



BUSINESS MANAGEMENT  
BUSINESS PLAN

2023



JULY 1, 2022 – JUNE 30, 2023  
TOWN OF CHAPEL HILL

# Letter from the Director



FY 2022 was an eventful and productive year for the Business Management team. We were busy rebuilding our team (after several positions turned over during the pandemic), training staff, and continuing to be strategic as we reorganized our department. We have been very fortunate with some fantastic new hires, however, it is a struggle to find qualified candidates in this market. We conducted our biannual customer service survey in fall 2021 and are very happy to report that we rated with an overall 93% satisfaction score during the pandemic and while significantly short staffed. We have a very dedicated staff who have given 110% and I am thankful for each and every one of them.

In FY 2022, Business Management celebrated several accomplishments:

- Successful adoption of the FY 2023 budget. This budget focused on employee compensation to support the delivery of high-quality core services to our community, the restoration of maintenance, vehicles, and pay go capital, and supported the Council's strategic goal areas of safety, climate change, social equity, and affordable housing.
- Numerous discussion with Council to help develop a plan for the \$10.68 million in American Rescue Plan funds received by the Town that balances community partner needs, Town facility needs, and pandemic relief.
- Successful issuance of \$58.2 million for the East Rosemary Parking Deck (\$39.4 million), Elliott Road Reconstruction Project (\$6.5 million), Refunding of 2015 installment purchase agreement (\$1.5 million) and Refunding of Series 2012 LOBS (\$10.8 million) in August 2021
- The Town was awarded the GFOA Budget Award for the FY 2022 Budget document (>25 consecutive awards to date)
- The Town was awarded the GFOA Annual Comprehensive Financial Report (ACFR) Award for the FY 2021 ACFR document (>35 consecutive awards to date)
- Obtained funding and began implementation of Executime, a single time keeping/trackin and advanced scheduling system that fully integrates with the Town's financial management system, Munis.
- Continued to pursue user-focused improvements to Business Management processes based on feedback in the 2021 Business Management Customer Service Survey)

As we look ahead to FY 2023, we will continue to work with departments, management, Council, and the community on the integration of the 5-year budget strategy inventory of needs and the development of priorities for the FY 2024 budget that balances revenues and expenditures over the long-term. We will work with project managers, the Town's financial advisors, bond counsel, the Local Government Commission, the Town Manager, and Council to issue additional debt (Streets & Sidewalks bonds, Affordable Housing bonds, and 2/3rds bonds) for several projects on our capital plan. Lastly, we will continue to improve the user experience received by our internal customers for the services provided by the Business Management team.

– Amy Oland, Director of Business Management

## Our department provides:

- [Accounting & Financial Reporting](#)
- [Billing & Collections](#)
- [Budget](#)
- [Financial Planning](#)
- [Liquidity Management](#)
- [Payroll & Payables](#)
- [Purchasing & Contracts](#)

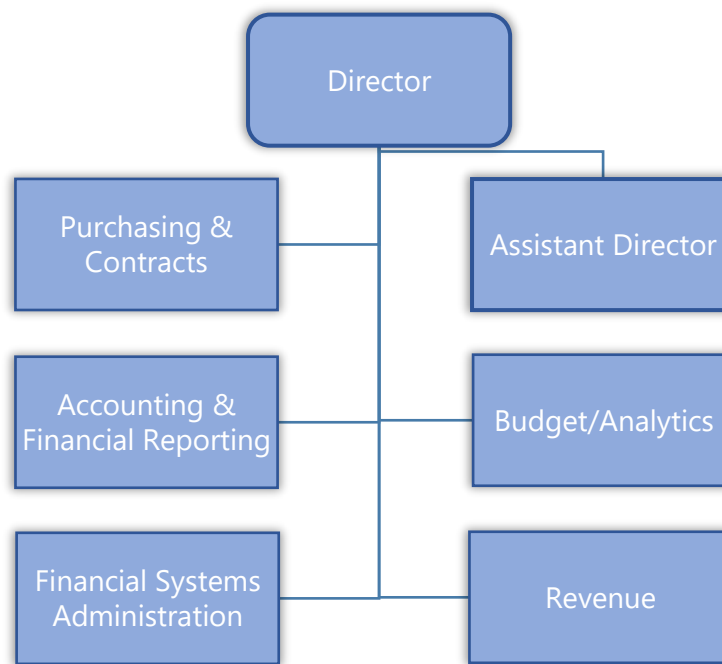
## Our Mission

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.

## Strategic Alignment

The Business Management department addresses the [Economic & Financial Sustainability](#) Strategic Goal(s) of the Town of Chapel Hill.

## Our Department



**Departmental Performance Measures Overview** (mark 'X' if performance from the most recent data collection period is at or above target)

Mission-level Measures		At or above target
1.	Percentage of community survey respondents satisfied/neutral with "Overall value for your tax dollars & fees"	<input checked="" type="checkbox"/>
2.	Percent of voided/reissued/adjusted payroll checks	<input checked="" type="checkbox"/>
3.	Receive annual GFOA Award for Financial Reporting	<input checked="" type="checkbox"/>
4.	Percentage of survey respondents indicating that they are "satisfied" or "very satisfied" with Finance Division service	<input checked="" type="checkbox"/>
5.	Purchase orders issued, as a % of all invoices over \$1,000	<input type="checkbox"/>

Program-level Measures		
Program	Performance Measure	At or above target
Billing and Collections	Same-day deposits as a percentage of all receipts	<input type="checkbox"/>
Budget	Total budget adjustments as a % of expenditures	<input type="checkbox"/>
Budget	Projected General Fund revenues as a % of actual	<input checked="" type="checkbox"/>
Payroll & Payables	Percent of voided/reissued vendor checks	<input checked="" type="checkbox"/>
Payroll & Payables	Percent of voided/reissued/adjusted payroll checks *	<input checked="" type="checkbox"/>
Accounting & Reporting	Receipt confirmation from LGC	<input checked="" type="checkbox"/>
Accounting & Reporting	Receive annual GFOA Award for Financial Reporting	<input checked="" type="checkbox"/>
Accounting & Reporting	Consecutive years receiving GFOA Award for Financial Reporting	<input checked="" type="checkbox"/>
Purchasing & Contracts	Purchase orders issued, as a percentage of all invoices over \$1,000	<input type="checkbox"/>
Purchasing & Contracts	Percentage of contracts with funds encumbered prior to execution	<input checked="" type="checkbox"/>
Liquidity Management	General Fund Debt as a percent of assessed value	<input checked="" type="checkbox"/>
Liquidity Management	10-year payout ratio	<input type="checkbox"/>
Financial Planning	Percentage of survey respondents indicating that the Finance Division service "meets" or "exceeds" expectations	<input checked="" type="checkbox"/>

DEPARTMENTAL  
STRATEGIC INITIATIVES



## Template Initiative: Create a budget strategy that balances revenues and expenditures over the long-term (5-year budget plan)

Project Manager(s): Amy Oland & Matt Brinkley

### Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Update 5-year budget plan inventory document	Business Management will work with theme champions and work groups to update the data, trends, needs, and gaps previously identified in the 5-year Budget Strategy inventory document.	September/October 2022
Use 5-year budget plan to develop priorities for FY 2023-24 budget	Management and Business Management Staff will use 5-year budget plan to develop a funding plan/top priorities to share/verify with Council	October/November 2022
Presentation of 5-year budget plan to Council	Town Manager, BMD Director, and other related project staff will present the updated plan and priorities to Council	November/December 2022

### Diversity, Equity and Inclusion Lens

The DEI goal is to ensure that the services we provide and the programs we offer as an organization are available to and accessible by all members of the community.

We will ensure that the Town's DEI Office is included in the planning efforts for this initiative.

# Template Initiative: Implement Capital Improvement Plan

Project Manager(s): Amy Oland & Matt Brinkley

## Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Capital Improvement Plan	Work with capital project managers to determine project schedules and cash flow needs	September 2022 – December 2022
Capital & Debt Planning with Council	Engage Council and community in conversations regarding the Town’s capital needs and debt outlook.	January 2023 - February 2023
Debt Issuance	Based on discussions with Council, work with the Town’s financial advisors, bond counsel, LGC, and Town staff to set calendar of events towards issuance	October 2022 - February 2023

## Diversity, Equity and Inclusion Lens

DEI goal is to ensure that the Town’s capital needs are evaluated based upon the entire community’s interests and that all people have equal access to the services we provide.

We will ensure that the Town’s DEI Office is included in the planning efforts for this initiative.

# Template Initiative: Implementation of Funding Plan for American Rescue Plan Act (ARPA)

Project Manager(s): Amy Oland & Sarah Poulton (Manager's Office)

## Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Community Partner Funding	Town held numerous community engagement sessions over the summer to answer questions and determine community interests in the Community Partner Funding allocation. Staff will be returning to Council in the fall to help Council allocate the \$1 million for Community Partner Funding and \$2.5 million for Affordable Housing project.	Fall 2022
Town Initiatives	Departments proposed projects for consideration of ARPA dollars. These projects were presented to Council for review in spring 2022. From those discussions \$3.15 million has been allocated. Staff will be returning to Council in the fall to help Council allocate the remaining \$2.85 million in Town initiatives.	Fall 2022
ARPA Spending Plan	Establish spending plan for entire ARPA allocation of \$10.68 million and receive Council approval in form of project ordinance amendment.	Fall 2022

## Diversity, Equity and Inclusion Lens

DEI goal is to ensure that the American Rescue Plan \$ are allocated proportionately throughout the community and that those who were most impacted by the pandemic receive the assistance they need.

The Town's DEI Office has been and will continue to be included in the planning efforts for this initiative.



# Template Initiative: Improve the User Experience with BMD Services

Project Manager(s): Amy Oland & Clayton Hainline

## Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

BMD System Process Improvements	Explore and identify business systems to create user-centered process improvements including: options to provide feasible alternatives to paper-based processes, training opportunities, and improved communication channels.	Throughout FY 2023
Electronic Signatures	BMD has procured DocuSign to pilot with the Town's contract routing process. Goal is to have all contracts signed electronically. We are working to put a project team together to implement. Upon success of this process rollout, we will work with departments to determine what process(es) should come next.	Go Live Date goal: January 1, 2023
Electronic Timekeeping System	ExecuTime Time & Attendance makes it easy for managers and staff of every department to enter and track time types, manage time-off requests, and apply job costing all while handling multiple pay periods and FLSA guidelines. This system provides a seamless and automated integration with our financing accounting software system, Munis.	Go Live Date goal: July 1, 2023

## Diversity, Equity and Inclusion Lens

DEI goal is to improve the systems and processes we have in place to create efficiencies and improve the value of the services we provide in Business Management to all Town employees and all member of the Chapel Hill community.

We will ensure that the Town's DEI Office is included in the planning efforts for these initiatives.