



Chatham County Local Government

Department Heads-Up

Fiscal 2018

Early in the planning process for the upcoming budget, county departments are asked to identify important issues they will be facing in the coming year. This information identifies the needs and issues as the department heads see them. The Chatham County School System is also asked for input.

Staff is working with departments to encourage a more data-driven approach to identify and propose alternative solutions to issues. The document has not been edited by staff, but staff has added the data and information that is being requested prior to the department submitting operating budget requests.

This document has been created with efficiency and economy in mind. Department Heads were asked to answer three questions clearly and concisely. This format will give you a summary of the issues but allow you to dig deeper if you choose.

Staff will present a summary of all heads-up documents at the Board of Commissioners retreat in January.

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**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Central Permitting
Budget/Division Name: Fire Inspections

Define the first issue.

The Fire Inspections department is made up of three employees. The Fire Marshal conducts more than one third of the special permit inspections and an average of fifty fire inspections a year. He also conducts all plan reviews of the utility water mains for the County and the Town of Pittsboro, road access plans for the County and plan review prior to Soil Erosion approval. Next fiscal year Chatham Park alone intends on adding 150,000 square footage of commercial space that will require fire inspections and plan review. Also, on call duty is rotated between two positions, there should be at least one other employee in the rotation schedule.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

Based on state mandates businesses are required to be inspected on a schedule based on occupancy. This mandate will be difficult to manage with current staffing levels as more commercial businesses are constructed.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

1. Hire a new Deputy Fire Marshal position. 2. Hire a temporary position – this will only benefit for inspections and/or plan review. 3. Increase departmental goal for plan review turnaround time.

Staff is requesting the following data or information to support/justify operating budget requests

Staff is requesting : 1) Data to show the workload per inspector, including plan reviews; 2) Information to define the state mandate/cycle; 3) Impact hiring a new position would have on meeting the mandate; 4) Current target for the turnaround time and how the new position would impact meeting that goal .

Chatham County Local Government

FY 2017-2018 Department Heads-Up

Department Name: Central Permitting

Budget/Division Name: Building Inspections

Define the first issue.

Chatham Park intends on permitting 415 new residential units and 150,000 square feet of commercial space next fiscal year. Last fiscal year 615 new residential units were permitted for the entire county and inspected by five building inspectors and one temporary position.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

Staff works over to meet the current five day deadline for expedited plan review. With a possible 60% increase in residential and commercial permits, Inspectors will not be able to meet departmental goals for plan review turn-around time or next day inspections.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

1. Hire additional building inspectors. 2. Hire additional temporary positions. 3. Increase time limits for departmental goals.

Staff is requesting the following data or information to support/justify operating budget requests

Staff is requesting data to show the expected growth in workload by inspection level and the current workload per inspector, including plan reviews. Staff would also like to see the aggregate amount of comp time earned for the prior year, current year, and projected comp time accumulation at the current rate.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Central Permitting

Budget/Division Name: Central Permitting

Define the first issue.

Changes in legislation causes Permitting and Inspections staff to be required to check additional background information prior to permit issuance such as parcel classifications for ag exemptions and contractor license limitations. Additional requirements, causes more room for human error.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

The possibility of issuing a permit in error.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

1. Contract with our software vendor to configure workflow. 2. Hire an in house database technician 3. Hire additional permitting support staff.

Staff is requesting the following data or information to support/justify operating budget requests

Staff is requesting data to show the time currently spent on checking permit information, the additional time required and alternatives that would help alleviate the possibility of error.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Court Related Programs
Budget/Division Name: Chatham 360/Pretrial

Define the first issue.

Judges and other court officials have expressed interest in expanding Chatham County's misdemeanor diversion program to include a new pre-arrest program for 16-17 year olds. Chatham 360/ Pretrial would need to look at staffing to ensure and maintain current supervision levels of defendants. The core mission would not change, but broaden to help the youth in Chatham County understand how important their criminal histories are in determining their future.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

The Chatham 360 program currently serves individuals who have already been charged with a misdemeanor. The program offers individual and group counseling and support. The program duration is six to eight months. Upon completion of the program the charges will be dismissed when the individual takes the steps necessary to expunge it.

The advantages of the Chatham 360 program are that youth receive education on issues ranging from drug education and stress management to life skills. After completion of the program, the charges are dismissed by the State. Programs in other jurisdictions are set up so that youth would not be charged but issued a warning under the condition that he/she completes a 90-day program.

If the Chatham 360 program was to be expanded to serve 16-17 year olds pre-arrest like the programs in Orange, Wake and Durham counties, a new program would need to be developed and current staffing levels might have to be adjusted. Last year 104 youth between the ages of sixteen and seventeen were charged with misdemeanors.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

- 1) Staff will investigate the status of the bill that has been pending in the legislature to raise the age of adult status from sixteen to eighteen. North Carolina is the one of only two states that prosecutes sixteen-year-olds as adults. If the legislature is ready to pass the bill, it might not make sense to expand the current program.
- 2) Staff will look for any overlaps in current services being offered to this particular population and identify areas for collaboration.
- 3) Staff will analyze program and staffing needs to determine the cost of revising the program. Staff will also identify measurable objectives that can be weighed against the program cost.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Emergency Operations
Budget/Division Name: Telecommunications

Define the first issue.

Need to increase communications staff by adding two additional telecommunicators. There has been an increase of 5,953 phone calls and dispatched calls within the communications center this past year. Having insufficient staffing could delay telecommunicators answering the calls in the state mandated time frame and providing services to our citizens.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

We are not consistently meeting state mandated 10 second answering 911 calls within the predefined percentage. With having this delay we will also affect the fire departments ISO rating due to extended dispatch times by not meeting the required time to dispatch all structure fires within 60 seconds.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Bring additional staffing in to cover the additional calls but will affect the overtime budget. With sufficient staff provide training to citizens to know when to call 911. Add additional staff.

Staff has requested the following data or information to support/justify operating budget requests

Budget staff requests definition of the predefined percentage and analysis of response times to show percentage of calls that miss the 10 second answer goal and 60 second dispatch goal.

Define the second issue.

A planner position is needed for the emergency operations center to ensure the legislation of all schools within the county are tested each year, and every nursing facility and child care facility must have an emergency plan and have it reviewed by emergency management. We have several plans we must maintain and review and these additions are only adding to our work load. We are tasked to complete THIRA (Threat Hazard Identification Risk Assessment) and the COOP Plan, etc.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

We are looking to hire an EM Coordinator and this job will encompass state mandates of emergency plans such as THIRA, NIMCAST, etc. Due to all the mandates that have come from the state and federal governments we are not able to meet all of our mandates.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

One solution would be the nursing facilities and childcare facilities' plans would not be reviewed and we would not be able to assist the school system with their drills. We can try to develop a template with current staff that is already working overtime to meet day to day job duties and put it on the website in hopes that the citizens (nursing facilities and child care facilities) will complete it. We can hire a planner.

Staff has requested the following data or information to support/justify operating budget requests

Staff is requesting: 1) Define the time needed to review an emergency plan and discuss the possibility of hiring a contractor to develop a template; 2) Define the mandates and current rate/progress of meeting any state or federal mandate referenced and; 3) Current and proposed workload analysis .

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Emergency Operations

Budget/Division Name: EMS

Define the first issue.

Additional EMS unit needed within the county to provide better and quicker response to emergency calls. EMS had an additional 201 calls within the past year and the calls will only continue to increase.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

EMS goal is to respond to all dispatched calls within 9.5 minutes. Currently we are not meeting our goal. In checking the number of calls we have dispatched this year, we have had an increase of over 200 calls. Currently we are not meeting our goal, and with the increase of dispatched calls we will only be further from our goal. In this delay of the EMS unit it will hamper our citizens from obtaining the medical assistance needed.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Have an extended ETA of EMS units which will require a revision of their contract.

Staff is requesting the following data or information to support/justify operating budget requests

Budget staff has asked Emergency Operations to provide data that will show 1) the number of calls for the past three years 2) the projected increase; 3) Response times to dispatched calls and 4) clarification about how the goal was determined.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Council on Aging (COA)

Budget/Division Name: Council on Aging

Define the first issue.

COA depends on a NC DOT grant (the 5310) for nearly three-quarters of its support for participant transportation services, which are contracted through Chatham Transit Network (CTN). While COA has submitted a grant application to NC DOT for the same amount as was awarded this year, there is no guarantee for these funds as they are competitive, dependent on federal appropriation, and priority is given to purchase of vehicles rather than services. Our current 5310 grant is for \$310,000 for direct services, which includes the required 10% match of \$31,000.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

Lack of transportation to COA's two senior centers and for medical appointments would jeopardize COA's mission of keeping hundreds of seniors in their communities and living independently. This transportation for older and disabled adults includes travel to both senior centers for congregate meals and activities 5 days a week (12,500 trips), with stops for groceries one day a week (3,000 trips); trips to medical appointments (2,000 trips); help for those outside general CTN standard town zones (100 trips); group trips for hiking, historical, art, and other sites (480 individual trips) for a total of 18,080 trips.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

(1) COA has applied to NC DOT to try and secure funding for next year, as we have done for the past five years. (2) COA will explore private grants but these are generally difficult to secure and small in size, and thus are usually considered supplemental. (3) We researched volunteer transportation but this does not appear to be viable given the magnitude of the need and willingness of volunteers to help with this.

Define the second issue.

While COA and its partners are making substantial progress this year with home repair & modification to keep seniors living safely at home, there will remain substantial unmet needs (estimated to be over 120 households). Efforts to support efficiencies (e.g., Airtable database), strengthen collaboration and maximize available resources (funds and person-power) are well underway but require additional time. In addition, strengthening Rebuilding Together (RT) to provide skilled workforce to train & guide the growing potential of volunteers is essential.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

The County asked COA to lead in developing and coordinating resources to address substandard housing for seniors, which it is going well through its work with Rebuilding Together, its faith-based Say Yes! project, its recruitment of other volunteers, its role as a portal for screening senior needs, and its implementation of the Airtable collaborative database. Without another year of support, much of this progress could stall without adequate staffing at COA and RT and with inadequate funding for construction costs (i.e., materials). COA and RT are proposing that the County consolidate its funding for home repair at \$100k beginning FY 17-18 (to include the \$21.2k from County to RT and \$50k from County to COA). The balance would be an additional \$28.8k from the County.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

While the Council has been successful to securing private grants to help with this issue (e.g., Home Depot grant for older Veterans, and Triangle Community Foundation for Say Yes!), the Council does not see a viable alternative that would provide the needed support.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Manager's Office

Budget/Division Name: Manager's Office

Define the first issue.

A State reduction in Veterans funding has resulted in decreased veterans services in Chatham County. The State veterans' service officer has gone from coming 4 times month from 10-2 to twice a month from 11-1. Chatham County may need to create a veterans service department or, staffed as a part-time FTE.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

Creating a veterans service department in Chatham County can mainly be defined as a customer service issue. If Chatham County aims to have consistent, accessible, and timely services for Veterans the State reduction in funding and staff negatively impacts this mission. The reduction has triggered Chatham vets to seek services in neighboring counties, as confirmed by the Lee County veterans' officer. In looking at neighboring counties, Chatham has one of the highest veteran populations (9%) next to Moore and Harnett County (both 11%). Out of all 8 surrounding counties, Chatham is the only county without a county funded veteran's services department. Since 2010, the veterans' population has increased from 5,255 to 6,204. The veterans service officer has set hours, but the officer services all who show up for appointments, even if the assistance extends beyond the set times. Because there has not been any formal tracking, it is unknown to what degree caseloads have changed, but currently the vso reports an average of 15 cases per month.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Create part-time position to support veterans services. The alternative is to continue with the current reduced service capacity of the State veterans officer, which makes Chatham more vulnerable to future changes in State funding. A survey has been developed and is being distributed by the Register of Deeds and Council on Aging to gauge veterans on the awareness and demand for a dedicated county service officer. Additional information about # of annual claims filed from Chatham has been requested as well, which may assist with understanding demand.

Define the second issue.

Development and oversight of the operating budget and Capital Improvements Plan is a complex process that is schedule driven and a key element in Chatham County's financial standing. Until recently, 2.5 FTE had responsibility for this work but currently only 1.5 FTE is available. Last year almost 150 hours of comp time was accumulated by staff working on the budget.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

Due to the complexity of the work, if existing staff became unable to continue in the position the county would be at risk of completing the work.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

While the best alternative with respect to succession planning would be to hire a full-time analyst who can be trained and take on greater responsibility as expertise develops, the department will also look at full documentation of the process and the possibility of providing more checks and balances in the budget process at the department level.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Social Services

Budget/Division Name: Economic Services Division

Define the first issue.

NCDSS is encouraging counties to develop an Employment and Training (E&T) program for recipients of Food and Nutrition (SNAP) benefits. This would be a program approved by USDA that provides 50% federal reimbursement for activities including linking people with supports around job searching, work experience or training, developing self-employment opportunities and education. There are a few counties that have E&T programs. Some programs are internal DSS programs while others contract with outside entities (e.g. Goodwill, Division of Workforce Solutions, Community College, etc.).

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

While not currently a mandated program, E&T may become a mandated program in the future. Implementation of an E & T program would increase workload within the division and require good oversight as there are strict reporting guidelines from USDA that must be followed. A goal of this program is that FNS recipients would be prepared for employment that provides a sustainable wage. If this goal is reached, it could decrease the number of people eligible; however, with population growth and the number of people likely to be served, this impact may not be noticeable.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Currently a community meeting is scheduled to identify needs and gaps and to gauge interest in collaboration. The NC E&T coordinator will be attending the meeting to share information. Non-federal funding already being spent in the county can count as a “match” to draw down federal reimbursement and this is also being examined. NC receives some “100%” funding from USDA and there may be an opportunity to request this funding (e.g. to help fund a coordinator position), however, several counties are already competing for this funding.

Staff is requesting the following data or information to support/justify operating budget requests

Budget staff has requested DSS to determine the advantages and disadvantages of contracting the work, including the impact on potential reimbursement.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Social Services

Budget/Division Name: Family Services

Define the first issue.

In FY 18, children's services will be impacted by the implementation of NCFast and two major policy revisions that will expand service array with anticipated implementation dates of spring 2017. The definition of foster care is expanding to all 18-21 year olds and a modification to family safety planning policies will increase the number of families who are court involved (statewide estimate is 20%). Currently there are 12 youth who are eligible for extended foster care.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

The aim of the policy revisions is to better address the needs of child welfare involved families. Extension of foster care allows for greater placement flexibility for youth in transition to adulthood and provides opportunity for additional services. The safety planning modifications ensure that parents receive due process in court when their children are placed in kinship or relative placements. Based on prior experience with NCFast, work in the system is likely to be more time intensive and current estimates of case conversion time for child welfare is 2.5 and 3.5 hours (not all cases are converted). It is anticipated that the additional work can be absorbed by existing positions, however, there may be additional program expenses (e.g. for youth and legal fees) over time.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

The policy changes and NCFast implementation are mandatory and will occur on the timeline provided by NCDSS. Information is likely to be available prior to FY 18 budget deadline which will better inform impacts. Due to legal expense reductions in the past 2 fiscal years, it is anticipated that the additional court time can be absorbed within existing legal budget.

Define the second issue.

Consistent, quality mental health services have been difficult to identify in the county. Social workers have had difficulties with scheduling, availability of tele psychiatry equipment for clients, and therapist turnover. Many families involved in child welfare have a mental health or substance abuse problem and are facing a number of other stressors including domestic violence, poverty, and multi-generational abuse/neglect. Lack of service availability impacts length of time cases stay open and the likelihood that parents can safely care for their children.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

Although difficult to quantify, families served by DSS are impacted most. Treatment complications increase social worker workload and may extend the length of time a family is involved in child welfare.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Social workers are referring to the best treatment available for the family. This may be the safety net provider, particularly for people who are uninsured. Other times it is a private practice practitioner or UNC. Children can also be seen by the DSS clinical social workers.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Public Works

Budget/Division Name: Facilities Management

Define the first issue.

The current amount and future planned construction related projects along with the additional demands placed on the Facilities Director has resulted in the need for a construction project manager to effectively manage the projects allowing the Facilities Director to manage this position, the maintenance division, janitorial division, fleet division, and handle the new responsibilities as the Conference Center Director.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

Within the past fiscal year the level of staffing and responsibility under the Facilities Director has grown from 15 (1- Admin Asst; 1 – Supv; 10 – Maint Workers; 3 – Maint Techs) to now 19 + part-time staff to be hired soon (1- Admin Asst; 2 – Supervisors; 10 – Maint Workers; 3 – Maint Techs; 1 – Event Coordinator; 1 – Event Services Leader; 1 – Receptionist; 6+ Part-time Maint Workers). There are also several upcoming construction projects currently srt to be the responsibility of the Facilities Director (Old Ag Building Reno, Annex Reno, Animal Shelter Expansion, Assessment of Health Dept space, anticipated growth of Planning/Permitting creating space needs, EOC expansion, reconfiguration of Sheriff's Office/Old Jail).

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Should circumstances remain under the same conditions, projects will have to be prioritized and potentially delayed to allow adequate time to process and manage the necessary required work. Current and anticipated work load levels will not allow the Facilities Director to properly and effectively manage all aspects under his responsibility.

Staff is requesting the following data or information to support/justify operating budget requests

Staff will work with Facilities to create a structure for the new department and revise budgets and work plans to align with the new department.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Finance

Budget/Division Name: Finance

Define the first issue.

In 2015, the county began implementation of a new financial software package, MUNIS. Along with the financial system base, the HR/Payroll module went live in January 2016. Utilities will follow in the coming years. The system maintenance of this software, including workflow maintenance, user maintenance, writing reports, the import of existing data, and training of new users has increased as our usage of the system increases and our user numbers increase. This system management work is currently being handled by Finance and HR on as they are able. Since staff lacks technical expertise and the capacity to respond, problems are frequently referred to MUNIS technical support. The additional call to MUNIS tech support increases the time to resolve problems and requests

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

There are many aspects of the software that we are not fully able to utilize because of lack of time and expertise to devote to this task. Currently, these job duties are covered by non-technical staff professionals on a learn-it-as-we go basis. The function is split between the finance operations specialist, the financial operations manager, and the human resources analyst. Performing these system maintenance tasks takes them away from their other field-specific duties. For example, the human resources analyst spends at least a quarter of her time managing MUNIS related projects and maintenance and does troubleshooting for employee self-service. The finance staff is performing workflow maintenance, trying to troubleshoot for departmental users, and testing updates to the system. Our goal is to realize the full functionality of this system, but the system maintenance must be performed by someone that can be a resource to all the user groups and allow the current system admins in finance and human resources to focus on job-specific tasks.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Because of the complexity and workload related to this system, an enterprise resource planning specialist (ERP) is requested. The alternative solution would be to continue on covering this role as we are, which means the less than optimal utilization of the software and impact on the regular duties of the employees covering this role.

Staff is requesting the following data or information to support/justify operating budget requests

Staff has requested Human Resources staff to work with Finance to develop a job classification and description.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Health Department

Budget/Division Name: School Health

Define the first issue.

A 2016 survey of K-8 Healthful Living/Physical Education teachers found a large gap in the amount of time allotted for health education and implementation of national and state health curriculum recommendations within the Chatham School System. Despite teachers' best efforts, many students are either lacking health education altogether or only receiving parts of health education in Chatham County. The 2014 Chatham Youth Health Behavior Survey also found that only about half of 8th grade students ever reported being taught in school about how to avoid being infected with a sexually transmitted infection, including HIV, or how to avoid pregnancy. These percentages decrease below half for all 6th and 7th graders.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

Consistent, quality health education of the school aged population is an important cornerstone of achieving the health department's mission. Children that do not receive a comprehensive health program or more likely to engage in risky behaviors which can lead to unintended pregnancies and STIs. Health promotion positions within the health department worked with the school system and individual teachers in an effort to promote health curriculum but their time and capacity is limited. Additionally, the school system has no positions with specific responsibilities to coordinate and assure consistency and quality of health trainings for teachers and curriculum for students. These deficits impact the health department's and school system's desire to assure these topics are appropriately addressed.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Discussions have been initiated with the school system administration to determine a solution to this issue. The proposal is, in order to make health a priority within our schools and county, that a School Health Coordinator position be created to oversee the Healthful Living curriculum. This curriculum includes health and physical education, within all schools and at the district level. The proposal would be to fund the position through the health department but be hired and employed by the school system. The health department would execute an MOA, much like we do with two school nurse positions, that would set out objectives, goals and responsibilities of the position.

Staff is requesting the following data or information to support/justify operating budget requests

Staff is requesting existing data concerning teen health, such as pregnancy, obesity, or drug use – especially opioids – to be used to set measurable objectives.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Environmental Quality

Budget/Division Name: Land and Water Resources

Define the first issue.

Residential Lot Disturbance Permits are issued for each new residential dwelling. Of the 537 permits issued in the past two years, almost none have been inspected for compliance with the Soil Erosion Sedimentation Control Ordinance (SESC). These permits are required by the county and are paid for by customers prior to building permit issuance. The fee for the permit was established based on the assumption that staff would perform at least one inspection (at a minimum) per site. These permits are a separate application and fee imposed on customers, who in turn receive no service (inspection). An additional staff person is needed to inspect these sites because current staff is overwhelmed with other required statutory services.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

This impacts customer service in that no service is provided.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

We will be analyzing 3 alternatives: 1) Eliminating the permit, 2) Contracting the work to a private company, and 3) Hiring full or part time staff to handle the work load.

Define the second issue.

There are over 137 active Land Disturbing Permits (not counting Residential) and 29 Stormwater Permits. There are 1.5 full-time staff inspectors. In order for the SESC Ordinance to be effectively implemented and enforced, sites should be inspected twice per month minimum to comply with timeframes for stabilization. This would equal roughly 250 inspections per month at current levels. The highest number of inspections ever conducted was 102 inspections in September of 2016. The numbers indicate SESC Program is already operating at 50% below effective standards. Approximately 400 acres of land disturbing activity is expected for Chatham Park in FY18 and projects in Briar Chapel will total approximately 100 acres during that same time. The estimated land disturbing activity from these two developers in FY18 is roughly the same amount as the total permitted acres in all of FY17. However, even if no substantial increase in activity occurs from one or both of these developers, the ratio of staff to the number of permits and inspections is inadequate to maintain baseline regulatory function.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

This issue impacts staff's ability to implement and enforce regulations, creates impractical staff work loads, and decreases the overall quality of customer service. Some core functions in the stormwater management program such as education/outreach and mapping aren't being performed at all.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

We will analyze 1) hiring full or part time staff and 2) contracting out the work to a private company.

Staff is requesting the following data or information to support/justify operating budget requests

For the first issue, staff is requesting: 1) Number of customer satisfaction complaints past two years; 2) clarification about the intended benefits of the ordinance and associated measures; and 3) the measurable impact of eliminating the ordinance. For the second issue, staff is requesting: 1) the ratio of permits/inspections to staff; 2) definition of baseline to regulatory function; and 3) the time required for stabilization.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: MIS
Budget/Division Name:

Define the first issue.

The County PEG equipment has reached the point where significant components are aging out, failing and replacements to equipment are needed. This equipment has been in place for several years. We recently experienced the failure of a key component which caused a complete disruption of County signal. Replacement components are very difficult to obtain as the technology has moved from analog to digital, so older analog components are rarer to find. The County has benefited from quality equipment that was installed in 2009, but it is time to upgrade to digital.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

Stabilization of this system is needed. We have made very good progress toward extending the PEG channel for the County and are very close to completing that extension to Siler City. The digital upgrade will provide a much better quality system and start a new life cycle on this equipment.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

We will try to fix or replace components if they can be obtained. Full upgrade replacement is recommended. Full replacement of system, rack and wiring estimated at \$60,000.

Staff is requesting the following data or information to support/justify operating budget requests

No additional data is requested.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: MIS
Budget/Division Name: GIS

Define the first issue.

Demand for GIS services – both from internal county staff and the public – has outpaced staff capacity. Current levels of staffing are not sufficient to meet the demand for services. Public data and map requests continue to require a large amount of staff time. GIS also provides support and assistance to multiple county departments and the municipalities of Pittsboro and Siler City. The cadastral or tax mapping needs for the county consume a large amount of staff time leaving little time available to promote the development of other department's core GIS layers (County Water, Public Works, EOC, etc.). The number of web applications and end users the GIS division support has grown this year with the adoption of the Enterprise Licensing Agreement (ELA) with Esri and will undoubtedly continue to grow moving forward. Providing adequate support for the existing web applications and end users while attempting to grow the use of GIS countywide will prove difficult without additional staff.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

The lack of sufficient skilled staffing could create an environment of stagnation in both GIS database and GIS web service development. GIS staff sometimes has to work extra hours to implement new projects and maintain current service levels which will ultimately affect staff morale if it continues to be necessary.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

GIS is considering the addition of skilled staff to meet the demand for services as the first option. Another option would include training personnel in the departments that need the most GIS development to do the work themselves. A third option would be for GIS staff to work extra hours to maintain current service levels resulting in comp time accrual. The fourth option would be to cap service levels at their present state, not introduce any new GIS initiatives, and hope current service item workloads remain the same.

Budget staff is requesting the following data or information to support/justify operating budget requests

Staff is requesting: 1) The number of internal and external requests for the past two years; 2) The number of web applications requested and developed;

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Parks and Recreation

Budget/Division Name:

Define the first issue.

The existing Parks and Recreation Master Plan was completed in 2009 and should be either updated or a new plan developed to ensure that the department remains responsive to changing recreation needs and trends as the county grows. Many funders require an approved and up-to-date master plan for grant eligibility.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

The mission of the department - to provide all citizens a variety of recreational opportunities through facilities and activities – depends on having up-to-date information concerning community needs for recreation. Residents need to be able to express their views on needed facilities and programs.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

The department will define the cost and effort and benefits to update the existing plan and to develop a new plan. Each alternative will include using information from the comprehensive plan.

Define the second issue.

The day-to-day demands on the department, which include managing athletic programs events, rental of facilities, parks maintenance, and capital projects, have increased beyond the capacity of staff to absorb the workload. Workload is expected to increase with completion of the comprehensive plan and a grant that will be submitted to construct trails.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

The department is frequently short-staffed, and existing staff must accrue overtime and/or comp time to manage the workload. Capital projects have taken longer to complete than originally anticipated.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

The department will analyze the workload demands to determine: 1) whether there are programs or services that should be eliminated; 2) whether work and staff can be restructured; 3) additional staff.

Staff is requesting the following data or information to support/justify operating budget requests

The alternative analyses are sufficient and no additional data is requested.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Planning

Budget/Division Name: Planning

Define the first issue.

An update of the comprehensive plan is currently in progress with an anticipated completion date of April 2017. The plan will include implementation steps that will likely include a recommendation to combine the land use regulations into a unified development ordinance (UDO).

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

Planning staff are currently assigned to subdivision review, rezoning coordination, text amendment drafting, and providing support for four advisory boards.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Alternative solutions include 1 - preferred) contracting with a consultant to draft a UDO; 2 - alternate) re-assigning existing staff to address smaller portions of the recommendations in the comprehensive plan within the existing ordinances; 3 - alternate) creating new staff positions to draft the UDO.

Define the second issue.

Over the past four years major subdivision applications have increased 100% and minor/exempt subdivision applications have increased 50%. Staff has been working overtime to complete the reviews.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

A temporary staff reassignment has been implemented to address the increased work load and a temporary part time position has been approved by the Manager's Office.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Solutions include 1 - preferred) addition of a full-time staff position; 2- alternate) continue the temporary staff re-assignment and part-time position.

Define the third issue.

In August 2016 the Commissioners extended zoning to 388 square miles and approximately 12,000 parcels. Staff has had four instances where the application of zoning has impacted business operations resulting in increased work load. Additionally, over the past four years the number of rezoning and conditional use permit applications has increased by 11% and there is a backlog of 51 enforcement cases. There are also 84 home occupations that need to be inspected, in addition to inspecting conditionally approved projects.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

The Zoning Administrator prioritizes the workload to address those that are time sensitive, such as rezoning and conditional use permit applications first and investigations and site inspections last.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Solutions include 1 - preferred) addition of full-time staff position for enforcement; 2-alternate) continue to prioritize time sensitive activities.

Staff is requesting the following data or information to support/justify operating budget requests

For the first issue staff is requesting the cost of contracting compared to the other alternatives. For the second issues staff is requesting: 1) the number of applications for the past three years; and 2) cost and benefit of the alternatives. For the third issue staff is requesting analysis of part-time/temporary help.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Sheriff

Budget/Division Name: Detention

Define the first issue.

The Chatham County Detention Center is currently striving to meet the Prison Rape Elimination Act (PREA) requirements. PREA is a federal mandate that requires all juveniles, as defined under the age of 18, to be held out of sight and sound of adult inmates. The Chatham County Detention Center currently holds inmates from the ages of 16 and up. The Chatham County Detention Center meets the minimum state requirements, but is currently working to meet the PREA requirements due to limited housing and staff availability.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

PREA is a federal mandate that requires all federal and state prisons to meet. Local confinement facilities are affected because they are required to meet PREA requirements for federal and state funding and grant requirements. PREA compliance is also an expectation from community stakeholders and is an added layer of protection for the most vulnerable inmate populations. We are unable to be a receiving county for SMCP (unable to house SMCP/Fed inmates). PREA compliance encourages the court to look upon any criminal or civil actions against the jail in a favorable light. From Jan 1 2016, to Nov. 17 2016 we have booked 24 inmates aged 16 or 17 into the jail. That population sample has an average stay of 45.63 days. Creating a single "juvenile block" that is direct supervision is not a practical solution. Many of the juveniles we house shouldn't be housed together due to reasons of inmate classification. Moving to direct supervision in all inmate blocks is a working solution.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Current actions recommended for becoming PREA compliant are three phases. We are currently in phase one. To complete phase 1 we need to hire an additional 8 staff members (to bring the total of additional staff members to 13). Cost for these additional 8 staff members are \$397,450.32 with benefits for the first FY. Uniforms for the additional staff will be a one-time expense of \$10,800 and then an additional \$3,200 per year for the upkeep of uniforms for all 8 new staff members. Psychological exams, physicals, and drug screens will be a one-time expense of \$3400. The first part of phase 1 was the hiring of 5 new staff members. Those positions come online Jan. 1 2017. We will use those 5 positions to upgrade 2 housing blocks to direct supervision. If the additional staff requested this FY are not granted, then detention will utilize the 2 blocks that are direct supervision to house the majority of juvenile inmates and move any juvenile inmates that present serious classification issues to indirect supervision blocks by necessity.

Staff is requesting the following data or information to support/justify operating budget requests

Since Detention received 5 PREA positions in Fiscal 2017, budget staff has requested data to show the age of the jail population for the last three years to support the request for additional staff. Staff has also requested collaboration with the request for an additional School Resource Officer to develop ideas for reducing the number of inmates aged 16 or 17.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Sheriff

Budget/Division Name: Sheriff/3010

Define the first issue.

Recruiting applicants who live in Chatham County for the position of Deputy Sheriff has been increasingly difficult. The cost of school and the hours required to attend make it very difficult for Chatham County residents to support themselves and attend a 5 month day or 8 month night training program to become a certified law enforcement officer. When recruiting applicants we continually find the financial strain forces would be deputy's to seek other career paths while providing for their families. It takes about 3 months to background/hire a sworn deputy. It takes 4-8 months to complete BLET for a sworn BLET Deputy. It takes another 3 months of field training before a sworn deputy is released to individualized work. There is a high failure rate in BLET. We want to select and hire civilians and pay them to complete this training. The Sheriff's Office strives to recruit citizens from all areas of Chatham County that would represent the community we serve with the highest of standards. In some cases to attend this class applicants have to quit their job without any guarantee of employment. This program will create a way to support our potential employees while they are attending class and provide them financial stability and benefits until completing the class. This is about diversity and the economic barriers to an already difficult recruiting process. We are missing a large portion of potential recruits because of the financial burden of attending BLET.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

To keep our standard of applicants we are increasingly hiring people from outside Chatham County, i.e.: Randolph, Moore and Lee Counties. We want to hire people that live in Chatham, put roots down in Chatham and represent Chatham County. By providing financial support we would be able to provide opportunities to hire quality Chatham County applicants. Deputies who live in Chatham County are more connected to their work and community needs.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

The Chatham County Sheriff's Office Community Hiring Including Paid Schooling will assist in recruiting the strongest applicants from Chatham County. Each applicant will go through the same strict background investigation performed for all Deputy Sheriff's. Once the background is completed we would hire these recruits as a civilian and prepare them for the next Basic Law Enforcement Training class. Each recruit would be familiarized with each area of the Office and receive training in Administrative areas which will prepare them for their future role as a deputy. This training will also assist current staff with being more productive and providing better customer service to the citizens who enter our office every day. The program would be supported with five (5) civilian positions allowing us to hire the best and prepare them for the duties as Deputy Sheriff once they have completed all the state mandated training. The Sheriff's Office will utilize these civilian recruits to fill the sworn vacancies as needed.

Staff is requesting the following data or information to support/justify operating budget requests

Staff is requesting the following data: 1) Data to address the stated diversity and economic barriers with targets for improvement; 2) Data to address how many existing staff are Chatham natives or residents with performance measures comparing the two groups; 3) Discussion of: 1) How the program would address issues such as an employee's failure to graduate BLET; 2) Expected length of stay in county employment upon graduation of BLET; and 3) How the program would recruit targeted population.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Sheriff

Budget/Division Name: Sheriff/3010

Define the first issue.

Before 2008, we have not had an expansion of deputies on patrol. With our dynamic growth of Chatham County, population increase as well as the number of calls for service, the level of expected service (business checks, house checks, funeral escorts and assisting fire, EMS and emergency management) from the community has increased. Our quality of service has been impacted due to an increasing request for our services. We are in need of four (4) additional patrol deputies. A deputy would be added to each shift and an additional response zone would be added to the most populated area of our county. This put a deputy in our most active areas where we receive the majority of our calls. Sheriff duties are different than "police officer duties" and has responsibilities and jurisdiction throughout the county lands and any connected waterways. Population Information: The official 2010 Census places our 2010 population at 63,505, an increase of 28.74% since 2000. The state average growth for this decade was 18.5%. The new estimate for 2014 is 68,698. Quality of service is a subjective term. The definition is "Quality" is set by the expectations of the users of the service rather than the service provider.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

Quality of service will suffer if the quantity of service continues to increase.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

With the addition of 4 patrol deputies we will be able to provide a better customer service experience for the public. This will result in an increase of visibility, better emergency response and a greater focus on the prevention of crime. Do nothing. With our current staffing, our quality of service will decrease and response times will increase as the community grows. An analysis has already been completed. We have two deputies that answer TWO calls and any calls that can be done by telephone. Our analysis is with continued and expected growth of the county, we will need to add a patrol zone with assigned deputies. This is a continuation request we have made in past years

Define the second issue.

We must create more positive interactions with our community; by getting out of the car, going into stores/businesses, and schools, by better immersing our deputies into the community. By assigning deputies to a smaller area we will be able to implement a better community policing model. Some members of our community have a real fear of law enforcement. We must seek opportunities to bridge any gap between our community and law enforcement and build better relationships.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

Our quality and quantity of service will suffer. Currently we are more often responding to calls instead of having time or personnel to deter crime. Without the addition of deputies it will be difficult to maintain our positive relationships in the community. It will deter us from implementing a better community policing model.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Staff is requesting the following data or information to support/justify operating budget requests

Staff is requesting: 1) Discussion of alternatives such as applying for a COPS grant for community policing; 2) Define zones and number of calls per zone per day with response times for last two years; 3) Define quality of service and associated measurement; 4) Work plan measures related to response times; and 5) Clarify whether Sheriff responsibility for the entire county means responding to calls within municipal boundaries along with or instead of municipal police department.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Sheriff

Budget/Division Name: Sheriff/3010

Define the first issue.

Northwood High School currently has over 1400 students and one school resource officer. (2015-16=1299, 2016-17=1404) students. This is twice the amount of the next largest high school at Jordan Mathews High School. The freshman class of Northwood is approximately 375 students, which is larger than the total population of Chatham Central High School. It is extremely difficult for the Northwood SRO to counsel, educate and be a positive role model to that many students and maintain a safe school environment. With the negative views of law enforcement in society it is extremely important to create positive interactions with children at a young age. Our SRO Supervisor is assigned to Chatham Central High school. Because of the SRO supervisor's assignment and his responsibilities to Chatham Central he is unable to adequately cover other SRO absences, effectively monitor the continuity of juvenile investigations /charges while providing alternatives for first time offenders on low risk crimes.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

17 schools are covered by 6 school resource officers; four high schools (three traditional and one alternative (Sage Academy)), three middle schools, five K-8 schools and five elementary schools. There are a total of 8,799 students enrolled in the school system. Incidents and enforcement are not the primary duties of a SRO. A School Resource Officer (SRO) is a certified law enforcement officer who is permanently assigned to provide coverage to a school or a set of schools. The SRO is specifically trained to provide three roles: Law Enforcement, Law-Related Counselor, and Law-related Education Teacher. SROs provide information and advice to students concerning subjects about which they have experience.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Improve law enforcement services in Chatham County Schools and Northwood High School by adding an additional school resource officer. By doing nothing we maintain one SRO at Northwood. You take the risk of having a large population of students and staff without adequate law enforcement presence on site.

Staff is requesting the following data or information to support/justify operating budget requests

Staff is requesting data to show the number of NWHS youth with warnings, charges and referrals to juvenile justice or arrests, along with measurable outcomes that address outcomes.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Tax

Budget/Division Name: Collections and Listing

Define the first issue.

Approximately 5,100 parcels are in the PUV program. This program deferred and/or exempted approximately \$830,466 of tax value this year. NCGS 105-296(j) requires that at least one eighth of PUV parcels be audited each year. At present time, approximately 132 parcels have been reviewed (alphabet letter A). Of these, only 24 parcels do not require an audit. A compliance review of all parcels receiving PUV is needed. It is estimated that a staff member whose only duty is conducting reviews would take about eight (8) to ten (10) years to complete one (1) cycle. An additional 65 parcels require review now (not part of the alpha A list) due to change in ownership, taking out permits, estimated roll backs for transfers, etc.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

We have not met statutory requirements in years. Current staff cannot handle the additional workload and continue to provide the same customer service. The addition of this duty would impact morale.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Our request is for a new PUV position. An appraiser is currently conducting compliance reviews and attempting to maintain his appraisal duties with limited success. Other staff members have taken some of his appraisal duties to free up time for the reviews. This has limited their visiting new major construction twice before completion. He now conducts reviews/audits two (2) days a week.

Define the second issue.

The land records division currently has 186 deeds and 76 plats to process. This is a three (3) month backlog. This backlog was created due to the prior Land Record Specialist struggling to keep up with the work load, and then taking a position with another county. When there is an absence within this division, the workload cannot be maintained. The division is currently a one (1) person division with no backup. Therefore, when the position is vacant, the process stops.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

The backlog of work and the extended time it takes to process land transfers creates problems for both staff and public. Appraisal staff cannot assess the parcels until the split process has taken place. Parcels that need to be removed from PUV are delayed, and new homes may not be assessed on the correct parcel, as it does not exist until it has been created in our tax system. The public using the new parcels or updated transfers need information timely. This position conducts our sales ratio studies which are required by NCDOR, and is used for revaluation. This position will also be responsible for assisting walk-in customers with mapping requests at the Mapping/GIS counter.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Our request is for a new Land Records position. Other tax staff has assisted when time allows, but cross training is limited due to the knowledge required for this position. This position requires mapping skills and the ability to interpret deeds and surveys. It requires a specific skillset. The GIS Technician (Amy Moore) can assist when time is available.

Staff is requesting the following data or information to support/justify operating budget requests

Staff is requesting analysis of existing work flow for the department and an alternative that examines the possibility of restructuring work flow.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Tax

Budget/Division Name: Appraisal Division

Define the first issue.

Currently there is only one (1) Appraisal Technician in the appraisal division.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

When this person is out, there is no one to answer the phone, process appraisal changes, or assist walk-in customers. In 2018, Chatham Park is scheduled to begin constructing 148 residential structures, as well as estimated 5 to 6 commercial buildings. As this new construction is listed by the appraisers, data entry is required to complete the appraisal process.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Our request is for a part time (30 hours per week) Appraisal Technician. An alternative would be to have each appraiser process their own work, thus limiting their field time, which could delay the tax base value for budgeting. Also, because time is limited for training, data entry errors could be very high, which could lead to incorrect value information for budgeting.

Staff is requesting the following data or information to support/justify operating budget requests

Staff is requesting an alternative that examines the use of tablets or notebooks in the field so appraisers can process their own work.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Environmental Quality

Budget/Division Name: Solid Waste & Recycling

Define the first issue.

There are nine (9) Collection Centers that need to be surveyed. The Centers have not been surveyed since construction over 15 plus years ago. The surveys are required to identify elevations, drainage, utility locations, and building locations. When the surveys are complete, updated paper and digital maps will be provided for the Department's use.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

Exact property corners and current drainage patterns are unknown; therefore the full extents of improvements and maintenance are unknown.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

The surveys are required.

Define the second issue.

The Bonlee and Siler City Collection Centers have very poor drainage and asphalt conditions. The runoff flows directly onto the pavement which has caused potholes and other issues with the pavement. Pavement is failing at both locations and due to the installation of compactors at these locations, multiple pavement cuts will be made. Both of these Centers need re-graded and resurfacing.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

We have had several customer complaints about potholes and standing water at the Centers.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

The drainage problems must be repaired.

Staff is requesting the following data or information to support/justify operating budget requests

These projects address needed maintenance and repair to protect the county's investment, and no additional data is requested.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Public Works

Budget/Division Name: Utilities

Define the first issue.

Need to perform a Preliminary Engineering Report for the potential sewer connection to the Western Wake Partners wastewater effluent pipeline,

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

This will identify a potential future wastewater option for the Moncure area of Chatham County and provide a construction estimate.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

We will continue to identify other possible options for provision of wastewater service.

Staff is requesting the following data or information to support/justify operating budget requests

This project is necessary to ensure a successful partnership with the Western Wake Partners and no data is required.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Public Works Department - 6010

Budget/Division Name: Public Utilities & Water Division

Define the first issue.

In recent years Chatham County has been flooded with underground contractors from power companies, phone companies and cable/internet companies. They are installing their infrastructure underground at an alarming rate. When Utilities staff has to make a repair or a new service install, these other underground utilities pose a tremendous problem not only from an operational and efficiency standpoint but most importantly the safety aspect of the work being performed. The County has experienced numerous situations where it's almost impossible to perform tasks involving excavation without damaging other utilities despite them being marked because of the crowded nature of their existence (power being the biggest and most dangerous of these).

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

There are potential repair costs when other utilities are damaged during our excavation of the surrounding area to install new services or repair existing water infrastructure. Residents/Customers have extended periods without power, phone, cable/internet and water services because of the damage caused to one or more of these utilities. When a backhoe or min-excavator cannot be used during crowded situations underground, hand digging is the only option. This process is very slow, tedious and labor intensive. Careful digging cannot stop all damages from happening and when underground power is hit it puts the lives of the utility crew on site at risk.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Yes, purchasing a hydro-excavating machine. (\$150,000)

Staff is requesting the following data or information to support/justify operating budget requests

This project addresses necessary maintenance and repair to protect the county's investment, and no additional data is requested.

**Chatham County Local Government
FY 2017-2018 Department Heads-Up**

Department Name: Public Works Department - 6012

Budget/Division Name: Public Utilities & Water Division

Define the first issue.

Chatham County currently has three chemical booster stations. Two of these stations do not have any backup power in case of a power outage. When power does go out the Water Treatment Plant operators cannot control the SCADA systems that control the ability to chemically boost the water that is distributed throughout our Asbury and Southwest systems respectively.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

The inability to manipulate chlorine and ammonia levels (chloramines) can affect the quality of water that is sent to the residents in these areas leading to taste and odor problems and even increasing the potential for harmful bacteriological growth.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Yes, purchasing and installing a generator to be permanently placed at both the 3M tank site and the Alex Cockman tank site. (\$10,000 per generator installed)

Define the second issue.

The pump station at Chatham County's Ballfield tank plays a vital role in supplying water from the Water Treatment Plant to Chatham County's residents that live in the North System. It currently has two pumps that are running at or beyond capacity during the high demand months. Due to the age and strain on these pumps, they being serviced and repaired more frequently. During the summer months when demand is at its highest they are unable to keep up with demand.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

The maintenance staff is inundated with repairs and servicing of these pumps. The pumps are now showing excessive wear from the strain of the summer months. Parts are getting harder to come by due to the age of the two pumps.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Yes, having contractor install newly purchased larger pump that can handle the high demand months while the older pumps can be used as a backup and during emergency situations. The pump station will run more efficient under this scenario which would in turn save on electricity costs. (\$100,000 installed)

Define the third issue.

The Bennett water tank currently does not have an altitude valve (nor SCADA connectivity) installed that would allow the Water Treatment operators to effectively control the water level in the tank allowing for increased and more uniform operating system pressure in the Bennett area.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc.)

The Bennett tank overflows on occasions due to the water plant's inability to control the tank level wasting valuable water. Staff is frequently fielding calls concerning low water pressure in the Bennett area. Fire departments have called in with their concerns in the Bennett area if they have to fight a fire and have insufficient pressure and flow.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

Hiring an engineer to design this addition, the purchase of all materials needed for this addition and hiring a contractor to install all materials including SCADA. (\$25,000 – design, materials, installation)



Chatham County Local Government Department Heads-Up

Instructions: Please return to lisa.west@chathamnc.org or renee.paschal@chathamnc.org by December 13, 2016

Department Name: Chatham County Schools

Please remember to attach any photos, brief video clips, sound bites, or other information that will help to illustrate the issues.

Chatham County Local Government FY 2017-2018 Department Heads-Up

Department Name: Chatham County Schools

Budget/Division Name:

Define the first issue.

The school system continues to face budgeting challenges as planning for the 2017-2018 has begun. As in the previous 2 years, we are looking at reductions in per pupil federal funding and state funding. Coupled with our increasing average daily membership, the funding reductions present even greater challenges.

How does the issue impact your department? (Consider mission, work load, staffing, morale, customer service, federal or state mandates, etc. Use measures.)

The decrease in per pupil funding at the federal and state levels will continue to result in a budget deficit. Chatham County's financial support in FY17 along with appropriating fund balance kept us from experiencing a decrease in services offered to our students. The attached document provides additional financial details concerning the budget process for the fiscal year 2017-2018.

What alternative solutions will you be analyzing prior to preparation of the FY 2018 budget?

As we move through the 2017-2018 budget process, the Board will discuss budgeting solutions including various types of stakeholder feedback that will financially help prepare the school district for 2017-2018. Appropriating fund balance to assist in balancing the budget will also be under consideration.



Chatham County Schools “Heads Up” Attachment

The information presented below will assist in the planning and preparation of Chatham County Schools’ 2017-2018 operating budget. Historical and current financial information is presented.

2016-2017 Budget Calendar

The Chatham County Schools’ 2017-2018 Budget Calendar is included for information purposes. This will assist everyone with future dates for budget meetings and planning purposes. The calendar was adopted by the Board of Education at the September 12, 2016 board meeting.

Chatham County Schools FY 2017-2018 Budget Calendar	
Deadline	Actions
October 7, 2016	Capital Improvements Program (CIP) presented to the Board of Education for approval.
October 7, 2016	CIP Forms are due to County for new/changed CIP projects.
November 14, 2016	County Manager submits recommended CIP to the Board of Commissioners.
November 21, 2016	Chatham County holds a public hearing on the proposed CIP.
November 22, 2016	Board of Commissioners schedule a work session on the proposed CIP.
December 12, 2016	“Heads Up” document is presented to Board of Education for action.
December 12, 2016	“Heads Up” document is due to the County. This document gives Commissioners a preview of likely requests, upcoming problems or concerns, etc.
December 19, 2016	Board of Commissioners adopts CIP.
January 23, 2017	Budget survey is prepared and sent out.
February 3, 2017	Academic Services and Instructional Support Division to finalize program commitments for 2017-2018 budget.
March 13, 2017	Capital Outlay and Child Nutrition Budgets are presented to the Board of Education for information and discussion.
March 13, 2017	Current Expense Continuation budget and budget survey results are presented to Board of Education for information and discussion.
March 20, 2017	Board of Education hears public comments on LEA current expense and capital outlay budget requests during the board meeting. Board discusses Current Expense, Capital Outlay and Child Nutrition budgets during the board meeting. Budgets are to be considered for approval after public comments.
March 20, 2017	2017-2018 Board of Education Budget is delivered to Chatham County.
Late May and early June 2017	Board of Commissioners holds budget work sessions and Board of Education presents Current Expense and Capital Outlay budgets.
June 26, 2017	Board of Education adopts continuing budget resolution for the purpose of doing business until 2017-2018 Budget Resolution is adopted in September of 2017.
By June 30, 2017	Board of Commissioners adopts budget including school system appropriations for 2017-2018.



The Facts

The Board of Education relies heavily on the services of well-qualified employees to deliver instructional programs to our students. Therefore, it should come as no surprise that the majority of our operating budget is for salaries and benefits. Now that the 2016-2017 budget has been reconciled, the next chart presents an overview of how much each fund covers in salaries, benefits, contracted services, supplies and materials, equipment and transfers. The reader can see that 81% of \$86,933,229 is budgeted to be spent in salaries and benefits. Benefits are 17% of the total budget while contracted services and supplies and materials are 9% and 6% respectively. The percentage numbers at the very bottom of the chart show that the state public school fund makes up 56% of the total operating budget. The local current expense fund contributes 36% and the federal grant funds contribute 5%.

Budgeted Expenses for 2016-2017	State Public School Fund Budget	Local Current Expense Fund Budget	Federal Grant Fund Budget	Other Local Current Expense Fund Budget	Total 2016-2017 Operating Budget	Percentage of Total Operating Budget
Salaries	\$ 37,447,395.00	\$ 14,053,977.00	\$ 2,800,994.96	\$ 955,449.32	\$ 55,257,816.28	64%
Benefits	\$ 9,267,877.00	\$ 4,670,801.00	\$ 975,838.43	\$ 237,296.68	\$ 15,151,813.11	17%
Contracted Services	\$ 849,567.00	\$ 6,203,232.00	\$ 403,557.42	\$ 783,950.00	\$ 8,240,306.42	9%
Supplies & Materials	\$ 1,075,946.00	\$ 3,403,990.00	\$ 271,845.05	\$ 573,000.00	\$ 5,324,781.05	6%
Equipment	\$ 1,000.00	\$ 24,000.00	\$ 15,512.54		\$ 40,512.54	0%
Transfer Payments (Other)		\$ -			\$ -	0%
Transfer Payments to Charter Schools		\$ 2,918,000.00			\$ 2,918,000.00	3%
Total	\$ 48,641,785.00	\$ 31,274,000.00	\$ 4,467,748.40	\$ 2,549,696.00	\$ 86,933,229.40	100%
% of Budget	56%	36%	5%	3%	100%	

Per Pupil Funding

Chatham County Schools' local current expense per pupil funding (including charter schools) has increase approximately \$96.73 per student since the 2012-2013 fiscal year. Chatham County Schools is asking for a \$1,079,580 dollar increase in Local Current Expense funding for the 2017-2018 fiscal year to assist with our growing student population. This increase will bring our local current expense county funding to \$30,351,710.



Chatham County Schools - Per Pupil Funding 2013-2017						
	CCS	Charter				
Fiscal Year	ADM	School ADM	Total ADM	Chatham Co. Funding	PPF	Increase
2012-2013	8,073	692	8,765	25,701,130	2,932.25	
2013-2014	8,193	856	9,049	25,551,130	2,823.64	
2014-2015	8,402	898	9,300	26,126,130	2,809.26	
2015-2016	8,462	965	9,427	28,126,130	2,983.57	
2016-2017	8,683	981	9,664	29,272,130	3,028.98	96.73
NOTES						
1) 2016-2017 is the 10 day ADM						
2) \$96.73 increase in PPF since 2012-2013(equals \$934,799)						
3) Increase of 610 CCS students, increase of 289 charter school students, total increase 899						

Reading Teachers:

- Data to Support Need:** During the 2015-2016 school year, a needs-based formula to allot reading teachers was implemented. The formula incorporates enrollment and at-risk levels to provide students equitable access to reading support across all schools. In order to fully implement the allotment formula at every school, 2 additional teaching positions are needed. Beginning of year assessments reflect that many of the district's incoming kindergarten students do not have the necessary prerequisite literacy skills for academic success. Research supports that at-risk students are more likely to struggle with early literacy skills. At-risk students are exposed to 30 million fewer words by age 4. North Carolina End of Grade assessments in reading are used to determine overall literacy proficiency. In 2015-2016, Chatham performed slightly below the state average in grades 3-5 in reading. Reading teachers play a key role in providing focused intervention and reading support in the early grades throughout the Multi-Tiered Systems of Support (MTSS) framework. Through the support of reading teachers, Chatham saw an 11% increase in the number of K-5 students who were considered proficient on the state required mCLASS assessments and a 12% decrease in the number of students who were considered in the at-risk or below proficient level.
- Cost:** Position Expansion 2 Reading Teachers \$110,000

School-Based Instructional Coaches:

- Data to Support Need:** Chatham County Schools currently employs 11.5 school-based instructional coaches to serve 16 schools. We utilize the following allotment protocol:



- Schools without assistant principals that serve elementary and/or middle schools students receive one full-time coach position.
- Schools with assistant principals that serve elementary and/or middle school students receive one part-time coach position.
- Traditional high schools receive one full-time instructional technology/testing coordinator position.

The current allotment protocol for schools that serve elementary and/or middle school students does not account for average daily membership, even though enrollment varies significantly between schools. Given the wide array of critical duties coaches are required to perform, allotment increases at schools with 500 or more students would provide increased opportunities to achieve maximum instructional outcomes. An increase of 3.5 positions would allow schools with more than 500 students to have a full-time coach. This would be a significant step towards equalizing instructional coach allotments districtwide, with a goal of seeking additional funding in the future to implement an allotment formula based on enrollment and at-risk factors by school.

Research from the Annenberg Foundation for Education Reform suggests that instructional coaching and quality feedback can increase teacher effectiveness and overall student achievement.

- **Position Expansion:** 3.5 instructional coaching positions
 - the following schools would receive an additional .5 allotment bringing them to a full time coach position. (Virginia Cross Elementary, Siler City Elementary, Pittsboro Elementary, Perry Harrison Elementary, North Chatham Elementary, Pollard Middle, Chatham Middle)
- **Cost:** \$210,000

Locally-Funded Teaching Positions to Address Unique Configuration and Growth Issues

- **Data to Support Need:** Several schools share staff across feeder patterns and grade spans. This causes difficulty in the instructional schedule for both arts, physical education, and core instructional courses. All schools are allotted based on student enrollment, so they receive equitable allocations; however, scheduling constraints minimize the equity and efficiency of these positions. For example, some K-8 schools are only offering band 1-2 times per week due to scheduling constraints, while other schools offer band 4-5 days per week. Additionally, other schools in our district continue to experience steady increases in enrollment. With



the implementation of the Analysis of Student Work (ASW) process, there is a need to provide minimum instructional time for the arts and physical education courses. The ASW process is a state-required process to measure student growth in the following areas: Arts Education, Healthful Living, and World Languages. The positions will further our ongoing efforts to productively address unique configuration and growth issues.

- **Position Expansion:** 3 Teaching Positions
- **Cost:** \$165,000

Funding for the current employee supplement plus a 3% increase

- The current budget for employee supplements totals \$4,372,309. The 16-17 expected expense is projected at \$4,714,888. This leaves a current year shortfall of \$342,580. This shortfall will be covered by fund balance in the current year. We are requesting the shortfall to be funded going forward, beginning in 17-18.
- To keep the employee supplement competitive with surrounding districts and state peer groups, we are requesting a 3% increase in the supplement totaling \$142,000. This amount includes the current shortfall in the total supplement.

Total of all Heads Up Expansion Requests:

- \$110,000 2 school-based reading teachers
- \$210,000 3.5 school-based instructional coach positions
- \$165,000 3 teacher positions for growth/configuration needs
- \$342,580 supplement shortfall
- \$142,000 3% supplement increase
- \$110,000 charter school allocation

Total Expansion Items: \$ 1,079,580

Request for an additional School Resource Officer (SRO)

Rationale: Given the increases in average daily membership, we are requesting funding to add an additional SRO at Northwood High School. The additional SRO will transition to the new high school once it opens.

Cost: Additional funding added to the Sheriff Department's annual budget.



Request for an increase to Capital Outlay Funds for Maintenance Projects

Rationale: Almost three quarters of our campuses have buildings in use that were constructed over 50 years ago. In 2014 a Facilities Conditions Assessment documented existing conditions needing attention, which has increased the need to make repairs to maintain the safe and supportive learning environments of all of our schools. A 3% increase for last year's total Capital Outlay budget of \$2.2 million will assist in covering inflationary increases and address continuing programming and functional needs.

Cost: A three percent increase to last year's Capital Outlay budget of \$2.2 million will require an additional **\$69,000.00**.

Closing Remarks

As always, in discussions about our continuation budget, legislative increases for salaries, health insurance and retirement benefits, utility increases, and risk portfolio increases should be considered during the budgeting process.

As the financial picture changes, we will keep everyone informed. We believe the budget process this year will be challenging. Positive communication and dialog toward a final budget will assist Chatham County Schools goal of continued success.