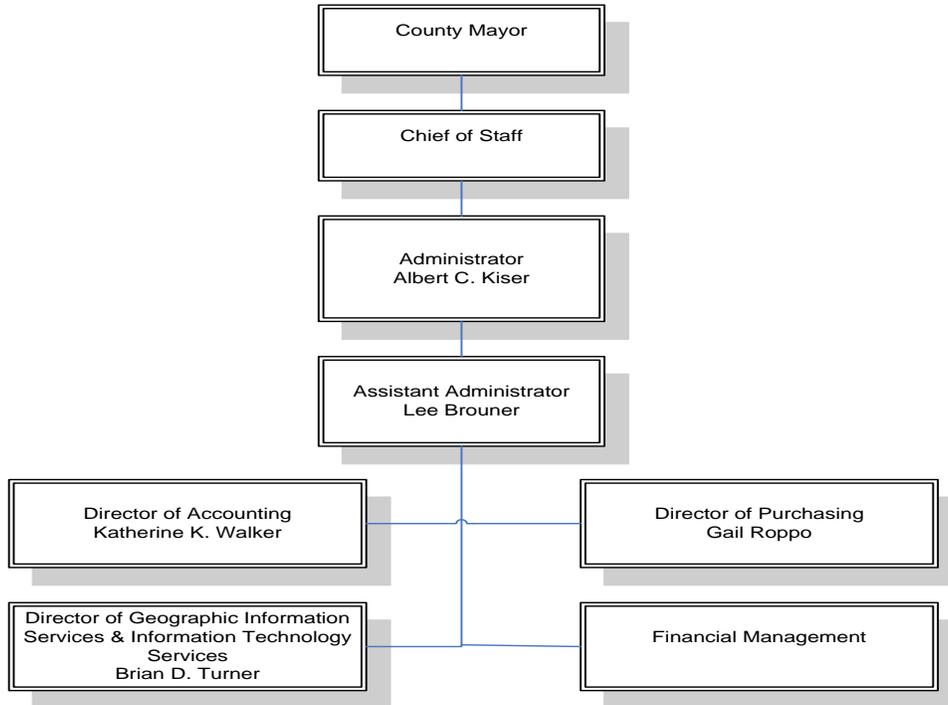
FUNCTION

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.
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 drivers license.
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.
5. TCSA and NACO Dues – These amounts represent annual dues for membership in the Tennessee County Services Association and the National Association of Counties.
6. Indigent Care – A program to ensure that all Hamilton County residents who qualify for financial assistance with their medical bills at Erlanger are treated fairly and receive this assistance in a manner that will allow them to get the necessary treatment and to maintain the health of all County residents. This program was terminated at the end of FY 11.

Departments	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Representative to General Assembly	\$ 6,246	\$ 20,385	\$ 20,000	\$ 20,000
Americans with Disabilities Act	70	-	1,000	1,000
Drug & Alcohol Testing Program	8,927	7,766	10,500	10,500
Employee Assistance Program	23,803	21,610	23,300	23,300
TCSA Dues	9,937	9,937	9,937	9,937
NACO Dues	6,419	6,419	6,729	6,729
CDBG Water Lines- Mowbray	444,747	-	-	-
Regional Planning Grant	-	166,666	167,333	-
THDA - Disaster Recovery Program	370,793	147,140	-	-
Drug Court	515,571	374,867	425,000	-
Indigent Care	21,692	-	-	-
CCC - Certified Cost Reimbursement	796,019	723,752	770,600	815,600
	\$ 2,204,224	\$ 1,478,542	\$ 1,434,399	\$ 887,066

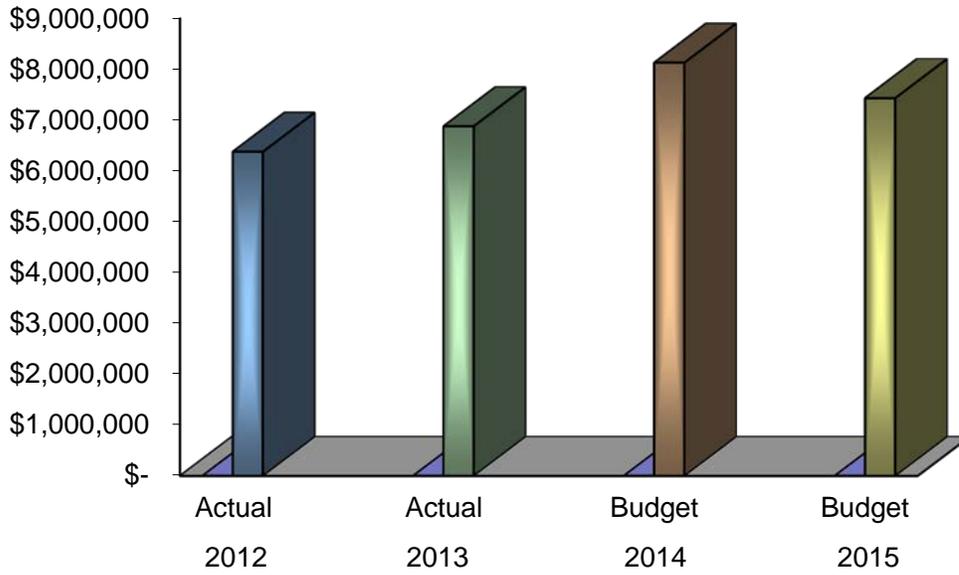
Finance Division

This division encompasses the fiduciary aspects of Hamilton County Government. Located here are the Finance Administrator, Accounting, Financial Management, Purchasing, Information Technology Services and Geographic Information Systems.

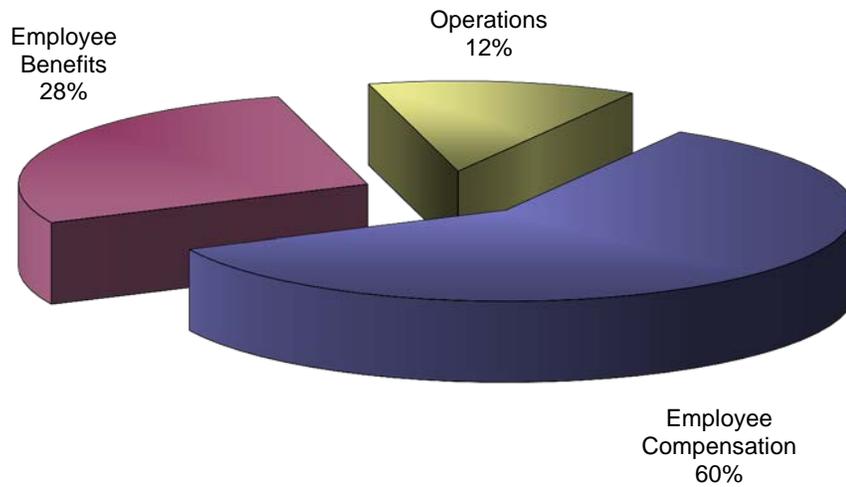


Front Row: Gail Roppo, Kathy Walker
Back Row: Brian Turner, Albert Kiser, Lee Brouner

Finance Expenditures



FY 2015 Expenditures by Type



Finance Division Expenditures by Departments

Departments	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Finance Administrator	\$ 237,902	\$ 243,689	\$ 253,102	\$ 269,148
Accounting	1,788,226	1,924,194	1,927,556	1,985,326
Financial Management	420,511	453,633	486,665	519,441
Information Technology Services	2,699,124	2,891,072	3,503,740	3,254,599
Purchasing	387,774	444,768	490,931	514,457
Geographic Information Systems	846,450	923,401	1,471,272	893,760
	\$ 6,379,987	\$ 6,880,757	\$ 8,133,266	\$ 7,436,731

Authorized Positions	79	80	80	80
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Finance Administrator – 3100

FUNCTION

The Finance Administrator is responsible for managing all of the County's financial affairs. He maintains a current knowledge of financial and management practices and legislation in order to give sound advice and guidance to the County Mayor, County Commission, division administrators and department directors. He provides support to County management for making financial decisions necessary to properly manage the County's resources. The Finance Administrator manages the Finance Division by supervising the directors of five departments: Accounting, Financial Management, Purchasing, Information Technology Services and Geographic Information Systems. These departments provide all financial and computer services to Hamilton County Government. This office is responsible for developing and controlling the County's budget of \$672.5 million dollars; manages the County's investment portfolio; and serves as the technical expert on bond issues.

PERFORMANCE GOALS

1. Protect the County's excellent bond rating and maintain a strong financial position
2. Present a balanced, realistic budget to the County Mayor and County Commission while 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 166,848	\$ 171,239	\$ 171,251	\$ 180,514
Employee Benefits	63,297	65,951	68,151	74,934
Operations	7,757	6,499	13,700	13,700
Total Expenditures	\$ 237,902	\$ 243,689	\$ 253,102	\$ 269,148

Authorized Positions	2	2	2	2
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PERFORMANCE OBJECTIVES

1. Maintain or upgrade the County's bond rating from Standard and Poor's, Moody's and Fitch Investors Services
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	Projected	Estimated
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Standard and Poors	AAA	AAA	AAA	AAA
Bond Rating - Moody's	Aaa	Aaa	Aaa	Aaa
Bond Rating - Fitch	AAA	AAA	AAA	AAA
General Obligation Commercial Paper - Moody's	P-1	P-1	P-1	**
General Obligation Commercial Paper - Fitch	F1+	F1+	F1+	**

** Commercial Paper was paid in full in April 2014

Goal # 2

Has presented a workable, balanced budget each year and maintains a healthy general fund balance 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 certificates of deposit and government securities.

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

Goal # 4

In FY 2014 the CAFR and the CABR were prepared and submitted to the GFOA Awards Program. 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 1,100,625	\$ 1,186,269	\$ 1,149,822	\$ 1,167,328
Employee Benefits	460,843	513,350	546,434	575,699
Operations	226,758	224,575	231,300	242,299
Total Expenditures	\$ 1,788,226	\$ 1,924,194	\$ 1,927,556	\$ 1,985,326

Authorized Positions	25	24	24	24
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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 2012	Actual 2013	Projected 2014	Estimated 2015
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.

PERFORMANCE ACCOMPLISHMENTS

Goals # 1a, # 1b and # 1c

	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Estimated 2015</u>
Number of OJI claims reported	151	150	209	196
Number of Liability claims reported	132	123	123	131
Total dollars incurred	\$722,594	\$671,798	\$715,219	\$675,727
Workplace Safety Violations	0	7	0	6

Goal # 2a, # 2b, # 2c and # 2d

	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Estimated 2015</u>
Provide hands on training to departments	Complete	Complete	Complete	Complete
Provide technical assistance to budget staff within 24 hours of request	n/a	n/a	n/a	100%
Analyze department budget requests	100%	100%	100%	100%
Prepare budget documents for upper management review	Complete	Complete	Complete	Complete

Goal # 3

	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Estimated 2015</u>
Submit CABR to GFOA within 90 days	Extension	Extension	Accomplished	Accomplished
Received GFOA Distinguished Budget Award	Accomplished	Accomplished	Accomplished	Accomplished

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 1,688,397	\$ 1,765,808	\$ 2,087,251	\$ 1,954,457
Employee Benefits	747,222	796,836	905,364	\$ 899,892
Operations	263,505	328,428	511,125	\$ 400,250
Total Expenditures	\$ 2,699,124	\$ 2,891,072	\$ 3,503,740	\$ 3,254,599

Authorized Positions	31	32	32	32
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PERFORMANCE OBJECTIVES

1. Replace OnBase with an in-house developed document management system for the Health Department
2. Develop a surplus inventory system for Purchasing
3. Install the pharmacy system for Homeless Health
4. Upgrade the Exchange system from Exchange 2003 to Exchange 2010
5. Provide Wi-Fi for 10 County buildings, both secure network and guest
6. Implement a video conference system that complements what already exists
7. Activate Recovery Center and begin to use it for remote support

PERFORMANCE ACCOMPLISHMENTS

1. Installed and configured a new Cisco core switch
2. Completed development and implementation of Juvenile Court Management System including a complete in-house developed document management system.
3. Rebuilt the Juvenile Court network, new high speed data connection, new network controllers in both locations, wireless for business use, cameras, and door access control
4. Implemented the Electronic Resolution Package for the whole County

FOCUS ON THE FINEST WINNER

2013 Educational Achievement Recognition

Peter Gagliardi – Network Specialist

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. Upgrade and add functionality to the internet mapping website for the general public.
2. Continue to stay current with the latest GIS technology.
3. Provide GIS users with the ability to use street data for routing applications.
4. Continue to improve the master addressing layer that contains addresses for each dwelling in Hamilton County.
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. Work with the State of Tennessee GIS to obtain a grant for the production of LiDAR in Hamilton County.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 482,132	\$ 490,087	\$ 510,048	\$ 518,044
Employee Benefits	173,126	177,436	207,653	222,951
Operations	191,192	255,878	753,571	152,765
Total Expenditures	\$ 846,450	\$ 923,401	\$ 1,471,272	\$ 893,760

Authorized Positions	11	11	11	11
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PERFORMANCE OBJECTIVES

1. Upgrade the GISMO site to the latest software technology.
2. Install and configure latest version of Esri software for the server, desktop and web GIS users.
3. Acquire the necessary data elements to create a routable street layer by the end of this fiscal year.
4. Develop an election mapping app and a parks and recreation locator mapping app.
5. Develop an application to replace outdated SARS program.
6. Provide technical expertise to RPA for upgrading a zoning application currently hosted on our server.

PERFORMANCE ACCOMPLISHMENTS

1. Developed an HTML5 mapping application that can be used on smartphones and tablets.
2. Moved current Civil War site to HTML5 to be used on smartphones and tablets.
3. Entered into a contract with GeoComm to field verify every address in the County.
4. Integrated Cityworks Server 2013 into WWTA's everyday business process.
5. In 2013, we received and completed over 700 map requests.

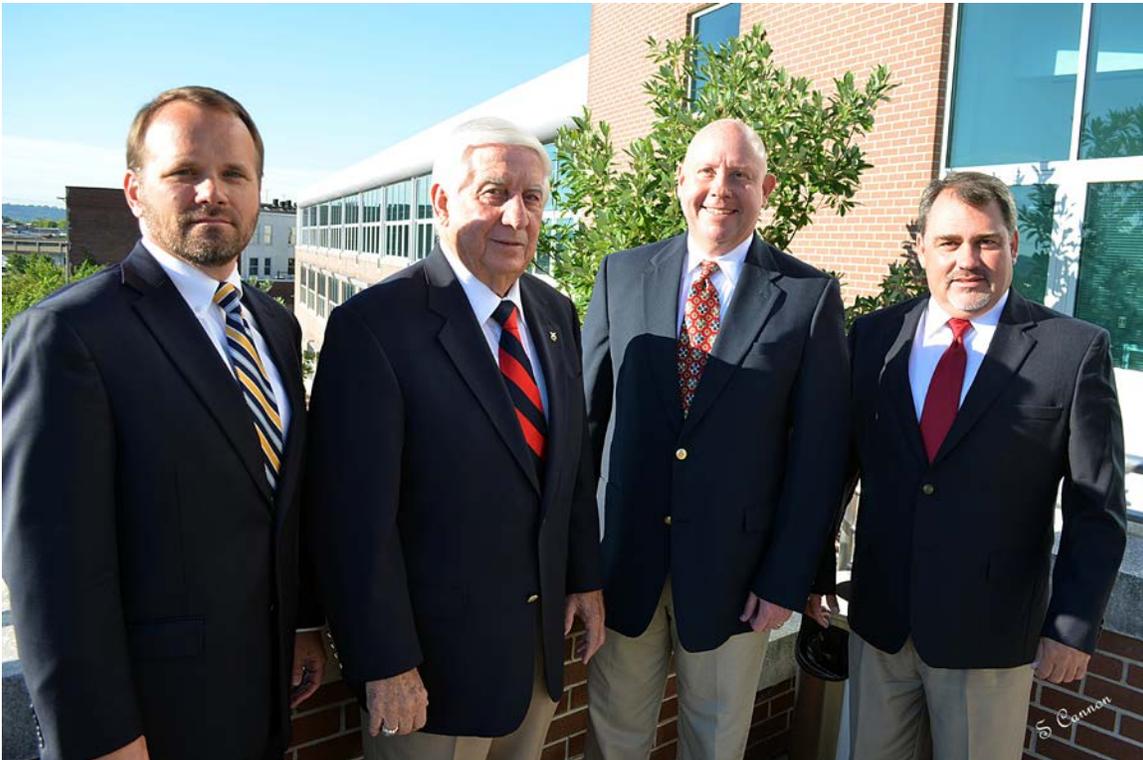
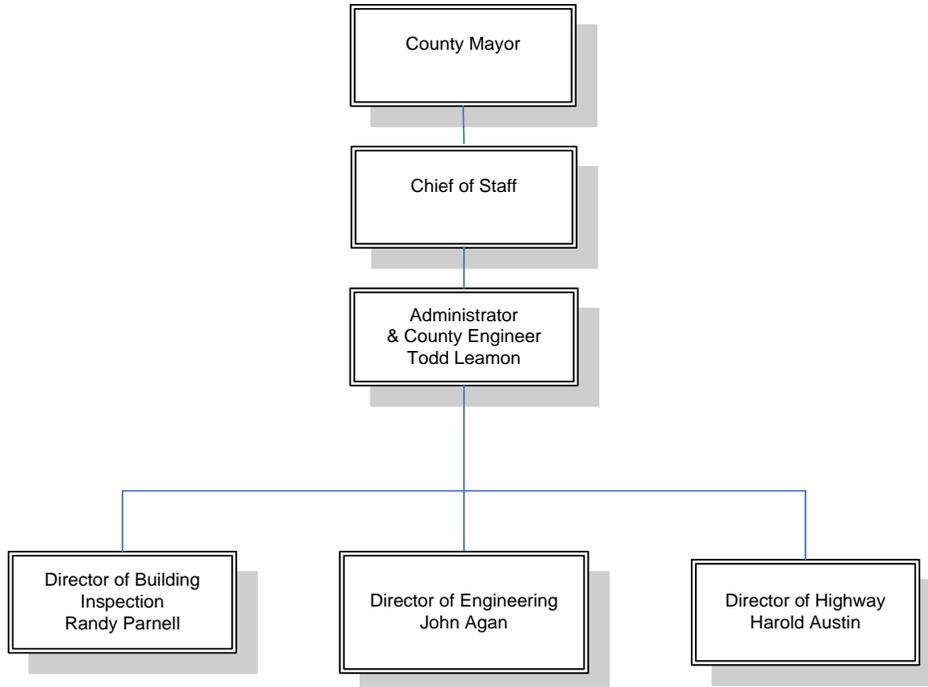
FOCUS ON THE FINEST WINNER

2013 MVP Award

Amy Tallis – GIS Technician

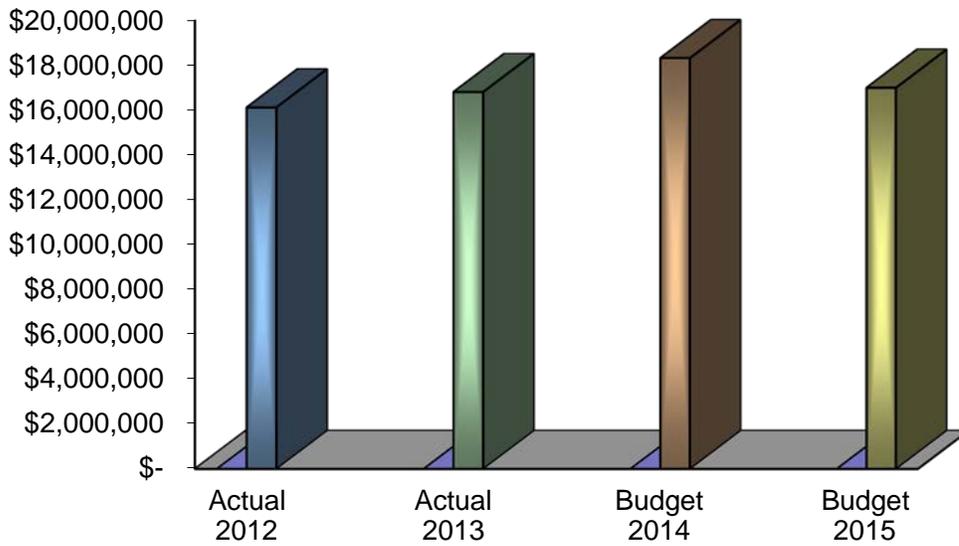
Public Works Division

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

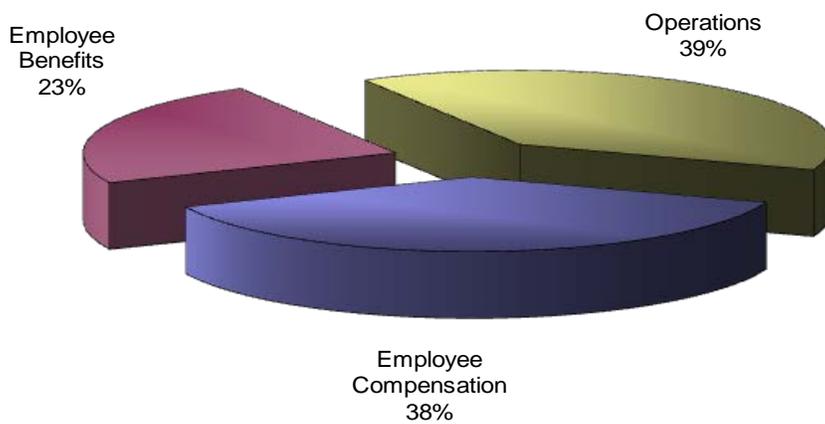


Left to right: Todd Leamon, Harold Austin, John Agan, Randy Parnell

Public Works Division Expenditures



FY 2015 Expenditures by Type



Public Works Division Expenditures by Departments

Departments	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Public Works Administrator	\$ 214,986	\$ 198,851	\$ 242,720	\$ 244,216
Building Inspection	976,285	948,568	1,120,532	1,165,627
Custodial / Security Service	1,885,087	1,999,670	1,915,543	1,931,301
Security Services	743,175	848,799	1,078,826	1,070,167
Traffic Shop	397,897	420,510	420,716	423,939
Real Property	304,611	318,342	347,047	360,024
Engineering	1,222,902	1,238,375	1,175,808	1,235,605
Highway	5,549,829	5,769,428	6,484,116	7,285,932
PLM I Shop	294,156	269,898	254,283	272,817
PLM II Shop	71,436	84,977	138,370	145,517
PLM III Shop	876,036	863,863	906,022	948,802
Stockroom	450,282	410,078	374,901	381,238
Recycling	140,518	144,424	195,107	239,361
Spring Creek Transfer	32,632	-	-	-
Sequoyah Transfer	262,595	261,797	274,752	284,302
Waste Tire Program	295,482	300,652	312,600	312,600
WWTA	1,872,966	2,150,337	2,394,971	-
Stormwater-Phase II	543,621	593,683	698,796	709,880
	\$ 16,134,496	\$ 16,822,252	\$ 18,335,110	\$ 17,011,328

Authorized Positions	206.13	207.13	209.13	177.13
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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 license; six (6) classifications of electrical license; two (2) classifications of gas license; and two (2) classifications of mechanical license.

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, 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 Service – 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 and 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 237,658	\$ 237,929	\$ 247,711	\$ 250,301
Employee Benefits	149,558	155,646	180,062	183,730
Operations	1,497,871	1,606,095	1,487,770	1,497,270
Total Expenditures	\$ 1,885,087	\$ 1,999,670	\$ 1,915,543	\$ 1,931,301

Authorized Positions	9	8	8	8
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FOCUS ON THE FINEST WINNER

2012 MVP Award

Marcus Smith – Building and Grounds Custodian



PERFORMANCE ACCOMPLISHMENTS

Since the Real Property Office was established in 1981 there have been 2,489 parcels of unused public property returned to the tax rolls producing over \$6.7 million in sales revenue through the sale of surplus and back-tax property. There were 77 parcels sold for a total of \$297,183 in 2014.

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 the 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 of 2012. The company will provide 30 local jobs by 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 July 2015. Once in operation, the company will provide 300 jobs by 2017.

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.



Engineering – 3212

MISSION STATEMENT

To work efficiently and effectively with other departments, elected officials, organizations and citizens in the successful completion of Hamilton County priorities and projects.

FUNCTION

Provide engineering, inspection and administration services.

SERVICES

Provide engineering design and support; maintain the Hamilton County, Tennessee Master List of Roads and Speed Limits; monitor and program traffic signals, traffic flashers and school flashers; monitor permits; provide construction and inspection support; review and approve subdivision plats; inspect and approve new subdivisions for compliance with the Hamilton County Subdivision Regulations; respond to and investigate drainage complaints; approve and process consultant and contractor invoice payments; provide administrative support.

PERFORMANCE GOALS

1. Provide efficient delivery of survey, design, plan development and construction bid documents for projects
2. Provide technical guidance and support to other departments within Public Works Division and other Divisions
3. Obtain federal and state funding from the Transportation Planning Organization for road and enhancement projects
4. Provide effective administration of architect, engineer and construction contracts for grant funded and non-grant funded projects
5. Provide appropriate response to drainage complaints and problems
6. Monitor construction of new subdivisions to ensure compliance
7. Provide necessary departmental administrative support

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 819,428	\$ 824,469	\$ 758,802	\$ 793,535
Employee Benefits	337,899	345,146	329,706	354,770
Operations	65,575	68,760	87,300	87,300
Total Expenditures	\$ 1,222,902	\$ 1,238,375	\$ 1,175,808	\$ 1,235,605

Authorized Positions 17 17 17 17

PERFORMANCE ACCOMPLISHMENTS

During fiscal year 2014 Engineering Department coordinated the architectural selection process for the design of three fire halls; the emergency repairs to the W-Road; technical support to the Highway Department on design and construction of major culvert replacement in Ooltewah; the continued design and right of way acquisition on four TDOT locally managed road improvement projects; the design, bidding and construction administration on two Parks and Recreation Department building improvement projects; support of the Development Department on three state funded grant applications; technical support to the Chattanooga/Hamilton County Chamber of Commerce on site selection for economic development projects; technical support to Hamilton Department of Education on school site improvements and architect selection for four school projects; design and right of way coordination for the extension of the Tennessee River Walk project; and design and construction administration on the building of an EMS vehicle storage building.

PROGRAM COMMENTS

The Engineering Department has implemented and maintains a 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 plans to implement a user survey to determine “customer satisfaction” from the other Departments that are served.

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. This also includes the maintaining of all right-of-ways owned by the County. Other functions the Highway Department performs include the maintenance of all County-owned vehicles and equipment; the construction of all traffic-related signs; the operating of the transfer station; and the distribution of supplies from the Stockroom. 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.

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. All repair work done on County vehicles is also done in-house so that cost can be minimized for all departments. The goal of the Highway Department is to be as self-sufficient as possible in every way.

The Highway Department has formed a Safety Committee that 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 aware of safety problems and help them 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 2,314,625	\$ 2,226,594	\$ 2,648,021	\$ 2,650,003
Employee Benefits	1,166,083	1,438,902	1,638,515	1,807,379
Operations	2,069,121	2,103,932	2,197,580	2,828,550
Total Expenditures	\$ 5,549,829	\$ 5,769,428	\$ 6,484,116	\$ 7,285,932

Authorized Positions	85	85	85	85
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PERFORMANCE ACCOMPLISHMENTS

The Highway Department put down over 20,000+ tons of hot mix asphalt in the 2014 budget; which included two State Aid jobs.

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.

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 69,473	\$ 79,614	\$ 95,599	\$ 116,697
Employee Benefits	29,822	37,595	43,908	68,613
Operations	41,223	27,215	55,600	54,051
Total Expenditures	\$ 140,518	\$ 144,424	\$ 195,107	\$ 239,361

Authorized Positions	4.13	4.13	4.13	4.13
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Spring Creek Transfer – 3222

FUNCTION

To provide a collection center for waste disposal generated by the City of East Ridge, private collectors and residents of southeastern Hamilton County.

PERFORMANCE GOALS

The primary goal is to operate the solid waste processing facility in an efficient and safe environment. The facility also offers residents an alternative for the disposal of construction materials by accepting these items in specially designated collection bins. The facility has also added additional collection bins for the disposal of scrap metal. Our goal is to eliminate roadside dumping by offering these services.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 8,014	\$ -	\$ -	\$ -
Employee Benefits	4,053	-	-	-
Operations	20,565	-	-	-
Total Expenditures	\$ 32,632	\$ -	\$ -	\$ -

Authorized Positions - - - -

PROGRAM COMMENTS

This organization was closed at the end of FY 2011.

Sequoyah Transfer – 3223

FUNCTION

To provide a collection center for waste disposal generated by the private collectors and residents of northeast Hamilton County.

PERFORMANCE GOALS

The primary goal is to operate the solid waste processing facility in an efficient and safe environment. The facility also offers residents an alternative for the disposal of construction materials and scrap metal by accepting these items in specially designated collection bins. Our goal is to eliminate roadside dumping by offering these services.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 95,395	\$ 98,420	\$ 95,260	\$ 97,784
Employee Benefits	65,074	68,709	71,242	78,569
Operations	102,126	94,668	108,250	107,949
Total Expenditures	\$ 262,595	\$ 261,797	\$ 274,752	\$ 284,302

Authorized Positions 3 3 3 3

PROGRAM COMMENTS

Sequoyah Transfer Station is located in Soddy Daisy and processes solid waste from private collectors and area residents. Estimated revenue is \$120,000 annually. The transfer station makes every effort to operate within the current guidelines and regulations set forth by the Tennessee Division of Solid Waste Management.

Waste Tire Program – 3225

FUNCTION

To provide, manage, and monitor Waste Tire Recycling services for Hamilton County automobile dealers and citizens in accordance with applicable Federal, state and local laws, rules and regulations. To operate the Waste Tire Recovery Center; to coordinate material transportation; and ensure that tires collected are processed for beneficial end use.

PERFORMANCE GOALS

1. To facilitate collection of waste tires from Hamilton County tire dealers and citizens, and post data on TireTracks program management tool
2. To oversee transportation and certified end user contractor(s)
3. To create required reports for the State
4. Oversee safety, maintenance and cleanliness of center

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Operations	\$ 295,482	\$ 300,652	\$ 312,600	\$ 312,600
Total Expenditures	\$ 295,482	\$ 300,652	\$ 312,600	\$ 312,600



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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 1,144,751	\$ 1,121,085	\$ 1,399,439	\$ -
Employee Benefits	513,002	573,101	693,732	-
Operations	215,213	456,151	301,800	-
Total Expenditures	\$ 1,872,966	\$ 2,150,337	\$ 2,394,971	\$ -
Authorized Positions	29	30	32	-

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.

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 at 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.

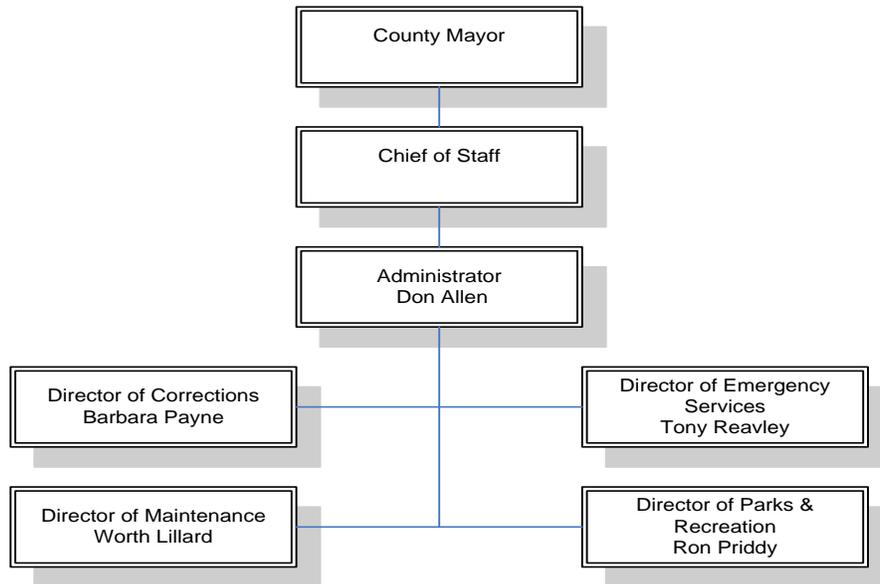
Some of the information compiled in the Program's annual report is listed below:

- Number of outfalls identified in our system 2,254 since the Program began
- During this reporting period, illicit discharges/illegal connections discovered - 20
- Of those illicit discharges/illegal connections that have been discovered or reported, 19 have been eliminated/corrected.
- Active construction sites (disturbing at least one acre) in our jurisdiction during this reporting period - 34. 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 19 Notices of Violation for Construction sites that were found in violation of the Rules and Regulations.



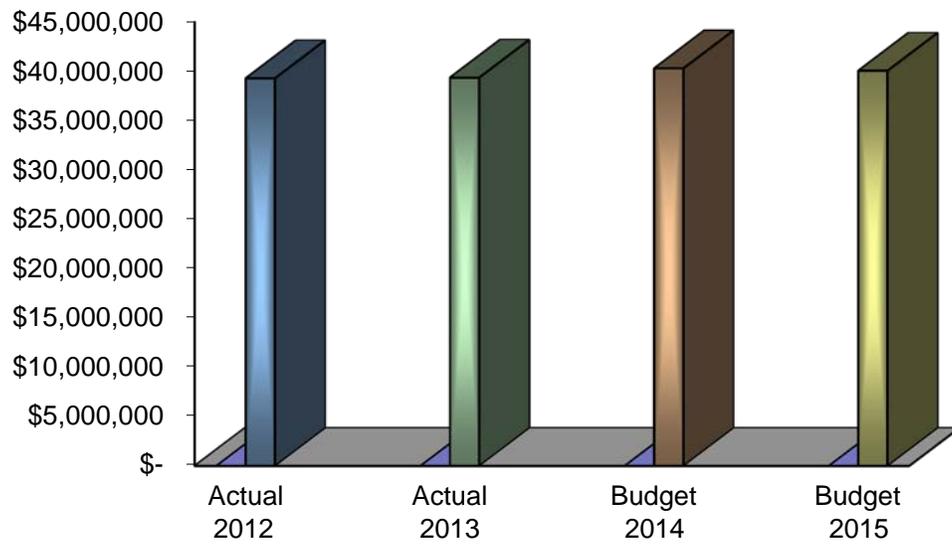
Human Services Division

The division of Human Services includes Emergency Services, Volunteer Services, Corrections, Maintenance, and Recreation that are funded totally or in part by federal, state, and local funds.

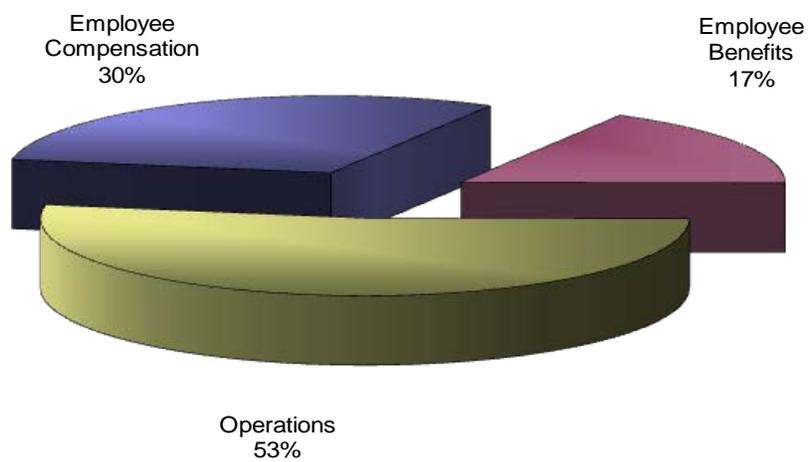


Left to right: Worth Lillard, Tony Reavley, Don Allen, Barbara Payne, Ron Priddy

Human Services Division Expenditures



FY 2015 Expenditures by Type



Human Services Division Expenditures by Departments

Departments	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Human Services Administrator	\$ 196,840	\$ 216,487	\$ 221,078	\$ 228,309
Maintenance	2,726,927	2,842,665	2,970,000	3,090,526
Emergency Services	3,365,816	3,419,475	3,511,013	3,664,753
Recreation	2,719,239	2,777,199	2,928,416	3,051,678
Riverpark Operations	1,921,952	2,128,662	2,199,345	2,329,273
Community Services	263,172	259,344	-	-
Community Corrections Program	277,282	333,209	369,690	372,615
Misdemeanant Community Corrections	559,596	435,330	436,454	444,930
Courts Community Service (Litter Grant)	495,123	507,961	547,865	562,595
Corrections Administration	514,301	545,344	507,380	490,471
Hamilton County Workhouse (CCA)	13,113,139	13,090,883	13,165,148	13,158,197
Workhouse Records	86,444	85,494	99,979	85,052
Corrections Inmates Program	139,925	143,283	151,456	149,482
Misdemeanant Probation	312,643	436,871	439,421	453,903
Enterprise South Nature Park	1,184,149	1,198,150	1,381,353	1,391,537
Emergency Medical Services	8,554,335	8,740,785	8,904,295	9,249,342
Emergency Services - Volunteer Services	178,657	238,415	264,283	242,668
Other Human Services	2,326,516	1,670,610	1,857,299	1,125,418
Welfare Services - Various	392,922	321,076	370,025	-
	\$ 39,328,978	\$ 39,391,243	\$ 40,324,500	\$ 40,090,749
 Authorized Positions	 295.48	 294.89	 291.89	 291.89

Human Services Administrator – 3400

FUNCTION

The Human 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, including Corrections, Emergency Medical Services, Maintenance, Parks and Recreation and Emergency Services/Homeland Security.

PERFORMANCE GOALS

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

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 146,294	\$ 163,029	\$ 163,104	\$ 167,172
Employee Benefits	42,656	48,038	48,824	51,987
Operations	7,890	5,420	9,150	9,150
Total Expenditures	\$ 196,840	\$ 216,487	\$ 221,078	\$ 228,309

Authorized Positions	2	2	2	2
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PERFORMANCE ACCOMPLISHMENTS

The Hamilton County Human Services Division consists of five diverse departments that collectively provide over 200 programs and services to the citizens of Hamilton County, TN. Those departments consist of Corrections, Emergency Medical Services, Maintenance, Parks and Recreation and Emergency Services/Homeland Security.

The Corrections Department, including Community Corrections, Misdemeanor Corrections, and Courts Community Service, 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 217 tons of litter has been collected from Hamilton County roads.

Emergency Services/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 Services/Homeland Security is 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 Services/Homeland Security has been tasked to oversee the Homeland Security Grant processes.

Parks and Recreation maintains facilities and landscapes throughout the County. Enterprise South completed the design for one and one-half miles of woodland walking trail. 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. The McDaniel Building, once a nursing facility, was converted to a usable office space including a pharmacy and new clinic for employees, and has added new restrooms to the front lobby. In addition, Maintenance is building a new backup data room at the south end of the McDaniel building. The Maintenance Department has remodeled and updated the Meadowview Recreation Concession stand. This will be a substantial cost savings to the County and to its employees.

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. The Service continues to maintain a State awarded "Class A" rating for the 25th consecutive year.



Maintenance – 3402

FUNCTION

The primary responsibility of the Department of Maintenance is to provide maintenance for all County-owned buildings and facilities. 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, Volkswagen office complex on Discovery Drive, Recycling Centers, Radio Towers, WWTA Pump Stations, White Oak Complex, Juvenile Court and Detention Unit, Juvenile Child Support Unit, 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 1,312,761	\$ 1,454,356	\$ 1,424,423	\$ 1,456,904
Employee Benefits	691,299	771,155	807,877	895,923
Operations	722,867	617,154	737,700	737,699
Total Expenditures	\$ 2,726,927	\$ 2,842,665	\$ 2,970,000	\$ 3,090,526

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 working for the department including supervision.
2. Roofs are being replaced as needed on County buildings, which includes Firehalls, Medic Stations and Recreation Centers.
3. Continues to maintain the lighting at all County Recreation ballfields, and on all County School beacon lights and County traffic lights
4. Continues to make improvements at the McDaniel Building as needed, which includes the building of the Hamilton County Employee Clinic, a new backup data room at the south end of the building and new restrooms located in the front entrance lobby
5. Built a storage building at the Middle Valley Recreation Center located close to the Recycling Center; also, scoreboard and ballfield lights were wired up on the Children's Football Field
6. Completely remodeled and updated the Meadowview Recreation Center concession stand
7. Continues to encourage the use of local suppliers whenever they meet the County's purchasing rules and regulations

Emergency Services – 3403

FUNCTION

The primary responsibility of Emergency Services 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 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 785,038	\$ 795,171	\$ 762,583	\$ 773,400
Employee Benefits	384,457	402,024	405,858	434,736
Operations	2,196,321	2,222,280	2,342,572	2,456,617
Total Expenditures	\$ 3,365,816	\$ 3,419,475	\$ 3,511,013	\$ 3,664,753

Authorized Positions	21	20	20	20
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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), Incident Command System (ICS) – part of the National Emergency Management System (NIMS) 48 hours.

PERFORMANCE ACCOMPLISHMENTS

1. Eleven Firefighter I Graduates based upon National Fire Protection Association (NFPA) 1001 Standards
2. Twelve Firefighter II Graduates based upon NFPA 1001 Standards.
3. All Hazard Mitigation Plan approved by State (TEMA) and Federal (FEMA) agencies.

Recreation – 3405

FUNCTION

The mission of the Recreation Department is to serve citizens through wholesome recreation programs and well-maintained facilities for all ages, abilities, and interests, and to provide adequate safety training for all employees, while preserving Hamilton County's natural resources and operating in a financially sound and progressive manner. In addition, developing and maintaining landscape plans for all county-owned industrial parks, ambulance centers, the Forensic Center, and the Hamilton County Courthouse is part of "providing efficient quality services by everyone, every way, everyday."

PERFORMANCE GOALS

1. Maintain high level of citizen satisfaction with programming offered
2. Maintain high level 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

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 1,448,425	\$ 1,412,617	\$ 1,406,238	\$ 1,475,652
Employee Benefits	729,885	765,599	844,190	968,860
Operations	540,929	598,983	677,988	607,166
Total Expenditures	\$ 2,719,239	\$ 2,777,199	\$ 2,928,416	\$ 3,051,678

Authorized Positions	42	39.83	39.83	39.83
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FOCUS ON THE FINEST WINNERS

2012 MVP Award *John Hartman – Parks Maintenance Specialist*

2013 MVP Award *Kent Fairchild – Park Ranger*

Riverpark Operations – 3407

FUNCTION

The mission of the Riverpark, as part of the Recreation Department, is to serve citizens through wholesome recreation programs and well-maintained facilities for all ages, abilities, and interests and to provide adequate safety training for all employees, while preserving Hamilton County's natural resources and operating in a financially sound and progressive manner.

PERFORMANCE GOALS

1. Maintain high level of citizen satisfaction with programming offered
2. Maintain 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

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 1,035,156	\$ 1,093,433	\$ 1,094,841	\$ 1,118,637
Employee Benefits	528,686	581,150	627,254	734,285
Operations	358,110	454,079	477,250	476,351
Total Expenditures	\$ 1,921,952	\$ 2,128,662	\$ 2,199,345	\$ 2,329,273
Authorized Positions	33.13	33.22	33.22	33.22

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 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 112,982	\$ 112,315	\$ -	\$ -
Employee Benefits	63,073	65,142	-	-
Operations	87,117	81,887	-	-
Total Expenditures	\$ 263,172	\$ 259,344	\$ -	\$ -

Authorized Positions	2	3	-	-
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PERFORMANCE OBJECTIVES

1. To utilize performance budgeting techniques, social services best practices, and evidenced 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>2012</u>	Actual <u>2013</u>	Projected <u>2014</u>	Estimated <u>2015</u>
Number Interviewed	335	369	*	*
Number of Households Served	319	351	*	*
Percent Unduplicated Assisted	95%	95%	*	*
Number of Services Provided	403	443	*	*
Utilities	259	285	*	*
Rent / Mortgage	116	128	*	*
Food	21	23	*	*
Prescriptions	6	7	*	*
Other	1	1	*	*
Services per Household	1.26	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 Board of Probation and Parole.

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 160,553	\$ 196,504	\$ 215,971	\$ 218,252
Employee Benefits	81,326	103,741	106,805	107,449
Operations	35,403	32,964	46,914	46,914
Total Expenditures	\$ 277,282	\$ 333,209	\$ 369,690	\$ 372,615

Authorized Positions	5.4	5.4	5.4	5.4
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PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Estimated <u>2015</u>
Number of jail days saved	29,814	33,800	32,467	32,000
Collected fees, costs and restitution	\$ 35,436	\$ 41,682	\$ 37,424	\$ 36,000
Total Public Work hours	396	1,288	316	450
Number of Intakes	67	95	84	70
Wages earned by offenders	\$ 562,160	\$ 600,270	\$ 525,897	\$ 570,000

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 356,598	\$ 277,925	\$ 248,356	\$ 253,485
Employee Benefits	154,360	129,793	125,649	128,997
Operations	48,638	27,612	62,449	62,448
Total Expenditures	\$ 559,596	\$ 435,330	\$ 436,454	\$ 444,930

Authorized Positions	7	6.7	6.7	6.7
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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 2012	Actual 2013	Actual 2014	Estimated 2015
Number of jail days saved	28,596	28,747	26,876	28,500
Savings After Costs	\$ 579,328	\$ 718,414	\$ 700,575	\$ 750,930
Collected Supervision Fees	\$ 29,628	\$ 26,646	\$ 25,995	\$ 30,000
Restitution Collected	\$ 4,652	\$ 2,333	\$ 5,826	\$ 6,000

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 292,889	\$ 306,711	\$ 321,944	\$ 329,446
Employee Benefits	94,865	100,370	106,189	113,417
Operations	107,369	100,880	119,732	119,732
Total Expenditures	\$ 495,123	\$ 507,961	\$ 547,865	\$ 562,595

Authorized Positions	9.7	9.7	9.7	9.7
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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 2012	Actual 2013	Actual 2014	Estimated 2015
Collected Contract Revenue & Supervision Fees	\$552,364	\$535,596	\$518,068	\$519,131
Litter Prevention Education \$ Spent	\$38,400	\$37,800	\$32,600	\$32,600
Litter Collection Mileage	9,492	8,850	7,764	8,850
Tons of Litter Collected	289	259	217	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 2012	Actual 2013	Budget 2014	Budget 2015
Operations	\$ 13,113,139	\$ 13,090,883	\$ 13,165,148	\$ 13,158,197
Total Expenditures	\$ 13,113,139	\$ 13,090,883	\$ 13,165,148	\$ 13,158,197

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 56,398	\$ 49,155	\$ 52,570	\$ 53,937
Employee Benefits	24,684	32,616	40,809	24,516
Operations	5,362	3,723	6,600	6,599
Total Expenditures	\$ 86,444	\$ 85,494	\$ 99,979	\$ 85,052

Authorized Positions	2	2	2	2
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PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2012</u>	Actual <u>2013</u>	Projected <u>2014</u>	Estimated <u>2015</u>
State and Federal Revenue Collected	\$2,434,430	\$2,335,928	\$2,728,388	\$2,877,600

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 87,937	\$ 90,347	\$ 90,467	\$ 92,813
Employee Benefits	41,331	43,197	44,809	40,489
Operations	10,657	9,739	16,180	16,180
Total Expenditures	\$ 139,925	\$ 143,283	\$ 151,456	\$ 149,482

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>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Estimated <u>2015</u>
Inmates served in ABE	150	190	207	215
Inmates served in A & D	453	530	523	560
Inmates served in Elective Courses	435	525	581	575
Total	1,038	1,245	1,311	1,350

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 147,774	\$ 261,236	\$ 230,264	\$ 237,034
Employee Benefits	65,090	93,092	94,858	102,572
Operations	99,779	82,543	114,299	114,297
Total Expenditures	\$ 312,643	\$ 436,871	\$ 439,421	\$ 453,903

Authorized Positions	5	5.7	5.7	5.7
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PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Estimated <u>2015</u>
Number of Intakes	893	960	959	1,000
Collected Supervision Fees	\$ 157,845	\$ 139,740	\$ 133,059	\$ 142,277
Collected Restitution	\$ 35,664	\$ 56,198	\$ 47,152	\$ 50,000

Enterprise South Nature Park – 3440

FUNCTION

The mission of the Enterprise South Nature Park is to serve citizens through wholesome recreation programs and well-maintained facilities for all ages, abilities, and interests and to provide adequate safety training for all employees, while preserving Hamilton County's natural resources and operating in a financially sound and progressive manner.

PERFORMANCE GOALS

1. Begin construction of access road, parking area and infrastructure for initial five miles of equestrian trails.
2. Achieve high level of citizen satisfaction with programming offered
3. Achieve high level of citizen satisfaction with rental facilities
4. Minimize on-the-job injuries

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 489,588	\$ 600,030	\$ 622,479	\$ 637,493
Employee Benefits	233,691	308,240	348,955	395,618
Operations	460,870	289,880	409,919	358,426
Total Expenditures	\$ 1,184,149	\$ 1,198,150	\$ 1,381,353	\$ 1,391,537

Authorized Positions	17.75	18.34	18.34	18.34
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PERFORMANCE ACCOMPLISHMENTS

1. Completed design for one and one-half mile woodland walking trail.

FOCUS ON THE FINEST WINNERS

2012 MVP Award *Tom Lamb – Park Supervisor*

2012 MVP Award *Christopher Baxter – Park Ranger*

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. Further, this activity provides ambulance service 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 4,762,041	\$ 4,895,897	\$ 4,955,593	\$ 5,052,897
Employee Benefits	2,102,306	2,268,579	2,463,195	2,637,045
Operations	1,689,988	1,576,309	1,485,507	1,559,400
Total Expenditures	\$ 8,554,335	\$ 8,740,785	\$ 8,904,295	\$ 9,249,342

Authorized Positions	105.5	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 25th consecutive year.
2. Implemented new hardware and software for medical records and Ambulance billing.

Emergency Services – 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 Services oversees this appropriation 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 2012	Actual 2013	Budget 2014	Budget 2015
Hazardous Material Team	\$ 11,248	\$ 34,608	\$ 24,077	\$ 16,235
Tri-Community Vol. Fire Dept	9,635	9,635	9,635	9,635
Dallas Bay Volunteer Fire Dept	16,051	27,729	36,715	33,722
Mowbray Volunteer Fire Dept	6,508	12,024	13,024	16,024
Chatt-Hamilton County Rescue	9,789	12,479	13,572	13,025
Highway 58 Volunteer Fire Dept	52,699	62,415	70,741	66,578
Sequoyah Volunteer Fire Dept	11,208	12,112	20,232	16,672
Waldens Ridge Emergency Serv	15,551	17,007	21,857	19,432
Sale Creek Volunteer Fire Dept	21,446	25,600	27,600	27,600
Hamilton County Marine Rescue	8,209	12,191	10,131	10,131
Hamilton County Stars	7,171	4,551	7,047	5,656
Flattop Volunteer Fire Dept	9,142	8,064	9,652	7,958
Total Expenditures	\$ 178,657	\$ 238,415	\$ 264,283	\$ 242,668

PERSONNEL SCHEDULE

There is no staffing specifically for these budgets. The Director of Emergency Services 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 Fall of 2014. They are Highway 58, Mowbray, Tri-Community and Walden's Ridge Emergency Services.

Other – Various

FUNCTION

1. Ross' Landing Plaza & Park - provides recreation and cultural opportunities for all area citizens at Ross' Landing Plaza and 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).
4. Contracted Services – includes funding for Jail Diversion of Mentally Ill and Early Child Development programs.
5. Parents Are First Teachers - responsible to provide quality early childhood education and parent education services to improve parenting practices, identify and refer any children with developmental delays, and prevent child abuse and neglect and increase children's readiness for school. Funding for this program was discontinued at the end of FY 11.
6. Social Services Administration - responsible to provide quality effective community social services, directly or by contract, to the citizens of Hamilton County on the basis of the needs of children, families and adults. Funding for this program was discontinued at the end of FY 11.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Emergency Ser. - Nuclear Power	\$ 7,777	\$ 12,866	\$ 62,987	\$ -
Homeland Security Grants	881,943	400,802	552,555	-
Contracted Services	18,250	-	113,536	-
Crisis Intervention Team	85,420	53,997	-	-
Parents Are First Teachers	65,849	-	-	-
Social Services Administration	68,086	-	-	-
Ross's Landing Plaza & Park	1,199,191	1,202,945	1,128,221	1,125,418
Total Expenditures	\$ 2,326,516	\$ 1,670,610	\$ 1,857,299	\$ 1,125,418

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

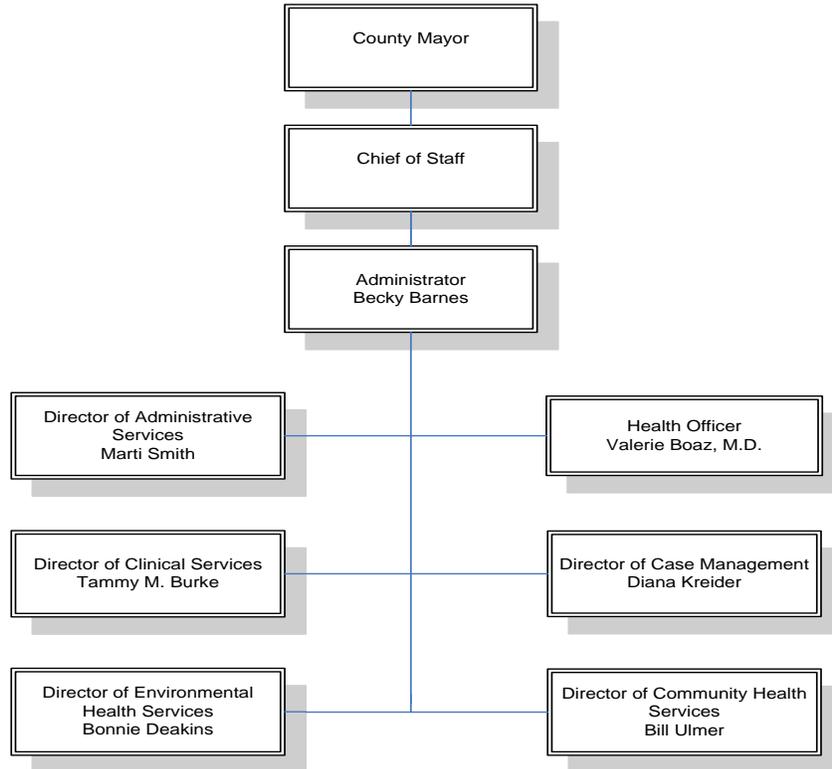
Interfaith Homeless Network

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Safe Haven Programs	\$ 6,520	\$ 3,512	\$ 370,025	\$ -
Social Services -Title XX	296,866	287,337	-	-
Emergency Food & Shelter	19,832	21,936	-	-
Project Water Help	657	340	-	-
Warm Neighbors	8,124	7,951	-	-
Fortwood Center	18,144	-	-	-
Chattanooga Homeless Coalition	27,257	-	-	-
Interfaith Homeless Network	15,522	-	-	-
Total Expenditures	\$ 392,922	\$ 321,076	\$ 370,025	\$ -



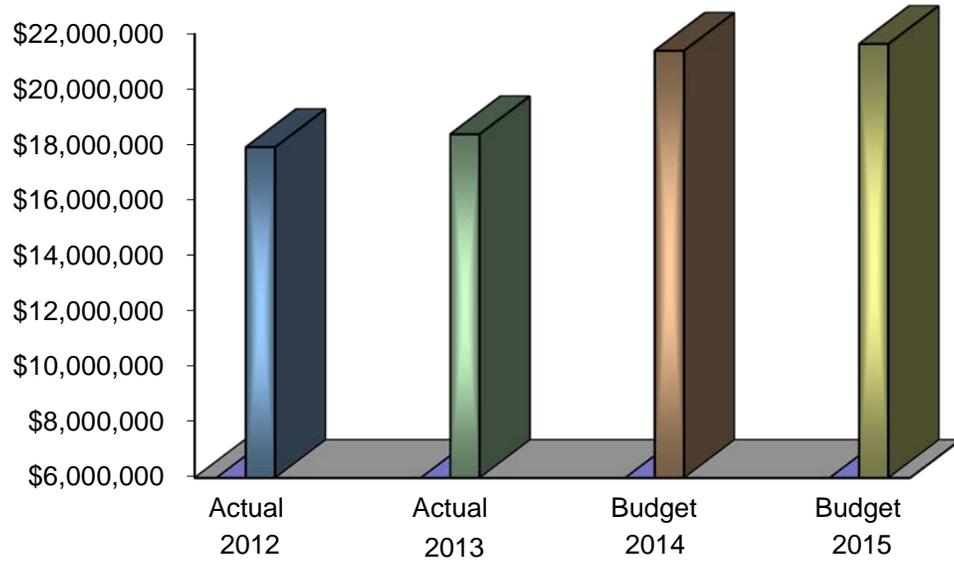
Health Services Division

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.

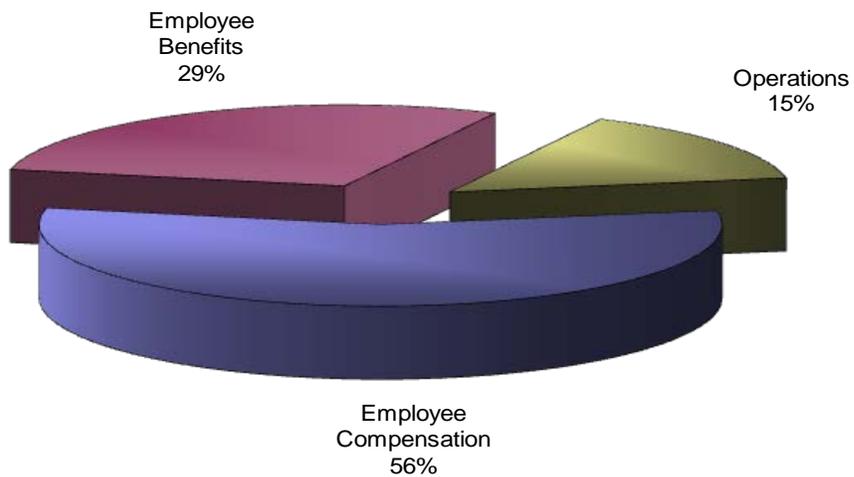


Left to right: Bill Ulmer, Tammy Burke, Bonnie Deakins, Becky Barnes, Diana Kreider

Health Services Division Expenditures



FY 2015 Expenditures by Type



Health Services Division Expenditures by Departments

Departments	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Accounts and Budgets	\$ 221,250	\$ 246,013	\$ 275,256	\$ 290,084
Community Services	-	-	287,974	297,644
Parents Are First Teachers II	250,116	335,050	376,834	371,279
Fetal Infant Mortality Review	276,043	203,985	291,589	303,018
TENNderCare Outreach	272,029	292,231	452,115	453,194
Homeland Security	433,737	544,120	585,063	557,373
Tobacco Prevention	122,447	38,089	136,514	57,415
Healthy Kids, Healthy Community	72,360	89,147	63,949	-
Rape Prevention	37,711	38,560	39,776	47,005
Health Grant TBCCEDP	51,044	54,042	55,339	57,790
Health Administrator	244,333	251,756	256,095	264,801
Health Administration	356,748	388,486	400,967	408,970
Maintenance	493,236	521,134	545,743	573,139
Environmental Health & Inspectors	954,075	955,471	988,145	1,026,044
Statistics	358,592	354,864	388,938	410,605
Health Promotion & Wellness	283,661	285,357	300,423	317,139
Step One	110,620	142,229	148,886	155,719
Dental Health	948,872	978,737	1,057,374	1,078,774
Family Planning	570,299	641,995	654,037	695,510
Case Management Services	183,018	160,617	165,641	171,527
Medical Case Mgmt. HIV/AIDS	186,253	191,239	197,827	208,407
HIV/AIDS Prevention	237,229	250,185	235,426	294,171
Nursing Administration	603,761	656,582	702,928	690,896
Childhood Lead Prevention	13,330	13,632	13,376	13,865
WIC	1,318,133	1,487,236	1,621,503	1,659,389
Renal Intervention Program	76,285	73,987	75,559	78,936
Records Management	366,036	371,403	534,266	439,238
Children's Special Services	253,405	235,029	260,125	271,442
Pharmacy	140,383	145,444	148,248	153,461
State Health Promo / Education Grant	142,213	114,892	167,194	175,124
Family Health Center - Pediatric	685,372	672,472	825,751	854,322
Primary Care	800,828	773,408	1,100,388	1,129,452
Immunization Project	334,902	298,090	300,459	291,699
Governor's Highway Safety Program	71,237	66,519	70,817	71,515
Federal Homeless Project	1,375,805	1,442,785	1,801,319	1,876,085
Help Us Grow Successfully (HUGS)	412,493	410,323	443,692	420,175
STD Clinic	350,594	306,842	313,915	326,531
Family Health Center - Prenatal/Adult	681,853	694,107	628,172	654,304
Ooltewah Clinic	729,580	753,779	812,955	876,008
Sequoyah Clinic	677,509	752,339	869,202	905,222
Communicable Disease Control Clinic	588,866	622,612	653,216	673,772
County STD Clinic	410,879	513,628	552,492	566,810
Community Assessment & Planning	222,415	232,355	246,021	253,152
State TB Clinic	518,405	404,812	399,709	466,662
Oral Health	335,238	344,416	377,221	346,359
Other	154,529	45,351	588,608	423,500
	\$ 17,927,724	\$ 18,395,350	\$ 21,411,047	\$ 21,657,527
Authorized Positions	274.06	264.53	270.53	269.03



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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 140,259	\$ 150,184	\$ 164,821	\$ 169,052
Employee Benefits	71,505	90,432	105,035	115,332
Operations	9,486	5,397	5,400	5,700
Total Expenditures	\$ 221,250	\$ 246,013	\$ 275,256	\$ 290,084

Authorized Positions 4 4 4 4

PERFORMANCE OBJECTIVES

1. Financial statements are produced by the third 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. There have been no vendor complaints.

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. Convened the community consulting committee and led the core collaborators and consultants in activities that developed program policy and procedures, community assessments and safety/site plans. 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 services for households imminently at-risk of becoming homeless.
5. Coordinated the Affordable Care Act open enrollment process

	Actual	Actual	Actual	Estimated
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Number of Households Served	*	*	370	381
Number of Services Provided	*	*	446	459
Utilities	*	*	298	307
Rent / Mortgage	*	*	129	133
Food	*	*	17	18
Prescriptions	*	*	1	1
Other	*	*	1	1
Services per Household	*	*	1.21	1.21

* - This organization was under the Human Services Division during these years

Note: The statistics above are for direct services provided exclusively by the Emergency Assistance Program.



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-refer.

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 159,828	\$ 194,782	\$ 217,376	\$ 221,428
Employee Benefits	60,870	77,189	94,494	108,138
Operations	29,418	63,079	64,964	41,713
Total Expenditures	\$ 250,116	\$ 335,050	\$ 376,834	\$ 371,279

Authorized Positions	4	4.75	4.75	4.75
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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

	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Projected 2014</u>	<u>Estimated 2015</u>
Families Enrolled	106	87	96	96
Children Enrolled	123	95	100	100
Home / Personal Visits	1,040	842	1,100	1,100
Child Development Screens	123	89	100	100

Fetal Infant Mortality Review – 3530 / Infant Mortality Prevention – 3531

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. We strive to raise awareness and improve understanding 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. FIMR works in tandem with the Infant Mortality Initiative Grant (3532) and the IRIS Program (Increasing Rates of Infant Survival) to maximize community outcomes.

The CLG has identified a large racial disparity in birth outcomes and seeks to reduce that gap. Program focuses: improving birth outcomes in zip code areas of the county with the highest percentages of births that are low birth weight (i.e., 37403, 37408, 37407, 37404, 37409 and 37410) with a target population of African American women under the age of 30 years.

FIMR grant (3530) and Infant Mortality Grant (3531) were merged prior to the end of FY 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.

New guidelines for case review process (types of cases to be reviewed) will be implemented beginning in August 2014.



TENNderCare Outreach – 3532 / Welcome Baby – 35324

FUNCTION

The TENNderCare Outreach Program was designed to increase community awareness, knowledge, and utilization of preventive health screenings among the eligible population in Hamilton County. Effective implementation includes promoting the Early Periodic Screening and Diagnostic Screening (EPSDT)/ well child checkup, as well as semi-annual dental and annual vision screenings. The program also submits reports to the Tennessee Department of Health.

Welcome Baby is a relatively new program whose purpose is to provide follow-up and referrals to families with infants identified as “high risk” through birth certificate data.

PERFORMANCE GOALS

1. Develop a diverse panel of community partners.
2. Provide outreach to TennCare eligible families.
3. Conduct annual TENNderCare Outreach Advisory Board meetings
4. Develop annual Community Outreach Plan
5. Complete annual Self-Evaluation
6. Provide Welcome Baby Program-focused home visits to high risk families and promote positive infant health and outcomes

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 180,515	\$ 189,775	\$ 267,462	\$ 269,617
Employee Benefits	70,471	75,186	118,543	117,127
Operations	21,043	27,270	66,110	66,450
Total Expenditures	\$ 272,029	\$ 292,231	\$ 452,115	\$ 453,194

Authorized Positions	5.46	5.11	8.11	8.11
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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 families with contact information on eligibility verification, service accessibility and to address questions and/or concerns
3. Collaborate with community resources and providers
4. Develop/provide culturally diverse programs/activities
5. Provide outreach services to families and children with special healthcare needs
6. Provide focused education and resources to families at risk for infant loss and to improve overall infant health

PERFORMANCE ACCOMPLISHMENTS

	Actual 2012	Actual 2013	Projected 2014	Estimated 2015 **
Home Visits	3,604	3,063	3,000	400
Attempted Home Visits	4,804	3,424	3,000	200
Local Specific Activities	344	271	300	300
Presentations	168	184	200	300
Contacts	18,428	16,082	22,000	22,000
Media/articles/newsletters	4	4	6	6
Brochures, posters, flyers, mailings	15,597	24,000	20,000	20,000

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

Welcome Baby specific accomplishments

	Actual 2012	Actual 2013	Projected 2014	Estimated 2015
Number of families served	N/A	N/A	206	400
Number of referrals made	N/A	N/A	56	100
Number of Pack 'n Plays distributed	N/A	N/A	38	30

FOCUS ON THE FINEST WINNER**2012 Educational Achievement Recognition**

Linda Yanez Hartline – Lay Outreach Worker

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 278,651	\$ 313,234	\$ 337,556	\$ 347,718
Employee Benefits	107,770	118,896	152,805	159,163
Operations	47,316	111,990	94,702	50,492
Total Expenditures	\$ 433,737	\$ 544,120	\$ 585,063	\$ 557,373

Authorized Positions	6.6	7	7	7
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PERFORMANCE ACCOMPLISHMENTS

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

1. Strategic National Stockpile Receiving, Staging and Storing Exercise – November 1st
Participants: Southeast Regional Office, TDH Central Office and CHCHD staff
2. Mass Casualty Exercise – November 6th
Participants: Hospitals across east Tennessee, public health (regional and metro) agencies, Medical Reserve Corps volunteers, HAM radio operators
3. Convened a Project Public Health Ready Workgroup to complete applications for national recognition
Participants: staff from Case Management, Administrative Services, Clinical Services, Community Health and Environmental Health
4. Entered all staff into Tennessee Health Alert Network for rapid alerting during emergency situations
5. Partnered with Tennessee Emergency Management Agency REP staff to develop standardized radiological training for other regions/agencies

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 41,499	\$ 27,746	\$ 62,712	\$ 40,075
Employee Benefits	20,594	9,213	32,552	16,090
Operations	60,354	1,130	41,250	1,250
Total Expenditures	\$ 122,447	\$ 38,089	\$ 136,514	\$ 57,415

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 second and third hand smoke 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 in review of 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.

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 (GKHC) 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 59,740	\$ 54,008	\$ 31,472	\$ -
Employee Benefits	10,615	20,823	14,583	-
Operations	2,005	14,316	17,894	-
Total Expenditures	\$ 72,360	\$ 89,147	\$ 63,949	\$ -

Authorized Positions	1.5	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.

Rape Prevention – 3548

FUNCTION

To provide information to Chattanooga-Hamilton County residents promoting personal safety through the prevention of sexual harassment, rape, other forms of non-consensual sexual activity, violence, and abuse. For the younger population, education on bullying and fair fighting will be emphasized. This will be accomplished through programs and activities for middle and high school students, community groups, local college and university students and educators, and through the dissemination of printed educational materials. A focus will also be on violence prevention, which covers rape and domestic violence.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 23,288	\$ 23,477	\$ 23,930	\$ 24,578
Employee Benefits	14,423	15,083	15,846	17,428
Operations	-	-	-	4,999
Total Expenditures	\$ 37,711	\$ 38,560	\$ 39,776	\$ 47,005

Authorized Positions	0.57	0.57	0.57	0.57
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PERFORMANCE OBJECTIVES

1. Provide programs and/or training for educators and peer educators targeting 2,000 youth 5-18 years of age
2. Provide one or more programs and/or trainings per quarter for area professionals and community leaders regarding healthy relationships, bystander skill building, gender roles and expectations, consent versus coercion and what to do to increase awareness of and prevent sexual assault.
3. Provide one or more programs and/or trainings per quarter for college/university students and educators about healthy relationships, bystander skill building, gender expectations, and consent versus coercion to reduce the incidence of sexual assault.
4. Incorporate into other Health Department programs RPE and Primary Prevention information.
5. Make available educational materials to 100% of participants
6. Evaluate 100% of programs and/or training provided, for effectiveness

PERFORMANCE ACCOMPLISHMENTS

1. Training and programs have been launched that have reached audiences of over 2,000 youth.
2. Three programs/training sessions have been completed for professionals and leaders in the community.
3. Two skills training sessions have been completed at two colleges to offer students information and provide skills in the area of the prevention of violence, sexual assault and bystander skill building.
4. RPE and primary prevention information and materials have been put in all Health Department clinics and Case Management programs for client and patient access.
5. Educational materials are routinely made available to all program participants and clients.
6. All programs are routinely evaluated to determine the effectiveness of the information provided, extent of knowledge gained, the effectiveness of staff and suggestions for improvement.

PROGRAM COMMENTS

The Rape Prevention Program is funded by the State of Tennessee Department of Health with some County contributions. Due to minimal state funding, operation expenditures for this program will be shared with the Health Promotion & Wellness budget.

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

PERFORMANCE ACCOMPLISHMENTS

1. Five outreach education offerings to target audiences done July 2013 through June 2014
2. Ongoing updates of TBCCEDP letters of agreement with current Chattanooga TBCCEDP providers; 23 referral providers total; contract with 2 area hospitals for mammograms
3. Tracking system established and implemented for the notification of women with normal screens to return for annual exams. Ongoing annual notification continues.
4. This program has representatives on the Chattanooga Susan G. Komen Foundation Board, the Tennessee Cancer Coalition (TC2), Cancer Resource Leadership, the Community Network Program Regional Advisory Committee; and they attend quarterly meetings with the American Cancer Society and Memorial Health Care System TBCCEDP screening providers
5. Continue educational inservice/internal audit review with all Health Department program sites
6. Total annual program visits: number presumed to TennCare due to breast or cervical cancer

	Actual	Actual	Actual	Estimated
	2012	2013	2014	2015
Total annual program visits	210	186	171	200
Cases presumed to TennCare	26	39	41	40

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 619,995	\$ 615,134	\$ 620,270	\$ 634,208
Employee Benefits	281,098	296,107	313,285	340,815
Operations	52,982	44,230	54,590	51,021
Total Expenditures	\$ 954,075	\$ 955,471	\$ 988,145	\$ 1,026,044

Authorized Positions	15.63	14	14	14
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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 odd or 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)

	Actual 2012	Actual 2013	Projected 2014	Estimated 2015
General complaints received and investigated	900	790	900	1,000
Animal bite incidents reported to department and investigated	1,150	1,110	1,100	1,000
Rabies vaccinations given at rabies clinics	3,290	4,300	5,400	5,500

Environmental Inspectors (3563)

	Actual 2012	Actual 2013	Projected 2014	Estimated 2015
Food service inspections	7,115	7,251	7,300	7,300
Hotel/Motel inspections	439	454	460	500
Public swimming pool inspections	1,990	2,026	2,004	2,000
Camp inspections	73	74	75	76
Child care facility inspections	680	683	685	680
School physical plant inspections	270	267	268	270
Bed and breakfast facility inspections	25	28	30	268
Tattoo establishment inspections	120	120	123	125
Body piercing establishment inspections	74	75	80	75
Tobacco surveys completed	5,185	5,200	5,300	5,250
Individuals provided with training	1,548	1,700	1,900	2,000
Mandated fees collected	\$ 271,177	\$ 801,700	\$ 600,000	\$ 600,000

FOCUS ON THE FINEST WINNER

2012 MVP Award

Beth McDonald – Principal Secretary

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. Maintain Employee Wellness Center for County employees and qualified family members; provide some on-site activities as determined by interest
3. Provide on-going public information to the media regarding community health issues and/or activities as needed and/or requested
4. Provide health education programs, literature and referrals through contacts at churches, schools and businesses as needed and/or requested

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 175,232	\$ 175,451	\$ 173,990	\$ 182,065
Employee Benefits	79,112	82,818	87,075	95,924
Operations	29,317	27,088	39,358	39,150
Total Expenditures	\$ 283,661	\$ 285,357	\$ 300,423	\$ 317,139

Authorized Positions	4.43	3.68	3.68	3.68
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PERFORMANCE ACCOMPLISHMENTS

1. Monthly health education programs were routinely held and materials were disseminated to 300 persons monthly in the areas of chronic disease management, injury prevention, highway safety and personal safety.
2. The Well (Hamilton County Employee Fitness Center) has a membership of over 1,100 employees and family members. A broad array of activities are offered each day, Monday through Friday, including circuit training, spin classes, boot camp, Bollywood dance classes, abs/weight training, Zumba classes and cardio fitness training.
3. Public information was disseminated to the public and the media by department health educators with assistance from the agency's Public Information Office.
4. 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.

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 in the Health Department at 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 600,883	\$ 619,573	\$ 634,248	\$ 647,875
Employee Benefits	265,629	280,851	305,330	337,515
Operations	82,360	78,313	117,796	93,384
Total Expenditures	\$ 948,872	\$ 978,737	\$ 1,057,374	\$ 1,078,774
Authorized Positions	12.14	11.64	11.64	11.64

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Estimated <u>2015</u>
Number of unduplicated patients (less than 21 years of age)	2,062	1,820	3,307	3,350
Number of unduplicated patients (greater than 21 years of age)	515	504	595	600
Total number of unduplicated patients	2,577	2,324	3,902	3,950

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 307,125	\$ 354,234	\$ 360,225	\$ 361,448
Employee Benefits	123,222	150,443	162,212	202,462
Operations	139,952	137,318	131,600	131,600
Total Expenditures	\$ 570,299	\$ 641,995	\$ 654,037	\$ 695,510

Authorized Positions	9.5	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 2012</u>	<u>Actual CY 2013</u>	<u>Projected CY 2014</u>	<u>Estimated CY 2015</u>
Unduplicated number of clients served	3,533	3,645	3,598	3,600

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.



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 Care 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.

There are three primary Ryan White programs the Medical Care Managers use:

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. Assist 100% 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. MCM duties currently include certification for other RW Program funded and contracted services. They access social services and income maintenance programs (SSI, SSDI, private disability, food stamps, WIC, HOPWA) and public health insurance (Medicare and TennCare).
3. MCM will maximize care and treatment within the existing social system.
4. MCM are responsible for medical case management related to health coverage with the person living with HIV/AIDS

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 119,899	\$ 126,845	\$ 126,761	\$ 130,399
Employee Benefits	60,677	58,215	64,051	69,848
Operations	5,677	6,179	7,015	8,160
Total Expenditures	\$ 186,253	\$ 191,239	\$ 197,827	\$ 208,407

Authorized Positions	3	3	3	3
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PERFORMANCE OBJECTIVES

1. Develop and maintain effective working relationships with local agencies and medical providers in order to facilitate referral processes and service delivery
2. Participate in consortia and state educational programs to increase knowledge base and improve quality of service
3. Advocate for eligible patients so they receive excellent comprehensive care
4. Expand service delivery to those agencies that will participate in the Ryan White Program, in partnership with and collaboration with the local Center of Excellence (HIV Clinic).

PERFORMANCE ACCOMPLISHMENTS

1. Staff routinely works with local agencies and medical providers, such as Chattanooga Cares, in order to facilitate referral processes and service delivery
2. Participated in monthly South East Regional Consortia meetings to support consortia efforts and to improve services for affected County residents
3. Participated in two state educational conferences/programs to increase knowledge base and improve quality of service
4. MCM completed Affordable Care Act (ACA) training to assist with enrollment in ACA program
5. Met all program requirements as set forth in contract scope of services as evidenced by State Audit performed in June 2014



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 1,525 cumulative reported cases of HIV/AIDS in Hamilton County as of 2011 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 154,465	\$ 163,839	\$ 151,311	\$ 175,395
Employee Benefits	70,174	76,306	75,264	107,426
Operations	12,590	10,040	8,851	11,350
Total Expenditures	\$ 237,229	\$ 250,185	\$ 235,426	\$ 294,171

Authorized Positions	4	5	5	5
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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>2012</u>	Actual <u>2013</u>	Projected <u>2014</u>	Estimated <u>2015</u>
Goal # 1	3,993 / 300	4,429	1,765	1,800
Goal # 2	96%	97.6%	93.5%	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 Dept trained their staff on partner identification – this has increased the number of contacts that are identified in Hamilton County. Health Department disease investigation specialist (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 supportive 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 Management 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 (nutritional supplements ended March 31, 2014). 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
 - b. Tennessee Breast and Cervical Cancer Early Detection Program
 - c. PRN part time pool - nurses and patient service representatives

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 391,210	\$ 433,377	\$ 410,163	\$ 437,318
Employee Benefits	149,451	165,021	165,606	169,200
Operations	63,100	58,184	127,159	84,378
Total Expenditures	\$ 603,761	\$ 656,582	\$ 702,928	\$ 690,896

Authorized Positions	9	6.9	6.9	6.9
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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 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 2013-2014 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 5,922 Hamilton County residents with the seasonal flu vaccine in 2013-2014.
7. Total annual program visits

	Actual 2012	Actual 2013	Actual 2014	Estimated 2015
Nutritional counseling visits	200	228	204	10*
Health Department Employees trained in CPR	64	79	76	87
Credentialed providers	8	16	23	23
County Physicals	109	102	**	**

* Ryan White supplements ended March 31, 2014

** 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 9,673	\$ 10,199	\$ 9,925	\$ 10,173
Employee Benefits	3,269	3,433	3,451	3,692
Operations	388	-	-	-
Total Expenditures	\$ 13,330	\$ 13,632	\$ 13,376	\$ 13,865
Authorized Positions	0.2	0.2	0.2	0.2

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 2012	Actual 2013	Projected 2014	Estimated 2015
Referrals Received	10	8	14	18
Home Visits	14	14	16	20
Referrals for lead hazard control	5	3	1	2
Community Outreach	10	15	6	8

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 three community outreach sites.

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.

Outreach Sites: Erlanger Hospital; Parkridge East Hospital (formerly East Ridge Hospital); Howard TLC Program

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 820,932	\$ 934,961	\$ 886,690	\$ 905,212
Employee Benefits	411,194	402,226	490,613	503,547
Operations	86,007	150,049	244,200	250,630
Total Expenditures	\$ 1,318,133	\$ 1,487,236	\$ 1,621,503	\$ 1,659,389
Authorized Positions	25.8	25.8	25.8	25.8

PERFORMANCE ACCOMPLISHMENTS

	Actual 2012	Actual 2013	Projected 2014	Estimated 2015
Caseload Averages	7,340	7,204	7,000	7,200
Breast Feeding Rates				
Infant	19%	17%	16%	18%
Mother	40%	40%	38%	42%

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 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.

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 47,443	\$ 48,757	\$ 48,816	\$ 50,095
Employee Benefits	26,672	22,841	23,793	25,891
Operations	2,170	2,389	2,950	2,950
Total Expenditures	\$ 76,285	\$ 73,987	\$ 75,559	\$ 78,936

Authorized Positions	1	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

	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Projected 2014</u>	<u>Estimated 2015</u>
Home Visits	1,034	984	1,050	1,050
Other Contact Visits	10	3	10	10
Home Visits Attempted	51	50	44	44
New Admissions	11	13	14	14
Cases Closed	21	20	16	16

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 235,250	\$ 235,401	\$ 284,246	\$ 272,896
Employee Benefits	103,480	110,739	91,714	137,442
Operations	27,306	25,263	158,306	28,900
Total Expenditures	\$ 366,036	\$ 371,403	\$ 534,266	\$ 439,238

Authorized Positions	6.63	6.57	6.57	6.57
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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, the department evaluated its staffing pattern and determined changes were needed and made. The department was also instrumental in the selection and implementation of an electronic health record for the Homeless Health Care Center.

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 158,871	\$ 152,386	\$ 166,858	\$ 172,598
Employee Benefits	84,349	72,500	80,167	87,850
Operations	10,185	10,143	13,100	10,994
Total Expenditures	\$ 253,405	\$ 235,029	\$ 260,125	\$ 271,442

Authorized Positions	4.29	3.54	3.54	3.54
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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 2012</u>	<u>Actual 2013</u>	<u>Projected 2014</u>	<u>Estimated 2015</u>
Referrals	81	81	46	65
Home Visits	273	279	285	300
Home Visits Attempted	70	66	82	75
Other Contacts	73	79	85	95

Pharmacy – 3572

FUNCTION

The 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.

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 101,760	\$ 104,628	\$ 104,545	\$ 107,215
Employee Benefits	33,952	35,105	35,903	38,446
Operations	4,671	5,711	7,800	7,800
Total Expenditures	\$ 140,383	\$ 145,444	\$ 148,248	\$ 153,461

Authorized Positions 1 1 1 1

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.

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 427,717	\$ 381,404	\$ 478,440	\$ 484,216
Employee Benefits	201,619	249,050	259,081	297,286
Operations	56,036	42,018	88,230	72,820
Total Expenditures	\$ 685,372	\$ 672,472	\$ 825,751	\$ 854,322

Authorized Positions	14.03	14.03	14.03	14.03
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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 months

PERFORMANCE ACCOMPLISHMENTS

	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Projected 2014</u>	<u>Estimated 2015</u>
Annual Number Visits (all programs)	21,239	22,217	22,000	22,000
Monthly Average	1,770	1,851	1,750	1,833
Average WIC Caseload	3,796	3,702	3,880	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, Ooltewah, 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 Soddy-Daisy community.

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 550,826	\$ 502,771	\$ 656,566	\$ 672,666
Employee Benefits	184,977	194,638	262,923	303,527
Operations	65,025	75,999	180,899	153,259
Total Expenditures	\$ 800,828	\$ 773,408	\$ 1,100,388	\$ 1,129,452

Authorized Positions	8.57	9.51	9.51	9.51
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PERFORMANCE OBJECTIVES

- To have 900 pediatric primary visits annually
- 200 children will receive an Early Periodical Screening Development and Treatment (EPSDT) exam.
- 400 children will receive a needed immunization.
- To provide Family Planning to 150 women annually at Birchwood
- To provide 128 immunizations to children and adults at Birchwood
- To provide 250 primary care visits at Birchwood
- Serve 900 patients annually at Ooltewah
- At Ooltewah Health Center, prevent 780 complications from acute medical conditions by providing accurate diagnosis and treatment of acute conditions on an annual basis.

PERFORMANCE ACCOMPLISHMENTS

	<u>Actual CY 2012</u>	<u>Actual CY 2013</u>	<u>Projected CY 2014</u>	<u>Estimated CY 2015</u>
Number of children seen annually	1,195	969	900	900
TennCare Revenue	\$55,824	\$44,939	\$70,000	\$70,000
Children with EPSDT exams	235	230	200	200
Children with immunizations	428	388	400	400
Family Planning visits - Birchwood	277	140	150	150
Immunizations - Birchwood	175	128	128	128
Primary Care visits - Birchwood	517	261	250	250
Patients served annually - Ooltewah	1,334	895	900	900
Medical Complications prevented - Ooltewah	1,080	778	780	780

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 214,266	\$ 192,838	\$ 190,424	\$ 183,837
Employee Benefits	95,644	88,866	95,335	97,062
Operations	24,992	16,386	14,700	10,800
Total Expenditures	\$ 334,902	\$ 298,090	\$ 300,459	\$ 291,699

Authorized Positions	5.63	4.38	4.38	4.38
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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 2012	Actual 2013	Projected 2014	Estimated 2015
Goal # 1	7	6	5 (1 YTD)	6
Goal # 2	100% (23)	5	7	7
Goal # 3	79.8%	77.5%	*	90%
Goal # 4	100%	100% (91)	100% (45)**	100%
Goal # 5	100% (24)	100% (28)	100% (29)	100% (29)

* Goal #3 – statewide survey in progress, results available in early 2015

** Goal #4 – 44 daycares audited so far in 2014, with 36 meeting state vaccination standards; 1 school assigned by state did not meet state vaccination standard

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 on highway safety and child restraint devices. 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 restraint device usage as well as intervene and reduce the number of impaired driving incidents in the community.

PERFORMANCE GOALS

1. To increase public awareness of adult driving safety including seat belts and not drinking and driving
2. To increase access to child restraint devices
3. To increase public awareness of child passenger safety laws and the use of child passenger safety devices

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 39,830	\$ 32,567	\$ 39,098	\$ 40,075
Employee Benefits	25,050	24,930	14,969	16,089
Operations	6,357	9,022	16,750	15,351
Total Expenditures	\$ 71,237	\$ 66,519	\$ 70,817	\$ 71,515

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) to reach 2,000 youth in grades 6 – 12 on the importance of seat belt usage and the impact of impaired driving due to alcohol and/or drugs
2. Provide educational programs to 1,000 area residents, community leaders, health care providers, legislators, and law enforcement on the importance of child restraint devices, seat belts, and the impact of impaired driving
3. Organize two child restraint device/seat belt campaigns targeting restraint usage by children age 12 and under, and adults
4. Organize one or more impaired driving campaigns targeting youth ages 15 – 24
5. Provide information to media regarding child restraint devices, seat belt usage, impaired driving, and other highway safety related activities per event

PERFORMANCE ACCOMPLISHMENTS

1. 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.
2. Educational and promotional information and materials have been disseminated throughout Hamilton County on child restraint devices and car seat belts. Two campaigns have been launched in Hamilton County for the general public.
3. 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 efforts to become housed and living independently through the provision of medical care, behavioral health services, and social services. Included in the Center's services are physical exams, acute and chronic care, issuance of medications, transportation to other health/human service agencies, mental health evaluations and counseling, substance abuse treatment, assistance with eligibility for social service programs, care management services, and employment counseling.

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 765,545	\$ 844,237	\$ 1,020,012	\$ 1,018,986
Employee Benefits	288,436	329,902	452,124	500,533
Operations	321,824	268,646	329,183	356,566
Total Expenditures	\$ 1,375,805	\$ 1,442,785	\$ 1,801,319	\$ 1,876,085
Authorized Positions	22.25	21.25	21.25	21.25

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 90 clients in the Victory in Progress (VIP) program
5. To provide 8,000 case management visits
6. To provide 7,100 medical service visits
7. 3,000 individuals will be assisted by Outreach and Enrollment staff

PERFORMANCE ACCOMPLISHMENTS

	Actual CY 2012	Actual CY 2013	Projected CY 2014	Estimated CY 2015
Number of users annually	4,055	3,412	3,600	3,600
Number of visits annually	20,609	18,087	18,000	18,000
Number of outreach visits	2,013	300	2,000	2,000
Number of clients in VIP	102	91	90	90
Number of visits for case management	10,527	7,843	8,000	8,000
Number of visits for medical services	7,388	7,630	7,100	7,100
Number of individuals assisted by O/E staff	**	**	3,000	3,000

PROGRAM COMMENTS

To evaluate the project, the Homeless Health Care Center will track the number of patients seen along with their clinical diagnosis and treatment plan. In addition, quarterly quality assurance 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 County's QS system. Reports to the Federal government will be produced as required.

FOCUS ON THE FINEST WINNER

2012 MVP Award

Herman Saunders – General Case Manager

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 263,545	\$ 260,756	\$ 273,506	\$ 262,999
Employee Benefits	131,523	136,849	153,186	139,673
Operations	17,425	12,718	17,000	17,503
Total Expenditures	\$ 412,493	\$ 410,323	\$ 443,692	\$ 420,175

Authorized Positions	2.8	6.8	6.8	6.8
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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

	Actual 2012	Actual 2013	Projected 2014	Estimated 2015
Referrals Received	358	337	320	350
Home Visits	1,406	1,400	1,362	1,415
Attempted Home Visits	491	416	416	395

FOCUS ON THE FINEST WINNER

2013 Educational Achievement Recognition

Jamiee Daily – Social Worker

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. Countywide 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 234,842	\$ 202,242	\$ 203,461	\$ 206,946
Employee Benefits	115,313	104,591	110,454	119,585
Operations	439	9	-	-
Total Expenditures	\$ 350,594	\$ 306,842	\$ 313,915	\$ 326,531

Authorized Positions	4.59	5.59	5.59	5.59
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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 2012	Actual 2013	Projected 2014	Estimated 2015
Goal # 1	6,413	6,445	5,937	6,000
Goal # 2	86 / 97%	86 / 99%	88 / 98% (YTD)	80 / 90%
Goal # 3	86 / 96%	84 / 95%	83 / 93% (YTD)	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; prenatal; 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 484,566	\$ 495,686	\$ 404,178	\$ 410,418
Employee Benefits	155,997	166,691	175,539	195,636
Operations	41,290	31,730	48,455	48,250
Total Expenditures	\$ 681,853	\$ 694,107	\$ 628,172	\$ 654,304

Authorized Positions	9.13	9.13	9.13	9.13
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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 2012	Actual 2013	Projected 2014	Estimated 2015
Monthly Average	447	499	483	500
Total Number of Visits	5,717	5,999	5,800	6,000
Unduplicated Family Planning patients	1,868	1,875	1,958	1,960

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 such as well childcare, EPSDT screenings, family planning, WIC, immunizations, adult health, prenatal care, dental care, family primary care and adolescent health care are provided.

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 440,962	\$ 455,696	\$ 470,563	\$ 502,295
Employee Benefits	230,444	247,740	269,059	300,587
Operations	58,174	50,343	73,333	73,126
Total Expenditures	\$ 729,580	\$ 753,779	\$ 812,955	\$ 876,008

Authorized Positions	13.13	11.8	11.8	11.8
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2012	Actual 2013	Projected 2014	Estimated 2015
Annual Number Visits (all programs)	12,346	11,736	11,298	11,300
Monthly Average	1,028	978	942	940
Average WIC Caseload	1,039	1,094	1,094	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; contraceptive care; and prenatal 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 401,342	\$ 448,918	\$ 480,200	\$ 489,106
Employee Benefits	198,489	249,425	280,397	307,716
Operations	77,678	53,996	108,605	108,400
Total Expenditures	\$ 677,509	\$ 752,339	\$ 869,202	\$ 905,222

Authorized Positions	13.3	12.13	12.13	12.13
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2012	Actual 2013	Projected 2014	Estimated 2015
Annual Number Visits (all programs)	10,212	9,868	9,800	9,800
Monthly Average	851	824	817	800
Average WIC Caseload	1,052	1,012	1,000	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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 245,456	\$ 275,628	\$ 292,855	\$ 293,785
Employee Benefits	113,794	139,029	147,448	167,074
Operations	229,616	207,955	212,913	212,913
Total Expenditures	\$ 588,866	\$ 622,612	\$ 653,216	\$ 673,772

Authorized Positions	6.25	6.25	6.25	6.25
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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 2012	Actual 2013	Projected 2014	Estimated 2015
Goal # 1	100%	100%	100%	100%
Goal # 2	100%	100%	100%	100%
Goal # 3	**	**	**	100%
Goal # 4	881	780	800	800

** no bloodborne pathogen exposures in 2012, 2013 or YTD 2014

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 237,947	\$ 305,985	\$ 329,094	\$ 331,121
Employee Benefits	94,421	131,217	144,283	156,674
Operations	78,511	76,426	79,115	79,015
Total Expenditures	\$ 410,879	\$ 513,628	\$ 552,492	\$ 566,810

Authorized Positions	8.65	6.4	6.4	6.4
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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 2012	Actual 2013	Projected 2014	Estimated 2015
Goal # 1	6,509	6,445	5,937	6,000
Goal # 2	139	86	75	80
Goal # 3	50 / 67 / 83%	50 / 64 / 100%	50 / 86 / 100% YTD	45 / 60 / 85%

FOCUS ON THE FINEST WINNER

2013 Educational Achievement Recognition

Rachel Allen – Clinic Manager

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. 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 143,659	\$ 147,248	\$ 148,871	\$ 152,668
Employee Benefits	54,462	56,596	61,220	66,135
Operations	24,294	28,511	35,930	34,349
Total Expenditures	\$ 222,415	\$ 232,355	\$ 246,021	\$ 253,152

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 CORE Leadership Group, Regional Health Council and its committees, Tobacco Settlement Funds Initiative Workgroup, Falls Prevention Summit planners, UTC student interns and the ACTS Council.
4. Work began on updating the 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 and community organizations.
6. Assistance was provided with the design and creation of surveys and evaluation instrument 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 350,701	\$ 258,743	\$ 223,692	\$ 257,565
Employee Benefits	142,791	108,771	119,304	148,647
Operations	24,913	37,298	56,713	60,450
Total Expenditures	\$ 518,405	\$ 404,812	\$ 399,709	\$ 466,662

Authorized Positions	9	6.5	6.5	6.5
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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

	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Projected 2014</u>	<u>Estimated 2015</u>
Goal # 1	2.05	2	2	2
Goal # 2	170 / 476	118/332	70/350 40 / 217 YTD	80/325
Goal # 3	100%	100%	100%**	100%

** All TB cases in 2014 are currently in treatment, but anticipated to complete within 1 year

FOCUS ON THE FINEST WINNERS

2012 MVP Award

Rajaa Ali – Public Health Nurse

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 screening and referral 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 197,727	\$ 204,453	\$ 205,710	\$ 211,153
Employee Benefits	79,431	88,567	93,611	103,457
Operations	58,080	51,396	77,900	31,749
Total Expenditures	\$ 335,238	\$ 344,416	\$ 377,221	\$ 346,359
Authorized Positions	4.32	4.32	4.32	4.32

PERFORMANCE ACCOMPLISHMENTS

	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Estimated 2015</u>
Children screened	13,109	12,496	13,035	N/A*
Children referred	1,521	1,322	1,476	1,500
Children receiving oral evaluations	3,623	3,491	N/A**	N/A**
Sealant screenings	N/A**	N/A**	3,379**	3,400
Children receiving sealants	2,244	2,223	2,208	2,250
Teeth sealed	10,101	9,599	10,494	10,575
Target Schools	30	28	28	29

* 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).
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. Homeless Stimulus IDS – This is a stimulus funding received by the Homeless Health Care Center to augment staffing to provide care to an increasing number of homeless patients impacted by the economic turnaround. All funds must be expended by March 26, 2011.
5. 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.
6. 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.
7. Teen Pregnancy Prevention – This program established a community based teen pregnancy prevention program in the Harriet Tubman Public Housing Development. Funding for this program was discontinued at the end of FY 11.
8. Social Services Title XX – Homemaker Services (contract with Partnership), Adult Day Care (contract with Signal Center, Inc.)
9. Emergency Food and Shelter – Provides temporary emergency rent and mortgage assistance funds to low-income households in an effort to prevent homelessness
10. Project Water Help – Provides temporary emergency water utility assistance funds to low-income households in an effort to prevent homelessness
11. Warm Neighbors – Provides temporary emergency electric and gas utility assistance funds to low-income households in an effort to prevent homelessness
12. Emergency Solutions Grant – Provides temporary emergency assistance with rapid rehousing and homeless prevention services.

Departments	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Inventories	\$ (2,522)	\$ (308)	\$ 871	\$ -
Health Promo & Wellness JR League	8,568	11,025	10,166	-
County Wellness Center	22,987	30,374	39,700	34,500
Homeless Stimulus IDS	84,683	-	-	-
Pharmacy Inventory	22,725	2,505	28,531	-
Swine Flu Grants	23	89	-	-
Birchwood Primary Care	641	1,664	-	-
Ooltewah Primary Care	424	2	-	-
Teen Pregnancy Prevention	17,000	-	-	-
Emergency Solutions	-	-	-	15,000
Project Water Help	-	-	1,000	1,000
Warm Neighbors	-	-	17,000	17,000
Emergency Food & Shelter	-	-	25,000	26,000
Social Services Title XX	-	-	385,740	330,000
March of Dimes	-	-	10,000	-
Community Health Prevention Service	-	-	70,600	-
	\$ 154,529	\$ 45,351	\$ 588,608	\$ 423,500

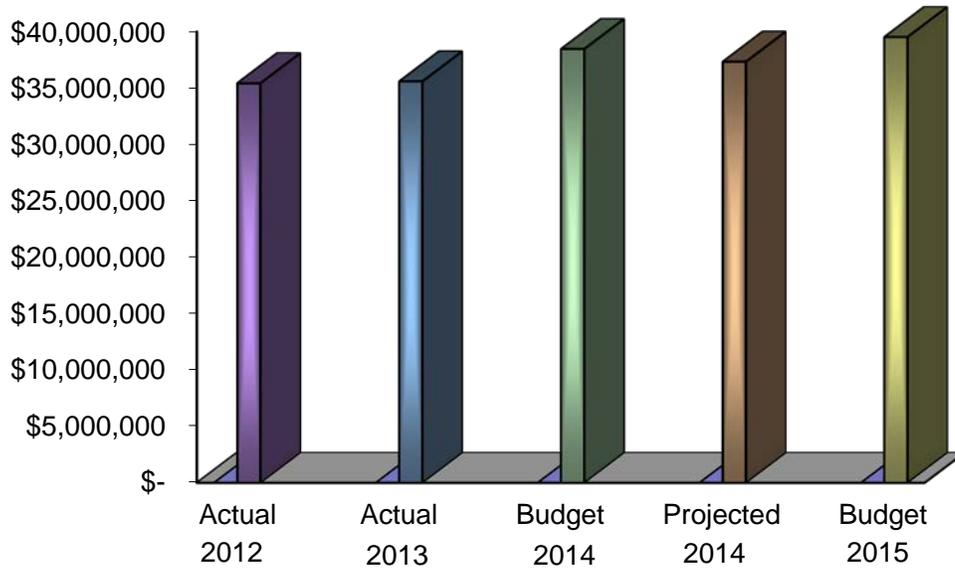


Special Revenue Funds

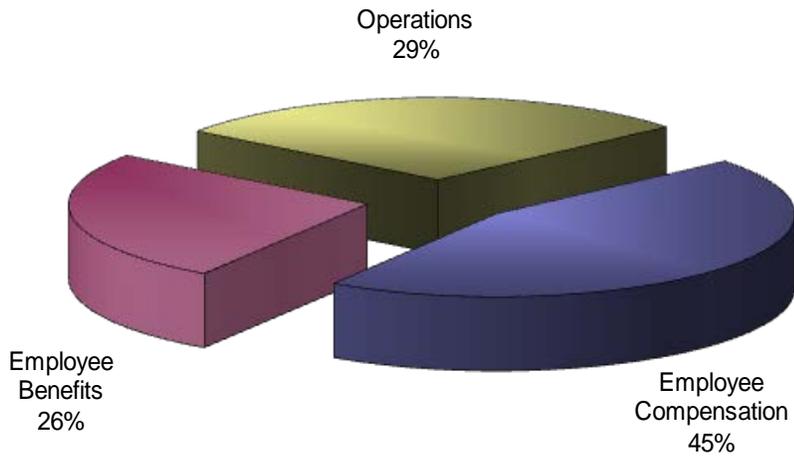
Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. Included in this section are the Hotel-Motel Fund, the Sheriff's Funds and Juvenile Court Clerk Fund.

Within the Special Revenue Funds and departmental summaries, the Amended Budgets for FY 2014 include grant rollovers and amendments (approved by the County Commission) after the Adopted Budget process.

Special Revenue Fund Expenditures



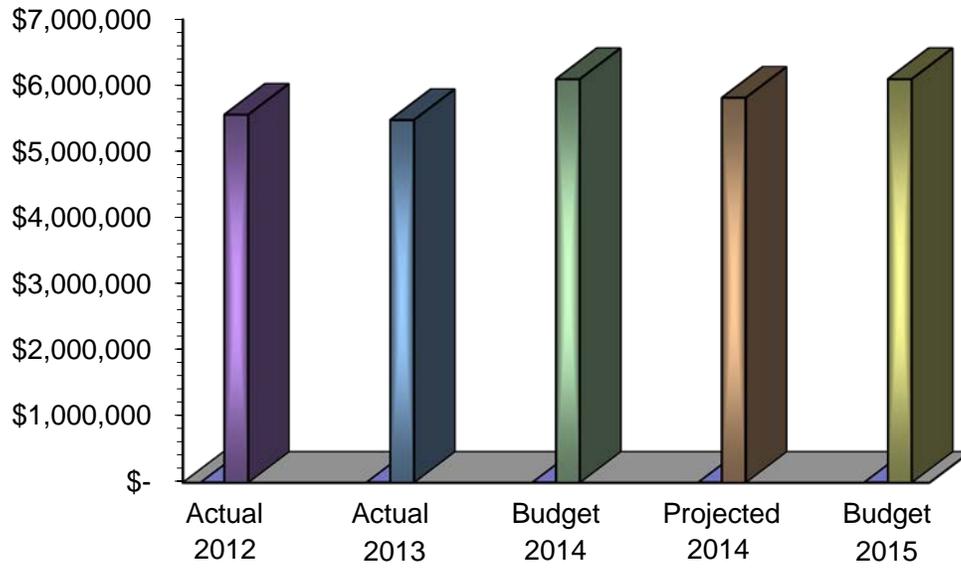
FY 2015 Expenditures by Type



**SPECIAL REVENUE FUND
COMBINED
Schedule of Revenue and Expenditures**

	Actual 2012	Actual 2013	Amended Budget 2014	Projected 2014	Adopted Budget 2015
Revenues					
Intergovernmental	2,166,852	2,385,690	2,556,560	2,221,372	2,256,635
Licenses and Permits	19,912	22,846	16,300	21,624	21,000
Fees and Commissions	250,862	314,377	303,300	265,725	303,400
Fine, forfeitures and penalties	636,903	594,276	629,097	696,917	690,922
Investment Earnings	13,683	14,914	15,730	16,325	15,530
Miscellaneous	564,283	530,894	553,621	636,889	301,425
Hotel/Motel Occupancy Tax	5,571,577	5,469,608	6,098,170	5,816,503	6,098,170
Interfund Transfers from other funds	25,659,804	26,779,552	27,287,157	27,287,156	29,209,566
Total Revenues	34,883,876	36,112,157	37,459,935	36,962,511	38,896,648
Expenditures					
Sheriff					
Administration	1,902,467	1,885,854	2,071,261	2,006,187	2,320,719
Patrol	8,518,317	8,664,159	9,622,861	8,885,144	9,239,456
Jail	10,689,030	10,808,653	11,206,483	11,343,479	12,075,110
Courts	806,282	871,276	876,576	902,468	1,005,922
Communications-Criminal Records	585,821	616,037	872,161	888,404	926,405
Major Crime	2,040,942	1,859,437	1,911,484	1,932,088	2,068,208
Fugitive Division	1,665,740	1,743,464	1,710,034	1,787,507	1,815,491
Special Operations	830,201	808,110	925,450	827,698	978,061
Governor's Highway Safety	99,783	155,967	322,635	138,929	-
BOJ Bulletproof Vest Grant	6,508	8,364	-	-	-
IV-D Civil Process	184,163	189,796	197,191	174,300	203,404
Information Systems	364,214	251,812	243,236	310,920	271,597
Transfers to other funds	1,146	(322)	-	-	-
Hotel/Motel Occupancy Tax	5,562,043	5,481,484	6,100,000	5,818,284	6,100,000
Juvenile Court Clerk					
Juvenile Court Clerk	1,269,035	1,292,049	1,376,574	1,344,908	1,453,717
Child Support	905,779	948,815	1,022,619	977,169	1,058,224
Total Expenditures	35,431,471	35,584,955	38,458,565	37,337,485	39,516,314
Excess of Revenues Over (Under) Expenditures	(547,595)	527,202	(998,630)	(374,974)	(619,666)
Net Encumb (beginning less ending)	114,458	(30,631)	-	428	-
Beginning Fund Balance	2,313,855	1,880,718	2,377,289	2,377,289	2,002,743
Fund Balance at end of year	1,880,718	2,377,289	1,378,659	2,002,743	1,383,077

Hotel-Motel Fund Expenditures



**Hotel-Motel Fund Budget Summary
SPECIAL REVENUE FUND
Schedule of Revenue and Expenditures**

	Actual 2012	Actual 2013	Amended Budget 2014	Projected 2014	Adopted Budget 2015
Revenues					
Hotel-Motel Occupancy Tax	5,571,577	5,469,608	6,098,170	5,816,503	6,098,170
Investment Earnings	1,782	560	1,830	1,781	1,830
Total Revenues	5,573,359	5,470,168	6,100,000	5,818,284	6,100,000
Expenditures					
Trustee's Commission	110,818	108,713	122,000	128,208	122,000
Appropriation	5,451,225	5,372,771	5,978,000	5,690,076	5,978,000
Total Expenditures	5,562,043	5,481,484	6,100,000	5,818,284	6,100,000
Excess of Revenues Over (Under) Expenditures	11,316	(11,316)	-	-	-
Beginning Fund Balance	-	11,316	-	-	-
Fund Balance at end of year	11,316	-	-	-	-

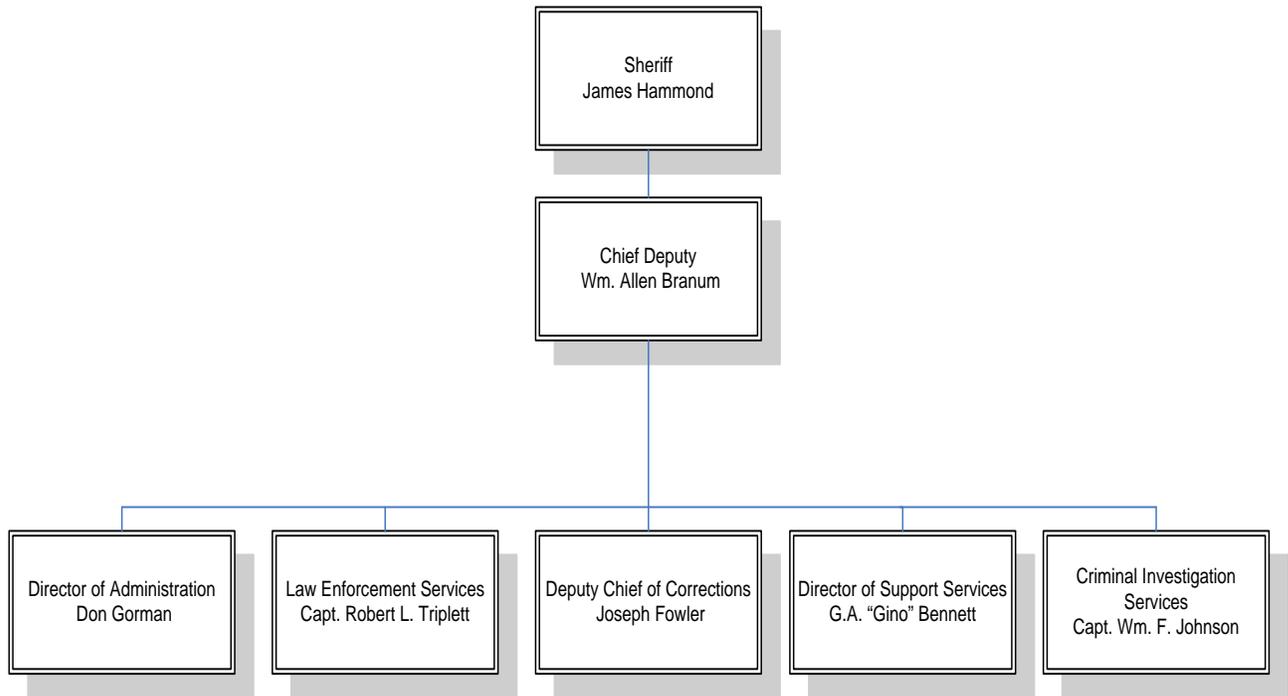
FUNCTION

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.

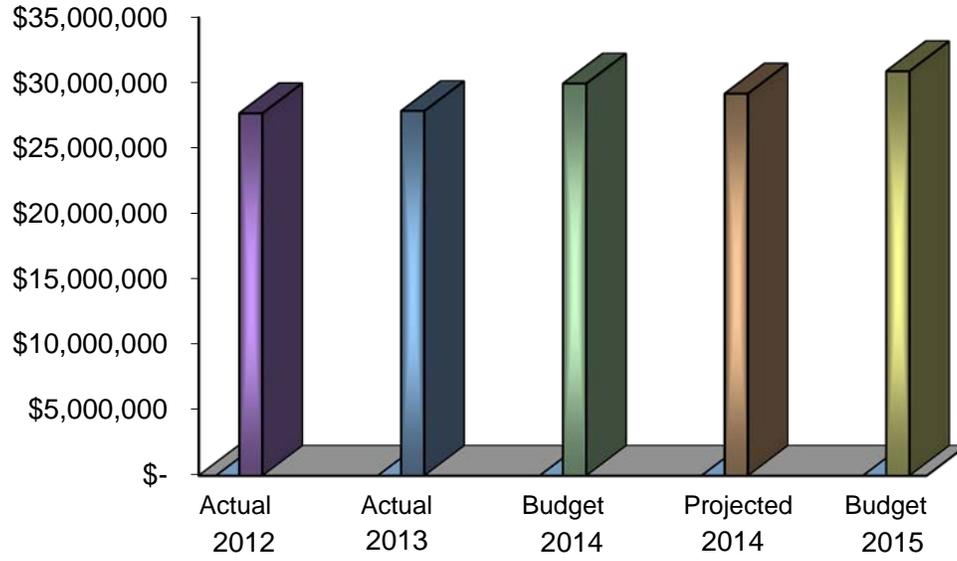


Sheriff's Funds

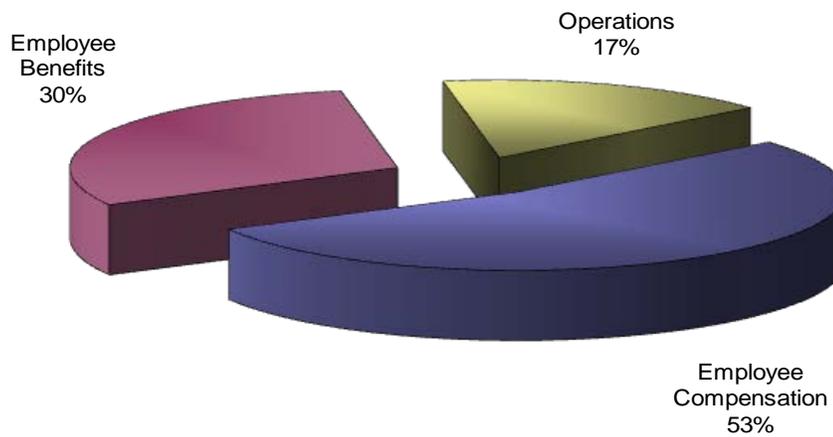
The Sheriff's Funds were established to account separately for all revenue and expenditures for the Sheriff's Department due to the large amount of activity. These funds are accounted for using the modified accrual method of accounting.



Sheriff's Funds Expenditures



FY 2015 Expenditures by Type



Sheriff's Funds Budget Summary
SPECIAL REVENUE FUND
Schedule of Revenue and Expenditures

	Actual 2012	Actual 2013	Amended Budget 2014	Projected 2014	Adopted Budget 2015
Revenues					
Intergovernmental	2,166,852	2,385,690	2,556,560	2,221,372	2,256,635
Licenses and Permits	19,912	22,846	16,300	21,624	21,000
Fine, forfeitures and penalties	564,307	512,999	559,097	601,328	600,922
Investment Earnings	10,090	12,204	13,900	12,213	13,700
Miscellaneous	545,404	506,196	537,621	615,487	285,325
Interfund Transfers from other funds	23,791,086	24,828,886	25,277,264	25,277,263	27,326,791
Total Revenues	27,097,651	28,268,821	28,960,742	28,749,287	30,504,373
Expenditures					
Sheriff					
Administration	1,902,467	1,885,854	2,071,261	2,006,187	2,320,719
Patrol	8,518,317	8,664,159	9,622,861	8,885,144	9,239,456
Jail	10,689,030	10,808,653	11,206,483	11,343,479	12,075,110
Courts	806,282	871,276	876,576	902,468	1,005,922
Communications - Criminal Records	585,821	616,037	872,161	888,404	926,405
Major Crime	2,040,942	1,859,437	1,911,484	1,932,088	2,068,208
Fugitive Division	1,665,740	1,743,464	1,710,034	1,787,507	1,815,491
Special Operations	830,201	808,110	925,450	827,698	978,061
Governor's Highway Safety	99,783	155,967	322,635	138,929	-
Bulletproof Vest Grant	6,508	8,364	-	-	-
IV-D Civil Process	184,163	189,796	197,191	174,300	203,404
Information Systems	364,214	251,812	243,236	310,920	271,597
Transfers to other funds	1,146	(322)	-	-	-
Total Expenditures	27,694,614	27,862,607	29,959,372	29,197,124	30,904,373
Excess of Revenues Over (Under) Expenditures	(596,963)	406,214	(998,630)	(447,837)	(400,000)
Net Encumb (beginning less ending)	114,458	(30,631)	-	428	-
Beginning Fund Balance	2,014,545	1,532,040	1,907,623	1,907,623	1,460,214
Fund Balance at end of year	1,532,040	1,907,623	908,993	1,460,214	1,060,214



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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 709,985	\$ 730,219	\$ 684,005	\$ 702,493
Employee Benefits	256,179	268,268	287,471	311,109
Operations	936,303	887,367	1,099,785	1,307,117
Total Expenditures	\$ 1,902,467	\$ 1,885,854	\$ 2,071,261	\$ 2,320,719

Authorized Positions	11.5	11	11	11
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Patrol – 6502

FUNCTION

This section is made up of the Uniform Patrol, Traffic, K-9, School Patrol, and the School Resource Officers (not under grant).

PERFORMANCE GOALS

It is the goal of the Hamilton County Patrol Division to work for the day when the citizens of our county live with a feeling of safety in their homes and out in our community as a whole. This will be accomplished by providing the citizens of Hamilton County with proactive and professional law enforcement service. It will also be accomplished by working as a team with other units in the Sheriff's Office, other law enforcement agencies, community groups, and individual citizens.

The Patrol Division will strive to train and encourage officers to be balanced in their approach to their duties. Their time must be divided between the different duties that are required of a patrol officer: crime interdiction, community involvement, traffic safety, and investigations. The following list contains goals and objectives for the Patrol Division.

1. General patrol duties include responding to calls for service, and preventive patrol in neighborhoods within the unincorporated areas of the County
2. Identify traffic patterns and traffic violations, reduce traffic accidents, and investigate all motor vehicle accidents including all of the County's in-house or County-owned vehicles, traffic direction, and control at certain County schools during the morning and afternoons
3. Identify, enforce and remove drunken drivers from our roadways
4. The K-9 Officers and dogs are utilized in the following areas:
 - A. Drug detection and criminal drug patrol
 - B. Building searches
 - C. Tracking lost or missing children and adults
 - D. Apprehension of fleeing or wanted criminals or suspects
 - E. Jail security or suppression during shakedowns, escapes, etc.
 - F. General patrol duties
5. Patrol of our waterways to promote safety for commercial and pleasure boats
6. Neighborhood Watch/Community Policing presentations regarding crime prevention
7. TIBRS – Tennessee Incident Based Reporting System – clerks and patrol personnel review, classify, and conduct computer entry of all required incidents within the unincorporated areas of the county which is mandated by the Tennessee Bureau of Investigation
8. Provide the schools with law enforcement personnel, professionally trained as School Resource Officers, to ensure a safe and secure environment conducive to learning

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 5,046,806	\$ 5,099,136	\$ 5,612,290	\$ 5,232,201
Employee Benefits	2,428,713	2,552,668	2,976,515	2,969,199
Operations	1,042,798	1,012,355	1,034,056	1,038,056
Total Expenditures	\$ 8,518,317	\$ 8,664,159	\$ 9,622,861	\$ 9,239,456

Authorized Positions	114	115	116.5	114
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PROGRAM COMMENTS

On average, the cost of fuel ranks as the second highest operating expenditure on an annual basis for the Sheriff's Office coming in at approximately \$625K based upon 228K gallons purchased during FY 2014. While we have little control over pricing, to a certain extent we do control our consumption. During FY 2015 the Sheriff's Office will be employing an additional eight SROs; therefore, most likely, consumption of gallons will be higher compared with FY 2014. And sometimes, based upon unusual emergencies, consumption will be higher (i.e. response to storms and tornadoes). However, at the conclusion of FY 2015 we would like to attempt 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 in FY 2015. 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

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 5,813,849	\$ 5,758,764	\$ 5,840,068	\$ 6,210,097
Employee Benefits	2,663,184	2,835,487	3,082,253	3,643,543
Operations	2,211,997	2,214,402	2,284,162	2,221,470
Total Expenditures	\$ 10,689,030	\$ 10,808,653	\$ 11,206,483	\$ 12,075,110

Authorized Positions	149	151	151	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 fitness program for all correctional officers
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 been 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. Transition the Jail Commissary operations from our control over to the Blind Vendors Enterprise (BE) by the end of this calendar year

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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 527,614	\$ 559,666	\$ 560,036	\$ 621,368
Employee Benefits	270,848	303,720	307,110	375,124
Operations	7,820	7,890	9,430	9,430
Total Expenditures	\$ 806,282	\$ 871,276	\$ 876,576	\$ 1,005,922

Authorized Positions	15.63	15.63	15.63	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 weapon 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 (by sending a silent message to officers through their hand held radio) security of the exact location of the emergency or threat.

Criminal Records/National Crime Information Center/Jail Records – 6505

FUNCTION

The Records Division prepares and maintains a complete record system for the department, which includes statistical and summary reports, classifying and coding incidents and other related office and clerical work. 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. Inmate jail folders are audited for accuracy and filed in a secure area until transferred to microfilm for archiving. This unit provides investigative support to all law enforcement functions and reports crime statistics to TBI on a monthly basis as mandated by TCA 38-10-101.

PERFORMANCE GOALS

1. Expand the use of computers to retrieve more efficiently computer-generated information from the TIES – “State System” and NCIC – “National Crime Information Center”
2. Enhance the quantity, quality and timeliness of crime data collection and improve the methodology used for compiling, analyzing, auditing and publishing crime data
3. Serve the public, employees and other law enforcement entities by providing timely, efficient information regarding incidents that occur within Hamilton County Sheriff’s Office jurisdiction
4. Accomplish entry into NCIC within 90 days any person arrested for domestic-related offenses where bond conditions are set by a magistrate
5. Coordinate with the Sex Offender Registry to update information in TCIC/NCIC on sex offenders who are registered in Hamilton County

Expenditures by type	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 390,814	\$ 396,039	\$ 570,142	\$ 589,297
Employee Benefits	181,729	206,703	287,199	322,644
Operations	13,278	13,295	14,820	14,464
Total Expenditures	\$ 585,821	\$ 616,037	\$ 872,161	\$ 926,405

Authorized Positions	13	13	16	16
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Major Crimes – 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 1,173,213	\$ 1,102,788	\$ 1,048,753	\$ 1,104,420
Employee Benefits	525,413	532,486	514,938	619,368
Operations	342,316	224,163	347,793	344,420
Total Expenditures	\$ 2,040,942	\$ 1,859,437	\$ 1,911,484	\$ 2,068,208

Authorized Positions	24	24	22	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 by four detectives, which will 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 also request two 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, Accurant, 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 1,060,431	\$ 1,090,299	\$ 1,035,185	\$ 1,087,546
Employee Benefits	491,071	538,328	554,317	599,093
Operations	114,238	114,837	120,532	128,852
Total Expenditures	\$ 1,665,740	\$ 1,743,464	\$ 1,710,034	\$ 1,815,491

Authorized Positions	29.5	26.36	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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 520,199	\$ 496,982	\$ 591,089	\$ 612,075
Employee Benefits	252,733	261,172	283,839	315,463
Operations	57,269	49,956	50,522	50,523
Total Expenditures	\$ 830,201	\$ 808,110	\$ 925,450	\$ 978,061

Authorized Positions	11	10	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 detective assigned to this program full time
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; that includes 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 Department 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 2012	Actual 2013	Budget 2014	Budget 2015
Employee Compensation	\$ 96,845	\$ 99,751	\$ 99,751	\$ 102,245
Employee Benefits	56,711	60,029	62,528	68,597
Operations	30,607	30,016	34,912	32,562
Total Expenditures	\$ 184,163	\$ 189,796	\$ 197,191	\$ 203,404
Authorized Positions	4	2.64	2.64	2.64

Other Sheriff

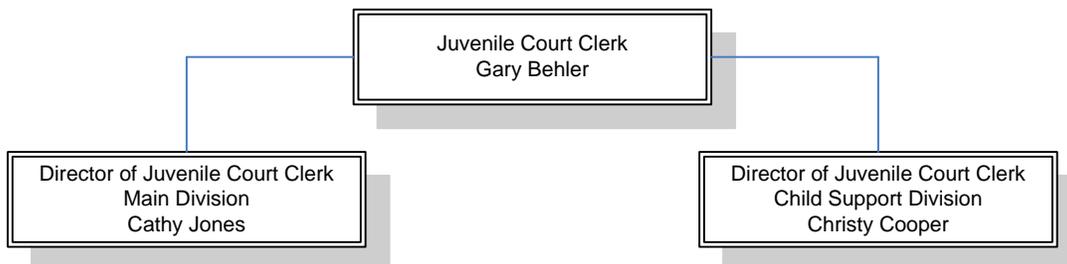
FUNCTION

1. Governor's Highway Safety Grant – Formerly "R.I.D. Grant" – The Sheriff's Department received a grant from the State Department of Transportation through the Governor's Highway Safety Program. For this program, Sheriff's Department 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. BOJ Bulletproof Vest Grant – Grant from the Bureau of Justice for the purchase of bulletproof vests for law enforcement personnel.

Departments	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Governors Highway Safety Grant	99,783	155,967	322,635	-
DOJ Bulletproof Vest Grant	6,508	8,364	-	-
Transfer to other funds	1,146	(322)	-	-
	\$ 107,437	\$ 164,009	\$ 322,635	\$ -

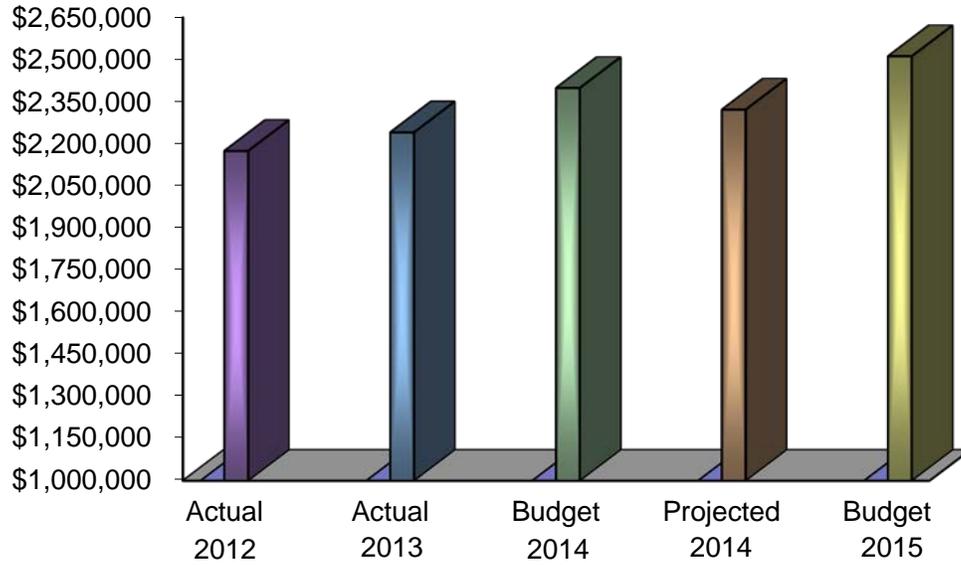
Juvenile Court Clerk Fund

The Juvenile Court Clerk Fund was established pursuant to Tennessee Code Annotated 37-1-211, which states that the Clerks of such special Juvenile Courts shall, under the supervision of the judge, keep all records of the court. It was by this authority the Juvenile Court Clerk Fund was established.

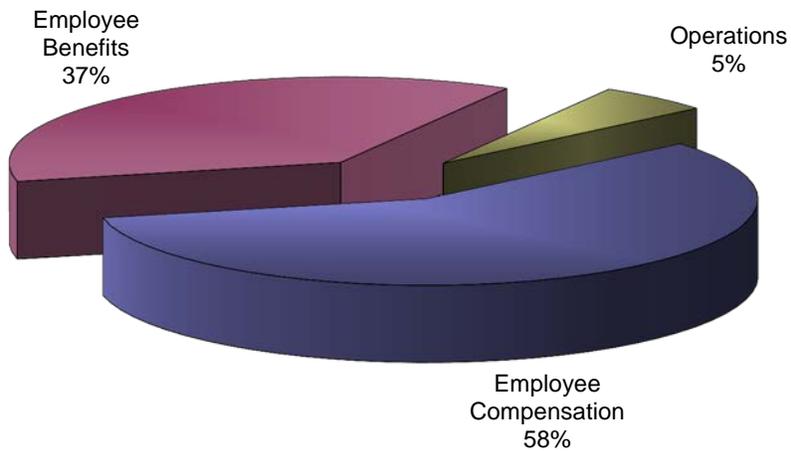


Left to right: Christy Cooper, Gary Behler, Cathy Jones

Juvenile Court Clerk Fund Expenditures



FY 2015 Expenditures by Type



**Juvenile Court Clerk Fund Budget Summary
SPECIAL REVENUE FUND
Schedule of Revenue and Expenditures**

	Actual 2012	Actual 2013	Amended Budget 2014	Projected 2014	Adopted Budget 2015
Revenues					
Fees and Commissions	250,862	314,377	303,300	265,725	303,400
Fine, forfeitures and penalties	72,596	81,277	70,000	95,589	90,000
Investment Earnings	1,811	2,150	-	2,331	-
Miscellaneous	18,879	24,698	16,000	21,402	16,100
Interfund Transfers from other funds	1,868,718	1,950,666	2,009,893	2,009,893	1,882,775
Total Revenues	2,212,866	2,373,168	2,399,193	2,394,940	2,292,275
Expenditures					
Juvenile Court Clerk	1,269,035	1,292,049	1,376,574	1,344,908	1,453,717
Juvenile Court IV D Support	905,779	948,815	1,022,619	977,169	1,058,224
Total Expenditures	2,174,814	2,240,864	2,399,193	2,322,077	2,511,941
Excess of Revenues Over (Under) Expenditures	38,052	132,304	-	72,863	(219,666)
Beginning Fund Balance	299,310	337,362	469,666	469,666	542,529
Fund Balance at end of year	337,362	469,666	469,666	542,529	322,863

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, 2014 the cumulative case file total was 100,710. Assign new dockets numbers. In FY 2013-14, 5,346 new cases were initiated.
4. During FY 2013-14, 1,893 new files were created.
5. 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.
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, fines, administrative fees, bonds and restitution.
9. Appoint attorneys as ordered by the Juvenile Court.
10. 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.

PROGRAM ACCOMPLISHMENTS

1. Implemented 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. Began the process of scanning and digitizing the most current court records; all documents included in scanned case files will become digital images attached to the JFACTS database, and will be accessible to all clerks, magistrates and other authorized users simultaneously and with instant-update capability.
3. Processed approximately 6,400 petitions filed by the State of Tennessee, attorneys and pro se litigants.
4. Coordinated with the Juvenile Court Administration to install and implement audio/visual systems in each courtroom necessary to conduct video hearings for inmates located at the Hamilton County Jail and Silverdale Correctional Facility.
5. Provided internship opportunities to multiple students, in cooperation with University of Tennessee at Chattanooga and Chattanooga State Community College.

PROGRAM COMMENTS

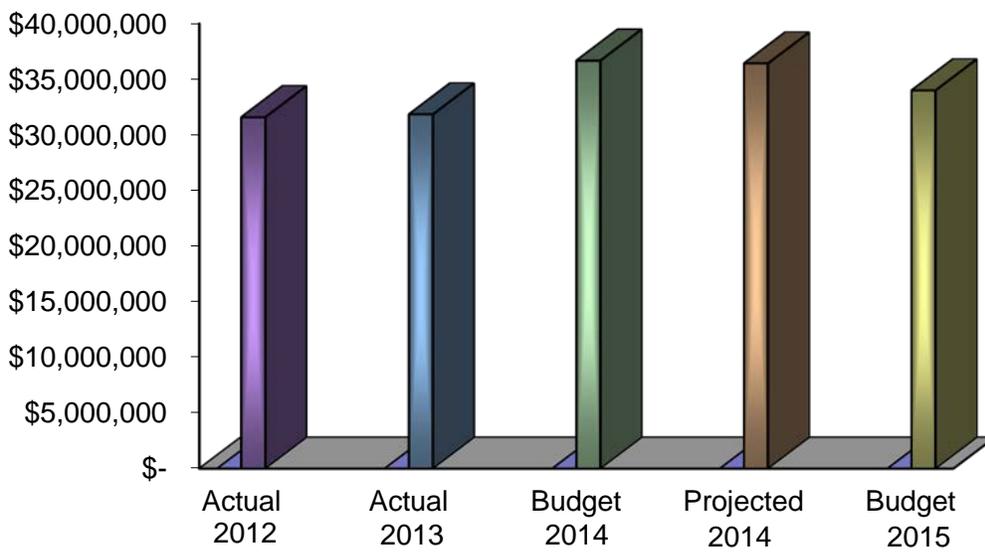
The Tennessee Supreme Court in an opinion of July 29, 1988, declared the position of Juvenile Court Clerk to be an elected office. The office of Juvenile Court Clerk in Hamilton County was established as a separate County department on November 2, 1988.



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 Fund Expenditures



**Debt Service Fund Budget Summary
Schedule of Revenue and Expenditures**

	Actual 2012	Actual 2013	Amended Budget 2014	Projected 2014	Adopted Budget 2015
Revenues					
Taxes	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services	525,134	554,437	550,000	539,225	550,000
Investment Earnings	-	2,278	2,000	2,078	2,000
Miscellaneous	75,157	73,402	70,769	65,143	67,502
Transfers from other funds	31,132,990	31,177,873	36,050,656	36,373,593	33,375,278
Total Revenues	31,733,281	31,807,990	36,673,425	36,980,039	33,994,780
Expenditures					
Trustee Commission	5,235	5,578	7,000	5,865	7,000
Retirement of Principal	21,430,000	20,595,000	25,245,000	25,245,000	23,800,000
Retirement of Notes	1,024,736	1,055,005	900,978	907,388	-
Bond Service Charge	10,917	12,712	25,000	10,585	10,000
Commercial Paper Interest & Fees	186,195	245,871	350,000	123,910	450,000
Interest	8,060,109	9,340,344	9,567,923	9,548,873	9,165,170
Administrative Expense	297,942	11,850	15,000	10,125	15,000
Payment to City	476,834	473,170	471,791	471,791	456,877
Interfund Transfer	90,733	97,143	90,733	90,733	90,733
Total Expenditures	31,582,701	31,836,673	36,673,425	36,414,270	33,994,780
Excess of Revenues Over (Under) Expenditures	150,580	(28,683)	-	565,769	-
Beginning Fund Balance	236,503	387,083	358,400	358,400	924,169
Fund Balance at end of year	387,083	358,400	358,400	924,169	924,169

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 to 20 year serial bonds. In 2004, serial bonds in the amount of \$10 million were borrowed for a term of 30 years. General obligation bonds are summarized by issue as follows: (See detail schedules)

Principal Amount

Series	Interest Rates	General	School
1998B	5.00%-5.10%	3,955,000	-
2008A	5.00%-3.75%	1,922,024	11,007,976
2008B	4.00%-3.25%	1,520,562	5,209,438
2009	3.00%-4.375%	5,945,970	15,139,030
2010A	3.00%-4.00%	7,475,000	-
2010B	2.00%-4.25%	9,660,000	-
2010C	2.20%-5.00%	3,670,000	-
2011A	4.00%-3.50%	11,623,409	43,726,591
2011B	4.00%-5.00%	13,089,667	3,285,333
2013A	3.00%-2.75%	9,389,547	47,175,453
2013B	2.00%-3.00%	6,615,627	37,889,373
		74,866,806	163,433,194

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
2015	23,800,000	9,165,170	32,965,170
2016	23,935,000	8,241,561	32,176,561
2017	20,395,000	7,335,286	27,730,286
2018	20,575,000	6,461,349	27,036,349
2019-2031	149,595,000	23,921,551	173,516,551
		238,300,000	55,124,917
			293,424,917

Commercial Paper/Revolving Credit Agreement – The County Commission adopted a resolution on June 21, 2006 authorizing the County to participate in a Commercial Paper program in an aggregate principal amount not to exceed \$125,000,000. In order to provide liquidity for the payment of the principal of maturing Commercial Paper, the County entered into a Standby Note Purchase Agreement (the "Credit Agreement") with the Initial Bank simultaneously with the initial issuance and delivery of the Commercial Paper. The aggregate principal amounts of all advances made on any date may not exceed the outstanding available commitment amount under the Credit Agreement. The interest rate on the Revolving Credit Agreement varies monthly. The County's remaining obligations under this agreement as of February 28, 2014 is \$5,000,000.

Debt Service Fund (continued)

PROGRAM COMMENTS: - Continued

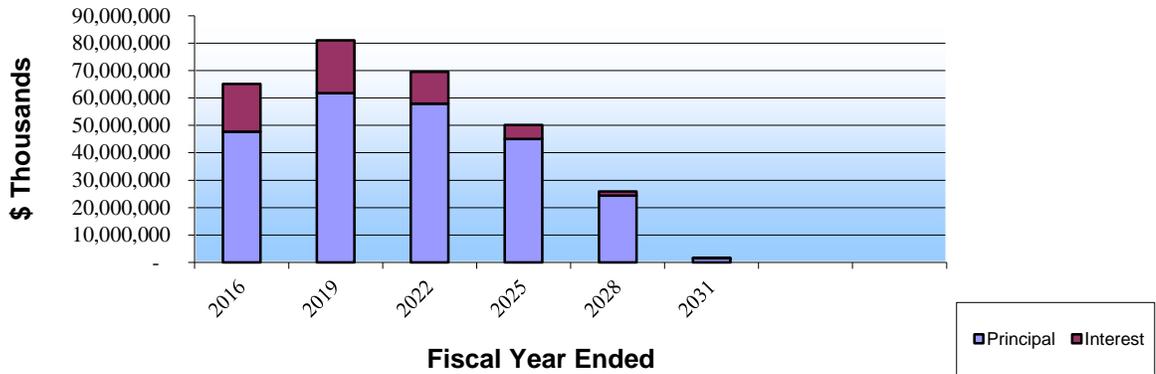
Finley Stadium Project – In February 1996, Hamilton County entered into an agreement with the City of Chattanooga to provide equal funding for the development of the Stadium Project and other project-related purposes. The City of Chattanooga issued \$13,000,000 of 20-year serial bonds at interest rates 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, 2014 is \$911,890.

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 obligations under this agreement as of June 30, 2014 are \$321,604.

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, 2014 are \$9,968,534.

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, 2014 are \$488,188.

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 2015 and FORWARD**

Fiscal Year Ended	Balance at Beginning of Fiscal Year	Annual Redemption	Annual Interest Requirements	Total Annual Requirements
06/30/2015	\$ 238,300,000	\$ 23,800,000	\$ 9,165,170	\$ 32,965,170
06/30/2016	214,500,000	23,935,000	8,241,561	32,176,561
06/30/2017	190,565,000	20,395,000	7,335,286	27,730,286
06/30/2018	170,170,000	20,575,000	6,461,349	27,036,349
06/30/2019	149,595,000	20,755,000	5,587,836	26,342,836
06/30/2020	128,840,000	19,125,000	4,691,129	23,816,129
06/30/2021	109,715,000	19,300,000	3,877,171	23,177,171
06/30/2022	90,415,000	19,530,000	3,077,509	22,607,509
06/30/2023	70,885,000	19,715,000	2,327,574	22,042,574
06/30/2024	51,170,000	13,860,000	1,641,082	15,501,082
06/30/2025	37,310,000	11,455,000	1,158,961	12,613,961
06/30/2026	25,855,000	9,805,000	777,994	10,582,994
06/30/2027	16,050,000	10,000,000	494,069	10,494,069
06/30/2028	6,050,000	4,570,000	184,469	4,754,469
06/30/2029	1,480,000	545,000	54,819	599,819
06/30/2030	935,000	565,000	35,063	600,063
06/30/2031	370,000	370,000	13,875	383,875
TOTAL		\$238,300,000	\$55,124,917	\$293,424,917

**HAMILTON COUNTY, TENNESSEE
DEBT SERVICE FUND
SCHEDULE OF INTEREST REQUIREMENTS FOR
FISCAL YEAR ENDED JUNE 30, 2015**

Bond Redemption	Date of Issue	Interest Rate	Outstanding June 30,2014	Interest Payable
General Obligation Bonds -				
General Improvement	3-1-98-B	5.00	\$ 565,000	\$ 21,375
General Improvement	3-1-98-B	5.10	3,390,000	172,890
General Improvement	4-8-08-A	3.50	961,012	33,635
General Improvement	4-8-08-A	3.75	961,012	36,038
General Improvement	4-8-08-B	4.00	753,503	30,140
General Improvement	4-8-08-B	3.25	767,059	12,465
General Improvement	3-10-09	3.50	1,190,040	41,651
General Improvement	3-10-09	4.00	3,568,710	142,748
General Improvement	3-10-09	4.125	593,610	24,487
General Improvement	3-10-09	4.375	593,610	25,971
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	3,220,000	96,600
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	2.800	330,000	9,240
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	7,280,643	364,032
General Improvement	11-8-11-A	4.000	2,090,534	83,621
General Improvement	11-8-11-A	3.250	1,107,741	36,002
General Improvement	11-8-11-A	3.500	1,144,491	40,057
General Improvement	11-8-11-B	5.000	7,424,667	371,233
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	5,365,811	214,633
General Improvement	4-10-13-A	2.000	670,623	13,412
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	103,311	2,066
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
TOTAL GENERAL IMPROVEMENT			\$ 74,866,806	\$ 2,938,737

**HAMILTON COUNTY, TENNESSEE
DEBT SERVICE FUND
SCHEDULE OF INTEREST REQUIREMENTS FOR
FISCAL YEAR ENDED JUNE 30, 2015**

Bond Redemption	Date of Issue	Interest Rate	Outstanding June 30,2014	Interest Payable
General Obligation Bonds -				
School	4-8-08-A	3.500	\$ 5,503,988	\$ 192,640
School	4-8-08-A	3.750	5,503,988	206,399
School	4-8-08-B	4.000	2,581,497	103,260
School	4-8-08-B	3.250	2,627,941	42,704
School	3-10-09	3.500	3,029,960	106,049
School	3-10-09	4.000	9,086,290	363,451
School	3-10-09	4.125	1,511,390	62,345
School	3-10-09	4.375	1,511,390	66,123
School	11-8-11-A	5.000	27,389,357	1,369,468
School	11-8-11-A	4.000	7,864,466	314,579
School	11-8-11-A	3.250	4,167,259	135,436
School	11-8-11-A	3.500	4,305,509	150,693
School	11-8-11-B	5.000	3,285,333	164,266
School	4-10-13-A	4.000	26,959,189	1,078,368
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	591,689	11,834
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
TOTAL SCHOOL			<u>\$ 163,433,194</u>	<u>\$ 6,226,433</u>
TOTAL GENERAL OBLIGATION BONDS			<u>\$ 238,300,000</u>	<u>\$ 9,165,170</u>

**HAMILTON COUNTY, TENNESSEE
SUMMARY OF DEBT SERVICE AND OTHER OBLIGATIONS
AS OF JUNE 30, 2014**

Payments Due in Fiscal Year 2015

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
General Obligation bonds	\$ 23,800,000	\$ 9,165,170	\$ 32,965,170
Finley Stadium Project	427,500	29,377	456,877
Dept. of Education 2003 Loan Agreement	90,733	-	90,733
Total payments due in fiscal year 2015	<u>\$ 24,318,233</u>	<u>\$ 9,194,547</u>	<u>33,512,780</u>
Less: Reimbursements by WWTA			(600,194)
Reimbursement on Series 2010 C Bonds			<u>(67,502)</u>
Net debt service and other obligations			<u>\$ 32,845,084</u>

Total Debt Obligations at June 30, 2014

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
General Obligation bonds	\$ 238,300,000	\$ 55,124,917	\$ 293,424,917
Finley Stadium Project	872,500	39,390	911,890
Dept. of Education 2003 Loan Agreement	321,604	-	321,604
Revolving Credit Agreement	5,000,000	*	5,000,000
Total debt obligations outstanding	<u>\$ 244,494,104</u>	<u>\$ 55,164,307</u>	<u>299,658,411</u>
Less: Reimbursements by WWTA			(9,968,534)
Reimbursement on Series 2010 C Bonds			<u>(444,188)</u>
Net debt obligations outstanding			<u>\$ 289,245,689</u>

* The interest rate on the loans under the Revolving Credit Agreement varies monthly. Actual interest expense is unknown. The total debt outstanding under the Revolving Credit Agreement is shown as of February 28, 2014.

Purpose of the Capital Improvements Program

This section describes the County's Capital Improvements Program (CIP). Included is a general discussion of all existing and planned capital projects for which the County has either budgeted General Fund monies or has approved for expenditure from its Capital Projects Fund.

The County funds capital projects from two primary sources: 1) the General Fund, in which capital items with shorter useful lives (less than 15 years) are budgeted and adopted as part of the annual budget process; and 2) the Capital Projects Fund, in which capital items with useful lives of at least 15 years are funded through either bond anticipation notes (BANS) or bond proceeds.

The CIP is reviewed and updated annually in conjunction with the County's long-range financial planning process. Fiscal constraint is considered in all facets of the CIP. First, projects under consideration are evaluated annually against one another to ensure that only priority projects receive funding. Second, essential improvements are planned in a manner commensurate with the County's ability to pay for them. As growth continues, the CIP will help the County avoid costly crisis expenditures of dollars that could require dramatic increases to the tax rate. Finally, the CIP attempts to take into account not only the construction costs of completing a capital project, but also the impact on the County's operating budget in subsequent years.

The CIP Process

Each year the County updates its long-range CIP plan. As part of the CIP process, the County departments and the Department of Education are asked to review and prioritize their capital needs. The departments submit all Capital requests with cost estimates, to the Finance Division to be reviewed for affordability and demonstrated need. Certain of the listed capital needs having relatively shorter useful lives, such as vehicles, computers, minor equipment, etc., are identified and included in the annual Capital Outlay budget funded by the General Fund. The other listed capital needs are reviewed by the Finance Division and the County Mayor. Projects meeting the County's needs and affordability are identified and approved for funding through the Capital Projects Fund. These capital projects are funded by General Obligation Bonds, Notes, Grants, or the Revolving Loan Agreement and are presented to and approved by the County Commission prior to expenditure of funds for the capital project.

The CIP is funded each year from a variety of sources in addition to the Capital Outlay

operating budget and bond proceeds, including Federal and State aid and grants and contributions from the private sector. Since departmental needs often change over time, the CIP is always viewed as a working plan and is subject to change by the County Mayor and County Commission for a given fiscal year. All future capital improvement requests not formally adopted by the Board of Commissioners, though presented in this CIP budget document, are subject to change.

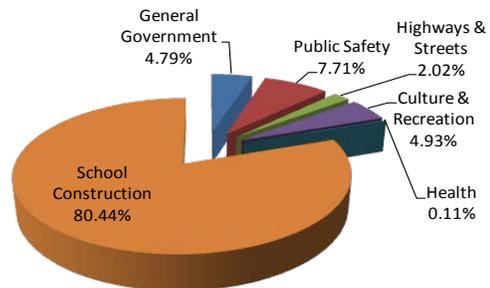
FY 2015 Capital Budget is as follows:

Revenue	FY 2014-2015
General Fund	\$ 3,073,749
Revolving Loan Agreement	48,373,661
Total	\$ 51,447,410

Appropriation	FY 2014-2015
Administration	\$ 5,000
Emergency Medical Services	1,095,000
Engineering	7,250
Enterprise South	962,791
Equipment	832,910
Furniture & Fixtures	25,500
Highway	1,029,688
Maintenance	638,066
Recreation	1,517,154
Renovations	1,228,575
Riverpark	56,000
Schools	41,385,512
Sheriff Equipment	2,415,562
Volunteer Services	248,402
Total	\$ 51,447,410

FY 2015 Approved Capital Budget is as follows:

General Government	\$ 2,462,106
Public Safety	3,968,578
Highways & Streets	1,036,938
Culture & Recreation	2,535,945
Health	58,331
School Construction	41,385,512
Total	\$ 51,447,410



Capital Fund Revenues

Fiscal Years 2014 - 2017

Revenues

The County funds its capital program through a variety of sources including current operations and reserves.

Funding for the FY 2014 Capital Budget is provided by the General Fund Balance of \$4,646,790, State of Tennessee Department of Transportation Grants in the amount of \$1,552,800, Investment Earnings of \$5,005, Bond Proceeds of \$2,848,833 and our new Revolving Loan Agreement in the amount of \$5,000,000. This \$5,000,000 is the first drawdown from this new funding source.

Revenue Source	Projected FY 2014	Estimated FY 2015	Estimated FY 2016	Estimated FY 2017
General Fund	4,646,790	3,073,749	4,000,000	4,000,000
Intergovernmental	1,552,800	-	-	-
Investment Earnings	5,005	-	-	-
Bond Proceeds	2,182,327	-	-	-
Revolving Loan Agreement	5,000,000	48,373,661	24,945,014	3,714,286
	<u>13,386,922</u>	<u>51,447,410</u>	<u>28,945,014</u>	<u>7,714,286</u>

Capital Fund Expenditures

Fiscal Years 2014 - 2017

Expenditures

The appropriations to the Capital Improvements Budget are analyzed on a year to year basis. As priorities shift, the Capital Improvements Budget will vary to reflect this. Departments requested their annual capital outlay budget during the regular annual budget process. The capital projects list which will be funded by the revolving loan agreement has been brought before the Commission; however it may be subject to change depending on long-range funding options.

Expenditures	Projected FY 2014	Estimated FY 2015	Estimated FY 2016	Estimated FY2017
Administration	138,629	5,000	-	-
Emergency Services	797,726	-	357,723	-
Emergency Medical Services	392,858	1,095,000	895,000	895,000
Engineering	17,755	7,250	27,994	27,994
Enterprise South	119,758	962,791	29,963	29,963
Equipment	2,687,790	832,910	1,170,938	1,170,938
Furniture & Fixtures	14,066	25,500	18,279	18,279
Highway	2,407,090	1,029,688	1,181,973	205,285
Land Improvements	25,469	-	67,351	67,351
Maintenance	382,904	638,066	18,759	18,759
Recreation	534,075	1,573,154	127,167	127,167
Building Construction and Renovations	303,438	1,228,575	371,078	154,271
Schools	4,141,520	41,385,512	23,004,202	3,714,286
Sheriff Equipment	1,175,442	2,415,562	1,426,185	1,036,591
Volunteer Services	248,402	248,402	248,402	248,402
	<u>13,386,922</u>	<u>51,447,410</u>	<u>28,945,014</u>	<u>7,714,286</u>

Administration

Funding Source(s): Bond Proceeds/Revolving Loan Agreement
FY 2015 Appropriation: \$ 5,005
Total Project Cost: Not estimated

All administrative costs are related to our Bond Proceeds or Revolving Loan Agreement. These transactions include service charges for transfers made by the bank and interest fees charged for loans. Our current rate of interest on the Revolving Loan Agreement is 038% APR which impacts the general fund.

Emergency Services

Funding Source(s): Revolving Loan Agreement
FY 2015 Appropriation: \$ -
Total Project Cost \$ 357,723

Construction on volunteer fire department stations is slated to begin in FY 2016. The stations are the Sale Creek Volunteer Fire Department, the Tri-Community Volunteer Fire Department and the Dallas Bay Volunteer Fire Department. When construction is complete, the County will surrender title to the buildings and the cost of utilities and insurance will be the responsibility of the volunteer fire departments. There is no anticipated cost to the general fund.

Emergency Medical Services

Funding Source(s): General Fund
FY 2015 Appropriation: \$ 895,000

In FY 2015, the appropriations for Emergency Medical Services have been allocated for the replacement of two ambulances; one ambulance remount; the replacement of a supply delivery vehicle; training equipment (including software, textbooks, and other training supplies); and the replacement of cardiac monitors, stretchers and backboards. These are routine replacements. As ambulances are heavily utilized, they are scheduled for replacement on a yearly basis unless circumstances warrant otherwise.

Emergency Medical Services

Funding Source(s): Revolving Loan Agreement
FY 2015 Appropriation: \$ 200,000
Total Project Cost: \$ 200,000

A new software package was purchased for the Emergency Medical Services, which is now integrated with the County's ambulance billing system. The County expects this will increase collections previously considered bad debt related to unreliable patient information. Based on FY 2014 collections of \$8,247,717, the cost of the software will be \$350,528 annually or 4.25% of annual collections.

Engineering

Funding Source(s): General Fund
FY 2015 Appropriation: \$ 7,250

The FY 2015 appropriation is to fund computers and software replacements necessary to support Civil 3D upgrades.

Enterprise South

Funding Source(s): General Fund
FY 2015 Appropriation: \$ 8,000

The FY 2015 appropriation is to fund a zero-turn mower.

Enterprise South Nature Park

Funding Source(s): Revolving Loan Agreement
FY 2015 Appropriation: \$ 954,791
Total Project Cost: \$ 954,791

In FY 2015, ESNP will add a public equestrian trail, a waterless bath facility, 2 picnic shelters along the trail, an access road for horse trailers and a horse trailer parking lot. This project's estimated to be completed in FY 2015. The impact to the general fund for maintenance of the waterless bathrooms is \$700 annually.

Equipment

Funding Source(s): General Fund
FY 2015 Appropriation: \$ 832,910

The equipment category is made up of vehicles, computers, software and other miscellaneous assets with a life span of less than 15 years, requested by departments on an as needed basis.

Furniture

Funding Source(s): General Fund
FY 2015 Appropriation: \$ 25,550

The furniture category is made up of miscellaneous replacement of chairs at the Health Department, a new dining table and chairs at the Juvenile Court Clerk's Office, and a shelving system at Microfilm.

Highway

Funding Source(s): General Fund
FY 2015 Appropriation: \$ 53,000

The appropriation for Highway is for the replacement of two 4X4 pickup trucks, which have high mileage of 247,000 and 284,000.

Highway

Funding Source(s): Revolving Loan Agreement
FY 2015 Appropriation: \$ 976,688
Total Project Cost: \$1,953,376

Project 11-201 State Route 58 at Birchwood Pike is in the design phase. Expected completion date is FY 2016.

Maintenance

Funding Source(s): General Fund
FY 2015 Appropriation: \$ 22,000

The appropriation for Maintenance is to replace one heavy-duty work van with mileage over 180,000 miles.

Maintenance

Funding Source(s): Revolving Loan Agreement
FY 2015 Appropriation: \$ 616,066
Total Project Cost: \$ 616,066

Maintenance is responsible for numerous construction projects across the County. In FY 2015, they have scheduled the replacement of the heating and air control system in the Courts Building on Market Street, the replacement of the STAFFA system for the County jail and replacement of roofs on County buildings, as weather permits.

Recreation

Funding Source(s): General Fund
FY 2015 Appropriation: \$ 124,500

Included in this funding is \$56,000 for the Riverpark which is 50% funded by the City of Chattanooga. The appropriation is for hazardous tree removal and trimming, bench replacement and replacement of a cab pickup truck. The appropriation for Recreation includes monies for two pickup trucks. They will replace a 1995 Ford pickup with 160,000 miles and a 1996 Chevy pickup with 157,000 miles. In addition to the vehicles, allocations were made for garbage dumpsters, three bush hogs, and fencing for ball-fields at satellite parks

Recreation

Funding Source(s): **Revolving Loan Agreement**
FY 2015 Appropriation: **\$1,448,654**
Total Project Cost: **\$1,448,654**

In FY 2015, Chester Frost Park will get electrical and water upgrades at the campgrounds. There is no expected impact on the general fund for these upgrades. Installation of lights along the walking trail at Standifer Gap will also be completed in FY 2015. The impact on the general fund is estimated at \$700 annually. The Riverwalk in downtown Chattanooga is scheduled for a wall replacement in one section that will also be completed in FY 2015. There is no expected impact on the general fund for that replacement.

Construction/Renovation Projects

Funding Source(s): **Revolving Loan Agreement**
FY 2015 Appropriation: **\$1,228,575**
Total Project Cost: **\$1,445,382**

Renovations to Information Technology Services restructuring the current layout of the 1st & 3rd floors of the Newell Towers, the Courts Building on Market Street; the Medical Examiners facility (which will include updating the fencing around the rear of the forensic center); and construction of a columbarium storage facility. Estimated impact on the general fund for the heating and cooling of the columbarium is estimated at \$2,500 annually.

Schools

Funding Source(s): **Revolving Loan Agreement**
FY 2014 Appropriation **\$ 4,141,520**
FY 2015 Appropriation: **\$41,385,512**
Total Project Cost: **\$72,241,520**

Five schools will be in the construction process within the next three years. Ooltewah Elementary is awaiting final approval to disburse the retainage of \$104,000. The East Brainerd Elementary School is scheduled for completion in FY 2015, at a total projected cost of \$24,241,520. Gann's Middle Valley Elementary will begin construction in FY 2015, at a projected cost of \$26,000,000 and is scheduled for completion in FY 2017. Additions to Nolan Elementary, Wolfever Elementary, and Sale Creek Middle/High schools will also begin in FY 2015 with completion projected in FY 2016. When the projects are completed, the assets are turned over to the Hamilton County Department of Education and the debt service payments remain the general obligation of Hamilton County, TN.

Sheriff

Funding Source(s): **General Fund**
FY 2015 Appropriation: **\$ 857,187**

The appropriation for Sheriff includes 15 new fleet vehicles to replace those with excess mileage and high maintenance costs, including the equipment necessary to update the vehicles to be patrol worthy. It also includes allocations for kitchen equipment for the jail, one server update and office equipment for Central Records.

Sheriff

Funding Source(s): **Revolving Loan Agreement**
FY 2015 Appropriation: **\$1,558,375**
Total Project Cost: **\$1,947,969**

The majority of the Project Cost allocation in this category is for a joint City and County firing range estimated to cost \$1,500,000. Also included is cell modifications in the jail and rust removal and abatement in the Silverdale correctional facility. The annual impact to the general fund is estimated to be \$136,000, which is the County's portion of the total shared cost with the City.

Volunteer Services

Funding Source(s): **General Fund**
FY 2015 Appropriation: **\$ 248,402**

This funding is allocated annually to 13 Volunteer Agencies for the replacement of emergency equipment and supplies.



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 2014

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 learners 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. As new state standards are implemented, it is critical that our students receive support from all of us.

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 second 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 written in a cursive, flowing style.

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 2013 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 2010-2011 fiscal year is estimated at approximately 15 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:

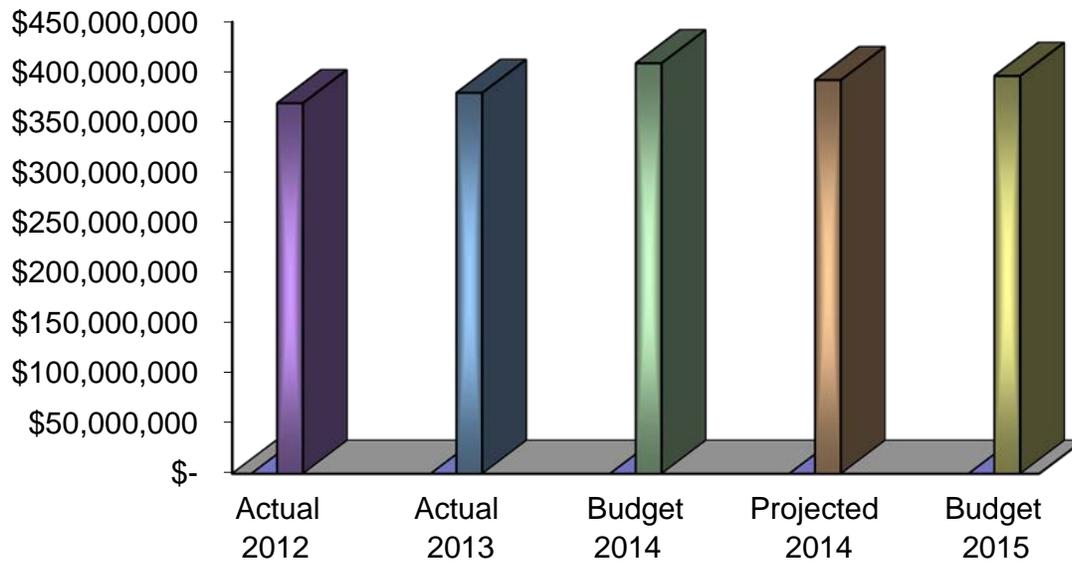
- Provide annual salary increases for employees to cover cost-of-living increases.
- Pay salaries that are comparable to those of similar counties.

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

	Actual 2012	Actual 2013	Amended Budget 2014	Projected 2014	Adopted Budget 2015
Revenues					
Taxes	189,197,934	192,025,657	192,660,845	192,795,929	196,660,845
Intergovernmental	183,342,115	184,172,301	196,678,463	191,341,639	187,148,928
Charges for Services	10,564,013	10,122,355	11,738,771	9,322,796	9,875,510
Investment Earnings	250,719	261,431	259,650	269,460	257,630
Miscellaneous	5,853,600	4,750,505	2,921,233	2,738,574	1,964,459
Transfers In from Other Funds	-	-	1,306,764	1,376,450	1,306,764
Total Revenues	389,208,381	391,332,249	405,565,726	397,844,848	397,214,136
Expenditures					
Regular Instruction	156,190,832	166,635,736	176,662,977	172,887,273	177,162,978
Special Education	32,188,568	32,398,548	34,356,646	33,880,957	34,508,885
Vocational Education	8,297,430	8,179,399	8,746,789	8,665,364	8,741,749
Attendance	1,471,536	1,474,482	1,712,028	1,621,950	1,684,309
Health Services	3,061,784	3,003,845	3,394,839	3,265,426	3,417,807
Other Student Support	6,032,896	6,334,359	6,674,464	6,585,094	6,728,812
Regular Instruction Support Services	7,864,142	7,879,328	8,896,570	8,212,864	9,296,074
Special Education Support Services	2,641,146	2,877,225	2,993,643	2,945,952	2,982,292
Vocational Education Support Services	257,376	252,329	285,008	274,996	278,354
Board of Education	5,888,670	5,814,544	6,188,599	5,777,004	6,204,720
Office of the Superintendent	887,071	885,121	1,023,744	973,480	1,019,173
Office of the Principal	22,590,041	23,114,325	23,977,823	24,051,476	24,496,865
Fiscal Services	2,316,077	2,563,099	2,818,861	2,651,727	2,788,751
Human Services	1,054,435	1,087,972	1,257,280	1,162,666	1,269,092
Operation of Plant	23,365,914	23,732,806	24,008,351	22,623,278	23,954,769
Maintenance of Plant	7,502,122	7,770,935	8,106,889	7,682,058	8,097,165
Transportation	14,012,403	14,383,539	14,610,204	14,027,100	15,042,947
Central and Other	1,943,061	2,104,806	2,139,626	2,122,322	2,250,904
Community Services	2,442,465	2,448,844	2,986,682	2,400,931	2,986,682
Early Childhood Education	2,661,674	2,744,787	2,810,172	2,804,914	2,810,171
Capital Outlay	124,449	129,746	130,000	128,316	130,000
Education Debt Service	97,500	97,500	97,500	97,200	97,500
Food Service	18,107,596	19,011,449	20,284,289	19,901,323	19,895,927
Federal Projects	40,258,948	36,168,622	45,763,177	38,883,948	31,679,204
Self Funded Projects	4,301,119	3,782,467	3,651,123	3,231,855	2,276,959
Charter Schools	3,514,108	4,399,526	5,225,702	5,156,567	6,369,138
Total Expenditures	369,073,363	379,275,339	408,802,986	392,016,041	396,171,227
Excess of Revenues Over (Under) Expenditures	20,135,018	12,056,910	(3,237,260)	5,828,807	1,042,909
Other Financing Uses	(3,600,000)	(4,369,710)	(7,785,985)	(7,785,985)	(3,000,000)
Net Encumb (beginning less ending)	(5,466,547)	(696,628)	-	146,586	-
Excess of non-budgeted revenue and other financing sources over (under) non-budgeted expenditures	(466,331)	(694,073)	-	917,768	-
Beginning Fund Balance	38,898,748	49,500,888	55,797,387	55,797,387	54,904,563
Fund Balance at end of year	49,500,888	55,797,387	44,774,142	54,904,563	52,947,472

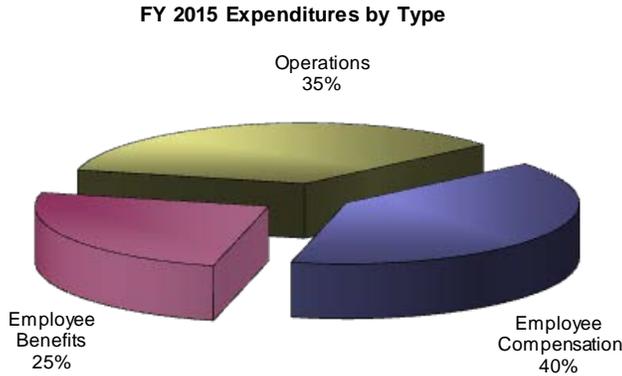
The Department of Education is a Component Unit of Hamilton County Government, which provides public education for grades kindergarten through twelve.



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 40% and 25% respectively, of the total General, Sheriff's, and Juvenile Court Clerk's Fund budgets, in the aggregate, not including interfund transfers.



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. This is the situation Hamilton County General Government faced in fiscal year 2005.

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.

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 2015, the County's authorized personnel decreased in the General Fund overall by (5.5) FTEs and the Sheriff Department increased by (6.87) FTEs. The increases or decreases in departmental positions are identified below. The budgeted positions represent those deemed necessary to realize our mission to meet the needs of the people where they live, work and play.

CONSTITUTIONAL OFFICES

In fiscal year 2015, the Constitutional Offices' positions decreased by (4) FTEs. The Assessor of Property office decreased by (2) FTEs resulting in a cost of \$143,250 in salary and benefits for a senior cartographer and a senior property information tech. Criminal Court Clerk office decreased by (1) FTE position resulting in a cost of \$2,899 in benefits only. General Sessions Judge decreased by (1) FTE, due to the retirement of one judge, resulting in a cost of \$200,368 in salary and benefits.

PUBLIC WORKS DIVISION

In fiscal year 2015, the Public Works Division decreased by (32) FTEs due to the reorganization of the Water and Wastewater Treatment Authority (WWTA) moving to Unassigned Division. The WWTA is revenue self-supported, thus the personnel increase is of no cost to the Unassigned Division.

UNASSIGNED DIVISION

In fiscal year 2015, the Unassigned Division increased by (32) FTEs due to the reorganization of the Water and Wastewater Treatment Authority (WWTA) moving from the Public Works Division.

HEALTH SERVICES DIVISION

In fiscal year 2015, Healthy Kids, Healthy Community, a program under the Health Services Division, decreased by (1.5) FTEs due to program funds ending June 30, 2014. Healthy Kids, Healthy Community was 100% grant funded.

SHERIFF'S FUNDS

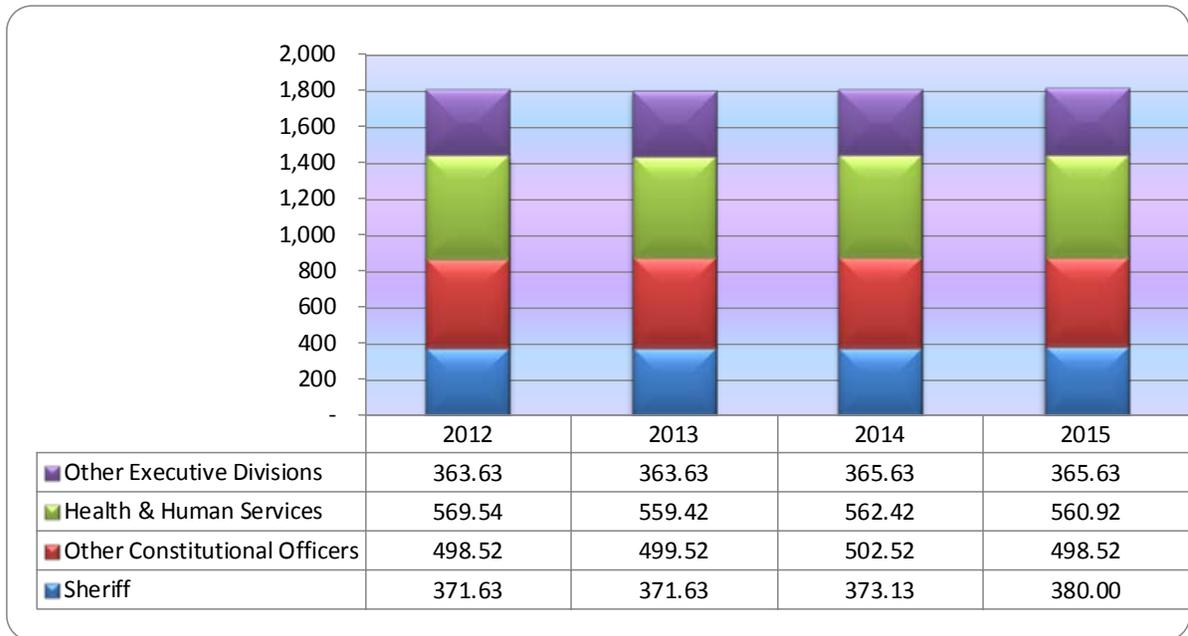
In fiscal year 2015, the Jail increased by (8) FTEs resulting in a cost of \$462,570 in salary and benefits for eight additional jailers. However, Patrol decreased by (2.5) FTE positions which resulted in a \$279,395 savings. The Courts changed (1) SKIMP position to (1) FT position resulting in a cost of \$21,847. Lastly, Criminal Investigation increased by (1) FTE resulting in a cost of \$68,787.

Supported Agencies, Finance Division, Human Services Division and Juvenile Court Clerk had no personnel changes for FY 2015.

PERSONNEL SUMMARY

SUMMARY OF POSITIONS BY		<u>AUTHORIZED POSITIONS</u>			
FUND	DIVISION / FUND	2012	2013	2014	2015
010	GENERAL FUND				
	Constitutional Offices	461.52	462.52	465.52	461.52
	Supported Agencies	2.00	2.00	2.00	2.00
	Unassigned Departments	76.50	74.50	74.50	106.50
	Finance Division	79.00	80.00	80.00	80.00
	Public Works Division	206.13	207.13	209.13	177.13
	Human Services Division	295.48	294.89	291.89	291.89
	Health Services Division	274.06	264.53	270.53	269.03
	Total	1,394.69	1,385.57	1,393.57	1,388.07
083	SHERIFF DEPARTMENT	371.63	371.63	373.13	380.00
034	JUVENILE COURT CLERK FUND	37.00	37.00	37.00	37.00
	TOTAL ALL FUNDS	1,803.32	1,794.20	1,803.70	1,805.07

PERMANENT EMPLOYEES



PERSONNEL SCHEDULE

		<u>AUTHORIZED POSITIONS</u>			
ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	2012	2013	2014	2015
CONSTITUTIONAL OFFICES					
1001	Medical Examiner	7.00	7.00	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	41.00
1004	County Clerk	62.76	62.76	62.76	62.76
1005	Register of Deeds	17.00	16.50	16.50	16.00
1006	Trustee	15.00	15.00	15.00	15.00
1007	Assessor of Property	44.63	45.13	45.13	43.13
1008	District Attorney General	37.00	38.00	38.00	38.00
1009	County Election Commission	15.50	15.50	15.50	16.00
1010	Criminal Court Clerk	64.63	64.63	64.63	63.63
1012	Public Defender	10.00	10.00	10.00	10.00
1014	General Sessions Court	8.00	8.00	9.00	8.00
1017	Criminal Court Judges	3.00	3.00	3.00	3.00
10191	Circuit Court Judge Schulten	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	0.00	1.00
1061	Juvenile Judge	54.00	54.00	53.00	56.00
1062	Juvenile Court Detention Center	35.00	35.00	35.00	34.00
1063	Juvenile Court IV D - Administration	7.00	7.00	7.00	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	461.52	462.52	465.52	461.52
SUPPORTED AGENCIES					
1502	Soil Conservation	2.00	2.00	2.00	2.00
	Total	2.00	2.00	2.00	2.00
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	10.00	8.00	8.00	8.00
3060	Development	6.00	6.00	6.00	6.00
3080	WWTA	0.00	0.00	0.00	32.00
3099	Railroad Authority	1.00	1.00	1.00	1.00
	Total	76.50	74.50	74.50	106.50

PERSONNEL SCHEDULE

		<u>AUTHORIZED POSITIONS</u>			
ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	2012	2013	2014	2015
FINANCE					
3100	Finance Administrator	2.00	2.00	2.00	2.00
3101	Accounting	25.00	24.00	24.00	24.00
3102	Financial Management	5.00	5.00	5.00	5.00
3103	Information Technology Services	31.00	32.00	32.00	32.00
3104	Purchasing	5.00	6.00	6.00	6.00
3105	Geographic Information Systems	11.00	11.00	11.00	11.00
	Total	79.00	80.00	80.00	80.00
PUBLIC WORKS					
3200	Public Works Administrator	2.00	2.00	2.00	2.00
3204	Building Inspection	12.00	13.00	13.00	13.00
3205	Custodial / Security Service	9.00	8.00	8.00	8.00
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	17.00	17.00
3213	Highway	85.00	85.00	85.00	85.00
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	4.13
3222	Spring Creek Transfer	0.00	0.00	0.00	0.00
3223	Sequoyah Transfer	3.00	3.00	3.00	3.00
3299	WWTA	29.00	30.00	32.00	0.00
3300	Stormwater Phase - II	9.00	9.00	9.00	9.00
	Total	206.13	207.13	209.13	177.13
HUMAN SERVICES					
3400	Human Services Administrator	2.00	2.00	2.00	2.00
3402	Maintenance	34.00	34.00	34.00	34.00
3403	Emergency Services	21.00	20.00	20.00	20.00
3405	Recreation	42.00	39.83	39.83	39.83
3407	Riverpark Operations	33.13	33.22	33.22	33.22
3409	Community Services	2.00	3.00	0.00	0.00
3410	Felony Community Corrections Prog.	5.40	5.40	5.40	5.40
3411	Misdemeanant Comm. Corr. Prog.	7.00	6.70	6.70	6.70
3412	County Comm. Service (Litter Grant)	9.70	9.70	9.70	9.70
3414	Corrections Administration	7.00	7.00	7.00	7.00
3416	Workhouse Records	2.00	2.00	2.00	2.00
3417	Corrections Inmates Program	2.00	2.00	2.00	2.00
3435	Misdemeanant Probation	5.00	5.70	5.70	5.70
3440	Enterprise South Nature Park	17.75	18.34	18.34	18.34
3700	Emergency Medical Services	105.50	106.00	106.00	106.00
	Total	295.48	294.89	291.89	291.89

PERSONNEL SCHEDULE

ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	<u>AUTHORIZED POSITIONS</u>			
		2012	2013	2014	2015
HEALTH SERVICES					
3500	Accounts and Budgets	4.00	4.00	4.00	4.00
3528	Community Services	0.00	0.00	3.00	3.00
3529	Parents Are First Teachers II	4.00	4.75	4.75	4.75
3530	Fetal Infant Mortality Review	4.63	4.63	4.63	4.63
3532	TENnderCare Outreach	5.46	5.11	8.11	8.11
3537	Homeland Security	6.60	7.00	7.00	7.00
3539	Tobacco Prevention	1.00	1.00	1.00	1.00
35447	Healthy Kids, Healthy Community	1.50	1.50	1.50	0.00
3548	Rape Prevention	0.57	0.57	0.57	0.57
3549	Health Grant TBCCEDP	1.13	1.13	1.13	1.13
3550	Health Administrator	3.00	3.00	3.00	3.00
3551	Health Administration	5.30	5.32	5.32	5.32
3552	Maintenance	3.00	3.00	3.00	3.00
3553	Environmental Health	15.63	14.00	14.00	14.00
3554	Statistics	5.60	5.20	5.20	5.20
35564	Health Promotion and Wellness	4.43	3.68	3.68	3.68
35565	Step One	2.00	2.00	2.00	2.00
3557	Dental Health	12.14	11.64	11.64	11.64
3559	Family Planning	9.50	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	4.00	5.00	5.00	5.00
3564	Nursing Administration	9.00	6.90	6.90	6.90
3565	Childhood Lead Prevention	0.20	0.20	0.20	0.20
3566	Women, Infants and Children	25.80	25.80	25.80	25.80
3567	Renal Intervention Program	1.00	1.00	1.00	1.00
3570	Records Management	6.63	6.57	6.57	6.57
3571	Children's Special Services	4.29	3.54	3.54	3.54
3572	Pharmacy	1.00	1.00	1.00	1.00
3574	State Health Promo / Education Grant	2.78	2.78	2.78	2.78
3576	Family Health Center - Pediatric	14.03	14.03	14.03	14.03
3577	Primary Care	8.57	9.51	9.51	9.51
3580	Immunization Project	5.63	4.38	4.38	4.38
3581	Governor's Highway Safety Program	1.00	1.00	1.00	1.00
3582	Federal Homeless Project	22.25	21.25	21.25	21.25
3584	Help Us Grow Successfully (HUGS)	2.80	6.80	6.80	6.80
3585	STD Clinic	4.59	5.59	5.59	5.59
3586	Family Health Center - Prenatal / Adult	9.13	9.13	9.13	9.13
3587	Ooltewah Clinic	13.13	11.80	11.80	11.80
3588	Sequoyah Clinic	13.30	12.13	12.13	12.13
3589	Chest Clinic / Epidemiology	6.25	6.25	6.25	6.25
3590	County STD Clinic	8.65	6.40	6.40	6.40
3591	Community Assessment & Planning	2.22	2.22	2.22	2.22
3594	State TB Clinic	9.00	6.50	6.50	6.50
3597	Oral Health	4.32	4.32	4.32	4.32
	Total	274.06	264.53	270.53	269.03

PERSONNEL SCHEDULE

ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	AUTHORIZED POSITIONS			
		2012	2013	2014	2015
SHERIFF'S DEPARTMENT					
6501	Sheriff Administrator	11.50	11.00	11.00	11.00
6502	Patrol	114.00	115.00	116.50	114.00
6503	Jail	149.00	151.00	151.00	159.00
6504	Criminal Records / Courts	15.63	15.63	15.63	16.00
6505	Communications / Civil Process	13.00	13.00	16.00	16.00
6506	Major Crimes	24.00	24.00	22.00	23.00
6507	Fugitive Division	29.50	26.36	24.36	24.36
6509	Special Operations	11.00	10.00	11.00	11.00
6519	IV-D Civil Process	4.00	2.64	2.64	2.64
6530	Information Services	0.00	3.00	3.00	3.00
	Total	371.63	371.63	373.13	380.00
JUVENILE COURT CLERK					
6270	Juvenile Court Clerk	22.00	21.00	21.00	21.00
6271	Juvenile Clerk IV-D Support	15.00	16.00	16.00	16.00
	Total	37.00	37.00	37.00	37.00
	GRAND TOTAL	1,803.32	1,794.20	1,803.70	1,805.07

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.

ATODA: An acronym for Alcohol, Tobacco, and Other Drug Abuse.

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.

BDS: An acronym for Biohazard Detection System.

BHC: An acronym for Birchwood Health Clinic.

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 Covenant: A legally enforceable promise made by an issuer of bonds to the bondholders, normally contained in the bond resolution of indenture (e.g. pledged revenues).

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.

C.E.G. Program: An acronym for Center for Entrepreneurial Growth Program.

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.

EMS DOT: Is an acronym for Emergency Management Services – Department of Transportation.

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.

FHC: An acronym for Family Health Clinic.

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, Inc.: 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.

HHC: An acronym for Home Health Clinic.

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.

MCO: An acronym for Managed Care Organization.

MMRS: An acronym for Metropolitan Medical Response System.

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 Investor Service, Inc.: 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.

OHC: An acronym for Ooltewah Health Clinic.

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.

SHC: An acronym for Sequoyah Health Clinic.

Situs: The place where something (as a right) is held to be located in law.

STCD: An acronym for Sexually Transmitted / Communicable Disease.

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.

Special Revenue Funds: These are operating funds which are restricted as to use by the Federal and State governments and special purpose funds established by the County Board of Commissioners. The special revenue funds included in this document are the Sheriff Fund and the Juvenile Court Clerk Fund.

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 2014 – 2015.

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.





COVER PHOTO:

*Sunset and the water canons at the base of The Passage on the 21st Century Waterfront**

INSIDE COVER, INSIDE BACK:

*The Head of the Hooch, fall 2013**

PAGE 2 – *The Courthouse, early spring 2014**

PAGE 10 – *Passat Assembly Line, VW plant, courtesy Volkswagen Chattanooga*

PAGE 13 – *Great Blue Heron, Ross's Landing**

PAGES 14 AND 15 – *Wolfievery Creek Elementary School, Christmas at the Courthouse, 2013**

PAGES 16 AND 17 – *Aerial view of VW plant, courtesy Volkswagen Chattanooga*

PAGES 18 AND 19 – *Young performers on the Community Stage at the 2013 Hamilton County Fair; soccer at Finley Stadium; Mountain Bike Camp participants at Enterprise South Nature Park; performers at Riverbend**

PAGE 20 – *A view of the Walnut Street Bridge from Coolidge Park**

PAGE 22 – *Louise, the Lookouts' female mascot, at AT&T Field**

PAGE 24 – *Chester Frost Park, winter, 2014**

PAGE 27 – *A view of the North Shore during Head of the Hooch, 2013**

PAGE 29 – *A view of Downtown from the North Shore**

PAGE 31 – *EPB's fiber optics gigabit broadband service*

PAGE 33 – *Hamilton County Business Development Center*

PAGE 35 – *An acrobat on the Community Stage at the County Fair, 2013**

PAGE 37 – *Volkswagen USA Cycling Professional Road and Time Trial National Championships, May 2014**

PAGE 39 – *The Block, Chattanooga's new Downtown outdoor climbing wall**

PAGE 40 – *Tennessee Aquarium**

PAGE 47 – *Fantasy Maze, 2013**

PAGE 49 – *Performer on the TN Valley Credit Union Stage, Riverbend, 2014**

PAGE 50 – *Public art on Main Street*

**Special thanks to Shelia Cannon in the Hamilton County Finance Division for her photo contributions to the 2015 CABR.*

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