

Administration

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

Budget Summary:

	A 2013 Actual	B 2014 Actual	C 2015 Amended	D 2015 Estimated	E 2016 Total Req.	F 2016 Total Rec.	G 2016 Appr. Cont.	H 2016 Appr. Exp.	I 2016 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Intergovernmental	159,405	162,641	146,000	154,600	149,000	149,000	149,000	0	149,000	3,000	2%
Sales & Service	0	0	0	1,172	0	0	0	0	0	0	0%
Total Revenues	159,405	162,641	146,000	155,772	149,000	149,000	149,000	0	149,000	3,000	2%
Expenditures											
Salaries	2,005,851	2,112,098	2,322,506	2,251,399	2,400,673	2,469,175	2,440,746	28,788	2,469,534	147,028	6%
Other Personnel Costs	777,592	848,873	878,946	880,981	925,272	939,582	925,674	13,991	939,665	60,719	7%
Operating	1,825,366	2,103,386	2,722,143	2,092,028	3,465,658	3,275,843	2,796,479	479,364	3,275,843	553,700	20%
Debt	279,436	1,243,975	1,242,410	31,602,416	2,042,990	2,042,990	2,042,990	0	2,042,990	800,580	64%
Transfers	7,358,396	7,423,352	6,128,065	6,158,065	7,587,022	7,587,022	7,587,022	0	7,587,022	1,458,957	24%
Public Assistance/Grants/Special Programs	176,245	1,065,689	326,500	382,979	22,000	22,000	22,000	0	22,000	(304,500)	(93%)
Capital Outlay	2,341,548	239,314	67,528	18,550	36,056	36,056	0	36,056	36,056	(31,472)	(47%)
Total Expenditures	14,764,434	15,036,687	13,688,098	43,386,418	16,479,671	16,372,668	15,814,911	558,199	16,373,110	2,685,012	20%
Net Cost:	14,605,029	14,874,046	13,542,098	43,230,646	16,330,671	16,223,668	15,665,911	558,199	16,224,110	2,682,012	20%

County Attorney

The Chatham County Attorney's Office serves as the legal advisor to the Board of Commissioners. The Office also provides legal advice to the County Manager and all Department Heads and their employees in the civil law arena. 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.

Board of
Commissioners

County
Attorney

Paralegal

Budget Summary:

	A 2013 Actual	B 2014 Actual	C 2015 Amended	D 2015 Estimated	E 2016 Total Req.	F 2016 Total Rec.	G 2016 Appr. Cont.	H 2016 Appr. Exp.	I 2016 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	42,441	43,952	44,536	44,641	44,807	46,151	46,151	0	46,151	1,615	4%
Other Personnel Costs	15,923	16,574	17,266	17,095	17,781	18,039	18,039	0	18,039	773	4%
Operating	168,892	204,034	222,445	202,044	231,669	231,669	231,669	0	231,669	9,224	4%
Total Expenditures:	227,256	264,560	284,247	263,780	294,257	295,859	295,859	0	295,859	11,612	4%
Net Cost	227,256	264,560	284,247	263,780	294,257	295,859	295,859	0	295,859	11,612	4%
Number of County Employees	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	1.00	0.00	0%

County Manager's Office -- Total All Divisions

Budget Summary

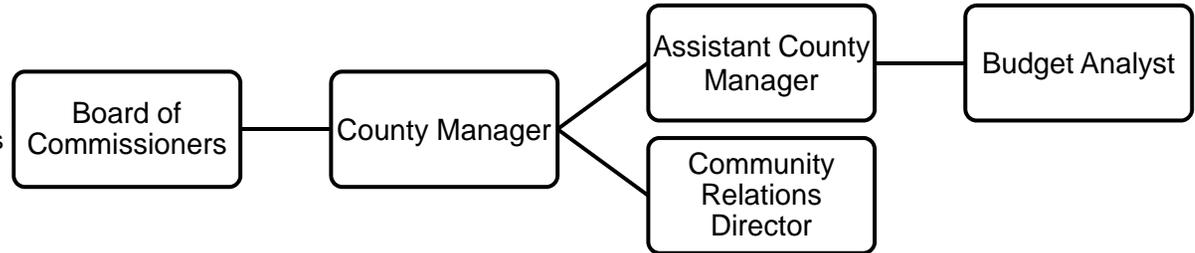
	A 2013 Actual	B 2014 Actual	C 2015 Amended	D 2015 Estimated	E 2016 Total Req.	F 2016 Total Rec.	G 2016 Appr. Cont.	H 2016 Appr. Exp.	I 2016 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	547,440	600,727	639,612	661,543	651,353	670,896	670,896	0	670,896	31,284	5%
Other Personnel Costs	182,312	199,162	201,816	209,684	209,843	213,673	213,673	0	213,673	11,857	6%
Operating	37,651	36,393	60,152	32,468	71,382	71,382	71,382	0	71,382	11,230	19%
Total Expenditures	767,403	836,282	901,580	903,695	932,578	955,951	955,951	0	955,951	54,371	6%
Net Cost	767,403	836,282	901,580	903,695	932,578	955,951	955,951	0	955,951	54,371	6%
Number of County Employees	8.00	9.00	9.00	9.00	9.00	9.00	9.00	0.00	9.00	0	0%

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
	2013	2014	2015	2015	2016	2016	2016	2016	2016	Variance	Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.		Inc./Dec.
Expenditures											
Salaries	547,440	600,727	639,612	661,543	431,248	444,186	444,186	0	444,186	(195,426)	(31%)
Other Personnel Costs	182,312	199,162	201,816	209,684	131,043	133,601	133,601	0	133,601	(68,215)	(34%)
Operating	37,642	36,393	60,152	32,468	56,049	56,049	56,049	0	56,049	(4,103)	(7%)
Total Expenditures:	767,394	836,282	901,580	903,695	618,340	633,836	633,836	0	633,836	(267,744)	(30%)
Net Cost	767,394	836,282	901,580	903,695	618,340	633,836	633,836	0	633,836	(267,744)	(30%)
Number of County Employees	5.00	5.00	5.00	5.00	5.00	5.00	5.00	0.00	5.00	0.00	0%

One-time Expenses: The FY 2015 budget includes one-time expenses of \$4,700. The FY 2016 budget includes one-time expenses of \$25,044. If one-time expenses are subtracted, the percent difference between the FY 2015 and 2016 budgets is (32.12%).

Note: This department has been broken into two divisions and the budget and work plan of Human Resources is shown separately.

Accomplishments:

1. Achieve a AAA Bond Rating: Received a AAA bond rating from Standard and Poor's on the Agriculture & Conference Center financing. Received an upgrade from Moody's to Aa1.

Department Links to Commissioner Goals:

1. Provide and measure strong customer service: Conduct a customer service survey and use results to guide improvements in county processes.

2. Seek opportunities to partner: Collaborated with Chatham County Schools to construct and operate a new joint transportation facility.
3. Maintain the property tax rate: Developed and recommended a FY 2014-2015 budget with no tax increase for the fifth straight year.
4. Ensure efficient, effective government: Received the Government Finance Officers Association Distinguished Budget Presentation Award.
5. Ensure efficient, effective government: Developed and recommended a 2016-2022 Capital Improvements Program that provides for funding pay-as-you-go projects through capital reserve.

2. Provide a strong county voice on state-controlled mental health services: Facilitate a work group of county departments to provide feedback to the county's new safety net provider to ensure services are responsive to county client needs.
3. Maintain the county's AAA bond rating: Develop and recommend operating and capital budgets that provide needed services, meet Board of Commissioners' goals, and enhance the county's financial position.
4. Strengthen relationships between county staff and education leaders: Continue and build on monthly meetings with school and community college administration to identify opportunities for partnership.
5. Provide more opportunities for citizen engagement: Take the first step towards a major upgrade or redesign of the county website by obtaining input from departments and the public on the current website.
6. Provide more opportunities for citizen engagement: Continue to partner with CCCC on Citizens' College as part of its Continuing Education program.

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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Available fund balance as a percent of actual budget expenditures	27.32%%	28.53%	27%	>20%	>20%
County's bond rating	AA+/Aa2	AA+/Aa2/Positive Outlook	AA+/Aa2/Positive outlook	AAA/Aa1	AAA/Aa1
Percent difference between general fund original budgeted expenditures and actual expenditures	0%	-1%	-2%	-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 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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
The increase in e-notifications	1150	1198	1340	1575	1690
The increase in Twitter followers	NM	92	206	300	375
Number of pageviews	1.4 million		NA	NA	2 million
Open Government pageviews	2,300	2,996	NA	NA	5,500

County Manager's Office -- Community Relations Division

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

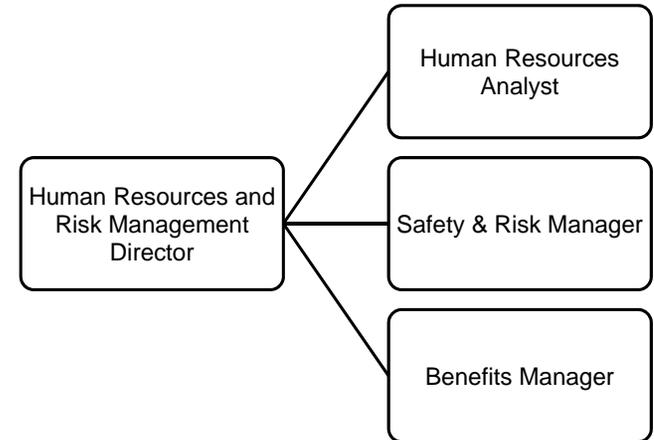
Budget Summary:	A 2013 Actual	B 2014 Actual	C 2015 Amended	D 2015 Estimated	E 2016 Total Req.	F 2016 Total Rec.	G 2016 Appr. Cont.	H 2016 Appr. Exp.	I 2016 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	0	0	0	0	0	0	0	0	0	0	0%
Other Personnel Costs	0	0	0	0	0	0	0	0	0	0	0%
Operating	9	0	0	0	0	0	0	0	0	0	0%
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures:	9	0	0	0	0	0	0	0	0	0	0%
Net Cost	9	0	0	0	0	0	0	0	0	0	0%
Number of County Employees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

County Manager's Office -- Human Resources Div

The mission of the Human Resources and Risk Management Department is to recruit, develop, support, and retain excellent employees, as well as maintain safe and healthy work environment in order to support the goals and objectives of Chatham County government.

Major responsibilities:

1. Manages job recruitment, selection and promotion of county employees.
2. Develops and oversees employee benefits and wellness programs.
3. Develops and promotes appropriate personnel policies and enforces those policies.
4. Fosters a positive work environment and effective employee-employer relations.
5. Promotes employee career development and job training.
6. Manages workers compensation, general personal property, and auto liability programs.
7. Ensures a safe work environment by conducting training, safety inspections, and maintaining safety policies.



Budget Summary:	A 2013 Actual	B 2014 Actual	C 2015 Amended	D 2015 Estimated	E 2016 Total Req.	F 2016 Total Rec.	G 2016 Appr. Cont.	H 2016 Appr. Exp.	I 2016 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	0	0	0	0	220,105	226,710	226,710	0	226,710	226,710	100%
Other Personnel Costs	0	0	0	0	78,800	80,072	80,072	0	80,072	80,072	100%
Operating	0	0	0	0	15,333	15,333	15,333	0	15,333	15,333	100%
Total Expenditures:	0	0	0	0	314,238	322,115	322,115	0	322,115	322,115	100%
Net Cost	0	0	0	0	314,238	322,115	322,115	0	322,115	322,115	100%
Number of County Employees	3.00	4.00	4.00	4.00	4.00	4.00	4.00	0.00	4.00	0.00	0%

Accomplishments:

1. Ensure efficient and effective government: Implemented the remaining portion of a market pay study to bring county employees to full market pay.
2. Ensure efficient and effective government: 100% of employees and dependents completed healthy objectives as required for health insurance in FY 2015.
3. Ensure efficient and effective government: Increased employee

Department Links to Commissioner Goals:

1. Review ongoing processes: Implement the Human Resources/Payroll module of MUNIS software.
2. Review on-going processes: Implement electronic timesheets for all county employees.
3. Review on-going processes: Begin process for a new performance-based pay system by working with departments and employees to define expectations and developing an evaluation tool.

- participation in wellness activities.
4. Ensure efficient and effective government: Facilitated departments receiving seven gold and five silver levels from the NC Department of Labor Safety Awards.

4. Review on-going processes: Continue strong presence in 2015 NC Department of Labor Safety Awards program.

Work Plan

Goal: Develop and retain a highly qualified work force

Objectives:

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

Key Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Annual staff turnover rate		11%	11%	8%	8%

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 2013 Actual	B 2014 Actual	C 2015 Amended	D 2015 Estimated	E 2016 Total Req.	F 2016 Total Rec.	G 2016 Appr. Cont.	H 2016 Appr. Exp.	I 2016 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Intergovernmental	158,218	162,641	146,000	154,600	149,000	149,000	149,000	0	149,000	3,000	2%
Total Revenues:	158,218	162,641	146,000	154,600	149,000	149,000	149,000	0	149,000	3,000	2%
Expenditures											
Operating	118,327	161,046	195,290	168,393	198,620	198,620	198,620	0	198,620	3,330	2%
Debt	0	968,651	968,651	968,651	968,652	968,652	968,652	0	968,652	1	0%
Total Expenditures:	118,327	1,129,697	1,163,941	1,137,044	1,167,272	1,167,272	1,167,272	0	1,167,272	3,331	0%
Net Cost	(39,891)	967,056	1,017,941	982,444	1,018,272	1,018,272	1,018,272	0	1,018,272	331	0%
Number of County Employees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

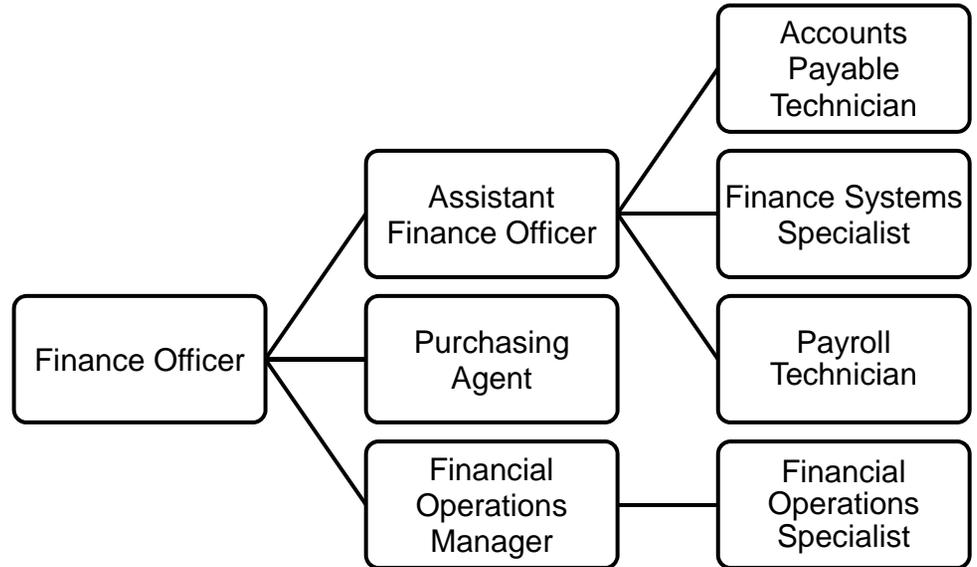
One-time Expenses: The FY 2015 budget includes one-time expenses of \$5,900. The FY 2016 budget includes one-time expenses of \$20,850. If one-time expenses are subtracted, the percent difference between the FY 2015 and 2016 budgets is (1.00%).

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 2013 Actual	B 2014 Actual	C 2015 Amended	D 2015 Estimated	E 2016 Total Req.	F 2016 Total Rec.	G 2016 Appr. Cont.	H 2016 Appr. Exp.	I 2016 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	378,115	392,464	465,329	426,927	480,881	495,308	495,308	0	495,308	29,979	6%
Other Personnel Costs	133,826	139,492	159,258	149,615	165,602	168,370	168,370	0	168,370	9,112	6%
Operating	85,198	123,164	213,532	113,230	173,861	173,861	173,861	0	173,861	(39,671)	(19%)
Total Expenditures:	597,139	655,120	838,119	689,772	820,344	837,539	837,539	0	837,539	(580)	0%
Net Cost	597,139	655,120	838,119	689,772	820,344	837,539	837,539	0	837,539	(580)	0%
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%

Accomplishments:

1. Ensure efficient, effective government: Received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting.
2. Ensure efficient, effective government: Implemented the first phase of the new county Enterprise Resource Planning (ERP) software.

Department Links to Commissioner Goals:

1. Provide strong customer service: Process accounts payable for all department efficiently and accurately to ensure timely payments to vendors. The Finance Office strives to process 100% of invoices before the due date as evidenced by the lack of late penalty assessments.
2. Demonstrate sound fiscal stewardship: Work to maintain the county's excellent financial condition and current AAA bond rating.
3. Ensure effective, efficient government: Continue to implement integrated ERP software across additional functional areas and educate end users on new capabilities provided within the software.

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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Standard & Poor's Corporation/ Moody's Investor Service ratings	AA+/Aa2	AA+/Aa2 Positive Outlook	AA+/Aa2 Positive Outlook	AAA/Aa1	AAA/Aa1
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)	1.03	1.01	1.03	1	1
Government-wide activities total margin ratio	.94	1.08	.75	1	1
General fund - fund balance as a percent of expenditures	20.9%	23%	24.4%	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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Awarded Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer Association	Yes	Yes	Yes	Yes	Yes
Obtain unmodified 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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Percent of time budget amendments are recorded within 30 days of notification or approval	100%	100%	100%	95%	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.

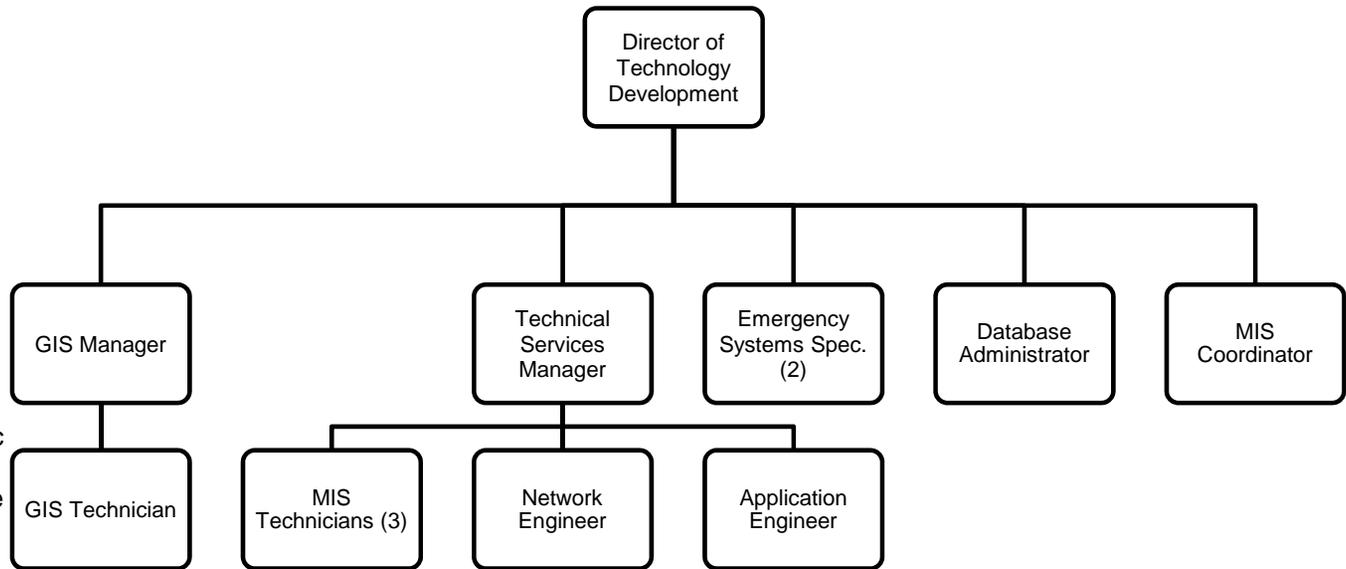
Key Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Percent of environmentally friendly office supplies purchased (based on costs)	18%	16%		20%	20%
Percent of contracts with local, minority or women-owned businesses	22%	21%		30%	30%

Management Information Systems (MIS)

Deliver services energetically and enthusiastically maximize technology access, use and safety; provide assistance and consultation enabling all departments to pursue success for the County and citizens.

Major responsibilities:

1. Provide and maintain network infrastructure to enable adaptive, resilient, efficient and secure data and voice capable transmissions
2. Purchase, maintain and support end user devices and application support solutions for all county departments
3. Monitor and implement security policies and practices to protect against malicious network activities, hacks, and viruses
4. Partner with county departments to select, purchase and implement specific technology solutions
5. Support progressive development of the county website for external public and internal staff information needs



Budget Summary:	A	B	C	D	E	F	G	H	I	J	K
	2013	2014	2015	2015	2016	2016	2016	2016	2016		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.	Variance	Inc./Dec.
Expenditures											
Salaries	559,958	583,990	649,405	591,501	666,948	686,961	683,787	3,174	686,961	37,556	6%
Other Personnel Costs	213,298	232,992	245,617	251,293	254,340	258,544	257,936	608	258,544	12,927	5%
Operating	422,760	387,433	551,335	458,819	539,283	526,118	526,118	0	526,118	(25,217)	(5%)
Capital Outlay	27,344	215,409	48,978	0	0	0	0	0	0	(48,978)	(100%)
Total Expenditures:	1,223,360	1,419,824	1,495,335	1,301,613	1,460,571	1,471,623	1,467,841	3,782	1,471,623	(23,712)	(2%)
Net Cost	1,223,360	1,419,824	1,495,335	1,301,613	1,460,571	1,471,623	1,467,841	3,782	1,471,623	(23,712)	(2%)
Number of County Employees	13.00	0.00	13.00	0.00	0%						

One-time Expenses: The FY 2015 budget includes one-time expenses of \$63,978. The FY 2016 budget includes one-time expenses of \$44,200. If one-time expenses are subtracted, the percent difference between the FY 2015 and 2016 budgets is (.27%).

Cuts or Expansion Approved:

Reclassification: Geographic Information Systems GIS Technician Net Cost: \$3,780

Accomplishments:

1. Ensure efficient, effective government: Began implementing a new unified phone system that will ultimately replace six separate systems, enhance communication between departments, and provide additional options, such as voice mail through email.
2. Build a safer community: Integrated the new Detention Center into the county's network through a fiber extension.
3. Build the new Agriculture Center: Completed fiber extension so that it is ready for connection to the new Agriculture & Conference Center.
4. Invest in safe and secure schools and county buildings: Added storage space to the county's storage area network, which hosts security and card access systems.
5. Ensure efficient, effective government: Implemented software to automatically switch to the disaster recovery site, enabling continuity of critical software and files in the event that main storage and application servers go off line.

Department Links to Commissioner Goals:

1. Provide more opportunities for citizen engagement and participation: Assist in upgrading the county's website, with emphasis on access and flexibility of use on mobile devices.
2. Be proactive in protecting natural resources: Ensure GIS staff skills through education so that they can create, analyze and map data effectively to assist decision makers.
3. Provide and measure strong customer service: Enhance the helpdesk system to include regular feedback surveys.
4. Review on-going processes: Ensure long-standing technologies and IT infrastructure will be ready for new demands of departments and the public.

Work Plan

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

Objectives:

- Provide 98% public internet availability toward a benchmark of 99.5%
- Decrease the time to restore functionality of critical systems in the event of a total failure of the primary control servers and storage from 4 hours to 1 hour toward a benchmark of 15 minutes during normal business hours, assuming the DR interface and failovers remain available.
- Tech support team to reply to a ticket assigned during normal business hours within 30 minutes toward a benchmark of 30 minutes on average.

Key Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Internet Availability	99%	99.9%	99.8%	99.5%	99.5
Recovery Time	0	0	4 hours	1 hour	30 minutes
Response Time	42.8 minutes	20.9 minutes	14.2 minutes	30 minutes	30 minutes

Goal: Provide courteous and prompt service to our internal customers.

Objectives:

- Obtain an 90% customer satisfaction rating toward a benchmark of 95%.

Key Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Customer Satisfaction Rating	78	91	95.1%	95%	95%

Goal: Maintain efficient technology operations.

Objectives:

Key Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Maintain core internet bandwidth utilization under 80%		0	0	under 80%	under 80%
Prevent SAN space utilization from exceeding 80%		0	0	under 80%	under 80%

Goal: Establish and maintain GIS Service Efficiencies

Objectives:

Key Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Reduce GIS backlog and maintain at less than 40 hours		0	0	0	40 hours
Complete new GIS requests within 24 hours (3 business days) on average.		0	0	0	3 business days

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.

Budget Summary:	A 2013 Actual	B 2014 Actual	C 2015 Amended	D 2015 Estimated	E 2016 Total Req.	F 2016 Total Rec.	G 2016 Appr. Cont.	H 2016 Appr. Exp.	I 2016 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Intergovernmental	1,187	0	0	0	0	0	0	0	0	0	0%
Sales & Service	0	0	0	1,172	0	0	0	0	0	0	0%
Total Revenues:	1,187	0	0	1,172	0	0	0	0	0	0	0%
Expenditures											
Operating	200,408	351,373	603,102	294,496	833,978	843,978	653,164	190,814	843,978	240,876	40%
Debt	0	0	0	30,360,006	0	0	0	0	0	0	0%
Transfers	5,782,296	7,423,352	6,128,065	6,158,065	7,587,022	7,587,022	7,587,022	0	7,587,022	1,458,957	24%
Public Assistance/Grants/Special Programs	176,245	1,065,689	326,500	382,979	22,000	22,000	22,000	0	22,000	(304,500)	(93%)
Capital Outlay	2,132,292	0	0	0	0	0	0	0	0	0	0%
Total Expenditures:	8,291,241	8,840,414	7,057,667	37,195,546	8,443,000	8,453,000	8,262,186	190,814	8,453,000	1,395,333	20%
Net Cost	8,290,054	8,840,414	7,057,667	37,194,374	8,443,000	8,453,000	8,262,186	190,814	8,453,000	1,395,333	20%
Number of County Employees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

One-time Expenses: The FY 2015 budget includes one-time expenses of \$388,707. If one-time expenses are subtracted, the percent difference between the FY 2015 and 2016 budgets is 26.75%.

Cuts or Expansion Approved:

Funds for "contingent positions:" Several positions were requested by departments where the need for additional staff was demonstrated based on circumstances that are not yet entirely known. Rather than not fund the positions or fund them without knowing whether the circumstances will be realized, the county manager recommends placing funds for these positions in contingency and will release the funds if and when circumstances dictate. Net Cost: \$190,814

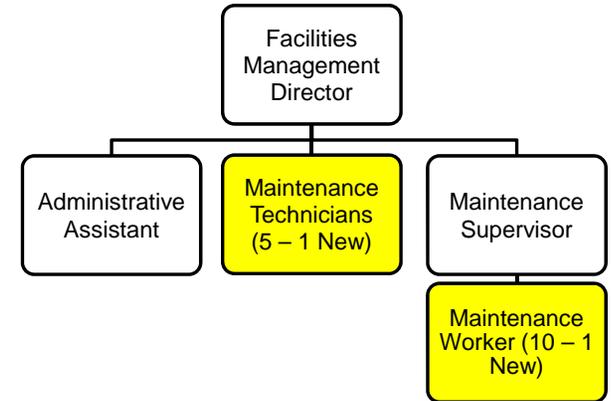
Line item Detail	2015 Amended	2015 Estimated	2016 Appr Cont	2016 Appr Exp	Total Appr	Percent Increase
PROFESSIONAL SERVICES / FINANCING COST	0	142,939	0	0	0	0%
SUPPLIES-MATERIALS / VACCINE	1,142	0	700	0	700	-39%
SUPPLIES-MATERIALS / COMPUTER SUPPLIES-EQUIP	2,000	10	2,000	0	2,000	0%
INSURANCE AND BONDS / INSURANCE AND BONDS	2,866	12,536	15,037	0	15,037	425%
NON-BUDGETED EXPENSE / INTERDEPARTMENTAL EXP	1,000	0	0	0	0	-100%
DUES-ASSESSMENTS-SUBSCRIP / DUES,ASSESSMENTS,SUBSCR	63,149	61,691	61,477	0	61,477	-3%
CONTRACTED SERVICES / FEASIBILITY STUDIES	26,173	9,041	15,000	0	15,000	-43%
CONTRACTED SERVICES / CONTRACTED SERVICES	30,000	20,321	30,000	0	30,000	0%
CONTRACTED SERVICES / CABLE TV	5,850	0	0	0	0	-100%
EMPLOYEE PROGRAMS / EMPLOYEE WELLNESS PROGRAM	7,600	6,044	5,950	0	5,950	-22%
EMPLOYEE PROGRAMS / UNEMPLOYMENT	95,000	41,914	60,000	0	60,000	-37%
CONTINGENCY / CONTINGENCY	368,322	0	463,000	190,814	653,814	78%
PROGRAMS / BD APPROVED MISCELLANEOUS	181,000	200,910	0	0	0	-100%
PROGRAMS / REFUND - IMPACT FEE	17,500	10,500	14,000	0	14,000	-20%
PROGRAMS / AFFORDABLE HOUSING	0	51,569	0	0	0	0%
PROGRAMS / AG PROCESSING CENTER	8,000	0	8,000	0	8,000	0%
PROGRAMS / SILER CITY	120,000	120,000	0	0	0	-100%
PAYMENT-REFUNDING AGENT / PERFORMANCE/NORTHWOOD	0	30,360,006	0	0	0	0%
INTERFUND TRANSFERS / TRANSFER TO CIP RESERVE	6,045,765	6,045,765	6,630,811	0	6,630,811	10%
INTERFUND TRANSFERS / FACILITY PROJECTS	82,300	112,300	956,211	0	956,211	1,062%

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 2013 Actual	B 2014 Actual	C 2015 Amended	D 2015 Estimated	E 2016 Total Req.	F 2016 Total Rec.	G 2016 Appr. Cont.	H 2016 Appr. Exp.	I 2016 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	402,152	490,965	523,624	526,787	556,684	569,859	544,604	25,614	570,218	46,594	9%
Other Personnel Costs	199,335	240,161	254,989	253,294	277,706	280,956	267,656	13,383	281,039	26,050	10%
Operating	851,576	914,689	1,009,379	922,629	1,417,190	1,232,040	1,030,490	201,550	1,232,040	222,661	22%
Debt	279,436	275,324	273,759	273,759	1,074,338	1,074,338	1,074,338	0	1,074,338	800,579	292%
Transfers	1,576,100	0	0	0	0	0	0	0	0	0	0%
Capital Outlay	43,126	23,905	0	0	36,056	36,056	0	36,056	36,056	36,056	100%
Total Expenditures:	3,351,725	1,945,044	2,061,751	1,976,469	3,361,974	3,193,249	2,917,088	276,603	3,193,691	1,131,940	55%
Net Cost	3,351,725	1,945,044	2,061,751	1,976,469	3,361,974	3,193,249	2,917,088	276,603	3,193,691	1,131,940	55%
Number of County Employees	16.00	16.00	16.00	16.00	18.00	18.00	16.00	2.00	18.00	2.00	13%

One-time Expenses: The FY 2015 budget includes one-time expenses of \$70,000. The FY 2016 budget includes one-time expenses of \$198,516. If one-time expenses are subtracted, the percent difference between the FY 2015 and 2016 budgets is 50.38%.

Cuts or Expansion Approved:

Reclassification of facilities director. Net Cost: \$1,721

Maintenance Technician I: County maintenance technicians perform duties such as general building and light grounds maintenance, some HVAC systems service and diagnostics, some plumbing and light electrical work, coordination and assistance of outside contractors, and a number of other duties as requested. Although some of the specialized maintenance services are currently contracted, it is not feasible to cover all services in this manner. Many day-to-day tasks are general in nature and some require response times that are not achievable with outside contractors unless premium rates or retainers are paid. The addition of 98,500 square feet to county facilities by February 2016 requires an additional maintenance technician. This position will allow Facilities Management to continue to maintain the current level of service. Support will be needed at the new Detention Center (64,000 square feet), the upgraded Solid Waste & Recycling Office (increase of 4,300 square feet), and the Agriculture & Conference Center (30,000 square feet). New, more technologically advanced systems being incorporated into the County's new facilities more expertise and knowledge. Systems are more complex requiring more training and interaction for proper understanding and operation. Industry standards for staffing levels (such as that set forth by organizations like the International Facilities Management Association) propose one maintenance technician per 47,000 square feet. Using that standard, the county needs more than eight maintenance technicians for the approximate 383,500 square we will manage by February of 2016.

The addition of a maintenance technician will bring the current staff to four. As the square footage maintained increases by approximately 25%, the addition of one maintenance technician will represent a corresponding 25% increase in staff, from three to four. Four maintenance technicians will allow Facilities Management to continue the efficient levels and types of services currently being provided. Net Cost: \$58,273

Capital Improvements Program: Agriculture & Conference Center operating expenses: With the addition of the Agriculture and Conference Center, the Manager is recommending an additional maintenance worker and operating expenses for the new facility. Industry standard staffing levels set forth by organizations like the International Facilities Management Association propose one maintenance worker (housekeeping staff) per 22,000 square feet. Based on that standard, the county would need 17.5 maintenance workers for the oncoming approximate 383,500 sq ft we will manage overall by February of 2016. We are proposing to increase housekeeping staff from 9 to 10. In addition to the position, housekeeping supplies and utilities will also increase. Net Cost: \$56,598

Parking Lot Renovations - Siler City First Health: The parking lot at the Siler City First Health facility is in a serious state of disrepair, with cracking and missing asphalt, potholes, and drainage issues. Since this is a medical facility that operates 24/7 in emergency response mode, repairs can no longer be delayed. Net Cost: \$70,000

Parking Lot Renovations - Performance Building Rear Lot: The rear parking lot at the Performance Building facility in Pittsboro is in a state of disrepair with severe cracking and missing asphalt, potholes, and drainage issues. The parking area serves as access for First Health EMS, storage for the Sheriff's Office trailers and other vehicles, and as a base of operations for the County's fleet vehicles. The parking lot is also used by heavy trash trucks and delivery vehicles that service the Facilities Management Department and the restaurant that operates out of the front of the building. The quantity and frequency of heavy vehicle traffic has severely impacted the asphalt and has added to the deterioration of the parking lot. Net Cost: \$90,000

Accomplishments:

1. Enhance overall customer service: Reinstated a customer service survey to measure service to the internal customers (employees) and improve on the use of county resources.
2. Ensure effective, efficient government: Implemented new internet-based facility management software to streamline the work order process and provide tracking and reporting that will enhance internal customer service and improve efficiency.
3. Ensure effective, efficient government: Oversaw construction and coordinated with the Sheriff's Office in the completion of the new Detention Center.
4. Ensure effective, efficient government: Oversaw construction and coordinated with the Solid Waste & Recycling Division in the construction of the new Solid Waste & Recycling Facility.
5. Seek opportunities to partner: Assisted in successful negotiation of a partnership with Chatham County Schools to construct a new Joint-use Transportation Facility.

Department Links to Commissioner Goals:

1. Support the marketing of the new Agriculture & Conference Center: Once complete, assist in maintaining the facility in a manner to help keep it operational and attractive to possible users.

6. Ensure effective, efficient government: Assisted Parks & Recreation with oversight of construction of a concessions facility and other facilities at Briar Chapel Park necessary to get the park prepared for public use.
7. Conduct energy audits: Continued to perform annual energy audits on current facilities and added new buildings as they were completed to ensure proper performance; worked with utilities to make sure the county is receiving the most favorable rates possible.

Work Plan

Goal: To provide timely and effective service to our customers in order to keep County facilities well-maintained, clean, and safe.

Objectives:

- Increase percentage of work orders acknowledged within the same business day from current percentage toward a benchmark of 90%.
- Increase satisfaction with overall cleanliness of the facilities and meeting rooms, based on responses to survey implemented in FY15.

Key Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Percentage of same business day work order acknowledgement response time.	NM	84%	85%	85%	90%
Percentage of satisfied customers based on responses to Satisfaction Survey		NM	NM	78%	85%

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.

Budget Summary:	A 2013 Actual	B 2014 Actual	C 2015 Amended	D 2015 Estimated	E 2016 Total Req.	F 2016 Total Rec.	G 2016 Appr. Cont.	H 2016 Appr. Exp.	I 2016 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	75,745	0	0	0	0	0	0	0	0	0	0%
Other Personnel Costs	32,898	20,492	0	0	0	0	0	0	0	0	0%
Operating	(59,446)	(74,746)	(133,092)	(100,051)	(325)	(1,825)	(88,825)	87,000	(1,825)	131,267	(99%)
Capital Outlay	138,786	0	18,550	18,550	0	0	0	0	0	(18,550)	(100%)
Total Expenditures:	187,983	(54,254)	(114,542)	(81,501)	(325)	(1,825)	(88,825)	87,000	(1,825)	112,717	(98%)
Net Cost	187,983	(54,254)	(114,542)	(81,501)	(325)	(1,825)	(88,825)	87,000	(1,825)	112,717	(98%)
Number of County Employees	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

One-time Expenses: The FY 2015 budget includes one-time expenses of \$18,550. If one-time expenses are subtracted, the percent difference between the FY 2015 and 2016 budgets is (98.63%).

Cuts or Expansion Approved:

Capital Improvements Program (CIP): Startup Operating Costs for Joint Garage Net Cost: \$87,000