

## Administrative Services

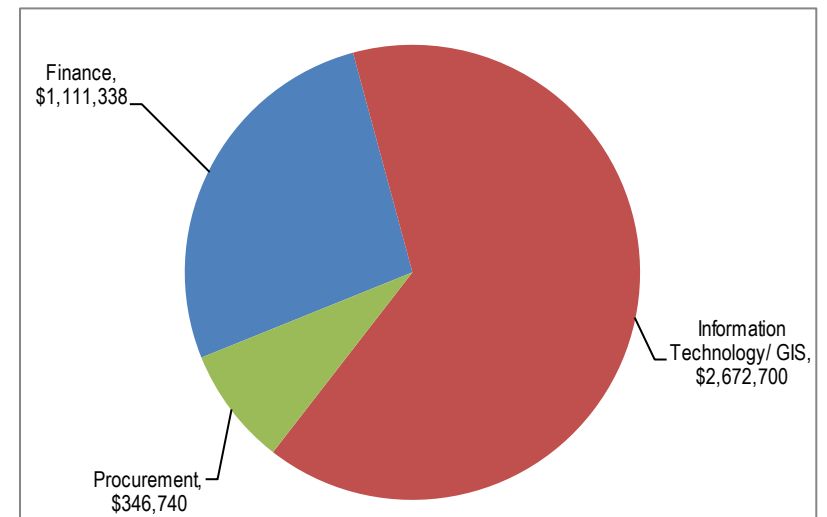
### Service Summary

Administrative Services consists of the following Divisions:

- **Finance** - Responsible for accounting, financing, and cash management 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 financial support to County departments and divisions.
  - **Budget** - Budget services focus on planning, preparing and monitoring the County's operating and capital budgets; reviewing the efficiency of County activities; and providing assistance to the County Manager and other departments in management planning and evaluation. The Budget area prepares the Annual Operating Budget and the Capital Improvement Plan (6 Year CIP); and also performs special financial studies and analysis.
- **Information Technology** - Provides seven core services which are applications, GIS, telecommunications, operations, desktop computers and peripherals, data networks, storage and technology management.
- **Procurement** - Focuses on providing an efficient and effective process in meeting the County's procurement needs. This division area assists departments with contracting for high dollar or high volume purchases, providing a process to purchase small dollar items efficiently (purchasing cards, purchase orders, etc.), and incorporates the use of technology to facilitate the procurement bid and RFP processes.

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Administrative Services	FY 2016 Adopted	Percent
<b>Divisions</b>		
Finance	\$ 1,111,338	26.9%
Information Technology/ GIS	2,672,700	64.7%
Procurement	346,740	8.4%
<b>Total Division Expenditures</b>	<b>\$ 4,130,778</b>	<b>100.0%</b>



### FY 2015-2016 Opportunities

#### Finance

- Adjust and improve the County's debt portfolio.
- Provide timely, meaningful financial reporting in an effort to supply County departments' meaningful management tools.
- Provide analysis and suggestions for efficiencies year round.
- Provide in house training to County staff on all facets of budget development and preparation.

#### Information Technology

- Union County is continuing to work and develop web standards for pages relating to the County. A first step in this initiative will be a new consistent web



skin that is uniform both with the County and the Library websites creating cohesion between the two sites that will become the County's standard web presence.

- Increase customer satisfaction by receiving feedback from periodic surveys and taking advantage of the new Help Desk design on Sharepoint.
- Implementation of SharePoint technology to enhance collaboration within the County.
  - a. Meet with representatives from each department to discuss design for department sites, as well as train users on its use and content maintenance.
  - b. Complete migration of the Plan of Work into SharePoint and train end-users who will be working with the Plan of Work.

#### **Purchasing and Contract Administration**

In FY13, Procurement was merged from General Services to Administrative Services as a part of organizational restructuring. Under the new structure, procurement provides the following:

- A focus on procurement policy and procedures to ensure the lowest cost and/or best value, as well as fairness in the process.
- Conducts organizational training regarding procurement and contract administration guidelines, procedures and processes for County employees.
- Shares information with the business community about "doing business" with Union County.
- 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

### **Finance**

- Produce interim financial statements.
- Develop & improve internal expenditure control framework for county-wide expenditure controls.
- Develop a long-term financial plan and update the County's strategic plan.
- Continue to receive Governmental Finance Officers Association Award for Outstanding Achievement in Popular Annual Financial Reporting.
- Create Governmental and Utility Debt Capacity and Feasibility Studies.
- 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 produce Monthly Management Report.

### **Information Technology**

- Installation and implementation of a new VOIP Phone System.
  - Use new architecture and advance technology; allowing for features such as follow me, video conference, IP Phones, voice recording, Automated Call Distribution (ACD), conference bridging and a robust call center application
  - Install Unified communications
- Expand Electronic Content Management capabilities (document imaging) to additional departments.
- 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 municipalities to allow for better access to data that is within their boundaries and provide for a cooperative exchange of data.

### Procurement

- Continue to conduct organizational training regarding Procurement guidelines, procedures, and processes.
- Develop a “Doing Business with Union County Guide” to assist businesses with understating Union County’s basic bidding processes.
- Continue to review contract management process to ensure efficiency and effectiveness of process.
- Review and update contract file information.
- Enhance Procurement web-page.
- Analyze various existing contracts to identify and recommend the best overall value for the organization.
- Work with the Legal Department, to standardize Union County contracts.

### Related Capital Projects

#### Information Technology

- **I.T. Infrastructure – County-wide Document Imaging Program:** In FY 2015 Union County continued its commitment to the development and implementation of the electronic content management system and continued its improvement in effectiveness by saving space and expenses at Union Village (Department of Social Services and Health Department), leveraging electronic forms to replace paper forms, establishing electronic workflows and the continuation of scanning archival documents in departments such as Finance, Human Recourses and Tax Collection. These scanning projects have succeeded in improving security and control regarding County documents as well as beginning the process for a more seamless document management solution. Transportation and Fire Services will start their archival scan projects at the end of FY 2015 into the

beginning of FY 2016. Union County’s Contract Management will also be evolving from the County’s intranet to the Union County electronic content management system.

The cost for FY 2014 and FY 2015 is \$802,237 and \$339,238, respectively. Completed project cost is estimated to be \$1,588,238.

- **I.T. Infrastructure – Phone System Upgrade to VoIP:** In FY2015, Union County has migrated its users from the Nortel phone switches to the Ericsson-LG VOIP (voice over internet protocol). In FY2015-FY2016, the auto attendants will be migrated from the Nortel to the Ericsson-LG. This will complete the migration of the phone system upgrade project.

The County will continue its implementation of the VOIP solution at Union County Library’s Main Branch and several other remote locations.

- **Storage Area Network Replacement (SAN):** This project involved upgrading the storage capacity of the County’s current storage area network (SAN). The storage area network is the disk storage utilized by the County. This project was conducted in partnership with 911. The storage capacity was increased so that the physical servers in 911 could be virtualized. This virtualization provided for higher availability of the servers providing the 911 services as well as containing cost. The original cost of the 911 hardware was just under \$500,000. The cost to virtualize 911 was \$80,000.

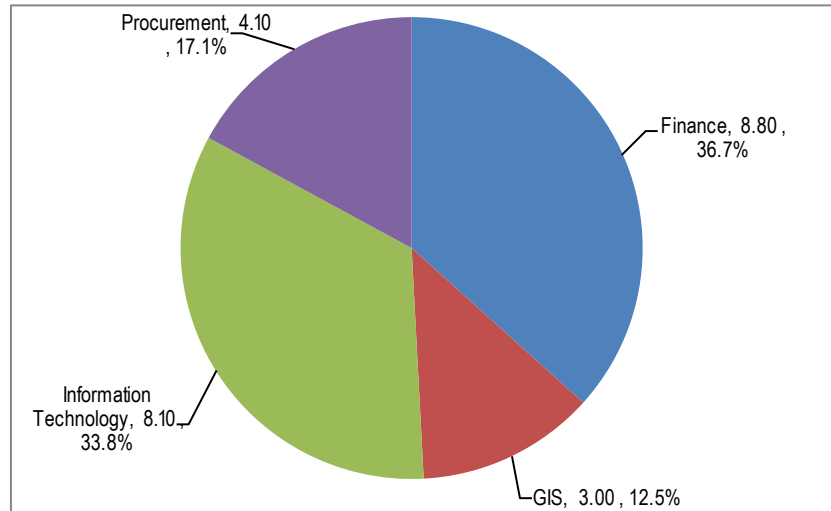
The cost for FY 2017 is \$570,000.

### Personnel Summary

- Procurement will hire a procurement buyer in FY 2016 due to the needs of Public Works. Public Works will fund this position with an inter-departmental charge from Administrative Services.



Administrative Services	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2016 Percent
<b>Personnel FTE Summary</b>				
Finance	8.80	8.80	8.80	36.67%
GIS	3.00	3.00	3.00	12.50%
Information Technology	7.10	8.10	8.10	33.75%
Procurement	3.10	4.10	4.10	17.08%
<b>Total FTE's</b>	<b>22.00</b>	<b>24.00</b>	<b>24.00</b>	<b>100.00%</b>



## Revenue Highlights

Administrative Services generates revenue primarily through internal service fund charges for services.

Administrative Services	FY 2016 Adopted	Percent
<b>REVENUE</b>		
Non-Enterprise Charges For Services	\$ 429	0.0%
Internal Service Fund Charges	2,672,700	100.0%
<b>Total Revenue</b>	<b>\$ 2,673,129</b>	<b>100.0%</b>

## Expenditure Highlights

### Finance

- Budgeted expenditures increased by 2.61 percent, from \$1,083,059 to \$1,111,338 in FY 2016. This increase is reflective of compensation changes as a result of turnover.
- Compensation increased by 6.80 percent, from \$550,486 to \$587,916 in FY 2016, due to turnover and the use of temporary help services in FY 2015.
- Benefits increased by 5.22 percent, from \$270,137 to \$284,239 in FY 2016, due to turnover and the use of temporary help services in FY 2015.
- Operating costs decreased by 8.86 percent, from \$262,436 to \$239,184 due to use of temporary help services in FY 2015.

### Information Technology

- Total expenditures increased by 17.29 percent, from \$2,278,675 to \$2,672,700 in FY 2016 overall (including the GIS and Telephone budget). This is a combination of increases in compensation and benefits costs, however the largest is in operating costs.
- Compensation increased by 10.99 percent, from \$604,283 to \$670,720 in FY 2016. This increase is a result of adding personnel in combination with available merit increases.
- Capital Outlay expenditures decreased by 100.00 percent, from \$135,056 to \$0 in FY 2016, due to the replacement of office furniture and equipment.
- Operating Costs increased by 44.13 percent, from \$1,150,377 to \$1,658,066 in FY 2016, due to Library migration to the county network, expanded VOIP communications, and expansion of document imaging.

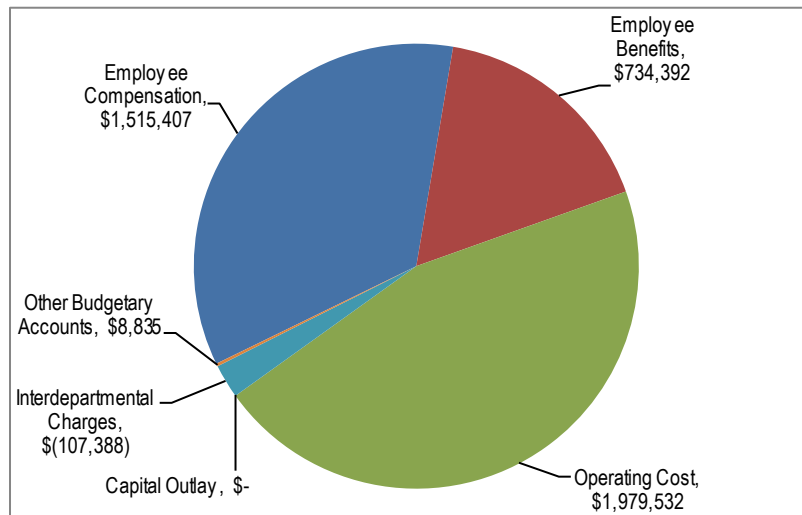
### Procurement

- Budgeted expenditures increased by 9.22 percent, from \$317,460 to \$346,740 in FY 2016.



- Compensation increased by 16.19 percent, from \$221,001 to \$256,771 in FY 2016 due to filling a position late in the fiscal year.
- Operating costs increased by 8.17 percent from \$76,067 to \$82,282 in FY 2016, due to maintenance agreements, printing and office supplies, and added postage charges for contract mailing.
- Employee benefits increased by 10.24 percent, from \$104,383 to \$115,075 in FY 2016.

Administrative Services	FY 2016 Adopted	Percent
<b>EXPENDITURES</b>		
Employee Compensation	\$ 1,515,407	36.7%
Employee Benefits	734,392	17.8%
Operating Cost	1,979,532	47.9%
Capital Outlay	-	0.0%
Interdepartmental Charges	(107,388)	-2.6%
Other Budgetary Accounts	8,835	0.2%
<b>Total Expenditures</b>	<b>\$ 4,130,778</b>	<b>100.0%</b>



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# Administrative Services

# Service Area Summary Report

Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2015 - 16 \$ Change	FY 2015 - 16 % Change
<b>REVENUE</b>								
Non-Enterprise Charges For Services	-426	-461	-670	-503	-835	-429	406	-48.62%
Other Revenue	0	0	-770	-225	0	0	0	0.00%
Internal Service Fund Charges	0	0	0	0	-2,134,209	-2,672,700	-538,491	25.23%
Interfund Transfers	0	0	0	0	-52,000	0	52,000	-100.00%
<b>Total REVENUE</b>	<b>-426</b>	<b>-461</b>	<b>-1,440</b>	<b>-728</b>	<b>-2,187,044</b>	<b>-2,673,129</b>	<b>-486,085</b>	<b>22.23%</b>
<b>EXPENDITURES</b>								
Employee Compensation	1,083,009	1,054,555	1,096,165	1,240,627	1,375,770	1,515,407	139,637	10.15%
Employee Benefits	460,796	480,729	510,658	579,685	671,263	734,392	63,129	9.40%
Operating Cost	863,466	921,221	985,647	1,044,348	1,488,880	1,979,532	490,652	32.95%
Capital Outlay	40,561	12,000	3,000	14,875	147,181	0	-147,181	-100.00%
Interdepartmental Charges	-77,506	-71,271	-72,058	-73,679	-96,116	-107,388	-11,272	11.73%
Interfund Transfers	0	0	0	0	92,216	0	-92,216	-100.00%
Other Budgetary Accounts	0	0	0	0	0	8,835	8,835	0.00%
<b>Total EXPENDITURES</b>	<b>2,370,326</b>	<b>2,397,234</b>	<b>2,523,412</b>	<b>2,805,856</b>	<b>3,679,194</b>	<b>4,130,778</b>	<b>451,584</b>	<b>12.27%</b>
<b>Total Service Area Revenue (Over)/Under Expenditures</b>	<b>2,369,900</b>	<b>2,396,773</b>	<b>2,521,972</b>	<b>2,805,128</b>	<b>1,492,150</b>	<b>1,457,649</b>		

## FTE Summary

Full Time/Part Time	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2015 - 16 # Change	FY 2015 - 16 % Change
Full-Time	18.00	18.00	23.00	22.00	24.00	24.00	0.00	0.00%
<b>Total Administrative Services</b>	<b>18.00</b>	<b>18.00</b>	<b>23.00</b>	<b>22.00</b>	<b>24.00</b>	<b>24.00</b>	<b>0.00</b>	<b>0.00%</b>

# Administrative Services

# Program Summary

Project/Program		FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2015 - 16 \$ Change	FY 2015 - 16 % Change
41300	ACCOUNTING AND BUDGET	845,893	866,603	957,960	1,022,135	1,083,059	1,111,338	28,279	2.61%
42200	GIS	210,199	215,359	217,111	221,060	316,941	429,971	113,030	35.66%
42109	PHONE OPERATIONS	89,934	84,911	126,437	133,462	160,536	454,926	294,390	183.38%
42400	PROCUREMENT	4,915	3,904	3,017	267,399	317,460	346,740	29,280	9.22%
42100	SYSTEMS SUPPORT OPERATIONS	1,219,385	1,226,457	1,218,887	1,161,800	1,801,198	1,787,802	-13,396	-0.74%
Administrative Services		2,370,326	2,397,234	2,523,412	2,805,856	3,679,194	4,130,778	451,584	12.27%

## Finance

### Mission

To serve the residents of the County by effective coordination of the fiscal management of the County and efficiently providing timely, responsive and comprehensive financial support services to County departments.

### Service Summary

- The Finance Division is responsible for accounting, budgeting, financing, procurement, contracting, and cash management 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 financial support to County departments and divisions.
- The Division coordinates preparation of the Annual Budget, monitors budget compliance, coordinates the annual audit conducted by an outside independent audit firm, and prepares and issues the Comprehensive Annual Financial Report and subsequent Popular Annual Financial Report.
- Accounting Services focus on maintaining the County's financial records and preparing annual financial statements. This is done in accordance with Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) pronouncements. This service area also includes the responsibility for cash management and supports County Departments by processing specialized billing, cash receipting, accounts payable, and other accounting services.
- Budget services focus on planning, preparing and monitoring the County's operating and capital budgets; reviewing the efficiency of County activities; and providing assistance to the County Manager and other departments in management planning and evaluation. This division prepares the Annual Operating Budget and the Capital Improvement Plan (6 Year CIP); and also completes special financial studies and analysis.

- Reporting services monitors and reports key financial positions, revenues, expenditures and balances of individual funds on a monthly basis.

### FY 2015-2016 Opportunities

- As the economic landscape continues to change, there continue to be fewer opportunities to improve the County's debt portfolio. For FY 2016, the adopted budget reflects a reduction in debt service. This is partially due to the retirement of debt, but is also largely due to the direct efforts of the Finance staff to aggressively seek savings through refunding of debt.
- Coordinate with Public Works to fortify the direction of capital funding needs, fund balance and capital improvement plan.
- Visit the Rating Agencies for greater discussion of County's General Obligation and Revenue Bond ratings, and discuss expectations, CIP, and debt planning.
- Better financial information is critical to managing large organizations. Finance has the opportunity to improve other departments' management through providing timely, meaningful financial reporting.
- The modified zero-base budget process used in preparing the FY 2016 Adopted Budget was the third 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 2016 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

- Document procedures and business processes, while evaluating efficiency.
- Cross-train employees.
- Provide training regarding new accounting standards.
- Produce interim financial statements.
- Continued implementation of paperless document archiving.
- Continue to evaluate and update county-wide financial policies & procedures, as needed.
- Develop a long-term financial plan and update the County's strategic plan.
- Complete Governmental and Utility Debt Capacity and Feasibility Studies.
- 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.
- Continue to produce Monthly Management Reports.

## Related Capital Projects

The Finance Department does not have capital projects in FY 2016.

## Revenue Highlights

The Finance Department generates minimal revenue.

## Expenditure Highlights

- Budgeted expenditures increased by 2.61 percent, from \$1,083,059 to \$1,111,338 in FY 2016. This increase is reflective of compensation changes as a result of turnover.
- Compensation increased by 6.80 percent, from \$550,486 to \$587,916 in FY 2016, due to turnover and the use of temporary help services in FY 2015.

- Benefits increased by 5.22 percent, from \$270,137 to \$284,239 in FY 2016, due to turnover and the use of temporary help services in FY 2015.
- Operating costs decreased by 8.86 percent, from \$262,436 to \$239,184 due to the use of temporary help services in FY 2015.

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# Finance

# Department Summary Report

Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2015 - 16 \$ Change	FY 2015 - 16 % Change
<b>REVENUE</b>								
Non-Enterprise Charges For Services	-238	-262	-330	-366	-350	-429	-79	22.57%
Other Revenue	0	0	-770	-225	0	0	0	0.00%
<b>Total REVENUE</b>	<b>-238</b>	<b>-262</b>	<b>-1,100</b>	<b>-591</b>	<b>-350</b>	<b>-429</b>	<b>-79</b>	<b>22.57%</b>
<b>EXPENDITURES</b>								
Employee Compensation	489,830	446,128	500,659	553,775	550,486	587,916	37,430	6.80%
Employee Benefits	220,657	216,566	256,884	257,156	270,137	284,239	14,102	5.22%
Operating Cost	135,406	191,909	197,417	201,529	262,436	239,184	-23,252	-8.86%
Capital Outlay	0	12,000	3,000	9,675	0	0	0	0.00%
Other Budgetary Accounts	0	0	0	0	0	0	0	0.00%
<b>Total EXPENDITURES</b>	<b>845,893</b>	<b>866,603</b>	<b>957,960</b>	<b>1,022,135</b>	<b>1,083,059</b>	<b>1,111,338</b>	<b>28,279</b>	<b>2.61%</b>
<b>Total Department Revenue (Over)/Under Expenditures</b>	<b>845,655</b>	<b>866,341</b>	<b>956,860</b>	<b>1,021,544</b>	<b>1,082,709</b>	<b>1,110,909</b>		

## FTE Summary

Full Time/Part Time	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2015 - 16 # Change	FY 2015 - 16 % Change
Full-Time	8.00	8.00	8.80	8.80	8.80	8.80	0.00	0.00%
<b>Total Finance</b>	<b>8.00</b>	<b>8.00</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>	<b>0.00</b>	<b>0.00%</b>

# Finance

# Department FTE Report

Position Title	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2015 - 16 # Change	FY 2015 - 16 % Change
<b>Full-Time</b>								
Accounting Services Supervisor	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00%
Accounting Specialist	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00%
Accounting Technician	2.00	2.00	3.00	2.00	1.00	1.00	0.00	0.00%
Administrative Assistant	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00%
Assistant Finance Director	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00%
Budget Manager	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00%
Cash & Debt Management Analyst	0.00	0.00	1.00	1.00	1.00	0.00	-1.00	-100.00%
Cash & Investment Analyst	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00%
Controller	0.00	0.00	1.00	1.00	1.00	1.00	0.00	0.00%
Division Director, Budget	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00%
Executive Director, Administrative Services/CFO	0.00	0.00	0.80	0.80	0.80	0.80	0.00	0.00%
Finance Director	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00%
Financial Analyst	0.00	0.00	2.00	1.00	1.00	1.00	0.00	0.00%
Financial Analyst/Payroll	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00%
Senior Financial Analyst	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00%
<b>Total Full-Time</b>	<b>8.00</b>	<b>8.00</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Finance</b>	<b>8.00</b>	<b>8.00</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>	<b>0.00</b>	<b>0.00%</b>

## Information Technology

### Mission

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

### Service Summary

The Information Technology 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 seven core services: applications, telecommunications, PC and peripherals, operations, GIS, data networks, storage and technology management.

- **Applications:** Information Technology assists various departments in determining the technical feasibility and impact on computing and network resources that a new application may impose.
- **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 websites (GoMaps and Community Mapper) to internal, as well as, external users. Presently, there are 37 GIS downloadable data layers and 11 GIS standard county maps. The GoMaps website was replaced in FY2015, with a website that supported mobile devices as well as multiple browsers. The old GoMaps website did not support mobile devices or any browser besides Internet Explorer.
- **Telecommunications:** Information Technology manages the phone systems for Union County. Presently, the County has three phones switches that provide phone service, voicemail and auto attendant. In FY 2015 Information Technology implemented a new voice over internet protocol (VOIP) solution. The VOIP phone solution provides efficiencies and

services to the employees of the County and in FY 2016 the County will be implementing this solution to Cane Creek, the Library and its' branches, Operations and the Landfill site.

- **Operations:** Information Technology 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.
- **PC and Peripherals:** Information Technology provides technical support for the various departments within Union County, as well as, providing support for various municipalities, including Monroe, Waxhaw and Stallings for access to the law enforcement records management system (RMS), as well as, Union County EMS. All internal departments are served by Information Technology as well.
- **Data Networks:** Information Technology provides the support and resources necessary for networking, data storage and security. This past year, the SAN (storage area network) which contains the data in partnership with 911, was upgraded to increase data capacity. The County's SAN now has a 60 terabyte capacity. Within the past year, Information Technology also upgraded the virtualization environment to VMWare 5.5. The virtual environment is used to run various file and print servers, database servers, etc. The virtualized environment provides higher availability, while also greatly reducing the cost of a hardware refresh.
- **Technology Refresh:** During FY 2013, the County began a five year replacement cycle for desktop computers. This practice is proving beneficial for users and keeping the County's technology current and supportable. Along with desktop replacement, Information Technology is creating an inventory list of laptops connected to the network, as well as standalone laptops. The FY 2013 budget year allocated \$32,000 towards replacing desktop computers, of which Information Technology was able to replace 72 desktop computers. The FY 2014 budget year allocated \$119,000 towards replacing desktop and laptop computers and \$6,000 for a server. In FY 2014 the Board of Elections had 26 laptops refreshed and 183 desktop computers were refreshed. In FY 2015, this program continued with \$126,000 allocated for desktop and



laptop replacement. To date there has been a replacement of 169 desktop computers for FY 2015.

#### FY 2015-2016 Opportunities

- Union County is continuing to work and develop Web standards for pages relating to the County. A first step in this initiative will be a consistent new web skin that is uniform both with the County and the Library websites creating cohesion between the two sites that will become the County's standard web presence.
- Increase Customer satisfaction by receiving feedback from periodic surveys and taking advantage of the new Help Desk design on Sharepoint.
- Implementation of SharePoint technology to enhance collaboration within the County.
  - a. Meet with representatives from each department to discuss design for department sites, as well as train users on its use and content maintenance.
  - b. Complete migration of the Plan of Work into SharePoint and train end-users who will be working with the Plan of Work.

#### Goals and Objectives

- Installation and implementation of a new VOIP Phone System.
  - Use new architecture and advance technology; allowing for features such as follow me, video conference, IP Phones, voice recording, Automated Call Distribution (ACD), conference bridging and a robust call center application
  - Install Unified communications
- Expand Electronic Content Management capabilities (document imaging) to additional departments.
- 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

- **I.T. Infrastructure – County-wide Document Imaging Program:** In FY 2015 Union County continued its commitment to the development and implementation of the electronic content management system and continued its improvement in effectiveness by saving space and expenses at Union Village (Department of Social Services and Health Department), leveraging electronic forms to replace paper forms, establishing electronic workflows and the continuation of scanning archival documents in departments such as Finance, Human Resources and Tax Collection. These scanning projects have succeeded in improving security and control regarding County documents as well as beginning the process for a more seamless document management solution. Transportation and Fire Services will start their archival scan projects at the end of FY 2015 into the beginning of FY 2016. Union County's Contract Management will also be evolving from the County's intranet to the Union County electronic content management system.

The cost for FY 2014 and FY 2015 is \$802,237, and \$339,238, respectively. Completed project cost is estimated to be \$1,588,238.

- **I.T. Infrastructure – Phone System Upgrade to VoIP:** In FY2015, Union County has migrated its users from the Nortel phone switches to the Ericsson-LG VOIP (voice over internet protocol). In FY2015-FY2016, the auto attendants will be migrated from the Nortel to the Ericsson-LG. This will complete the migration of the phone system upgrade project.

The County will continue its implementation of the VOIP solution at Union County Library's Main Branch and several other remote locations.



- **Storage Area Network Replacement (SAN):** This project involved upgrading the storage capacity of the County's current storage area network (SAN). The storage area network is the disk storage utilized by the County. This project was conducted in partnership with 911. The storage capacity was increased so that the physical servers in 911 could be virtualized. This virtualization provided for higher availability of the servers providing the 911 services as well as containing cost. The original cost of the 911 hardware was just a little under \$500,000.00. The cost to virtualize 911 was \$80,000.00

The cost for FY 2017 is \$570,000.

#### Revenue Highlights

- Revenue will increase from \$2,186,694 to \$2,672,700 in FY 2016. In FY 2015, the IT/GIS division became an Internal Service Fund. These revenues will come primarily from internal service fund charges.

#### Expenditure Highlights

- Total expenditures increased by 17.29 percent, from \$2,278,675 to \$2,672,700 in FY 2016 overall (including the GIS and Telephone budget). This is a combination of increases in compensation and benefits costs; however the largest is in operating costs.
- Compensation increased by 10.99 percent, from \$604,283 to \$670,720 in FY 2016. This increase is a result of adding personnel in combination with available merit increases.
- Capital Outlay expenditures decreased by 100.00 percent, from \$135,056 to \$0 in FY 2016, due to the replacement of office furniture and equipment.
- Operating Costs increased by 44.13 percent, from \$1,150,377 to \$1,658,066 in FY 2016, due to Library migration to the county network, expanded VOIP communications, and expansion of document imaging.

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# Information Technology

# Department Summary Report

Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2015 - 16 \$ Change	FY 2015 - 16 % Change
<b>REVENUE</b>								
Non-Enterprise Charges For Services	-188	-199	-340	-137	-485	0	485	-100.00%
Other Revenue	0	0	0	0	0	0	0	0.00%
Internal Service Fund Charges	0	0	0	0	-2,134,209	-2,672,700	-538,491	25.23%
Interfund Transfers	0	0	0	0	-52,000	0	52,000	-100.00%
<b>Total REVENUE</b>	<b>-188</b>	<b>-199</b>	<b>-340</b>	<b>-137</b>	<b>-2,186,694</b>	<b>-2,672,700</b>	<b>-486,006</b>	<b>22.23%</b>
<b>EXPENDITURES</b>								
Employee Compensation	593,179	608,427	595,506	517,867	604,283	670,720	66,437	10.99%
Employee Benefits	240,139	264,163	253,774	249,301	296,743	335,079	38,336	12.92%
Operating Cost	693,139	702,529	762,798	795,582	1,150,377	1,658,066	507,689	44.13%
Capital Outlay	40,561	0	0	5,200	135,056	0	-135,056	-100.00%
Interdepartmental Charges	-47,500	-48,392	-49,643	-51,628	0	0	0	0.00%
Interfund Transfers	0	0	0	0	92,216	0	-92,216	-100.00%
Other Budgetary Accounts	0	0	0	0	0	8,835	8,835	0.00%
<b>Total EXPENDITURES</b>	<b>1,519,518</b>	<b>1,526,727</b>	<b>1,562,435</b>	<b>1,516,322</b>	<b>2,278,675</b>	<b>2,672,700</b>	<b>394,025</b>	<b>17.29%</b>
<b>Total Department Revenue (Over)/Under Expenditures</b>	<b>1,519,330</b>	<b>1,526,528</b>	<b>1,562,095</b>	<b>1,516,185</b>	<b>91,981</b>	<b>0</b>		

## FTE Summary

Full Time/Part Time	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2015 - 16 # Change	FY 2015 - 16 % Change
Full-Time	10.00	10.00	11.10	10.10	11.10	11.10	0.00	0.00%
<b>Total Information Technology</b>	<b>10.00</b>	<b>10.00</b>	<b>11.10</b>	<b>10.10</b>	<b>11.10</b>	<b>11.10</b>	<b>0.00</b>	<b>0.00%</b>

# Information Technology

# Department FTE Report

Position Title	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2015 - 16 # Change	FY 2015 - 16 % Change
<b>Full-Time</b>								
Applications & Systems Manager	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00%
Assist Director of Information Systems	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00%
Director of Information Systems	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00%
Division Director, Information Systems	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00%
Document Imaging Coordinator	0.00	0.00	1.00	1.00	1.00	1.00	0.00	0.00%
Executive Director, Administrative Services/CFO	0.00	0.00	0.10	0.10	0.10	0.10	0.00	0.00%
GIS Analyst	2.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00%
GIS Project Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00%
Network Administrator	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00%
Network Manager	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00%
Systems Support	2.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00%
Technical Administration Specialist	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00%
Training Coordinator/WebPage Manager	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00%
Voice Communications Manager	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00%
Webmaster	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00%
<b>Total Full-Time</b>	<b>10.00</b>	<b>10.00</b>	<b>11.10</b>	<b>10.10</b>	<b>11.10</b>	<b>11.10</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Information Technology</b>	<b>10.00</b>	<b>10.00</b>	<b>11.10</b>	<b>10.10</b>	<b>11.10</b>	<b>11.10</b>	<b>0.00</b>	<b>0.00%</b>



## 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

- Ensure a fair and valid procurement process is followed for procurement within the County.
- Responsibility for procuring quality goods, services, and construction for the County 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.
- Manage the acquisition and disposal of all County vehicles.
- Administer procurement cards to eligible employees throughout the County for procurement of goods and services.
- Administer the contract management process in accordance with County policies and State law.
- Conduct a vendor fair and/or other outreach initiatives to share information with the business community about “doing business” with Union County.

### FY 2015-2016 Opportunities

In FY13, Procurement was merged from General Services to Administrative Services as a part of organizational restructuring. Under the new structure, procurement provides the following:

- 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.
- Shares information with the business community about “doing business” with Union County.
- 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

- Continue to conduct organizational training concerning Procurement guidelines, procedures, and processes.
- Develop a “Doing Business with Union County Guide” to assist businesses with understating Union County’s basic bidding processes.
- Continue to review contract management process to ensure efficiency and effectiveness of process.
- Review and update contract file information.
- Enhance Procurement web-page.
- Analyze various existing contracts to identify and recommend the best overall value for the organization.
- Work with the Legal Department, to standardized Union County contracts.



### Related Capital Projects

Procurement does not have capital projects for FY 2016.

### Revenue Highlights

Procurement does not generate revenue.

### Expenditure Highlights

- Budgeted expenditures increased by 9.22 percent, from \$317,460 to \$346,740 in FY 2016.
- Compensation increased by 16.19 percent, from \$221,001 to \$256,771 in FY 2016.
- Operating costs increased by 8.17 percent from \$76,067 to \$82,282 in FY 2016, due to maintenance agreements, printing and office supplies, and added postage charges for contract mailing.
- Employee benefits increased by 10.24 percent, from \$104,383 to \$115,075 in FY 2016.

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# Procurement

# Department Summary Report

Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2015 - 16 \$ Change	FY 2015 - 16 % Change
<b>EXPENDITURES</b>								
Employee Compensation	0	0	0	168,985	221,001	256,771	35,770	16.19%
Employee Benefits	0	0	0	73,228	104,383	115,075	10,692	10.24%
Operating Cost	34,921	26,783	25,432	47,237	76,067	82,282	6,215	8.17%
Capital Outlay	0	0	0	0	12,125	0	-12,125	-100.00%
Interdepartmental Charges	-30,006	-22,879	-22,415	-22,051	-96,116	-107,388	-11,272	11.73%
<b>Total EXPENDITURES</b>	<b>4,915</b>	<b>3,904</b>	<b>3,017</b>	<b>267,399</b>	<b>317,460</b>	<b>346,740</b>	<b>29,280</b>	<b>9.22%</b>
<hr/>								
Total Department Revenue (Over)/Under Expenditures	4,915	3,904	3,017	267,399	317,460	346,740		

## FTE Summary

Full Time/Part Time	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2015 - 16 # Change	FY 2015 - 16 % Change
Full-Time	0.00	0.00	3.10	3.10	4.10	4.10	0.00	0.00%
<b>Total Procurement</b>	<b>0.00</b>	<b>0.00</b>	<b>3.10</b>	<b>3.10</b>	<b>4.10</b>	<b>4.10</b>	<b>0.00</b>	<b>0.00%</b>

# Procurement

# Department FTE Report

Position Title	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Revised	FY 2016 Adopted	FY 2015 - 16 # Change	FY 2015 - 16 % Change
<b>Full-Time</b>								
Contract Specialist	0.00	0.00	1.00	1.00	1.00	1.00	0.00	0.00%
Division Director, Procurement	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00%
Executive Director, Administrative Services/CFO	0.00	0.00	0.10	0.10	0.10	0.10	0.00	0.00%
Procurement Manager	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00%
Procurement Specialist	0.00	0.00	1.00	1.00	2.00	2.00	0.00	0.00%
<b>Total Full-Time</b>	<b>0.00</b>	<b>0.00</b>	<b>3.10</b>	<b>3.10</b>	<b>4.10</b>	<b>4.10</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Procurement</b>	<b>0.00</b>	<b>0.00</b>	<b>3.10</b>	<b>3.10</b>	<b>4.10</b>	<b>4.10</b>	<b>0.00</b>	<b>0.00%</b>