

Administration

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

Budget Summary								
	A	B	C	D	E	F	G	H
	2019	2020	2021	2021	2022	2022		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Revenues								
Intergovernmental	(398,678)	(421,575)	(323,600)	(424,884)	(343,600)	(343,600)	(20,000)	6%
Charges for Services	(351,159)	(378,763)	(400,000)	(400,000)	(403,351)	(403,351)	(3,351)	1%
Contributions from Others	0	0	(6,000)	(13,500)	0	0	6,000	(100%)
Miscellaneous	(50,869)	(48,739)	(45,000)	(2,100)	(22,500)	(22,500)	22,500	(50%)
Total Revenues	(800,706)	(849,076)	(774,600)	(840,484)	(769,451)	(769,451)	5,149	(1%)
Expenditures								
Salaries	2,995,772	3,292,688	3,341,330	3,306,507	4,358,933	4,395,125	1,053,795	32%
Benefits	1,324,813	1,366,780	1,439,837	1,395,874	1,588,322	1,609,096	169,259	12%
Operating	3,573,462	3,519,582	4,380,987	3,707,587	4,247,032	4,315,942	(65,045)	(1%)
Debt	2,359,959	2,599,592	2,283,992	2,044,760	2,252,268	2,252,268	(31,724)	(1%)
Transfers Out	13,213,436	15,110,105	14,356,420	14,356,420	17,224,698	17,890,276	3,533,856	25%
Allocations/Programs	54,145	300,015	52,725	783,072	219,000	219,000	166,275	315%
Capital Outlay	148,109	77,736	162,061	155,434	60,775	40,835	(121,226)	(75%)
Total Expenditures	23,669,696	26,266,498	26,017,352	25,749,653	29,951,028	30,722,542	4,705,190	18%
Net Cost:	22,868,990	25,417,421	25,242,752	24,909,170	29,181,577	29,953,091	4,710,339	19%

County Attorney



Budget Summary								
	A	B	C	D	E	F	G	H
	2019	2020	2021	2021	2022	2022		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Expenditures								
Salaries	44,180	43,592	43,260	44,379	44,558	44,558	1,298	3%
Benefits	19,983	20,722	22,017	22,280	23,032	23,032	1,015	5%
Operating	292,138	312,126	331,274	246,291	330,884	330,884	(390)	(0%)
Total Expenditures	356,301	376,440	396,551	312,950	398,474	398,474	1,923	0%
Net Cost:	356,301	376,440	396,551	312,950	398,474	398,474	1,923	0%
County Employees	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0%

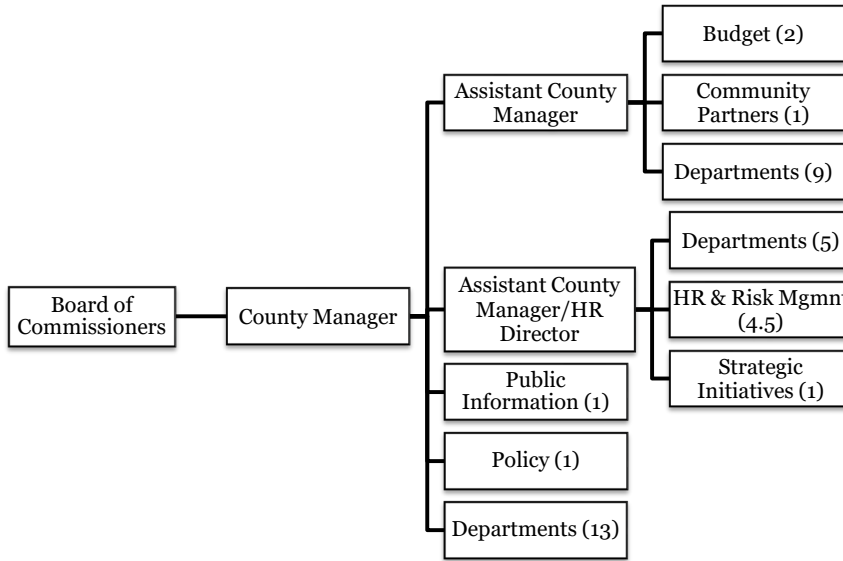
The Chatham County Attorney’s Office serves as the legal advisor to the Board of Commissioners. The office also provides legal advice to the County Manager and all department heads and their employees in the civil law arena. The Attorney’s Office seeks to minimize the County’s exposure to legal actions and prepares, reviews, researches and litigates, if needed, on matters involving the County.

Budget Highlights

Continuation: Changes in the budget reflect changes in salaries and benefits and a slight reduction in operating cost.

Expansion: None.

County Manager



Budget Summary								
	A	B	C	D	E	F	G	H
	2019	2020	2021	2021	2022	2022		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Revenues								
Intergovernmental	(2,216)	(2,182)	0	(2,084)	0	0	0	0%
Total Revenues	(2,216)	(2,182)	0	(2,084)	0	0	0	0%
Expenditures								
Salaries	483,450	664,319	629,598	708,033	715,711	715,711	86,113	14%
Benefits	164,569	222,486	226,043	241,262	266,771	266,771	40,728	18%
Operating	30,503	47,154	38,221	28,567	53,681	53,681	15,460	40%
Capital Outlay	0	0	0	0	0	0	0	0%
Total Expenditures	678,522	933,959	893,862	977,861	1,036,163	1,036,163	142,301	16%
Net Cost:	676,306	931,777	893,862	975,778	1,036,163	1,036,163	142,301	16%
County Employees	6.50	7.50	8.00	8.00	8.00	8.00	0.00	0%

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.

Budget Highlights

Continuation: Changes in the County Manager’s budget reflect the end of CRF funding for the Strategic Analyst, additional cost for the bi-annual survey, and increases in training, salaries, and benefits.

Expansion: None.

Major Responsibilities and Goals

- Implement policies adopted by the Chatham County Board of Commissioners.
- Ensure that County departments operate effectively, efficiently and within legal requirements.
- Provide accessible, user-friendly avenues of communication with residents to increase their opportunities to be informed about and involved with county government.
- Implement and manage the county budget to ensure wise stewardship of funds.
- Administer official Board of Commissioners records and contracts and prepare agendas.
- Actively promote positive relations within Chatham County and discourage discriminatory practices towards any group of residents.

Performance Measures

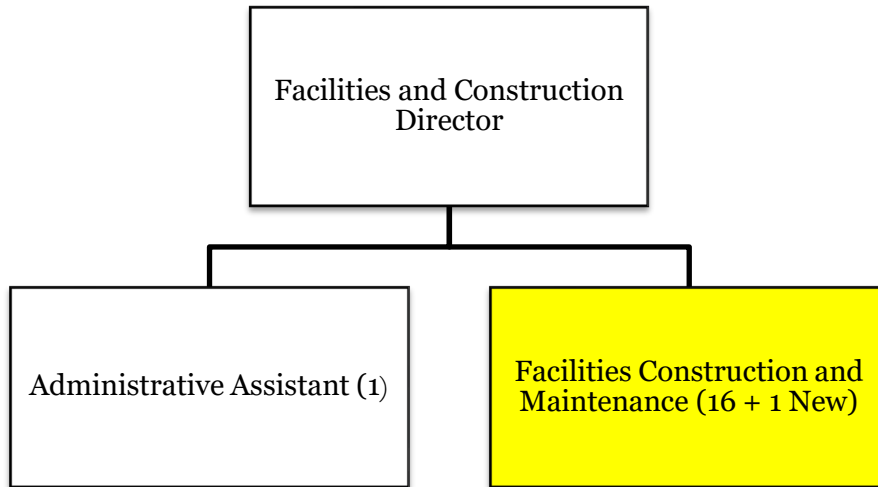
Key Measures	FY 19	FY 20	FY 21 Est.	FY 22 Target
County Bond Rating	AAA/Aa1	AAA/Aa1	AAA/Aa1	AAA/Aa1
Unassigned fund balance	>20%	>20%	>20%	>20%
Actual general fund expense as % of budgeted	<3%	<3%	<3%	<3%
Overall grade of staff during customer interactions	N/A	B+	N/A	A
Overall grade for customer service	N/A	B+	N/A	A

Court Facilities

Budget Summary								
	A	B	C	D	E	F	G	H
	2019	2020	2021	2021	2022	2022		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Revenues								
Intergovernmental	(71,750)	(73,063)	(56,000)	(56,000)	(56,000)	(56,000)	0	0%
Total Revenues	(71,750)	(73,063)	(56,000)	(56,000)	(56,000)	(56,000)	0	0%
Expenditures								
Operating	199,374	200,845	217,972	165,334	225,039	225,039	7,067	3%
Debt	968,651	968,651	968,652	968,652	968,652	968,652	0	0%
Capital Outlay	0	0	0	0	0	0	0	0%
Total Expenditures	1,168,025	1,169,496	1,186,624	1,133,986	1,193,691	1,193,691	7,067	1%
Net Cost:	1,096,275	1,096,433	1,130,624	1,077,986	1,137,691	1,137,691	7,067	1%

This budget department includes revenue and expense attached to the operation of the Chatham County Justice Center.

Facilities Management



Budget Summary								
	A	B	C	D	E	F	G	H
	2019	2020	2021	2021	2022	2022		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Expenditures								
Salaries	676,065	698,821	708,934	719,818	769,753	769,753	60,819	9%
Benefits	357,068	366,388	374,649	375,470	410,420	410,420	35,771	10%
Operating	1,824,764	1,587,771	1,990,536	1,951,039	1,716,872	1,795,872	(194,664)	(10%)
Debt	371,909	391,973	358,712	119,480	353,624	353,624	(5,088)	(1%)
Transfers Out	0	0	0	0	0	0	0	0%
Capital Outlay	93,582	0	111,533	103,736	32,000	32,000	(79,533)	(71%)
Total Expenditures	3,323,387	3,044,953	3,544,364	3,269,544	3,282,669	3,361,669	(182,695)	(5%)
Net Cost:	3,323,387	3,044,953	3,544,364	3,269,544	3,282,669	3,361,669	(182,695)	(5%)
County Employees	19.00	19.00	18.00	18.00	19.00	19.00	1.00	6%

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.

Budget Highlights

Continuation: Changes in the budget reflect completion of one-time renovations and increases to salaries and benefits.

Expansion: A additional maintenance technician is recommended for FY 2022 to specialize in HVAC maintenance. [\$120,516]

Major Responsibilities and Goals

- Fulfill maintenance work orders in a timely manner.
- Maintain and operate clean, attractive, energy efficient and safe county buildings.

- Coordinate the use of clean, safe, energy efficient vehicles for county employees.
- Improve the energy efficiency of county buildings and fleet.

Performance Measures

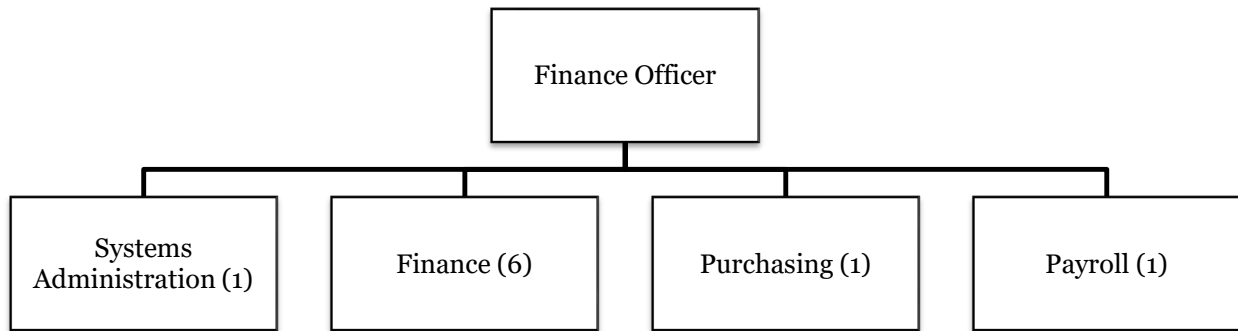
Key Measures	FY 19	FY 20	FY 21 Est.	FY 22 Target
Percent work orders completed in < 1 week	76%	80%	65%	70%
Cost per kilowatt hour used	\$0.084	\$0.080	\$0.079	\$0.080
Completion rate for projects identified in capital forecasting software	63%	65%	68%	75%

Facilities – Fleet

Budget Summary								
	A	B	C	D	E	F	G	H
	2019	2020	2021	2021	2022	2022		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Expenditures								
Operating	123,160	135,200	123,850	139,929	135,274	121,099	(2,751)	(2%)
Capital Outlay	48,282	32,765	6,000	5,050	28,775	8,835	2,835	47%
Total Expenditures	171,442	167,965	129,850	144,979	164,049	129,934	84	0%
Net Cost:	171,442	167,965	129,850	144,979	164,049	129,934	84	0%

This department includes expenditures associated with maintenance and operation of the county fleet.

Finance



Budget Summary								
	A	B	C	D	E	F	G	H
	2019	2020	2021	2021	2022	2022		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Expenditures								
Salaries	563,447	606,124	616,718	593,962	618,941	618,941	2,223	0%
Benefits	207,993	226,501	243,618	237,015	264,807	264,807	21,189	9%
Operating	256,179	246,876	269,888	277,384	287,112	287,112	17,224	6%
Capital Outlay	0	0	0	0	0	0	0	0%
Total Expenditures	1,027,619	1,079,502	1,130,224	1,108,361	1,170,860	1,170,860	40,636	4%
Net Cost:	1,027,619	1,079,502	1,130,224	1,108,361	1,170,860	1,170,860	40,636	4%
County Employees	9.00	9.00	10.00	10.00	10.00	10.00	0.00	0%

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 its users while conducting its business in accordance with applicable local, state, and federal regulations.

Budget Highlights

Continuation: Changes in the budget reflect the addition of a position mid-year in FY 2021 and increases in contracts and salaries and benefits.

Expansion: None.

Major Responsibilities and Goals

- Keep accounts in accordance with generally accepted principles of governmental accounting and the rules and regulations of the Local Government Commission.
- Disburse funds in compliance with the local government budget and fiscal control act, the budget ordinance, and each project ordinance.
- Supervise the receipt and deposit of all moneys accruing to the county.

- Maintain the county’s excellent financial condition.
- Manage the county’s debt and other obligations and determine the amount of money required for annual debt service.
- Invest idle funds of the county.
- Prepare financial statements for use by commissioners, residents, and other agencies.

Performance Measures

Key Measures	FY 19	FY20	FY21 Est.	FY 22 Target
County Bond Rating	AAA/Aa1	AAA/Aa1	AAA/Aa1	AAA/Aa1

General Services - Non Departmental

Budget Summary								
	A	B	C	D	E	F	G	H
	2019	2020	2021	2021	2022	2022		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Revenues								
Intergovernmental	(270,655)	(291,530)	(250,000)	(312,000)	(270,000)	(270,000)	(20,000)	8%
Charges for Services	(351,159)	(378,763)	(400,000)	(400,000)	(403,351)	(403,351)	(3,351)	1%
Total Revenues	(621,814)	(670,293)	(650,000)	(712,000)	(673,351)	(673,351)	(23,351)	4%
Expenditures								
Salaries	0	0	3,500	1,947	800,000	800,000	796,500	22757%
Benefits	90,205	2,096	268	149	0	0	(268)	(100%)
Operating	182,120	222,277	558,973	210,434	537,000	537,000	(21,973)	(4%)
Transfers Out	13,213,436	15,110,105	14,356,420	14,356,420	17,224,698	17,890,276	3,533,856	25%
Allocations/Programs	54,145	300,015	52,725	783,072	219,000	219,000	166,275	315%
Capital Outlay	0	0	0	46,648	0	0	0	0%
Total Expenditures	13,539,905	15,634,493	14,971,886	15,398,670	18,780,698	19,446,276	4,474,390	30%
Net Cost:	12,918,091	14,964,201	14,321,886	14,686,670	18,107,347	18,772,925	4,451,039	31%

General Services includes revenue and expense that is not attached to a specific department but rather applies to all departments in the organization.

Budget Highlights

Continuation: Salary changes in General Services reflect total funding for implementation of the FY 2021 Pay Study. Changes in the Transfers Out include increases to the transfer to the Capital Pay-go Reserve, Debt Reserve, and Affordable Housing Trust Fund. Changes in Allocations/Programs include transfer of some programs to other departments (e.g., Wellness programming moves to HR and Sustainability programming to the Sustainability department), and the elimination of COVID Relief Fund (CRF) and Cyber-related expense. These are offset by an increase in funds for future agricultural preservation programming.

Expansion: None.

Human Resources

Budget Summary								
	A	B	C	D	E	F	G	H
	2019	2020	2021	2021	2022	2022		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Expenditures								
Salaries	258,959	281,509	316,903	320,040	350,518	350,518	33,615	11%
Benefits	95,428	114,794	130,865	131,659	144,729	144,729	13,864	11%
Operating	15,797	25,612	27,732	26,028	33,506	33,506	5,774	21%
Capital Outlay	0	0	0	0	0	0	0	0%
Total Expenditures	370,183	421,915	475,500	477,727	528,753	528,753	53,253	11%
Net Cost:	370,183	421,915	475,500	477,727	528,753	528,753	53,253	11%
County Employees	4.00	4.00	5.50	5.50	5.50	5.50	0.00	0%

The mission of the Human Resources Department is to recruit, develop, support, and retain excellent employees as well as maintain a safe and healthy work environment to support the goals and objectives of Chatham County government. The department also manages Veteran’s Services and the Chatham County Agriculture and Conference Center.

Budget Highlights

Continuation: Changes in the Human Resources budget reflect the transfer of the Wellness program funding from General Services to HR, increases in salaries and benefits and a reclassification.

Expansion: None.

Major Responsibilities and Goals

- Manage job recruitment, selection, and promotion of county employees to develop and retain a highly qualified work force.
- Develop and oversee a cost-effective employee benefits and wellness programs.
- Develop and promote appropriate personnel policies and enforce those policies.
- Foster a positive work environment and effective employee-employer relations.
- Promote employee career development and job training.
- Manage workers compensation, general personal property, and auto liability programs.
- Ensure a safe work environment by conducting training, safety inspections, and maintaining safety policies.

Performance Measures

Key Measures	FY 19	FY 20	FY 21 Est.	FY 22 Target
Annual voluntary staff turnover rate	10%	12%	12%	10%
Workdays lost due to injury	0	0	0	0
Percent employees with identified primary health care provider	86.7%	87%	87%	90%
Employee Assistance Program utilization (number of contacts) annualized	N/A	431	552	700

Human Resources – Chatham County Agriculture & Conference Center

Budget Summary								
	A 2019 Actual	B 2020 Actual	C 2021 Amended	D 2021 Estimated	E 2022 Total Req.	F 2022 Total Appr.	G Variance	H Total % Inc./Dec.
Revenues								
Contributions from Other	0	0	0	0	0	0	0	0%
Miscellaneous	(50,869)	(48,739)	(45,000)	(2,100)	(22,500)	(22,500)	22,500	(50%)
Total Revenues	(50,869)	(48,739)	(45,000)	(2,100)	(22,500)	(22,500)	22,500	(50%)
Expenditures								
Salaries	138,336	147,364	183,776	132,902	185,509	185,509	1,733	1%
Benefits	58,253	64,003	87,894	80,699	90,931	90,931	3,037	3%
Operating	44,831	39,518	75,383	30,991	47,319	47,319	(28,064)	(37%)
Debt	1,019,399	1,238,968	956,628	956,628	929,992	929,992	(26,636)	(3%)
Allocations/Programs	0	0	0	0	0	0	0	0%
Capital Outlay	0	0	44,528	0	0	0	(44,528)	(100%)
Total Expenditures	1,260,820	1,489,853	1,348,209	1,201,220	1,253,751	1,253,751	(94,458)	(7%)
Net Cost:	1,209,951	1,441,114	1,303,209	1,199,120	1,231,251	1,231,251	(71,958)	(6%)
County Employees	3.00	3.00	4.00	4.00	4.00	4.00	0.00	0%

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 all.

Budget Highlights

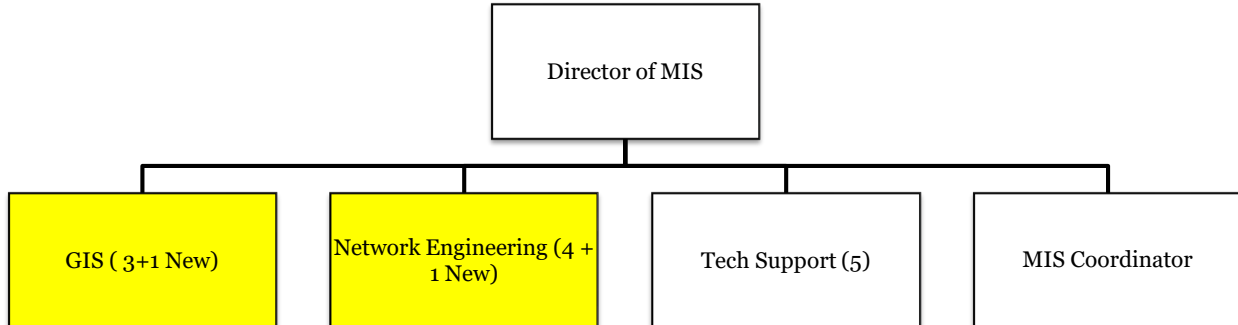
Continuation: Changes in the budget reflect the decrease in facility rental due to a slow recovery from the pandemic and changes to salaries and benefits.

Expansion: None.

Performance Measures

Key Measures	FY 19	FY 20	FY 21 Est.	FY 22 Target
Space booked by internal clients	80%	71%	100%	70%
Space booked by external clients	20%	29%	0%	30%
Number of approved caterers	27	34	35	40
Number of available vendors	20	27	27	30

Management Information Systems



Budget Summary								
	A	B	C	D	E	F	G	H
	2019	2020	2021	2021	2022	2022		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Revenues								
Intergovernmental	(54,056)	(54,800)	(17,600)	(54,800)	(17,600)	(17,600)	0	0%
Total Revenues	(54,056)	(54,800)	(17,600)	(54,800)	(17,600)	(17,600)	0	0%
Expenditures								
Salaries	831,336	850,958	838,641	785,426	873,943	910,135	71,494	9%
Benefits	331,314	349,789	354,483	307,339	387,632	408,406	53,923	15%
Operating	604,597	702,203	747,158	631,590	880,345	884,430	137,272	18%
Capital Outlay	6,245	44,971	0	0	0	0	0	0%
Total Expenditures	1,773,492	1,947,922	1,940,282	1,724,355	2,141,920	2,202,971	262,689	14%
Net Cost:	1,719,436	1,893,121	1,922,682	1,669,555	2,124,320	2,185,371	262,689	14%
County Employees	14.00	15.00	14.00	14.00	15.00	16.00	2.00	14%

The mission of the MIS department is to deliver services energetically and enthusiastically; maximize technology access, use and safety; assist and enable all departments to pursue success for the county and citizens.

Budget Highlights

Continuation: Changes in the MIS budget reflect significant increases in software licenses and security measures and increases in salary and benefits.

Expansion: Three expansions are recommended for FY 2022: 1) The addition of an Application Support Engineer [\$81,544]; 2) An additional GIS Technician [\$58,961]; and 3) Offsite backup [\$20,339].

Major Responsibilities and Goals

- Provide and maintain network infrastructure that is adaptive, resilient, efficient, and secure in meeting department, County and BOC goals.
- Evaluate, purchase, maintain and support end user devices, information delivery and business support solutions for all county departments.
- Maintain security and practices to protect the county resources against data loss and/or staff productivity due to malicious network activities and attacks.
- 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.
- Provide, monitor, and optimize infrastructure for easy and broad accessibility and efficient technology use.
- Promote and improve access to GIS web services and information for the public and county staff.

Performance Measures

Key Measures	FY 19	FY 20	FY 21 Est.	FY 22 Target
Internet Availability	99.5%	99.7%	91.67%	99.5%
Recovery Time (minutes)	30	24	30*	30
Core internet bandwidth utilization (target <80%)	47%	50%	22%	50%
Data storage (SAN) space utilization	76%	82%	57%	63%
GIS backlog (hours)	160	80	120	80
GIS requests turnaround time (days)	2.96	3.0	4.5	3.0

*Does not include cyber event downtime