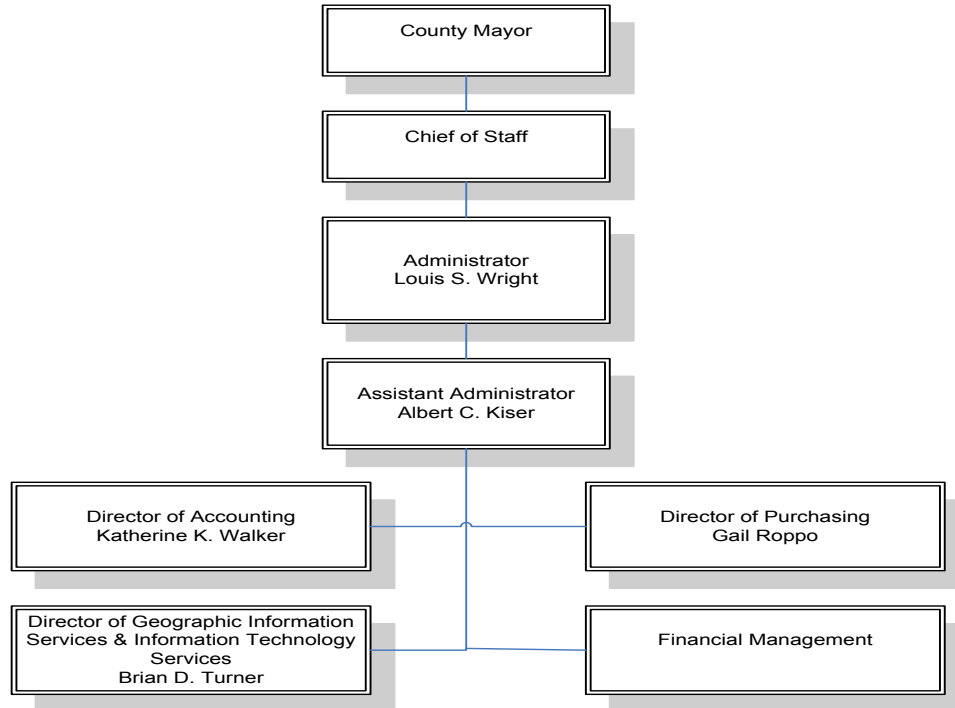


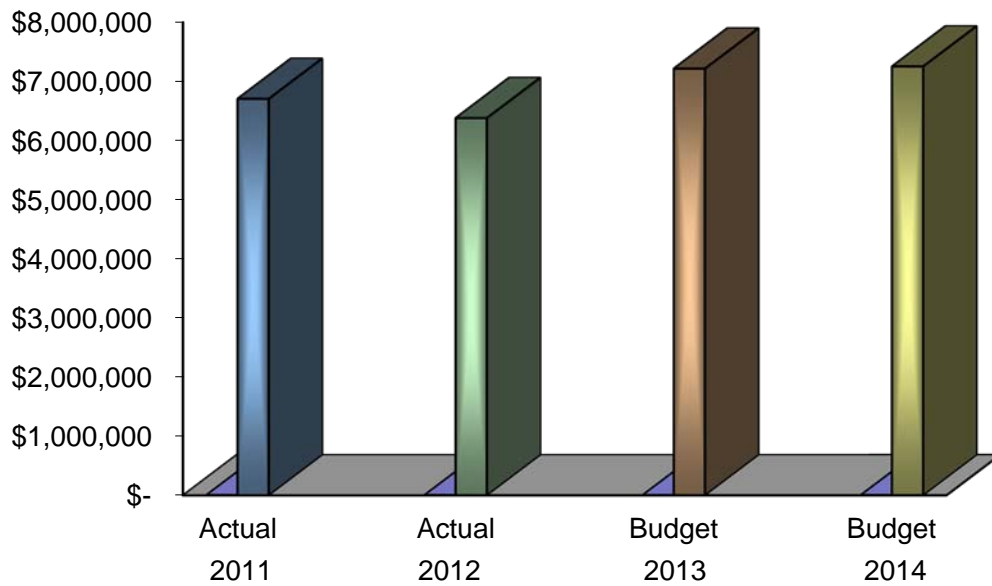
Finance Division

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.

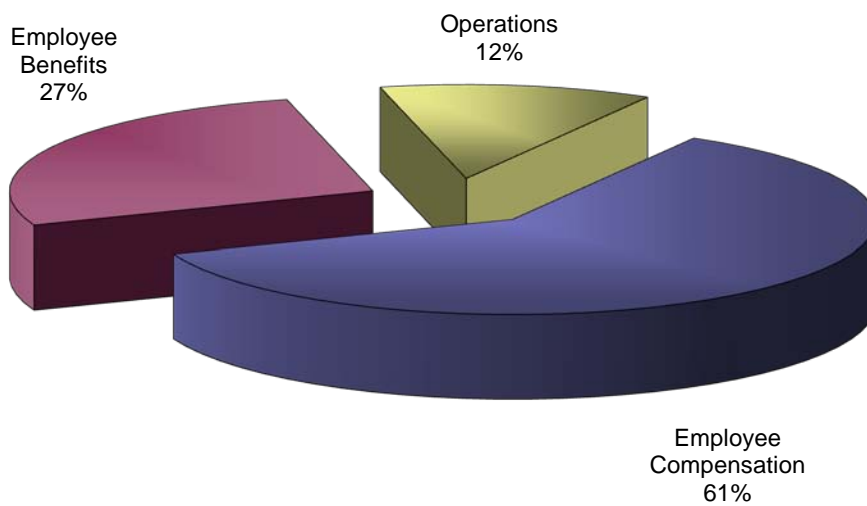


Front Row: Albert Kiser, Louis Wright, Brian Turner
Back Row: Kathy Walker, Gail Roppo

Finance Expenditures



FY 2014 Expenditures by Type



Finance Division Expenditures by Departments

Departments	Actual 2011	Actual 2012	Budget 2013	Budget 2014
Finance Administrator	\$ 240,172	\$ 237,902	\$ 251,184	\$ 253,102
Accounting	1,783,231	1,788,226	1,843,704	1,927,556
Financial Management	442,411	420,511	460,602	486,665
Information Technology Services	2,915,407	2,699,124	3,262,748	3,240,089
Purchasing	390,278	387,774	466,305	490,831
Geographic Information Systems	934,360	846,450	933,223	855,503
	\$ 6,705,859	\$ 6,379,987	\$ 7,217,766	\$ 7,253,746
 Authorized Positions	 82.26	 79	 80	 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 2011	Actual 2012	Budget 2013	Budget 2014
Employee Compensation	\$ 165,723	\$ 166,848	\$ 171,176	\$ 171,251
Employee Benefits	63,987	63,297	66,308	68,151
Operations	10,462	7,757	13,700	13,700
Total Expenditures	\$ 240,172	\$ 237,902	\$ 251,184	\$ 253,102

Authorized Positions	2	2	2	2
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PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS

Goal # 1

	Actual	Actual	Projected	Estimated
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</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 2013 the CAFR and the CABR were prepared and submitted to the GFOA Awards Program. We have received the Certificate of Achievement for Excellence in Financial Reporting for Hamilton County's CAFR since 1981. We have received the Distinguished Budget Presentation Award every year since 2003.

Accounting – 3101

FUNCTION

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

PERFORMANCE GOALS

1. 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 2011	Actual 2012	Budget 2013	Budget 2014
Employee Compensation	\$ 1,085,899	\$ 1,100,625	\$ 1,132,015	\$ 1,149,822
Employee Benefits	486,871	460,843	513,076	546,434
Operations	210,461	226,758	198,613	231,300
Total Expenditures	\$ 1,783,231	\$ 1,788,226	\$ 1,843,704	\$ 1,927,556

Authorized Positions	26	25	24	24
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PERFORMANCE ACCOMPLISHMENTS

	Actual 2011	Actual 2012	Projected 2013	Estimated 2014
<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, analysis during the County's annual budget process, the preparation and publication of the Comprehensive Annual Budget Report, which is submitted to the Government Finance Officers Association Awards Program and also to assist the County Mayor's mission of good government, under the guidance of the Finance Administrator and Assistance Administrator of Finance by providing any technical and budgetary assistance necessary to achieve said mission.

PERFORMANCE GOALS

1. a.) 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.
b.) maintaining effective policies and procedures associated with the Risk Management Program
2. a) To provide necessary technical assistance and prepare reliable documentation to budget officials during the annual budget process
b) To analyze each departmental budget, to make sure the departments address the Mayor's long-term objectives in their budget request and in their Summaries of goals and objectives.
3. a) To publish a Comprehensive Annual Budget Report in a timely manner
b) To receive the Government Finance Officers Association (GFOA) annual Budget Award

Expenditures by type	Actual 2011	Actual 2012	Budget 2013	Budget 2014
Employee Compensation	\$ 278,745	\$ 275,697	\$ 287,843	\$ 288,218
Employee Benefits	116,816	116,260	123,008	148,697
Operations	46,850	28,554	49,751	49,750
Total Expenditures	\$ 442,411	\$ 420,511	\$ 460,602	\$ 486,665

Authorized Positions	5	5	5	5
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PERFORMANCE OBJECTIVES

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

PERFORMANCE ACCOMPLISHMENTS**Goals # 1a, # 1b and # 1c**

	<u>Actual</u> <u>2011</u>	<u>Actual</u> <u>2012</u>	<u>Actual</u> <u>2013</u>	<u>Estimated</u> <u>2014</u>
Number of OJI claims reported	199	151	150	177
Number of Liability claims reported	147	132	118	132
Total dollars incurred	\$618,504	\$479,600	\$402,488	\$502,952
Workplace Safety Violations	1	0	7	0

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

	<u>Actual</u> <u>2011</u>	<u>Actual</u> <u>2012</u>	<u>Actual</u> <u>2013</u>	<u>Estimated</u> <u>2014</u>
Provide hands on training to departments	Complete	Complete	Complete	Complete
Analyze department budget requests	Complete	Complete	Complete	Complete
Prepare budget documents for upper management review	Complete	Complete	Complete	Complete

Goal # 3

	<u>Actual</u> <u>2011</u>	<u>Actual</u> <u>2012</u>	<u>Actual</u> <u>2013</u>	<u>Estimated</u> <u>2014</u>
Submit CABR to GFOA within 90 days	Extension	Extension	Extension	Accomplished
Received GFOA Distinguished Budget Award	Accomplished	Accomplished	Accomplished	Accomplished

Information Technology Services – 3103

FUNCTION

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

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

PERFORMANCE GOALS

1. Maintain and upgrade existing systems, network infrastructure, and applications
2. Improve network bandwidth availability for county business needs
3. 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 2011	Actual 2012	Budget 2013	Budget 2014
Employee Compensation	\$ 1,784,760	\$ 1,688,397	\$ 1,812,717	\$ 1,978,251
Employee Benefits	772,029	747,222	813,041	868,238
Operations	358,618	263,505	636,990	393,600
Total Expenditures	\$ 2,915,407	\$ 2,699,124	\$ 3,262,748	\$ 3,240,089

Authorized Positions	33.26	31	32	32
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PERFORMANCE OBJECTIVES

1. Complete the server consolidation strategy
2. Install and configure a new Cisco core switch
3. Replace OnBase with an in house developed document management system for the Health Department
4. Develop a surplus inventory system for Purchasing
5. Install the pharmacy system for Homeless health
6. Complete a chain of title search for the Register
7. Redevelop e-filing so other companies can use it
8. Add online filing via the website for the Register
9. Upgrade the Exchange system from Exchange 2003 to Exchange 2010
10. Provide Wi-Fi for 10 county buildings both secure network and guest
11. Implement a complete Video conference system that complements what already exists.
12. Activate Recovery Center and begin to use it for remote support
13. Implement the Electronic Resolution Package for the whole county.

FOCUS ON THE FINEST WINNERS

2011 MVP Award *Fred Dunn – Inventory Control Specialist*

2013 Educational Achievement Recognition *Peter Gagliardi – Network 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 General Government's 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 2011	Actual 2012	Budget 2013	Budget 2014
Employee Compensation	\$ 254,343	\$ 257,568	\$ 293,062	\$ 309,289
Employee Benefits	95,789	86,190	121,639	126,788
Operations	40,146	44,016	51,604	54,754
Total Expenditures	\$ 390,278	\$ 387,774	\$ 466,305	\$ 490,831

Authorized Positions	5	5	6	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, instituting an internal customer satisfaction survey in FY14.
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 ensure the Purchasing staff is trained in the latest Purchasing technologies and protocols as instituted and distributed by NIGP (The National Institute of Government Purchasing).
4. To finalize the design of the new Purchasing Surplus Inventory Management System.
5. To effectively adhere to the Principals and Standards of Ethical Supply Management Conduct as publicized by the Institute for Supply Management (ISM).

PERFORMANCE ACCOMPLISHMENTS

1. Re-certified by The National Institute of Government Purchasing (NIGP), receiving the Outstanding Agency Accreditation Achievement Award - OA4; one of only 127 governments reaching this achievement in the U.S and Canada.
2. Participated in the design and implementation of the new Commission Electronic Resolution Package system to be rolled out in FY14.
3. Regular discussions with internal customers indicate satisfaction with staff service provided in FY13.
4. Regular training of employees held relative to P-Card usage guidelines and purchasing protocols.
5. 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. Implement Cityworks Server 2013 for WWTa.
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. Convert data to the Local Government Information Model for web applications.
7. Deploy a mobile mapping solution.

Expenditures by type	Actual 2011	Actual 2012	Budget 2013	Budget 2014
Employee Compensation	\$ 473,068	\$ 482,132	\$ 507,234	\$ 510,048
Employee Benefits	182,508	173,126	179,674	207,653
Operations	278,784	191,192	246,315	137,802
Total Expenditures	\$ 934,360	\$ 846,450	\$ 933,223	\$ 855,503

Authorized Positions	11	11	11	11
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PERFORMANCE OBJECTIVES

1. Upgrade the GISMO site to the latest software technology and implement a Silverlight web application with functionality geared more towards power users.
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. Sign a contract with a company to field verify every address in the county. Update the Regional Addressing Policy.
6. Develop an election mapping app, a civil war app, and a parks and recreation locator mapping app.
7. Develop an HTML5 application that can be used on smartphones and tablets.

PERFORMANCE ACCOMPLISHMENTS

1. Installed/Implemented a new mapping application at the Assessor's Office.
2. Deployed a sign reporting application for the Highway Department.
3. Updated and added functionality to internet mapping site (GISMO).
4. Entered into an agreement with the City of Chattanooga to provide an updated internet mapping solution.
5. In 2012, we received and completed over 1,000 map requests.

FOCUS ON THE FINEST WINNER

2013 MVP Award

Amy Tallis – GIS Technician