

## **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>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
Mayor/Council	\$ 398,937	\$ 475,446	\$ 475,646	\$ 441,496	\$ 418,280	-12.0%
Town Manager	1,991,049	1,911,919	1,958,280	1,780,643	1,955,941	2.3%
Communications & Public Affairs	850,352	922,142	930,604	889,760	946,778	2.7%
Human Resources	1,714,542	1,859,535	1,964,992	1,891,220	1,769,797	-4.8%
Business Management	2,118,625	2,310,602	2,311,665	2,127,521	2,330,886	0.9%
Technology Solutions	2,350,392	2,366,219	2,504,643	2,422,961	2,379,166	0.5%
Town Attorney	372,181	386,581	386,581	384,535	390,963	1.1%
Non-Departmental	6,262,093	5,862,692	6,318,042	6,183,802	4,766,742	-18.7%
<b>Total</b>	<b>\$ 16,058,171</b>	<b>\$ 16,095,136</b>	<b>\$ 16,850,453</b>	<b>\$ 16,121,938</b>	<b>\$ 14,958,553</b>	<b>-7.1%</b>

### **REVENUES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
General Revenues	\$ 16,058,171	\$ 16,095,136	\$ 16,850,453	\$ 16,121,938	\$ 14,958,553	-7.1%
<b>Total</b>	<b>\$ 16,058,171</b>	<b>\$ 16,095,136</b>	<b>\$ 16,850,453</b>	<b>\$ 16,121,938</b>	<b>\$ 14,958,553</b>	<b>-7.1%</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:

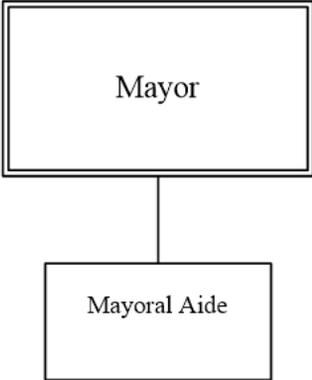
- Amendment of previously adopted policies from time to time through changes in the Town Code of Ordinances and the Development Ordinance, and by revision of policies and documents such as the Comprehensive Plan and transportation plans.
- Appointment of advisory boards, commissions, task forces and 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>2018-19 ADOPTED</b>	<b>2019-20 ADOPTED</b>	<b>2020-21 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 5.9% decrease from the 2020-21 budget. The 22.3% decrease in operating costs reflects a small decrease in funds allocated to business meetings and trainings and cellular phones.*

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### **EXPENDITURES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
Personnel	\$ 86,049	\$ 89,063	\$ 89,063	\$ 87,223	\$ 87,741	-1.5%
Operating Costs	16,304	24,049	12,249	12,018	18,689	-22.3%
<b>Total</b>	<b>\$ 102,353</b>	<b>\$ 113,112</b>	<b>\$ 101,312</b>	<b>\$ 99,241</b>	<b>\$ 106,430</b>	<b>-5.9%</b>

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### **REVENUES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
General Revenues	\$ 102,353	\$ 113,112	\$ 101,312	\$ 99,241	\$ 106,430	-5.9%
<b>Total</b>	<b>\$ 102,353</b>	<b>\$ 113,112</b>	<b>\$ 101,312</b>	<b>\$ 99,241</b>	<b>\$ 106,430</b>	<b>-5.9%</b>

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# **COUNCIL**

## **BUDGET SUMMARY**

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*The adopted budget for the Town Council reflects a decrease of 13.5% from the 2019-20 budget, primarily due to a decrease in operating expenses because FY20-21 is not an election year, resulting in a \$40,000 decrease. Personnel expenses decreased due to changes in individual health coverage selections that have resulted in a decrease associated expenses.*

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### **EXPENDITURES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
Personnel	\$ 182,756	\$ 192,613	\$ 192,613	\$ 181,613	\$ 183,930	-4.5%
Operating Costs	113,828	169,721	181,721	160,642	127,920	-24.6%
<b>Total</b>	<b>\$ 296,584</b>	<b>\$ 362,334</b>	<b>\$ 374,334</b>	<b>\$ 342,255</b>	<b>\$ 311,850</b>	<b>-13.9%</b>

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### **REVENUES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
General Revenues	\$ 296,584	\$ 362,334	\$ 374,334	\$ 342,255	\$ 311,850	-13.9%
<b>Total</b>	<b>\$ 296,584</b>	<b>\$ 362,334</b>	<b>\$ 374,334</b>	<b>\$ 342,255</b>	<b>\$ 311,850</b>	<b>-13.9%</b>

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# TOWN MANAGER

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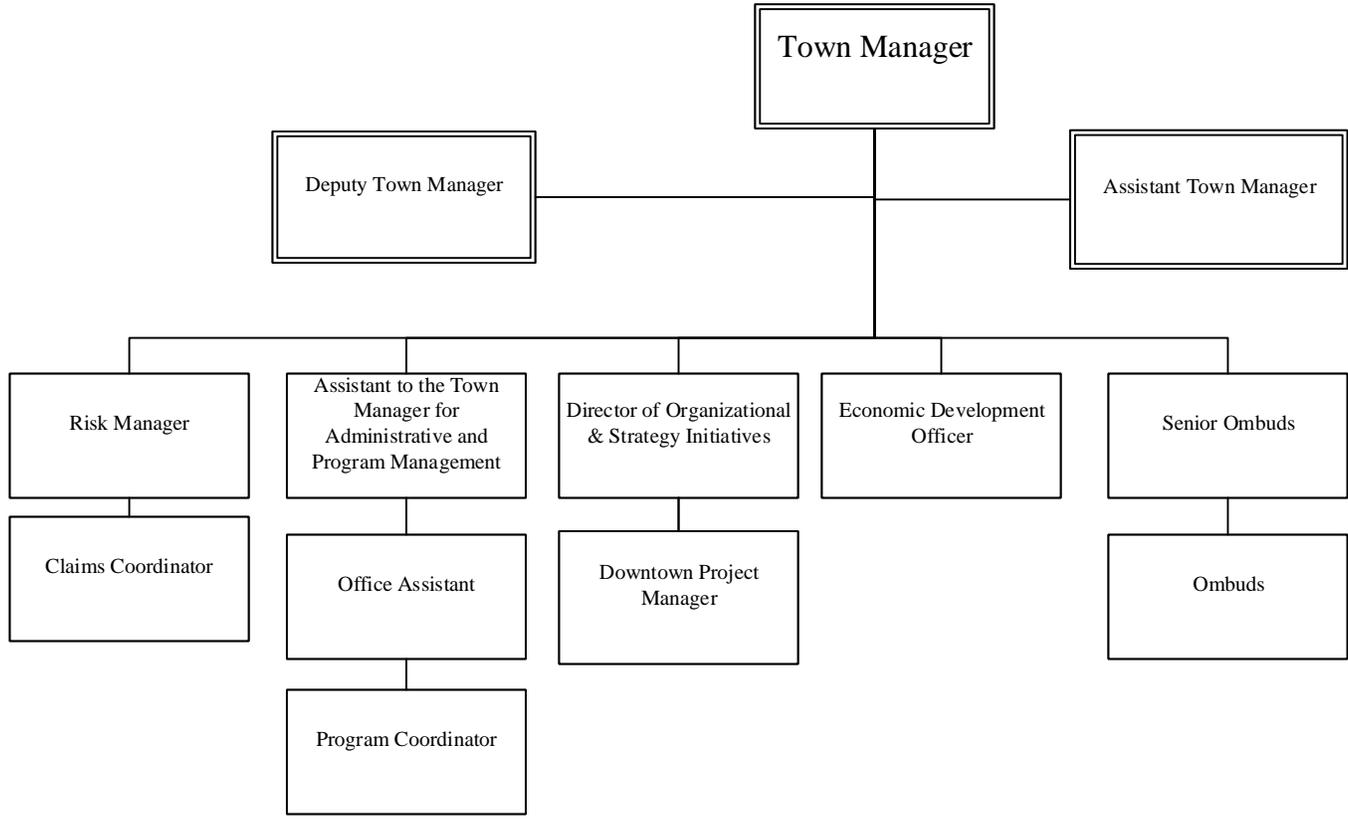
**MISSION STATEMENT:**

*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 2020-21.

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>2018-19 ADOPTED</b>	<b>2019-20 ADOPTED</b>	<b>2020-21 ADOPTED</b>
Town Manager	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00
Assistant Town Manager	1.00	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	0.00
Ombuds	1.00	1.00	1.00
Assistant to the Manager	1.00	1.00	1.00
Director of Organization & Strategy Initiatives	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00
Economic Development Specialist	0.00	0.00	1.00
Urban Designer	0.00	1.00	1.00
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Town Manager's Office Totals	10.00	11.00	11.00
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# **TOWN MANAGER**

## **BUDGET SUMMARY**

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*The adopted budget for the Manager’s Office reflects an 2.3% increase from the 2019-20 budget. The 2.2% increase in personnel expenses captures the cost of a 1.2% retirement increase and a 2% increase in health insurance costs. The 2.8% increase in operating expenses is due to increases in business meetings and trainings.*

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### **EXPENDITURES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
Personnel	\$ 1,785,050	\$ 1,700,041	\$ 1,683,476	\$ 1,547,374	\$ 1,738,212	2.2%
Operating Costs	205,999	211,878	274,804	233,269	217,729	2.8%
<b>Total</b>	<b>\$ 1,991,049</b>	<b>\$ 1,911,919</b>	<b>\$ 1,958,280</b>	<b>\$ 1,780,643</b>	<b>\$ 1,955,941</b>	<b>2.3%</b>

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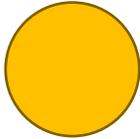
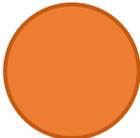
### **REVENUES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
General Revenues	\$ 1,991,049	\$ 1,911,919	\$ 1,958,280	\$ 1,780,643	\$ 1,955,941	2.3%
<b>Total</b>	<b>\$ 1,991,049</b>	<b>\$ 1,911,919</b>	<b>\$ 1,958,280</b>	<b>\$ 1,780,643</b>	<b>\$ 1,955,941</b>	<b>2.3%</b>

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# MANAGER'S OFFICE

## Performance Measures

 <p>ENVIRONMENTAL STEWARDSHIP</p>  <p>ECONOMIC &amp; FINANCIAL SUSTAINABILITY</p>  <p>COLLABORATION &amp; INNOVATION</p>	<p><b>Strategic Objectives</b></p> <ul style="list-style-type: none"> <li>➤ Reduce organizational greenhouse gas emissions</li> <li>➤ Create room for business</li> <li>➤ Increase collaboration, innovation, and learning</li> </ul>
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Core Business Program	Performance Measure	FY18 Actual	FY19 Actual	FY20 Estimate	FY21 Target
Economic Development	Sales tax revenue year-over-year growth	5.3%	5.3%	0.6%	-5%
	Commercial tax base year-over-year growth	11%	11%	10%	5%
Ombuds Services	Increase in number of visitors served from previous year.	26%	4.2%	7%	5%
	Monthly report to Town Manager	17.8%	4.2%	7%	5%
Community Sustainability & Resilience	Guaranteed energy savings from Town Hall, the Community Center, and the Homestead Aquatics Center	1,783,121 lb of CO2e*	1,819,963 lb of CO2e*	1,850,000 lb of CO2e*	1,850,000 lb of CO2e*

\* lb of CO2e = pounds of carbon dioxide equivalent

# COMMUNICATIONS & PUBLIC AFFAIRS

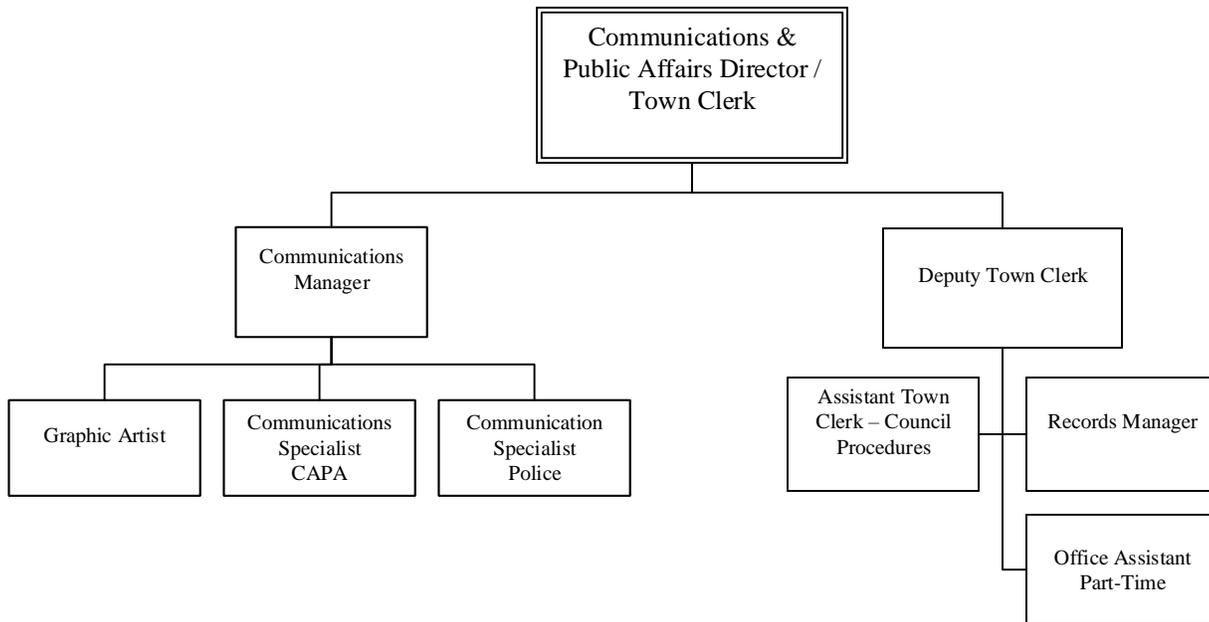
**MISSION STATEMENT:**

*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 2020-21.

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>2018-19 ADOPTED</b>	<b>2019-20 ADOPTED</b>	<b>2020-21 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	0.00	0.00	0.00
Assistant Town Clerk	2.00	1.00	1.00
Office Assistant	0.53	0.53	0.53
Communications Manager	1.00	1.00	1.00
Records Manager	0.00	1.00	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 the Communications & Public Affairs department reflects a 2.7% increase from the 2019-20 budget. Personnel expenses increased by 7.2% due to a 1.2% retirement increase and a 2% increase in health insurance costs. Operating expenses decreased by 11.4% because the Biennial Community Survey does not run in FY 2020-21.*

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## **EXPENDITURES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
Personnel	\$ 655,747	\$ 696,219	\$ 703,528	\$ 673,551	\$ 746,667	7.2%
Operating Costs	194,605	225,923	227,076	216,209	200,111	-11.4%
<b>Total</b>	<b>\$ 850,352</b>	<b>\$ 922,142</b>	<b>\$ 930,604</b>	<b>\$ 889,760</b>	<b>\$ 946,778</b>	<b>2.7%</b>

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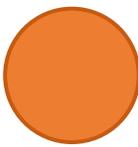
## **REVENUES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
General Revenues	\$ 850,352	\$ 922,142	\$ 930,604	\$ 889,760	\$ 946,778	2.7%
<b>Total</b>	<b>\$ 850,352</b>	<b>\$ 922,142</b>	<b>\$ 930,604</b>	<b>\$ 889,760</b>	<b>\$ 946,778</b>	<b>2.7%</b>

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# COMMUNICATIONS & PUBLIC AFFAIRS

## Performance Measures

 COLLABORATION & INNOVATION	<b>Strategic Objectives</b> <ul style="list-style-type: none"> <li>➤ Engage the public in Town decision making and Town programs so that outcomes balance community interests, values, and needs</li> <li>➤ 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</li> <li>➤ Council Business Meeting agenda will be posted to the web at least four days prior to the meeting 90% of the time</li> <li>➤ Council Business Meeting video will be posted to the web within 24 hours 90% of the time.</li> </ul>
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Core Business Program	Performance Measure	FY18 Actual	FY19 Actual	FY20 Estimate	FY21 Target
Communications and Public Information	Increase subscribers to Chapel Hill eNews, Twitter and Facebook by a combined increase of 10 %	20%	22%	10%	10%
	Meet/exceed the regional benchmark of 2013 Community Survey's results of 51% satisfaction with "availability of information about Town Programs."	61%	61%	51%	51%
	Meet/exceed the regional benchmark of 2013 Community Survey's results of 48% satisfaction with "quality of Town website"	56%	56%	48%	48%
Citizen Participation	Approximate number of Council Meeting attendees	1,174	1,368	1,542 (actual)	1,600
	Approximate number of Live streaming Web Views (Council and Advisory Board Meetings)	2,886	4,029	1,418 (actual)	1,500
	Approximate number of Archived streaming Web Views (Council and Advisory Board Meetings)	6,633	4,288	10,762	10,000
	Approximate number of Live & Archived streaming Web Views (Other Events)	1,167	797	2,426	2,500
	Satisfaction rate with Town Website	56%	56%	56%	60%
	Satisfaction rate with eNews updates	87%	87%	87%	87%
	Meet/exceed 2013 Community Survey's results of 60% satisfaction with "participate in local decisions/volunteering."	38%	38%	60%	65%
	Meet/exceed the regional benchmark of 2013 Community Survey's results of 40% satisfaction with "Level of public involvement in decision making."	38%	38%	40%	40%
	Meet/exceed 2013 Community Survey's results of 58% satisfaction with "access to Mayor/Town Council."	43%	43%	58%	58%
Public Records	Number of records requests received by CaPA	*	265	233	249
Governance Support	% of the time that the Council Business Meeting agenda is posted at least four days prior to the meeting.	85%	94%	85%	88%
	% of the time that the Council Business Meeting video is posted within 24 hours.	100%	100%	100%	100%

\* This is a new measure. Data for previous reporting periods is not available.

# ***HUMAN RESOURCE DEVELOPMENT DEPARTMENT***

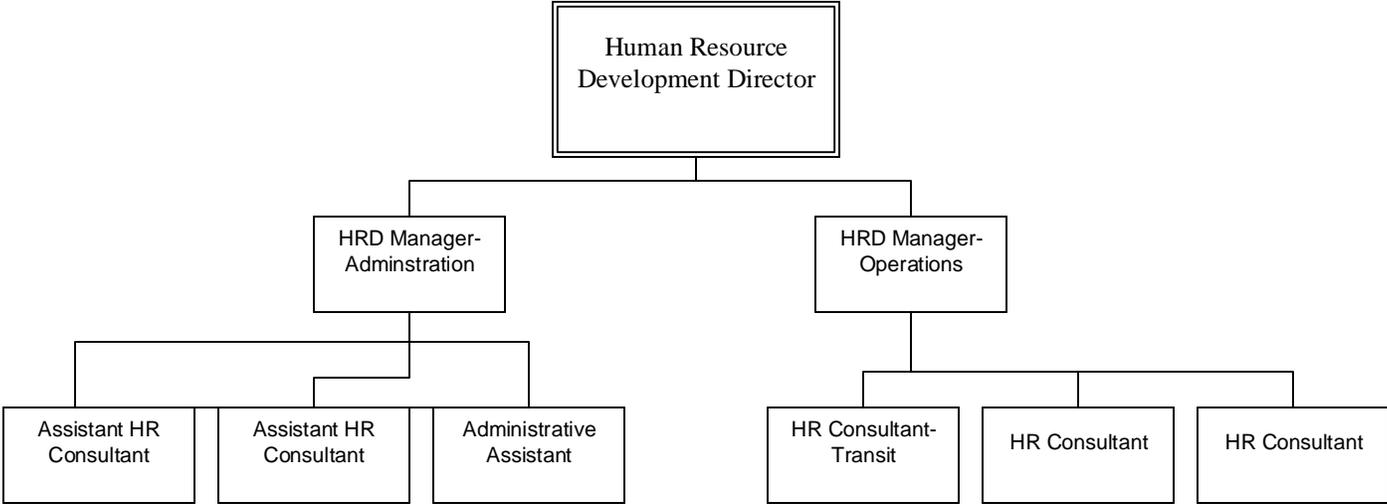
## **MISSION STATEMENT:**

*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 2020-21.

<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>2018-19 ADOPTED</b>	<b>2019-20 ADOPTED</b>	<b>2020-21 ADOPTED</b>
Human Resource Development Director	1.00	1.00	1.00
Assistant Director-Human Resource Development	1.00	1.00	1.00
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	2.00	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 the Human Resource Development department reflects a 4.8% decrease from the 2019-20 budget. Personnel expenses increased by 0.8% due to a 1.2% retirement increase and a 2% increase in health insurance costs. In Fiscal Year 2019-20 the Town conducted a class and compensation study at a cost of \$100,000. This study was concluded in Fiscal Year 2019-20, resulting in a 11.7% decrease in operating expenses.*

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## **EXPENDITURES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
Personnel	\$ 926,060	\$ 1,023,181	\$ 1,016,681	\$ 996,037	\$ 1,031,380	0.8%
Operating Costs	788,482	836,354	948,311	895,183	738,417	-11.7%
<b>Total</b>	<b>\$ 1,714,542</b>	<b>\$ 1,859,535</b>	<b>\$ 1,964,992</b>	<b>\$ 1,891,220</b>	<b>\$ 1,769,797</b>	<b>-4.8%</b>

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## **REVENUES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
General Revenues	\$ 1,714,542	\$ 1,859,535	\$ 1,964,992	\$ 1,891,220	\$ 1,769,797	-4.8%
<b>Total</b>	<b>\$ 1,714,542</b>	<b>\$ 1,859,535</b>	<b>\$ 1,964,992</b>	<b>\$ 1,891,220</b>	<b>\$ 1,769,797</b>	<b>-4.8%</b>

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# HUMAN RESOURCE DEVELOPMENT

## Performance Measures

 <p>COLLABORATION &amp; INNOVATION</p>	<p><b>Strategic Objectives</b></p> <ul style="list-style-type: none"> <li>➤ Ensure the workforce plan is up to date, competitive, promotes clear mobility, and identifies jobs for the future.</li> <li>➤ Provide benefits plans that meet the needs of our employees, retirees and their dependents, aids in recruitment and retention, and is cost effective and sustainable.</li> <li>➤ Treat employees equitably and consistently, that issues are resolved at the lowest level possible, and to create a work environment that recognizes and appreciates diversity.</li> <li>➤ Support the development of our employees, including succession-planning efforts through professional development, career development, and improved performance management.</li> <li>➤ Develop, implement and maintain selection procedures in accordance with applicable policies and law that identify attract and retain qualified applicants for employment while encouraging diverse representation at all levels of the workforce.</li> <li>➤ Develop and implement an Occupational Safety and Health (OSH) program with management leadership, employee involvement, and commitment at all levels to provide a safe and healthful workplace for all employees.</li> </ul>
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Core Business Program	Performance Measure	FY18 Actual	FY19 Actual	FY20 Estimate	FY21 Target
Classification and Compensation	Percentage of job descriptions reviewed annually	8%	10%	100%	10%
Benefits	HRA employee participation rate	98%	98%	99%	99%
Employee Relations	Number of grievances per 100 full-time equivalent (FTE) employees	1%	1%	0.5%	1%
Employee Training and Development	Number of participants as a percentage of total workforce/supervisors	74%	74%	75%	75%
	Number of employees trained in various areas by Human Resource Development staff	932	1067	1100	1100
Recruitment Services	Women and minority employment in the workforce compared to minority representation in local available labor pool.	30%	57.5%	60%	65%
Safety and Wellness	Number of employees trained in Occupational, Health and Safety as a percentage of the total number of the workforce.	203	321	520	620
Safety and Wellness	Number of employees trained in Occupational, Health and Safety as a percentage of the total number of the workforce.	28%	40.5%	70.2%	86%

# ***BUSINESS MANAGEMENT DEPARTMENT***

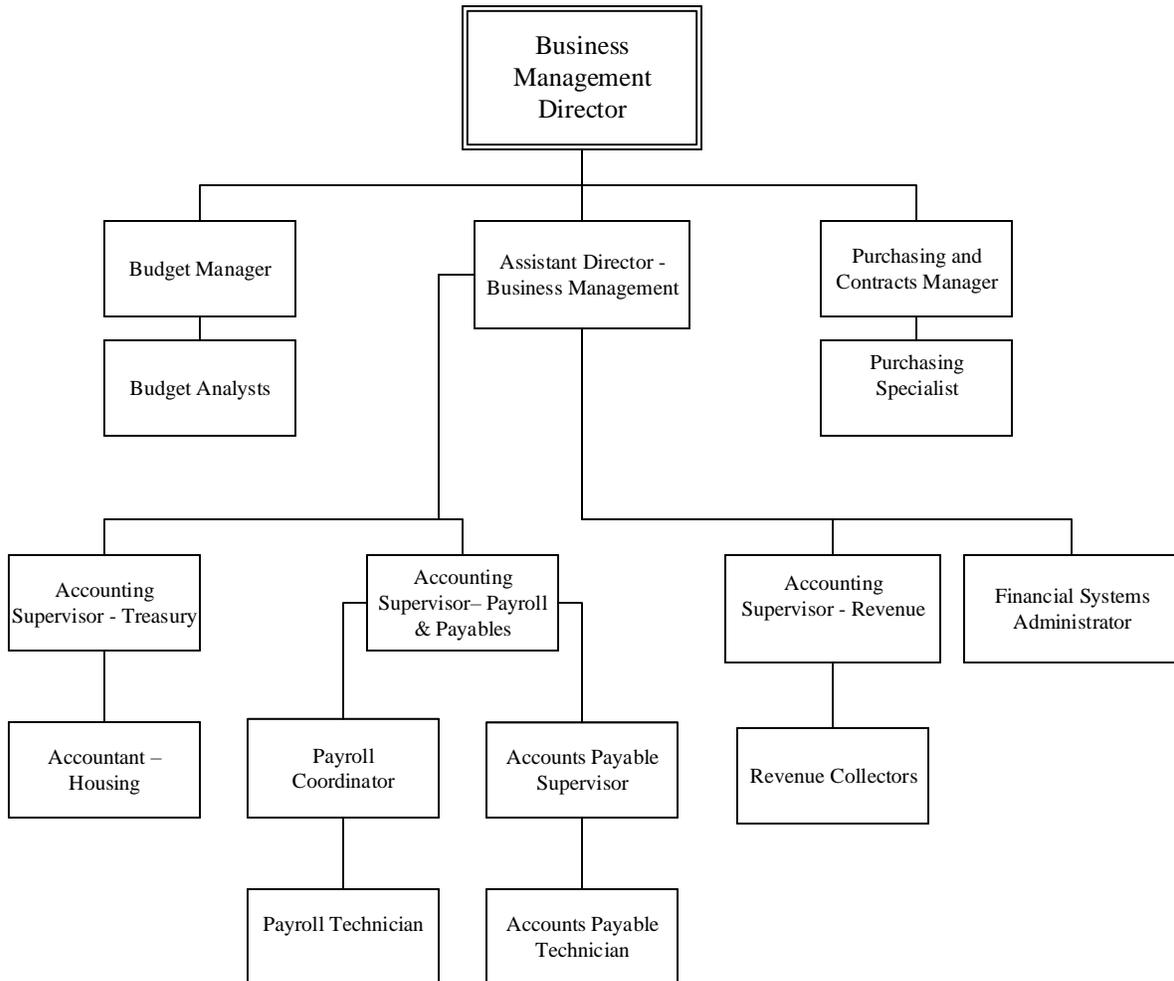
## **MISSION STATEMENT:**

*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 2020-21.

<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>2018-19 ADOPTED</b>	<b>2019-20 ADOPTED</b>	<b>2020-21 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	0.00
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
Accountant	0.00	0.00	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 the Business Management department reflects a 0.9% increase from the 2019-20 budget. Personnel expenses increased by 1.1% due to a 1.2% retirement increase and a 2% increase in health insurance costs.*

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## **EXPENDITURES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
Personnel	\$ 1,520,255	\$ 1,752,590	\$ 1,697,590	\$ 1,531,930	\$ 1,771,961	1.1%
Operating Costs	598,370	558,012	614,075	595,591	558,925	0.2%
<b>Total</b>	<b>\$ 2,118,625</b>	<b>\$ 2,310,602</b>	<b>\$ 2,311,665</b>	<b>\$ 2,127,521</b>	<b>\$ 2,330,886</b>	<b>0.9%</b>

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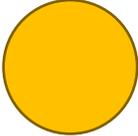
## **REVENUES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
General Revenues	\$ 2,118,625	\$ 2,310,602	\$ 2,311,665	\$ 2,127,521	\$ 2,330,886	0.9%
<b>Total</b>	<b>\$ 2,118,625</b>	<b>\$ 2,310,602</b>	<b>\$ 2,311,665</b>	<b>\$ 2,127,521</b>	<b>\$ 2,330,886</b>	<b>0.9%</b>

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# BUSINESS MANAGMENT

## Performance Measures

 ECONOMIC & FINANCIAL SUSTAINABILITY	<b>Strategic Objectives</b> <ul style="list-style-type: none"> <li>➤ Same-day deposits as a percentage of all receipts</li> <li>➤ Total budget adjustments as a % of expenditures</li> <li>➤ Projected General Fund revenues as a % of actual</li> <li>➤ Percent of voided/reissued vendor checks</li> <li>➤ Percent of voided/reissued/adjusted payroll checks *</li> <li>➤ Receipt confirmation from LGC</li> <li>➤ Receive annual GFOA Award for Financial Reporting</li> <li>➤ Consecutive years receiving GFOA Award for Financial Reporting</li> <li>➤ Purchase orders issued, as a percentage of all invoices over \$1,000</li> <li>➤ Percentage of contracts with funds encumbered prior to execution</li> <li>➤ General Fund Debt as a percent of assessed value</li> <li>➤ 10-year payout ratio</li> <li>➤ Percentage of survey respondents indicating that the Finance Division service “meets” or “exceeds” expectations</li> </ul>
 COLLABORATION & INNOVATION	

Core Business Program	Performance Measure	FY18 Actual	FY19 Actual	FY20 Estimate	FY21 Target
Billing and Collections	Same-day deposits as a percentage of all receipts	7.18%	7.61%	8.33%	7.50%
Budget	Total budget adjustments as a % of expenditures	7.85%	8.77%	7.40%	7.20%
	Projected General Fund revenues as a % of actual	-1.93%	-1.39	-2%	-2%
Payroll and Payables	Percent of voided/reissued vendor checks	1.80%	2.17%	1.28%	2.06%
	Percent of voided/reissued/adjusted payroll checks *	0.162%	0.125%	0.133%	0.3%
Accounting and Financial Reporting	Receipt confirmation from LGC	Yes	Yes	Yes	Yes
	Receive annual GFOA Award for Financial Reporting	Yes	Yes	Yes	Yes
	Consecutive years receiving GFOA Award for Financial Reporting	32	33	34	35
Purchasing and Contracts	Purchase orders issued, as a percentage of all invoices over \$1,000	96%	96%	97%	99%
	Percentage of contracts with funds encumbered prior to execution	99%	99%	99%	99%
Liquidity Management	General Fund Debt as a percent of assessed value	1%	1%	1%	1%
	10-year payout ratio	73%	73%	74%	75%
Financial Planning and Support	Percentage of survey respondents indicating that the Finance Division service “meets” or “exceeds” expectations	No data	93%	No Data	95%

# **TECHNOLOGY SOLUTIONS DEPARTMENT**

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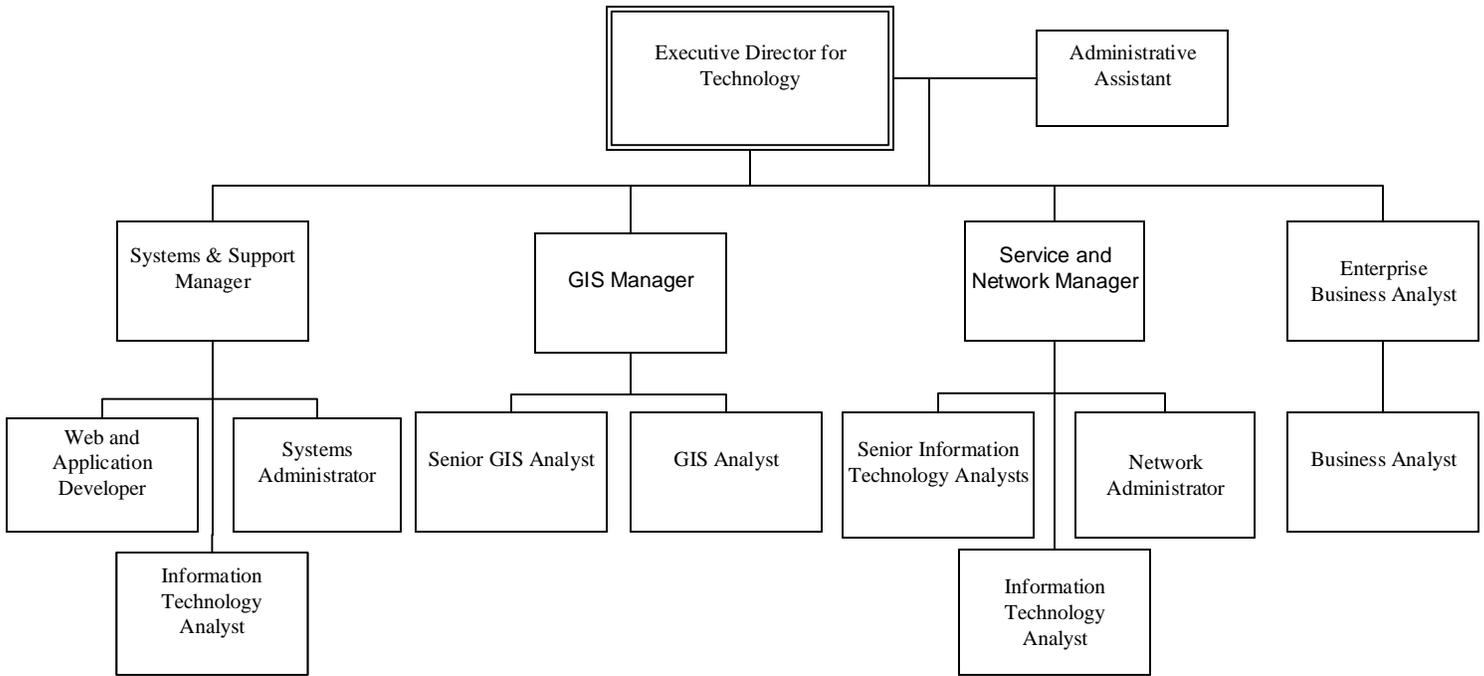
**MISSION STATEMENT:**

*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 2020-21.

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 Microisoft 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>2018-19 ADOPTED</b>	<b>2019-20 ADOPTED</b>	<b>2020-21 ADOPTED</b>
Executive Director - Technology Solutions	1.00	1.00	1.00
Director-Technology Solutions	0.00	0.00	0.00
Senior Analyst	1.00	1.00	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	2.00	2.00	2.00
Planning Manager	1.00	1.00	1.00
Technology Solutions Department Totals	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>

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# **TECHNOLOGY SOLUTIONS**

## **BUDGET SUMMARY**

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*The adopted budget for the Technology Solutions department reflects a 0.5% increase from the 2019-20 budget. Personnel expenses increased by 0.8% due to a 1.2% retirement increase, and a 2% increase in health insurance costs.*

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### **EXPENDITURES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
Personnel	\$ 1,689,238	\$ 1,780,902	\$ 1,780,902	\$ 1,749,254	\$ 1,794,507	0.8%
Operating Costs	586,851	535,317	558,141	558,389	534,659	-0.1%
Capital Outlay	74,303	50,000	165,600	115,318	50,000	0.0%
<b>Total</b>	<b>\$ 2,350,392</b>	<b>\$ 2,366,219</b>	<b>\$ 2,504,643</b>	<b>\$ 2,422,961</b>	<b>\$ 2,379,166</b>	<b>0.5%</b>

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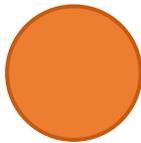
### **REVENUES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
General Revenues	\$ 2,350,392	\$ 2,366,219	\$ 2,504,643	\$ 2,422,961	\$ 2,379,166	0.5%
<b>Total</b>	<b>\$ 2,350,392</b>	<b>\$ 2,366,219</b>	<b>\$ 2,504,643</b>	<b>\$ 2,422,961</b>	<b>\$ 2,379,166</b>	<b>0.5%</b>

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# TECHNOLOGY SOLUTIONS

## Performance Measures

 <p>COLLABORATION &amp; INNOVATION</p>	<p><b>Strategic Objectives</b></p> <ul style="list-style-type: none"> <li>➤ Respond to user related service requests within one working day.</li> <li>➤ Resolve user-assist service requests within two working days.</li> <li>➤ Provide high standard of operational capability with information systems.</li> <li>➤ Resolve network service incidents within one working day.</li> <li>➤ Bandwidth utilization expected to be &lt;50% allowing for bursts</li> <li>➤ Servers and other infrastructure patches up to date.</li> <li>➤ Town employees trained to reduce risk of cyber-attacks.</li> <li>➤ Resolve network service incidents within one working day</li> <li>➤ Provide access to Town databases to support business functions</li> <li>➤ Provide backup copies of data for recovery and business functions</li> <li>➤ Provide access to Town applications</li> <li>➤ Ensure technology related projects are compliant with legal and security requirements</li> <li>➤ Ensure infrastructure can support technology plans across all departments</li> </ul>
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Core Business Program	Performance Measure	FY18 Actual	FY19 Actual	FY20 Estimate	FY21 Target
User Support	Service request response percentage within Service Level Agreement (SLA)	90%	95%	95%	99%
	Percentage of user-assist service requests resolved within SLA (excludes cases requiring vendor support)	95%	95%	95%	95%
	Percentage of desktop computer software utilizing the most current version available	90%	90%	90%	97%
	Percentage of desktop computer equipment four years old or newer	98%	98%	95%	95%
Network Infrastructure	Percentage of network service incidents resolved within SLA	90%	90%	95%	95%
	Percentage of utilization factors of systems and infrastructure (i.e. storage capacity, bandwidth usage, compute-power usage)	50%	55%	55%	55%
Cyber Security	Percentage of machines in security compliance	90%	90%	85%	100%
	Number of training sessions offered on cyber security and appropriate use	*	40	40	40
Telecommunications	Percentage of phone service incidents resolved within SLA	99%	95%	95%	100%
Database Management	Percentage of time critical databases are available	*	99%	99%	100%
	Daily backup of environment maintained and tested	99%	99%	99%	100%
Enterprise Application Support	Percentage of application incidents/request resolved within SLA	*	4	4	5
IT Planning and Coordination	Percentage of Town software and project contract reviews	*	95%	95%	100%
	Capacity, utilization and replacements plans completed within cycle	N/A	95%	95%	100%

\* This is a new measure. Data for previous reporting periods is not available.

# ***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.*

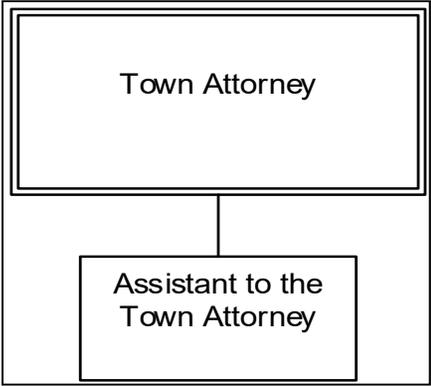
The Town Attorney serves as general counsel to the Town and provides advice to the Mayor and Council, Town boards and commissions, Town administration and Town departments. The duties of the Town Attorney include:

- 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 EQUIVALENTS***

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	<b>2018-19 ADOPTED</b>	<b>2019-20 ADOPTED</b>	<b>2020-21 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 Attorney's Office reflects a 1.1% increase from the 2019-20 budget. Personnel expenses increased by 1.1% due to a 1.2% retirement increase and a 2% increase in health insurance costs for the Office. Operating expenses increased by 0.9% due to a small increase in dues and subscriptions.*

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### **EXPENDITURES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
Personnel	\$ 361,200	\$ 375,591	\$ 375,591	\$ 374,301	\$ 379,873	1.1%
Operating Costs	10,981	10,990	10,990	10,234	11,090	0.9%
<b>Total</b>	<b>\$ 372,181</b>	<b>\$ 386,581</b>	<b>\$ 386,581</b>	<b>\$ 384,535</b>	<b>\$ 390,963</b>	<b>1.1%</b>

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### **REVENUES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Adopted Budget</b>	<b>% Change from 2019-20</b>
General Revenues	\$ 372,181	\$ 386,581	\$ 386,581	\$ 384,535	\$ 390,963	1.1%
<b>Total</b>	<b>\$ 372,181</b>	<b>\$ 386,581</b>	<b>\$ 386,581</b>	<b>\$ 384,535</b>	<b>\$ 390,963</b>	<b>1.1%</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. The adopted budget includes a 2% increase to health insurance costs. Agency contributions are unchanged from last year's budget. The largest decrease in expenditures, in the debt fund and capital improvement fund, total \$766,700. OPEB liability contributions have decreased by fifty percent (\$250,000).

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**EXPENDITURES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Recommended Budget</b>	<b>% Change from 2019-20</b>
Retiree Medical Insurance	\$ 1,582,343	\$ 1,620,000	\$ 1,620,000	\$ 1,570,000	\$ 1,690,000	4.3%
Other Personnel Costs	(740)	2,500	2,500	2,070	2,000	-20.0%
Liability Insurance	340,365	375,000	369,195	350,000	360,000	-4.0%
Transfer to Affordable Housing	688,395	688,395	688,395	688,395	688,395	0.0%
Operations	80,391	171,812	257,246	188,200	270,564	57.5%
Supplemental PEG Fees	171,461	176,000	176,000	180,000	185,000	5.1%
Transfer to Other Funds	10,245	10,250	11,469	11,900	12,000	17.1%
Transfer to Capital						
Improvement Funds	566,991	321,600	321,600	321,600	-	-100.0%
Transfer to Debt Fund	445,100	445,100	445,100	445,100	-	-100.0%
OPEB Liability Contributions	630,000	500,000	500,000	500,000	250,000	-50.0%
Grant Matching Funds	62,968	87,550	87,550	87,550	85,364	-2.5%
Agency Contributions	1,284,574	1,218,485	1,392,987	1,392,987	1,223,419	0.4%
Orange County Contribution	-	-	200,000	200,000	-	N/A
Coal Ash Remediation	-	246,000	246,000	246,000	-	-100.0%
Community Center	400,000	-	-	-	-	N/A
<b>Total</b>	<b>\$ 6,262,093</b>	<b>\$ 5,862,692</b>	<b>\$ 6,318,042</b>	<b>\$ 6,183,802</b>	<b>\$ 4,766,742</b>	<b>-18.7%</b>

**REVENUES**

	<b>2018-19 Actual</b>	<b>2019-20 Original Budget</b>	<b>2019-20 Revised Budget</b>	<b>2019-20 Estimated</b>	<b>2020-21 Recommended Budget</b>	<b>% Change from 2019-20</b>
General Revenues	\$ 6,262,093	\$ 5,862,692	\$ 6,318,042	\$ 6,183,802	\$ 4,766,742	-18.7%
<b>Total</b>	<b>\$ 6,262,093</b>	<b>\$ 5,862,692</b>	<b>\$ 6,318,042</b>	<b>\$ 6,183,802</b>	<b>\$ 4,766,742</b>	<b>-18.7%</b>