

## **GENERAL GOVERNMENT BUDGET SUMMARY**

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*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.*

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### **EXPENDITURES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
Mayor/Council	\$ 415,963	\$ 489,019	\$ 489,019	\$ 473,579	\$ 426,968	-12.7%
Town Manager	1,371,301	1,726,830	1,765,765	1,704,029	1,762,127	2.0%
Communications & Public Affairs	798,056	854,919	883,120	880,369	870,205	1.8%
Human Resources	1,702,071	1,742,803	2,001,169	1,833,300	1,768,953	1.5%
Business Management	1,991,563	2,208,315	2,218,404	2,162,511	2,254,949	2.1%
Technology Solutions	1,595,918	1,951,215	2,011,286	1,873,606	2,333,858	19.6%
Town Attorney	326,825	348,947	348,947	338,194	351,379	0.7%
Non-Departmental	12,108,376	4,059,549	4,461,142	5,679,321	5,494,743	35.4%
<b>Total</b>	<b>\$ 20,310,073</b>	<b>\$ 13,381,597</b>	<b>\$ 14,178,852</b>	<b>\$ 14,944,909</b>	<b>\$ 15,263,182</b>	<b>14.1%</b>

### **REVENUES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
General Revenues	\$ 20,310,073	\$ 13,381,597	\$ 14,178,852	\$ 14,944,909	\$ 15,263,182	14.1%
<b>Total</b>	<b>\$ 20,310,073</b>	<b>\$ 13,381,597</b>	<b>\$ 14,178,852</b>	<b>\$ 14,944,909</b>	<b>\$ 15,263,182</b>	<b>14.1%</b>

# ***MAYOR/COUNCIL***

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## **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:

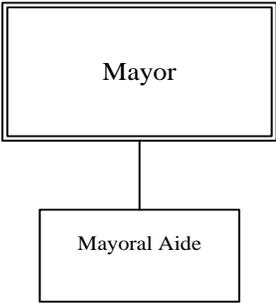
- Amendment of previously adopted policies from time to time through changes in the Town Code of Ordinances and the Development Ordinance, and by revision of policies and documents such as the Comprehensive Plan and transportation plans.
- Appointment of advisory boards, commissions, task forces and 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**

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	<b>2016-17 ADOPTED</b>	<b>2017-18 ADOPTED</b>	<b>2018-19 ADOPTED</b>
Mayoral Aide	1.00	1.00	1.00
Mayor's Office Totals	1.00	1.00	1.00



# **MAYOR**

## **BUDGET SUMMARY**

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*The adopted budget for the Mayor's office reflects a 2.7% increase from the prior year. The 1.4% decrease in personnel costs is contributed to employee turnover and is balanced with a 3% of market salary adjustment.*

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### **EXPENDITURES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
Personnel	\$ 81,711	\$ 84,989	\$ 84,989	\$ 82,030	\$ 83,794	-1.4%
Operating Costs	19,975	21,469	21,469	18,856	25,556	19.0%
<b>Total</b>	<b>\$ 101,686</b>	<b>\$ 106,458</b>	<b>\$ 106,458</b>	<b>\$ 100,886</b>	<b>\$ 109,350</b>	<b>2.7%</b>

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### **REVENUES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
General Revenues	\$ 101,686	\$ 106,458	\$ 106,458	\$ 100,886	\$ 109,350	2.7%
<b>Total</b>	<b>\$ 101,686</b>	<b>\$ 106,458</b>	<b>\$ 106,458</b>	<b>\$ 100,886</b>	<b>\$ 109,350</b>	<b>2.7%</b>

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# **COUNCIL**

## **BUDGET SUMMARY**

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*The adopted budget for the Town Council reflects a decrease of 17% from the 2017-18 budget, primarily due to approximately \$41,000 of election-related costs that were not budgeted for 2019 due to no election in FY19. Personnel decreased by 9.3% and is attributed to Council turnover. This is somewhat offset by a 3% pay adjustment.*

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### **EXPENDITURES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
Personnel	\$ 192,268	\$ 206,600	\$ 206,600	\$ 195,181	\$ 187,440	-9.3%
Operating Costs	122,009	175,961	175,961	177,512	130,178	-26.0%
<b>Total</b>	<b>\$ 314,277</b>	<b>\$ 382,561</b>	<b>\$ 382,561</b>	<b>\$ 372,693</b>	<b>\$ 317,618</b>	<b>-17.0%</b>

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### **REVENUES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
General Revenues	\$ 314,277	\$ 382,561	\$ 382,561	\$ 372,693	\$ 317,618	-17.0%
<b>Total</b>	<b>\$ 314,277</b>	<b>\$ 382,561</b>	<b>\$ 382,561</b>	<b>\$ 372,693</b>	<b>\$ 317,618</b>	<b>-17.0%</b>

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# TOWN MANAGER

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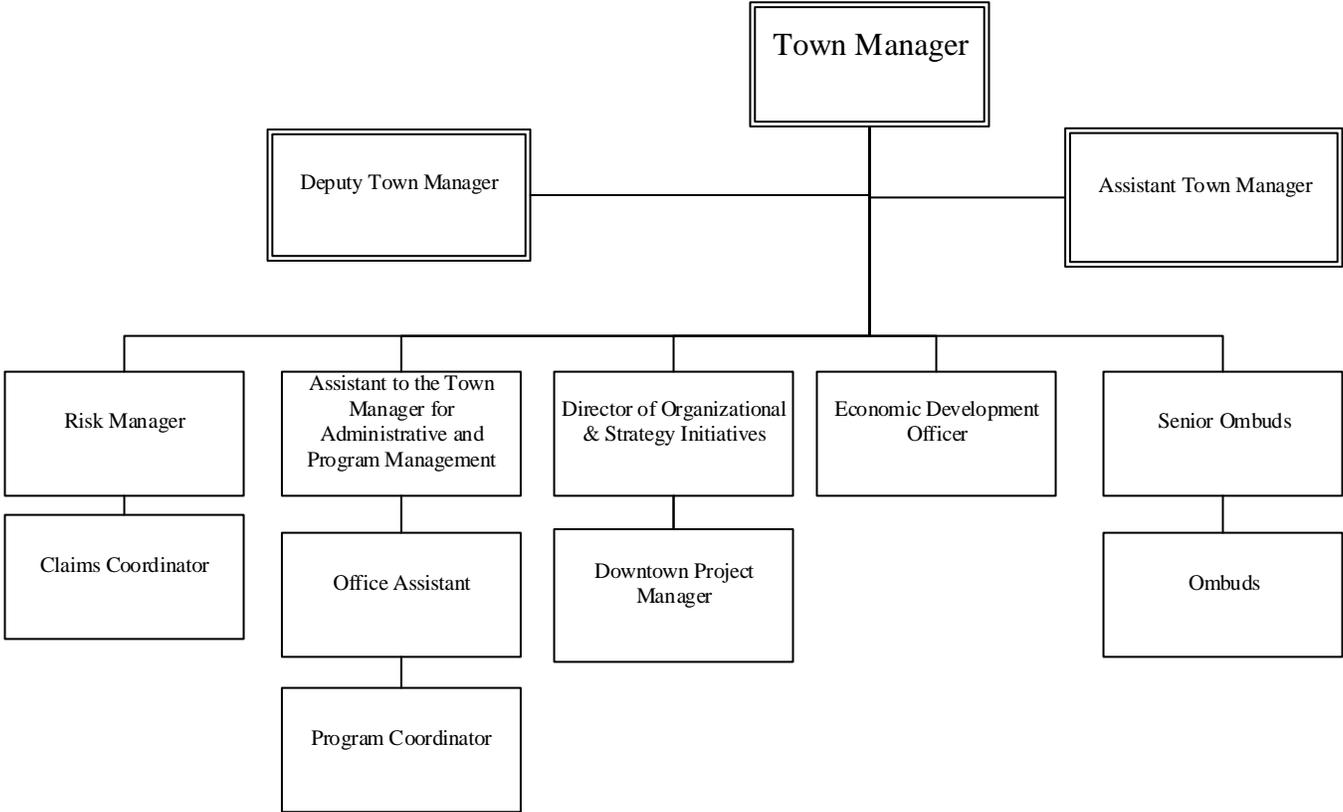
**MISSION STATEMENT:**

*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 2018-19.

Program	Description
<b>Council Support</b>	Provide support to Mayor and Town Council, including coordinating preparation and delivery of informational reports and recommendations.
<b>Executive Management</b>	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.
<b>Economic Development</b>	Provide support and assistance to new and existing businesses in order to promote further development.
<b>Stakeholder Communication</b>	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.
<b>Ombuds Services</b>	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***

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	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>ADOPTED</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
Town Manager	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00
Assistant Town Manager	0.00	1.00	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>10.00</u>	<u>10.00</u>

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# **TOWN MANAGER**

## **BUDGET SUMMARY**

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*The Town Manager's adopted budget for 2018-19 reflects a 2.0% increase over 2017-18. Personnel has increased by 3.6% mainly due to a 3% pay adjustment. The operating budget decreased by 8.1% and includes reductions to supplies and professional services..*

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### **EXPENDITURES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
Personnel	\$ 1,159,104	\$ 1,498,195	\$ 1,508,157	\$ 1,448,742	\$ 1,552,043	3.6%
Operating Costs	212,197	228,635	257,608	255,287	210,084	-8.1%
<b>Total</b>	<b>\$ 1,371,301</b>	<b>\$ 1,726,830</b>	<b>\$ 1,765,765</b>	<b>\$ 1,704,029</b>	<b>\$ 1,762,127</b>	<b>2.0%</b>

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### **REVENUES**

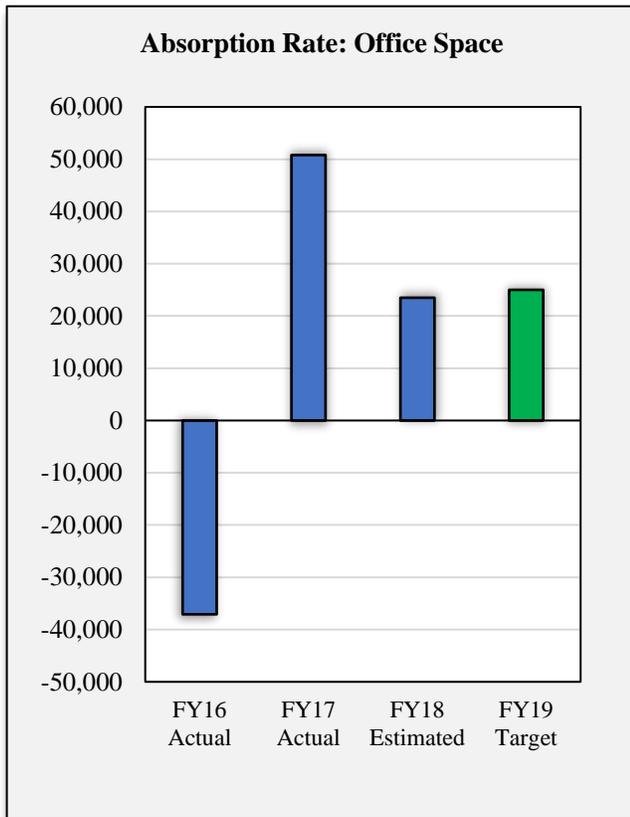
	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
General Revenues	\$ 1,371,301	\$ 1,726,830	\$ 1,765,765	\$ 1,704,029	\$ 1,762,127	2.0%
<b>Total</b>	<b>\$ 1,371,301</b>	<b>\$ 1,726,830</b>	<b>\$ 1,765,765</b>	<b>\$ 1,704,029</b>	<b>\$ 1,762,127</b>	<b>2.0%</b>

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# MANAGER'S OFFICE

## MISSION-LEVEL MEASURES

Economic & Financial Sustainability	<b>Program:</b>	Economic Development
	<b>Objective:</b>	Create room for business
	<b>Mission Measure:</b>	Absorption Rate: Office Space



### Departmental Analysis

- The FY16 numbers have been updated using the new CoStar data, which is more geographically precise than the Avison Young data used to report on this measure in the past.
- The negative absorption rate in FY16 was largely due to one tenant vacating space in the Exchange at Meadowmont during that time period.
- The slow progress of development in our Town and County have created low absorption rates. 2017 saw positive growth as Carolina Square came onto the market, but with no other developments coming online in 2018, our absorption will likely remain low until new product at Carraway Village and Glen Lennox comes out of the ground.

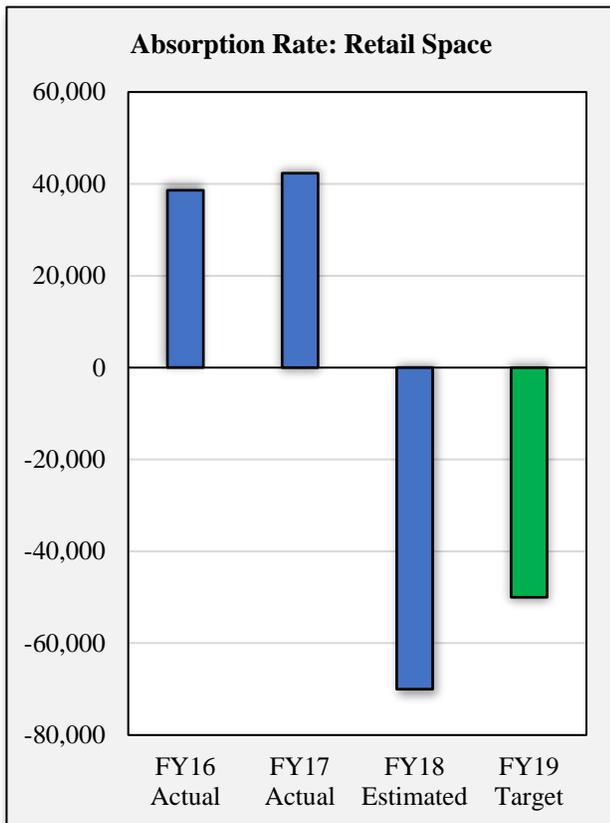
### Initiatives - What will we do to take action?

1. As commercial space becomes available, we will be concentrating our marketing efforts on advertising office space. Additionally, we have subscribed to CoStar to provide a commercial real estate search function on the open2.biz website. We continue to advertise new and existing spaces in our monthly newsletter as well.

# MANAGER'S OFFICE

## MISSION-LEVEL MEASURES (continued)

<b>Economic &amp; Financial Sustainability</b>	<b>Program:</b>	Economic Development
	<b>Objective:</b>	Create room for business
	<b>Mission Measure:</b>	Absorption Rate: Retail Space



### Departmental Analysis

- The FY16 numbers have been updated using the new CoStar data, which is more geographically precise than the Avison Young data used to report on this measure in the past.
- The large change in absorption rate from FY17 to FY18 is attributed to new space coming online at Carolina Square and not yet occupied, as well as the vacancies of the 15-501 auto dealerships in preparation for redevelopment. As Carolina Square continues to lease out their space, we expect this number to decrease. However, we do not expect to see positive absorption until the Wegmans development is completed and occupied.

### Initiatives - What will we do to take action?

1. As commercial space becomes available, we will be concentrating our marketing efforts on advertising office space. Additionally, we have subscribed to CoStar to provide a commercial real estate search function on the open2.biz website. We continue to advertise new and existing spaces in our monthly newsletter as well.

# COMMUNICATIONS & PUBLIC AFFAIRS

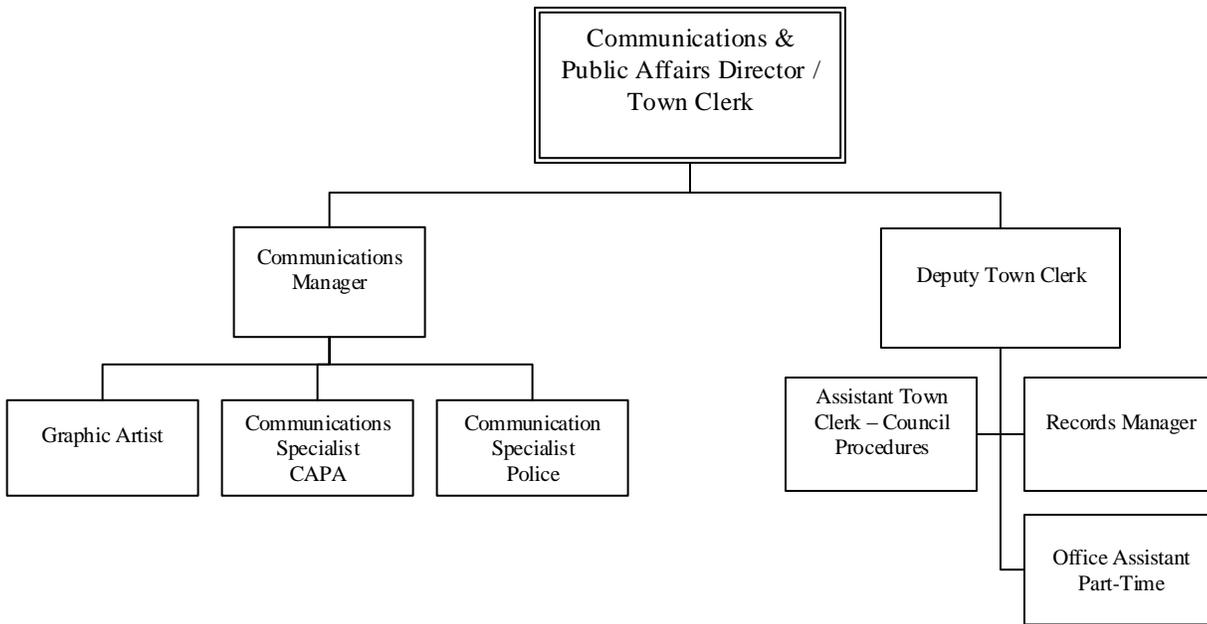
## MISSION STATEMENT:

*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 2018-19.

Program	Description
<b>Communications &amp; Public Information</b>	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.
<b>Governance Support</b>	Provide support for Council Meetings and the Agenda process. Organize and facilitate all Council meetings/workshops, Council orientation, transcribe Council meeting minutes.
<b>Public Records</b>	Maintain and dispose of public records. Maintain, update and transmit amendments to Municipal Code of Ordinances. Answer public record requests. Maintain Council email archive.
<b>Public Participation</b>	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**

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	<b>2016-17 ADOPTED</b>	<b>2017-18 ADOPTED</b>	<b>2018-19 ADOPTED</b>
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	0.00	0.00
Assistant Town Clerk	0.00	2.00	1.00
Office Assistant	0.53	0.53	0.53
Community Participation Coordinator	1.00	0.00	0.00
Communications Manager	1.00	1.00	1.00
Records Manager	0.00	0.00	1.00
Graphic Artist	1.00	1.00	1.00
Communications Specialist	1.00	1.00	1.00
Communications and Public Affairs Department Totals	<u>7.53</u>	<u>7.53</u>	<u>7.53</u>

# **COMMUNICATIONS & PUBLIC AFFAIRS/ TOWN CLERK BUDGET SUMMARY**

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*The adopted budget for 2018-19 reflects a 1.8% increase from the prior year. The 3.5% increase to personnel is due to a 3% pay adjustment. The 3.9% decrease to the operating budget reduces \$15,545 for the Community Survey which was completed in the fall of 2017 and will not need to be funded until 2019-20. The reduction also includes a decrease in spending towards the public records program. This is offset slightly by the addition of \$5,000 for a pilot program to provide childcare and transportation for advisory board members.*

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## **EXPENDITURES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
Personnel	\$ 584,587	\$ 658,982	\$ 645,788	\$ 642,681	\$ 681,837	3.5%
Operating Costs	192,534	195,937	237,332	237,688	188,368	-3.9%
Capital Outlay	20,935	-	-	-	-	N/A
<b>Total</b>	<b>\$ 798,056</b>	<b>\$ 854,919</b>	<b>\$ 883,120</b>	<b>\$ 880,369</b>	<b>\$ 870,205</b>	<b>1.8%</b>

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## **REVENUES**

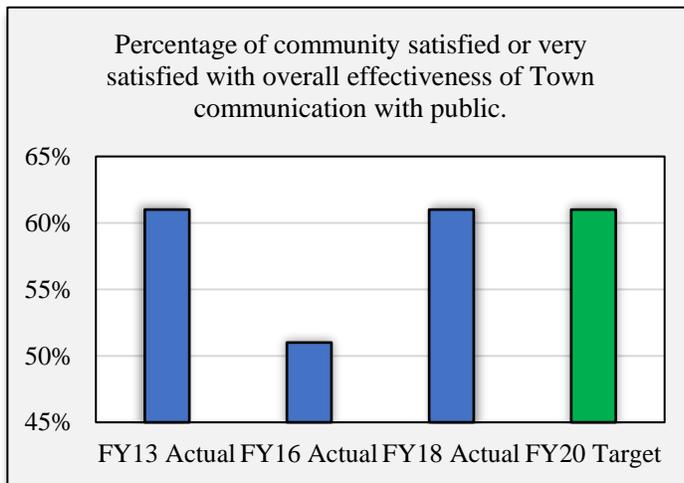
	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
General Revenues	\$ 798,056	\$ 854,919	\$ 883,120	\$ 880,369	\$ 870,205	1.8%
<b>Total</b>	<b>\$ 798,056</b>	<b>\$ 854,919</b>	<b>\$ 883,120</b>	<b>\$ 880,369</b>	<b>\$ 870,205</b>	<b>1.8%</b>

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# COMMUNICATIONS & PUBLIC AFFAIRS

## MISSION-LEVEL MEASURES

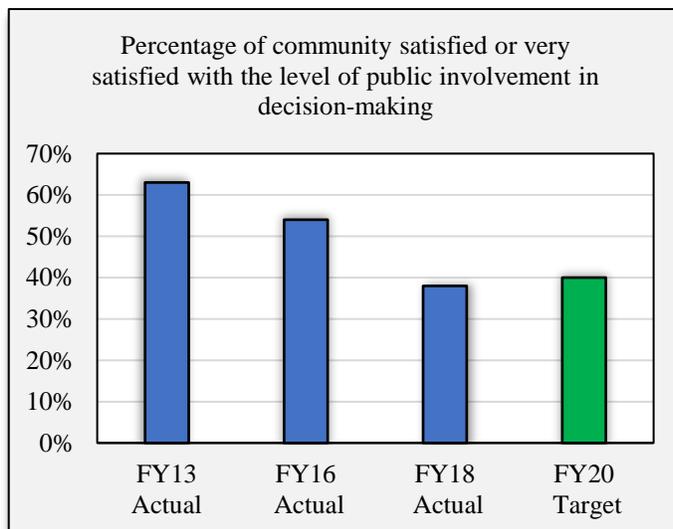
<b>Collaborative &amp; Innovative Organization</b>	<b>Program:</b>	Communications and Public Information
	<b>Objective:</b>	Develop, grow, and maintain effective two-way communication channels that reach people where they are to tell the story of what we are doing and how our actions affect them
	<b>Mission Measure:</b>	Percentage of community satisfied or very satisfied with overall effectiveness of Town communication with public.



**Departmental Analysis**

- Largest increase for public communications efforts.
- While we are pleased to see the increase, we also recognize that this and related questions tend to have the largest percentages of “don’t know.”

<b>Collaborative &amp; Innovative Organization</b>	<b>Program:</b>	Public Participation
	<b>Objective:</b>	Engage the public in Town decision making and Town programs so that outcomes balance community interests, values, and needs
	<b>Mission Measure:</b>	Percentage of community satisfied or very satisfied with the level of public involvement in decision-making



**Departmental Analysis**

- While satisfaction with overall communications saw an increase, indicators for community engagement are down.

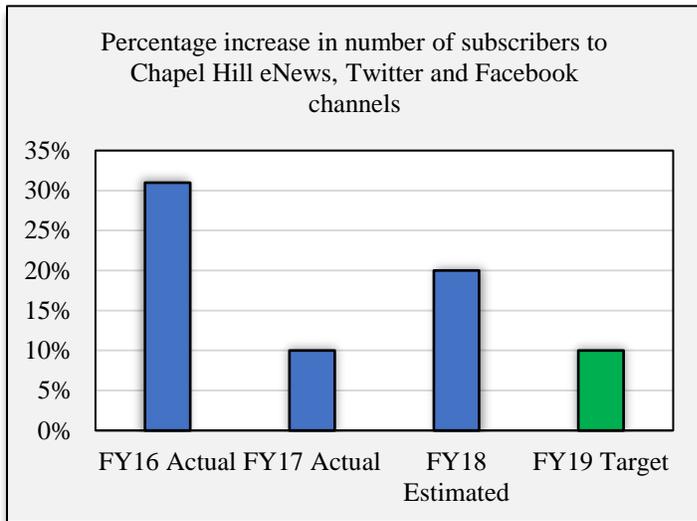
**Initiatives - What will we do to take action?**

1. Our Neighborhood Outreach project is a direct response to these declines.

# COMMUNICATIONS & PUBLIC AFFAIRS

## MISSION-LEVEL MEASURES

<b>Collaborative &amp; Innovative Organization</b>	<b>Program:</b>	Communications and Public Information
	<b>Objective:</b>	Engage the public in Town decision making and Town programs so that outcomes balance community interests, values, and needs
	<b>Mission Measure:</b>	Percentage increase in number of subscribers to Chapel Hill eNews, Twitter and Facebook channels



### Departmental Analysis

- While we have a steady increase of subscribers, we are seeing a trickle decline in Facebook numbers which may be attributed to criticism over FB's role in 2016 Presidential Election. We have opportunities to grow our eNews by adding people conducting transactional business with the Town.

### Initiatives - What will we do to take action?

1. We are strategizing on ways to increase eNews subscribers especially through other departments conducting transactional business with the Town.

# ***HUMAN RESOURCE DEVELOPMENT DEPARTMENT***

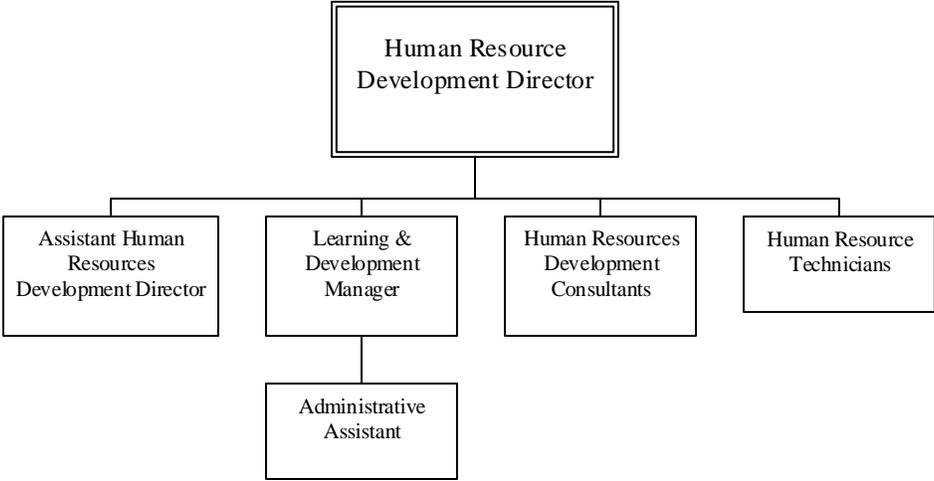
## **MISSION STATEMENT:**

*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 2018-19.

<b>Program</b>	<b>Description</b>
<b>Administration</b>	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.
<b>Classification and Compensation</b>	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.
<b>Benefits</b>	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.
<b>Employee Relations</b>	Ensure communication and understanding of the Town's Code of Ordinances, Town policies and procedures and State and Federal laws.
<b>Employee Training &amp; Development</b>	Provide programs designed to engage our employees and assist them in reaching their professional potential by building skills and enhancing competencies.
<b>Recruitment Services</b>	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.
<b>Safety &amp; Wellness</b>	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***

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	<b>2016-17 ADOPTED</b>	<b>2017-18 ADOPTED</b>	<b>2018-19 ADOPTED</b>
Human Resource Development Director	1.00	1.00	1.00
Assistant Director-Human Resource Development	1.00	1.00	1.00
Assistant HR 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	1.00	1.00	1.00
Human Resources Technician	2.00	2.00	2.00
Human Resource Consultant	1.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
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Human Resource Development Totals	10.00	10.00	10.00

# ***HUMAN RESOURCE DEVELOPMENT BUDGET SUMMARY***

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*The adopted budget for 2018-19 reflects an overall increase of 1.5% from the previous fiscal year. There is a 1.5% increase in personnel costs, which is the result of a 3% pay adjustment, offset slightly by the elimination of the Service Award program (\$14,896). There is an increase of 1.5% in operating costs. This is mostly due to the investment in Risk Management consultant costs (\$20,000) which is offset by the elimination of the service award program (\$14,896) and adjusting several operating line items to align to prior year actuals.*

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## **EXPENDITURES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
Personnel	\$ 767,357	\$ 975,868	\$ 976,718	\$ 816,396	\$ 990,551	1.5%
Operating Costs	934,714	766,935	1,024,451	1,016,904	778,402	1.5%
<b>Total</b>	<b>\$ 1,702,071</b>	<b>\$ 1,742,803</b>	<b>\$ 2,001,169</b>	<b>\$ 1,833,300</b>	<b>\$ 1,768,953</b>	<b>1.5%</b>

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## **REVENUES**

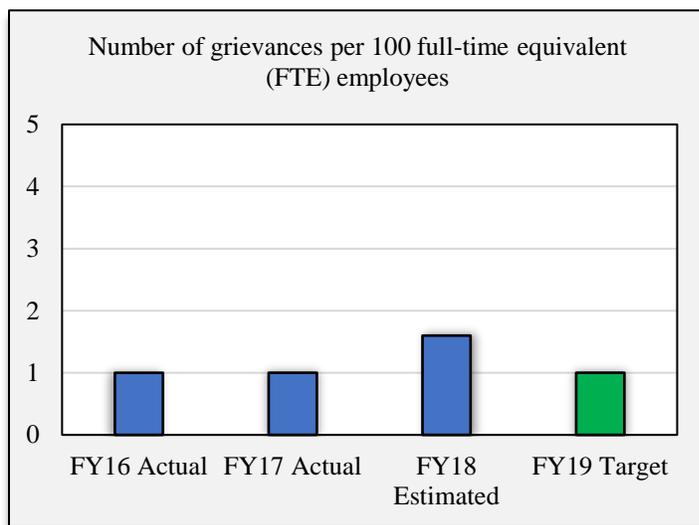
	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
General Revenues	\$ 1,702,071	\$ 1,742,803	\$ 2,001,169	\$ 1,833,300	\$ 1,768,953	1.5%
<b>Total</b>	<b>\$ 1,702,071</b>	<b>\$ 1,742,803</b>	<b>\$ 2,001,169</b>	<b>\$ 1,833,300</b>	<b>\$ 1,768,953</b>	<b>1.5%</b>

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# HUMAN RESOURCE DEVELOPMENT

## MISSION-LEVEL MEASURES

<b>Collaborative &amp; Innovative Organization</b>	<b>Program:</b>	Employee Relations
	<b>Objective:</b>	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.
	<b>Mission Measure:</b>	Number of grievances per 100 full-time equivalent (FTE) employees



### Departmental Analysis

- The process is working to engage collaboratively with employees. The process is allowing us to find more effective ways to navigate the progressive disciplinary process.
- Ability to communicate more effectively between employees and management is helping to reduce the number of issues

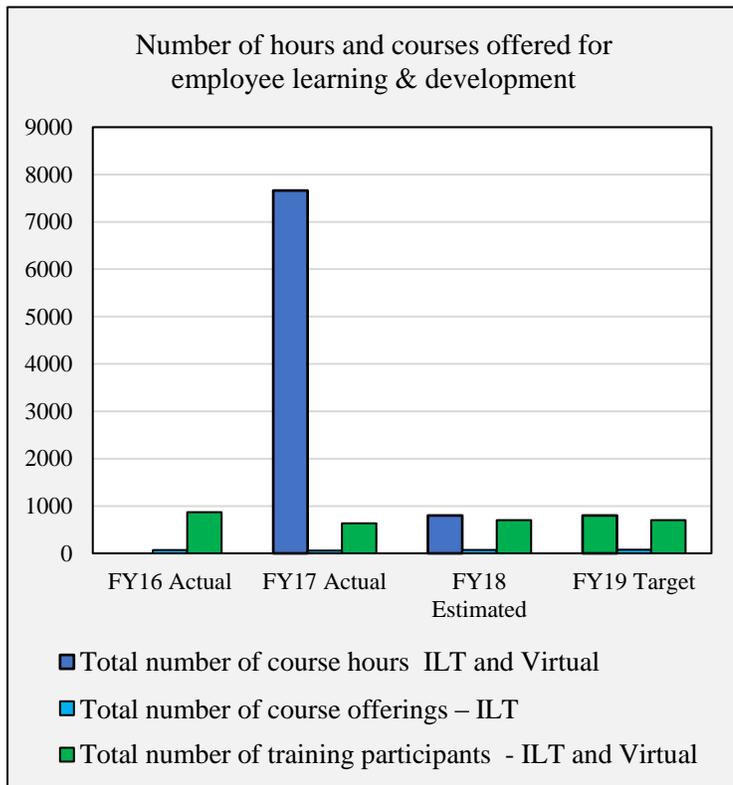
### Initiatives - What will we do to take action?

1. Continue to build on communication techniques and collaboration between Departments and employees.
2. Offer ongoing and new supervisor trainings to better support them in the processes.

# HUMAN RESOURCE DEVELOPMENT

## MISSION-LEVEL MEASURES (continued)

<b>Collaborative &amp; Innovative Organization</b>	<b>Program:</b>	Employee Training and Development
	<b>Objective:</b>	Support the development of our employees, including succession planning efforts through professional development, career development, and improved performance management.
	<b>Mission Measure:</b>	Number of training participants and courses offered



### Departmental Analysis

- The struggle between work and training continues to be an issue. Employees seem to lack the time to attend IL training or Virtual training due to work demands.
- Class cancellations are up due to lack of employee availability
- More leadership training is requested for all levels of the organization.
- Employees are requesting more computer skills due to the changing scope of the job.

### Initiatives - What will we do to take action?

1. Continue to encourage Directors and Managers that training should be seen as a “need to have” versus a “nice to have” for their employee’s personal and professional development.
2. Find innovative times and locations to have IL training
3. Work with TS to get email and computer access for all Town employees.
4. Open leadership training to all levels in organization
5. Develop or find basic computer training for employees

# ***BUSINESS MANAGEMENT DEPARTMENT***

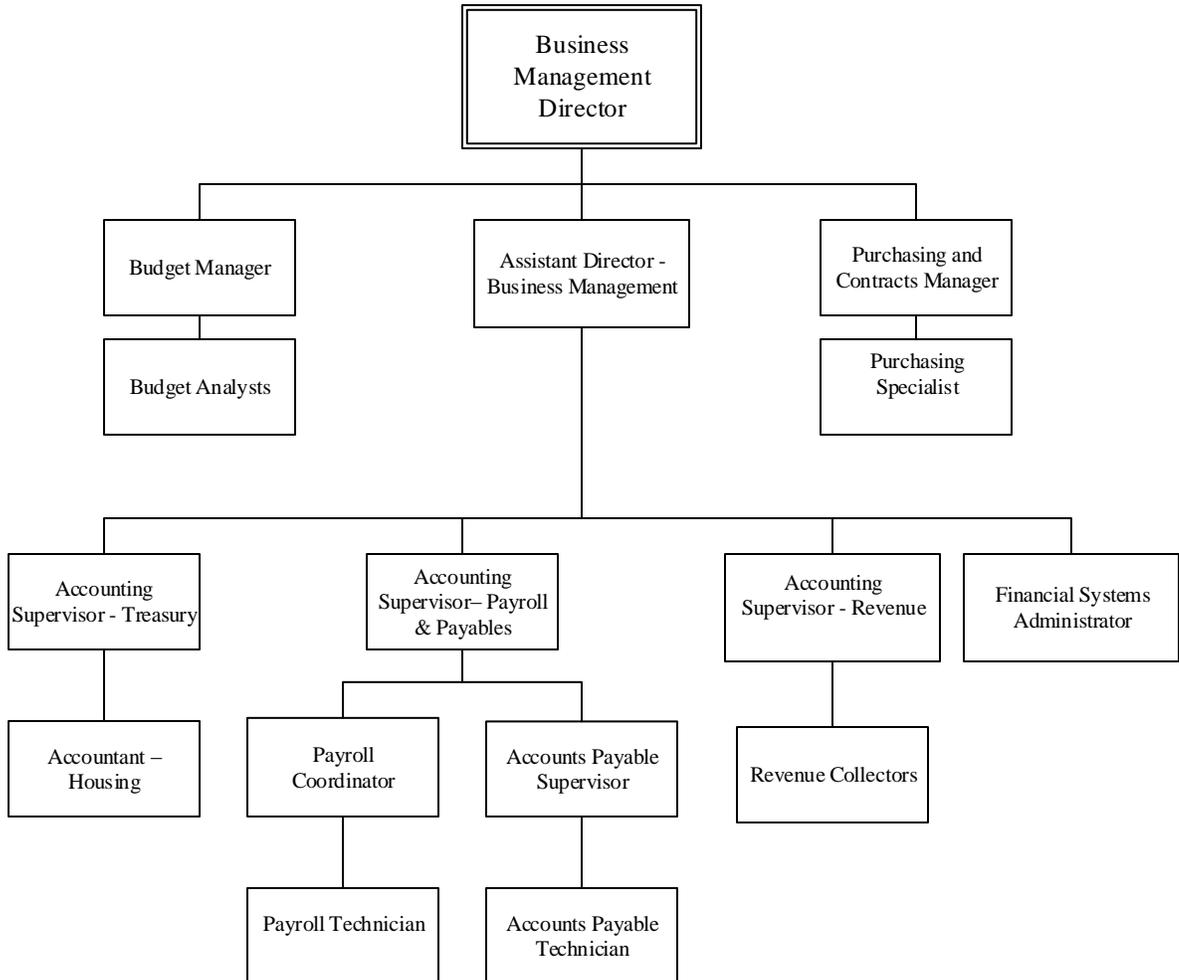
## **MISSION STATEMENT:**

*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 2018-19.

<b>Program</b>	<b>Description</b>
<b>Billing &amp; Collections</b>	Provide administration and/or oversight of all Town billings and collections.
<b>Budget</b>	Administer the Town's capital and operating budgets.
<b>Payroll &amp; Payables</b>	Administer the Town's payroll and payables functions.
<b>Accounting &amp; Financial Reporting</b>	Maintain the Town's financial accounting system.
<b>Purchasing &amp; Contracts</b>	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.
<b>Risk Management</b>	Process liability, property and W/C claims against the Town. Purchase insurance coverage. Coordinate with insurance carriers and process recovery claims.
<b>Liquidity Management</b>	Administer the Town's cash management, investment, banking, and debt management functions.
<b>Financial Planning &amp; Analysis</b>	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***

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	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>ADOPTED</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
<b><u>Finance</u></b>			
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	1.00	1.00	1.00
Accounts Payable Supervisor	1.00	1.00	1.00
Revenue Collector	2.00	2.00	2.00
Business Management Department Totals	18.00	18.00	18.00

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# ***BUSINESS MANAGEMENT***

## ***BUDGET SUMMARY***

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*The adopted budget for 2018-19 includes a 3.6% increase in personnel costs, which is due to a 3% pay adjustment. The operating budget decreased 2.1% due to a reduction in the professional services budget to match actuals. This decrease was offset by increased tax collection and credit card fees (\$2,000) and financial software licensing fees (\$4,219).*

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### **EXPENDITURES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
Personnel	\$ 1,471,011	\$ 1,639,951	\$ 1,639,951	\$ 1,615,059	\$ 1,698,450	3.6%
Operating Costs	520,552	568,364	578,453	547,452	556,499	-2.1%
<b>Total</b>	<b>\$ 1,991,563</b>	<b>\$ 2,208,315</b>	<b>\$ 2,218,404</b>	<b>\$ 2,162,511</b>	<b>\$ 2,254,949</b>	<b>2.1%</b>

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### **REVENUES**

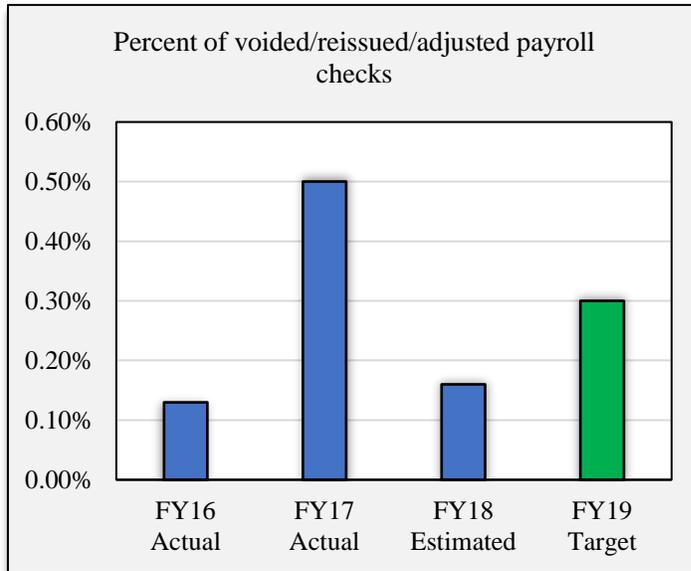
	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
General Revenues	\$ 1,991,563	\$ 2,208,315	\$ 2,218,404	\$ 2,162,511	\$ 2,254,949	2.1%
<b>Total</b>	<b>\$ 1,991,563</b>	<b>\$ 2,208,315</b>	<b>\$ 2,218,404</b>	<b>\$ 2,162,511</b>	<b>\$ 2,254,949</b>	<b>2.1%</b>

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# BUSINESS MANAGEMENT

## MISSION-LEVEL MEASURES

<b>Collaborative &amp; Innovative Organization</b>	<b>Program:</b>	Payroll & Payables
	<b>Objective:</b>	Reduce the number of post-payment adjustments
	<b>Mission Measure:</b>	Percent of voided/reissued/adjusted payroll checks



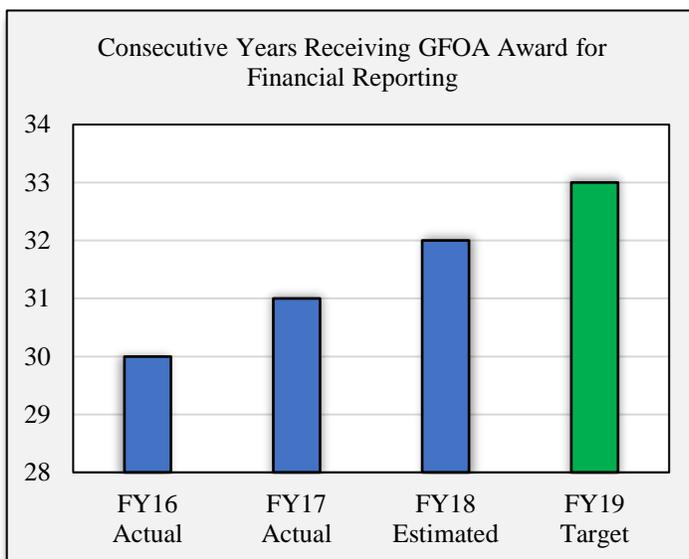
**Departmental Analysis**

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

**Initiatives - What will we do to take action?**

- Continue efforts to eliminate the source of errors through redundant controls and procedures.
- Continue the development of an electronic time sheet system to reduce the number of human errors

<b>Collaborative &amp; Innovative Organization</b>	<b>Program:</b>	Accounting and Financial Reporting
	<b>Objective:</b>	Maintain highest standards for financial reporting
	<b>Mission Measure:</b>	Consecutive Years Receiving GFOA Award for Financial Reporting



**Departmental Analysis**

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

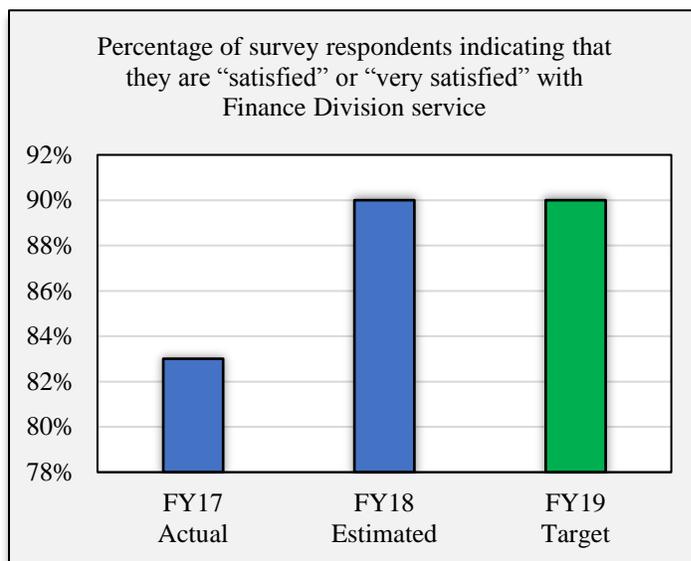
**Initiatives - What will we do to take action?**

- Using review notes to strengthen report and to address expected changes required by new GASB pronouncements.

# ***BUSINESS MANAGEMENT***

## ***MISSION-LEVEL MEASURES (continued)***

<b>Economic &amp; Financial Sustainability</b>	<b>Program:</b>	Financial Planning & Support
	<b>Objective:</b>	Achieve a rating of “meets” or “exceeds” expectations by the majority of respondents to the internal customer service survey
	<b>Mission Measure:</b>	Percentage of survey respondents indicating that they are “satisfied” or “very satisfied” with Finance Division service



### Departmental Analysis

- User satisfaction continues to rise in light of our most recent survey results. Areas for improvement include being more pro-active in providing training and instructional materials and continuing to move towards electronic processes.

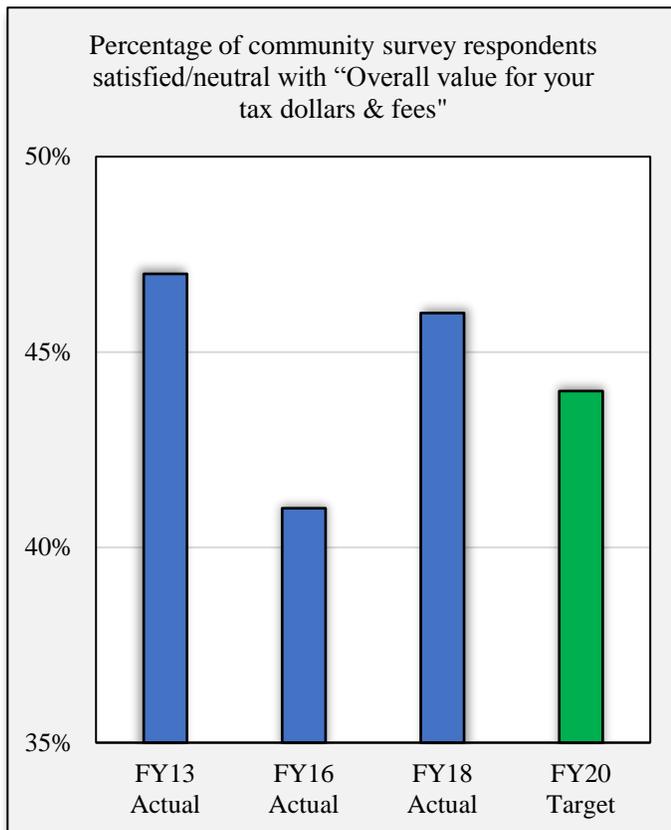
#### Initiatives - What will we do to take action?

1. Explore and identify options to provide users with feasible alternatives to paper-based processes; refine processes to increase efficient delivery of services
2. Assess methods to improve communication materials and trainings for our business processes; establish consistent timelines to update communication materials and trainings
3. Develop BMD roster to inform employees about who does what.

# BUSINESS MANAGEMENT

## MISSION-LEVEL MEASURES (continued)

<b>Economic &amp; Financial Sustainability</b>	<b>Program:</b>	Financial Planning and Support
	<b>Objective:</b>	Achieve a rating of “satisfied” or “neutral” by the majority of respondents to the community survey
	<b>Mission Measure:</b>	Percentage of community survey respondents satisfied/neutral with “Overall value for your tax dollars & fees”



### Departmental Analysis

- The community’s satisfaction rate with the Town is 46%, which is 8 points higher than the national average.
- In 2015, the community’s satisfaction rate in this metric was 6 points below the national average. In the most recent survey, the community satisfaction climbed 5 points, while the national average fell 9 points. We attribute this climb in satisfaction to our ability to maintain the delivery of excellent services without requiring a tax increase.

### Initiatives - What will we do to take action?

- To create a more predictable budget development process that gives Council informed choices about taxes, Business Management staff will undertake the following actions:
  - Present information and offer options to Council to develop policies in the following areas:
    - Pre-funding contributions to Other Post-Employment Benefits (OPEB)
    - Fund Balance usage and targets
  - Collaborate with the Manager’s Office to develop an ongoing budget and financial forecasting process

# **TECHNOLOGY SOLUTIONS DEPARTMENT**

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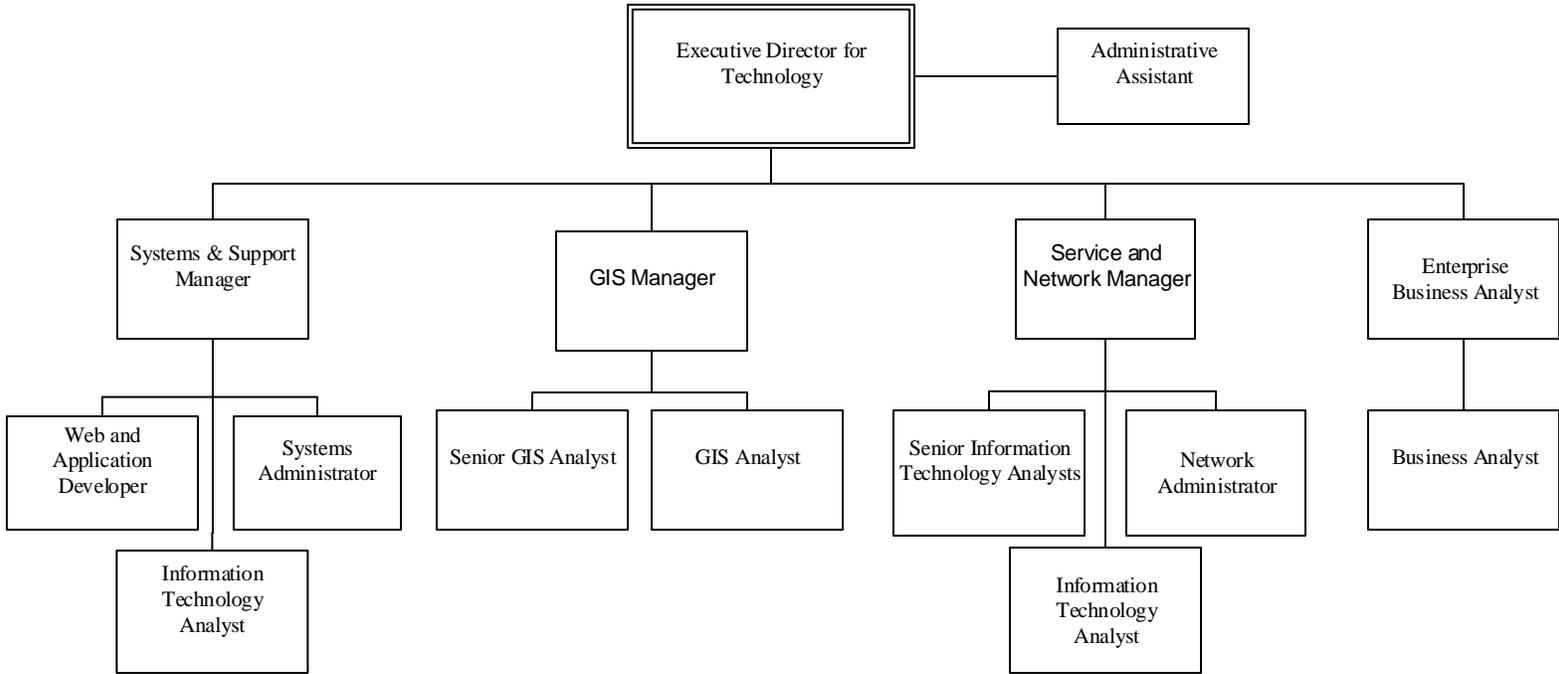
**MISSION STATEMENT:**

*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 2018-19.

Program	Description
<b>User Support</b>	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.
<b>Network Infrastructure</b>	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.
<b>Telecommunications</b>	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.
<b>Enterprise Application Analysis &amp; Support</b>	Administer and manage the Microsoft SharePoint, OnBase, and other Enterprise applications. Support all major application software and databases located on Town servers.
<b>IT Planning and Coordination</b>	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*

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	<b>2016-17 ADOPTED</b>	<b>2017-18 ADOPTED</b>	<b>2018-19 ADOPTED</b>
Executive Director - Technology Solutions	1.00	1.00	1.00
Director-Technology Solutions	1.00	1.00	0.00
Senior Analyst	0.00	0.00	1.00
Network Administrator	1.00	1.00	1.00
Systems & Support Manager	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00
Information Technology Analyst	2.00	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	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Systems Administrator	1.00	1.00	1.00
GIS Analyst II	0.00	0.00	2.00
Planning Manager	0.00	0.00	1.00
Technology Solutions Department Totals	13.00	13.00	16.00

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## **TECHNOLOGY SOLUTIONS BUDGET SUMMARY**

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*The 2018-19 adopted budget for Technology Solutions represents an overall 19.6% increase from 2017-18. The personnel increase of 22.5% reflects three GIS Division FTEs moving from Planning into Technology Solutions, as well as a 3% pay adjustment. The 16.7% increase in operating costs reflects the associated costs for the GIS Division, as well as increased costs for a renewed 3-year contract with Microsoft Office (\$25,000). The 23% decrease in Capital Outlay represents a change to the servers and data storage program. It adopts a leasing model, resulting in an overall savings of \$29,000.*

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### **EXPENDITURES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
Personnel	\$ 1,148,400	\$ 1,429,525	\$ 1,413,525	\$ 1,266,704	\$ 1,750,969	22.5%
Operating Costs	351,397	456,757	507,936	473,312	532,889	16.7%
Capital Outlay	96,121	64,933	89,825	133,590	50,000	-23.0%
<b>Total</b>	<b>\$ 1,595,918</b>	<b>\$ 1,951,215</b>	<b>\$ 2,011,286</b>	<b>\$ 1,873,606</b>	<b>\$ 2,333,858</b>	<b>19.6%</b>

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### **REVENUES**

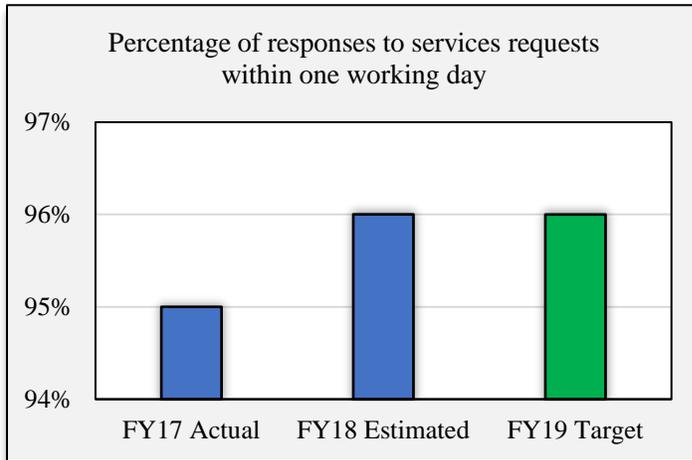
	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
General Revenues	\$ 1,595,918	\$ 1,951,215	\$ 2,011,286	\$ 1,873,606	\$ 2,333,858	19.6%
<b>Total</b>	<b>\$ 1,595,918</b>	<b>\$ 1,951,215</b>	<b>\$ 2,011,286</b>	<b>\$ 1,873,606</b>	<b>\$ 2,333,858</b>	<b>19.6%</b>

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# TECHNOLOGY SOLUTIONS

## MISSION-LEVEL MEASURES

<b>Collaborative &amp; Innovative Organization</b>	<b>Program:</b>	User Support
	<b>Objective:</b>	Respond to user related service requests within one working day
	<b>Mission Measure:</b>	Percentage of responses to service requests within one working day



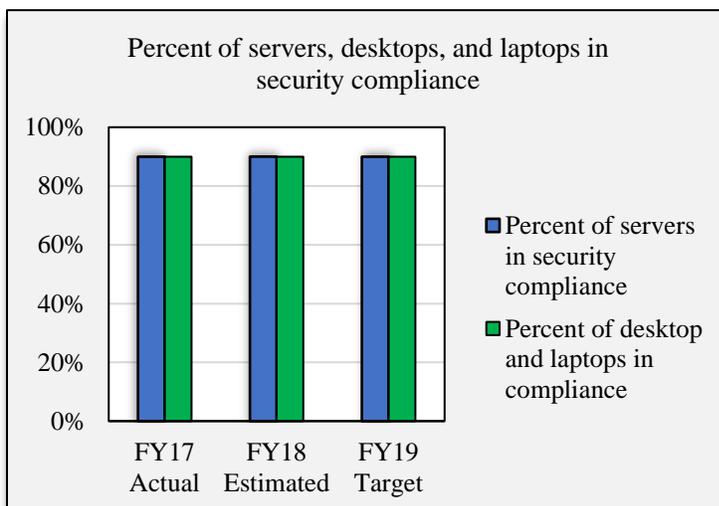
**Departmental Analysis**

- Most helpdesk calls are for minor issues and are handled within a working day
- Some service requests are expected to be multi-day

**Initiatives - What will we do to take action?**

1. Review calls to determine opportunities for problem avoidance or self-service
2. Improve the technology inventory, documentation and training to avoid need for calls
3. Improve reporting to differentiate types of service requests

<b>Collaborative &amp; Innovative Organization</b>	<b>Program:</b>	Network Infrastructure
	<b>Objective:</b>	Bandwidth utilization expected to be <50% allowing for bursts
	<b>Mission Measure:</b>	Percentage of servers in security compliance & Percentage of desktop and laptops in compliance



**Departmental Analysis**

- Goal is rapid compliance for high risks and within 60 days for other risks
- Waiting is part of the process since some patches create additional problems

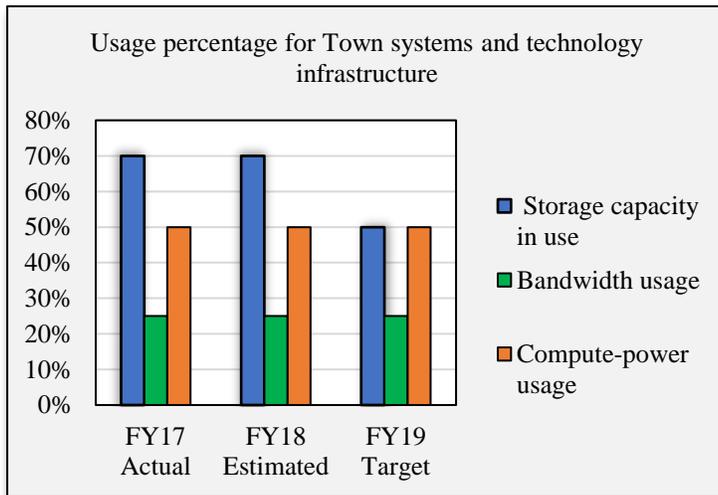
**Initiatives - What will we do to take action?**

1. Monitoring tools will be configured to improve the reporting of information for this measure
2. Servers are being upgraded to operate on a similar operating platform to improve management

# TECHNOLOGY SOLUTIONS

## MISSION-LEVEL MEASURES (continued)

Collaborative & Innovative Organization	<b>Program:</b>	Network Infrastructure
	<b>Objective:</b>	Bandwidth utilization expected to be <50% allowing for bursts
	<b>Mission Measure:</b>	Percentage of utilization factors of systems and infrastructure



### Departmental Analysis

- Average utilization factors require a significant reserve to handle times of peak demand and redundancy for failures

### Initiatives - What will we do to take action?

1. Reporting tools will be configured to report better information to support estimates
2. Other measures need to be added for a better view of the existing needs and improved planning

# ***TOWN ATTORNEY***

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## **MISSION STATEMENT:**

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

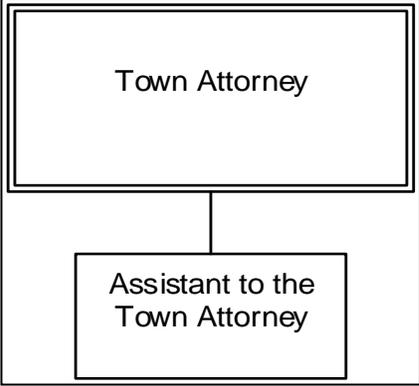
The Town Attorney serves as general counsel to the Town and provides advice to the Mayor and Council, Town boards and commissions, Town administration and Town departments. The duties of the Town Attorney include:

- 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***

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	<b>2016-17 ADOPTED</b>	<b>2017-18 ADOPTED</b>	<b>2018-19 ADOPTED</b>
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**

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*The adopted budget for the Town Attorney's office for 2018-19 shows an increase of 0.7% over the prior year. The personnel increase of 2.8% is a result of a 3% pay adjustment. The 36.8% decrease to the operating budget is mainly due to the reduction of professional services for outside counsel (\$5,000), which more accurately reflects the spending levels over the prior three years.*

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### **EXPENDITURES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
Personnel	\$ 318,125	\$ 330,742	\$ 330,742	\$ 328,902	\$ 339,877	2.8%
Operating Costs	8,700	18,205	18,205	9,292	11,502	-36.8%
<b>Total</b>	<b>\$ 326,825</b>	<b>\$ 348,947</b>	<b>\$ 348,947</b>	<b>\$ 338,194</b>	<b>\$ 351,379</b>	<b>0.7%</b>

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### **REVENUES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
General Revenues	\$ 326,825	\$ 348,947	\$ 348,947	\$ 338,194	\$ 351,379	0.7%
<b>Total</b>	<b>\$ 326,825</b>	<b>\$ 348,947</b>	<b>\$ 348,947</b>	<b>\$ 338,194</b>	<b>\$ 351,379</b>	<b>0.7%</b>

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## ***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. Grant matching funds show a slight decrease from the prior year, with 81,551 awarded to the Town in May. There is a 1.4% increase in agency contributions, which is mainly felt through increases to affordable housing initiatives. There was a 50.2% 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.*

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### **EXPENDITURES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
Retiree Medical Insurance	\$ 1,252,525	\$ 1,347,500	\$ 1,347,500	\$ 1,413,641	\$ 1,450,000	7.6%
Other Personnel Costs	11,580	20,000	20,000	1,585	40,000	100.0%
Liability Insurance	388,653	400,000	400,000	400,000	425,000	6.3%
Transfer to Affordable Housing Operations	1,645,185	688,395	688,395	688,395	688,395	0.0%
	95,865	199,453	151,755	109,473	172,250	-13.6%
Supplemental PEG Fees	186,783	210,000	210,000	190,000	190,000	-9.5%
Transfer to Other Funds	6,984	7,200	7,200	7,200	7,400	2.8%
Transfer to Multi-Year Capital Projects	3,651,025	-	10,300	10,300	-	N/A
Transfer to Capital Improvement Funds	778,000	476,500	480,700	480,700	237,500	-50.2%
Transfer to Debt Fund	-	-	-	-	445,100	N/A
OPEB Liability Contributions	2,783,000	630,000	630,000	630,000	630,000	0.0%
Launch Initiative	33,500	33,500	33,500	33,500	-	-100.0%
Grant Matching Funds	81,350	84,864	98,635	98,635	81,551	-3.9%
Agency Contributions	1,193,926	1,112,137	1,215,892	1,215,892	1,127,547	1.4%
Technology Fund	-	-	17,265	-	-	N/A
Vacancy Pool	-	(1,250,000)	(1,250,000)	-	-	N/A
Community Center	-	100,000	400,000	400,000	-	-100.0%
<b>Total</b>	<b>\$ 12,108,376</b>	<b>\$ 4,059,549</b>	<b>\$ 4,461,142</b>	<b>\$ 5,679,321</b>	<b>\$ 5,494,743</b>	<b>35.4%</b>

### **REVENUES**

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2017-18 Revised Budget</b>	<b>2017-18 Estimated</b>	<b>2018-19 Adopted Budget</b>	<b>% Change from 2017-18</b>
General Revenues	\$ 12,108,376	\$ 4,059,549	\$ 4,461,142	\$ 5,679,321	\$ 5,494,743	35.4%
<b>Total</b>	<b>\$ 12,108,376</b>	<b>\$ 4,059,549</b>	<b>\$ 4,461,142</b>	<b>\$ 5,679,321</b>	<b>\$ 5,494,743</b>	<b>35.4%</b>