

Administration

Budget Summary:

	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont.	FY 09 App. Exp.	FY 09 Total App.	Cont. % Inc/Dec	Total % Inc/Dec
Revenues											
<i>Intergovernmental</i>	43,336	41,044	40,000	49,740	41,000	41,000	41,000	0	41,000	2.5%	2.5%
<i>Miscellaneous</i>	2,594	2,844	2,912	2,912	2,912	2,912	2,912	0	2,912	0.0%	0.0%
<i>Sales & Service</i>	569	0	0	215	0	0	0	0	0	0.0%	0.0%
Total Revenues	46,499	43,888	42,912	52,867	43,912	43,912	43,912	0	43,912	2.3%	2.3%
Expenditures											
<i>Salaries</i>	1,270,902	1,449,230	1,863,095	1,723,029	2,579,559	2,550,221	1,965,919	453,417	2,419,336	5.5%	29.9%
<i>Other Personnel Costs</i>	419,220	497,728	633,380	604,539	816,508	804,497	693,311	88,856	782,167	9.5%	23.5%
<i>Operating</i>	1,051,959	2,087,352	2,393,230	1,739,049	2,971,863	2,692,172	2,593,322	17,550	2,610,872	8.4%	9.1%
<i>Debt</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Transfers</i>	3,693,070	4,730,078	5,490,007	6,290,007	4,811,333	4,211,333	4,211,333	0	4,211,333	-23.3%	-23.3%
<i>Public Assistance/Grants/Special Prog</i>	21,180	59,242	88,100	99,211	80,500	80,500	84,100	0	84,100	-4.5%	-4.5%
<i>Capital Outlay</i>	64,279	115,732	412,278	387,458	222,500	222,500	106,000	116,500	222,500	-74.3%	-46.0%
Total Expenditures	6,520,610	8,939,362	10,880,090	10,843,293	11,482,262	10,561,223	9,653,985	676,323	10,330,308	-11.3%	-5.1%
Net Cost:	6,474,110	8,895,474	10,837,178	10,790,426	11,438,350	10,517,311	9,610,073	676,323	10,286,396	-11.3%	-5.1%

Expansion salaries and benefits in administration include all salary increases in the general fund that are the result of the pay study implementation. Transfers to capital reserves are significantly lower to reduce the appropriation from fund balance.

County Attorney

The mission of the County Attorney's Office is to render fair and impartial legal advice to the various departments of Chatham County government, and to assist in creating a responsive, open, accessible and socially just interaction with all citizens.

Budget Summary:	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont.	FY 09 App. Exp.	FY 09 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Expenditures											
<i>Salaries</i>	0	7,847	136,831	90,366	135,400	135,400	135,400	0	135,400	-1.0%	-1.0%
<i>Other Personnel Costs</i>	0	1,369	37,494	30,374	38,625	38,625	38,625	0	38,625	3.0%	3.0%
<i>Operating</i>	62,240	106,140	86,100	155,164	91,510	91,510	91,510	0	91,510	6.3%	6.3%
Total Expenditures	62,240	115,356	260,425	275,904	265,535	265,535	265,535	0	265,535	2.0%	2.0%
Net Cost:	62,240	115,356	260,425	275,904	265,535	265,535	265,535	0	265,535	2.0%	2.0%
Number of County Employees	0.00	0.00	2.00	2.00	2.00	2.00	2.00	0.00	2.00	0.0%	0.0%

Work Plan:

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.

Budget Summary:	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont.	FY 09 App. Exp.	FY 09 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Expenditures											
Salaries	315,649	388,543	334,337	339,941	388,796	376,871	355,454	22,500	377,954	6.3%	13.0%
Other Personnel Costs	79,708	107,690	104,565	95,429	122,603	118,644	111,146	7,684	118,830	6.3%	13.6%
Operating	47,746	98,238	74,035	97,316	84,232	82,282	74,332	7,950	82,282	0.4%	11.1%
Capital Outlay	11,200	0	3,000	0	49,000	49,000	0	49,000	49,000	-100.0%	1533.3%
Total Expenditures	454,303	594,470	515,937	532,687	644,630	626,797	540,932	87,134	628,066	4.8%	21.7%
Net Cost:	454,303	594,470	515,937	532,687	644,630	626,797	540,932	87,134	628,066	4.8%	21.7%
Number of County Employees	6.00	6.00	5.00	5.00	6.00	6.00	5.00	1.00	6.00	0.0%	20.0%

Expansion Approved:

- **Human Resources Software:** Purchase software to integrate and automate major human resources processes. Most human resources functions currently rely on paper processing and are not integrated into a centralized database. Proposed software would integrate: advertisement and recruitment of positions; position control; training records; and assignment of PIN numbers, security and equipment. It also would automate notices of those entering or leaving service. Other automated features could be available, depending on the software selected. A \$49,000 appropriation from fund balance will cover the capital cost of this one-time expense. Net Cost: \$0.00
- **Budget and HR Analyst Position:** Hire a full-time professional-level analyst in the County Manager's Office to assist both the Assistant County Manager and Human Resources Director, bringing their workloads closer to the averages for counties our size. Most have at least 1 to 2 additional budget positions and 1 to 2 additional HR positions. The county has major initiatives that require routine oversight, such as the new joint library, annual performance review system, and maintaining substantial equivalency for health and social services to keep salaries competitive in those areas. Without this position, new programs requested by the BOC or employees cannot be explored effectively, much less initiated and sustained. Examples include: long-range budget forecasting, performance budgeting, evaluation of county agencies and programs, employee health and wellness strategic plan, HR policy reviews and updates, and employee child care options. As with most personnel, this position is budgeted for only one-half of the year and will be frozen until January 1. At that time, county management will determine whether revenues are sufficient to hire new positions. The full-year cost of this position is \$70,267. Net Cost: \$38,134.00

Work Plan:

Goal: Ensure the wise use of county funds.

Objectives:

- Implement the approved capital improvements program and ensure projects stay on time and on budget.
- Maintain and improve the county's excellent financial condition by ensuring fund balance remains at 20% of budgeted expenditures, and the county maintains or improves its bond rating.
- Play a key role in at least seven grant proposals for county programs or services.
- Improve the capacity of the organization and community to obtain grant funds by offering resources and training on grant writing.
- Improve the accuracy of information given to the Board of Commissioners during the budget retreat.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Percent difference between retreat (preliminary) expenditure projections and budgeted expenditures.	NA	-5.5%	-2.4%	2.6%	-1%
Percent difference between retreat (preliminary) revenue projections and budgeted revenue.	NA	-.3%	3.0%	-.1%	-2%
Percent difference between general fund budgeted expenditures and actual expenditures.	-5.1%	-7.3%	-6.2%	.29%	-3%
Percent difference between general fund budgeted revenues and actual revenues.	4.6%	6.6%	8.3%	7%	3%
Dollars leveraged from other organizations attending grant training.	NA	NA	\$57,800	\$10,000	\$20,000
Dollars leveraged directly from the Manager's Office through funded grants.	NA	\$329,000	\$496,457	\$500,000	\$600,000
Bond rating.	A1/AA-	A1/AA-	A1/AA-	A1/AA-	A1/AA-
Fund balance as a percent of next year's budgeted expenditures.	36.5%	36.9%	33.3%	24.9%	21.4%
Percent of capital projects that are on budget.	NA	NA	100%	100%	100%
Percent of capital projects that are on schedule.	NA	NA	50%	100%	100%

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

Objectives:

- Increase overall usage of the website to obtain information and provide input on county issues.
- Improve communication with citizens by disseminating a County Annual Highlights newsletter and quarterly citizens' e-mail newsletter.
- Improve public understanding of county government by participating in the Citizen's College and Leadership Chatham programs.
- Provide better outreach to new residents by working with Leadership Chatham, the Chamber, and United Way to create a systematic way to welcome new residents and inform them about county government.
- Revise and reinstitute the County Ambassadors Program, with graduates completing specified community outreach projects.
- Increase the total number of people signed up for e-notices and the total number signed up to receive BOC agenda notices via the website.
- Provide better access to Board of Commissioner meetings by offering indexed online audio of meeting (if funded).
- Conduct an audit of cultural competence for Chatham County to identify ways for the county to be more attractive to diverse populations, to strengthen our ties to the communities we serve, and to increase our overall cultural competence internally and externally.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Total number of people signed up for e-notices from the county website.	NA	NA	NA	375	450
Percent of county departments completing the cultural competence audit	NA	NA	NA	NA	75%
Number of "County Ambassadors."	NA	0	7	0	10
Number of people signed up to receive Board of Commissioner agenda notices through the website.	NA	NA	NA	230	300
Number of people speaking at commissioner public hearings.	NA	Not Measured	Not Measured	386	250
Number of boards and committees applicants resulting from outreach efforts.	NA	NA	NA	86	100
Percent of participants in Citizens' College that report an increased knowledge of county government.	NA	NA	89%	80%	80%
Number of people reached through outreach efforts (including annual newsletter, quarterly e-mail newsletter, community meetings, Citizens College, and Leadership Chatham)	NA	NA	NA	41,741	43,000
Annual number of hits on county's website.	NA	NA	89,760	250,320	336,000

Goal: Develop and retain a highly qualified workforce.

Objectives:

- Improve communication with employees by developing a comprehensive Human Resources website, disseminating an employee newsletter at least four times per year, and establishing employee e-mail groups for easy distribution of information across the organization.
- Improve the benefits package offered to employees by exploring the feasibility of cafeteria benefits and gain sharing programs.
- Improve employee safety by reinstating a countywide Safety Committee and Accident Review Board.
- Improve recruitment and retention of a diverse workforce by establishing a multi-cultural diversity committee.
- Revise the curriculum of the Leadership Academy to reflect the recommendations made during an evaluation of the program, including establishing additional tracks for non-supervisory employees and an advisory committee.
- Develop and implement a cultural competence course for new employees as part of orientation and for existing employees as part of the Leadership Academy.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Percent of county employees receiving cultural competency training who report increased awareness.	NA	NA	NA	NA	60%
Percent of county employees completing the Leadership Academy.	12.4%	14.9%	17.5%	22%	25%
Percent of employees completing Leadership Academy who indicate improved performance as a result of training.	NA	NA	NA	67%	70%
Percent of job applicants who are minorities.	20%	22%	23%	24%	27%
Number of lost work days due to accidents on the job.	24	35	20	74	30
Annual employee turnover.	18%	17%	15%	14%	13%

Goal: Improve our department's service to external and internal customers.

Objectives:

- Through an online agenda distribution process, maximize the number of days Commissioners have to review agenda packets.
- Develop a long-term action plan for human relations based on the results of a needs addressment.
- Utilize online survey capacity to obtain feedback from citizens on county services.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Percent of residents completing an online web survey on customer service provided by the Manager's Office who indicate they receive very good to excellent service.	NA	NA	NA	NA	65%
Human Relations Action Plan adopted by the Human Relations Commission and the Board of Commissioners	NA	NA	NA	NA	Yes
Number of residents completing online web survey on Manager's Office customer service	NA	NA	NA	NA	175
Percent of meetings where Commissioners receive agenda packets at least four days before their meeting.	100%	100%	100%	100%	100%

County Manager's Office -- Community Relations Division

Budget Summary:	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont.	FY 09 App. Exp.	FY 09 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Expenditures											
Salaries	0	0	170,784	136,413	192,311	192,311	192,311	0	192,311	12.6%	12.6%
Other Personnel Costs	0	0	50,284	44,363	56,132	56,132	56,132	0	56,132	11.6%	11.6%
Operating	0	0	47,481	41,016	109,654	75,354	75,354	0	75,354	58.7%	58.7%
Total Expenditures	0	0	268,549	221,792	358,097	323,797	323,797	0	323,797	20.6%	20.6%
Net Cost:	0	0	268,549	221,792	358,097	323,797	323,797	0	323,797	20.6%	20.6%
Number of County Employees	0.00	0.00	3.00	3.00	3.00	3.00	3.00	0.00	3.00	0.0%	0.0%
Please see the County Manager's Office budget for the department workplan.											

Court Facilities

Budget Summary:	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont.	FY 09 App. Exp.	FY 09 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Revenues											
<i>Intergovernmental</i>	43,336	41,044	40,000	49,740	41,000	41,000	41,000	0	41,000	2.5%	2.5%
<i>Miscellaneous</i>	2,594	2,844	2,912	2,912	2,912	2,912	2,912	0	2,912	0.0%	0.0%
Total Revenues	45,930	43,888	42,912	52,652	43,912	43,912	43,912	0	43,912	2.3%	2.3%
Expenditures											
<i>Other Personnel Costs</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Operating</i>	61,673	53,979	74,602	68,867	112,499	112,499	112,499	0	112,499	50.8%	50.8%
<i>Public Assistance/Grants/Special Programs</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Capital Outlay</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
Total Expenditures	61,673	53,979	74,602	68,867	112,499	112,499	112,499	0	112,499	50.8%	50.8%
Net Cost:	15,743	10,091	31,690	16,215	68,587	68,587	68,587	0	68,587	116.4%	116.4%
Number of County Employees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%	0.0%
The budget for the court system is increasing substantially for two reasons: 1) the state now requires counties to pay for the courts' telephone system, and 2) the budget includes funds to improve courtroom security.											

Facilities Management

The mission of the Facilities Management Department is to ensure a clean and safe working environment for the employees of Chatham County and the visiting public.

Budget Summary:	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont.	FY 09 App. Exp.	FY 09 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Expenditures											
<i>Salaries</i>	234,363	243,541	300,279	271,285	335,444	335,444	335,444	0	335,444	11.7%	11.7%
<i>Other Personnel Costs</i>	108,086	112,145	136,478	131,234	159,969	159,969	159,968	0	159,968	17.2%	17.2%
<i>Operating</i>	591,453	612,509	699,054	667,410	1,025,178	1,025,178	1,018,878	0	1,018,878	45.8%	45.8%
<i>Debt</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Transfers</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Capital Outlay</i>	18,429	11,983	24,977	24,477	0	0	0	0	0	-100.0%	-100.0%
Total Expenditures	952,331	980,178	1,160,788	1,094,406	1,520,591	1,520,591	1,514,290	0	1,514,290	30.5%	30.5%
Net Cost:	952,331	980,178	1,160,788	1,094,406	1,520,591	1,520,591	1,514,290	0	1,514,290	30.5%	30.5%
Number of County Employees	8.00	9.00	12.00	12.00	12.00	12.00	12.00	0.00	12.00	0.0%	0.0%

Salaries and benefits in Facilities Management are increasing significantly because the FY 2009 budget includes the full year's cost of two positions that were budgeted for only five months in FY 2008. Operating costs are increasing significantly because: 1) the budget includes \$150,000 to paint and repair the old courthouse; 2) energy costs are projected to increase 10 percent, and 3) office space rent is included for the first time because this department will be dislocated by the judicial facility construction.

Work Plan:

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

Objectives:

- Conduct quarterly safety trainings for facilities management employees.
- Conduct quarterly walk-throughs of all facilities and develop "punch list" of needed safety improvements.
- Conduct monthly inspections of a facility to ensure the building is being maintained to the satisfaction of the visiting public and county employees.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Number of incidents related to facility issues.	1	NM	NM	0	0

Goal: Develop and retain a highly qualified workforce.

Objectives:

- Conduct semi-monthly staff meetings.
- Develop a mini-Leadership Academy for Facilities Management employees.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Number of staff training hours.	106	NM	NM	48	96
Staff turnover rate.	0%	NM	NM	16%	0%

Goal: Improve communications with public and departments.

Objectives:

- Conduct a survey of departments before and after signage installed to assess effectiveness.
- Meet with department heads and get feedback on how well their facility is being cleaned.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Percent of employees reporting citizens have less trouble finding county buildings and departments.	N/A	NM	NM	<15%	<10%

Goal: Improve the appearance of County buildings and grounds to make county facilities more inviting for the visiting public.

Objectives:

- Develop a prioritized schedule for pressure-washing buildings; pressure-wash high-priority buildings.
- Develop a prioritized schedule for painting buildings; paint high-priority buildings and offices.
- Identify buildings with high public use; improve landscaping of those facilities.
- Conduct a quarterly walk-through of main Pittsboro grounds to pick up trash and other debris.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Percent of employees indicating building and ground appearance has improved.	N/A	NM	NM	85%	95%

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

Objectives:

- In conjunction with Manager's Office, develop a five-year plan for major building maintenance projects and preventive maintenance.
- Review all building projects during the design phase to ensure building maintenance concerns are addressed.
- Coordinate with building project managers to provide needed support during construction and to prepare for additional services needed when buildings are complete.
- Track energy consumption and develop strategies for reducing consumption in problem areas.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Average energy cost per square foot.	NM	NM	NM	\$0.37	\$0.42
Building maintenance expenditures as a percent of the General Fund.	.36%	.36%	.30%	.26%	.42%

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.

Budget Summary:	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont.	FY 09 App. Exp.	FY 09 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Expenditures											
<i>Salaries</i>	334,047	369,391	384,929	377,813	401,982	401,982	401,982	0	401,982	4.4%	4.4%
<i>Other Personnel Costs</i>	101,288	117,226	121,856	120,406	130,340	130,340	130,340	0	130,340	7.0%	7.0%
<i>Operating</i>	149,116	926,403	145,005	209,332	159,194	159,194	159,194	0	159,194	9.8%	9.8%
<i>Capital Outlay</i>	7,832	0	0	0	0	0	0	0	0	0.0%	0.0%
Total Expenditures	592,283	1,413,020	651,790	707,551	691,516	691,516	691,516	0	691,516	6.1%	6.1%
Net Cost:	592,283	1,413,020	651,790	707,551	691,516	691,516	691,516	0	691,516	6.1%	6.1%
Number of County Employees	7.00	8.00	8.00	8.00	8.00	8.00	8.00	0.00	8.00	0.0%	0.0%

Work Plan:

Goal: Provide County officials and operating departments financial data that is readily available and accessible, allowing them to make informed decisions.

Objectives:

- Assist departments in managing their budgets and ensuring that all financial transactions are conducted and recorded in accordance with the budget ordinance by recording line-item amendments within 10 days of notification and Commissioner-approved amendments within 30 days of approval by County Commissioners.
- Make accurate and timely payments to all vendors on a weekly basis. All invoices paid when due 98% of the time.
- Accurately post all revenue transactions on a daily/monthly basis 100% of the time.
- Maintain fixed asset inventory by properly tagging assets when purchased and conducting at least one annual inventory of all county fixed assets.
- Prepare bi-weekly payroll for the County for over 400 employees. Payroll transmitted 3 days prior to payday 100% of the time.
- Complete the County's CAFR by December 1

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
CAFR completed by December 1					
Percent of time payroll transmitted 3 days prior to payday					
Annual inventory of fixed assets conducted					
Percent of time revenue transactions posted within 5 days of notification					
Number of late charges assessed by vendor for late payment of invoices					
Percent of time line item budget amendments recorded within 10 days of approval and Commissioner -pproved amendments recorded within 30 days of approval					

Goal: Provide effective and efficient purchasing services for the procurement of County goods and services so that operating departments are able to maximize the use of county tax dollars

Objectives:

- Provide purchasing services in support of County operations as evidenced by number of purchase orders issued.
- Review contracts generated from the bid process to ensure compliance with County and State policies.
- Conduct bids that provide for equal and competitive bidding.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Percent of time local and MWBE vendors are contacted for bid opportunities					
Percent of time bids are secured that fall within the informal bid range					
Number of purchase orders issued resulting from informal bid awards					

Goal: Maintain the County's excellent financial condition with consistent investment returns, active monitoring of reserves, maximum investment of cash on hand and by ensuring timely payment of debt service

Objectives:

- Debt service is met with 100% accuracy, as evidenced by no penalties for late payment.
- All idle cash invested.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Percent of idle cash invested					
Number of penalties assessed for late payment					

Goal: Maintain accurate financial information and effective internal controls, ensuring compliance with requirements of county policies, North Carolina General Statutes, Generally Accepted Accounting Principles (GAAP), and other laws and regulations to ensure sound financial condition is maintained

Objectives:

- Comply with all regulatory agency guidelines 100% of the time as evidenced by noncompliance notification from regulatory agency.
- Retain the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Monitor financial transactions to insure compliance with the Local Government Budget and Fiscal Control Act as evidenced by no disclosures in the County's audited financial statements.

- Provide all required information to the Internal Revenues Service as evidenced by all information accepted by the IRS without return or error.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Number of notifications from IRS siting errors in reporting					
Obtain unqualified opinion on annual independent audit					
Retention of GFOA Certificate					
Number of audit findings in CAFR					
Number of noncompliance notifications from regulatory agencies					

Goal: Facilitate funding of the County's capital improvements program

Objectives:

- Develop and implement financing plan for the County's capital improvements program as evidenced by approval from the Local Government Commission to proceed with sale of Certificates of Participations.
- Maintain or improve the County's credit ratings from Standard and Poor's Corporation and Moody's Investor Service.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Bond Ratings maintained or improved					
Sale of Certificates of Participation					

Fleet Management

The mission of the Fleet Management Department is to ensure a safe and efficient vehicle for all county employees by maintaining all vehicles on a regularly scheduled basis and repairing vehicles promptly.

Budget Summary:	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont.	FY 09 App. Exp.	FY 09 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Expenditures											
Salaries	61,471	62,711	63,790	61,615	65,066	65,066	65,066	0	65,066	2.0%	2.0%
Other Personnel Costs	25,778	26,722	27,197	26,826	28,846	28,846	28,847	0	28,847	6.1%	6.1%
Operating	-40,785	17,106	17,885	-33,288	21,282	21,282	21,282	0	21,282	19.0%	19.0%
Capital Outlay	18,388	0	41,051	44,052	73,000	73,000	73,000	0	73,000	77.8%	77.8%
Total Expenditures	64,853	106,538	149,923	99,204	188,194	188,194	188,195	0	188,195	25.5%	25.5%
Net Cost:	64,853	106,538	149,923	99,204	188,194	188,194	188,195	0	188,195	25.5%	25.5%
Number of County Employees	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00	2.00	0.0%	0.0%

The continuation capital outlay budget includes funds to purchase three new motor pool vehicles. Staff determined that three additional cars were needed to meet current demand. Over the past three years, no vehicle was available for 45 percent of the requests. At least two of these vehicles will be hybrids or flex fuel.

Work Plan:

Goal: Provide safe vehicles for county employees.

Objectives:

- Perform a pre-cautionary inspection in addition to the regularly scheduled maintenance on vehicle and replace or repair any damaged or worn part(s) on fleet vehicle.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Percent of vehicles repaired within 24 hours of request		N/A			95%

Goal: Improve fleet management service to internal customers.

Objectives:

- Respond to internal customers in a timely manner.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Percentage of fleet vehicles inspected each month (target of 100%)		N/A			

Goal: Retain a highly qualified staff.

Objectives:

- Ensure staff is re-certified annually and semi-annually.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Percent of staff attending recertification classes	100%				

Goal: Ensure the wise use of county funds through economical purchase of supplies and effective maintenance of our vehicle assets.

Objectives:

- Create a spreadsheet showing savings on quantity of motor oil purchased.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Demonstrate savings on quantity of motor oil purchased					

General Services

Budget Summary:	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont.	FY 09 App. Exp.	FY 09 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Revenues											
<i>Sales & Service</i>	569	0	0	215	0	0	0	0	0	0.0%	0.0%
Total Revenues	569	0	0	215	0	0	0	0	0	0.0%	0.0%
Expenditures											
<i>Salaries</i>	0	0	0	0	527,875	527,875	0	395,906	395,906	0.0%	39590600.0%
<i>Other Personnel Costs</i>	0	0	0	0	90,055	90,055	0	67,542	67,542	0.0%	6754200.0%
<i>Operating</i>	46,533	40,896	849,153	141,286	1,036,718	793,177	718,177	0	718,177	-15.4%	-15.4%
<i>Transfers</i>	3,693,070	4,730,078	5,490,007	6,290,007	4,811,333	4,211,333	4,211,333	0	4,211,333	-23.3%	-23.3%
<i>Public Assistance/Grants/Special Programs</i>	21,180	59,242	88,100	99,211	80,500	80,500	84,100	0	84,100	-4.5%	-4.5%
<i>Capital Outlay</i>	0	103,749	300,000	237,379	0	0	0	0	0	-100.0%	-100.0%
Total Expenditures	3,760,783	4,933,964	6,727,260	6,767,883	6,546,481	5,702,941	5,013,610	463,448	5,477,058	-25.5%	-18.6%
Net Cost:	3,760,214	4,933,964	6,727,260	6,767,668	6,546,481	5,702,941	5,013,610	463,448	5,477,058	-25.5%	-18.6%
Number of County Employees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%	0.0%

The salaries and benefits budgeted in General Services includes funds to implement the pay study recommendations for all general fund departments. Overall, the General Service's budget is decreasing because of fewer transfers being made to capital reserve to reduce appropriation of fund balance.

CIP: To reduce fund balance appropriation, the budget does not include planning for Manager's Office and Register of Deeds office renovations, planning for an emergency services storage building, and the fifth year of funding for the Electronic Document Management System. The County Manager believes these expenses can be deferred for one year without jeopardizing progress on the overall CIP. (Total Reduction in Fund Balance: \$343,541). For more information on these projects, please visit the county's website at <http://www.chathamnc.org/Index.aspx?page=894>.

Expansion Approved:

■ Implementation of the Pay Study: Budgeted funds will bring all county positions up to at least the minimum market pay rate. The county contracted with a consultant to review all county positions and compare with pay rates in all surrounding counties and the towns of Chapel Hill, Carrboro, Sanford, Apex, and Cary. Chatham County typically loses employees to these jurisdictions. The consultant found that overall pay rates are 15.5 percent below the average pay of these jurisdictions. Because of the large cost associated with bringing every employee to market pay and the poor economic conditions of many of the county's residents and job losses, the County Manager is recommending that it be implemented in two phases. The first phase is included in the Approved FY 2009 budget and will bring every employee up to at least the minimum of his/her market salary grade. This option requires an overall increase of 3.9 percent. Commissioners delayed implementation of the pay study to October 1, saving \$154,482. Depending on economic conditions, the second phase may be included in the FY 2010 budget. This phase would bring every county employee up to the market rate for their position and experience. Phase 2 would require a 15.5 percent increase in salaries, at a cost of \$2.1 million. In order to retain quality employees, the County Manager feels strongly that we must implement this second phase when economic conditions improve. Net Cost: \$463,449.00

Management Informations Systems (MIS)

The mission of the MIS Department is to provide centralized technical support for all County Departments, minimizing computer downtime, maximizing networkability between departments, and implementing a long-term technology development strategy that will allow the County to grow in a secure, technologically seamless environment.

Budget Summary:	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont.	FY 09 App. Exp.	FY 09 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Revenues											
<i>Intergovernmental</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
Total Revenues	0	0	0	0	0	0	0	0	0	0.0%	0.0%
Expenditures											
<i>Salaries</i>	325,371	377,198	472,145	445,595	532,686	515,273	480,262	35,011	515,273	1.7%	9.1%
<i>Other Personnel Costs</i>	104,360	132,576	155,506	155,908	189,935	181,883	168,253	13,630	181,883	8.2%	17.0%
<i>Operating</i>	133,983	232,083	399,915	391,946	331,596	331,696	322,096	9,600	331,696	-19.5%	-17.1%
<i>Transfers</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Public Assistance/Grants/Special Programs</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Capital Outlay</i>	8,430	0	43,250	81,550	100,500	100,500	33,000	67,500	100,500	-23.7%	132.4%
Total Expenditures	572,144	741,857	1,070,816	1,074,999	1,154,717	1,129,352	1,003,611	125,741	1,129,352	-6.3%	5.5%
Net Cost:	572,144	741,857	1,070,816	1,074,999	1,154,717	1,129,352	1,003,611	125,741	1,129,352	-6.3%	5.5%
Number of County Employees	7.00	9.00	10.00	10.00	12.00	12.00	10.00	2.00	12.00	0.0%	20.0%

Expansion Approved:

- **Emergency System Specialist:** Ensure that the county can provide 24/7 technology support for the 911 Center by hiring an Emergency System Specialist in the MIS Department. The current specialist is the only 24/7 support and serves the Sheriff's Office and Jail as well as 911. These offices increasingly rely on new technologies and software, all requiring ongoing support. This workload is compounded by the proposed addition of mobile data units in all Sheriff's Office vehicles. This position will serve as backup support whenever the primary specialist is unavailable. As with most new personnel, this position is budgeted for only half of the year and will be frozen until January 1. At that time county management will determine whether revenues are sufficient to hire new positions. The full-year cost of this position is \$56,144. Net Cost: \$30,022.00
- **MIS Front Line Support Position:** Improve internal customer support and enhance overall efficiency by providing a "front line" contact person for all MIS service requests. Currently, each MIS staff person is contacted individually by employees needing help, which can be inefficient if they are not the best person to handle the issue and/or have a backlog of issues already. A new MIS Administrative Support position will serve as the point of contact for all help requests between 8 am and 5 pm. This position will provide phone support to address basic computer problems, but will also channel requests to other staff and track progress to assure problems have been addressed. This position will also learn basic troubleshooting for the AS400 and provide general office management, such as handling inventory, purchasing and receiving. The full-year cost of this position is \$48,641. Net Cost: \$25,821.00

- **MIS Service and Transport Van:** Provide an equipped van for MIS staff to service other county buildings around the county and transport related equipment, increasing MIS's efficiency in serving customers. Staff members currently use personal vehicles, which may not have needed tools or accessories to complete assignments. Using a county fleet vehicle has not worked well due to the last-minute nature of most service requests. Also, a fleet vehicle could not be stocked with commonly-used tools, manuals and other technology supplies. A \$27,000 transfer from the vehicle capital reserve will cover the cost of this request. Net Cost: \$2,000.00
- **Off-Site Data Server:** Meet the growing data storage needs of departments through the purchase of an additional storage server that will be placed in a second location (Emergency Operations Center). Many of the new applications used by departments require substantial digital storage capacity, and the County also has more employees storing data. Federal HIPAA and Disaster Recovery regulations require off-site backup servers. By placing the storage server in the secured Emergency Operations Center facility (EOC), the county can create automated backup procedures for users and also provide a backup server for Emergency Operations and the Sheriff's Office. A \$12,000 transfer from the equipment capital reserve will cover the cost of this request. Net Cost: \$0.00
- **Courthouse Annex Generator:** Provide long-term emergency power supply for the Courthouse Annex through the purchase of a generator, which would keep technology equipment, including servers and mainframe computer, operational during power outages. The county currently relies on battery backup systems, which provide power for a short period only. This is a particularly crucial purchase since all departments, including the 911 Center and the Sheriff's Department, will soon rely on Courthouse Annex servers for email. The generator will ensure that email, phones and other vital technologies are operational after-hours and during emergencies. A \$12,000 transfer from the 911 reserve will cover the cost of this request. Net Cost: \$0.00
- **Firewall Server:** Protect the county's vital data networks by purchasing a required backup firewall security server, in accordance with standard security practices. The server would secure the county network from dangerous intrusions, viruses and damaging software. Given the potential costs of repairing damage to our data systems if our primary firewall server fails for any reason, a backup server is vital. A \$4,900 transfer from the equipment capital reserve will cover the cost of this request. Net Cost: \$400.00

Work Plan:

Goal: Continue to offer assistance in revising County Website to improve services and County image.

Objectives:

- Continue improvement of GIS system and revision of software with the implimentation of a new GIS server
- Improve access of county website to both county employees and citizens by implementation of enhanced Ethernet service.

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Number of County website page views	N/A	N/A	250,000	400,000	450,000
Number of GIS Website page views	N/A	N/A	150,000	250,000	300,000

Goal: Improve infrastructure and connectivity options within the County network.

Objectives:

- Complete the building of a fiber optic network connecting main office sites in Pittsboro
- Manage and improve security of wireless "hotspots" in main meeting rooms for vendors, citizens, and guest speakers to connect to the internet without getting on the County network
- Continue migrating departments to new phone system, as needed
- Complete migration to new County email system

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Number of departments/divisions utilizing new email system	N/A	N/A	2	22	24
Number of departments/divisions on new phone system	N/A	N/A	7	22	24
Number of meeting rooms with wireless connectivity	N/A	N/A	1	3	5
Number of buildings conected by fiber	N/A	N/A	5	7	10

Goal: Improve security of County network.

Objectives:

- Conduct network intrusion testing
- Revise HIPAA policy
- Provide user security training classes
- Monitor network traffic

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Percent of network traffic monitored (by PC)	N/A	N/A	80	95	98
Number of security classes offered	N/A	N/A	1	1	2
Number of edit, updates, and revisions to HIPAA Policy	N/A	N/A	1	0	1
Number of attacks (port scans) detected / blocked	N/A	N/A	800	10,000	10,000

Goal: Provide extended support for County offices with special needs.

Objectives:

- Continue to consolidate Sheriff's Department network, connections and bring into full HIPAA compliance
- Continue assistance with transition to new data collection methods
- Provide extended support for query report writing for AS/400 software users
- Assist purchasing by obtaining quotes and entering all purchase orders for technology equipment to maintain standardization of equipment

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Number of purchase orders completed for other Departments	N/A	N/A		100	125
Number of queries written, rewritten, and run	N/A	N/A	50	60	65
Percentage of Sheriff's Department computers that are HIPAA compliant and connected to main County network	N/A	N/A	0	100	100

Goal: Continue standardization and consolidation of software and databases across County departments.

Objectives:

- Continue to consolidate databases from different departments into SQL
- Manage EDMS project and associated databases
- Automate software updates

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Percentage of software updates that were automated	N/A	N/A	50	75	95
Number of Departments using EDMS	N/A	N/A	1	1	4
Number of databases that have been converted into SQL database	N/A	N/A	2	6	8
Percentage of PCs on MS Enterprise Agreement	N/A	0	80	90	95

Goal: Improve staff IT knowledge and capabilities.

Objectives:

- Ensure IT staff further education in a variety of fields

Key Measures:	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Estimated	FY 09 Target
Total Number of Industry Certifications	2	4	6	8	10