

Administration

Administration includes departments that provide support functions for departments that deliver services. It also includes non-departmental expense.

Budget Summary:

	A 2015 Actual	B 2016 Actual	C 2017 Amended	D 2017 Estimated	E 2018 Total Req.	F 2018 Total Rec.	G 2018 Appr. Cont.	H 2018 Appr. Exp.	I 2018 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Intergovernmental	393,956	383,371	308,308	277,468	322,997	322,997	322,997	0	322,997	14,689	5%
Miscellaneous	0	0	0	4,000	20,000	20,000	20,000	0	20,000	20,000	100%
Charges for Services	361,685	202,129	305,663	403,440	301,547	301,547	301,547	0	301,547	(4,116)	(1%)
Total Revenues	755,641	585,500	613,971	684,908	644,544	644,544	644,544	0	644,544	30,573	5%
Expenditures											
Salaries	2,225,552	2,347,921	2,637,572	2,572,658	2,877,238	2,761,060	2,795,541	140,108	2,935,649	298,077	11%
Other Salaries and Benefits	875,321	896,368	1,138,662	1,079,703	1,299,651	1,240,982	1,252,604	53,999	1,306,603	167,941	15%
Operating	2,484,569	2,473,399	2,974,345	2,672,712	3,495,822	3,490,914	3,184,984	310,104	3,495,088	520,743	18%
Debt	32,151,947	25,687,883	2,274,491	2,419,496	2,380,159	2,390,159	2,390,159	0	2,390,159	115,668	5%
Transfers Out	6,128,065	7,617,022	11,656,639	10,484,993	11,259,343	11,259,343	11,259,343	0	11,259,343	(397,296)	(3%)
Allocations/Programs	183,500	151,651	536,101	106,500	633,116	633,116	1,083,116	0	1,083,116	547,015	102%
Capital Outlay	18,469	0	47,174	45,912	96,526	77,526	48,071	29,455	77,526	30,352	64%
Total Expenditures	44,067,423	39,174,244	21,264,984	19,381,974	22,041,855	21,853,100	22,013,818	533,666	22,547,484	1,282,500	6%
Net Cost:	43,311,782	38,588,744	20,651,013	18,697,066	21,397,311	21,208,556	21,369,274	533,666	21,902,940	1,251,927	6%

County Attorney

The Chatham County Attorney's Office serves as the legal advisor to the Board of Commissioners. The Office also provides legal advice to the County Manager and all Department Heads and their employees in the civil law arena. Our mission is to do so by proactively working with the various departments in a consistent and effective manner. The Office seeks to minimize the County's exposure to legal actions and also prepares, reviews, researches and litigates, if needed, on matters involving the County.



Budget Summary:	A 2015 Actual	B 2016 Actual	C 2017 Amended	D 2017 Estimated	E 2018 Total Req.	F 2018 Total Rec.	G 2018 Appr. Cont.	H 2018 Appr. Exp.	I 2018 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	44,641	46,542	47,535	47,452	47,535	48,961	48,961	0	48,961	1,426	3%
Other Salaries and Benefits	17,091	17,707	19,786	19,696	20,112	20,394	20,394	0	20,394	608	3%
Operating	261,615	376,253	340,655	290,577	335,059	335,059	335,059	0	335,059	(5,596)	(2%)
Total Expenditures:	323,347	440,502	407,976	357,725	402,706	404,414	404,414	0	404,414	(3,562)	(1%)
Net Cost	323,347	440,502	407,976	357,725	402,706	404,414	404,414	0	404,414	(3,562)	(1%)
Number of County Employees	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	1.00	0.00	0%

One-time Expenses: The FY 2018 budget includes one-time expenses of \$3,460. If one-time expenses are subtracted, the percent difference between the FY 2017 and 2018 budgets is (1.72%).

County Manager's Office -- Total All Divisions

Budget Summary

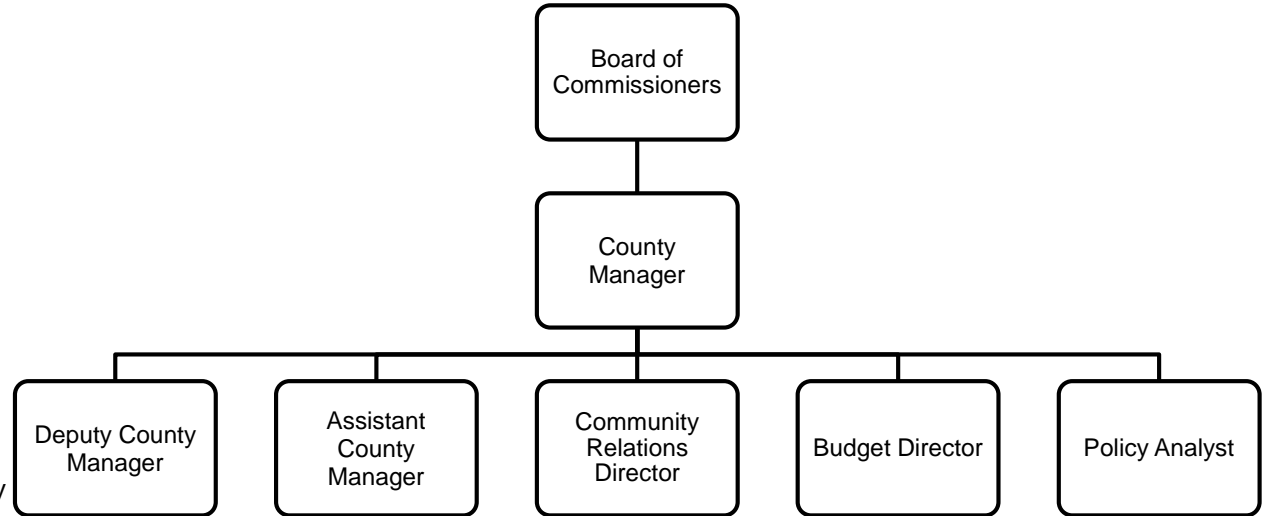
	A 2015 Actual	B 2016 Actual	C 2017 Amended	D 2017 Estimated	E 2018 Total Req.	F 2018 Total Rec.	G 2018 Appr. Cont.	H 2018 Appr. Exp.	I 2018 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	637,527	630,856	638,256	634,191	714,454	658,639	656,426	77,212	733,638	95,382	15%
Other Salaries and Benefits	202,775	201,833	222,095	221,021	251,674	230,251	229,814	25,938	255,752	33,657	15%
Operating	35,374	80,957	72,619	58,131	87,451	85,486	83,006	4,445	87,451	14,832	20%
Total Expenditures	875,676	913,646	932,970	913,343	1,053,579	974,376	969,246	107,595	1,076,841	143,871	15%
 Net Cost	 875,676	 913,646	 932,970	 913,343	 1,053,579	 974,376	 969,246	 107,595	 1,076,841	 143,871	 15%
Number of County Employees	9.00	9.00	9.00	9.00	10.50	9.00	9.00	1.50	10.50	2	17%

County Manager

The mission of the Manager's Office is to implement policies adopted by the Chatham County Board of Commissioners and ensure the effectiveness of County departments within legal requirements, best management practices, and efficient management of the County's resources.

Major responsibilities:

1. Implement policies adopted by the Chatham County Board of Commissioners
2. Ensure that County departments operate effectively, efficiently and within legal requirements
3. Improve communication with citizens to enhance their ability to be involved with county government
4. Implement and manage the county budget
5. Provide Human Resources needs for county staff
6. Administer official Board of Commissioners records and contracts and prepare agendas
7. Actively promote positive relations within Chatham County and discourage discriminatory practices towards any group of residents



Budget Summary:	A 2015 Actual	B 2016 Actual	C 2017 Amended	D 2017 Estimated	E 2018 Total Req.	F 2018 Total Rec.	G 2018 Appr. Cont.	H 2018 Appr. Exp.	I 2018 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	635,713	402,042	404,746	401,237	480,199	417,356	415,910	76,445	492,355	87,609	22%
Other Salaries and Benefits	202,431	123,124	134,634	133,469	162,650	139,779	139,494	25,786	165,280	30,646	23%
Operating	35,374	65,947	55,022	41,035	63,658	61,693	59,213	4,445	63,658	8,636	16%
Total Expenditures:	873,518	591,113	594,402	575,741	706,507	618,828	614,617	106,676	721,293	126,891	21%
Net Cost	873,518	591,113	594,402	575,741	706,507	618,828	614,617	106,676	721,293	126,891	21%
Number of County Employees	5.00	5.00	5.00	5.00	6.50	5.00	5.00	1.50	6.50	1.50	30%

One-time Expenses: The FY 2017 budget includes one-time expenses of \$15,145. The FY 2018 budget includes one-time expenses of \$23,575. If one-time expenses are subtracted, the percent difference between the FY 2017 and 2018 budgets is 20.45%.

Cuts or Expansion Approved:

Budget Analyst: Development and oversight of the operating budget and Capital Improvements Plan is a complex process that is schedule driven and a key element in Chatham County's financial standing. Until recently, 2.5 FTE had responsibility for this work but currently only 1.5 FTE is available. Last year almost

150 hours of comp time was accumulated by staff working on the budget. Due to the complexity of the work, if existing staff became unable to continue in the position the county would be at risk of completing the work. Net Cost: \$86,202

Part-time Veterans Services Officer: A State reduction in Veterans funding has resulted in decreased veterans services in Chatham County. The State veterans' service officer has gone from coming 4 times month from 10-2 to twice a month from 11-1. The State reduction in funding and staff negatively impacts the service and has triggered Chatham vets to seek services in neighboring counties, as confirmed by the Lee County veterans' officer. In looking at neighboring counties, Chatham has one of the highest veteran populations (9%) next to Moore and Harnett County (both 11%). Out of all 8 surrounding counties, Chatham is the only county without a county funded veteran's services department. Since 2010, the veterans' population has increased from 5,255 to 6,204. Net Cost: \$18,742

Reclassification : Net Cost: \$1,729

Accomplishments:

1. Maintain the county's AAA bond rating as a key foundation for other goals and objectives: The AAA rating from Standard and Poor's and the Aa1 from Moody's was maintained in Fiscal 2016.
2. Maintain the property tax rate at the lowest level: Chatham County's FY 2017 tax rate was lower than the state average and lower than many surrounding counties.
3. The goal is for our working departments to get to 'yes' within our operating guidelines: The County Manager and Finance Departments worked with CCS to find a lawful way to transfer the old bus garage to the county.
4. Seek and utilize partnership opportunities with municipalities, regional entities and the private sector: County Manager worked with towns on affordable rental housing through a task force staffed by Triangle J.
5. Provide more opportunities for citizen engagement and participation: New county website was introduced with enhanced mobile device access and browser capability.
6. Maintain the county's AAA bond rating as a key foundation for other goals and objectives: The capital budget was recommended to address the growing needs of Chatham County Schools, while maintaining the contribution to the debt reserve
7. Review on-going processes to evaluate how the county does business to identify and make needed improvements: Worked with Emergency Operations to negotiate a new contract with First Health to address concerns with customer service and response times
8. Review on-going processes to evaluate how the county does business to identify and make needed improvements: Worked with Emergency Operations and the Fire Marshal to revise the model contract for fire departments. The contract was updated to streamline reporting and clarify first responder training and eligibility.
9. Increase the readiness of the Chatham-Siler City Advanced Manufacturing megasite and the Moncure Super Park: Worked with EDC, Sanford, and Siler City to secure options on megasites in order to obtain Golden Leaf and other funding for infrastructure
10. Provide and measure strong customer service throughout county government, including contractors acting on behalf of the county: The

Department Links to Commissioner Goals:

1. Provide and measure strong customer service throughout county government, including contractors acting on behalf of the county: County Manager staff will oversee the biannual statistically valid phone survey with major focus on customer service in the fall of 2017.
2. Provide and measure strong customer service throughout county government, including contractors acting on behalf of the county: Customer service class in Leadership Academy will include more content on how to evaluate customer service in depts.
3. Review on-going processes to evaluate how the county does business to identify and make needed improvements: Continue to convert more forms and applications to online format suing Seamless.gov
4. Provide a strong county voice on state-controlled mental health services in our county: Work in partnership with new safety net mental health provider, which was selected with input from the county, to get off to a strong start in Chatham County. Also set up ongoing communications to provide feedback.
5. Provide more opportunities for citizen engagement and participation: Focus on recruiting a more diverse group of students who enroll in Citizens' College.
6. Maintain the county's AAA bond rating as a key foundation for other goals and objectives: Continue to develop the operating and capital budgets in line with the county's financial policy.

County Manager is launching the Dawn Stumpf Customer Service Awards Program to recognize excellent service provided by county employees.

11. Review on-going processes to evaluate how the county does business to identify and make needed improvements: The County Manager will review structure and staffing of Emergency Operations and 911 Communications to ensure critical services are maintained and enhanced.

Work Plan

Goal: Ensure the wise use of county funds.

Objectives:

- Protect the county’s excellent financial condition by ensuring that the fund balance is at least 20% of budgeted expenditures and by maintaining or improving its bond rating.
- Improve the accuracy of financial projections for the adopted budget as compared to actual year-end expenditures and revenues.
- Ensure that the recommended budget provides meaningful information to help commissioners with their decision making.
- Improve organizational performance through increased efficiency and effectiveness.

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Unassigned fund balance as a percent of actual budget expenditures	27%	28%	28%	>20%	>20%
County’s bond rating	AA+/Aa2/Positive outlook	AAA/Aa1	AAA/Aa1	AAA/Aa1	AAA/Aa1
Percent difference between general fund original budgeted expenditures and actual expenditures	-2%	-1%	-7%	<-3%	<-3%

Goal: Provide accessible, user-friendly avenues of communication with residents to increase their opportunities to be informed about and involved with county government

Objectives:

- Increase the number of active subscribers for website e-notifications by 5% per year.
- Increase the number of Twitter followers for the main county Twitter account by 7% year.
- Increase overall visitation (pageviews) to the county's website by 5% per year.
- Increase visitation to the Open Government resources on the county website by 5% per year.

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
The increase in e-notifications	1340	1,532	1,736	2,100	2,205
The increase in Twitter followers	206	314	498	850	920
Number of pageviews	NA	1.63 million	1.64 million	1.8 million	1.89 million
Open Government pageviews	NA	3,620	2,803	2,400	2,520

Goal: Improve our department's service to external and internal customers.

Objectives:

- Use biennial community survey and other online survey capacity to expand opportunities to get feedback from residents on departments' programs and services.

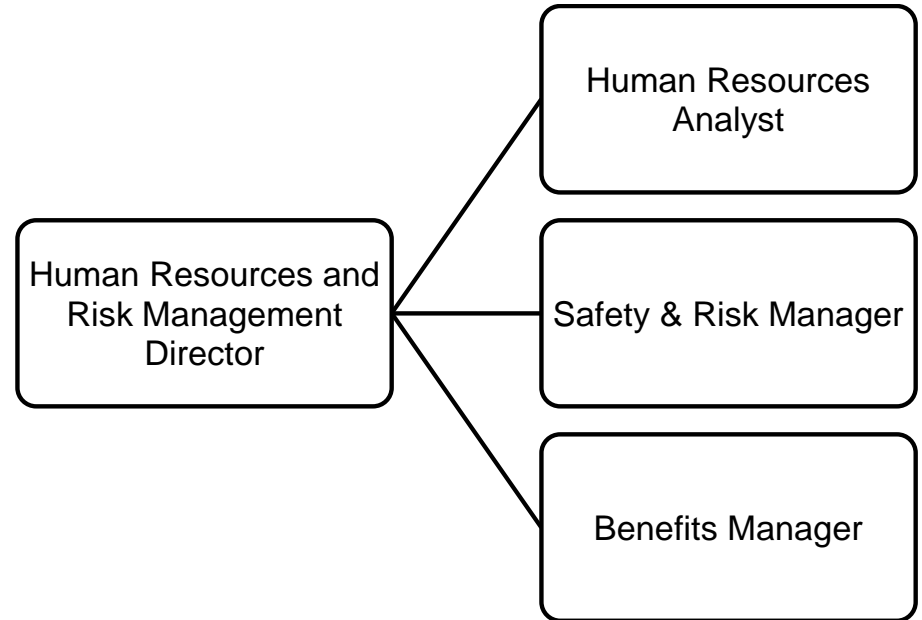
Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Overall grade for customer service given by county residents as part of the biennial phone survey		NA	B+	NA	A-
Overall grade of staff during customer interactions based on biennial phone survey results		NA	B+	NA	A-

County Manager - Human Resources & Risk Mgmt

The mission of the Human Resources and Risk Management Department is to recruit, develop, support and retain excellent employees, as well as maintain a safe and healthy work environment in order to support the goals and objectives of Chatham County's government.

Major responsibilities:

1. Manages job recruitment, selection and promotion of county employees.
2. Develops and oversees employee benefits and wellness programs.
3. Develops and promotes appropriate personnel policies and enforces those policies.
4. Fosters a positive work environment and effective employee-employer relations.
5. Promotes employee career development and job training.
6. Manages workers compensation, general personal property, and auto liability programs.
7. Ensures a safe work environment by conducting training, safety inspections, and maintaining safety policies.



Budget Summary:	A 2015 Actual	B 2016 Actual	C 2017 Amended	D 2017 Estimated	E 2018 Total Req.	F 2018 Total Rec.	G 2018 Appr. Cont.	H 2018 Appr. Exp.	I 2018 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	1,814	228,814	233,510	232,954	234,255	241,283	240,516	767	241,283	7,773	3%
Other Salaries and Benefits	344	78,709	87,461	87,552	89,024	90,472	90,320	152	90,472	3,011	3%
Operating	0	15,010	17,597	17,096	23,793	23,793	23,793	0	23,793	6,196	35%
Total Expenditures:	2,158	322,533	338,568	337,602	347,072	355,548	354,629	919	355,548	16,980	5%
Net Cost	2,158	322,533	338,568	337,602	347,072	355,548	354,629	919	355,548	16,980	5%
Number of County Employees	4.00	4.00	4.00	4.00	4.00	4.00	4.00	0.00	4.00	0.00	0%

One-time Expenses: The FY 2018 budget includes one-time expenses of \$6,325. If one-time expenses are subtracted, the percent difference between the FY 2017 and 2018 budgets is 3.15%.

Cuts or Expansion Approved:

Reclassification: Net cost \$916

Accomplishments:

1. Review on-going processes to evaluate how the county does business to identify and make needed improvements: Launched new HR audio podcast series.
2. Ensure effective, efficient government that is responsive to the needs and input of all residents: Launched the second phase of the new performance-based pay system
3. Review on-going processes to evaluate how the county does business to identify and make needed improvements: The HR Risk Management division received 7 gold and 5 silver level safety awards from the NC Department of Labor.
4. Ensure effective, efficient government that is responsive to the needs and input of all residents: New cultural competency class for county employees developed and delivered in new employee orientation and leadership academy.
5. Review on-going processes to evaluate how the county does business to identify and make needed improvements: Developed and administered an employee satisfaction survey to identify potential areas for improvement.

Department Links to Commissioner Goals:

1. Review on-going processes to evaluate how the county does business to identify and make needed improvements: Begin the process of developing HR strategic plan for next 3-5 years
2. Review ongoing processes to evaluate how the county does business to identify and make needed improvements: Continue strong presence at the NC Department of Labor safety awards for 2017
3. Ensure effective, efficient government that is responsive to the needs and input of all residents: Complete the implementation of the three-tiered performance based pay system.

Work Plan

Goal: Develop and retain a highly qualified work force

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Annual staff turnover rate	11%	11%	11%	11%	10%

Court Facilities

Budget Summary:	A	B	C	D	E	F	G	H	I	J	K
	2015	2016	2017	2017	2018	2018	2018	2018	2018	Variance	Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.		Inc./Dec.
Revenues											
Intergovernmental	97,173	90,234	84,308	79,140	76,765	76,765	76,765	0	76,765	(7,543)	(9%)
Total Revenues:	97,173	90,234	84,308	79,140	76,765	76,765	76,765	0	76,765	(7,543)	(9%)
Expenditures											
Operating	193,594	218,850	217,136	208,720	225,186	225,186	225,186	0	225,186	8,050	4%
Debt	968,651	968,652	968,652	968,652	968,651	968,651	968,651	0	968,651	(1)	0%
Total Expenditures:	1,162,245	1,187,502	1,185,788	1,177,372	1,193,837	1,193,837	1,193,837	0	1,193,837	8,049	1%
Net Cost	1,065,072	1,097,268	1,101,480	1,098,232	1,117,072	1,117,072	1,117,072	0	1,117,072	15,592	1%
Number of County Employees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

One-time Expenses: The FY 2018 budget includes one-time expenses of \$11,657. If one-time expenses are subtracted, the percent difference between the FY 2017 and 2018 budgets is (.30%).

Facilities - Agriculture & Conference Center

The mission of the Chatham County Agriculture & Conference Center is to provide a clean, safe, attractive and comfortable environment to host events and meetings for both internal (non-revenue) and external (non-profit and full revenue) clients and provide exemplary customer service to those clients.

Budget Summary:	A 2015 Actual	B 2016 Actual	C 2017 Amended	D 2017 Estimated	E 2018 Total Req.	F 2018 Total Rec.	G 2018 Appr. Cont.	H 2018 Appr. Exp.	I 2018 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Miscellaneous	0	0	0	4,000	20,000	20,000	20,000	0	20,000	20,000	100%
Total Revenues:	0	0	0	4,000	20,000	20,000	20,000	0	20,000	20,000	100%
Expenditures											
Salaries	0	0	93,895	81,562	109,345	112,626	112,626	0	112,626	18,731	20%
Other Salaries and Benefits	0	0	103,851	54,854	161,200	161,851	161,851	0	161,851	58,000	56%
Operating	0	0	24,020	17,406	43,780	39,346	39,346	0	39,346	15,326	64%
Debt	0	0	0	1,068,567	1,034,326	1,044,326	1,044,326	0	1,044,326	1,044,326	100%
Capital Outlay	0	0	0	0	19,000	0	0	0	0	0	0%
Total Expenditures:	0	0	221,766	1,222,389	1,367,651	1,358,149	1,358,149	0	1,358,149	1,136,383	512%
Net Cost	0	0	221,766	1,218,389	1,347,651	1,338,149	1,338,149	0	1,338,149	1,116,383	503%
Number of County Employees			3.00	3.00	3.00	3.00	3.00	0.00	3.00	0.00	0%

One-time Expenses: The FY 2017 budget includes one-time expenses of \$10,315. The FY 2018 budget includes one-time expenses of \$3,500. If one-time expenses are subtracted, the percent difference between the FY 2017 and 2018 budgets is 540.64%.

Accomplishments:

1. Support the marketing of the new Agriculture & Conference Center: The facility hosted a grand opening in March that was attended by 1,500 people. It opened to the public on April 1.
2. Support the marketing of the new Agriculture & Conference Center: New Holland Tractors booked a successful week-long training class.

Work Plan

Goal: Maximize use of the Conference Center event space.

Objectives:

- Monitor space bookings regularly to be able to encourage usage by internal clients and advertise/market/sell available space to external clients with the intent of increasing the percentage of use by 5% annually.

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Book the available use of all 7 meeting spaces (763 hrs/week)					40%

Goal: Increase the Conference Center's interaction with appropriate vendors

Objectives:

- Host activities at the Conference Center and do outreach (marketing/advertising) to encourage additional involvement by a larger quantity of caterers and vendors to better assist internal and external clients while helping insure the level of quality of service.

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Expand the number of approved caterers				8	20
Expand the listing for available vendors				6	20

Facilities - Fleet

Major responsibilities:

1. To maintain county vehicles so that they run efficiently and safe.
2. To ensure that county vehicles are having preventative maintenance and inspections done on a timely and regular schedule.

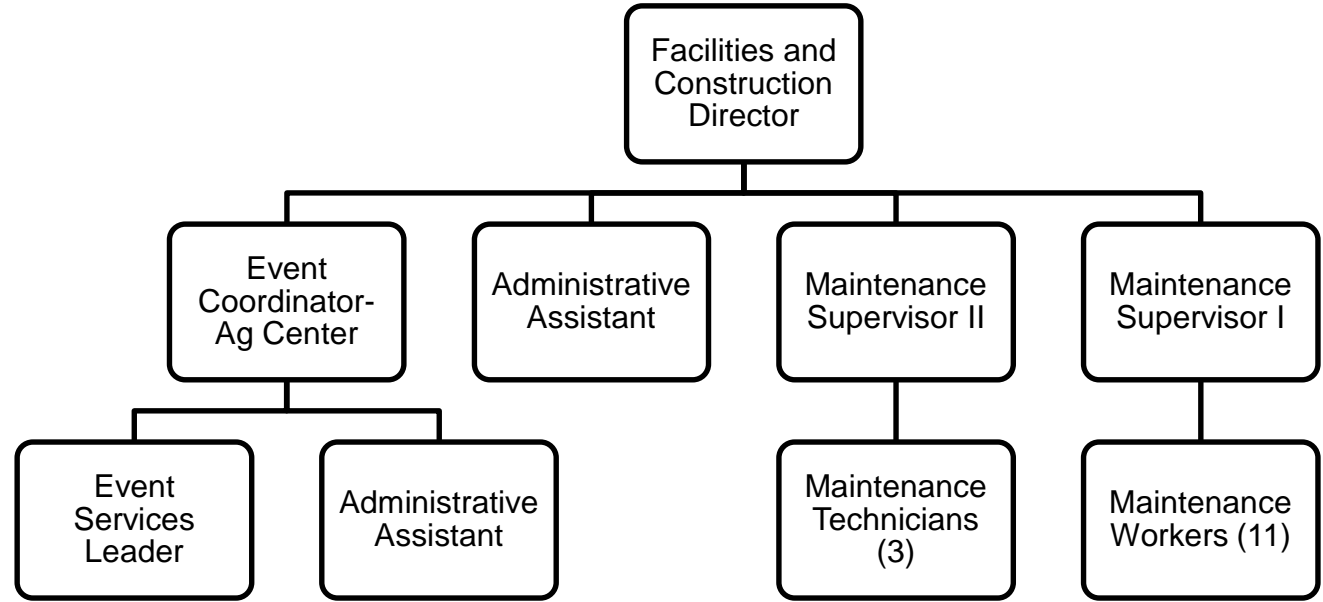
Budget Summary:	A	B	C	D	E	F	G	H	I	J	K
	2015	2016	2017	2017	2018	2018	2018	2018	2018	Variance	Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.		Inc./Dec.
Expenditures											
Operating	(93,874)	(42,575)	134,532	112,144	122,320	122,320	122,320	0	122,320	(12,212)	(9%)
Capital Outlay	18,469	0	0	0	48,071	48,071	48,071	0	48,071	48,071	100%
Total Expenditures:	(75,405)	(42,575)	134,532	112,144	170,391	170,391	170,391	0	170,391	35,859	27%
Net Cost	(75,405)	(42,575)	134,532	112,144	170,391	170,391	170,391	0	170,391	35,859	27%
Number of County Employees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

Facilities Management

The mission of the Facilities Management Department is to ensure a clean, safe, attractive and comfortable environment for the employees of Chatham County and visitors, while having the least impact on our natural resources and environment.

Major responsibilities:

1. Fulfill maintenance work orders in a timely manner
2. Maintain clean, attractive and safe county buildings
3. Coordinate the use of clean, safe vehicles for county employees
4. Improve the energy efficiency of county buildings and fleet



Budget Summary:	A	B	C	D	E	F	G	H	I	J	K
	2015	2016	2017	2017	2018	2018	2018	2018	2018		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.	Variance	Inc./Dec.
Expenditures											
Salaries	526,797	558,678	637,387	626,841	682,745	666,429	664,849	37,310	702,159	64,772	10%
Other Salaries and Benefits	253,291	273,938	327,838	326,563	351,881	339,415	339,124	17,120	356,244	28,406	9%
Operating	990,480	856,226	1,178,163	1,099,712	1,604,029	1,605,520	1,305,520	302,209	1,607,729	429,566	36%
Debt	823,290	1,074,401	1,305,839	382,277	377,182	377,182	377,182	0	377,182	(928,657)	(71%)
Capital Outlay	0	0	32,556	32,556	29,455	29,455	0	29,455	29,455	(3,101)	(10%)
Total Expenditures:	2,593,858	2,763,243	3,481,783	2,467,949	3,045,292	3,018,001	2,686,675	386,094	3,072,769	(409,014)	(12%)
Net Cost	2,593,858	2,763,243	3,481,783	2,467,949	3,045,292	3,018,001	2,686,675	386,094	3,072,769	(409,014)	(12%)
Number of County Employees	16.00	18.00	18.00	18.00	19.00	18.00	18.00	1.00	19.00	1.00	6%

One-time Expenses: The FY 2018 budget includes one-time expenses of \$301,594. If one-time expenses are subtracted, the percent difference between the FY 2017 and 2018 budgets is (20.41%).

Cuts or Expansion Approved:

Construction Project Manager: A project manager is needed to assist in handling some of the day to day project needs and oversight of a lot of the smaller projects to meet the requirements of the County departments and facilities. As Chatham County grows, facilities must be added, expanded, renovated and maintained. The addition of this position will be crucial in helping to insure the County's best interests are met as the type and quantity of construction related projects increase in the coming years. Net Cost: \$84,220

Reclassification: Net Cost: \$1,869

CORA: The Board of Commissioners agreed to provide funding for Chatham Outreach Alliance (CORA) to provide additional building space for food storage. The roof on the existing building will also be repaired. Net Cost: \$300,000

Accomplishments:

1. Ensure effective, efficient government: Facilities Management coordinated the acquisition of a mobile office to provide an early voting site (on short notice).
2. Be proactive in protecting natural resources and promoting responsible growth and land use, while recognizing the differing needs and factors across the county: Continued to perform annual energy audits on the current facilities (adding the new buildings on as they are completed) to ensure proper performance and work to progress the county's relationships with the utility providers.

Work Plan

Goal: To provide timely and effective service to our customers in order to keep county facilities well-maintained, clean, and safe.

Objectives:

- Increase percentage of work orders acknowledged within the same business day from current percentage toward a benchmark of 95%.
- Increase satisfaction with overall cleanliness of the facilities and meeting rooms, based on responses to survey implemented in FY15.

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Percentage of same business day work order acknowledgement response time.	85%	N/M	94%	94%	95%
Percentage of satisfied customers based on responses to Satisfaction Survey	NM	88%	92%	90%	95%

Goal: Protect the county's assets in order to ensure the efficient use of resources.

Objectives:

- To achieve a kwh usage rate of \$0.075/kwh toward a benchmark of \$0.07/kwh.
- To keep total cost per square foot of buildings maintained, including staff, supplies, contracts, below a benchmark of \$5.00/sq.ft.

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Cost per Kilowatt Hours used	NM	NM	\$0.087/kwh		\$0.080/kwh

Building Maintenance Cost per Square Foot	NM	NM	\$5.71/sf	\$6.00/sf	\$5.00/sf
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Goal: Manage capital assets through assessment and forecasting for service and/or replacement.

Objectives:

- Implement use of Facility Dude capital assessment and forecasting to enable proper budgeting for systems/equipment replacements and upgrades

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Maintain consistent annual budget for facility systems/equipment replacement					\$100,000

Goal: Manage energy usage avoidance.

Objectives:

- Continue to work with JCI to better understand areas of energy consumption and explore ways to improve efficiencies.
- Manage preventative maintenance contracts to enhance systems operations and proper capital replacement intervals.

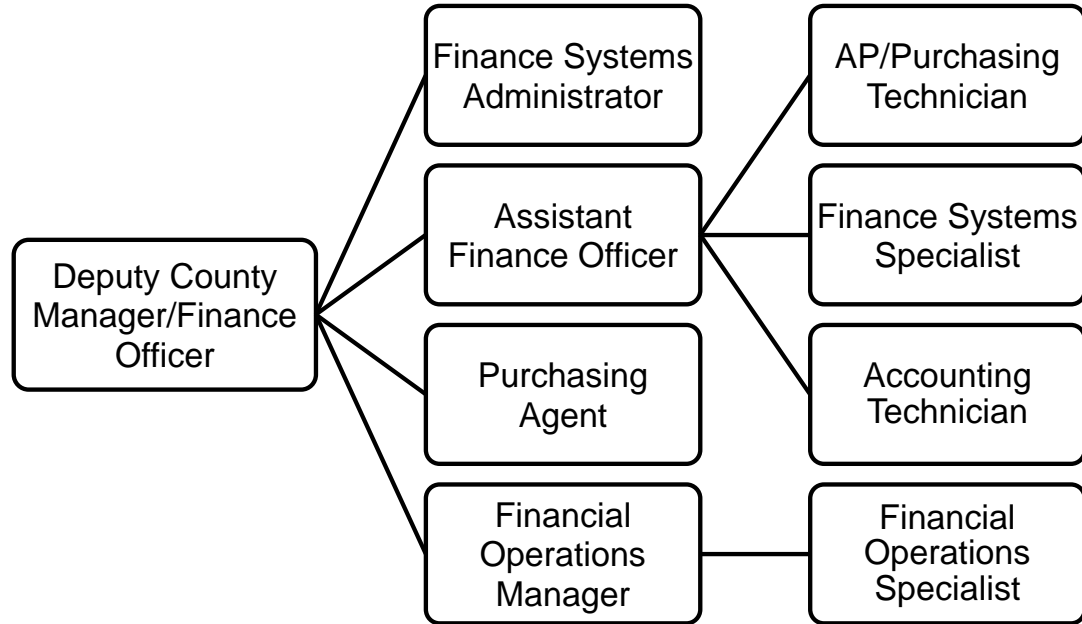
Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Maximize savings via JCI Guaranteed Savings Contract by properly managing facilities utility avoidance		\$58,259	\$56,259	\$58,000	\$60,000

Finance Office

The mission of the Finance Department is to maintain all county financial records, plan and execute financial strategies to improve the county's debt rating, and oversee all purchasing transactions for county departments. The Department is committed to providing timely, accessible, and accurate service to all of its users while conducting its business in accordance with applicable local, state, and federal regulations.

Major responsibilities:

1. Keep accounts in accordance with generally accepted principles of governmental accounting and the rules and regulations of the Local Government Commission
2. Disburse funds in compliance with the local government and fiscal control act, the budget ordinance and each project ordinance
3. Supervise the receipt and deposit of all moneys accruing to the county
4. Manage the county's debt and other obligations and determine the amount of money required for annual debt service
5. Invest idle funds of the county
6. Prepare financial statements for use by commissioners, citizens and other agencies



Budget Summary:	A	B	C	D	E	F	G	H	I	J	K
	2015	2016	2017	2017	2018	2018	2018	2018	2018		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.	Variance	Inc./Dec.
Expenditures											
Salaries	427,840	469,923	516,673	492,449	576,885	530,336	590,057	4,139	594,196	77,523	15%
Other Salaries and Benefits	149,781	158,448	184,887	178,130	210,101	190,550	213,022	819	213,841	28,954	16%
Operating	138,904	177,524	191,105	183,434	201,747	201,747	201,747	0	201,747	10,642	6%
Total Expenditures:	716,525	805,895	892,665	854,013	988,733	922,633	1,004,826	4,958	1,009,784	117,119	13%
Net Cost	716,525	805,895	892,665	854,013	988,733	922,633	1,004,826	4,958	1,009,784	117,119	13%
Number of County Employees	8.00	8.00	9.00	9.00	9.00	8.00	9.00	0.00	9.00	0.00	0%

Cuts or Expansion Approved:

Finance Office Restructure & Reclassification Net Cost: \$4,950

Work Plan

Goal: Maintain the county's excellent financial condition.

Objectives:

- Maintain or improve the county's bond ratings.
- Plan and coordinate funding of the seven-year capital improvements plan.
- Maintain and improve the fiscal health of the county by monitoring several important financial indicators.

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Standard & Poor's Corporation/ Moody's Investor Service ratings	AA+/Aa2 Positive Outlook	AAA/Aa1	AAA/Aa1	AAA/Aa1	AAA/Aa1
Approved capital projects successfully funded	100%	100%	100%	100%	100%

General Services - Non Depart

Budget Summary:	A 2015 Actual	B 2016 Actual	C 2017 Amended	D 2017 Estimated	E 2018 Total Req.	F 2018 Total Rec.	G 2018 Appr. Cont.	H 2018 Appr. Exp.	I 2018 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Intergovernmental	296,783	293,137	224,000	198,328	246,232	246,232	246,232	0	246,232	22,232	10%
Charges for Services	361,685	202,129	305,663	403,440	301,547	301,547	301,547	0	301,547	(4,116)	(1%)
Total Revenues:	658,468	495,266	529,663	601,768	547,779	547,779	547,779	0	547,779	18,116	3%
Expenditures											
Operating	501,827	308,664	235,537	159,973	259,365	259,365	259,365	0	259,365	23,828	10%
Debt	30,360,006	23,644,830	0	0	0	0	0	0	0	0	0%
Transfers Out	6,128,065	7,617,022	11,656,639	10,484,993	11,259,343	11,259,343	11,259,343	0	11,259,343	(397,296)	(3%)
Allocations/Programs	183,500	151,651	536,101	106,500	633,116	633,116	1,083,116	0	1,083,116	547,015	102%
Total Expenditures:	37,173,398	31,722,167	12,428,277	10,751,466	12,151,824	12,151,824	12,601,824	0	12,601,824	173,547	1%
Net Cost	36,514,930	31,226,901	11,898,614	10,149,698	11,604,045	11,604,045	12,054,045	0	12,054,045	155,431	1%
Number of County Employees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

One-time Expenses: The FY 2018 budget includes one-time expenses of \$329,007. If one-time expenses are subtracted, the percent difference between the FY 2017 and 2018 budgets is (1.25%).

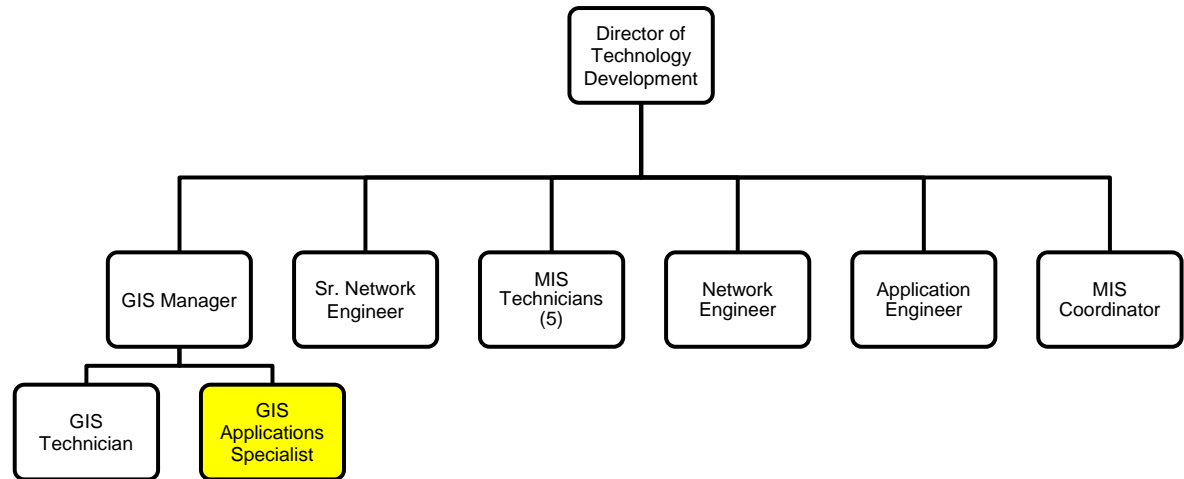
Line Item Detail	2017 Amended	2017 Estimated	2018 Appr Cont	2018 Appr Exp	Total Appr	Percent Increase
CONTRACTED SERVICES	90,190	73,280	98,500	0	98,500	9%
INSURANCE - PROPERTY/GEN LIA	11,697	11,582	18,422	0	18,422	57%
SUPPLIES - COMPUTER	3,000	0	54,232	0	54,232	1,708%
SUPPLIES - VACCINES	0	0	0	0	0	0%
DUES AND SUBSCRIPTIONS	64,700	63,100	65,000	0	65,000	0%
EMPLOYEE PROG - WELLNESS	5,950	4,094	5,950	0	5,950	0%
EMPLOYEE PROG - UNEMPLOYMENT	60,000	7,917	17,261	0	17,261	-71%
PRG - 911 MEMORIAL	0	0	1,500	0	1,500	100%
PRG - AFFORDABLE HOUSING	0	93,000	0	0	0	0%
PRG - REFUND IMPACT FEE	21,000	13,500	21,000	0	21,000	0%
PRG - SPECIAL PROJECTS	0	0	450,000	0	450,000	100%
PRG - SILER CITY	0	0	0	0	0	0%
CONTINGENCY	515,101	0	610,616	0	610,616	19%
TRANSFER OUT - CAPITAL RESERVE	1,656,682	1,656,682	836,903	0	836,903	-49%
TRANSFERS OUT - CIP RESERVE	9,999,957	8,828,311	10,422,440	0	10,422,440	4%

Management Information Systems

Deliver services energetically and enthusiastically; maximize technology access, use and safety; provide assistance and consultation enabling all departments to pursue success for the county and citizens.

Major responsibilities:

1. Provide and maintain network infrastructure that is adaptive, resilient, efficient and secure for data and voice communications.
2. Evaluate, purchase, maintain and support end user devices, information delivery and business support solutions for all county departments
3. Provide and maintain security policies and practices to protect the county from data loss and/or staff productivity loss due to malicious network activities, hacks, and viruses
4. Foster partnerships among MIS, county departments and vendors to provide a strong team approach for selection, implementation and ongoing maintenance of core business solutions and support needs.
5. Provide, monitor and optimize infrastructure for easy and broad accessibility and efficient technology use.
6. Deliver professional and friendly, quality services.



Budget Summary:	A	B	C	D	E	F	G	H	I	J	K
	2015	2016	2017	2017	2018	2018	2018	2018	2018		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.	Variance	Inc./Dec.
Expenditures											
Salaries	588,747	641,922	703,826	690,163	746,274	744,069	722,622	21,447	744,069	40,243	6%
Other Salaries and Benefits	252,383	244,442	280,205	279,439	304,683	298,521	288,399	10,122	298,521	18,316	7%
Operating	456,649	497,500	580,578	542,615	616,885	616,885	613,435	3,450	616,885	36,307	6%
Capital Outlay	0	0	14,618	13,356	0	0	0	0	0	(14,618)	(100%)
Total Expenditures:	1,297,779	1,383,864	1,579,227	1,525,573	1,667,842	1,659,475	1,624,456	35,019	1,659,475	80,248	5%
Net Cost	1,297,779	1,383,864	1,579,227	1,525,573	1,667,842	1,659,475	1,624,456	35,019	1,659,475	80,248	5%
Number of County Employees	13.00	13.00	13.00	13.00	14.00	14.00	13.00	1.00	14.00	1.00	8%

One-time Expenses: The FY 2017 budget includes one-time expenses of \$82,929. The FY 2018 budget includes one-time expenses of \$49,495. If one-time expenses are subtracted, the percent difference between the FY 2017 and 2018 budgets is 7.60%.

Cuts or Expansion Approved:

GIS Application Specialist Position, The numbers of GIS end users, servers, and web applications supported by GIS have all increased over the past year. The proposed GIS Application Specialist is needed to help support the increased demand for services along with assisting to further leverage our existing Enterprise Licensing Agreement (ELA) with Esri to grow GIS usage within Chatham County operations.

Net Cost: \$35,018

Accomplishments:

1. Ensure efficient, effective government: Continued implementation of a new unified phone system aimed at ultimately replacing six separate systems, enhancing communication between departments, and providing additional options, such as voicemail through email.
2. Ensure effective, efficient government: Successfully adapted customer surveys so we are now getting service feedback on 10% of the total requests. Began random surveys. Getting very good, useful feedback.
3. Ensure effective, efficient government: Implemented an MIS Helpdesk line to offer more ways to reach MIS for service requests.
4. Ensure effective, efficient government: Began 'Techs On Deck', an effort similar to HR 'Boots On The Ground'.
5. Support Pre-K through 12 and the community college: Continued collaborative efforts with CCCC on delivery of the county PEG channel to Siler City to the point of internet service provider approval (currently pending from newly formed Spectrum, previously Charter).

Department Links to Commissioner Goals:

1. Be proactive in protecting natural resources: Ensure MIS purchases for equipment will use the most energy efficient reasonably available for the technology.
2. Ensure effective, efficient government: Reroute network east of MIS building so core connections are centered in the Justice Center where they can remain for the foreseeable future. This enhances safety of network and reduces infrastructure in the Finance area of Annex.
3. Promote economic development: Collect data, develop maps and related details needed to further broadband for Chatham efforts.
4. Support Pre-K through 12 and the community college: Continue collaboration with CCCC to deliver the county PEG channel to Siler City.
5. Ensure effective, efficient government: Build up 'Techs On Deck' efforts focusing on education of end user staff in areas that generate repetitious service requests.

Work Plan

Goal: Provide and maintain reliable, available systems for Chatham County government in order to serve the community.

Objectives:

- Provide public internet availability 98% of the time toward a benchmark of 99.5%
- Decrease the time to restore functionality of critical systems in the event of a total failure of the primary control servers and storage from 4 hours to 1 hour toward a benchmark of 15 minutes during normal business hours, assuming the DR interface and failovers remain available.
- Response to support requests to begin no less than 30 minutes on average during normal business hours.

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Internet Availability	99.8%	99.8%	99.7%	99.5%	99.5%
Recovery Time	4 hours	12 minutes	10 minutes	15 minutes	30 minutes
Response Time	14.2 minutes	23 minutes	23 minutes	23 minutes	30 minutes

Goal: Deliver professional, friendly and prompt service to our internal customers.

Objectives:

- Achieve an overall customer satisfaction rating of satisfied or above based on service request ticket feedback surveys.
- Achieve a customer satisfaction rating of satisfied or above on 95% of the random support ticket system surveys done throughout the fiscal year.

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Customer Satisfaction Ratings	95.1%	96%	100%	98%	95%

Goal: Maintain efficient technology operations.

Objectives:

- Maintain enough internet access capacity so as not to exceed 80% utilization on average.

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Maintain core internet bandwidth utilization under 80% of capacity	0	55%	57.5%	50%	under 80%
Prevent SAN space utilization from exceeding 80%	0	78%	66%	69%	under 80%

Goal: Establish and maintain GIS Service Efficiencies

Objectives:

- Keep land parcel information as up to date as possible for county departments that depend on the data for everyday business requirements.
- Provide current and accurate GIS information within all public facing web applications
- Maintain good customer service ratings from internal staff and the public relating to all service requests.

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Maintain GIS backlog at less than 40 hours	0	0	160	154	40
Complete standard GIS requests within 24 hours (3 business days) 95% of the time on average.	0	0	4.79 days	2.50 days	2 days

Goal: Increase GIS desktop and cloud GIS software usage by county staff.

Objectives:

- Maximize the counties' investment in the Esri Enterprise Licensing Agreement.
- Give county staff the ability to maintain their own GIS datasets and GIS web solutions.
- Install ArcGIS for Desktop on five new county staff PC's in FY 2018.
- Add ten new ArcGIS Online named user accounts for county staff in FY 2018.

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Increase number of GIS desktop software installations and ArcGIS Online named user accounts		NA	NA	NA	40%

Goal: Promote and improve access to GIS web services and information for the public and county staff.

Objectives:

- Double the number of public facing GIS web applications from FY 2017 to FY 2018
- Establish and hold the first GIS user group meeting during FY 2018
- Continue to improve access to all GIS information for the public
- Provide GIS solutions that are easy to use and solve everyday problems

Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Increase number of public facing GIS web applications.		NA	NA	NA	100%
Facilitate a Chatham County GIS user group.		NA	NA	NA	1