

**GENERAL GOVERNMENT
BUDGET SUMMARY**

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

EXPENDITURES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
Mayor/Council	\$ 444,024	\$ 418,280	\$ 419,020	\$ 387,703	\$ 492,520	17.7%
Town Manager	1,761,606	1,955,941	2,001,549	1,831,655	2,166,624	10.8%
Communications & Public Affairs	863,683	946,778	947,492	712,343	979,154	3.4%
Human Resources	1,650,037	1,769,797	1,902,810	1,664,417	1,766,539	-0.2%
Business Management	2,099,834	2,330,886	2,330,886	2,144,997	2,419,766	3.8%
Technology Solutions	2,431,142	2,379,166	2,386,765	2,282,359	2,456,616	3.3%
Town Attorney	383,430	390,963	391,747	394,721	577,687	47.8%
Non-Departmental	5,933,552	4,766,742	5,526,192	4,718,841	7,614,874	59.8%
Total	\$ 15,567,308	\$ 14,958,553	\$ 15,906,461	\$ 14,137,036	\$ 18,473,780	23.5%

REVENUES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
General Revenues	\$ 15,567,308	\$ 14,958,553	\$ 15,906,461	\$ 14,137,036	\$ 18,473,780	23.5%
Total	\$ 15,567,308	\$ 14,958,553	\$ 15,906,461	\$ 14,137,036	\$ 18,473,780	23.5%

MAYOR/COUNCIL

MISSION STATEMENT:

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

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

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

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

MAYOR
STAFFING COMPARISONS - IN FULL-TIME

	2019-20	2020-21	2021-22
	ADOPTED	ADOPTED	ADOPTED
Mayoral Aide	1.00	1.00	1.00
Mayor's Office Totals	1.00	1.00	1.00

MAYOR

BUDGET SUMMARY

The adopted budget for the Mayor's Office reflects a 4.6% increase from the 2020-21 budget. The 4.6% increase in personnel costs reflects a 1.2% retirement increase, a 5.5% increase in health insurance costs, and a 3% salary increase. The 4.4% increase in operating costs reflects a small increase in funds allocated to business meetings & trainings and computer replacements.

EXPENDITURES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
Personnel	\$ 87,221	\$ 87,741	\$ 87,767	\$ 87,525	\$ 91,795	4.6%
Operating Costs	10,396	18,689	18,663	18,582	19,504	4.4%
Total	\$ 97,617	\$ 106,430	\$ 106,430	\$ 106,107	\$ 111,299	4.6%

REVENUES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
General Revenues	\$ 97,617	\$ 106,430	\$ 106,430	\$ 106,107	\$ 111,299	4.6%
Total	\$ 97,617	\$ 106,430	\$ 106,430	\$ 106,107	\$ 111,299	4.6%

COUNCIL

BUDGET SUMMARY

The adopted budget for the Town Council reflects an increase of 22.3% from the 2020-21 budget, primarily due to an increase in operating expenses because FY21-22 is an election year, resulting in a \$49,176 increase. Personnel expenses increased 8.6% due to filling the 8th Town Council seat.

EXPENDITURES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
Personnel	\$ 173,162	\$ 183,930	\$ 183,930	\$ 153,148	\$ 199,730	8.6%
Operating Costs	173,245	127,920	128,660	128,448	181,491	41.9%
Total	\$ 346,407	\$ 311,850	\$ 312,590	\$ 281,596	\$ 381,221	22.2%

REVENUES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
General Revenues	\$ 346,407	\$ 311,850	\$ 312,590	\$ 281,596	\$ 381,221	22.2%
Total	\$ 346,407	\$ 311,850	\$ 312,590	\$ 281,596	\$ 381,221	22.2%

TOWN MANAGER

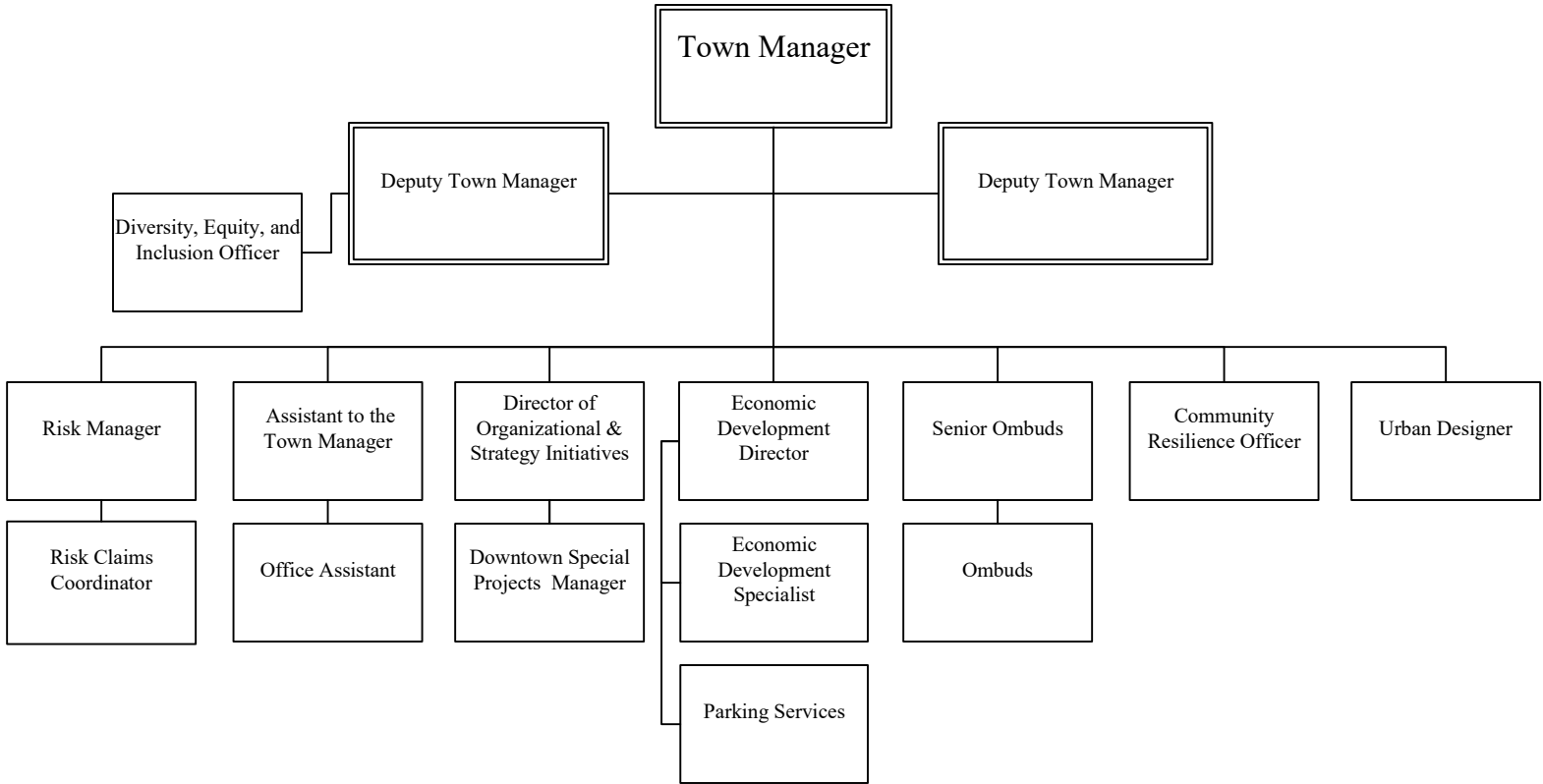
MISSION STATEMENT:

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

The Town Manger's Office identified the following primary programs that are included in the adopted budget for 2021-22.

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

TOWN MANAGER



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

The Downtown Project Manager & Community Resilience Officer positions are housed in Planning's budget, but reports to the Manager's Office

The Parking Services department maintains their own budget, but reports to the Manager's Office

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

	2019-20	2020-21	2021-22
	ADOPTED	ADOPTED	ADOPTED
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	0.00	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
Diversity, Equity & Inclusion Officer	0.00	0.00	1.00
Office Assistant	1.00	1.00	1.00
Economic Development Specialist	0.00	1.00	1.00
Urban Designer	1.00	1.00	1.00
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Town Manager's Office Totals	11.00	11.00	12.00

TOWN MANAGER

BUDGET SUMMARY

The adopted budget for the Manager’s Office reflects a 3.4% increase from the 2020-21 budget. The 11.2% increase in personnel expenses captures the cost of a new Diversity, Equity & Inclusion Officer position, as well as 1.2% retirement increase, a 5.5% increase in health insurance costs, and a 3% salary increase for existing staff. The 7.4% increase in operating expenses is due to increases in business meetings & trainings and costs associated with the new position.

EXPENDITURES



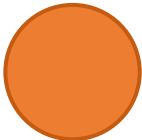
	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
Personnel	\$ 1,545,012	\$ 1,738,212	\$ 1,713,462	\$ 1,653,687	\$ 1,932,833	11.2%
Operating Costs	216,594	217,729	288,087	177,968	233,791	7.4%
Total	\$ 1,761,606	\$ 1,955,941	\$ 2,001,549	\$ 1,831,655	\$ 2,166,624	10.8%

REVENUES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
General Revenues	\$ 1,761,606	\$ 1,955,941	\$ 2,001,549	\$ 1,831,655	\$ 2,166,624	10.8%
Total	\$ 1,761,606	\$ 1,955,941	\$ 2,001,549	\$ 1,831,655	\$ 2,166,624	10.8%

MANAGER'S OFFICE

Performance Measures

 <p>ENVIRONMENTAL STEWARDSHIP</p>  <p>ECONOMIC & FINANCIAL SUSTAINABILITY</p>  <p>COLLABORATION & INNOVATION</p>	<p>Strategic Objectives</p> <ul style="list-style-type: none"> ➤ Reduce organizational greenhouse gas emissions ➤ Create room for business ➤ Increase collaboration, innovation, and learning
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Core Business Program	Performance Measure	FY19 Actual	FY20 Actual	FY21 Estimate	FY22 Target
Economic Development	Sales tax revenue year-over-year growth	5.3%	3.7%	15.7%	2.5%
Ombuds Services	Increase in number of visitors served from previous year.	4.2%	4.2%	3%	4%
	Monthly report to Town Manager	met	met	met	meet
Community Sustainability & Resilience	Guaranteed energy savings from Town Hall, the Community Center, and the Homestead Aquatics Center	1,819,963 lb of CO2e*	1,839,201 lb of CO2e*	1,840,000 lb of CO2e*	1,840,000 lb of CO2e*

* lb of CO2e = pounds of carbon dioxide equivalent

COMMUNICATIONS & PUBLIC AFFAIRS

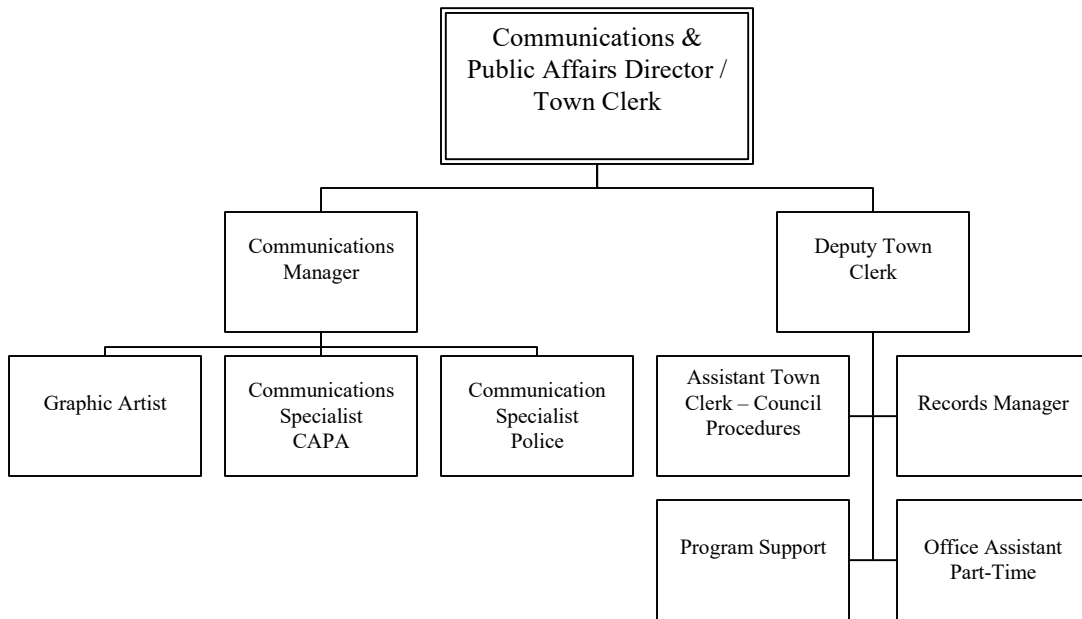
MISSION STATEMENT:

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 2021-22.

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

COMMUNICATIONS & PUBLIC AFFAIRS



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

	2019-20	2020-21	2021-22
	ADOPTED	ADOPTED	ADOPTED
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	1.00	1.00	1.00
Office Assistant	0.53	0.53	0.53
Communications Manager	1.00	1.00	1.00
Records Manager	1.00	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

The adopted budget for the Communications & Public Affairs department reflects a 3.4% increase from the 2020-21 budget. Personnel expenses increased by 0.7% due to a 1.2% retirement increase, a 5.5% increase in health insurance costs, and a 3% salary increase. Operating expenses increased by 13.4% due to the Biennial Community Survey.

EXPENDITURES

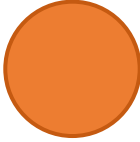
	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
Personnel	\$ 681,761	\$ 746,667	\$ 747,025	\$ 512,822	\$ 752,253	0.7%
Operating Costs	181,922	200,111	200,467	199,521	226,901	13.4%
Total	\$ 863,683	\$ 946,778	\$ 947,492	\$ 712,343	\$ 979,154	3.4%

REVENUES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
General Revenues	\$ 863,683	\$ 946,778	\$ 947,492	\$ 712,343	\$ 979,154	3.4%
Total	\$ 863,683	\$ 946,778	\$ 947,492	\$ 712,343	\$ 979,154	3.4%

COMMUNICATIONS & PUBLIC AFFAIRS

Performance Measures

 COLLABORATION & INNOVATION	Strategic Objectives <ul style="list-style-type: none"> ➤ Engage the public in Town decision making and Town programs so that outcomes balance community interests, values, and needs ➤ 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 ➤ Council Business Meeting agenda will be posted to the web at least four days prior to the meeting 90% of the time ➤ Council Business Meeting video will be posted to the web within 24 hours 90% of the time.
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Core Business Program	Performance Measure	FY19 Actual	FY20 Actual	FY21 Estimate	FY22 Target
Communications and Public Information	Increase subscribers to Chapel Hill eNews, Twitter and Facebook by a combined increase of 10 %	22%	5%	10%	10%
	Meet/exceed the regional benchmark of 2013 Community Survey's results of 51% satisfaction with "availability of information about Town Programs."	61%	58%	51%	51%
	Meet/exceed the regional benchmark of 2013 Community Survey's results of 48% satisfaction with "quality of Town website"	56%	62%	48%	48%
Citizen Participation	Approximate number of Council Meeting attendees	1,368	1542	1779	1,900
	Approximate number of Live streaming Web Views (Council and Advisory Board Meetings)	4,029	1418	988	1000
	Approximate number of Live streaming and Archived YouTube views (Council Meetings)	*	307	787	1000
	Approximate number of Archived streaming Web Views (Council and Advisory Board Meetings)	4,288	10762	7664	9000
	Approximate number of Live & Archived streaming Web Views (Other Events)	797	2,426	630	1000
	Satisfaction rate with Town Website	56%	62%	62%	62%
	Satisfaction rate with eNews updates	87%	69%	69%	69%
	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%	55%	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	219	230	230
Governance Support	% of the time that the Council Business Meeting agenda is posted at least four days prior to the meeting.	94%	88%	86%	90%
	% of the time that the Council Business Meeting video is posted within 24 hours.	100%	100%	97%	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.

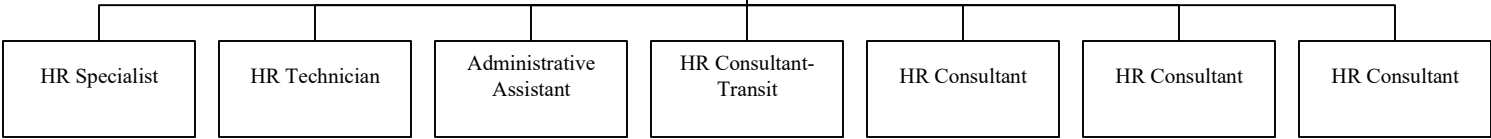
The Human Resource Development Department identified the following primary programs that are included in the adopted budget for 2021-22.

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

HUMAN RESOURCE DEVELOPMENT

Human Resource
Development Director

HRD Manager-
Operations



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

Senior HR Consultant – Transit is funded by Transit, but is housed in Human Resources Development

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

	2019-20 ADOPTED	2020-21 ADOPTED	2021-22 ADOPTED
Human Resource Development Director	1.00	1.00	1.00
Human Resources Manager	2.00	2.00	1.00
Risk Manager	1.00	1.00	1.00
Claims Coordinator	1.00	1.00	1.00
Human Resources Technician	2.00	1.00	1.00
Human Resources Specialist	0.00	0.00	1.00
Human Resources Consultant	2.00	2.00	3.00
Assistant Human Resource Consultant	0.00	1.00	0.00
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

The adopted budget for the Human Resource Development department reflects a 0.2% decrease from the 2020-21 budget. Personnel expenses increased by 3.0% due to a 1.2% retirement increase, a 5.5% increase in health insurance costs, and a 3% salary increase. The 4.6% decrease in operating expenses is due to decreases in software licenses and the Town Wellness Program fees.

EXPENDITURES

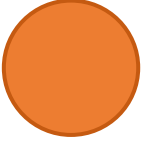
	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
Personnel	\$ 977,288	\$ 1,031,380	\$ 1,032,796	\$ 898,484	\$ 1,062,454	3.0%
Operating Costs	672,749	738,417	870,014	765,933	704,085	-4.6%
Total	\$ 1,650,037	\$ 1,769,797	\$ 1,902,810	\$ 1,664,417	\$ 1,766,539	-0.2%

REVENUES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
General Revenues	\$ 1,650,037	\$ 1,769,797	\$ 1,902,810	\$ 1,664,417	\$ 1,766,539	-0.2%
Total	\$ 1,650,037	\$ 1,769,797	\$ 1,902,810	\$ 1,664,417	\$ 1,766,539	-0.2%

HUMAN RESOURCE DEVELOPMENT

Performance Measures

 <p>COLLABORATION & INNOVATION</p>	<p>Strategic Objectives</p> <ul style="list-style-type: none"> ➤ Ensure the workforce plan is up to date, competitive, promotes clear mobility, and identifies jobs for the future. ➤ 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. ➤ 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. ➤ Support the development of our employees, including succession-planning efforts through professional development, career development, and improved performance management. ➤ 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. ➤ 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.
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Core Business Program	Performance Measure	FY19 Actual	FY20 Actual	FY21 Estimate	FY22 Target
Classification and Compensation	Percentage of job descriptions reviewed annually	10%	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	1067	1067	1100	1100
Recruitment Services	Women and minority employment in the workforce compared to minority representation in local available labor pool.	57.5%	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.	321	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.	40.5%	40.5%	70.2%	86%

BUSINESS MANAGEMENT DEPARTMENT

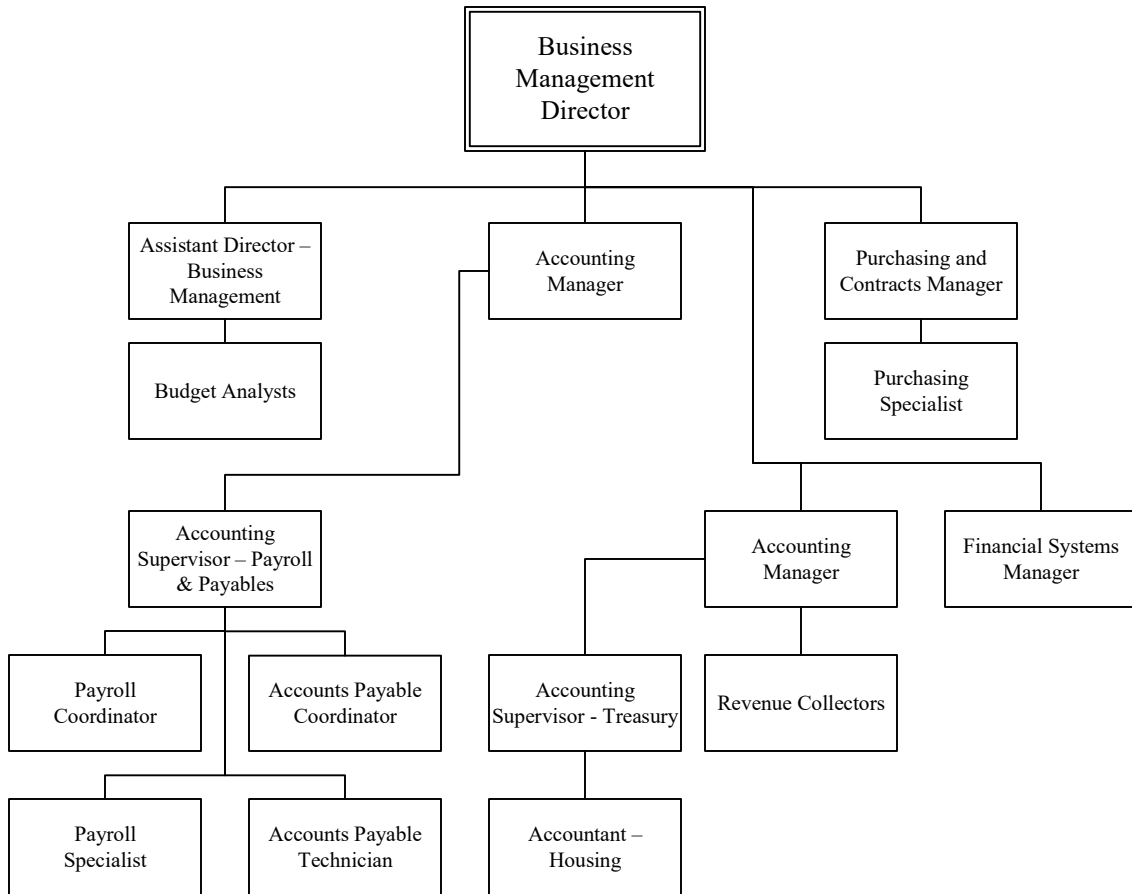
MISSION STATEMENT:

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 2021-22.

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

BUSINESS MANAGEMENT DEPARTMENT



***BUSINESS MANAGEMENT
STAFFING COMPARISONS - IN FULL-TIME EQUIVALENTS***

	2019-20 ADOPTED	2020-21 ADOPTED	2021-22 ADOPTED
<u>Finance</u>			
Director - Business Management	1.00	1.00	1.00
Assistant Director - Business Management	1.00	1.00	1.00
Financial Systems Administrator	1.00	1.00	1.00
Budget Manager	1.00	0.00	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	0.00
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	1.00	1.00
Revenue Collector	2.00	2.00	2.00
Business Management Department Totals	18.00	18.00	18.00

BUSINESS MANAGEMENT BUDGET SUMMARY

The adopted budget for the Business Management department reflects a 3.8% increase from the 2020-21 budget. Personnel expenses increased by 4.7% due to a 1.2% retirement increase, a 5.5% increase in health insurance costs, and a 3% salary increase.

EXPENDITURES


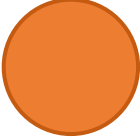
	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
Personnel	\$ 1,519,413	\$ 1,771,961	\$ 1,698,961	\$ 1,532,929	\$ 1,855,116	4.7%
Operating Costs	580,421	558,925	631,925	612,068	564,650	1.0%
Total	\$ 2,099,834	\$ 2,330,886	\$ 2,330,886	\$ 2,144,997	\$ 2,419,766	3.8%

REVENUES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
General Revenues	\$ 2,099,834	\$ 2,330,886	\$ 2,330,886	\$ 2,144,997	\$ 2,419,766	3.8%
Total	\$ 2,099,834	\$ 2,330,886	\$ 2,330,886	\$ 2,144,997	\$ 2,419,766	3.8%

BUSINESS MANAGMENT

Performance Measures

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

Core Business Program	Performance Measure	FY19 Actual	FY20 Actual	FY21 Estimate	FY22 Target
Billing and Collections	Same-day deposits as a percentage of all receipts	7.61%	8.33%	9.4%	10.00%
Budget	Total budget adjustments as a % of expenditures	8.77%	7.96%	9.13%	7.8%
	Projected General Fund revenues as a % of actual	-1.39	0.36	-2%	-2%
Payroll and Payables	Percent of voided/reissued vendor checks	2.17%	1.28%	1.75%	2%
	Percent of voided/reissued/adjusted payroll checks *	0.125%	0.133%	0.2%	0.25%
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	33	34	35	36
Purchasing and Contracts	Purchase orders issued, as a percentage of all invoices over \$1,000	96%	97%	98%	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%	74%	74%	75%
Financial Planning and Support	Percentage of survey respondents indicating that the Finance Division service “meets” or “exceeds” expectations	93%	No Data	No Data	95%

TECHNOLOGY SOLUTIONS DEPARTMENT

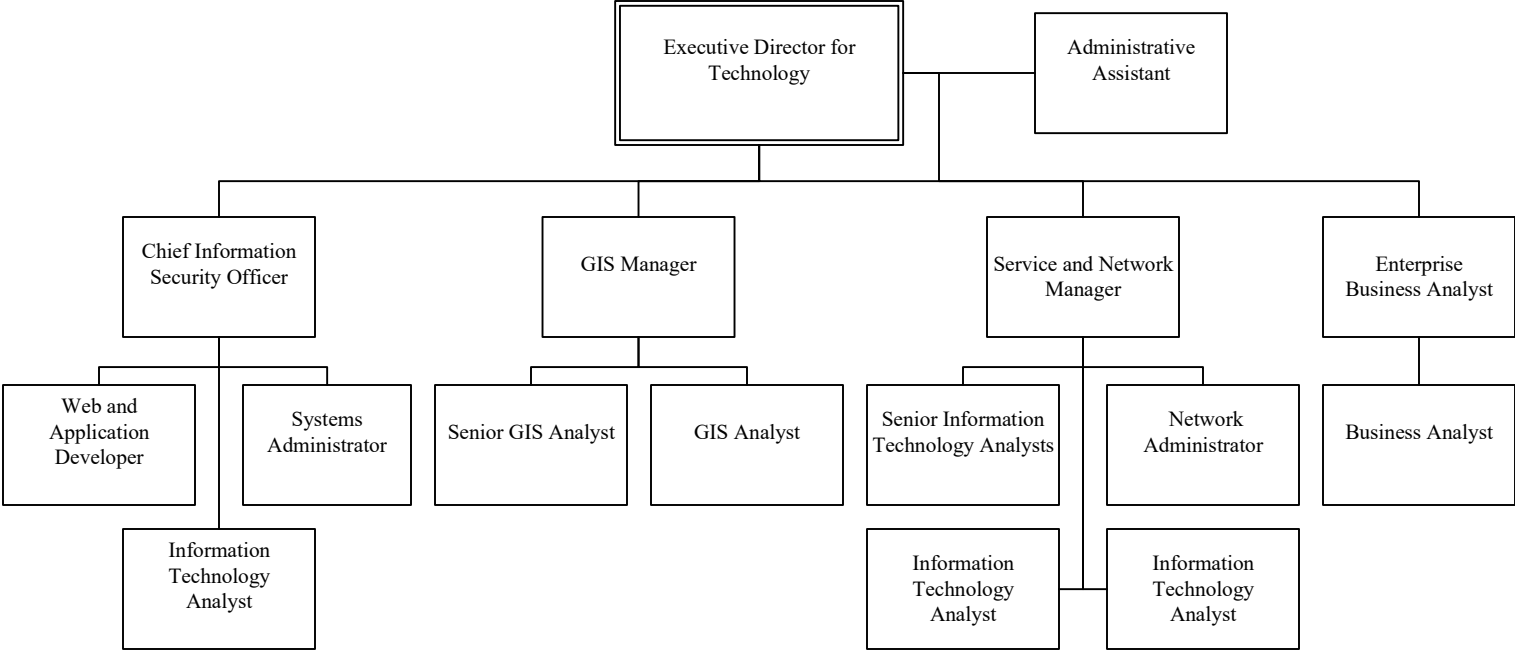
MISSION STATEMENT:

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

The Technology Solutions Department identified the following primary programs that are included in the adopted budget for 2021-22.

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

TECHNOLOGY SOLUTIONS DEPARTMENT



Technology Solutions
STAFFING COMPARISONS - IN FULL-TIME EQUIVALENTS

	2019-20	2020-21	2021-22
	ADOPTED	ADOPTED	ADOPTED
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	16.00	16.00	16.00

TECHNOLOGY SOLUTIONS BUDGET SUMMARY

The adopted budget for the Technology Solutions department reflects a 3.3% increase from the 2020-21 budget. Personnel expenses increased by 2.8% due to a 1.2% retirement increase, a 5.5% increase in health insurance costs, and a 3% salary increase. Operating expenses increased by 5.2% due to computer replacements and software licenses.

EXPENDITURES

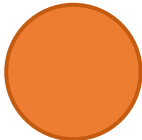
	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
Personnel	\$ 1,728,246	\$ 1,794,507	\$ 1,794,507	\$ 1,698,112	\$ 1,844,018	2.8%
Operating Costs	587,578	534,659	462,258	534,247	562,598	5.2%
Capital Outlay	115,318	50,000	130,000	50,000	50,000	0.0%
Total	\$ 2,431,142	\$ 2,379,166	\$ 2,386,765	\$ 2,282,359	\$ 2,456,616	3.3%

REVENUES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
General Revenues	\$ 2,431,142	\$ 2,379,166	\$ 2,386,765	\$ 2,282,359	\$ 2,456,616	3.3%
Total	\$ 2,431,142	\$ 2,379,166	\$ 2,386,765	\$ 2,282,359	\$ 2,456,616	3.3%

TECHNOLOGY SOLUTIONS

Performance Measures for Service

 COLLABORATION & INNOVATION	Strategic Objectives <ul style="list-style-type: none"> ➤ Service - Respond to user related requests within one working day ➤ Service - Resolve user-assist service requests within two working days. ➤ Infrastructure - Provide operational capability with information systems. ➤ Infrastructure - Resolve network service incidents within one working day. ➤ Infrastructure - Bandwidth utilization expected to be <50% allowing for bursts ➤ Infrastructure - Servers and other infrastructure patches up to date. ➤ Infrastructure - Provide access to databases and applications supporting operations ➤ Security - Town employees trained to reduce risk of cyber-attacks. ➤ Security - Maintain backup copies of data for recovery and business functions ➤ Security - Ensure technology related projects comply with legal and security requirements ➤ Ensure infrastructure can support technology plans across all departments
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Core Business Program	Performance Measure	FY19 Actual	FY20 Actual	FY21 Estimate	FY22 Target
User Support	Service request response percentage within Service Level Agreement (SLA)	95%	95%	95%	96%
	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)	55%	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	30 ¹	40
Telecommunications	Percentage of phone service incidents resolved within SLA	95%	95%	95%	99%
Database Management	Percentage of time critical databases are available	99%	99%	99%	99%
	Daily backup of environment maintained and tested	99%	99%	100%	100%
Enterprise Application Support	Percentage of application incidents/request resolved within SLA	95%	95%	95%	95%
IT Planning and Coordination	Percentage of Town software and project contract reviews	95%	95%	95%	100%
	Capacity, utilization and replacements plans completed within cycle	95%	95%	95%	100%

¹ Due to Covid-related work from home situations, training sessions were difficult to coordinate. Cybersecurity training was changed to an extensive communication plan and added awareness to home networks.

The performance measures include a significant change to the service and support model in TS. Service and support changed to many “instant” remote workers, the use of cloud collaboration tools and the reliance on virtual meeting software to keep staff connected and operating. Building on our technology plans and tools, TS maintained high performance measures while working through challenges and short timelines.

TOWN ATTORNEY

MISSION STATEMENT:

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

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

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

TOWN ATTORNEY
STAFFING COMPARISONS - IN FULL-TIME

	2019-20	2020-21	2021-22
	ADOPTED	ADOPTED	ADOPTED
Town Attorney	1.00	1.00	1.00
Assistant Town Attorney	0.00	0.00	1.00
Assistant to the Town Attorney	1.00	1.00	1.00
Attorney Department Totals	2.00	2.00	3.00

TOWN ATTORNEY BUDGET SUMMARY

The adopted budget for the Attorney's Office reflects a 47.8% increase from the 2020-21 budget. Personnel expenses increased by 40.1% due to the addition of an Assistant Town Attorney, as well as a 1.2% retirement increase, a 5.5% increase in health insurance costs, and a 3% salary increase for existing staff. Operating expenses increased by 310.6% due to costs associated with the new position.

EXPENDITURES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
Personnel	\$ 375,820	\$ 379,873	\$ 379,873	\$ 383,611	\$ 532,157	40.1%
Operating Costs	7,610	11,090	11,874	11,110	45,530	310.6%
Total	\$ 383,430	\$ 390,963	\$ 391,747	\$ 394,721	\$ 577,687	47.8%

REVENUES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
General Revenues	\$ 383,430	\$ 390,963	\$ 391,747	\$ 394,721	\$ 577,687	47.8%
Total	\$ 383,430	\$ 390,963	\$ 391,747	\$ 394,721	\$ 577,687	47.8%

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 5.5% increase to health insurance costs. The Town does not receive grants until mid-late May, so that line item will be adjusted for the adopted budget once the Town has received the grants. Personnel costs include a \$400,000 reserve for the implementation of the pay study. Operations include a nearly \$1 million increase to economic development incentives. Transfers to capital improvement funds and debt service funds have been restored to pre-COVID levels. Agency contributions include a \$100,000 increase to human services from last year's budget. There is also \$470,000 dedicated to Climate Action and \$100,000 set aside for reimagining community safety.

EXPENDITURES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
Retiree Medical Insurance	\$ 1,531,691	\$ 1,690,000	\$ 1,690,000	\$ 1,439,730	\$ 1,460,000	-13.6%
Other Personnel Costs	34,398	2,000	552,000	4,174	402,500	20025.0%
Liability Insurance	363,584	360,000	360,000	345,000	350,000	-2.8%
Transfer to Affordable Housing	688,395	688,395	688,395	688,395	688,395	0.0%
Operations	138,880	270,564	280,014	298,259	1,251,010	362.4%
Supplemental PEG Fees	173,578	185,000	185,000	172,500	175,000	-5.4%
Transfer to Other Funds	11,719	12,000	12,000	12,000	12,000	0.0%
Transfer to Capital Improvement Funds	321,600	-	-	-	600,000	N/A
Transfer to Debt Fund	445,100	-	-	-	445,100	N/A
OPEB Liability Contributions	500,000	250,000	250,000	250,000	250,000	0.0%
Transfer to Climate Action Fund	-	-	-	-	470,000	N/A
Reimagining Community Safety	-	-	-	-	100,000	N/A
Grant Matching Funds	93,706	85,364	85,364	85,364	87,450	2.4%
Agency Contributions	1,384,901	1,223,419	1,423,419	1,423,419	1,323,419	8.2%
Orange County Contribution	-	-	-	-	-	N/A
Coal Ash Remediation	246,000	-	-	-	-	N/A
Total	\$ 5,933,552	\$ 4,766,742	\$ 5,526,192	\$ 4,718,841	\$ 7,614,874	59.8%

REVENUES

	2019-20 Actual	2020-21 Original Budget	2020-21 Revised Budget	2020-21 Estimated	2021-22 Adopted Budget	% Change from 2020-21
General Revenues	\$ 5,933,552	\$ 4,766,742	\$ 5,526,192	\$ 4,718,841	\$ 7,614,874	59.8%
Total	\$ 5,933,552	\$ 4,766,742	\$ 5,526,192	\$ 4,718,841	\$ 7,614,874	59.8%

