



Chatham County, NC

Meeting Agenda - Final Board of Commissioners

Wednesday, January 16, 2019

9:00 AM

Agriculture and Conference Center

BOC Retreat

CALL TO ORDER

BOARD PRIORITIES

[19-2907](#) Ground rules

[19-2908](#) Overview of budget process

Attachments: [1--FY 20 BudgetCalendar](#)
[2--Budget Process](#)

[19-2909](#) The Annual Budget Quiz

[19-2910](#) Review recommended change to budget and financial policies

Attachments: [4--AppendixA--FinancialandBudgetaryPolicies January 2015 modified 2019](#)

[19-2911](#) Trends affecting next year's budget

Attachments: [5--Budget Trends](#)

[19-2912](#) Report on CITs

Attachments: [6--CITs](#)
[6A--CIT Matrix](#)

LUNCH

[19-2913](#) Heads Up requests from departments

Attachments: [7--Heads Up](#)

[19-2914](#) CIP Reminder

Attachments: [8--CIP Reminder](#)

[19-2915](#) Article 46

Attachments: [9--Article 46](#)

[19-2916](#) Affordable Housing update

Attachments: [10--Affordable Housing Update](#)

ADJOURNMENT



Chatham County, NC

Text File

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Ground rules



Chatham County, NC

Text File

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Overview of budget process

Chatham County FY 2019-2020 Budget Calendar

Deadline	Actions
31 August 2018	<ul style="list-style-type: none"> • Capital Improvements Program (CIP) forms distributed to agencies
28 September 2018	<ul style="list-style-type: none"> • Forms due from agencies and departments for new/changed CIP projects
5 November 2018	<ul style="list-style-type: none"> • Manager submits recommended CIP to the Board of Commissioners • Heads Up document due from departments
19 November 2018	<ul style="list-style-type: none"> • Hold public hearing on the proposed CIP
20 November 2018	<ul style="list-style-type: none"> • Work session on the proposed CIP
17 December 2018	<ul style="list-style-type: none"> • Board adopts CIP; Board appropriates nonprofit funding
28 December 2018	<ul style="list-style-type: none"> • Budget summit materials (trends, financial indicators, performance team recommendations, and departmental “Heads Up” document) submitted to Board of Commissioners • Work plan and staff forms distributed to departments
January 16,17, 24 2019	<ul style="list-style-type: none"> • Budget Retreat: Board of Commissioners sets goals and guidelines for FY 2019-2020 budget
31 January 2019	<ul style="list-style-type: none"> • Munis YTD Budget Estimates due from departments. • Budget software opens
1 - 28 February 2019	<ul style="list-style-type: none"> • Nonprofit application process
1 March 2019	<ul style="list-style-type: none"> • Budgets due from departments and agencies (except schools)
5 April 2019	<ul style="list-style-type: none"> • Budget due from schools
6 May 2019	<ul style="list-style-type: none"> • Budget submitted to Board of Commissioners and public
May 20 and 21, 2019	<ul style="list-style-type: none"> • Public hearings held in Pittsboro and Siler City
May 23, 24 and 30 2019	<ul style="list-style-type: none"> • Board of Commissioners holds 2-3 budget work sessions
By 30 June 2019	<ul style="list-style-type: none"> • Board of Commissioners adopts budget (legal deadline)

“A good process produces good results.”

Nick Saban

THE BUDGET PROCESS

Our Budget Approach



Trust

Why do we trust our process?

- Incorporates best practices
- Recognized by peer counties, School of Government
- Cited by rating agencies
- It works!

Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships. – Stephen Covey

The Role of the Budget

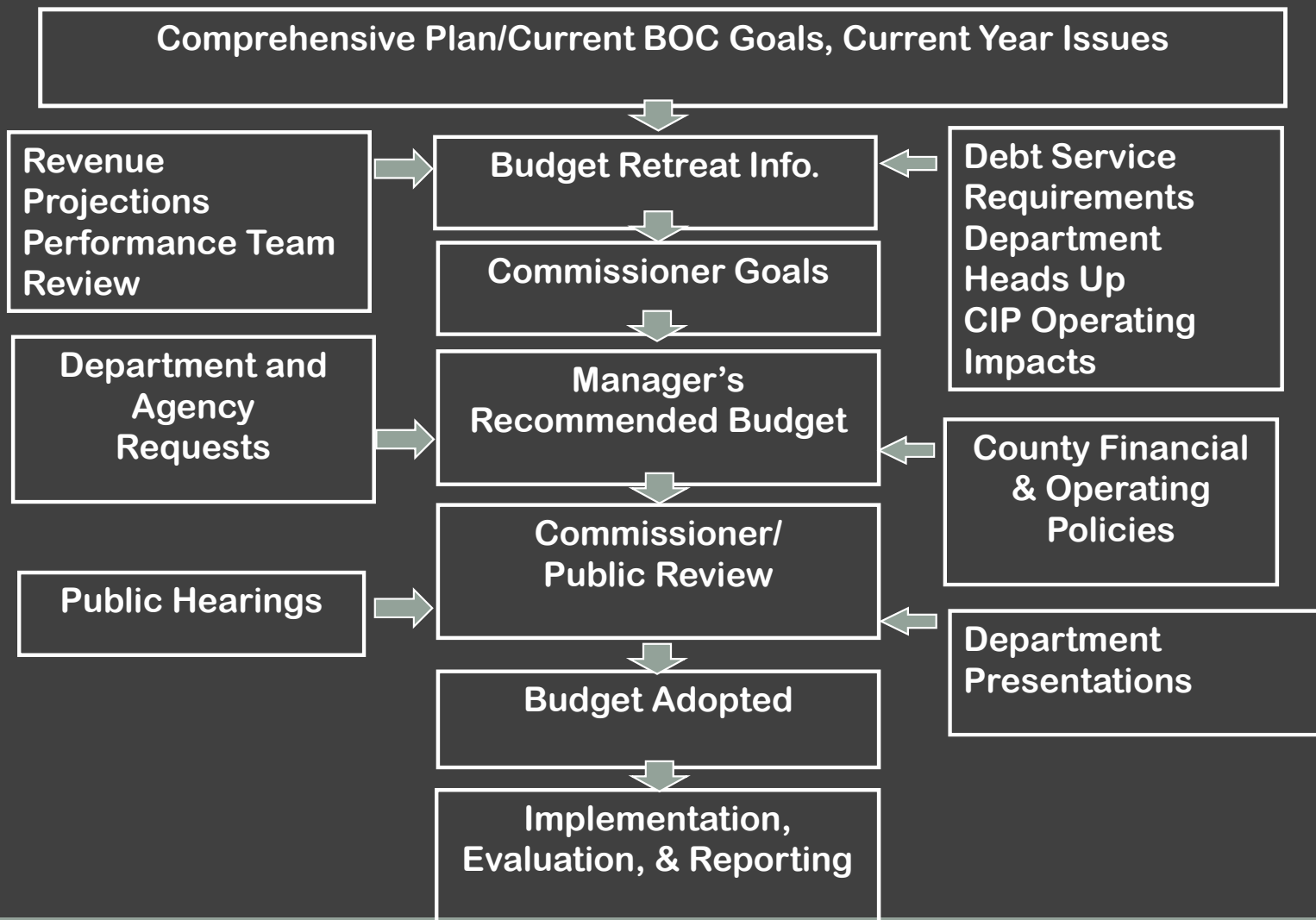


Service

The Role of the Budget

The budget is a policy and priority document, it decides:

- Will we continue current services?
- Will we expand services?
 - If so, what services? When? How?
- Will we reduce current services?
 - If so, what services? When? How?



The Budget Process

Goals of the Process

- Commissioner leadership
- Plan Chatham focus
- Input from all agencies and departments receiving funding
- Community input
- Full information, including performance data

Commissioner Leadership

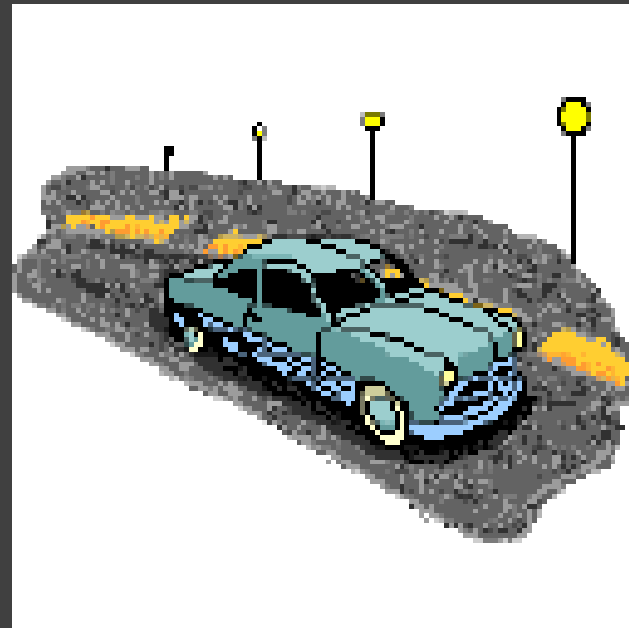
- Happens early, generally during the January Retreat
- What are your expenditure priorities for the upcoming year?
- What are the revenue constraints (property taxes, fees, etc.)? Staff presents estimates of revenue and expenditures
- What long-term goals for the county (such as debt loads and fund balance) do you want staff to follow?

Plan Chatham

- Adopted in November 2017
- Collaborative Impact Teams organized to develop strategies to address goals and objectives
- Agenda items are being tracked in Legistar

Financial Policy

- Based on the commissioners' long-term goals
- Covers areas such as capital reserves, fund balance, debt levels, bond ratings, enterprise funds, etc.
- The policy was noted by rating agencies in previous rating upgrade



Input from Agencies & Departments

- Occurs in December
- “Heads Up” document
- Lets you know what the problems and issues are from departments’ perspectives
- Gives you information for setting expenditure priorities



Expansion v. Continuation

- The budget is broken into continuation and expansion
- Continuation means the funding necessary to provide the same services as the previous year
- Expansion means additional funding to provide new, additional, or enhanced (etc.) services

Criteria for Ranking

Goals and Objectives

- Impact on achieving goals

Collaboration

- Is the request collaborative?

Safety

- Will a current safety hazard be eliminated?

Mandate

- Is the request mandated?

Timing/linkages

- What is the impact of delaying?

Improve Quality of Service

- Will quality of service be improved?

Additional Service

- Will a new high-priority service be added?

Maintain Service

- Is the request necessary to continue service?

Budget Impact

- Net impact on the budget?

Efficiencies

- Will the request save the county money or resources?

Special Review Processes

- Coordination of non-profit requests with United Way (joint application)
- Review of Fire Department budgets by the Fire Marshal and Finance Officer

Special Budgets

- **Enterprise funds** (water and waste management) – fees generated from operating these systems (plus other revenues) should pay the costs
- **Special revenue funds** – contain revenue which has been earmarked by law or policy for a special purpose

Community Input

- Recommended budget published well before the legal deadline of June 1
- Recommended budget is available on the web and in the county's libraries
- Public hearings held in Pittsboro and Siler City

Full Information

- Budget document includes performance data and a summary of all recommended expansion items
- Performance information included to help you make decisions about service levels
- Staff works to continuously improve the budget document to be a better communications tool

Expected Retreat Outcomes

- Give staff direction on revenues
- Give staff direction on expenditure priorities
- End this retreat looking forward to the next year and the 2020 retreat



Chatham County, NC

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The Annual Budget Quiz



Chatham County, NC

Text File

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Review recommended change to budget and financial policies

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. All requests will be made through the county's annual nonprofit Request for Proposal of Services allocation process. The County Human Services Collaborative Impact team, with assistance from the Nonprofit Advisory Board, will ~~utilize volunteers to review requests and~~ make a recommendations about contracts for Human Services to County Commissioners. Total funding available for allocation will be determined annually by the Board of Commissioners.

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.

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, 2015



Chatham County, NC

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Trends affecting next year's budget

Chart1: Historical Population Growth 1988 to 2018

Source: State Demographer

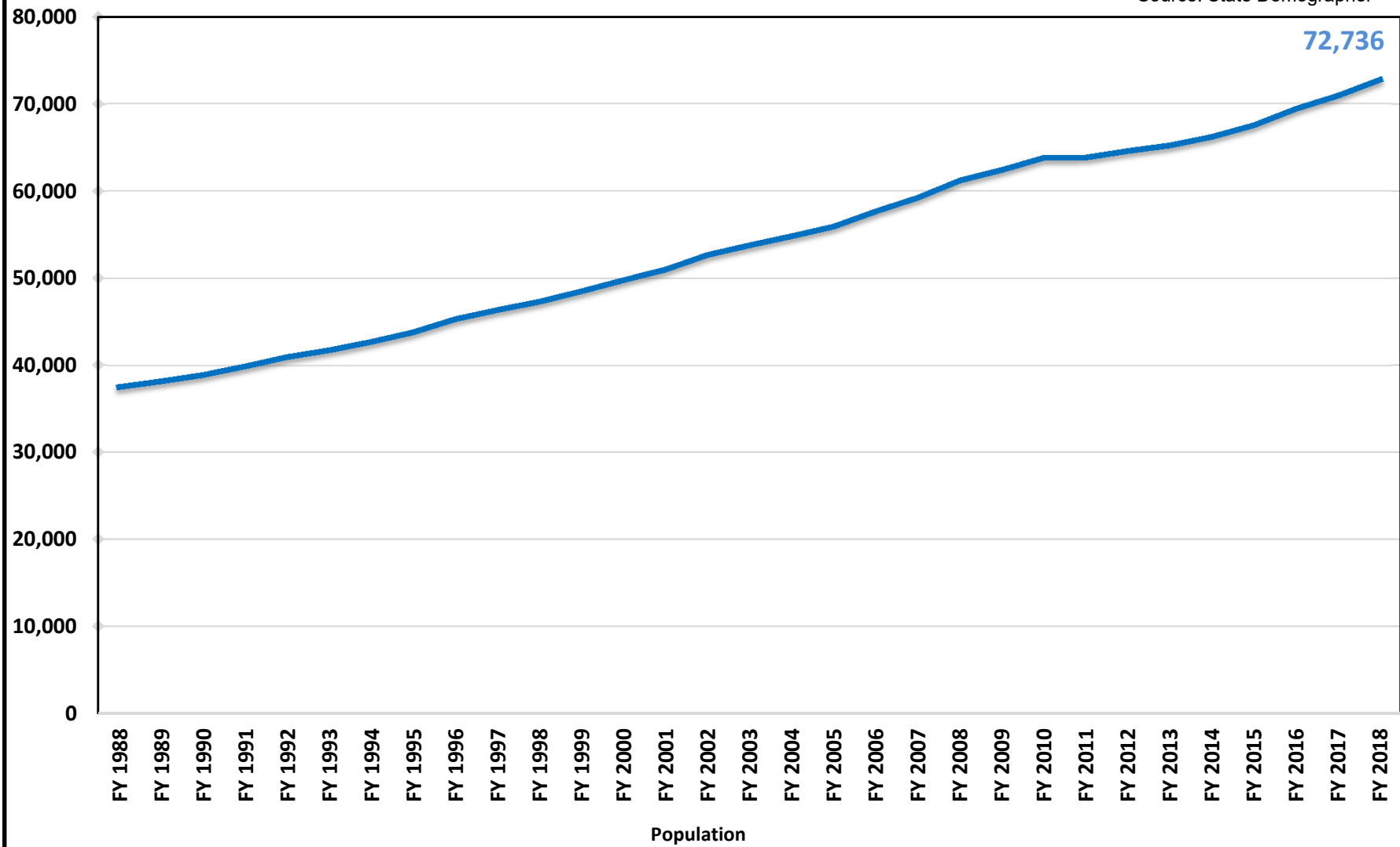


Chart 1A: Population Diversity 2000 - 2017

Source: U.S. Census ACS

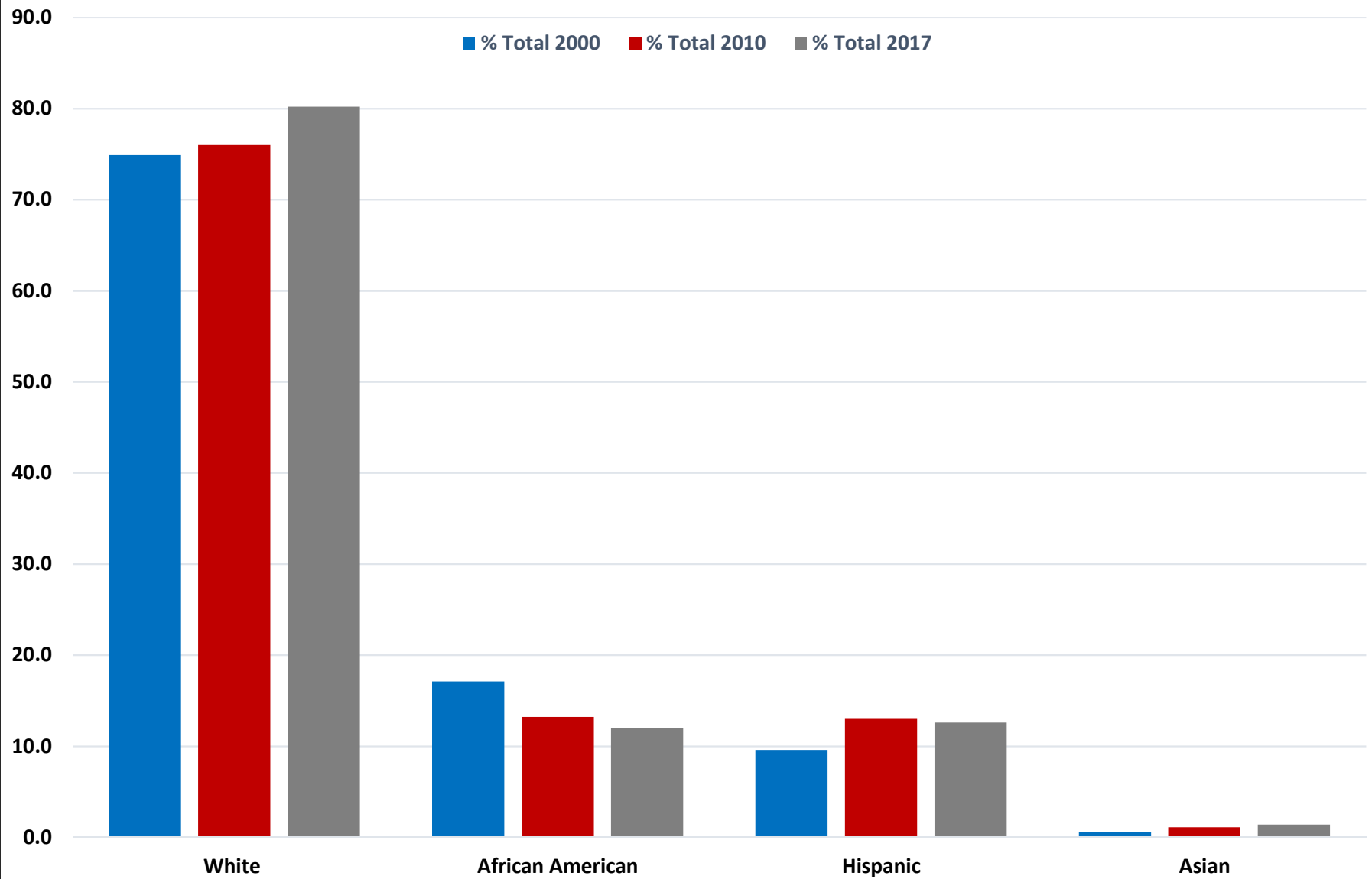


Chart 2: Projected Population Growth: 2019 to 2037

Sources: State Demographer

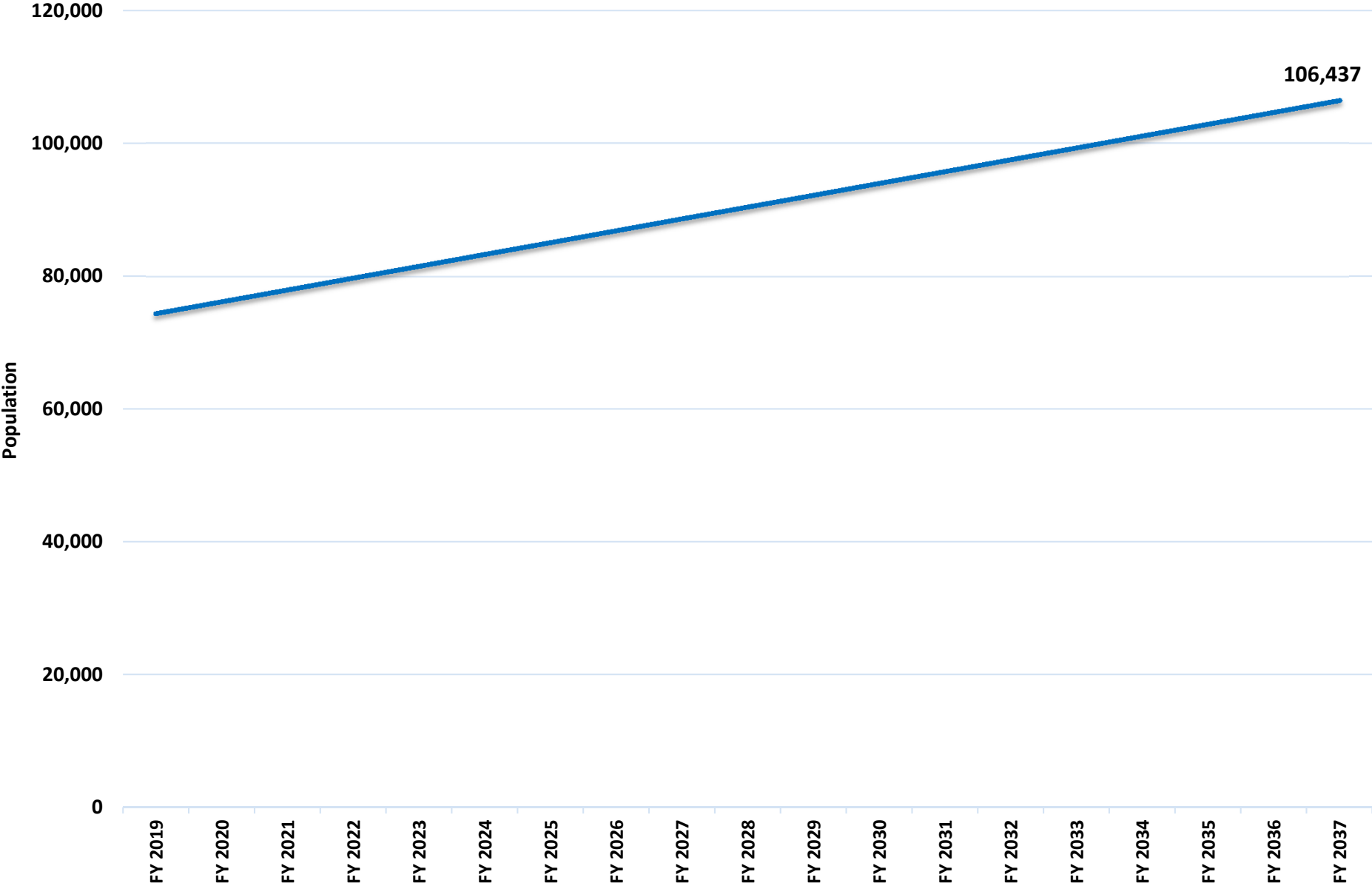


Chart 3: Population Projections by Age Group

Source: State Demographer

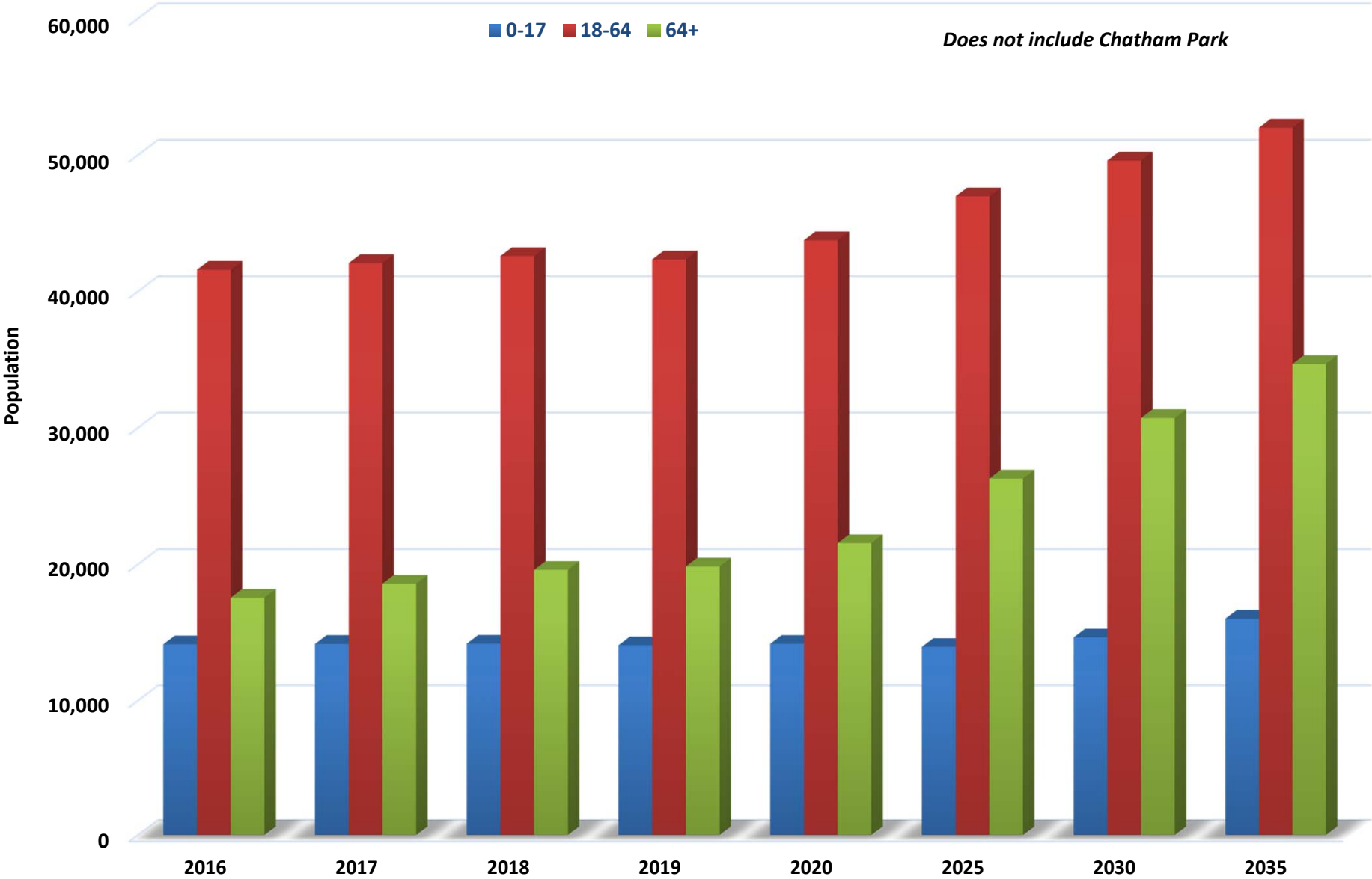


Chart 3A: Aging Breakdown

Source: U.S. Census

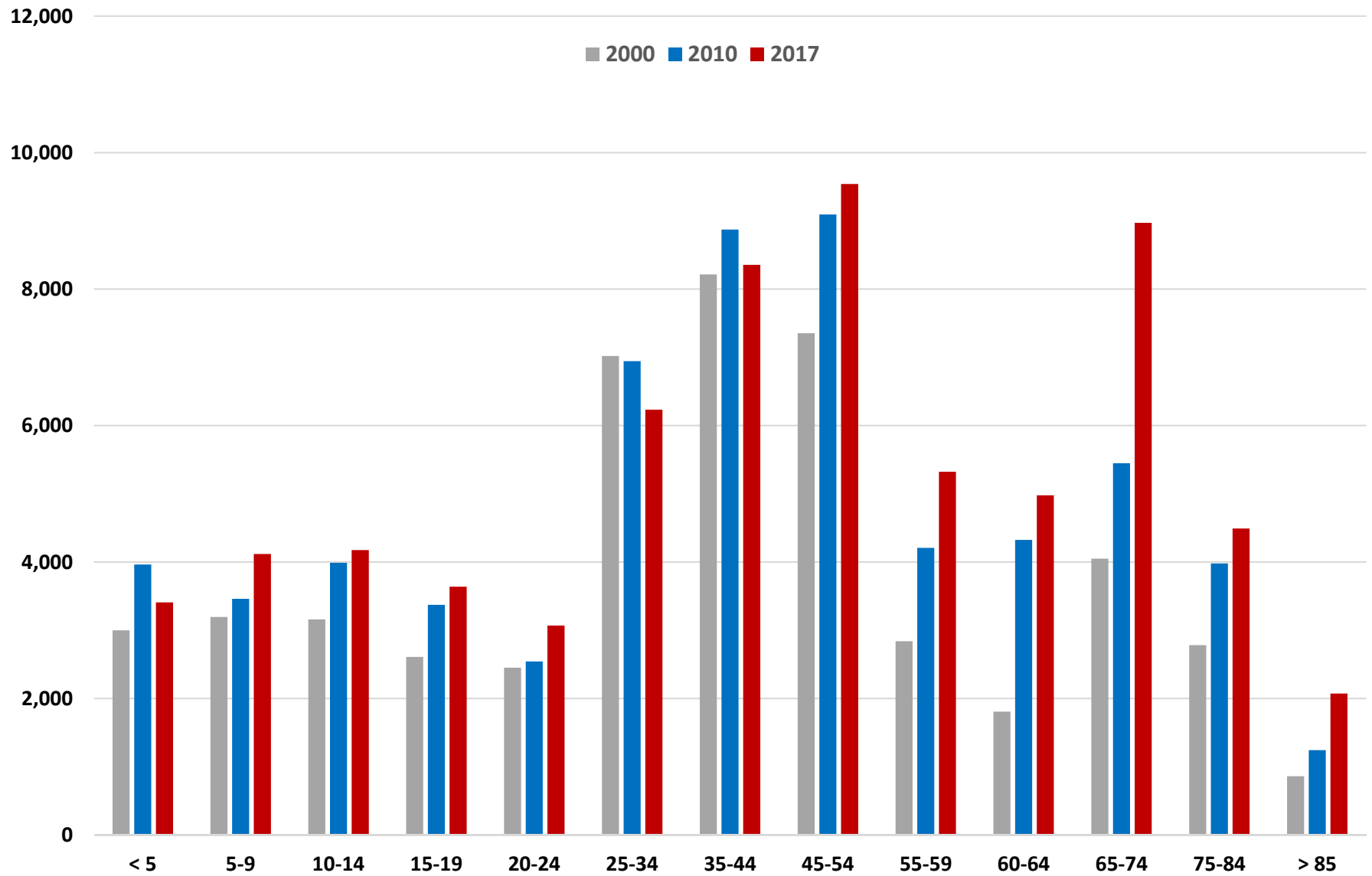


Chart 4: Projected Median Age

Source: State Demographer

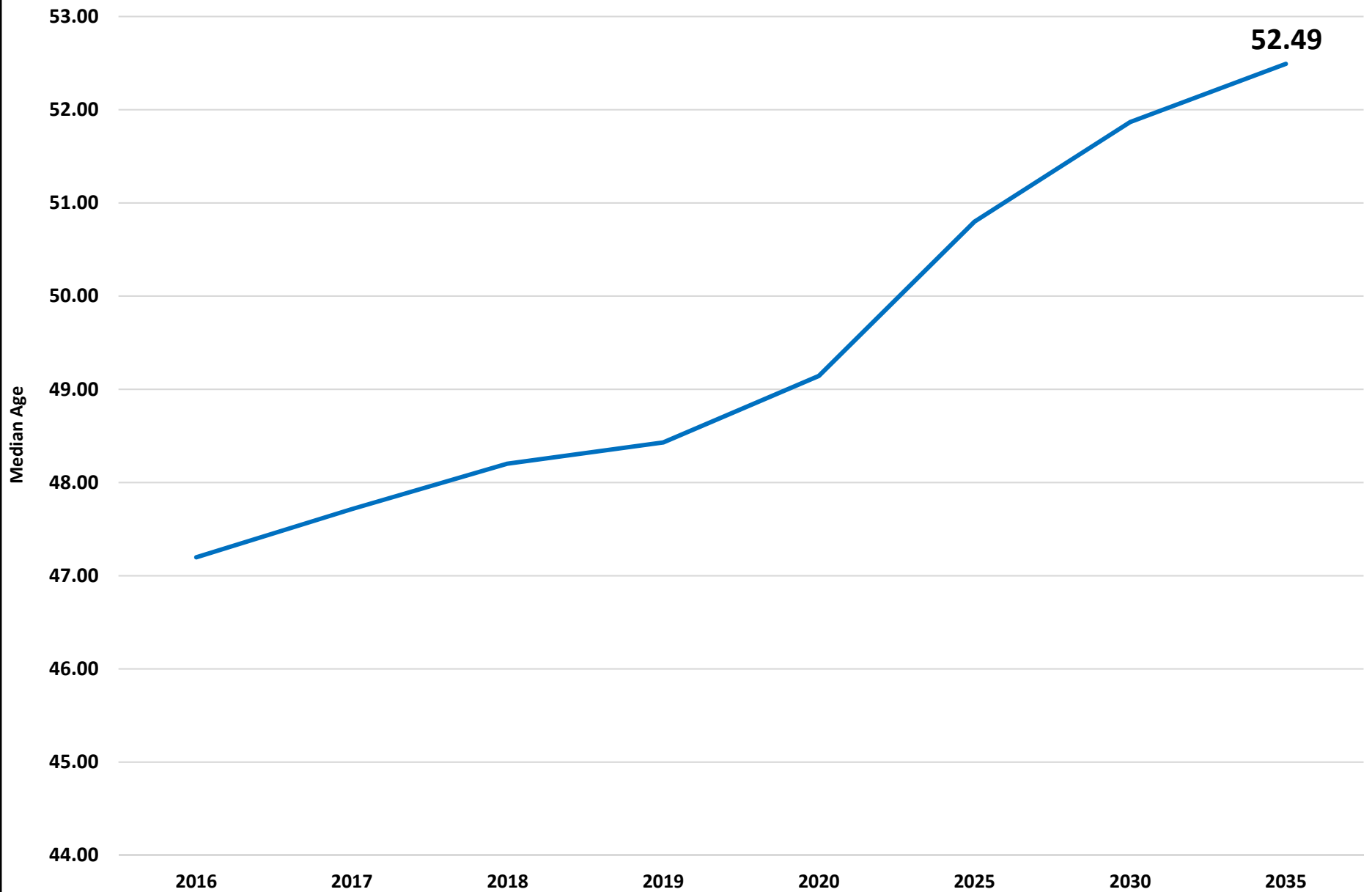
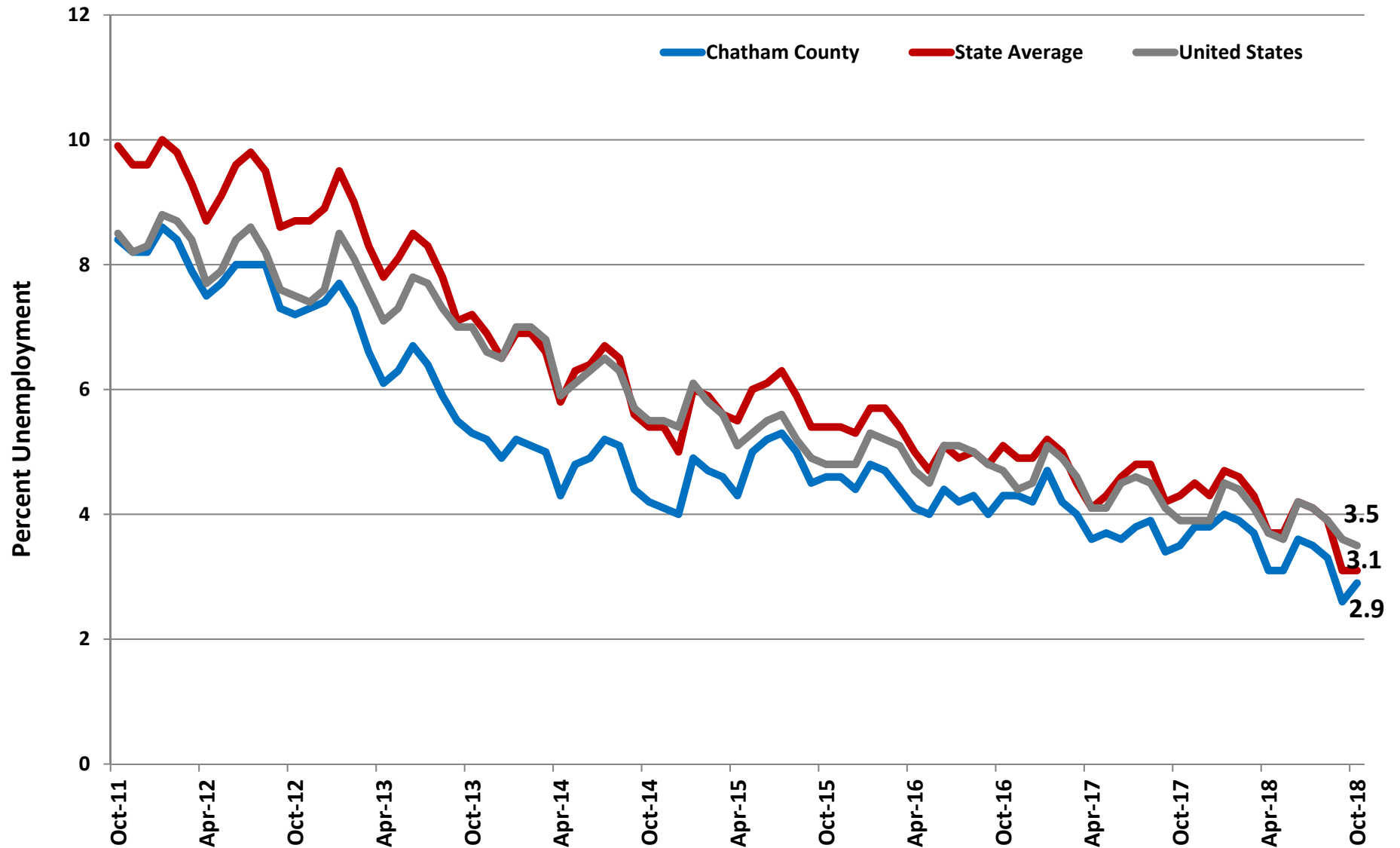


Chart 5: Chatham County Unemployment Rate

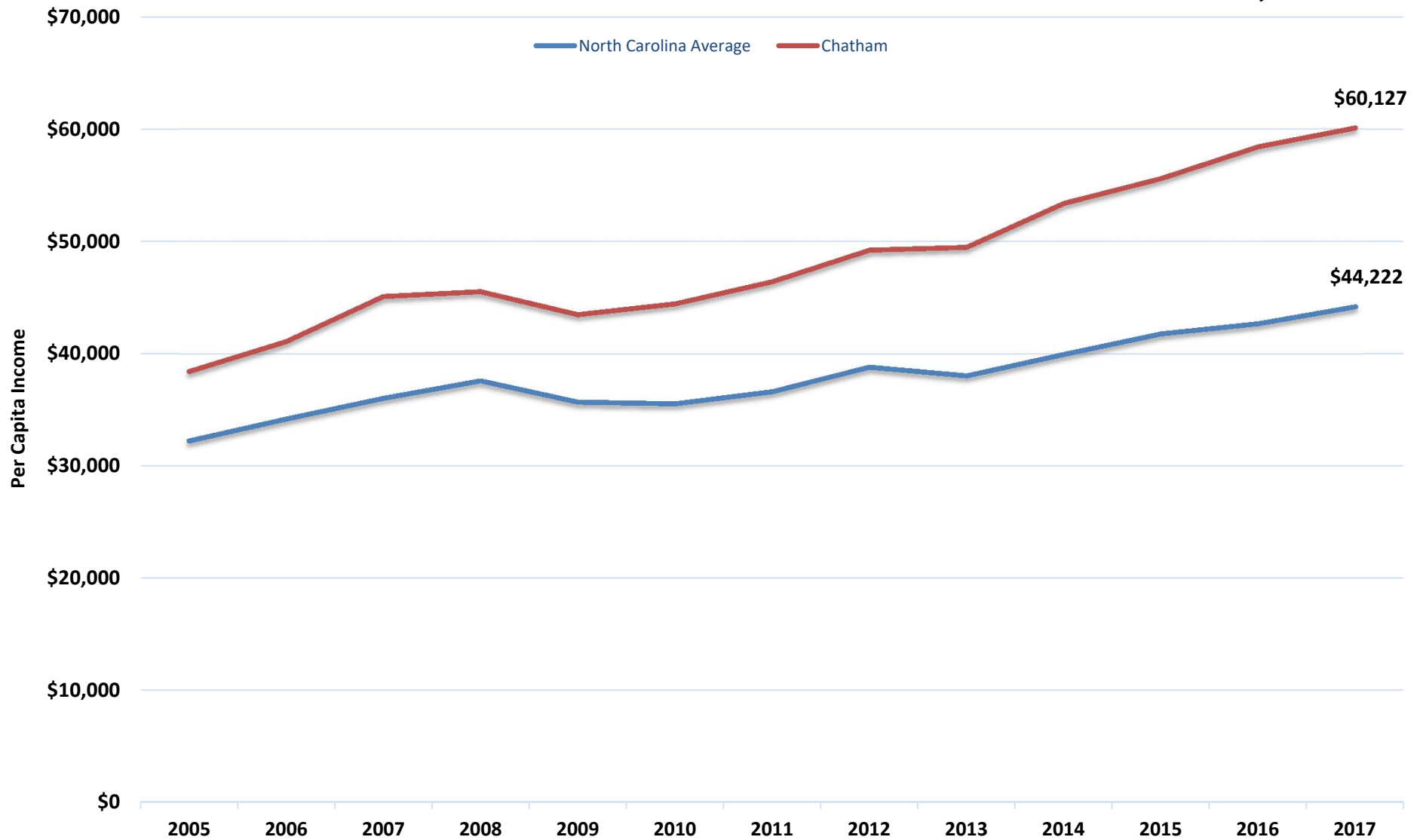
Source: NC Employment Security Commission



In October 2018, Chatham County was tied with 8 other counties for the 3rd lowest unemployment rate in the state.

Chart 6: Per Capita Income

Source: U.S. Department of Commerce
Bureau of Economic Analysis



According to this survey, Chatham County's per capita income ranks 2nd out of 100 counties, just behind Orange. Mecklenburg, and Wake Counties rank number 3 and 4 respectively.

Chart 6A: Median Household Income by Township

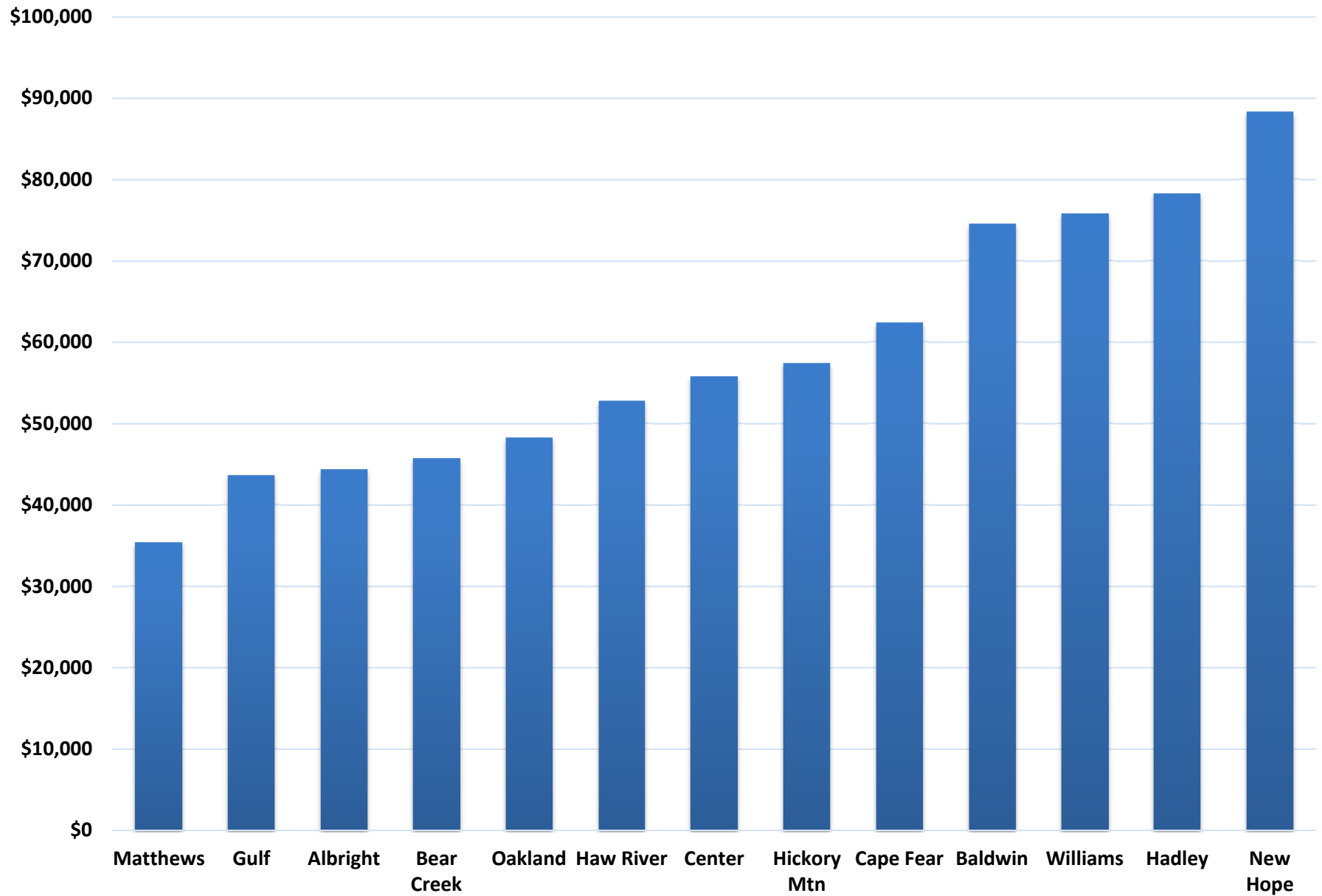


Chart 6B: Total People Below the Poverty Level

Source: U.S. Census DP04

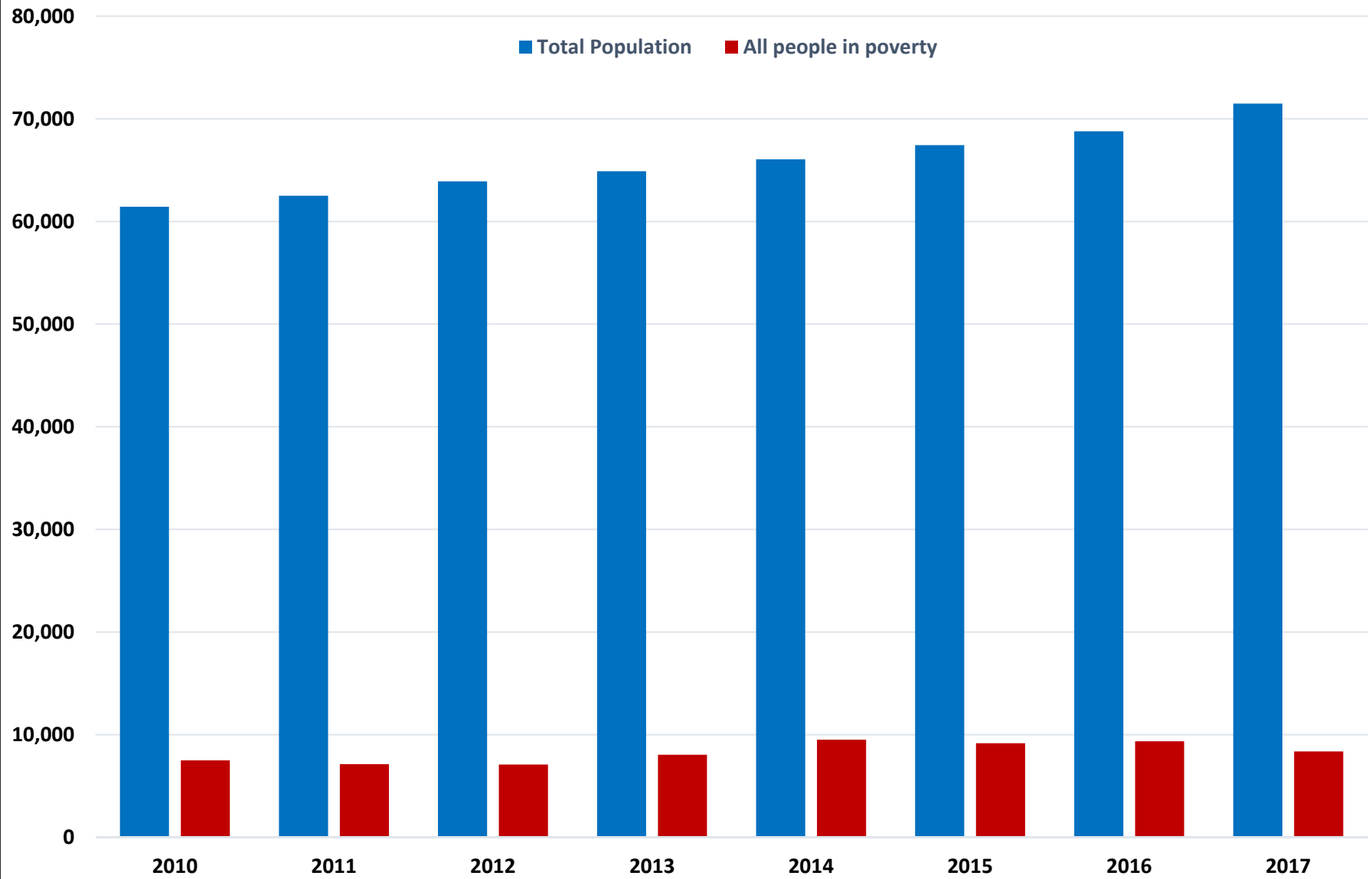
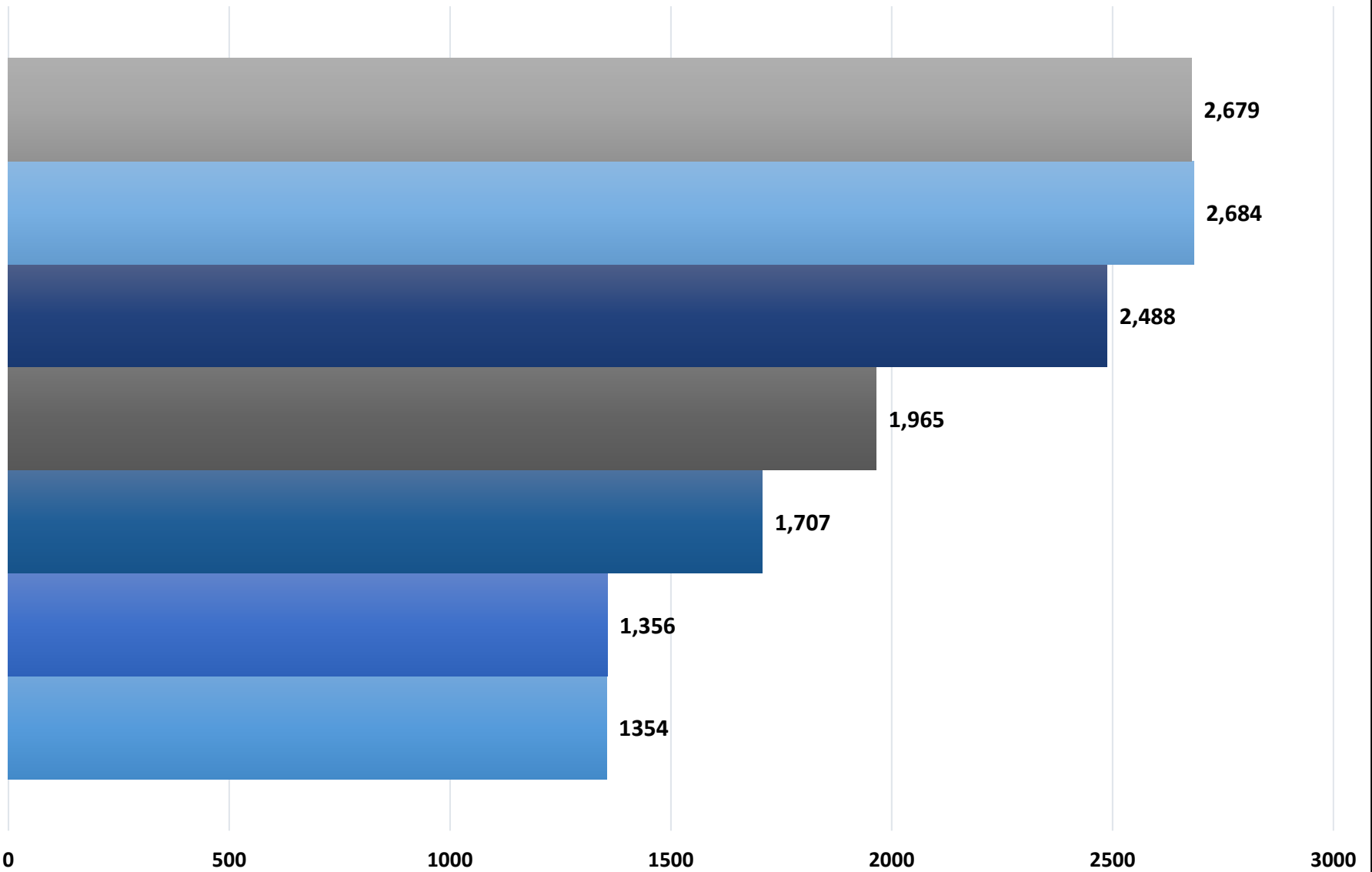


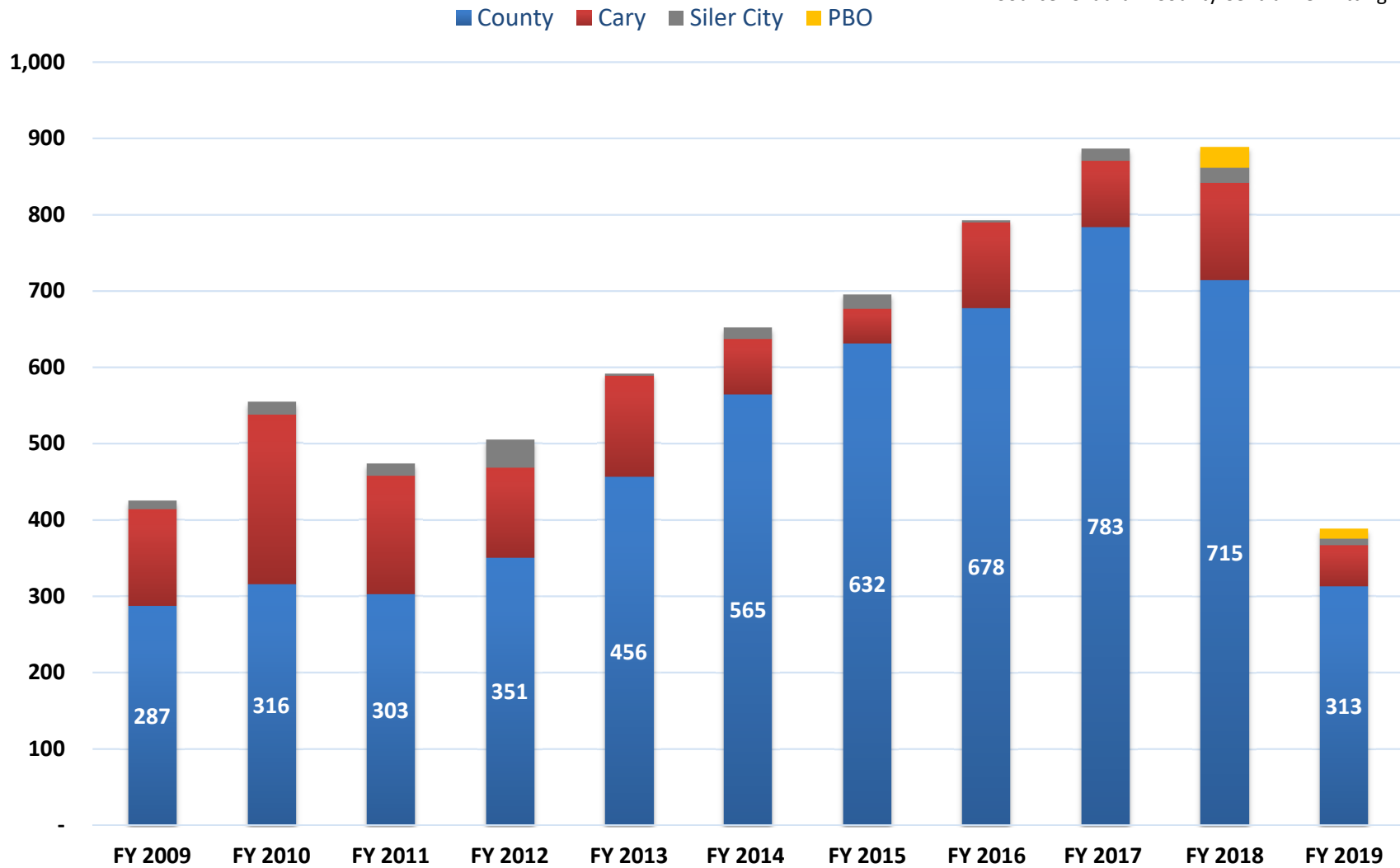
Chart 6C: Social Services - Receiving SNAP Benefits

■ 2016 ■ 2015 ■ 2014 ■ 2013 ■ 2012 ■ 2011 ■ 2010



**Chart 7: Residential Building Permits Issued:
Including Cary, Siler City & Pittsboro**

Source: Chatham County Central Permitting



Through 12/18

PBO included in County figure until 2018

Chart 7A: Commercial Permits

Source: Chatham County Permitting

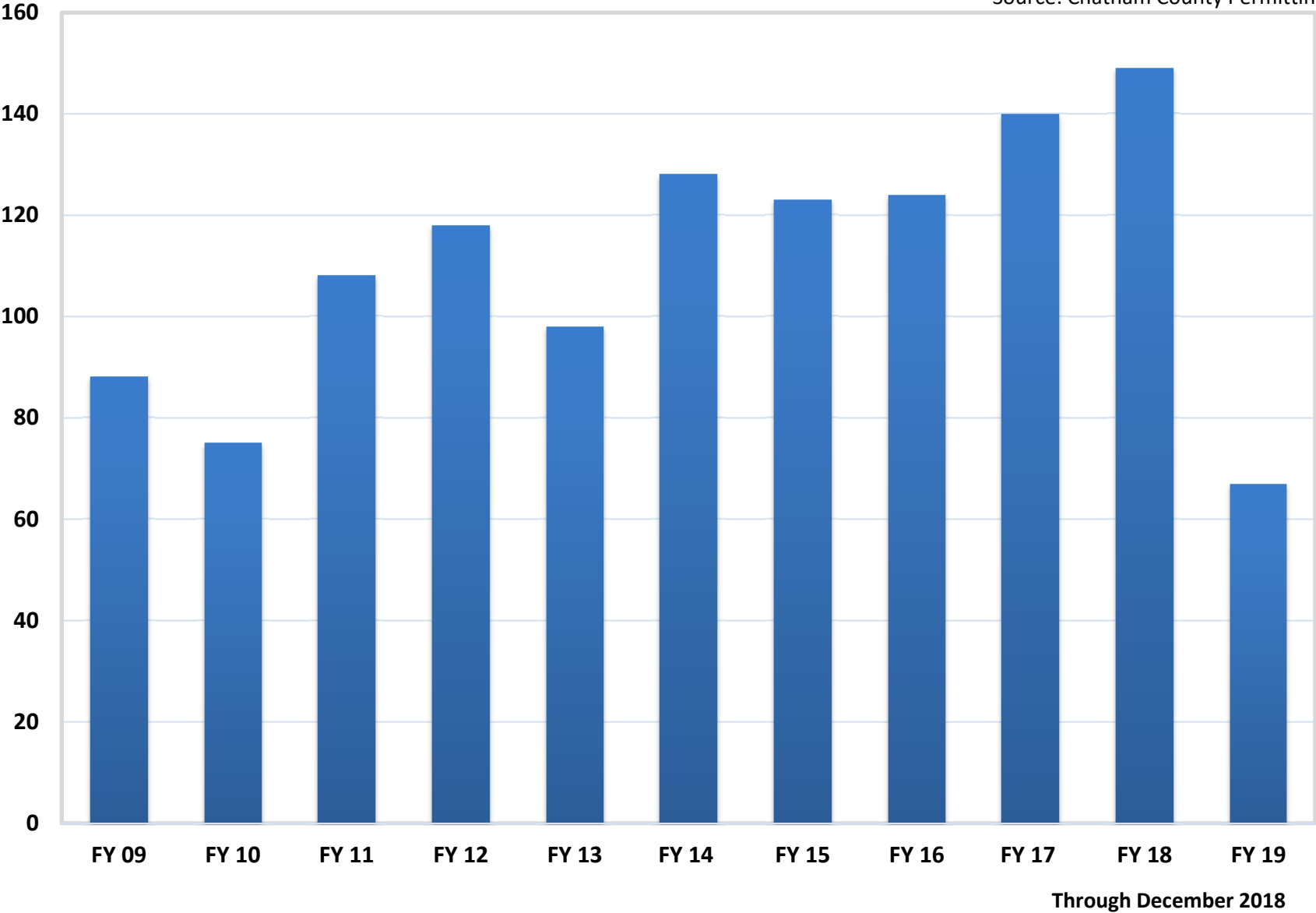


Chart 8: Quarterly Deed Stamps Collections

Source: Chatham County Financial Software

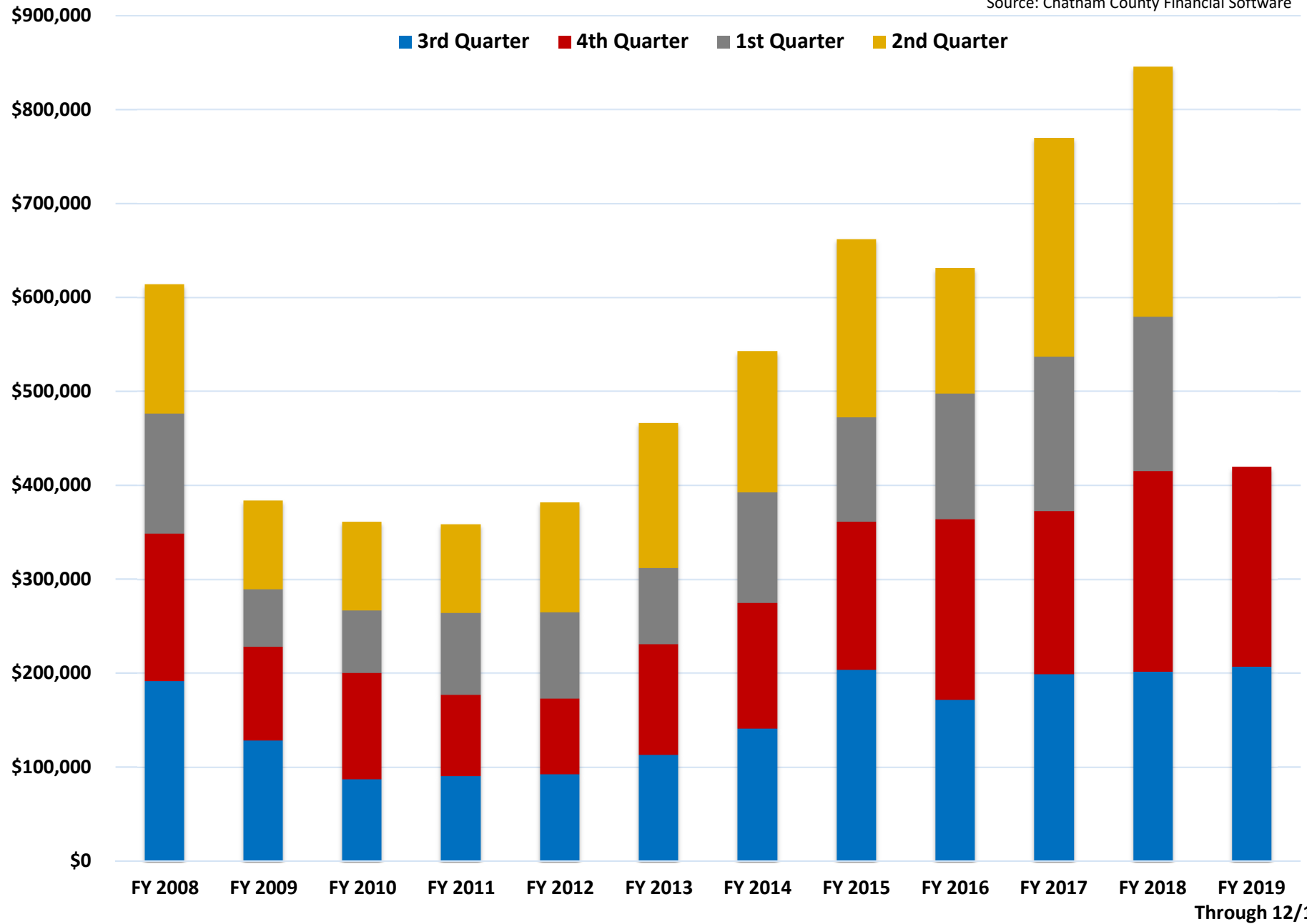


Chart 9: Actual and Projected Deeds Stamps Collections

Source: Chatham County CAFRs

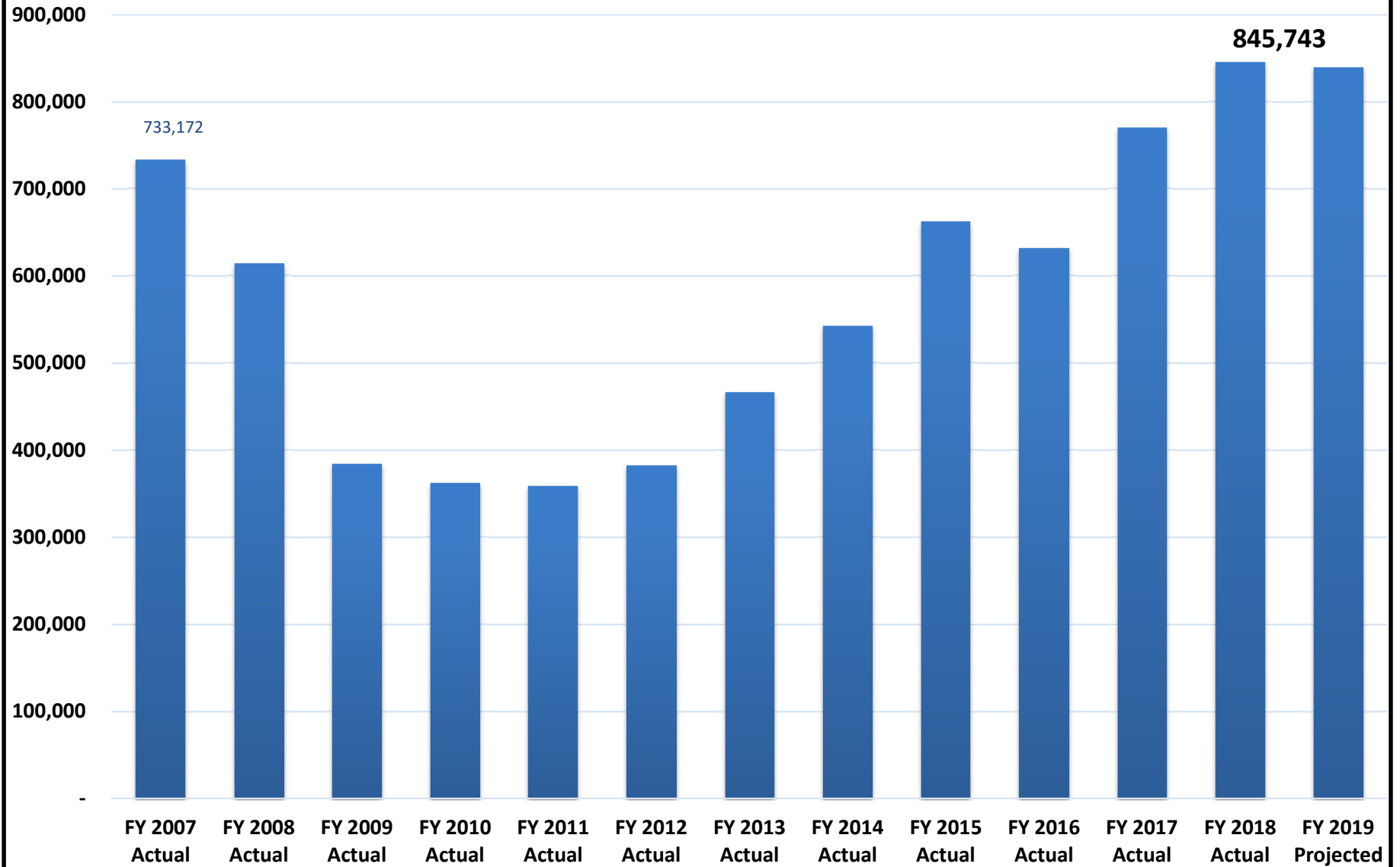


Chart 10: Chatham County Tax Base, FY 2007-2018

Source: Chatham County CAFR

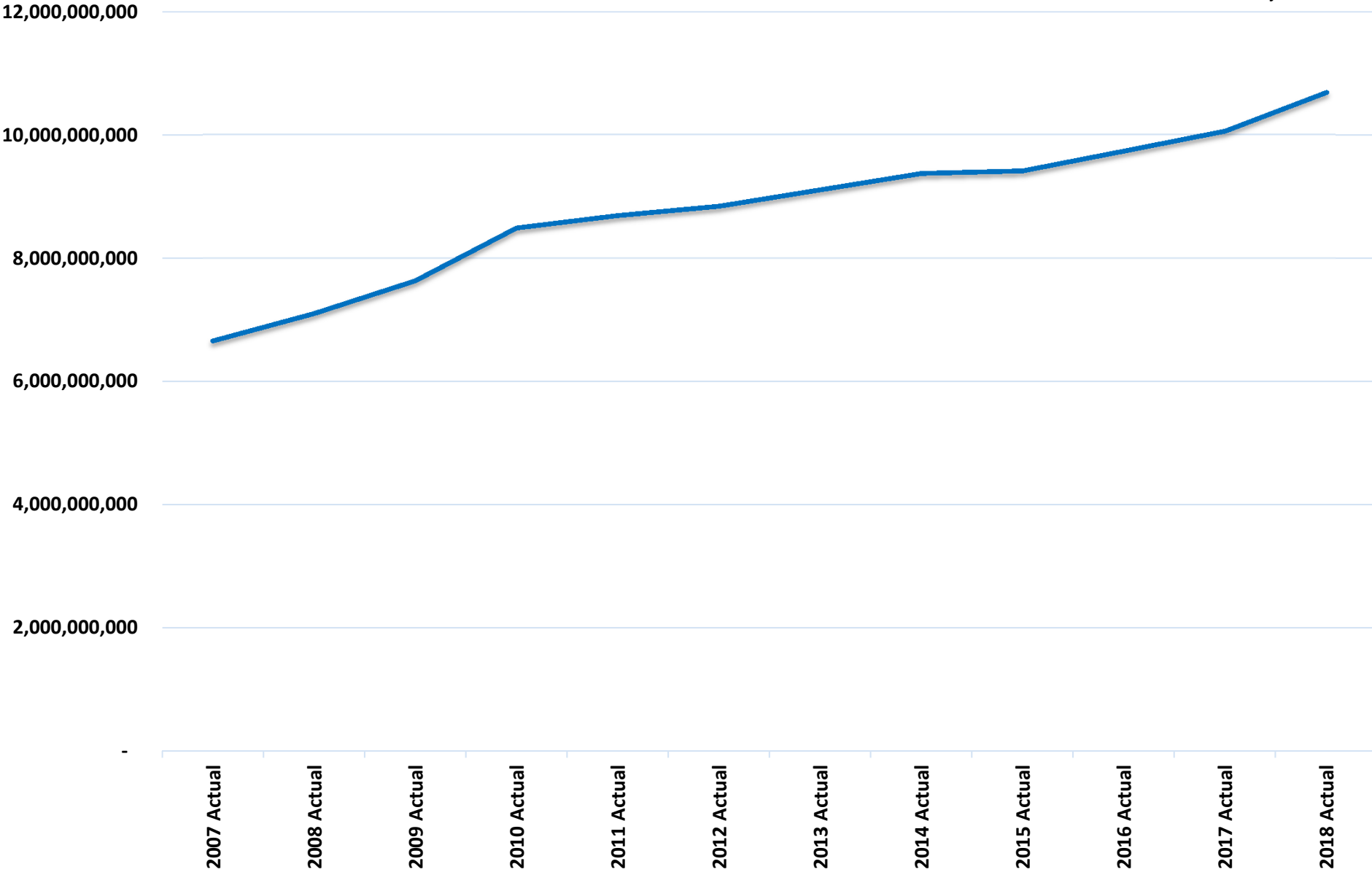


Chart 11: Assessed Value Per Capita

Source: Chatham County CAFR

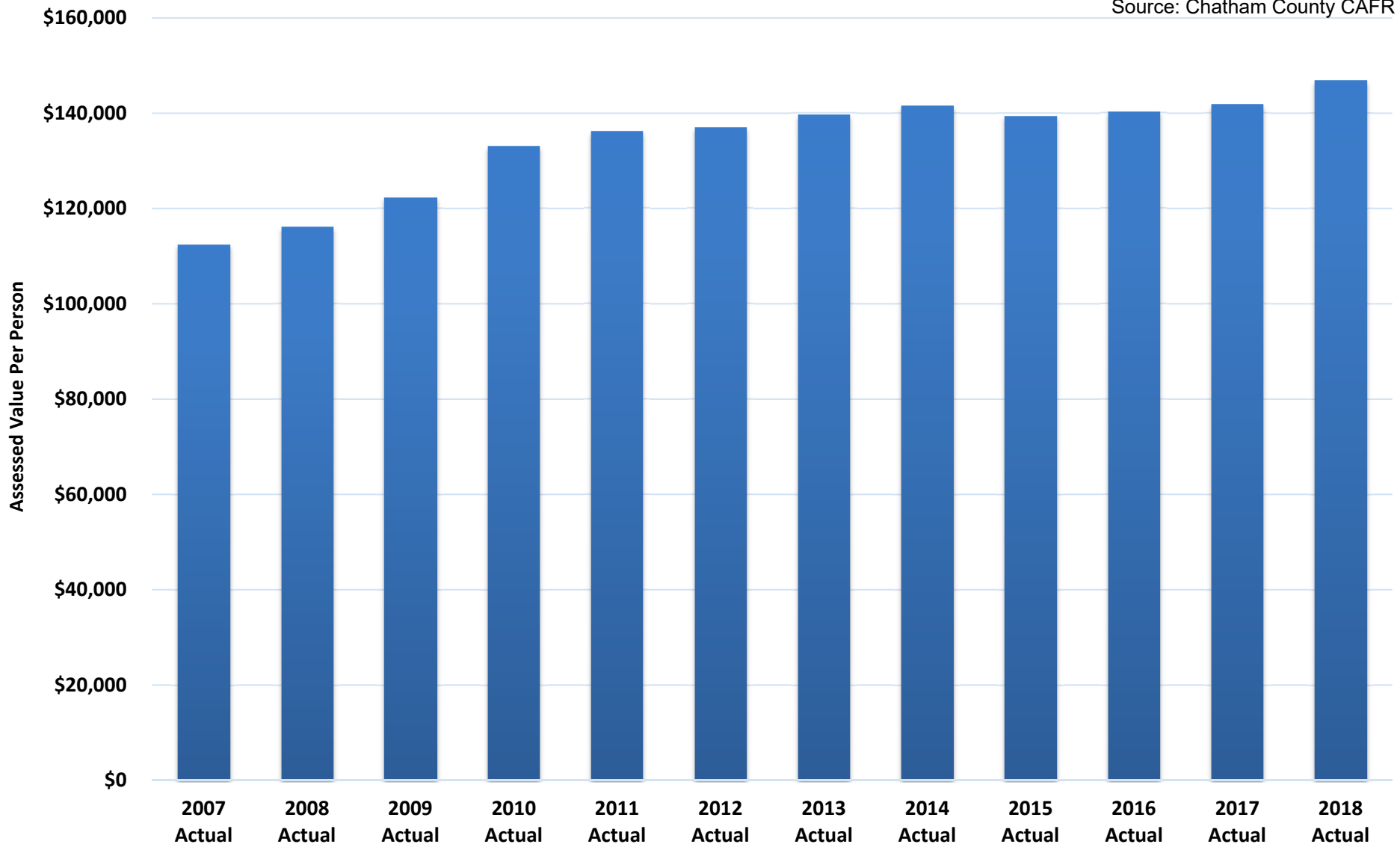
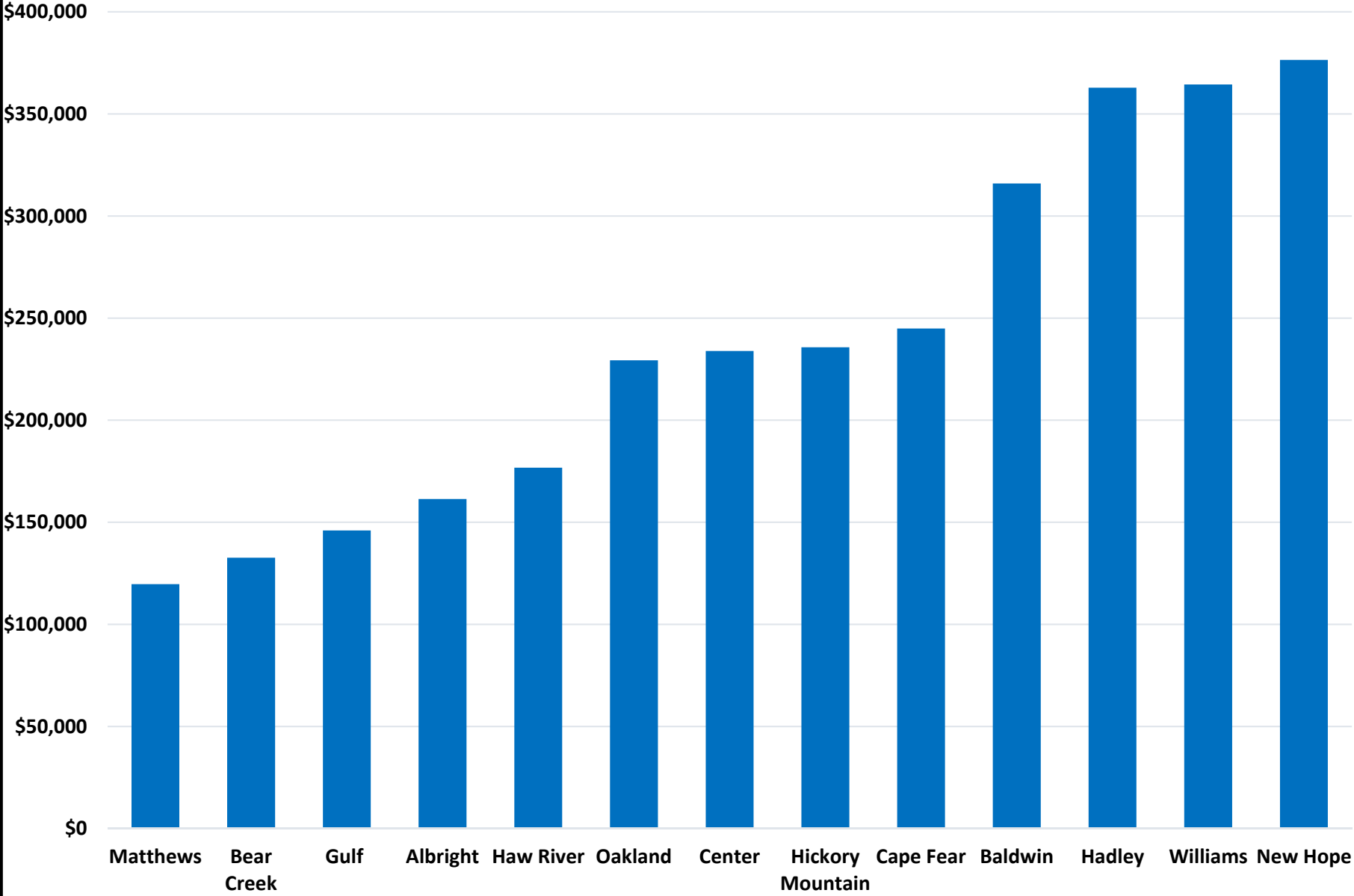


Chart 11A: Median Home Vales by Township

Source U.S. Census ACS 2013-2017



**Chart 12: 2018 Tax Base Comparison: Chatham v. Benchmarks & State Average
(Present Use=Fully Assessed Value)**

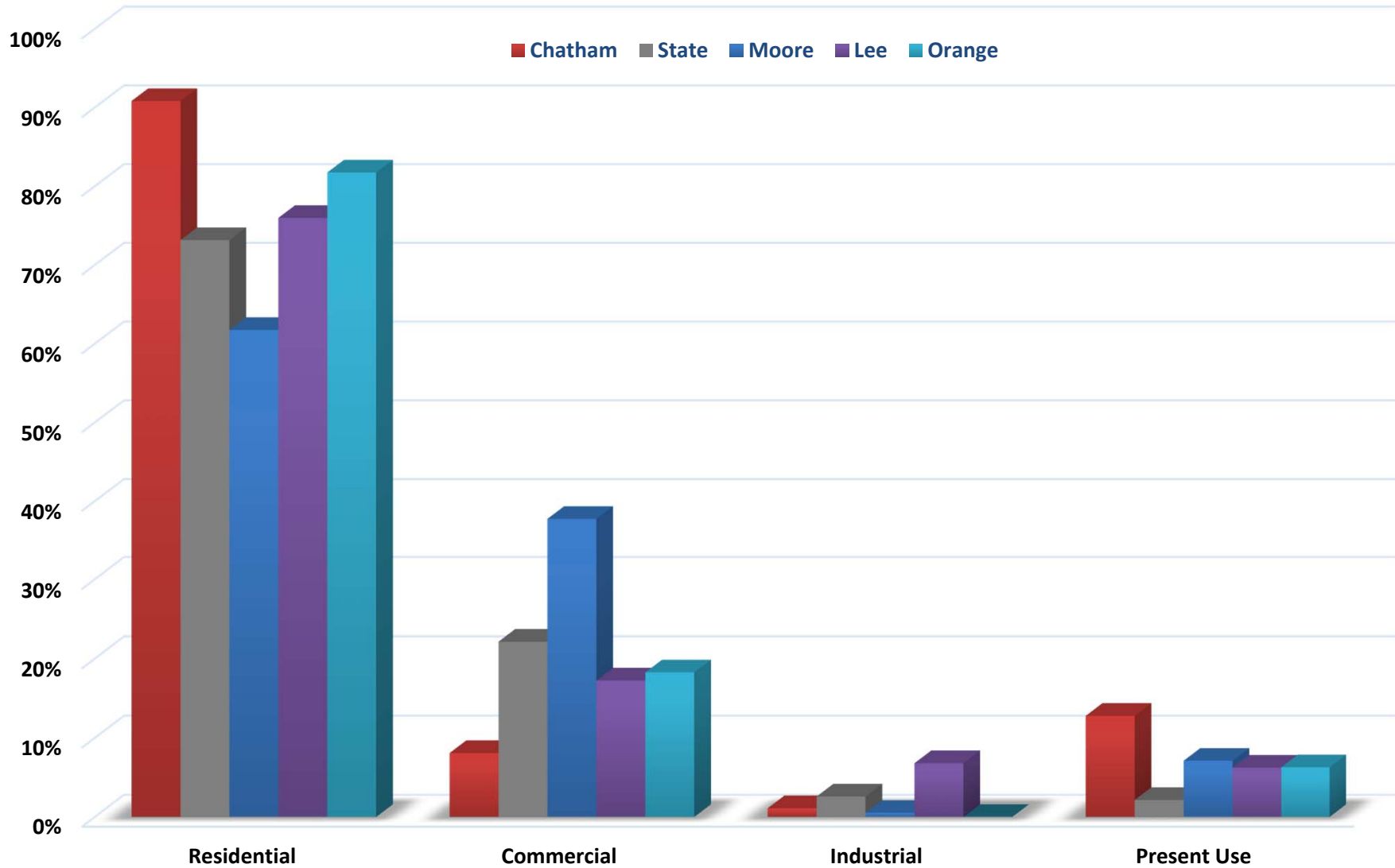
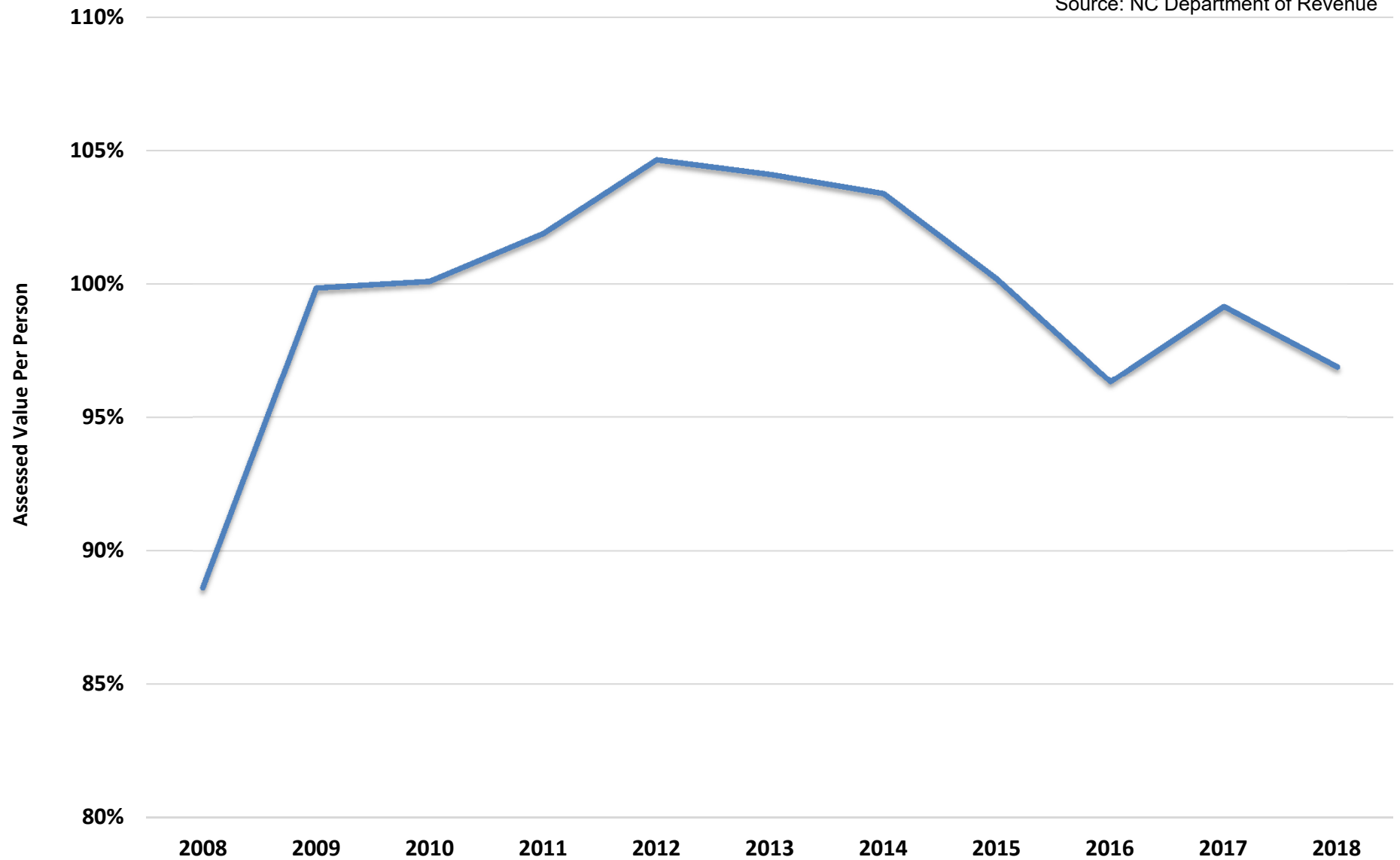


Chart 13: Chatham County's Historic Sales Assessment Ratio

Source: NC Department of Revenue



Final Sales Assessment Ratio for 2018 will not be available from DOR until January 2019.

Chart 14: Comparison of Effective Tax Rates

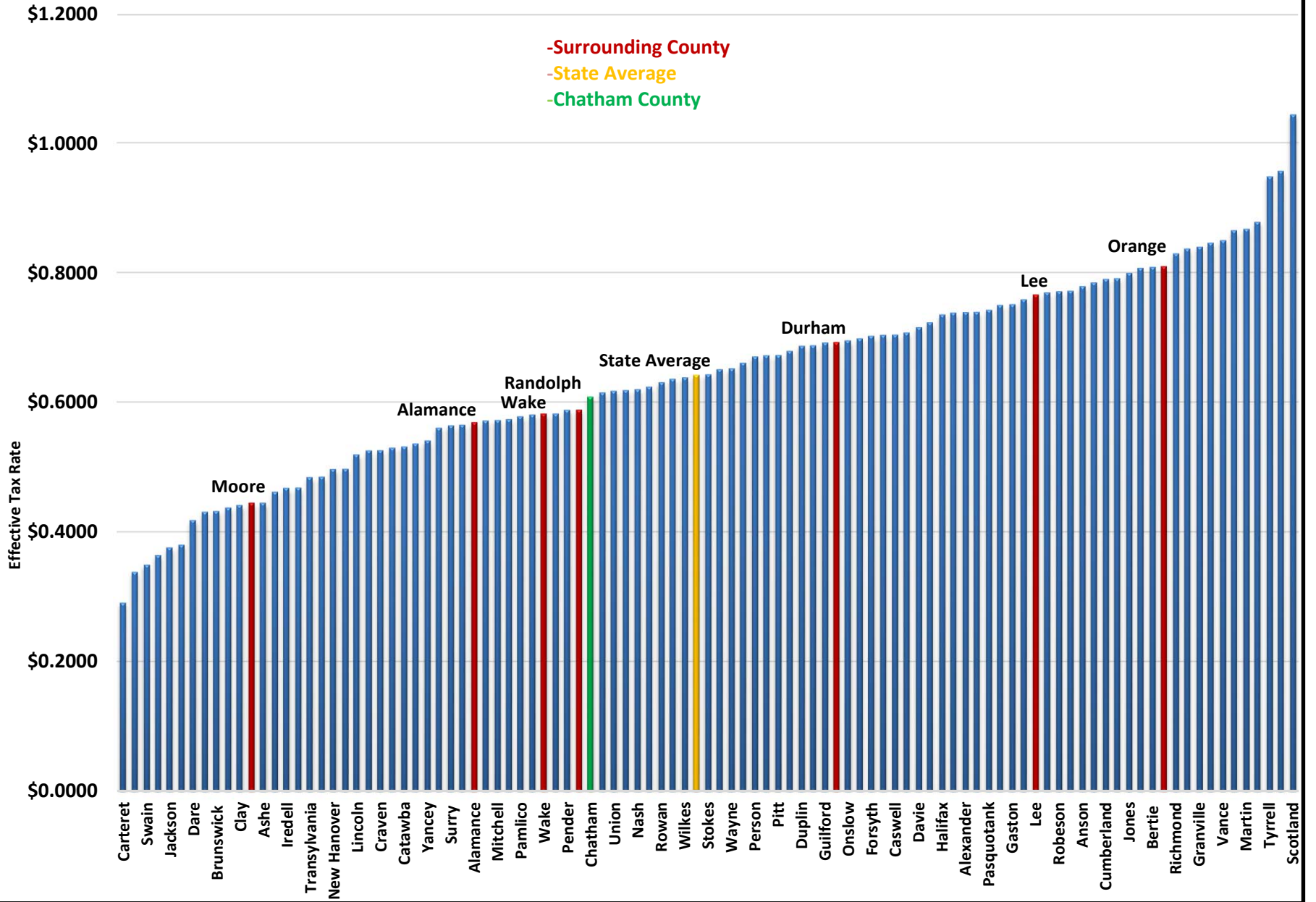
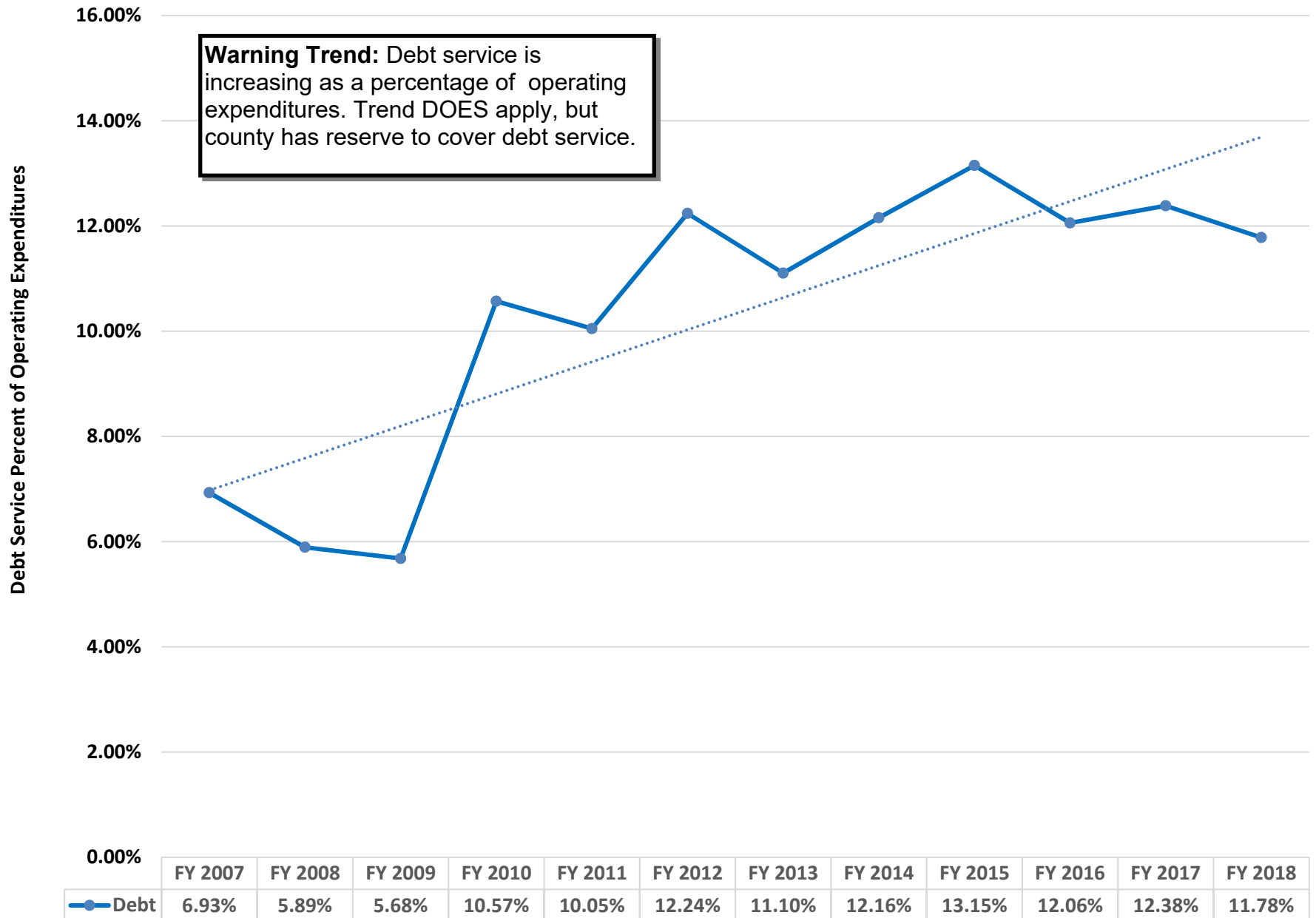
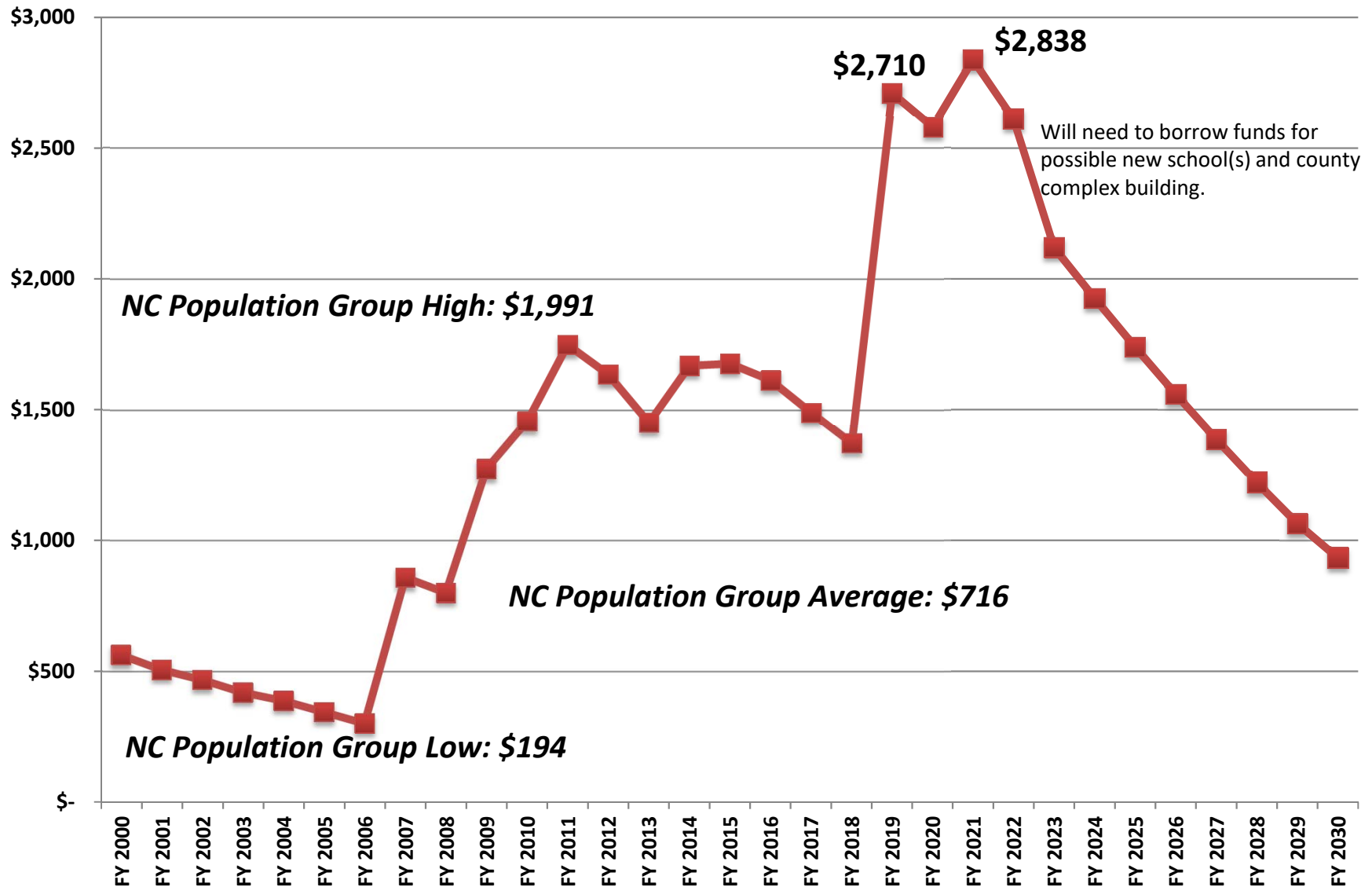


Chart 15: Actual Debt Service as % of General Fund Expenditures

Source: Chatham County CAFRs



**Chart 15A: Chatham County General Fund Debt Per Capita
(Existing and Proposed CIP Debt Only)**



**Chart 15B: Chatham County Debt as a Percent of Assessed Property Value
(Existing and Proposed CIP Debt Only)**

Legal debt limit is 8% of assessed value

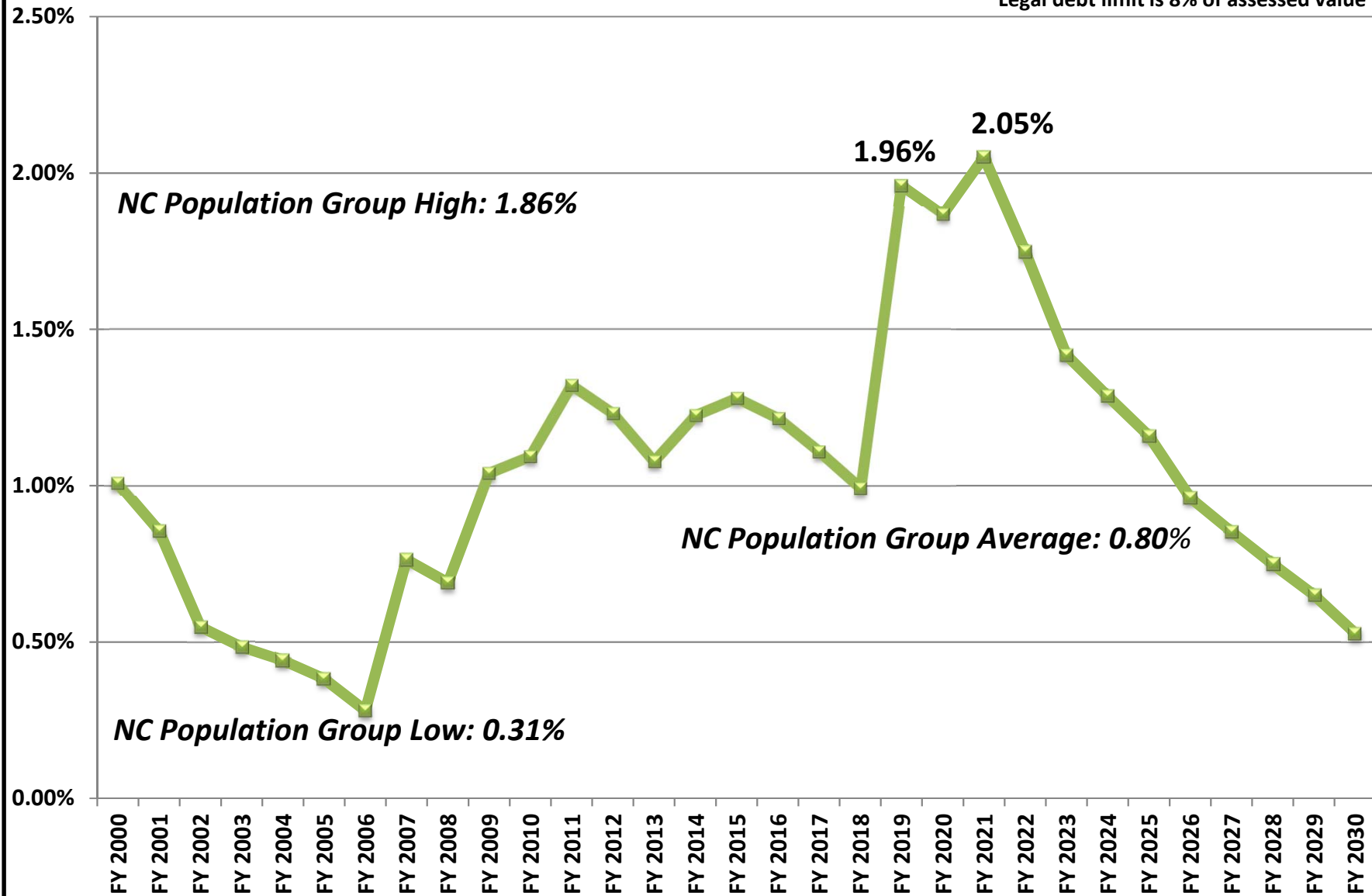
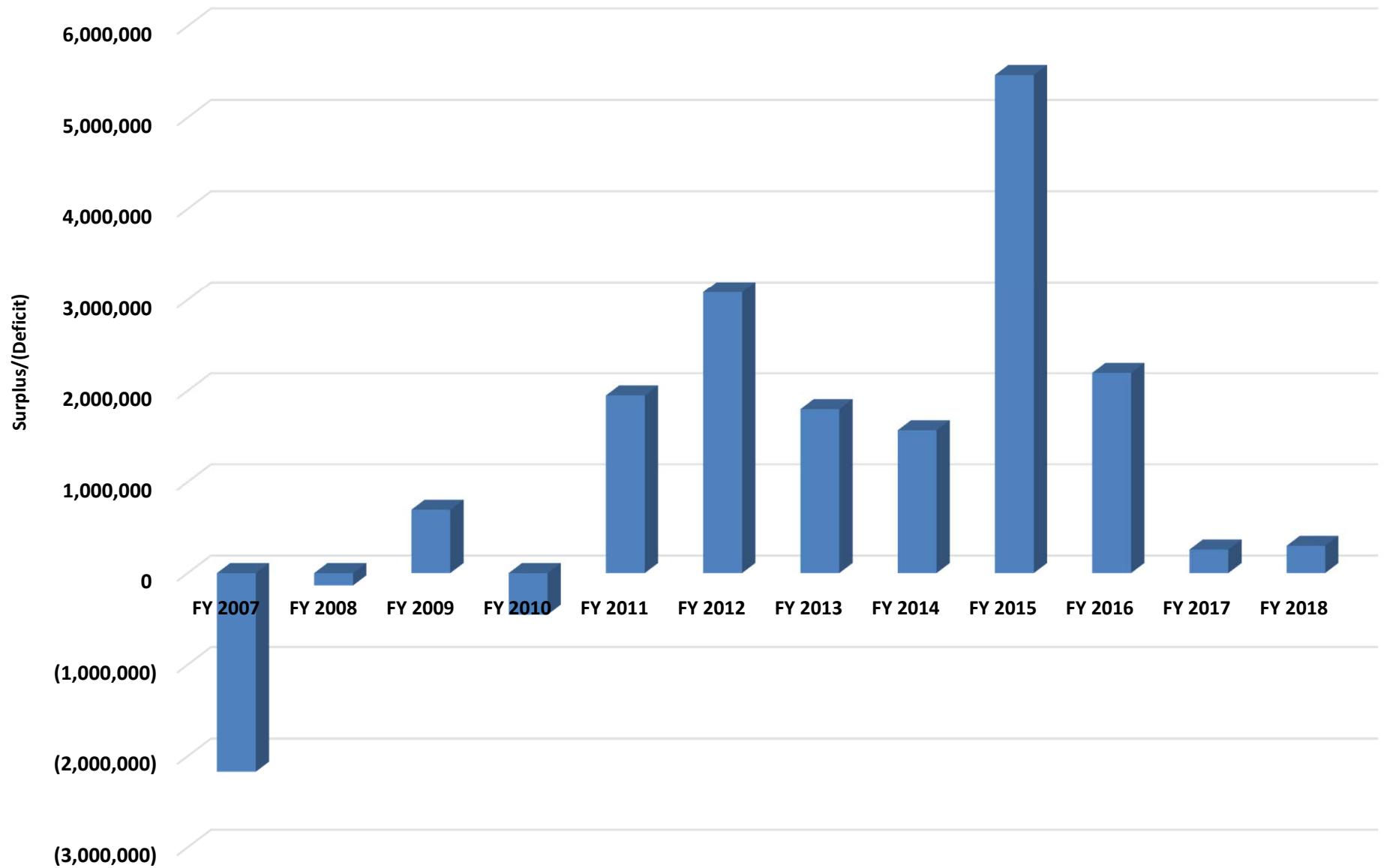


Chart 16: Chatham County Operating Surplus/(Deficit)General Fund

Source: Chatham County CAFRs



**Chart 16B: Percent of Available Fund Balance
Chatham vs. State Average**

Source: NC Treasurer Website

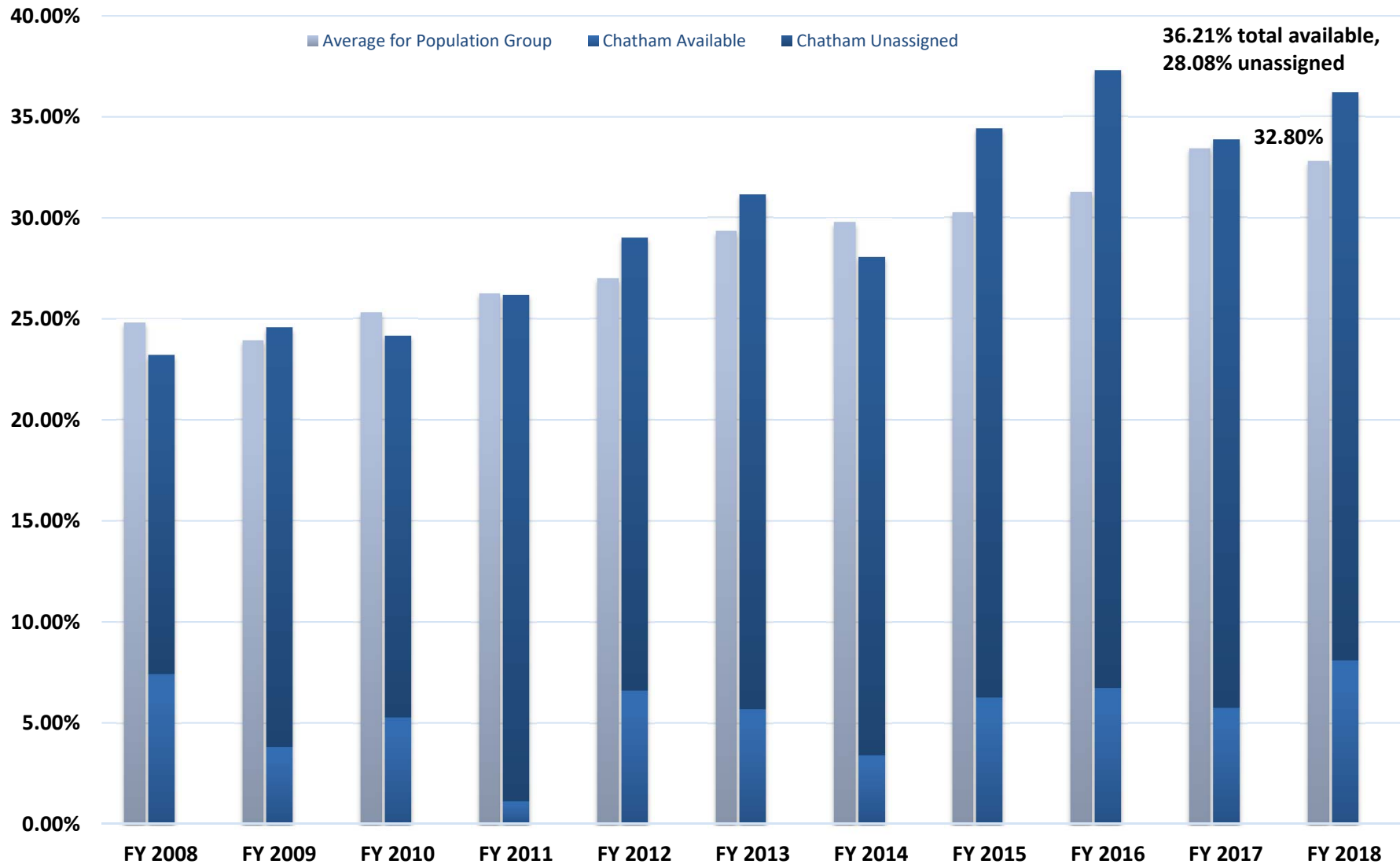


Chart 17: Operating Surplus/(Deficit) Water Fund

Chatham County CAFRs

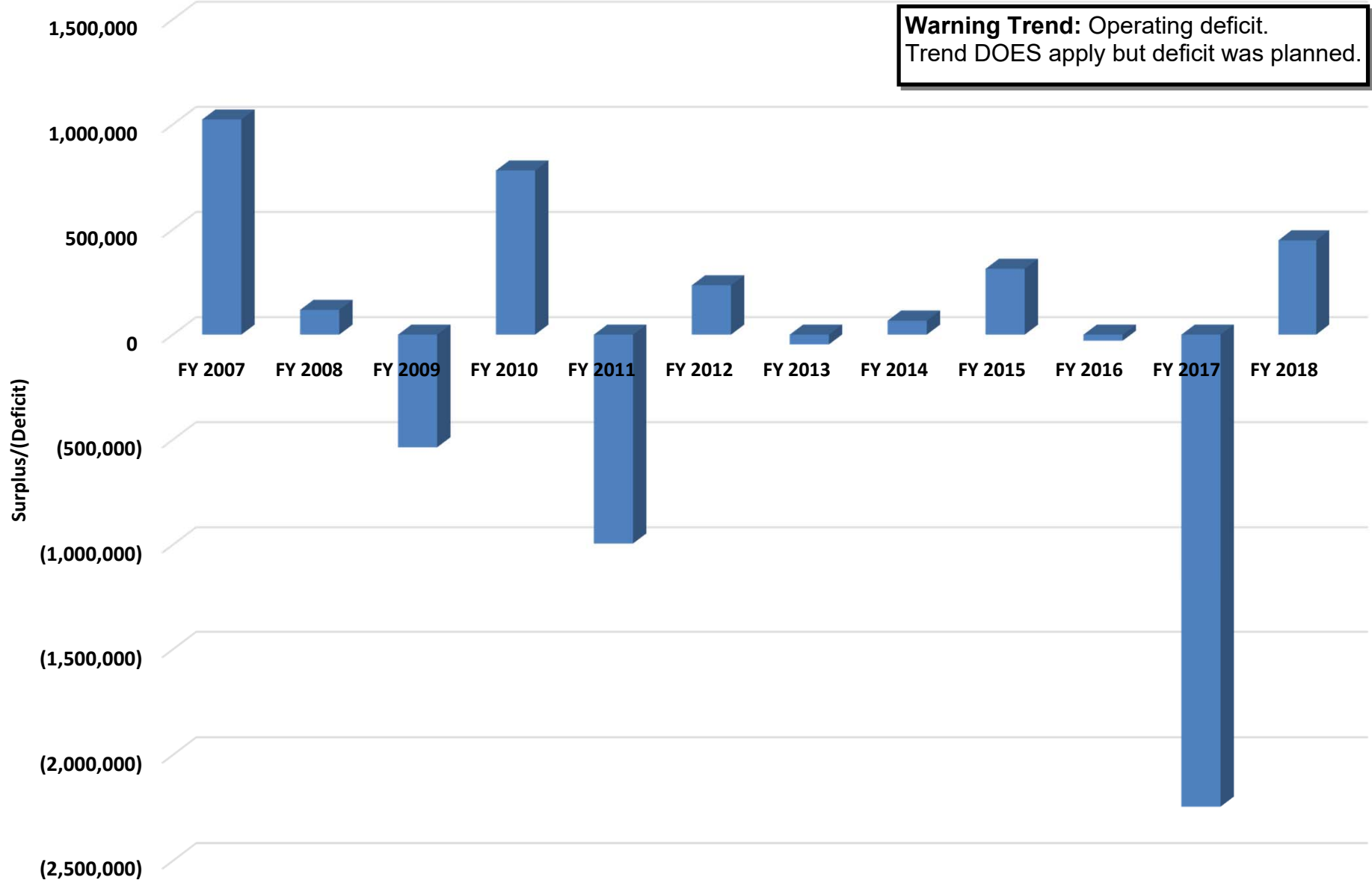


Chart 18: Operating Surplus/(Deficit)Waste Management Fund

Chatham County CAFRs

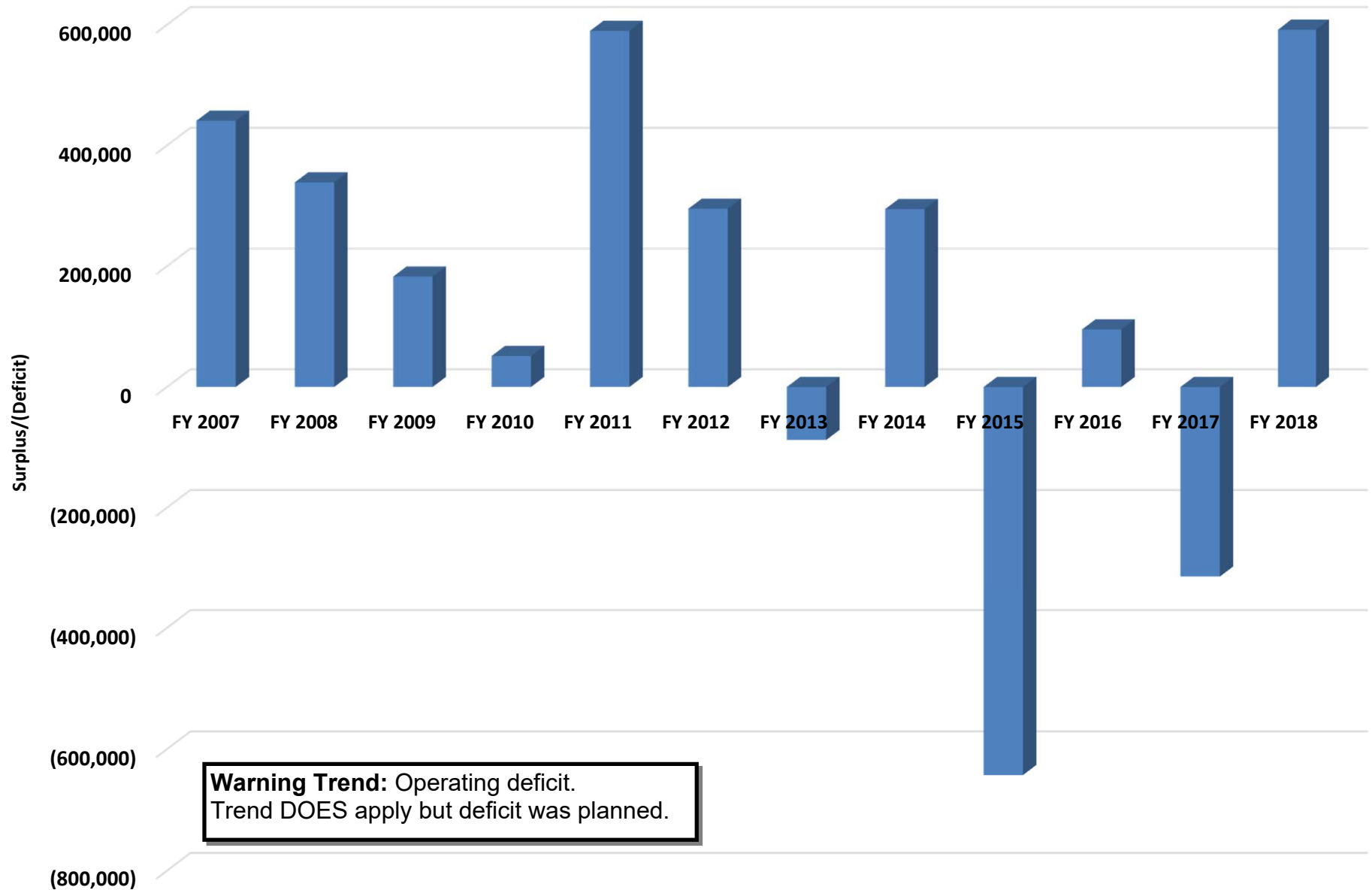
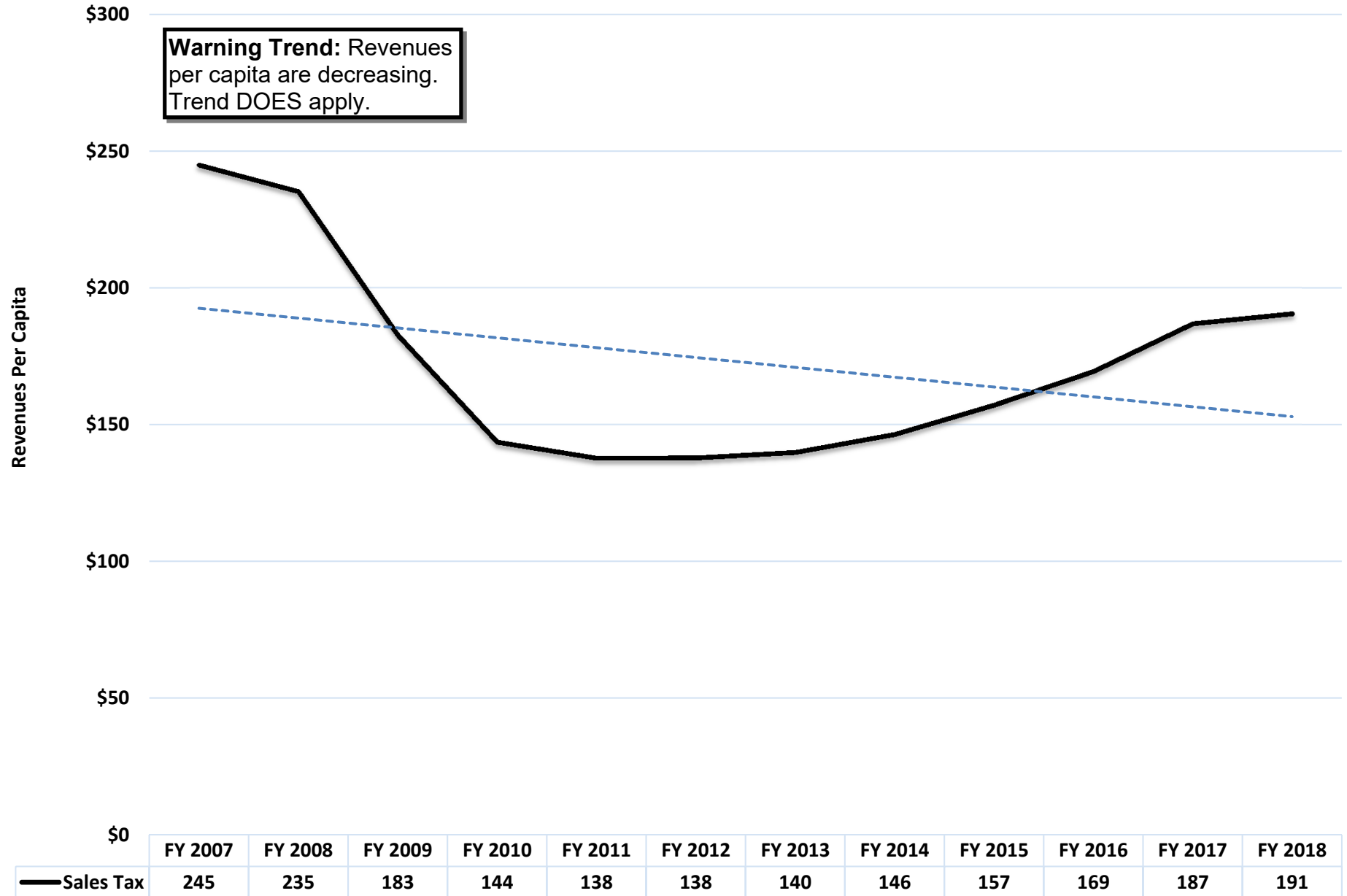


Chart 19: Sales Tax Revenues Per Capita (Constant Dollars)

Source: Chatham County CAFRs

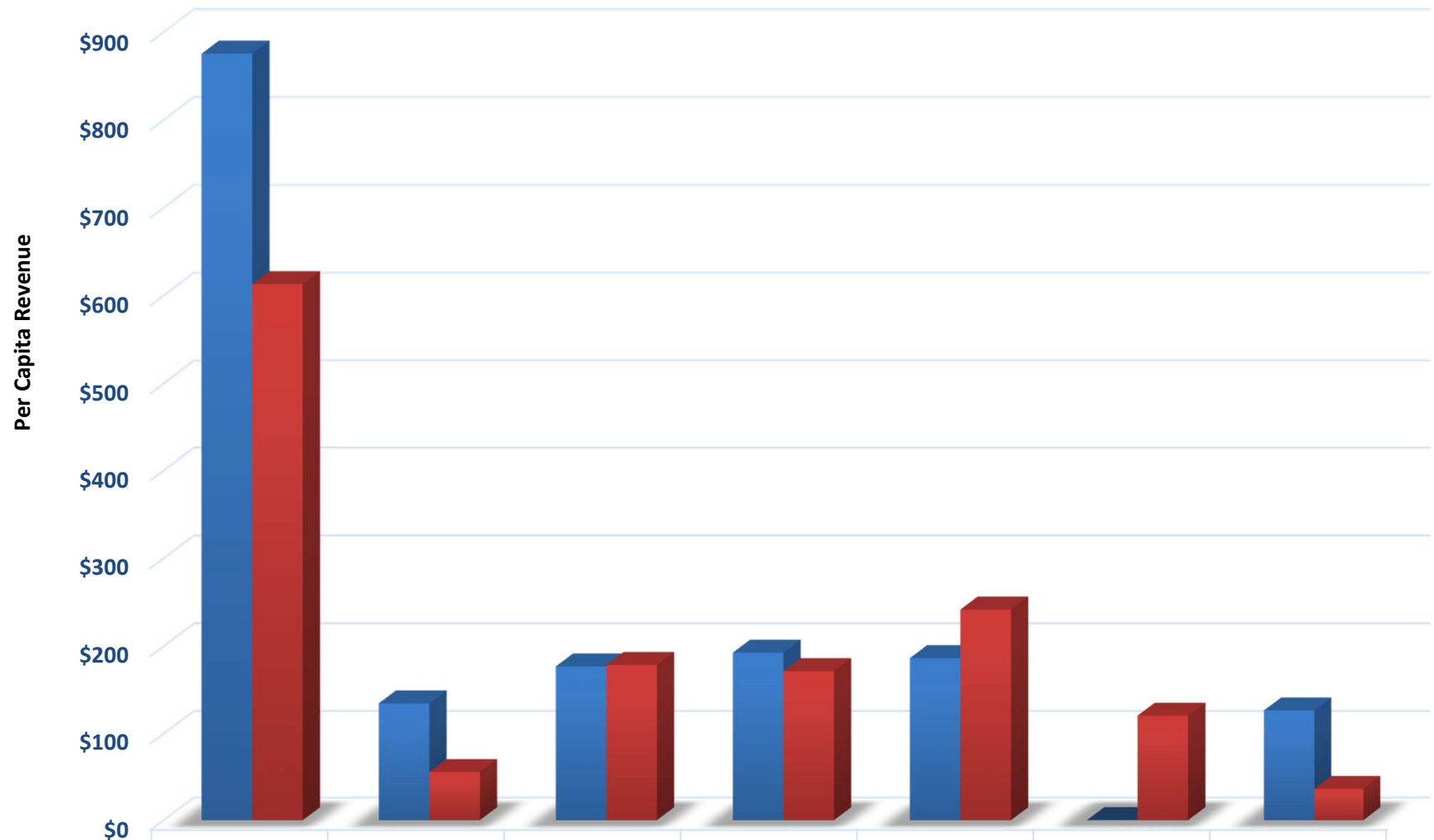
Warning Trend: Revenues per capita are decreasing. Trend DOES apply.



**Chart 20: FY 2016 Per Capita Revenue Comparison
For Counties 50,000-99,999 Population**

■ Chatham County ■ Avg. for Pop. Group

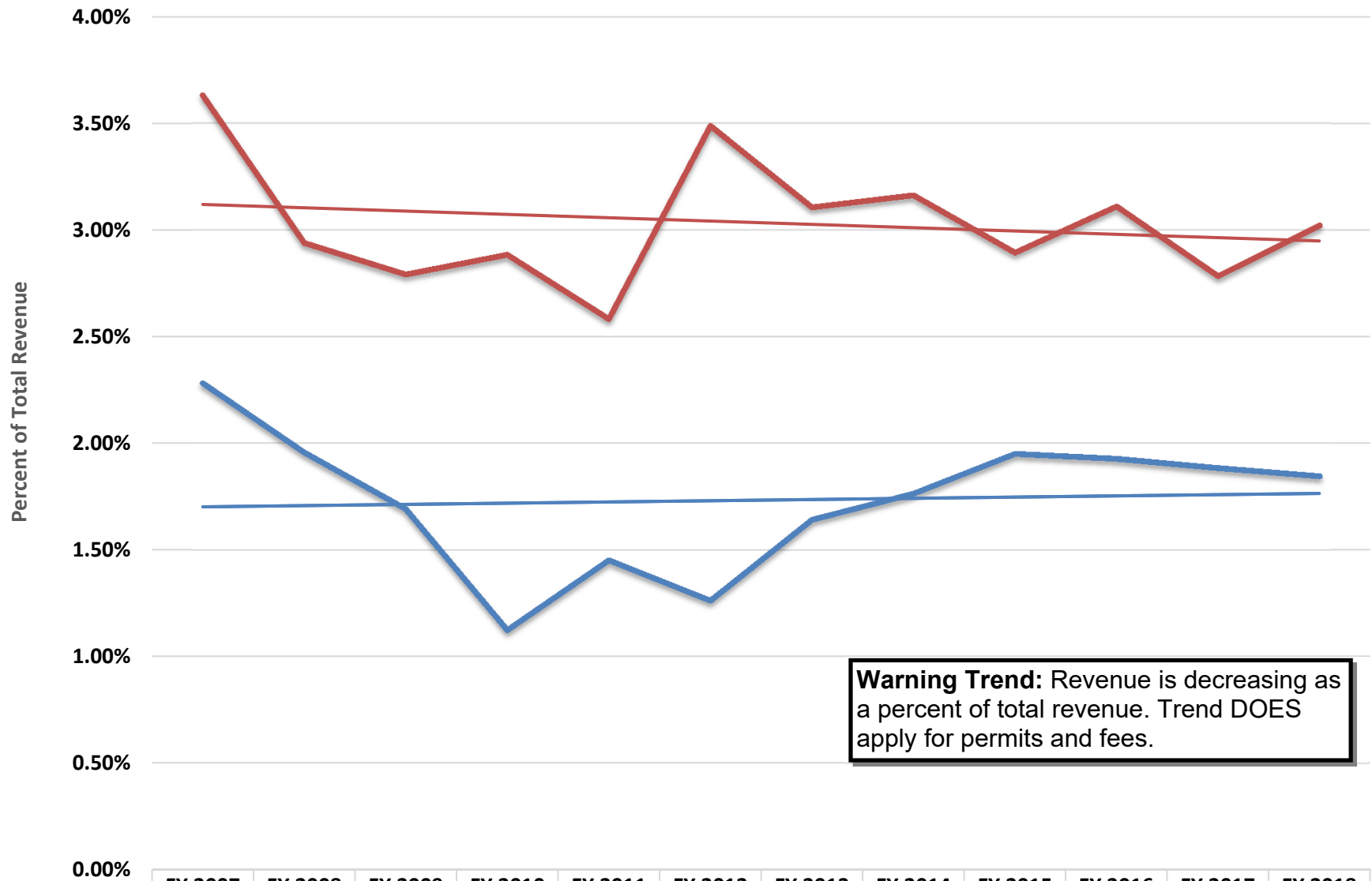
Data Source: NC State Treasurer



■ Chatham County	Property Taxes	Other Taxes	Sales Tax	Sales & Services	Intergovernmental	Debt Proceeds	Other Misc.
	\$875	135	177	193	186	0	127
■ Avg. for Pop. Group	\$613	56	179	172	242	121	36

Chart 21: Charges, Fees, and Permits as % of General Fund Revenue

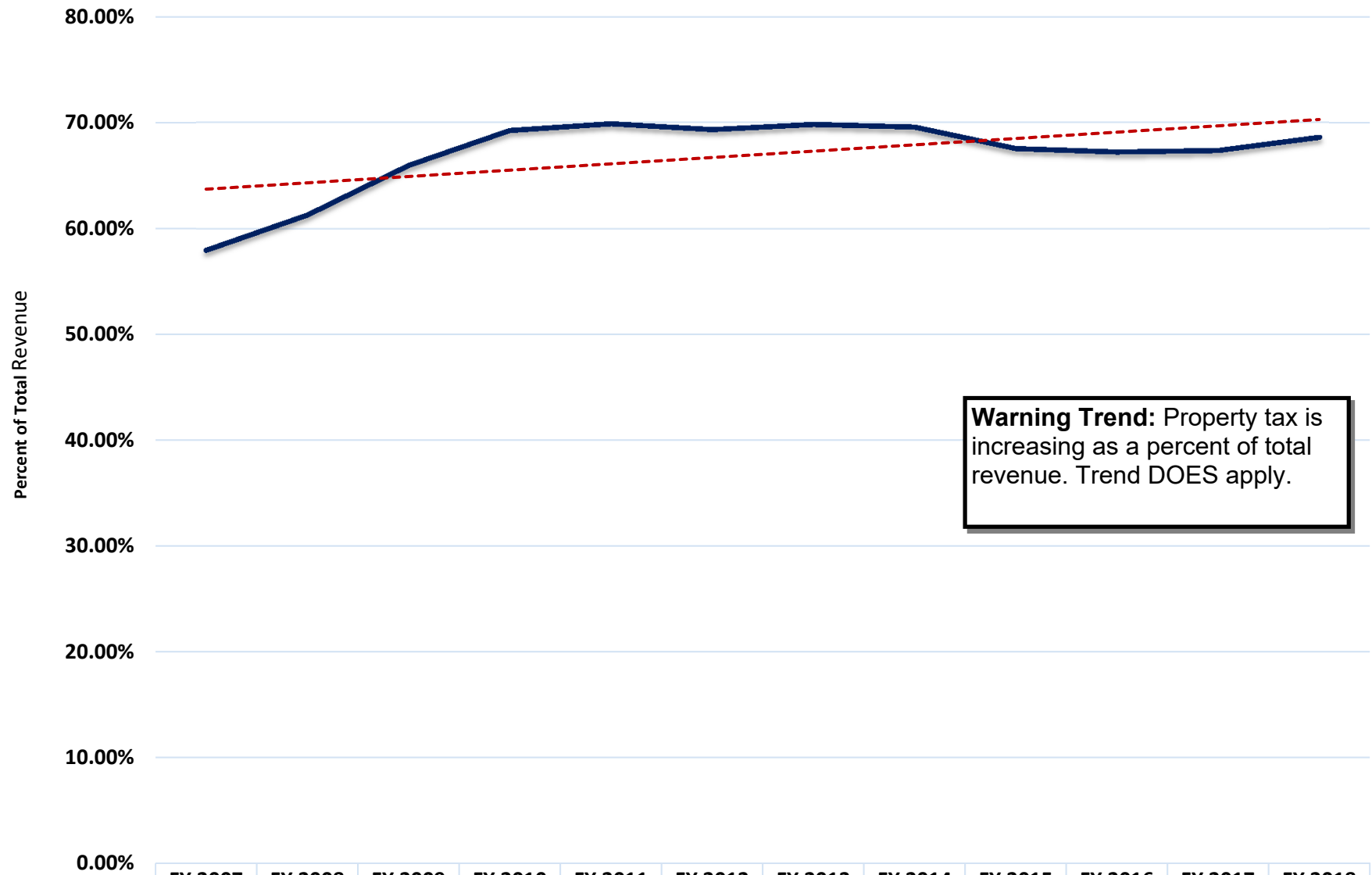
Source: Chatham County CAFRs



	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Permits & Fees	2.28%	1.96%	1.69%	1.13%	1.45%	1.26%	1.64%	1.76%	1.95%	1.93%	1.88%	1.85%
Sales & Service	3.63%	2.94%	2.79%	2.89%	2.58%	3.49%	3.11%	3.16%	2.90%	3.11%	2.79%	3.02%

Chart 22: Property Tax as Percent of General Fund Revenue

Source: Chatham County CAFRs

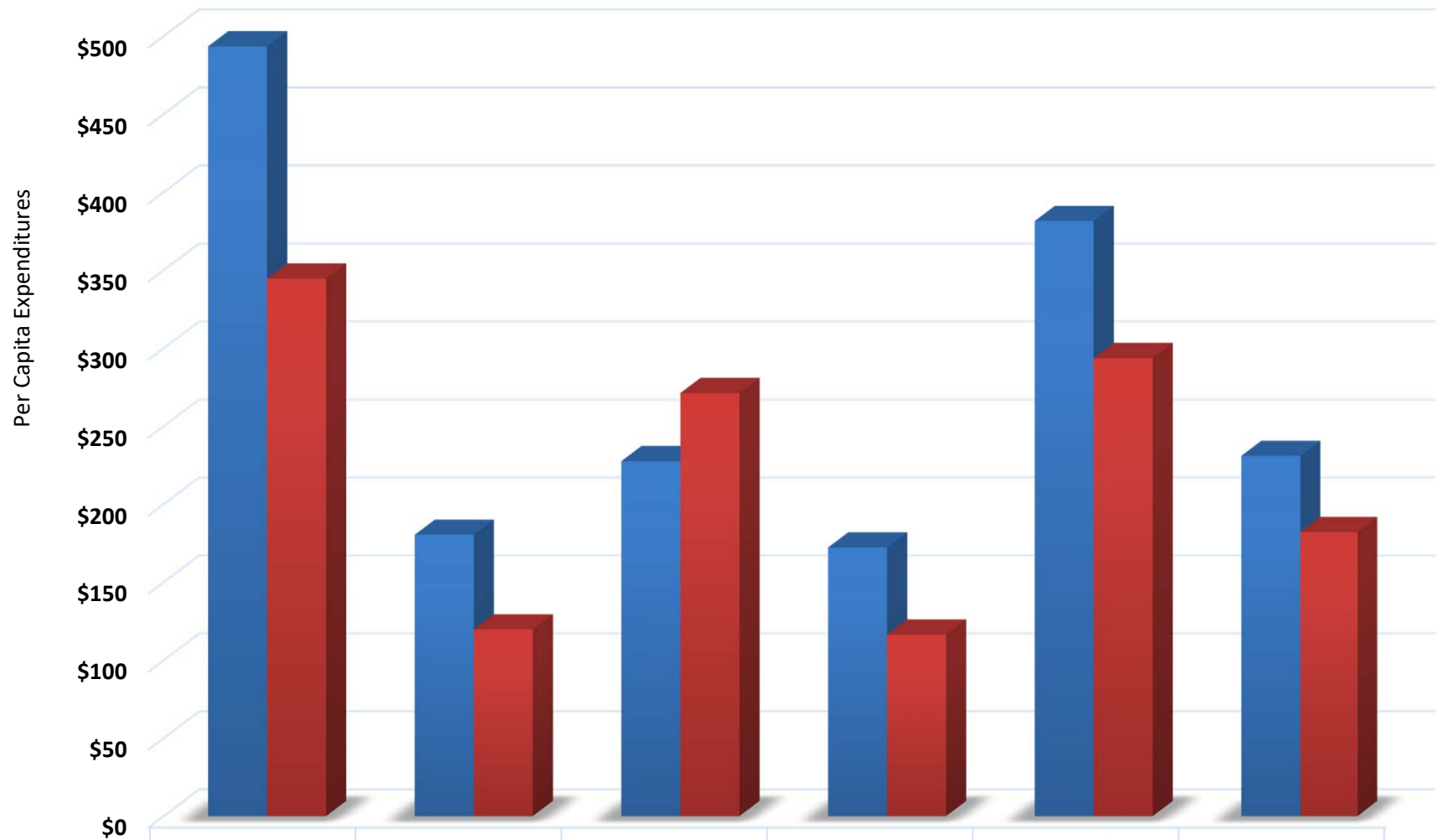


Property Tax	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	58.02%	61.34%	65.98%	69.27%	69.90%	69.35%	69.84%	69.59%	67.57%	67.26%	67.40%	68.64%

**Chart 23: FY 2017 Per Capita Expenditure Comparison
For Counties 50,000-99,999 Population**

■ Chatham County ■ Avg. for Pop. Group

Data Source: NC State Treasurer

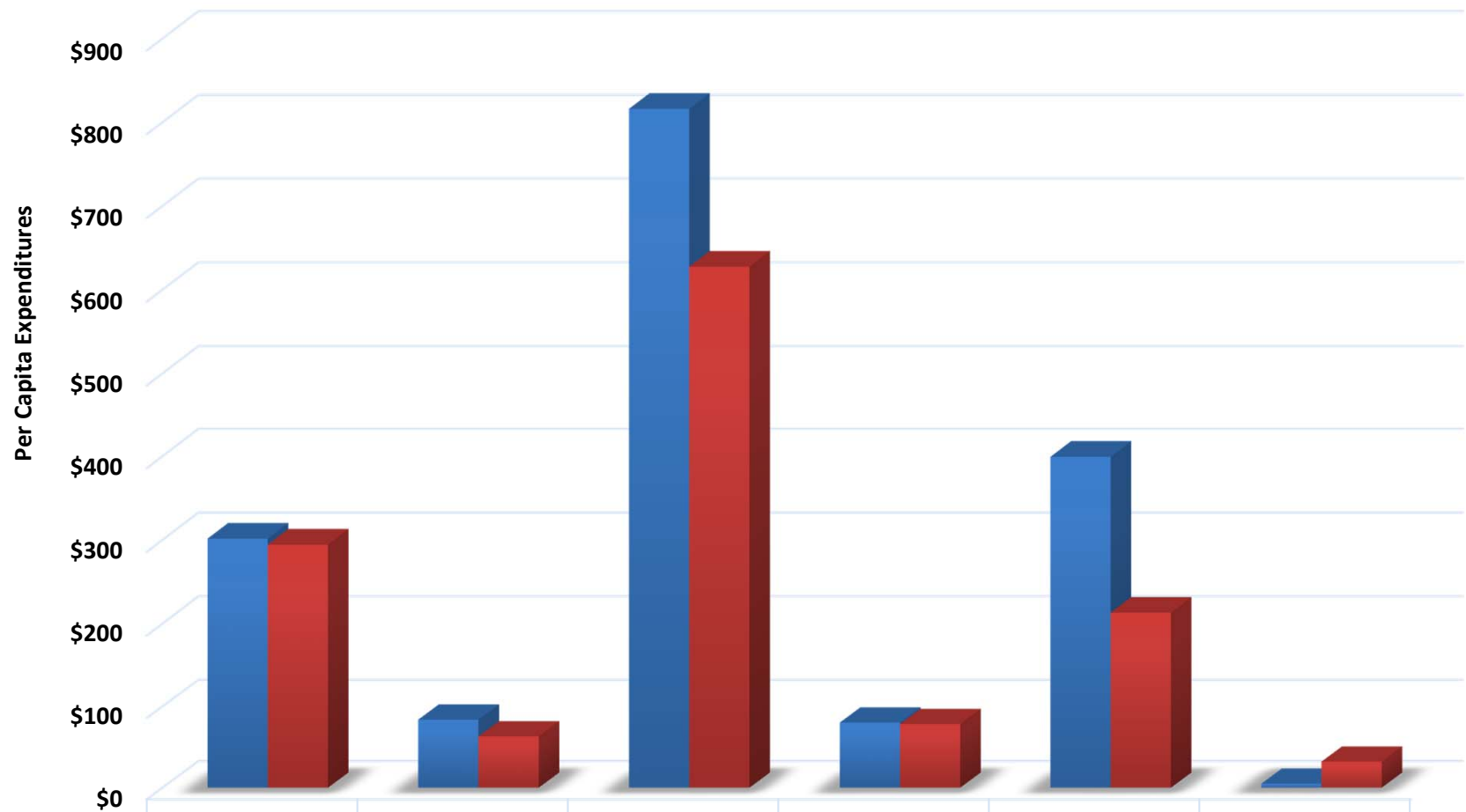


■ Chatham County	\$493	180	228	172	381	231
■ Avg. for Pop. Group	\$345	120	271	116	294	182

**Chart 24: FY 2017 Expenditure Comparison by Object
For Counties 50,000-99,999 Population**

■ Chatham County ■ Avg. for Pop. Group

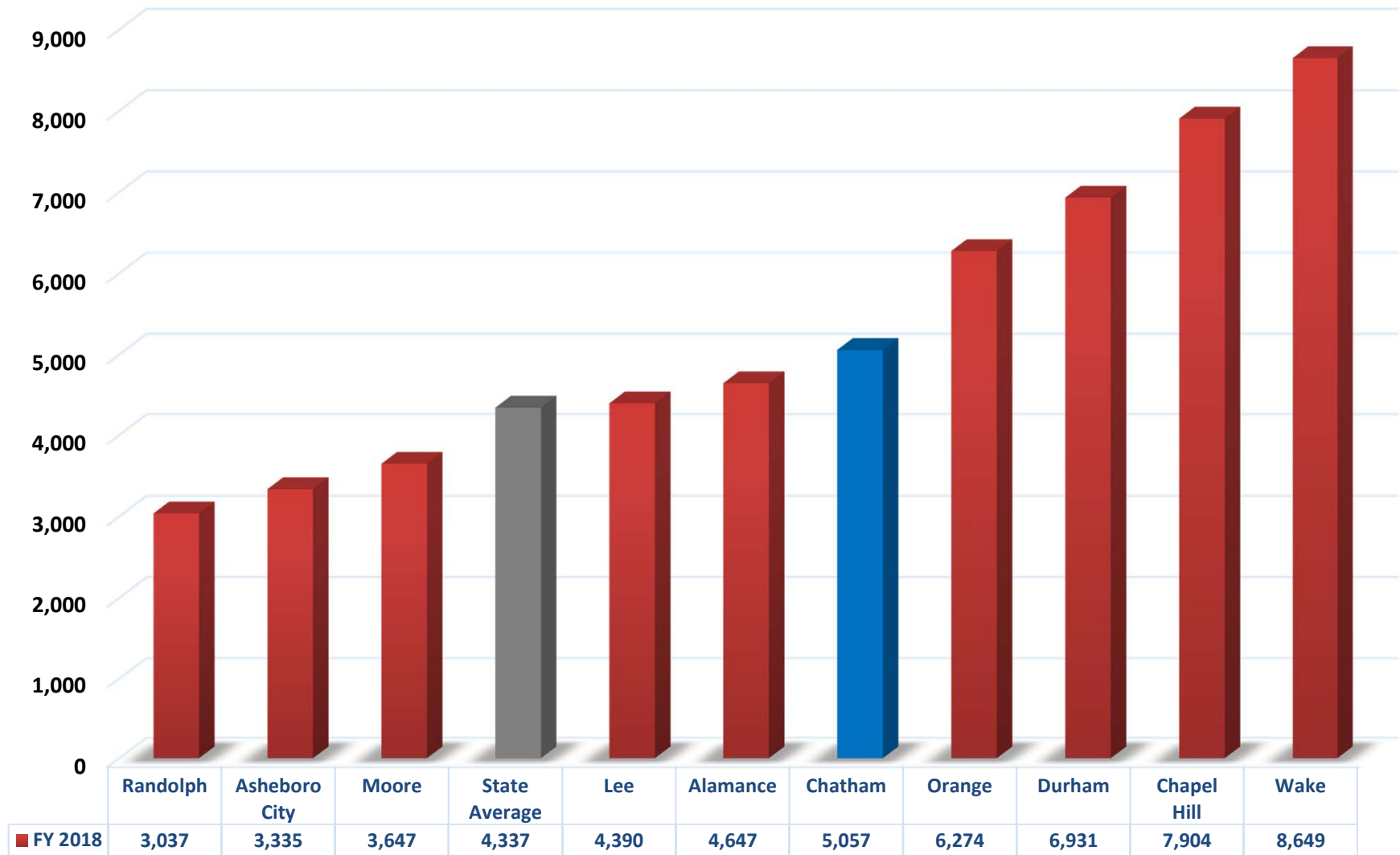
Data Source: NC State Treasurer



■ Chatham County	\$302	84	816	80	399	5
■ Avg. for Pop. Group	\$294	63	628	78	213	32

**Chart 25: FY 2018 Average Teacher Supplements: Chatham,
Surrounding Counties & State Average**

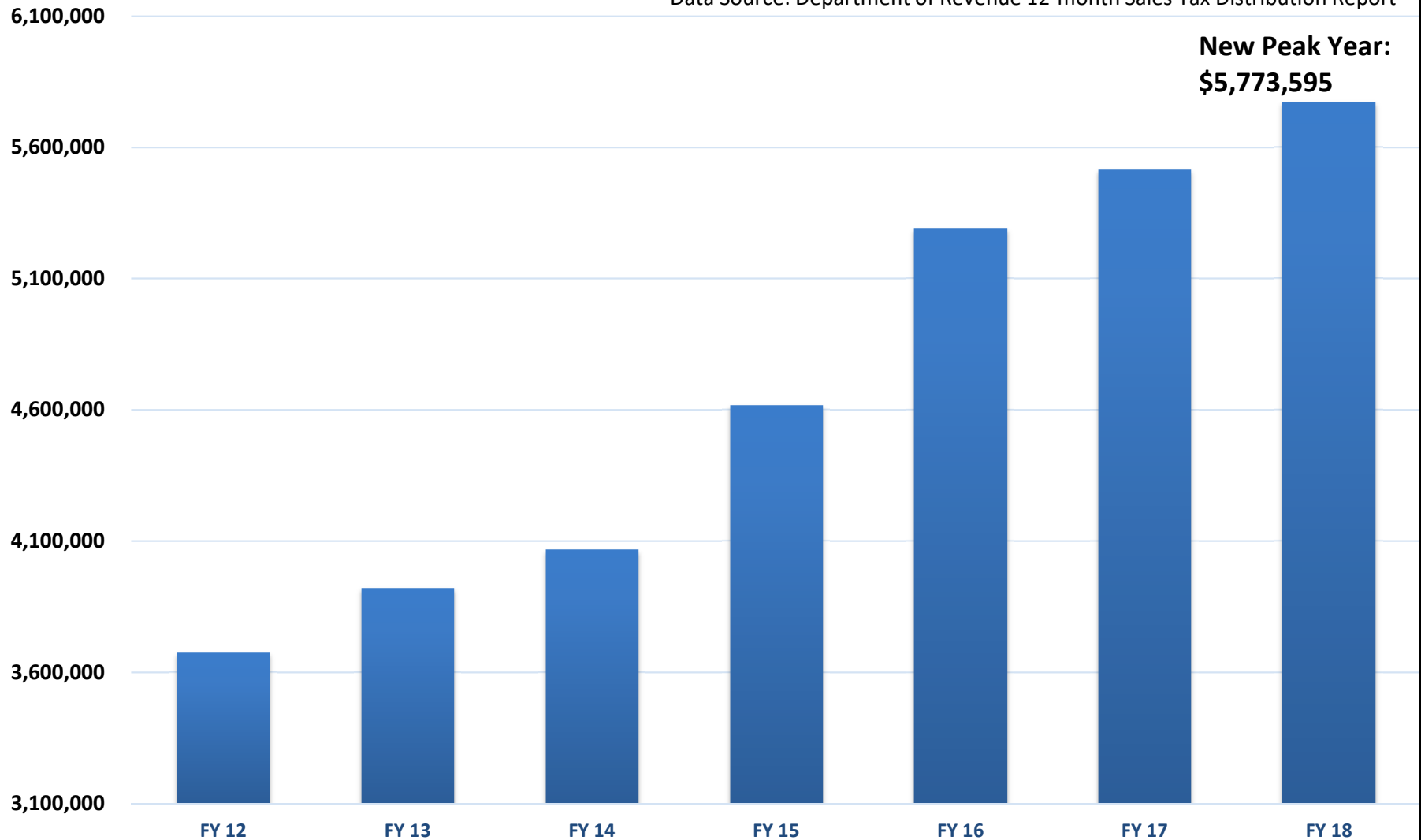
Source: Department of Public Instruction
Local Salary Supplements FY 2018



Chatham's supplement ranks 7th (compared to 6th in the prior year) in the state out of 115 school districts. Our main competition are surrounding counties to the north and east.

Chart 26: Article 39 (locally collected) Sales Tax

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



For the first three months of FY 19, Article 39 receipts are trending about 7% above FY 18. In comparison, Article 40 (collected statewide) is trending up 1.5%. The state report does not match audit numbers because the state accounts for the revenue on a cash basis. However, changes in sales tax over the past few years have made trending very difficult. The state distribution report is the most reliable and consistent source of information.



Chatham County, NC

Text File

File Number: 19-2912

Agenda Date: 1/16/2019

Version: 1

Status: Board Priorities

In Control: Board of Commissioners

File Type: Agenda Item

Agenda Number:

Report on CITs

Chatham County Comprehensive Plan CIT Update

January 2019

Agenda

Process Overview

- CIT Teams & Team Leaders
- 2018 in review
- Prioritized action items
- Key Takeaways

Moving Forward

- Strategic Action Themes
- Connection to BOC & Comp Plan Goals
- How do the themes help?
- Current CIT Status
- End Goal

Process Overview

CIT Teams & Team Leaders

There are Six (6) Collaborative Impact Teams (CITs) :

Administration

Leader: Carolyn Miller

Development Services

Leader: Jenny Williams

ED& Workforce Development

Leader: Alyssa Byrd

Human Services

Leader: Dennis Streets

Natural Resources & Agriculture

Leader: Ginger Cunningham

Public Safety

Leader: Steve Newton

Process Overview

Teams met every month at least once a month and mapped the action items to strategies for each element that corresponded to the team. Effectively going through the entire comprehensive plan

Big Idea: Permanently protect 20,000 acres of additional land by 2040.													If it applies, type an X, m.
Primary Goal: Conserve natural resources.													
Secondary Goals: Preserve the rural character and lifestyle of Chatham County/Provtunities and access to open space/Preserve, protect, and enable agriculture and forestry.													
Team Priority	Overall Priority	ACTIONS	Primary Responsible Department	Other Departments Involvement	Does this apply to my team or department?	Whose Help Do I Need?	UDO	By 2020	By 2025	Beyond 2025	S1.1	S1.2	
Natural Resources													
		Modify submittal requirements as specified in the Natural Resources Plan	Planning	Planning, Watershed, EH, P&R, Coop Ext, S&W, GIS, Tax	Yes	ERAC, PB, CCP?, wLRC, Fish&Wildlife	X	X	X	X	X	X	
		Encourage CERT organizations (hire staff to implement CERT training)											
		Evaluate barriers to renewable energy facilities											
		Create an Electric Vehicle Infrastructure Plan											

2018 in Review

Process Overview

After every team finished mapping, they prioritized the action items that they mapped.

Team Priority	Overall Priority	ACTIONS	Current Fall	Current (Fall 2018)	Goal Alignment	Primary Responsible Department	Other Departments Involved	Does this apply to my	Who's Help Do I Need?	UDO	E
1		Improve facilities and expand programs - Expand/improve Public Safety facilities, technology, budgets and staffing to meet current and growing demands			Manager's	all	yes	community		ongoing	
1		Expand public services (PUBLIC SAFETY) concurrent with demands	Public Works, Planning, Cooperative	Primary	All Public	Yes			x		
1		Develop work-experience opportunities for high school students	Schools, Economic	Secondary	EDC	EM, 911, Fire	yes	CCCC, Schools			
2		Work with towns, law enforcement public safety and health to review and update Disaster Response Strategies			EOC	any public safety er	yes	Public Health, DSS		ongoing	
2		Address localized (PUBLIC SAFETY) data needs and gaps	Health	Secondary	MIS/GIS	All Public Safety, Po	Yes	Schools, FD's, OEM		Ongoing	
2		Support Chatham Health Alliance - Especially for Mental Health	Health	Primary	Health	EM(EMS)	Yes	Health Alliance me		Ongoing	
3		Develop a Health in All Policies approach - Including Mental Health	All County	Primary	Health	All Public Safety, CM	Yes	DSS, PH, FirstHealth, Hospit			
3		Roadway Improvements (see specifics)	Planning	Primary	FM	Yes				x	
4		Monocure Area Plan	Planning	Primary	Plannin	Fire Marshal	yes	EM, FD			
4		Encourage CERT organizations (hire staff to implement CERT training)	Emergency		EOC	EMS, Sherriff's Office	yes	Fire Depts, State C		x	

2018 in Review

Process Overview

Prioritized Action Items

The result: 42 prioritized action items
(not including UDO):

1	Full List of Prioritized Action Items (not including UDO)			Key
2	Develop a Health in All Policies Approach (develop a check list) - PS note - Include Mental Health			Funding Request
3	Moncure Area Plan			Staff Request
4	Increase Land and Water Resources staff capacity (to include SW management and Watershed Protection)			
5	Prioritize/fund the design and construction of facility improvements at parks in conjunction with the Parks Master Plan			
6	Expand public services concurrent with demands (PS CIT note - emphasis on public safety)			
7	Partner with municipalities to serve economic priorities with water/waste water			
8	Develop work-experience opportunities for high school students - HS CIT - Expand new work readiness and work experiences for high school students and those who are unemployed or underemployed			
9	Coordinate with Chatham Conservation Partnership to host conservation data on county website			
10	Consider funding additional agricultural extension positions (increase outreach staff)			
11	Work with towns, law enforcement, public safety and health to review and update Disaster Response Strategies			
12	New Incentive policy for small to medium sized businesses (EDC Note: Go back to refine after mapping)			
13	Provide training to increase capacity to review and permit LEED buildings			
14	Assess staffing at all levels and create a trail coordinator			
15	Explore grant funds/partnerships to expand broadband internet coverage - HS Note: Think about boosting radio in order to improve communication across the county			
16	Review towns' incentive/loan programs for possible County participation			
17	Continue partnering with Rebuilding Together			
18	Improve training of assistance programs and services in areas based housing			

Process Overview

Key Takeaways

- Not all the action items are strategies or measurable, language changes have to be made
- Our notion of resiliency per the comp plan is limited, operationally we have to think much more holistically – resilience in Finance, Budget HR, IT, etc..
- Some departments are better represented than others – how can we make sure Plan Chatham connects better?
- A lot of what is happening in the comp plan is already in progress, how can we make it a living document and still accomplish our goals?
- There is a lot of overlap with other plans

Moving Forward

Strategic Action Themes

CIT Team Leaders met several times to discuss how to best move forward. When discussing the prioritized action items, they realized a lot of the priorities were related. From this emerged the following Strategic Action Themes:

1. Develop a Health In All Policies Approach
2. Develop services concurrent with demands
3. Master Planning Efforts
4. Develop work experiences for high school students and unemployed/underemployed
5. Address localized data and technological infrastructure gaps
6. Develop strategies for preserving affordable housing and expanding transit services to meet the needs of the disadvantaged and people in rural areas

BOC GOAL ALIGNMENT	Develop a Health in All Policies Approach	Expand Public Services Concurrent with Demands	Master Planning Efforts	Develop work experi- ences	Address localized data and techno- logical infrastructure gaps	Develop strategies to preserve affordable housing and expand transit services...
BOC GOAL 1: Demonstrate sound fiscal stewardship			X			
BOC Goal 2: Provide effective, efficient government that is responsive to the differing needs of residents and varying circumstances across the county		X	X	X	X	
BOC GOAL 3: Support Pre-K through 12 and the community college in providing a quality education for all students				X		

COMP PLAN GOAL ALIGNMENT	Develop a Health in All Policies Approach	Expand Public Services Concu- rrent with Demands	Master Planning Efforts	Develop work exper- iences	Address localized data and techno- logical infrastructure gaps	Develop strategies to preserve affordable housing and expand transit services...
Preserve the rural character & lifestyle of Chatham County	X	X	X		X	
Preserve, Protect, and enable agriculture and forestry	X	X				
Promote a compact growth pattern by developing in and near existing towns, communities and in well designated, well planned, walkable mixed use centers	X	X	X		X	X
Diversify the tax base and generate more high-quality, in county jobs to reduce dependence on residential property taxes, create economic opportunity and reduce out-commuting	X			X	X	

COMP PLAN GOAL ALIGNMENT

Develop
a Health
in All
Policies
Approach

Expand
Public
Services
Concu-
rent
with
Demands

Master
Planning
Efforts

Develop
work
exper-
iences

Address
localized data
and techno-
logical
infrastructure
gaps

Develop
strategies to
preserve
affordable
housing and
expand transit
services...

Conserve natural resources

X

X

Provide recreational opportunities
and access to open space

X

X

Provide infrastructure to support
desired development and support
economic and environmental
objectives

X

X

X

X

X

Become more resilient by
mitigating, responding and
adapting to emerging threats

X

X

X

Provide equitable access to high
quality education, housing ,and
community options for all

X

X

X

X

Foster a healthy community

X

X

X

Moving Forward

*How do the
themes help?*

- The themes provide a third way for departments across Chatham to connect to the comprehensive plan.
- The themes provide another way for departments to connect to BOC goals.
- The themes provide a broad yet focused and aligned direction for departments moving forward.

Moving Forward

Current CIT Status

- January – CIT Teams will be introduced to the themes & revisit their prioritized action items. Action items will be connected to themes.
- February/March – Timeline & Strategies for the priorities will be finalized (already mapped but additional edits might be needed).
- May/Summer – Open
- August/September – CITs will have a meeting to look at their heads up + potential budget requests as a team.
- November - Open

Moving Forward

End Goal

Connecting measurable goals to our funding and decision making process to help balance the importance of maintaining service delivery levels, meeting demand and need, while remaining fiscally responsible, effective, efficient and resilient...

Questions?

	Develop a health in all policies approach	Expand Public Services Concurrent with Demands	Master Planning Efforts	Develop work experience opportunities for high school and those who are unemployed/under-employed	Address localized data and technological infrastructure needs & gaps	Develop strategies for preserving affordable housing and expanding transit services to meet the needs of disadvantaged and people in rural areas
BOC GOAL 1: Demonstrate sound fiscal stewardship			X			
BOC GOAL 2: Provide effective, efficient government		X	X	X	X	X
BOC GOAL 3: Support Pre-k through 12 and community college						
Preserve the rural character and lifestyle of Chatham County	X	X	X		X	
Preserve, Protect, and enable agriculture and forestry	X	X				
Promote a compact growth pattern by developing in and near existing towns, communities and in designated, well planned, walkable, mixed use centers	X	X	X		X	X
Diversify the tax base and generate more high-quality, in county jobs to reduce dependence on residential property taxes, create economic opportunity, and reduce out-commuting	X			X	X	
Conserve natural resources	X		X			

Provide recreational opportunities and access to open space	X		X			
Provide infrastructure to support desired development and support economic and environmental objectives	X	X	X		X	X
Become more resilient by mitigating, responding, and adapting to threats	X	X			X	
Provide equitable access to high quality education, housing and community options for all	X			X	X	X
Foster a healthy community	X			X		X



Chatham County, NC

Text File

File Number: 19-2913

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Version: 1

Status: Board Priorities

In Control: Board of Commissioners

File Type: Agenda Item

Heads Up requests from departments

Heads Up

SUMMARY FROM DEPARTMENT HEADS

Heads Up

WHAT IT IS

Departments heads give budget staff and commissioners a 'heads up' on issues for the coming year

Issues may impact budget requests, be controversial, require BOC intervention in the coming year, etc.

WHAT IT IS NOT

Analysis by budget staff

Agreement by budget staff or County Manager on the solution

Ranked/Prioritized

Recommended

Development Services CIT

Central Permitting

- **Building Inspector Incentive Program**
- Background:
 - Increasingly difficult to recruit and retrain building inspectors
 - After training and obtaining certification in Chatham they become a valuable asset to surrounding jurisdictions
 - Career path has helped with recruitment, now need to address retention
- Potential budget impact: \$32,500 based on current certification levels and expiration dates of probationary certification

Central Permitting & Tax

- **Staffing: Database Administrator**
- Background:
 - In FY 2021 the current tax software is scheduled for replacement
 - Existing database requires cleanup and preparation to make the migration to new software successful
 - Position would also train users in the use of new tax software and CityView and administer both systems
- Potential budget impact: \$66,000 salary & benefits plus \$5,800 one-time and increased operating

Register of Deeds

- **Staffing: Assistant Register of Deeds**
- Background:
 - Need depends on Chatham Park and other new development
- Potential budget impact: \$51,000 salary & benefits

Water Distribution

- **Staffing: 2 Utility Service Workers**
- Background:
 - Ongoing workload demands indicate the need to have staff capable of fielding 2 crews of 3-4 people
 - Also address hydrant/valve replacements indicated by the recently completed asset management study
- Potential budget impact: \$92,000 salary & benefits (2) plus \$56,000 trucks and \$7,600 operating
-

Watershed Protection

- **Staffing: Watershed Specialist**
- Background:
 - Department has not been fully staffed so difficult to understand workload assessment
 - Need could be impacted by Chatham Park and new development
- Potential budget impact: \$50,000 salary & benefits plus \$25,000 vehicle

Development Services & Public Safety CIT

GIS & Emergency Management

- **Equipment: Drone**
- Background:
 - EM & GIS have workflows and departmental requirements that would benefit from the rapidly evolving technology provided by drone hardware and software. Examples include disaster assessment, site inspections, thermal imagery, survey ground control, site plans, facility 3D mapping, aerial imagery acquisition, etc.
- Potential budget impact: Approximately \$10,000 one-time plus \$2,500 ongoing operating expense

Natural Resources & Agriculture CIT

Cooperative Extension

- **Staffing: Administrative receptionist position**
- Background:
 - There is no one up front to receive or direct clientele.
 - Current administrative support staff sit in offices and do not sit up front.
- Potential budget impact: \$44,000
-

Cooperative Extension

- **Staffing: NC A&T State based Extension Agent**
- Background:
 - NC Cooperative Extension consists of two land-grant universities: NCSU and NC A&T State. Currently there are no A&T agents in the Chatham County Center.
 - Traditionally, A&T agents have been tasked with creating programming for underserved and limited-resource populations in counties, and this is oftentimes similar of other 1890s land-grant universities. This agent could have 4-H or Community Rural Development responsibilities.
- Potential budget impact: ~\$30,000 with 50% covered by NC A&T

Solid Waste & Recycling Fees

- **Downturn in recycling markets**

- Instead of receive revenue to recycle the department is paying to recycle
- Staff assessing current and projected budgetary needs to determine if SWR revenue & fees will cover expenses

- **Combined fee**

- Currently 2 separate fees for residents in unincorporated area:
 - Availability fee (\$91)
 - Disposal fee (\$34)
- Staff recommends combining the fees

Human Services CIT

Council on Aging

- **Transportation**

- Very probable loss of DOT 5310 grant funding
- Impacts transport to centers for congregate meals and activities, grocery stops and transportation to medical appointments
- Potential budget impact: \$310,000

- **In-home aide program**

- Wait list includes 10 home-bound seniors not Medicaid eligible plus 10 family caregivers
- Keeping these people at home is of greater benefit to the county
- Potential budget impact: \$91,000

Council on Aging

- **General allocation**

- Background

- Cuts were taken during the recession (-\$40,833) and were never reinstated; but senior population and demand for service has increased

- Potential budget impact: \$30,362

- **Facilities repair**

- Background

- As the two senior center facilities age both expected and unexpected maintenance and repair is needed

- Potential budget impact: \$10,000 – could be recurring or one-time

Court Services & DSS

- **Staffing: Case Manager**
- Background:
 - Chatham 360 provides services for first-time adult substance abuse offenders
 - Additional referrals from DSS, Chatham Detention, Criminal Court, and other non-court related agencies are increasing
 - Case manager could serve multiple departments and identify services to provide “warm hand-off” for individuals needing service
- Potential budget impact: \$55,000

Chatham Transit

- **Staffing: Mobility Manager**
- Background:
 - Loss of DOT grant funding
 - Mobility Manager will assist Chatham County residents in learning how to utilize all available modes of public transportation.
 - Work with groups to make connections and develop new routes/connections,
- Potential budget impact: \$48,000

Nonprofit Allocation

- **Nonprofit allocation**
- Background:
 - Appropriation has not increased since 2006
 - Demand for human services has grown
- Potential budget impact:
 - \$17,000 to regular appropriation (from \$233,000 to \$250,000)
 - \$50,000 for emergency housing (AHTF)

DSS

- **Staffing: 3 positions in Child Welfare**
 - Background:
 - Child welfare in the midst of state and federal reforms will result in additional workload, including case load and NC FAST administration
 - Number of children in foster care has increased 27% in the past 2 years
 - Potential budget impact: \$246,000 but can get 50% offsetting revenue
- Medicaid
 - Changes coming, no immediate staffing/budget request

Affordable Housing Trust Fund

- **Emergency housing-related needs**
- Background
 - Many emergencies are housing related (e.g. eviction, rent & utilities)
 - Emergency funding not a fit for nonprofit RFP for services
 - Increase to AHTF could include policy & process definition
- Potential budget impact: \$50,000

Parks and Recreation

- **Reinstate contribution to Parks Capital Reserve discontinued in 2012**
 - 2009 \$522,000 was transferred
 - 2011 \$300,000
 - Helped to provide matching funds for grants
- **Add new programs for adults**
 - Open Gym
 - Kickball, Dodgeball, Corn Hole
- **Scholarship program**
 - For residents who can't afford programs
 - Staff working to better define administrative issues

Public Health

- **Staffing: Formerly Incarcerated Transition (FIT) program staff**
- Background:
 - Links people leaving prison with continuing health care services
 - UNC Family Medicine established pilot program in Orange County
 - Train community health worker with prior criminal justice center involvement
- Potential budget impact: \$55,000 plus \$23,000 contracted services

Public Safety CIT

Telecommunications

- **Staffing: Communications Shift Supervisor**
- Background:
 - Lead trainer has been rotating shift but needs to be fully devoted to training during first shift
 - Need shift supervisor to round out supervision for 4 teams
- Potential budget impact: \$61,000

Sheriff - Detention

- **Staffing: 8 Detention officers to continue to meet PREA requirements**
- Background:
 - PREA is a federal mandate that requires all juveniles, as defined under the age of 18, to be held out of sight and sound of adult inmates.
 - May be impacted by raise the age legislation
- Potential budget impact: \$500,000 salaries & benefits plus \$14,000 one-time (psych exams, drug screens, physicals, uniforms)

Sheriff - Patrol

- **Staffing: 4 additional patrol deputies**
- Background:
 - Currently 5 patrol zones
 - Division wants to create a 6th zone
 - Additional deputies should result in lower response times
- Potential budget impact: \$236,000 salary & benefits plus vehicles, cameras, etc.

Sheriff - Recruitment

- **Staffing: Hire 1 civilian employee**
- Background:
 - Recruitment in general and recruitment of Chatham residents is increasingly difficult
 - Problem attending BLET while not working
- Potential budget impact: \$32,000

Sheriff – Domestic Violence

- **Staffing: Pick up grant-funded part-time victim coordinator position and extend to full time**
- Background
 - NC Governor's Crime Commission currently funds a half-time victim coordinator
 - Position available to assist with court time but additional time would benefit front-end of victim issues and case closure
- Potential budget impact: \$137,293 salary & benefits plus \$4,000 for GPS monitoring

Administration CIT

Human Resources

- **Staffing: HR Technician**
- Background:
 - Growth in Chatham County workforce results in increased workload demand in Human Resources
 - Currently only 2 staff serve over 500 employees
- Potential budget impact: \$48,000 salary & benefits plus \$3,800 one-time and operating

Human Resources

- **Program: Employee Assistance Program**
- Background:
 - The current EAP is only available to employees enrolled in long-term disability coverage
 - 48% have access to the EAP.
 - Staff is currently taking on this role by directing employees to local sources through research, but staff is not equipped to serve as the EAP among all of the other duties.
- Potential budget impact: \$1.22 PEPM (\$7,500 annually)

Facilities

- **Staffing: Assistant Event Coordinator**
- Background:
 - Help with software management, social media, providing receptionist service at after hours events
 - Need could be relieved by operational and policy changes
- Potential budget impact: \$48,000

MIS

- **Staffing: Second Audio/Visual technician for back up at CCACC**
- Background:
 - Currently one person is assigned to support the A/V equipment at the CCAC
 - Backup is provided by other MIS staff
 - A second person assigned to A/V would provide better coverage at all events in the county
- Potential budget impact: \$66,000 salary & benefits plus \$1,600 operating expense
-

MIS

- **Staffing: Business Systems Software Support**
- Background:
 - MIS has been a 'hardware' support group with very limited software engineering aptitude
 - MIS can expand to include a software support team to complement the existing tech support and network engineering teams
- Potential budget impact: \$72,000 salary & benefits plus \$5,000 operating expense

Process

- Heads Up expansion requests will be ranked and prioritized by staff
- Recommended positions/programs/funding will be included in the FY 2020 Recommended Budget



Chatham County, NC

Text File

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File Type: Agenda Item

CIP Reminder

CIP Reminder

A RECAP OF HOW THE CIP WILL IMPACT THE OPERATING BUDGET

New Projects Approved

- Chatham County Detention Center Generator
 - \$627,739
- Schools – Resurface Tracks
 - \$474,480
- Emergency Operations Center Upgrade
 - \$10,000,000
- Emergency Communications – Radio System Upgrade
 - \$18,909,295

Capital Reserve funded projects

- Chatham County Detention Center Generator – total cost \$627,739
 - FY2021 - \$156,935
 - FY2022 - \$235,402
 - FY2023 - \$235,402
- Schools – Resurface Tracks – total cost \$474,480
 - FY2020 - \$159,459
 - FY2021 - \$151,627
 - FY2022 - \$ 163,394

Debt Funded Projects

- Emergency Operations Center Upgrade – total cost \$10,000,000
 - FY2020 - \$5,000,000
 - FY2021 - \$5,000,000
- Emergency Communications – Radio System Upgrade – total cost \$18,909,295
 - FY2020 - \$14,579,918
 - FY2021 - \$4,329,377
- Planned debt issuance in FY2020 for \$32,780,000
 - New Schools Central Services Building (total cost - \$11,142,055)
 - Previously approved, increase of \$5,194,844 in costs due to changes in scope
 - EOC upgrade
 - Radio System Upgrade

Impact on Operating Budget

- Equivalent of 1.5 cents on property tax rate for next debt issuance
 - Emergency Operations Center expansion, Radio System upgrade, New Schools Central Services building
- Contribution to capital reserve - \$3,508,250
 - \$1,094,861 increase over FY2019
- Increased operating costs of \$1,483,956 in FY2020
 - \$592,641 increase over FY2019



Chatham County, NC

Text File

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Status: Board Priorities

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Article 46

Article 46 Sales Tax

LOCAL OPTION SALES TAX FOR COUNTIES

General Information

- ¼ cent local option sales tax
 - ¼ cent for every dollar of taxable goods, 25 cents on every \$100 of goods
- Requires approval by the voters via a referendum item
- Only sales tax article NOT shared with Municipalities
- Sales tax does NOT apply to unprepared food or gasoline
- Estimated annual revenue of approximately \$1.6 million (based on 2017 distributable proceeds from NC Dept. of Revenue)

Additional Information

- 42 Counties have passed Article 46 sales tax referenda (including those passed in May and November 2018)
- 5 of 8 surrounding counties are currently levying Article 46 sales tax
 - Durham, Harnett, Lee, Orange, Randolph
 - Wake County has not brought item to voters
 - Alamance (2012 and 2018) has had 2 unsuccessful referenda
 - Moore County referendum passed in November 2018
 - Previously had unsuccessful referendum in 2016
 - Not yet levying due to timing requirements, but eligible by April 2019
- 20 Counties had referendum on ballot in November 2018, 4 were successful
 - Graham, Moore, Stanly, Swain

Referendum Requirements

- Could not be placed on the ballot until 2020 due to statutory regulations
 - May be held only on the same date as a county or statewide general election, the primary election in even-numbered years, or in any other election during which all precincts in a county are open
- If referendum fails, the County CAN hold a subsequent referendum on the same issue
 - Could be on the ballot in both May 2020 AND November 2020 (if necessary)
- Specific language on how the referendum item must be placed on the ballot
 - Statutorily required – sample of ballot question is below

[] FOR [] AGAINST

Local sales and use tax at the rate of 1-quarter% (0.25%) in addition to all other State and local sales and use taxes.'

Rules & Requirements

- There are no restrictions or earmarks on the revenue, can be used for any allowable use by counties
- County Commissioners can NOT stipulate how funds will be used on the ballot
- County Commissioners MAY adopt a resolution that stipulates how the County intends to use the funds
- County CAN spend funds to educate voters about the referendum (but not advocate for/against)
- Individual commissioners CAN advocate for/against passage, but no expenses incurred are reimbursable by County
- Board of Commissioners NOT required to implement even if approved by voters

Implementation

- Implementation assumes successful passage of a referendum item
- If the Board of Commissioners wishes to levy the tax, it must provide 10 days public notice of its intent to adopt a resolution to levy the tax.
 - After it adopts the resolution, it must send a certified copy of the resolution along with a certified copy of the election results of the referendum to the Department of Revenue.
 - NCACC provides a model resolution that can be used for successful referenda
- Sales tax may become effective on the first day of any calendar quarter following successful referendum
 - Example: if a referendum is held in November during the general election and passes, the earliest a county could begin collecting the revenue would be April 1st of the following year, provided it adopts a resolution levying the tax and forwards it to the Department of Revenue prior to December 31st.

Decisions

- What staff needs to know at this time:
 - Do you want to move forward with placing the referendum question on the ballot?
 - If so, which date in 2020 do you prefer?
- Items that will need to be addressed soon:
 - Do you want to adopt a resolution stating intended use?
 - If so, what would you like to put forward in that resolution as the intended use?

While we do not need to know if you would like to do a resolution of intended use at this point, we will need to know before producing any educational materials.



Chatham County, NC

Text File

File Number: 19-2916

Agenda Date: 1/16/2019

Version: 1

Status: Board Priorities

In Control: Board of Commissioners

File Type: Agenda Item

Affordable Housing update

Affordable Housing in Chatham County

January 2019 BOC Retreat

Agenda

- **Key Issues: Affordability, Quality & Supply**
- **What are we doing?**
- **2019 Affordable Housing Tasks**
- **Housing & Community Development Vision**

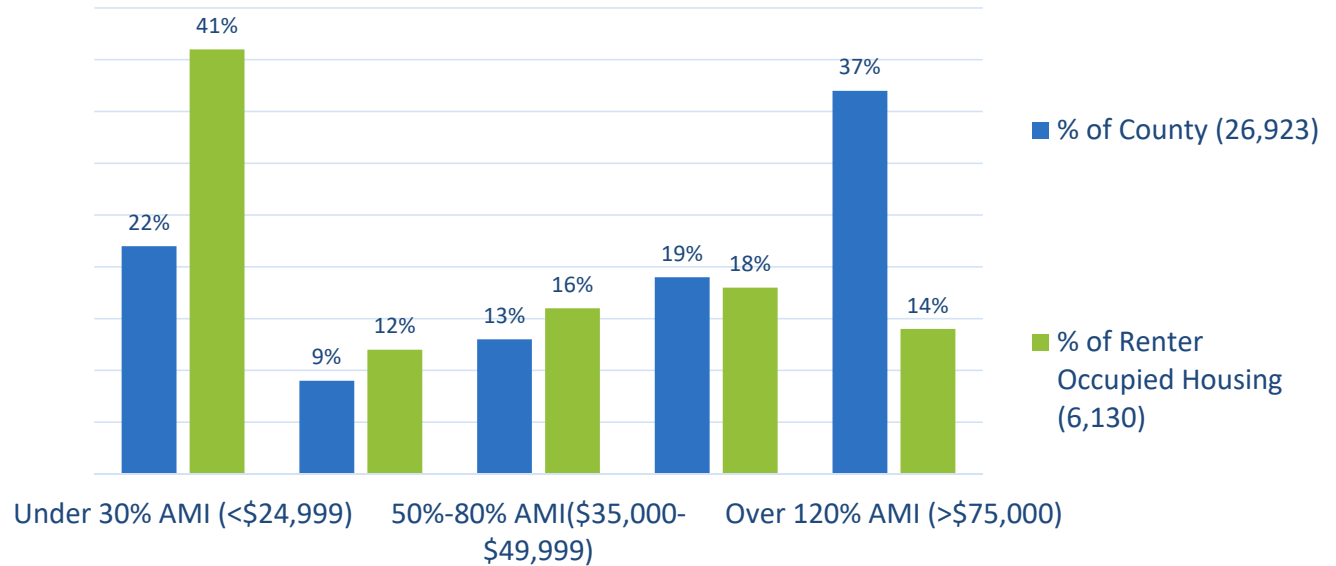


Key Issues

Affordability, Quality, and Supply

Key Issues:

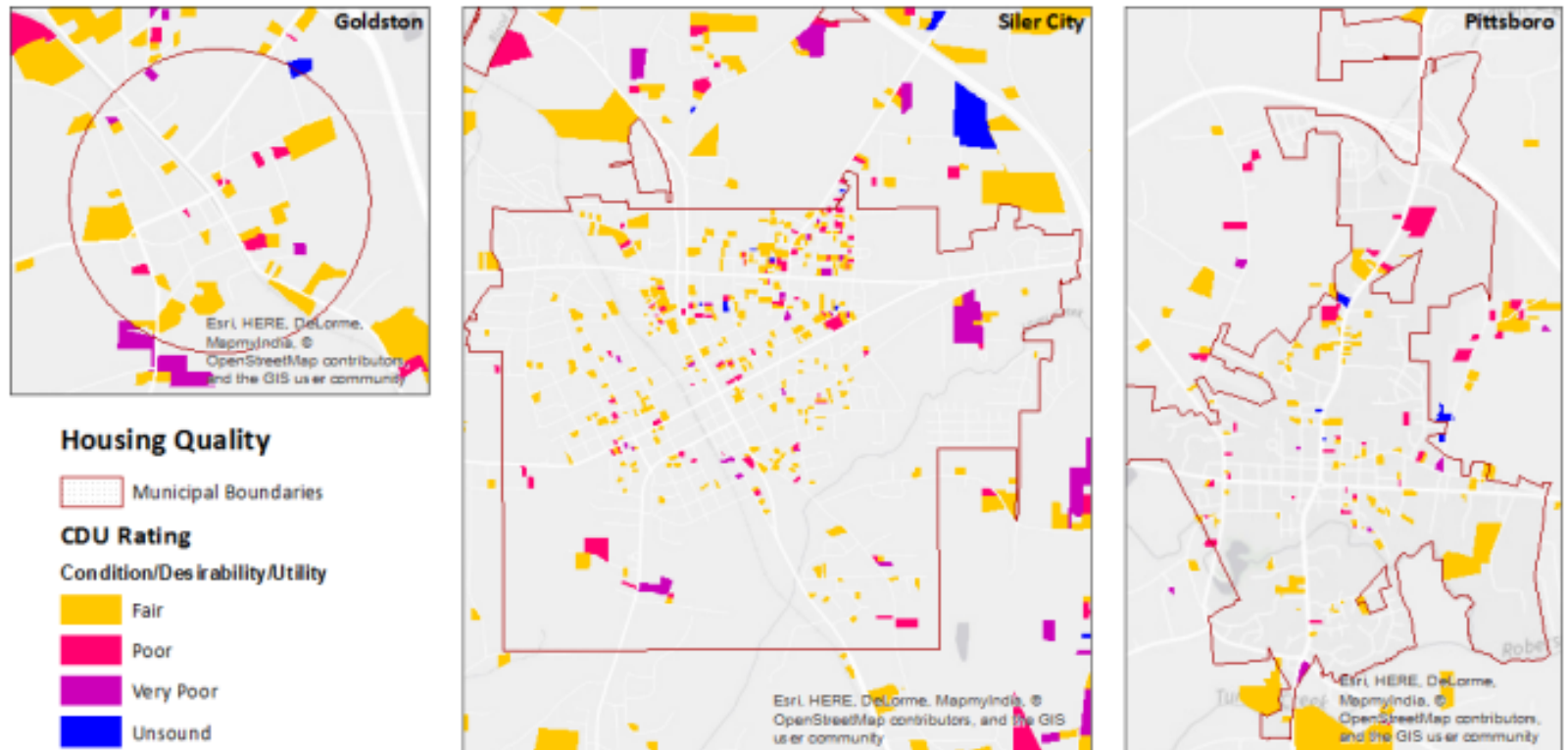
Affordability



- 49% of renter households in Chatham County are making less than 30% of AMI
- 66% of renter households are making less than 80% of the AMI (less than \$50,000) and are cost-burdened
- 41% of all renter households in Chatham County are cost burdened
- Housing and Transportation Index estimates that the typical household in Chatham spends 32% of their income on housing and 28% on transportation, totaling 60%. The recommended threshold is 45%.

Quality

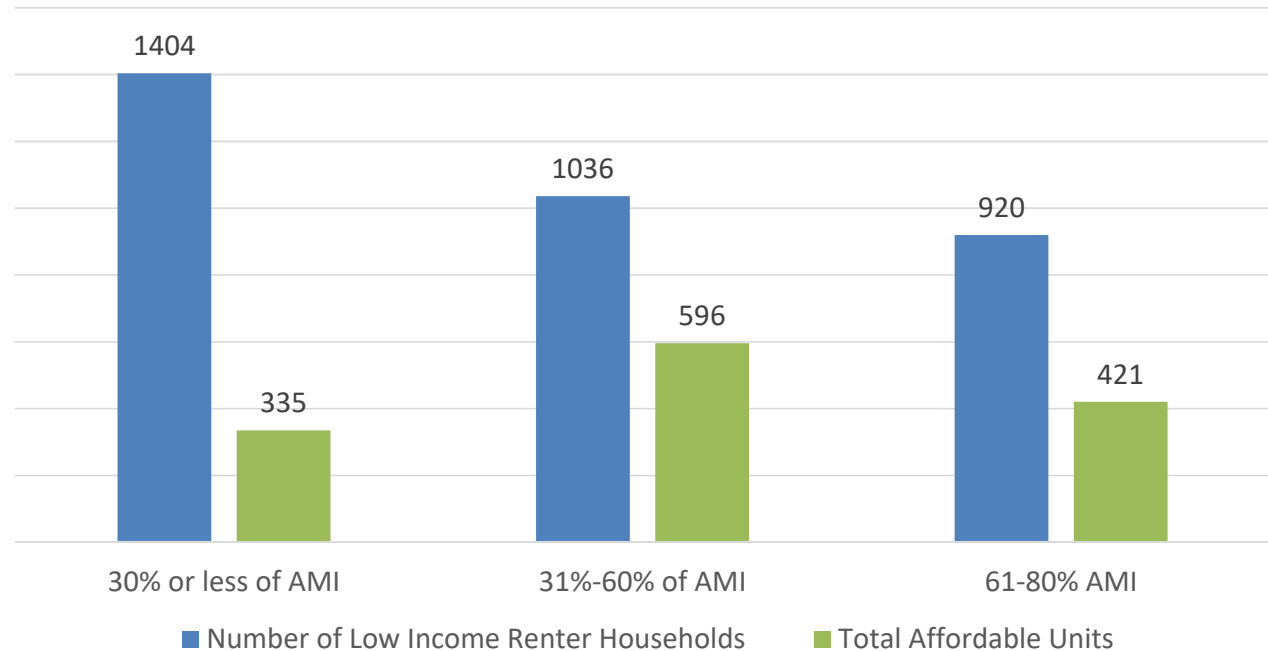
AFFORDABLE RENTAL HOUSING REPORT AND STRATEGY TOOLBOX



Source: Page 31. Affordable Rental Housing Report & Strategy Toolbox

Key Issues

Supply



There is a gap of **1,995 affordable rental units in Chatham**

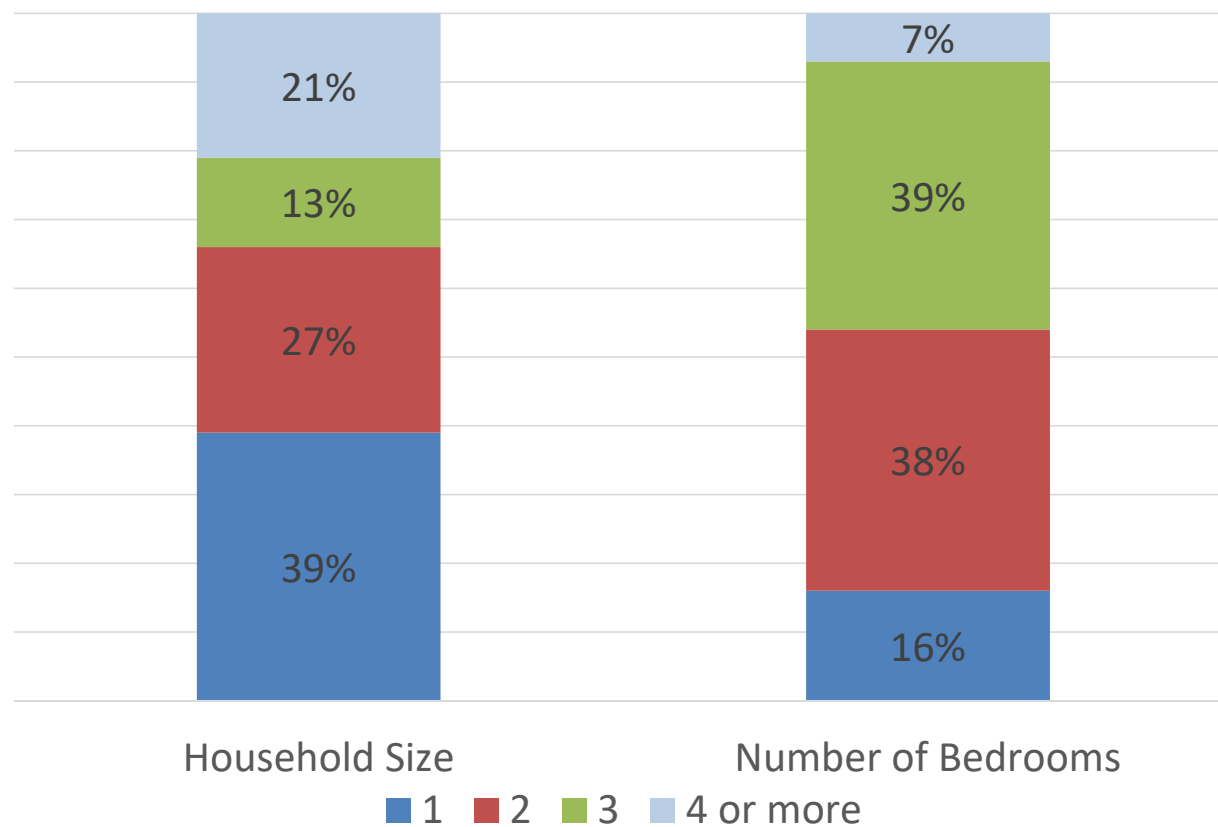
1,404 units of that gap is housing for households making between 0 and 30% of AMI

80% of the housing stock is single-family homes, 15% are mobile homes.

Source: Page 7 and 27 Affordable Rental Housing Report & Strategy Toolbox

Key Issue

Supply



Source: Page 28 Affordable Rental Housing Report & Strategy Toolbox



What are we doing?

AHAC - Year in Review

JAN	FEB	MARCH	APRIL	MAY	JUNE
<i>canceled</i>	Presentation from Siler City Planning Director, Discuss Housing Trust Fund	Rebuilding Together, Siler City Neighborhood Assessment, Foreclosed Property	Adopted Neighborhood Assessment, Review Housing Trust Fund Guidelines and Location Policy	Fair Housing Overview and Hispanic Liaison Presentation	Chatham County Comprehensive Plan Implementation Workshop
JULY	AUG	SEPT	OCT	NOV	DEC
Habitat for Humanity, Review Revised Housing Trust Fund Guidelines and Location Policy	Siler City Minimum Housing Code and Review Housing Quality Brochure	Housing Authority presentation, Landlord Forum Planning, Review Potential Landlord Incentives	Pittsboro Task Force presentation, Discuss Chatham County website and periodic inspections research	UNC's Development Finance Initiative and Opportunity Zones	Council on Aging Master Aging Plan, Elect New Officers



Policies, Programs, and Efforts

Policies	Programs	Efforts
Reimbursement Policy for Impact Fees (amended December 2018)	Housing Trust Fund	Applied for \$750,000 in CDBG money
Housing Trust Fund Guidelines (passed September 2018)	Safe House for Victims of Domestic Violence with Chatham Family Violence Prevention Services & Chatham Housing Authority	Community engagement with Landlords about Section 8 & Fair Housing
	Emergency Hotel Assistance with Central Piedmont Community Action – CPCA	Engagement with housing efforts in municipalities (Pittsboro Affordable Housing Task Force & Siler City BIC)
	Fair Housing Counseling	



2019 Affordable Housing Tasks

2019 Goals

01

Increase the number & diversity of affordable rental options

02

Preserve legally-binding affordable housing

03

Preserve existing naturally occurring affordable housing

04

Ensure rental quality

05

Support low-income renters

06

Foster healthy communities

07

Improve economic mobility

In progress

- Internal process for effectively managing the Housing Trust Fund
- Designing intentional and consistent Community Engagement – Quarterly Conversations
- Moving towards preparing the Chatham County Location Policy for adoption
 - Pittsboro/Pittsboro Affordable Task Force (feedback given)
 - Town of Siler City (meetings being scheduled)
 - Town of Goldston

Horizon Issues

Determining how to address emergency housing needs?

Example: Central Piedmont Community Action

How do we address housing quality issues at the county level?

Example: Engaging with landlords through programming and incentives to maintain and/or rehabilitate properties – October 2018 Landlord forum



Housing & Community Development Vision

Chatham Housing & Community Development Vision

Investment & Development

-

-

Housing Trust Fund is a BIG step towards proactively investing in affordable housing for our community. Currently the priorities of the Housing Trust fund are:

- 1) To increase the supply of affordable housing near resources like grocery stores, public transportation, schools, jobs, and healthcare
- 2) To reduce and avoid undue concentrations of poverty and subsidized housing
- 3) To incentivize development of affordable and workforce housing for low-and moderate-income households
- 4) To promote diversity and vitality of neighborhoods

Potentially Missing:

Investment in programs that reduce housing instability and address emergency housing needs (Johnson Mobile Home Park, CPCA)

Chatham Housing & Community Development Vision

Investment & Development

Community Engagement & Education

Fair Housing
Housing Quality Issues
Development Opportunities
Policies that promote and incentivize development

ALL require community engagement and education across stakeholder groups

Quarterly Conversations
Developing a more accessible portal to our “affordable housing program” via the website

Chatham Housing & Community Development Vision

Investment & Development

Community Engagement & Education

Effective Policy & Program Infrastructure

Housing Trust Fund guidelines
Reimbursement Policy
Location Policy (pending)

Building flexible, effective policies that meet our communities needs.

Implementing strong programs leveraging investment, and what we learn through community engagement and education.

Policies cannot be immune to change. Evaluation has to happen after each year or so to ensure our program is not creating more barriers than already exist and that we remain flexible and are able to adapt to our community's already varied needs.

Chatham Housing & Community Development

Investment	Engagement & Education	Policy & Program Infrastructure
Housing Trust Fund \$200,000	<p>Landlord Forum</p> <p>Quarterly Conversations</p> <p>Fair Housing Counseling</p> <p>Participating in town committees and other community efforts (Siler City BIC, Pittsboro AHB, Aging Plan)</p>	<p>Housing Trust Fund Guidelines</p> <p>Reimbursement Policy</p> <p>Location Policy</p> <p>**Emergency Hotel Stays – CPCA **</p> <p>Safe House with Chatham Housing Authority</p>

Questions?