



# Chatham County, NC

## Meeting Agenda - Final Board of Commissioners

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Tuesday, January 14, 2020

9:00 AM

Agriculture and Conference Center

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### BOC Retreat

#### **CALL TO ORDER**

#### **BOARD PRIORITIES**

[20-3377](#) Vote on a request to adopt a Resolution proclaiming January 2020 as National Radon Action Month

**Attachments:** [Resolution - Radon Action Month](#)  
[RadonandLungCancerFactsheet\(color\)Rev-Final \(1\)](#)

[20-3361](#) Ground Rules

**Attachments:** [1--Ground Rules](#)

[20-3362](#) Overview of Budget Process and Financial Policies

**Attachments:** [1--FY 21 BudgetCalendar](#)  
[2--Budget Process and Policy](#)  
[3--Chatham County FinancialandBudgetaryPolicies](#)

[20-3363](#) Chatham County Schools

[20-3364](#) Heads Up Requests from Departments/CIT Update

**Attachments:** [Heads Up & CIT Update FINAL](#)

#### **LUNCH**

[20-3365](#) Trends Affecting Next Year's Budget

**Attachments:** [6--All Trends](#)

[20-3366](#) Community Engagement Update

**Attachments:** [2020 Budget Retreat Presentation CommunityEngagement FINAL](#)

#### **ADJOURNMENT**



# Chatham County, NC

## Text File

File Number: 20-3377

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**Agenda Date:** 1/14/2020

**Version:** 1

**Status:** Agenda Ready

**In Control:** Board of Commissioners

**File Type:** Resolution

**Agenda Number:**

Vote on a request to adopt a Resolution proclaiming January 2020 as National Radon Action Month



Established 1771

## CHATHAM COUNTY COMMISSIONERS

Karen Howard, Chair  
Diana Hales, Vice Chair  
Jim Crawford  
Mike Dasher  
Andy Wilkie

## COUNTY MANAGER

Dan LaMontagne

P. O. Box 1809, Pittsboro, NC 27312-1809 • Phone: (919) 542-8200

## Resolution of the Chatham County Board of Commissioners

### **Proclamation In Support of National Radon Action Month In Chatham County, North Carolina**

WHEREAS, radon is a colorless, odorless, radioactive gas that may threaten the health of our citizens and their families;

WHEREAS, radon is the second leading cause of lung cancer in the U.S. and is the leading cause of lung cancer in non-smokers;

WHEREAS, the National Academy of Sciences estimates that up to 21,000 lung cancer deaths occur in the United States each year;

WHEREAS, radon is found in one in 15 homes across the U.S. have elevated radon levels;

WHEREAS, any home may have elevated levels of radon, even if neighboring homes do not, and living in a home with an average radon level of 4 picocuries per liter of air poses a similar risk of developing lung cancer as smoking half a pack of cigarettes a day; and

WHEREAS, testing for radon is simple and inexpensive and radon problems can be fixed;

WHEREAS, Chatham County, the U.S. Surgeon General, the U.S. Environmental Protection Agency, the NC Department of Health and Human Services' NC Radon Program and the North Carolina Advisory Committee on Cancer Coordination and Control support efforts to encourage homeowners to test their homes for radon, have elevated levels of radon reduced;

WHEREAS, many residents in Chatham County don't know about radon, yet need to know, for the safety and health of their families and a proclamation of National Radon Action Month is an opportunity to educate individuals on the available measures to reduce radon;

NOW, THEREFORE, Chatham County Board of Commissioners do hereby proclaim:

JANUARY 2020 as National Radon Action Month.

Adopted, this the \_\_\_\_ day of \_\_\_\_\_.

\_\_\_\_\_  
Karen Howard, Chair  
Chatham County Board of Commissioners

ATTEST:

\_\_\_\_\_  
Lindsay K. Ray, NCCCC, Clerk to the Board  
Chatham County Board of Commissioners

# Safe at Home: Preventing Lung Cancer

BY REDUCING RADON IN THE HOME

**What is radon?** Radon is a gas that you cannot see, smell or taste. It comes from the decay of radioactive elements (such as uranium, thorium and radium) in soil and groundwater.



## Why should I be concerned about radon?

Breathing in radon is the second leading cause of lung cancer after smoking. Radon is the likely cause of more than 21,000 lung cancer deaths each year in the U.S. In 2015, lung cancer was the leading cause of cancer deaths in N.C.

## What are your chances for getting lung cancer from radon?

Each one of the following influences your risk:

1. Level of radon in your home;
2. The amount of time you spend in your home;
3. If you are a smoker of tobacco or have ever smoked tobacco; and
4. If you are exposed to secondhand smoke.



## How does radon cause lung cancer?

Radon gas decays into radioactive particles that can get trapped in your lungs when you breathe. These particles break down and release small bursts of energy. This can damage lung tissue and lead to lung cancer over the course of your lifetime. Not everyone exposed to high levels of radon will develop lung cancer, however the risk for lung cancer is increased.

## How does radon get into a home?

Radon can rise from the rocks in the ground, through the soil, and to the air above. It comes into your home through cracks and holes in the foundation. The radon becomes trapped in your home. This can happen in new and old homes, homes with or without basements, and in high-rise and multi-family buildings. Underground well water can transport radon from the soil into the house.



## Where is radon found in N.C.?

Nearly one out of every 15 homes in the U.S. is likely to have a high level of radon. Homes in all 100 counties of N.C. have tested at high levels for radon. The only way to know if your home has a radon problem is to test it. *(continued)*



### Is radon only measured in homes?

No. Radon can get into any type of building. You and your family are most likely to be exposed at home because you spend most of your time there.

### What is considered a high level of radon in the home?

The amount of radon in the air is measured in "picocuries per liter of air," or "pCi/L." A radon level in the home between 2 and 4 pCi/L is considered moderate risk and over 4 pCi/L is considered high risk for your health.

### I am buying/selling a home. How do I get a property tested for radon?

There are no laws in N.C. regarding radon testing. The N.C. Radon Program recommends that you hire a certified radon contractor. This will give you reliable test results quickly. If you get your water from a well, you can test your groundwater for radon with a certified laboratory. Visit [www.ncradon.org](http://www.ncradon.org) to find a certified radon tester.

### What if the radon levels are high in my home? Can my home be fixed?

The EPA (U.S. Environmental Protection Agency) recommends fixing homes that have an average radon level over 4 pCi/L. The EPA suggests you consider fixing your home if it tests between 2 and 4 pCi/L. Most homes can easily be fixed to bring the radon levels below 4 pCi/L. Lowering high radon levels requires special knowledge and skills. Pick a contractor who is trained to fix radon problems. The National Radon Proficiency Program or the National Radon Safety Board certifies trained contractors. Visit [www.ncradon.org](http://www.ncradon.org) for links.

### How do I fix my home if the test shows there is a high level of radon in water?

The N.C. Division of Public Health recommends testing well water for radon. Its experts say you should fix well water that tests high for radon. If the radon level is high in the well water, a second test for other types of radioactive particles like uranium and radium should be done. Select a contractor who is trained to fix radon problems. Contact your county health department's environmental health program for more information.

### What will fixing my home cost me?

In 2017, the average cost for fixing a radon problem in an existing home was \$1,500. The average cost to include a radon reduction system when building a new home was \$800. The cost for a private well water radon treatment system ranges between \$1,500 - \$5,000. Visit [www.ncradon.org](http://www.ncradon.org) to learn more about building Radon Resistant New Construction.

### Will a radon reduction system impact the sale of my home?

Radon reduction systems have been installed in homes across N.C. since 1996. It is commonplace for national home building companies to install Radon Resistant New Construction in their new homes. Having a radon system in your home has not caused any problems for home sales.



NC Real Estate Commission





# Chatham County, NC

## Text File

File Number: 20-3361

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**Agenda Date:** 1/14/2020

**Version:** 1

**Status:** Board Priorities

**In Control:** Board of Commissioners

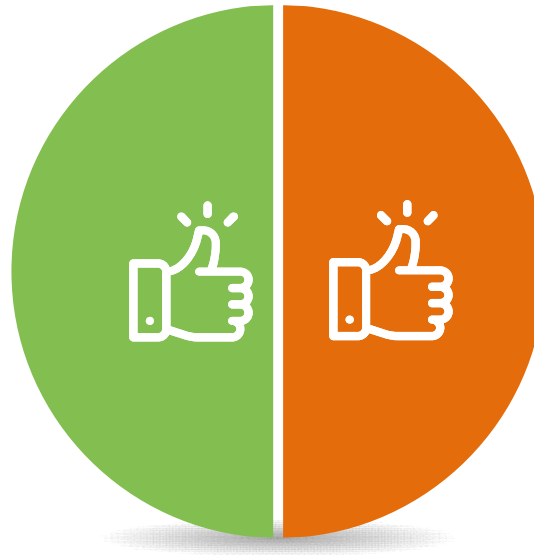
**File Type:** Agenda Item

Ground Rules

# 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.
- ✓ Each of us sees things others don't.

# Ground Rules –Mutual Learning Behaviors

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Share views and ask  
genuine questions



Share all relevant  
information



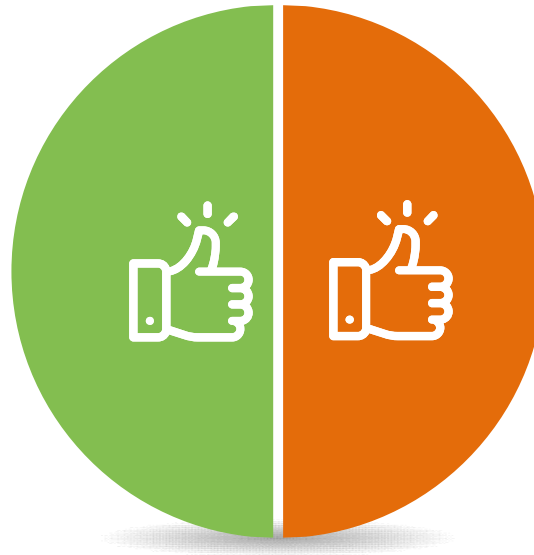
Use specific  
examples



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!



# Chatham County, NC

## Text File

File Number: 20-3362

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**Agenda Date:** 1/14/2020

**Version:** 1

**Status:** Board Priorities

**In Control:** Board of Commissioners

**File Type:** Agenda Item

**Agenda Number:**

Overview of Budget Process and Financial Policies

## Chatham County FY 2020-2021 Budget Calendar

<b>Deadline</b>	<b>Actions</b>
30 August 2019	<ul style="list-style-type: none"> <li>• Capital Improvements Program (CIP) forms distributed to agencies</li> </ul>
27 September 2019	<ul style="list-style-type: none"> <li>• Forms due from agencies and departments for new/changed CIP projects</li> </ul>
4 November 2019	<ul style="list-style-type: none"> <li>• Manager submits recommended CIP to the Board of Commissioners</li> <li>• Heads Up document due from departments</li> </ul>
18 November 2019	<ul style="list-style-type: none"> <li>• Hold public hearing on the proposed CIP</li> </ul>
19 November 2019	<ul style="list-style-type: none"> <li>• Work session on the proposed CIP</li> </ul>
16 December 2019	<ul style="list-style-type: none"> <li>• Board adopts CIP; Board appropriates nonprofit funding</li> </ul>
27 December 2019	<ul style="list-style-type: none"> <li>• Budget summit materials (trends, financial indicators, performance team recommendations, and departmental “Heads Up” document) submitted to Board of Commissioners</li> <li>• Work plan and staff forms distributed to departments</li> </ul>
January 14, 15, 17 2020	<ul style="list-style-type: none"> <li>• Budget Retreat: Board of Commissioners sets goals and guidelines for FY 2019-2020 budget</li> </ul>
31 January 2020	<ul style="list-style-type: none"> <li>• FY 2019-2020 year-end estimates due from departments (in Munis).</li> <li>• Next Year Budget Entry becomes available</li> </ul>
1 - 28 February 2020	<ul style="list-style-type: none"> <li>• Nonprofit application process</li> </ul>
28 February 2020	<ul style="list-style-type: none"> <li>• Budgets due from departments and agencies (except schools)</li> </ul>
3 April 2020	<ul style="list-style-type: none"> <li>• Budget due from schools</li> </ul>
4 May 2020	<ul style="list-style-type: none"> <li>• Budget submitted to Board of Commissioners and public</li> </ul>
May 18 and 19, 2020	<ul style="list-style-type: none"> <li>• Public hearings held in Pittsboro and Siler City</li> </ul>
May 21, 22 and 28 2020	<ul style="list-style-type: none"> <li>• Board of Commissioners holds 2-3 budget work sessions</li> </ul>
By 30 June 2020	<ul style="list-style-type: none"> <li>• Board of Commissioners adopts budget (legal deadline)</li> </ul>



# The Budget Process

“If you can’t describe what you’re doing as a process, you don’t know what you’re doing.”

- W. Edwards Deming



# Capital Improvement Plan

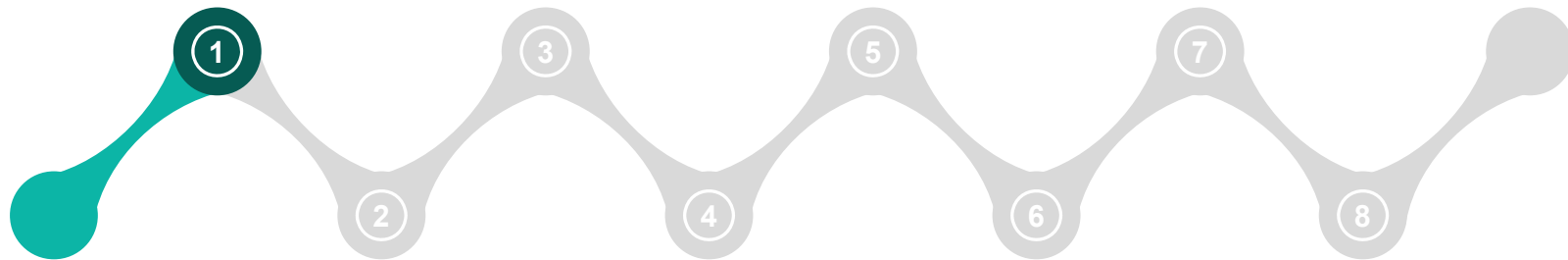
August - December



## 01

### CIP

The CIP informs the budget process by identifying the operating impact, including transfer to the debt reserve and to the pay-go reserve and expansions needed to bring buildings online.



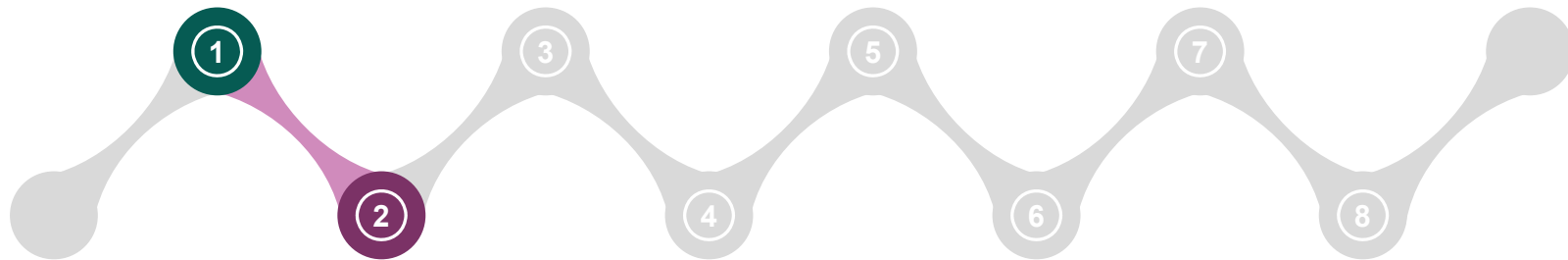
# Budget Retreat

January 14, 15, 17 2020



## 02 Retreat

Commissioners examine current year performance, trends and indicators, the economic outlook and a ballpark view of projected revenue and expense.



# Commissioner Goals

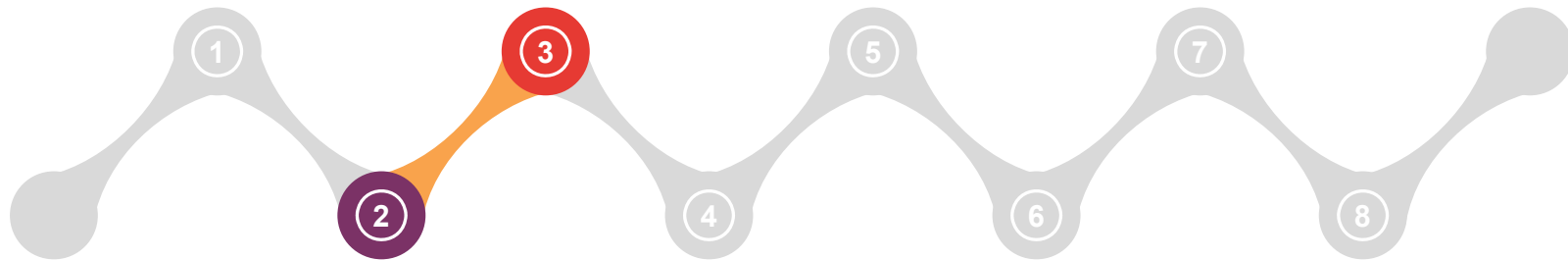
January 15, 2020



**03**

## Commissioner Goals

At the budget retreat commissioners confirm goals and priorities and give guidance on revenue.



# Manager's Recommended Budget

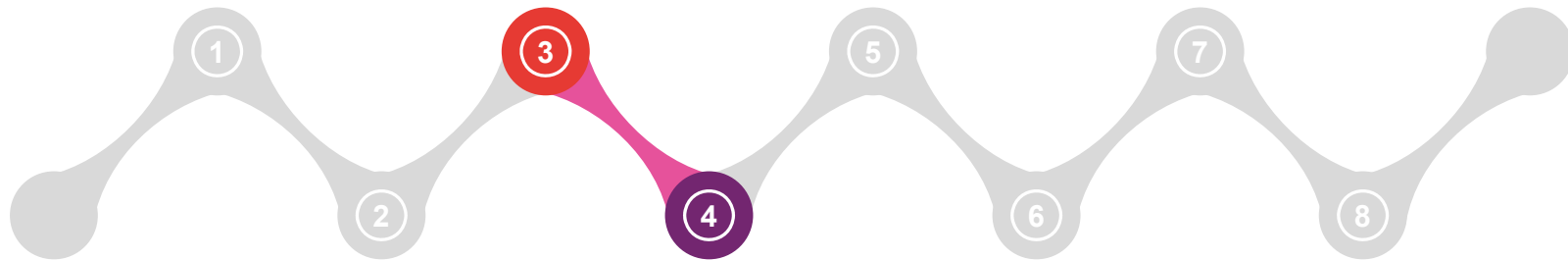
May 4, 2020



## 04

### **FY 2020-2021 Recommended Budget**

The County Manager presents the recommended budget at the first BOC meeting in May.



# BOC and Public Review

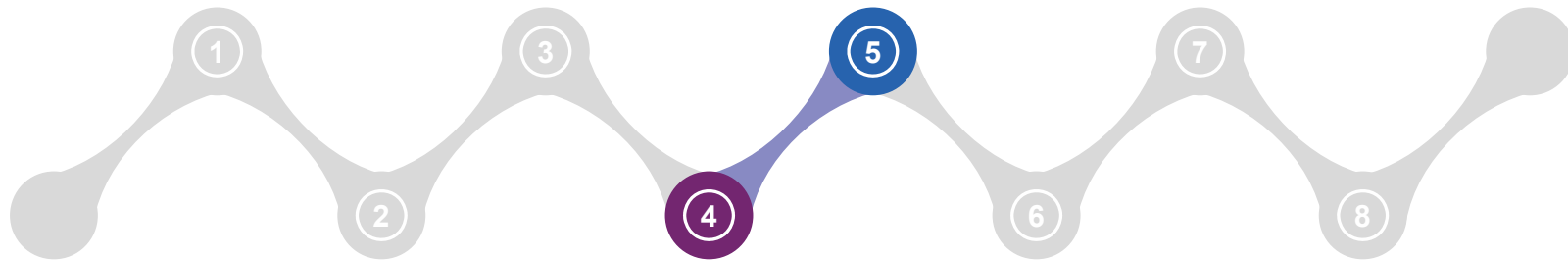
May 18 and 19, 2020



## 05

### Public Hearings

After the budget is presented to the OC it is made available to the public online and at each branch of the library. Public hearings are held in Pittsboro and Siler City.





# Work Sessions

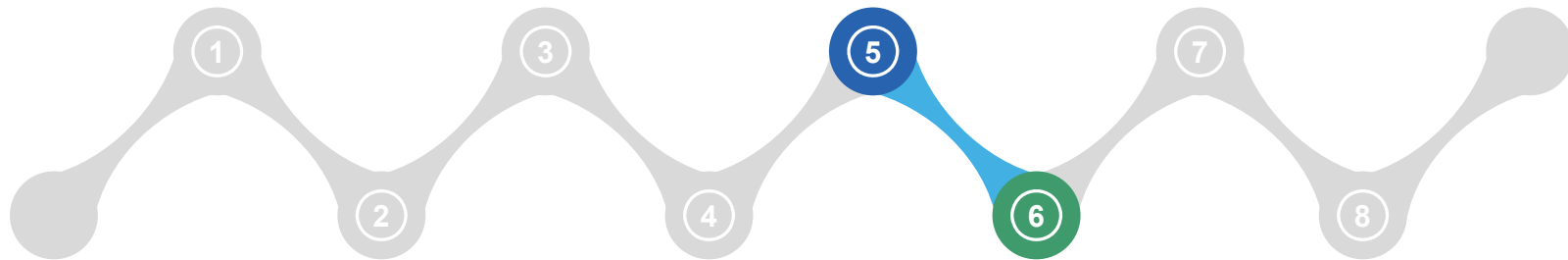
May 21, 22, and 28 2020



## 06

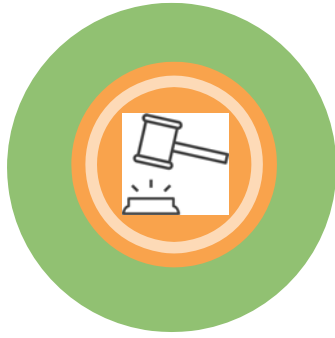
### Budget Work Sessions

At the budget work sessions commissioners have a chance to examine the budget in greater detail, ask for additional information, and request changes.



# Adopt Budget Ordinance

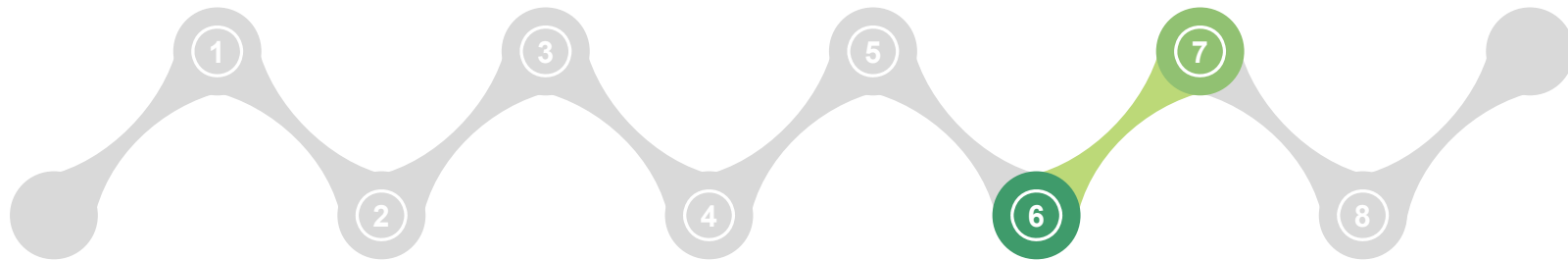
By June 30



07

## Budget Ordinance

The budget ordinance is typically adopted at the June meeting and is required by statute to be adopted by June 30.



# Happy Fiscal New Year

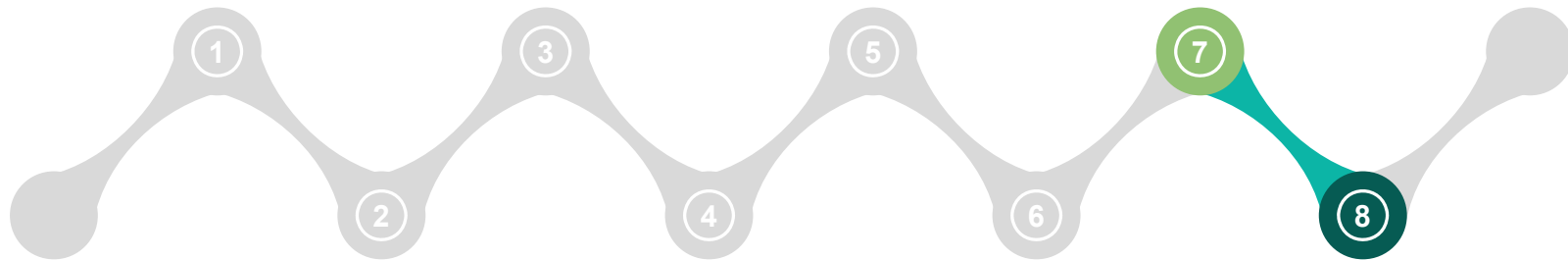
July 1, 2020



## 08

### New Fiscal Year

The budget becomes a policy document to guide operations for the year.



# Chatham County Budget and Financial Policies



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**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

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 capita 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



## 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.

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### 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.

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### 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. All requests will be made through the county's annual nonprofit Request for Proposal of Services process. The County Human Services Collaborative Impact team, with assistance from the Nonprofit Advisory Board, will make 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

Amended by the Board of Commissioners, January 16, 2019



# Chatham County, NC

## Text File

File Number: 20-3363

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**Agenda Date:** 1/14/2020

**Version:** 1

**Status:** Board Priorities

**In Control:** Board of Commissioners

**File Type:** Agenda Item

Chatham County Schools



# Chatham County, NC

## Text File

File Number: 20-3364

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**Agenda Date:** 1/14/2020

**Version:** 1

**Status:** Board Priorities

**In Control:** Board of Commissioners

**File Type:** Agenda Item

**Agenda Number:**

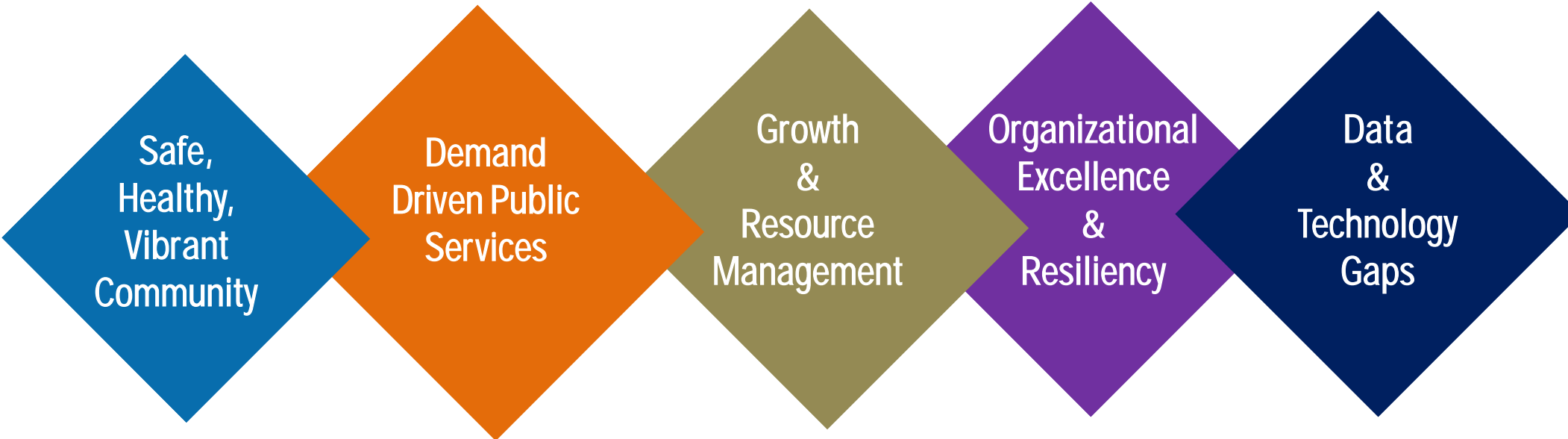
Heads Up Requests from Departments/CIT Update





# Collaborative Impact Teams

# Plan Chatham Themes



# Plan Chatham Themes

How Departments & CITs connect to our Comprehensive Plan

	Safe, Vibrant, Healthy Community	Demand Driven Public Services	Growth & Resource Management	Organizational Excellence & Resiliency	Data & Technology Gaps
Administration		✓		✓	✓
Development Services	✓		✓		
Economic & Workforce Development	✓			✓	✓
Human Services	✓	✓	✓		✓
Natural Resources & Agriculture	✓		✓		
Public Safety		✓		✓	✓

# Heads Up Process

- Department +CIT perspective on the coming year
- A chance to identify new issues that may impact the budget or the way we operate.
- A ballpark projection of additional costs that may be required or recommended
- A mechanism to prepare well-justified expansion requests
- A starting point for analysis



Heads Up !



# Total Cost of Heads Up Requests

Staff

Programs

\$4.5 Million (General Fund)  
*\$944,000 (Water Fund)*

Technology

Equipment

# Administration

Themes: Organizational Excellence & Resiliency; Data & Technology Gaps

Key Issue(s)	Heads Up Requests
<ul style="list-style-type: none"><li>• Stewardship of public funds in the face of growth and uncertainty</li><li>• Recruitment and retention</li><li>• Resiliency</li><li>• Community Engagement initiatives</li></ul>	<p><b>County Manager’s Office:</b> Mini Grant Program</p> <p><b>Governing Board:</b> Granicus encoder</p> <p><b>Human Resources:</b> Longevity Pay</p> <p><b>MIS:</b> Technology updates/additions</p>

# FY21 Summary: Administration CIT

County Manager’s Office, Governing Board, Human Resources, Budget, Finance, MIS, Facilities, and Elections

	Staff	Technology	Programs	Equipment
County Manager			\$5,000	
Governing Board		\$6,000		
Human Resources			\$144,000	
MIS		\$37,500		\$23,320
Total		\$43,500	\$149,000	\$23,320



# Development Services

Goals: 7, 10

Themes: Growth & Resource Management, Demand Driven Public Services

Key Issue(s)	Heads Up Requests
<ul style="list-style-type: none"><li>Chatham Park:<ul style="list-style-type: none"><li>2019 – 25 - Submittals</li><li>2020-2021 – 51 Submittals</li><li>2022-2023 – 32 Submittals</li></ul></li><li>Additional Pittsboro growth</li><li>Siler City growth</li><li>Increased inspections from Siler City</li></ul>	<p><b>Central Permitting:</b> Permit Tech, 2 Inspectors (1 ½ year)</p> <p><b>Environmental Health:</b> EH Specialist (½ year)</p> <p><b>Fire Marshal:</b> Additional temp staff</p> <p><b>GIS:</b> Drone Program</p> <p><b>Planning:</b> Transportation Block Grant study</p> <p><b>Register of Deeds:</b> Assistant Register of Deeds</p> <p><b>Tax:</b> Tax specialist (½ year), Change Finder Pictometry &amp; Online Listing</p> <p><b>Watershed:</b> Admin Specialist, Watershed Specialist</p> <p><b>Water:</b> Utility Billing Clerk (½ year), Additional contracted services, Capital outlay</p>

# FY21 Summary: Development Services CIT

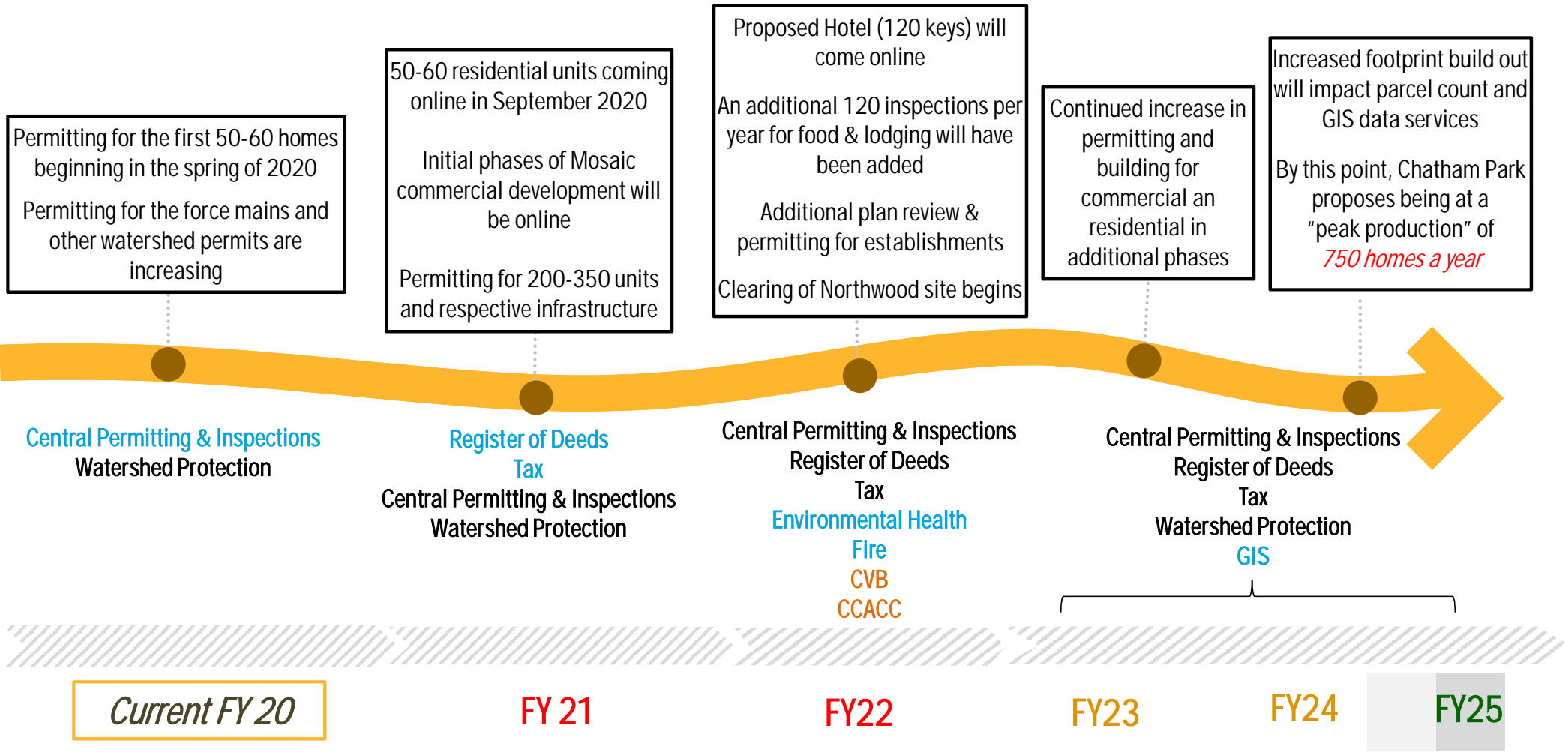
*Planning, Tax, Register of Deeds, Central Permitting & Inspections, Economic Development, Utilities, GIS, Watershed Protection, and Environmental Health*

	Staff	Technology	Programs	Equipment
Central Permitting	\$191,346			
Fire Marshal	\$39,185			
GIS		\$16,800		
Planning			\$21,872	
Tax	\$58,724		\$36,637	
Watershed Protection	\$156,810			
<i>Water*</i>	<i>\$26,559</i>		<i>\$533,000</i>	<i>\$384,000</i>
Total (General Fund)	\$446,065	\$16,800	\$58,509	

*\*Water fund*

# Impact of Chatham Park: Development Services CIT\*

\*Note, this describes impact of Chatham Park, but does not mention the other developments that are in progress or will be in the next 5 years\*



# Economic & Workforce Development

Goals: 7

Themes: Safe, healthy, vibrant community, Demand driven public services

Key Issue(s)	Heads Up Requests
<ul style="list-style-type: none"><li>• Supporting spill-over demand from development</li><li>• Sustaining service levels</li><li>• Preparing for future needs</li></ul>	<p><b>CCA&amp;CC:</b> Phase 2 feasibility study, portable bleachers</p> <p><b>CVB:</b> Continuation of additional staff support, technology</p>

# FY21 Summary: Economic Development & Workforce CIT

*Chatham Economic Development Corporation, Chatham County Community College, Chatham Visitors Bureau, and Chatham County Agriculture & Conference Center*

	Staff	Technology	Programs	Equipment
CCA&CC			\$13,000	\$45,000
CVB		\$1,705		
Total		\$1,705	\$13,000	\$45,000

# Human Services

Goals: 6,9,10

Themes: Safe, healthy, vibrant community, Demand driven public services

Key Issue(s)	Heads Up Requests
<ul style="list-style-type: none"><li>• Equitable access to services</li><li>• Poverty</li><li>• Substance abuse</li><li>• Social isolation</li><li>• Medicaid</li><li>• Child welfare</li></ul>	<p><b>Council on Aging:</b> Increase allocation, additional support for CHORE (Respite), additional space at Eastern center, transportation assistance</p> <p><b>Court Services:</b> Substance Abuse Counselor</p> <p><b>DSS:</b> 2 Social Work Supervisors, Social Worker IA&amp;T, Increase to childcare subsidy</p> <p><b>Library:</b> Elimination of late fees</p> <p><b>Parks &amp; Rec:</b> Parks Manager, Community Center Supervisor</p> <p><b>Public Health:</b> Additional vehicle, support for community assessment</p>

# FY21 Summary: Human Services CIT

*Chatham County Public Health Department, Chatham County Council on Aging, Chatham Department of Social Services, Chatham Court Programs, Chatham County Library, Chatham County Cooperative Extension, Chatham Parks & Recreation, Veterans Services, and various community organizations*

	Staff	Technology	Programs	Equipment
<b>Council on Aging</b>			\$244,860	\$300,000
<b>Court Services</b>	\$67,078			
<b>DSS</b>	\$82,849		\$10,000	
<b>Library</b>			\$20,000	
<b>Parks &amp; Recreation</b>	\$181,168			
<b>Public Health</b>			\$25,000	\$31,500
<b>Total</b>	<b>\$331,095</b>		<b>\$299,860</b>	<b>\$331,500</b>

# Natural Resources & Agriculture

Goals: 1,2,7

Themes: Growth & resource management, Data & technology gaps

Key Issue(s)	Heads Up Requests
<ul style="list-style-type: none"><li>• High demand for services and technical assistance</li><li>• Conserving natural resources</li><li>• Improving awareness of agricultural assets</li><li>• Performance delivery</li></ul>	<p><b>Cooperative Extension:</b> Visit NC Farms start-up support</p> <p><b>Soil &amp; Water:</b> Soil &amp; Water Technician, new No-till Drill</p>



# FY21 Summary: Natural Resources & Agriculture

*Chatham County Cooperative Extension, Soil & Water, Solid Waste & Recycling, Parks & Recreation, Environmental Health, Chatham Visitors Bureau and Chatham County Agriculture & Conference Center*

	Staff	Technology	Programs	Equipment
Cooperative Extension		\$2,500		
Soil & Water	\$58,424			\$25,500
Total	\$58,424	\$2,500		\$25,500

# Public Safety

Goals: 8, 10

Themes: Safe, healthy, vibrant community, Data & Technology Gaps

Key Issue(s)	Heads Up Requests
<ul style="list-style-type: none"><li>• Substance Abuse</li><li>• Equipment Maintenance</li><li>• Service improvement</li><li>• Organizational Capacity</li></ul>	<p><b>Emergency Management:</b> EMS Expansion in Cary (REQUIRED), Expand availability of Naloxone for first responders, generator for Chatham Middle School shelter, replace forklift, add CERT team to VFIS</p> <p><b>Telecommunications:</b> Telecommunicator II, RAVE 911 software</p> <p><b>JCPC:</b> Additional funding needed for implementation of "Raise the Age"</p>

# Public Safety

Themes: Safe, healthy, vibrant community, Data & Technology gaps

Key Issue(s)	Heads Up Requests Chatham County Sheriff's Office
<ul style="list-style-type: none"> <li>• Substance Abuse</li> <li>• Service improvement</li> <li>• Organizational Capacity</li> </ul>	<p><b><u>Animal Services:</u></b> 10* Additional positions (Kennel manager, animal care technicians, front desk attendant, veterinary technician, program coordinator)</p> <p><b><u>Law Enforcement:</u></b> 9 Additional positions (1 Narcotics investigator, 2 Criminal investigators, 4 Patrol deputies, 2 Victim Assistance Coordinators), Drone program, Cellbrite software</p> <p><b><u>Detention:</u></b> 9.5 Additional positions: (8 Detention officers, 1 Detention Maintenance officer, 2 part-time cooks)</p>

# FY21 Summary: Public Safety CIT

*Emergency Management, 911/Emergency Communications, Chatham County Sheriff's Office, Fire Marshall, and Court Programs*

	Staff	Technology	Programs	Equipment
Emergency Communications	\$55,632	\$24,030		
Emergency Management	\$65,943		\$356,620	\$246,900
JCPC			\$30,000	
Sheriff - Animal Services	\$324,511			
Sheriff - Detention	\$600,217		\$20,000	
Sheriff- Law Enforcement	\$823,505			\$69,708
Total	\$1,869,808	\$24,030	\$406,620	\$316,608

## Key Takeaways





## Growth & Resource Management

### Goal(s)

### Request(s)

1. Preserve the rural character and lifestyle of Chatham County

No-till drill

Soil & Water Technician

2. Preserve, protect, and enable agriculture and forestry

Visit NC Farms App

3. Promote a compact growth pattern by developing in and near existing towns, communities, and in designated, well planned, walkable mixed use centers

Planning  
Transportation Study

5. Conserve Natural Resources

Soil & Water Technician

CCA&CC Phase 2 Study

7. Provide Infrastructure to support desired development and support economic and environmental objectives

CCA&CC  
Bleachers

Permit Techs

CVB Support

## Organizational Excellence & Resiliency

### Goal(s)

### Request(s)

4. 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

Longevity  
Pay

Technology  
Additions

## Safe, Healthy, Vibrant Community

### Goal(s)

### Request(s)

6. Provide recreational opportunities and access to open space

Community Center Supervisor

Parks Manager

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

Elimination of Late Fees

Council on Aging

10. Foster a Healthy Community

Mini-Grant Program

Detention  
& Law Enforcement

Animal  
Services

## Demand Driven Public Services

### Goal(s)

### Request(s)

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

EMS Expansion

Telecommunicator

Naloxone for First Responders

## Data & Technology Gaps

### Goal(s)

### Request(s)

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

Granicus Encoder

Rave 911

NC Farms App

Cellbrite

# Summary of Heads Up Requests

## Staff

\$2.7 Million  
*\$26,600*

## Programs

\$927,000  
*\$533,000*

\$4.5 Million (General Fund)  
*\$944,000 (Water Fund)*

## Technology

\$88,600

## Equipment

\$742,000  
*\$384,000*

Questions?





# Chatham County, NC

## Text File

File Number: 20-3365

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**Agenda Date:** 1/14/2020

**Version:** 1

**Status:** Board Priorities

**In Control:** Board of Commissioners

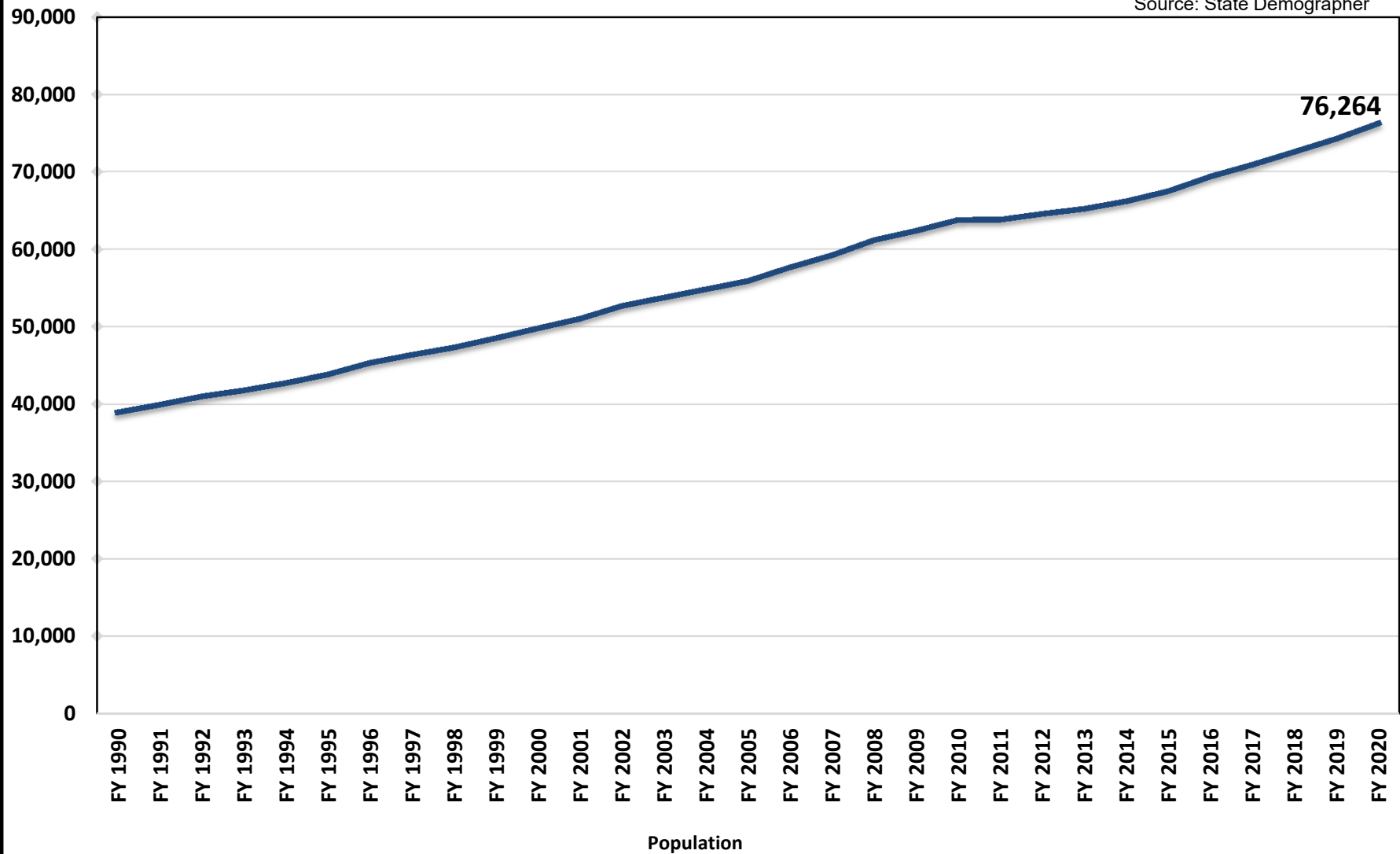
**File Type:** Agenda Item

**Agenda Number:**

Trends Affecting Next Year's Budget

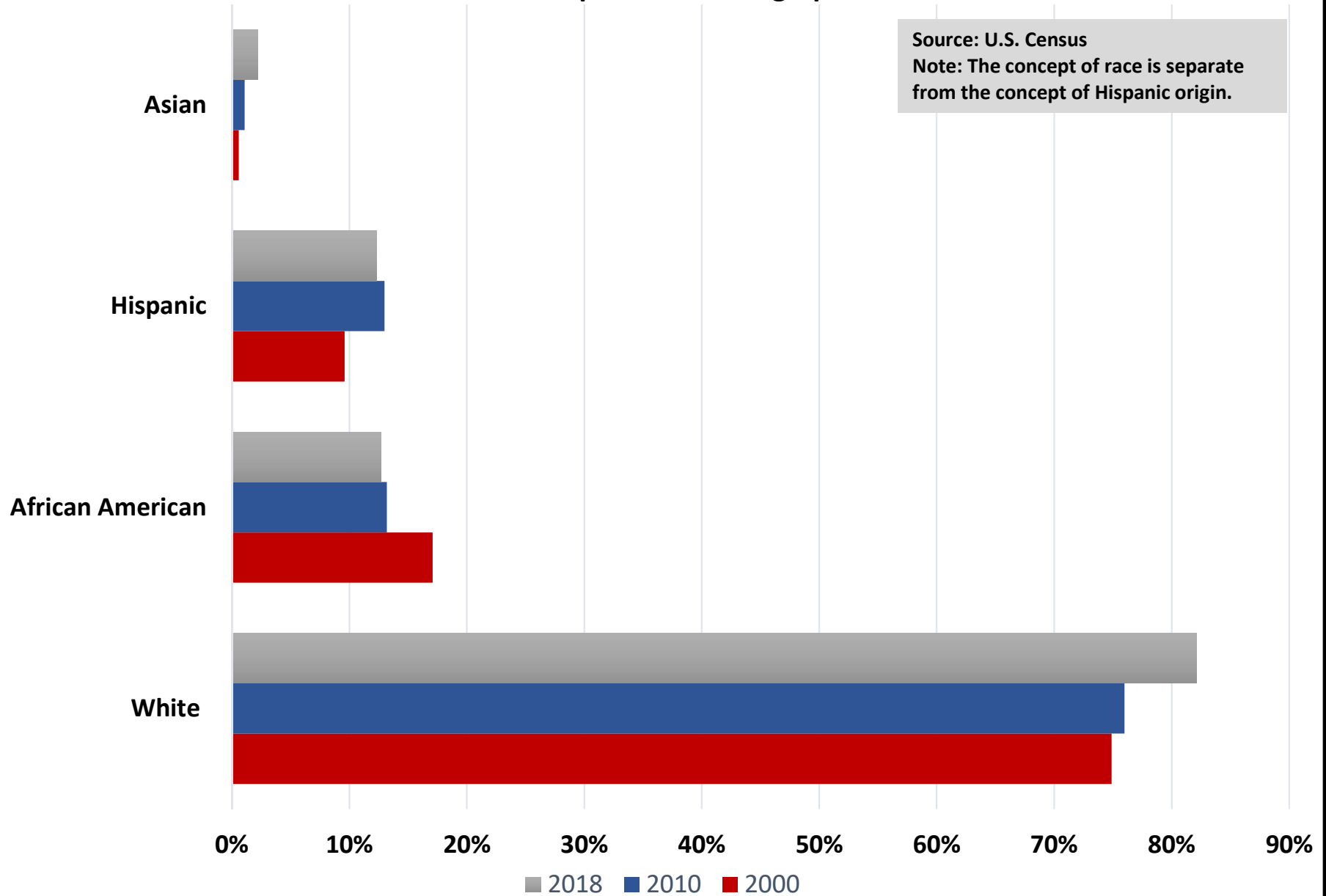
Chart1: Historical Population Growth 1990 to 2020

Source: State Demographer

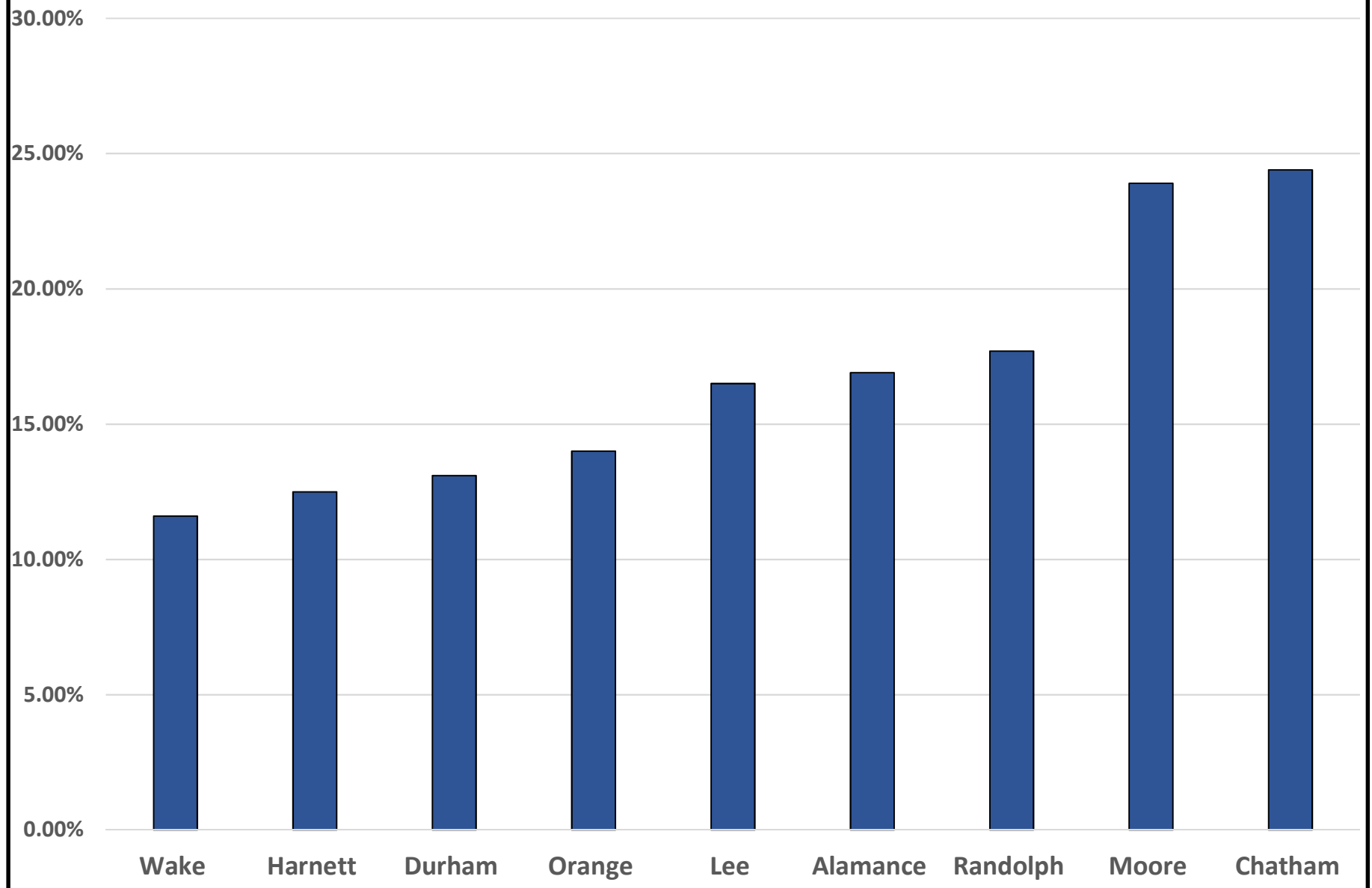


**Chart 2: Population Demographics**

Source: U.S. Census  
Note: The concept of race is separate  
from the concept of Hispanic origin.



**Chart 3: Current Percent 65 years and over** Source: U.S. Census Quickfacts



# Chart 4: Aging Breakdown 2000-2018

Source: 2018 American Community Survey

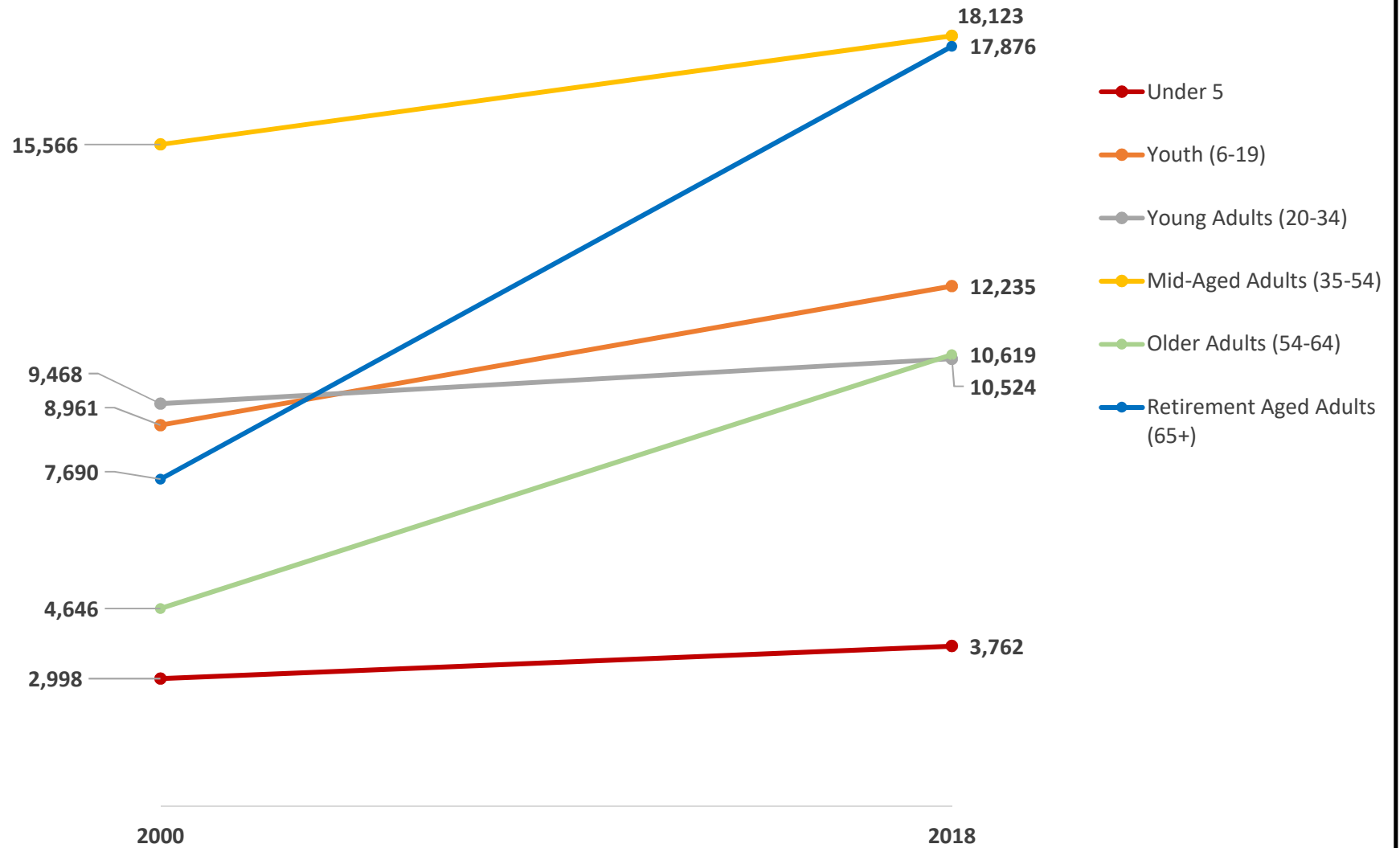
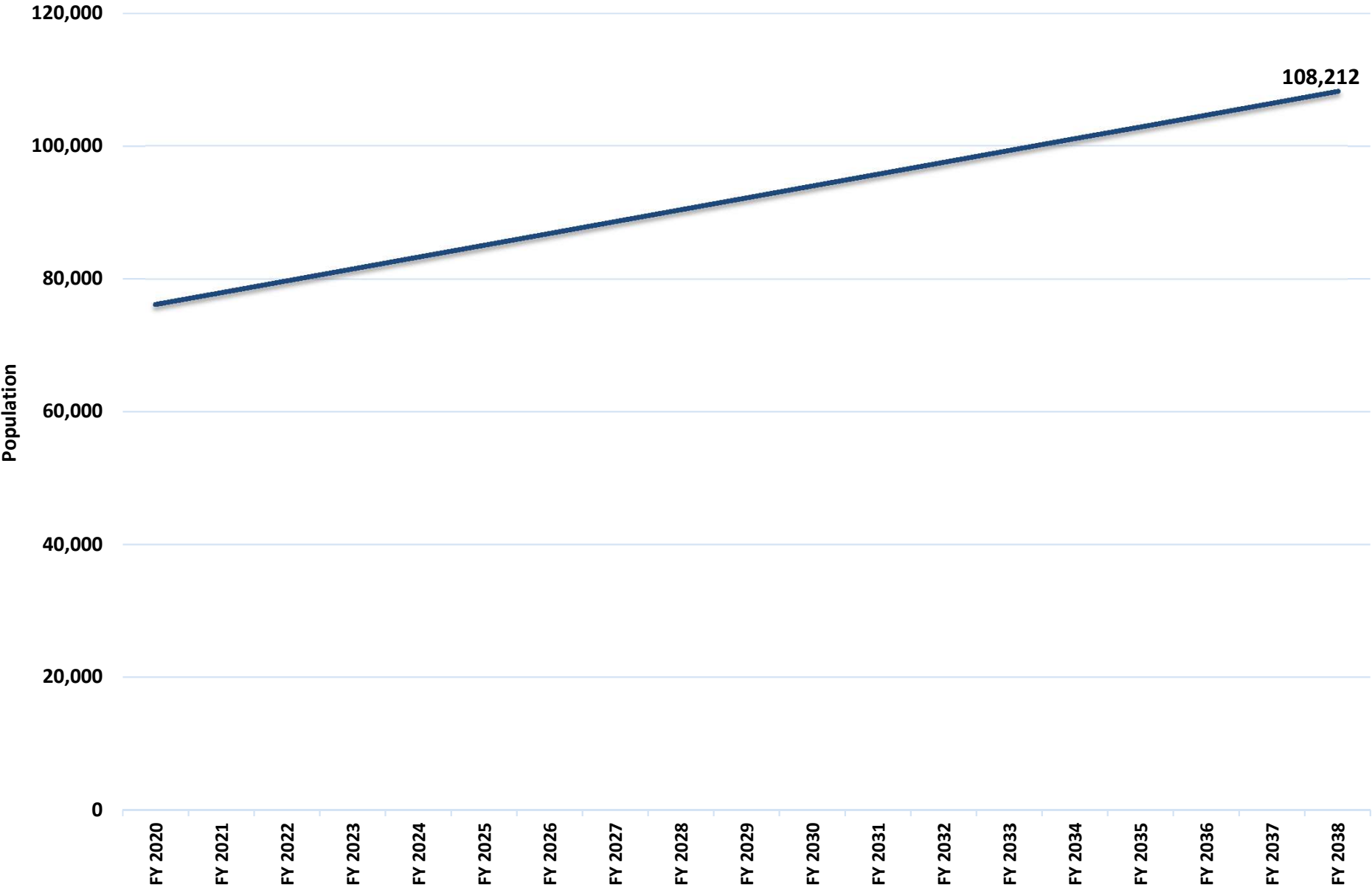


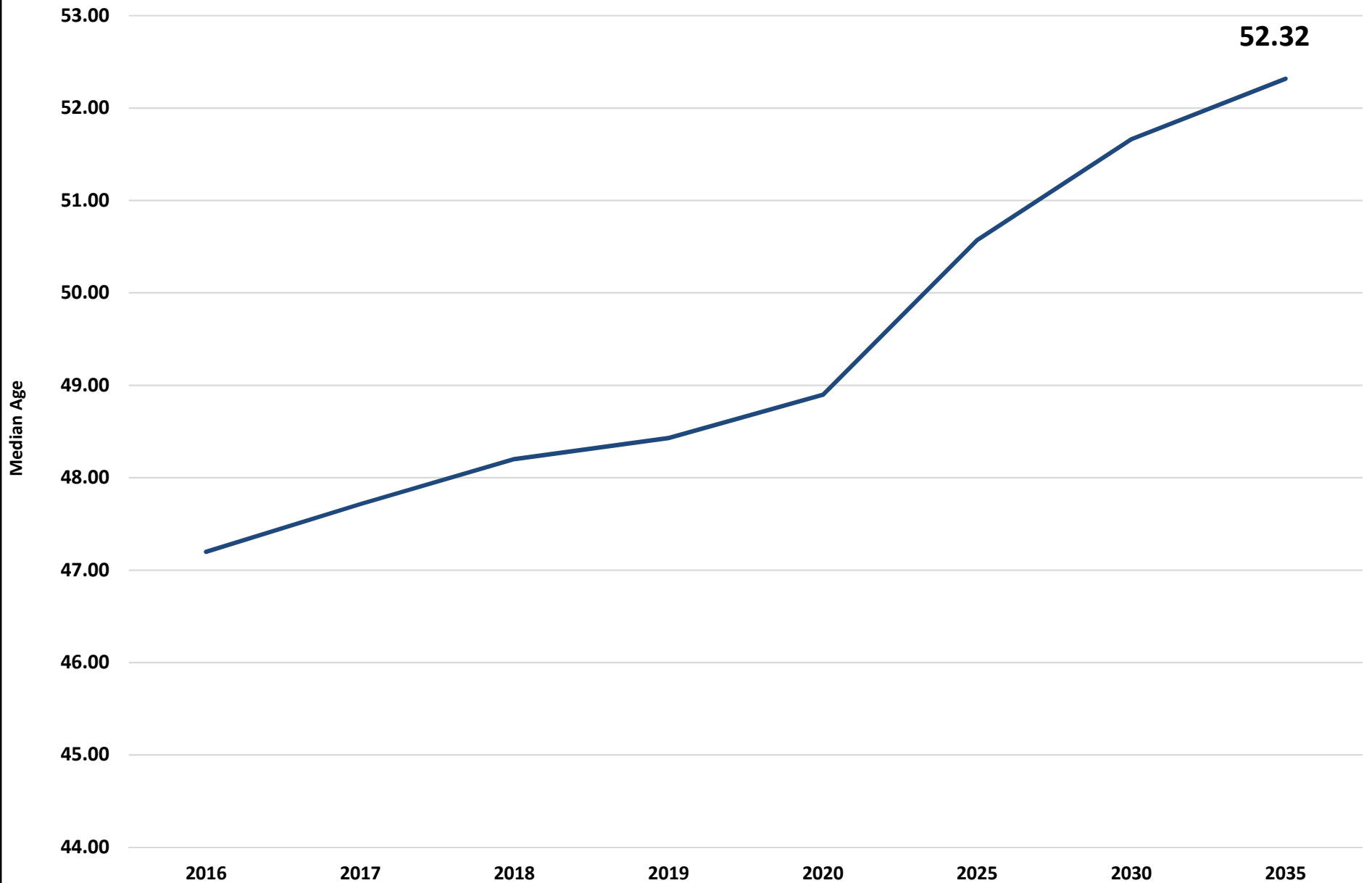
Chart 5: Projected Population Growth: 2020 to 2038

Sources: State Demographer



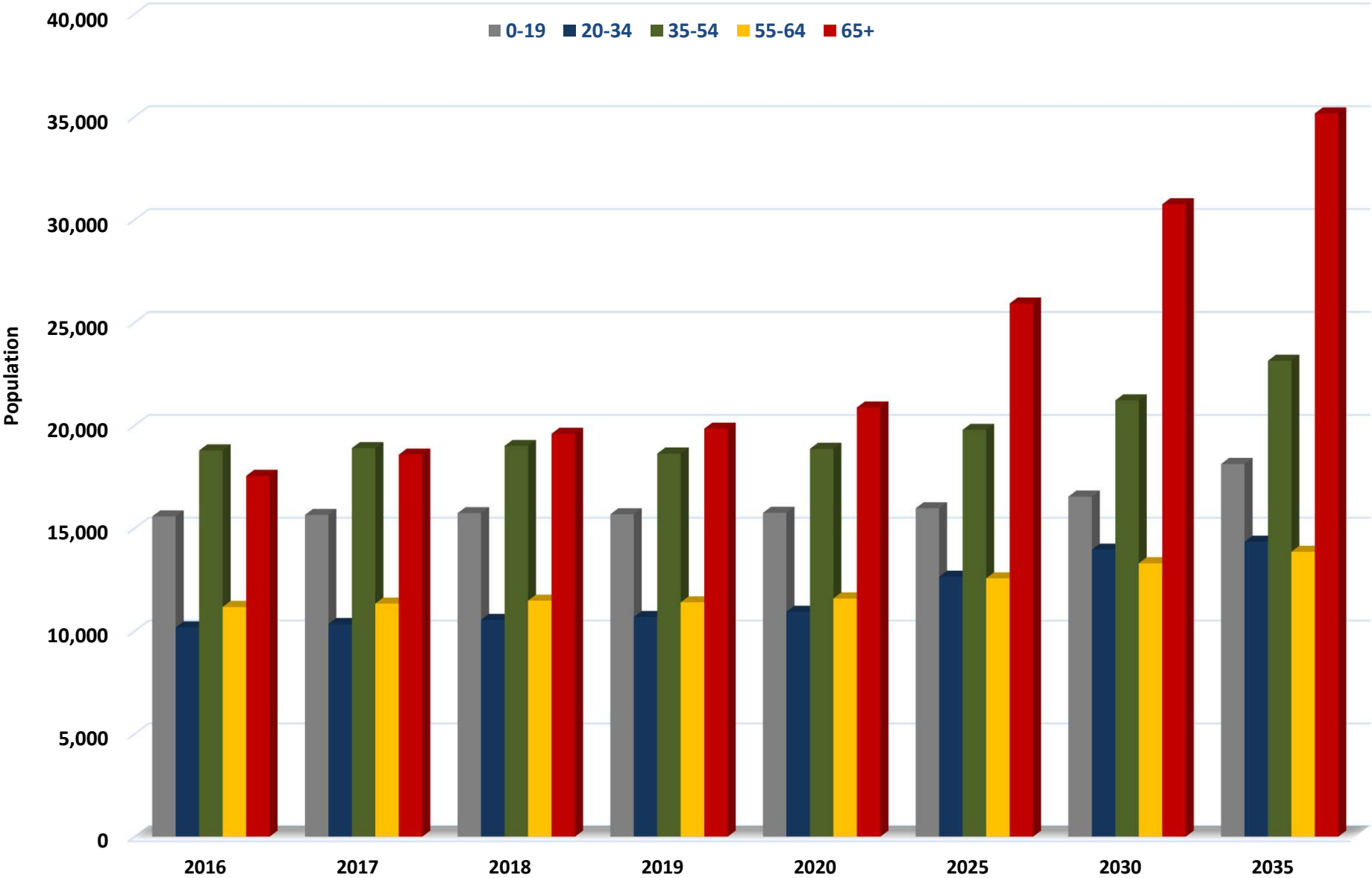
**Chart 6: Projected Median Age**

Source: State Demographer



**Chart 7: Population Projections by Age Group**

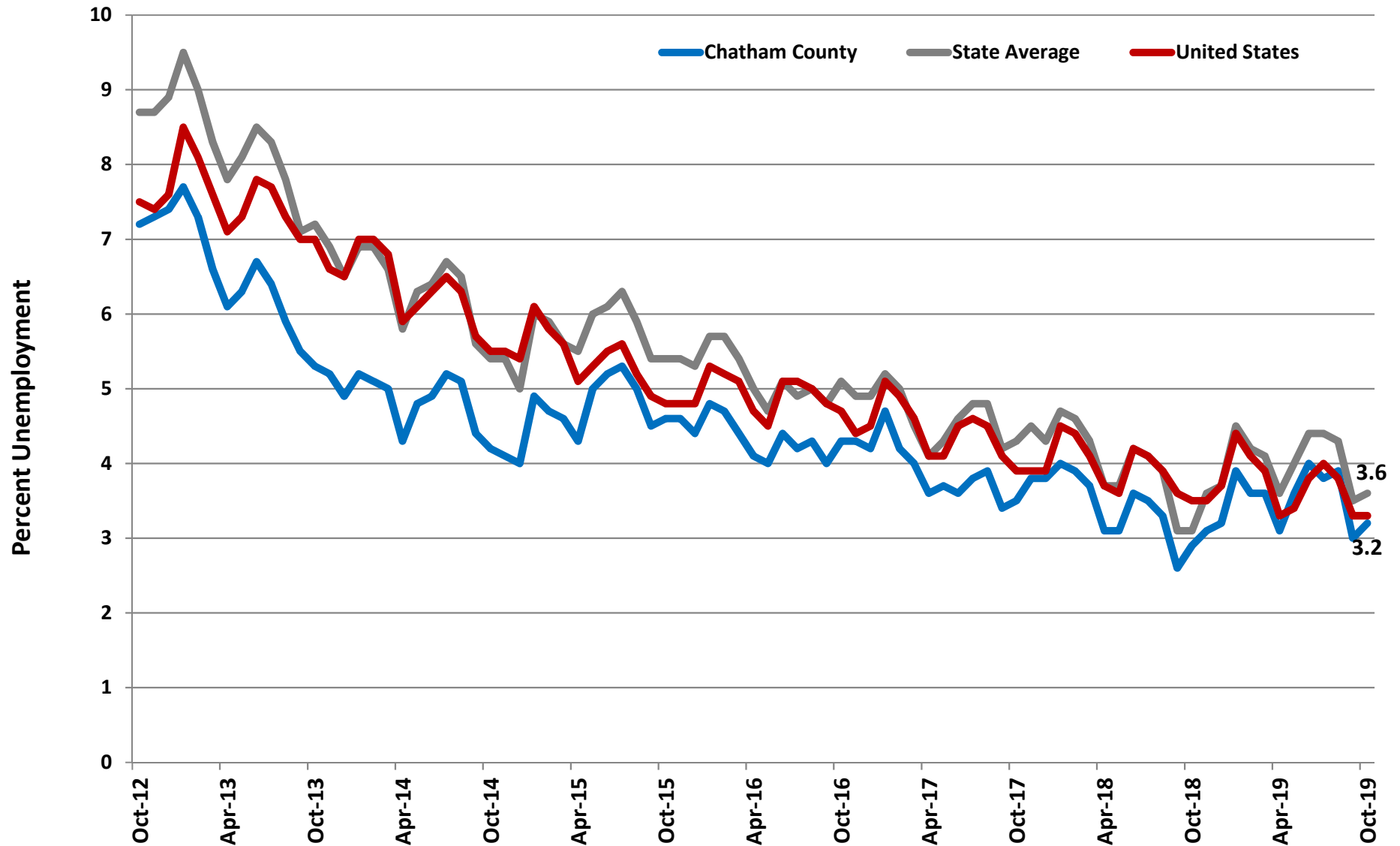
Source: State Demographer





# Chart 8: Chatham County Unemployment Rate

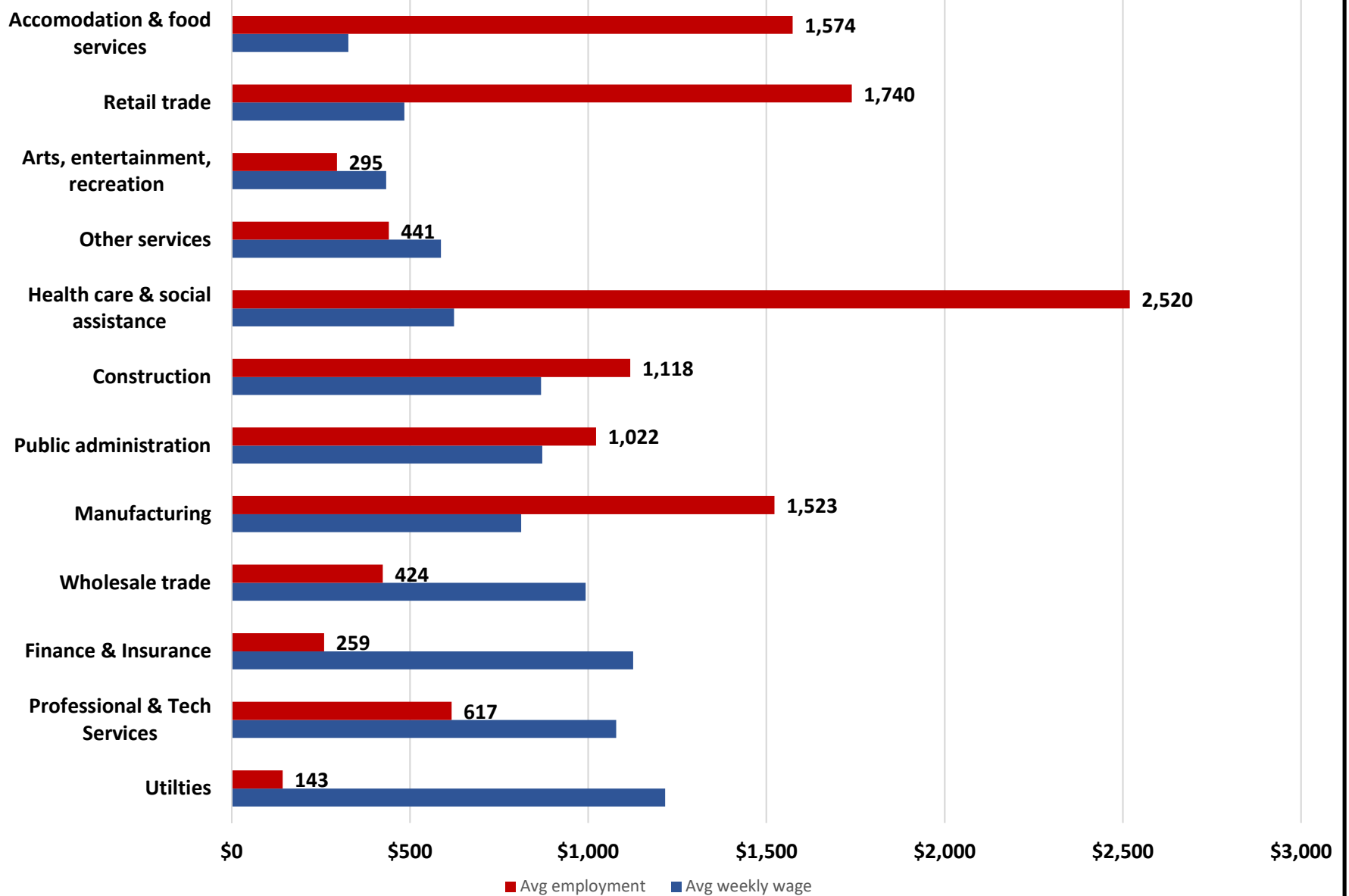
Source: NC Employment Security Commission



In October 2019, Chatham County was tied with 8 other counties for the 4th lowest unemployment rate in the state (3.2%)

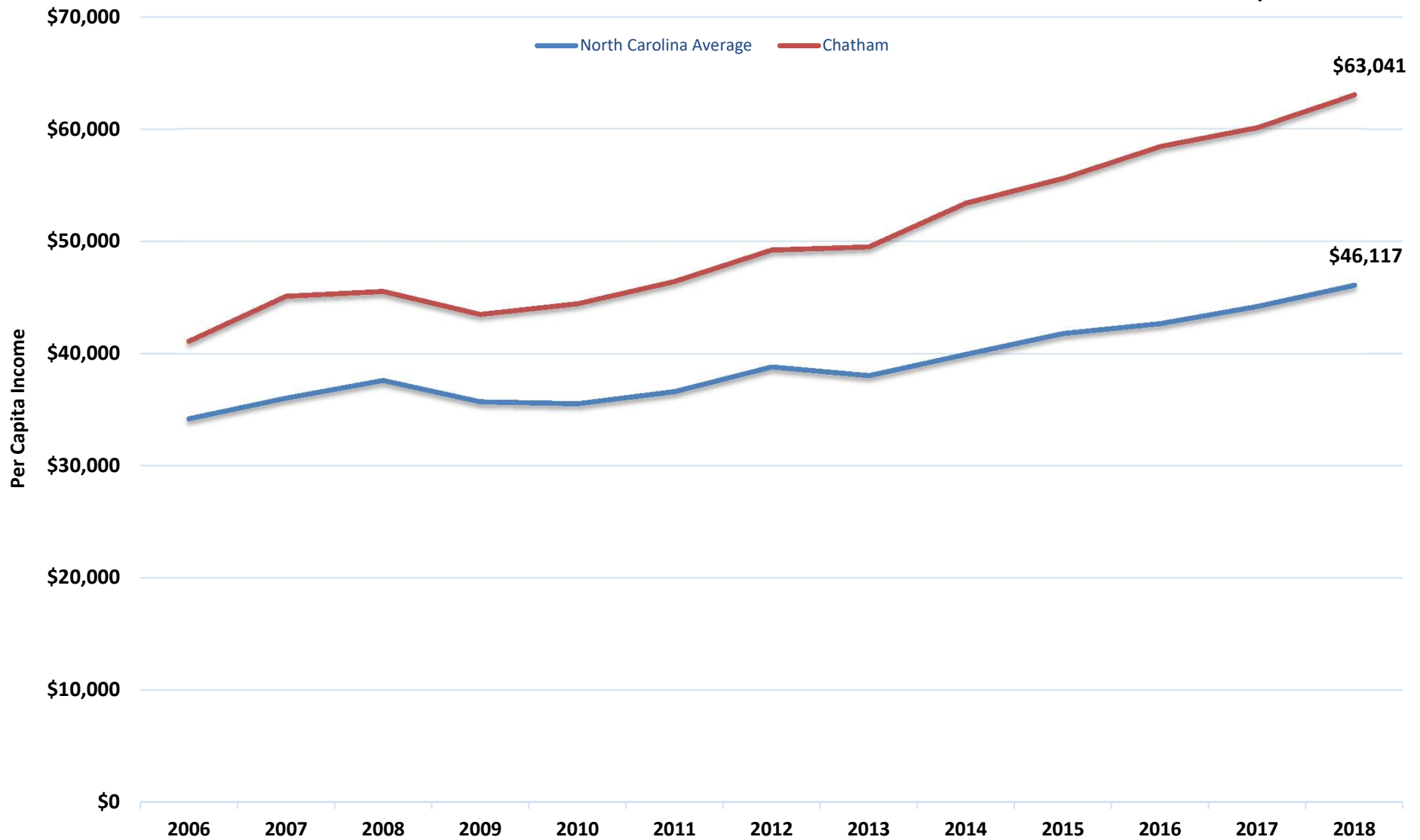
### Chart 9: Quarterly Employment and Wage 2019 Q2

Source: NC Dept of  
Commerce ACCESS NC



### Chart 10: Per Capita Income

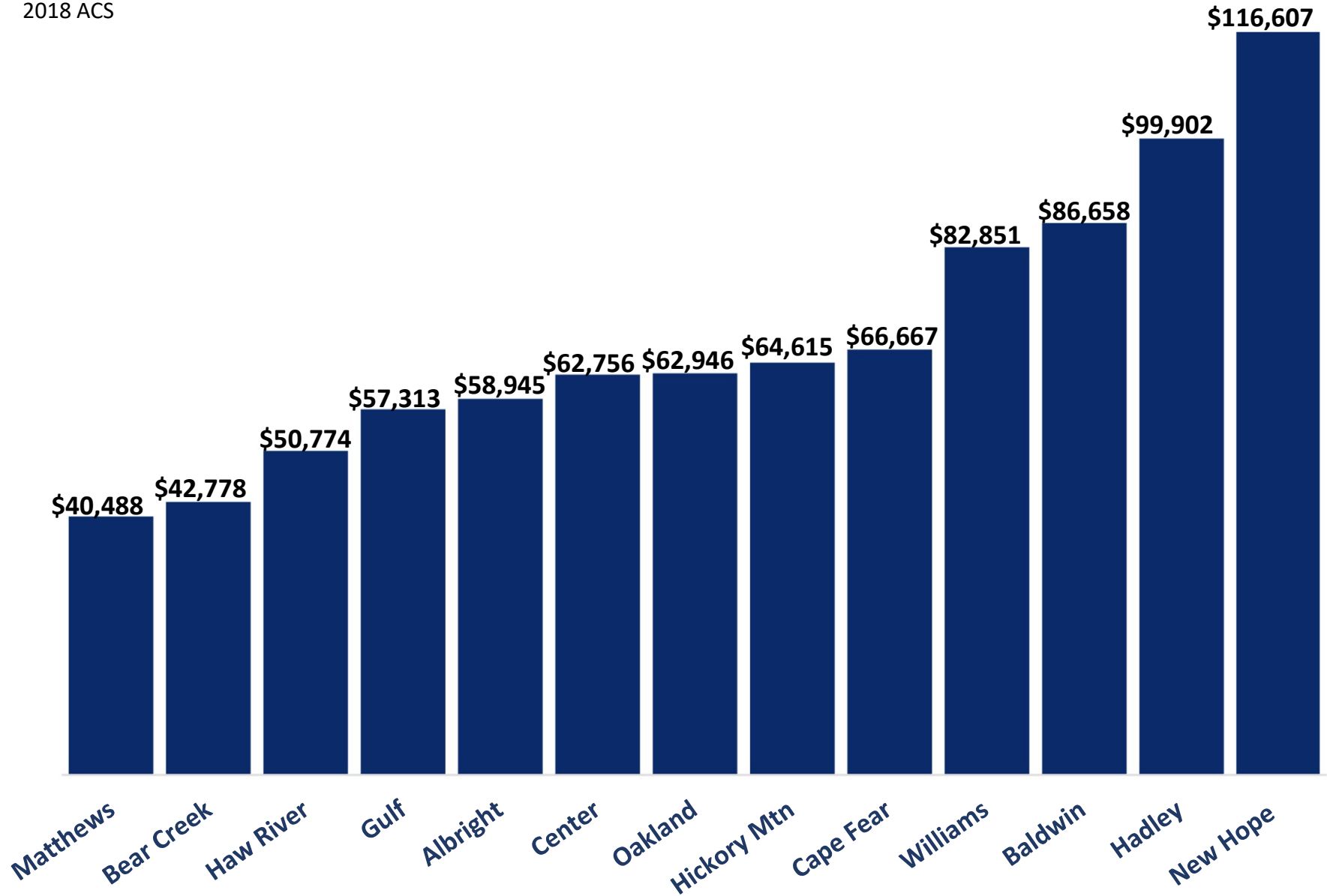
Source: U.S. Department of Commerce  
Bureau of Economic Analysis



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

Source: U.S. Census  
2018 ACS

**Chart 11: Median Income by Township**



**Chart 12: Total Below Poverty**

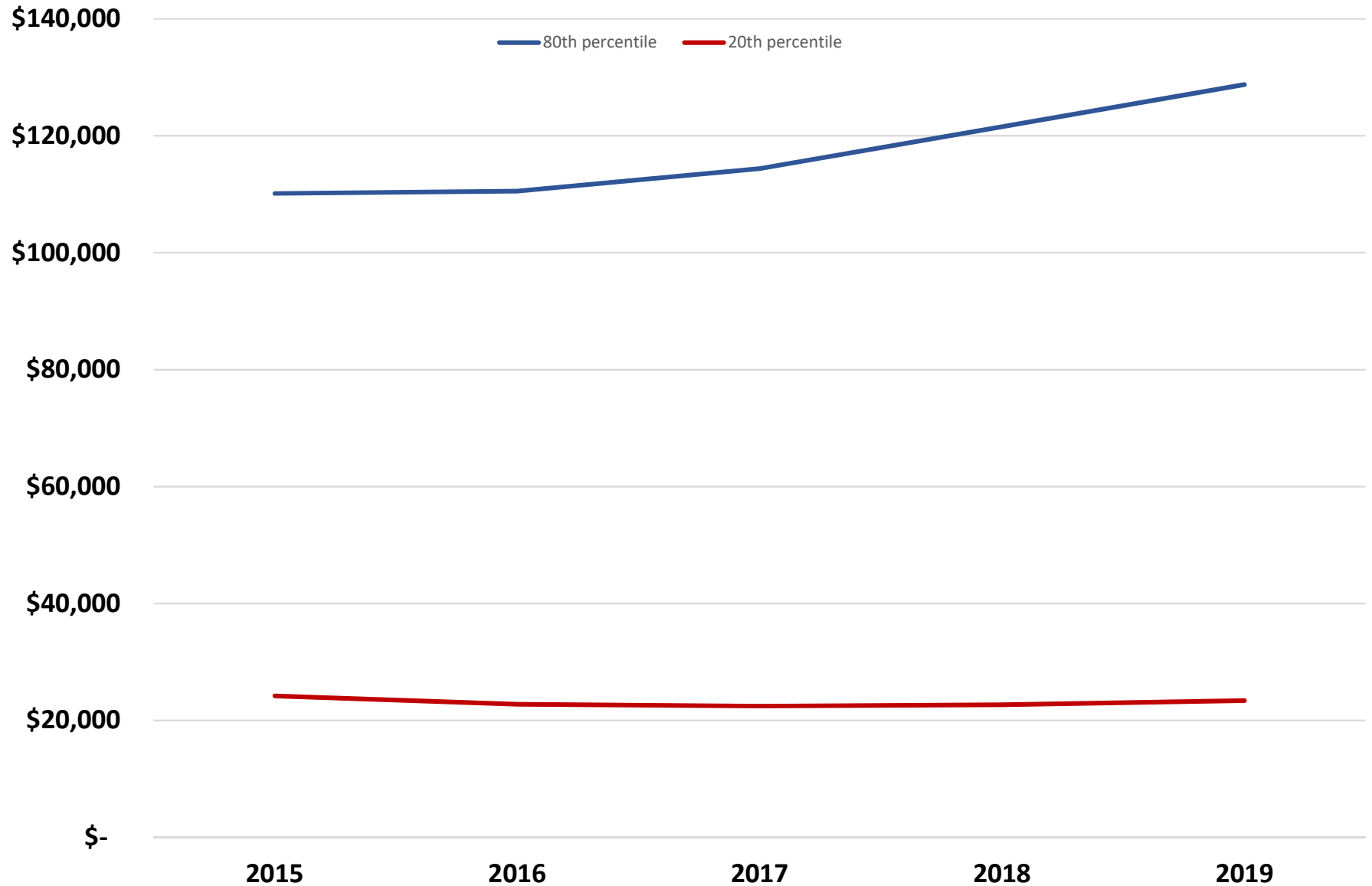
Source: U.S. Census American  
Community Survey 2018

■ All people in poverty ■ Total Population



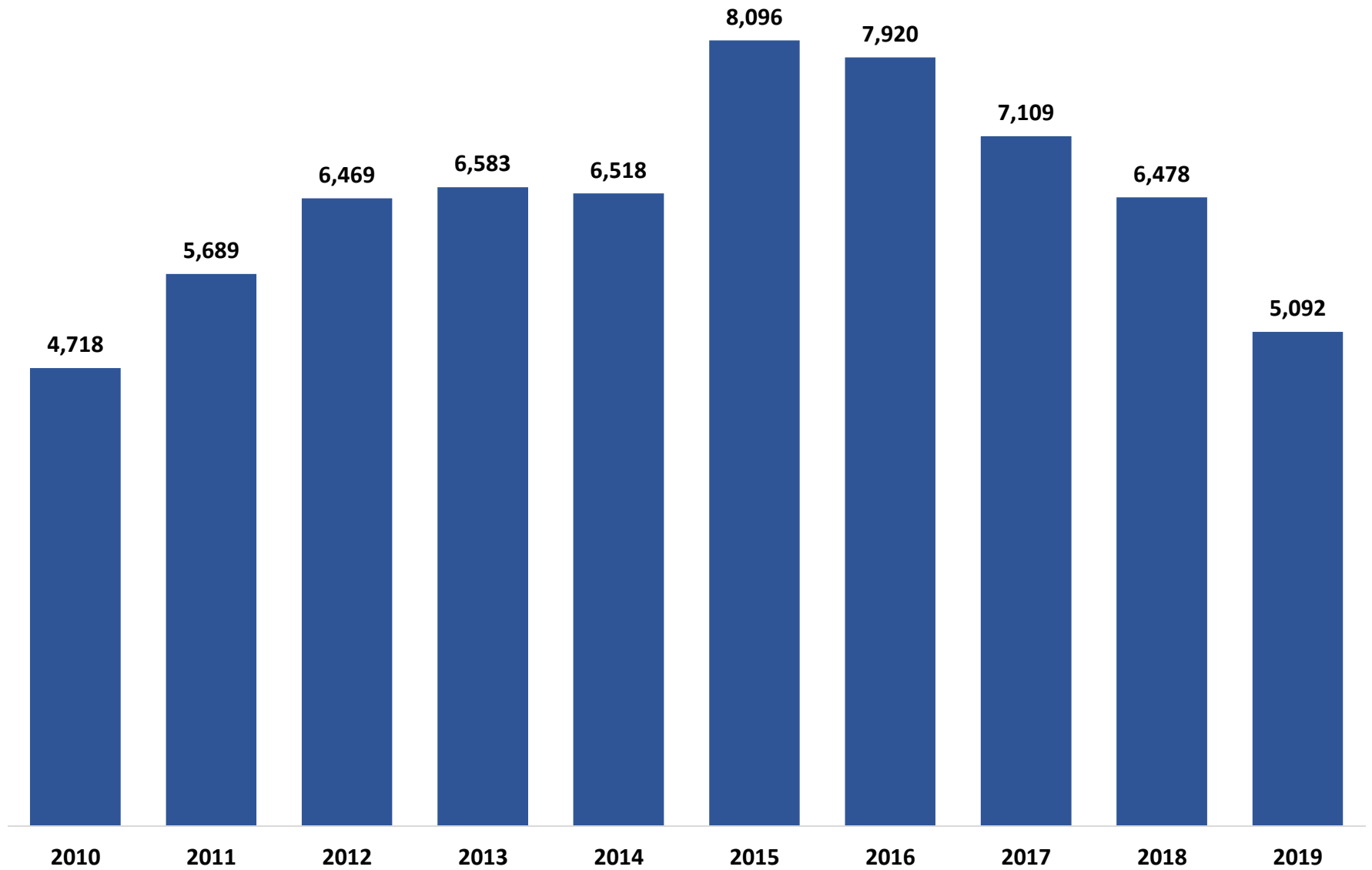
**Chart 13: Chatham County Income Inequality**

Source: Countyhealthrankings.org



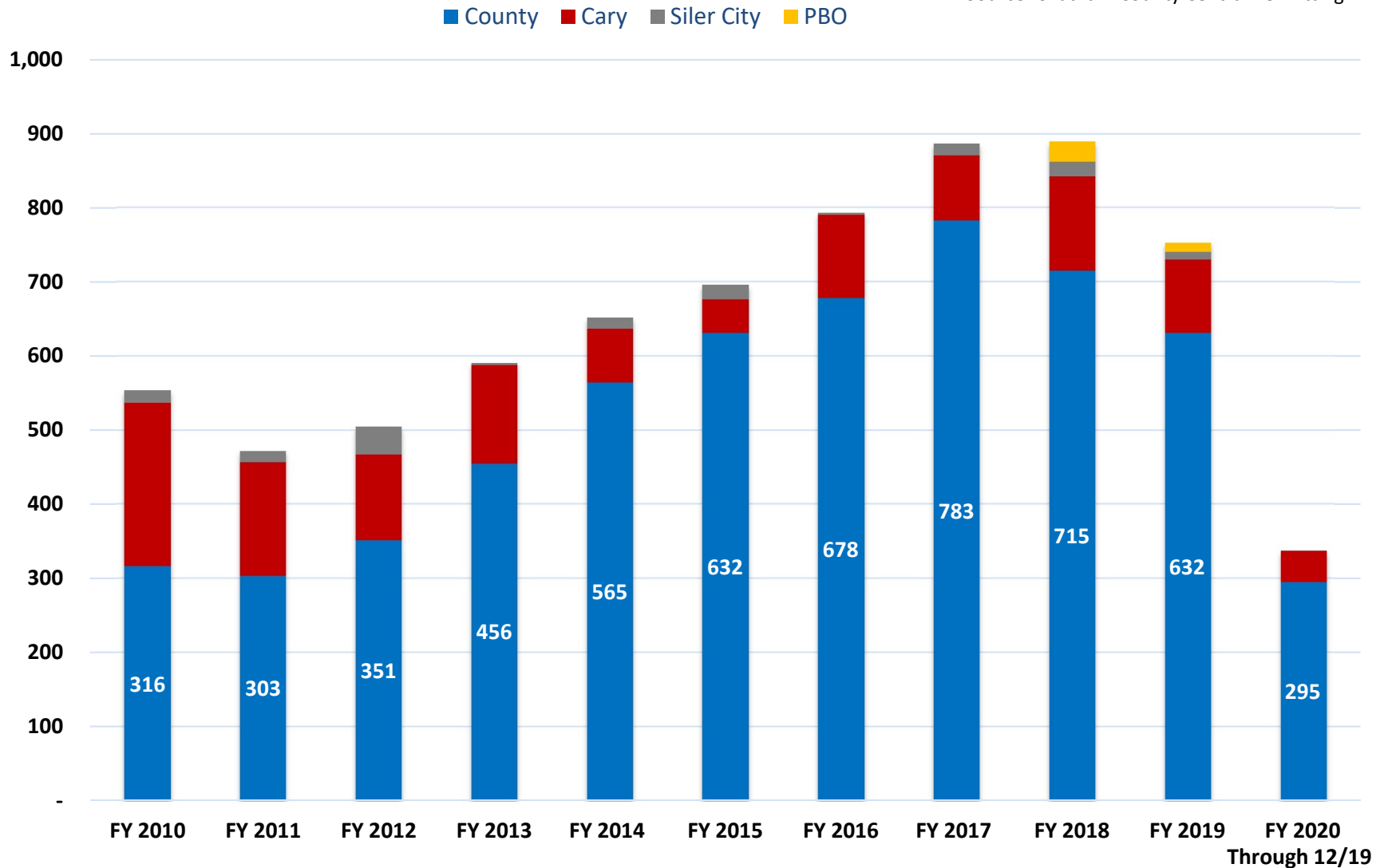
**Chart 14: Total Number of FNS Recipients**

Source: DSS



**Chart 15: Residential Building Permits Issued:  
Including Cary, Siler City & Pittsboro**

Source: Chatham County Central Permitting

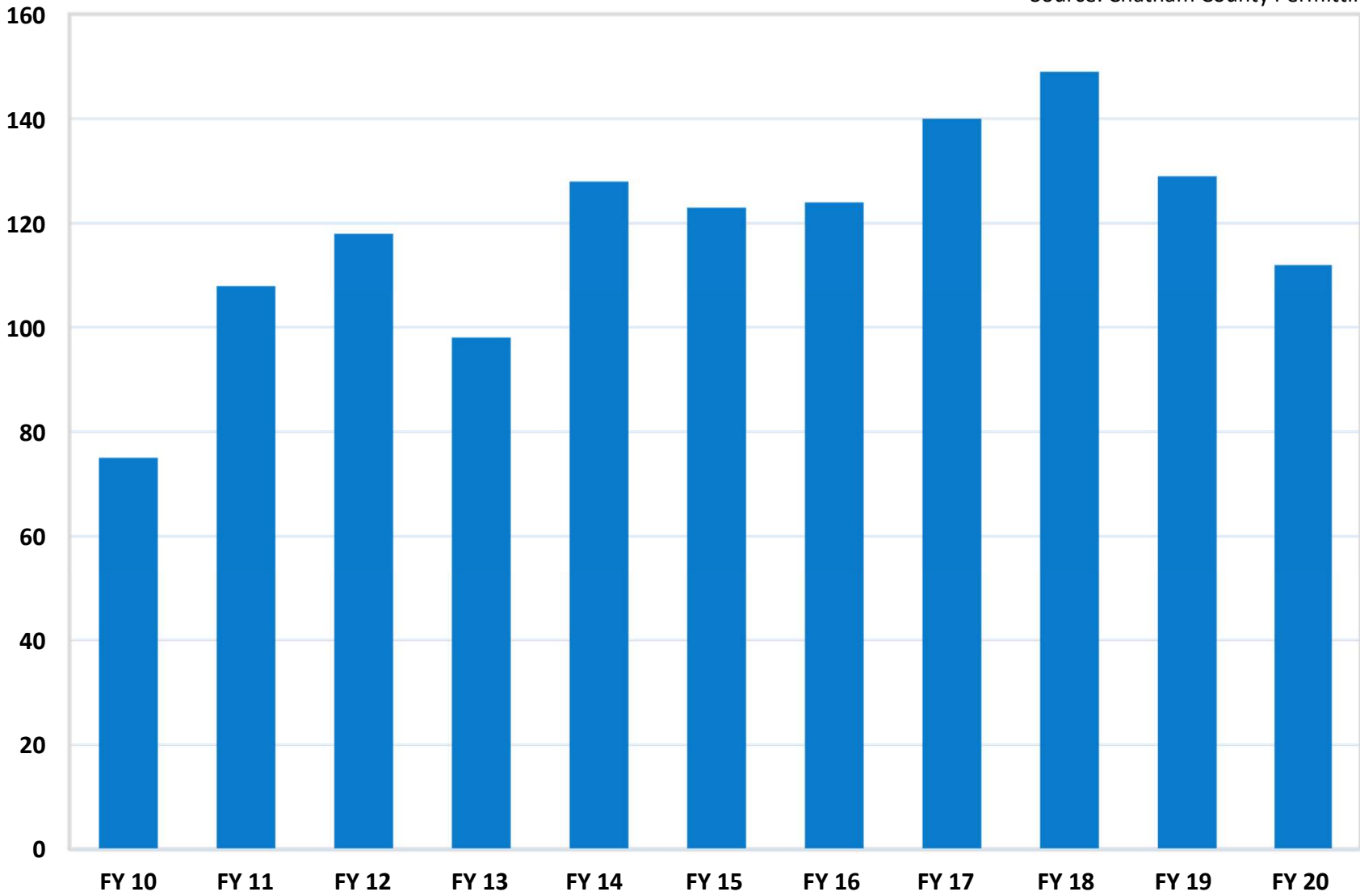


PBO included in County figure until 2018; Siler City included in County figure as of March 2019



**Chart 16: Commercial Permits**

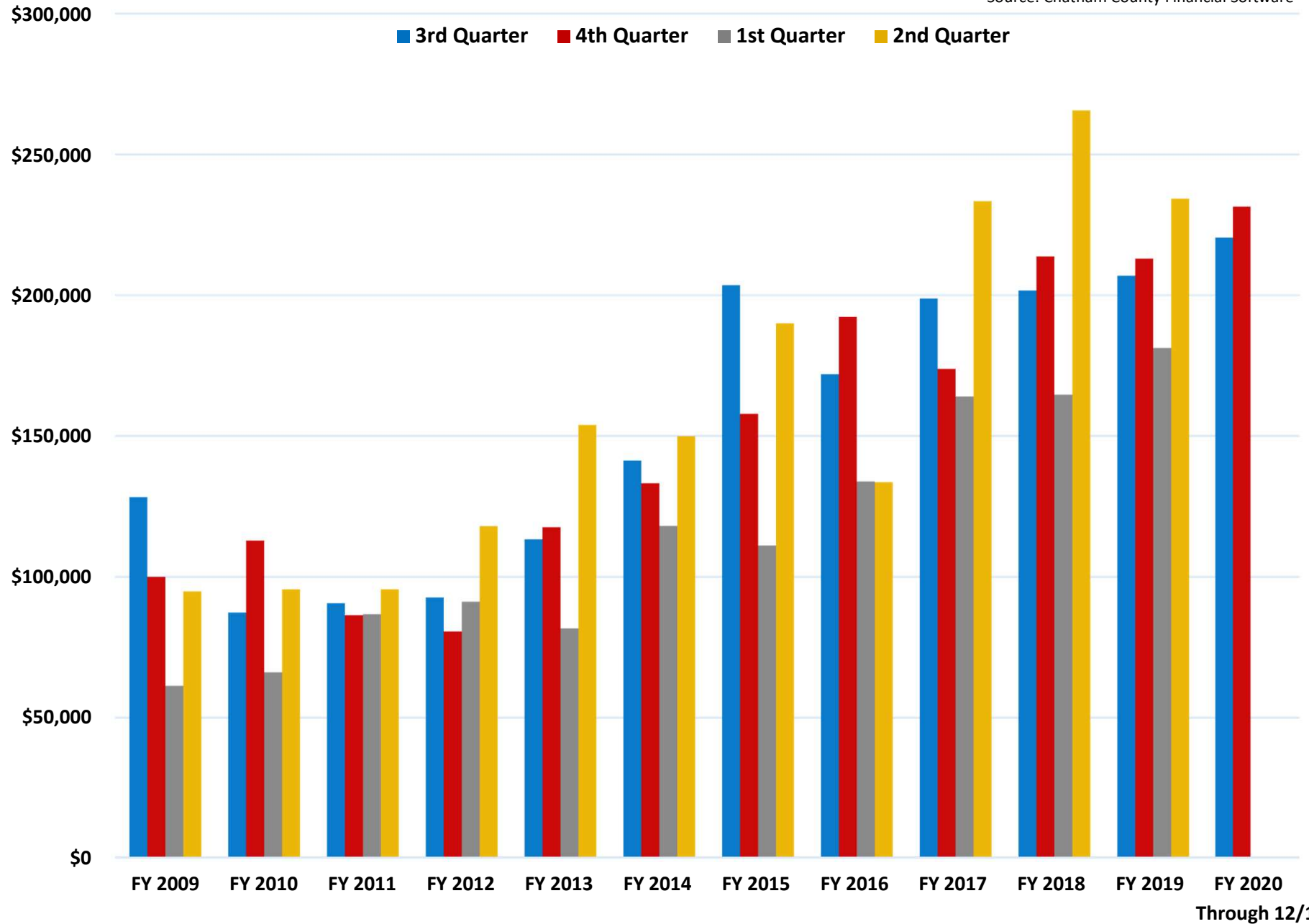
Source: Chatham County Permitting



Through December 2019

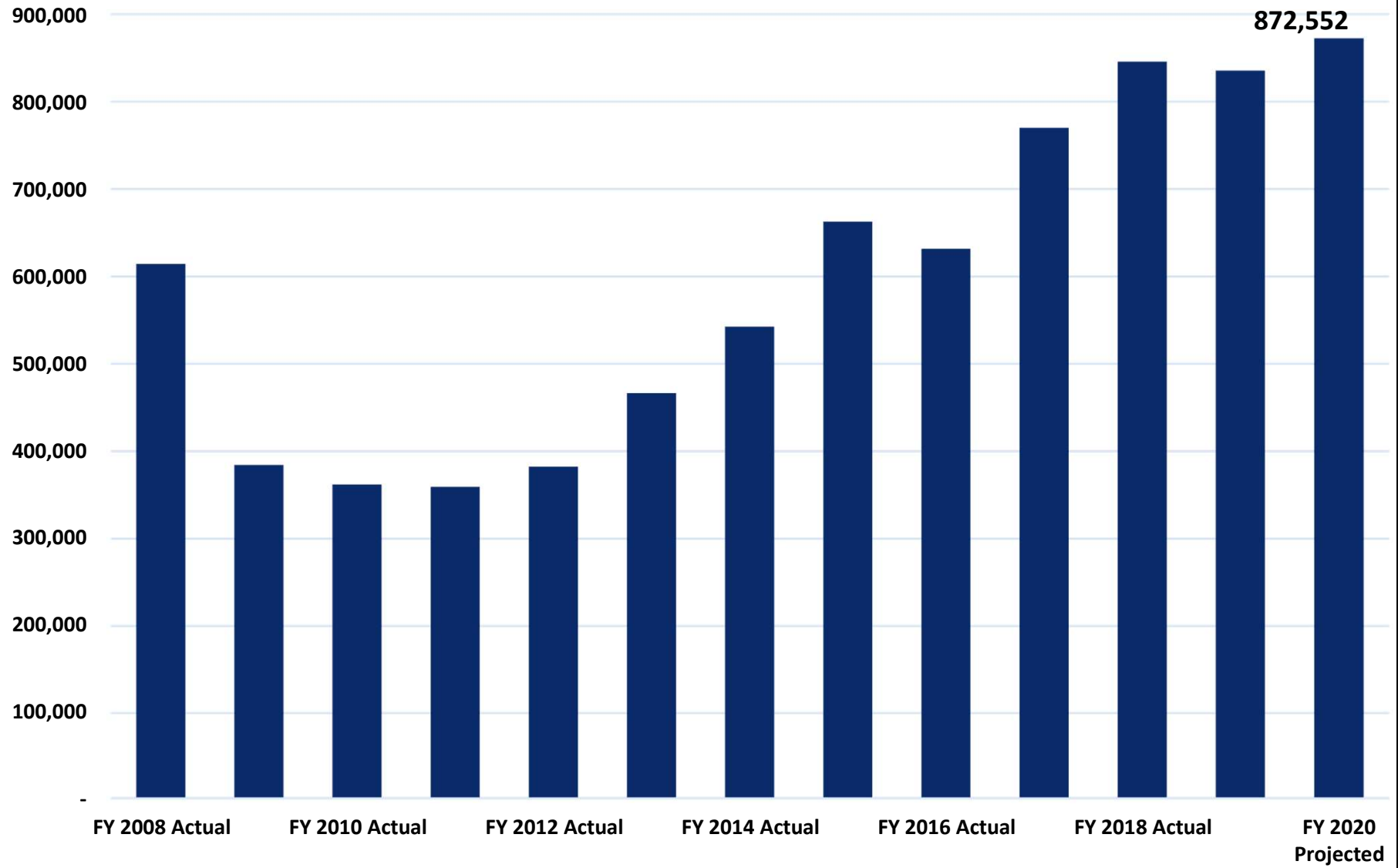
# Chart 17: Quarterly Deed Stamps Collections

Source: Chatham County Financial Software



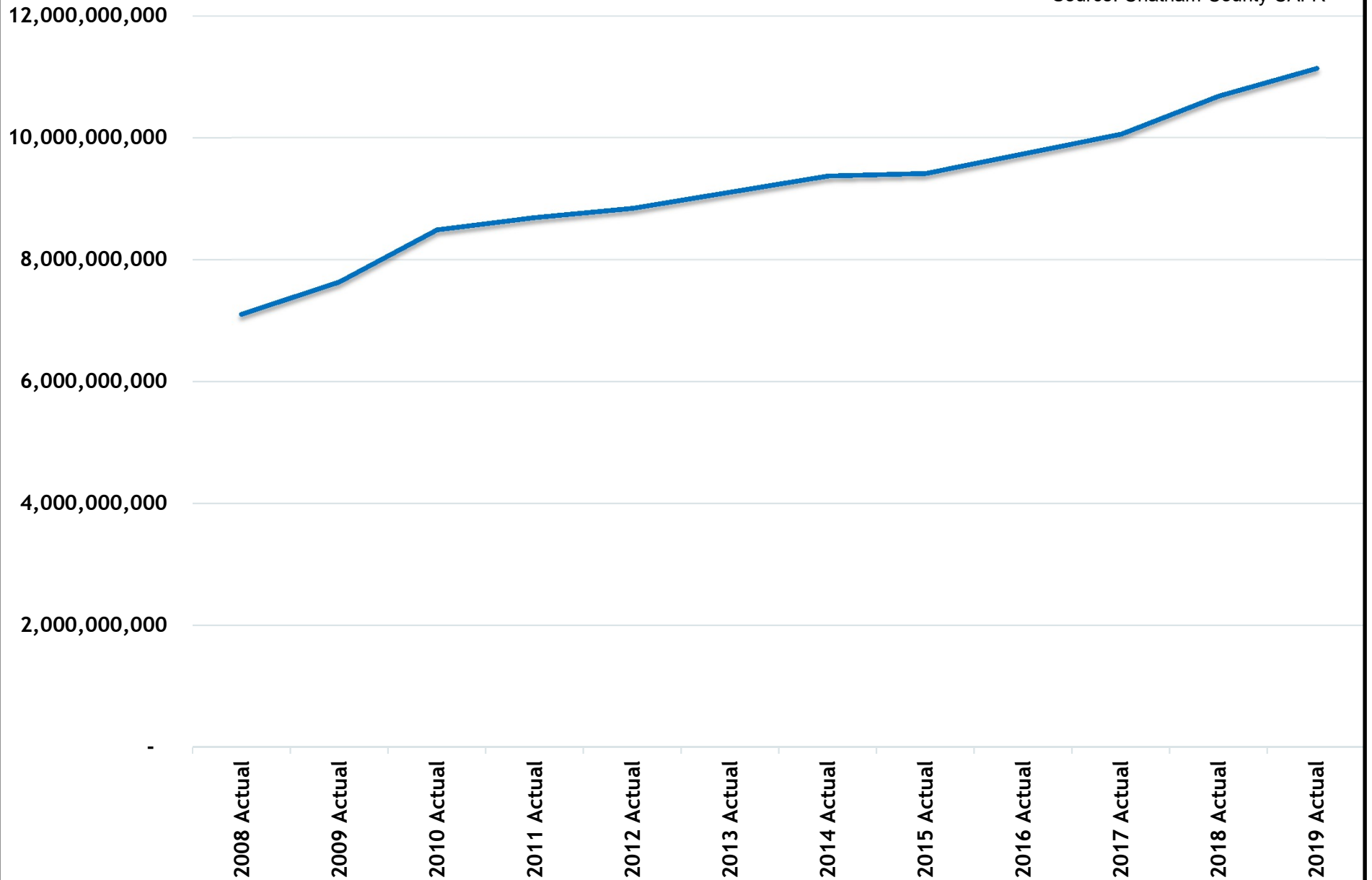
**Chart 18: Actual and Projected Deeds Stamps Collections**

Source: Chatham County CAFRs



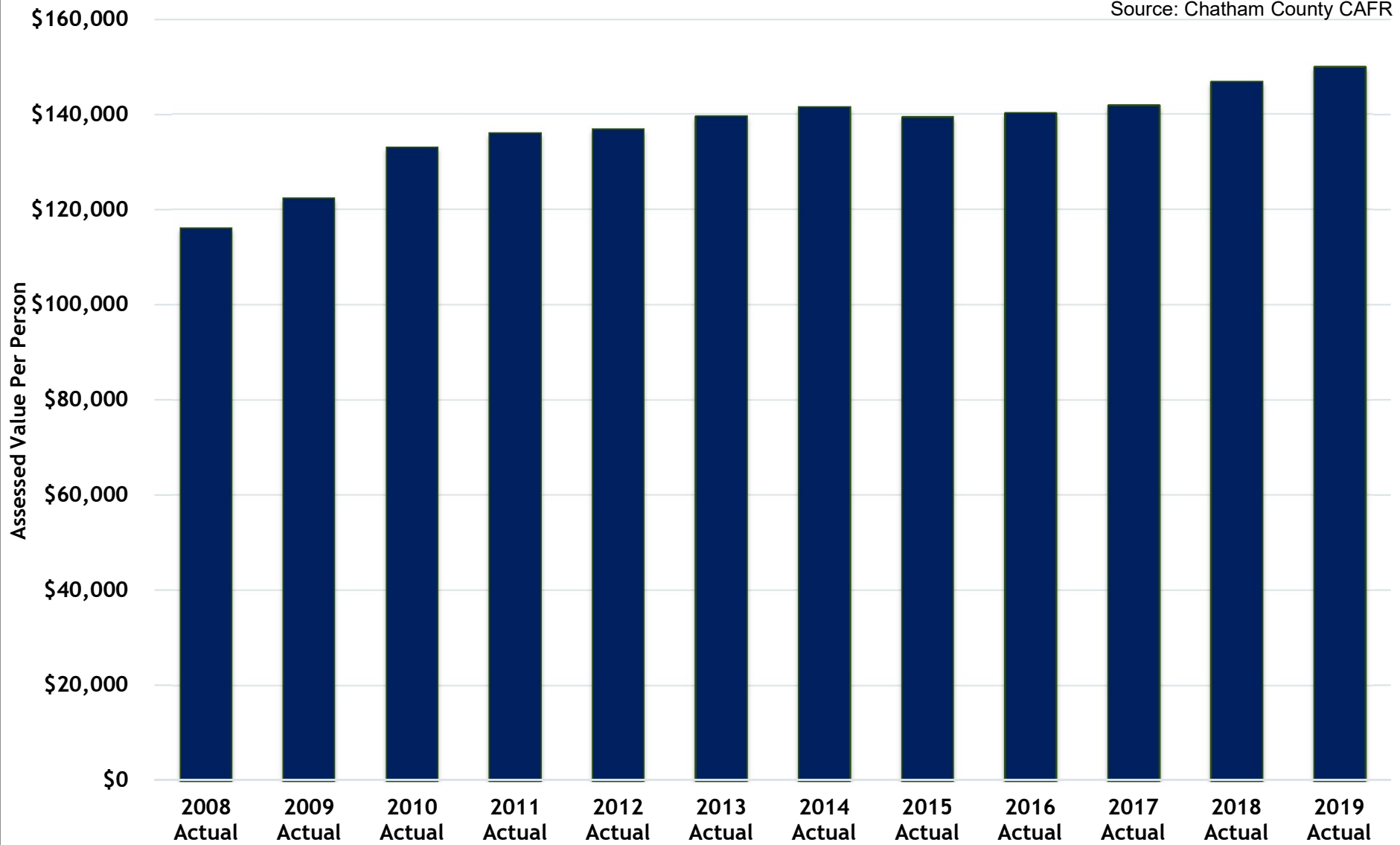
# Chart 19: Chatham County Tax Base, FY 2008-2019

Source: Chatham County CAFR



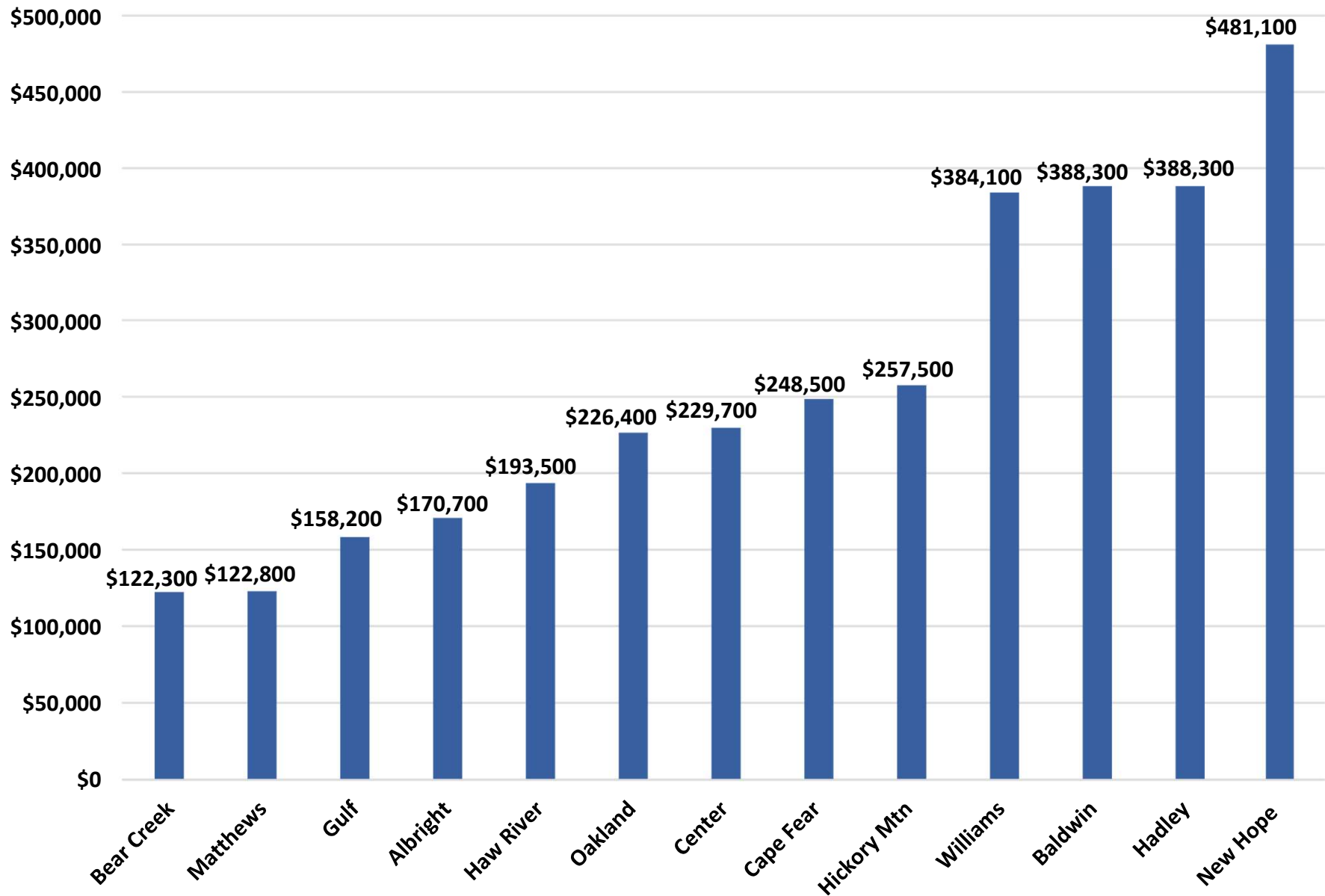
# Chart 20: Assessed Value Per Capita

Source: Chatham County CAFR

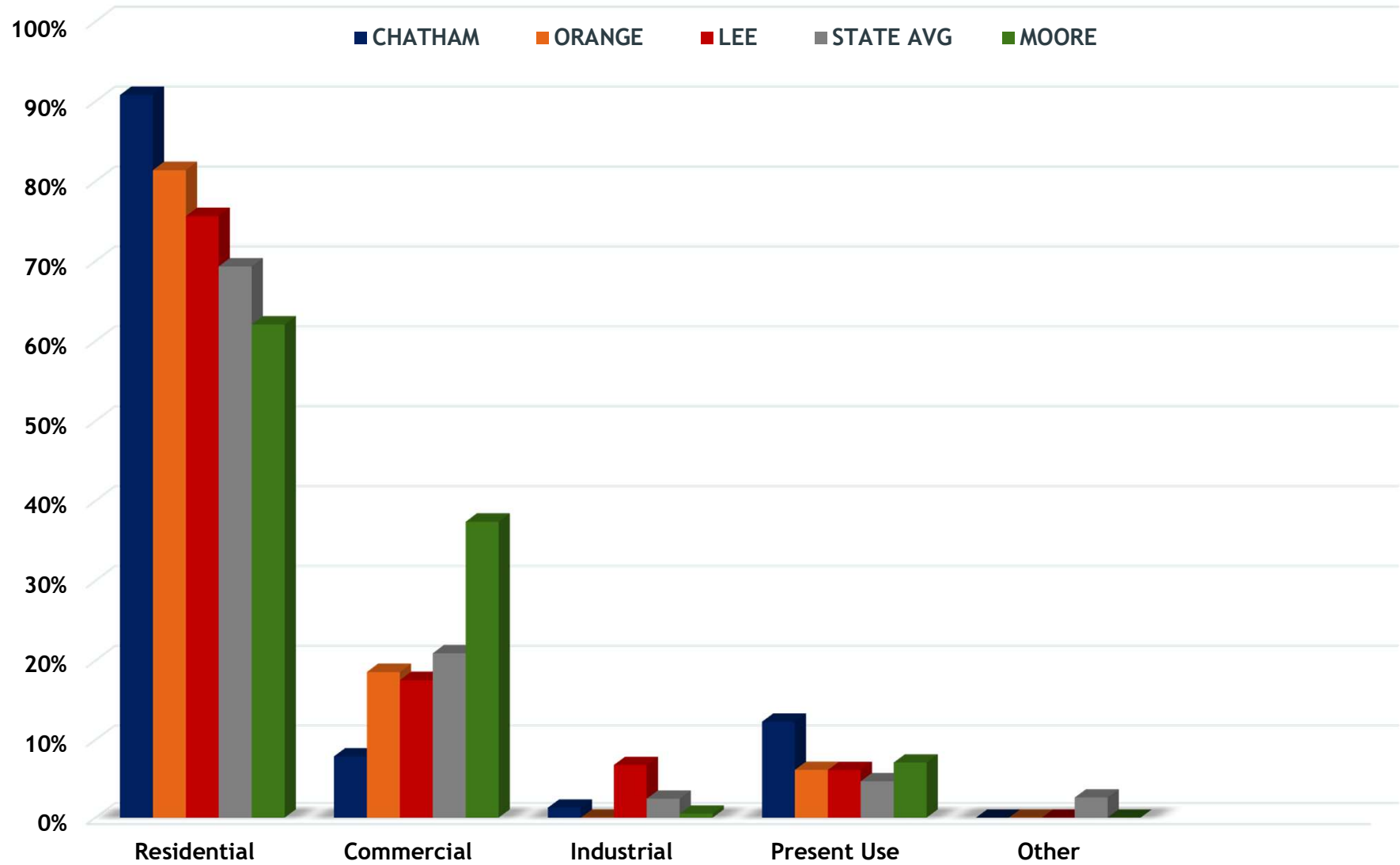


**Chart 21: Median Home Value by Township**

Source: U.S. Census 2018 ACS

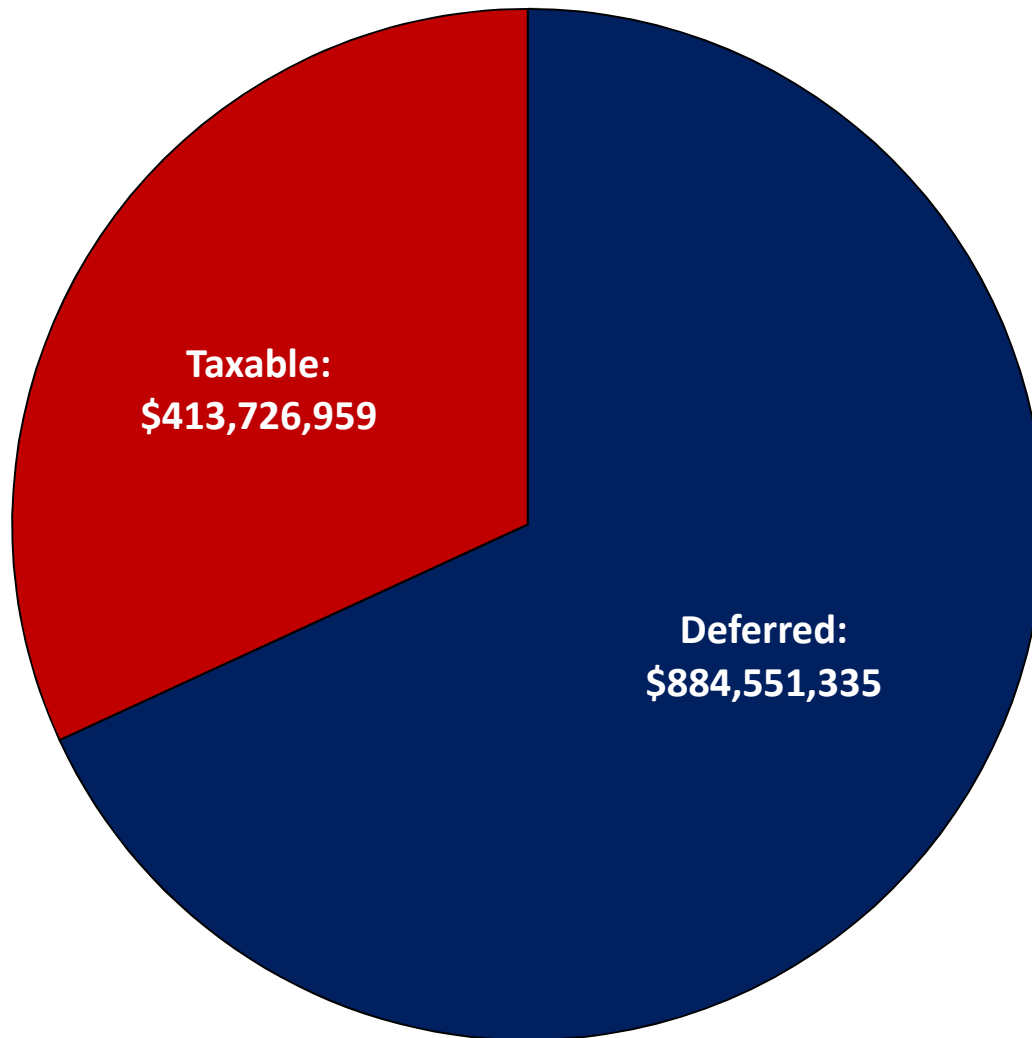


**Chart 22: 2019 Tax Base Comparison: Chatham v. Benchmarks & State Average (Present Use=Fully Assessed Value)**



**Chart 23: Chatham Present Use Value Breakdown: \$1,298,278,294**

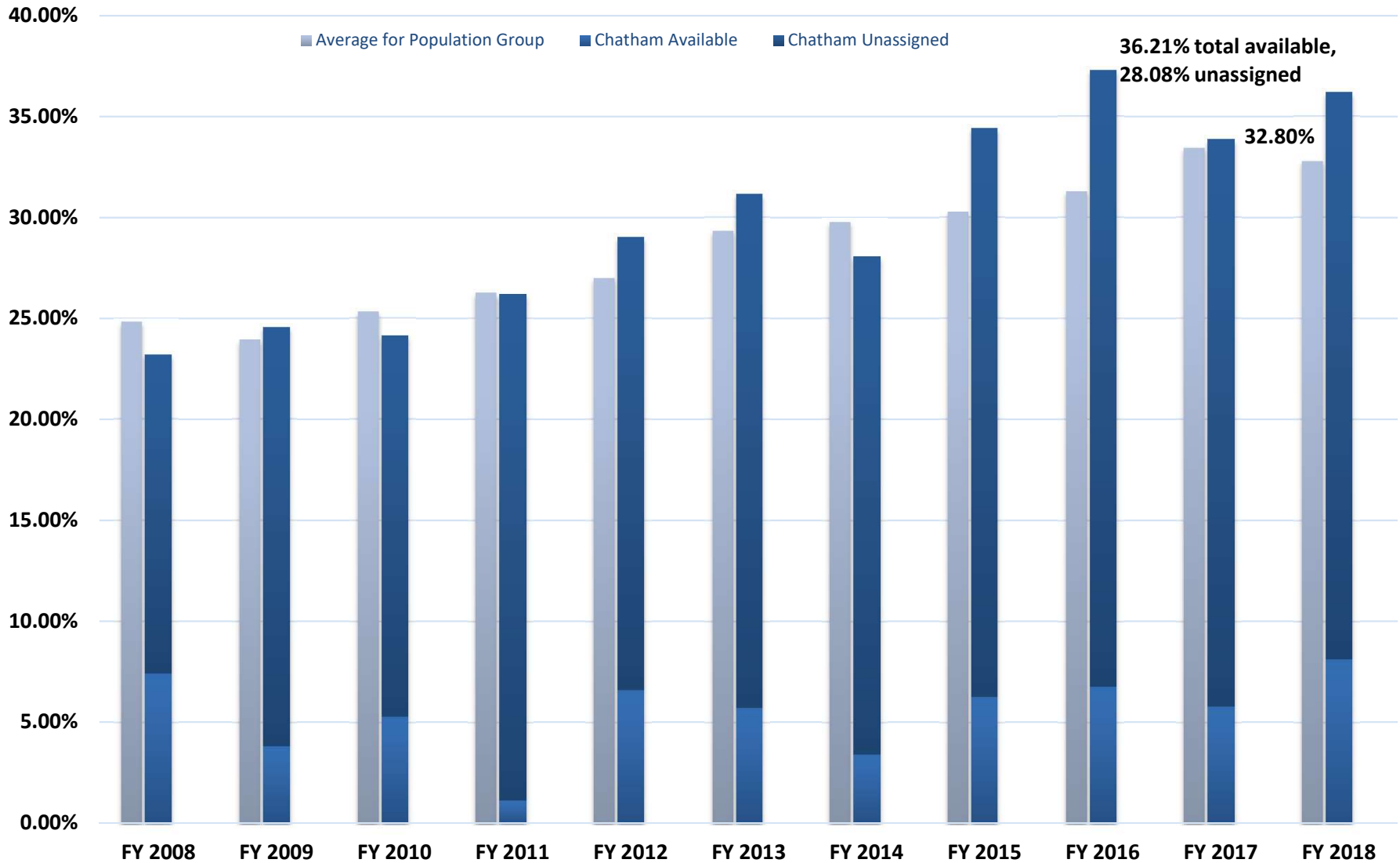
Source: NC DOR



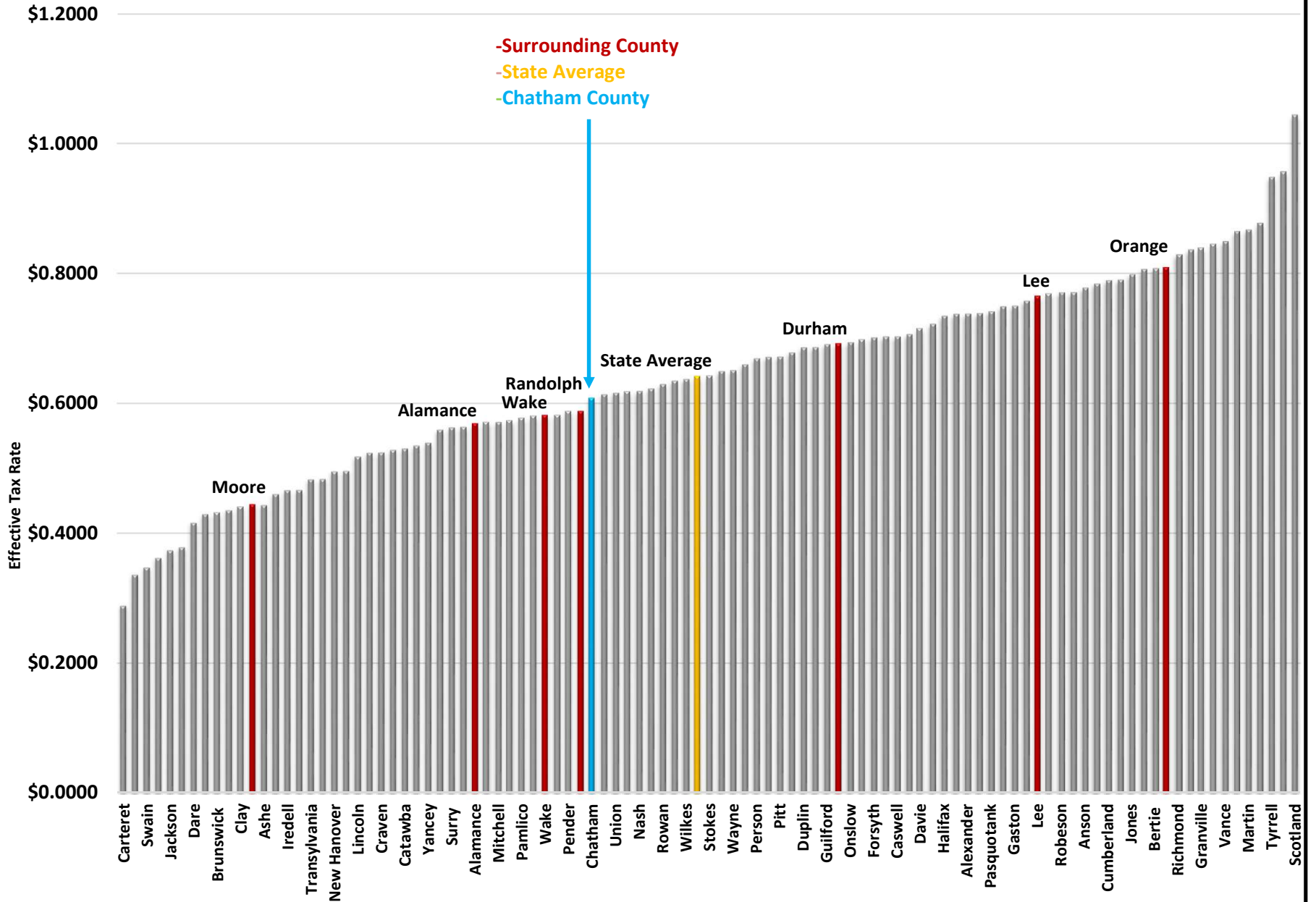


**Chart 24: Percent of Available Fund Balance  
Chatham vs. State Average**

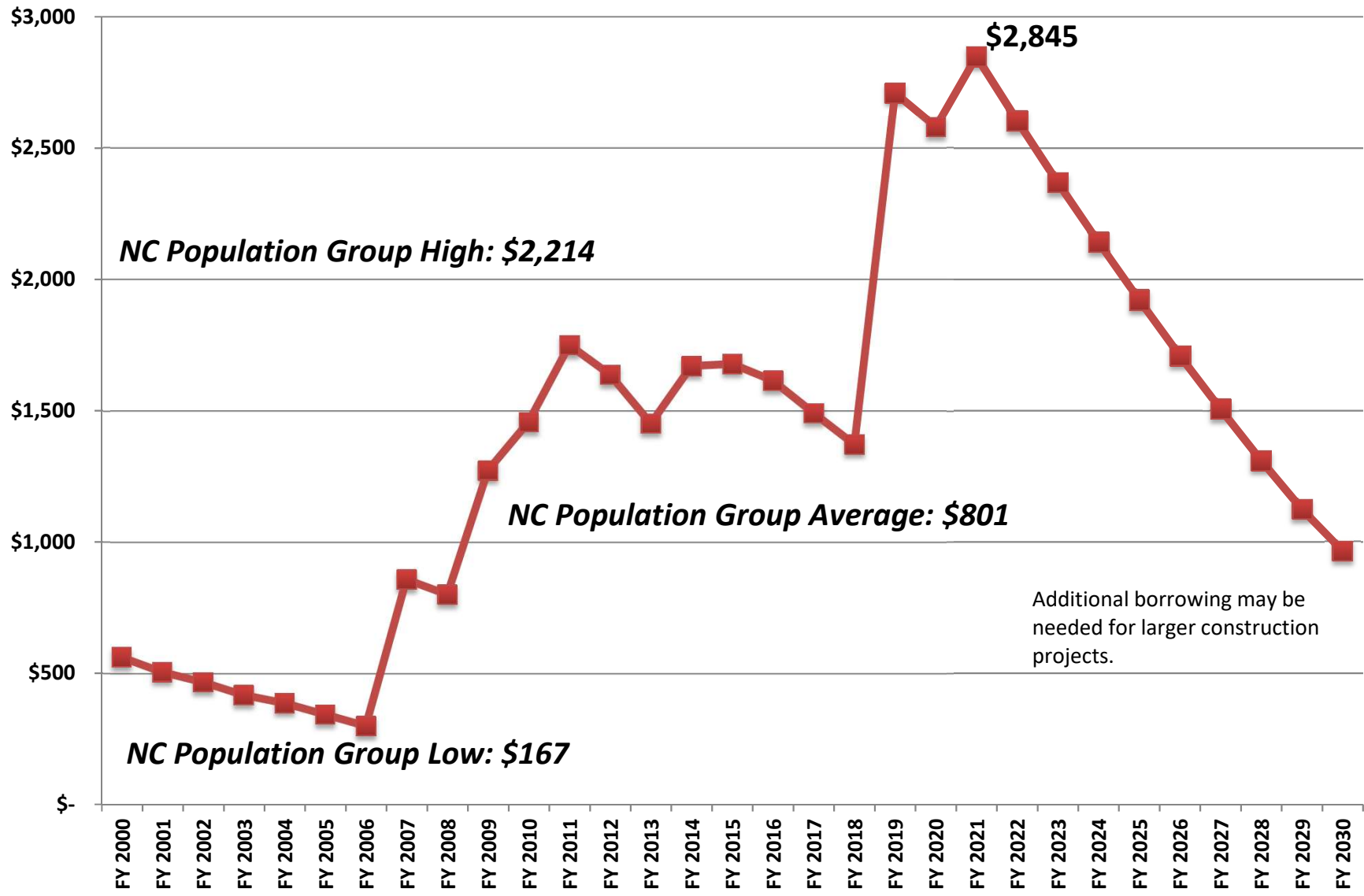
Source: NC Treasurer Website



# Chart 25: Comparison of Effective Tax Rates



**Chart 26: Chatham County General Fund Debt Per Capita  
(Existing and Proposed CIP Debt Only)**



# Chart 27: Actual Debt Service as % of General Fund Expenditures

Source: Chatham County CAFRs

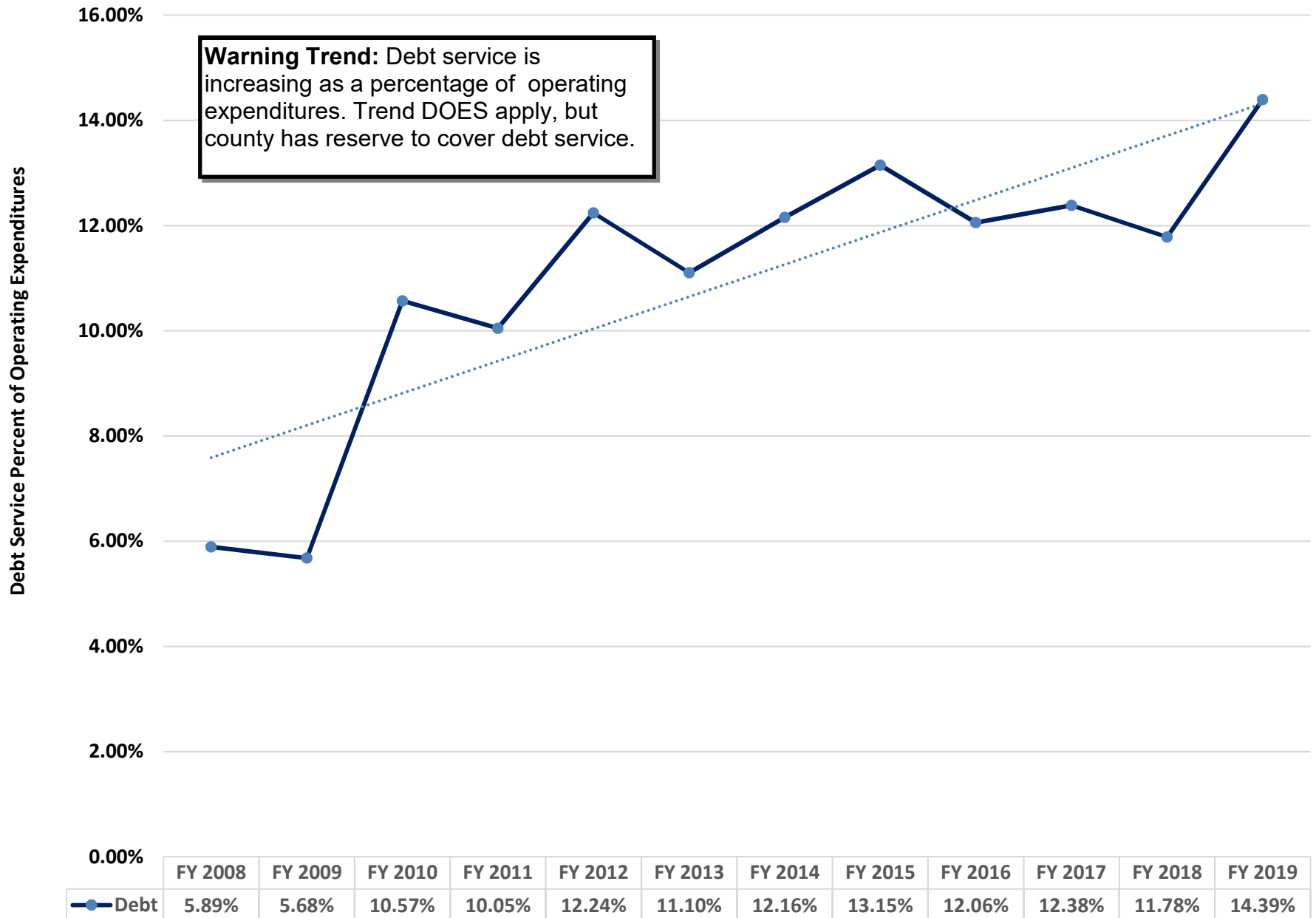
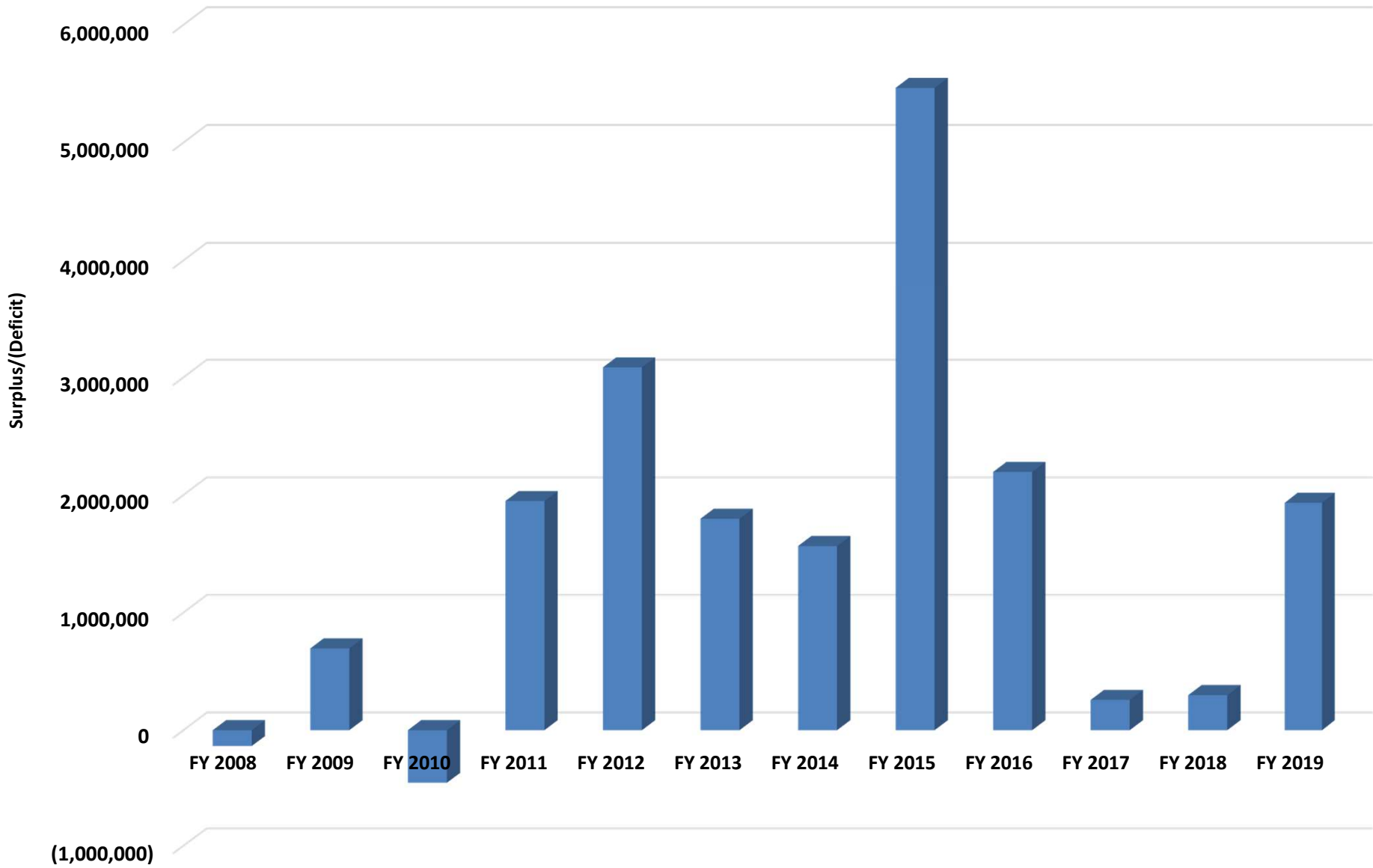


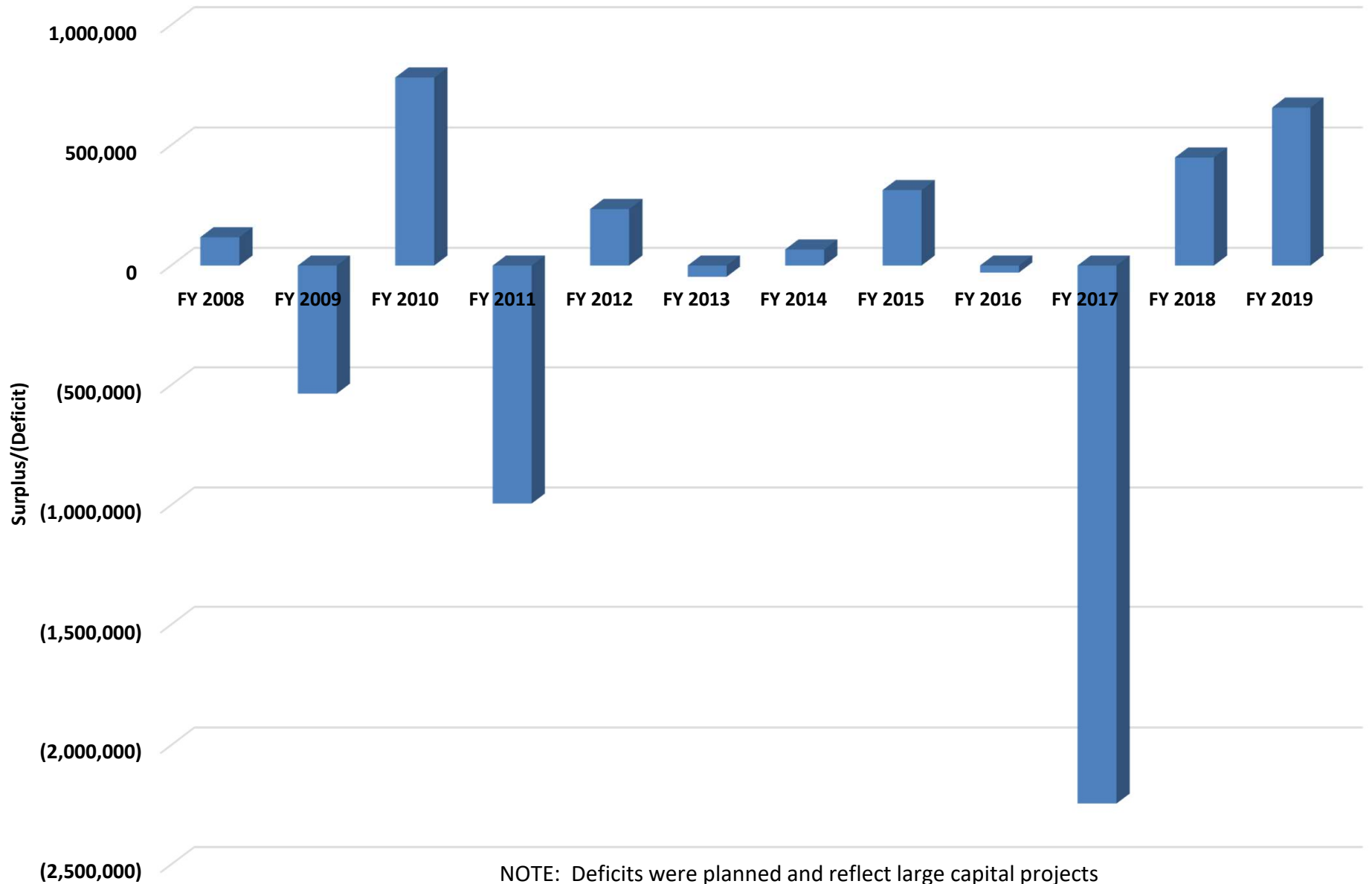
Chart 28: Chatham County Operating Surplus/(Deficit)General Fund

Source: Chatham County CAFRs

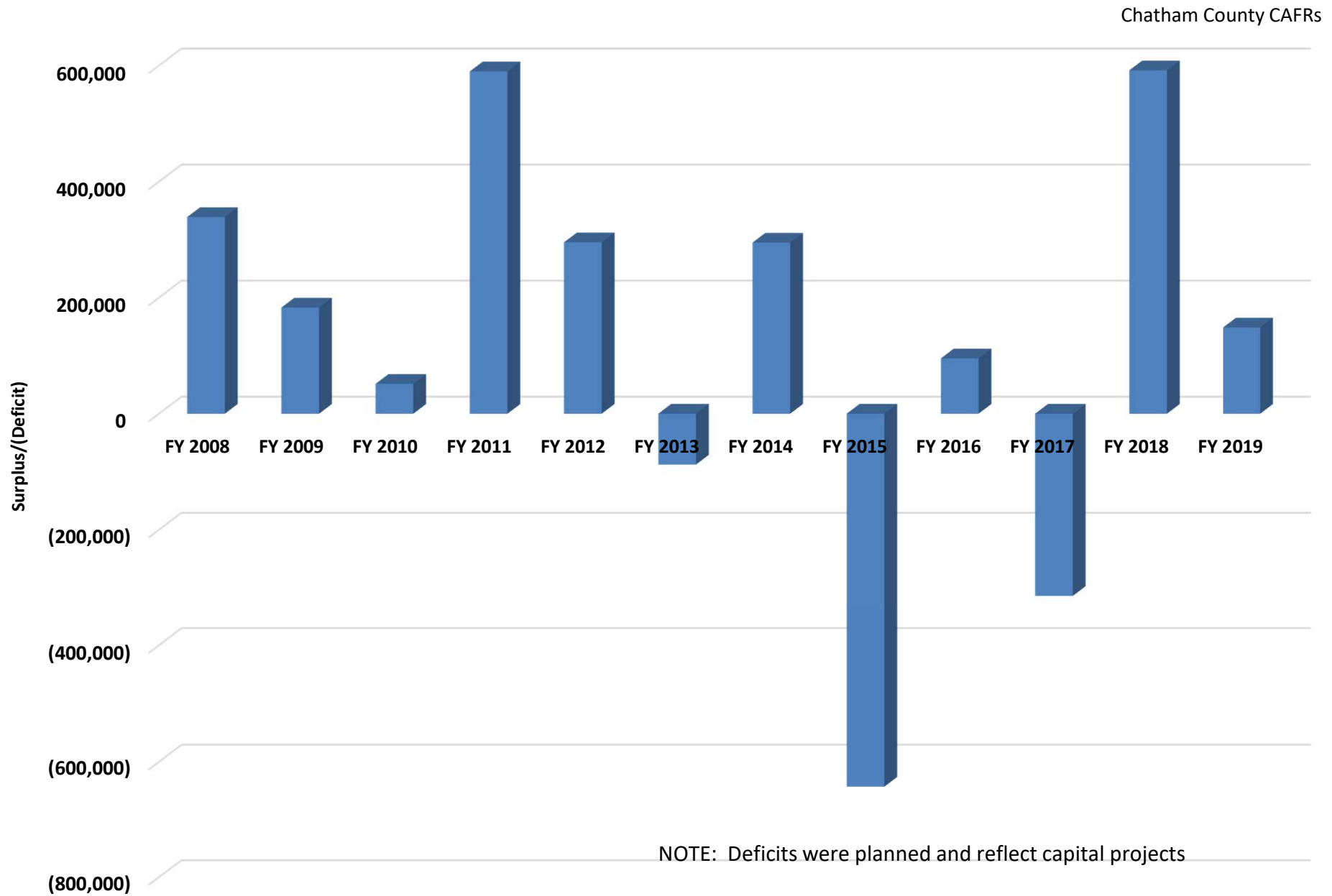


**Chart 29: Operating Surplus/(Deficit) Water Fund**

Chatham County CAFRs

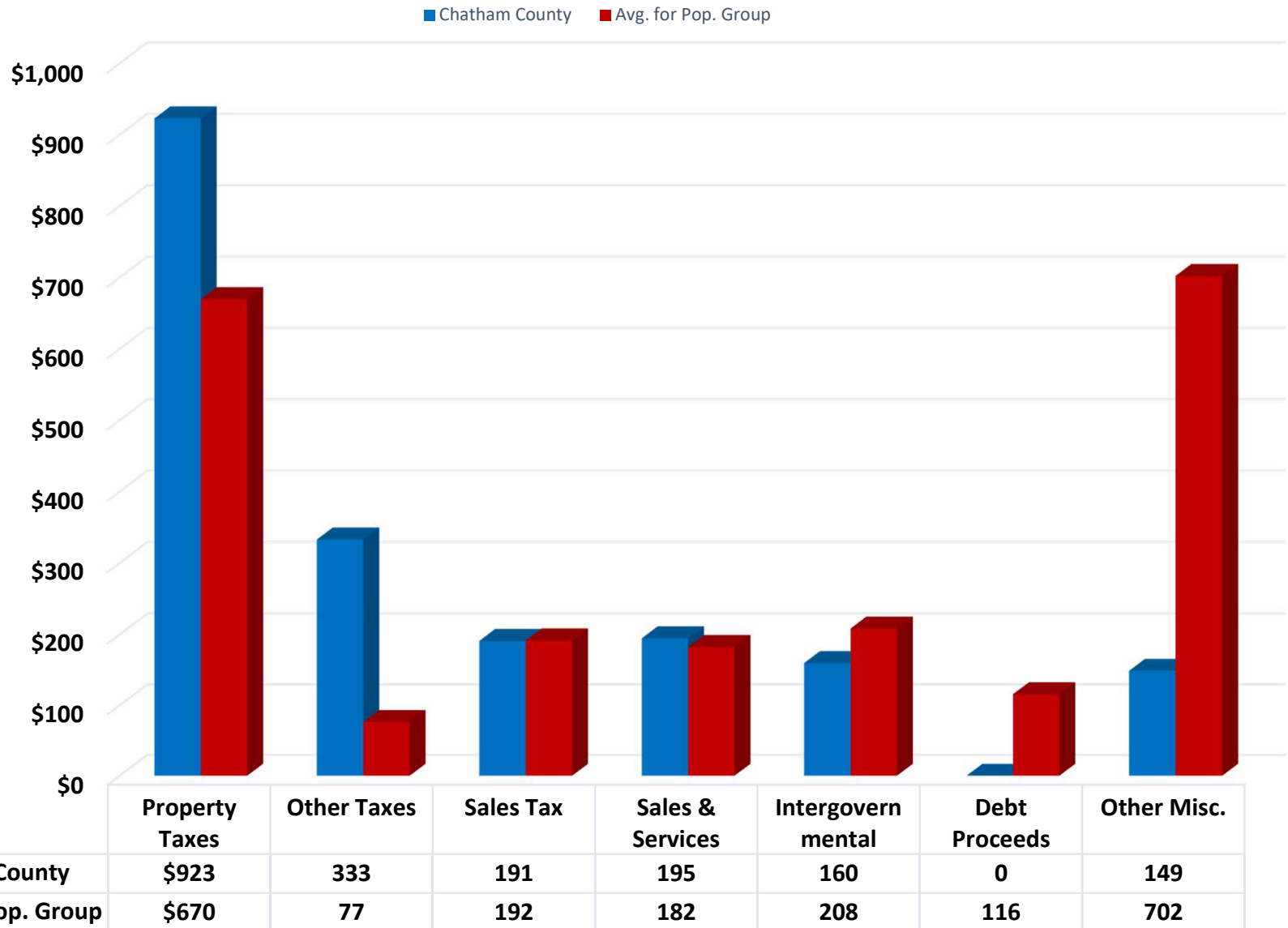


**Chart 30: Operating Surplus/(Deficit)Waste Management Fund**



# Chart 31: FY 2018 Per Capita Revenue Comparison

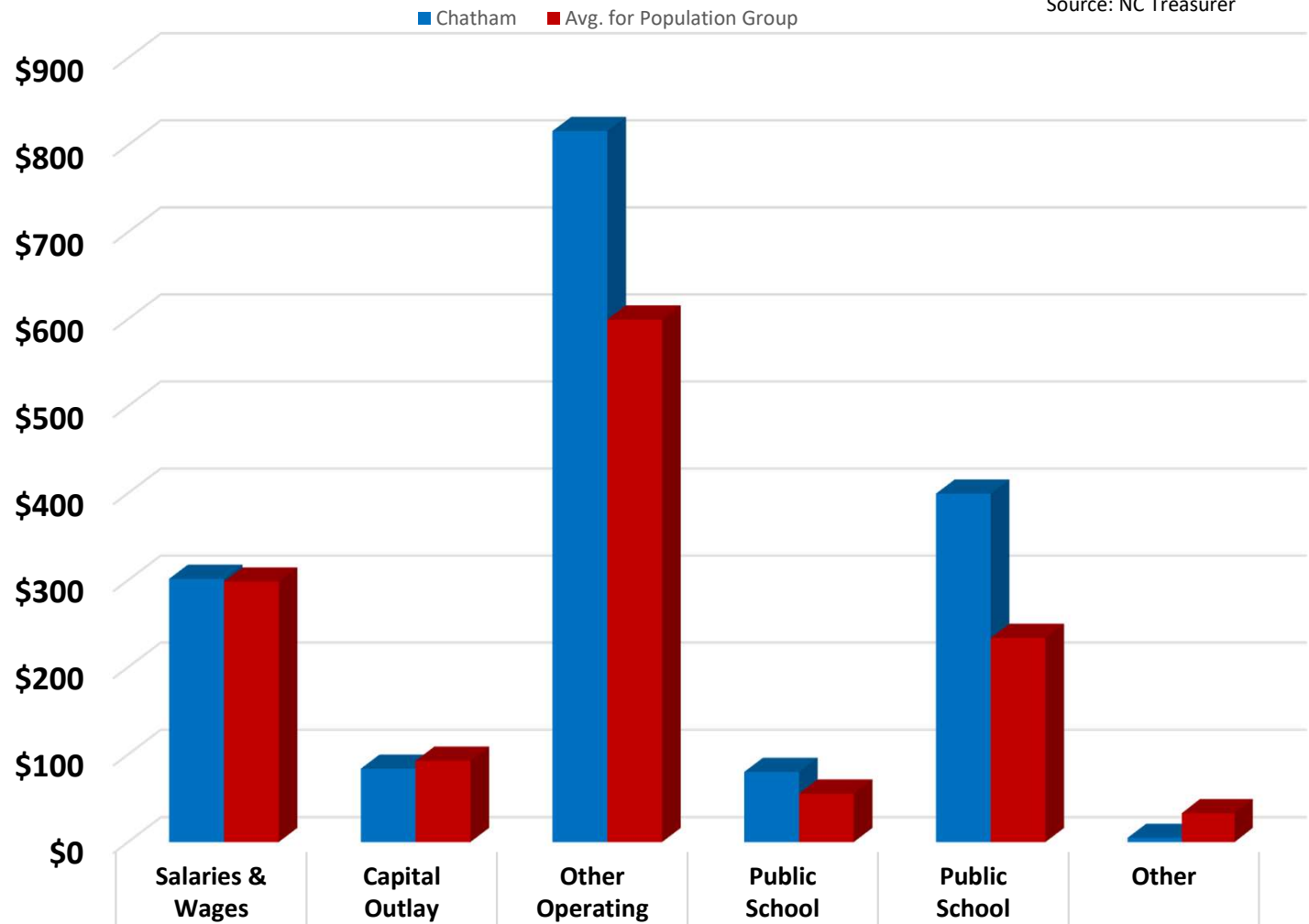
Source: NC Treasurer





### Chart 32: Per Capita Expenditure Comparison

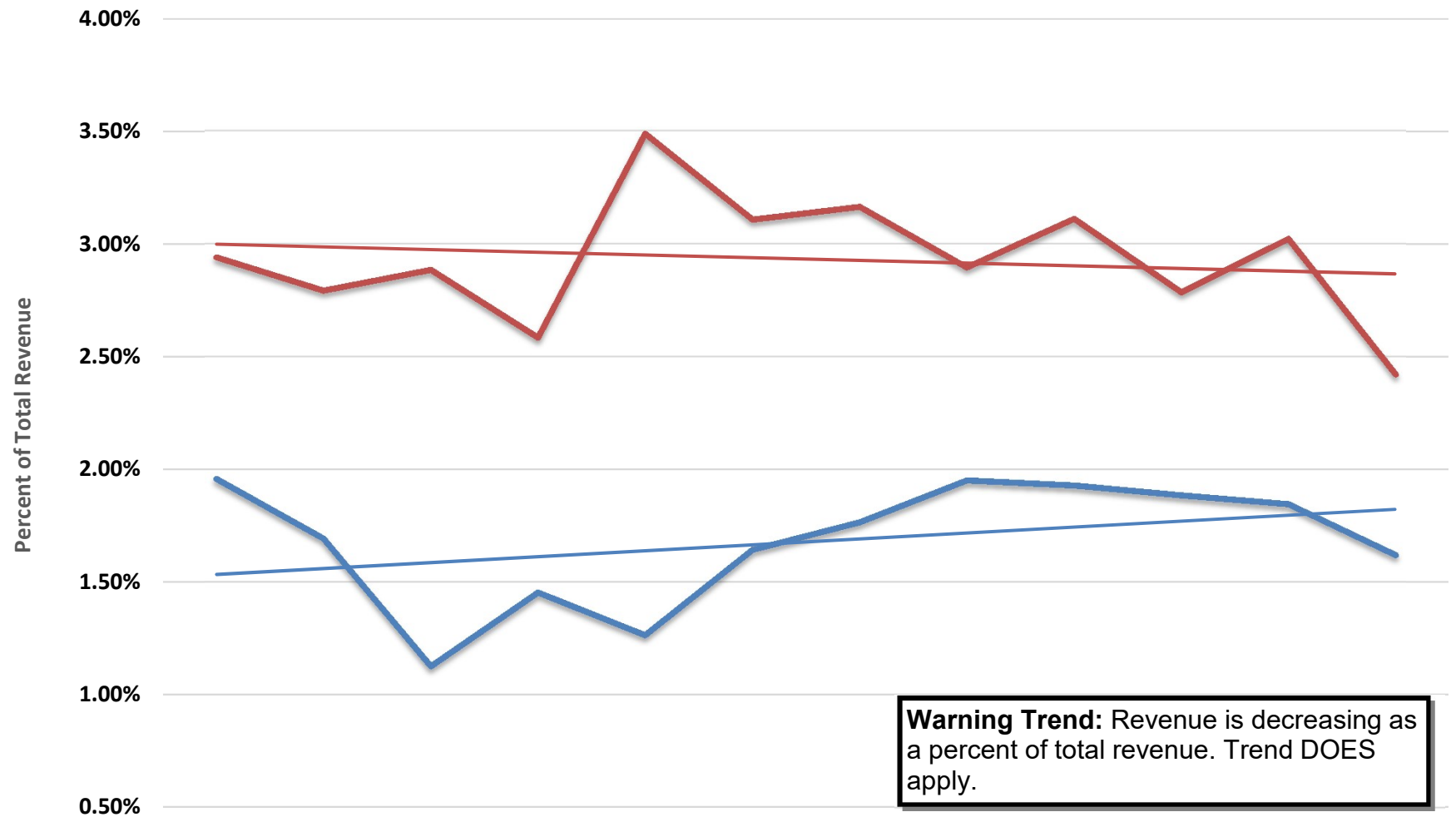
Source: NC Treasurer



Chatham	\$302	\$84	\$816	\$80	\$399	\$5
Avg. for Population Group	\$298	\$93	\$600	\$55	\$234	\$33

# Chart 33: Charges, Fees, and Permits as % of General Fund Revenue

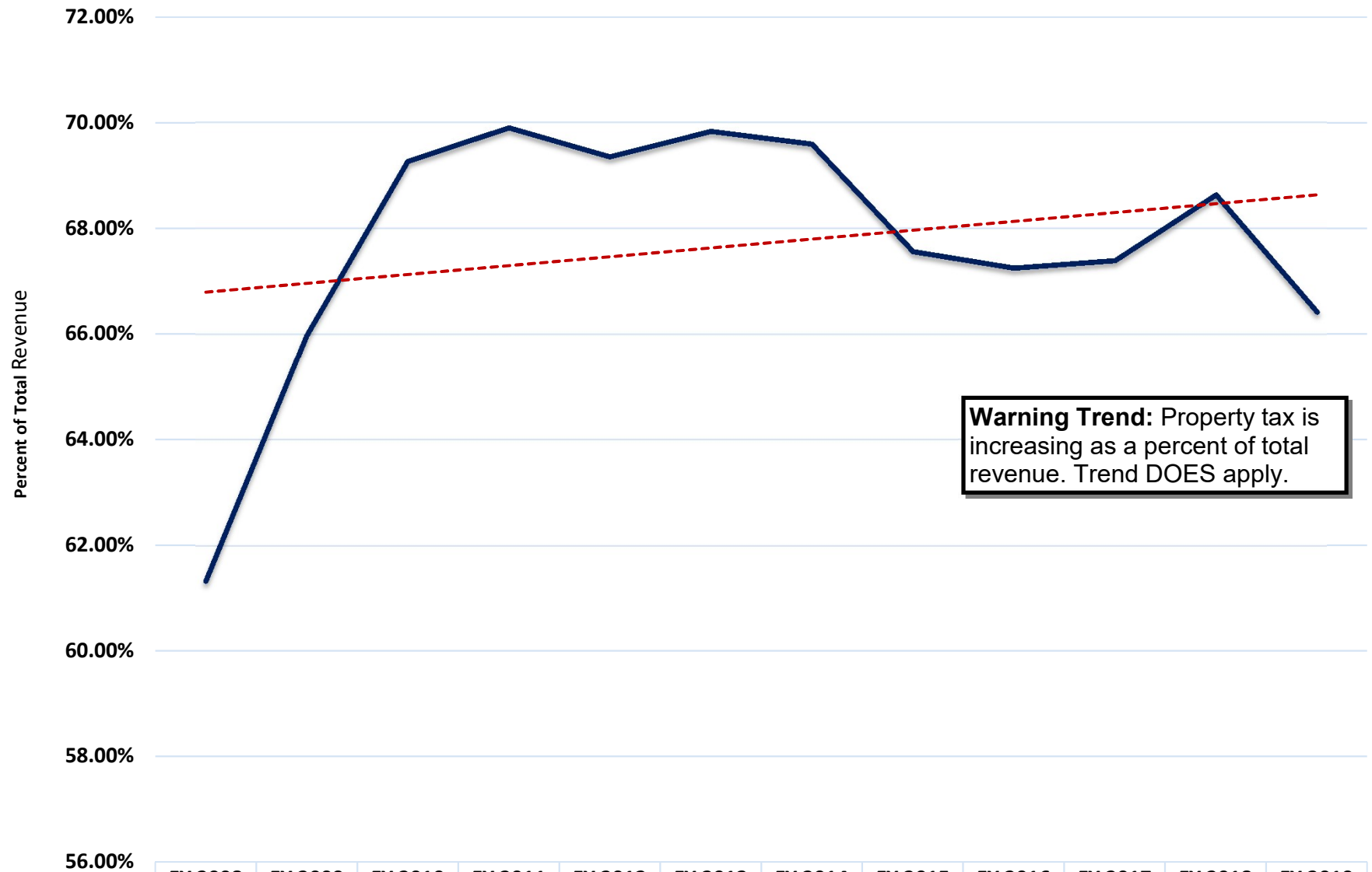
Source: Chatham County CAFRs



	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Permits & Fees	1.96%	1.69%	1.13%	1.45%	1.26%	1.64%	1.76%	1.95%	1.93%	1.88%	1.85%	1.62%
Sales & Service	2.94%	2.79%	2.89%	2.58%	3.49%	3.11%	3.16%	2.90%	3.11%	2.79%	3.02%	2.42%

# Chart 34: Property Tax as Percent of General Fund Revenue

Source: Chatham County CAFRs



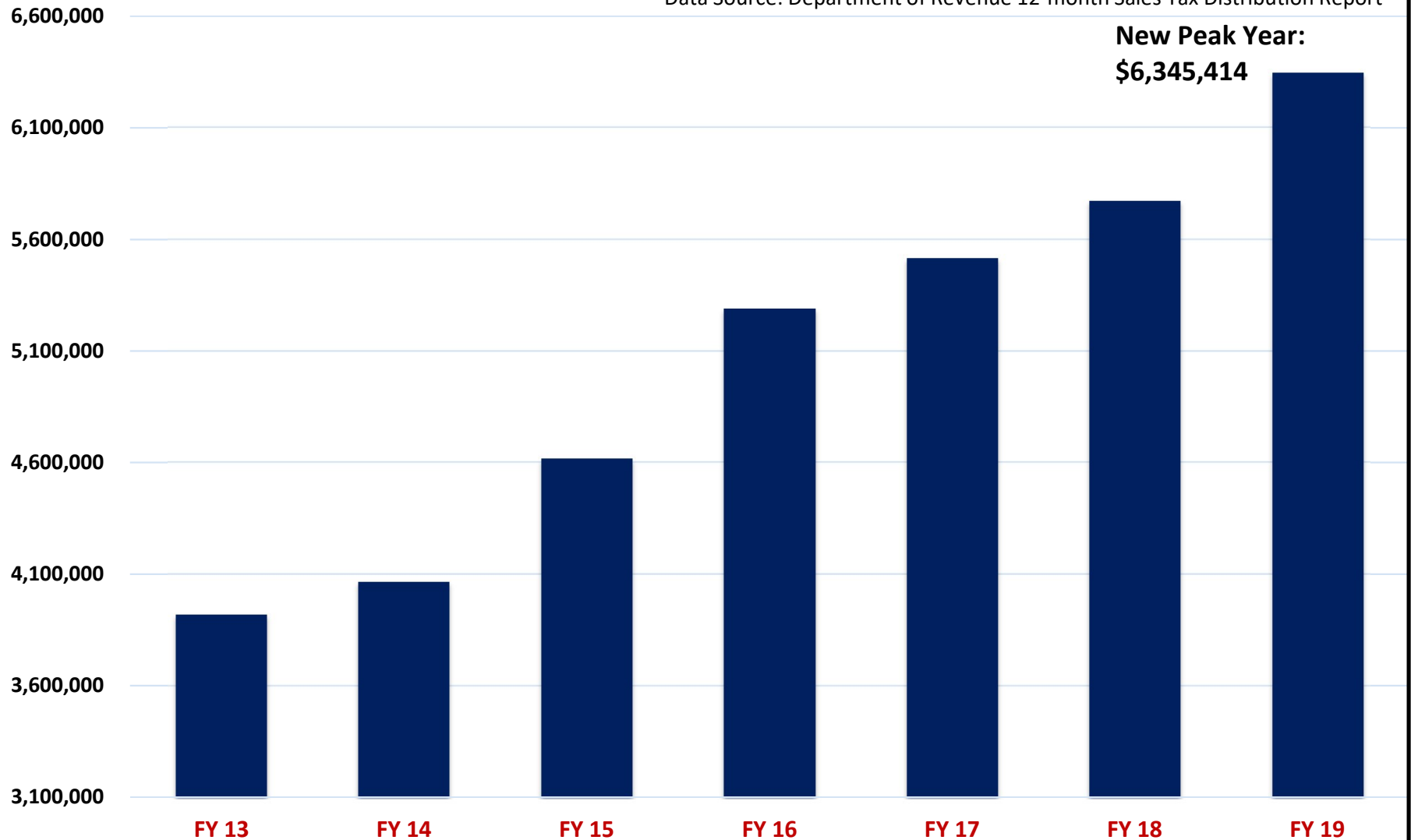
**Warning Trend:** Property tax is increasing as a percent of total revenue. Trend DOES apply.

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Property Tax	61.34%	65.98%	69.27%	69.90%	69.35%	69.84%	69.59%	67.57%	67.26%	67.40%	68.64%	66.43%

### Chart 35: Article 39 (locally collected) Sales Tax

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

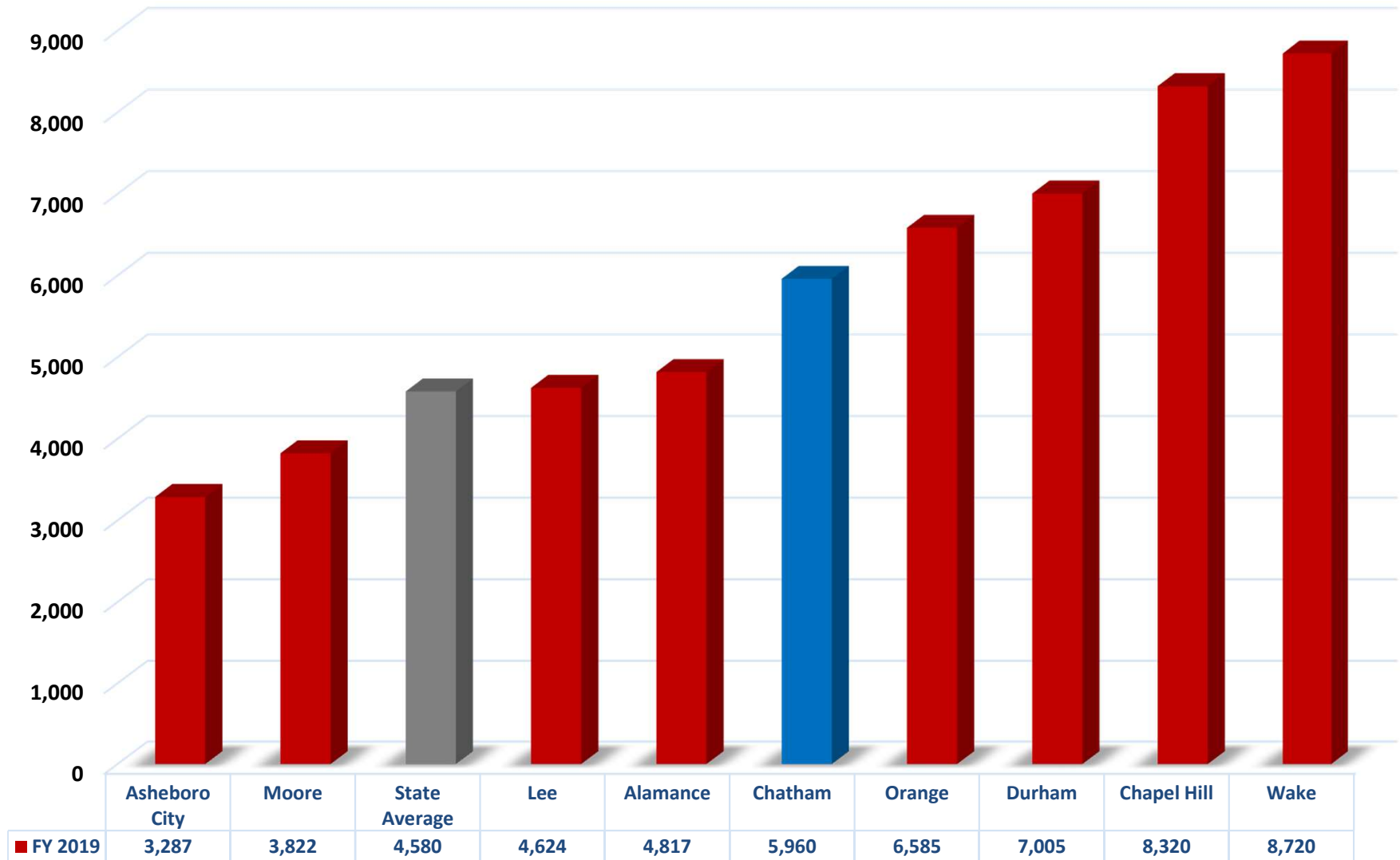
**New Peak Year:  
\$6,345,414**



For the first three months of FY 20, Article 39 receipts are trending about 13% above FY 19. In comparison, Article 40 (collected statewide) is trending up 12%. The state report does not match audit numbers because the state accounts for the revenue on a cash basis. The state distribution report is the most reliable and consistent source of information.

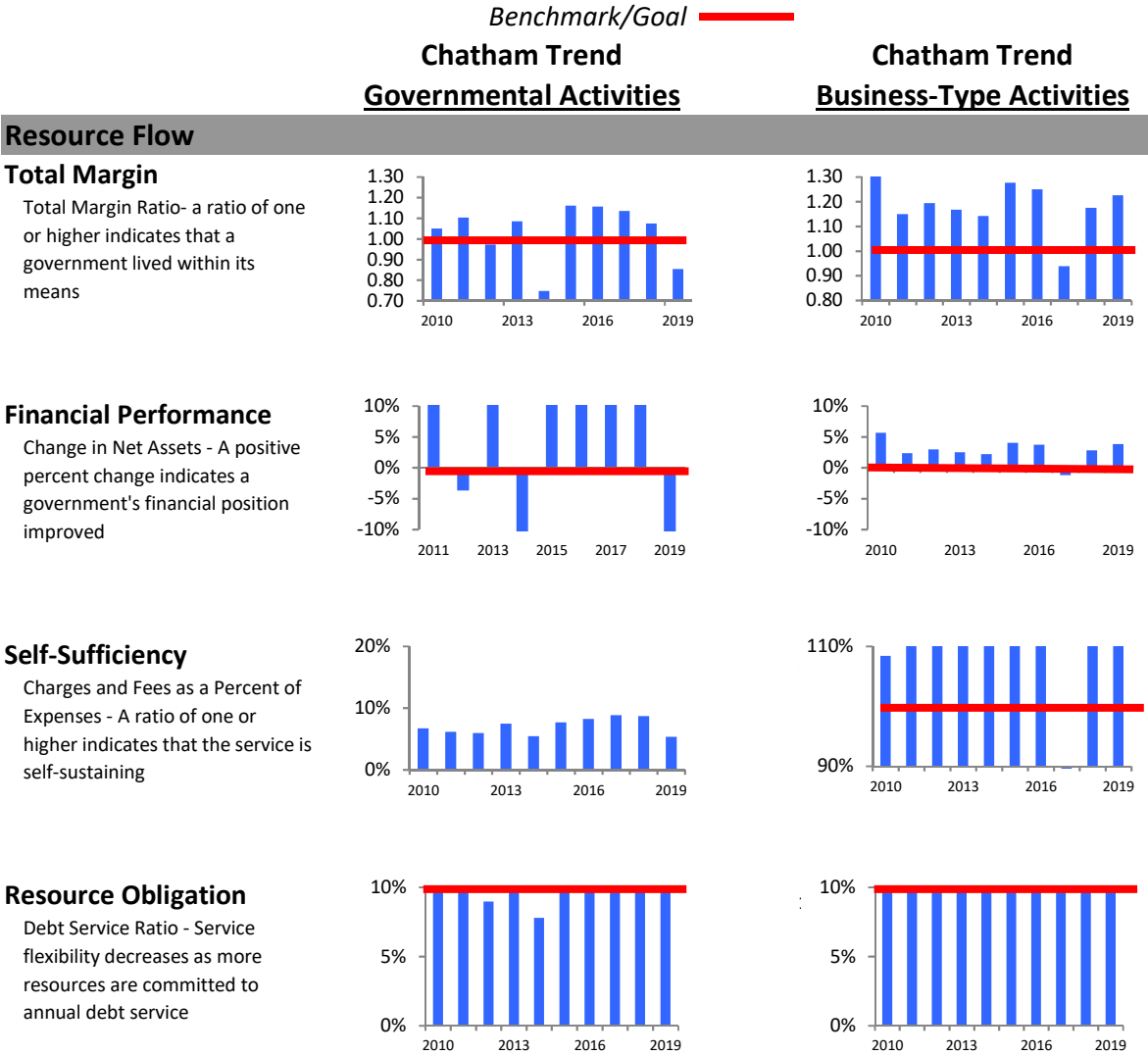
**Chart 36: FY 2019 Average Teacher Supplements: Chatham,  
Surrounding Counties & State Average**

Source: Department of Public Instruction  
Local Salary Supplements FY 2019



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

Financial Condition Assessment at Government-Wide Level



Financial Condition Assessment at Government-Wide Level

Benchmark/Goal —

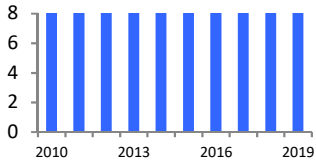
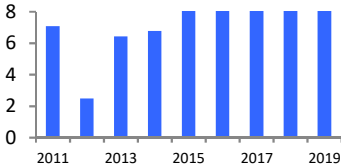
Chatham Trend  
Governmental Activities

Chatham Trend  
Business-Type Activities

Resource Stock

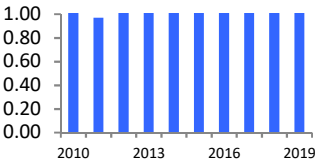
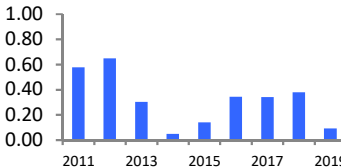
Liquidity

Quick Ratio - A high ratio suggests a government is able to meet its short-term obligations



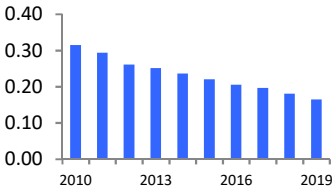
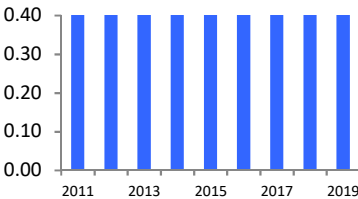
Solvency

Net Asset Ratio - A high ratio suggests a government is able to meet its long-term obligations



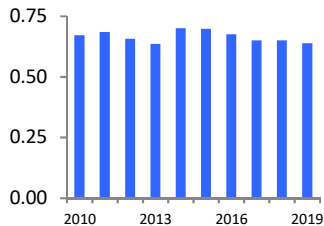
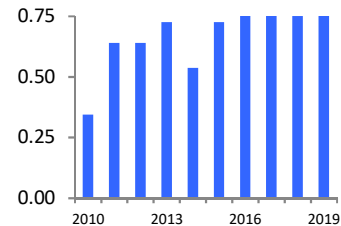
Leverage

Debt to Assets Ratio - A high ratio suggests a government is overly reliant on debt for financing assets




Capital

Capital Asset Condition Ratio - A high ratio suggests a government is investing in its capital assets



# Financial Condition Assessment for Enterprise Funds

Benchmark/Goal 

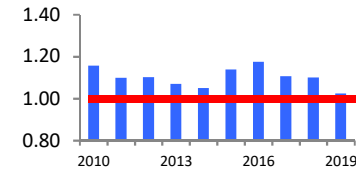
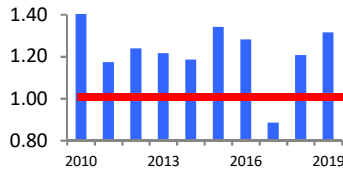
**Chatham Trend**  
**Utility Fund**

**Chatham Trend**  
**Waste Management Fund**

## Resource Flow

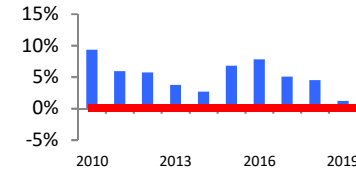
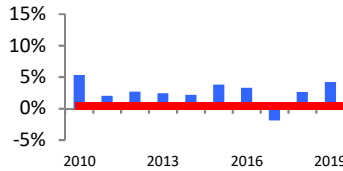
### Total Margin

Total Margin Ratio- a ratio of one or higher indicates that a government lived within its means



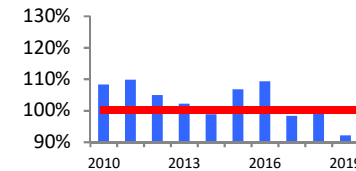
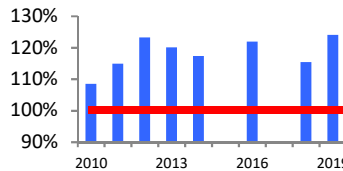
### Financial Performance

Change in Net Assets - A positive percent change indicates a government's financial position improved



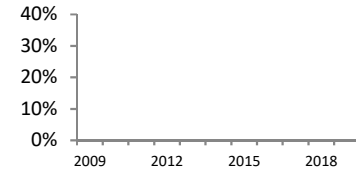
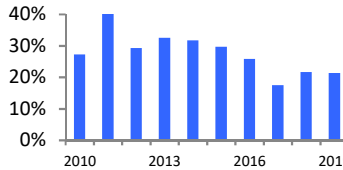
### Self-Sufficiency

Charges and Fees as a Percent of Expenses - A ratio of one or higher indicates that the service is self-sustaining



### Resource Obligation

Debt Service Ratio - Service flexibility decreases as more resources are committed to annual debt service





# Financial Condition Assessment for Enterprise Funds

Benchmark/Goal —

## Chatham Trend

### Utility Fund

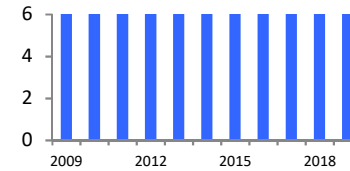
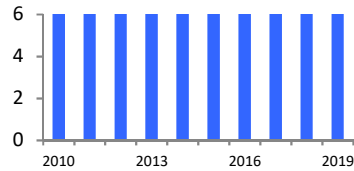
## Chatham Trend

### Waste Management Fund

#### Resource Stock

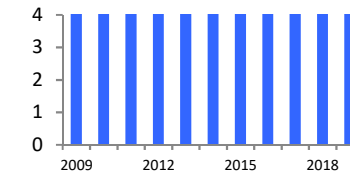
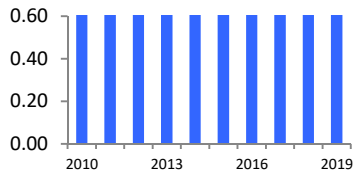
#### Liquidity

Quick Ratio - A high ratio suggests a government is able to meet its short-term obligations



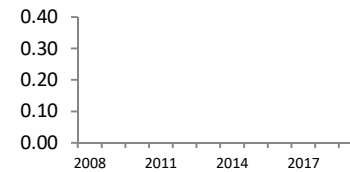
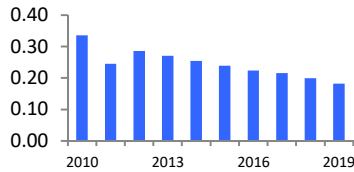
#### Solvency

Net Asset Ratio - A high ratio suggests a government is able to meet its long-term obligations



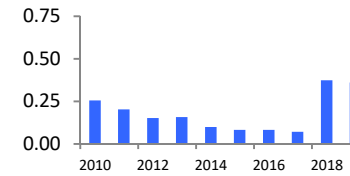
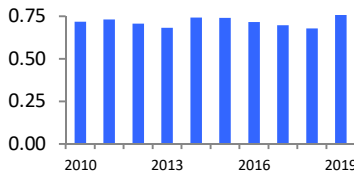
#### Leverage

Debt to Assets Ratio - A high ratio suggests a government is overly reliant on debt for financing assets



#### Capital

Capital Asset Condition Ratio - A high ratio suggests a government is investing in its capital assets



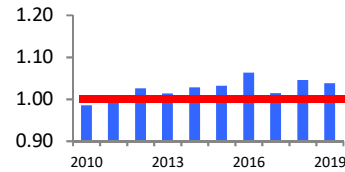
# Financial Condition Assessment for General Fund

Benchmark/Goal —

## Resource Flow

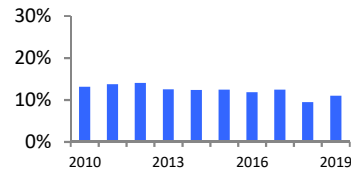
### Service Obligation

Service Obligation - A ratio of one or higher indicates that a government lived within its annual revenue collections



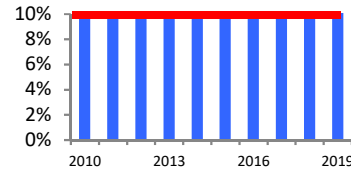
### Dependency

Dependency - A high ratio may indicate that a government is too reliant on other governments



### Financing Obligation

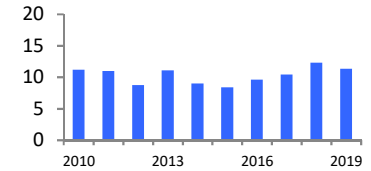
Financing Obligation - Service flexibility decreases as more resources are committed to annual debt service



## Resource Stock

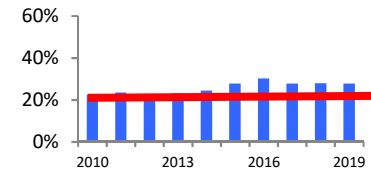
### Liquidity

Quick Ratio - A high ratio suggests a government is able to meet its short-term obligations



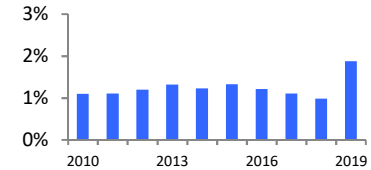
### Solvency

Fund Balance as percent of expenditures



### Leverage

Debt as Percent of Assessed Value





# Chatham County, NC

## Text File

File Number: 20-3366

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**Agenda Date:** 1/14/2020

**Version:** 1

**Status:** Board Priorities

**In Control:** Board of Commissioners

**File Type:** Agenda Item

Community Engagement Update



# Community Engagement Update

Presentation by Hilary Pollan, *Community Partners Analyst*  
January 14, 2020

# What are the Key Issues?

#1 | BOC Identified Priority

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#2 | Plan Chatham Strategy (Health Policy 15)

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#1 | BOC Identified Priority

#2 | Plan Chatham Strategy (Health Policy 15)

#3 | Human Relations Action Steps

# Exploratory Steps Taken

Community  
Engagement  
One-on-Ones

(August 2019)

*Lead for America*  
Community  
Engagement  
Presentation

(October 2019)

Informational  
Interviews with  
Community  
Organizations  
and Residents

(Ongoing)



# Anticipated Results

**Build partnerships** with community organizations with the intention to:

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**Build partnerships** with community organizations with the intention to:

- **Build Trust** of the Chatham County government among residents

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- **Foster a sense of belonging** within Chatham County among residents

# Anticipated Results

**Build partnerships** with community organizations with the intention to:

- **Build Trust** of the Chatham County government among residents
- **Foster a sense of belonging** within Chatham County among residents
- **Celebrate the diverse communities** of Chatham County

# Performance Indicators

# of partnerships with community organizations on projects and activities

# of community events and activities attended by Chatham County Manager's Office staff as partners

# Partners | Internal Departments

Parks and  
Recreation

Cooperative  
Extension

Council on  
Aging

Library

Health  
Department

Sheriff's  
Department

EDC

Convention  
and Visitor's  
Bureau

# Partners | External Community Organizations

Arts and  
Culture

Environment

History

Community  
Building

Animal  
Welfare

Recreation

Social Justice

Faith-Based  
Organizations

# Supporting Strategies



Develop and provide resources and information for community organizations



# Supporting Strategies



Develop and provide resources and information for community organizations



Connect and build relationships with and between community organizations

# Supporting Strategies



Develop and provide resources and information for community organizations



Connect and build relationships with and between community organizations



Promote Community Engagement initiative

# Supporting Strategies



Develop and provide resources and information for community organizations



Connect and build relationships with and between community organizations



Promote Community Engagement initiative



Develop internal capacity for community engagement and partnership development

Questions and/or Comments?