

**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>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
Mayor/Council	\$ 347,841	\$ 492,520	\$ 492,520	\$ 472,342	\$ 498,793	1.3%
Town Manager	1,873,282	2,166,624	2,219,124	2,110,736	2,482,115	14.6%
Communications & Public Affairs	669,066	979,154	1,055,154	932,498	1,051,359	7.4%
Human Resources	1,469,705	1,766,539	2,009,707	1,828,672	1,809,332	2.4%
Business Management	1,913,979	2,419,766	2,595,541	2,200,189	2,685,370	11.0%
Technology Solutions	2,273,223	2,456,616	2,547,572	2,366,436	2,691,695	9.6%
Town Attorney	396,602	577,687	577,687	414,686	598,125	3.5%
Non-Departmental	4,367,911	7,614,874	11,122,636	9,903,759	8,269,984	8.6%
<b>Total</b>	<b>\$ 13,311,609</b>	<b>\$ 18,473,780</b>	<b>\$ 22,619,941</b>	<b>\$ 20,229,318</b>	<b>\$ 20,086,773</b>	<b>8.7%</b>

**REVENUES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
General Revenues	\$ 13,311,609	\$ 18,473,780	\$ 22,619,941	\$ 20,229,318	\$ 20,086,773	8.7%
<b>Total</b>	<b>\$ 13,311,609</b>	<b>\$ 18,473,780</b>	<b>\$ 22,619,941</b>	<b>\$ 20,229,318</b>	<b>\$ 20,086,773</b>	<b>8.7%</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>2020-21 ADOPTED</b>	<b>2021-22 ADOPTED</b>	<b>2022-23 ADOPTED</b>
Mayoral Aide	1.00	1.00	1.00
Mayor's Office Totals	1.00	1.00	1.00

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# **MAYOR**

## **BUDGET SUMMARY**

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*The adopted budget for the Mayor’s Office reflects a 5.8% increase from the 2021-22 budget. The 6.5% increase in personnel costs reflects a 0.75% retirement increase, a 2% increase in health insurance costs, and a salary increase. The 2.6% increase in operating costs reflects a small increase in funds allocated to business meetings & trainings and computer replacements.*

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### **EXPENDITURES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
Personnel	\$ 85,217	\$ 91,795	\$ 91,945	\$ 86,929	\$ 97,774	6.5%
Operating Costs	10,064	19,504	16,354	13,107	20,019	2.6%
<b>Total</b>	<b>\$ 95,281</b>	<b>\$ 111,299</b>	<b>\$ 108,299</b>	<b>\$ 100,036</b>	<b>\$ 117,793</b>	<b>5.8%</b>

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### **REVENUES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
General Revenues	\$ 95,281	\$ 111,299	\$ 108,299	\$ 100,036	\$ 117,793	5.8%
<b>Total</b>	<b>\$ 95,281</b>	<b>\$ 111,299</b>	<b>\$ 108,299</b>	<b>\$ 100,036</b>	<b>\$ 117,793</b>	<b>5.8%</b>

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# **COUNCIL**

## **BUDGET SUMMARY**

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*The adopted budget for the Town Council reflects a decrease of 0.1% from the 2021-22 budget, primarily due to an decrease in operating expenses because FY22-23 is not an election year, resulting in a \$51,977 decrease. Personnel expenses increased 25.9% due to a Council salary increase and adding some Council members to the health plan.*

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### **EXPENDITURES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
Personnel	\$ 154,318	\$ 199,730	\$ 200,230	\$ 190,797	\$ 251,468	25.9%
Operating Costs	98,242	181,491	183,991	181,509	129,532	-28.6%
<b>Total</b>	<b>\$ 252,560</b>	<b>\$ 381,221</b>	<b>\$ 384,221</b>	<b>\$ 372,306</b>	<b>\$ 381,000</b>	<b>-0.1%</b>

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### **REVENUES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
General Revenues	\$ 252,560	\$ 381,221	\$ 384,221	\$ 372,306	\$ 381,000	-0.1%
<b>Total</b>	<b>\$ 252,560</b>	<b>\$ 381,221</b>	<b>\$ 384,221</b>	<b>\$ 372,306</b>	<b>\$ 381,000</b>	<b>-0.1%</b>

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# TOWN MANAGER

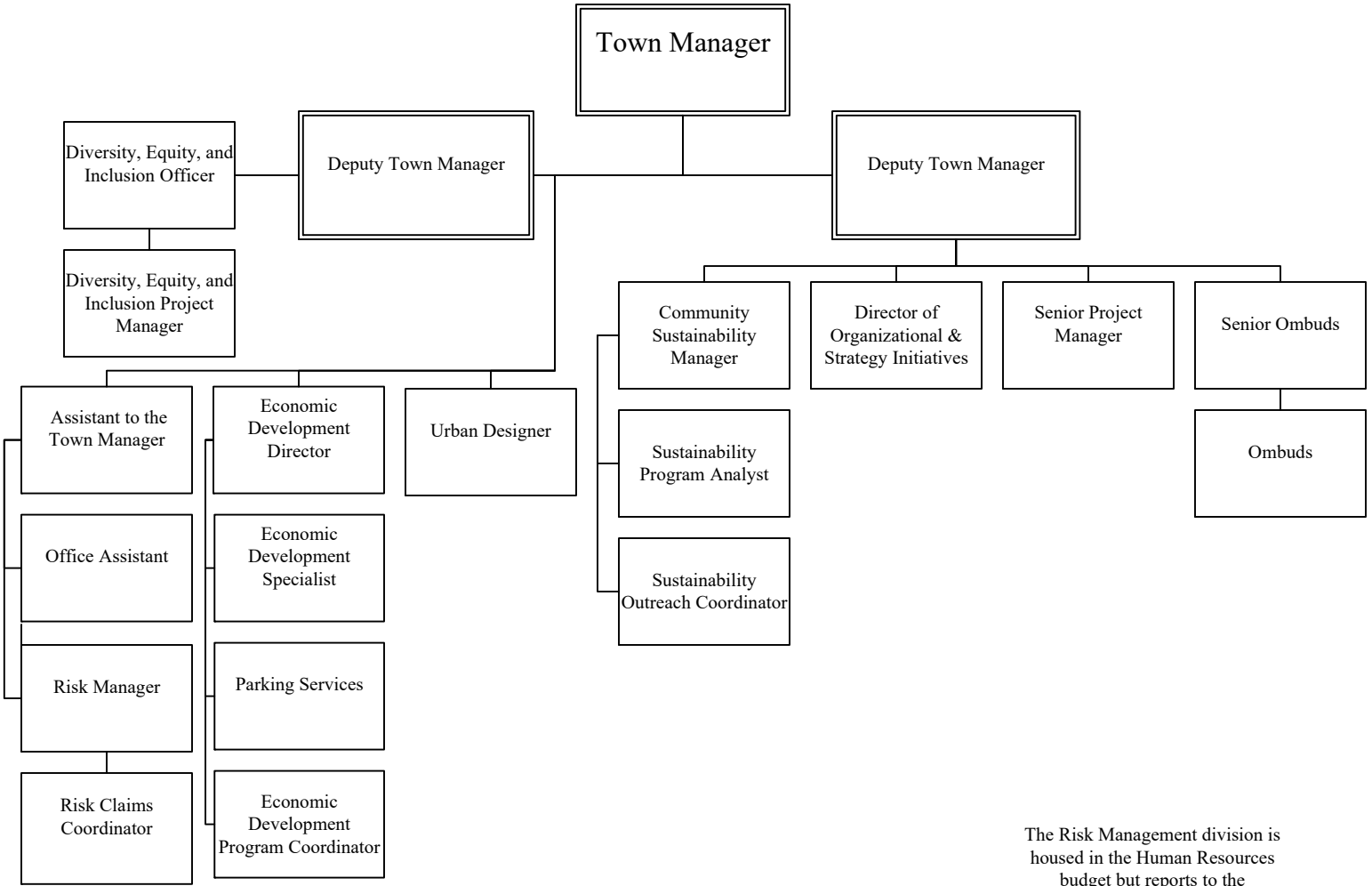
## MISSION STATEMENT:

*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 2022-23.

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.
<b>Diversity, Equity and Inclusion</b>	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 Senior Project Manager & Community Sustainability Manager 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***

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	<b>2020-21 ADOPTED</b>	<b>2021-22 ADOPTED</b>	<b>2022-23 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 Director	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	1.00	1.00
Diversity, Equity & Inclusion Project Manager	0.00	0.00	1.00
Office Assistant	1.00	1.00	1.00
Economic Development Specialist	0.00	1.00	1.00
Economic Development Administrative Coordinator	0.00	0.00	1.00
Urban Designer	1.00	1.00	1.00
Sustainability Program Analyst <sup>1</sup>	0.00	0.00	1.00
Sustainability Outreach Coordinator <sup>1</sup>	0.00	0.00	1.00
Town Manager's Office Totals	<u>11.00</u>	<u>12.00</u>	<u>16.00</u>

<sup>1</sup> These positions are paid out of the Climate Action Fund



# **TOWN MANAGER**

## **BUDGET SUMMARY**

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*The adopted budget for the Manager’s Office reflects a 14.% increase from the 2021-22 budget. The 15.6% increase in personnel expenses captures the cost of new positions, as well as 0.75% retirement increase, a 2% increase in health insurance costs, and a salary increase for existing staff. The 6.3% increase in operating expenses is due to needs associated with the new positions.*

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### **EXPENDITURES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
Personnel	\$ 1,687,347	\$ 1,932,833	\$ 1,928,169	\$ 1,884,886	\$ 2,233,621	15.6%
Operating Costs	185,935	233,791	290,955	225,850	248,494	6.3%
<b>Total</b>	<b>\$ 1,873,282</b>	<b>\$ 2,166,624</b>	<b>\$ 2,219,124</b>	<b>\$ 2,110,736</b>	<b>\$ 2,482,115</b>	<b>14.6%</b>

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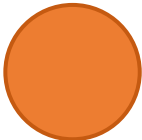
### **REVENUES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
General Revenues	\$ 1,873,282	\$ 2,166,624	\$ 2,219,124	\$ 2,110,736	\$ 2,482,115	14.6%
<b>Total</b>	<b>\$ 1,873,282</b>	<b>\$ 2,166,624</b>	<b>\$ 2,219,124</b>	<b>\$ 2,110,736</b>	<b>\$ 2,482,115</b>	<b>14.6%</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	FY20 Actual	FY21 Actual	FY22 Estimate	FY23 Target
Economic Development	Sales tax revenue year-over-year growth	3.7%	15.7%	13.3%	6%
Ombuds Services	Increase in number of visitors served from previous year.	4.2%	--*	957 visitors*	3%
	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	1,839,201 lb of CO2e**	1,843,327 lb of CO2e**	1,844,000 lb of CO2e**	1,844,500 lb of CO2e**

\* The Town has incomplete data on Ombuds visitors for FY 21 due to staff turnover

\*\* lb of CO2e = pounds of carbon dioxide equivalent

# COMMUNICATIONS & PUBLIC AFFAIRS

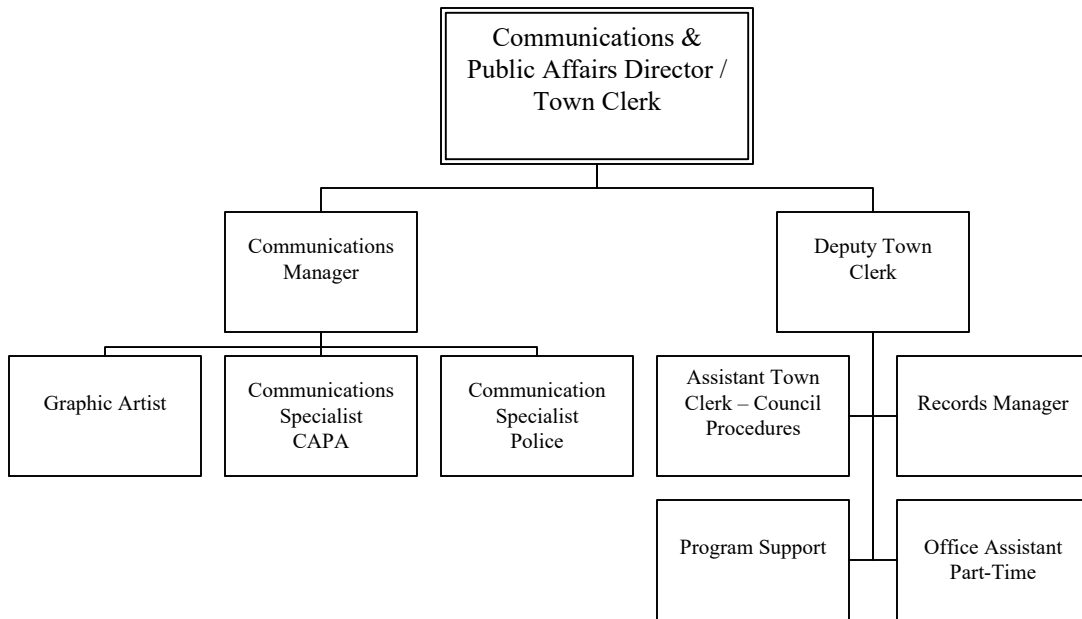
**MISSION STATEMENT:**

*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 2022-23.

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>2020-21 ADOPTED</b>	<b>2021-22 ADOPTED</b>	<b>2022-23 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	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**

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*The adopted budget for the Communications & Public Affairs department reflects a 7.4% increase from the 2021-22 budget. Personnel expenses increased by 9.4% due to a 0.75% retirement increase, a 2% increase in health insurance costs, and a salary increase. Operating expenses stayed relatively constant.*

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## **EXPENDITURES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
Personnel	\$ 526,353	\$ 752,253	\$ 752,353	\$ 707,892	\$ 822,624	9.4%
Operating Costs	142,713	226,901	302,801	224,606	228,735	0.8%
<b>Total</b>	<b>\$ 669,066</b>	<b>\$ 979,154</b>	<b>\$ 1,055,154</b>	<b>\$ 932,498</b>	<b>\$ 1,051,359</b>	<b>7.4%</b>

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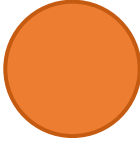
## **REVENUES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
General Revenues	\$ 669,066	\$ 979,154	\$ 1,055,154	\$ 932,498	\$ 1,051,359	7.4%
<b>Total</b>	<b>\$ 669,066</b>	<b>\$ 979,154</b>	<b>\$ 1,055,154</b>	<b>\$ 932,498</b>	<b>\$ 1,051,359</b>	<b>7.4%</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	FY20 Actual	FY21 Actual	FY22 Estimate	FY23 Target
Communications and Public Information	Increase subscribers to Chapel Hill eNews, Twitter and Facebook by a combined increase of 10 %	5%	19%	10%	10%
	Meet/exceed the regional benchmark of 2013 Community Survey's results of 51% satisfaction with "availability of information about Town Programs."	58%	55%	51%	51%
	Meet/exceed the regional benchmark of 2013 Community Survey's results of 48% satisfaction with "quality of Town website"	62%	56%	48%	48%
Citizen Participation	Approximate number of Council Meeting attendees	1,542	1,779	1,327	1,900
	Approximate number of Live streaming Web Views (Council and Advisory Board Meetings)	1,418	988	901	1,000
	Approximate number of Live streaming and Archived YouTube views (Council Meetings)	307	787	1,165	1,000
	Approximate number of Archived streaming Web Views (Council and Advisory Board Meetings)	10,762	7,664	14,364	9,000
	Approximate number of Live & Archived streaming Web Views (Other Events)	2,426	630	1,091	1,000
	Satisfaction rate with Town Website	62%	56%	62%	62%
	Satisfaction rate with eNews updates	69%	59%	69%	69%
	Meet/exceed 2013 Community Survey's results of 60% satisfaction with "participate in local decisions/volunteering."	38%	56%	50%	65%
	Meet/exceed the regional benchmark of 2013 Community Survey's results of 40% satisfaction with "Level of public involvement in decision making."	55%	56%	50%	40%
	Meet/exceed 2013 Community Survey's results of 58% satisfaction with "access to Mayor/Town Council."	43%	NA**	NA**	NA**
Public Records	Number of records requests received by CaPA	219	318	230	230
Governance Support	% of the time that the Council Business Meeting agenda is posted at least four days prior to the meeting.	88%	86%	92%	90%
	% of the time that the Council Business Meeting video is posted within 24 hours.	100%	97%	97%	100%

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

\*\* This measure was not included from the Community Survey.

# ***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 2022-23.

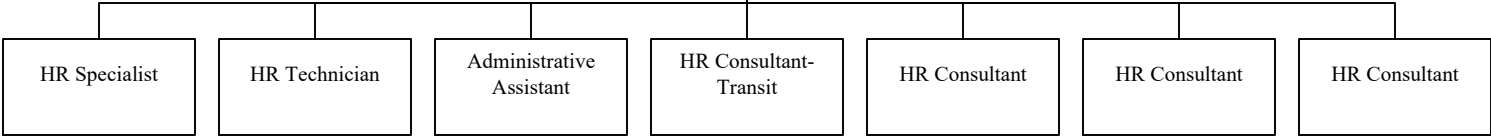
<b>Program</b>	<b>Description</b>
<b>Administration</b>	Manage the operations of the department to ensure that programs and systems support the Town's mission. Provide support to the Manager and departments in the development, administration and interpretation of Policies and Procedures.
<b>Classification 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

Human Resource  
Development Director

Assistant Director



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***

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	<b>2020-21 ADOPTED</b>	<b>2021-22 ADOPTED</b>	<b>2022-23 ADOPTED</b>
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 Consultant	2.00	2.00	3.00
Assistant Human Resource Consultant	0.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
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Human Resource Development Totals	10.00	10.00	10.00
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# ***HUMAN RESOURCE DEVELOPMENT BUDGET SUMMARY***

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*The adopted budget for the Human Resource Development department reflects a 5.7% increase from the 2021-22 budget. Personnel expenses increased by 5% due to a 0.75% retirement increase, a 2% increase in health insurance costs, and a salary increase. The 1.5% decrease in operating expenses is due to decreases in professional services.*

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## **EXPENDITURES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
Personnel	\$ 900,742	\$ 1,062,454	\$ 1,062,454	\$ 927,037	\$ 1,116,057	5.0%
Operating Costs	568,963	704,085	947,253	901,635	693,275	-1.5%
<b>Total</b>	<b>\$ 1,469,705</b>	<b>\$ 1,766,539</b>	<b>\$ 2,009,707</b>	<b>\$ 1,828,672</b>	<b>\$ 1,809,332</b>	<b>2.4%</b>

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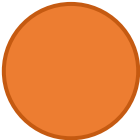
## **REVENUES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
General Revenues	\$ 1,469,705	\$ 1,766,539	\$ 2,009,707	\$ 1,828,672	\$ 1,809,332	2.4%
<b>Total</b>	<b>\$ 1,469,705</b>	<b>\$ 1,766,539</b>	<b>\$ 2,009,707</b>	<b>\$ 1,828,672</b>	<b>\$ 1,809,332</b>	<b>2.4%</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 working with the DEI Officer to encourage diverse representation at all levels of the workforce.</li> </ul>
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Core Business Program	Performance Measure	FY20 Actual	FY21 Actual	FY22 Estimate	FY23 Target
Classification and Compensation	Percentage of job descriptions reviewed annually	10%	20%	15%	20%
Benefits	HRA employee participation rate	98%	98%	97.5%	99%
Employee Relations	Number of grievances per 100 full-time equivalent (FTE) employees	1%	1%	<1%	1%
Employee Training and Development	Number of participants as a percentage of total workforce/supervisors	74%	90%	90%	75%
	Number of employees trained in various areas by Human Resource Development staff	1067	640	800	1100
Recruitment Services	Women and minority employment in the workforce compared to minority representation in local available labor pool.	57.5%	57.9%	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	640	500	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%	90%	78%	86%

# ***BUSINESS MANAGEMENT DEPARTMENT***

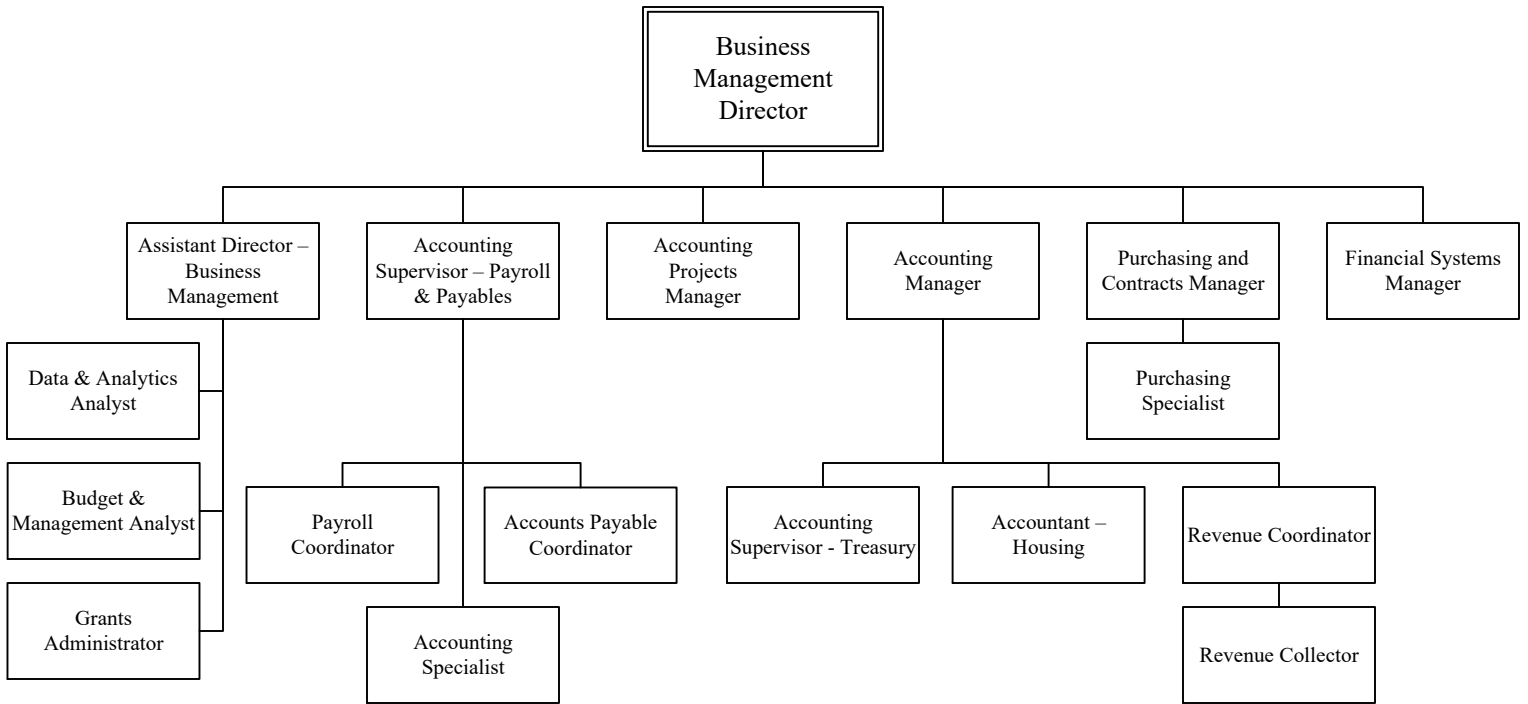
## **MISSION STATEMENT:**

*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 2022-23.

<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>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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	2020-21 ADOPTED	2021-22 ADOPTED	2022-23 ADOPTED
<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	0.00	0.00
Data & Analytics Coordinator	0.00	0.00	1.00
Budget & Management Analyst	2.00	2.00	1.00
Grants Administrator	0.00	0.00	1.00
Accounting Manager	0.00	0.00	1.00
Accounting Projects Manager	0.00	1.00	1.00
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
Accounts Payable Coordinator	1.00	1.00	1.00
Accounting Specialist	1.00	1.00	1.00
Revenue Coordinator	0.00	0.00	1.00
Revenue Collector	2.00	2.00	1.00
Business Management Department Totals	18.00	18.00	19.00

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***BUSINESS MANAGEMENT  
BUDGET SUMMARY***

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*The adopted budget for the Business Management department reflects an 11% increase from the 2021-22 budget. Personnel expenses increased by 14.2% due to the addition of a Grants Administrator position, as well as a 0.75% retirement increase, a 2% increase in health insurance costs, and a salary increase. Operating costs remain relatively flat.*

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**EXPENDITURES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
Personnel	\$ 1,317,973	\$ 1,855,116	\$ 1,775,116	\$ 1,470,695	\$ 2,119,320	14.2%
Operating Costs	596,006	564,650	820,425	729,494	566,050	0.2%
<b>Total</b>	<b>\$ 1,913,979</b>	<b>\$ 2,419,766</b>	<b>\$ 2,595,541</b>	<b>\$ 2,200,189</b>	<b>\$ 2,685,370</b>	<b>11.0%</b>


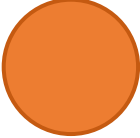
**REVENUES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
General Revenues	\$ 1,913,979	\$ 2,419,766	\$ 2,595,541	\$ 2,200,189	\$ 2,685,370	11.0%
<b>Total</b>	<b>\$ 1,913,979</b>	<b>\$ 2,419,766</b>	<b>\$ 2,595,541</b>	<b>\$ 2,200,189</b>	<b>\$ 2,685,370</b>	<b>11.0%</b>



# 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	FY20 Actual	FY21 Actual	FY22 Estimate	FY23 Target
Billing and Collections	Same-day deposits as a percentage of all receipts	8.33%	9.40%	8.65%	10.00%
Budget	Total budget adjustments as a % of expenditures	7.96%	9.29%	9.37%	7.8%
	Projected General Fund revenues as a % of actual	0.36%	-2.91%	-2%	-2%
Payroll and Payables	Percent of voided/reissued vendor checks	1.28%	1.68%	1.72%	2%
	Percent of voided/reissued/adjusted payroll checks *	0.133%	0.171%	0.212%	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	34	35	36	37
Purchasing and Contracts	Purchase orders issued, as a percentage of all invoices over \$1,000	97%	98%	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	74%	74%	65.4% <sup>1</sup>	75%
Financial Planning and Support	Percentage of survey respondents indicating that the Finance Division service “meets” or “exceeds” expectations	No Data	No Data	93%	95%

<sup>1</sup>This is a result of the borrowing for the East Rosemary Deck

# ***TECHNOLOGY SOLUTIONS DEPARTMENT***

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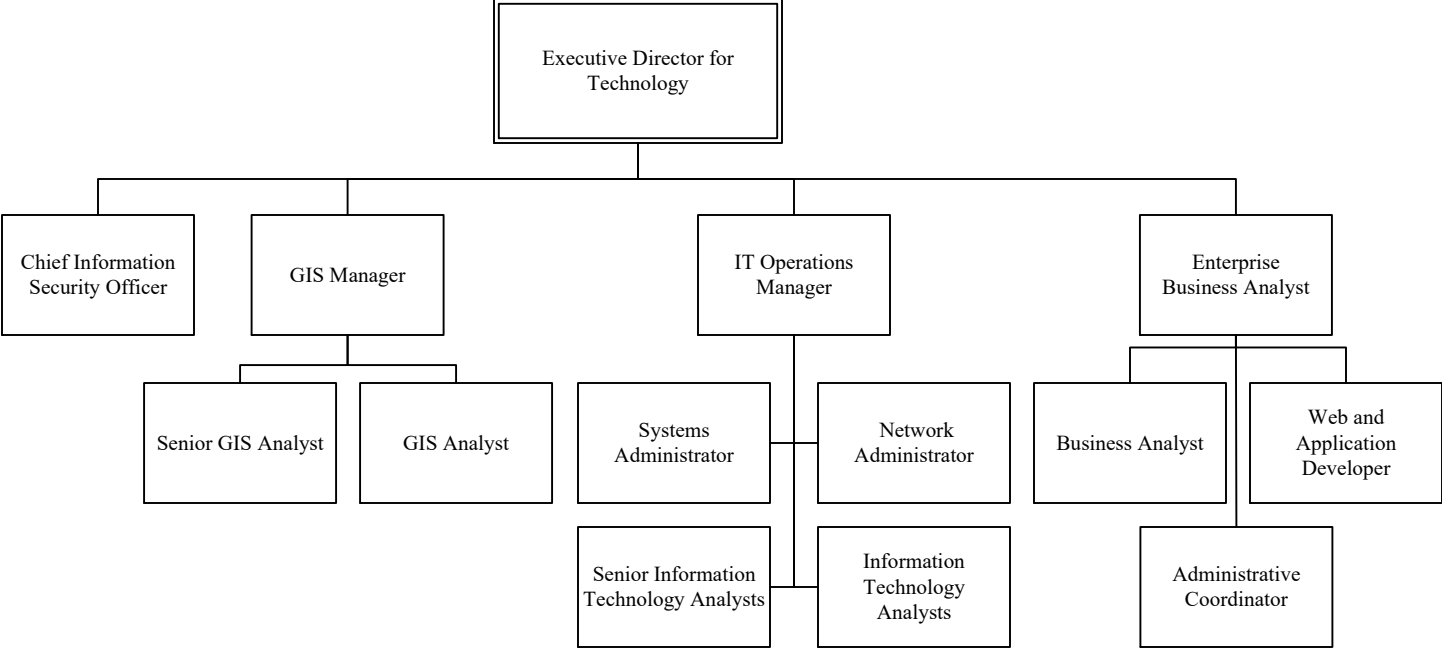
**MISSION STATEMENT:**

*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 selection and use of available technology.*

The Technology Solutions Department identified the following primary programs that are included in the adopted budget for 2022-23.

<b>Program</b>	<b>Description</b>
<b>User Support</b>	Provide user Help Desk support for computer hardware, software, network, servers, and telephones. Provide training and assistance need to effectively use technology. Review construction projects to ensure IT requirements and opportunities are included. Maintain high levels of training for the IT staff.
<b>IT Infrastructure and cyber security</b>	Manage all IT infrastructure, including connectivity, hardware, servers, data storage, networks, end user computers, mobile devices, and internet access. Includes cybersecurity, backups, awareness, incident response and recovery.
<b>Telecommunications</b>	Administer and manage all telephone systems, including setup and configuration of VoIP desktop telephones, related network infrastructure and software support. Administer the Town’s cellphone and mobile device services. Manage the Town video meeting systems supporting remote work and remote meetings.
<b>Enterprise Application Analysis &amp; Support</b>	Administer and manage Microsoft Office 365, Geographic Information Systems, and other enterprise productivity and communication applications. Manage the server and cloud environments used to operate financial systems, department systems, records management, databases, and other applications located on Town servers and in the cloud.
<b>IT Planning and Coordination</b>	Collaborate with all Town departments to identify needs and opportunities and to create enterprise-wide plans, project prioritization, data analytics, and process integration for software. Manage the IT Governance needed to invest in and maintain the infrastructure and software procurement with the limited resources available. Collaborate beyond the Town with state and local governments, UNC, CCHCS on shared areas interests.

TECHNOLOGY SOLUTIONS DEPARTMENT



# *Technology Solutions*

## *STAFFING COMPARISONS - IN FULL-TIME EQUIVALENTS*

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	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ADOPTED</b>	<b>ADOPTED</b>	<b>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 9.6% increase from the 2021-22 budget. Personnel expenses increased by 7.8% due to a 0.75% retirement increase, a 2% increase in health insurance costs, and a salary increase. Operating expenses increased by 16.1% due to a \$98,000 investment in cybersecurity.*

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### **EXPENDITURES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
Personnel	\$ 1,707,854	\$ 1,844,018	\$ 1,829,588	\$ 1,754,299	\$ 1,988,532	7.8%
Operating Costs	435,663	562,598	667,984	562,137	653,163	16.1%
Capital Outlay	129,706	50,000	50,000	50,000	50,000	0.0%
<b>Total</b>	<b>\$ 2,273,223</b>	<b>\$ 2,456,616</b>	<b>\$ 2,547,572</b>	<b>\$ 2,366,436</b>	<b>\$ 2,691,695</b>	<b>9.6%</b>

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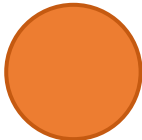
### **REVENUES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
General Revenues	\$ 2,273,223	\$ 2,456,616	\$ 2,547,572	\$ 2,366,436	\$ 2,691,695	9.6%
<b>Total</b>	<b>\$ 2,273,223</b>	<b>\$ 2,456,616</b>	<b>\$ 2,547,572</b>	<b>\$ 2,366,436</b>	<b>\$ 2,691,695</b>	<b>9.6%</b>

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# TECHNOLOGY SOLUTIONS

## Performance Measures for Service

 COLLABORATION & INNOVATION	<b>Strategic Objectives</b> <ul style="list-style-type: none"> <li>➤ Service - Respond to user related requests within one working day</li> <li>➤ Service - Resolve user-assist service requests within two working days.</li> <li>➤ Infrastructure - Provide operational capability with information systems.</li> <li>➤ Infrastructure - Resolve network service incidents within one working day.</li> <li>➤ Infrastructure - Bandwidth utilization expected to be &lt;50% allowing for bursts</li> <li>➤ Infrastructure - Servers and other infrastructure patches up to date.</li> <li>➤ Infrastructure - Provide access to databases and applications supporting operations</li> <li>➤ Security - Town employees trained to reduce risk of cyber-attacks.</li> <li>➤ Security - Maintain backup copies of data for recovery and business functions</li> <li>➤ Security - Ensure technology related projects comply 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	FY20 Actual	FY21 Actual	FY22 Estimate	FY23 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%	97%	97%
	Percentage of desktop computer software utilizing the most current version available	90%	90%	95%	97%
	Percentage of desktop computer equipment four years old or newer	98%	98%	98%	98%
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%	60%	65%	55%
Cyber Security	Percentage of machines in security compliance	90%	95%	97%	100%
	Number of training sessions offered on cyber security and appropriate use	40	10	15	15
Telecommunications	Percentage of phone service incidents resolved within SLA	95%	95%	98%	99%
Database Management	Percentage of time critical databases are available	99%	99%	99%	99%
	Daily backup of environment maintained and tested	99%	100%	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%	97%	100%
	Capacity, utilization and replacements plans completed within cycle	95%	95%	97%	100%

# ***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 administration and Town departments, and Town boards and commissions. Duties of the Town Attorney include:

- Preparing for and attending Council meetings.
- Conferring with the Mayor, Council, and individual Council members.
- Providing general legal services to Town administration and Town departments.
- Participating in administrative agenda planning sessions and special projects.
- Advising Town Boards and Commissions and attendance at certain meetings as necessary.
- Defending Town interests in lawsuits and threatened litigation.
- Coordinating work of retained law firms representing the Town in litigation, bond financing, special projects, and other matters where outside counsel is needed.
- Providing guidance in the acquisition and transfer of interests in land.
- Advising staff in reviewing development projects, drafting ordinances, code enforcement, and other matters such as zoning, housing initiatives, construction projects, and annexation.
- Presentation of orientation materials for new Council members.
- Supervising and collaborating with the Assistant Town Attorney and Legal Services Administrator.

***TOWN ATTORNEY  
STAFFING COMPARISONS - IN FULL-TIME***

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	<b>2020-21 ADOPTED</b>	<b>2021-22 ADOPTED</b>	<b>2022-23 ADOPTED</b>
Town Attorney	1.00	1.00	1.00
Assistant Town Attorney	0.00	1.00	1.00
Assistant to the Town Attorney	1.00	1.00	1.00
Attorney Department Totals	<u>2.00</u>	<u>3.00</u>	<u>3.00</u>



# **TOWN ATTORNEY**

## **BUDGET SUMMARY**

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*The adopted budget for the Attorney's Office reflects a 3.5% increase from the 2021-22 budget. Personnel expenses increased by 7.4% due to a 0.75% retirement increase, a 2% increase in health insurance costs, and a salary increase. Operating expenses decreased by 42.1% due to the lack of costs associated with a new position created last fiscal year.*

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### **EXPENDITURES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
Personnel	\$ 386,739	\$ 532,157	\$ 532,157	\$ 365,438	\$ 571,760	7.4%
Operating Costs	9,863	45,530	45,530	49,248	26,365	-42.1%
<b>Total</b>	<b>\$ 396,602</b>	<b>\$ 577,687</b>	<b>\$ 577,687</b>	<b>\$ 414,686</b>	<b>\$ 598,125</b>	<b>3.5%</b>

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### **REVENUES**

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2021-22 Revised Budget</b>	<b>2021-22 Estimated</b>	<b>2022-23 Adopted Budget</b>	<b>% Change from 2021-22</b>
General Revenues	\$ 396,602	\$ 577,687	\$ 577,687	\$ 414,686	\$ 598,125	3.5%
<b>Total</b>	<b>\$ 396,602</b>	<b>\$ 577,687</b>	<b>\$ 577,687</b>	<b>\$ 414,686</b>	<b>\$ 598,125</b>	<b>3.5%</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.

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**EXPENDITURES**

	2020-21 Actual	2021-22 Original Budget	2021-22 Revised Budget	2021-22 Estimated	2022-23 Adopted Budget	% Change from 2021-22
Retiree Medical Insurance	\$ 1,419,856	\$ 1,460,000	\$ 1,460,000	\$ 1,524,701	\$ 1,615,000	10.6%
Other Personnel Costs	(14,922)	402,500	902,500	-	160,505	-60.1%
Liability Insurance	323,731	350,000	350,000	350,000	350,000	0.0%
Transfer to Affordable Housing Operations	688,395	688,395	688,395	688,395	688,395	0.0%
Supplemental PEG Fees	170,080	1,251,010	1,310,460	925,254	1,444,664	15.5%
Transfer to Other Funds	170,331	175,000	175,000	175,000	175,000	0.0%
Transfer to Downtown Service District Fund	9,128	12,000	962,000	966,128	17,000	41.7%
Transfer to Capital Improvement Funds	-	-	-	-	100,000	N/A
Transfer to Debt Fund	-	600,000	2,350,000	2,350,000	634,500	5.8%
OPEB Liability Contributions	-	445,100	445,100	445,100	445,100	0.0%
Transfer to Climate Action Fund	250,000	250,000	250,000	250,000	250,000	0.0%
Reimagining Community Safety	-	470,000	470,000	470,000	550,000	17.0%
Grant Matching Funds	-	100,000	100,000	100,000	-	-100.0%
Agency Contributions	83,464	87,450	135,762	135,762	107,627	23.1%
Orange County Contribution	1,205,348	1,323,419	1,323,419	1,323,419	1,732,193	30.9%
Coal Ash Remediation	-	-	200,000	200,000	-	N/A
	62,500	-	-	-	-	N/A
<b>Total</b>	<b>\$ 4,367,911</b>	<b>\$ 7,614,874</b>	<b>\$ 11,122,636</b>	<b>\$ 9,903,759</b>	<b>\$ 8,269,984</b>	<b>8.6%</b>

**REVENUES**

	2020-21 Actual	2021-22 Original Budget	2021-22 Revised Budget	2021-22 Estimated	2022-23 Adopted Budget	% Change from 2021-22
General Revenues	\$ 4,367,911	\$ 7,614,874	\$ 11,122,636	\$ 9,903,759	\$ 8,269,984	8.6%
<b>Total</b>	<b>\$ 4,367,911</b>	<b>\$ 7,614,874</b>	<b>\$ 11,122,636</b>	<b>\$ 9,903,759</b>	<b>\$ 8,269,984</b>	<b>8.6%</b>