

Administration

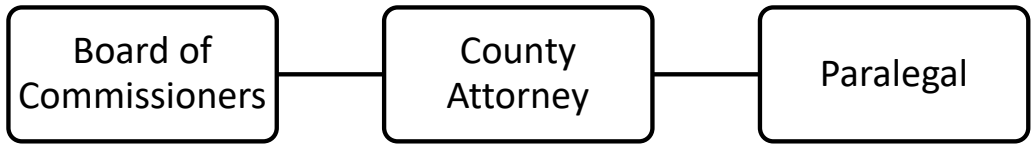
Administration includes departments that provide support functions for departments that deliver services. It also includes non-departmental expense.

Budget Summary:

	A 2016 Actual	B 2017 Actual	C 2018 Amended	D 2018 Estimated	E 2019 Total Req.	F 2019 Total Rec.	G 2019 Appr. Cont.	H 2019 Appr. Exp.	I 2019 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Intergovernmental	383,371	392,161	322,997	376,552	288,600	288,600	288,600	0	288,600	(34,397)	(11%)
Miscellaneous	0	6,000	20,000	24,175	32,000	32,000	32,000	0	32,000	12,000	60%
Charges for Services	202,129	403,440	301,547	303,399	327,241	327,241	327,241	0	327,241	25,694	9%
Total Revenues	585,500	801,601	644,544	704,126	647,841	647,841	647,841	0	647,841	3,297	1%
Expenditures											
Salaries	2,347,921	2,550,425	2,935,649	2,705,928	3,085,796	3,079,210	3,097,614	(18,404)	3,079,210	143,561	5%
Other Salaries and Benefits	896,368	1,066,596	1,306,603	1,129,002	1,394,042	1,372,302	1,375,986	(3,684)	1,372,302	65,699	5%
Operating	2,473,397	2,653,715	3,502,175	3,560,946	3,818,834	4,009,948	4,009,948	0	4,009,948	507,773	14%
Debt	25,687,881	2,419,492	2,390,159	2,389,957	2,359,962	2,359,962	2,359,962	0	2,359,962	(30,197)	(1%)
Transfers Out	7,617,022	13,565,771	11,259,343	9,953,199	12,110,639	12,113,436	12,113,436	0	12,113,436	854,093	8%
Allocations/Programs	151,651	142,943	982,504	618,505	719,000	719,000	484,000	200,000	684,000	(298,504)	(30%)
Capital Outlay	0	349,135	77,526	95,429	204,192	147,175	133,175	14,000	147,175	69,649	90%
Total Expenditures	39,174,240	22,748,077	22,453,959	20,452,966	23,692,465	23,801,033	23,574,121	191,912	23,766,033	1,312,074	6%
Net Cost:	38,588,740	21,946,476	21,809,415	19,748,840	23,044,624	23,153,192	22,926,280	191,912	23,118,192	1,308,777	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 2016 Actual	B 2017 Actual	C 2018 Amended	D 2018 Estimated	E 2019 Total Req.	F 2019 Total Rec.	G 2019 Appr. Cont.	H 2019 Appr. Exp.	I 2019 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	46,542	47,455	48,961	49,063	48,961	50,430	50,430	0	50,430	1,469	3%
Other Salaries and Benefits	17,705	19,703	20,394	20,189	20,976	21,270	21,270	0	21,270	876	4%
Operating	376,253	282,360	335,059	294,980	331,621	331,621	331,621	0	331,621	(3,438)	(1%)
Total Expenditures:	440,501	349,518	404,414	364,232	401,558	403,321	403,321	0	403,321	(1,093)	0%
Net Cost	440,501	349,518	404,414	364,232	401,558	403,321	403,321	0	403,321	(1,093)	0%
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 2018 and 2019 budgets is .59%.

County Manager's Office -- Total All Divisions

Budget Summary

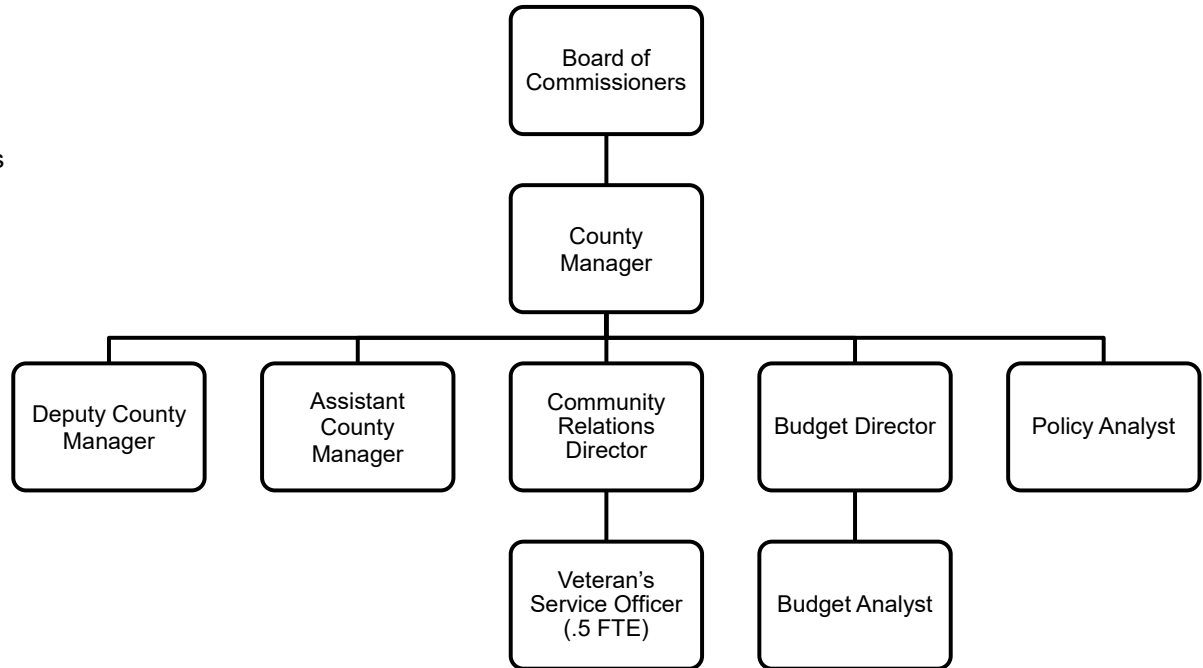
	A 2016 Actual	B 2017 Actual	C 2018 Amended	D 2018 Estimated	E 2019 Total Req.	F 2019 Total Rec.	G 2019 Appr. Cont.	H 2019 Appr. Exp.	I 2019 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	630,857	633,757	733,638	675,649	779,362	761,258	761,258	0	761,258	27,620	4%
Other Salaries and Benefits	201,833	223,164	255,752	246,183	289,498	277,610	277,610	0	277,610	21,858	9%
Operating	80,958	55,394	87,451	76,361	65,889	56,799	56,799	0	56,799	(30,652)	(35%)
Total Expenditures	913,648	912,315	1,076,841	998,193	1,134,749	1,095,667	1,095,667	0	1,095,667	18,826	2%
 Net Cost	 913,648	 912,315	 1,076,841	 998,193	 1,134,749	 1,095,667	 1,095,667	 0	 1,095,667	 18,826	 2%
Number of County Employees	9.00	9.00	10.50	10.50	12.50	10.50	10.50	0.00	10.50	0	0%

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	B	C	D	E	F	G	H	I	J	K
	2016	2017	2018	2018	2019	2019	2019	2019	2019		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.	Variance	Inc./Dec.
Expenditures											
Salaries	402,042	400,779	492,355	433,879	538,079	512,737	512,737	0	512,737	20,382	4%
Other Salaries and Benefits	123,124	135,545	165,280	156,244	185,499	172,167	172,167	0	172,167	6,887	4%
Operating	65,947	42,983	63,658	53,585	47,302	38,212	38,212	0	38,212	(25,446)	(40%)
Total Expenditures:	591,113	579,306	721,293	643,708	770,880	723,116	723,116	0	723,116	1,823	0%
Net Cost	591,113	579,306	721,293	643,708	770,880	723,116	723,116	0	723,116	1,823	0%
Number of County Employees	5.00	5.00	6.50	6.50	8.50	6.50	6.50	0.00	6.50	0.00	0%

One-time Expenses: The FY 2018 budget includes one-time expenses of \$23,575. The FY 2019 budget includes one-time expenses of \$2,000. If one-time expenses are subtracted, the percent difference between the FY 2018 and 2019 budgets is 3.35%.

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 2018 tax rate was lower than the state average and lower than many surrounding counties.
3. We envision Chatham County as a thriving community of healthy people living in a safe environment that provides opportunities for prosperity for all: Contracts are in process to develop the Henry Siler School into low-income affordable rental housing.
4. Seek and utilize partnership opportunities with municipalities, regional entities and the private sector: An Affordable Housing Task Force was established and has been meeting.
5. 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
6. Demonstrate sound fiscal stewardship and promote economic development: The County Manager's office collaborated with all departments and Chatham County Schools to complete an analysis of Chatham Park's fiscal impact, special assessment districts, and the potential effect on the bond rating.
7. Increase the readiness of the Chatham-Siler City Advanced Manufacturing megasite and the Moncure Super Park: The CAM and Moncure site options have been secured.
8. Provide and measure strong customer service throughout county government: The 2017 biennial customer satisfaction survey showed improvement across the board, but reviews of interactions with staff increased more in 2 years than the research firm has ever seen.

Department Links to Commissioner Goals:

1. Become more resilient: Work with Emergency Management in development and practice of a new public information protocol for the Harris Plant drill in FY2019.
2. Provide effective, efficient government: Lead the department in rolling out usage of a new online meetings system like GoToMeetings to more efficiently offer trainings and technical support on the public website, Seamless.gov and others.
3. Provide effective, efficient government: Develop a new youth voice initiative in partnership with several key nonprofits and Chatham County Schools.
4. Provide effective, efficient government: Provide staff leadership for the Human Relations Task Force to produce a recommended structure and plan for a community-based human relations entity.
5. Promote a compact growth pattern: Begin implementation of recommendations from water and sewer master plan.
6. Promote a compact growth pattern: Negotiate terms of lease with the Town of Pittsboro for space in the new Town Hall
7. Diversify the tax base: Work with the City of Sanford to complete construction of the wastewater line to the Moncure Megasite.
8. Provide infrastructure to support desired development: Work with MIS and Economic Development to partner with broadband providers to expand access to Chatham residents and businesses
9. Become more resilient: Implement the Board of Commissioners' priorities from the Climate Action Report by assigning staff responsibilities.
10. Foster a healthy community: Work with Affordable Housing Advisory Committee to implement priorities of the Affordable Rental Housing Task Force, including establishing a Housing Trust Fund
11. Demonstrate sound fiscal stewardship: Maintain or improve the county's bond rating with the \$100M borrowing scheduled in the spring
12. Strengthen relationships with other boards, municipalities, and regional entities: Coordinate joint meetings with towns and Board of Education
13. Become more resilient: Assess and strengthen water interconnections in Chatham and regionally
14. Become more resilient: Implement the Board of Commissioners' priorities from the Climate Action Report by assigning staff responsibilities.
15. Become more resilient: Encourage employee training in sustainability to encourage Comprehensive Plan resiliency.
16. Become more resilient: Assess pilot program for electric vehicles

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 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Unassigned fund balance as a percent of actual budget expenditures	28%	28%	>20%	>20%	>20%
County’s bond rating	AAA/Aa1	AAA/Aa1	AAA/Aa1	AAA/Aa1	AAA/Aa1
Percent difference between general fund original budgeted expenditures and actual expenditures	-1%	-7%	-4.6%	<-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 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
The increase in e-notifications	1,532	1,736	2,177	2,700	3,000
The increase in Twitter followers	314	498	790	1,600	1,900
Number of pageviews	1.63 million	1.64 million	1.67 million	1.91 million	2.10 million
Open Government pageviews	3,620	2,803	2,602	2,800	3,000

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.

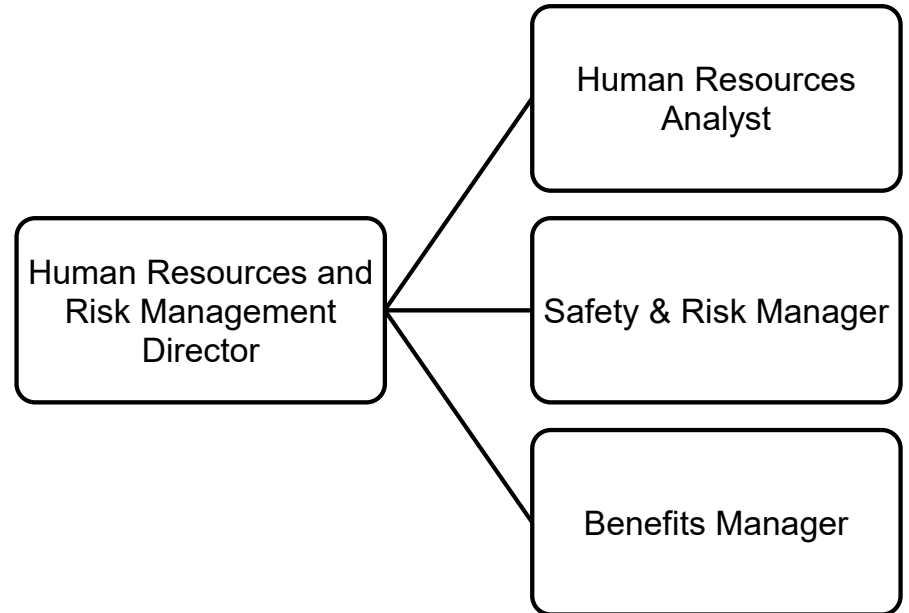
Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Overall grade for customer service given by county residents as part of the biennial phone survey	NA	B+	Measured every other year	B+	A-
Overall grade of staff during customer interactions based on biennial phone survey results	NA	B+	Measured every other year	A-	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 2016 Actual	B 2017 Actual	C 2018 Amended	D 2018 Estimated	E 2019 Total Req.	F 2019 Total Rec.	G 2019 Appr. Cont.	H 2019 Appr. Exp.	I 2019 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	228,814	232,978	241,283	241,770	241,283	248,521	248,521	0	248,521	7,238	3%
Other Salaries and Benefits	78,709	87,620	90,472	89,939	103,999	105,443	105,443	0	105,443	14,971	17%
Operating	15,011	12,411	23,793	22,776	18,587	18,587	18,587	0	18,587	(5,206)	(22%)
Total Expenditures:	322,535	333,009	355,548	354,485	363,869	372,551	372,551	0	372,551	17,003	5%
Net Cost	322,535	333,009	355,548	354,485	363,869	372,551	372,551	0	372,551	17,003	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 2018 and 2019 budgets is 6.68%.

Accomplishments:

1. Review on-going processes to evaluate how the county does business

Department Links to Commissioner Goals:

1. Provide effective, efficient government: Begin the process of

- to identify and make needed improvements: Developed and implemented new paperless application process to reduce copying costs and shorten review time.
2. Ensure effective, efficient government that is responsive to the needs and input of all residents: Launched the third and final 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 10 gold and 2 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 revisions to leadership academy curriculum to include instruction on generational differences and the comprehensive land use plan.
 5. Review on-going processes to evaluate how the county does business to identify and make needed improvements: Administered second annual employee satisfaction survey to identify potential areas for improvement.
 6. Review on-going processes to evaluate how the county does business to identify and make needed improvements: Added two new voluntary benefit providers to enhance employee benefit options.
 7. Ensure effective, efficient government that is responsive to the needs and input of all residents: Introduced new volunteer service leave policy to provide opportunities for employees to volunteer in the Chatham community.

- developing HR strategic plan for next 3-5 years
2. Provide effective, efficient government: Continue strong presence at the NC Department of Labor safety awards for 2018
 3. Provide effective, efficient government: Complete the implementation of the three-tiered performance based pay system.
 4. Provide effective, efficient government: Develop comprehensive annual training curriculum to be administered in online learning management system.
 5. Provide effective, efficient government: Develop a tobacco free petty leave incentive policy to provide bonus leave for non-tobacco using employees.

Work Plan

Goal: Develop and retain a highly qualified work force.

Objectives:

- Develop and maintain policies that promote the hiring and retention of honest, competent and career employees.
- Decrease the number of days lost to workplace injuries.

Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Annual staff turnover rate	11%	11%	13%	11%	10%
Overall rating on employee satisfaction with benefits (salary, leave, insurance, wellness) as indicated on employee satisfaction survey		N/A	8.1	8.2	8.5
Number of loss work days due to injury		12	7	0	0

Court Facilities

Budget Summary:	A 2016 Actual	B 2017 Actual	C 2018 Amended	D 2018 Estimated	E 2019 Total Req.	F 2019 Total Rec.	G 2019 Appr. Cont.	H 2019 Appr. Exp.	I 2019 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Intergovernmental	90,234	78,865	76,765	66,000	64,000	64,000	64,000	0	64,000	(12,765)	(17%)
Total Revenues:	90,234	78,865	76,765	66,000	64,000	64,000	64,000	0	64,000	(12,765)	(17%)
Expenditures											
Operating	218,850	202,351	225,186	190,274	219,539	219,539	219,539	0	219,539	(5,647)	(3%)
Debt	968,651	968,651	968,651	968,641	968,652	968,652	968,652	0	968,652	1	0%
Capital Outlay	0	0	0	0	8,000	8,000	0	8,000	8,000	8,000	100%
Total Expenditures:	1,187,501	1,171,002	1,193,837	1,158,915	1,196,191	1,196,191	1,188,191	8,000	1,196,191	2,354	0%
Net Cost	1,097,267	1,092,137	1,117,072	1,092,915	1,132,191	1,132,191	1,124,191	8,000	1,132,191	15,119	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. The FY 2019 budget includes one-time expenses of \$11,045. If one-time expenses are subtracted, the percent difference between the FY 2018 and 2019 budgets is .25%.

Cuts or Expansion Approved:

Document cages for District Attorney and Public Defender. Current document storage is in 2 rooms at the Performance Building. This project will locate the documents at the Justice Center for easier access. Net Cost: \$8,000

Facilities -- Total All Divisions

Budget Summary

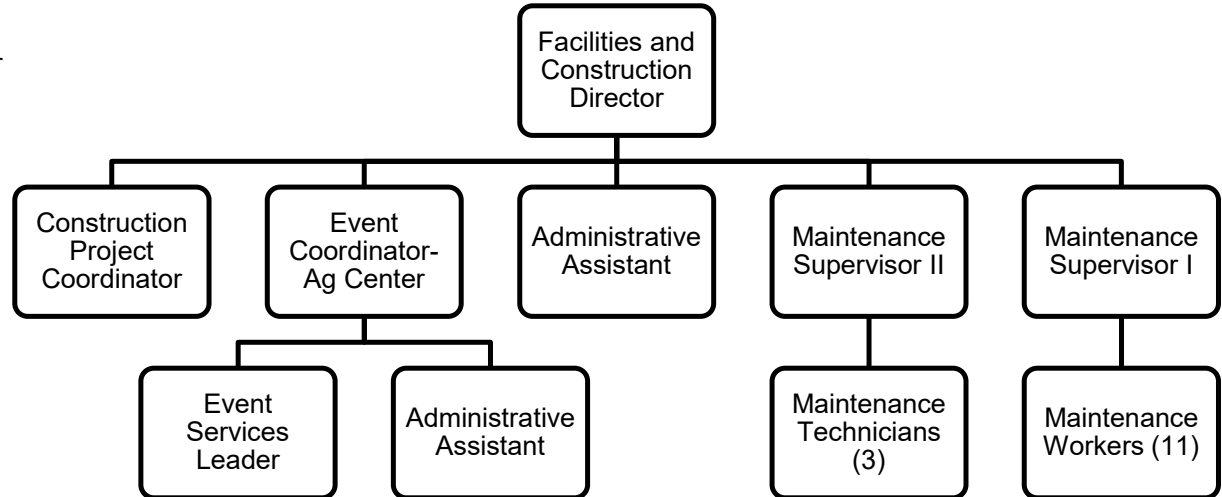
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Revenues											
Miscellaneous	0	6,000	20,000	24,175	32,000	32,000	32,000	0	32,000	12,000	60%
Total Revenues	0	6,000	20,000	24,175	32,000	32,000	32,000	0	32,000	12,000	60%
Expenditures											
Salaries	558,678	702,209	814,785	680,752	822,994	847,685	846,027	1,658	847,685	32,900	4%
Other Salaries and Benefits	273,938	368,271	518,095	362,708	475,485	480,884	480,556	328	480,884	(37,211)	(7%)
Operating	813,649	1,113,354	1,776,482	1,861,321	2,111,693	2,314,392	2,314,392	0	2,314,392	537,910	30%
Debt	1,074,401	1,450,841	1,421,508	1,421,316	1,391,310	1,391,310	1,391,310	0	1,391,310	(30,198)	(2%)
Capital Outlay	0	34,956	77,526	90,989	170,192	133,175	133,175	0	133,175	55,649	72%
Total Expenditures	2,720,666	3,669,631	4,608,396	4,417,086	4,971,674	5,167,446	5,165,460	1,986	5,167,446	559,050	12%
Net Cost	2,720,666	3,663,631	4,588,396	4,392,911	4,939,674	5,135,446	5,133,460	1,986	5,135,446	547,050	12%
Number of County Employees	18.00	21.00	22.00	22.00	22.00	22.00	22.00	0.00	22.00	0	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
	2016	2017	2018	2018	2019	2019	2019	2019	2019		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.	Variance	Inc./Dec.
Expenditures											
Salaries	558,678	626,829	702,159	680,752	709,475	730,760	730,021	739	730,760	28,601	4%
Other Salaries and Benefits	273,938	326,630	356,244	348,236	365,651	370,301	370,158	143	370,301	14,057	4%
Operating	856,225	978,757	1,614,816	1,691,700	1,944,821	2,140,520	2,140,520	0	2,140,520	525,704	33%
Debt	1,074,401	1,450,841	377,182	376,990	371,910	371,910	371,910	0	371,910	(5,272)	(1%)
Capital Outlay	0	34,956	29,455	44,627	84,755	84,755	84,755	0	84,755	55,300	188%
Total Expenditures:	2,763,242	3,418,012	3,079,856	3,142,305	3,476,612	3,698,246	3,697,364	882	3,698,246	618,390	20%
Net Cost	2,763,242	3,418,012	3,079,856	3,142,305	3,476,612	3,698,246	3,697,364	882	3,698,246	618,390	20%
Number of County Employees	18.00	18.00	19.00	19.00	19.00	19.00	19.00	0.00	19.00	0.00	0%

One-time Expenses: The FY 2018 budget includes one-time expenses of \$331,049. The FY 2019 budget includes one-time expenses of \$616,994. If one-time expenses are subtracted, the percent difference between the FY 2018 and 2019 budgets is 12.09%.

Cuts or Expansion Approved:

Reclassification Net Cost: \$879

Accomplishments:

1. Review on-going processes to evaluate how the county does business: Worked with Facility Dude and the Alpha Group to perform a sweeping facility assessment of nearly all occupied square footage to begin the process of annual capital forecasting and facility review, maintenance, and assessment within the Facility Dude program.

Department Links to Commissioner Goals:

1. Conserve natural resources: Department head will receive training to become LEED certified.

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 2016 Actual	B 2017 Actual	C 2018 Amended	D 2018 Estimated	E 2019 Total Req.	F 2019 Total Rec.	G 2019 Appr. Cont.	H 2019 Appr. Exp.	I 2019 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Miscellaneous	0	6,000	20,000	24,175	32,000	32,000	32,000	0	32,000	12,000	60%
Total Revenues:	0	6,000	20,000	24,175	32,000	32,000	32,000	0	32,000	12,000	60%
Expenditures											
Salaries	0	75,380	112,626	0	113,519	116,925	116,006	919	116,925	4,299	4%
Other Salaries and Benefits	0	41,642	161,851	14,472	109,834	110,583	110,398	185	110,583	(51,268)	(32%)
Operating	0	17,619	39,346	41,259	37,929	44,929	44,929	0	44,929	5,583	14%
Debt	0	0	1,044,326	1,044,326	1,019,400	1,019,400	1,019,400	0	1,019,400	(24,926)	(2%)
Capital Outlay	0	0	0	0	37,017	0	0	0	0	0	0%
Total Expenditures:	0	134,640	1,358,149	1,100,057	1,317,699	1,291,837	1,290,733	1,104	1,291,837	(66,312)	(5%)
Net Cost	0	128,640	1,338,149	1,075,882	1,285,699	1,259,837	1,258,733	1,104	1,259,837	(78,312)	(6%)
Number of County Employees		3.00	3.00	3.00	3.00	3.00	3.00	0.00	3.00	0.00	0%

One-time Expenses: The FY 2018 budget includes one-time expenses of \$3,500. The FY 2019 budget includes one-time expenses of \$7,000. If one-time expenses are subtracted, the percent difference between the FY 2018 and 2019 budgets is (5.15%).

Cuts or Expansion Approved:

Reclassification Net Cost: \$1,101

Facilities - Fleet

Major responsibilities:

1. To insure that the county fleet vehicles are maintained so that they run efficiently and safe.
2. To provide safe and reliable fleet transportation options that meets the needs of the County departments.

Budget Summary:	A 2016 Actual	B 2017 Actual	C 2018 Amended	D 2018 Estimated	E 2019 Total Req.	F 2019 Total Rec.	G 2019 Appr. Cont.	H 2019 Appr. Exp.	I 2019 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Operating	(42,576)	116,979	122,320	128,362	128,943	128,943	128,943	0	128,943	6,623	5%
Capital Outlay	0	0	48,071	46,362	48,420	48,420	48,420	0	48,420	349	1%
Total Expenditures:	(42,576)	116,979	170,391	174,724	177,363	177,363	177,363	0	177,363	6,972	4%
Net Cost	(42,576)	116,979	170,391	174,724	177,363	177,363	177,363	0	177,363	6,972	4%
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%

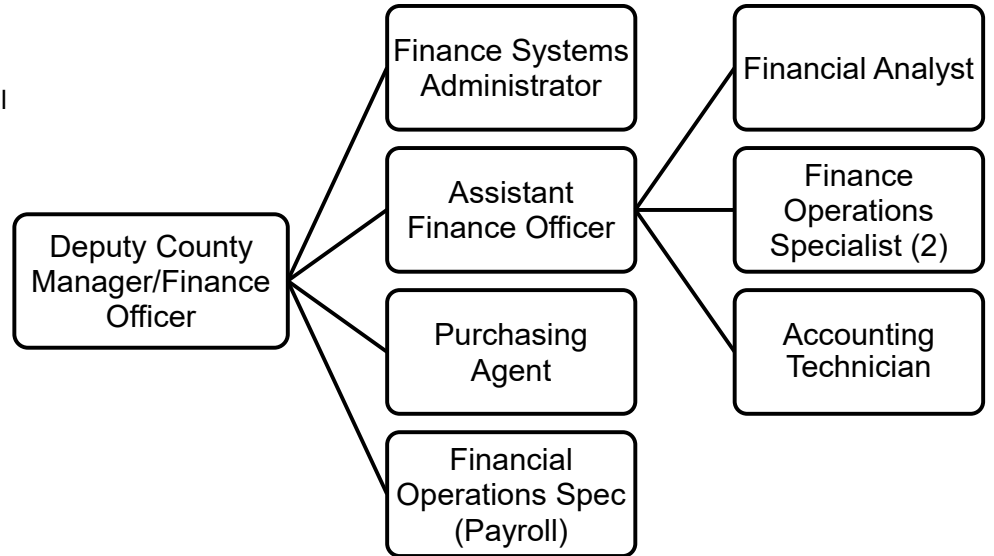
One-time Expenses: The FY 2018 budget includes one-time expenses of \$48,071. The FY 2019 budget includes one-time expenses of \$48,420. If one-time expenses are subtracted, the percent difference between the FY 2018 and 2019 budgets is 5.41%.

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
	2016	2017	2018	2018	2019	2019	2019	2019	2019	Variance	Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.		Inc./Dec.
Expenditures											
Salaries	469,923	480,604	594,196	563,299	568,960	586,033	610,973	(24,940)	586,033	(8,163)	(1%)
Other Salaries and Benefits	158,449	175,965	213,841	205,344	240,289	241,842	246,831	(4,989)	241,842	28,001	13%
Operating	177,523	208,979	201,747	241,979	256,589	256,589	256,589	0	256,589	54,842	27%
Total Expenditures:	805,894	865,548	1,009,784	1,010,622	1,065,838	1,084,464	1,114,393	(29,929)	1,084,464	74,680	7%
Net Cost	805,894	865,548	1,009,784	1,010,622	1,065,838	1,084,464	1,114,393	(29,929)	1,084,464	74,680	7%
Number of County Employees	8.00	9.00	9.00	9.00	9.00	9.00	9.00	0.00	9.00	0.00	0%

One-time Expenses: The FY 2019 budget includes one-time expenses of \$3,600. If one-time expenses are subtracted, the percent difference between the FY 2018 and 2019 budgets is 7.04%.

Cuts or Expansion Approved:

Reclassifications Net Cost: (\$29,932)

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 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Standard & Poor's Corporation/ Moody's Investor Service ratings	AAA/Aa1	AAA/Aa1	AAA/Aa1	AAA/Aa1	AAA/AAA
Approved capital projects successfully funded	100%	100%	100%	100%	100%
Ratio of general fund revenues to expenditures (ratio of one or higher means that govt. operated within its revenue collections)		1.06	1.01	1.00	1.00

General Services - Non Depart

Budget Summary:	A 2016 Actual	B 2017 Actual	C 2018 Amended	D 2018 Estimated	E 2019 Total Req.	F 2019 Total Rec.	G 2019 Appr. Cont.	H 2019 Appr. Exp.	I 2019 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Intergovernmental	293,137	313,295	246,232	310,552	207,000	207,000	207,000	0	207,000	(39,232)	(16%)
Charges for Services	202,129	403,440	301,547	303,399	327,241	327,241	327,241	0	327,241	25,694	9%
Total Revenues:	495,266	716,735	547,779	613,951	534,241	534,241	534,241	0	534,241	(13,538)	(2%)
Expenditures											
Operating	308,664	239,776	259,365	289,940	220,677	220,677	220,677	0	220,677	(38,688)	(15%)
Debt	23,644,830	0	0	0	0	0	0	0	0	0	0%
Transfers Out	7,617,022	13,565,771	11,259,343	9,953,199	12,110,639	12,113,436	12,113,436	0	12,113,436	854,093	8%
Allocations/Programs	151,651	142,943	982,504	618,505	719,000	719,000	484,000	200,000	684,000	(298,504)	(30%)
Capital Outlay	0	300,823	0	4,440	0	0	0	0	0	0	0%
Total Expenditures:	31,722,166	14,249,313	12,501,212	10,866,084	13,050,316	13,053,113	12,818,113	200,000	13,018,113	516,901	4%
Net Cost	31,226,900	13,532,577	11,953,433	10,252,133	12,516,075	12,518,872	12,283,872	200,000	12,483,872	530,439	4%
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 2018 and 2019 budgets is 6.95%.

Cuts or Expansion Approved:

Affordable Housing Trust Fund Chatham County's demand and need for affordable housing has been well documented; There is a strong demand for affordable housing, and not enough supply. Triangle J Council Of Governments has worked with the county to identify strategies to improve the issue, one of them being establishment of a fund. Affordable Housing Trust Fund can serve as seed money, a loan, or a grant for different project types. It may be used for land acquisition, rental subsidy, or gap funding. The Affordable Housing Committee may make recommendations for funding, which will also be vetted by County and Town Managers, and the Board of Commissioners. Net Cost: \$200,000

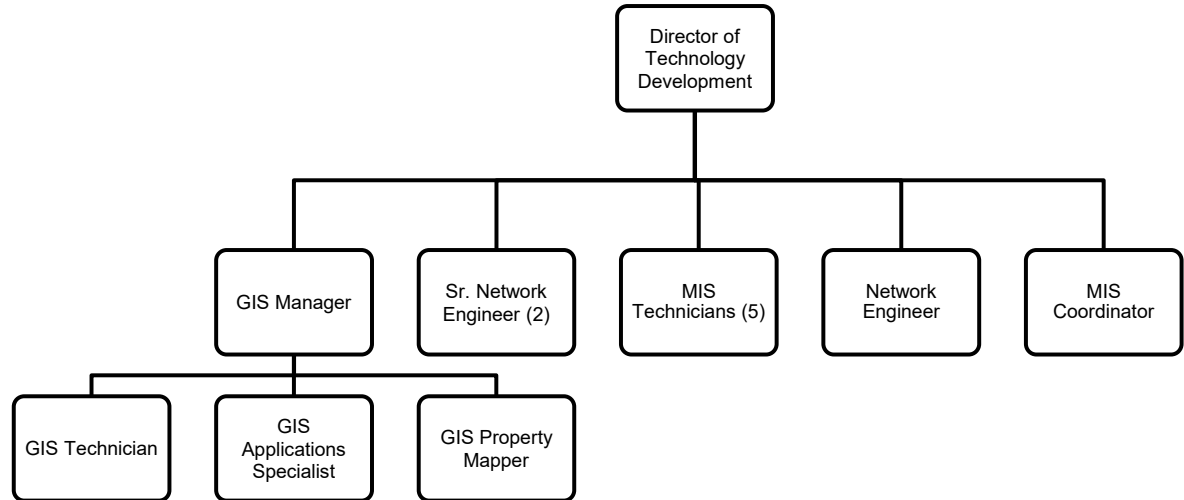
Line Item Detail	2018 Amended	2018 Estimated	2019 Appr. Cont	2019 Appr. Exp	Total Appr.	Percent Increase
CONTRACTED SERVICES	\$98,500	\$98,500	\$80,850	\$0	\$80,850	-18%
INTERDEPARTMENTAL EXPENSE	\$0	\$9,922	\$0	\$0	\$0	0%
INSURANCE - PROPERTY/GEN LIA	\$18,422	\$18,801	\$17,923	\$0	\$17,923	-3%
SUPPLIES - COMPUTER	\$54,232	\$59,034	\$0	\$0	\$0	-100%
SUPPLIES - VACCINES	\$0	\$0	\$0	\$0	\$0	0%
DUES AND SUBSCRIPTIONS	\$65,000	\$64,764	\$66,707	\$0	\$66,707	3%
EMPLOYEE PROG - WELLNESS	\$5,950	\$4,215	\$5,950	\$0	\$5,950	0%
EMPLOYEE PROG - UNEMPLOYMENT	\$17,261	\$34,704	\$49,247	\$0	\$49,247	185%
PRG - 911 MEMORIAL	\$1,500	\$700	\$1,500	\$0	\$1,500	0%
PRG - AFFORDABLE HOUSING	\$0	\$153,530	\$0	\$0	\$0	0%
PRG - REFUND IMPACT FEE	\$21,000	\$14,000	\$17,500	\$0	\$17,500	-17%
PRG - SPECIAL PROJECTS	\$450,000	\$450,000	\$0	\$0	\$0	-100%
PRG - AFFORDABLE HOUSING TRUST	\$0	\$0	\$0	\$200,000	\$200,000	100%
CONTINGENCY	\$510,004	\$0	\$500,000	\$0	\$500,000	-2%
TRANSFER OUT - CAPITAL RESERVE	\$836,903	\$836,903	\$1,532,177	\$0	\$1,532,177	83%
TRANSFERS OUT - CIP RESERVE	\$10,422,440	\$9,116,296	\$10,578,462	\$0	\$10,578,462	1%
CAPITAL OUTLAY - LAND	\$0	\$4,440	\$0	\$0	\$0	0%
	\$12,501,212	\$10,866,084	\$12,850,316	\$200,000	\$13,050,316	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 in meeting department, County and BOC goals.
2. Evaluate, purchase, maintain and support end user devices, information delivery and business support solutions for all county departments and pursuit of county and BOC goals.
3. Engage in activity to maintain security and practices to protect the county resources against data loss and/or staff productivity due to malicious network activities and attacks.
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, friendly, quality driven services.



Budget Summary:	A 2016 Actual	B 2017 Actual	C 2018 Amended	D 2018 Estimated	E 2019 Total Req.	F 2019 Total Rec.	G 2019 Appr. Cont.	H 2019 Appr. Exp.	I 2019 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Intergovernmental	0	0	0	0	17,600	17,600	17,600	0	17,600	17,600	100%
Total Revenues:	0	0	0	0	17,600	17,600	17,600	0	17,600	17,600	100%
Expenditures											
Salaries	641,922	686,401	744,069	737,165	865,519	833,804	828,926	4,878	833,804	89,735	12%
Other Salaries and Benefits	244,443	279,492	298,521	294,578	367,794	350,696	349,719	977	350,696	52,175	17%
Operating	497,499	551,501	616,885	606,091	612,826	610,331	610,331	0	610,331	(6,554)	(1%)
Capital Outlay	0	13,356	0	0	26,000	6,000	0	6,000	6,000	6,000	100%
Total Expenditures:	1,383,864	1,530,750	1,659,475	1,637,834	1,872,139	1,800,831	1,788,976	11,855	1,800,831	141,356	9%
Net Cost	1,383,864	1,530,750	1,659,475	1,637,834	1,854,539	1,783,231	1,771,376	11,855	1,783,231	123,756	7%
Number of County Employees	13.00	13.00	14.00	14.00	16.00	15.00	15.00	0.00	15.00	1.00	7%

One-time Expenses: The FY 2018 budget includes one-time expenses of \$49,495. The FY 2019 budget includes one-time expenses of \$25,695. If one-time expenses are subtracted, the percent difference between the FY 2018 and 2019 budgets is 10.26%.

Cuts or Expansion Approved:

Reclassification Net Cost: \$2,346

Reclassification Net Cost: \$3,505

Network Battery Backup Devices for MIS Server Room The need for backup redundancy in the main MIS server room. Electrical circuitry in the MIS data center failed in January 2018 due to it being insufficient to handle the electrical needs. As a result of that failure, a change in circuits is planned and these UPS devices will be placed to protect the systems. Net Cost: \$6,000

Accomplishments:

1. Promote Economic Development: Collected and mapped data on availability and satisfaction of citizen internet service throughout the County via a survey; developed vertical asset maps and details; developed and released an internet service RFI.
2. Ensure effective, efficient government: Adjusted and delivered successful 'Techs On Deck' with outstanding feedback rating.
3. Ensure effective, efficient government: Network fiber reroute is nearly completed. All fiber has been placed and core systems from Annex moved to MIS and is ready for final changeover at an acceptable low-impact time.
4. Provide and measure strong customer service throughout county government: More than doubled the number of public facing GIS web applications and similar applications used by internal county staff.
5. Ensure effective, efficient government that is responsive to the needs and input of all residents: Usage of desktop and cloud GIS software has exceeded the targets set forth in GIS work plan objectives. Sixteen ArcGIS online accounts have been created and six desktop ArcGIS installs completed.

Department Links to Commissioner Goals:

1. Become more resilient: Develop plan to position core software licensing and support infrastructure to enable use of diverse end user devices and enhance accessibility of data.
2. Promote economic development: Continue collaborative efforts to pursue ideas and funding leading to increased broadband opportunities for citizens and businesses within Chatham County.
3. Support Pre-K through 12 and the community college: Continuing collaboration efforts with CCCC, pursue delivery of PEG channel to Siler City through new provider - Spectrum.
4. Provide effective, efficient government: Continue delivery of 'Techs On Deck' efforts in the modified format to personalize addressing the needs of departments.
5. Provide effective, efficient government: Initiate a process for electronic submittal of survey data for the purposes of increasing property mapping efficiency.

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 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Internet Availability	99.8%	99.7%	99.8%	99.5%	99.5%
Recovery Time	12 minutes	10 minutes	NA	NA	NA
Response Time	23 minutes	23 minutes	24 minutes	30 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 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Customer Satisfaction Ratings	96%	100%	100%	97%	97%

Goal: Maintain efficient technology operations.

Objectives:

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

Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Maintain core internet bandwidth utilization under 80% of capacity	55%	57.5%	5%	7%	
Prevent SAN space utilization from exceeding 80%	78%	66%	68%	69.5%	< 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 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018	FY 2019
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				Estimated	Projected
Maintain GIS backlog at less than 40 hours	0	160	380	410	<40 hours
Complete standard GIS requests within 24 hours (3 business days) 95% of the time on average.	0	4.79 days	1.86 days	2 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 FY18.
- Add ten new ArcGIS Online named user accounts for County staff in FY18.

Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Increase number of GIS desktop software installations and ArcGIS Online named user accounts with the intention of reducing county staff reliance on GIS division.	N/A	N/A	N/A	50%	25%

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 FY17 to FY18
- Establish and hold the first GIS user group meeting during FY18
- 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 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Increase number of public facing GIS web applications with the intention of reducing public & county staff office visits and/or phone calls.	N/A	N/A	N/A	125%	25%

Facilitate a Chatham County GIS user group.	N/A	N/A	N/A	1	4
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Goal: Improve safety protections to end user and infrastructure equipment in order to protect data and support required compliance.

Objectives:

- Establish a regular update schedule for patches to end user equipment. Develop communication to support reminders. Ensure proper restarts of client computers within 48 hours after updates.
- Review imaging and configuration processes used by support techs. Ensure proper processes are used by all techs without deviation.

Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Windows security updates on end user equipment.	N/A	N/A	N/A	15%	50%
Antivirus protection improvement on end user devices.	N/A	N/A	N/A	20%	50%