

GENERAL GOVERNMENT BUDGET SUMMARY

This section includes management, human resources, finance, information technology and legal functions to support all Town departments as well as budget for non-departmental expenses.

EXPENDITURES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
Mayor/Council	\$ 417,449	\$ 440,634	\$ 440,597	\$ 445,896	\$ 489,019	11.0%
Town Manager	1,309,768	1,577,458	1,653,599	1,362,528	1,726,830	9.5%
Communications & Public Affairs	798,372	808,501	858,181	787,594	854,919	5.7%
Human Resources	1,460,369	1,684,747	2,002,286	1,861,512	1,742,803	3.4%
Business Management	1,912,799	2,102,382	2,104,057	2,052,995	2,208,315	5.0%
Technology Solutions	1,260,460	1,898,579	1,945,842	1,693,622	1,951,215	2.8%
Town Attorney	306,654	339,184	339,222	328,974	348,947	2.9%
Non-Departmental	4,681,555	4,502,991	11,584,043	10,471,603	4,059,549	-9.8%
Total	\$ 12,147,426	\$ 13,354,476	\$ 20,927,827	\$ 19,004,724	\$ 13,381,597	0.2%

REVENUES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
General Revenues	\$ 12,147,426	\$ 13,354,476	\$ 20,927,827	\$ 19,004,724	\$ 13,381,597	0.2%
Total	\$ 12,147,426	\$ 13,354,476	\$ 20,927,827	\$ 19,004,724	\$ 13,381,597	0.2%

MAYOR/COUNCIL

MISSION STATEMENT:

The primary mission of the Town Council, as the governing body of the Town, is to adopt and provide for the execution of ordinances, rules and regulations as may be necessary or appropriate to protect health, life or property, or to promote the comfort, convenience, security, good order, better government, or the general welfare of the Town and its citizens.

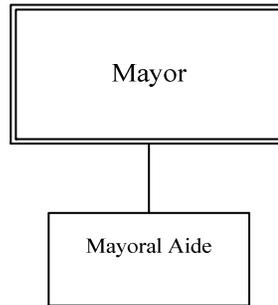
The Mayor and eight Council Members constitute the governing body of the Town. In accordance with the Town's Charter, the voters elect a Mayor every two years. Council Members are elected to four-year, staggered terms on an at-large basis. The Mayor chairs Town Council meetings and represents the Town in various intergovernmental matters.

The Mayor and Town Council make policy decisions regarding Town services and other governmental responsibilities of the Town. Most policy decisions occur through adoption of the Comprehensive Plan, the annual budget, the capital improvements program and other ordinances and resolutions. Town Council duties also include:

- Amendment of previously adopted policies from time to time through changes in the Town Code of Ordinances and the Development Ordinance, and by revision of policies and documents such as the Comprehensive Plan and transportation plans.
- Appointment of advisory boards, commissions, task forces and committees, including appointment of five of the nine members of the Orange Water and Sewer Authority Board of Directors, a separate entity from the Town, created pursuant to State law.
- Appointment of the Town Manager and Town Attorney.
- Establishment of agreements with other governments, such as the Joint Planning Agreement with Orange County and the Town of Carrboro.

MAYOR
STAFFING COMPARISONS - IN FULL-TIME EQUIVALENTS

	2015-16 ADOPTED	2016-17 ADOPTED	2017-18 ADOPTED
Mayoral Aide	1.00	1.00	1.00
Mayor's Office Totals	1.00	1.00	1.00



MAYOR

BUDGET SUMMARY

The adopted budget for the Mayor's office reflects a 2.7% increase from the prior year. The 4.2% increase in personnel costs is mainly due to a 2.5% of market salary adjustment and a 12.0% health insurance increase. The 3.0% decrease in operating costs can be attributed to a Town-wide reduction in computer use charges as well as cost savings in web services contracts.

EXPENDITURES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
Personnel	\$ 87,493	\$ 81,570	\$ 84,878	\$ 81,846	\$ 84,989	4.2%
Operating Costs	22,165	22,125	20,775	22,069	21,469	-3.0%
Total	\$ 109,658	\$ 103,695	\$ 105,653	\$ 103,915	\$ 106,458	2.7%

REVENUES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
General Revenues	\$ 109,658	\$ 103,695	\$ 105,653	\$ 103,915	\$ 106,458	2.7%
Total	\$ 109,658	\$ 103,695	\$ 105,653	\$ 103,915	\$ 106,458	2.7%

COUNCIL

BUDGET SUMMARY

The adopted budget for the Town Council reflects an increase of 13.5% from the 2016-17 budget, primarily due to approximately \$41,000 of election-related costs in 2017. The 8.4% increase in personnel is the net result of a 2.5% pay adjustment and a 12.0% increase in health insurance costs.

EXPENDITURES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
Personnel	\$ 155,811	\$ 190,676	\$ 190,681	\$ 194,892	\$ 206,600	8.4%
Operating Costs	151,980	146,263	144,263	147,089	175,961	20.3%
Total	\$ 307,791	\$ 336,939	\$ 334,944	\$ 341,981	\$ 382,561	13.5%

REVENUES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
General Revenues	\$ 307,791	\$ 336,939	\$ 334,944	\$ 341,981	\$ 382,561	13.5%
Total	\$ 307,791	\$ 336,939	\$ 334,944	\$ 341,981	\$ 382,561	13.5%

TOWN MANAGER

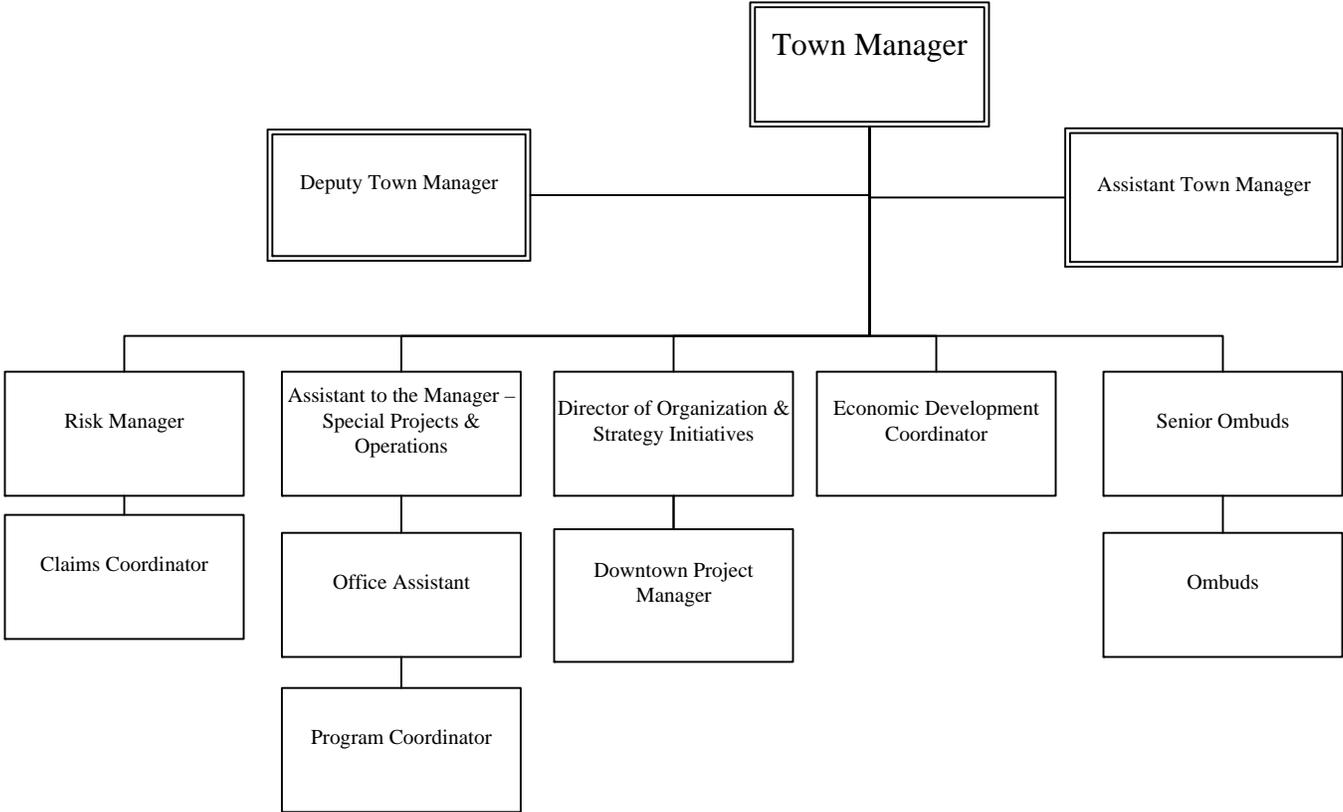
MISSION STATEMENT:

The primary mission of the Town Manager's Office is to ensure that the laws of the State and the ordinances, resolutions, regulations, and policies of the Council are faithfully executed.

The Town Manger's Office identified the following primary programs that are included in the adopted budget for 2017-18.

Program	Description
Council Support	Provide support to Mayor and Town Council, including coordinating preparation and delivery of informational reports and recommendations.
Executive Management	Lead organizational and leadership development initiatives. Administer and manage operation of Town government, including supervising department heads and providing oversight for various Town-wide projects.
Economic Development	Provide support and assistance to new and existing businesses in order to promote further development.
Stakeholder Communication	Receive and coordinate responses to requests for services/information by Town Council, residents, business owners and others directed to Manager's Office and Town Council. Represent Town in discussions and negotiations with the University and other agencies and governmental entities.
Ombuds Services	Provide neutral, confidential and informal management or resolution of issues brought by Town employees.

TOWN MANAGER



The Risk Management division is housed in the Human Resources budget but reports to the Manager's Office

The Downtown Project Manager is housed in Planning & Sustainability's budget, but reports to the Manager's Office

TOWN MANAGER'S OFFICE
STAFFING COMPARISONS - IN FULL-TIME EQUIVALENTS

	2015-16 ADOPTED	2016-17 ADOPTED	2017-18 ADOPTED
Town Manager	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00
Assistant Town Manager	0.00	0.00	1.00
Economic Development Coordinator	1.00	1.00	1.00
Senior Ombuds	1.00	1.00	1.00
Program Coordinator	1.00	1.00	1.00
Ombuds	1.00	1.00	1.00
Assistant to the Manager	2.00	2.00	1.00
Director of Organization & Strategy Initiatives	0.00	0.00	1.00
Office Assistant	1.00	1.00	1.00
Town Manager's Office Totals	<u>9.00</u>	<u>9.00</u>	<u>10.00</u>

TOWN MANAGER

BUDGET SUMMARY

The Town Manager's adopted budget for 2017-18 reflects a 9.5% increase over 2016-17. The 12.8% increase in personnel spending is due to transferring the Executive Director of Planning & Sustainability to the Town Manager's Office as the new Assistant Town Manager, the reclassification of one Assistant to the Town Manager to the Director of Organization and Strategy Initiatives a 2.5% pay adjustment, and a 12.0% health insurance increase. The operating budget decrease of 8.3% is mainly due to a vehicle that was replaced in fiscal year 2016-17 (\$17,300).

EXPENDITURES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
Personnel	\$ 1,078,286	\$ 1,328,255	\$ 1,309,201	\$ 1,100,078	\$ 1,498,195	12.8%
Operating Costs	231,482	249,203	344,398	262,450	228,635	-8.3%
Total	\$ 1,309,768	\$ 1,577,458	\$ 1,653,599	\$ 1,362,528	\$ 1,726,830	9.5%

REVENUES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
General Revenues	\$ 1,309,768	\$ 1,577,458	\$ 1,653,599	\$ 1,362,528	\$ 1,726,830	9.5%
Total	\$ 1,309,768	\$ 1,577,458	\$ 1,653,599	\$ 1,362,528	\$ 1,726,830	9.5%

COMMUNICATIONS & PUBLIC AFFAIRS

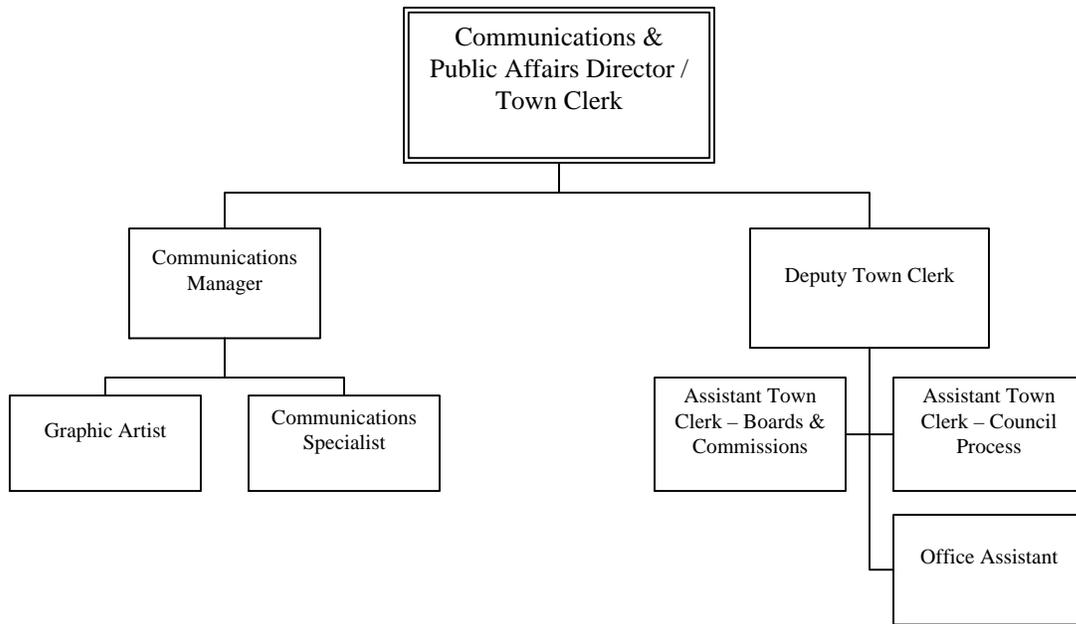
MISSION STATEMENT:

To encourage public participation in Town government, and to support the Town's strategic directions through news media relations, internal and external communications, vital records maintenance and provision, public education and service programs, and marketing activities.

The Communications and Public Affairs Department identified the following primary programs that are included in the adopted budget for 2017-18.

Program	Description
Communications & Public Information	Provide information to the public in a variety of forms. Coordinate and administer crisis communications, news media relations, website, community engagement, graphic design, Chapel Hill TV -18, social media, advertising, streaming video and signage.
Governance Support	Provide support for Council Meetings and the Agenda process. Organize and facilitate all Council meetings/workshops, Council orientation, transcribe Council meeting minutes.
Public Records	Maintain and dispose of public records. Maintain, update and transmit amendments to Municipal Code of Ordinances. Answer public record requests. Maintain Council email archive.
Public Participation	Support the Town's advisory board system, including the establishment of standards, recruiting and training advisory board members, coordination of Council appointments.

COMMUNICATIONS & PUBLIC AFFAIRS



COMMUNICATIONS & PUBLIC AFFAIRS OFFICE
STAFFING COMPARISONS - IN FULL-TIME EQUIVALENTS

	2015-16 ADOPTED	2016-17 ADOPTED	2017-18 ADOPTED
Communications & Public Affairs Director / Town Clerk	1.00	1.00	1.00
Town Clerk-Deputy	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	0.00
Assistant Town Clerk	0.00	0.00	2.00
Office Assistant	0.53	0.53	0.53
Community Participation Coordinator	1.00	1.00	0.00
Communications Manager	1.00	1.00	1.00
Records Manager	1.00	0.00	0.00
Graphic Artist	1.00	1.00	1.00
Communications Specialist	1.00	1.00	1.00
Communications and Public Affairs Department Totals	<u>8.53</u>	<u>7.53</u>	<u>7.53</u>

COMMUNICATIONS & PUBLIC AFFAIRS/ TOWN CLERK BUDGET SUMMARY

The adopted budget for 2017-18 reflects a 5.7% increase from the prior year. The personnel increase of 6.2% reflects the promotion of an employee, a 2.5% pay adjustment, and a 12.0% health insurance increase. The 4.3% increase to the operating budget includes \$17,100 for the Community Survey scheduled to be released in fall of 2017, which is partially offset by savings in computer use charges (\$10,000).

EXPENDITURES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
Personnel	\$ 566,428	\$ 620,691	\$ 610,377	\$ 584,829	\$ 658,982	6.2%
Operating Costs	223,140	187,810	226,867	202,765	195,937	4.3%
Capital Outlay	8,804	-	20,937	-	-	N/A
Total	\$ 798,372	\$ 808,501	\$ 858,181	\$ 787,594	\$ 854,919	5.7%

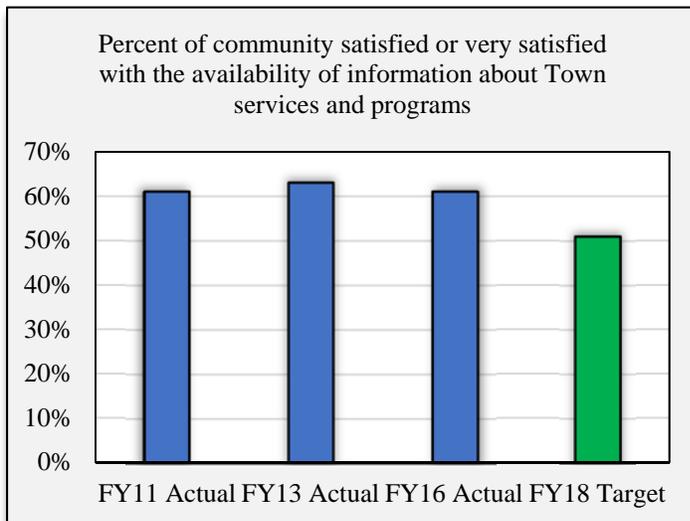
REVENUES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
General Revenues	\$ 798,372	\$ 808,501	\$ 858,181	\$ 787,594	\$ 854,919	5.7%
Total	\$ 798,372	\$ 808,501	\$ 858,181	\$ 787,594	\$ 854,919	5.7%

COMMUNICATIONS & PUBLIC AFFAIRS

MISSION-LEVEL MEASURES

 Create a Place for Everyone	Program:	Communications and Public Information
	Objective:	Develop, grow, and maintain effective two-way communication channels that reach people where they are to tell the story of what we are doing and how our actions affect them
	Mission Measure:	Percent of community satisfied or very satisfied with the availability of information about Town services and programs



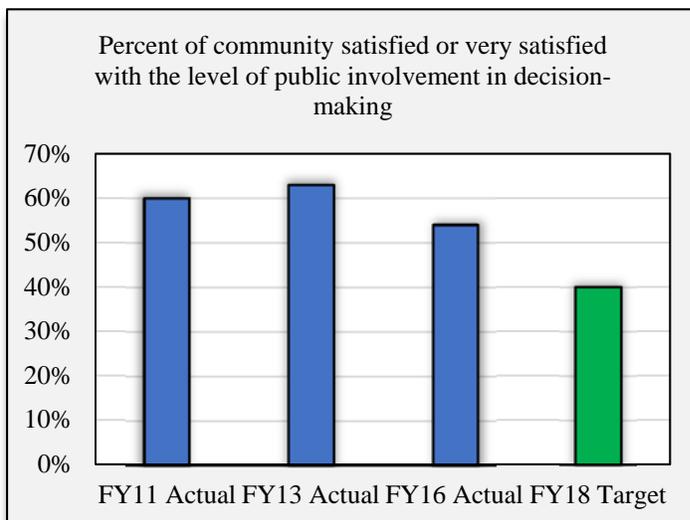
Departmental Analysis & Insights

- As traditional media shrink, we need to find new ways to share information and engage with our community by strengthening our messages and communication channels, becoming better listeners, and engaging in community conversations.

Initiatives - What will we do to take action?

- Implement the Strategic Communication Plan for the Town of Chapel Hill
- Employ a Communications Team from all departments to assist in organization-wide efforts

 Create a Place for Everyone	Program:	Public Participation
	Objective:	Engage the public in Town decision making and Town programs so that outcomes balance community interests, values, and needs
	Mission Measure:	Percent of community satisfied or very satisfied with the level of public involvement in decision-making



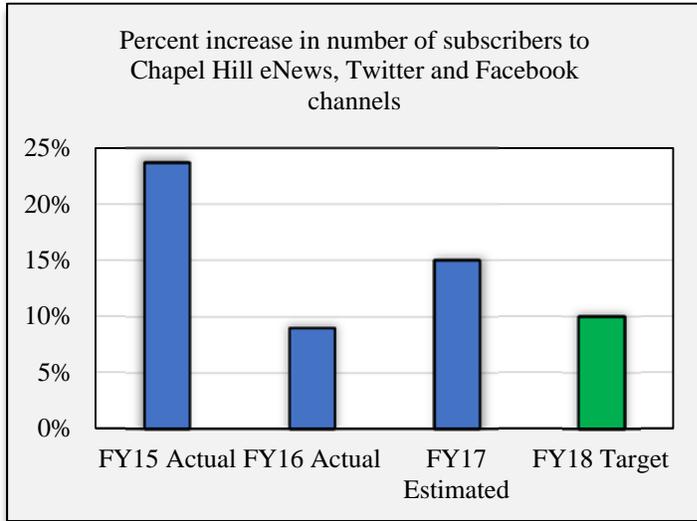
Departmental Analysis & Insights

- In FY16, our target was based on 2013 regional benchmarking numbers gathered in the Community Survey. In FY17 our target of 37% is based on 2015 regional benchmarks.
- TRENDS may reflect “overall distain for political system” – A 2016 Associated Pres-GfK pol on attitudes toward government shows that 78% of Americans are dissatisfied/angry with federal government; 62% dissatisfied/angry with the way state/local government is working.

COMMUNICATIONS & PUBLIC AFFAIRS

MISSION-LEVEL MEASURES (Continued)

 <p>Create a Place for Everyone</p>	Program:	Communications and Public Information
	Objective:	Engage the public in Town decision making and Town programs so that outcomes balance community interests, values, and needs
	Mission Measure:	Percent increase in number of subscribers to Chapel Hill eNews, Twitter and Facebook channels



Departmental Analysis & Insights

- Our performance in this metric has experienced continuing strong growth, especially compared to local media. Our performance is also at or above growth in comparison to municipalities nationally.

Initiatives - What will we do to take action?

- We have created a communications dashboard to better track our growth and engagement across our social media channels and increase our capacity to make data-driven decisions.

HUMAN RESOURCE DEVELOPMENT DEPARTMENT

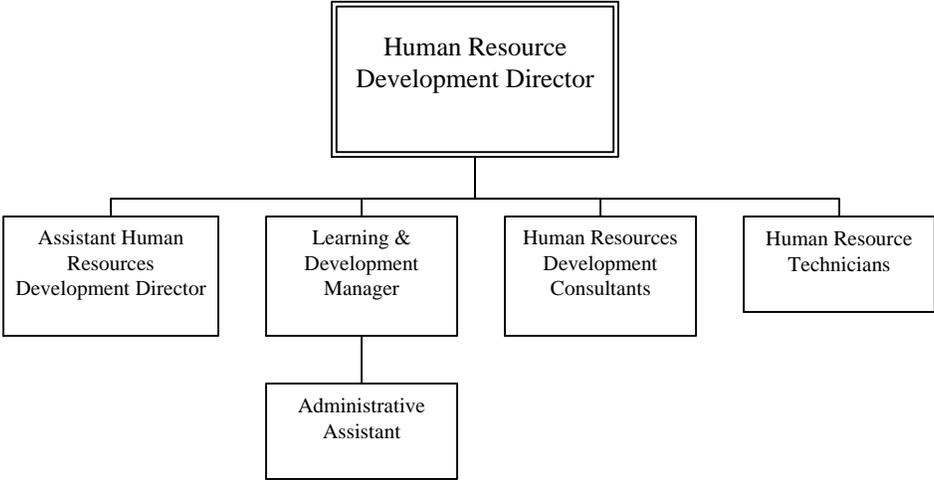
MISSION STATEMENT:

The mission of the Human Resource Development Department is to directly contribute to the Town's mission and vision by strengthening the development of human resources, providing quality services to employees and the community, promoting a safe working environment, ensuring financially sustainable compensation and benefits programs, while recognizing and valuing diverse backgrounds and improving operational effectiveness.

The Human Resource Development Department identified the following primary programs that are included in the adopted budget for 2017-18.

Program	Description
Administration	Manage the operations of the department to ensure that programs and systems support the Town's mission. Provide support to the Manager and departments in the development, administration and interpretation of Policies and Procedures.
Classification and Compensation	Establish and maintain the Town's position classification system and pay plan through periodic reviews of position requirements and job descriptions and external and internal compensation comparability.
Benefits	Administer all insurance and retirement plans for employees, retirees and COBRA participants and their eligible dependents, including medical, dental, life and retirement and health savings plans.
Employee Relations	Ensure communication and understanding of the Town's Code of Ordinances, Town policies and procedures and State and Federal laws.
Employee Training & Development	Provide programs designed to engage our employees and assist them in reaching their professional potential by building skills and enhancing competencies.
Recruitment Services	Develop, implement and maintain selection procedures in accordance with applicable policies and laws that identify, attract and retain the most qualified applicants for employment while encouraging diverse representation at all levels of the workforce.
Safety & Wellness	Manage the Workers' Compensation, risk management, Occupational Health and Safety and Health and Wellness programs; provide safety training and inspection of our facilities to ensure compliance with state and federal standards.

HUMAN RESOURCE DEVELOPMENT



The Risk Management division is housed in the Human Resources budget but reports to the Manager's Office

***HUMAN RESOURCE DEVELOPMENT DEPARTMENT
STAFFING COMPARISONS - IN FULL-TIME EQUIVALENTS***

	2015-16 ADOPTED	2016-17 ADOPTED	2017-18 ADOPTED
Human Resource Development Director	1.00	1.00	1.00
Assistant Director-Human Resource Development	0.00	1.00	1.00
Senior Human Resource Consultant	1.00	0.00	0.00
Assistant HR Consultant	1.00	1.00	0.00
Human Resources Development Consultant	1.00	0.00	0.00
Risk Manager	1.00	1.00	1.00
Claims Coordinator	1.00	1.00	1.00
Learning & Development Manager	0.00	1.00	1.00
Human Resources Technician	1.00	2.00	2.00
Human Resource Consultant	2.00	1.00	2.00
Administrative Assistant	1.00	1.00	1.00
	<hr/>	<hr/>	<hr/>
Human Resource Development Totals	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>

HUMAN RESOURCE DEVELOPMENT BUDGET SUMMARY

The adopted budget for 2017-18 reflects an overall increase of 3.4% from the previous fiscal year. There is a 4.1% increase in personnel costs, which is the result of a 2.5% pay adjustment, a 12.0% health insurance increase, and the implementation of a pay study recommendation to move an employee to a new job grade. There is an increase of 2.6% in operating costs. This is mostly due to the purchase of a Learning Management System (approximately \$26,000) which is slightly offset by savings in computer use charges (\$4,600).

EXPENDITURES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
Personnel	\$ 660,422	\$ 936,992	\$ 880,080	\$ 780,482	\$ 975,868	4.1%
Operating Costs	799,947	747,755	1,122,206	1,081,030	766,935	2.6%
Total	\$ 1,460,369	\$ 1,684,747	\$ 2,002,286	\$ 1,861,512	\$ 1,742,803	3.4%

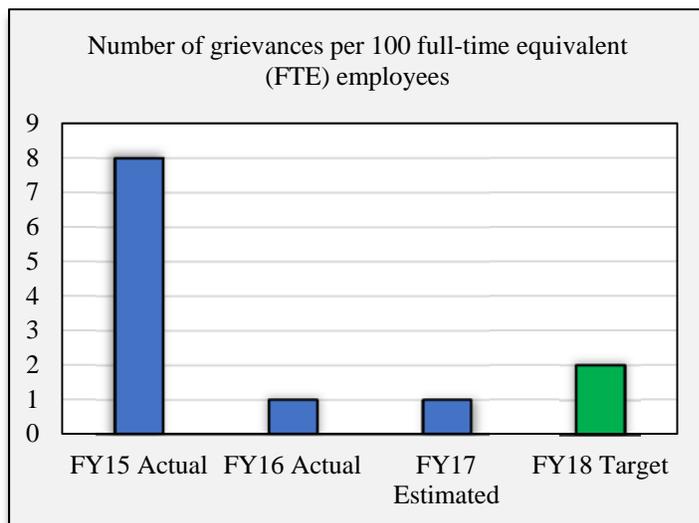
REVENUES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
General Revenues	\$ 1,460,369	\$ 1,684,747	\$ 2,002,286	\$ 1,861,512	\$ 1,742,803	3.4%
Total	\$ 1,460,369	\$ 1,684,747	\$ 2,002,286	\$ 1,861,512	\$ 1,742,803	3.4%

HUMAN RESOURCE DEVELOPMENT

MISSION-LEVEL MEASURES

 <p>Govern with Quality and Steward Public Assets</p>	Program:	Employee Relations
	Objective:	Ensure employees are treated equitably and consistently, that issues are resolved at the lowest level possible, and to create a work environment that recognizes and appreciates diversity.
	Mission Measure:	Number of grievances per 100 full-time equivalent (FTE) employees



Departmental Analysis & Insights

- The Town's new Ordinance and Policies allow for more opportunities to discuss issues and work on them through non-formal processes, which often avoid grievance process.
- Ability to resolve issues in mediation if formal process is utilized has also reduced the conflicts and kept use of Grievance Hearing panel at a minimum.

Initiatives - What will we do to take action?

1. Continue to work with employees and supervisors to improve communication, work through issues sooner and at a lower level and encourage creative solutions to the issues.

BUSINESS MANAGEMENT DEPARTMENT

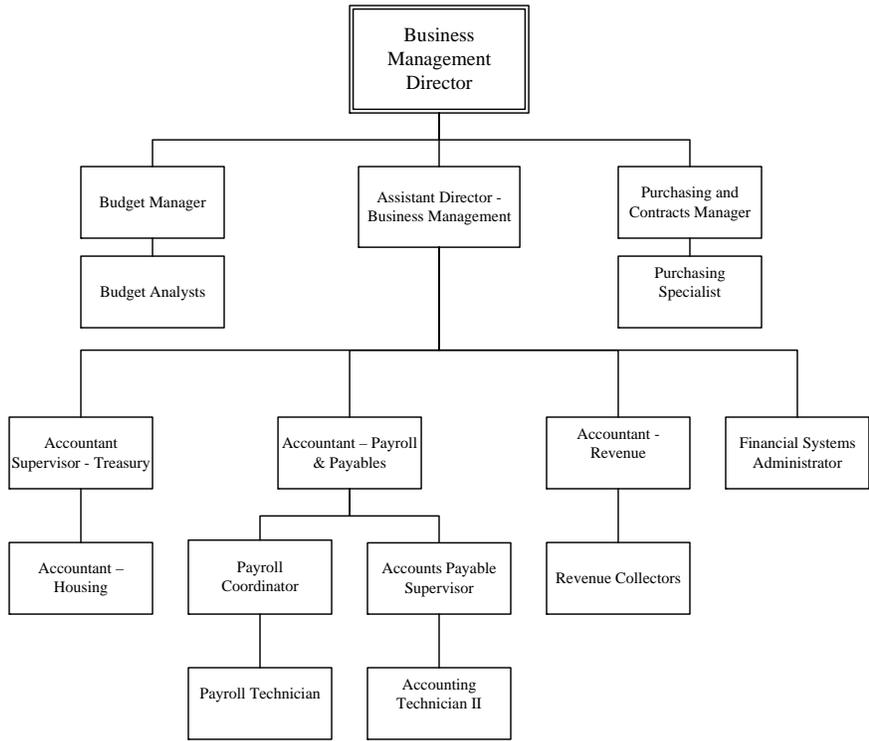
MISSION STATEMENT:

The mission of the Business Management Department is to safeguard the Town’s assets through appropriate financial controls, facilitate Town operations through accurate and timely processing of financial transactions, provide relevant and timely reporting of the Town’s financial condition, and provide financial information and analysis to support decision making.

The Business Management Department identified the following primary programs that are included in the adopted budget for 2017-18.

Program	Description
Billing & Collections	Provide administration and/or oversight of all Town billings and collections.
Budget	Administer the Town's capital and operating budgets.
Payroll & Payables	Administer the Town's payroll and payables functions.
Accounting & Financial Reporting	Maintain the Town's financial accounting system.
Purchasing & Contracts	Administer the Town's purchasing and contracting systems. Includes: facilitating bids and other competitive procurement processes; reviewing all contracts, bids and purchases and disposal of Town assets for compliance with applicable regulations and Town policies.
Risk Management	Process liability, property and W/C claims against the Town. Purchase insurance coverage. Coordinate with insurance carriers and process recovery claims.
Liquidity Management	Administer the Town's cash management, investment, banking, and debt management functions.
Financial Planning & Analysis	Provide financial analysis, research and strategic planning for the Town's financial operations, including: review of agenda items; budget planning and analysis; long-term capital and debt planning; and departmental financial planning support.

BUSINESS MANAGEMENT DEPARTMENT



BUSINESS MANAGEMENT
STAFFING COMPARISONS - IN FULL-TIME EQUIVALENTS

	2015-16	2016-17	2017-18
	ADOPTED	ADOPTED	ADOPTED
<u>Finance</u>			
Director - Business Management	1.00	1.00	1.00
Assistant Director - Business Management	1.00	1.00	1.00
Financial Systems Administrator	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00
Budget Analyst	2.00	2.00	2.00
Accountant - Payroll & Payables	1.00	1.00	1.00
Accountant - Revenue	1.00	1.00	1.00
Accountant Supervisor - Treasury	1.00	1.00	1.00
Accountant - Housing	1.00	1.00	1.00
Purchasing & Contracts Manager	1.00	1.00	1.00
Purchasing Specialist	1.00	1.00	1.00
Payroll Coordinator	1.00	1.00	1.00
Payroll Technician	1.00	1.00	1.00
Accounting Technician II	0.00	1.00	1.00
Accounts Payable Supervisor	1.00	1.00	1.00
Revenue Collector	2.00	2.00	2.00
Accounting Tech I	1.00	0.00	0.00
Business Management Department Totals	<u>18.00</u>	<u>18.00</u>	<u>18.00</u>

BUSINESS MANAGEMENT

BUDGET SUMMARY

The adopted budget for 2017-18 includes a 6.8% increase in personnel costs, which is mostly due to a 2.5% pay adjustment, a 12.0% health insurance increase, four employees moving up to higher job classifications based on a recommendation from a pay study, and a pay adjustment annualization from fiscal year 2016-17. The operating budget increased a negligible 0.3%.

EXPENDITURES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
Personnel	\$ 1,360,374	\$ 1,535,483	\$ 1,535,754	\$ 1,502,956	\$ 1,639,951	6.8%
Operating Costs	552,425	566,899	568,303	550,039	568,364	0.3%
Total	\$ 1,912,799	\$ 2,102,382	\$ 2,104,057	\$ 2,052,995	\$ 2,208,315	5.0%

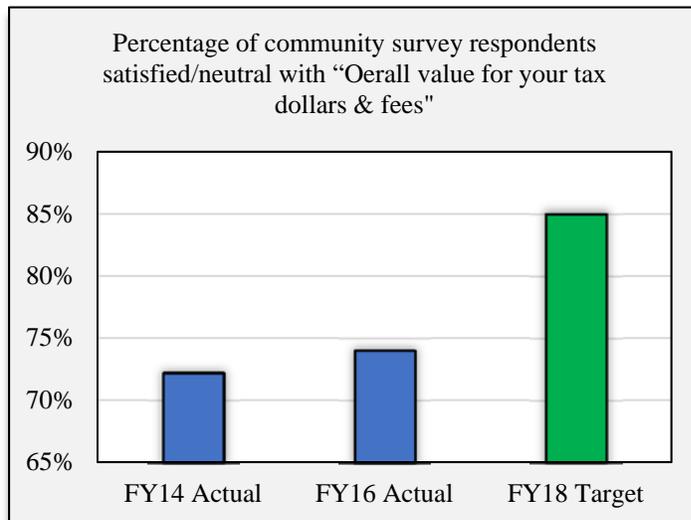
REVENUES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
General Revenues	\$ 1,912,799	\$ 2,102,382	\$ 2,104,057	\$ 2,052,995	\$ 2,208,315	5.0%
Total	\$ 1,912,799	\$ 2,102,382	\$ 2,104,057	\$ 2,052,995	\$ 2,208,315	5.0%

BUSINESS MANAGEMENT

MISSION-LEVEL MEASURES

 Govern with Quality and Steward Public Assets	Program:	Financial Planning & Analysis
	Objective:	Achieve a rating of “satisfied” or “neutral” by the majority of respondents to the community survey
	Mission Measure:	Percentage of community survey respondents satisfied/neutral with “Overall value for your tax dollars & fees



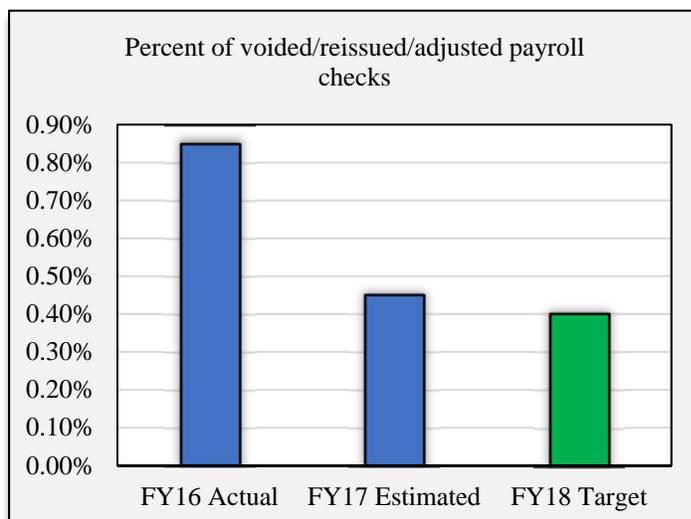
Departmental Analysis & Insights

- This data point is tracked in the Town's biennial community survey and has remained relatively static in the past two survey cycles. It is clear that we need to improve our communications with citizens on financial related matters.

Initiatives - What will we do to take action?

1. Review existing communications materials.
2. Collaborate with CaPA on development of Popular Annual Financial Report. Incorporate annual financial information into other Town publications

 Govern with Quality and Steward Public Assets	Program:	Payroll & Payables
	Objective:	Reduce the number of post-payment adjustments.
	Mission Measure:	Percent of voided/reissued/adjusted payroll checks



Departmental Analysis & Insights

- Paying people correctly remains one of our most important responsibilities. Most errors occur in timekeeping and processing of employee status changes

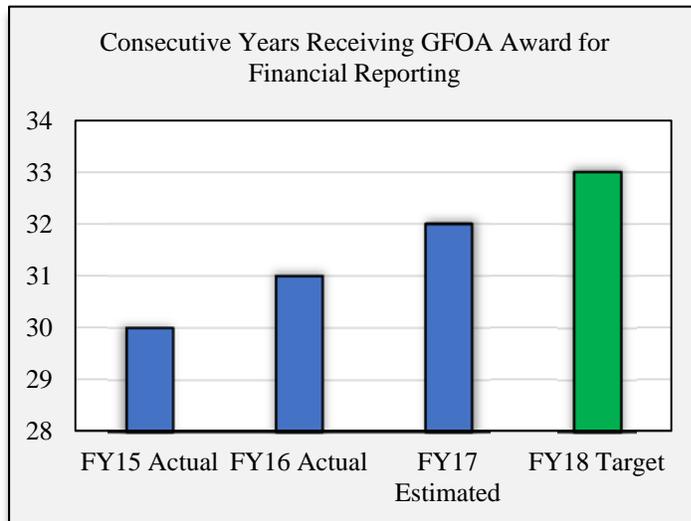
Initiatives - What will we do to take action?

1. Continue efforts to eliminate the source of errors through redundant controls and procedures
2. Work with Human Resource Development to improve controls over employee changes that impact payroll

BUSINESS MANAGEMENT

MISSION-LEVEL MEASURES (Continued)

 <p>Govern with Quality and Steward Public Assets</p>	Program:	Accounting and Financial Reporting
	Objective:	Maintain highest standards for financial reporting
	Mission Measure:	Consecutive Years Receiving GFOA Award for Financial Reporting



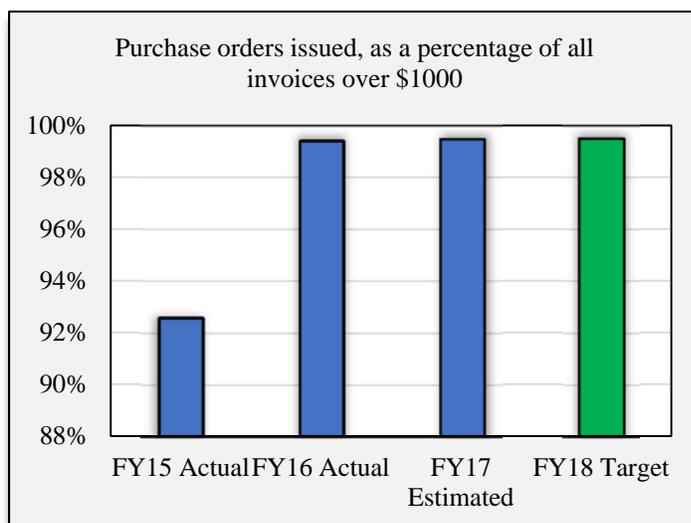
Departmental Analysis & Insights

- CAFR continues to meet the standards of excellence established by the GFOA.

Initiatives - What will we do to take action?

1. Use review notes to strengthen report and to address expected changes required by new GASB pronouncements.

 <p>Govern with Quality and Steward Public Assets</p>	Program:	Purchasing & Contracts
	Objective:	To secure purchase orders for 99% of invoices over \$1,000
	Mission Measure:	Purchase orders issued, as a percentage of all invoices over \$1000



Departmental Analysis & Insights

- Town policy requires the issuance of purchase orders prior to transactions for large purchases in order to safeguard against over-spending. This rule is sometimes overlooked for the sake of expediency and as the result of poor planning.

Initiatives - What will we do to take action?

1. Conduct additional training for purchasing
2. Establish follow-up procedures for repeat violations to identify cause

TECHNOLOGY SOLUTIONS DEPARTMENT

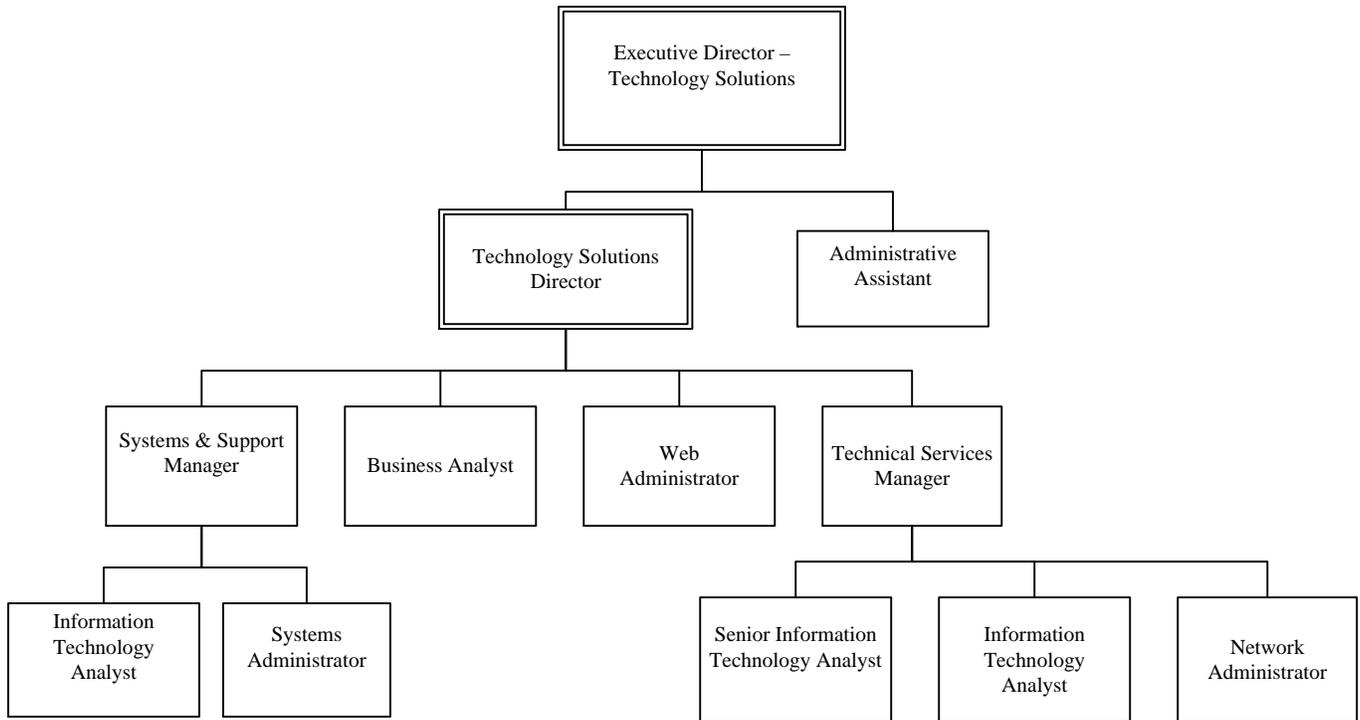
MISSION STATEMENT:

The mission of the Technology Solutions department is to provide technology leadership through innovation, oversight, education, and support to ensure that the Town makes the best possible use of available technology.

The Technology Solutions Department identified the following primary programs that are included in the adopted budget for 2017-18.

Program	Description
User Support	Provide user Help Desk support for computer hardware, software, network, servers, and telephones. Provide user support for other technical issues, including: engineering reviews of new building construction for IT requirements; user training in the use of application software; and technical training of IT staff.
Network Infrastructure	Administer and manage all network infrastructure, including: security, connectivity, server support, network hardware support, email support, collaboration software support, and financial/payroll/human resources application software support. Fiber optic cable maintenance and support.
Telecommunications	Administer and manage all Voice over IP telephone systems, including setup and configuration of desktop telephone handsets, VoIP related network servers and software support. Support wide area network through 3rd party broadband network, and support the Town videoconferencing systems.
Enterprise Application Analysis & Support	Administer and manage the Microsoft SharePoint, OnBase, and other Enterprise applications. Support all major application software and databases located on Town servers.
IT Planning and Coordination	Consult with Town departments on IT planning, collaboration, and design services for infrastructure and software configurations. Consult with various agencies and units of government on shared projects and areas of interest.

TECHNOLOGY SOLUTIONS DEPARTMENT



Technology Solutions

STAFFING COMPARISONS - IN FULL-TIME EQUIVALENTS

	2015-16	2016-17	2017-18
	ADOPTED	ADOPTED	ADOPTED
Executive Director - Technology Solutions	0.00	1.00	1.00
Director-Technology Solutions	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00
Systems & Support Manager	0.00	1.00	1.00
Business Analyst	1.00	1.00	1.00
Information Technology Analyst	3.00	2.00	2.00
Senior Information Technology Analyst	2.00	2.00	2.00
Web Administrator	1.00	1.00	1.00
Technical Services Manager	0.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00
Systems Administrator	1.00	1.00	1.00
Technology Solutions Department Totals	<u>10.00</u>	<u>13.00</u>	<u>13.00</u>

TECHNOLOGY SOLUTIONS

BUDGET SUMMARY

The 2017-18 adopted budget for Technology Solutions represents an overall 2.8% increase from 2016-17. The personnel increase of 2.2% reflects the reclassification of a position, four positions moving up a job classification due to the implementation of a pay study recommendation, a 2.5% pay adjustment, and a 12.0% increase in health insurance costs. The 2.5% increase in operating costs reflects the purchase of new wireless equipment in downtown Chapel Hill and increasing disc storage. The 21.1% increase in capital expenses are mainly due to an increase for a security-related purchase.

EXPENDITURES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
Personnel	\$ 771,216	\$ 1,399,437	\$ 1,332,571	\$ 1,148,401	\$ 1,429,525	2.2%
Operating Costs	454,578	445,523	559,652	491,602	456,757	2.5%
Capital Outlay	34,666	53,619	53,619	53,619	64,933	21.1%
Total	\$ 1,260,460	\$ 1,898,579	\$ 1,945,842	\$ 1,693,622	\$ 1,951,215	2.8%

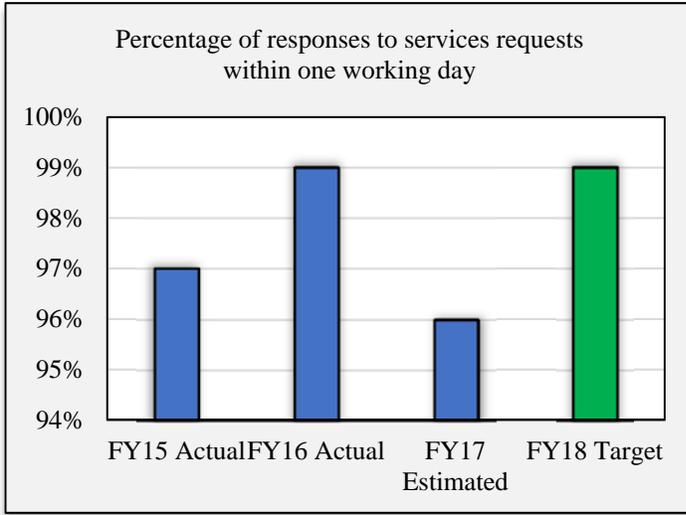
REVENUES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
General Revenues	\$ 1,260,460	\$ 1,898,579	\$ 1,945,842	\$ 1,693,622	\$ 1,951,215	2.8%
Total	\$ 1,260,460	\$ 1,898,579	\$ 1,945,842	\$ 1,693,622	\$ 1,951,215	2.8%

TECHNOLOGY SOLUTIONS

MISSION-LEVEL MEASURES

 Govern with Quality and Steward Public Assets	Program:	User Support
	Objective:	Resolve user-assist service requests within one working day.
	Mission Measure:	Percentage of responses to services requests within one working day



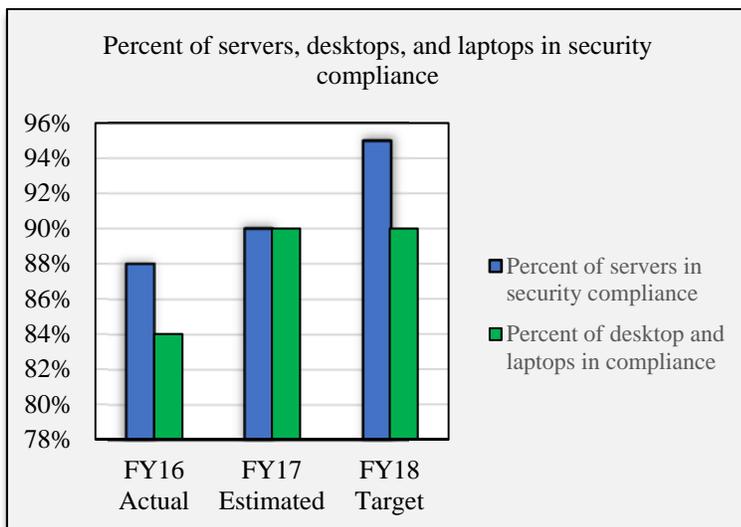
Departmental Analysis & Insights

- Most helpdesk calls are for minor issues and handled quickly
- Other calls require, research, travel and/or scheduling

Initiatives - What will we do to take action?

1. Review calls to determine opportunities for avoidance or self-service
2. Improve technology inventory and documentation to allow for better prevention and responses

 Govern with Quality and Steward Public Assets	Program:	Network Infrastructure
	Objective:	Ensure Town technologies are compliant
	Mission Measure:	Percent of servers, desktops, and laptops in security compliance



Departmental Analysis & Insights

- Goal has been rapid compliance for high risks and within 60 days for other risks
- Lack of staffing for server compliance related work had a negative impact

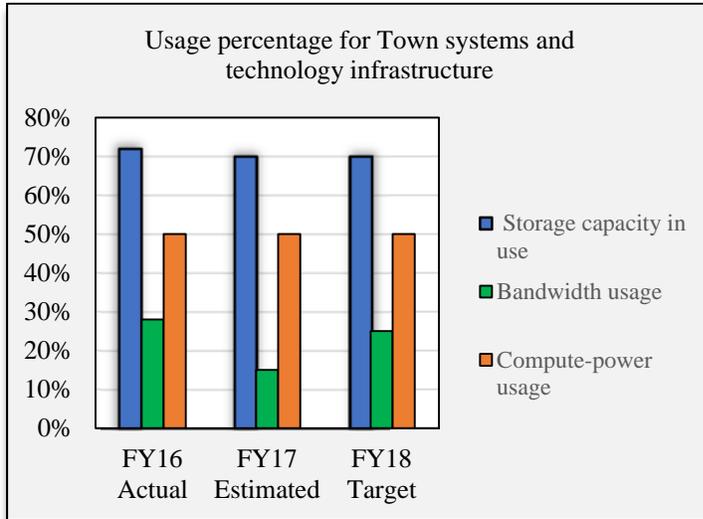
Initiatives - What will we do to take action?

1. Software currently being installed will monitor and report compliance issues more effectively
2. System Administrator hired and already making substantial improvements in compliance timing

TECHNOLOGY SOLUTIONS

MISSION-LEVEL MEASURES (Continued)

 <p>Govern with Quality and Steward Public Assets</p>	Program:	Network Infrastructure
	Objective:	To have reserve capacity to handle spikes in use and new uses and redundancy to handle failures.
	Mission Measure:	Usage percentage for Town systems and technology infrastructure



Departmental Analysis & Insights

- The objective is to have reserve capacity to handle spikes in use and new uses and redundancy to handle failures
- Estimates are currently rough due to monitoring tools

Initiatives - What will we do to take action?

1. Equipment supporting utilization will be upgraded, replaced and increased as needed
2. New monitoring tools have been installed for better reporting.

TOWN ATTORNEY

MISSION STATEMENT:

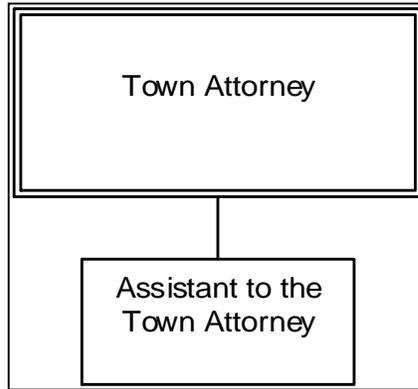
The primary mission of the Office of the Town Attorney is to protect the legal interests of the Town of Chapel Hill.

The Town Attorney serves as general counsel to the Town and provides advice to the Mayor and Council, Town boards and commissions, Town administration and Town departments. The duties of the Town Attorney include:

- Preparation for and attendance at Council meetings.
- Research questions raised by Council or individual Council members.
- Conferring with Mayor and members of the Council individually.
- General legal services to Town administration and departments of Town government.
- Participation in administrative agenda planning sessions and special projects.
- Advice to Town Boards and Commissions and individual board members.
- Attendance at Board and Commissions meetings as needed.
- Presentation of orientation program for newly appointed members of Town advisory boards.
- Defense of Town interests in lawsuits and threatened litigation.
- Coordination of work with private law firms representing the Town in litigation, bond financing and other matters where outside counsel is needed.
- Legal services in the acquisition and transfer of land and interests in land.
- Advice to staff in reviewing development projects, drafting ordinances, code enforcement and other matters such as zoning, Town housing initiatives and annexation documents.
- Advice to staff on issues related to construction projects.

TOWN ATTORNEY
STAFFING COMPARISONS - IN FULL-TIME

	2015-16 ADOPTED	2016-17 ADOPTED	2017-18 ADOPTED
Town Attorney	1.00	1.00	1.00
Assistant to the Town Attorney	1.00	1.00	1.00
Attorney Department Totals	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>



TOWN ATTORNEY

BUDGET SUMMARY

The adopted budget for the Town Attorney's office for 2017-18 shows an increase of 2.9% over the prior year. The personnel increase of 3.4% is a result of the 2.5% pay adjustment, as well as a 12.0% increase in health insurance costs. The 5.1% decrease to the operating budget is mainly due to a decrease in computer use charges.

EXPENDITURES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
Personnel	\$ 297,521	\$ 319,994	\$ 320,032	\$ 319,723	\$ 330,742	3.4%
Operating Costs	9,133	19,190	19,190	9,251	18,205	-5.1%
Total	\$ 306,654	\$ 339,184	\$ 339,222	\$ 328,974	\$ 348,947	2.9%

REVENUES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
General Revenues	\$ 306,654	\$ 339,184	\$ 339,222	\$ 328,974	\$ 348,947	2.9%
Total	\$ 306,654	\$ 339,184	\$ 339,222	\$ 328,974	\$ 348,947	2.9%

NON-DEPARTMENTAL DIVISION BUDGET SUMMARY

The Non-Departmental Division is used to account for activities in the General Fund that are not allocated to other departmental functions. These activities include contributions to other agencies, transfers to other funds and liability insurance. The adopted budget includes a 12.0% increase to health insurance costs. There is a \$250,000 increase to the vacancy pool line which represents the budgeting of a conservative amount of lapsed salaries, which recognizes that the Town will have vacant positions throughout the next budget year. There was an increase of 12.2% in grant matching funds compared to FY17. There is a 1.6% increase in agency contributions, which is mainly felt through minimal increases to affordable housing initiatives. There was a 38.8% decrease in pay-go capital improvement spending, which is mainly felt in small capital improvements and greenways. Funding for those projects will come from the 2015 bond referendum.

EXPENDITURES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
Retiree Medical Insurance	\$ 1,090,611	\$ 1,118,000	\$ 1,118,000	\$ 1,200,000	\$ 1,347,500	20.5%
Other Personnel Costs	14,801	35,000	35,000	13,112	20,000	-42.9%
Liability Insurance	308,713	400,000	400,000	400,000	400,000	0.0%
Penny for Housing	420,000	688,395	1,645,185	688,395	688,395	0.0%
Operations	231,174	167,500	206,557	167,500	199,453	19.1%
Supplemental PEG Fees	187,838	210,000	210,000	210,000	210,000	0.0%
Transfer to Other Funds	6,000	6,500	8,009	7,000	7,200	10.8%
Transfer to Multi-Year						
Capital Projects	500,000	-	3,739,712	3,650,000	-	N/A
Transfer to Capital						
Improvement Funds	778,000	778,000	778,000	778,000	476,500	-38.8%
OPEB Liability Contributions	-	525,000	2,783,000	2,783,000	630,000	20.0%
Transfer to Off-Street Parking	35,000	-	-	-	-	N/A
Launch Initiative	-	33,500	33,500	33,500	33,500	0.0%
Grant Matching Funds	98,543	75,632	88,647	75,632	84,864	12.2%
Agency Contributions	1,010,875	1,095,057	1,221,168	1,095,057	1,112,137	1.6%
Technology Fund	-	270,407	17,265	270,407	-	-100.0%
Vacancy Pool	-	(1,000,000)	(1,000,000)	(1,000,000)	(1,250,000)	N/A
Community Center	-	100,000	300,000	100,000	100,000	0.0%
Total	\$ 4,681,555	\$ 4,502,991	\$ 11,584,043	\$ 10,471,603	\$ 4,059,549	-9.8%

REVENUES

	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2016-17 Estimated	2017-18 Adopted Budget	% Change from 2016-17
General Revenues	\$ 4,681,555	\$ 4,502,991	\$ 11,584,043	\$ 10,471,603	\$ 4,059,549	-9.8%
Total	\$ 4,681,555	\$ 4,502,991	\$ 11,584,043	\$ 10,471,603	\$ 4,059,549	-9.8%