Table of Contents

Introduction

PAGE

1 **How To Use This Document**
A list of each major section with a brief summary

3 **County Mayor's Transmittal Letter**
An overview of the objectives that were accomplished in 2011, along with a brief summary of the County's long-term directives

5 **Administrator of Finance's Transmittal Letter**
Explains the two overriding themes reflected in the budget, and provides Fiscal Year 2012 Budget Highlights

9 **Hamilton County's Long-Term Initiatives**
Provides the County's five primary initiatives and gives a brief summary of the achievements in each

12 **General Government Officials**
A list of the General Government Officials in Hamilton County

13 **County Wide Organizational Chart**
With Departmental phone numbers included

14 **Board of Commissioners**
Pictures of the Board of Commissioners

16 **Revenue Sources**
List of revenue sources and a description of each

18 **Graphs of Budgeted Revenues and Expenditures**
Graph of revenue by funding sources and expenditures by use with percentages

19 **Budget Summary – Revenue and Expenditures – All Funds Combined**
A list of the resources and expenditures of all Governmental funds within the County's budget along with the Department of Education

21 **Budget Summary for FY 2012 – By Fund Type**

PAGE

22 **Hamilton County Demographic and Statistical Data**
Includes general numerical information about the Government, Education, Land, Population, Police, Transportation Services, Culture and Recreation, and Libraries

24 **Historic Hamilton County and Regional Map**
Explanation of when and how Hamilton County was founded

26 **Hamilton County Profile**
Description of the current features of Hamilton County including: Form of Government, Industrial and Economic Development, Transportation Services, Health Care Services and Facilities, Cultural Activities and Facilities, and Recreational Facilities

33 **Financial Management Policies**
Description of the Budget, Cash Management and Investment, Revenue, General Operating, Capital Improvements, Debt Management, Reserve, Accounting, Auditing, and Financial Reporting, Asset Accounting, and Risk Management Policies

39 **Condensed Budget Calendar**
Budget Calendar and Budget Procedures
The Procedures outline the statutory budgetary requirements, the budgetary process, and the basis for adoption

40 **Budget Format**
Description of the budget format explaining the Budget Organization, Financial Structure, Governmental Funds, Component Unit, Basis for Budgeting, and Basis for Accounting

43 **Budget Resolution**

Financial Overview

General Fund

Accounts for all financial resources applicable to the general operations of County government that are not properly accounted for in another fund.

46 **General Fund Expenditures Graphs**

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

48 **Schedule of Interfund Transfers from the General Fund**

49 **Revenue Sources**
A description of the different revenue sources with graphs

Constitutional Offices

The Constitutional Offices are established pursuant to the constitution of the State of Tennessee.

54 **Constitutional Offices Expenditures Graphs**
55 **Constitutional Offices Expenditures Summary**
56 **Medical Examiner**
58 **Clerk & Master**
59 **Circuit Court Clerk**
60 **County Clerk**
62 **Register of Deeds**
64 **Trustee**
65 **Assessor of Property**
66 **District Attorney General**
68 **County Election Commission**
70 **Criminal Court Clerk**
71 **Public Defender**
72 **Board of Equalization**
73 **General Sessions Court**
Juries
74 **Criminal Court Judges**
Chancery Court Judges
75 **Circuit Court Judge Jacqueline S. Bolton**
Circuit Court Judge Jeff Hollingsworth
Circuit Court Judge Marie Williams
Circuit Court Judge Neill Thomas, III
76 **Judicial Commission – Magistrate**
77 **Juvenile Court / Juvenile Judge**
Juvenile Court / Detention Center
78 **Juvenile Court / IV-D Child Support**
Juvenile Court Volunteer Services
79 **Juvenile Court CASA**
Juvenile Court Youth & Alcohol

Supported Agencies

The departments accounted for within Supported Agencies represent those entities that receive support from Hamilton County Government and the City of Chattanooga.

82 **Supported Agencies Expenditures Graphs**
83 **Supported Agencies Expenditures Summary**
84 **Soil Conservation**
86 **Other – Various**

Unassigned Departments

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

90 **Unassigned Departments Expenditures Graphs**
91 **Unassigned Department Expenditures Summary**
92 **Utilities**
Insurance
93 **Employee Benefits**
Trustee's Commission
External Audits
94 **County Mayor**
96 **Chief of Staff**
98 **County Attorney**
99 **Chief Reading Officer**
100 **County Board of Commissioners**
101 **County Auditor**
102 **Microfilming**
Telecommunications
103 **Human Resources**
104 **County Equal Employment Opportunity**
106 **Development**
109 **Railroad Authority**
110 **Capital Outlay – Various**
113 **Other**

Finance Division

This division encompasses the fiduciary aspects of Hamilton County Government.

116 **Finance Division Expenditures Graphs**
117 **Finance Division Expenditures Summary**
118 **Finance Administrator**
120 **Accounting**
121 **Financial Management**
122 **Information Technology Services**
124 **Purchasing**
125 **Geographic Information Systems**

Public Works Division

The Public Works Division is responsible for major capital projects and maintaining the infrastructure of Hamilton County.

128 Public Works Expenditures Graphs
129 Public Works Expenditures Summary
130 Public Works Administrator
131 Building Inspection
132 Custodial / Security Service
133 Security Services
134 Traffic Shop
136 Real Property
138 Engineering
139 Highway
140 Preventive Line Maintenance Shop I
Preventive Line Maintenance Shop II
141 Preventive Line Maintenance Shop III
Stockroom
142 Recycling
143 Spring Creek Transfer
Sequoyah Transfer
144 Waste Tire Program
145 Water and Wastewater Treatment Authority
146 Storm Water – Phase II

Human Services Division

This division includes services related to Emergency, Volunteer, Corrections, Social, Maintenance, and Recreation funded totally or in part by federal, state, and local funds.

148 Human Services Expenditures Graphs
149 Human Services Expenditures Summary
150 Human Services Administrator
151 Maintenance
152 Emergency Services
153 Recreation
Riverpark Operations
154 Emergency Assistance Program
156 Felony Community Corrections Program
157 Misdemeanant Community Corrections Program
158 County Community Service (Litter Grant)
159 Corrections Administration
160 Hamilton County Workhouse (CCA)
Workhouse Records
161 Corrections Inmates Program
162 Misdemeanant Probation
163 Enterprise South Nature Park
164 Emergency Medical Services
165 Emergency Services – Volunteer Services
166 Other - Various
168 Welfare Services – Various

Health Services Division

The core function of this division is: prevention; education; assessment; service delivery; policy development; outreach protection, surveillance and regulation assuring compliance toward a healthy community.

172 Health Services Expenditures Graphs
173 Health Services Expenditures Summary
174 Accounts and Budgets
175 Parents Are First Teachers II
176 Fetal Infant Mortality Review
177 Infant Mortality Reduction Initiative
178 TENNderCare Outreach
179 Homeland Security
180 Tobacco Prevention
181 Healthy Kids, Healthy Community
182 Rape Prevention
184 Health Grant Tennessee Breast and Cervical Cancer Early Detection Program
186 Health Administrator
187 Health Administration
188 Maintenance
190 Environmental Health and Inspectors
193 Statistics
194 Health Promotion and Wellness
195 Step ONE
196 Dental Health
197 Family Planning
198 Case Management Services
200 Medical Case Management HIV / AIDS
202 HIV – AIDS Prevention
204 Nursing Administration
206 Childhood Lead Prevention
207 Women, Infants and Children
208 Renal Intervention Program
209 Records Management
210 Children's Special Services
211 Pharmacy
212 State Health Promotion / Education Grant
213 Family Health Center – Pediatric
214 Primary Care
216 Immunization Project
218 Governor's Highway Safety Program
219 Federal Homeless Project
220 Help Us Grow Successfully
221 STD Clinic
222 Family Health Center – Prenatal / Adult
223 Ooltewah Clinic
224 Sequoyah Clinic
226 Communicable Disease Control Clinic
228 County STD Clinic
229 Community Assessment and Planning
230 State Tuberculosis Clinic
231 Oral Health
232 Other

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources requiring separate accounting because of legal or regulatory provisions or administrative action.

236 Special Revenue Funds Combined Graphs
237 Schedule of Revenue and Expenditures Combined

Hotel-Motel Fund

This Fund accounts separately for all revenues and expenditures collected for the Hotel-Motel Occupancy Privilege Tax.

238 Hotel-Motel Fund Expenditures Graph
239 Hotel-Motel Fund Budget Summary

Sheriff Funds

This Fund accounts separately for all revenues and expenditures of the Sheriff's Department due to the large amount of activity.

242 Sheriff Funds Expenditures Graphs
243 Sheriff Funds Budget Summary
244 Sheriff Administrator
245 Patrol
246 Jail
247 Courts
248 Criminal Records / National Crime Information Center / Jail Records
250 Major Crimes
252 Fugitive Division
253 Special Operations
254 IV D Civil Process
Information Systems
255 Other

Juvenile Court Clerk Fund

This 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.

258 Juvenile Court Clerk Expenditures Graphs
259 Juvenile Court Clerk Budget Summary
260 Juvenile Court Clerk
261 Juvenile Court Clerk IV – D Support

Other Funds

Debt Service Fund

The Debt Service Fund was established to account for all principal and interest payments of the County's long-term debt. Long-term debt is composed of Hamilton County General Obligation Bonds, Department of Education Debt, Certificates and Notes Payable.

264 Debt Service Expenditures Graph
265 Debt Service Budget Summary
266 Debt Service Function / Comments
268 Debt Service Requirements Graph
269 Debt Service Requirements Schedules
272 Summary of Debt Service and Other Obligations

Capital Improvement Program

Included in this section are the descriptions and available funding of existing capital projects that have been financed through previous bond issues, capital outlay notes, grants or the General Fund.

273 CIP Purpose and Process
275 Current Capital Improvement Projects

Department of Education

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.

281 Superintendent's Letter
283 Budget Policy Document
290 Department of Education Expenditures Graph
291 Department of Education Budget Summary

Personnel

293 Personnel Changes
294 Personnel Summary
295 Personnel Schedule
299 County's Compensation Package and Summary of County's Pay Plan

Glossary

HOW TO USE THIS DOCUMENT

The FY12 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), 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 FY12 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 FY12 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.

DEPARTMENT OF EDUCATION

The Department of Education (DOE), a component unit of Hamilton County, is presented in this section. The DOE 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.

The Well, a 24-hour wellness facility, offers nutritional and wellness classes as well as the latest high-tech exercise equipment and group fitness classes exclusively for employees, retirees and their family members who qualify for County medical insurance.

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

TO THE COUNTY BOARD OF COMMISSIONERS AND CITIZENS OF HAMILTON COUNTY

Jim Coppinger
County Mayor

August 2011

As County Mayor and Fiscal Agent, it is my duty and pleasure to present Hamilton County's budget for fiscal year 2012. We have prepared a balanced budget without increasing the 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 have earned 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 one of two Tennessee counties to receive AAA bond ratings.

Since 2006, Hamilton County, with community-wide collaboration, has succeeded in bringing $1.4 billion in new projects and $694 million in expansion projects to our area. During that time our job numbers have increased by over 9,000 and more than 600 jobs have been saved.

In 2010, the County opened two new facilities which are exclusively available to employees, retirees and members of their family who qualify for County medical insurance. The Well, a 24-hour wellness facility, opened its doors in October. This facility offers nutritional and wellness classes as well as the latest high-tech exercise equipment and group fitness classes. In December, the County also opened a pharmacy where employees and their families can get prescriptions filled at a significant savings. Hamilton County continues to encourage healthy living for our families.

Enterprise South Nature Park, a 2,700 acre area, opened in December 2010. The park offers hiking, biking, horseback riding, walking trails and other amenities.

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

Jim Coppinger
County Mayor

Visit our website at www.hamiltontn.gov

The Balloon Glow at RiverRocks 2011 was part of a 10-day event celebrating the Tennessee Valley's natural resources, the health benefits of an active, outdoor lifestyle and Chattanooga's commitment to environmental stewardship and land conservation.

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 2012. 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 two overriding themes reflected in this budget. They are:

- Funding education
- Expiration of the Local Sales Tax Agreement

EDUCATION

The Department of Education (DOE), a discretely presented component unit of Hamilton County with an approved budget of $373.4 million, represents 59% of the total County budget (63% when you include the debt service obligation attributed to the DOE). The increase of $1.5 million for education includes $0.4 million use of fund balance. The total increases/(decreases) are described in Exhibit I.

The Federal Projects Fund, Food Service Fund and Self-Funded Projects rely on outside resources and the programs are contingent on funding.

The largest decrease in expenditures can be attributed to the termination of federal funding from the American Recovery and Reinvestment Act and the end of the related federal stimulus programs. Health care expense also decreased significantly due to various strategies employed by the Department of Education to control these costs. During FY 2011, the Department of Education moved to a fully self-insured medical health plan by switching the HMO medical plan to self-insured. In addition, the Department of Education worked collaboratively with the Hamilton County Education Association (HCEA) to adjust premium rates which offset insurance cost increases. Increases in the expenditure budgets were minimal, and included a 1.6% salary increase mandated by the State Department of Education. Salary step increases are calculated annually based on years of service in accordance with the contract with HCEA.

EXHIBIT I

Hamilton County Department of Education

Explanation of Revenue Budget Increases (Decreases)

REVENUES		EXPENDITURES	
Use of Fund Balance	$ 383,479	Salaries / Benefits – Step Increases	$ 2,600,000
Property Tax	(2,797,470)	State Salary Increase	3,400,000
Local Sales Tax	4,485,933	Instructional Staff	3,154,918
Basic Education	3,213,819	Health Insurance	(3,186,160)
Pay Supplements	(450,000)	Charter Schools	1,446,250
Miscellaneous	(73,160)	School-Based Positions	(1,013,078)
Federal Project Fund	(3,726,785)	Capital Maintenance	(1,500,000)
Food Service	411,629	Miscellaneous	(139,329)
Self-Funded Projects	77,390	Federal Projects Fund	(3,726,785)
		Self-Funded Projects	77,390
		Food Service Fund	411,629
	$ 1,524,835		**$ 1,524,835**

To balance the Education budget certain challenges had to be addressed, not the least of which was staffing. Administrative positions decreased while instructional staff increased, due to projected growth in student enrollment. The District closely aligns its staffing levels with the State's Basic Education Program.

BUDGET 2012 HIGHLIGHTS

The adopted budget totals $626 million and represents an overall decrease of $12.2 million, which is a 1.91% decrease from the prior year's adopted budget. A brief recap of the increases/(decreases) is presented in Exhibit II, III and IV below.

EXHIBIT II – ESTIMATED AVAILABLE FUNDS

Revenue Classifications	FY 2011 Adopted Budget	FY 2012 Adopted Budget	Increase/ (Decrease)	Percentage Change
Use of Fund Balance	$ 3,642,538	$ (830,696)	$ (4,473,234)	-122.81%
Property Taxes and Trustee Excess Fees	255,152,741	252,945,854	(2,206,887)	-0.86%
Local Sales Tax	67,012,217	61,153,150	(5,859,067)	-8.74%
Hotel/Motel Occu. Tax	4,995,000	5,495,000	500,000	10.01%
Constitutional Offices	10,998,132	12,879,305	1,881,173	17.10%
Intergovernmental	198,472,867	198,638,208	165,341	0.08%
Inter-Fund Transfers	60,213,547	58,899,438	(1,314,109)	-2.18%
Other Sources	37,522,540	36,654,828	(867,712)	-2.31%
Total Estimated Revenues	**$ 638,009,582**	**$625,835,087**	**$(12,174,495)**	

The County has not increased the property tax rate since FY 2008; however, due to a slight increase in property growth the decrease from prior year is less than one percent. Property tax growth projections are based on current information provided by the Assessor of Property. The Assessor monitors and evaluates completed construction not currently on property rolls, and makes projections of values on construction in progress that is expected to be completed by the date of the property tax levy.

The estimated total fund balance for FY 2012 is projected to increase by $4.5 million, of which 82% is in the General Fund, which reflects the necessary transfers to the Debt Service Fund. Hamilton County conservatively maintains a strong fund balance in the General Fund, which is projected to remain at approximately 52% of planned operating expenses.

In 1966, Hamilton County and several other local municipalities entered into a sales tax agreement whereby the County collected all of the local sales tax and distributed it back to the participating governments according to a prescribed formula in exchange for the County providing funding to numerous local social, health and welfare agencies. In FY 2011, that sales tax agreement expired and the County expects to lose approximately $10.3 million in sales tax revenue.

The hotel/motel occupancy tax is expected to increase by 10%. This tax is accounted for in the Hotel/Motel Fund which is a special revenue fund wholly supported with the hotel/motel occupancy tax collections and the interest earned on those collections. Hamilton County collects the tax and appropriates all monies collected, less the Trustee's commission, to the Chattanooga Hamilton County Convention and Visitors Bureau.

Projected revenues from Constitutional Offices are estimated to increase 17.1%. These estimates are provided by the elected officials.

Intergovernmental revenue increased marginally over the last fiscal year primarily due to increased funding for the Department of Education's Basic Education Program (BEP) that offsets the loss of federal funding from the ARRA program as illustrated in Exhibit I. The County's General Fund decreases can be seen in Exhibit IV. Intergovernmental revenue projections are provided by the individual departments based on approved grant revenues for the FY 2012 budget year.

Interfund transfers decreased from the prior year primarily due to a decrease in the County's debt service appropriation.

EXHIBIT III – ESTIMATED EXPENDITURES

Expenditures by Fund	FY 2011 Adopted Budget	FY 2012 Adopted Budget	Increase/ (Decrease)	Percentage Change
Dept of Education	$ 371,908,041	$ 373,432,876	$ 1,524,835	0.41%
County General Fund	197,323,945	184,213,210	(13,110,735)	-6.64%
County Sheriff's Fund	26,836,549	26,950,446	113,897	0.42%
Narcotics Enforcement Fund	410,000	361,850	(48,150)	-11.74%
State Sexual Offenders	48,050	46,197	(1,853)	-3.86%
Juvenile Court Clerk's Fund	2,214,695	2,244,718	30,023	1.36%
Debt Service Fund	34,268,302	33,085,790	(1,182,512)	-3.45%
Hotel/Motel Fund	5,000,000	5,500,000	500,000	10.00%
Total Estimated Expenditures	**$ 638,009,582**	**$ 625,835,087**	**$(12,174,495)**	

As a result of the expiration of the 1966 Sales Tax Agreement, substantial cuts ($13.1 million) to the County General Fund were necessary. Outside agencies that were funded based on this agreement were either eliminated or drastically cut, personnel cuts were made resulting in fifty-five positions being eliminated, thirty-six of which were filled positions and pay-as-you-go capital expenditures were cut back to absorb some of the reduction in revenue.

Despite cuts made in General Fund expenditures, employee longevity pay was increased. Since pay increases could not be awarded and because the County's employees are considered a valuable asset, longevity pay was increased from $50 per year of service to $75 for qualifying individuals with years of service maxing out at 30 instead of 20.

A decrease in the Debt Service Fund budget primarily resulted from the expected interest rate savings calculated on the County's Commercial Paper program.

Decreases in Narcotics Enforcement Fund and State Sexual Offenders are both contingent on grant funding.

The increases/(decreases) related to the General Fund are the presented in Exhibit IV.

The County's excellent bond ratings (AAA by Standard and Poor's, Moody's Investors Service and Fitch, Inc. for General Obligation Bonds as well as P-1 by Moody's and F1 by Fitch for General Obligation Commercial Paper) are further evidence of its 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.

ALBERT C. KISER
Assistant Administrator of Finance

LOUIS S. WRIGHT
Administrator of Finance

EXHIBIT IV

Hamilton County General Government

Explanation of Expenditure Budget Increases (Decreases)

REVENUES		EXPENDITURES	
Excess Fees	$ 1,364,718	Outside Agency Funding	$ (8,548,055)
Gross Receipts Tax	790,000	Reduction in Force	(2,646,088)
TVA In Lieu of Tax	500,000	Debt Service Appropriation	(1,386,344)
State Grants	412,411	Capital Outlay	(1,047,611)
EPB in Lieu of Tax	303,880	Longevity	550,000
Reimbursement of President Primary	233,355	Miscellaneous Decreases	(32,637)
Spring Creek Transfer Station	(260,000)		
Public Utilities – state assessed	(501,820)		
Federal Grants	(673,810)		
Use of Fund Balance	(4,669,708)		
Sales Taxes	(10,345,000)		
Miscellaneous	(264,761)		
	$ (13,110,735)		**$ (13,110,735)**

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 strong financial management, our strong fund balances and our current economic growth (i.e. the new Volkswagen Plant and related suppliers, as well as a new Amazon distribution center), Hamilton County has a sound financial future.

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. Our Fund Balance Policy recommends that the fund balance be no less that 25% of the planned operating expenses; however, the FY 2012 projected fund balance is expected to be 52% of planned operating expenses.

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,

Louis S. Wright

Louis S. Wright, CPA, CGFM
Administrator of Finance

The new Volkswagen plant is expected to generate $12 billion in income growth and an additional 9,500 jobs related to the project. In September 2011, Passat number 10,000 rolled off the assembly line.

HAMILTON COUNTY'S LONG-TERM INITIATIVES

- **PLANNED GROWTH STRATEGIES**
- **ECONOMIC DEVELOPMENT**
- **PUBLIC EDUCATION IMPROVEMENT**
- **IMPLEMENTATION OF GREEN PRACTICES**
- **QUALITY OF LIFE ISSUES**

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.

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. This regional plan will ensure balanced growth, promote economic development, and protect and enhance the quality of life for all. Specific areas to be addressed include housing, transportation, land use, environmental energy, green space and infrastructure.

ECONOMIC AND WORKFORCE 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

- ***Volkswagen Group of America*** invested $1 billion in the local economy for the Hamilton County plant and created more than 2,000 direct jobs in the region. The new Volkswagen plant is expected to generate $12 billion in income growth and an additional 9,500 jobs related to the project. The plant reached its first significant milestone in September 2011 when Passat number 10,000 rolled off the line in the brand new Hamilton County manufacturing facility.
- ***Amazon.com, Inc.*** finalized its commitment to establish a fulfillment center at Enterprise South Industrial Park along with an additional facility in neighboring Bradley County. Amazon.com plans to invest a combined total of up to $139 million to construct the two new facilities, with up to 1,400 jobs expected to be created in the next three years, plus hundreds of additional seasonal jobs during peak season. The new fulfillment centers are expected to be operational before the 2011 holiday season.
- ***Sixty-five acres*** at Enterprise South Industrial Park remain available for development.

PUBLIC EDUCATION IMPROVEMENTS

Hamilton County focuses on education as a responsibility of the entire community. Our educational process is directed toward the whole person. 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 goals: 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 160,000 books to Hamilton County children.
- ***Parents Are First Teachers (PAFT)*** – The Parents Are First Teachers program provides quality early childhood education and guidance. Under the guidance of PAFT Parent Educators, trained and certified by the Parents as Teachers National Center, this program provides training to parents. Their goal is to improve parenting practices; identify and refer children with developmental delays; increase readiness for school; and encourage parents to be involved in their children's future education. Hamilton County's program is the state leader for Parents as Teachers in Tennessee.

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.

HAMILTON COUNTY'S LONG-TERM INITIATIVES *– CONTINUED*

- 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 McDaniel Building
  - > $72,000 for replacement of lighting at the Tennessee Riverpark, school crossing and traffic signals.
  - > $5,000 for energy education program through Hamilton County Schools.

QUALITY OF LIFE ISSUES

Hamilton County citizens and visitors are able to enjoy one of the finest naturally beautiful environments in the Southeast. The County's surrounding 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*** – Opened in December 2010 the park offers miles of walking paths, bicycle paths and off-road biking trails. There are areas for picnics and a small lake that attracts deer, turkeys and other park inhabitants giving visitors an opportunity to view the animals in a natural setting. The park is located on 2,800 wooded acres adjacent to Enterprise South Industrial Park.

- ***Step ONE*** – Step ONE is a county-wide initiative addressing the problem of obesity in our community 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 nation's largest health-related foundation for a demonstration grant that will focus 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*** – This program is designed to reduce the practice of littering through education and enforcement. Littering is not a problem that is specific to any one area or demographic; it occurs anywhere. 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. The program is funded through the State of Tennessee's malt beverage/bottle tax, a state highway maintenance contract and a grant from the City of Chattanooga. Hamilton County operates 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 prison system by offering alternative sentencing in lieu of incarceration.

- ***Tennessee Riverpark*** – Hamilton County and the City of Chattanooga have cooperated in establishing the Tennessee Riverpark as one of the Southeast's foremost recreation facilities. With 12 miles of lighted concrete trail, parks, piers, and bridges along its route, the Riverpark is a valuable resource for recreation and alternative transportation. It has served to bring the public into a closer, more protective relationship with the Tennessee River. The Riverpark has also helped to foster community pride and guide responsible development of the riverfront and recently earned a National Award from American Trails for Planning and Design. Plans are currently underway to build a new segment of the Riverwalk that will extend the trail from Ross's Landing toward Lookout Mountain.

Adjacent to the Volkswagen plant, the 2,800-acre Enterprise South Nature Park opened in December 2010 and features walking/hiking trails, mountain bike trails, paved walking and bike roads, an ADA-accessible woodland trail and four picnic areas.

HAMILTON COUNTY
GENERAL GOVERNMENT OFFICIALS
(as of July 28, 2011)

Jim Coppinger, *County Mayor*
Mike Compton *Chief of Staff*
Leslie Longshore, *Director of Human Resources*
Dan Saieed, *Director of Development*

Board of Commissioners
Chestor Bankston
Gregory Beck
Tim Boyd
James A. Fields
Joe Graham
Larry L. Henry, *Chairman*
Mitch McClure
Warren Mackey
Fred Skillern, *Chairman, Pro Tempore*

Legislative
Lila Mack, *Administrator*

Constitutional Officers
S. Lee Akers, *Clerk & Master*
Suzanne Bailey, *Juvenile Court Judge*
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*
Dr. Frank King, *Medical Examiner*
William F. Knowles, *County Clerk*
Charlotte Mullis Morgan, *Administrator of Elections*
Paula Thompson, *Circuit Court Clerk*
Gwen Tidwell, *Criminal Court Clerk*

Division & Department Heads
AUDITING
Bill W. McGriff, *County Auditor*

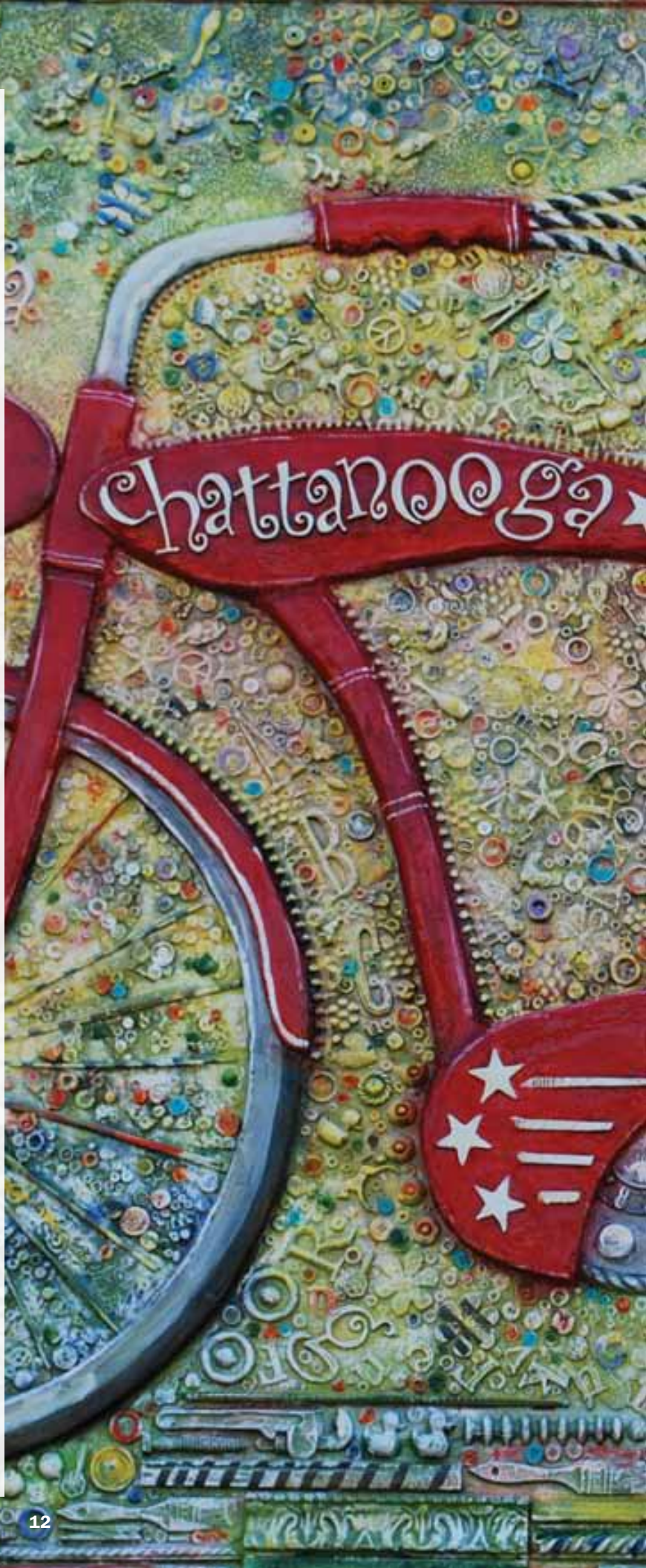
FINANCE
Louis S. Wright, *Administrator*
Albert C. Kiser, *Assistant Administrator of Finance*
Gail Roppo, *Director of Purchasing and Contract Management*
Brian D. Turner, *Director of Information Technology Services and Director of Geographic Information Systems*
Katherine K. Walker, *Director of Accounting*

HEALTH SERVICES
Becky Barnes, *Administrator*
Tammy M. Burke, *Director of Clinical Services*
Bonnie Deakins, *Director of Environmental Health*
Tom Rucci, *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 Recreation*
Tony Reavley, *Director of Emergency Services*

LEGAL
Rheubin M. Taylor, *County Attorney*

PUBLIC WORKS
Dan Wade, *Administrator*
Harold Austin, *Director of Highway Department*
Cleveland Grimes, *Executive Director of WWTA*
Todd Leamon, *Chief Engineer, Director of Engineering*
David Thorne, *Director of Building Inspection*



CITIZENS

COUNTY BOARD OF COMMISSIONERS 209-7200

- LEGISLATIVE STAFF 209-7200
- MEDICAL EXAMINER 493-5175
- APPOINTED BOARDS
- AUDITING 209-6200
- LEGAL 209-6150

COUNTY MAYOR 209-6100

- MAYORAL STAFF 209-6100

CHIEF OF STAFF 209-6180

- HUMAN RESOURCES 209-6120
- EQUAL EMPLOYMENT OPPORTUNITY 209-6144
- DEVELOPMENT 209-6810

HEALTH SERVICES DIVISION 209-8000

- ENVIRONMENTAL HEALTH 209-8110
- CLINICAL SERVICES 209-8218
- ADMINISTRATIVE SERVICES 209-8010
- CASE MANAGEMENT SERVICES 209-8155
- COMMUNITY HEALTH SERVICES 209-8088

HUMAN SERVICES DIVISION 209-6800

- EMERGENCY SERVICES 209-6900
- RECREATION 842-0177
- MAINTENANCE 209-7700
- CORRECTIONS 209-6880

FINANCE DIVISION 209-6330

- ACCOUNTING 209-6330
- PURCHASING 209-6350
- FINANCIAL MANAGEMENT 209-6370
- INFORMATION TECHNOLOGY SERVICES 209-6250
- GEOGRAPHIC INFO SYSTEMS 209-7760

PUBLIC WORKS DIVISION 209-7800

- HIGHWAY 855-6100
- ENGINEERING 209-7810
- BUILDING INSPECTION 209-7860

CONSTITUTIONAL OFFICES

- ASSESSOR — 209-7300
- CHANCERY COURT CHANCELLORS — 209-7380
  - CLERK AND MASTER — 209-6600
- CIRCUIT COURT JUDGES — 209-6700
- CIRCUIT COURT CLERK — 209-6700
- COUNTY CLERK — 209-6500
- CRIMINAL COURT JUDGES — 209-7500
- CRIMINAL COURT CLERK — 209-7500
- DISTRICT ATTORNEY — 209-7400
- ELECTION COMMISSION — 493-5100
- JUVENILE COURT JUDGE — 209-5100
- JUVENILE COURT CLERK — 209-5250
- PUBLIC DEFENDER — 634-6374
- REGISTER — 209-6560
- SESSIONS COURT JUDGES — 209-7660
- SHERIFF — 209-7000
- TRUSTEE — 209-7270

BOARD OF COMMISSIONERS

Chester Bankston
Commissioner

Gregory Beck
Commissioner

Tim Boyd
Commissioner

James A. Fields
Commissioner

Mitch McClure
Commissioner

Fred Skillern
Chairman, Pro Tempore

Joe Graham
Commissioner

Larry Henry
Chairman

Warren Mackey
Commissioner

The Glass Bridge, a pedestrian walkway, connects Downtown Chattanooga to the Hunter Museum of American Art, the Bluff View Art District and the eastern part of the Tennessee Riverwalk.

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 67% 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 on their gross receipts. A separate tax rate is applied to each specified category of business.

INTERGOVERNMENTAL

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

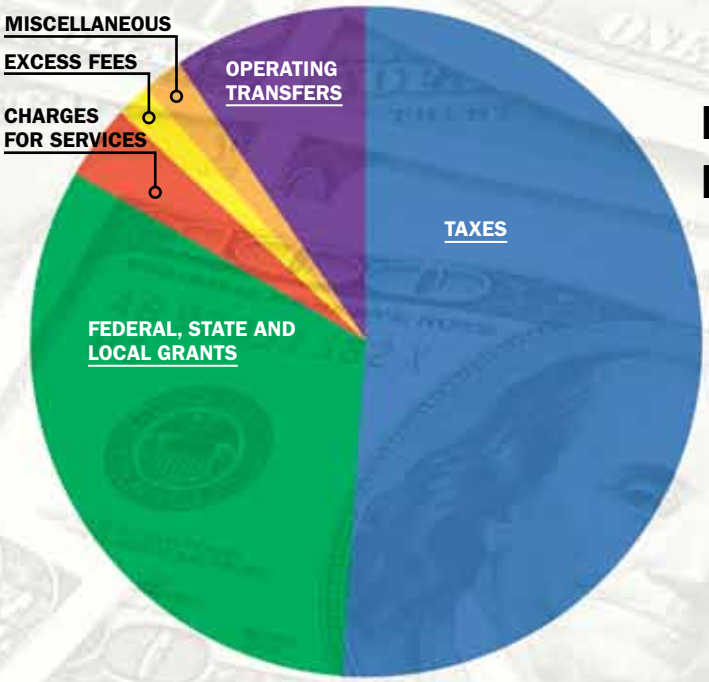
EXCESS FEES

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

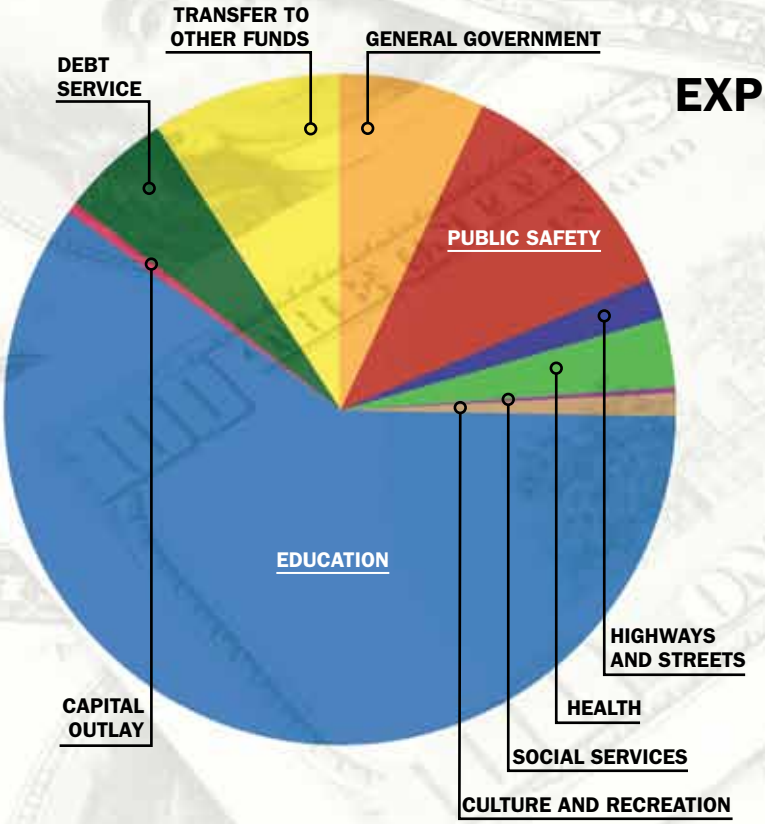
The major revenue source in this category is fees charged by the Hamilton County Health Department for services rendered. There are five medical clinics in Hamilton County, whose charges are based on a sliding scale predicated on the annual published Federal poverty level.

The Chattanooga Market, the region's largest producer-only arts and crafts and farmers' market, is held Sundays from 11 a.m. to 4 p.m., May through December at the open-air First Tennessee Pavilion.



REVENUES BY FUNDING SOURCES

Taxes	$	320,861,904	51.20%
Federal, State and Local Grants		201,713,143	32.19%
Charges for Services		23,789,630	3.79%
Excess Fees		9,585,157	1.53%
Miscellaneous		11,703,511	1.87%
Operating Transfers		59,012,438	9.42%
	$	626,665,783	100.00%
Use of Fund Balance	$	(830,696)	
Total Revenues and Other Financing Sources	$	625,835,087	



EXPENDITURES BY USES

General Government	$	45,157,425	7.22%
Public Safety		71,657,941	11.45%
Highways and Streets		12,668,792	2.02%
Health		21,274,278	3.40%
Social Services		1,975,112	0.31%
Culture and Recreation		6,103,929	0.97%
Education		373,432,876	59.67%
Capital Outlay		3,369,900	0.54%
Debt Service		33,085,790	5.29%
Transfer to Other Funds		57,109,044	9.13%
Total Expenditures and Other Uses	$	625,835,087	100.00%

BUDGET SUMMARY
REVENUES AND EXPENDITURES — ALL FUNDS COMBINED

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

	Actual 2010	Projected 2011	Budgeted 2012
FUNDING SOURCES			
Property Taxes	245,516,058	247,863,694	247,374,254
Local Sales Taxes	67,884,866	71,395,163	61,153,150
Other Taxes	10,426,325	11,584,861	12,334,500
Licenses and Permits	592,222	531,553	584,800
Intergovernmental Revenues	194,592,244	207,633,585	201,713,143
Charges for Services	24,332,201	23,177,003	23,789,630
Fines and Forfeits	1,678,927	1,577,103	1,672,297
Investment Earnings	712,083	665,298	776,248
Excess Fees	8,123,201	8,597,043	9,585,157
Miscellaneous	11,497,969	9,240,536	8,670,166
Operating Transfers	58,300,974	60,397,289	59,012,438
Total Available Resources	623,657,070	642,663,128	626,665,783
EXPENDITURES			
General Government	39,815,063	42,306,299	45,157,425
Public Safety	72,873,219	73,536,263	71,657,941
Highways and Streets	11,915,708	11,327,955	12,668,792
Health	22,324,674	22,029,862	21,274,278
Social Services	5,457,529	4,991,918	1,975,112
Culture and Recreation	9,360,999	9,823,405	6,103,929
Education	361,576,973	380,469,039	373,432,876
Capital Outlay	4,897,122	3,842,287	3,369,900
Debt Service			
Principal Retirement	24,209,591	23,867,261	22,945,237
Interest and Fiscal Charges	9,426,158	8,960,949	10,140,553
Other Uses	58,026,943	56,665,611	57,109,044
Total Expenditures/Expenses and Other Uses	619,883,979	637,820,849	625,835,087
Excess of Available Resources over (under) expenditures/expenses and other uses	3,773,091	4,842,279	830,696
Encumbrances	707,972	(1,564,967)	—
Excess of non-budgeted revenue and other financing sources over non-budgeted expenditures	395,512	746,748	—
Beginning Fund Balance	121,551,289	126,427,864	130,451,924
Ending Fund Balance	126,427,864	130,451,924	131,282,620

Artwork on display at Area 61 during MAINx24*, a 24-hour-long festival celebrating Main Street and the surrounding Southside. Held every December since 2007, the project celebrates and showcases the burgeoning Southside.*

BUDGET SUMMARY FOR FISCAL YEAR 2012 — BY FUND TYPE

	General Fund	Special Revenue Funds	Debt Service Fund	Hamilton County Department of Education (Component Unit)	Total
FUNDING SOURCES					
Property Taxes	125,970,772	—	—	121,403,482	247,374,254
Local Sales Tax	2,805,000	—	—	58,348,150	61,153,150
Other Taxes	6,484,500	5,500,000	—	350,000	12,334,500
Licenses and Permits	543,500	16,300	—	25,000	584,800
Intergovernmental Revenues	21,177,439	2,187,377	899,150	177,449,177	201,713,143
Charges for Services	13,026,364	303,000	561,243	9,899,023	23,789,630
Fines and Forfeits	1,037,200	635,097	—	—	1,672,297
Investment Earnings	502,100	14,700	2,500	256,948	776,248
Excess Fees	9,510,000	—	75,157	—	9,585,157
Miscellaneous	5,482,985	639,350	—	2,547,831	8,670,166
Operating Transfers	113,000	25,666,150	31,547,740	1,685,548	59,012,438
Use of Fund Balance	(2,439,650)	141,237	—	1,467,717	(830,696)
Total Revenues and Other Financing Sources	184,213,210	35,103,211	33,085,790	373,432,876	625,835,087
EXPENDITURES					
General Government	39,657,425	5,500,000	—	—	45,157,425
Public Safety	42,054,730	29,603,211	—	—	71,657,941
Highways and Streets	12,668,792	—	—	—	12,668,792
Health	21,274,278	—	—	—	21,274,278
Social Services	1,975,112	—	—	—	1,975,112
Culture and Recreation	6,103,929	—	—	—	6,103,929
Education	—	—	—	373,432,876	373,432,876
Capital Outlay	3,369,900	—	—	—	3,369,900
Debt Service					
Principal Retirement	—	—	22,945,237	—	22,945,237
Interest and Fiscal Charges	—	—	10,140,553	—	10,140,553
Transfers to Other Funds	57,109,044	—	—	—	57,109,044
	184,213,210	35,103,211	33,085,790	373,432,876	625,835,087

The Passage and the dramatic water cannons at its base.

DEMOGRAPHICS AND STATISTICS

FORM OF GOVERNMENT

Date of Organization: 1819

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

EDUCATIONAL FACILITIES

High School	11
Middle – High	6
Middle School	12
Elementary – High	1
Elementary – Middle	2
Elementary School	42
Exceptional and Adult Schools	2
Enrollment at public facilities	42,236

Source: Hamilton County Department of Education as reported to the State of Tennessee

There are 34 private and parochial schools in the Hamilton County area with combined enrollment of over 10,439.

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	210,160
Votes cast in last election	87,817
Registered voters voting	41.79%

POLICE PROTECTION

Sworn Police Officers	594
Correctional Officers	112
Civilian Employees	160
Other	54

DEMOGRAPHICS

LAND AREA AND USAGE

Miles of paved streets	2,435
Area	542 square miles

POPULATION: OFFICIAL U.S. CENSUS

1990	285,536
2000	307,896
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

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

ECONOMIC

TOP TEN EMPLOYERS

Employer	*Employees*	*Rank*
BlueCross BlueShield of Tennessee	4,458	1
Hamilton Co. Dept. of Education	4,347	2
Tennessee Valley Authority	3,970	3
Erlanger Health System	3,441	4
Memorial Health Care System	3,071	5
McKee Foods Corporation	2,950	6
Unum	2,800	7
City of Chattanooga	2,239	8
Hamilton County Government	1,837	9
Pilgrim's Pride Corporation	1,550	10
Total	**30,663**	

Source: Chattanooga Area Chamber of Commerce

BUILDING PERMITS

Calendar Year	*Number Issued*	*Value of Permits*
2002	1,419	130,038,198
2003	1,531	164,739,480
2004	1,609	174,226,572
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

PER CAPITA INCOME

2009	$36,971

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, Vision Airlines and Allegiant Air.

Passenger Flow (for FY 2011) 606,076

Source: Chattanooga Metropolitan Airport Authority

Railway service: Norfolk Southern Railway System, CSX Transportation System

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

Chattanooga Area Regional Transportation Authority

Buses	53
Routes	17
Electric Buses	15
Care-A-Vans	19

CULTURE AND RECREATION

CULTURAL ACTIVITIES & FACILITIES

African-American Museum/Bessie Smith Performance Hall
Arts & Education Council
Bluff View Art District
Chattanooga Ballet
Chattanooga Boys Choir
Chattanooga Girls Choir
Chattanooga Symphony and Opera Association
Chattanooga Theatre Centre
Creative Discovery Museum
Houston Museum of Decorative Arts
Hunter Museum of American Art
Soldiers and Sailors Memorial Auditorium
Tennessee Aquarium
Tivoli Theatre
UTC Fine Arts Center

RECREATIONAL FACILITIES

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

LIBRARIES

Chattanooga Public Library
- Eastgate Branch
- South Chattanooga Branch
- Northgate Branch
- Ooltewah/Collegedale Branch

Chattanooga State Community College Library
East Ridge City Library
Town of Signal Mountain Library
University of Tennessee at Chattanooga Lupton Library

Visit our website at www.hamiltontn.gov

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 336,463 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.

The Hamilton County Sheriff's Office color guard presents the United States and Tennessee flags at the Hamilton County Fair.

HAMILTON COUNTY PROFILE

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

INTRODUCTION

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

FORM OF GOVERNMENT

The County, pursuant to 1978 Public Act 934, is governed by a County Mayor elected at large and a nine-member Board of County Commissioners elected by district. Some duties of government are performed by various elected and appointed clerks of the courts and by 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 life-style results from the community's commitment to preserving its culture and supporting the arts. The area offers excellent educational opportunities and quality health care as well as a virtually unlimited range of recreational activities – all at one of the lowest costs of living in the nation.

Hamilton County's City of Chattanooga is one of the South's oldest manufacturing cities, but today there is no single dominating business category. Economic advantages such as ample utilities, an efficient transportation

system, abundant natural resources, a trained labor force and centralized location make this area a diversified and profitable business location. Hamilton County's unemployment rate stands at 8.4 percent as of July 2011. This is compared to the Metropolitan Statistical Area's (the "MSA") unemployment rate of 8.6, the nation's 9.1 percent, and the state's 9.8 percent for the same period.

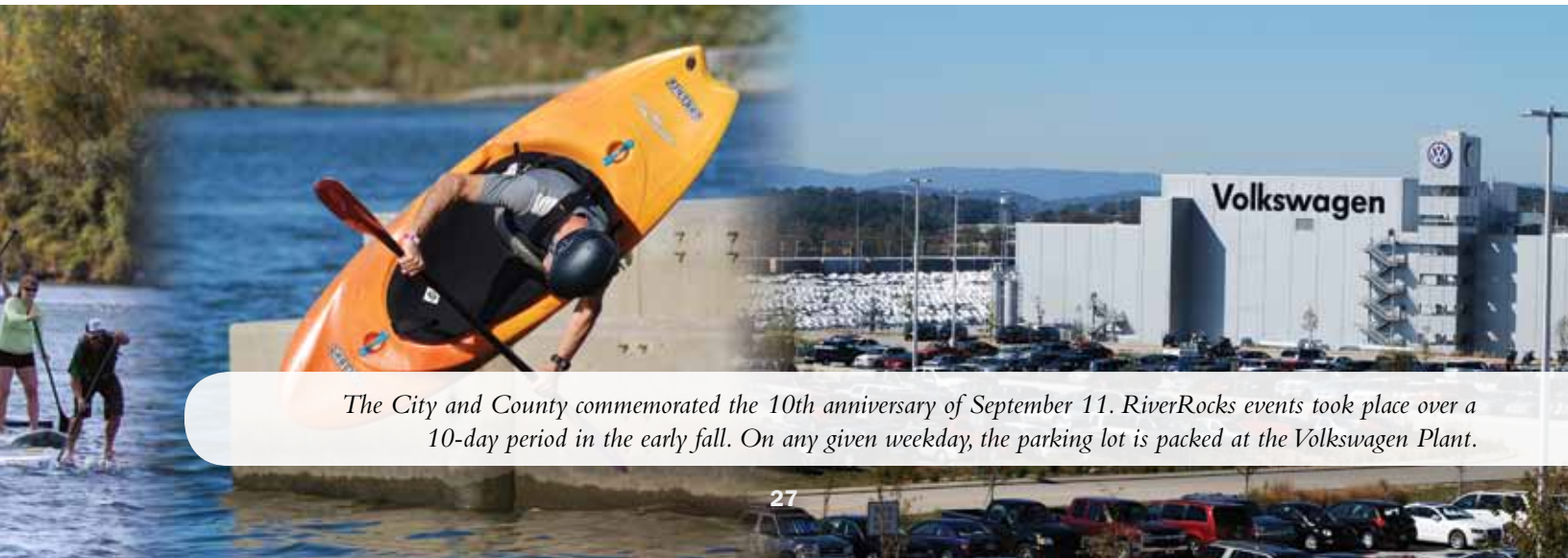
The American Association of Retirement Communities (AARC) named Chattanooga/Hamilton County as the first community in Tennessee to receive its prestigious Seal of Approval as a retirement destination. Former Hamilton County Mayor Claude Ramsey (now the State of Tennessee's Deputy Governor) and Chattanooga City Mayor Ron Littlefield celebrated the announcement of the AARC designation by formally launching Choose Chattanooga, a new initiative to market the Chattanooga area to people deciding where to retire and relocate.

Chattanooga was 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.

Business Facilities Magazine recently ranked Chattanooga as number one among America's metros for "Economic Growth Potential" and among the top ten for best cost of living. The area's quality of life is exemplified by Chattanooga's selection by Outside magazine as the nation's foremost outdoors destination in its October 2011 issue. 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.

Investment in economic growth continued 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 megasite.

In July 2008, the Volkswagen Group of America 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 are expected to create over 11,000 jobs according to a study by the University of Tennessee's Center for Business and Economic Research. With the completion of the 2 billion square-foot plant, the first vehicle rolled off the assembly line in April 2011. Operations recently reached another significant milestone when the 10,000th Passat rolled off the assembly line in September 2011. Gestamp Corporation has constructed a $90-million automotive parts stamping facility at Enterprise South. Gestamp was



The City and County commemorated the 10th anniversary of September 11. RiverRocks events took place over a 10-day period in the early fall. On any given weekday, the parking lot is packed at the Volkswagen Plant.

the first "Tier 1" auto supplier for Volkswagen to locate at Enterprise South.

Amazon, the world's largest internet retailer, is constructing a $70-million distribution center at Enterprise South, one of two local facilities that will inject at least $64 million in annual payrolls in the area. Currently, TAG Manufacturing, eSpin Technologies, and Integrated Data Solutions, Inc. have located new plants 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.

Alstom Power is completing a $300 million investment in its Chattanooga steam and gas turbine facility. The project has created 350 additional jobs, many of which are high-end engineering positions. In March 2011, Chattem Inc., a local company that produces markets and manufactures health care products, carried out the biggest product launch in its 130-year history with its rollout of the over-the counter allergy drug Allegra. The addition to its product line will push Chattem's annual sales close to $800 million.

The Electric Power Board, one of Hamilton County's primary power utilities, has launched a residential high-speed Internet and cable television service as part of its $220 million fiber-to-home initiative that will also allow 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 will open the way to a new wave of Internet-based products and services.

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

In September 2011, Amazon began hiring and training employees for its distribution center in Enterprise South. A similar facility has been completed in Bradley County. Amazon plans to hire 1,600 full-time employees and 2,000 part-timers during the holiday season.

renovation of its 127,000 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.

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. Construction will soon begin on an additional three-mile segment of the Riverwalk that will extend the project 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, Vision Airlines and Allegiant Air. Nonstop flights to Atlanta, Chicago, Charlotte, Memphis, Orlando, Dallas, Tampa Bay, Detroit, and Washington D.C., are available. During 2011, passenger flow out of Lovell Field included 302,145 passengers enplaning and 303,931 passengers deplaning for a total passenger flow of 606,076. 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 are being done at the Chattanooga 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 and Recovery Reinvestment Act (ARRA) grant funding was awarded for infrastructure improvement on the west side of the airport which includes site

A $3 million ARRA grant was awarded for infrastructure improvement on the west side of the airport. The development, which totalled $10 million, attracted Wilson Air Center and FedEx, which began leasing hangar space at Lovell Field.

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 new full service fixed based operator has attracted businesses such as Wilson Air Center, a Memphis-based business, in which Wilson Air will operate the terminal and hangar, and FedEx. On October 3, 2011, FedEx began leasing 12,000 square feet of hangar space at Lovell Field for the first time which will result in approximately $75,000 annual rental fees. The Airport Authority's Aircraft Rescue Fire Fighting (ARFF) station houses not only 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, 8% of jobs and 9% of payroll are generated by health care, including over 8,418 health care providers. Recognition of Chattanooga's medical community includes Erlanger Medical Center, which has the region's only Level 1 Trauma Center; the Tennessee Craniofacial Center, one of the leading facial reconstructive centers in the country treating patients from all over the world; the Chattanooga Heart Institute, one of the leading heart centers in the region; and Siskin Hospital, Tennessee's only not-for-profit hospital dedicated to physical rehabilitation. Health care facilities include seven large hospitals, emergency medical centers, public and private mental health facilities, drug and alcohol abuse recovery facilities, rehabilitation centers and speech and hearing facilities for the handicapped. In addition, the Hamilton County Health Department provides services and facilities for the protection and well being of the public health. Total bed capacity of all hospital facilities is 1,811.

CULTURAL ACTIVITIES AND FACILITIES

Hamilton County is a strong supporter of arts and cultural programs. Allied Arts of Greater Chattanooga (AAGC)

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 wonderfully renovated 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. Through its Arts Council and United Arts Fund, AAGC raises and distributes more than $1.5 million each year for arts and education programs.

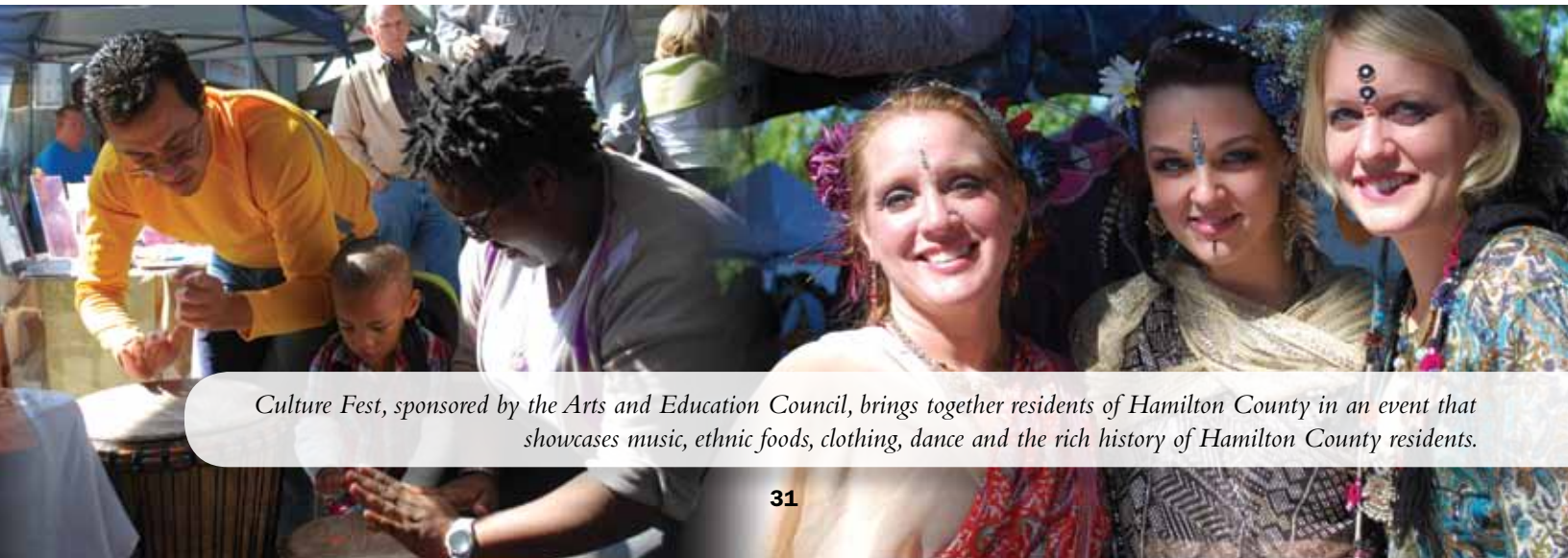
The annual Riverbend Festival brings our community together in a riverfront celebration of our heritage and diversity. With capacity crowds exceeding 600,000, the festival has become one of the South's premier entertainment events. Spread over a nine-day period in June, Riverbend features a wide variety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

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.



Culture Fest, sponsored by the Arts and Education Council, brings together residents of Hamilton County in an event that showcases music, ethnic foods, clothing, dance and the rich history of Hamilton County residents.

Blue-ribbon winner in the Hamilton County 4-H Mane Attraction Horse Show, Tex is a six-year-old Paint, proudly being introduced by his owner and trainer, Macey.

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 State of Tennessee Local Governmental Investment Pool (LGIP), while long term cash reserves are held in government securities.

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

The Hamilton County Board of Commissioners has adopted an investment policy, which sets as its goal the maximizing of investment earnings, while at the same time protecting the security of the principle 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 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 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

A. Sections 5-10-501 to 5-10-509, inclusive of the laws of the State of Tennessee provide that bonds may be issued by Tennessee counties. Hamilton County will comply with all State laws and regulations regarding debt issuance. Tennessee counties are not limited on the amount of bonded indebtedness.

B. Periodically, the County may need to issue bonds for capital improvements and/or other obligations.

C. Whenever long term debt is issued, the County will publish and distribute an official statement for each debt issuance.

D. An analysis showing how the new issue combined with current debt impacts the County's future debt capacity and conformance with County debt policies will be prepared before every bond issue.

E. The County will communicate and, where appropriate, coordinate with all jurisdictions with which the County shares a common tax base concerning its collective plans for future debt issues to hold overlapping debt to a level which will not constitute a burden to the taxpayers.

F. The County will seek to maintain and, if possible, improve its current bond rating in order to minimize borrowing costs and preserve access to credit.

G. When Hamilton County finds it necessary to issue debt instruments, the following policy will be adhered to:
   1. The weighted average general obligation bond maturities for any series will not exceed 20 years. The County will strive to utilize shorter maturities whenever possible.
   2. The term of any bond issue in general will not exceed the estimated useful life of the capital project/facility or equipment for which the borrowing is intended.
   3. Debt service for all funds in any year will not exceed 25% of the total annual operating budgets.

H. General Obligation debt issuances will be managed on an annual basis to match funds to Capital Improvement Plan cash flow requirements while being sensitive to the property tax burden on citizens.
   1. Interest earnings on debt service fund balances will be used for debt retirement.
   2. Interest earnings on debt proceeds will be used for capital improvements or debt retirement.
   3. Debt financing will be confined to capital improvement projects which could not feasibly be financed from current revenues.

I. Hamilton County will comply with all Federal requirements regarding arbitrage on bond issues to avoid any penalties.

J. The County will consider opportunities to refund existing debt issuance if the savings on the current principal and interest payments over the remaining life of the debt produces present value savings of three percent or greater.

K. General Obligation debt, supported by property tax revenues which grow in proportion to the County's assessed valuation and/or property tax rate increases, will be utilized whenever possible. Other types of debt (e.g., revenue bonds, tax anticipation notes, etc.) may also be utilized as determined by the County Mayor, Administrator of Finance and approved by the County Commission.

L. Whenever possible, the County will use the competitive bidding method of selling bonds.

FINANCIAL MANAGEMENT POLICIES – *CONTINUED*

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.

PURCHASING POLICY

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

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

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

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

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

ASSET ACCOUNTING POLICY

Accounting policies address the capitalization policy, controllable assets, and classes of property. A capital asset is defined as assets having a useful life of more than one year and a historical cost of $5,000 or more (fair market value of donated assets). These assets will be included in the property inventory. Major additions, including those that significantly prolong a fixed asset's economic life or expand its usefulness, should be capitalized. Normal repairs that merely maintain the asset in its present condition should be recorded as expenses and should not be capitalized. Hamilton County does not currently own any historical art or treasures. If in the future the County acquires historical art or treasures they will be recorded at historical costs. However, depreciation will not be required as they do not depreciate in value. The fixed asset class schedule clearly states the useful lives for each class of capital asset that will be used to determine the depreciation charge annually. These assets will be tagged according to tagging procedures laid out in the Asset Tagging Procedure.

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

Assets with a historical cost less than $1,000 or with a useful life of less than one year will not be included in the property inventory (fair market value of donated assets). However, if 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.
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 April and early May, 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.

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

The following section outlines the budget procedures adopted by the Administrator of Finance for the County's Fiscal Year 2011 Operating Budget:

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

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

BUDGET CALENDAR

2011

JANUARY 14

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

FEBRUARY 9

Upload Position Budget information from Human Resources database.

FEBRUARY 7 TO 11

Budget training for departments.

MARCH 1

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

APRIL 1

Budget access closed for requested budgets.
Budget analysis begins.

APRIL 18

Schedule for Budget Hearings is distributed.

MAY 9

Budget Hearings begin.

MAY 31

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

JUNE 15

Proposed Budget presented to County Commission/Executive Hearings.
County Commission adopts Continuation Budget.

JULY 28

Budget adopted.

BUDGET FORMAT

The FY 2012 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.

Creative Discovery Museum is one of the top children's museums in the country. Located in the heart of downtown Chattanooga, just steps away from the Tennessee Aquarium and the Tennessee Riverfront.

Ruby Falls, a 145-foot underground waterfall located beneath the surface of Lookout Mountain, is one of the largest accessible to the public, and at 1,120 feet underground, it is one of the deepest commercial caves in the world.

STATE OF TENNESSEE
Hamilton County

July 28, 2011
DATE (Month, Day, Year)

Hamilton County Board of Commissioners

RESOLUTION

No. 711-38

A RESOLUTION ADOPTING A BUDGET FOR THE FISCAL YEAR 2011–2012 AND SETTING THE TAX LEVY FOR THE YEAR 2011 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 2011 property tax is based on a total assessed valuation of $8,377,475,250 with an allowance for uncollectibles of $322,936,002; 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 2011-2012 is hereby adopted.

2. That there is hereby levied on each $100.00 of assessed valuation of taxable property in Hamilton County for 2011 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
	2.7652

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.

5. 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.

6. 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 2011-2012 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, 2012.

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

MB: 371
PAGE: 647

CERTIFICATION OF ACTION

Approved: ☑
Rejected: ☐
County Clerk

Approved: ☑
County Executive

Vetoed: ☐
July 28, 2011
Date

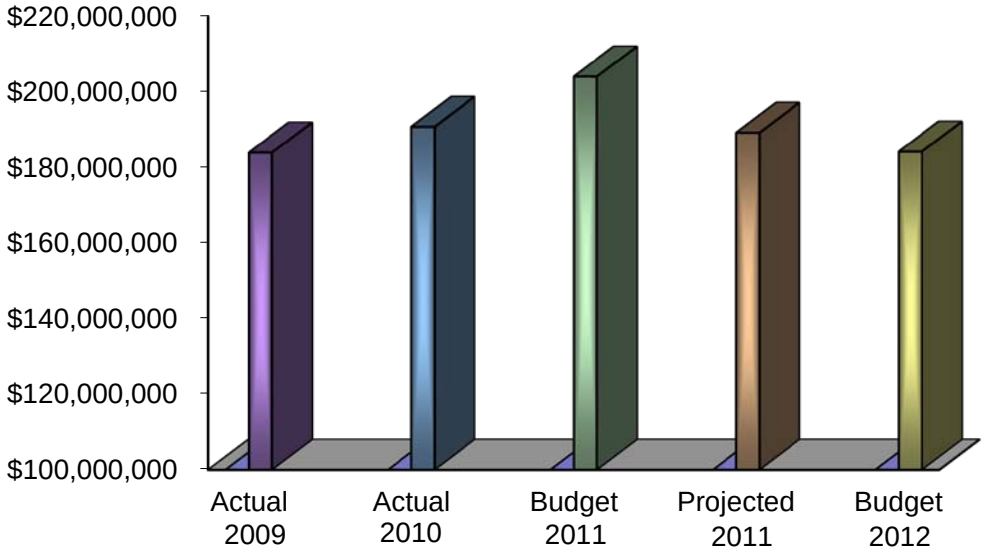
General Fund

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.

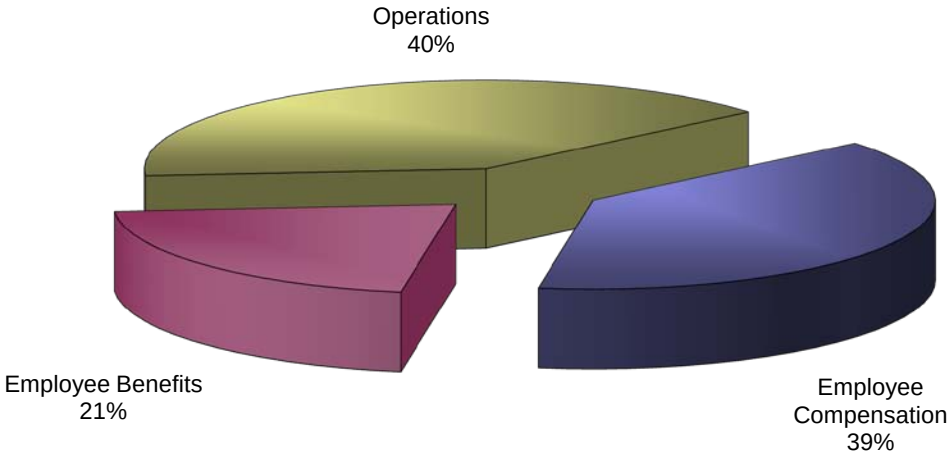
The major revenue of the General Fund includes: property taxes; other local taxes; licenses and permits; intergovernmental; charges for services; fines, forfeitures, and penalties; investment income and revenue from other agencies.

In the following General Fund schedules and departmental summaries, the Amended Budgets for FY 2011 include grant rollovers and amendments (approved by the County Commission) after the Adopted Budget process.

General Fund Expenditures



FY 2012 Expenditures by Type



General Fund Budget Summary
Schedule of Revenue and Expenditures

	Actual 2009	Actual 2010	Amended Budget 2011	Projected 2011	Adopted Budget 2012
Revenues					
Taxes (Property & Bus.)	140,023,367	143,571,785	144,647,789	145,683,785	135,260,272
License and Permits	481,224	570,241	550,500	487,024	543,500
Intergovernmental	23,500,920	22,985,166	26,039,630	20,278,880	21,177,439
Charges for Services	13,637,185	13,697,949	13,080,808	12,383,581	13,026,364
Excess Fees	8,051,764	8,123,201	8,145,282	8,597,043	9,510,000
Fines forfeitures and penalties	1,090,153	1,004,265	1,090,700	946,362	1,037,200
Investment Earnings	850,568	427,690	450,250	485,708	502,100
Miscellaneous	2,772,487	3,284,388	5,557,902	4,888,089	5,482,985
Interfund Transfers	517,543	873,491	244,314	296,560	113,000
Total Revenues	190,925,211	194,538,176	199,807,175	194,047,032	186,652,860
Expenditures					
Constitutional Offices	21,852,110	20,602,583	23,119,579	21,500,784	22,553,763
Supported Agencies	8,789,426	8,789,890	9,264,661	9,218,139	3,754,154
Unassigned Departments	18,453,604	19,525,461	23,842,403	19,158,763	19,046,027
Finance	6,745,751	6,853,040	6,807,749	6,791,274	6,542,386
Public Works	16,654,514	15,835,372	17,859,058	15,356,446	17,020,107
Human Services	39,413,369	42,037,472	43,886,929	41,708,445	38,601,999
Health Services	18,918,719	19,136,126	20,973,645	18,841,314	19,585,730
Operating Transfers to other funds	53,127,489	58,026,943	58,336,938	56,665,611	57,109,044
Total Expenditures	183,954,982	190,806,887	204,090,962	189,240,776	184,213,210
Excess of Revenues Over (Under) Expenditures	6,970,229	3,731,289	(4,283,787)	4,806,256	2,439,650
Net Encumbrances (beginning less ending)	(2,306)	119,114	-	729,008	-
Beginning Fund Balance	77,101,832	84,069,755	87,920,158	87,920,158	93,455,422
Fund Balance at end of year	84,069,755	87,920,158	83,636,371	93,455,422	95,895,072

Schedule of Interfund Transfers from the General Fund

HAMILTON COUNTY, TENNESSEE

TRANSFER FROM PRIMARY GOVERNMENT	Actual 2009	Actual 2010	Amended Budget 2011	Projected 2011	Adopted Budget 2012
Capital Projects	2,452	599,460	-	-	-
Debt Service	28,683,441	32,029,957	32,934,084	31,262,757	31,547,740
Juvenile Court Clerk	1,525,715	1,833,367	1,838,695	1,838,695	1,868,718
Sheriff	22,915,881	23,564,159	23,564,159	23,564,159	23,692,586
	$ 53,127,489	$ 58,026,943	$ 58,336,938	$ 56,665,611	$ 57,109,044

Revenue Sources

Property taxes: Included in property taxes is that portion of the property tax allocated to the General Fund, which is $1.3926 per $100 of assessed valuation. In FY 2012, one cent of tax revenue is estimated to generate $805,454, compared to $800,000 in FY 2011. Property tax growth projections are estimated based on current information provided by the Assessor of Property. The Assessor monitors and evaluates newly completed construction not currently on property rolls, and makes projections of values on construction in progress that is expected to be completed by the date of the property tax levy.

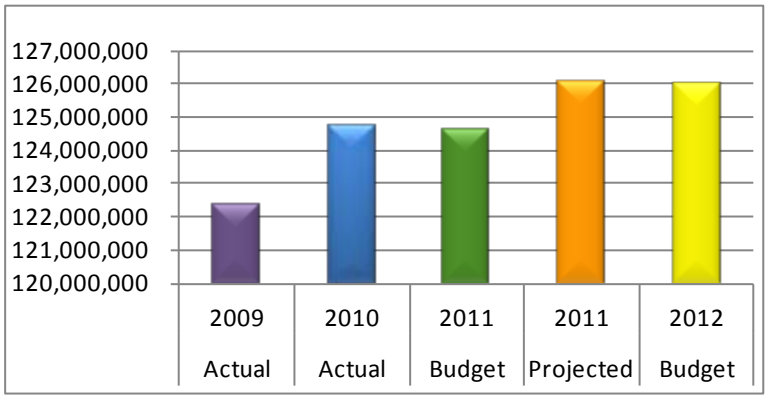
To ensure that all property that should legally be on the county assessment roll is properly listed, classified and valued, the property must first be located and identified. The office attempts to capture all new construction, additions and demolition of existing improvements as well as changes to land 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 are performed on a regular basis and help the Assessor keep records as up to date as possible. Aerial photographs and accurately maintained maps are essential data.

The Assessor of Property 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 involved 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.

Reappraise 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. 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.

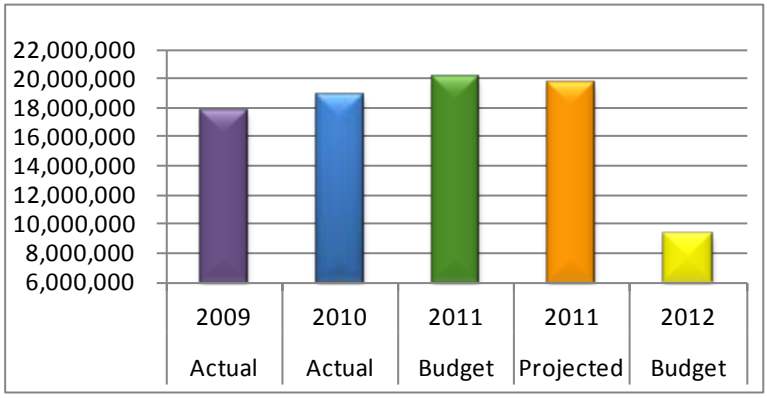
Payments in lieu of taxes from the utility companies in the County and from the Tennessee Valley Authority (TVA) and the Electric Power Board are also in this category. The TVA payment is projected to remain constant. In accordance with federal law, TVA makes payments in lieu of taxation to states in 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 Electric Power Board (EPB) also submits in lieu of tax payments to Hamilton County. The 2012 estimated tax equivalent payments for EPB are expected to increase by 6.87%.



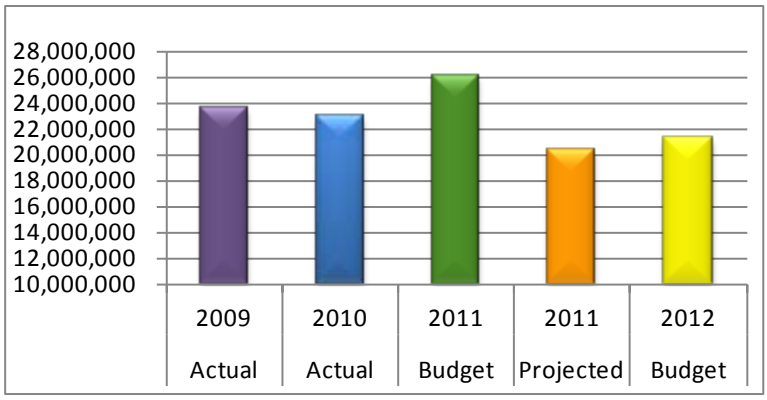
Other local taxes: The two main components are the local option sales tax and the gross receipts tax. General government is estimated to receive sales taxes collected to decrease significantly to $2.8 million in FY 2012.

In 1966, Hamilton County, the City of Chattanooga and other local municipalities entered into a Sales Tax Agreement where the County would collect the local sales tax and disburse same to agencies that had previously been jointly funded by the Cities and County. In FY 2012, that Sales Tax Agreement expired. Beginning, July 1, 2011, the County expects to lose $10.3 million in sales tax revenue.

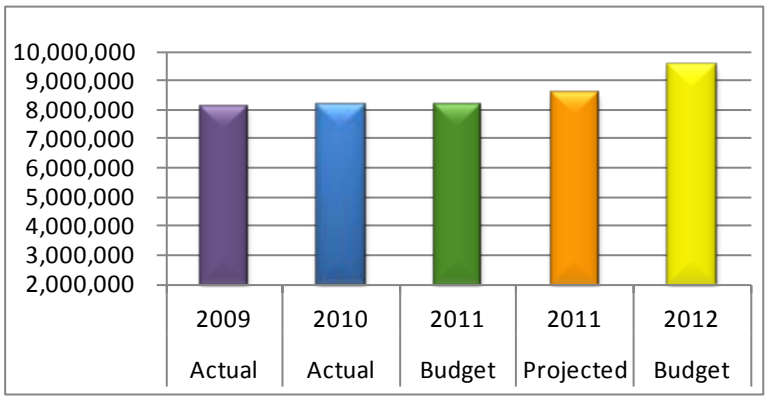
Projected sales tax revenues are based on actual sales tax trended over a five-year cycle. General government's share is approximately 20 percent of a 2.25 percent local option sales tax generated from the unincorporated areas of Hamilton County, with the remainder going to schools. The gross receipts tax is estimated at $4.8 million and is based on a class schedule, broken down by type or product sold.



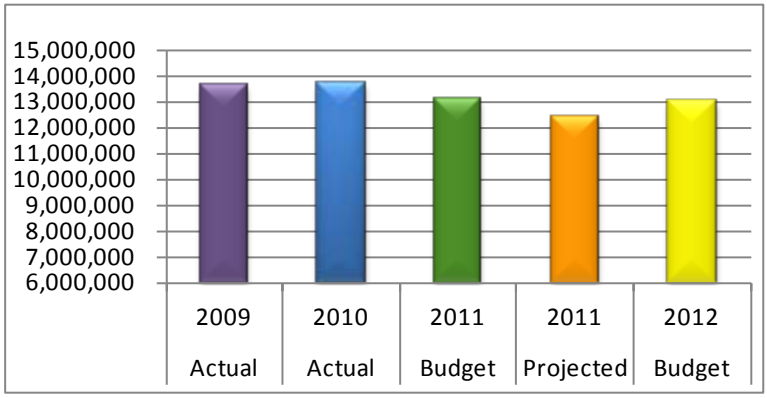
Intergovernmental revenue: Consists of $12.5 million in revenue from the State of Tennessee for the Health Department and Highway Department (gasoline & motor fuel tax). This revenue category also includes $2.82 million in Federal and State funds for boarding prisoners, $1 million in State Income Tax allocation and other miscellaneous revenue from Federal, State and local governments totaling $4.86 million. Intergovernmental revenue projections are provided by the individual departments based on approved resolutions for grants to be received in the 2012 budget year.



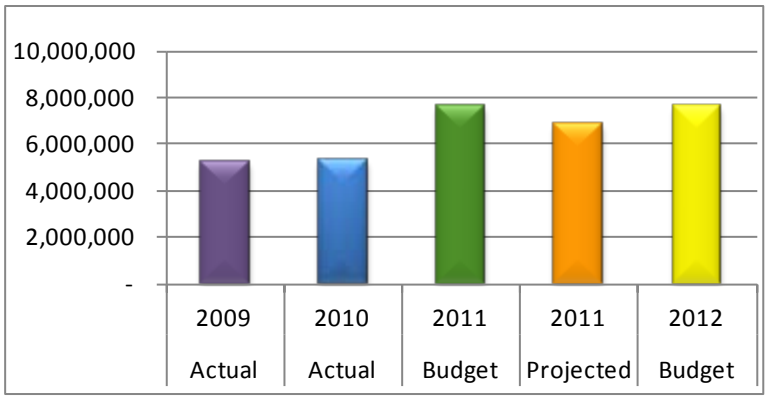
Excess fees: Includes excess fees from the Constitutional Offices in Hamilton County (Trustee, Register of Deeds, Clerk & Master, Criminal Court Clerk, County Clerk and Circuit Court Clerk). Excess fees are the remainder of all fees collected less all office salaries and fringe benefits and a reserve for three months salary. These fees are expected to increase 16.75% for FY 2012. Excess Fee projections are provided by the individual Constitutional Offices.



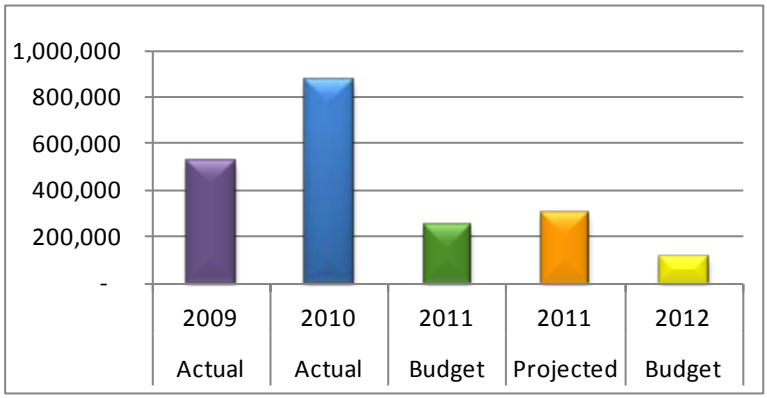
Charges for current services: This category represents anticipated revenues from customer paid fees including charges for Health Services of $3.13 million, estimated ambulance fees of $8.6 million, and miscellaneous fees of $1.3 million. The estimates are provided by the individual departments.



Miscellaneous: This category includes revenue earnings from Fines-Forfeitures and Penalties of $1.04 million, engineering services of $2.19 million, $1.1 million for cable TV franchise fees and $1.17 million in other miscellaneous revenue.



Interfund Transfers: Included in this category are transfers from other funds and reflect amounts to be spent from the General Fund but reimbursed by component units.

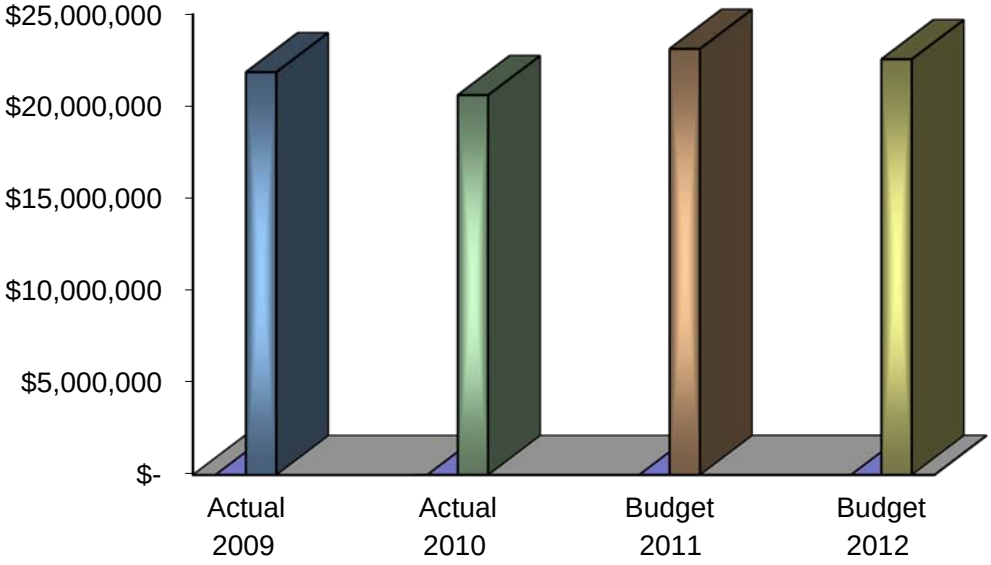


Constitutional Offices

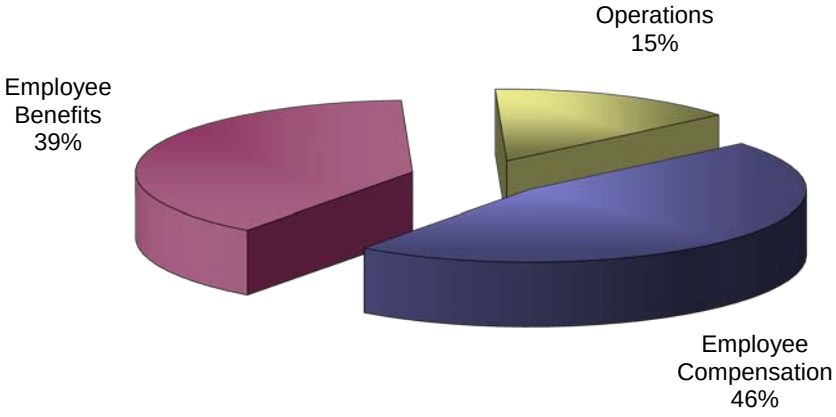
The Constitutional Offices of Hamilton County, Tennessee are established pursuant to the constitution of the State of Tennessee. They are independently elected officials with the exception of the Clerk and Master who is an appointed official of Hamilton County, Tennessee.

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 2012 Expenditures by Type



Constitutional Offices
Expenditures by Departments

Departments	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Medical Examiner	$ 941,826	$ 950,200	$ 944,717	$ 948,258
Clerk and Master	728,260	742,268	754,121	754,121
Circuit Court Clerk	1,074,016	1,111,165	1,108,295	1,115,338
County Clerk	1,623,598	1,710,333	1,722,594	1,688,262
Register of Deeds	533,814	471,436	489,804	491,077
Trustee	354,015	359,155	383,964	573,800
Assessor of Property	3,757,907	2,970,693	3,715,036	3,549,243
District Attorney General	838,166	835,328	984,905	984,905
County Election Commission	1,781,087	1,341,712	1,670,063	1,520,613
Criminal Court Clerk	1,193,377	1,212,955	1,676,646	1,382,474
Public Defender	454,540	418,108	500,159	499,583
Board of Equalization	2,750	4,630	5,000	5,000
General Sessions Court	1,199,030	1,224,650	1,234,779	1,269,042
Juries	184,566	118,363	182,340	181,200
Criminal Court Judges	195,282	197,311	200,592	200,590
Chancery Court Judges	5,823	6,759	12,000	12,000
Circuit Court Judge Bolton	67,252	62,219	63,247	64,595
Circuit Court Judge Hollingsworth	56,469	59,904	59,652	59,652
Circuit Court Judge Williams	57,128	56,089	58,030	58,030
Circuit Court Judge Thomas	76,777	69,983	71,498	71,498
Judicial Commission - Magistrate	372,306	345,255	352,756	356,024
Juvenile Court Judge	3,579,737	3,574,704	3,910,076	3,744,796
Juvenile Court Detention Unit	1,912,294	1,901,481	2,097,032	2,114,437
Juvenile Court IV-D Child Support	591,708	582,252	636,630	622,286
Juvenile Court-Volunteer Services	136,083	134,422	138,645	139,331
Juvenile Court-CASA	74,362	75,808	79,168	80,081
Juvenile Court-Youth Alcohol Safety Project	59,937	65,400	67,830	67,527
	$ 21,852,110	$ 20,602,583	$ 23,119,579	$ 22,553,763
Authorized Positions	**483.89**	**480.39**	**482.89**	**472.02**

Medical Examiner – 1001

FUNCTION

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

1. To detect unsuspected homicides
2. To protect the health of the community
3. To clarify workmen 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 of if the county medical examiner has not ordered an autopsy.

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.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 601,087	$ 619,326	$ 621,814	$ 624,715
Employee Benefits	201,451	211,170	208,646	209,286
Operations	139,288	119,704	114,257	114,257
Total Expenditures	$ 941,826	$ 950,200	$ 944,717	$ 948,258
Authorized Positions	**7**	**7**	**7**	**7**

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 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 about one-half hour 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 from two months to over a year to complete. The paperwork needed to document death investigations varies widely from case to case, and is often delayed due to pending laboratory reports. There are seven full time employees in the office who work together to cover the seven day twenty-four response to death investigation.

The State of Tennessee Chief Medical Examiner Office wants our office to fully investigate all medical examiner cases in which the injury occurs in Southeast Tennessee counties, Georgia, Alabama, and North Carolina, and due to medical transport and care at our regional health care facilities, the death subsequently occurs in Hamilton County. This approach is used in the Davidson County, Tennessee medical examiner office. Bruce Levy, MA, Chief State Medical Examiner for Tennessee and Davidson County Medical Examiner, without warning or discussion with our office, acted to change a significant portion of TCA Sections 38-7-101 through 38-7-119. Our office will need to be accredited by the National Association of Medical Examiners by July 1, 2012.

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Benefits	$ 553,787	$ 570,336	$ 562,103	$ 581,755
Operations	174,473	171,932	192,018	172,366
Total Expenditures	$ 728,260	$ 742,268	$ 754,121	$ 754,121
Authorized Positions	**27**	**27**	**27**	**28**

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 Committals.

The Circuit Court Clerk serves as Jury Coordinator (effective 01/01/09) 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 timely
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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Benefits	$ 799,387	$ 826,760	$ 820,833	$ 830,568
Operations	274,629	284,405	287,462	284,770
Total Expenditures	$ 1,074,016	$ 1,111,165	$ 1,108,295	$ 1,115,338
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 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 $22.8 million accounted for by the Clerk's office.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Benefits	$ 1,297,513	$ 1,359,461	$ 1,344,107	$ 1,310,447
Operations	326,085	350,872	378,487	377,815
Total Expenditures	$ 1,623,598	$ 1,710,333	$ 1,722,594	$ 1,688,262

Authorized Positions	**73.63**	**72.63**	**73.63**	**62.76**

PERFORMANCE ACCOMPLISHMENTS

Motor Vehicle Division	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Full Time Equivalent	45.6	40.6	44	44
Workload - # of transactions processed	328,766	326,795	352,000	352,000
Efficiency - # of transactions per FTE	7,205	8,048	7,800	7,800
Effectiveness - Accuracy % for all transactions	96.80%	96.67%	97.00%	97.00%
Miscellaneous Tax Division				
Full Time Equivalent	11.5	9.8	9.6	9.6
Workload - # of transactions processed	35,386	30,926	31,500	31,500
Efficiency - # of transactions per FTE	3,077	3,156	3,281	3,281
County Commission Records				
Full Time Equivalent	1.7	1.6	1.5	1.5
Workload - Research Tasks	287	244	320	320
Workload - Minutes sets produced	70	66	70	70
Workload - Units	357	310	390	390
Efficiency - # of Workload units per FTE	210	193.75	260	260
Effectiveness - Amount of time spent on research	26:35	32:01	30:00	31:00
Effectiveness - Average time per research item	0:56	1:19	0:56	0:58

PROGRAM COMMENTS

In providing services, our goal is to serve the public in a courteous and efficient manner. Also diligent enforcement of tax laws under our jurisdiction generates revenue for the general government. Revenue generated for County General government was $5 million coming from administration of the Business Tax Act (BTA). The collection and enforcement of the BTA has been assumed by the Tennessee Department of Revenue (DOR). Clerk will continue to search for businesses and issue licenses. After payment certified, DOR collections will be shared with the local government. 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 159,243 branch transactions, 91,677 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 50,661 walk-in transactions of which 30,088 were renewals. Internet transactions continue to increase rapidly from 54,105 in 2009 to 57,392 in 2010, a 6% increase. Since internet renewals began in 2001, we have processed more than 369,727.

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. 2010-2011 fiscal year excess fees collected were $910,916.

The Register's Office is open at the following locations 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. Implemented this schedule on September 1, 1994. Employees work 4 day work week.

Satellite Office
8:00 a.m. until 4:00 p.m. Monday - Friday

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 using archive writer software and hardware to rolls of microfilm.
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. 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.
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 Office 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 a satellite office for the public's convenience for retrieving information and recording legal documents. The Register's Satellite Office is located by the Trustee's, Assessor's, & County Clerk's satellite offices. This satellite office opened in January 2001.
11. To provide an e-recording process. (Implemented in May 2006.)
12. To run computer software that is written, maintained and owned by Hamilton County Government.

Expenditures by type	**Actual 2009**	**Actual 2010**	**Budget 2011**	**Budget 2012**
Employee Benefits	$ 442,670	$ 403,016	$ 408,001	$ 416,277
Operations	91,144	68,420	81,803	74,800
Total Expenditures	$ 533,814	$ 471,436	$ 489,804	$ 491,077
Authorized Positions	**17**	**17**	**17**	**17**

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Documents Recorded	73,441	67,824	63,309	65,000
Excess Fees	$ 1,171,706	$ 1,004,308	$ 911,000	$ 1,000,000
Rolls of Film, estimated	52	47	46	50
5 books of 1,000 pages per 1 roll of film				

PROGRAM COMMENTS

Remote access to the records offered since August 1998 for data and images from 7/1/1969 to present.

Register's Office Training & Document Requirement Guide was written by our office and posted on our webpage at http://register.hamiltontn.gov. This guide is used by many Registers throughout the state. Many companies – instate and out – that prepare documents to be recorded in Tennessee, may use this manual. Local law firms and title companies are also using the guide as evidenced by their calls and references to the guide.

The electronic filing process was enabled in May of 2006. The Hamilton County Register's Office worked with the County's Information Technology Services department and helped in the creation of software that is used for the recording, information search, imaging, AR and certification of documents. This helped streamline the workflow for the office. This software was created and owned by Hamilton County Government and the new computer system went live on October 1, 2007. No maintenance fees are paid to third party software vendors for software or enhancements.

Pam Hurst is the Hamilton County Register of Deeds and took office September 1, 1994. She is currently serving her fifth term. The County seat is in Chattanooga, Tennessee.

Trustee – 1006

FUNCTION

The Trustee is the treasurer for the County and serves three primary functions: (1) collect all County property taxes; (2) keep a fair and regular account of all money received; and (3) invest temporary idle funds. The following are major funding sources handled by the Trustee: real property taxes, personal property taxes, state assessed property taxes, hotel-motel taxes, grants, state and federal government funding. The Trustee provides services to County General Government and the Board of Education.

PERFORMANCE GOALS

1. Promote convenient payment options
2. Upgrade bankruptcy system
3. Upgrade hotel/motel occupancy tax system
4. Encourage employee training

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Benefits	$ 260,727	$ 271,887	$ 270,393	$ 317,014
Operations	93,288	87,268	113,571	256,786
Total Expenditures	$ 354,015	$ 359,155	$ 383,964	$ 573,800
Authorized Positions	**13**	**12.5**	**13**	**15**

PERFORMANCE OBJECTIVES

1. Promote State Tax Relief program through media and civic organizations
2. Staff members to attend State Tax Relief seminar
3. Accept counter payments at 25 locations within Hamilton County
   A. Trustee's Courthouse Office (Downtown)
   B. Trustee's Satellite Office (Bonny Oaks)
   C. First Tennessee Bank Branches
4. Credit Card and e-Check payments available on the internet, in person and by phone
5. Tax records available to the public on the internet
6. Work with the County's Information Technology Department on new software programs
7. Electronic filing of bankruptcy claims

PERFORMANCE ACCOMPLISHMENTS

1. Implemented partial payment program in October 2010 whereby real, personalty and state assessed taxes may be paid in installments
2. Began accepting prepayment for the 2011 taxes in January 2011. Will accept prepayments each year beginning in January.
3. The 2011 tax bill will be the first bill which may be paid with a credit card by phone. A toll free automated system has been established as a convenience for taxpayers.
4. Extended office hours to better serve the public.
5. Testing updated hotel/motel occupancy tax system.
6. Redesigned the 2011 tax bill with a taxpayer friendly format.

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 involved 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.
8. Ensure timely replacement of current mainframe Computer Assisted Mass Appraisal System (CAMA) with a Windows based CAMA system. This will consist of converting the current data, training our staff and testing the functionality of a new system while maintaining the current system and continuing meet all standards required by the State of Tennessee.

Expenditures by type	**Actual 2009**	**Actual 2010**	**Budget 2011**	**Budget 2012**
Employee Compensation	$ 2,231,679	$ 2,071,356	$ 2,086,418	$ 2,120,743
Employee Benefits	946,670	938,343	905,271	942,954
Operations	579,558	(39,006)	723,347	485,546
Total Expenditures	$ 3,757,907	$ 2,970,693	$ 3,715,036	$ 3,549,243
Authorized Positions	**45.63**	**44.63**	**44.63**	**44.63**

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 563,872	$ 533,938	$ 644,997	$ 657,061
Employee Benefits	201,263	197,324	251,664	244,194
Operations	73,031	104,066	88,244	83,650
Total Expenditures	$ 838,166	$ 835,328	$ 984,905	$ 984,905
Authorized Positions	**37**	**36**	**37**	**37**

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

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 costs 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.

Note: From 12/24/09 – 09/16/10, we reduced the number of inmates held in jail for more than one year by 30% and those held in jail for over 18 months by 56%.

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.

Results:

	Actual 2009	**Actual 2010**	**Projected 2011**	**Estimated 2012**
Counts	3,534	4,048	3,750	4,000

Note: The backlog of pending cases in the Grand Jury has been decreased from 60 – 90 days to 30 days, on average, for those being held in custody. The pending cases have been decreased to twelve weeks for those on bond.

The numbers for 2009 are down due to the fact that fewer cases are being bound over to the Grand Jury, as more prosecutors have been assigned to Sessions Court and therefore, working out more cases.

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

Results:

	Actual 2009	**Actual 2010**	**Projected 2011**	**Estimated 2012**
Phone contacts	7,521	7,488	7,500	7,500
Office visits	614	610	625	650
Criminal Injury Compensation Fund	810	320	350	400

Note: Budgeted grant monies directly related to the District Attorney General's function can be included in these expenditures; when the grant is closed, the expenditure amounts may fluctuate considerably, as reflected above in operations.

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 the Hamilton County government. Nevertheless, the Hamilton County Election Commission is not an arm of the County government.

The 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 who 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 2009**	**Actual 2010**	**Budget 2011**	**Budget 2012**
Employee Compensation	$ 1,118,342	$ 853,296	$ 1,026,887	$ 950,021
Employee Benefits	298,334	289,707	327,223	289,792
Operations	364,411	198,709	315,953	280,800
Total Expenditures	$ 1,781,087	$ 1,341,712	$ 1,670,063	$ 1,520,613
Authorized Positions	**25.5**	**25.5**	**25.5**	**25.5**

PERFORMANCE OBJECTIVES

1. Continue diagnostics and maintenance inspections of voting equipment to ensure accuracy
2. Institute procedures to ensure the office is in full compliance with the Help America Vote Act of 2002, verification of polling place accessibility for the handicapped, and provisional voting procedures for the 2011 – 2012 election cycle
3. Voter verification and confirmation process on a monthly basis

PERFORMANCE ACCOMPLISHMENTS

1. Installation of a new voter registration system done through the County ITS Department
2. Conducted high school voter registration drives at 16 public and private high schools; 610 students registered; 256 applications pending 18th birthday
3. Modified polling procedures to simplify process for workers and voters
4. We implemented several special phone lines from the precincts to our office so that the officers of election could better access our office on Election Day to get help with problems
5. Working hard to help implement the new Photo ID law
6. We have two staff members that are on the State Paper Ballot Rules Committee
7. We have tested and repaired 40 machines for the upcoming 2011 - 2012 election cycle
8. Working and setting up schools of instruction for the precinct workers for the upcoming presidential election cycle
9. Changed the printing format of our voter registration cards so we are now able to print on standard laser printers and print cards for those who have lost or misplaced their cards on the spot

Division Functions	% of Total Workload
Voter Registration	15%
Voter Maintenance	15%
Voter Education	10%
Conduct Elections	50%
Miscellaneous Functions	10%

Quantitative Measures of Functions	Actual FY 2009	Actual FY 2010	Projected FY 2011	Estimated FY 2012
Number of Registered Voters (Active)	207,014	210,082	213,500	225,000
Number of Presentations	2	2	0	10
Number of Elections Held	2	3	1	3
Number of Schools of Instruction Conducted	2	4+	0	60+
Number of Address Verifications mailed	11	32	0	0
Number of Address Confirmations mailed	2,200	2,654	1,555	2,500

*State law requires that the County Election Commission implement an address verification program to be conducted at least on a biennial basis, but may do so annually. The first program was implemented in the fall of 2001; in the spring of 2003, the program was modified and completed. Periodic mailers are sent if information provided by the Postal Service indicates a change in the voter's address.

Criminal Court Clerk – 1010

FUNCTION

The Hamilton County Criminal Court Clerk is a constitutional officer and is elected every four years. Gwen Tidwell was first elected to this position in 1994, and has served continuously since that time.

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 courts for the criminal division 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 Collection division 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 Clerk's offices are fully automated and utilize various electronic systems. The work load of the Criminal Courts and General Sessions Courts is determined by the various law enforcement agencies through their arrests and citations. Currently, the Criminal Court Clerk's office handles over 60,000 cases each year with a staff of about 65 persons.

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.

The goals and objectives of the Criminal Court Clerk's office are to serve the general public, attorneys, law enforcement, and our Judges with courtesy and efficiency – always keeping in mind cost effectiveness. This year we amended our new computer aided record keeping system which continues to improve both the availability of statistical data and the speed and accuracy with which the data is entered. We began accepting credit card payments in person and over the phone and we continue to look forward to the ability to accept credit card payments over the internet. We continue to strive for broader access to our public documents, and increased electronic reporting to state and federal agencies.

Expenditures by type	**Actual 2009**	**Actual 2010**	**Budget 2011**	**Budget 2012**
Employee Benefits	$ 1,078,278	$ 1,089,987	$ 1,143,904	$ 1,144,919
Operations	115,099	122,968	532,742	237,555
Total Expenditures	$ 1,193,377	$ 1,212,955	$ 1,676,646	$ 1,382,474
Authorized Positions	**65.13**	**65.13**	**65.13**	**64.63**

Public Defender – 1012

FUNCTION

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

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

PERFORMANCE GOALS

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

The office of the District Public Defender must efficiently and effectively provide high-quality, zealous, conflict-free representation to those charged with crimes who cannot afford to hire an attorney. To meet this goal, this office wishes to apply the *ABA Ten Principles of a Public Defense Delivery System*, adopted February 2002 which state that:

1. The public defense function, including the selection, funding, and payment of defense counsel, is independent.
2. Where the caseload is sufficiently high, the public defense delivery system consists of both a defender office and the active participation of the private bar.
3. Clients are screened for eligibility, and defense counsel is assigned and notified of appointment, as soon as feasible after clients' arrest, detention, or request of counsel.
4. Defense counsel is provided sufficient time and a confidential space within which to meet with the client.
5. Defense counsel's workload is controlled to permit the rendering of quality representation.
6. Defense counsel's ability, training, and experience match the complexity of the case.
7. The same attorney continuously represents the client until completion of the case.
8. There is parity between defense counsel and the prosecution with respect to resources and defense counsel is included as an equal partner in the justice system.
9. Defense counsel is provided with and required to attend continuing legal education.
10. Defense counsel is supervised and systematically reviewed for quality and efficiency according to nationally and locally adopted standards.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 296,268	$ 265,582	$ 313,185	$ 312,878
Employee Benefits	123,304	124,616	149,377	149,684
Operations	34,968	27,910	37,597	37,021
Total Expenditures	$ 454,540	$ 418,108	$ 500,159	$ 499,583
Authorized Positions	**10**	**10**	**10**	**10**

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. Decrease 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 2,750	$ 4,630	$ 5,000	$ 5,000
Total Expenditures	$ 2,750	$ 4,630	$ 5,000	$ 5,000

General Sessions Court – 1014

FUNCTION

The five General Sessions Court Judges, on a rotating basis, preside over the Civil and Criminal Divisions of General Sessions Court. They hear civil cases with jurisdiction up to $25,000; they are responsible for hearing all landlord-tenant litigation; and have unlimited jurisdiction in replevin cases. In 2010, 15,082 cases were filed and 9,535 judgments rendered in Civil Court. The General Sessions Court Judges hear misdemeanor criminal cases and traffic cases which occur in Hamilton County, Tennessee, and hold preliminary hearings on felony criminal cases in Hamilton County. In 2010, 36,060 criminal cases were filed and 36,093 cases were heard. They also hold mental health hearings from 29 surrounding Tennessee Counties who are admitted on an emergency basis to mental health institutions in Hamilton County, Tennessee. In 2010, 3,155 cases were filed. Sessions Court Judges also hear approximately 365 forfeitures per year and sign numerous search warrants.

PERFORMANCE GOALS

1. To hear impartially those cases coming before the General Sessions Judges and to render judgments accordingly.
2. To handle increasing caseloads in a timely fashion with as little inconvenience as possible to attorneys, litigants, officers and defendants.
3. To work with the Sheriff, the District Attorney General and Criminal Court Judges to reduce overcrowding in the County jail and County workhouse.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 889,680	$ 922,877	$ 917,961	$ 946,660
Employee Benefits	257,266	269,114	265,517	271,081
Operations	52,084	32,659	51,301	51,301
Total Expenditures	$ 1,199,030	$ 1,224,650	$ 1,234,779	$ 1,269,042
Authorized Positions	**8**	**8**	**8**	**8**

Juries – 1015

FUNCTION

The function of the Jury is to try and determine, by a true and unanimous verdict, any question or issue of fact, according to law and the evidence as given them in the court.

PERFORMANCE GOALS

The performance objective of the Jury is to render a fair and impartial verdict, according to law and the evidence.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Jury Fees	$ 159,151	$ 95,984	$ 162,340	$ 150,000
Operations	25,415	22,379	20,000	31,200
Total Expenditures	$ 184,566	$ 118,363	$ 182,340	$ 181,200

PROGRAM COMMENTS

The Court impanels 96 jurors to serve for a two-week period. The jurors are paid only for the number of days served. A code-a-phone is used to notify jurors if their service is needed for the following day. Non-jury matters are tried during the month of August.

Criminal Court Judges – 1017

FUNCTION

To administer justice in the courts as efficiently as possible.

PERFORMANCE GOALS

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

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 114,515	$ 114,516	$ 114,516	$ 114,515
Employee Benefits	57,554	59,627	60,026	60,025
Operations	23,213	23,168	26,050	26,050
Total Expenditures	$ 195,282	$ 197,311	$ 200,592	$ 200,590
Authorized Positions	**3**	**3**	**3**	**3**

PROGRAM COMMENTS

Three (3) bailiffs are the only positions funded by Hamilton County. There are nine (9) other employees who work for this department, but their positions are fully funded by the State of Tennessee.

Chancery Court Judges – 1018

FUNCTION

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

PERFORMANCE GOALS

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

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Operations	$ 5,823	$ 6,759	$ 12,000	$ 12,000
Total Expenditures	$ 5,823	$ 6,759	$ 12,000	$ 12,000

PROGRAM COMMENTS

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

Circuit Court Judges – 10191 – 10194

FUNCTION

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

PERFORMANCE GOALS

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

JUDGE JACQUELINE S. BOLTON - 10191

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 37,878	$ 33,508	$ 37,000	$ 37,000
Employee Benefits	19,031	17,465	14,303	17,532
Operations	10,343	11,246	11,944	10,063
Total Expenditures	$ 67,252	$ 62,219	$ 63,247	$ 64,595

JUDGE JEFF HOLLINGSWORTH - 10192

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 37,352	$ 37,352	$ 37,352	$ 37,352
Employee Benefits	13,691	14,016	13,951	13,951
Operations	5,426	8,536	8,349	8,349
Total Expenditures	$ 56,469	$ 59,904	$ 59,652	$ 59,652

JUDGE MARIE WILLIAMS – 10193

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 36,888	$ 36,888	$ 36,888	$ 36,888
Employee Benefits	12,890	12,920	12,793	12,793
Operations	7,350	6,281	8,349	8,349
Total Expenditures	$ 57,128	$ 56,089	$ 58,030	$ 58,030

JUDGE NEILL THOMAS, III - 10194

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 38,302	$ 38,303	$ 38,303	$ 38,303
Employee Benefits	23,616	24,442	24,846	24,846
Operations	14,859	7,238	8,349	8,349
Total Expenditures	$ 76,777	$ 69,983	$ 71,498	$ 71,498
Authorized Positions	**4**	**4**	**4**	**4**

PROGRAM COMMENTS

The judges are elected to eight-year terms, which will expire in the year 2014. 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.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 267,385	$ 255,017	$ 254,452	$ 248,452
Employee Benefits	83,978	73,616	70,304	82,452
Operations	20,943	16,622	28,000	25,120
Total Expenditures	$ 372,306	$ 345,255	$ 352,756	$ 356,024
Authorized Positions	**4**	**4**	**4**	**4.5**

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 7,000 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 2,367,160	$ 2,366,760	$ 2,453,893	$ 2,459,400
Employee Benefits	1,038,393	1,017,670	1,251,368	1,089,444
Operations	174,184	190,274	204,815	195,952
Total Expenditures	$ 3,579,737	$ 3,574,704	$ 3,910,076	$ 3,744,796
Authorized Positions	**56**	**56**	**56**	**54**

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. 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 1,153,454	$ 1,154,792	$ 1,271,850	$ 1,282,538
Employee Benefits	540,491	548,191	588,501	596,499
Operations	218,349	198,498	236,681	235,400
Total Expenditures	$ 1,912,294	$ 1,901,481	$ 2,097,032	$ 2,114,437
Authorized Positions	**35**	**35**	**35**	**35**

Juvenile Court / IV-D Child Support – 1063

FUNCTION

The IV-D Department of the Juvenile Court is responsible for hearing all cases pertaining to the obtaining of delinquent collections from absent parents. Funds collected for children on Families First are forwarded to the Department of Human Services to offset those State costs. The Court hearings from this department involve legitimacy, paternity suits, visitations, and contempts. Due to computerization, the program is linked to similar programs across the nation making accessibility of child support easier for custodians of children.

PERFORMANCE GOALS

To hear all cases in a timely fashion brought to obtain child support from absent parents.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 387,010	$ 387,310	$ 387,610	$ 390,357
Employee Benefits	153,765	156,568	158,970	143,179
Operations	50,933	38,374	90,050	88,750
Total Expenditures	$ 591,708	$ 582,252	$ 636,630	$ 622,286
Authorized Positions	**8**	**8**	**8**	**7**

PROGRAM COMMENTS

In FY 2002 the State of Tennessee began processing the Child Support collections of Hamilton County's Juvenile Court.

Juvenile Court Volunteer Services – 1064

FUNCTION

The Volunteer Service department utilizes approximately 90 volunteers throughout the Court system. Volunteers are recruited, and trained for placements with all types of children. The Auxiliary Probation Officer (APO) program assists in monitoring in-home detention as well as children on probation. The Foster Care Review Board reviews every foster child's case and provides recommendations to the Court for future planning. The board reviews more than 1,000 cases per year.

PERFORMANCE GOALS

1. To recruit, train, and supervise volunteers for services to the Court
2. To make recommendations to the Court regarding future planning for children
3. To provide informed community representatives who will raise awareness on juvenile issues
4. To provide a positive role model for children and families coming into the system
5. To protect children classified as "high risk" for abuse, delinquency or neglect

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 80,196	$ 80,196	$ 80,196	$ 81,946
Employee Benefits	37,845	39,182	39,799	40,185
Operations	18,042	15,044	18,650	17,200
Total Expenditures	$ 136,083	$ 134,422	$ 138,645	$ 139,331
Authorized Positions	**2**	**2**	**2**	**2**

Juvenile Court CASA – 1066

FUNCTION

The Court Appointed Special Advocates (CASA) are trained community volunteers appointed by the Judge or Referee 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 28 volunteers who have intervened in over 593 cases. This year 55 new children have already been served. Program volunteers contribute an average of 85 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 46,006	$ 46,006	$ 46,306	$ 47,956
Employee Benefits	23,541	26,323	26,612	26,975
Operations	4,815	3,479	6,250	5,150
Total Expenditures	$ 74,362	$ 75,808	$ 79,168	$ 80,081
Authorized Positions	**1**	**1**	**1**	**1**

Juvenile Court Youth & Alcohol – 1067

FUNCTION

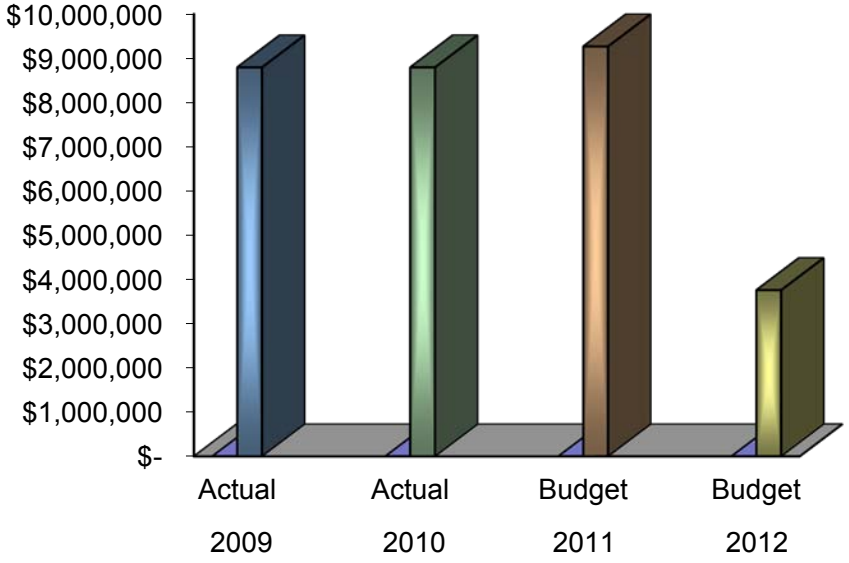
This department facilitates the state mandates of the Youth Highway Safety Program, which addresses issues related to juvenile drinking and drug usage. All individuals convicted in a drug or alcohol offense face mandatory loss of driving privileges and drug and alcohol program attendance.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 39,498	$ 39,548	$ 39,598	$ 39,923
Employee Benefits	18,637	24,868	25,132	25,204
Operations	1,802	984	3,100	2,400
Total Expenditures	$ 59,937	$ 65,400	$ 67,830	$ 67,527
Authorized Positions	**1**	**1**	**1**	**1**

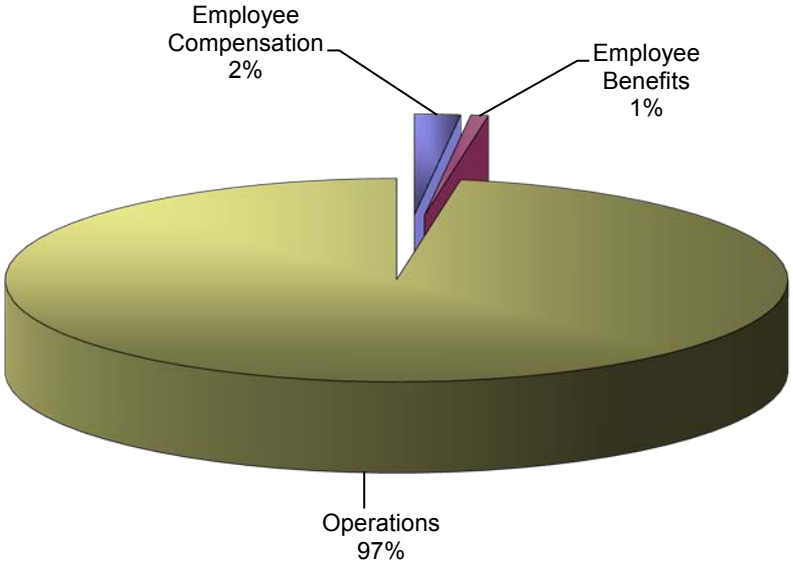
Supported Agencies

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 2012 Expenditures by Type



Supported Agencies
Expenditures by Departments

Departments	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Soil Conservation	$ 110,894	$ 108,513	$ 104,158	$ 109,507
Other Supported Agencies	8,678,532	8,681,377	9,160,503	3,644,647
	$ 8,789,426	$ 8,789,890	$ 9,264,661	$ 3,754,154
Authorized Positions	**2**	**2**	**2**	**2**

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 67,554	$ 67,490	$ 67,554	$ 71,174
Employee Benefits	29,340	27,023	22,604	27,123
Operations	14,000	14,000	14,000	11,210
Total Expenditures	$ 110,894	$ 108,513	$ 104,158	$ 109,507
Authorized Positions	**2**	**2**	**2**	**2**

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. 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.

Bethlehem Community Center – The Bethlehem Community Center is a Christian ministry that promotes, restores and sustains wholeness in individuals and families through service, leadership, advocacy, and empowerment in south Chattanooga, inner city of Chattanooga, and the greater Chattanooga area. The County did not fund this program in FY 12.

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 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.

Public Library – The public library is a not-for-profit organization. Its mission is to preserve the past, present and future of the community, by providing the tools necessary for children and adults to build on their dreams, answer their questions, and become fully productive members of the larger society. The County did not fund this program in FY 12.

Scenic Cities Beautiful Commission – Serves as the coordinating body for county-wide cleanups and beautification programs, and provides support, information and materials to those involved in promoting a cleaner community. It also provides speakers and environmental exhibits for community affairs, garden clubs, civic groups, and neighborhood organizations. The County did not fund this program in FY 12.

Allied Arts Fund – Provides a united voice for all cultural organizations and activities, furthers the significance of their roles in the life of the community, provides financial assistance and such other measures necessary to strengthen the area's cultural resources, and works with other agencies in the public and private sectors to make quality of life a priority issue for the community. The County did not fund this program in FY 12.

WTCI Public Television – Provide informational, educational and quality cultural television programs to the people of the greater Chattanooga and Hamilton County community on Channel 45. The station provides information on the Chattanooga and Hamilton County governments, getting the public involved by way of television. The County did not fund this program in FY 12.

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.

Regional History Museum – The mission is to collect, preserve, research, interpret and display the written, spoken, pictorial and artifactual record of the Chattanooga and Tri-State region from the earliest times to the present. Education is the primary purpose of the museum. The County did not fund this program in FY 12.

African American Museum – The goal is to strengthen the community's art and cultural life. To provide a quality after school and weekend art instructional program for students of all grades and ethnic groups, and support sustaining cultural heritage, life long learning and serving as a center of community engagement. The County did not fund this program in FY 12.

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

Chattanooga – African American Chamber of Commerce (CAACC) – The CAACC is committed to economic development of the African American, Minority and Female communities. This will be accomplished through technical assistance, advocacy, education, public and private partnerships and facilitating access to resources for the betterment of the total community. The County did not fund this program in FY 12.

Choose Chattanooga – Is a marketing effort designed to increase area population growth as a necessary ingredient to acceleration of economic development and organically increasing the local tax base. The County did not fund this program in FY 12.

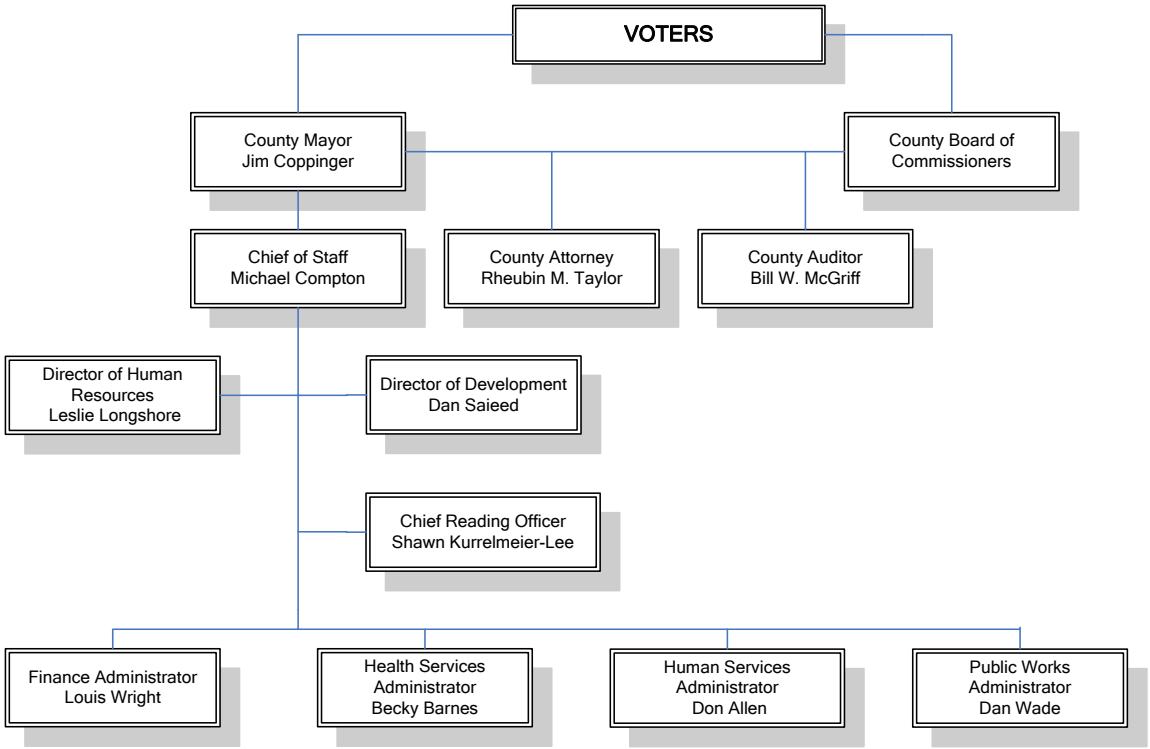
Urban League – The mission is the elimination of discriminatory behavior by empowering African–Americans and other minorities through educational and vocational training. It also provides technical assistance and makes available to contractors a pool of applicants for employment consideration.

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

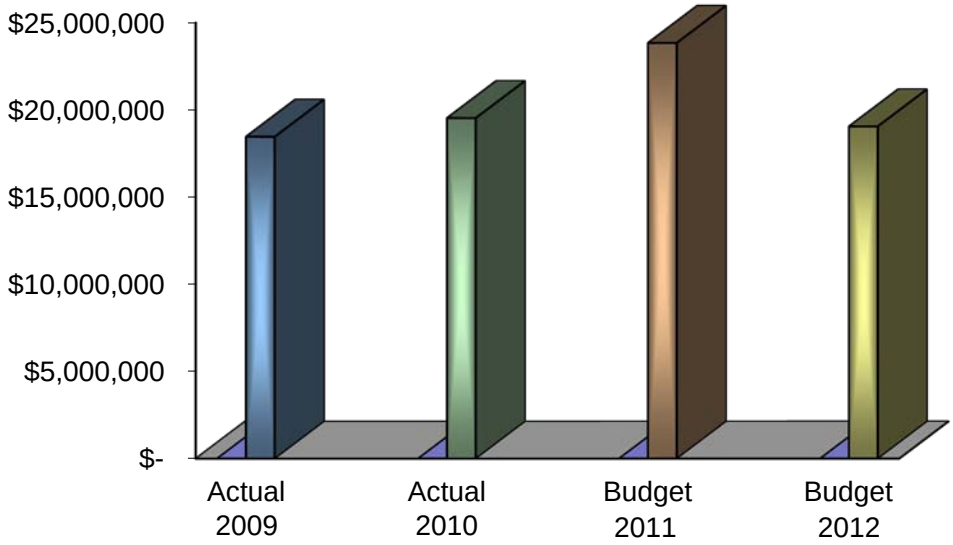
Departments	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Forest Fire Prevention	$ 4,000	$ 4,000	$ 4,000	$ 4,000
Agriculture	216,780	228,245	236,410	236,410
Bethlehem Community Center	15,000	15,000	15,000	-
County-City Planning Commission	990,007	990,007	1,323,500	500,000
Reg. Council of Gov't & SETDD	67,581	67,581	67,581	67,581
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.	525,000	525,000	525,000	525,000
Baroness Erlanger Hospital	3,000,000	3,000,000	3,000,000	1,500,000
Public Library	2,640,000	2,640,000	2,777,468	-
Scenic Cities Beautiful Commission	22,888	22,888	22,888	-
Allied Arts Fund	150,000	150,000	150,000	-
WTCI Public Television	30,000	30,000	30,000	-
CARTA	105,200	105,200	105,200	105,200
Regional History Museum	28,000	28,000	28,000	-
African American Museum	64,000	64,000	64,000	-
Chatt - A/A Museum Bldg Maint.	71,273	62,653	62,653	62,653
Chatt - A/A Chamber of Commerce	75,000	75,000	75,000	-
Choose Chattanooga	30,000	30,000	30,000	-
Urban League	50,000	50,000	50,000	50,000
Armed Forces Day Parade	10,000	10,000	10,000	10,000
	$ 8,678,532	$ 8,681,377	$ 9,160,503	$ 3,644,647

Unassigned Departments

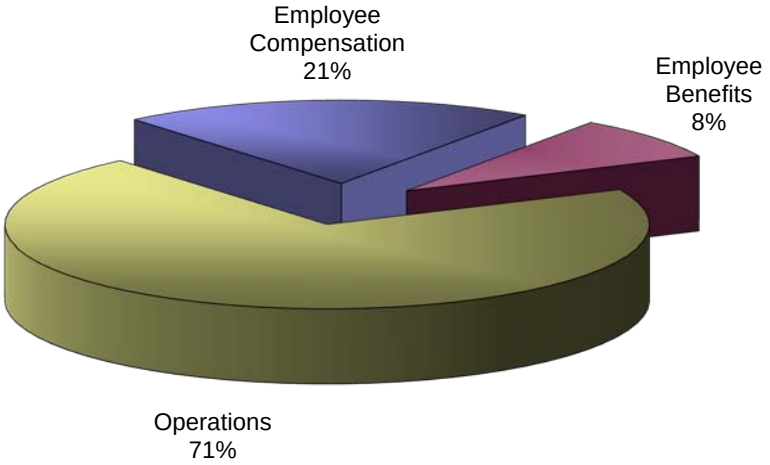
The departments accounted for within Unassigned Departments are those that do not fall into any specific category of the General Fund.



Unassigned Department Expenditures



FY 2012 Expenditures by Type



Unassigned Departments
Expenditures by Departments

Departments	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Utilities	$ 1,982,983	$ 1,794,957	$ 2,233,317	$ 2,293,242
Insurance	125,910	123,403	165,000	165,000
Employee Benefits	1,897,851	1,598,752	2,532,972	2,565,348
Trustee's Commission	2,805,113	2,946,086	3,100,000	3,000,000
External Audits	219,327	205,412	232,321	230,000
County Mayor	632,237	616,046	654,064	663,512
Chief of Staff	365,546	370,580	372,425	375,659
County Attorney	900,454	930,574	1,098,103	829,144
Chief Reading Officer	263,883	267,033	272,822	274,237
County Board of Commissioners	641,771	637,284	789,062	649,083
County Auditor	940,056	951,294	985,869	994,322
Microfilming	389,167	344,833	426,573	429,564
Telecommunications	625,669	891,154	913,800	922,727
Human Resources	728,681	746,490	761,871	704,002
County EEO	51,487	23,278	57,000	57,000
Development	467,609	470,290	458,569	462,146
Railroad Authority	130,535	127,867	124,561	124,835
Capital Outlay	3,280,922	4,897,122	5,960,248	3,369,900
Other	2,004,403	1,583,006	2,703,826	936,306
	$ 18,453,604	$ 19,525,461	$ 23,842,403	$ 19,046,027
Authorized Positions	**78**	**78**	**79**	**76.5**

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 2009	Actual 2010	Budget 2011	Budget 2012
Development Resource Center	$ 238,394	$ 133,810	$ 182,455	$ 182,455
Telephone	6,997	6,422	7,741	9,245
Electricity	1,215,960	1,119,264	1,419,004	1,426,007
Water	252,078	255,757	291,840	329,020
Gas	269,554	279,704	332,277	344,175
Internet Service	-	-	-	2,340
Total Expenditures	$ 1,982,983	$ 1,794,957	$ 2,233,317	$ 2,293,242

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 2009	Actual 2010	Budget 2011	Budget 2012
Operations	$ 125,910	$ 123,403	$ 165,000	$ 165,000
Total Expenditures	$ 125,910	$ 123,403	$ 165,000	$ 165,000

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 Employee's Pension Plan, Commissioner 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 2	$ -	$ 36,765	$ 36,765
Employee Benefits	75,258	-	3,115	3,116
Operations	1,822,591	1,598,752	2,493,092	2,525,467
Total Expenditures	$ 1,897,851	$ 1,598,752	$ 2,532,972	$ 2,565,348

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 2009	Actual 2010	Budget 2011	Budget 2012
Operations	$ 2,805,113	$ 2,946,086	$ 3,100,000	$ 3,000,000
Total Expenditures	$ 2,805,113	$ 2,946,086	$ 3,100,000	$ 3,000,000

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 2009	Actual 2010	Budget 2011	Budget 2012
Operations	$ 219,327	$ 205,412	$ 232,321	$ 230,000
Total Expenditures	$ 219,327	$ 205,412	$ 232,321	$ 230,000

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

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 425,132	$ 425,232	$ 425,332	$ 429,133
Employee Benefits	150,363	154,231	153,942	159,589
Operations	56,742	36,583	74,790	74,790
Total Expenditures	$ 632,237	$ 616,046	$ 654,064	$ 663,512
Authorized Positions	**6**	**6**	**6**	**6**

PERFORMANCE OBJECTIVES

1. To focus our business recruitment efforts toward creating quality jobs that enable citizens to enjoy a high quality of life
2. To work in cooperation with the State of Tennessee, City of Chattanooga and the private sector to develop infrastructure and strategies to bring new industries to Hamilton County
3. To continue to enhance local economic growth through high-tech start-up companies
4. To provide a highly skilled, trainable work force through partnerships with all local education providers creating a seamless system of resources
5. To define policies and procedures for financial guidance and stability
6. To convene community focus groups including area businesses and the Department of Education to provide support for public education improvement
7. To create a community of readers through Hamilton County Read 20 program, public education, community partnerships and other means
8. To work toward development and utilization of alternative energy sources
9. 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 22 businesses, bringing an additional $242,353,000 and 2,528 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 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 one of only two Tennessee counties to receive AAA bond ratings.
3. Created and secured passage of a fiscal budget allowing Hamilton County Government to continue to operate a financially responsible government.
4. Continued to champion efforts to promote improved education for Hamilton County students to meet the challenge of companies like Alstom, Amazon, Gestamp and Volkswagen who are creating jobs that require a well trained, skilled, educated work force.
5. Opened bids for construction of the new Red Bank Middle School. Rentenbach Constructors was awarded the 29.6 million dollar contract. Ground clearing for construction was scheduled to start in midsummer.
6. Increased pool use of vehicles to carry more employees to work sites. This reduced our number of on road vehicles by 10 percent. Employees are encouraged to only make trips necessary for operations and to turn off engines when not in use.
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 162,394 books worth approximately $1,461,546.
8. The Hamilton County Health Department's Step ONE program continued its outreach to the community through the Partnership for Healthy Living, the 250 person membership involves non-profits, private business, government, faith based organizations and private citizens. The partnership continues to support our community through a $30,000 Walmart Foundation Grant to the YMCA, United Way, and Step ONE. This grant is being used to increase local participation, access, and sustainability of the USDA's Summer Lunch Program. As of 2010, Hamilton County was only feeding 6.7% of the possible 21,000 qualified children. Step ONE and partners were able to increase the number of open sites from 15 to 24, increasing the number of meals served per day from 620 to 876.
9. Held a billboard art contest among all Hamilton County Elementary Schools to promote litter and education awareness as part of the Hamilton Shines Anti-Litter Initiative.
10. Continued our discount drug program through our partnership with the National Association of Counties saving residents over 8 million dollars since the program's February 2007 inception. The program remains one of NACo's most successful discount drug programs, again ranked as 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 264,195	$ 264,245	$ 264,295	$ 266,945
Employee Benefits	87,923	89,967	89,810	90,394
Operations	13,428	16,368	18,320	18,320
Total Expenditures	$ 365,546	$ 370,580	$ 372,425	$ 375,659
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

Development:

- To secure all possible funding sources for county government through applications for new grants and reapplications for continuation grants
- To administer and track all grants to insure compliance with all rules and regulations
- To provide strategic planning services where appropriate

Public Relations:

- To coordinate with department reporters to create and distribute a monthly newsletter to all employees
- To create, promote and manage special events, projects, and programs for Hamilton County Government
- To review current county department communications strategies and recommend improvements
- To coordinate with the Communications Manager to ensure that information released from the Mayor's Office is also promptly distributed to employees
- To coordinate the Hamilton County Green Government Initiative with the goal of providing quality and efficient government services with environmental responsibility as a guiding principal
- To coordinate an anti-litter program to educate the public about 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 laws and regulations
- To investigate all EEO complaints as outlined in the Affirmative Action Plan
- 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 an annual report to the Federal Equal Employment Opportunity Commission

County Attorney – 3003

FUNCTION

The County Mayor with the approval of the County Commission appoints the County Attorney. This office is responsible for representing and defending the County in all litigation; attending all meetings of the County Commission, advising the County Commission, County Mayor, and other officers and employees of the County concerning legal aspects of the County's affairs and approving as to form and legality all official documents.

PERFORMANCE GOALS

Performance objectives are to provide legal representation and counsel to ensure that all County functions are performed, and all County interests are protected in accordance with Federal, State, and County requirements.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 448,899	$ 525,421	$ 542,081	$ 448,981
Employee Benefits	154,039	181,788	188,217	157,358
Operations	297,516	223,365	367,805	222,805
Total Expenditures	$ 900,454	$ 930,574	$ 1,098,103	$ 829,144
Authorized Positions	**6**	**6**	**7**	**6**

PROGRAM COMMENTS

The office utilizes the services of outside counsel in certain limited areas. This is done on a retainer basis, which controls costs and avoids the fringe benefits payable to full-time personnel. Examples are the provision of Special Education legal services (which was requested by the County School Board), and representation of the County's Sheriff Department.

The mix of full-time staff with outside counsel provides an effective delivery of legal services and an efficient use of funding resources as the office continues to experience an increased demand for the delivery of legal services by all departments and agencies.

Read 20 - Chief Reading Officer - 3005

FUNCTION

Read 20 is a public/private partnership dedicated to creating a strong community of readers by promoting the importance of reading with children at least 20 minutes a day in order to help them build essential and long lasting literacy skills.

PERFORMANCE GOALS

To promote reading with infants and children, to engage and encourage community literacy efforts focused on early childhood development and beyond, and to activate our community.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 186,750	$ 186,750	$ 186,751	$ 187,500
Employee Benefits	62,591	63,609	63,666	63,832
Operations	14,542	16,674	22,405	22,905
Total Expenditures	$ 263,883	$ 267,033	$ 272,822	$ 274,237
Authorized Positions	**3**	**3**	**3**	**3**

PERFORMANCE OBJECTIVES

1. Increase public awareness on the value of reading with children for 20 minutes or more each day and impact children's lives.
2. Demonstrate the impact of the value of reading on personal success and economic vitality in the community
3. Support early childhood education through the articulation of curriculum between pre-Kindergarten and Kindergarten
4. Increase efficiency and effectiveness of existing community resources directed at literacy, by identifying potential partnerships and strategic alliances
5. Provide opportunities for teacher trainings through partnerships directed toward literacy
6. Distribute books to children across Hamilton County and model effective read aloud strategies
7. Contribute to classroom libraries throughout Hamilton County through various programs and partnerships
8. Create an effective grassroots outreach for community change through participation by parents, early childhood educators, and members/leaders of faith-based, community, and business organizations

PERFORMANCE ACCOMPLISHMENTS

1. Distributed over 162,394 books worth over $1,461,546
2. Interacted with over 102,506 children
3. Confirmed at least 40,133 adults are reading with children every day for at least 20 minutes
4. Provided resources and training for 1,977 teachers and administrators in area public elementary schools and day cares
5. Donated approximately $133,000 worth of children books for classroom libraries in Hamilton County public elementary schools in 2008, 2009, and 2010
6. Recognized 54,760 students for reading on or above grade level in Hamilton County public elementary schools

County Board of Commissioners – 3010

FUNCTION

The County Commission is the legislative and policy-making body of the 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. Appointing residents to various boards and commissions
6. Establishing policies and measures to promote the general welfare of the County and safety and health of its residents
7. Representing the County at official functions and with other organizations
8. 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 335,384	$ 345,179	$ 328,315	$ 328,962
Employee Benefits	172,966	177,198	196,712	158,671
Operations	133,421	114,907	264,035	161,450
Total Expenditures	$ 641,771	$ 637,284	$ 789,062	$ 649,083
Authorized Positions	**12**	**12**	**12**	**12**

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 652,143	$ 660,803	$ 671,209	$ 678,134
Employee Benefits	251,803	260,514	263,160	264,688
Operations	36,110	29,977	51,500	51,500
Total Expenditures by type	$ 940,056	$ 951,294	$ 985,869	$ 994,322
Authorized Positions	**11**	**11**	**11**	**11**

Microfilming – 3016

FUNCTION

The function of the Microfilm department is to provide microfilm services to all County offices and departments and to provide a centralized records storage area. The department provides technical assistance to the Hamilton County Records Commission and maintains all County microfilm equipment.

PERFORMANCE GOALS

1. To educate elected officials and department heads regarding the destruction of permanent records after they are microfilmed
2. To computerize the records storage and retrieval system
3. To maintain, through liaison with offices, standardized microfilm equipment countywide
4. To review and maintain the quality of old microfilm

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 231,639	$ 205,346	$ 255,309	$ 273,504
Employee Benefits	129,445	116,118	140,464	125,260
Operations	28,083	23,369	30,800	30,800
Total Expenditures	$ 389,167	$ 344,833	$ 426,573	$ 429,564
Authorized Positions	**8**	**8**	**8**	**8.5**

Telecommunications – 3018

FUNCTION

To provide telecommunication services to all County offices and departments. These services include maintaining and programming a private switch network of eleven (11) Northern Telecom telephone switches, maintaining and programming over 2,000 telephones on the network, producing monthly telephone bills for all County offices and departments on the network, installing and maintaining all voice and data cabling for County Government, maintaining the County's voice mail system, maintaining all other County telephone systems which are not on the network, maintaining all Department of Education (including schools) telephone systems, and providing technical assistance to all County offices and departments. This department is responsible for the design of communication infrastructure on all construction and renovation projects and coordination with architects and contractors.

PERFORMANCE GOALS

To provide telecommunication services to County Government in the most cost effective and efficient manner while maintaining a high quality and dependable system.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 339,180	$ 480,541	$ 494,942	$ 498,317
Employee Benefits	213,848	230,605	236,240	241,792
Operations	72,641	180,008	182,618	182,618
Total Expenditures	$ 625,669	$ 891,154	$ 913,800	$ 922,727
Authorized Positions	**10**	**10**	**10**	**10**

FOCUS ON THE FINEST WINNER

2009 Educational Achievement Recognition ***Jeffrey Jose' Simmons – Sr. Telecom Technician***

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, the Assessor of Property, the Election Commission, Juvenile Court and the 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. Coordinate the employee recognition program
6. Conduct the workforce training program focusing on career and leadership skills

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 447,568	$ 460,028	$ 464,942	$ 429,955
Employee Benefits	200,739	210,993	214,183	185,912
Operations	80,374	75,469	82,746	88,135
Total Expenditures	$ 728,681	$ 746,490	$ 761,871	$ 704,002
Authorized Positions	**10**	**10**	**10**	**10**

FOCUS ON THE FINEST WINNERS

2009 Educational Achievement Recognition ***Donna Garrison – Compensation & Benefits Manager***

2010 Educational Achievement Recognition ***Donna Garrison – Compensation & Benefits Manager***

County Equal Employment Opportunity – 3040

FUNCTION

The Equal Employment Opportunity department (E.E.O.) administers Hamilton County's Equal Employment Opportunity policy and investigates discrimination complaints as defined in the Affirmative Action Plan. This department exists to help eliminate and prevent discrimination against any employee or applicant for employment, because of race, handicap, color, religion, sex, national origin, age, or political affiliation. The official policy of Hamilton County General Government is to recruit, hire, and promote all job classifications without regard to race, age, sex, national origin, disability, religious opinion or political affiliation. To further enhance the function of E.E.O. The Title VI Department is responsible for the overall administration, coordination, operation, and implementation of the Title VI program in all of Hamilton County's agencies and with its sub-recipients.

PERFORMANCE GOALS

1. Ensure compliance with all Federal, State and Local Equal Employment Opportunity 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 an annual EEO report to the Federal Employee Equal Opportunity Commission (EEOC)

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Operations	$ 51,487	$ 23,278	$ 57,000	$ 57,000
Total Expenditures	$ 51,487	$ 23,278	$ 57,000	$ 57,000

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 County Government staff

PERFORMANCE ACCOMPLISHMENTS

1. Reached a timely resolution to 100% of complaints
2. Provided diversity training to county workforce
3. Made available to the public Hamilton County's Affirmative Action Plan (AAP)
4. Maintained the Hamilton County Equal Employment Opportunity website
5. Chaired EEO/Title VI Compliance Committee

Development – 3060

FUNCTION

The Development Department is responsible for securing and managing funds for County projects. It plays a lead role in developing new County programs. The department seeks funding and manages contracts for projects involving Housing, Economic Development, Parks and Recreation, Corrections, Law Enforcement, Juvenile Justice, Social Services, Health, and a variety of other efforts. The department also provides strategic planning services in the areas of Parks and Recreation and Economic Development.

In order to meet community needs and maximize the leveraging power of local dollars, the department applies for grants from state, federal and private sources. It also develops plans and program models; conducts feasibility studies; assists industries to locate in Hamilton County; prepares award nominations, environmental documents, and progress reports. The department administers millions of dollars in grant contracts to ensure compliance with regulatory and audit requirements.

PERFORMANCE GOALS

1. To apply for new grants and reapply for continuation grants in Economic Development, Law Enforcement, Corrections, Parks and Recreation, Public Works, Community Development, and other project areas
2. To administer and monitor all grants and insure compliance with all applicable rules and regulations
3. To provide strategic planning services as appropriate

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 315,714	$ 315,484	$ 300,802	$ 304,652
Employee Benefits	110,898	116,113	115,072	121,800
Operations	40,997	38,693	42,695	35,694
Total Expenditures	$ 467,609	$ 470,290	$ 458,569	$ 462,146
Authorized Positions	**6**	**6**	**6**	**6**

PERFORMANCE OBJECTIVES

1. Development staff will apply for new and continuation grants related to economic and workforce development, transportation enhancement, alternative sentencing, family violence prevention, public health, parks and recreation, community development, corrections, Juvenile Court and law enforcement.
2. Development staff will continue implementation of an online grant management system and insure that grant regulatory and federal single audit requirements are met
3. Development staff will assist in the development and implementation of a comprehensive communitywide visioning initiative and will coordinate an annual update of Hamilton County's Three Star Strategic Economic Development Plan

PERFORMANCE ACCOMPLISHMENTS

Goal # 1

1. The Development Department currently manages 42 grants and match for a total of $35,414,802.
2. A $500,000 CDBG Water Source Improvement grant was awarded to Hamilton County in 2009 by the Tennessee Department of Economic and Community Development and is in a construction phase. This grant will upsize and upgrade existing pump stations and transmission lines operated by the Mobray Utility District to serve the Walden Ridge area to some 3,776 persons. This grant is administered by Southeast Development.
3. A $500,000 Tennessee Housing Development Agency grant was awarded to Hamilton County in 2009 to provide funding for the rehabilitation of 12 units of owner occupied housing in Hamilton

County. Currently five homes of the twelve have been rehabilitated. These funds are being administered by Southeast Development.

4. 2011 Presentation to the staffs of Congressman Chuck Fleischmann, Senators Lamar Alexander and Bob Corker.
   A. Regional Planning Initiative for $4.1 million
   B. Nuclear Non Destructive Testing Center of Excellence for $500,000
   C. Regional Law Enforcement Training Center for $6 million
   D. Rail Projects: Additional Rail Capacity $480,000; Rail Upgrade $500,000; Low Emission Locomotive $1.3 million; Crossing Signal Protection $400,000; Grade Separation $1.3 million
5. A $240,864 Title XX grant from the Tennessee Department of Human Services was awarded to Hamilton County in 2011. This grant provided continuation funding for the County's Homemaker Services operated by Partnership for Families, Children and Adults, Inc. and Adult Day Care Services operated by Signal Centers, Inc.
6. A $315,748 grant from the State office of Probation and Paroles was awarded to Hamilton County in 2011 for the continuation of the Felony Community Corrections Program.
7. A $616,500 Energy Efficiency and Conservation Block Grant was awarded to Hamilton County in 2009 from the U.S. Department of Energy for improving energy efficiency. This grant is funding the installation of a green roof for the County Health Department, a school environmental educational program, energy efficient lights at the Tennessee Riverwalk and Chester Frost Park and heating and air upgrades at the McDaniel Building.
8. A $200,000 grant from the U.S. Environmental Protection Agency was awarded to Hamilton County in 2009 for the cleanup of contamination at the former Charles A. Bell School.
9. A $2,803,749 grant from TDOT was awarded to Hamilton County in 2010 for construction of the Tennessee Downtown Riverwalk from Ross's Landing to St. Elmo.
10. Hamilton County Drug Court received two grants totaling $1,005,500 from the U.S. Department of Justice in 2010 and 2011 for an alternative sentencing program for repeat felony adult offenders.
11. A $295,187 grant for the Domestic Violence Courts Project from the Department of Justice was awarded to Hamilton County in 2011. The grant provides assistance to Hamilton County Sessions, Civil and Criminal Courts to enhance management of cases involving sexual assaults, domestic violence, dating violence and/or stalking.
12. A $348,682 grant from the Tennessee Department of Health for the Parents are First Teachers program was awarded to Hamilton County in 2011 and is operated by the County Health Department.
13. A $60,329 Justice Assistance Grant for the Sheriff's Office was awarded to Hamilton County in 2011. The grant will provide video equipment for police vehicles.
14. A $120,000 grant from the Department of Environment and Conservation was awarded to Hamilton County in 2011 for construction of a baseball pavilion at Shackleford Ridge Park.
15. The Development Department secured a $20,000 grant from the Lyndhurst Foundation to develop a federal funding approach to regional planning.
16. Hamilton County is in the application process for the following grants:
   A. Phase III Riverwalk from Ross's Landing to St. Elmo
   B. Volkswagen Rail Expansion Project
   C. Safe Haven Visitation for Families
   D. Family Crisis Arrest Program
   E. Enterprise South Nature Park Trails Development
   F. FastTrack – Economic Development grants to provide necessary infrastructure for startup and/or expansion of Amazon, Arch Plastics, Design Alloy, Southern Tool Steel and Wrigley companies.

Goal # 2

1. The Development Department is coordinating an effort to explore the development of an International Center to support economic, social, cultural and educational exchanges with other countries.
2. The Development Department facilitated an update of Hamilton County's Three-Star Strategic Plan for Economic Development to meet state program requirements.
3. The Development Department assisted community partners with grant applications for Choice Neighborhoods and Promise Neighborhoods to the Departments of Housing and Urban Development and Education.
4. The Development Department is participating in a regional planning group for a sixteen county effort and Southeast Tennessee, North Georgia and North Alabama. This multi-year initiative will use federal, private and foundation dollars to fund a forty-year growth plan based on the impact of VW, Alstom and Amazon. The Department coordinated a community-wide forum to discuss regional growth.

5. The Development Department worked with the City of Red Bank and TN Department of Environment and Conservation officials to organize a land swap for the construction of a new middle school.

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.

The Authority is governed by a five member board consisting of:

County Mayor Jim Coppinger, Chairman
City of Chattanooga Mayor Ron Littlefield, Vice Chairman
Chattanooga Chamber CEO Tom Edd Wilson, Secretary/Treasurer
City Council Chairwoman Sally Robinson
County Commission Member Greg Beck

Expenditures by type	**Actual 2009**	**Actual 2010**	**Budget 2011**	**Budget 2012**
Employee Compensation	$ 81,784	$ 82,034	$ 82,084	$ 82,309
Employee Benefits	33,046	34,101	34,504	34,553
Operations	15,705	11,732	7,973	7,973
Total Expenditures	$ 130,535	$ 127,867	$ 124,561	$ 124,835
Authorized Positions	**1**	**1**	**1**	**1**

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 2009	Actual 2010	Budget 2011	Budget 2012
Medical Examiner	$ 26,204	$ -	$ -	$ -
Clerk & Master	155,253	-	-	-
Circuit Court Clerk	1,200	-	-	-
County Clerk	10,804	65,900	5,900	-
Register of Deeds	2,200	-	-	-
Trustee	1,185	-	-	-
Assessor of Property	54,531	34,690	18,000	18,000
District Attorney General	-	17,345	-	-
Election Commission	-	-	12,500	-
Criminal Court Clerk	11,943	-	-	-
Sheriff	507,547	932,780	962,580	451,814
Public Defender	-	-	-	-
Criminal Court Judges	-	-	-	-
Circuit Court Judge	793	-	-	-
Juvenile Court Clerk	11,217	11,115	48,875	62,537
Register Computer Fees	-	-	-	-
Juvenile Court Judge	9,970	-	39,000	28,000
Juvenile Court Detention Unit	-	-	13,000	13,000
Juvenile Court IV-D Admin	-	-	24,000	-
Chamber of Commerce-Econ Develop.	28,777	-	-	-
African American Museum Bldg. Maint.	50,313	-	-	-
Commissioners	2,451	990,578	-	-
Chief of Staff	2,500	-	-	-
County Attorney	-	1,810	1,500	3,000
County Board of Commissioners	578,126	-	1,848,860	900,000
County Auditor	5,839	12,310	40,267	1,750
Microfilming	20,041	738	6,200	2,450
Telecommunications	157,467	81,661	129,585	302,302
Human Resources	2,602	1,002	2,398	1,000
Development	17,341	-	-	-
Finance Administrator	1,774	-	-	-
Accounting	3,216	1,800	3,600	3,600
Financial Management	-	-	1,400	1,400
Information Technology Services	201,516	146,389	368,569	283,000
Purchasing	625	-	-	1,745
Geographic Information System	35,279	37,162	23,500	23,500
Public Works Administration	-	1,002	-	-
Building Inspection	17,341	17,345	22,250	28,000
Real Property	-	-	-	-
Engineering	37,078	527,616	5,200	2,650
Highway	85,682	106,335	250,463	47,000
Recycling	-	-	146,000	-
Spring Creek Transfer	-	-	-	9,500

Departments	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Maintenance	-	45,000	142,500	-
Emergency Services	112,868	54,654	52,970	35,400
Recreation	38,500	20,000	42,000	25,000
Ross's Landing	-	-	95,939	70,500
Riverpark	40,999	20,000	259,450	46,000
Comm Corrections - Misdemeanor	4,950	20,555	-	-
Litter Grant	-	-	31,000	58,000
Corrections Admin	-	-	18,000	-
Silverdale	-	-	-	130,000
Haz Mat Team	2,122	28,369	13,320	10,350
Tri-Community Fire Department	17,235	72,256	39,330	39,330
Dallas Bay Fire Department	-	68,310	34,155	34,155
Mowbray Fire Department	15,525	15,525	15,525	15,525
Chattanooga/Hamilton Co. Rescue	14,555	10,350	10,350	10,350
Highway 58 Volunteer Fire Dept.	36,743	36,743	36,743	36,743
Sequoyah Fire Department	16,870	53,559	18,113	18,113
Walden's Ridge Fire Department	28,980	28,980	28,980	28,980
Sale Creek Fire Department	28,593	34,542	31,568	31,568
Volunteer State Rescue	18,553	39,977	10,350	10,350
Hamilton County Stars	10,530	39,465	10,350	10,350
Flattop Volunteer Fire Dept.	2,785	152,237	12,938	12,938
Enterprise South Industrial Park	23,000	70,500	25,000	22,000
Parents as Teachers	17,341	-	-	-
Childrens Home	-	-	-	-
Fortwood Center	50,000	50,000	50,000	50,000
Health Maintenance	95,985	92,723	378,500	43,000
Environmental Health	34,682	17,345	19,000	-
Health Promo & Wellness	-	-	7,400	2,800
Dental Health	-	5,600	6,000	4,200
Family Planning	-	-	-	-
Case Management Services	-	-	-	-
Nursing Adminstration	-	-	2,000	-
Teen Pregnancy Prevention	-	-	3,000	-
Family Health Clinic	-	812	9,000	-
County Wellness Center	-	-	10,500	7,500
Family Health Center	5,727	-	-	-
Ooltewah Clinic	5,886	-	-	-
Sequoyah Clinic	-	(456)	2,250	-
Chest Clinic/Epidemiology	8,156	1,689	4,000	-
STD Clinic	2,430	1,950	3,500	2,500
Community Assessment/Planning	-	-	19,500	-
Emergency Medical Services	607,092	926,798	542,370	430,000
Water Quality Program	-	2,061	1,000	-
Total Expenditures by type	$ 3,280,922	$ 4,897,122	$ 5,960,248	$ 3,369,900

PROGRAM COMMENTS

Of the budgeted $3,369,900 capital outlay budget for FY 2012, items over $100,000 are highlighted as follows:

County Board of Commission – The appropriation includes discretionary funds to help commissioners assist schools and communities within their district and to help with projects for the betterment of the community.

Telecommunications – The appropriation includes the purchase of communication equipment and computer hardware.

Information Technology Services – The appropriation provides funding for replacement and expansion servers, switches, and data storage. In addition, email development licenses, software, and network management applications will be purchased.

Silverdale – The appropriation will be used to address the steel cell rust issue repair and abatement.

Emergency Medical Services (EMS) – The appropriation for EMS provides funds for three new ambulances, one remount for an ambulance, two supervisor vehicles, stretchers and back boards, and protective clothing replacement.

The Sheriff's Department capital outlay appropriations are distributed among the individual departments for police vehicle replacement, computer replacement and upgrades, 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

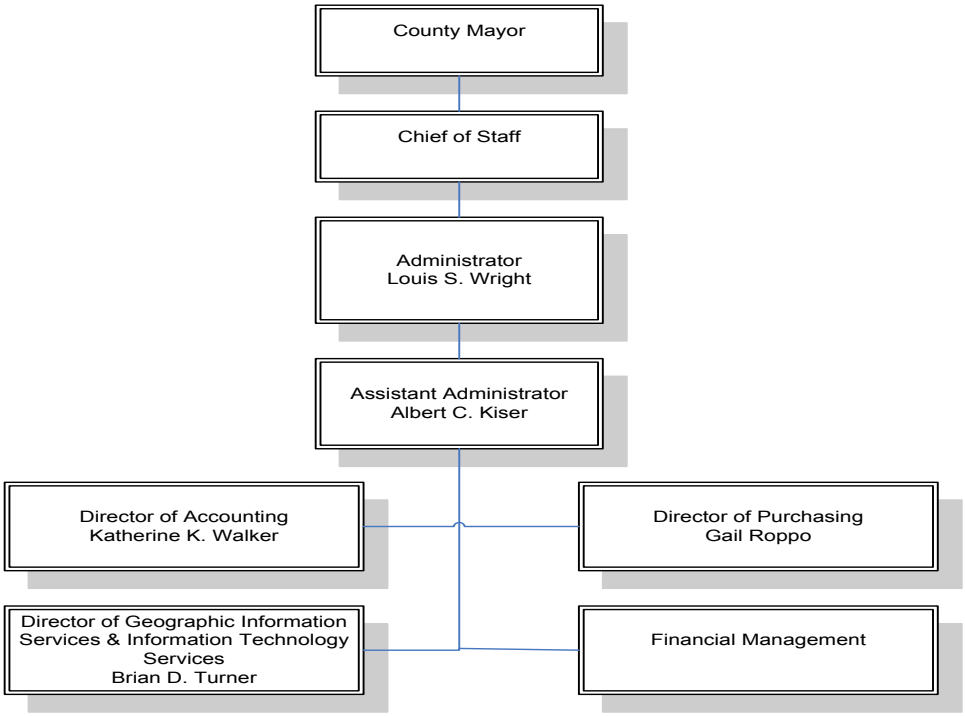
FUNCTION

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 the County to develop and administer a controlled substance and alcohol-testing program, 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 service 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 insure 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 2009	Actual 2010	Budget 2011	Budget 2012
Representative to General Assembly	$ 7,588	$ 6,149	$ 10,500	$ 10,500
Americans with Disabilities Act	1,143	-	2,000	2,000
Drug & Alcohol Testing Program	8,892	6,145	6,500	9,500
Employee Assistance Program	25,523	26,102	25,720	25,350
TCSA Dues	9,937	9,937	9,937	9,937
NACO Dues	6,419	6,419	6,419	6,419
DOJ Domestic Violence Grant	197,549	130,719	-	-
CDBG Water Lines- Mowbray	45,713	-	500,000	-
Regional Planning Grant	-	-	-	167,000
THDA - Disaster Recovery Program	440,516	91,082	500,000	-
Drug Court	452,303	567,466	831,622	-
Summer Youth Program	56,617	-	-	-
Indigent Care	112,475	124,466	118,528	-
CCC - Certified Cost Reimbursement	639,728	614,521	692,600	705,600
	$ 2,004,403	$ 1,583,006	$ 2,703,826	$ 936,306

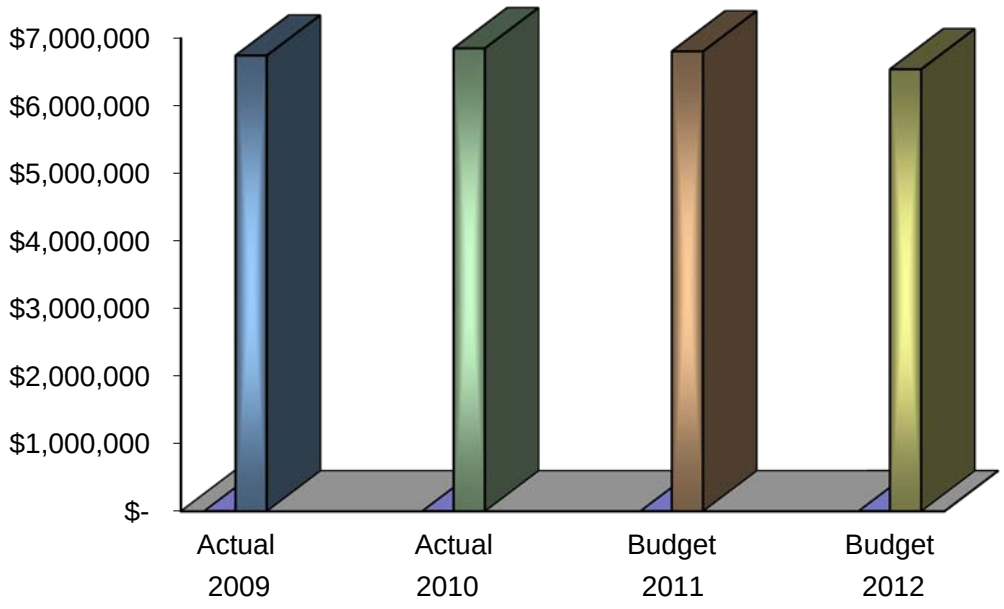
Finance Division

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.

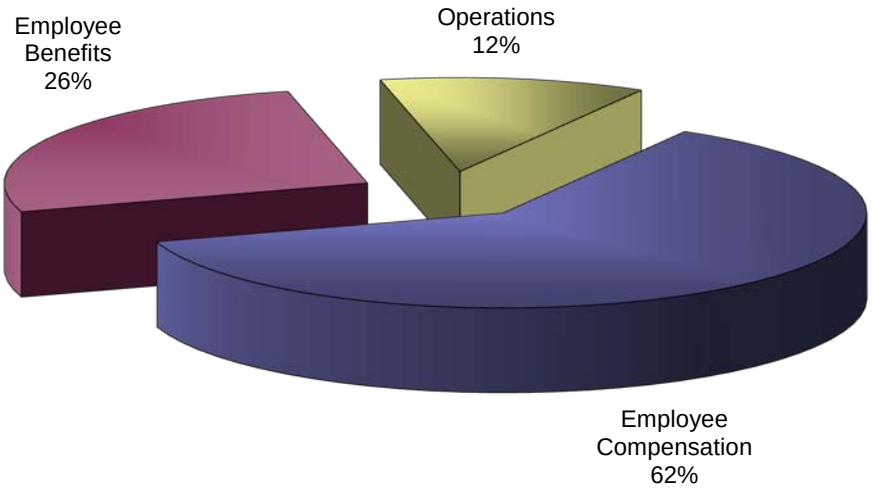


Front Row: Albert Kiser, Louis Wright, Brian Turner
Back Row: Kathy Walker, Gail Roppo

Finance Expenditures



FY 2012 Expenditures by Type



Finance Division
Expenditures by Departments

Departments	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Finance Administrator	$ 239,004	$ 238,766	$ 241,319	$ 243,454
Accounting	1,951,083	1,729,097	1,879,623	1,843,523
Financial Management	398,129	426,955	444,049	448,369
Information Technology Services	2,938,374	2,918,103	3,000,811	2,855,469
Purchasing	382,727	386,592	395,884	390,119
Geographic Information Systems	836,434	1,153,527	846,063	761,452
	$ 6,745,751	$ 6,853,040	$ 6,807,749	$ 6,542,386
Authorized Positions	**85.13**	**84.63**	**82.26**	**79**

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 $625.8 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 164,372	$ 164,423	$ 164,473	$ 166,222
Employee Benefits	62,723	65,665	63,146	63,532
Operations	11,909	8,678	13,700	13,700
Total Expenditures	$ 239,004	$ 238,766	$ 241,319	$ 243,454
Authorized Positions	**2**	**2**	**2**	**2**

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 2009	Actual 2010	Projected 2011	Estimated 2012
Standard and Poors	N/A	AAA	AAA	AAA
Bond Rating - Moody's	Aa1	Aaa	Aaa	Aaa
Bond Rating - Fitch	AA+	AAA	AAA	AAA
General Obligation Commercial Paper - Moody's	P-1	P-1	P-1	P-1
General Obligation Commercial Paper - Fitch	F1+	F1+	F1+	F1+

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 the State of Tennessee Local Governmental Investment Pool (LGIP), while long term cash reserves are held in 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 2010 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. Prepare a Popular Annual Financial Report for distribution to the general public
9. Provide billing and collection service for the Hamilton County Ambulance Service
10. Monitor and track the fixed assets of Hamilton County including infrastructures

PERFORMANCE GOALS

1. Close-outs of ambulance billings within 10 working days of month end
2. Retain the GFOA Certification of Excellence in Financial Reporting

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 1,166,444	$ 1,058,388	$ 1,165,758	$ 1,141,482
Employee Benefits	516,994	469,155	530,377	519,311
Operations	267,645	201,554	183,488	182,730
Total Expenditures	$ 1,951,083	$ 1,729,097	$ 1,879,623	$ 1,843,523
Authorized Positions	**27.63**	**27.63**	**26**	**25**

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Ambulance Billing				
% close-outs of ambulance billing within 10 working days	100%	100%	100%	100%
GFOA Awards Programs				
Retained Certification of Excellence in Financial Reporting	Yes	Yes	Yes	Yes

Financial Management – 3102

FUNCTION

The Financial Management Department has two primary responsibilities: 1) administering the County's Risk Management Program which encompasses the commercial and self-funded insurance programs, claims handling, the Countywide Safety Program, reviewing contracts and agreements for appropriate insurance requirements and provisions and ensuring adequate policies and procedures are in place to successfully administer the Risk Management Program; and 2) Providing training, assistance and analysis during the County's annual budget process and prepares for publication the Comprehensive Annual Budget Report which is submitted to the Government Finance Officers Association Awards Program.

PERFORMANCE GOALS

1. To oversee the County's Risk Management Program to identify various exposures to loss and minimize their impact on the organization through a combination of means, including commercially and self-funding exposures, administering a Countywide safety program, reviewing contracts/agreements for appropriate insurance and maintaining effective policies and procedures associated with the Risk Management Program
2. To provide necessary technical assistance and prepare reliable documentation to budget officials during the annual budget process
3. To publish a Comprehensive Annual Budget Report and to receive the Government Finance Officers Association (GFOA) annual Budget Award

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 267,822	$ 265,682	$ 277,492	$ 279,142
Employee Benefits	111,923	114,442	117,583	117,947
Operations	18,384	46,831	48,974	51,280
Total Expenditures	$ 398,129	$ 426,955	$ 444,049	$ 448,369
Authorized Positions	**5**	**5**	**5**	**5**

PERFORMANCE OBJECTIVES

1. To the extent possible, reduce the number and severity of injuries incurred by County employees
2. To the extent possible, reduce the dollars incurred for the County's Self-Insurance Program
3. To the extent possible, reduce the number of workplace safety violations identified by TOSHA in their periodic inspections (i.e. 1.5 – 2 years)
4. To review vendor/contractor insurance certificates to ensure compliance with County requirements
5. To provide annual hands-on training to departmental budget staff before the budget software system is open for requests
6. To analyze departmental budget requests for significant increases and decreases and prepare schedules for finance administrators in a timely manner
7. Assist in the preparation of budget documents to be presented to the County Mayor, County Commissioners and the public during the annual budget process
8. To prepare and submit the Comprehensive Annual Budget to GFOA within 90 days of the Commission's approval of the annual budget

PERFORMANCE ACCOMPLISHMENTS

Goals # 1, # 2 and # 3

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Number of OJI claims reported	186	198	200	205
Number of Liability claims reported	114	149	145	154
Total dollars incurred	$544,018	$487,560	$520,640	$581,620
Workplace Safety Violations	no inspection	8	2	no inspection
Safety training classes provided	7	9	0	0

Goal # 8

The FY 2011 budget document was prepared and submitted to the GFOA Awards program and received the Distinguished Budget Presentation Award for the ninth year.

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. Develop or implement applications as requested by customers
4. Expand our document management applications
5. Expand County Intranet usage and services
6. Optimize network security and performance
7. Provide proper protection for all county information.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 1,754,993	$ 1,728,752	$ 1,764,041	$ 1,716,516
Employee Benefits	756,944	736,805	779,487	748,703
Operations	426,437	452,546	457,283	390,250
Total Expenditures	$ 2,938,374	$ 2,918,103	$ 3,000,811	$ 2,855,469
Authorized Positions	**35.5**	**34**	**33.26**	**31**

PERFORMANCE OBJECTIVES

1. Transfer data islands to the storage area network
2. Complete the server consolidation strategy
3. Implement a next generation firewall solution
4. Upgrade to IFAS 7.9
5. Change software systems to be able to accept credit cards
6. Install and configure a new Cisco core switch
7. Bring the County's network into PCI Compliance
8. Replace OnBase with an in house developed document management system for the Health Department
9. Complete rebuilding the Juvenile Court information infrastructure with a secure network and better applications
10. Replace OnBase document management system with an in-house developed system for Criminal and Sessions Courts
11. Develop a surplus inventory system for Purchasing
12. Develop a pharmacy system for Homeless health
13. Complete Risk Management system for Financial Management
14. Integrate the new voting precincts into the voter maintenance system for the Election Commission
15. Design and put into service the county's new website
16. Complete a chain of title search for the Register
17. Redevelop e-filing so other companies can use it
18. Add online filing via the website for the Register
19. Complete all back scanning components for the Register
20. Complete implementing the Assessor's new purchased application
21. Rewrite and have adopted new security policy that conforms to PCI, HIPAA and PII standards
22. Email system upgrade and migration
23. Spiceworks (network management) rollout
24. Complete Trustee's interface, Hotel/Motel, and prepayment ability

PERFORMANCE ACCOMPLISHMENTS

1. Wrote and implemented Community Corrections applications
2. Implemented the IFAS Employee Online System
3. Wrote new Budget System
4. Developed a new Storm Water Application with GIS interaction
5. Completed the rewrite and implementation of the Business Tax System
6. Implemented new document registration system for Register of Deeds
7. Replaced Sessions Criminal application with client-server version
8. Activated a new primary Domain Name System server
9. Implemented client-server Back Tax application that interfaces with the Trustee's application
10. Added "Purchases" module into the Meth Task Force System
11. Implemented a web-oriented Resolutions Search System that allows scanned document retrieval
12. Completed the Sheriff's portion of CJUS
13. Completed CJUS interface to the Police Records Management System
14. Wrote and implemented a new Tire Recycling System for Support Services
15. Implemented Applicant Online
16. Developed a Building Inspection document management system
17. Implemented a new web filter solution
18. Put into operation a WWTA PSCP website
19. Developed an new Arrest Report
20. Implemented a system for the Sheriff's Chaplin
21. Developed and installed a document management system for Purchasing
22. Rewrote Trustee's BK system
23. Developed a partial payment system for Trustee
24. Developed and installed a document management system for the Election Commission
25. Wrote a Gang database for local law enforcement
26. Completed Register's document imaging application
27. Wrote a work order maintenance system for the Highway Department
28. Wrote a work order maintenance system for Maintenance
29. Developed an application for the Public Defender
30. Enhanced Environmental Health's application
31. Completed a new budgeting system
32. Did applications interfacing data for the sheriff into CJUS and Visions
33. Wrote a new tire recycling system
34. Developed a base document imaging system that can be incorporated into many county applications

FOCUS ON THE FINEST WINNERS

2009 MVP Awards ***Vaughn Hamilton – Network Manager***
William G. Wilson – Systems Analyst

2010 Educational Achievement Recognition ***Anthony Kent Clark – Microcomputer Specialist***

2011 MVP Award ***Fred Dunn – Inventory Control Specialist***

Purchasing – 3104

FUNCTION

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 commodities 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. Viewed from a broader functional perspective, Purchasing has an administrative support role that goes beyond the basic act of buying to include planning and policy activities covering a wide range of related and complimentary matters. Included in these latter areas are the research and development required for determining the proper sources of supplies, effective utilization of technologies, etc. For all Purchasing activities, consideration is given to applicable standards and specifications as well as ancillary issues in areas such as accounting and surplus properties. The Purchasing Director leads the Department's commitment to consistently buy the right quality in the right quantity, at the right time and place, and from the right source with delivery to the right destination.

PERFORMANCE GOALS

1. To support all Elected Officials' and County employees' efforts to work efficiently and effectively by providing reliable and cost-effective methods for acquiring the goods and services needed to perform their duties
2. To facilitate effective understanding of and compliance with Hamilton County's Purchasing Rules and associated procurement processes.
3. To promote and maintain appropriate levels of integrity in the County's purchasing activities

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 239,072	$ 242,260	$ 239,695	$ 243,908
Employee Benefits	101,499	105,153	104,939	94,642
Operations	42,156	39,179	51,250	51,569
Total Expenditures	$ 382,727	$ 386,592	$ 395,884	$ 390,119
Authorized Positions	**5**	**5**	**5**	**5**

PERFORMANCE OBJECTIVES

1. To ensure that the Purchasing Department's internal customers are satisfied with the quality of processes and services it provides as evidenced by an aggregate rating of "3" or better on its annual customer survey.
2. To ensure that the Purchasing Department's internal customers are properly trained in the application of the County's Purchasing Rules and the associated procurement methodologies/processes available to them by offering at least 6 targeted training sessions during a fiscal year.
3. To effectively adhere to the Principals and Standards of Ethical Supply Management Conduct as promulgated by the Institute for Supply Management (ISM)

PERFORMANCE ACCOMPLISHMENTS

1. Annual customer survey results are not currently available.
2. No known violations of ISM's Principles and Standards of Ethical Supply Management Conduct.

Geographic Information Systems – 3105

FUNCTION

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

PERFORMANCE GOALS

1. Change status of the new internet mapping website for the general public from BETA and phase out old IMS site
2. Upgrade to the latest Esri software version
3. Work with WWTA to improve their infrastructure location data
4. Provide GIS users with the ability to use street data for routing applications
5. Continue efforts toward a digital master addressing file that will contain addresses for each dwelling in Hamilton County
6. Distribute updated elevation data to Hamilton County GIS data partners
7. Distribute updated color and color infrared orthoimagery to the Hamilton County GIS data partners
8. Deploy new internet applications to GIS users
9. Provide a tool for the County Commission and Election Commission to use for Redistricting
10. Develop a sign inventory solution for the Highway Department

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 405,292	$ 447,403	$ 492,880	$ 490,213
Employee Benefits	168,626	182,834	195,524	184,765
Operations	262,516	523,290	157,659	86,474
Total Expenditures	$ 836,434	$ 1,153,527	$ 846,063	$ 761,452
Authorized Positions	**10**	**11**	**11**	**11**

PERFORMANCE OBJECTIVES

1. Continue to improve the newly developed website for the public
2. Install and configure latest version of software for desktop and web GIS users
3. Use survey grade GPS equipment to establish locations of underground assets
4. Acquire the necessary data elements to create a routable street layer by the end of this fiscal year
5. Work is in progress to readdress areas that are not compliant with 911 data standards or the regional addressing policy. Use telephone data, field checks and existing address books as a reference
6. Finish QC of data before distribution
7. QC imagery and get final product ready for distribution
8. Develop a secure internet mapping site for utilities and develop a civil war internet mapping site
9. Assist the County Commission and Election Commission in redrawing districts and voter precincts
10. Create a sign inventory database for the Highway Department that meets code requirements

PERFORMANCE ACCOMPLISHMENTS

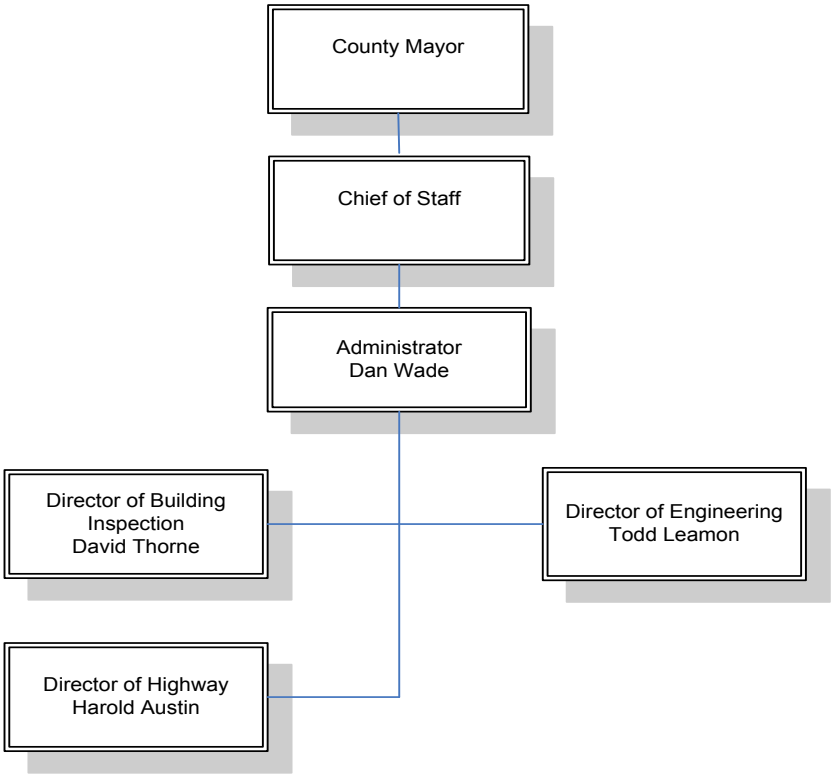
1. Acquired new elevation data from vendor
2. Enhanced the imagery data by using updated elevation data
3. Deployed an EMS internet application for use in the field
4. Finished the parcel cleanup project which consisted of correcting all topology issues in the database
5. Enhanced the internet mapping site with new functionality based on user requests

FOCUS ON THE FINEST WINNER

2009 Educational Achievement Recognition ***Greg Butler – GIS Manager***

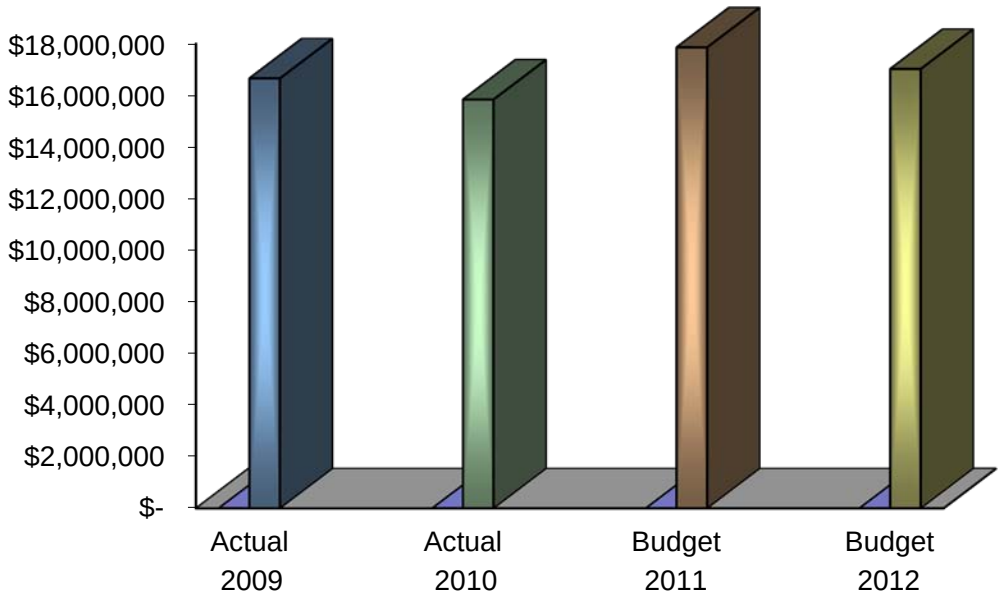
Public Works Division

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

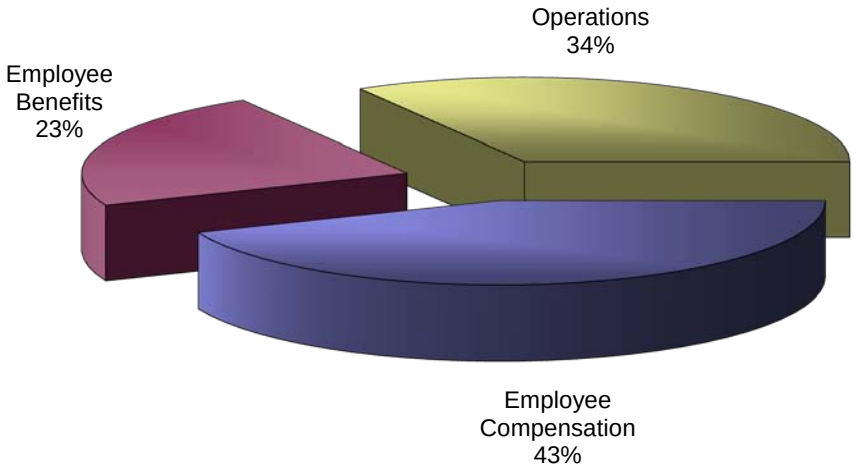


Left to right: Todd Leamon, David Thorne, Harold Austin, Dan Wade

Public Works Division Expenditures



FY 2012 Expenditures by Type



Public Works Division
Expenditures by Departments

Departments	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Public Works Administrator	$ 209,443	$ 211,191	$ 214,701	$ 222,186
Building Inspection	840,798	848,850	844,004	783,157
Custodial / Security Service	1,656,597	1,692,408	1,717,961	1,722,134
Security Services	731,177	770,021	953,380	944,501
Traffic Shop	422,193	342,544	411,309	385,942
Real Property	316,952	406,092	352,803	331,730
Engineering	1,200,881	1,201,375	1,250,264	1,257,076
Highway	6,389,884	5,367,825	6,465,102	6,241,213
PLM I Shop	270,728	260,903	293,218	241,741
PLM II Shop	123,851	149,869	191,116	135,249
PLM III Shop	838,518	843,425	877,595	876,763
Stockroom	396,815	357,217	348,207	347,525
Recycling	183,917	202,293	183,607	183,851
Spring Creek Transfer	276,617	301,328	342,803	-
Sequoyah Transfer	259,812	234,547	269,750	260,355
Waste Tire Program	283,832	290,732	330,500	269,300
Water & Wastewater Treatment Authority	1,777,021	1,868,236	2,185,117	2,195,703
Stormwater-Phase II	475,478	486,516	627,621	621,681
	$ 16,654,514	$ 15,835,372	$ 17,859,058	$ 17,020,107
Authorized Positions	**218.39**	**215.39**	**213.39**	**208.13**

Public Works Administrator – 3200

FUNCTION

Administer and supervise Public Works Division including Highway Department, Recycling, Building Inspection, Engineering, Waste Water Treatment Authority, Stormwater Phase II, Real Property and Support Services.

PERFORMANCE GOALS

Serve as Public Works advisor and consultant to County Mayor and County Commission and see that the needs of citizens of the County are met in the Public Works area.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 156,991	$ 156,991	$ 156,991	$ 158,741
Employee Benefits	45,468	46,903	46,140	51,875
Operations	6,984	7,297	11,570	11,570
Total Expenditures	$ 209,443	$ 211,191	$ 214,701	$ 222,186
Authorized Positions	**2**	**2**	**2**	**2**

Building Inspection – 3204

FUNCTION

The administration and enforcement of Hamilton County's adopted building, plumbing, electrical, gas, mechanical codes and zoning regulations for the unincorporated areas of Hamilton County and also those parts of the County lying within the corporate limits of municipalities which have not adopted and are not enforcing municipal building codes. For new construction, alterations, and additions, this department issues the necessary permits, examines plans when required and checks for compliance with building codes and zoning regulations. This department examines and certifies applicants for three (3) classifications of plumbing license, six (6) classifications of electrical license, two (2) classifications of gas license, and three (3) classifications of mechanical license. This department is also responsible for the issuance of the electrical, plumbing, gas, mechanical and sign permits as well as beer license. Building and Zoning is responsible for the conducting of public meetings and the data pertaining to those meetings for the Board of Zoning Appeals, Board of Electrical Examiners, County Beer Board, Plumbing Advisory Board, the Construction Appeals and Adjustments Board and the Board of Gas and Mechanical Examiners. This department also inspects properties for code and zoning compliance routinely and on a complaint basis. We also verify that the regulations within the floodways of Hamilton County are followed.

PERFORMANCE GOALS

1. Adopt and maintain building standards for structures, housing and properties
2. Answer inquiries requested by the public and other municipalities in a qualified manner
3. Provide inspections for building, electrical, plumbing, gas and mechanical permits issued
4. Provide information and services required to Board of Zoning Appeals on variance and conditional permit cases
5. Provide information and services required to Beer Board on prospective beer applicants and complaints
6. Provide information and services for four (4) construction and licensing boards administered by this department
7. Answer 98 percent of requests for inspections, which have proper permits and approvals from various departments, in a timely and courteous manner
8. Maintain files for development, substantial improvements, and amendments to properties located within flood zones

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 519,873	$ 524,293	$ 483,581	$ 447,995
Employee Benefits	270,699	271,925	268,343	242,182
Operations	50,226	52,632	92,080	92,980
Total Expenditures	$ 840,798	$ 848,850	$ 844,004	$ 783,157
Authorized Positions	**13.63**	**13.63**	**13.13**	**12**

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Number of permits	909	950	1,000	980
Fees Collected	327,914	342,728	365,000	350,000
Value of Construction	$76,903,419	$79,983,816	$84,000,000	$81,000,000
Inspections & Investigations	11,210	11,445	11,600	11,500

Custodial / Security Service – 3205

FUNCTION

To provide, supervise and monitor support services for Hamilton County General Government offices, elective offices and buildings. Contracted services involved include: security, custodial, pest control, walk-on mats, and elevator maintenance. Other functions include coordinating duties and supervise County general service personnel, provide weekday security for County parking facilities in the downtown area, coordinate recycling pickup, process Waste Tire Options manifests, and post time sheets to payroll report for all departments within Public Works.

PERFORMANCE GOALS

1. To see that contracted services are performed as agreed and that any complaints regarding services are corrected in an efficient and timely manner
2. To verify that all contractual bills are correct, according to contract, and to see that all invoices that are paid are correct for supplies ordered
3. To provide general cleaning services for offices and common areas in downtown buildings
4. To maintain an inventory of supplies and equipment, as required, sufficient for County/Contracted personnel to serve offices and buildings
5. To provide a safe environment and parking assignment enforcement for County parking lots behind M.L. King Building, across the street from the old Election Commission site and by the Courts Building
6. To coordinate recycling pick-up from County facilities to local waste paper centers
7. To process Waste Tire Options Grant manifests to all Accounting and Development departments
8. To post time sheet information to payroll reports for all salary employees in the Public Works Division

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 226,899	$ 222,642	$ 235,691	$ 239,812
Employee Benefits	133,591	132,228	150,189	151,880
Operations	1,296,107	1,337,538	1,332,081	1,330,442
Total Expenditures	$ 1,656,597	$ 1,692,408	$ 1,717,961	$ 1,722,134
Authorized Positions	**8**	**8**	**8**	**9**

Security Services – 3206

FUNCTION

To provide security to the Hamilton County Courthouse and Courts Buildings, employees in those buildings, and individuals having business inside and on the grounds of the buildings. To provide back up assistance to Courtroom Officers as needed to maintain Courtroom decorum.

PERFORMANCE GOALS

1. To assure that the buildings are secure for business prior to opening the offices during normal business hours
2. To protect against violent acts or actions, which may be taken against the building, government employees and the general public coming to the buildings
3. To operate all walk-through metal detector equipment along with the X-ray equipment used to inspect all packages before they are allowed in the building
4. To assist Courtroom Officers as needed
5. To work with the elected officials, courts, courts staff and other government offices/agencies to maintain security

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 250,673	$ 256,989	$ 265,217	$ 257,942
Employee Benefits	142,989	145,978	149,110	147,506
Operations	337,515	367,054	539,053	539,053
Total Expenditures	$ 731,177	$ 770,021	$ 953,380	$ 944,501
Authorized Positions	**8**	**8**	**8**	**8**

PROGRAM COMMENTS

Security Services is under the direct supervision of the Hamilton County Sheriff and his deputies. Civilian security officers are contracted and utilized to support the Sheriff Department's operations.

Traffic Shop – 3207

FUNCTION

The Traffic Shop is responsible for making, installing, and maintaining street and traffic signs. The work includes working with the Engineering Department for new subdivisions and GIS Department for updating the roads. The Traffic Shop also meets with the general public for their traffic sign needs. All construction signs are made, installed and maintained by the Traffic Shop for road improvement projects. The Traffic Shop also provides cones, barrels, lights and fencing (plastic if required) for these sites. We are on 24-hour emergency call for weather related situations such as flooding or snow. We provide all emergency signs, barrels, cones, and lights that will ensure public safety. In addition to the previously mentioned functions, the traffic shop also works with other departments such as Parks and Recreation on projects including the County Fair.

PERFORMANCE GOALS

Our goal is to provide a high level of excellence in all the above responsibilities, and also have a safe working area at the most economical cost to the taxpayer of Hamilton County.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 173,357	$ 171,358	$ 163,560	$ 152,041
Employee Benefits	103,792	98,380	105,278	102,401
Operations	145,044	72,806	142,471	131,500
Total Expenditures	$ 422,193	$ 342,544	$ 411,309	$ 385,942
Authorized Positions	**6**	**6**	**5**	**5**

PROGRAM COMMENTS

This activity provides signs and markers for all County agencies and is a sub-activity of the Highway Department. It is estimated that 10% of the activity will be for other departments.

Real Property – 3210

FUNCTION

The Real Property Office functions as the real estate office for Hamilton County Government.

PERFORMANCE GOALS

- Serve as primary contact for industrial development for Hamilton County Government
- Negotiate and implement all sales of industrial park property at Enterprise South Industrial Park for Hamilton County and the City of Chattanooga
- Direct Development Review Committees that review and approve all plans submitted by purchasers of industrial park property
- Work with consultants and City and County staff on infrastructure construction for industrial parks
- Coordinate regular inspections of building projects within industrial parks to assure compliance with the tenant restrictions and covenants
- Provide development support for purchasers, utility companies, contractors, architects, and engineers regarding industrial park projects
- Direct public sales of surplus and back-tax property owned by Hamilton County and jointly owned with the City of Chattanooga and or other municipalities
- Perform all aspects of research, document preparation, appraisals, and field review for surplus and back-tax property sales
- Responsible for conducting annual property auction involving 50-100 parcels of property with several hundred bidders participating each year
- Negotiate and manage lease agreements for County-owned property
- Direct special projects involving historic properties
- Handle all matters relating to Hamilton County property, including acquisition of property, requests for proposals needed for schools, recreation areas, utility easements, industrial parks, ambulance stations, fire-halls, and radio transmitter sites, etc.
- Develop and administer real property policies and procedures for Hamilton County
- Regularly update computerized inventory of all Hamilton County-owned property
- Act as central clearing house for information relating to County property
- Assist the Chattanooga Area Chamber of Commerce as major contact for the purchase and development of Enterprise South Industrial Park (Volunteer Army Ammunition Plant (VAAP) property) and Centre South/Riverport Industrial Park.

Expenditures by type	**Actual 2009**	**Actual 2010**	**Budget 2011**	**Budget 2012**
Employee Compensation	$ 190,653	$ 192,434	$ 195,506	$ 180,482
Employee Benefits	85,639	90,008	91,147	85,098
Operations	40,660	123,650	66,150	66,150
Total Expenditures	$ 316,952	$ 406,092	$ 352,803	$ 331,730
Authorized Positions	**4.63**	**4.63**	**4.63**	**4**

PERFORMANCE ACCOMPLISHMENTS

Since the Real Property Office was established in 1981 there have been 2,204 parcels of unused public property returned to the tax rolls producing over $5.3 million in sales revenue. Industrial park property sales have generated over $104 million. Currently over 6,000 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. In 2004, U.S. Xpress purchased the remaining property at the Silverdale Industrial Park, creating many new jobs.

The Real Property Office accomplishments include: initiated the first standardized leasing policy for Hamilton County; developed the first property disposition procedure; creating the first computerized inventory of all County-owned property; establishing the first review guidelines and covenants for industrial parks; and

setting up the private roads program. Also, the Real Property Office facilitated the transfer of close to 3,000 acres of the former Volunteer Army Ammunition Plant from the federal government to the City and County for economic development. The purchase of a nineteen (19) mile rail system was completed at VAAP in 2004. The Real Property Office handled and negotiated the purchase of the Enterprise South Industrial Park property totaling approximately $24.6 million from the Federal Government.

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

The sale of surplus and back tax property has generated over $5.3 million in revenue since the sale process began in 1981. There were 51 parcels sold for a total of $144,791 in 2011.

Enterprise South Nature Park- Acquired 2,757 acres in 2005 for passive, low impact, nature park. After several years of hard work and dedication the nature park opened for public use on December 16, 2010.

Moccasin Bend – Handled the transfer of the Moccasin Bend 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.

Enterprise South Industrial Park – Working 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 May, 2011. The 1.8 million square foot assembly plant represents an estimated $1 billion investment, creating 2,000 local jobs, with another 4,000 jobs being created by suppliers of whom many will locate within Enterprise South, City of Chattanooga, Hamilton County, surrounding counties and states. The arrival of Volkswagen of North America is projected to create a total of 14,000 jobs.

Gestamp Chattanooga LLC - As of August 2009, this company has come 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 will provide undercarriage and structural components for the new Volkswagen mid-size clean diesel automobile being developed for the North American market. Gestamp purchased approximately 35 acres ($35,000 per acre, $1,225,000) at Enterprise South and investing more than $90 million in a new manufacturing facility and equipment that will provide 230 local jobs by December, 2011.

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 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 recently received a federal grant for the development and application of Nano-Carbon Fibers. They currently have 23 employees and are projected to double that amount within the next three years as new products are developed.

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 the greatest number of high paying, quality jobs for Hamilton County.

We are currently searching for future industrial park land to provide further economic development opportunities for Chattanooga and Hamilton County.

Engineering – 3212

FUNCTION

Provide engineering and administration services to the properties and projects of Hamilton County. Review all subdivisions to make sure all subdivision regulations are met with respect to roadway construction and drainage; review subdivision plats for correctness; prepare cost estimates and plans for traffic signs, signals and striping; maintain a record of all County roads and publish a yearly road book; issue road cut permits for utilities in County roads and inspect cut-ins; respond to and investigate storm drainage complaints; testify in lawsuits with respect to various Public Works problems; prepare all necessary documents for long range transportation planning for the Metropolitan Planning Organization; prepare design plans and specifications and provide construction administration of miscellaneous projects in Hamilton County; administers design contracts by outside consultants.

PERFORMANCE GOALS

1. Provide surveys, designs, plan preparation and construction documents for County road reconstructions, recreation projects, bridge and storm drainage needs, sewer projects, industrial parks, office building renovations, small building projects, and traffic projects.
2. Work with TDOT and the Metropolitan Planning Organization to obtain federal and state funds for road and enhancement projects in Hamilton County.
3. Provide for the administration of architect and engineer contracts and of construction contracts both grant funded and non-grant funded.
4. Administrate County contracted architect and engineering services to provide the most cost effective way to construct roads, bridges, sewers, and buildings.
5. Provide solutions to drainage problems; coordinate troubleshooting of drainage problems with the Highway Department and Water Quality Program, schedule field inspections as necessary to assure that the recommended solution is carried out.
6. Monitor the construction of new subdivisions to assure compliance with Subdivision Regulations. Work in conjunction with the Planning Commission in reviewing subdivision plats.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 801,943	$ 798,786	$ 822,446	$ 832,942
Employee Benefits	333,227	335,634	340,518	342,834
Operations	65,711	66,955	87,300	81,300
Total Expenditures	$ 1,200,881	$ 1,201,375	$ 1,250,264	$ 1,257,076
Authorized Positions	**18**	**17**	**17**	**17**

FOCUS ON THE FINEST WINNERS

2010 MVP Award ***Gregory (Pete) Burnette – Senior Engineering Technician***

2011 Educational Achievement Recognition ***Autumn Friday – Project Engineer***

Highway – 3213

FUNCTION

The Highway Department's main function is to maintain 880 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 stations, the distribution of supplies from the Stockroom, and the Interstate Landscaping program. 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 forces and equipment versus using private contractors so that cost can be reduced. 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 production due to injuries.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 2,563,905	$ 2,212,349	$ 2,792,245	$ 2,613,585
Employee Benefits	1,376,661	1,219,728	1,557,177	1,471,378
Operations	2,449,318	1,935,748	2,115,680	2,156,250
Total Expenditures	$ 6,389,884	$ 5,367,825	$ 6,465,102	$ 6,241,213
Authorized Positions	**88**	**85.5**	**86.5**	**85**

PERFORMANCE ACCOMPLISHMENTS

The Highway Department resurfaced 20 miles of County roadways this fiscal year.

During the incident period of April 25 – 28, 2011, severe storms, tornadoes, straight line winds and associated flooding caused approximately 54,930 cubic feet of debris and 129.35 tons of construction debris to be placed on the County roadways and right of ways. Approximately 680 tons of debris was hauled to the Wood Recycling Center. The remaining 52,208 cubic yards were hauled to the County's debris management site. Debris taken to the management site was placed in the woodchipper to be ground into reusable mulch. The department expended a total of 18,328 man hours and 15,287 equipment hours to regain safe and passable conditions on the County roadways.

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.

FOCUS ON THE FINEST WINNERS

2010 MVP Award ***Chris Hixson – Office Supervisor***

2011 MVP Award ***Darrell Aslinger – Road Crew Leader***

2011 Safety Award ***Johnny Cannon – Heavy Equipment Maintenance Supervisor***

Preventive Line Maintenance Shop I – 3214

FUNCTION

PLM I Shop is primarily responsible for repair and maintenance of automobiles, pick-up trucks, vans, and police vehicles that are owned by the County. The responsibilities range from overhauling engines and transmissions to replacing headlights. PLM I inspect all County owned vehicles for emission test being performed on all passenger vehicles. These services are available to all County departments.

PERFORMANCE GOALS

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

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 158,279	$ 149,630	$ 146,736	$ 115,472
Employee Benefits	71,919	62,980	79,293	59,169
Operations	40,530	48,293	67,189	67,100
Total Expenditures	$ 270,728	$ 260,903	$ 293,218	$ 241,741
Authorized Positions	**5**	**5**	**4**	**4**

PROGRAM COMMENTS

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

Preventive Line Maintenance Shop II – 3215

FUNCTION

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

PERFORMANCE GOALS

PLM II performs an estimated 65% of its routine maintenance and repair work on other departments' vehicles within the County fleet. This service is performed at a reduced rate compared to cost charged at private service centers.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 72,785	$ 99,224	$ 109,048	$ 73,877
Employee Benefits	41,971	44,417	65,268	45,922
Operations	9,095	6,228	16,800	15,450
Total Expenditures	$ 123,851	$ 149,869	$ 191,116	$ 135,249
Authorized Positions	**3**	**3**	**3**	**3**

Preventive Line Maintenance Shop III – 3216

FUNCTION

PLM III Shop is primarily responsible for repair and maintenance of the Highway Department's heavy equipment, tri-axle dump trucks, single-axle dump trucks, and tractors. These repairs include rebuilding engines, transmissions, rear ends, brake overhauls, and general routine maintenance. PLM III also performs welding, body repair, and automotive/equipment painting.

PERFORMANCE GOALS

PLM III's main objective is to maintain the heavy equipment of the Highway Department to a level that will minimize breakdowns and excess down time. By doing the required maintenance and repairs on the equipment in-house, the costs are substantially less than having to go to outside sources.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 428,510	$ 446,732	$ 437,420	$ 443,995
Employee Benefits	207,283	205,957	230,275	227,868
Operations	202,725	190,736	209,900	204,900
Total Expenditures	$ 838,518	$ 843,425	$ 877,595	$ 876,763
Authorized Positions	**12**	**12**	**12**	**12**

PROGRAM COMMENTS

PLM III performs an estimated 10-15% of its repair and maintenance for other County departments such as automotive body repair and painting. This results in a substantial savings to other departments versus private repairs centers.

Stockroom – 3217

FUNCTION

The stockroom maintains an inventory of various supplies as needed by the Highway Department to operate in an efficient manner. The inventory includes parts for vehicle repair, oils, lubricants, antifreeze, fuel, and tires. The stockroom also supplies the Highway Department employees with equipment such as gloves, hand tools, water coolers, etc., on a daily basis.

PERFORMANCE GOALS

The Stockroom is an important sub-activity within the Highway Department's overall operation. The on-site supplies eliminate costly down time on the routine repair of fleet vehicles. The stockroom supervisor also has the ability to obtain quotes on all items purchased so that the lowest price can be maintained.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 61,100	$ 61,225	$ 61,300	$ 62,175
Employee Benefits	39,264	40,979	41,507	41,700
Operations	296,451	255,013	245,400	243,650
Total Expenditures	$ 396,815	$ 357,217	$ 348,207	$ 347,525
Authorized Positions	**2**	**2**	**2**	**2**

PROGRAM COMMENTS

The Stockroom has the responsibility to purchase various specialized supplies such as automotive cleaners, parts, and batteries for all county-wide departments. These other departments depend on the stockroom's ability to obtain quotes on their behalf for these specialized supplies in order to save time and cost to these departments.

Recycling – 3220

FUNCTION

To create, coordinate, and manage a county-wide recycling program. Conduct public awareness programs and develop training programs for all school grades to inform the public of the importance of recycling and stimulate public participation. Create a simple and effective program that will allow residents of the County to participate in recycling opportunities for a wide range of waste materials. Compile current information on all market opportunities to ensure the best available economic benefits to participants. Organize and direct cleanliness of collection sites. Coordinate office paper recycling program for Hamilton County Government.

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. Have constructed and manage existing County recycling centers
2. Continuously update market price on materials collected at the six (6) existing recycling centers
3. Train employees on public education regarding the correct procedures of separating their recyclables, the importance of keeping the recycling centers clean and material in the appropriate containers
4. Coordinate Project reTREEve, Hamilton County Government's office paper recycling program. Ensure continued participation of all County government offices

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 119,542	$ 129,332	$ 95,015	$ 95,226
Employee Benefits	41,215	38,550	28,392	28,425
Operations	23,160	34,411	60,200	60,200
Total Expenditures	$ 183,917	$ 202,293	$ 183,607	$ 183,851
Authorized Positions	**5.13**	**5.63**	**5.13**	**4.13**

PERFORMANCE ACCOMPLISHMENTS

Goal # 1

- ✓ A recycling program was implemented by the Hamilton County Recycling Coordinator in a majority of Hamilton County Elementary Schools using the "Waste In Place" curriculum developed by Keep America Beautiful.
- ✓ Pamphlets were developed for and by the Hamilton County Recycling Coordinator for public education and are distributed at the recycling centers, churches, garden clubs, local realty offices and many public events.

Goal # 2

- ✓ Presently, Hamilton County has 6 recycling centers: Middle Valley and Standifer Gap - constructed in 1998, Sequoyah – 1999, East Ridge – 2000, Red Bank – 2003 and Hwy. 58 - 2006. In 2009, 50% of the residents in the unincorporated areas of Hamilton County, including the municipalities of East Ridge, Soddy-Daisy, Red Bank and Lakesite participated in the recycling program. From 2000 until 2010, 332,893.96 tons of materials have been recycled at Hamilton County's Recycling Centers.

Goal # 3

- ✓ Prices on paper and aluminum are checked on a monthly basis to obtain the best price for the materials.

Goal # 4

- ✓ The recycling centers are monitored on a bi-weekly basis to ensure cleanliness, and staff is updated regularly on any changes in recycling.

Goal # 5

- ✓ There is almost 100% participation in Project reTREEve, Hamilton County Government's office paper recycling program.
- ✓ Between 2000 and 2010, 975.85 tons of office paper has been diverted for the landfill.

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 36,271	$ 44,350	$ 63,148	$ -
Employee Benefits	27,657	33,167	43,555	-
Operations	212,689	223,811	236,100	-
Total Expenditures	$ 276,617	$ 301,328	$ 342,803	$ -
Authorized Positions	**2**	**2**	**2**	**-**

PROGRAM COMMENTS

This organization was closed at the end of the 2011 FY.

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 special designated collection bins. Our goal is to eliminate roadside dumping by offering these services.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 96,141	$ 81,941	$ 97,811	$ 90,631
Employee Benefits	62,212	54,692	62,789	64,374
Operations	101,459	97,914	109,150	105,350
Total Expenditures	$ 259,812	$ 234,547	$ 269,750	$ 260,355
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 $150,000 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 end-use processing for Hamilton County's waste tire collection in conjunction with the State of Tennessee's Department of Environment and Conservation guidelines.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Operations	$ 283,832	$ 290,732	$ 330,500	$ 269,300
Total Expenditures	$ 283,832	$ 290,732	$ 330,500	$ 269,300

Water and Wastewater Treatment Authority (WWTA) – 3299

FUNCTION

This program was established to provide for the operation and maintenance of the Water and 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. Issues permits for sewer connections and grinder pumps for both residential and commercial properties. Inspects all new sewer lines during construction and inspects existing sewer lines for problems using TV cameras. 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. Quickly respond to all emergencies in the system and continually rehabilitate the system to prevent future problems.
5. Establish programs in order to eliminate inflow and infiltration (I/I) from the WWTA system.
6. Continue to educate our customer base regarding the fats, oil and grease (FOG) program.
7. Define policies and procedures for financial guidance and stability.
8. Develop Supervisory Control and Data Acquisition Program (SCADA) for pump station sites.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 1,088,490	$ 1,130,313	$ 1,269,232	$ 1,279,451
Employee Benefits	515,196	548,105	621,505	623,852
Operations	173,335	189,818	294,380	292,400
Total Expenditures	$ 1,777,021	$ 1,868,236	$ 2,185,117	$ 2,195,703
Authorized Positions	**30**	**30**	**29**	**29**

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 base'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 continue training programs for master plumbers dealing with the PSLP.
8. To define policies and procedures for financial guidance and stability.

PERFORMANCE ACCOMPLISHMENTS

386 permits issued for 2011
53 pump stations monitored and recorded daily
14 flow meters monitored
478.52 miles of line maintained and/or rehabilitated
713 grinder pumps maintained and/or replaced

FOCUS ON THE FINEST WINNER

2010 Educational Achievement Recognition ***Rich Zawislak – Wastewater Technician***

Storm Water – Phase II – 3300

FUNCTION

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

The permit includes an implementation schedule for the required six minimum measures required. The six minimum measures identified in the permit are:

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

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

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

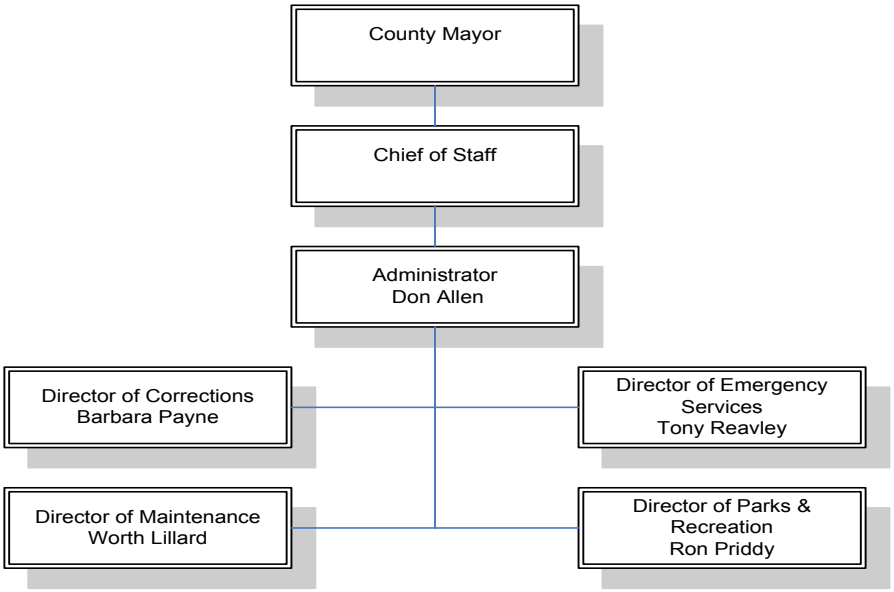
PERFORMANCE GOALS

1. Maintain staffing of 8 full-time staff and 1 seasonal intern.
2. Educate school teachers about stormwater quality via workshops and presentations.
3. Educate contractors, developers and the public about stormwater quality
4. Continue to map stormwater outfalls in program area
5. Provide illicit discharge detection and elimination
6. Inspect all municipal/county facilities for stormwater related good housekeeping
7. Provide updates for stormwater pollution prevention plans for municipal County facilities
8. Provide training for municipal/county employees regarding stormwater pollution prevention
9. Provide public service announcements regarding stormwater quality
10. Promote stormwater awareness at local events
11. Provide opportunities for the public to become involved in stormwater issues
12. Issue permits for construction/development activities
13. Issue permits for post-construction runoff control facilities
14. Maintain residential post construction runoff control facilities
15. Perform complaint investigations

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 260,596	$ 267,706	$ 337,976	$ 340,735
Employee Benefits	115,884	110,474	149,279	137,023
Operations	98,998	108,336	140,366	143,923
Total Expenditures	$ 475,478	$ 486,516	$ 627,621	$ 621,681
Authorized Positions	**8**	**8**	**9**	**9**

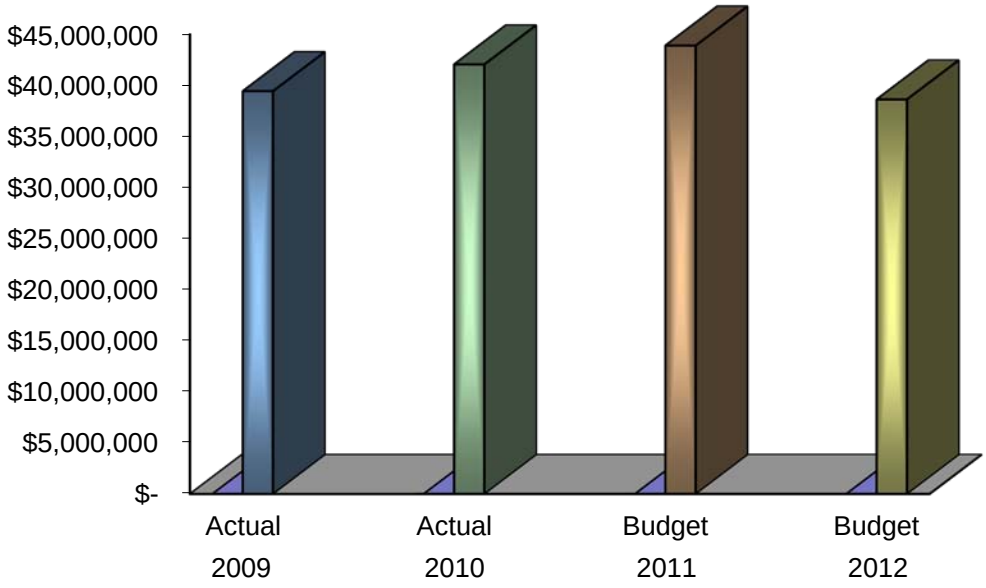
Human Services Division

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.

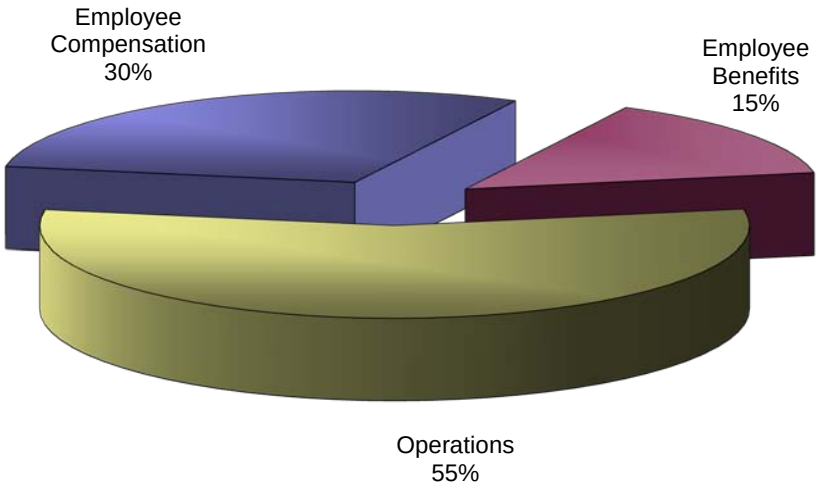


Left to right: Worth Lillard, Tony Reavley, Don Allen, Barbara Payne, Ron Priddy

Human Services Division Expenditures



FY 2012 Expenditures by Type



Human Services Division
Expenditures by Departments

Departments	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Human Services Administrator	$ 206,265	$ 206,416	$ 207,208	$ 213,963
Maintenance	2,604,268	2,650,962	2,763,105	2,834,658
Emergency Services	2,026,779	3,378,461	3,369,060	3,291,275
Recreation	2,840,414	2,735,803	2,834,261	2,851,797
Riverpark Operations	2,304,575	2,339,860	2,369,397	2,098,392
Emergency Assistance Program	189,086	191,829	193,139	275,307
Community Corrections Program	351,027	341,935	372,648	362,576
Misdemeanant Community Corrections	805,170	771,644	817,510	588,278
Courts Community Service (Litter Grant)	503,866	509,440	544,922	529,267
Corrections Administration	483,485	506,386	509,851	513,207
Hamilton County Workhouse (CCA)	11,524,848	13,059,156	13,509,603	13,165,148
Workhouse Records	96,932	95,846	90,316	93,174
Corrections Inmates Program	193,114	142,134	144,215	145,223
Misdemeanant Probation	518,625	531,288	544,990	325,831
Enterprise South Nature Park	228,608	375,592	895,566	1,282,771
Emergency Medical Services	8,322,065	8,408,857	7,777,021	8,320,463
Emergency Services - Volunteer Services	185,605	177,509	211,207	188,189
Other Human Services	3,348,537	3,053,284	4,226,866	1,093,740
Welfare Services - Various	2,680,100	2,561,070	2,506,044	428,740
	$ 39,413,369	$ 42,037,472	$ 43,886,929	$ 38,601,999
Authorized Positions	**339.04**	**322.91**	**322.78**	**302.73**

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 four departments in County General Government, including Corrections, Emergency Services, Maintenance and Recreation.

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 157,982	$ 158,033	$ 158,083	$ 157,458
Employee Benefits	40,495	41,071	40,475	47,855
Operations	7,788	7,312	8,650	8,650
Total Expenditures	$ 206,265	$ 206,416	$ 207,208	$ 213,963
Authorized Positions	**2**	**2**	**2**	**2**

PERFORMANCE ACCOMPLISHMENTS

The four diverse Departments of the Human Services Division continue to look to the future in their endeavors to meet the needs of the residents of Hamilton County. Video equipment was purchased for use at the Silverdale Workhouse to provide non contact visitation. The use of this equipment decreases manpower and increase the safety of staff and public. Video arraignment equipment was purchased and became operational in Spring 2010. The Enterprise South Nature Park opened in the fall of 2010. The park includes paved bicycle, pedestrian and walking trails. Three Army powder magazines were restored for viewing. ESNP was awarded the 2011 Chattanooga-Hamilton County Regional Planning Agency Excellence Award and the 2011 Governor's Environmental Stewardship Award. The McDaniel Building, the former Life Care facility, has been equipped with High EER HVAC Units along with 400 lamps and fixtures along with exterior LED flood and bollard fixtures purchased through the American Recovery Act of 2009. These items were manufactured in the United States. Maintenance is close to completing the installation of 900 compact fluorescent lamps at the Riverpark riverwalk. A new ambulance station is anticipated to open in 2012. The Homeland Security District III consisting of ten counties is continued to be managed and coordinated. Through advanced in-service training, we are able to maintain a Class A rating for our county wide ambulance service.

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 renovations service for all County buildings at a minimum cost.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 1,333,180	$ 1,323,840	$ 1,384,426	$ 1,400,297
Employee Benefits	670,650	686,915	703,531	718,161
Operations	600,438	640,207	675,148	716,200
Total Expenditures	$ 2,604,268	$ 2,650,962	$ 2,763,105	$ 2,834,658
Authorized Positions	**34**	**34**	**34**	**34**

PERFORMANCE OBJECTIVES

Maintenance Department is in the process of replacing the inefficient lighting with energy savings lighting in all County owned buildings. Maintenance continues to install light fixtures at the Justice Building Jail to meet new state requirements. At the Jail, plans are to install cable and mount televisions in security cabinets in all the Day Rooms for the prisoners.

Through the Stimulus fund EECBG Project, Maintenance will replace incandescent school flashing and traffic lights and retro-fit new energy saving LED Ball lights. The grant was also approved for Vandergriff Park to replace the high intensity discharge lamps with compact fluorescent lamps.

Renovation continues at the McDaniel Building. Maintenance is scheduled to replace an old restroom facility at Chester Frost Park. At the M.L. King Jr. Building, Maintenance will install a new guard shack. New lights will be installed to go around the walking track at Standifer Gap Recreation.

PERFORMANCE ACCOMPLISHMENTS

Maintenance receives over 1,000 major calls and projects per year. Depending upon the request, the response time is within 24 hours. We have 34 skilled employees working for the department including supervision. Repair and upkeep continues on the Enterprise South outside fountain. At the McDaniel Building, Maintenance was able to purchase energy saving products through the EECBG Project. Six inefficient HVAC units were replaced with High EER HVAC units, along with eighteen P-Tact units and over 400 lamps and fixtures along with exterior LED flood and bollard fixtures. All the LED Area Parking fixtures have been installed. Occupancy Sensors were also purchased for this project and are in the process of being installed. This will yield savings in both energy and maintenance. All the items purchased met the American Recovery and Reinvestment Act of 2009 requirements, "that they must be manufactured by within the United States." The EECBG Project was also used at the Riverpark where over 900 lamps are being retro-fit from high density discharge lamps to compact fluorescent lamps and LED fixtures. Maintenance is close to completing the Riverpark project. Along with complying with all the ARRA requirements and Hamilton County Purchasing rules, Maintenance is proud to say that all products were purchased through Hamilton County vendors.

FOCUS ON THE FINEST WINNERS

2010 MVP Award ***Andrea Wright – Office Supervisor***

2011 MVP Award ***David McDaris – Maintenance Superintendent***

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. 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 are also assigned functions.

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 2010 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 emergency disaster, thus maintaining consistent and cost effective operations.
9. Work closely with County school system to promote safer and more learning-friendly environment by participating in comprehensive, all hazards school safety planning.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 1,127,458	$ 843,608	$ 791,601	$ 780,605
Employee Benefits	514,667	406,331	405,844	390,692
Operations	384,654	2,128,522	2,171,615	2,119,978
Total Expenditures	$ 2,026,779	$ 3,378,461	$ 3,369,060	$ 3,291,275

Authorized Positions	**34.63**	**21**	**20**	**21**

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.

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. Receive minimal citizen negative reports on satellite facilities
3. Maintain high level citizen satisfaction with rental facilities
4. Decrease on-the-job injuries
5. Maintain spending levels or experience a minimal increase in costs over a twelve month period for inventoried supplies

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 1,520,283	$ 1,450,506	$ 1,455,519	$ 1,487,934
Employee Benefits	786,544	774,097	784,125	776,696
Operations	533,587	511,200	594,617	587,167
Total Expenditures	$ 2,840,414	$ 2,735,803	$ 2,834,261	$ 2,851,797
Authorized Positions	**49.26**	**48.76**	**44.7**	**47**

FOCUS ON THE FINEST WINNER

2010 MVP Award ***Tracy James – Lead Park Maintenance Supervisor***

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 1,233,869	$ 1,291,795	$ 1,256,634	$ 1,077,351
Employee Benefits	595,292	644,969	643,776	553,792
Operations	475,414	403,096	468,987	467,249
Total Expenditures	$ 2,304,575	$ 2,339,860	$ 2,369,397	$ 2,098,392
Authorized Positions	**47**	**45**	**42.63**	**34.88**

FOCUS ON THE FINEST WINNER

2011 MVP Award ***Wayne Gann – Park Ranger***

Emergency Assistance Program – 3409

FUNCTION

The Emergency Assistance Program (EAP) is responsible to provide temporary 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 Federal Emergency Food and Shelter Program, Project Water Help, and Power Share fund the program.

PERFORMANCE GOALS

1. Provide services in a timely and courteous manner with the goal of preservation of human dignity, safety and livelihood
2. Prevent homelessness and/or disruption of vital basic living necessities during financial emergencies, including disaster recovery
3. Act as lead social service coordinator as specified by Emergency Management
4. Provide accountability for County and grant funds that support the program
5. Develop program guidelines that promote client self sufficiency

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 56,979	$ 56,661	$ 57,248	$ 111,132
Employee Benefits	33,059	34,286	34,736	63,020
Operations	99,048	100,882	101,155	101,155
Total Expenditures	$ 189,086	$ 191,829	$ 193,139	$ 275,307
Authorized Positions	**2**	**2**	**2**	**2**

PERFORMANCE OBJECTIVES

1. To ensure accountability for County and grant funds that support the Emergency Assistance Program
2. To refer applicants to appropriate entitlements and self-help programs and avoid duplication of services
3. To promote coordinated community efforts of community financial assistance programs to improve the community's system of providing services
4. To meet the needs of more people in this time of economic downturn
5. To identify and seek additional grants to support the program
6. To operate the program more efficiently by the development of a centralized paperless intake system
7. To stay informed on poverty issues 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. Anticipate level to 10% funding increase in fiscal years 10/11 and 11/12 over actual FY 09/10 number due to changes in rent revenue - a combination of increased spending in the Homeless Prevention and Rapid Re-housing stimulus grant (program ends in FY 2012) and reduced funding from Emergency Food and Shelter
3. Continued to participate in the Coalition of Emergency Assistance Providers group that networks to improve coordinated service provision and share community trends on emergency assistance services
4. Served as lead social service provider in tornado relief and recovery efforts

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Number Interviewed	506	492	500	550
Number of Households Served	488	432	450	495
Percent Unduplicated Assisted	96%	88%	90%	90%
Number of Services Provided	607	528	535	589
Utilities	315	268	300	330
Rent / Mortgage	207	238	200	220
Food	80	19	20	22
Prescriptions	5	2	5	5.5
Other	0	1	10	11
Services per Household	1.24	1.22	1.19	1.19

Note: Differences in FY 2010 and FY 2011 attributed to the ending of one-time stimulus dollars

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 199,313	$ 200,228	$ 210,092	$ 211,193
Employee Benefits	98,737	101,715	104,227	104,469
Operations	52,977	39,992	58,329	46,914
Total Expenditures	$ 351,027	$ 341,935	$ 372,648	$ 362,576
Authorized Positions	**4.9**	**4.9**	**4.9**	**5.5**

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 2009	Actual 2010	Projected 2011	Estimated 2012
Number of jail days saved	30,632	26,828	27,375	29,748
Collected fees, costs and restitution	$ 46,963	$ 36,009	$ 32,561	$ 42,498
Total Public Work hours	2,864	1,920	792	408
Number of Intakes	87	101	46	50
Wages earned by offenders	$ 552,193	$ 415,613	$ 460,152	$ 484,890

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, collection of supervision fees, court costs and victim restitution for 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 499,094	$ 493,969	$ 490,693	$ 366,370
Employee Benefits	214,366	216,111	219,131	159,459
Operations	91,710	61,564	107,686	62,449
Total Expenditures	$ 805,170	$ 771,644	$ 817,510	$ 588,278
Authorized Positions	**12.9**	**12.9**	**12.9**	**8.4**

PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Number of jail days saved	42,599	50,000	44,460	44,460
Savings After Costs	$ 798,860	$ 1,067,308	$ 744,348	$ 744,348
Collected Supervision Fees	$ 32,297	$ 47,000	$ 32,883	$ 39,420
Restitution Collected	$ 4,881	$ 11,000	$ 5,767	$ 10,343

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 costs of the operation
2. Reduce the amount of litter deposited on Hamilton County roads and other highways within the county

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 296,091	$ 292,456	$ 308,129	$ 311,075
Employee Benefits	106,923	114,652	120,218	108,527
Operations	100,852	102,332	116,575	109,665
Total Expenditures	$ 503,866	$ 509,440	$ 544,922	$ 529,267
Authorized Positions	**9.2**	**9.7**	**9.7**	**9.7**

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 2009	Actual 2010	Actual 2011	Estimated 2012
Collected Contract Revenue & Supervision Fees	$538,650	$553,330	$548,357	$558,373
Litter Prevention Education $ Spent	$38,300	$32,600	$32,600	$38,400
Litter Collection Mileage	10,147	10,530	10,487	10,388
Tons of Litter Collected	343	303	314	320

Corrections Administration – 3414

FUNCTION

The office of the Director of Corrections is responsible for monitoring and coordinating County government's two Community Corrections Programs, Workhouse Records, the Litter Grant Program, Misdemeanant Probation, the Literacy Program, and the Hamilton County Workhouse. This office works with the Courts, Corrections Corporation of America (CCA), the Sheriff's Department and the Tennessee Department of Corrections in order to assure the local correction programs serve the needs of our community and protect the rights of both citizens and inmates.

PERFORMANCE GOALS

1. Continue to supervise, evaluate and assess the effectiveness of the department to meet the goals and objectives of the Felony and Misdemeanant Community Corrections Programs, Workhouse Records, the Litter Program, Misdemeanant Probation, Inmates Correction Program and the Hamilton County Workhouse.
2. Continue to analyze and make recommendations that would increase the efficiency of current and future bed space in Hamilton County.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 319,128	$ 325,657	$ 326,437	$ 329,187
Employee Benefits	136,658	142,072	142,989	143,595
Operations	27,699	38,657	40,425	40,425
Total Expenditures	$ 483,485	$ 506,386	$ 509,851	$ 513,207
Authorized Positions	**7**	**7**	**7**	**7**

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 2009	Actual 2010	Budget 2011	Budget 2012
Operations	$ 11,524,848	$ 13,059,156	$ 13,509,603	$ 13,165,148
Total Expenditures	$ 11,524,848	$ 13,059,156	$ 13,509,603	$ 13,165,148

PERFORMANCE OBJECTIVES

While maintaining Tennessee Corrections Institute and American Correctional Association standards, CCA provides housing, food services, medical care, and security to those inmates housed in the Hamilton County Workhouse.

Workhouse Records – 3416

FUNCTION

Maintain records of all inmates incarcerated at the Hamilton County Workhouse.

PERFORMANCE GOALS

1. Continue to 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 58,513	$ 59,617	$ 60,613	$ 61,138
Employee Benefits	33,825	30,763	23,103	25,436
Operations	4,594	5,466	6,600	6,600
Total Expenditures	$ 96,932	$ 95,846	$ 90,316	$ 93,174
Authorized Positions	**2**	**2**	**2**	**2**

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
State and Federal Revenue Collected	$2,840,562	$2,890,000	$2,756,250	$2,903,388

Corrections Inmates Program – 3417

FUNCTION

The Corrections System Improvement program offers educational services to the incarcerated 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 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 127,607	$ 86,372	$ 86,784	$ 87,609
Employee Benefits	53,408	41,017	41,252	41,434
Operations	12,099	14,745	16,179	16,180
Total Expenditures	$ 193,114	$ 142,134	$ 144,215	$ 145,223
Authorized Positions	**3**	**2**	**2**	**2**

PERFORMANCE OBJECTIVES

The total number of inmates served through ABE, A&D, and Elective Course programs.

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Inmates served in ABE	174	200	200	200
Inmates served in A & D	556	600	600	600
Inmates served in Elective Courses	516	550	600	600
Total	1,246	1,350	1,400	1,400

Misdemeanant Probation – 3435

FUNCTION

Misdemeanant Probation provides supervision of misdemeanant offenders who are sentenced to incarceration but are on a probationary status. This County program was initiated in the fall of 2001 after legislation was passed that ended supervision of misdemeanant 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 for 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 misdemeanant 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 273,834	$ 263,743	$ 276,168	$ 147,091
Employee Benefits	110,283	109,471	121,265	64,442
Operations	134,508	158,074	147,557	114,298
Total Expenditures	$ 518,625	$ 531,288	$ 544,990	$ 325,831
Authorized Positions	**7**	**7**	**7**	**4**

PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Number of Intakes	1,413	1,326	1,125	1,050
Collected Supervision Fees	$ 245,564	$ 219,903	$ 165,781	$ 195,843
Collected Restitution	$ 73,111	$ 94,282	$ 74,199	$ 75,000

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. Complete construction of a new three mile woodland walking trail
2. Complete construction on a new one half mile Americans with Disabilities Accessible (ADA) nature trail to complement the existing paved ADA trail
3. Achieve high level of citizen satisfaction with programming offered
4. Achieve high level of citizen satisfaction with rental facilities
5. Minimize on-the-job injuries

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 28,875	$ 153,031	$ 424,578	$ 593,382
Employee Benefits	16,077	65,467	247,565	296,062
Operations	183,656	157,094	223,423	393,327
Total Expenditures	$ 228,608	$ 375,592	$ 895,566	$ 1,282,771
Authorized Positions	**5**	**6.5**	**13.8**	**17.75**

PERFORMANCE ACCOMPLISHMENTS

1. Completed construction and celebrated the Enterprise South Nature Park Grand Opening on December 16, 2010
2. Completed construction of two picnic areas
3. Costs were effectively monitored and the information utilized in preparing a proposed budget for 2012

FOCUS ON THE FINEST WINNERS

2010 MVP Award ***Tom Lamb – Park Supervisor***

2010 Educational Achievement Recognition ***Tom Lamb – Park Supervisor***

OTHER AWARDS

2011 Chattanooga Hamilton County Regional Planning Agency Excellence Award
2011 Governor's Environmental Stewardship Award - Greenways and Trails

Emergency Medical Services – 3700

FUNCTION

The primary responsibility for Emergency Medical Services (EMS) is to provide twenty-four hour advanced life support ambulance service to the unincorporated areas of Hamilton County and all incorporated areas contracted for service. This activity operates from strategically located ambulance stations and maintains training and response capabilities as directed by State Emergency Medical Services. 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 4,867,720	$ 4,954,760	$ 4,538,275	$ 4,878,005
Employee Benefits	2,187,428	2,225,945	2,188,447	2,174,458
Operations	1,266,917	1,228,152	1,050,299	1,268,000
Total Expenditures	$ 8,322,065	$ 8,408,857	$ 7,777,021	$ 8,320,463

Authorized Positions	**106**	**105**	**105**	**105.5**

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

FOCUS ON THE FINEST WINNERS

2009 MVP Award ***Patrice Schermerhorn – Paramedic***

2010 MVP Awards ***Eric Ethridge – Supply Officer***
Frank Robinson – Customer Service Coordinator

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 2009	Actual 2010	Budget 2011	Budget 2012
Hazardous Material Team	$ 14,028	$ 14,309	$ 17,164	$ 15,737
Tri-Community Vol. Fire Dept	18,220	9,635	9,635	9,635
Dallas Bay Volunteer Fire Dept	14,864	14,750	17,750	17,750
Mowbray Volunteer Fire Dept	8,592	8,595	21,045	8,595
Chatt-Hamilton County Rescue	8,992	8,600	10,628	9,614
Highway 58 Volunteer Fire Dept	46,971	53,180	53,180	53,180
Sequoyah Volunteer Fire Dept	10,848	12,345	15,234	12,345
Waldens Ridge Emergency Serv	15,966	13,814	16,690	15,252
Sale Creek Volunteer Fire Dept	22,768	22,053	23,447	22,750
Volunteer State Rescue Squad	11,064	10,131	10,131	10,131
Hamilton County Stars	5,530	3,539	6,945	5,242
Flattop Volunteer Fire Dept	7,762	6,558	9,358	7,958
Total Expenditures	$ 185,605	$ 177,509	$ 211,207	$ 188,189

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.

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 Children Development programs.
5. Parents Are First Teachers - Is 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 - Is 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 2009	Actual 2010	Budget 2011	Budget 2012
Emergency Ser. - Nuclear Power	$ 3,219	$ 40,229	$ 92,005	$ -
Homeland Security Grants	685,800	1,314,554	2,140,173	-
Contracted Services	52,920	14,000	190,946	-
911 Center	843,464	-	-	-
Alternative Bond Program	-	101	-	-
Parents Are First Teachers	555,017	524,622	598,248	-
Social Services Administration	265,556	262,575	268,618	-
Ross's Landing Plaza & Park	942,561	897,203	936,876	1,093,740
Total Expenditures	$ 3,348,537	$ 3,053,284	$ 4,226,866	$ 1,093,740

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:

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 programs listed below were not funded by the County in FY 12.

Speech and Hearing Center – Audiology/Children and Adults – Pre-School Hearing Impaired Services; Speech Pathology for Children
Children's Home/Chambliss Shelter - Extended Early Child Care, Maurice Kirby Child Care Center, Emergency Shelter Services
Partnership for Families, Children, and Adults. Inc. – Functional Family Therapy/Residential and Sexual Assault Crisis Resource Center
Fortwood Mental Health Center – Children and Adolescent Outpatient Services
Johnson Mental Health Center – Children Outpatient Case Management Services and Adult Outpatient Case Management Services
Orange Grove – Adult Comprehensive Training
Team Evaluation Centers – Diagnostic and Evaluation Services
Children's Advocacy Center – Advocacy and Education Services
A.I.M. Center – Psychosocial Rehabilitation
Signal Centers – Adult Day Care for Adults with Disabilities
Chattanooga Endeavors, Inc. – Offender Employment
Chattanooga Homeless Coalition – Continuum of Care
Alexian Brothers - Senior Neighbors – Senior Services

PERFORMANCE GOALS

To provide community social services that meets the needs of Hamilton County citizens. Indicators – outcome-based program evaluations, assessments of national, state, and local social indicators to gauge need.

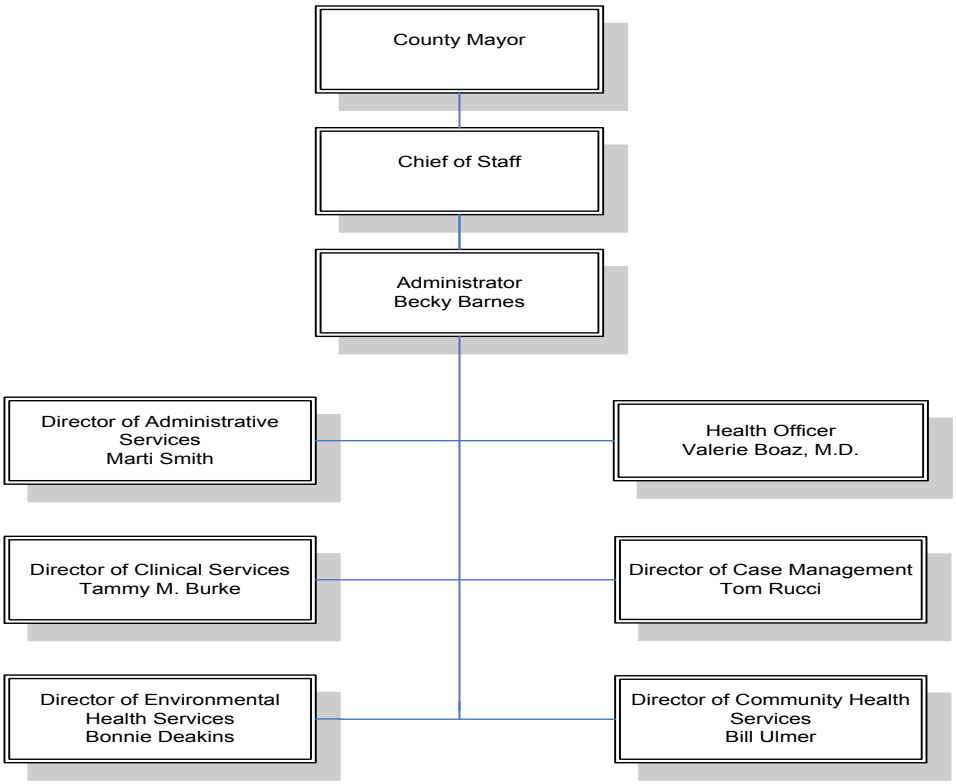
Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Social Services -Title XX	$ 422,136	$ 362,868	$ 385,740	$ 385,740
Emergency Food & Shelter	25,248	42,990	32,000	25,000
Project Water Help	1,177	1,051	1,500	1,000
Warm Neighbors	28,000	12,400	17,000	17,000
Speech & Hearing Center	137,788	146,150	145,895	-
Children's Home	455,401	388,476	321,985	-
Family & Children Services	1,093,431	1,075,282	1,051,227	-
Fortwood Center	184,600	184,600	208,075	-
J Johnson Mental Health Center	53,947	59,654	60,156	-
Orange Grove	48,381	48,381	48,381	-
Team Evaluation	71,677	68,938	74,544	-
Childrens Advocacy Center	18,368	18,000	18,000	-
AIM Center	58,713	59,213	59,213	-
Signal Centers	39,518	39,518	39,518	-
Chattanooga Endeavors, Inc	17,510	17,510	17,510	-
Chattanooga Homeless Coalition	13,905	25,739	15,000	-
Alexian Senior Neighbors	10,300	10,300	10,300	-
Total Expenditures	$ 2,680,100	$ 2,561,070	$ 2,506,044	$ 428,740

PERSONNEL SCHEDULE

Accountability by staff of the Social Services Department.

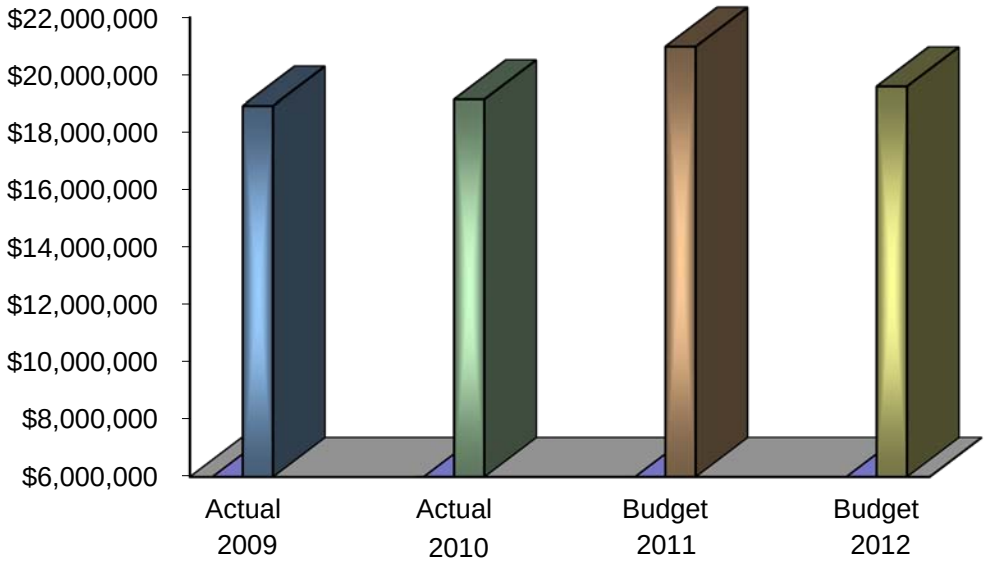
Health Services Division

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.

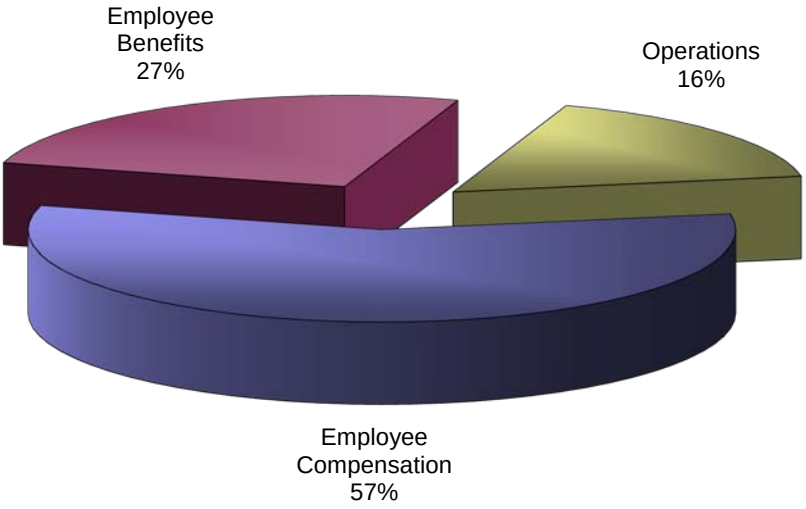


Left to right: Marti Smith, Tammy Burke, Dr. Valerie Boaz, Bill Ulmer, Tom Rucci, Bonnie Deakins, Becky Barnes

Health Services Division



FY 2012 Expenditures by Type



Health Services Division
Expenditures by Departments

Departments	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Accounts and Budgets	$ 206,556	$ 221,817	$ 239,672	$ 249,195
Parents Are First Teachers II	-	-	-	284,800
Fetal Infant Mortality Review	4,535	64,060	140,846	140,761
Infant Mortality	103,204	135,909	147,977	145,464
TENNderCare Outreach	255,108	278,584	308,640	314,745
Homeland Security	684,540	483,062	498,697	499,798
Tobacco Prevention	81,363	61,703	63,055	123,300
Healthy Kids, Healthy Community	-	4,244	111,574	108,981
Rape Prevention	37,602	41,946	37,158	37,555
Health Grant TBCCEDP	50,871	50,485	54,826	54,825
Health Administrator	246,186	214,302	244,630	247,682
Health Administration	423,827	425,190	413,036	388,271
Maintenance	522,120	515,639	514,716	497,430
Environmental Health	1,423,070	1,440,736	1,460,616	1,105,228
Statistics	429,690	378,865	381,346	360,419
Health Promotion & Wellness	263,302	246,474	300,836	298,364
Step One	123,283	124,663	134,335	154,430
Dental Health	921,903	917,569	969,922	994,107
Family Planning	582,759	596,863	672,759	618,211
Case Management Services	328,752	296,380	312,051	160,668
Medical Case Mgmt. HIV/AIDS	201,879	203,852	218,276	191,633
HIV/AIDS Prevention	327,845	324,629	339,920	233,209
Nursing Administration	696,945	651,954	786,535	728,759
Childhood Lead Prevention	13,655	14,470	13,854	13,104
WIC	1,210,200	1,340,244	1,617,156	1,620,679
Renal Intervention Program	73,766	10,424	78,761	77,745
Records Management	346,369	363,201	424,118	380,363
Children's Special Services	282,815	221,172	276,320	286,399
Pharmacy	134,252	133,636	146,396	146,662
State Health Promo / Education Grant	127,263	127,393	143,516	143,516
Family Health Center - Pediatric	664,807	538,226	881,626	800,804
Primary Care	487,598	512,853	985,128	917,275
Immunization Project	278,041	288,769	330,027	332,513
Governor's Highway Safety Program	78,091	79,005	81,174	81,418
Federal Homeless Project	1,382,857	1,359,704	1,631,781	1,523,737
Help Us Grow Successfully (HUGS)	395,813	421,335	412,159	486,431
STD Clinic	349,196	357,693	363,589	302,853
Family Health Center - Prenatal/Adult	618,806	650,510	551,539	546,886
Ooltewah Clinic	759,723	734,867	812,279	749,760
Sequoyah Clinic	725,651	721,253	850,097	801,726
Communicable Disease Control Clinic	590,169	552,082	637,457	626,982
County STD Clinic	430,511	449,730	473,753	523,282
Community Assessment & Planning	206,119	219,792	235,226	238,753
State TB Clinic	666,071	585,079	448,469	542,417
Oral Health	338,839	323,034	359,438	360,655
Other	842,767	1,452,728	868,359	143,935
	$ 18,918,719	$ 19,136,126	$ 20,973,645	$ 19,585,730
Authorized Positions	**303.45**	**282.08**	**286.56**	**274.06**

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. 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 136,529	$ 143,912	$ 156,684	$ 158,937
Employee Benefits	64,085	68,852	75,288	84,358
Operations	5,942	9,053	7,700	5,900
Total Expenditures	$ 206,556	$ 221,817	$ 239,672	$ 249,195
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
5. Number of audit findings on external audit report

PERFORMANCE ACCOMPLISHMENTS

1. All 12 statements have been produced
2. All State budgets are billed and up to date
3. No complaints
4. All reconciliations are being done
5. No audit findings on most recent external or internal audit

GOALS FOR 2012

1. Improve Health Department's Inventory Management System
2. Assimilate and train two new accounting department staff

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. 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 is 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ -	$ -	$ -	$ 163,925
Employee Benefits	-	-	-	64,905
Operations	-	-	-	55,970
Total Expenditures	$ -	$ -	$ -	$ 284,800
Authorized Positions	**-**	**-**	**-**	**4**

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, 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. Families access community resources

Fetal Infant Mortality Review – 3530

FUNCTION

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 an extensive home interview 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, which is kept confidential, is then summarized and presented to FIMR's Case Review Team (CRT). After reviewing the case summaries, the CRT begins to identify health system and community factors that may have contributed to the death and make recommendations for community change. The Community Action Team (CAT) translates those recommendations into 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 enables healthy women, healthy pregnancies, healthy babies and healthy communities.

PERFORMANCE GOALS

1. Collaborate with the Infant Mortality Reduction and Prevention Program (IMRP) to raise awareness concerning Hamilton County's poor infant mortality ranking and statistics
2. Create a more fluid process through which health care providers weave preconception care into all care contacts
3. Through the CRT and the CAT, the initiative will plan, implement and evaluate programs designed and proven to improve birth outcomes in Hamilton County
4. Work with the IMRP 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
5. The initiative will work with Chattanooga Hamilton County Health Department clinics and departments to increase their capacity to provide preconception health education to at-risk patients
6. The initiative will connect with a variety of diverse area agencies in order to accomplish our mission
7. 2011 -2012 Review goals:
   - Complete record review of 100% of all reported fetal/infant deaths.
   - Conduct maternal interview on 50% of all reported infant deaths

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ -	$ 39,007	$ 84,822	$ 87,009
Employee Benefits	-	18,892	38,924	36,302
Operations	4,535	6,161	17,100	17,450
Total Expenditures	$ 4,535	$ 64,060	$ 140,846	$ 140,761
Authorized Positions	**-**	**2.5**	**2.63**	**2.63**

PROGRAM ACCOMPLISHMENTS

	Actual 2010	Projected 2011	Estimated 2012
Number of cases reported	30	Unknown	Unknown
Percentage of record reviews	100%	100%	100%
Maternal interviews completed	37% (11)	33% +	33% +
Maternal interviews attempted	73% (22)	50%	50%

PROGRAM COMMENTS

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

Infant Mortality Reduction Initiative – 3531

FUNCTION

The Infant Mortality Reduction Initiative's mission is to provide a framework through which programs designed to 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.

PERFORMANCE GOALS

1. Raise awareness concerning Hamilton County's poor infant mortality ranking and statistics
2. Create a more fluid process through which health care providers weave preconception care into all care contacts
3. Through our working group, the Core Leadership Group, 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-Core Leadership Group will meet on a bi-monthly basis
6. The IRIS-Core Leadership Group will serve as the Community Action Team for local FIMR recommendations
7. The initiative will work to provide information regarding preconception health in an effort to reach at least 500 individuals throughout the community
8. The initiative will work with Chattanooga- Hamilton County Health Department clinics and departments to increase their capacity to provide preconception health education to at-risk patients
9. The initiative will connect with a variety of diverse area agencies in order to accomplish our mission
10. The initiative will partner with at least 10 different area agencies in order to accomplish our tasks
11. Provide proactive education and case management services to women seeking care in the Family Health Adult Clinic (FHA) with newly confirmed pregnancy through one Health Educator
12. Promote the early start of prenatal vitamins through education as well as direct distribution (FHA Clinic)

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 66,961	$ 88,020	$ 88,185	$ 88,461
Employee Benefits	29,469	42,417	42,667	42,728
Operations	6,774	5,472	17,125	14,275
Total Expenditures	$ 103,204	$ 135,909	$ 147,977	$ 145,464
Authorized Positions	**2**	**2**	**2**	**2**

PERFORMANCE OBJECTIVES

	Actual 2010	Projected 2011	Estimated 2012
Education Contacts	138	70	150
Individual Case Management	53	18	50

PERFORMANCE ACCOMPLISHMENT

The Health Educator/Case Manager hosts a free prenatal education class in an effort to provide education to more individuals. The classes are open to the public with many of the participants being contacts made through community events (health fairs, breastfeeding education classes, etc.) and word of mouth. Each month, a different topic is offered by an expert in the field.

PROGRAM COMMENTS

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.

TENNderCare Outreach – 3532

FUNCTION

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

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

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 164,668	$ 185,700	$ 210,020	$ 211,364
Employee Benefits	58,758	73,536	72,520	74,781
Operations	31,682	19,348	26,100	28,600
Total Expenditures	$ 255,108	$ 278,584	$ 308,640	$ 314,745
Authorized Positions	**7.25**	**4.98**	**4.77**	**5.46**

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.

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Home Visits	598	1,725	3,500	3,825
Attempted Home Visits	1,292	2,477	3,000	3,000
Local Specific Activities	751	366	300	450
Presentations	109	154	200	300
Contacts	34,418	16,018	25,000	30,000
Media/articles/newsletters	38	14	25	25
Brochures, posters, flyers, mailings	30,871	16,995	20,000	25,000

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 447,775	$ 312,604	$ 331,295	$ 330,847
Employee Benefits	181,340	127,824	140,931	135,154
Operations	55,425	42,634	26,471	33,797
Total Expenditures	$ 684,540	$ 483,062	$ 498,697	$ 499,798
Authorized Positions	**10**	**9**	**6.6**	**6.6**

PERFORMANCE ACCOMPLISHMENTS

These funds have been redirected several times by the state. The current focus shown above is a continuation of last year's focus. Last year staff funded by this project held numerous planning meetings with the community. They also participated in multiple state drills. Travel/training was supported for each staff person. During 2011, the budget was reduced again.

PROGRAM COMMENTS

During 2011 all of the goals were accomplished.

GOALS FOR 2012

1. Complete plan for a Medical Assistance Shelter
2. Complete the school based POD plan
3. Complete and analyze the CASPER
4. Complete a vulnerability analysis and establish new programmatic goals
5. Achieve functional level on all 5 statewide focus areas

FOCUS ON THE FINEST WINNER

2011 MVP Award ***Sabrina Novak – Environmental Scientist***

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 hand smoke issues and decrease health disparities.

PERFORMANCE GOALS

Provide tobacco use prevention education programs and information to youth and promote tobacco cessation among adults.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 40,892	$ 40,272	$ 41,142	$ 41,342
Employee Benefits	19,816	20,087	20,664	20,708
Operations	20,655	1,344	1,249	61,250
Total Expenditures	$ 81,363	$ 61,703	$ 63,055	$ 123,300
Authorized Positions	**1**	**1**	**1**	**1**

PERFORMANCE OBJECTIVES

1. To prevent tobacco use initiation and promote quitting - 1,000 youths
2. Maintain youth advocacy groups and regular participation in other tobacco advocacy coalitions (Tobacco Free TN, STARS, Campaign for Healthy and Responsible Tennessee) – 20 contacts per year
3. Promote and staff the QUIT-LINE (assist callers with cessation materials, resources, and support) - 150 contacts per year
4. To facilitate tobacco policy change, including second hand smoke and preemption, by contacts with media, legislators, schools and Employee Assistance Program (EAP) organizations – 15 contacts

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Education for students and youth	2,000	1,000	1,000	1,000
Facilitated, trained, and assisted Youth Advocacy Groups	100%	50%	50%	50%
Maintain smoking cessation hotline	100%	100%	100%	100%
Media and Policy Change Contacts	25	15	15	15

PROGRAM COMMENTS

The tobacco prevention program is funded 100% by the State of Tennessee Department of Health. $21,500 is subcontracted to Smoke Free Chattanooga Coalition.

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ -	$ 1,764	$ 67,960	$ 64,076
Employee Benefits	-	413	24,925	24,207
Operations	-	2,067	18,689	20,698
Total Expenditures	$ -	$ 4,244	$ 111,574	$ 108,981
Authorized Positions	**-**	**1**	**1.5**	**1.5**

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. Increase access to healthy affordable foods
2. Increase opportunities for a safe bicycle-pedestrian infrastructure
3. Increase knowledge among residents of benefits of healthy eating
4. Increase knowledge among residents of benefits of physical activity
5. Build community capacity and infrastructure
6. Establish, maintain and grow a funding reservoir to support community capacity building
7. Develop and maintain safe community environments
8. Ensure that planning and policy decisions promote the health of the community

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Increase access to healthy, affordable food	N/A	60%	60%	75%
Increase opportunities for safe pedestrian infrastructure	N/A	65%	65%	75%
Increase knowledge among residents of benefits of healthy eating	N/A	70%	70%	85%
Increase knowledge among residents of benefits of physical activity	N/A	70%	70%	85%
Build community capacity and infrastructure	N/A	70%	70%	90%
Establish, maintain and grow funding to support community capacity building	N/A	100%	100%	100%
Develop and maintain safe community	N/A	60%	60%	70%
Ensure planning and policies promote the health of the community	N/A	70%	70%	85%

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.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 22,300	$ 25,951	$ 22,786	$ 23,111
Employee Benefits	10,500	15,990	14,372	14,444
Operations	4,802	5	-	-
Total Expenditures	$ 37,602	$ 41,946	$ 37,158	$ 37,555
Authorized Positions	**0.45**	**0.57**	**0.57**	**0.57**

PERFORMANCE OBJECTIVES

1. Provide programs and/or training for educators and peer educators targeting 2,000 youth 5-18 years of age
2. Provide five (5) or more programs and/or training for area professionals and community leaders targeting youth and adults
3. Provide two (2) or more programs and/or training for college/university student educators and students
4. Make available educational materials to 100% of participants
5. Evaluate 100% of programs and/or training provided, for effectiveness

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Number of youth served with programs	800	600	600	600
Number of programs/trainings for leaders	25	15	15	15
Number of programs for college students	3	3	3	3
Education materials provided to participants	1,500	2,000	2,000	2,000

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.

Health Grant Tennessee Breast and Cervical Cancer Early Detection Program – 3549

FUNCTION

To coordinate all Tennessee Breast and Cervical Cancer Early Detection Program (TBCCEDP) activities, and increase awareness of need and access to screening services for high-risk women in Hamilton County.

PERFORMANCE GOALS

1. Provide community education on preventive screening. Measurable by reviewing outreach training records.
2. Provide case management for women with abnormal screens. Measurable by data collection and chart audits.
3. Ensure that women with normal screens are notified annually to return for exams. Measurable by data collection and computer queries.
4. Provide in-service training to all providers. Measurable by reviewing in-service/training records.
5. Develop, maintain, and expand a provider network with other area health care providers. Measurable through review of protocols at assigned intervals and review of products and services.
6. Assist all program providers with TBCCEDP related questions and/or problems. Measurable by daily observation and feedback from supervisors, providers.
7. Ensure that accurate and complete data is sent to State TBCCEDP office. Measurable by computer queries and chart audit.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 34,526	$ 34,906	$ 37,655	$ 37,655
Employee Benefits	13,208	13,884	14,770	14,770
Operations	3,137	1,695	2,401	2,400
Total Expenditures	$ 50,871	$ 50,485	$ 54,826	$ 54,825
Authorized Positions	**0.63**	**1.13**	**1.13**	**1.13**

PERFORMANCE OBJECTIVES

Emphasis in this program has shifted from outreach to maintenance. Program priority in FY 2012: re-screening women already enrolled in the program and effectively manage the provider network.

Goal # 1
Notify all current enrollees with normal screens to return for annual exams.

Goal # 2
Provide outreach education to target audiences at least three times per year.

Goal # 3
Participate in regional coalitions to coordinate breast and cervical cancer awareness, screening and referral activities for women.

Goal # 4
Provide in-services, education and assistance as needed to area screening/referral providers.

PERFORMANCE ACCOMPLISHMENTS

1. Six outreach education offerings to target audiences done July 2010 through June 2011
2. Ongoing updates of TBCCEDP letters of agreement with current Chattanooga TBCCEDP providers; 22 referral providers total, contract with 3 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 B. Komen Foundation Board, the Tennessee Cancer Coalition (TC2), Cancer Resource Leadership, the Community Network Program Regional Advisory Committee, and attends 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 presumpted to TennCare due to breast or cervical cancer)

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Total annual program visits	271	233	211	211
Cases presumpted to TennCare	(52)	(40)	(43)	(43)

Health Administrator – 3550

FUNCTION

To provide administrative and medical leadership.

PERFORMANCE GOALS

1. Assess community health needs and adjust health programs and services to address identified needs
2. Establish partnerships with others such as, private health providers, business community, education, and consumers to collectively address community health needs
3. Through leadership and commitment to "Continuous Quality Improvement", assure that the Health Department services are of the highest quality and staff are committed to providing excellent customer services

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 178,028	$ 157,878	$ 178,216	$ 180,716
Employee Benefits	60,574	47,436	56,465	57,016
Operations	7,584	8,988	9,949	9,950
Total Expenditures	$ 246,186	$ 214,302	$ 244,630	$ 247,682
Authorized Positions	**3**	**3**	**3**	**3**

PERFORMANCE OBJECTIVES

1. A community health plan is developed on a regular basis
2. Partnerships are maintained
3. Quality issues are addressed on a regular basis

PERFORMANCE ACCOMPLISHMENTS

1. A regional health needs access plan has been developed and presented to the Commission.
2. New partnerships have been developed and new funding sources have been identified to continue our efforts to fight obesity, lack of fitness, low birth weight, and infant mortality. Existing partnerships are still at work addressing health needs of the community.
3. The Quality Leadership Team meets monthly to address quality issues; hear suggestions for quality improvement from staff and implement quality improvement workgroups; quality assure reviews are conducted monthly. Currently the leadership team is investigating the possibility of accreditation for our Health Department.

GOALS FOR 2012

1. Develop a strategy to lead the Health Department toward National Accreditation
2. Support employee efforts toward continuing education leading toward their becoming certified as a Public Health Professional
3. Develop and implement a strategy for ongoing local population health funding and support

Health Administration – 3551

FUNCTION

To provide quality support services to other departments of the Health Services Division.

PERFORMANCE GOALS

1. To maintain an inventory of medical and office supplies
2. To provide printing services
3. To provide general administrative support

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 212,982	$ 218,627	$ 215,924	$ 214,553
Employee Benefits	112,466	124,568	122,512	119,318
Operations	98,379	81,995	74,600	54,400
Total Expenditures	$ 423,827	$ 425,190	$ 413,036	$ 388,271
Authorized Positions	**5.32**	**5.32**	**5.32**	**5.3**

PERFORMANCE OBJECTIVES

1. Inventory is managed with a 2% variance or less
2. Customer Satisfaction Survey indicates a high level of satisfaction

PERFORMANCE ACCOMPLISHMENTS

Consistently for the last 4 years, inventory audits have shown a variance of less than 2% and Administrative Services scores 4.5 out of 5 for internal customer satisfaction.

GOALS FOR 2012

1. Transition Inventory Requisitions and Purchase Requests to an electronic mode
2. Expand contract pricing thus saving money
3. Begin to transition to Stores Inventory
4. Finalize policy and procedure manual
5. Lead transition to electronic health records
6. Coordinate construction of the Homeless Health Care Center

Maintenance – 3552

FUNCTION

To maintain Health Department facilities in good working order and present them in an aesthetically pleasing manner.

PERFORMANCE GOALS

1. To maintain all buildings, equipment and grounds in good operational order
2. To complete all maintenance requests within 30 working days

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 126,678	$ 132,228	$ 129,893	$ 121,793
Employee Benefits	56,574	53,206	57,541	57,960
Operations	338,868	330,205	327,282	317,677
Total Expenditures	$ 522,120	$ 515,639	$ 514,716	$ 497,430
Authorized Positions	**3**	**3**	**3**	**3**

PERFORMANCE OBJECTIVES

1. Less than 2 system failures per year
2. Customer satisfaction survey shows facility maintenance is acceptable
3. 90% of all maintenance requests are completed within 30 working days
4. At least two air systems are upgraded

PERFORMANCE ACCOMPLISHMENTS

1. Less than two systems have failed per year
2. Maintenance has consistently received an exceptional rating on the internal customer satisfaction survey
3. 90% of all maintenance requests are being met in 30 days
4. Several CHA units were replaced and air control systems were installed to decrease energy consumption
5. New carpeting was installed in Vital Records
6. Two restrooms were upgraded to meet ADA requirements
7. Exterior of 3 facilities have been painted
8. PAFT Program moved to main building

GOALS FOR 2012

1. Contract management of the installation of a green roof
2. Contract management of the installation of new windows
3. Renovation of the break room on the 1st floor
4. Improve the quality of custodial services at all facilities

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. Enforce subsurface sewage disposal laws
2. Protect the citizens of Hamilton County from rabies
3. Investigate general environmental complaints
4. Collect mandated fees
5. Enforce State Health Laws
6. Perform routine health and safety inspections for all public food service establishments, hotels/motels and swimming pools
7. Perform routine health and safety inspections of child care facilities, school physical plants, bed and breakfast facilities, tattoo facilities, body piercing establishments
8. Perform tobacco surveys
9. Provide public education
10. Develop leadership skills of supervisory staff

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 905,066	$ 907,275	$ 914,513	$ 711,262
Employee Benefits	431,896	443,261	449,513	344,476
Operations	86,108	90,200	96,590	49,490
Total Expenditures	$ 1,423,070	$ 1,440,736	$ 1,460,616	$ 1,105,228
Authorized Positions	**21.63**	**21.63**	**22.63**	**15.63**

PERFORMANCE OBJECTIVES

Groundwater Protection (3553)

Goal #1 – To approve all subdivisions utilizing septic systems according to State regulations.

- Evaluate all soils maps and subdivision plats
- Coordinate approval of each lot in the subdivision with the developer and his surveyor
- Approve the subdivision by signing the plat once all of our conditions for approval have been met

Goal #2 – To issue SSDS permits for property once the applicant meets the requirements set forth in the State regulations.

- Educate applicants about the requirements they must meet for us to issue them a SSDS permit
- Work with the applicant so they can meet the conditions in the regulations and obtain a SSDS permit

Goal #3 – To inspect and approve all SSDS systems installed in Hamilton County

- Inspection of all SSDS systems to make sure they meet the regulations
- Work with installers and builders to bring substandard SSDS systems up to meet the regulations
- Train installers and builders to improve their installation techniques
  Measure of efficiency – 5,000 groundwater protection services completed
  Measure of effectiveness – 100% of all requested services completed

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 is a goal of Environmental Health

- Investigation of all rodent complaints
- Investigation of all solid waste 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 camp 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 (Continued 3553 & 3563)

Environmental Health (3553)

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Plats reviewed for septic systems	670	304	350	375
Lots reviewed for septic systems	156	97	120	130
New subsurface sewage disposal system inspected	445	318	350	400
Applications processed for new septic systems	800	462	500	550
Applications processed for existing septic systems to be used	350	240	275	300
Recertification Letters issued for existing septic systems	20	49	60	70
Groundwater complaints received and investigated	210	164	180	190
General complaints received and investigated	700	720	800	820
Animal bite incidents reported to department and investigated	1,190	1,080	1,100	1,200
Rabies vaccinations given at rabies clinics	5,450	5,500	5,750	5,800
Water samples collected for testing	10	10	16	17
Mandated fees collected	$134,270	$126,002	$135,000	$145,000

Environmental Inspectors (3563)

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Food service inspections	6,690	6,800	7,000	7,200
Hotel/Motel inspections	411	400	450	500
Public swimming pool inspections	1,845	1,900	1,910	1,920
Camp inspections	68	70	72	74
Child care facility inspections	659	670	680	690
School physical plant inspections	264	265	267	270
Bed and breakfast facility inspections	21	22	25	27
Tattoo establishment inspections	109	112	114	116
Body piercing establishment inspections	64	65	67	69
Tobacco surveys completed	5,150	5,160	5,170	5,180
Individuals provided with training	1,255	1,300	1,400	1,500
Mandated fees collected	$ 565,000	$ 505,750	$ 515,000	$ 520,000

Statistics – 3554

FUNCTION

To manage the Health Information Management System which collects and reports health data, and manages patient medical records and accounts.

PERFORMANCE GOALS

1. To provide management with accurate and timely reports
2. To maintain and operate the on-line computer system
3. To generate and submit claims for all billable health services rendered
4. To provide PC and network support
5. Upgrade AS400 system

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 283,350	$ 254,067	$ 256,834	$ 234,835
Employee Benefits	112,927	99,750	100,012	95,284
Operations	33,413	25,048	24,500	30,300
Total Expenditures	$ 429,690	$ 378,865	$ 381,346	$ 360,419
Authorized Positions	**5.5**	**5.3**	**5.3**	**5.6**

PERFORMANCE OBJECTIVES

1. Reports are provided within one week of request
2. Computer system is down less than 1 time per year
3. 100% of all claims are edited, billed, and re-billed
4. PCs and network is supported within 24 hours

PERFORMANCE ACCOMPLISHMENTS

1. All requests are being provided within one week
2. All claims are being processed according to standard
3. Network has been upgraded
4. Bar Code label printers and readers have been installed in clinical areas to increase efficiency
5. Computer and/or computer memory has been upgraded to meet minimum standards established by Hamilton County ITS
6. SpiceWorks computer inventory and management system has been fully implemented

GOALS FOR 2012

1. Expand the use of bar code readers to pharmaceuticals as well as other applications
2. Support the implementation of one meaningful use criteria utilizing the existing PTBMIS system
3. Fully establish a computer rotation system utilizing computers in the Rose Room (emergency use computers) so that computers are ready to deploy when one goes and so that computers used for emergencies don't age out
4. Support analysis of system requirements for an EHR-Patient Care Management System at the Homeless Health Care Center

Health Promotion and Wellness – 35564

FUNCTION

Health Promotion and Wellness section 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 wellness programs/activities for employees and their families based on needs identified by Advisory Council
2. Maintain Employee Wellness Center for members, provide on site evaluations and programs
3. Provide on-going public information to the media regarding community health issues and/or activities as requested
4. Provide health education programs, literature and referrals through contacts at churches, schools and businesses as requested

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 161,795	$ 126,092	$ 168,502	$ 168,730
Employee Benefits	76,229	63,433	74,970	79,284
Operations	25,278	56,949	57,364	50,350
Total Expenditures	$ 263,302	$ 246,474	$ 300,836	$ 298,364
Authorized Positions	**4.55**	**4.42**	**3.93**	**4.43**

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Provide on-going wellness programs and activities for employees and their families	100%	100%	100%	100%
Maintain Employee Wellness Center	100%	100%	100%	100%
Provide on-going public information and health education to residents and community groups on health issues	100%	100%	100%	100%
Provide health education on request	100%	100%	100%	100%

PROGRAM COMMENTS

This program area is 100% County funded.

Step ONE – 35565

FUNCTION

To improve nutrition practices and increase physical activity routines among residents of Hamilton County thereby decreasing obesity; and to establish a strong organizational network of community partners and supporters of the Step ONE program and its mission and vision.

PERFORMANCE GOALS

To decrease the number or percent of Hamilton County residents who are overweight or obese, and to increase the residents' awareness of the value of healthy eating practices and physical fitness routines.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 80,696	$ 78,655	$ 78,889	$ 78,653
Employee Benefits	23,488	23,282	23,476	43,807
Operations	19,099	22,726	31,970	31,970
Total Expenditures	$ 123,283	$ 124,663	$ 134,335	$ 154,430
Authorized Positions	**2**	**2**	**2**	**2**

PERFORMANCE OBJECTIVES

1. To educate the public regarding the value of good fitness and nutritional practices and how those practices relate to being overweight and obese
2. To promote and provide community wide opportunities which encourage all residents to participate in good nutrition, fitness and weight loss initiatives
3. To assist community partners in establishing nutrition, fitness and weight loss initiatives designed specifically to their target population
4. To establish an organizational structure that will support a broad-based, community-wide initiative
5. To identify key government, business, school and community based organization leaders and recruit them to partner with the Step ONE Program
6. To initiate a community-wide kick-off campaign with the support of the partners
7. To organize workgroups based on target population groups or affinity groups to develop strategies in support of the mission and goals of the program
8. To support the implementation of the intervention strategies
9. To evaluate the program's effectiveness in meeting its mission, its goals, and its objectives
10. To partner with the Junior League of Chattanooga to implement a campaign to address Youth Obesity in three venues: Restaurants, Schools and the Home

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
1. Public Education	100%	90%	90%	90%
2. Community Opportunities	100%	100%	100%	100%
3. Assist Community Partners	100%	100%	100%	100%
4. Enhance Project's Structure	100%	100%	100%	100%
5. Recruit Community Partners	100%	100%	100%	100%
6. Community-Wide Kick-Off	100%	100%	100%	100%
7. Organize Workgroups	80%	90%	90%	90%
8. Support Intervention Strategies	100%	100%	100%	100%
9. Evaluate Program Effectiveness	50%	50%	50%	60%
10. Implement Youth Obesity Program	70%	60%	70%	80%

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 586,555	$ 589,687	$ 608,293	$ 615,908
Employee Benefits	241,171	246,287	253,245	269,815
Operations	94,177	81,595	108,384	108,384
Total Expenditures	$ 921,903	$ 917,569	$ 969,922	$ 994,107
Authorized Positions	**10.98**	**11.44**	**11.64**	**12.14**

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Number of unduplicated patients (less than 21 years of age)	2,691	2,820	2,149	2,800
Number of unduplicated patients (greater than 21 years of age)	483	655	526	630
Total number of unduplicated patients	3,174	3,475	2,675	3,430

PROGRAM COMMENTS

Our dental program was without a full-time dentist at the Third Street Clinic for five month of FY 2011. We hired a full-time dentist in August 2011.

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 area includes 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., Wed., & Friday 8 a.m. – 3 p.m.

Outreach sites: Silverdale Correctional Facility, STD Clinic and the Homeless Health Care Center

PERFORMANCE GOALS

1. To assure access to health care in a timely manner; with special focus upon 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 322,633	$ 318,912	$ 370,153	$ 320,316
Employee Benefits	122,711	122,767	133,298	136,745
Operations	137,415	155,184	169,308	161,150
Total Expenditures	$ 582,759	$ 596,863	$ 672,759	$ 618,211
Authorized Positions	**9.9**	**9.9**	**10.2**	**9.5**

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

	Actual CY 2009	Actual CY 2010	Projected CY 2011	Estimated CY 2012
Unduplicated number of clients served	3,651	3,566	3,500	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. The formal Family Planning Clinic was combined with Children Health Clinic in January 1998 to form the Family Health Clinic, better integrating the program with other services.
3. Program provides partial FP services in the Sexually Transmitted Diseases clinic, bringing contraceptive care to another group of high risk clients.

Case Management Services – 3560

FUNCTION

To ensure quality delivery of medically based, public health focused, Case Management Services Programs to residents of Hamilton County through direct supervision and coordination of Case Management Services (CMS) including Children's Special Services (CSS), Help Us Grow Successfully (HUGS), Renal Disease Intervention, Ryan White Case Management, Parents Are First Teachers (PAFT), Newborn Screening Follow-up, TENNderCare Outreach, Sudden Infant Death Syndrome (SIDS), and Childhood Lead Prevention. CMS monitors compliance with sound public health policies and the enforcement of State and Local regulations, policies and procedures.

PERFORMANCE GOALS

1. To support all programs within the CMS's department and to ensure program fidelity through sound health services practices
2. Develop, implement, and monitor budget plan
3. Achieve a rating of Good or Excellent on ninety-percent (90%) or more of returned Customer Satisfaction Surveys
4. Enhance and/or develop leadership skills

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 215,997	$ 193,697	$ 196,593	$ 103,959
Employee Benefits	96,718	89,499	94,528	46,109
Operations	16,037	13,184	20,930	10,600
Total Expenditures	$ 328,752	$ 296,380	$ 312,051	$ 160,668
Authorized Positions	**4**	**4**	**4**	**2**

PERFORMANCE OBJECTIVES

1. Regularly review staff performance through program audits and chart reviews
2. Provide guidance on State and local plans that increase case management support for families within our community
3. Review/monitor the Department's budgets and operate within budget constraints
4. Review of annual customer satisfaction surveys
5. Provide on-going staff trainings

PERFORMANCE ACCOMPLISHMENTS

1. State and department audits and reviews were done within specified periods. State audits found all programs meeting or exceeding Scope of Services requirements. Managers routinely do chart reviews and monitor staff for program compliance.
2. Community Outreach Plan was completed for the TENNderCare Program for the FYS 2011-2013.
3. HUGS and CSS staff participated in assisting the Tennessee Department of Health in completing Title V changes to the CSS protocol manual and in providing input in HUGS Policy and Protocol. These changes will have a positive impact for families with children within our community.
4. Created a new Lead Response Team that provides case management for all confirmed elevated lead levels (BLL) of 10 or greater.
5. Budget Plans completed with Parents Are First Teachers (PAFT) added to CMS for 2012. The Adult Health Home Visitation Program ended in 2011. All ARRA funded programs met Federal guidelines.
6. Programs within CMS received an over-all satisfaction score of 90% or above.
7. Health Department and program trainings are done on a routine basis to ensure compliance with Federal, State, and local laws. Examples of such trainings include: Emergency Preparedness, CPR, Proficiency Testing, and HIPAA. In addition, program specific trainings are conducted by State and local instructors. All staff in CMS have met the requirements of their respective programs, including certificates where applicable.

FOCUS ON THE FINEST WINNER

2010 Educational Achievement Recognition ***Julia Axley – Social Worker***

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 establish 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 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 payers of last resort

PERFORMANCE GOALS

1. Assist 100% eligible HIV positive patients who come to the Health Department in applying for the HIV Drug Assistance Program (HDAP)
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 case work related to health coverage with the person living with HIV/AIDS

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 134,938	$ 132,349	$ 138,869	$ 122,834
Employee Benefits	62,752	67,117	71,627	61,899
Operations	4,189	4,386	7,780	6,900
Total Expenditures	$ 201,879	$ 203,852	$ 218,276	$ 191,633

Authorized Positions	**3.62**	**3.62**	**3.62**	**3**

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

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Goal # 1	100%	100%	100%	100%
Goal # 2	100%	100%	100%	100%
Goal # 3	100%	100%	100%	100%
Goal # 4	100%	100%	100%	100%

The scope of service provided by the Medical Care Managers has grown over the years. Several accomplishments during FY 2010-2011 include:

- Increased the number of patients receiving HDAP and IAP services in Hamilton County and the Southeast Region
- Assist eligible clients with selecting a Part D prescription plans and the application process.
- Assist eligible clients with dental appointment and referrals.
- Assist eligible clients with nutritional appointments and referrals.

HIV-AIDS Prevention – 3562

FUNCTION

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 1,479 reported cases of HIV/AIDS in Hamilton County. 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.

By targeting those individuals who are at greatest risk of becoming HIV/AIDS infected, and using science-based methods for outreach initiatives, a decrease should occur in the number of HIV/AIDS infections in Hamilton County.

PERFORMANCE GOALS

1. Provide educational programs to persons at highest risk of infection, as identified via the state contract
2. Provide education, counseling, testing, and follow-up to persons at highest risk of infection via the state contract
3. Develop partnerships with community agencies in order to reach larger numbers of at-risk persons for at least 50% of outreach efforts
4. Conduct Partner Counseling and Referral Service to at least 80% of newly infected HIV/AIDS patients

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 215,420	$ 211,312	$ 219,210	$ 146,032
Employee Benefits	99,587	98,338	105,760	72,727
Operations	12,838	14,979	14,950	14,450
Total Expenditures	$ 327,845	$ 324,629	$ 339,920	$ 233,209
Authorized Positions	**6.38**	**5.88**	**5.88**	**4**

PERFORMANCE OBJECTIVES

1. Work with community agencies to develop outreach program to those at highest-risk of HIV infection, and then provide educational opportunity specifically designed for that target audience
2. Participate or develop community forums, which provide an opportunity to educate the public about the prevention of HIV
3. Develop and distribute educational materials, such as the AIDS Watch Map
4. Continually assess community needs and trends in order to improve program service
5. Create new ways of reaching those individuals who are at highest risk of becoming HIV infected
6. Increase counseling and testing of high-risk individuals
7. Develop programs aimed at those individuals who are positive in order to provide a seamless flow from Prevention to Ryan White Case Management services
8. Provide Partner Counseling Referral Services to newly reported HIV/AIDS cases

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Goal # 1	100%	100%	100%	100%
Goal # 2	100%	100%	100%	100%
Goal # 3	100%	100%	100%	100%
Goal # 4	80%	100%	100%	100%

In response to state and federal mandates, HIV/AIDS Outreach will continue to focus on providing educational programs, targeting the at-risk HIV negative population, while at the same time serving the HIV positive patient with prevention services. To achieve risk reduction in HIV transmission, new ways have been developed to provide prevention messages to this "at risk" population. Some of the accomplishments during FY 2010 - 2011 include:

- Continued expansion of testing sites by working with local community based organizations, healthcare facilities, recreation centers and churches, while providing routine ongoing testing/counseling in local colleges, A & D rehab facilities, prisons, juvenile detention
- Provided hour long radio health communication / public information on HIV/AIDS topics once a month on Power 94 and other station programs as requested
- Provided HIV testing/outreach at several large community events: Minority Health Fair, Bessie Smith Strut, Strides of March AIDS Walk, National Condom Day, UTC's Health Fair and Latino Women's Conference
- Collaborates with CHACP to conduct or assist conducting various community health events including National Black HIV/AIDS Awareness Day, National Latino HIV/AIDS Awareness Day, Unity in the Community, Wal-Mart's Women's Day Health Fair and the Bessie Smith Heritage Festival
- Assisted/Coordinates with CARES in providing Hepatitis screenings at various sites in the community, including large community events
- Regularly provides education at UTC, Chattanooga State, area rehab and prison facilities, and as requested at area public/private colleges, elementary schools, high schools, churches and area health centers

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 and agendas and sign-in sheets of in-services scheduled.
4. Provide nutritional counseling services to the public, including Renal Disease program, Ryan White program and Homeless Health Care Center clients. Serve as consultant to staff and community. 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, which are measurable by review of protocol and outcome statistics:
   a. Immigration Physicals
   b. Post-offer Pre-employment Physicals
   c. Tennessee Breast and Cervical Cancer Early Detection Program
   d. PRN part time pool - nurses and patient service representatives

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 426,173	$ 409,735	$ 429,882	$ 399,077
Employee Benefits	155,169	149,386	170,333	165,362
Operations	115,603	92,833	186,320	164,320
Total Expenditures	$ 696,945	$ 651,954	$ 786,535	$ 728,759
Authorized Positions	**15.36**	**7.63**	**9.03**	**9**

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

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 2010-2011 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 4627 Hamilton County residents with the seasonal flu vaccine 2010-2011
7. Total annual program visits

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Nutritional counseling visits	300	380	350	*
Immigration physical visits	59	70	50	44
Health Department Employees trained in CPR	109	90	90	88
Credentialed providers	N/A	11	25	20
County Physicals	**	**	**	**

* - program cut from 2012 budget ** - dependent on County hiring

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 9,673	$ 10,404	$ 9,636	$ 9,636
Employee Benefits	3,203	3,414	3,268	3,268
Operations	779	652	950	200
Total Expenditures	$ 13,655	$ 14,470	$ 13,854	$ 13,104
Authorized Positions	**0.18**	**0.20**	**0.20**	**0.20**

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 2009	Actual 2010	Projected 2011	Estimated 2012
Referrals Received	6	4	7	12
Home Visits	64	4	5	12
Other Contact	2	0	0	10
Referrals for lead hazard control	3	1	3	5
Community Outreach	13	8	16	18

Women, Infants and Children – 3566/Breast Start Peer Counselor - 35664

FUNCTION

Women, Infants and Children's (WIC) mission is to provide nutrition educational/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. 8 a.m. – 4:30 p.m, Wed. 8 a.m. – 6 p.m, & Friday 8 a.m. – 4 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 for them 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 2010 objectives while also accomplishing welfare to work objectives.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 623,752	$ 655,074	$ 707,238	$ 863,384
Employee Benefits	325,411	335,320	362,673	445,358
Operations	261,037	349,850	547,245	311,937
Total Expenditures	$ 1,210,200	$ 1,340,244	$ 1,617,156	$ 1,620,679

Authorized Positions	**19.9**	**19.9**	**21.25**	**25.8**

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Case Load Averages	7,921	7,930	7,930	7,930
Breast Feeding Rates	39%	43%	43%	43%

Note: Caseload averages are based upon 12 month calendar year monthly caseload figures.

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.

FOCUS ON THE FINEST WINNER

2010 Educational Achievement Recognition ***Jennifer Scanlan – Nutrition Educator***

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

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 46,772	$ 5,393	$ 47,038	$ 46,738
Employee Benefits	25,346	3,515	26,773	26,707
Operations	1,648	1,516	4,950	4,300
Total Expenditures	$ 73,766	$ 10,424	$ 78,761	$ 77,745
Authorized Positions	**1**	**1**	**1**	**1**

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 and/or social worker 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
10. Attend leadership training

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Home Visits	1,130	1,017	1,136	1,100
Other Contact Visits	33	16	19	15
Home Visits Attempted	48	36	55	40
New Admissions	25	12	17	8
Cases Closed	6	16	14	12

The Renal Disease Intervention Project, a state funded program, began in November 1995 to reduce the incidence of renal complications of diabetes and hypertension. The target caseload for the project was 85. The current caseload is 107.

Records Management – 3570

FUNCTION

To provide for the creation, maintenance, and distribution of medical and vital records in compliance with State and Federal law 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 227,153	$ 235,746	$ 273,675	$ 236,732
Employee Benefits	99,975	105,992	120,808	112,633
Operations	19,241	21,463	29,635	30,998
Total Expenditures	$ 346,369	$ 363,201	$ 424,118	$ 380,363
Authorized Positions	**7.5**	**6.85**	**7.62**	**6.63**

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

1. Staff is meeting the 15 minute requirement
2. Codes have been updated; quarterly evaluations have been conducted
3. Record improvements have been made in the area of influenza record management
4. Manuals have been updated
5. HiTech standards have been implemented

GOALS FOR 2012

1. Improve customer service in Vital Records by reducing waiting time due to a high volume of calls requesting routine information
2. Vital Records – improve communication with the public during wait time via televisions running a FAQ Powerpoint presentation
3. Medical Records – with the State of Tennessee to transition to ICD-10 coding
4. Medical Records – acts as lead in workflow analysis and system specification development of an EHR-Patient Care Management System soft ware at 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 181,406	$ 141,278	$ 170,984	$ 174,407
Employee Benefits	81,189	68,762	84,086	97,707
Operations	20,220	11,132	21,250	14,285
Total Expenditures	$ 282,815	$ 221,172	$ 276,320	$ 286,399
Authorized Positions	**4.57**	**4.75**	**4.29**	**4.29**

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

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Referrals	87	77	46	65
Home Visits	489	393	323	375
Home Visits Attempted	147	102	94	75
Other Contacts	201	77	47	65

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 98,031	$ 96,013	$ 105,122	$ 104,272
Employee Benefits	32,240	31,679	34,374	34,590
Operations	3,981	5,944	6,900	7,800
Total Expenditures	$ 134,252	$ 133,636	$ 146,396	$ 146,662
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

Objectives one and two above have been achieved for all 4 years. Objective three has been achieved since 2006.

State Health Promotion / Education Grant – 3574

FUNCTION

The State Health Promotion Program has as its purpose to provide general community health education for adults and children including targeted educational program/activities in heart disease, stroke, cancer, arthritis and prevention of unintentional injuries.

PERFORMANCE GOAL

To provide educational programs and information for the reduction/prevention of chronic disease and unintentional injuries targeting individuals at high risk.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 85,547	$ 90,051	$ 103,777	$ 103,777
Employee Benefits	37,132	33,263	35,699	35,699
Operations	4,584	4,079	4,040	4,040
Total Expenditures	$ 127,263	$ 127,393	$ 143,516	$ 143,516
Authorized Positions	**2.78**	**2.78**	**2.78**	**2.78**

PERFORMANCE OBJECTIVES

1. To provide educational presentations to 700 Hamilton County residents
2. To provide cancer awareness and education (breast, cervical and general cancer) to 300 individuals at risk
3. To provide education on diabetes to 200 residents
4. To inform and educate 1,500 residents regarding risk for and reduction of unintentional injuries

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Hypertension screening and education	100%	100%	100%	100%
Diabetes awareness and education	100%	100%	100%	100%
Cancer awareness	100%	100%	100%	100%
Injury prevention	100%	100%	100%	100%

PROGRAM COMMENTS

This program is 98% State funded along with a small local grant contribution for program materials/supplies.

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, 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 399,502	$ 252,489	$ 549,405	$ 466,565
Employee Benefits	212,047	209,596	233,093	248,839
Operations	53,258	76,141	99,128	85,400
Total Expenditures	$ 664,807	$ 538,226	$ 881,626	$ 800,804
Authorized Positions	**17.9**	**13.03**	**13.03**	**14.03**

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

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Annual Number Visits (all programs)	22,884	23,033	23,500	23,750
Monthly Average	1,907	1,920	1,958	1,979
Average WIC Caseload	3,900	4,069	4,050	4,050

* Total equals all visits by program for the combined FHC – Pediatric and Adult areas; unable to separate data by clinic area during this time period.

FOCUS ON THE FINEST WINNER

2010 Educational Achievement Recognition ***Wendy Potter – Pediatric Clinic Manager***

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 320,377	$ 317,027	$ 577,530	$ 536,713
Employee Benefits	125,134	114,184	232,729	202,303
Operations	42,087	81,642	174,869	178,259
Total Expenditures	$ 487,598	$ 512,853	$ 985,128	$ 917,275
Authorized Positions	**5.63**	**5.32**	**9.11**	**8.57**

PERFORMANCE OBJECTIVES

1. To have 1,500 pediatric primary visits annually
2. To achieve TennCare revenue of $60,000 annually
3. 400 children will receive an Early Periodical Screening Development and Treatment (EPSDT) exam
4. 500 children will receive a needed immunization
5. To provide Family Planning to 200 women annually at Birchwood
6. To provide 250 immunizations to children and adults at Birchwood
7. To provide 300 primary care visits at Birchwood
8. Serve 1,800 patients annually at Ooltewah
9. At Ooltewah Health Center, prevent 900 complications from acute medical conditions by providing accurate diagnosis and treatment of acute conditions on an annual basis.

PERFORMANCE ACCOMPLISHMENTS

	Actual CY 2009	Actual CY 2010	Projected CY 2011	Estimated CY 2012
Number of children seen annually	1,900	1,102	1,400	1,500
TennCare Revenue	$60,000	$56,000	$60,000	$60,000
Children with EPSDT exams	412	426	426	426
Children with immunizations	629	647	647	647
Family Planning visits - Birchwood	121	170	170	170
Immunizations - Birchwood	255	258	258	258
Primary Care visits - Birchwood	200	396	396	396
Patients served annually - Ooltewah	1,861	1,580	1,580	1,580
Medical Complications prevented - Ooltewah	901	898	900	900

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 improvement 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
2. Conduct assessment, feedback, incentive, and exchange (AFIX) assessments on 100% of Vaccines for Children (VFC) providers assigned by the State Immunization Program
3. Achieve 90% immunization completion rate in annual 24 Month-Old Survey
4. Conduct immunization audits in 10% of schools with kindergarten and in 100% of day care centers, increased to 25% of schools with kindergarten in 2011
5. Conduct VFC compliance site visits annually on all VFC providers (revised goal for 2011)

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 178,648	$ 185,458	$ 211,036	$ 212,450
Employee Benefits	84,235	87,072	100,242	104,213
Operations	15,158	16,239	18,749	15,850
Total Expenditures	$ 278,041	$ 288,769	$ 330,027	$ 332,513
Authorized Positions	**4.63**	**4.63**	**5.63**	**5.63**

PERFORMANCE OBJECTIVES

1. Reduce prenatal Hepatitis B disease through the vaccine tracking and monitoring of infected mothers and their children
2. Raise the awareness of Hepatitis B disease among obstetrical and pediatric providers via phone contacts and visits
3. Decrease the transmission of Hepatitis B virus by identifying, tracking and vaccinating high-risk contacts of persons with active Hepatitis B
4. 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
5. Increase Hamilton County immunization rates and protect the community from vaccine-preventable disease through the auditing of schools and daycare centers
6. Work with community providers and parents to increase immunization awareness, improve service delivery, and provide accurate, up-to-date information

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Goal # 1	100%	100%	100%	100%
Goal # 2	100%	100%	100%	100%
Goal # 3	87.6%	75.5%	**	90%
Goal # 4	100%	100%	100%	100%
Goal # 5*	-	-	100%	100%

*Prior to 2011, this was included in Goal # 2 AFIX assessments
**2011 percentage rate will not be available until early 2012

Goal # 1 – Activities to accomplish this goal include follow-up with patients through phone calls, letters, home visits, education and follow-up with local medical providers
Goal # 2 – This goal was accomplished by providing office visits, assessments and follow-up visits as necessary to 20 pediatric practices. A complete report of the assessment is submitted to the Tennessee Department of Health and the pediatric practice. Any improvements needed are either remedied on site or recommendations for remedy are made.
Goal # 3 – Hamilton County completion rate includes children vaccinated in the Health Department and those vaccinated by private providers
Goal # 4 – All audits are completed for 2011. Overall rates of vaccine completion in school and day care children meet state standards
Goal # 5 – Requirements for VFC compliance site visit broken out from Goal # 2 and modified per revised state guidelines. New goal for 2011

FOCUS ON THE FINEST WINNER

2011 Educational Achievement Recognition ***Rena' Grayson – Public Health Nurse***

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. Partnering 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 use of Child Passenger Safety Devices

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 39,098	$ 37,815	$ 39,348	$ 39,548
Employee Benefits	23,769	23,958	25,076	25,120
Operations	15,224	17,232	16,750	16,750
Total Expenditures	$ 78,091	$ 79,005	$ 81,174	$ 81,418
Authorized Positions	**1**	**1**	**1**	**1**

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 (2) child restraint device/seat belt campaigns targeting restraint usage by children age 12 and under and adults
4. Organize one (1) 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

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
% of target youth reached for educational programs	100%	100%	100%	100%
% of target residents reached in educational programs	100%	100%	100%	100%
Number of restraint device campaigns targeting youth	5	5	5	5
Number of impaired driving campaigns for youth	5	5	5	5
Extent to which public information disseminated in accordance with planned initiative	100%	100%	100%	100%

PROGRAM COMMENTS

This is a 100% County-funded program (DUI fines).

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 751,597	$ 735,922	$ 885,904	$ 845,667
Employee Benefits	325,553	333,180	419,502	380,191
Operations	305,707	290,602	326,375	297,879
Total Expenditures	$ 1,382,857	$ 1,359,704	$ 1,631,781	$ 1,523,737
Authorized Positions	**20.75**	**24.25**	**22.75**	**22.25**

PERFORMANCE OBJECTIVES

1. To provide services to 3,500 homeless users annually
2. To provide services in 20,000 visits
3. To provide 2,000 outreach visits
4. To enroll 100 clients in the Victory in Progress (VIP) program
5. 10,000 clients will receive case management services
6. 7,000 clients will receive medical services

PERFORMANCE ACCOMPLISHMENTS

	Actual CY 2009	Actual CY 2010	Projected CY 2011	Estimated CY 2012
Number of users annually	3,667	3,680	3,680	3,680
Number of visits annually	20,143	23,391	21,000	21,000
Number of outreach visits	1,200	7,074	2,000	2,000
Number of clients in VIP	101	88	100	100
Number of visits for case management	10,529	13,420	10,500	10,500
Number of visits for medical services	7,700	7,950	7,000	7,000

PROGRAM COMMENTS

To evaluate the project, the Health Center will track the number of patients seen along with their clinical diagnosis and treatment plan. In addition, quarterly quality 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.

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 255,165	$ 269,132	$ 259,101	$ 266,358
Employee Benefits	122,611	136,477	129,758	141,468
Operations	18,037	15,726	23,300	78,605
Total Expenditures	$ 395,813	$ 421,335	$ 412,159	$ 486,431
Authorized Positions	**7**	**6.8**	**6.55**	**2.8**

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 2009	Actual 2010	Projected 2011	Estimated 2012
Referrals Received	329	264	277	300
Home Visits	2,087	2,098	1,998	2,500
Other Contacts	162	N/A	N/A	0
Attempted Home Visits	478	617	597	550

FOCUS ON THE FINEST WINNERS

2010 MVP Award ***Jaimee Daily – HUGs Social Worker***

2010 Educational Achievement Recognition ***Maranda Clark-Sanders – 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. Provide Hepatitis B vaccine to unvaccinated clinic patients (in 2006, due to funding requirements, this was limited to persons 18 years old and younger. In 2009, new federal funding stipulates vaccinated persons be aged 19 years and older). This goal will not be carried forward to 2012 – effective October 2011, this service is being discontinued due to the end of the federal funded vaccine for the program.
2. The STD Clinic provides education, diagnosis, treatment, and disease interviews performed on male and female patients
3. 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
4. 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 234,644	$ 243,165	$ 247,073	$ 199,992
Employee Benefits	114,552	114,097	114,116	102,861
Operations	-	431	2,400	-
Total Expenditures	$ 349,196	$ 357,693	$ 363,589	$ 302,853
Authorized Positions	**5.56**	**5.56**	**5.59**	**4.59**

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 2009	Actual 2010	Projected 2011	Estimated 2012
Goal # 1	593	772	625	*
Goal # 2	100%	100%	100%	100%
Goal # 3	95%/99%	88%/96%	93%/96%	80%/90%
Goal # 4	91%/98%	74%/93%	78%/82%	80%/90%

*This program ended October 1, 2011

In addition to the service accomplishments noted above, Hamilton County Health Department is reporting and following up on all newly reported HIV cases in Hamilton County. Outreach testing and education for chlamydia and gonorrhea continues in multiple outreach sites. Expedited Partner Therapy for chlamydia has been added to the services provided by the STD Program.

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: adolescents and women; clients with limited or no health insurance; low income families. Services provided: Women, Infants and Children (WIC), adult immunizations, well-child exams (EPSDT), pregnancy testing, contraceptive care, prenatal, and screening for the Breast and Cervical Cancer Program. Additionally provides contraceptive care education and counseling to Homeless population through Homeless Health Care center.

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 comply with Title VI Limited English Proficiency (LEP) regulations in serving non-English speaking clients

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 438,904	$ 468,638	$ 348,483	$ 352,602
Employee Benefits	148,452	150,781	152,006	146,034
Operations	31,450	31,091	51,050	48,250
Total Expenditures	$ 618,806	$ 650,510	$ 551,539	$ 546,886
Authorized Positions	**20.04**	**7.76**	**9.13**	**9.13**

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 as well as Prenatal Care services at UT OB/GYN offices

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Monthly Average	467	494	496	498
Total Number of Visits	5,606	5,925	5,950	5,980

PROGRAM COMMENTS

Focus – communities of Highland Park, Westside, St. Elmo, Alton Park, Brainerd, North Chattanooga, Red Bank and Downtown area. *Special target population*: low-income, Hispanic women and children.

Note: Clinic provides preventative health service for adolescents and adults; serves large number of uninsured clients for prenatal services.

Prenatal Services and subsequently WIC services are no longer provided at Family Health Adult Clinic as of 07/15/08 due to a change in medical provider (services taken on in totality by UT OB/GYN).

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, family planning, immunizations, adult health, prenatal care, dental care, and adolescent health are provided.

PERFORMANCE GOALS

1. To assure health 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 451,889	$ 423,710	$ 479,970	$ 431,942
Employee Benefits	236,380	242,010	252,269	241,018
Operations	71,454	69,147	80,040	76,800
Total Expenditures	$ 759,723	$ 734,867	$ 812,279	$ 749,760
Authorized Positions	**13.63**	**13.13**	**13.13**	**13.13**

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Annual Number Visits (all programs)	16,197	15,331	15,500	15,500
Monthly Average	1,349	1,278	1,292	1,292
Average WIC Caseload	1,200	1,178	1,200	1,200

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: adolescents and women; clients with limited or no health insurance; low income families. Services provided: 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 433,217	$ 419,655	$ 491,118	$ 444,127
Employee Benefits	205,561	222,936	248,105	249,199
Operations	86,873	78,662	110,874	108,400
Total Expenditures	$ 725,651	$ 721,253	$ 850,097	$ 801,726
Authorized Positions	**14.5**	**13.5**	**13.3**	**13.3**

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Annual Number Visits (all programs)	15,056	12,689	12,700	12,700
Monthly Average	1,255	1,058	1,058	1,058
Average WIC Caseload	1,135	1,118	1,130	1,130

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; 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 of the community through adult immunization outreach activities (such as flu vaccine) as well as clinic-based immunizations.

Education, emergency planning and preparation, and 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. Conduct annual flu and pneumococcal vaccination outreach to high-risk populations, such as seniors. This program discontinued in fall of 2011 due to decrease in funding and wide availability of vaccination resources in the community.
3. 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
4. Ensure that 100% of blood-borne pathogen exposures are followed according to protocol

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 264,868	$ 229,658	$ 264,529	$ 284,644
Employee Benefits	112,388	101,774	128,155	129,425
Operations	212,913	220,650	244,773	212,913
Total Expenditures	$ 590,169	$ 552,082	$ 637,457	$ 626,982
Authorized Positions	**6.38**	**6.75**	**6.75**	**6.25**

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 by attending 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 program to assess for efficiency and patient satisfaction
4. Conduct quarterly review of price schedule for accuracy in the Immunization/International Travel Clinic
5. Ensure that protocols are up-to-date and accurate, incorporating new vaccines as they become available
6. Ensure that OSHA blood-borne pathogen standards are in place and that employees are aware
7. Implement any revisions in protocol and inform staff, conducting staff meetings as indicated
8. Annually revise and assess influenza and pneumococcal vaccine protocols, making revisions as needed
9. Provide protocol updates to staff

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Goal # 1	100%	100%	100%	100%
Goal # 2	2,129	955	0	0
Goal # 3	87.6%	75.5%	90%	90%
Goal # 4	100%	100%	100%	100%

Prophylactic treatment is provided for all employee blood born pathogen exposures according to state guidelines under direction of the Health Officer. In addition, all exposures are reviewed by a committee to determine if additional protective measures for staff are needed. If a community group (school, day care, etc) is in need of treatment post-exposure, staff will provided treatment on-site. Staff provides community education regarding infectious diseases and prevention; vaccination provided in some settings. Infection Control protocols are updated annually and as needed. Vaccine protocols are updated throughout the year as indicated and reviewed and revised annually.

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. Provide Hepatitis B vaccine to previously unvaccinated clinic patients (In 2009, new federal funding stipulates persons aged 19 years and older be vaccinated). This goal will not be continued in 2012. Discontinued due to the end of federal funding for the vaccine effective October 1, 2011.
2. Provide immigration physical examinations (beginning 2009 this is reported in accomplishments as actual number of immigration physicals performed rather than percentage)
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)

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 259,668	$ 251,736	$ 262,705	$ 306,823
Employee Benefits	108,086	126,173	131,933	137,344
Operations	62,757	71,821	79,115	79,115
Total Expenditures	$ 430,511	$ 449,730	$ 473,753	$ 523,282
Authorized Positions	**8.07**	**9.19**	**8.66**	**8.65**

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. In 2011, several changes were made in the program included the addition of Expedited Partner Therapy and Fast-track STD visits for asymptomatic persons, and a change in how specimens are collected.

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Goal # 1	593	772	625	0*
Goal # 2	60	38	48	50
Goal # 3	56/67/89%	60/80/90%	75/75/100%	45/60/85%

*This program ended October 1, 2011

In addition to the service accomplishments noted above, nurses provide initial Family Planning services to females interested in preventing unintended pregnancies. Nurses initiate a family planning method, according to protocol, that will protect the patient until a Family Planning appointment with a nurse practitioner can be arranged for them in 1 – 3 months.

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 area 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 "Community Health Plan" for the Regional Health Council and the Health Department. This program area 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 135,238	$ 131,075	$ 134,557	$ 144,322
Employee Benefits	51,952	52,722	55,056	58,851
Operations	18,929	35,995	45,613	35,580
Total Expenditures	$ 206,119	$ 219,792	$ 235,226	$ 238,753
Authorized Positions	**2.22**	**2.22**	**2.22**	**2.22**

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 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

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Data/Information files complete	100%	100%	100%	100%
Planned surveys completed	100%	100%	100%	100%
Health planning	100%	100%	100%	100%
Daily/monthly support for Region Health Council	100%	100%	100%	100%

PROGRAM COMMENTS

This program area represents a required function for our County Health Department as mandated by the Tennessee Department of Health. The primary functions are community healthy assessment, diagnosis, and planning, along with staff support for the Regional Health Council. This program is partially state funded.

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
2. Perform assessments and chest x-rays and evaluate for treatment 100% of prison inmates and foreign-born patients presenting 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 439,600	$ 393,072	$ 244,148	$ 361,154
Employee Benefits	203,018	170,649	179,841	156,783
Operations	23,453	21,358	24,480	24,480
Total Expenditures	$ 666,071	$ 585,079	$ 448,469	$ 542,417
Authorized Positions	**11.32**	**11.82**	**10.5**	**9**

PERFORMANCE OBJECTIVES

1. Decrease the incidence of TB in our community through rapid diagnosis, treatment, and monitoring of suspected and confirmed cases, and through the identification, testing, and treatment of exposed persons
2. Identify contacts for every case of TB
3. Provide directly observed therapy and case management for all cases of TB
4. Decrease the incidence of TB through targeted testing – identifying, testing, treating, and monitoring those persons with latent TB infection
5. Identify high-risk groups by using the risk assessment tool and statistical information
6. Increase the awareness of TB in our community through community outreach to those at risk, medical providers, and the general public

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Projected 2011	Estimated 2012
Goal # 1 - Case Rate	4.0	2.1	2.5	2.5
Goal # 2- Prisoners and Foreign-born persons evaluated	251/621	187/358	139/331	140/330
Goal # 3	100%	100%	80%*	100%

*Based on current cases anticipated to complete treatment in 2011; one uncompleted due to death

FOCUS ON THE FINEST WINNER

2011 Educational Achievement Recognition ***Felipe Quezada – Public Health Representative***

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 2-8 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 oral evaluations to all children in grades K-8 in target schools
5. TennCare outreach in target schools

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 193,419	$ 196,245	$ 199,538	$ 199,825
Employee Benefits	81,998	79,938	82,000	82,930
Operations	63,422	46,851	77,900	77,900
Total Expenditures	$ 338,839	$ 323,034	$ 359,438	$ 360,655
Authorized Positions	**4.32**	**4.32**	**4.32**	**4.32**

PERFORMANCE ACCOMPLISHMENTS

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Children screened	10,741	10,730	9,382	10,500
Children referred	2,135	2,150	1,451	2,120
Children receiving oral evaluations	3,466	3,280	2,796	3,215
Children receiving sealants	2,053	2,010	1,741	1,950
Teeth sealed	9,157	9,100	8,097	9,200
Target Schools	27	27	19	25

PROGRAM COMMENTS

Our program was not fully staffed for three months of FY 2011. We hired a full-time hygienist in March 2011 to complete our staff.

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. Governor's Prevention Initiative – Provides grant support for local agencies to provide services targeting at-risk youth and their families with a goal to prevent teen pregnancies and substance abuse, and to strengthen their personal assets.
4. 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.
5. 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 turndown. All funds must be expended by March 26, 2011.
6. Early Periodical Screening Development and Treatment - To provide preventative health screening services to children from birth through age twenty (20) with a focus upon early detection and periodic assessments as outlined by Medicaid Early Periodical Screening Development and Treatment (EPSDT) and American Academy of Pediatrics (AAP) guidelines, so individuals, families, and community as a whole may achieve and maintain optimal growth and development.
7. Regional Prevention Program - This program is established to provide the planning and implementation of preventive health and related activities for youth, other special population groups, and the community at large.
8. Families First – This program is to carry out the Department of Health's responsibility in the implementation of the Governor's Welfare Reform Program, Families First.
9. Health Access Obstetrical Project – This program provided prenatal care for low income, non-TennCare and other non-English speaking in Chattanooga. This program was discontinued in Budget Year 2011.
10. 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.
11. Hispanic Primary Care – This program provided preventive, acute and chronic medical services to indigent and TennCare Hispanic clients in Hamilton County. This program was discontinued in Budget Year 2011.
12. 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.
13. Health Access Dental – This program provided services to the homeless patients at no charge and a volunteer dentist provided services for those with limited access to dental care. This program was discontinued in Budget Year 2011.
14. 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.

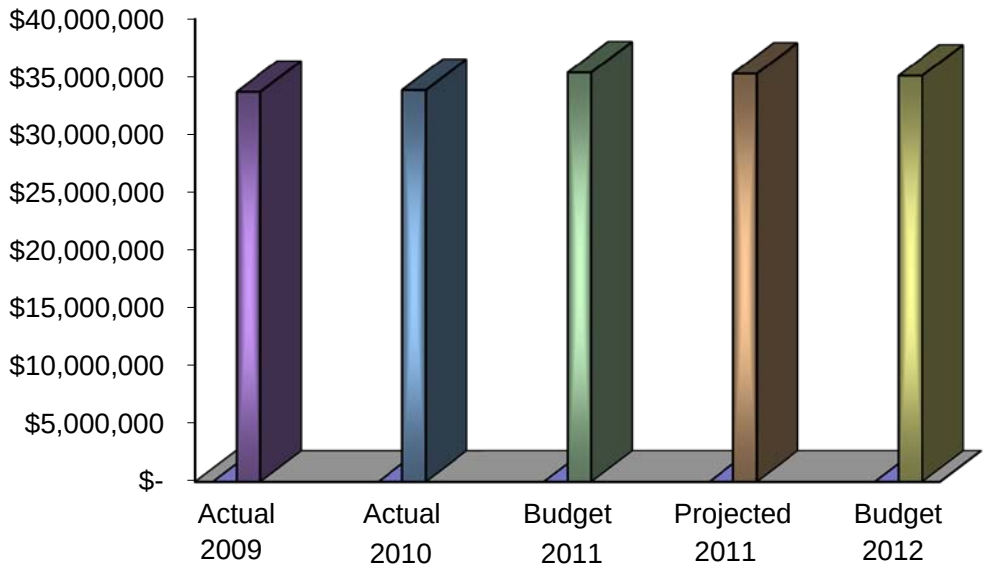
Departments	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Inventories	4,383	1,702	-	-
Health Promo & Wellness JR League	49,586	32,242	31,898	30,150
County Wellness Center	9,081	4,140	39,700	39,700
Homeland Security - State Appr	3,263	1,374	-	-
Early Periodic Screening Devel & Testing Pr	3,405	9	-	-
Homeless Stimulus IDS	-	67,350	137,107	-
Homeless CIP Project- Federal	-	23,696	362,140	-
Pharmacy - State Grant	24,526	200	-	-
Emergency Natural Disaster	32,973	-	-	-
Pharmacy Inventory	-	4,915	59,078	-
Swine Flu Grants	-	276,156	8,035	-
Renal ARRA	-	64,500	-	74,085
Regional Prevention Program	11,973	53	-	-
Families First	4	27	-	-
Health Access Obstetrical Project	28,603	20,023	-	-
Birchwood Primary Care	93,303	82,729	-	-
Hispanic Primary Care	38,461	9,352	-	-
Ooltewah Primary Care	142,541	141,470	-	-
Health Access Dental	44,720	8,964	-	-
H1N1 Implementation	-	526,375	38,087	-
Teen Pregnancy Prevention	182,822	185,019	192,314	-
Governor's Prevention Initiative	173,123	2,432	-	-
	$ 842,767	$ 1,452,728	$ 868,359	$ 143,935

Special Revenue Funds

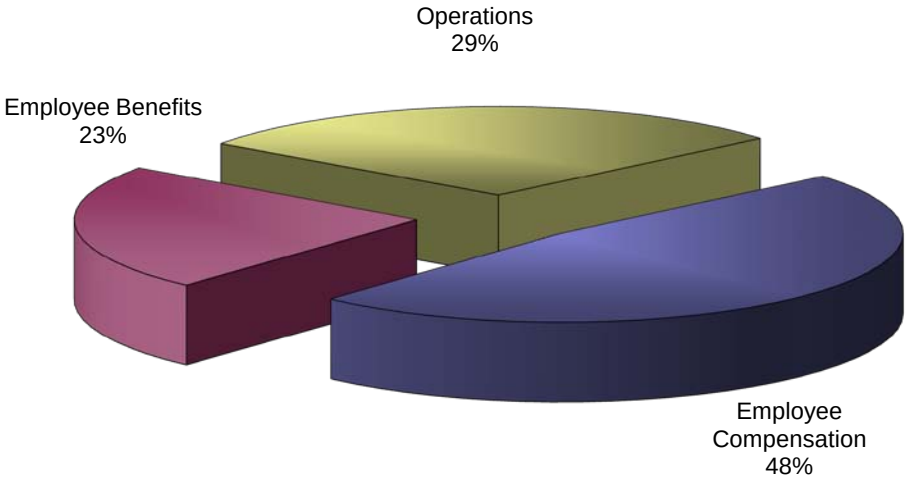
Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. Included in this section are the Hotel-Motel Fund, the Sheriff's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

Within the Special Revenue Funds and departmental summaries, the Amended Budgets for FY 2011 include grant rollovers and amendments (approved by the County Commission) after the Adopted Budget process.

Special Revenue Fund Expenditures



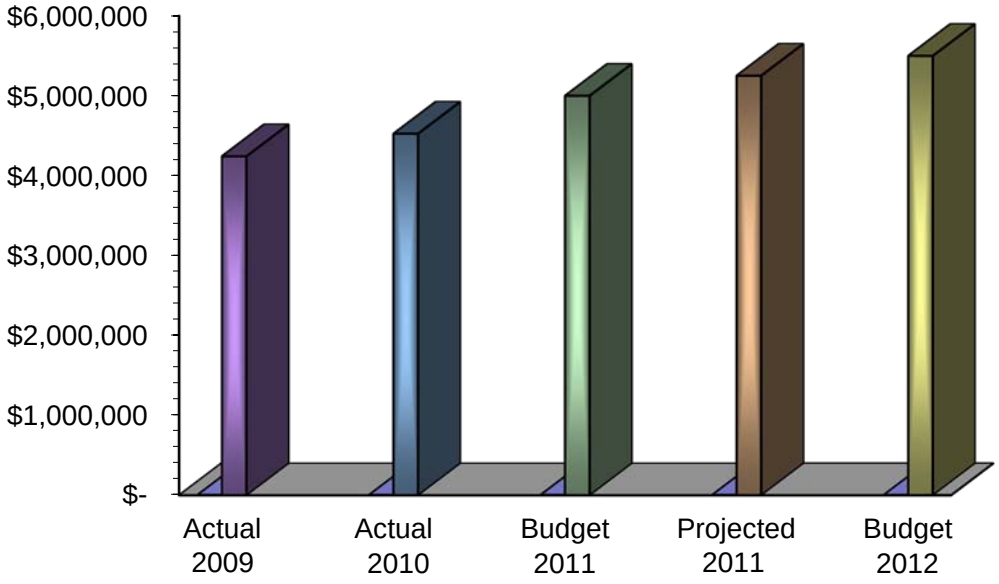
FY 2012 Expenditures by Type



SPECIAL REVENUE FUND
COMBINED
Schedule of Revenue and Expenditures

	Actual 2009	Actual 2010	Amended Budget 2011	Projected 2011	Adopted Budget 2012
Revenues					
Intergovernmental	2,790,552	2,318,140	2,618,995	2,392,389	2,187,377
Licenses and Permits	67,991	21,981	16,200	20,874	16,300
Fees and Commissions	433,947	306,255	303,000	292,841	303,000
Fine, forfeitures and penalties	686,183	674,662	656,350	630,741	635,097
Investment Earnings	84,515	21,220	13,950	25,688	19,700
Miscellaneous	513,961	651,868	641,275	716,912	639,350
Hotel/Motel Occupancy Tax	4,235,794	4,523,689	5,000,000	5,250,752	5,495,000
Interfund Transfers from other funds	24,441,596	25,397,526	25,507,700	25,402,854	25,666,150
Total Revenues	33,254,539	33,915,341	34,757,470	34,733,051	34,961,974
Expenditures					
Sheriff					
Administration	2,659,955	2,423,834	2,531,469	2,350,122	1,819,334
Patrol	7,970,584	8,054,191	8,476,097	8,396,767	8,311,366
Jail	10,254,340	10,547,460	10,671,915	10,700,287	10,483,896
Courts	721,664	755,527	837,535	719,246	837,289
Communications-Criminal Records	1,063,025	707,223	676,913	632,306	668,848
Major Crime	1,454,119	1,724,080	1,893,270	1,862,862	2,055,176
Fugitive Division	1,867,925	1,742,677	1,691,871	1,817,020	1,730,219
Special Operations	956,044	908,192	849,694	930,021	901,579
Community Enhancement Grant	197	-	-	-	-
Governor's Highway Safety	131,954	60,322	313,472	198,260	-
E Bulletproof Vest Grant	22,341	25,021	21,831	38,501	-
IV-D Civil Process	182,960	193,276	199,200	185,103	199,200
Information Systems	-	-	-	-	351,586
Transfers to other funds	-	23,371	-	-	-
Hotel/Motel Occupancy Tax	4,241,369	4,524,667	5,000,000	5,251,920	5,500,000
Juvenile Court Clerk					
Juvenile Court Clerk	1,298,834	1,311,675	1,325,569	1,327,036	1,330,192
Child Support	877,440	862,854	889,126	873,373	914,526
Total Expenditures	33,702,751	33,864,370	35,377,962	35,282,824	35,103,211
Excess of Revenues Over (Under) Expenditures	(448,212)	50,971	(620,492)	(549,773)	(141,237)
Net Encumb (beginning less ending)	51,394	43,052	-	(85,209)	-
Beginning Fund Balance	3,251,269	2,854,451	2,948,474	2,948,474	2,313,492
Fund Balance at end of year	2,854,451	2,948,474	2,327,982	2,313,492	2,172,255

Hotel-Motel Fund Expenditures



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

	Actual 2009	Actual 2010	Amended Budget 2011	Projected 2011	Adopted Budget 2012
Revenues					
Hotel-Motel Occupancy Tax	4,235,794	4,523,689	5,000,000	5,250,752	5,495,000
Investment Earnings	5,575	978	-	1,168	5,000
Total Revenues	4,241,369	4,524,667	5,000,000	5,251,920	5,500,000
Expenditures					
Trustee's Commission	85,122	88,232	100,000	104,663	110,000
Debt Retirement	93,285	-	-	-	-
Appropriation	3,741,647	4,436,435	4,900,000	5,147,257	5,390,000
Interfund Transfer	321,315	-	-	-	-
Total Expenditures	4,241,369	4,524,667	5,000,000	5,251,920	5,500,000
Excess of Revenues Over (Under) Expenditures	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Fund Balance at end of year	-	-	-	-	-

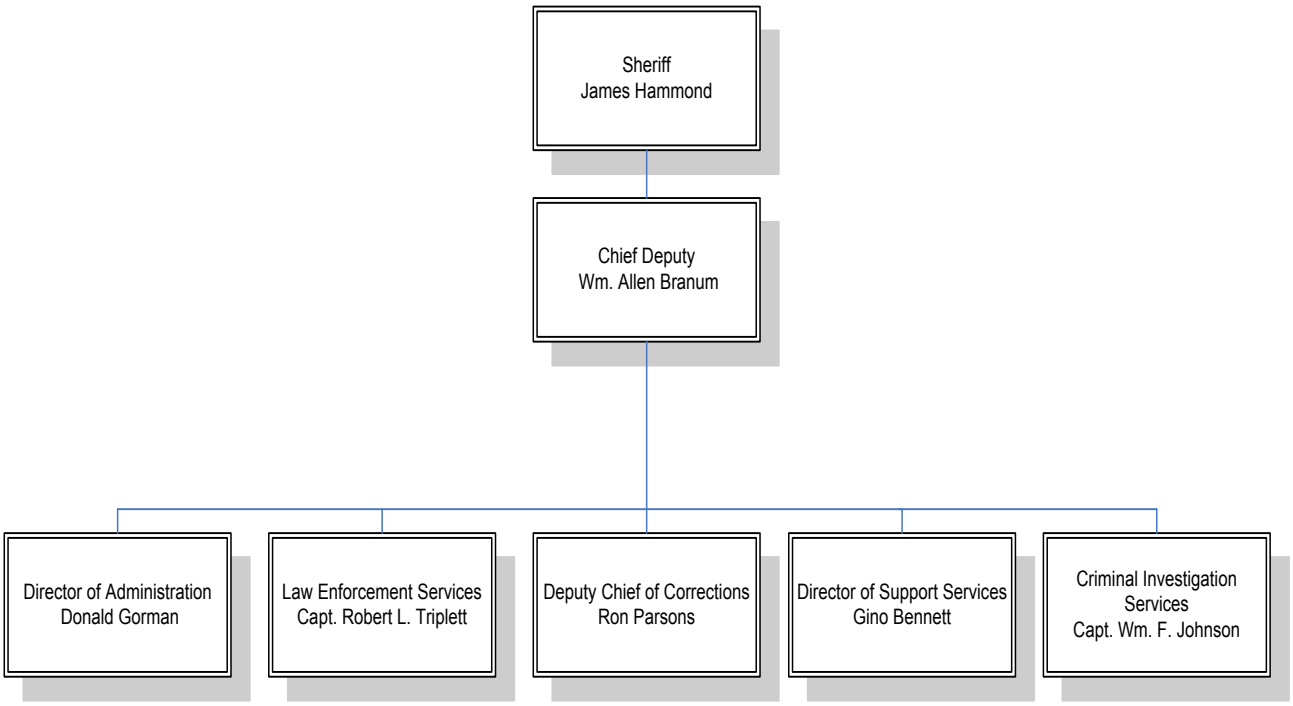
FUNCTION

Hamilton County receives funds generated by the implementation of the Hotel-Motel Occupancy Privilege Tax (Hotel-Motel Tax) on an annual basis , and utilizes the funds for the promotion of specific area events. The County legislative body feels that it is in the best interest of the citizens of Hamilton County, and in keeping with the original intent of the Hotel-Motel Tax, that the County shall submit all future receipts, net of Trustee's commission to the Chattanooga Area Convention and Visitors Bureau.

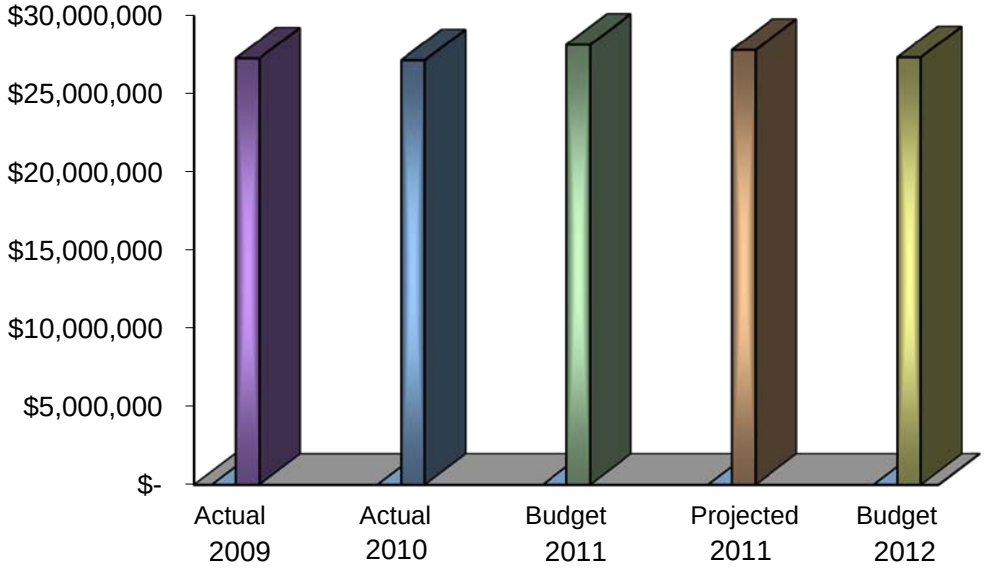
Beginning FY 2010, the Hotel-Motel Fund budget was approved in the general budget process. This Special Revenue fund is supported with the Hotel-Motel Occupancy Tax collections and the interest earned on those collections. Hamilton County collects the tax and appropriates all monies collected, less the Trustee's commission, to the Chattanooga Area Convention and Visitors Bureau.

Sheriff's Funds

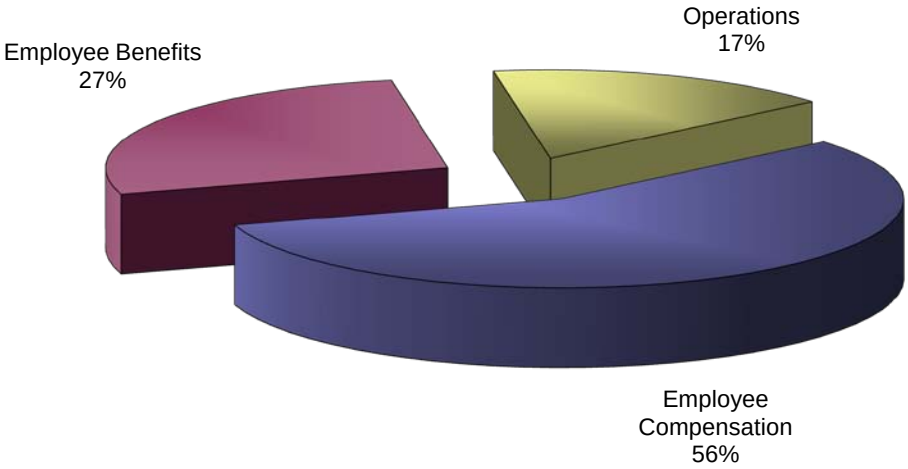
The Sheriff's Funds were established to account separately for all revenue and expenditures for the Sheriff's Department due to the large amount of activity. These funds are accounted for using the modified accrual method of accounting.



Sheriff's Funds Expenditures



FY 2012 Expenditures by Type



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

	Actual 2009	Actual 2010	Amended Budget 2011	Projected 2011	Adopted Budget 2012
Revenues					
Intergovernmental	2,790,552	2,318,140	2,618,995	2,392,389	2,187,377
Licenses and Permits	67,991	21,981	16,200	20,874	16,300
Fine, forfeitures and penalties	616,193	600,350	586,350	568,389	565,097
Investment Earnings	72,911	18,662	13,950	21,990	14,700
Miscellaneous	509,918	645,232	638,275	711,645	636,350
Interfund Transfers from other funds	22,915,881	23,564,159	23,669,005	23,564,159	23,797,432
Total Revenues	26,973,446	27,168,524	27,542,775	27,279,446	27,217,256
Expenditures					
Sheriff					
Administration	2,659,955	2,423,834	2,531,469	2,350,122	1,819,334
Patrol	7,970,584	8,054,191	8,476,097	8,396,767	8,311,366
Jail	10,254,340	10,547,460	10,671,915	10,700,287	10,483,896
Courts	721,664	755,527	837,535	719,246	837,289
Communications - Criminal Records	1,063,025	707,223	676,913	632,306	668,848
Major Crime	1,454,119	1,724,080	1,893,270	1,862,862	2,055,176
Fugitive Division	1,867,925	1,742,677	1,691,871	1,817,020	1,730,219
Special Operations	956,044	908,192	849,694	930,021	901,579
Community Enhancement Grant	197	-	-	-	-
Governor's Highway Safety	131,954	60,322	313,472	198,260	-
Bulletproof Vest Grant	22,341	25,021	21,831	38,501	-
IV-D Civil Process	182,960	193,276	199,200	185,103	199,200
Information Systems	-	-	-	-	351,586
Transfers to other funds	-	23,371	-	-	-
Total Expenditures	27,285,108	27,165,174	28,163,267	27,830,495	27,358,493
Excess of Revenues Over (Under) Expenditures	(311,662)	3,350	(620,492)	(551,049)	(141,237)
Net Encumb (beginning less ending)	51,394	43,052	-	(85,209)	-
Beginning Fund Balance	2,864,669	2,604,401	2,650,803	2,650,803	2,014,545
Fund Balance at end of year	2,604,401	2,650,803	2,030,311	2,014,545	1,873,308

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 1,247,964	$ 1,151,028	$ 1,101,794	$ 667,823
Employee Benefits	469,519	442,339	432,046	259,012
Operations	942,472	830,467	997,629	892,499
Total Expenditures	$ 2,659,955	$ 2,423,834	$ 2,531,469	$ 1,819,334
Authorized Positions	**18**	**21**	**21**	**11.5**

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 Investigations
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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 4,715,408	$ 4,849,489	$ 5,038,515	$ 5,037,000
Employee Benefits	2,205,456	2,367,036	2,461,658	2,444,066
Operations	1,049,720	837,666	975,924	830,300
Total Expenditures	$ 7,970,584	$ 8,054,191	$ 8,476,097	$ 8,311,366

Authorized Positions	**106**	**112**	**112**	**114**

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
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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 5,399,757	$ 5,629,086	$ 5,602,076	$ 5,598,931
Employee Benefits	2,637,868	2,756,273	2,760,141	2,736,432
Operations	2,216,715	2,162,101	2,309,698	2,148,533
Total Expenditures	$ 10,254,340	$ 10,547,460	$ 10,671,915	$ 10,483,896
Authorized Positions	**159.25**	**155**	**155**	**149**

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 and typewriter and copy machine accessibility
16. Continue to operate a full service 24/7 health service program contract with a local hospital

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 (4) 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 any crime scenes during trials and keep them sequestered as well as making hotel arrangements, food arrangements and staying with them during trials.

Court officers are responsible for the safety of inmates on trial, witnesses who may be inmates or defendants, for all victims and family of victims or witnesses, inmates on daily court dockets, 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. To maintain security for all incoming visitors to all buildings by screening visitors and employees through walk through metal detectors and by placing all property through x-ray machines and by confiscating all illegal contraband.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 468,737	$ 485,837	$ 533,805	$ 542,749
Employee Benefits	244,442	260,064	294,629	285,210
Operations	8,485	9,626	9,101	9,330
Total Expenditures	$ 721,664	$ 755,527	$ 837,535	$ 837,289
Authorized Positions	**13.63**	**13.63**	**13.63**	**15.63**

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 plus the addition of a scanning system for weapons with full time manning of these stations.

During this time the Sheriff's Department has maintained the machines and added a new x-ray machine in 2007 and also there has been a "panic button" system installed. 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 date 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 next 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 sex offenders who are registered in Hamilton County

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 703,473	$ 452,714	$ 435,640	$ 434,679
Employee Benefits	348,306	239,003	230,183	220,604
Operations	11,246	15,506	11,090	13,565
Total Expenditures	$ 1,063,025	$ 707,223	$ 676,913	$ 668,848
Authorized Positions	**32**	**11**	**11**	**13**

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 problem 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 a growing expectation and demands, placed on criminal investigations by society and the courts systems.

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 768,183	$ 921,764	$ 942,118	$ 1,069,907
Employee Benefits	363,842	422,146	443,823	515,642
Operations	322,094	380,170	507,329	469,627
Total Expenditures	$ 1,454,119	$ 1,724,080	$ 1,893,270	$ 2,055,176
Authorized Positions	**17**	**17**	**17**	**24**

PERFORMANCE OBJECTIVES

1. Training of personnel:
   A. Require that all Detectives, within one year of their promotion, receive training in the following areas, along with advanced 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:
   A. 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:
   A. Staff the current CID deficiency by four (4) 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 ever growing increase of computer based crimes, such as child exploitation, we also request two (2) 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:
   A. 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 prolonging the longevity of these high dollar investments.
6. Training Courses:
   A. The Criminal Investigation Division had 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) and 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. This program will launch in the 2009 – 2010 school year and continue annually thereafter.

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 (3) years for TCIC and NCIC Audit purposes.
- Effect arrests on warrants, etc. from other counties in Tennessee as well as other states and maintains 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. 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, County and Cities Sheriff's and Police Departments to identify all misdemeanor and felony Warrants that are no longer serviceable because of their age, unknown or lack of witnesses for prosecution
4. Provide access to Auto Trak, Accurint, or other database 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 patrol division and other agencies in Hamilton County
7. Provide all officers receive training to become a certified query operator on NCIC/TIES/NLETS System

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 1,228,321	$ 1,133,122	$ 1,084,905	$ 1,120,615
Employee Benefits	580,067	543,220	541,385	538,753
Operations	59,537	66,335	65,581	70,851
Total Expenditures	$ 1,867,925	$ 1,742,677	$ 1,691,871	$ 1,730,219
Authorized Positions	**26.61**	**28.36**	**31**	**29.5**

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 seek 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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 610,123	$ 586,553	$ 538,309	$ 577,983
Employee Benefits	267,985	276,065	250,551	269,373
Operations	77,936	45,574	60,834	54,223
Total Expenditures	$ 956,044	$ 908,192	$ 849,694	$ 901,579
Authorized Positions	**11**	**11**	**11**	**11**

PROGRAM COMMENTS

1. The Narcotics and Special Operations units currently have four (4) investigators and one (1) secretary. One (1) detective is needed for the unit.
2. The Sheriff's Office provides the Pharmacy Fraud Program to the entire County including eleven (11) municipalities, with the City of Chattanooga being the largest. This provides monitoring of over two hundred (200) pharmacies and medical care facilities. There is one (1) detective assigned to this program full time
3. There are two (2) 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 (2) detectives assigned to this program full time and one (1) detective part-time 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.
6. In the past, the NSO had success with dismantling drug organizations in Hamilton County, Tennessee by use of telephone intercepts. We are currently in the process of purchasing our own software for a Title III wire intercept room that will provide law enforcement with real time distribution of illicit activities that are occurring not only in Hamilton County but regionally that affects this community.

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 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 93,050	$ 100,805	$ 97,649	$ 101,164
Employee Benefits	54,240	58,937	57,423	64,136
Operations	35,670	33,534	44,128	33,900
Total Expenditures	$ 182,960	$ 193,276	$ 199,200	$ 199,200
Authorized Positions	**2.64**	**2.64**	**-**	**4**

Information Systems – 6530

FUNCTION

The Information Systems Division secures, creates, supports, and enhances the computer network; software, hardware and other technology devices are supported.

PERFORMANCE GOALS

1. Support End-Users and equipment to maintain uptime and productivity concerning the use of computer hardware and software
2. Secure and maintain the computing infrastructure
3. Serve employees, other law enforcement entities and the public by supporting computer services and computer related software products
4. Create software solutions
5. Create hardware solutions
6. Forecast future technology needs of the Sheriff's Office
7. Budget/Forecast monies needed for technology for the Sheriff's Office

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ -	$ -	$ -	$ 246,634
Employee Benefits	-	-	-	104,952
Operations	-	-	-	-
Total Expenditures	$ -	$ -	$ -	$ 351,586
Authorized Positions	**-**	**-**	**-**	**-**

Other Sheriff

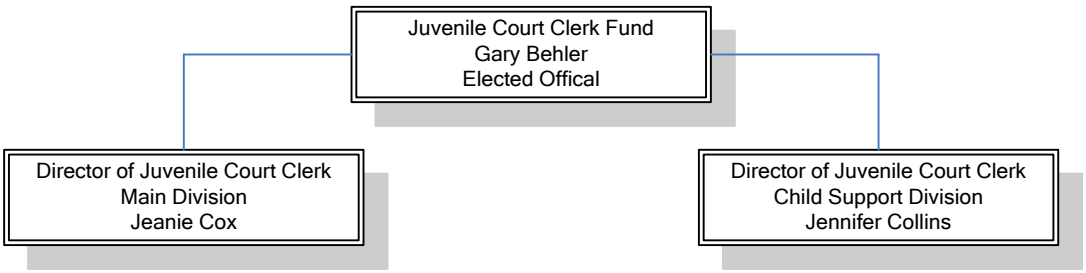
FUNCTION

1. Governor's Highway Safety Grant – 6515 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. Currently an additional grant for FY 2008 has been submitted which, if approved would fund 75 percent of certain operating and capital outlay cost incurred by the Sheriff's Office while conducting activities described above.
2. BOJ Bulletproof Vest Grant – Grant from the Bureau of Justice for the purchase of bulletproof vests for law enforcement personnel.
3. Community Enhancement Grant – Provides grants from the State of Tennessee to be allocated for the School Resource Officer Program.

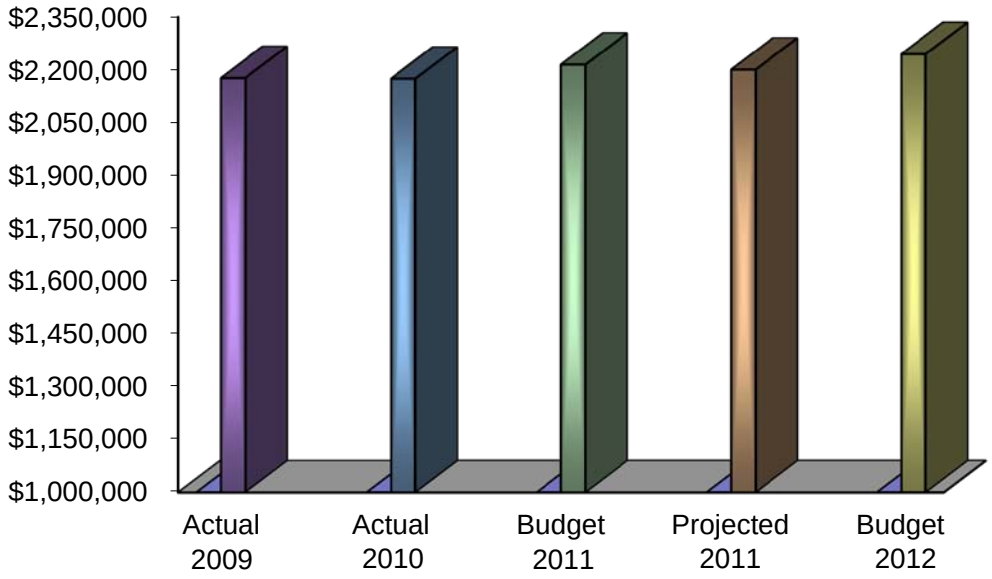
Departments	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Governors Highway Safety Grant	131,954	60,322	313,472	-
BOJ Bulletproof Vest Grant	22,341	25,021	21,831	-
Community Enhancement Grant	197	-	-	-
	$ 154,492	$ 85,343	$ 335,303	$ -

Juvenile Court Clerk Fund

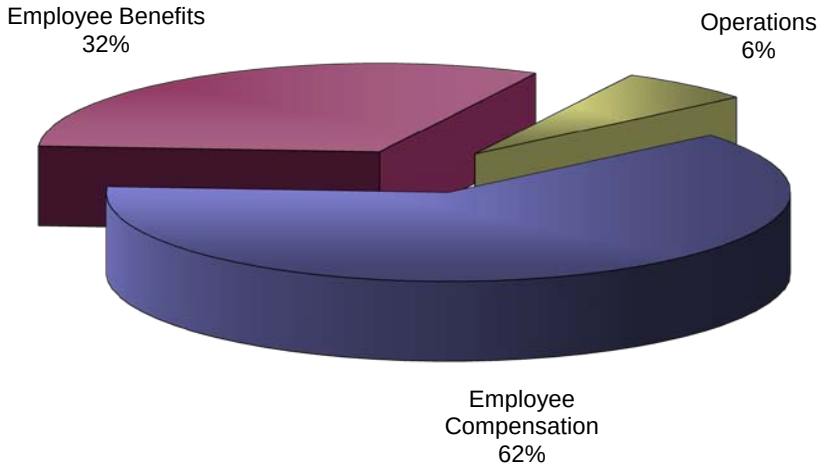
The Juvenile Court Clerk Fund was established pursuant to Tennessee Code Annotated 37-1-211, which states that the Clerks of such special Juvenile Courts shall, under the supervision of the judge, keep all records of the court. It was by this authority the Juvenile Court Clerk Fund was established.



Juvenile Court Clerk Fund Expenditures



FY 2012 Expenditures by Type



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

	Actual 2009	Actual 2010	Amended Budget 2011	Projected 2011	Adopted Budget 2012
Revenues					
Fees and Commissions	433,947	306,255	303,000	292,841	303,000
Fine, forfeitures and penalties	69,990	74,312	70,000	62,352	70,000
Investment Earnings	6,029	1,580	-	2,530	-
Miscellaneous	4,043	6,636	3,000	5,267	3,000
Interfund Transfers from other funds	1,525,715	1,833,367	1,838,695	1,838,695	1,868,718
Total Revenues	2,039,724	2,222,150	2,214,695	2,201,685	2,244,718
Expenditures					
Juvenile Court Clerk	1,298,834	1,311,675	1,325,569	1,327,036	1,330,192
Juvenile Court IV D Support	877,440	862,854	889,126	873,373	914,526
Total Expenditures	2,176,274	2,174,529	2,214,695	2,200,409	2,244,718
Excess of Revenues Over (Under) Expenditures	(136,550)	47,621	-	1,276	-
Beginning Fund Balance	386,600	250,050	297,671	297,671	298,947
Fund Balance at end of year	250,050	297,671	297,671	298,947	298,947

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. The Clerk's Office collects court costs and fines which are placed 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 docket and minute books
3. Manage all Juvenile Court case files; as of June 30, 2011 the cumulative case file total was 96,062 cases
4. Assign new dockets numbers: In FY 2010-11, 5,999 new cases were initiated
5. During FY 2010-11, 1648 new files were created
6. Prepared hearing dockets (averaged 40 per week with approximately 225 cases per week)
7. Provide Deputy Clerks for all Court hearings (Presiding Judge and three (3) full-time Magistrates)
8. Maintain financial records
9. Collect court cost, fines, bonds and restitution
10. Appoint attorneys as ordered by the Juvenile Court
11. Administer 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, professional work group, court staff and all members of the public who utilize the services of this office
2. Maintain the confidentiality of all records as governed by TCA 37-1-153
3. Complete workflow analysis of all office functions
4. Develop and implement a file purging procedure to better utilize office space
5. Complete office reorganization and restructuring for greater accountability
6. Strengthen fiscal controls in all areas of the Juvenile Court Clerk's Office - Main Division
7. Install digital recording systems in all four courtrooms
8. Develop schedule for upgrading existing computer inventory to better meet the needs of the Juvenile Court
9. Network existing computers for greater operational efficiency
10. Add email capability throughout the office
11. Develop/purchase software for client management system
12. Initiate process of digitizing current Juvenile Court client records

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 902,592	$ 842,244	$ 847,046	$ 843,956
Employee Benefits	348,051	421,452	425,198	433,411
Operations	48,191	47,979	53,325	52,825
Total Expenditures	$ 1,298,834	$ 1,311,675	$ 1,325,569	$ 1,330,192
Authorized Positions	**22**	**22**	**22**	**22**

Juvenile Court Clerk IV-D Support – 6271

FUNCTION

The office of the Juvenile Court Clerk is responsible for processing and maintaining all legal documents for the Juvenile Court. The Clerk's Office submits monthly invoices to the Tennessee Department of Human Services for the clerical duties it performs. These funds are placed 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 for child support matter and establishment of paternity
2. File all pleadings, court orders and related documents and maintain rule dockets
3. Manage all Child Support case files; as of June 30, 2011 the cumulative total of cases initiated was 44,167
4. Assign new docket numbers: in FY 2010-11, 1,480 new cases were initiated
5. Prepare hearing dockets for weekly court calendar. An average of 440 cases were heard each week by the presiding Judge and three (3) Magistrates. Over 21,000 hearings were conducted in FY 2010-11
6. Provide deputy clerks for all Court hearings (Presiding Judge and three (3) full-time Magistrates)
7. Receive and process child support and purge payments from clients as ordered by the Court and make disbursements to the Tennessee Department of Human Services

PERFORMANCE GOALS

1. Provide professional, efficient and quality services to the Judges, Magistrates, professional work group, 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. Complete workflow analysis of all office functions
4. Develop and implement a file purging procedure to better utilize office space
5. Complete office reorganization and restructuring for greater accountability
6. Strengthen fiscal controls in all areas of Child Support Division
7. Install digital recording systems in all three courtrooms
8. Develop schedule for upgrading existing computer stock to better meet the needs of the Juvenile Court
9. Network existing computers for greater operational efficiency
10. Add email capability throughout the office
11. Develop/purchase software for client management system
12. Initiate process of digitizing current Child Support client records

Expenditures by type	Actual 2009	Actual 2010	Budget 2011	Budget 2012
Employee Compensation	$ 561,704	$ 524,461	$ 535,855	$ 550,913
Employee Benefits	226,212	262,540	263,651	274,493
Operations	89,524	75,853	89,620	89,120
Total Expenditures	$ 877,440	$ 862,854	$ 889,126	$ 914,526
Authorized Positions	**15**	**15**	**15**	**15**

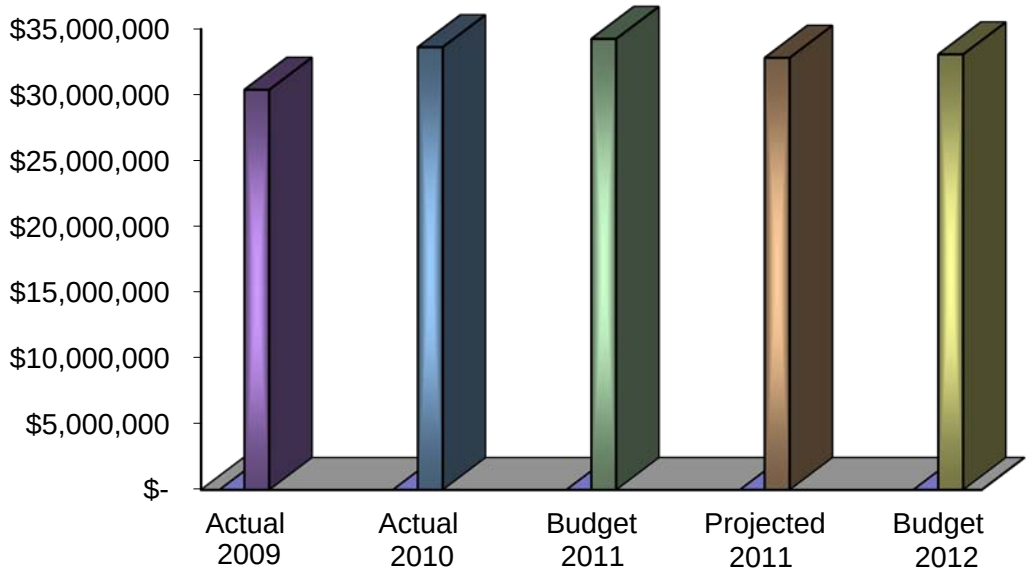
PROGRAM COMMENTS

The Tennessee Supreme Court in an opinion of July 29, 1988, declared the office thereby 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 2009	Actual 2010	Amended Budget 2011	Projected 2011	Adopted Budget 2012
Revenues					
Taxes	1,099	-	-	-	-
Intergovernmental	823,967	1,012,650	807,218	897,951	899,150
Charges for Services	541,358	561,243	525,000	532,524	561,243
Investment Earnings	8,311	78,566	2,000	2,312	2,500
Miscellaneous	-	23,868	-	33,474	75,157
Transfers from other funds	29,004,756	32,029,957	32,934,084	31,262,757	31,547,740
Total Revenues	30,379,491	33,706,284	34,268,302	32,729,018	33,085,790
Expenditures					
Trustee Commission	5,331	5,635	5,500	5,683	6,000
Retirement of Principal	19,650,000	21,720,000	21,410,000	21,410,000	21,430,000
Retirement of Notes	1,746,005	2,011,738	1,892,100	1,982,838	1,038,403
Bond Service Charge	26,259	23,268	36,000	17,281	25,000
Commercial Paper Interest & Fees	442,240	503,144	1,934,560	152,303	2,420,148
Interest	8,007,678	8,885,073	8,500,719	8,760,732	7,674,405
Administrative Expense	37,103	-	15,000	24,950	15,000
Payment to City	478,190	477,853	474,423	474,423	476,834
Interfund Transfer	-	9,038	-	-	-
Total Expenditures	30,392,806	33,635,749	34,268,302	32,828,210	33,085,790
Excess of Revenues Over (Under) Expenditures	(13,315)	70,535	-	(99,192)	-
Beginning Fund Balance	240,340	227,025	297,560	297,560	198,368
Fund Balance at end of year	227,025	297,560	297,560	198,368	198,368

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	4.75-5.10%	4,705,000	-
2004	4.00-4.65%	18,623,333	5,866,667
2008A	5.00%-4.375%	11,534,377	66,060,623
2008B	4.00%-3.25%	5,585,182	19,134,818
2009	3.00%-4.375%	7,731,030	19,683,970
2010A	3.00%-4.00%	7,475,000	-
2010B	2.00%-4.25%	14,500,000	-
2010C	1.20%-5.00%	4,650,000	-
		74,803,922	110,746,078

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
2012	21,430,000	7,520,273	28,950,273
2013	17,810,000	6,689,173	24,499,173
2014	17,770,000	5,988,979	23,758,979
2015	16,440,000	5,319,175	21,759,175
2016-2034	112,100,000	24,060,127	136,160,127
	185,550,000	49,577,727	235,127,727

Commercial Paper – 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 balance outstanding as of June 30, 2011 is $58,616,000.

Notes Payable – The County entered into a Loan Agreement (the "Agreement") with the Public Building Authority of the County of Montgomery, Tennessee (the "Authority") on November 17, 1999. This Agreement reserves funds for the County in the amount of $9,000,000 (the "Loan") from the proceeds of the Authority's Adjustable Rate Pooled Financing Revenue Bonds (Tennessee County Loan Pool), Series 1997. The County is obligated under the Agreement to repay the Loan in installments consisting of (i) principal repayments payable annually for a 14 year term in certain amounts and on certain dates as specified in the Agreement, and (ii) interest and certain expenses calculated and billed at the rate, or rates, and on the date, or dates, specified in the Agreement. The Loan is a direct general obligation of the County and as such, the full faith, credit, and taxing power of the County are irrevocable pledged for its payment. As of June 30, 2001, the County has withdrawn $9,000,000 of the Funds reserved. The

Debt Service Fund (continued)

PROGRAM COMMENTS: - Continued

County makes monthly withdrawals from the Authority to fund certain public works projects and the incidental and necessary expenses related thereto. At June 30, 2011, the balance due per the Agreement was $2,364,000.

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, 2011 is $2,333,685.

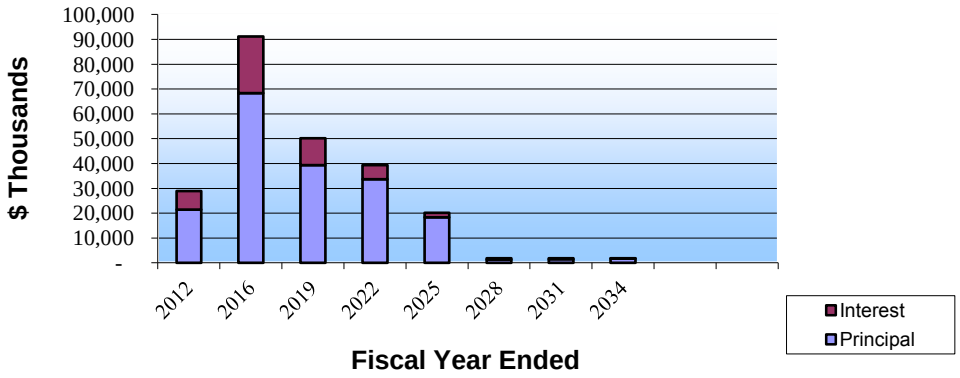
Contract with CCA – In 1998, Hamilton County amended its contract with Corrections Corporation of America (CCA) for the management of the Silverdale Correctional Facility (Hamilton County Penal Farm). Among other items, the contract amendment authorized CCA to construct an expansion to the Silverdale Correctional Facility at a cost not to exceed $4,000,000. The County agreed to repay the cost of the expansion over a 15-year period. The County's remaining obligations under this agreement as of June 30, 2011 are $616,719.

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 objections under this agreement as of June 30, 2011 are $615,758.

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, 2011 are $13,874,290.

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, 2011 are $663,516.

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 2012 and FORWARD

Fiscal Year Ended	Balance at Beginning of Fiscal Year	Annual Redemption	Annual Interest Requirements	Total Annual Requirements
06/30/2012	$ 185,550,000	$ 21,430,000	$ 7,520,273	$ 28,950,273
06/30/2013	164,120,000	17,810,000	6,689,173	24,499,173
06/30/2014	146,310,000	17,770,000	5,988,979	23,758,979
06/30/2015	128,540,000	16,440,000	5,319,175	21,759,175
06/30/2016	112,100,000	16,395,000	4,735,316	21,130,316
06/30/2017	95,705,000	13,090,000	4,177,691	17,267,691
06/30/2018	82,615,000	13,115,000	3,587,354	16,702,354
06/30/2019	69,500,000	13,140,000	3,005,741	16,145,741
06/30/2020	56,360,000	11,180,000	2,406,421	13,586,421
06/30/2021	45,180,000	11,205,000	1,884,214	13,089,214
06/30/2022	33,975,000	11,240,000	1,428,489	12,668,489
06/30/2023	22,735,000	11,275,000	970,316	12,245,316
06/30/2024	11,460,000	4,845,000	495,381	5,340,381
06/30/2025	6,615,000	2,245,000	291,685	2,536,685
06/30/2026	4,370,000	400,000	202,575	602,575
06/30/2027	3,970,000	420,000	184,175	604,175
06/30/2028	3,550,000	440,000	164,855	604,855
06/30/2029	3,110,000	460,000	144,615	604,615
06/30/2030	2,650,000	480,000	123,225	603,225
06/30/2031	2,170,000	505,000	100,905	605,905
06/30/2032	1,665,000	530,000	77,422	607,422
06/30/2033	1,135,000	555,000	52,777	607,777
06/30/2034	580,000	580,000	26,970	606,970
TOTAL		$185,550,000	$49,577,727	$235,127,727

HAMILTON COUNTY, TENNESSEE
DEBT SERVICE FUND
SCHEDULE OF INTEREST REQUIREMENTS FOR
FISCAL YEAR ENDED JUNE 30, 2012

Bond Redemption	Date of Issue	Interest Rate	Outstanding June 30,2011	Interest Payable
General Improvement	3-1-98-B	4.75	$ 235,000	$ 5,581
General Improvement	3-1-98-B	4.875	250,000	12,188
General Improvement	3-1-98-B	5.00	830,000	41,500
General Improvement	3-1-98-B	5.10	3,390,000	172,890
General Improvement	2-10-04	4.00	10,636,666	425,467
General Improvement	2-10-04	4.125	1,556,667	64,212
General Improvement	2-10-04	4.50	1,680,000	75,600
General Improvement	2-10-04	4.60	1,640,000	75,440
General Improvement	2-10-04	4.65	3,110,000	144,615
General Improvement	4-8-08-A	5.00	6,729,316	336,466
General Improvement	4-8-08-A	3.50	961,012	33,636
General Improvement	4-8-08-A	3.75	961,012	36,038
General Improvement	4-8-08-A	4.25	1,922,025	81,686
General Improvement	4-8-08-A	4.375	961,012	42,044
General Improvement	4-8-08-B	4.00	1,839,133	73,566
General Improvement	4-8-08-B	5.00	1,908,045	47,701
General Improvement	4-8-08-B	3.25	1,838,004	59,735
General Improvement	3-10-09	3.00	1,785,060	53,552
General Improvement	3-10-09	3.50	1,190,040	41,652
General Improvement	3-10-09	4.00	3,568,710	142,748
General Improvement	3-10-09	4.125	593,610	24,486
General Improvement	3-10-09	4.375	593,610	25,970
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	2.000	3,230,000	64,600
General Improvement	3-10-10-B	2.500	1,610,000	40,250
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	66,412
General Improvement	3-10-10-B	4.250	1,610,000	68,425
General Improvement	3-10-10-C	1.200	325,000	3,900
General Improvement	3-10-10-C	1.800	325,000	5,850
General Improvement	3-10-10-C	2.200	330,000	7,260

HAMILTON COUNTY, TENNESSEE
DEBT SERVICE FUND
SCHEDULE OF INTEREST REQUIREMENTS FOR
FISCAL YEAR ENDED JUNE 30, 2012

Bond Redemption	Date of Issue	Interest Rate	Outstanding June 30,2011	Interest Payable
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
TOTAL GENERAL IMPROVEMENT BONDS			$ 74,803,922	$ 2,895,550
School Series	2-10-04	4.00	5,133,334	205,333
School Series	2-10-04	4.125	733,333	30,250
School Series	4-8-08-A	5.00	38,540,684	1,927,034
School Series	4-8-08-A	3.50	5,503,988	192,640
School Series	4-8-08-A	3.75	5,503,988	206,400
School Series	4-8-08-A	4.25	11,007,975	467,839
School Series	4-8-08-A	4.375	5,503,988	240,799
School Series	4-8-08-B	4.00	6,300,867	252,035
School Series	4-8-08-B	5.00	6,536,955	163,424
School Series	4-8-08-B	3.25	6,296,996	204,652
School Series	3-10-09	3.00	4,544,940	136,348
School Series	3-10-09	3.50	3,029,960	106,049
School Series	3-10-09	4.00	9,086,290	363,452
School Series	3-10-09	4.125	1,511,390	62,345
School Series	3-10-09	4.375	1,511,390	66,123
TOTAL SCHOOL BONDS			110,746,078	4,624,723
TOTAL GENERAL IMPROVEMENT BONDS			74,803,922	2,895,550
TOTAL BONDS			$ 185,550,000	$ 7,520,273

HAMILTON COUNTY, TENNESSEE
SUMMARY OF DEBT SERVICE AND OTHER OBLIGATIONS
AS OF JUNE 30, 2011

Payments Due in Fiscal Year 2012

	Principal	Interest	Total
Bonded debt	$ 21,430,000	$ 7,520,273	$ 28,950,273
1999 Loan Agreement	757,000	*	757,000
Finley Stadium Project	385,000	91,834	476,834
Silverdale Correctional Facility	267,736	-	267,736
Dept. of Education 2003 Loan Agreement	90,733	-	90,733
Short-Term Commercial Paper	**	**	**
Total payments due in fiscal year 2012	$ 22,930,469	$ 7,612,107	30,542,576
Less: Reimbursements by WWTA			(608,417)
Reimbursement on Series 2010 C Bonds			(75,157)
Net debt service and other obligations			$ 29,859,002

Total Debt Obligations at June 30, 2011

	Principal	Interest	Total
Bonded debt	$ 185,550,000	$ 49,577,727	$ 235,127,727
1999 Loan Agreement	2,364,000	*	2,364,000
Finley Stadium Project	2,082,500	251,185	2,333,685
Silverdale Correctional Facility	616,719	-	616,719
Dept. of Education 2003 Loan Agreement	615,758	-	615,758
Short-Term Commercial Paper	58,616,000	**	58,616,000
Total debt obligations outstanding	$ 249,844,977	$ 49,828,912	299,673,889
Less: Reimbursements by WWTA			(13,874,290)
Reimbursement on Series 2010 C Bonds			(663,516)
Net debt obligations outstanding			$ 285,136,083

** The interest rate on the 1999 Loan Agreement is adjustable. Actual interest expense is unknown.*

*** The interest rates and maturity dates on the short-term Commercial Paper vary. Actual interest expense and date of final payoff is unknown. The total Commercial Paper outstanding is shown as of April 30, 2011.*

Purpose of the Capital Improvements Program

This section provides detailed information on the County's Capital Improvements Program (CIP). Included in this section is the description and available funding for existing capital projects that have been financed through previous bond issues, capital outlay notes, commercial paper, grants and/or the General Fund.

An effective CIP is an important tool to promote advanced planning for future needs and the means to meet them. As a planning tool, the CIP helps to ensure that land acquisitions and construction projects are coordinated and well timed to avoid unnecessary or costly duplications. Also, since the CIP is reviewed and updated on an annual basis, long-range needs can be adjusted to reflect changing circumstances or priorities.

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.

As a financial plan, the CIP represents land acquisition and facility planning in an environment of fiscal constraint in several ways. First, projects under consideration are evaluated annually against one another to assure 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 dramatically increase 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.

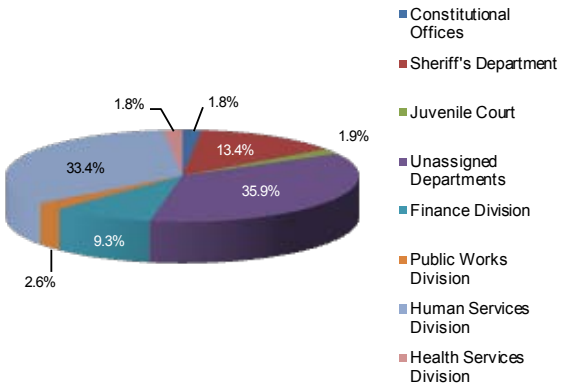
The CIP Process

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. They submit CIP requests, including project justifications and cost estimates, to the Finance Division to be reviewed for cost effectiveness, affordability and demonstrated need. The approved capital outlay budget funded by the General Fund is adopted as part of the Operating Budget for the coming year. The capital improvements funded by General Obligation Bonds or Notes are formally adopted by the County Commission when the Bond Resolution is approved. The CIP is funded each year from a variety of sources including debt proceeds, County appropriations and Federal and State aid are set forth below. Since departmental needs often change over time, the CIP is considered preliminary and subject to change by the County Commission for a given fiscal year, therefore any future capital improvement requests, not formally adopted by the Board of Commissioners, are not presented in this CIP budget document. A graph of capital outlay funded by the general fund is presented on the follow page as Exhibit 1. Schedules of revenues by source and expenditures by activity are also presented in this section as Exhibit 2 and Exhibit 3, respectively.

Exhibit I

FY 2012 General Fund Capital Outlay Appropriations:

Constitutional Offices	$	59,000
Sheriff's Department	$	451,814
Juvenile Court	$	62,537
Unassigned Departments	$	1,210,502
Finance Division	$	313,245
Public Works Division	$	87,150
Human Services Division	$	1,125,652
Health Services Division	$	60,000
	$	3,369,900



The following exhibit includes revenue sources allocated to the capital improvements program for four fiscal years. Capital Improvement requests are appropriated when funding is available.

Exhibit II

Revenue Source	Actual 2009	Actual 2010	Projected 2011	Available 2012	Inc/(Dec)
General Fund	3,280,922	4,897,122	3,842,287	3,369,900	(472,387)
Intergovernmental	59,801,482	2,090,071	19,839,075	-	(19,839,075)
Charges for Current Services	254,469	251,813	237,139	-	(237,139)
Investment Earnings	398,542	162,438	140,966	108,974	(31,992)
Miscellaneous	360,174	1,114,164	3,965,376	-	(3,965,376)
Proceeds from Sale of Land	129,698	1,036,053	79,906	-	(79,906)
Issuance of GO Bonds	32,164,132	8,627,675	-	27,000,000	27,000,000
Commercial Paper	19,655,490	27,090,224	14,536,024	5,300,000	(9,236,024)
Use of Fund Balance	2,426,924	4,140,925	13,724,179	9,146,621	(4,577,558)
	118,471,833	49,410,485	56,364,952	44,925,495	(11,439,457)

The budgeted expenditures below are presented by activity.

Exhibit III

Expenditures	Actual 2009	Actual 2010	Projected 2011	Available 2012	Inc/(Dec)
Administration	6,702,607	406,286	3,494	-	(3,494)
Emergency Medical Services	607,092	950,465	514,909	430,000	(84,909)
Engineering	45,593	609,732	1,353,015	2,650	(1,350,365)
Enterprise South	61,890,558	14,230,919	12,591,632	2,306,313	(10,285,319)
Equipment	1,152,112	1,064,266	1,296,052	991,184	(304,868)
Highway 58 Fire Station	246,241	-	-	-	-
Furniture & Fixtures	181,603	16,800	18,445	2,500	(15,945)
Highway	180,182	105,946	450,553	47,000	(403,553)
Industrial Parks	1,196,949	3,346,059	13,526,458	-	(13,526,458)
Land Improvements	578,598	934,909	1,592,019	1,647,620	55,601
Maintenance	109,505	45,000	548,667	-	(548,667)
Records Storage Expansion	258,312	1,996,368	1,540,458	-	(1,540,458)
Recreation	469,298	780,369	599,054	900,914	301,860
Renovations	2,069,904	1,406,540	3,852,008	562,630	(3,289,378)
Riverpark	6,039	56,237	392,195	-	(392,195)
Schools	40,495,222	21,897,496	6,330,913	32,358,338	26,027,425
Sheriff Equipment	549,312	932,780	700,849	451,814	(249,035)
Silverdale	1,411,122	-	-	130,000	130,000
Social Services	129,090	50,000	48,923	50,000	1,077
Volkswagen	-	-	10,751,925	4,785,780	(5,966,145)
Volunteer Services	192,494	580,313	253,383	258,752	5,369
	118,471,833	49,410,485	56,364,952	44,925,495	(11,439,457)

Current Capital Improvements Projects

Listed below are the uncompleted projects that have been adopted in the General Fund or have been approved by bond resolutions. The programs are funded either by 1) General Fund appropriations for Capital Outlay from the operating budgets FY 2011 and FY 2012, 2) General Obligation bonds, 3) Commercial Paper (issued or available for short-term borrowing), or 4) Federal, State and Local grants. Those projects funded by the General Fund, sale of land or special fees are allocated when funds are available and special needs have been established. Each project description reflects capital funds available for FY 2011, estimated expenditures for the projects during 2011 and capital funds available for the completion of the project. Any increases to total available funding for FY 2012 are a result of the FY 2012 General Fund Capital Outlay or the reallocation of current bond funds available for capital improvements. The available funding for FY 2012 projects for Hamilton County and the Department of Education is $45 million.

County Commission

Funding Sources: Bond Funds/General Fund
The general fund appropriates discretionary funding for County Commissioners. Funds are primarily used for land improvements. The available bond funds were allocated for land improvements for the Department of Education.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	600,128	600,128	-
Gen Fund	1,848,860	991,891	900,000

Future impact on the General Fund: N/A

Emergency Medical Services

Funding Sources: Bond Funds/General Fund
Bond Funds were used for retainage on the storage utility building for hazardous materials. The general fund appropriation provides for three new ambulances and one remount, two replacement supervisor vehicles, stretchers and back boards, and protective clothing replacement.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	34,473	34,473	-
Gen Fund	542,370	480,436	430,000

Future impact on the General Fund: Through the conservative replacement of vehicles, within this department, maintenance cost has remained at a minimal in spite the other rising costs of operations.

Engineering

Funding Sources: Grants/General Fund
Bond funding is for road work on Apison Pike, Daugherty Ferry, and Daisy Dallas Road. Scheduled for completion by FY 2013. General Fund appropriation is allocated to upgrade four computers and purchase computer software.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Grants	1,347,916	1,347,916	-
Gen Fund	5,200	5,099	2,650

Future impact on the General Fund: N/A

Enterprise South

Funding Sources: Bond Funds/Grants
The Enterprise South projects include infrastructure development for the Volkswagen AG plant as well as site and infrastructure development for Amazon.com, Inc. The construction of a new training center to prepare employees for employment at major industrial park companies was completed in FY 2011. Major railroad improvements, environmental remediation and various other infrastructure developments are scheduled for completion by FY 2013.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	3,364,429	3,364,429	2,306,313
Grants	9,227,203	9,227,203	-

Future impact on the General Fund: N/A

Equipment

Fund Sources: Bond Funds/General Fund
Bond funds have approved for a complete software update for the Assessor of Property's office. The General Fund allocations include the replacement vehicles, emergency services fire equipment, computer software and licenses, miscellaneous computer upgrades and replacements, replacement of garbage compactor, purchase of exercise equipment, and office furniture.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	471,437	471,437	-
Gen Fund	840,203	824,615	991,184

Future impact on the General Fund: N/A

Highway

Funding Sources: Bond Funds/General Fund
Bond funds are used specifically for highway equipment with a life of more than fifteen years.
The General Fund appropriation includes the replacement of two pickup trucks and two computer upgrades.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	329,840	329,840	-
Gen Fund	250,463	120,713	47,000

Future impact on the General Fund: N/A

Industrial Development Projects

Fund Source: Bond Funds/Grants/ Commercial Paper
The Industrial Development Projects include funding for the purpose of developing land to encourage commercial, industrial and manufacturing enterprises to locate within the boundaries of Hamilton County.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	730,166	730,166	-
Grants	8,955,265	8,955,265	-
C.P.	3,841,027	3,841,027	-

Future impact on the General Fund: N/A

Maintenance

Funding Sources: Bond Funds/General Fund
Bond funds were used for HVACs, new roofs and Chillers that have a projected life of more than fifteen years. The appropriation includes the replacement of wall tex and two clinics, minor renovation of a break room, and installation of smoke detectors.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	406,167	406,167	-
Gen Fund	521,000	142,500	-

Future impact on the General Fund: N/A

Miscellaneous Projects

Funding Source: Bond Funds/General Fund
Bond funds provide for miscellaneous renovations to county properties. The General Fund provides for capital funding for Fortwood Center, repairs to aquarium plaza arches, renovations on unit plumbing project, and the purchase of flash valves in cell toilets.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	26,410	3,494	747,620
Gen Fund	68,400	67,368	52,500

Future impact on the General Fund: N/A

Record Storage Expansion

Funding Sources: Commercial Paper
The appropriation provided funding for the 35,000 square foot expansion of the Dayton Boulevard Microfilm location with furniture and fixtures.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
C.P.	1,540,458	1,540,458	-

Future impact on the General Fund: Estimated annual cost for additional utilities is $72,897.

Recreation Projects

Funding Sources: Bond Funds/Grants/General Fund
Bond funds will help with improvements on playgrounds, neighborhoods, and recreational facilities.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	290,363	290,363	900,914
Grants	308,691	308,691	-
Gen Fund	25,000	-	-

Future impact on the General Fund: N/A

Renovations

Funding Sources: Bond Funds/Commercial Paper/General Funds
Bond funds projects include renovating the County Courthouse located in downtown Chattanooga. The funding also provides for updated communication technology facilities is the court rooms along with renovation of the existing structure and furnishings.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	1,006,217	1,006,217	456,630
C.P.	2,823,626	2,823,626	-
Gen Fund	375,000	22,165	106,000

Future impact on the General Fund: Renovations are expected to have an impact on utility costs, however, savings is difficult to calculate due to fluctuating utility costs in general.

Riverpark

Funding Sources: Bond Funds/General Fund
Bond Funds have been allocated for the construction of the Riverwalk/fishing pier. General Fund appropriation was use to purchase two mowers, replace existing caulking on facilities, and the replacement of the Rowing Center boardwalk.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	158,927	158,927	-
Gen Fund	259,450	233,268	-

Future impact on the General Fund: N/A

Sheriff

Funding Sources: General Fund
The Sheriff's Department will replace 27 vehicles, law enforcement equipment, computers, software, and 10 mobile radios.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Gen Fund	962,580	700,849	451,814

Future impact on the General Fund: The annual cost of the additional vehicles would be the responsibility of the Sheriff's Fund and any increase in the General Fund appropriation is allocated based on available funding for all pay as you go capital funding in the General Fund.

Volunteer Services

Funding Source: General Fund
Hamilton County provides partial funding to fire and rescue agencies for fuel, utilities, tires and equipment.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Gen Fund	261,722	253,383	258,752

Future impact on the General Fund: Annual appropriation estimated to remain constant at $258,752

Hamilton County Department of Education – School Construction

Funding Source: Bond Funds/Commercial Paper
The appropriation for schools is for the purchase of land, construction of the new Red Bank Middle.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	-	-	27,058,338
C.P.	6,330,913	6,330,913	5,300,000

Future impact on the General Fund: None, the annual cost of operating schools is the responsibility of the Department of Education.

Volkswagen

Funding Source: Bond Funds
Bond funds provided in this category are taxable bonds and used directly for Volkswagen plant infrastructure, railroad loading yards, roads, helipad, and a welcome center.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Bond Funds	15,552,834	10,751,925	4,785,780

Future impact on the General Fund: N/A

Silverdale
Funding Source: General Fund
The appropriation will be used to address the steel cell rust issue and abatement.

Funding Source	Total Available FY2011	Estimated Obligations FY2011	Total Available FY2012
Gen Fund	-	-	130,000

Future impact on the General Fund: N/A

Hamilton County Department of Education

The Hamilton County Department of Education (DOE), a discretely presented component unit of Hamilton County Government, is presented in this section. The DOE 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, TN 37421
423.209.8600 • Fax 423.209.8601

Rick Smith
Superintendent

July 28, 2011

To The Citizens of Hamilton County:

The Hamilton County Department of Education is committed to creating, fostering and supporting an environment that offers opportunities for success for all of our students.

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 42,250 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. The Benwood initiative and Carnegie's *Schools for a New Society* are just two of the programs that are frequently featured in widely distributed publications throughout the county. Hamilton County is now taking 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 are also implementing Project COACH which is a teacher evaluation model designed to provide immediate feedback to the teacher in order to maximize classroom instruction.

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 the addition 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,

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 2012 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.

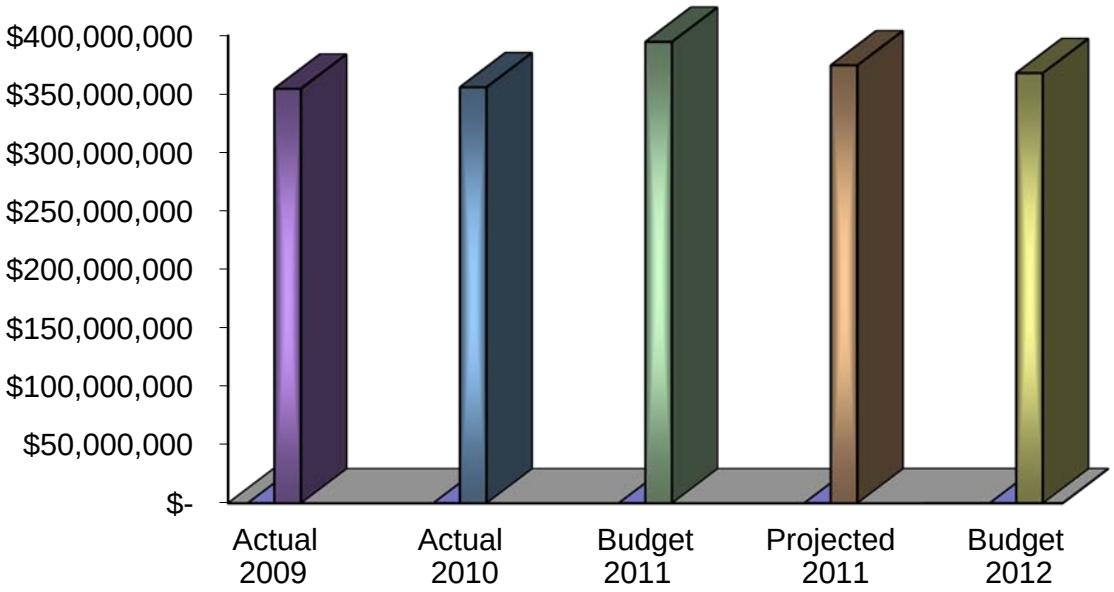
Pay employees competitive, consistent salaries:

- 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 2009	Actual 2010	Amended Budget 2011	Projected 2011	Adopted Budget 2012
Revenues					
Taxes	173,857,461	175,731,775	178,413,169	179,909,181	180,101,632
Intergovernmental	159,832,603	168,276,288	198,978,890	184,088,020	177,474,177
Charges for Services	10,296,126	9,766,754	11,334,086	9,968,057	9,899,023
Investment Earnings	525,746	184,607	401,593	151,590	256,948
Miscellaneous	6,691,076	7,537,845	6,960,157	7,037,179	4,233,379
Total Revenues	351,203,012	361,497,269	396,087,895	381,154,027	371,965,159
Expenditures					
Regular Instruction	151,759,691	152,563,202	161,463,963	161,022,373	159,730,213
Special Education	30,309,292	30,412,017	31,051,979	30,668,042	32,674,353
Vocational Education	8,934,225	8,444,629	8,232,816	8,240,520	8,383,758
Attendance	1,330,483	1,937,479	1,901,490	1,763,283	1,557,931
Health Services	2,340,877	2,500,747	2,891,568	2,682,310	2,997,368
Other Student Support	6,736,090	6,442,069	6,565,536	6,654,236	5,796,710
Regular Instruction Support Services	9,527,120	8,614,061	8,918,501	8,788,312	8,336,853
Special Education Support Services	3,075,949	2,631,661	2,826,136	2,747,768	2,896,603
Vocational Education Support Services	246,531	237,715	248,085	249,047	252,752
Board of Education	5,565,053	5,563,444	5,563,161	5,584,668	5,696,379
Office of the Superintendent	1,097,916	1,048,263	1,403,115	1,387,912	974,501
Office of the Principal	24,761,012	21,605,858	22,014,140	21,949,573	22,734,894
Fiscal Services	2,837,136	2,390,961	2,639,007	2,351,833	2,480,962
Human Services	1,266,528	1,030,229	1,201,859	1,051,464	1,177,397
Operation of Plant	22,688,282	23,661,506	25,529,185	23,868,683	25,402,546
Maintenance of Plant	7,201,408	7,437,716	7,575,578	7,535,013	7,692,421
Transportation	12,738,825	13,134,635	13,367,995	13,268,637	14,142,252
Central and Other	2,745,273	2,323,225	2,190,788	2,176,787	2,059,590
Community Services	2,527,467	2,238,732	2,910,455	2,293,366	2,949,260
Early Childhood Education	2,572,928	2,517,029	2,720,334	2,620,958	2,816,557
Capital Outlay	664,276	444,313	130,000	123,578	130,000
Education Debt Service	97,500	97,500	97,500	97,500	97,500
Food Service	16,544,889	16,886,914	18,138,933	17,580,535	18,520,562
Federal Projects	32,115,450	36,908,924	60,110,493	45,208,637	35,711,731
Self Funded Projects	4,837,255	4,687,688	4,952,166	4,671,900	2,660,331
Total Expenditures	354,521,456	355,760,517	394,644,783	374,586,935	367,873,424
Excess of Revenues Over (Under) Expenditures	(3,318,444)	5,736,752	1,443,112	6,567,092	4,091,735
Other Financing Uses	(4,109,184)	(5,816,456)	(5,839,139)	(5,882,104)	(5,559,452)
Net Encumb (beginning less ending)	(354,110)	545,806	-	(2,208,766)	-
Excess of non-budgeted revenue and other financing sources over (under) non-budgeted expenditures	(181,813)	395,512	-	746,748	-
Beginning Fund Balance	42,363,609	34,400,058	35,261,672	35,261,672	34,484,642
Fund Balance at end of year	34,400,058	35,261,672	30,865,645	34,484,642	33,016,925

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

The Amended Budget for FY 2011 includes grant rollovers and amendments (approved by the County Commission) after the Adopted Budget process.

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 2012, the County's authorized personnel decreased overall by (54.44) 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 2012, the Constitutional Offices' positions decreased by (10.87) FTEs. The County Clerk's office decreased by (10.87) FTEs resulting in $33,659 savings in benefits to the General Fund. The County Trustee's office increased by (2) FTEs by replacing one part-time position with one full time position and adding one full time position. The General Fund supports benefits only for the County Trustee's office and the total budgeted cost of the change is $40,308. The Office of Clerk and Master increased positions by (1) FTE, of which, the costs of benefits were offset by a reduction in their operations. Criminal Court Clerk decreased by (.50) FTE, which resulted in $1,605 savings in benefits to the General Fund. The Judicial Commission-Magistrate increased by (.50) FTE, which resulted in a cost of $718 in benefits to the General Fund. Juvenile Court Judge decreased by (2) FTEs, which resulted in a savings of $86,404. Juvenile Court IV D decreased by (1) FTE in which a saving of $1,180 was gained to the General Fund.

Unassigned Departments

In fiscal year 2012, Unassigned Departments decreased by (2.50) FTEs. County Attorney decreased staff by (1) FTE which saved the General Fund an amount of $125,327. Microfilm increased by (.50) FTE which resulted in a cost of $17,521. Indigent Care which had (2) FTEs was eliminated for fiscal year 2012.

Finance Division

In fiscal year 2012, the Finance Division departments decreased by (3.26) FTEs. The Accounting Department decreased by (1) FTE by eliminating one full time position at a total savings of $68,249. The ITS department decreased (2.26) FTEs which resulted in savings of $102,418.

Public Works Division

In fiscal year 2012, the Public Works Division decreased by (5.26) FTEs due to reduction in force. The savings were a total of $470,165.

Human Services Division

In fiscal year 2012, Human Services Division staff decreased by (20.55) FTEs due to reduction in force. Total savings were $1,046,682.

Health Services Division

In fiscal year 2012, the Health Services Division's support staff decreased by (12.50) FTEs. This division is primarily grant funded and staff changes are driven by the available funds. Some programs have been combined when possible to reduce program costs. The staff allocation is spread across multiple departments by the percentage of work performed for individual programs.

Sheriff's Funds

In fiscal year 2012, the Sheriff's departments experienced no increases or decrease in total positions though a transfer between departments may occur.

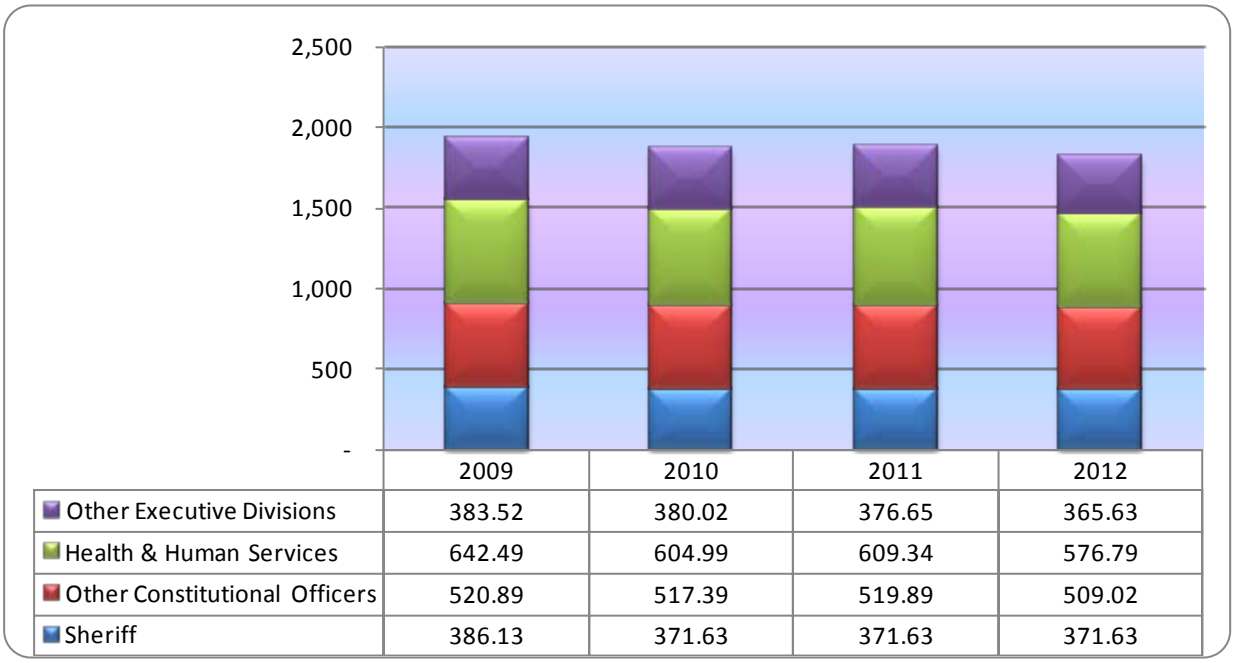
Juvenile Court Clerk Fund

In fiscal year 2012, the Juvenile Court Clerk's departments experienced no increases or decrease in positions.

PERSONNEL SUMMARY

FUND	SUMMARY OF POSITIONS BY DIVISION / FUND	AUTHORIZED POSITIONS 2009	2010	2011	2012
010	GENERAL FUND				
	Constitutional Offices	483.89	480.39	482.89	472.02
	Supported Agencies	2.00	2.00	2.00	2.00
	Unassigned Departments	78.00	78.00	79.00	76.50
	Finance Division	85.13	84.63	82.26	79.00
	Public Works Division	218.39	215.39	213.39	208.13
	Human Services Division	339.04	322.91	322.78	302.73
	Health Services Division	303.45	282.08	286.56	274.06
	Total	1,509.90	1,465.40	1,468.88	1,414.44
083	SHERIFF DEPARTMENT	386.13	371.63	371.63	371.63
034	JUVENILE COURT CLERK FUND	37.00	37.00	37.00	37.00
	TOTAL ALL FUNDS	1,933.03	1,874.03	1,877.51	1,823.07

PERMANENT EMPLOYEES



PERSONNEL SCHEDULE

ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	AUTHORIZED POSITIONS 2009	2010	2011	2012
CONSTITUTIONAL OFFICES					
1001	Medical Examiner	7.00	7.00	7.00	7.00
1002	Clerk and Master	27.00	27.00	27.00	28.00
1003	Circuit Court Clerk	41.00	41.00	41.00	41.00
1004	County Clerk	73.63	72.63	73.63	62.76
1005	Register of Deeds	17.00	17.00	17.00	17.00
1006	Trustee	13.00	12.50	13.00	15.00
1007	Assessor of Property	45.63	44.63	44.63	44.63
1008	District Attorney General	37.00	36.00	37.00	37.00
1009	County Election Commission	25.50	25.50	25.50	25.50
1010	Criminal Court Clerk	65.13	65.13	65.13	64.63
1012	Public Defender	10.00	10.00	10.00	10.00
1014	General Sessions Court	8.00	8.00	8.00	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 Courrt 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	4.50
1061	Juvenile Judge	56.00	56.00	56.00	54.00
1062	Juvenile Court Detention Center	35.00	35.00	35.00	35.00
1063	Juvenile Court IV D - Administration	8.00	8.00	8.00	7.00
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	483.89	480.39	482.89	472.02
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	7.00	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	8.00	8.00	8.00	8.50
3017	Indigent Care	2.00	2.00	2.00	0.00
3018	Telecommunications	10.00	10.00	10.00	10.00
3025	Human Resources	10.00	10.00	10.00	10.00
3060	Development	6.00	6.00	6.00	6.00

PERSONNEL SCHEDULE

ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	AUTHORIZED POSITIONS 2009	2010	2011	2012
UNASSIGNED DEPARTMENTS Continued					
3099	Railroad Authority	1.00	1.00	1.00	1.00
	Total	78.00	78.00	79.00	76.50
FINANCE					
3100	Finance Administrator	2.00	2.00	2.00	2.00
3101	Accounting	27.63	27.63	26.00	25.00
3102	Financial Management	5.00	5.00	5.00	5.00
3103	Information Technology Services	35.50	34.00	33.26	31.00
3104	Purchasing	5.00	5.00	5.00	5.00
3105	Geographic Information Systems	10.00	11.00	11.00	11.00
	Total	85.13	84.63	82.26	79.00
PUBLIC WORKS					
3200	Public Works Administrator	2.00	2.00	2.00	2.00
3204	Building Inspection	13.63	13.63	13.13	12.00
3205	Custodial / Security Service	8.00	8.00	8.00	9.00
3206	Security Services	8.00	8.00	8.00	8.00
3207	Traffic Shop	6.00	6.00	5.00	5.00
3210	Real Property	4.63	4.63	4.63	4.00
3212	Engineering	18.00	17.00	17.00	17.00
3213	Highway	88.00	85.50	86.50	85.00
3214	Preventive Line Maintenance I Shop	5.00	5.00	4.00	4.00
3215	Preventive Line Maintenance II Shop	3.00	3.00	3.00	3.00
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	5.13	5.63	5.13	4.13
3222	Spring Creek Transfer	2.00	2.00	2.00	0.00
3223	Sequoyah Transfer	3.00	3.00	3.00	3.00
3299	WWTA	30.00	30.00	29.00	29.00
3300	Stormwater Phase - II	8.00	8.00	9.00	9.00
	Total	218.39	215.39	213.39	208.13
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	34.63	21.00	20.00	21.00
3405	Recreation	49.26	48.76	44.70	47.00
3407	Riverpark Operations	47.00	45.00	42.63	34.88
3409	Emergency Assistance Program	2.00	2.00	2.00	2.00
3410	Felony Community Corrections Prog.	4.90	4.90	4.90	5.50
3411	Misdemeanant Comm. Corr. Prog.	12.90	12.90	12.90	8.40

PERSONNEL SCHEDULE

ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	AUTHORIZED POSITIONS 2009	2010	2011	2012
HUMAN SERVICES Continued					
3412	County Comm. Service (Litter Grant)	9.20	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	3.00	2.00	2.00	2.00
3435	Misdemeanant Probation	7.00	7.00	7.00	4.00
3440	Enterprise South Nature Park	5.00	6.50	13.80	17.75
3460	Parents Are First Teachers	9.52	9.52	9.52	0.00
3471	Social Services Administration	3.63	3.63	3.63	0.00
3700	Emergency Medical Services	106.00	105.00	105.00	105.50
	Total	339.04	322.91	322.78	302.73
HEALTH SERVICES					
3500	Accounts and Budgets	4.00	4.00	4.00	4.00
3529	Parents Are First Teachers II	0.00	0.00	0.00	4.00
3530	Fetal Infant Mortality Review	0.00	2.50	2.63	2.63
3531	Infant Mortality	2.00	2.00	2.00	2.00
3532	TENNderCare Outreach	7.25	4.98	4.77	5.46
3537	Homeland Security	10.00	9.00	6.60	6.60
3539	Tobacco Prevention	1.00	1.00	1.00	1.00
35447	Healthy Kids, Healthy Community	0.00	1.00	1.50	1.50
3548	Rape Prevention	0.45	0.57	0.57	0.57
3549	Health Grant TBCCEDP	0.63	1.13	1.13	1.13
3550	Health Administrator	3.00	3.00	3.00	3.00
3551	Health Administration	5.32	5.32	5.32	5.30
3552	Maintenance	3.00	3.00	3.00	3.00
3553	Environmental Health	21.63	21.63	22.63	15.63
3554	Statistics	5.50	5.30	5.30	5.60
35564	Health Promotion and Wellness	4.55	4.42	3.93	4.43
35565	Step One	2.00	2.00	2.00	2.00
3557	Dental Health	10.98	11.44	11.64	12.14
3559	Family Planning	9.90	9.90	10.20	9.50
3560	Case Management Services	4.00	4.00	4.00	2.00
3561	Medical Case Mgmt - HIV / AIDS	3.62	3.62	3.62	3.00
3562	HIV / AIDS Prevention	6.38	5.88	5.88	4.00
3564	Nursing Administration	15.36	7.63	9.03	9.00
3565	Childhood Lead Prevention	0.18	0.20	0.20	0.20
3566	Women, Infants and Children	19.90	19.90	21.25	25.80
3567	Renal Intervention Program	1.00	1.00	1.00	1.00
3568	Teen Pregnancy Prevention	3.00	3.00	3.00	0.00
3570	Records Management	7.50	6.85	7.62	6.63
3571	Children's Special Services	4.57	4.75	4.29	4.29
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	17.90	13.03	13.03	14.03
3577	Primary Care	5.63	5.32	9.11	8.57

PERSONNEL SCHEDULE

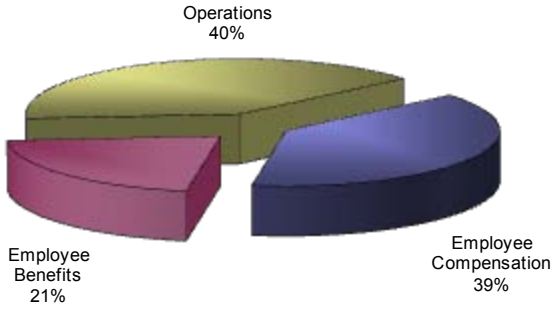
ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	AUTHORIZED POSITIONS 2009	2010	2011	2012
HEALTH SERVICES Continued					
3580	Immunization Project	4.63	4.63	5.63	5.63
3581	Governor's Highway Safety Program	1.00	1.00	1.00	1.00
3582	Federal Homeless Project	20.75	24.25	22.75	22.25
3584	Help Us Grow Successfully (HUGS)	7.00	6.80	6.55	2.80
3585	STD Clinic	5.56	5.56	5.59	4.59
3586	Family Health Center - Prenatal / Adult	20.04	7.76	9.13	9.13
3587	Ooltewah Clinic	13.63	13.13	13.13	13.13
3588	Sequoyah Clinic	14.50	13.50	13.30	13.30
3589	Chest Clinic / Epidemiology	6.38	6.75	6.75	6.25
3590	County STD Clinic	8.07	9.19	8.66	8.65
3591	Community Assessment & Planning	2.22	2.22	2.22	2.22
3594	State TB Clinic	11.32	11.82	10.50	9.00
3597	Oral Health	4.32	4.32	4.32	4.32
	Total	303.45	282.08	286.56	274.06
SHERIFF'S DEPARTMENT					
6501	Sheriff Administrator	18.00	21.00	21.00	11.50
6502	Patrol	106.00	112.00	112.00	114.00
6503	Jail	159.25	155.00	155.00	149.00
6504	Criminal Records / Courts	13.63	13.63	13.63	15.63
6505	Communications / Civil Process	32.00	11.00	11.00	13.00
6506	Major Crimes	17.00	17.00	17.00	24.00
6507	Fugitive Division	26.61	28.36	31.00	29.50
6509	Special Operations	11.00	11.00	11.00	11.00
6519	IV-D Civil Process	2.64	2.64	0.00	4.00
	Total	386.13	371.63	371.63	371.63
JUVENILE COURT CLERK					
6270	Juvenile Court Clerk	22.00	22.00	22.00	22.00
6271	Juvenile Clerk IV-D Support	15.00	15.00	15.00	15.00
	Total	37.00	37.00	37.00	37.00
	GRAND TOTAL	**1,933.03**	**1,874.03**	**1,877.51**	**1,823.07**

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 36% and 20%, respectively of the total General, Sheriff's, and Juvenile Court Clerk's Fund budgets, in the aggregate, not including Interfund transfers.

FY 2012 Expenditures by Type



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.

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.

ABP: An acronym for Alternative Bond Program.

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.

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 Magistrator 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 Equivalents (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, Library, 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 Intergraded 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.

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 2011 – 2012.

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. 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.