Chatham County, NC

Meeting Agenda - Final

Board of Commissioners

Tuesday, January 9, 2024   9:00 AM   **Agriculture and Conference Center**

Annual Budget Retreat

Board of Commissioners 3 Day Retreat

Day 1 – January 9, 2024 (begin at 9 am, lunch break at noon)
Day 2 – January 10, 2024 (begin at 9 am, lunch break at noon)
Day 3 – January 11, 2024 (begin at 9 am, lunch break at noon)

CALL TO ORDER

BOARD PRIORITIES

23-5076   Ground Rules

Attachments: Guidelines for Productive Meetings

Ground Rules

23-5077   Roles and Expectations Review

Attachments: BOC Expectations

23-5078   Commissioners Discussion of BOC Goals and Priorities for FY2025

Attachments: FY2024 Commissioner Goals and Priorities

23-5079   Overview of Budget and Financial Policies

Attachments: Budget Process

Financial Policy

AppendixA--FinancialandBudgetaryPolicies Proposed Change Redline January

23-5092   CLOSED SESSION

Vote to go into closed session pursuant to G.S. 143-318.11(a)(3) in order
to consult with an attorney in order to preserve the attorney-client privilege
and to consider and give instructions to an attorney concerning the
handling or settlement of a claim.

BOARD PRIORITIES

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23-5080   Health Department Presentation

    Attachments: BOC Public Health Priorities Presentation 1.2024

23-5081   Partnership for Children Early Childhood Action Plan Presentation

    Attachments: CNA Key Findings_for BOC

                    Fiscal Analysis Options

                    Fiscal Analysis Phase 2 -- BOC Presentation

23-5082   Chatham County Schools Presentation

    Attachments: 2024-2025 Heads Up Document - Commissioner Mtg FINAL (1)

23-5083   Human Resources Pay and Benefits and Pay Study Update Presentation

    Attachments: 2024 Pay & Benefits Presentation - BOC Budget Retreat

                    Chatham County Presentation to Commissioners Market Study Review

23-5084   Board of Elections Presentation

    Attachments: Elections - Presentation for Commissioners Retreat

                    Memorandum of Understanding

                    MOU Updated Draft 04042023

23-5085   Sheriff's Office Presentation

    Attachments: CCSO Commissioner Presentation - January

23-5086   Court Programs and Grants

    Attachments: Grants & Court Programs - Retreat FY25

23-5087   Current Year Accomplishments

    Attachments: FY2024 Mid-Year Accomplishments

23-5088   Trends Affecting Next Year's Budget

    Attachments: Trends Combined FY25

23-5089   Heads Up Items and CIT Updates

    Attachments: FY25 Heads Up Presentation

23-5090   Expected Conditions Affecting Next Year's Budget

23-5091   Commissioner Discussion of Budget Goals and Priorities for FY2025
                 (Budget Guidance for Staff)

ADJOURNMENT

Agenda Date: 1/9/2024   **Version:** 1   **Status:** Board Priorities

In Control: Board of Commissioners   **File Type:** Agenda Item

Agenda Number:

Ground Rules

Introduction & Background:

<div align="center"><strong style="color:blue">GUIDELINES FOR PRODUCTIVE MEETINGS</div>

The following ground rules have helped make meetings more productive:

Participate fully. It's alright to disagree. Everyone should have the opportunity to state his or her own views, regardless of rank or other differences.

Work on the problem. Put other issues aside, including personalities, offices, or other differences. Show respect for each other.

Focus on interests, not positions. Explain why you favor a particular course of action. Invite questions so you can explain your reasons fully. Balance advocacy and inquiry.

Share all relevant information. Be specific. Agree on what important words mean. Discuss "undiscussable" issues.

Stay focused. Discuss a topic long enough for everybody to be clear about it.

Decide how the group will make decisions. Use a decision-making rule that generates the level of commitment needed.

Adapted from *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups* by Roger Schwarz. Published by Jossey-Bass, Inc., 1994 and 2005.

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The following ground rules have helped make meetings more productive:

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3. **Focus on interests, not positions.** Explain why you favor a particular course of action. Invite questions so you can explain your reasons fully. Balance advocacy and inquiry.

4. **Share all relevant information.** Be specific. Agree on what important words mean. Discuss "undiscussable" issues.

5. **Stay focused.** Discuss a topic long enough for everybody to be clear about it.

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Mutual Learning Model

Mutual Learning Values

Transparency ✓

Curiosity ✓

Informed Choice ✓

Accountability ✓

Compassion ✓
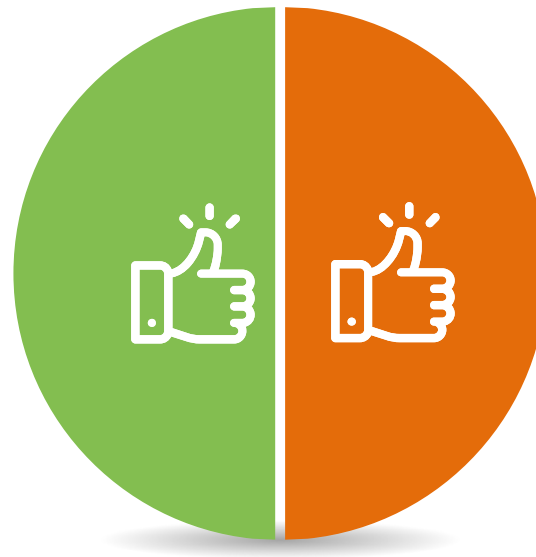
Mutual Learning Assumptions

✓ I have information and so do other people.

✓ People may disagree with me and still have pure motives.

✓ I may be contributing to the problem.

✓ Each of us sees things others don't.

✓ Differences are opportunities for learning.

Ground Rules – Mutual Learning Behaviors

Share views and ask genuine questions ✓
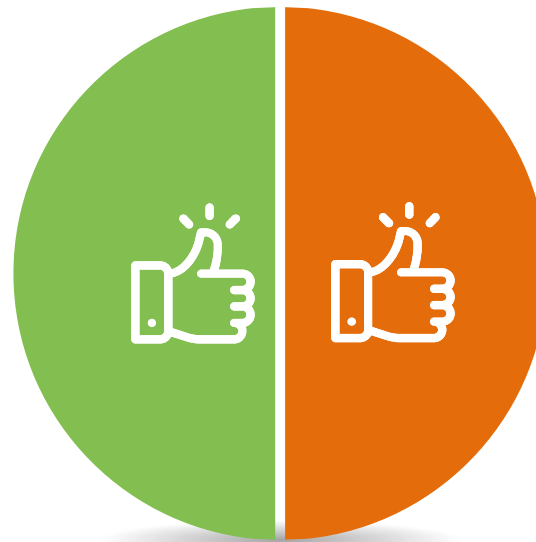
Share all relevant information ✓

Use specific examples ✓

Agree on what important words mean ✓

Explain reasoning and intent ✓

✓ Focus on interests, not positions.

✓ Test assumptions and inferences.

✓ Jointly design next steps.

✓ Discuss undiscussable issues.

✓ Enjoy the retreat!

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Roles and Expectations Review

Chatham County Board of Commissioners Roles and Expectations

COMMISSIONERS' EXPECTATIONS OF EACH OTHER
Support one another as public servants
Respond to constituents (and share communications and response amongst board/chair)
Work a problem to find solution
Conduct office in accordance with the School of Government policies and training provided to commissioners and in accordance with the oath of office
Do not dump on staff; be mindful of their workloads
Allow one another sufficient time to express an opinion
Show respect for one another, especially in public settings.
Keep each other informed on issues as it pertains to the full board
Reach out to constituents of all demographics
Listen, not to respond, but to hear
Show up to meetings prepared
Keep discussions on topic
Respect inherent value of all opinions Refrain from side comments and do not belittle others' opinions.
Refrain from making assumptions
Discuss rationale for decisions on votes
Actively work to build consensus
Be mindful of commitment to represent the WHOLE county, not just district, income bracket, one organization, race; get broad input.

Procedural
Communicate clearly; speak into the microphone
After the agenda is published, notify the county manager and clerk of any emergency voting items as soon as possible.
Use County email for communication
Conduct Annual Review of the County Manager

EXPECTATIONS OF CHAIRPERSON
Anything that commits the Board is subject to full Board review
Encourage all board members to recognize and follow expectations for board members
Keep meetings on track and moving
Help facilitate conversations among board members
Liaise with the County Manager
Transcend commissioner role to provide leadership and work through conflicts
Maintain control of meetings and use the gavel when appropriate
Assure public input
Manage commissioners' meetings in a way that allows for everyone to be heard and not monopolize
Participate in the discussion after everyone else has had their say, but do participate
Communicate with individual board members to share info and facilitate work of the board
Set the agenda and bring up issues and concerns
Speak for the board/county for formal events and emergencies
Ask speakers to speak into the microphone

EXPECTATIONS OF VICE-CHAIRPERSON
Have close communication with the chair on board matters
Have input on the agenda and bring up issues and concerns
Be as familiar with the agenda as the chair
Be prepared to conduct the meeting and know the agenda items

EXPECTATIONS OF COMMITTEE LIAISONS
Be the liaison, not an advisor; be there to listen and communicate back to the full board
Bring reports back to full board for all committees they sit on
Provide or recommend issues that might be relevant for committee consideration
Provide assistance when requested by the committee
Do not run the meetings, but act as the conduit to get info between the board and committee
Request for more direction to go to full board if policy issue
Direction comes from the full board, not just liaison
Be a conduit to and from committee to Board and share appropriate information. Any request to have the committee do work should come from the full board, not from member/liaison. Any request by the advisory committee to pursue a policy should be brought back to the full board.
For boards where you serve as a voting member representing the county (OPC, BOH, etc.), commissioner should reflect the views of the full Board of Commissioners.
Liaisons will report back on policy making boards and provide updates from advisory boards.

EXPECTATIONS OF THE COUNTY MANAGER
Communicate to all board members when one board member has asked a question
Questions without policy implications do not have to be sent to all
Be diligent and prompt
Motivate and direct staff
Keep the BOC apprised of county developments (emergent issues)
Coordinate the budgeting process
Carry out full board directives; do not act on directives from one commissioner if there are significant policy implications
Communicate often on emergencies and important issues
Provide suggestions and guidance when appropriate
Provide the same information to all BOC members
Minimize surprises to the board
Work to implement BOC goals; helpful if goals are discussed formally
Provide insight and direction on issues as experience and knowledge allow
Supervise county staff
Communicate frequently and effectively with members of the BOC, town managers, and superintendent of schools
Facilitate Annual Review of the County Manager

COUNTY MANAGER EXPECTATIONS OF THE BOARD OF COMMISSIONERS
The board should consult with the manager before major policy decisions, not at the meetings without a heads up (no surprises!)
Unexpected Requests at BOC meetings should be referred to staff for review
The manager reports to the full board, not one member
Request agenda items through the clerk with lead time for staff review and analysis
Request staff work through the manager and the manager will request through department heads
It is ok to ask department heads for information directly, please copy the County Manager
Ask when you get or have questions about how departments operate or projects they're involved in

EXPECTATIONS OF THE COUNTY ATTORNEY
Seek out implications of ordinance changes
Be diligent on details of law
Provide unbiased legal advice
Provide timely follow-up and progress reports on legal matters
Provide support for the board chair to manage BOC meetings, i.e. procedure
Advise on legal issues, even if we do not ask
Help members ascertain legal grounds on issues that might arise or are being considered

COUNTY ATTORNEY EXPECTATIONS OF THE BOARD OF COMMISSIONERS
Please provide full information when asking for legal advice/questions
Do not share confidential information outside of closed sessions
The BOC has agreed that if one commissioner goes to the attorney, the attorney will respond to all if the commissioner asks or agrees, unless the attorney has an ethical obligation to do so.
Do your best not to surprise the attorney in public.
Identify and discuss possible conflicts or ethical issues in advance.

EXPECTATIONS OF THE CLERK TO THE BOARD
Conduct the public input roster at the regular meetings
Take accurate minutes
Be responsive to informational questions
Communicate to all board members when one member asks a question
Provide timely reports and distribution of information
Find details as requested or point to appropriate records; research if needed
Send out Weekly Update
Track committee updates for BOC reports

CLERK TO THE BOARD EXPECTATIONS OF THE BOARD OF COMMISSIONERS
Clerk is in service to the full board, not individual elected officials
Clerk is also in service to the entire organization and residents
Check email in a timely manner (every couple of days at a minimum)
Include chair, vice-chair and county manager on requests (ex. agenda items)
Use county email for all county business

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Commissioners Discussion of BOC Goals and Priorities for FY2025

Commissioner Goals

Beginning in 2017 and continuing in the coming fiscal year, the Board of Commissioners adopted Plan Chatham goals and added three additional goals. The complete set of goals adopted is as follows:

Plan Chatham Goals:

- Preserve the **rural character** and lifestyle of Chatham County.
- Preserve, protect, and enable **agriculture and forestry**.
- Promote a **compact growth pattern** by developing in and near existing towns, communities and in designated, well-planned, walkable mixed-use centers.
- **Diversify the tax base** and generate more quality, in-county jobs to reduce dependence on residential property taxes, create economic opportunity and reduce out-commuting.
- Conserve **natural resources**.
- Provide **recreational opportunities** and access to open space.
- Provide **infrastructure** to support desired development and support economic and environmental objectives.
- Become more **resilient** by mitigating, responding and adapting to emerging threats.
- Provide **equitable access** to high-quality education, housing, and community options for all.
- Foster a healthy **community**.

Additional Commissioner Goals:

- Demonstrate **sound fiscal stewardship** to ensure we can meet the important service needs of our residents.
- Provide **effective, efficient government** that is responsive to the different needs of residents and varying circumstances across the county.
  - Mitigate the impacts of poverty among individuals and households in the county through programs and services that promote stabilization and resiliency.
- **Ensure public safety** through adequate resources, plans, and partnerships to keep people and property safe.
- **Strengthen relationships** with other boards, municipalities, and regional entities to address common challenges and opportunities.

Commissioner's Areas of Focus

At the 2023 Board of Commissioners retreat, the Board of Commissioners indicated several key areas of focus for the County to prioritize in fiscal year 2024 and beyond:

- Local Economic Development Initiatives
- Partnerships
- Diversity, Equity, and Inclusion
- Affordable Housing
- Unified Development Ordinance (UDO)
- Health Initiatives

- Broadband Access
- Organizational Excellence
- Transportation
- Natural Resources

Departments and Commissioner Goals

County departments with similar missions formed teams to provide better focus on achievement of these goals. To make the numerous goals, objectives, and strategies of Plan Chatham easier to track and address, high-level themes were identified and adopted by each team:

- Safe, Vibrant, Healthy Community
- Demand Driven Public Services
- Growth and Resource Management
- Organizational Excellence and Resiliency
- Data and Technology Gaps.

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Overview of Budget and Financial Policies

THE BUDGET PROCESS
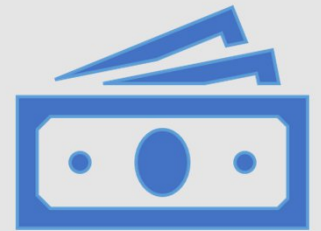
What is the purpose of a budget?

- FORECAST revenue (income) and expense
  - A financial framework for how to provide services and programs
- A tool for DECISION MAKING
  - Is there money for (fill-in-the-blank)
- A means to MONITOR PERFORMANCE
  - Actual versus budget

What is the goal of our budget process?

- To produce a balanced budget that ***aligns with commissioner goals and guidance***, demonstrates that staff has ***anticipated questions and alternatives***, and ***does not blind-side us*** with large and costly unanticipated issues and problems that could have been considered with due diligence.

ONGOING BUDGET CYCLE

BOC Goals

Develop Budget

Staff plans

Adopted Budget

Retreat

CIP

Heads Up

ONGOING BUDGET CYCLE

BOC Goals

Develop Budget

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Heads Up

ONGOING BUDGET CYCLE

Reminder: CIP precedes budget

- Capital Improvements Program/Plan
- The county's long-term plan for important improvements
- Precedes the operating budget process
  - WHY?
- The operating effects of the Approved CIP will inform the budget process
- The required debt service contribution will be set
- The required capital reserve contribution will be set

ONGOING BUDGET CYCLE

BOC Goals

Develop Budget

Staff plans

Adopted Budget

Retreat

CIP

Heads Up

Heads Up

- Opportunity to hear from Departments
  - Issue that will impact the budget or that commissioners need to know about
  - Collaborative approach to problem-solving
  - Some issues - but not all - will lead to expansion requests

ONGOING BUDGET CYCLE

BOC Goals

Develop Budget

Staff plans

Adopted Budget

Retreat

CIP

Heads Up

Retreat

- Sets the parameters and guidance for the budget
- Review current year actuals compared to budget
- Look at financial and demographic trends
- Review issues of importance
- Economic forecasts
- Known continuation increases
- Potential expansion items
- Preliminary look at the bottom line
- Guidance from commissioners
  - Revenue
  - Priorities

ONGOING BUDGET CYCLE

BOC Goals

Staff plans

Develop Budget

Adopted Budget

Retreat

Heads Up

CIP

Estimating and projecting expense

- Work with departments to look at year-to-date actual spending and estimate the year-end actual
  - Try to hit the mark as close to actual as possible
- Expense for coming year in two categories
  - Continuation
    - What will it cost us to continue to offer the same level of service we offer today?
    - Employee pay/benefits
  - Expansion
    - What new levels of service or new programs are needed?

Estimating and projecting revenue

- Track major revenues on a monthly basis
- Several years worth of data are kept to do modeling and compare current to prior years
- Projections are conservative but realistic
  - This is more art than science
  - Don't want to highball revenue projection but don't want to sandbag
- We don't budget revenue for grants or other what-if possibilities

Operating Budget

IT'S NOT IN THE BUDGET

FOLLOW YOUR BLISS

"Work is love made visible." – Khalil Gibran

- Depends on guidance given at the retreat
- Projected Continuation Revenue – Projected Expense = $$ for expansions
  - Frequently a negative number
- Continuation budgets are scrutinized
  - Why?
- Expansions requests are scored and prioritized
  - Why?

Criteria	Explanation
Goals and Objectives	What is the impact of the request on the comp plan goals? How well will the project move the county forward to achieve a goal? This would combine prior goals & objectives, economic impact, and community support
Collaboration	Is the request collaborative? Is the collaboration necessary to the success of the project? Will it change the way departments communicate, share information, or work together?
Safety	Does the request eliminate an immediate safety hazard for County citizens or employees? ("Immediate safety hazard" means an imminent, obviously hazardous situation, not a remote possibility.)
Mandate	Does the request enable the county to provide a new or existing state or federal mandate? Mandate means an item imposed on the county by federal or state government, not a locally imposed requirement.
Timing/ Linkages	What is the impact of delaying the request? Is it related to a completed project or previously approved program or related to other priority projects?
Improve Quality of Service	Will quality of service be improved?
Additional service	Will a new high-priority service be provided?
Maintain service	If the request is not recommended what will be the impact on current level of service? Is it necessary to continue service?
Budget Impact	What is the net impact on the operating budget? Are there other revenue sources, besides the general fund, to pay for the request? Will we be taking on a lot of ongoing increased operating expense? Low impact and/or other source of revenue like fees or grants = high score
Efficiencies	Will the request save the county money or resources (e.g. time, staffing, etc.)
Alternatives	Are there alternatives that could address the problem in the event that the expansion can not be recommended?
Equity	Does this request prioritize low income and/or people and communities of color? Does it advance equity in Chatham County government or community? Does it create jobs for low income people and/or people of color? Does it increase access to services with language specific resource/materials?

ONGOING BUDGET CYCLE

Summary – A Few Key Takeaways

- Good stewardship is our overarching goal
- We use the budget: To forecast revenue and expense; As a tool for decision making; As a way to measure performance
- Chatham's approach emphasizes collaborative problem solving
- Budgeting is a year-long process.
- Best case scenario: We're all on the same team and share in the outcomes and decisions
- Worst case scenario: Staff presents a budget that does not meet the goals/priorities of the BOC

Chatham County Budget and Financial Policies

At A Glance

Budget Policies

01   Budget policies

Objective: Manage the annual budget to meet legal and debt obligations, ensure adequate funding of current service levels, meet priorities of BOC, maintain the County's financial condition, and keep property tax increases to a minimum.

CONTENTS:

New or increased services
Mid-year appropriations
Use of one-time revenue
Capital Outlay
encumbrance

Funding of nonprofit agencies
Grants
New positions

Level of budgeting
Justification for funding
Contingency funds
Budget Officer

Debt policies

02 **Debt policies**

Objective: The county will manage its debt obligations to meet demands for capital facilities while striving to maintain or improve the county's current bond rating.

CONTENTS:

Types of debt
When debt is appropriate
Terms

Debt limitation
Relationship to operating and
capital budgets

Fees and user charges policies

03 **Fees and user policies**

Objective: The county will set its fees and user charges to recover the costs of services at a predetermine recovery threshold and thereby reduce reliance on property taxes.

CONTENTS:

Enterprise funds
Other fees and charges
Subsidy

New and increased services
Review and approval of fees and charges

Capital Improvement Program (CIP) policies

04   CIP policies

Objective: The County will plan for its capital needs at least seven years into the future in order to address needs and to earmark revenues.
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CONTENTS:

Process
Relationship to annual budget
Capital project ordinances

Fund balance policies

CHATHAM COUNTY
NORTH CAROLINA

05   **Fund balance**

Objective: Recurring operations expenses of the county will be funded through recurring revenue sources. Fund balance is considered one-time revenue. The county shall maintain unassigned fund balance in its general fund equal to 20 percent of the previous annual operating budget in order to meet emergency obligations, avoid interruptions in cash flow, generate interest income, and maintain investment-grade bond rating.

CONTENTS:

Allowable uses
Excess fund balance

Capital Reserves

06 **Capital reserves**

Objective: The County will strive to fund capital improvements on a pay-as-you-go basis in order to enhance its financial condition and bond rating.

CONTENTS:

Annual contribution

Cash Management

07   **Cash management**

Objective: The County shall effectively manage its cash resources in order to maximize interest earnings and minimize loss of revenue.

CONTENTS:

Cash receipts
Cash disbursements
Investment policy

Accounting and Financial Reporting

08   **Accounting and Financial Reporting**

Objective: The County will establish and maintain its accounting system in accordance with the NC Local Budget and Fiscal Control Act.

CONTENTS:

All records and reporting will be in accordance with Generally Accepted Accounting Principles. The County will maintain an accounting system that provides internal budgetary and accounting controls designed to provide reasonable assurance regarding both the safeguarding of assets against the loss from unauthorized use or disposition and the reliability of financial information used in the preparation of financial statements and reports.

Questions,
Comments,
Concerns?

Appendix A: Chatham County Financial and Budgetary Policies

Objective: Chatham County government exists to meet the needs of residents through the services the County is mandated to provide or has elected to provide. In order to meet these needs, the County must maintain its financial integrity. In addition, the County is constantly confronted with requests for new and enhanced services from a growing and diverse population. The County's Financial and Budgetary Policies are intended to maintain and improve the County's financial condition thereby preserving our ability to meet future needs while giving County leaders a framework for balancing increased service demands and financial position.

Budget Policies

Objective: The County will manage its annual budget to meet its legal and debt obligations, ensure adequate funding of current service levels, meet the priorities of the Board of Commissioners, maintain the County's financial condition, and keep property tax increases to a minimum. The County shall operate under an annual balanced budget ordinance whereby the sum of net revenues and appropriated fund balances equals the expenditure appropriations. The *Local Government Budget and Fiscal Control Act* (G.S. 159-8) requires a balanced budget ordinance from all local governments.

New or increased services: The County should ensure adequate funding of critical services before funding new or enhanced services.

Mid-year appropriations: All agencies supported by the county must function within the resources made available to them through the annual budget. The county will consider requests for new or expanded programs during the course of the regular budget process. Only in extreme circumstances will such requests be considered outside of the budget process.

Use of one-time revenues: One-time revenues should not support ongoing personnel and operating costs. Use of one-time revenues is appropriate for capital outlay, debt retirement, contribution to capital reserve, and other non-recurring expenses. Proceeds from the sale of surplus capital items will go into the County's general capital reserve, unless proceeds are otherwise restricted.

Funding-of Nonprofit Agencies: The county will follow a fair process for funding nonprofits that ensures transparency, accountability, consistency, and adherence to best practices, as described in the Chatham County Nonprofit Agency Funding Policy.

Grants: The County will pursue federal, state, and private grants to enhance services to County residents. However, the County will strictly limit its financial support of grant-funded programs to avoid commitments, which continue beyond funding availability. The County will not continue programs after grants have expired, except as expressly approved by the Board of Commissioners as part of the annual budget process. The grant approval process will proceed as follows:

- If a grant does not require any county match, either cash or in-kind, and the funder does not expect the county to continue to fund a position or a program after the grant, then the proposal can be reviewed and approved by staff. However, the County Manager may choose to present a grant proposal to the Board for approval, if he/she feels that it is appropriate.
- If the grant requires a county match, either cash or in-kind, or the funder expects the county to continue to fund a position or program after the grant is complete, then the grant application must be submitted to the Board of Commissioners for approval.
- For grants that require Board of Commissioner approval, but will not be complete two weeks prior to the meeting when the agenda must be completed, the Manager's Office can authorize the

application with prior notice to the Chair and Vice Chair and report to the Board of Commissioners at their next meeting. If the Board of Commissioners does not approve the grant proposal, the funder will be notified that the county chooses to withdraw the application.

New positions: New positions for existing programs and services should be added when there is no other viable option. Alternatives, such as contracting, technology, and reassignment of duties should be fully explored and documented before new positions are funded.

Level of budgeting: In order to tie costs to specific services, departments shall submit budgets for each of their divisions or program areas. Department heads are authorized to transfer operating funds between their divisions without prior approval. Transfers for personnel and capital outlay must be approved by the Budget Officer. The County shall adopt budgets at the department level. Commissioners reserve the right to review and/or adopt budgets at a greater level of detail.

Justification for funding: Departments and agencies requesting funding from the county should justify their requests in terms of maintaining or increasing service levels. Departments should measure their performance in key service areas and periodically compare their performance to other jurisdictions to discover efficiencies and develop best management practices.

Contingency funds: Departments shall not include contingency funds in their respective budgets. The county shall include a general contingency fund in its annual budget. The amount of the contingency fund shall not exceed one percent of the annual budget.

Capital Outlay funds: Departments shall encumber all approved capital outlay funds by December 31st of the budgeted fiscal year.

Budget Officer: The County Manager serves as the budget officer. He is authorized to perform the following functions or delegate them:
- Transfer funds within a department without limitation.
- Transfer amounts of up to $5,000 between departments of the same fund with a memorandum report of such transfers at the next regular meeting of the Board of Commissioners.
- Transfer amounts of up to $50,000 from contingency to any department with a memorandum report of such transfers at the next regular meeting of the Board of Commissioners. Greater amounts can be made available upon agreement of the Board of Commissioners.
- Transfer, terminate, or create positions, and transfer associated funds, without limitation, provided that actual personnel costs do not exceed budgeted personnel costs and position counts are not increased.
- Employ temporary help from time to time to meet circumstances.
- Execute contracts provided that funds for the contract have been approved as part of the annual budget and the contract does not exceed the funds appropriated, the contract's term does not exceed three years, all applicable state laws and county policies regarding purchasing are followed, and the contract does not exceed $100,000
- Execute change orders provided that the change order is for a project approved as part of the annual budget or by a project ordinance approved by the Board of Commissioners, the change order does not exceed the funds appropriated, and the change order does not exceed $100,000.

Debt policies

Objective: The County will manage its debt obligations to meet demands for capital facilities while striving to maintain or improve the County's current bond rating.

Types of debt: The types of debt available to North Carolina county governments include general obligation bonds, certificates of participation (COPs), installment purchase, other leases, revenue bonds, and proceeds from the refunding of general obligation bonds. In general, the county will select the appropriate type of debt given financial circumstances and feasibility.

When debt is appropriate: Debt is an important tool for financing capital facilities. Over-reliance on debt, however, is negatively perceived by bond rating agencies. The county should exhaust all possible resources, such as grants and pay-as-you-go funding, before borrowing funds. Debt should only be used for the construction of capital facilities and the purchase of capital assets. In general, the assets should not be recurring capital replacements, such as vehicles. If terms are favorable, however, the county may elect to use debt in this manner. Debt should never be issued to meet recurring operating expenses.

Terms: The term of the debt service payments shall not exceed the useful life of the asset purchased through debt

Debt limitation: Debt issuance guidelines and formulas established by the Local Government Commission and rating agencies will be closely monitored and appropriately applied. North Carolina state law permits local governments to issue debt up to eight percent of the total assessed valuation.

Relationship to operating and capital budgets: Debt for items meeting the requirements of a capital project shall be requested through the capital improvements program (CIP) process. Other debt requests shall be made through the annual budget process. The annual budget will include sufficient funding to meet the County's debt service obligations.

Fees and user charges policies

Objective: The County will set its fees and user charges to recover the costs of services at a predetermined recovery threshold and thereby reduce reliance on property taxes.

Enterprise funds: The operating budgets of enterprise funds shall not be subsidized by the general fund and shall be supported wholly by fees generated by the enterprise. To the extent possible, the capital costs of enterprise funds should not be subsidized by the general fund, unless Commissioners identify a compelling need to provide a subsidy.

Other fees and charges: The County should charge other fees when it is allowable, when a limited and specific group of beneficiaries can be identified, when it is feasible to charge beneficiaries for the services rendered, and when there is no reason to subsidize the service wholly or in part. To the extent possible, fees levels should be set to recover the full costs of the services provided, unless it is deemed necessary or desirable to subsidize the service.

Subsidy: Factors to consider in deciding whether a subsidy is appropriate include the burden on property tax payers, the degree to which the service benefits a particular segment of the population, whether beneficiaries can pay the fee, and whether the service provides a broader benefit to the community.

New and increased services: Part of the decision-making process in establishing new services or increasing service levels should include an analysis of fees and user charges and a desired cost-recovery threshold.

Review and approval of fees and charges: As part of the budget process, the County shall annually review the fees and user charges. All changes to the schedule of fees and charges must be approved by the Board of Commissioners.

Capital Improvements Program (CIP) policies

Objective: The County will plan for its capital needs at least seven years into the future in order to address needs and to earmark revenues.

Process: A seven-year capital improvements plan shall be prepared and updated each year. Departments and agencies shall request items meeting the definition of a capital asset through the County's annual CIP process. Only in extreme circumstances will the County consider items outside the CIP process. Generally, agencies should plan five years ahead for capital improvements and project additions to the CIP should occur in Year 7 of the CIP.

Relationship to annual budget: The operating impact of each project shall be identified and incorporated into the annual operating budget.

Capital project ordinances: A separate capital project ordinance shall be submitted to the Board of Commissioners for approval for all capital improvements which span more than one fiscal year and cost $100,000 or more.

Fund balance

Objective: Recurring operational expenses of the county will be funded through recurring revenue sources. Fund balance is considered one-time revenue. The county shall maintain unassigned fund balance in its general fund equal to 20 percent of the previous annual operating budget in order to meet emergency obligations, avoid interruptions in cash flow, generate interest income, and maintain an investment-grade bond rating.

Allowable uses: Fund balance may be used as appropriate under sound management practices.

Excess Fund Balance: Upon completion of the annual audit of County finances, any unassigned fund balance above 22% will be transferred to the Capital Reserve Fund. The Capital Reserve Fund shall be used for one-time capital expenditures. The fund may also be used for prepayment of debt, upon recommendation by the County Finance Officer, to reduce the county's outstanding debt or to pay down debt with high interest rates.

Capital Reserves

Objective: The County will strive to fund capital improvements on a pay-as-you-go basis in order to enhance its financial condition and bond rating.

Annual contribution: The County shall annually contribute a minimum of one percent of its operating budget to a capital reserve.

Cash Management:

Objective: The County shall effectively manage its cash resources in order to maximize interest earnings and minimize loss of revenue.

Cash Receipts: Departments shall deposit receipts daily as required by law. Departments are responsible for ensuring the security of cash receipts. The Finance Officer is responsible for ensuring funds are deposited into interest bearing accounts.

Cash Disbursements: The County's objective is to retain moneys for investments for the longest period of time possible. Disbursements will be made on the contractually agreed date unless earlier payments provide a greater economic benefit to the County. For County checks, one signature will be required. Facsimile signatures will be

safely stored and used when appropriate.

Investment Policy: County funds will be invested in a prudent and diligent manner with emphasis on safety, liquidity, and yield, in that order. The County will conform to all state and local statutes governing the investment of public funds.

Accounting and Financial Reporting

Objective: The County will establish and maintain its accounting system in accordance with the NC Local Budget and Fiscal Control Act. All records and reporting will be in accordance with Generally Accepted Accounting Principles. The County will maintain an accounting system which provides internal budgetary and accounting controls designed to provide reasonable assurance regarding both the safeguarding of assets against the loss from unauthorized use or disposition and the reliability of financial information used in the preparation of financial statements and reports.

Adopted by the Board of Commissioners: December 15, 2003
Amended by the Board of Commissioners: January 16, 2008
Amended by the Board of Commissioners: June 14, 2010
Amended by the Board of Commissioners: January 31, 2011
Amended by the Board of Commissioners: January 12, 2012
Amended by the Board of Commissioners: February 18, 2013
Amended by the Board of Commissioners: January 10, 2014
Amended by the Board of Commissioners, February 2, 1015
Amended by the Board of Commissioners, January 16, 2019
Amended by the Board of Commissioners, January 11, 2021

Chatham County, NC

Text File

File Number: 23-5092

Agenda Date: 1/9/2024   **Version:** 1   **Status:** Board Priorities

In Control: Board of Commissioners   **File Type:** Agenda Item

Agenda Number:

CLOSED SESSION

Vote to go into closed session pursuant to G.S. 143-318.11(a)(3) in order to consult with an attorney in order to preserve the attorney-client privilege and to consider and give instructions to an attorney concerning the handling of a lawsuit.

Agenda Date: 1/9/2024	**Version:** 1	**Status:** Board Priorities
In Control: Board of Commissioners		**File Type:** Agenda Item
Agenda Number:		

Health Department Presentation

Public Health Update

Chatham County Board of Commissioners – 01.09.2024

Public Health Update

What is the Community Assessment?

❖ Collaborative effort between the Chatham Health Alliance, the Chatham County Public Health Department, and Chatham Hospital, in addition to community members throughout the county

❖ Identifying factors that affect health and well-being in Chatham County

❖ Determining the availability of resources within the community to support optimal health for all

❖ Chatham Health Alliance uses assessment to select Health Impact Priorities and focus collective action

❖ 2024 Community Assessment process has begun!

Data Sources

Primary Data

- *Chatham County Community Survey (**2021**)*
- Supplemental community survey (2021)
- Story Circles--qualitative (2021)

Secondary Data

- Youth Risk Behavior Survey (2019)
- American Community Survey - U.S. Census Bureau (2020)
- Centers for Disease Control and Prevention
- N.C. Department of Health and Human Services
- N.C. Center for State Health Statistics
- Local government agencies, including county and city government, schools
- National, state and local nonprofits
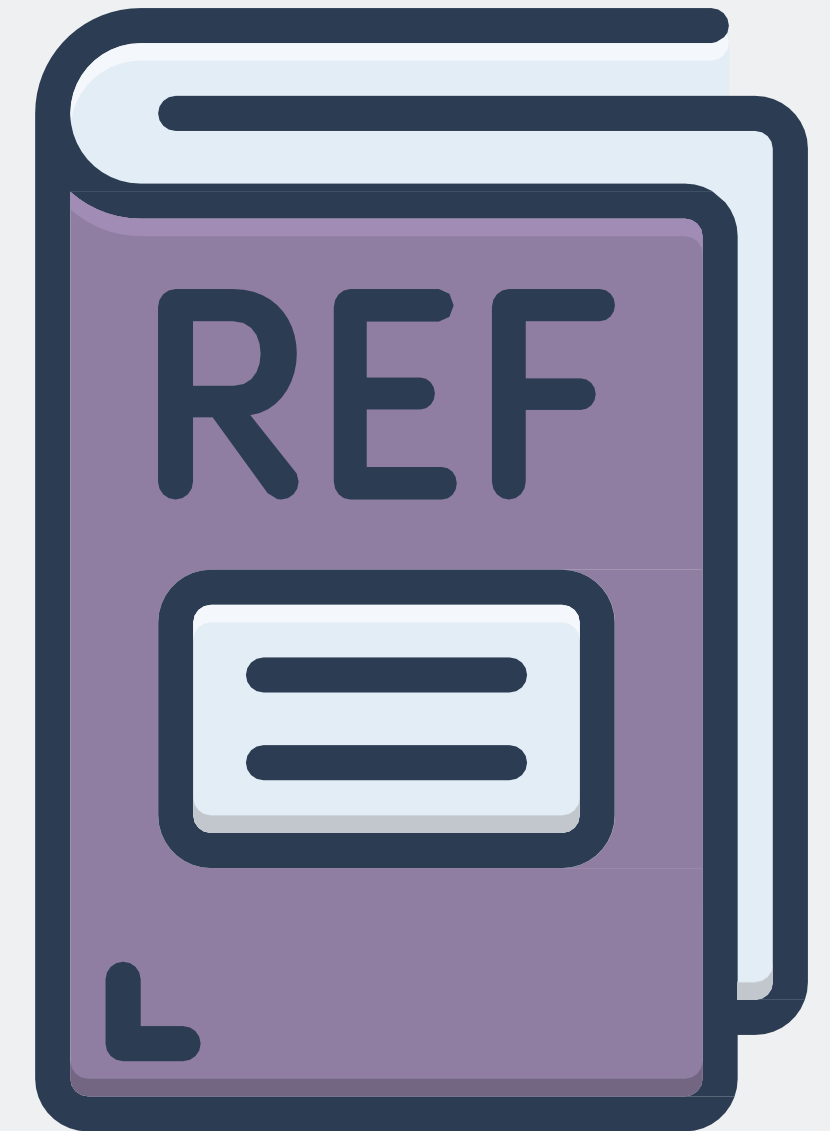
LET'S TALK!
2021 Chatham County Community Assessment

What is the Community Assessment?

Key Findings and Themes

CHATHAM COUNTY
NORTH CAROLINA
PUBLIC HEALTH

Public Health Update

Health Impact Priorities

❖ **Mental Health & Substance Use**

❖ **Transportation**

❖ **Employment**

Chatham County adults selected water quality as top focus to improve health and quality of life in the community.

1 **Water quality**

• Priorities identified in the previous Community Assessment remain concerns, including access to health care, healthy eating and active living, and economic resilience

LET'S TALK!
2021 Chatham County Community Assessment

What is the Community Assessment?

Data Sources

Focus Areas

Access to Comprehensive Health Services

CHATHAM COUNTY
NORTH CAROLINA
PUBLIC HEALTH

Public Health Update

Access to Comprehensive Health Services
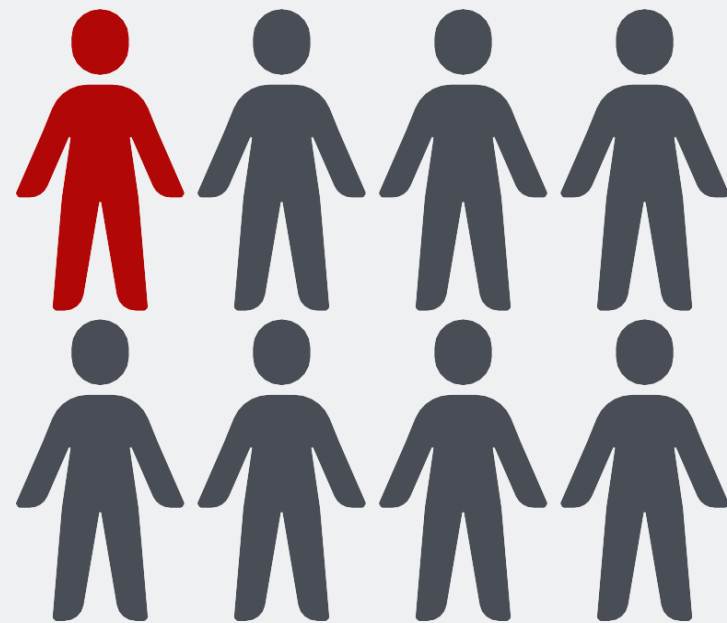
Approximately 1 in 8 Chatham County residents under 65 (12.6%) and over half of non-citizens do not have health insurance.

Source: U.S. Census Bureau

Infant Mortality Rates: Chatham & NC

Infant Mortality Rate

	Chatham	NC
Overall	7.8	6.9
White*	6.5	4.8
Black/African American*	18.8	12.6
Hispanic	8.2	5.4
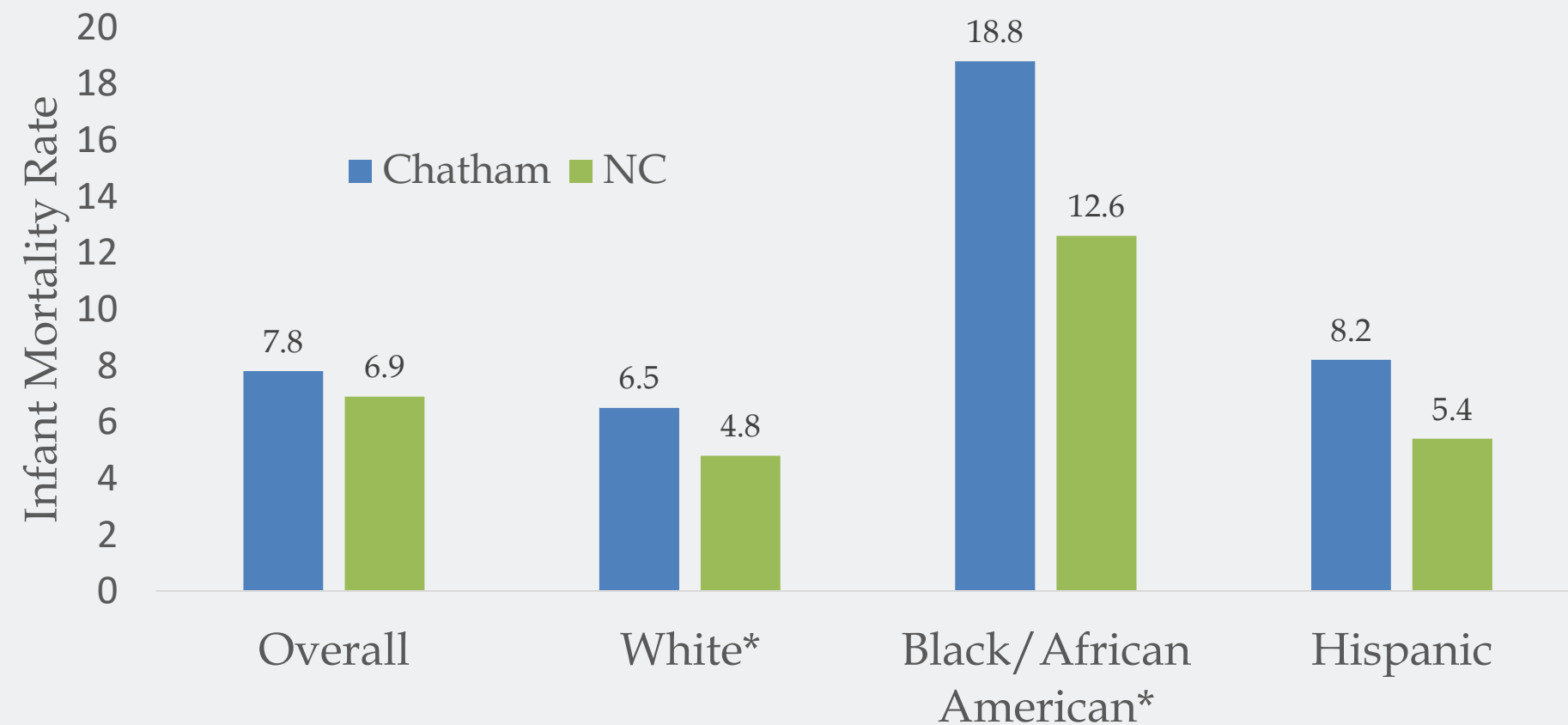
*non-Hispanic/Latinx
Source: NC Center for State Health Statistics, 2017-21

LET'S TALK!
2021 Chatham County Community Assessment

What is the Community Assessment?

Data Sources

Focus Areas

Mental Health

CHATHAM COUNTY
NORTH CAROLINA
PUBLIC HEALTH

Public Health Update

Several key mental health indicators worsened among adults in Chatham County from **2018** to **2021**.

High day-to-day stress level — 9.1% / 10.7%

Self-reported mental health "fair" or "poor" — 7.4% / 11.3%

Ever told they had anxiety or depression — 20.1% / 33.3%
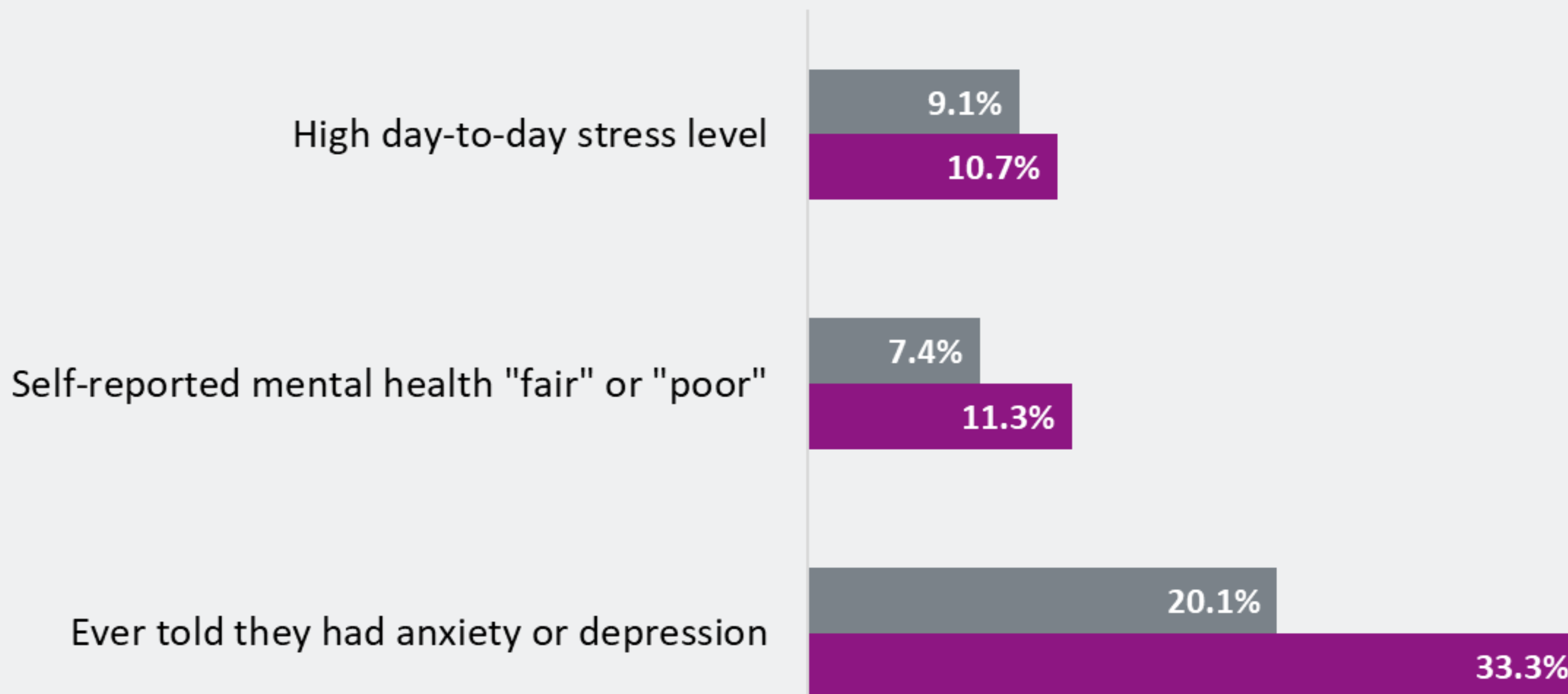
Source: CCCS 2018 & 2021

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Public Health Update

Deaths in Chatham
The rate of overdose deaths among residents of **Chatham** in **2022 (Annual)** was **29.5**.
(Rate per 100,000 residents. Number of deaths: 22)
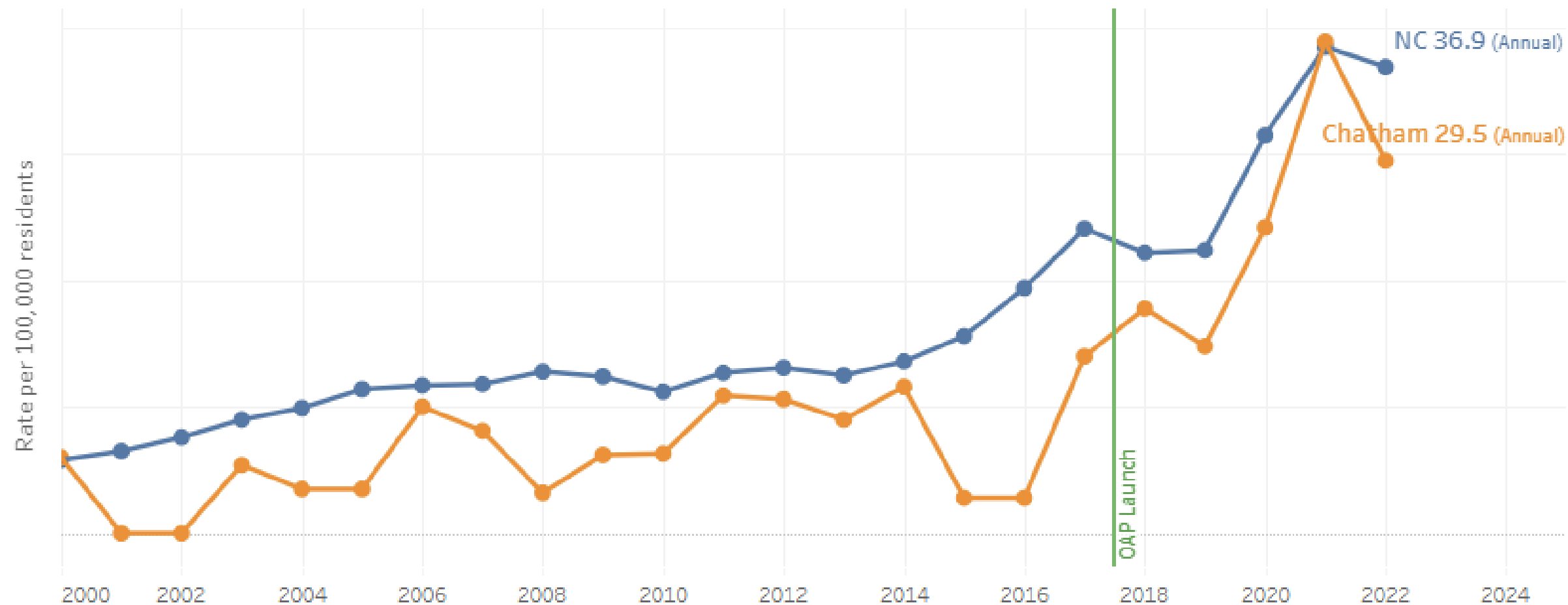
NC 36.9 (Annual)

Chatham 29.5 (Annual)

OAP Launch

Rate per 100,000 residents

2000 2002 2004 2006 2008 2010 2012 2014 2016 2018 2020 2022 2024

Source: NC DHHS

LET'S TALK!
2021 Chatham County Community Assessment

What is the Community Assessment?

Data Sources

Focus Areas

Coordinated System of Health

✕ +

CHATHAM COUNTY
NORTH CAROLINA
PUBLIC HEALTH

← → ↻   🔍 Public Health Update

Building a Coordinated System of Health

❖ **It Takes a Community:** Addressing complex public health issues like these requires collaboration, both within and beyond the healthcare system

❖ **Partnerships are Key:** Collaboratives like the Chatham Health Alliance, EMBRACe, the Sheriff's Prevention Partnership on Controlled Substances, the Community Child Protection and Fatality Prevention Team, and others drive collective action.

❖ **Coordination, not Duplication:** We must work with other health system partners to make whole-person care accessible, effective, and culturally appropriate

LET'S TALK!
2021 Chatham County Community Assessment

What is the Community Assessment?

Data Sources

Focus Areas

Early Childhood Health

Public Health Update

CHATHAM COUNTY
NORTH CAROLINA
PUBLIC HEALTH

Supporting Early Childhood Services
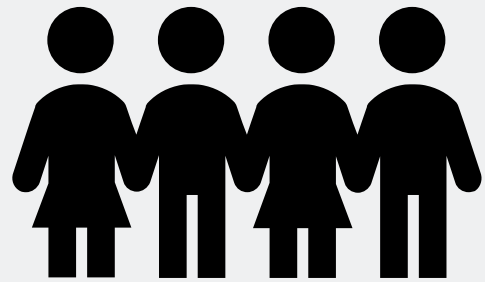
"Recommendation: Grow health and social services to promote early intervention and family wellbeing."

-Chatham Kids Matter Early Childhood Needs Assessment

FOCUS ON FATHERS

Bilingual program that works with Chatham fathers to increase family and life-skills competencies to prepare them for a life-long role of mentoring their children

CHILD CARE HEALTH

CHATHAM COUNTY
NORTH CAROLINA
PUBLIC HEALTH

Works with childcare programs across the county to improve health and safety in facilities and provide technical assistance in many areas

Address shortfall in grant funding to sustain these important programs.

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Increasing Access to Water Testing and Treatment

Chatham County adults selected water quality as top focus to improve health and quality of life in the community in the 2021 Community Assessment.

❖ Concern around water quality has been high in recent years, particularly with the discovery of chemicals in water supply that are linked to health issues

❖ CCPHD focuses on well water and recommends private well owners sample their wells on a routine basis for bacteria, heavy metals, and pesticides

❖ Testing (and treatment) can be cost prohibitive for lower-income residents

Pilot program to offer reduced-cost well water testing for lower-income residents.

LET'S TALK!
2021 Chatham County Community Assessment

What is the Community Assessment?

Data Sources

Focus Areas

Public Trust, Preparedness, Workforce

CHATHAM COUNTY
NORTH CAROLINA
PUBLIC HEALTH

Public Health Update
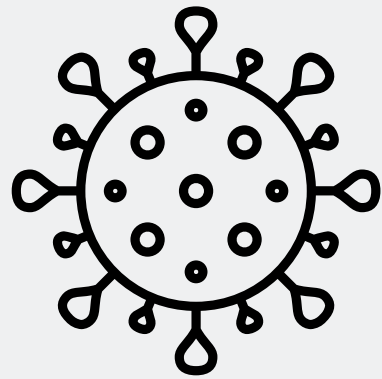
Maintaining Public Trust through Strong Workforce

❖ The COVID-19 pandemic highlighted the importance of public trust to the work we do

❖ A strong, prepared public health workforce is critical, both in emergencies and non-emergencies

"Building a stronger, more efficient, and more equitable public health system is necessary to realizing a healthier, fairer, and more prosperous America. But creating this public health system will remain a dream without the people — the workforce — to support these efforts."

-REPORT TO THE PRESIDENT: Supporting the U.S. Public Health Workforce (May 2023)

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LET'S TALK!
2021 Chatham County Community Assessment

What is the Community Assessment?

Data Sources

Focus Areas

Takeaways

CHATHAM COUNTY
NORTH CAROLINA
PUBLIC HEALTH

Public Health Update

Takeaways

❖ Building a coordinated system of physical and mental healthcare for Chatham residents with effective and accessible wraparound services

❖ Addressing ongoing substance use/overdose crisis

❖ Supporting early childhood programs by addressing gaps in grant funding

❖ Ensuring important services like well water testing are accessible to all

❖ Growing trust in the public health system and being prepared for future public health emergencies through strong public health workforce

Agenda Date: 1/9/2024	**Version:** 1	**Status:** Board Priorities
In Control: Board of Commissioners		**File Type:** Agenda Item
Agenda Number:		

Partnership for Children Early Childhood Action Plan Presentation

Community Needs Assessment Findings

Child Health, Safety & Wellbeing

1) Access to health care is inequitable
- Specialized care–especially mental health services–for children, mothers, and families not available
- Need to promote early intervention
- Transportation barriers
- Desire for more recreation options for young children
- Most significant in southern and western areas of the county

2) Latinx and African American families less well served
- Latinx parents expressed less connection to, awareness of child/family resources
- Latinx parents expressed distrust of childcare providers; reliance on informal networks
- Health disparities highest among African American population

Child Care Access

3) Child care availability crisis
- Many families struggle to find affordable, quality childcare with schedules that meet their needs
- Shortages of care are acute for infants and toddlers
- Child care desert in rural areas of the county

4) Affording child care
- Cost of care is unaffordable for many families.
- Combined costs for housing and child care exceed half of household budgets.
- Many families rely on a "hidden workforce" (family members, informal care) to make ends meet
    - Implications for kindergarten readiness

1

5) Economic growth and childcare shortage on a collision course
- Rapid residential development in eastern Chatham
- Major industrial employment centers being developed… in locations with little care
- Child care will get harder to find, while cost of living continues to rise
- Child care availability will constrain workforce availability

Child Care Infrastructure

6) Providers' financial struggle
- Gap between the real cost of child care and education and the funding available to providers
- Independent child care providers are struggling to survive financially.

7) Workforce pipeline is broken
- Child care workforce shortages stem from low pay, limited benefits, and lack of prestige
- College program enrollment is declining

High Quality Early Learning

8) Concerns about quality care
- View that children are safer with family
- Skepticism about quality of care
- Providers want better public understanding, support for their work

9) Understandings of kindergarten readiness vary
- Academics? Social skills? Developmental milestones?
- Parents feel pressure and uncertainty
- Need for a consistent definition and measures, along with community education

10) Barriers to accessing NC Pre-K
- Schedule does not align with parents' work days
- Lack of transportation
- Classes go underutilized, but this may mask latent demand

Fiscal Analysis Recommendations & Cost

Below is a summary of recommendations and cost. These recommendations build on the research in the Phase 1 Report and follow the direction of the ECAP Advisory Committee (except where noted). All recommendations have been reviewed by Chatham County Partnership for Children and administrative costs have been included for applicable recommendations.

Early Childcare: Birth to 47 Months

1. Workforce: Recommendations

    ● Work with CCCC and CCS to develop a pipeline of early childcare workers and leverage Chatham Promise (not part of fiscal analysis)
    ● Using NC Early Childhood Compensation Collaborative Model Salary Scale, test pilot program with limited number of centers; eligibility should include subsidy acceptance. The Advisory Committee decided to select 20 classrooms at centers with a rating of 3 stars or higher and to include an annual payment of $1,000 per classroom for benefits. The two cost options below include social security and Medicare tax.

Direct Cost of 20 Most Expensive Classrooms (most underpaid)	$ 307,264
Annual Allowance for Benefits	$ 20,000
Total Direct Cost	$ 327,264
10% administrative fee	$ 32,726
New position to oversee program (includes $2,000 one time)	$ 69,501
Total Cost	$ 429,492
Direct cost of most expensive centers	$ 254,772
Annual Allowance for Benefits	$ 20,000
Total Direct Cost	$ 274,772
10% administrative fee	$ 27,477
New position to oversee program (includes $2,000 one time)	$ 69,501
Total Cost	$ 371,751

2. Cost to Families: Recommendations

    ● Eliminate the subsidy waiting list by locally funding slots

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Funding required to eliminate wait list	
Current Monthly Average Subsidy Paid	732
Yearly Amount/Child	$ 8,784
Average Wait List since 2015	98
Projected Administrative Costs	0
Cost to Eliminate Wait List for 200% FPL	**$ 863,028**

- Increase the income threshold to 300% FPL

Funding to increase threshold to 300% FPL	
Number families in 2022	2,846
Projected number of kids using 200%FPL utilization rate	181
Direct Cost for 300% FPL (including wait list)	**$ 1,590,917**
DSS Administrative Costs (includes $2,800 one-time costs)	$ 69,482
Finance Administrative Costs	$ 29,596
Total	**$ 1,689,995**

Sensitivity Analysis for Higher Utilization by Families b/w 200 and 300%FPL	
25%	$ 2,087,725
50%	$ 2,485,454
75%	$ 2,883,183
100%	$ 3,280,913

- Explore expanding Early Head Start to family childcares (not part of fiscal analysis)

3. Cost to Providers: Recommendations

- Develop an Early Childhood Education Fund and grant process to support providers:
  - Solicit private donations to the fund from local employers that are not currently receiving economic development incentives, such as Auraco and FedEx
  - Redirect 1-2% of economic development incentives to the fund

Annual Funding Request	600,000
Less Cost of Compensation Pilot	429,492
Net Cost Year 1	170,508
10% Administrative Costs	17,051
New position to oversee program (includes $2,000 one time)	69,501
Year 1 Total Cost	257,060

4. Lack of Buildings: Recommendations

- Pursue federal funding available to expand Early Head Start into family childcares (not part of fiscal analysis)
- Work with Chatham County to build an early childcare center and pre-K at Parkers Ridge in Moncure as a model for future centers; the center would be leased to a private provider through CCPC to operate. The costs shown below assume the facility would be built jointly with the community center at Parker's Ridge in 2027.

Construction	3,984,750
Outdoor playground	90,000
Generator	
Contingency	400,000
Architect	400,000
FF&E	400,000
Other owner costs	50,000
Total	5,324,750
Escalated cost (12%/year)	7,880,630

- Leasing analysis:
  - Lease building to CCPC to sublease to childcare provider selected through RFP process
  - Charge below-market rate for rent ($10/sf)
  - Rental income of approximately $100,000 per year
  - Allow CCPC to retain 10% of market rate ($25,000 @ $25/sf) for management
- Incentivize private companies to offer onsite daycare through the county's economic development incentives policy (not part of fiscal analysis)
- Provide technical assistance for private centers wanting to expand (included with position in #3 above)
- Target EDC's Small Business Loan program for new and expanding childcare centers (not part of fiscal analysis)

Pre-K

1. "Maximize" existing NC Pre-K programs before significantly expanding

2. Funding Strategies: Recommendations

- Calculate the deficit for each provider type of NC Pre-K and provide a supplement to cover full costs for existing pre-K students

Providers	2023/2024 Rates	2012/2013 Rates	2024/2025 Rates	Difference	2022/2023 Enrollment (Adding Sonflower)	Cost Assuming Current Enrollment	2022/2023 Slots	Cost at "Maximization"
Head Start	$420	$300	$396	($24)	48		54	
Public School	$515	$473	$624	$109	129	141,074	162	177,163
Private	$719	$600	$792	$73	24	17,520	27	19,710
Total Direct					201	158,594	243	196,873
Administrative Costs for CCPC @ 10%						15,859		19,687
Total Cost						174,454		216,561

- Increase income threshold to 100% of Chatham's median income—the consultant recommends using 400% FPL as a proxy, since no data is available on the number of families at median income levels; require sliding scale or flat fee for those above Chatham's median income—the consultant recommends not implementing sliding scale fee based on feedback from CCS that $750 monthly amount for private pay needs to remain.

	Expand by to Serve Families at 400% FPL	Slots Needed	Private Operating	Private Capital*	CCS Operating	CCS Capital	Subtotal	Add 10% Administration for CCPC	Total	Total County Cost
1	All private expansion	104	823,680	4,073,035	-	-	4,896,715	82,368.0	4,979,083	906,048
2	All CCS expansion	104	-	-	649,334	3,020,209	3,669,543	64,933.4	3,734,476	3,734,476
3	50% private/50% CCS	104	411,840	2,036,518	324,667	1,510,104	4,283,129	73,650.7	4,356,780	2,320,262
4	25% private/75% CCS	104	205,920	1,018,259	487,001	2,265,156	3,976,336	69,292.1	4,045,628	3,027,369
5	75% private/25%CCS	104	617,760	3,054,776	162,334	755,052	4,589,922	78,009.4	4,667,932	1,613,155
6	Parkers Ridge (50 slots) + CCS	104	396,000	1,958,190	337,154	1568185.22	4,259,530	73,315.4	4,332,845	4,332,845

- "Universal" Pre-K, assuming 70% of total children served:

	"Universal Pre-K" (assuming 70% participation)	Slots Needed	Private Operating	Private Capital*	CCS Operating	CCS Capital	Subtotal	Add 10% Administration for CCPC	Total	Total County Cost
1	All private expansion	400	3,165,624	15,653,771	-	-	18,819,395	316,562.4	19,135,957	3,482,186
2	All CCS expansion	400	-	-	2,495,567	11,607,475	14,103,042	249,556.7	14,352,598	14,352,598
3	50% private/50% CCS	400	1,582,812	7,826,885	1,247,783	5,803,737	16,461,218	283,059.5	16,744,278	8,917,392
4	25% private/75% CCS	400	791,406	3,913,443	1,871,675	8,705,606	15,282,130	266,308.1	15,548,438	11,634,995
5	75% private/25%CCS	400	2,374,218	11,740,328	623,892	2,901,869	17,640,307	299,811.0	17,940,118	6,199,789
6	Parkers Ridge (50 slots) + CCS	400	396,000	1,958,190	3,252,916	10155451.4	15,762,557	364,891.6	16,127,449	16,127,449

3. Workforce Options: Recommendations

- Recommendation: Tie per month subsidy to paying teachers and instructional assistants as recommended by NCECCC; do not require a specific level of benefits: Cost is included in compensation study above.

4. Lack of Buildings: Recommendations

- Build Moncure childcare center (to include pre-K): Cost is included above.

5. Barriers for families: Recommendations

- Lack of wraparound care: Include funding for wraparound care for families meeting income threshold:

- At current income threshold, based on YMCA rate:

	Slots	Cost
Maximization		
CCS/YMCA	162	320,306
Head Start	54	N/A
Private #1	9	45,000
Private #2	18	18,900
Total Current		384,206
Total Direct at YMCA Rate	**189**	**373,691**
Administrative Costs		37,369
Total Cost		**411,060**

	Slots	Direct Costs	Administrative Costs	Total
Expansion	104	205,629	20,563	226,192
Universal	400	790,287	79,029	869,316

Overall Cost Summary:

Recommendations	Capital*	Annual Direct Cost	Annual Administration	Annual Total Excluding Capital	Advisory Committee Priority
Compensation Pilot		327,264	102,227	429,492	
Eliminate Subsidy Waiting List		863,028	-	863,028	
Increase Income Threshold to 300% FPL		1,590,917	99,078	1,689,995	
Early Childhood Education Fund		170,508	86,552	257,060	
Parkers Ridge	7,880,630			-	
Parkers Ridge Rental Income		(100,000)	25,000	(75,000)	
Subsidize Pre-K Reimbursement Rates		196,873	19,687	216,561	
Expand Pre-K to 400% FPL (using 50/50 Scenario)	1,510,104	736,507	73,651	810,158	
Wrap Around Care (Maximization)		373,691	37,369	411,060	
Wrap Around Care (Expansion)		205,629	20,563	226,192	
Transportation		7,000	700	7,700	
Total		4,364,418	464,127	4,828,545	
* No total is give for capital, pre-K expansion cost depending on year it happens and should include escalation					

Other recommendations:

1. Modify the county's economic development incentives policy (not part of the fiscal analysis):

   - Weight on-site childcare and financial assistance with childcare as a major factor in the policy
   - Weight company's participation in a flexible spending account a minor factor in the policy
   - If Tri-Share is implemented statewide in North Carolina, weight participation as a major factor in the policy

2. Designate Chatham County Partnership for Children as the entity to manage solutions (outside county's purview, such as administering subsidy) and include costs in model (which is done with each applicable option above).

3. Track data and when recommendations have been implemented and proven successful, consider additional strategies (many examples of data collection are given in the research)

Fiscal Analysis Phase 2 Draft

Research on Early Childhood Education

Renee Paschal Consulting, LLC

Recap: Community Needs Assessment Focus Areas

Child Health, Safety & Wellbeing	Childcare Infrastructure
High Quality Early Learning	Childcare Access
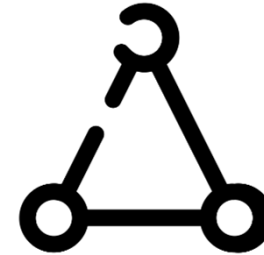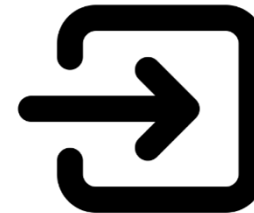
Child Health, Safety & Wellbeing

Access to health care is inequitable.

Latinx and African American families less well served .
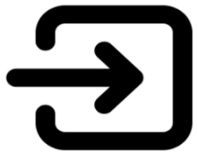
Childcare Access

Childcare availability crisis.

Cost of childcare is unaffordable for many families.

Economic Growth & childcare shortage on a collision course.

Childcare Infrastructure

Providers' financial struggles.

Childcare workforce pipeline is broken.

High Quality Early Learning

Concerns about quality care.

Understandings of Kindergarten Readiness vary.

Families experience barriers to accessing NC Pre-K.

Scope for Fiscal Analysis

Phase 1: Research state and national model programs for program elements and funding strategies

- Strategies that deal with early childcare (birth to 47 months)
- Universal pre-K

Phase 2: Based on direction from the Advisory Committee, produce up to two fiscal models

- Two fiscal models for presentation to Chatham BOC

Early Childcare System Issues to Solve

In the scope of the fiscal analysis:

- Workforce
- Lack of buildings
- Inadequate funding
- Wrap-around services for pre-K
- Availability of childcare
- Affordability of childcare

Not directly in the scope:

- Lack of trust
- Rapid growth
- Health and wellness
- School readiness
- Expanding awareness of childcare crisis

Research Showed

Most programs outside North Carolina use funding mechanisms Chatham isn't allowed to use

North Carolina local governments can only do what the General Assembly explicitly allows by law

This rules out:

Property tax referenda

Increasing sales tax rate

Social impact bonds

Sweetened beverage tax

Etc.

Models Reviewed

North Carolina:

- Mecklenburg County
- Durham County
- Buncombe County
- Wake County
- Chatham County

National Local Governments:

- Seattle, Washington
- Cincinnati, Ohio*
- Multnomah County, Oregon*
- Cuyahoga County, Ohio*
- Philadelphia, Pennsylvania*
- Salt Lake County, Utah*
- San Antonio, Texas*
- Portland, Oregon*
- St. Louis, Missouri*
- Wayzata, Minnesota*
- Petal, Mississippi*
- Aspen, Colorado*

*Reviewed case studies

Recommendations

Recommendations that are part of the fiscal analysis are in this format

Recommendations that are not part of the fiscal analysis are in this format

Early Childcare: Birth to 47 Months

Barriers to Early Childcare

1. Workforce

2. Cost to families & providers

3. Lack of buildings

4. Lack of availability

1. Workforce

- Mecklenburg pilot was to bring all early childcare workers to median county wage for AA degree with educational improvement (never implemented):
  - 10 classrooms Year 1; 30 classrooms year 5
  - Geared to birth to 47 months
  - Centers required to accept subsidy to participate
- Buncombe Early Childcare Education and Development Fund provides grants which include hiring staff and increasing pay and benefits (as well as scholarships for families and non-capital startup costs)
- Mecklenburg, Buncombe and Forsyth provided educational supports to early childcare workers
- Wake County SmartStart has apprenticeship program
- Forsyth ties raises to educational improvement

1. Workforce

- Workforce pipeline needs to start in K-12
- CCCC has had little recent interest in early childhood classes

1. Workforce: Forsyth

30 Classrooms (centers and teachers applied) for 4-year-olds:

    4 Head Start
    7 school
    9 private (not NC Pre-K)
    10 private NC Pre-K

Targeted 2- and 3-start centers; goal is quality improvement

Teachers receive 16 hours tuition

Teachers receive 3 pay raises over course of year if on track to complete education goal

Program just started; 1-year pilot using ARP funds

1. Workforce: Mecklenburg

- Partnered with community college and UNC-Charlotte

- Provides pathway for teachers pursuing AA, BA and BK licensure

- Made programs easier to access with evening and online courses

1. Workforce: NC Early Childhood Compensation Collaborative Model Salary Scale

- Pay teachers with equal education equivalent to K-12 scale
- Pay other early childcare workers a "living wage" according to MIT Living Wage Calculator
- Statewide minimum $16.83/hour
- Chatham's living wage is $18.40 hour
- Model tested by UNC-Charlotte

1. Workforce Recommendations

Recommendation: Test Early Childhood Education Compensation Scale: pilot program with limited number of centers; eligibility should include subsidy acceptance. Components:

- *20 Classrooms*

- *Target infant through Pre-K classrooms and centers with 3 stars or higher*

- *Include a yearly benefits allowance of $1,000 per classroom*

- *Include educational attainment requirements, to be designed later*

- *Include at least one pre-K classroom*

Cost of Pay Pilot

Direct salary + FICA cost of most underpaid centers	$	254,772
Annual Allowance for Benefits	$	20,000
Total Direct Cost	$	274,772
10% administrative fee	$	27,477
New position to oversee program (includes $2,000 one time)	$	69,501
Total Cost	$	371,751
Total Recurring Cost	$	369,751

Impact Examples:

1. Pre-K teacher has BK licensure and makes $14/hour; the model recommends $23.70/hour (equal to public schools teacher salary scale); the compensation pilot would fund the annual difference of $20,170 (plus FICA $1,543)

   Result: Teacher makes $49,290 instead of $29,120

2. Result: Early childcare teacher has an associate's degree in Early Childhood Education and makes $13.50/hour; the model recommends $19.74/hour (living wage plus 7% for educational attainment; the compensation pilot would fund the annual difference of $12,986 (plus FICA $1,073)

   Result: Teacher makes $41,066 instead of $28,080

1. Workforce Recommendations

Recommendation: Work with CCCC and CCS to develop a pipeline of early childcare workers and leverage Chatham Promise (not part of FA)

2. Cost to Families: Solutions

- Michigan Tri-Share (NC currently deciding on which counties will be included in the pilot for NC Tri-Share)

- Wayzata, Minnesota provides scholarships and parental supports

- Seattle, WA Child Care Assistance Program
  - Serves families between 60 and 94% state median income (who don't qualify for subsidy)
  - $4.4M provided in 2022
  - Reduced amount families pay to between 10-15% (14-23% for infant care)

2. Cost to Families: Solutions

- Buncombe Early Childcare Education fund provided family supports
- Early Head Start for families below 100% FPL—option for family childcare homes

2. Cost to Families: DSS Subsidy

CHATHAM

Available to families at or below 200% FPL

Parents pay 10% of gross income as match

No wait list since COVID; had been as high as 300

Providers must be licensed

OTHER COUNTIES

Mecklenburg and Orange cover waitlist families

Orange has paid parent fees in the past

Mecklenburg and national examples increased income threshold:

Meck: 300% FPL

Aspen: 500% FPL

2. Cost to Providers: Recommendations

- *Eliminate subsidy waiting list*

- *Increase subsidy income threshold to 300% FPL*

- *Develop an Early Childhood Education Fund and grant process to support providers:*

    - *Solicit private donations*

    - *Redirect 1-2% economic development incentives to the fund (voluntary, more later)*

Cost to Eliminate Subsidy Waiting List

Funding required to eliminate wait list	
Current Monthly Average Subsidy Paid	$732
Yearly Amount/Child	$8,784
Average Wait List since 2015	98
Projected Administrative Costs	0
Cost to Eliminate Wait List for 200% FPL	**$863,028**

Cost to Increase Income Threshold to 300% FPL for 0 to 47 months

Number families in 2022 between 200% and 300% FPL	2,846
Projected number of kids using 200%FPL utilization rate and percent subsidy children aged 0-47 months	181
Direct Cost for 300% FPL (including wait list)	**$1,590,917**
DSS Administrative Costs (includes $2,800 one-time costs)	$69,482
Finance Administrative Costs	$29,596
Total	**$1,689,995**

300% FPL Sensitivity Analysis For Greater Utilization

Sensitivity Analysis for Higher Utilization by Families b/w 200 and 300%FPL		
25%	$	2,087,725
50%	$	2,485,454
75%	$	2,883,183
100%	$	3,280,913

Administrative Challenges for DSS

Existing software provided by the state will not determine eligibility at 300% FPL; new software will be required

Existing software also produces monthly payments to childcare providers; this will become a manual process for Finance

A policy will have to be developed to govern this; DSS would prefer CPCC or another agency does that with input from DSS

Difficult to capture all administrative costs; will impact MIS

Early Childhood Education Fund

Annual Funding Request	600,000
Less Cost of Compensation Pilot	429,492
Net Cost Year 1	170,508
10% Administrative Costs	17,051
New position to oversee program (includes $2,000 one-time)	69,501
Year 1 Total Cost	257,060

$600,000 annually, which includes Year 1 compensation pilot

Fundraise and solicit private donations that could be used for private childcare construction grants

Explore revolving loan concept for public funds (similar to EDC) to be used for private expansion

Redirect 2% of economic development incentives (with company's agreement) to the fund

Provide technical and grants writing assistance to centers for expansion

3.   Lack of Buildings

- Head Start is at capacity and recently repurposed pre-K classroom for Early Head Start; federal funding is available for expansion
- County's authority for capital grants is ambiguous
  - Wake says yes for nonprofits
  - Buncombe says no
  - Very clear that county funding of capital is not allowed for private centers unless county maintains ownership and leases space (may be able to provide loans)
- Waiting list of 401 children; needs assessment calculated deficit at 1,300 slots
- 18 childcare providers wish to expand; 2 have applied for grant funding and been denied
- With a 1% average national profit margin, investment in expansion is risky for private centers without financial assistance

3. Lack of Buildings: Recommendations

Work with Chatham County to build an early childcare center and pre-K at Parkers Ridge in Moncure as a model for future centers; lease building to CPCC to manage

Pursue federal funding available to expand Early Head Start into family childcares (not part of FA)

Work with EDC to target loan program for childcare facilities (not part of FA)

Incentivize private companies to offer onsite daycare through county's economic development incentives policy (not part of FA)

Provide technical assistance for private centers wanting to expand (not part of FA)

Develop and implement economic development incentives policy for childcare providers

Employment Growth in Chatham

■ Employment
Centers
(Plan Chatham)
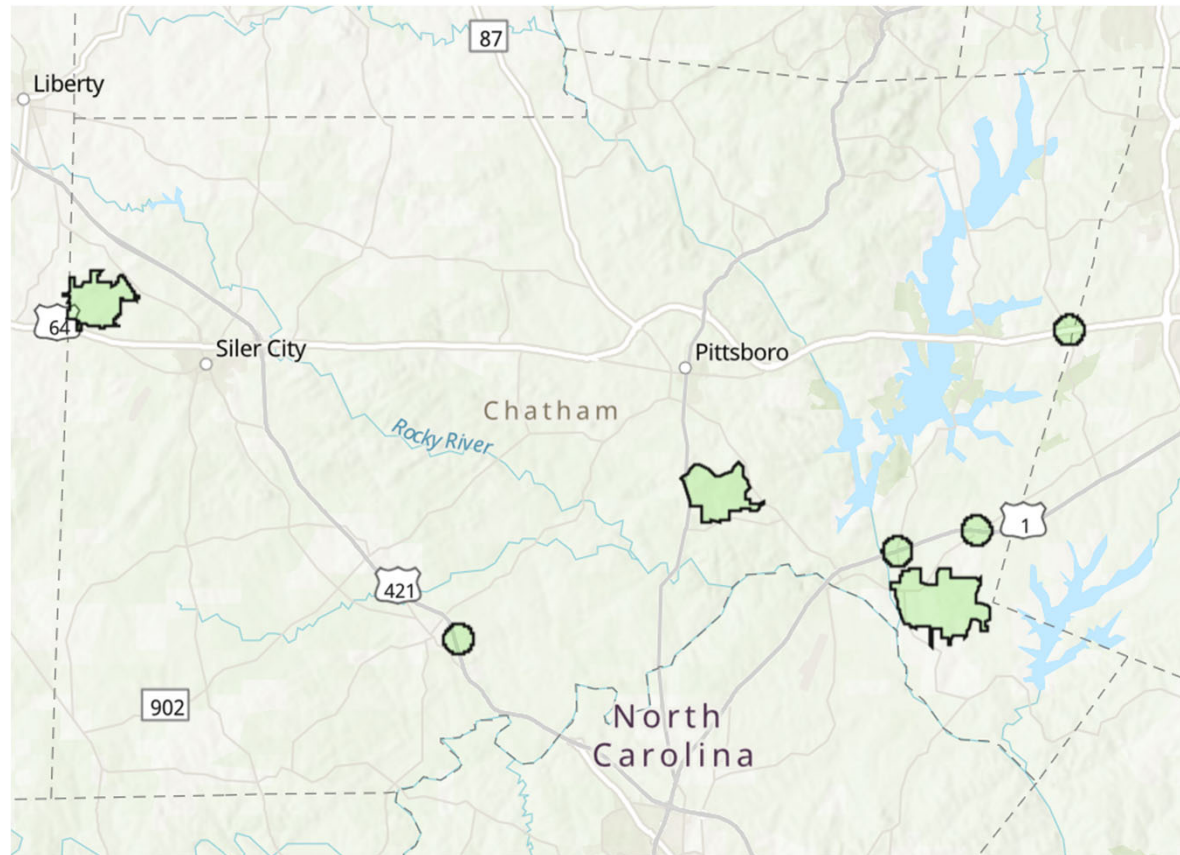
Employment Growth & Childcare

■ Employment Centers (Plan Chatham)

★ Childcare Facilities (small centers and family homes)
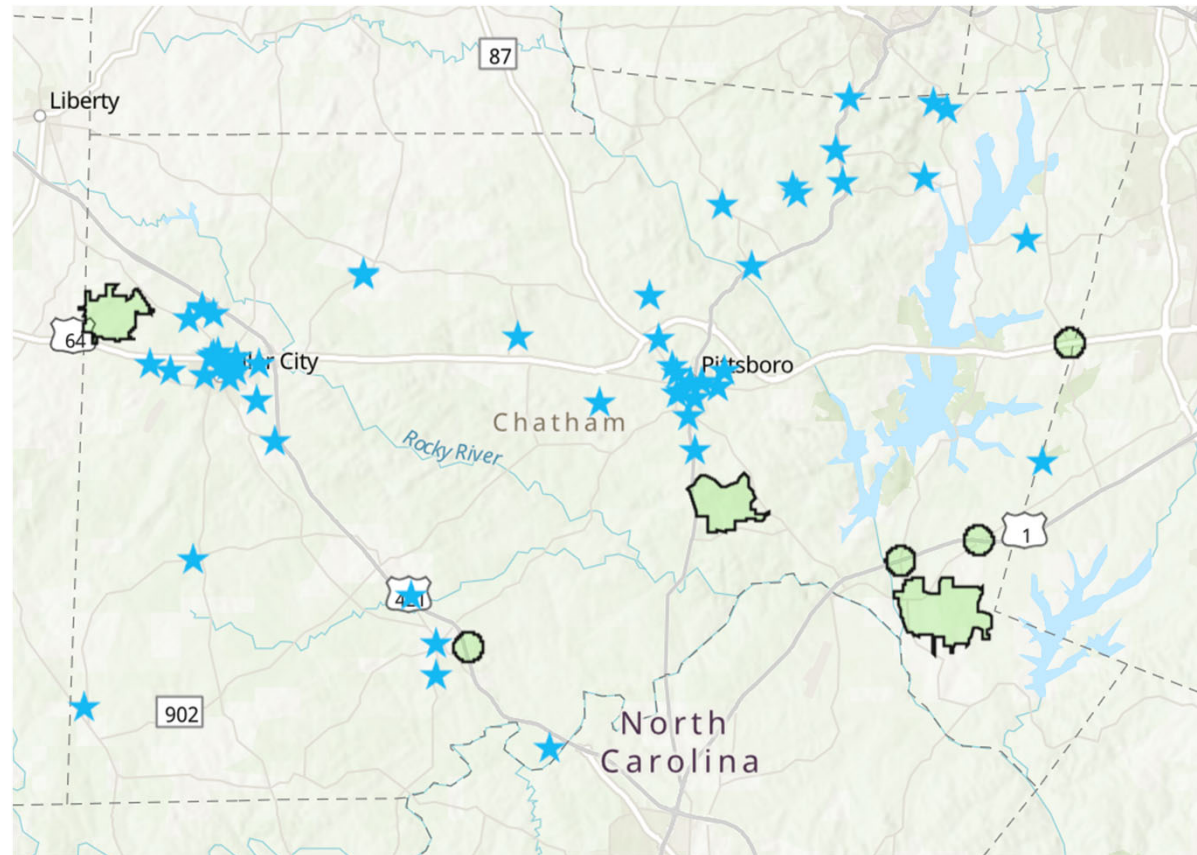
Recommendation: Co-locate ECE Center at Parkers Ridge with community center

Ideal location because of proximity to Vin Fast, Fed Ex, etc.

Would serve:

- 110 children between birth and 47 months
- 40 children in pre-K

Cost savings:

- Parking
- Shared spaces
- Shared generator

Estimated Capital Cost to Build Childcare Facility at Parkers Ridge Park with joint community center

NOT TO BE USED FOR CIP PURPOSES

Construction	3,984,750
Outdoor playground	90,000
Generator	Incl. in CC
Contingency	400,000
Architect	400,000
Furniture, Fixtures & Equipment	400,000
Other owner costs	50,000
Total	5,324,750
12% annual escalation through 2027	7,880,630

Management of Building

Lease building to CCPC to sublease to childcare provider through RFP process:

    Charge below-market rate for rent ($10/sf)

    Rental income of approximately $100,000 per year

    Allow CCPC to retain 10% of market rate ($25,000 @ $25/sf) for management

Pre-K

Issues and barriers to universal pre-K

1. Underutilization following COVID

2. NC Pre-K funding is insufficient

3. Workforce

4. Lack of Buildings

5. Barriers for families

6. *Extensive requirements*

Chatham County Existing NC Pre-K

- Largest provider is Chatham County Schools with 162 NC Pre-K slots in 22/23 (CCS also had 35 private-pay students)

- Schools without NC Pre-K include JS Waters, Bonlee, Silk Hope, and **Moncure** (where 7,500 jobs are anticipated with VinFast and 300 jobs with Fed Ex opening next year)

- Next largest provider is Head Start with 54 slots in 22/23

- Children First Learning Center with 18 slots in 22/23

- Sonflower Seeds with 9 slots in 23/24

- NC Pre-K is free to families earning less than 75% of state median income; providers are reimbursed from the state through CCPC

A Word about "Universal" Pre-K

- Only Mecklenburg offers truly universal pre-K within the state, but has a 46% utilization rate; if the utilization rate were higher, it's unclear if funding would be provided to make this program truly "universal"

- Several states are considered to offer a universal program, but only **Vermont**, **Florida**, **Oklahoma**, and **DC** offer truly universal programs*

- Alabama, California, Georgia, **Iowa**, New Jersey, New Mexico, New York, **West Virginia** and **Wisconsin** offer universal eligibility but have funding caps or other constraints*

- The National Institute for Early Education Research (NIEER) considers programs with 70% enrollment of 4-year-olds to be universal

*The states bolded above achieved the NIEER threshold in 2021

1. Low Utilization

- Only 68% of available pre-K slots were filled in 22/23; pre-Covid 96% of slots were filled

- No waiting list for CCS except Chatham Grove (private pay)

- Private center waiting list unknown

- Head Start has no waiting list

		19-20		22-23	
		Slots	Enrollment	Slots	Enrollment
Chatham County Schools	Bennett		15	18	14
	Chatham Grove		9	18	7
	North Chatham		26	18	12
	Perry Harrison	174	21	18	15
	Pittsboro Elementary		32	36	29
	Siler City Elementary		34	36	34
	Virginia Cross Elementary		36	18	18
Total CCS		*174*	*173*	*162*	*129*
Chatham Child Development Ctr.		18	18	*Closed*	
Head Start		52	52	54	48
Children First Learning Center		17	15	18	15
Robyn's Nest		9	8	*Closed*	
Pasitos Felices		8	2	*Not participating*	
Totals		**278**	**268**	**281**	**192**

2. NC Pre-K Funding—Chatham County Schools

CCS receives $571.85 per student from NC Pre-K and CCPC

CCS charges private-pay students $750 per month

Without an infusion of Title 1 funds, the program operates at a deficit

No administrative overhead or cost of space is charged to the pre-K budget; other funding sources cover

The operating budget is less than 5% of total budget (most is teacher salaries)

Without Title 1 and adding in Administrative Overhead	
FY 23 deficit	(131,141.79)
Annual deficit/student	(1,016.60)
Monthly deficit/student	(101.66)

2. NC Pre-K Funding: Head Start & Private Centers

- Private providers receive $719 per child per month

- Interviews with childcare centers that closed pre-K programs show that the low reimbursement rate is a key factor

- Head Start receives $420 per child per month, but these funds are supplemented with federal funds (Head Start serves families earning below 100% of FPL)

- Only Head Start indicated that the reimbursements covers program costs

2. Funding Strategies

- Mecklenburg provides a subsidy to bring all providers to $900/month/child

- Mecklenburg also works with private childcare centers to provide "universal" pre-K (known as Meck Pre-K and pays full cost)

- Buncombe recently began subsidizing NC Pre-K as follows:
  - Private Center: $297/month/child
  - Public School: $218.25/month/child
  - Head Start: $174.50/month/child

- Durham has sliding scale: Families above 400% FPL pay 2% of income

- Cincinnati, OH provides scholarships for low-income families

2. Funding Strategies: Recommendations

Recommendation: Calculate the deficit for each NC Pre-K provider and provide a supplement to cover full costs for existing pre-K students (we used inflation rate to bring to current levels)

Increase income threshold to 100% Chatham's median income (v. 75% of state) – (calculating this was not possible given data available so 400% of FPL used as proxy)

Require sliding scale or flat fee for those above Chatham's median income—CCS requires that the $750 monthly fee remain in place, so we recommend against a sliding scale fee

Cost to Increase NC Pre-K Reimbursement Rates

Providers	2023/2024 Rates	2012/2013 Rates	Proposed 2024/2025 Rates	Difference	2022/2023 Enrollment	Cost Assuming Current Enrollment	2022/2023 Slots	Cost at "Maximization"
Head Start	$420	$300	$396	($24)	48		54	
Public Schools	$515	$473	$624	$109	129	$141,074	162	177,163
Private	$719	$600	$792	$73	24	$17,520	27	$19,710
Total Direct					201	$158,594	243	$196,873
Administrative Costs for CCPC @ 10%						$15,859		$19,687
Total Cost						$174,453		$216,561

Cost Scenarios to Increase Income Threshold to 400% FPL

All Private: $906,048 annually/$0 capital

All CCS: $714,268 annually + $3 million capital

50/50 Private/CCS: $810,158 annually + $1.5 million capital

Cost Scenarios for "Universal Pre-K"

All Private: $3,482,186 annually

All CCS: $ 2,745,124 annually + $11.6 capital

50/50 Private/CCS: $3,113,655 annually + $5.8 capital

Impact of Increasing Income Threshold on CCS Private Pay Revenue

Scenario 1: Half of Students Now Eligible for Publicly Funded Pre-K	
Reduction in Private Pay	(144,375)
Increase in Rates Overall	177,163
Plus Increased Rates for 17 Children	106,141
Net Increase for CCS	$138,929
Scenario 2: All of Students Now Eligible for Publicly Funded Pre-K	
Reduction in Private Pay	(288,750)
Increase in Rates Overall	177,163
Plus Increased Rates for 35 Children	218,526
Net Increase for CCS	$106,939

3. Workforce Options: Pay and Benefits

- Many jurisdictions, including Mecklenburg, Durham, and Buncombe, pay private centers to bring teachers to the same level as public schools

- The NC Early Childhood Compensation Collaborative (NCECCC) recommends paying teachers and instructional assistants with equal training on the same level as public schools

- Pay comparable benefits to school system (currently at 48% of salary cost); NCECCC provides a list of benefits, but does not recommend a specific set

- Concerns: CCS is having difficulty recruiting teachers and instructional assistants for its pre-K program; and an influx of funding to private centers may siphon off employees

3. Workforce Options: Recommendations

- *Tie per month pre-K subsidy to paying teachers and instructional assistants as recommended by NCECCC (at least one-pre-K classroom included in compensation pilot above)*

- *Do not require a specific level of benefits, but provide $1,000/year*

- *Cost already included in Compensation Pilot*

4. Lack of Buildings

CCS

- Has one vacant pre-K classroom at Perry Harrison (18 slots)
- Based on 22/23 enrollment, CCS and other providers have capacity for 42 students plus Perry Harrison classroom, also state recently increase classroom size from 18 to 20 students, which also increases current capacity)
- Since 2005, CCS has included pre-K classrooms in new schools
- Future schools (one planned for Chatham Park) will also include
- Repurposing classrooms possible if school has capacity
- Construction of a pre-K playground may be required
- Schools have attempted to start pre-K program at JS Waters, but not enough interest

4. Lack of Buildings

- Sonflower Seeds has applied for an expansion grant from DHHS and has physical capacity for 4 additional students (update: grant denied)

- Any significant expansion of pre-K will require that facilities be renovated or constructed

- One option is for the county to construct buildings and lease to private providers; park in Moncure seems an ideal site

- Another option is for CCS to repurpose other classrooms, but that may not be possible if the school does not have capacity; may also have to build pre-K playground

4. Lack of Buildings: Recommendations

- *Model includes capital cost per child:*
  - *Cost for Parker's Ridge is $30,126/child in today's dollars*
  - *Cost for CCS (Chatham Grove) is $29,040/child in today's dollars (includes classroom space only)*
- *Recommendation: "Maximize" existing pre-K programs before significantly expanding (i.e., building classrooms)*
- *Pursue idea of Moncure childcare center (to include pre-K)—Cost presented above*

5. Barriers for families

Lack of afterschool care:

- Schools used to offer, but stopped (YMCA now provides):
  - Chatham Grove—0
  - North Chatham, Perry Harrison, Pittsboro—5 each
- Private providers may offer (Sonflower does)

Transportation:

- Regulations for CCS are prohibitive
- The real problem is believed to be afterschool care
- Mecklenburg County saw only 6% utilization of transportation

5. Barriers for Families: Recommendations

Recommendation: Include funding for afterschool care for families meeting income threshold (currently 75% state median income)

Wait to see if this adequately resolves barriers for families before funding transportation

Afterschool Care Cost "Worst Case"

	Slots	Cost		
Total at Current Slots/YMCA Rate	243	$ 480,460		
Total Direct at Maximization/YMCA Rate	281	$ 555,593		
Administrative Costs		$ 55,559		
Total Maximization Cost		**$ 611,153**		
	Slots	**Direct Costs**	**Administrative Costs**	**Total**
Expansion	104	205,629	20,563	226,192
Universal	400	790,287	79,029	869,316

Other Recommendations

- Not in FA:

  - Modify County's economic development incentives policy to (not in FA):

    - *Weight on-site childcare or financial assistance with childcare as major factor in policy*
    - *Weight company's participation in flexible spending account as a minor factor in policy*
    - *If Tri-Share is implemented statewide, weight participation as major factor*
    - *Weight agreement to participate in Early Childhood Education Fund (2% of incentives) as a major factor*

  - Track data, evaluate, and consider additional strategies in the future (not in FA)

  - Single portal of entry application for pre-K

Other Recommendations

- In FA:
  - *Designate CC Partnership for Children as management entity; model cost to administer—administrative costs are included in all applicable models above*

Summary of Recommendations in FA

Workforce:

- Test compensation model for ECE
- Pay pre-K teachers on par with CCS

Cost to families:

- Eliminate subsidy waiting list
- Increase subsidy threshold to 300% FPL
- Increase pre-K threshold to 100% Chatham median income

Cost to providers:

- Develop ECE Fund

Summary of Recommendations in FA

Lack of Buildings:

- Build childcare center/pre-K in Moncure to serve as model
- Calculate cost/child for construction

Pre-K Funding

- Maximize existing NC Pre-K
- Calculate deficit for each Pre-K provider type and supplement
- Include afterschool care in funding

Designate CCPC as entity to manage (administrative costs included)

Summary of Recommendations Not in FA

Workforce:

- Work with CCCC and CCS to develop workforce pipeline leveraging Chatham Promise

Lack of Buildings:

- Pursue federal funding to expand Early Head Start into family homes
- Work with EDC to target Small Business Loan program to childcare
- Change economic development incentives policy to incentivize on-site childcare and contribution to ECE Fund

Other:

- Change incentives policy to include financial assistance with childcare and FSA
- Track data, evaluate, and consider additional strategies

Prioritized List of Recommendations for County Funding

	Recommendation	Priority
1	Early Childhood Education Fund (includes Compensation Pilot in Year 1)	High (#1)
2	Parker's Ridge	High
3	Subsidize Pre-K Reimbursement Rates + Wrap Around Care (Maximization)	High
4	Expand DSS Subsidy to 300%	High
5	Expand Pre-K to 400% FPL (using 50/50 scenario) + Wrap Around Care (Expansion)	Medium
6	Eliminate Subsidy Waitlist (currently no waiting list)	Low
7	Universal Pre-K	Low (Long-Term Priority)

Questions/Comments

Agenda Date: 1/9/2024   **Version:** 1   **Status:** Board Priorities

In Control: Board of Commissioners   **File Type:** Agenda Item

Chatham County Schools Presentation

We strive daily to operate as a dynamic, high performing organization, focused on preparing students for bright and prosperous futures.
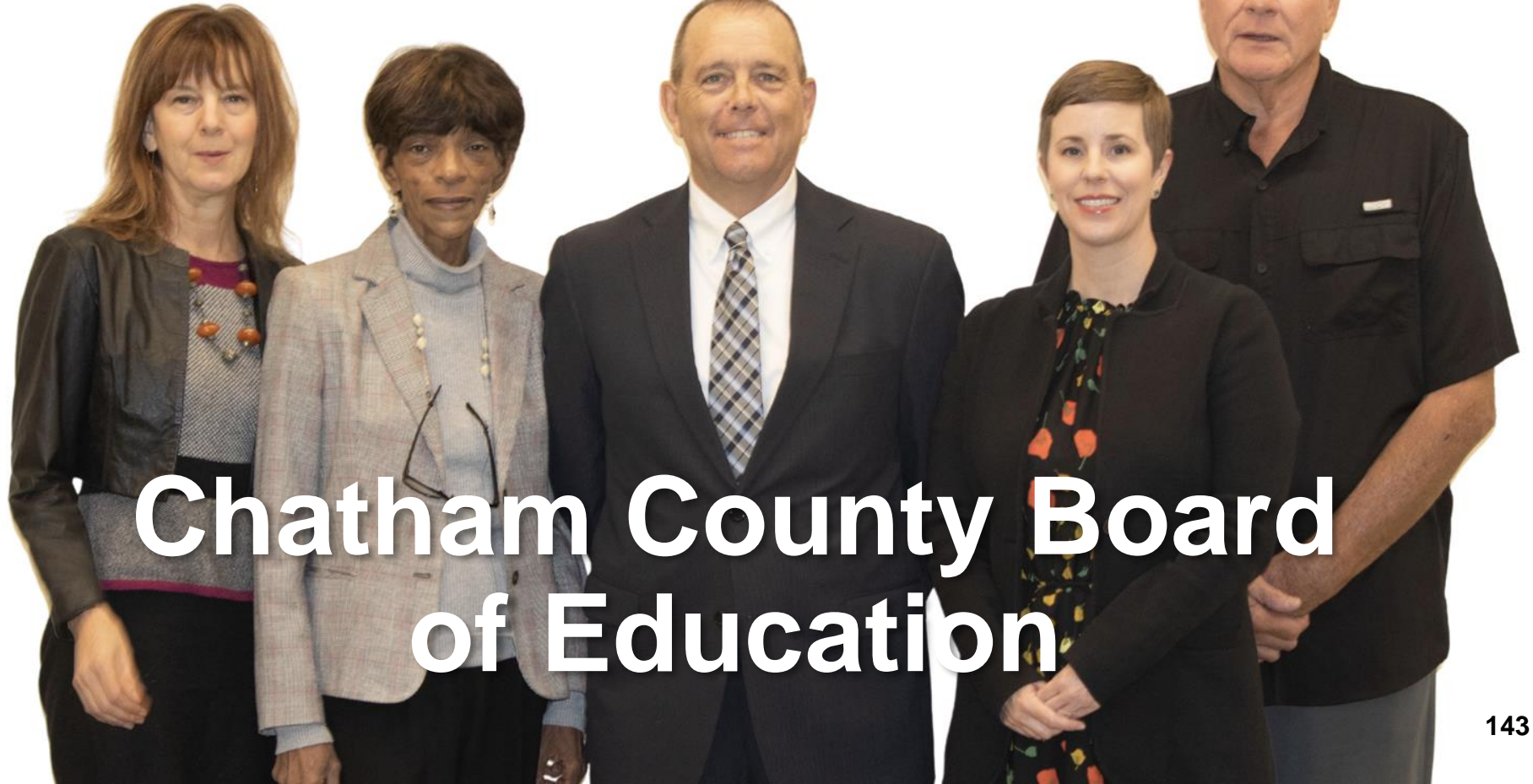
Chatham County Board of Education

CHATHAM COUNTY SCHOOLS
Senior Cabinet – Effective July 1, 2023

EXPERIENCED LEADERSHIP

DR. ANTHONY JACKSON
Superintendent

JOHN WOOD
Public Information Officer

DR. AMANDA MORAN
Assistant Superintendent –
Academic Services & Instructional Support

CHRIS BLICE
Assistant Superintendent –
Operations

DR. KELLY BATTEN
Assistant Superintendent –
Human Resources

TONY MESSER
Chief Financial Officer

JIMMY SCHWANKL
Chief Technology Officer

CHRIS POSTON
Senior Executive Director
Excellence & Opportunity

District Leadership

TRACY FOWLER
Senior Executive Director
Student Services

EXISTING MEMBERS

NEW MEMBERS

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Strategic Direction

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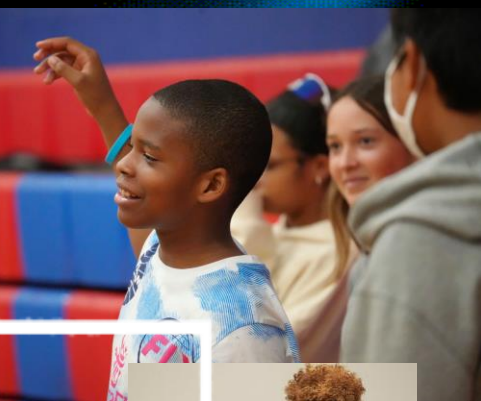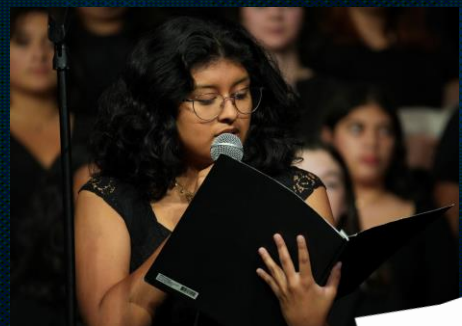
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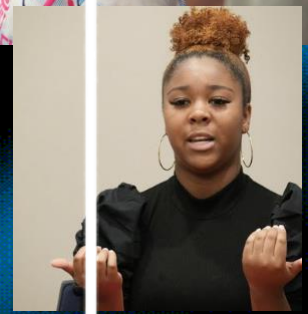
STRATEGIC PLAN ROADMAP

"Preparing ALL students for bright and prosperous futures"
Dr. Anthony Jackson, Superintendent

One Chatham Community Event
Invite
Video
slides
Activities in folder
Agenda
Highlight reel

Board Approval
Link to final Strategic Plan Document
Board meeting Agenda Item
Approved on August 15, 2022

Listening Tour
Promotional Materials
Agenda
Listening Tour Final Product

Working Groups
5 groups by Priority Area
Multiple meetings held for each group
Diverse groups (parents, school and district staff)

Focus Groups
promotional materials
Survey
Slides
Agenda
Strategic Plan Timeline
Final product from forthright

Convocation
Second video
Visual Sketch of Plan
Poster
Convocation Slides
Strategic Plan Website
Highlight reel convocation

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A well-defined Strategic Plan

Priority 1
- Science of Reading (LETRS) training
- AVID Program Expansion
Dual Language

Priority 2
- ONE Academy
- Revised Code of Civility
- Mental Health and Equity Teams established at every school
- School Justice Partnership Agreement

Priority 3
- Service Recognition
- NC Beginning Teacher Program

Priority 4
- Clean Audit 11th consecutive year
- Wi-Fi /Here Comes the Bus app /Radio communication on buses
- Enhanced safety training

Priority 5
- Increased social media presence
- Development of student, teacher, and parent advisory groups
- NC Ed Corp
- Partnerships with new industry: VinFast, WolfSpeed, Toyota

CHARTING OUR COURSE

PRIORITY 1
Curriculum & Innovation
(39 strategies)

PRIORITY 2
Student Health & Safety
(19 strategies)

PRIORITY 3
Faculty & Staff
(18 strategies)

PRIORITY 4
Facilities & Infrastructure
(15 strategies)

PRIORITY 5
Communication & Information Sharing
(20 strategies)

OUR MOTTO
One Chatham for ALL Students
#OneChatham

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ONE CHATHAM STRATEGIC PLAN

COMMUNICATION & INFORMATION SHARING (Page 22)

WHERE DO WE WANT TO GO? (GOAL 1)
Increase Chatham County Schools' audience reach and profile in the community using statistics from social media analytics and on metrics for traditional media articles and appearances annually.

GOAL PROGRESS

2021-22 BASELINE	2022-23 Year 1	2023-24 Year 2	2024-25 Year 3	2025-26 Year 4	2026-27 Year 5
• Instagram: 0 followers • YouTube 138 subscribers • Facebook: 6,179 followers • Twitter: 4,090 followers	15% Increase	25% Increase	30% Increase	35% Increase	40% Increase
	Avg. 24 releases per year	Avg. 30 releases per year	Avg. 36 releases per year	Avg. 42 releases per year	Avg. 48 releases per year	Avg. 52 releases per year

- Strengthen partnerships and create ambassadors with community education stakeholders to help tell our success stories and share information about the district
- Create a speakers bureau, both internal and external
- Start an Instagram account
- Launch monthly district newsletter for parents who want to opt-in
- Create an updated and easier-to-navigate website
- Create videos showcasing CCS successes
- Create additional volunteer opportunities for stakeholders to see learning taking place in schools and contribute to programming
- Use the Hootsuite platform to organize district and school social media accounts for greater reach
- Develop stronger media ties throughout the Triangle
- Make it standard procedure to share photos with local media from our social media posts, school events and athletics

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COMMUNICATION & INFORMATION SHARING (Page 23)

WHERE DO WE WANT TO GO? (GOAL 2)
By 2027, Chatham County Schools will increase overall communication satisfaction by 50% with timely communications at the school and district level for families and by increasing two-way communications.

GOAL PROGRESS

2021-22 BASELINE	2022-23 Year 1	2023-24 Year 2	2024-25 Year 3	2025-26 Year 4	2026-27 Year 5
TBD	15%	15%	10%	10%	50% from base

- Create for the website a clear list of job descriptions, organization charts, and resources to help families know who to contact for various needs
- Provide tutorials and help guides for PowerSchool
- Hold quarterly listening events to increase two-way communication
- Develop district expectations for responding to emails and voicemails
- Establish an Exceptional Children Parent Advisory Group to allow two-way communication between the EC department and parents
- Explore avenues to streamline school and district communication tools
- Conduct a survey each semester to gauge parent satisfaction with communication
- Communicate information regarding district curriculum and instructional resources that is streamlined and easy to understand and access
- Hold monthly Parent University sessions that would provide information and seek input about district programs
- Creation of an English Learner (EL) parent advisory group to support EL families throughout the CCS educational experience

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Chatham County Schools By the Numbers

Your Return on Investment

Chatham County Schools students identifying as:

Asian
1.3%
two or more races
5.1%
Black
11.2%

451 (5.1%)

996 (11.2%)

2,817 (31.7%)
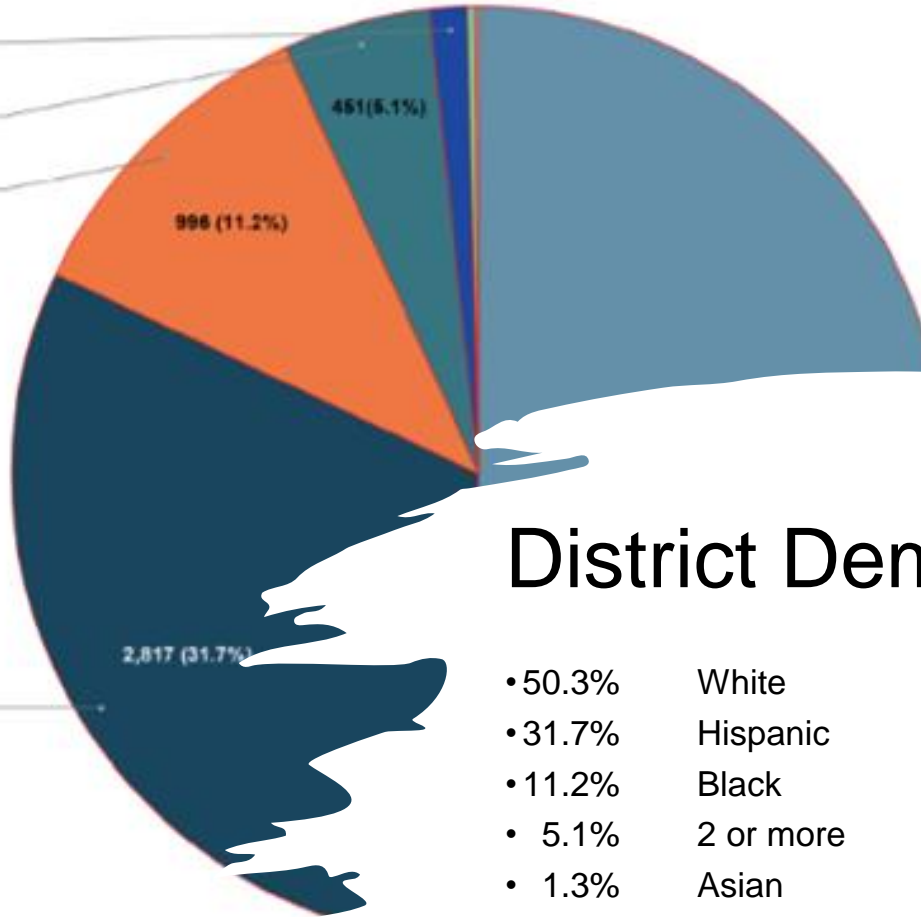
Hispanic
31.7%

District Demographics

- 50.3%   White
- 31.7%   Hispanic
- 11.2%   Black
- 5.1%   2 or more
- 1.3%   Asian

Enrollment and Staff

- Student Enrollment:
  - 9,314   Pre-K – 12+

- District Staff: 1,300
  - Teachers   640
  - Support Staff   660

Challenges + Changes on the Horizon…

- **ESSER Funding Cliff**
- **Unfunded Mandates**
- **Universal School Vouchers:**
  - **No requirement to first attend public schools**
  - **No income requirement: Anyone is eligible for a voucher to attend a private school, regardless of income**

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CHATHAM COUNTY SCHOOLS IS THE **LARGEST EMPLOYER** IN CHATHAM COUNTY

Largest Employer Industry, by County (2022)

Health Services
Higher Education
K-12 Education
Manufacturing
Public Administration
Other

Source: *NC Department of Commerce: Quarterly Census of Employers and Wages - Quarter 2, 2022*
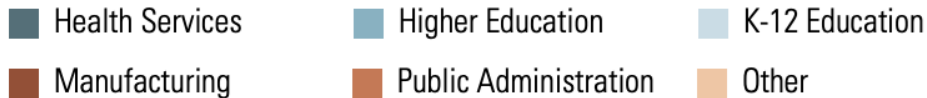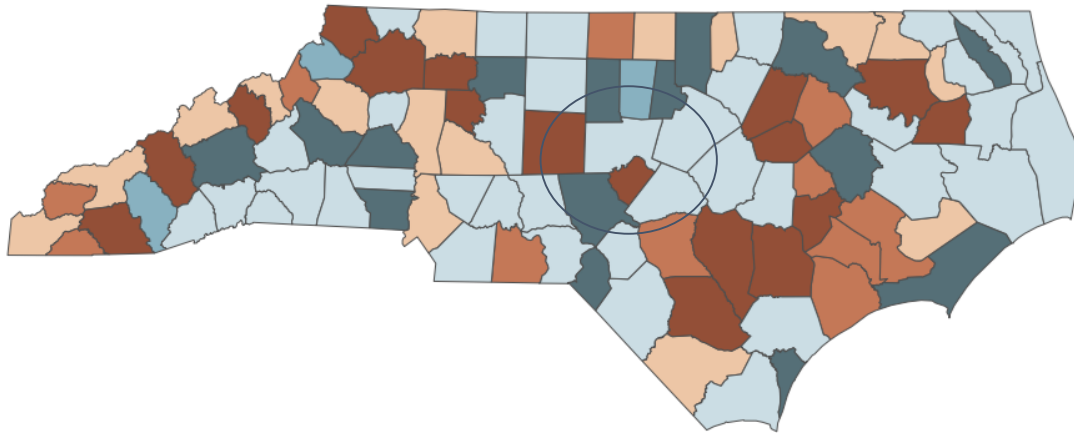
Traditional K-12 public school districts are the single-largest employer in 38 North Carolina counties, a top-3 employer in 81 counties, and a top-5 employer in all 100 counties.

Source: BEST NC Facts and Figures, 2022

CHATHAM COUNTY SCHOOLS IS THE **LARGEST MEAL PROVIDER** IN CHATHAM COUNTY

Free and Reduced Meals

- 47% of the students in Chatham County Schools Qualify for Free and Reduced Meals

- 2023 - Universal Breakfast for all students

- Chatham County School Child Nutrition Program served Number of Annual Meals Served over 1 million meals

  - 365,000 Breakfasts
  - 755,000 Lunches

CHATHAM COUNTY SCHOOLS IS THE **LARGEST TRANSPORTATION PROVIDER** IN CHATHAM COUNTY

Transportation

- 87 School Buses transport students to school each day

- 3,058.6 Students are transported daily

- Our buses travel 5,405.85 miles each day

- Our buses travel 908,182.80 miles annually

ACADEMIC OUTCOMES

Your Return on Investment

CHATHAM COUNTY SCHOOLS ACADEMIC PERFORMANCE **MEETS OR EXCEEDS THE STATE PERFORMANCE** ON 6/7 EOC/EOG ASSESSMENTS AND **100% OF OUR K-8 SCHOOL HAVE MET/EXCEEDED GROWTH**

Chatham GLP/ Compared to State GLP

Results of student assessments at the end of the 2022-2023 School Year

Grade Level Proficient 3.4.5
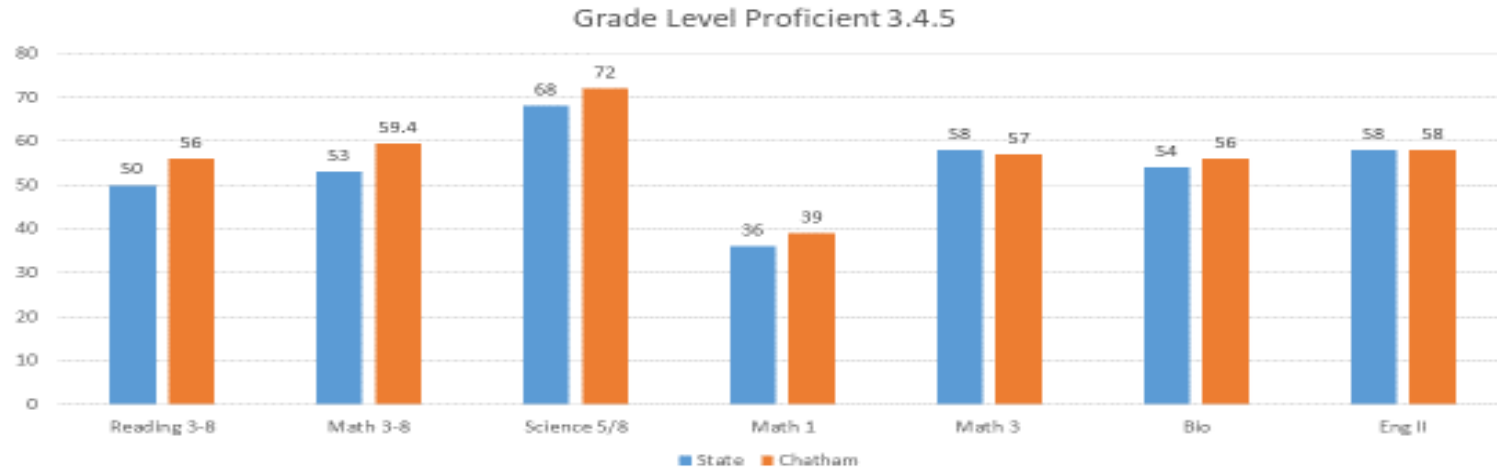
CHATHAM COUNTY SCHOOLS **GRADUATION RATE EXCEEDS THE STATE BY +3 POINTS**

GRADUATION RATE 89%

+3 Above the State Average

CHANGE IS ALREADY HAPPENING
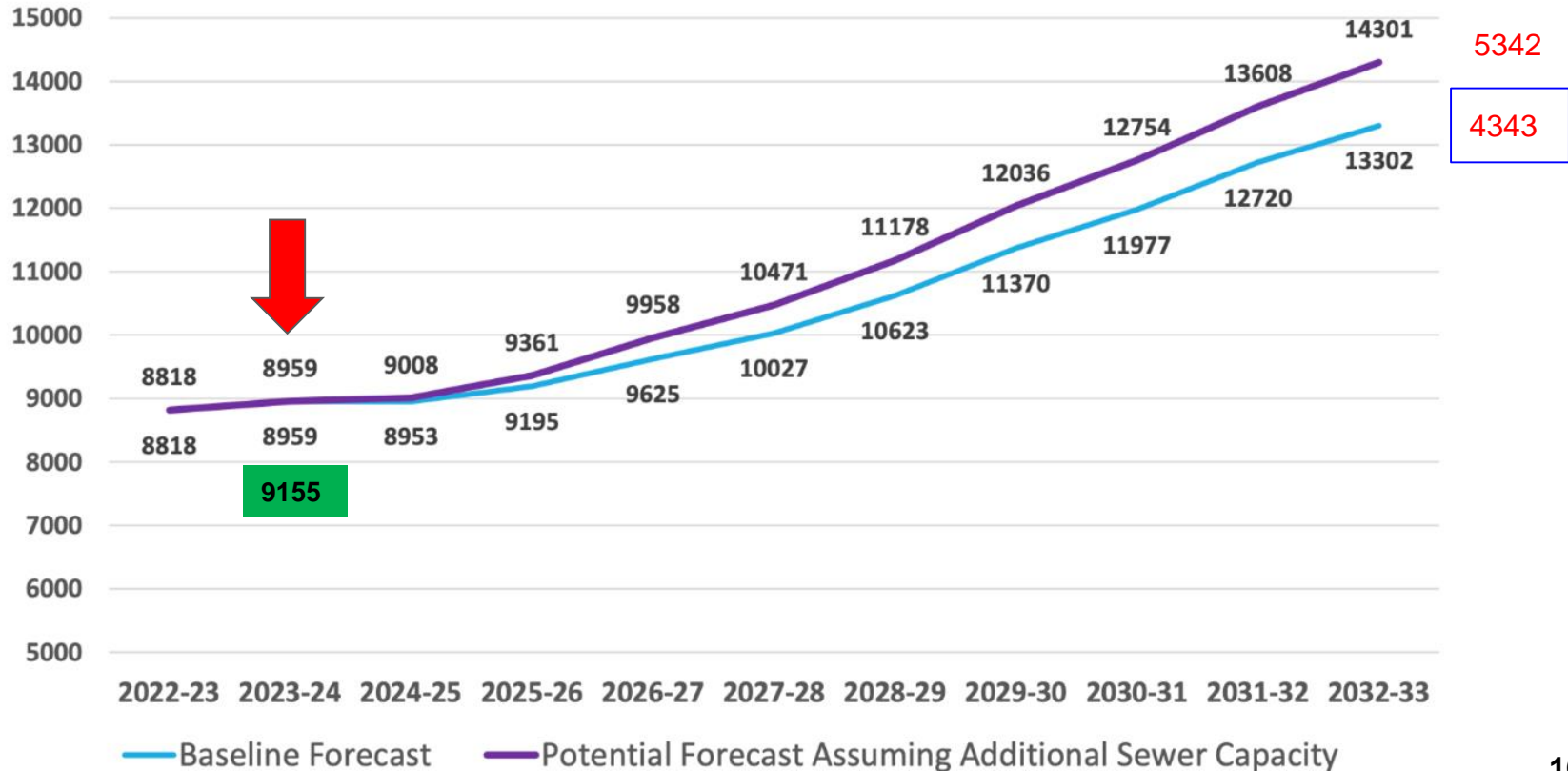
GROWTH IS AT OUR DOORSTEP...

OUR CHALLENGES
ARE REAL…

one
CHATHAM

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CHALLENGES

- Competitive Compensation
  - Most Competitive Region in the State

- Closing Achievement Gaps
  - Every Subgroup met or exceeded growth this year
  - Close to Pre-Pandemic Performance

- School Safety

- Workforce
  - Pipeline
  - Affordable Housing

- School Choice and the Impact of Vouchers/ Opportunity Scholarships Unfunded Mandates

- Preparing for/ Managing Growth
  - Maintaining the old/ Preparing for the New

- Embracing Innovation and Implementing Innovative Programs

Where Opportunities Never End

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A $3 million investment in educators and rural North Carolina schools, students

The Fellows for Inclusive Excellence program will remove barriers for students and UNC-prepared teachers and counselors to serve rural communities.

+ Share This

March 6, 2023

For the Media

→ Email Morgan Ellis
→ (919) 843-0307

Related Topics

→ School & Community
→ School Counseling
→ Teacher Education

A transformational gift to the UNC School of Education will create a unique fellowship program that will enable a multi-faceted approach to ensure highly effective educators serve students in rural, high-needs North Carolina communities.

With a $3 million commitment over the next four years, the Fellows for Inclusive Excellence program will remove barriers and support current UNC School of Education students and recent graduates to serve as teachers and school counselors in Title 1 schools, starting in Chatham County Schools and Person County Schools. The program will also provide engaging, sustained professional development for assistant principals in those schools who will help build a robust, integrated experience for participating students, interns, and beginning educators. Ultimately, the Fellows program aims to create high-quality professional learning

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Chatham County Schools are…

Strong, Stable and Improving.

But we can be BETTER.

"Heads-up" Presentation

Preliminary Budget Request 2024-2025

Financial Highlights as of June 30, 2023

➢ Local Current Expense Fund Balance totaled **$5,872,430** (appropriate for a district our size)

➢ Capital Outlay Fund Balance totaled **$778,341**

➢ Other Local Current Expense Fund Balance totaled **$350,615**

➢ Zero audit findings or compliance issues for twelve (12) consecutive years

➢ Recognized for financial accountability and reporting at the state, national and international level for twelve (12) consecutive years

CCS Rank by Funding Source

Per DPI, 2022 per pupil funding (116 LEA's):

➢ State Funding = $7,558, rank of **86**, increase of **2.9% (PY92)**

➢ Federal Funding = $1,379, rank of **87**, decrease of **36.7% (PY 96)**

➢ Local Funding = $4,510, rank of **7**, increase of **12.8% (PY 6)**

➢ Total Funding = $13,447, rank of **42**, decrease of **1% (PY 50)**

NOTE: Numbers are actual dollars spent not budgeted dollars.

Local Current Expense Funding

➢ Local current expense funding (including charter schools) has increased approximately **22.7%** since the 2018-2019 fiscal year.

➢ Proposing a Local Current Expense increase of **$2,500,000** for the 2024-2025 fiscal year to:
  ○ sustain the local salary supplement model, to ensure continued salary competitiveness with surrounding school districts;
  ○ fund current and anticipated state driven compensation and benefit increases and
  ○ support increased fixed operational costs.
  ○ .
➢ Increase in Charter School Transfer
  ○ An increase of **$300,000** or (12%) to cover the cost of increased charter school enrollment

If fully funded this increase will bring our local current expense county funding (including the Charter School Transfer) to **$46,831,370**

Budget Priorities for Chatham County 2024-2025

2024-2025 Budget Priorities

- Employee Compensation
    - Parity
    - Equity

- Managing Fixed Costs
    - Benefits
    - Operations

- Capital Outlay
    - Aging facilities

FOCUS AREA 1: Enhanced Compensation for Classified Staff

➢ Our classified staff plays a pivotal role in the smooth functioning of our educational institutions.

➢ Mandated state raises created salary compaction and unfairly impacted many of our long-time employees

➢ To recognize their dedication and attract top talent, it is imperative to prioritize enhanced compensation.

➢ Investing in competitive pay scales for classified staff not only fosters a positive work environment but also ensures the retention of skilled individuals, contributing to the overall efficiency and success of our schools.

FOCUS AREA 1: Enhanced Compensation for Classified Staff
NEW CLASSIFIED EMPLOYEE PAY SCALE

Request:
$1,400,000

Data to Support Need:
To ensure the long-term success of our schools, it is imperative that we invest in the recruitment and retention of highly qualified classified employees. The proposed pay scale adjustment is a strategic move to attract skilled individuals who play a crucial role in the day-to-day operations of our educational institutions. By aligning our pay scales with industry standards, we not only acknowledge the value of our classified staff but also send a clear message about our commitment to fostering a work environment that encourages excellence. This investment not only addresses the immediate need for competitive compensation but also lays the foundation for a robust and dedicated workforce, enhancing the overall effectiveness of our schools.

FOCUS AREA 2: Increased Cost of Employee Benefits

➢ A comprehensive and competitive benefits package is crucial to attract and retain high-quality educators and staff.

➢ Recognizing the increased costs associated with employee benefits, prioritizing this aspect in the budget is essential.

➢ By offering robust benefits, we not only demonstrate our commitment to the well-being of our workforce but also strengthen the overall morale and job satisfaction, leading to a more stable and dedicated team.

FOCUS AREA 2: Increased Cost of Employee Benefits
EMPLOYEE RAISES AND BENEFIT COSTS

Request:
$400,000

Data to Support Need:
Our educators are the backbone of our educational system, and their dedication deserves recognition through competitive compensation and comprehensive benefits. The requested funds for employee raises and benefits are not merely an expense but a strategic investment in the well-being and motivation of our workforce. By prioritizing our staff's financial and professional needs, we ensure a positive and supportive working environment that directly translates into improved student outcomes. This allocation is an essential step towards building a sustainable and high-performing educational community, fostering a culture of commitment and excellence that will pay dividends for years to come.

FOCUS AREA 3: Increased Operational Costs

➢ The dynamic nature of the educational landscape demands continuous adaptation and innovation.

➢ Acknowledging the increased operational costs is a strategic move to ensure the sustainability and effectiveness of our schools.

➢ By proactively addressing these rising costs, we can maintain a secure and conducive learning environment, invest in technological advancements, and meet the evolving needs of our students and staff, ultimately positioning our schools as leaders in providing quality education.

FOCUS AREA 3: Increased Operational Costs
Operational Increases

Request:
$300,000

Data to Support Need:
A thriving educational system requires continuous adaptation to meet the evolving needs of our students and staff. The requested funds for operational increases are a proactive measure to address rising costs associated with inflation, utilities, and technological advancements. By anticipating and addressing these challenges, we demonstrate our commitment to maintaining a top-tier learning environment. This investment not only safeguards the quality of education but also positions our schools as leaders in providing innovative and cutting-edge learning experiences. Advocating for operational increases is not just about sustaining the status quo; it's about future-proofing our educational institutions for the benefit of generations to come.

These funds are required to cover inflationary increases for utilities, insurance and basic supply needs for operating the district.

Area of Need:
Capital Outlay Expansion

Request:
$115,000 (5% Increase)

Data to Support Need:
Our request for a 5% increase or $115,000 in the Capital Outlay budget for the 2024-2025 school year is imperative to address the pressing needs resulting from seven years of stagnant funding. With the addition of two new schools and a Central Office facility, our infrastructure has expanded significantly, amplifying the strain on maintaining older buildings and aging equipment. This increase is essential to alleviate the financial burden associated with upkeep, repairs, and upgrades. Furthermore, heightened safety expectations demand substantial investments in updated security measures such as cameras, vape detection systems, access controls, and key access protocols. These additional funds are crucial for creating a secure and conducive learning environment, ensuring the long-term sustainability and success of our school district.

FOCUS AREA 4: Adjustments to the Employee Supplement Model:

➢ Recognizing and rewarding excellence among our educators is fundamental to fostering a culture of continuous improvement.

➢ Prioritizing adjustments to the employee supplement model is a strategic investment in the professional growth and commitment of our staff.
  ○ This not only serves as a retention tool but also encourages ongoing professional development, contributing to a more skilled and motivated workforce.

➢ Aligning the supplement model with the achievements and contributions of our educators is key to promoting a culture of success and excellence within our educational community.

FOCUS AREA 4: Adjustments to the Employee Supplement Model

Adjustments to the Certified and Classified Supplement Schedule

Request:
$400,000

Data to Support Need:
Recognizing and rewarding excellence is paramount in fostering a culture of continuous improvement within our educational community. The proposed adjustment for certified and classified supplements is an investment in our educators' professional growth and commitment to excellence. By providing supplements, we acknowledge the extra mile our staff goes to ensure the success of our students. This allocation serves not only as a retention tool but also as a catalyst for ongoing professional development. Building a culture that values and supports the achievements of our educators positions our schools as institutions that prioritize and celebrate success, ultimately enhancing the overall quality of education.

Focus Area 5
Charter School Transfer

Required Charter School Transfer
$300,000

Data to Support Need:
The Charter School Transfer allocation reflects our legal obligation to transfer the appropriate local per pupil funding to charters schools serving Chatham County students. Chatham County serves as the fiscal pass-through for these funds.

The current percentage of Chatham county students enrolled in charter school is approximately 12%. That equates to a **$300,000** increase in funding for Charter Schools out of the 24-25 request from the county.

12% of our annual allocation or **$5,619,764.** from the Chatham County Commissions is earmarked for transfer to charter schools serving students who reside in Chatham County.

2024-2025 Expansion Budget Requests

- ➤ New Classified Employees Pay Scale Adjustment - **$1,400,000**

- ➤ Employee Raises and Benefits = **$400,000**

- ➤ Operational Increases = **$300,000**

- ➤ Certified and Classified Supplement Adjustment = **$400,000**

- ➤ **Chatham County Schools Current Expense Appropriations Request: $2,500,000**

  - ➤ Charter School Transfer = **$300,000**

- ➤ **Capital Outlay Appropriation Request: = $115,000**

- ➤ **Total Appropriation Request (Including Charter School Transfer and Capital Outlay Request): = $2,915,000**

QUESTIONS?

Agenda Date: 1/9/2024	**Version:** 1	**Status:** Board Priorities
In Control: Board of Commissioners		**File Type:** Agenda Item

Agenda Number:

Human Resources Pay and Benefits and Pay Study Update Presentation

Human Resources Year-in-Review

Chatham County Board of Commissioners Budget Retreat
January 2024

New Features:
Employee Engagement
Metrics &
Calendar Year Snapshots

Annual Employee Survey

Communication & Respect

Recognition & Feedback

Professional Development & Opportunities for Growth

Work-Life Balance

Pay & Benefits

Workplace Safety

Comments/Suggestions

Pay Updates

Pay Updates

Average employee salary = $51,854
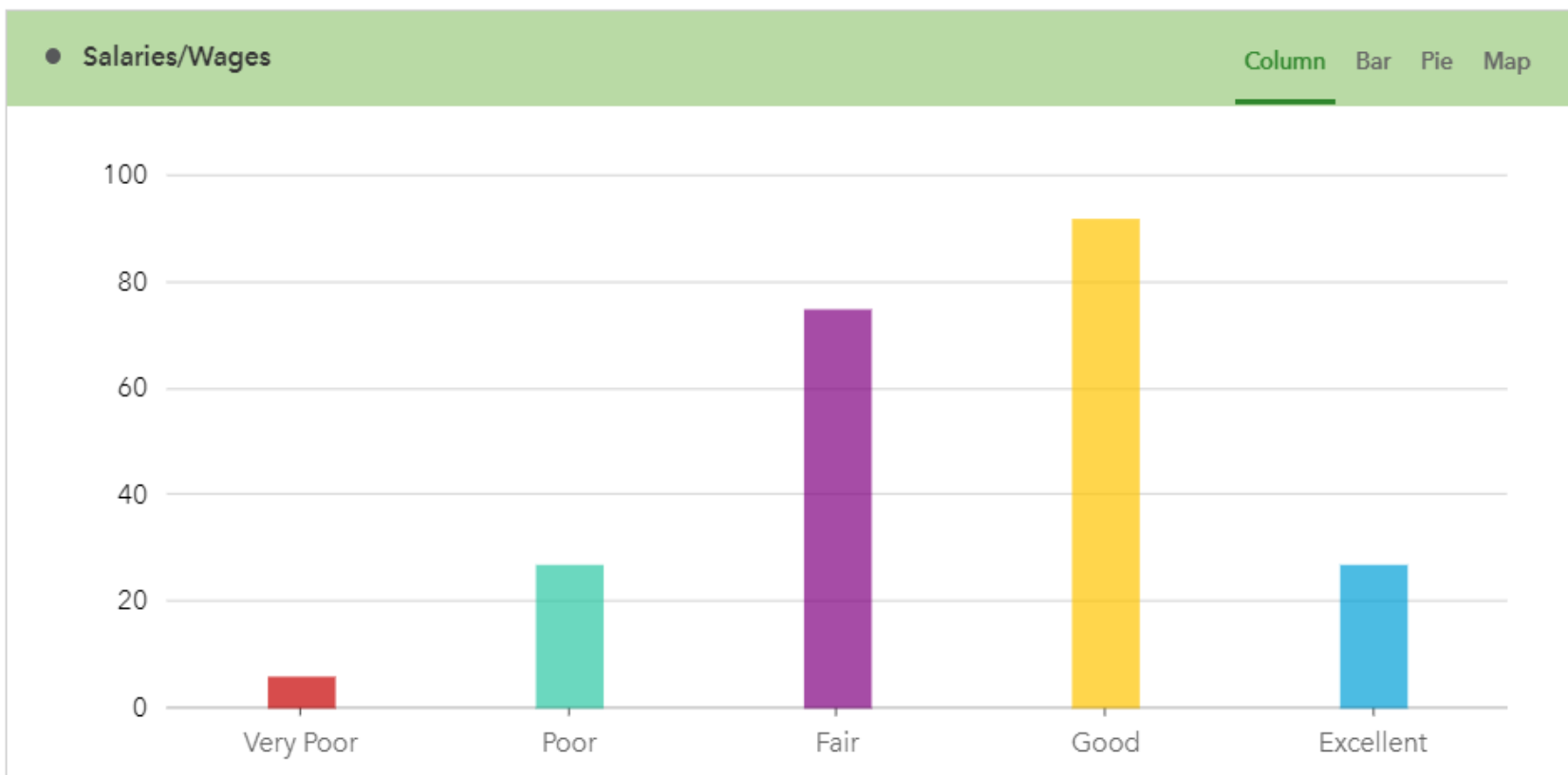
Taken from 2023 Employee Satisfaction Survey

Pay Updates

- Approved Positions for FY24 = 46
  - 8 funded in DSS for Medicaid Expansion
  - 2 Maintenance Worker I to cover additional buildings
  - 3 Building Inspectors
  - Farmland Preservation Coordinator
  - Transportation Planner
  - Elections Systems Technician
  - Intergovernmental Relations Manager
- Reclassifications examined annually during budget process = 36 submitted for FY25
- First 1/3 pay study completed
  - Public Safety (Sheriff's Office, Emergency Management, Emergency Communications, Court-Related Programs)
  - Maintenance Technicians
  - Elections

Pay Updates – 1/3 Pay Studies

First 1/3 pay study completed

- Public Safety (Sheriff's Office, Emergency Management, Emergency Communications, Court-Related Programs)
- Maintenance Technicians
- Elections

FY26 – Public Welfare & Community Development

- Department of Social Services
- Aging Services
- Planning
- Watershed Protection
- Building Inspections
- Fire Inspections
- Central Permitting

Recruitment & Retention Update
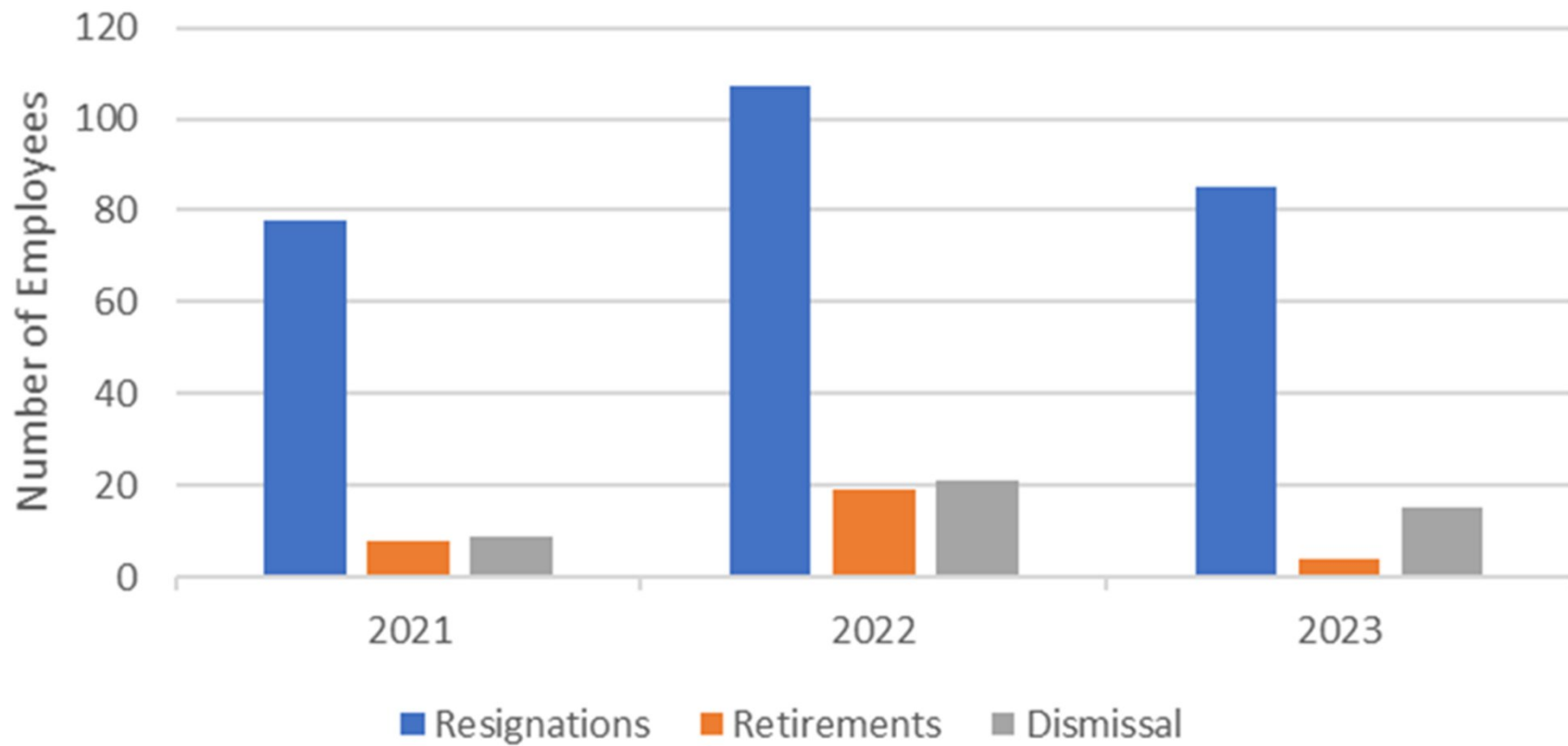
Turnover by Functional Area
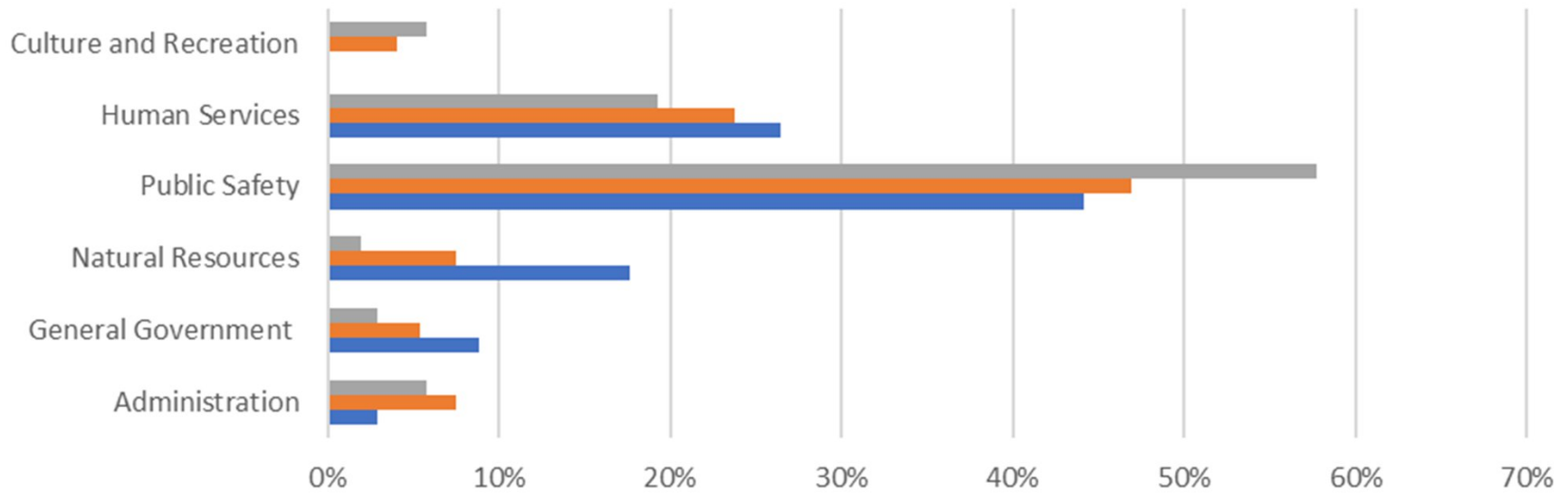
	Administration	General Government	Natural Resources	Public Safety	Human Services	Culture and Recreation
2023	6%	3%	2%	58%	19%	6%
2022	7%	5%	7%	47%	24%	4%
2021	3%	9%	18%	44%	26%	0%

2023 2022 2021

Eye on Equity

County vs. Employees By Race

Eye on Equity

County vs. Employees By Gender

	Employees	Chatham
Female	56%	52%
Male	44%	48%
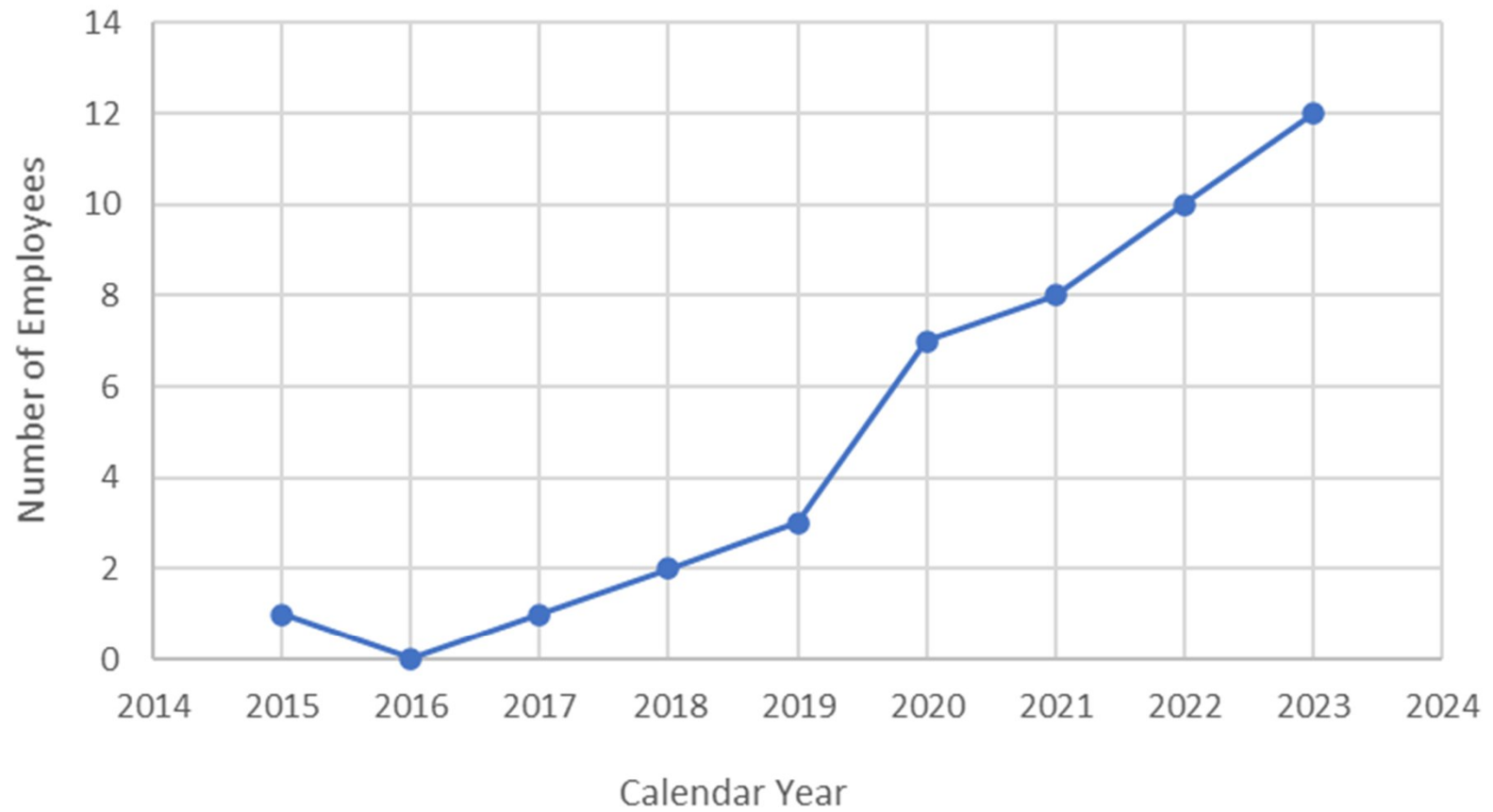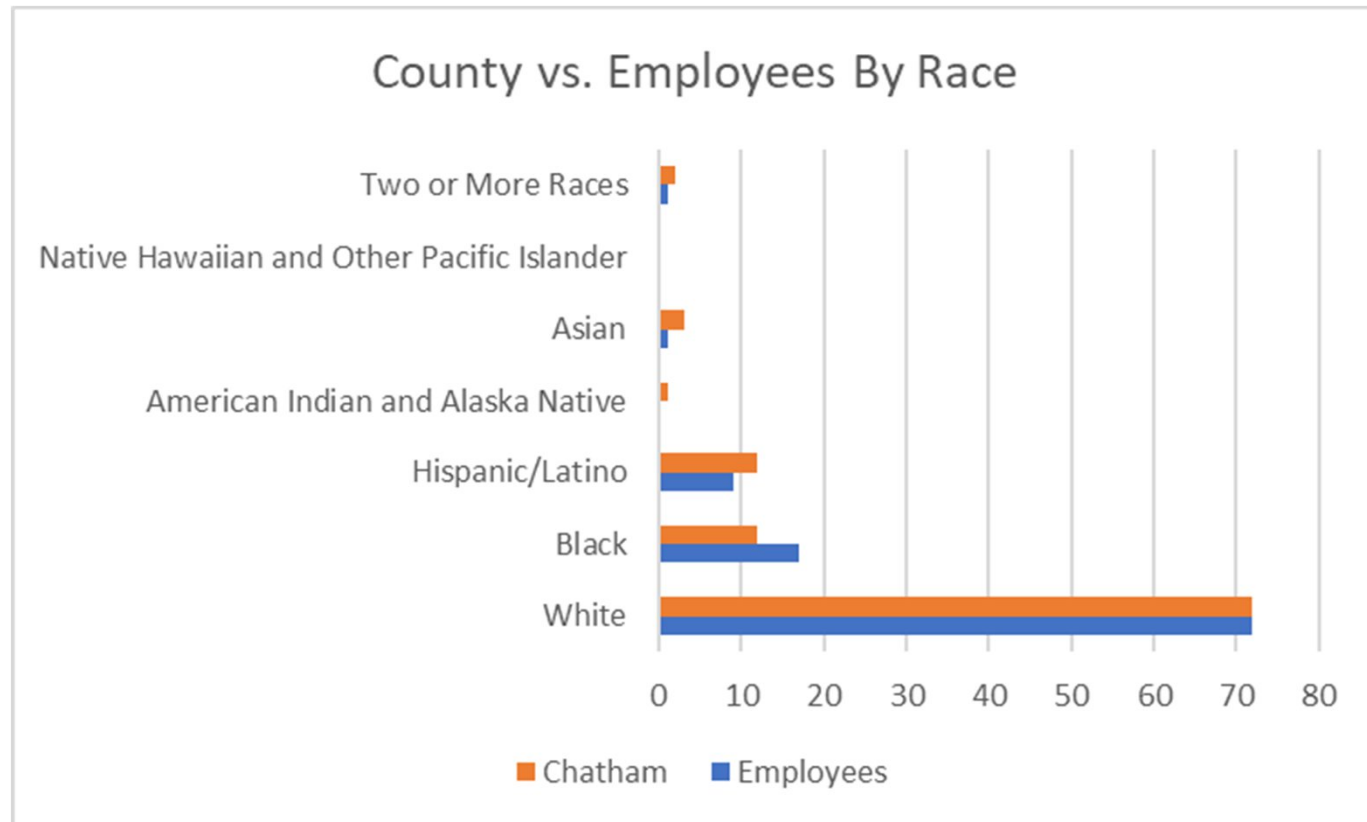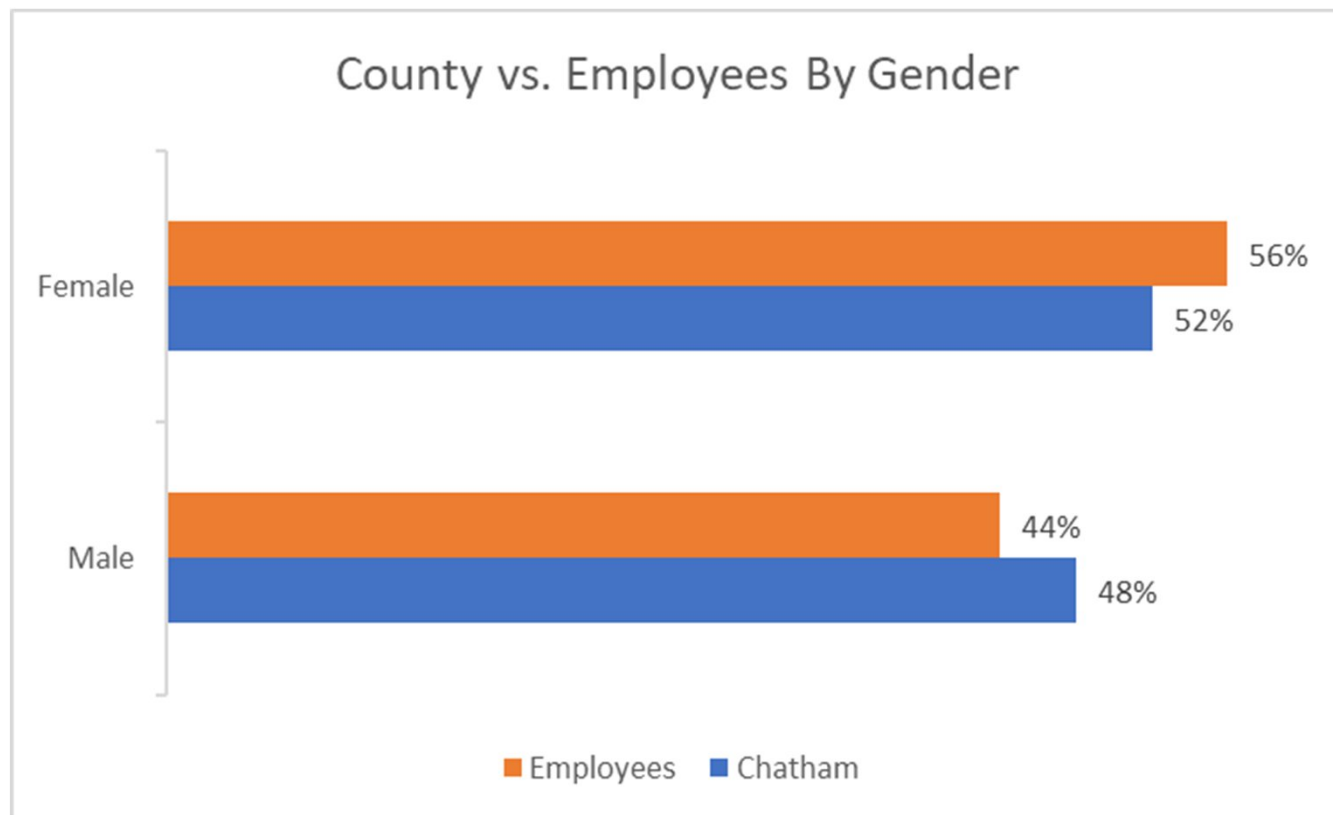
Eye on Equity

My supervisor treats me fairly and equitably — Column Bar Pie Map
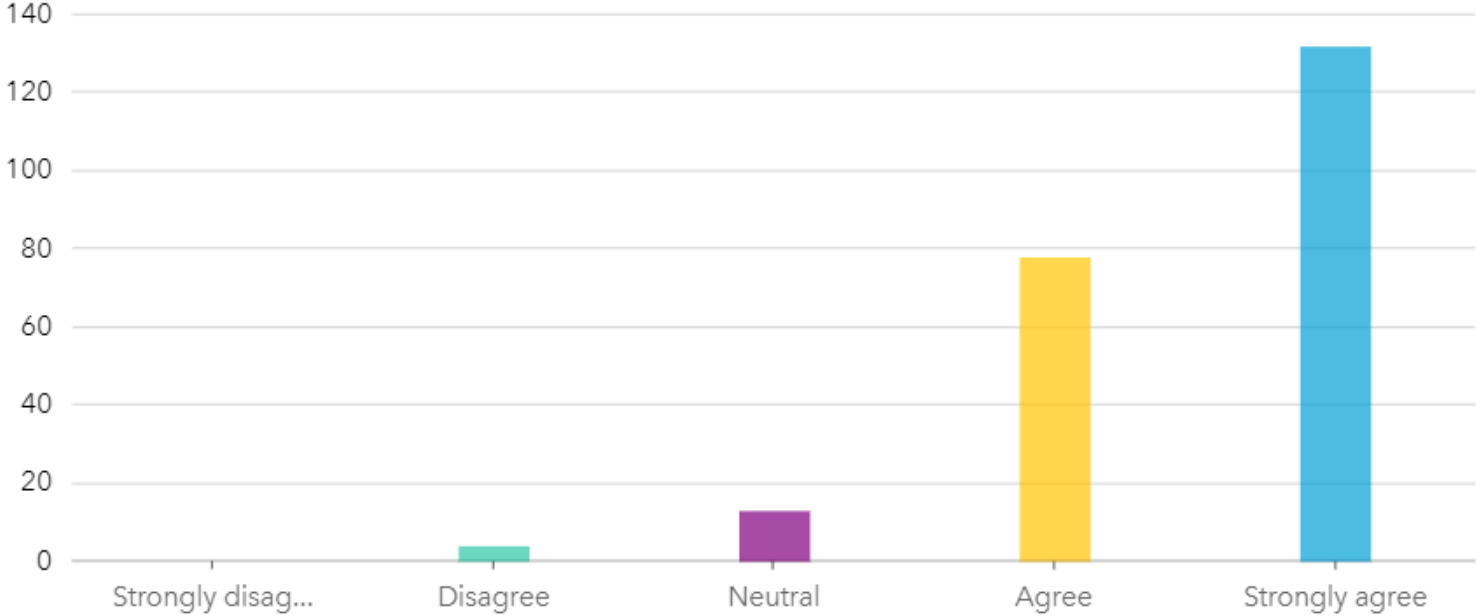
Chart categories: Strongly disag..., Disagree, Neutral, Agree, Strongly agree

Taken from 2023 Employee Satisfaction Survey

Benefits Update

Health Insurance Fund

Funding v. Program Cost
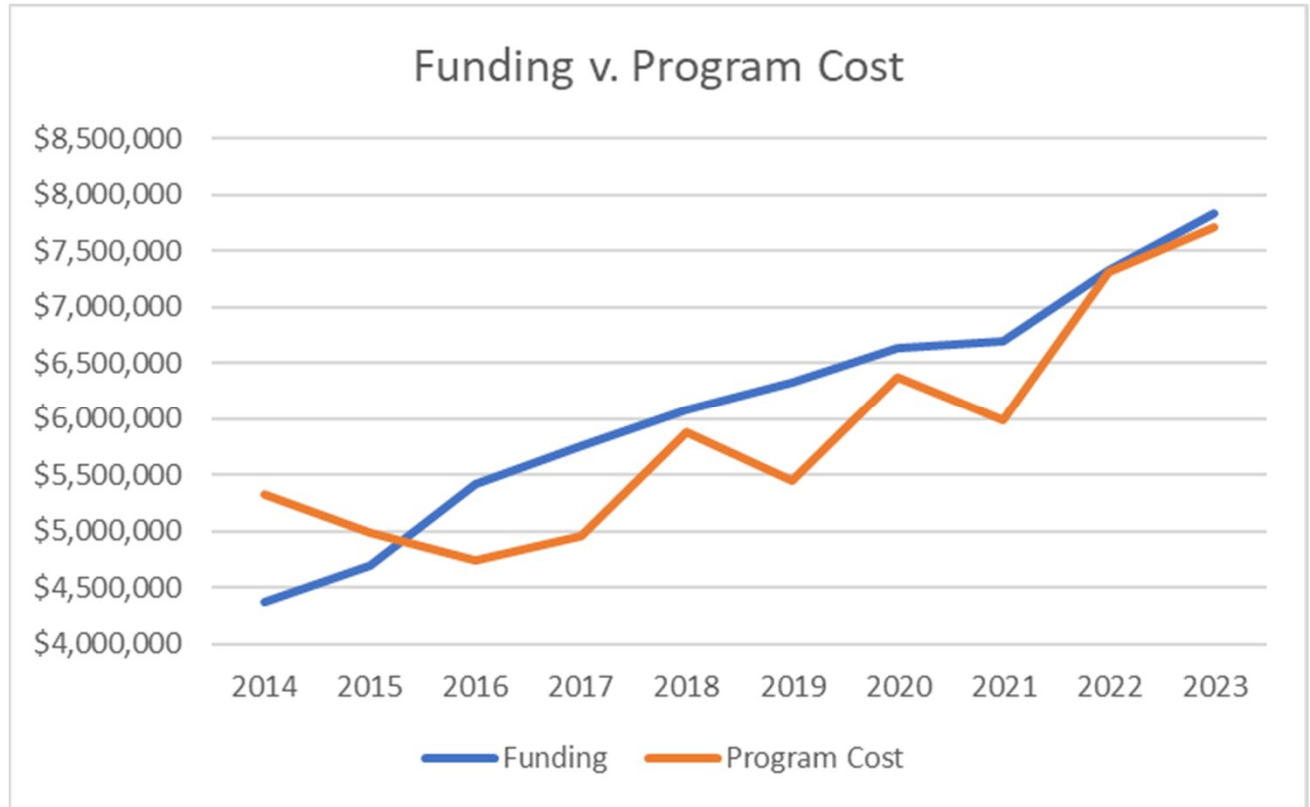
Employee Satisfaction - Insurance
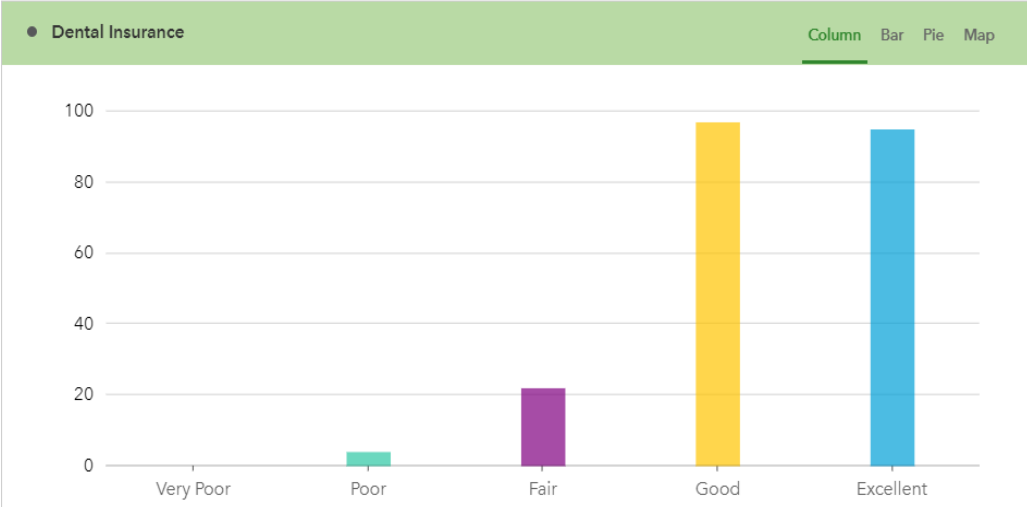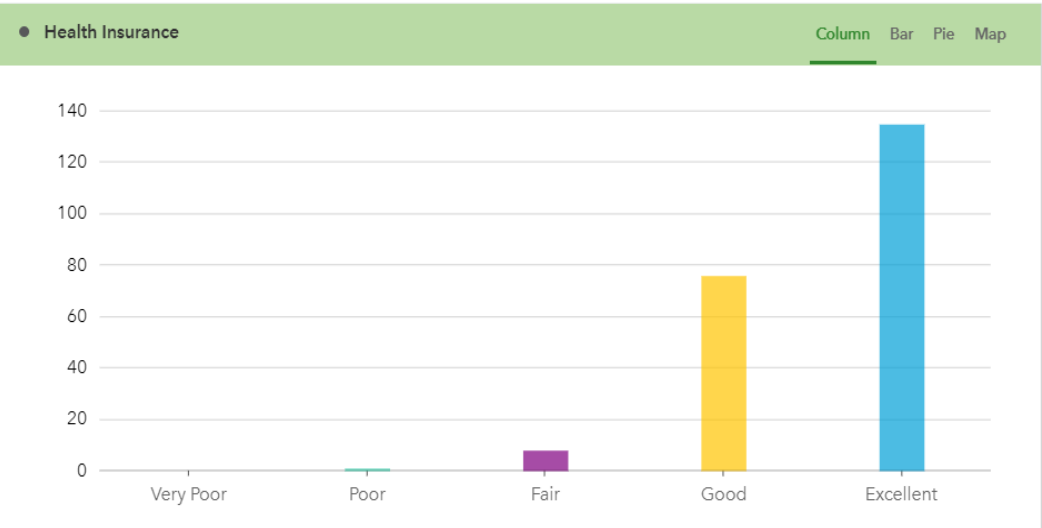
Taken from 2023 Employee Satisfaction Survey

Employee Satisfaction Survey – What other benefits would you like to see?

Longevity pay	Annual bonuses	Discounted gym memberships	Full-time Wellness Coordinator
Full-time nurse for employees	Merit increases	Tuition assistance	Higher percentage increase for promotions
	Higher salaries	Free or discounted summer camps	Increased wellness programming

Questions?

CHATHAM COUNTY
PHASE I
MARKET COMPARISON REVIEW

JANUARY 10, 2024

INCLUDED IN PHASE I STUDY

- Animal Resources
- Court-Related Programs
- Detention Center
- Elections
- Emergency Communications
- Emergency Management
- Facilities Maintenance Technicians
- Sheriff's Office

67 Classification Titles Representing 242 Employees

FOCUS OF STUDY

- Market Competitive Positioning

- Employee Recruitment

- Employee Retention

- Salary Compression

WORKFORCE ANALYSIS AT BEGINNING OF STUDY

Standard Deviation "Bell" Curve

In a mature workforce, practically every element regarding employees' pay and performance would expect to be within standard deviations and resemble the "Bell Curve"

Two-thirds of workforce, typically, should be located within the middle third of the measured metric.
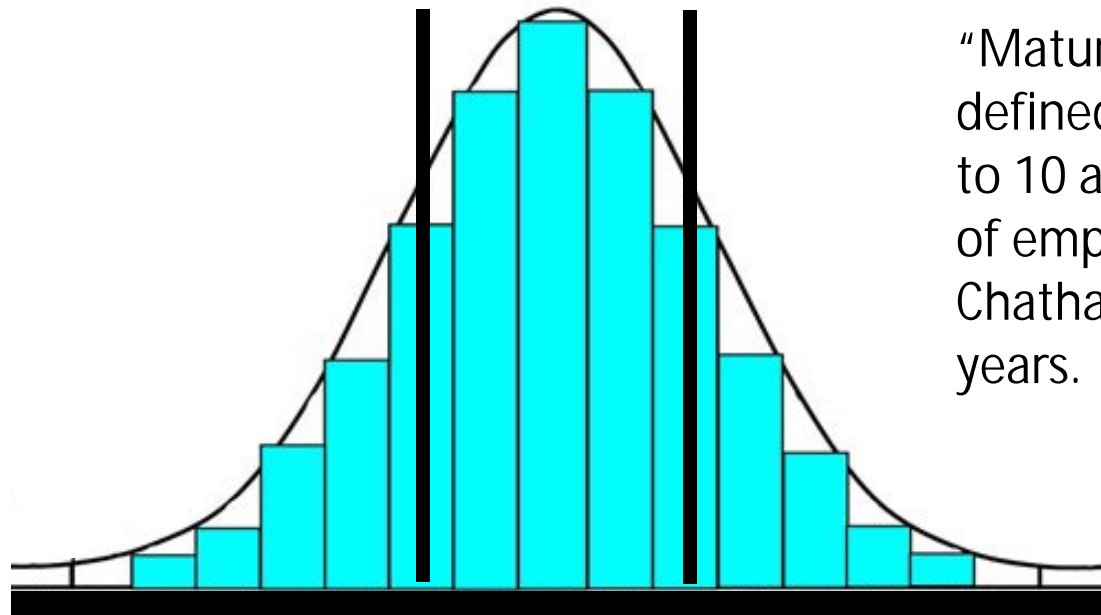
"Mature Workforce" defined as having 8 to 10 average years of employment. Chatham County: 6.0 years.

EMPLOYEE DISTRIBUTION BY YEAR EMPLOYED

As of 10/16/23

Arc Represents a 20 Year Career
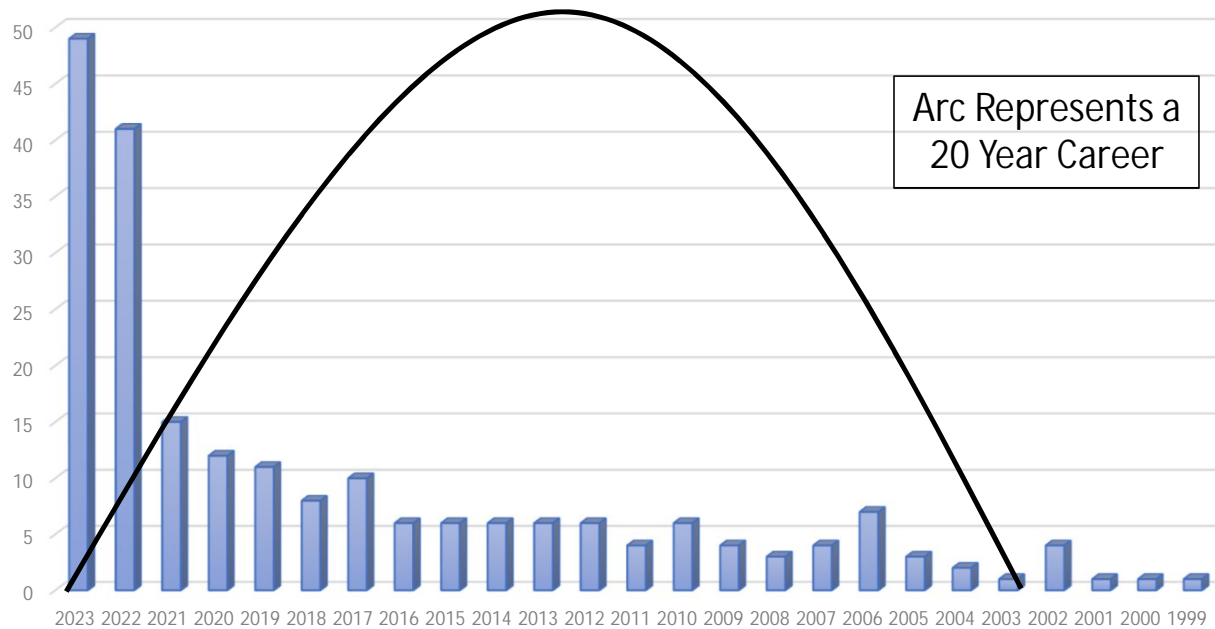
Current		
< 2 Yrs	90	41.5%
< 5 Yrs	128	58.9%
< 10 Yrs	164	75.6%
AVG	6.0 Yrs	

May 2021 *		
< 2 Yrs	87	16.9%
< 5 Yrs	228	44.2%
< 10 Yrs	346	67.1%
Avg: 8.3 Yrs.		

EMPLOYEE DISTRIBUTION BY YEAR IN CURRENT POSITION

As of 10/16/23
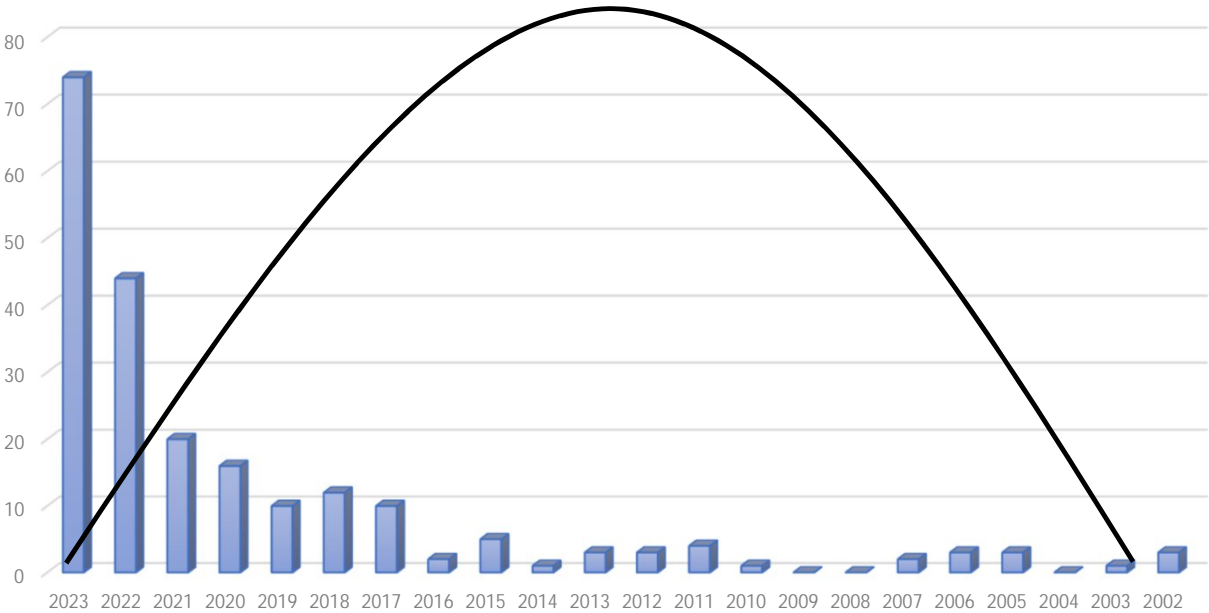
< 2 Yrs	118	54.4%
< 5 Yrs	164	75.6%
< 10 Yrs	195	89.4%
AVG	3.8 Yrs	

EMPLOYEE SALARIES DISTRIBUTION SHOWN AS PERCENT ABOVE MINIMUM

As of 10/16/23

Arc Represents 55% Range of Current Pay Plan
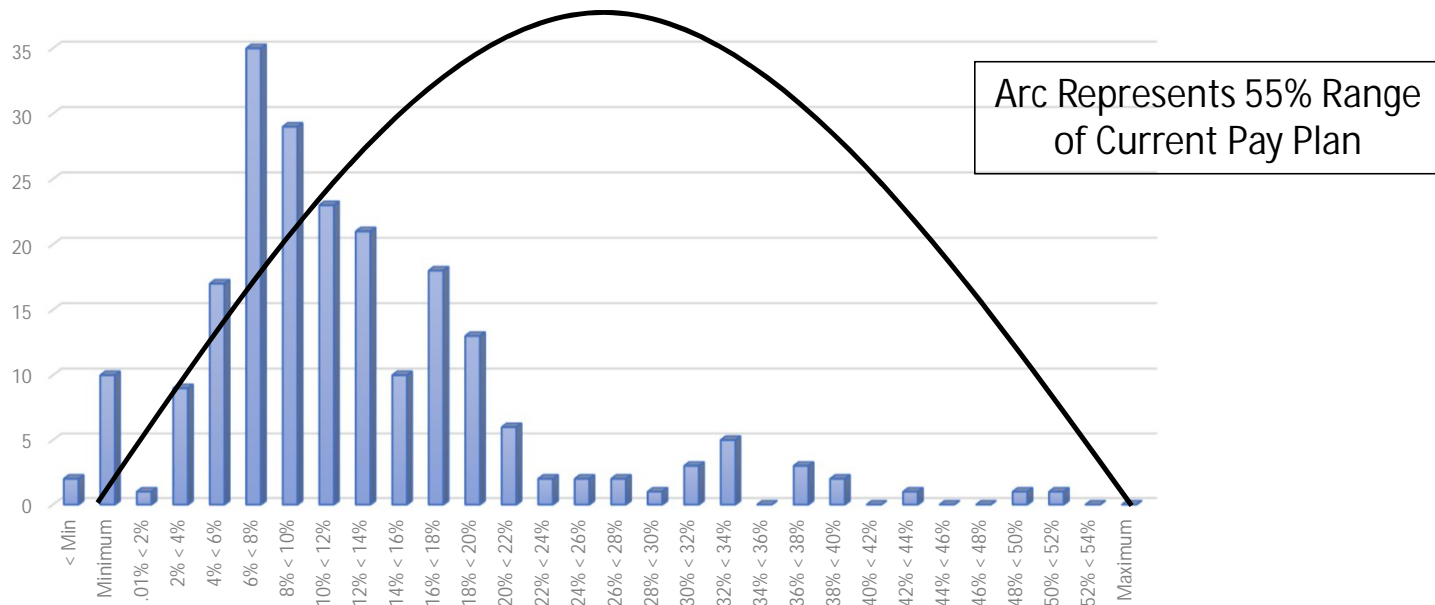
Current		
< 2%	12	5.99%
< 5%	31	14.29%
< 10%	103	47.47%
AVG	12.57%	

May 2021		
< 2%	215	41.9%
<5%	341	66.5%
<10%	401	78.2%
Avg 6.14%		

DEPARTMENT COMPARISONS

	Average Years of Employment	Average Years in Position	Salary Average % Above Minimum
Animal Resources	2.0	1.4	6.89%
Court-Related	5.5	5.3	7.97%
Detention	5.1	4.0	18.19%
Elections	6.4	3.8	7.93%
Emerg. Commun	6.0	2.1	8.89%
Emerg. Mgmt.	9.2	8.7	28.83%
Facilities Maint.	1.2	1.2	7.93%
Sheriff	7.0	4.0	12.54%

MARKET COMPARISONS

MARKET COMPARISONS

Municipal Governments	County Governments	
Apex	Alamance	Moore
Cary	Durham	Orange
Fuquay-Varina	Guilford	Randolph
Holly Springs	Harnett	Wake
Pittsboro	Lee	
Sanford		

Deputy Sheriff	Forecast 3%	Grade	Minimum	Midpoint	Maximum	Salary	CR	Range	Compared Classification
Apex			60,090	73,610	93,139	63,453	0.86	55.0%	Police Officer I
Cary			56,035	71,448	86,861	62,132	0.87	55.0%	Police Officer I
Fuquay-Varina			57,006	74,108	91,209	63,030	0.85	60.0%	Police Officer I
Holly Springs			54,260	67,825	81,390	57,097	0.84	50.0%	Police Officer
Pittsboro			52,333	65,416	81,116	58,054	0.89	55.0%	Patrol Officer
Sanford			62,060	82,229	102,339	67,739	0.82	64.9%	Police Officer
Alamance County			42,240	53,350	64,458	50,004	0.94	52.6%	Deputy Sheriff I
Durham County			52,504	70,986	89,467	64,370	0.91	70.4%	Deputy Sheriff
Guilford County			43,430	50,149	63,149		0.00	45.4%	Deputy Sheriff
Harnett County			49,963	66,201	82,438	54,715	0.83	65.0%	Deputy Sheriff
Lee County			52,232	66,595	80,959	55,161	0.83	55.0%	Deputy Sheriff
Moore County			46,773	51,568	70,161	55,158	1.07	50.0%	Deputy Sheriff
Orange County			44,957	59,312	78,176	58,891	0.99	73.9%	Deputy Sheriff I
Randolph County			42,995	54,602	66,209	48,248	0.88	54.0%	Deputy Sheriff I
Wake County			50,540	68,229	85,918	59,220	0.87	70.0%	Deputy Sheriff
Chatham County		61	48,850	62,281	75,713	53,556	0.86	55.0%	
Average	52,696	-4.5%	51,161	65,042	81,133	58,377	0.90	58.6%	-8.3%
Median (50th pctile)	53,799	-6.5%	52,232	66,595	81,390	58,472	0.88	55.8%	-8.4%
Recommendation		62	51,291	65,396	79,500			55.0%	
Recommendation		63	53,856	68,667	83,476			55.0%	

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Staff Sergeant	Forecast 3%	Grade	Minimum	Midpoint	Maximum	Salary	CR	Range	Compared Classification
Apex			79,362	97,219	123,012	97,234	1.00	55.0%	Police Sergeant
Cary			75,109	99,518	123,926	93,409	0.94	65.0%	Police Sergeant
Fuquay-Varina			76,393	99,311	122,228	90,111	0.91	60.0%	Police Sergeant
Holly Springs			72,594	90,747	108,901	83,445	0.92	50.0%	Police Sergeant
Pittsboro			63,611	81,103	98,596	65,484	0.81	55.0%	Patrol Sergeant
Sanford			79,205	104,947	130,689	86,867	0.83	65.0%	Police Sergeant
Alamance County			51,355	65,203	79,051	73,972	1.13	53.9%	Deputy Sheriff Sergeant
Durham County			57,886	78,262	98,637	82,489	1.05	70.4%	Deputy Sheriff Sergeant
Guilford County			61,838	75,754	95,389		0.00	54.3%	Deputy Sheriff Sergeant
Harnett County			63,766	84,490	105,214	72,129	0.85	65.0%	Deputy Sheriff Sergeant
Lee County			66,662	84,995	103,327	69,863	0.82	55.0%	Deputy Sheriff Sergeant
Moore County			51,568	56,854	77,352	62,042	1.09	50.0%	Deputy Sheriff Sergeant
Orange County			52,137	68,783	90,660	81,623	1.19	73.9%	Deputy Sheriff Sergeant
Randolph County			52,293	66,396	80,499	57,048	0.86	53.9%	Deputy Sheriff Sergeant
Wake County			75,677	90,813	105,948	92,885	1.02	40.0%	Deputy Sheriff Sergeant
Chatham County		66	62,348	79,492	96,637	67,362	0.85	55.0%	
Average	67,256	-4.5%	65,297	82,960	102,895	79,186	0.95	57.6%	-14.9%
Median (50th pctile)	65,679	-2.2%	63,766	84,490	103,327	82,056	0.97	62.0%	-17.9%
Recommendation		67	65,463	83,464	101,466			55.0%	
Recommendation		68	68,737	87,638	106,541			55.0%	

Detention Officer	Forecast 3%	Grade	Minimum	Midpoint	Maximum	Salary	CR	Range	Compared Classification
Alamance County			42,240	53,350	64,458	49,371	0.93	52.6%	Detention Officer I
Durham County			50,004	67,605	85,207	58,519	0.87	70.4%	Detention Officer
Guilford County			43,430	50,149	63,149		0.00	45.4%	Detention Services Officer
Harnett County			43,160	57,186	71,213	46,076	0.81	65.0%	Detention Officer
Lee County			51,059	65,100	79,142	48,494	0.74	55.0%	Detention Officer
Moore County			42,426	46,773	63,638	49,059	1.05	50.0%	Detention Officer
Orange County			40,731	53,732	70,822	58,205	1.08	73.9%	Detention Officer I
Randolph County			40,936	51,981	63,026	44,129	0.85	54.0%	Detention Officer I
Wake County			50,540	63,175	75,810	54,268	0.86	50.0%	Detention Officer
Chatham County		59	44,308	56,492	68,676	53,329	0.94	55.0%	
Average	46,296	-1.4%	44,947	56,561	70,718	51,015	0.90	57.3%	4.5%
Median (50th pctile)	44,455	2.7%	43,160	53,732	70,822	49,215	0.92	64.1%	8.4%
Recommendation		60	46,522	59,315	72,110			55.0%	

Maintenance Tech I	Forecast 3%	Grade	Minimum	Midpoint	Maximum	Salary	CR	Range	Compared Classification
Apex			48,427	59,323	75,062	52,733	0.89	55.0%	Facilities Maint Mechanic
Cary			34,403	43,867	53,331	44,262	1.01	55.0%	Facilities Maint Worker
Fuquay-Varina			38,346	49,849	61,353	47,042	0.94	60.0%	Parks Maint Worker
Holly Springs			40,546	50,688	60,830	45,728	0.90	50.0%	Maint Tech I (Parks/Facilities)
Pittsboro			37,192	47,409	57,647	41,950	0.88	55.0%	Maintenance Worker
Sanford			39,620	52,497	65,374	49,736	0.95	65.0%	Facilities Maint Tech
Alamance County			37,656	47,392	57,127	38,938	0.82	51.7%	Maintenance Tech
Durham County			41,315	55,751	70,186	48,223	0.86	69.9%	Maintenance Tech
Guilford County			33,496	38,520	50,474		0.00	50.7%	Building Maint Asst
Harnett County			40,042	53,056	66,069	41,486	0.78	65.0%	Facilities Maint Tech I
Lee County			36,248	46,216	56,185	38,969	0.84	55.0%	Maintenance Worker
Moore County			38,481	42,426	57,721	46,526	1.10	50.0%	Maintenance Tech
Orange County			42,791	56,453	74,409	48,088	0.85	73.9%	Facilities Maint Tech I
Randolph County			35,403	44,826	54,540	38,355	0.86	54.1%	Maintenance Tech I
Wake County			40,348	54,466	68,585	54,739	1.01	70.0%	General Trades Tech
Maintenance Tech I		57	40,189	51,240	62,291	43,511	0.85	55.0%	
Average	40,123	3.2%	38,954	49,516	61,926	45,484	0.92	59.0%	-4.3%
Median (50th pctile)	39,635	4.4%	38,481	49,849	60,830	46,127	0.93	58.1%	-5.7%
Recommendation		57	40,189	51,240	62,291			55.0%	

Telecommunicator I	Forecast 3%	Grade	Minimum	Midpoint	Maximum	Salary	CR	Range	Compared Classification
Apex			48,427	59,323	75,062	49,204	0.83	55.0%	Telecommunicator I
Cary			48,422	61,734	75,046	48,422	0.78	55.0%	Emergency Comm Officer I
Fuquay-Varina			48,940	63,622	78,304	48,940	0.77	60.0%	Telecommunicator I
Holly Springs			45,570	56,962	68,355	45,570	0.80	50.0%	Telecommunicator I
Pittsboro									No Comparable Classification
Sanford			41,642	55,176	68,710	45,232	0.82	65.0%	Telecommunicator
Alamance County			40,642	51,276	61,908	46,551	0.91	52.3%	Telecommunicator
Durham County			43,381	58,538	73,695	54,358	0.93	69.9%	Telecommunicator
Guilford County			40,611	47,717	64,145		0.00	57.9%	Emergency Commun Specialist
Harnett County			45,316	60,045	74,774	55,818	0.93	65.0%	Telecommunicator EMD
Lee County			41,456	52,856	64,257	46,963	0.89	55.0%	Communications Dispatcher
Moore County			40,405	44,546	60,607	45,396	1.02	50.0%	Telecommunicator
Orange County			40,731	53,732	70,822	53,117	0.99	73.9%	Telecommunicator
Randolph County			37,816	47,904	58,263	46,255	0.97	54.1%	Telecommunicator
Wake County			36,596	49,404	62,212	47,892	0.97	70.0%	Telecommunicator
Chatham County		57	40,189	51,240	62,291	40,189	0.78	55.0%	
Average	44,140	-6.2%	42,854	54,488	68,297	48,748	0.89	59.4%	-17.6%
Median (50th pctile)	42,795	-3.3%	41,549	54,454	68,532	47,892	0.88	64.9%	-16.1%
Recommendation		59	44,308	56,492	68,676			55.0%	

RECOMMENDATIONS

RECOMMENDATIONS

- Adopt Market Comparison Pay Grade Assignments For Each Position.

- Adopt Employee Salary Implementation Recommendation Designed to Address Salary Compression, Employee Recruitment and Retention

RECOMMENDATIONS

Several Implementation Options were reviewed, each with the common thread of recognizing employee service time.

Advantages:
- Creates methodology of salary establishment based on length of employment or time in current position.
- Addresses salary compression
- Aides in employee recruitment
- Aides in employee retention

THANK YOU
I WELCOME YOUR QUESTIONS

Chatham County, NC

Text File

File Number: 23-5084

Agenda Date: 1/9/2024   **Version:** 1   **Status:** Board Priorities

In Control: Board of Commissioners   **File Type:** Agenda Item

Board of Elections Presentation

Managing Election Administration

Per North Carolina Election Law

Board of Elections Defined

- ▶ Boards of Elections are subcomponents of county government.
- ▶ Boards of Elections are legal entities and operate in a hybrid-sphere
- ▶ Directly supervised by the North Carolina State Board of Elections
- ▶ Funded By Board of County Commissioners
- ▶ Supported by other administrative functions of the county on a voluntary basis

Requirements to Carry Out the Functions of the Elections Office

- ▶ Adequate funding from County Commissioners to perform legal duties of the office
- ▶ Dedicated & well-trained staff
- ▶ Careful management of Complex Election Technology
- ▶ Election officials, and resources.
- ▶ Thorough understanding and strict adherence to federal and state laws

The Washington Post

November 9, 2022

Quote from Chatham County NC

Elections Director

"People are trying to break us," Paschal said.
But, she added, "election administrators at every level are resilient people who will fight to the bitter end to ensure that democracy in America will never die."

- ▶ Office space that is secure and spacious.
- ▶ Adequate and secure voting sites for Election Day and Early Voting
- ▶ Precise communication to the public, and all stakeholders.

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HOW ELECTIONS ADMINISTRATION HAS EVOLVED

PAST

- Punch Card Machines
- ES&S m100 & AutoMark
- Paper Poll Books/Labels
- Registrars for Voter Registration
- Absentee Ballots by Mail – Medical reason to request
- In house servers

PRESENT

- Paper Ballots
- Hart Verity Machines/ADA Compliant – 2019
- Electronic Poll Books/Ballot on Demand
- Voter Registration – Online, DMV, Register to vote through various DHHS agencies
- No Excuse Absentee Voting – mail – Early Voting– MAT Teams/ Absentee Online Portal to request ballot – Omni accessible voting for visually impaired individuals
- Sunday Voting
- Cloud base server
- Record number of public record requests
- Live stream meetings
- Photo ID Required
- Virtual Election Official Training

5

ROLE OF AN
ELECTION
PROFESSIONAL

2010-2017
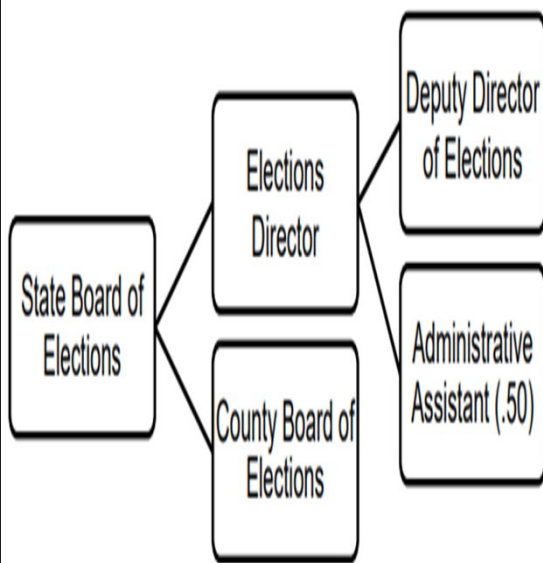
New Position Added in 2018
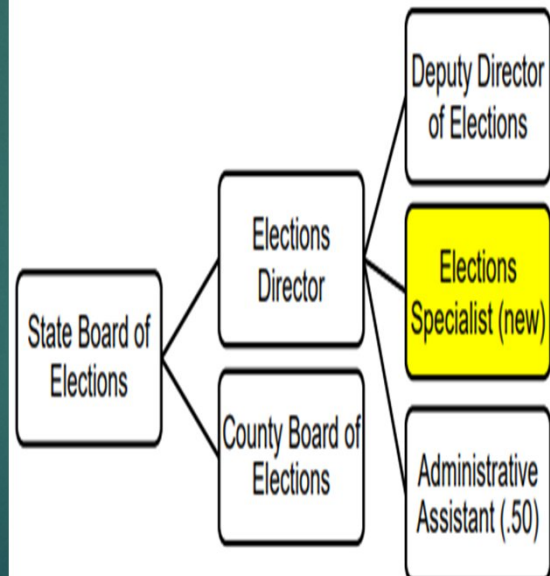
CURRENT
(2 Positions Added in 2023)
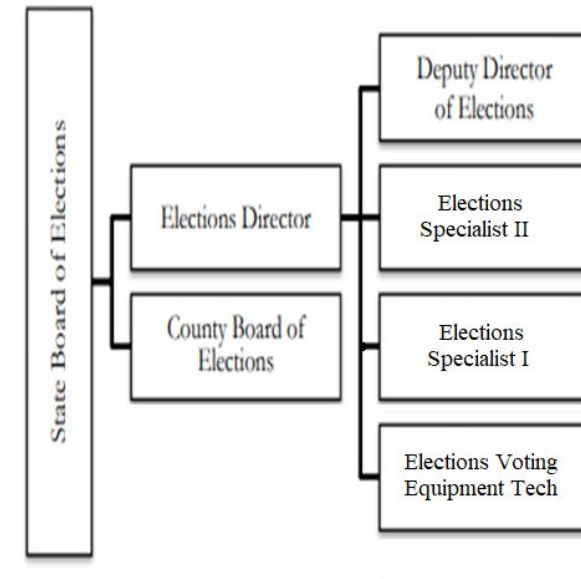
ELECTION SECURITY

- Revised emergency plans with assistance from the Emergency Operations Director, and law enforcement officials for early voting sites and Election Day polling places.

- Board adopted Suspicious Letter-Suspicious package Emergency plan.

- Board adopted Inclement weather policy for Early Voting & Election Day

- Increased Security at the Board of Elections Office.

- Partnerships with federal and state governments, who assist with cyber and physical security.

- Logic and Accuracy testing on every voting machine before each election.

- Post Election Audits – Multiple audits are conducted to ensure irregularities are detected, no equipment tampering, ballot stuffing, or tabulation errors.

VOTER REGISTRATION TOTALS

2004 – 35,488
2008 – 33,085
2012 – 35,662
2016 – 51,455
2020 – 57,907
2022 – 60,025
2023 – 58,982 as of 2/20/2023
2024 – 60,503 as of 1/3/2024

ABSENTEE VOTING TRENDS

CIVILIAN

2008 - REQUESTS – 1,371

2008 - RETURNED – 1,118

2012 - REQUESTS -1,335

2012 - RETURNED – 1,220

2016 - REQUESTS - 1,935

2016 - RETURNED – 1,568

2020 – REQUESTS – 16,548

2020 – RETURNED – 12,126

2022 – REQUESTS – 3,820

2022 – RETURNED – 2,919

MILITARY

2008 - REQUESTS – 66

2008 - RETURNED – 41

2012 - REQUESTS – 47

2012 - RETURNED – 34

2016 – REQUESTS – 34

2016 – RETURNED – 23

2020 – REQUESTS – 85

2020 – RETURNED – 69

2022 – REQUESTS – 35

2022 – RETURNED - 25

OVERSEAS

2008 - REQUESTS -84

2008 - RETURNED – 67

2012 - REQUESTS – 95

2012 - RETURNED – 77

2016 – REQUESTS – 175

2016 – RETURNED – 149

2020 – REQUESTS – 236

2020 – RETURNED – 210

2022 – REQUESTS – 128

2022 – RETURNED - 114

ABSENTEE VOTING IN PERSON TOTALS

2008 – 22,021

2012 – 24,686

2016 – 29, 951

2020 – 31,446

2022 – 28,924

- Three fulltime employees are NC Certified Elections Administrators
- Director and Deputy are Certified Election Registration Administrators through the Election Center and Auburn University
- Combined total of over 43 years of specialized experience
- Strong relationships with stakeholders
- Outstanding customer service
- Staff goes over and beyond the call of duty

- Access to voting
- Transparent process
- Citizens trust the process
- Passionate about conducting fair and impartial elections
- Hosted international observers from Austria for the 11/08/2022 election

Board of Elections Members

▶ The Board of Elections office is where democracy starts in Chatham County.

▶ Currently there are 5 board members.

Laura Heise (Dem) – Chair,

Bob Tyson (Rep) –Member,

Mark Barroso (Dem) - Member,

Frank Dunphy (Rep) – Secretary,

Erika Lindemann (Dem) Member

CHATHAM COUNTY BOARD OF ELECTIONS

▶ It is the responsibility of the Chatham County Board of Elections to administer safe, fair and impartial elections to the citizens of Chatham County as outlined in North Carolina election law and,

▶ To oversee hiring and retaining well trained staff to carry out the day-to-day functions in the election's office and,

▶ To maintain solid relationships with all stake holders (North Carolina State Board of Elections, County management, Chatham County school administration, voters, political parties, candidates, League of Women voters, and other nonpartisan groups).

Board of Elections Concerns For Discussion

- ▶ Safety Concerns at Polling Places Lighting
- ▶ Community Building in Northeast Chatham to use for Early Voting
- ▶ Purchase Additional Voting Equipment
- ▶ Board of Elections Performance Building Renovations

- ▶ SB 747 Budget Impacts
  - ▶ Temporary Salary Line Increase - Early Voting Judges – Office Temp to assist with Absentee ballots- Public records requests – Provisional ballots
  - ▶ Office Supplies
    - ▶ Replace all existing documents
  - ▶ Impacts of Sudden Legislative Changes
    - ▶ Things not budgeted

Memorandum of Understanding

Current

Copy of Refined

DISCUSSION

MEMORANDUM OF UNDERSTANDING
BETWEEN THE BOARD OF ELECTIONS OF CHATHAM COUNTY
AND THE CHATHAM COUNTY BOARD OF COMMISSIONERS

WHEREAS, the County of Chatham (hereinafter "the County") is a body politic and corporate; and

WHEREAS, the County has a Personnel Policy and a system of personnel management and administration for County employees as authorized by North Carolina General Statutes Chapter 153A; and

WHEREAS, the County's Personnel Policy and personnel system apply automatically only to employees of Chatham County government, its agencies and departments; and

WHEREAS, the Chatham County Board of Elections is an independent governmental unit established pursuant to Article 4 of the North Carolina General Statutes Chapter 163; and

WHEREAS, the Chatham County Board of Elections recommends the appointment and removal of the Director of Elections to the State Board of Elections and who upon the recommendation of the Director of Elections directly appoints and removes staff employees who are supervised by the Director of Elections; and

WHEREAS, the Chatham County Board of Elections does not have a personnel office nor a formal system of personnel administration; and

WHEREAS, the Chatham County Board of Commissioners may provide personnel administration services to employees of governmental agencies who are not Chatham County employees upon written agreement with Chatham County, except to the extent that such agreement conflicts with the law.

THEREFORE, the Board of Elections and the Chatham County Board of Commissioners mutually agree as follows:

Section 1. The County of Chatham will, by and through its Human Resources Department, and its enabling authority, the Chatham County Personnel Policy, assist the Director of Elections in providing a uniform system of personnel administration for the director and all other employees of the Chatham County Board of Elections under the rules, regulations and procedures applicable to Chatham County Employees.

Section 2. Chatham County will administer leave policies, position classification, compensation and benefits for employees of the Chatham County Board of Elections.

Section 3. The Chatham County Board of Elections and the Chatham County Director of Elections will observe Chatham County's policies and procedures concerning general employment rules and regulations, and conditions of employment in a manner consistent with the Board's enabling legislation and the Personnel Policies. This agreement does not affect the Chatham County Board of Elections' statutory authority to appoint and remove employees.

Section 4. Chatham County's policies and procedures concerning disciplinary actions against employees and employee grievances will govern this aspect of personnel administration, however, any grievances/appeals from employment or personnel decisions made by the Chatham County Director of Elections will be heard and disposed of only by the Chatham County Board of Elections. The Chatham County Board of Elections is encouraged to consult the Chatham County Human Resources Director on any matter of grievance or disciplinary action.
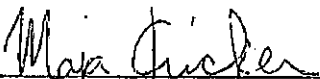
Section 5. The Director of Elections shall represent the Board when signing all county correspondence to include Budget, Finance and Personnel Action Forms for the Board.

Section 6. This Memorandum of Understanding will be effective when signed by all parties involved. It will continue in force from year to year until modified or terminated by written mutual agreement of the parties hereto, or upon ninety (90) days written notice by any party.
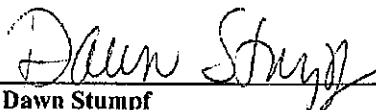
COUNTY OF CHATHAM, NORTH CAROLINA

BY: _____   Date: 10/27/08
Charlie Horne
Chatham County Manager

BY: _____   Date: 9/16/2008
Maja Kricker, Chairman
Chatham County Board of Elections

BY: _____   Date: 9/16/2008
Dawn Stumpf
Director of Elections

BY: _____   Date: 10/27/2008
Carolyn Miller
Human Resources Director

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE CHATHAM COUNTY OF BOARD OF ELECTIONS
AND
THE CHATHAM COUNTY BOARD OF COMMISSIONERS

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WHEREAS, the Chatham County Board of Elections recommends the appointment and removal of the Director of Elections to the State Board of Elections and who upon the recommendation of the Director of Elections directly appoints and removes county board staff employees who are supervised by the Director of Elections, pursuant to G.S.163-33 (10); and

WHEREAS, the Chatham County Board of Elections does not have a personnel office nor a formal system of personnel administration; and

WHEREAS, the Chatham County Board of Commissioners may provide personnel administration services to employees of governmental agencies who are not Chatham County employees upon written agreement with Chatham County, except to the extent that such agreement conflicts with the law.

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Section 2. Chatham County will administer leave policies, and benefits for employees of the Chatham County Board of Elections as approved by the Board of Elections and subsequently approved by the County Commissioners pursuant to G.S. 163-32, 163-35 (C), and G.S 163-37.

Section 3. The Chatham Board of Elections will prepare and present an annual budget to the Chatham Board of Commissioners per G.S. 163-33 (11) that contains a line item for all permanent staff salaries of the Chatham Board of Elections for Board of Commissioners (BOC) approval. G.S 163-32, and G.S 163-37
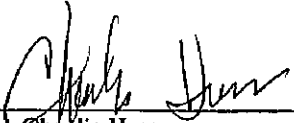
Section 4. The Chatham County Board of Elections and the Chatham County Director of Elections will observe Chatham County's policies and procedures concerning general employment rules and regulations, and conditions of employment in a manner consistent with the Board's enabling legislation and the Personnel Policies. This agreement does not affect the Chatham County Board of Elections' statutory authority (G.S. G.S. 163-32) to appoint, hire , remove, or fix the compensation of employees.

Section 5. Chatham County's policies and procedures concerning disciplinary actions against employees and employee grievances will govern this aspect of personnel administration, however, any grievances/appeals from employment or personnel decisions made by the Chatham County Director of Elections will be heard and disposed of only by the Chatham County Board of Elections. The Chatham County Board of Elections is encouraged to consult the Chatham County Human Resources Director on any matter of grievance or disciplinary action.

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Section 7. This Memorandum of Understanding will be effective when signed by all parties involved. It will continue in force from year to year until modified or terminated by written mutual agreement of the parties hereto, or upon ninety (90) days' written notice by any party.

COUNTY OF CHATHAM, NORTH CAROLINA

Print: Sign:
_____
BY: Chair/Chairman County Commissioners   **Date:**

Print: Sign:
_____
By: Chair/Chairman Board of Elections   **Date:**

Print: Sign:
_____
BY: Director of Elections   **Date:**

Print: Sign:
_____
By: Human Resources Assistant County Manager of Human Resources   **Date:**

Chatham County, NC

Text File

File Number: 23-5085

Agenda Date: 1/9/2024 | **Version:** 1 | **Status:** Board Priorities

In Control: Board of Commissioners | **File Type:** Agenda Item

Sheriff's Office Presentation

CCSO Staffing/Budgeting Proposal

PERFORMANCE

PLACES

PEOPLE

PAY

Performance

- Courtroom Security
- Civil Service
- Detention
- "Keep the Peace" (Calls for Service)
- IVC Transports / Commitments

- Student Resource Officers in Schools
- Animal Resource Center / Response
- Full Time Courthouse Security
- Sheriff Prevention Partnership
- Community Service Events
- CALEA / ACA / NCLEAN

2023 Population by Zone

Zone 1
8,214

Zone 2
19,434

Zone 5
19,671

Zone 4
7,815

Zone 3
8,332

Pittsboro
5,464

Siler City
7,550

Data Source: Chatham County GIS

252
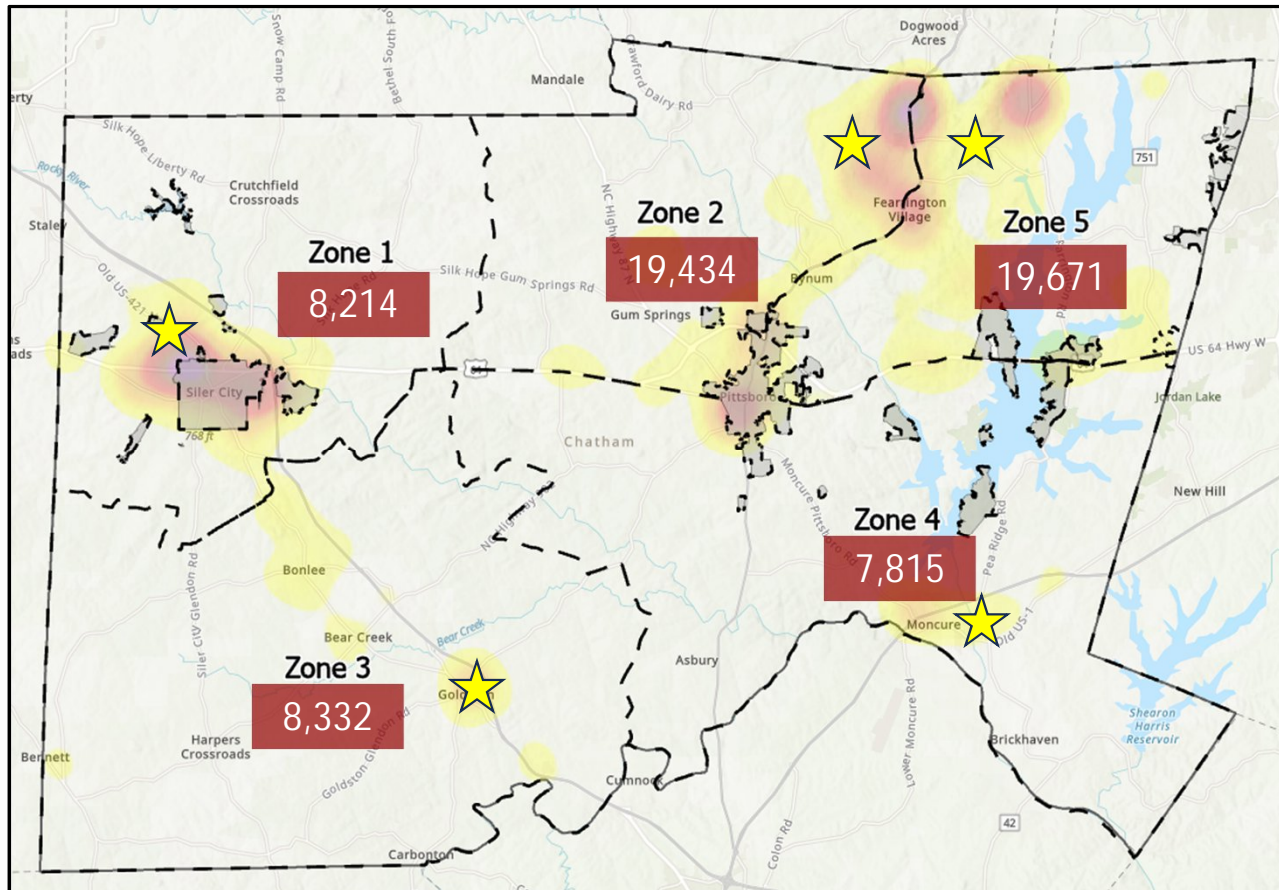
2023 Calls For Service Response Map
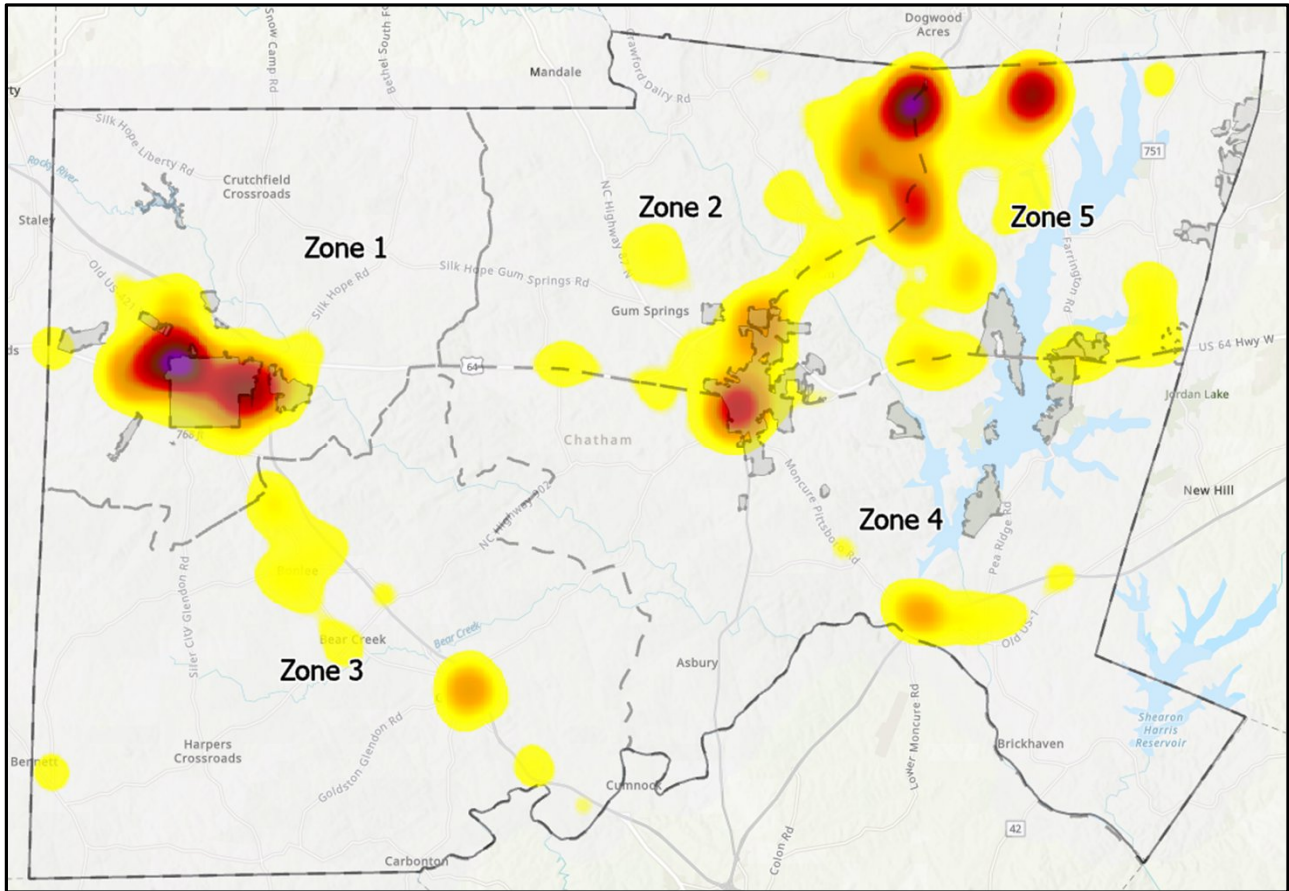
2023 Calls For Service – Per Capita

Zone 1
POP: 8,214
CFS: 5,158

Zone 2
POP: 19,434
CFS: 6,137

Zone 5
POP: 19,671
CFS: 6,868

Zone 4
POP: 7,815
CFS: 4,570

Zone 3
POP: 8,332
CFS: 4,912

Pittsboro: POP: 5,464 / CFS: 10,375
Siler City: POP: 7,550 / CFS: 9,146

POP = 2023 Population Estimate
CFS = Number of Calls for Service in 2023
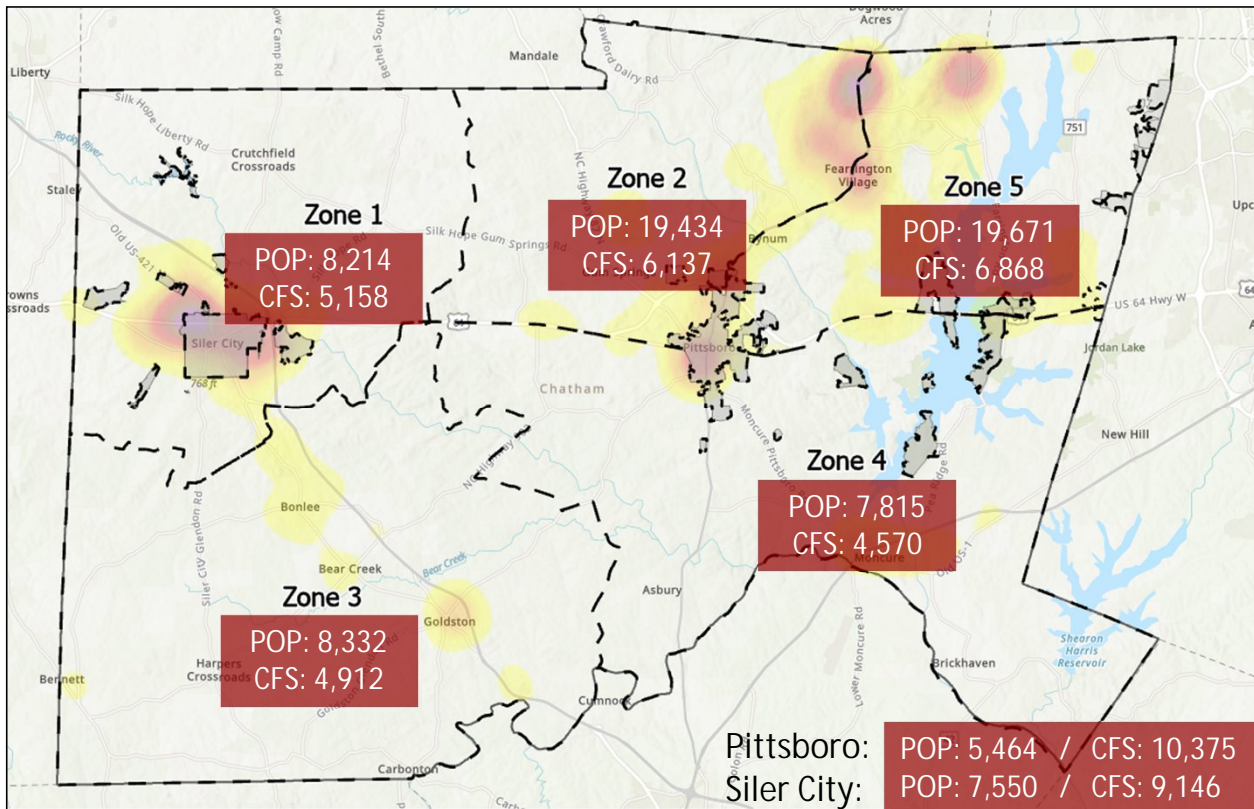
CALL RATE – Per 1,000	
Zone 1	627.95
Zone 2	315.79
Zone 3	589.53
Zone 4	584.78
Zone 5	349.14
Chatham County	435.59

Deputies per 1,000 Residents

County	# Sworn LEO	Unincorporated Population	Deputy to 1,000 Ratio	Animal Services	SROs
Lee	92	32,171	2.85	✓	✓
Randolph	279	108,756	2.56		✓
Orange	118	47,728	2.47		✓
Alamance	157	73,586	2.13	✓	
Durham	179	84,697	2.11	✓	✓
Guilford	277	132,444	2.09		✓
Moore	97	50,049	1.93	✓	
Chatham	107	67,161	1.59	✓	✓
Harnett	150	110,478	1.36		✓
Wake	477	465,221	1.02		✓

Pittsboro: 3.05

Siler City: 3.1

Population Relevant Data

Locality	Officers	Population
Pittsboro	2	5,464
Siler City	3	7,550
Zone 1	1	8,214
Zone 2	1	19,434
Zone 3	1	8,332
Zone 4	1	7,815
Zone 5	1	19,671

GOAL

- Recommended: 2.5 per 1,000 people*

- Current: 1.59 per 1,000 people
  - ➢ 107 deputies/67,161 population

- Proposed: 2.19 per 1,000 people
  - ➢ 147 deputies/67,161 population

*Bureau of Justice Statistics/Governor's
Crime Commission Justice Analysis
Review – March 2020

County	# Sworn LEO	Unincorporated Population	Deputy to 1,000 Ratio
Lee	92	32,171	2.85
Randolph	279	108,756	2.56
Orange	118	47,728	2.47
Chatham	147	67,161	2.19
Alamance	157	73,586	2.13
Durham	179	84,697	2.11
Guilford	277	132,444	2.09
Moore	97	50,049	1.93
Harnett	150	110,478	1.36
Wake	477	465,221	1.02

New Positions

- <u>Year 1-</u> add 10 deputies (plus 2.2 deputies for every 1,000 people)

- <u>Year 2-</u> add 10 deputies (plus 2.2 deputies for every 1,000 people)

- <u>Year 3-</u> add 10 deputies (plus 2.2 deputies for every 1,000 people)

- <u>Year 4-</u> add 10 deputies (plus 2.2 deputies for every 1,000 people)

2020 - 2023 Population Change

Zone 1
- 0.69 %

Zone 2
+ 3.39 %

Zone 5
+ 2.2 %

Zone 4
+ 0.93 %

Zone 3
- 0.28 %
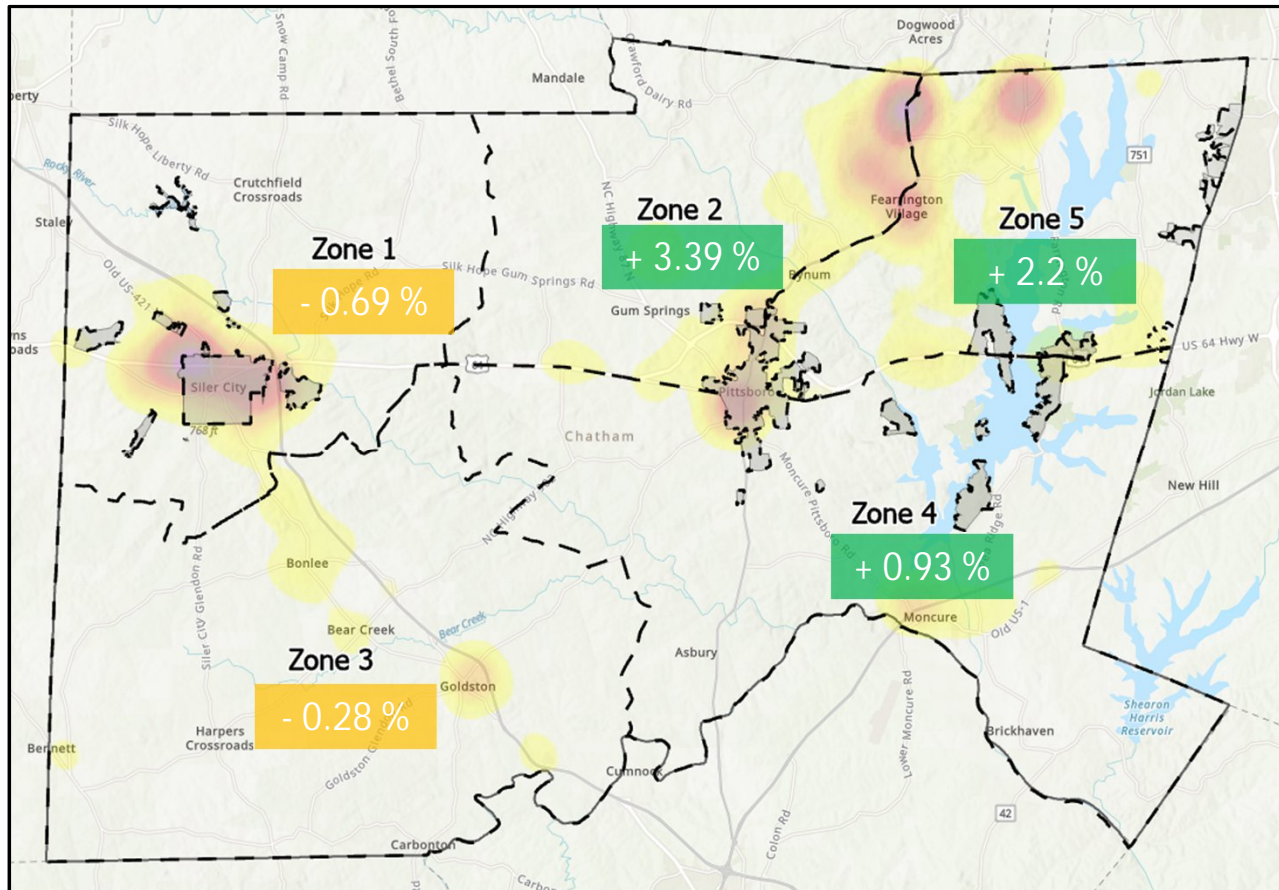
Pittsboro
+ 5.65 %

Siler City
- 0.66 %

Data Source: Chatham County GIS

2023 Population by Zone

Zone 1: 8,214
Zone 2: 19,434
Zone 3: 8,332
Zone 4: 7,815
Zone 5: 19,671
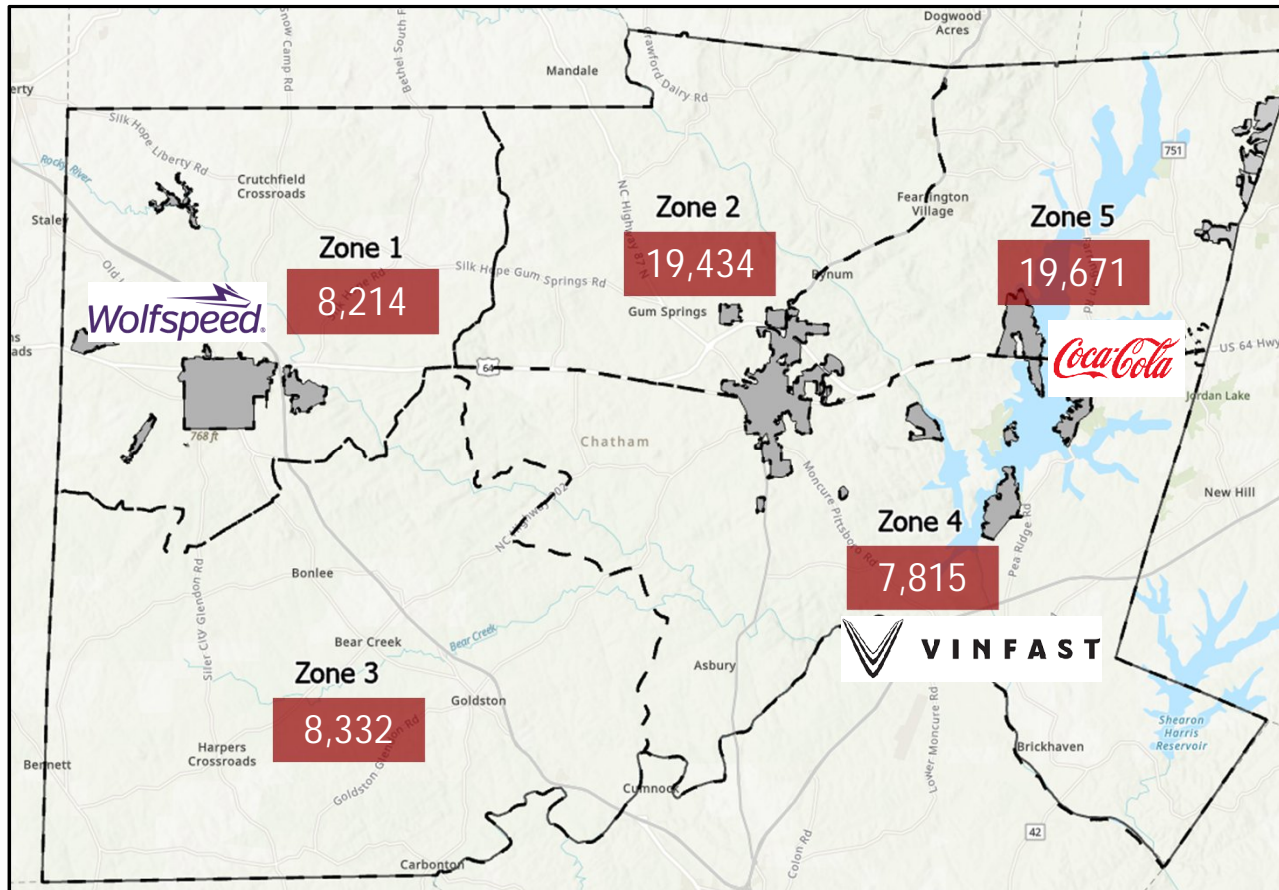
Pittsboro: 5,464
Siler City: 7,550

Data Source: Chatham County GIS

Community Oriented Substation Map

- Main Office
- Substations
  - NE Chatham
  - Siler City
  - Moncure
  - Goldston
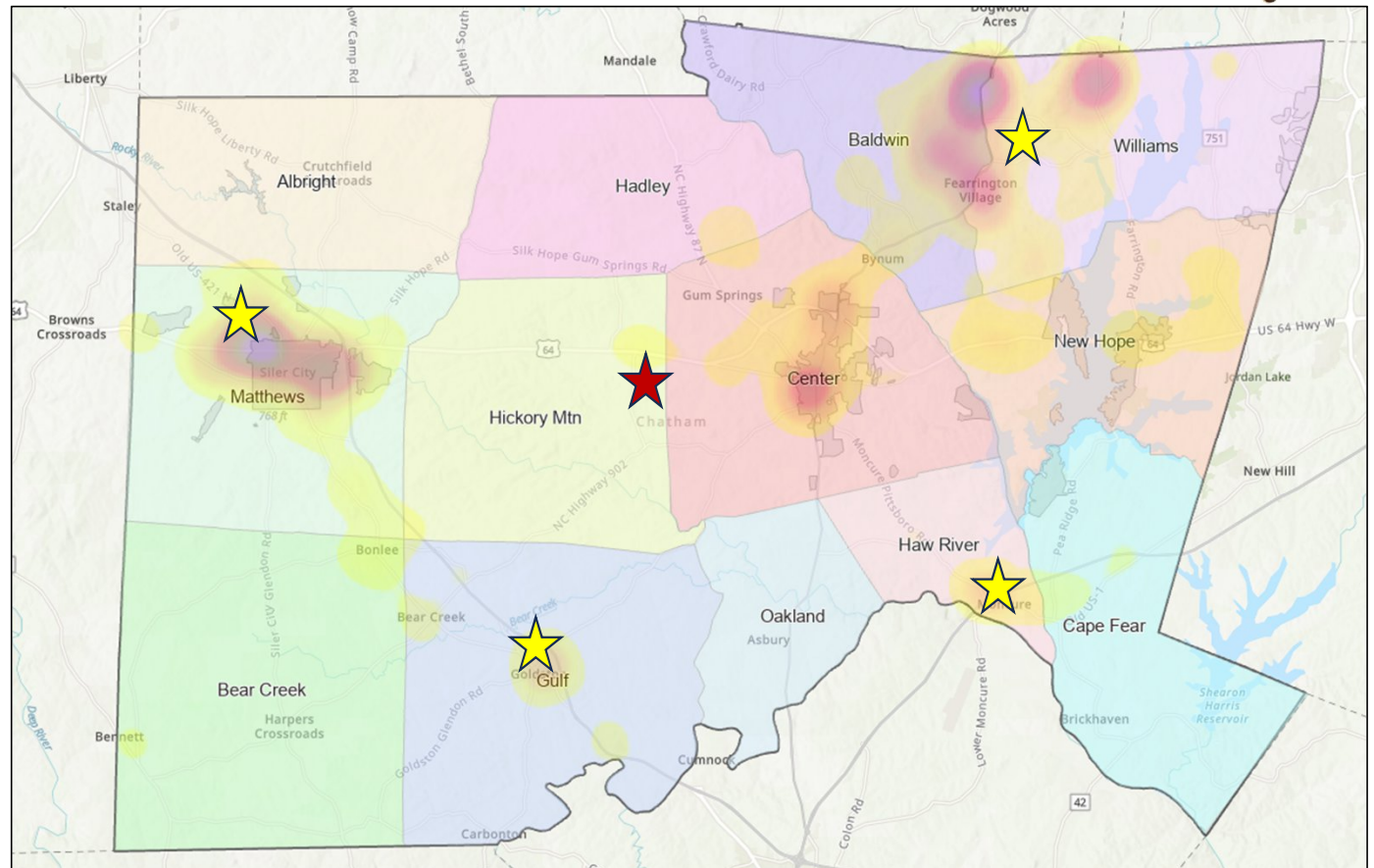
Goal

- Priority #1 – Northeast Chatham (Now)
- Priority #2 – Siler City (Soon)
- Priority #3 – Moncure (As Growth Requires)
- Priority #4 – Goldston (As Growth Requires)
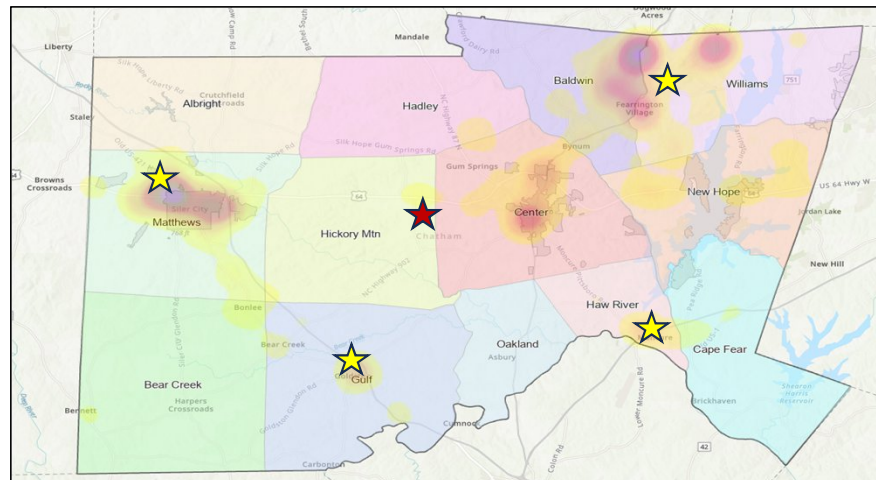
Starting Deputy Pay Comparison

County	Salary
Lee	$52,232
Alamance	$51,230
Wake	$50,540
Durham	$50,004
Harnett	$49,963
Chatham	$48,850
Orange	$48,694
Randolph	$45,159
Moore	$44,546
Guilford	$43,430

Starting Detention Pay Comparison

County	Salary
Alamance	$51,230
Wake	$50,540
Durham	$50,004
Orange	$46,238
Chatham	$44,308 ($48,850)
Lee	$44,107
Guilford	$43,430
Harnett	$43,160
Moore	$42,426
Randolph	$40,936

GOAL

Starting Pay

Deputy: $60,850
Detention: $60,850

Pay Both at Same Rate

Action Plan

- Year 1- $3,000 for Deputy, $4,000 for Detention
    - Deputy: $51,850
    - Detention: $48,308

- Year 2- $3,000 for Deputy, $4,000 for Detention
    - Deputy: $54,850
    - Detention: $52,308

- Year 3- $3,000 for Deputy, $4,000 for Detention
    - Deputy: $57,850
    - Detention: $56,308

- Year 4- $3,000 for Deputy, $4,542 for Detention
    - Deputy: $60,850
    - Detention: $60,850

Relative Comparison
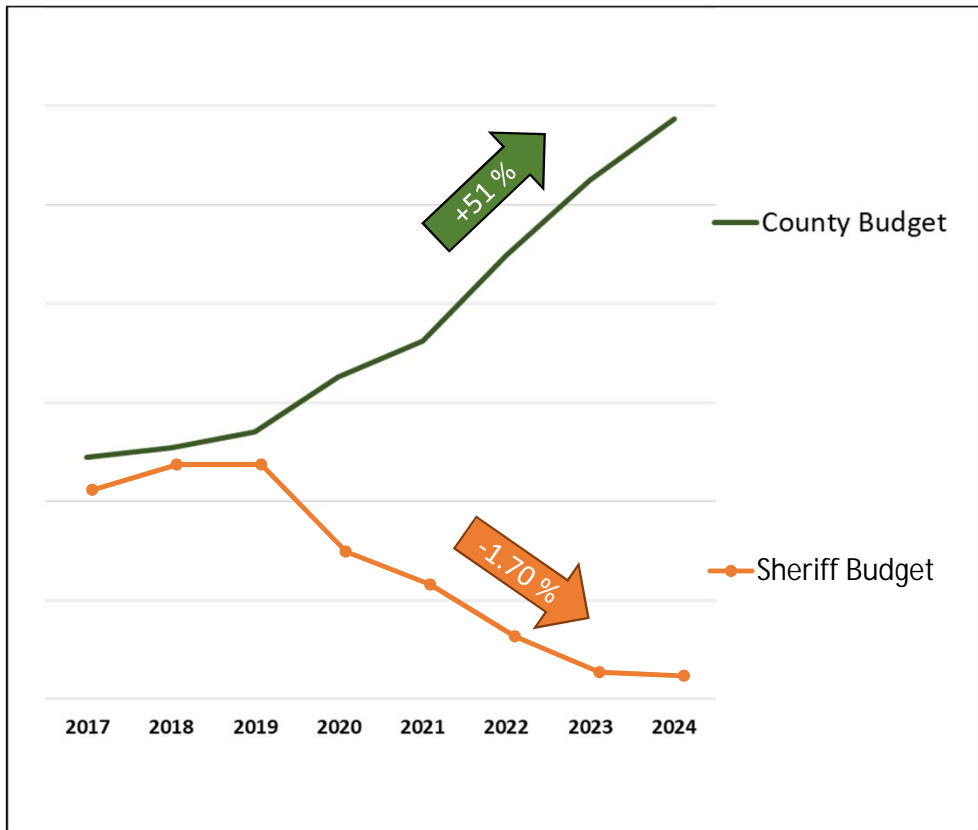
FY	$ Gain / Loss	% of Budget
2017	217,739	11.83%
2018	-	12.03%
2019	-	12.03%
2020	-87,676	11.33%
2021	-1,243,955	11.07%
2022	-2,067,769	10.65%
2023	-2,754,063	10.36%
2024	-3,015,733	10.33%
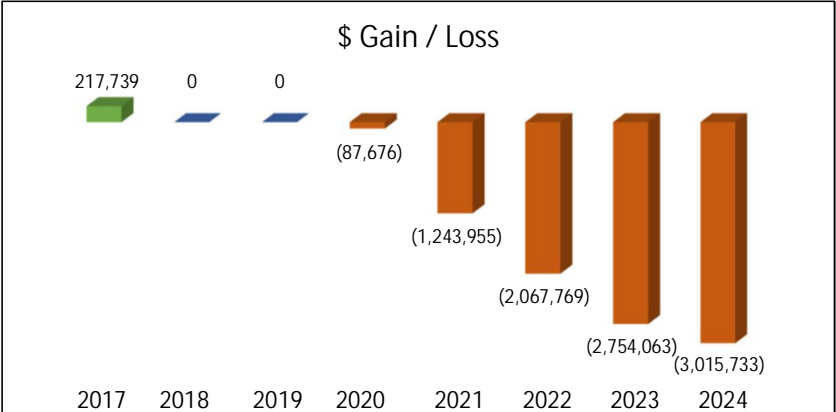
CCSO Staffing/Budgeting Proposal

PERFORMANCE

PEOPLE

- Positions needed: 40 Deputies
- Add Deputies with Growth
- Add Detention staff with Expansions
- Add ARC staff from Expansion
- Add Civilian Support staff as needed

PAY

- Base Pay – Deputy: $60,000
- Base Pay – Detention Officer: $60,000
- Lowest Paid Employee - $45,000
- Cost of Living Raises

PLACES

- Main Office
- Substations needed: 4
- One in Each Corner of the County

Agenda Date: 1/9/2024	**Version:** 1	**Status:** Board Priorities
In Control: Board of Commissioners		**File Type:** Agenda Item

Court Programs and Grants

Grants & Court Programs

Budget Retreat
January 2024

Current Court Programs Funded By Grants

Federal (2)

Family Treatment Court & Parenting Program

Family Visitation Services

State (1)

Family Violence Prevention Services

Agenda

01

Family Treatment Court & Parenting Program (Federal)

02

Family Visitation Services (Federal)

03

Family Violence Prevention Services (State)

04

Looking Forward

Federally Funded Programs (2)

Family Treatment Court, Parenting Program & Family Visitation Services

Family Treatment Court & Parenting Program

FTC & Parenting Program

FTC

About the Program

Chatham County Family Treatment Court (FTC) is a **federally funded** court designed to provide **wraparound** treatment and support services to parents or guardians with substance addictions whose children are in DSS custody, with the **goal of parent-child reunification in a safe and sober home**. The Parenting Program utilizes the Nurturing Parenting evidenced model based on psycho-educational and cognitive–behavioral approaches to learning.

DSS Attorney

FTC Substance Abuse Counselor

Alcohol/SA Providers

Children/ Family Services Providers

Parent Attorney

FTC Participant & Family

Peer Support Services

DSS FTC Liaison

FTC Parenting Counselors

Primary Healthcare/ MAT

Education/ Employment Providers
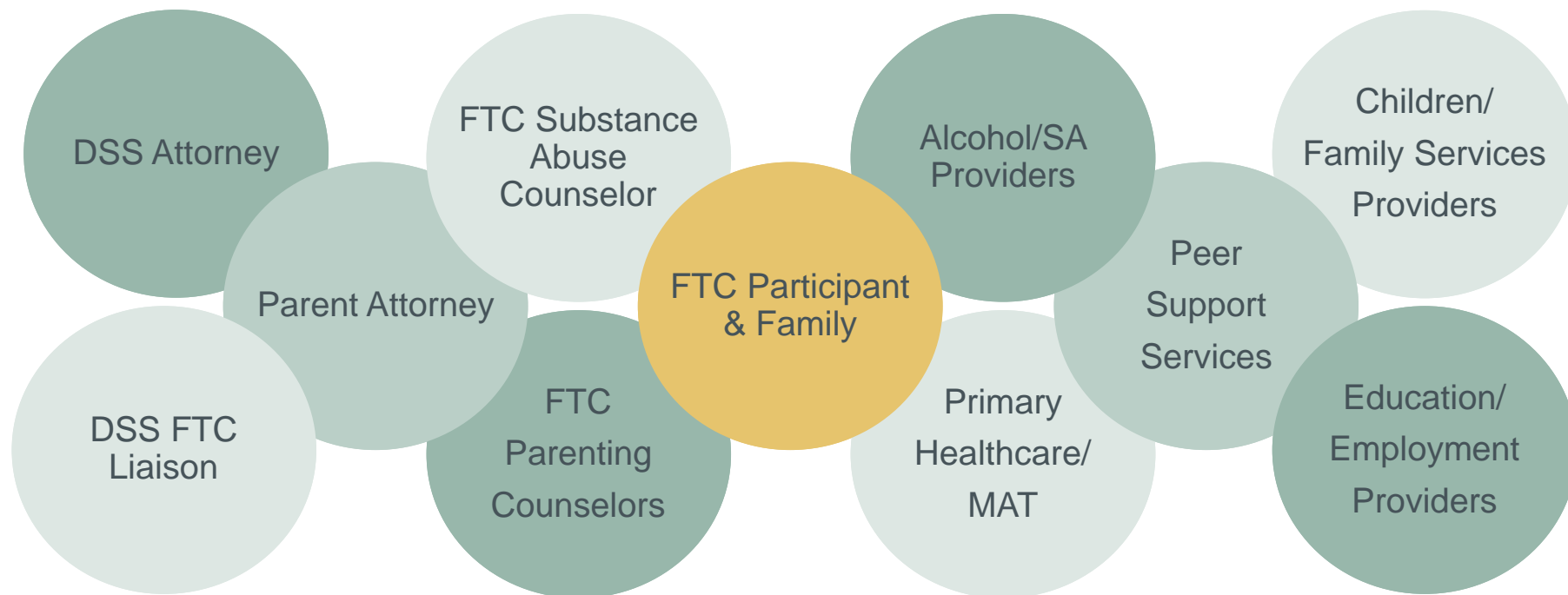
Wraparound Service Model

FTC

More About the Program

CFTC will assist participants with reducing the frequency and duration of relapses while increasing the duration of their sobriety and life skills.

In addition, it is the Court's goal to reduce the number of cases where parental rights are terminated and strive to increase public safety and provide support to individuals/families with serious substance abuse disorders who enter the dependent neglect system.

The program is committed to focusing resources, training, and expertise on the unique needs of the entire family. We want to help parents overcome various barriers and obstacles required to reunify with their children.

There is no fee for this service.

FTC

Program Goals

1. **Reduce recidivism** and increase stability for CFTC participants.

2. **Treatment** will be conducted in a coordinated approach.

3. **Encourage enhanced wellness** of individuals and families.

4. **Provide transparent communication** to participants and their families, service providers, and support systems.

5. **Operate under structured and organized principles** governed by the Policies and Procedures, Participant Handbook, and Memorandums of Understanding (MOUs) between agencies.

6. **Instill a sense of belonging to our participants.**

FTC & Parenting

Program Activities

- **Coordinate the utilization of community-based services** to service the family such as health and mental health services, victims' services, housing, transportation, education, vocational training, job skills training, and placement to provide a strong foundation for recovery.

- **Conduct eligibility screenings** and **create comprehensive service plans**.

- **Conduct drug screenings** on participants.

- **Provide evidenced-based curriculum** to help parents learn "re-parenting", which is replacing old destructive patterns with new behaviors.

- **Demonstrate to parents how long-term dysfunctional patterns of behavior require long-term interventions.** Change is evolutionary, not revolutionary.

- **Provide recovery support.**

- **Provide transportation** to FTC and parenting participants to court, treatment, substance-use screening, and recovery support activities.

FTC

2019 Submitted OJJDP Federal Grant to Establish Chatham Family Treatment Court for $750,000 over 3 years (Awarded $920,000)

2020 Established FTC and began to provide wrap around services to individuals/families working with DSS

2023 Applied for a one-year no cost extension and received approval (Service Delay Due to COVID)

2024 OJJDP Grant due to end September 2024 (FY 25)

215 Individuals Served

100% Received therapeutic family services

48 Individuals received services to improve mental health

60% Showed Improvement

52 Individuals received services for substance misuse

92% Reduced Use or Abstained from Drug Use

86 Families received services to improve their family's functioning

58% Showed improvement

27 Individuals received services to improve school engagement

78% Showed improvement

42 Individuals received services to improve their job skills

88% Showed improvement

FY23 Highlights

FTC | Grant Overview

Award Term: 4 years

10/1/20 – 9/30/24

Three with one year extension.

Grant Budget: $1,160,000

Federal Share: $870,000 (75%)

Match Share: $290,000 (25%)

Grant Funded Positions: 2

Parenting Educator (100% FT)

Substance Abuse Counselor (100% FT)

Grant Budget
- Personnel
- Operating
- Other Costs

$153,156
$623,777
$383,067
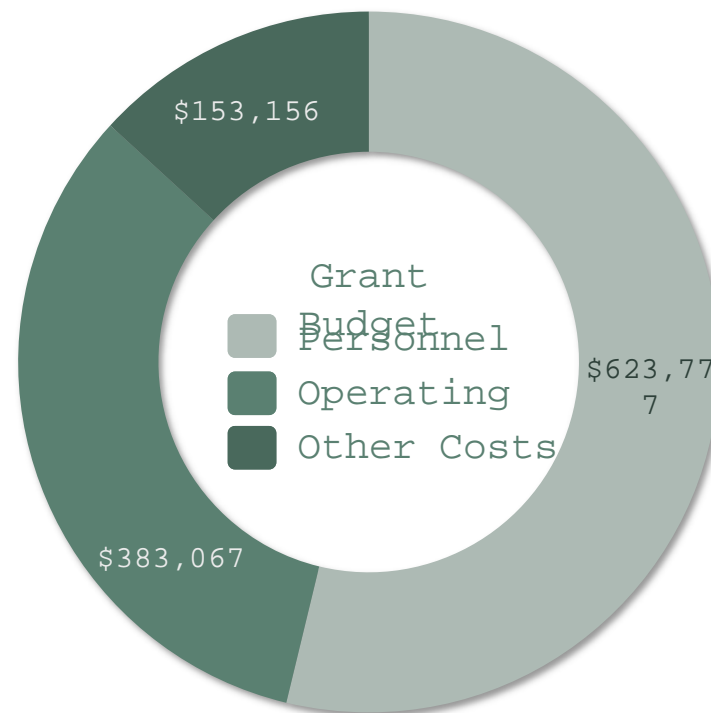
FTC | Current FY

Current Spending Progress

Grant currently **58%** spent as of Dec. FY 24.

By FY 24 end, approximately **70-80%** spent.

FY 24 Projected Cost & Reimbursement

Projected Total Program Cost: **$268,559**

Projected Reimbursement: **$238,193**

Approximately **89%** grant funded.

FTC | Next FY

Projected Spending

The grant term ends in the first quarter of FY25 (September 2024), however at current spending patterns continue, the grant may need an extension. If allowed by the grantor, grant coverage may continue until the third quarter (March 2025).

Projected Expense & Reimbursement

Projected Total Program Cost: **$275,908**

Projected Reimbursement: **$60,280**

Estimate based on grant ending September 2025.

County would need to cover an additional quarter without grant reimbursement totaling $215,628.

Family Visitation Services

FVS

FVS

Program Overview

Family Visitation Services of Chatham County **provides a safe and comfortable environment for supervised visits and monitored exchanges of children by and between parents** in situations involving domestic violence, child abuse, sexual assault or stalking. The program is **federally funded** through the Office of Judicial Programs and Violence Against Women Office.

FVS

Location & Fees

Location: The primary visitation center is in **downtown Pittsboro** and includes **three furnished visitation rooms** that are family-friendly and equipped with toys and activities for families.

Fees: There is **no fee** for county residents. There are just eight supervised visitation centers in NC, and Chatham is one of the two centers that does not charge fees.

FVS

Program Goals

1. **Enhance the safety of victims and their children by providing supervised visitation and safe exchange** of children and youth by and between parents in situations involving DV, child sexual abuse, sexual assault, and stalking.

2. **Enhance the safety of victims by providing civil legal assistance to DV victims.**

FVS

Program Activities

- Attend weekly DV court and other hearings as needed by victims
- Provide visitation and exchange services
- Provide civil legal advocacy to victims of DV or sexual assault
- Collaborate community partners to ensure clients are provided with proper advocacy and support in the civil justice system
- Coordinate with clients and attorneys to provide civil legal representation.
- Provide support and advocacy for victims seeking protective orders and court information
- Provide safety planning and community referrals to victims as requested
- Conduct outreach activities

FVS

2003 Start of Family Visitation Services program made possible by a federal OVW Safe Havens grant.

2016 Family Visitation Services also funded by GCC NCDPS state grant.

2017 Family Visitation Services funded by a different federal grant – Justice for Families (only 23 awards a year are given out across the country)

2022 Last iteration of GCC NCDPS award ends, only Justice for Families award remains.

2024 Justice for Families grant due to end September 2024 (FY 25).

963 Supervised Visits & Exchanges

Training for Judicial Officials

Snapshot: 1/23-6/23
24 Families Served

Referrals to Community Resources

Legal Representation for **22** Child Custody Cases

Highlights

FVS | Grant Overview

Award Term: 3 Years

10/2/21 – 9/30/24

Grant Budget: $549,654

No match required

Grant Funded Positions:

Project Director (75% FT)

2 Visitation Supervisors (PT)

Admin Assistant (PT)

Grant Budget

$153,156

$623,777

$383,067

- Personnel
- Operating
- Other Costs
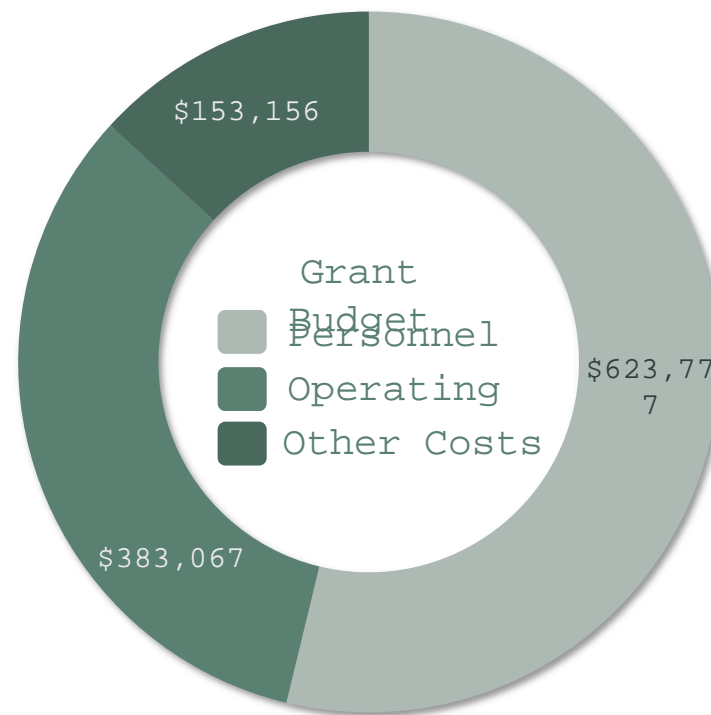
FVS | Current FY

Current Spending Progress

Grant currently **53%** spent as of December 2024.

By FY 24 end, approximately **70-75%** spent.

Projected Expense & Reimbursement

Projected Total Program Cost: **$207,794**

Projected Reimbursement: **$193,970**

Approximately **93%** grant funded.

FVS | Next FY

Projected Spending

The grant term ends in the first quarter of FY25 (September 2024), however at current spending patterns continue, the grant may need an extension. If allowed by the grantor, grant coverage may continue until the third quarter (March 2025).

Projected Expense & Reimbursement

Projected Total Program Cost: **$213,745**

Projected Reimbursement: **$50,490**

Estimate based on grant ending September 2025.

County would need to cover an additional three quarters without grant reimbursement totaling $163,255.

State Funded Programs (1)

Family Violence Prevention Services

Family Violence Prevention Services

FVPS

FVPS

About the Program

County advocates provide services for domestic violence victims/survivors and their families.

Services include:

- Assistance and accompaniment with protective orders at the Courthouse
- Access and referrals to community resources
- Safety planning and advocacy for survivors and their families
- Assistance with transportation, emergency shelter, child custody and mental health services
- Spanish speaking support group in Siler City
- Individual and group educational programs

FVPS

Location & Fees

Location: Services are provided by advocates fluent in English and Spanish on weekdays, located in the Justice Center in Pittsboro. 40 E. Chatham St, Room 2401.

Fees: There is **no fee** for this service.

FVPS

Program Goals

1. **Inform and advise all clients** of court/legal options and assist in DVPO filings.

2. **Develop individual safety plans** for each client and refer them to appropriate community resources

3. **Provide community outreach services**, including weekly support groups for victims/survivors in English and Spanish, attend community activities, and work with community partners to promote the advocacy and support services available to victims/survivors.

4. **Refer client victims/survivors to appropriate community resources** to shelter, housing, transportation, food, school, employment, legal services, mental health, and substance abuse needs

Program Activities

FVPS

- **Provide advocacy and support services** for domestic violence/sexual assault victims/survivors.

- **Assist in legal and criminal proceedings** to help victims/survivors understand the process, get protective orders, and ensure safety for their families.

- **Assist victims/survivors** with filing protective orders, make referrals, and introductions to legal services, and accompany victims/survivors to court proceedings, providing transportation as needed.

- **Coordinate with law enforcement and the district attorney's office** for follow-up and support of victims/survivors in the criminal justice system and will assist victims/survivors with filing claims for crime victim compensation and victim impact statements.

- **Provide referrals** to community resources including shelter, health care, and job assistance

- **Lead weekly support groups** for victims/survivors.

- **Participate in community outreach events** and collaborate with community partners

FVPS

FY 17

FVRC nonprofit folds.
A community task force including judges, law enf. agencies, the District Attorney, DSS, and other agencies worked together to create FVPS.

CFVPS opened July 2017 with 1.5 FTE advocates, supervised by the director of the county's supervised visitation program.

FY 19

Chatham County receives a grant from NCDPS GCC providing funding for another advocate.

Grant covered 25% of the program director's salary, 100% of 2 DV Advocates, and the majority of operating costs.

FY 23

Due to decreased NCDPS GCC funding, the county approves the expansion request to fund one of the DV advocates.

FY25

NCDPS ending September 2024. County does not plan to apply again to allow the nonprofit Second Bloom to expand its services

348 Protective Orders

Safety Planning

30 Member Weekly Latinx Support Group

100% Case Management (Community Resources)

8 Fully Funded Mental Health Sessions Provided

Individual Domestic Violence Education Sessions

5 Completed a 6-hour Course

100%

Court Accompaniment/ Transportation

Highlights

FVPS | Grant Overview

Award Term: 2 Years

10/1/22 – 9/30/24

Grant Budget: $223,641

No match amount

Grant Funded Positions: 1.25

Project Director (25% Grant Funded)

Bilingual DV/SA Advocate (100% FTE)

(County funds another DV advocate)

Grant Budget

Personnel

Operating

$23,669.74

$199,971.70
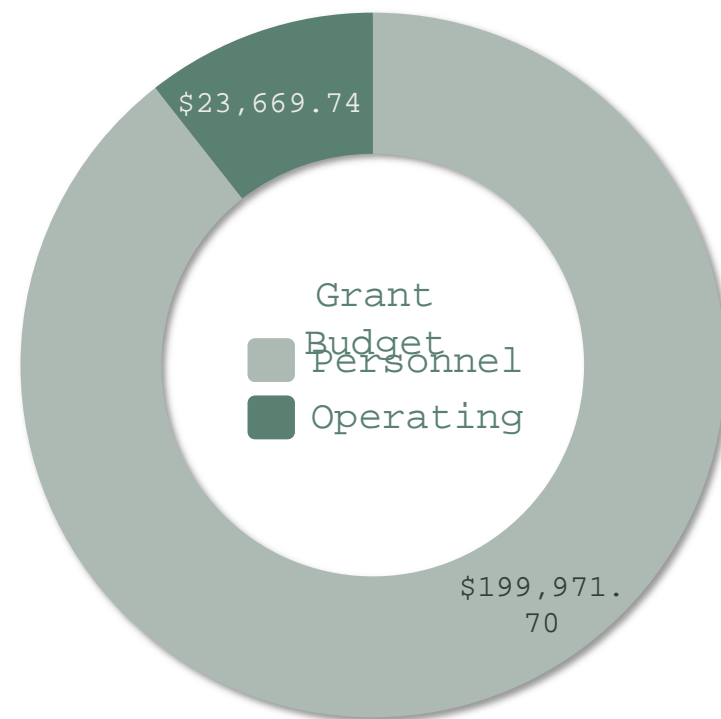
FVPS | Current FY

Current Spending Progress

Grant currently **59%** spent as of Dec. FY 24.

By FY 24 end, approximately **85%** spent.

FY 24 Projected Cost & Reimbursement

Projected Total Program Cost: **$199,906**

Projected Grant Reimbursement: **$108,945**

Approximately **54%** grant funded.

FVPS | Next FY

Projected Grant End

With current spending patterns, grant budget should be spent by 1st quarter FY 25 (September 2024), this is also when the grant ends.

Projected Expense & Reimbursement

Projected Total Program Cost: **$205,060** *(includes 1 county funded dv advocate)*

Projected Grant Reimbursement: **$17,674**

County funding of grant funded positions and expenses for three more quarters of FY25, without the grant, has an estimated cost of $101,942.

Looking Ahead

All Grant Funded Programs

Grant Funding

The three grants funding programs in Court Services are set to end in September 2024 (1st quarter of FY25).

The two federal grants may receive an extension and would allow for grant coverage of some expenses through March 2026 (3rd quarter of FY25). There is also a small possibility of receiving awards for federal programs again.

In the event extensions are not granted and grants are not renewed, the county would be extending its funding for FTC, FVS, and FVPS to fully fund these programs without revenue to offset expenses.

In this scenario, the increased FY25 cost, reduced by grant reimbursement through September, is about **$480,825**.

This would include 4 full-time and 3 part-time positions and operating expenses no longer funded by the grant.

Increased Access to MH/SA Services

Increased Supervised Visitation

Family Preservation and Support

Reduction in Detention Population

Increased Case Management & Support to Families/Survivors/Victims of Crime

Equitable Access to Diversion and Alternatives to Sentencing

Impacts of Court Programs

Commissioner Goals

Resilience

Equitable Access

Healthy Community

Additional Goals

Effective, Efficient Government

Mitigate the Impacts of Poverty

Ensure Public Safety

Strengthen Relationships

Focus Areas

Partnerships

Diversity, Equity, and Inclusion

Health Initiatives

Organizational Excellence

Ties to Commissioner Goals

Court Programs

Court Programs is seeking to create a new environment conducive to diversion and advocacy by changing the name to **Chatham Diversion & Advocacy Programs**.

This name change is because **MORE** than court services are provided. The department works to serve all members of the community.

However, the department cannot continue providing superior services without Commissioner support as funding for Family Treatment Court, Parenting Program and DV/SA grant are needed for the next fiscal year.

Questions?

Agenda Date: 1/9/2024   **Version:** 1   **Status:** Board Priorities

In Control: Board of Commissioners   **File Type:** Agenda Item

Current Year Accomplishments

FY 2024 Mid-Year Accomplishments

ADMINISTRATION

MANAGER'S OFFICE
- Successfully administered $1 million in ARPA funding for non-profit partners.

- Conducted equity training for 13 departments (getting # from Brenda)

- Received the AT&T GREAT Grant - the grant will provide 542 households and 16 businesses with fiber.

- Implemented a new CIP software system with a "digital first" interactive document.

ADMINISTRATION

HUMAN RESOURCES

- Went live with NEOGOV Insight – a new applicant tracking system.
    - Applicants can now create an account and apply for multiple County positions without calling or emailing HR to have their application manually copied and pasted to other "job folders". In addition, Chatham County is now featured on governmentjobs.com, the largest public sector employment website in the country.

- Received Bronze Level recognition on the American Heart Association Workforce Well-Being Scorecard for our County's wellness programming and initiatives. This is the first year that Chatham County has been recognized by the American Heart Association.

- Chatham County received many Safety Awards from NCDOL for 2023

- New performance evaluation tool introduced in June – modified to be a self-scoring, fillable PDF document complete with a "playbook" which serves as a resource guide for supervisors.
    - Evaluation now based on four main categories – Professionalism, Quality of Work, Knowledge & Initiative and Teamwork and Cooperation

ADMINISTRATION

MIS

- Implementation of Varonis data security software within county network & Microsoft 365 tenant.
    - Varonis software has been configured to report on & alert MIS staff of anomalies with regards to how staff access & share sensitive data within the organization.
- Signed an MOA with NC Emergency Management to partner and share costs related to LiDAR data acquisition for Chatham County.
    - The partnership will save the county approximately $80,000 in contracted services for the project.
- Implemented internet service upgrades at different locations across the county network to provide higher bandwidth and more reliable network connectivity at a neutral cost level.
    - Chatham County Detention Center & the New EOC building are the two primary upgrade locations.

CULTURE, EDUCATION, & RECREATION

COOPERATIVE EXTENSION

- Members of the Chatham County 4-H Horsekateers Club comprised the NC 4-H National Team for horsebowl, horse judging, and hippology contests. The North Carolina 4-H Horse Program made history at the 2023 Eastern National 4-H Horse Roundup in Louisville, Kentucky, being the first state to ever win all four team contests in the same year: hippology, horsebowl, communications, and horse judging.

- Chatham County Center staff have continued to offer a mix of in-person, virtual, and hybrid-based classes/trainings/workshops for clientele.

  - Since July 1, 2023, 11,714 direct contacts have been made through agriculture, 4-H youth development, community and rural development, and family and consumer sciences educational programs

- Extension is piloting a new "Real Money, Real World" curriculum at Horton Middle School in conjunction with NC A&T State University during the fall semester.

  - This youth-based financial literacy program is currently being offered to 7th-graders with the intent of expanding this pilot program to additional schools in Spring 2024. Students will have the opportunity to increase their knowledge of money management tools used in daily spending for important cost-of-living decisions and overall financial security.

CULTURE, EDUCATION, & RECREATION

LIBRARY SERVICES

- Answered more than 5,500 reference questions including those related to employment and technology.

- Circulated more than 112,000 items (print and electronic, system wide).

- Created 6,559 new library card accounts (system wide).

- Chatham Community Library successfully launched its StoryWalk on the CCCC Walking Trail.

- 2023 Youth Summer Reading Program concluded with a total of 204 participants who read 180,494 minutes.

CULTURE, EDUCATION, & RECREATION

PARKS AND RECREATION

- Hosted many special events throughout the year
  - Movies in the Park (186)
  - Sidewalk Chalk Festival (45) -rained out
  - Chatham County Challenge & Kick Off Event (256)
  - Trunk or Treat Fall Festival (645)
  - Holiday in the Park (425)
- Hosted "Read and Play" series in collaboration with Goldston Library
- Started a new Fall Running Club program

GENERAL GOVERNMENT

ELECTIONS

- Voter I.D. Information Session held on September 6, 2023, at the Chatham County Agriculture & Conference Center for Chatham County political parties, and citizens.

    - The Board of Elections staff provided the opportunity for citizens who didn't have photo IDs to obtain one at the information session. Citizens are now able to obtain a photo ID at the Board of Elections office during regular business hours.

- Held two successful elections with the implementation of the new Voter ID law without any complications or issues.

- Implemented use of security cages for each Election Day Polling Place and Early Voting Site to save the county money by not using employees from utilities to deliver and pickup supplies after hours.

- Purchased Articulate 360 and authored training to implement virtual election official training for use for all future training.

    - Allows election officials to access training at their convenience in the event of scheduling conflicts and reduce the number of in person training sessions.

- Collaborated with Emergency Management to implement a Suspicious Letter-Suspicious Package Emergency Plan, and an Inclement Weather Emergency Plan for Early voting and Election Day.

    - Several Elections offices throughout the country received letters that contained fentanyl, which could be a deadly substance. This plan will assist election staff in knowing how to proceed should this happen in Chatham County.

GENERAL GOVERNMENT

GOVERNING BOARD

- Former Clerk to the Board Lindsay K. Ray was elected as President of the NC Association of County Clerks for 2023-2024

- Newly appointed Clerk to the Board Jenifer K. Johnson received her Master Municipal Clerk Certification from the International Institute of Municipal Clerks

- Worked with Finance and MIS to send out an RFP for the Historic Courthouse A/V replacement project which was awarded to Justice A/V Solutions.

  - Installation will happen the week of March 4th and BOC meetings are expected to resume at the Historic Courthouse in April.

GENERAL GOVERNMENT

TAX ADMINISTRATION
- Completed the transition to the new tax software DevNet.

    - Done in three segments: appraisal, listing and collections)the last segment to go live in November of 2023).

- Launched a new tax website that is based on the new tax software that gives the public an easy-to-understand overview of property information.

- Launched the Community website:

    - Makes accessing information easy – it is a central hub that includes a powerful dashboard of information.

    - Any data, any location, and any context within Chatham County has been connected creating an intelligent, analytical, and dynamic picture.

    - Patterns and trends are apparent, helping and supporting decision-making processes by providing a clear overview of key areas of concern such as property value, census information, building permit information, and geographic information.

HUMAN SERVICES

AGING SERVICES

- The Siler City Center for Active Living was recertified by the North Carolina Division of Aging and Adult Services as a "Center of Excellence." The distinction runs for a five-year period through September 30, 2028. The Pittsboro Center for Active Living completed the process in July 2022.

- Served a total of 31,510 meals in FY 23-24. This includes 27,957 meals to Meals on Wheels recipients and 3,553 frozen meals.

- Released first Directory of Resources, designed to be a single source of key contacts for Chatham County older adults. Compiled by Sigi Markworth, Integrated Services Specialist, the guide lists contact information for key resources including caregiver, respite and dementia resources, disability-related services, financial and food assistance, financial management, health supportive services, housing, insurance information and more.

HUMAN SERVICES

PUBLIC HEALTH

- Leveraging opioid settlement funds, CCPHD launched a naloxone education and distribution program to prevent overdose.

  - Several staff have become naloxone trainers to provide this education in both English and Spanish.

- In partnership with Chatham Hospital, CCPHD launched childbirth classes for expecting parents. The first classes were held in fall 2023 and include a tour of Chatham Hospital Maternity Care Center (MCC).

- The EMBRACe initiative, named the 2023 Chatham County Board of Health Partnership of the Year, launched community Gathering our Resources events. To date, EMBRACe has received several grants to improve birth equity in Chatham.

- Environmental Health partnered with the Planning Department and Watershed Department to streamline the application process for single-family homes that will provide greater efficiency for staff and clients.

HUMAN SERVICES

SOCIAL SERVICES

- Implementing expanded Medicaid eligibility determinations for almost 4,000 uninsured residents in Chatham County.

- Formalizing kinship support program for children in foster care to improve placement stability, behavioral health outcomes, and stronger sibling and family ties.

- Expanding supports and services for individuals experiencing housing instability through the development of a new case management program to serve individuals at risk of eviction and software for interagency coordination.

NATURAL RESOURCE MANAGEMENT

CENTRAL PERMITTING & INSPECTIONS

- Created forms and checklists on how to obtain specific building permits and commercial plan submittal requirements with very detailed instructions on what is required.

  - This information is all available on the departmental webpage. This is helpful for Customers, Permit Staff and Plan Reviewers.

- Residential Plan Review has been streamlined and we've created an internal checklist for consistency and to improve quality of the reviews.

NATURAL RESOURCE MANAGEMENT

CVB

- Launched the Chatham Sports Alliance website:
  - https://chathamsportsalliance.com/
- Secured a major amateur sporting event for 2024
- Increased economic impact by 11.3% (2022 figures reflected an increase when compared to 2021).
  - The tourism and hospitality industry directly employs more than 624 in Chatham County.
  - Total payroll generated by the tourism industry in Chatham County was $23 million.
  - State tax revenue generated in Chatham County totaled $3.2 million through state sales and excise taxes, and taxes on personal and corporate income. About $2.8 million in local taxes were generated from sales and property tax revenue from travel-generated and travel-supported businesses.
  - The tourism economic impact reflects a cost savings of $76.73 per resident.

NATURAL RESOURCE MANAGEMENT

PLANNING

- Plan Moncure was adopted in October of 2023.

- The Planning Department collaborated with the Health Department on a Health & Equity Assessment as part of the Unified Development Ordinance Project.

- Brandon Dawson worked with NCDOT and the DCHC Metropolitan Planning Organization to have three Bike/Ped Safety Projects constructed in Chatham County using STBG-DA funds.

NATURAL RESOURCE MANAGEMENT

SUSTAINABILITY

- Completed installation of the fourth public electric vehicle charging station at a county office building in Pittsboro (964 East St.).

  - This station installation was partially funded by a grant from the Volkswagen Settlement with the State of North Carolina.

- Charging Station Usage – Over the first half of FY24, there was a steady trend of increased usage at the County's four public EV charging stations.

  - Nearly every month set a new usage record, culminating with December. The stations dispensed over 2.4 megawatt-hours of electricity in December, which was 40% higher than any previous month.

- Solar System Energy Production – The County's two solar power systems combined to produce over 111 megawatt-hours of electricity during the first six months of FY24.

  - An average house uses about 1.1 megawatt-hours of electricity per month. Over the lifetime of the two solar systems, nearly 300,000 pounds of carbon dioxide emissions have been avoided.

NATURAL RESOURCE MANAGEMENT

WATERSHED PROTECTION

- Nominated for Large Local Program Award for erosion control, competing against Charlotte, Wake County and Fuquay-Varina.

  - This marks recognition by NCDEQ of the programs' growth and transition from a small program to match the size and capability of large municipalities and counties.

- Event planning is complete for Creek Week, March 16-23, 2024 in partnership with CWEP, Chatham Soil & Water, Friends of the Lower Haw, NC State Co-op Extension, Clean Jordan Lake, Chatham Solid Waste, Chatham Parks & Rec, Grand Trees of Chatham, USACE, Rocky River Heritage Foundation, Pittsboro Parks & Rec, Haw River Assembly, Deep River Park, Siler City Parks & Rec, Chatham County Libraries, Loves Creek Watershed Stewards.

NATURAL RESOURCE MANAGEMENT

SOLID WASTE & RECYCLING (ENTERPRISE FUND)

- Recycling in Schools - Worked with a senior student at Chatham Central High School to implement a recycling program for the school.
  - Provided signs, some recycling containers, and advice, but the student took the lead on getting the program started. The student reports it is going well.
- Compactor Replacement – As part of our ongoing facility maintenance plan, we replaced the trash compactors at two collection centers this year.
  - The compactors have approximately a 15-year life expectancy and we are planning on replacing two each year until all centers are complete.
- Mulch Giveaway – Due to an abundance of mulch from the previous year, implemented a mulch giveaway during the months of July, October, and November.
  - Mulch is created by grinding up yard waste and woody debris that is dropped off throughout the year at the main facility. Mulch is sold in the spring, but did not sell out, so began the giveaway in July. Over 1,100 cubic yards of mulch was given away to the public and other County departments in those three months.

NATURAL RESOURCE MANAGEMENT

UTILITIES (ENTERPRISE FUND)

- Completed Lead and Copper Rule Revision Compliance Strategy Report – Phase I

- Completed Water System Development Fee Analysis – Phase I

- Completed Western Intake Partners Water Flow Growth Projections

- Completed Chatham County Beaver Creek Water Treatment Plant Expansion Report – Phase I

- Completed Highway 902 Chemical Booster Pumpstation Construction Project

PUBLIC SAFETY

COURT SERVICES

- Reentry – convened Reentry Roundtable Discussions to work towards establishing a Reentry Council in Chatham.

- Pretrial – Screened 166 Individuals; 17 Successfully Completed; Currently Serving 114 Individuals (16 Individuals in Residential Treatment; 41 Individuals Receiving Outpatient Mental Health/Substance use Support).

- Family Visitation Services – Increased services for DSS to five days/week. Referrals related to domestic violence increased by 15%. 6 families received legal representation for child custody cases.

- Family Violence Prevention Services – Latinx Support Group held a vigil in October and a Christmas Party for participants in December. Support Groups provide a safe space for 30 Latinx Women.

PUBLIC SAFETY

EMERGENCY COMMUNICATIONS

- The new VIPER radio system went live across the county using the new radio towers, and radios distributed to every fire, EMS and law enforcement agency in the county. This provides increased coverage, capacity, and interoperability for our public safety responders.

- The 9-1-1 center went live in the new EOC. The new space provides room for growth, redundancies for critical infrastructure and improved workspaces for employee wellness.

PUBLIC SAFETY

EMERGENCY MEDICAL SERVICES

PUBLIC SAFETY

FIRE MARSHAL (FIRE INSPECTIONS)

- Coordinated with County Businesses and Health Programs offered at County high schools to provide live fire extinguisher training.

- Participated in a joint fire prevention week education by forming a partnership with Chatham County Communications, Office of the State Fire Marshal, Safe Kids North Carolina.

  - The partnership provided fire prevention presentations for all kindergarten students in the county including charter and private schools. These presentations were delivered to approximately 1,100 students in the county.

Questions?

Agenda Date: 1/9/2024   **Version:** 1   **Status:** Board Priorities

In Control: Board of Commissioners   **File Type:** Agenda Item

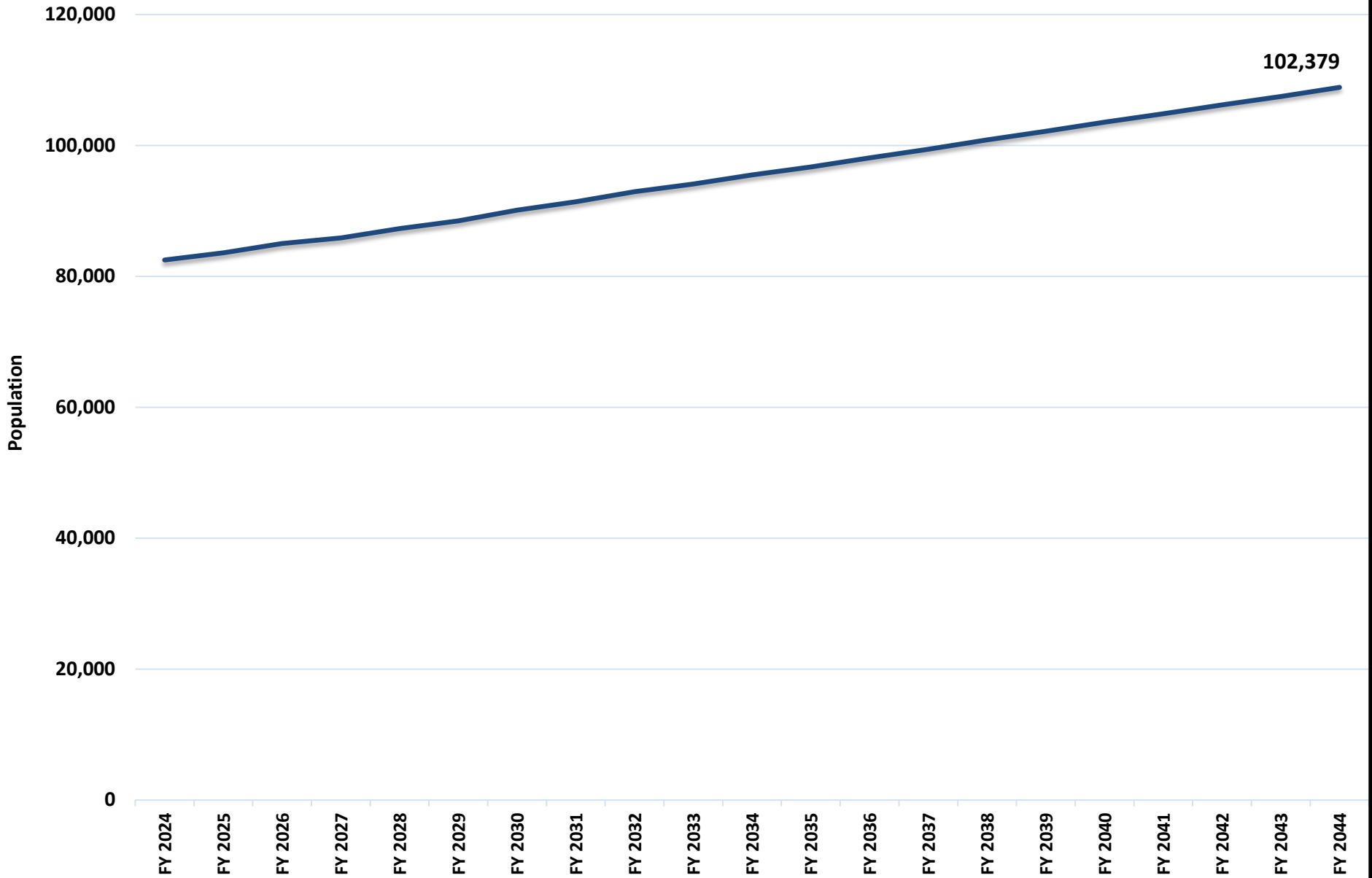Trends Affecting Next Year's Budget

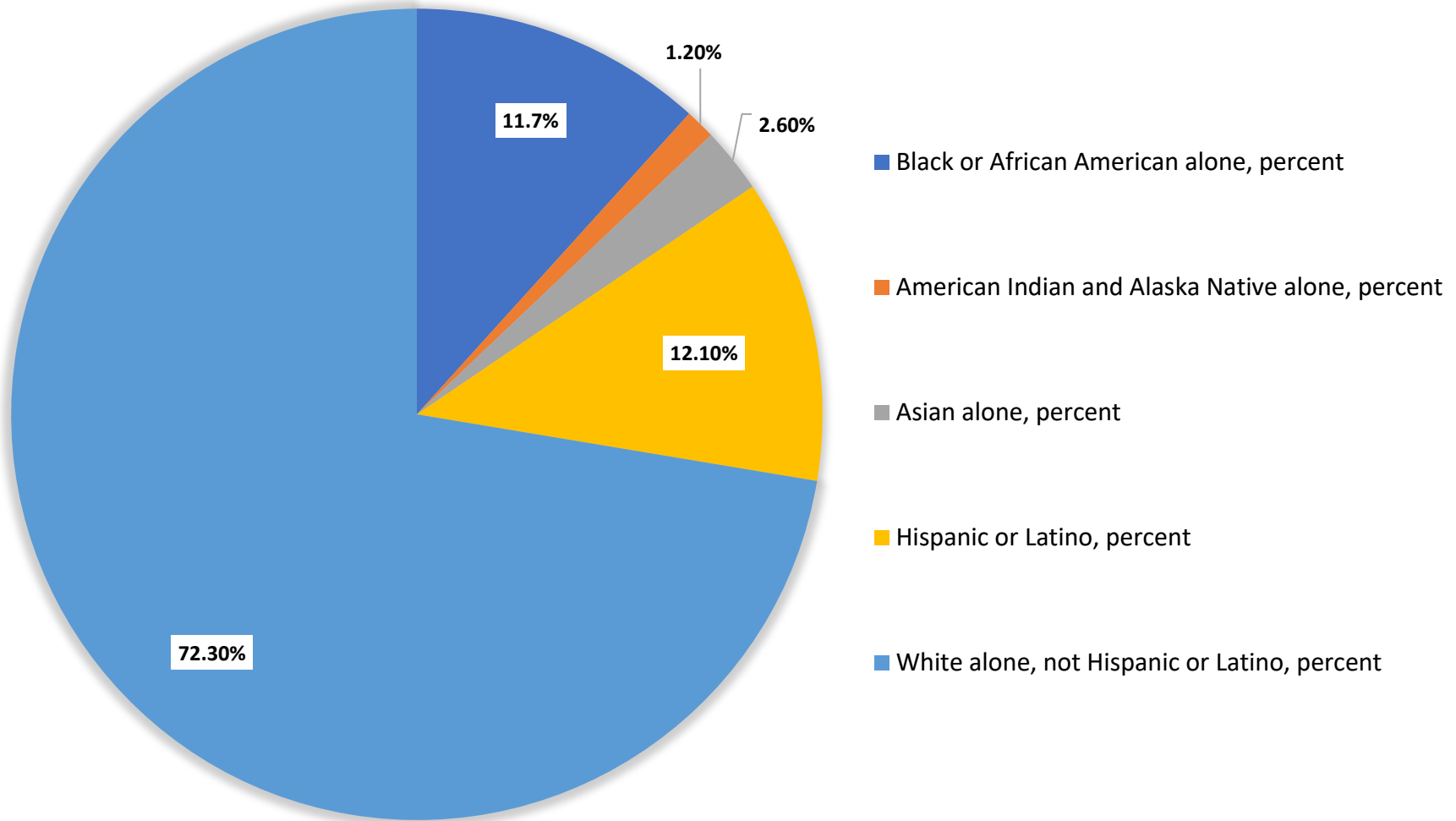**Historical Population Growth FY 1993 to FY 2023**

Source: State Demographer

78,450
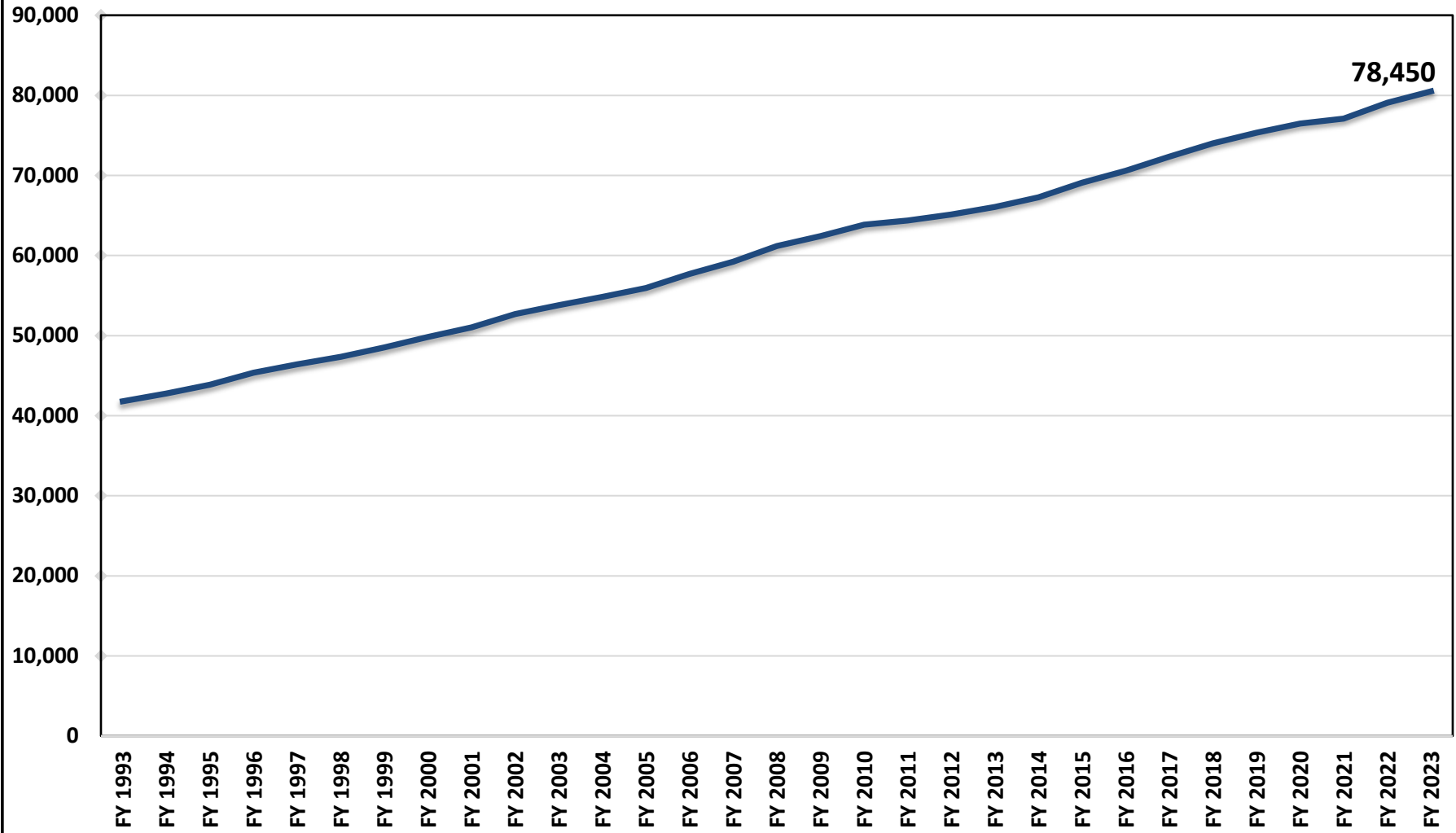
Projected Population Growth: FY 2024 to FY 2044
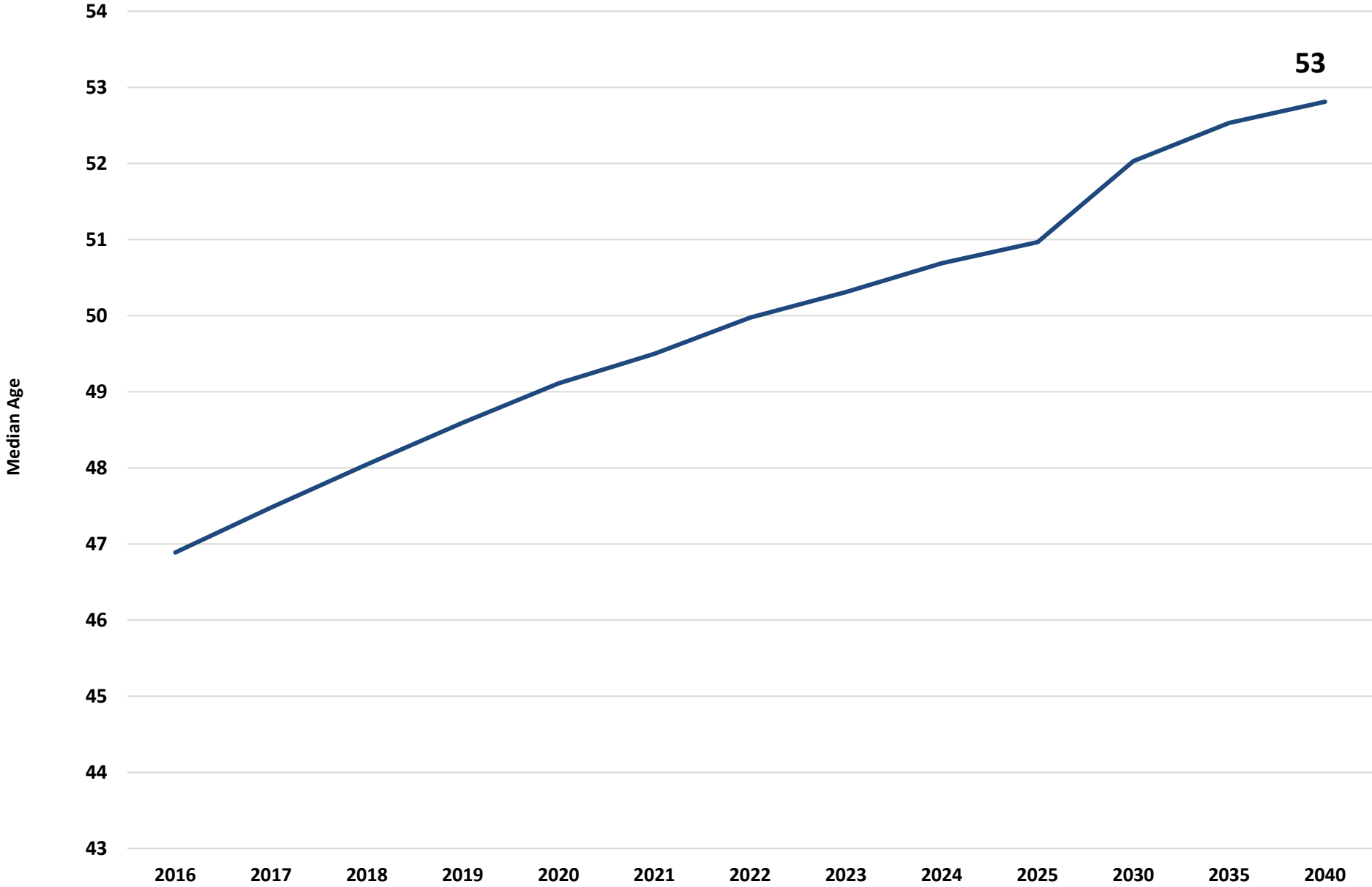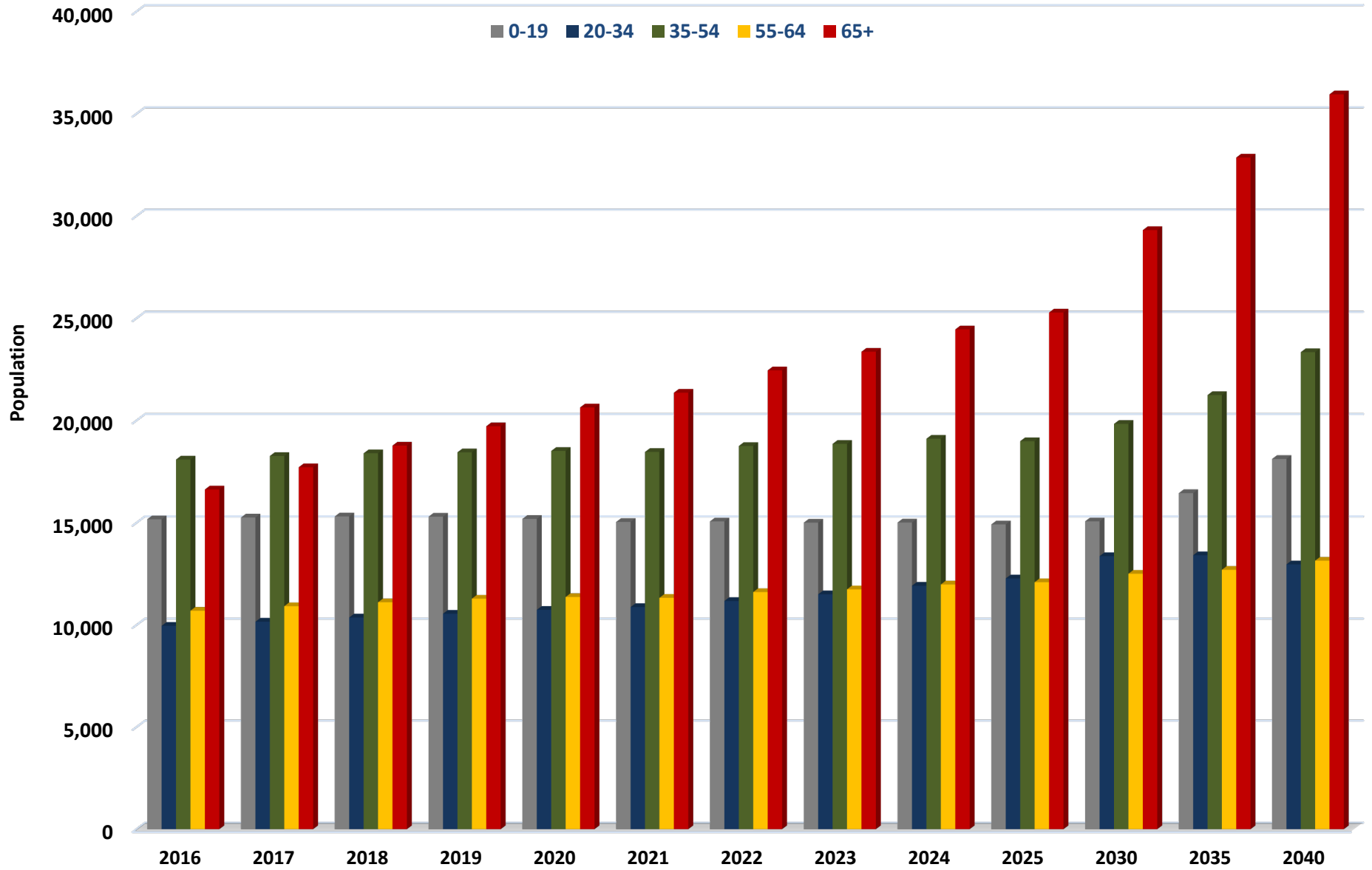
Sources: State Demographer

102,379

Population

120,000
100,000
80,000
60,000
40,000
20,000
0

FY 2024, FY 2025, FY 2026, FY 2027, FY 2028, FY 2029, FY 2030, FY 2031, FY 2032, FY 2033, FY 2034, FY 2035, FY 2036, FY 2037, FY 2038, FY 2039, FY 2040, FY 2041, FY 2042, FY 2043, FY 2044

RACE AND ETHNICITY

- Black or African American alone, percent — 11.7%
- American Indian and Alaska Native alone, percent — 1.20%
- Asian alone, percent — 2.60%
- Hispanic or Latino, percent — 12.10%
- White alone, not Hispanic or Latino, percent — 72.30%

Projected Median Age

53

Median Age

2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2030 2035 2040

Population Actual and Projections by Age Group

Source: State Demographer

Chatham County Unemployment Rate
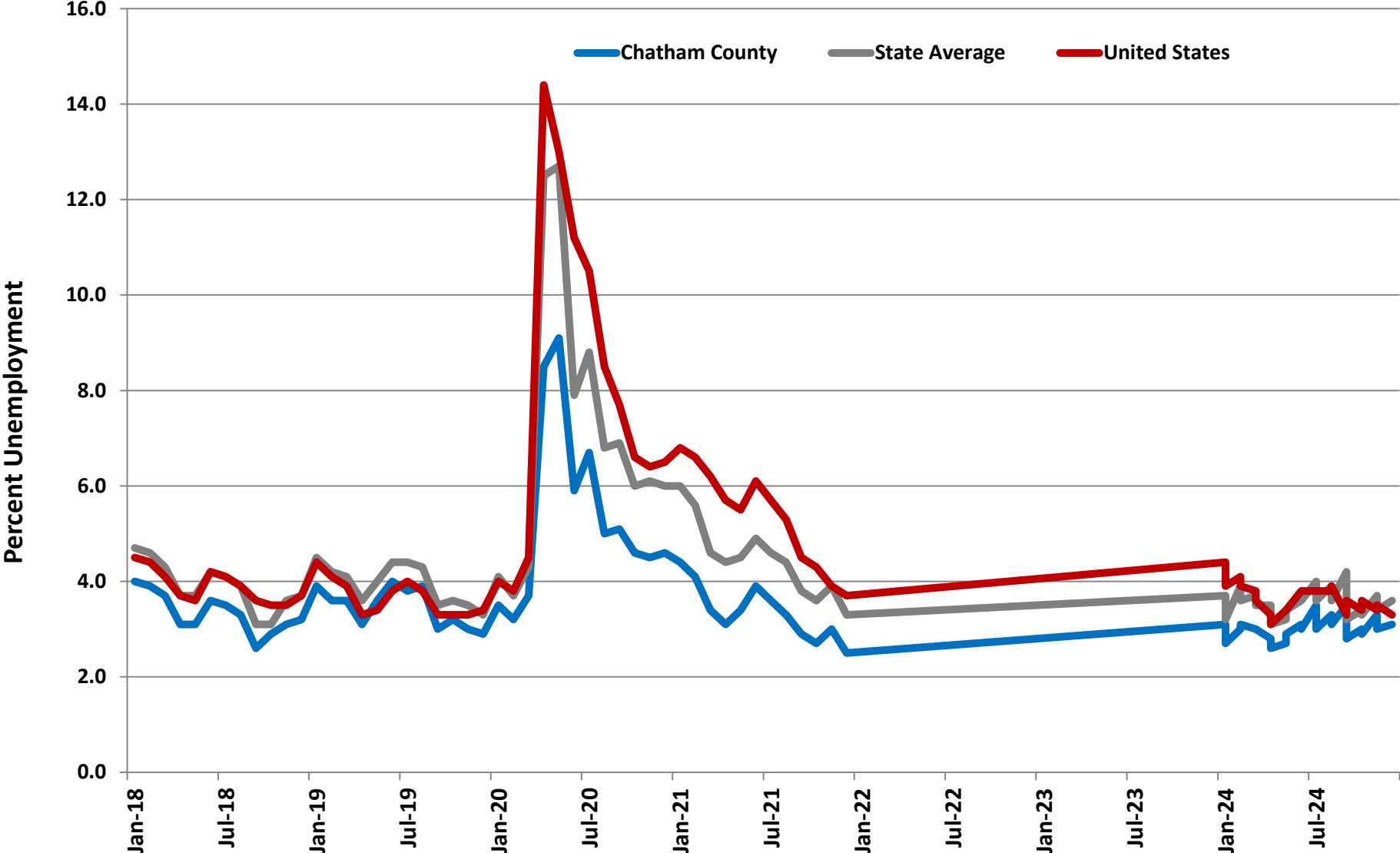
Legend: Chatham County, State Average, United States

Y-axis: Percent Unemployment (0.0 to 16.0)

X-axis: Jan-18, Jul-18, Jan-19, Jul-19, Jan-20, Jul-20, Jan-21, Jul-21, Jan-22, Jul-22, Jan-23, Jul-23, Jan-24, Jul-24

2022 Per Capita Income

Legend: — North Carolina Average — Chatham

Y-axis (Per Capita Income): $0, $10,000, $20,000, $30,000, $40,000, $50,000, $60,000, $70,000, $80,000, $90,000

X-axis (Years): 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022

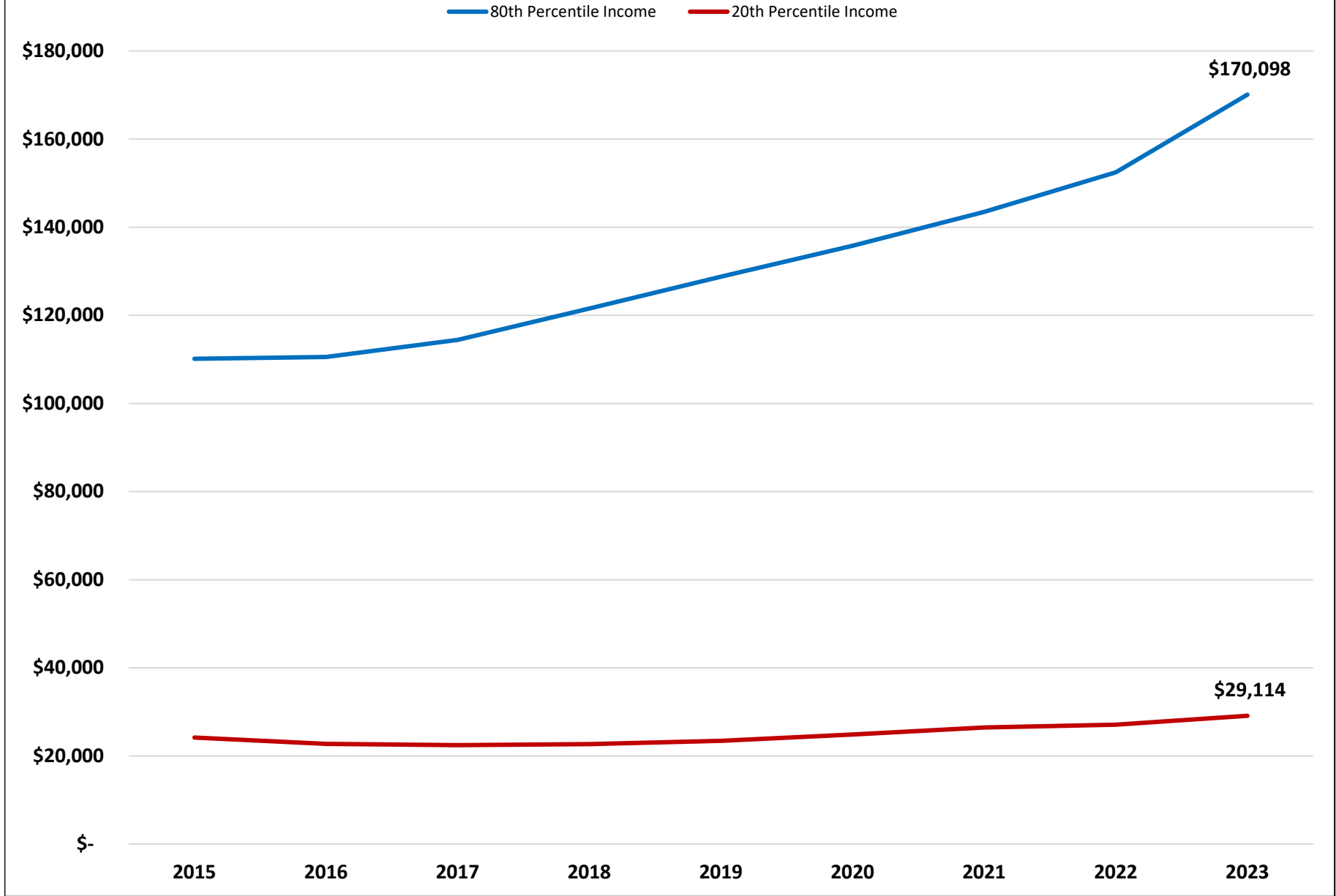Chatham 2022: $79,769
North Carolina Average 2022: $58,109
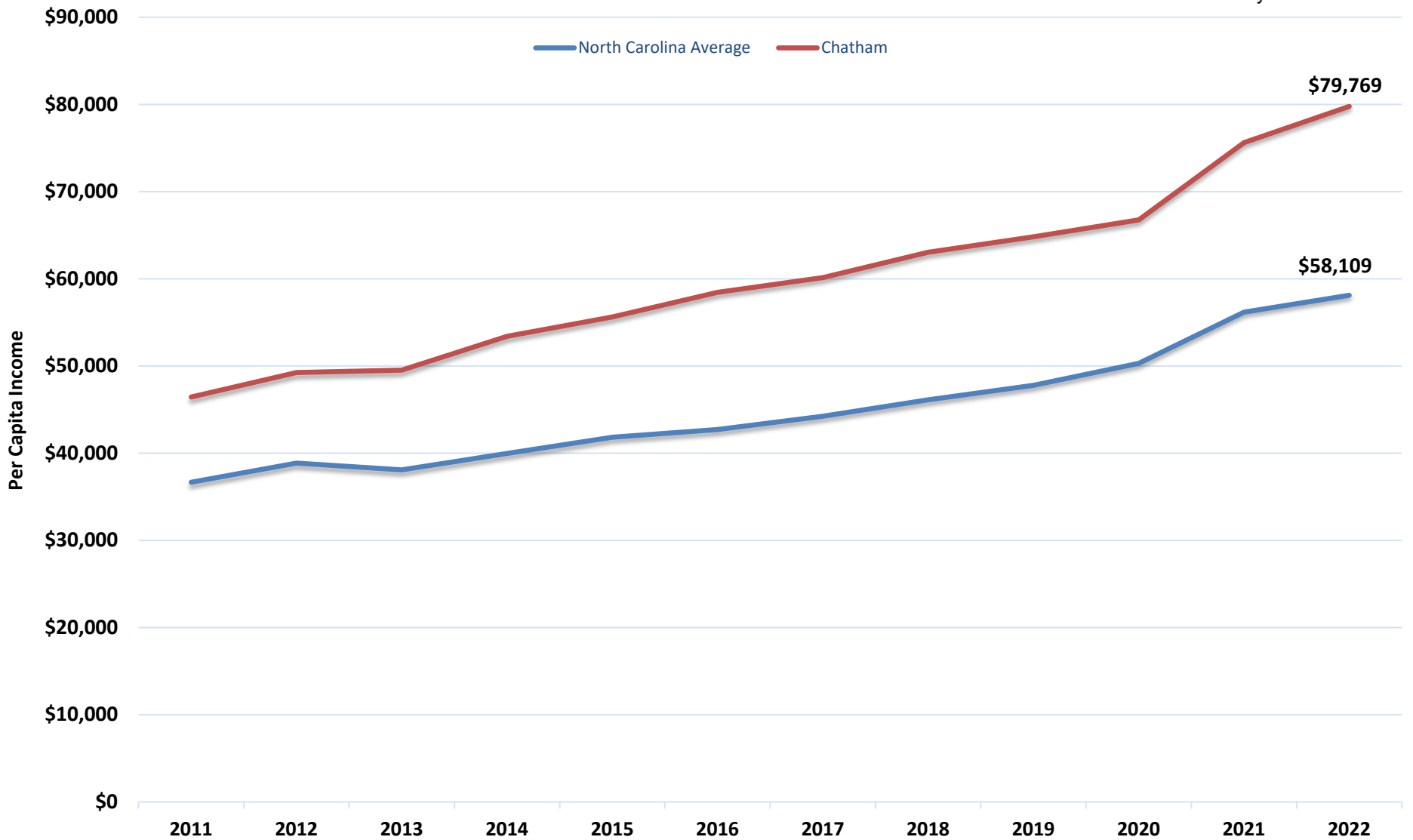
According to this data source, Chatham County's per capita income ranks 1st out of 100 counties.
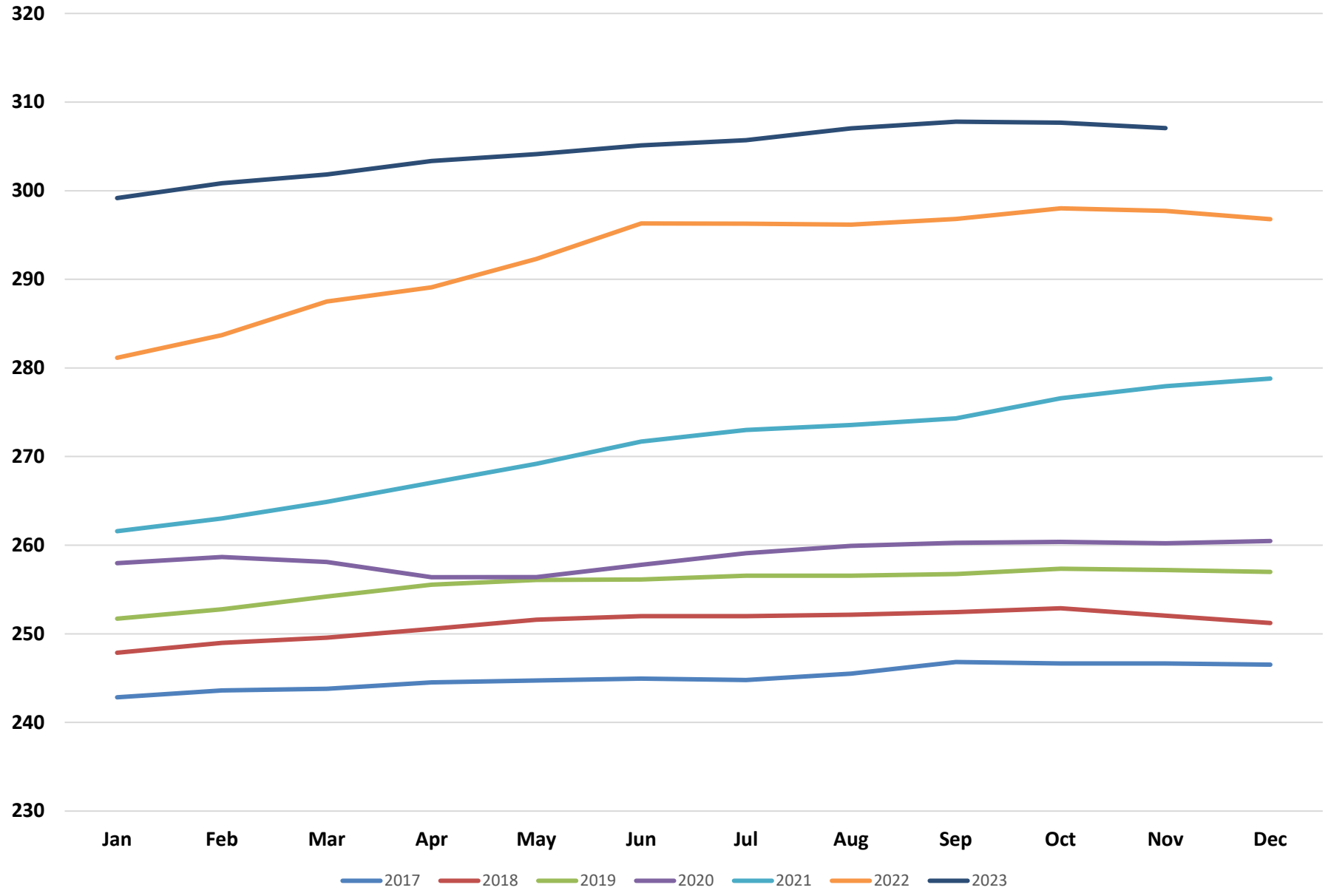
Median Household Income by Township
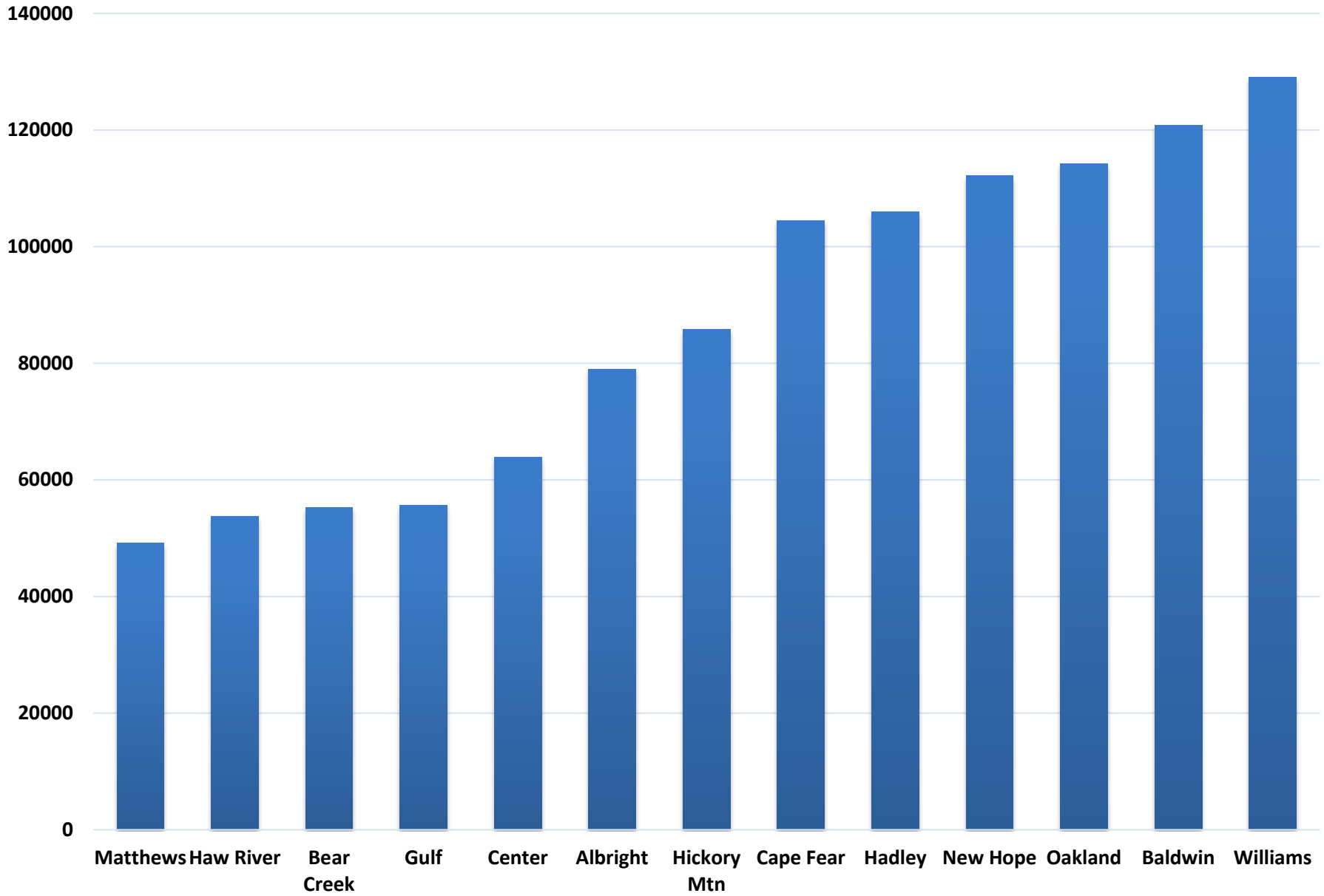
Chatham County Income Inequality - 2023
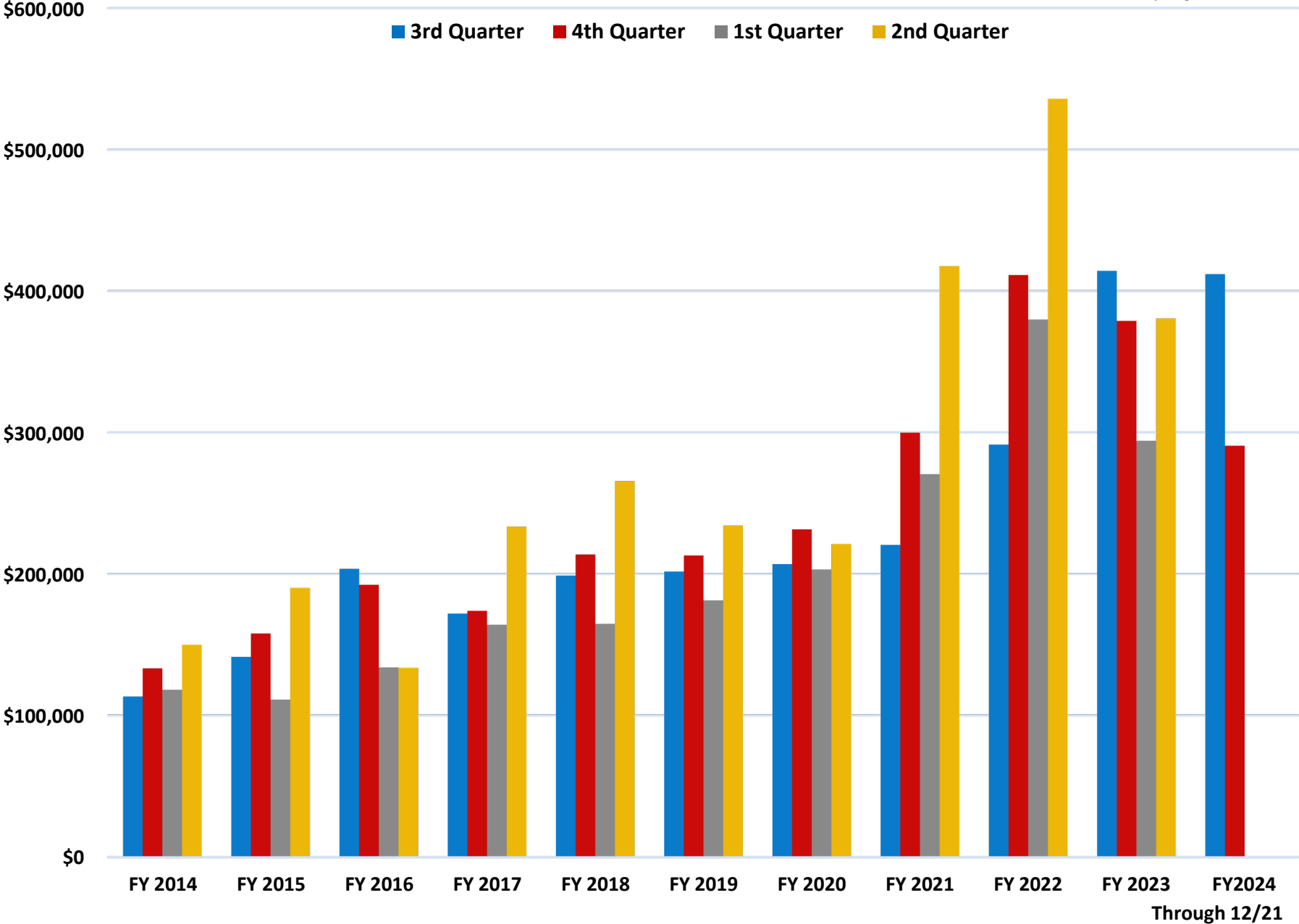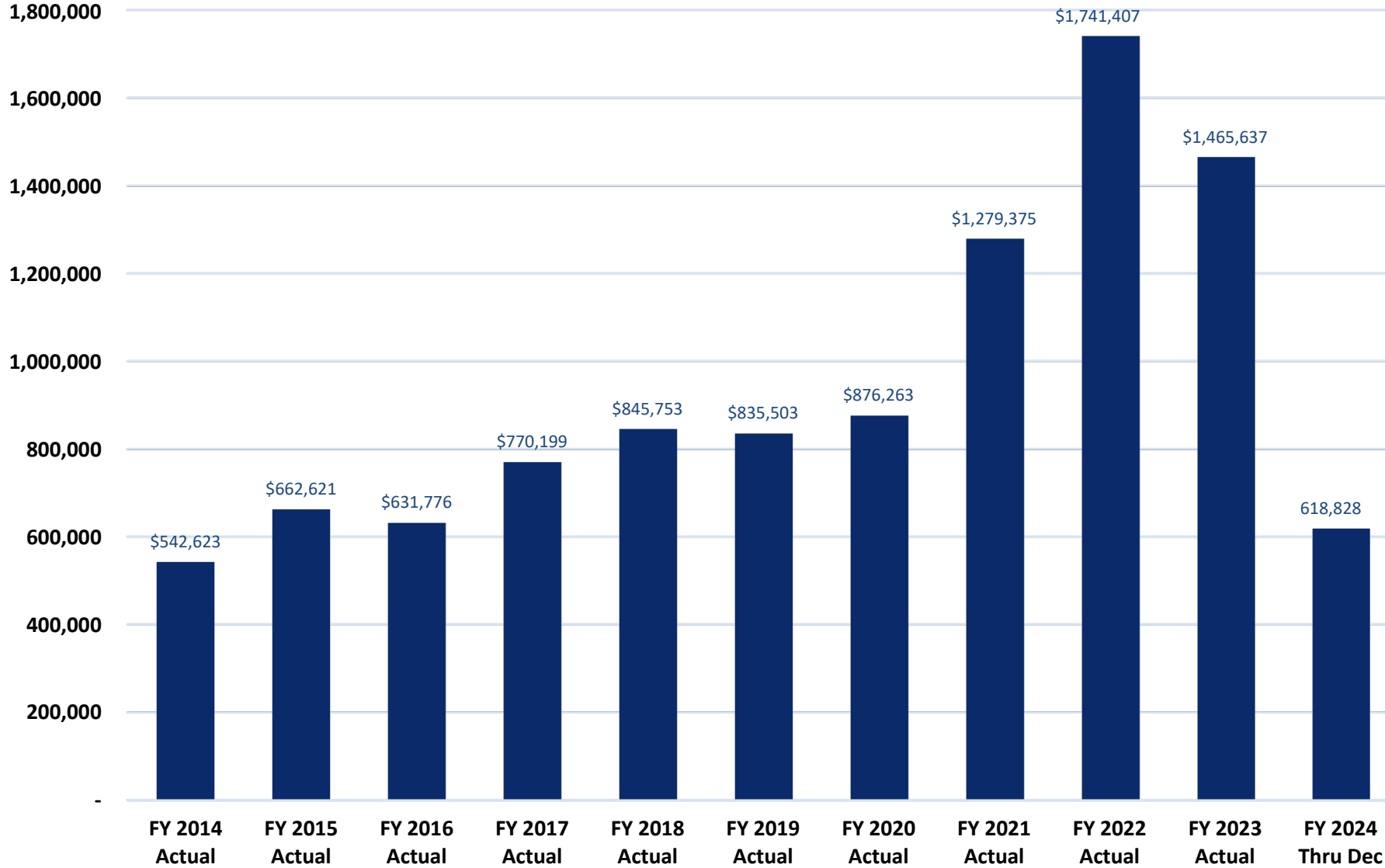
Source: Countyhealthrankings.org

80th Percentile Income   20th Percentile Income

$170,098

$29,114

Consumer Price Index

Quarterly Deed Stamps Collections

Source: Chatham County Register of Deeds

Legend:
- 3rd Quarter
- 4th Quarter
- 1st Quarter
- 2nd Quarter

Through 12/21

349

Actual Deeds Stamps Collections

Source: Chatham County ACFRs, revenue reports

Fiscal Year	Amount
FY 2014 Actual	$542,623
FY 2015 Actual	$662,621
FY 2016 Actual	$631,776
FY 2017 Actual	$770,199
FY 2018 Actual	$845,753
FY 2019 Actual	$835,503
FY 2020 Actual	$876,263
FY 2021 Actual	$1,279,375
FY 2022 Actual	$1,741,407
FY 2023 Actual	$1,465,637
FY 2024 Thru Dec	618,828

Number of Residential Building Permits Issued:
Including Cary, Siler City & Pittsboro

Source: Chatham County Central Permitting

■ County ■ Cary ■ Siler City ■ PBO

FY 2013: 456
FY 2014: 565
FY 2015: 632
FY 2016: 678
FY 2017: 783
FY 2018: 715
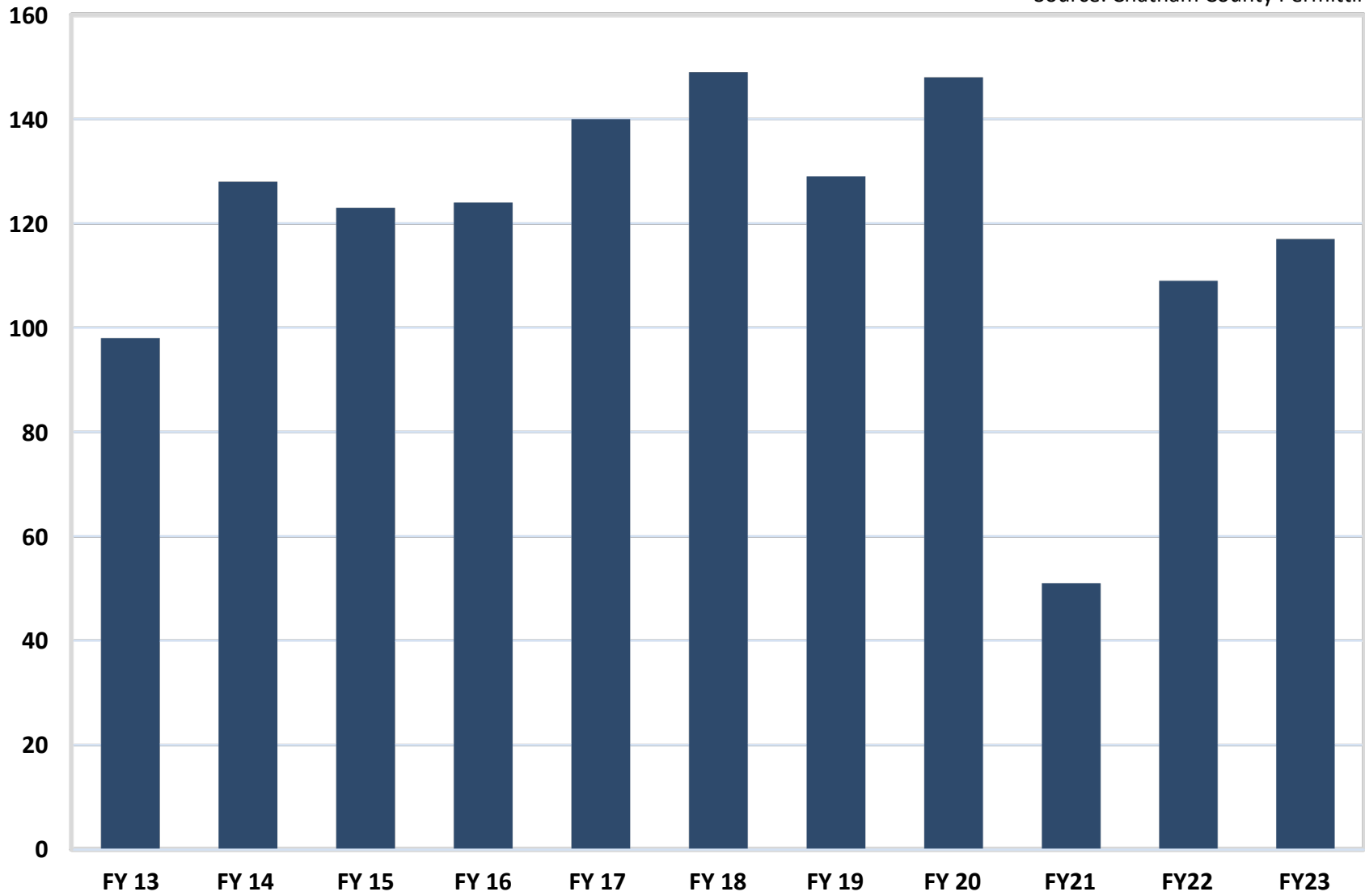FY 2019: 632
FY 2020: 544
FY 2021: 689
FY 2022: 512
FY 2023: 314
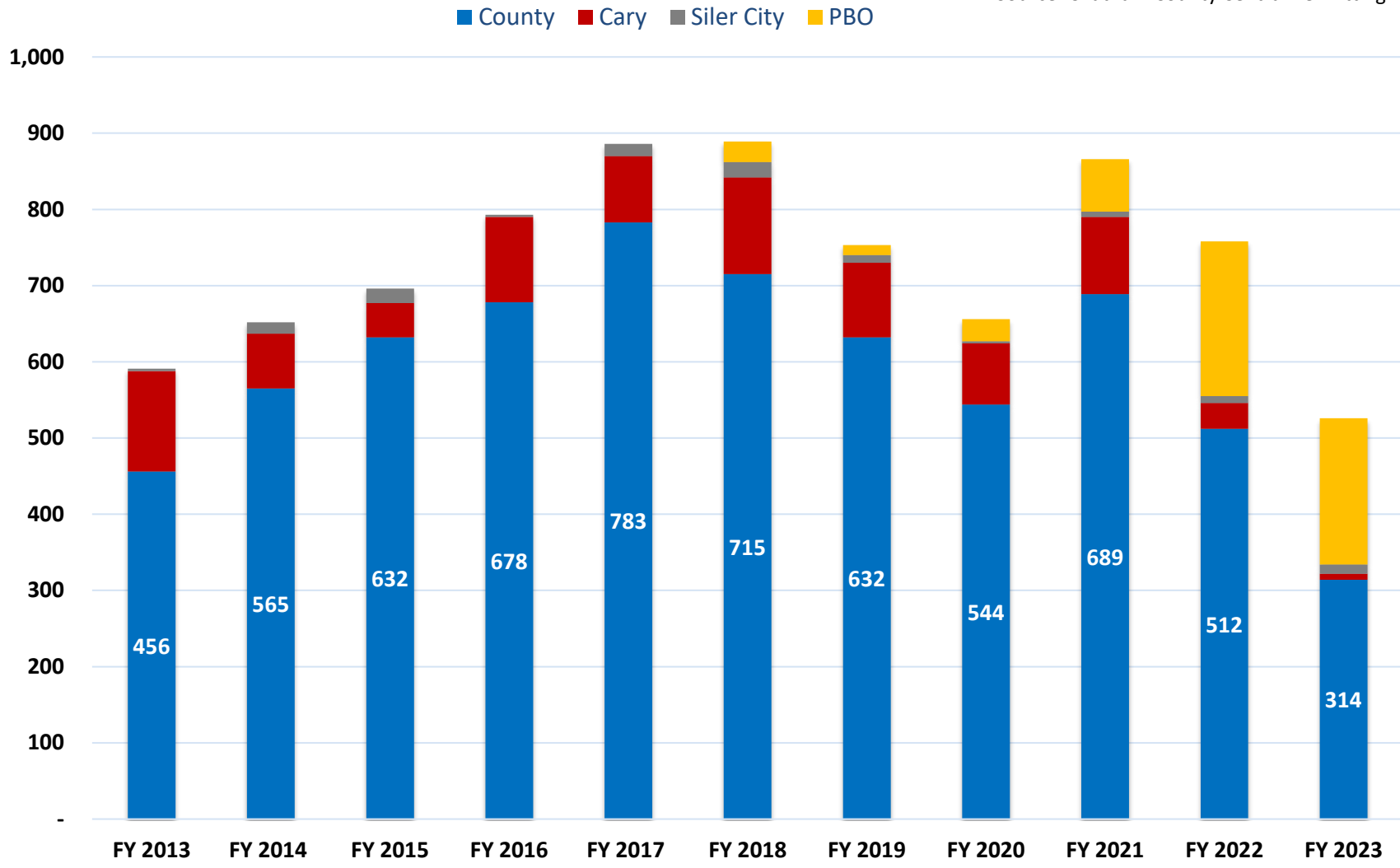
Through 12/2023

PBO included in County figure until 2018; Siler City included in County figure as of March 2019

Commercial Permits

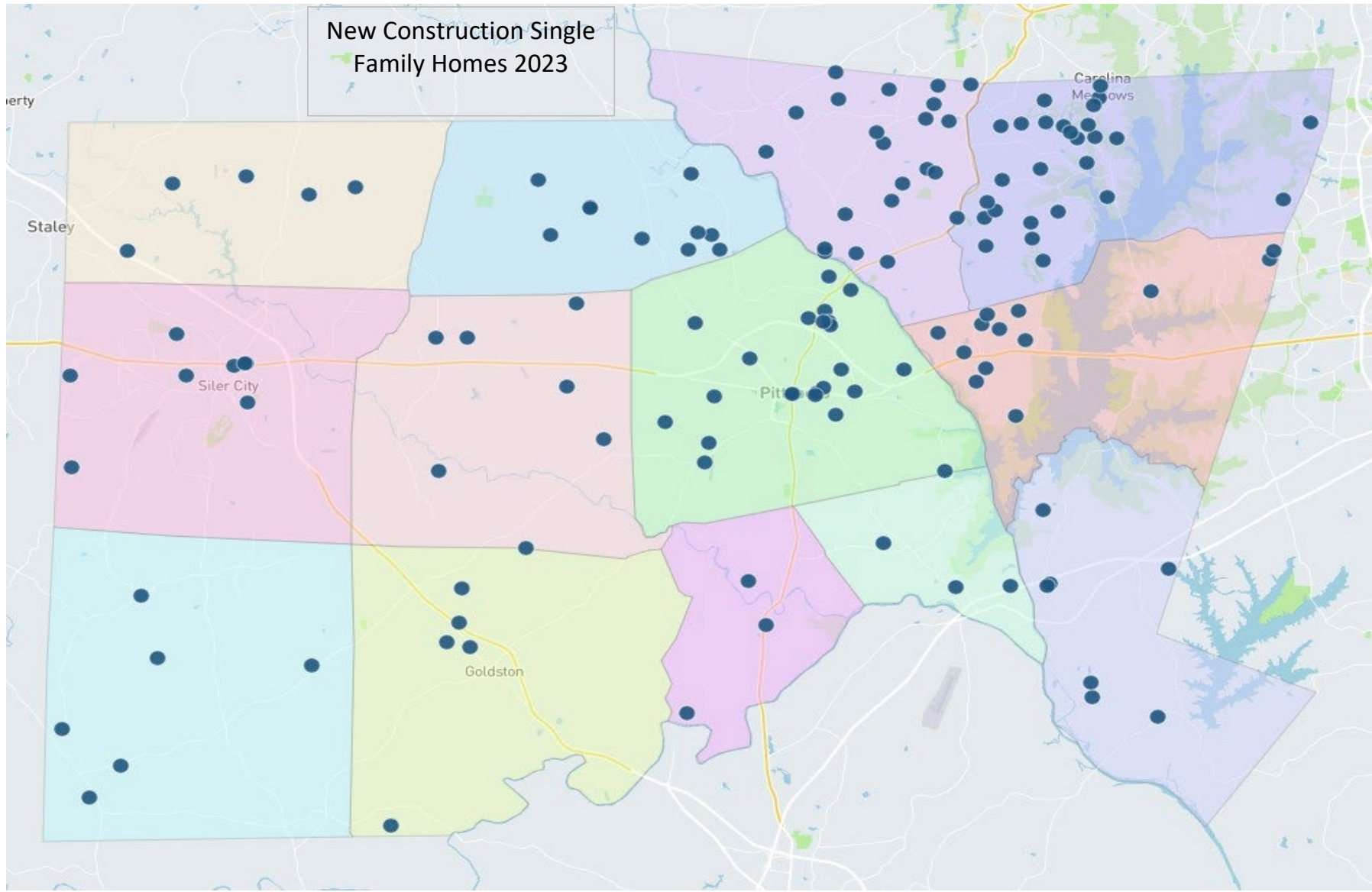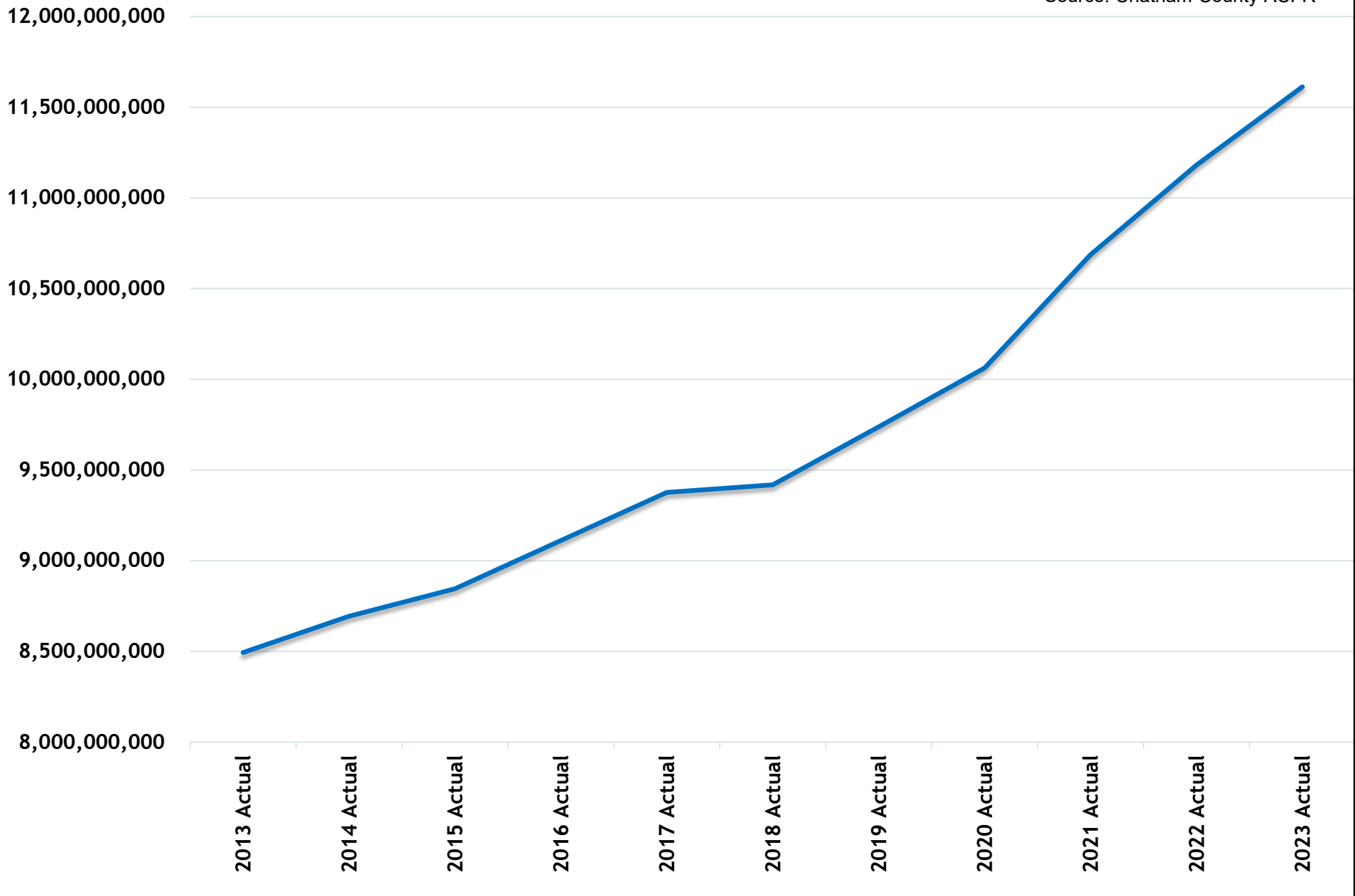**Through December 2023**

New Construction Single Family Homes 2023

Chatham County Tax Base, FY 2014-2023
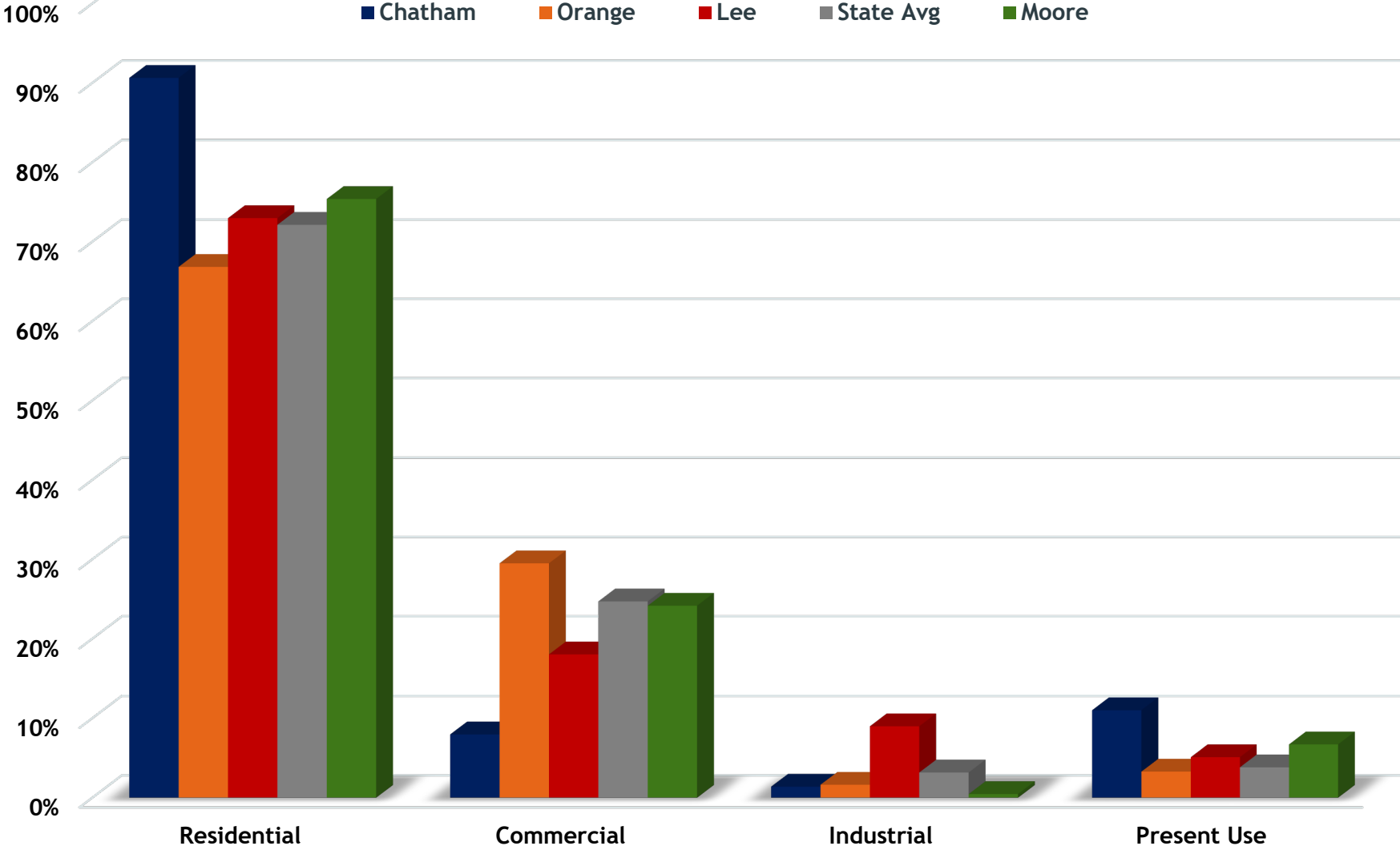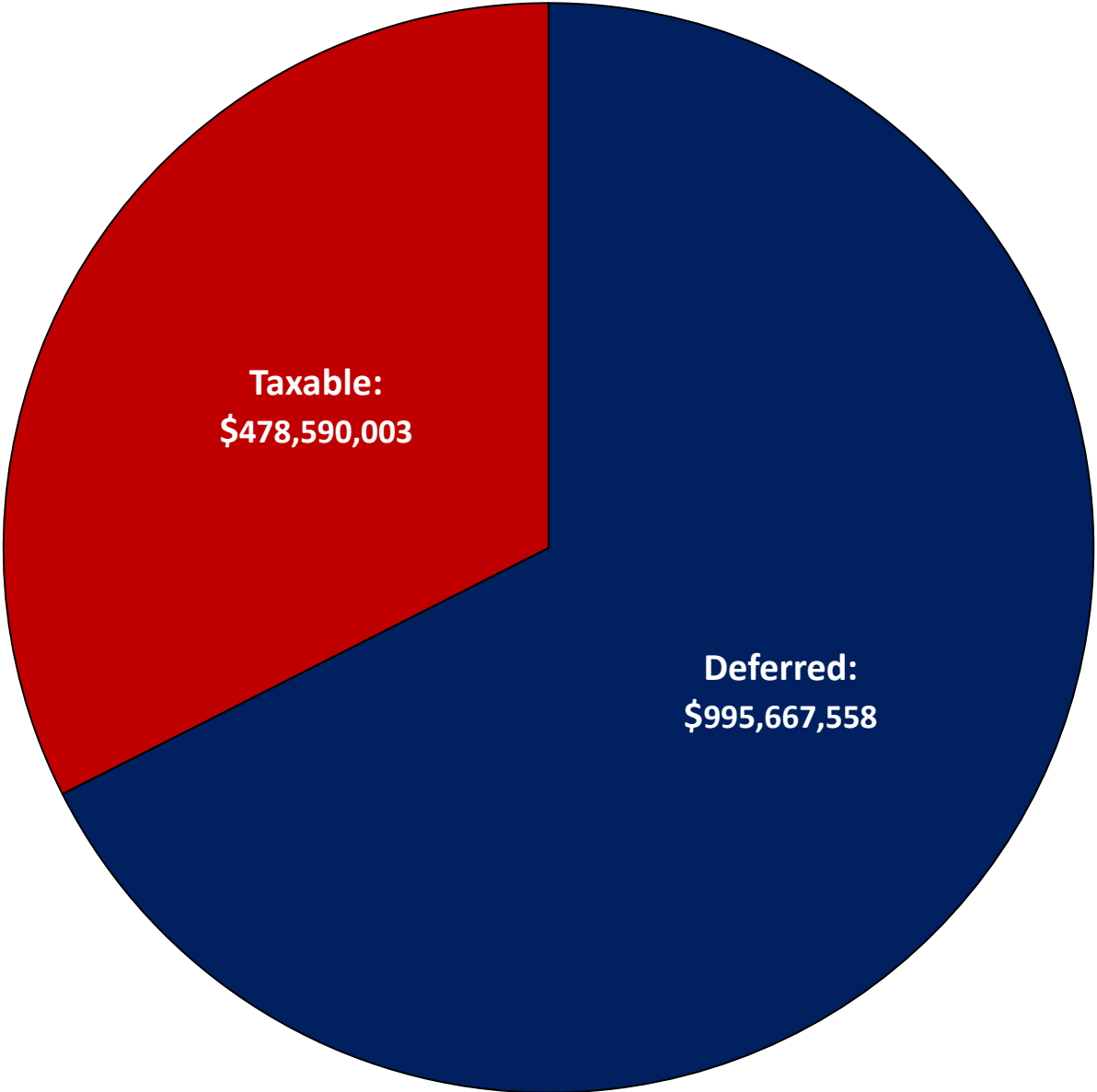
Source: Chatham County ACFR

| | 2013 Actual | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Actual |

2023 Tax Base Comparison: Chatham v. Benchmarks & State Average
(Present Use=Fully Assessed Value)

Source: NC DOR

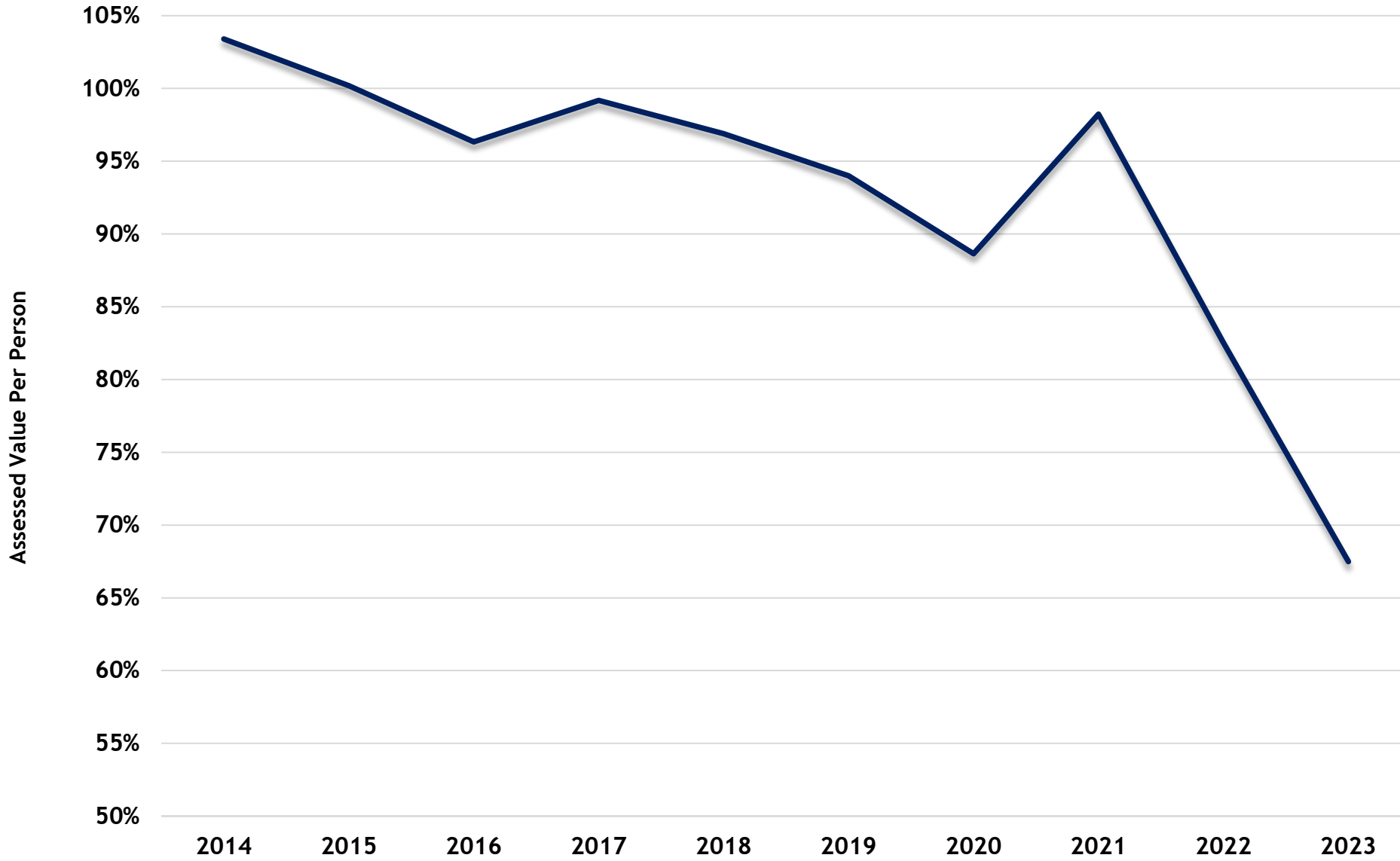Legend: Chatham, Orange, Lee, State Avg, Moore

Categories: Residential, Commercial, Industrial, Present Use

Chatham FY 2023 Present Use Value Breakdown: $1,474,257,561

Taxable:
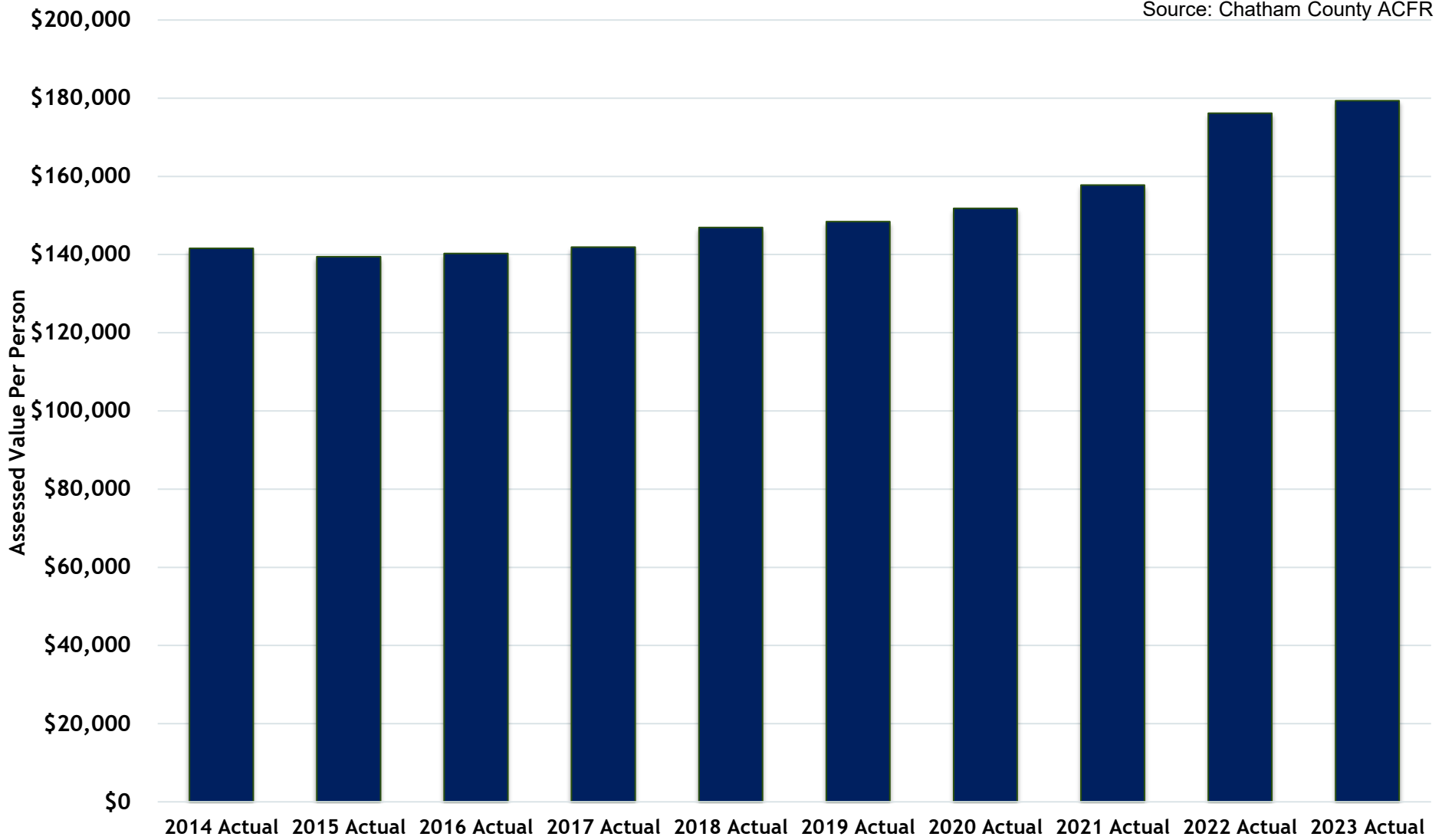**$478,590,003**

Deferred:
$995,667,558

Chatham County's Historic Sales Assessment Ratio

Source: NC Department of Revenue
As of January 1, 2023

Assessed Value Per Capita

Source: Chatham County ACFR

Assessed Value Per Person

| | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Actual |

Percent of Available Fund Balance
Chatham vs. State Average

Source: NC Treasurer Website

Total available 34.33%
Unassigned 26.46%

Average for Population Group   Chatham Available   Chatham Unassigned

359
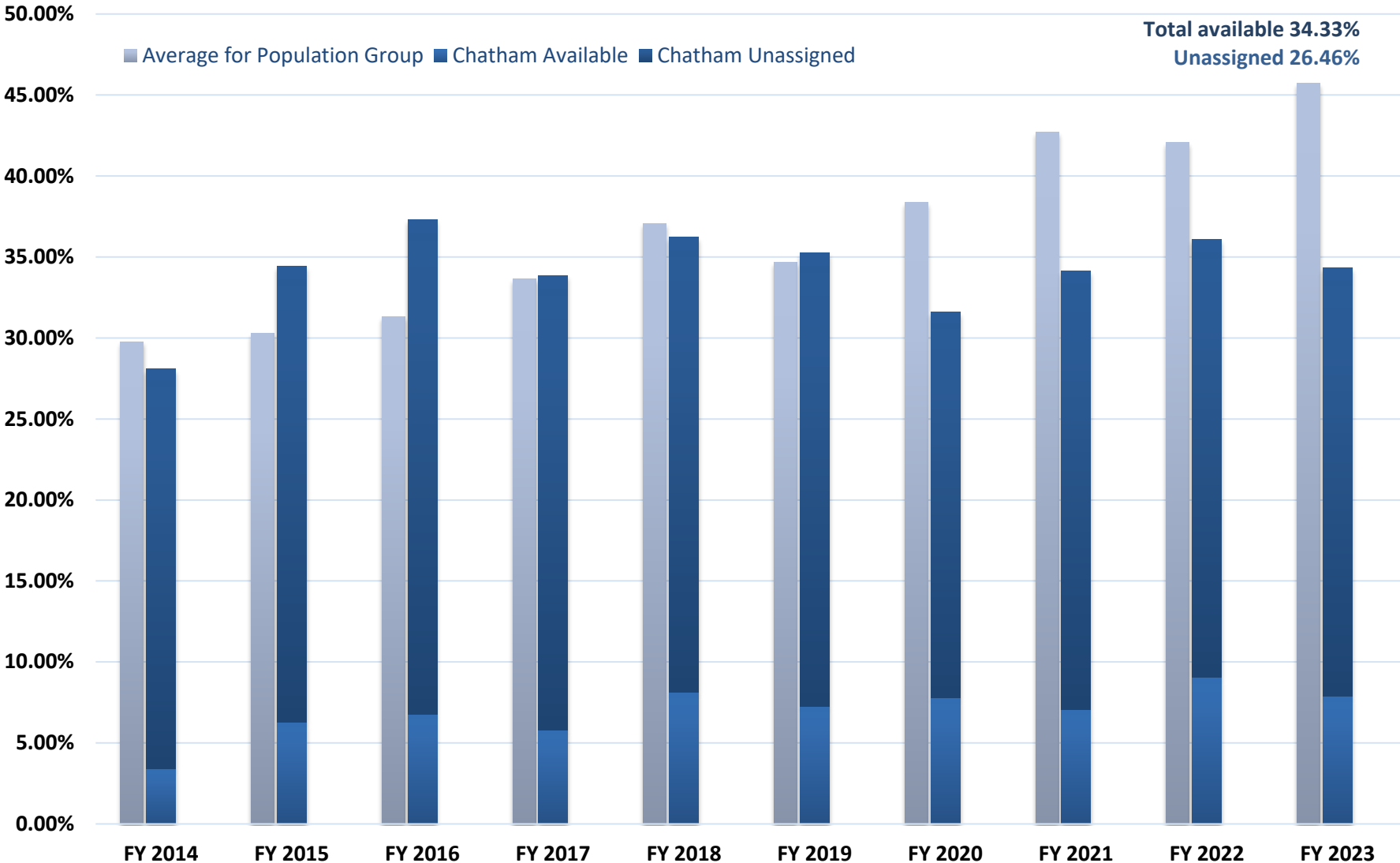
Property Tax as Percent of General Fund Revenue
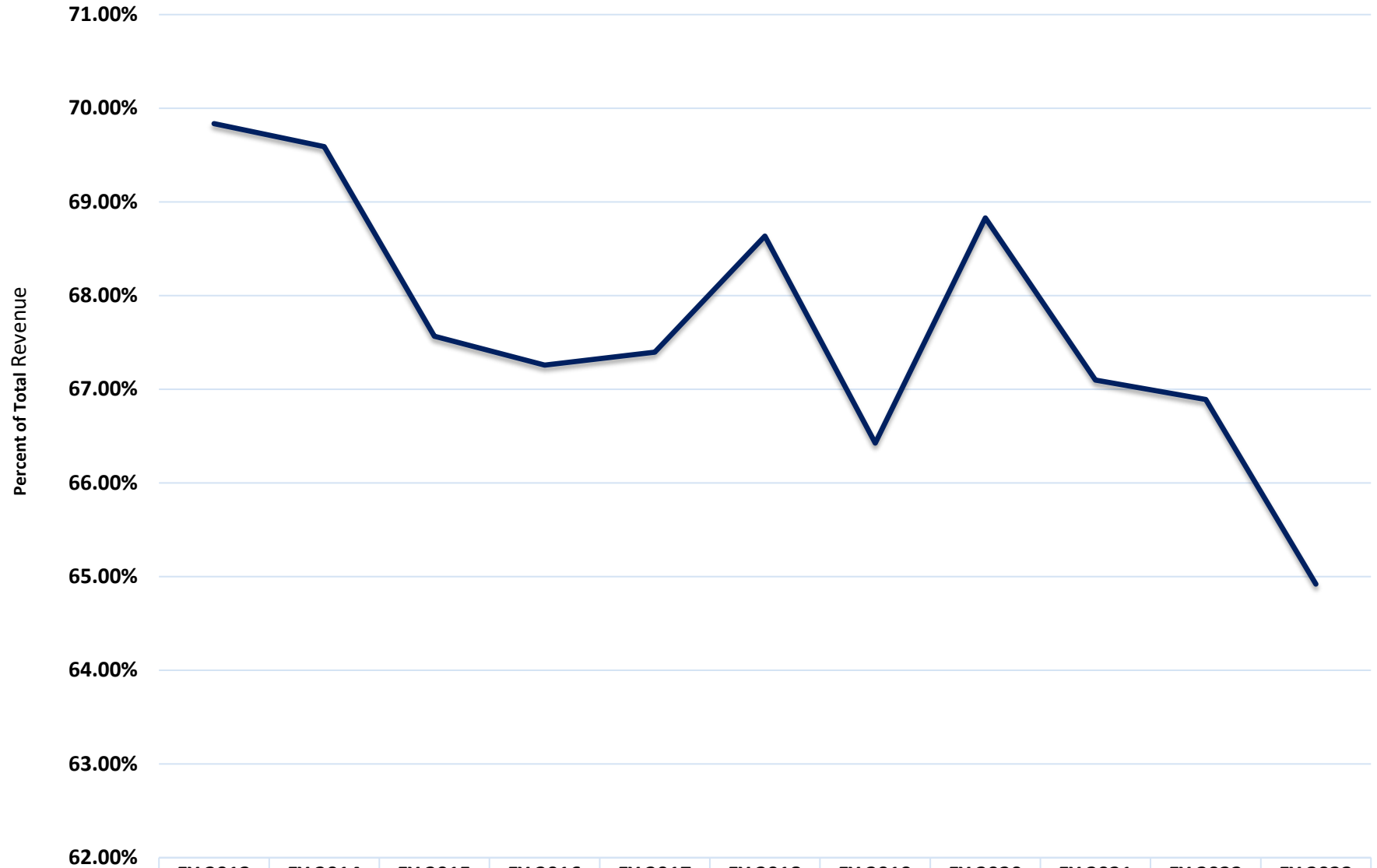
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Property Tax	69.84%	69.59%	67.57%	67.26%	67.40%	68.64%	66.43%	68.83%	67.10%	66.89%	64.92%

360

Actual Debt Service as % of General Fund Expenditures
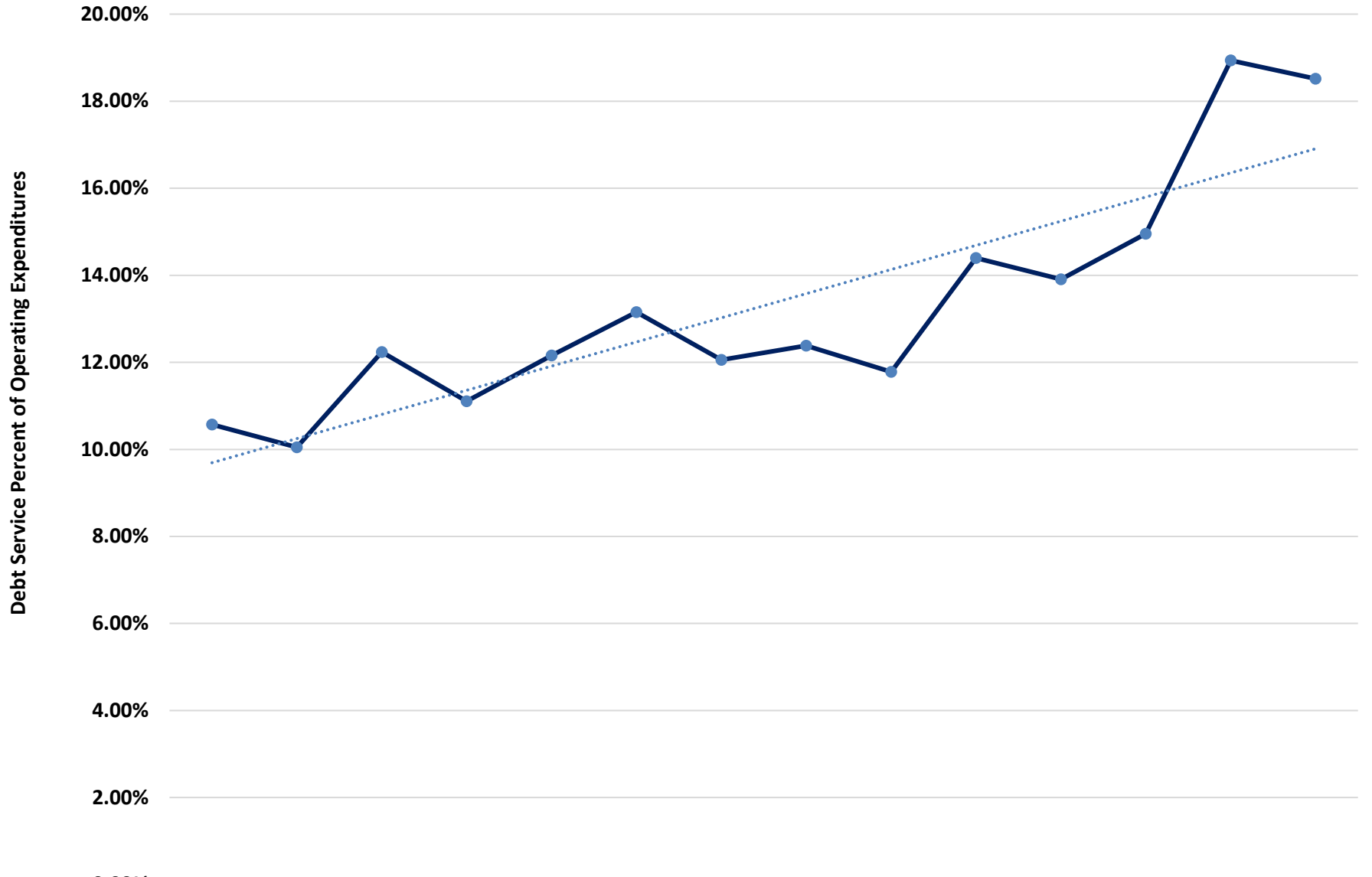
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Debt	10.57%	10.05%	12.24%	11.10%	12.16%	13.15%	12.06%	12.38%	11.78%	14.39%	13.91%	14.95%	18.94%	18.52%

Charges, Fees, and Permits as % of General Fund Revenue
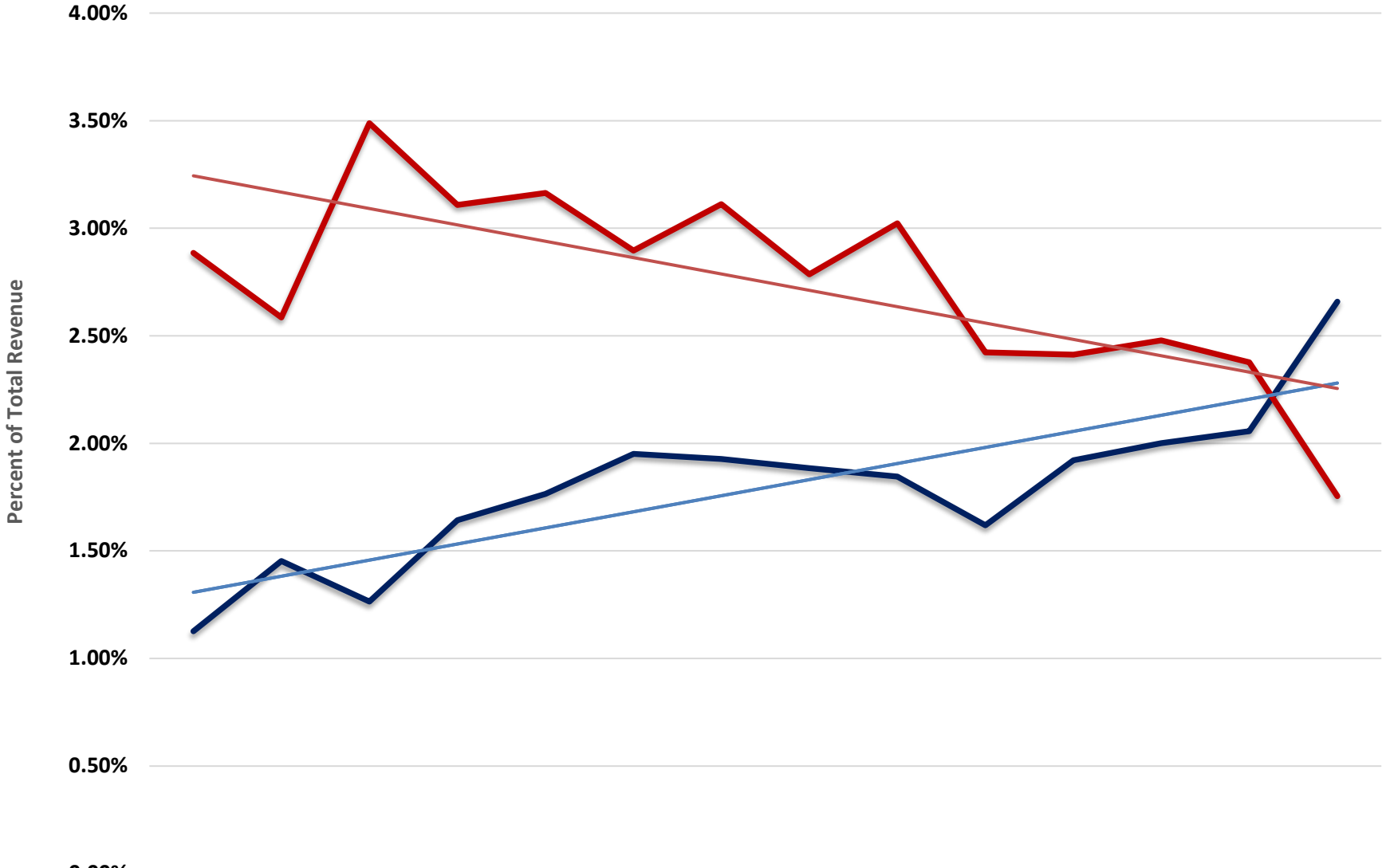
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Permits & Fees	1.13%	1.45%	1.26%	1.64%	1.76%	1.95%	1.93%	1.88%	1.85%	1.62%	1.92%	2.00%	2.06%	2.66%
Sales & Service	2.89%	2.58%	3.49%	3.11%	3.16%	2.90%	3.11%	2.79%	3.02%	2.42%	2.41%	2.48%	2.38%	1.75%

FY 2022 Per Capita Revenue Comparison
For Counties 50,000-99,999 Population

Data Source: NC State Treasurer

■ Chatham County ■ Avg. for Pop. Group

Per Capita Revenue
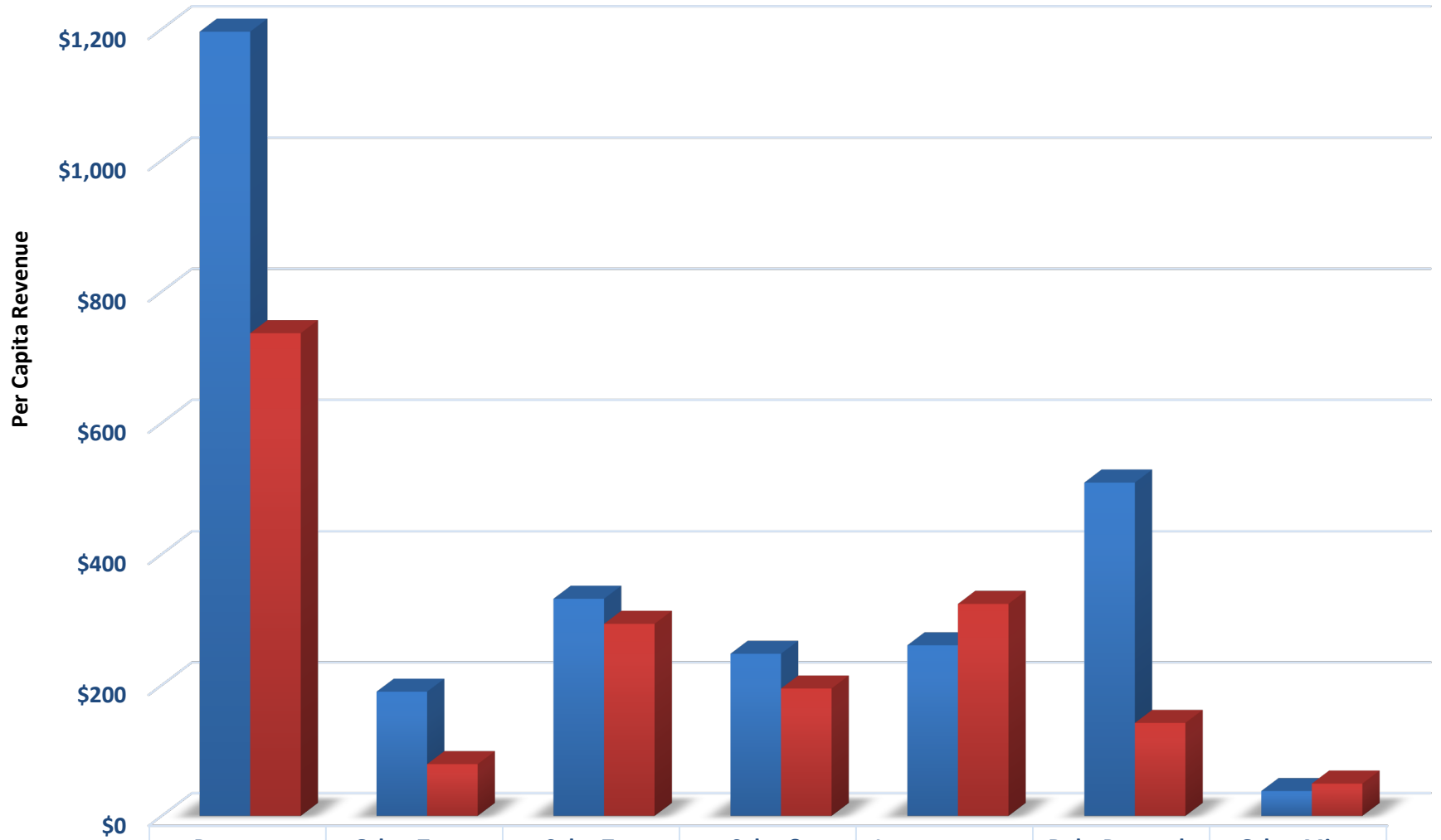
	Property Taxes	Other Taxes	Sales Tax	Sales & Services	Intergovernmental	Debt Proceeds	Other Misc.
■ Chatham County	$1,196	190	332	248	261	509	38
■ Avg. for Pop. Group	$737	79	294	195	324	142	49

FY 2022 Per Capita Expenditure Comparison
For Counties 50,000-99,999 Population

Data Source: NC State Treasurer
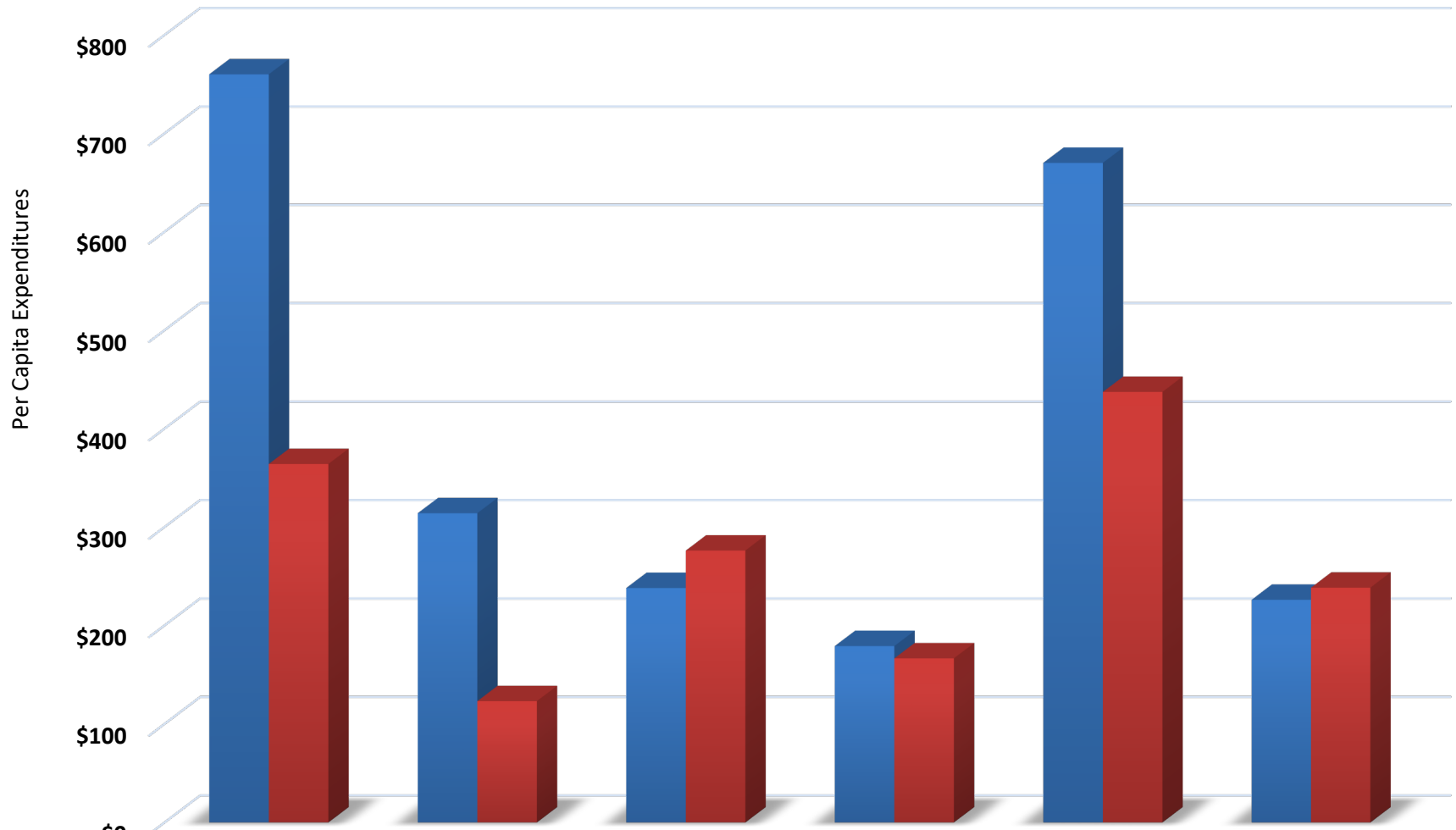
	Education	Debt Service	Human Services	General Government	Public Safety	Other
Chatham County	$760	314	238	179	670	226
Avg. for Pop. Group	$364	123	276	167	437	238

FY 2022 Expenditure Comparison by Object
For Counties 50,000-99,999 Population

Data Source: NC State Treasurer

	Salaries & Wages	Capital Outlay	Other Operating	Public School Capital	Public School Current	Other
Chatham County	$345	240	835	246	492	227
Avg. for Pop. Group	$342	157	740	75	251	40

365

Number of County Employees Per 1,000 Residents

Source: Chatham County Budgets

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
FTE/1k Res	6.91	7.00	7.20	6.87	7.03	6.77	6.87	6.93	6.76	6.76	6.75	7.06	7.12	7.10	7.11	7.38	8.21	8.51

Chatham County Operating Surplus/(Deficit)General Fund

Source: Chatham County ACFRs
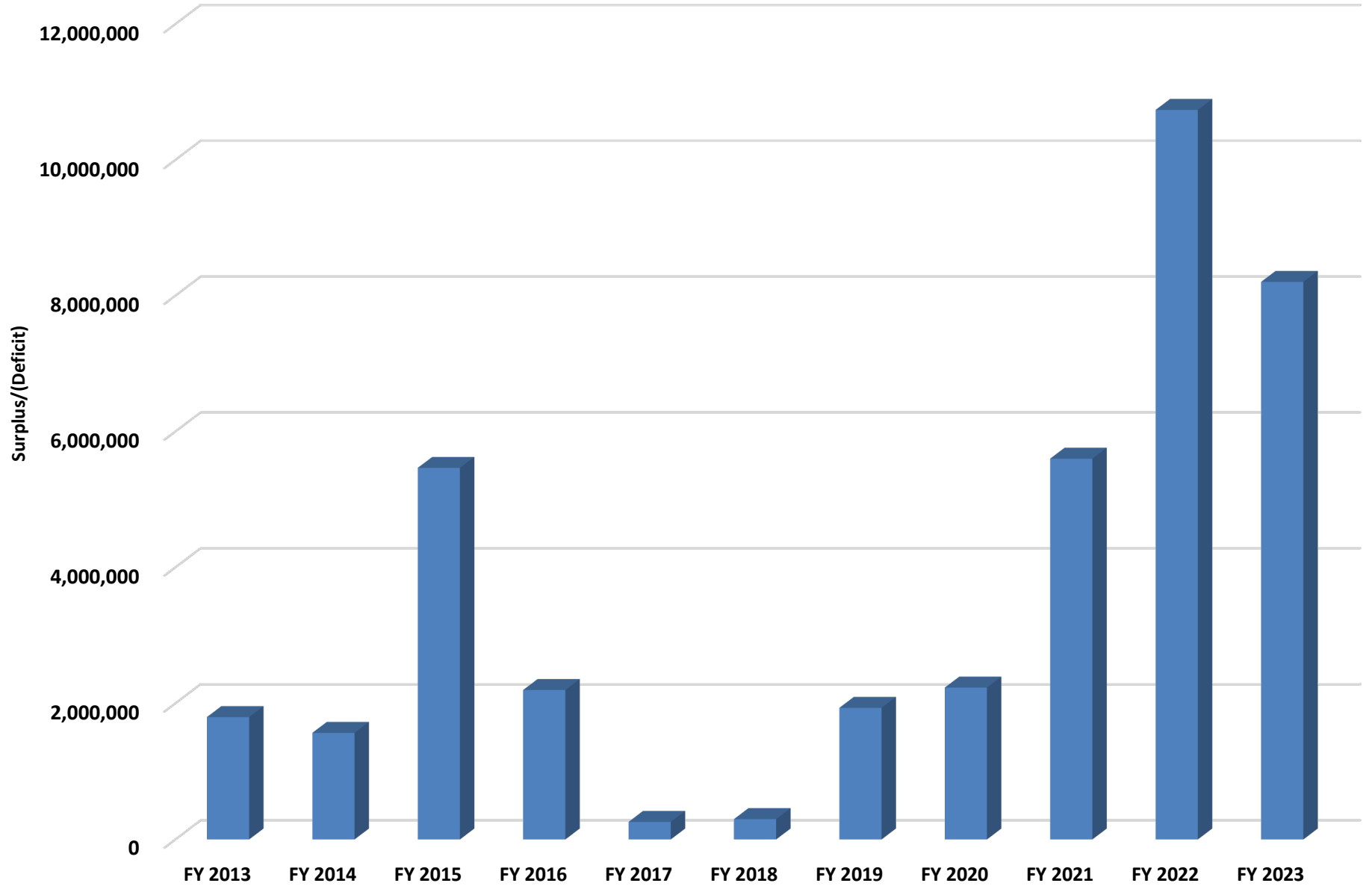
Operating Surplus/(Deficit) Water Fund

Chatham County ACFRs

NOTE: Deficits were planned and reflect large capital projects

368

Operating Surplus/(Deficit)Waste Management Fund
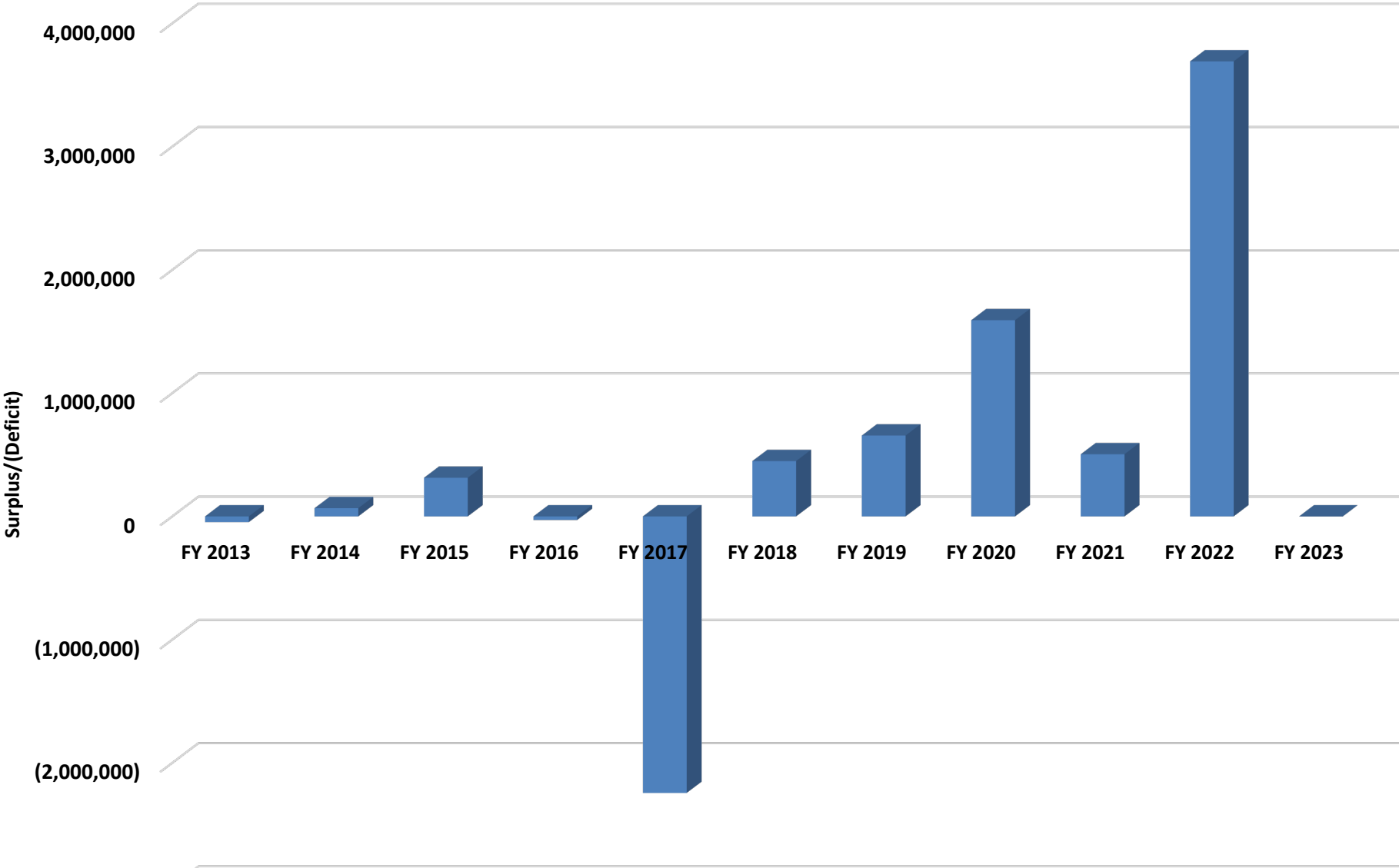
Chatham County ACFRs
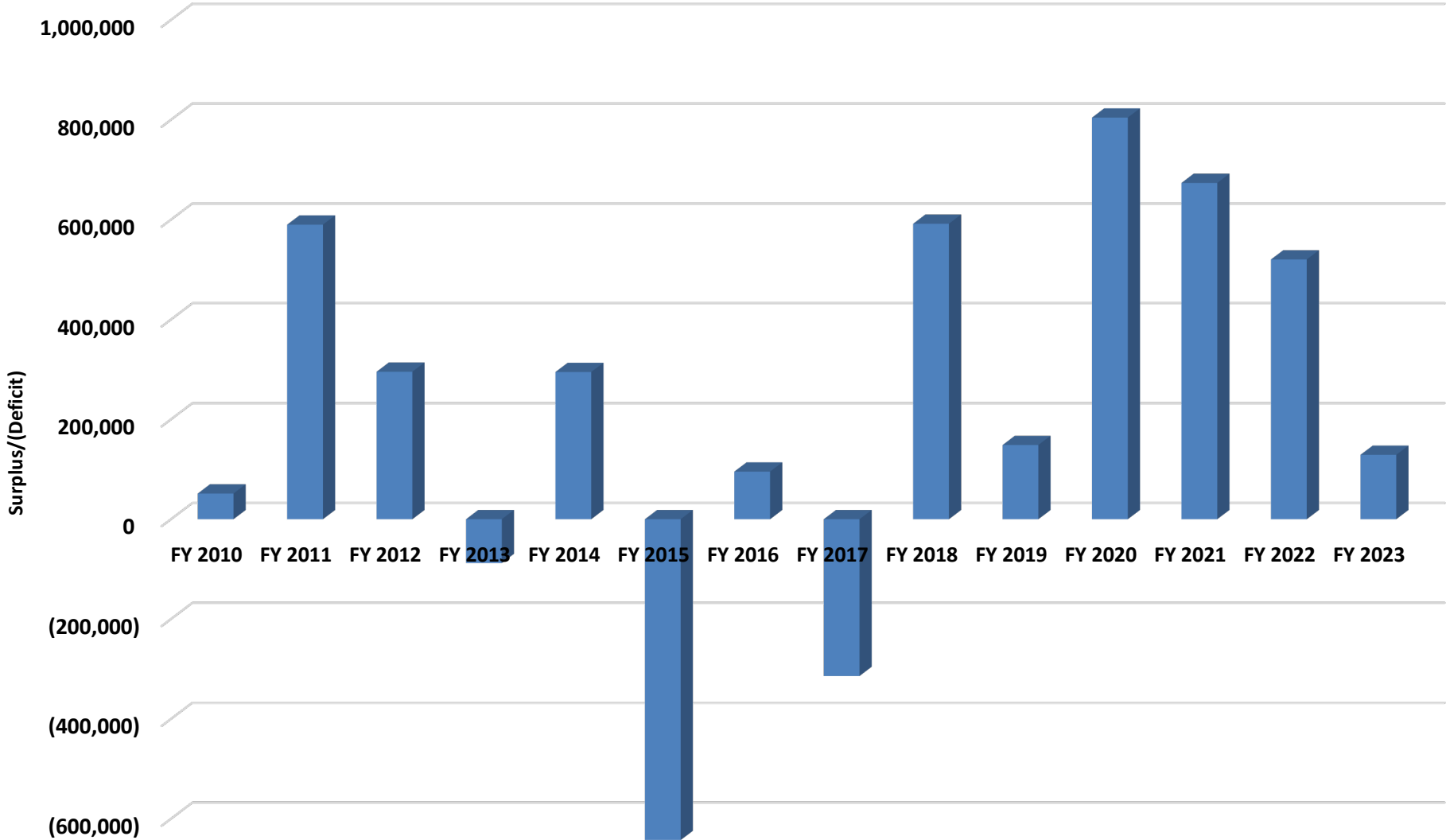
NOTE: Deficits were planned and reflect capital projects

FY 2023 Average Teacher Supplements: Chatham, Surrounding Counties & State Average

	Asheboro City	Moore	Lee	State Average	Alamance	Chatham	Orange	Durham	Chapel Hill	Wake
■ FY2023	3,690	4,502	6,518	6,053	5,864	7,413	7,641	8,414	10,135	9,465
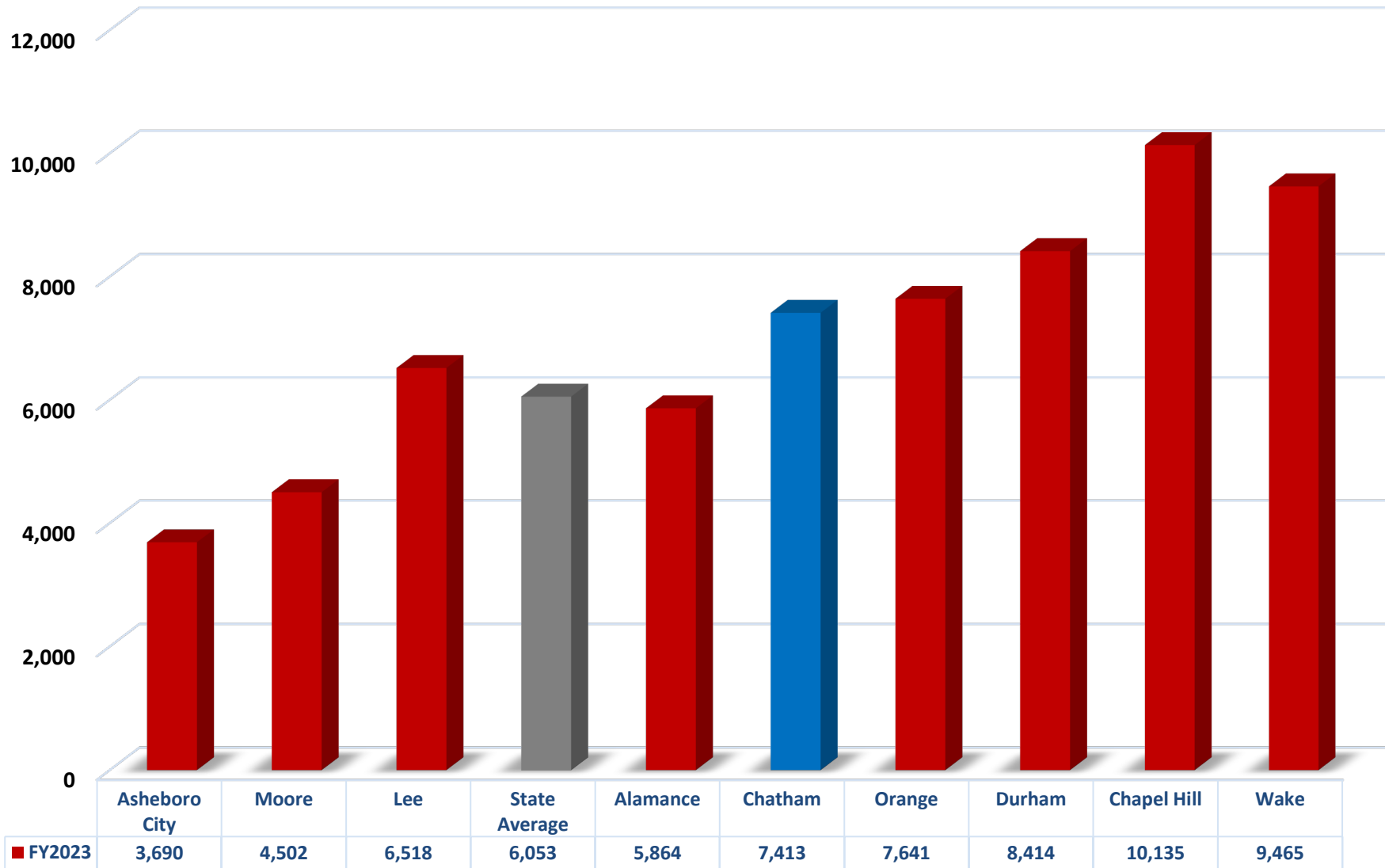
Chatham's supplement ranks 11th in the state out of 115 school districts. Our main competition are surrounding counties to the North and East.

Sales Tax as Percent of General Revenue
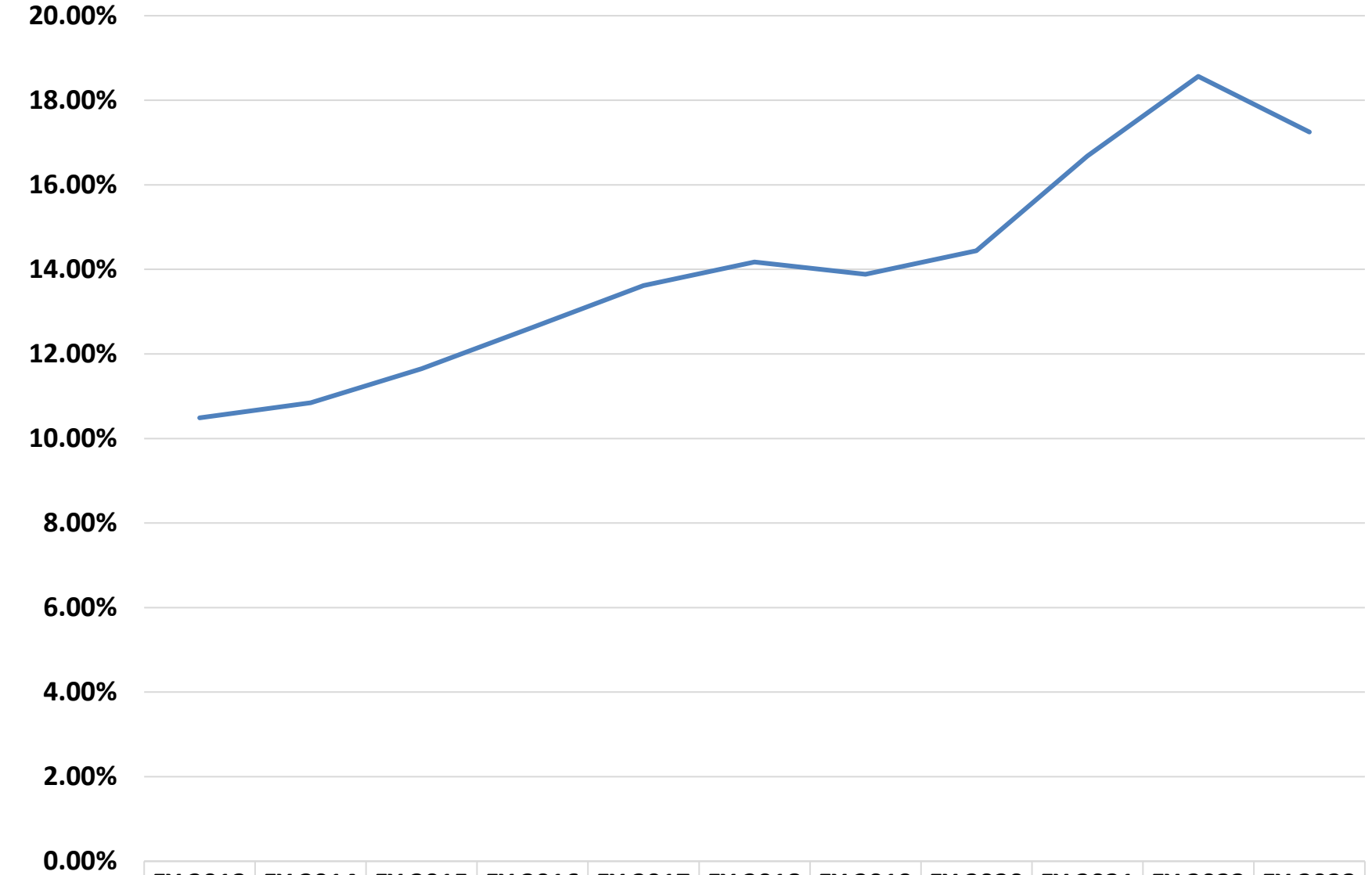
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Series1	10.49%	10.85%	11.65%	12.63%	13.62%	14.17%	13.88%	14.44%	16.68%	18.57%	17.25%

Article 39 (locally collected) Sales Tax FY 2023

Data Source: Department of Revenue 12-month Sales Tax Distribution Report

New Peak Year:
$11,254,919

12,500,000	
11,500,000	
10,500,000	
9,500,000	
8,500,000	
7,500,000	
6,500,000	
5,500,000	
4,500,000	
3,500,000	

FY 16 **FY 17** **FY 18** **FY 19** **FY 20** **FY 21** **FY 22** **FY 23**
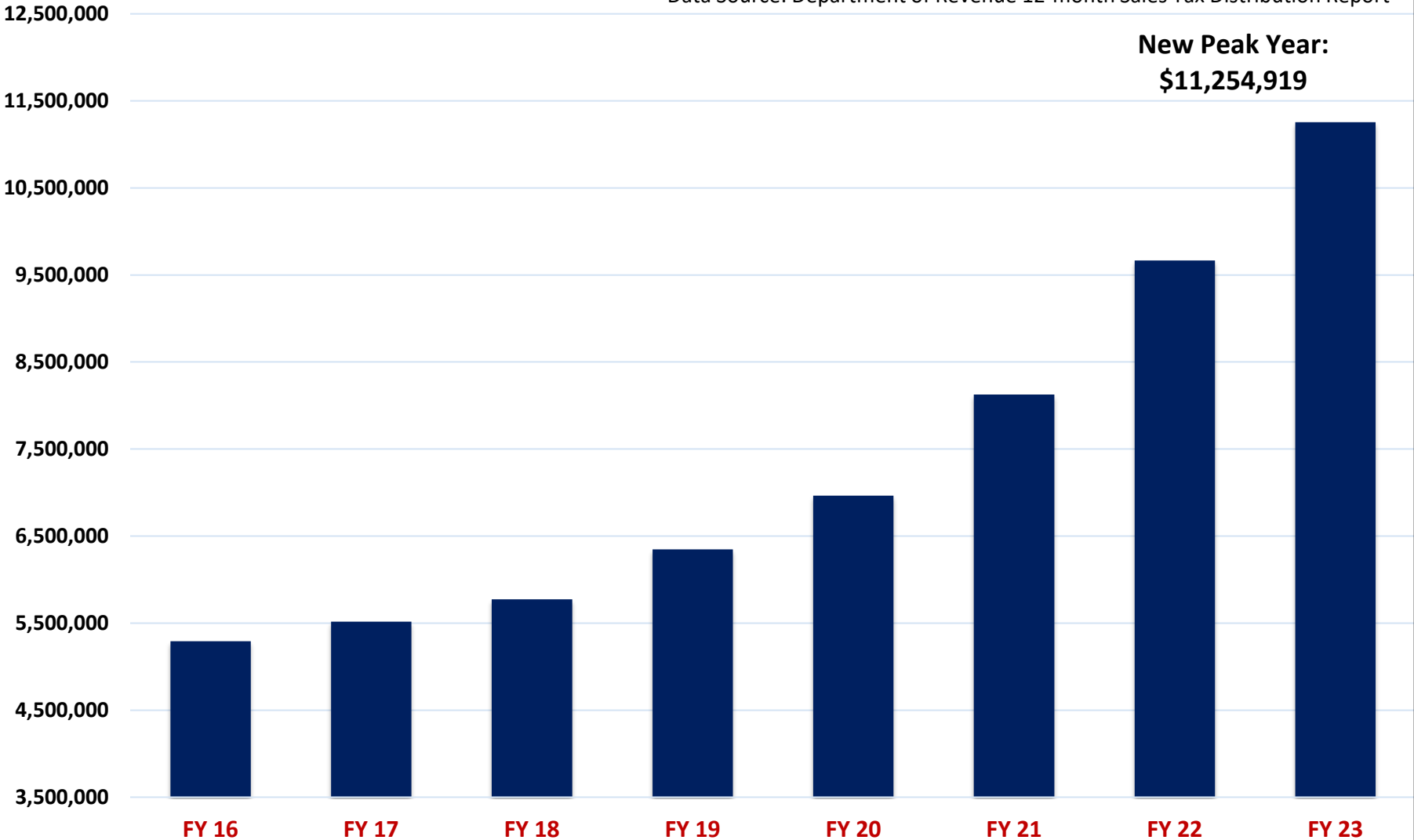
For the first three months of FY 24, Article 39 receipts are trending 13% and Article 40 (collected statewide) are trending 6% over the same time period prior year.

STATEWIDE TAX RATE COMPARISON

CHATHAM COUNTY $0.685

STATE AVERAGE $0.6448

ORANGE
$0.8353

DURHAM
$0.7522

LEE
$0.65

WAKE
$0.657

HARNETT
$0.5910

RANDOLPH
$0.5

MOORE
$0.33

Counties (left to right): MACON, MOORE, BRUNSWICK, JACKSON, AVERY, CLAY, ALAMANCE, CRAVEN, RUTHERFORD, BUNCOMBE, IREDELL, RANDOLPH, DAVIDSON, SURRY, CURRITUCK, MCDOWELL, UNION, HARNETT, YANCEY, CHEROKEE, STANLY, PASQUOTANK, PAMLICO, PERQUIMANS, LEE, ONSLOW, STOKES, CHOWAN, NASH, PITT, CLEVELAND, ROCKINGHAM, CAMDEN, WILSON, DAVIE, DUPLIN, CABARRUS, WAYNE, HALIFAX, ANSON, FRANKLIN, CUMBERLAND, MARTIN, SAMPSON, NORTHAMPTON, GATES, HERTFORD, WASHINGTON, VANCE, TYRELL, HYDE

Agenda Date: 1/9/2024   **Version:** 1   **Status:** Board Priorities

In Control: Board of Commissioners   **File Type:** Agenda Item

Heads Up Items and CIT Updates

FY 25 Heads up

Budget Retreat
January 2024

Today's Objectives

Describe the Heads-Up Process.

Identify and define common issues identified by CITs.

Evaluate the impacts of identified issues.

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

FY25 Heads-Up Themes

Access to Technology	Application Support & Infrastructure	Equity	Hurdle to Commissioner Goals
Internal Process Management	Legislative Impacts	Safety of the Public and/or Staff	Service Availability & Capacity

The Heads-Up Process

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

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

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

What Departments Submit

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

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

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

Budget Functional Area CITs

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

Themes Selected By CITs

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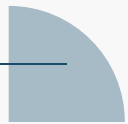
Common Issues Across CITs

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

Access to Technology

Administration and Natural Resource Management

Internal/External Information Sharing and Management

Admin

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

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

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

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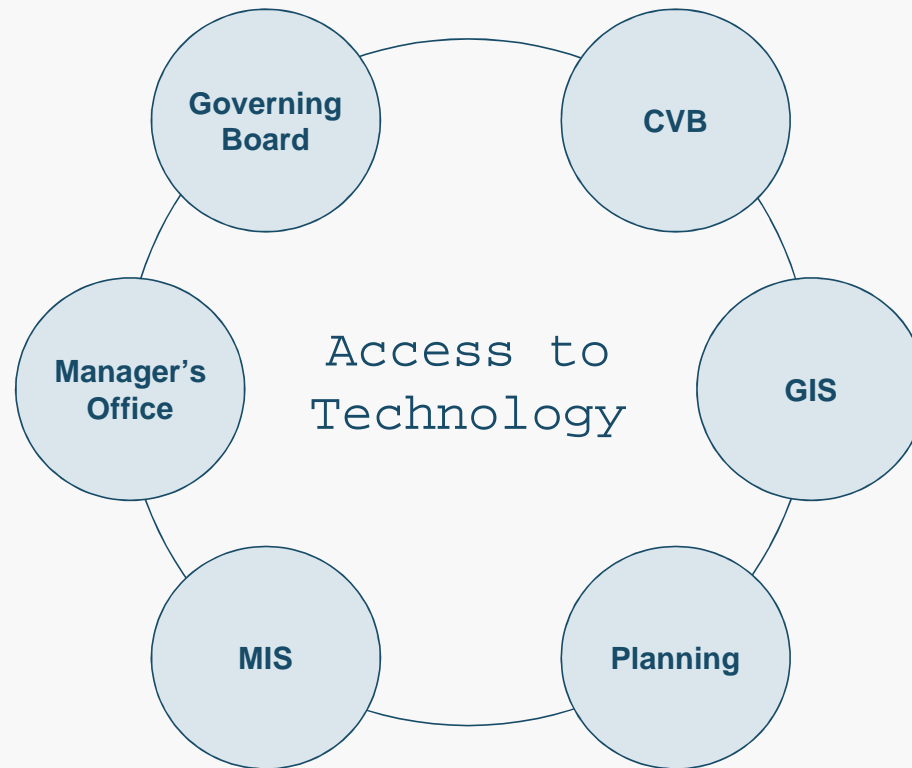
CVB: Evolving preferences of visitors relying on web resources and publicizing the growing number of events in the county.

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

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

Access to Technology

- Governing Board
- CVB
- GIS
- Planning
- MIS
- Manager's Office

Application Support & Infrastructure

Administration and Natural Resource Management

Admin

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

MIS: Time-intensive patch management and phone system deficiencies.
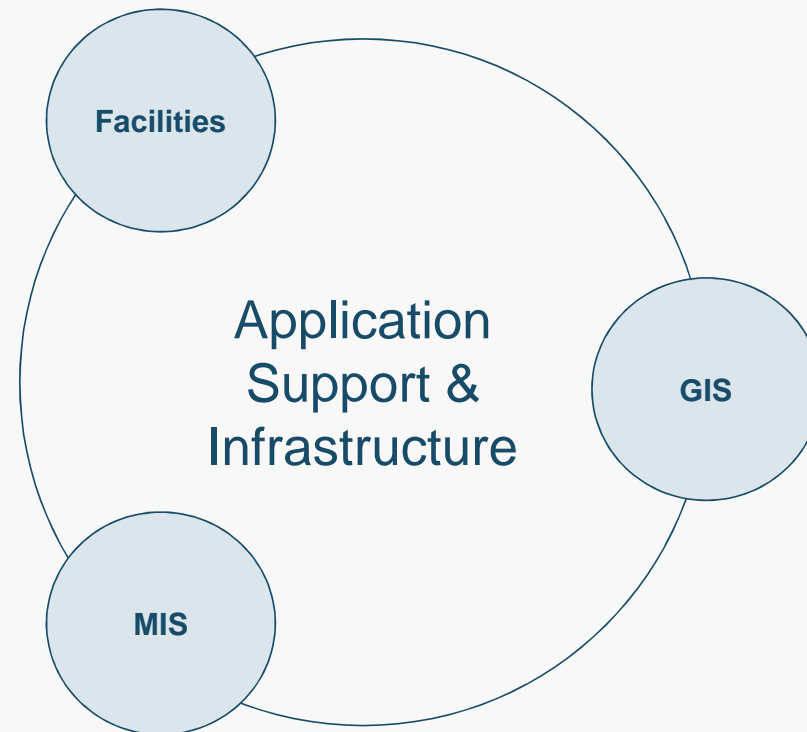
Natural Resource Management

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

Facilities

GIS

MIS

Application Support & Infrastructure

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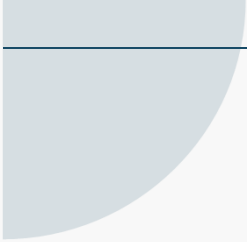
Equity

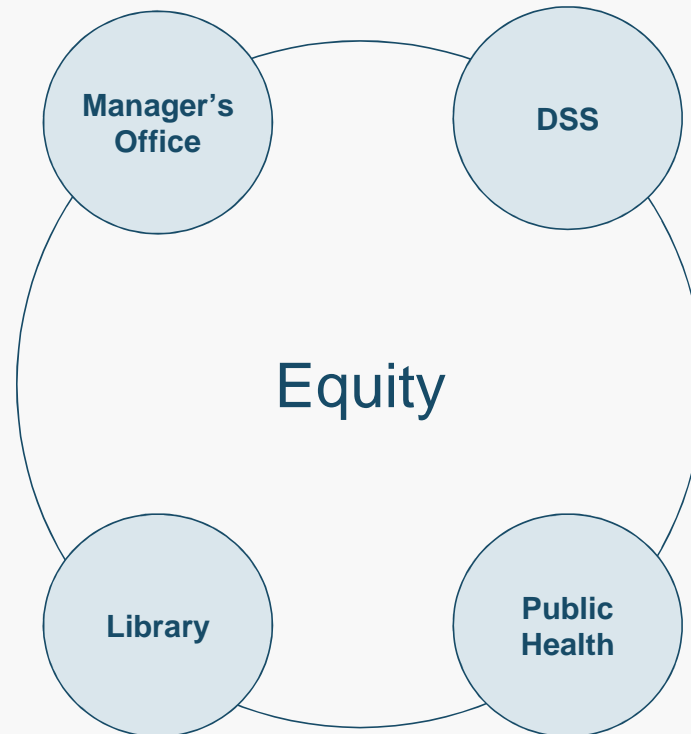Administration, Culture, Education, & Recreation, Human Services

Increasing accessibility and availability of public programs

Human Services

Admin

Manager's Office: Increased need for translation services.

Culture, Education, & Recreation

Library: Increasing book prices affecting timely access for residents.

Manager's Office

DSS

Equity

Library

Public Health

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

Public Health: Inadequate grant funding for Smart Start Positions.

Financial barriers for well-water sampling.

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

Hurdles to Commissioner Goals

General Government and Planning

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

General Governement

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

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

Admin

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

EDC

Hurdles to Commissioner Goals
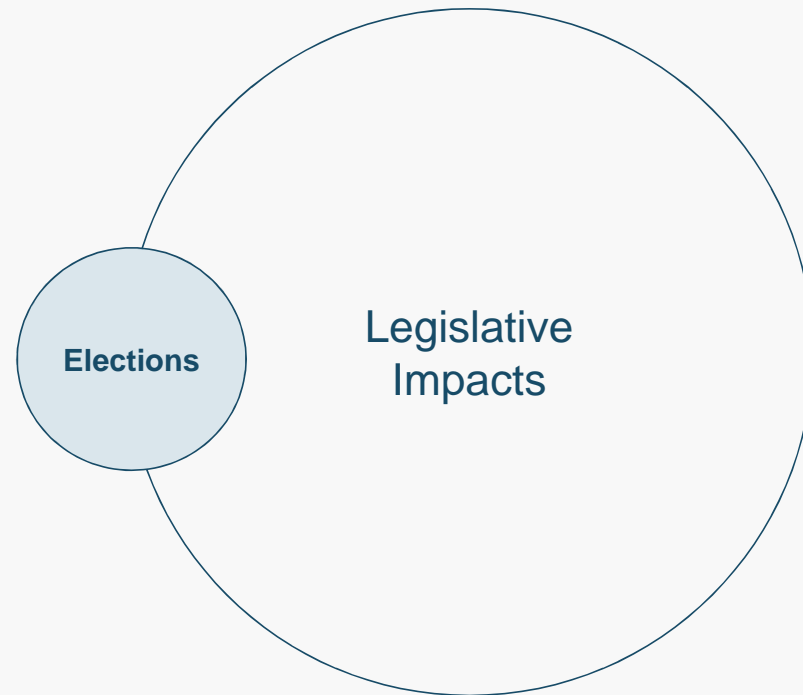
Planning

Legislative Impacts

General Government

Adapting to changing legislation to ensure
effective administrative processes

General Government

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

SB747 & SB749

Elections

Legislative
Impacts

Internal Process Management

Administration, General Government, Natural Resource Management

Managing internal/external resources for effective processes

Admin

Natural Resource Management

Environmental Quality: Continuous groundwater monitoring around the closed landfill.

Absence of a solid waste transfer station within the County burdens staff, private haulers, businesses, and residents.
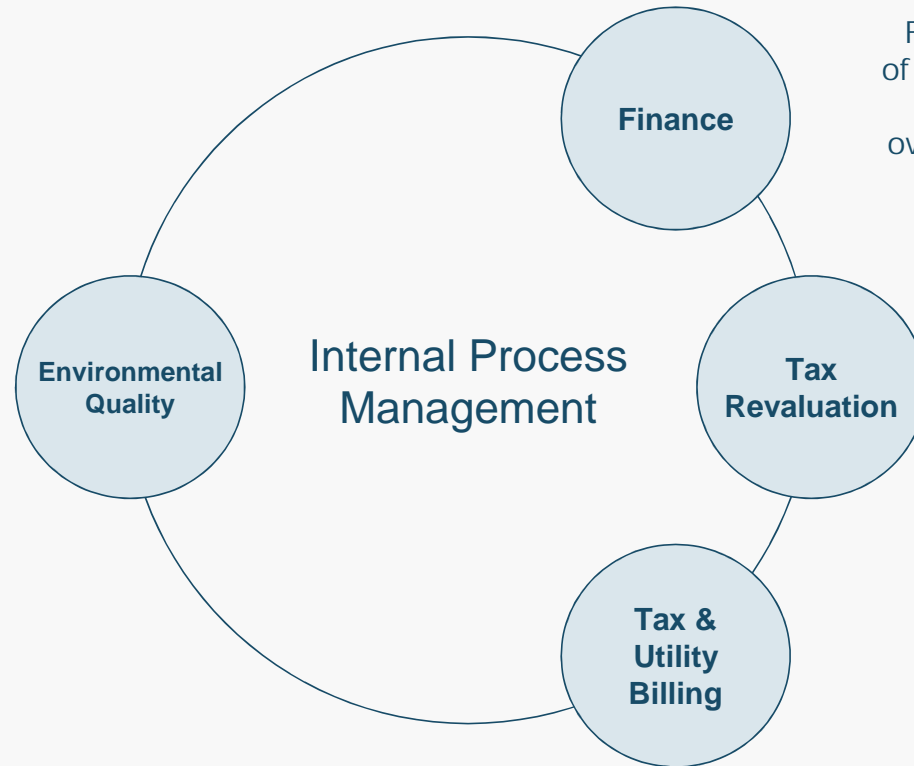
Finance: The increasing volume of invoices, requisitions, purchase orders, surplus, and bids overloads staff, slowing down AP and procurement processes.

General Government

Tax Revaluation: Reappraisal contractor terminated contract.

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

Finance

Tax Revaluation

Environmental Quality

Internal Process Management

Tax & Utility Billing

Safety of the Public and/or Staff
Service Availability & Capacity

Administration, Human Services, Natural Resource Management, Public Safety

Providing increased levels of
services with limited resources.

Admin

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

Human Services

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

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

Natural Resource Management

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

Water: Operational and
capital costs have outpaced
enterprise revenues.

Public Safety

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

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

Safety
and
Service
Availability & Capacity

- Human Resources & Risk Mgmt.
- Permitting & Inspections
- Water
- Court Programs
- Sheriff's Office
- Aging Services
- DSS

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Impacts of Issues on Staff

	Urgent	Not Urgent
Important	**I** Activities: Crises Pressing problems Deadline-driven problems	**II** Activities: Prevention, PC activities Relationship building Recognizing new opportunities Planning, recreation
Not Important	**III** Activities: Interruptions, some calls Some mail, some reports Some meetings Proximate, pressing matters Popular activities	**IV** Activities: Trivia, busy work Some mail Some phone calls Time wasters Pleasant Activities

Key Takeaways for FY25 Budget

Rapid development continues in Chatham County and as new residents move into the county all services are impacted – not just those directly responsibility for planning/permitting processes.
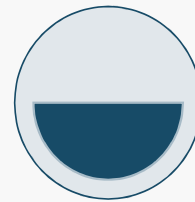
Chatham is a growing county with a population that expects more and higher quality services.

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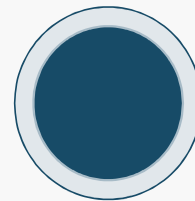
Next Steps

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

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

The Budget team and CIT team will evaluate expansion requests.

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

Thank You

Questions?

Agenda Date: 1/9/2024   **Version:** 1   **Status:** Board Priorities

In Control: Board of Commissioners   **File Type:** Agenda Item

Expected Conditions Affecting Next Year's Budget

Chatham County, NC

Text File

File Number: 23-5091

Agenda Date: 1/9/2024   **Version:** 1   **Status:** Board Priorities

In Control: Board of Commissioners   **File Type:** Agenda Item

Agenda Number:

Commissioner Discussion of Budget Goals and Priorities for FY2025 (Budget Guidance for Staff)