

Administration

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

Budget Summary:

	A 2014 Actual	B 2015 Actual	C 2016 Amended	D 2016 Estimated	E 2017 Total Req.	F 2017 Total Rec.	G 2017 Appr. Cont.	H 2017 Appr. Exp.	I 2017 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Intergovernmental	403,711	393,956	320,000	381,860	308,308	308,308	308,308	0	308,308	(11,692)	(4%)
Contributions from others	76,433	115,570	0	93,930	0	0	0	0	0	0	0%
Charges for Services	354,532	361,685	368,500	388,532	305,663	305,663	305,663	0	305,663	(62,837)	(17%)
Total Revenues	834,676	871,211	688,500	864,322	613,971	613,971	613,971	0	613,971	(74,529)	(11%)
Expenditures											
Salaries	2,112,098	2,225,553	2,469,534	2,354,171	2,652,123	2,637,572	2,616,954	20,618	2,637,572	168,038	7%
Other Salaries and Benefits	848,875	875,320	939,665	903,191	1,205,396	1,138,662	1,070,001	68,661	1,138,662	198,997	21%
Operating	3,003,386	2,484,564	2,644,936	2,622,188	2,905,483	2,958,542	2,898,252	60,290	2,958,542	313,606	12%
Debt	1,243,975	32,151,947	2,042,990	25,687,819	2,274,491	2,274,491	2,274,491	0	2,274,491	231,501	11%
Transfers Out	7,423,352	6,128,065	7,617,022	7,617,022	11,656,639	11,656,639	11,656,639	0	11,656,639	4,039,617	53%
Allocations/Programs	165,689	183,500	644,598	55,296	558,451	558,451	558,451	0	558,451	(86,147)	(13%)
Capital Outlay	239,313	18,469	36,056	36,432	7,650	7,650	7,650	0	7,650	(28,406)	(79%)
Total Expenditures	15,036,688	44,067,418	16,394,801	39,276,119	21,260,233	21,232,007	21,082,438	149,569	21,232,007	4,837,206	30%
Net Cost:	14,202,012	43,196,207	15,706,301	38,411,797	20,646,262	20,618,036	20,468,467	149,569	20,618,036	4,911,735	31%

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.



Budget Summary:	A	B	C	D	E	F	G	H	I	J	K
	2014	2015	2016	2016	2017	2017	2017	2017	2017	Variance	Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.		Inc./Dec.
Expenditures											
Salaries	43,952	44,641	46,151	46,363	46,151	47,535	47,535	0	47,535	1,384	3%
Other Salaries and Benefits	16,573	17,092	18,039	17,799	19,513	19,786	19,786	0	19,786	1,747	10%
Operating	204,033	261,614	231,669	328,349	340,655	340,655	330,655	10,000	340,655	108,986	47%
Total Expenditures:	264,558	323,346	295,859	392,511	406,319	407,976	397,976	10,000	407,976	112,117	38%
Net Cost	264,558	323,346	295,859	392,511	406,319	407,976	397,976	10,000	407,976	112,117	38%
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

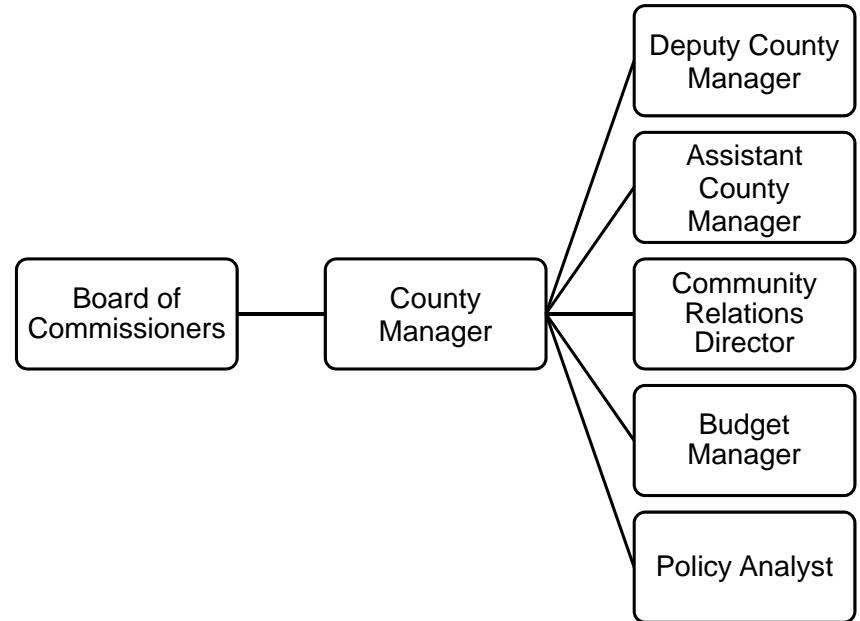
	A 2014 Actual	B 2015 Actual	C 2016 Amended	D 2016 Estimated	E 2017 Total Req.	F 2017 Total Rec.	G 2017 Appr. Cont.	H 2017 Appr. Exp.	I 2017 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	600,727	637,527	670,896	630,699	619,666	638,256	636,878	1,378	638,256	(32,640)	(5%)
Other Salaries and Benefits	199,162	202,776	213,673	203,247	218,262	222,095	221,828	267	222,095	8,422	4%
Operating	36,391	35,373	86,382	82,154	72,619	72,619	72,619	0	72,619	(13,763)	(16%)
Total Expenditures	836,281	875,676	970,951	916,100	910,547	932,970	931,325	1,645	932,970	(37,981)	(4%)
 Net Cost	 836,281	 875,676	 970,951	 916,100	 910,547	 932,970	 931,325	 1,645	 932,970	 (37,981)	 (4%)
Number of County Employees	9.00	9.00	9.00	9.00	9.00	9.00	9.00	0.00	9.00	0	0%

County Manager

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
	2014	2015	2016	2016	2017	2017	2017	2017	2017	Variance	Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.		Inc./Dec.
Expenditures											
Salaries	600,727	635,713	444,186	402,908	392,956	404,746	403,368	1,378	404,746	(39,440)	(9%)
Other Salaries and Benefits	199,162	202,432	133,601	123,949	132,134	134,634	134,367	267	134,634	1,033	1%
Operating	36,391	35,373	71,049	66,157	55,022	55,022	55,022	0	55,022	(16,027)	(23%)
Total Expenditures:	836,281	873,518	648,836	593,014	580,112	594,402	592,757	1,645	594,402	(54,434)	(8%)
Net Cost	836,281	873,518	648,836	593,014	580,112	594,402	592,757	1,645	594,402	(54,434)	(8%)
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 2016 budget includes one-time expenses of \$25,044. The FY 2017 budget includes one-time expenses of \$15,145. If one-time expenses are subtracted, the percent difference between the FY 2016 and 2017 budgets is (7.14%).

Cuts or Expansion Approved:

Reclassification: Net Cost \$1,643

Accomplishments:

1. Demonstrate sound fiscal stewardship and economic support to ensure we can meet the important service needs of our residents.: Educated businesses and buyers about the correct county allocation of sales tax with a resulting increase in locally-collected sales tax versus statewide collections.
2. Demonstrate sound fiscal stewardship and economic support to ensure we can meet the important service needs of our residents: Made a presentation to an NC Department of Revenue statewide conference on the problem of incorrect county identification for sales tax and motor vehicle tax.
3. Demonstrate sound fiscal stewardship and economic support to ensure we can meet the important service needs of our residents: The AAA bond rating was confirmed by Standard and Poor's in the fall of 2015 when refinancing debt.
4. The goal is for our working departments to get to 'yes' within our operating guidelines: Worked with Habitat for Humanity to donate one parcel of county-owned land that Habitat requested.
5. Seek and utilize partnership opportunities with municipalities, regional entities and the private sector that will enhance effectiveness and efficiency: Led a major partnership effort around the topic of affordable housing to meet a request of the Board of Commissioners. This resulted in several planning sessions with commissioners, towns, departments and related organizations.
6. Seek and utilize partnership opportunities with municipalities, regional entities and the private sector that will enhance effectiveness and efficiency: Partnered with Triangle Community Foundation and United Way of Chatham County to offer a pilot collaborative grant centered on affordable housing issues.
7. Provide and measure strong customer service throughout county government, including contractors acting on behalf of the county: Conducted the fourth customer service survey using a contractor to perform a statistically valid phone survey. It will be repeated every two years. Presented results to departments and the BOC. We have recommended where follow-up needs to be done by specific departments.
8. Provide a strong county voice on state-controlled mental health services in our county: Facilitated a team of county service providers to provide feedback to the mental health safety net provider on needed service improvements. This includes an on-going feedback form for referring agencies to report problems with the safety net provider.
9. Serve as an effective voice for Chatham County on urgent environmental issues, such as coal ash disposal, fracking and water quality of Jordan Lake: Established a webpage to post the monitoring reports related to the coal ash site. Conducted air and water quality testing in the affected area. Worked with residents to provide temporary bottled water and access to county water.
10. Provide more opportunities for citizen engagement and participation: Continued to partner with CCCC to provide Citizens' College, which continues to have a full class every fall. We are in the process of a major website redesign and upgrade (in partnership with MIS) to enhance user experience and access.

Department Links to Commissioner Goals:

1. Review on-going processes to evaluate how the county does business to identify and make needed improvements: The county website will be upgraded to improve user-friendliness and offer mobile access and browser capability.
2. Demonstrate sound fiscal stewardship and economic support to ensure we can meet the important service needs of our residents: Recommended FY 17 tax rate increased by 2% after 6 years of no increase to fund additional approved capital projects. Staff also identified new sales tax revenue for this purpose, avoiding an additional cent increase needed in the rate.
3. Provide and measure strong customer service throughout county government, including contractors acting on behalf of the county: We are working on rolling out Seamless.gov, which will enhance overall customer service.
4. Affordable Housing and Rental: The budget recommends funding to contract with Triangle J to provide staffing support and recommendations on: an affordable housing advisory committee; work with the towns to identify barriers to affordable housing; and identification of best practices for affordable housing.
5. Affordable rental housing: The budget recommends funding to contract with the School of Government to develop Henry Siler School for low-income senior or affordable rental housing.
6. Address substandard housing: The budget recommends funding for the Council on Aging to support and supplement efforts underway by the Council, Rebuilding Together and others to address substandard housing. The funds will be used to build on current efforts to help further identify and catalog the problem, enhance community and volunteer awareness and response, and assist with the most immediate ne
7. Provide a strong county voice on state-controlled mental health services in our county: The manager's office will continue to facilitate a team of county service providers to provide feedback to the mental health safety net provider on needed service improvements.

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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Unassigned fund balance as a percent of actual budget expenditures	28.53%	27%	28%	>20%	>20%
County's bond rating	AA+/Aa2/Positive Outlook	AA+/Aa2/Positive outlook	AAA/Aa1	AAA/Aa1	AAA/Aa1
Percent difference between general fund original budgeted and actual expenditures	-1%	-2%	-1%	< 3%	< 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

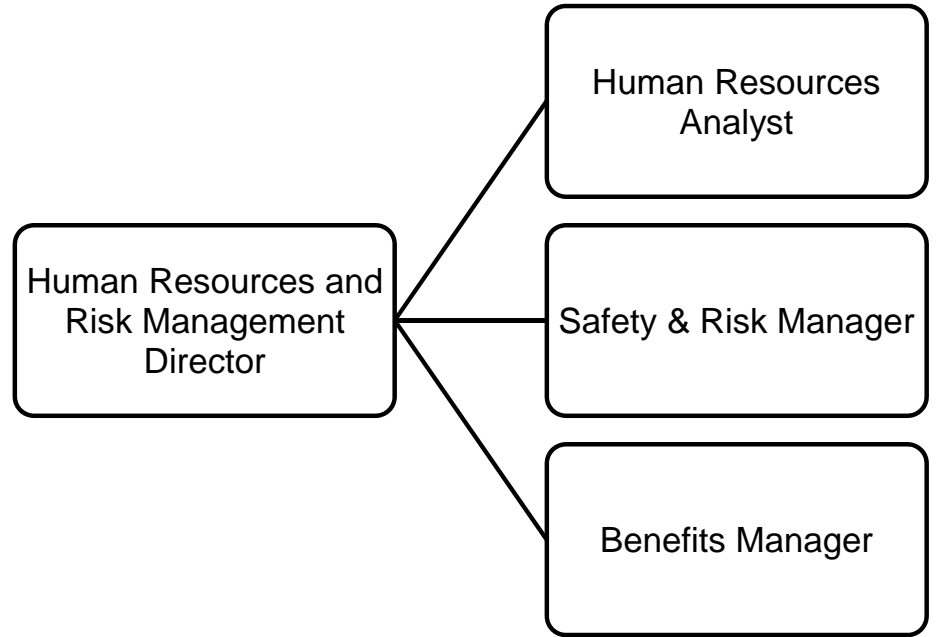
Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
The increase in e-notifications	1198	1340	1532	1800	2000
The increase in Twitter followers	92	206	314	675	850
Number of pageviews		NA	1.63 million	2.1 million	2.2 million
Open Government pageviews	2,996	NA	3,620	4,902	5,100

Human Resources & Risk Management

The mission of the Human Resources and Risk Management Department is to recruit, develop, support, and retain excellent employees, as well as maintain a safe and healthy work environment in order to support the goals and objectives of Chatham County's 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	B	C	D	E	F	G	H	I	J	K
	2014	2015	2016	2016	2017	2017	2017	2017	2017		Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.	Variance	Inc./Dec.
Expenditures											
Salaries	0	1,814	226,710	227,791	226,710	233,510	233,510	0	233,510	6,800	3%
Other Salaries and Benefits	0	344	80,072	79,298	86,128	87,461	87,461	0	87,461	7,389	9%
Operating	0	0	15,333	15,997	17,597	17,597	17,597	0	17,597	2,264	15%
Total Expenditures:	0	2,158	322,115	323,086	330,435	338,568	338,568	0	338,568	16,453	5%
Net Cost	0	2,158	322,115	323,086	330,435	338,568	338,568	0	338,568	16,453	5%
Number of County Employees	4.00	4.00	4.00	4.00	4.00	4.00	4.00	0.00	4.00	0.00	0%

One-time Expenses: The FY 2016 budget includes one-time expenses of \$1,179. If one-time expenses are subtracted, the percent difference between the FY 2016 and 2017 budgets is 5.49%.

Accomplishments:

1. Assisted in the implementation of Chatham County's tobacco-free campus effective March 1, 2016
2. Review on-going processes to evaluate how the county does business to identify and make needed improvements: Implemented HR/Payroll software that provides more functionality of HR/Payroll data management and also streamlines the online job application process across departments.
3. Ensure effective, efficient government that is responsive to the needs and input of all residents: Launched the first phase of the new performance-based pay system
4. Review on-going processes to evaluate how the county does business to identify and make needed improvements: The HR Risk Management division received 8 gold and 3 silver level safety awards from the NC Department of Labor.

Department Links to Commissioner Goals:

1. Review on-going processes to evaluate how the county does business to identify and make needed improvements: Launch new HR video podcast outreach project
2. Review on-going processes to evaluate how the county does business to identify and make needed improvements: Begin the process of developing HR strategic plan for next 3-5 years
3. Continue strong presence at the NC Department of Labor safety awards for 2016 and explore other NC safety designations (Carolina Star)
4. Ensure effective, efficient government that is responsive to the needs and input of all residents: Develop new cultural competency class for county employees, to be included in the leadership academy curriculum.

Work Plan

Goal: Develop and retain a highly qualified work force

Objectives:

Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Annual staff turnover rate	11%	11%	11%	10%	9%

Court Facilities

Budget Summary:	A	B	C	D	E	F	G	H	I	J	K
	2014	2015	2016	2016	2017	2017	2017	2017	2017	Variance	Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.		Inc./Dec.
Revenues											
Intergovernmental	108,905	97,173	95,000	86,916	84,308	84,308	84,308	0	84,308	(10,692)	(11%)
Total Revenues:	108,905	97,173	95,000	86,916	84,308	84,308	84,308	0	84,308	(10,692)	(11%)
Expenditures											
Operating	161,046	193,595	198,620	232,168	187,136	217,136	217,136	0	217,136	18,516	9%
Debt	968,651	968,651	968,652	968,652	968,652	968,652	968,652	0	968,652	0	0%
Total Expenditures:	1,129,697	1,162,246	1,167,272	1,200,820	1,155,788	1,185,788	1,185,788	0	1,185,788	18,516	2%
Net Cost	1,020,792	1,065,073	1,072,272	1,113,904	1,071,480	1,101,480	1,101,480	0	1,101,480	29,208	3%
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 2016 budget includes one-time expenses of \$20,850. If one-time expenses are subtracted, the percent difference between the FY 2016 and 2017 budgets is 3.43%.

Facilities - CC Agriculture & Conference Center

Budget Summary:	A 2014 Actual	B 2015 Actual	C 2016 Amended	D 2016 Estimated	E 2017 Total Req.	F 2017 Total Rec.	G 2017 Appr. Cont.	H 2017 Appr. Exp.	I 2017 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	0	0	0	0	97,167	93,895	72,292	21,603	93,895	93,895	100%
Other Salaries and Benefits	0	0	0	0	148,369	103,851	34,985	68,866	103,851	103,851	100%
Operating	0	0	0	0	24,020	24,020	15,180	8,840	24,020	24,020	100%
Total Expenditures:	0	0	0	0	269,556	221,766	122,457	99,309	221,766	221,766	100%
Net Cost	0	0	0	0	269,556	221,766	122,457	99,309	221,766	221,766	100%
Number of County Employees					3.00	3.00	2.00	1.00	3.00	3.00	100%

One-time Expenses: #Error

Cuts or Expansion Approved:

CIP Expansion: New position to oversee additional temporary employees to do set-up and tear-down for meetings in the new facility Net Cost: \$93,419

CIP Expansion: Meeting supplies for CCACC Net Cost: \$1,885

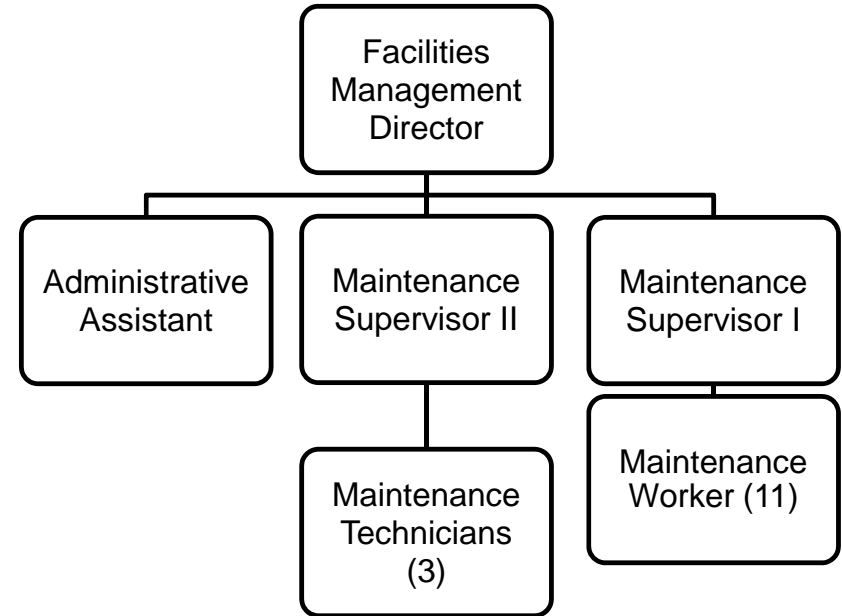
CIP Expansion: Increase marketing Net Cost: \$4,000

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 2014 Actual	B 2015 Actual	C 2016 Amended	D 2016 Estimated	E 2017 Total Req.	F 2017 Total Rec.	G 2017 Appr. Cont.	H 2017 Appr. Exp.	I 2017 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	490,965	526,797	570,218	562,815	618,822	637,387	637,387	0	637,387	67,169	12%
Other Salaries and Benefits	240,162	253,289	281,039	276,752	323,743	327,838	327,838	0	327,838	46,799	17%
Operating	914,689	990,478	1,232,040	1,016,132	1,168,413	1,168,413	1,168,413	0	1,168,413	(63,627)	(5%)
Debt	275,324	823,290	1,074,338	1,074,337	1,305,839	1,305,839	1,305,839	0	1,305,839	231,501	22%
Capital Outlay	23,904	0	36,056	36,056	0	0	0	0	0	(36,056)	(100%)
Total Expenditures:	1,945,045	2,593,855	3,193,691	2,966,092	3,416,817	3,439,477	3,439,477	0	3,439,477	245,786	8%
Net Cost	1,945,045	2,593,855	3,193,691	2,966,092	3,416,817	3,439,477	3,439,477	0	3,439,477	245,786	8%
Number of County Employees	16.00	16.00	18.00	18.00	18.00	18.00	18.00	0.00	18.00	0.00	0%

One-time Expenses: The FY 2016 budget includes one-time expenses of \$162,460. If one-time expenses are subtracted, the percent difference between the FY 2016 and 2017 budgets is 13.47%.

Accomplishments:

1. Ensure effective, efficient government: Facilities Management continued the annual survey to help provide and measure customer service to internal customers (employees) and to improve on the use of the county's resources.
2. Ensure effective, efficient government: Completed the construction of the new Solid Waste & Recycling Facility.
3. Ensure effective, efficient government: Completed construction of a concessions facility and other development items at Briar Chapel Park necessary to get the park opened for public use.
4. Be proactive in protecting natural resources and promoting responsible growth and land use, while recognizing the differing needs and factors across the county: Continue to perform annual energy audits on the current facilities (adding the new buildings on as they are completed) to ensure proper performance and work to progress the county's relationships with the utility providers.

Department Links to Commissioner Goals:

1. Demonstrate sound fiscal stewardship and economic support: Oversight of the construction of the Agriculture & Conference Center to ensure the delivery of the intended facility. When completed, Facilities Management will assist in maintaining the facility to help keep it operational and attractive to possible users.
2. Ensure effective, efficient government: Hiring of a Maintenance Supervisor that will oversee the maintenance technicians, outside contractors working on behalf of the County, and day to day maintenance of the County's facilities to help insure better service and that the County furnishes safe, well maintained facilities for the use of both County employees and the public.

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 95%.
- Increase satisfaction with overall cleanliness of the facilities and meeting rooms, based on responses to survey implemented in FY15.

Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Same business day work order acknowledgement response time.	84%	85%	N/M	90%	95%
Satisfied customers based on Survey	NM	NM	88%	90%	95%

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/sf.

Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Cost per Kilowatt Hours used	\$0.0786/kwh	NM	NM	\$0.080	\$0.080
Building Maintenance Cost per Square Foot	\$4.30/sf	NM	NM	\$5.00/sf	\$5.00/sf

Facilities - Fleet

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 2014 Actual	B 2015 Actual	C 2016 Amended	D 2016 Estimated	E 2017 Total Req.	F 2017 Total Rec.	G 2017 Appr. Cont.	H 2017 Appr. Exp.	I 2017 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	0	0	0	0	0	0	0	0	0	0	0%
Other Salaries and Benefits	20,492	0	0	0	0	0	0	0	0	0	0%
Operating	(74,744)	(93,875)	(1,825)	(29,469)	134,532	134,532	134,532	0	134,532	136,357	(7472%)
Capital Outlay	0	18,469	0	0	0	0	0	0	0	0	0%
Total Expenditures:	(54,252)	(75,406)	(1,825)	(29,469)	134,532	134,532	134,532	0	134,532	136,357	(7472%)
Net Cost	(54,252)	(75,406)	(1,825)	(29,469)	134,532	134,532	134,532	0	134,532	136,357	(7472%)
Number of County Employees	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

Accomplishments:

Department Links to Commissioner Goals:

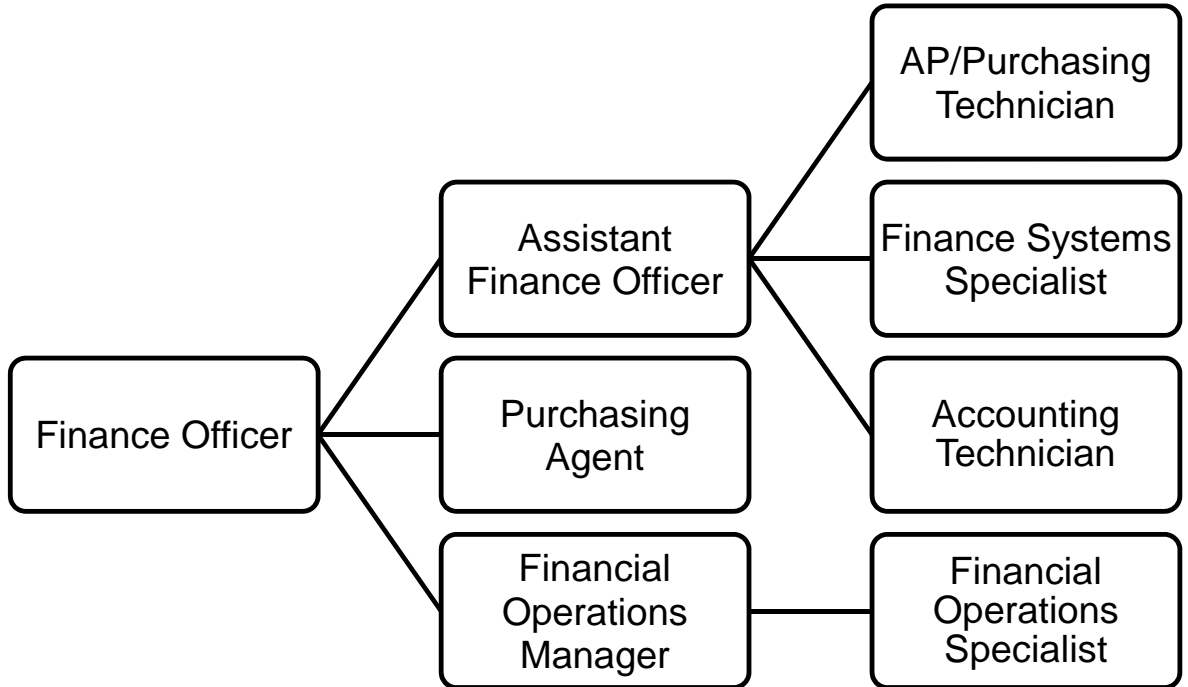
1. Ensure effective, efficient government that is responsive to the needs and input of all residents: Coordinate and support transition of all county fleet vehicle service from the contracted service agreements with the local dealerships to the new Chatham County Bus Garage.

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 2014 Actual	B 2015 Actual	C 2016 Amended	D 2016 Estimated	E 2017 Total Req.	F 2017 Total Rec.	G 2017 Appr. Cont.	H 2017 Appr. Exp.	I 2017 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	392,464	427,840	495,308	474,473	501,621	516,673	515,295	1,378	516,673	21,365	4%
Other Salaries and Benefits	139,493	149,782	168,370	159,972	181,840	184,887	184,620	267	184,887	16,517	10%
Operating	123,164	138,904	173,861	186,800	191,105	191,105	191,105	0	191,105	17,244	10%
Total Expenditures:	655,121	716,526	837,539	821,245	874,566	892,665	891,020	1,645	892,665	55,126	7%
Net Cost	655,121	716,526	837,539	821,245	874,566	892,665	891,020	1,645	892,665	55,126	7%
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:

Reclassification: Net Cost: \$1,643

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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Standard & Poor's Corporation/ Moody's Investor Service ratings	AA+/Aa2 Positive Outlook	AA+/Aa2 Positive Outlook	AAA/Aa1	AAA/Aa1	AAA/Aa1
Approved capital projects successfully funded	100%	100%	100%	100%	100%

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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Awarded Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer Association	Yes	Yes	Yes	Yes	Yes

General Services - Non Depart

Budget Summary:	A 2014 Actual	B 2015 Actual	C 2016 Amended	D 2016 Estimated	E 2017 Total Req.	F 2017 Total Rec.	G 2017 Appr. Cont.	H 2017 Appr. Exp.	I 2017 Total Appr.	J Variance	K Total % Inc./Dec.
Revenues											
Intergovernmental	294,806	296,783	225,000	294,944	224,000	224,000	224,000	0	224,000	(1,000)	0%
Contributions from others	76,433	115,570	0	93,930	0	0	0	0	0	0	0%
Charges for Services	354,532	361,685	368,500	388,532	305,663	305,663	305,663	0	305,663	(62,837)	(17%)
Total Revenues:	725,771	774,039	593,500	777,406	529,663	529,663	529,663	0	529,663	(63,837)	(11%)
Expenditures											
Salaries	0	0	0	0	0	0	0	0	0	0	0%
Other Salaries and Benefits	0	0	0	0	0	0	0	0	0	0	0%
Operating	1,251,373	501,827	198,071	312,566	230,897	230,897	230,897	0	230,897	32,826	17%
Debt	0	30,360,006	0	23,644,830	0	0	0	0	0	0	0%
Transfers Out	7,423,352	6,128,065	7,617,022	7,617,022	11,656,639	11,656,639	11,656,639	0	11,656,639	4,039,617	53%
Allocations/Programs	165,689	183,500	644,598	55,296	558,451	558,451	558,451	0	558,451	(86,147)	(13%)
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures:	8,840,415	37,173,398	8,459,691	31,629,714	12,445,987	12,445,987	12,445,987	0	12,445,987	3,986,296	47%
Net Cost	8,114,643	36,399,359	7,866,191	30,852,308	11,916,324	11,916,324	11,916,324	0	11,916,324	4,050,133	51%
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%

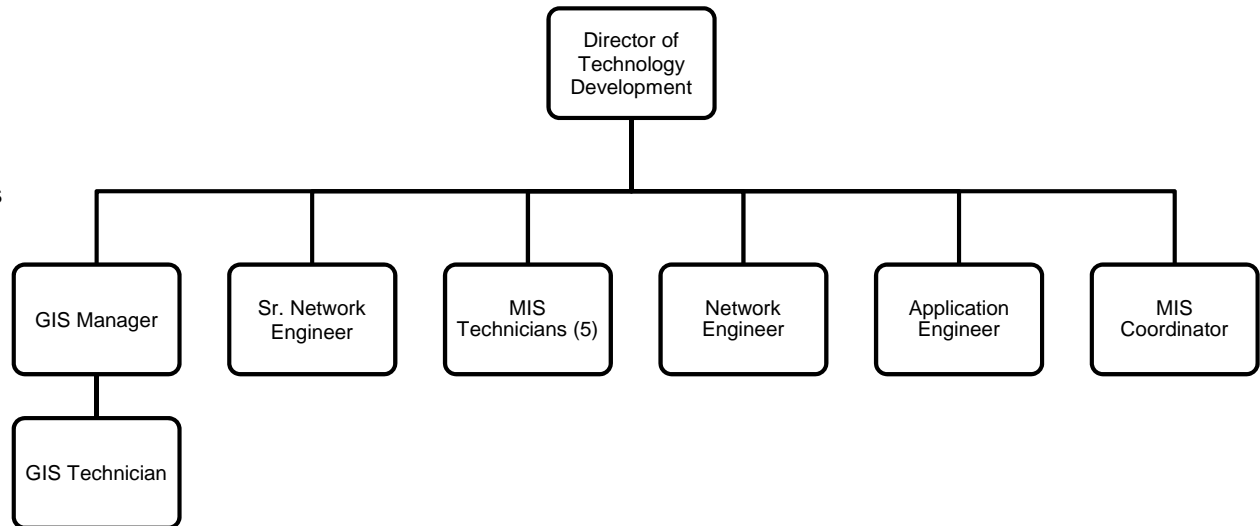
Line item detail	2016 Amended	2016 Estimated		2017 Appr Cont	Total Appr	Percent Increase
PROFESSIONAL SER - FINANCING	0	193,326	0	0	0	0%
CONTRACTED SERVICES	35,775	34,190	87,000	0	87,000	143%
CONT SER - FEASIBILITY STUDY	17,132	0	0	0	0	-100%
INSURANCE - PROPERTY/GEN LIA	15,037	8,153	11,697	0	11,697	-22%
SUPPLIES - GENERAL	0	1,001	0	0	0	0%
SUPPLIES - COMPUTER	2,000	1,850	3,000	0	3,000	50%
SUPPLIES - VACCINES	700	0	0	0	0	-100%
DUES AND SUBSCRIPTIONS	61,477	61,469	63,250	0	63,250	3%
EMPLOYEE PROG - WELLNESS	5,950	4,067	5,950	0	5,950	0%
EMPLOYEE PROG - UNEMPLOYMENT	60,000	8,510	60,000	0	60,000	0%
PRG - AG PROCESSING CENT	8,000	0	0	0	0	-100%
PRG - REFUND IMPACT FEE	14,000	14,000	21,000	0	21,000	50%
PRG - SPECIAL PROJECTS	500	950	0	0	0	-100%
PRG - SILER CITY	0	40,346	0	0	0	0%
CONTINGENCY	622,098	0	537,451	0	537,451	-14%
TRANSFER OUT - CAPITAL RESERVE	30,000	986,211	1,656,682	0	1,656,682	5,422%
TRANSFERS OUT - CIP RESERVE	6,630,811	6,630,811	9,999,957	0	9,999,957	51%
TRANSFERS OUT - FAC PROJ	956,211	0	0	0	0	-100%
PAYMENT REFUNDING AGENT	0	23,644,830	0	0	0	0%
AFFORDABLE HOUSING	0	93,930	0	0	0	0%

Management Information Systems

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 that is adaptive, resilient, efficient and secure for data and voice communications.
2. Evaluate, purchase, maintain and support end user devices, information delivery and business support solutions for all county departments
3. Provide and maintain security policies and practices to protect the county from data loss and/or staff productivity loss due to malicious network activities, hacks, and viruses
4. Foster partnerships among MIS, county departments and vendors to provide a strong team approach for selection, implementation and ongoing maintenance of core business solutions and support needs.
5. Provide, monitor and optimize infrastructure for easy and broad accessibility and efficient technology use.
6. Delivery professional and friendly, quality services.



Budget Summary:	A 2014 Actual	B 2015 Actual	C 2016 Amended	D 2016 Estimated	E 2017 Total Req.	F 2017 Total Rec.	G 2017 Appr. Cont.	H 2017 Appr. Exp.	I 2017 Total Appr.	J Variance	K Total % Inc./Dec.
Expenditures											
Salaries	583,990	588,747	686,961	639,821	768,696	703,826	707,567	(3,741)	703,826	16,865	2%
Other Salaries and Benefits	232,993	252,382	258,544	245,421	313,669	280,205	280,944	(739)	280,205	21,661	8%
Operating	387,433	456,648	526,118	493,488	556,106	579,165	537,715	41,450	579,165	53,047	10%
Capital Outlay	215,409	0	0	376	7,650	7,650	7,650	0	7,650	7,650	100%
Total Expenditures:	1,419,825	1,297,777	1,471,623	1,379,106	1,646,121	1,570,846	1,533,876	36,970	1,570,846	99,223	7%
Net Cost	1,419,825	1,297,777	1,471,623	1,379,106	1,646,121	1,570,846	1,533,876	36,970	1,570,846	99,223	7%
Number of County Employees	13.00	13.00	13.00	13.00	15.00	13.00	13.00	0.00	13.00	0.00	0%

One-time Expenses: The FY 2016 budget includes one-time expenses of \$44,200. The FY 2017 budget includes one-time expenses of \$82,929. If one-time expenses are subtracted, the percent difference between the FY 2016 and 2017 budgets is 4.24%.

Cuts or Expansion Approved:

Reclassification: Net Cost: \$1,319

Reclassification: Net Cost: (\$4)

Reclassification: Net Cost: (\$5,800)

Chatham County Esri Enterprise Licensing Agreement (ELA): Upgrade and expand the Esri desktop, server, and cloud GIS software licensing county-wide. Entering into an ELA with Esri will allow the county access to the highest levels of licensing Esri has to offer and also provide an unlimited number of desktop licenses for county staff and unlimited server licensing to help expand web GIS services in Chatham County. Net Cost: \$36,450

Online forms/document software: Net Cost: \$5,000

Accomplishments:

1. Ensure efficient, effective government: Continued implementation of a new unified phone system aimed at ultimately replacing six separate systems, enhancing communication between departments, and providing additional options, such as voicemail through email.
2. Ensure effective, efficient government: Updated MIS service request system to better track and categorize requests and began planning for a more meaningful set of customer satisfaction surveys.
3. Ensure effective, efficient government: Implemented a formal change management process to enable delivery of better project planning, timely communication with affected areas, and perform reviews of efforts after project completion.
4. Ensure effective, efficient government: Began collaboration with CCCC on delivery of the county PEG channel to Siler City.
5. Support Pre-K through 12 and the community college: Collaborated with CCCC to update and stabilize the county PEG channel feeds and began collaboration of delivery and content sharing with Siler City.

Department Links to Commissioner Goals:

1. Be proactive in protecting natural resources: Ensure MIS purchases for equipment will use the most energy efficient reasonably available for the technology.
2. Ensure effective, efficient government: Implement the second phase of the MIS service request system starting quarterly and randomized surveys.
3. Ensure effective, efficient government: Begin MIS 'Boots On The Ground' similar to HR.
4. Ensure effective, efficient government: Strengthen partnership opportunities through participation on the newly formed Triangle J IT Directors Group.
5. Support Pre-K through 12 and the community college: Continue collaboration with CCCC to deliver the county PEG channel to Siler City.

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.
- Response to support requests to begin no less than 30 minutes on average during normal business hours.

Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Internet Availability	99.9%	99.8%	99.8%	99.7%	99.5%
Recovery Time	0	4 hours	12 minutes	15 minutes	30 minutes
Response Time	20.9 minutes	14.2 minutes	23 minutes	20 minutes	30 minutes

Goal: Deliver professional, friendly and prompt service to our internal customers.

Objectives:

- Achieve an overall customer satisfaction rating of satisfied or above based on 95% of survey responses.
- Achieve a customer satisfaction rating of satisfied or above on 95% of the random support ticket system surveys done throughout the fiscal year.

Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Customer Satisfaction Ratings	91	95.1%	96%	95%	95%

Goal: Maintain efficient technology operations.

Objectives:

Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Maintain core internet bandwidth utilization under 80%	0	0	55%	under 80%	under 80%
Prevent SAN space utilization from exceeding 80%	0	0	78%	75%	under 80%

Goal: Establish and maintain GIS Service Efficiencies

Objectives:

Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Maintain GIS backlog at less than 40 hours	0	0	0	< 40 hours	< 40 hours
Complete standard GIS requests within 24 hours (3 business days) 95% of the time on average.	0	0	0	< 3 business days	3 business days

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