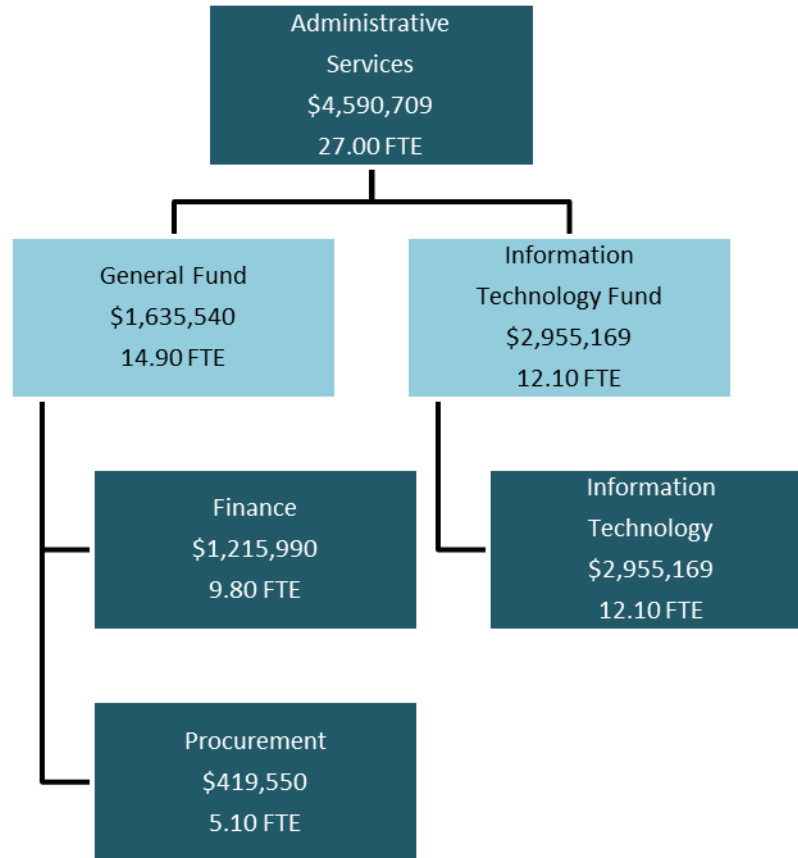


# Administrative Services

## Expenditures and FTE Summary by Service Area and Fund





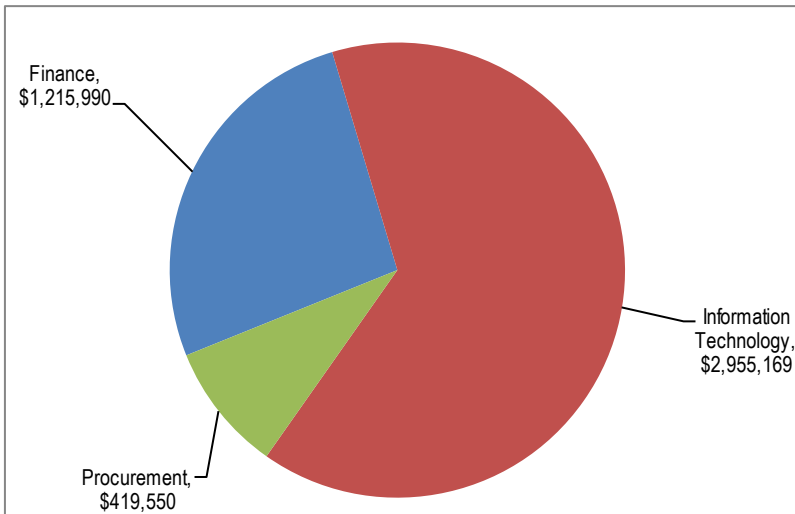
## Administrative Services

### Divisions, Budget and Personnel Summary

Administrative Services consists of the following three divisions, which operate in the General Fund and the Information Technology Fund (an internal service fund):

- **Finance**
- **Information Technology**
- **Procurement**

Administrative Services	FY 2017 Adopted	Percent
<b>Divisions</b>		
Finance	\$ 1,215,990	26.5%
Information Technology	2,955,169	64.4%
Procurement	419,550	9.1%
<b>Total Division Expenditures</b>	<b>\$ 4,590,709</b>	<b>100.0%</b>

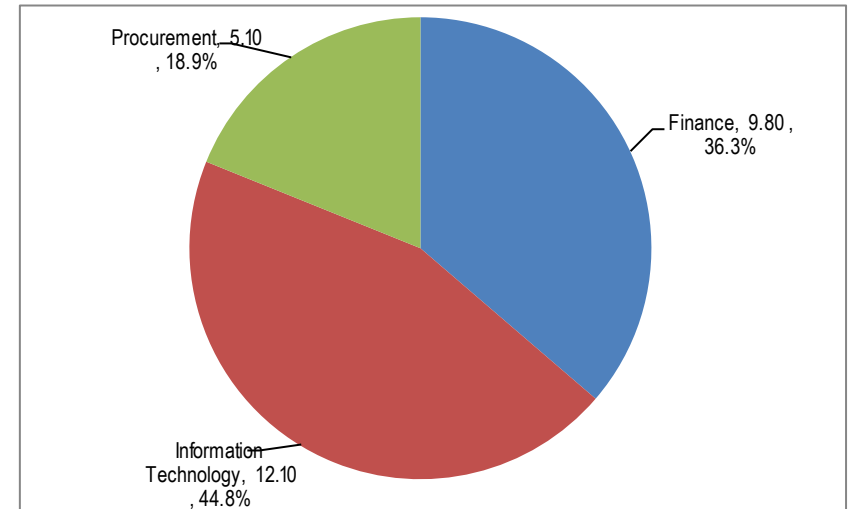


Additions to personnel in FY 2017:

- A Financial Analyst position in the Finance division to work on taxes, grants, and related tax and grant reporting.
- An Audio Visual Coordinator in the Information Technology division to support audio and video equipment and software

throughout the County's service areas, as well as the courts in the Judicial Center.

Administrative Services	FY 2015 Actual	FY 2016 Revised	FY 2017 Adopted	FY 2017 Percent
<b>Personnel FTE Summary</b>				
Finance	8.80	8.80	9.80	36.30%
Information Technology	11.10	11.10	12.10	44.81%
Procurement	4.10	5.10	5.10	18.89%
<b>Total FTE's</b>	<b>24.00</b>	<b>25.00</b>	<b>27.00</b>	<b>100.00%</b>



### Revenue Highlights

- Non-enterprise charges for service increased from \$429 to \$59,655 in FY 2017. This was primarily due to the implementation of GIS charges to the Emergency Telephone System Fund for the services received from the Information Technology division.
- Other funding sources decreased from \$25,661 to \$0 in FY 2017. Other funding sources include fund balance appropriated. No fund balance has been appropriated in the Information Technology Fund for FY 2017.
- Internal service fund charges increased by 8.29 percent, from \$2,672,700 to \$2,894,176 in FY 2017. This was primarily due to higher costs within



the Information Technology division related to the addition of the Audio Visual Coordinator position, as well as, higher personnel and operating costs of the division.

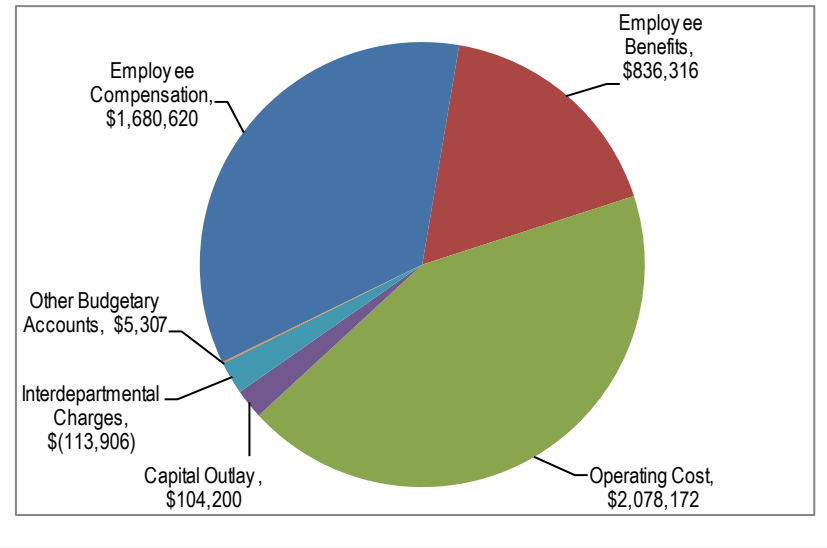
Administrative Services	FY 2017 Adopted	Percent
<b>Revenue</b>		
Non-Enterprise Charges For Services	\$ 59,655	2.0%
Investment Income	1,688	0.1%
Internal Service Fund Charges	2,894,176	97.9%
<b>Total Revenue</b>	<b>\$ 2,955,519</b>	<b>100.0%</b>

### Expenditure Highlights

- Employee compensation increased by 8.10 percent, from \$1,554,708 to \$1,680,620 in FY 2017. This was a result of two additional positions.
- Employee benefits increased by 10.64 percent, from \$755,900 to \$836,315 in FY 2017. This was a result of two additional positions, as well as, higher OPEB costs per position, higher separation allowance rates, and higher State retirement contribution rates.
- Interdepartmental charges increased by 6.07 percent, from \$107,388 to \$113,906 in FY 2017. This was a result of the new Financial Analyst position being partially charged out to the new Community Development Block Grant (CDBG) program in the Human Services service area.
- Capital outlay for FY 2017 includes the replacement of a Storage Area Network (SAN) in the Information Technology division and office cubicle for the additional Financial Analyst position.

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Administrative Services	FY 2017 Adopted	Percent
<b>Expenditures</b>		
Employee Compensation	\$ 1,680,620	36.6%
Employee Benefits	836,316	18.2%
Operating Cost	2,078,172	45.3%
Capital Outlay	104,200	2.3%
Interdepartmental Charges	(113,906)	-2.5%
Other Budgetary Accounts	5,307	0.1%
<b>Total Expenditures</b>	<b>\$ 4,590,709</b>	<b>100.0%</b>



### Finance

#### Mission

To be responsible for the management of the County’s finances, guided by the fiscal policies adopted by the Board of County Commissioners. In a spirit of excellence, integrity, and dedication, Finance is committed to providing timely, accurate, transparent and complete information, while supporting to other County divisions and the residents of Union County.



## Service Summary

- The Finance Division is responsible for accounting, budgeting, cash management, and financing activities for the County. Responsibilities also include safeguarding the County's assets, managing the County's investment portfolio, debt management, accurate and timely financial reporting, and providing support to the County's service areas and agencies.
  - The Accounting Services group focuses on financial reporting which includes maintaining the County's financial records, coordinating the annual audit conducted by an outside independent audit firm, and preparation of the County's annual Comprehensive Annual Financial Report in accordance with Generally Accepted Accounting Principles (GAAP). Accounting Services also processes Accounts Payable, Payroll, and Cash Receipts.
  - The Budget group coordinates the preparation of the annual Operating and Capital Budget and document; prepares the Monthly Management Reports (October through May); prepares the Popular Annual Financial Report; manages the County's debt portfolio; monitors budget compliance; and coordinates asset management with the Procurement Division. The Budget group also reviews and processes pre-audits for contracts, purchase orders, and payroll wage adjustments; along with supporting the County's service areas and agencies with their accounting, budget, and reporting needs.

## FY 2017 Opportunities

- Coordinate with Public Works to fortify the direction of capital funding needs, fund balance and capital improvement plan.
- Better financial information is critical to managing large organizations. Finance has the opportunity to improve other divisions' management through providing timely, meaningful financial reporting.
- The modified zero-base budget process used in preparing the FY 2017 budget is the fourth consecutive year of the process in the County. There are a number of areas where the process can continue to be improved. This will be undertaken, following the adoption of the FY 2017 budget through a debriefing with stakeholders. Additionally, training will be provided by senior

Finance staff to provide training on all facets of budget development.

## Goals and Objectives

- Cross-train employees.
- Provide training regarding new accounting standards.
- Develop an updated long-term financial plan.
- Complete Governmental and Utility Debt Capacity and Feasibility Studies.
- Implement OPENGOV software as next step to County's commitment towards transparency
- Continue to receive Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting.
- Continue to receive Government Finance Officers Association Distinguished Budget Presentation Award.
- Continue to receive Governmental Finance Officers Association Award for Outstanding Achievement in Popular Annual Financial Reporting.

## Related Capital Projects

The Finance Division does not have capital projects in FY 2017.

## Information Technology

### Mission

To ensure that County data and voice services are secure, accurate, available and recoverable in order to enable County divisions to better serve the County's residents in the most cost effective and efficient manner possible.

## Service Summary

The Information Technology (IT) division operates as an internal service fund, and is funded through an allocated charge to the users. The allocation of costs is based on the hardware and software used by each individual user as well as an allocated portion of the IT infrastructure.

Union County Information Technology/GIS provides eight core services: applications, telecommunications, PC and



peripherals, operations, GIS, data networks, website management, storage and technology management.

- **Applications:** Determining the technical feasibility and impact on computing and network resources for new applications.
- **GIS:** GIS (Geographical Information Systems) has the responsibility of administering the GIS system, creating and managing various layers of data. GIS staff provides maps and assistance with the GIS website (GoMaps to internal, as well as, external users.
- **Telecommunications:** Manages the phone systems for Union County. The VOIP phone solution provides efficiencies and services to the employees of the County and in FY 2017 the County will be implementing this solution to Cane Creek, the Library and its' branches, Operations and the Landfill site.
- **Operations:** Acts as a custodian of all data residing on the various servers within the County and ensures the County's computer and networking resources are effectively managed and secure.
- **PC and Peripherals:** Provides technical support for most divisions within Union County, as well as access to the law enforcement records management system (RMS), and Union County EMS.
- **Data Networks:** Deliver the support and resources necessary for networking, data storage and security. Union County's various servers run within a virtualized environment to provide higher availability, while also greatly reducing the cost of a hardware refresh.
- **Technology Refresh:** The County has a five year replacement cycle for desktop computers to keep the County's technology current and supportable. For FY 2016, there were 140 desktops/laptops replaced.
- **Website Management:** The webmaster assists in getting items to the website and posted in a timely fashion. There is a website redesign expect to start in the 4<sup>th</sup> quarter of FY 2016.

#### FY 2017 Opportunities

- Union County is working to develop recommendations for improving the County's main website and the users experience.
- Increase Customer satisfaction by receiving feedback from periodic surveys and new Help Desk design on Sharepoint.
- Implementation of SharePoint technology to enhance collaboration within the County.

#### Goals and Objectives

- Expansion of VoIP Phone System to Union County Public Library and Public Works Operation Center.
- Expand Electronic Content Management capabilities (document imaging) to additional divisions.
- Implementation of SharePoint technology to enable and enhance collaboration within the County.
- Expand the use and availability of the Pictometry data throughout the County.
  - Enable Fire and Rescue personnel and Law enforcement to take advantage of the enhanced data.
  - Partner with the individual municipalities to allow for better access to data that is within their boundaries and provide for a cooperative exchange of data.

#### Related Capital Projects

##### Current

The following projects of Administrative Services and other service areas are being supported by the Information Technology division:

- Audio Visual Equipment replacement in County Facilities. The project is estimated to not exceed \$550,000 and the funds are appropriated. Completion date, unknown.
- DSS Business Automation Phase II: To continue implementation of document imaging to a paperless system; ensuring efficiency and timeliness in delivery of services provided to the citizens of Union County. To effectively manage client appointments and improve client business flow; reducing wait times for Union County citizens. There has been \$1,024,410 in funds appropriated to date, and the project remains in process.
- I.T. Infrastructure – County-wide Document Imaging Program: Union County has continued its commitment to the development and implementation of the electronic content management system. There has been \$1,588,238 appropriated to date and the project remains in process.
- I.T. Infrastructure – Phone System Upgrade to VoIP: The County will continue its implementation of the VOIP solution at Union County Library's Main Branch and several other remote locations. There has been \$655,000 appropriated to date and has been rolled out to all users in the Main building, and remains in progress.
- Tax Software - Project provides for the needed consulting, software, and hardware to upgrade or



replace the County's existing assessment and billing software. The FY 2017 Budget includes \$1,200,000; however the implementation date has not been set.

- Electronic Medical Records - Project provides for the implementation of an electronic health records management system including related consulting, equipment, and related expenses. \$175,000 was appropriated in FY 2014 and the project remains ongoing.

## Procurement

### Mission

The mission of the Procurement division is to provide responsive and effective management of the procurement of goods, services and construction while maintaining the highest level of professional ethics and integrity.

### Service Summary

- Facilitate County procurement of goods, services, and contracts.
- Ensure a fair and valid procurement process is followed for procurement within the county while, procuring quality goods, services, and construction by promoting competition and implementing best practices.
- Assist with tracking and recording all capital project acquisitions and conduct inventory of all County assets.
- Coordinate the disposal of all County owned surplus and conduct the web auction for surplus property sales.
- Administer the procurement card program for eligible employees throughout the County for procurement of goods and services.
- Administer the contract management process in accordance with County policies and State law.
- Share information with the business community about "doing business" with Union County through outreach events.

### FY 2017 Opportunities

The Union County Procurement Division assists all service areas with purchasing various goods, services and construction. We share information with businesses based on the principle of open

competition in support of the dual goals of securing value and promoting fairness.

- A focus on procurement policy and procedures to ensure not only the lowest cost pricing and/or best value, but fairness in the process.
- Conducts organizational training regarding procurement and contract administration guidelines, procedures and processes for County employees.
- Focus on contract administration, ensuring the efficiency and effectiveness of the contract management process.
- Focus on opportunities for economies of scale and the development of multi-departmental contracts where appropriate.

### Goals and Objectives

- Conduct "Lunch & Learn" training for various County service areas concerning procurement guidelines, procedures, and processes.
- Implement electronic Contract Routing Process.
- Assess Procurement Vendor Registration information to recommend efficiency improvements.
- Develop a "Doing Business with Union County Guide" to assist businesses with understating Union County's basic bidding processes.
- Continue analyzing various existing contracts to identify and recommend the best overall value for the organization.
- Continue developing template solicitation documents.

### Related Capital Projects

Procurement does not have capital projects for FY 2017.

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# Administrative Services

# Service Area Summary Report

Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Adopted	FY 2016 - 17 \$ Change	FY 2016 - 17 % Change
<b>REVENUE</b>								
Non-Enterprise Charges For Services	-461	-670	-503	-577	-429	-59,655	-59,226	13805.59%
Investment Income	0	0	0	-3,391	0	-1,688	-1,688	0.00%
Other Revenue	0	-770	-225	-1,722	0	0	0	0.00%
Internal Service Fund Charges	0	0	0	-2,131,280	-2,672,700	-2,894,176	-221,476	8.29%
Interfund Transfers	0	0	0	-144,216	0	0	0	0.00%
Other Funding Sources	0	0	0	0	-25,661	0	25,661	-100.00%
<b>Total REVENUE</b>	<b>-461</b>	<b>-1,440</b>	<b>-728</b>	<b>-2,281,186</b>	<b>-2,698,790</b>	<b>-2,955,519</b>	<b>-256,729</b>	<b>9.51%</b>
<b>EXPENDITURES</b>								
Employee Compensation	1,054,555	1,096,165	1,240,627	1,360,215	1,554,708	1,680,620	125,912	8.10%
Employee Benefits	480,729	510,658	579,685	646,251	755,900	836,315	80,415	10.64%
Operating Cost	921,221	985,647	1,044,349	1,321,768	2,016,962	2,078,174	61,212	3.03%
Capital Outlay	12,000	3,000	14,875	62,956	0	104,200	104,200	0.00%
Interdepartmental Charges	-71,271	-72,058	-73,679	-95,747	-107,388	-113,906	-6,518	6.07%
Interfund Transfers	0	0	0	92,216	0	0	0	0.00%
Other Budgetary Accounts	0	0	0	0	8,835	5,307	-3,528	-39.93%
<b>Total EXPENDITURES</b>	<b>2,397,234</b>	<b>2,523,412</b>	<b>2,805,857</b>	<b>3,387,659</b>	<b>4,229,017</b>	<b>4,590,710</b>	<b>361,693</b>	<b>8.55%</b>
<b>Total Service Area Revenue (Over)/Under Expenditures</b>	<b>2,396,773</b>	<b>2,521,972</b>	<b>2,805,129</b>	<b>1,106,473</b>	<b>1,530,227</b>	<b>1,635,191</b>		

## FTE Summary

Full Time/Part Time	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Adopted	FY 2016 - 17 # Change	FY 2016 - 17 % Change
Full-Time	18.00	23.00	22.00	24.00	25.00	27.00	2.00	8.00%
<b>Total Administrative Services</b>	<b>18.00</b>	<b>23.00</b>	<b>22.00</b>	<b>24.00</b>	<b>25.00</b>	<b>27.00</b>	<b>2.00</b>	<b>8.00%</b>



# Administrative Services

# Program Summary

Project/Program		FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Adopted	FY 2016 - 17 \$ Change	FY 2016 - 17 % Change
41300	ACCOUNTING AND BUDGET	866,603	957,960	1,022,135	1,091,701	1,111,339	1,215,990	104,651	9.42%
42200	GIS	215,359	217,111	221,060	291,836	429,971	372,412	-57,559	-13.39%
42109	PHONE OPERATIONS	84,911	126,437	133,462	94,217	454,926	497,987	43,061	9.47%
42400	PROCUREMENT	3,904	3,017	267,399	263,177	419,317	419,551	234	0.06%
42100	SYSTEMS SUPPORT OPERATIONS	1,226,457	1,218,887	1,161,801	1,646,728	1,813,464	2,084,770	271,306	14.96%
Administrative Services		2,397,234	2,523,412	2,805,857	3,387,659	4,229,017	4,590,710	361,693	8.55%

# Finance

# Division Summary Report

Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Adopted	FY 2016 - 17 \$ Change	FY 2016 - 17 % Change
<b>REVENUE</b>								
Non-Enterprise Charges For Services	-262	-330	-366	-404	-429	-350	79	-18.41%
Other Revenue	0	-770	-225	-962	0	0	0	0.00%
<b>Total REVENUE</b>	<b>-262</b>	<b>-1,100</b>	<b>-591</b>	<b>-1,366</b>	<b>-429</b>	<b>-350</b>	<b>79</b>	<b>-18.41%</b>
<b>EXPENDITURES</b>								
Employee Compensation	446,128	500,659	553,775	570,088	587,916	645,683	57,767	9.83%
Employee Benefits	216,566	256,884	257,156	267,207	284,239	318,756	34,517	12.14%
Operating Cost	191,909	197,417	201,529	254,406	239,184	256,983	17,799	7.44%
Capital Outlay	12,000	3,000	9,675	0	0	4,200	4,200	0.00%
Interdepartmental Charges	0	0	0	0	0	-9,632	-9,632	0.00%
Other Budgetary Accounts	0	0	0	0	0	0	0	0.00%
<b>Total EXPENDITURES</b>	<b>866,603</b>	<b>957,960</b>	<b>1,022,135</b>	<b>1,091,701</b>	<b>1,111,339</b>	<b>1,215,990</b>	<b>104,651</b>	<b>9.42%</b>
<b>Total Department Revenue (Over)/Under Expenditures</b>	<b>866,341</b>	<b>956,860</b>	<b>1,021,544</b>	<b>1,090,335</b>	<b>1,110,910</b>	<b>1,215,640</b>		

## FTE Summary

Full Time/Part Time	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Adopted	FY 2016 - 17 # Change	FY 2016 - 17 % Change
Full-Time	8.00	8.80	8.80	8.80	8.80	9.80	1.00	11.36%
<b>Total Finance</b>	<b>8.00</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>	<b>9.80</b>	<b>1.00</b>	<b>11.36%</b>

# Information Technology

# Division Summary Report

Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Adopted	FY 2016 - 17 \$ Change	FY 2016 - 17 % Change
<b>REVENUE</b>								
Non-Enterprise Charges For Services	-199	-340	-137	-173	0	-59,305	-59,305	0.00%
Investment Income	0	0	0	-3,391	0	-1,688	-1,688	0.00%
Other Revenue	0	0	0	-760	0	0	0	0.00%
Internal Service Fund Charges	0	0	0	-2,131,280	-2,672,700	-2,894,176	-221,476	8.29%
Interfund Transfers	0	0	0	-144,216	0	0	0	0.00%
Other Funding Sources	0	0	0	0	-25,661	0	25,661	-100.00%
<b>Total REVENUE</b>	<b>-199</b>	<b>-340</b>	<b>-137</b>	<b>-2,279,820</b>	<b>-2,698,361</b>	<b>-2,955,169</b>	<b>-256,808</b>	<b>9.52%</b>
<b>EXPENDITURES</b>								
Employee Compensation	608,427	595,506	517,867	584,857	670,720	727,214	56,494	8.42%
Employee Benefits	264,163	253,774	249,301	285,873	335,079	372,074	36,995	11.04%
Operating Cost	702,529	762,798	795,583	1,006,879	1,683,727	1,750,575	66,848	3.97%
Capital Outlay	0	0	5,200	62,956	0	100,000	100,000	0.00%
Interdepartmental Charges	-48,392	-49,643	-51,628	0	0	0	0	0.00%
Interfund Transfers	0	0	0	92,216	0	0	0	0.00%
Other Budgetary Accounts	0	0	0	0	8,835	5,307	-3,528	-39.93%
<b>Total EXPENDITURES</b>	<b>1,526,727</b>	<b>1,562,435</b>	<b>1,516,323</b>	<b>2,032,781</b>	<b>2,698,361</b>	<b>2,955,169</b>	<b>256,808</b>	<b>9.52%</b>
<b>Total Department Revenue (Over)/Under Expenditures</b>	<b>1,526,528</b>	<b>1,562,095</b>	<b>1,516,186</b>	<b>-247,039</b>	<b>0</b>	<b>0</b>		

## FTE Summary

Full Time/Part Time	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Adopted	FY 2016 - 17 # Change	FY 2016 - 17 % Change
Full-Time	10.00	11.10	10.10	11.10	11.10	12.10	1.00	9.01%
<b>Total Information Technology</b>	<b>10.00</b>	<b>11.10</b>	<b>10.10</b>	<b>11.10</b>	<b>11.10</b>	<b>12.10</b>	<b>1.00</b>	<b>9.01%</b>

# Procurement

# Division Summary Report

Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Adopted	FY 2016 - 17 \$ Change	FY 2016 - 17 % Change
<b>EXPENDITURES</b>								
Employee Compensation	0	0	168,985	205,270	296,072	307,723	11,651	3.94%
Employee Benefits	0	0	73,228	93,171	136,582	145,486	8,904	6.52%
Operating Cost	26,783	25,432	47,237	60,483	94,051	70,616	-23,435	-24.92%
Capital Outlay	0	0	0	0	0	0	0	0.00%
Interdepartmental Charges	-22,879	-22,415	-22,051	-95,747	-107,388	-104,274	3,114	-2.90%
<b>Total EXPENDITURES</b>	<b>3,904</b>	<b>3,017</b>	<b>267,399</b>	<b>263,177</b>	<b>419,317</b>	<b>419,551</b>	<b>234</b>	<b>0.06%</b>
<hr/>								
Total Department Revenue (Over)/Under Expenditures	3,904	3,017	267,399	263,177	419,317	419,551		

## FTE Summary

Full Time/Part Time	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Adopted	FY 2016 - 17 # Change	FY 2016 - 17 % Change
Full-Time	0.00	3.10	3.10	4.10	5.10	5.10	0.00	0.00%
<b>Total Procurement</b>	<b>0.00</b>	<b>3.10</b>	<b>3.10</b>	<b>4.10</b>	<b>5.10</b>	<b>5.10</b>	<b>0.00</b>	<b>0.00%</b>