

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
	2020	2021	2022	2022	2023	2023		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Revenues								
Intergovernmental	(421,575)	(446,921)	(343,600)	(504,109)	(393,600)	(393,600)	(50,000)	15%
Charges for Services	(378,763)	(371,385)	(403,351)	(407,000)	(435,255)	(435,255)	(31,904)	8%
Contributions from Others	0	(13,700)	0	(2,550)	0	0	0	0%
Miscellaneous	(48,739)	(3,905)	(22,500)	(42,500)	(52,500)	(52,500)	(30,000)	133%
Total Revenues	(849,076)	(835,911)	(769,451)	(956,159)	(881,355)	(881,355)	(111,904)	15%
Expenditures								
Salaries	3,292,688	3,321,108	4,395,125	3,510,294	4,052,628	4,052,628	(342,497)	(8%)
Benefits	1,366,780	1,439,408	1,609,096	1,585,093	1,904,346	1,904,346	295,250	18%
Operating	3,519,582	3,534,184	4,583,582	4,193,949	5,642,072	5,642,072	1,058,490	23%
Debt	2,599,592	2,283,901	2,252,268	2,252,268	2,218,716	2,218,716	(33,552)	(1%)
Transfers Out	15,110,105	14,356,420	17,717,919	19,190,276	19,001,807	19,001,807	1,283,888	7%
Allocations/Programs	300,015	390,243	361,291	463,276	605,700	605,700	244,409	68%
Capital Outlay	77,736	141,685	161,199	271,562	165,341	165,341	4,142	3%
Total Expenditures	26,266,498	25,466,949	31,080,480	31,466,718	33,590,610	33,590,610	2,510,130	8%
Net Cost:	25,417,421	24,631,038	30,311,029	30,510,559	32,709,255	32,709,255	2,398,226	8%

County Attorney



Budget Summary								
	A	B	C	D	E	F	G	H
	2020	2021	2022	2022	2023	2023		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Expenditures								
Salaries	43,592	44,386	44,558	44,813	47,680	47,680	3,122	7%
Benefits	20,722	22,297	23,032	23,059	24,450	24,450	1,418	6%
Operating	312,126	199,859	335,884	187,473	333,301	333,301	(2,583)	(1%)
Total Expenditures	376,440	266,542	403,474	255,345	405,431	405,431	1,957	0%
Net Cost:	376,440	266,542	403,474	255,345	405,431	405,431	1,957	0%
County Employees	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0%

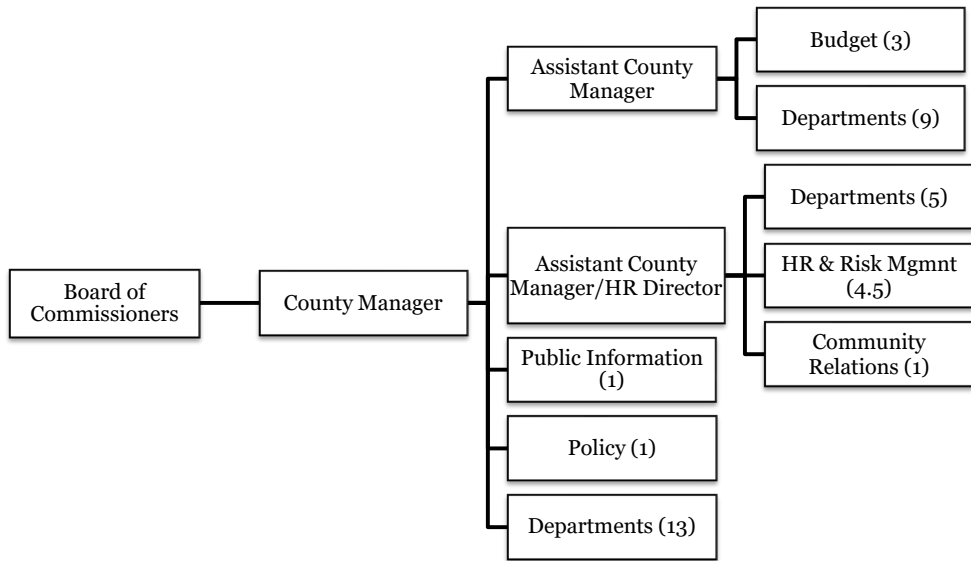
The Chatham County Attorney’s Office serves as the legal advisor to the Board of Commissioners. The office also provides legal advice to the County Manager and all department heads and their employees in the civil law arena. The Attorney’s Office seeks to minimize the County’s exposure to legal actions 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
	2020	2021	2022	2022	2023	2023		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Revenues								
Intergovernmental	(2,182)	(2,084)	0	(2,109)	0	0	0	0%
Total Revenues	(2,182)	(2,084)	0	(2,109)	0	0	0	0%
Expenditures								
Salaries	664,319	708,138	715,711	710,984	770,601	770,601	54,890	8%
Benefits	222,486	241,591	266,771	263,846	288,318	288,318	21,547	8%
Operating	47,154	30,427	68,681	47,354	43,575	43,575	(25,106)	(37%)
Capital Outlay	0	0	0	0	0	0	0	0%
Total Expenditures	933,959	980,156	1,051,163	1,022,184	1,102,494	1,102,494	51,331	5%
Net Cost:	931,777	978,072	1,051,163	1,020,075	1,102,494	1,102,494	51,331	5%
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 an increase in salary and benefits and a decrease in operating expense due to the completion of one-time spending.

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

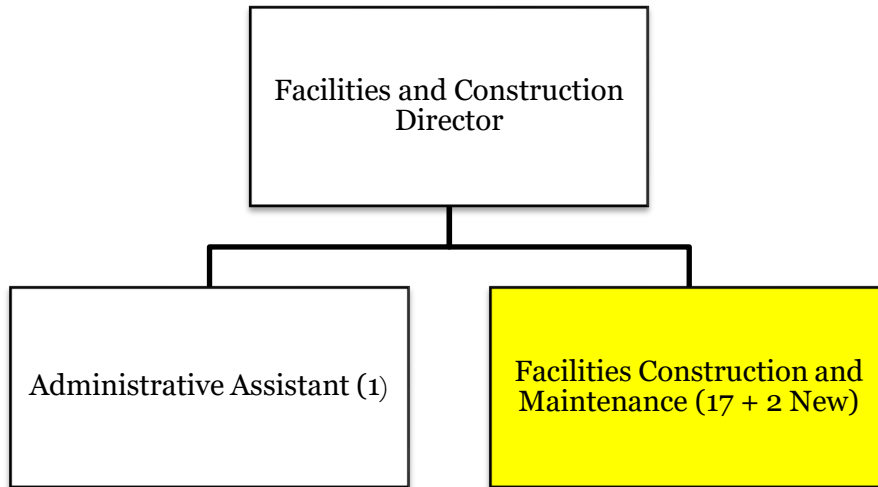
Key Measures	FY 2020	FY 21	FY 22 Est.	FY 23 Target
County Bond Rating	AAA/Aa1	AAA/Aa1	AAA/Aa1	AAA/Aa1
Unassigned fund balance	>20%	>20%	>20%	>20%
Actual general fund expense as % of budgeted	<-3%	<3%	<3%	<3%
Overall grade of staff during customer interactions	B+	N/A	A-	N/A
Overall grade for customer service	B+	N/A	A-	N/A

Court Facilities

Budget Summary								
	A	B	C	D	E	F	G	H
	2020	2021	2022	2022	2023	2023		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Revenues								
Intergovernmental	(73,063)	(62,494)	(56,000)	(67,000)	(56,000)	(56,000)	0	0%
Total Revenues	(73,063)	(62,494)	(56,000)	(67,000)	(56,000)	(56,000)	0	0%
Expenditures								
Operating	200,845	162,291	225,039	201,884	226,817	226,817	1,778	1%
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	1,169,496	1,130,942	1,193,691	1,170,536	1,195,469	1,195,469	1,778	0%
Net Cost:	1,096,433	1,068,447	1,137,691	1,103,536	1,139,469	1,139,469	1,778	0%

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
	2020	2021	2022	2022	2023	2023		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Expenditures								
Salaries	698,821	721,398	769,753	762,716	929,872	929,872	160,119	21%
Benefits	366,388	376,140	410,420	409,609	488,453	488,453	78,033	19%
Operating	1,587,771	1,693,579	2,082,453	1,859,767	1,918,360	1,918,360	(164,093)	(8%)
Debt	391,973	358,624	353,624	353,624	348,064	348,064	(5,560)	(2%)
Transfers Out	0	0	0	0	0	0	0	0%
Capital Outlay	0	44,470	115,198	112,236	98,105	98,105	(17,093)	(15%)
Total Expenditures	3,044,953	3,194,211	3,731,448	3,497,953	3,782,854	3,782,854	51,406	1%
Net Cost:	3,044,953	3,194,211	3,731,448	3,497,953	3,782,854	3,782,854	51,406	1%
County Employees	19.00	19.00	20.00	20.00	22.00	22.00	2.00	10%

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 increases in contracted services, such as mowing and maintenance and increases to salaries and benefits.

Expansion: Two additional maintenance technicians are recommended for FY 2023. [\$200,750]

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

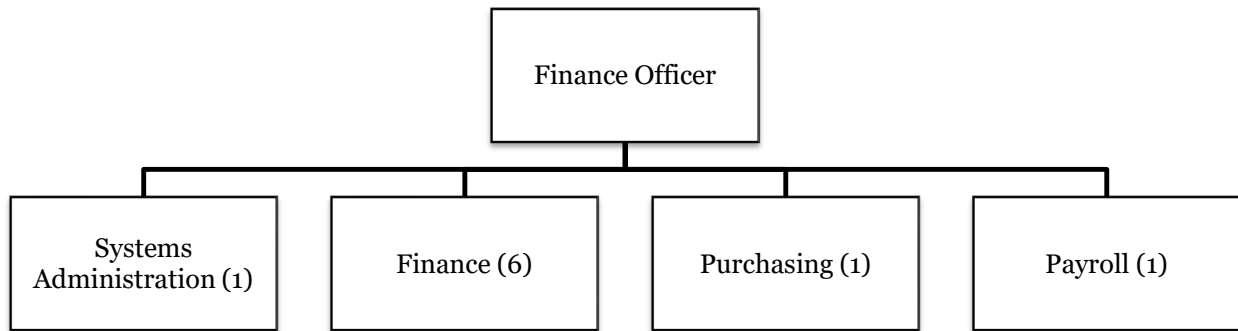
Key Measures	FY 20	FY 21	FY 22 Est.	FY 23 Target
Percent work orders completed in < 1 week	80%	86%	70%	85%
Cost per kilowatt hour used	\$0.080	\$0.087	\$0.092	\$0.090
Completion rate for projects identified in capital forecasting software	65%	60%	80%	85%

Facilities – Fleet

Budget Summary								
	A	B	C	D	E	F	G	H
	2020	2021	2022	2022	2023	2023		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Expenditures								
Operating	135,200	185,110	120,353	159,170	125,672	125,672	5,319	4%
Capital Outlay	32,765	5,050	19,581	55,718	67,236	67,236	47,655	243%
Total Expenditures	167,965	190,160	139,934	214,888	192,908	192,908	52,974	38%
Net Cost:	167,965	190,160	139,934	214,888	192,908	192,908	52,974	38%

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

Finance



Budget Summary								
	A	B	C	D	E	F	G	H
	2020	2021	2022	2022	2023	2023		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Expenditures								
Salaries	606,124	592,841	618,941	581,974	686,964	686,964	68,023	11%
Benefits	226,501	235,999	264,807	251,308	288,960	288,960	24,153	9%
Operating	246,876	290,724	287,112	358,358	462,301	462,301	175,189	61%
Capital Outlay	0	0	0	0	0	0	0	0%
Total Expenditures	1,079,502	1,119,564	1,170,860	1,191,641	1,438,225	1,438,225	267,365	23%
Net Cost:	1,079,502	1,119,564	1,170,860	1,191,641	1,438,225	1,438,225	267,365	23%
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 increases in contracted services and training, in addition to increases in salary 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 20	FY 21	FY 22 Est.	FY 23 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
	2020	2021	2022	2022	2023	2023		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Revenues								
Intergovernmental	(291,530)	(329,331)	(270,000)	(385,000)	(320,000)	(320,000)	(50,000)	19%
Charges for Services	(378,763)	(371,385)	(403,351)	(407,000)	(435,255)	(435,255)	(31,904)	8%
Total Revenues	(670,293)	(700,716)	(673,351)	(792,000)	(755,255)	(755,255)	(81,904)	12%
Expenditures								
Salaries	0	2,870	800,000	750	0	0	(800,000)	(100%)
Benefits	2,096	4,717	0	57	110,000	110,000	110,000	0%
Operating	222,277	211,125	444,725	344,354	1,197,150	1,197,150	752,425	169%
Transfers Out	15,110,105	14,356,420	17,717,919	19,190,276	19,001,807	19,001,807	1,283,888	7%
Allocations/Programs	300,015	390,243	361,291	463,276	605,700	605,700	244,409	68%
Capital Outlay	0	55,317	0	3,796	0	0	0	0%
Total Expenditures	15,634,493	15,020,692	19,323,935	20,002,509	20,914,657	20,914,657	1,590,722	8%
Net Cost:	14,964,201	14,319,976	18,650,584	19,210,509	20,159,402	20,159,402	1,508,818	8%

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: Changes in general services reflect one-time spending for a performance audit project and for a space-needs feasibility study as well as increases in dues/subscriptions and transfers out.

Expansion: Recommended expansions include an increase to the county contribution to non-sworn employees 401K to enhance the benefit package for employees [\$110,000], and an enterprise license for AirTable scheduling software [\$24,000]/

Human Resources – Chatham County Agriculture & Conference Center

Budget Summary								
	A 2020 Actual	B 2021 Actual	C 2022 Amended	D 2022 Estimated	E 2023 Total Req.	F 2023 Total Appr.	G Variance	H Total % Inc./Dec.
Revenues								
Contributions from Other	0	0	0	0	0	0	0	0%
Miscellaneous	(48,739)	(3,905)	(22,500)	(42,500)	(52,500)	(52,500)	(30,000)	133%
Total Revenues	(48,739)	(3,905)	(22,500)	(42,500)	(52,500)	(52,500)	(30,000)	133%
Expenditures								
Salaries	147,364	132,059	185,509	141,922	200,775	200,775	15,266	8%
Benefits	64,003	80,757	90,931	85,456	97,249	97,249	6,318	7%
Operating	39,518	29,927	106,819	106,676	50,844	50,844	(55,975)	(52%)
Debt	1,238,968	956,626	929,992	929,992	902,000	902,000	(27,992)	(3%)
Allocations/Programs	0	0	0	0	0	0	0	0%
Capital Outlay	0	36,848	0	73,416	0	0	0	0%
Total Expenditures	1,489,853	1,236,218	1,313,251	1,337,462	1,250,868	1,250,868	(62,383)	(5%)
Net Cost:	1,441,114	1,232,313	1,290,751	1,294,962	1,198,368	1,198,368	(92,383)	(7%)
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 include an increase in salary and benefits and some modest increases in operating expense that is offset by completion of one-time spending.

Expansion: None.

Performance Measures

Key Measures	FY 20	FY 21	FY 22 Est.	FY 23 Target
Space booked by internal clients	71%	97%	72%	70%
Space booked by external clients	29%	3%	28%	30%
Number of approved caterers	34	34	36	40
Number of available vendors	27	27	27	28

Human Resources

Budget Summary								
	A	B	C	D	E	F	G	H
	2020	2021	2022	2022	2023	2023		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Expenditures								
Salaries	281,509	320,585	350,518	373,159	391,863	391,863	41,345	12%
Benefits	114,794	131,934	144,729	149,150	158,615	158,615	13,886	10%
Operating	25,612	22,421	33,506	46,108	47,758	47,758	14,252	43%
Capital Outlay	0	0	0	0	0	0	0	0%
Total Expenditures	421,915	474,940	528,753	568,417	598,236	598,236	69,483	13%
Net Cost:	421,915	474,940	528,753	568,417	598,236	598,236	69,483	13%
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 an increase in salary and benefits as well as increases in software maintenance and training.

Expansion: A pilot of an online wellness stress-reduction program for employees is recommended [\$7,420].

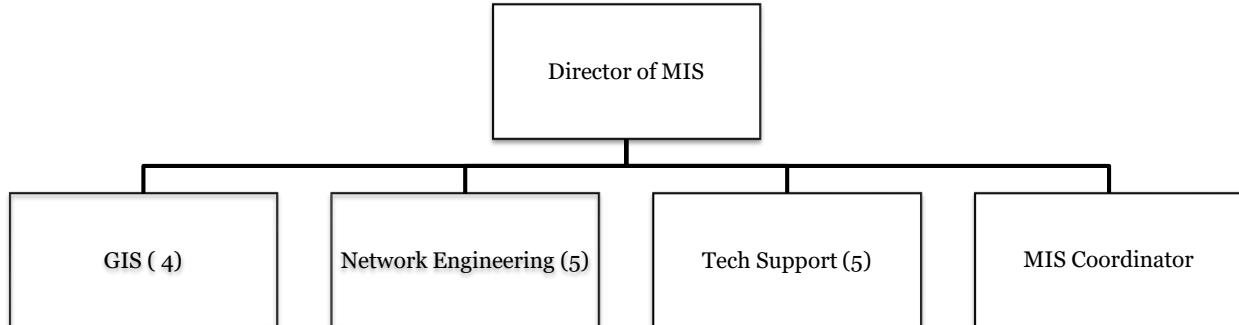
Major Responsibilities and Goals

- 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 20	FY 21	FY 22 Est.	FY 23 Target
Annual voluntary staff turnover rate	12%	13%	18%	15%
Workdays lost due to injury	0	105	0	0
Percent employees with identified primary health care provider	87%	85%	84%	85%
Employee Assistance Program utilization (number of contacts) annualized	431	409	380	400

Management Information Systems



Budget Summary								
	A	B	C	D	E	F	G	H
	2020	2021	2022	2022	2023	2023		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Appr.	Variance	Inc./Dec.
Revenues								
Intergovernmental	(54,800)	(53,011)	(17,600)	(50,000)	(17,600)	(17,600)	0	0%
Total Revenues	(54,800)	(53,011)	(17,600)	(50,000)	(17,600)	(17,600)	0	0%
Expenditures								
Salaries	850,958	798,831	910,135	893,976	1,024,873	1,024,873	114,738	13%
Benefits	349,789	345,973	408,406	402,607	448,301	448,301	39,895	10%
Operating	702,203	708,722	879,010	882,803	1,236,294	1,236,294	357,284	41%
Capital Outlay	44,971	0	26,420	26,397	0	0	(26,420)	(100%)
Total Expenditures	1,947,922	1,853,525	2,223,971	2,205,783	2,709,468	2,709,468	485,497	22%
Net Cost:	1,893,121	1,800,514	2,206,371	2,155,783	2,691,868	2,691,868	485,497	22%
County Employees	14.00	15.00	16.00	16.00	16.00	16.00	0.00	0%

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 increases in contracted service services, some one-time spending, and increases to salary and benefits.

Expansion: Two expansions are recommended for FY 2023: 1) Data governance software will include monitoring access and classification of data along with tools to aid in tracking compliance and annual data audits and self-assessments [\$137,885]; 2) Update Chatham County LiDAR data, with planned updates every 7-10 years [\$200,000].

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 20	FY 21	FY 22 Est.	FY 23 Target
Internet Availability	99.7%	91.67%	99.9%	99.5%
Recovery Time (minutes)	24	30	27	30
Core internet bandwidth utilization (target <80%)	50%	22%	29.8%	50%
Data storage (SAN) space utilization	82%	57%	58%	70%
GIS backlog (hours)	80	120	120	80
GIS requests turnaround time (days)	3.0	4.5	2.2	3.0