

# Administration

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

## Budget Summary:

	A 2012 Actual	B 2013 Actual	C 2014 Amended	D 2014 Estimated	E 2015 Total Req.	F 2015 Total Rec.	G 2015 Appr. Cont.	H 2015 Appr. Exp.	I 2015 Total Appr.	J Variance	K Total % Inc./Dec.
<b>Revenues</b>											
Intergovernmental	170,027	159,405	146,000	149,000	146,000	146,000	146,000	0	146,000	0	0%
Grants/Donations	79,196	1,018,333	0	0	0	0	0	0	0	0	0%
Miscellaneous	0	0	0	0	120,000	120,000	0	120,000	120,000	120,000	100%
Other Taxes/Licenses	38,834	62,952	1,200	63,445	2,000	2,000	2,000	0	2,000	800	67%
<b>Total Revenues</b>	<b>288,057</b>	<b>1,240,690</b>	<b>147,200</b>	<b>212,445</b>	<b>268,000</b>	<b>268,000</b>	<b>148,000</b>	<b>120,000</b>	<b>268,000</b>	<b>120,800</b>	<b>82%</b>
<b>Expenditures</b>											
Salaries	1,862,796	2,005,851	2,265,604	2,113,294	2,229,922	2,286,600	2,322,506	0	2,322,506	56,902	3%
Other Personnel Costs	715,251	777,592	875,014	836,020	860,435	871,954	878,946	0	878,946	3,932	0%
Operating	1,790,409	1,825,366	2,840,223	2,175,605	2,723,814	2,687,478	2,609,922	93,588	2,703,510	(136,713)	(5%)
Debt	8,347,420	279,436	1,243,977	1,243,977	1,242,410	1,242,410	1,242,410	0	1,242,410	(1,567)	0%
Transfers	4,756,870	7,358,396	6,732,654	6,836,729	6,128,065	6,128,065	6,045,765	82,300	6,128,065	(604,589)	(9%)
Public Assistance/Grants/Special Programs	(95,689)	176,245	18,500	123,987	326,500	326,500	25,500	301,000	326,500	308,000	1665%
Capital Outlay	38,100	2,341,548	149,035	273,617	69,022	67,528	44,350	23,178	67,528	(81,507)	(55%)
<b>Total Expenditures</b>	<b>17,415,157</b>	<b>14,764,434</b>	<b>14,125,007</b>	<b>13,603,229</b>	<b>13,580,168</b>	<b>13,610,535</b>	<b>13,169,399</b>	<b>500,066</b>	<b>13,669,465</b>	<b>(455,542)</b>	<b>(3%)</b>
<b>Net Cost:</b>	<b>17,127,100</b>	<b>13,523,744</b>	<b>13,977,807</b>	<b>13,390,784</b>	<b>13,312,168</b>	<b>13,342,535</b>	<b>13,021,399</b>	<b>380,066</b>	<b>13,401,465</b>	<b>(576,342)</b>	<b>(4%)</b>

# 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, on matters involving the County.



<b>Budget Summary:</b>	<b>A</b> 2012 Actual	<b>B</b> 2013 Actual	<b>C</b> 2014 Amended	<b>D</b> 2014 Estimated	<b>E</b> 2015 Total Req.	<b>F</b> 2015 Total Rec.	<b>G</b> 2015 Appr. Cont.	<b>H</b> 2015 Appr. Exp.	<b>I</b> 2015 Total Appr.	<b>J</b> Variance	<b>K</b> Total % Inc./Dec.
<b>Expenditures</b>											
Salaries	41,854	42,441	43,714	43,953	43,714	44,588	44,536	0	44,536	822	2%
Other Personnel Costs	15,890	15,923	16,721	16,573	17,106	17,276	17,266	0	17,266	545	3%
Operating	205,065	168,892	223,868	194,920	222,445	222,445	222,445	0	222,445	(1,423)	(1%)
<b>Total Expenditures:</b>	<b>262,809</b>	<b>227,256</b>	<b>284,303</b>	<b>255,446</b>	<b>283,265</b>	<b>284,309</b>	<b>284,247</b>	<b>0</b>	<b>284,247</b>	<b>(56)</b>	<b>0%</b>
<b>Net Cost</b>	<b>262,809</b>	<b>227,256</b>	<b>284,303</b>	<b>255,446</b>	<b>283,265</b>	<b>284,309</b>	<b>284,247</b>	<b>0</b>	<b>284,247</b>	<b>(56)</b>	<b>0%</b>
<b>Number of County Employees</b>	<b>1.00</b>	<b>1.00</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>0.00</b>	<b>0%</b>

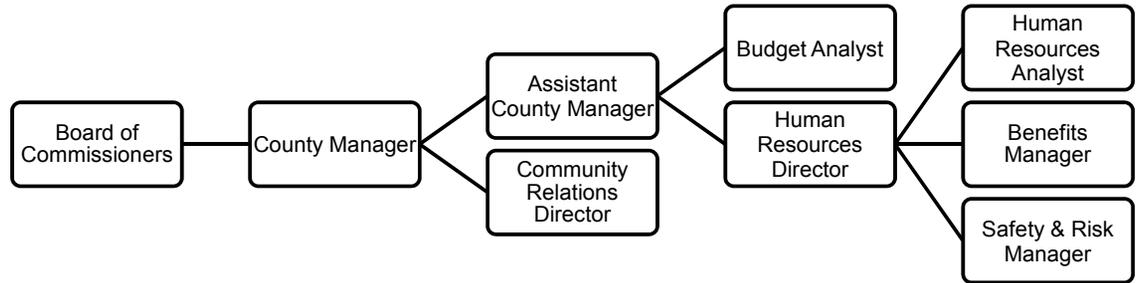
**One-time Expenses:** The FY 2014 budget includes one-time expenses of \$3,200. If one-time expenses are subtracted, the percent difference between the FY 2014 and 2015 budgets is 1.12%.

# 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



<b>Budget Summary:</b>	A 2012 Actual	B 2013 Actual	C 2014 Amended	D 2014 Estimated	E 2015 Total Req.	F 2015 Total Rec.	G 2015 Appr. Cont.	H 2015 Appr. Exp.	I 2015 Total Appr.	J Variance	K Total % Inc./Dec.
<b>Expenditures</b>											
Salaries	537,426	547,440	596,304	605,619	608,719	631,138	639,612	0	639,612	43,308	7%
Other Personnel Costs	175,976	182,312	195,180	194,937	195,781	200,163	201,816	0	201,816	6,636	3%
Operating	34,242	37,642	57,160	35,557	64,152	60,152	60,152	0	60,152	2,992	5%
<b>Total Expenditures:</b>	<b>747,644</b>	<b>767,394</b>	<b>848,644</b>	<b>836,113</b>	<b>868,652</b>	<b>891,453</b>	<b>901,580</b>	<b>0</b>	<b>901,580</b>	<b>52,936</b>	<b>6%</b>
<b>Net Cost</b>	<b>747,644</b>	<b>767,394</b>	<b>848,644</b>	<b>836,113</b>	<b>868,652</b>	<b>891,453</b>	<b>901,580</b>	<b>0</b>	<b>901,580</b>	<b>52,936</b>	<b>6%</b>
<b>Number of County Employees</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>	<b>9.00</b>	<b>0.00</b>	<b>0%</b>

**One-time Expenses:** The FY 2014 budget includes one-time expenses of \$3,297. The FY 2015 budget includes one-time expenses of \$4,700. If one-time expenses are subtracted, the percent difference between the FY 2014 and 2015 budgets is 6.10%.

**Notes:** Salaries and benefits are increasing in part because a new administrative support position added half-way through FY 2014 is budgeted for a full year in FY 2015.

**Accomplishments:**

1. Consolidated successfully all offices of the County Manager under one roof following the renovation of the east half of the Courthouse Annex. This is the first time the department has been located in a single

**Department Links to Commissioner Goals:**

1. Achieve an AAA Bond Rating: Staff will work with the finance office to prepare information for presentation to the rating agencies when debt for the new Agricultural Center is issued.

- space, and it has enhanced internal and external customer service.
- 2. Worked with MIS to successfully implement new technology at the Historic Courthouse that provides livestreaming of Board of Commissioner meetings that people can view live online or later. This technology will permit the live broadcast of meetings on Cable television.
- 3. Worked with Chatham County Schools to develop a plan to complete all school roof replacements within five years.
- 4. Provided training and support that qualified several departments to receive Gold and Silver Safety Awards for 2013 from the NC Department of Labor.
- 5. The Assistant County Manager served on the board of the North Carolina City and County Managers Association.

- 2. Maintain the property tax rate: The budget staff will work to ensure that the recommended budget does not include a property tax increase.
- 3. Enhance customer service: Develop customer service guidelines for use by all internal service departments.

**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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected
Available fund balance as a percent of actual budget expenditures	26.2%	27.32%%	28.53%	>20%	>20%
County’s bond rating	AA+/AA2	AA+/Aa2	AA+/Aa2/Positive Outlook	AA+/Aa2/Positive Outlook	AA+/Aa2/Positive Outlook
Percent difference between general fund original budgeted expenditures and actual expenditures	-3%	0%	-1%	-2%	-3%

**Goal:** Provide accessible, user-friendly avenues of communication with residents to increase their opportunities to be informed about and involved with county government

**Objectives:**

- Increase the increase the number of active subscribers for website e-notifications by 5% to 1,300 active subscribers by the end of 2014 towards a benchmark of 1,600
- Increase the number of Twitter followers for the main county Twitter account to 200 followers by the end of FY14, towards a benchmark of 1,000 followers.
- Increase overall visitation to the county’s website by 5% to 1,700,000 pageviews toward a benchmark of 2,000,000 per year
- Increase visitation to the Open Government resources on the county website by 7% to 3,210 pageviews toward a benchmark of 5,000 pageviews per year

Key Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected
The increase in e-notifications	NM	1150	1198	1400	1475
The increase in Twitter followers	NM	NM	92	160	250
Open Government pageviews	NM	2,300	2,996	4,000	4,750

**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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected
Annual staff turnover rate	10.4%	8%	11%	10%	10%
Percent of vacant positions filled by minorities	9%	26%	22%	24%	25%

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

This division has been merged with the County Manager's Office.

<b>Budget Summary:</b>	<b>A</b> 2012 Actual	<b>B</b> 2013 Actual	<b>C</b> 2014 Amended	<b>D</b> 2014 Estimated	<b>E</b> 2015 Total Req.	<b>F</b> 2015 Total Rec.	<b>G</b> 2015 Appr. Cont.	<b>H</b> 2015 Appr. Exp.	<b>I</b> 2015 Total Appr.	<b>J</b> Variance	<b>K</b> Total % Inc./Dec.
<b>Expenditures</b>											
Salaries	0	0	0	0	0	0	0	0	0	0	0%
Other Personnel Costs	0	0	0	0	0	0	0	0	0	0	0%
Operating	0	9	0	0	0	0	0	0	0	0	0%
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0%
<b>Total Expenditures:</b>	0	9	0	0	0	0	0	0	0	0	0%
<b>Net Cost</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</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>0.00</b>	<b>0%</b>

## 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 2012 Actual</b>	<b>B 2013 Actual</b>	<b>C 2014 Amended</b>	<b>D 2014 Estimated</b>	<b>E 2015 Total Req.</b>	<b>F 2015 Total Rec.</b>	<b>G 2015 Appr. Cont.</b>	<b>H 2015 Appr. Exp.</b>	<b>I 2015 Total Appr.</b>	<b>J Variance</b>	<b>K Total % Inc./Dec.</b>
<b>Revenues</b>											
Intergovernmental	168,224	158,218	146,000	149,000	146,000	146,000	146,000	0	146,000	0	0%
<b>Total Revenues:</b>	168,224	158,218	146,000	149,000	146,000	146,000	146,000	0	146,000	0	0%
<b>Expenditures</b>											
Operating	71,784	118,327	234,156	152,871	195,290	195,290	195,290	0	195,290	(38,866)	(17%)
Debt	0	0	968,652	968,652	968,651	968,651	968,651	0	968,651	(1)	0%
<b>Total Expenditures:</b>	71,784	118,327	1,202,808	1,121,523	1,163,941	1,163,941	1,163,941	0	1,163,941	(38,867)	(3%)
<b>Net Cost</b>	<b>(96,440)</b>	<b>(39,891)</b>	<b>1,056,808</b>	<b>972,523</b>	<b>1,017,941</b>	<b>1,017,941</b>	<b>1,017,941</b>	<b>0</b>	<b>1,017,941</b>	<b>(38,867)</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>0.00</b>	<b>0%</b>

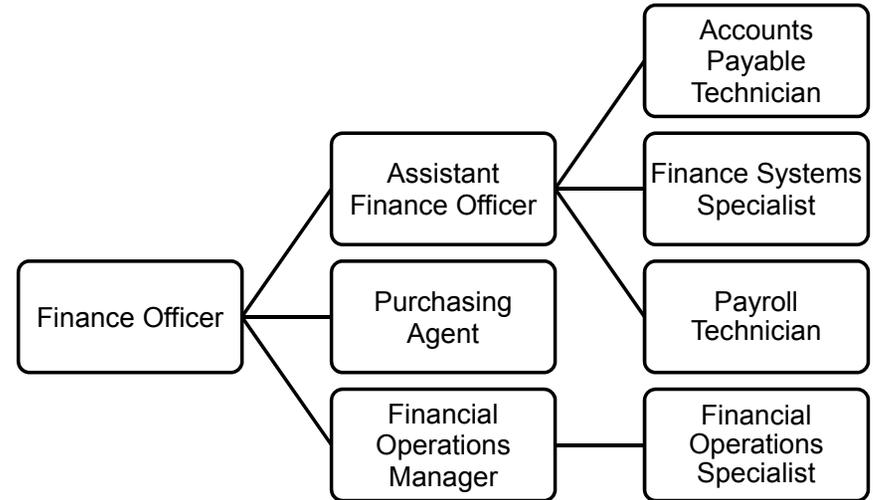
**One-time Expenses:** The FY 2014 budget includes one-time expenses of \$3,000. The FY 2015 budget includes one-time expenses of \$5,900. If one-time expenses are subtracted, the percent difference between the FY 2014 and 2015 budgets is (3.48%).

# 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



<b>Budget Summary:</b>	A 2012 Actual	B 2013 Actual	C 2014 Amended	D 2014 Estimated	E 2015 Total Req.	F 2015 Total Rec.	G 2015 Appr. Cont.	H 2015 Appr. Exp.	I 2015 Total Appr.	J Variance	K Total % Inc./Dec.
<b>Expenditures</b>											
Salaries	370,667	378,115	427,243	387,447	427,240	437,311	465,329	0	465,329	38,086	9%
Other Personnel Costs	135,008	133,826	148,736	138,531	151,816	153,781	159,258	0	159,258	10,522	7%
Operating	106,752	85,198	130,816	116,897	213,532	213,532	131,065	82,467	213,532	82,716	63%
<b>Total Expenditures:</b>	<b>612,427</b>	<b>597,139</b>	<b>706,795</b>	<b>642,875</b>	<b>792,588</b>	<b>804,624</b>	<b>755,652</b>	<b>82,467</b>	<b>838,119</b>	<b>131,324</b>	<b>19%</b>
<b>Net Cost</b>	<b>612,427</b>	<b>597,139</b>	<b>706,795</b>	<b>642,875</b>	<b>792,588</b>	<b>804,624</b>	<b>755,652</b>	<b>82,467</b>	<b>838,119</b>	<b>131,324</b>	<b>19%</b>
Number of County Employees	8.00	8.00	8.00	8.00	8.00	8.00	8.00	0.00	8.00	0.00	0%

**Cuts or Expansion Approved:**

Capital Improvements Program (CIP): Annual maintenance for Munis software. The first year of annual maintenance for the integrated financial and human resources software will be charged in the Finance departments in the first year. Software maintenance will be allocated to other participating departments in Year 2. Net Cost: \$82,467

**Accomplishments:**

1. Awarded the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting.
2. Fully implemented new investment procedures to realize increased returns on investment of County funds.

**Department Links to Commissioner Goals:**

1. Achieve AAA Bond Ratings: Finance staff will continually work to maintain the county's excellent financial condition and current bond rating. Our goal is to strive towards achieving a AAA bond rating.
2. Enhance customer service: Process accounts payable for all departments efficiently and accurately to ensure timely payments to vendors. The Finance strives to process 100% of invoices before due date as evidenced by the lack of late penalty assessments.

**Work Plan**

**Goal:** Maintain the county's excellent financial condition.

**Objectives:**

- Maintain or improve the County's bond ratings.
- Plan and coordinate funding of the seven-year capital improvements plan.
- Maintain and improve the fiscal health of the county by monitoring several important financial indicators.

Key Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected
Standard & Poor's Corporation/ Moody's Investor Service ratings	AA+/Aa2	AA+/Aa2	AA+/Aa2 Positive Outlook	AA+/Aa2 Positive Outlook	AA+/Aa2 Positive Outlook
Approved capital projects successfully funded	100%	100%	100%	100%	100%
Ratio of revenues to expenditures (ratio of one or higher means that govt. operated within its revenue collections)	1	1.03	1.01	1	1
Government wide activities total margin ratio	1.10	.94	1.08	1	1
General fund - fund balance as a percent of expenditures	23.4%	20.9%	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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected
Awarded Certificate of Achievement for	Yes	Yes	Yes	Yes	Yes

Excellence in Financial Reporting from the Government Finance Officer Association					
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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected
Percent of time budget amendments are recorded within 30 days of notification or approval	100%	100%	100%	100%	100%
Percent of invoices processed before due date as evidenced by late penalty assessments	100%	100%	100%	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.

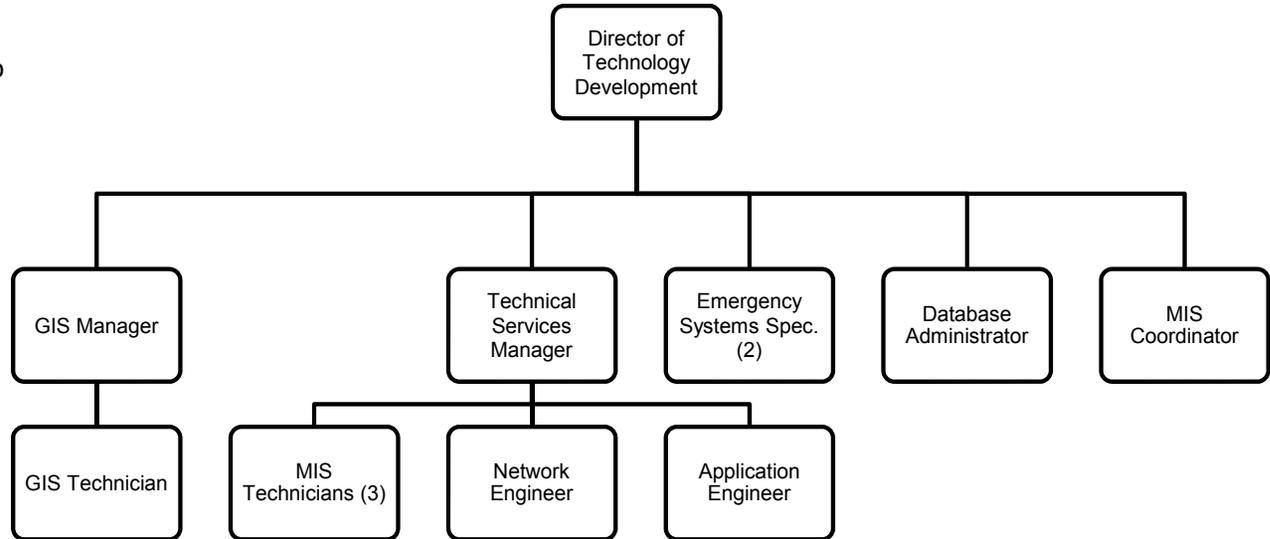
Key Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected
Percent of environmentally friendly office supplies purchased (based on costs)	5%	18%	16%	15%	20%
Percent of contracts with local, minority or women-owned businesses	15%	22%	21%	17%	30%

# 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 2012 Actual	B 2013 Actual	C 2014 Amended	D 2014 Estimated	E 2015 Total Req.	F 2015 Total Rec.	G 2015 Appr. Cont.	H 2015 Appr. Exp.	I 2015 Total Appr.	J Variance	K Total % Inc./Dec.
<b>Revenues</b>											
Intergovernmental	683	0	0	0	0	0	0	0	0	0	0%
<b>Total Revenues:</b>	683	0	0	0	0	0	0	0	0	0	0%
<b>Expenditures</b>											
Salaries	506,631	559,958	608,507	584,343	636,290	649,323	649,405	0	649,405	40,898	7%
Other Personnel Costs	190,125	213,298	232,619	225,124	243,053	245,603	245,617	0	245,617	12,998	6%
Operating	305,632	422,760	514,955	412,631	568,835	551,335	540,214	11,121	551,335	36,380	7%
Capital Outlay	11,624	27,344	83,035	212,188	48,978	48,978	25,800	23,178	48,978	(34,057)	(41%)
<b>Total Expenditures:</b>	1,014,012	1,223,360	1,439,116	1,434,286	1,497,156	1,495,239	1,461,036	34,299	1,495,335	56,219	4%
<b>Net Cost</b>	<b>1,013,329</b>	<b>1,223,360</b>	<b>1,439,116</b>	<b>1,434,286</b>	<b>1,497,156</b>	<b>1,495,239</b>	<b>1,461,036</b>	<b>34,299</b>	<b>1,495,335</b>	<b>56,219</b>	<b>4%</b>
<b>Number of County Employees</b>	<b>11.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0%</b>

**One-time Expenses:** The FY 2014 budget includes one-time expenses of \$90,535. The FY 2015 budget includes one-time expenses of \$63,978. If one-time expenses are subtracted, the percent difference between the FY 2014 and 2015 budgets is 6.14%.

**Notes:** Prior Capital Improvements Program (CIP) projects: FY 2011 - 1) Completion of upgrade to the County's phone system Net Cost: \$13,000; 2) Purchase of hardware and software for scanning and retrieval of the County's documents Net Cost: \$43,956

**Cuts or Expansion Approved:**

New firewalls: Provide new firewalls needed to comply with Criminal Justice Information Services (CJIS) standards and support the county Virtual Private Network (VPN). New firewalls are needed because the current firewall no longer supports the county's Virtual Private Network (VPN) solution and does not comply with CJIS demands. The new firewall will provide additional VPN capacity and stronger encryption. It will also increase network availability, providing a backup firewall in case the main one fails. Net Cost: \$34,299

**Accomplishments:**

1. Consolidated the department into a single building to improve the efficiency of internal service. The move also improved the security of county data by providing a more stable environment for county servers.

**Department Links to Commissioner Goals:**

1. Build the new Agricultural Center: MIS will be planning and coordinating installation of fiber optic cable, RS2 locks and building card access, AV equipment, security cameras, and local servers and switching equipment to ensure the successful operations of the building.
2. Invest in safe and secure schools and county buildings: MIS will be expanding the storage area network to include storage for security cameras and card access systems.

**Work Plan**

**Goal:** To provide and maintain reliable, available systems for Chatham County government in order to serve the community.

**Objectives:**

- To provide 98% internet availability toward a benchmark of 99.5%
- To decrease the time of full recovery from a system wide failure from 10 hours to 8 hours toward a benchmark of 15 minutes during normal business hours.
- For tech support team to reply to a ticket assigned during normal business hours within one hour toward a benchmark of 30 minutes.

Key Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected
Internet Availability	NM	99%	99.9%	99.5%	99.5%
Recovery Time	NM	0	0	1 hour	45 minutes
Response Time	NM	42.8 minutes	20.9 minutes	25 minutes	30 minutes

**Goal:** To provide courteous and prompt service to our internal customers.

**Objectives:**

- To obtain an 80% customer satisfaction rating toward a benchmark of 95%.

<b>Key Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Projected</b>
Customer Satisfaction Rating		78	91	90	90

## Nondepartmental/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.

<b>Budget Summary:</b>	<b>A 2012 Actual</b>	<b>B 2013 Actual</b>	<b>C 2014 Amended</b>	<b>D 2014 Estimated</b>	<b>E 2015 Total Req.</b>	<b>F 2015 Total Rec.</b>	<b>G 2015 Appr. Cont.</b>	<b>H 2015 Appr. Exp.</b>	<b>I 2015 Total Appr.</b>	<b>J Variance</b>	<b>K Total % Inc./Dec.</b>
<b>Revenues</b>											
Intergovernmental	1,120	1,187	0	0	0	0	0	0	0	0	0%
Grants/Donations	79,196	1,018,333	0	0	0	0	0	0	0	0	0%
Miscellaneous	0	0	0	0	120,000	120,000	0	120,000	120,000	120,000	100%
Other Taxes/Licenses	38,834	62,952	1,200	63,445	2,000	2,000	2,000	0	2,000	800	67%
<b>Total Revenues:</b>	119,150	1,082,472	1,200	63,445	122,000	122,000	2,000	120,000	122,000	120,800	10067%
<b>Expenditures</b>											
Salaries	11,428	0	0	0	0	0	0	0	0	0	0%
Other Personnel Costs	8,839	0	0	0	0	0	0	0	0	0	0%
Operating	395,021	200,408	684,032	360,819	575,895	575,897	591,929	0	591,929	(92,103)	(13%)
Debt	7,817,655	0	0	0	0	0	0	0	0	0	0%
Transfers	4,305,616	5,782,296	6,732,654	6,836,729	6,128,065	6,128,065	6,045,765	82,300	6,128,065	(604,589)	(9%)
Public Assistance/Grants/Special Programs	(95,689)	176,245	18,500	123,987	326,500	326,500	25,500	301,000	326,500	308,000	1665%
Capital Outlay	5,116	2,132,292	0	0	0	0	0	0	0	0	0%
<b>Total Expenditures:</b>	12,447,986	8,291,241	7,435,186	7,321,535	7,030,460	7,030,462	6,663,194	383,300	7,046,494	(388,692)	(5%)
<b>Net Cost</b>	<b>12,328,836</b>	<b>7,208,769</b>	<b>7,433,986</b>	<b>7,258,090</b>	<b>6,908,460</b>	<b>6,908,462</b>	<b>6,661,194</b>	<b>263,300</b>	<b>6,924,494</b>	<b>(509,492)</b>	<b>(7%)</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>0.00</b>	<b>0%</b>

**One-time Expenses:** The FY 2014 budget includes one-time expenses of \$26,580. The FY 2015 budget includes one-time expenses of \$388,707. If one-time expenses are subtracted, the percent difference between the FY 2014 and 2015 budgets is (10.13%).

**Notes:** Prior Capital Improvements Program (CIP) projects: FY 2012 - Feasibility studies for renovation of the Animal Shelter (\$7,800) and shared county/school bus garage (\$35,000). Net Cost: \$42,800 FY 2013 - Feasibility study for new Agricultural Center and renovation of old jail. Net Cost: \$63,000 FY 2014 - 1) Rollover of funding for Animal Shelter renovation and renovation of old jail. Net Cost: \$26,580; 2) Fund Courthouse Annex renovations Net Cost: \$1,380,529

## Cuts or Expansion Approved:

Capital Improvements Program (CIP): Design services for second phase of Courthouse Annex Renovations. Many of the county's offices were at one time located in rental space or had outgrown existing space. Excluding special-purpose buildings such as jail, courts, libraries, garage, and animal shelter, a space needs study completed in 2009 by the Wooten Company found:

- The County occupied more than 10,000 square feet in office/storage rental space (equivalent to \$120,000 per year in rent).
- The County needed an additional 20,000 square feet in office/storage space to meet immediate needs.
- An additional 37,000 square feet will be needed in 5 to 10 years.
- An additional 86,000 square feet will be needed in 20 years. The purchase of the Performance Building helped address about one-half of the short-term needs. Approximately 14,500 square feet is occupied, with the remainder of the building being rented out in the short term.

The study recommended renovating the Courthouse Annex to utilize the space left when courts and court-related offices moved to the Justice Center. Phase 1, consisting of renovation to the eastern half of the building, is complete. Funding for design services for Phase 2 are requested in the FY 2015 budget. Net Cost: \$82,300

Siler City Airport allocation: Provide matching funds for improvements to the Siler City Airport. This allocation will assist the Town of Siler City with funding the local match requirement to rehabilitate the Siler City Airport runway surface, which has been recognized by NC DOT as a critical needs improvement. The projected construction cost for the project is \$2 million with a 10% local match (\$200,000.00). The proposed rehabilitation includes the runway, taxiway turnarounds, and asphalt apron.

The impacts associated with this project are realized on the local, regional, and state levels. Locally, this project improves a vital asset to the Town of Siler City's infrastructure for continued safe operation and service. Regional impacts are similar to that of the local, but with broader economic development implications as the subject facility serves as an alternative and desirable mode of transportation for private, commercial, and corporate interests. State implications involve the continued protection and bolstering of operations and safety to a statewide airport system.

The identified partners associated with this project include the State of North Carolina Department of Transportation, Chatham County, and the Town of Siler City. The NC DOT, as noted earlier, is slated to fund the proposed \$2 million project less the 10% local match and is funding the full cost of engineering services for project planning purposes, which amounts to \$172,000. The remaining \$200,000 local match requirement will be shared by the town and county. Net Cost: \$0

Goldston Sewer: Providing funding to the town to reimburse property owners for removal of septic systems. Chatham County partnered with Goldston to provide sewer to the town. Construction of the project is underway. However, the state requirement for septic tank demolition was not identified in earlier planning and cost estimates.

Effected property owners have already paid \$150 tap fees and will be responsible for the estimated cost of \$1,000 per house to connect a sewer line from their houses to the taps. They will also pay an estimated sewerage bill of \$50 per month. There are 181 customers under mandatory participation whose tanks will require demolition and minor landscaping at an estimated cost of \$750 to \$1,000 per customer. The Chatham County Board of Commissioners voted to grant the Town of Goldston \$1,000 per tank up to a maximum of 181 tanks to help cover this unanticipated cost. Net Cost: \$181,000

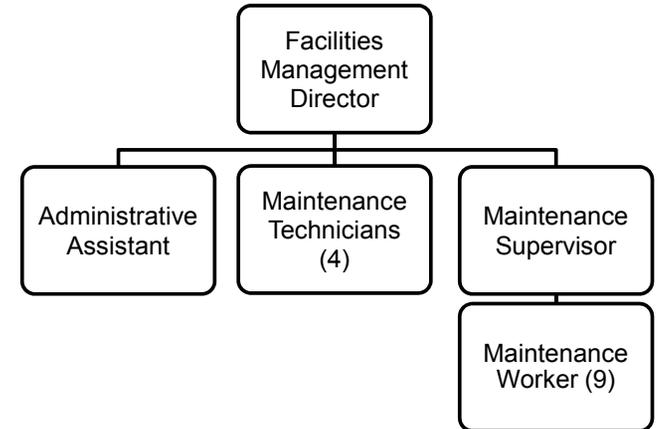
<b>Line Item Detail</b>	<b>2014 Amended</b>	<b>2014 Estimated</b>	<b>2015 Appr Cont</b>	<b>2015 Appr Exp</b>	<b>Total Appr</b>	<b>Percent Increase</b>
SUPPLIES-MATERIALS / OFFICE EXPENSES	0	45	0	0	0	0 %
SUPPLIES-MATERIALS / VACCINE	1,142	388	1,142	0	1,142	0 %
SUPPLIES-MATERIALS / COMPUTER SUPPLIES-EQUIP	0	31,268	2,000	0	2,000	100 %
INSURANCE AND BONDS / INSURANCE AND BONDS	18,271	18,948	2,866	0	2,866	-84 %
NON-BUDGETED EXPENSE / INTERDEPARTMENTAL EXP	1,000	1,125	1,000	0	1,000	0 %
NON-BUDGETED EXPENSE / INTERDEPARTMENTAL FLEET	2,500	0	0	0	0	-100 %
DUES-ASSESSMENTS-SUBSCRIP / DUES,ASSESSMENTS,SUBSCR	58,619	52,349	63,149	0	63,149	8 %
CONTRACTED SERVICES / FEASIBILITY STUDIES	26,580	14,370	15,000	0	15,000	-44 %
CONTRACTED SERVICES / CONTRACTED SERVICES	15,000	60,000	30,000	0	30,000	100 %
CONTRACTED SERVICES / CABLE TV	7,050	5,850	5,850	0	5,850	-17 %
CONTRACTED SERVICES / UTILITIES REDUCTION SPEC.	0	1,904	0	0	0	0 %
EMPLOYEE PROGRAMS / EMPLOYEE WELLNESS PROGRAM	7,600	7,572	7,600	0	7,600	0 %
EMPLOYEE PROGRAMS / MERIT PAY STUDY	15,000	15,000	0	0	0	-100 %
EMPLOYEE PROGRAMS / UNEMPLOYMENT	165,000	152,000	95,000	0	95,000	-42 %
CONTINGENCY / CONTINGENCY	366,270	0	368,322	0	368,322	1 %
PROGRAMS / BD APPROVED MISCELLANEOUS	0	0	0	181,000	181,000	100 %
PROGRAMS / REFUND - IMPACT FEE	10,500	10,500	17,500	0	17,500	67 %
PROGRAMS / AFFORDABLE HOUSING	0	55,000	0	0	0	0 %
PROGRAMS / COURTHOUSE RESTORATION	0	50,487	0	0	0	0 %
PROGRAMS / AG PROCESSING CENTER	8,000	8,000	8,000	0	8,000	0 %
PROGRAMS / ALLOCATIONS TO SILER CITY	0	0	0	120,000	120,000	100 %
INTERFUND TRANSFERS / TRANSFER TO CIP RESERVE	5,352,125	5,352,125	6,045,765	0	6,045,765	13 %
INTERFUND TRANSFERS / FACILITY PROJECTS	1,380,529	1,380,529	0	82,300	82,300	-94 %
INTERFUND TRANSFERS / UTILITY CONSTRUCTION PROJ	0	104,075	0	0	0	0 %

# 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 2012 Actual	B 2013 Actual	C 2014 Amended	D 2014 Estimated	E 2015 Total Req.	F 2015 Total Rec.	G 2015 Appr. Cont.	H 2015 Appr. Exp.	I 2015 Total Appr.	J Variance	K Total % Inc./Dec.
<b>Expenditures</b>											
Salaries	328,669	402,152	513,959	491,932	513,959	524,240	523,624	0	523,624	9,665	2%
Other Personnel Costs	158,542	199,335	246,639	240,363	252,679	255,131	254,989	0	254,989	8,350	3%
Operating	731,382	851,576	1,093,566	1,021,253	1,013,157	1,001,919	1,001,919	0	1,001,919	(91,647)	(8%)
Debt	529,765	279,436	275,325	275,325	273,759	273,759	273,759	0	273,759	(1,566)	(1%)
Transfers	451,254	1,576,100	0	0	0	0	0	0	0	0	0%
Capital Outlay	21,360	43,126	66,000	61,429	0	0	0	0	0	(66,000)	(100%)
<b>Total Expenditures:</b>	<b>2,220,972</b>	<b>3,351,725</b>	<b>2,195,489</b>	<b>2,090,302</b>	<b>2,053,554</b>	<b>2,055,049</b>	<b>2,054,291</b>	<b>0</b>	<b>2,054,291</b>	<b>(141,198)</b>	<b>(6%)</b>
<b>Net Cost</b>	<b>2,220,972</b>	<b>3,351,725</b>	<b>2,195,489</b>	<b>2,090,302</b>	<b>2,053,554</b>	<b>2,055,049</b>	<b>2,054,291</b>	<b>0</b>	<b>2,054,291</b>	<b>(141,198)</b>	<b>(6%)</b>
<b>Number of County Employees</b>	<b>11.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>	<b>16.00</b>	<b>0.00</b>	<b>0%</b>

**One-time Expenses:** The FY 2014 budget includes one-time expenses of \$236,000. The FY 2015 budget includes one-time expenses of \$70,000. If one-time expenses are subtracted, the percent difference between the FY 2014 and 2015 budgets is 1.27%.

**Notes:** Prior Capital Improvements Program (CIP) projects: FY 2012 - 1) Planning costs for construction of 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 secure storage Net Cost: \$39,690 2) Over FY 2013 and FY 2014 renovate the courthouse annex Net Cost: \$79,301 3) Provide additional parking and an access road for the Law Enforcement

Center and Emergency Operations Center Net Cost: \$451,254 FY 2014 - Implementation of space needs study by renovation of old library/temporary superior court for MIS. Net Cost: \$70,000

**Accomplishments:**

1. Replaced older fleet vehicles with more fuel efficient models, and reduced the overall size of the fleet.
2. Bid and contracted vehicle maintenance with local vendors to provide more cost-effective service.

**Department Links to Commissioner Goals:**

1. Ensure efficient, effective government: Continue to focus on energy efficient vehicles and buildings.
2. Ensure efficient, effective government: Implement new internet-based facility management software that will streamline the work order process and provide tracking and reporting that will enhance internal customer service and improve efficiency.

**Work Plan**

**Goal:** Protect the county's assets in order to ensure the efficient use of resources.

**Objectives:**

- To achieve a kwh usage rate of \$0.075/kwh toward a benchmark of \$0.07/kwh.
- To keep total cost per square foot of buildings maintained, including staff, supplies, contracts, from below a benchmark of \$5.00/sq.ft.

Key Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected
Cost per Kilowatt Hours used	\$0.07920/kwh	\$0.0762/kwh	\$0.0786/kwh	\$0.080/kwh	\$0.075/kwh
Building Maintenance Cost per Square Foot	\$8.03/sq.ft.	\$5.00/sf	\$4.30/sf	\$5.25/sf	\$4.00/sf

## 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 so 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.

<b>Budget Summary:</b>	<b>A</b> 2012 Actual	<b>B</b> 2013 Actual	<b>C</b> 2014 Amended	<b>D</b> 2014 Estimated	<b>E</b> 2015 Total Req.	<b>F</b> 2015 Total Rec.	<b>G</b> 2015 Appr. Cont.	<b>H</b> 2015 Appr. Exp.	<b>I</b> 2015 Total Appr.	<b>J</b> Variance	<b>K</b> Total % Inc./Dec.
<b>Expenditures</b>											
Salaries	66,121	75,745	75,877	0	0	0	0	0	0	(75,877)	(100%)
Other Personnel Costs	30,871	32,898	35,119	20,492	0	0	0	0	0	(35,119)	(100%)
Operating	(59,469)	(59,446)	(98,330)	(119,343)	(129,492)	(133,092)	(133,092)	0	(133,092)	(34,762)	35%
Capital Outlay	0	138,786	0	0	20,044	18,550	18,550	0	18,550	18,550	100%
<b>Total Expenditures:</b>	37,523	187,983	12,666	(98,851)	(109,448)	(114,542)	(114,542)	0	(114,542)	(127,208)	(1004%)
<b>Net Cost</b>	<b>37,523</b>	<b>187,983</b>	<b>12,666</b>	<b>(98,851)</b>	<b>(109,448)</b>	<b>(114,542)</b>	<b>(114,542)</b>	<b>0</b>	<b>(114,542)</b>	<b>(127,208)</b>	<b>(1004%)</b>
<b>Number of County Employees</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(2.00)</b>	<b>(100%)</b>

**One-time Expenses:** The FY 2014 budget includes one-time expenses of \$850. The FY 2015 budget includes one-time expenses of \$18,550. If one-time expenses are subtracted, the percent difference between the FY 2014 and 2015 budgets is (1,226.37%).

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