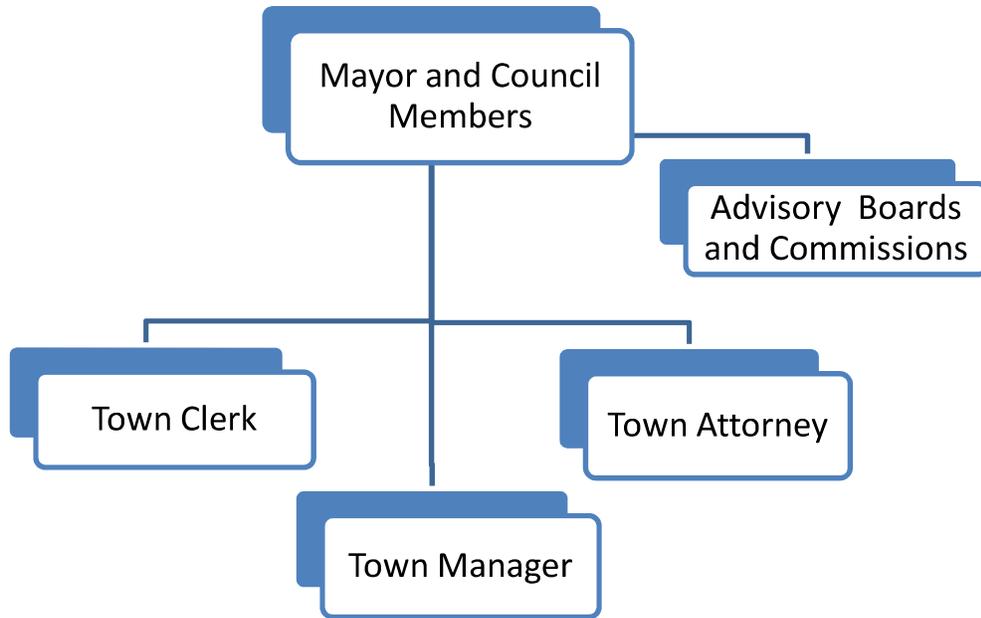


MAYOR AND TOWN COUNCIL



PURPOSE

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

GOALS

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

SERVICES PROVIDED & ACTIVITIES

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

PREVIOUS YEAR ACCOMPLISHMENTS

- Maintained Standard and Poor AAA (“triple A”) Bond Rating
- Tree City USA for 34th year
- Continued work on Historic Rogers Road Infrastructure
- Maintained Silver Level Designation from the League of American Bicyclists
- Maintained certification as Orange County Certified Living Wage Employer
- Continued work regarding stormwater utilities
- Opened Dr. MLK, Jr. Park
- Started the Comprehensive Planning Process
- Started Government Alliance on Race and Equity (GARE) training

UPCOMING FISCAL YEAR OBJECTIVES

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

BUDGET SUMMARY - MAYOR AND COUNCIL MEMBERS

	2019-20	2020-21	2021-22	
	Actual	Adopted	Adopted	Pct Change
Personnel	112,389	108,004	106,682	-1.2%
Operating	276,921	283,309	334,600	18.1%
TOTAL	\$ 389,310	\$ 391,313	\$ 441,282	12.8%

Funding:

General Revenues	389,310	391,313	441,282	12.8%
Department Revenues	-	-	-	#DIV/0!

CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:

A \$20,000 increase for election costs for an election year, \$25,000 increase for biennial citizen survey, and an increase of \$5,950 for conferences.

ADVISORY BOARDS AND COMMISSIONS

PURPOSE

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

SERVICES PROVIDED & ACTIVITIES

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

BUDGET SUMMARY - ADVISORY BOARDS AND COMMISSIONS

	2019-20 Actual	2020-21 Adopted Budget	2021-22 Adopted Budget	Pct Change
Operating	7,982	36,800	53,950	46.6%
TOTAL	\$ 7,982	\$ 36,800	\$ 53,950	46.6%

Funding:

General Revenues	7,982	36,800	53,950	46.6%
Department Revenues		-	-	#DIV/0!

CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:

Funding for miscellaneous expenses related to the Race and Equity Commission was added, along with \$6,000 of funding for training and reimbursement of child/adult care for advisory board members.

GOVERNANCE SUPPORT

PURPOSE

This budget supports local and regional agencies providing community services or information vital to the execution of Town Council priorities. This department was dissolved at the end of FY2020.

BUDGET SUMMARY - GOVERNMENTAL SUPPORT

	2019-20 Actual	2020-21 Adopted Budget	2021-22 Adopted Budget	Pct Change
Operating	630,767	-	-	#DIV/0!
TOTAL	\$ 630,767	\$ -	\$ -	#DIV/0!
<u>Funding:</u>				
General Revenues	427,404	-	-	#DIV/0!
Department Revenues	203,363	-	-	#DIV/0!

CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:

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

TOWN MANAGER



PURPOSE

The Town Manager serves as primary advisor to, and implements the policies of, the Mayor and Council Members. The Town Manager communicates these policies to residents and staff, and effectively organizes and manages town staff and resources to respond to the community and residents' needs. All Department Heads report directly to the Town Manager.

GOALS

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

SERVICES PROVIDED & ACTIVITIES

- Provides general guidance and support to town departments in achieving town-wide goals and objectives.
- Seeks capital improvement strategies to meet the needs of the town and organization.
- Studies, develops, and implements policy and program recommendations at the direction of the Town Council.
- Provides support for the Town Council.
- Represents the town's interests on local, regional, and state-wide bodies dealing with issues important to Carrboro.
- Conducts and facilitates public communication with the Mayor and Town Council, residents, employees, and other users of town services.

PREVIOUS YEAR ACCOMPLISHMENTS

- Maintained a standard of excellence in core service delivery to our community while actively responding to a pandemic.
- Increased focus on communications and community outreach, responding to need for clear, timely communications during the pandemic.
- Significant progress on the 203 South Greensboro Project.
- Continued town facilities planning.
- Supported comprehensive racial equity training for all Town staff.

UPCOMING FISCAL YEAR OBJECTIVES

- Active participation in long-term recovery and resiliency post-pandemic.
- Continued emphasis on equity initiative.
- Organizational and employee development.
- Continued town financial sustainability.
- Implementation of Capital Improvements Plan.
- Development of a Comprehensive Plan.
- Completion of the 203 Project.

BUDGET SUMMARY - TOWN MANAGER

	2019-20	2020-21	2021-22	
	Actual	Adopted Budget	Adopted Budget	Pct Change
Personnel	477,949	313,191	230,715	-26.3%
Operating	40,359	71,748	61,975	-13.6%
TOTAL	\$ 518,308	\$ 384,939	\$ 292,690	-24.0%

Funding:

General Revenues	518,308	367,439	292,690	-20.3%
Department Revenues	-	17,500	-	-100.0%

CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:

The Town Manager's budget decreased due to a reorganization that created the Communication & Engagement Department and a shift of personnel. The training, conferences, and travel budgets were restored for FY22 for a total amount of \$8,600.

ECONOMIC DEVELOPMENT

1 FTE



Economic Development Director

PURPOSE

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

GOALS

- Create a more inclusive (occupation, wages, education level, etc.) economy.
- Develop a more place-based, resilient, and more walkable economy.
- Grow the arts and entertainment sector.
- Transition our economy to one based in the green industry-sector.
- Reduce friction and barriers to redevelopment.
- Encourage more business start-ups and growth, preferably in the tech industry.
- Create more racial equity in business growth and start-ups.
- Promote travel and tourism in Carrboro and raise awareness of Carrboro as a destination.
- Seek to provide adequate parking in the downtown to support existing and potential businesses.

SERVICES PROVIDED & ACTIVITIES

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

PREVIOUS YEAR ACCOMPLISHMENTS

- Working with Town Council and the ESC, developed seven goals for Economic Development and started developing a new strategic plan.
- Facilitated negotiations for leased and structured parking in the downtown.
- Executed a contract for parking study services with the Walker Parking Consultants.
- Worked with Town staff to transition departmental duties from Economic Development to Housing and Community Services and the Recreation, Parks and Cultural Resources Department.
- Developed, and began hosting, dialogs with BIPOC Businesses and Owners to find ways to support BIPOC businesses as they start and grow.

UPCOMING FISCAL YEAR OBJECTIVES

- Full completion and beginning implementation of Economic Development Strategic Plan.
- Full implementation of recommendations of the BIPOC Business Roundtable Report.
- Continue to seek out and execute leases for short term and long term parking needs in the downtown.
- Continue to develop and maintain a commercial real estate database for Carrboro.
- Continue to collaboratively work and partner with Chapel Hill, Orange County, and Chamber Economic Development Staff to resolve regional ED issues.
- Continue to work with the Carrboro Business Alliance.
- Continue outreach to entrepreneurs, encourage makers, and support freelance workers.
- Increase minority business outreach efforts by establishing an annual CBA scholarship program for membership in the CBA.
- Retool both the revolving loan funds to be more accessible to businesses.

TOWN COUNCIL PRIORITIES

Diversify revenue stream to maintain ethnic and economic diversity.

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

OBJECTIVES

1. Diversify and expand the commercial tax base to create more high paying jobs in town and to promote the town's image as a place for businesses.
2. Support entrepreneurs, makers and freelancers development, including services, infrastructure, and job development.
3. Support locally owned and operated businesses for a strong local economy.
4. Create a more inclusive (occupation, wages, education level, etc.) economy.
5. Develop a more place-based, resilient, and more walkable economy.
6. Grow the arts and entertainment sector.
7. Transition our economy to one based in the green industry-sector.
8. Reduce friction and barriers to redevelopment.
9. Encourage more business start-ups and growth, preferably in the tech industry.
10. Create more racial equity in business growth and start-ups.

PERFORMANCE MEASURES

	FY2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 20-21 ESTIMATED	FY 21-22 PROJECTED
Growth in the Commercial Tax Base of the Center Business District	\$161,373,500	\$168,340,700	\$170,472,400	\$173,881,848
Number of Retention Visits				52
BIPOC Business				20
Non-BIPOC Business				32
Number of establishments w/ under 10 employees				296

BUDGET SUMMARY - ECONOMIC DEVELOPMENT

	2019-20 Actual	2020-21 Adopted Budget	2021-22 Adopted Budget	Pct Change
Personnel	172,279	124,940	110,497	-11.6%
Operating	95,130	190,270	21,630	-88.6%
TOTAL	\$ 267,409	\$ 315,210	\$ 132,127	-58.1%

Funding:

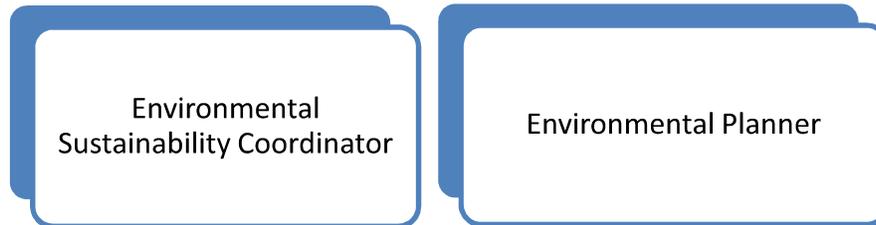
General Revenues	266,304	150,210	129,034	-14.1%
Department Revenues	1,105	165,000	3,093	-98.1%

CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:

Personnel costs are lower due to a retirement and a new director. The allocation to the CTDA was reduced by \$160,050 due to a change in accounting procedures. The training, conferences, and travel budgets were restored for FY22 for a total amount of \$7,600.

CLIMATE ACTION

2 FTE



PURPOSE

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

GOALS

- The Energy and Climate Protection Plan (ECPP) focuses on identifying opportunities, best practices, and planning through budgeting and the Capital Improvement Program.
- The ECPP outlines the Town’s commitment to responsible energy management and greenhouse gas reductions.
- The ECPP was created with a near term focus, with a goal of approximately 5-10% reduction in municipal energy use over a two-year period.
- The ECPP addresses energy use primarily for municipal operations but also recognizes municipal support for the community sector.
- The Community Climate Action Plan (CCAP) offers recommendations intended to reduce greenhouse gas emissions while raising the community’s awareness of and involvement in solutions to global climate change and a post-carbon energy future, adaptation to changes, and enhancement of ecosystem resilience.
- The CCAP outlines a goal of an 80% reduction in greenhouse gas emissions by 2030, as supported by a broad community campaign.

- Additional CCAP recommendations are provided around the themes of community integration, building energy efficiency, transportation, renewable energy, and ecosystem protection and restoration.
- Measures outlined in the CCAP to reduce greenhouse gas emissions not only contribute to overall climate change mitigation, but can also provide the community with many local benefits such as financial savings through energy efficiency, the creation of new jobs, improved air quality and public health, and a healthier forest and streams.

SERVICES PROVIDED & PROGRAM ACTIVITIES

- Continue implementation of the Energy and Climate Protection Plan and Community Climate Action Plan.
- Continue to implement current projects related to climate action.
- Implement new projects related to climate action outlined in the FY21-22 Environmental Sustainability Work Plan.
- Provide climate action outreach to Carrboro residents.
- Pursue emissions reduction and sustainability in all Town efforts.

PREVIOUS YEAR ACCOMPLISHMENTS

- Provided Energy and Climate Protection Plan (ECPP) and Community Climate Action Plan (CCAP) implementation reports and presentations to the Town Council.
- Received a grant from the North Carolina Urban Forest Council’s Legacy Tree Fund Program to restore a stream buffer in Henry “Hank” Anderson III Community Park.
 - Organized a large-scale volunteer planting event for the project.
- Received two grants from Phase 1 of the North Carolina Volkswagen Settlement’s Zero Emission Vehicle Infrastructure Program to install two electric vehicle charging stations on Town property.
- Worked with a graduate student on a Master’s Project to calculate an updated 2019 community and municipal greenhouse gas emissions inventory.
- Worked with a graduate student to perform a community dietary greenhouse gas emissions inventory using data from the 2019 CCAP survey.
- Incorporated recommendations from the EAB into the CCAP and ECPP and brought draft revised plans to the Town Council for approval.
- Designed a program for a Green Neighborhoods Grant Initiative to begin in Spring 2021.
- Worked with staff and Orange County to explore an alternative means of staffing the compost collection at the Carrboro Farmers’ Market.
- Worked with staff to design pandemic-safe methods of selling composting bins to Town residents.
- Served as staff liaison to the Environmental Advisory Board (EAB).
 - Presented a climate action overview to the Comprehensive Plan Task Force.
- Worked with staff to develop a charge for a new advisory board, the Climate Action Team (CAT)
- Participated in collaborative initiatives, including the North Carolina Cities Initiative, the Orange County Climate Council, the Government Alliance for Race and Equity (GARE) Initiative, and the Southeast Sustainability Directors’ Network (SSDN).

- Worked with staff to design plans for moving forward to redesign and revitalize the Energy Efficiency Revolving Loan Program (EERLF).
- Drafted update to the Town Code to allow for Managed Natural Landscapes.
- Worked with Communications staff to develop messaging for climate action outreach.
- Worked to organize and safely implement monthly invasive species removal volunteer events on Town property.
- Designed a program for independent volunteer work to remove invasive species on Town property.
- Organized virtual screening for a Bee City USA Father’s Day Movie to celebrate National Pollinator Week.
 - Completed annual reporting requirements for the Town’s Bee City USA participation.
- Provided support to the Town Facilities Rehabilitation Project.
- Provided guidance and support to an Eagle Scout Stormwater Project to redesign a Town rain garden.
- Outlined a work plan and job description for hiring a climate action intern.
- Worked with volunteers to create and edit educational presentations for the CCAP Modules Project.

UPCOMING FISCAL YEAR OBJECTIVES

- To incrementally work towards emissions reduction and energy usage goals outlined in the ECPP and CCAP.
- To continue Green Neighborhood Grant Program implementation.
 - To ensure Green Neighborhoods Grant Program outreach is performed equitably for all neighborhoods.
- To implement composting and every-other-week garbage collection pilot projects in conjunction with Green Neighborhoods Grant Program.
- To continue selling composting bins to Town residents.
- To move forward and relaunch the Energy-Efficiency Revolving Loan Fund
 - Increase the number of loans and/or grants to Carrboro residents.
- To hold events and increase outreach related to food choices.
- To continue to hold invasive species removal events and support an independent invasive species removal volunteer program.
- To continue to provide support to the Town Facilities Rehabilitation Project
- To meet requirements for participation in the Bee City USA and hold pollinator outreach events.
- To continue to support an Eagle Scout Stormwater Project to improve and restore a Town rain garden.
- To continue participation in collaborative initiatives such as the Orange County Climate Council and North Carolina Cities Initiative and continue membership in organizations including Local Governments for Sustainability (ICLEI) and the Southeast Sustainability Directors’ Network (SSDN).
- To work with Center for Advanced Hindsight and Orange County on a Transportation Demand Management (TDM) Grant Project.

- To explore participation in TDM programs such as the Best Workplace for Commuters Program.
- To create and implement a Recognition Program for Climate Action-Friendly Businesses.
- To continue working with volunteers to create and distribute educational presentations for the CCAP Modules Project.
- To assist Piedmont Electric Membership Corporation (EMC) with part of a grant match to install a Level 1 Electric Vehicle (EV) Charging Station at Carrboro Plaza.
- To provide a staff monitor for the Carrboro Farmers' Market compost collection and provide input to the Town Hall dumpster enclosure redesign for composting storage.
- To hire and support an intern position.
- To explore grants for potential future Town applications, including the NCFS Urban & Community Forestry (U&CF) Grant Program
- Implement a study to consider the total electrification of the Town's fleet.

BUDGET SUMMARY - CLIMATE ACTION

	2019-20	2020-21	2021-22	
	Actual	Adopted	Adopted	Pct Change
		Budget	Budget	
Personnel	-	88,240	169,059	91.6%
Operating	-	41,351	139,190	236.6%
TOTAL	\$ -	\$ 129,591	\$ 308,249	137.9%

Funding:

General Revenues	-	128,591	307,949	139.5%
Department Revenues	45	1,000	300	-70.0%

CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:

The expenses include new initiatives for the Community Climate Action Plan. Personnel expenses increased due to the addition of an Environmental Planner position and for temporary salaries for a Farmer's Market organics program.

COMMUNICATION & ENGAGEMENT

1.5 FTE



PURPOSE

The Communication & Engagement Department works to provide public information, encourage participation, improve trust in local government, and enhance the Carrboro brand and reputation. Through implementation of the Inclusive Carrboro Communications and Community Engagement Plan, it strives to ensure accessible communications to serve our diverse community with new pathways for resident engagement.

GOALS

- To implement the Inclusive Carrboro Communications and Community Engagement Plan.
- To increase public awareness of and participation in Town decisions, programs and services.
- To create opportunities for stakeholders to provide feedback to the Town.
- To create internal systems to standardize and enhance communications.
- To coordinate and standardize emergency communications.

SERVICES PROVIDED & ACTIVITIES

- Manages the Town's communications and engagement platforms.
- Educates public on where to obtain information on Town services and programs.
- Seeks feedback and evaluation on current Town programs and services.
- Ensures culturally appropriate messaging and equitable access to information.
- Manages a permanent communications team.
- Controls overall town communication during emergency situations.
- Assists with efforts to recruit and train residents for service on advisory boards.
- Improves internal communications with Staff.

PREVIOUS YEAR ACCOMPLISHMENTS

- Developed the Inclusive Carrboro Communications and Community Engagement Plan.
- Initiated a Neighborhood Message Center Network and Neighborhood Liaisons Program.
- Initiated the weekly newsletter *Carrboro This Week*.
- Expanded video as a core tool for virtual engagement.
- Established Town Multimedia Image Library.
- Initiated Monthly Analytics for Town communications channels.
- Coordinated with County communicators on COVID-19, 2020 General Election, and Census.

UPCOMING FISCAL YEAR OBJECTIVES

- Complete Town Website redesign.
- Expand Neighborhood Information Network.
- Develop organizational communications guidance.
- Hold community conversations with liaisons and partners.
- Establish organizational graphic design tool/platform.

BUDGET SUMMARY - COMMUNICATION & ENGAGEMENT

	2019-20 Actual	2020-21 Adopted Budget	2021-22 Adopted Budget	Pct Change
Personnel	-	-	147,071	#DIV/0!
Operating	-	-	30,217	#DIV/0!
TOTAL	\$ -	\$ -	\$ 177,288	#DIV/0!

Funding:

General Revenues	-	-	177,288	#DIV/0!
Department Revenues	-	-	-	#DIV/0!

CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:

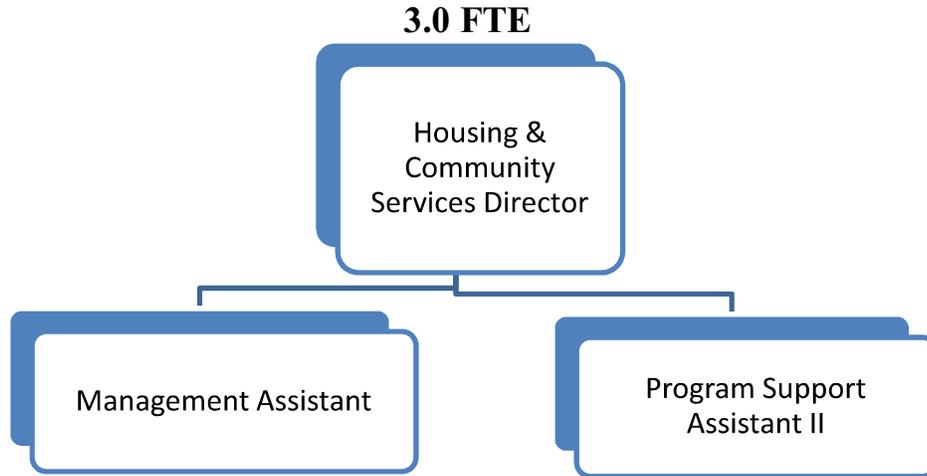
This is a newly created division and includes one employee that was previously reported under the Town Manager budget. The expenses include items related to providing clear and timely communications to citizens and staff.

PERFORMANCE MEASURES

	FY2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 20-21 ESTIMATED	FY 21-22 PROJECTED
Meet or exceed Audience Growth Rate of 5% on Twitter, Facebook, Instagram, Nextdoor and Town email *	N/A	N/A	5%	5%
Meet or exceed the 2018 Biennial Citizen Survey results for respondents who are “satisfied” with Carrboro making information available to citizens concerning important services, projects, issues, and programs.	64%	N/A	N/A	64%
Meet or exceed the 2018 Biennial Citizen Survey results for respondents who are “satisfied” with the opportunities Carrboro gives them to participate in the decision-making process.	61%	N/A	N/A	61%
Meet or exceed the 2018 Biennial Citizen Survey results for respondents who are “informed” about government services, projects, issues, and programs that affect them.	59%	N/A	N/A	59%

* **Measure net new followers** (on each platform) over a reporting period.
 Divide net new **followers** by total audience (on each platform) and multiply by 100 to get audience **growth rate percentage**.

HOUSING & COMMUNITY SERVICES



PURPOSE

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

GOALS

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

SERVICES PROVIDED & ACTIVITIES

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

PREVIOUS YEAR ACCOMPLISHMENTS

- Responded to the pandemic crisis by organizing and supporting food and mask distributions, streamlining emergency housing assistance, and conducting tenant and landlord outreach and education regarding evictions.
- Streamlined the emergency housing application process that provided over \$300,000 in CARES Act funding to Carrboro residents.
- Awarded \$900,000 in CDBG-CV funds for housing assistance to benefit Carrboro residents.
- Managed awards of special revenue funding to housing nonprofits to support the creation and preservation of affordable housing, homelessness prevention, and emergency housing assistance.
- Created an application process for CARES Act funding of nonprofits who provided vital services to Carrboro residents. \$55,000 was awarded to 16 nonprofits.
- Strengthened the reporting process for Human Services funded-nonprofits and improved support of the Human Services Commission.
- \$274,000 awarded to 47 community nonprofits to support Human Services in FY20-21.

UPCOMING FISCAL YEAR OBJECTIVES

- Increase the number of affordable units created and preserved in Carrboro.
- Continue to provide support and assistance to households facing eviction or homelessness.
- Continue to provide pandemic response and participate in long-term recovery.
- Development of an updated Affordable Housing Goals and Strategies document, in conjunction with the Comprehensive Plan.
- Develop and adopt a manufactured home policy.
- Develop and implement a strategy for using Town owned-land to create affordable housing.
- Develop a framework to assist the Human Services Commission in the evaluation of funding applications.

PERFORMANCE MEASURES

- Progress shown toward 2024 goal of achieving 85 affordable homeownership units and 470 rental units, as specified in the Town's Affordable Housing Goals and Strategies document.
- Number of Carrboro households receiving Emergency Housing Assistance (EHA).
- Increase in resident satisfaction levels with affordable housing on the Community survey.
- Continued successful implementation of the Affordable Housing Special Revenue Fund to meet housing goals, number of grants awarded, total funding amount.
- Continued successful completion of the Human Services annual application cycle; number of non-profits assisted, number of Carrboro residents served.

	FY 2018-2019 ACTUAL	FY 2019-2020 ACTUAL	FY 2020-2021 ESTIMATED	FY 2021-2022 PROJECTED
# new affordable units - homeownership	69	70	74	76
# new affordable units - rental	368	370	377	380
# of households receiving EHA	9	24	247* (COVID)	212
% satisfied with affordable housing efforts - Community Survey	51.1%	N/A	N/A	60.0%
# affordable housing grants awarded	6	6	5	6
\$ affordable housing funds awarded	\$310,723	\$352,440	\$355,500	\$360,500
# nonprofits assisted - Human Services	48	47	48 (+16, COVID)	49
# Carrboro residents served – Human Services	6,394	9,419	9,885	10,054

* since the beginning of the pandemic, March 2020

BUDGET SUMMARY - HOUSING & COMMUNITY SERVICES

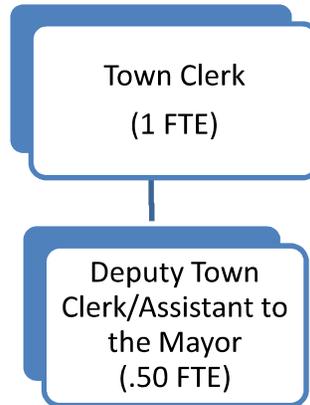
	2019-20 Actual	2020-21 Adopted Budget	2021-22 Adopted Budget	Pct Change
Personnel	-	205,864	242,199	17.7%
Operating	-	332,280	346,705	4.3%
TOTAL	\$ -	\$ 538,144	\$ 588,904	9.4%
General Revenues	-	498,144	588,904	18.2%
Department Revenues	-	40,000	-	-100.0%

CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:

Personnel services increased due to a retirement of part-time staff and replaced with a full-time person. The training, conferences, and travel budgets were restored for FY22 for a total amount of \$8,050. Human Service Grants are \$6,400 higher than the FY21 budget because payments were advanced in late FY20.

TOWN CLERK

1.50 FTE



PURPOSE

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

GOALS

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

SERVICES PROVIDED & ACTIVITIES

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

PREVIOUS YEAR ACCOMPLISHMENTS

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

UPCOMING FISCAL YEAR OBJECTIVES

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

TOWN COUNCIL PRIORITIES

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

OBJECTIVES

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

PERFORMANCE MEASURES

	FY2018-19 ACTUAL	FY2019-20 ACTUAL	FY2020-21 ESTIMATED	FY2021-22 PROJECTED
# of Town Contracts on file with the Town Clerk	2140	2160	2180	2200
# of Council Minutes Prepared by Town Clerk	37	37	37	40
# Employee Hours Spent Electronically Indexing Contracts	12	40	40	20
# of Town Contracts Electronically Indexed	2100	2100	2180	2200
Employee Hours Per Set of Council Minutes Prepared	2.0	2.0	2.0	2.0

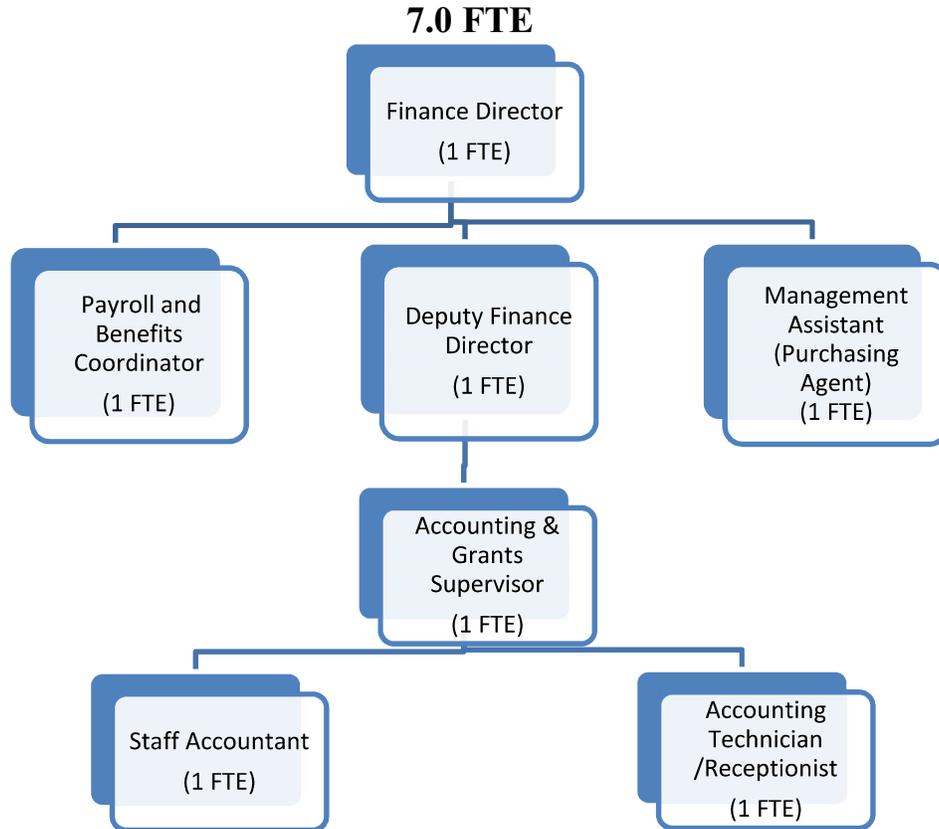
BUDGET SUMMARY - TOWN CLERK

	2019-20 Actual	2020-21 Adopted Budget	2021-22 Adopted Budget	Pct Change
Personnel	135,752	137,327	132,905	-3.2%
Operating	18,129	18,820	21,545	14.5%
TOTAL	\$ 153,881	\$ 156,147	\$ 154,450	-1.1%
General Revenues	153,881	156,147	154,450	-1.1%
Department Revenues	-	-	-	#DIV/0!

CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:

The training, conferences, and travel budgets were restored for FY22 for a total amount of \$3,000.

FINANCE



PURPOSE

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

SERVICES PROVIDED & ACTIVITIES

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

GOALS

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

PREVIOUS YEAR ACCOMPLISHMENTS

- Implemented Executive Time, on-line time and attendance system integrated with MUNIS Payroll System.
- Successful on-site auction sale of surplus property.
- Implemented comprehensive purchasing and contracts manual.
- Completed successful audit for year ending June 30, 2020 with no major audit findings.
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Worked with Human Resources to implement holiday and compensatory time leave policies that reduce the Town's long-term financial liability.

UPCOMING FISCAL YEAR ACTIVITIES

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

TOWN COUNCIL PRIORITIES

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

OBJECTIVES

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

PERFORMANCE MEASURES

	FY2018-19 ACTUAL	FY2019-20 ACTUAL	FY2020-21 ESTIMATED	FY2021-22 PROJECTED
Process Bi-Weekly Payroll for Town Employees	26	26	26	26
Number of Invoices Processed Annually	8397	7775	8164	8572
Percent of Invoices paid within 30 days	72%	75%	80%	90%
Number of Purchase Orders Issued Annually	223	213	180	220
Number of Contracts Issued Annually	197	346	350	370
Number of capital/grant projects managed	26	45	53	59
Number of capital/grant projects closed out	12	13	15	12
% of Monthly Accounting Periods closed in 5 business days	100%	100%	100%	100%
Produce and Distribute Quarterly Financial Statement within 15 days after end of quarter	N/A	N/A	N/A	100%
Receive less than 2 audit findings & response comments by Independent Auditors Each Year	0	1	0	0
Gen Fund Expenditures at year-end are within +/-5% of the Original Budget	(4.20%)	(7.70%)	(5.00%)	(5.00%)
Actual Revenues at year-end are within +/-5% of Original Budget	10.17%	3.03%	5.00%	5.00%

BUDGET SUMMARY - FINANCE

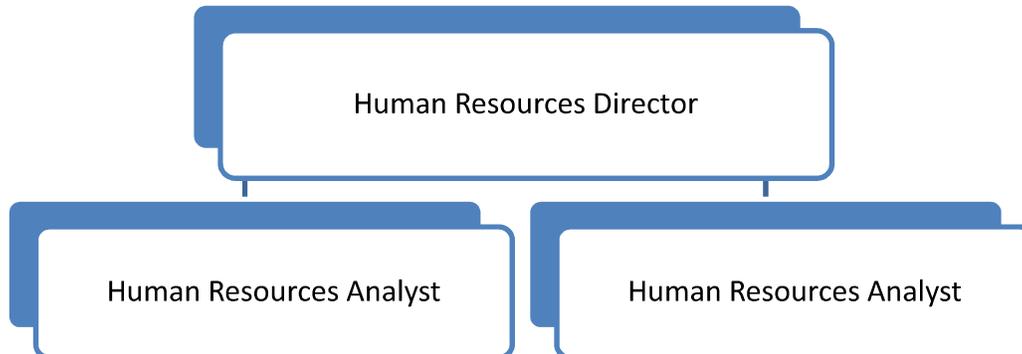
	2019-20 Actual	2020-21 Adopted Budget	2021-22 Adopted Budget	Pct Change
Personnel	715,854	774,102	699,450	-9.6%
Operating	470,852	504,528	556,175	10.2%
TOTAL	\$1,186,706	\$1,278,630	\$ 1,255,625	-1.8%
General Revenues	1,113,834	1,244,630	1,221,625	-1.8%
Department Revenues	72,872	34,000	34,000	0.0%

CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:

Personnel costs have decreased due to the shift of the Safety Officer from Finance to HR. The training, conferences, and travel budgets were restored for FY22 for a total amount of \$12,340. Other operating cost increases include audit costs and general insurance.

HUMAN RESOURCES

3 FTE



PURPOSE

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

GOALS

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

SERVICES PROVIDED & ACTIVITIES

- Provide Organizational Development assistance to Town Manager and Management Team.
- Advertise vacant positions, receive employment applications, assist departments with the interview process, background checks, and verify employment eligibility with E-Verify.
- Conduct new employee orientations, including benefits enrollment sessions and surveys.
- Administer town provided and voluntary benefits, including counseling all employees on benefits plan(s) and options.
- Coordinate administration of Department of Transportation substance abuse testing.
- Coordinate administration of family medical leave (FMLA) benefits.
- Coordinate employee assistance program (EAP) services.
- Coordinate COBRA administration services.
- Counsel supervisors and employees on performance issues.
- Conduct and respond to salary surveys.

- Provide staff development training to management and employees.
- Assist departments with personnel and employee relations issues.
- Administer and monitor the performance evaluation process.
- Keep supervisors and department heads abreast of legislative changes and guidelines that affect personnel administration.
- Maintain confidential personnel files in accordance with the North Carolina General Statutes and complete reports according to state and federal regulations.

PREVIOUS YEAR ACCOMPLISHMENTS

- Employee gifts in lieu of in-person spring picnic.
- Kept employee abreast of Covid-19 information and Town precautions.
- Conducted new employee orientation sessions and benefits enrollment seminars.
- Virtual employee holiday party.
- Recognized and rewarded employee service milestones.
- Conducted coaching and counseling sessions for department directors.
- Attended bi-monthly Area HR meetings, and host once a year.
- Provided direct communication to each employee on benefits deductions.
- Provided each employee with a total compensation statement.
- Assembled a wellbeing committee and surveyed employees on wellbeing initiatives.
- Began tracking FLMA leave electronically for better compliance and record-keeping.
- Key player in G.A.R.E. initiative.
- Implemented system to track eFMLA and EPSL according to federal mandate.
- Organized supervisory training for 60 of the Town's supervisors.

UPCOMING FISCAL YEAR OBJECTIVES

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

TOWN COUNCIL PRIORITIES

Enhance quality of life/place issues for everyone.

PERFORMANCE MEASURES

	FY2018-19 ACTUAL	FY2019-20 ACTUAL	FY 2020-21 ESTIMATED	FY2021-22 PROJECTED
Positions Filled	44	53	40	48
Employee Appreciation Events and Rewards	4	4	4	4
Trainings, Orientations and other Information Sessions	26	30	28	30
Wellness Events	1	3	1	3
Individual Wellness Sessions, Referrals, Interventions	5	10	5	10
New Policies/Procedures/ Programs Revised or Developed	4	3	2	5
HR Staff - Trainings	2	5	2	5

BUDGET SUMMARY - HUMAN RESOURCES

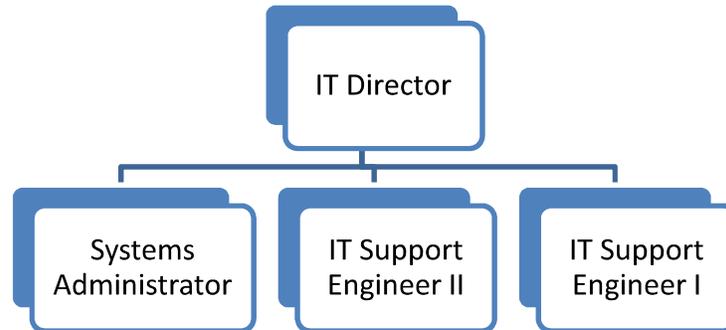
	2019-20 Actual	2020-21 Adopted Budget	2021-22 Adopted Budget	Pct Change
Personnel	535,276	578,187	634,545	9.7%
Operating	90,228	69,720	89,720	28.7%
TOTAL	\$ 625,504	\$ 647,907	\$ 724,265	11.8%
General Revenues	625,504	647,907	724,265	11.8%
Department Revenues	-	-	-	#DIV/0!

CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:

Personnel costs have increased due to the shift of the Safety Officer from Finance to HR. The training, conferences, and travel budgets were restored for FY22 for a total amount of \$5,000, and \$5,000 added for organizational development.

INFORMATION TECHNOLOGY

4 FTE



PURPOSE

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

GOALS

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

SERVICES PROVIDED & ACTIVITIES

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

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

PREVIOUS YEAR ACCOMPLISHMENTS

- Continued implementing work from home technologies and surrounding security measures for staff during the COVID-19 pandemic.
- Continued to work with Google to bring Google Fiber to the Carrboro Community.
- Assisted Finance in the implementation of Executime time and attendance software and hardware for all departments Town wide.
- Replaced end-of-life Storage Area Network hardware (SAN) at Town Hall. Included migrating all file data and VMWare storage from old SAN to new SAN. Included implementing a new replication technology for continuous data protection between Town Hall and the Century Center.
- Updated email server (software was at end of life) to newer version and augmented surrounding security.
- Implemented email SPF, DKIM and DMARC for increased email security.
- Installed conduit along Rogers Road for future fiber optic cabling and connectivity to promote local broadband competition and promote serving the unserved and underserved.
- Assisted the Fire Department in implementation of a cellular to Wi-Fi hot spot technology that now surrounds most of their vehicles and apparatus with Wi-Fi coverage (to support on scene command center setups).
- Continue to work with Chapel Hill-Carrboro City Schools, UNC-Chapel Hill, Town of Chapel Hill and Orange County to interconnect Carrboro Fire Station 2 to Chapel Hill High/Smith Middle School to create a shared extended redundant fiber loop.
- Assisted Public Works in implementing a new fuel delivery system that replaces a system that is more than two decades old and was at end of life.
- Began assisting Finance with looking at various online payment options and its integration with existing Town technological infrastructure.
- Continue working with architects on IT/technology related aspects of the 203 Project.

UPCOMING FISCAL YEAR OBJECTIVES

- Continue to work with Orange County, OWASA, UNC-Chapel Hill, Town of Chapel Hill and Chapel Hill-Carrboro City Schools to interconnect and expand fiber optic networks and share knowledge.

- Continue to work with various North Carolina Next Generation Network (NCNGN) initiatives. NCNGN is a regional effort by four leading universities and six municipalities seeking to accelerate the deployment of ultra-high-speed networks to their surrounding communities.
- Continue to work with Google to bring Google Fiber to the Carrboro Community.
- Install conduit along South Greensboro Road during NCDOT sidewalk project for fiber optic cabling to connect the Town’s Century Center and 203 Project (potentially) to Public Works.
- Continue working with architects on IT/technology related aspects of the 203 Project.

TOWN COUNCIL PRIORITIES

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

OBJECTIVES

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

PERFORMANCE MEASURES

	FY2018-19 ACTUAL	FY2019-20 ACTUAL	FY2020-21 ESTIMATED	FY2021-22 PROJECTED
# of Workstations, Laptops, iPads Supported	184	192	203	203
# of Emergency Services Mobile Terminals Supported	50	52	52	50
Average Hours per Month of Unplanned Application Downtime During Business Hours	<1	<1	<1	<1
# Unsuccessful Backups per Month	0	0	0	0

BUDGET SUMMARY - INFORMATION TECHNOLOGY

	2019-20	2020-21	2021-22	
	Actual	Adopted	Adopted	Pct Change
Personnel	338,482	337,303	435,943	29.2%
Operating	1,315,432	1,411,247	1,452,050	2.9%
Capital Outlay	148,193	-	30,000	#DIV/0!
TOTAL	\$1,802,107	\$1,748,550	\$ 1,917,993	9.7%
General Revenues	1,760,607	1,694,800	1,863,593	10.0%
Department Revenues	41,500	53,750	54,400	1.2%

CHANGES IN BUDGET FROM PRIOR YEAR ADOPTED BUDGET:

Personnel costs increased due to the addition of another position. The training, conferences, and travel budgets were restored for FY22 for a total amount of \$11,300. Additional operating cost increases include expenditures for computer equipment, contractual services for computer software/hardware support, hosted services, network connectivity, dues, and capital equipment.

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