

---

**FY 25**

**Heads up**

Budget Retreat

January 2024

---

---

# Today's Objectives

Describe the Heads-Up Process.

Identify and define common issues identified by CITs.

Evaluate the impacts of identified issues.

Present key takeaways from Heads-Up that may affect the FY25 budget.



---

# FY25 Heads-Up Themes

Access to  
Technology

Application  
Support &  
Infrastructure

Equity

Hurdle to  
Commissioner  
Goals

Internal  
Process  
Management

Legislative  
Impacts

Safety of the  
Public and/or  
Staff

Service  
Availability &  
Capacity

---

# The Heads-Up Process

The "Heads-Up" process is an opportunity for county departments to identify issues that may impact them in the upcoming budget year.

It is a way to gather information that will provide a more holistic context on the budget requests submitted later in January and February.

The budget team asks for this information in November since there should be 4 months (1/3 of the year) of performance and financial measures for departments to analyze and potential new measures to track.

---

---

# What Departments Submit

This year we revised the heads-up form to get more details on the issues affecting departments

Questions on the form include identifying the root cause of the problem, its financial, safety, or compliance impacts, and how it affects operations and residents/customers.

Heads-up issues are then analyzed by theme to see what issues are affecting CITs and county departments.



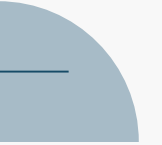
# Budget Functional Area CITs

Administration	Culture, Education, & Recreation	General Government	Human Services	Natural Resource Management	Public Safety
CCACC County Attorney Court Facilities Facilities Finance Fleet Human Resources & Risk Management County Manager's Office MIS	CCCC Chatham County Schools Cooperative Extension Library Parks, Recreation, & Cultural Resources	Elections Governing Board Register of Deeds Tax Administration	Aging Services Chatham Trades Chatham Transit Human Services - Non-Profits Public Health DSS Vaya - Mental Health	Central Permitting & Inspections CVB EDC Planning Soil & Water Sustainability Watershed Protection *Solid Waste & Recycling *Utilities	Court Services Emergency Communications Emergency Operations EMS Fire Inspections Sheriff's Office



# Themes Selected By CITs

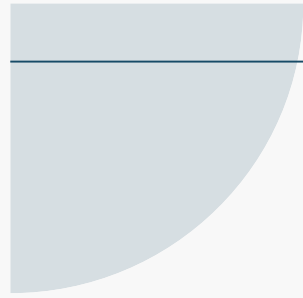
26%	14%	12%	10%
	Internal Process Management	Application Support & Infrastructure	Access to Technology
	13%	11%	8%
Service Availability & Capacity	Safety of the Public and/or Staff	Hurdle to Commissioner Goals	Equity
			4% Legislative Impacts



# Common Issues Across CITs

Theme	Admin	Culture, Education, Rec.	General Government	Human Services	Natural Resource Mgmt.	Publi Safet
Access to Technology	X		X		X	
Application Support & Infrastructure	X		X		X	
Equity	X	X	X	X	X	
Hurdle to Commissioner Goals	X		X	X	X	
Legislative Impacts	X		X	X		
Internal Process Management	X	X	X		X	
Safety of the Public and/or Staff	X		X	X	X	X
Service Availability & Capacity	X	X	X	X	X	X





# Access to Technology

Administration and Natural Resource Management

---

---

# Internal/External Information Sharing and Management

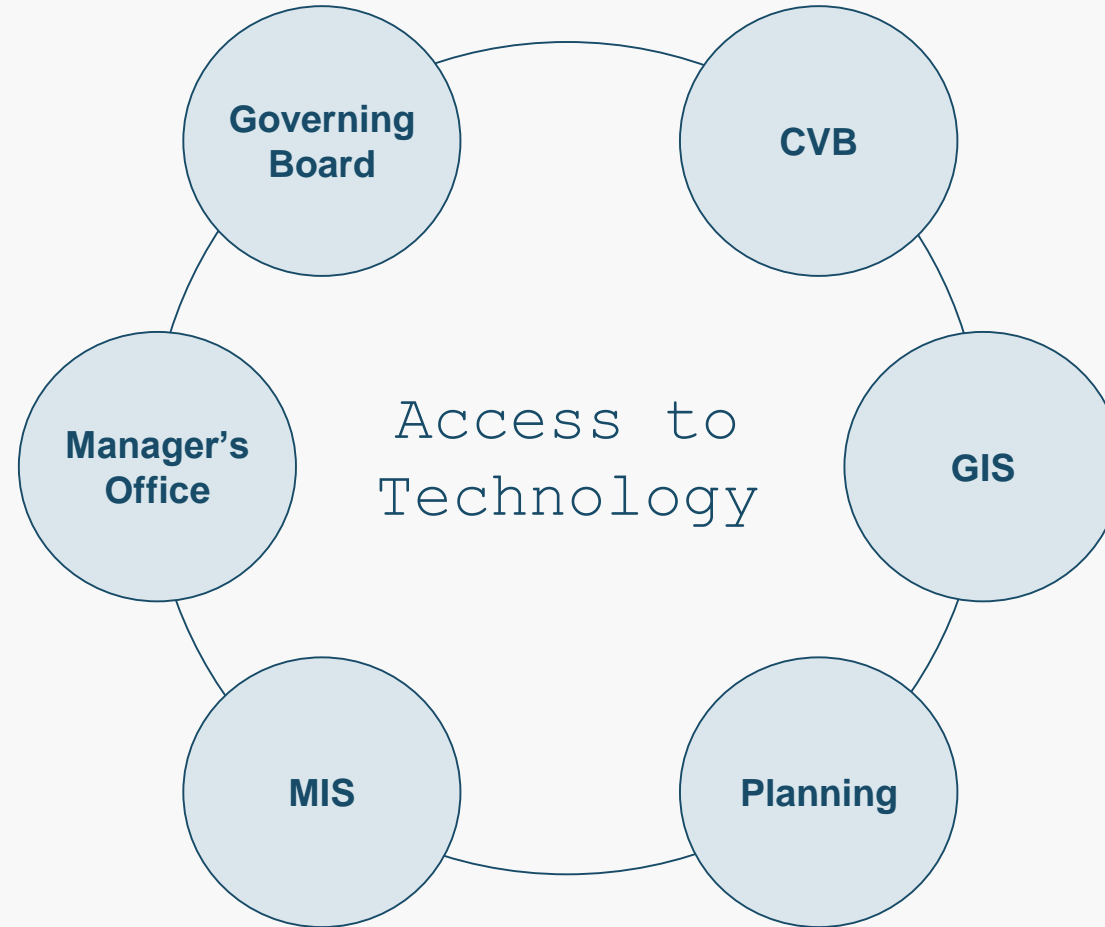
## Natural Resource Management

### Admin

**Governing Board:** Increasing public records requests and technology needs for public meetings.

**Manager's Office:** Lack of dedicated resources for website technical issues, and content development.

**MIS:** Growing complexity of security controls and monitoring, increasing data compliance and management

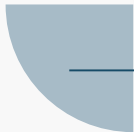


**CVB:** Evolving preferences of visitors relying on web resources and publicizing the growing number of events in the county.

**GIS:** Increased needs from the staff and public for data collection, access, and mapping.

**Planning:** UDO completion requires implementing an online and interactive platform.

---





# Application Support & Infrastructure

Administration and Natural Resource Management

---

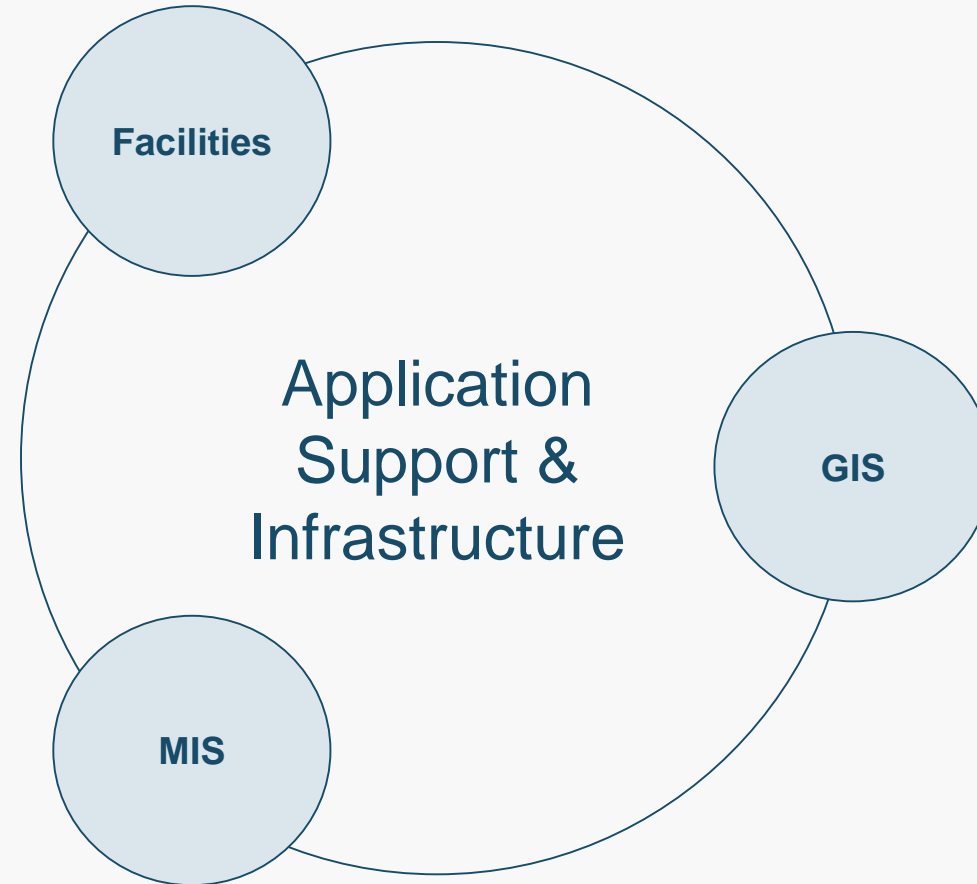
---

## Mitigating Support Issues and Managing Projects

### Admin

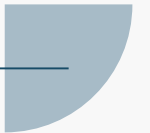
**Facilities:** The number of facilities projects both ongoing and in the CIP requires time-intensive management

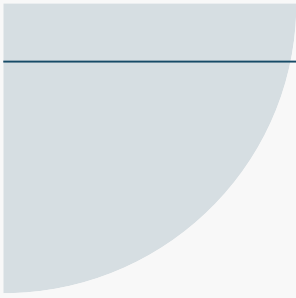
**MIS:** Time-intensive patch management and phone system deficiencies.



### Natural Resource Management

**GIS:** Dual management between MIS & GIS reduces strategic focus and staff development in GIS with growing MIS workload





# Equity

Administration, Culture, Education, & Recreation, Human Services

---

---

Increasing accessibility and availability of public programs

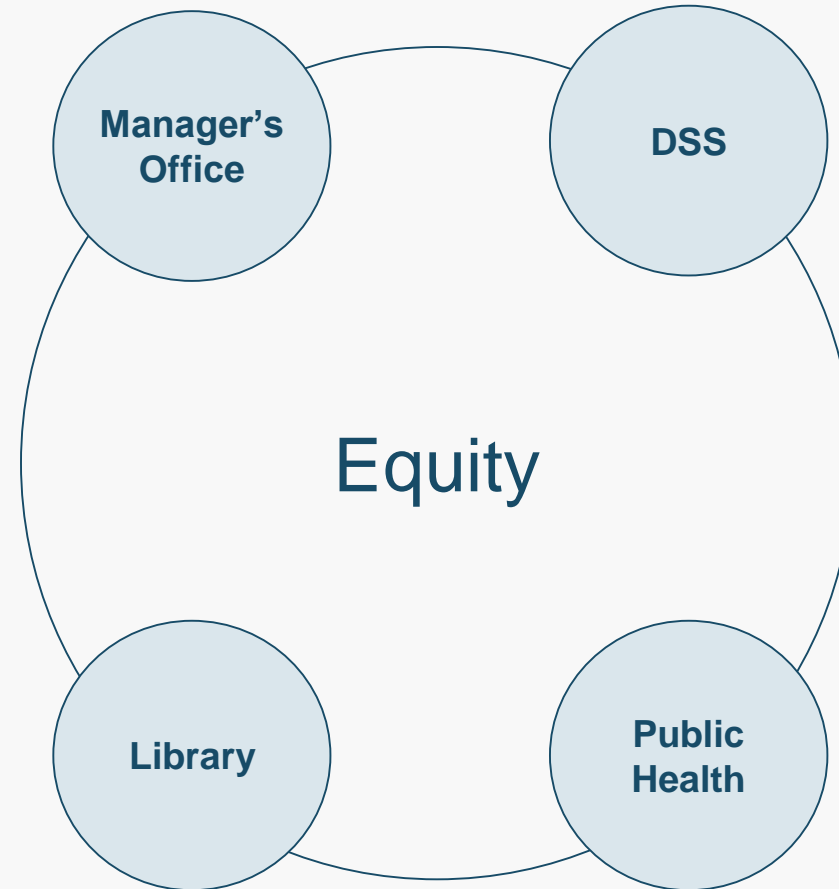
## Human Services

### Admin

**Manager's Office:** Increased need for translation services.

### Culture, Education, & Recreation

**Library:** Increasing book prices affecting timely access for residents.



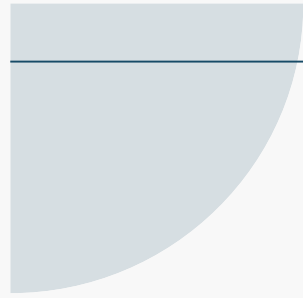
**DSS:** Issues with the availability of behavioral health and parenting support services for families and programs for families at risk of foster care.

**Public Health:** Inadequate grant funding for Smart Start Positions.

Financial barriers for well-water sampling.

Difficulties for families with children with developmental delays to access and navigate resources and services.





# Hurdles to Commissioner Goals

General Government and Planning

---

---

Preserving historical building, supporting existing industries, increasing visibility of major events within the county

## Admin

**Planning:** Lack of updated data for current residential and commercial growth. Historically significant structures need to be surveyed and classified to prevent losses during development.



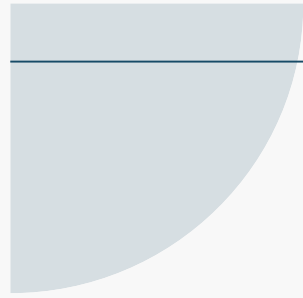
## General Government

**EDC:** Capitalizing on opportunities to increase visibility of the county with upcoming special events and commercial sites.

Expanding business and retention programs to support and connect local industries.







# Legislative Impacts

General Government

---

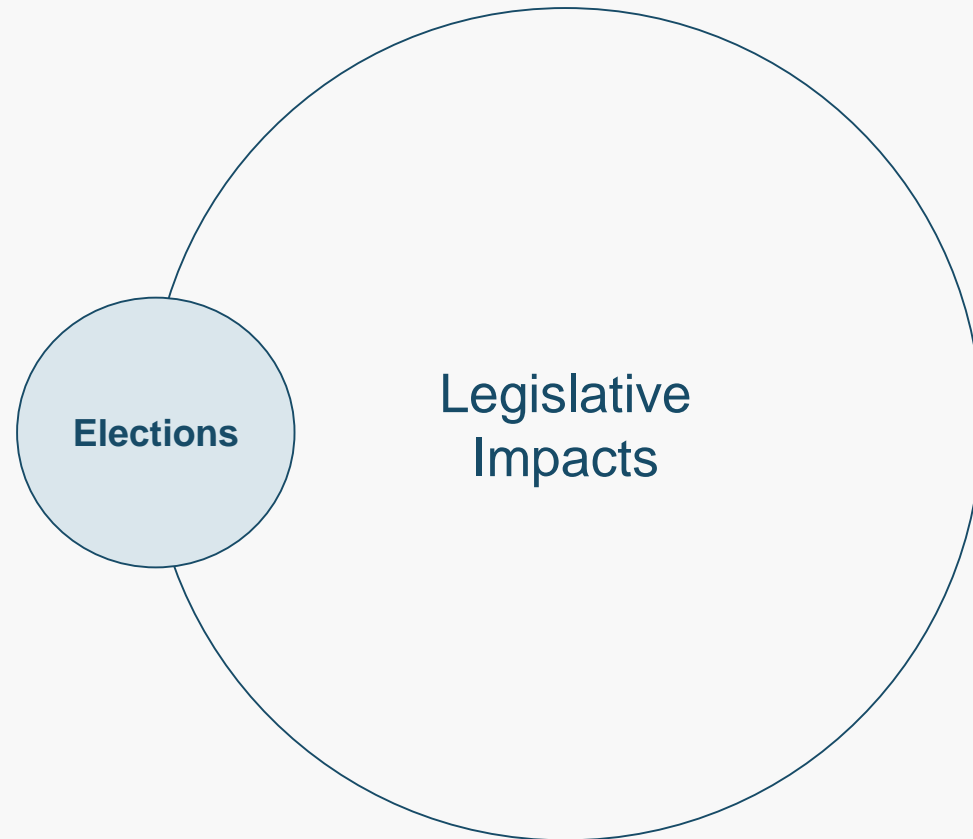
---

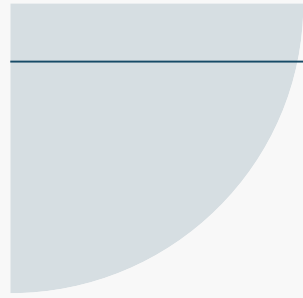
Adapting to changing legislation to ensure effective administrative processes

## General Government

**Elections:** New provisions on election laws impact administration processes for absentee voting and voter registration.

SB747 & SB749





# Internal Process Management

Administration, General Government, Natural Resource Management

---

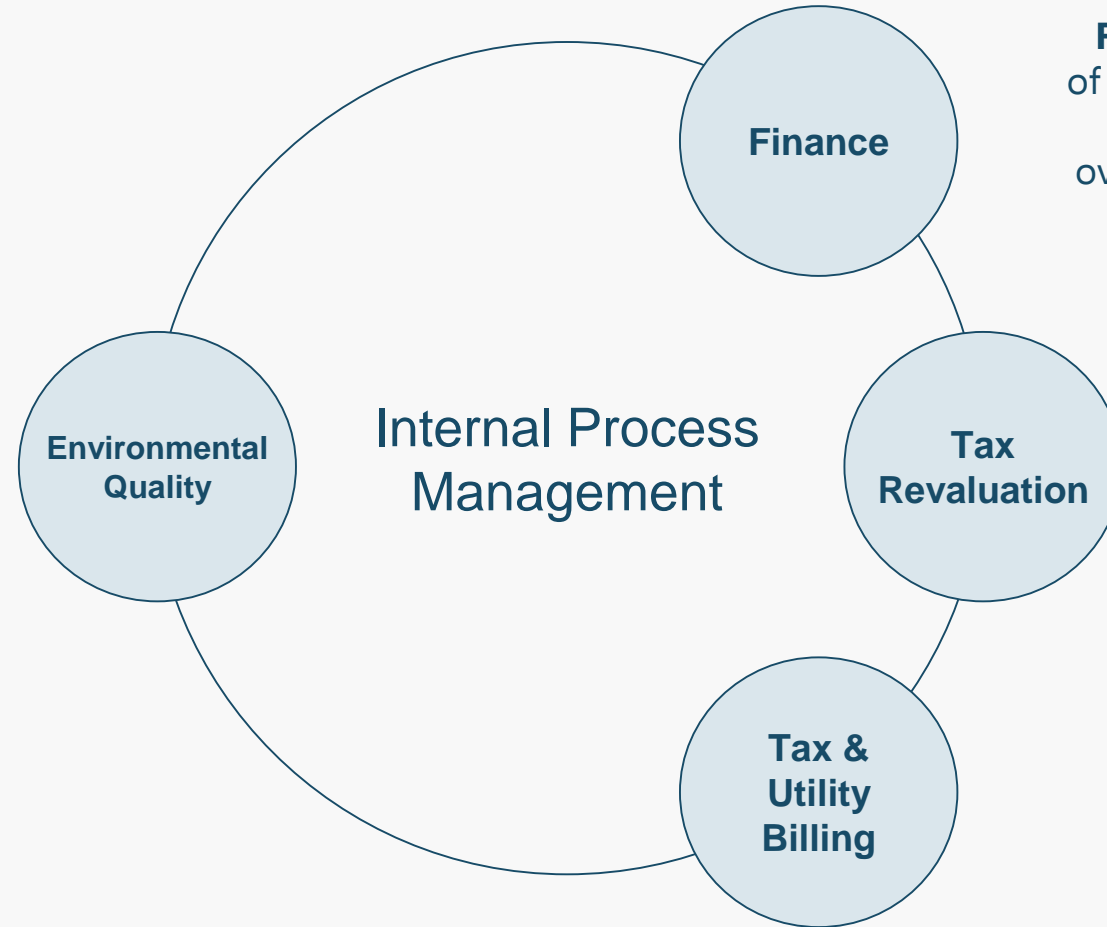
---

Managing internal/external resources for effective processes

## Natural Resource Management

**Environmental Quality:** Continuous groundwater monitoring around the closed landfill.

Absence of a solid waste transfer station within the County burdens staff, private haulers, businesses, and residents.



## Admin

**Finance:** The increasing volume of invoices, requisitions, purchase orders, surplus, and bids overloads staff, slowing down AP and procurement processes.

## General Government

**Tax Revaluation:** Reappraisal contractor terminated contract.

**Tax & Utility Billing:** The volume of mailing and adjustments affect the timeliness of billing processes

---



---

**Safety of the Public and/or  
Staff**

**Service Availability &  
Capacity**

Administration, Human Services, Natural Resource Management, Public Safety

---

Providing increased levels of services with limited resources.

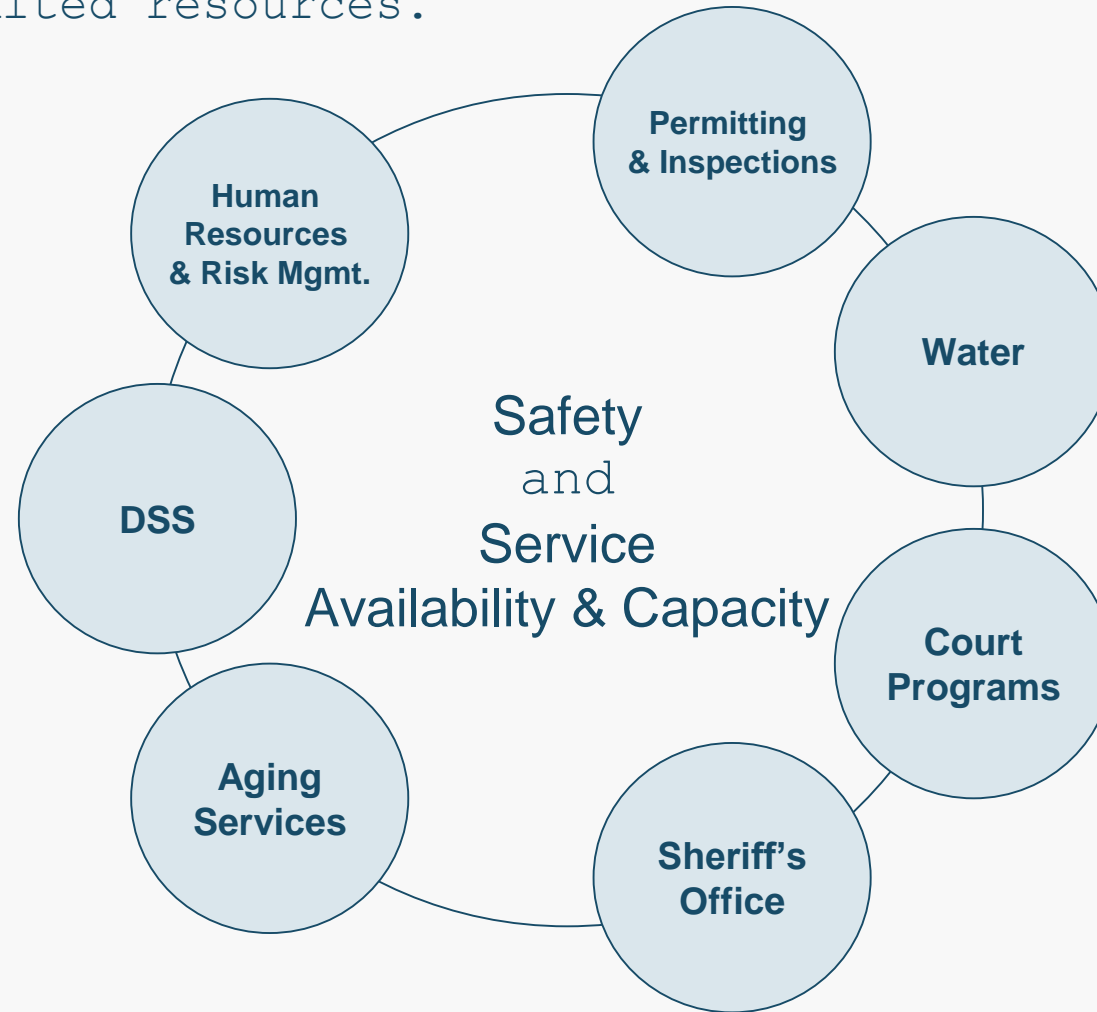
## Admin

**Human Resources & Risk Management:** HR staffing to employee ratio above standard – currently 2 HR staff serving 650 employees.

## Human Services

**DSS:** Participation in Food and Nutrition Services Program has outgrown current staffing levels.

**Aging Services:** Lack of congregate meal providers and increased center participation.



## Natural Resource Management

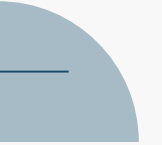
**Permitting & Inspections:** Growth continues generating increased permit & inspection needs.

**Water:** Operational and capital costs have outpaced enterprise revenues.

## Public Safety

**Court Programs:** Grant funding ending for FTDC, DV/SA, and FVS Programs

**Sheriff's Office:** Population growth is impacting the staffing needs of all divisions.



# Impacts of Issues on Staff

	Urgent	Not Urgent
Important	<p>I</p> <p>Activities:</p> <ul style="list-style-type: none"><li>Crises</li><li>Pressing problems</li><li>Deadline-driven problems</li></ul>	<p>II</p> <p>Activities:</p> <ul style="list-style-type: none"><li>Prevention, PC activities</li><li>Relationship building</li><li>Recognizing new opportunities</li><li>Planning, recreation</li></ul>
Not Important	<p>III</p> <p>Activities:</p> <ul style="list-style-type: none"><li>Interruptions, some calls</li><li>Some mail, some reports</li><li>Some meetings</li><li>Proximate, pressing matters</li><li>Popular activities</li></ul>	<p>IV</p> <p>Activities:</p> <ul style="list-style-type: none"><li>Trivia, busy work</li><li>Some mail</li><li>Some phone calls</li><li>Time wasters</li><li>Pleasant Activities</li></ul>

---

# Key Takeaways for FY25 Budget

Rapid development continues in Chatham County and as new residents move into the county all services are impacted – not just those directly responsible for planning/permitting processes.

Chatham is a growing county with a population that expects more and higher quality services.

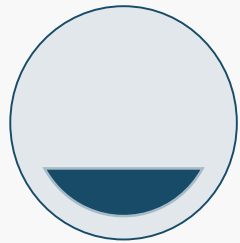
To provide the highest quality of service possible, Chatham County departments must continue to collaborate regularly and work on continuous process improvement

---

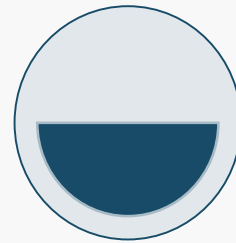


---

# Next Steps



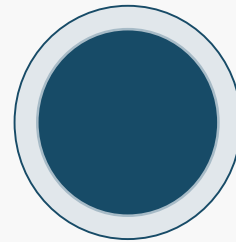
Departments will begin their budget requests, both continuation and expansion.



Staff will meet with departments and help identify solutions and alternatives.



The Budget team and CIT team will evaluate expansion requests.



The Recommended budget will be presented to the BOC in May 2023.





---

# Thank You

Questions?

---

