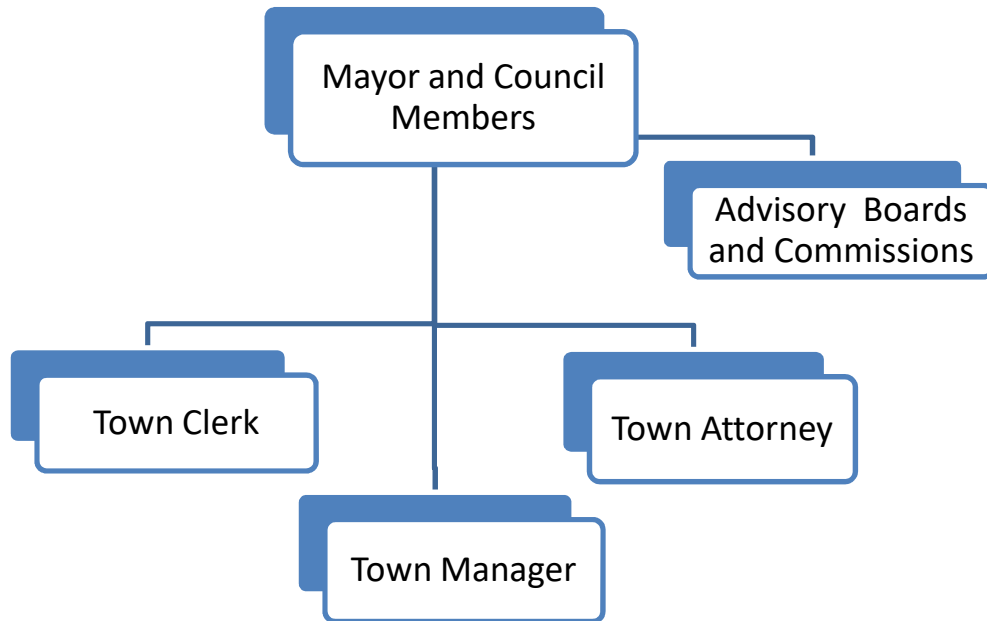


# MAYOR AND TOWN COUNCIL

---



## PURPOSE

As elected officials within the framework of the council/manager form of town government, members of the Town Council make decisions and set policies to ensure the safety, health, attractiveness and social well-being of the community.

## GOALS

- Diversify revenue stream to maintain ethnic and economic diversity.
- Protect historic neighborhoods and maintain Carrboro's unique identity.
- Improve walkability and public transportation.
- Encourage development that is compact, dense, and appeals to diverse lifestyles and incomes.
- Enhance and sustain quality of life / place issues for everyone.

## SERVICES PROVIDED & ACTIVITIES

- Establishes annual goals for the organization.
- Reviews, reinforces, or alters public policies and long-range planning governing municipal operations and functions.
- Establishes priorities and funding limits through adoption of an annual budget.
- Grants or denies requests for conditional use permits.
- Responds to and communicates with citizens regarding their concerns, perspectives, and initiatives.
- Supervises work and responsibilities of Town Manager, Town Attorney, and Town Clerk.
- Makes appointments to and serves on committees and task forces.
- Participates in county and regional-wide planning and establishment of public policy.

**PREVIOUS YEAR ACCOMPLISHMENTS**

- Maintained Standard and Poor AAA (“triple A”) Bond Rating
- Tree City USA for 33rd year
- Continued work on Historic Rogers Road Infrastructure
- Maintained Silver Level Designation from the League of American Bicyclists
- Maintained certification as Orange County Certified Living Wage Employer
- Maintained A- Citizen Survey
- Established stormwater rate structure
- Broke ground on Dr. MLK, Jr. Park Construction

**UPCOMING FISCAL YEAR OBJECTIVES**

- Continue to review downtown parking situation.
- Work to improve housing affordability and protection of existing neighborhoods.
- Work to improve stormwater/flooding problems
- Support the continued design and building of the 203 South Greensboro Street Project
- Begin work on Comprehensive Plan

**BUDGET SUMMARY - MAYOR AND COUNCIL MEMBERS**

	<b>2018-19</b>	<b>2019-20</b>	<b>FY 2020-21</b>	
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Pct Change</b>
		<b>Budget</b>	<b>Budget</b>	
<b>Personnel</b>	113,517	113,436	108,004	-4.8%
<b>Operating</b>	244,203	257,825	283,309	9.9%
<b>TOTAL</b>	<b>\$357,720</b>	<b>\$371,261</b>	<b>\$391,313</b>	<b>5.4%</b>
<b><u>Funding:</u></b>				
<b>General Revenues</b>	357,702	371,261	391,313	5.4%
<b>Department Revenues</b>	18	-	-	#DIV/0!

**CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:**

A \$36,009 increase due to a shift of expenses from the Governmental Support Department, a \$15,000 decrease in election costs for a non-election year, and a reduction of \$11,025 for conferences and travel.

# ADVISORY BOARDS AND COMMISSIONS

**PURPOSE**

The Advisory Boards and Commissions advises the Town Council on issues and policy decisions as provided for in the Carrboro Town Code.

**SERVICES PROVIDED & ACTIVITIES**

- Review and make comments to the Town Council on proposed policies, plans and ordinances.
- Make recommendations to the Town Council as to the need for policies and ordinances.

**BUDGET SUMMARY - ADVISORY BOARDS AND COMMISSIONS**

	<b>2018-19 Actual</b>	<b>2019-20 Adopted Budget</b>	<b>FY 2020-21 Adopted Budget</b>	<b>Pct Change</b>
<b>Operating</b>	13,962	29,950	36,800	22.9%
<b>TOTAL</b>	<b>\$13,962</b>	<b>\$29,950</b>	<b>\$36,800</b>	<b>22.9%</b>
<b><u>Funding:</u></b>				
<b>General Revenues</b>	13,962	29,950	36,800	22.9%
<b>Department Revenues</b>	-	-	-	#DIV/0!

**CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:**

Funding for miscellaneous expenses related to the Parks and Recreation Commission was added, along with funding for various appreciation events.

# GOVERNANCE SUPPORT

---

**PURPOSE**

This budget supports local and regional agencies providing community services or information vital to the execution of Town Council priorities.

**BUDGET SUMMARY - GOVERNMENTAL SUPPORT**

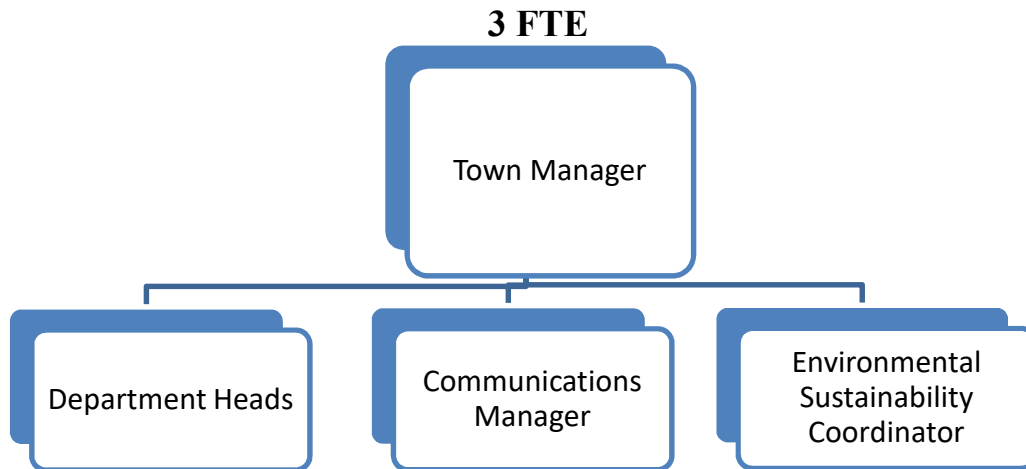
	2018-19 Actual	2019-20 Adopted Budget	FY 2020-21 Adopted Budget	Pct Change
<b>Operating</b>	735,177	657,052	-	-100.0%
<b>TOTAL</b>	<b>\$735,177</b>	<b>\$657,052</b>	<b>\$0</b>	<b>-100.0%</b>
<b><u>Funding:</u></b>				
<b>General Revenues</b>	490,765	420,552	-	-100.0%
<b>Department Revenues</b>	244,412	236,500	-	-100.0%

**CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:**

This department has been dissolved and the expenditure items have been moved to various other operating departments.

# TOWN MANAGER

---



## PURPOSE

The Town Manager serves as primary advisor to, and implements the policies of, the Mayor and Council Members. The Town Manager communicates these policies to residents and staff, and effectively organizes and manages town staff and resources to respond to the community and residents' needs. The Town Manager Department consists of three full time employees, including the Town Manager, Communications Manager, and the Environmental Sustainability Coordinator. The Department Heads are supervised by the Town Manager and they report to him directly (see the organizational chart in the Community and Organizational Profile section of this budget book.

## GOALS

- To lead an organization that functions well internally and implements Council policies in a timely, effective, efficient, and friendly manner.
- To give well-informed, helpful advice to the Council Members on policy options and other matters.
- To facilitate effective Board action through the presentation of clear, concise agendas.
- To adhere to the professional code of ethics and always work towards the long-term best interests of the Town.
- To ensure staff satisfaction and retention.
- To communicate Town policy, decisions, and activities clearly and efficiently, as well as promoting and marketing all town related functions to the general public.

## SERVICES PROVIDED & ACTIVITIES

- Provides general guidance and support to town departments in achieving town-wide goals and objectives.
- Seeks capital improvement strategies to meet the needs of the town and organization.
- Studies, develops, and implements policy and program recommendations at the direction of the Town Council.
- Provides support for the Town Council.

- Represents the town's interests on local, regional, and state-wide bodies dealing with issues important to Carrboro.
- Conducts and facilitates public communication with the Mayor and Town Council, residents, employees, and other users of town services.

**PREVIOUS YEAR ACCOMPLISHMENTS**

- Increased focus on communications and community outreach.
- Significant progress on the 203 South Greensboro Project.
- Continued town facilities planning.
- Development of a robust Capital Improvements Plan.
- Moved the Town’s equity initiative forward – through membership with the Government Alliance on Race and Equity.

**UPCOMING FISCAL YEAR OBJECTIVES**

- Build on communications strategy and capacity.
- Continued emphasis on equity initiative.
- Organizational and employee development.
- Continued town financial sustainability.
- Implementation of Capital Improvements Plan.
- Development of a Comprehensive Plan.
- Completion of the 203 Project.

**BUDGET SUMMARY - TOWN MANAGER**

	<b>2018-19 Actual</b>	<b>2019-20 Adopted Budget</b>	<b>FY 2020-21 Adopted Budget</b>	<b>Pct Change</b>
<b>Personnel</b>	446,851	458,099	313,191	-31.6%
<b>Operating</b>	47,657	99,815	71,748	-28.1%
<b>Capital Outlay</b>	8,217	5,000	0	-100.0%
<b>TOTAL</b>	<b>\$502,725</b>	<b>\$562,914</b>	<b>\$384,939</b>	<b>-31.6%</b>
<b><u>Funding:</u></b>				
<b>General Revenues</b>	502,711	562,914	367,439	-34.7%
<b>Department Revenues</b>	14	-	17,500	#DIV/0!


**CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:**

The Town Manager's budget decreased due to a reorganization that created the Housing and Community Service Department and a shift of personnel. The training, conferences, and travel budgets in this department were reduced to zero.

# CLIMATE ACTION

---

1 FTE



Environmental Sustainability  
Coordinator

## PURPOSE

The Climate Action budget, a high priority of the Town Council, is primarily guided by two Council accepted plans. The Energy and Climate Protection Plan, accepted by the Town Council in 2014, was developed as a step in supporting the Town in reducing greenhouse gas emissions, becoming more energy efficient and generating more renewable energy. The Community Climate Action Plan, accepted by the Town Council in 2017, articulates the Town's community greenhouse gas emissions reduction goals and emphasizes measures that the broader community is asked to take in order to achieve greenhouse gas reduction targets.

## GOALS

- The Energy and Climate Protection Plan (ECPP) focuses on identifying opportunities, best practices, and planning through budgeting and the Capital Improvement Program.
- The ECPP outlines the Town's commitment to responsible energy management and greenhouse gas reductions.
- The ECPP was created with a near term focus, with a goal of approximately 5-10% reduction in municipal energy use over a two year period.
- The ECPP addresses energy use primarily for municipal operations but also recognizes municipal support for the community sector.
- The Community Climate Action Plan (CCAP) offers recommendations intended to reduce greenhouse gas emissions while raising the community's awareness of and involvement in solutions to global climate change and a post-carbon energy future, adaptation to changes, and enhancement of ecosystem resilience.
- The CCAP outlines a goal of a 50% reduction in greenhouse gas emissions by 2025, as supported by a broad community campaign.
- Additional CCAP recommendations are provided around the themes of community integration, energy efficiency of buildings, transportation, renewable energy, and ecosystem protection and restoration.

- Measures outlined in the CCAP to reduce greenhouse gas emissions not only contribute to overall climate change mitigation, but can also provide the community with many local benefits such as financial savings through energy efficiency, the creation of new jobs, improved air quality and public health, and a healthier forest and streams.

### **SERVICES PROVIDED & ACTIVITIES**

- Continue implementation of the Energy and Climate Protection Plan and Community Climate Action Plan.
- Continue to implement current projects related to climate action.
- Implement new projects related to climate action.
- Provide climate action outreach to Carrboro residents.
- Pursue emissions reduction and sustainability in all Town efforts.

### **PREVIOUS YEAR ACCOMPLISHMENTS**

- Provided reports and presentations for Energy and Climate Protection Plan (ECPP) and Community Climate Action Plan (CCAP) Implementation Updates to the Board of Aldermen.
- Submitted two grants to the Volkswagen Emissions Mitigation Trust funding source for a more efficient and alternative fuel vehicles.
- Calculated emissions reduction estimates in Carrboro for recent years.
- Composed a survey related to community food choices, composting, gardening, and commuting habits to be used for emissions reduction benchmarking.
- Performed extensive research on climate science, carbon reduction recommendations, climate equity, and carbon reduction goals set by other municipalities.
- Worked with EAB members to revise CCAP and ECPP carbon reduction goals and recommend new projects and plan sections.
- Compiled recommendations for the CCAP and ECPP from the EAB.
- Worked to complete 10-year Climate Budget by performing in-depth analyses to guide decisions to actualize CCAP and ECPP implementation.
- Researched emissions reductions and potential financial considerations involved with an every-other-week garbage collection and composting project.
- Implemented composting of coffee grounds at Town Hall.
- Participated in the internal event-planning committee to make Town events more sustainable.
- Held the first Green Neighborhoods Outreach Meeting.
- Performed Green Neighborhoods Initiative outreach at the Carrboro Farmers' Market.
- Collaborated with the Public Works Department to explore a Town-wide composting program.
- Purchased composting bins for sale to Town residents.
- Explored options for expanding Town Hall composting collection.
- Served as staff liaison to the Environmental Advisory Board (EAB).
- Provided additional support to staff liaison to Greenways Commission.



- Participated in collaborative initiatives, including the North Carolina Cities Initiative, the Orange County Climate Council, and the Government Alliance for Race and Equity (GARE) Initiative.
- Attended meetings for the Eno-Haw Regional Hazard Mitigation Plan.
- Helped to plan and implement the Mayors' Water Conservation Challenge with Chapel Hill and OWASA staff.
- Completed environmental development reviews for CUP and SUP projects:
- Began drafting update to the Town Code to allow for Managed Natural Landscapes.
- Continued work to write environmental articles the Carrboro Courier.
- Recorded an outreach message for Feel Free Fridays on WCHL radio.
- Presented a Community Climate Action Plan Implementation Update at a community meeting.
- Organized Father's Day Movie event for Bee City USA with an informational presentation and distribution of native pollinator plants.
- Performed native plant and pollinator outreach at the Carrboro Farmers' Market and distributed native seeds to residents.
- Worked to organize and safely implement invasive species removal volunteer events on Town property.

#### **UPCOMING FISCAL YEAR OBJECTIVES**

- To incrementally work towards emissions reduction and energy usage goals outlined in the Energy and Climate Protection Plan and Community Climate Action Plan.
- To expand Green Neighborhood Initiative by identifying community leaders from all Green Neighborhoods, toward a target of 100% neighborhood representation.
- To ensure Green Neighborhoods outreach is performed equitably for all neighborhoods.
- To implement composting and every-other-week garbage collection pilot projects in conjunction with Green Neighborhoods Initiative.
- To begin selling composting kitchen bins and outdoor composting bins.
- To revitalize Energy-Efficiency Revolving Loan Fund and increase the number of loans to Carrboro residents.
- To create a Green Buildings Recognition Program and recognize Carrboro businesses for their sustainability-related efforts.
- To pursue solar panel installation on Town building(s).
- To hold events and increase outreach related to food choices and emissions reduction.
- To install pollinator garden in Anderson Park.
- To continue to hold invasive species removal volunteer events in Wilson Park.

**BUDGET SUMMARY - CLIMATE ACTION**

	2018-19 Actual	2019-20 Adopted Budget	FY 2020-21 Adopted Budget	Pct Change
<b>Personnel</b>	-	-	88,240	#DIV/0!
<b>Operating</b>	-	-	41,351	#DIV/0!
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$129,591</b>	<b>#DIV/0!</b>
<b><u>Funding:</u></b>				
<b>General Revenues</b>	-	-	128,591	#DIV/0!
<b>Department Revenues</b>	-	-	1,000	#DIV/0!

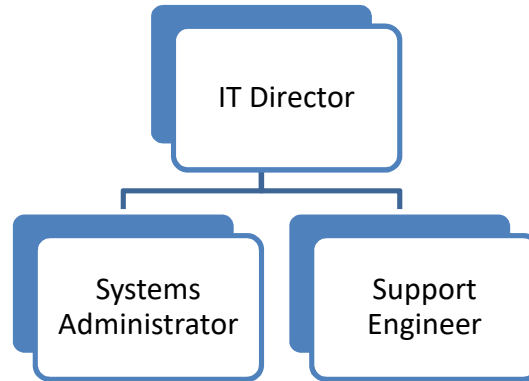
**CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:**

This is a newly created division and includes one employee that was previously reported under Planning Supervision. The expenses include new initiatives for the Community Climate Action Plan.

# INFORMATION TECHNOLOGY

---

3 FTE



## PURPOSE

To deliver technology-based solutions that are cost-effective and increase the effectiveness and efficiency of many Town services. To work with various external and community organizations, as directed by the Town Manager, to discover mutually beneficial relationships, sharing technology infrastructure, resources and strengths.

## GOALS

- To provide the technology to enhance the delivery of Town services and to increase the access to and the quality of vital government data.
- To partner with our customers to understand their business processes and needs and then identify activities that can be effectively streamlined through the application of technology in a manner that is cost-effective, convenient and satisfactory.
- To align technology to business processes throughout Town government.
- To increase business continuity and limit service interruption through the application of technology and infrastructure redundancy.
- To work with county, municipal, educational and other agencies to share, cooperatively build and leverage existing infrastructure.
- To apply various technologies that enable staff, citizens and others to decrease their carbon footprint while working for the Town or interacting with the Town.

## SERVICES PROVIDED & ACTIVITIES

- Create a Town wide Information Technology Budget and facilitate long term planning through the Capital Improvements Program.
- Provide technology support services for computer, voice and web presence to all departments.
- Provide technology project support and management for departments.
- Manage ongoing departmental application upgrade, patching and security. Manage ongoing operating system upgrades, patching and security.
- Maintain a replacement cycle for desktops and emergency services mobile computers through ongoing replacement cycles of aging inventory.

- Facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access.
- Maintain reliable historical data backups for discrete data loss incidents and catastrophic events.
- Provide technology purchasing expertise to all departments.
- Provide, maintain and upgrade a reliable, scalable and secure computing infrastructure.
- Maintain, upgrade and expand the Town's phone system.
- Maintain, upgrade and expand the Town's public free Wi-Fi to [tocwireless.net](http://tocwireless.net).
- Maintain, upgrade and expand Town wide data and telecommunications physical plant of copper, fiber optics including 811 locating and wireless.

#### **PREVIOUS YEAR ACCOMPLISHMENTS**

- Completed replacement of the Town's outdated and no longer supported phone system with an IP based phone system that fully leverages the Town's existing data network and fiber optic infrastructure between buildings.
- Completed assisting Public Works in the implementation of a new GIS-centric enterprise asset and work management system.
- Completed assisting the Finance Department with replacing all standalone copy machines with multifunction printer/copiers/FAX/scanners that are network connected/available and provide automated reporting on usage.
- Completed assisting the Finance Department in replacing the forms management infrastructure in existing financial records management system.
- Completed installation of IT support ticketing system.
- Began assisting the Police Department in transitioning from paper based submittal of accident reports to electronically submitted reports.
- Began installation of conduit along Rogers Road for future fiber optic cabling and connectivity to promote local broadband competition and promote serving the unserved and underserved.
- Began assisting the Finance Department in implementing a time and attendance system that will automate and simplify timekeeping and replace the current paper based system.
- Implemented COVID-19 related work from home environment for Town staff and addressed related security issues.

#### **UPCOMING FISCAL YEAR OBJECTIVES**

- Continue assisting the Finance Department in implementing a time and attendance system.
- Continue installation of conduit along Rogers Road for future fiber optic cabling and connectivity.
- Continue assisting the Police Department in transitioning to electronically submitted accident reports.
- Continue to work with Orange County, OWASA, UNC-Chapel Hill, Town of Chapel Hill and Chapel Hill-Carrboro City Schools to interconnect and expand fiber optic networks and share knowledge.

- Continue to work with Google to bring Google Fiber to the Carrboro Community.

**TOWN COUNCIL PRIORITIES**

IT supports all departments in their effort to meet Town Council priorities & objectives. IT, as directed by the Town Manager, partners with local community organizations and other regional governmental bodies to leverage and share the Town’s existing technology and technological knowledge to assist the underserved or unserved in the community.

**OBJECTIVES**

1. Identify activities that can be effectively streamlined through the application of technology in a manner that is cost-effective, convenient and satisfactory.
2. Increase access to and the quality of vital government data.
3. Provide the technology to enhance the delivery of town services.
4. Improve business continuity.
5. Maintain reliable historical data backups for discrete data loss incidents and catastrophic events.
6. Create telecommuting and in the field data access and input opportunities where possible to reduce the carbon footprint of Town staff.

**PERFORMANCE MEASURES**

	<b>FY2017-18 ACTUAL</b>	<b>FY2018-19 ACTUAL</b>	<b>FY2019-20 ESTIMATED</b>	<b>FY2020-21 PROJECTED</b>
# of Workstations Supported	192	192	200	200
# of Emergency Services Mobile Terminals Supported	52	52	47	47
Average Hours per Month of Unplanned Application Downtime During Business Hours	<1	<1	<1	<1
# Unsuccessful Backups per Month	0	0	0	0

**BUDGET SUMMARY - INFORMATION TECHNOLOGY**

	<b>2018-19 Actual</b>	<b>2019-20 Adopted Budget</b>	<b>FY 2020-21 Adopted Budget</b>	<b>Pct Change</b>
<b>Personnel</b>	317,215	320,602	337,303	5.2%
<b>Operating</b>	1,230,296	1,300,175	1,411,247	8.5%
<b>Capital Outlay</b>	36,749	118,000	0	-100.0%
<b>TOTAL</b>	<b>\$1,584,260</b>	<b>\$1,738,777</b>	<b>\$1,748,550</b>	<b>0.6%</b>
<b>General Revenues</b>	1,584,260	1,738,777	1,694,800	-2.5%
<b>Department Revenues</b>	-	-	53,750	#DIV/0!


**CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:**

Increase in Personnel costs due to salary and insurance adjustments. Operating costs increases for contractual services for computer software support, computer equipment, telephone, and expenses previously reported in Governmental Support. Capital outlay is being deferred to FY22.

# ECONOMIC DEVELOPMENT

---

1 FTE



Economic Development Director

## PURPOSE

To support the creative economy, arts and culture; foster a business friendly and supportive environment that encourages local for-profit, social enterprises and non-profit businesses to expand in and new businesses to locate in Carrboro; increase awareness of Carrboro as a arts and entertainment destination; support the travel and tourism industry; and encourage light manufacturing and enterprises.

## GOALS

- Diversify and expand the commercial tax base, to create more high paying jobs in town, and to promote the town's image as a place for businesses.
- Create synergy in the downtown through support for the arts and cultural events, promoting and supporting healthy lifestyles and creating a positive business environment for merchants and customers.
- Promote and support locally owned expanding and new start-up business with an emphasis on green and sustainable ventures.
- Seek to provide adequate parking in the downtown to support existing and potential businesses.
- Support non-profit business enterprises that provide unmet human services for low-moderate income persons.
- Promote travel and tourism in Carrboro and raise awareness of Carrboro as a destination.
- Help establish the Carrboro Business Alliance as a self-supporting organization.
- Expand opportunities for Light Manufacturing in the manufacturing zoning districts.

## SERVICES PROVIDED & ACTIVITIES

- Be a resource for developers and new or expanding businesses to facilitate location of vacant space, the project review process and project implementation.
- Administer the Revolving Loan Funds including the application processing and billing.
- Provide staffing and administrative support to the Economic Sustainability Commission.
- Provide staffing and administrative support to the Carrboro Tourism Development Authority.
- Be the liaison to the Carrboro Business Alliance.
- Serve on the Chapel Hill Orange County Visitor Bureau Board as Town staff liaison.
- Update and implement the action items of the Economic Sustainability Plan.
- Promote Carrboro through implementation of Town adopted branding.

- Provide business counseling and support to new and expanding businesses.
- Manage leases for town leased public parking.

### **PREVIOUS YEAR ACCOMPLISHMENTS**

- Began bi-annual update of the 2017 Economic Sustainability Plan.
- Facilitated negotiations for leased and structured parking in the downtown.
- Executed a contract for parking study services with the Walker Parking Consultants.
- Worked with the CBA to increase staff capacity and establish the CBA as an independent organization.
- Worked with the CBA to coordinate business events, including Christmas business promotion and CBA networking opportunities.
- Facilitated an agreement for collaboration between the CBA and the TDA to develop a website and creative digital content directed at tourism and visitors.
- Worked with the Arts Committee in selection of a new Art Curator.
- Worked with Town staff to transition departmental duties from Economic Development to Housing and Community Services and the Recreation, Parks and Cultural Resources Department.
- Continued Carrboro brand reinforcement by assisting the TDA with creation and launch of new bus wrap.

### **UPCOMING FISCAL YEAR OBJECTIVES**

- Continue update and coordination with other departments for implementation of the Economic Sustainability Plan.
- Execute leases for short term and long term parking needs in the downtown.
- Coordinate up-fits as needed for newly leased parking lots.
- Launch new TDA website and other creative digital content.
- Continue to support the Carrboro Business Alliance and work toward a self-sustaining organization.
- Continue outreach to entrepreneurs, encourage makers, and support freelance workers.
- Assist the Planning Department as needed with public engagement and creation of Carrboro Comprehensive Plan.
- Increase minority business outreach efforts by establishing an annual CBA scholarship program for membership in the CBA.
- Retool both the revolving loan funds to be more accessible to businesses.
- Coordinate a study of the Town’s parking facilities and manage the newly created Parking Enterprise Fund.

### **TOWN COUNCIL PRIORITIES**

Diversify revenue stream to maintain ethnic and economic diversity.

Enhance and sustain quality of life/place issues for everyone.

### **OBJECTIVES**

1. Diversify and expand the commercial tax base to create more high paying jobs in town and to promote the town’s image as a place for businesses.
2. Support entrepreneurs, makers and freelancers development, including services, infrastructure, and job development.



3. Support locally owned and operated businesses for a strong local economy.
4. Support the outside agency organizations that provide unmet human services for low-moderate income persons.

**PERFORMANCE MEASURES**

	<b>FY2017-18 ACTUAL</b>	<b>FY 2018-19 ACTUAL</b>	<b>FY 19-20 ESTIMATED</b>	<b>FY 20-21 PROJECTED</b>
Increase the Commercial Space Square Footage	2,020,820	2,036,126	2,076,248	2,107,248
Growth in the Commercial Tax Base of the Center Business District	\$149,574,992	\$161,373,500	\$170,472,400	\$179,877,400
Number of Business Contacts				60

**BUDGET SUMMARY - ECONOMIC DEVELOPMENT**

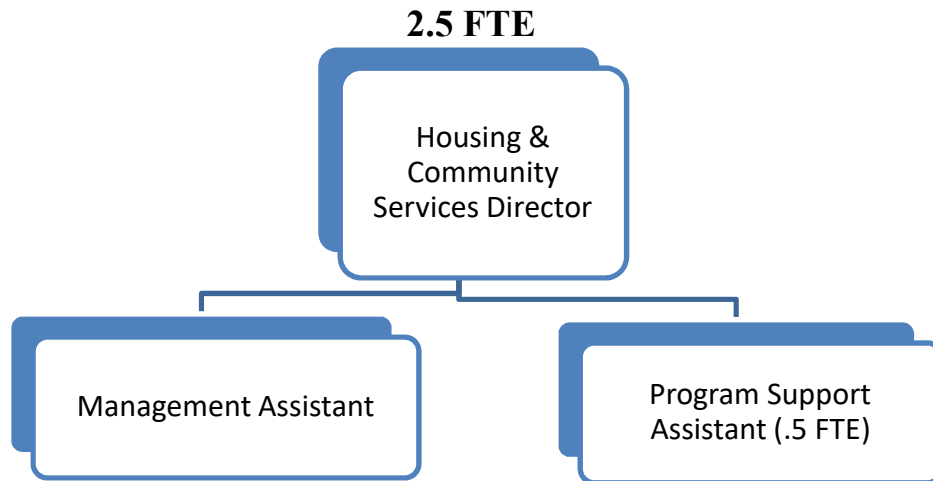
	<b>2018-19 Actual</b>	<b>2019-20 Adopted Budget</b>	<b>FY 2020-21 Adopted Budget</b>	<b>Pct Change</b>
<b>Personnel</b>	141,083	142,059	124,940	-12.1%
<b>Operating</b>	141,331	109,312	190,270	74.1%
<b>TOTAL</b>	<b>\$282,414</b>	<b>\$251,371</b>	<b>\$315,210</b>	<b>25.4%</b>
<b>Funding:</b>				
<b>General Revenues</b>	230,213	251,371	150,210	-40.2%
<b>Department Revenues</b>	52,201	-	165,000	#DIV/0!

**CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:**

Changes include a shift of one part-time employee and other housing related expenses to the new Housing and Community Services Department, and moving parking related expenses to the new Parking Enterprise. Conferences and travel budgets were reduced to zero.

# HOUSING & COMMUNITY SERVICES

---



## PURPOSE

The Housing and Community Services (HCS) department works to implement the Town’s affordable housing goals and its commitment to funding community nonprofits who provide human services. In addition, the department addresses the Town Council’s strategic priority area: enhance and sustain quality of life/place issues for everyone.

## GOALS

- To implement the Town’s adopted Affordable Housing Goals and Strategies.
- To increase the number of affordable units for both homeownership and rent in Carrboro.
- To preserve/maintain the units currently in the affordable housing stock.
- To provide annual funding for community nonprofits who deliver services to households in need.
- To provide well-informed updates to the Town Council about progress toward its goals.
- To adhere to the professional code of ethics and always work towards the long-term best interests of the Town.

## SERVICES PROVIDED & ACTIVITIES

- Supports the Town’s Affordable Housing Advisory and Human Services Commissions.
- Collaborates with community nonprofits and neighboring jurisdictions to achieve Town goals.
- Connects constituents to housing and human services resources.
- Manages the Affordable Housing Special Revenue Fund and its application process.
- Manages the Human Services application process.
- Researches relevant policy and/or programmatic topics and presents information and any recommendations to the Manager’s Office, Commissions, and Town Council as appropriate.

## PREVIOUS YEAR ACCOMPLISHMENTS

- Launched a pilot application process for the Affordable Housing Special Revenue Fund.
- Increased support for households facing homelessness through rental and utility deposit assistance.

- \$310,723 awarded to housing nonprofits to support the creation and preservation of affordable housing in FY18-19.
- \$249,000 awarded to community nonprofits to support human services in FY18-19 (previously under the Economic Development department).
- In FY19-20 (as of February 2020): added 2 permanently affordable units to the inventory, supported 22 households facing homelessness, and funded critical repairs on 4 homes that are considered naturally occurring affordable housing.

**UPCOMING FISCAL YEAR OBJECTIVES**

- Increase the number of affordable units created and preserved in Carrboro.
- Continue to provide assistance to households facing homelessness.
- Develop a mobile/manufactured home policy.
- Develop a strategy for using Town owned-land to create affordable housing.
- Develop a framework to assist the Human Services Commission in the evaluation of funding applications.

**Performance Measures**

- Progress shown toward 2024 goal of 85 homeownership units and 470 rental units, as specified in the Town’s Affordable Housing Goals and Strategies document.
- Mobile/Manufactured home policy developed.
- Strategy for the use of Town-owned land for affordable housing defined.
- Human Services framework developed.
- Successful completion of the Affordable Housing Special Revenue Fund 3 award cycles.
- Successful completion of the Human Services application cycle.

**BUDGET SUMMARY - HOUSING & COMMUNITY SERVICES**

	2018-19 Actual	2019-20 Adopted Budget	FY 2020-21 Adopted Budget	Pct Change
<b>Personnel</b>	-	-	205,864	#DIV/0!
<b>Operating</b>	-	-	332,280	#DIV/0!
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$538,144</b>	<b>#DIV/0!</b>
<b>General Revenues</b>	-	-	498,144	#DIV/0!
<b>Department Revenues</b>	-	-	40,000	#DIV/0!

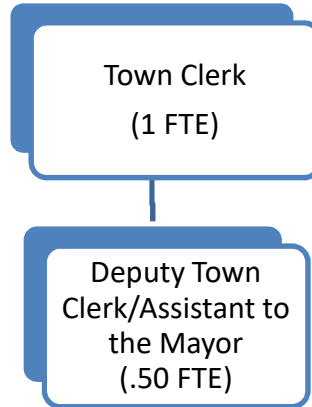
**CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:**

This is a newly created department that includes two employees previously reported under the Town Manager budget, and one part-time employee from the Economic Development budget. It also includes a number of expenses previously reported in the Governmental Support Department.

# TOWN CLERK

---

**1.50 FTE**



## **PURPOSE**

Prepares Town Council meeting agendas and minutes and make them available to citizens and town staff; maintain official town documents; prepare and make available updates to the Town Code and provide support for the Mayor and Town Council.

## **GOALS**

- Serve the Council and the public by facilitating the production of meeting agendas and minutes in a clear, timely fashion.
- Provide complete and accurate minutes to the Town Council so they can be approved in a timely fashion.
- Maintain and organize official town documents, including the Town Code and all Town Contracts, for the use of the Council, staff, and the public.
- Provide multiple public access points for all minutes and agendas.
- Increase the use of available technology in storage and retrieval of all town documents.

## **SERVICES PROVIDED & ACTIVITIES**

- Prepares minutes and agendas of Town Council meetings and makes these documents available electronically through the Town's website and stores the documents permanently.
- Posts video and audio of all Town Council meetings to the website.
- Maintains updated Town Code and posts on the town website.
- Maintains an accurate record of all ordinances approved by the Town Council.
- Maintains the Calendar of Agenda Items for review by the Town Manager.
- Maintains a roster of advisory boards and commissions and facilitates the application and appointment process.
- Plans the annual advisory board recognition dinner.
- Researches town records upon request.
- Indexes and stores all Town Contracts and/or agreements.
- Intergovernmental Affairs Liaison with State and Federal Delegates
- Citizen Surveys
- Citizen Academy

## **PREVIOUS YEAR ACCOMPLISHMENTS**

- Continued North Carolina Certified Municipal Clerk Designation
- Continued required education for International Institute of Municipal Clerks Master Municipal Clerks Designation
- Filed 100% of executed Town Contracts
- Posted 100% of the updates to the Town Code on the Town's website within one week of adoption.
- Prepared agendas and minutes for Town Council meetings.
- Led Town's Citizen's Academy
- Conducted 2<sup>nd</sup> Citizen Satisfaction Survey
- Led Gender-Neutral Update and Comprehensive Update of Town Code

## **UPCOMING FISCAL YEAR OBJECTIVES**

- To increase the number of electronically indexed contracts.
- To continue educational requirements for Master Municipal Clerk Designation from the International Institute of Municipal Clerks.
- To continue scanning of contracts.
- To continue using Granicus agenda, meeting, and minute management software for efficient meetings.

## **TOWN COUNCIL PRIORITIES**

Enhance and sustain quality of life/place issues for everyone.

## **OBJECTIVES**

1. Index and store all Town contracts and/or agreements.
2. Prepare minutes and make available on the website.
3. Increase the number of scanned contracts.
4. Increase the number of electronically indexed contracts.
5. Continue Granicus agenda, meeting, and minute management software.

**PERFORMANCE MEASURES**

	<b>FY2017-18 ACTUAL</b>	<b>FY2018-19 ACTUAL</b>	<b>FY2019-20 ESTIMATED</b>	<b>FY2020-21 PROJECTED</b>
# of Town Contracts on file with the Town Clerk	2130	2140	2160	2180
# of Town Council Minutes Prepared by Town Clerk	37	37	37	37
# Employee Hours Spent Electronically Indexing Contracts	12	12	40	40
# of Town Contracts Electronically Indexed	1920	2100	2100	2180
Employee Hours Per Set of Council Member Minutes Prepared	2.0	2.0	2.0	2.0

**BUDGET SUMMARY - TOWN CLERK**

	<b>2018-19 Actual</b>	<b>2019-20 Adopted Budget</b>	<b>FY 2020-21 Adopted Budget</b>	<b>Pct Change</b>
<b>Personnel</b>	124,841	129,905	137,327	5.7%
<b>Operating</b>	37,394	21,070	18,820	-10.7%
<b>TOTAL</b>	<b>\$162,235</b>	<b>\$150,975</b>	<b>\$156,147</b>	<b>3.4%</b>
<b>General Revenues</b>	162,235	150,975	156,147	3.4%
<b>Department Revenues</b>	-	-	-	#DIV/0!

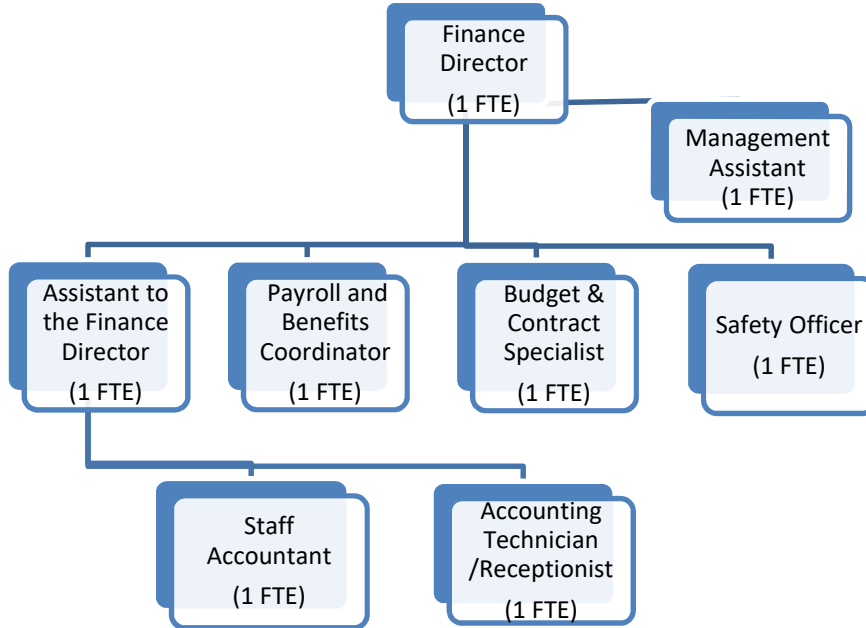
**CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:**

Increase in Personnel costs due to salary and insurance adjustments. Training, conferences, and travel were reduced to nearly zero.

# FINANCE

---

8.0 FTE



## PURPOSE

To provide financial management support for the delivery of town-wide services through the administration of financial, budget, payroll, accounts payables, billing and collections, and project development through best business practices.

## SERVICES PROVIDED & ACTIVITIES

- Coordinate the annual independent audit and CAFR.
- Coordinate development of operating and capital budgets.
- Provide financial reporting as required by state and federal law.
- Process payroll and accounts payables.
- General Billing for Retiree Health Insurance.
- Manage cash and investments to ensure sufficient cash is available to pay current obligations and that idle cash is invested in accordance with state law.
- Issue purchase orders for goods and services, solicit bids, manage procurement card program, and manage service contracts.
- Manage risk and insurance program, including claims management, general liability, police, and public officials, and auto/property liability.

## **GOALS**

- To strengthen financial accountability throughout the organization.
- To process and record all transactions accurately and timely.
- To make financial information available to decision makers on a regular and timely basis.
- To evaluate and implement strategies to utilize technology for increased operating efficiency, effectiveness, and cost savings.

## **PREVIOUS YEAR ACCOMPLISHMENTS**

- Completed successful audit for year ending June 30, 2019 with no audit findings.
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Successful sale of surplus property.
- Began implementation of on-line time and attendance system for payroll processing.
- Worked with Human Resources to implement holiday and compensatory time leave policies that reduce the Town's long-term financial liability.

## **UPCOMING FISCAL YEAR ACTIVITIES**

- Continue to increase knowledge among departments on the use of MUNIS financial system.
- Complete implementation of on-line time and attendance system for payroll processing.
- Secure favorable financing for vehicles and equipment replacement.
- Continue to identify strategies for streamlining administrative processes.
- Review and update policies and procedures.
- Coordinate annual audit and prepare CAFR.
- File all required financial reports with state and/or federal agencies.
- Increase use of EFTs with vendors.
- Financing of 203 South Greensboro Street

## **TOWN COUNCIL PRIORITIES**

The Finance Department supports all departments in their effort to meet Town Council priorities & objectives.

## **OBJECTIVES**

1. Process and record all transactions accurately and in a timely manner.
2. Utilize technology to ensure best business practices are effective and efficient.
3. Ensure Town's internal control system safeguards the Town's assets.
4. Ensure all grant and project ordinances are approved by the Town Council.
5. Ensure all transactions are completed and posted by the 5<sup>th</sup> working day of each month.
6. Monitor the Town's revenues and expenditures for compliance with the annual budget ordinance.
7. Complete development of annual operating and multi-year budgets by June 30.
8. Complete annual independent audit and prepare Comprehensive Annual Financial Report.



**PERFORMANCE MEASURES**

	<b>FY2017-18 ACTUAL</b>	<b>FY2018-19 ACTUAL</b>	<b>FY2019-20 ESTIMATED</b>	<b>FY2020-21 PROJECTED</b>
Process Bi-Weekly Payroll for Town Employees	26	26	26	26
Number of Invoices Processed Annually	7841	8397	8400	8500
Number of Purchase Orders Issued Annually	242	223	270	300
Number of Contracts Issued Annually	158	197	390	420
Close Each Accounting Period by the 5 <sup>th</sup> of each Month	12	12	12	12
Produce and Distribute Monthly Financial Statement by the 10 <sup>th</sup> of each Month	100%	100%	100%	100%
Receive less than 2 audit findings & response comments by Independent Auditors Each Year	0	0	0	0
Expenditures at year-end are within +/-5% of the Original Budget	(9.86%)	(4.20%)	(5.00%)	(5.00%)
Actual Revenues at year-end are within +/-5% of Original Budget	4.71%	10.17%	5.00%	5.00%

**BUDGET SUMMARY - FINANCE**

	<b>2018-19 Actual</b>	<b>2019-20 Adopted Budget</b>	<b>FY 2020-21 Adopted Budget</b>	<b>Pct Change</b>
<b>Personnel</b>	602,764	721,284	774,102	7.3%
<b>Operating</b>	596,766	527,570	504,528	-4.4%
<b>TOTAL</b>	<b>\$1,199,530</b>	<b>\$1,248,854</b>	<b>\$1,278,630</b>	<b>2.4%</b>
<b>General Revenues</b>	1,064,938	1,239,654	1,244,630	0.4%
<b>Department Revenues</b>	134,592	9,200	34,000	269.6%

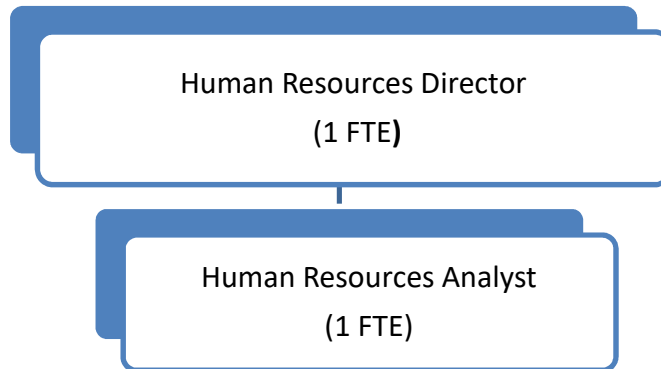
**CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:**

Increase in Personnel costs due to salary and insurance adjustments. Training, conferences, and travel were reduced to zero, and reductions in general insurance costs.

# HUMAN RESOURCES

---

**2 FTE**



## **PURPOSE**

Partner with the management team to recruit, hire, develop, and retain a highly qualified diverse staff dedicated to delivering exemplary customer service and to creating an atmosphere of positive employee relations that focuses on the health and well-being of all employees.

## **GOALS**

- Work with Manager and Management Team to maintain a fair, respectful, and effective work environment through Organizational Development work and initiatives, training, and communication.
- Research, review, and recommend competitive and cost-effective benefits.
- Research and review pay and position classification policies and programs that support the Board's goals for competitive, living wages that also provide employees with an affordable housing wage.
- Implement wellbeing program for employees in keeping with the Board's goal of enhancing quality of life for everyone.
- Provide a fair and equitable process for attracting applicants and retaining employees who have the education and experience commensurate with position requirements.
- Participate in the Club Nova Education Program for people in our community who strive to overcome the challenges of mental illness.

## **SERVICES PROVIDED & ACTIVITIES**

- Provides Organizational Development assistance to Town Manager and Management Team
- Advertises vacant positions, receives employment applications, assists departments with interview process, background checks, and verifies employment eligibility (E-Verify)
- Conducts new employee orientations, including benefits enrollment sessions and surveys
- Administers town provided and voluntary benefits, including counseling all employees on benefits plan(s) and options
- Coordinates administration of DOT substance abuse testing
- Coordinates administration of family medical leave (FMLA) benefits
- Coordinates employee assistance program (EAP) services
- Coordinates COBRA administration services

- Counsels supervisors and employees on performance issues
- Conducts and responds to salary surveys
- Provides staff development training to management and employees
- Assists departments with personnel and employee relations issues
- Administers and monitors the performance evaluation process
- Keeps supervisors and department heads abreast of legislative changes and guidelines that affect personnel administration
- Maintains confidential personnel files in accordance with the General Statutes and completes reports according to state and federal regulations

#### **PREVIOUS YEAR ACCOMPLISHMENTS**

- Employee Spring Picnic and Wellness (Physical Activities) Event
- Flu Shot Clinic for Employees (>60 participants)
- Conducted new employee orientation sessions and benefits enrollment seminars
- Employee Holiday Party
- Recognized and Rewarded Employee Service Milestones
- Conducted Coaching and Counseling Sessions for Department Directors
- Attend bi-monthly Area HR Meetings; host once a year
- Provided direct communication to each employee on benefits deductions
- Provided each employee with a total compensation statement
- Assembled a wellbeing committee and surveyed employees on wellbeing initiatives
- Began tracking FLMA leave electronically for better compliance and record-keeping
- Reduced Town's fiscal liability and administrative burden by modifying emergency services' holiday time keeping.
- Implemented change from petty leave and school leave to a more equitable "Personal Time Off."
- Key player in G.A.R.E. initiative

#### **UPCOMING FISCAL YEAR OBJECTIVES**

- Partner with the Town's benefits broker and insurance providers to seek ways to reduce town-provided and voluntary benefits costs while maintaining a comprehensive and competitive benefits package
- Provide training and development for department directors and supervisors that will enhance their leadership, operations management, and employee development skills.
- Provide computer skills, character building, and leadership training for employees so job performance and job satisfaction will improve
- Work to digitize Personnel Transaction Notices, open enrollment and other records to improve efficiency, accuracy and ability to make data driven decisions.

#### **TOWN COUNCIL PRIORITIES**

Enhance quality of life/place issues for everyone.

**PERFORMANCE MEASURES**

	<b>FY2017-18 ACTUAL</b>	<b>FY2018-19 ACTUAL</b>	<b>FY 2019-20 PROJECTED</b>	<b>FY2020-21 PROJECTED</b>
Positions Filled	55	44	53	47
Employee Appreciation Events and Rewards	4	4	4	4
Trainings, Orientations and other Information Sessions	28	26	30	30
Wellness Events	3	1	3	5
Individual Wellness Sessions, Referrals, Interventions	155	5	10	10
New Policies/Procedures/ Programs Revised or Developed	2	4	3	5
HR Staff - Trainings	6	2	5	5

**BUDGET SUMMARY - HUMAN RESOURCES**

	<b>2018-19 Actual</b>	<b>2019-20 Adopted Budget</b>	<b>FY 2020-21 Adopted Budget</b>	<b>Pct Change</b>
<b>Personnel</b>	477,185	519,032	578,187	11.4%
<b>Operating</b>	99,011	106,720	69,720	-34.7%
<b>TOTAL</b>	<b>\$576,196</b>	<b>\$625,752</b>	<b>\$647,907</b>	<b>3.5%</b>
<b>General Revenues</b>	576,144	625,752	647,907	3.5%
<b>Department Revenues</b>	52	-	-	#DIV/0!

**CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:**

Increase in Personnel costs due to salary and insurance adjustments, increased retiree insurance, and a new long term disability benefit. Operating expenses decreased due to a shift of the Government Alliance on Race and Equity program to Rec and Park, and reductions in training, conferences, and travel.

This page intentionally left blank