



# County Executive's Newsletter to Commissioners

April 2011



Dear Commissioners:

## **2012 BUDGET : (Ron Woody)**

We are well underway preparing our 2012 Budget. Our preliminary data reflects that this could be one of the county's most difficult financial and budget years. Our plan is to develop our budget from a top-down approach where the Budget Committee will review the total aggregate operation of each fund prior to reviewing each detailed budget. This approach allows us to focus on the overall budget issues that could be before us.

### **FIRST, where are our anticipated budget problems?**

The 2011 General Fund Budget was adopted out of balance by \$150,000 and did not provide, for probably the first time in history, any annual capital items. The budget has been amended to reflect some of these capital items and thus the projected loss is now between \$600,000 and \$700,000.

The projected growth in General Fund Revenue for next year is under \$100,000.

We anticipate an annual cost increase in employee medical insurance and various other inflationary costs along with housing additional inmates. The sheriff's and jail requests are up over \$500,000. A big unknown is the medical cost and property and liability insurance expense.

The General Fund will be the last fund we focus on so there are a lot of unknowns. Hopefully, things will get better.

### **SECOND, will there be raises for 2012?**

We hope so but unlike the state budget that is granting a 1.7% raise, the state is cutting over 1,200 positions. The questions are do we have unfilled positions that could be abolished, or can we reduce staffing. Probably as each of us look at our budgets there may be a little room for savings but we shall study and review.

### **THIRD, How are we approaching our operations?**

Decision Making Analysis (DMA) is a process that accounting and budgeting is using to identify areas of questions, concerns, and study.

At the request of the Budget Committee we have studied various budget operations and asked questions. Do we have savings opportunities in various areas such as central vehicle maintenance and maintenance agreements management? These studies will be posted on our website during April.

We further are providing analysis of where the county discretion local revenue is being programmed. We hope our analysis will assist in the decision-making process and direct current and future decisions.

**More to come . . .**



## Roane County Heritage Commission and Roane County Partner (Submitted by Joyce Nall)

The antebellum Courthouse in Kingston is a treasure for the entire county, as are the folks who take care of it. Roane County is pleased to be a part of the "old lady's" most recent facelift. Once again the county and the Heritage Commission were able to secure funds through the Tennessee Department of Transportation's Enhancement Program. We were successful in obtaining a \$280,000 grant, and the Heritage Commission's \$70,000 provided the required match. This allowed the second phase of reconstruction and renovations to begin. Completion is scheduled for mid-June.

Please take a moment to stop by and see all the work that is going on and let Darleen Trent or Robert Bailey show you around.

## County Officials Certificate Training Program (COCTP): (Submitted by Joyce Nall)

We want to keep everyone up to date on what is available through CTAS's County Officials Certificate Training Program (COCTP).

On April 15, 2011 Roane County will host a full day of training at Roane State Community College in "Sam's Place" which is located behind the cafeteria.

### Two courses for COCTP credit will be offered that day:

**Capital Budgeting**                      **8AM —12:00PM**

**County Debt Management**            **12:30PM —4:30PM**

Instructors will be Ben Rodgers of CTAS and Ron Woody. Attendees will be interested to note that the model county used in the Debt Management class will be Roane County. Please plan to attend.

Interested parties should contact Joyce Nall at 865-717-4103 or [jrnall@roanegov.org](mailto:jrnall@roanegov.org) to enroll.

Lunch will be provided.

## Office of Emergency Services News: (Submitted by Scott Stout)

- Roane Medical Center winter weather event exercise took place on March 17, 2011. The results were good and several RMC's policy and procedural changes will culminate because of this exercise. Seventy-six working hours were provided by the Office of Emergency Services. Scott Stout was the exercise director. Cheryl Nunley provided many valuable hours in the exercise design process. Roane Medical Center's exercise design planning committee members were Sandy Monday, Gwen Hill, Diane Hellman, Don Day and Mike Pazich. Wanda Robert of the Tennessee Department of Health was also on the exercise design team. All committee members' contributions lead to a successful exercise.
- Roane County qualified to receive Small Business Administration low interest loans due to the February 28, 2011 flooding. If you have any questions about this loan program contact the Emergency Management Office at 865-717-4115.

### Executive Summaries on our Website:

- |  |               |
|--|---------------|
| (1) Plateau Partnership Park                                   | October 2010  |
| --(1a) Notes from 2-15-11 Forum<br>On Plateau Partnership Park | February 2011 |
| (2) Wastewater Plant -   | October 2010  |
| --(2a-rev) Wastewater Plant                                    | January 2011  |
| (3) Roane County Codes Enforcement                             | December 2010 |
| (4) Roane County OES-Fire Department                           | December 2010 |
| (5) Roane County Office of Emergency Services                  | January 2011  |
| (6) Environmental Review Board Summary                         | January 2011  |
| (7) Roane Alliance   | February 2011 |
| (8) Roane County Insurance Program                             | February 2011 |
| (9) Solid Waste Program  | March 2011    |
| (10) Jail Reuse  | March 2011    |



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### **Economic Development Administration Revolving Loan Fund (Fund 359) (Submitted by Joyce Nall)**

In July 1987, by adopting Resolution #1793, the Roane County Commission approved the County Executive to administer the Economic Development Administration's Revolving Loan Fund. The funding had previously been administered by the City of Harriman. The fund's purpose was to stimulate the local economy and create jobs in Roane County through loans to Roane County businesses.

In March 1988, by adopting Resolution #1859, Roane County Commission created the Economic and Community Development Fund (359). County Commission passes a resolution each year certifying the operation of the fund.

**Operation:** The loan fund is administered by the County Executive who serves as the fiscal manager of the fund. The EDA Board is made up of seven members appointed by the County Executive and representing the following groups: Chamber of Commerce, Chairman of County Commission, Industrial Development Board, and local banks and businesses..

**Current Loans:** The county currently has 11 loans outstanding with a total loan portfolio balance of approximately \$500,000. The current loans run from beginning 2002 to as recent as February and March, 2011.

Roane County reports semi-annually to the Federal Department of Economic Development Administration.



### **Anything Scary Lurking Around in your House?**

**HOUSEHOLD HAZARDOUS WASTE DAY IN ROANE COUNTY Will Be At the Recycling Center in Midtown 215 White Pine Road**

*(up the hill behind Bob's Burgers)*

**MAY 21, 2011 ♦ 9:00 a.m. till 2:00 p.m.**

**This is a one day event and it is a FREE and SAFE way to rid your homes of household hazardous waste**

#### **HOUSEHOLD HAZARDOUS WASTE INCLUDES:**

**From the workbench:** Degreaser, Paint Thinner, Stain Remover, Oil-Based Paint, Sealant, Wood Stripper, Solvent, and Rust/Wood Preservative

**From the garage:** Antifreeze, Gasoline, Brake Fluid, Engine Degreaser, Carburetor Cleaner and Kerosene

**From the house:** Art/Craft Supplies, Moth Balls, Floor Cleaners, Rechargeable Batteries, Drain Cleaners, Photo Chemicals, Chemistry Sets, Medicine/Drugs and Metal/Furniture Polish

**From the yard:** Fertilizer, No-Pest Strips, Rodent Killer, Herbicides, Pool Chemicals, Muriatic Acids, Pesticides, and Insect Spray

**Only households are allowed to participate. No business, agribusiness, school, or church waste will be accepted.**

Please do not bring any medical/infections waste, explosives, radioactive materials (including smoke detectors), or any empty containers.

Small amounts of latex paint can be dried until solid and thrown away in the regular trash. Alkaline batteries no longer contain mercury and therefore should be thrown away in the trash. To learn of permanent used oil collection sites in Roane County please call the Used Oil Hotline at 1-800-287-9013.

For more information about the Household Hazardous Waste Collection Event, call Ralph Stewart, Roane County Solid Waste Coordinator, at 590-7779.



## Where are we?

### **Our Five Point Star Management System -**

We started our administration in September 2010 identifying five (5) primary focuses of county management. With support of our employees and County Commission we are pleased to have taken three of the original items off and replaced them with three new ones. We are not saying we have solved the original three but we have made significant progress. Here is a recap of where we started and our current primary focuses:

**~~(1) Debt Management.~~ — Resolution #03-11-23, approving a Roane County Debt Management Plan, was adopted by the Roane County Commission on March 14, 2011.**

Policies of debt management include: (1) insuring that debt does not exceed the assets' life expectancy and which assets a county should not be in debt to purchase (computers, vehicles, furniture, radios, etc.); (2) not back-loading our debt repayment schedules; and (3) a multi-year (25-30 year) debt budget; just to name a few.

**~~(2) Capital Improvement Plan/Program.~~ — Resolution #02-11-22, approving a Roane County Capital Plan, was adopted by the Roane County Commission on March 14, 2011.**

Our CIP goes hand and hand with debt management and will give us further direction into the future. We must know where we are going. We continue to replace certain assets thus we are developing a replacement schedule and understand whether or not these replacement assets influence our debt management plan.

**(3) Department Management (beginning September 1, 2010)** — Although the county executive does not have constitutional control of a number of offices, the county executive does control operations such as: Building Inspection, Building and Grounds, Accounting and Purchasing, Emergency Management (as we work with TVA and the coal and ash issues) and Emergency Services, Parks and Recreations, and Solid Waste and Recycling to name a few. These departments are being reviewed for policies and procedures, operational functions, and effectiveness.

**~~(4) Communication (began 9-1-10, ended 11-5-10)~~** — Since September 1, 2010, a monthly newsletter to Commission has been published and distributed, not only to Commissioners, but also to County and City officials and business and community leaders as well as being added to the county's website for public viewing. Weekly staff meetings are scheduled and frequent meetings are held with other county officials. Communication of issue/s, problems, and decisions. The county commission will be asked for input and kept informed and briefed on major decisions related to county operations. We must change the culture of decision making by making informed communication decisions.

**(5) Emergency Medical Services Operations (beginning September 1, 2010)** - This department should be a break-even or profit center. Roane County should not be subsidizing this service unless the county commission and citizens know with certainty why there is a subsidy and the commission approves of the tax subsidy. We will continue to address issues in Ambulance operations.





— Five Point Star Management Plan continued from page 4 —

## **6) Midtown Area Development (Sewer Expansion) (beginning November 6, 2010)**

Our communication point was taken off during November 2010 for two basic reasons (1) we have made great steps in improving communication by improving the County Executive's report at Commission meetings, monthly Commission newsletters, weekly staff meetings, periodic official meetings, Executive Summary presentations via power points, written Executive Position papers, and continued work on the county website, (2) an immediate need came to our attention of sewer expansion needs in the Midtown area related to the anticipated construction of a \$65 million hospital, \$7-\$8 million Physicians' Plaza, and other retail business plans. We are continuing to work to secure funding and begin construction.

## **(7) Fund Balance Policy (Began February 2011)**

As we were completing the drafting and review of the county Capital and Debt Management Policies, it became apparent that we should draft our Fund Balance Policy. The Fund Balance Policy deals with how the county should manage the equities balance of each of the county's individual funds. Basically, this policy will encompass how much money should be carried over at the end of each fiscal year. Draft policy is on the county website with review by Commission at the April meeting.

## **(8) Recreation/Tourism (began March 2011)**

Throughout my travels as a UT Government Consultant, I saw firsthand the benefits various counties enjoyed when the county embraced their recreation and tourism program. From the benefits of new dollars being injected into the local economy with little annual cost to deliver the recreational and tourism service, we will focus on operations at the Roane County Park, Caney Creek RV and Marina, the Roane County EXPO Center, along with lake and river opportunities. March 14, 2011, the Roane County Commission granted the County Executive authority to operate under a license agreement the Riley Creek Campground. Opportunities abound with Roane County's many recreational and tourism assets.

As our process of management continues, I would like to thank our staff, department heads, and other officials, and especially the County Commission, for your support in reaching our goals. — Future star points are noted on our website.

### HAVE AN ITEM OF INTEREST FOR THE NEWSLETTER?

If you have an item of interest related to our county, please submit to Sheila or me. Deadline for submission is the last Wednesday of the month.

Ron Woody

**The Courthouse will be closed Friday, April 22, 2011 for Good Friday!**

**Happy Easter!**