

Administration

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

Budget Summary:

	A 2009 Actual	B 2010 Actual	C 2011 Amended	D 2011 Estimated	E 2012 Total Req.	F 2012 Total Rec.	G 2012 Appr. Cont.	H 2012 Appr. Exp.	I 2012 Total Appr.	J Cont. % Inc./Dec.	K Total % Inc./Dec.
Revenues											
Intergovernmental	162,899	326,543	148,000	164,213	148,950	148,950	148,950	0	148,950	1%	1%
Grants/Donations	0	35,573	32,000	28,173	0	0	0	0	0	(100%)	(100%)
Sales & Service	135	0	0	140	0	0	0	0	0	0%	0%
Total Revenues	163,034	362,116	180,000	192,526	148,950	148,950	148,950	0	148,950	(17%)	(17%)
Expenditures											
Salaries	1,835,903	1,870,071	1,988,407	1,916,434	1,839,801	1,835,471	1,918,195	(82,724)	1,835,471	(4%)	(8%)
Other Personnel Costs	681,438	688,369	708,718	731,637	721,928	725,030	770,133	(45,103)	725,030	9%	2%
Operating	1,659,793	2,662,957	2,821,786	2,203,200	2,421,798	2,346,370	2,207,575	127,095	2,334,670	(22%)	(17%)
Debt	0	393,201	383,540	383,540	373,880	373,880	373,880	0	373,880	(3%)	(3%)
Transfers	3,611,333	4,037,130	4,540,000	4,480,000	4,505,616	4,305,616	4,305,616	0	4,305,616	(5%)	(5%)
Public Assistance/Grants/Special Programs	95,391	478,078	188,221	395,366	84,500	84,500	84,500	0	84,500	(55%)	(55%)
Capital Outlay	111,803	465,688	2,025,096	833,000	570,245	570,245	0	570,245	570,245	(100%)	(72%)
Total Expenditures	7,995,661	10,595,494	12,655,768	10,943,177	10,517,768	10,241,112	9,659,899	569,513	10,229,412	(24%)	(19%)
Net Cost:	7,832,627	10,233,378	12,475,768	10,750,651	10,368,818	10,092,162	9,510,949	569,513	10,080,462	(24%)	(19%)

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 and also prepares, reviews, researches, and litigates, if needed, in matters involving the County.



Budget Summary:	A	B	C	D	E	F	G	H	I	J	K
	2009	2010	2011	2011	2012	2012	2012	2012	2012	Cont. %	Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.	Inc./Dec.	Inc./Dec.
Expenditures											
Salaries	41,709	41,722	41,608	43,387	88,108	41,608	41,608	0	41,608	0%	0%
Other Personnel Costs	22,500	14,626	15,798	16,012	29,030	16,043	16,043	0	16,043	2%	2%
Operating	133,052	273,442	302,690	296,633	239,430	271,560	273,960	(2,400)	271,560	(9%)	(10%)
Total Expenditures:	197,261	329,790	360,096	356,032	356,568	329,211	331,611	(2,400)	329,211	(8%)	(9%)
Net Cost	197,261	329,790	360,096	356,032	356,568	329,211	331,611	(2,400)	329,211	(8%)	(9%)
Number of County Employees	2.00	1.00	1.00	1.00	2.00	1.00	1.00	0.00	1.00	0%	0%

One-time Expenses: The FY 2011 budget includes one-time expenses of \$20,000. If one-time expenses are subtracted, the percent difference between the FY 2011 and 2012 budgets is (3.20%).

Cuts or Expansion Approved:

CUT--Line item reduction: Reduce expenses for office supplies. Net Cost: (\$1,900)

CUT--Line item reduction: Reduce travel and training expenses. Net Cost: (\$400)

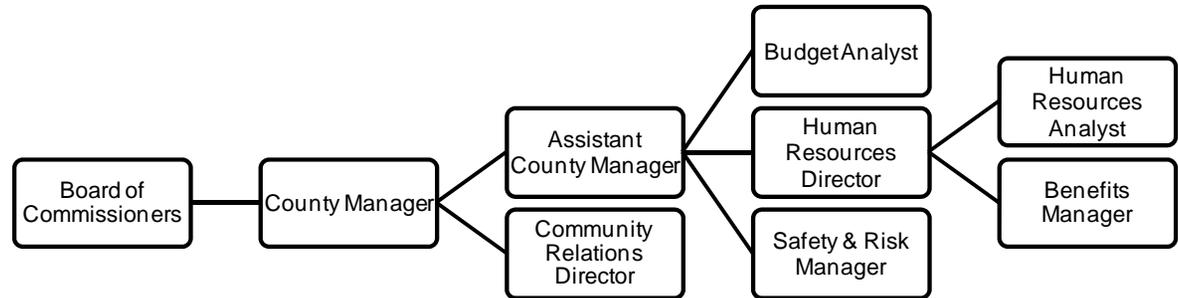
CUT--Line item reduction: Reduce postage expense. Net Cost: (\$100)

Accomplishments:

1. Initiated a codification project for all county ordinances, including a legal review of ordinances to ensure compliance with general statutes. Codified ordinances will be presented to the board for approval and, once approved, will be compiled in a single book that will be made available to the public. The project is expected to be complete by June 30, 2011.

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
	2009	2010	2011	2011	2012	2012	2012	2012	2012	Cont. %	Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.	Inc./Dec.	Inc./Dec.
Revenues											
Intergovernmental	15,500	15,500	15,500	15,500	13,950	13,950	13,950	0	13,950	(10%)	(10%)
Total Revenues:	15,500	15,500	15,500	15,500	13,950	13,950	13,950	0	13,950	(10%)	(10%)
Expenditures											
Salaries	546,067	599,452	617,439	586,268	530,982	530,982	557,297	(26,315)	530,982	(10%)	(14%)
Other Personnel Costs	162,770	179,064	201,387	194,486	180,317	180,317	185,427	(5,110)	180,317	(8%)	(10%)
Operating	124,991	76,976	133,102	60,962	52,908	53,290	86,234	(32,944)	53,290	(35%)	(60%)
Total Expenditures:	833,828	855,492	951,928	841,716	764,207	764,589	828,958	(64,369)	764,589	(13%)	(20%)
Net Cost	818,328	839,992	936,428	826,216	750,257	750,639	815,008	(64,369)	750,639	(13%)	(20%)
Number of County Employees	9.00	9.00	9.50	9.50	8.00	8.00	8.50	-0.50	8.00	(11%)	(16%)

One-time Expenses: The FY 2011 budget includes one-time expenses of \$45,021. If one-time expenses are subtracted, the percent difference between the FY 2011 and 2012 budgets is (15.69%).

Cuts or Expansion Approved:

CUT--Reallocate positions within the manager's office to improve efficiency and reduce operating cost. Currently the Manager's Office staffing includes a part-time Human Resources Analyst and a vacant full-time grants writer. The shrinking availability of grant funding reduces the need for a full-time grants writer, but, at the same time, the workload of the Human Resources department has been increasing. Chatham County has only 2.5 Human Resources positions - a Human Resources director, a Human Resources technician, and a part-time Human Resources analyst - compared to 3 full-time Human Resources employees in Moore County, 4 in Lee County, and 9 in Orange County. Allocation of one-half of the vacant position to the Human Resources analyst position and elimination of the other half of the vacant position will bring the Human Resources analyst to the full-time status demanded by the workload. At the same time, overall staffing and associated operating cost will be reduced. With full-time status the Human Resources analyst will be able to take responsibility for an employee intranet site that will further improve the efficiency of the Human Resources department by transitioning much of what is currently a manual process to the intranet. Net Cost: (\$31,429)

CUT--Take over administration of the Orange-Chatham Juvenile Crime Prevention Council (JCPC). By administering the JCPC grant in house, the county will save approximately \$17,000. Previously the grant was administered by Orange County. The two counties shared a position, and the Chatham portion of the grant money for administration as well as the local match was passed to Orange County. Net Cost: (\$17,344)

CUT--Discontinue professional community survey. While citizen feedback is necessary regarding customer service and other priorities, the cost of a professional survey is difficult to justify for the upcoming fiscal year. Net Cost: (\$6,000)

CUT--Discontinue mailing annual report to all citizens in the county. Cost-effective alternatives to a mass-mailing of the annual report include delivery by newspaper ad or electronic means. Net Cost: (\$3,275)

CUT--Reduce copying. The manager's office staff will reduce the number of copies made by providing more documents in electronic format, such as Leadership Academy presentations. These presentations will be made available on the county's intranet. Net Cost: (\$3,275)

CUT--Discontinue continuing education speaker for Leadership Academy graduates. Low-cost or free alternatives to a contracted speaker for the continuing education to Leadership Academy graduates will be developed. Net Cost: (\$1,000)

CUT--Reduce spending for safety supplies and training. Net Cost: (\$1,500)

CUT--Eliminate application for Government Finance Officers Association budget award. Staff will continue to comply with the Government Finance Officers Association requirements in effect for FY 2011, but will save the costly application fee and forego the award. Net Cost: (\$550)

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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Fund balance as a percent of adopted budget expenditures	24.9%	28.04%	26.04%	26.66%	26.24%

County's bond rating	A1/AA-	A1/AA-	AA+/Aa2	AA+/Aa2	AA+/Aa2
Percent difference between general fund original budgeted expenditures and actual expenditures	-7.7%	-4.7%	1.1%	-2.3%	-1%

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.

Key Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Percent of respondents to biennial community survey who agree that Chatham County government welcomes citizen involvement	NM	47%	NM	47.79%	

Goal: Develop and retain a highly qualified workforce.

Objectives:

- Improve employee safety through the countywide Safety Committee, Accident Review Board and other strategies.
- Reduce annual staff turnover rate.

Key Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Annual staff turnover rate	0	1	11%	9%	10%
Number of lost work days due to accidents on the job	10	143	31	100	50
Percent of vacant positions filled by minorities	NM	30%	18%	20%	25%

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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Percent of respondents to biennial community survey who rate overall county customer service experiences as good to excellent	NM	78%	NM	84.83%	NM
Percent of biennial survey respondents who rate the customer service of the County Manager's Office as good to excellent	NM	81%	NM	83.83%	NM

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.

Budget Summary:	A 2009 Actual	B 2010 Actual	C 2011 Amended	D 2011 Estimated	E 2012 Total Req.	F 2012 Total Rec.	G 2012 Appr. Cont.	H 2012 Appr. Exp.	I 2012 Total Appr.	J Cont. % Inc./Dec.	K Total % Inc./Dec.
Revenues											
Intergovernmental	147,399	142,637	132,500	147,120	135,000	135,000	135,000	0	135,000	2%	2%
Total Revenues:	147,399	142,637	132,500	147,120	135,000	135,000	135,000	0	135,000	2%	2%
Expenditures											
Operating	75,041	115,040	94,298	85,041	78,437	78,917	94,917	(16,000)	78,917	1%	(16%)
Total Expenditures:	75,041	115,040	94,298	85,041	78,437	78,917	94,917	(16,000)	78,917	1%	(16%)
Net Cost	(72,358)	(27,597)	(38,202)	(62,079)	(56,563)	(56,083)	(40,083)	(16,000)	(56,083)	5%	47%
Number of County Employees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%	0%

Cuts or Expansion Approved:

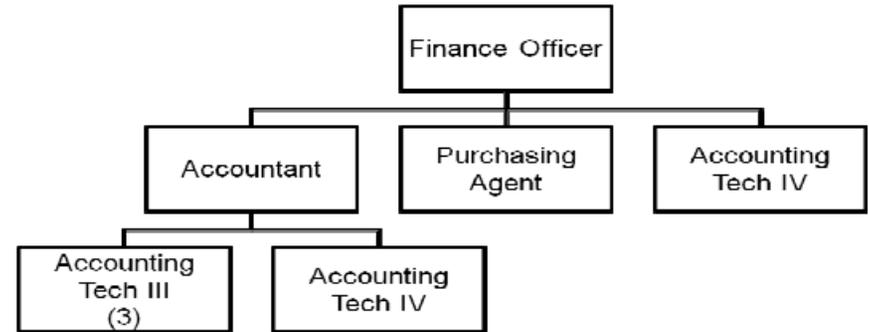
CUT--Line item reductions: Decrease operating expenses for building maintenance and office supplies since the new justice center will be complete by late 2012.
Net Cost: (\$16,000)

Finance Office

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

Major responsibilities:

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



Budget Summary:	A 2009 Actual	B 2010 Actual	C 2011 Amended	D 2011 Estimated	E 2012 Total Req.	F 2012 Total Rec.	G 2012 Appr. Cont.	H 2012 Appr. Exp.	I 2012 Total Appr.	J Cont. % Inc./Dec.	K Total % Inc./Dec.
Expenditures											
Salaries	378,268	385,619	395,355	374,863	343,115	385,285	385,285	0	385,285	(3%)	(3%)
Other Personnel Costs	123,737	124,672	138,086	131,725	122,263	138,352	138,352	0	138,352	0%	0%
Operating	109,953	116,095	126,202	117,742	116,109	116,132	121,813	(5,681)	116,132	(3%)	(8%)
Total Expenditures:	611,958	626,386	659,643	624,330	581,487	639,769	645,450	(5,681)	639,769	(2%)	(3%)
Net Cost	611,958	626,386	659,643	624,330	581,487	639,769	645,450	(5,681)	639,769	(2%)	(3%)
Number of County Employees	8.00	8.00	8.00	8.00	7.00	8.00	8.00	0.00	8.00	0%	0%

Cuts or Expansion Approved:

CUT--Line item reductions: Decrease operating expense for various line items in the budget. Net Cost: (\$5,681)

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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Standard & Poor's Corporation/ Moody's Investor Service ratings	AA-/A1	AA-/A1	AA+/Aa2	AA+/Aa2	AA+/Aa2
Approved capital projects successfully funded	NM	100%	100%	100%	100%
Ratio of revenues to expenditures (ratio of one or higher means that govt. operated within its revenue collections)	1.04	.995	.95	1	1
Government wide activities total margin ratio	1.17	1.08	1.05	1.05	1
General fund - fund balance as a percent of expenditures	22.1%	22.4%	23%	20%	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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Awarded Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer Association	Yes	Yes	NA	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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Percent of time budget amendments are recorded within 30 days of notification or approval	NM	100%	100%	100%	100%
Percent of invoices processed before due date as evidenced by late penalty assessments	NM	98%		100%	100%

Goal: Provide sustainable and efficient purchasing services.

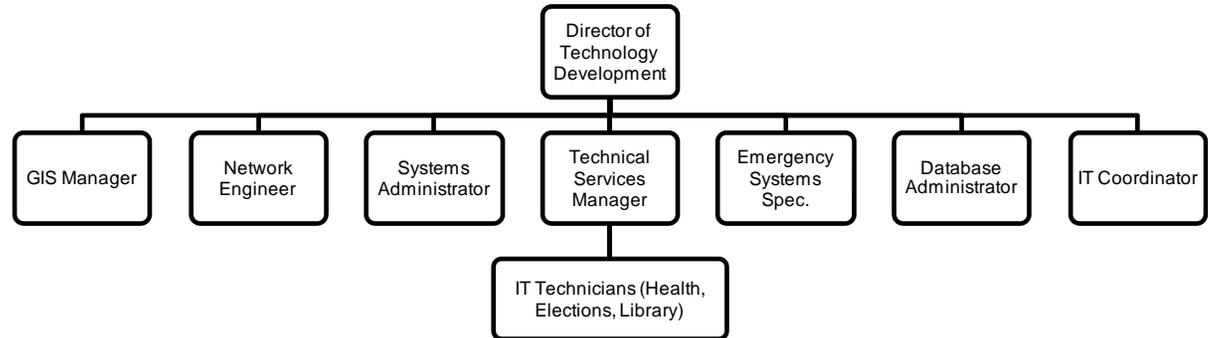
Objectives:

- 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Percent of environmentally friendly office supplies purchased (based on costs)	NM	NM			
Percent of contracts with local, minority or women-owned businesses	NM	NM			

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
	2009	2010	2011	2011	2012	2012	2012	2012	2012	Cont. %	Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.	Inc./Dec.	Inc./Dec.
Expenditures											
Salaries	483,468	483,896	533,092	525,014	502,683	502,683	533,092	(30,409)	502,683	0%	(6%)
Other Personnel Costs	177,205	168,913	200,800	194,725	189,893	189,893	203,887	(13,994)	189,893	2%	(5%)
Operating	277,108	265,145	299,930	283,929	338,023	349,303	362,790	(13,487)	349,303	21%	16%
Capital Outlay	46,467	184,053	246,201	213,000	0	0	0	0	0	(100%)	(100%)
Total Expenditures:	984,248	1,102,007	1,280,023	1,216,668	1,030,599	1,041,879	1,099,769	(57,890)	1,041,879	(14%)	(19%)
Net Cost	984,248	1,102,007	1,280,023	1,216,668	1,030,599	1,041,879	1,099,769	(57,890)	1,041,879	(14%)	(19%)
Number of County Employees	12.00	10.00	11.50	11.50	11.00	11.00	11.50	-0.50	11.00	0%	(4%)

One-time Expenses: The FY 2011 budget includes one-time expenses of \$246,201. If one-time expenses are subtracted, the percent difference between the FY 2011 and 2012 budgets is .78%.

Cuts or Expansion Approved:

CUT--Eliminate the position that was planned to provide back up for the employee that provides 24/7 support to 911 and the Sheriff's Office. Currently, one person provides 911 and Sheriff's Office support. This position was planned to provide back-up and relief for 24/7 on-call. With this cut, that will not be possible.
 Net Cost: (\$22,434)

CUT--Reduce budget for on-call pay to support only the Emergency Systems Specialist. This will impact departments other than 911, EOC and the Sheriff by eliminating after-hours AS400/server guaranteed IT support. Net Cost: (\$8,088)

CUT--Reclassify Information Systems Administrator to Technical Systems Manager. This cut will improve service while decreasing cost. Net Cost: (\$13,885)

CUT--Line item reductions: Reduce operating expenses in various line items. Cuts will impact network repairs, emergency "fixes" for fiber cable cuts, training for staff. Net Cost: (\$13,487)

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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Percent of county -owned meeting rooms with public wireless connectivity	0%	75%	80%	90%	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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Percent of county staff completing security class and testing	0	3%	8%	10%	10%

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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Percent of projects from long-term energy efficiency plan implemented	NM	NM	15%	15%	15%

Accomplishments:

1. Installed a Storage Area Network (SAN) to create centralized, intelligent data storage.
2. Implemented 40 virtual servers and 50 virtual desktops that are more energy efficient and last longer than regular machines.
3. Purchased a diesel-powered generator to maintain county systems and records in the event of a long-term power outage.

Innovations:

1. Implement new helpdesk software with improved capacity to deliver self-help options.
2. Integrate information delivered to support commissioner meetings such that the minutes and streaming video can be delivered in a single package.

Non-departmental/General Services

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

Budget Summary:	A 2009 Actual	B 2010 Actual	C 2011 Amended	D 2011 Estimated	E 2012 Total Req.	F 2012 Total Rec.	G 2012 Appr. Cont.	H 2012 Appr. Exp.	I 2012 Total Appr.	J Cont. % Inc./Dec.	K Total % Inc./Dec.
Revenues											
Intergovernmental	0	168,406	0	1,593	0	0	0	0	0	0%	0%
Grants/Donations	0	35,573	32,000	28,173	0	0	0	0	0	(100%)	(100%)
Sales & Service	135	0	0	140	0	0	0	0	0	0%	0%
Total Revenues:	135	203,979	32,000	29,906	0	0	0	0	0	(100%)	(100%)
Expenditures											
Other Personnel Costs	0	0	(71,553)	0	0	0	0	0	0	(100%)	(100%)
Operating	248,507	227,925	472,860	194,224	929,212	706,041	464,374	229,967	694,341	(2%)	47%
Transfers	3,611,333	4,037,130	4,190,000	4,190,000	4,505,616	4,305,616	4,305,616	0	4,305,616	3%	3%
Public Assistance/Grants/Special Programs	95,391	478,078	188,221	395,366	84,500	84,500	84,500	0	84,500	(55%)	(55%)
Capital Outlay	0	224,872	0	0	0	0	0	0	0	0%	0%
Total Expenditures:	3,955,231	4,968,005	4,779,528	4,779,590	5,519,328	5,096,157	4,854,490	229,967	5,084,457	2%	6%
Net Cost	3,955,096	4,764,026	4,747,528	4,749,684	5,519,328	5,096,157	4,854,490	229,967	5,084,457	2%	7%
Number of County Employees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%	0%

One-time Expenses: The FY 2011 budget includes one-time expenses of \$95,128. The FY 2012 budget includes one-time expenses of \$313,300. If one-time expenses are subtracted, the percent difference between the FY 2011 and 2012 budgets is 1.85%.

Cuts or Expansion Approved:

Capital Improvements Program (CIP): Budget funds for a feasibility study/schematic design for the animal shelter (\$7,800) and for a feasibility study of a shared county/school bus garage (\$35,000). These items were approved by Commissioners as part of CIP adoption. Net Cost: \$42,800

Increase contingencies to cover unanticipated costs: When recommended budget document was written, there were many unknown factors that might affect the FY 2012 budget: First, almost every department within county government cut operating budgets between 2 and 5%. The state budget has not been finalized and proposals shift costs to counties and reduce revenue. Because of this, increasing fuel prices and the risk of inflation, the manager recommends increasing the county's general contingency by \$60,000 to a total of \$250,000 or approximately 0.3% of the general fund.

Second, fuel prices are difficult to predict. The US Energy Information Administration predicts that FY 2011-2012 gasoline prices will average \$3.20/gallon

(excluding taxes). Fuel prices in North Carolina are already at \$3.31/gallon (excluding taxes). Department gasoline budgets are based on \$3.75/gallon. The manager recommends setting aside an additional \$0.55/gallon and increasing the fuel contingency from \$50,000 to \$100,000. Third, both the governor's and house budget include sending misdemeanants sentenced to 180 days or less back to county jails to serve sentences. The jail administrator estimates increased costs of approximately \$400,000 to house 20 additional inmates. Costs include paying Harnett County \$50/day/inmate and increased medical expenses. The manager recommends setting aside \$200,000 to help offset this cost if state budget proposals are realized. Net Cost: \$187,167

Budget Detail:

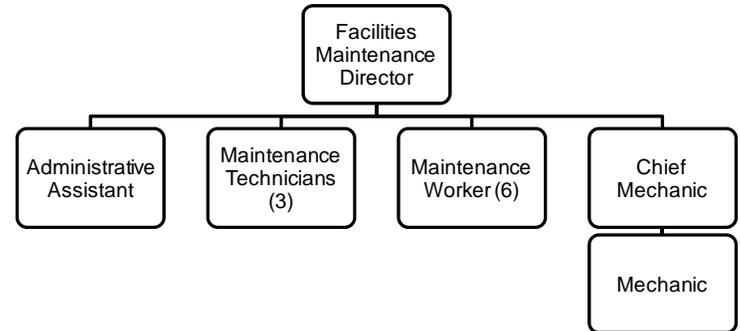
Element	2011 Amended	2011 Estimated	2012 Appr. Cont.	2012 Appr. Exp.	2012 Total Appr.	% Inc./ (Dec)
SALARIES / LAPSED SALARIES	(71,553)	0	0	0	0	-100%
INSURANCE AND BONDS	10,663	10,145	10,325	0	10,325	-3%
NON-BUDGETED EXPENSE / INTERDEPARTMENTAL EXP	0	1,000	1,000	0	1,000	100%
NON-BUDGETED EXPENSE / INTERDEPARTMENTAL FLEET	0	1,000	1,000	0	1,000	100%
DUES-ASSESSMENTS-SUBSCRIP	42,062	42,967	48,629	0	48,629	16%
CONTRACTED SERVICES / FEASIBILITY STUDIES	0	0	0	42,800	42,800	100%
CONTRACTED SERVICES / CONTRACTED SERVICES	98,473	55,114	10,000	0	10,000	-90%
CONTRACTED SERVICES / CABLE TV	5,850	5,850	5,850	0	5,850	0%
EMPLOYEE PROGRAMS / EMPLOYEE WELLNESS PROGRAM	8,000	8,000	7,600	0	7,600	-5%
EMPLOYEE PROGRAMS / BENEFIT SET UP FEES	0	750	0	0	0	0%
EMPLOYEE PROGRAMS / UNEMPLOYMENT	67,812	69,398	151,670	0	151,670	124%
CONTINGENCY / CONTINGENCY	190,000	0	178,300	37,167	215,467	13%
CONTINGENCY / FUEL	50,000	0	50,000	50,000	100,000	100%
CONTINGENCY / SENTENCED MISDEMEANATS	0	0	0	100,000	100,000	100%
PROGRAMS / REFUND - IMPACT FEE	42,000	14,000	14,000	0	14,000	-67%
PROGRAMS / AFFORDABLE HOUSING	32,000	28,087	0	0	0	-100%
PROGRAMS / PITTSBORO-CH HILL BUS SER	51,600	51,600	0	0	0	-100%
PROGRAMS / GRAND TREES	0	1,679	0	0	0	0%
PROGRAMS / COURTHOUSE RESTORATION	62,621	300,000	70,500	0	70,500	13%
INTERFUND TRANSFERS / TRANSFER TO CIP RESERVE	4,190,000	4,190,000	4,305,616	0	4,305,616	3%

Public Works -- 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 2009 Actual	B 2010 Actual	C 2011 Amended	D 2011 Estimated	E 2012 Total Req.	F 2012 Total Rec.	G 2012 Appr. Cont.	H 2012 Appr. Exp.	I 2012 Total Appr.	J Cont. % Inc./Dec.	K Total % Inc./Dec.
Expenditures											
Salaries	320,462	293,442	335,152	319,647	309,152	309,152	335,152	(26,000)	309,152	0%	(8%)
Other Personnel Costs	166,519	172,356	193,503	163,930	169,379	169,379	195,378	(25,999)	169,379	1%	(12%)
Operating	771,702	1,669,284	1,498,937	1,261,174	774,200	876,983	909,343	(32,360)	876,983	(39%)	(41%)
Debt	0	393,201	383,540	383,540	373,880	373,880	373,880	0	373,880	(3%)	(3%)
Transfers	0	0	350,000	290,000	0	0	0	0	0	(100%)	(100%)
Capital Outlay	0	56,763	1,726,320	620,000	570,245	570,245	0	570,245	570,245	(100%)	(67%)
Total Expenditures:	1,258,683	2,585,046	4,487,452	3,038,291	2,196,856	2,299,639	1,813,753	485,886	2,299,639	(60%)	(49%)
Net Cost	1,258,683	2,585,046	4,487,452	3,038,291	2,196,856	2,299,639	1,813,753	485,886	2,299,639	(60%)	(49%)
Number of County Employees	12.00	12.00	12.00	12.00	11.00	11.00	12.00	-1.00	11.00	0%	(8%)

One-time Expenses: The FY 2011 budget includes one-time expenses of \$2,678,045. The FY 2012 budget includes one-time expenses of \$570,245. If one-time expenses are subtracted, the percent difference between the FY 2011 and 2012 budgets is (4.42%).

Cuts or Expansion Approved:

CUT--Eliminate a maintenance technician position that was frozen in FY 2011. This cut will support the budget reduction strategy and keep sufficient money budgeted for supplies and maintenance, but it will impact the department by limiting the number of staff available for repairs and response to calls for service. Net Cost: (\$39,890)

CUT--Expenses for utilities/electricity will decrease because the county has fewer buildings, and the remaining buildings have become more energy efficient even though Progress Energy projects a 1-2% increase. Net Cost: (\$10,000)

CUT--Line item reduction: Reduce expenses for maintenance supplies. Net Cost: (\$2,000)

CUT--Line item reduction: Reduce spending for small tools and equipment. Net Cost: (\$4,000)

CUT--Line item reduction: Reduce spending on office supplies. Net Cost: (\$500)

CUT--The cost for replacement light bulbs is covered by Johnson Control's energy efficiency work. Johnson Controls will replace any bulbs that burn out over the next 12 months. Net Cost: (\$2,500)

CUT--Reduce expenses for utilities - natural gas Net Cost: (\$5,000)

CUT--The county will not repair or remove any underground storage tanks in FY 2012. Net Cost: (\$1,860)

CUT--Eliminate the contract for paper shredding. Net Cost: (\$5,000)

CUT--Since the Historic Courthouse is under repair, inspections of the elevator and boiler system inspections are not included in the FY 2012 budget. Net Cost: (\$1,500)

CUT--Reduce spending for temporary salaries. Net Cost: (\$12,110)

Capital Improvements Program (CIP): Construct a 6,000-square-foot storage building for Emergency Operations to use as a County Receiving and Distribution Point (CRDP) and for the Sheriff's Office to use as a secure indoor facility for vehicles and other large items that are part of an investigation. Both departments would also store equipment in the building. The funding for FY 2012 is for planning costs. Net Cost: \$39,690

Capital Improvements Program (CIP): Over FY 2013 and FY 2014, renovate the courthouse annex to expand into space vacated by the courts. Funding in FY 2012 is for planning only, since the justice center will not be complete. Net Cost: \$79,301

Capital Improvements Program (CIP): Provide additional parking and an access road for the Law Enforcement Center and Emergency Operations Center. Net Cost: \$451,254

Work Plan

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

Objectives:

- 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Average length of time to correct reported safety problems	NM	5.5 hrs	8 hrs	<4 hrs	<4
Percent of customers who rate overall safety as NM good or better		73%		80%	80%

Goal: Identify service needs from departments and the public and address them in a timely and 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Percent of customers that rate overall customer service as good to very good	NM	58%		70%	73%
Percent of customers that rate timely response as good to very good	NM	57%		70%	73%

Goal: Keep county facilities and grounds maintained and clean.

Objectives:

- Increase overall satisfaction with cleanliness and maintenance of facilities and grounds.

Key Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Percent of customers who rate overall cleanliness of facilities & grounds as good to very good	NM	66%		75%	77%
Percent of customers who rate overall maintenance of facilities & grounds as good or very good	NM	75%		82%	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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Average energy cost per square foot	NM	1.52		.73	.73
Percent of staff time spent on preventive maintenance	NM	7%	9%	15%	15%
Square footage of facilities per cleaning & maintenance staff	14,196	15,629	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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Percent of vehicles receiving preventive maintenance on schedule all year	NM	75%	77%	90%	90%
Percent of time that reserved vehicles are ready by the designated pickup time	NM	95%	93%	97%	97%
Percent of customers who report satisfaction with the overall fleet maintenance customer service	NM	68%		78%	78%
Percent of customers who report that they are satisfied with overall motor pool customer service	NM	90%		95%	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.

Key Measures	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Gallons of water used per county employee	NM	6,013		5700	5700
Percent of cleaning supplies purchased that are “green” products	NM	20%	60%	75%	75%
Gallons of fuel consumed per fleet vehicle (excluding Sheriff's Office)	NM	17.5 mpg		21.0 mpg	21.0

Accomplishments:

1. Installed blowers in bathrooms to reduce supply costs and plumbing repairs.

Public Works -- Fleet Management

See Public Works- Facilities Management Department for a copy of the division's work plan/major responsibilities.

Major responsibilities:

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

Budget Summary:	A 2009 Actual	B 2010 Actual	C 2011 Amended	D 2011 Estimated	E 2012 Total Req.	F 2012 Total Rec.	G 2012 Appr. Cont.	H 2012 Appr. Exp.	I 2012 Total Appr.	J Cont. % Inc./Dec.	K Total % Inc./Dec.
Expenditures											
Salaries	65,929	65,940	65,761	67,255	65,761	65,761	65,761	0	65,761	0%	0%
Other Personnel Costs	28,707	28,738	30,697	30,759	31,046	31,046	31,046	0	31,046	1%	1%
Operating	(80,561)	(80,950)	(106,233)	(96,505)	(106,521)	(105,856)	(105,856)	0	(105,856)	0%	0%
Capital Outlay	65,336	0	52,575	0	0	0	0	0	0	(100%)	(100%)
Total Expenditures:	79,411	13,728	42,800	1,509	(9,714)	(9,049)	(9,049)	0	(9,049)	(121%)	(121%)
Net Cost	79,411	13,728	42,800	1,509	(9,714)	(9,049)	(9,049)	0	(9,049)	(121%)	(121%)
Number of County Employees	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00	2.00	0%	0%

One-time Expenses: The FY 2011 budget includes one-time expenses of \$52,575. If one-time expenses are subtracted, the percent difference between the FY 2011 and 2012 budgets is (7.43%).