

# Administration

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

## Budget Summary:

	A 2008 Actual	B 2009 Actual	C 2010 Amended	D 2010 Estimated	E 2011 Total Req	F 2011 Total Rec	G 2011 Appr Cont	H 2011 Appr Exp	I 2011 Total Appr	J Cont % Inc/Dec	K Total % Inc/Dec
<b>Revenues</b>											
Intergovernmental	148,352	147,399	370,255	388,975	132,500	132,500	132,500	0	132,500	(64%)	(64%)
Grants/Donations	45,123	0	0	35,455	32,000	32,000	32,000	0	32,000	100%	100%
Sales & Service	215	135	0	0	0	0	0	0	0	0%	0%
<b>Total Revenues</b>	<b>193,690</b>	<b>147,534</b>	<b>370,255</b>	<b>424,430</b>	<b>164,500</b>	<b>164,500</b>	<b>164,500</b>	<b>0</b>	<b>164,500</b>	<b>(56%)</b>	<b>(56%)</b>
<b>Expenditures</b>											
Salaries	1,739,134	1,835,903	1,914,066	1,865,609	2,200,125	1,971,155	1,970,426	(53,572)	1,916,854	3%	0%
Other Personnel Costs	600,209	681,439	694,112	701,962	845,662	777,008	776,869	3,402	780,271	12%	12%
Operating	1,496,924	1,694,974	2,747,539	2,701,571	2,735,280	2,339,965	2,370,672	11,743	2,382,415	(14%)	(13%)
Debt	0	0	393,201	393,201	383,540	383,540	383,540	0	383,540	(2%)	(2%)
Transfers	4,740,007	3,611,333	4,037,130	4,037,130	4,190,000	4,190,000	4,190,000	0	4,190,000	4%	4%
Public Assistance/Grants/Special Programs	49,852	95,391	101,709	130,036	187,350	187,350	185,600	0	185,600	82%	82%
Capital Outlay	380,859	111,803	481,649	478,430	2,104,438	2,018,321	121,100	1,897,221	2,018,321	(75%)	319%
<b>Total Expenditures</b>	<b>9,006,985</b>	<b>8,030,843</b>	<b>10,369,406</b>	<b>10,307,939</b>	<b>12,646,395</b>	<b>11,867,339</b>	<b>9,998,207</b>	<b>1,858,794</b>	<b>11,857,001</b>	<b>(4%)</b>	<b>14%</b>
<b>Net Cost:</b>	<b>8,813,295</b>	<b>7,883,309</b>	<b>9,999,151</b>	<b>9,883,509</b>	<b>12,481,895</b>	<b>11,702,839</b>	<b>9,833,707</b>	<b>1,858,794</b>	<b>11,692,501</b>	<b>(2%)</b>	<b>17%</b>

Note: The significant decrease in intergovernmental revenue is a result of one-time ARRA funds received in FY 2010 for the construction of the US 15-501 sidewalk. The large increase in public assistance/grants/special programs results from expenditures related to the courthouse fire. The large increase in capital outlay is a result of three large capital projects budgeted in FY 2011.

## County Attorney

The Chatham County Attorney's Office serves as the legal adviser 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, prepare, review, research and litigate, if necessary, any and all matters involving the County.



### Budget Summary:

	A 2008 Actual	B 2009 Actual	C 2010 Amended	D 2010 Estimated	E 2011 Total Req	F 2011 Total Rec	G 2011 Appr Cont	H 2011 Appr Exp	I 2011 Total Appr	J Cont % Inc/Dec	K Total % Inc/Dec
<b>Expenditures</b>											
Salaries	90,447	41,709	41,608	41,721	41,608	41,608	41,608	0	41,608	0%	0%
Other Personnel Costs	29,599	22,500	14,821	14,806	15,763	15,798	15,798	0	15,798	7%	7%
Operating	134,806	133,052	226,850	326,112	41,839	302,690	282,690	20,000	302,690	25%	33%
<b>Total Expenditures:</b>	<b>254,852</b>	<b>197,261</b>	<b>283,279</b>	<b>382,639</b>	<b>99,210</b>	<b>360,096</b>	<b>340,096</b>	<b>20,000</b>	<b>360,096</b>	<b>20%</b>	<b>27%</b>
<b>Net Cost</b>	<b>254,852</b>	<b>197,261</b>	<b>283,279</b>	<b>382,639</b>	<b>99,210</b>	<b>360,096</b>	<b>340,096</b>	<b>20,000</b>	<b>360,096</b>	<b>20%</b>	<b>27%</b>
<b>Number of County Employees</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0%</b>	<b>0%</b>

### Expansion Approved:

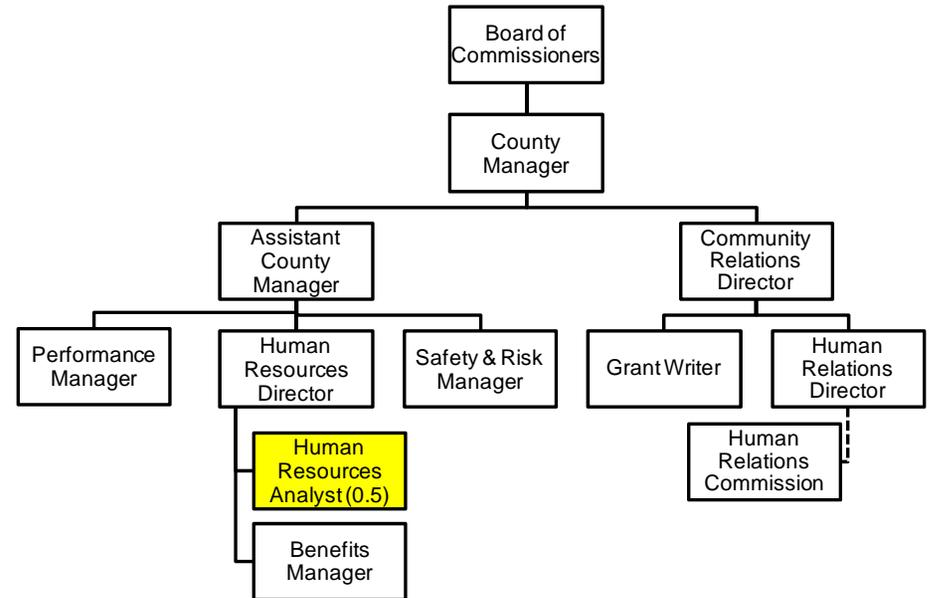
Codification of County ordinances Chatham County ordinances are not codified. The County Attorney's office has concerns that this may open the County up to lawsuits if ordinances are not clearly written, easily accessible, or understandable to the public. Inconsistencies and vagueness in ordinances can cause misinterpretation. Cases have been brought in North Carolina counties because ordinances were written in such a way to discriminate against age, or groups unintentionally, as well as because laws were so vague that interpretation generated litigation. Codification is the process by which local laws/ordinances are organized to allow easy accessibility and to reduce the possibility that inconsistent ordinances are passed. Net Cost: \$20,000

# County Manager's Office

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
	2008	2009	2010	2010	2011	2011	2011	2011	2011	Cont %	Total %
	Actual	Actual	Amended	Estimated	Total Req	Total Rec	Appr Cont	Appr Exp	Total Appr	Inc/Dec	Inc/Dec
<b>Expenditures</b>											
Salaries	455,388	353,974	402,703	407,290	516,669	408,551	407,822	17,981	425,803	1%	6%
Other Personnel Costs	128,704	107,025	115,551	123,200	170,783	137,076	136,937	3,402	140,339	19%	21%
Operating	88,683	55,104	58,549	35,220	65,578	43,353	43,353	2,450	45,803	(26%)	(22%)
Capital Outlay	0	0	0	0	0	0	0	0	0	0%	0%
<b>Total Expenditures:</b>	<b>672,775</b>	<b>516,103</b>	<b>576,803</b>	<b>565,710</b>	<b>753,030</b>	<b>588,980</b>	<b>588,112</b>	<b>23,833</b>	<b>611,945</b>	<b>2%</b>	<b>6%</b>
<b>Net Cost</b>	<b>672,775</b>	<b>516,103</b>	<b>576,803</b>	<b>565,710</b>	<b>753,030</b>	<b>588,980</b>	<b>588,112</b>	<b>23,833</b>	<b>611,945</b>	<b>2%</b>	<b>6%</b>
<b>Number of County Employees</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>9.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.50</b>	<b>6.50</b>	<b>0%</b>	<b>8%</b>

**One-time Expenses:** The FY 2011 budget includes one-time expenses of \$4,021. If one-time expenses are subtracted, the percent difference between the FY 2010 and 2011 budgets is 5.40%.

## Expansion Approved:

Reclassify positions to better reflect job duties. Net Cost: \$867

Part-time Human Resources (HR) Analyst: Funding for a new position is approved. The workload of the HR department is increasing. The director does not have the time necessary to tackle these pressing pay and classification issues as more time is spent on issues relating to policy administration, training, and program expansion. Currently, policy review is now done on an as-needed basis, often after the need to change the policy is discovered. This position would allow the HR department to take a more pro-active approach to internal policies. In addition, Chatham County would like to seek substantial equivalency from the state personnel system, thereby freeing the health and social services classifications from state oversight. In order to accomplish this, we must not only have an updated pay system, but the staff in place to support the move. Currently, Chatham has 2 HR positions - an HR Director and an HR Technician. In comparison, Moore County has 3 HR employees, Lee County has 4 HR employees and Orange County has 9 HR employees. Net cost \$22,965

## 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 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Fund balance as a percent of adopted budget expenditures	33.3%	24.9%	27.8%	>25%	>23%
County's bond rating	A1/AA-	A1/AA-	A1/AA-	A1/AA-	Aa2/AA+
Percent difference between general fund budgeted expenditures and actual expenditures	-6.2%	-7.7%	-2.8%	-3%	-4%
Overall commissioners' rating of proposed budget as a useful for their decision making process	NM	NM	NM	100%	100%

**Goal:** Improve communication with citizens to improve their ability to be involved with county government more effectively.

**Objectives:**

- Conduct a community survey every two years to get input from residents on priorities and communication efforts, using diversity goals to ensure good representation of the county’s population (based on age, race, gender, income level, education level, households with children in school and location in the county).

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of respondents to biennial community survey who agree that Chatham County government welcomes citizen involvement	NM	NM	47%	NM	52%

**Goal:** Develop and retain a highly qualified workforce.

**Objectives:**

- Improve employee safety through the countywide Safety Committee, Accident Review Board and other strategies.
- Complete the development of a cultural competence assessment process and instrument for county government through the Cultural Competence Committee.
- Reduce annual staff turnover rate.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Annual staff turnover rate	15%	14%	9%	8%	9%
Number of lost work days due to accidents on the job	20	10	143	50	60
Percent of vacant positions filled by minorities	NM	NM	30%	30%	33%
Percent of assignments completed by Cultural Competence Committee (CCC) as identified in the CCC strategic plan.	NM	NM	NM	35%	100%

**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 Manager’s Office and other departments’ programs and services.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
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Percent of biennial survey respondents who rate the customer service of the County Manager's Office as good to excellent	NM	NM	81%	NM	84%
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**Accomplishments:**

1. Improved school/county administration relationship by regularly meeting with school staff and better incorporating them into the county budget process
2. Made audio files of Board meeting available on website
3. Won \$905,067 in grants in FY09
4. Reduced operating expenses by 7% in recommended budget (excluding debt), but maintained funding to Chatham County Schools
5. Instituted Employee of the Month award program for employees
6. Managed startup process for county's first Government Access Channel (including creating content and training other users) under tight deadline to qualify for future state funding
7. Decreased insurance costs by 9.6%, saving \$32,429.50
8. Conducted a Chatham County Human Relations Month celebration with Celebrating Service Awards honoring 40+ people who have made outstanding contributions in civil rights and human relations

**Innovations:**

1. Develop a database to search for ordinances, resolutions and contracts
2. Develop a CIP proposal for a county-wide childcare program
3. Design and launch an internal website for the county
4. Modify the budget document to comply with standards of GFOA and apply for Budget Award for the FY2011 budget
5. Complete an in-house reclassification process (25% or 33% of all classifications are reviewed on an annual basis for proper market comparison, classification, etc.) to maintain competitive pay plan (when budget permits)
6. Expand community outreach through pilot project using social media (Twitter, Facebook, etc.) for specific county issues, such as H1N1, and develop an updated email database of churches and civic groups
7. Develop customized safety training for specific departments
8. Initiate the first phase of a countywide cultural competence assessment through the Cultural Competence Committee; develop a cultural competence course for new and existing employees based on the assessment results

## County Manager's Office -- Community Relations Division

See the County Manager's Department for a copy of the division's work plan, major responsibilities, and organizational chart.

<b>Budget Summary:</b>	<b>A</b> 2008 Actual	<b>B</b> 2009 Actual	<b>C</b> 2010 Amended	<b>D</b> 2010 Estimated	<b>E</b> 2011 Total Req	<b>F</b> 2011 Total Rec	<b>G</b> 2011 Appr Cont	<b>H</b> 2011 Appr Exp	<b>I</b> 2011 Total Appr	<b>J</b> Cont % Inc/Dec	<b>K</b> Total % Inc/Dec
<b>Expenditures</b>											
Salaries	29,884	192,093	191,636	192,276	213,539	191,636	191,636	0	191,636	0%	0%
Other Personnel Costs	11,939	55,746	62,483	62,527	69,795	61,048	61,048	0	61,048	(2%)	(2%)
Operating	13,723	33,560	50,898	29,312	67,430	66,555	70,655	(4,100)	66,555	39%	31%
<b>Total Expenditures:</b>	<b>55,546</b>	<b>281,399</b>	<b>305,017</b>	<b>284,115</b>	<b>350,764</b>	<b>319,239</b>	<b>323,339</b>	<b>(4,100)</b>	<b>319,239</b>	<b>6%</b>	<b>5%</b>
<b>Net Cost</b>	<b>55,546</b>	<b>281,399</b>	<b>305,017</b>	<b>284,115</b>	<b>350,764</b>	<b>319,239</b>	<b>323,339</b>	<b>(4,100)</b>	<b>319,239</b>	<b>6%</b>	<b>5%</b>
<b>Number of County Employees</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0%</b>	<b>0%</b>

**One-time Expenses:** The FY 2010 budget includes one-time expenses of \$10,400. The FY 2011 budget includes one-time expenses of \$41,000. If one-time expenses are subtracted, the percent difference between the FY 2010 and 2011 budgets is (5.56%).

**Notes:** The large increase in the operating budget is the result of rolling over the expenses of the cultural competency assessment into FY 2011.

### Expansion Approved:

CUT LIST: Reduce travel. Net Cost: (\$2,000)

CUT LIST: Human Relations Commission meeting and project expenses. These are operational funds and meeting expenses for the Human Relations Commission's activities. These could be reduced by half if needed. Net Cost: (\$600)

CUT LIST: New computer. This purchase could be postponed another year, if needed. Net Cost: (\$1,500)

## Court Facilities

Chatham County is legally responsible for building maintenance, utilities and other facility related expenses, which the budget reflects. The State of North Carolina operates the court system and manages all staff, including judges, district attorney, magistrate and clerk of court.

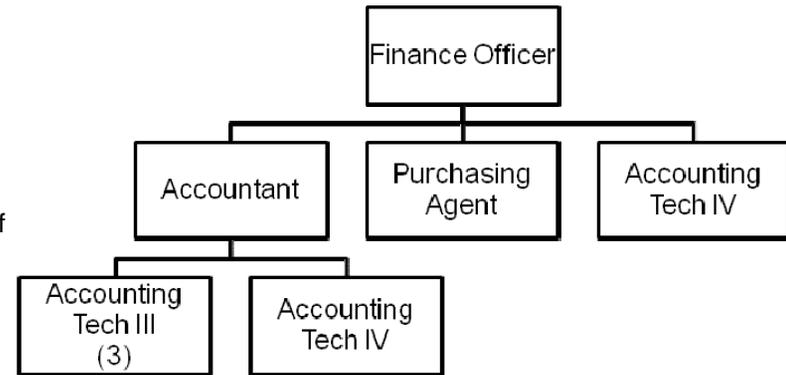
<b>Budget Summary:</b>	<b>A 2008 Actual</b>	<b>B 2009 Actual</b>	<b>C 2010 Amended</b>	<b>D 2010 Estimated</b>	<b>E 2011 Total Req</b>	<b>F 2011 Total Rec</b>	<b>G 2011 Appr Cont</b>	<b>H 2011 Appr Exp</b>	<b>I 2011 Total Appr</b>	<b>J Cont % Inc/Dec</b>	<b>K Total % Inc/Dec</b>
<b>Revenues</b>											
Intergovernmental	148,352	147,399	125,000	143,720	132,500	132,500	132,500	0	132,500	6%	6%
<b>Total Revenues:</b>	148,352	147,399	125,000	143,720	132,500	132,500	132,500	0	132,500	6%	6%
<b>Expenditures</b>											
Operating	71,643	75,041	122,520	118,547	91,330	91,330	91,330	0	91,330	(25%)	(25%)
<b>Total Expenditures:</b>	71,643	75,041	122,520	118,547	91,330	91,330	91,330	0	91,330	(25%)	(25%)
<b>Net Cost</b>	<b>(76,709)</b>	<b>(72,358)</b>	<b>(2,480)</b>	<b>(25,173)</b>	<b>(41,170)</b>	<b>(41,170)</b>	<b>(41,170)</b>	<b>0</b>	<b>(41,170)</b>	<b>1560%</b>	<b>1560%</b>
<b>Number of County Employees</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0%</b>	<b>0%</b>

# 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
	2008	2009	2010	2010	2011	2011	2011	2011	2011	Cont %	Total %
	Actual	Actual	Amended	Estimated	Total Req	Total Rec	Appr Cont	Appr Exp	Total Appr	Inc/Dec	Inc/Dec
<b>Expenditures</b>											
Salaries	378,593	378,268	395,355	385,857	395,355	395,355	395,355	0	395,355	0%	0%
Other Personnel Costs	118,534	123,737	129,160	127,371	138,086	138,086	138,086	0	138,086	7%	7%
Operating	106,166	109,953	156,931	125,810	121,916	121,916	121,916	0	121,916	(22%)	(22%)
Capital Outlay	0	0	0	0	0	0	0	0	0	0%	0%
<b>Total Expenditures:</b>	<b>603,293</b>	<b>611,958</b>	<b>681,446</b>	<b>639,038</b>	<b>655,357</b>	<b>655,357</b>	<b>655,357</b>	<b>0</b>	<b>655,357</b>	<b>(4%)</b>	<b>(4%)</b>
<b>Net Cost</b>	<b>603,293</b>	<b>611,958</b>	<b>681,446</b>	<b>639,038</b>	<b>655,357</b>	<b>655,357</b>	<b>655,357</b>	<b>0</b>	<b>655,357</b>	<b>(4%)</b>	<b>(4%)</b>
<b>Number of County Employees</b>	<b>8.00</b>	<b>0.00</b>	<b>8.00</b>	<b>0%</b>	<b>0%</b>						

**One-time Expenses:** The FY 2010 budget includes one-time expenses of \$17,235. If one-time expenses are subtracted, the percent difference between the FY 2010 and 2011 budgets is (1.33%).

**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 five-year capital improvements plan.
- Maintain and improve the fiscal health of the county by monitoring several important financial indicators.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Standard & Poor's Corporation/ Moody's Investor Service ratings	AA-/A1	AA-/A1	AA-/A1	AA-/A1	AA+/Aa2
Approved capital projects successfully funded	N/A	NM	100%	100%	100%
Ratio of revenues to expenditures (ratio of one or higher means that govt. operated within its revenue collections)	1.12	1.04	.995	.98	1
Government wide activities total margin ratio	1.03	1.17	1.08	1.04	1.05
General fund - fund balance as a percent of expenditures	23.5%	22.1%	22.4%	21%	20%

**Goal:** Provide accurate and timely financial reporting.

**Objectives:**

- Continue to earn the Government Finance Officers Certificate of Achievement for Excellence in Financial Reporting.
- Obtain unqualified opinion on County's financial statements indicating compliance with GAAP (generally accepted accounting principles).

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Awarded Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer Association	Yes	Yes	NM	Yes	Yes
Obtain unqualified opinion on annual financial statements	Yes	Yes	Yes	Yes	Yes

**Goal:** Provide effective finance and budget services for departments and county officials.

**Objectives:**

- Process accounts payable for all departments efficiently and accurately to ensure timely payments to vendors.
- Help departments respond to changing economic conditions by providing assistance to departments in managing their budgets.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
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Percent of time budget amendments are recorded within 30 days of notification or approval	NM	NM	100%	100%	100%
Percent of invoices processed before due date as evidenced by late penalty assessments	NM	NM	98%	98%	100%

**Goal:** Provide sustainable and efficient purchasing services.

**Objectives:**

- Increase the purchase of cost-effective, environmentally friendly products for use by County departments.
- Ensure participation of local vendors and minority and women business enterprises (MWBE) in both formal and informal bid process through outreach and education.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of environmentally friendly office supplies purchased (based on costs)	NM	NM	NM	4%	15%
Percent of contracts with local, minority or women-owned businesses	NM	NM	NM	30%	30%

**Accomplishments:**

1. Obtained a \$17,050,000 private placement loan with a financial institution for the construction of a new library and new Central Carolina Community College facilities both in Pittsboro and Siler City
2. Maintained bond ratings from Moody's Investors Service, Inc. (A1) and received an upgrade from Standard and Poor's Rating Services from AA- to AA+
3. Achieved the Government Finance Officers Association Certificate of Excellence in Financial Reporting for FY 2009
4. Submitted CAFR to the Local Government Commission (LGC) prior to October 31st deadline
5. Maintained level of unreserved fund balance per the Finance Policy (20%) for General Fund; actual level of 25% for FY 2009

**Innovations:**

1. Secure funding for the Judicial Center
2. Implement a green purchasing policy

## General Services/Non-departmental

General Services includes "non-departmental" expenses that are not specific to any department, including contingency, fuel contingency, unemployment, transfers to debt reserves, etc.

<b>Budget Summary:</b>	<b>A</b> 2008 Actual	<b>B</b> 2009 Actual	<b>C</b> 2010 Amended	<b>D</b> 2010 Estimated	<b>E</b> 2011 Total Req	<b>F</b> 2011 Total Rec	<b>G</b> 2011 Appr Cont	<b>H</b> 2011 Appr Exp	<b>I</b> 2011 Total Appr	<b>J</b> Cont % Inc/Dec	<b>K</b> Total % Inc/Dec
<b>Revenues</b>											
Intergovernmental	0	0	245,255	245,255	0	0	0	0	0	(100%)	(100%)
Grants/Donations	45,123	0	0	35,455	32,000	32,000	32,000	0	32,000	100%	100%
Sales & Service	215	135	0	0	0	0	0	0	0	0%	0%
<b>Total Revenues:</b>	45,338	135	245,255	280,710	32,000	32,000	32,000	0	32,000	(87%)	(87%)
<b>Expenditures</b>											
Salaries	0	0	0	0	0	0	0	0	0	0%	0%
Operating	141,475	320,015	439,447	239,540	484,387	432,860	472,860	0	472,860	8%	8%
Transfers	4,740,007	3,611,333	4,037,130	4,037,130	4,190,000	4,190,000	4,190,000	0	4,190,000	4%	4%
Public Assistance/Grants/Special Programs	49,852	95,391	101,709	130,036	187,350	187,350	185,600	0	185,600	82%	82%
Capital Outlay	237,400	0	282,849	282,849	0	0	0	0	0	(100%)	(100%)
<b>Total Expenditures:</b>	5,168,734	4,026,739	4,861,135	4,689,555	4,861,737	4,810,210	4,848,460	0	4,848,460	0%	0%
<b>Net Cost</b>	<b>5,123,396</b>	<b>4,026,604</b>	<b>4,615,880</b>	<b>4,408,845</b>	<b>4,829,737</b>	<b>4,778,210</b>	<b>4,816,460</b>	<b>0</b>	<b>4,816,460</b>	<b>4%</b>	<b>4%</b>
<b>Number of County Employees</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0%</b>	<b>0%</b>

**One-time Expenses:** The FY 2010 budget includes one-time expenses of \$333,805. The FY 2011 budget includes one-time expenses of \$60,000. If one-time expenses are subtracted, the percent difference between the FY 2010 and 2011 budgets is 5.77%.

**Notes:** Intergovernmental revenue received in FY 2010 consisted of ARRA funds to construct the sidewalk on US 15-501. Those funds are not recurring. The large increase in public assistance/grants/special programs in FY 2011 is the result of including expenses, such as rent, for the courthouse fire. The Finance Office has opted to track all expenditures associated with the fire in this department. There should be an offsetting insurance reimbursement for most of these expenses.

## Budget Detail:

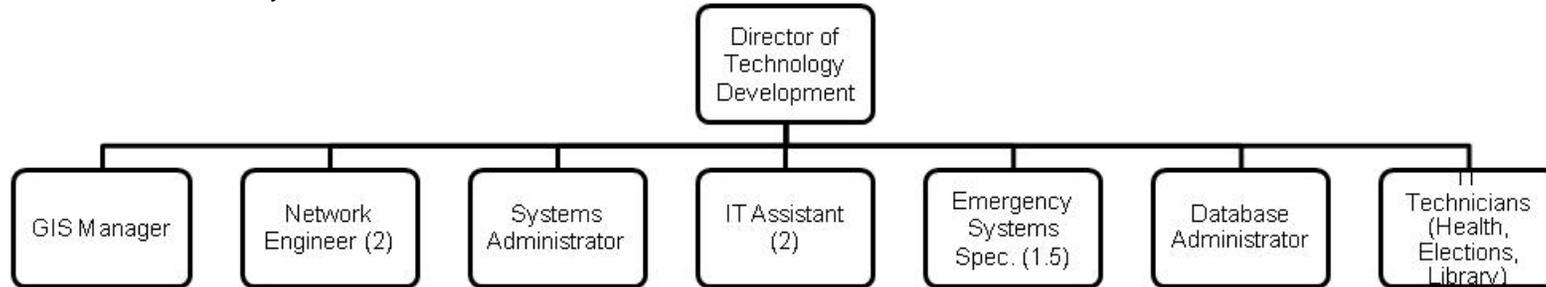
Line Item	2010 Amended	2010 Estimated	2011 Appr. Cont	2011 Appr. Exp	Total Appr.	% Increase/ (Decrease)
OPERATING EXPENSES / PROFESSIONAL SERVICES	25,255	25,255	0	0	0	-100%
ADVERTISING / ADVERTISING	0	102	0	0	0	0%
INSURANCE AND BONDS / INSURANCE AND BONDS	14,383	13,579	10,663	0	10,663	-26%
DUES-ASSESSMENTS-SUBSCRIP / NACO DUES	938	938	938	0	938	0%
DUES-ASSESSMENTS-SUBSCRIP / IOG ASSESSMENT	6,267	6,267	6,267	0	6,267	0%
DUES-ASSESSMENTS-SUBSCRIP / NCACC	7,617	7,617	7,434	0	7,434	-2%
DUES-ASSESSMENTS-SUBSCRIP / TRIANGLE J COG	17,767	17,767	19,923	0	19,923	12%
DUES-ASSESSMENTS-SUBSCRIP / TRIANGLE J - RPO	7,500	7,500	7,500	0	7,500	0%
CONTRACTED SERVICES / CONTRACTED SERVICES	71,505	99,255	98,473	0	98,473	38%
CONTRACTED SERVICES / CABLE TV	4,875	4,875	5,850	0	5,850	20%
CONTRACTED SERVICES / UTILITIES REDUCTION SPEC.	0	10,102	0	0	0	0%
EMPLOYEE PROGRAMS / EMPLOYEE WELLNESS PROGRAM	7,100	7,100	8,000	0	8,000	13%
EMPLOYEE PROGRAMS / BENEFIT SET UP FEES	3,225	0	0	0	0	-100%
EMPLOYEE PROGRAMS / MERIT PAY STUDY	16,089	16,089	0	0	0	-100%
EMPLOYEE PROGRAMS / UNEMPLOYMENT	40,000	23,094	67,812	0	67,812	70%
CONTINGENCY / CONTINGENCY	166,926	0	190,000	0	190,000	14%
CONTINGENCY / FUEL	50,000	0	50,000	0	50,000	0%
BOARD APPROVED MISC.	0	7,500	0	0	0	0%
PROGRAMS / REFUND - IMPACT FEE	56,000	24,500	42,000	0	42,000	-25%
PROGRAMS / CORRIDOR STUDY	2,709	897	0	0	0	-100%
PROGRAMS / AFFORDABLE HOUSING	0	35,455	32,000	0	32,000	100%
PROGRAMS / PITTSBORO-CH HILL BUS SER	43,000	43,000	51,600	0	51,600	20%
PROGRAMS / GRAND TREES	0	1,419	0	0	0	0%
PROGRAMS/COURTHOUSE FIRE EXPENSES	0	17,265	60,000	0	60,000	100%
INTERFUND TRANSFERS / TRANSFER TO CIP RESERVE	4,037,130	4,037,130	4,190,000	0	4,190,000	4%
CAPITAL OUTLAY / LAND	62,849	62,849	0	0	0	-100%
CAPITAL OUTLAY / STREETS-SIDEWALKS	220,000	220,000	0	0	0	-100%
SALARIES	0	0	0	(71,553)	(71,553)	100%

# Management Information Systems (MIS)

The mission of the MIS Department is to provide centralized, secure, seamless and reliable technology and support for all county departments, based on a long-term strategic approach

**Major responsibilities:**

1. Provide and maintain network infrastructure to enable fluid, transparent and efficient transmission of electronic and voice data
2. Purchase, maintain and support work stations and server PC hardware for all county departments
3. Monitor and implement security policies and practices to protect against viruses, hackers and data theft
4. Partner with county departments to select, purchase and implement specific software packages
5. Host and maintain the county website and staff data



Budget Summary:	A	B	C	D	E	F	G	H	I	J	K
	2008	2009	2010	2010	2011	2011	2011	2011	2011	Cont %	Total %
	Actual	Actual	Amended	Estimated	Total Req	Total Rec	Appr Cont	Appr Exp	Total Appr	Inc/Dec	Inc/Dec
<b>Expenditures</b>											
Salaries	446,570	483,468	481,854	483,883	584,329	533,092	533,092	0	533,092	11%	11%
Other Personnel Costs	153,637	177,205	171,867	172,194	226,030	200,800	200,800	0	200,800	17%	17%
Operating	340,917	277,108	274,958	266,063	305,782	299,930	299,930	0	299,930	9%	9%
Capital Outlay	74,740	46,467	183,000	180,679	332,318	246,201	121,100	125,101	246,201	(34%)	35%
<b>Total Expenditures:</b>	1,015,864	984,248	1,111,679	1,102,819	1,448,459	1,280,023	1,154,922	125,101	1,280,023	4%	15%
<b>Net Cost</b>	<b>1,015,864</b>	<b>984,248</b>	<b>1,111,679</b>	<b>1,102,819</b>	<b>1,448,459</b>	<b>1,280,023</b>	<b>1,154,922</b>	<b>125,101</b>	<b>1,280,023</b>	<b>4%</b>	<b>15%</b>
<b>Number of County Employees</b>	<b>10.00</b>	<b>12.00</b>	<b>10.00</b>	<b>10.00</b>	<b>13.00</b>	<b>11.50</b>	<b>11.50</b>	<b>0.00</b>	<b>11.50</b>	<b>15%</b>	<b>15%</b>

**One-time Expenses:** The FY 2010 budget includes one-time expenses of \$183,299. The FY 2011 budget includes one-time expenses of \$246,201. If one-time expenses are subtracted, the percent difference between the FY 2010 and 2011 budgets is 11.36%.

**Notes:** One position has been moved from Library Services to MIS. A 50% Emergency Specialist position has been unfrozen and funded.

**Expansion Approved:**

Large-scale plotter/scanner/printer for Geographic Information System. Replace existing equipment to provide more effective service. The current plotter is at least three years old and will not scan or copy. GIS gets multiple requests for scanning large-scale maps, documents, blue prints, etc. A new large-scale, multi-function device would provide scanning and copying capabilities. Net Cost: \$18,145.

Disaster recovery site Storage Area Network (SAN): Upgrade the disaster recovery SAN to match the primary SAN to ensure faster data recovery after a disaster. In 2009, the Management Information Systems (MIS) Department purchased its primary SAN, retiring 30 old servers and saving energy and space. The MIS Department recommends upgrading the disaster recovery SAN to the same specifications as the primary SAN, which is located in MIS and houses all county data. By duplicating the primary SAN, the offsite disaster recovery SAN will not only provide a redundant source of data, but will enable the county to recover its data immediately after a disaster. Net Cost: \$50,000.

Capital Improvements Program (CIP). Complete the project to the county's existing phone systems with a hybrid "voice over IP" (VoIP) system/PBX system by providing connectivity between all county offices. Net Cost: \$13,000.

Capital Improvements Program (CIP): Purchase hardware and software to scan the County's existing and historical documents and provide file storage and retrieval. The request will be funded by a transfer from capital reserve. Net Cost: \$43,956.

## Work Plan

**Goal:** Improve computer, server and network hardware for better connectivity within the County network, including wireless access in public meeting spaces.

**Objectives:**

- Manage and improve security of wireless “hotspots” in main meeting rooms

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of county -owned meeting rooms with public wireless connectivity	0%	0%	75%	75%	100%

**Goal:** Improve the security and disaster recovery aspects of the county’s network and data.

**Objectives:**

- Provide mandated county employee user security training class

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of county staff completing security class and testing	0	0	3%	5%	10%

**Goal:** Provide quality, timely customer service and specialized support as needed to ensure that departments can function effectively and meet public needs.

**Objectives:**

- Conduct annual customer survey to assess overall service and satisfaction with email and, computer network

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of employees who rate MIS customer service as either excellent or very good	NM	NM	NM	85%	90%

**Goal:** Ensure wise use of county resources.

**Objectives:**

- Develop long-term plan to incorporate green (energy saving, sustainable) technologies whenever possible
- Purchase computers that are Energy Star compliant and implement “Turn off your computer” program/policy

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of computers turned off nights and weekends	NM	NM	NM	80%	90%
Percent of projects from long-term energy efficiency plan implemented	NM	NM	NM	25%	15%

**Accomplishments:**

1. Implemented Storage Area Network (SAN) this year as a consolidated storage plan
2. Eliminated the need to purchase additional servers and removed approximately 30 physical servers by re-locating four of our largest capacity servers and using the SAN for disk storage
3. Implemented disaster recovery plan, using the SAN and virtualization software to establish a disaster recovery site at the EOC
4. Deployed SpiceWorks, a low-cost IT "Help Desk" ticketing and tracking solution for staff support
5. Rolled out an email archiving solution called “Unlimited Mailbox” to prepare for compliance with E-Discovery laws and policies
6. Helped deploy mobile computing that ties into local and state information for public safety issues
7. Purchased and installed new anti-virus software that requires less memory
8. Wrote multiple custom applications (ie. budget software) to suit unique needs of various departments

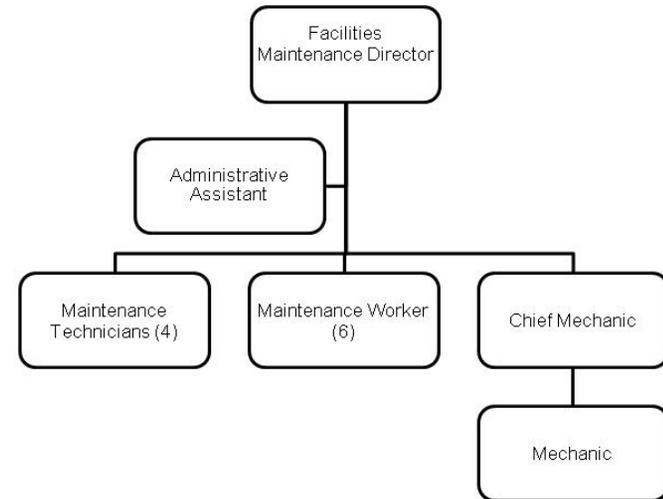
**Innovations:**

1. Investigate desktop virtualization, using “thin clients” in place of PC’s to save energy, lower equipment cost, reduce support time, and extend life of existing workstations
2. Green our IT Center with smart cooling systems for server rooms and "EnergyStar" equipment
3. Migrate code repository from subversion into Visual Studio Team System (VSTS) to better manage the application lifecycle process

# Public Works -- Facilities Management

**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 2008 Actual	B 2009 Actual	C 2010 Amended	D 2010 Estimated	E 2011 Total Req	F 2011 Total Rec	G 2011 Appr Cont	H 2011 Appr Exp	I 2011 Total Appr	J Cont % Inc/Dec	K Total % Inc/Dec
<b>Expenditures</b>											
Salaries	273,427	320,462	335,150	288,644	382,864	335,152	335,152	0	335,152	0%	0%
Other Personnel Costs	130,694	166,519	171,247	172,872	194,508	193,503	193,503	0	193,503	13%	13%
Operating	655,899	771,702	1,395,378	1,643,669	1,533,411	1,094,289	1,094,289	0	1,094,289	(22%)	(22%)
Debt	0	0	393,201	393,201	383,540	383,540	383,540	0	383,540	(2%)	(2%)
Transfers	0	0	0	0	0	0	0	0	0	0%	0%
Capital Outlay	24,686	0	15,800	14,902	1,712,820	1,712,820	0	1,712,820	1,712,820	(100%)	10741%
<b>Total Expenditures:</b>	<b>1,084,706</b>	<b>1,258,683</b>	<b>2,310,776</b>	<b>2,513,288</b>	<b>4,207,143</b>	<b>3,719,304</b>	<b>2,006,484</b>	<b>1,712,820</b>	<b>3,719,304</b>	<b>(13%)</b>	<b>61%</b>
<b>Net Cost</b>	<b>1,084,706</b>	<b>1,258,683</b>	<b>2,310,776</b>	<b>2,513,288</b>	<b>4,207,143</b>	<b>3,719,304</b>	<b>2,006,484</b>	<b>1,712,820</b>	<b>3,719,304</b>	<b>(13%)</b>	<b>61%</b>

**One-time Expenses:** The FY 2010 budget includes one-time expenses of \$804,000. The FY 2011 budget includes one-time expenses of \$1,909,897. If one-time expenses are subtracted, the percent difference between the FY 2010 and 2011 budgets is 20.08%.

**Expansion Approved:**

Capital Improvements Program (CIP). Renovate the old library space for a temporary Superior Courtroom to eventually become office space for MIS. Renovate the existing Economic Development Office for Utilities, which will be displaced by construction of the new judicial facility. Net Cost: \$769,262

Capital Improvements Program (CIP): Purchase and renovate a 33,000-square-foot building on Business 64 in Pittsboro for additional office space. Recent bids are approximately \$275,000 more than what was borrowed to fund the building renovation. Net Cost: \$350,000

Capital Improvements Program (CIP): Provide additional parking and an access road for the Law Enforcement Center and Emergency Operations Center. Net Cost: \$593,558

## Work Plan

**Goal:** Ensure a safe environment for the visiting public and employees.

### Objectives:

- Conduct monthly "safety" inspections of a facility to ensure the building is safely maintained.
- Prioritize work orders that involve safety problems & respond in a expedient manner, with an average response time of less than four hours.
- Improve customer service survey rating for overall safety of facilities and grounds.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of reported safety-related incidents caused by facility issues	NM	0	0	0	<15%
Percent of quarterly safety inspections of all buildings completed on schedule	NM	NM	90%	95%	100%
Average length of time to correct reported safety problems	NM	NM	5.5 hrs	4.5 hrs	<4 hrs
Percent of customers who rate overall safety as good or better	NM	NM	73%	70%	80%

**Goal:** Develop and retain a highly qualified workforce.

### Objectives:

- Keep staff turnover rate to less than 10%
- Maximize the percentage of repairs made by staff, rather than outsourced.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Staff turnover rate	NM	16%	7%	7%	<10%
Percent of repairs made by staff	NM	NM	40%	45%	75%

**Goal:** Identify service needs from departments and the public and address them in a timely/effective manner.

**Objectives:**

- Increase internal customer satisfaction with overall customer service, timeliness of response, and ability to effectively complete work orders/make repair, as reported through annual survey.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of customers that rate overall customer service as good to very good	NM	NM	58%	65%	70%
Percent of customers that rate timely response as good to very good	NM	NM	57%	65%	70%
Percent of customers reporting that employees effectively make repairs or complete work orders	NM	NM	73%	78%	80%

**Goal:** Keep county facilities and grounds maintained and clean.

**Objectives:**

- Conduct quarterly cleanliness inspections (exterior & interior) of all facilities using a checklist to ensure that adequate cleaning is done and that the cleaning schedule is followed.
- Develop & implement long-term (5-year) maintenance schedule.
- Develop & implement long term (5-year) landscaping schedule.
- Increase overall satisfaction with cleanliness and maintenance of facilities and grounds

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Annual average percentage of items on cleanliness inspection checklist that are performed satisfactorily	NM	NM	80%	85%	88%
Percent of annual maintenance scheduled projects completed	NM	NM	90%	95%	98%
Percent of customers who rate overall cleanliness of facilities & grounds as good to very good	NM	NM	66%	70%	75%
Percent of customers who rate overall maintenance of facilities & grounds as good or very good	NM	NM	75%	80%	82%

**Goal:** Protect the county's building assets and ensure resources are spent wisely.

**Objectives:**

- Maximize staff efficiency in cleaning & maintenance facilities.
- Maximize staff time spent on preventive maintenance.
- Work with energy savings performance contractor to identify & implement energy saving strategies in county facilities.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Average energy cost per square foot	NM	NM	1.52	1.52	.73
Percent of staff time spent on preventive maintenance	NM	NM	7%	8%	15%
Square footage of facilities per cleaning & maintenance staff	NM	14,196	15,629	15,629	15,629

**Goal:** Manage effective and efficient fleet operations, including maintenance of light-duty vehicles.

**Objectives:**

- Make sure that all fleet vehicles have preventive maintenance performed, as designated in the preventive maintenance schedule
- Ensure that reserved fleet cars are clean and available by designated time
- Increase overall customer satisfaction as well as satisfaction with vehicle cleanliness & maintenance, based on annual survey results

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of vehicles receiving preventive maintenance on schedule all year	NM	NM	75%	75%	90%
Percent of time that reserved vehicles are ready by the designated pickup time	NM	NM	95%	95%	97%
Percent of customers who report satisfaction with the overall fleet maintenance customer service	NM	NM	68%	70%	78%
Percent of customers who report that they are satisfied with overall motor pool customer service	NM	NM	90%	90%	95%

**Goal:** Use strategies and technologies that conserve energy and protect the environment.

**Objectives:**

- Reduce overall county water per total number of employees.
- Use environmentally-friendly “green” products and materials for cleaning and repairs, when available at reasonable costs
- Purchase replacement vehicles that get high mileage for their size & function to reduce overall fuel consumption per vehicle (energy savings in buildings addressed in earlier goal).

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Gallons of water used per county employee	NM	NM	6,013	6,013	5,700
Percent of cleaning supplies purchased that are “green” products	NM	NM	20%	50%	75%
Gallons of fuel consumed per fleet vehicle (excluding Sheriff’s Office)	NM	NM	17.5 mpg	18.0 mpg	21.0 mpg

**Accomplishments:**

1. Began using green cleaning products in our facilities
2. Worked with Johnson Controls to implement Energy Savings Contract

**Innovations:**

1. Research feasibility of LEED for Existing Buildings: Operations and Maintenance

# Public Works -- Fleet Management

See Public Works—Facilities Management Department for a copy of the division’s work plan, major responsibilities, and organizational chart.

**Major responsibilities:**

1. To maintain county vehicles that they run efficiently and safe.
2. To ensure that county vehicles are having PM's and inspections done on a timely & regular schedule.

<b>Budget Summary:</b>	<b>A</b> 2008 Actual	<b>B</b> 2009 Actual	<b>C</b> 2010 Amended	<b>D</b> 2010 Estimated	<b>E</b> 2011 Total Req	<b>F</b> 2011 Total Rec	<b>G</b> 2011 Appr Cont	<b>H</b> 2011 Appr Exp	<b>I</b> 2011 Total Appr	<b>J</b> Cont % Inc/Dec	<b>K</b> Total % Inc/Dec
<b>Expenditures</b>											
Salaries	64,825	65,929	65,760	65,938	65,761	65,761	65,761	0	65,761	0%	0%
Other Personnel Costs	27,102	28,707	28,983	28,992	30,697	30,697	30,697	0	30,697	6%	6%
Operating	(56,388)	(80,561)	22,008	(82,702)	23,607	(112,958)	(106,351)	(6,607)	(112,958)	(583%)	(613%)
Capital Outlay	44,033	65,336	0	0	59,300	59,300	0	59,300	59,300	0%	100%
<b>Total Expenditures:</b>	79,572	79,411	116,751	12,228	179,365	42,800	(9,893)	52,693	42,800	(108%)	(63%)
<b>Net Cost</b>	<b>79,572</b>	<b>79,411</b>	<b>116,751</b>	<b>12,228</b>	<b>179,365</b>	<b>42,800</b>	<b>(9,893)</b>	<b>52,693</b>	<b>42,800</b>	<b>(108%)</b>	<b>(63%)</b>
<b>Number of County Employees</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0%</b>	<b>0%</b>

**One-time Expenses:** The FY 2011 budget includes one-time expenses of \$59,300. If one-time expenses are subtracted, the percent difference between the FY 2010 and 2011 budgets is (114.13%).

**Expansion Approved:**

**Garage Software:** Purchase software to manage the garage's performance, vehicle replacement and vehicle maintenance. The garage uses a paper-based recording system to track staff time, vehicle maintenance and vehicle replacement scheduling. The AssetWorks software will allow the garage to track information electronically, making the data easily accessible to staff and management for decision making. MIS and the Manager's Office conducted an evaluation of the various garage software products available. AssetWorks was chosen from 8 different software packages. Net Cost: \$48,393

**Vehicle lift:** Purchase a second vehicle lift to improve staff efficiency and reduce customer wait times. Currently, the garage has one lift and two mechanics. The garage could service vehicles more efficiently if each mechanic had his own lift. Adding another lift could also reduce wait time for customers. Net Cost: \$4,300

**Accomplishments:**

1. Implemented a new scheduling system
2. Increased our customer service rating from the previous year