

**COMPREHENSIVE ANNUAL
BUDGET REPORT**

Hamilton County Tennessee

Operating Budget FY 2013



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Hamilton County Government
Tennessee**

For the Fiscal Year Beginning

July 1, 2011

Christopher P. Morrell *Jeffrey P. Brown*

President

Executive Director

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Hamilton County, Tennessee for its Comprehensive Annual Budget Report for the fiscal year beginning July 1, 2011. This is the tenth year in a row Hamilton County has received this award for its Comprehensive Annual Budget Report.

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

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

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Glossary

HOW TO USE THIS DOCUMENT

The FY13 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 FY13 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 FY13 budget. An organizational chart is included along with 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 discretely presented 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.





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

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

June 2012

As County Mayor and Fiscal Agent, it is my duty and pleasure to present Hamilton County's budget for fiscal year 2013. 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.



Jim Coppinger
County Mayor

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 only two Tennessee counties to receive AAA bond ratings.

For the second year in a row, we faced a budget-plaguing act of nature as tornados ripped through our community in early March, creating damages in the millions of dollars. Mercifully, no lives were lost as a result of the tornados. Due to our ongoing fiscal disciplines, we were able to absorb the final costs accrued during the cleanup without exceeding our budget or dipping into reserve funds.

Our ongoing commitment to education continued with the issuance of \$50 million of Commercial Paper for the construction of two new Hamilton County schools. We also purchased property for a new Ooltewah Elementary School. This was all done without a property tax increase. We did see an \$11 million increase in the School budget due to an increase in Hamilton County growth. The sight of such growth bodes well for our economic future.

Hamilton County's economic outlook is bright. The County's current job growth from multiple billion dollar investors and the Electric Power Board's Fiber Optics only gigabit broadband service in the United States, for commercial and residential users, is expected to bring more businesses to our area than we have experienced in decades. Recently, we have seen the development or expansion of 46 businesses creating 4,407 jobs and an investment of \$270,233,000.

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

Sincerely,

Jim Coppinger
County Mayor

Visit our website at www.hamiltontn.gov





TO THE COUNTY MAYOR AND THE COUNTY BOARD OF COMMISSIONERS

It is my pleasure to present to you the Comprehensive Annual Budget Report of Hamilton County, Tennessee, for fiscal year 2013. 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 three overriding themes reflected in this budget. They are:

- Funding education
- Funding medical costs
- Increasing employee compensation

EDUCATION

The Department of Education (DOE), a discretely presented component unit of Hamilton County with an approved budget of \$384.6 million, represents 60% of the total County budget when you include the debt service obligation attributed to the DOE appropriated in the General Fund. The increase of \$11.2 million for education includes \$4.7 million use of fund balance which represents \$3.2 million over last year's use of fund balance. The total increases/ (decreases) are described in Exhibit I.

The Department of Education's combined budget growth is estimated at about 3% for fiscal year 2013. Property taxes are based on information provided by the Assessor of Property. Basic Education Program funding increased by over 3.5% and is calculated by the State based on multiple parameters; however, one of the main components is student enrollment. In FY 2013, the school district is projecting an increase of over 400 students. This formula is used to calculate K-12 funds for public schools in Tennessee.

The Federal Projects Fund, Child Nutrition Fund and Self Funded Projects 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. Increases in the expenditure budgets were attributable primarily to school-based personnel. These included the 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 the educational association.

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. With over 80% of School District funds being spent on personnel, the District closely aligns its staffing levels with the State's Basic Education Program.

EXHIBIT I

Hamilton County Department of Education

Explanation of Revenue Budget Increases (Decreases)

REVENUES		EXPENDITURES	
Use of Fund Balance	\$ 3,232,283	Salaries / Benefits – Step Increases	\$ 4,580,515
Property Tax	4,108,767	State Salary Increase	4,000,000
Local Sales Tax	2,250,446	Health Insurance	4,000,000
State Education Funds	4,550,901	Charter Schools	1,756,250
Miscellaneous	117,095	Restructure New Text Option	(1,500,000)
		Reduction of Positions	(400,150)
		Capital Maintenance	500,000
		Miscellaneous	1,322,877
Federal Projects Fund	(4,333,205)	Federal Projects Fund	(4,333,205)
Child Nutrition Fund	1,763,727	Child Nutrition Fund	1,763,727
Self-Funded Projects	(500,000)	Self-Funded Projects	(500,000)
	\$ 11,190,014		\$ 11,190,014

BUDGET 2013 HIGHLIGHTS

The adopted budget totals \$643.2 million and represents an overall increase of \$17.3 million which is a 2.6% increase from the prior year's adopted budget. A brief recap of the increases/(decreases) are presented in Exhibit II, III and IV.

EXHIBIT II – ESTIMATED AVAILABLE FUNDS

Revenue Classification	FY 2012 Adopted Budget	FY 2013 Adopted Budget	Increase/ (Decrease)	Percentage Change
Use of Fund Balance	\$ (830,696)	\$ 1,771,390	\$ 2,602,086	313.24%
Property Taxes and Trustee Excess Fees	252,945,854	260,373,182	7,427,328	2.94%
Local Sales Tax	61,153,150	63,598,596	2,445,446	4.00%
Hotel/Motel Occu. Tax	5,495,000	6,095,000	600,000	10.92%
Constitutional Offices	12,879,305	14,083,673	1,204,368	9.35%
Intergovernmental	198,638,208	202,059,210	3,421,002	1.72%
Inter-Fund Transfers	58,899,438	59,908,686	1,009,248	1.71%
Other Sources	36,654,828	35,316,670	(1,338,158)	-3.65%
Total Estimated Revenues	\$ 625,835,087	\$643,206,407	\$ 17,371,320	

The estimated total fund balance (all funds) for FY 2013 is projected to increase by \$2.6 million.

The County has not increased the property tax rate since FY 2008; however, due to a slight increase in property growth we have conservatively estimated a 2% increase in property tax. 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 Hotel/Motel Fund budget 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 Visitor's Bureau.

Projected revenues from Constitutional Offices consist of fees collected, less salaries, with any excess amount to be transferred to the General Fund.

Intergovernmental revenue increased marginally over the last fiscal year, and is primarily due to increases in State Education Funding, but was offset by a reduction in Federal

Project Funding in the Department of Education. The General Fund's increases can be seen in Exhibit IV.

Interfund transfers increased from the prior year, resulting from a decrease in the debt service appropriation and slight increases to the Sheriff's Fund and Juvenile Court Clerk Fund due to the County-wide 3% raises and the related benefits.

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

EXHIBIT III – ESTIMATED EXPENDITURES

Expenditures by Fund	FY 2012 Adopted Budget	FY 2013 Adopted Budget	Increase/ (Decrease)	Percentage Change
Dept of Education	\$ 373,432,876	\$ 384,622,890	\$ 11,190,014	3.00%
County General Fund	184,213,210	189,277,762	5,064,552	2.75%
County Sheriff's Fund	26,950,446	27,946,169	995,723	3.69%
Narcotics Enforcement Fund	361,850	361,850	—	0.00%
State Sexual Offenders	46,197	46,197	—	0.00%
Juvenile Court Clerk's Fund	2,244,718	2,326,665	81,947	3.65%
Debt Service Fund	33,085,790	32,524,874	(560,916)	-1.70%
Hotel/Motel Fund	5,500,000	6,100,000	600,000	10.91%
Total Estimated Expenditures	\$ 625,835,087	\$ 643,206,407	\$ 17,371,320	

The increases/(decreases) related to the General Fund are presented in Exhibit IV. (See page 7.)

The General Fund balance is projected to grow by \$.8 million, which is related to a decrease in the Debt Service appropriation. Hamilton County conservatively maintains a strong fund balance in the General Fund which is projected to remain at approximately 53% of planned operating expenses.

Hamilton County employees had not received a County-wide raise since FY 2009. Therefore, efforts were made to allow for a 3% raise and the required increase in related benefits. This was made possible with the property tax growth, limiting increases in positions, with few exceptions; as well as incurring a savings of .33% in pension contributions to the Tennessee Consolidated Retirement System.

A 7.5% increase in departmental medical premiums was also necessary to ensure that the County General's Self Insurance Fund remains stable.

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 than 25% of the planned operating expenses; however, the FY 2013 projected fund balance is expected to be 53% of planned operating expenses.

The County's excellent bond ratings (AAA by Standard and Poor's and Fitch, Inc.), and (Aaa by Moody's Investors Service) 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.

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.

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, CPA, CGFM
Administrator of Finance



LOUIS S. WRIGHT
Administrator of Finance



ALBERT C. KISER
Assistant Administrator of Finance

EXHIBIT IV

Hamilton County General Government
Explanation of Expenditure Budget Increases (Decreases)

REVENUE		EXPENDITURES	
Real Property Tax	\$ 2,916,661	Employee Raises	\$ 2,200,000
Ambulance Fees	1,277,023	Medical Costs	1,355,193
Excess Fees	600,000	Reappraisal	588,751
Gross Receipts Tax	600,000	Capital Outlay	402,173
TVA in Lieu of Tax	500,000	Sheriff Appropriation	342,363
Elections	200,000	Employee Benefits	270,798
Federal Grant – Boarding Prisoners	(500,000)	Debt Service Appropriation	(326,095)
Use of Fund Balance	(814,502)	Miscellaneous Decreases	231,369
Miscellaneous	285,370		
	\$ 5,064,552		\$ 5,064,552



HAMILTON COUNTY'S FIVE LONG-TERM INITIATIVES

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

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 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. In May 2012, Passat number 100,000 rolled off the line at the Hamilton County manufacturing facility. In order to support its auto plant, Volkswagen constructed a supplier park on 41 acres of adjacent land with over 500,000 square feet of space in the park's buildings. Due to VW's success with the new Passat, company officials are planning to expand production at Enterprise South to include additional models.
- **Amazon.com, Inc.** established a fulfillment center at Enterprise South Industrial Park along with an additional facility in neighboring Bradley County. Amazon.com invested a combined total of \$139 million to construct the two new facilities providing 1,400 jobs to be created in the next two years, plus hundreds of additional seasonal jobs during peak season. Sixty-five acres at Enterprise

South Industrial Park remain available for development.

- **Business Development Center** - The Hamilton County Business Development Center is a 125,000 square-foot former manufacturing facility that has been renovated into a highly successful business incubator. Located at 100 Cherokee Boulevard, the BDC is owned by the County and managed by the Chattanooga Area Chamber of Commerce. The BDC offers start-up businesses office or manufacturing space at highly competitive lease rates. Tenants have access to clerical support, fax machines, copiers, and postage machines. The Tennessee Small Business Development Center, which has offices in the BDC, provides a business library, computer and video centers, and business counseling services, available to entrepreneurs free of charge. The BDC currently houses 55 tenant businesses with 400 full time positions. Twenty-two of the businesses are female owned or co-owned, and 23 are minority owned. The BDC is recognized for its success and is among the top six percent of business incubators in the nation, according to the NBIA.

PUBLIC EDUCATION IMPROVEMENT

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 objectives: 1) to promote early childhood literacy; 2) to create meaningful community partnerships for literacy; and 3) to activate the Read 20 message throughout the community. Since its inception in 2006, the program has distributed over 180,000 books to Hamilton County children.
- **STEM - Southeast Tennessee Science, Technology, Engineering, and Math** - The STEM Initiative is a joint effort among four core groups: K-12 systems, businesses, higher education, and community organizations. The leading partners in the initiative include Hamilton County Department of Education, Public Education Foundation, Chattanooga Chamber of Commerce, Chattanooga State Community College and University of Tennessee at Chattanooga. The Public Education

HAMILTON COUNTY'S LONG-TERM INITIATIVES – CONTINUED

Foundation will be the managing partner for the STEM Innovation Hub, acting as both the fiscal agent and driving force to create a center where teachers, principals, non-profit organizations, and leaders from business and industry work together to redesign how our children learn about science, technology, engineering and math.

IMPLEMENTATION OF GREEN PRACTICES

Energy Efficiency and Conservation Block Grant Program – Hamilton County received a \$616,500 federal grant from the Energy Efficiency and Conservation Block Grant (EECBG) Program. The EECBG program is intended to assist communities in developing, promoting, implementing and managing energy efficiency and conservation projects and programs. The expenditures for Hamilton County's EECBG award are:

- \$250,000 for the design and construction of a green roof at the Hamilton County Health Department
- \$170,000 for replacement of lighting at Chester Frost Park Pavilion
- \$119,500 for energy upgrades for HVAC and lighting replacement at McDaniel Building
- \$72,000 for replacement of lighting at the Tennessee Riverpark, school crossings 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 natural 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 the 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 Robert Wood Johnson Foundation for a demonstration grant that focuses on promoting healthy diet choices among low-income residents of the inner city.

- **IRIS Project** – Increasing the Rate of Infant Survival – This project works to initiate new, creative and innovative programs that have a positive impact on Infant Mortality Rates, which are thought to be one of the best predictors of a community's overall health status. Through the Hamilton County Health Department, our local Regional Health Council, our community partners, and the Governor's Office of Children's Care Coordination, this project works collaboratively to improve birth outcomes for all babies born in Hamilton County.
- **Hamilton Shines** – This program is designed to reduce the practice of littering through education. 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. The program provides for litter collection and public education to reduce unsightly and environmentally harmful litter from the public right-of-ways. The program utilizes non-violent offenders to relieve overcrowding in the corrections system by offering alternative sentencing in lieu of incarceration.
- **Tennessee Riverpark** – Hamilton County and the City of Chattanooga have cooperated in establishing the Tennessee Riverpark. With 10 miles of lighted concrete trail, parks, piers, and bridges along its route, the Riverpark is a valuable resource for recreation and alternative transportation. It has served to bring the public into a closer, more protective relationship with the Tennessee River. It recently received the American Trails Symposium's top award for Design and Management. Construction will soon begin on a new segment of the Riverpark that will extend the Riverwalk from Ross's Landing Downtown to the base of Lookout Mountain.



HAMILTON COUNTY

GENERAL GOVERNMENT OFFICIALS

(as of June 30, 2012)

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

Board of Commissioners

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

Legislative

Chris Hixson, *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*
William F. Knowles, *County Clerk*
Dr. James Metcalfe, *Medical Examiner*
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 WWT4*
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

CHIEF OF STAFF 209-6180

HUMAN RESOURCES
209-6120

EQUAL EMPLOYMENT
OPPORTUNITY
209-6144

MAYORAL STAFF
209-6100

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
MANAGEMENT
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



Joe Graham
Commissioner



Larry Henry
Chairman



Warren Mackey
Commissioner



Mitch McClure
Commissioner



Fred Skillern
Chairman, Pro Tempore



Volkswagen

SOUTHERN
ADVENTIST UNIVERSITY

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 68% 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, 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

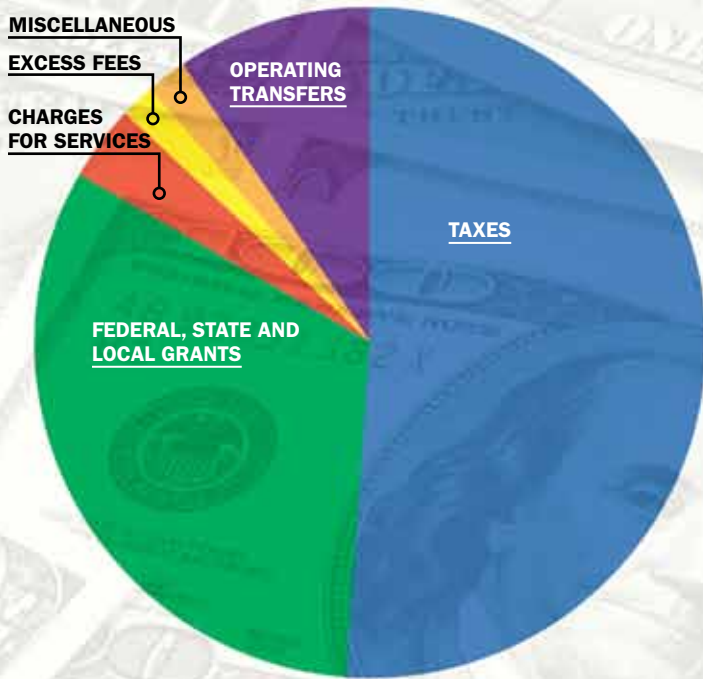
Excess fees consist of revenue collected by the various Constitutional Offices, including charges for services provided less the budgeted salaries. Revenue estimates in this category are developed based upon historical trends and projected increases in the Constitutional Offices' budgets.

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.



REVENUES BY FUNDING SOURCES

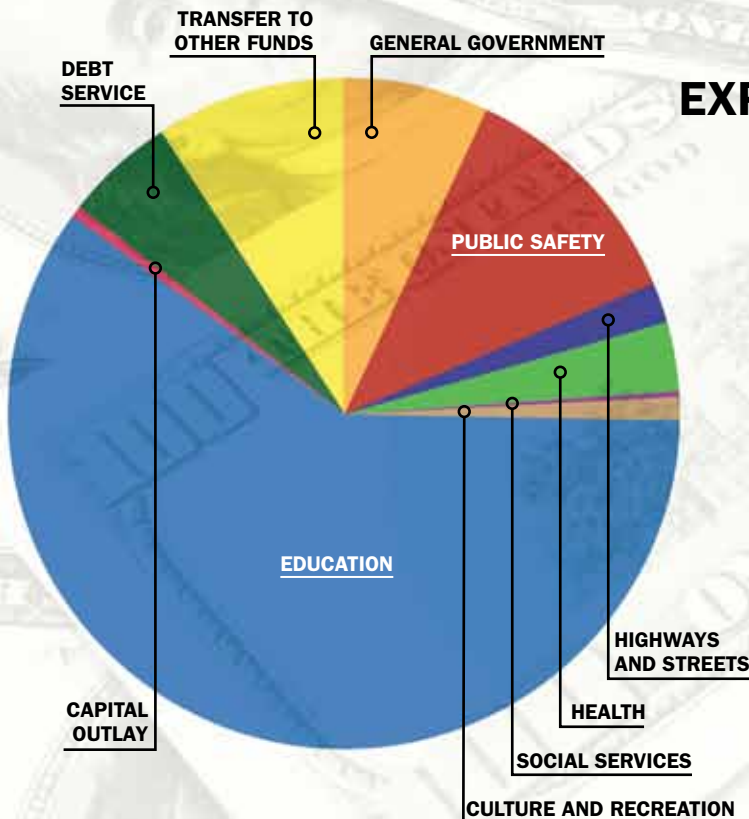


Taxes	\$ 332,107,787	51.78%
Federal, State and Local Grants..	202,887,428	31.63%
Charges for Services	25,352,275	3.95%
Excess Fees	10,000,000	1.56%
Miscellaneous	12,806,895	2.00%
Operating Transfers.....	58,280,632	9.08%
	<u>\$ 641,435,017</u>	<u>100.00%</u>

Use of Fund Balance.....\$ 1,771,390

Total Revenues and Other
Financing Sources.....\$ 643,206,407

EXPENDITURES BY USES



General Government.....	\$ 47,520,920	7.39%
Public Safety	73,974,334	11.50%
Highways and Streets	13,128,031	2.04%
Health	21,440,654	3.33%
Social Services	2,055,865	0.32%
Culture and Recreation.....	6,165,569	0.96%
Education.....	384,622,890	59.80%
Capital Outlay	3,772,073	0.58%
Debt Service	32,524,874	5.06%
Transfer to Other Funds	58,001,197	9.02%

Total Expenditures and Other
Uses\$ 643,206,407 100.00%

BUDGET SUMMARY

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 2011	Projected 2012	Budgeted 2013
FUNDING SOURCES			
Property Taxes	248,547,598	254,299,989	255,145,082
Local Sales Taxes	70,850,232	64,591,864	63,598,596
Other Taxes	11,936,191	12,538,502	13,364,109
Licenses and Permits	540,859	687,865	683,600
Intergovernmental Revenues	210,848,792	208,300,381	202,887,428
Charges for Services	15,526,671	22,626,506	25,352,275
Fines and Forfeits	11,524,020	1,505,803	1,744,265
Investment Earnings	721,775	648,235	705,785
Excess Fees	8,510,431	9,857,562	10,000,000
Miscellaneous	11,813,577	11,635,653	9,673,245
Operating Transfers	56,898,879	56,299,692	58,280,632
Total Available Resources	<u>647,719,025</u>	<u>642,992,052</u>	<u>641,435,017</u>
EXPENDITURES			
General Government	41,820,735	43,015,611	47,520,920
Public Safety	73,611,616	72,400,799	73,974,334
Highways and Streets	12,121,192	11,927,599	13,128,031
Health	21,965,617	19,672,898	21,440,654
Social Services	5,334,308	2,455,643	2,055,865
Culture and Recreation	9,868,207	7,155,675	6,165,569
Education	380,058,343	375,305,977	384,622,890
Capital Outlay	3,921,173	3,625,536	3,772,073
Debt Service			
Principal Retirement	23,755,338	22,562,000	22,473,282
Interest and Fiscal Charges	9,072,871	9,016,871	10,051,592
Other Uses	56,898,879	55,893,643	58,001,197
Total Expenditures/Expenses and Other Uses	<u>638,428,279</u>	<u>623,032,252</u>	<u>643,206,407</u>
Excess of Available Resources over (under) expenditures/expenses and other uses	9,290,746	19,959,800	(1,771,390)
Encumbrances	936,774	6,267,181	—
Excess of non-budgeted revenue and other financing sources over non-budgeted expenditures	760,960	4,529,222	—
Beginning Fund Balance	<u>126,427,864</u>	<u>137,416,344</u>	<u>168,172,547</u>
Ending Fund Balance	<u><u>137,416,344</u></u>	<u><u>168,172,547</u></u>	<u><u>166,401,157</u></u>



BUDGET SUMMARY FOR FISCAL YEAR 2013 — BY FUND TYPE

	General Fund	Special Revenue Funds	Debt Service Fund	Hamilton County Department of Education (Component Unit)	Total
FUNDING SOURCES					
Property Taxes	129,632,833	—	—	125,512,249	255,145,082
Local Sales Tax	3,000,000	—	—	60,598,596	63,598,596
Other Taxes	6,919,109	6,095,000	—	350,000	13,364,109
Licenses and Permits	658,600	—	—	25,000	683,600
Intergovernmental Revenues	21,373,854	2,462,141	765,729	178,285,704	202,887,428
Charges for Services	13,756,758	19,300	535,000	11,041,217	25,352,275
Fines and Forfeits	1,171,065	573,200	—	—	1,744,265
Investment Earnings	427,635	16,000	2,500	259,650	705,785
Excess Fees	10,000,000	—	—	—	10,000,000
Miscellaneous	5,477,471	345,300	—	3,850,474	9,673,245
Operating Transfers	114,589	26,944,398	31,221,645	—	58,280,632
Use of Fund Balance	(3,254,152)	325,542	—	4,700,000	1,771,390
Total Revenues and Other Financing Sources	<u>189,277,762</u>	<u>36,780,881</u>	<u>32,524,874</u>	<u>384,622,890</u>	<u>643,206,407</u>
EXPENDITURES					
General Government	41,420,920	6,100,000	—	—	47,520,920
Public Safety	43,293,453	30,680,881	—	—	73,974,334
Highways and Streets	13,128,031	—	—	—	13,128,031
Health	21,440,654	—	—	—	21,440,654
Social Services	2,055,865	—	—	—	2,055,865
Culture and Recreation	6,165,569	—	—	—	6,165,569
Education	—	—	—	384,622,890	384,622,890
Capital Outlay	3,772,073	—	—	—	3,772,073
Debt Service	—	—	—	—	—
Principal Retirement	—	—	22,473,282	—	22,473,282
Interest and Fiscal Charges	—	—	10,051,592	—	10,051,592
Transfers to Other Funds	58,001,197	—	—	—	58,001,197
	<u>189,277,762</u>	<u>36,780,881</u>	<u>32,524,874</u>	<u>384,622,890</u>	<u>643,206,407</u>

DEMOGRAPHICS AND STATISTICS

FORM OF GOVERNMENT

Date of Organization: 1819

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

EDUCATIONAL FACILITIES

High School	12
Middle – High	6
Middle School	12
Elementary – High	1
Elementary – Middle	2
Elementary School	42
Exceptional and Adult Schools	1
Middle College High School at Chattanooga State	1
Enrollment at public facilities	42,435

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 10,337.

COLLEGES AND UNIVERSITIES

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

ELECTIONS

Registered voters	216,003
Votes cast in last election	50,562
Registered voters voting	23.41%

POLICE PROTECTION

Sworn Police Officers	614
Correctional Officers	106
Civilian Employees	160
Other	72

DEMOGRAPHICS

LAND AREA AND USAGE

Miles of paved streets	2,435
Area	542 square miles

POPULATION: OFFICIAL U.S. CENSUS

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
2011	340,855

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

ECONOMIC

TOP TEN EMPLOYERS

Employer	Employees	Rank
Hamilton Co. Dept. of Education	4,489	1
BlueCross BlueShield of Tennessee	4,337	2
Tennessee Valley Authority	4,217	3
Erlanger Health System	3,447	4
Memorial Health Care System	3,171	5
McKee Foods Corporation	2,950	6
Unum	2,800	7
Volkswagen Chattanooga	2,487	8
City of Chattanooga	2,274	9
Hamilton County Government	1,763	10

Total 31,935

Source: Chattanooga Area Chamber of Commerce



BUILDING PERMITS

<i>Calendar Year</i>	<i>Number Issued</i>	<i>Value of Permits</i>
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
2011	983	85,584,057

PER CAPITA INCOME

2010	\$38,368
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Source: www.bea.gov (CA1-3 – Per capita personal income)

TRANSPORTATION SERVICES

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

Passenger Flow (for FY 2012)	565,851
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Source: Chattanooga Metropolitan Airport Authority

RAIL SERVICE

Norfolk Southern Railway System,
CSX Transportation System

HIGHWAY

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

TRANSPORTATION

Chattanooga Area Regional Transportation Authority	
Buses	48
Routes	17
Electric Buses	16
Neighborhood route vans	5

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.....	3

LIBRARIES

Chattanooga Public Library
Eastgate Branch
South Chattanooga Branch
Northgate Branch
Chattanooga State Community College Library
Collegedale Public Library
East Ridge City Library
Town of Signal Mountain Library
University of Tennessee at Chattanooga Lupton Library



HISTORIC HAMILTON COUNTY

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

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

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

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

Today, Hamilton County boasts an estimated 340,855 residents.

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

LOCATION

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

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

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

Hamilton County enjoys a mild, four-season climate.





HAMILTON COUNTY PROFILE

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

INTRODUCTION

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

FORM OF GOVERNMENT

The County, pursuant to 1978 Public Act 934, is governed by a County Mayor elected at large and a nine-member Board of County Commissioners elected by district. Some duties of government are performed by various elected and

appointed clerks of the courts and by 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 8.3 percent as of June 2012. This is compared to the Metropolitan Statistical Areas (the "MSA") unemployment rate of 8.2, the nation's 8.2 percent, and the state's 8.1 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 yet another significant milestone when the 100,000th Passat rolled off the assembly line in May 2012. Gestamp Corporation has constructed a \$90 million automotive parts stamping facility at Enterprise South. Gestamp was the first "Tier 1" auto supplier for Volkswagen to locate at Enterprise South.



HAMILTON COUNTY PROFILE – CONTINUED

Amazon, the world's largest internet retailer, has constructed a \$70 million distribution center at Enterprise South, which opened in the fall of 2011. It is one of two local facilities that is expected to inject at least \$64 million in annual payrolls in the area. Amazon is already planning an expansion of the Chattanooga facility due to high demand. 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. In June 2012, Chattanooga, which has become known as Gig City, was chosen as one of 25 cities nationwide to partner in a White House initiative called US Ignite, which aims to promote United States leadership in developing uses for high-speed broadband Internet.

The Chattanooga Area Chamber of Commerce was given the task to create more jobs when it drew oversight of economic development. The Chamber has prepared a new plan for a larger economic recruitment program that includes expanded business financial support. Consultants worked with local officials and businessmen to fashion a new job growth plan called "Tell the World". This is the area's first systematic effort to brand and market itself as a wonderful

place to live and do business. The County already benefits from local industries such as AT&T, DuPont, Komatsu, America International, MG Industries, Century Telephone, and others that continue to make major financial investments in this community.

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

In September 2011, the County completed a \$4.9 million renovation of its 127,000 square-foot Business Development Center. The business incubator leases office or industrial space to entrepreneurs at below-market Hamilton County Official Statement II-3 October 25, 2011 rates and provides business training for about three years, as startups get off the ground. With a maximum occupancy of 60 businesses, Hamilton County's Business Development Center is the largest small business incubator in Tennessee and the third largest in the country. As a result of the renovation completed in 2011, Hamilton County was awarded LEED Silver Certification by the U.S. Green Building Council for the Business Development Center.

The County has partnered with the Chamber of Commerce to manage the Center for Entrepreneurial Growth (CEG), a technology business incubator to assist emerging technology companies and help mentor existing businesses in new technology. The CEG operates in the Business Development Center and has a facility in the Engineering Building at the University of Tennessee at Chattanooga that allows entrepreneurs to access high-tech equipment and mentors from the Engineering Department's staff.

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



HAMILTON COUNTY PROFILE – CONTINUED

for visitors and new residents. The County was honored with the top award for the Design and Management of its Tennessee Riverpark and Riverwalk by the National Trails Symposium at its 2011 annual conference. The State of Tennessee recently awarded Hamilton County and the City of Chattanooga \$2.3 million in federal enhancement funds to assist with the latest extension of the Riverwalk. Construction is to begin later this year and should be completed in about 18 months. When complete, the Riverwalk will extend from the Chickamauga Dam some 16 miles to the base of Lookout Mountain. Both Volkswagen and Alstom Power officials cited the Riverwalk as one of the quality of life factors that influenced their decision to invest in our community.

TRANSPORTATION SERVICES

Hamilton County serves as a major regional transportation hub. Air transportation services are provided by Lovell Field, which is operated by the Chattanooga Metropolitan Airport Authority. Currently, Lovell Field is served by national airline carriers such as American Eagle, Delta Connection, US Airways Express, and Allegiant Air. Nonstop flights to Atlanta, Chicago, Charlotte, Memphis, Orlando, Dallas, Tampa Bay, Detroit, and Washington D.C., are available. During 2012, passenger flow out of Lovell Field included 282,868 passengers enplaning and 282,983 passengers deplaning for a total passenger flow of 565,851. 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 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 started leasing 12,000 square feet of hangar space at Lovell Field for the first time which resulted in approximately \$75,000 annual rental fees. In February 2012, the Chattanooga Airport's new energy-efficient 9,000 square-foot corporate flight center terminal facility was awarded Platinum certification from the U.S. Green Building Council's Leadership in Energy and Environmental Design green building certification program; the only aviation terminal in the world to receive platinum certification representing the highest possible level of energy and environmental performance. 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, 10% of jobs and 15% of payroll are generated by health care, including over 8,429 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 1,736.

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



HAMILTON COUNTY PROFILE – CONTINUED

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, mountain biking, 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 Tennessee River, Ross's Landing and Coolidge Park provide a spectacular setting for events such as the Head of the Hooch Regatta, which will be here for its seventh

year this year and RiverRocks, which is a 10-day festival celebrating the great outdoors. The Head of the Hooch is expected to bring in 1,600+ crews from high schools, colleges and masters rowing teams from around the country for the weekend event. RiverRocks, which is celebrating its third year this year, is a unique outdoor festival celebrating the incomparable resources of the Tennessee Valley. Events range from SUPSplash (standup paddleboard races) and the Chattanooga Head Race on the Tennessee River to a 50K Trail Race held at Prentiss Cooper State Park to a Hot Air Balloon Glow and the 3 Sisters Bluegrass Festival at Coolidge Park and Ross's Landing. These events grow every year as more organizations and people discover the beauty and versatility of Hamilton County and the Tennessee Valley.

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

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



FINANCIAL MANAGEMENT POLICIES

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

BUDGET POLICY

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

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

CASH MANAGEMENT & INVESTMENT POLICY

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

FINANCIAL MANAGEMENT POLICIES – CONTINUED

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.

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

Periodically, the County may need to issue debt to fund capital improvements and/or other obligations. In order to maintain a high quality debt management program, the County has adopted a debt management policy to

establish and codify the objectives and practices for debt management to assist all concerned parties in understanding the County's approach to debt management. The debt management policy (policy) is intended to guide current and future decisions related to debt issued by the County while managing debt levels and their related annual costs within both current and projected available resources.

In managing its debt, the County's policy is designed to: (1) achieve the lowest cost of capital, (2) ensure high credit quality, (3) assure access to the capital credit markets, (4) preserve financial flexibility and (5) manage risk exposure.

The County's debt management policy establishes parameters for issuing debt and managing a debt portfolio which considers the County's specific capital improvement needs; ability to repay financial obligations; the existing legal, economic, and financial and debt market conditions. The policy is intended to assist in the following:

- To guide the County and its managers in debt issuance decisions related to types of debt and the professionals hired by the County during the debt issuance process
- To promote sound financial management
- To protect and enhance the County's credit rating
- To ensure the legal use of the County's debt issuance authority
- To promote cooperation and coordination with other stakeholders in the financing and delivery of services
- To evaluate debt issuance options (new debt and refinancing of existing debt)
- To avoid conflicts of interest

The policy gives specific guidance as to legal debt authorization, credit quality and credit enhancement, bond structure, types of debt, refinancing, methods of issuance, underwriter selection, transparency, financial and legal professionals and continuing disclosure compliance.

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.

FINANCIAL MANAGEMENT POLICIES – CONTINUED

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 whenever 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.

FINANCIAL MANAGEMENT POLICIES - CONTINUED

4. Presents the complete budget document to the Board of Commissioners.
5. Makes formal presentation of budget recommendations.

C. Administrator of Finance

1. Assumes responsibility 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 2013 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

2012

JANUARY 13

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

FEBRUARY 2

Upload Position Budget information from Human Resources database.

FEBRUARY 6 TO 10

Budget training for departments.

MARCH 1

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

APRIL 13

Budget access closed for requested budgets.
Budget analysis begins.

APRIL 23

Schedule for Budget Hearings is distributed.

MAY 7

Budget Hearings begin.

JUNE 8

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

JUNE 14

Proposed Budget presented to County Commission/Executive Hearings.

JUNE 28

Budget adopted.



BUDGET FORMAT

The FY 2013 Annual Budget Document for Hamilton County provides historical, present and future comparisons of revenues and expenditures, proposed allocations of resources and descriptions of the anticipated annual accomplishments of County programs. Some totals shown in individual budgets may not add up due to rounding.

BUDGET ORGANIZATION

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

FINANCIAL STRUCTURE

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

GOVERNMENTAL FUNDS

- **General Fund** – The General Fund is the principal fund of the County and is used to account for all activities applicable to the general operations of County government which are not properly accounted for in another fund. All general operating revenues which are not restricted or designated as to use are recorded in the General Fund. Included in this fund are activities for the Constitutional Offices, Supported Agencies, Unassigned Departments, Finance Division, Public Works Division, Human Services Division and Health Services Division.
- **Special Revenue Funds** – Special Revenue Funds are operating funds which are restricted as to use by the Federal or State governments, and special purpose funds established by the County Board of Commissioners. Included in this section are the Sheriff's Fund, Juvenile Court Clerk's Fund and Hotel/Motel Fund.
- **Debt Service Fund** – The Debt Service Fund is used to account for the accumulation of resources for and payment of principal and interest of general long-term debt.

COMPONENT UNIT

- **Component Unit** – Component Units are entities that are legally separate from the County, but the County is considered to be financially accountable for these entities. The Hamilton County Department of Education is a component unit of Hamilton County Government.

BASIS FOR BUDGETING

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

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

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

BASIS FOR ACCOUNTING

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

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

ADOPTED BUDGETS

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





Hamilton County Board of Commissioners RESOLUTION

No. 612-48

A RESOLUTION ADOPTING A BUDGET FOR THE FISCAL YEAR 2012-2013 AND SETTING THE TAX LEVY FOR THE YEAR 2012 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 2012 property tax is based on a total assessed valuation of \$8,676,581,390 with an allowance for uncollectibles of \$334,446,389; 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 2012-2013 is hereby adopted.
2. That there is hereby levied on each \$100.00 of assessed valuation of taxable property in Hamilton County for 2012 a tax levy of the following rates:

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

3. That the taxes provided in Chapter 387 of the Tennessee Public Acts of 1971, and any amendments thereto, known as the "Business Tax Act", are hereby enacted, ordained and levied on the business, business activities, vocations, or occupations doing business or exercising a taxable privilege as provided by said Act, in Hamilton County, Tennessee, at the rates and in the manner described by the said Act. The proceeds of the privilege taxes levied herein shall be apportioned to the County General Fund in total. It is not the intention of the Hamilton County Board of Commissioners, in adopting this particular tax, to affect in any way the imposition and collection of any lawful ad valorem tax imposed on personalty or real property.
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 2012-2013 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, 2013.

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

MB: 382
PAGE: 893

Approved: ☒

Rejected: ☐

Approved: ☒

Vetoed: ☐

CERTIFICATION OF ACTION

W. J. K... ..
County Clerk

J. M. Copp-ize
County Executive

June 28, 2012

Date

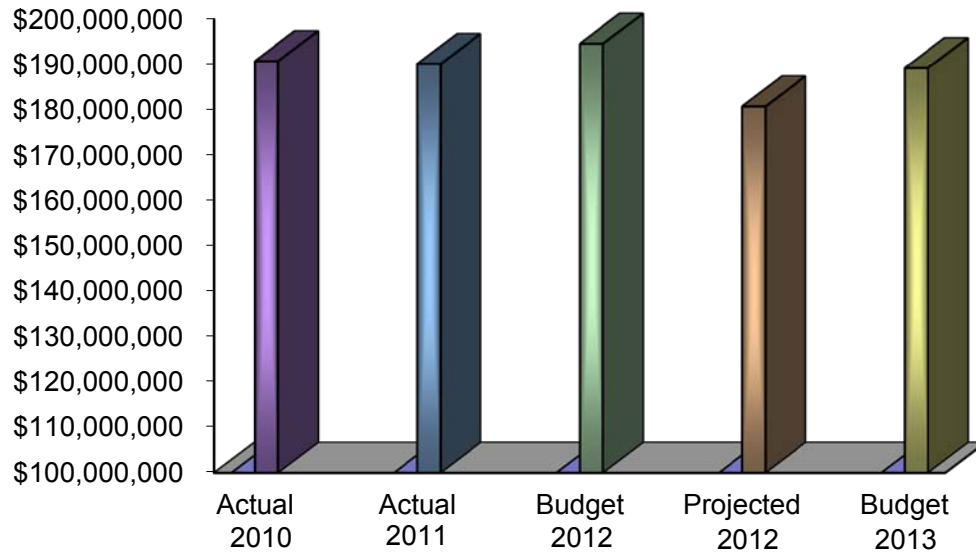
General Fund

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.

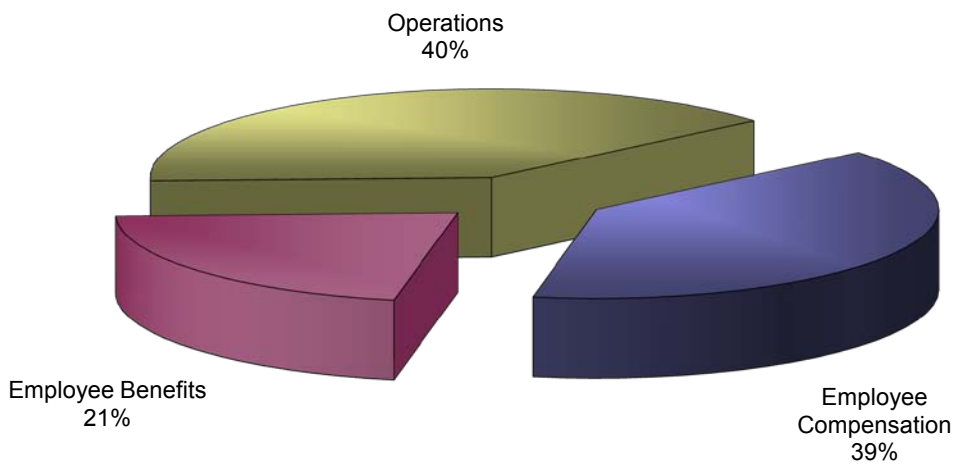
The major revenue of the General Fund includes: property taxes; other local taxes; licenses and permits; intergovernmental; charges for services; fines, forfeitures, and penalties; investment income and revenue from other agencies.

In the following General Fund schedules and departmental summaries, the Amended Budgets for FY 2012 include grant rollovers and amendments (approved by the County Commission) after the Adopted Budget process.

General Fund Expenditures



FY 2013 Expenditures by Type



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

	Actual 2010	Actual 2011	Amended Budget 2012	Projected 2012	Adopted Budget 2013
Revenues					
Taxes (Property & Bus.)	143,571,785	143,571,785	144,647,789	136,970,148	139,551,942
License and Permits	570,241	570,241	550,500	487,024	658,600
Intergovernmental	22,985,166	22,985,166	26,039,630	20,278,880	21,373,854
Charges for Services	13,697,949	13,697,949	13,080,808	12,383,581	13,756,758
Excess Fees	8,123,201	8,123,201	8,145,282	8,597,043	10,000,000
Fines forfeitures and penalties	1,004,265	1,004,265	1,090,700	946,362	1,171,065
Investment Earnings	427,690	427,690	450,250	485,708	427,635
Miscellaneous	3,284,388	3,284,388	5,557,902	4,888,089	5,477,471
Interfund Transfers	873,491	873,491	244,314	296,560	114,589
Total Revenues	194,538,176	194,538,176	199,807,175	185,333,395	192,531,914
Expenditures					
Constitutional Offices	20,602,583	20,602,583	23,119,579	21,500,784	24,231,775
Supported Agencies	8,789,890	8,789,890	9,264,661	9,218,139	3,821,618
Unassigned Departments	19,525,461	19,525,461	23,842,403	19,158,763	19,526,179
Finance	6,853,040	6,853,040	6,807,749	6,791,274	6,804,335
Public Works	15,835,372	15,835,372	17,859,058	15,356,446	17,749,194
Human Services	42,037,472	42,037,472	43,886,929	41,708,445	39,391,358
Health Services	19,136,126	19,136,126	20,973,645	18,841,314	19,752,106
Operating Transfers to other funds	58,026,943	58,026,943	58,336,938	56,665,611	58,001,197
Total Expenditures	190,806,887	190,806,887	204,090,962	189,240,776	189,277,762
Excess of Revenues Over (Under) Expenditures	3,731,289	3,731,289	(4,283,787)	(3,907,381)	3,254,152
Net Encumbrances (beginning less ending)	119,114	119,114	-	729,008	-
Beginning Fund Balance	-	3,850,403	7,700,806	7,700,806	4,522,433
Fund Balance at end of year	3,850,403	7,700,806	3,417,019	4,522,433	7,776,585

Schedule of Interfund Transfers from the General Fund

HAMILTON COUNTY, TENNESSEE

TRANSFER FROM PRIMARY GOVERNMENT	Actual 2010	Actual 2011	Amended Budget 2012	Projected 2012	Adopted Budget 2013
Capitol Projects	599,460	233,268	-	-	-
Debt Service	32,029,957	31,262,757	31,547,740	30,233,839	31,221,645
Juvenile Court Clerk	1,833,367	1,838,695	1,868,718	1,868,718	1,950,666
Sheriff	23,564,159	23,564,159	23,791,086	23,791,086	24,828,886
	\$ 58,026,943	\$ 56,898,879	\$ 57,207,544	\$ 55,893,643	\$ 58,001,197



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 2013, one cent of tax revenue is estimated to generate \$834,213, compared to \$805,454 in FY 2012. 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.

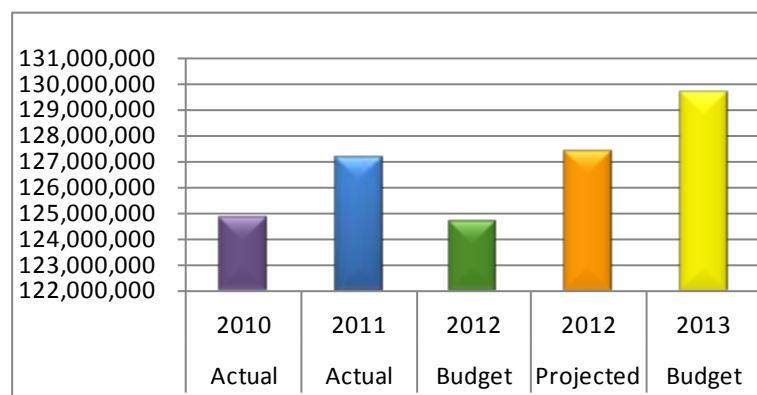
To ensure that all property that should legally be on the county assessment roll is properly listed, classified and valued, the property must first be located and identified. The office attempts to capture all new construction, additions and demolition of existing improvements as well as changes to land 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:

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

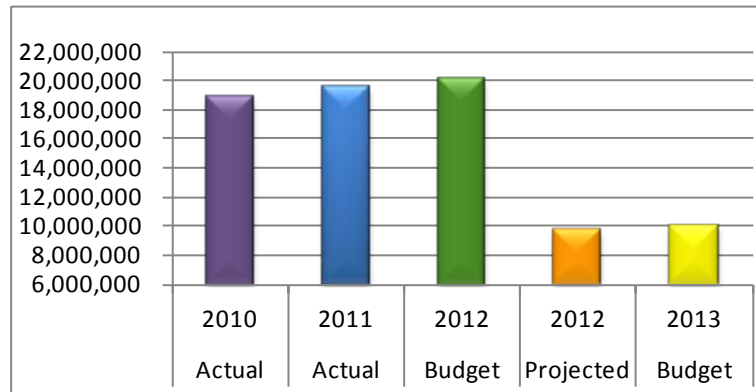
The Assessor also reappraises Hamilton County properties on a four year cycle, as required by State law, to maintain appraisals at market value and to ensure equity of appraisals throughout the jurisdiction. Every county in Tennessee is on either a four, five, or six year cycle of reappraisal. Hamilton 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 2013 estimated tax equivalent payments for EPB are expected to increase by 6.19%.

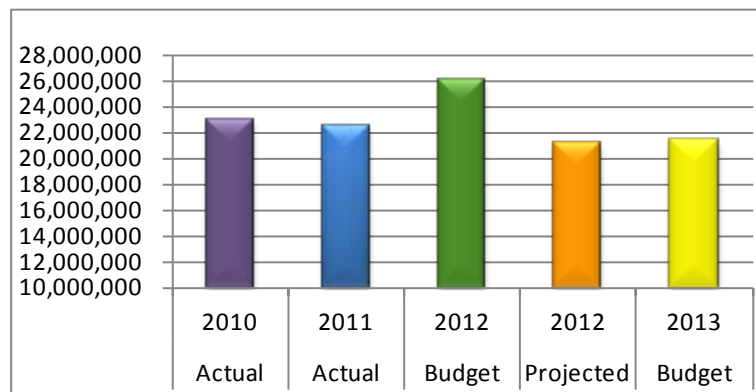


Other local taxes: The two main components are the local option sales tax and the gross receipts tax. General government estimates an increase of 6.95% in sales taxes collected in FY 2013.

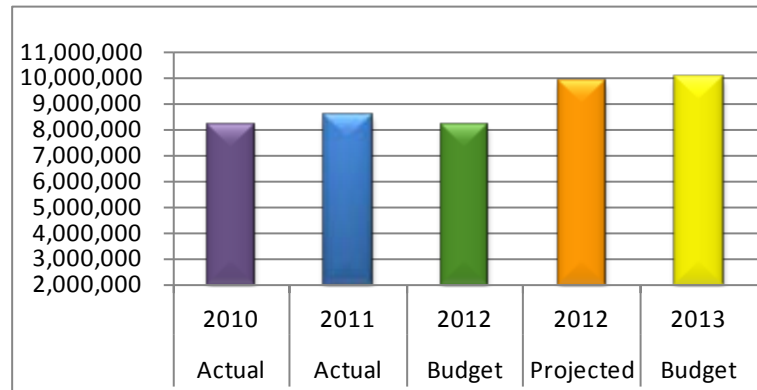
Projected sales tax revenues are based on actual sales tax trended over a five-year cycle. General government's share is approximately 20 percent of a 2.25 percent local option sales tax generated from the unincorporated areas of Hamilton County, with the remainder going to schools. The gross receipts tax is estimated at \$5.4 million and is based on a class schedule, broken down by type or product sold.



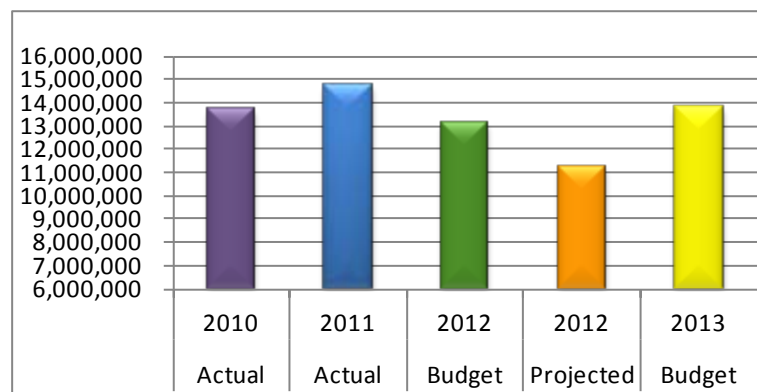
Intergovernmental revenue: Consists of \$12.7 million in revenue from the State of Tennessee for the Health Department and Highway Department (gasoline & motor fuel tax). This revenue category also includes \$2.5 million in Federal and State funds for boarding prisoners, \$.95 million in State Income Tax allocation and other miscellaneous revenue from Federal, State and local governments totaling \$5.25 million. Intergovernmental revenue projections are provided by the individual departments based on approved resolutions for grants to be received in the 2013 budget year.



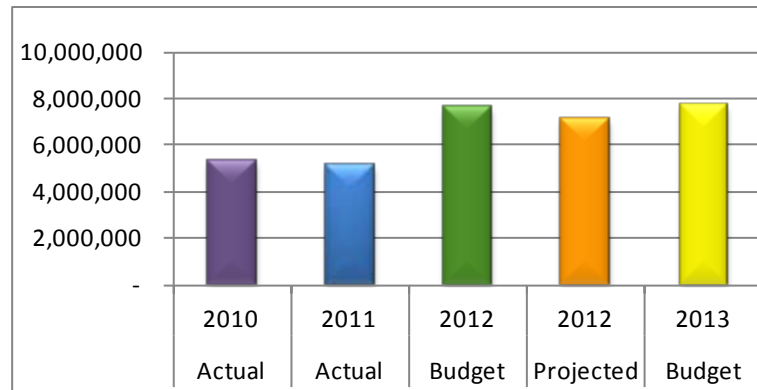
Excess fees: Includes excess fees from the Constitutional Offices in Hamilton County (Trustee, Register of Deeds, Clerk & Master, Criminal Court Clerk, County Clerk and Circuit Court Clerk). Excess fees are the remainder of all fees collected less all office salaries and fringe benefits and a reserve for three months salary. These fees are estimated at \$10 million for FY 2013. Excess Fee projections are provided by the individual Constitutional Offices.



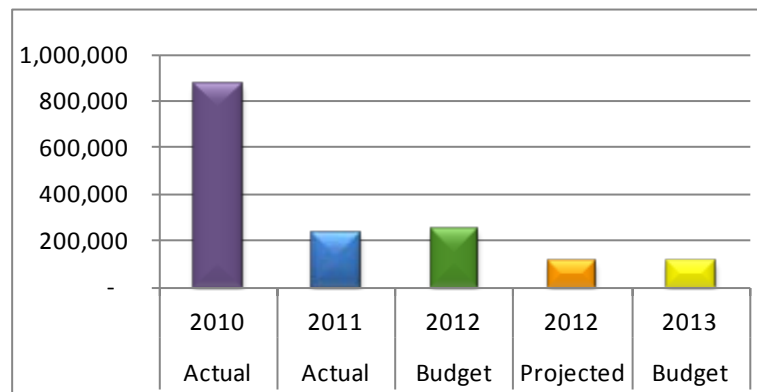
Charges for current services: This category represents anticipated revenues from customer paid fees including charges for Health Services of \$2.4 million, estimated ambulance fees of \$9.8 million, and miscellaneous fees of \$1.5 million. The estimates are provided by the individual departments.



Miscellaneous: This category includes revenue earnings for Engineering Services of \$2.1 million, Fines-Forfeitures and Penalties of \$1.2 million, \$1.2 million for cable TV franchise fees, Interest cost of \$.4 million, and \$.6 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.

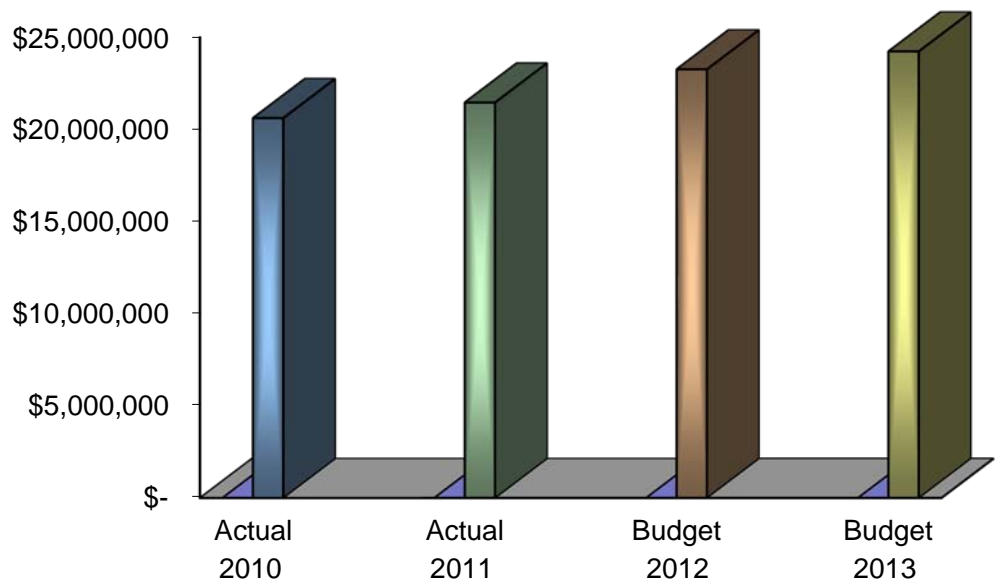


Constitutional Offices

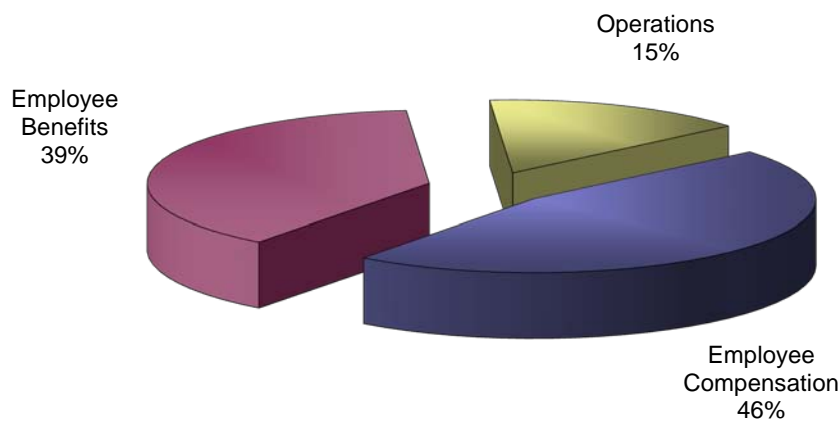
The Constitutional Offices of Hamilton County, Tennessee are established pursuant to the constitution of the State of Tennessee. They are independently elected officials with the exception of the Clerk and Master who is an appointed official of Hamilton County, Tennessee.

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 2013 Expenditures by Type



Constitutional Offices Expenditures by Departments

Departments	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Medical Examiner	\$ 950,200	\$ 943,406	\$ 948,258	\$ 1,051,917
Clerk and Master	742,268	786,343	754,121	792,623
Circuit Court Clerk	1,111,165	1,106,233	1,115,338	1,157,589
County Clerk	1,710,333	1,690,534	1,688,262	1,678,033
Register of Deeds	471,436	478,683	491,077	462,189
Trustee	359,155	383,912	669,950	690,587
Assessor of Property	2,970,693	3,302,389	3,923,843	4,247,581
District Attorney General	835,328	898,014	984,905	1,118,030
County Election Commission	1,341,712	1,430,667	1,521,553	1,717,163
Criminal Court Clerk	1,212,955	1,271,383	1,608,262	1,451,555
Public Defender	418,108	407,453	499,583	591,814
Board of Equalization	4,630	2,010	5,000	6,500
General Sessions Court	1,224,650	1,243,867	1,269,042	1,312,638
Juries	118,363	105,603	181,200	181,200
Criminal Court Judges	197,311	202,111	200,590	206,920
Chancery Court Judges	6,759	7,991	12,000	12,000
Circuit Court Judge Bolton	62,219	60,792	64,595	61,431
Circuit Court Judge Hollingsworth	59,904	57,528	59,652	61,293
Circuit Court Judge Williams	56,089	55,425	58,030	59,578
Circuit Court Judge Thomas	69,983	71,059	71,498	73,973
Judicial Commission - Magistrate	345,255	356,281	356,024	351,785
Juvenile Court Judge	3,574,704	3,766,109	3,744,796	3,833,790
Juvenile Court Detention Unit	1,901,481	1,996,530	2,114,437	2,180,860
Juvenile Court IV-D Child Support	582,252	549,930	628,835	633,954
Juvenile Court-Volunteer Services	134,422	133,730	139,331	143,703
Juvenile Court-CASA	75,808	76,160	80,081	82,952
Juvenile Court-Youth Alcohol Safety Project	65,400	66,333	67,527	70,117
	\$ 20,602,583	\$ 21,450,476	\$ 23,257,790	\$ 24,231,775
Authorized Positions	480.39	474.89	461.52	462.52

Medical Examiner – 1001

FUNCTION

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

1. To detect unsuspected homicides
2. To protect the health of the community
3. To clarify 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 or 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 619,326	\$ 618,930	\$ 624,715	\$ 646,271
Employee Benefits	211,170	207,848	209,286	218,075
Operations	119,704	116,628	114,257	187,571
Total Expenditures	\$ 950,200	\$ 943,406	\$ 948,258	\$ 1,051,917

Authorized Positions	7	7	7	7
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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 up to 90 days to complete. The paperwork needed to document death investigations varies widely from case to case, and is often delayed due to pending laboratory reports. There are seven full time employees in the office who work together to cover the seven day twenty-four response to death investigation. Our office will need to be accredited by the National Association of Medical Examiners by July 1, 2013.

The State of Tennessee Chief Medical Examiner Dr. Karen Cline-Parhamovich in a joint effort with the Tennessee Office of Criminal Justice Programs will be holding a strategic planning session in late September 2012 addressing statewide medical examiner services.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Benefits	\$ 570,336	\$ 560,482	\$ 581,755	\$ 620,257
Operations	171,932	225,861	172,366	172,366
Total Expenditures	\$ 742,268	\$ 786,343	\$ 754,121	\$ 792,623

Authorized Positions	27	27	28	28
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PROGRAM COMMENTS

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

Circuit Court Clerk – 1003

FUNCTION

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

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

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

PERFORMANCE GOALS

1. Serve the Judges, lawyers and citizens of the County in an efficient, attentive and courteous manner
2. Provide the most cost-effective service possible to the public and to members of the legal profession
3. Manage and process court documents with speed and accuracy
4. Collect litigation taxes, fees, fines and court costs as cases are concluded
5. Receipt and disburse collections 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Benefits	\$ 826,760	\$ 818,461	\$ 836,084	\$ 872,819
Operations	284,405	287,772	279,254	284,770
Total Expenditures	\$ 1,111,165	\$ 1,106,233	\$ 1,115,338	\$ 1,157,589

Authorized Positions	41	41	41	41
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PROGRAM COMMENTS

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

County Clerk – 1004

FUNCTION

The County Clerk is a constitutional officer and is elected by the voters for a term of four years. Duties of the office range from secretary to the County Commission to conducting a great deal of the state's taxation duties within the County. Included are 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 \$28.6 million accounted for by the Clerk's office.

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Benefits	\$ 1,359,461	\$ 1,248,472	\$ 1,310,447	\$ 1,323,854
Operations	350,872	442,062	377,815	354,179
Total Expenditures	\$ 1,710,333	\$ 1,690,534	\$ 1,688,262	\$ 1,678,033

Authorized Positions	72.63	73.63	62.76	62.76
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
<u>Motor Vehicle Division</u>				
Full Time Equivalent	40.6	38.9	43	43
Workload - # of transactions processed	326,795	368,604	400,000	400,000
Efficiency - # of transactions per FTE	8,048.1	9,481.8	9,302.33	9,302.33
Effectiveness - Accuracy % for all transactions	96.67%	96.78%	97.00%	97.00%

Miscellaneous Tax Division

Full Time Equivalent	9.8	9.25	9.25	9.25
Workload - # of transactions processed	30,926	36,237	37,000	37,000
Efficiency - # of transactions per FTE	3,155.7	3,917.5	4,000.0	4,000.0

County Commission Records

Full Time Equivalent	1.6	1.5	1.5	1.5
Workload - Research Tasks	244	284	324	324
Workload - Minutes sets produced	66	66	66	66
Workload - Units	310	350	390	390
Efficiency - # of Workload units per FTE	193.75	233.33	260	260
Effectiveness - Amount of time spent on research	32:01	82:47	40:00	40:00
Effectiveness - Average time per research item	1:19	2:55	1:14	1:14

Excess Fees submitted to the County	\$ 150,000	\$ 1,016,831	\$ 1,200,000	\$ 1,500,000
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PROGRAM COMMENTS

In providing services, our goal is to serve the public in a courteous and efficient manner. Also diligently seeking semi trailer fleet business generates revenue for county general government. Revenue for fleets totaled \$6.1 million of which \$887,376 is retained for 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 158,109 branch transactions, 86,390 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 49,939 walk-in transactions of which 28,395 were renewals. Internet transactions continue to increase rapidly from 57,392 in 2010 to 59,651 in 2011, a 4% increase. Since internet renewals began in 2001, we have processed more than 426,083.

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. 2011-2012 fiscal year excess fees collected were \$908,733.

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

Courthouse

Open 7:30 a.m. until 5:00 p.m. (employees are scheduled 7:30-5:30) Monday – Friday open 50 hours during the regular workweek. This schedule was implemented on September 1, 1994. Employees work 4 day work week.

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 an e-recording process which was implemented in May 2006.
11. To run computer software that is written, maintained and owned by Hamilton County Government.

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Benefits	\$ 403,016	\$ 396,304	\$ 416,277	\$ 412,863
Operations	68,420	82,379	74,800	49,326
Total Expenditures	\$ 471,436	\$ 478,683	\$ 491,077	\$ 462,189

Authorized Positions	17	17	17	16.5
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PROGRAM COMMENTS

Remote access to the records offered since August 1998 for data and images from 7/1/1969 to present. A project is ongoing where the office creates indexes, crops and scans images into the system, and captures prior title references for data behind 07/01/1969. The index of records is also online now from 1928 – 1969. The remote user base continues to grow daily.

The electronic filing process was enabled in May of 2006. In 2011 – 2012, 5,892 documents were efiled. The efile vendor, Simplifile, submits documents to be efiled through the County's web portal.

Pam Hurst is the Hamilton County Register of Deeds and took office September 1, 1994.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Benefits	\$ 271,887	\$ 283,363	\$ 317,014	\$ 335,783
Operations	87,268	100,549	352,936	354,804
Total Expenditures	\$ 359,155	\$ 383,912	\$ 669,950	\$ 690,587

Authorized Positions	12.5	13	15	15
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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
8. Control Delinquent Tax collection cost

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 2012 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 tax bill with a taxpayer friendly format
7. Controlling delinquent tax cost by hiring a Staff Attorney paid by Trustee rather than on a percentage basis as well as reimbursable sale cost now flows through the Trustee to assure taxpayers reimbursable expense for tax sale is collected

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 2,071,356	\$ 2,084,860	\$ 2,130,743	\$ 2,595,846
Employee Benefits	938,343	928,860	942,954	1,066,039
Operations	(39,006)	288,669	850,146	585,696
Total Expenditures	\$ 2,970,693	\$ 3,302,389	\$ 3,923,843	\$ 4,247,581

Authorized Positions	44.63	44.63	44.63	45.13
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District Attorney General – 1008

FUNCTION

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

PERFORMANCE GOALS

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

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

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 533,938	\$ 605,146	\$ 657,061	\$ 764,827
Employee Benefits	197,324	216,728	244,164	270,168
Operations	104,066	76,140	83,680	83,035
Total Expenditures	\$ 835,328	\$ 898,014	\$ 984,905	\$ 1,118,030

Authorized Positions	36	37	37	38
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PERFORMANCE OBJECTIVES

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

Goal: To reduce juvenile delinquency in Hamilton County

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

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

FUNCTION 2: Assist Hamilton County in reducing the 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.

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

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

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

PROGRAM COMMENTS

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

County Election Commission – 1009

FUNCTION

The Hamilton County Election Commission is an entity expressly created and organized by the laws of the State of Tennessee. However, it is not a part of any political subdivision of the State. Although the Hamilton County Election Commission receives certain designated funding from the State, the primary source of funding for the Hamilton County Election Commission is 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 853,296	\$ 869,824	\$ 844,021	\$ 1,046,696
Employee Benefits	289,707	269,480	289,792	313,467
Operations	198,709	291,363	387,740	357,000
Total Expenditures	\$ 1,341,712	\$ 1,430,667	\$ 1,521,553	\$ 1,717,163

Authorized Positions	25.5	17.5	15.5	15.5
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PERFORMANCE OBJECTIVES

1. Continue diagnostics and maintenance inspections of voting equipment to ensure accuracy and dependability
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
4. Prepare for record voter turnouts in the November 2012 General Election
5. Hold the City of Chattanooga election in March 2013
6. Purchase new voting machines in mid 2013, which will require installation, training of the staff on programming, training of the poll workers on use of the machines, public outreach to ensure that the citizens know what to expect when going to the polls in May 2014, and other necessary steps to get equipment implemented

PERFORMANCE ACCOMPLISHMENTS

1. Successfully implemented new district and precinct lines throughout the County due to redistricting
2. Reduced the number of polling places from 96 to 81
3. Moved several polling places to better serve the voters
4. Continued to educate the public about the new Photo ID law
5. Held the March 2012 and August 2012 Elections that produced record numbers statewide
6. Trained over 500 poll officials to prepare them to work the polls
7. Played a big part in getting Provisional Ballot Bags approved statewide, which did away with the heavier metal boxes
8. Installed a new printer to print ballots and registration cards more effectively and efficiently.



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

The Criminal Court division is automated and utilizes various electronic systems. An example of the work load of the Criminal Courts can briefly be determined by the number of cases filed and disposed; the number of documents filed regarding each case; the number of times a case is docketed, or calendared, for the courts; the number of cases appealed to the Court of Appeals and the Supreme Court; the number of record requests handled; and the number of payments made. In 2011, 8,115 cases were filed in Criminal Court; 7,970 cases received judgments; and 70 cases were appealed to a higher court. We expunged, or removed from public record pursuant to an Order, 2,120 counts and 1,209 cases. The Criminal Court division employs 21 people either full time or part time.

The General Sessions Court office is automated and also uses various electronic systems. This office is open continuously in order to accept paperwork and enter data for new arrests at any time of day or night. An example of the work load of the Sessions Court division can also briefly be determined by the number of cases filed and disposed; the number of documents filed regarding each case; the number of times a case is docketed, or calendared, for the courts; the number of cases appealed to the Criminal Courts; the number of record requests handled; and the number of payments made. In 2011, 36,325 cases were filed in Sessions Court and 36,629 cases received judgments. We expunged, or removed from public record pursuant to an Order, 6,718 cases. The Sessions Court division currently has 44 full time or part time employees. There will be a new docket in the fall of 2012 specifically for those defendants who have not paid their fines and court costs as previously ordered by the Court. Further, this year we will see the effect of a new law which suspends the drivers' licenses of those who have not paid their ordered fines and costs within one year from the judgment date.

The Delinquent division of the Criminal Court Clerk handles all cases for which money is owed and has not been paid within six months of the judgment date. There, 5 full time and part time employees research and trace persons who owe debts to both Sessions Courts and Criminal Courts. This is a daunting task as the vast majority of defendants are either unemployed or incarcerated. This division also develops records for those defendants who are dead and/or deported. Some examples of efforts to collect include garnishments/levies on local bank accounts; garnishments/levies on the jail and workhouse commissary accounts; written reminders to defendants; phone calls to defendants; and creating payment plans for defendants. We accept payments by Visa or MasterCard credit cards, cashier checks, money orders, wage assignments, Western Union checks, and cash. We hope to be able to accept credit card payments online in the near future and the County's IT department is working on this.

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

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

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

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Benefits	\$ 1,089,987	\$ 1,057,828	\$ 1,144,919	\$ 1,214,000
Operations	122,968	213,555	463,343	237,555
Total Expenditures	\$ 1,212,955	\$ 1,271,383	\$ 1,608,262	\$ 1,451,555
 Authorized Positions	 65.13	 65.13	 64.63	 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 265,582	\$ 255,583	\$ 312,878	\$ 308,835
Employee Benefits	124,616	124,592	149,684	156,678
Operations	27,910	27,278	37,021	126,301
Total Expenditures	\$ 418,108	\$ 407,453	\$ 499,583	\$ 591,814

Authorized Positions	10	10	10	10
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PROGRAM COMMENTS

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

Board of Equalization – 1013

FUNCTION

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

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

PERFORMANCE GOALS

1. Carefully examine, compare and equalize Hamilton County assessments and act in a timely manner.
2. Assure that all taxable properties are included on the assessment rolls.
3. Eliminate from the assessment rolls such property as is lawfully exempt from taxation.
4. Hear complaints of taxpayers who feel aggrieved on the account of excessive assessments of their property.
5. 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 4,630	\$ 2,010	\$ 5,000	\$ 6,500
Total Expenditures	\$ 4,630	\$ 2,010	\$ 5,000	\$ 6,500

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 2011, 13,600 cases were filed and 8,376 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 2011, 37,037 cases were filed and 36,951 cases were disposed of in the Criminal Division of Sessions Court. They also hold mental health hearings from 29 surrounding Tennessee Counties for individuals who are admitted on an emergency basis to mental health institutions in Hamilton County, Tennessee. In 2011, 3,464 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 922,877	\$ 939,513	\$ 946,660	\$ 976,621
Employee Benefits	269,114	269,314	271,081	284,716
Operations	32,659	35,040	51,301	51,301
Total Expenditures	\$ 1,224,650	\$ 1,243,867	\$ 1,269,042	\$ 1,312,638

Authorized Positions	8	8	8	8
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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 2010	Actual 2011	Budget 2012	Budget 2013
Jury Fees	\$ 95,984	\$ 78,808	\$ 150,000	\$ 150,000
Operations	22,379	26,795	31,200	31,200
Total Expenditures	\$ 118,363	\$ 105,603	\$ 181,200	\$ 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 and accurately as possible.

PERFORMANCE GOALS

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

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 114,516	\$ 115,397	\$ 114,515	\$ 117,950
Employee Benefits	59,627	60,049	60,025	62,920
Operations	23,168	26,665	26,050	26,050
Total Expenditures	\$ 197,311	\$ 202,111	\$ 200,590	\$ 206,920

Authorized Positions	3	3	3	3
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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 2010	Actual 2011	Budget 2012	Budget 2013
Operations	\$ 6,759	\$ 7,991	\$ 12,000	\$ 12,000
Total Expenditures	\$ 6,759	\$ 7,991	\$ 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 33,508	\$ 34,012	\$ 37,000	\$ 38,110
Employee Benefits	17,465	16,831	17,532	13,258
Operations	11,246	9,949	10,063	10,063
Total Expenditures	\$ 62,219	\$ 60,792	\$ 64,595	\$ 61,431

JUDGE JEFF HOLLINGSWORTH - 10192

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 37,352	\$ 37,639	\$ 37,352	\$ 38,472
Employee Benefits	14,016	14,005	13,951	14,472
Operations	8,536	5,884	8,349	8,349
Total Expenditures	\$ 59,904	\$ 57,528	\$ 59,652	\$ 61,293

JUDGE MARIE WILLIAMS – 10193

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 36,888	\$ 37,172	\$ 36,888	\$ 37,995
Employee Benefits	12,920	12,858	12,793	13,234
Operations	6,281	5,395	8,349	8,349
Total Expenditures	\$ 56,089	\$ 55,425	\$ 58,030	\$ 59,578

JUDGE NEILL THOMAS, III - 10194

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 38,303	\$ 38,598	\$ 38,303	\$ 39,452
Employee Benefits	24,442	24,732	24,846	26,172
Operations	7,238	7,729	8,349	8,349
Total Expenditures	\$ 69,983	\$ 71,059	\$ 71,498	\$ 73,973

Authorized Positions	4	4	4	4
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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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 255,017	\$ 260,670	\$ 248,452	\$ 256,101
Employee Benefits	73,616	80,212	82,452	70,564
Operations	16,622	15,399	25,120	25,120
Total Expenditures	\$ 345,255	\$ 356,281	\$ 356,024	\$ 351,785

Authorized Positions	4	4	4	4
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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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 2,366,760	\$ 2,440,953	\$ 2,459,400	\$ 2,499,795
Employee Benefits	1,017,670	1,129,061	1,089,444	1,129,543
Operations	190,274	196,095	195,952	204,452
Total Expenditures	\$ 3,574,704	\$ 3,766,109	\$ 3,744,796	\$ 3,833,790

Authorized Positions	56	56	54	54
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Juvenile Court / Detention Center – 1062

FUNCTION

The Hamilton County Juvenile Detention Center is a pre-adjudicatory temporary holding facility for juveniles charged with delinquent and runaway offenses. Juveniles held in the detention center are required to take part in the educational program and to participate in daily tasks. The detention center is in operation, twenty-four (24) hours a day, 365 days per year. 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 1,154,792	\$ 1,213,170	\$ 1,282,538	\$ 1,292,860
Employee Benefits	548,191	582,952	596,499	647,600
Operations	198,498	200,408	235,400	240,400
Total Expenditures	\$ 1,901,481	\$ 1,996,530	\$ 2,114,437	\$ 2,180,860

Authorized Positions	35	35	35	35
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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 contempt. 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 387,310	\$ 369,602	\$ 390,357	\$ 402,363
Employee Benefits	156,568	137,036	143,179	142,841
Operations	38,374	43,292	95,299	88,750
Total Expenditures	\$ 582,252	\$ 549,930	\$ 628,835	\$ 633,954

Authorized Positions	8	8	7	7
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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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 80,196	\$ 80,798	\$ 81,946	\$ 84,442
Employee Benefits	39,182	39,447	40,185	42,061
Operations	15,044	13,485	17,200	17,200
Total Expenditures	\$ 134,422	\$ 133,730	\$ 139,331	\$ 143,703

Authorized Positions	2	2	2	2
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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. 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 46,006	\$ 47,026	\$ 47,956	\$ 49,456
Employee Benefits	26,323	26,671	26,975	28,346
Operations	3,479	2,463	5,150	5,150
Total Expenditures	\$ 75,808	\$ 76,160	\$ 80,081	\$ 82,952

Authorized Positions	1	1	1	1
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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.

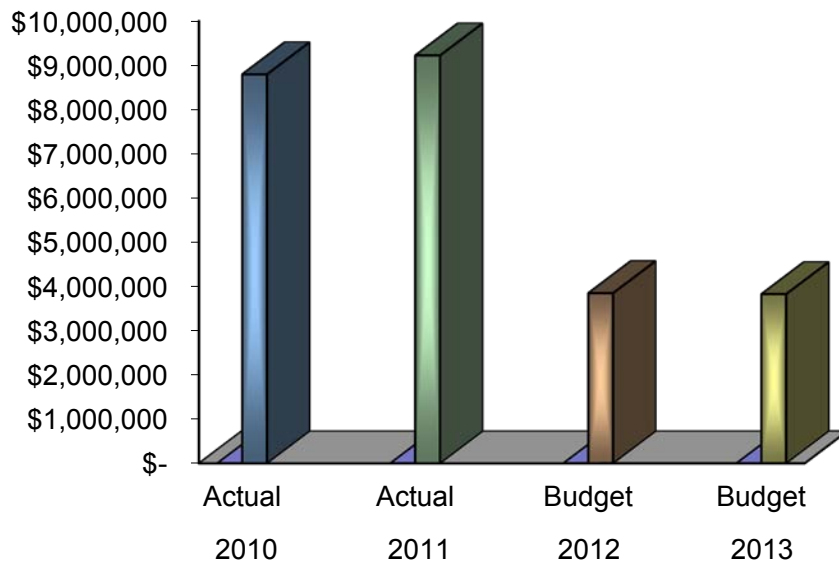
Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 39,548	\$ 39,899	\$ 39,923	\$ 41,171
Employee Benefits	24,868	25,140	25,204	26,546
Operations	984	1,294	2,400	2,400
Total Expenditures	\$ 65,400	\$ 66,333	\$ 67,527	\$ 70,117

Authorized Positions	1	1	1	1
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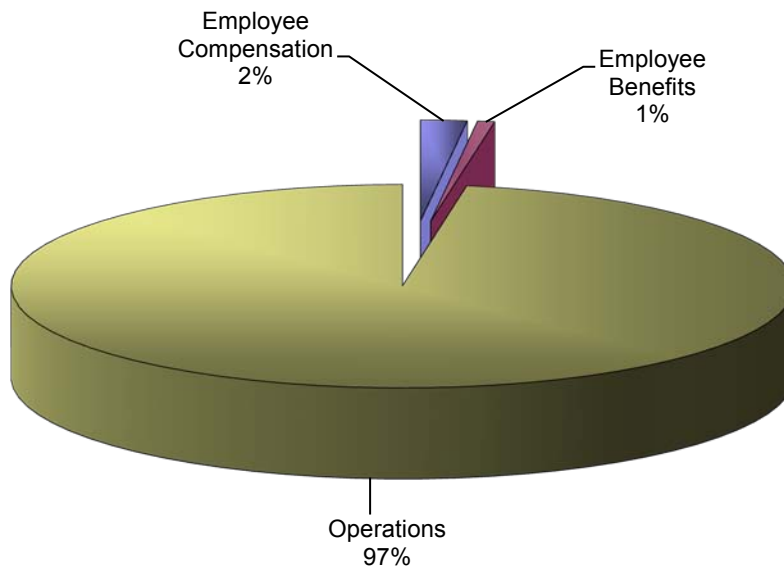
Supported Agencies

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 2013 Expenditures by Type



Supported Agencies Expenditures by Departments

Departments	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Soil Conservation	\$ 108,513	\$ 108,187	\$ 109,507	\$ 112,829
Other Supported Agencies	8,681,377	9,109,953	3,735,168	3,708,789
	\$ 8,789,890	\$ 9,218,140	\$ 3,844,675	\$ 3,821,618
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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 67,490	\$ 71,721	\$ 71,174	\$ 73,309
Employee Benefits	27,023	22,466	27,123	27,019
Operations	14,000	14,000	11,210	12,501
Total Expenditures	\$ 108,513	\$ 108,187	\$ 109,507	\$ 112,829

Authorized Positions	2	2	2	2
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PROGRAM COMMENTS

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



Other – Various

FUNCTION

In addition to the agency shown on the previous page, the County Commission also appropriates funds to the agencies listed. 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 has not funded this program since 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 has not funded this program since 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 has not funded this program since 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 has not funded this program since 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 has not funded this program since 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 has not funded this program since 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 has not funded this program since 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 has not funded this program since 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 has not funded this program since 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.

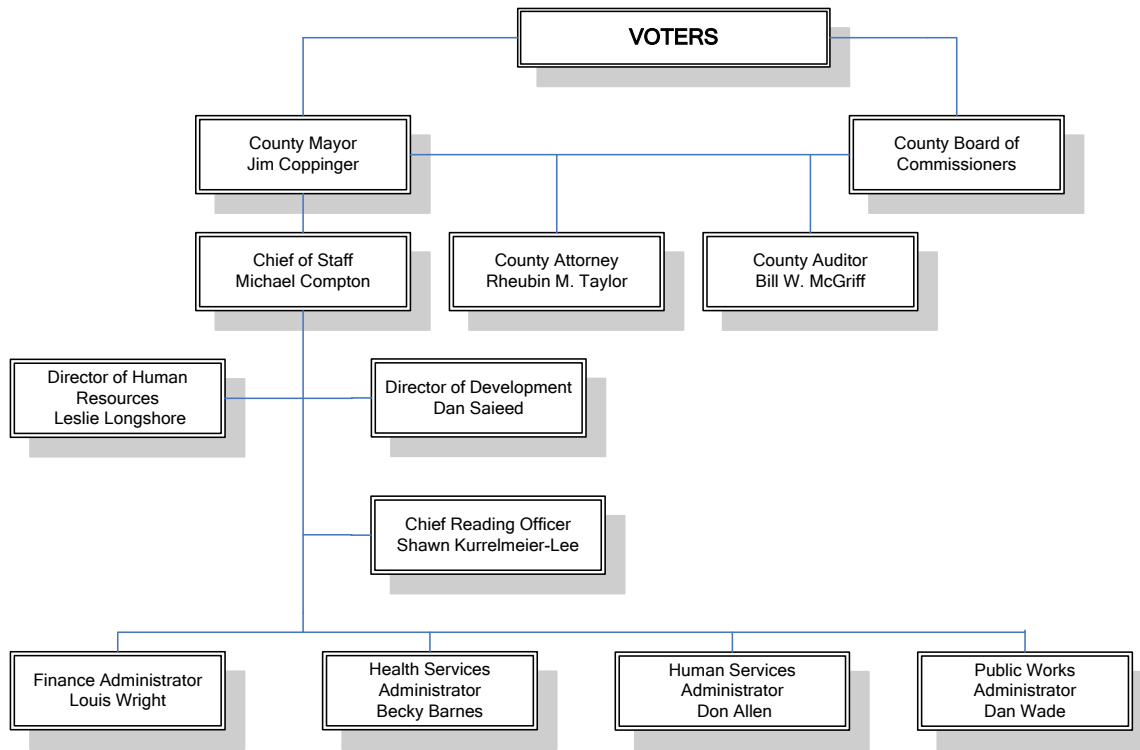
Armed Forces Day Parade – The mission is to honor those in armed forces serving our country, past and present.

Departments	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Forest Fire Prevention	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Agriculture	228,245	185,860	236,410	236,410
Bethlehem Community Center	15,000	15,000	-	-
County-City Planning Commission	990,007	1,323,500	500,000	559,430
Reg. Council of Gov't & SETDD	67,581	67,581	67,581	72,293
Air Pollution Control	188,548	188,548	188,548	188,548
Humane Educational Society	395,255	395,255	395,255	395,255
Chamber - Community Eco. Dev.	525,000	525,000	600,000	525,000
Baroness Erlanger Hospital	3,000,000	3,000,000	1,500,000	1,500,000
Public Library	2,640,000	2,777,468	-	-
Scenic Cities Beautiful Commission	22,888	22,888	-	-
Allied Arts Fund	150,000	150,000	-	-
WTCI Public Television	30,000	30,000	-	-
CARTA	105,200	105,200	105,200	105,200
Regional History Museum	28,000	28,000	-	-
African American Museum	64,000	64,000	-	-
Chatt - A/A Museum Bldg Maint.	62,653	62,653	62,653	62,653
TN Multicultural Chamber/Commerce	75,000	75,000	-	-
Choose Chattanooga	30,000	30,000	-	-
Urban League	50,000	50,000	50,000	50,000
Interfaith Homeless Network	-	-	15,521	-
Armed Forces Day Parade	10,000	10,000	10,000	10,000
	\$ 8,681,377	\$ 9,109,953	\$ 3,735,168	\$ 3,708,789

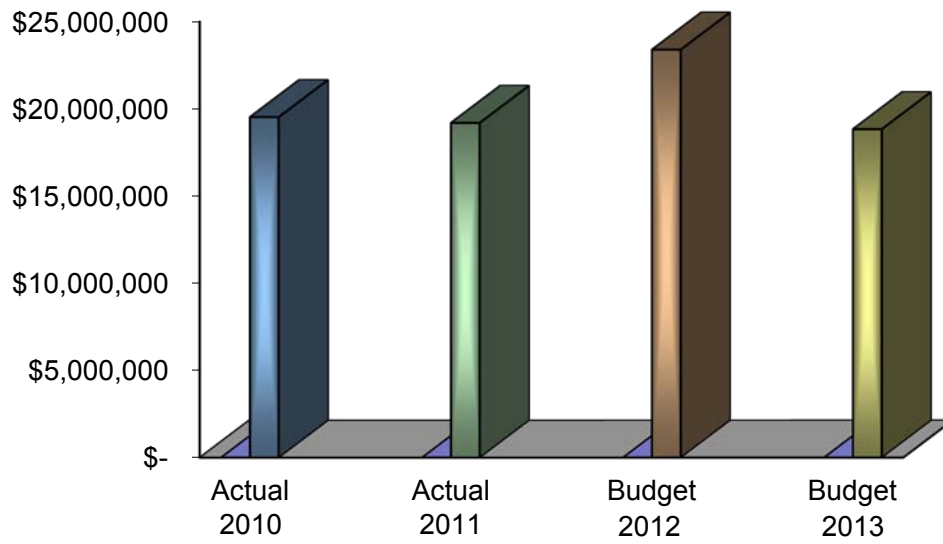


Unassigned Departments

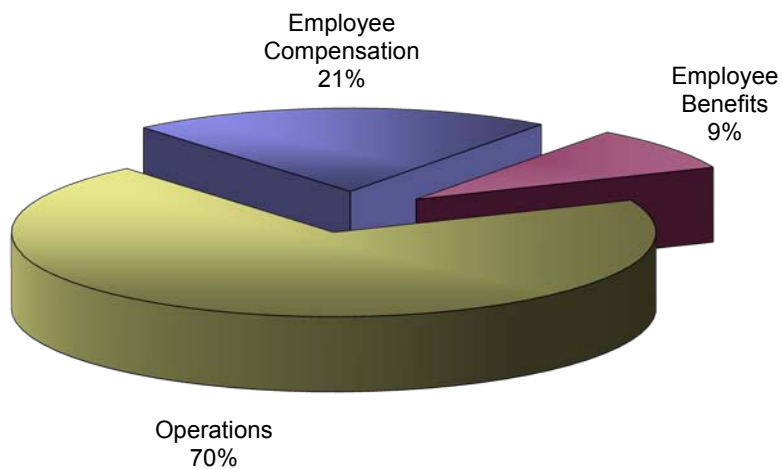
The departments accounted for within Unassigned Departments are those that do not fall into any specific category of the General Fund.



Unassigned Department Expenditures



FY 2013 Expenditures by Type



Unassigned Departments Expenditures by Departments

Departments	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Utilities	\$ 1,794,957	\$ 1,928,979	\$ 2,293,242	\$ 2,243,018
Insurance	123,403	134,903	165,000	150,500
Employee Benefits	1,598,752	1,772,369	2,569,847	2,836,146
Trustee's Commission	2,946,086	3,003,301	3,451,444	2,303,000
External Audits	205,412	180,343	230,000	220,000
County Mayor	616,046	631,378	663,512	675,975
Chief of Staff	370,580	510,203	375,659	361,221
County Attorney	930,574	1,186,639	829,144	831,801
Chief Reading Officer	267,033	265,332	274,237	282,226
County Board of Commissioners	637,284	660,584	736,246	675,331
County Auditor	951,294	959,727	994,322	1,019,984
Microfilming	344,833	390,337	429,564	434,903
Telecommunications	891,154	825,734	922,727	923,292
Human Resources	746,490	709,113	704,372	671,006
County EEO	23,278	495	57,000	57,500
Development	470,290	456,346	492,146	476,101
Railroad Authority	127,867	125,785	124,835	127,846
Capital Outlay	4,897,122	3,921,173	5,354,075	3,772,073
Other	1,583,006	1,528,708	2,731,052	767,256
	\$ 19,525,461	\$ 19,191,449	\$ 23,398,424	\$ 18,829,179
Authorized Positions	78	79	76.5	74.5

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 2010	Actual 2011	Budget 2012	Budget 2013
Development Resource Center	\$ 133,810	\$ 131,714	\$ 182,455	\$ 155,000
Telephone	6,422	6,987	9,245	9,327
Cellular & Pager	-	871	-	-
Electricity	1,119,264	1,280,828	1,426,007	1,425,782
Water	255,757	277,364	329,020	329,020
Gas	279,704	225,186	344,175	321,177
Miscellaneous Purchas Svs	-	5,707	-	-
Internet Service	-	322	2,340	2,712
Total Expenditures	\$ 1,794,957	\$ 1,928,979	\$ 2,293,242	\$ 2,243,018

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 2010	Actual 2011	Budget 2012	Budget 2013
Operations	\$ 123,403	\$ 134,903	\$ 165,000	\$ 150,500
Total Expenditures	\$ 123,403	\$ 134,903	\$ 165,000	\$ 150,500

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ -	\$ -	\$ -	\$ 36,765
Employee Benefits	-	14,840	39,880	7,989
Operations	1,598,752	1,757,529	2,529,967	2,791,392
Total Expenditures	\$ 1,598,752	\$ 1,772,369	\$ 2,569,847	\$ 2,836,146

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 2010	Actual 2011	Budget 2012	Budget 2013
Operations	\$ 2,946,086	\$ 3,003,301	\$ 3,451,444	\$ 2,303,000
Total Expenditures	\$ 2,946,086	\$ 3,003,301	\$ 3,451,444	\$ 2,303,000

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 2010	Actual 2011	Budget 2012	Budget 2013
Operations	\$ 205,412	\$ 180,343	\$ 230,000	\$ 220,000
Total Expenditures	\$ 205,412	\$ 180,343	\$ 230,000	\$ 220,000

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 425,232	\$ 428,470	\$ 429,133	\$ 442,011
Employee Benefits	154,231	154,381	159,589	159,175
Operations	36,583	48,527	74,790	74,789
Total Expenditures	\$ 616,046	\$ 631,378	\$ 663,512	\$ 675,975

Authorized Positions	6	6	6	6
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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 46 businesses, bringing an additional \$270,233,000 and 4,407 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 the only Tennessee County with a AAA rating from three rating agencies.
3. Created and secured passage of a no property tax increase fiscal budget allowing Hamilton County Government to continue to operate a financially responsible government.
4. Held a series of 13 county wide conversations with the general public in every Hamilton County electoral district engaging the public in discourse about the needs, desires and hopes for residents and direction for Hamilton County.
5. 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.
6. Continued construction of the new Red Bank Middle School with completion date set for summer of 2013. Issued 50 million dollars of Commercial Paper for the construction of 2 new Hamilton County schools. Purchased property for new Ooltewah Elementary School now under construction with completion date of August, 2013. Worked with school officials to acquire property for a future Ganns-Middle Valley Elementary School. Worked with school officials to select an architect for new East Brainerd Elementary School. Supported creation of STEM School specializing in Science, Technology, Engineering and Math.
7. Improved literacy efforts through Read 20 programs for all children in child care settings and all public elementary schools in Hamilton County. Books are donated to the classroom libraries, as well as individual children. This has resulted in the donation of over 208,213 books worth approximately \$1,873,917.
8. The Chattanooga-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. Step ONE has also served on multiple taskforces at the state level helping to develop the state's first nutrition and physical activity plan and the state's first recommendations on attracting grocery stores to food deserts. Through Step ONE's Robert Wood Johnson Foundation grant, our community leadership advisory committees and agency/organizational partners have contributed to over \$1million in infrastructural and programmatic improvements. Some of these include CARTA receiving a federal livability grant for 40 bus shelters and the Chattanooga Mobile Market, which brings fresh fruit and vegetables to Hamilton County's food desert. Because of Step ONE and its partners, 69% of the 62,000 residents in the food desert now live within a mile of healthy affordable food options.
9. Conducted a Hamilton Shines billboard art contest among all Hamilton County Elementary Schools to promote litter awareness and education as part of the Hamilton Shines Anti-Litter Initiative. Winners had a billboard produced and placed in a prominent location near the student's school.
10. Continued our discount drug program through our partnership with the National Association of Counties saving residents over 9.7 million dollars since the program's February 2007 inception. The program remains one of NACo's most successful discount drug programs; it is still ranked number three in the nation.



Chief of Staff – 3001

FUNCTION

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

PERFORMANCE GOALS

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

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 264,245	\$ 400,117	\$ 266,945	\$ 251,007
Employee Benefits	89,967	93,341	90,394	93,694
Operations	16,368	16,745	18,320	16,520
Total Expenditures	\$ 370,580	\$ 510,203	\$ 375,659	\$ 361,221

Authorized Positions	3	3	3	3
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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, defending and advising the County and its officials in all matters involving Hamilton County, including litigation, attending all meetings of the County Commission, preparing resolutions for passage by the Commission, advising the Members of the County Commission, the County Mayor, and other officers and employees of the County concerning legal aspects of the County's affairs as well as approving the form and legality of all official documents presented to the County Attorney's Office.

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, and in Administrative Law Hearings.

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 525,421	\$ 553,491	\$ 448,981	\$ 452,023
Employee Benefits	181,788	172,969	157,358	156,974
Operations	223,365	460,179	222,805	222,804
Total Expenditures	\$ 930,574	\$ 1,186,639	\$ 829,144	\$ 831,801

Authorized Positions	6	7	6	6
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PROGRAM COMMENTS

This office utilizes the services of special counsel in certain limited areas, i.e representation of the Sheriff's Department. This is done on a retainer basis, which controls costs and avoids the requirement of paying fringe benefits which are payable to full-time employees, and keeps the department's expenditures at a minimum.

The combination of a full-time staff with outside counsel provides an effective representation of legal services and an efficient use of funding resources as this office continues to experience an increased demand of legal services by all departments and agencies of the County. This office represents consortiums in which the County is a member.



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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 186,750	\$ 188,187	\$ 187,500	\$ 193,263
Employee Benefits	63,609	63,396	63,832	66,057
Operations	16,674	13,749	22,905	22,906
Total Expenditures	\$ 267,033	\$ 265,332	\$ 274,237	\$ 282,226

Authorized Positions	3	3	3	3
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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 212,851 books worth over \$1,915,659
2. Interacted with over 117,360 children
3. Confirmed at least 44,103 adults are reading with children every day for at least 20 minutes
4. Provided resources and training for 2,344 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 345,179	\$ 328,526	\$ 328,962	\$ 342,656
Employee Benefits	177,198	164,352	158,671	171,225
Operations	114,907	167,706	248,613	161,450
Total Expenditures	\$ 637,284	\$ 660,584	\$ 736,246	\$ 675,331

Authorized Positions	12	12	12	12
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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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 660,803	\$ 661,003	\$ 678,134	\$ 698,215
Employee Benefits	260,514	259,801	264,688	270,269
Operations	29,977	38,923	51,500	51,500
Total Expenditures by type	\$ 951,294	\$ 959,727	\$ 994,322	\$ 1,019,984

Authorized Positions	11	11	11	11
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FOCUS ON THE FINEST WINNER

2011 Educational Achievement Recognition

Jenneth Randall – Senior Auditor



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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 205,346	\$ 242,943	\$ 273,504	\$ 281,109
Employee Benefits	116,118	120,048	125,260	122,994
Operations	23,369	27,346	30,800	30,800
Total Expenditures	\$ 344,833	\$ 390,337	\$ 429,564	\$ 434,903

Authorized Positions	8	8	8.5	8.5
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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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 480,541	\$ 482,281	\$ 498,317	\$ 507,224
Employee Benefits	230,605	232,826	241,792	233,450
Operations	180,008	110,627	182,618	182,618
Total Expenditures	\$ 891,154	\$ 825,734	\$ 922,727	\$ 923,292

Authorized Positions	10	10	10	10
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Human Resources – 3025

FUNCTION

The Human Resources department is a service agency that coordinates human resource management activities for Hamilton County General Government, the 911 Center, 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 460,028	\$ 469,193	\$ 429,955	\$ 395,013
Employee Benefits	210,993	186,866	185,912	173,084
Operations	75,469	53,054	88,505	102,909
Total Expenditures	\$ 746,490	\$ 709,113	\$ 704,372	\$ 671,006

Authorized Positions	10	10	10	8
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FOCUS ON THE FINEST WINNERS

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

2012 MVP Award *Anne Runyan – Human Resources Training Specialist*



County Equal Employment Opportunity – 3040

FUNCTION

The Equal Employment Opportunity (EEO) Office administers Hamilton County's Equal Employment Opportunity policy and investigates discrimination complaints as defined in the Hamilton County Government Employee Handbook (July 21, 2012). This department exists to help eliminate and prevent discrimination against any employee or applicant for employment, because of age, disability, genetic information, national origin, political affiliation, race/color, religion, sex/gender, sexual orientation or veteran's status. The official policy of Hamilton County General Government states human resource decisions, actions and conditions affecting employees, including, but not limited to assignment, transfer, promotion and compensation are governed by the principles of equal opportunity. The EEO Office shall also serve as the Hamilton County Title VI Department. The Title VI Department's Administrative Officer is responsible for the overall administration, coordination, operation, and implementation of the Title VI program in all of Hamilton County Government.

PERFORMANCE GOALS

1. Ensure compliance with all Federal, State and Local 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 2010	Actual 2011	Budget 2012	Budget 2013
Operations	\$ 23,278	\$ 495	\$ 57,000	\$ 57,500
Total Expenditures	\$ 23,278	\$ 495	\$ 57,000	\$ 57,500

The County EEO administration services are provided under contract.

PERFORMANCE OBJECTIVES

1. To satisfactorily resolve EEO complaints
2. To aid in the recruitment, hiring and promotion of minorities
3. Educate 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's EEO and Title VI websites
5. Chaired EEO/Title VI Compliance Committees



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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 315,484	\$ 305,522	\$ 304,652	\$ 313,712
Employee Benefits	116,113	118,585	121,800	126,695
Operations	38,693	32,239	65,694	35,694
Total Expenditures	\$ 470,290	\$ 456,346	\$ 492,146	\$ 476,101

Authorized Positions	6	6	6	6
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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 27 grants and match for a total of \$24,386,096.
2. 2012 Presentation to the staffs of Congressman Chuck Fleischmann, Senators Lamar Alexander and Bob Corker for a National Center of Excellence for Non Destructive Testing for both nuclear and general industry certification in Chattanooga. Assistance was requested identifying funding sources for \$1 million to support development of a \$5 million training center and curriculum.
3. A \$259,171 Title XX grant from the Tennessee Department of Human Services was awarded to Hamilton County in 2012. 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.

4. A \$315,748 grant from the State office of Probation and Paroles was awarded to Hamilton County in 2012 for the continuation of the Felony Community Corrections Program.
5. 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.
6. 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.
7. A total of \$8,886,049 in grants from TDOT was awarded to Hamilton County in 2012 for construction of the Tennessee Downtown Riverwalk extension from Ross's Landing to St. Elmo.
8. Hamilton County Drug Court received two grants totaling \$1,005,500 from the U.S. Department of Justice in 2011 and 2012 for an alternative sentencing program for repeat felony adult offenders.
9. 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.
10. A \$380,057 grant from the U.S. Department of Justice for a supervised visitation program for families with a history of domestic violence.
11. A \$1.6 million economic development grant from the State of Tennessee to support rail improvements at Enterprise South Industrial Park.
12. A \$882,740 grant in 2010 and a \$497,527 grant in 2011 from the Tennessee Emergency Management Department for equipment, training and supplies for emergency responders to deal with acts of terrorism.
13. A \$1.5 million grant from the U.S. Economic Development Administration for the renovation of the Hamilton County Business Development Center resulted in a LEEDS certification of the building after completion.
14. Hamilton County is in the application process for the following grants:
 - A. Public, private and corporate financial support for the Riverpark extension from Ross's Landing to St. Elmo.
 - B. Continuing grant support for the gang prevention initiative for the Hamilton County District Attorney.
 - C. FastTrack – Economic Development grants to provide necessary infrastructure for startup and/or expansion of American Tire, Arch Plastics and Wrigley companies.

Goal # 2

1. The Development Department is facilitating the development of a 5-year Master Plan for County Parks and Recreation in partnership with the University of Tennessee at Chattanooga and the Regional Planning Agency.
2. The Development Department will update of Hamilton County's Three-Star Strategic Plan for Economic Development to meet state program requirements.
3. The Development Department is participating in a regional planning group Thrive 2055 for a sixteen county effort in Southeast Tennessee, North Georgia and North Alabama. This multi-year initiative will use local, private and foundation dollars to fund a forty-year growth plan based on the impact of VW, Alstom and Amazon.
4. 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 82,034	\$ 82,713	\$ 82,309	\$ 84,838
Employee Benefits	34,101	34,215	34,553	36,034
Operations	11,732	8,857	7,973	6,974
Total Expenditures	\$ 127,867	\$ 125,785	\$ 124,835	\$ 127,846

Authorized Positions	1	1	1	1
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Capital Outlay – Various

FUNCTION

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

Departments	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Medical Examiner	\$ -	\$ -	\$ -	\$ 3,681
Clerk & Master	-	-	-	1,200
Circuit Court Clerk	-	-	-	-
County Clerk	65,900	4,852	-	-
Register of Deeds	-	-	-	-
Trustee	-	(6,700)	-	-
Assessor of Property	34,690	17,867	18,000	19,500
District Attorney General	17,345	-	-	-
Election Commission	-	8,908	-	-
Criminal Court Clerk	-	-	-	-
Sheriff	932,780	548,663	998,751	363,414
Public Defender	-	-	-	-
Criminal Court Judges	-	-	-	-
Circuit Court Judge	-	-	-	-
Juvenile Court Clerk	11,115	47,407	87,114	-
Register Computer Fees	-	-	-	-
Juvenile Court Judge	-	33,373	28,000	-
Juvenile Court Detention Unit	-	-	13,000	-
Juvenile Court IV-D Admin	-	23,822	-	-
Chamber of Commerce-Econ Develop.	-	-	-	-
African American Museum Bldg. Maint.	-	-	-	17,500
Commissioners	990,578	1,033,744	1,720,802	900,000
Chief of Staff	-	-	-	-
Chief Reading Officer	-	-	-	4,236
County Attorney	1,810	-	3,000	-
County Board of Commissioners	-	-	-	-
County Auditor	12,310	38,374	1,750	2,750
Microfilming	738	4,726	3,924	1,200
Telecommunications	81,661	129,489	367,052	51,080
Human Resources	1,002	2,427	1,000	-
Development	-	-	-	-
Finance Administrator	-	-	-	-
Accounting	1,800	3,544	3,600	3,600
Financial Management	-	-	1,400	-
Information Technology Services	146,389	330,483	295,963	276,000
Purchasing	-	-	1,745	4,000
Geographic Information System	37,162	22,298	23,500	423,500
Public Works Administration	1,002	-	-	-
Building Inspection	17,345	22,149	28,000	35,000
Real Property	-	-	-	-
Engineering	527,616	5,099	2,650	11,700
Highway	106,335	181,156	182,406	46,000
Recycling	-	110,000	-	-

Departments	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Spring Creek Transfer	-	-	9,500	-
Maintenance	45,000	142,500	-	50,000
Emergency Services	54,654	27,622	35,400	46,526
Recreation	20,000	42,000	25,000	20,000
Ross's Landing	-	-	70,500	34,000
Riverpark	20,000	259,450	46,000	24,000
Comm Corrections - Misdemeanor	20,555	-	-	-
Litter Grant	-	-	58,000	-
Corrections Admin	-	17,867	-	-
Silverdale	-	-	130,000	-
Haz Mat Team	28,369	4,981	21,658	10,350
Tri-Community Fire Department	72,256	39,330	39,330	39,330
Dallas Bay Fire Department	68,310	34,155	34,155	34,155
Mowbray Fire Department	15,525	15,525	15,525	15,525
Chattanooga/Hamilton Co. Rescue	10,350	10,350	10,350	10,350
Highway 58 Volunteer Fire Dept.	36,743	36,743	36,743	36,743
Sequoyah Fire Department	53,559	18,113	18,113	18,113
Walden's Ridge Fire Department	28,980	28,980	28,980	28,980
Sale Creek Fire Department	34,542	31,568	31,568	31,568
Volunteer State Rescue	39,977	10,350	10,350	10,350
Hamilton County Stars	39,465	10,350	10,350	10,350
Flattop Volunteer Fire Dept.	152,237	12,938	12,938	12,938
Enterprise South Industrial Park	70,500	4,485	42,515	-
Parents as Teachers	-	-	-	-
Childrens Home	-	-	-	-
Fortwood Center	50,000	50,000	50,000	50,000
Health Maintenance	92,723	24,810	381,621	-
Environmental Health	17,345	17,867	-	18,000
Health Promo & Wellness	-	7,291	2,800	1,400
Dental Health	5,600	1,678	8,522	2,500
Harriet Tubman Subst Abuse	-	(1,077)	-	-
Family Planning	-	-	-	-
Case Management Services	-	-	-	-
Nursing Adminstration	-	-	-	2,000
Teen Pregnancy Prevention	-	-	-	-
Family Health Clinic	812	-	-	19,034
County Wellness Center	-	10,114	7,500	5,000
Family Health Center	-	-	-	10,000
Ooltewah Clinic	-	-	-	-
Sequoyah Clinic	(456)	-	-	5,000
Chest Clinic/Epidemiology	1,689	3,200	-	8,000
STD Clinic	1,950	-	2,500	8,000
Community Assessment/Planning	-	17,867	-	-
Emergency Medical Services	926,798	480,435	432,500	1,045,500
Water Quality Program	2,061	-	-	-
Total Expenditures by type	\$ 4,897,122	\$ 3,921,173	\$ 5,354,075	\$ 3,772,073

PROGRAM COMMENTS

Of the budgeted \$3,772,073 capital outlay budget for FY 2013, 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.

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

Emergency Medical Services (EMS) – The appropriation for EMS provides funds for two new ambulances, one remount for an ambulance, 13 Lifepak 12 cardiac monitors, stretchers and back boards, protective clothing, training equipment, computers, and station furniture.

Geographic Information System (GIS) – GIS appropriation provides for the purchase of computer upgrades, web server, server license, imagery data acquisition project, and geomapping (state mandated).

The Sheriff's Department capital outlay appropriations are distributed among the individual departments for police vehicle replacements, 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

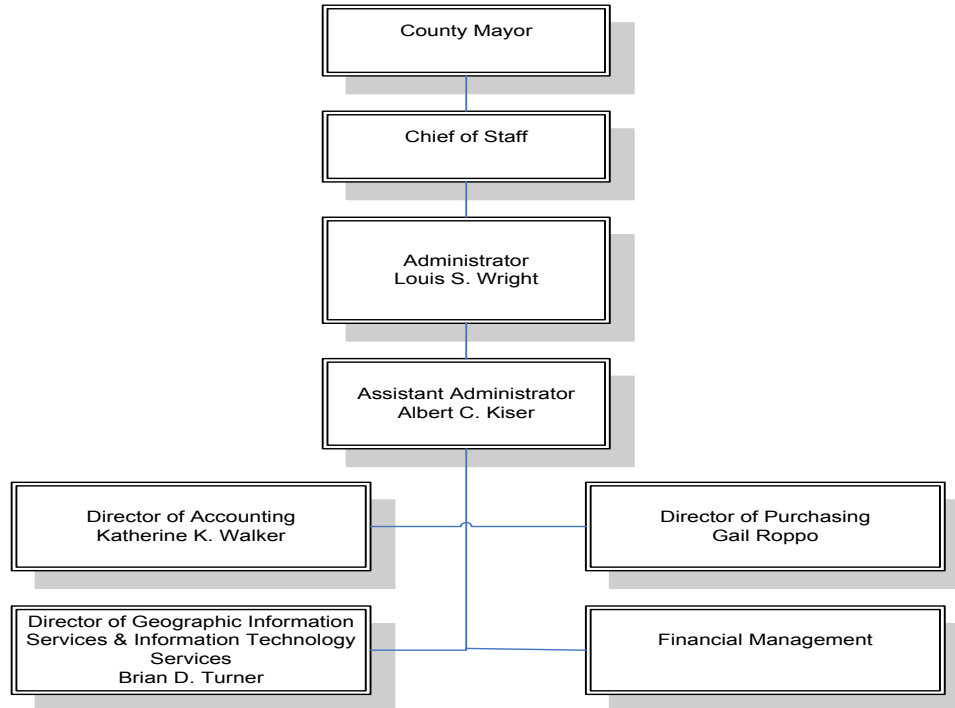
1. Representative to General Assembly – Registered lobbyists for Hamilton County Government represent the County's interest before the General Assembly by introducing legislation and by supporting or opposing other legislation.
2. Americans with Disabilities Act (ADA) – The Americans with Disabilities 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 2010	Actual 2011	Budget 2012	Budget 2013
Representative to General Assembly	\$ 6,149	\$ 8,032	\$ 10,500	\$ 10,500
Americans with Disabilities Act	-	-	2,000	1,000
Drug & Alcohol Testing Program	6,145	8,850	9,500	10,500
Employee Assistance Program	26,102	22,395	25,350	23,300
TCSA Dues	9,937	9,937	9,937	9,937
NACO Dues	6,419	6,419	6,419	6,419
DOJ Domestic Violence Grant	130,719	-	-	-
CDBG Water Lines- Mowbray	-	55,254	444,746	-
Regional Planning Grant	-	-	167,000	-
THDA - Disaster Recovery Program	91,082	17,964	500,000	-
Drug Court	567,466	544,835	850,000	-
Indigent Care	124,466	118,800	-	-
CCC - Certified Cost Reimbursement	614,521	736,222	705,600	705,600
	\$ 1,583,006	\$ 1,528,708	\$ 2,731,052	\$ 767,256



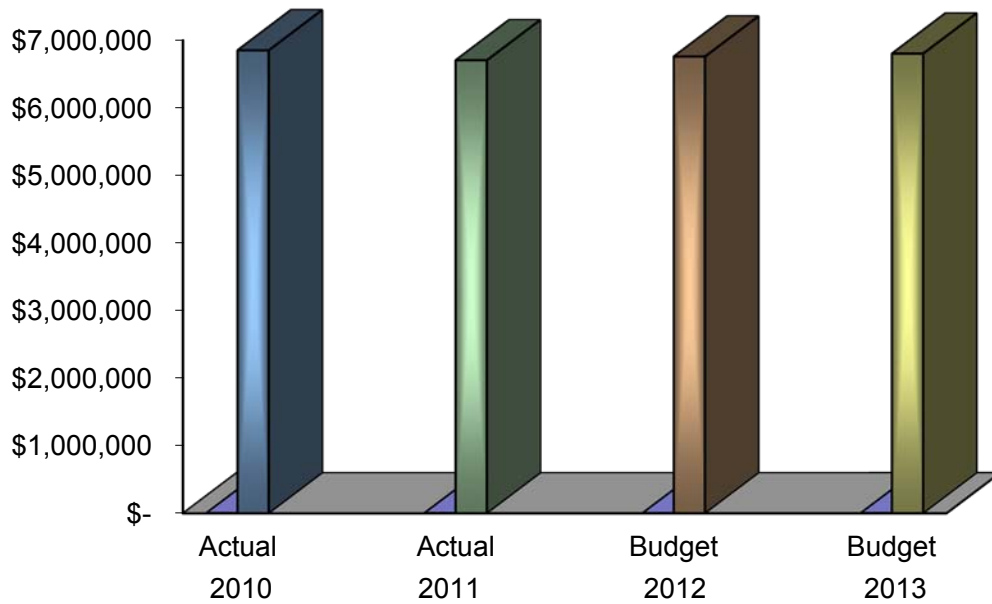
Finance Division

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.

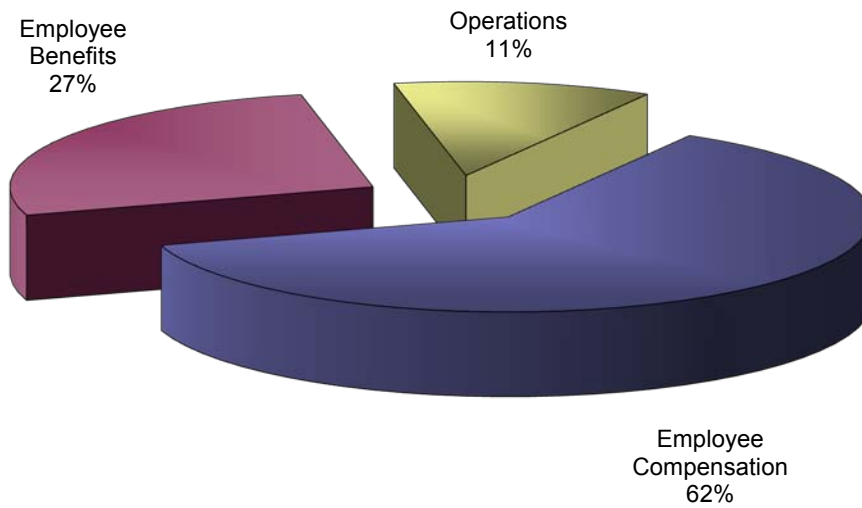


Front Row: Albert Kiser, Louis Wright, Brian Turner
Back Row: Kathy Walker, Gail Roppo

Finance Expenditures



FY 2013 Expenditures by Type



Finance Division Expenditures by Departments

Departments	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Finance Administrator	\$ 238,766	\$ 240,172	\$ 243,454	\$ 251,184
Accounting	1,729,097	1,783,231	1,847,881	1,842,743
Financial Management	426,955	442,411	448,369	460,602
Information Technology Services	2,918,103	2,915,407	2,860,889	3,007,307
Purchasing	386,592	390,278	390,119	466,305
Geographic Information Systems	1,153,527	934,360	970,425	776,194
	\$ 6,853,040	\$ 6,705,859	\$ 6,761,137	\$ 6,804,335
 Authorized Positions	 84.63	 82.26	 79	 80

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 164,423	\$ 165,723	\$ 166,222	\$ 171,176
Employee Benefits	65,665	63,987	63,532	66,308
Operations	8,678	10,462	13,700	13,700
Total Expenditures	\$ 238,766	\$ 240,172	\$ 243,454	\$ 251,184

Authorized Positions	2	2	2	2
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PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

Goal # 1

	<u>Actual</u> <u>2010</u>	<u>Actual</u> <u>2011</u>	<u>Projected</u> <u>2012</u>	<u>Estimated</u> <u>2013</u>
Standard and Poors	AAA	AAA	AAA	AAA
Bond Rating - Moody's	Aaa	Aaa	Aaa	Aaa
Bond Rating - Fitch	AAA	AAA	AAA	AAA
General Obligation Commercial Paper - Moody's	P-1	P-1	P-1	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 2012 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 1,058,388	\$ 1,085,899	\$ 1,141,482	\$ 1,132,015
Employee Benefits	469,155	486,871	519,310	513,076
Operations	201,554	210,461	187,089	197,652
Total Expenditures	\$ 1,729,097	\$ 1,783,231	\$ 1,847,881	\$ 1,842,743

Authorized Positions	27.63	26	25	24
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
<u>Ambulance Billing</u>				
% close-outs of ambulance billing within 10 working days	100%	100%	100%	100%
<u>GFOA Awards Programs</u>				
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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 265,682	\$ 278,745	\$ 279,142	\$ 287,843
Employee Benefits	114,442	116,816	117,947	123,008
Operations	46,831	46,850	51,280	49,751
Total Expenditures	\$ 426,955	\$ 442,411	\$ 448,369	\$ 460,602

Authorized Positions	5	5	5	5
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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 2010	Actual 2011	Projected 2012	Estimated 2013
Number of OJI claims reported	198	198	150	183
Number of Liability claims reported	149	154	140	137
Total dollars incurred	\$487,560	\$714,532	\$664,971	\$695,548
Workplace Safety Violations	15	1	0	2
Safety training classes provided	9	9	1	6

Goal # 8

The FY 2012 budget document was prepared and submitted to the GFOA Awards program and received the Distinguished Budget Presentation Award for the tenth 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 1,728,752	\$ 1,784,760	\$ 1,716,516	\$ 1,812,717
Employee Benefits	736,805	772,029	748,704	813,041
Operations	452,546	358,618	395,669	381,549
Total Expenditures	\$ 2,918,103	\$ 2,915,407	\$ 2,860,889	\$ 3,007,307

Authorized Positions	34	33.26	31	32
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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

FOCUS ON THE FINEST WINNERS

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 and surplus property activities

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 242,260	\$ 254,343	\$ 243,908	\$ 293,062
Employee Benefits	105,153	95,789	94,642	121,639
Operations	39,179	40,146	51,569	51,604
Total Expenditures	\$ 386,592	\$ 390,278	\$ 390,119	\$ 466,305

Authorized Positions	5	5	5	6
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PERFORMANCE OBJECTIVES

1. To ensure that the Purchasing Department's internal customers are satisfied with the quality of processes and services it provides
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 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. Regular discussions with internal customers indicate satisfaction with service and performance
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. Upgrade and add functionality to the internet mapping website for the general public.
2. Continue to stay current with the latest GIS technology.
3. Create a better process for WWTa to manage facilities and work orders.
4. Provide GIS users with the ability to use street data for routing applications
5. Continue to improve the master addressing layer that contains addresses for each dwelling in Hamilton County.
6. Distribute updated color and color infrared orthoimagery to the Hamilton County GIS data partners.
7. Deploy topic focused internet mapping applications.
8. Provide the Assessor's office with a more fluid process for mapping parcel data.

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 447,403	\$ 473,068	\$ 490,213	\$ 507,234
Employee Benefits	182,834	182,508	184,765	179,674
Operations	523,290	278,784	295,447	89,286
Total Expenditures	\$ 1,153,527	\$ 934,360	\$ 970,425	\$ 776,194

Authorized Positions	11	11	11	11
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PERFORMANCE OBJECTIVES

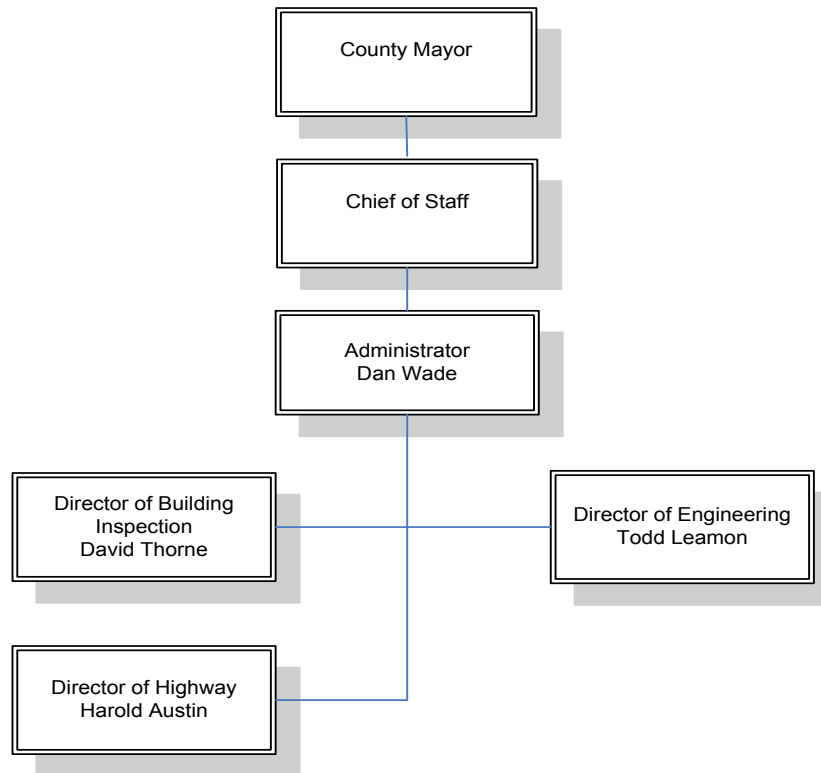
1. Upgrade the GISMO site to the latest software technology.
2. Install and configure latest version of Esri software for the server, desktop and web GIS users
3. Integrate Cityworks Server into WWTa's everyday business processes.
4. Acquire the necessary data elements to create a routable street layer 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. Continue to use election commission voter data to locate non compliant addresses.
6. QC imagery and get final product ready for distribution
7. Develop an election mapping app, a civil war app, and a parks and recreation locator mapping app.
8. Install and configure new mapping software and integrate the mapping system with the new CAMA system.
9. Develop a reporting application for the Highway Department.

PERFORMANCE ACCOMPLISHMENTS

1. Acquired new imagery data.
2. Worked with the County Commission and Election Commission to create new commission districts and voting precincts.
3. Deployed a mobile GIS solution for the highway department to collect sign data.
4. Enhanced the internet mapping site with new functionality based on user requests.
5. After years of focused effort to improve the addressing in Hamilton County, we were able to provide the Election Commission with addressing data. This data is now accurate enough to be used in the new voter registration application.

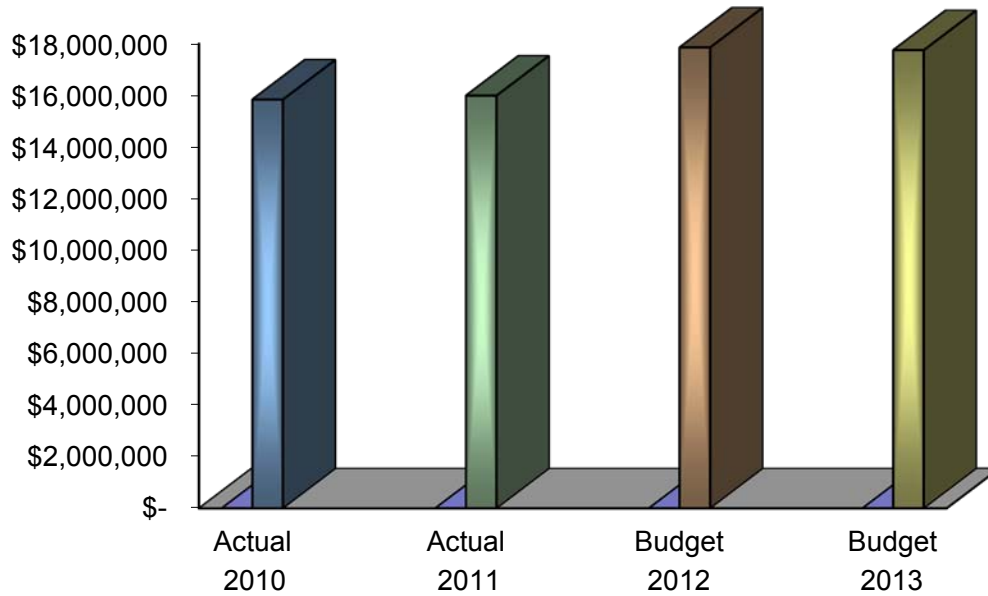
Public Works Division

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

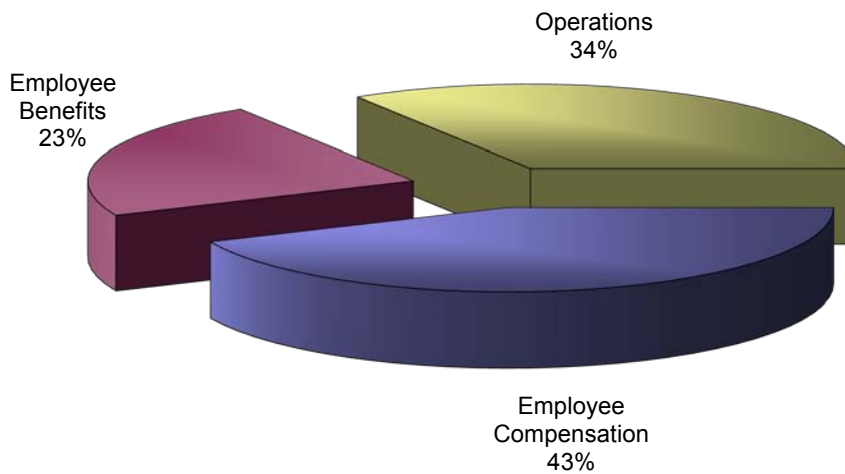


Left to right: Todd Leamon, David Thorne, Harold Austin, Dan Wade

Public Works Division Expenditures



FY 2013 Expenditures by Type



Public Works Division Expenditures by Departments

Departments	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Public Works Administrator	\$ 211,191	\$ 211,755	\$ 222,186	\$ 228,952
Building Inspection	848,850	810,746	955,012	929,829
Custodial / Security Service	1,692,408	1,888,243	1,730,009	1,802,602
Security Services	770,021	686,632	949,526	962,102
Traffic Shop	342,544	341,143	385,942	407,524
Real Property	406,092	321,498	331,730	336,413
Engineering	1,201,375	1,226,260	1,257,076	1,308,918
Highway	5,367,825	5,680,545	6,854,110	6,435,765
PLM I Shop	260,903	243,963	241,741	250,109
PLM II Shop	149,869	71,697	135,249	132,806
PLM III Shop	843,425	800,103	876,763	892,113
Stockroom	357,217	354,398	347,525	356,282
Recycling	202,293	158,792	221,766	182,693
Spring Creek Transfer	301,328	274,679	-	-
Sequoyah Transfer	234,547	255,304	260,355	271,112
Waste Tire Program	290,732	315,563	269,300	289,300
Water & Wastewater Treatment Authority	1,868,236	1,854,777	2,195,702	2,305,877
Stormwater-Phase II	486,516	491,006	621,681	656,797
	\$ 15,835,372	\$ 15,987,104	\$ 17,855,673	\$ 17,749,194
Authorized Positions	215.39	213.39	206.13	207.13

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 156,991	\$ 154,770	\$ 158,741	\$ 163,541
Employee Benefits	46,903	49,765	51,875	53,841
Operations	7,297	7,220	11,570	11,570
Total Expenditures	\$ 211,191	\$ 211,755	\$ 222,186	\$ 228,952

Authorized Positions	2	2	2	2
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Building Inspection – 3204

MISSION STATEMENT

To protect the life, safety, health, and welfare of the citizens within the corporate limits of municipalities as well as the unincorporated areas, by enforcing municipal building codes adopted by Hamilton County Commissioners, in a professional, accurate prompt, and courteous manner.

FUNCTION

This department issues the necessary permits, examines plans when required and checks for compliance with building codes and zoning regulations for new construction, alterations, and additions. 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. We verify regulations within the floodways of Hamilton County are followed. Groundwater Protection was merged with this department September 2011. The functions of inspecting septic tank installations, issuing pumper and installer's license, collecting well and ground water samples for testing, reviewing lot/subdivision plats and issuing recertification letters have been added.

PERFORMANCE GOAL

Adopt and maintain building standards for structures, housing and properties

PERFORMANCE OBJECTIVES

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

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 524,293	\$ 491,866	\$ 555,892	\$ 534,299
Employee Benefits	271,925	254,330	293,969	287,950
Operations	52,632	64,550	105,151	107,580
Total Expenditures	\$ 848,850	\$ 810,746	\$ 955,012	\$ 929,829

Authorized Positions	13.63	13.13	12	13
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PERFORMANCE MEASURES

	Actual <u>2010</u>	Actual <u>2011</u>	Projected <u>2012</u>	Estimated <u>2013</u>
Number of permits	950	983	1,200	1,000
Fees Collected	\$342,728	\$364,267	\$500,000	\$400,000
Value of Construction	\$79,983,816	\$85,584,058	\$130,000,000	\$110,000,000
Inspections & Investigations	11,445	10,579	12,000	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, to see that all invoices that are paid are correct for supplies ordered, and to balance and submit P-Card monthly statements
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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 222,642	\$ 247,284	\$ 239,812	\$ 244,035
Employee Benefits	132,228	150,006	151,880	158,371
Operations	1,337,538	1,490,953	1,338,317	1,400,196
Total Expenditures	\$ 1,692,408	\$ 1,888,243	\$ 1,730,009	\$ 1,802,602

Authorized Positions	8	8	9	8
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FOCUS ON THE FINEST WINNERS

2011 Career Services Award *Willie Humphreys – Custodian Supervisor*

2012 MVP Award *Marcus Smith – Building and Grounds Custodian*

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 256,989	\$ 259,082	\$ 257,942	\$ 266,001
Employee Benefits	145,978	147,916	147,506	155,949
Operations	367,054	279,634	544,078	540,152
Total Expenditures	\$ 770,021	\$ 686,632	\$ 949,526	\$ 962,102

Authorized Positions	8	8	8	8
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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, road striping, marking 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 171,358	\$ 143,527	\$ 152,041	\$ 156,826
Employee Benefits	98,380	87,790	102,401	113,498
Operations	72,806	109,826	131,500	137,200
Total Expenditures	\$ 342,544	\$ 341,143	\$ 385,942	\$ 407,524

Authorized Positions	6	5	5	5
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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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 192,434	\$ 196,361	\$ 180,482	\$ 186,364
Employee Benefits	90,008	87,924	85,098	83,898
Operations	123,650	37,213	66,150	66,151
Total Expenditures	\$ 406,092	\$ 321,498	\$ 331,730	\$ 336,413

Authorized Positions	4.63	4.63	4	4
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PERFORMANCE ACCOMPLISHMENTS

Since the Real Property Office was established in 1981 there have been 2,274 parcels of unused public property returned to the tax rolls producing over \$5.3 million in sales revenue. County 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.

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 (2,274 parcels) has generated over \$5.3 million in revenue since the sale process began in 1981. There were 71 parcels sold for a total of \$141, 632 in 2012.

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

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 over 3,300 local jobs, with another 4,000 jobs being created by suppliers of whom many will locate within Enterprise South, City of Chattanooga, Hamilton County, surrounding counties and states. The arrival of Volkswagen of North America is projected to create a total of 9,500 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 are currently providing undercarriage and structural components for the new Volkswagen Passat. Gestamp purchased approximately 34.6 acres for \$758,980 (\$21,685 per acre) Enterprise South and invested more than \$90 million in a new manufacturing facility and equipment. Gestamp currently has 260 local employees and is projecting an additional 90 jobs, for a total 350 within 2012 and 2013.

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

American Tire Distributors - In July of 2012, this company came onboard at the Enterprise South Industrial Park. This is a national company that distributes tires regionally to automotive retailers. The company purchased 8.90 acres at the price of \$378,045 (\$42,477 per acre) with a projected investment of \$10 million. As of August 2012, the building and site are currently under construction and are scheduled for completion by October of 2012. The company will provide 30 local jobs by 2015.

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

MISSION STATEMENT

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

FUNCTION

Provide engineering, inspection and administration services.

SERVICES

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

PERFORMANCE GOALS

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

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 798,786	\$ 816,450	\$ 832,942	\$ 863,437
Employee Benefits	335,634	337,230	342,834	358,181
Operations	66,955	72,580	81,300	87,300
Total Expenditures	\$ 1,201,375	\$ 1,226,260	\$ 1,257,076	\$ 1,308,918

Authorized Positions	17	17	17	17
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FOCUS ON THE FINEST WINNERS

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

2011 Educational Achievement Recognition *Autumn Friday – Project Engineer*

2011 MVP Award *Autumn Friday – Project Engineer*

Highway – 3213

MISSION STATEMENT

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

FUNCTION

The Highway Department's main function is to maintain 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 2,212,349	\$ 2,345,108	\$ 2,613,585	\$ 2,675,116
Employee Benefits	1,219,728	1,220,402	1,471,378	1,536,999
Operations	1,935,748	2,115,035	2,769,147	2,223,650
Total Expenditures	\$ 5,367,825	\$ 5,680,545	\$ 6,854,110	\$ 6,435,765

Authorized Positions	85.5	86.5	85	85
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PERFORMANCE ACCOMPLISHMENTS

On March 2, 2012 a tornado descended upon the Harrison and Snowhill communities leaving over 60,000 cubic yards of trees and construction debris in the roads and right of ways. 90% of all this material was taken to the county's debris management site where it was turned into reusable mulch; the remainder was disposed of in C & D landfill. The department expended over 24,000 man hours and over 20,000 equipment hours to return the county roadways to a safe and passable condition.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 149,630	\$ 114,967	\$ 115,472	\$ 119,008
Employee Benefits	62,980	58,976	59,169	62,002
Operations	48,293	70,020	67,100	69,099
Total Expenditures	\$ 260,903	\$ 243,963	\$ 241,741	\$ 250,109

Authorized Positions	5	4	3	3
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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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 99,224	\$ 39,350	\$ 73,877	\$ 75,014
Employee Benefits	44,417	25,040	45,922	48,092
Operations	6,228	7,307	15,450	9,700
Total Expenditures	\$ 149,869	\$ 71,697	\$ 135,249	\$ 132,806

Authorized Positions	3	3	2	2
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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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 446,732	\$ 400,038	\$ 443,995	\$ 450,716
Employee Benefits	205,957	200,687	227,868	234,898
Operations	190,736	199,378	204,900	206,499
Total Expenditures	\$ 843,425	\$ 800,103	\$ 876,763	\$ 892,113

Authorized Positions	12	12	12	12
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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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 61,225	\$ 61,720	\$ 62,175	\$ 64,121
Employee Benefits	40,979	41,455	41,700	43,962
Operations	255,013	251,223	243,650	248,199
Total Expenditures	\$ 357,217	\$ 354,398	\$ 347,525	\$ 356,282

Authorized Positions	2	2	2	2
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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. 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. Manage household recycling centers
2. Continuously update market price on materials collected
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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 129,332	\$ 69,667	\$ 94,686	\$ 88,323
Employee Benefits	38,550	27,895	28,965	34,171
Operations	34,411	61,230	98,115	60,199
Total Expenditures	\$ 202,293	\$ 158,792	\$ 221,766	\$ 182,693

Authorized Positions	5.63	5.13	4.13	4.13
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Spring Creek Transfer – 3222

FUNCTION

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

PERFORMANCE GOALS

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

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 44,350	\$ 35,516	\$ -	\$ -
Employee Benefits	33,167	20,586	-	-
Operations	223,811	218,577	-	-
Total Expenditures	\$ 301,328	\$ 274,679	\$ -	\$ -

Authorized Positions	2	2	-	-
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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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 81,941	\$ 92,151	\$ 90,631	\$ 95,034
Employee Benefits	54,692	64,538	64,374	68,278
Operations	97,914	98,615	105,350	107,800
Total Expenditures	\$ 234,547	\$ 255,304	\$ 260,355	\$ 271,112

Authorized Positions	3	3	3	3
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PROGRAM COMMENTS

Sequoyah Transfer Station is located in Soddy Daisy and processes solid waste from private collectors and area residents. Estimated revenue is \$140,000 annually. The transfer station makes every effort to operate within the current guidelines and regulations set forth by the Tennessee Division of Solid Waste Management.

Waste Tire Program – 3225

FUNCTION

To provide, manage, and monitor Waste Tire Recycling services for Hamilton County automobile dealers and citizens in accordance with applicable state laws, and rules and regulations promulgated by the Tennessee Department of Environment and Conservation (TDEC); To operate the waste tire collection center; To insure that tires collected are processed for beneficial end use; and, to oversee the TDEC Waste Tire Recycling Grant contract.

PERFORMANCE GOALS

1. To collect tires from eligible tire dealers and post data on TDEC's ReTrack program management tool and from citizens and obtain fees accordingly
2. To maintain transportation and certified end user contractor(s)
3. To process grant reimbursement documentation and contractor services

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Operations	\$ 290,732	\$ 315,563	\$ 269,300	\$ 289,300
Total Expenditures	\$ 290,732	\$ 315,563	\$ 269,300	\$ 289,300

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 1,130,313	\$ 1,122,958	\$ 1,279,451	\$ 1,352,598
Employee Benefits	548,105	522,969	623,852	652,880
Operations	189,818	208,850	292,399	300,399
Total Expenditures	\$ 1,868,236	\$ 1,854,777	\$ 2,195,702	\$ 2,305,877

Authorized Positions	30	29	29	30
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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.

FOCUS ON THE FINEST WINNERS

2010 Educational Achievement Recognition

Rich Zawislak – Wastewater Technician

2012 MVP Award

Steven A. Wright – Wastewater Specialist

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

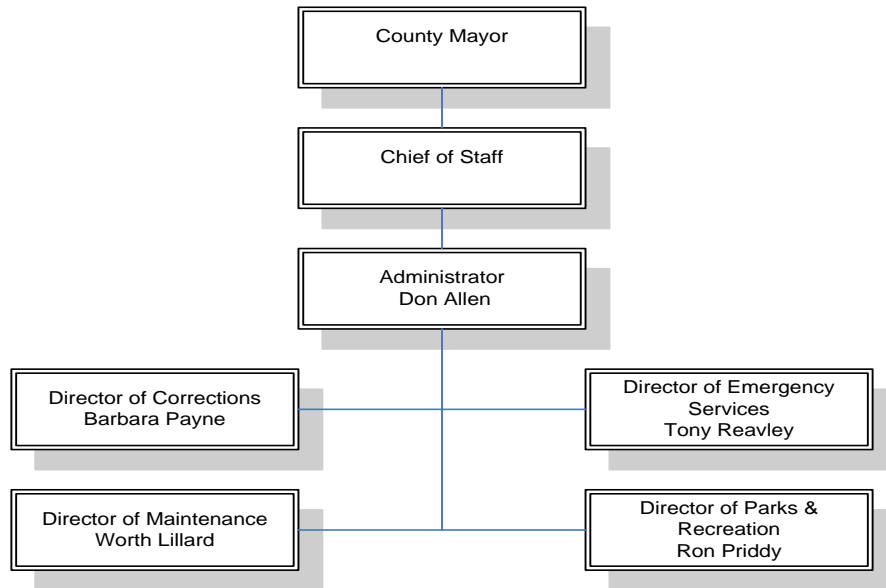
1. Maintain staffing of 8 full-time staff and 1 seasonal intern
2. Educate school teachers about stormwater quality via workshops and presentations
3. Educate contractors, developers and the public about stormwater quality
4. Continue to map stormwater outfalls in program area and verify previous maps
5. Provide illicit discharge detection and elimination program and follow up
6. Inspect all municipal/county facilities for stormwater related good housekeeping compliance
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 runoff quality and pollution prevention
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 permanent runoff control facilities via construction permits
14. Inspect residential post construction runoff control facilities for compliance with Rules and Regulations
15. Perform complaint investigations on stormwater-related activities

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 267,706	\$ 291,029	\$ 340,735	\$ 350,849
Employee Benefits	110,474	115,145	137,023	149,719
Operations	108,336	84,832	143,923	156,229
Total Expenditures	\$ 486,516	\$ 491,006	\$ 621,681	\$ 656,797

Authorized Positions	8	9	9	9
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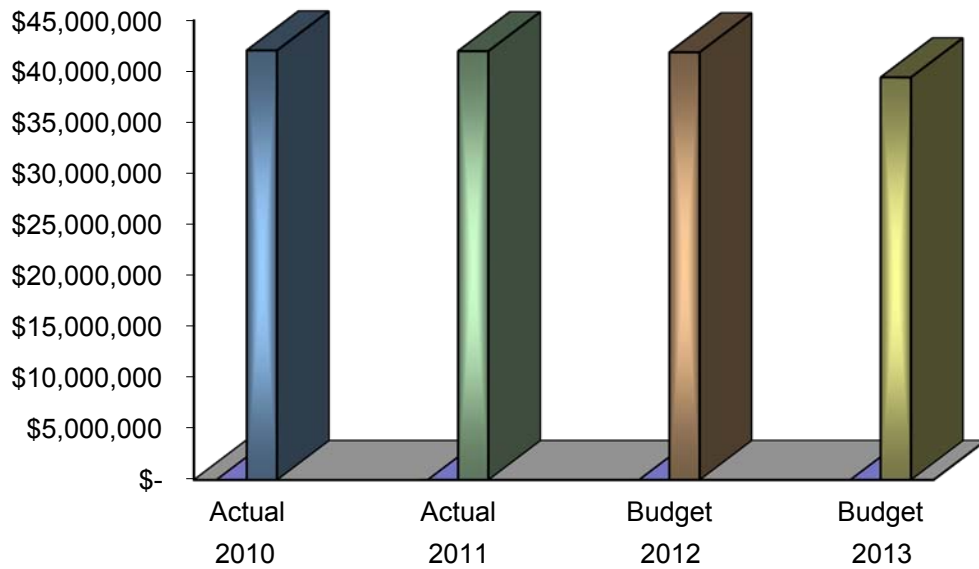
Human Services Division

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.

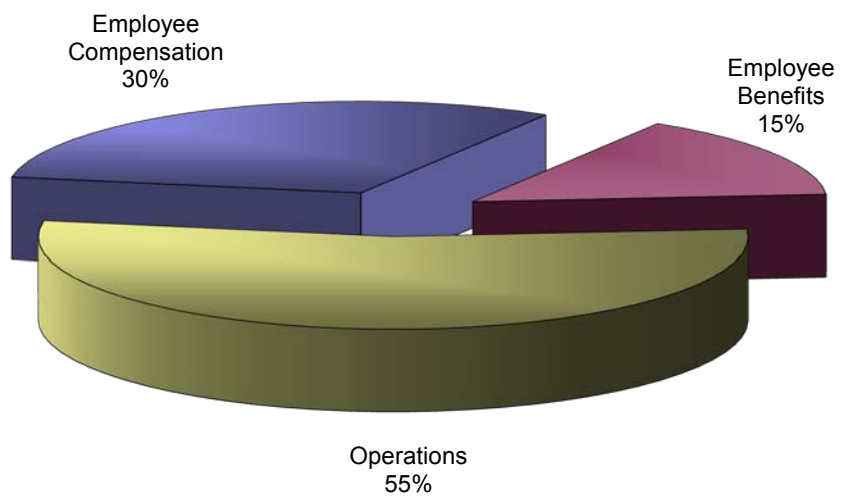


Left to right: Worth Lillard, Tony Reavley, Don Allen, Barbara Payne, Ron Priddy

Human Services Division Expenditures



FY 2013 Expenditures by Type



Human Services Division Expenditures by Departments

Departments	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Human Services Administrator	\$ 206,416	\$ 235,893	\$ 213,963	\$ 220,217
Maintenance	2,650,962	2,652,773	2,838,973	2,935,711
Emergency Services	3,378,461	3,391,632	3,291,275	3,372,547
Recreation	2,735,803	2,768,793	2,866,817	2,828,354
Riverpark Operations	2,339,860	2,180,203	2,119,504	2,166,407
Emergency Assistance Program	191,829	238,782	275,307	285,179
Community Corrections Program	341,935	338,724	362,576	369,442
Misdemeanant Community Corrections	771,644	823,832	588,278	494,081
Courts Community Service (Litter Grant)	509,440	529,209	538,933	550,109
Corrections Administration	506,386	502,698	513,207	529,599
Hamilton County Workhouse (CCA)	13,059,156	12,936,830	13,165,148	13,165,148
Workhouse Records	95,846	90,560	93,174	95,206
Corrections Inmates Program	142,134	137,892	145,223	149,835
Misdemeanant Probation	531,288	449,901	325,831	434,979
Enterprise South Nature Park	375,592	873,634	1,288,276	1,323,999
Emergency Medical Services	8,408,857	8,675,175	8,320,453	8,698,743
Emergency Services - Volunteer Services	177,509	192,443	198,595	232,254
Other Human Services	3,053,284	2,661,223	3,882,025	1,110,808
Welfare Services - Various	2,561,070	2,282,581	826,941	428,740
	\$ 42,037,472	\$ 41,962,778	\$ 41,854,499	\$ 39,391,358
Authorized Positions	322.91	322.78	295.48	294.89

Human Services Administrator – 3400

FUNCTION

The Human Services Administrator is appointed by the County Mayor and confirmed by the County Board of Commissioners. The Administrator is responsible for the organization, operation, and supervision of 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 158,033	\$ 198,008	\$ 152,458	\$ 163,029
Employee Benefits	41,071	32,932	47,855	48,038
Operations	7,312	4,953	13,650	9,150
Total Expenditures	\$ 206,416	\$ 235,893	\$ 213,963	\$ 220,217

Authorized Positions	2	2	2	2
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PERFORMANCE ACCOMPLISHMENTS

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

The Corrections Department, including Community Corrections, Misdemeanor Corrections, and Courts Community Service continues to provide effective alternatives to institutional incarceration thus reducing jail overcrowding and supervision costs. Through numerous supervisory techniques, Corrections saves tens of thousands of jail days annually while providing hundreds of Public Work hours.

Emergency Services consists of Emergency Management (EM), Emergency Medical Services, Field Services and Homeland Security. Emergency Management continues to maintain and update the Basic Emergency Operations Plan (BEOP), Hazard Mitigation Plan, Continuity of Operations Plans and others including appendices this year to the BEOP that include a Catastrophic Incident Annex, Reception and Care Plan for Hurricane Evacuees and numerous updates to various Emergency Support Functions that are reflective of lessons learned from our recent Federally declared disasters. The Hazard Mitigation Plan was submitted to FEMA and approved in March of this year. Additionally, EM is currently compiling a Threat and Hazard Identification and Risk Analysis for the jurisdiction that identifies core capabilities and capability targets for the hazards most likely to affect our area. Further, EM has been tasked to oversee the Homeland Security Grant processes to ensure timely grant application, disbursement and reimbursement for Homeland Security related projects.

Parks and Recreation maintains facilities and landscapes throughout the County and has garnered the award - 2012 NACPRO Park and Recreation Facility – Class I Award. The Riverpark and Enterprise South and Chester Frost Park continue to provide numerous recreational opportunities for citizens and tourists alike.

Maintenance receives over 1,000 major calls and projects per year. Maintenance has 34 employees working for the department including supervision. For security reasons light fixtures were replaced at the Hamilton County Child Support building. Maintenance installed LED energy savings outside fixtures as the old fixtures were not providing enough lighting around the building and parking lot. Old incandescent Exit signs and emergency fixtures were also replaced with new LED fixtures. Maintenance converted the McDaniel Building once a nursing facility, into a usable office space and a pharmacy for County employees. Maintenance has completed all the installation of energy upgrades at the McDaniel Building, Riverpark, Vandergriff Park, school flashing and traffic lights. The projects funded for Hamilton County was through the Energy Efficiency and Conservation Block Grant (EECBG) Program which will produce a return on investment of reduced energy use and cost savings. In addition to reducing energy costs, these improvements will reduce standard maintenance for light fixtures, bulb replacement and HVAC repairs and replacements. The goal was to make the “highest and best use” of these funds to promote a more robust energy efficiency program and policies for County Government and to support the America’s clean energy future.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 1,323,840	\$ 1,320,886	\$ 1,400,297	\$ 1,454,356
Employee Benefits	686,915	697,855	718,161	771,155
Operations	640,207	634,032	720,515	710,200
Total Expenditures	\$ 2,650,962	\$ 2,652,773	\$ 2,838,973	\$ 2,935,711

Authorized Positions	34	34	34	34
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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. 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
10. Work closely with Public and Private sector companies through education and training to minimize the impact of disasters and/or acts of terrorism

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 843,608	\$ 798,337	\$ 780,605	\$ 777,152
Employee Benefits	406,331	400,959	390,692	401,702
Operations	2,128,522	2,192,336	2,119,978	2,193,693
Total Expenditures	\$ 3,378,461	\$ 3,391,632	\$ 3,291,275	\$ 3,372,547

Authorized Positions	21	20	21	20
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PERFORMANCE OBJECTIVES

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

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 1,450,506	\$ 1,449,789	\$ 1,487,934	\$ 1,450,122
Employee Benefits	774,097	750,914	776,696	771,065
Operations	511,200	568,090	602,187	607,167
Total Expenditures	\$ 2,735,803	\$ 2,768,793	\$ 2,866,817	\$ 2,828,354

Authorized Positions	48.76	44.7	42	39.83
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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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 1,291,795	\$ 1,137,514	\$ 1,076,756	\$ 1,101,456
Employee Benefits	644,969	572,991	554,387	587,701
Operations	403,096	469,698	488,361	477,250
Total Expenditures	\$ 2,339,860	\$ 2,180,203	\$ 2,119,504	\$ 2,166,407

Authorized Positions	45	42.63	33.13	33.22
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FOCUS ON THE FINEST WINNER

2011 MVP Award *Wayne Gann – Park Ranger*

Community Services – 3409

FUNCTION

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

PERFORMANCE GOALS

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

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 56,661	\$ 56,063	\$ 111,132	\$ 115,643
Employee Benefits	34,286	34,373	63,020	66,439
Operations	100,882	148,346	101,155	103,097
Total Expenditures	\$ 191,829	\$ 238,782	\$ 275,307	\$ 285,179

Authorized Positions	2	2	2	3
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PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

1. Provided monthly Emergency Assistance statistical reports detailing service provision data as indicated in the program data chart below
2. Participated and networked to improve coordinated service provision and advocacy through participation on the following boards/committees: Tennessee Conference on Social Welfare; Coalition of Emergency Assistance Providers; Chattanooga Homeless Coalition—Advisory Board and Continuum of Care Review Committee; Hamilton County Community Advisory Board (CAB); Partnership Crisis Services Advisory Board; Emergency Food and Shelter Local Board; UTC Social Work Professional Advisory Board; Supervised Visitation Core and Consulting Committees; and other initiatives as needed.
3. Completed the three-year Homeless Prevention and Rapid Re-Housing Program (HPRP) stimulus grant contract. This American Recovery and Reinvestment Act sponsored grant prevented an additional 87 households affected by the economic downturn from becoming homeless over the course of the funding period.
4. Served on the Hamilton County Long Term Recovery Committee that provided case management and financial assistance guidance to tornado survivors.

	Actual	Actual	Projected	Estimated
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Number Interviewed	492	394	351	368
Number of Households Served	432	367	327	343
Percent Unduplicated Assisted	88%	93%	93%	93%
Number of Services Provided	528	450	401	421
Utilities	268	232	206	217
Rent / Mortgage	238	183	163	171
Food	19	30	27	28
Prescriptions	2	2	2	2
Other	1	3	3	3
Services per Household	1.22	1.23	1.23	1.23

Note: An 11% projected decrease in emergency services in 2012 from 2011 is anticipated. The decrease is attributed to a drop in revenue from the Homeless Prevention and Rapid Re-Housing grant which expired in July 2012. The estimated 2013 increase is related to overall service cost inflation.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 200,228	\$ 201,269	\$ 211,193	\$ 214,809
Employee Benefits	101,715	101,345	104,469	107,719
Operations	39,992	36,110	46,914	46,914
Total Expenditures	\$ 341,935	\$ 338,724	\$ 362,576	\$ 369,442

Authorized Positions	4.9	4.9	5.4	5.4
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PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2010</u>	Actual <u>2011</u>	Projected <u>2012</u>	Estimated <u>2013</u>
Number of jail days saved	26,828	27,375	29,814	30,000
Collected fees, costs and restitution	\$ 36,009	\$ 32,561	\$ 35,436	\$ 36,000
Total Public Work hours	1,920	792	396	450
Number of Intakes	101	46	67	55
Wages earned by offenders	\$ 415,613	\$ 460,152	\$ 562,160	\$ 570,000

Misdemeanant Community Corrections Program – 3411

FUNCTION

Misdemeanant Community Corrections offers an alternative to institutional incarceration for otherwise workhouse bound misdemeanants. The program was initiated in the fall of 1989 to reduce overcrowding in the Hamilton County Workhouse and reduce correctional costs. Supervision includes in-house arrest, electronic monitoring, employment verification, weekly interviews, arrest records checks, random drug testing, 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 493,969	\$ 552,857	\$ 366,370	\$ 294,047
Employee Benefits	216,111	216,989	159,459	137,585
Operations	61,564	53,986	62,449	62,449
Total Expenditures	\$ 771,644	\$ 823,832	\$ 588,278	\$ 494,081

Authorized Positions	12.9	12.9	7	6.7
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PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2010</u>	Actual <u>2011</u>	Projected <u>2012</u>	Estimated <u>2013</u>
Number of jail days saved	50,000	44,460	28,596	29,000
Savings After Costs	\$ 1,067,308	\$ 744,348	\$ 579,328	\$ 685,529
Collected Supervision Fees	\$ 47,000	\$ 32,883	\$ 26,674	\$ 31,500
Restitution Collected	\$ 11,000	\$ 5,767	\$ 4,652	\$ 5,000

Courts Community Service (Litter Grant) – 3412

FUNCTION

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

PERFORMANCE GOALS

1. Continue the operation of the program utilizing outside funding that covers the entire 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 292,456	\$ 296,089	\$ 311,075	\$ 321,407
Employee Benefits	114,652	107,619	108,527	103,769
Operations	102,332	125,501	119,331	124,933
Total Expenditures	\$ 509,440	\$ 529,209	\$ 538,933	\$ 550,109

Authorized Positions	9.7	9.7	9.7	9.7
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PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2010</u>	Actual <u>2011</u>	Actual <u>2012</u>	Estimated <u>2013</u>
Collected Contract Revenue & Supervision Fees	\$553,330	\$548,357	\$552,364	\$550,561
Litter Prevention Education \$ Spent	\$32,600	\$32,600	\$38,400	\$37,800
Litter Collection Mileage	10,530	10,487	9,492	10,200
Tons of Litter Collected	303	314	289	300

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 325,657	\$ 328,936	\$ 329,187	\$ 339,328
Employee Benefits	142,072	142,782	143,595	149,846
Operations	38,657	30,980	40,425	40,425
Total Expenditures	\$ 506,386	\$ 502,698	\$ 513,207	\$ 529,599

Authorized Positions	7	7	7	7
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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 2010	Actual 2011	Budget 2012	Budget 2013
Operations	\$ 13,059,156	\$ 12,936,830	\$ 13,165,148	\$ 13,165,148
Total Expenditures	\$ 13,059,156	\$ 12,936,830	\$ 13,165,148	\$ 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 59,617	\$ 60,841	\$ 61,138	\$ 62,280
Employee Benefits	30,763	25,286	25,436	26,325
Operations	5,466	4,433	6,600	6,601
Total Expenditures	\$ 95,846	\$ 90,560	\$ 93,174	\$ 95,206

Authorized Positions	2	2	2	2
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
State and Federal Revenue Collected	\$2,890,000	\$2,726,624	\$2,903,388	\$2,536,888

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 86,372	\$ 87,390	\$ 87,609	\$ 90,318
Employee Benefits	41,017	41,306	41,434	43,337
Operations	14,745	9,196	16,180	16,180
Total Expenditures	\$ 142,134	\$ 137,892	\$ 145,223	\$ 149,835

Authorized Positions	2	2	2	2
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PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2010</u>	Actual <u>2011</u>	Projected <u>2012</u>	Estimated <u>2013</u>
Inmates served in ABE	200	157	225	200
Inmates served in A & D	600	520	625	600
Inmates served in Elective Courses	550	485	600	500
Total	1,350	1,162	1,450	1,300

Misdemeanant Probation – 3435

FUNCTION

Misdemeanant Probation provides supervision of misdemeanor 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 misdemeanor probationers by the Tennessee Board of Probation and Parole. Supervision includes face-to-face weekly/monthly interviews, drug screening, employment verification, arrest report checks and collection of court costs, victim restitution, and supervision fees 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 misdemeanor probationers, who would otherwise be unsupervised, are supervised and in compliance with court orders of assignment
2. Increase offender accountability to victims by payment of victim restitution

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 263,743	\$ 273,663	\$ 147,091	\$ 228,688
Employee Benefits	109,471	115,792	64,442	91,993
Operations	158,074	60,446	114,298	114,298
Total Expenditures	\$ 531,288	\$ 449,901	\$ 325,831	\$ 434,979

Authorized Positions	7	7	5	5.7
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PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2010</u>	Actual <u>2011</u>	Actual <u>2012</u>	Estimated <u>2013</u>
Number of Intakes	1,326	1,009	893	900
Collected Supervision Fees	\$ 219,903	\$ 271,113	\$ 157,845	\$ 167,000
Collected Restitution	\$ 94,282	\$ 72,682	\$ 34,914	\$ 35,000

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 maintenance building
2. Begin clearing for a new and more challenging five-mile woodland walking 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 153,031	\$ 408,034	\$ 513,382	\$ 621,649
Employee Benefits	65,467	179,922	266,062	309,024
Operations	157,094	285,678	508,832	393,326
Total Expenditures	\$ 375,592	\$ 873,634	\$ 1,288,276	\$ 1,323,999

Authorized Positions	6.5	13.8	17.75	18.34
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PERFORMANCE ACCOMPLISHMENTS

1. Paved three miles of bicycle / pedestrian trails

FOCUS ON THE FINEST WINNERS

2010 MVP Award *Tom Lamb – Park Supervisor*

2010 Educational Achievement Recognition *Tom Lamb – Park Supervisor*

2012 MVP Award *Tom Lamb – Park Supervisor*

2012 MVP Award *Christopher Baxter – Park Ranger*

OTHER AWARDS

2011 Chattanooga Hamilton County Regional Planning Agency Excellence Award
2011 Governor's Environmental Stewardship Award - Greenways and Trails
2012 NACPRO Park and Recreation Facility – Class I Award

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 4,954,760	\$ 4,814,778	\$ 4,878,005	\$ 4,961,756
Employee Benefits	2,225,945	2,143,928	2,174,448	2,273,686
Operations	1,228,152	1,716,469	1,268,000	1,463,301
Total Expenditures	\$ 8,408,857	\$ 8,675,175	\$ 8,320,453	\$ 8,698,743

Authorized Positions	105	105	105.5	106
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PERFORMANCE OBJECTIVES

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

FOCUS ON THE FINEST WINNERS

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 2010	Actual 2011	Budget 2012	Budget 2013
Hazardous Material Team	\$ 14,309	\$ 13,673	\$ 19,502	\$ 16,235
Tri-Community Vol. Fire Dept	9,635	9,635	9,635	9,635
Dallas Bay Volunteer Fire Dept	14,750	19,449	17,750	30,722
Mowbray Volunteer Fire Dept	8,595	10,682	8,595	12,024
Chatt-Hamilton County Rescue	8,600	10,452	9,789	13,025
Highway 58 Volunteer Fire Dept	53,180	53,661	53,180	66,578
Sequoyah Volunteer Fire Dept	12,345	13,482	12,345	15,672
Waldens Ridge Emergency Serv	13,814	16,391	15,551	19,432
Sale Creek Volunteer Fire Dept	22,053	24,751	22,750	25,600
Hamilton County Marine Rescue	10,131	9,992	10,270	10,131
Hamilton County Stars	3,539	3,902	8,285	5,242
Flattop Volunteer Fire Dept	6,558	6,373	10,943	7,958
Total Expenditures	\$ 177,509	\$ 192,443	\$ 198,595	\$ 232,254

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 2010	Actual 2011	Budget 2012	Budget 2013
Emergency Ser. - Nuclear Power	\$ 40,229	\$ 1,212	\$ 86,761	\$ -
Homeland Security Grants	1,314,554	894,076	1,709,997	-
911 Emergency Communications	-	-	678,485	-
Contracted Services	14,000	29,250	-	-
Grants Contract	-	-	33,406	-
Homeless Prevention/RPD Rehousing	-	-	26,682	-
Crisis Intervention Team	-	80,378	252,954	-
Alternative Bond Program	101	-	-	-
Parents Are First Teachers	524,622	486,502	-	-
Social Services Administration	262,575	274,238	-	-
Ross's Landing Plaza & Park	897,203	895,567	1,093,740	1,110,808
Total Expenditures	\$ 3,053,284	\$ 2,661,223	\$ 3,882,025	\$ 1,110,808



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 funding for the programs listed below was discontinued 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 2010	Actual 2011	Budget 2012	Budget 2013
Social Services -Title XX	\$ 362,868	\$ 345,108	\$ 385,740	\$ 385,740
Emergency Food & Shelter	42,990	18,803	25,000	25,000
Project Water Help	1,051	633	1,000	1,000
Warm Neighbors	12,400	10,865	17,000	17,000
Safe Haven Programs	-	-	380,057	-
Speech & Hearing Center	146,150	145,895	-	-
Children's Home	388,476	319,855	-	-
Family & Children Services	1,075,282	923,018	-	-
Fortwood Center	184,600	208,075	18,144	-
J Johnson Mental Health Center	59,654	39,815	-	-
Orange Grove	48,381	48,381	-	-
Team Evaluation	68,938	74,544	-	-
Childrens Advocacy Center	18,000	18,000	-	-
AIM Center	59,213	46,649	-	-
Signal Centers	39,518	39,518	-	-
Chattanooga Endeavors, Inc	17,510	17,510	-	-
Chattanooga Homeless Coalition	25,739	15,612	-	-
Alexian Senior Neighbors	10,300	10,300	-	-
Total Expenditures	\$ 2,561,070	\$ 2,282,581	\$ 826,941	\$ 428,740

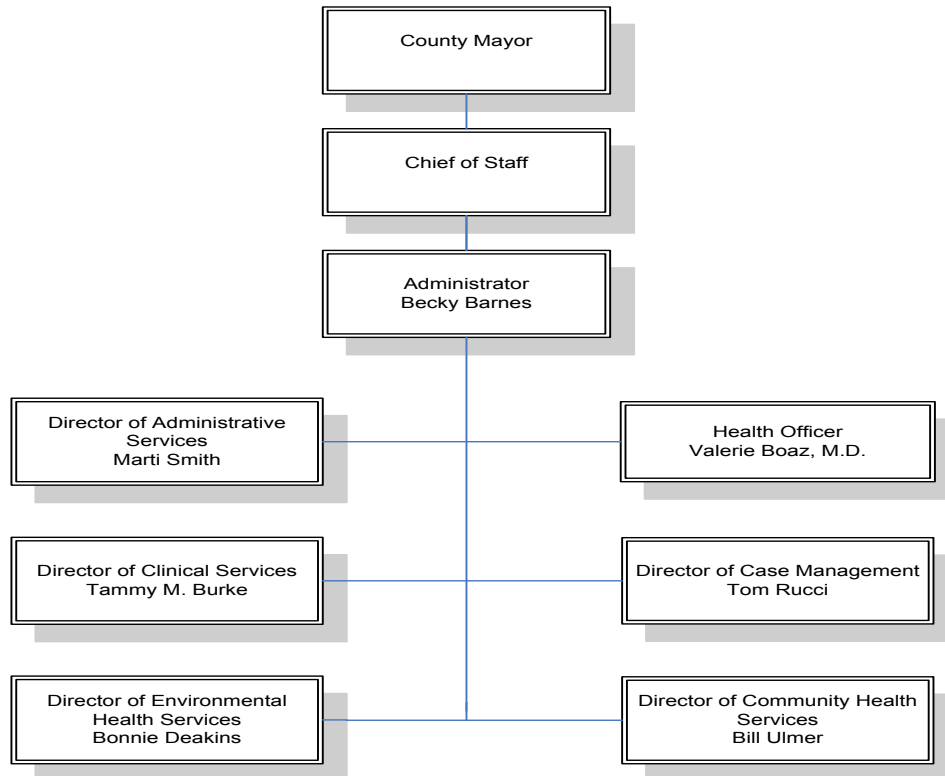
PERSONNEL SCHEDULE

Accountability by staff of the Social Services Department.



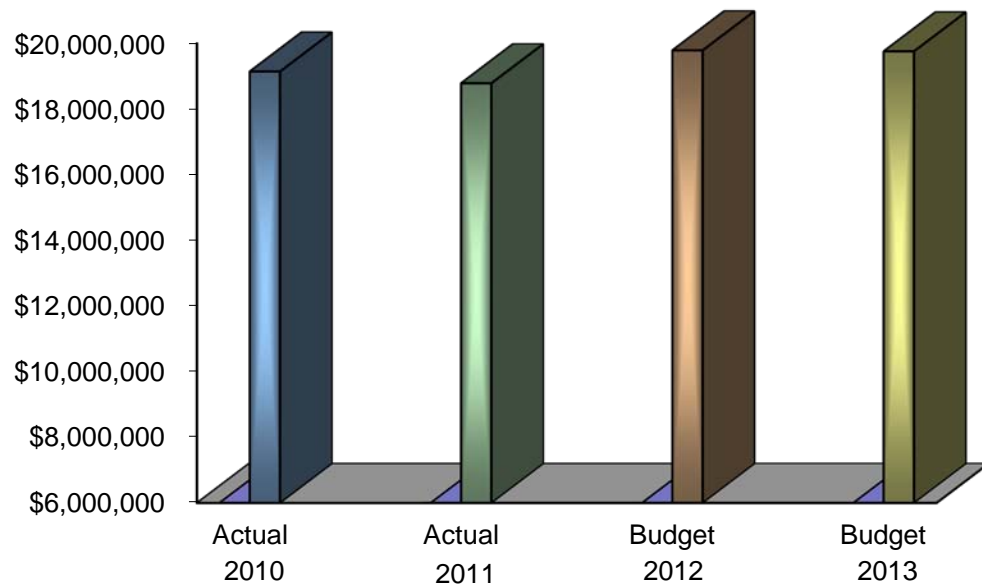
Health Services Division

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.

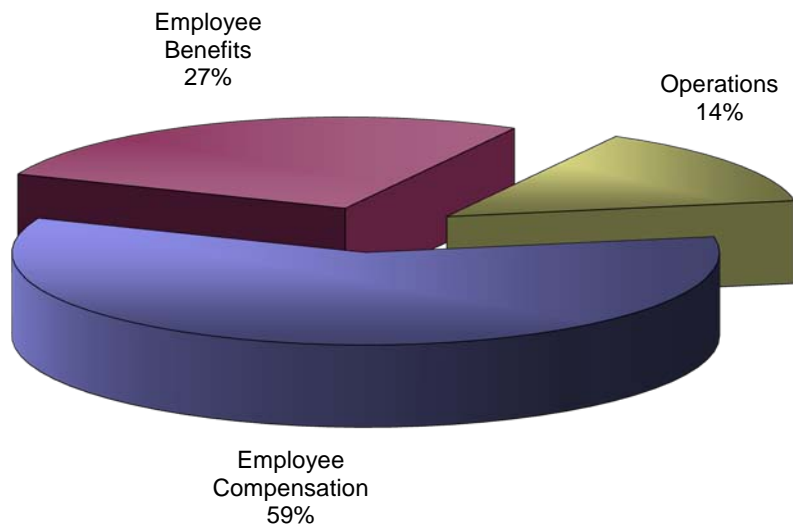


Left to right: Marti Smith, Tammy Burke, Dr. Valerie Boaz, Bill Ulmer, Tom Rucci, Bonnie Deakins, Becky Barnes

Health Services Division



FY 2013 Expenditures by Type



Health Services Division Expenditures by Departments

Departments	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Accounts and Budgets	\$ 221,817	\$ 235,345	\$ 249,195	\$ 264,089
Parents Are First Teachers II	-	-	284,800	343,847
Fetal Infant Mortality Review	64,060	99,391	140,761	145,413
Infant Mortality	135,909	136,500	145,464	150,153
TENNderCare Outreach	278,584	268,810	314,745	322,588
Homeland Security	483,062	495,647	499,798	530,150
Tobacco Prevention	61,703	63,774	123,300	65,591
Healthy Kids, Healthy Community	4,244	83,945	108,981	169,716
Rape Prevention	41,946	37,083	37,555	39,069
Health Grant TBCCEDP	50,485	52,726	54,825	56,669
Health Administrator	214,302	238,730	247,682	254,332
Health Administration	425,190	443,970	392,406	390,858
Maintenance	515,639	537,888	504,134	504,127
Environmental Health	1,440,736	1,401,907	930,373	979,554
Statistics	378,865	372,720	362,764	377,635
Health Promotion & Wellness	246,474	278,839	300,221	307,172
Step One	124,663	96,123	154,430	145,033
Dental Health	917,569	880,574	994,888	1,026,562
Family Planning	596,863	550,544	618,211	635,554
Case Management Services	296,380	273,600	160,668	164,717
Medical Case Mgmt. HIV/AIDS	203,852	200,199	191,633	198,353
HIV/AIDS Prevention	324,629	238,048	233,209	276,142
Nursing Administration	651,954	696,411	728,759	690,434
Childhood Lead Prevention	14,470	13,898	13,104	13,498
WIC	1,340,244	1,631,500	1,623,679	1,590,003
Renal Intervention Program	10,424	1,877	77,745	79,731
Records Management	363,201	393,334	380,363	388,582
Children's Special Services	221,172	267,315	286,399	252,025
Pharmacy	133,636	143,158	146,662	147,401
State Health Promo / Education Grant	127,393	145,427	143,516	147,847
Family Health Center - Pediatric	538,226	565,117	800,804	851,039
Primary Care	512,853	662,725	917,275	1,038,863
Immunization Project	288,769	321,776	332,513	306,752
Governor's Highway Safety Program	79,005	75,539	81,418	84,010
Federal Homeless Project	1,359,704	1,413,213	1,523,737	1,621,994
Help Us Grow Successfully (HUGS)	421,335	419,680	771,231	440,895
STD Clinic	357,693	370,023	302,853	308,882
Family Health Center - Prenatal/Adult	650,510	631,199	546,886	567,290
Ooltewah Clinic	734,867	644,885	749,760	785,553
Sequoyah Clinic	721,253	670,969	801,726	818,264
Communicable Disease Control Clinic	552,082	574,830	627,332	641,552
County STD Clinic	449,730	404,098	523,282	535,607
Community Assessment & Planning	219,792	217,436	239,403	241,799
State TB Clinic	585,079	404,865	542,417	422,439
Oral Health	323,034	319,005	360,655	366,521
Other	1,452,728	802,426	211,071	63,801
	\$ 19,136,126	\$ 18,777,069	\$ 19,782,633	\$ 19,752,106
Authorized Positions	282.08	286.56	274.06	264.53

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 143,912	\$ 152,877	\$ 158,937	\$ 164,934
Employee Benefits	68,852	75,746	84,358	94,255
Operations	9,053	6,722	5,900	4,900
Total Expenditures	\$ 221,817	\$ 235,345	\$ 249,195	\$ 264,089

Authorized Positions	4	4	4	4
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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



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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ -	\$ -	\$ 165,133	\$ 201,300
Employee Benefits	-	-	63,697	85,321
Operations	-	-	55,970	57,226
Total Expenditures	\$ -	\$ -	\$ 284,800	\$ 343,847

Authorized Positions	-	-	4	4.75
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PERFORMANCE OBJECTIVES

1. Healthy babies are born to healthy mothers
2. Parents are knowledgeable about their child's language, intellectual, social-emotional and motor development and recognize developmental strengths and possible delays
3. Parents are more resilient, less stressed, 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

	Actual	Actual	Projected	Estimated
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Families Enrolled	N/A	N/A	88	96
Children Enrolled	N/A	N/A	115	120
Home / Personal Visits	N/A	N/A	910	1,440
Child Development Screens	N/A	N/A	102	120
Children between 19 and 30 months fully immunized	N/A	N/A	102	120

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 as 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. Annual 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 39,007	\$ 60,044	\$ 87,009	\$ 89,305
Employee Benefits	18,892	27,198	36,302	47,407
Operations	6,161	12,149	17,450	8,701
Total Expenditures	\$ 64,060	\$ 99,391	\$ 140,761	\$ 145,413

Authorized Positions	2.5	2.63	2.63	2.63
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PROGRAM ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Number of cases reported	30	35	<30	<30
Percentage of record reviews	100%	N/A	100%	100%
Maternal interviews completed	37% (11)	32% (11)	40%	40%
Maternal interviews attempted/not done	73% (22)	66% (21)	60%	60%

NOTE: Attempted/not done includes number of interviews refused by parent

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 88,020	\$ 84,976	\$ 88,461	\$ 91,167
Employee Benefits	42,417	40,875	42,728	44,711
Operations	5,472	10,649	14,275	14,275
Total Expenditures	\$ 135,909	\$ 136,500	\$ 145,464	\$ 150,153

Authorized Positions	2	2	2	2
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PERFORMANCE OBJECTIVES

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Education Contacts	138	156	200	200
Individual Case Management	53	146	150	150

NOTE: Education contacts mean number of participants in the One Accord Classes and does not include general community outreach. General community outreach has occurred in partnership with the Family Planning program with over 30 events attended and over 500 contacts made during the fiscal year.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 185,700	\$ 179,605	\$ 211,364	\$ 216,027
Employee Benefits	73,536	72,179	74,781	77,962
Operations	19,348	17,026	28,600	28,599
Total Expenditures	\$ 278,584	\$ 268,810	\$ 314,745	\$ 322,588

Authorized Positions	4.98	4.77	5.46	5.11
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PERFORMANCE OBJECTIVES

1. Increase outreach efforts to children, adolescents and young adults between the ages of ten (10) and twenty (20) years.
2. Provide families with contact information on eligibility verification, service accessibility and to address questions and/or concerns.
3. Collaborate with community resources and providers.
4. Develop/provide culturally diverse programs/activities.
5. Provide outreach services to families and children with special healthcare needs.

PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Home Visits	1,725	2,181	2,500	3,500
Attempted Home Visits	2,477	3,301	3,000	3,000
Local Specific Activities	366	334	300	300
Presentations	154	105	175	200
Contacts	16,018	15,623	12,000	18,000
Media/articles/newsletters	14	7	6	10
Brochures, posters, flyers, mailings	16,995	8,312	12,000	14,000

FOCUS ON THE FINEST WINNER

2012 Educational Achievement Recognition

Linda Yanez Hartline – Lay Outreach Worker

Homeland Security – 3537

FUNCTION

To establish and implement plans for public health emergency response

PERFORMANCE GOALS

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

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 312,604	\$ 331,627	\$ 330,847	\$ 336,592
Employee Benefits	127,824	137,176	135,154	147,596
Operations	42,634	26,844	33,797	45,962
Total Expenditures	\$ 483,062	\$ 495,647	\$ 499,798	\$ 530,150

Authorized Positions	9	6.6	6.6	7
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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.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 40,272	\$ 41,456	\$ 41,342	\$ 42,644
Employee Benefits	20,087	20,546	20,708	21,696
Operations	1,344	1,772	61,250	1,251
Total Expenditures	\$ 61,703	\$ 63,774	\$ 123,300	\$ 65,591

Authorized Positions	1	1	1	1
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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 (Smoke Free Chattanooga, 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 2010	Actual 2011	Projected 2012	Estimated 2013
Education for students and youth	1,000	1,000	1,000	100
Facilitated, trained, and assisted Youth Advocacy Groups	50%	50%	100%	100%
Maintain smoking cessation hotline	100%	100%	100%	100%
Media and Policy Change Contacts	15	15	15	15

PROGRAM COMMENTS

The tobacco prevention program is funded 100% by the State of Tennessee Department of Health.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 1,764	\$ 40,499	\$ 64,076	\$ 65,999
Employee Benefits	413	11,942	24,207	25,458
Operations	2,067	31,504	20,698	78,259
Total Expenditures	\$ 4,244	\$ 83,945	\$ 108,981	\$ 169,716

Authorized Positions	1	1.5	1.5	1.5
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PERFORMANCE OBJECTIVES

1. Create an environment where healthy food is more accessible to children and families
2. Create safe neighborhood environments that promote bicycle-pedestrian infrastructure
3. Increase understanding of the benefits of healthy eating to children and families
4. Increase understanding of the benefits of physical activity to children and families
5. Engage in capacity building in focus communities
6. Establish a Healthy Living Fund
7. Build community capacity to achieve and sustain safe neighborhood environments where healthy food and physical activity, especially in parks and at recreation facilities, are more accessible to children and families
8. Ensure that future planning and policy decisions continue to promote the health of the East and South Chattanooga Communities

PERFORMANCE ACCOMPLISHMENTS

1. 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 2010	Actual 2011	Projected 2012	Estimated 2013
Increase access to healthy, affordable food	60%	60%	90%	90%
Increase opportunities for safe pedestrian infrastructure	65%	65%	65%	65%
Increase knowledge among residents of benefits of healthy eating	70%	70%	75%	80%
Increase knowledge among residents of benefits of physical activity	70%	70%	75%	80%
Build community capacity and infrastructure	70%	75%	75%	75%
Establish, maintain and grow funding to support community capacity building	100%	100%	100%	100%
Develop and maintain safe community	60%	60%	60%	60%
Ensure planning and policies promote the health of the community	70%	70%	100%	100%

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 25,951	\$ 22,742	\$ 23,111	\$ 23,855
Employee Benefits	15,990	14,341	14,444	15,214
Operations	5	-	-	-
Total Expenditures	\$ 41,946	\$ 37,083	\$ 37,555	\$ 39,069

Authorized Positions	0.57	0.57	0.57	0.57
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PERFORMANCE OBJECTIVES

1. Provide programs and/or training for educators and peer educators targeting 2,000 youth 5-18 years of age
2. Provide 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 2010	Actual 2011	Projected 2012	Estimated 2013
Number of youth served with programs	600	700	800	800
Number of programs/trainings for leaders	15	10	10	10
Number of programs for college students	3	2	2	2
Education materials provided to participants	2,000	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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 34,906	\$ 36,365	\$ 37,655	\$ 37,569
Employee Benefits	13,884	14,345	14,770	15,700
Operations	1,695	2,016	2,400	3,400
Total Expenditures	\$ 50,485	\$ 52,726	\$ 54,825	\$ 56,669

Authorized Positions	1.13	1.13	1.13	1.13
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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.

1. Notify all current enrollees with normal screens to return for annual exams
2. Provide outreach education to target audiences at least three times per year
3. Participate in regional coalitions to coordinate breast and cervical cancer awareness, screening and referral activities for women
4. Provide in-services, education and assistance as needed to area screening/referral providers

PERFORMANCE ACCOMPLISHMENTS

1. Seven outreach education offerings to target audiences done July 2011 through June 2012
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 presumed to TennCare due to breast or cervical cancer)

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 157,878	\$ 179,571	\$ 180,716	\$ 185,480
Employee Benefits	47,436	54,067	57,016	58,902
Operations	8,988	5,092	9,950	9,950
Total Expenditures	\$ 214,302	\$ 238,730	\$ 247,682	\$ 254,332

Authorized Positions	3	3	3	3
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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

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 218,627	\$ 237,223	\$ 214,553	\$ 220,612
Employee Benefits	124,568	123,538	119,318	115,846
Operations	81,995	83,209	58,535	54,400
Total Expenditures	\$ 425,190	\$ 443,970	\$ 392,406	\$ 390,858

Authorized Positions	5.32	5.32	5.30	5.32
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PERFORMANCE OBJECTIVES

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

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 132,228	\$ 124,089	\$ 121,793	\$ 129,480
Employee Benefits	53,206	55,487	57,960	59,108
Operations	330,205	358,312	324,381	315,539
Total Expenditures	\$ 515,639	\$ 537,888	\$ 504,134	\$ 504,127

Authorized Positions	3	3	3	3
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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

Environmental Health and Inspectors – 3553 & 3563

FUNCTION

The Department of Environmental Health, Division of General Environmental Health serves to protect and improve the level of health in the community through the implementation and practice of sound public health policies and the enforcement of State law, regulation and agreement.

PERFORMANCE GOALS

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

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 907,275	\$ 895,352	\$ 603,365	\$ 619,215
Employee Benefits	443,261	436,580	289,689	300,559
Operations	90,200	69,975	37,319	59,780
Total Expenditures	\$ 1,440,736	\$ 1,401,907	\$ 930,373	\$ 979,554

Authorized Positions	21.63	22.63	15.63	14
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PERFORMANCE OBJECTIVES

Rabies and General Sanitation (3553)

Goal #1 – To protect the citizens of Hamilton County from rabies

- Investigate all animal bite instances
- Coordinate rabies clinics in the County through the cooperative efforts of the department with the Chattanooga Hamilton County Veterinary Medical Association and the Humane Educational Society
- Increase the number of domestic animals vaccinated in Hamilton County
- Educate the citizens of Hamilton County about rabies so that citizens understand the importance of keeping their pets vaccinated. Also, educate the citizens to avoid wild animals or any animal that is behaving odd or ill

Goal #2 – Improve the level of sanitation in Hamilton County is a goal of Environmental Health

- Investigation of all rodent complaints
 - Abatement of all valid sanitary nuisance complaints
- Measures of efficiency – 1,300 rabies control services, 6,000 rabies clinic vaccinations, and 900 general complaints resolved
- Measures of effectiveness – 70% of all dogs and cats vaccinated against rabies, 100% of service requests met and 90% of general complaints resolved

Food Program (3563)

Goal #1 – Conduct inspections

- Inspect each hotel, food service establishment, swimming pool, bed and breakfast establishment, tattoo studio, body piercing establishment and organized 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**Environmental Health (3553)**

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
General complaints received and investigated	720	681	700	720
Animal bite incidents reported to department and investigated	1,080	1,057	1,100	1,200
Rabies vaccinations given at rabies clinics	5,500	3,269	3,300	3,350

Environmental Inspectors (3563)

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Food service inspections	6,800	7,112	7,200	7,300
Hotel/Motel inspections	400	432	450	500
Public swimming pool inspections	1,900	1,989	2,000	2,100
Camp inspections	70	72	74	76
Child care facility inspections	670	675	680	685
School physical plant inspections	265	266	267	268
Bed and breakfast facility inspections	22	25	28	30
Tattoo establishment inspections	112	117	120	123
Body piercing establishment inspections	65	71	75	80
Tobacco surveys completed	5,160	5,181	5,200	5,300
Individuals provided with training	1,300	1,545	1,700	1,900
Mandated fees collected	\$ 505,750	\$ 184,212	\$ 545,000	\$ 600,000

NOTE: Reimbursement of fees from the Tennessee Department of Health delayed due to data system issues.

FOCUS ON THE FINEST WINNER**2012 MVP Award**

Beth McDonald – Principal Secretary

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 254,067	\$ 252,867	\$ 234,835	\$ 244,175
Employee Benefits	99,750	99,450	95,284	103,360
Operations	25,048	20,403	32,645	30,100
Total Expenditures	\$ 378,865	\$ 372,720	\$ 362,764	\$ 377,635

Authorized Positions	5.3	5.3	5.6	5.2
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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

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 126,092	\$ 151,999	\$ 168,730	\$ 173,894
Employee Benefits	63,433	75,880	79,284	82,928
Operations	56,949	50,960	52,207	50,350
Total Expenditures	\$ 246,474	\$ 278,839	\$ 300,221	\$ 307,172

Authorized Positions	4.42	3.93	4.43	3.68
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 78,655	\$ 62,542	\$ 78,653	\$ 80,923
Employee Benefits	23,282	16,422	43,807	32,140
Operations	22,726	17,159	31,970	31,970
Total Expenditures	\$ 124,663	\$ 96,123	\$ 154,430	\$ 145,033

Authorized Positions	2	2	2	2
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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 2010	Actual 2011	Projected 2012	Estimated 2013
1. Public Education	90%	100%	100%	100%
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	90%	100%	100%	100%
8. Support Intervention Strategies	100%	100%	100%	100%
9. Evaluate Program Effectiveness	50%	60%	60%	100%
10. Implement Youth Obesity Program	60%	70%	50%	70%

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 589,687	\$ 562,074	\$ 615,908	\$ 634,135
Employee Benefits	246,287	247,875	269,815	284,044
Operations	81,595	70,625	109,165	108,383
Total Expenditures	\$ 917,569	\$ 880,574	\$ 994,888	\$ 1,026,562

Authorized Positions	11.44	11.64	12.14	11.64
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PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2010</u>	Actual <u>2011</u>	Actual <u>2012</u>	Estimated <u>2013</u>
Number of unduplicated patients (less than 21 years of age)	2,820	2,149	2,062	2,300
Number of unduplicated patients (greater than 21 years of age)	655	526	515	575
Total number of unduplicated patients	3,475	2,675	2,577	2,875

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 318,912	\$ 297,362	\$ 320,316	\$ 361,536
Employee Benefits	122,767	116,208	136,745	141,948
Operations	155,184	136,974	161,150	132,070
Total Expenditures	\$ 596,863	\$ 550,544	\$ 618,211	\$ 635,554

Authorized Positions	9.9	10.2	9.5	7.9
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PERFORMANCE OBJECTIVES

To increase the population receiving services through the Family Planning Program through measures of positive customer service, efficient scheduling, and availability of expanded service hours.

PERFORMANCE ACCOMPLISHMENTS

	Actual CY 2010	Actual CY 2011	Projected CY 2012	Estimated CY 2013
Unduplicated number of clients served	3,566	3,571	3,600	3,600

PROGRAM COMMENTS

1. FP medications (oral contraceptives, supplies and therapeutics) and laboratory tests (including pap smears) for five (5) clinics providing FP services are purchased from this budget.
2. Program provides partial FP services in the Sexually Transmitted Diseases clinic, bringing contraceptive care to an additional group of high risk clients.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 193,697	\$ 185,416	\$ 103,959	\$ 106,183
Employee Benefits	89,499	76,084	46,109	47,933
Operations	13,184	12,100	10,600	10,601
Total Expenditures	\$ 296,380	\$ 273,600	\$ 160,668	\$ 164,717

Authorized Positions	4	4	2	2
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PERFORMANCE OBJECTIVES

1. Regularly review staff performance through program audits and chart reviews
2. Provide guidance on State and local plans that increase case management support for families within our community
3. Review/monitor the Department's 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. Lead Response Team provided 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
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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 132,349	\$ 131,195	\$ 122,834	\$ 126,610
Employee Benefits	67,117	66,044	61,899	64,843
Operations	4,386	2,960	6,900	6,900
Total Expenditures	\$ 203,852	\$ 200,199	\$ 191,633	\$ 198,353

Authorized Positions	3.62	3.62	3	3
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PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Goal # 1	100%	100%	100%	100%
Goal # 2	100%	100%	100%	100%
Goal # 3	100%	100%	100%	100%
Goal # 4	100%	100%	100%	100%

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 211,312	\$ 155,320	\$ 146,032	\$ 178,812
Employee Benefits	98,338	74,464	72,727	82,880
Operations	14,979	8,264	14,450	14,450
Total Expenditures	\$ 324,629	\$ 238,048	\$ 233,209	\$ 276,142

Authorized Positions	5.88	5.88	4	5
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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

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, Renal Disease program and Ryan White program. 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 409,735	\$ 438,062	\$ 403,877	\$ 413,702
Employee Benefits	149,386	164,586	160,562	167,354
Operations	92,833	93,763	164,320	109,378
Total Expenditures	\$ 651,954	\$ 696,411	\$ 728,759	\$ 690,434

Authorized Positions	7.63	9.03	9	6.9
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PERFORMANCE OBJECTIVES

1. Protocols/procedures are regularly reviewed and updated, and made available to all appropriate staff in a timely manner
2. Quality Management audits and reviews are performed within the specified time periods
3. Lab proficiency testing required to meet Clinical Laboratory Improvement Amendment (CLIA) regulations is conducted in all clinics in which on-site lab tests are performed at least 2 times per year for each clinic; all clinic staff performing these labs are tested at least annually
4. All Health Department healthcare employees whose positions require CPR will maintain a current CPR status
5. Health Department physicians, dentists and nurse practitioners are credentialed and have credentialing renewed every two years
6. Post-offer pre-employment physicals are provided as needed for County Human Resources

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 2011-2012 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 3,024 Hamilton County residents with the seasonal flu vaccine 2011-2012
7. Total annual program visits

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 10,404	\$ 9,710	\$ 9,636	\$ 10,070
Employee Benefits	3,414	3,262	3,268	3,428
Operations	652	926	200	-
Total Expenditures	\$ 14,470	\$ 13,898	\$ 13,104	\$ 13,498

Authorized Positions	0.2	0.2	0.2	0.2
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PERFORMANCE OBJECTIVES

1. To screen all children six months through six years of age who seek health services through the Health Department Clinics
2. To provide case management and services for lead poisoned children and their families
3. To provide educational materials to the general public and community stakeholders on lead prevention
4. To form partnerships to create and promote the elimination of lead poisoning
5. To ensure that lead-poisoned infants and children receive medical and environmental follow-up

PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Referrals Received	4	5	12	15
Home Visits	4	5	10	13
Referrals for lead hazard control	1	0	1	2
Community Outreach	8	8	10	12

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 2020 objectives while also accomplishing welfare to work objectives.

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 655,074	\$ 760,437	\$ 863,384	\$ 893,925
Employee Benefits	335,320	379,362	445,358	450,868
Operations	349,850	491,701	314,937	245,210
Total Expenditures	\$ 1,340,244	\$ 1,631,500	\$ 1,623,679	\$ 1,590,003

Authorized Positions	19.9	21.25	25.8	25.8
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Case Load Averages	7,930	7,400	7,400	7,400
Breast Feeding Rates	43%	19%	21%	21%

Note: Caseload averages are based upon 12 month calendar year monthly caseload figures. Process for calculating breastfeeding rates was changed in 2012 and is now based on the number of infants that are fully or partially breastfeeding. The State Breastfeeding rate for 2011 was 14.5%.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 5,393	\$ -	\$ 46,738	\$ 48,740
Employee Benefits	3,515	-	26,707	28,190
Operations	1,516	1,877	4,300	2,801
Total Expenditures	\$ 10,424	\$ 1,877	\$ 77,745	\$ 79,731

Authorized Positions	1	1	1	1
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PERFORMANCE OBJECTIVES

1. Make home visits to all clients at least every six months
2. Instruct in disease process, diet, medication, prevention of complications, and modification of lifestyle to promote health
3. Refer to dietician 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 2010	Actual 2011	Projected 2012	Estimated 2013
Home Visits	1,017	1,136	1,002	1,000
Other Contact Visits	16	19	11	10
Home Visits Attempted	36	55	51	40
New Admissions	12	17	15	10
Cases Closed	16	14	17	10

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 93. It should be noted that with the loss of a social worker at the start of 2012, home visits were done only by a nurse.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 235,746	\$ 258,022	\$ 236,732	\$ 244,139
Employee Benefits	105,992	109,392	112,633	113,445
Operations	21,463	25,920	30,998	30,998
Total Expenditures	\$ 363,201	\$ 393,334	\$ 380,363	\$ 388,582

Authorized Positions	6.85	7.62	6.63	6.57
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PERFORMANCE OBJECTIVES

1. Birth and death certificates are provided to the public within 15 minutes of request
2. Codes are updated annually; health information management practices are evaluated quarterly
3. Manuals are maintained every two years

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 141,278	\$ 166,687	\$ 174,407	\$ 156,829
Employee Benefits	68,762	89,521	97,707	80,910
Operations	11,132	11,107	14,285	14,286
Total Expenditures	\$ 221,172	\$ 267,315	\$ 286,399	\$ 252,025

Authorized Positions	4.75	4.29	4.29	3.54
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PERFORMANCE OBJECTIVES

1. Obtain referrals from private providers, clinics, hospitals, patients, families, and other agencies for children (birth to 21 years) who have or are at-risk for special needs
2. Make initial home visit within forty-five (45) days of application
3. Identify medical and non-medical needs of client and family and assist in providing needed information or referral to other resources
4. Make quarterly contacts with Level II clients to assess current status of client and family
5. Attend CSS Clinics, other medical appointments, and multidisciplinary team meetings with clients when indicated
6. Provide information to parents regarding their child's handicap condition
7. Promote transitional plans for clients and families for adult health care and services

PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Referrals	77	61	75	86
Home Visits	393	331	380	400
Home Visits Attempted	102	86	95	100
Other Contacts	77	73	85	95

Pharmacy – 3572

FUNCTION

The Pharmacy orders and dispenses appropriate medications to all clinical areas. Serves as liaison between the Health Department and pharmaceutical vendors for purchasing and inventory needs.

PERFORMANCE GOALS

1. To fill orders and dispense medications to appropriate clinical areas as efficiently as possible
2. On a monthly basis, review clinic drug supplies and emergency medicines
3. On a quarterly basis, review drug costs and make recommendations for adjustment in charges

	Actual	Actual	Budget	Budget
Expenditures by type	2010	2011	2012	2013
Employee Compensation	\$ 96,013	\$ 101,971	\$ 104,272	\$ 104,470
Employee Benefits	31,679	34,057	34,590	35,131
Operations	5,944	7,130	7,800	7,800
Total Expenditures	\$ 133,636	\$ 143,158	\$ 146,662	\$ 147,401

Authorized Positions	1	1	1	1
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PERFORMANCE OBJECTIVES

1. Clinic orders are filled within one week
2. Monthly review conducted every month
3. Adjustments in charges are made in a timely manner

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 90,051	\$ 105,346	\$ 103,777	\$ 106,890
Employee Benefits	33,263	36,525	35,699	36,918
Operations	4,079	3,556	4,040	4,039
Total Expenditures	\$ 127,393	\$ 145,427	\$ 143,516	\$ 147,847

Authorized Positions	2.78	2.78	2.78	2.78
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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 2010	Actual 2011	Projected 2012	Estimated 2013
Hypertension screening and education	100%	100%	100%	100%
Diabetes awareness and education	100%	100%	100%	100%
Cancer awareness	100%	50%	50%	50%
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, EPSDT screenings, immunizations, adolescent health, and WIC are provided.

PERFORMANCE GOALS

1. To assure access to health care in a timely manner
2. To provide health education and clinical services to all who request assistance
3. To provide appropriate information allowing clients to make decisions regarding their health care
4. To maintain liaison with other health care providers in the community to assure adequate referral resources
5. To continually assess clinical services so that the highest standard of care is attained
6. To comply with Title VI Limited English Proficiency (LEP) regulations in serving non-English speaking clients

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 252,489	\$ 286,492	\$ 466,565	\$ 505,452
Employee Benefits	209,596	213,266	248,839	260,187
Operations	76,141	65,359	85,400	85,400
Total Expenditures	\$ 538,226	\$ 565,117	\$ 800,804	\$ 851,039

Authorized Positions	13.03	13.03	14.03	14.03
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PERFORMANCE OBJECTIVES

1. Provide the services listed above to Hamilton County residents utilizing resources in an effective manner
2. Provide support of County-wide Women, Infants, and Children Program (WIC) through maintenance of clinic based caseload level at or above the goal of 3,100 clients per months

PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Annual Number Visits (all programs)	23,033	20,620	20,500	20,500
Monthly Average	1,920	1,718	1,708	1,708
Average WIC Caseload	4,069	3,779	3,779	3,779

NOTE: Differences in numbers seen is reflective of changes in vaccine eligibility requirements for adults/teens plus low demand for flu vaccine during fall season.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 317,027	\$ 397,466	\$ 536,713	\$ 636,285
Employee Benefits	114,184	152,056	202,303	224,319
Operations	81,642	113,203	178,259	178,259
Total Expenditures	\$ 512,853	\$ 662,725	\$ 917,275	\$ 1,038,863

Authorized Positions	5.32	9.11	8.57	9.51
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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.

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 25% of schools with kindergarten and in 100% of day care centers
5. Conduct VFC compliance site visits annually on all VFC providers

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 185,458	\$ 211,744	\$ 212,450	\$ 197,965
Employee Benefits	87,072	98,328	104,213	93,586
Operations	16,239	11,704	15,850	15,201
Total Expenditures	\$ 288,769	\$ 321,776	\$ 332,513	\$ 306,752

Authorized Positions	4.63	5.63	5.63	4.38
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PERFORMANCE OBJECTIVES

1. Reduce prenatal Hepatitis B disease through the vaccine tracking and monitoring of infected mothers and their children
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

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 37,815	\$ 39,649	\$ 39,548	\$ 40,796
Employee Benefits	23,958	25,077	25,120	26,464
Operations	17,232	10,813	16,750	16,750
Total Expenditures	\$ 79,005	\$ 75,539	\$ 81,418	\$ 84,010

Authorized Positions	1	1	1	1
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PERFORMANCE OBJECTIVES

1. To provide highway safety programs, training, activities, and educational material to educators and peer educators (students) to reach 2,000 youth in grades 6 – 12 on the importance of seat belt usage and the impact of impaired driving due to alcohol and/or drugs
2. Provide educational programs to 1,000 area residents, community leaders, health care providers, legislators, and law enforcement on the importance of child restraint devices, seat belts, and the impact of impaired driving
3. Organize two (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

PROGRAM COMMENTS

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

Federal Homeless Project – 3582

FUNCTION

The Homeless Care Center is a multi-agency project whose purpose is to assist homeless individuals in their efforts to become housed and living independently through the provision of medical care, behavioral health services, and social services. Included in the Center's services are physical exams, acute and chronic care, issuance of medications, transportation to other health/human service agencies, mental health evaluations and counseling, substance abuse treatment, assistance with eligibility for social service programs, care management services, and employment counseling.

PERFORMANCE GOALS

To provide medical care, behavioral health, and social services to Chattanooga's homeless community to improve the individual's health and well-being.

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 735,922	\$ 813,423	\$ 845,667	\$ 931,002
Employee Benefits	333,180	336,977	380,191	393,113
Operations	290,602	262,813	297,879	297,879
Total Expenditures	\$ 1,359,704	\$ 1,413,213	\$ 1,523,737	\$ 1,621,994

Authorized Positions	24.25	22.75	22.25	21.25
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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

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.

FOCUS ON THE FINEST WINNER

2012 MVP Award *Herman Saunders – General Case Manager*

Help Us Grow Successfully – 3584

FUNCTION

The Help Us Grow Successfully (HUGS) program provides home-based intervention services to pregnant/postpartum women, children birth through the age of five years and their primary caregivers. The HUGS home visitors assist clients in gaining access to medical, psychosocial, education/health promotion, nutrition, parenting, and other services. The HUGS Program encourages healthy pregnancies, growth and development of infants and young children, and a reduction in infant mortality/morbidity, and low birth weight babies. Clients are referred by hospitals, clinics, private physicians, other agencies and family members.

PERFORMANCE GOALS

1. To decrease Hamilton County's infant mortality/morbidity rate, including low birth weight babies
2. Assist clients in developing an appropriate care plan and setting realistic goals pertaining to their needs and desires
3. Provide clients with educational materials related to health and safety issues, child development, parenting, and community resources
4. Promote healthy lifestyles for the parent and child
5. Make referrals to community agencies as indicated by the needs of the client

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 269,132	\$ 267,756	\$ 460,283	\$ 275,183
Employee Benefits	136,477	134,899	176,373	146,212
Operations	15,726	17,025	134,575	19,500
Total Expenditures	\$ 421,335	\$ 419,680	\$ 771,231	\$ 440,895

Authorized Positions	6.8	6.55	2.8	6.8
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PERFORMANCE OBJECTIVES

1. Decrease infant mortality/morbidity rate through education related to pregnancy, growth and development
2. Make home visits to assess clients' needs and to identify problems and services so appropriate referrals and follow-up can be ensured
3. Provide intense care coordination for clients and their children to assure their health, social, educational, and developmental needs are being met
4. Refer to appropriate agencies as indicated

PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Referrals Received	264	329	345	360
Home Visits	2,098	1,895	2,100	2,200
Attempted Home Visits	617	522	500	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. The STD Clinic provides education, diagnosis, treatment, and disease interviews performed on male and female patients
2. In the STD clinic, treat 80% of positive Chlamydia female patients, excluding non-Hamilton County patients, within 14 days and 90% within 30 days. Reported as % treated within 14 days/30 days
3. In the STD clinic, treat 80% of positive Gonorrhea female patients, excluding non-Hamilton County patients, within 14 days and 90% within 30 days. Reported as % treated within 14 days/30 days

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 243,165	\$ 251,349	\$ 199,992	\$ 203,385
Employee Benefits	114,097	116,575	102,861	105,497
Operations	431	2,099	-	-
Total Expenditures	\$ 357,693	\$ 370,023	\$ 302,853	\$ 308,882

Authorized Positions	5.56	5.59	4.59	5.59
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PERFORMANCE OBJECTIVES

The STD Clinic strives to provide efficient, professional, confidential, quality services to all patients. Nurses and disease intervention specialists have received specialized training, and attend STD updates regularly. Treatment protocols are written according to state and federal guidance and are carried out under the medical authority of the Health Officer. Education and prevention are important components of the visit and outreach to the community. Referrals are made to other clinics or providers when appropriate. Persons are not denied service due to inability to pay.

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: Family Planning, adult immunizations, well-child exams (EPSDT) for adolescents, pregnancy testing, contraceptive care, prenatal, and screening for the Breast and Cervical Cancer Program.

PERFORMANCE GOALS

1. To assure access to health care in a timely manner
2. To provide health education, and clinic services to all who request assistance
3. To provide appropriate information allowing clients to make informed decisions regarding their health care
4. To maintain liaison with other health care providers in the community to assure adequate referral resources for clients
5. To continually assess community needs and clinical services so that the highest standard of care is attained

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 468,638	\$ 461,866	\$ 352,602	\$ 362,353
Employee Benefits	150,781	137,184	146,034	156,688
Operations	31,091	32,149	48,250	48,249
Total Expenditures	\$ 650,510	\$ 631,199	\$ 546,886	\$ 567,290

Authorized Positions	7.76	9.13	9.13	9.13
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PERFORMANCE OBJECTIVES

1. Provide services listed above to Hamilton County residents utilizing resources in an effective manner
2. Provide support of CHCHD Infant Mortality Reduction and Prevention program as well as Prenatal Care services at Community Health Centers, UT OB/GYN offices as well as with private providers.

PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Monthly Average	494	442	458	458
Total Number of Visits	5,925	5,300	550	550
Unduplicated Family Planning patients	N/A	1,734	1,750	1,750

PROGRAM COMMENTS

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

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

Ooltewah Clinic – 3587

FUNCTION

To provide health related services so that individuals, families, and communities as a whole may be helped to achieve and maintain optimal health. Services such as well childcare, EPSDT screenings, family planning, WIC, immunizations, adult health, prenatal care, dental care, family primary care and adolescent health 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 423,710	\$ 359,782	\$ 431,942	\$ 459,824
Employee Benefits	242,010	220,097	241,018	252,604
Operations	69,147	65,006	76,800	73,125
Total Expenditures	\$ 734,867	\$ 644,885	\$ 749,760	\$ 785,553

Authorized Positions	13.13	13.13	13.13	11.8
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Annual Number Visits (all programs)	15,331	13,257	13,175	13,175
Monthly Average	1,278	1,105	1,098	1,098
Average WIC Caseload	1,178	1,063	1,063	1,063

NOTE: Differences in numbers seen is reflective of changes in vaccine eligibility requirements for adults/teens plus low demand for flu vaccine during the fall season.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 419,655	\$ 375,481	\$ 444,127	\$ 459,234
Employee Benefits	222,936	231,042	249,199	250,631
Operations	78,662	64,446	108,400	108,399
Total Expenditures	\$ 721,253	\$ 670,969	\$ 801,726	\$ 818,264

Authorized Positions	13.5	13.3	13.3	12.13
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2010	Actual 2011	Projected 2012	Estimated 2013
Annual Number Visits (all programs)	12,689	10,965	10,850	10,850
Monthly Average	1,058	914	904	904
Average WIC Caseload	1,118	1,107	1,107	1,107

NOTE: Differences in numbers seen is reflective of changes in vaccine eligibility requirements for adults/teens plus low demand for flu vaccine during the fall season.

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. Ensure that 100% of Health Department employees, as indicated by job, receive orientation to OSHA standards as related to blood-borne pathogens, within 10 days of employment
3. Ensure that 100% of blood-borne pathogen exposures are followed according to protocol

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 229,658	\$ 258,956	\$ 264,644	\$ 288,000
Employee Benefits	101,774	114,229	129,425	140,639
Operations	220,650	201,645	233,263	212,913
Total Expenditures	\$ 552,082	\$ 574,830	\$ 627,332	\$ 641,552

Authorized Positions	6.75	6.75	6.25	6.25
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PERFORMANCE OBJECTIVES

1. Monitor disease trends in Hamilton County, provide education, ensure that appropriate prophylactics are provided, and investigate as needed
2. Improve communicable disease control knowledge and establish effective working relationships by attending Tennessee Department of Health Epidemiology quarterly meetings and 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

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 immigration physical examinations
2. 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 251,736	\$ 232,299	\$ 306,823	\$ 326,815
Employee Benefits	126,173	105,996	137,344	129,677
Operations	71,821	65,803	79,115	79,115
Total Expenditures	\$ 449,730	\$ 404,098	\$ 523,282	\$ 535,607

Authorized Positions	9.19	8.66	8.65	6.4
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PERFORMANCE OBJECTIVES

The STD Clinic strives to provide efficient, professional, confidential, quality service to all patients. Nurses and disease intervention specialists have received specialized training, and attend STD updates regularly. Treatment protocols are written according to state and federal guidance and are carried out under the medical authority of the Health Officer. Education and prevention are important components of the visit and outreach to the community. Referrals are made to other clinics or providers when appropriate. Persons are not denied service due to inability to pay.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 131,075	\$ 132,311	\$ 144,322	\$ 148,721
Employee Benefits	52,722	51,229	58,851	57,148
Operations	35,995	33,896	36,230	35,930
Total Expenditures	\$ 219,792	\$ 217,436	\$ 239,403	\$ 241,799

Authorized Positions	2.22	2.22	2.22	2.22
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PERFORMANCE OBJECTIVES

1. Establish an on-going daily maintenance of data/information files to be achieved at 100%
2. Adult and Youth Risk Surveys administered every three years, while secondary data 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 2010	Actual 2011	Projected 2012	Estimated 2013
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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 393,072	\$ 265,718	\$ 361,154	\$ 285,417
Employee Benefits	170,649	120,281	156,783	112,542
Operations	21,358	18,866	24,480	24,480
Total Expenditures	\$ 585,079	\$ 404,865	\$ 542,417	\$ 422,439

Authorized Positions	11.82	10.5	9	6.5
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PERFORMANCE OBJECTIVES

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

FOCUS ON THE FINEST WINNERS

2011 Educational Achievement Recognition

Felipe Quezada – Public Health Representative

2012 MVP Award

Rajaa Ali – Public Health Nurse

Oral Health – 3597

FUNCTION

The Chattanooga-Hamilton County Health Department in cooperation with the Tennessee Department of Health participates in a School Based Oral Disease Prevention Program. The program targets children in schools that have a population of 50% or greater of the children on the free/reduced lunch plan.

PERFORMANCE GOALS

1. Provide dental sealants to children in grades 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 196,245	\$ 198,415	\$ 199,825	\$ 205,567
Employee Benefits	79,938	76,373	82,930	83,054
Operations	46,851	44,217	77,900	77,900
Total Expenditures	\$ 323,034	\$ 319,005	\$ 360,655	\$ 366,521

Authorized Positions	4.32	4.32	4.32	4.32
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PERFORMANCE ACCOMPLISHMENTS

	Actual <u>2010</u>	Actual <u>2011</u>	Actual <u>2012</u>	Estimated <u>2013</u>
Children screened	10,730	9,382	13,109	12,800
Children referred	2,150	1,451	1,521	1,540
Children receiving oral evaluations	3,280	2,795	3,623	3,600
Children receiving sealants	2,010	1,741	2,244	2,160
Teeth sealed	9,100	8,097	10,101	9,925
Target Schools	27	19	30	28



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 2010	Actual 2011	Budget 2012	Budget 2013
Inventories	\$ 1,702	\$ 26,782	\$ -	\$ -
Health Promo & Wellness JR League	32,242	6,353	30,150	24,101
County Wellness Center	4,140	16,022	39,700	39,700
Homeland Security - State Appr	1,374	-	-	-
Early Periodic Screening Devel & Testing Pr	9	-	-	-
Homeless Stimulus IDS	67,350	125,752	-	-
Homeless CIP Project- Federal	23,696	245,414	22,589	-
Pharmacy - State Grant	200	-	-	-
Pharmacy Inventory	4,915	107,542	44,547	-
Swine Flu Grants	276,156	-	-	-
Renal ARRA	64,500	74,092	74,085	-
Regional Prevention Program	53	-	-	-
Families First	27	-	-	-
Health Access Obstetrical Project	20,023	-	-	-
Birchwood Primary Care	82,729	1,411	-	-
Hispanic Primary Care	9,352	-	-	-
Ooltewah Primary Care	141,470	1,688	-	-
Health Access Dental	8,964	-	-	-
H1N1 Implementation	526,375	-	-	-
Teen Pregnancy Prevention	185,019	197,370	-	-
Governor's Prevention Initiative	2,432	-	-	-
	\$ 1,452,728	\$ 802,426	\$ 211,071	\$ 63,801

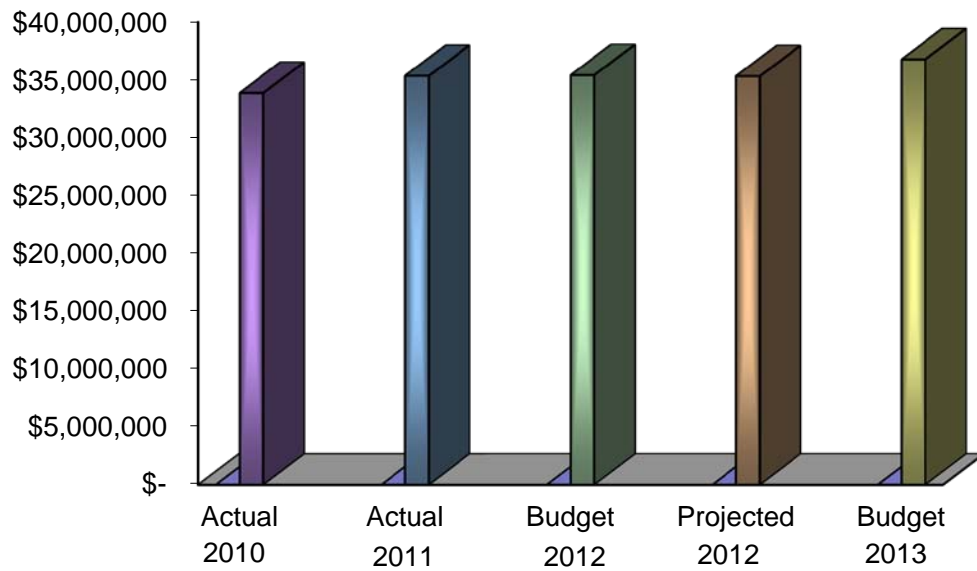


Special Revenue Funds

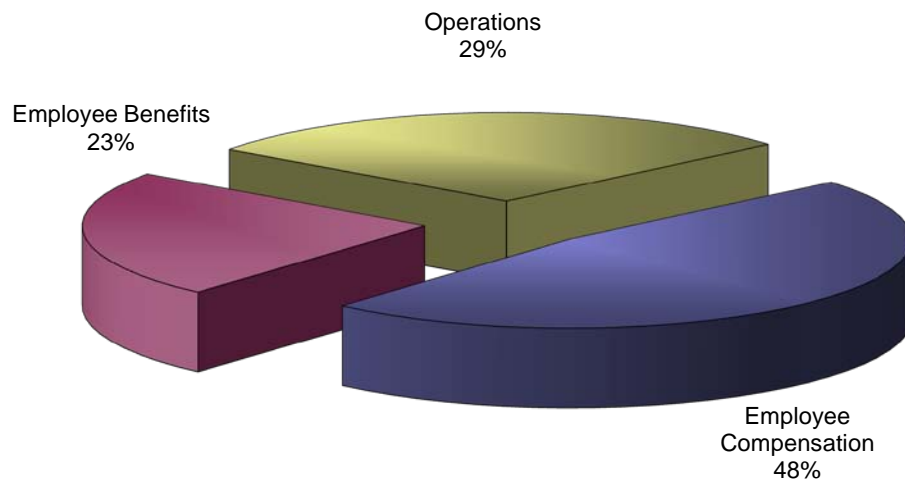
Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. Included in this section are the Hotel-Motel Fund, the Sheriff's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

Within the Special Revenue Funds and departmental summaries, the Amended Budgets for FY 2012 include grant rollovers and amendments (approved by the County Commission) after the Adopted Budget process.

Special Revenue Fund Expenditures



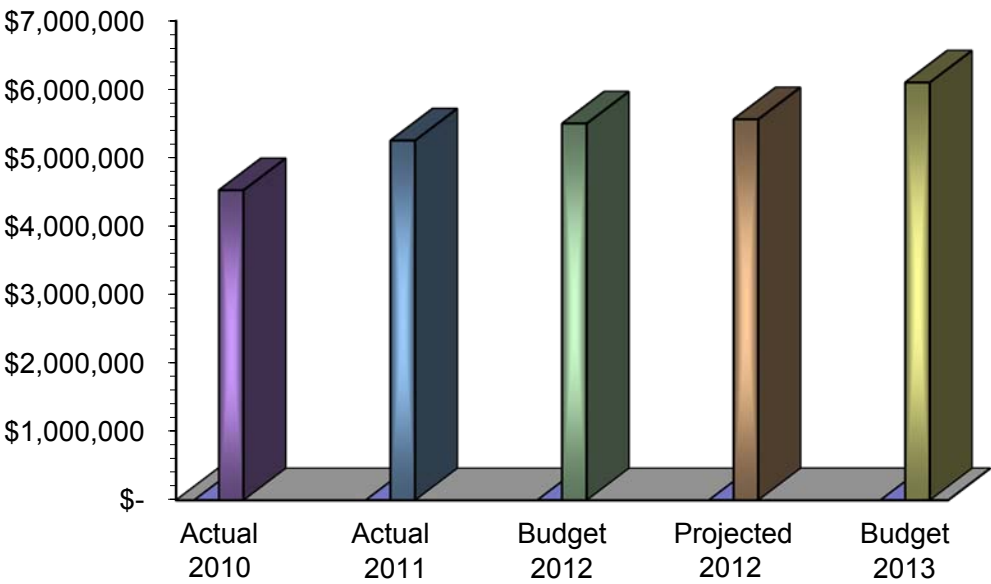
FY 2013 Expenditures by Type



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

	Actual 2010	Actual 2011	Amended Budget 2012	Projected 2012	Adopted Budget 2013
Revenues					
Intergovernmental	2,318,140	3,292,389	2,414,759	1,957,467	1,886,495
Licenses and Permits	21,981	20,874	16,300	19,912	16,300
Fees and Commissions	306,255	292,841	303,000	262,034	303,000
Fine, forfeitures and penalties	674,662	631,105	635,097	636,585	635,097
Investment Earnings	21,220	25,688	14,700	13,712	17,100
Miscellaneous	651,868	716,911	639,350	536,824	615,350
Hotel/Motel Occupancy Tax	4,523,689	5,250,752	5,500,000	5,571,577	6,097,600
Interfund Transfers from other funds	25,397,526	25,402,854	25,734,627	25,952,853	26,884,397
Total Revenues	33,915,341	35,633,414	35,257,833	34,950,964	36,455,339
Expenditures					
Sheriff					
Administration	2,423,834	2,419,238	1,873,727	1,902,521	1,906,601
Patrol	8,054,191	8,394,075	8,280,085	8,521,582	8,795,611
Jail	10,547,460	10,705,305	10,517,345	10,681,334	10,883,073
Courts	755,527	719,246	935,789	806,282	869,557
Communications-Criminal Records	707,223	632,306	668,848	585,821	669,369
Major Crime	1,724,080	1,867,616	2,055,671	1,942,919	2,100,358
Fugitive Division	1,742,677	1,817,020	1,730,219	1,665,739	1,812,877
Special Operations	908,192	920,973	901,579	830,201	869,260
Governor's Highway Safety	60,322	198,260	175,638	95,677	-
BOJ Bulletproof Vest Grant	25,021	38,501	8,955	6,508	-
IV-D Civil Process	193,276	185,103	199,200	184,163	201,819
Information Systems	-	-	351,586	364,214	245,691
Transfers to other funds	23,371	-	-	-	-
Hotel/Motel Occupancy Tax	4,524,667	5,251,920	5,500,000	5,562,042	6,100,000
Juvenile Court Clerk					
Juvenile Court Clerk	1,311,676	1,327,036	1,325,569	1,269,035	1,327,674
Child Support	862,853	873,374	889,126	905,779	998,991
Total Expenditures	33,864,370	35,349,973	35,413,337	35,323,817	36,780,881
Excess of Revenues Over (Under) Expenditures	50,971	283,441	(155,504)	(372,853)	(325,542)
Net Encumb (beginning less ending)	43,052	(918,060)	-	-	-
Beginning Fund Balance	2,854,451	2,948,474	2,313,855	2,313,855	1,941,002
Fund Balance at end of year	2,948,474	2,313,855	2,158,351	1,941,002	1,615,460

Hotel-Motel Fund Expenditures



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

	Actual 2010	Actual 2011	Amended Budget 2012	Projected 2012	Adopted Budget 2013
<u>Revenues</u>					
Hotel-Motel Occupancy Tax	4,523,689	5,250,752	5,500,000	5,571,577	6,097,600
Investment Earnings	978	1,168	-	1,781	2,400
Total Revenues	4,524,667	5,251,920	5,500,000	5,573,358	6,100,000
<u>Expenditures</u>					
Trustee's Commission	88,232	104,663	-	110,818	-
Debt Retirement	-	-	-	-	-
Appropriation	4,436,435	5,147,257	5,500,000	5,451,224	6,100,000
Interfund Transfer	-	-	-	-	-
Total Expenditures	4,524,667	5,251,920	5,500,000	5,562,042	6,100,000
Excess of Revenues Over (Under) Expenditures	-	-	-	11,316	-
Beginning Fund Balance	-	-	-	-	11,316
Fund Balance at end of year	-	-	-	11,316	11,316

FUNCTION

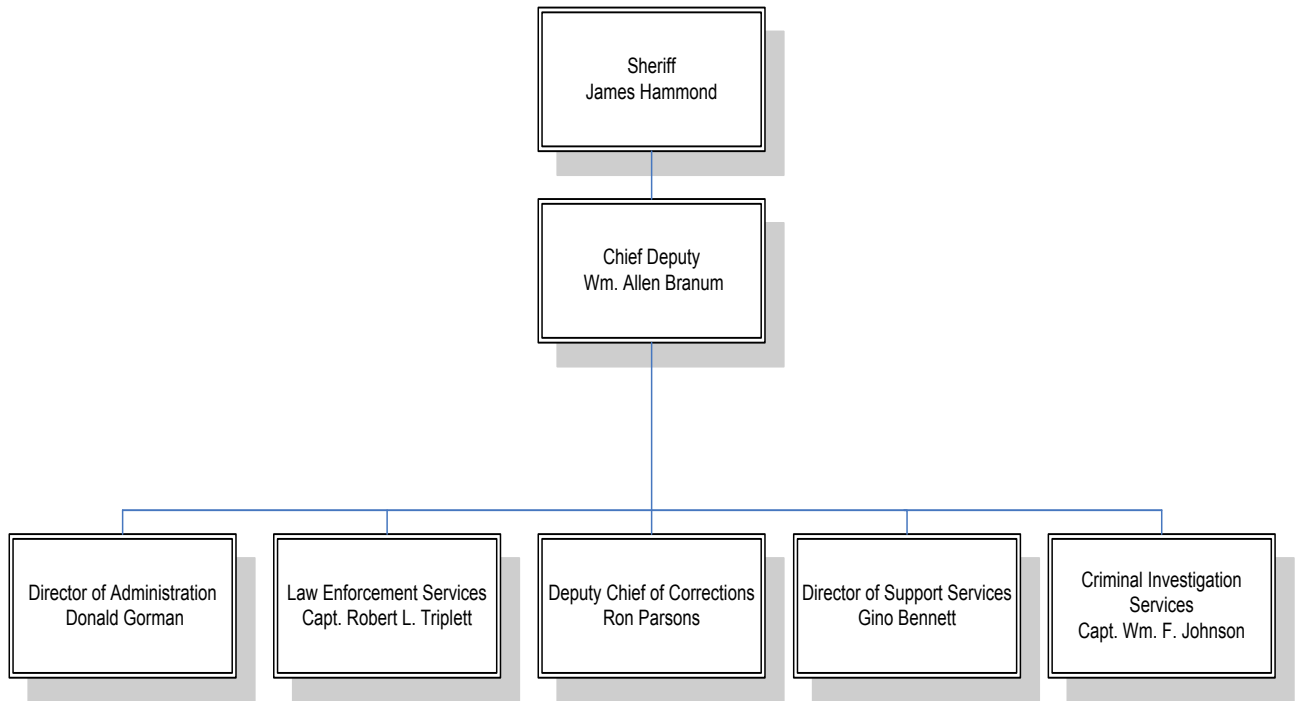
Hamilton County receives funds generated by the implementation of the Hotel-Motel Occupancy Privilege Tax (Hotel-Motel Tax) on an annual basis , and utilizes the funds for the promotion of specific area events. The County legislative body feels that it is in the best interest of the citizens of Hamilton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

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.

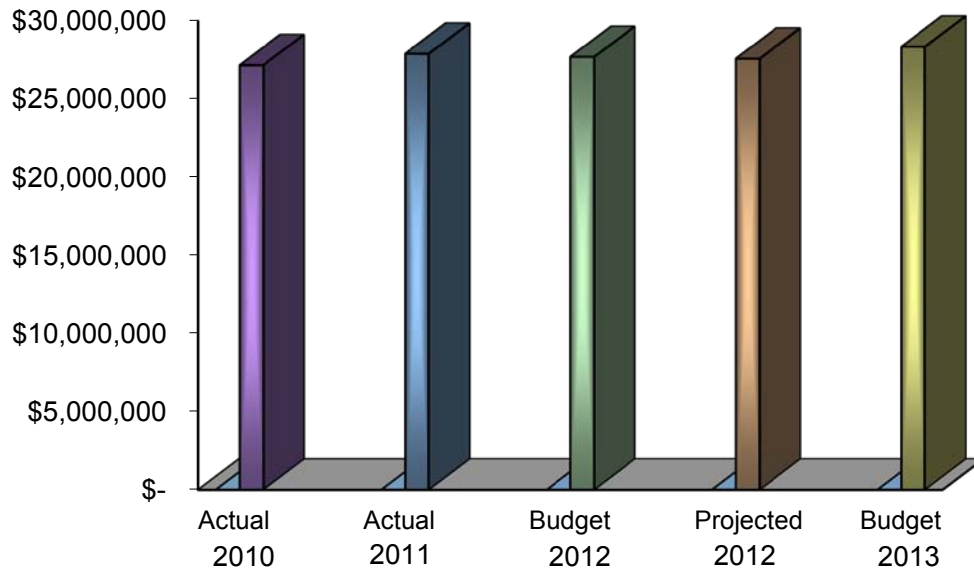


Sheriff's Funds

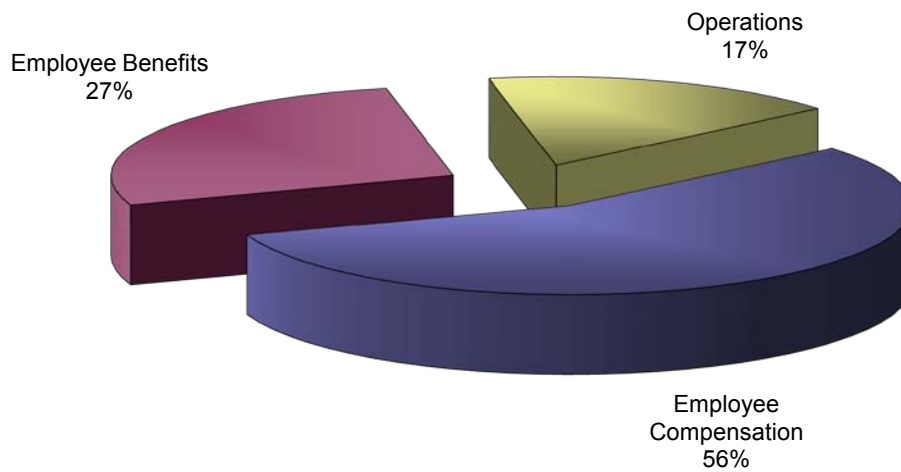
The Sheriff's Funds were established to account separately for all revenue and expenditures for the Sheriff's Department due to the large amount of activity. These funds are accounted for using the modified accrual method of accounting.



Sheriff's Funds Expenditures



FY 2013 Expenditures by Type



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

	Actual 2010	Actual 2011	Amended Budget 2012	Projected 2012	Adopted Budget 2013
Revenues					
Intergovernmental	2,318,140	3,292,389	2,414,759	1,957,467	1,886,495
Licenses and Permits	21,981	20,874	16,300	19,912	16,300
Fine, forfeitures and penalties	600,350	568,389	565,097	564,307	565,097
Investment Earnings	18,662	21,990	14,700	10,120	14,700
Miscellaneous	645,232	711,644	636,350	529,118	612,350
Interfund Transfers from other funds	23,564,159	23,564,159	23,895,932	24,084,135	24,933,732
Total Revenues	27,168,524	28,179,445	27,543,138	27,165,059	28,028,674
Expenditures					
Sheriff					
Administration	2,423,834	2,419,238	1,873,727	1,902,521	1,906,601
Patrol	8,054,191	8,394,075	8,280,085	8,521,582	8,795,611
Jail	10,547,460	10,705,305	10,517,345	10,681,334	10,883,073
Courts	755,527	719,246	935,789	806,282	869,557
Communications - Criminal Records	707,223	632,306	668,848	585,821	669,369
Major Crime	1,724,080	1,867,616	2,055,671	1,942,919	2,100,358
Fugitive Division	1,742,677	1,817,020	1,730,219	1,665,739	1,812,877
Special Operations	908,192	920,973	901,579	830,201	869,260
Governor's Highway Safety	60,322	198,260	175,638	95,677	-
Bulletproof Vest Grant	25,021	38,501	8,955	6,508	-
IV-D Civil Process	193,276	185,103	199,200	184,163	201,819
Information Systems	-	-	351,586	364,214	245,691
Transfers to other funds	23,371	-	-	-	-
Total Expenditures	27,165,174	27,897,643	27,698,642	27,586,961	28,354,216
Excess of Revenues Over (Under) Expenditures	3,350	281,802	(155,504)	(421,902)	(325,542)
Net Encumb (beginning less ending)	43,052	(918,060)	-	-	-
Beginning Fund Balance	2,604,401	2,650,803	2,014,545	2,014,545	1,592,643
Fund Balance at end of year	2,650,803	2,014,545	1,859,041	1,592,643	1,267,101

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 1,151,028	\$ 1,129,714	\$ 667,823	\$ 680,614
Employee Benefits	442,339	415,599	259,012	264,230
Operations	830,467	873,925	946,892	961,757
Total Expenditures	\$ 2,423,834	\$ 2,419,238	\$ 1,873,727	\$ 1,906,601

Authorized Positions	21	21	11.5	11
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Patrol – 6502

FUNCTION

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

PERFORMANCE GOALS

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

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

1. General patrol duties include responding to calls for service, and preventive patrol in neighborhoods within the unincorporated areas of the County
2. Identify traffic patterns and traffic violations, reduce traffic accidents, and investigate all motor vehicle accidents including all of the County's in-house or County owned vehicles, traffic direction, and control at certain County schools during the morning and afternoons
3. Identify, enforce and remove drunken drivers from our roadways
4. The K-9 Officers and dogs are utilized in the following areas
 - A. Drug Detection and criminal drug patrol
 - B. Building searches
 - C. Tracking lost or missing children and adults
 - D. Apprehension of fleeing or wanted criminals or suspects
 - E. Jail security or suppression during shakedowns, escapes, etc.
 - F. General patrol duties
5. Patrol of our waterways to promote safety for commercial and pleasure boats
6. Neighborhood Watch/Community Policing presentations regarding crime prevention
7. TIBRS – Tennessee Incident Based Reporting System – clerks and patrol personnel review, classify, and conduct computer entry of all required incidents within the unincorporated areas of the county which is mandated by the Tennessee Bureau of 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 4,849,489	\$ 5,014,176	\$ 5,037,000	\$ 5,215,817
Employee Benefits	2,367,036	2,415,153	2,444,066	2,562,058
Operations	837,666	964,746	799,019	1,017,736
Total Expenditures	\$ 8,054,191	\$ 8,394,075	\$ 8,280,085	\$ 8,795,611

Authorized Positions	112	112	114	115
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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. Developed in partnership with CCA Silverdale and Emergency Services for a comprehensive mass emergency evacuation plan of the jail and tested the plan
5. Obtain candidate status with the American Correctional Association (ACA) in pursuit of ACA accreditation following the 4th edition standards manual for Adult Local Detention Facilities
6. Completed policy and procedure revisions for compliance with ACA standards and published 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. Published and distributed the new English and Spanish editions of the Inmate Handbook and published the handbook to the Hamilton County Sheriff's Office Policy Tech system and we are working on the first revisions of both

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 5,629,086	\$ 5,700,970	\$ 5,598,931	\$ 5,815,349
Employee Benefits	2,756,273	2,734,477	2,736,431	2,871,200
Operations	2,162,101	2,269,858	2,181,983	2,196,524
Total Expenditures	\$ 10,547,460	\$ 10,705,305	\$ 10,517,345	\$ 10,883,073

Authorized Positions	155	155	149	151
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PERFORMANCE OBJECTIVES

1. Identify and create an incentive program to allow corrections officers to attain certified correctional officer (CCO) status from the American Correctional Association and/or certified jail officer (CJO) status from the American Jail Association
2. Identify and create an incentive program to allow corrections supervisors and managers to attain certified professional status from the American Correctional Association and/or the American Jail Association
3. In concert with additional divisions of the Hamilton County Sheriff's Office, implement a health and fitness program for all correctional officers
4. The Adult Basic Education and G.E.D. program will remain in place
5. Onsite G.E.D. testing is conducted once per quarter with a 90% success rate for inmates receiving their G.E.D.
6. Religious services for English and non-English speaking inmates will remain in place
7. Alcoholics Anonymous and Narcotics Anonymous programs for inmates will remain in place
8. Anger Management programs for inmates will remain in place
9. Basic Corrections Officer training has been returned to a 240 hour program consisting of classroom, practical application, testing, homework assignments, and on-the-job training
10. Corrections Division Training and Safety Committees will remain in place
11. Corrections officers will continue to receive a 40-hour annual in-service program and 8-hour annual firearms program to ensure every Corrections Division employee completes the state required training
12. Continue to operate a Sentence Management section to maintain inmate sentence information, coordinate with other agencies for the transfer of inmates, and manage inmate records
13. Maintain the inmate fee program
14. Maintain the inmate sexual assault policy and procedure that complies with the Prison Rape Elimination Act of 2003 and include this policy with other policies to be published on the department's Policy Tech system
15. Maintain the inmate legal research program which includes a legal research person available to come on-site and typewriter and copy machine accessibility
16. Continue to operate a full service 24/7 health service program contract with a local hospital
17. Transition the Jail Commissary operations from our control over to the Blind Vendors Enterprise (BE) by the end of this calendar year

Courts – 6504

FUNCTION

To provide Court Officers assigned to each courtroom both in criminal and sessions court. To provide court officers at each sector for entrance security (there are four (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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 485,837	\$ 529,325	\$ 641,249	\$ 555,796
Employee Benefits	260,064	179,559	285,210	304,331
Operations	9,626	10,362	9,330	9,430
Total Expenditures	\$ 755,527	\$ 719,246	\$ 935,789	\$ 869,557

Authorized Positions	13.63	13.63	15.63	15.63
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PERFORMANCE OBJECTIVES

We are in the process of working on guidelines for proper procedure in dealing with the intruder with weapon or explosives trying to enter any court buildings.

PROGRAM COMMENTS

The Court Security Division has probably been one of the most rapidly changing services the Hamilton County Sheriff's Office provides. Since September 11th 2001 this division has overhauled security in the courts 100%. Patrols have been added plus the addition of a scanning system for weapons with full time manning of these stations.

During this time the Sheriff's Office has maintained the machines and will continue to add new x-ray machines and other security equipment as needed; "panic button" system installed and tested on a regular basis. This system notifies (by sending a silent message to officers through their hand held radio) security of the exact location of the emergency or threat.

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

FUNCTION

The Records Division prepares and maintains a complete record system for the department, which includes statistical and summary reports, classifying and coding incidents and other related office and clerical work. The division is also responsible for National Crime Information Center (NCIC) functions to include wanted person entries, Order of Protection entries and any time- sensitive entries not handled by the 911 District. Inmate jail folders are audited for accuracy and filed in a secure area until transferred to microfilm for archiving. This unit provides investigative support to all law enforcement functions and reports crime statistics to TBI on a monthly basis as mandated by TCA 38-10-101.

PERFORMANCE GOALS

1. Expand the use of computers to retrieve more efficiently computer-generated information from the TIES – “State System” and NCIC – “National Crime Information Center”
2. Enhance the quantity, quality and timeliness of crime data collection and improve the methodology used for compiling, analyzing, auditing and publishing crime data
3. Serve the public, employees and other law enforcement entities by providing timely, efficient information regarding incidents that occur within Hamilton County Sheriff's Office jurisdiction
4. Accomplish entry into NCIC within 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 452,714	\$ 413,996	\$ 434,679	\$ 436,664
Employee Benefits	239,003	202,073	220,604	218,240
Operations	15,506	16,237	13,565	14,465
Total Expenditures	\$ 707,223	\$ 632,306	\$ 668,848	\$ 669,369

Authorized Positions	11	11	13	13
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Major Crimes – 6506

FUNCTION

Promoting cooperative efforts between the law enforcement community and the citizens of Hamilton County, the Criminal Investigation Division seeks justice and an enhanced quality of life through a commitment to investigative excellence and successful prosecution as a means to dismantle and deter violent crimes, crimes against property and organized crime.

PERFORMANCE GOALS

1. Provide effective law enforcement and community services in a safe, cost effective and professional manner. We will constantly measure ourselves against industry, accreditation and community standards to ensure we are meeting the needs of our community to the best of our ability
2. Facilitate the planning and execution of a quarterly regional investigators intelligence meeting. This will emphasize information sharing, identification of criminal trends, and the dissemination of legal updates
3. Develop community partnerships in a collaborative effort to maintain the high quality of life standards that Hamilton County has come to enjoy
4. Establish a working environment that fosters staff development plans to address 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 921,764	\$ 1,029,528	\$ 1,081,907	\$ 1,124,706
Employee Benefits	422,146	471,276	518,289	542,831
Operations	380,170	366,812	455,475	432,821
Total Expenditures	\$ 1,724,080	\$ 1,867,616	\$ 2,055,671	\$ 2,100,358

Authorized Positions	17	17	24	24
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PERFORMANCE OBJECTIVES

1. Training of personnel:
Require that all Detectives, within one year of their promotion, receive training in the following areas, along with advanced for senior detectives and supervisors:
 1. Criminal Investigation Course – preferably, the State offered course at the Tennessee Law Enforcement Training Academy
 2. Interview and Interrogation – preferably, the course offered in Meridian, Mississippi
 3. Basic Homicide Course
 4. Investigators attending the National Forensics Academy
 5. Advanced Homicide Courses
 6. Latent Fingerprint Examiner
 7. Cyber Crime Courses
 8. Bloodstain Pattern Courses
 9. Crime Scene Reconstruction
 10. Sexual Crimes Training
 11. Child Abuse Training
 12. Fraud Investigation Training
 13. Crime Scene and Forensic Photography Training
 14. Auto Theft Training

2. Implementation of the Fire Investigation Task Force:
Designate one Detective as a fire investigator and as the liaison with Firefighters who have been trained as fire investigators and have been assigned by their Chief as a member of the Hamilton County Fire Investigators Task Force. This assigned Detective will work with the Task Force in determining the cause and origin of fires and will follow up on cases determined to be arson.
3. Personnel:
Continue to staff the current CID personnel deficiencies and hopefully be able to increase by four (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:
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.

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, Accurant, 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
8. Send out an RFP to obtain a contractor to transport and return inmates out of town without tying up current personnel in the Fugitive Division, saving both money and time

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 1,133,122	\$ 1,199,544	\$ 1,120,615	\$ 1,142,325
Employee Benefits	543,220	519,571	538,753	570,202
Operations	66,335	97,905	70,851	100,350
Total Expenditures	\$ 1,742,677	\$ 1,817,020	\$ 1,730,219	\$ 1,812,877

Authorized Positions	28.36	31	29.5	26.36
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PROGRAM COMMENTS

1. The number of transports always varies according to the movement of prisoners on the IAD, Waivers of Extradition when apprehended in another State, Post Conviction Petitions, etc. These figures do not include prisoners transported by contract by the U.S. Marshal's Office, TransCor or PTS. The cost will also vary due to location of inmates when apprehended.
2. The Hamilton County Sheriff's Department entered into a contract with Tennessee Department of Human Services to perform the service of all IV-D related process papers and attachments. Two detectives are assigned to the Fugitive Division to exclusively service attachments for back child support.

Special Operations – 6509

FUNCTION

The Special Operations function is to promote cooperative efforts between the law enforcement community and the citizens of Hamilton County. The Narcotics and Special Operations Division 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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 586,553	\$ 581,577	\$ 577,983	\$ 553,508
Employee Benefits	276,065	278,064	269,374	265,230
Operations	45,574	61,332	54,222	50,522
Total Expenditures	\$ 908,192	\$ 920,973	\$ 901,579	\$ 869,260

Authorized Positions	11	11	11	10
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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.

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 100,805	\$ 95,321	\$ 101,164	\$ 96,846
Employee Benefits	58,937	60,667	64,136	59,545
Operations	33,534	29,115	33,900	45,428
Total Expenditures	\$ 193,276	\$ 185,103	\$ 199,200	\$ 201,819
Authorized Positions	2.64	-	4	2.64

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 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ -	\$ -	\$ 246,634	\$ 169,683
Employee Benefits	-	-	104,952	76,008
Operations	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ 351,586	\$ 245,691
Authorized Positions	-	-	-	3

Other Sheriff

FUNCTION

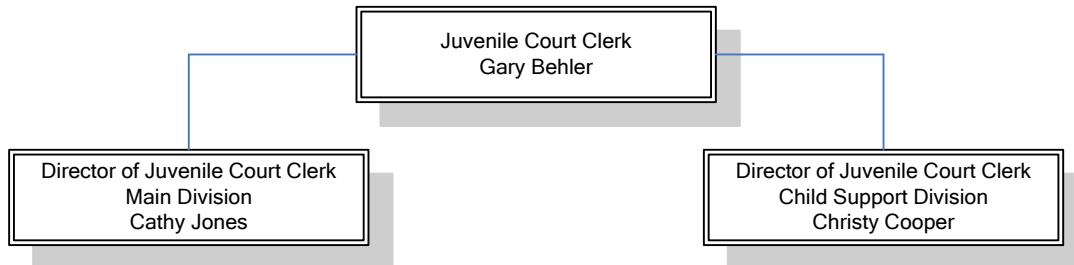
1. Governor's Highway Safety Grant – 6515 Formerly "R.I.D. Grant" – The Sheriff's Department received a grant from the State Department of Transportation through the Governor's Highway Safety Program. For this program, Sheriff's Department Officers utilized for saturation patrols to identify and arrest 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.

Departments	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Governors Highway Safety Grant	60,322	198,260	175,638	-
BOJ Bulletproof Vest Grant	25,021	38,501	8,955	-
	\$ 85,343	\$ 236,761	\$ 184,593	\$ -



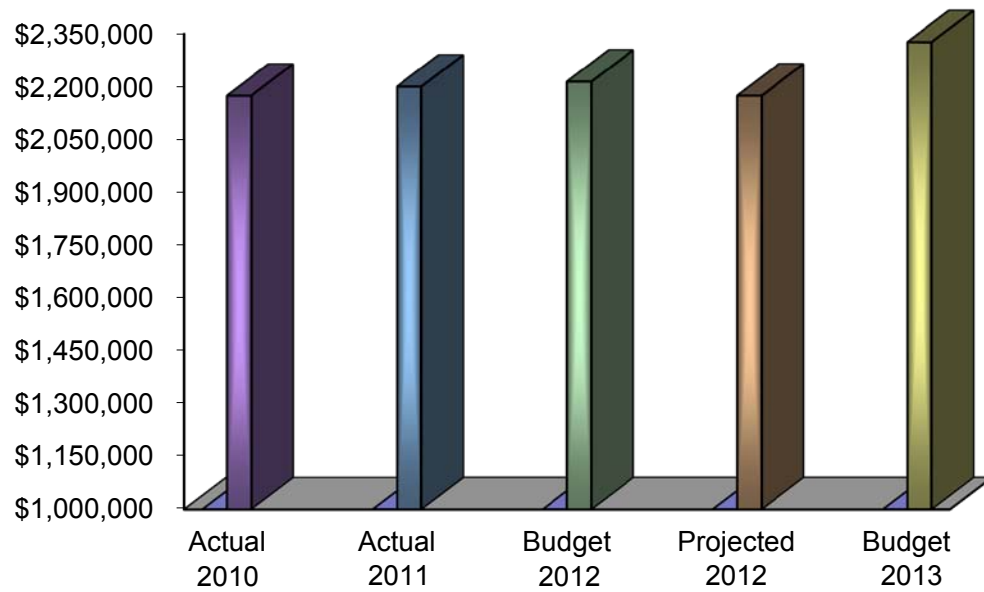
Juvenile Court Clerk Fund

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

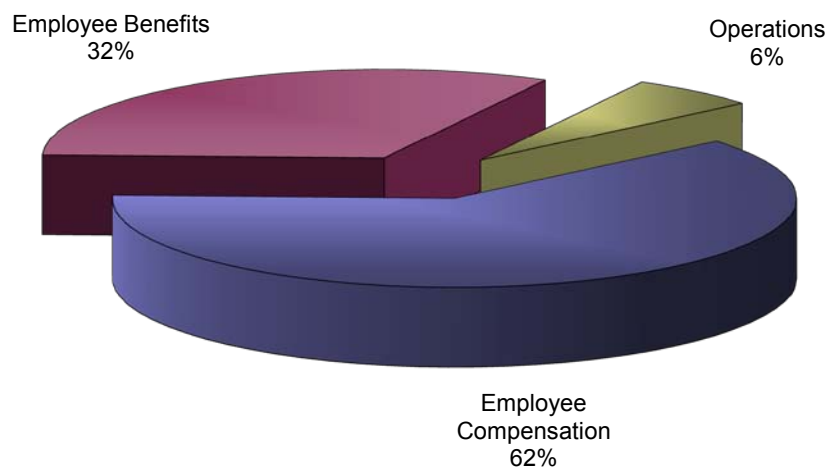


Left to right: Christy Cooper, Gary Behler, Cathy Jones

Juvenile Court Clerk Fund Expenditures



FY 201 Expenditures by Type



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

	Actual 2010	Actual 2011	Amended Budget 2012	Projected 2012	Adopted Budget 2013
<u>Revenues</u>					
Fees and Commissions	306,255	292,841	303,000	262,034	303,000
Fine, forfeitures and penalties	74,312	62,716	70,000	72,278	70,000
Investment Earnings	1,580	2,530	-	1,811	-
Miscellaneous	6,636	5,267	3,000	7,706	3,000
Interfund Transfers from other funds	1,833,367	1,838,695	1,838,695	1,868,718	1,950,665
Total Revenues	2,222,150	2,202,049	2,214,695	2,212,547	2,326,665
<u>Expenditures</u>					
Juvenile Court Clerk	1,311,676	1,327,036	1,325,569	1,269,035	1,327,674
Juvenile Court IV D Support	862,853	873,374	889,126	905,779	998,991
Total Expenditures	2,174,529	2,200,410	2,214,695	2,174,814	2,326,665
Excess of Revenues Over (Under) Expenditures	47,621	1,639	-	37,733	-
Beginning Fund Balance	250,050	297,671	299,310	299,310	337,043
Fund Balance at end of year	297,671	299,310	299,310	337,043	337,043

Juvenile Court Clerk – 6270

FUNCTION

The office of the Juvenile Court Clerk is responsible for processing and maintaining all legal documents for the Juvenile Court of Hamilton County in compliance with TCA §18-1-101 101 *et seq.*, the Rules of Juvenile Procedure, and the Local Rules of Practice. All funds collected by the Clerk's Office are deposited into the County General Fund. The office performs a variety of duties and responsibilities, some of which are listed below:

1. Process all legal documents filed in Juvenile Court.
2. Maintain rule docket logs and original court order volume logs.
3. Manage all Juvenile Court case files; as of June 30, 2012 the cumulative case file total was 97,408. Assign new dockets numbers. In FY 2011-12, 5,890 new cases were initiated.
4. During FY 2011-12, 1,346 new files were created.
5. Prepare hearing dockets for weekly court calendar. An average of 40 dockets per week with approximately 225 cases were heard each week by the presiding Judge and three (3) Magistrates.
6. Provide deputy court clerks for all Court hearings (presiding Judge and three (3) full-time Magistrates).
7. Maintain accurate financial records in accordance with best practices.
8. Collect court costs, fines, administrative fees, bonds and restitution.
9. Appoint attorneys as ordered by the Juvenile Court.
10. Administer and maintain trust fund awards for minors pursuant to TCA §29-13-301, Part 3, as well as any other trust accounts as ordered by the Court.

PERFORMANCE GOALS

1. Provide professional, efficient, and quality service to the Judges, Magistrates, local, state, and national partners, court staff and all members of the public who come in contact with this office.
2. Maintain the confidentiality of all records as governed by TCA §37-1-153.
3. Continue development of workflow analysis of all office functions.
4. Maintain schedule for upgrading existing computer inventory to meet the needs of the Juvenile Court
5. Continue the development of a new data management software system in partnership with the Hamilton County IT Department, resulting in a paper-on-demand office.
6. Initiate process of scanning and digitizing current and future Juvenile Court client records.
7. Establish a formal orientation and training program for newly hired employees.
8. Develop model for annual continuing education and training program for all employees.
9. Continue partnership with local universities and colleges for internship opportunities within the office.
10. Redevelop the Juvenile Court Clerk's Hamilton County website to provide additional information on court processes and procedures, access to forms, and links to community partners serving the same client population.
11. Establish video hearing capabilities for clients currently incarcerated at the Hamilton County Jail or CCA Silverdale Detention Facility, which will result in improved courthouse security, and a reduction in transportation costs.
12. Continue the consolidation of supply purchasing procedures to maximize bulk orders and to reduce duplication in waste.
13. Continue participation in the Hamilton County Recycling Program.
14. Continue to ensure compliance with all TCA code requirements and local rules regarding procedures, fees, etc.

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 842,244	\$ 851,165	\$ 843,956	\$ 839,756
Employee Benefits	421,452	429,936	433,411	435,592
Operations	47,980	45,935	48,202	52,326
Total Expenditures	\$ 1,311,676	\$ 1,327,036	\$ 1,325,569	\$ 1,327,674

Authorized Positions	22	22	22	21
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PERFORMANCE ACCOMPLISHMENTS

1. Improved the existing file purging procedure to maximize active file capacity and better utilize available office space.
2. Completed office reorganization and restructuring for greater accountability.
3. Strengthened fiscal controls in all areas of the Main Division.
4. Installed digital recording systems in all four courtrooms.
5. Networked existing office computers for greater operational efficiency.
6. Added email capability for all office personnel for more efficient internal and external communication.
7. Converted to the Hamilton County WebPunch System for timekeeping/payroll reporting, resulting in increased accuracy and a reduction in staff time spent calculating and preparing payroll reports.
8. Initiated a "Saving/Green Program," designed to maximize the use of and reduce the purchase of office supplies, and to participate in the Hamilton County recycling program. Examples of methods for reduction of supplies include: Use of electronic submission of court orders to magistrates for review to reduce the use of paper and correction tape; use of email to scan and send documents to external community partners to reduce paper, envelopes, and postage usage and costs; consolidation of purchase of office materials to maximize bulk orders and reduce duplication and waste; repurposing empty paper boxes for use in sending court files to the warehouse, resulting in savings in purchase of storage boxes; networking of all employees to larger printer/copier units in office, thereby eliminating the need for desktop printers and toner cartridges.
9. In partnership with the Hamilton County Telecommunications Department, developed and implemented an automated incoming call routing system resulting in improved customer service and increased staff efficiency.
10. Coordinated with the Juvenile Court Administration to improve courthouse security features and installation of additional internal security cameras

Juvenile Court Clerk IV-D Support – 6271

FUNCTION

The office of the Juvenile Court Clerk is responsible for processing and maintaining all legal documents for the Juvenile Court of Hamilton County in compliance with TCA §18-1-101 *et seq.*, the Rules of Juvenile Procedure, and the Local Rules of Practice. The office performs a variety of duties and responsibilities, some of which are listed below:

1. Process all legal documents filed for child support matters and establishment of paternity.
2. File and maintain all pleadings, court orders, and relate documents and maintain rule docket logs.
3. Manage all Child Support case files; as of June 30, 2012 the cumulative total of cases initiated was approximately 45,997.
4. Assign new docket numbers: In FY 2011-12, 1,829 new cases were initiated, (a 23.5% increase over FY2010-11)
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 2011-12.
6. Provide deputy court clerks for all Court hearings (presiding Judge and three (3) full-time Magistrates).
7. Maintain accurate financial records in accordance with best practices.
8. Collect court costs, fines, administrative fees, and any other monies as ordered by the Court.
9. Appoint attorneys for indigent clients as ordered by the Juvenile Court.
10. Receive and process child support and purge payments from clients as ordered by the Court and make disbursements to the Tennessee Child Support Central Receipting Unit in Nashville.
11. Submit monthly reimbursement requests to the State of Tennessee for State-filed pleadings.

PERFORMANCE GOALS

1. Provide professional, efficient, and quality services to the Judges, Magistrates, local, state, and national partners, court staff, and all members of the public who come in contact with this office.
2. Maintain the confidentiality of all records as governed by TCA §37-1-153.
3. Continue development of workflow analysis of all office functions.
4. Maintain schedule for upgrading existing computer inventory to meet the needs of the Juvenile Court.
5. Continue the development of a new data management software system in partnership with the Hamilton County IT Department, resulting in a paper-on-demand office.
6. Initiate process of scanning and digitizing current and future Child Support client records.
7. Establish formal orientation and training program for newly hired employees.
8. Develop model for annual continuing education and training program for all employees.
9. Continue partnership with local universities and colleges for internship opportunities within the office.
10. Redevelop the Juvenile Court Clerk's Hamilton County website to provide additional information on court processes and procedures, access to forms, and links to community partners serving the same client population.
11. Establish video hearings for clients currently incarcerated at the Hamilton County Jail or CCA Silverdale Detention Facility, which will result in improved courthouse security, reduction in transportation costs, and reduction in redundant filings.
12. Continue the consolidation of supply purchasing procedures to maximize bulk orders and to reduce duplication in waste.
13. Continue participation in the Hamilton County Recycling Program.
14. Continue to ensure compliance with all TCA code requirements and local rules regarding procedures, fees, etc.
15. Install closed-circuit television in lobby of Child Support Division, utilizing new technology to provide educational, procedural, and resource information to clients as they await their hearings.

Expenditures by type	Actual 2010	Actual 2011	Budget 2012	Budget 2013
Employee Compensation	\$ 524,461	\$ 534,210	\$ 550,913	\$ 594,820
Employee Benefits	262,540	258,825	274,492	315,551
Operations	75,852	80,339	63,721	88,620
Total Expenditures	\$ 862,853	\$ 873,374	\$ 889,126	\$ 998,991

Authorized Positions	15	15	15	16
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PROGRAM ACCOMPLISHMENTS

1. Developed and implemented a file purging procedure to maximize active file capacity and better utilize available office space. Maintain the confidentiality of all records as governed by TCA §37-1-153.
2. Completed office reorganization and restructuring for greater accountability.
3. Strengthened fiscal controls in all areas of Child Support Division, including implementation of Quick Books for accounting purposes and the use of an electronic money counter to ensure accuracy of payments and for detection of counterfeit bills.
4. Installed digital recording systems in all three courtrooms.
5. Networked existing office computers for greater operational efficiency.
6. Added email capability for all office personnel for more efficient internal and external communication.
7. Converted to the Hamilton County WebPunch System for timekeeping/payroll reporting, resulting in increased accuracy and a reduction in staff time spent calculating and preparing payroll reports.
8. Initiated a "Saving/Green Program," designed to maximize the use of and reduce the purchase of office supplies, and to participate in the Hamilton County recycling program. Examples of methods for reduction of supplies include: Use of electronic submission of court orders to magistrates for review to reduce the use of paper and correction tape; use of email to scan and send documents to external community partners to reduce paper, envelopes, and postage usage and costs; consolidation of purchase of office materials to maximize bulk orders and reduce duplication and waste; repurposing empty paper boxes for use in long-term storage of original court orders, resulting in savings in purchase of storage boxes; design and development of more affordable method of producing magistrates' "long sheets" for case notes in the courtroom, resulting in reduction in costs for expensive 11x17 specialized trial docket paper; networking of all employees to larger printer/copier units in office, thereby eliminating the need for desktop printers and toner cartridges.
9. In partnership with the Hamilton County Telecommunications Department, developed and implemented an automated incoming call routing system, resulting in improved customer service and increased staff efficiency.
10. Coordinated with the Juvenile Court Administration to improve courthouse security features, including upgrades to exterior lighting, installation of additional internal and external security cameras, and installation of lighted directional and exit signs.
11. Initiated development of electronic case docketing and court calendar software in partnership with the Hamilton County IT Department, thereby improving accuracy and efficiency in case scheduling.
12. Revised the policies for collection of filing fees and review of indigent claims to come into compliance with Tennessee Code Annotated, resulting in increased revenue and decreased costs.
13. Implementation of flat-fee billing process (as compared to itemized billing) to request reimbursement for State-filed pleadings, resulting in increased staff efficiencies in preparing monthly reimbursement requests.

PROGRAM COMMENTS

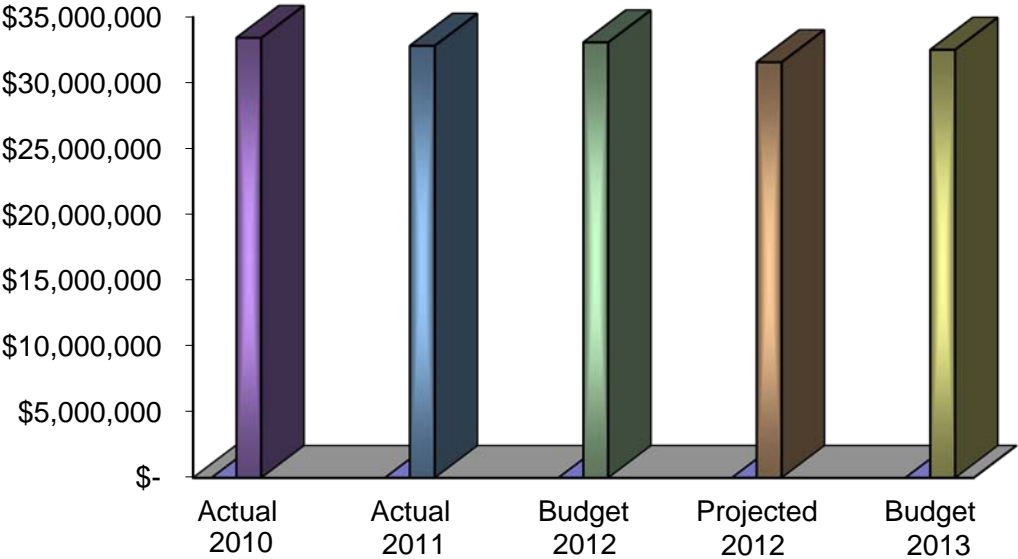
The Tennessee Supreme Court in an opinion of July 29, 1988, declared the office thereby be an elected office. The office of Juvenile Court Clerk in Hamilton County was established as a separate County department on November 2, 1988.



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 2010	Actual 2011	Amended Budget 2012	Projected 2012	Adopted Budget 2013
<u>Revenues</u>					
Taxes	-	-	-	-	-
Intergovernmental	818,217	897,950	-	899,151	765,729
Charges for Services	561,243	532,524	561,243	525,134	535,000
Investment Earnings	78,566	2,312	2,500	(3,829)	2,500
Miscellaneous	23,868	71,609	-	75,157	-
Transfers from other funds	32,020,919	31,262,757	32,522,047	30,233,839	31,221,645
Total Revenues	33,502,813	32,767,152	33,085,790	31,729,452	32,524,874
<u>Expenditures</u>					
Trustee Commission	5,635	5,683	6,000	5,235	6,000
Retirement of Principal	21,720,000	21,410,000	21,430,000	21,697,736	20,595,000
Retirement of Notes	2,011,738	1,982,838	1,024,736	1,043,368	1,055,736
Bond Service Charge	23,268	17,281	25,000	10,917	25,000
Commercial Paper Interest & Fees	125,214	352,975	371,814	-	212,643
Interest	8,885,073	8,407,757	9,645,673	8,087,583	10,051,592
Administrative Expense	192,555	177,252	15,000	297,942	15,000
Payment to City	477,853	474,423	476,834	436,090	473,170
Interfund Transfer	(9,058)	-	90,733	-	90,733
Total Expenditures	33,432,278	32,828,209	33,085,790	31,578,871	32,524,874
Excess of Revenues Over (Under) Expenditures	70,535	(61,057)	-	150,581	-
Beginning Fund Balance	227,025	297,560	236,503	236,503	387,084
Fund Balance at end of year	297,560	236,503	236,503	387,084	387,084

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%	4,470,000	-
2008A	5.00%-4.375%	10,572,621	60,552,379
2008B	4.00%-3.25%	3,677,138	12,597,862
2009	3.00%-4.375%	7,136,010	18,168,990
2010A	3.00%-4.00%	7,475,000	-
2010B	2.00%-4.25%	12,885,000	-
2010C	1.80%-5.00%	4,325,000	-
2011A	3.00%-5.00%	12,875,000	48,435,000
2011B	3.00%-5.00%	15,948,000	4,587,000
		79,363,769	144,341,231

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
2013	20,595,000	9,334,136	29,929,136
2014	20,625,000	8,572,743	29,197,743
2015	19,410,000	7,788,739	27,198,739
2016	19,545,000	7,033,830	26,578,830
2017-2031	143,530,000	30,924,550	174,454,550
	223,705,000	63,653,998	287,358,998

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, 2012 is \$26,630,010.

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

Debt Service Fund (continued)

PROGRAM COMMENTS: - Continued

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 County makes monthly withdrawals from the Authority to fund certain public works projects and the incidental and necessary expenses related thereto. At June 30, 2012, the balance due per the Agreement was \$1,607,000.

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, 2012 is \$1,856,851.

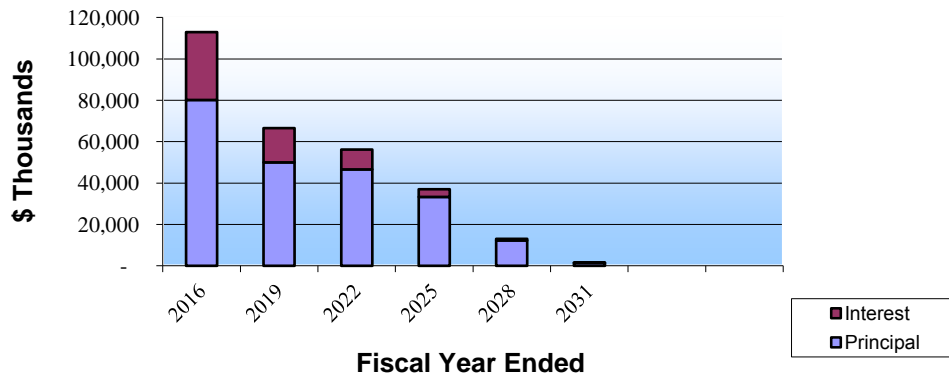
Contract with CCA – In 1998, Hamilton County amended its contract with Corrections Corporation of America (CCA) for the management of the Silverdale Correctional Facility (Hamilton County Penal Farm). Among other items, the contract amendment authorized CCA to construct an expansion to the Silverdale 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, 2012 are \$348,983.

Department of Education 2003 Loan Agreement – In 2003, Hamilton County entered into an agreement with the Tennessee State School Bond Authority. The Agreement reserved funds for Hamilton County in the amount of \$1,365,000 from the proceeds of the Tennessee State School Bond Authority's Qualified Zone Academy Bonds, Series 2003. The draws from the Loan are required to be spent on behalf of the Hamilton County Department of Education to renovate, repair and equip certain schools in the County School System. The County is obligated to repay the Loan in installments consisting of principal and certain administrative expenses payable annually over a 15-year term. The Loan does not bear interest charges. The County's remaining obligations under this agreement as of June 30, 2012 are \$517,351.

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, 2012 are \$11,172,722.

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, 2012 are \$719,106.

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 2013 and FORWARD**

Fiscal Year Ended	Balance at Beginning of Fiscal Year	Annual Redemption	Annual Interest Requirements	Total Annual Requirements
06/30/2013	\$ 223,705,000	\$ 20,595,000	\$ 9,334,136	\$ 29,929,136
06/30/2014	203,110,000	20,625,000	8,572,743	29,197,743
06/30/2015	182,485,000	19,410,000	7,788,739	27,198,739
06/30/2016	163,075,000	19,545,000	7,033,830	26,578,830
06/30/2017	143,530,000	16,425,000	6,296,155	22,721,155
06/30/2018	127,105,000	16,650,000	5,516,368	22,166,368
06/30/2019	110,455,000	16,880,000	4,735,205	21,615,205
06/30/2020	93,575,000	15,295,000	3,928,848	19,223,848
06/30/2021	78,280,000	15,525,000	3,203,440	18,728,440
06/30/2022	62,755,000	15,765,000	2,538,615	18,303,615
06/30/2023	46,990,000	16,020,000	1,861,217	17,881,217
06/30/2024	30,970,000	9,820,000	1,156,282	10,976,282
06/30/2025	21,150,000	7,415,000	760,011	8,175,011
06/30/2026	13,735,000	5,765,000	469,944	6,234,944
06/30/2027	7,970,000	5,960,000	281,969	6,241,969
06/30/2028	2,010,000	530,000	73,369	603,369
06/30/2029	1,480,000	545,000	54,189	599,189
06/30/2030	935,000	565,000	35,063	600,063
06/30/2031	370,000	370,000	13,875	383,875
TOTAL		\$223,705,000	\$63,653,998	\$287,358,998

**HAMILTON COUNTY, TENNESSEE
DEBT SERVICE FUND
SCHEDULE OF INTEREST REQUIREMENTS FOR
FISCAL YEAR ENDED JUNE 30, 2013**

Bond Redemption	Date of Issue	Interest Rate		Outstanding June 30, 2012	Interest Payable
General Improvement	3-1-98-B	4.875	\$	250,000	\$ 6,094
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	4-8-08-A	5.00		5,767,560	288,378
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		1,839,134	51,853
General Improvement	4-8-08-B	3.25		1,838,004	59,735
General Improvement	3-10-09	3.00		1,190,040	35,701
General Improvement	3-10-09	3.50		1,190,040	41,651
General Improvement	3-10-09	4.00		3,568,710	142,748
General Improvement	3-10-09	4.125		593,610	24,487
General Improvement	3-10-09	4.375		593,610	25,971
General Improvement	3-10-10-A	3.000		3,220,000	96,600
General Improvement	3-10-10-A	3.250		1,610,000	52,325
General Improvement	3-10-10-A	3.500		1,610,000	56,350
General Improvement	3-10-10-A	4.000		1,035,000	41,400
General Improvement	3-10-10-B	2.000		1,615,000	32,300
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	66,413
General Improvement	3-10-10-B	4.250		1,610,000	68,425
General Improvement	3-10-10-C	1.800		325,000	5,850
General Improvement	3-10-10-C	2.200		330,000	7,260
General Improvement	3-10-10-C	2.800		330,000	9,240
General Improvement	3-10-10-C	3.200		330,000	10,560
General Improvement	3-10-10-C	3.500		330,000	11,550
General Improvement	3-10-10-C	3.700		330,000	12,210
General Improvement	3-10-10-C	4.000		330,000	13,200
General Improvement	3-10-10-C	4.150		330,000	13,695
General Improvement	3-10-10-C	4.350		330,000	14,355
General Improvement	3-10-10-C	4.600		330,000	15,180
General Improvement	3-10-10-C	4.700		330,000	15,510
General Improvement	3-10-10-C	4.850		330,000	16,005
General Improvement	3-10-10-C	5.000		370,000	18,500
General Improvement	11-8-11-A	3.000		616,345	18,490
General Improvement	11-8-11-A	4.000		635,245	25,410

**HAMILTON COUNTY, TENNESSEE
DEBT SERVICE FUND
SCHEDULE OF INTEREST REQUIREMENTS FOR
FISCAL YEAR ENDED JUNE 30, 2013**

Bond Redemption	Date of Issue	Interest Rate	Outstanding June 30, 2012	Interest Payable
General Improvement	11-8-11-A	5.000	\$ 7,280,644	\$ 364,032
General Improvement	11-8-11-A	4.000	2,090,534	83,621
General Improvement	11-8-11-A	3.250	1,107,741	36,002
General Improvement	11-8-11-A	3.500	1,144,491	40,057
General Improvement	11-8-11-B	3.000	1,430,500	42,915
General Improvement	11-8-11-B	4.000	1,427,833	57,113
General Improvement	11-8-11-B	5.000	7,424,667	371,233
General Improvement	11-8-11-B	4.000	410,000	16,400
General Improvement	11-8-11-B	3.000	1,770,000	53,100
General Improvement	11-8-11-B	3.250	475,000	15,438
General Improvement	11-8-11-B	3.375	490,000	16,538
General Improvement	11-8-11-B	3.500	1,040,000	36,400
General Improvement	11-8-11-B	3.625	545,000	19,756
General Improvement	11-8-11-B	3.750	935,000	35,062
TOTAL GENERAL IMPROVEMENT BONDS			\$ 79,363,769	\$ 3,158,557
School Series	4-8-08-A	5.00	33,032,440	1,651,622
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	6,300,866	177,647
School Series	4-8-08-B	3.25	6,296,996	204,652
School Series	3-10-09	3.00	3,029,960	90,898
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
School Series	11-8-11-A	3.000	2,318,655	69,559
School Series	11-8-11-A	4.000	2,389,755	95,590
School Series	11-8-11-A	5.000	27,389,356	1,369,468
School Series	11-8-11-A	4.000	7,864,466	314,579
School Series	11-8-11-A	3.250	4,167,259	135,436
School Series	11-8-11-A	3.500	4,305,509	150,693
School Series	11-8-11-B	3.000	654,500	19,635
School Series	11-8-11-B	4.000	647,167	25,887
School Series	11-8-11-B	5.000	3,285,333	164,266
TOTAL SCHOOL BONDS			144,341,231	6,175,579
TOTAL GENERAL IMPROVEMENT BONDS			79,363,769	3,158,557
TOTAL BONDS			\$ 223,705,000	\$ 9,334,136

HAMILTON COUNTY, TENNESSEE
SUMMARY OF DEBT SERVICE AND OTHER OBLIGATIONS
AS OF JUNE 30, 2012

Payments Due in Fiscal Year 2013

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Bonded debt	\$ 20,595,000	\$ 9,334,136	\$ 29,929,136
1999 Loan Agreement	788,000	*	788,000
Finley Stadium Project	402,500	70,670	473,170
Silverdale Correctional Facility	267,005	-	267,005
Dept. of Education 2003 Loan Agreement	90,734	-	90,734
Short-Term Commercial Paper	**	**	**
Total payments due in fiscal year 2013	<u>\$ 22,143,239</u>	<u>\$ 9,404,806</u>	31,548,045
Less: Reimbursements by WWTA			(601,594)
Reimbursement on Series 2010 C Bonds			(73,402)
Net debt service and other obligations			<u>\$ 30,873,049</u>

Total Debt Obligations at June 30, 2012

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Bonded debt	\$ 223,705,000	\$ 63,653,998	\$ 287,358,998
1999 Loan Agreement	1,607,000	*	1,607,000
Finley Stadium Project	1,697,500	159,351	1,856,851
Silverdale Correctional Facility	348,983	-	348,983
Dept. of Education 2003 Loan Agreement	517,351	-	517,351
Short-Term Commercial Paper	23,556,000	**	23,556,000
Total debt obligations outstanding	<u>\$ 251,431,834</u>	<u>\$ 63,813,349</u>	315,245,183
Less: Reimbursements by WWTA			(11,172,722)
Reimbursement on Series 2010 C Bonds			(588,359)
Net debt obligations outstanding			<u>\$ 303,484,102</u>

* The interest rate on the 1999 Loan Agreement is adjustable. Interest expense will vary based upon the actual interest rate assessed on the loans.

** 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, 2012.

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.

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.

Hamilton County strives to keep up with its rapid growth through several significant public improvements. Notable projects completed in 2012 include:

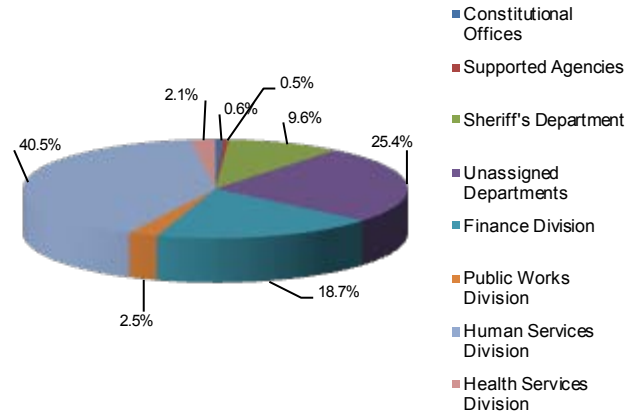
- Hamilton County Health Department Green Roof
- Business Development Center Renovation
- Enterprise South Industrial Park Railroad Improvements and Bridge Replacement over Hickory Valley Road
- Volkswagen Railroad Support Yard
- Charles A. Bell Elementary School Brownfield Renovation
- Amazon Site Infrastructure Improvements
- Chester Frost Park Pavilion Lighting Replacement

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 2013 General Fund Capital Outlay Appropriations:

Constitutional Offices	\$ 24,381
Supported Agencies	\$ 17,500
Sheriff's Department	\$ 363,414
Unassigned Departments	\$ 959,266
Finance Division	\$ 707,100
Public Works Division	\$ 92,700
Human Services Division	\$ 1,528,778
Health Services Division	\$ 78,934
	<u>\$ 3,772,073</u>



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 2010	Actual 2011	Projected 2012	Available 2013	Inc/(Dec)
General Fund	4,897,122	3,842,287	5,354,075	3,772,073	(1,582,002)
Intergovernmental	2,090,071	19,839,075	8,618,796	-	(8,618,796)
Charges for Current Services	251,813	237,139	235,384	230,000	(5,384)
Investment Earnings	162,438	140,966	130,398	120,000	(10,398)
Miscellaneous	1,309,126	3,965,376	3,166,357	1,324,940	(1,841,417)
Proceeds from Sale of Land	1,036,053	79,906	646,122	-	(646,122)
Issuance of GO Bonds	4,980,000	-	18,096,272	-	(18,096,272)
Commercial Paper	20,000,000	21,556,000	5,000,000	52,923,509	47,923,509
Use of Fund Balance	14,683,862	6,704,203	-	8,903,677	8,903,677
	<u>49,410,485</u>	<u>56,364,952</u>	<u>41,247,404</u>	<u>67,274,199</u>	<u>26,026,795</u>

The budgeted expenditures below are presented by activity.

Exhibit III

Equipment	1,064,266	1,296,052	1,249,891	1,606,357	356,466
Furniture & Fixtures	16,800	18,445	5,174	41,728	36,554
Highway	105,946	450,553	202,306	-	(202,306)
Industrial Parks	3,346,059	13,526,458	8,924,310	-	(8,924,310)
Land Improvements	934,909	1,592,019	1,980,043	900,000	(1,080,043)
Maintenance	45,000	548,667	158,500	175,000	16,500
Records Storage Expansion	1,996,368	1,540,458	-	-	-
Recreation	780,369	599,054	580,444	-	(580,444)
Renovations	1,406,540	3,852,008	1,110,559	552,000	(558,559)
Riverpark	56,237	392,195	636,138	1,944,649	1,308,511
Schools	21,897,496	6,330,913	23,105,086	60,336,736	37,231,650
Sheriff Equipment	932,780	700,849	1,078,752	363,414	(715,338)
Social Services	50,000	48,923	50,000	50,000	-
Volkswagen	-	10,751,925	-	-	-
Volunteer Services	580,313	253,383	270,060	258,752	(11,308)
	<u>49,410,485</u>	<u>56,364,952</u>	<u>41,247,404</u>	<u>67,274,186</u>	<u>26,026,782</u>

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 2012 and FY 2013, 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 2012, estimated expenditures for the projects during 2012 and capital funds available for the completion of the project. Any increases to total available funding for FY 2013 are a result of the FY 2013 General Fund Capital Outlay or the reallocation of current bond funds available for capital improvements. The available funding for FY 2013 projects for Hamilton County and the Department of Education is \$60.3 million.

Administration

Funding Source: Bond Funds
Funds are used for administrative fees.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Bond Funds	452,297	452,297	-

Future impact on the General Fund: None

Emergency Medical Services

Funding Sources: Bond Funds/General Fund
Bond funds were allocated for the construction of a new EMS station. General Fund appropriation was allocated to purchase two new ambulances, one remounted ambulance, stretchers and backboards, training equipment, protective clothing, station furniture, and replacement of 13 cardiac monitors.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Bond Funds	33,502	33,502	-
Gen Fund	432,500	432,500	1,045,550

Future impact on the General Fund: None

Engineering

Funding Source: Bond Funds
Bond funds are allocated for lighting upgrades for Riverpark, Chester Frost Park, and the Paul McDaniel building.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Bond Funds	977,842	977,842	-

Future impact on the General Fund: The future estimated cost of the maintenance to the Paul McDaniel Building is not available at this time, due to the fact that the building was not been fully utilized until February 2012.

Equipment

Fund Sources: Bond Funds/General Fund
Bond funds were approved for a complete software update for the Assessor of Property's office. The General Fund allocations include the replacement of vehicles, computer software and licenses, miscellaneous computer upgrades and replacements, purchase of exercise equipment, and surveillance cameras for courthouse rooms.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Bond Funds	177,131	177,131	564,000
Gen Fund	1,072,760	1,072,760	1,042,357

Future impact on the General Fund: Maintenance Cost for Software upgrades and licenses \$27,600.

Furniture and Fixtures

Funding Sources: Bond Funds/General Fund
Bond funds were used to furnish Community Corrections Annex Bldg, Paul McDaniel Bldg, equipment and upgrades to Fireman Monument. The General Fund appropriation includes the purchase of office furniture and carpet replacement.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Bond Funds	-	-	35,728
Gen Fund	5,174	5,174	6,000

Future impact on the General Fund: Now that the Paul McDaniel Building is fully furnished there should be no new furniture or fixtures added in the near future.

Highway

Fund Source: Bond Funds/General Fund
Bond funds and general funds are used to obtain heavy duty equipment, including one D6 dozer replacement, and vehicles.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Bond Funds	10,400	10,400	-
Gen Fund	191,906	191,906	-

Future impact on the General Fund: N/A

Industrial Development Projects

Funding Sources: Bond Funds
Bond funds are used for site preparations and infrastructure to provide for additional companies to relocate to the industrial parks.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Bond Funds	8,924,310	8,924,310	-

Future impact on the General Fund: None

Land Improvements

Funding Source: Bond Funds/General Fund
Bond funds provide for continued expansion of Enterprise South Industrial Park. The general fund provides for land improvements for various communities needs and school projects

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Bond Funds	158,741	158,741	-
Gen Fund	1,821,302	1,821,302	900,000

Future impact on the General Fund: Many of the land improvements are now the property of the School System and the General does not continue and funding for maintenance.

Maintenance

Funding Source: Bond Funds
The bond funds provide for a green roof for the business incubator and repairs to various Hamilton County buildings.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Bond Funds	158,500	158,500	175,000

Future impact on the General Fund: A reduction in utility cost is expected but has not been estimated; however, we expect a costs savings in electricity and gas.

Recreation Projects

Funding Source: Bond Funds
Bond funds will be used on improvements to playgrounds, neighborhoods, and recreational facilities.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Bond Funds	580,444	580,444	-

Future impact on the General Fund: N/A

Renovations

Funding Sources: Bond Funds /General Funds

Bond funds projects include renovating the Business Incubator Center, Homeless Health Care Bldg, County Courthouse and various other Hamilton County buildings. The funding also provides for the remodeling of the first and third floors of the Data Center.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Bond Funds	678,938	678,938	446,000
Gen Fund	431,621	431,621	106,000

Future impact on the General Fund: Renovations are expected to save on utility costs, but are not estimated at this time due to the fact that there is inadequate data at this time regarding utility cost. We expect utility cost to decrease as a result of these renovations.

Riverwalk

Funding Sources: Commercial Paper

Commercial paper has been allocated for an extension of the Riverwalk along the Downtown section of the Tennessee River.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Bond Funds	636,138	636,138	1,944,649

Future impact on the General Fund: Maintenance cost is expected to be \$477,249 of which the City will reimburse the County one half.

Schools

Funding Source: Commercial Paper

Commercial paper has been allocated for the construction of new schools, land improvements, and EPA cleanup.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
CP	5,000,000	5,000,000	52,923,509
Bond Funds	18,105,086	18,105,086	7,413,227

Future impact on the General Fund: None, the annual cost of operating schools is the responsibility of the Department of Education.

Sheriff

Funding Source: General Fund

The Sheriff's Department will replace 10 vehicles, law enforcement equipment, computers, software, mobile radios, and walk-thru-scanners for Corrections Division.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Gen Fund	1,078,752	1,078,752	363,414

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 will be offset by revenue earned in the Sheriff's Fund. Fuel cost are estimated to increase 27% in FY 2013

Social Services

Funding Source: General Fund

The general fund provides capital funding for the Fortwood Center.

Funding Source	Total Available FY2012	Estimated Obligations FY2012	Total Available FY2013
Gen Fund	50,000	50,000	50,000

Future impact on the General Fund: This is the last year for this appropriation.

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 FY2012	Estimated Obligations FY2012	Total Available FY2013
Gen Fund	270,060	270,060	258,752

Future impact on the General Fund: Approximately \$258,752 annually, depending on the cost of fuel.

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, Tennessee 37421
423.209.8600 • Fax 423.209.8601

Rick Smith
Superintendent

August 22, 2012

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. Our student enrollment continues 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. Hamilton County has taken the lead on development of a Principal Leadership Academy in partnership with the Public Education Foundation, Chattanooga Chamber of Commerce and the University of Tennessee at Chattanooga. We have also implemented Project COACH which is a teacher evaluation model designed to provide immediate feedback to the teacher in order to maximize classroom instruction. And most recently, we have opened our STEM school designed to increase our student's problem solving skills in math and science.

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. 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 our 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 2013 year is County General Fund - \$1.3816, School Fund - \$1.3726, District Road Fund \$.0110 – Total Tax Rate - \$2.7652.

Exemptions:

The County exemptions are provided by State law.

Be conservative in projecting revenues:

Projected tax revenues from economy-sensitive sources; for example, the sales tax should be conservative to avoid budget shortfalls during unexpected downturns in the economy.

Hamilton County Department of Education fund balances:

The Hamilton County Department of Education fund balance should be adequate to handle unexpected decreases in revenues, as well as at a reasonable level for extraordinary unbudgeted expenditures. The minimum fund balance should be 60 days, computed separately from the designated components of the fund balance. The approximate fund balance at the end of the 2010-2011 fiscal year is estimated at approximately 15 days.

Vision Statement:

Hamilton County Schools is a diverse school system committed to creating, fostering, and supporting an environment that offers opportunities for success for all students.

Philosophy and Objectives:

Recognizing our responsibility to provide each generation with adequate skills to be independent and gainfully employed, we intend to create and maintain an enriched learning environment, conducive to the educational process. The Hamilton County Department of Education curriculum is designed to meet the following objectives for our students:

1. Competency in fundamentals of learning and communication
2. Skills and attitudes which facilitate life-long learning
3. Sufficient information to realize life goals
4. Principles, habits, and attitudes conducive to good physical and mental health
5. Ability to establish and maintain satisfactory relationships with others
6. Practice the basic requirements of responsible citizenship
7. Competence in the use of natural resources
8. Acquire career information and economic competence
9. Appreciate cultural and aesthetic values
10. Be aware of increasing interdependence among the peoples and nations of the world
11. Maintain a high degree of intellectual curiosity
12. Acquire the intellectual and social skills, which enable each individual to live in a world that accepts inclusion of people with disabilities and those with ethnic and racial differences.

Effective planning and implementation of services, policies, laws, and regulations:

- Improve communication and understanding between the Board of Education and the community by promoting a dialogue with reference to the costs and benefits of services in order to protect our quality of life.
- Increase the responsiveness of the organization by promoting efficiency, which may include modifying existing policies and procedures.
- Improve public/private and intergovernmental coordination.
- Assist in understanding the importance of improving and expanding county revenue sources to fund the stated goals.

Roles and Responsibilities of the Board of Education:

1. Be responsive to and represent the wishes of the citizens.
2. Establish strategies, set policies and determine priorities through the approval of objectives, plans, and budgets.
3. Educate citizens on the need for accomplishing stated goals of Hamilton County Department of Education.

Accounting, Auditing, and Financial Reporting Policies:

1. An independent audit will be performed annually.
2. The schools will produce annual financial reports in accordance with generally accepted accounting principles as outlined by the Governmental Accounting Standards Board.

3. The schools will maintain a strong audit review process that supports our commitment to efficient accountability in financial reporting.

Capital Budget Policies:

1. The schools will develop a multi-year plan for capital improvement, update it annually, and make all capital improvements in accordance with the plan.
2. The schools shall allocate a minimum of one million per year for Capital Investments.
3. The schools will maintain physical assets at a level adequate to protect its capital investment and minimize future maintenance and replacement costs.
4. The School Board will use the following criteria to evaluate the relative merit of each capital project. Capital investments will foster the goals of ensuring:
 - a) Economic vitality
 - b) Neighborhood vitality
 - c) Infrastructure and heritage preservation
 - d) Projects specifically included in an approved replacement schedule will receive priority.
 - e) Projects reducing the cost of operations, will receive priority and those projects that increase the cost of operations, must have identified tradeoffs to support additional costs.
 - f) Projects identified as important by the Board or a department will receive priority.
 - g) Projects, which significantly improve safety and reduce risk exposure, such as Americans with Disabilities ACT (ADA) will receive priority.

Purpose of Financial Operations Policies:

The Hamilton County School Board shall establish internal accounting and administrative controls to provide reasonable assurance that:

- a) Obligations and costs are in compliance with applicable law;
- b) Funds, property and other assets are safeguarded against waste, loss, unauthorized use or misappropriation; and
- c) Revenues and expenditures applicable to agency operations are properly recorded and accounted for to permit the preparation of accounts and reliable financial and statistical reports and to maintain accountability over the assets.

Finance and Financial Management:

Financial Management Responsibilities

Board of Education

The Board has the duty of overseeing the entire financial management of the District.

Superintendent

The Board shall assign specific financial management responsibilities to the Superintendent.

Finance Director

The Superintendent shall assign specific financial duties to the Finance Director. The Finance Director shall compile the data needed to develop the budget, shall act as a resource person for the Board, Superintendent and other staff personnel on financial matters and shall implement the approved budget through applicable policies, procedures or regulations.

Staff

Staff members shall provide needed data and assistance to the Finance Director. Any staff member having

authority to spend District funds shall do so in accordance with applicable federal, state or local statutes, and Board policies, procedures or regulations.

The Budget and Budgetary process:

Budget Defined

- a) The District's budget is a written document, presenting the Board's plan for the allocation of the available financial resources in a spending plan which sustains and improves the educational function of the District.
- b) The budget will be based upon the educational needs and financial ability of the District, as identified by the Superintendent, Staff and the School Board.

Statutory Provisions:

Board of Education

The Board shall require the Board chairman and Superintendent to prepare the budget on forms provided by the state and submit it to the County Commission after approval by the Board.

Superintendent

The Superintendent is responsible for preparing and submitting the budget to the Board and shall immediately notify the Board of any irregularities or unanticipated revenues or expenditures.

Preparation:

The Superintendent, after comparing the needs of the schools against the sources of anticipated revenue, shall prepare a tentative budget allocating funds for the operation of the District.

Adoption:

- a) The Board, after reviewing and amending the Superintendent's tentative budget, shall adopt a budget for the forthcoming school year.
- b) Copies of the adopted budget will be available for the public on the Hamilton County Department of Education website.

Presentation to County Commission:

The Superintendent shall present the budget adopted by the Board to the County Commission prior to the date for setting the tax rate.

Budget as a Spending Plan:

Responsibility for Administering

The budget represents a controlled spending plan for the fiscal year. The Superintendent is authorized to make expenditures and commitments in accordance with and in harmony with the official actions of the Board and the laws of the State of Tennessee.

Methods and Procedures

The Board of Education will be provided monthly financial statements.

Transfer of Funds

Any change in the expenditure of major budget categories shall be approved by the Board and County Commission prior to the expenditure.

Operational policy:

Provide sufficient time to complete the budget process:

Start the budget process sufficiently early to ensure that a budget and the tax rate can be adequately discussed and approved by the full Commission before the budget year starts on July 1.

Find and implement ways to improve the efficiency of County services:

- Encourage employees and citizens to help identify ways to provide educational services for less cost.
- Give high priority to projects that can be shown to provide educational services for less cost.

Maintain a trained, motivated work force:

- Provide incentives to encourage employees to learn new job skills.
- Provide a system that rewards outstanding performance.

Pay employees competitive, consistent salaries:

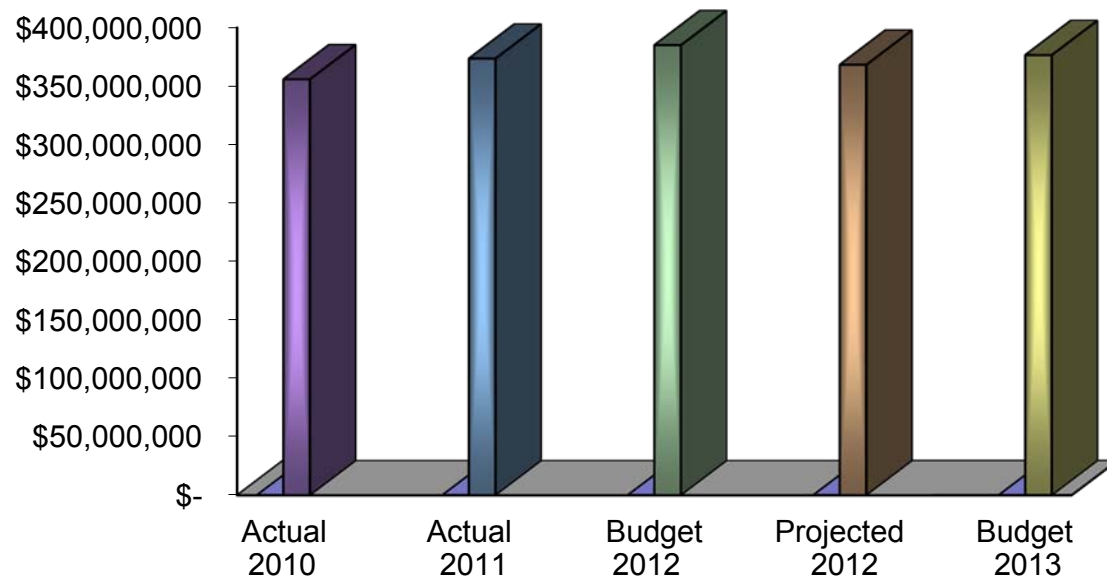
- Provide annual salary increases for employees to cover cost-of-living increases.
- Pay salaries that are comparable to those of similar counties.

Protect health and the environment:

- Ensure that environmental considerations are factored into budget decisions.
- Comply with ADA requirements.



Department of Education Expenditures



Hamilton County Department of Education Budget Summary
Schedule of Revenue and Expenditures

	Actual 2010	Actual 2011	Amended Budget 2012	Projected 2012	Adopted Budget 2013
Revenues					
Taxes	175,731,775	179,512,393	181,001,632	188,888,630	186,460,845
Intergovernmental	168,276,288	184,273,766	191,476,884	184,369,823	178,310,704
Charges for Services	9,766,754	9,971,406	10,716,278	10,517,986	11,041,217
Investment Earnings	184,607	255,266	257,376	249,994	259,650
Miscellaneous	7,537,845	7,034,842	5,705,689	5,921,074	3,850,474
Total Revenues	361,497,269	381,047,673	389,157,859	389,947,507	379,922,890
Expenditures					
Regular Instruction	152,563,202	160,704,503	160,950,011	156,578,585	168,166,614
Special Education	30,412,017	30,667,834	32,416,905	32,105,734	33,066,675
Vocational Education	8,444,629	8,238,588	8,339,350	8,297,430	8,356,292
Attendance	1,937,479	1,685,139	1,584,787	1,475,893	1,607,689
Health Services	2,500,747	2,679,702	3,165,771	3,062,006	2,984,145
Other Student Support	6,442,069	6,575,781	6,342,895	6,024,387	6,579,818
Regular Instruction Support Services	8,614,061	8,769,099	8,228,233	7,805,630	8,593,358
Special Education Support Services	2,631,661	2,744,900	2,923,204	2,646,136	2,788,406
Vocational Education Support Services	237,715	248,953	260,877	257,376	264,380
Board of Education	5,563,444	5,667,275	5,839,879	5,793,701	5,963,276
Office of the Superintendent	1,048,263	1,381,858	972,439	893,539	986,643
Office of the Principal	21,605,858	21,949,272	22,841,521	22,590,041	23,211,109
Fiscal Services	2,390,961	2,316,745	2,507,654	2,335,548	2,644,990
Human Services	1,030,229	1,049,500	1,189,214	1,063,190	1,200,100
Operation of Plant	23,661,506	23,811,461	24,810,546	23,411,256	25,629,876
Maintenance of Plant	7,437,716	7,486,659	7,722,421	7,538,264	7,927,470
Transportation	13,134,635	13,127,632	14,112,252	14,019,024	14,603,309
Central and Other	2,323,225	2,150,268	2,087,556	1,994,781	2,167,235
Community Services	2,238,732	2,259,684	2,910,458	2,461,660	2,911,519
Early Childhood Education	2,517,029	2,620,239	2,756,072	2,642,634	2,793,638
Capital Outlay	444,313	123,578	130,000	124,449	130,000
Education Debt Service	97,500	97,500	97,500	97,500	97,500
Food Service	16,886,914	17,164,901	18,882,662	19,021,661	20,284,289
Federal Projects	36,908,924	45,494,874	49,107,854	41,510,395	31,378,526
Self Funded Projects	4,687,688	4,464,982	4,774,294	4,441,048	2,160,331
Total Expenditures	355,760,517	373,480,927	384,954,355	368,191,868	376,497,188
Excess of Revenues Over (Under) Expenditures	5,736,752	7,566,746	4,203,504	21,755,639	3,425,702
Other Financing Uses	(5,816,456)	(5,816,456)	(6,969,452)	(7,114,109)	(8,125,702)
Net Encumb (beginning less ending)	545,806	1,125,826	-	6,267,181	-
Excess of non-budgeted revenue and other financing sources over (under) non-budgeted expenditures	395,512	790,960	-	4,529,222	-
Beginning Fund Balance	34,400,058	35,261,672	38,928,748	38,928,748	64,366,681
Fund Balance at end of year	35,261,672	38,928,748	36,162,800	64,366,681	59,666,681

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



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 2013, the County's authorized personnel decreased overall by (9.12) 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 2013, the Constitutional Offices' positions increased by (1) FTEs. The District Attorney's Office increased by (1) FTEs resulting in a total increase of \$103,357.05 in salary and benefits for a gang prosecutor. The Register of Deeds office decreased by (.50) FTEs by replacing one full time position with one part time position resulting in \$3,413 savings in benefits to the General Fund. The Assessor of Property office increased positions by (.50) part time position the costs of benefits were increased by \$28,291 in the General Fund. The increase in the Assessor's office is needed for the scheduled reappraisal.

UNASSIGNED DEPARTMENTS

In fiscal year 2013, Unassigned Departments decreased by (2) FTEs. The decreases were all in Human Resources. Human Resources had a significant reorganization of staffing by combining two manager positions to create one assistant director's position, eliminating one benefits specialist position, and hiring at a lower rate for several other positions which resulted in \$133,811 in savings in benefits to the General Fund.

FINANCE DIVISION

In fiscal year 2013, the Finance Division departments increased by (1) FTE. One FTE was moved to the Purchasing department from the Accounting Department. Cost to the Finance Division will not be impacted. The ITS department increased (1) FTE which resulted in a cost of \$53,267.58.

PUBLIC WORKS DIVISION

In fiscal year 2013, the Public Works Division increased by (1) FTE due to a reallocation of one inspector from the Health Services Division to Public Works. Cost to the Public Works Division is an increase of \$101,434.72.

HUMAN SERVICES DIVISION

In fiscal year 2013, Human Services Division staff decreased by (.59) FTEs due to various personnel reallocations across the division. Total savings directly related to this decrease were \$8,375.75.

HEALTH SERVICES DIVISION

In fiscal year 2013, the Health Services Division's support staff decreased by (9.53) 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 2013, the Sheriff's department experienced no increases or decrease in total positions though a transfer between departments may occur.

JUVENILE COURT CLERK FUND

In fiscal year 2013, the Juvenile Court Clerk's departments experienced no increases or decrease in positions.

PERSONNEL SUMMARY

		<u>AUTHORIZED POSITIONS</u>			
SUMMARY OF POSITIONS BY					
FUND	DIVISION / FUND	2010	2011	2012	2013
010	GENERAL FUND				
	Constitutional Offices	480.39	474.89	461.52	462.52
	Supported Agencies	2.00	2.00	2.00	2.00
	Unassigned Departments	78.00	79.00	76.50	74.50
	Finance Division	84.63	82.26	79.00	80.00
	Public Works Division	215.39	213.39	206.13	207.13
	Human Services Division	322.91	322.78	295.48	294.89
	Health Services Division	282.08	286.56	274.06	264.53
	Total	1,465.40	1,460.88	1,394.69	1,385.57
083	SHERIFF DEPARTMENT	371.63	371.63	371.63	371.63
034	JUVENILE COURT CLERK FUND	37.00	37.00	37.00	37.00
	TOTAL ALL FUNDS	1,874.03	1,869.51	1,803.32	1,794.20

PERMANENT EMPLOYEES

PERSONNEL SCHEDULE

		<u>AUTHORIZED POSITIONS</u>			
ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	2010	2011	2012	2013
CONSTITUTIONAL OFFICES					
1001	Medical Examiner	7.00	7.00	7.00	7.00
1002	Clerk and Master	27.00	27.00	28.00	28.00
1003	Circuit Court Clerk	41.00	41.00	41.00	41.00
1004	County Clerk	72.63	73.63	62.76	62.76
1005	Register of Deeds	17.00	17.00	17.00	16.50
1006	Trustee	12.50	13.00	15.00	15.00
1007	Assessor of Property	44.63	44.63	44.63	45.13
1008	District Attorney General	36.00	37.00	37.00	38.00
1009	County Election Commission	25.50	17.50	15.50	15.50
1010	Criminal Court Clerk	65.13	65.13	64.63	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 Court Judge Williams	1.00	1.00	1.00	1.00
10194	Circuit Court Judge Thomas	1.00	1.00	1.00	1.00
1023	Judicial Commission - Magistrate	4.00	4.00	4.00	4.00
1061	Juvenile Judge	56.00	56.00	54.00	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	7.00	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	480.39	474.89	461.52	462.52
SUPPORTED AGENCIES					
1502	Soil Conservation	2.00	2.00	2.00	2.00
	Total	2.00	2.00	2.00	2.00
UNASSIGNED DEPARTMENTS					
3000	County Mayor	6.00	6.00	6.00	6.00
3001	Chief of Staff	3.00	3.00	3.00	3.00
3003	County Attorney	6.00	7.00	6.00	6.00
3005	Chief Reading Officer	3.00	3.00	3.00	3.00
3010	County Board of Commissioners	12.00	12.00	12.00	12.00
3015	County Auditor	11.00	11.00	11.00	11.00
3016	Microfilming	8.00	8.00	8.50	8.50
3017	Indigent Care	2.00	2.00	0.00	0.00
3018	Telecommunications	10.00	10.00	10.00	10.00
3025	Human Resources	10.00	10.00	10.00	8.00
3060	Development	6.00	6.00	6.00	6.00

PERSONNEL SCHEDULE

DETAIL ON ACTIVITIES BY		AUTHORIZED POSITIONS			
ORG. #	DEPARTMENTS	2010	2011	2012	2013
UNASSIGNED DEPARTMENTS Continued					
3099	Railroad Authority	1.00	1.00	1.00	1.00
	Total	78.00	79.00	76.50	74.50
FINANCE					
3100	Finance Administrator	2.00	2.00	2.00	2.00
3101	Accounting	27.63	26.00	25.00	24.00
3102	Financial Management	5.00	5.00	5.00	5.00
3103	Information Technology Services	34.00	33.26	31.00	32.00
3104	Purchasing	5.00	5.00	5.00	6.00
3105	Geographic Information Systems	11.00	11.00	11.00	11.00
	Total	84.63	82.26	79.00	80.00
PUBLIC WORKS					
3200	Public Works Administrator	2.00	2.00	2.00	2.00
3204	Building Inspection	13.63	13.13	12.00	13.00
3205	Custodial / Security Service	8.00	8.00	9.00	8.00
3206	Security Services	8.00	8.00	8.00	8.00
3207	Traffic Shop	6.00	5.00	5.00	5.00
3210	Real Property	4.63	4.63	4.00	4.00
3212	Engineering	17.00	17.00	17.00	17.00
3213	Highway	85.50	86.50	85.00	85.00
3214	Preventive Line Maintenance I Shop	5.00	4.00	3.00	3.00
3215	Preventive Line Maintenance II Shop	3.00	3.00	2.00	2.00
3216	Preventive Line Maintenance III Shop	12.00	12.00	12.00	12.00
3217	Stockroom	2.00	2.00	2.00	2.00
3220	Recycling	5.63	5.13	4.13	4.13
3222	Spring Creek Transfer	2.00	2.00	0.00	0.00
3223	Sequoyah Transfer	3.00	3.00	3.00	3.00
3299	WWTA	30.00	29.00	29.00	30.00
3300	Stormwater Phase - II	8.00	9.00	9.00	9.00
	Total	215.39	213.39	206.13	207.13
HUMAN SERVICES					
3400	Human Services Administrator	2.00	2.00	2.00	2.00
3402	Maintenance	34.00	34.00	34.00	34.00
3403	Emergency Services	21.00	20.00	21.00	20.00
3405	Recreation	48.76	44.70	42.00	39.83
3407	Riverpark Operations	45.00	42.63	33.13	33.22
3409	Community Services	2.00	2.00	2.00	3.00
3410	Felony Community Corrections Prog.	4.90	4.90	5.40	5.40
3411	Misdemeanant Comm. Corr. Prog.	12.90	12.90	7.00	6.70

PERSONNEL SCHEDULE

		<u>AUTHORIZED POSITIONS</u>			
ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	2010	2011	2012	2013
HUMAN SERVICES Continued					
3412	County Comm. Service (Litter Grant)	9.70	9.70	9.70	9.70
3414	Corrections Administration	7.00	7.00	7.00	7.00
3416	Workhouse Records	2.00	2.00	2.00	2.00
3417	Corrections Inmates Program	2.00	2.00	2.00	2.00
3435	Misdemeanant Probation	7.00	7.00	5.00	5.70
3440	Enterprise South Nature Park	6.50	13.80	17.75	18.34
3460	Parents Are First Teachers	9.52	9.52	0.00	0.00
3471	Social Services Administration	3.63	3.63	0.00	0.00
3700	Emergency Medical Services	105.00	105.00	105.50	106.00
	Total	322.91	322.78	295.48	294.89
HEALTH SERVICES					
3500	Accounts and Budgets	4.00	4.00	4.00	4.00
3529	Parents Are First Teachers II	0.00	0.00	4.00	4.75
3530	Fetal Infant Mortality Review	2.50	2.63	2.63	2.63
3531	Infant Mortality	2.00	2.00	2.00	2.00
3532	TENNderCare Outreach	4.98	4.77	5.46	5.11
3537	Homeland Security	9.00	6.60	6.60	7.00
3539	Tobacco Prevention	1.00	1.00	1.00	1.00
35447	Healthy Kids, Healthy Community	1.00	1.50	1.50	1.50
3548	Rape Prevention	0.57	0.57	0.57	0.57
3549	Health Grant TBCCEDP	1.13	1.13	1.13	1.13
3550	Health Administrator	3.00	3.00	3.00	3.00
3551	Health Administration	5.32	5.32	5.30	5.32
3552	Maintenance	3.00	3.00	3.00	3.00
3553	Environmental Health	21.63	22.63	15.63	14.00
3554	Statistics	5.30	5.30	5.60	5.20
35564	Health Promotion and Wellness	4.42	3.93	4.43	3.68
35565	Step One	2.00	2.00	2.00	2.00
3557	Dental Health	11.44	11.64	12.14	11.64
3559	Family Planning	9.90	10.20	9.50	7.90
3560	Case Management Services	4.00	4.00	2.00	2.00
3561	Medical Case Mgmt - HIV / AIDS	3.62	3.62	3.00	3.00
3562	HIV / AIDS Prevention	5.88	5.88	4.00	5.00
3564	Nursing Administration	7.63	9.03	9.00	6.90
3565	Childhood Lead Prevention	0.20	0.20	0.20	0.20
3566	Women, Infants and Children	19.90	21.25	25.80	25.80
3567	Renal Intervention Program	1.00	1.00	1.00	1.00
3568	Teen Pregnancy Prevention	3.00	3.00	0.00	0.00
3570	Records Management	6.85	7.62	6.63	6.57
3571	Children's Special Services	4.75	4.29	4.29	3.54
3572	Pharmacy	1.00	1.00	1.00	1.00
3574	State Health Promo / Education Grant	2.78	2.78	2.78	2.78
3576	Family Health Center - Pediatric	13.03	13.03	14.03	14.03
3577	Primary Care	5.32	9.11	8.57	9.51

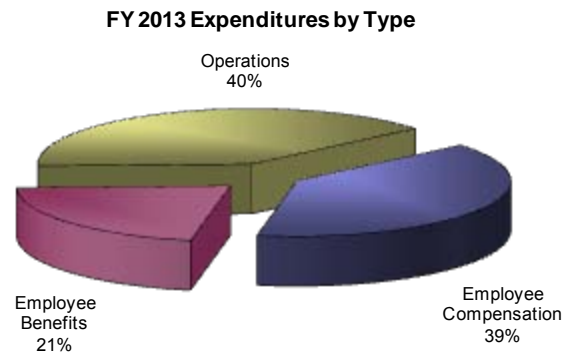
PERSONNEL SCHEDULE

		<u>AUTHORIZED POSITIONS</u>			
ORG. #	DETAIL ON ACTIVITIES BY DEPARTMENTS	2010	2011	2012	2013
HEALTH SERVICES Continued					
3580	Immunization Project	4.63	5.63	5.63	4.38
3581	Governor's Highway Safety Program	1.00	1.00	1.00	1.00
3582	Federal Homeless Project	24.25	22.75	22.25	21.25
3584	Help Us Grow Successfully (HUGS)	6.80	6.55	2.80	6.80
3585	STD Clinic	5.56	5.59	4.59	5.59
3586	Family Health Center - Prenatal / Adult	7.76	9.13	9.13	9.13
3587	Ooltewah Clinic	13.13	13.13	13.13	11.80
3588	Sequoyah Clinic	13.50	13.30	13.30	12.13
3589	Chest Clinic / Epidemiology	6.75	6.75	6.25	6.25
3590	County STD Clinic	9.19	8.66	8.65	6.40
3591	Community Assessment & Planning	2.22	2.22	2.22	2.22
3594	State TB Clinic	11.82	10.50	9.00	6.50
3597	Oral Health	4.32	4.32	4.32	4.32
	Total	282.08	286.56	274.06	264.53
SHERIFF'S DEPARTMENT					
6501	Sheriff Administrator	21.00	21.00	11.50	11.00
6502	Patrol	112.00	112.00	114.00	115.00
6503	Jail	155.00	155.00	149.00	151.00
6504	Criminal Records / Courts	13.63	13.63	15.63	15.63
6505	Communications / Civil Process	11.00	11.00	13.00	13.00
6506	Major Crimes	17.00	17.00	24.00	24.00
6507	Fugitive Division	28.36	31.00	29.50	26.36
6509	Special Operations	11.00	11.00	11.00	10.00
6519	IV-D Civil Process	2.64	0.00	4.00	2.64
6530	Information Services	0.00	0.00	0.00	3.00
	Total	371.63	371.63	371.63	371.63
JUVENILE COURT CLERK					
6270	Juvenile Court Clerk	22.00	22.00	22.00	21.00
6271	Juvenile Clerk IV-D Support	15.00	15.00	15.00	16.00
	Total	37.00	37.00	37.00	37.00
	GRAND TOTAL	1,874.03	1,869.51	1,803.32	1,794.20

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.



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 2012 – 2013.

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.





COVER PHOTO: *A couple enjoys a stroll on a weekday afternoon at Enterprise South Nature Park.*

INSIDE FRONT COVER – *Coolidge Park, courtesy Shelia Cannon*

PAGE 2 – *Courthouse, courtesy Shelia Cannon*

PAGE 4 – *Armed Forces Day Parade, courtesy Shelia Cannon*

PAGE 8 – *Enterprise South Nature Park*

PAGE 11 – *Enterprise South Nature Park, courtesy Shelia Cannon*

PAGES 12 AND 13 – *Coolidge Park Fountain, courtesy Shelia Cannon*

PAGE 15 – *Volkswagen Plant at Enterprise South*

PAGE: 17 – *Southern Sunset Criterium, courtesy Shelia Cannon*

PAGE 20 – *Carnival rides at Riverbend*

PAGES 22 AND 23 – *Hamilton County Sheriff's Mounted Police, County-wide High School Band at Armed Forces Day Parade, Get Out and Go Night at The Tennessee Riverpark, Southern Sunset Criterium, courtesy Shelia Cannon*

PAGE 25 – *“Cherokee” by Jud Hartmann, Brooklin, Maine, Tennessee Aquarium Plaza, courtesy Shelia Cannon*

PAGES 26 AND 27 – *AEC's Culture Fest, AT&T Field, Chattanooga Market*

PAGE 29 – *Rail service at Enterprise South, courtesy Shelia Cannon*

PAGE 30 AND 31 – *The Dragonboat Race, benefiting Erlanger's Children's Hospital*

PAGE 32 – *SUPSplash Race at RiverRocks and the Head of Hooch, courtesy Shelia Cannon*

PAGE 40 – *Chattanooga's Three Bridges, courtesy Shelia Cannon*

PAGE 42 – *Movie Night at the Beach, courtesy Shelia Cannon*

BACK COVER – *Pier 2 at Ross's Landing, the Southern Belle's new docking facility*



Special thanks to Shelia Cannon in the Hamilton County Finance Division for her photo contributions to the 2013 CABR.

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