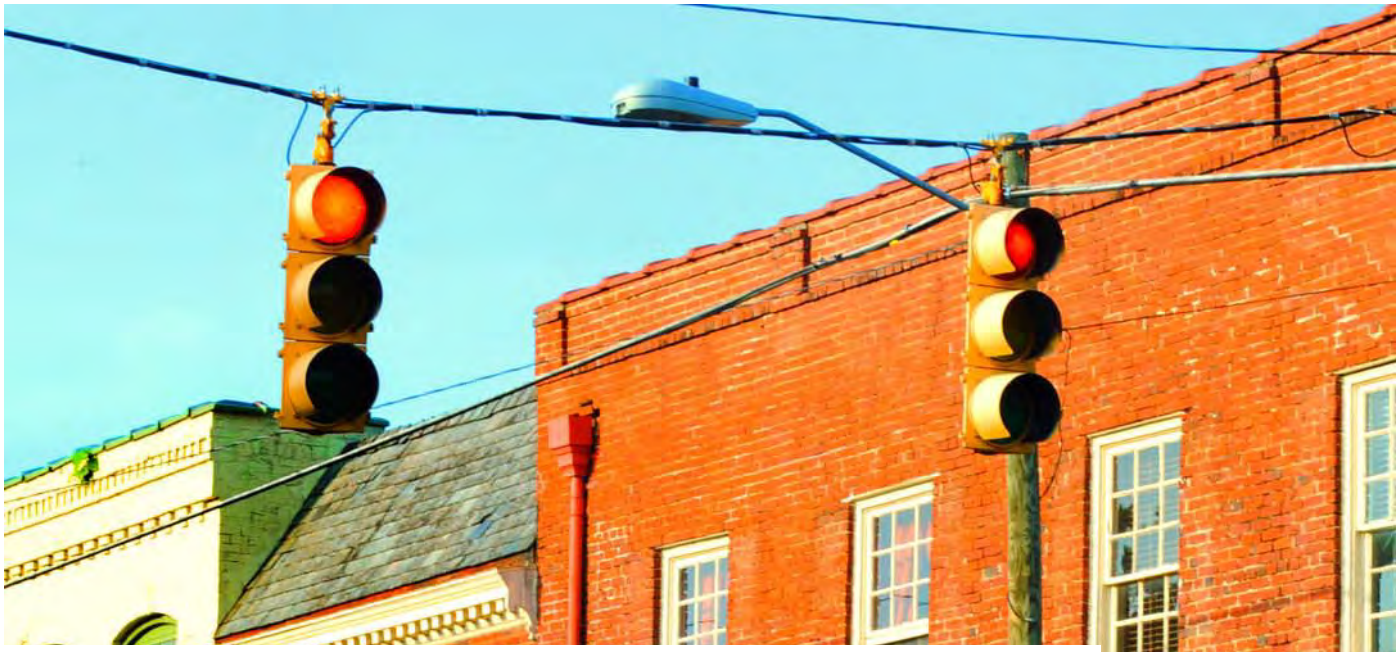


FY2021

Annual Budget Workbook

Town of Hillsborough, North Carolina

919-732-1270 | www.hillsboroughnc.gov | 101 E. Orange St. Hillsborough

TABLE OF CONTENTS

Table of Contents 1

BUDGET MESSAGE

Budget Message 4
Fund Summaries 7
Fees, Rates and Charges Schedules 13

STRATEGY MAP

Elements of the Plan 24
Strategy Map 25
Strategic Goals 26

GENERAL FUND

GENERAL FUND — Summary of Revenues & Expenditures 28

GENERAL GOVERNMENT

Governing Body 33
Administration 36
Local Government Channel 49
Accounting 52
Planning 57
Town Hall Campus 73
Public Space 77
Safety & Risk Management 106
Information Services 109

PUBLIC SAFETY

Police

Police – Administration 117
Police – Patrol 125
Police – Investigations & Community Services 135

Fire

Fire Marshal & Emergency Management 139
Fire Protection 145

PUBLIC WORKS

Fleet Maintenance 149
Streets 156
Powell Bill 164
Solid Waste 167
Cemetery 171

ECONOMIC & PHYSICAL DEVELOPMENT

Economic Development 176

SPECIAL APPROPRIATIONS

Special Appropriations 179

CONTINGENCY

Contingency 209

WATER & SEWER FUND

WATER & SEWER FUND - Summary of Revenues & Expenditures 212

Administration of Enterprise 216
Utilities Administration 219
Billing & Collections 222
Water Treatment Plant 226
West Fork Eno Reservoir 233
Water Distribution 236
Wastewater Collection 258
Wastewater Treatment Plant 278
Contingency 298

STORMWATER FUND

Stormwater 301

SUPPLEMENTAL INFORMATION

Authorized FTE Positions 312

Budget Message

May 29, 2020

Honorable Mayor Weaver and Board of Commissioners:

Submitted is Hillsborough's FY21 Annual Budget Workbook. The budget is prepared in accordance with the North Carolina Local Government and Budget Fiscal Control Act. As this proposed document is transmitted from the town manager to the Board of Commissioners, it now becomes the governing body's budget to review, question, debate, adapt and ultimately adopt. It is expected that changes will be made to the proposed budget as new information becomes available and alternatives are considered. Town staff is ready to provide whatever information the board deems necessary to make well-informed decisions on the budget and financial plan. Therefore, the mayor, Board of Commissioners, advisory boards and the community are encouraged to share their views regarding what should be funded or modified because this is ultimately your budget!

Budget workshops and ultimate adoption have been delayed several weeks to provide additional preparation time due to the challenges and uncertainty created by the COVID-19 pandemic. Delaying budget adoption from June 8 until June 22 or June 29 allows more time to obtain updated financial information, review, and adjust if needed. This additional information on key revenue sources and expenses will help paint a slightly clearer picture of how the current fiscal year is looking and the impacts on FY21.

In previous years the budget message included detailed summaries on each of the funds. This year the budget message is relatively short and focuses on the overall approach to developing the document, a few highlights, and some thoughts about recovery after emerging from COVID-19. The fund summaries are separate, and follow immediately after the budget message, and contain much of the information that has traditionally been seen in the longer message. Budget Director Emily Bradford coordinated the preparation of the General Fund and its associated summary. Assistant to the Town Manager/Deputy Budget Director Jen Della Valle did the same for the Water and Sewer Fund and the Stormwater Fund. Hopefully this new division of information makes it easier to get an overview before delving into details of individual departments and divisions, including their unfunded requests.

Approach to Developing the FY21 Budget

For quite a few years the town's approach to building its budget and multi-year financial plan has been: 1) take care of what we've got, 2) invest for the future, and 3) minimize rate impacts on the community. COVID-19 is a health and economic crisis that needs no further explanation as everyone is acutely aware of its impacts. It's further complicated due to the difficulty in forecasting the length and severity of the financial impacts on global, national, and local economies, especially if there is a second or third wave of infections.

Revenue assumptions are critical as they are the primary factor in determining expenditure limits for the budget. Assumptions from local governments across North Carolina vary wildly with far greater ranges than I've ever seen in my 33-year career. There are no common baselines when it comes to projecting key revenue sources, such as property tax collection rates, sales taxes, Powell Bill (state gas tax), food and beverage, accommodations tax, water and sewer revenues, and many others.

This is the first budget presented to Hillsborough's town board in the last 23 years that is not in a multi-year format. Hillsborough is one of the only local governments in the state that uses a multi-year format. Currently, it's difficult to accurately project for three months, much less three years. To minimize wasted time and focus everyone's attention on the most pressing issues, this document is in a traditional one-year format. Hopefully the situation will stabilize going into next year's budget process and we can resume with the multi-year format that's been so successful.

Due to all the current uncertainty, the following approaches have been used in developing the FY21 proposed budget: 1) simplify and prioritize, 2) increase options, and 3) prepare for more tight budgets ahead.

1. <u>Simplify and prioritize</u> by focusing on the basics: core service delivery, asset maintenance, and retaining employees since skill, experience, and know how are a service organization's most important resource. Most everything else will need to wait until the situation stabilizes, then financial condition and priorities can be reassessed.

2. Increase options to have the financial flexibility to deal with the unexpected issues that will arise, especially if it gets worse in FY21 and continues into FY22 or beyond. Increasing options is being done through conservative projections on the revenue side and trimming expenses to protect the town's financial reserves. Many requests, even those that have been planned for some time have been cut, delayed, or reduced. Most vacant positions are being frozen. Making tough decisions today gives us more options to weather unexpected challenges, especially if it's a prolonged event. Now is the easiest time to do this. Underestimating potential financial impacts creates significant risks for the organization and its ability to serve our community. Being overly optimistic with revenue estimates means potentially having to make significant mid-year cuts - this narrows options and unnecessarily makes the situation more complicated. If things turn out to be better than projected, then it's a relatively easy adjustment to add unfunded items back into the budget.

3. Prepare for more tight budgets ahead. While everyone hopes the recovery will be quick and robust it's important to remember that during recessions governments are often the last to feel the impact, compared to businesses, but also last to recover. After emerging from the recession there is usually a backlog of deferred vehicle and equipment replacements, and other maintenance projects to address before high priority projects can be funded, thus further extending the length of the recovery.

Highlights

- ✓ No rate increases. Property tax and water, sewer, and stormwater rates all remain unchanged for FY21.

- ✓ Employees: 1) no new positions added, 2) most vacant positions from FY20 remain frozen in FY21, 3) some FY20 positions have been eliminated – purchasing manager, accounts payable technician, part-time water plant operator, and billing & collection supervisor, 4) the temporary budget technician position ends in October, and 5) no merit raises in FY21.

- ✓ Major General Fund expenses
  - *Valley Forge Road repair ($475,000).* This section of road is relying on temporary repairs due to the washout that took out about half of the road in early 2019 due to high creek levels during a storm. Street re-paving has been put on hold in FY20 and FY21, and a contribution from the Stormwater Fund has been made to help pay for this high priority repair.
  - *Replace Residential Garbage Truck ($310,000).* This may be the most important and heavily used piece of town equipment. When the 1-arm trucks go down, an older rear-loading unit is pressed into operation that requires three employees instead of one to operate. This is the only major equipment purchase in FY21.
  - *Comprehensive plan ($75,000).* This project was initially intended to already be in progress but is funded for FY21. The plan will update the Vision 2020 document and include other planning components such as climate, resiliency, development, transportation, and others. Developing this plan includes significant community engagement.

- ✓ Major Water/Sewer Fund Expenses
  - *West Fork Reservoir expansion*. The Series 2020 revenue bonds were sold earlier this year to complete the last portion of this project. Due to COVID-19, construction to raise the road and bridge have been delayed about six months. The full impact of annual debt service on the fund is now occurring, increasing almost $400,000 for FY21. The annual debt for the project is now $840,550.
  - *Wastewater Collection*. Evaluation of the system's condition and capacity allows the utilities staff to prioritize the most important needs. This should be completed by the fall. Funds are included to start design on replacing the River Pump Station along with associated parts of the collection system. Funds are included to address other problem areas, such as "inflow & infiltration," line capacity, pump stations, etc.
  - *Capital projects* – several are funded in the budget with a focus on ensuring adequate service to existing and new customers and the Economic Development District (EDD) south of I-40 and Old NC86. Making sure the EDD has adequate water and sewer service availability increases the likelihood this valuable property will be developed and add to the town's commercial tax base. There has been regular interest in this property over the past few years.

- ✓ Deficits, the use of savings, and other non-recurring revenue sources to balance the budgets.
  Even with minimizing capital expenses, no new positions, position freezes, no employee raises, and other cuts, the FY21 General and Water/Sewer Funds both have deficits due to anticipated revenue losses at $455,000 and $461,000 respectfully. This includes the use of one-time funds in the Water/Sewer fund to pay for some projects and debt service.

  System Development Fees (SDF), formerly called Capital Facilities Fees, are being used to fund a portion of debt service on the reservoir. While perfectly legal and often done by systems, it's preferable and financially prudent to use these funds to either completely pay for a project or portion of to limit the amount of required debt. These types of uses allow SDF's

to reduce pressure on the operating funds required to balance future budgets, thereby reducing pressure on rates. Several projects are being funded with SDF's for this exact type of use. Using SDF's to supplement recurring needs is risky and not a good long-term strategy. In the short term, in limited amounts during a crisis such as COVID-19, using some of these funds serves as a bridge to get through the crisis is appropriate.

Unfunded Requests

There are millions of dollars in unfunded request listed in the budget by department. If the financial situation turns out to be much better than expected a review of these requests can take place to identify what items may be moved back into the FY21 budget. This is unlikely to happen anytime sooner than mid-March of 2021 since that allows review of the audit in the fall to get an accurate assessment of FY20, as well as a mid-year review of key revenues and expenditures for FY21.

Updated Strategy Map & Strategic Planning

The town's balanced scorecard and strategy map have served the town well for 12 years – this was a long run for any strategic planning format. A change was explored to improve organizational focus, prioritize, and better lead the town in managing challenges posed by pressures from growth, transportation, development, climate change, asset maintenance, and providing daily services. Progress was made on the new strategic plan and the framework was approved by the town board during the retreat. Development of the action plans for each of the five strategic goals was delayed due to the COVID-19 response. The new framework is included in this document and will continue to evolve as time permits. While the balanced scorecard is going away, performance measures will continue to be a key part of Hillsborough's evaluation, decision making, and annual reports.

After the Crisis: Reassess Priorities After COVID-19

Lessons learned during this event, along with climate change, should significantly change organizational priorities in terms of previously planned capital projects, staffing, service levels, community needs/wants, financial policies, development patterns, focus on sustainability and resiliency, etc. Traditional ways of working, delivering services, expanding and designing facilities may now be outdated. If our priorities and ways we deliver service don't evolve then a great opportunity will have been missed to learn from these experiences.

Constraints Drive Innovation

This is true in the worlds of business, science, medicine, government, and many others. Approximately half of today's Fortune 500 companies were founded in either a recession or the Great Depression. The timing of the town's comprehensive plan, funded in the FY21 budget, may be an excellent opportunity to start this process. In addition, from a budgeting perspective, the town may want to incorporate Zero-Based Budgeting principles and other concepts to aid in reevaluating what, how, and when services are delivered. There are certainly aspects of what we are doing today that can be redesigned, refined, reorganized, reduced, or eliminated to pay for higher priority needs.

Moving Forward Towards Budget Adoption

Thanks to all town employees, department and division heads, and the budget team for their extra work in preparing this year's document. Departments worked with budget and finance staff to make extra rounds of reviews to update FY20 and FY21 projections. This was critical in gaining a clearer picture of how things were looking heading into FY21. While I'm not confident about what the future is going to look like, I am confident in the excellent people we have on our town board, management team, and employees that will allow us to weather this situation.

Please do not hesitate to contact me, Budget Director Emily Bradford or Assistant to the Town Manager/Deputy Budget Director Jen Della Valle if you need additional information. Town staff will make every effort to respond quickly and objectively to help you develop a budget that you feel best addresses the needs of the community!

Sincerely,

Eric J. Peterson

Eric J. Peterson
Town Manager

FY21 BUDGET HIGHLIGHTS

Taxes, Fees, and Rates

Property Tax Rate: No change. Tax rate remains at 62 cents for FY21. This will be the eighth consecutive year without a property tax rate increase.

Stormwater Fee: No change. This fee has not increased since it was originally adopted.

Water Rates: No increase. In-town rate remains at $9.26 per 1,000 gallons. Out-of-town rates remain at $18.06 per 1,000 gallons.

Sewer Rates: No increase. In-town rate remains at $13.69 per 1,000 gallons. Out-of-town rates remain at $26.69 per 1,000 gallons.

Expenditures

General Fund	$	10,473,242
Stormwater Fund	$	655,801
Water and Sewer Fund	$	10,849,141
	$	21,978,457

Snapshot

- ✓ Core Services – While the town manager's recommended budget includes significant cuts and adjustments to requests that were originally presented to the town board in March, the town is not anticipating a reduction to the town's core services.
- ✓ No employee layoffs or furloughs proposed.
- ✓ Health Insurance – Health insurance premiums will increase by 2%. The industry trend is 7%. The town is also offering employees another option for dependent coverage, offered at a lower premium.
- ✓ This is the first time in 23 years that the Town of Hillsborough's Annual Budget is not presented in a multi-year planning format. While there are numerous advantages to using a multi-year format to review the town's budget and operations, attempting to forecast revenue for Fiscal Year 2021 with confidence, let alone further than one year, proved challenging.

BUDGET-BALANCING STRATEGIES

The novel coronavirus is projected to have financial implications on each of the town's three funds. With projected decreases to the town's revenue sources in FY21, the town is proposing to address projected deficits and balance the budget by employing various short-term, budget balancing strategies.

- Hiring Freeze – Vacant positions that are deemed non-essential have been frozen indefinitely. The positions that have been frozen include the following:
  - Accounts Payable Technician – Accounting
  - Accounting Technician – Accounting
  - Planning Technician – Planning
  - Equipment Operator I – Solid Waste
  - Utility Maintenance Technician I – Distribution/Collection

    - Utility Mechanic – Distribution/Collection

- No Merit Adjustments – The town typically budgets an average of 3.25% salary increase for employee merit pay. This translates to about $100,000 in the General Fund and $50,000 in the Water and Sewer Fund.
- Training – Employee training will be permitted to maintain certifications and licenses or training that does not require overnight travel, unless deemed a high priority and approved by the town manager.
- Delaying Capital – Capital projects vehicles, and equipment are being delayed where possible. While this is a necessary strategy, it is important to recognize that postponing these projects simply pushes the costs to the future, has impacts on the local economy, and delays needed improvements.
- Mission-critical Expenditures – Non-essential expenditures are delayed whenever possible. There were many requests that were unable to be included in the budget. A master list of unfunded items is included for each fund. Requests total between 1 to 2 million dollars in the General Fund and Water and Sewer Fund for FY21 alone, with similar projections for FY22 and FY23.
- Fund Balance/Reserves Appropriations – As mentioned in the town manager's Budget Message, the town's preferred approach is to primarily use fund balance or reserves for one-time expenditures, rather than to cover operating expenses.

GENERAL FUND

Revenue Highlights

- No property tax rate increase is recommended for FY21.
- Projected Revenue Declines*
    - Property Tax
        - FY20 – The majority of property tax revenue is collected in January of each year. COVID-19 is anticipated to have limited impact on FY20 collections.
        - FY21 – The budget assumes no tax base growth and a 90% collection rate, which represents a 7.2% decrease from FY20, or roughly a $500,000 decline in tax revenue. At this time, it is unknown what impact the extension of the mortgage forbearance period from 3 to 12 months and the potential of inadequately funded escrow accounts will have on the collection rate.
    - Current Motor Vehicles – The state has granted a 5-month extension for registrations due between March 1 – August 1, 2020. As a result, the FY20 collection rate will likely be lower due to collections that would normally have occurred in FY20 being delayed until FY21.
        - FY20 – The budget assumes 50% of normal collection for April – June 2020.
        - FY21 – The budget assumes an 85% collection rate, down from 97% in FY19.
    - Sales Tax –
        - FY20 – The budget assumes a 20% reduction in revenues for March and a 40% reduction for April – June 2020. Due to the lag time between when sales taxes are charged and when the town actually receives the revenue, it is difficult to forecast the impact of the stay at home order. For example, March revenues

won't be received until June, and April – June revenues won't be received until after the start of FY21. Furthermore, the deadline for businesses to submit sales tax without having to pay a penalty has been extended until July 15.

    - FY21 – The budget assumes 80% of FY20 collection for July – March and 80% of FY19 collection for April – June. While this represents a 2% increase over the FY20 year-end estimate, it is a 15% decrease from FY19 collections. During the Great Recession the town experienced an 8% decrease in sales tax revenue, while North Carolina as a whole saw a 13% decrease. At this time, it unknown whether Orange County will again fair better than the state as a whole.
  - Franchise Tax
    - FY20 – The budget assumes 40% of FY19 4th quarter collection. The due date has been extended to July 15.
    - FY21 – The budget assumes 80% of FY19 collection.
  - Food & Beverage Tax
    - FY20 – The budget assumes 50% reduction for April and 40% reduction for May and June.
    - FY21 – The budget assumes a 25% reduction in revenue.
  - Occupancy Tax
    - FY20 – The budget assumes no collection for April – June; Current year-end estimate is the year-to-date actual.
    - FY21 – The budget assumes 25% of FY20 collection for Q1 and Q2, and 50% collection of FY20 Q3 and FY19 Q4.
  - Investment Earnings
    - FY20 – The budget assumes May and June collection are the same as April. The town averaged $17,000/month in interest earnings prior to April, when it dropped to $5,000 due to falling interest rates.
    - FY21 – The budget assumes interest remains steady at $5,000/month.
  - Planning Fees
    - The town continues to receive calls from developers expressing interest in Hillsborough, however during the last recession Planning Fees decreased from $75,000 in FY08 to just $36,000 in FY09 and FY10. With this in mind, revenues are projected at approximately 50% of average collection.

*The current economic crisis is rapidly evolving as are measures being taken at the federal, state and local level to minimize the impact on citizens and businesses. Assumptions are based on the best available information at the time and will be reevaluated as new and/or additional information becomes available.

Expense Highlights

Expenses increase by 3.4% in FY21. Note that this increase reflects cuts and deferments made in the last quarter of FY20 to offset the impact of reduced revenue collection during this same period. Most departmental requests, including routine replacements of vehicles and computers, have been deferred where possible. A limited number of projects and initiatives are funded in FY21. Should funding become available during the year, the town will look to the unfunded list for potential projects to fund.

Projects & Initiatives

- Connection Feasibility Study ($45,000) – This request funds the town's match to complete phase 2 of an engineering feasibility study to connect Eno Mountain Road with NC 86 as a replacement to the Orange Grove Road extension.
- Fire Chief ($35,000) – Orange Rural Fire Department will be transitioning to a full-time fire chief. The town will share in the expense.
- Valley Forge Road Project (475,000) – Repairs damage to the stormwater culverts under Valley Forge Road and the washed-out roadway. Delaying this project could result in road failure if the stormwater pipes were to collapse.
- Garbage Truck ($310,000) – Replace 2012 residential side arm garbage truck. Average life span of a garbage truck is 7-8 years. When the existing truck is down for repairs, an older rear loader is put into service, requiring 3 employees rather than 1 to operate.
- Comprehensive Plan ($75,000) – This request is to cover consulting and other project expenses to develop the sustainability plan, which updates and consolidates several existing planning documents. The consultants will help provide direction around community engagement.
- Rail Station ($34,000) – This funding covers the town's contribution to construct a rail station building and parking.

WATER & SEWER FUND

The Water and Sewer Fund supports the town's operations of the water and sewer systems.

Revenue Highlights

- No rate increases proposed for water or sewer. The FY20 budget had projected 5% rate increases to both water and sewer rates for FY21. These rate projections were driven by high utility system expenses, such as expanding the water reservoir, covering debt for the wastewater treatment plant, and the need to decrease reliance on non-recurring revenue sources. In order to provide relief to customers, the town manager recommends that rate increases be delayed by employing the financial strategies detailed above. Rate increases will be necessary in future years, however, to adequately maintain the utilities system.
- Projected Revenue Declines
    - Water and Sewer Charges
        - FY20 – The recommended budget is projecting a 17% decrease to water and sewer charges received for the remainder of FY20. The assumption based on impacts from local and state safer at home orders, school closures and limited business activity, and the temporary suspension of disconnections and delinquent fees.
        - FY21 – Anticipating a 5% decrease to water and sewer charges collected in FY21. There are many variables that can impact revenue in FY21, which leads to a high degree of uncertainty. Town staff will monitor the financial picture throughout FY21 and propose adjustments as needed.

Expense Highlights

Expenses increased by 10.4% in FY21 from the prior year budget estimates. It is important to note that this total reflects cuts and deferments made to FY20 year-end expenditures and that FY21 includes projects that are funded with one-time revenue sources of water and sewer system development fees.

Projects & Initiatives

- West Fork Reservoir Expansion Debt Payment Increase ($390,081) - Annual debt payments increase to $840,550 due to the sale of the Series 2020 Revenue Bonds to pay for the last portion of the project that includes raising a nearby bridge and road to allow the reservoir to completely fill and avoid flooding roadways.
- Chemical Pumps ($13,000) – Replace seven-year old chemical feed pumps at the Water Treatment Plant.
- Chlorine Analyzers ($20,000) – Replaces aging unit, which monitors the chlorine levels on the Water Treatment Plant filters, pump wells, and water leaving the plant.
- 16-inch Water Main Interconnects ($465,000) – Reroutes existing 16-inch water main through pipe under I-40, interconnects water main with other mains and builds a booster pump station to provide backup from Orange Water and Sewer Authority when needed.
- Risk & Resiliency Study ($30,000) – This risk and resiliency study is federally mandated for water systems.
- Economic Development District Water Line Extension ($259,404) – Installation of an 8-inch water line south of Interstate-40. This project is a cost share between Orange County and Hillsborough, with the county funding most of the expense. The town will use water system development fees to fund the remaining portion of the project.
- Wastewater System Evaluation – Phase II ($75,000) – The town completed the first phase of the sewer system model in FY20. This modeling will calibrate the data provided in the first phase. This modeling was necessary to determine how to prioritize sewer infrastructure capacity and needs.
- Infrastructure Rehabilitation ($150,000) – This request is to improve sewer infrastructure identified in the wastewater collection system modeling and repair various pump stations.
- River Pump Station Design ($200,000) – The River Pump Station, the town's largest pump station, is over 40 years old and approaching capacity limitations. Over half of the town's wastewater flow travels through this pump station. This request will cover the design for upgrading or replacing this pump station and will be funded with sewer system development fees.
- Wastewater Treatment Plant Security Lighting ($9,500) – Install LED lighting in critical areas at the wastewater treatment plant to enhance security.
- Access Hatch ($3,000) – Replace the access hatches for the filtrate pumps at the Wastewater Treatment Plant. The current hatches are too small and make it difficult to remove or replace pumps and create a safety hazard for employees.

- Contingency ($300,000) – The budget maintains a healthy contingency in the Water & Sewer Fund of $300,000. These funds are intended to cover unintended expenditures or opportunities that come up during the year.

Resiliency was identified a top Water and Sewer priority for FY20. Maintaining system resiliency involves planning, regular maintenance and rehabilitation, and system redundancy. Building a resilient system is not something that is accomplished in one year. It requires a continued focus and dedication. While new requests were included in the FY21 budget, there were many requests that were not included and have been deferred due to an unpredictable financial picture. These requests will be important to fund in the future to ensure a resilient system.

STORMWATER FUND

The Stormwater Fund aims to reduce the amount of pollutants entering local streams and lakes and reduce the adverse impacts caused by stormwater runoff.

Revenue Highlights

- No fee increase proposed for stormwater.
- Projecting a 7% decrease to stormwater fee revenue in FY21.

Expense Highlights

Expenses increase by 11% in FY21.

Projects & Initiatives

- Valley Forge Stormwater Project ($100,000) – To repair damage to the stormwater culverts under the Valley Forge Road and repair the washed-out roadway. This project is being cost-shared with the town's Streets and Powell Bill budget units.

FEES, RATES & CHARGES SCHEDULE

(Effective July 1, 2020 unless otherwise noted; Fees subject to change by Board of Commissioners.)

ADMINISTRATION

Photocopies	$	0.10	/ page
Laser Printer Copies	$	0.10	/ page
Town Clerk Certified Copies	$	1.00	/ page
Board of Commissioners Meeting Notification Listing	$	20.00	annually
Town Code:			
Bound Copy	$	40.00	
Unbound Copy	$	25.00	
Supplements	$	0.10	/ page
Motor Vehicle License Fee	$	30.00	/ vehicle
Franchise Fees (Cable)	5% of gross receipts		

BILLING & COLLECTIONS

Returned Check / Bank Draft Fee	$	25.00	/ occurrence
Disconnect/Reconnect for Returned Item	$	40.00	/ occurrence
Connection Fee	$	20.00	
Security Deposits:			
Water/Sewer Service			
Standard			
Inside Town	$	75.00	
Outside Town	$	150.00	
High Risk			
Inside Town	$	175.00	
Outside Town	$	225.00	
Delinquent Fee	$	40.00	
Late Fee	15% (after 25th of month)		
Reconnection Fee:			
Business Hours	No Charge		
After Hours (Town Error)	No Charge		
After Hours (Customer Request)	$	50.00	
Account Servicing Fee for Payments Made with Unwrapped Coins			
A $1.00 fee for 100 coins or fraction thereof that the town is required to count in excess of the first $10.00 of unwrapped coins submitted for payment of the utility bill.	$	1.00	/ 100 coins
Water Use Reduction Rebate			
One time rebate per water and/or sewer customer for new or replacement installation of low-flow faucets, showerheads and toilets (receipt or billing invoice of work required).	$	10.00	

CEMETERY

Lot Fee:			
Resident	$	500.00	
Non-Resident	$	1,000.00	
Lot Transfer			
Transfer Between One Pair of Lots	No Charge		
Transfer Between 3 or More Lots	$	50.00	/ pair of lots

FINANCE

FOOD & BEVERAGE

Food & Beverage Tax (failure to pay)	Fine not to exceed $500.00	
Single-Day Pre-Paid Food & Beverage Fee	$ 15.00	
Mobile Food Vendor Permit Fee[1]	$ 50.00	
Beer and Wine License		
On-premise malt beverage	$ 15.00	
Off-premise malt beverage	$ 5.00	
On-premise unfortified wine, on-premise fortified wine, or both	$ 15.00	
Off-premise unfortified wine, off-premise fortified wine, or both	$ 10.00	

[1]Mobile food vendor permits are valid as long as permit holder timely files Food & Beverage tax receipts and reports

FIRE MARSHAL

There shall be two types of permits:

1) Operational Permits - Allows the applicant to conduct an operation or a business for which a permit is required by section 105.6 of the North Carolina Fire Prevention Code for either.

a) A prescribed period of time.
b) Until renewed or revoked.

2) Construction Permits - Allows the applicant to install or modify systems and equipment for which a permit is required by section 105.7 of the North Carolina Fire Prevention Code.

OPERATIONAL PERMITS

Carnivals & Fairs	$ 100.00	
Battery Systems	$ 50.00	
Cellulose Nitrate Film	$ 50.00	
Combustible Dust Producing Operations	$ 50.00	
Combustible Fibers	$ 50.00	
Compressed Gases		
Inert and Simple Asphyxiate	$ 30.00	
Flammable	$ 50.00	
Corrosive	$ 50.00	
Oxidizing	$ 50.00	
Toxic	$ 75.00	
Highly Toxic	$ 100.00	
Covered Mall Buildings	$ 50.00	
Cryogenic Fluids	$ 50.00	
Cutting & Welding	$ 50.00	
Dry Cleaning Plants	$ 50.00	
Exhibits and Trade Shows	$ 50.00	
Explosives (blasting)		
Three Day or Single Shot	$ 75.00	
Two Week	$ 150.00	
Monthly	$ 225.00	
Fire Hydrants and Valves	$ 25.00	each
Flammable and Combustible Liquids		
Section 1	$ 50.00	
Section 2	$ 50.00	
Section 3	$ 50.00	
Section 4	$ 50.00	
Section 5	$ 50.00	+ $10.00 / each addl. tank/vehicle
Section 6	$ 100.00	+ $10.00 / each addl. tank/vehicle
Section 7	$ 50.00	
Section 8	$ 150.00	
Section 9	$ 50.00	
Section 10	$ 50.00	
Floor Finishing	$ 50.00	
Fruit and Crop Ripening	$ 50.00	
Fumigation and Thermal Insecticidal Fogging	$ 15.00	
Hazardous Materials	$ 60.00	each class not reported under sara title III

Hazardous Production Material (Facility)	$	75.00	each class not reported under sara title III
High Pile Storage	$	60.00	
Hot Work Operations	$	50.00	
Industrial Ovens	$	50.00	
Lumber Yards and Wood Working Plants	$	50.00	
Liquid or Gas-Fueled Vehicles or Equipment in Assembly Buildings	$	60.00	
LP Gas	$	50.00	
Magnesium	$	50.00	
Miscellaneous Combustible Storage	$	50.00	
Open Burning	$	10.00	
Open Flames and Candles			
Section 1	$	50.00	
Section 2	$	50.00	
Organic Coatings	$	50.00	
Places of Assembly	$	100.00	
Private Fire Hydrants	$	25.00	
Pyrotechnic Special Effects Materials	$	100.00	
Pyroxylin Plastics	$	50.00	
Refrigeration Equipment	$	50.00	
Repair Garages and Service Stations	$	50.00	
Rooftop Heliports	$	50.00	
Spraying or Dipping Operation	$	50.00	
Storage of Scrap Tires and Tire Byproducts	$	50.00	
Temporary Membrane Structures, Tents and Canopies	$	40.00	
Tire Rebuilding Plants	$	50.00	
Waste Handling	$	50.00	
Wood Products	$	50.00	
CONSTRUCTION PERMITS			
Building Plans Review	$	0.009	/ sq foot; $65.00 minimum
Site Plan Review	$	25.00	
Pre-Development Meetings and Site Consulations	$	25.00	each addl. meeting or visit
Automatic Fire-Extinguishing Systems			
Kitchen Hood System	$	65.00	
Paint Booth System	$	75.00	
Compressed Gases	$	50.00	
Fire Alarm Review Fee Schedule	Each building requires a seperate permit		
Square Feet	Rate per sqft		
0 - 5,000	$	0.0150	/ sq foot; $60.00 min; $75.00 max
5,001 - 10,000	$	0.0145	/ sq foot; $80.00 min; $145.00 max
10,001 - 15,000	$	0.0140	/ sq foot; $150.00 min; $210.00 max
15,001 - 20,000	$	0.0138	/ sq foot; $215.00 min; $276.00 max
20,001 - 25,000	$	0.0135	/ sq foot; $280.00 min; $337.50 max
25,001 - 30,000	$	0.0133	/ sq foot; $325.00 min; $382.50 max
30,001 - 35,000	$	0.0130	/ sq foot; $382.50 min; $448.00 max
35,001 - 40,000	$	0.0128	/ sq foot; $448.50 min; $500.00 max
40,001 - 45,000	$	0.0125	/ sq foot; $500.00 min; $543.50 max
45,001 - 50,000	$	0.0123	/ sq foot; $540.00 min; $600.00 max
50,001 - 55,000	$	0.0120	/ sq foot; $600.50 min; $649.00 max
55,001 - 60,000	$	0.0118	/ sq foot; $632.50 min; $690.00 max
60,001 - 65,000	$	0.0115	/ sq foot; $690.50 min; $734.50 max
65,001 - 70,000	$	0.0113	/ sq foot; $735.00 min; $770.00 max
70,001 - 75,000	$	0.0110	/ sq foot; $752.50 min; $810.00 max
75,001 - 80,000	$	0.0108	/ sq foot; $787.50 min; $820.00 max
80,001 - 85,000	$	0.0105	/ sq foot; $820.50 min; $875.50 max
85,001 - 90,000	$	0.0103	/ sq foot; $876.00 min; $900.00 max
90,001 - 95,000	$	0.0100	/ sq foot; $900.50 min; $931.00 max
95,001 - 100,000	$	0.0098	/ sq foot; $931.50 min; $950.00 max
100,001 - 105,000	$	0.0095	/ sq foot; $950.50 min; $987.00 max
105,001 - 110,000	$	0.0094	/ sq foot; $945.00 min; $990.00 max
110,001 - 115,000	$	0.0092	/ sq foot; $1012.50 min; $1046.50 max
115,001 - 120,000	$	0.0091	/ sq foot; $1047.00 min; $1080.00 max

120,001 - 125,000	$	0.0090	/ sq foot; $1080.50 min; $1125.00 max
125,001 - 130,000	$	0.0090	/ sq foot; $1125.00 min; $1170.00 max
130,001 - 135,000	$	0.0090	/ sq foot; $1170.00 min; $1215.00 max
135,001 - 140,000	$	0.0090	/ sq foot; $1215.00 min; $1260.00 max
140,001 - 145,000	$	0.0090	/ sq foot; $1260.00 min; $1305.00 max
> 145,001	$	0.0090	/ sq foot; $1305.00 min; $1500.00 max

Sprinkler Plans Review Fee Schedule

Square Feet	Rate per sqft		
0 - 5,000	$	0.0145	/ sq foot; $70.00 min; $72.50 max
5,001 - 10,000	$	0.0140	/ sq foot; $73.00 min; $140.00 max
10,001 - 15,000	$	0.0138	/ sq foot; $140.50 min; $207.00 max
15,001 - 20,000	$	0.0135	/ sq foot; $207.50 min; $270.00 max
20,001 - 25,000	$	0.0133	/ sq foot; $270.50 min; $332.50 max
25,001 - 30,000	$	0.0130	/ sq foot; $325.00 min; $382.50 max
30,001 - 35,000	$	0.0128	/ sq foot; $382.50 min; $448.00 max
35,001 - 40,000	$	0.0125	/ sq foot; $448.50 min; $500.00 max
40,001 - 45,000	$	0.0123	/ sq foot; $500.00 min; $543.50 max
45,001 - 50,000	$	0.0120	/ sq foot; $540.00 min; $600.00 max
50,001 - 55,000	$	0.0118	/ sq foot; $600.50 min; $649.00 max
55,001 - 60,000	$	0.0115	/ sq foot; $632.50 min; $690.00 max
60,001 - 65,000	$	0.0113	/ sq foot; $690.50 min; $734.50 max
65,001 - 70,000	$	0.0110	/ sq foot; $735.00 min; $770.00 max
70,001 - 75,000	$	0.0108	/ sq foot; $752.50 min; $810.00 max
75,001 - 80,000	$	0.0105	/ sq foot; $787.50 min; $820.00 max
80,001 - 85,000	$	0.0103	/ sq foot; $820.50 min; $875.50 max
85,001 - 90,000	$	0.0100	/ sq foot; $876.00 min; $900.00 max
90,001 - 95,000	$	0.0098	/ sq foot; $900.50 min; $931.00 max
95,001 - 100,000	$	0.0095	/ sq foot; $931.50 min; $950.00 max
100,001 - 105,000	$	0.0094	/ sq foot; $950.50 min; $987.00 max
105,001 - 110,000	$	0.0092	/ sq foot; $945.00 min; $990.00 max
110,001 - 115,000	$	0.0091	/ sq foot; $1012.50 min; $1046.50 max
115,001 - 120,000	$	0.0090	/ sq foot; $1047.00 min; $1080.00 max
120,001 - 125,000	$	0.0090	/ sq foot; $1080.50 min; $1125.00 max
125,001 - 130,000	$	0.0090	/ sq foot; $1125.00 min; $1170.00 max
130,001 - 135,000	$	0.0090	/ sq foot; $1170.00 min; $1215.00 max
135,001 - 140,000	$	0.0090	/ sq foot; $1215.00 min; $1260.00 max
140,001 - 145,000	$	0.0090	/ sq foot; $1260.00 min; $1305.00 max
> 145,001	$	0.0088	/ sq foot; $1305.00 min; $1500.00 max
Sprinkler System Monitoring	$	70.00	
Fire Pumps	$	200.00	
Flammable and Combustible Liquids	$	100.00	/ tank or system
Hazardous Materials	$	100.00	/ tank or system
Industrial Ovens	$	75.00	
LP Gas	$	75.00	/ tank
Private Fire Hydrants	$	50.00	/ hydrant
Spraying or Dipping	$	100.00	
Standpipe Systems	$	150.00	
Temporary Membrane Structures, Tents and Canopies	$	40.00	

FIRE INSPECTION FEES

Building Square Feet	Initial Inspection In-Compliance	Initial Inspection Non- Compliance	Re-Inspection In-Compliance	Re-Inspection Non-Compliance	3rd Inspection In-Compliance	3rd Inspection Non-Compliance
0 to 5,000	$ 40.00	$ 65.00	$ 45.00	$ 90.00	$ 60.00	$ 125.00
5,001 - 10,000	$ 45.00	$ 70.00	$ 45.00	$ 95.00	$ 60.00	$ 150.00
10,001 - 15,000	$ 50.00	$ 75.00	$ 45.00	$ 100.00	$ 60.00	$ 150.00
15,001 - 20,000	$ 55.00	$ 80.00	$ 50.00	$ 105.00	$ 60.00	$ 200.00
20,001 - 25,000	$ 60.00	$ 85.00	$ 50.00	$ 110.00	$ 65.00	$ 200.00
25,001 - 30,000	$ 65.00	$ 90.00	$ 50.00	$ 115.00	$ 65.00	$ 200.00
30,001 - 35,000	$ 70.00	$ 95.00	$ 55.00	$ 120.00	$ 65.00	$ 250.00
35,001 - 40,000	$ 75.00	$ 100.00	$ 55.00	$ 120.00	$ 65.00	$ 250.00
40,001 - 45,000	$ 80.00	$ 105.00	$ 55.00	$ 125.00	$ 70.00	$ 250.00
45,001 - 50,000	$ 85.00	$ 110.00	$ 60.00	$ 130.00	$ 70.00	$ 250.00
50,001 - 55,000	$ 90.00	$ 115.00	$ 60.00	$ 135.00	$ 70.00	$ 300.00
55,001 - 60,000	$ 95.00	$ 120.00	$ 60.00	$ 140.00	$ 70.00	$ 300.00
60,001 - 65,000	$ 100.00	$ 125.00	$ 65.00	$ 145.00	$ 75.00	$ 300.00
65,001 - 70,000	$ 105.00	$ 130.00	$ 65.00	$ 150.00	$ 75.00	$ 300.00
70,001 - 75,000	$ 110.00	$ 135.00	$ 65.00	$ 155.00	$ 75.00	$ 300.00
75,001 - 80,000	$ 115.00	$ 140.00	$ 65.00	$ 160.00	$ 80.00	$ 350.00
80,001 - 85,000	$ 120.00	$ 145.00	$ 65.00	$ 165.00	$ 80.00	$ 350.00
85,001 - 90,000	$ 125.00	$ 150.00	$ 65.00	$ 170.00	$ 80.00	$ 350.00
90,001 - 95,000	$ 130.00	$ 155.00	$ 70.00	$ 175.00	$ 85.00	$ 350.00
95,001 - 100,000	$ 135.00	$ 160.00	$ 70.00	$ 180.00	$ 85.00	$ 350.00
100,001 - 105,000	$ 140.00	$ 165.00	$ 70.00	$ 185.00	$ 85.00	$ 400.00
105,001 - 110,000	$ 145.00	$ 170.00	$ 70.00	$ 190.00	$ 90.00	$ 400.00
110,001 - 115,000	$ 150.00	$ 175.00	$ 70.00	$ 200.00	$ 90.00	$ 400.00
115,001 - 120,000	$ 155.00	$ 180.00	$ 70.00	$ 205.00	$ 90.00	$ 400.00
120,001 - 125,000	$ 160.00	$ 185.00	$ 75.00	$ 210.00	$ 95.00	$ 400.00
125,001 - 130,000	$ 165.00	$ 190.00	$ 75.00	$ 215.00	$ 95.00	$ 425.00
130,001 - 135,000	$ 170.00	$ 195.00	$ 75.00	$ 220.00	$ 95.00	$ 425.00
135,001 - 140,000	$ 175.00	$ 200.00	$ 80.00	$ 225.00	$ 100.00	$ 425.00
140,001 - 145,000	$ 180.00	$ 205.00	$ 80.00	$ 230.00	$ 100.00	$ 425.00
145,001 - 150,000	$ 185.00	$ 210.00	$ 80.00	$ 235.00	$ 100.00	$ 425.00
150,001 - 155,000	$ 190.00	$ 215.00	$ 85.00	$ 240.00	$ 110.00	$ 450.00
155,001 - 160,000	$ 195.00	$ 220.00	$ 85.00	$ 245.00	$ 110.00	$ 450.00
160,001 - 165,000	$ 200.00	$ 225.00	$ 85.00	$ 250.00	$ 110.00	$ 450.00
165,001 - 170,000	$ 205.00	$ 230.00	$ 90.00	$ 255.00	$ 120.00	$ 450.00
170,001 - 175,000	$ 210.00	$ 235.00	$ 90.00	$ 260.00	$ 120.00	$ 450.00
175,001 - 180,000	$ 215.00	$ 240.00	$ 90.00	$ 265.00	$ 120.00	$ 500.00
180,001 - 185,000	$ 220.00	$ 245.00	$ 95.00	$ 270.00	$ 130.00	$ 500.00
185,001 - 190,000	$ 225.00	$ 250.00	$ 95.00	$ 275.00	$ 130.00	$ 500.00
190,001 - 195,000	$ 230.00	$ 255.00	$ 95.00	$ 280.00	$ 130.00	$ 500.00
195,001 - 200,000	$ 235.00	$ 260.00	$ 100.00	$ 285.00	$ 135.00	$ 500.00

COMPLAINT FEES

Illegal Burning		
No Permit	$ 50.00	/day
Illegal Materials as defined by EPA / NC Air Quality	$ 100.00	/day
Burning of Structure or Vehicles	$ 500.00	/day
Work Without a Permit	Twice the cost of the required permit	
Class 1 Violation	$ 500.00	/violation written
Class 2 Violation	$ 250.00	/violation written
Class 3 Violation	$ 100.00	/violation written
Class 4 Violation	$ 50.00	/violation written

PLANNING

SPECIAL EVENT PERMITS

Public and Private Events on Private Property	$	20.00	
Public and Private Events on Public Property	$	35.00	
Street or Greenway Events	$	55.00	

APPLICATIONS FOR REVIEW

Future Land Use Plan or Comprehensive Plan Amendment	$	300.00	
Unified Development Ordinance Text Amendment	$	300.00	
Rezoning to a Special Use District with Special Use Permit[2]	$	1,200.00	[1]
Rezoning to a Special Use District Master Plan[2]	$	800.00	[1]
Rezoning to other than Special Use District[2]	$	300.00	[1]
Special Use Permit without Rezoning	$	1,000.00	[1]
Conditional Use Permit	$	800.00	[1]
CUP, SUP, or Master Plan Modification Requiring Public Hearing	$	500.00	
CUP, SUP, or Master Plan Modification not Requiring Public Hearing	$	300.00	
Minor Subdivision Review (1-4 lots with or without streets)	$	100.00	
Site Plan - Technical Review Committee or Staff	$	600.00	[1]
Construction Plan Review[3]	$	300.00	[1]
Variance	$	150.00	
Street Closing Request	$	150.00	
Certificate of Appropriateness	$	1.00	/ $1,000 construction cost; $10 minimum
Historic District Minor Work	$	10.00	

[1] Plus $10.00 per each acre for sites larger than 10 acres (example: 12 acre CUP = $920.00 fee).

[2] Rezoning and Special Use rezonings reviewed in conjunction with an annexation request should first calculate the standard fee and then double it to account for the fiscal impact report for annexation requests.

[3] This fee will apply to staff review of construction drawings - required for all projects approved by a board.

NOTE: For projects requiring board review and approval, if plans are deemed incomplete upon the third review by staff before reaching the permit-issuing board, the applicant will be required to file a new application and pay new filing fees to cover the significant staff time spent reviewing incomplete plans. This will also apply to construction drawings that do not fully respond to staff comments at the third review.

FEES in LIEU of CONSTRUCTION

Sidewalks ~~80%~~ 125% of written, sealed, engineer's estimate for the cost of required sidewalk installation (increase requested by Board of Adjustment because discount discourages sidewalk construction)

DOCUMENTS & MAPS [1]

Unified Development Ordinance	$	25.00	
Historic District Design Guidelines	$	25.00	
Community Connectivity Plan	$	15.00	
Administrative Manual	$	10.00	
Parks & Recreation Plan and Small Area/Corridor Plans	$	10.00	
Zoning Map or Other Color Plot/Map (larger than 11x17)	$	10.00	
Town Street Map with Street Grid (11x17 Black & White)	$	2.00	
Future Land Use Map & Other 11x17 Color Maps	$	2.00	
Photocopies	$	0.10	/ page

[1] All town produced documents and maps can be provided in electronic form (pdf, jpeg, word, or excel) at no cost if we are provided with the media. If we provide the CD, $2 covers the CD and case.

Zoning Compliance Permits

Home Occupation	$	25.00
Signs (New or Replacement):		
Wall Mounted	$	40.00
Free-Standing	$	75.00

Sandwich Board	$	10.00	
Event Sign Package (package of signs allowed by 6.18.6.2)	$	20.00	
Banner (allowed by 6.18.6.3 & without other temporary signage)	$	5.00	
Change of Use (one business use to another or change in ownership)	No Charge		
Construction			
Residential Zones	$	1.00	/$1,000 of construction cost; $5.00 min.
Multi-Family Zones	$	1.50	/$1,000 of construction cost; $10.00 min.
Non-Residential Zones	$	2.00	/$1,000 of construction cost; $10.00 min.

OTHER CHARGES

NOTE: The following items are all included in the "construction cost" used to determine the permit fee: grading, landscaping, site preparation, stormwater control, utilities, paving and structures. ZCPs will be issued for "grading only" and "paving only" projects consistent with the UDO.

Consultant Fee Reimbursement

Projects constructing new local roads will also reimburse the Town for consultant fees to review road construction plans and specifications.

Projects requiring a traffic impact statement will be reviewed by the traffic engineer of the Town's choice. The applicant shall reimburse the Town for the cost of the statement in lieu of submitting a statement by a consultant of their choice as part of the application.

No-Permit Penalty

Work begun without a necessary Zoning Compliance Permit will be charged a $100 ZCP fee or the standard fee will be doubled, whichever is greater. Work begun without a required Certificate of Appropriateness will be charged a $100 COA review fee for the standard fee will be doubled, whichever is greater. Work requiring both a COA and ZCP shall only pay the increased COA fee.

POLICE

Parking Citation	$	10.00
Fire Lane Parking Violation	$	25.00
Handicap Parking Violation	$	250.00
Sidewalk Table Service Permit Violation	Fine up to $500.00	

PUBLIC SPACE

Portions of town parks may be reserved for private events. Events expecting 100 or more people are reviewed as special events as defined in the town code. If a special event requires police or public works overtime, costs of those impacts may be passed to the applicant.

Large Picnic Shelter in Gold Park			
In-town resident	$	20.00	/3 hours
Out-of-town resident	$	30.00	/3 hours
Multi-Use Field in Gold Park or Cates Creek Park			
In-town resident	$	10.00	/hour
Out-of-town resident	$	20.00	/hour

SOLID WASTE

Roll-Out Refuse Container	$	60.00	/ container
Residential Refuse Collection			
1 Roll-Out Container	No Charge		
2 or More Roll-Out Containers	TBD		
Bulk Pick-Up / Oversized Load (fee at the discretion of the Public Works Supervisor and dependent on quantity, size and weight)	$	50.00	minimum
Special Brush/Vegetation Collection			
Standard Collection	$	70.00	
Large Collection (Require use of Knuckleboom)	$	130.00	

STORMWATER

PLAN REVIEW

Single Lot Residential[1]	$	100.00	/plan
LID Project[2]	$	250.00	/plan
Standard Project (less than 1-acre of new impervious)	$	500.00	/plan
Standard Project (greater than 1-acre of new impervious)[3]	$	500.00	/plan plus $50/acre of new impervious
Standard Phased Projects[4]	$	250.00	/each subsequent phase submittal

[1] Not part of a larger common plan for development or sale.

[2] Projects that meet the State of North Carolina's Low Impact Development requirements and calculations.

[3] For standard projects (non-LID projects) requiring stormwater management approval, the fee includes one project review meeting with staff and no more than three rounds of staff comments. If stormwater plans are still incomplete after the third review or if additional meetings with staff are required, the applicant will be required to pay an additional $500 review fee to cover the significant staff time spent reviewing incomplete or non-compliant stormwater management plans.

[4] Phased development projects are required to obtain a stormwater management plan approval for the entire project; as each subsequent phase is submitted, an additonal fee will be required to ensure the phase plans comply with the overall stormwater management plan approval.

STORMWATER FEE

Residental Property	$	75.00	/year
Tier 1, Non-residential Property (0 to 10,000 sq. ft.)	$	150.00	/year
Tier 2, Non-residential Property (10,001 to 30,000 sq. ft.)	$	600.00	/year
Tier 3, Non-residential Property (30,001 to 100,000 sq. ft.)	$	1,800.00	/year
Tier 4, Non-residential Property (100,001 to 200,000 sq. ft.)	$	4,050.00	/year
Tier 5, Non-residential Property (200,001 sq. ft. and above)	$	12,900.00	/year

WATER / SEWER

WATER TREATMENT AND DISTRIBUTION USE FEES

Water System Development Fee[1]:

Residential	$	3,864.00	/ residential unit
Commercial			
5/8" or 3/4" meter	$	3,864.00	
1" meter	$	6,440.00	
1.5" meter	$	12,880.00	
2" meter	$	20,608.00	
3" meter	$	41,216.00	
4" meter	$	64,400.00	
6" meter	$	128,800.00	
8" meter	$	206,080.00	
10" meter	$	540,960.00	

[1] In the event that a customer requests that an existing meter be replaced with a larger meter, credit will be given for the existing meter at the current rates. No rebates of capital facilities fees will be made for decreases in meter sizes.

Volume Charges:

Residential Volume Charges - Inside Town			
Residential Service:			
Block 1 (0-2,500 gallons/month)	$	23.15	
Block 2 (> 2,500 gallons/month)	$	9.26	/ 1000 gallons
Residential Volume Charges - Outside Town			
Residential Service:			
Block 1 (0-2,500 gallons/month)	$	45.15	
Block 2 (> 2,500 gallons/month)	$	18.06	/ 1000 gallons
Orange - Alamance Water System	75% of Inside Town Rate + $0.6124/1000 gal surcharge		

WATER CONNECTION CHARGE

Front Footage Fee[1]:

0 - 50 Feet	$	750.00	/ connection
> 50 Feet	$	15.00	/ foot / connection

Lateral Fee:

Installed on a suitable stub-out for service that has been made at the expense of the applicant or previous property owner and is available for connection, there is no charge. In any other case, the water lateral fee is $750.00 for service to a 5/8" or 3/4" water meter and $1,250 for service to a 1" water meter. Service to a larger meter shall be installed by a licensed utilities contractor at the owner's/applicant's expense.

[1] For a lot abutting two or more water lines, the front footage fee will be calculated on the average lengths of the sides of the lot abutting the lines.

WATER METER FEES

5/8"	$	310.00
3/4"	$	390.00
> 3/4"	Actual Cost of Meter to Town + $100 Installation Fee	

STRAINER FEES

2"	$	445.00
3"	$	790.00
4"	$	1,465.00
6"	$	2,061.00
8"	$	3,461.00
10"	$	5,420.00

FIRE HYDRANT METER FEES

Fire Hydrant Meter Security Deposit	$	2,000.00
Fire Hydrant Rental Fees (fees are in addition to deposit)		
Daily Rate	$	20.00
Weekly Rate	$	100.00
Monthly Rate	$	300.00
Semi-Annual Rate	$	1,300.00
Annual Rate	$	2,500.00
Fire Hydrant Meter Relocation Fee	$	50.00

WASTEWATER COLLECTION SYSTEM USE FEES

Wastewater System Development Fee:

Residential	$	3,243.00	/ residential
Commercial			
5/8" or 3/4" meter	$	3,243.00	
1" meter	$	5,405.00	
1.5" meter	$	10,810.00	
2" meter	$	17,296.00	
3" meter	$	34,592.00	
4" meter	$	54,050.00	
6" meter	$	108,100.00	
8" meter	$	172,960.00	
10" meter	$	454,020.00	

Volume Charges:

Inside Town			
Block 1 (0-2,500 gallons/month)	$	34.23	
Block 2 (> 2,500 gallons/month)	$	13.69	/ 1000 gallons
Outside Town			
Block 1 (0-2,500 gallons/month)	$	66.73	
Block 2 (> 2,500 gallons/month)	$	26.69	/ 1000 gallons

WASTEWATER CONNECTION CHARGE

Front Footage Fee[1]:

0 - 50 Feet	$	1,000.00	
> 50 Feet	$	20.00	/ foot / connection

Lateral Fee:

Installed on a suitable stub-out for service that has been made at the expense of the applicant or previous property owner and is available for connection, there is no charge. In any other case, the sewer lateral fee is $750.00 for a 4" service. Larger services shall be installed by a licensed utilities contractor at the owner's/applicant's expense.

[1] For a lot abutting two or more sewer lines, the front footage fee will be calculated on the average lengths of the sides of the lot abutting the lines.

ENGINEERING REVIEW

Residential Development

Water Line Review

0 - 10 Units	$	100.00
> 10 Units	$	500.00

Wastewater Line Review

0 - 10 Units	$	100.00
> 10 Units	$	500.00

Commercial Development

Fee shall be the same as the greater than 10 residential units fee except where the amount and complexity of proposed water and sewer line construction is equivalent to a residential development of ten or less units.

MISCELLANEOUS WATER/SEWER FEES

Meter Replacement Fee	$	50.00	
Meter Relocation Fee	$	100.00	
Special Meter Read	$	10.00	
Meter Test Charge	$	35.00	
Water Flow Test	$	150.00	original / $15.00 copy
Meter Pressure Test	$	25.00	
Interruptible Water Meter Install - Return Trip	$	50.00	/ trip
Perpetual Maintenance (new sewage pump stations)	Per Formula in Town Code		
Water / Sewer Availability Review	Actual Cost to Town		

Strategic Plan

Elements of the Plan

Vision

A statement that describes what organizational success will look like in the future.

Mission

A statement that outlines the organization's purpose.

Values

The set of core beliefs that will determine the approach to realizing the town's vision.

Strategic Goals

A set of desired outcomes and promises that will align the town with its vision over the long-term.

Action Plans

Identifies specific initiatives to implement in the next 1-3 years to move the organization towards its goals.

A strategic plan is a management tool that helps an organization align its leadership, resources, and operations to advance a set of goals. It also serves to establish priorities for policy initiatives, budgeting and staffing decisions, and capital investments to create outcomes that are important to the community.

The Town of Hillsborough has limited resources yet faces endless needs, opportunities, and distractions that compete for the use of these resources. The purpose of this strategic plan is to serve as an action-oriented road map that strategically aligns available resources with priorities, which is critical to the effective and efficient delivery of government services.

This strategic plan was drafted after several months of collaboration among members of the Board of Commissioners and leadership from the town's departments and divisions.

Strategy Map

Vision Statement

We envision Hillsborough as a prosperous town, filled with vitality, fostering a strong sense of community, celebrating its unique heritage and small-town character.

Mission Statement

We are stewards of the public trust who exist to make the Vision for Hillsborough a reality. We manage and provide the infrastructure, resources, and services that enhance the quality of life for the living beings and land within our town.

Strategic Goals

Values

As we strive to achieve our goals, we are committed to maintaining a community that is:

- Vibrant
- Affordable
- Forward Thinking
- Equitable
- Ethical
- Safe

Strategic Goals

Connected Community

- Connect our community
  - Physically
  - Virtually
  - Socially

Community Safety

- Ensure that people are safe and feel safe in all parts of town.
- Maintain a clean community.

Sustainability & Resiliency

- Optimize the built environment.
- Reduce energy consumption and increase clean energy use.
- Reinforce resiliency in town operations.
- Protect our natural resources.

Economic Vitality

- Minimize cost of government.
- Encourage consistency in business practices.
- Promote diversity in housing options.
- Maintain balance of residential and commercial base.

Service Excellence

- Take care of our infrastructure, assets & personnel.
- Excel in service delivery by continuously improving.

General Fund

FINANCIAL SUMMARY - GENERAL FUND

Budget Unit	FY19 Actual	FY20 Estimate	FY21 Budget
Contingency	**0**	**0**	**250,000**
% Change	*0%*	*0%*	*0%*
Governing Body	**78,141**	**141,445**	**138,193**
% Change	*-40.0%*	*81.0%*	*-2.3%*
Administration	**562,646**	**731,455**	**739,103**
% Change	*5.1%*	*30.0%*	*1.0%*
Local Government Channel (PEG)	**6,308**	**6,730**	**0**
% Change	*-84.3%*	*0.0%*	*0.0%*
Accounting	**240,646**	**246,129**	**260,409**
% Change	*-30.9%*	*2.3%*	*5.8%*
Planning	**422,797**	**455,853**	**435,173**
% Change	*7.2%*	*7.8%*	*-4.5%*
Town Hall Campus	**185,410**	**188,611**	**182,436**
% Change	*1363.4%*	*1.7%*	*-3.3%*
Public Space	**799,025**	**753,724**	**776,487**
% Change	*10.2%*	*-5.7%*	*3.0%*
Safety & Risk Management	**59,887**	**86,160**	**89,941**
% Change	*-30.2%*	*43.9%*	*4.4%*
Information Services	**1,768**	**257,644**	**258,678**
% Change	*-99.5%*	*14472.0%*	*0.4%*
Police - Administration	**585,371**	**856,359**	**693,545**
% Change	*-3.7%*	*46.3%*	*-19.0%*
Police - Patrol	**1,905,571**	**1,909,141**	**1,764,076**
% Change	*-11.0%*	*0.2%*	*-7.6%*
Police - Investigations & Community Services	**663,702**	**630,391**	**692,793**
% Change	*-1.5%*	*-5.0%*	*9.9%*
Fire Marshal & Emergency Mgmt	**141,601**	**163,424**	**183,765**
% Change	*5.5%*	*15.4%*	*12.4%*
Fire Protection	**1,307,662**	**1,223,020**	**1,270,488**
% Change	*7.7%*	*-6.5%*	*3.9%*
Fleet Maintenance	**277,317**	**380,068**	**367,611**
% Change	*14.8%*	*37.1%*	*-3.3%*
Streets	**864,504**	**717,902**	**647,642**
% Change	*-1.4%*	*-17.0%*	*-9.8%*
Powell Bill	**171,793**	**202,395**	**349,237**
% Change	*-6.3%*	*17.8%*	*72.6%*
Solid Waste	**457,058**	**536,345**	**736,002**
% Change	*-25.0%*	*17.3%*	*37.2%*
Cemetery	**8,512**	**7,010**	**7,350**
% Change	*-15.2%*	*-17.6%*	*4.9%*
Economic Development	**512,140**	**443,069**	**370,879**
% Change	*8.2%*	*-13.5%*	*-16.3%*
Special Appropriations	**209,944**	**191,041**	**259,434**
% Change	*-65.5%*	*-9.0%*	*35.8%*
TOTAL EXPENDITURES	**9,461,800**	**10,127,916**	**10,473,242**
% Change	*5.9%*	*7.0%*	*3.4%*
Surplus / (Deficit) at Current Tax Rate	**566,752**	**272,145**	**(454,605)**
Surplus / (Deficit) w/Tax Rate Increase	**566,752**	**272,145**	**(454,605)**
Tax Rate [1]	*0.62*	*0.62*	*0.62*
Fund Balance Appropriation needed to Balance Budget	**0**	**0**	**454,605**
Available Fund Balance Remaining	**4,126,361**	**4,398,506**	**3,943,901**
Fund Balance as % of Operating Expenditures	*44%*	*43%*	*38%*

** The Town's Fund Balance Policy recommends maintaining an undesignated fund balance of between 20-60% of annual operating expenditures and a "target" of 33%*

[1] Property Tax revaluations are scheduled for FYs 2017 and 2021, which will likely result in a downward adjustment of the tax rate

GENERAL FUND REVENUES

General Fund Revenues	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Ad Valorem Taxes						
Current Tax Levy	6,172,926	6,663,007	6,182,000	*(481,007)*	*-7.2%*	FY21-anticpate flat growth; 90% collection rate
Prior Year Tax Levy	43,958	35,000	35,000	*0*	*0.0%*	
Current Motor Vehicle Levy	703,031	610,000	610,000	*0*	*0.0%*	MV Tax & License Fee ($30/yr); FY21-85% coll. rate
Prior Motor Vehicle Levy	86	0	0	*0*	*0.0%*	
Penalties & Interest	18,796	18,000	18,000	*0*	*0.0%*	
Tax Adjustments & Abatements	(446,940)	0	0	*0*	*0.0%*	
Ad Valorem Taxes Total	6,491,857	7,326,007	6,845,000	*(481,007)*	*-6.6%*	
Loal Government Sales Taxes						
1% Local Gov't Opt. Sales Tax (Art. 39)	576,579	460,000	503,000	*43,000*	*9.3%*	FY20-20% reduction for March;
1/2% Local Gov't Opt. Sales Tax (Art. 40)	404,011	330,000	340,000	*10,000*	*3.0%*	40% for April-June; FY21-assume 80% of FY20
1/2% Local Gov't Opt. Sales Tax (Art. 42)	288,482	230,000	250,000	*20,000*	*8.7%*	collection for Jul-Mar; 80% of FY19 Apr-Jun
1/4% Local Gov't Opt. Sales Tax (Art. 44)	61	2	0	*(2)*	*-100.0%*	Revenue replaced by Hold Harmless
Local Option Sales Tax - Hold Harmless	428,834	395,000	353,000	*(42,000)*	*-10.6%*	
Local Option Sales Tax - 44-524	10,057	9,000	8,000	*(1,000)*	*-11.1%*	
Sales Tax Total	1,708,025	1,424,002	1,454,000	*29,998*	*2.1%*	
Licenses/Permits/Fees						
Beer & Wine License Fee	875	468	100	*(368)*	*-78.6%*	
Gross Receipts Tax/Vehicle	13,593	11,182	8,000	*(3,182)*	*-28.5%*	
Motor Vehicle License Fee	780	15	0	*(15)*	*-100.0%*	Tracked in Current Motor Veh Levy
Prior Motor Vehicle License Fee	112	624	100	*(524)*	*-84.0%*	W/Tax & Tag, captured in MV Levy
Cable Franchise Fee	41,926	40,000	40,000	*0*	*0.0%*	Expect decrease over next 5-10yrs
Planning Fees	95,363	210,000	50,000	*(160,000)*	*-76.2%*	
Park Usage Fees	6,537	2,860	4,500	*1,640*	*57.3%*	
Parking Fines	730	(170)	200	*370*	*-217.6%*	
Taxie License Fees	0	15	0	*(15)*	*-100.0%*	
Fire Inspection Fees	12,852	13,500	10,000	*(3,500)*	*-25.9%*	
Licenses/Permits/Fees Total	172,768	278,494	112,900	*(165,594)*	*-59.5%*	
Unrestricted Intergovt. Revenue						
Franchise Tax	632,575	510,000	510,000	*0*	*0.0%*	FY20 - coll delayed until 7/15/20; FY21 @ 80%
Beer & Wine Tax	31,819	25,000	25,000	*0*	*0.0%*	
Food & Beverage Tax	397,640	350,000	300,000	*(50,000)*	*-14.3%*	FY21-25% reduction in revenue
Occupancy Tax	73,225	48,000	27,000	*(21,000)*	*-43.8%*	FY21-75% reduction Q1&2 & 50% reduction Q3&4
Unrestr. Intergovt. Rev.Total	1,135,259	933,000	862,000	*(71,000)*	*-7.6%*	
Restricted Intergovt Revenue						
Cable Access Fee (PEG)	20,270	13,747	0	*(13,747)*	*-100.0%*	FY20 - Discontinue PEG channel
Powell Bill	199,965	202,395	151,000	*(51,395)*	*-25.4%*	FY21 - NCLM anticpates 25% reduction in revenue
O.C. ABC Board	-	0	0	*0*	*0.0%*	Moved to Restricted Rev Fund
Restr. Intergovt Revenue Total	220,235	216,142	151,000	*(65,142)*	*-30.1%*	
Other Revenue / Non-Operating						
Solid Waste Disposal Tax	5,472	4,000	4,000	*0*	*0.0%*	
Miscellaneous	21,237	32,300	20,000	*(12,300)*	*-38.1%*	
Misc. - Confiscation Percentage	3,165	1,895	1,500	*(395)*	*-20.8%*	
FEMA Reimbursements	21,710	8,221	0	*(8,221)*	*-100.0%*	
Other Rev. / Non-Op. Total	51,584	46,416	25,500	*(20,916)*	*-45.1%*	
Investment Earnings						
Interest Earned	248,824	176,000	60,000	*(116,000)*	*-65.9%*	FY21-reduction due to falling interest rates
Investment Earnings Total	248,824	176,000	60,000	*(116,000)*	*-65.9%*	
Transfers						
Transfer from Capital Reserve - Fire	0	0	0	*0*	*0.0%*	To offset ladder truck debt service
Transfers Total	0	0	0	*0*	*0.0%*	
Debt Issuance						
Debt Issuance	0	0	310,000	*310,000*	*0.0%*	FY21 - Garbage Truck
Debt Issuance Total	0	0	310,000	*310,000*	*0.0%*	
Fund Balance Appropriated						
Fund Balance Appropriated	0	(272,145)	454,605	*726,750*	*-267.0%*	
Powell Bill Fund Balanced Appropriated	0	0	198,237	*198,237*	*0.0%*	FY21 - Valley Forge repair
PEG Fund Balance Appropriated	0	0	0	*0*	*0.0%*	
Fund Balance Appropriated	0	-272,145	652,842	*924,987*	*-339.9%*	
General Fund Total	**$ 10,028,552**	**$ 10,127,916**	**$ 10,473,242**	***345,326***	***3.4%***	
% Change	*-8.8%*	*1.0%*	*3.4%*			

Unfunded Requests - General Fund

Department	Request	Request Description	FY21	FY22	FY23
Administration	Budget Software	Software to automate a very manual budget process that is currently based in Excel.	$ 29,600	$ 18,000	$ 18,000
Administration	Budget Tech Position	Convert time-limited part-time budget tech to regular part-time to assist with ever increasing workload and reduce the number of night/weekend hours required by current staff. Budgeting is very detailed in nature, and being stretched thin greatly increases the likelihood of errors.	$ 20,532	$ 30,771	$ 31,022
Administration	Diversity, Equity & Inclusion Initiative	Diversity, equity and inclusion organizational assessment, strategic planning and training services.	$ 10,000	$ 10,000	$ 10,000
Administration	UNC School of Government Municipal & County Administration Course (HR Director/Town Clerk)	Sept. 2020 - April 2021 - This seven week course is designed for city and county managers, department heads, and other city of county officials whose responsibilities require an understanding of functions beyond individual areas of specialization.	$ 3,800	$ -	$ -
Administration	Annual Employee Law Update	Deferred training.	$ 200	$ -	$ -
Administration	Regional Clerk's Meetings	Deferred training.	$ 150	$ -	$ -
Administration	NC-IPMMA Conference	Deferred training.	$ 1,400	$ -	$ -
Administration	NC Clerk's Annual Conference	Deferred training.	$ 1,400	$ -	$ -
Administration	Master Municipal Clerk's Academy I & II	Deferred training.	$ 475	$ -	$ -
Administration	Recruitment	Background checks, ads, etc. Reduced budget by 50% due to freezing of vacant positions.	$ 2,500	$ -	$ -
Administration	Wellness Program Activities	Reduced budget by 50%	$ 8,000	$ -	$ -
Administration	Engagement Platform	Engagement platform to seek input, inform and report back to community on key issues or projects.	$ 8,000	$ 8,000	$ 8,000
Administration	Promotional Materials & Vehicle Wrap	Wrap on garbage truck and promotional materials.	$ 1,500	$ -	$ -
Accounting	Accounting Technician	Hiring freeze.	$ 72,362	$ -	$ -
Accounting	ERP System	Replace inadequate financial system with one that better meets the organization's needs. $1.1M ($250,460k/yr. debt service) + 108k/yr. annual maintenance.	$ 250,460	$ 358,460	$ 358,460
Planning	Planning Technician	Hiring freeze.	$ 70,193	$ -	$ -
Planning	Downtown Parking Study	Update the 2010 downtown study and identify recommendations.	$ 18,000	$ -	$ -
Planning	Large Document Scanning	Scan all large format development plans for easier sharing, reference, space saving, and archiving.	$ 10,000	$ -	$ -
Planning	Partnership to End Homelessness	Three year phased implementation of costs associated with Orange County Homeless System Gaps analysis recommendations.	$ 36,060	$ 60,817	$ 80,058
Planning	Training/Travel	Training requiring travel expenses.	$ 3,000	$ -	$ -
Town Hall Campus (formerly Ruffin Roulhac)	Town Hall HVAC	Replace the HVAC System, which is 21 to 26 years old.	$ 15,500	$ -	$ -
Town Hall Campus (formerly Ruffin Roulhac)	Replace Town Hall Roof	The Town Hall roof was replaced in 1996.	$ 20,000	$ -	$ -
Public Space	Facilities Repair Coordinator	Oversee maintenance and repairs of town facilities and park buildings. Will have the ability to also personally make repairs.	$ 100,356	$ 67,510	$ 67,983
Public Space	Reforestation	Plant approximately 250 trees per year for 5 years on town property and rights-of-way. ($75,000/ year, Public Space -$65,000 & Stormwater - $10,000)	$ 65,000	$ 65,000	$ 65,000
Public Space	Inclusive Play Equipment	Add handicap accessible concrete pads with musical play stations at Cates Creek and Gold Park.	$ 40,000	$ -	$ -
Public Space	Equipment for Public Space Maintenance	Auger $600, water tanker/pump - $600, and snowplow - $2,500	$ 3,700	$ -	$ -
Public Space	Interpretive Signs	Additional signs with topics not yet covered by existing signs.	$ 8,000	$ -	$ -

Unfunded Requests - General Fund

Department	Request	Request Description	FY21	FY22	FY23
Public Space	Exchange Park	Acquisition and development of Exchange Park. Would provide a community-scale public park that could provide recreation opportunities to the underserved teen and pre-teen populations.	$ 50,000	$ 150,000	$ 220,000
Public Space	Pedestrian Bridge Over I-85	Conduct a feasibility study in FY22 for a pedestrian bridge over I-85 between the Collins Ridge Greenway system to neighborhoods south of I-85. Construction planned for FY24 ($4.0M).		$ 400,000	
Public Space	Small Connectivity Projects	Funds for connectivity projects.	$ 20,000	$ -	$ -
Cemetery	Old Town Cemetery Wall Repair	Repair broken sections of historic stone wall at Old Town Cemetery.	$ 10,000	$ -	$ -
Cemetery	Scan Large Scale Cemetery Maps	Scan crumbling maps.	$ 1,000	$ -	$ -
Information Services	Technology Refresh	Deferred refresh fo computers and tablets where possible.	$ 38,000	$ -	$ -
Information Services	Capital - Software	To address mid-year software needs.	$ 20,000	$ -	$ -
Information Services	Fiber Loop	Partner with Orange County to connect town facilities with fiber (first debt payment in FY22).	$ -	$ 110,962	$ 110,962
Police	Upgrade training position from .75/FTE to 1 FTE	Our current training and logistics position is a .75 FTE. We would like to upgrade it to a 1.0 FTE and make it a Sgt level position.	$ 24,074	$ 24,074	$ 24,074
Police	Property Room Storage System	Purchase a storage system to better utilize limited space in Property room and organize property and evidence held by HPD.	$ 15,000	$ -	$ -
Police	Add additional Officer to each Patrol Squad (FY22)	Hire 3 officers (and purchase associated equipment/vehicles) to increase patrol squads to 5 officers to maintain service levels with growth.	$ -	$ 359,650	$ 191,650
Police	Equipment Vaults for Tahoe (2)	Purchase and install equipment storage vaults in two patrol Tahoes.	$ 3,800	$ -	$ -
Police	Thermal Imaging Cameras (2)	Thermal camera technology increases search effectiveness in conditions where visibility is impaired, such as darkness and smoke.	$ 2,000	$ -	$ -
Police	Lithium Ion Battery Jump Boxes (13)	Replace single, existing battery charger (located at substation) with portable, battery jump boxes for each patrol vehicle.	$ 1,300	$ -	$ -
Police	Breath Alcohol Testers (10)	FST Alco-Sensor intoximeters allow for testing for alcohol & other substance impairment roadside, which increases officer efficiency.	$ 3,820	$ -	$ -
Police	Replace Vehicle #195	Replace 2010 Charger.	$ 47,500	$ -	$ -
Police	Admin Overtime	Reduced from $1,000 to 500.	$ 500	$ -	$ -
Police	Assistant Chief	Defer reclass.	$ 20,000	$ -	$ -
Police	Admin External Resources Training	Reduced funding for training.	$ 3,000	$ -	$ -
Police	Admin Miscellaneous Training	Reduced from $1,500 to $500.	$ 500	$ -	$ -
Police	GPS Monitoring Fees	These devices have been a nice tool, but are not essential. No contract, so can be restarted at any time.	$ 10,000	$ -	$ -
Police	Admin Building Maintenance	Reduced by $1,000.	$ 1,000	$ -	$ -
Police	Admin Office Supplies	Reduced by $1,000.	$ 1,000	$ -	$ -
Police	Admin Supplies-Departmental	Reduced by 1,000.	$ 1,000	$ -	$ -
Police	Admin Uniforms	Reduced by $700.	$ 700	$ -	$ -
Police	Driving Training	Cut funding. Will do training, but will find a cost neutral alternative.	$ 3,500	$ -	$ -
Police	Hiring & Selection	Reduced to hiring freeze.	$ 1,850	$ -	$ -
Police	Patrol Overtime	Reduced.	$ 10,000	$ -	$ -
Police	Patrol Bonus Pay	Reduced due to hiring freeze.	$ 1,400	$ -	$ -
Police	Patrol Training	Reduced. Will seek low/no cost training alternatives.	$ 2,500	$ -	$ -
Police	Patrol Equipment Maintenance	Reduced.	$ 1,000	$ -	$ -
Police	Police Supplies-Departmental	Reduced.	$ 2,500	$ -	$ -
Police	Patrol Uniforms	Cut due to hiring freezing.	$ 4,000	$ -	$ -
Police	Patrol Miscellaneous Police Dog	Reduced.	$ 1,000	$ -	$ -
Police	I&CS Training	Reduced regular training.	$ 500	$ -	$ -
Police	I&CS Training	Cut conference attendance.	$ 1,900	$ -	$ -
Police	I&CS Supplies-Community Policing	Reduced. Will find lower cost ways to interact.	$ 1,500	$ -	$ -
Police	I&CS Miscellaneous	Reduced based on history.	$ 500	$ -	$ -
Police	I&CS Drug Operations	Cut, haven't been running drop operations.	$ 5,000	$ -	$ -
Fire Marshal	Vehicle Purchase	Purchase a "new", used vehicle for the fire inspector position.	$ 9,500	$ -	$ -

Unfunded Requests - General Fund

Department	Request	Request Description	FY21	FY22	FY23
Fire Marshal	Tablets with Cell Connection (2)	Purchase two Apple iPad Pro devices to improve the workflow process for annual inspections and re-inspections. This is a transition to a paperless workflow system.	$ 1,800	$ -	$ -
Fire Marshal	Fire Inspection Software Application	This software application will be used with the new iPads to transition to a paperless inspection workflow system. The software app will document inspection findings; will communicate results and will manage the scheduling process for annual inspections and re-inspections.	$ 5,000	$ 3,500	$ 3,500
Fleet Maintenance	Tire Balancer	The current machine is over 20 years old and does not balance the tires on the new F-450 trucks. We are taking the tire/wheel assemblies to a local tire vendor to have them balanced.	$ 7,000	$ -	$ -
Fleet Maintenance	Replace Asphalt in the Parking Lot	Repave the parking lot at the Hwy 86 facility. The paved portion of the lot needs to be removed and repaved using a specific, paving technique called full depth reclamation. Related costs are for two years.	$ 36,378	$ 41,250	$ -
Streets	Pavement Condition Survey	Update the pavement condition survey, which helps inform staff on which streets need resurfacing.	$ 12,000	$ -	$ -
Streets	NC86 Facility Renovation	Renovate the facility to accommodate the addition of Public Works staff. This would include walling in part of the lobby to create offices. ($2M @ 4% for 15 yrs = 180k/yr)	$ -	$ 180,000	$ 180,000
Streets	Equipment Operator I	To help meet the demands of an increasing population and increase the availability of staff to attend training. Position would start FY21.	$ -	$ 42,151	$ 42,151
Streets	Replace Truck #127	Deferred.	$ 35,000	$ -	$ -
Solid Waste	Replace Truck #130	Deferred.	$ 35,000	$ -	$ -
Special Appropriations	Fairview Renovations	Renovate the facility to house IT and Fire Marshal, as well as one office for Community Policing. This frees up space for Public Works to move to NC86.	$ 80,000	$ -	$ -
Special Appropriations	Market Rate Adjustments	Adjustments for General Fund positions.	$ 35,000	$ -	$ -
Special Appropriations	Hillsborough Arts Council	Board direction needed; $12,000 continuing support, plus increase of $1,200 for growth in arts and culture.	$ 13,200	$ -	$ -
Special Appropriations	Exchange Club	Board direction needed; continued support.	$ 7,500	$ -	$ -
Total(s):			**$ 1,388,910**	**$ 1,930,145**	**$ 1,410,860**

Governing Body

GOVERNING BODY – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTIONS:

- The Governing Body consists of the mayor and five-member Board of Commissioners. It is responsible for the town's legislative governance and general policy setting. The board hires and fires the town manager, who they direct to implement major policy decisions and address key services/operational needs in the community. The board also hires and fires the town attorney, who provides legal counsel, handles preparation of contracts, amendments to the code of ordinances, enforcement of certain provisions of the code, and represents the town in court as directed by the governing body.

FY20 MAJOR ACCOMPLISHMENTS:

- No major changes.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- No major changes

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- No major changes.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	48,205	48,466	48,071	*(395)*	*-0.8%*	
Operations	180,976	246,213	239,832	*(6,381)*	*-2.6%*	FY20 & 22 - Bi-annual election expenses
Debt Service	0	0	0	*0*	*0.0%*	
Cost Allocations	(151,040)	(153,234)	(149,710)	*3,524*	*-2.3%*	Charge to Water/Sewer Fund and Stormwater
Total	**$ 78,141**	**$ 141,445**	**$ 138,193**	***(3,252)***	***-2.3%***	Fund for Services
% Change	*-40.0%*	*81.0%*	*-2.3%*			
FTE	0.0	0.0	0.0			

GOVERNING BODY

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Mayor's Salary	8,423	8,488	8,400	*(88)*	*-1.0%*	
Commissioner's Fees	36,100	36,278	36,000	*(278)*	*-0.8%*	
FICA	3,406	3,426	3,397	*(29)*	*-0.8%*	
Life Insurance	275	274	274	*0*	*0.0%*	
Personal Services Subtotal	48,205	48,466	48,071	*(395)*	*-0.8%*	
Operations						
Auditor Fees	49,500	85,940	85,500	*(440)*	*-0.5%*	FY21 - Audit services rebid
Annual Audit		*75,940*	*30,500*			
Annual Audit and Statement Prep		*0*	*45,000*			
LGERS Pension Audit		*10,000*	*10,000*			
Attorney Fees	101,647	125,000	125,000	*0*	*0.0%*	Legal consulting/representation
Training, Conventions, Conferences	9,125	4,030	3,630	*(400)*	*-9.9%*	
NCLM Town Hall Day (1)		*30*	*30*			
Newly Elected Officials School		*400*	*0*			FY20 & FY22
Misc. Training		*3,000*	*3,000*			FY19 & 23 - Inter-city visits; FY21 visit cancelled
Travel Reimbursement		*600*	*600*			Travel to meetings outside county
Advertising	0	150	150	*0*	*0.0%*	
Supplies - Departmental	0	100	100	*0*	*0.0%*	
Dues & Subscriptions	16,000	17,415	20,702	*3,287*	*18.9%*	
NCLM Annual Dues		*7,974*	*8,163*			
NCLM Letter Subscription		*26*	*0*			
Southern City Subscription		*22*	*24*			
School of Government Annual Dues		*956*	*1,100*			
Triangle J Council of Governments		*2,872*	*3,500*			
NC Black Elected Municipal Officials		*65*	*65*			
Hillsborough Chamber of Commerce		*5,000*	*6,000*			
Chapel Hill Camber of Commerce		*0*	*1,350*			
Miscellaneous		*500*	*500*			
Miscellaneous	4,705	4,950	4,750	*(200)*	*-4.0%*	Incl. Budget & Strat. Planning Retreat
General Election	0	8,628	0	*(8,628)*	*-100.0%*	Election expenses
Operations Subtotal	180,976	246,213	239,832	*(6,381)*	*-2.6%*	
Cost Allocations						
Cost Allocation - Water/Sewer	(145,231)	(147,340)	(143,952)	*3,388*	*-2.3%*	50% Allocated to Water & Sewer
Cost Allocation - Stormwater	(5,809)	(5,894)	(5,758)	*136*	*-2.3%*	2% Allocated to Stormwater
Cost Allocations Subtotal	(151,040)	(153,234)	(149,710)	*3,524*	*-2.3%*	
Governing Body Total	**$ 78,141**	**$ 141,445**	**$ 138,193**	***(3,252)***	***-2.3%***	
% Change	*-40.0%*	*81.0%*	*-2.3%*			

Administration

ADMINISTRATION – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Administration Department provides the leadership, coordination, planning, and information dissemination function in implementing the Board of Commissioners' goals, objectives, and policy. Administration also provides support services to the town's departments in the form of personnel management, employee benefits administration, annual budget and balanced scorecard preparation, record keeping of actions taken by the board and other official bodies of the town, maintenance of the Code of Ordinances, agenda preparation for board meetings, public information, and website maintenance. The town manager is responsible for the day-to-day operations of the town; all departments report directly to the manager.

FY20 MAJOR ACCOMPLISHMENTS:

- Implemented revised performance evaluation process (July 1 annual review date), FY20 classification and pay plan market updates, and $15 minimum wage.
- Completed annual market update and recommended classification and pay plan revisions.
- Kicked-off workforce and succession planning initiative.
- Responded to COVID-19 pandemic by planning and implementing new workplace policies and procedures.
- Refreshed town clock logo and digitized town seal in project with economic development planner. New materials will be available for use after a style guide is completed.
- Participated in Small Places, Big Ideas Initiative, including pilots of two technology platforms for community engagement. The initiative is led by Engaging Local Government Leaders, and Hillsborough has been participating under the Triangle J Council of Governments umbrella.
- Collaborated with communicators across the county on a year-long census planning and promotion campaign and on COVID-19 communications.
- Received second-place Savvy Award (Silver Circle Award) from national City-County Communications & Marketing Association in the video education/training category for populations 0 to 60,000 for the town's animation of winter weather operations.
- Increased subscriptions and follows for all communication methods by 10 to 14%, with YouTube subscriptions increasing by 32%.
- Created about 12 videos, including Step Aside for Safety for COVID-19, wastewater treatment successes, and community survey animation in English and Spanish that can be used again in future years.
- Redesigned wastewater quality report to match water quality report that was redesigned in the previous fiscal year.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- As the COVID-19 pandemic evolves, plan and implement new workplace policies and procedures to support a changed work environment and continue to collaborate with communicators across the county to inform the public.
- Develop and implement organizational diversity, equity and inclusion initiative.
- Continue pilots of community engagement platforms (Engage Hillsborough through July 31; Polco to resume in fall).
- Develop style guide for use of town logo and seal and templates for documents.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- Identify strategies to maintain financial strength through meeting policies and benchmarks.
- Maintain a fund balance of at least 33% to stay within 20-60% of expenditures per the town's fund balance policy.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	854,849	1,021,324	1,030,337	*9,013*	*0.9%*	FY20-Increase PIO to 1.0 FTE Jan. 1st
Operations	464,086	502,540	509,461	*6,921*	*1.4%*	
Debt Service	0	0	0	*0*	*0.0%*	
Cost Allocations	(756,289)	(792,409)	(800,695)	*(8,286)*	*1.0%*	50% allocated to Water & Sewer; 2% to
Transfers	0	0	0	*0*	*0.0%*	Stormwater
Total	**$ 562,646**	**$ 731,455**	**$ 739,103**	***7,648***	***1.0%***	
% Change	*5.1%*	*30.0%*	*1.0%*			
FTE	8.67	9.25	9.25			FY19-21 time limited Budget Tech

ADMINISTRATION

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime Compensation	1,447	700	1,000	*300*	*42.9%*	FY19 - Extended vacancy in HR Analyst position
Salaries - Regular	641,031	755,861	753,180	*(2,681)*	*-0.4%*	FY20 - Increase PIO hours by 12 hours/week to
FICA	48,730	54,700	57,695	*2,995*	*5.5%*	1.0 FTE starting Jan. 1
Hospitalization	76,639	95,178	96,027	*849*	*0.9%*	FY21 - PT Tempoary Budget Tech position
Life/Disability/Vision	3,794	4,205	4,684	*479*	*11.4%*	through Oct 2020
Dental Insurance	2,182	3,076	3,116	*40*	*1.3%*	
Retirement	49,581	69,533	76,926	*7,393*	*10.6%*	
Supplemental Retirement - 401K	31,446	38,071	37,709	*(362)*	*-1.0%*	
Personal Services Subtotal	854,849	1,021,324	1,030,337	*9,013*	*0.9%*	
Operations						
Training/Conferences/Conventions	8,260	11,591	9,845	*(1,746)*	*-15.1%*	
ICMA Conference		*1,500*	*0*			
NCCCMA Conference		*670*	*670*			
National Conf and/or Training Class		*2,000*	*2,000*			
NCLGBA Summer & Winter Conf		*1,500*	*1,000*			FY21-virtual conference
NC3C Annual Conference		*0*	*475*			FY21 - one person
Annual Employment Law Update		*0*	*0*			$200/person
Regional Clerk's Meetings		*0*	*0*			$75/person
NC-IPMA Conference		*0*	*0*			
NC Clerk's Annual Conference		*0*	*0*			
Master Municipal Clerk's Academy I & II		*200*	*0*			
Clerk's Certification Institute		*1,300*	*1,300*			SOG Certification program (Sarah)
ALERT International Conference		*750*	*0*			FY21 - Cancelled
Ed2Go Courses		*0*	*500*			FY20 - paid from 4200-081
Online Web Training		*200*	*200*			
Advanced PIO Training		*0*	*1,200*			FY21 - one person
3CMA Conference		*1,471*	*500*			
PyGotham Conference		*0*	*0*			
Misc. Training Events		*2,000*	*2,000*			
Training - Hillsborough University	1,799	1,000	4,000	*3,000*	*300.0%*	
Employee Learning and Dev. Program		*500*	*4,000*			
Citizens Academy		*500*	*0*			
Telephone/Internet	8,046	7,354	6,720	*(634)*	*-8.6%*	
Smart Phone Reimb. (8)		*6,720*	*6,720*			$70/mo
Yellow Page Advertising		*634*	*0*			Contract through 11/19
Postage	197	500	500	*0*	*0.0%*	
License Fees	13,997	14,672	14,852	*180*	*1.2%*	
NEOGOV		*14,553*	*14,553*			Annual license, incl subcription to govjobs
Canva		*119*	*119*			
Screencloud		*0*	*180*			Digital signage in billing office
PyCharm		*71*	*53*			
Advertising	336	250	1,000	*750*	*300.0%*	Public Notices
Public Notices		*250*	*1,000*			FY20: budget public hearing only
Promotional Materials		*0*	*0*			FY21 - defer vehicle wrap & promotional materials
Travel/Vehicle Allotment	4,131	4,215	4,215	*0*	*0.0%*	Paid to TM in lieu of providing a vehicle
Supplies - Office	2,026	2,000	2,200	*200*	*10.0%*	
Supplies - Departmental	130	0	2,000	*2,000*	*0.0%*	
Supplies - Data Processing	0	0	50	*50*	*0.0%*	
C.S. - Printing	1,989	2,017	3,570	*1,553*	*77.0%*	
Citizens Newsletter		*1,567*	*3,120*			FY21-23 increase for monthly issues (6 more)
Miscellaneous		*450*	*450*			
Contract Services	47,655	83,847	61,331	*(22,516)*	*-26.9%*	
CATV		*3,600*	*3,600*			
Codification Service		*3,500*	*3,500*			
Minutes Indexing Service		*4,143*	*4,143*			Agenda/minutes archiving (Laserfiche)
ASCAP Fees		*357*	*375*			Copyright payment for music use
BMI Fees		*349*	*366*			Copyright payment for music use
SESAC Fees		*0*	*460*			FY21 - will defer renewal until FY21
Code on Internet		*1,225*	*1,225*			Municode on website
Citizens Survey		*18,000*	*0*			Biennial survey
Other		*9,350*	*0*			
Employee Benefits Management		*35,000*	*38,500*			
Employee Assistance Program		*2,610*	*2,662*			2% annual increase
OPEB & LEO annual reporting		*5,713*	*6,500*			

C.S. - Copier	3,361	0	0	*0*	*0.0%*	FY20-expense moved to Town Hall Campus
Data Processing Services	5,118	7,852	7,511	*(341)*	*-4.3%*	
Social Media Archiving		*4,788*	*4,788*			Pricing dependent on social media
ICS - Updates & Billable Expenses		*800*	*800*			records archived per month
Budget SharePoint Site Updates		*1,180*	*1,000*			Site updates as needed
Website Hosting		*102*	*0*			FY21-Moved to cloud-based service
Website Bulk Email Distribution		*50*	*0*			FY21-Moved to cloud-based service
Website Code Management		*84*	*48*			
Crossbrowser Testing		*348*	*0*			
Website Domain Name Registration		*500*	*0*			FY21-Moved two to cloud-based service
Cloud-based web services		*0*	*475*			
DOTGOV domain name registration		*0*	*400*			
Maintenance Contracts	900	567	0	*(567)*	*-100.0%*	
Analog Digital Solutions		*567*	*0*			FY20 - discontinued service contract
Dues & Subscriptions	6,439	6,349	6,713	*364*	*5.7%*	
ICMA Dues (2)		*1,500*	*1,500*			
NCLGBA Membership Dues (2)		*100*	*100*			
NCCCMA Membership Dues (2)		*515*	*515*			
NCIPMA Membership Dues (3)		*50*	*200*			
NCAMC Membership Dues (2)		*140*	*140*			
CAI		*960*	*960*			HR, Compliance & People Development
Society for Human Resource Mgmt (2)		*408*	*418*			
IPMA-HR (1)		*109*	*114*			
IIMC (1)		*170*	*170*			
OMPO		*50*	*50*			
3CMA Dues (2)		*563*	*563*			FY20-23: 2/3 of $845 Associate Level
NC3C Dues (2)		*50*	*100*			
AP Stylebook (3)		*76*	*0*			
Business North Carolina		*0*	*60*			3-year subscription
Triangle Business Journal		*0*	*165*			3-year subscription
Survey Monkey		*300*	*300*			
SignUpGenius		*108*	*108*			
Alert International		*100*	*100*			
TJCOG Innovation Cohort		*850*	*850*			
Engaging Leaders in Local Government		*300*	*300*			
Insurance	320,096	309,511	341,400	*31,889*	*10.3%*	
Workers Compensation		*151,000*	*165,000*			FY21 - Risk modifier improved from .98 to .96
Property Insurance		*146,000*	*155,000*			FY21 - Risk modifier improved from .776 to .765
Unemployment		*1,111*	*10,000*			1% reserve fund; $217/employee in FY16
Cyber Insurance		*11,400*	*11,400*			Cover expense related to data loss
Emp Service Milestone Recognition	1,050	1,763	2,000	*237*	*13.4%*	Recognition for 5yr anniv, certificates &
Miscellaneous	15,579	18,818	9,053	*(9,765)*	*-51.9%*	gift cards
GFOA Budget Award Program		*280*	*280*			
ICMA Performance Mgmt Certification		*195*	*0*			
PO Box Rental		*198*	*198*			
Employee Picinic		*1,500*	*1,500*			
Budget Preview Luncheon		*0*	*325*			
Root Beer with the Manager		*0*	*150*			
Building Integrated Communities		*1,000*	*1,000*			Translation services, videos, etc.
Community Liaison Meetings		*89*	*0*			PIO outreach meetings
Branding Study		*10,556*	*0*			
Rental Fees - Whitted		*0*	*600*			
Other		*5,000*	*5,000*			
Cust Service & Innovations Awards	7,205	5,383	7,000	*1,617*	*30.0%*	Monetary awards prev. paid in salaries
Cont Educ & Tuition Reimbursement	(3,757)	12,000	15,000	*3,000*	*25.0%*	Support pursuit of degrees (HS/BS/Mast.)
Recruitment	14,572	850	2,500	*1,650*	*194.1%*	Background checks, ads, and moving exp.
Wellness Program Activities	4,955	12,000	8,000	*(4,000)*	*-33.3%*	
Operations Subtotal	464,086	502,540	509,461	*6,921*	*1.4%*	
Cost Allocations						
Cost Allocation - Water/Sewer	(727,201)	(761,932)	(769,899)	*(7,967)*	*1.0%*	50% allocated to Water & Sewer
Cost Allocation - Stormwater	(29,088)	(30,477)	(30,796)	*(319)*	*1.0%*	2% allocated to Stormwater
Cost Allocations Subtotal	(756,289)	(792,409)	(800,695)	*(8,286)*	*1.0%*	
Administration Total	**$ 562,646**	**$ 731,455**	**$ 739,103**	***7,648***	***1.0%***	
% Change	*5.1%*	*30.0%*	*1.0%*			

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Administration / Budget

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Budget Software	Software to automate a very manual budget process that is currently based in Excel.	FY21 FY22 FY23	$29,600 $18,000 $18,000
2	Budget Technician	Convert time limited position to regular to assist with budget team workload. Current position funded through 10/2020.	FY21 FY22 FY23	$20,532 $30,771 $31,022

Budget Justification Form

Department/division: Administration / Budget

Request: Budget Software

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2 – Should do

Line-item where funds are requested: Data Processing Services

Fiscal year(s) & amount(s) of request:
FY21 – $29,600
FY22 – $18,000
FY23 – $18,000

Describe request:
A budget software system would transform our budget operations by streamlining the budget process. In our ideal future state, budget would be able to easily set up for the upcoming year's budget in the system and departments would be able to access and modify their operating and capital budgets in one place and submit budget justifications to the budget team, with workflow set up in the system (i.e. budget gets notification when request submitted). On the back end, budget staff could approve or deny budget requests based on direction from manager and the board, which would automatically sync to the budget. Once the budget has been approved by the board, budget would be able to finalize the budget and the data would be pulled from the system to create the annual budget book.

The current budget workflow is very manual, which is not only time intensive, but it also increases the chance for errors. The budget team primarily uses Microsoft Excel and Word, with SharePoint used as the document repository platform. Budget spreadsheets include formulas that need to be checked by budget staff various times throughout the process to ensure that none have been inadvertently modified (as formulas aren't locked). To provide context, the budget team manages 34 budget units, with each budget unit having countless supplemental submissions and an associated budget spreadsheet that may have up to 150 rows. We are not aware of significant errors in recent years, and that is partially due to how much time is spent checking spreadsheets, but an error could easily occur and be missed.

Before the town kicks off the budget season, budget staff spends time updating spreadsheets and budget request templates. On the budget spreadsheets, budget staff update the year-end actuals, current year projections, remove expansion items, and update formulas ($ change and % change columns), debt payments, salary projections, and cost allocations for each budget unit.

With the budget living in Excel and Word files until final adoption, the budget team must manually enter the adopted budget amounts in the financial system prior to the start of the new fiscal year. This is always a time crunch as the budget team is also focused on year-end processes, such as finalizing budget amendments.

Assembling the final budget document is also a manual process. It consists of updating and assembling hundreds of separate documents into one PDF. Our estimated guess is that it takes about 3 weeks of uninterrupted time to assemble the document. In the last few years, we have not been able to finalize the budget book until many months after the budget is adopted (we have still not finalized the FY20 budget book).

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This request is tied to efficient service provision and excel at staff and logistical support. The current state is inefficient, time intensive and error-prone.

Alternatives & operational impact if request is not funded:
Regardless of whether this request is funded, the budget team will be analyzing our internal processes and looking for ways to streamline our existing workflows.

Additional information:
N/A

Personnel Expansion Request

Cost of Additional Position

Department/Division:	Administration		
Position Title:	Budget Tech		
Recommended Starting Salary:	$	25,000	Request to convert from time-limited position to regular.
Is Job Description Attached?	No		
Number of Positions (if same job):	0.5		
Fiscal Year Requesting Position:	FY21		

Personnel Costs		**$$**	**Comments**
Salary		16,667	Position currently funded through 10/2020
FICA		1,275	
Hospitalization		-	Benefit is currently waived
Life Insurance		57	
Dental Insurance		-	Benefit is currently waived
Retirement		1,700	
401(k) Retirement Supplement		833	
Personnel Subtotal	**$**	**20,532**	
Operations Costs			
Travel & Training		1,500	
Dues & Subscriptions		500	
Supplies & Materials		50	
Computer/Printer/Software		-	Temporary position already has computer, software and printer.
Equipment		-	
Fuel		-	
Vehicle Tax & Tags		-	
Vehicle Insurance		-	
Vehicle Maintenance		-	
Other		-	
Operations Subtotal	**$**	**2,050**	
Capital Outlay			
Capital - Vehicles		-	
Capital Subtotal		-	
Total Costs for the Position(s)	**$**	**22,582**	

Position Justification:

The town hired a part-time, time-limited (9 months) budget technician position in February 2019. The town manager and board approved extending this position until the end of fiscal year (June 2020). The budget team is requesting that this position be converted to a regular, part-time position to keep up with the workload. Expenses associated with this position would be split across the three funds, reducing the financial burden on each fund.

Budget provides critical support to all town departments. Town operations have become more complex over the years and thus require greater support now than in the past. The budget team stays busy year-round with sustaining the budget process (November to June), performance management, community engagement, and budget transfers.

The budget tech performs a variety of work including updating monthly revenue trends spreadsheet, assisting with community survey efforts, serving as budget lead for several departments, creating the final budget document and putting together award applications. Having this position allows the budget director and deputy budget director to focus on other areas that would be challenging without this administrative support.

If this request is not approved, these tasks will revert back to existing permanent staff who do not have responsibilities solely in budget.

Additional Notes or Comments:

Not approving this position would have no impact on overtime costs, as the two existing staff are exempt employees; however, there are intangible and tangible consequences that come with having staff managing unsustainable workloads, including a higher risk of errors, decreased output quality, and burnout.

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Administration / Human Resources

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Diversity, Equity & Inclusion Initiative	Diversity, equity, and inclusion organizational assessment, strategic planning, and training services.	FY21 FY22 FY23	$10,000 $10,000 $10,000
2	UNC School of Government Municipal and County Administration Course (HR Director/Town Clerk)	Sept. 2020 – April 2021 – This seven-week course is designed for city and county managers, department heads, and other city or county officials whose responsibilities require an understanding of functions beyond individual areas of specialization.	FY21	$3,800
	Annual Employment Law Update	Deferred training.	FY20 FY21	$200 $200
	Regional Clerk's Meetings	Deferred training.	FY20 FY21	$150 $150
	NC-IPMA Conference	Deferred training.	FY20 FY21	$1,400 $1,400
	NC Clerk's Annual Conference	Deferred training.	FY21	$1,400
	Master Municipal Clerk's Academy I & II	Deferred training.	FY21	$475
	Recruitment	Background checks, ads, etc. Reduced budget by 50% due to freezing of vacant positions.	FY21 (cut by 50%)	$2,500
	Wellness Program Activities	Reduced budget by 50%.	FY21 (cut by 50%)	$8,000

Budget Justification Form

Department/division: Administration/Human Resources

Request: Diversity, Equity, and Inclusion Initiative

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2

Line-item where funds are requested: Training – Hillsborough University

Fiscal year(s) & amount(s) of request:
FY21 - $10,000
FY22 - $10,000
FY23 - $10,000

Describe request:
Staff will develop a scope of services and request quotes from the vendors for diversity, equity, and inclusion organizational assessment, strategic planning, and training services.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
The FY20 Human Resources top priority of develop a skilled and diverse workforce includes four components: 1) diversity, equity and inclusion, 2) workforce and succession planning, 3) employee learning and development, and 4) Hillsborough University: Leadership Academy.

The actions tied to #1 are: A) strategic recruitment (job fairs, targeted visits, job ads, etc.), B) positions (internships (including minority schools), apprenticeships (such as Work First), and overhires), C) policy—recruitment and overhires, and D) branding. Some progress has been made in each of these areas. In addition, the HR director has gathered information from other Orange County jurisdictions regarding their efforts in this area.

The other three components of the HR top priority also support #1. Before the end of the calendar year, we will conduct the town's biannual employee survey. Feedback from the survey as well as data gathered through the workforce planning process will be utilized to assess the current organizational culture and climate and shape the town's diversity, equity and inclusion initiatives.

Alternatives & operational impact if request is not funded:
Conduct assessment, planning and training with current staff. Staff does not have the level of expertise and perspective in this area that an outside consultant would be able to provide.

Additional information:
N/A

Budget Justification Form

Department/division: Administration / Human Resources and Town Clerk

Request: UNC School of Government Municipal and County Administration Course

Priority 1-3 (1=must do; 2=should do; and 3=could do): 3=could do

Line-item where funds are requested: Training/Conferences/Conventions

Fiscal year(s) & amount(s) of request:
FY21 - $3,800

Describe request:
This seven-week course (Sept. 2020 – April 2021) is designed for city and county managers, department heads, and other city or county officials whose responsibilities require an understanding of functions beyond individual areas of specialization. This program provides an opportunity to:

- Understand the legal framework and administrative requirements of NC city and county government
- Learn about how specific city and county services are organized and provided
- Appreciate the interrelation among different activities or departments and how specific laws, programs, and functions contribute to the achievement of the overall mission of a local government
- Become part of a broader network of local government peers on whom participants will be able to draw for assistance in the future

It has been 15 years since the HR director/town clerk completed her MPA, and this course will serve as a good refresher and networking opportunity to enhance her professional development and service to Town of Hillsborough employees and the community.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This request is directly linked to the strategic objective and top departmental priority of developing a skilled and diverse workforce.

Alternatives & operational impact if request is not funded:
Will not attend and will pursue other professional development opportunities.

Additional information:
N/A

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Administration / Public Information Office

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Engagement Platform	Bang the Table engagement platform to seek input, inform and report back to community on key issues or projects (actual request is dependent on outcome of six-month pilot in FY 2020). Funded $2,000 for pilot in FY20.	FY21 FY22 FY23	$8,000 $8,000 $8,000
2	Promotional Materials & Vehicle Wrap	Wrap on garbage truck and promotional materials.	FY21	$1,500

Budget Justification Form

Department/division: Administration / Public Information Office

Request: Engagement Platform

Priority 1-3 (1=must do; 2=should do; and 3=could do): 3=could do

Line-item where funds are requested: License Fees

Fiscal year(s) & amount(s) of request:
FY21 - $8,000
FY22 - $8,000
FY23 - $8,000

Describe request:
This request would allow the Public Information Office to use the community engagement platform Engagement HQ provided by Bang the Table, www.bangthetable.com. The platform would be used in partnership with other departments. It is designed to:

- Listen by getting community input through simple surveys, polls, stories, and ideation tools.
- Inform by giving one place to find facts, project timelines, important documents, and results for a particular issue.
- Measure through demographics, with information on most active users, comments analysis and quantification of sentiment.
- Build community by using participant information to create community and stakeholder groups and to target emails to share outcomes or decisions with those most interested.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
On the strategy map, this relates to strengthening citizen engagement under Serve the Community. It also could help staff deliver services more efficiently (under Manage Resources on the strategy map) by providing and consolidating tools for community input in one place.

Alternatives & operational impact if request is not funded:
An alternative is to try to create a scaled-down site on our own that would be devoted to getting feedback and providing information on particular issues. However, we would not have demographics information or the built-in moderation that comes with the Bang the Table platform.

Additional information:
The Public Information Office will be participating in a pilot of the platform for six months in Fiscal Year 2020 as part of the Innovation Cohort created by ELGL (Engaging Local Government Leaders). The Town of Hillsborough will test the Bang the Table platform and report back on the experience to cohort members. This budget request assumes that the platform will be deemed a valuable tool. The platform is designed to be used by non-programmers, and its design is customizable.

These are some featured sites:

Fayetteville, Arkansas — Speak Up Fayetteville
speakup.fayetteville-ar.gov

Parker, Colorado — Let's Talk Parker
www.letstalkparker.org

Wilsonville, Oregon — Equitable Housing Strategic Plan
www.letstalkwilsonville.com/equitable-housing-strategic-plan

Markham, California — FY2020-2023 Strategic Plan Survey
yourvoicemarkham.ca/bmft

To the left is a screenshot from Fayetteville, Arkansas's site. The attachment shows screen captures of a portion of Parker, Colorado's site.

PARKER COLORADO

Home | All Projects | Closed Projects | My Mainstreet

Search | Sign In | Register

LET'S TALK PARKER!

Join the Conversation!

Welcome to Let's Talk Parker, a tool designed to make it easy for Parker residents to get involved, participate in community decisions and provide ideas and feedback on a variety of topics affecting our community. Your voice is important, so Let's Talk!

Register

Active Projects

Welcome to Let's Talk Parker

Welcome to Let's Talk Parker! Learn all about our community engagement website here!

Read more

O'Brien Park Playground Renovation Project

Parker Parks and Recreation wants your feedback about O'Brien Park and what you'd like to see with our upcoming renovation!

Read more

E-Bikes in Parker

Parker's Parks, Recreation and Open Space Department is looking for feedback from our residents about the use of E-Bikes on Parker's trails.

Read more

Tell us where we can provide enhanced traffic enforcement efforts.

The Parker Police Department works hard to enhance safety in our community and we would like our residents to help us determine areas

Read more

Closed Projects

My Mainstreet

Help us improve Let's Talk Parker!

How can we improve the Town's Cultural offerings?

Try Our New Soft-Surface Trail Test Section!

Related Information

Videos

Parker State of the Town 2019

Find Your Unbridled Opportunity in Parker, Colorad...

Parker, Colorado...Your Kind of Place

Who's Listening

Dannette Robberson
Assistant to the Town Administrator
drobberson@parkeronline.org

Andy Anderson
Communications Coordinator
aanderson@parkeronline.org

Elise Penington
Communications Director
epenington@parkeronline.org

Helpful Links

Town Website

Town of Parker Videos

Town of Parker Social Media

Open Budget Parker

Local Government Channel

LOCAL GOVERNMENT CHANNEL (PEG) – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTIONS:

- The town operates a government access channel – Hillsborough Gov TV 97-4 or 18. The provision of a town government channel in the local lineup is a condition of the town's cable franchise with Time Warner. The channel began broadcasting in spring 2009 and is one of the town's tools to promote public awareness and community involvement. It is available 24 hours a day, seven days a week.

FY20 MAJOR ACCOMPLISHMENTS:

- The channel was discontinued in FY19.

FY21 MAJOR BUDGET CHANGES:

- No new expenses, the channel was discontinued in FY19.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- Due to the amount of staff and contracted time in sustaining the government access channel, and due to the small viewership, the channel was discontinued rather than replace the equipment.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Estimate	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	108	0	0	*0*	*0.0%*	
Operations	6,200	6,730	0	*(6,730)*	*-100.0%*	FY19 - Discontinue PEG channel
Capital Outlay	0	0	0	*0*	*0.0%*	
Cost Allocations	0	0	0	*0*	*0.0%*	
Total	**$ 6,308**	**$ 6,730**	**$ -**	***(6,730)***	***-100.0%***	
% Change	*-84.3%*	*6.7%*	*-100.0%*			
FTE	0.00	0.00	0.00			

LOCAL GOVERNMENT CHANNEL (PEG)

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime Compensation	0	0	0	*0*	*0.0%*	
Salaries - Regular	0	0	0	*0*	*0.0%*	FY20 - Discontinuing Local Gov't Channel
FICA	25	0	0	*0*	*0.0%*	
Hospitalization	32	0	0	*0*	*0.0%*	
Life/Disability/Vision	4	0	0	*0*	*0.0%*	
Dental Insurance	0	0	0	*0*	*0.0%*	
Retirement	26	0	0	*0*	*0.0%*	
Supplemental Retirement - 401K	20	0	0	*0*	*0.0%*	
Personal Services Subtotal	108	0	0	*0*	*0.0%*	
Operations						
Training	0	0	0	*0*	*0.0%*	
Postage	0	0	0	*0*	*0.0%*	
License Fees	0	0	0	*0*	*0.0%*	
Supplies - Departmental	0	0	0	*0*	*0.0%*	
Supplies - Data Processing	0	0	0	*0*	*0.0%*	
Data Processing Services	6,200	0	0	*0*	*0.0%*	
Miscellaneous	0	6,730	0	*(6,730)*	*-100.0%*	
Operations Subtotal	6,200	6,730	0	*(6,730)*	*-100.0%*	
Capital Outlay						
Capital - Data Processing Equipment	0	0	0	*0*	*0.0%*	
Capital Outlay Subtotal	0	0	0	*0*	*0.0%*	
Local Government Channel Total	**$ 6,308**	**$ 6,730**	**$ -**	***$ (6,730)***	***-100.0%***	PEG revenues cover this budget unit's expenses
% Change	*-84.3%*	*6.7%*	*-100.0%*			

Accounting

ACCOUNTING – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Accounting Division is responsible for managing all the fiscal affairs of the town and supporting the financial-related operations of its departments. It collects, records, deposits and disburses all funds for the town. The department maintains the town's fixed assets, oversees the collection and distribution of the food and beverage tax, processes accounts payable, prepares reports required by the state and federal governments, assists independent auditors during the annual audit, and reviews accounting functions for all town departments. The department also coordinates and executes all municipal debt and bond issuance, debt service, refinancing transactions, distribution of information to financial advisors and rating agencies, monitors the town's debt portfolio for cost savings opportunities, and provides advanced technical research and financial support for cash and investment management.

FY20 MAJOR ACCOMPLISHMENTS:

- The department developed formal operating procedures for critical operations.
- The accounts payable process was streamlined and is primarily electronic.
- The procurement card process was streamlined to be paperless.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Streamline the accounts receivable process for uncommon water and sewer charges and other town revenues.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- N/A

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	472,654	414,660	460,066	*45,406*	*11.0%*	
Operations	82,633	98,109	82,453	*(15,656)*	*-16.0%*	
Capital Outlay	0	0	0	*0*	*0.0%*	
Debt Service	0	0	0	*0*	*0.0%*	
Transfers	0	0	0	*0*	*0.0%*	
Cost Allocations	(314,641)	(266,640)	(282,110)	*(15,470)*	*5.8%*	50% Allocated to Water & Sewer; 2%
Total	**$ 240,646**	**$ 246,129**	**$ 260,409**	***14,280***	***5.8%***	Allocated to Stormwater
% Change	*-30.9%*	*2.3%*	*5.8%*			FY20-Accts Payable Tech position eliminated
						FY20-PT Accounting Tech position added
FTE	6.00	4.40	4.40			FY20-Asst Fin Dir position eliminated

ACCOUNTING

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	4,172	500	700	*200*	*40.0%*	
Salaries- Regular	359,599	307,483	329,568	*22,085*	*7.2%*	FY20 - eliminate Purchasing Tech position
FICA	24,381	21,693	25,266	*3,573*	*16.5%*	FY21 - Accounting Tech & AP Tech positions frozen
Hospitalization	39,777	42,148	50,392	*8,244*	*19.6%*	
Life/Disability/Vision	2,028	1,660	1,996	*336*	*20.2%*	
Dental Insurance	1,532	1,584	1,944	*360*	*22.7%*	
Retirement	25,097	25,418	33,687	*8,269*	*32.5%*	
Supplemental Retirement - 401K	16,068	14,174	16,513	*2,339*	*16.5%*	
Personal Services Subtotal	472,654	414,660	460,066	*45,406*	*11.0%*	
Operations						
Training/Conferences/Conventions	4,849	5,400	3,120	*(2,280)*	*-42.2%*	
NC GFOA fall and spring conferences		*750*	*750*			Finance Director - CPE
GFOA Washington DC Committee Trip		*0*	*900*			Finance Director - CPE
Intermediate Purchasing Seminar		*0*	*500*			Financial Analyst - CLGPO
Contracting for Constr & Design Services		*0*	*500*			Financial Analyst - CLGPO
GFOA Annual GAAP Update		*180*	*180*			Finance Director - Online CPE
Ethics Training		*0*	*90*			Finance Director - CPE
GAAFR Supplement		*200*	*200*			Online and hardcopy update
Miscellaneous		*4,270*	*0*			
Telephone/Internet	2,531	997	840	*(157)*	*-15.7%*	
Cell Phone Reimbursement		*997*	*840*			FY20 - 1 stipend at $70/mo
Postage	1,847	2,550	2,550	*0*	*0.0%*	
Advertising	0	0	0	*0*	*0.0%*	Public hearings and RFPs
Utilities	1,565	0	0	*0*	*0.0%*	FY19 - Moved to Town Hall Campus
Maintenance - Buildings	1,200	0	0	*0*	*0.0%*	FY19 - Moved to Town Hall Campus
Supplies - Office	4,425	2,660	2,700	*40*	*1.5%*	
Supplies - Departmental	190	0	0	*0*	*0.0%*	FY19 - consolidated to Supplies-Office
Supplies - Data Processing	19	1,200	1,200	*0*	*0.0%*	
Tax Collection	31,238	38,600	39,000	*400*	*1.0%*	Town share of OC's tax system cost + fees
Rental - Equipment	588	588	600	*12*	*2.0%*	Postage Machine
C.S. - Financial System Maintenance	13,582	27,217	16,800	*(10,417)*	*-38.3%*	
C.S. - Copier	1,216	0	0	*0*	*0.0%*	FY20 - moved to Town Hall Campus
Contract Services - Prof. Services	5,285	0	1,000	*1,000*	*0.0%*	Professional accounting assistance
Cavanaugh MacDonald OPEB Report		*0*	*1,000*			
Misc Professional Services		*0*	*0*			
Data Processing Services	0	9,028	6,948	*(2,080)*	*-23.0%*	Tyler Incode AR module
Sales Tax Reallocation	0	0	0	*0*	*0.0%*	
Dues & Subscriptions	1,449	1,235	1,485	*250*	*20.2%*	
GFOA		*300*	*300*			
NC GFOA		*50*	*50*			
NCACPA		*250*	*250*			
AICPA		*425*	*425*			
APA		*0*	*290*			
CPA license renewal		*120*	*120*			
Invoice Subscription		*90*	*50*			Discontinue when Incode AR is implemented
Arbitrage	837	2,300	0	*(2,300)*	*-100.0%*	FY20-last yr of arbitrage for the N. Campus Funds
Miscellaneous	11,812	6,334	6,210	*(124)*	*-2.0%*	
GFOA Consulting Fees		*0*	*0*			
PAFR Award Fee		*250*	*250*			
CAFR Award Fee		*460*	*460*			
Shred-It		*1,500*	*1,500*			
Bank Fees		*3,000*	*3,000*			
Miscellaneous		*1,124*	*1,000*			
Operations Subtotal	82,633	98,109	82,453	*(15,656)*	*-16.0%*	
Debt Service						
Capital Lease	0	0	0	*0*	*0.0%*	
ERP System		*0*	*0*			$1.5M at 4% for 5 years ($337k/yr)
Debt Service Subtotal	0	0	0	*0*	*0.0%*	
Cost Allocations						
Service Charge to Water/Sewer Fund	(302,539)	(256,385)	(271,260)	*(14,875)*	*5.8%*	50% Allocated to Water & Sewer
Service Charge to Stormwater Fund	(12,102)	(10,255)	(10,850)	*(595)*	*5.8%*	2% Allocated to Stormwater
Cost Allocations Subtotal	(314,641)	(266,640)	(282,110)	*(15,470)*	*5.8%*	
Finance Total	**$ 240,646**	**$ 246,129**	**$ 260,409**	***14,280***	***5.8%***	
% Change	*-30.9%*	*2.3%*	*5.8%*			

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Accounting

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Enterprise Resource Planning (ERP) System	Implementing an ERP system will improve efficiency in the operational areas of finance, billing and collections, budget, purchasing and human resources by providing an integrated system that operates in real time within a common database.	FY21 FY22 FY23	$250,460 $358,460 $358,460
	Accounting Technician	Hiring freeze.	FY21	$72,362

Town of Hillsborough, North Carolina

Fiscal Year 2020-2021 through 2026-2027 Capital Improvement Plan

Section 1	Project Title:	Enterprise Resource Planning (ERP) System					Budget Unit #:	4400 & 4200
Budget Unit:	Financial Services (Accounting)		Functional Area:	General Government			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	
1,782,832	-	950,000	108,000	108,000	108,000	343,832	

Section 2 — **Description of Capital Item**

An ERP system is a business-management software solution. Implementing an ERP system will improve efficiency in the operational areas of finance, billing and collections, budget, purchasing and human resources by providing an integrated system that operates in real time within a common database.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

Governments first started implementing ERP systems in the late 1990's. Sacramento County, California and Phoenix, Arizona both converted to ERP systems during the time period and have benefited greatly ever since. The top benefits cited in the article linked below in Table 6, includes reduced paperwork, shortened business processes, the elimination of redundant information, data integration, better decision making and the ability to rapidly assess financial data.
The capabilites of an ERP system in the public sector is higlighted in the seond link in Table 6.
The implementation of an ERP system links to the following:
Strategy Map
Run the Operations
Manage projects efficiently: An ERP system will allow for project tracking and eliminate the need for managers to keep separate spreadsheets because the general ledger is not providing real time data.
Improve communication and collaboration: An ERP system will allow financial transactions to be captured from inception. This will allow stakeholders to track a transaction from beginning to end in real time.
Excel at staff support: Many departments are spending time on manual tasks or creating separate reports because the current system does not provide what is needed. An ERP system will minimize and/or eliminate manual tasks and provide a robust reporting environment.
Manage Resources:

History and Current Status; Impact if Cancelled or Delayed

This is the third CIP request for this project. Delaying the project means the continuation of manual processes and duplication of efforts town-wide. Additonally, unrealized operational efficiencies from enhanced management reporting is delayed as well.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other		108,000	108,000	108,000	111,240	114,577	118,015	667,832
Total	**-**	**108,000**	**108,000**	**108,000**	**111,240**	**114,577**	**118,015**	**667,832**

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Implementation Costs	865,000	250,000						1,115,000
Engineering / Arch. Serv.								-
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.								-
Equip / Machinery / Furniture								-
Total Capital Cost Est.	**865,000**	**250,000**	**-**	**-**	**-**	**-**	**-**	**1,115,000**
Total Oper. Impact Est.	**-**	**108,000**	**108,000**	**108,000**	**111,240**	**114,577**	**118,015**	**667,832**
Total Expenditure Est.	**865,000**	**358,000**	**108,000**	**108,000**	**111,240**	**114,577**	**118,015**	**1,782,832**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Debt Financing	865,000	250,000						1,115,000
Operating Revenue		108,000	108,000	108,000	111,240	114,577	118,015	667,832
								-
Total Program Financing	**865,000**	**358,000**	**108,000**	**108,000**	**111,240**	**114,577**	**118,015**	**1,782,832**

Section 6 — **Maps / Charts / Tables / Pictures**

http://www.govtech.com/pcio/ERP-Systems-Turn-10-Years-Old.html
http://www.govtech.com/featured/A-New-Role-For-ERP.html

Planning

PLANNING – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Planning Department facilitates public interaction and participation in development review through advisory board membership, public meetings, hearings, and one-on-one communication. The primary function is development plan and permit review by staff and advisory boards. The department also works in specialty areas like historic preservation, addressing, and code enforcement. Staff suggests ordinance or policy amendments to keep current with technology and trends, represents the town on regional planning committees, and maintains records of advisory board actions.

FY20 MAJOR ACCOMPLISHMENTS:

- Planner Justin Snyder received his American Institute of Certified Planners certification. This is a voluntary professional certification. Three planning staff are certified.
- The staff are maintaining online versions of the Zoning Map and Future Land Use Map. These online versions are available to the public and searchable by both address and parcel identification number. This provides constant access to the information to the public, limiting the need for staff to interrupt other work to respond to basic inquiries for this information.
- Phase 1 of a feasibility study to potentially identify a feasible road connection from Eno Mountain Road to NC 86 will be complete (in partnership with the MPO). This study hopes to identity a handful of options so that 1-3 can be studied in more detail in phase 2. This is in response to citizen concerns about congestion and recent road projects that did not meet town needs and interests.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- The top priority for the department in FY21 does not involve budget changes. The Unified Development Ordinance needs a comprehensive rewrite to reflect changes the Legislature made to the enabling legislation. This will require significant staff and legal time and must be completed by August 1, 2021. We will also have to transition some active development projects to a new regulatory system. The transition does not have to be completed on the same deadline.
- The *Vision 2030* plan is due for an update this year. This effort will be combined with the climate action and sustainability efforts and involve all town departments.
- The department is also seeking funds to carry out phase 2 of a feasibility study to potentially identify a feasible road connection from Eno Mountain Road to NC 86 to ease cross town traffic flow and establish a modified grid street pattern between the Eno River and I-85. This project is a "want" as opposed to a "need" and may not receive funding.
- The loss of the Planning Technician in December has hindered the ability to shift responsibilities and streamline large project review. Replacing this position is unlikely in FY21 and will impact department's ability to respond to additional responsibilities.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- Over the last 4 years, more than 1,200 new dwelling units have been constructed in town. Approximately 1,200 lots are still approved an unbuilt. The pace of development accelerated in the first half of FY20. In any month, we are now seeing about 20 new units receive certificates of occupancy. The stock of building lots is now limited until Collins Ridge lots become available. These lots will likely be available by the end of calendar year 2020. Delays much beyond that time will put the town in the position of very limited lot availability for new construction.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services	378,387	383,835	351,994	*(31,841)*	*-8.3%*	FY21-Planning Tech position frozen
Operations	44,410	72,018	83,179	*11,161*	*15.5%*	
Capital Outlay	0	0	0	*0*	*0.0%*	
Debt Service	0	0	0	*0*	*0.0%*	
Total Expenditures	**$ 422,797**	**$ 455,853**	**$ 435,173**	***(20,680)***	***-4.5%***	
% Change	*7.2%*	*7.8%*	*-4.5%*			
Total Revenues	**$ 95,363**	**$ 210,000**	**$ 50,000**	***(160,000)***	***-76.2%***	
Net Costs	**$ 327,434**	**$ 245,853**	**$ 385,173**	***139,320***	***56.7%***	
FTE	4.00	4.00	4.00			

PLANNING

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	0	0	0	*0*	*0.0%*	
Salaries - Regular	281,779	285,155	259,697	*-25,458*	*-8.9%*	FY21 - Planning Tech position frozen
FICA	21,331	21,624	19,867	*-1,757*	*-8.1%*	
Hospitalization	36,123	34,388	30,235	*(4,153)*	*-12.1%*	
Life/Disability/Vision	1,736	1,662	1,599	*(63)*	*-3.8%*	
Dental Insurance	1,378	1,211	1,122	*(89)*	*-7.3%*	
Retirement	22,079	25,664	26,489	*825*	*3.2%*	
Supplemental Retirement - 401K	13,960	14,131	12,985	*-1,146*	*-8.1%*	
Personal Services Subtotal	378,387	383,835	351,994	*(31,841)*	*-8.3%*	
Operations						
Training/Conferences/Conventions	2,132	4,000	4,000	*0*	*0.0%*	Needed to maintain AICP certifications
Postage	1,268	1,000	1,300	*300*	*30.0%*	FY21 - To reflect increase postage costs
License Fees	4,000	3,400	3,200	*(200)*	*-5.9%*	
ArcGIS		*3,300*	*3,200*			Full version
Recording Software		*100*	*0*			
Other		*0*	*0*			
Advertising	1,493	1,500	1,500	*0*	*0.0%*	
Supplies - Office	0	0	0	*0*	*0.0%*	
Supplies - Departmental	1,111	1,200	1,200	*0*	*0.0%*	FY21 - inflationary increase
Supplies - Data Processing	1,956	0	0	*0*	*0.0%*	
C.S. - Copier	1,228	0	0	*0*	*0.0%*	
C.S. - Engineering Review	0	23,750	45,000	*21,250*	*89.5%*	Transp. planning: rail station, parking, etc.
Pedestrian Corridors (match funding)		*0*	*0*			80% MPO for critical pedestrian routes
Eno Mtn -> NC 86 study		*23,750*	*45,000*			
C.S. - Nuisance Abatement	7,680	0	0	*0*	*0.0%*	Replace contract with funds/partner with OC
C.S. - Homelessness Coordinator	7,793	11,744	11,744	*0*	*0.0%*	PEH operations & staff, TOH share of Housing Locator posi
Dues & Subscriptions	2,282	2,251	2,260	*9*	*0.4%*	Anticipate AICP certification for Campbell this year
Miscellaneous	4,838	13,000	2,500	*(10,500)*	*-80.8%*	
GIS support - website maps		*1,700*	*1,000*			Digital conv & pub of Future Land Use Map
Historic District Guidelines Update		*10,000*	*0*			These funds to be encumbered into FY21
Miscellaneous		*1,300*	*1,500*			FY20-Mileage reimb moved from Training/Conf/Conv
HOME Funds Grant Match	4,515	3,941	4,225	*284*	*7.2%*	Affordable Housing & renovations in O.C.
MPO Local Match Contribution	4,115	6,232	6,250	*18*	*0.3%*	20% match-surface transp. funding to MPO
Operations Subtotal	44,410	72,018	83,179	*11,161*	*15.5%*	
Capital Outlay						
Capital - Vehicles	0	0	0	*0*	*0.0%*	
Capital Outlay Subtotal	0	0	0	*0*	*0.0%*	
Debt Service						
Capital Lease	0	0	0	*0*	*0.0%*	
Debt Service Subtotal	0	0	0	*0*	*0.0%*	
Planning Total	**$ 422,797**	**$ 455,853**	**$ 435,173**	***(20,680)***	***-4.5%***	
% Change	*7.2%*	*7.8%*	*-4.5%*			

Budget Justification Form

Department/division: Planning

Request: Phase 2 Engineering Feasibility Study for a Road to Connect Eno Mountain Road and NC86

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2=should do

Line-item where funds are requested: Contract Services – Engineering Review

Fiscal year(s) & amount(s) of request:
FY21 - $45,000 (local match)

Describe request:
Engage a consultant to undertake phase 2 of a study to identify a new road construction project to improve the vehicular grid south of the Eno River and north of Interstate 85. An FY20 project is funded and planned to identify a handful of conceptual alternatives. This project will take the most promising options and:

1. Collect sufficient field data (survey of right of way and topography) to determine whether the previously identified alternatives are feasible
2. Identify constraints or alternatives
3. Prioritize projects based on feasibility
4. Develop a locally preferred alternative for future funding requests
5. Prepare ballpark construction cost estimates

$45,000 for the local match to pair with $155,000 of MPO funding to prepare phase 2 of an engineering feasibility study for a road to connect Eno Mountain Road and NC 86 as a replacement for the Orange Grove Road extension.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
Traffic is a regularly mentioned concern/priority of the citizens. The current planning and funding processes used by NCDOT do not allow for the consideration of local concern in sufficient detail to produce acceptable projects that also compete well for funding. By leveraging these planning funds that are available annually form the MPO, we hope to better define a project that is both acceptable locally and competitive for state funding.

Alternatives & operational impact if request is not funded:
The perception of traffic congestion will negatively impact efforts to redevelop properties in this central portion of town and encourage development on the fringes, which is neither sustainable nor desirable.

Delaying or phasing this study is possible but makes the management of the MPO funding more challenging.

Additional information:
Completing Phase 1 on the study in FY20 does NOT commit us to phase 2.
It is possible that the phase 1 study will not yield options the town wishes to pursue. In that case, phase 2 is not necessary.

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Planning

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Planning Technician	Fill position vacant since December 2019	FY21	$70,193
2	Large Document Scanning	Convert large format paper files to electronic for better storage and access. Modified request to phase project.	FY21	$5,000
3	Partnership to End Homelessness	Three-year phased implementation of costs associated with Orange County Homeless System Gaps analysis recommendations.	FY21 FY22 FY23	$36,060 $60,817 $80,058
4	Downtown Parking Study	Update the 2010 downtown study and identify recommendations. Shared project with tourism.	FY21	$18,000
5	Training/travel	Allow training requiring travel	FY21	$3,000

Budget Justification Form

Department/division: Planning

Request: Scan Large Format Documents

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2=should do

Line-item where funds are requested: Miscellaneous

Fiscal year(s) & amount(s) of request:
FY21 - $10,000

Describe request:
Large scale developments are required to submit large format drawings of their proposals for review and approval by the town prior to construction. The town has about 30-year's worth of these plans on file. Scanning would allow the paper files to be culled and still maintain the desirable information the documents contain. Scanning includes character recognition for the writing on the plans and file naming to make searching simple.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This project helps us to run a more efficient operation and provide better service. The current paper files are beginning to deteriorate and take up significant storage space.

Alternatives & operational impact if request is not funded:
This project could be delayed or implemented in small parts to ease the expenditure.

Additional information:
This estimate is approximate since we do not know the exact number of pages we need to scan. The project is easily scalable to meet this figure – i.e. we'd scan the oldest plans first. Stormwater, fire marshal, and cemetery plans also require scanning. The intent is to start with a small trial batch to ensure we understand file naming and any other concerns and then expand as funds are available. This project can also be phased as funding is available.

Budget Justification Form

Department/division: Planning

Request: Partnership to End Homelessness

Priority 1-3 (1=must do; 2=should do; and 3=could do): 3 - could do

Line-item where funds are requested: C.S. - Homelessness Coordinator

Fiscal year(s) & amount(s) of request:
FY21 - $36,060
FY22 - $60,817
FY23 - $80,058

Describe request:
Initiative to fill homeless system gaps. Requested funds are in addition to current $11,800/year contribution.

To fully implement all recommendations, the town's share would be $79,407/year. If phased in over 3 years, the town's share would be $36,060 in FY21, $60,817 in FY22 and $80,058 in FY23.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
N/A

Alternatives & operational impact if request is not funded:
N/A

Additional information:
See attached *Update to Homeless System Gap Analysis.*

Orange County Partnership to End Homelessness

Update to Homeless System Gaps Analysis

June 2019

Background

In 2016-2017 the Orange County Partnership to End Homelessness (OCPEH) gathered people with lived experience of homelessness, homeless service providers, community leaders, and state homeless experts to map the homeless service system in Orange County. This process created the Orange County homeless system map and the homeless system gaps analysis. OCPEH staff update the gaps analysis each year, the last update completed June 2019.

One of the three breakthrough initiatives in the 2019-2020 Plan to End Homelessness is to fill homeless system gaps. Below are the updates to the Orange County Homeless System Gaps Analysis, adopted by the OCPEH Leadership Team on June 17, 2019.

Changes to 2017-2018 gaps

Best Practice, Fully Funded Rapid Re-Housing

- Gap has increased – average of 105 people on HOME list in January–April of 2019 compared with 65 people during same time period in 2018; no current Rapid Re-Housing program for non-veterans
- Budget increase to reflect increase in current numbers of people experiencing homelessness
  - Fully funded program $1,074,150
  - Could be phased in over three years by adding case managers to increase # of households served from 30 in Year 1, to 60 in Year 2, to 90 in Year 3

GAP	FULL IMPLEMENTATION	PHASED IMPLEMENTATION		
	FULL ANNUAL COST	YEAR 1	YEAR 2	YEAR 3
Rapid Re-Housing	$1,074,150	$364,100	$728,200	$1,074,150

Further budget details on pages 6-7

Income-based Rental Housing

- Remains a gap
- Funding needed dependent on approach; many other community partners involved/in leadership roles

Housing Locator

- Gap filled by interlocal funding through the OCPEH FY2019-2020 budget
- Housing Justice Fellow funded via private donation at CEF starting July 2018

Drop-In Day Center with Integrated Services

- Remains a gap
- Funding needed dependent on approach

Street Outreach Program

- Remains a gap
- Change from 1 LCSW-level staff to 2 peer support-level staff to increase coverage time and to integrate with Home-Link program that can offer connections to mental health treatment
- Could be phased in over two years by adding one peer support staff in Year 1 then the other peer support staff in Year 2; 3% cost of living increase included for Year 3

	FULL IMPLEMENTATION	PHASED IMPLEMENTATION		
GAP	FULL ANNUAL COST	YEAR 1	YEAR 2	YEAR 3
Street Outreach	$130,753	$69,468	$130,753	$134,675

Further budget details on page 5

24-Hour Bathrooms in Downtown Chapel Hill/Carrboro

- Remains a gap
- Town of Chapel Hill Downtown Bathrooms Workgroup proposing a phased-in approach: improving existing facilities, new pilot project, and finally use data to plan more permanent community bathroom
- Costs TBD, other community partners taking leadership roles

Accessible & Housing-Focused Shelter

- Partially filled gap - women and families need met by IFC HomeStart
- IFC Community House unable to meet this gap for men who make up 80% of people experiencing homelessness because of the Good Neighbor Plan
- Next steps will be to come to community consensus on how to fill gap: realignment of IFC Community House, build a new shelter, or another approach
  - Facilitated community conversations coming in 2019-2020

Diversion Funding

- Gap filled by Focus on Franklin nonprofit, created by UNC undergraduate students in the Fall of 2018
  - Diversion implemented by CEF and DSS at coordinated entry access sites
  - $6,145 and 4 mediations provided since October 2018 to divert 26 households
    - 27% of households seeking shelter diverted from homelessness
- Funding estimate to maintain program: $400/household x 32 households = $12,800
- If funding needed from other sources, could be phased in over three years

Gaps added in 2019

Coordinated Entry staff

- Staff to assist people accessing homeless services, being assessed for programs, and program referrals
- 1.5 full time employees for direct service
- 1 full time employee for administration and coordination of coordinated entry
- Could be phased in over three years, one full time direct service staff in Year 1, adding half time direct service staff + half time administrative staff in Year 2, increasing administrative staff to full time to cover coordination duties in Year 3

GAP	FULL IMPLEMENTATION	PHASED IMPLEMENTATION		
	FULL ANNUAL COST	YEAR 1	YEAR 2	YEAR 3
Coordinated Entry Staffing	$161,051	$69,234	$129,701	$156,926

Further budget details on page 5

Medical respite beds

- People without housing exiting hospital or detox who are unable to complete activities of daily living, therefore unable to stay at either IFC Community House or IFC HomeStart
- 3 program beds in 4 bedroom apartment; live-in residential support paid monthly stipend plus contracted services for case management, medical management, occupational therapy
- Program design for apartment does not lend itself to phase in; 3% cost of living increase included for Years 2-3

GAP	FULL IMPLEMENTATION	PHASED IMPLEMENTATION		
	FULL ANNUAL COST	YEAR 1	YEAR 2	YEAR 3
Medical Respite Beds	$217,180	$217,180	$223,695	$230,406

Further budget details on page 8

Memorial Service Funding

- Many people with lived experience of homelessness have serious medical needs, and several people with ties to our system pass away each year. Community members would like to have funds available to provide a simple service and cremation.
  - $1000 for five people each year = $5000
  - Could be phased in over three years

GAP	FULL IMPLEMENTATION	PHASED IMPLEMENTATION		
	FULL ANNUAL COST	YEAR 1	YEAR 2	YEAR 3
Memorial Service Funding	$5,000	$2,000	$4,000	$5,000

No further budget details

Youth Host Homes Program

- Expansion of Durham LGBTQ Center program to help youth (age 18-24) from Orange County who are experiencing homelessness
- Program trains community members to provide safe and affirming housing for up to 6 months and provides case management for mental health and housing
- Could be phased in over three years, serving five youth in Year 1, ten youth in Year 2, and fifteen youth in Year 3

	FULL IMPLEMENTATION	PHASED IMPLEMENTATION		
GAP	FULL ANNUAL COST	YEAR 1	YEAR 2	YEAR 3
Youth Host Homes Program	**$129,180**	**$71,500**	**$100,320**	**$129,180**

Further budget details on page 8

Summary Budget

This table brings together program costs for all Orange County Homeless System Gaps, looking at the total implementation costs, and costs if Orange County were to phase in gap filling over three years. If Orange County jurisdictions were to split funding to fill gaps by population, those total costs and costs for a phased implementation over three years are included at the bottom of the table.

		FULL IMPLEMENTATION	PHASED IMPLEMENTATION		
GAP		FULL ANNUAL COST	YEAR 1	YEAR 2	YEAR 3
Rapid Re-Housing		$1,074,150	$364,100	$728,200	$1,074,150
Income-Based Rental Units		dependent on approach			
Housing Locator		gap filled by local funding			
Day Center with Services		dependent on approach			
Street Outreach		$130,753	$68,676	$130,753	$134,675
24-Hour Bathrooms		costs TBD			
Accessible, Housing-Focused Shelter		dependent on approach			
Diversion Funding		gap filled by Focus on Franklin			
Coordinated Entry Staffing		$161,051	$69,234	$129,701	$156,926
Medical Respite Beds		$217,180	$217,180	$223,695	$230,406
Memorial Service Funding		$5,000	$2,000	$4,000	$5,000
Youth Host Homes Program		$129,180	$71,500	$100,320	$129,180
TOTAL		**$1,588,134**	**$721,190**	**$1,216,349**	**$1,601,157**
Chapel Hill	**41%**	$651,135	$295,688	$498,703	$656,475
Orange County	**39%**	$619,372	$281,264	$474,376	$624,451
Carrboro	**15%**	$238,220	$108,179	$182,452	$240,174
Hillsborough	**5%**	$79,407	$36,060	$60,817	$80,058

Street Outreach

CATEGORY	DESCRIPTION	TOTAL	YEAR 1	YEAR 2
Personnel	2 40hr. Employees - salaries and benefits	$100,000	$50,000	$100,000
Personnel	Training/conferences	$3,000	$1,500	$3,000
Personnel	Mileage	$1,926	$963	$1,926
Supplies	1 time cost - computers, printers, phones	$2,500	$1,250	$2,500
Supplies	Phone	$1,440	$720	$1,440
Supplies	Office overhead	$6,000	$6,000	$6,000
Supplies	Annual costs - participant gift cards, food, bus passes	$4,000	$2,000	$4,000
Subtotal		$118,866	$62,433	$118,866
Admin		$11,887	$6,243	$11,887
TOTAL		$130,753	$68,676	$130,753

Coordinated Entry Staffing

CATEGORY	DESCRIPTION	TOTAL	YEAR 1	YEAR 2	YEAR 3
Personnel	Salary and benefits for 1.5 full time direct service employees; duties: day-to-day crisis intervention, service connection, referrals, covering homeless hotline, data entry	$78,000	$52,000	$78,000	$78,000
Personnel	Salary and benefits for .5 full time admin employee; duties: coordinating HOME and Veterans By-Name Lists, care coordination, data quality, training users and updating training materials	combined with .5 coordinating employee below		$26,000	
Personnel	Salary and benefits for .5 full time coordinating employee; duties: ongoing quality improvements, fostering connections between agencies, coordinating between Durham and Wake and rural counties	$52,000			$52,000
Personnel	Training/conferences	$4,500	$3,000	$4,500	$4,500
Supplies	1 time cost - computers, printers, phones	$3,750	$2,500	$1,250	
Supplies	Phone	$2,160	$1,440	$2,160	$2,160
Supplies	Office overhead	$6,000	$4,000	$6,000	$6,000
Subtotal		$146,410	$62,940	$117,910	$142,660
Admin		$14,641	$6,294	$11,791	$14,266
TOTAL		$161,051	$69,234	$129,701	$156,926

Budget Details

Rapid Re-Housing

HOUSEHOLD COST CALCULATIONS				
		LOW	MID	HIGH
Monthly	Rent	$850	$850	$850
Monthly	Utilities	$200	$300	$300
One-time	Deposits	$1,200	$1,600	$2,200
One-time	Arrears		$250	$1,500
Months		2	6	14
HOUSEHOLD TOTAL		$3,300	$8,750	$19,800

FULL PROGRAM IMPLEMENTATION - FINANCIAL ASSISTANCE				
TYPE	COST/HOUSEHOLD	NUMBER	TOTAL	
Low	$3,300	40	$132,000	
Mid	$8,750	30	$262,500	
High	$19,800	20	$396,000	
FINANCIAL ASSISTANCE SUBTOTAL			$790,500	81%

CASE MANAGEMENT				
Case manager salary + benefits	$62,000			
Number of case managers		3		
Case load/month	15			
CASE MGMT. SUBTOTAL			$186,000	19%
PROGRAM SUBTOTAL			$976,500	
ADMIN			$97,650	
TOTAL			$1,074,150	

Rapid Re-Housing, continued

2/3 PROGRAM IMPLEMENTATION - FINANCIAL ASSISTANCE				
TYPE	COST/HOUSEHOLD	NUMBER	TOTAL	
Low	$3,300	26	$85,800	
Mid	$8,750	20	$175,000	
High	$19,800	14	$277,200	
FINANCIAL ASSISTANCE SUBTOTAL			$538,000	81%

CASE MANAGEMENT				
Case manager salary + benefits	$62,000			
Number of case managers		2		
Case load/month	15			
CASE MGMT. SUBTOTAL			$124,000	19%
PROGRAM SUBTOTAL			$662,000	
ADMIN			$66,200	
TOTAL			$728,200	

1/3 PROGRAM IMPLEMENTATION - FINANCIAL ASSISTANCE				
TYPE	COST/HOUSEHOLD	NUMBER	TOTAL	
Low	$3,300	13	$42,900	
Mid	$8,750	10	$87,500	
High	$19,800	7	$138,600	
FINANCIAL ASSISTANCE SUBTOTAL			$538,000	81%

CASE MANAGEMENT				
Case manager salary + benefits	$62,000			
Number of case managers		1		
Case load/month	15			
CASE MGMT. SUBTOTAL			$62,000	19%
PROGRAM SUBTOTAL			$331,000	
ADMIN			$33,100	
TOTAL			$364,100	

Medical Respite

STAFF	HOURS/WEEK	RATE	COST/MONTH	COST/YEAR
Case management	20	$30	$2,600	$31,200
RN	20	$45	$3,900	$46,800
MD consultant	5	$100	$2,167	$26,000
OT	10	$45	$1,950	$23,400
Residential support (stipend of $1200/month)			$1,200	$14,400

SUPPLIES & OTHER COSTS	PER MONTH	PER UNIT		
Start-Up Costs (furniture, linens, washer/dryer, apartment deposit. etc)		$15,000	one-time costs	$15,000
Medical Supplies			$500	$6,000
Client Transportation (15 rides per week for 3 people)	45	$20	$900	$10,800
Food (3 meals per day for 4 people)	122	$7	$852	$10,220
Rent, 4 BR apartment			$1,500	$18,000
Utilities (water, trash, gas, electricity, internet)			$700	$8,400
Renters insurance and other liability coverage			$300	$3,600
Cleaning service 2x per month	2	140	$280	$3,360
TOTAL PROGRAM COST				$217,180

Youth Host Homes Program

CATEGORY	DESCRIPTION	TOTAL	YEAR 1	YEAR 2
Personnel	One-third cost of 2 FTEs - salaries and benefits (1/3 cost of $120,000 in Year 1 with 3% COLA added in Year 2 and Year 3)	$42,436	$40,000	$41,200
Personnel	Contracted therapist ($500/client)	$7,500	$2,500	$5,000
Program costs	Host stipends ($500/month x 18 host months in Year 1; 36 host months in Year 2; 54 host months in Year 3)	$27,000	$9,000	$18,000
Program costs	Client financial assistance ($2700/client)	$40,500	$13,500	$27,000
Subtotal		$117,436	$65,000	$91,200
Admin	10% administrative overhead	$11,744	$6,500	$9,120
TOTAL		$129,180	$71,500	$100,320

Budget Justification Form

Department/division: Planning

Request: Downtown Parking Study

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2=should do

Line-item where funds are requested: Miscellaneous

Fiscal year(s) & amount(s) of request:
FY21 - $50,000 ($18,000 Planning, $16,000 Tourism Board, & $16,000 Tourism Development Authority)

Describe request:
Engage a consultant to undertake a parking study for the downtown area. The scope should include adequacy of current facilities, turnover during peak times, estimated demand under a variety of redevelopment scenarios, adequacy of current ordinance requirements, and access for deliveries and unloading. The data collection needs to be done during peak tourist seasons (i.e. October) to understand the high demand events place on downtown.

The opportunity to cost share is an important consideration. It is also important to undertake this type of study before there are specific development proposals in the review process that skew the results. Completing this before any county properties come up for redevelopment is very important.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
Having a study prepared by professionals will help respond to public feedback, development proposals, and supports the balanced scorecard goal of economic vibrancy. The perception of limited or challenging parking can limit reinvestment in downtown and impacts the success of tourism efforts.

Alternatives & operational impact if request is not funded:
Staff could update the studies prepared in 2010, however we are not experts and our findings will not stand up to criticism. Further, the time necessary to complete this work is significant and would curtail other department activities and regular functions.

Additional information:
The clear relationship to economic development and tourism make this a good opportunity to cost share with partner organizations. Any perception of limited or challenging parking can negatively impact tourism efforts along with redevelopment and reinvestment in downtown. Carrboro had a similar study prepared. We can share links to that document if anyone wants more information.

Town Hall Campus

TOWN HALL CAMPUS – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- Maintain and improve the Town Hall Campus (formerly "Ruffin-Roulhac"). The 1821 home functions as a historic attraction being the home of North Carolina's first Supreme Court Justice, Thomas Ruffin.
- Maintain the Town Hall Annex campus. This former medical clinic was renovated in 2018 and houses Financial Services and Utilities Administration.

FY20 MAJOR ACCOMPLISHMENTS:

- Provided electrical outlets to kitchen area of main building. Painted exterior of carriage house.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Conduct routine annual maintenance, including window cleaning, gutter clearing, and cleaning of AC drain line on the second floor of the main building at Town Hall.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- HVAC systems for all buildings are 21-26 years old – need to evaluate and replace.
- Roof at Town Hall is 22 years old – need to evaluate and replace.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	0	0	0	*0*	*0.0%*	
Operations	95,627	71,700	70,320	*(1,380)*	*-1.9%*	Utilities, maintenance and repairs
Capital Outlay	0	0	0	*0*	*0.0%*	
Debt Service	200,171	200,171	200,171	*0*	*0.0%*	
Transfers	0	0	0	*0*	*0.0%*	
Cost Allocations	(110,388)	(95,155)	(94,672)	*483*	*-0.5%*	32% Allocated to Water & Sewer;
Total	**$ 185,410**	**$ 176,716**	**$ 175,819**	***(897)***	***-0.5%***	12% allocated to Stormwater
% Change	*1363.4%*	*-4.7%*	*-0.5%*			
FTE	0.00	0.00	0.00			

TOWN HALL CAMPUS (FORMERLY RUFFIN-ROULHAC)

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Salaries - Regular	0	0	0	*0*	*0.0%*	
Personal Services Subtotal	0	0	0	*0*	*0.0%*	
Operations						
Utilities	18,782	18,200	20,020	*1,820*	*10.0%*	FY19 - Includes all N Campus facilities
Maintenance - Buildings	72,351	37,500	34,300	*(3,200)*	*-8.5%*	Painting & carpet coincided with FY19 move
General Maintenance		*31,500*	*31,500*			FY19 - Add'l facilities added to N Campus
Generator Maintenance		*0*	*2,800*			Town Hall and Annex campuses
HVAC Allowance		*0*	*0*			FY22 - Replc Town Hall; 21-26 years old
Replace roof on Main Building		*0*	*0*			FY22 - Roof was last replaced in 1996
Electricity & heat to bathroom areas		*1,000*	*0*			
Paint Exterior of Carriage House		*5,000*	*0*			FY20 - Paint exterior of carriage house
Supplies - Office	1,918	2,000	2,000	*0*	*0.0%*	FY20 forward - copy paper only
Contract Services - Alarm	2,576	4,000	4,000	*0*	*0.0%*	FY20 - Add'l facilities added to N Campus
Contract Services - Copier	0	10,000	10,000	*0*	*0.0%*	FY20 - Consolidated dept'l expense
Operations Subtotal	95,627	71,700	70,320	*(1,380)*	*-1.9%*	
Capital Outlay						
Capital - Buildings & Improvements	0	0	0	*0*	*0.0%*	
Capital - Data Processing	0	0	0	*0*	*0.0%*	
Capital Outlay Subtotal	0	0	0	*0*	*0.0%*	
Debt Service						
Capital Lease	200,171	200,171	200,171	*0*	*0.0%*	Singer property refinanced & included
North Campus Project		*200,171*	*200,171*			Debt retired FY33
Debt Service Subtotal	200,171	200,171	200,171	*0*	*0.0%*	
Transfers						
Transfer to Town Barn Renovations	0	0	0	*0*	*0.0%*	
Transfer to North Campus Project	0	0	0	*0*	*0.0%*	Transfer for North Campus Project Design
Transfers Subtotal	0	0	0	*0*	*0.0%*	
Cost Allocations						
Cost Allocation - Water/Sewer	(69,387)	(59,812)	(59,508)	*304*	*-0.5%*	22% Allocated to Water & Sewer
Cost Allocation - Stormwater	(41,001)	(35,343)	(35,164)	*179*	*-0.5%*	13% Allocated to Stormwater
Cost Allocations Subtotal	(110,388)	(95,155)	(94,672)	*483*	*-0.5%*	
Town Hall Campus Total	**$ 185,410**	**$ 176,716**	**$ 175,819**	***$ (897)***	***-0.5%***	
% Change	*1363.4%*	*-4.7%*	*-0.5%*			

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Town Hall Campus

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Replace Town Hall HVAC System	Current system is 21 to 26 years old. Project deferred.	FY21	$15,500
2	Replace Town Hall Roof	Roof was last replaced in 1996. Project deferred.	FY21	$20,000

Public Space

PUBLIC SPACE – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Public Space budget funds the planning, development, and management of the town's parks, greenways and public spaces including streets and sidewalks. These functions include assisting citizen groups interested in planning facilities in their neighborhoods, managing public construction projects and securing grants for construction, as well as managing ongoing maintenance and improvements to town property and the built environment.
- Connectivity and accessibility are key goals. The division focuses on building accessible bicycle and pedestrian connections between neighborhoods and area destinations.
- The division uses placemaking strategies and sustainability principles to ensure a healthy environment while also providing inviting spaces where citizens and visitors can congregate. Because beauty and function are integral parts of successful urban design, the division looks for opportunities to integrate art and quality design into the built environment.

FY20 MAJOR ACCOMPLISHMENTS:

- The following list represents projects and initiatives completed in FY20
  - Exchange Park Master Plan completed
  - Downtown stamped asphalt crosswalks completed
  - Gold Park boardwalk repairs
  - Grounds maintenance contract expanded
  - Dedicated senior and teen positions on Parks and Recreation Board
  - Managed Natural Landscapes Ordinance
  - Handrails added to downtown steps for safety
  - Trash receptacles in Gold Park/Riverwalk replaced
  - Pollinator habitat expanded (Bee City USA) at Murray Street Park and Turnip Patch Park
  - Completed joint Stormwater/Public Space projects as Cates Creek Park, Murray Street Park and Turnip Patch Park
  - New Interpretive signs (Gold Park Pollinator Garden, Regulators Marker, Old Town Cemetery)
  - River Park entrance public art project coordination
  - Occaneechi Village replica coordination
  - Coordination with NCDOT and other agencies to advance Rail Station
  - Coordination with NCDOT on S. Churton Street widening project
  - Eno Mountain Rd. To Hwy. 86 Feasibility Study (Alternative to Orange Grove Road Extension)
  - Oversight of Police Annex renovations

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Begin Comprehensive Sustainability Plan.
- Bellevue Branch pedestrian bridge design and construction.
- Facility Coordinator position (unfunded).
- Inclusive Play Equipment at Gold Park and Cates Creek Park (unfunded).
- Reforestation Project Year 1 (unfunded).

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- FY22: Riverwalk Bridge Inspections (once every three years).
- FY22-FY23: Options for teen recreation spaces.
- FY22 and beyond: Reforestation Project.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	148,258	160,425	165,583	*5,158*	*3.2%*	
Operations	342,887	371,079	381,473	*10,394*	*2.8%*	
Capital Outlay	23,897	0	0	*0*	*0.0%*	FY19-Public Works cart w/sweepter attach.
Debt Service	246,363	248,020	242,799	*(5,221)*	*-2.1%*	
Transfers	63,420	0	0	*0*	*0.0%*	FY19-Sidealk Improv & Small Connectivity Proj.
Cost Allocations	(25,800)	(25,800)	(13,368)	*12,432*	*-48.2%*	Allocated to Water & Sewer for mowing
Total	**$ 799,025**	**$ 753,724**	**$ 776,487**	***22,763***	***3.0%***	
% Change	*10.2%*	*-5.7%*	*3.0%*			
Total Revenues	**$ 5,637**	**$ 2,860**	**$ 4,500**	***$ 1,640***	***57.3%***	
Net Costs	**$ 793,388**	**$ 750,864**	**$ 771,987**	***$ 21,123***	***2.8%***	
FTE	1.90	1.90	1.90			

PUBLIC SPACE

Account Name	FY19 Acutal	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	174	750	750	*0*	*0.0%*	
Salaries - Regular	108,216	114,614	117,217	*2,603*	*2.3%*	
FICA	7,844	8,825	9,024	*199*	*2.3%*	
Hospitalization	16,866	18,587	19,149	*562*	*3.0%*	
Life/Disability/Vision	715	747	802	*55*	*7.4%*	
Dental Insurance	656	693	710	*17*	*2.5%*	
Retirement	8,447	10,383	12,033	*1,650*	*15.9%*	
Supplemental Retirement	5,341	5,826	5,898	*72*	*1.2%*	
Personal Services Subtotal	148,258	160,425	165,583	*5,158*	*3.2%*	
Operations						
Travel & Training	142	0	0	*0*	*0.0%*	FY20 - Leadership training cancelled due to Covid
Telephone/Internet	1,744	1,320	1,320	*0*	*0.0%*	
Cell Phone @ 70/mo (1)		*840*	*840*			
WiFi Hot Spot		*480*	*480*			
Utilities	3,084	3,392	3,732	*340*	*10.0%*	Gold PK, Cates Ck, & Exchange PK restrooms
Travel/Vehicle Allotment	2,861	3,600	3,600	*0*	*0.0%*	In lieu of town vehicle
Maintenance - Buildings	8,553	9,592	69,592	*60,000*	*625.5%*	
Cleaning - Cates Creek Park		*3,000*	*3,000*			Contract cleaner & supplies
Cleaning - Gold Park		*3,000*	*3,000*			
Additional Bathroom & Playground Cleaning		*0*	*60,000*			Daily disinfection to reduce spread of COVID-19
Recycling Service		*3,592*	*3,592*			Recycling pick-up fee dwntn/town fac.
Maintenance - Grounds	223,431	231,931	222,464	*(9,467)*	*-4.1%*	FY20 Contract restructured, new contractor mid yea
Play Area Surfacing (Engineered Fiber)		*9,461*	*5,964*			Contract cost $497 per month
Mulch Dog Park		*6,000*	*6,000*			Replacement after flood events
General Grounds Maintenance Contract		*150,000*	*153,132*			Contract cost $12,761 per month
Water and Wastewater Plant Mowing		*25,000*	*13,368*			Contract cost $1,114 per month
Gold Park Mowing & Field Maint.		*20,735*	*22,000*			Contract cost
Cates Creek Mowing & Field Maint.		*20,735*	*22,000*			Contract cost
Maintenance - Parks	47,267	83,433	29,600	*(53,833)*	*-64.5%*	FY20 Gold Park boardwalk repairs
Parks Repairs		*46,933*	*6,100*			Gold Park boardwalk repairs
Replace 10 Trash Recepticals		*15,000*	*0*			(7) Gold Park; (3) Riverwalk-$1,500 each
Greenway Repairs		*5,000*	*5,000*			
Riverwalk Bridge Inspections		*0*	*0*			Once every three years
Cates Creek Park Upgrades		*2,000*	*2,000*			
Gold Park Upgrades		*5,000*	*5,000*			
Hillsborough Heights Park Upgrades		*0*	*2,500*			Annual funds for regular upgrades- amenities etc.
Kings Highway Park Maint/Upgrades		*3,000*	*3,000*			Trail clearing, amenities etc.
Mayo Park Upgrades		*0*	*0*			
Murray Street Park Upgrades		*3,000*	*2,500*			Annual funds for regular upgrades- amenities etc.
Greenway Upgrades		*1,000*	*1,000*			Annual funds for regular upgrades- amenities etc.
Turnip Patch Park Upgrades		*2,500*	*2,500*			Annual funds for regular upgrades- amenities etc.
Maintenance-Trees	32,142	13,635	16,200	*2,565*	*18.8%*	
Tree Maintenance and Removal		*7,435*	*10,000*			Tree pruning & removals at facilities
Public Information - Tree Board		*1,000*	*1,000*			
New Trees		*5,200*	*5,200*			Public spaces, facilities and town right-of-way
Reforestation Project		*0*	*0*			Deferred
Maintenance - Infrastructure	3,547	3,686	12,000	*8,314*	*225.6%*	
Streetscape		*3,200*	*3,000*			FY20 - Spring projects on hold by Covid
Pavement Markings		*0*	*6,000*			Pavement markings on West King Street
Interpretive Signage Upgrades		*0*	*0*			FY21 - 4 signs (design and fabrication) - deferred
Signage Maintenance		*486*	*2,000*			
Public Art		*0*	*1,000*			FY20 Spring projects on hold by Covid
Supplies - Office	266	500	500	*0*	*0.0%*	
Supplies - Departmental	161	600	600	*0*	*0.0%*	
Supplies - Safety	0	300	300	*0*	*0.0%*	
Uniforms	48	100	200	*100*	*100.0%*	
Rental - Land	16,031	16,115	18,265	*2,150*	*13.3%*	
Lease - Calvin Street Entrance		*150*	*150*			NC R/R lease for Calvin Street trail
Lease - W. King Parking Lot		*14,700*	*16,800*			FY20 - new lease
Lease - W. Margaret Ln Loading Zone		*1,265*	*1,315*			Annual 4% increase per lease agmt
Dues & Subscriptions	0	75	100	*25*	*33.3%*	
Miscellaneous	3,608	2,800	3,000	*200*	*7.1%*	Property survey and feasibility studies
Operations Subtotal	342,887	371,079	381,473	*10,394*	*2.8%*	

Capital Outlay						
Capital - Vehicles	0	0	0	*0*	*0.0%*	
Capital - Equipment	23,897	0	0	*0*	*0.0%*	
Capital - Buildings & Improvements	0	0	0	*0*	*0.0%*	
Capital Outlay Subtotal	23,897	0	0	*0*	*0.0%*	
Debt Service						
Debt	246,363	248,020	242,799	*(5,221)*	*-2.1%*	
Riverwalk Phase I		*88,538*	*86,724*			Debt Retired in FY23
Riverwalk Phase II & III		*159,482*	*156,075*			Debt Retired in FY24
Skateboard Park	*0*	*0*	*0*			Place holder for possible construction
Debt Service Subtotal	246,363	248,020	242,799	*(5,221)*	*-2.1%*	
Transfers						
Transfer to Cates Creek Greenway	0	0	0	*0*	*0.0%*	
Design		*0*	*0*			
Expansion Trails & Facilities		*0*	*0*			
Transfer to Skateboard Park	0	0	0	*0*	*0.0%*	
Transfer to General Capital Improv.	20,000	0	0	*0*	*0.0%*	Small connectivity projects
Transfer to Riverwalk - Phase III	0	0	0	*0*	*0.0%*	
Transfer to Riverwalk - CMAQ	43,420	0	0	*0*	*0.0%*	Sidewalk improvement on Allison St, S. Nash
Transfers Subtotal	63,420	0	0	*0*	*0.0%*	& Calvin St
Cost Allocations						
Cost Allocation - Water/Sewer	(25,800)	(25,800)	(13,368)	*12,432*	*-48.2%*	Allocated to Water/Sewer for Mowing
Cost Allocations Subtotal	(25,800)	(25,800)	(13,368)	*12,432*	*-48.2%*	
Public Space Total	**$ 799,025**	**$ 753,724**	**$ 776,487**	***22,763***	***3.0%***	
% Change	*10.2%*	*-5.7%*	*3.0%*			

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Public Space

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Facilities Coordinator	The position would take the lead on maintenance of all town facilities and park buildings.	FY21 FY22 FY23	$100,356 $67,510 $67,983
2	Pedestrian Bridge Over I-85	Conduct a feasibility study in FY22 for a pedestrian bridge over I-85 between the Collins Ridge Greenway system to neighborhoods south of I-85. First debt payment on construction due in FY24 ($4.0M @ 4% for 10 yrs = $493k/yr). We can do the first phase of a feasibility study for less than $400,000. The $400,000 estimate includes design/engineering and permitting.	FY22	$400,000
3	Inclusive Play Equipment	Add handicap accessible concrete pads with musical play stations at Cates Creek and Gold Park.	FY21	$40,000
4	Interpretive Signs	Additional signs with topics not yet covered by existing signs.	FY21	$8,000
5	Exchange Park	Preliminary planning and engineering (FY21). Parking and bathroom facility (FY22). Park facilities (FY23). This would provide a community-scale public park that could provide recreation opportunities to the underserved teen and pre-teen populations. We can develop less expensive options/alternatives to create teen recreational space in town.	FY21 FY22 FY23	$50,000 $150,000 $220,000
6	Small Connectivity Projects	Funds for Connectivity Projects	FY21	$20,000
7	Reforestation	Plant approximately 250 trees per year for 5 years on town property and rights-of-way. ($75,000/ year, Public Space - $65,000 & Stormwater - $10,000)	FY21 FY22 FY23	$65,000 $65,000 $65,000
8	Equipment for Public Space Maintenance	Auger $600, water tanker/pump - $600, and snowplow - $2,500-only necessary when reforestation is funded	FY21	$3,700

Personnel Expansion Request

Cost of Additional Position

Department/Division:	Public Space
Position Title:	Facilities Coordinator
Recommended Starting Salary:	$ 45,000
Is Job Description Attached?	No
Number of Positions (if same job):	1
Fiscal Year Requesting Position:	FY21

Personnel Costs	**$$**	**Comments**
Salary	45,000	
FICA	3,443	
Hospitalization	10,972	
Life Insurance	393	
Dental Insurance	408	
Retirement	4,590	
401(k) Retirement Supplement	2,250	
Personnel Subtotal	**$ 67,056**	
Operations Costs		
Travel & Training	1,500	
Dues & Subscriptions	100	
Supplies & Materials	500	
Computer/Printer/Software	2,000	
Equipment	1,000	
Fuel	1,500	
Vehicle Tax & Tags	1,200	
Vehicle Insurance	-	
Vehicle Maintenance	-	
Other	1,500	
Operations Subtotal	**$ 9,300**	
Capital Outlay		
Capital - Vehicles	24,000	
Capital Subtotal	**$ 24,000**	
Total Costs for the Position(s)	**$ 100,356**	

Position Justification:

Currently, repairs and maintenance at each town facility is supervised by a different staff person. This leads to inefficiencies and redundancy. Also, current staff are asked to oversee repairs in areas outside their expertise. Ten (10) different staff members act as facility managers. When surveyed about the necessity of this position eight (8) reported an immediate need for this position and indicated that the current sytem is a burden and inefficient, while one requested to continue taking lead on maintenance at their facility. The Facility Repair Maintenance position would be responsible for coordinating basic building and site repairs to town facilities and park buildings. This position would be responsible for monitoring facilities and park buildings to determine maintenance needs and would also recieve repair orders from various town staff and citizens. This position would complete some of the work personally but would also supervise contractors from outside firms or coordinate with the Public Works Department and Utilities Department for specific tasks. This position will keep records of inspections and repairs and develop a vendor database and maintenance schedule for facilties and park buildings. This position may also work on sustainability initiatives and projects at facilities as directed. This position will report to the Public Space Manager and provide support to the Public Space Division.

Additional Notes or Comments:

We do not currently have an office space available for the person. Office space would need to be in close proximity to Public Space Manager at Town Hall Campus.

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Pedestrian Bridge Over Interstate 85					Budget Unit #:	6300
Budget Unit:	Public Space		Functional Area:	General Government			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☑ New ☐ Replacement
4,400,000			400,000	4,000,000	-	-	☐ Renovation ☐ Expansion

Section 2 — **Description of Capital Item**

Conduct a feasibility study and design and construct a pedestrian bridge over I-85 to connect the Collins Ridge greenway system to neighborhoods south of I-85. The feasibility study is the necessary first step in this project. If the project is found to be not feasible then the project funds for design and construction would not be needed.

Justification and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Department Goals & Objectives

The Community Connectivity Plan recommends extending the greenway system to neighborhoods south of I-85. Developers of Collins Ridge are required to construct 1.1 miles of greenway which will be dedicated to public use and maintained by the town. The bridge is necessary to extend the greenway south of the interstate to serve Waterstone, Becketts Ridge and Cornwallis Hills residents. This project improves connectivity, walkability, and public spaces which are strategic objectives in the Strategy Map.

History and Current Status; Impact if Cancelled or Delayed

This project was first introduced when Collins Ridge was seeking Master Plan approval. Conditions of the approval require the developers to reserve and make available to the town land to accommodate pedestrian and bicycle connectivity and to work with the town to determine the location and specific design details for pedestrian and bicycle connectivity between the parcel south of I-85 and the public rights-of-way, sidewalks, greenways and trails in Collins Ridge. The bridge is critical to providing a safe pedestrian crossing of the interstate. Feasibility of the bridge needs to be determined to aid efforts by the town to work with the Collins Ridge developer and plan for future connectivity projects.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans		400,000						**400,000**
Engineering / Arch. Serv.			800,000					**800,000**
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.			3,200,000					**3,200,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	-	**400,000**	**4,000,000**	-	-	-	-	**4,400,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	-	**400,000**	**4,000,000**	-	-	-	-	**4,400,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
NCDOT Bike/Ped			2,000,000					**2,000,000**
STPBG		320,000	1,200,000					**1,520,000**
Local Match		80,000	800,000					**880,000**
Total Program Financing	-	**400,000**	**4,000,000**	-	-	-	-	**4,400,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Budget Justification Form

Department/division: Public Space

Request: Add Inclusive (Handicap Accessible) Play Equipment at Cates Creek Park and Gold Park

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2=should do

Line-item where funds are requested: Maintenance – Parks

Fiscal year(s) & amount(s) of request:
FY21- $40,000 ($25,000 at Gold Park, $15,000 at Cates Creek Park)

Describe request:
Cates Creek Park and Gold Park are the community-scale parks in Hillsborough. These parks serve a larger population of Hillsborough residents and visitors than the smaller tot lots. Both parks were built to meet minimum code requirements for handicap accessibility but neither park includes play equipment that is truly inclusive. This project will add inclusive equipment in the form of musical play stations to the existing play areas at both parks. A concrete pad will also be installed at Gold Park for the new play equipment. The stations will be wheelchair accessible and fun for all ages and abilities. This project was ranked as a top priority by the Parks and Recreation Board.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This project helps to serve the community by improving public spaces. It also helps advance the social realm as a sustainability initiative by improving access for underserved populations; a top priority for the Public Space Division.

Alternatives & operational impact if request is not funded:
This project could be phased over multiple years with equipment added as funds are available. The current budget allows for four (4) musical stations at each park. If needed, we could separate the project to add the equipment to one park in FY21 and one in a future budget year.

If this project is not funded, there will continue to be a population of children that are not served by the exiting play equipment at our community-scale parks.

Additional information:
Photos of inclusive musical play stations: chimes, congas, vibe marimba, and cabasa.

Budget Justification Form

Department/division: Public Space

Request: Additional Interpretive Signs with Topics Not Yet Covered by Existing Signs

Priority 1-3 (1=must do; 2=should do; and 3=could do): 3=could do

Line-item where funds are requested: Maintenance - Infrastructure

Fiscal year(s) & amount(s) of request:
FY21 - $8,000

Describe request:
Funds are needed for four (4) new interpretive signs in FY21. The existing interpretive signage program includes 12 signs on Riverwalk and 7 signs at town sites. It is a well-received and popular program. It takes 12-18 months to develop and vet original content for the signs. The FY22 funds would cover design and fabrication costs for the following signs:

1. Burwell School/Elizabeth Keckley
2. Dickerson Chapel/Job Berry
3. Occaneechi History and Village Replica Site
4. Conservation and Green Infrastructure at Cates Creek Park

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This project accomplishes the town's strategic objectives to serve the community by conserving cultural resources and improving public spaces.

Alternatives & operational impact if request is not funded:
This project can be delayed to a future budget year. However, the volunteers on the Signage Committee are already working on these signs through engaging with community members and local experts. If the project is not funded in the next year or two the community members may lose faith in the project.

Other sources of funding may be sought such as Tourism funds etc.

Additional information:
Example of an existing interpretive sign

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Exchange Park					Budget Unit #:	6300
Budget Unit:	Public Space		Functional Area:	General Government			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	
380,000		50,000	130,000	200,000	20,000	60,000	

Section 2 — **Description of Capital Item**

Several years ago, the Exchange Club Board indicated a willingness to offer Exchange Park to the town for a low-cost long-term lease. The site has been identified as a favorable site for a community-scale park and it is especially well situated for recreational uses for teens and pre-teens, groups that are currently underserved in town. Future amenities could include a skatepark as well as improved play equipment and picnic shelters. Currently, the town offers $7,500 in community reinvestment funds annually to aid in the costs associated with maintaining the park. This request includes $50,000 in FY21 for preliminary planning/engineering and initial site work; $130,000 in FY22 for necessary safety and accessibility improvements (parking & bathroom facilities), and $200,000 in FY23 for new facilties including matching funds for grants. Partnerships may also be utiltized for the development of new recreational facilties. This project assumes $20,000 a year operating costs for the park. Additional funds may be needed if the Exchange Club is willing to sell the property.

Justification and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Department Goals & Objectives

Acquiring and developing Exchange Park as a community-scale public park would help accomplish the town's strategic objectives to serve the community by conserving cultural resources and improving public spaces as well as managing resources by investing in infrastructure. Exchange Park is the only park in Park District 11 of the Parks and Recreation Master Plan. The Parks and Receration Advisory Board worked for the past year to develop a master plan for the park and recommends this project as their top priority. Town ownership and maintenance of the park would keep an important community resource open to the public and provide opportunities to meet recreation needs of currently underserved populations. The development of this park may be a strong candidate for a partnership with Orange County or a Parks and Recreation Trust Fund (PARTF) grant.

History and Current Status; Impact if Cancelled or Delayed

An agreement between the Exchange Club Board and town needs to be finalized. The Exchange Club Board has expressed interest in offering the park to the town. Their interest may wane over time. There are very few recreational resources in this area of town which is slated for significant growth in the future with the approved Collins Ridge development and likely redevelopment of Daniel Boone and train station properties. Exchange Park is centrally located and could be connected to downtown Hillsborough, the Riverwalk greenway system and Mountains-to-Sea Trail via sidewalk or greenway segments.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel		20,000	20,000	20,000	20,000	20,000	20,000	**120,000**
Other								-
Total	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**120,000**

Section 4 — **Project Costs**

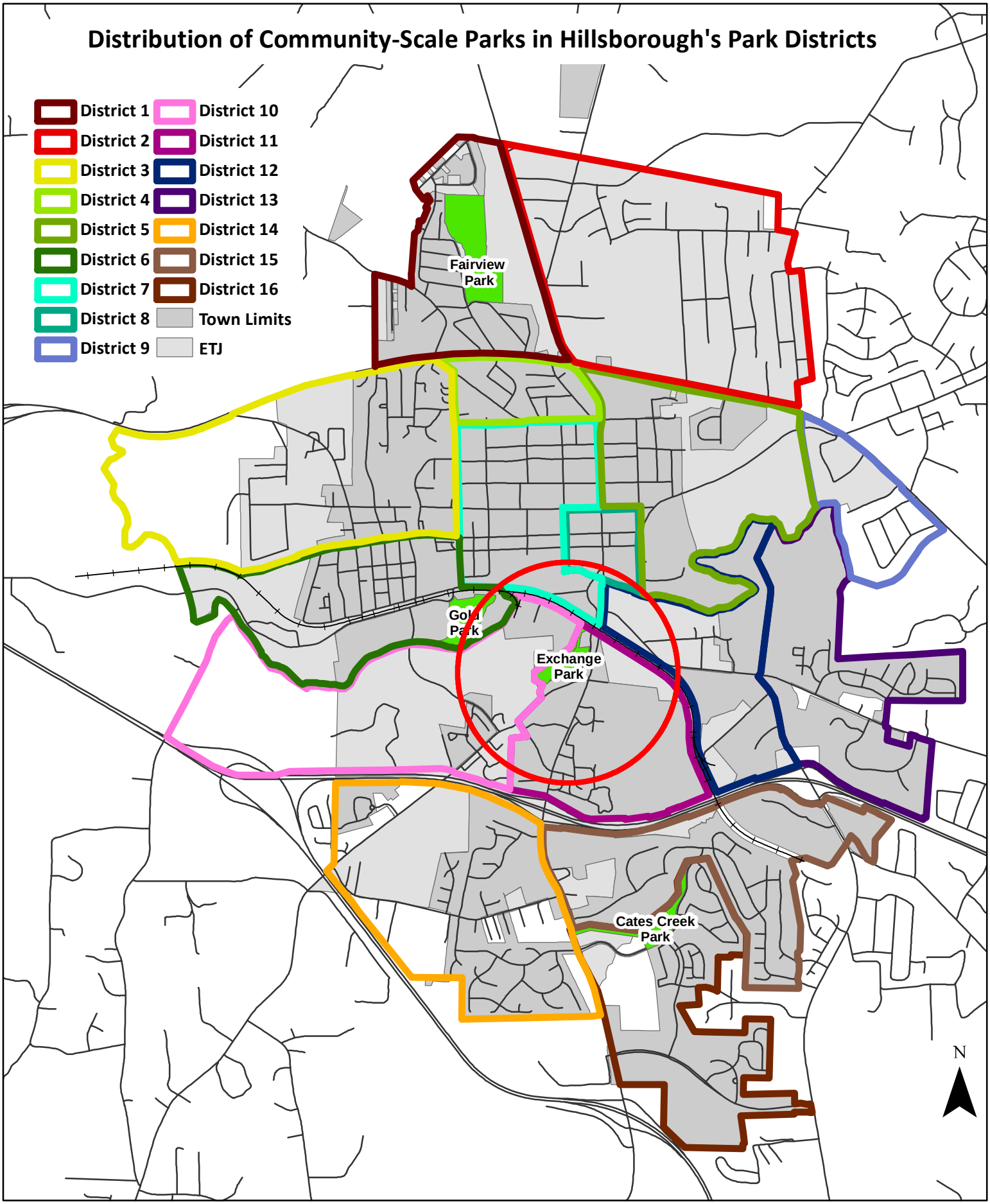
Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.	15,000	20,000						**35,000**
Land / ROW / Acquisition								-
Clear / Grade / Site Prep	35,000							**35,000**
Building / Utility Constr.		110,000	200,000					**310,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	**50,000**	**130,000**	**200,000**	**-**	**-**	**-**	**-**	**380,000**
Total Oper. Impact Est.	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**120,000**
Total Expenditure Est.	**50,000**	**150,000**	**220,000**	**20,000**	**20,000**	**20,000**	**20,000**	**500,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Operating Revenue	50,000	150,000	220,000	20,000	20,000	20,000	20,000	**500,000**
								-
								-
Total Program Financing	**50,000**	**150,000**	**220,000**	**20,000**	**20,000**	**20,000**	**20,000**	**500,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Please see attached Exchange Park Master Plan and Community Park Distribution Map
The Parks and Recreation Board has prioritized a skatepark for many years.
Parks and Receration Board spent a year developing this master plan in coordination with neighbors and stakeholders.
Staff needs direction on this project. It takes a significant amount of staff time and energy to maintain relationships and to pursue this project each year.
Additionally, the Town Board continues to makes payments for maintaining the park each year.
If this project is not scheduled for funding we should begin to look for alternative skatepark locations and let the Exchange Board know.



Exchange Park is shown here with a 1/2 mile buffer in red. The park is centrally located in town and serves residents in Park Districts 10,11 and 12, which includes the train station and Collins Ridge development sites. It also serve a broader population by having close access to downtown and public transit.

TOWN OF HILLSBOROUGH

Exchange Park Master Plan

Exchange Park Play Areas (June 2019)

Adopted January 21, 2020

Background

Located in Hillsborough at 331 Exchange Park Lane, Exchange Park is a privately owned park consisting of two parcels totaling 15.9 acres. The developed parcel, on the east side of the stream, is 6.8 acres and the undeveloped parcel, on the west side of the stream, is 9.1 acres. The developed property includes the building for the Exchange Club, which owns the park, ballfields that are leased by Hillsborough Youth Athletic Association (HYAA), two gravel parking areas and open grounds with play equipment. The park is open to the public during daylight hours. Amenities include playground equipment for ages 2-5 years old, swings, and a picnic shelter with tables. The undeveloped parcel is located across the stream and includes wooded land and steep topography.

History of the Hillsborough Exchange Club

The Hillsboro Exchange Club Inc. was chartered June 19, 1947. The club first met at the Colonial Inn in downtown Hillsborough. The club was very active in community improvement projects with a primary focus of reaching disadvantaged youth. In the early years, club members worked to improve athletic facilities at Orange High School. The club was registered with the N.C. Secretary of State in 1949. The name was changed to the Exchange Club of Hillsborough in 2015.

History of Exchange Park

The club purchased land from "Windy Bill" Ray and the park property was deeded to the club on May 4, 1955 by Mr. and Mrs. Ira Ray and Mrs. Walter Faribault. In 1960, the park officially opened to the public. Amenities included picnic shelters and a mini golf course. In 1968, the baseball field was added, and HYAA began using the field for practice and games in the 1969 baseball season. Over the years, many community fundraisers and social events took place in the park. Over time, the park facilities deteriorated and repairs were needed. In 2018, the restroom building received a new roof; and in 2019 the picnic shelter was replaced. Beginning in 2017, the Town of Hillsborough has given funds to the Exchange Club each year for maintenance and improvements at the park. The town gave $1,450 per year in fiscal years 2017-2019 and $7,500 for Fiscal Year 2020. These funds are offered as part of the community reinvestment program.

Existing Conditions

There is interest by Hillsborough Parks and Recreation Board for the town to lease the park from the Exchange Club to provide additional recreational opportunities to area youth. This objective aligns well with the Exchange Club mission. To develop a vision for the park, the Parks and Recreation Board worked with Exchange Club board members to develop a master plan. In 2019, the Parks and Recreation Board hosted a series of public meetings to identify issues and to develop recommendations for the park. Comments from the discussion included the following observations about current conditions at the park:

- The majority of park users are parents with young children.
- Sometimes the park is used by school-age kids and teenagers.
- The picnic areas are regularly used for group gatherings.
- HYAA leases the baseball fields, and often families use the playground during games.
- There has been recent significant flooding in the park.
- The play equipment is outdated and deteriorating.
- The upper parking area is poorly laid out.
- Parking is a problem within the park and along the road, especially during baseball practice and games.
- The existing restrooms are not handicap accessible.
- The play areas are not easily accessible due to steep grades and aging infrastructure.
- There is a creek and multiple underground utilities that run through the park.
- The park needs updated play equipment and new features that encourage more use.
- Neighbors would like to see a fence installed between the park and adjacent residential properties.

The following section includes historical pictures of Exchange Park.

Ca. 1958

Ca. 1958

New picnic shelter at park

A new picnic shelter has been added this year to the facilities of the Exchange Club Park in Hillsborough. The shelter was built due to the large demand for picnics by large groups during the summer season. Photo by Gee Coleman.

Ca. 1960

FORE!—Coy Wilkins of the Hillsborough Exchange Club practices his golf game to get in good form for tonight's tournament among the club's members. A qualifying round was played two weeks ago to determine pairings for tonight's event. The match will be held on the Exchange Club's newly renovated miniature golf course. News Photo by Sipe

Ca. 1968

NEW BALL PARK—Tommy Leonard is shown here with his son, Craig, staking out the new Little League Ball field being constructed by the Exchange Club at the Club's Park. Leonard stated that the field would be seeded as soon as rain was assured. The lighting and fencing will follow soon thereafter, with everything to be ready to play the 1969 season here.

Ca. 1968

Additional historical pictures of Exchange Park.

Ca. 1970s social event at picnic shelter

Ca. 1970s mobile concession stand

Ca. 1970s social event at picnic shelter

Ca. 1970s fish fry

Ca. 1970s fish fry

Ca. 1970s fish fry

The following section includes pictures documenting existing conditions at Exchange Park (2019).

View of play area

Stormwater ditch along Exchange Park Lane

Upper parking area

Play area at center of park

Play area and open space

Topography near upper parking area

Additional pictures of existing conditions at Exchange Park (2019).

Access stairs to picnic shelter from upper parking area

Topography near building

Play equipment

Play area near back of park

Play area near back of park

Play equipment near back of park

Additional pictures documenting existing conditions at Exchange Park (2019).

Manholes at rear of park

Stormwater culvert under railroad

Lower parking area near baseball field

Open space beyond lower parking area

Open space and mature trees at center of park

Single lane trestle on Exchange Park Lane

Site Constraints

Exchange Park has numerous constraints on development. First, the portion of the property includes the ballfield and lower parking area are currently leased by HYAA. Any improvements to those areas must be agreeable to HYAA. Leases may need to be modified for future development. The site constraints are outlined below and are shown on the Site Constraint Map.

Zoning

Exchange Park is zoned Office Institutional (OI) There are 20-foot front, side and rear setbacks. The following list includes the buffers for Exchange Park, which are also shown on the Site Constraints Map.

- 20-foot Type A Buffer along Exchange Park Lane.
- 100-foot Type C Buffer adjacent to railroad corridor.
- 40-foot Type B Buffer adjacent to properties zoned Agricultural Residential (AR) and Residential 20 (R20).
- 20-foot Type A Buffer adjacent to Residential 10 (R10), General Industrial (GI), and General Commercial (GC).

Buffer Definitions

- Type A Buffer includes intermittent plantings or visual obstruction from the ground to a height of at least 15 feet.
- Type B Buffer is a visual barrier from the ground to a height of 6 feet, intermittent visual obstruction to a height of at least 20 feet.
- Type C Buffer includes complete visual separation from the ground to a height of 10 feet at plant maturity and opaque year-round.

Stream Buffers

A 50-foot buffer must be observed on either side of the stream that crosses the Exchange Park property. The measurement is taken from the top of bank. The area within the stream buffer shall remain undisturbed with the exception of permitted uses and activities.

Utilities

There are underground sewer lines and stormwater pipes in Exchange Park. The approximate locations are shown on the Site Constraints Map. These utilities must be located and utility easement areas shall not be disturbed by development unless permits are granted.

Skatepark

In 2016, the Parks and Recreation Board received a petition signed by over 150 community members requesting a skatepark be built in Hillsborough. The board studied ten potential sites, including Exchange Park and ranked them according to the following properties:

- Proximity to public transportation.
- Expansion potential.
- Parking availability.
- Proximity to other park resources and amenities.
- Pedestrian/bicycle access.
- Visibility.
- Neighborhood impacts.
- Spectator accommodation.
- Community benefit.
- Proximity to first aid/emergency services.
- Proximity to businesses and other services.

Exchange Park ranked the highest of all sites studied. As a result, this master plan includes skatepark as the primary recreational resource at Exchange Park. It was the need for a safe and accessible skatepark for community youth that spurred interest from the Parks and Recreation Board in the development of Exchange Park as a public resource. Providing a safe area for youth, especially teens, to gather and recreate has been identified by the Parks and Recreation Board as a top priority.

Master Plan Recommendations

In 2019, the Parks and Recreation Board and Hillsborough Tree Board, in coordination with the town public space and stormwater divisions, developed a list of recommended improvements for Exchange Park. The process involved a series of public meetings held at the Hillsborough Town Hall Annex Board Meeting Room. Neighbors of the park were contacted via direct mail, and three press releases were sent to the general public advertising the meeting topics and times. The recommendations are detailed in this master plan and are intended to guide future spending decisions if the town becomes involved in the ownership and maintenance of Exchange Park.

Site Layout Recommendations

The following section includes recommendations for the organization of the Exchange Park property and amenities therein. Key priorities are identified later in this plan. These recommendations are shown on the Site Layout Map.

- Provide recreational equipment and opportunities specifically designed for older children and teens.
- Provide gathering areas or "chill spots".
- Provide a skatepark dedicated for skateboard use.
- Provide swings for all ages and abilities (include accessible swings).
- Provide natural play areas.
- Provide disc golf practice baskets.
- Provide natural surface trails on the undeveloped parcel for hiking or biking.
- Provide a footbridge across the stream for access to the natural trails area.
- Provide accessible restrooms with water fountains and spigot.
- Provide shaded picnic facilities.
- Improve lower parking area for shared use between park and ballfield users.
- Remove upper parking area for skatepark.
- Provide access to storage building for Exchange Club.
- Protect existing trees and replace any trees that must be removed for construction purposes.
- Improve stormwater system through use of green infrastructure.
- Provide landscaping and gardens that are helpful to wildlife and pollinators.
- Provide amenities (benches, trash/recycling containers, dog waste containers etc.).
- Provide opportunities for public art and interactive art.
- Provide privacy fencing for adjacent properties as desired by neighbors.
- Provide sufficient site lighting for safety and security.
- Provide site signage consistent with town's wayfinding and interpretive signage programs.

Site Connectivity Recommendations

Exchange Park is centrally located but is not accessible by sidewalk or greenway. The single lane trestle located on Exchange Park Lane between the park and downtown presents the most significant obstacle to pedestrian and bicycle connectivity. The trestle is not scheduled for replacement in the near future; but when it is replaced, adequate space for pedestrian and bicycle passage should be incorporated into the design. The Hillsborough Community Connectivity Plan shows recommendations for sidewalk and greenway connections to Exchange Park Lane; but if the park is developed, the plan should be updated to show this area as a key destination. Pedestrian and bicycle improvements not only provide access to the park but also help complete the pedestrian network by providing safe routes between neighborhoods on the south side of the Eno River to key commercial and service areas.

The following section includes recommendations for connecting Exchange Park to key area destinations. These recommendations are also included in the Site Connectivity Map.

- Provide pedestrian and bicycle connectivity to downtown.
- Provide pedestrian and bicycle connectivity to greenway system.
- Provide pedestrian and bicycle connectivity to future train station site and Collins Ridge neighborhood.
- Explore options to improve pedestrian and bicycle safety under single-lane trestle on Exchange Park Lane.
- Update Community Connectivity Plan to reflect high level of importance for pedestrian and bicycle connectivity between Exchange Park and area neighborhoods and destinations.

Key Priorities

The Parks and Recreation Board evaluated the list of recommendations to determine an order for implementation. The board agreed that providing accessible parking and restrooms should be the first objective as existing parking and restrooms are not accessible and are in need of replacement and upfit. The following list is intended to inform spending decisions when funding is available.

1. Improve lower parking area.
2. Provide privacy fencing for neighbors.
3. Provide accessible restrooms.
4. Make necessary stormwater improvements.
5. Design and build skatepark.
6. Provide accessible walkways to park amenities.
7. Install new inclusive play equipment.
8. Provide gathering spaces or "chill spots".
9. Provide connectivity to key destinations.
10. Make other recommended improvements as funding is available.

Next Steps

If the Town of Hillsborough decides to pursue a lease arrangement for Exchange Park, more detailed plans should be developed to guide site development. This master plan is intended to serve as a conceptual plan but changes to the plan are expected during design and engineering for park improvements. The layout of recommended site features should be investigated further and are subject to change. Additional input from stakeholders and the public should be solicited during plan development.

Maps

The following pages include three maps showing the site constraints, the conceptual site layout, and site connectivity recommendations at Exchange Park.

Potential Site Amenities

Following the maps are images of park amenities similar to ideas and themes desired for Exchange Park.

To keep this plan relevant, it should be updated every three to five years.

Site Constraints

Exchange Club Building	Zoning Setbacks	Stormwater Pipe	Stream Buffer
HYAA Leased Area	Buildable Area (5.6 acres)	Sewer Easement	NC Railroad

Trails
Chill Spot
Skate Park
Stormwater BMP
Accesible Walkway
Restroom
Swings
Expanded Parking
Picnic Shelter
EXCHANGE PARK

Site Layout

Site Connectivity

- Existing Sidewalks
- High Priority Sidewalks
- Low Priority Sidewalks
- Orange County Sidewalks Recommendations
- Riverwalk Greenway
- Future Greenway Recommendations
- Exchange Club Property
- NC Railroad
- Eno River

Examples of potential site amenities:

Skatepark

Hammocks

Free expression wall

Accessible public restrooms

Disc golf practice basket

Web swings

Mountain bike trails

Picnic shelters

Additional examples of potential site amenities:

Little library for teens

Small group study areas

Solar-powered charging station

Games area

Natural play equipment

Slackline

Small performance stage

Budget Justification Form

Department/division: Public Space

Request: Reforestation of Town-Owned Sites

Priority 1-3 (1=must do; 2=should do; and 3=could do): 3=could do

Line-item where funds are requested:
Maintenance – Trees (Public Space - $65,000)
Maintenance – Grounds (Stormwater - $10,000)

Fiscal year(s) & amount(s) of request:
FY21 - $75,000 ($375,000 spread over 5 years)
FY22 - $75,000
FY23 - $75,000

Describe request:
This project aims to plant a significant number of trees on town property and rights-of-way over the next several years. In the past 15 years, more than 400 acres or land have been cleared and graded for development in Hillsborough town limits. That equates to more than 10 percent of the overall tree canopy in town. Some of these areas have been planted back with landscape plants but there has still been a significant loss of canopy and forest habitat.

Carbon dioxide in the atmosphere is a leading cause of climate change. Trees absorb carbon dioxide and other gases from the air to 'feed' themselves. The by-product of this process is oxygen, which is necessary for life. The environment also improves as urban trees reduce the "heat island effect" by as much as 9 degrees Fahrenheit. One tree can cool as much as five air conditioners running 20 hours a day.

Trees also help control erosion and reduce urban stormwater runoff. They also capture sediment and toxins that lower water quality, which can reduce the need for costly stormwater control measures. In addition, trees enrich the environment by providing habitat for wildlife and by providing shade, reducing stress and filtering out unwanted noise. Studies have shown that there is less stress on emergency and police services with enhanced green space. (Information from the NC State College of Agriculture and Life Sciences)

Currently the Tree Board plants about 10 trees per year but often the number of trees removed or lost is greater. This project aims to make a greater impact with significantly larger numbers of plantings. Tree planting on this scale is an investment in the future of our community and will help mitigate carbon output almost immediately. Three areas have been identified and prioritized by the Tree Board and Parks and Recreation Board for reforestation. They include underutilized open spaces in Gold Park, Cates Creek Park and near the Town Cemetery on East Corbin Street. A map is included for reference. The total amount of land available at these sites for reforestation is about 10 acres. Trees would be 1-2-inch caliper at planting and would be organized along a grid in columns like orchards. This design provides a visual cue to citizens that these trees are intentional in their placement and part of a larger climate initiative. It provides an outdoor classroom for other individuals and groups interested in reforestation. Narrow rows between the columns of trees will be mowed for access. Installation costs, soil amendments and tree protection are included in the project costs.

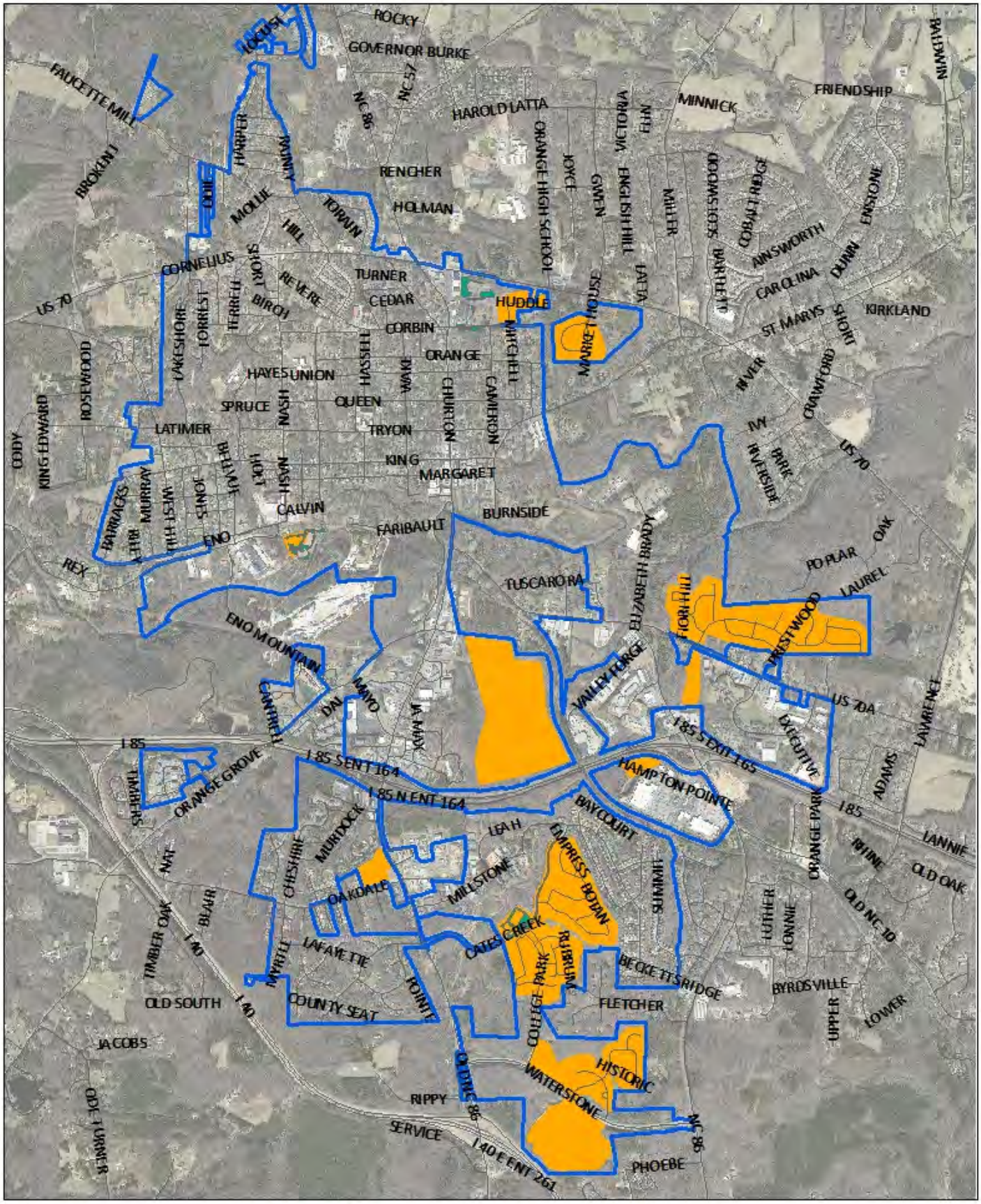
This project would cost $375,000 needs to be phased in over 5 years order to be manageable by town staff. About 250 trees would be planted and maintained each year. Since reforestation helps to accomplish stormwater goals, the Stormwater and Environmental Services Division advises that up to $10,000 a year can be budgeted for this project from the Stormwater Utility fee. The following list are tree species recommended by Tree Board and the NC Forest Service for maximum carbon absorption and survival potential.

Trident Maple
Eastern Red Cedar
Short-leaf Pine
Loblolly Pine
Tulip Poplar
Northern red Oak
Bald Cypress
Lacebark Elm

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
The reforestation project serves the community by conserving natural resources and improving public spaces. It also helps advance the environmental realm as a sustainability initiative; a top priority for the Public Space Division.

Alternatives & operational impact if request is not funded:
If funding is not available at the scale requested, the town could choose to start with a smaller pilot project and/or seek other funding.

Additional information:
A map is attached showing areas cleared in the past 15 years (orange) and areas proposed for reforestation (green).



Town of Hillsborough Reforestation Plan

Town Limits | Tree Planting Areas (10.2 acres) | Cleared Areas (407.9 acres)

N

Budget Justification Form

Department/division: Public Space

Request: Equipment for Public Space Maintenance

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2=should do

Line-item where funds are requested: Supplies – Departmental

Fiscal year(s) & amount(s) of request:
FY21 - $3,700 (auger = $600, water tanker/pump = $600, and snowplow tractor attachment=$2,500)

Describe request:
These pieces of equipment are needed for Public Works to be able to complete work in public spaces like town-owned parks, facilities, and parking lot areas. The auger will help with tasks like installing signs and fencing and digging holes for new plantings. The water tanker is needed to water the downtown planters and new trees, which are currently watered by hand with 5-gallon buckets. The snowplow tractor attachment will help with clearing the downtown parking lots and community parks.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This project helps to manage resources and deliver services more efficiently and these new pieces of equipment will help us work more sustainably, a Top Departmental Goal for Public Spaces.

Alternatives & operational impact if request is not funded:
If this project is not funded, we will continue to use the equipment we have like post hole diggers, shovels, and buckets to complete work order tasks.

Additional information:
N/A

Safety & Risk Management

SAFETY & RISK MANAGEMENT – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Safety and Risk Management Division ensures that safety regulations are followed, conducts inspections of town facilities, investigates accidents with recommendations for corrective actions, implements OSHA-mandated safety training, manages the town's random drug testing program, and establishes policies and procedures for compliance with federal and state OSHA regulations.

FY20 MAJOR ACCOMPLISHMENTS:

- Held 4 active shooter trainings at different times and on two different days to allow as many employees as possible to attend.
- Partnered with TJCOG to conduct an active shooter site evaluation for all town facilities that the public has access to.
- Partnered with TJCOG to conduct ergonomic site evaluations for the new/newly renovated facilities (Town Hall Annex and Town Administration Building).
- Kept the property and liability risk modifier low at .78, the goal range is .75-1.25.
- Early indications suggest the workers compensation modifier will continue on a downward trajectory.
- Completed annual fire extinguisher audit.
- Held monthly safety meetings.
- Trained safety Committee Members to inspect and audit work areas as to minimize workplace incidents.
- Introduced protocol for pandemic i.e. Propper use of PPE, Sanitizing workspaces, Social distancing...
- Introduced LED sign as to offer safety guidance as well as safety reminders.
- Preparing town staff for the pandemic has proven to be a challenge. Securing safety supplies is and has been a struggle. Fortunately, supplies were on hand to accommodate employee needs.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Major focus area for FY21 will be the ADA transition plan.
- Increase for safety shoe allowance per person from $150 to $200. Allowance has been $150.00 for over 10 years.
- Finding alternative ways of offering trainings, finding more competitive pricing on supplies will be of utmost priority due to the current pandemic.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- Due to unforeseen circumstances, Establishing the ADA transition plan will be prolonged due to minimal available funding. The town will continue to ensure that all town owned buildings, parks and rights-of-way are in compliance. The ADA transition plan consists of conducting a self-evaluation to identify if there are any physical barriers for the public to access programs. Once the self-evaluation has been completed, we will know what physical barriers need to be updated and be able to get estimates on how much it will cost.
- The safety committee and risk manager are working on putting together additional safety policies catered to the towns many functions and newly identified pandemic needs.
- Investing in specialized training (I.e. advanced electrical training and heavy equipment operator training) will be critical in the future. A better trained employee could result in lower insurance costs and fewer incidents.
- Updating safety apparatuses and personal protective equipment is a priority. Items such as life rings at the water plant are showing signs of deterioration, fall protection harnesses and lanyards are approaching their expiration dates. Maintaining sound safety gear and various types of equipment is a priority.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personnel Services	105,904	101,279	108,969	*7,690*	*7.6%*	
Operations	49,025	78,222	78,410	*188*	*0.2%*	
Capital Outlay	0	0	0	*0*	*0.0%*	
Cost Allocations	(95,042)	(93,341)	(97,438)	*(4,097)*	*4.4%*	50% shared with Water/Sewer Fund
Total	**$ 59,887**	**$ 86,160**	**$ 89,941**	***3,781***	***4.4%***	and 2% shared with Stormwater
% Change	*-30.2%*	*43.9%*	*4.4%*			
FTE	1.00	1.00	1.00			

SAFETY & RISK MANAGEMENT

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Salaries - Regular	77,724	72,866	79,752	*6,886*	*9.5%*	
FICA	6,852	6,713	6,101	*(612)*	*-9.1%*	
Hospitalization	9,636	9,648	10,078	*430*	*4.5%*	
Life/Disability/Vision	515	511	541	*30*	*5.9%*	
Dental Insurance	373	342	374	*32*	*9.4%*	
Retirement	6,994	7,632	8,135	*503*	*6.6%*	
Supplemental Retirement - 401K	3,810	3,567	3,988	*421*	*11.8%*	
Personal Services Subtotal	105,904	101,279	108,969	*7,690*	*7.6%*	
Operations						
Training/Conferences/Conventions	4,328	11,710	15,000	*(6,500)*	*28.1%*	Reduce by $6500.
Training for Safety & Risk Mgmt Officer		*6,710*	*4,000*	*(2,000)*		Carolina Star; safety trainings; UNC SOG-reduce $2000.
Safety Training for Town Employees		*3,000*	*7,000*			FY21- incl water and wastewater certification; est. $3500
Interactive Training/Adobe Connect		*1,000*	*1,000*			Webinars/taped courses for easier access
CPR/AED/First Aid Training		*1,000*	*3,000*			
Telephone/Internet	840	840	840	*0*	*0.0%*	
Smart Phone Stipend @ $70/mo (1)		*840*	*840*			
Postage	0	20	20	*0*	*0.0%*	
License Fees	0	0	0	*0*	*0.0%*	
Maintenance - Buildings	2,502	2,760	3,000	*240*	*8.7%*	
Maintenance - Equipment	0	3,500	1,500	*(2,000)*	*-57.1%*	Moved fire ext. to OSHA dept. supplies
Gasoline	935	630	700	*70*	*11.1%*	
Supplies - Office	446	1,000	1,000	*0*	*0.0%*	
Supplies - Departmental	0	200	200	*0*	*0.0%*	
Departmental Supplies - OSHA	21,053	20,000	34,400	*14,400*	*72.0%*	
Safety Supplies		*20,000*	*20,000*			
Fire extinguishers and fire extinguisher audit		*0*	*4,000*			FY21-$4000 moved from Maint- Equip line-item
Safety Shoes		*0*	*10,400*			FY21-$200/eligible employee; centralize expense in Safety
Supplies - Data Processing	0	0	0	*0*	*0.0%*	
Rental - Equipment	0	0	0	*0*	*0.0%*	FY20 - Discontinue expense
Drug Testing	6,044	4,000	6,500	*2,500*	*62.5%*	
Dues & Subscriptions	80	1,000	1,000	*0*	*0.0%*	
Miscellaneous	167	19,290	750	*(18,540)*	*-96.1%*	
ARC Flash Study		*19,290*	*0*			
Miscellaneous		*0*	*750*			
Safety Awards Program	12,630	13,272	13,500	*228*	*1.7%*	Funded with insurance savings
Operations Subtotal	49,025	78,222	78,410	*188*	*0.2%*	
Capital Outlay						
Capital - Vehicles	0	0	0	*0*	*0.0%*	
Capital - Equipment	0	0	0	*0*	*0.0%*	
Capital Outlay Subtotal	0	0	0	*0*	*0.0%*	
Cost Allocations						
Cost Allocation - Water/Sewer	(91,387)	(89,751)	(93,690)	*(3,939)*	*4.4%*	50% Allocated to Water & Sewer Fund
Cost Allocation - Stormwater	(3,655)	(3,590)	(3,748)	*(158)*	*4.4%*	2% Allocated to Stormwater Fund
Cost Allocations Subtotal	(95,042)	(93,341)	(97,438)	*(4,097)*	*4.4%*	
Safety & Risk Management Total	**$ 59,887**	**$ 86,160**	**$ 89,941**	***$ 3,781***	***4.4%***	
% Change	*-30.2%*	*43.9%*	*4.4%*			

Information Services

INFORMATION SERVICES – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- Maintain and improve the town's information services infrastructure.
- Provide IT support for town personnel.
- Provide protection from viruses, worms, Trojan horses, and other malicious codes; scanning, updating definitions.
- Provide timely application of system patches, part of configuration management.
- Maintain, test and monitor data backup and recovery services.
- Provide recommendations on computers, tablets, servers and other hardware replacements and enhancements.
- Provide network security enhancements.

FY20 MAJOR ACCOMPLISHMENTS:

- Upgraded computers to Windows 10 ahead of Windows 7 end of support date.
- Hire an IT Manager to manage the town's managed services contract, develop needed polices and act as project manager for various IT projects.
- Migrated from on-premise SmartFusion Financial Management software to cloud-hosted Harris Cloud SmartFusion Financial Management software.
- Implemented and secured a work from home teleworking workforce during COVID-19 pandemic.
- Managed the PD Annex Remodel Project building wiring; the design, installation, and configuration of the network infrastructure; and the audiovisual equipment selection and installation.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Continue to explore and implement cyber security measures.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- Interconnection between town facilities via reliable high-speed internet continues to be a priority for the town. The town is currently exploring partnering with Orange County to build a fiber network that will connect our facilities and potentially have excess capacity that could be leased to a third-party provider for last mile service to citizens. If this project does not move forward, the town will need to consider leasing a fiber connection from a third-party provider.
- Redundant internet options.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	0	61,281	133,932	*72,651*	*118.6%*	FY20 - IT Manager hired 1/20
Operations	383,055	470,408	392,980	*(77,428)*	*-16.5%*	Maintain town information services
Capital Outlay	0	0	12,000	*12,000*	*0.0%*	infrastructure; replace hardware &
Debt Service	0	0	0	*0*	*0.0%*	upgrade software
Transfers	0	0	0	*0*	*0.0%*	
Cost Allocations	(381,287)	(276,479)	(280,234)	*(3,755)*	*1.4%*	50% allocated to Water & Sewer Fund
Total	**$ 1,768**	**$ 255,210**	**$ 258,678**	***3,468***	***1.4%***	& 2% allocated to Stormwater Fund
% Change	*-99.2%*	*14334.4%*	*1.4%*			
FTE	1.00	1.00	1.00			

INFORMATION SERVICES

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Salaries - Regular	0	46,924	100,000	*101,025*	*113.1%*	FY20 - position filled 1/20
FICA	0	3,445	7,650	*4,205*	*122.1%*	
Hospitalization	0	3,922	10,078	*6,156*	*157.0%*	
LIfe/Disability/Vision	0	263	630	*367*	*139.5%*	
Dental Insurance	0	156	374	*218*	*139.7%*	
Retirement	0	4,224	10,200	*5,976*	*141.5%*	
Supplemental Retirement - 401K	0	2,347	5,000	*2,653*	*113.0%*	
Personal Subtotal	0	61,281	133,932	*72,651*	*118.6%*	
Operations						
Training/Conferences/Conventions	3,985	0	1,300	*1,300*	*0.0%*	Training for IT manager &/or employees
Staff Training		*0*	*0*			
NCLGISA Conference		*0*	*1,300*			4 conferences per year
Telephone/Internet	85,985	78,169	84,500	*6,331*	*8.1%*	
Telephone & Internet		*71,445*	*72,000*			
Hotspots		*3,649*	*9,500*			FY21-Increased # of units during FY20
Maintenance & Support		*3,075*	*3,000*			
Postage	0	75	0	*(75)*	*-100.0%*	
License Fees	31,192	70,303	48,500	*(21,803)*	*-31.0%*	
O365 License Fees		*29,000*	*40,500*			
Email Archiving Updates & License Fees		*4,855*	*0*			3-year licenses; due 4/23
Networking Device License Fees		*28,985*	*0*			3-year licenses; due 8/23
Web Filter License		*0*	*0*			3-year licenses; due 2/22
Password Management Software		*0*	*0*			Deferred
Adobe Licenses		*6,766*	*7,000*			Acrobat Pro, Premier, Photshop & InDesign
Electronic Signature/Workflow Software		*0*	*0*			Request from Accounting Dept.; Deferred
Miscellaneous License Fees		*697*	*1,000*			
Supplies - Data Processing	78,158	99,675	23,500	*(76,175)*	*-76.4%*	
Replace Computers		*94,396*	*18,000*			FY21-defer replacements when possible
Replace Tablets		*3,789*	*4,000*			FY21-defer replacements when possible
Replc/Upgrade Networking Devices		*0*	*0*			
Miscellaneous		*1,490*	*1,500*			
Data Processing Services	183,434	222,186	234,430	*12,244*	*5.5%*	
Routine Maintenance and Support		*135,750*	*136,500*			Includes 24/7 support for Police MDTs
CBI Mobile Device Management		*3,600*	*3,600*			Monitor, manage and secure mobile devices
Special Project Support		*4,500*	*7,500*			Unexpected needs, system upgrades, etc.
Server & O365 Back-up		*37,949*	*39,780*			
CBI Artificial Intelligence Threat Protection		*7,718*	*8,190*			
Huntress EndPoint Protection		*4,410*	*4,680*			
CBI Cloud Spam Fitering		*7,459*	*9,180*			
Miscellaneous Security Assessments		*14,300*	*15,000*			Wireless, cloud, mobile security, CJIS, etc.
Move Investigations to Old Annex		*2,000*	*0*			
Miscellaneous Support/Services		*4,500*	*10,000*			
Maintenance - Infrastructure	0	0	0	*0*	*0.0%*	Maintain fiber infrastructure
Miscellaneous	300	0	750	*750*	*0.0%*	
Miscellaneous		*0*	*750*			
Operations Subtotal	383,055	470,408	392,980	*(77,428)*	*-16.5%*	
Capital Outlay						
Capital - Data Processing	0	0	7,000	*7,000*	*0.0%*	Replace servers
Capital - Software	0	0	5,000	*5,000*	*0.0%*	Address software/tech needs as they arise
Capital - Infrastructure	0	0	0	*0*	*0.0%*	Expand fiber network
Capital Outlay Subtotal	0	0	12,000	*12,000*	*0.0%*	
Debt Service						
Capital Lease	0	0	0	*0*	*0.0%*	
Fiber Loop	*0*	*0*	*0*			$224,500/yr debt service
Debt Service Subtotal	0	0	0	*0*	*0.0%*	
Transfers						
Transfer to Project Fund	0	0	0	*0*	*0.0%*	
Fiber Loop	*0*	*0*	*0*			Fiber engineering work; possible cost
Debt Service Subtotal	0	0	0	*0*	*0.0%*	savings by partnering with OC

Cost Allocations						
Cost Allocation - Water/Sewer	(366,622)	(265,845)	(269,456)	*(3,611)*	*1.4%*	50% Allocated to Water & Sewer
Cost Allocation - Stormwater	(14,665)	(10,634)	(10,778)	*(144)*	*1.4%*	2% Allocated to Stormwater
Cost Allocations Subtotal	(381,287)	(276,479)	(280,234)	*(3,755)*	*1.4%*	
Information Services Total	**$ 1,768**	**$ 255,210**	**$ 258,678**	***$ 3,468***	***1.4%***	FY19 - funding for projects carried forward to FY20
% Change	*-99.5%*	*14334.4%*	*1.4%*			

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Information Services

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Technology Refresh	Deferred computer and tablet refreshes where possible.	FY21	$38,000
2	Capital – Software	To address mid-year software needs. This funding has been deferred.	FY21	$20,000
3	Fiber Loop	Partner with Orange County to build a fiber loop that connects all Town facilities providing increased internet speeds, reliability and redundancy. ($2.055M; GF-$110,962/yr, WSF-$138,702/yr, SF-$3,699/yr). First debt payment in FY22.	FY21 FY22 FY23	$0 $110,962 $110,962

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Fiber Loop					Budget Unit #:	6610
Budget Unit:	Information Services		Functional Area:	General Government			Priority Rank:	1
Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years		
3,000,000	165,000	3,000,000	-	-	-	-		

Section 2 — **Description of Capital Item**

Connect all town facilities via a fiber connection. This will create a town-wide network, making file sharing and communication between facilities and departments easier. We currently have standard internet service and use VPNs to connect facilities. As a result, sharing files is difficult and done mostly via email. In addition to connecting town facilities, this project would build a fiber backbone capable of fostering fiber to the home, or last mile service by third-party providers. The hope is that having this infrastructure in place will encourage fiber internet providers to provide fiber service to the citizens of Hillsborough.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

This project would tie into an initiative to connect all governments in Orange County (Orange County, Chapel-Hill, Carrboro, OWASA, UNC, Chapel-Hill Carrboro City Schools, & Orange County Schools) . Not only would this provide redundancy in the fiber loop, but it would allow for easier communication between organizations. The ultimate goal for the Orange County initiative is to connect to MCNC, the state's fiber network. This would serve as a redundant fiber internet connection when our primary connection is down, which would greatly reduce and/or eliminate internet downtime for the town.

History and Current Status; Impact if Cancelled or Delayed

A feasibility study was conducted in FY17 to determine the cost of constructing the fiber loop. If this project is not funded, staff will continue to find ways to operate around the lack of connectivity between departments and facilities. We can also explore leasing a fiber connection from a third-party vendor.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.								-
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.	2,055,000							**2,055,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	**2,055,000**	-	-	-	-	-	-	**2,055,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	**2,055,000**	-	-	-	-	-	-	**2,055,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Debt Financing	2,055,000							**2,055,000**
								-
								-
Total Program Financing	**2,055,000**	-	-	-	-	-	-	**2,055,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Allocation of Construction Costs

$	900,000	General Fund
$	1,125,000	Water & Sewer Fund
$	30,000	Stormwater Fund

TOWN OF HILLSBOROUGH

To:	Eric Peterson, Town Manager and Emily Bradford, Budget Director
From:	Beth Yurchisin, IT Manager
Date:	February 19, 2020
Re:	Hillsborough Fiber Project

After reviewing all of the documentation provided with the feasibility study and various documentation on justification of how fiber can benefit the town, the simple fact is that the town needs to be able to provide access to necessary data, resources, and information in the most efficient and effective method possible in order to provide the best services to the town constituents.

Fiber cabling to all of the town facilities will allow the town to create a true town-wide network infrastructure allowing for the sharing of needed data, resources, and information amongst all departments within the town at a reliable, fast speed, with built-in redundancy and provide the ability for the town to continue moving forward into the future with an infrastructure that will continue to deliver adequate access to all data and information as technology advances.

The town has been struggling with an inadequate internet solution for years. The current solution lacks reliability, redundancy, and adequate speed and has prevented the creation of a town-wide network infrastructure. As such, there has been a significant delay in centralizing the town's phone system. Without the ability to centralize the phone system to a single VoIP telephony system, the town has had to support three (3) different phone systems in order to connect all of the various town facilities. This has created higher overhead costs, created more support work for the town's current phone vendor, limited the features and functions available on the VoIP telephony system, and impacted call quality due to the limited and, at times, inadequate internet speeds.

As the town continues the migration to industry driven cloud-based, hosted software solutions, the need for a fast, reliable fiber internet solution becomes critical. Many of the software applications utilized by the town have migrated to cloud-based, hosted software solutions and have evolved from a few users within a department to entire departments, or in some cases, all town employees. Over the last few years, personnel records and performance management moved to the cloud with NeoGov. Utility billing switched from an on-premise system to a cloud-based system. The entire Microsoft Office Suite, including Word, Excel, Powerpoint, and Exchange Outlook email, was migrated to the cloud-based, hosted software solution, Office 365, several years ago. Adobe Systems announced in 2013 that all of their software applications used for graphic design, video editing, web development, photography, and mobile applications were only available as a subscription based, cloud hosted service delivered over the internet. The Police Department uses the cloud-based PowerDMS software solution to track training. Water & Sewer and Stormwater are currently using the cloud-based Utility Cloud software solution for work order tracking. And, the majority of the staff are using Works, a cloud-based platform for purchasing card reconciliation and account coding. The current business class internet solution utilized by the town does not provide sufficient speed, bandwidth, reliability, and redundancy required to access all of these hosted, cloud-based software solutions and will continue to limit access to the data and resources stored within the applications over time.

Lastly, creating a fiber loop would provide the built-in redundancy the town has been without and prevent many of the periodically outages the facilities have had to deal with over the years. In the event of a fiber cut or break, the routers at the various facilities redirect the data and send it in a different direction on the loop to reach its destination. This redundancy prevents unnecessary down time and increases productivity throughout

the town. The fiber loop will also allow the town to connect to Orange County, who has facilities all over the county, and potentially allow the town to gain access to different internet providers not available in Hillsborough. Not only could this potentially result in cost-savings, but being able to have a primary and back-up internet provider in somewhat geographically diverse locations could result in increased up-time, especially during an event.

Summary

Why Needed:

- Reliability and redundancy
- Increased speeds (upload and download) to handle the cloud-based, hosted environment
- Centralized town-wide network infrastructure
- Centralized VoIP telephony phone system

Why Now:

- Cost savings by partnering with Orange County

Police – Administration

POLICE – ADMINISTRATION – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Police-Administration Division oversees the daily operations of the Police Department, ensuring that all town codes, policies, and North Carolina laws are enforced. The division also directs and plans all activities that are required to protect life and property, as well as budget preparation and expense monitoring for the department. The division manages the administrative functions including logistics, procurement, and facilities management.

FY20 MAJOR ACCOMPLISHMENTS:

- Reviewed and updated all internal policies.
- Increased internal and external leadership and supervision training to further develop current supervisors and prepare future supervisors. Attempted a sustained internal program but was interrupted by COVID-19 pandemic.
- Designed and planned renovations for the N. Churton Street Public Safety Station, located in the Old Town Hall Annex building.
- Filled vacant management analyst position and created a new lieutenant position. These changes allowed for:
    - Implementing a new command structure, increasing leadership in the patrol division from one to two lieutenants;
    - Streamlining the department finance process; and
    - Refining our community-oriented policing procedures and outreach programs.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Reevaluated the FY21 requests in light of the current COVID-19 pandemic. Reductions to operations made, and the Assistant Chief of Police position was deferred to a future fiscal year.
- Funding for continued external supervisor and leadership development training was requested.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- With the growth our town is projected to experience, we need to plan for expansion of personnel in order to maintain our current level of service.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	395,153	484,734	520,830	*36,096*	*7.4%*	Asst. Chief Police position frozen for FY21.
Operations	131,016	176,876	172,715	*(4,161)*	*-2.4%*	Reductions made in light of COVID-19 pandemic.
Capital Outlay	22,825	0	0	*0*	*0.0%*	
Debt Service	36,377	18,189	0	*(18,189)*	*-100.0%*	Debt for records management system retired.
Transfers	0	176,560	0	*(176,560)*	*-100.0%*	
Total	**$ 585,371**	**$ 856,359**	**$ 693,545**	***(162,814)***	***-19.0%***	
% Change	*-2.5%*	*46.3%*	*-19.0%*			
FTE	4.00	4.75	4.75			

POLICE - ADMINISTRATION

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	0	200	500	*300*	*150.0%*	Vacant Mgt. Analyst hired in late FY19
Salaries - Regular	268,969	332,400	342,138	*9,738*	*2.9%*	
FICA	20,495	24,600	27,955	*3,355*	*13.6%*	
Hospitalization	46,509	58,366	67,330	*8,964*	*15.4%*	
Life/Disability/Vision	1,730	1,969	2,179	*210*	*10.7%*	
Dental Insurance	1,406	1,695	1,870	*175*	*10.3%*	
Retirement	22,462	31,169	38,940	*7,771*	*24.9%*	
Supplemental Retirement-401(k)	13,412	16,347	17,132	*785*	*4.8%*	
Separation Allowance - Law Enforcement	20,169	17,988	22,786	*4,798*	*26.7%*	FY21 - 2 retirees on Sep. Allow.
Personal Services Subtotal	395,153	484,734	520,830	*36,096*	*7.4%*	
Operations						
Legal	9,205	9,205	9,205	*0*	*0.0%*	Legal consultants
Training/Conferences/Conventions	6,765	5,260	5,500	*240*	*4.6%*	
Suprv. Leadership Dev. Training		*3,060*	*2,000*			
External Resources Training		*0*	*0*			
Firearms Training & Qualification		*1,800*	*3,000*			FY21 - previously accounted for in Patrol
Miscellaneous Training		*400*	*500*			
Telephone/Internet	1,680	1,680	1,680	*0*	*0.0%*	
Cell Phones $70/mo. (2)		*1,680*	*1,680*			Stipend for Chief + Admin Lt.
Postage	377	150	400	*250*	*166.7%*	
License Fees	11,579	11,500	4,449	*(7,051)*	*-61.3%*	
Power DMS		*0*	*2,599*			3-yr license renewal, through FY23
Guardian Tracking		*1,600*	*1,850*			
GPS Monitoring Devices		*9,900*	*0*			GPS tracking devices in cars (GEOTAB)
Utilities	10,413	15,000	16,500	*1,500*	*10.0%*	
Maintenance - Buildings (2)	10,420	29,503	22,383	*(7,120)*	*-24.1%*	2 buildings (.5 year substation, .5 year annex);
Elevator Inspection		*185*	*185*			Cleaning, pest, waste, shredding & paper products.
Fire Alarm Inspection		*900*	*900*			Increased for new building;
Miscellaneous Maintenance		*10,373*	*10,000*			Repairs, locksmith, paper products, supplies
Exterminator service		*1,128*	*1,128*			(2-3 buildings) transition costs and three buildings.
Cleaning Service		*6,252*	*7,010*			$271 x 12 (HQ); $250 x 6/$375x6 (substation/annex)
HVAC Contract		*1,310*	*1,310*			
Generator Maintenance		*950*	*950*			
Shred it		*900*	*900*			
Secruitas, annex security cameras		*2,695*	*0*			
Servepro, Substation flood repair		*4,810*	*0*			
Maintenance - Vehicles	0	2,365	0	*(2,365)*	*-100.0%*	
Equipment Repair	235	0	500	*500*	*0.0%*	
Gasoline	980	600	660	*60*	*10.0%*	
Supplies - Office	5,077	3,500	5,000	*1,500*	*42.9%*	FY19 - All office supplies moved to Police-Admin
Supplies - Departmental	90	500	500	*0*	*0.0%*	
Uniforms & Clothing	4,315	4,300	1,040	*(3,260)*	*-75.8%*	
Uniforms		*1,500*	*800*			Annual uniform cost= $300 x 5 (3 sworn, 2 nonsworn)
Body Armor		*0*	*0*			$900 for vest & carrier
Boot Stipend		*2,800*	*240*			$120 x 2 (officers in patrol)
C.S. - Elevator	4,361	4,505	4,685	*180*	*4.0%*	
Elevator Maintenance Contract		*4,505*	*4,685*			Increases annually 2-4%
C.S. - Copier	6,503	7,200	7,000	*(200)*	*-2.8%*	FY19 - consolidated in Admin (3 copiers)
C.S. - Southern Software/IT	1,250	1,250	1,262	*12*	*1.0%*	
C.S. - Driver Safety Training	0	0	0	*0*	*0.0%*	$3,500 FY20 budget transfer to patrol uniform
C.S. - Animal Control	41,545	65,221	71,999	*6,778*	*10.4%*	FY21 - field service and personnel increases
Data Processing Services	12,387	13,007	13,983	*976*	*5.0%*	Records Management Software
Hiring/Selection Process	2,248	1,250	4,719	*3,469*	*277.5%*	
Triangle J Council of Government		*0*	*4,369*			Regional Recruiting Effort
Selection processes		*250*	*350*			$350 per hiring or promotion process
Screening Tests		*0*	*0*			Psychological/Medical/drug testing
BLET Expenses		*1,000*	*0*			BLET Uniform = $535; BLET Books $400-$1,000;
Dues & Subscriptions	130	40	200	*160*	*400.0%*	
Miscellaneous	1,457	816	1,000	*184*	*22.5%*	
Vehicle Tax & Tags	0	24	50	*26*	*108.3%*	
Operations Subtotal	131,016	176,876	172,715	*(4,161)*	*-2.4%*	
Capital Outlay						
Capital - Vehicles	22,825	0	0	*0*	*0.0%*	
Capital Outlay Subtotal	22,825	0	0	*0*	*0.0%*	

Debt Service						
Debt Service	36,377	18,189	0	*(18,189)*	*-100.0%*	
Records Mgmt. Software Upgrade		*18,189*	*0*			Debt Retired FY20
Debt Service Subtotal	36,377	18,189	0	*(18,189)*	*-100.0%*	
Transfers						
Transfer to Pub. Safety Facility Fund	0	176,560	0	*(176,560)*	*-100.0%*	
Public Safety Station		*176,560*	*0*			Renovate old Annex
Transfers Subtotal	0	176,560	0	*(176,560)*	*-100.0%*	
Police - Administration Total	**$ 585,371**	**$ 856,359**	**$ 693,545**	***$ (162,814)***	***-19.0%***	
% Change	*-2.5%*	*46.3%*	*-19.0%*			

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Police

PRIORITIZATION NOTE: Grouped significant items in a 1-5 priority (~3 at each level). Less critical reductions were listed as 6+ and things I really have no problem with putting off a year were 10+. The recruiting reductions were ranked as 5 to reflect that if we lose staff suddenly, we may have to do hiring. My hope is that this helps show what is most important but still leaves flexibility.

Priority#	Request Title	Request Description	Fiscal Year Requested	Cost
1	Upgrade Training Sergeant position	Upgrade training position from .75/FTE to 1 FTE. On hold, until position becomes vacant.	FY21	$24,474
1	Mobile Radios Software Update (42)	In December of 2025, all police radios will need a Time Division Multiple Access (TDMA) software update to comply with the HPD radio operating system (VIPER). This update allows many users to share the same frequency without interference.	FY24 FY25	$12,591 $12,591
1	Mobile Radio Replacement (8)	In December 2025, all police radios will need the TDMA software update to comply with communication systems. Eight HPD radios are not capable of using this update due to their age (8-12 years).	FY24 FY25	$22,161 $22,161
10+	Add additional Officer to each Patrol Squad (FY22)	Hire 4 officers (and purchase associated equipment/vehicles) to increase patrol squads to 5 officers to maintain service levels with growth.	FY22 FY23	$479,533 $257,533
2	Tahoe Truck Vaults (2x)	Outfit two patrol Tahoe trucks with one vault to safely store rifles.	FY21	$3,800
3	Thermal Cameras (2x)	Purchase two handheld thermal cameras for patrol officers to search for missing persons and suspects.	FY21	$2,000
3	Lithium Ion Battery Jump Boxes (18)	Replace single, existing battery charger (located at substation) with portable, battery jump boxes for each patrol vehicle.	FY21	$1,800
3	FST Alco-Sensors (10x)	Purchase ten sensors for patrol officers to use to determine if an individual is driving while impaired.	FY21	$3,820
2	Property Room Storage System	Purchase a storage system to better utilize limited space in Property room and organize property and evidence held by HPD.	FY21	$15,000

		5100 Administration COVID-19 Cuts		
6+	Admin Overtime	Reduced from $1,000 to $500. Should not be a problem.	FY21	$500
6+	Admin Salaries	Asst. Chief reclass can be put on hold. Not likely to be able to do the process in FY21 and not sure we are able to do so.	FY21	??
4	Admin External resources Training	Cut for budget reduction. No specific plan for this money, it is funding we use to seek training opportunities.	FY21	$3,000
3	Admin misc. training	Reduced from $1,500 to $500. No specific plan, just general training money.	FY21	$500
n/a	Admin License Fees – Power DMS	Moved from three-year payment to yearly payment. No change in total cost.	FY21 FY22 FY23	-$5,201 +$2,599 +$2,599
4	Admin License fees – GPS monitoring devices	Cut from FY21. These devices have been a nice tool but are not essential. Also, there is no contract associated with them, so we can restart these at any time if the funding picture looks better. We will ask to restart in FY22, if possible.	FY21	$10,000
6+	Admin Building – misc. maintenance	Reduced $1,000. Should be manageable as annex space will be new and a lot of issues fixed at headquarters this year.	FY21	$1,400
6+	Admin Supplies-Office	Reduced $1,000 based on history.	FY21	$1,000
6+	Admin Supplies-Departmental	Reduced $1,000 based on history	FY21	$1,000
6+	Admin Uniforms	Reduced $700 lowered estimate for sworn folks to $200 and non-sworn to $100. Should be OK,	FY21	$700
10+	Admin CS Driver's Training	Cut. Will do training but will find a cost-neutral alternative,	FY21	$3,500
5	Admin hiring and selection	Reduced due to hiring freeze. Funds left to do one promotional process, but all hiring-related expenses cut.	FY21	$1,850
		5110 Patrol COVID-19 Cuts		
3	Patrol Overtime	Reduced based on history. Will have to manage but should be OK.	FY21	$10,000
5	Patrol Bonus Pay	Reduced. This is money to pay FTOs for training. Will have 2 do field training then should be frozen.	FY21	$1,400
4	Patrol Training	Reduced. $500 left for regular training, and $1,000 for K-9 recert. Will seek low/no cost training alternatives.	FY21	$2,500
6+	Patrol equipment maintenance	Reduced due to history.	FY21	$1,000
6+	Patrol gasoline	Reduced based on history plus inflation.	FY21	$4,200
6+	Patrol Department Supplies	Reduced due to equipment on hand - should be manageable.	FY21	$2,500
5	Patrol Uniforms – new hire outfitting	Cut due to hiring freeze.	FY21	$4,000

6+	Patrol Misc. police dog	Reduced due to FY20 cost reductions and gifted funds that can be used.	FY21	$1,000
2	Patrol Capital vehicles	Deferred – replacement of the last 2010 charger in service. We are tight on cars, so if any go down it could impact our take home program.	FY21	$47,500
		5120 Investigations & Community Services COVID-19 CUTS		
2	I&CS Training	Reduced regular training by $500. If any funds can be provided, putting the $500 regular back is the main priority.	FY21	$500
10+	I&CS Training	Reduced $2,400. Cut conference attendance (had 4 attendees at 3 different conferences budgeted at $600 each). Conferences are of limited value and generally we don't attend that many so skipping them this year is OK.	FY21	$1,900
6+	I&CS Gasoline	Reduced based on history.	FY21	$1,600
6+	I&CS Supplies community policing	Reduced. Will find lower cost ways to interact. Leaving some funding to help do programs once COVID-19 lightens.	FY21	$1,500
6+	I&CS Misc.	Reduced based on history.	FY21	$500
10+	I&CS Drug Operations	Cut – have not been running drug ops	FY21	$5,000

Personnel Expansion Request

Cost of Additional Position

Department/Division:	Police	
Position Title:	Training Sergeant	
Recommended Starting Salary:	$ 43,227	
Is Job Description Attached?	no	
Number of Positions (if same job):	1	Upgrade .75 FTE, to a Sergeant-level 1 FTE.
Fiscal Year Requesting Position:	FY21	

Personnel Costs	**$$**	**Comments**
Salary	20,000	P/t officer salary currently budgeted at $43,231. Assumes Sgt. salary
FICA	1,530	of approximately $60,000.
Hospitalization	-	
Life Insurance	44	
Dental Insurance	-	
Retirement	1,900	
401(k) Retirement Supplement	1,000	
Personnel Subtotal	**$ 24,474**	

Operations Costs	
Travel & Training	
Dues & Subscriptions	
Supplies & Materials	
Computer/Printer/Software	
Equipment	
Fuel	
Vehicle Tax & Tags	
Vehicle Insurance	
Vehicle Maintenance	
Other	
Operations Subtotal	**$ -**

Capital Outlay	
Capital - Vehicles	-
Capital Subtotal	-

Total Costs for the Position(s)	**$ 24,474**

Position Justification:

Officer will be resigning before the end of FY20. This officer works as a .75 FTE and manages the department's training and logistic functions.

When this officer leaves, it is completely unlikely that we would be able to find a suitable candidate who is able to fill the part time role as well as this person has. In addition, it has become clear that there is more work that could be done that simply cannot be within the time allotted.

As a result, we are seeking to upgrade this position to a full-time position. We are also seeking to upgrade it to a sergeant-level position as there are significant responsibilities associated with it, and we would benefit from being able to also use this position to handle more administrative tasks.

Our alternative to this would be to upgrade this to a full-time officer position, and the cost for doing that would still be approximately $20,000.

Additional Notes or Comments:

Police - Patrol

POLICE – PATROL – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Patrol Division's major purpose is to provide outstanding customer service and to have positive interactions with the residents of Hillsborough. The division responds to emergency and non-emergency 911 calls for service, monitors and enforces traffic laws and identifies and solves community problems. The division conducts high visibility patrols, throughout the town. The goal of these activities is to ensure safety and enhance the quality of life for the community.

FY20 MAJOR ACCOMPLISHMENTS:

- Purchased two remaining handheld radios.
- Purchased Ford Utility to replace aging 2010 Dodge Charger.
- Provided external load bearing ballistic vest carriers to all to better distribute gear weight and prevent repetitive stress injuries.
- Purchased Active-Shooter/high threat response equipment (Ballistic helmets and rifle plates) for patrol officers.
- Replaced body worn cameras and docking stations, using the Taser Assurance Plan, which allows for two full sets of replacement cameras over the next five years and full performance guarantee.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- No major new requests due to COVID-19 pandemic.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- Update the Time Division Multiple Access (TMDA) flashing software on 42 handheld police radios to ensure continued compliance with the VIPER radio system. Allows many users to share the same frequency without interference. The cost can be spread over four years.
- Replace two of eight outdated vehicle mobile radios that are no longer compatible with the TMDA software. Two radios per year from FY22 through FY25.
- We will need to plan for expanded personnel due to growth, if we want to maintain our current levels of service.
- We will still have to replace 1 remaining 2010 Dodge Charger when circumstances allow.
- Continue to seek training for officers and ensure we have personnel certified in Crisis Intervention Training, RADAR and Intoxilizer. In addition, we will continue to focus on training that helps with cultural understanding, fair and impartial training and Spanish language skills.

FY21 BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services	1,602,403	1,628,892	1,570,407	*(58,485)*	*-3.6%*	
Operations	188,538	136,211	93,700	*(42,511)*	*-31.2%*	Reductions in light of COVID-19 pandemic.
Capital Outlay	14,661	44,069	0	*(44,069)*	*-100.0%*	Vehicle replacement plan deferred for FY21.
Debt Service	99,969	99,969	99,969	*0*	*0.0%*	
Total	**$1,905,571**	**$1,909,141**	**$1,764,076**	***(145,065)***	***-7.6%***	
% Change	*-11.0%*	*0.2%*	*-7.6%*			
FTE	19.00	19.00	19.00			

POLICE - PATROL

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	12,909	20,000	20,000	*0*	*0.0%*	$3,500 FY20 budget transfer to CID overtime
Salaries - Regular	1,135,073	1,141,665	1,081,188	*(60,477)*	*-5.3%*	
Bonus Pay	3,878	2,500	2,100	*(400)*	*-16.0%*	FTO ok may need more
FICA	86,530	85,878	84,402	*(1,476)*	*-1.7%*	
Hospitalization	193,858	194,581	193,451	*(1,130)*	*-0.6%*	
Life/Disability/Vision	7,377	7,462	7,400	*(62)*	*-0.8%*	
Dental Insurance	7,322	7,229	7,104	*(125)*	*-1.7%*	
Retirement	98,042	112,318	119,597	*7,279*	*6.5%*	
Supplemental Retirement - 401(k)	57,413	57,259	55,165	*(2,094)*	*-3.7%*	
Personal Services Subtotal	1,602,403	1,628,892	1,570,407	*(58,485)*	*-3.6%*	
Operations						
Training/Conferences/Conventions	5,849	2,850	1,500	*(1,350)*	*-47.4%*	
Miscellaneous		*290*	*1,500*			Includes k-9
Family Traditions & City of Burlington		*2,560*	*0*			cost shifted to admin training line
Telephone/Internet	3,780	3,500	5,040	*1,540*	*44.0%*	
Smartphone Reimbursement		*3,500*	*5,040*			6 phone stipends @ 70/stipend/mo.
Verizon Wireless Service		*0*	*0*			Cell phone service was discontinued
Maintenance - Equipment	1,747	1,500	2,000	*500*	*33.3%*	Miscellaneous repairs (i.e. radio repair)
Maintenance - Vehicle	205	0	150	*150*	*0.0%*	
Gasoline	40,958	38,000	42,000	*4,000*	*10.5%*	Budget amendment for FY20 if prices go up
Supplies - Office	0	0	0	*0*	*0.0%*	FY19 - Transferred to Police-Admin Supp.
Supplies - Departmental	94,542	54,879	15,500	*(39,379)*	*-71.8%*	
Patrol Equipment		*7,500*	*5,000*			Same FY19-increased ammunition and other costs
Replace 16 Tasers		*9,000*	*4,500*			FY19-23 Replace 16 Tasers. 5 yr. pmnt plan
Body-Worn Cameras		*0*	*6,000*			Replacing BWCs & dock; 5 yr plan, last installment
Active Shooter Kits		*19,879*	*0*			FY24 - 6,000
Replace Patrol Rifle Optics		*8,500*	*0*			
Vehicle Storage Vaults		*0*	*0*			
Replace Handheld Radios		*10,000*	*0*			
Uniforms	16,563	18,737	9,360	*(9,377)*	*-50.0%*	
Uniforms - Replacement/maintenance		*7,237*	*5,400*			Annual uniform maintenance: $300 for 18
Uniforms - New Hire Outfitting		*0*	*0*			Uniform costs ($2K) accounted for. Hire 2/yr.
External Load Bearing Vest Carriers		*6,500*	*0*			Transition away from duty belts
Replace Body Armor/Vests		*1,500*	*1,800*			5-yr cycle $900/each: FY21(2), FY22(3), FY23(7)
Boot Stipend		*0*	*2,160*			$120 per officer 18
Under vest jackets		*3,500*	*0*			New ballistic vests need under vest jackets
C.S. - Mobile Data Terminals	4,586	4,400	4,650	*250*	*5.7%*	5-year cycle. 4-FY19, 2-FY20, 1-FY21 ?
Misc. MDT Maintenance		*0*	*0*			no longer have MDTs
MIFI Hotspots		*4,400*	*4,650*			Connectivity to County/RMS/Internet
Data Processing Services	16,826	0	9,500	*9,500*	*0.0%*	
Body Camera Video Storage		*0*	*9,500*			5 yr. plan, last installment: 9,500 FY24
Miscellaneous	43	8,345	1,000	*(7,345)*	*-88.0%*	Increased for emergency/disaster/special events
Vehicle Tax & Tags	6	0	0	*0*	*0.0%*	
Miscellaneous - Police Dog	3,433	4,000	3,000	*(1,000)*	*-25.0%*	Supplies for 2 K-9s
Operations Subtotal	188,538	136,211	93,700	*(42,511)*	*-31.2%*	
Capital Outlay						
Capital - Equipment	0	0	0	*0*	*0.0%*	
Capital - Vehicles	0	44,069	0	*(44,069)*	*-100.0%*	
Replace Vehicles 194 and 195	*0*	*44,069*	*0*			FY21 replace 2010 Charger; FY22 and FY23 TBD
Capital - K9	14,661	0	0	*0*	*0.0%*	Replacement plan under development.
Capital Outlay Subtotal	14,661	44,069	0	*(44,069)*	*-100.0%*	
Debt Service						
Capital Lease	99,969	99,969	99,969	*0*	*0.0%*	
Police Vehicles		*99,969*	*99,969*			Debt retired in FY23
Debt Service Subtotal	99,969	99,969	99,969	*0*	*0.0%*	
Police- Patrol Total	**$ 1,905,571**	**$ 1,909,141**	**$ 1,764,076**	***$ (145,065)***	***-7.6%***	
% Change	*-11.0%*	*0.2%*	*-7.6%*			

Budget Justification Form

Department/division: Police – Patrol

Request: Mobile/Portable Radios Software Update

Priority 1-3 (1=must do; 2=should do; and 3=could do): 1 – Must do

Line-item where funds are requested: Supplies - Departmental

Fiscal year(s) & amount(s) of request:
FY24- $12,591
FY25- $12,591
Total $25,182

Describe request:
The VIPER radio system that operates our police radios has a required Time Division Multiple Access (TDMA) flashing (software update) that must occur in order to keep functioning correctly. We have a total of 42 radios that will need this update. TDMA is a digital cellular telephone communication technology. It allows many users to share the same frequency without interference. Its technology divides a signal into different timeslots and increases the data carrying capacity.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
Doing this update is part of taking care of what we have and necessary to continue to provide quality service to our residents in a safe, timely and effective manner.

Alternatives & operational impact if request is not funded:
Due to the nature of technology and the necessity of police radios, there are no options but to complete this. This request spreads out the costs over 4 years. We could hold off on this and do it over 2-3 years as an option, but the annual costs will be higher, and prices may increase.

Additional information:
APX8000 Portable Radio

Budget Justification Form

Department/division: Police – Patrol

Request: Mobile Radio Replacement

Priority 1-3 (1=must do; 2=should do; and 3=could do): 1 – Must do

Line-item where funds are requested: Supplies – Departmental

Fiscal year(s) & amount(s) of request:
FY24- $22,161 (4 Radios)
FY25- $22,161 (4 Radios)
Total: $44,322

Describe request:
The VIPER radio system that operates our police radios has a required Time Division Multiple Access (TDMA) flashing (software update) that must occur in order to keep functioning correctly by the end of 2025. We have 8 radios that are outdated and will not be able to receive this update due to their age. We would prefer to wait until 2025 to purchase all the radios due to the changes in technology that will occur between now and then. If we could purchase all 8 radios in FY24 or FY25, then we would have the most recent technology. The outdated radios range from 8 to 12 years old. TDMA is a digital cellular telephone communication technology. It allows many users to share the same frequency without interference. Its technology divides a signal into different timeslots and increases the data carrying capacity.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
Replacing these radios is an important part of taking care of what we have and linked to our emergency preparedness. It is essential for us to continue to provide quality service to our residents in a safe, timely and effective manner.

Alternatives & operational impact if request is not funded:
To spread the costs over multiple years, the department could purchase 2 radios in FY23 and 3 in FY24 and FY25 to replace the outdated radios.

Additional information:
APX8500 Mobile Radio

Personnel Expansion Request

Cost of Additional Position

Department/Division:	Police
Position Title:	Police Officers
Recommended Starting Salary:	$ 43,227
Is Job Description Attached?	no
Number of Positions (if same job):	4
Fiscal Year Requesting Position:	FY22

Personnel Costs	**$$**	**Comments**
Salary	129,681	$43,227 x 3
FICA	9,921	7.65%
Hospitalization	32,916	$10,972 x 3
Life Insurance	1,098	$366 x3
Dental Insurance	1,176	$392 x 3
Retirement	10,374	8%
401(k) Retirement Supplement	6,484	5%
Personnel Subtotal	**$ 191,650**	
Operations Costs		
Travel & Training	1,500	$500 per new officer.
Dues & Subscriptions		
Supplies & Materials		
Computer/Printer/Software		
Equipment	24,000	$8,000 per officer - Uniforms, weapon, equipment, radio, camera, etc.
Fuel		
Vehicle Tax & Tags		
Vehicle Insurance		
Vehicle Maintenance		
Other		
Operations Subtotal	**$ 25,500**	
Capital Outlay		
Capital - Vehicles	142,500	Three vehicles at $47,500 each (Vehicle cost and all outfitting)
Capital Subtotal	142,500	
Total Costs for the Position(s)	**$ 359,650**	

Position Justification:

With the growth the town is experiencing, we have to start thinking about expanding our staff in order to maintain the same level of service. Due to our need to cover 24 hours of service, we have to add four officers in order to have one additional officer at all times. We currently have a sergeant and three officers assigned to each patrol shift. Adding four new positions would allow us to have a sergeant and four officers assigned to work. We are applying for a COP Grant in FY21 to hire one officer. This request is for the additional three that would be needed to increase overall patrol staffing by one officer.

In FY17, our officers responded to 10,558 calls for service. In FY18, the number increased to 13,495 (27 percent increase). Much of this increase is due to self-initiated activities, as our officers strive to provide high levels of involvement and interaction with the community.

We put a lot of energy into developing our staff. As a result, we have been running many shifts (over 60 percent) with a minimum of three on-duty officers (at least one person has been off or in training for 60 percent of our shifts). We are going to have to start reducing our training or denying leave requests, if we do not plan for future expansion. As our call volume increases, running so many shifts with three officers will not work. Reducing our training could impact our quality of service delivery and denying leave could impact the employee morale and their health.

Additional Notes or Comments:

It could take 6-8 months to hire and secure the basic training of these new officers, followed by three months of field training. It will take a year for these new officers to become effective. If we start the process in FY22, it will likely be FY23 before they are fully in place.

ADDITIONALLY – we could really use one position now which is why we are pursuing the COP Grant. With our current realignment, having one additional officer would complete our transition of K-9 from rotational patrol to a separate schedule. Currently, we are barely able to do it, due to our being in an over-hire situation. It would be a great step to make that position permanent.

Budget Justification Form

Department/division: Police/Patrol

Request: Tahoe Truck Vaults x 2

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2 - Should do

Line-item where funds are requested: Departmental Supplies

Fiscal year(s) & amount(s) of request:
FY21 - $3,800

Describe request:
Outfit two Tahoes on patrol with a vault in the back of the truck. This will allow storage of equipment and patrol rifles. Storing our patrol rifles is a safety concern and allows for less visibility of this piece of equipment. This was proposed and included in the FY19 budget, but due to some more critical needs that arose, they were not purchased at that time and are still needed.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
Increasing safety and operability are some of our main concerns. Giving our officers that ability to safely store as well as access their police equipment increases efficiency and safety for all involved.

Alternatives & operational impact if request is not funded:
Officers will continue to use plastic storage bins to carry their patrol equipment. Officers are sometimes required to carry other items such as portable stop signs and miscellaneous equipment, which could damage these bins. Additionally, patrol rifles are left lying in the back of the truck, throughout their patrol shifts. This could lead to increased costs and liability.

Additional information:
Here is an example of a truck vault:

Budget Justification Form

Department/division: Police/Patrol

Request: Thermal Cameras x 2

Priority 1-3 (1=must do; 2=should do; and 3=could do): 3 - Could do

Line-item where funds are requested: Departmental Supplies

Fiscal year(s) & amount(s) of request:
FY21 - $2,000

Describe request:
Thermal cameras are handheld units that will be utilized in searching for missing persons as well as suspects. This will enhance our efficiency in locating people of interest as well as increase the safety of the officers as well as the public.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
While serving the community, one of our overall goals is to increase resident and community safety. Successfully locating people in need or that pose a danger to society, enhances law enforcement's safety as well as increases the satisfaction of the community that we serve.

Alternatives & operational impact if request is not funded:
Continue without this equipment and wait for other opportunities to become available in the future. Apprehensions may not be as efficient or timely without the equipment.

Additional information:

Budget Justification Form

Department/division: Police/Patrol

Request: Lithium Ion Battery Jump Boxes x 18

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2 – Should Do

Line-item where funds are requested: Departmental Supplies

Fiscal year(s) & amount(s) of request:
FY21 - $1,800

Describe request:
Per departmental policy, we do not allow officers to use jumper cables on their vehicles to jump start other cars. We have one heavy, bulky, battery jump box for the patrol division. Providing each officer with a battery box will allow them to follow policy and do so in a more efficient, quality manner. Newer jump boxes are lithium based and lightweight. Additionally, if an officer's vehicle battery dies at their residence, they will have a method of starting their vehicle that is easily accessible.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This request allows us to serve our community better by helping residents and the motoring public, when they are in need and in a timely fashion. This also allows our officers to follow policy and procedures and feel more confident, when carrying out their duties.

Alternatives & operational impact if request is not funded:
Continue to use our older, singular battery box. This will not allow the increase in service we can provide as well as helping the officers, if their vehicle battery dies away from work. In the past, the Motor Pool has had to drive to officers' residences, if their vehicle battery died.

Additional information:

Here is a link to this model, which fits our price range and completes the tasks we are looking for:

https://www.amazon.com/NOCO-GB40-UltraSafe-Lithium-Starter/dp/B015TKUPIC/ref=asc_df_B015TKUPIC/?tag=hyprod-20&linkCode=df0&hvadid=312474510675&hvpos=1o5&hvnetw=g&hvrand=8662929240520305517&hvpone=&hvptwo=&hvqmt=&hvdev=c&hvdvcmdl=&hvlocint=&hvlocphy=9009602&hvtargid=aud-798931705416:pla-449394730282&psc=1&tag=&ref=&adgrpid=66213046750&hvpone=&hvptwo=&hvadid=312474510675&hvpos=1o5&hvnetw=g&hvrand=8662929240520305517&hvqmt=&hvdev=c&hvdvcmdl=&hvlocint=&hvlocphy=9009602&hvtargid=aud-798931705416:pla-449394730282

Budget Justification Form

Department/division: Police/Patrol

Request: FST Alco-Sensors x 10

Priority 1-3 (1=must do; 2=should do; and 3=could do): 3 - Could Do

Line-item where funds are requested: Departmental Supplies

Fiscal year(s) & amount(s) of request:
FY21 - $3,820

Describe request:
FST Alco-Sensors are roadside tools used to help determine whether a person is impaired from alcohol or other substances. Outfitting each patrol officer with an Alco-Sensor increases their efficiency on the road and allows them to more effectively carry out the job.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
Driving While Impaired is a major safety concern for all jurisdictions. Giving officers the ability to narrow down the scope of their investigation on the roadside allows for faster processing and more accurate charging.

Alternatives & operational impact if request is not funded:
Continue to use older, more antiquated equipment which officers are less familiar with. Without purchasing these Alco-Sensors, we will have a variety of alcohol measuring devices on the road which some officers have never trained with. We may also be able to secure some funding from the N.C. Governor's Highway Safety Program (GHSP) or as part of our ABC Grant to purchase these.

Additional information:
Here is a link to the Alco-Sensors we currently use and are requesting more of:

https://www.intox.com/product/alco-sensor-fst/

Police – Investigations & Community Services

POLICE – INVESTIGATIONS & COMMUNITY SERVICES – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Investigations & Community Services Division conducts investigations of all major cases and carries out a variety of outreach programs and special assignments related to public safety and crime prevention. These programs include National Night Out, lunch and learns, and holiday activities, including the annual Santa visit, deliveries to the elderly through Orange Congregation in Ministry, Trunk or Treat and the K-9 Easter Egg Hunt. Officers serve as mentors and coordinate Hillsborough's eleven Community Watch programs.
- The division is also responsible for training investigators in law enforcement techniques, maintaining fingerprint files and the evidence room and conducting undercover drug operations.

FY20 MAJOR ACCOMPLISHMENTS:

- Moved community coordination functions to management analyst position for improved coordination of community events and activities. Improved the tracking of community activities with the use of a guardian tracking performance communication system.
- Completed an audit and inventory of the property room, accounting for all property held by the police department.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- No new significant requests due to COVID-19 pandemic and financial constraints.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- Two division vehicles are aging and will need to be replaced in the future.
- Our property and evidence room is running out of space and a new storage system or expanded space will be needed soon.
- Explore technology upgrades as new technologies and resources become available and invest in training to keep our investigative staff ahead of emerging issues and up to date on current practices.
- Continually seek new programs and ways to keep our programs fresh. Examine ways to reach different groups and communities.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actuals	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	577,068	594,517	656,035	*61,518*	*10.3%*	
Operations	47,419	26,826	27,710	*884*	*3.3%*	Reductions made in light of COVID-19 pandemic.
Capital Outlay	30,166	0	0	*0*	*0.0%*	
Debt Service	9,048	9,048	9,048	*0*	*0.0%*	
Total	**$ 663,702**	**$ 630,391**	**$ 692,793**	***62,402***	***9.9%***	
% Change	*-1.5%*	*-5.0%*	*9.9%*			
FTE	7.75	7.00	7.00			

POLICE - INVESTIGATIONS & COMMUNITY SERVICES

Account Name	FY19 Actuals	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	5,814	9,000	8,000	*(1,000)*	*-11.1%*	Increase 1x costs for emergency call outs
Salaries - Regular	416,006	419,395	466,090	*46,695*	*11.1%*	
FICA	31,604	31,635	36,268	*4,633*	*14.6%*	
Hospitalization	61,674	66,902	73,493	*6,591*	*9.9%*	
Life/Disability/Vision	2,738	2,617	3,189	*572*	*21.9%*	
Dental Insurance	2,318	2,313	2,617	*304*	*13.1%*	
Retirement	35,966	41,475	42,673	*1,198*	*2.9%*	
Supplemental Retirement - 401(k)	20,948	21,180	23,705	*2,525*	*11.9%*	
Personal Services Subtotal	577,068	594,517	656,035	*61,518*	*10.3%*	
Operations						
Training/Conferences/Conventions	4,081	3,450	500	*(2,950)*	*-85.5%*	same
Homicide Conference 2 @ $600		*1,200*	*0*			
Narcotics Conference 1 @ $600		*600*	*0*			
COP Conference 1 @ $600		*600*	*0*			
Other Training		*1,050*	*500*			
Telephone/Internet	4,200	4,200	5,040	*840*	*20.0%*	Check all stipends
Cell Phone Stipend		*0*	*0*			
Smart Phone Stipend		*4,200*	*5,040*			6 stipends @ $70/month each
License Fees	1,572	2,750	3,000	*250*	*9.1%*	*CLEAR* $250/month (3 yrs.), start Jan. 2020;
Utilities	4,114	0	0	*0*	*0.0%*	$1500 budget transfer for additional
Maintenance - Buildings	11,892	0	0	*0*	*0.0%*	cost due to service switch
Miscellaneous Maintenance		*0*	*0*			FY21 $6000 not needed
Substation Upgrades		*0*	*0*			
Town Hall Annex Renovation		*0*	*0*			
Maintenance - Vehicles	518	0	500	*500*	*0.0%*	
Maintenance - Equipment	68	0	500	*500*	*0.0%*	
Maintenance - C.P. Building	0	816	0	*(816)*	*-100.0%*	
Gasoline	7,479	4,750	7,000	*2,250*	*47.4%*	
Supplies - Office	0	0	0	*0*	*0.0%*	
Supplies - Community Policing	1,912	1,100	1,000	*(100)*	*-9.1%*	
Supplies - Departmental	3,983	2,200	1,500	*(700)*	*-31.8%*	
Misc. Supplies		*2,200*	*1,500*			
Fraud Card Reader		*0*	*0*			
Digital Fingerprint Scanner		*0*	*0*			
Supplies - Data Processing	0	0	0	*0*	*0.0%*	
Uniforms	2,599	2,500	2,520	*20*	*0.8%*	
Uniforms		*1,750*	*1,800*			300 x 6
Body Armor		*750*	*0*			900 per ballistic vest & carrier
Boot stipend		*0*	*720*			120 x 6
Contract Services - NCSBI-DCI	4,260	3,800	4,300	*500*	*13.2%*	
Contract Services - Alarm	349	350	350	*0*	*0.0%*	
Data Processing Services	0	0	0	*0*	*0.0%*	
Dues & Subscriptions	0	50	300	*250*	*500.0%*	
Miscellaneous	337	810	1,000	*190*	*23.5%*	may reduce, if admin increases
Vehicle Tax & Tags	54	50	200	*150*	*300.0%*	
Drug Enforcement Operations	0	0	0	*0*	*0.0%*	$1500 transferred to CID License Fees
Operations Subtotal	47,419	26,826	27,710	*884*	*3.3%*	
Capital Outlay						
Capital - Vehicles	30,166	0	0	*0*	*0.0%*	
Replace Inv. Vehicle #192 and #145		*0*	*0*			FY22-#192-2009 Impala w/ 119,000 mi.
Capital - Buildings & Improvements	0	0	0	*0*	*0.0%*	#145-2005 Trailblazer w/ 110,000 mi.
Capital Outlay Subtotal	30,166	0	0	*0*	*0.0%*	
Debt Service						
Capital Lease	9,048	9,048	9,048	*0*	*0.0%*	
Vehicle Replacements		*9,048*	*9,048*			
Debt Service Subtotal	9,048	9,048	9,048	*0*	*0.0%*	
Police - Invest. & Comm. Services Total	**$ 663,702**	**$ 630,391**	**$ 692,793**	***$ 62,402***	***9.9%***	
% Change	*-1.5%*	*-5.0%*	*9.9%*			

Budget Justification Form

Department/division: Police – Investigations and Community Services

Request: Storage system for property and evidence

Priority 1-3 (1=must do; 2=should do; and 3=could do): 1 - Must Do

Line-item where funds are requested: Supplies - Departmental

Fiscal year(s) & amount(s) of request:
FY21 - $15,000

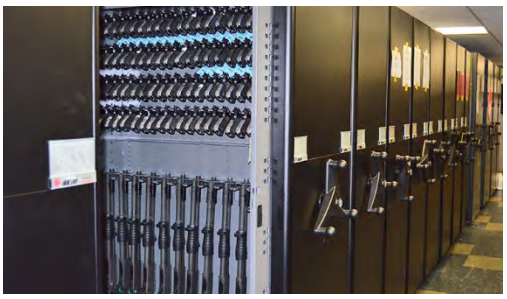
Describe request:
We are requesting funds to purchase a modular storage system for our property and evidence room. We did a complete inventory of our current property and evidence, and our current room/storage system is over capacity. It is very difficult to move and access property in our current room, and we are forced to store many items in less than ideal ways.

A modular system will allow for more organized and efficient storage and allow us to extend the usability of the current space. It would also allow for better storage of larger and oddly shaped items. There are several different products out there, and we are still researching these systems to see what might work best for us. Our funds request is an estimate.

Describe how the request links to the town's balanced scorecard or Top Departmental Priority:
This request aligns with the theme of taking care of what we have. Our current system needs a significant upgrade. This request also links to allowing us to be more efficient in how we deliver services and manage property and evidence functions.

Alternatives & operational impact if request is not funded:
If not funded, we will continue to use our existing room. We are running out of space and may be forced to rent/purchase alternative space for less sensitive items.

Additional information:
Examples of the types of systems we are asking for:



Fire Marshal & Emergency Management

FIRE MARSHAL & EMERGENCY MANAGEMENT – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Fire Marshal and Emergency Management Division provides efficient and effective education, inspection, and investigation services to reduce the loss of life and property, and to improve the quality of life for the residents and visitors of the Town of Hillsborough. The division accomplishes this goal by conducting fire inspections, permit issuances, and general plans review, managing data reports, education/training programs, providing emergency response, and addressing code complaints.

FY20 MAJOR ACCOMPLISHMENTS:

- Conducted 171 inspections in calendar year 2019.
- Not counted in the total for inspections are the numerous visits and consultations provided before, during and at completion of plans for construction, remodels and up fits. Occupancies that are inspected on either an annual, biennial or triennial schedule, numbered around 515. Over the year, a significant reduction occurred with the loss of the Daniel Boone shops.
- Added nine sprinklered buildings, adding no additional fire load.
- Major projects included upfits to the two commercial buildings on Leah Drive, the addition to Northside Cabinet shop and its new warehouse, the Bellevue Mill Apartments and the Tryon II Buildings B and C.
- The town fire prevention code was rewritten.
- Fire Marshal staff as well as Justin Snyder from Planning have been involved in the five-year mandatory update of the Eno-Haw Hazardous Mitigation Plan required by Federal Emergency Management Agency (FEMA).

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Maintain current operations.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- Not Applicable.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	130,636	150,778	167,382	*16,604*	*11.0%*	A part-time fire inspector position was added in FY20
Operations	10,965	12,646	16,383	*3,737*	*29.6%*	
Capital Outlay	0	0	0	*0*	*0.0%*	Deferred vehicle purchase and replacement for FY21
Debt Service	0	0	0	*0*	*0.0%*	
Total Expenditures	**$ 141,601**	**$ 163,424**	**$ 183,765**	***20,341***	***12.4%***	
% Change	*5.5%*	*15.4%*	*12.4%*			
Total Revenues	**$ 12,852**	**$ 13,500**	**$ 10,000**	***(3,500)***	***-25.9%***	
Net Costs	**$ 128,749**	**$ 149,924**	**$ 173,765**	***23,841***	***15.9%***	
FTE	1.60	1.80	1.80			

FIRE MARSHAL & EMERGENCY MANAGEMENT

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Salaries - Regular	102,941	120,030	127,252	*7,222*	*6.0%*	FY20 - Part-time Fire Inspector position added
FICA	7,838	9,155	9,735	*580*	*6.3%*	
Hospitalization	8,059	8,165	10,078	*1,913*	*23.4%*	
Life/Disability/Vision	577	569	600	*31*	*5.4%*	
Dental Insurance	373	373	374	*1*	*0.3%*	
Retirement	6,657	8,061	12,980	*4,919*	*61.0%*	
Supplemental Retirement - 401(k)	4,191	4,425	6,363	*1,938*	*43.8%*	
Personal Services Subtotal	130,636	150,778	167,382	*16,604*	*11.0%*	
Operations						
Training/Conferences/Conventions	2,061	0	750	*750*	*0.0%*	
Telephone/Internet	6,425	7,638	7,638	*0*	*0.0%*	
EOC Internet & Satellite Phones		*7,638*	*7,638*			
Everbridge Alert System		*0*	*0*			
Postage	61	100	200	*100*	*100.0%*	
Equipment Repair	0	0	150	*150*	*0.0%*	
Gasoline	1,884	1,419	3245	*1,826*	*128.7%*	
Travel/Mileage	0	0	500	*500*	*0.0%*	
Supplies - Office	136	1,200	1,200	*0*	*0.0%*	
Supplies - Departmental	45	1,500	1500	*0*	*0.0%*	
Supplies - Educational	0	0	0	*0*	*0.0%*	
Uniforms	133	157	500	*343*	*218.5%*	
Laundry & Dry Cleaning	0	0	0	*0*	*0.0%*	
Contract Services - Printing	0	212	300	*88*	*41.5%*	
Dues & Subscriptions	220	400	300	*(100)*	*-25.0%*	
Miscellaneous	0	20	100	*80*	*400.0%*	
Operations Subtotal	10,965	12,646	16,383	*3,737*	*29.6%*	
Capital Outlay						
Capital - Vehicles	0	0	0	*0*	*0.0%*	
Replc Fire Marshal's Truck		*0*	*0*			FY21 - Deferred
Used Truck for PT Fire Inspector		*0*	*0*			FY21 - Deferred
Capital - Equipment	0	0	0	*0*	*0.0%*	
Capital Outlay Subtotal	0	0	0	*0*	*0.0%*	
Fire Marshal & Emerg. Mgmt. Total	**$ 141,601**	**$ 163,424**	**$ 183,765**	***$ 20,341***	***12.4%***	
% Change	*5.5%*	*15.4%*	*12.4%*			

UNFUNDED BUDGET REQUESTS

Please list your unfunded budget requests in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Fire Protection

Priority #	Request Title	Request Description	FY Request is Budgeted	Cost
1	Vehicle Purchase	Purchase a "new," used vehicle for the fire inspector position.	FY21	$9,500
2a	Apple iPads w/cell connection (2x)	iPad for use with a Fire Inspection App.	FY21	$1,800
2b	Fire Inspection App w/support	This software application will be used with the new iPads to transition to a paperless inspection workflow system. The software app will document inspection findings; will communicate results and will manage the scheduling process for annual inspections and re-inspections.	FY21 FY22 FY23	$5,000 startup $3,500 yr. exp $3,500 yr. exp

Budget Justification Form

Department/division: Fire Marshal & Emergency Management

Request: Apple iPad Pro devices (2x)

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2 - Should do.

Line-item where funds are requested: Departmental Supplies

Fiscal year(s) & amount(s) of request:
FY21 - $1,800

Describe request:
Two Apple iPads are needed to transition into paperless inspections. These devices will utilize an App that has specifically designed forms, checklist and signature capturing capabilities. The data transfer will occur in real time via the device's connectivity through the cell feature.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This project will help with "Delivering Efficient Services."

Alternatives & operational impact if request is not funded:
The department will continue to generate paper inspections requiring data entry and invoicing, once the inspector returns to the office for the day.

Additional information:

Budget Justification Form

Department/division: Fire Marshal & Emergency Management

Request: Fire Inspection App

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2 - Should do

Line-item where funds are requested: License Fees

Fiscal year(s) & amount(s) of request:
FY21 - $5,000 startup
FY22 - $3,500 annual cost
FY23 - $3,500 annual cost

Describe request:
The Fire Inspection Apps for use with the iPads are needed to transition into paperless inspections. This App/program will be utilized to document and transmit inspection findings to all responsible parties and will help manage scheduling annual inspections and re-inspections. The data transfer will occur in real time via the device's connectivity through the cell feature.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This project will help with "Delivering Efficient Services."

Alternatives & operational impact if request is not funded:
The department will continue to generate paper inspections requiring data entry and invoicing, once the inspector returns to the office for the day.

Additional information:

Fire Protection

FIRE PROTECTION – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The town contracts for fire protection services with the Orange Rural Fire Department (ORFD). Each year ORFD submits requests to the town board to cover the cost of 1) providing fire protection within the town limits of Hillsborough and 2) maintaining necessary upgrades to the station, which is owned by the town.

FY20 MAJOR ACCOMPLISHMENTS:

- Promoted a new chief for training and safety.
- Back-filled a vacant captain position.
- Started design of Fire Station 4, a co-location with the police department and Emergency Medical Services.
- Purchased a decon unit for the station and trucks.
- Certified six employees to car seat technician.
- Hired and certified three firefighters.
- Ordered a replacement engine.
- Implemented a supplemental (457) retirement plan for employee retention.
- Began relocation plans for Fire Station 2; pressure washed and painted this station.
- Started Target Solutions, a cloud-based, accredited standardized training platform that can be used, during the corona virus pandemic.
- Updated the exhaust removal system in the bays to decrease maintenance costs.
- Purchased rescue gear to limit employees' exposure to cancer causing carcinogens.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Serve the residents and visitors of Hillsborough in a safe, efficient and professional manner.
- Review and evaluate operations for efficiency and progress.
- Update emergency response plans as part of risk management in the town.
- Re-evaluate department training to ensure we remain current and effective.
- Hire a full-time fire chief.
- Purchase a vehicle for the fire chief position.
- Build upon our ability to respond to specialized rescues.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- Orange Rural is seeking a tax increase.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	0	0	0	*0*	*0.0%*	
Operations	1,081,207	1,122,618	1,220,287	*97,669*	*8.7%*	Full-time fire chief hire w/ vehicle FY21 mid-year.
Capital Outlay	0	0	0	*0*	*0.0%*	
Debt Service	226,455	100,402	50,201	*(50,201)*	*-50.0%*	Retiring debt for engine truck in FY21.
Transfers	0	0	0	*0*	*0.0%*	No transfers to Public Safety Station (CIP).
Total	**$1,307,662**	**$1,223,020**	**$1,270,488**	***47,468***	***3.9%***	
% Change	*7.7%*	*-6.5%*	*3.9%*			
FTE	0.00	0.00	0.00			

FIRE PROTECTION

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Operations						
Utilities	8,584	7,090	13,982	*6,892*	*97.2%*	Electric and gas
Orange Rural Fire Department	1,072,623	1,115,528	1,206,305	*90,777*	*8.1%*	Fire protection for Hillsborough
Fire Protection		*1,115,528*	*1,171,305*			
Full Time Fire Chief		*0*	*35,000*			FY21 - estimate for mid-year hire
Maintenance - Buildings	0	0	0	*0*	*0.0%*	and half expense for vehicle
Miscellaneous	0	0	0	*0*	*0.0%*	
Operations Subtotal	1,081,207	1,122,618	1,220,287	*97,669*	*8.7%*	
Capital Outlay						
Capital - Vehicles	0	0	0	*0*	*0.0%*	
Capital - Buildings & Improvements	0	0	0	*0*	*0.0%*	
Capital Outlay Subtotal	0	0	0	*0*	*0.0%*	
Debt Service						
Capital Lease	226,455	100,402	50,201	*(50,201)*	*-50.0%*	FY19 - Ladder Truck debt retired
Engine Truck		*100,402*	*50,201*			Debt retired in FY21
Debt Service Subtotal	226,455	100,402	50,201	*(50,201)*	*-50.0%*	
Transfers						
Transfer to Pub. Safety Facility Fund	0	0	0	*0*	*0.0%*	
Public Safety Station		*0*	*0*			
Transfers Subtotal	0	0	0	*0*	*0.0%*	
Fire Protection Total	**$ 1,307,662**	**$ 1,223,020**	**$ 1,270,488**	***$ 47,468***	***3.9%***	
% Change	*7.7%*	*-6.5%*	*3.9%*			

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Fire Station					Budget Unit #:	5350
Budget Unit:	Fire Protection		Functional Area:	Public Safety			Priority Rank:	1
Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years		
4,000,000		-	-	-	-			

Section 2 — **Description of Capital Item**

Construction of a new fire station north of town to replace the current downtown station. The current station has significant space limitations, including lack of training space, meeting room and storage.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

History and Current Status; Impact if Cancelled or Delayed

If this project is delayed, Orange Rural Fire Department will continue to use their existing facilities.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.								-
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.							4,000,000	**4,000,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	-	-	-	-	-	-	**4,000,000**	**4,000,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	-	-	-	-	-	-	**4,000,000**	**4,000,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Debt Financing							4,000,000	**4,000,000**
								-
								-
Total Program Financing	-	-	-	-	-	-	**4,000,000**	**4,000,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Fleet Maintenance

FLEET MAINTENANCE – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Fleet Maintenance Department conducts and manages a scheduled maintenance program for all town equipment and vehicles. It also maintains a parts inventory; conducts emergency and standard repairs to vehicles and equipment; assists departments with equipment purchases; and auctions surplus equipment for all departments in the town. Fleet Maintenance provides a wash pit area for other departments and maintains all equipment records.

FY20 MAJOR ACCOMPLISHMENTS:

- Increased knowledge of modern vehicle emission systems. Some future vehicle failures will be completed faster due to our experience.
- Converted our state inspection system successfully from using a base unit to a laptop system, which uses a website to complete state inspections. This was mandated by the state.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Repaving the parking lot at the Hwy 86 facility was deferred due to the COVID-19 pandemic and current financial forecasts.
- Replacing the shop's tire balancer was deferred for aforementioned reasons.
- Auctioning the town's surplus property was discontinued until after the COVID-19 pandemic to limit exposure of town employees to the public.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- We continue to experience problems with heavy duty truck emission systems. Some of these vehicles have a computer system that is proprietary in nature. Because of this, we sometimes cannot clear the trouble codes in the truck's system, only the dealer can. This results in a tow bill to get the truck to the dealer. There are no heavy truck dealers closer than Greensboro, and this is costly. For example, Fleet towed a truck to the Freightliner dealer in Greensboro. It had to be towed to a location that it could be emptied, before it could go to the dealer. The bill was $1,380.
- The paving repair for the Hwy 86 facility is expensive. The damage to the parking lot escalated drastically, in the last year, and the rate that the lot is failing at is alarming. Since funding is deferred, options for repairing the lot will be considered and explored.

FY21 BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	276,961	286,811	291,827	*5,016*	*1.7%*	
Operations	149,084	245,193	232,470	*(12,723)*	*-5.2%*	
Capital Outlay	0	0	0	*0*	*0.0%*	
Debt Service	84,091	82,311	80,530	*(1,781)*	*-2.2%*	
Transfers	0	0	0	*0*	*0.0%*	
Cost Allocations	(232,819)	(234,247)	(237,216)	*(2,969)*	*1.3%*	Costs allocated to Water & Sewer Fund & Stormwater Fund
Total	**$ 277,317**	**$ 380,068**	**$ 367,611**	***(12,457)***	***-3.3%***	
% Change	*14.8%*	*37.1%*	*-3.3%*			
FTE	3.00	3.00	3.00			

FLEET MAINTENANCE

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	935	5,000	5,000	0	0.0%	
Salaries - Regular	203,260	205,935	205,392	(543)	-0.3%	
FICA	15,190	15,425	16,095	670	4.3%	
Hospitalization	29,106	29,799	31,216	1,417	4.8%	
Life/Disability/Vision	1,338	1,330	1,396	66	5.0%	
Dental	1,109	747	748	1	0.1%	
Retirement	15,973	18,547	21,460	2,913	15.7%	
Supplemental Retirement - 401K	10,050	10,028	10,520	492	4.9%	
Personal Services Subtotal	276,961	286,811	291,827	5,016	1.7%	
Operations						
Training/Conferences/Conventions	885	2,355	1,000	(1,355)	-57.5%	
NC State Inspection Class		0	0			
Napa Continuing Education Classes		0	0			
Other training opportunities		2,355	1,000			
Telephone/Internet	840	840	840	0	0.0%	
License Fees	5,362	4,526	4,526	0	0.0%	
IDS Scan Tool Software		849	849			
Update Auto Ingenuity Tool		150	150			
JPRO Heavy Duty Pro Software		499	499			
Next Step Heavy Truck Software		1,528	1,528			
Identify repair software		1,500	1,500			
Utilities	10,514	8,447	14,108	5,661	67.0%	
Maintenance - Buildings	4,378	7,789	4,935	(2,854)	-36.6%	
Cleaning Services		3,240	3,240			
Pest Control		645	645			
Miscellaneous		1,050	1,050			
Remove Oil & Sludge from Separator		2,034	0			cleaning separator biannually
Replace fluorescent fixtures with LED		820	0			
Maintenance - Equipment	903	1,000	2,500	1,500	150.0%	aging generator repair
Police Vehicle Repair	13,727	33,504	29,946	(3,558)	5.0%	Police fleet has grown
Street Vehicle Repair	15,638	28,150	28,150	0	5.0%	Emission system repairs
Sanitation Vehicle Repair	28,965	61,060	47,060	(14,000)	5.0%	Emission system repairs
Fleet Maintenance Vehicle Repair	260	1,875	1,875	0	0.0%	Tires for 2 trucks in FY22
Water/Sewer Vehicle Repair	35,865	52,079	52,079	0	0.0%	F450 repairs at vendors-FY23
Fire Marshal Vehicle Repair	803	1,500	3,000	1,500	100.0%	Add second vehicle to dept.
Safety & Risk Mgmt. Vehicle Repair	75	1,500	1,500	0	0.0%	Vehicle is aging
Stormwater Vehicle Repair	0	1,000	1,000	0	0.0%	
Data Processing Services	1,000	1,000	500	(500)	-50.0%	
RTA Software Technical Support		1,000	500			End tech support service-as needed
Gasoline	1,448	1,813	2,420	607	33.5%	
Supplies - Office	333	560	560	0	0.0%	
Supplies - Departmental	17,760	23,920	24,646	726	3.0%	
Oil & Fluids		14,535	15,261			
Filters, Wiper Blades, Brakes & Bulbs		9,385	9,385			
Supplies - Small Tools	2,342	3,775	3,775	0	0.0%	Budget $300 to repair printer
Misc. Tools & Minor Equipment		3,775	3,775			
Uniforms	4,516	5,400	4,950	(450)	-8.3%	Negotiated lower price contract
Uniforms		4,950	4,500			
Safety Shoes		450	450			
Contract Services - Alarm	2,084	2,100	2,100	0	0.0%	
Miscellaneous	1,386	1,000	1,000	0	0.0%	
Operations Subtotal	149,084	245,193	232,470	(12,723)	-5.2%	
Capital Outlay						
Capital - Equipment	0	0	0	0	0.0%	
Replace tire balancer machine		0	0			
Capital - Buildings & Improvements	0	0	0	0	0.0%	
Capital - Vehicles	0	0	0	0	0.0%	
Capital Outlay Subtotal	0	0	0	0	0.0%	
Debt Service						
Capital Lease	84,091	82,311	80,530	(1,781)	-2.2%	
Debt Service Subtotal	84,091	82,311	80,530	(1,781)	-2.2%	

Cost Allocations					
Service Charge to Water/Sewer Fund	(227,911)	(229,023)	(231,966)	*(2,943)*	*1.3%*
Service Charge to Stormwater Fund	(4,908)	(5,224)	(5,250)	*(26)*	*0.5%*
Cost Allocations Subtotal	(232,819)	(234,247)	(237,216)	*(2,969)*	*1.3%*
Fleet Maintenance Total	**277,317**	**$ 380,068**	**$ 367,611**	***$ (12,457)***	***-3.3%***
% Change	*14.8%*	*37.1%*	*-3.3%*		

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Fleet Maintenance

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Tire Balancer	The current machine is over 20 years old and does not balance the tires on the new F-450 trucks. We are taking the tire/wheel assemblies to a local tire vendor to have them balanced.	FY21	$7,000
2	Replace asphalt in the parking lot	Repave asphalt parking lot at the Hwy 86 facility. The paved portion of the lot needs to be removed and repaved using a specific, paving technique called full depth reclamation. Related costs are for two years.	FY21 FY22	$36,378 $41,250

Budget Justification Form

Department/division: Fleet Maintenance

Request: Tire Balancer Machine

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2 - Should do

Line-item where funds are requested: Supplies – Departmental

Fiscal year(s) & amount(s) of request:
FY21 - $7,000

Describe request:
The current tire balancing machine that the Fleet Maintenance is using is over 20 years old. The unit has outlived its useful life expectancy. The machine will not balance the tires on the new F-450 trucks, which the town purchased. There is no way of adapting the current unit to perform these jobs. We are having to take the tire/wheel assemblies to a local tire vendor to have them balanced. We typically drop them off, until the vendor can get to them. This causes a lot of wasted time going back and forth and increases the amount of time the truck is out of service. This also ties up a bay in the shop that could be used for other purposes.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
The request links to the town's strategy map under run the operations-provide responsive and dependable services by keeping the town's vehicles in operation in an efficient manner.

Alternatives & operational impact if request is not funded:
If funding is not approved for this tire balancer, we will continue to operate as we currently are, carrying the tires out to be balanced by a vendor. If the machine does fail, we will have to have it repaired. Spending money on repairs for an outdated machine is not optimal, but we will have no option. We replace and balance tires daily and outsourcing the balancing of all of our tires is just not an option, both financially and logistically.

Additional information:
N/A

Budget Justification Form

Department/division: Fleet Maintenance

Request: Replace parking lot asphalt

Priority 1-3 (1=must do; 2=should do; and 3=could do): 1 - Must Do

Line-item where funds are requested: Maintenance - Buildings

Fiscal year(s) & amount(s) of request:
FY21 - $36,378
FY22 - $41,250

Describe request:
The asphalt in the parking lot of the Hwy 86 facility is cracked severely. The facility and the parking lots are built on approximately 25 feet of fill dirt. In the last year, there was a tremendous amount of settling of the ground. There is noticeable cracking of the sheet rock in the building. This settling caused severe damage to the asphalt in the parking lot. The entire paved portion of the parking lot needs to be removed and repaved. The heavy weight of the trucks that are worked on at the Fleet facility are causing extra damage in the area between the gate and the gravel lot at the side of the facility. This section of the repair needs to be completed with a paving technique referred to as FDR (Full depth reclamation). The heavy portion would only be in the truck area of the lot and not the public parking area.

Additionally, the driveway to our facility from the property next door will need repaving as well. This driveway is on land owned by our neighbor (Thalle Construction). We have an easement to use this driveway. This section is not in as poor of condition as the asphalt inside our gate, and it can wait for possibly a year or two. The section inside the gate is top priority.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
The request links to the town's strategy map, under manage resources-invest in infrastructure.

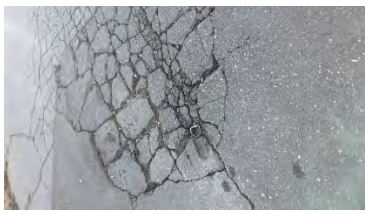
Alternatives & operational impact if request is not funded:
If the funding is not approved, we can patch the worst areas first. We can use town equipment and personnel to accomplish this. This must be done in FY21. The parking lot will become dangerous to use within the next year or two.

Additional information:
The costs of the project options are as follows:

- Remove the deteriorated asphalt in the public parking area and repave ($14,003 and includes striping of spaces)
- Remove the deteriorated asphalt in the truck entrance part of the parking lot using FDR technique and repave ($18,575)
    - Mobilization of FDR equipment, pavers and rollers ($3,800 and is the same no matter which options we choose.)
- Remove the deteriorated asphalt of the easement driveway and repave ($23,304)
- Additional cost of using FDR technique on driveway ($14,146)

Some options:

- Do the minimum: Repave public parking lot and patch sinking sections of the truck entrance; pave later ($17,803)
- Do the minimum plus pave the truck entrance ($36,378)
- Do all paving needed minus FDR technique on driveway ($59,682)
- Do all paving needed using FDR technique on driveway ($73,828)



Streets

STREETS – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Streets Division conducts street and curb-and-gutter repair, pavement resurfacing, and ice and snow removal and control. The division also repairs street cuts made by private contractors and the Utilities Department. The division maintains signs and rights-of-way. It provides services to assist the Public Space Division and Stormwater Department.

FY20 MAJOR ACCOMPLISHMENTS:

- Worked with the Police Department to deploy traffic monitoring devices in neighborhoods.
- Reported streetlight outages to Duke Energy and installed streetlights on Hampton Pointe Boulevard.
- Plowed all streets within 24 hours during applicable snow events, when road conditions allowed.
- Removed unsafe and fallen trees from streets and public right of ways and on town property.
- Resurfaced 0.47 miles (0.94 lane miles) as part of resurfacing plan (see Powell Bill for street listing).
- Performed stormwater work in Cornwallis Hills as part of a neighborhood stormwater assessment plan.
- Worked in conjunction with the Stormwater Department to develop a plan for repairs of the Valley Forge stormwater culverts.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Continue to develop an active role in the plan review process.
- Increase the amount of staff training and review of emergency preparedness plans.
- Continue to resurface streets to maintain a Pavement Condition Rating of "good" or "better."
- Continue incorporation of contract engineering, design, and field monitoring and inspection services into town and private projects, spanning from planning to construction, through inspection.
- Review *Pavement Condition Survey* to establish resurfacing priorities.
- Participate in the town's Technical Review Committee and other planning processes affecting transportation and maintenance.
- Continue to participate in the Institute for Transportation Research and Education (ITRE) "Roads Scholar" program.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- As residential development expands, there will be an overall increase in service (i.e., snow plowing).
- Stormwater maintenance work requests continue to increase.
- Funding for a new Public Works Facility.
- Funding for repairs to the stormwater culverts on Valley Forge will reduce available funds for street resurfacing.

FY21 BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services	277,642	305,834	257,558	*(48,276)*	*-15.8%*	FY21-PW Dir position frozen starting 1/21
Operations	155,121	171,122	182,803	*11,681*	*6.8%*	
Capital Outlay	311,541	199,928	166,263	*(33,665)*	*-16.8%*	Funds are included for Valley Forge repair in FY21.
Debt Service	41,018	41,018	41,018	*0*	*0.0%*	
Transfers	79,182	0	0	*0*	*0.0%*	
Cost Allocations	0	0	0	*0*	*0.0%*	
Total	**$ 864,504**	**$ 717,902**	**$ 647,642**	***(70,260)***	***-9.8%***	
% Change	*-1.1%*	*-17.0%*	*-9.8%*			
FTE	3.60	3.60	3.60			

STREETS

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	3,466	500	4,000	*3,500*	*700.0%*	
Salaries - Regular	197,593	219,417	177,540	*(41,877)*	*-19.1%*	FY21-PW director position frozen 1/1/21
FICA	15,254	16,582	13,888	*(2,694)*	*-16.2%*	
Hospitalization	33,085	36,085	32,224	*(3,861)*	*-10.7%*	
Life/Disability/Vision	1,299	1,374	1,152	*(222)*	*-16.2%*	
Dental Insurance	1,267	1,343	1,159	*(184)*	*-13.7%*	
Retirement	15,742	19,706	18,518	*(1,188)*	*-6.0%*	
Supplemental Retirement - 401K	9,937	10,827	9,077	*(1,750)*	*-16.2%*	
Personal Services Subtotal	277,642	305,834	257,558	*(48,276)*	*-15.8%*	
Operations						
Training/Conferences/Conventions	1,505	1,200	1,500	*300*	*25.0%*	
Telephone/Internet	1,047	1,585	1,585	*0*	*0.0%*	
Pager		*85*	*85*			
Cell Phone Stipends @ $40/mo. (2)		*1,500*	*1,500*			
Postage	31	12	40	*28*	*233.3%*	
Advertising	0	125	200	*75*	*60.0%*	Valley Forge Ad for bids
Utilities	110,391	120,000	125,000	*5,000*	*4.2%*	Additional street light installation
Street Lights & PW Building Utilities		*117,954*	*122,500*			
PW Office Trailer		*2,046*	*2,500*			
Landscaping	0	0	150	*150*	*0.0%*	
Maintenance - Buildings	887	425	600	*175*	*41.2%*	
Holiday Decorations	847	500	500	*0*	*0.0%*	
Gasoline	12,833	8,600	9,460	*860*	*10.0%*	
Supplies - Office	252	200	350	*150*	*75.0%*	
Supplies - Departmental	8,921	7,154	14,500	*7,346*	*102.7%*	
Miscellaneous		*2,000*	*5,000*			
Road Salt		*0*	*4,000*			Funds used for other line items
Street Signs		*3,654*	*4,000*			
Gravel		*1,500*	*1,500*			
Supplies - Disaster	86	293	300	*7*	*2.4%*	
Rental - Uniform	1,421	2,000	2,000	*0*	*0.0%*	
Rental - Building	3,775	4,900	5,500	*600*	*12.2%*	Yearly rental cost increase
C.S. - RR Crossings	0	2,118	2,118	*0*	*0.0%*	
C.S. - Bridge	0	1,100	1,100	*0*	*0.0%*	
C.S. - Sidewalks	7,350	0	2,500	*2,500*	*0.0%*	
C.S. - Engineering Services	4,356	20,000	14,000	*(6,000)*	*-30.0%*	Plan review and construction inspection
Misc. Engineering Services		*20,000*	*14,000*			
Update Pavement Condition Survey		*0*	*0*			Deferred
Dues & Subscriptions	175	360	400	*40*	*11.1%*	
Miscellaneous	1,243	550	1,000	*450*	*81.8%*	
Miscellaneous		*550*	*1,000*			
Operations Subtotal	155,121	171,122	182,803	*11,681*	*6.8%*	
Capital Outlay						
Capital - Buildings & Improvements	0	0	0	*0*	*0.0%*	
Capital - Infrastructure	280,497	180,038	166,263	*(13,775)*	*-7.7%*	
Street Resurfacing		*36,414*	*2,000*			FY20 & 21-Funds diverted to Valley Forge repair
Sidewalk Maintenance		*10,750*	*5,000*			
Traffic Calming		*7,250*	*10,000*			
Valley Forge Repair		*125,624*	*149,263*			
Capital - Vehicles	0	0	0	*0*	*0.0%*	
Replc. Vehicle #127		*0*	*0*			FY21 - Deferred
Capital - Equipment	31,044	19,890	0	*(19,890)*	*-100.0%*	
Snow Plow		*19,890*	*0*			
Capital Outlay Subtotal	311,541	199,928	166,263	*(33,665)*	*-16.8%*	
Debt Service						
Capital Lease	41,018	41,018	41,018	*0*	*0.0%*	
Dump Truck & Asphalt Roller		*41,018*	*41,018*			
Debt Service Subtotal	41,018	41,018	41,018	*0*	*0.0%*	
Transfers						
Transfer to PW Facility Proj. Fund	79,182	0	0	*0*	*0.0%*	
Transfers Subtotal	79,182	0	0	*0*	*0.0%*	
Streets Total	**$ 864,504**	**$ 717,902**	**$ 647,642**	***$ (70,260)***	***-9.8%***	
% Change	*-1.4%*	*-17.0%*	*-9.8%*			

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Valley Forge Stormwater & Road Repair					Budget Unit #:	5600 & 5700
Budget Unit:	Streets/Powell Bill/Stormwater		Functional Area:	Public Works			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☐ New	☑ Replacement
575,000	100,000	575,000		-	-	-	☐ Renovation	☐ Expansion

Section 2 — **Description of Capital Item**

Valley Forge stormwater culvert and road project: to repair damage to the stormwater culverts under the road and repair the washed out roadway.

Justification and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Department Goals & Objectives

Taking care of existing infrastructure is part of the strategic plan for the town. This is also a safety concern due to the possibility of road failure should the existing stormwater pipes collapse. The town's Board requested repairs be made so vehicles can travel safely to an existing property located at the end of the road.

History and Current Status; Impact if Cancelled or Delayed

After heavy rainfall in April 2019, metal stormwater pipes underneath the roadway failed causing water to back up and eventually wash out the road. Temporary repairs were made, and currently the road is monitored every two weeks for any indication the temporary repairs are failing. Test results indicate the roadway repairs are stable at this time. Should repairs not be made, the road could wash out again thereby prohibiting vehicle traffic.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.								-
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.	575,000							575,000
Equip / Machinery / Furniture								-
Total Capital Cost Est.	**575,000**	-	-	-	-	-	-	**575,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	**575,000**	-	-	-	-	-	-	**575,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Operating Revenue (Streets)	149,263							149,263
Powell Bill	127,500							127,500
Powell Bill Fund Balance	198,237							198,237
Stormwater Fund	100,000							100,000
Total Program Financing	**575,000**	-	-	-	-	-	-	**575,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Streets

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Pavement Condition Survey	Update the pavement condition survey, which helps to inform staff on which streets need resurfacing.	FY21	$12,000
2	NC86 Facility Renovation	Renovate NC86 facility to accommodate office space for Public Works staff as well as shelters and storage for vehicles and equipment. (First debt payment would be in FY22.)	FY21 FY22 FY23	$0 $180,000 $180,000
3	Equipment Operator I	To meet needs of growing residential housing market and to increase availability of staff to attend training classes.	FY21 FY22 FY23	$0 $42,151 $42,151

Budget Justification Form

Department/division: Streets

Request: Update Pavement Condition Survey

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2 – should do

Line-item where funds are requested: C.S. – Engineering Services

Fiscal year(s) & amount(s) of request:
FY21 - $12,000

Describe request:
Update Pavement Condition Survey.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
An updated survey would assist a new Public Works Director in prioritizing which streets need resurfacing.

Alternatives & operational impact if request is not funded:
Continue to assess street conditions by visual observation. A pavement condition survey informs staff and the public on the status of Hillsborough's streets.

Additional information:
N/A

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	NC86 Facility Renovation					Budget Unit #:	5600
Budget Unit:	Streets		Functional Area:	Public Works			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	
2,000,000	154,182	2,000,000	-	-	-	-	Replacement

Section 2 — **Description of Capital Item**

A re-design of the current Fleet Maintenance building is proposed to provide office space for Public Works staff with re-grading of the property to allow for material storage and vehicle shelters. The project will also explore expansion of the Fleet Maintenance facility to include an additional truck bay, two service bays, surplus and tire storage rooms and an office area for future personnel expansion. The renovation of the building and construction of new vehicle and equipment storage areas should meet the needs of Public Works for the next 20-30 years.

$127k remains in the project fund that could be used for design.

Justification and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Department Goals & Objectives

The current Public Works building is located next to the Eno River flood plain and is prone to flooding as occurred during Hurricane Fran in 1996. Due to a lack of space, in FY18 the Public Works Director and Public Works Supervisor moved from the existing "shed" into a rented construction trailer. Expansion of the Fleet Maintenance facility will provide the needed space for future growth. The town currently owns two trucks that will not fit inside the shop. The new bays would accommodate the larger size equipment.

History and Current Status; Impact if Cancelled or Delayed

If the renovation doesn't occur, Public Works operations would continue, but the possibility of flooding and the lack of office space would inhibit future personnel expansion. Without the expansion of the Fleet Maintenance facility, large equipment would continue to be repaired, but the bay doors would need to remain open since the bay cannot accommodate the length of the truck. As an alternative, these trucks could also be sent out for service and repairs.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.								-
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.	2,000,000							**2,000,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	**2,000,000**	-	-	-	-	-	-	**2,000,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	**2,000,000**	-	-	-	-	-	-	**2,000,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Debt Financing	2,000,000							**2,000,000**
								-
								-
Total Program Financing	**2,000,000**	-	-	-	-	-	-	**2,000,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Personnel Expansion Request

Cost of Additional Position

Department/Division:	Streets
Position Title:	Equipment Operator I
Recommended Starting Salary:	$34,000
Is Job Description Attached?	No
Number of Positions (if same job):	1
Fiscal Year Requesting Position:	FY22

Personnel Costs			**Comments**
Salary		34,000	
FICA		2,601	
Hospitalization			
Life Insurance			
Dental Insurance			
Retirement		2,550	
401(k) Retirement Supplement		1,700	
Personnel Subtotal	**$**	**40,851**	
Operations Costs			
Travel & Training		500	
Dues & Subscriptions			
Supplies & Materials		800	
Computer/Printer/Software			
Equipment			
Fuel			
Vehicle Tax & Tags			
Vehicle Insurance			
Vehicle Maintenance			
Other			
Operations Subtotal	**$**	**1,300**	
Capital Outlay			
Capital - Vehicles		-	
Capital Subtotal		-	
Total Costs for the Position(s)	**$**	**42,151**	

Position Justification:

This position will increase the capability of Public Works to continue to provide superior services to the public as demand increases from the growth of residential housing. As of January 2020, the trigger point for this position will be when the number of new housing units approaches 300. This position would also increase the availability of staff to attend training classes without reducing services.

Additional Notes or Comments:

N/A

Powell Bill

POWELL BILL – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- Powell Bill funds are used to maintain and enhance town streets and pedestrian systems for the benefit and welfare of the traveling public through the restricted local use state-shared gasoline tax.

FY20 MAJOR ACCOMPLISHMENTS:

- Repaired and replaced sidewalks.
- Resurfaced all or part of the following streets: Harper Street, Latimer Street, Foust Street and Knight Street.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Utilize funds as needed for Valley Forge culvert and road repairs.
- Assess condition of sidewalks.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- The North Carolina League of Municipalities (NCLM) is forecasting a 25 percent decrease in funds for FY21.
- Valley Forge culvert and road repairs will be a primary focus in FY21.
- Funds typically allocated to asphalt resurfacing may be used to provide funding for the Valley Forge project.
- In FY22, funds will be allocated to pave Odie Street.

FY21 BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Operations	166,793	202,395	3,000	*(199,395)*	*-98.5%*	
Capital Outlay	5,000	0	346,237	*346,237*	*0.0%*	Valley Forge repair in FY21.
Debt Service	0	0	0	*0*	*0.0%*	
Transfers	0	0	0	*0*	*0.0%*	
Total	**$ 171,793**	**$ 202,395**	**$ 349,237**	*146,842*	*72.6%*	
% Change	*-6.3%*	*17.8%*	*72.6%*			
Total Revenues	**$ 199,965**	**$ 202,395**	**$ 151,000**	***(51,395)***	***-25.4%***	NCLM anticipates a 25% reduction in revenue.
Net Costs	**$ (28,173)**	**$ -**	**$ 198,237**	***198,237***	***0.0%***	FY21-Use Powell Bill fund balance to make up difference for Valley Forge repair
FTE	0.00	0.00	0.00			

POWELL BILL

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Operations						
Supplies - Departmental	1,793	2,000	2,000	*0*	*0.0%*	
Miscellaneous	0	122,318	1,000	*(121,318)*	*-99.2%*	FY20 - $122,318 revert to PB fund balance
Patch & Resurface	165,000	78,077	0	*(78,077)*	*-100.0%*	FY21 - funds allocated to Valley Forge repair
Paving	0	0	0	*0*	*0.0%*	
Operations Subtotal	166,793	202,395	3,000	*(199,395)*	*-98.5%*	
Capital Outlay						
Capital Improvement - Sidewalks	5,000	0	2,500	*2,500*	*0.0%*	
Sidewalk Improvement & Repair		*0*	*2,500*			
Capital - Infrastructure	0	0	325,737	*325,737*	*0.0%*	FY21 - Valley Forge repair (incl $198,237 in PB fund
Capital - Equipment	0	0	0	*0*	*0.0%*	balance appropriation)
Capital - Unpaved Street Construction	0	0	18,000	*18,000*	*0.0%*	Odie Street Maintenance/Paving
Capital Outlay Subtotal	5,000	0	346,237	*346,237*	*0.0%*	
Transfers						
Transfer to General Capital Improv.	0	0	0	*0*	*0.0%*	
Transfers Subtotal	0	0	0	*0*	*0.0%*	
Debt Service						
Capital Lease	0	0	0	*0*	*0.0%*	
Debt Service Subtotal	0	0	0	*0*	*0.0%*	
Powell Bill Total	**$ 171,793**	**$ 202,395**	**$ 349,237**	***$ 146,842***	***72.6%***	
% Change	*-6.3%*	*17.8%*	*72.6%*			

Solid Waste

SOLID WASTE – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Solid Waste Division provides residential garbage, yard waste, and bulk item pick-up and disposal. Solid Waste monitors the commercial waste franchise agreement to ensure that the franchise hauler complies with the precepts of the agreement.

FY20 MAJOR ACCOMPLISHMENTS:

- Collected residential solid waste on schedule, except during snow and ice events.
- Supported downtown special events including staff support for the *Holiday and Handmade* parade.
- Provided support for litter clean-up events.
- Distributed over 100 loads of leaves to Hillsborough residents and local farmers for use as compost.
- Continued to provide uninterrupted solid waste services, during the COVID-19 pandemic.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Maintain continuity of high, overall service whenever an automated truck is out of service.
- Cross-train employees to support program needs in Streets, Solid Waste, Cemetery, Stormwater, and Public Space.
- Continue to provide solid waste services on schedule.
- Request a new garbage truck for purchase in FY21.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- Address service demands of new residential and commercial developments, as well as town facilities.
- Assess the effectiveness of the commercial solid waste franchise.
- Enhance pedestrian solid waste receptacles and monitor collection particularly for special events.

FY21 BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	196,983	276,867	228,572	*(48,295)*	*-17.4%*	One Equip Op I position frozen for FY21.
Operations	139,684	150,395	165,175	*14,780*	*9.8%*	
Capital Outlay	0	32,760	310,000	*277,240*	*846.3%*	New garbage truck purchase in FY21 (CIP).
Debt Service	120,391	76,323	32,255	*(44,068)*	*-57.7%*	Retired garbage and leaf trucks' debt in FY20.
Transfers	0	0	0	*0*	*0.0%*	
Cost Allocations	0	0	0	*0*	*0.0%*	
Total	**$ 457,058**	**$ 536,345**	**$ 736,002**	***199,657***	***37.2%***	
% Change	*-25.0%*	*17.3%*	*37.2%*			
FTE	4.50	4.50	4.50			

SOLID WASTE

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	1,967	2,000	2,000	*0*	*0.0%*	
Salaries - Regular	136,403	187,241	151,945	*(35,296)*	*-18.9%*	FY21 - Equipment Operator position frozen
FICA	10,545	14,518	11,853	*(2,665)*	*-18.4%*	
Hospitalization	27,939	44,275	37,237	*(7,038)*	*-15.9%*	
Life/Disability/Vision	1,016	1,110	1,051	*(59)*	*-5.3%*	
Dental Insurance	1,187	1,165	935	*(230)*	*-19.7%*	
Retirement	10,907	17,048	15,804	*(1,244)*	*-7.3%*	
Supplemental Retirement - 401K	7,019	9,510	7,747	*(1,763)*	*-18.5%*	
Personal Services Subtotal	196,983	276,867	228,572	*(48,295)*	*-17.4%*	
Operations						
Training/Conferences/Conventions	1,240	1,335	1,500	*165*	*12.4%*	
Telephone / Internet	2,567	2,700	2,700	*0*	*0.0%*	
Verizon Wireless		*2,000*	*2,000*			
Cell Phone Stipend @ $70/mo. (1)		*700*	*700*			
Utilities	2,649	2,600	2,860	*260*	*10.0%*	
Miscellaneous		*1,800*	*2,050*			
PW Office Trailer		*800*	*810*			
Gasoline	26,479	25,700	28,270	*2,570*	*10.0%*	Increased fuel costs due to Collins Ridge
Supplies - Office	375	800	400	*(400)*	*-50.0%*	
Supplies - Departmental	789	800	700	*(100)*	*-12.5%*	
Miscellaneous		*800*	*700*			
Supplies - Disaster	86	0	200	*200*	*0.0%*	
Rental - Uniform	1,517	1,500	1,500	*0*	*0.0%*	
Landfill Fees	75,995	83,600	92,000	*8,400*	*10.0%*	Increase in solid waste tonnage
Landfill Fees - Yard Waste	12,060	11,100	13,320	*2,220*	*20.0%*	OC will increase tipping fees 20% in FY21
Cont. Services/Roll-Out Containers	6,738	9,100	9,300	*200*	*2.2%*	
Cont. Services/Comm. Dump. Coll.	0	600	800	*200*	*33.3%*	Hog Day Dumpsters
Cont. Services/Bulk Item Containers	5,453	7,100	8,000	*900*	*12.7%*	Tonnage increase
Engineering	0	0	0	*0*	*0.0%*	
Dues & Subscriptions	443	300	325	*25*	*8.3%*	
Miscellaneous	326	160	500	*340*	*212.5%*	
Misc. - Public Info Materials	2,966	3,000	2,800	*(200)*	*-6.7%*	
Operations Subtotal	139,684	150,395	165,175	*14,780*	*9.8%*	
Capital Outlay						
Capital - Equipment	0	0	0	*0*	*0.0%*	
Capital - Vehicles	0	32,760	310,000	*277,240*	*846.3%*	
Garbage Truck	*0*	*0*	*310,000*			CIP request provided.
Repl. Truck #130	*0*	*32,760*	*0*			
Capital Outlay Subtotal	0	32,760	310,000	*277,240*	*846.3%*	
Debt Service						
Capital Lease	120,391	76,323	32,255	*(44,068)*	*-57.7%*	
Garbage Truck & Leaf Truck		*44,068*	*0*			Debt retired FY20
Knuckleboom Truck		*32,255*	*32,255*			Debt retired FY22
Garbage Truck		*0*	*0*			FY21 - $310k @ 5% for 5 years; 1st pymt FY22
Debt Service Subtotal	120,391	76,323	32,255	*(44,068)*	*-57.7%*	
Transfers						
Transfer to General Capital Reserve Fund	0	0	0	*0*	*0.0%*	
Transfers Subtotal	0	0	0	*0*	*0.0%*	
Solid Waste Total	**$ 457,058**	**$ 536,345**	**$ 736,002**	***$ 199,657***	***37.2%***	
% Change	*-25.0%*	*17.3%*	*37.2%*			

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Automated Garbage Truck					Budget Unit #:	5800
Budget Unit:	Solid Waste		Functional Area:	Public Works			Priority Rank:	1
Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☐ New	☑ Replacement
310,000		310,000		-	-	-	☐ Renovation	☐ Expansion

Section 2 — **Description of Capital Item**

Replacement of 2012 semi-automated garbage truck.

Justification and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Department Goals & Objectives

Currently, the Solid Waste Division operates a 2012 side loader garbage truck to collect residential trash. The expected service life of a garbage truck in Hillsborough is 7-8 years. A replacement truck in FY21 would ensure trash collection service remains reliable and consistent in future years.

History and Current Status; Impact if Cancelled or Delayed

If replacement is delayed, the cost to maintain the 2012 truck will increase due to repair costs and the purchase price of a new truck will continue to increase each year.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.								-
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.								-
Equip / Machinery / Furniture	310,000							**310,000**
Total Capital Cost Est.	**310,000**	-	-	-	-	-	-	**310,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	**310,000**	-	-	-	-	-	-	**310,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Debt Financing	310,000							**310,000**
								-
								-
Total Program Financing	**310,000**	-	-	-	-	-	-	**310,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Cemetery

CEMETERY – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Cemetery Division identifies and marks gravesites for funerals and monument installation. The town has discontinued the sale of gravesites. The division maintains the town's cemeteries located on Margaret Lane, Corbin Street, and Tryon Street. The town has also contributed funds to maintain a private, abandoned cemetery on Cedar Grove Road.

FY20 MAJOR ACCOMPLISHMENTS:

- Repaired brick wall in Town Cemetery.
- Provided burial site information on the town's website.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Start repairs to leaning and damaged gravestones in Town Cemetery.
- Provide quality services to funeral homes, families, and genealogists to identify and mark gravesites and to locate historic records.
- Repair stone wall in Old Town Cemetery (unfunded).

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- FY22/23: Continue repairs to leaning and damaged gravestones in Town Cemetery.
- Maintain cemetery records and update cemetery maps.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	0	0	0	*0*	*0.0%*	
Operations	8,512	7,010	7,350	*340*	*4.9%*	
Capital Outlay	0	0	0	*0*	*0.0%*	
Debt Service	0	0	0	*0*	*0.0%*	
Total	**$ 8,512**	**$ 7,010**	**$ 7,350**	***340***	***4.9%***	
% Change	*-15.2%*	*-17.6%*	*4.9%*			
FTE	0.00	0.00	0.00			

CEMETERY

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Operations						
Utilities	373	345	550	*205*	*59.4%*	
Maintenance & Repair	0	0	0	*0*	*0.0%*	
Maintenance - Infrastructure	6,642	4,290	4,000	*(290)*	*-6.8%*	
Fountain Repair		*0*	*500*			
Monument Repair		*350*	*500*			
Repair Wall at Town Cemetery		*3,940*	*0*			
Repair Wall at Old Town Cemetery		*0*	*0*			
Repair gravestones at Town Cemetery		*0*	*3,000*			BJF submitted for Town Cemetery
Supplies - Departmental	111	0	300	*300*	*0.0%*	
Supplies - Data Processing	0	0	0	*0*	*0.0%*	
C.S. - Ground Maintenance	0	0	0	*0*	*0.0%*	
C.S. - Data Processing Services	1,386	1,500	1,500	*0*	*0.0%*	
C.S. - Printing	0	875	1,000	*125*	*14.3%*	
Miscellaneous	0	0	0	*0*	*0.0%*	
Hillsborough Cemetery Committee	0	0	0	*0*	*0.0%*	
Operations Subtotal	8,512	7,010	7,350	*340*	*4.9%*	
Capital Outlay						
Capital - Infrastructure	0	0	0	*0*	*0.0%*	
Capital - Buildings & Improvements	0	0	0	*0*	*0.0%*	
Capital Outlay Subtotal	0	0	0	*0*	*0.0%*	
Cemetery Total	**$ 8,512**	**$ 7,010**	**$ 7,350**	***$ 340***	***4.9%***	
% Change	*-15.2%*	*-17.6%*	*4.9%*			

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Cemetery

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Scan Cemetery Maps	Scan large-scale deteriorating cemetery maps.	FY21	$1,000
2	Stone Wall Repairs at Old Town Cemetery	Repair broken sections of historic stone wall at Old Town Cemetery.	FY21	$10,000

Budget Justification Form

Department/division: Cemetery

Request: Repair Broken Sections of the Historic Stone Wall in the Old Town Cemetery

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2 - Should do

Line-item where funds are requested: Maintenance – Infrastructure

Fiscal year(s) & amount(s) of request:
FY21 - $10,000

Describe request:
Funds are needed to make repairs to the perimeter walls at the Old Town Cemetery. A section of the stone fall is caving in and needs to be rebuilt. A masonry contractor who specializes in historic stone wall repair will need to be hired.

This repair is identified as a top priority in the Old Town Cemetery Master Plan.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This request is in line with the town's strategic objective to serve the community by increasing citizen and community safety, improving public spaces and investing in infrastructure.

Alternatives & operational impact if request is not funded:
We can put off the repairs, but the costs of the project will rise as the walls continue to deteriorate.

Additional information:
Photos of deteriorating stone wall at Old Town Cemetery.

Economic Development

ECONOMIC DEVELOPMENT – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Economic Development Division facilitates, promotes, and secures opportunities for economic growth in Hillsborough. The division provides staff support and financial oversight of the Tourism Development Authority and Tourism Board; provides contract management and oversight of the Hillsborough Visitors Center; as well as acts as a liaison for developers, business, and land owners to assist them in navigating the permitting and development review processes between the town, county, and other relevant agencies, and actively promotes Hillsborough as a great place to live, work, do business, and visit by relationship building with town non-profits, historic sites, property owners, and businesses.
- Partial funding for this division comes from the 1% sales tax levied by the town on prepared food and beverages and the 3% occupancy tax levied by the town on overnight accommodations.

FY20 MAJOR ACCOMPLISHMENTS:

- Highlight and support local businesses by producing at least 4 quarterly ads a year encouraging residents to SHOP LOCAL, SHOP OFTEN. Q1- Best Of Chapel Hill Magazine Ad run, Q2- Shop Small Month Campaign including a banner, social media push, article in News of Orange, and Matthew's Chocolates and Whit's Ice Cream giveaways. Quarters 3 & 4 were put on hold due to COVID-19.
- Supported our business community by offering additional small business workshops to help them grow their business. February Workshop offered- Social Media Marketing for Small Business. January workshop offered in conjunction with Hillsborough Chamber- SEO and web presence for Small Business.
  Additional support during COVID-19 included small business counseling and assistance in navigating the economic injury disaster loans, paycheck protection program, and other grants and loans available to assist small businesses during the pandemic. Also worked with a regional economic developers' group to assist the Chatham EDC in drafting a 'Reopening Help' guide for how small businesses should plan to reopen after the pandemic closures.
- Ordered additional WELCOME TO HILLSBOROUGH banners to be installed on the US 70 commercial corridor and in West Hillsborough commercial area. Installation delayed due to COVID-19 but should be completed before the conclusion of FY20.
- Focus on general promotion of the town as a great place to live, work, and do business.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Incremental increases requested for advertising, town participation in the Arts and Economic Prosperity 6 study, and for employee training.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- N/A

BUDGET & BALANCED SCORECARD HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services	59,911	39,179	37,854	*(1,325)*	*-3.4%*	
Operations	452,229	403,890	333,025	*(70,865)*	*-17.5%*	Payment to TB & TDA of revenues minus
Capital Outlay	0	0	0	*0*	*0.0%*	admin costs
Cost Allocations	0	0	0	*0*	*0.0%*	
Total	**$ 512,140**	**$ 443,069**	**$ 370,879**	***(72,190)***	***-16.3%***	
% Change	*8.2%*	*-13.5%*	*-16.3%*			
FTE	1.00	1.00	1.00			Split with Tourism Board & TDA

ECONOMIC DEVELOPMENT

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Salaries - Regular	37,009	15,543	11,408	*(4,135)*	*-26.6%*	Position split between Town ED (40%)
Salary Actual		*67,543*	68,189			Tourism Board (40%)
TB Reimb.		*(28,000)*	*(37,854)*			Tourism Development Authority (20%)
TDA Reimb.		*(24,000)*	*(18,927)*			
FICA	4,325	4,523	5,217	*694*	*15.3%*	
Hospitalization	9,636	8,953	10,078	*1,125*	*12.6%*	
Life/Disability/Vision	433	438	411	*(27)*	*-6.2%*	
Dental Insurance	373	373	374	*1*	*0.3%*	
Retirement	4,929	5,972	6,956	*984*	*16.5%*	
Supplemental Retirement - 401K	3,207	3,377	3,410	*33*	*1.0%*	
Personal Services Subtotal	59,911	39,179	37,854	*(1,325)*	*-3.4%*	
Operations						
Training/Conferences/Conventions	837	1,000	850	*(150)*	*-15.0%*	ED Training/Workshops
Telephone/Internet	875	840	840	*0*	*0.0%*	Cell phone stipend (1)
Advertising	2,373	2,200	2,200	*0*	*0.0%*	
Quarterly Advertisements		*1,200*	*1,200*			
Small Business Workshops		*1,000*	*1,000*			
Grants	0	0	0	*0*	*0.0%*	
Supplies - Office	0	500	500	*0*	*0.0%*	
Dues & Subscriptions	294	450	735	*285*	*63.3%*	FY20-TBJ Subscription /FY21 3CMA split with Admin/PIO
Miscellaneous	4,536	900	900	*0*	*0.0%*	FY19 - Holiday Tree Purchase/ FY21 AEP6 Study
Payments - Tourism Board	372,286	350,000	300,000	*(50,000)*	*-14.3%*	
Payments - TDA	71,028	48,000	27,000	*(21,000)*	*-43.8%*	
Operations Subtotal	452,229	403,890	333,025	*(70,865)*	*-17.5%*	
Economic Development Total	**$ 512,140**	**$ 443,069**	**$ 370,879**	***$ (72,190)***	***-16.3%***	
% Change	*8.2%*	*-13.5%*	*-16.3%*			

Special Appropriations

SPECIAL APPROPRIATIONS – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- Special Appropriations is an area where non-departmental costs are included in the annual budget. Traditionally, funding is provided for the Orange County Historical Museum since the town owns this building, the Hillsborough Arts Council, and contributions to organizations that provide services that are available to Hillsborough residents.
- The Town Clock is maintained in this budget unit.

FY20 MAJOR ACCOMPLISHMENTS:

- Replaced the roof at the Orange County Museum.
- Continued professional bi-annual inspections of the town clock.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Continue maintenance of the Orange County Museum and Town Clock.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- N/A

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services	0	0	0	*0*	*0.0%*	Museum & Clock maint./Tree Board/
Operations	32,231	92,650	129,590	*36,940*	*39.9%*	community investment funding
Capital Outlay	0	0	0	*0*	*0.0%*	
Debt Service	100,899	98,791	96,684	*(2,107)*	*-2.1%*	Debt on land for future municipal
Cost Allocations	0	0	0	*0*	*0.0%*	operations sites (3 properties)
Transfers	76,814	0	34,000	*34,000*	*0.0%*	Downtown access improvements
Total	**$ 209,944**	**$ 191,441**	**$ 260,274**	***68,833***	***36.0%***	
% Change	*-65.5%*	*-8.8%*	*36.0%*			
FTE	0.00	0.00	0.00			

SPECIAL APPROPRIATIONS

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Operations						
Utilities	3,251	4,400	4,840	*440*	*10.0%*	
Orange Country Historical Museum	4,701	50,000	10,000	*(40,000)*	*-80.0%*	
Miscellaneous	0	10,000	85,000	*75,000*	*750.0%*	
Merit Raises for General Fund		*0*	-			FY21 - deferred
Market Rate Adjustment		*0*	*0*			FY21 - deferred
Clean Energy Contract		*10,000*	*10,000*			
Comprehensive Plan		*0*	*75,000*			
Town Clock Maintenance	900	2,000	2,000	*0*	*0.0%*	
Fairview Live Event	1,379	0	1,500	*1,500*	*0.0%*	
Community Home Trust	2,500	2,500	2,500	*0*	*0.0%*	
Orange County Food Council	0	3,750	3,750	*0*	*0.0%*	
Community Reinvestment	19,500	20,000	20,000	*0*	*0.0%*	
Hillsborough Arts Council		*12,000*	*0*			
Exchange Club Park		*7,500*	*0*			
Other		*500*	*20,000*			
Operations Subtotal	32,231	92,650	129,590	*36,940*	*39.9%*	
Capital Outlay						
Capital - Infrastructure	0	0	0	*0*	*0.0%*	
Capital - Buildings & Improvements	0	0	0	*0*	*0.0%*	
Debt Service Subtotal	0	0	0	*0*	*0.0%*	
Debt Service						
Capital Lease	100,899	98,791	96,684	*(2,107)*	*-2.1%*	
North Campus Connectivity Projects		*0*	*0*			
Collins Field/Rail Station Property		*45,656*	*44,730*			
604 & 618 N. Churton St.		*53,135*	*51,954*			
Debt Service Subtotal	100,899	98,791	96,684	*(2,107)*	*-2.1%*	
Cost Allocations						
Cost Allocation - Water/Sewer	0	0	0	*0*	*0.0%*	
Cost Allocations Subtotal	0	0	0	*0*	*0.0%*	
Transfers						
Transfer to Rail Station Project Fund	0	0	34,000	*34,000*	*0.0%*	
Transfer to Capital Project Fund	76,814	0	0	*0*	*0.0%*	
Transfers Subtotal	76,814	0	34,000	*34,000*	*0.0%*	
Special Appropriations Total	**$ 209,944**	**$ 191,441**	**$ 260,274**	***$ 68,833***	*36.0%*	
% Change	*-65.5%*	*-8.8%*	*36.0%*			

Budget Justification Form

Department/division: Special Appropriations

Request: Climate Action/Sustainability Plan

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2=should do

Line-item where funds are requested: Miscellaneous

Fiscal year(s) & amount(s) of request:
FY21 - $75,000

Describe request:
This request is intended to cover the expense of hiring consultants and covering miscellaneous project costs to develop a Comprehensive/Sustainability Plan for the Town of Hillsborough including condensing and compiling previously adopted components of the following comprehensive planning documents: Vision 2030 Plan, Strategic Growth Plan, Future Land Use Plan and Map, and corridor plans. Additionally, the Comprehensive/Sustainability Plan will include new goals and recommendations for climate and energy sectors as well as resiliency.

The board has expressed interest in utilizing more robust outreach and engagement efforts for stakeholder input. The current view on robust engagement requires that the government meet people where they are and, on their schedules and through a variety of means. Services may include translation and interpretive services for public meetings, childcare at public meetings, alternative engagement methods including website platforms and webinars to allow residents to participate in a variety of manners.

The project cost assumes that consultants will help develop and guide the process for public and community input as well as gather and analyze data to help make informed recommendations in the plan. This is especially necessary for components of the plan that relate to establishing climate and energy baselines and developing performance measures and tracking systems. Town staff will provide project oversight and feedback throughout all stages of plan development.

As the scope of the plan or process for public input grows, the need for support may increase.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
The Vision 2030 plan functions as a primary component of the town's comprehensive plan. Keeping this document updated and accurate is the top priority for the planning department as all land use and regulatory decisions should comport with the Vision Plan. Updates to the state enabling legislation for planning and zoning now require communities to have a comprehensive plan if they wish to undertake zoning. The current documents are adequate to meet this requirement but there is a benefit to the town and citizens to compiling the plans into one document. There is also a requirement that plans be regularly maintained and updated (becomes a firm requirement on July 1, 2022).

Additionally, the Town Board has indicated an interest in addressing the threats of climate change through a transition to more sustainable operations and energy use. On September 11, 2017 Hillsborough became the first town in North Carolina to commit to transition to 100 percent clean and renewable energy. In 2018, the town worked with the Triangle J Council of Governments on the Clean Energy Resolution Project which included developing an energy baseline for the town. In 2018, the Town also worked with N.C. Clean Energy Technology Center to analyze opportunities for rooftop solar photovoltaic arrays at town facilities.

As the Town is now faced with the difficult task of reducing consumption of fossil fuels and lowering the overall carbon footprint a Comprehensive/Sustainability Plan is needed to guide spending decisions and set priorities. The Comprehensive/Sustainability Plan will analyze opportunities and develop recommendations to help us meet the renewables pledge and make a transition to more sustainable practices across town operations as well as reaching for community-wide goals. This plan will include both mitigation and adaptation strategies.

Alternatives & operational impact if request is not funded:
The town could prepare these plans with current staff resources and avoid the consulting fees. That will take significantly longer time and make the plan subject to attack and questions as staff are not experts in the necessary fields to prepare a well-founded plan. The town could also stick with routine methods of engaging the public to avoid the outreach expenses. Employing these options would be contrary to recent board direction and yield an inferior product. Some consulting services are critical to prepare baseline information for the climate action portion of the plan.

Additional information:
N/A

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Passenger Rail/Multi-Modal Station					Budget Unit #:	6900
Budget Unit:	Special Appropriations		Functional Area:	Special Appropriations			Priority Rank:	1
Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years		
8,220,000	27,500	34,000	-	10,000	30,000	90,000		

Section 2 — **Description of Capital Item**

Construct a station building and parking to facilitate passenger rail service in Hillsborough. Site improvements will include an access road from Orange Grove Street and a 50-vehicle parking lot that can be used as a local transit park and ride facility. Regional transit partners will be asked to modify routes to provide connected service from the Hillsborough Circulator, 420 route and other bus service to the train station. All costs for the station will be run through the town's budget and will be reimbursed by NCDOT and the regional transit tax through interlocal agreements. The town will accept long-term maintenance and ownership responsibly for the building, which will be sufficient to house other town operations. Feasibility of pedestrian connection to the station will be included in this project, but the construction of those improvements will have to be funded outside this budget.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

The project enhances the town's sustainability by providing a transit connection for regular commuting and travel not currently available to town residents. The station and expected surrounding development will also provide enhanced connectivity and walkability to a new area of town and is expected to serve as a bridge to connect downtown to activity areas south of the river. The creation of a station that serves as a transit hub and public gathering place represents a significant investment in the town's infrastructure, both physical and social.

History and Current Status; Impact if Cancelled or Delayed

The conceptual station plan was completed during FY15. A change in state regulations removed the need for an extensive environmental review of this project. The town's anticipated contribution to this project has been moved forward to the formal building design. The town, NCDOT, and Go Triangle are expected to approve an interlocal agreement at the end of FY20 to initiate detailed work on this project. This agreement commits the state and tax funding to the project. The project must be completed within 7 years or the town will be expected to reimburse the outside funding to the partners.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel			10,000	30,000	30,000	30,000	30,000	**130,000**
Other								-
Total	**-**	**-**	**10,000**	**30,000**	**30,000**	**30,000**	**30,000**	**130,000**

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.	810,000							**810,000**
Land / ROW / Acquisition								-
Clear / Grade / Site Prep		1,000,000						**1,000,000**
Building / Utility Constr.		6,200,000						**6,200,000**
Equip / Machinery / Furniture			80,000					**80,000**
Total Capital Cost Est.	**810,000**	**7,200,000**	**80,000**	**-**	**-**	**-**	**-**	**8,090,000**
Total Oper. Impact Est.	**-**	**-**	**10,000**	**30,000**	**30,000**	**30,000**	**30,000**	**130,000**
Total Expenditure Est.	**810,000**	**7,200,000**	**90,000**	**30,000**	**30,000**	**30,000**	**30,000**	**8,220,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
NCDOT state funding commitment	3,300,000	3,300,000	680,000					**7,280,000**
Go Triangle - transit tax proceeds	285,000	285,000	116,000					**686,000**
Operating Revenue (Hillsborough)	34,000		100,000	30,000	30,000	30,000	30,000	**254,000**
Total Program Financing	**3,619,000**	**3,585,000**	**896,000**	**30,000**	**30,000**	**30,000**	**30,000**	**8,220,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Special Appropriations

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Market Rate Adjustments	Adjustments to General Fund positions.	FY21	$35,000
2	Fairview Renovations	Renovate the facility to house IT and Fire Marshal, as well as one office for Community Policing. This frees up space for Public Works to move to NC86.	FY21	$80,000
N/A	Hillsborough Arts Council	Requesting $12,000 in continued support, plus an additional $1,200 investment in the growth of arts and culture in the Hillsborough community.	FY21	$13,200
N/A	Exchange Club	Requesting $7,500 to support portable handicap accessible toilet, dumpster, park liability insurance and tree removal and trimming.	FY21	$7,500

Budget Justification Form

Department/division: Special Appropriations

Request: Renovate the Fairview Facility

Priority 1-3 (1=must do; 2=should do; and 3=could do): 1=must do

Line-item where funds are requested: Capital – Buildings & Improvements

Fiscal year(s) & amount(s) of request:
FY21 - $80,000

Describe request:
This request is intended to cover the costs of renovating the Fairview facility, after HPD moves to the Police Annex at 137 N. Churton Street, so that the Fire Marshal's office and IT staff can occupy the premises. Also, one office will be maintained for Community Police operations. We do not yet have a complete project scope and so this funding request is an estimate. There will be some carpentry and electrical work necessary. There may also be plumbing and/or mechanical work needed. IT staff will identify any special conditions for IT infrastructure and storage needs. There will need to be security updates to the facility. Furniture, fixtures, and equipment (FFEs) not included.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This project helps the town to manage resources by investing in existing infrastructure and utilizing existing facilities to the fullest advantage. The relocation of the Fire Marshal's office is necessary to open space for Public Works to occupy the Highway 86 North facility.

Alternatives & operational impact if request is not funded:
If Public Works is going to occupy Highway 86 North in the next several years, then the renovation of Fairview is a must. However, if other alternatives are developed for Public Works this renovation may be postponed or the scope may change. Staff needs direction from the Town Board/Town Manager on the likelihood and schedule of the renovation of Highway 86 North to further develop the scope for the Fairview facility renovation project.

Additional information:
N/A

Telephone: 919-643-2500
Web Site: www.hillsboroughartscouncil.org
Address: 102 N. Churton Street, Hillsborough, NC 27278-

Hillsborough Arts Council 2020-2021 Funding Request

Our Mission

The Hillsborough Arts Council, a volunteer-driven organization, enriches our community through the arts. We achieve this by:

- Fostering appreciation of the arts.
- Engaging diverse audiences in events and programs.
- Connecting artists, organizations, and audiences.

Funding Request

The Hillsborough Arts Council (HAC) is requesting $13,200 in support from the town of Hillsborough. This includes an increase in financial support for fiscal year 2020-2021. This request is a renewal of Fiscal Year 2019-20 funds at $12,000 as well as an additional investment of $1,200 (10%) in the growth of arts and culture in the Hillsborough Community.

In last year's request, HAC proposed a three-year partnership between the Town of Hillsborough and HAC, including a 10% increase in funds based on the goals detailed at a later point in this proposal. This partnership would include an increase of $2,520 over three years ($0 in FY 2019-20; $1,200 in FY 2020-21, $1,320 in FY 2021-22) as an investment in HAC's growth as a major driver of artistic and cultural programs and events, economic development, and tourism for Hillsborough.

Goals for 2020-2021

- Implement the completed strategic plan (attached) and reassess current goals to continue forward movement towards five year strategic benchmarks.
- Increase fundraising capabilities through strategic commitment to donor relationship building, grant requests, and growth of the sponsorship program.
- Continue to refine the strategic marketing plan to raise overall awareness of HAC and promote local and tourist participation in events and programs through a variety of channels and opportunities. This coincides with the three-year strategic plan and shift to a top-down business model.
- Create an assessment model for all programs to achieve continued growth.
- Promote growth internally through professional development and training for our executive director and volunteers.

Explanation of our Request

Orange County's arts community in general and the Hillsborough Arts Council specifically are important drivers of economic development in Hillsborough. A strong arts community adds to residents' quality of life, which in turn, is a key factor for attracting new business and industry to the area. They are crucial elements of the Town's character that distinguishes it from other parts of the Triangle and state. They strengthen Hillsborough's position in a highly competitive region as an attractive location to live and for business investment.

HAC has begun developing assessment tools that allow it to better track the impact of our organization on the town. Economic impact is an important factor in creating and maintaining a strong creative community. The value of our programming to the town of Hillsborough and Northern Orange County is at the forefront of what we do. This service not only provides programming but allows us to bring economic growth and prosperity to Hillsborough. In FY 2018-19, HAC made an impact of nearly $450,000 on the town of Hillsborough. This is based on the average spending of $14 per person on event related expenses when attending arts programs of any kind in our area (not including admission costs). HAC's events and programs saw over 32,000 participants and attendees that year.

More important than economic development though, is HAC's contribution to *community building*. Many of HAC's events are participatory, and nearly all are completely free to attend or join. These programs are strategically designed to both inspire creativity through a hands-on element, as well as a community gathering aspect to bring people together to celebrate. This process can provide tools to proactively promote the values of diversity and inclusion in our community.

FY 2019-20 will be the first complete FY with a full time employee. To date, HAC has seen improvements in organizational management and a shift to top down program management from the executive level. This has allowed board to reallocate their time to managing other needs of the organization including financial oversight and fiscal policies, board development, and fundraising.

As you can see, the return on investment for the Town of Hillsborough should be seen as not just an opportunity to bring arts to the forefront of the daily lives of residents, but as a driver of economic development, tourism, and a facilitator of the rich culture that Hillsborough has to offer.

The Impact of Your Funding – *FY 2019-20 Progress Report*

The following is a summary of the impact your funding has made and what the Hillsborough Arts Council with support from the Town of Hillsborough.

Here are brief highlights, followed by a more complete description of our progress over the last year, thanks to you, our Board and the enthusiasm of our volunteers:

- Completed a strategic plan and began implementation of initial goals.
- Reviewed and revised fiscal and financial policies at all levels of the organization.
- Established active outreach, marketing, fundraising, and board development committees.
- Implemented the first steps of the strategic marketing plan with an expectation of a full roll out in fiscal year 2020-21.
- Increased our audience to 32,013 people served.
- Increased Gift Shop sales 29% and achieved profitability in calendar year 2019.

We are also proud to report that five of our programs have continued to be self-sustaining and/or revenue generating: Artist Workshops, Parlor Concerts, Art in the Heart of Hillsborough (Arts & Crafts Show), Winter Solstice Lantern Walk, and ArtCycle. This year the Gift Shop has also achieved this status, and we hope that Last Fridays will join the list in FY 20-21.

Without Your Support

If the HAC fails to secure any additional funds, then we will struggle to keep up with growth in existing programs and maintenance of our full time ED position while we work to create stable growth within the organization.

In addition to the impact on ongoing activities, failure to secure funding will limit planned efforts to

- Develop major fundraising and sponsorship opportunities
- Introduce a formal strategic plan for organizational development
- Increase net operating income from retail sales
- Develop a system to estimate the size and composition of event attendance
- Develop relationships with community leaders

and it would likely put off new efforts to

- Increase diversity of communities served
- Increase outreach efforts
- Develop marketing plans to attract more volunteers, donations, grants and major sponsors
- Plan new income-earning programs, such as of offering art classes to the public and in schools, including our growing group of home school families

Statistics and Support Materials

Program Activities

The work supported by this grant enables year-round programming, all of which promotes tourism and benefits Hillsborough's economic and cultural climate.

1. **HAC Gallery and Gift Shop** operates year-round.
2. **Last Fridays** is spring to fall, bringing both locals and visitors to downtown Hillsborough to enjoy the arts, and share information through community booths. Between 1,000 and 3,000 people attend each event and 15% are tourists coming from surrounding counties and other states.
3. **Hillsborough Art Walk Last Fridays is** January through November and provides a walking tour of our diverse arts and crafts and encourages sales. 300/night for extended season (January, February, March, October, and November); 600 plus/night for regular season (April - September), with people from surrounding counties.
4. **The Handmade Puppet Parade is** in October. 4,000 to 4,500 people from surrounding counties and other states participate and attend and 50% are tourists from around the country. Held on the 3rd Sunday of October on even years.
5. **Solstice Lantern Walk is** in December and brings people together in creative workshops and joyful, peaceful participation. 2,500 people from surrounding counties participate.
6. **Parlor Concerts**, is within the months of January through April, are hosted in the intimate settings of historic homes of Hillsborough. 40-50 people per event; usually 4 events per year. People come from the surrounding areas, often bringing visiting guests from outside the area and other states.
7. **Art in the Heart of Hillsborough (Arts and Crafts Show**) is in April and promotes the work of 50 local artists. Approximately 1500 people for this April event come from surrounding counties and other states.
8. **Free Spirit Freedom is** a year-round program celebrating the diversity of Orange County's historic past and future through photography and narrative, providing opportunities to learn about the contributions of African Americans to our community. 100 people attend per event. We expect events in January and Feb 2018. Ongoing displays draw people from surrounding counties and other states.
9. **ArtCycle** is a year-round program most active when school is in session that encourages citizens to contribute new and used supplies to students in school art classes.
10. **River Park Concert** is in October and promotes local and regional talent and has a youth musicians workshop prior to the event.
11. **Arts in Education** is offered throughout the year. Each of these programs is chaired and implemented by volunteers. Their success, promotion and enthusiasm are enabled by our Executive Director.

Individual Program Results and Goals

1. Program Activity Name	**HAC Gallery and Gift Shop**	
Program Goal	Provide venue to showcase and market products of local artists	
Performance Measures	Number of visitors	Total revenue
Previous Year Program Results	8,500	$61, 816

Current Year Estimated Results	10,000	$65,000
Next Year Projected Results	12,000	$70,000

2. Program Activity Name	**Last Fridays: Summer Concert Series**	
Program Goal	Attract locals and visitors to downtown Hillsborough to enjoy the arts and share information through community booths	
Performance Measures	Number of events	Total attendance
Previous Year Program Results	6	8,700
Current Year Estimated Results	6	10,000
Next Year Projected Results	6-7	12,000

3. Program Activity Name	**Last Fridays Art Walk**	
Program Goal	Attract locals and visitors to downtown Hillsborough to enjoy the arts and support local vendors	
Performance Measures	Number of events	Total attendance
Previous Year Program Results	11	4,800
Current Year Estimated Results	11	5,000
Next Year Projected Results	11	5,500

4. Program Activity Name	**The Handmade Puppet Parade**	
Program Goal	Build community and attract visitors by celebrating shared creativity and community pride	
Performance Measures	Number of marchers	Total attendance
Previous Year Program Results	700 (2018)	2,500
Current Year Estimated Results	n/a	n/a
Next Year Projected Results	The handmade parade will be moved to October 2021 with the purpose to rebuild some of the logistics and move it from presidential the election cycle.	

5. Program Activity Name	**Solstice Lantern Walk**
Program Goal	Build community and attract visitors by celebrating shared creativity and community pride
Performance Measures	Number of participants
Previous Year Program Results	2,300
Current Year Estimated Results	2,500
Next Year Projected Results	2,500 (limited space for growth unless logistical changes are made walk route.

6. Program Activity Name	**Parlor Concerts**	
Program Goal	Provide intimate venues for appreciation of accomplished performers	
Performance Measures	Number of events	Total attendance
Previous Year Program Results	4	220
Current Year Estimated Results	4	200
Next Year Projected Results	4	200

7. Program Activity Name	**Art in the Heart of Hillsborough (Arts and Crafts Show)**
Program Goal	Promote the work of local artists
Performance Measures	Total attendance
Previous Year Program Results	500
Current Year Estimated Results	1,500
Next Year Projected Results	1,800

8. Program Activity Name	**Free Spirit Freedom**	
Program Goal	Celebrate the diversity of Orange County's historic past and future through photography and narrative, providing opportunities to learn about the contributions of African Americans to our community	
Performance Measures	Number of events	Total attendance
Previous Year Program Results	1	50
Current Year Estimated Results	0	0
Next Year Projected Results	1	100

9. Program Activity Name	**ArtCycle**
Program Goal	Encourage citizens to contribute new and used supplies to students in school art classes
Performance Measures	Value of contributions
Previous Year Program Results	$25,000 *total value of donated clay studio equipment from four individual donors*
Current Year Estimated Results	$10,000
Next Year Projected Results	$15,000

10. Program Activity Name	**River Park Concert**	
Program Goal	Promotes local talent and provide a youth workshop prior to the event	
Performance Measures	Number of attendees	Number of workshops
Previous Year Program Results	5,500	1

Current Year Estimated Results	7,000	1
Next Year Projected Results	9,000	2

11. Program Activity Name	**Community Outreach**
Program Goal	Add outreach program or component to all HAC programs (13)
Performance Measures	Number of outreach program/events
Previous Year Program Results	1
Current Year Estimated Results	5
Next Year Projected Results	8

Annual Staff/Volunteer Hours

			FTE
# Full-time Paid Positions:	1		1.00
# Part-time paid Positions:	1 (bookkeeper)		.25
# Volunteer Hours*:	8,000	÷ 1,600 =	5.00
Total FTE			**6.25**

**Volunteer hours are FY 2019-2020 estimates based on Q1 & Q2 performance, with consideration given to average crowd sizes and volunteers needed for Q3 & Q4 events.*

Our Target Population

HAC primarily serves residents of Hillsborough but reaches a growing number of communities in Northern Orange County. HAC has initiated an outreach plan to connect with, and assess the needs of groups, organizations, and other community centers in Hillsborough and Northern Orange County. This effort will result in a comprehensive view of the desired arts programs and needs in our surrounding communities. Thus allowing us to better create and implement desirable programming meet their specific needs.

The above strategy was inspired by HAC's initial mentorship program in collaboration with Efland-Cheeks Community Center (ECCC). HAC Board members approached ECCC leadership and offered to help them develop arts programming. Plans were developed for 1) a show of locally produced art and 2) a continuing process for arts programming. The first show opened on January 7, 2018, as described in this *News of Orange County article*.

Demographics

Because most of our events are in an open forum, it is difficult to give exact estimates. The counts are from several sources. Our events enjoy repeat customers. It is not possible to generate a de-duplicated count of those who enjoy other community events or make purchases from local businesses. We are working on new efforts to better gather data and information on event attendees. While this will take some time to implement, we are using the available resources, registration requests, post event surveys, and analytics to begin to better understand our audience.

Program Target Population Demographics	

	Projected 2018-19	Actual 2018-19	Projected 2019-20	Projected 2020-21
Gender				
Men	12,000	12,805	13,200	14,000
Women	18,000	19,208	19,800	21,000
Non-binary/Genderqueer	N/A	N/A	N/A	N/A
Self-Describe	N/A	N/A	N/A	N/A
Total	30,000	32,013	33,000	35,000
Race and Ethnicity				
Black or African-American	7,500	8,004	8,250	8,750
American Indian or Alaska Native	360	384	400	425
Asian	600	641	660	700
White	21,540	22,984	23,690	25,125
Native Hawaiian or other Pacific Islander				
Two or more races				
Some other race				
Total	30,000	32,013	33,000	35,000
Of the above, how many Hispanic/Latino	3,300	3,521	4,950	5,250
Of the above, how many non-Hispanic/Latino	26,700	28,492	28,050	29,750
Total	30,000	32,013	33,000	35,000
Age				
0-5 years	2,805	2,994	2,000	2,121
6-18 years	4,210	4,492	6,000	6,363
19-50 years	16,835	17,965	22,000	23,335
51+ years	6,150	6,562	3,000	3,181
Total	30,000	32,013	33,000	35,000
Geographic Location				
Town of Chapel Hill	5,500	5,870	6,000	6,365
Town of Carrboro	1,230	1,312	1,100	1,165
Orange County (Outside of Chapel Hill/Carrboro)	15,950	17,020	16,000	16,970
Outside of Orange County	7,320	7,811	9,900	10,500
Total	30,000	32,013	33,000	35,000

Geographic Distribution

We regularly track the geographic origins of the population that has visited the Gallery and Gift Shop. The Gallery and Gift Shop served over 10,000 people in 2019. Their visitors surveyed (15% of total) came from 51 NC towns & cities (75% of total surveyed); 44 other states, DC & Puerto Rico (23.5%) and 12 foreign countries (1.5%)--Canada, China, England, Japan, India, Iran, Ivory Coast, Kenya, Netherlands, Russia, Sweden & Turkey.

Collaborations and Partnerships

All of our events are coordinated with external organizations and individuals. The following lists the primary collaborative efforts:

- Alliance for Historic Hillsborough
    - Visitor's Center
    - Burwell School
    - Orange County Historical Museum
    - 2020 She Changed the World, Local Partners Committee
- Hillsborough Chamber of Commerce
    - Hillsborough Merchant and Restaurant Working Group
- Orange County Schools
    - ArtCycle Collection
    - Student Artist Exhibitions
    - Cedar Ridge High School Wood Shop
    - Student Volunteers
    - Afterschool programs
    - New Hope Pre-K program
- Town of Hillsborough
    - Poet Laureate
    - Calvin St. Tree
    - Public Art Initiatives
- Efland-Cheeks Community Center
- St. Matthews Episcopal Church
- Orange County Public Library
- Hillsborough Classic Film Society
- Orange County Arts Commission
- Orange County Community Players
- Music Makers Relief Foundation
- Expedition School
- Margaret Lane Gallery
- C3 Hillsborough
- Local Businesses (non-sponsors)
    - Antonia's
    - Orange Family Medical Group
    - Whit's Frozen Custard
- Art Walk Partners (not already listed)
    - Hillsborough Gallery of Art
    - Bakova Gallery
    - Tom Stevens Gallery
    - Skylight Gallery and Hillsborough Artist Cooperative
    - Yonder: Southern Cocktails and Beer
    - Paynter Law
    - Coldwell Banker HPW
    - Bull City Music School

About our Executive Director

Credentials of the Executive Director

HAC's first full-time Executive Director, Torey Mishoe, was hired in October of 2018. A Hillsborough resident, she brings with her an extensive educational foundation in museum studies and arts

administration along with a local knowledge and love of Hillsborough. She has a background working arts and cultural non-profit organizations in Orange County, and her skills include but are not limited to program and event management, volunteer coordination, fund development, and marketing.

Responsibilities of the Executive Director

The full-time Executive Director for the Hillsborough Arts Council is responsible for the following areas:

- **Financial Oversight.** Monitor the fiscal health of HAC in cooperation with the Treasurer. Assist in preparation of budgets, fundraising and financial reports.

- **Marketing and Public Relations.** Actively promote programs and events; spearhead planning and fine-tuning of all organizational communications with consistency while adhering to HAC brand.

- **Program Coordination.** Demonstrate leadership in maintaining, developing, and implementing programs to meet the needs of the Hillsborough Arts community while upholding HAC's mission statement and strategic plan. This include evaluations, guidance, and identification of resources. Serve as the liaison between program committees and the Board of directors.

- **Fund Development.** Cultivate relationships with individual donors, business and corporate sponsors, and municipal partners through proposals, and personal visits to assist the board in securing funds and soliciting major gifts for the organization.

- **Volunteer Recruitment and Placement.** Assist programs in recruiting volunteers for a variety of tasks. Work with individuals to best match them with their interests and abilities within the organization. Regularly recognize volunteers for their dedication and time.

- **Community Liaison.** Develop and maintain positive relationships with local and county government and school officials, business leaders, civic groups, art patrons and current and potential funding organizations and agencies.

- **Board of Directors.** Serve as a liaison between the program committees and Board of Directors. Collaborate with the board to set and fulfill goals and priorities, assist with strategic plan and organizational evaluations.

In addition, HAC's volunteers bring skills as artists and teachers, as well as a wide range of professional expertise: merchandising, accounting, advertising, strategic planning, grant-writing, business operations, etc. The HAC taps the broad talent available in Orange County and focuses it on hosting opportunities for joyful human interaction and growth through the arts.

Submitted by Torey Mishoe, Executive Director
March 5, 2020

HILLSBOROUGH ARTS COUNCIL
STRATEGIC PLAN
2019-2022

HILLSBOROUGH ARTS COUNCIL
STRATEGIC PLAN
2019-2022

The Hillsborough Arts Council (HAC) aims to serve the people of Hillsborough and Orange County. HAC also works to bring in tourism traffic from surrounding cities, all of NC and beyond. HAC strives to meet the artistic and cultural needs of our community through a variety of initiatives and services. This includes programs, events, educational opportunities, and more.

MISSION STATEMENT

The Hillsborough Arts Council, a volunteer-driven organization, enriches our community through the arts. We achieve this by:

- Fostering appreciation of the arts.
- Engaging diverse audiences in events and programs.
- Connecting artists, organizations, and audiences.

VISION STATEMENT

To create a Hillsborough experience where the arts are fully integrated into the lives of its residents by:

- Becoming a voice and advocate for the creative community in Hillsborough.
- Creating enriching, diverse, and accessible arts programming for all ages and across all disciplines.
- Providing a state-of-the-art facility for the performing and visual arts in Hillsborough.

OUR VALUES

The Hillsborough Arts Council's core beliefs and priorities include:

- Embracing diversity and inclusion in all programs and events created.
- Providing support for the creative community in Hillsborough and surrounding communities.
- A commitment to providing leadership that assures an efficient, consistent system of delivering our programming.

2019 GOALS

The initial steps in implementing the HAC strategic plan is setting the organization up for proper implementation of the long term priorities. The following goals are due to be completed by the end of 2019 to ensure success of the three-year plan.

- Three-year technology plan completed.
- Annual review of by-laws reviewed and amended if necessary.
- First annual report developed for release in 2020.
- Hillsborough based artists' needs have been identified through a forum.
- Matrix management concept developed and implemented for entire organization.
- All programs evaluated against the matrix, sustainability and programs reclassified accordingly.

New committees identified and activated:

- Marketing Committee:
  - Marketing plan is completed and implemented and budgeted funds are spent in accordance with marketing plan.
- Fundraising Committees:
  - Fundraising plan in developed and implemented.
  - Annual fundraiser achieved $20,000 net.
- Finance Committee:
  - One $10,000 and two $5,000 incremental cash donors/sponsors identified and funds received.
  - Investment plan developed and implemented.
- Outreach Committee:
  - Outreach plan is developed to broaden community involvement across all existing HAC programs.

HOW DO WE GET THERE?

"Hope is not a strategy!"

- Each objective above has been assigned to individual board member(s).
- Specific action plans developed and reviewed monthly.
- Specific due dates have been assigned.
- Specific metrics are established to meet deadlines.

.

2020 AND BEYOND

In January, 2020 we will set new objectives and assign responsibility and deadlines for additional action plans to assure success. These objectives will be evaluated and updated annually to allow proper management and implementation of long term plans.

Operational Goals for 2020-2022:

- A greater percentage of funds are secured from non-municipal sources annually.
- By 2022, 50% of the HA budget is not dependent on governmental contributions and/or grants.
- HA has identified major endowment sources.
- Added one major contributing program or event.
- Artists' forum created to understand the needs of Hillsborough artists.
- Hire a part-time volunteer & program coordinator.
- All programs are self-sustaining in terms of leadership, volunteers, financial stability.
- Invest in technology improvements for the HAC operated spaces.
- HA procedures are complete and are in an operating manual.
- Have a recognized HA space in addition to the Gallery and Gift Shop.
- Well-oiled, sustained marketing and fundraising umbrella is in place.

Capital Goals for 2020-2022:

- Exploratory committee formed and implemented for a Hillsborough performing arts center.
- Define a capital campaign for a Hillsborough performing arts center.
- Annual sustained $20,000 positive cash flow for investment into future capital projects.

A 10 Year Vision:

- $100,000 in funds raised and invested for sustained operational growth, future planning, and capital projects.
- HAC owns a space for daily operations and programming functions (to be defined).
- A Hillsborough performing arts center is open and operational.
- An additional HAC 501(c)3 is established to manage the investment fund and real estate opportunities for future growth.

HILLSBOROUGH ARTS COUNCIL

ANNUAL REPORT

2018-2019

For thirty-two years, The Hillsborough Arts Council (HAC) has been developing and providing arts events, programs, and educational opportunities for Hillsborough and surrounding communities. HAC is committed to providing access to the arts for educational enrichment, community development, and economic prosperity.

MISSION

The mission of the Hillsborough Arts Council (HAC), a volunteer-driven organization, is to enrich the community through the arts. HAC achieves this by:

- Fostering appreciation of the arts.
- Engaging diverse audiences in events and programs.
- Connecting artists, organizations, and audiences.

VISION

To create a Hillsborough experience where the arts are fully integrated into the lives of its residents by:

- Becoming a voice and advocate for the creative community in Hillsborough.
- Creating enriching, diverse, and accessible arts programming for all ages and across all disciplines.
- Providing a state-of-the-art facility for the performing and visual arts in Hillsborough.

VALUES

The Hillsborough Arts Council's core beliefs and priorities include:

- Embracing diversity and inclusion in all programs and events created.
- Providing support for the creative community in Hillsborough and surrounding communities.
- A commitment to providing leadership that assures an efficient, consistent system of delivering our programming.

Dear friends,

We are honored and delighted to serve as Board Co-chairs of the Hillsborough Arts Council (HAC) during this year of growth and change. We were very fortunate to step into the shoes of former board chair, Neil Stutzer, who led our Arts Council so ably and with unwavering dedication for many years. Thank you, Neil!

Our very first, full-time Executive Director, Torey Mishoe, joined us this year. Torey holds a BA degree in Art Management, an MA in Museum Studies and an MA in Art History. Her creativity and extensive work experience in the arts is moving HAC forward in many significant ways.

This year, a major project was the development of a strategic plan. Members of the board met diligently for six months. We studied what was working well, our opportunities for improvements, and established short-term and long-term goals with assigned ownership, deadlines and accountability measures. You will find a summary of our strategic plan later in this report.

For more than thirty years, HAC has provided arts programming, events and educational opportunities to our Hillsborough community. We are proud to offer the majority of our programs for free – including the Handmade Parade, Last Fridays Concerts, Last Fridays Art Walk, Art in the Heart of Hillsborough, and Solstice Lantern Walk. Most notable, so are the River Park Concert Series which attracts Grammy Award nominated musicians and more than 6,000 people each year (and a few dogs) to River Park for a full day of music and family fun. It is really true when we say "Happiness is Free in 27278!" Our Parlor Concert Series is one of our few ticketed events. Held around Hillsborough in the homes of generous friends who open their doors to a Sunday afternoon of music and refreshments, this popular series is a sell out every year.

This year, HAC joined with the Orange County Arts Commission (OCAC) and the town of Hillsborough in the Calvin Street Tree project. The wood salvaged from this beloved Hillsborough Treasure tree will soon become a new piece of public art. We jointly hosted, with OCAC and C3 Hillsborough, the Third Annual Paint It Orange Plein Air Paint-Out and Wet Paint Sale, which featured a record number of artists. We also worked together to identify and develop four artists' studio spaces in downtown Hillsborough. Our partnership continues with exploration of turning the Eno River Mill into a multi-use center for the arts. We believe this effort will advance a significant arts partnership and will serve to fulfil many of our goals in the coming years. Other valuable partnerships continue to take shape with the Alliance for Historic Hillsborough, Orange County Schools, local arts organizations, and business.

HAC is located at 102 North Churton Street, which houses our very successful Gallery and Gift Shop. We offer a wide variety of affordable items hand made by local artists. This shop not only helps to financially support HAC, 70% of sales go directly to the artist. The Gallery and Gift Shop is completely run and staffed by volunteers.

As our bumper stickers say: "HAC is Volunteer Driven." All of the wonderful things we've mentioned above are made possible by our loyal and dedicated volunteers. The number of volunteer hours logged each month is nothing short of amazing. Thanks to their generosity of time and spirit we are able to fulfill our mission to make Hillsborough a creative and cultural destination where arts and community exist in harmony and enrich the lives of all residents. We always welcome new volunteers. The diversity of our volunteers, our programs, and our events is an important part of our mission. We make every effort to encourage community participation irrespective of age, gender, race, sexual orientation, ethnic background and nationality.

Lastly, we want to express our deep and sincere appreciation for the support of our town leaders, artists, retailers, art galleries, organizations, grantors and donors. This cohesiveness is the magic ingredient that makes Hillsborough a truly special place to live, work, play, and visit. We are truly thankful.

On behalf of the HAC Board of Directors,

Doris Friend
Board Co-chair

David Hays
Board Co-chair

STAFF

Torey Mishoe, Executive Director
Gail Greene, Bookkeeper

BOARD OF DIRECTORS

Gail Cooley
Diane Edwards
Doris Friend, Co-Chair
David Hays, Co-Chair
Russell Knop
Anna Linvill
Chris Meazell
Luba Sawczyn, Secretary
Neil Stutzer
Cathleen Turner
Bill Whitmore, Vice-Chair
Merle Williams, Treasurer

STRATEGIC PLANNING

The HAC Executive Committee spent nearly two years preparing a comprehensive three-year strategic plan. This was presented and approved by the Board of Directors in June 2019 and implemented immediately.

Operational Goals for 2020-2022:

- By 2022, 50% of the HAC budget is not dependent on governmental contributions and grants.
- Ongoing identification of major endowment sources.
- The addition of one major contributing program or event.
- Artists' forums will be held to better understand the needs of Hillsborough artists.
- Hire a part-time volunteer and program coordinator.
- All programs will be self-sustaining in terms of leadership, volunteers, and finances.
- Investment in technology improvements for HAC operated spaces.
- Develop an operating manual identifying all HAC procedures.
- Have a recognized HAC space in addition to the Gallery and Gift Shop.
- Establish year round marketing and fundraising goals and programs.

Capital Goals for 2020-2022:

- Formation and implementation of an exploratory committee to consider HAC growth and future investment in a Hillsborough performing arts center.
- Define a capital campaign for a Hillsborough performing arts center.
- Annual sustained $20,000 positive cash flow for investment in future capital projects.

A 10-Year Vision:

- $100,000 in funds raised and invested for sustained growth, planning, and capital projects.
- HAC owns a space for daily operations and programming functions and a Hillsborough performing arts center is open and operational.
- An additional HAC 501(c)3 is established to manage investments and real estate opportunities for future growth.

2018-2019 IN NUMBERS

SUMMARY

32,013 Visitors and event attendees

2,097 Artists served

5,625 Hours given by volunteers

We had successful attendance across many programs...

Gallery & Gift Shop
8,400 visitors

River Park Concert
5,500 attendees recorded

Solstice Lantern Walk
4,000 registered walkers

Gallery & Gift Shop Visitors
26% of 8,400 were polled

ALL VISITORS

- 76% North Carolina
- 22% USA, 41 states
- 2% World, 11 countries

NC VISITORS

- 34% Hillsborough
- 14% OTHER Orange County
- 30% OTHER Triangle
- 22% OTHER North Carolina

VOLUNTEER DRIVEN

829 VOLUNTEER opportunities
5,625 VOLUNTEER hours generously dedicated to HAC
Across **13 EVENTS & PROGRAMS**

BREAKING OUR OWN RECORDS

Registration for vendor booths, artists opportunities, ticket sales all sold out this year.

4 Parlor Concerts featuring local and regional bands, playing to full houses, resulting in **$4,250** in total ticket sales.

6 months of sold out vendor booths at **Last Fridays Concerts** with **94** unique vendors represented throughout the season.

91 artist applications for 45 **Art in the Heart of Hillsborough** Artist Booths.

FINANCIAL OVERVIEW

Strong financial policies, oversight and controls were implemented in FY 2018-19. Procedural documents were updated and wil be maintained to ensure proper bookkeeping and ongoing financial management.

REVENUE
$190,257

- Contributions
- Sale of Goods
- Vendor Fees
- Event Ticket Sales
- Program Service Fees

EXPENSES
$156,672

- Payroll
- Contracted Services
- Supplies
- Occupancy
- Operating Expenses
- Other

CONTRIBUTIONS
$140,921

- Government Grants
- Individual Contributions
- Sponsorships
- Corporate Grants & Donations
- Foundation Grants

ECONOMIC IMPACT

Nonprofit arts and cultural event attendees spend an average of **$14** per person for event-related expenses, excluding the cost of admission.

32,013 Participants & Attendees × **$14** Average Spending =

$448,182

Economic Impact of HAC in FY 18-19

Data from the Arts & Economic Prosperity 5 study on the economic impact of nonprofit arts and cultural organizations and their audiences in the Town of Hillsborough, NC.

ONLINE ENGAGEMENT

FOLLOWERS

Facebook	2,957
Instagram	1,654
Twitter	361

SUBSCRIBERS

E-Newsletter	4,324

PAGEVIEWS

Website	65, 154

ANNUAL PROGRAM CALENDAR

Last Fridays: Art Walk *(January – November)*
Art Walk featuring local galleries and artist studios in historic downtown Hillsborough on the last Friday of every month.

Parlor Concerts *(January – April)*
Classical, jazz, and folk set in notable homes and intriguing locations in Hillsborough.

Last Fridays: Concert Series *(April – September)*
Music, crafts, performers, film, and visual art on the Last Friday of every month on the lawn of the Old Courthouse in the center of downtown Hillsborough.

Art in the Heart of Hillsborough Art Fair *(April)*
A juried show and sale of local arts and crafts in the spring of each year.

Free Spirit Freedom Gospel Festival *(May)*
A showcase of local vocalists and musicians that encompass African-American musical traditions.

Paint it Orange: Plein Air Paint Out *(September)*
Artists paint outside, on site all over Orange County for the annual plein air competition and Wet Paint art sale.

Classic Film Society *(September – May)*
Monthly film screenings accompanied by a lecture from a scholar on the film or a related topic.

River Park Concert *(October)*
A one-day music festival featuring local and regional musicians, food, drinks, and other vendors.

Handmade Parade *(October, even years only)*
A parade featuring larger than life handmade puppets, costumed marchers, and a variety of performers.

Solstice Lantern Walk *(December)*
A community celebration of the winter solstice and lantern processional along River Walk.

ONGOING PROGRAMS

HAC Gallery and Gift Shop
A mix of local artisan goods, crafts, and fine art available for sale in downtown Hillsborough.

ArtCycle
The collection of art supplies donated by community members for redistribution to schools and community organizations.

Public Art
A program committed to bringing new public art projects to Hillsborough and fostering an appreciation for art in public spaces.

YOUR VOICES WERE HEARD

During the summer of 2019 a survey was sent to our creative community to help us evaluate current programming and to gain feedback and insight on opportunities for improvement and change in our organization.

Based on survey results, over the next year, all programs will be charged with developing an educational or outreach component that will bring together the arts and the community in new and exciting ways. This will also help us connect our local artists with strategic partners and potential funding sources. This program addition will also create access to the arts for the underserved areas of our community and allow HAC to expand the reach of our programs beyond those with access to downtown Hillsborough.

In addition, we are working to continue to allocate our resources to create paid opportunities for artists within the constraints of our existing programs.

ART FOR THE COMMUNITY

When the Calvin Street Tree fell in 2018, HAC, along with the Orange County Arts Commission and Town of Hillsborough, took the opportunity to save the remains from becoming mulch. We began a long but fulfilling journey of turning it into a piece of public art that the community would enjoy for many more years to come. Following an open call and intense jurying, artist Jonathan Briliant was hired to create the River Park Arch, a gateway into the park and marker to highlight our history and the arts in downtown.

Along the way, ideas for additional public artworks were raised, including downtown Hillsborough's first mural by resident Max Dowdle featuring musician Billy Strayhorn. This project prompted new interest in public spaces and how we can bring the arts to our residents in new ways. HAC continues to develop a formal public art plan and program to guide Hillsborough through the process of creating a more artsy downtown for our community.

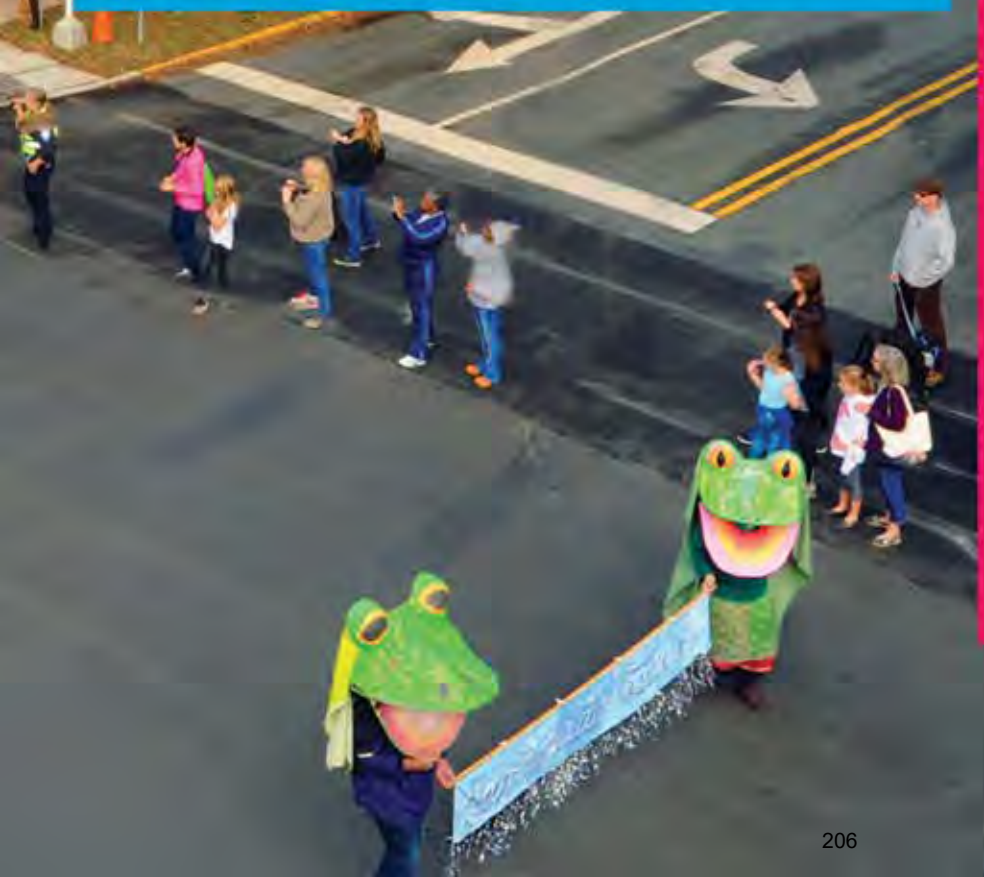
A HOME FOR THE ARTS

The Hillsborough Arts Council Gallery and Gift Shop is a unique, well-established, and beloved shop located right in the heart of downtown Hillsborough. It is also the home of HAC's offices and continues to be one of our most successful ongoing programs year after year. The Gallery and Gift Shop sales and customer traffic have increased every month in the last fiscal year and continued growth is anticipated during the upcoming year. The gift shop represents over 50 local artists who create a wide variety of handmade goods, crafts, and fine art. The gallery space showcases one or two artists each month as a featured exhibition. The Gallery and Gift Shop are entirely staffed by a team of dedicated volunteers. This year, the Gallery and Gift Shop saw some big changes with the first major remodel since moving into the space in order to better serve the needs of the artwork and artists. This renovation provides the gallery with its own physical space within the shop. This allows featured artists to have greater visibility and for HAC to showcase them and the important role they play in our creative community.

A SPACE FOR ARTISTS

Major strides were made this year in establishing an arts infrastructure for Hillsborough and Orange County. HAC, with support from the Orange County Arts Commission, established an artist studio co-working space in conjunction with C3 Hillsborough. The Duchamp Studios, as they have been titled by owners of the building, house four artists in a shared, open studio space in the finished upstairs of C3. This space meets the needs of the artists and will continue to evolve as an ideal space in which they not only create artwork, but become part of the overall co-working and commercial community in downtown Hillsborough. Our hope is that this space not only allows creativity to thrive in downtown Hillsborough but that our cultural community becomes integrated into the daily lives of the local businesses and residents.

In addition to the co-working artist space at C3 Hillsborough, the Orange County Arts Commission has recently established an exciting partnership with the Eno River Mill, a collaboration that will bring additional studio space and, eventually, classroom and other arts facilities to West Hillsborough.



HILLSBOROUGH ARTS

102 North Churton Street
Hillsborough, NC 27278
919-643-2500
info@hillsboroughartscouncil.org

GIVE

Your donation to HAC ensures our continued success in providing your favorite programs and in fostering a thriving, creative community in Hillsborough. Thank you for supporting the arts in Hillsborough. **Hillsboroughartscouncil.org/donate**

LEARN

Our monthly newsletter includes our HAC events as well as a selection of arts and cultural events happening around town. Get some behind the scenes insights from our Executive Director, learn about featured programs and more. **Hillsboroughartscouncil.org/newsletter**

JOIN

Interested in becoming part of the Hillsborough Arts Council family? Become a volunteer today with any of our 13 programs and join us in keeping Hillsborough a unique and creative town!
Hillsboroughartscouncil.org/volunteer

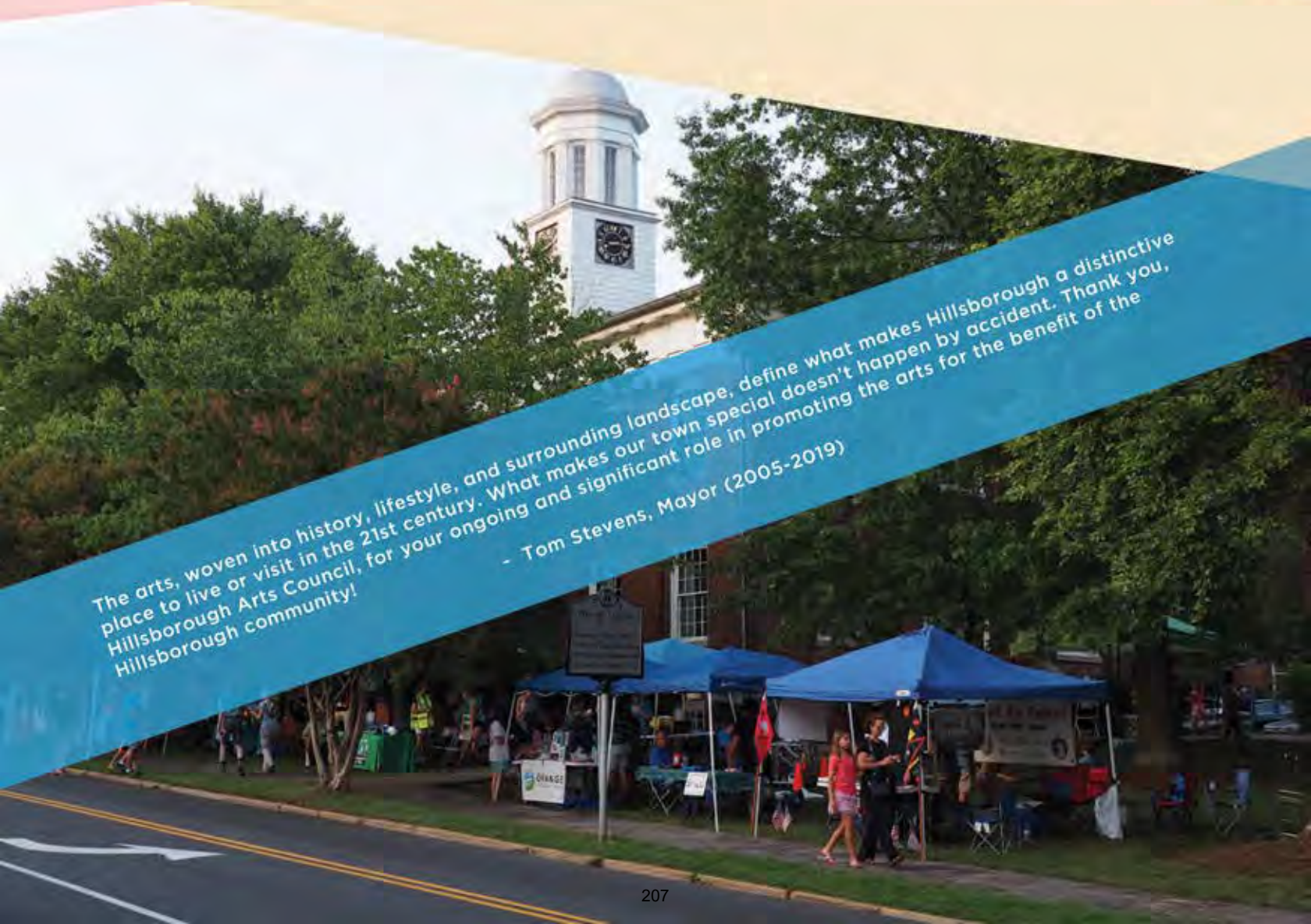
CONNECT

hillsboroughartscouncil.org

HillsboroughArtsCouncil

@hillsborougharts

@HboroArts



The arts, woven into history, lifestyle, and surrounding landscape, define what makes Hillsborough a distinctive place to live or visit in the 21st century. What makes our town special doesn't happen by accident. Thank you, Hillsborough Arts Council, for your ongoing and significant role in promoting the arts for the benefit of the Hillsborough community!

- Tom Stevens, Mayor (2005-2019)

Report on FY 2020 Awards and Request for FY2021 Funding

Hillsborough Exchange Club

Our focus has been to update the oldest community park in town. Support from the town has helped tremendously with these efforts. We appreciate the opportunity to make this request for funding in FY 2021.

Funding requested for FY2020:	
2- BBQ grills (Gold Park style)	$735
Portable handicap accessible toilet	$1800
Mulch replacement due to flooding	$2542
Dumpster	$605
Park Liability Insurance	$1818
TOTAL requested	**$7500**

FY2020 expenses:		
2- BBQ grills (Gold Park style)	$735	
Portable handicap accessible toilet	$1800	
Mulch replacement due to flooding	$830	
Dumpster	$605	
Park Liability Insurance	$1818	
4 dead trees removed and limbs trimmed	$2640	
2 new bilingual park signs	$482	
TOTAL expenses	**$8910**	
FY2020 funding received		**$7500**

Funding requested for FY2021:	
Portable handicap accessible toilet	$1800
Dumpster	$605
Park Liability Insurance	$1818
Tree removal and trimming	$3277
TOTAL requested	**$7500**

FY 2020 expenses: BBQ grills were installed adjacent to the picnic structures on a separate concrete pad. Dumpster costs and liability insurance are half of the actual cost and is shared with the clubhouse use. Recent flooding of the park washed away all our mulch from playground areas. Summey portable toilets (local) quoted $150/month for one handicap accessible unit located in our park's parking lot. A park patron reported that we had some dead limbs over our playground equipment. Davey tree found 2 dead ash trees (likely ash borer beetle infestation), a dead elm and one pine tree as well as dead limbs which they removed from the park area. We revised our park signage with bilingual signs.

FY 2021 requests detail: Routine expenses are requested for the portable toilet, dumpster, insurance. There are 4 dead ash trees in our park and the ball field parking area. A dead cherry tree and a dead pine tree are along the driveway to the ball field that need to be removed. We have requested a quote for removal from Davey tree. We expect the cost to be about 1/3 higher than last year because of the additional number of trees.

Contingency

CONTINGENCY – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTIONS:

- The Contingency budget unit is designed to assist the town in covering any unanticipated expenditures. It also allows the town to take advantage of opportunities that arise during the fiscal year that may not be available later. Contingency allocation cannot exceed 5% of all other appropriations in the same fund.

FY20 MAJOR ACCOMPLISHMENTS:

- N/A

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- N/A

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- N/A

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services	0	0	0	$ -	0.0%	
Operations	0	0	250,000	$ 250,000	0.0%	Can't exceed 5% of all other appropriations in the same fund
Capital Outlay	0	0	0	$ -	0.0%	
Cost Allocations	0	0	0	$ -	0.0%	
Total	**$ -**	**$ -**	**$ 250,000**	***$ 250,000***	***0.0%***	
% Change	*0.0%*	*0.0%*	*0.0%*			
FTE	0.0	0.0	0.0			

CONTINGENCY - GENERAL FUND

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Operations						
Contingency	0	0	250,000	*250,000*	*0.0%*	
Operations Subtotal	0	0	250,000	*250,000*	*0.0%*	
ContingencyTotal	$ -	$ -	**$ 250,000**	*250,000*	*0.0%*	
% Change	*0.0%*	*0.0%*	*0.0%*			

Water & Sewer Fund

FINANCIAL SUMMARY - WATER & SEWER FUND

Budget Unit		FY19 Actual	FY20 Estimate	FY21 Budget
Administration of Enterprise		**4,207,935**	**2,331,834**	**1,894,099**
% Change		*42.9%*	*-44.6%*	*-19%*
Utilities Administration		**416,555**	**467,240**	**567,967**
% Change		*8.5%*	*12.2%*	*22%*
Billing & Collections		**842,670**	**645,144**	**765,923**
% Change		*-57.0%*	*-23.4%*	*19%*
Water Treatment Plant		**1,074,824**	**1,281,478**	**1,098,734**
% Change		*-3.5%*	*19.2%*	*-14%*
West Fork Eno Reservoir		**419,585**	**487,138**	**882,985**
% Change		*-66%*	*16%*	*81%*
Water Distribution		**1,292,192**	**999,050**	**1,666,763**
% Change		*10%*	*-23%*	*67%*
Wastewater Collection		**1,425,735**	**1,355,087**	**1,380,965**
% Change		*37%*	*-5%*	*2%*
Wastewater Treatment Plant		**2,256,808**	**2,260,495**	**2,291,705**
% Change		*0.8%*	*0.2%*	*1%*
Contingency		**0**	**0**	**300,000**
% Change		*0.0%*	*0.0%*	*0%*
TOTAL EXPENDITURES	**$**	**11,936,303**	**9,827,466**	**10,849,141**
% Change		*-1.2%*	*-17.7%*	*10.4%*
Surplus / (Deficit) at Current Rate		**449,279**	**822,341**	**(291,935)**
Surplus / (Deficit) w/ Rate Increase		**449,279**	**822,341**	**(291,935)**
Retained Earnings Appropriation needed to Balance Budget	**$**	**-**	**822,341**	**291,935**
Available Retained Earnings Remaining	**$**	**6,734,644**	**7,556,985**	**7,265,050**
Retained Earnings as a percentage of Op. Expenditures[1]		*56%*	*77%*	*67%*

[1] *The town's Water & Sewer Retained Earnings Policy recommends maintaining an undesignated fund balance of between 20 to 60 percent of annual operating expenditures and a "target" of 25 percent.*

WATER & SEWER FUND REVENUES

By Account	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Licenses/Permits/Fees						
Water Charges	4,610,474	4,878,309	4,634,394	*(243,915)*	*-5.0%*	FY21 - Projected 5% revenue loss
Sewer Charges	4,752,483	4,883,798	4,639,608	*(244,190)*	*-5.0%*	FY19 - loss of Efland-Cheeks sewer customer
Water Lateral Fees	15,000	12,000	4,500	*(7,500)*	*-62.5%*	mid-yr ($372k/yr)
Sewer Lateral Fees	15,750	13,893	3,000	*(10,893)*	*-78.4%*	
Water Meter Fee	54,640	42,420	25,000	*(17,420)*	*-41.1%*	W&S new home assumptions: FY21 - 0
Water System Development Fees	1,106,017	259,265	0	*(259,265)*	*-100.0%*	FY21 - System development fees budgeted upon invoice
Sewer System Development Fees	1,014,608	190,256	0	*(190,256)*	*-100.0%*	
Perpetual Maintenance Fee	0	0	0	*0*	*0.0%*	
Penalties / Delinquent Fee	222,174	140,105	110,000	*(30,105)*	*-21.5%*	
Water Connection Fee	24,210	17,240	15,000	*(2,240)*	*-13.0%*	
Engineering Review Fees	6,000	13,900	1,000	*(12,900)*	*-92.8%*	
Licenses/Permits/Fees Total	11,821,355	10,451,186	9,432,502	*(1,018,684)*	*-9.7%*	
Other Revenue/Non-Operating						
Miscellaneous	46,600	35,704	15,000	*(20,704)*	*-58.0%*	
Dormant Write-Offs	21,265	0	0	*0*	*0.0%*	
Other Rev. / Non-Op. Total	67,865	35,704	15,000	*(20,704)*	*-58.0%*	
Investment Earnings						
Interest Earned	29,325	31,397	10,000	*(21,397)*	*-68.1%*	
Perpetual Maint. Fee Interest	567	228	300	*72*	*31.6%*	
Investment Earnings Total	29,892	31,625	10,300	*(21,325)*	*-67.4%*	
Transfers						
Transfer from Utility Cap Imprv Fund	0	0	0	*0*	*0.0%*	To refund W&S Fund for unused monies
Transfer from Cap Reserve - Water	157,680	0	899,404	*899,404*	*0.0%*	$1,900,432 available as of June 30, 2019
EDD Water Line Extension		*0*	*259,404*			
16-inch Water Connect		*0*	*465,000*			
WTP Debt Payments		*0*	*0*			FY20 - Offset debt payments
WFER PH I Debt Pymts		*0*	*0*			Pay off phase 1 debt
WFER PH II Debt Pymts		*0*	*175,000*			Offset debt payments
Transfer from Cap Res - Water Tank	101,470	97,492	0	*(97,492)*	*-100.0%*	
S. Zone Water Tank Debt Pymts		*97,492*	*0*			$202,723 available as of June 30, 2018
Transfer from Cap Reserve - Sewer	207,320	0	200,000	*200,000*	*0.0%*	$2,964,453 available as of June 30, 2019
WWTP Expansion/Upgrade		*0*	*0*			
Infrastructure Rehab/Replc		*0*	*0*			
River Pump Station		*0*	*200,000*			
WWTP Debt Payments		*0*	*0*			FY20 - Offset debt payments
S. Churton/Orange Grove Line Reloc.		*0*	*0*			
Transfer from Cap Proj Fund - Reservoir	0	0	0	*0*		
Transfer from Cap Proj Fund - Fathom	0	0	0	*0*		
Transfers Total	466,470	97,492	1,099,404	*1,001,912*	*1027.7%*	
Debt Issuance						
Debt Issuance Proceeds	0	0	0	*0*	*0.0%*	
N Campus	*0*	*0*	*0*			
WFER Ph 2	*0*	*0*	*0*			FY19 - Reimburse for pre-paid expenses
Debt Issuance Total	0	0	0	*0*	*0.0%*	
Retained Earnings						
Perpetual Maint. Fee Appropriated	0	33,800	0	*-33,800*		FY20 - River Pump Station Rehab Study
Retained Earnings Appropriated	0	(822,341)	291,935	*1,114,276*	*-135.5%*	
Retained Earnings Total	0	(788,541)	291,935	*1,080,476*	*-137.0%*	
Water/Sewer Fund Total	**$12,385,582**	**$ 9,827,466**	**$10,849,141**	***$ 1,021,675***	***10.4%***	
% Change	*-17.1%*	*-20.7%*	*10.4%*			

Unfunded Requests - Water Sewer Fund

Department	Category	Request	Request Description	FY21	FY22	FY23
Water Treatment Plant	Capital	Plant Expansion	Expand WTP from 3M gpd to 4.5M gpd	$ -	$ -	$ -
Water Distribution	Capital	Replace Fire Hydrants	Replace old fire hydrants in the Central Pressure Zone	$ 220,000	$ -	$ -
Water Distribution	Operating	Replace Truck #171	08 w/ 147k miles (split 50/50 with Wastewater Collection)	$ 32,500	$ -	$ -
Water Distribution	Operating	Replace Truck #181	09 w/ 144k miles (split 50/50 with Wastewater Collection)	$ 32,500	$ -	$ -
Water Distribution	Personnel	Utility Mechanic I	Help distribute current and future workload (includes vehic)	$ 27,569	$ -	$ -
Water Distribution	Operating	Governor Burke Road	Replace 6" water line	$ 90,000	$ -	$ -
Water Distribution	Operating	Leak Detection	Perform leak detection on older water mains and problem areas	$ 40,000	$ 40,000	$ -
Water Distribution	Operating	Replace Backhoe	Replace 9-year old backhoe	$ -	$ 35,000	$ -
Water Distribution	Capital	Adron Thompson Facility Upgrade	Upgrade facility (split 50/50 with Wastewater Collection)	$ 125,000	$ 1,000,000	$ -
Water Distribution	Capital	US Business 70 Water Main Improv.	Replace 12" AC water main w. 16" ductile iron water main	$ -	$ 20,000	$ 325,000
Water Distribution	Capital	Hassell Water Tank	Replace tank with new elevated water tank	$ -	$ -	$ -
Wastewater Collection	Capital	Replace Truck #171	08 w/ 147k miles (split 50/50 with Water Distribution)	$ 32,500	$ -	$ -
Wastewater Collection	Capital	Replace Truck #181	09 w/ 144k miles (split 50/50 with Water Distribution)	$ 32,500	$ -	$ -
Wastewater Collection	Capital	Adron Thompson Facility Reno	Upgrade facility (split 50/50 with Water Distribution)	$ 125,000	$ 1,000,000	$ -
Wastewater Collection	Personnel	Utility Mechanic I	Help distribute current and future workload (includes vehic)	$ 82,705		
Wastewater Collection	Operating	Replace Backhoe	Replace 9-year old backhoe	$ -	$ 35,000	$ -
Wastewater Collection	Capital	Sewer Pump Station Gensets	Install permanent standby generators	$ -	$ 219,000	$ -
Wastewater Collection	Operating	Garage Panels & Heaters	Improvements to warm space	$ 25,000	$ -	$ -
Wastewater Treatment Plant	Capital	Tertiary Filters Flocculators	Flocculators to maximize phosporous removal	$ -	$ -	$ 20,000
Wastewater Treatment Plant	Operating	Master Plan	Holistic master plan on ways to comply w/ Falls Lake Rules	$ -	$ -	$ 100,000
Wastewater Treatment Plant	Personnel	Wastewater Plant Operator I	Assist with maintenance, operations and special projects	$ -	$ 67,499	-
				$ 865,274	**$ 2,416,499**	**$ 445,000**

Administration of Enterprise

ADMINISTRATION OF ENTERPRISE – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- This budget unit is used to account for costs in the General Fund that directly benefit the Water and Sewer fund.

FY20 MAJOR ACCOMPLISHMENTS:

- N/A.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- N/A.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- N/A.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	0	0	0	*0*	*0.0%*	
Operations	75,263	46,425	41,000	*(5,425)*	*-11.7%*	FY21 - No merit raises included
Capital Outlay	0	0	0	*0*	*0.0%*	
Debt Service	0	0	0	*0*	*0.0%*	
Cost Allocations	1,956,078	1,835,888	1,853,099	*17,211*	*0.9%*	Water & Sewer Fund's portion of General Fund expenses
Transfers	2,176,594	449,521	0	*(449,521)*	*-100.0%*	
Total	**$ 4,207,935**	**$ 2,331,834**	**$ 1,894,099**	***(437,735)***	***-18.8%***	
% Change	*42.9%*	*-44.6%*	*-18.8%*			
FTE	0.00	0.00	0.00			

ADMINISTRATION OF ENTERPRISE

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Salaries - Regular	0	0	0	*0*	*0.0%*	No salaries paid from this budget
Personal Services Subtotal	0	0	0	*0*	*0.0%*	
Operations						
Attorney Fees	0	17,000	17,000	*0*	*0.0%*	
C.S. - Utility Analysis	0	20,000	20,000			FY20 - Analysis ID's utility savings
Service Milestone Recognition	0	0	0	*0*	*0.0%*	
Customer Service/Innovation Award	3,700	3,000	4,000	*1,000*	*33.3%*	
Safety Awards Program	6,563	6,425	0	*(6,425)*	*-100.0%*	
Miscellaneous	65,000	0	0	*0*	*0.0%*	
Market Rate Adjustments	*0*	*0*	*0*			FY21 - deferred
Merit Raises	*0*	*0*	*0*			FY21 - deferred
Operations Subtotal	75,263	46,425	41,000	*(5,425)*	*-11.7%*	
Cost Allocations						
Cost Alloc - Governing Body	145,231	147,340	143,952	*(3,388)*	*-2.3%*	
Cost Alloc - Administration	727,201	761,932	769,899	*7,967*	*1.0%*	
Cost Alloc - Accounting	302,539	256,385	271,260	*14,875*	*5.8%*	
Cost Alloc - Fleet Maintenance	227,911	229,023	231,966	*2,943*	*1.3%*	
Cost Alloc - Town Hall Campus	69,387	59,812	59,508	*(304)*	*-0.5%*	
Cost Alloc - Safety & Risk Mgmt.	91,387	89,751	93,690	*3,939*	*4.4%*	Safety Officer shared with Gen. Fund
Cost Alloc - Stormwater	0	0	0	*0*	*0.0%*	
Cost Alloc - Information Services	366,622	265,845	269,456	*3,611*	*1.4%*	
Cost Alloc - Public Space	25,800	25,800	13,368	*(12,432)*	*-48.2%*	
Cost Allocations Subtotal	1,956,078	1,835,888	1,853,099	*17,211*	*0.9%*	
Transfers						
Transfer to Water Cap Reserve Fund	1,147,787	259,265	0	*(259,265)*	*-100.0%*	System Development Fees
Transfer to Sewer Cap Reserve Fund	1,028,807	190,256	0	*(190,256)*	*-100.0%*	
Transfers Subtotal	2,176,594	449,521	0	*(449,521)*	*-100.0%*	
Administration of Enterprise Total	**$ 4,207,935**	**$ 2,331,834**	**$ 1,894,099**	***$ (437,735)***	***-18.8%***	
% Change	*42.9%*	*-44.6%*	*-18.8%*			

Utilities Administration

UTILITIES ADMINISTRATION – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- Utilities Administration manages the utilities operations for the town. It monitors requirements of the North Carolina Department of Environmental Quality – Division of Water Resources – Water Quality Permitting & Public Water Supply Sections to ensure that the utility system is operating properly. The department also reviews, approves and inspects all proposed expansions of the utility system, plans and manages town-funded utilities construction projects, operates the West Fork Eno Reservoir, supports the other divisions of the department and the Water and Sewer Advisory Committee, addresses customer inquiries on water or sewer availability, participates in regional and professional water resources organizations and partnerships, and provides engineering advice to town departments as needed.

FY20 MAJOR ACCOMPLISHMENTS:

- Obtained contract for 1 MGD Jordan Lake Allocation.
- Hired second inspector.
- Improved the Water and Sewer Extension Contract template language.
- Negotiated and received cost share amount from Collins Ridge Development for the South Churton Street Sewer Project.
- Worked with the Water and Sewer Advisory Committee on exploring alternative rate structures.
- Analyzed OWASA interconnection and determined direction for proposed booster pump station to transfer flow. Exercised Durham Booster Pumping Station with the City of Durham to determine areas of improvement.
- Performed sewer collection system modelling.
- Issued requests for qualifications and awarded contracts to Hazen and Sawyer for the River Pumping Station Evaluation project and to Taylor Engineering for the McAdams Road Watermain Replacement Project.
- Completed the South Churton Street sewer project.
- Began working on a mutual aid agreement for emergency water exchanges between the town and the City of Durham (former agreement expired).
- Accepted Forest Ridge Booster Pump Station.
- Inspecting all major and minor developments – saved the town about $30,000 by serving as inspector for the WFER clearing project instead of hiring a consultant.
- Working on water system redundancy model.
- Completed Adron F. Thompson Facility Conceptual Plans.
- Soliciting consultant qualifications for the River Pumping Station options memo and to upsize some 2" water main on McAdams Road.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Collection and distribution system improvements are necessary to support committed and future growth.
- Continued assistance from consultants to work with our models to make projections for future capacity needs and from vendors to assess the condition of our pipes.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- The collection and distribution systems will need to be a major focus over the next several years. While we have successfully delayed plant upgrades (we are currently averaging about 33% - 50% of treatment capacity), initial indication from the collection system modeling effort show our main interceptors to the River Pumping Station are reaching capacity, on a dry day. Water modeling also shows that improvements need to be made to the 12" main serving the US 70A tank for better performance. There remain many areas of water main that are less than 6" and unable to provide fire flow. Experience is showing that portions of the water system have reached the end or are beyond their useful life due to repetitive breaks.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Esimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	298,807	351,027	421,720	*70,693*	*20.1%*	
Operations	111,023	116,213	146,247	*30,034*	*25.8%*	
Capital Outlay	6,725	0	0	*0*	*0.0%*	
Debt Service	0	0	0	*0*	*0.0%*	
Total	**$ 416,555**	**$ 467,240**	**$ 567,967**	***100,727***	***21.6%***	
% Change	*8.5%*	*12.2%*	*21.6%*			
FTE	3.00	4.00	4.00			FY20 - Add'l Utilities Inspector position

UTILITIES ADMINISTRATION

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	0	1,342	1,500	*158*	*11.8%*	Utilities inspectors subject to OT
Salaries - Regular	223,326	260,464	305,578	*45,114*	*17.3%*	FY19 - Asst. Utilities Director position eliminated
FICA	17,348	20,094	23,400	*3,306*	*16.5%*	FY20 - Mid-yr utilities inspector position
Hospitalization	27,100	29,979	41,295	*11,316*	*37.7%*	
Life/Disability/Vision	1,462	1,544	1,957	*413*	*26.7%*	
Dental Insurance	1,028	1,120	1,496	*376*	*33.6%*	
Retirement	17,418	23,516	31,200	*7,684*	*32.7%*	Increase in employer contribution rate/yr
Supplemental Retirement - 401K	11,125	12,968	15,294	*2,326*	*17.9%*	
Personnel Expansion	0	0	0	*0*	*0.0%*	
Personal Services Subtotal	298,807	351,027	421,720	*70,693*	*20.1%*	
Operations						
Training/Conferences/Conventions	2,598	910	1,920	*1,010*	*111.0%*	
APWA Inspector Course		*410*	*425*			Inspectors (2)
NC AWWA Conf & Schools		*405*	*395*			Director, Inspectors (2)
NC Rural Water Conf		*0*	*800*			Director, Inspectors (2)
National Conferences (Misc.)		*0*	*0*			
Misc. Workshops/Seminars		*95*	*300*			Director, Inspectors (2), Utilities Analyst
Telephone/Internet	1,964	2,137	2,977	*840*	*39.3%*	
3 smart phones @ $70/month & repl.		*1,680*	*2,520*			Director, Inspectors (2)
Mobile Internet, etc.		*457*	*457*			*Inspector Tablet 4G*
License Fees	0	4,000	4,000	*0*	*0.0%*	
AutoCAD		*0*	*0*			FY21 - Eliminating AutoCad subscription
ESRI		*4,000*	*4,000*			Annual subscription; FY21 - price increase
Travel/Vehicle Allotment	3,150	3,900	3,900	*0*	*0.0%*	Director vehicle allowance & misc. travel
Gasoline	1,439	1,300	2,600	*1,300*	*100.0%*	FY21 - Increase due to new inspector
Supplies - Office	755	688	750	*62*	*9.0%*	
Supplies - Departmental	0	1,122	500	*(622)*	*-55.4%*	FY20 - Miscellaneous supplies
Supplies - Data Processing	0	2,100	100	*(2,000)*	*-95.2%*	FY20 - Surface Pro and monitors
Uniforms	21	250	200	*(50)*	*-20.0%*	FY20 - Uniform for add'l inspector
C.S. - GIS/Surveying	43,785	10,000	15,000	*5,000*	*50.0%*	
C.S. - Update Cap Fees/Rates	410	0	0	*0*	*0.0%*	FY20 - Rate structure update delayed
C.S. - Engineering	0	45,000	97,500	*52,500*	*116.7%*	Water system modeling and misc. assistance
Misc. Engineering Assistance		*0*	*10,000*			FY21 - Increase in consulting fees
Water System Modeling		*5,000*	*12,500*			
Water System Redundancy Model		*40,000*	*0*			
Wastewater System Evaluation - Phase 2		*0*	*75,000*			FY21 - Calibrate model results from Ph 1; moved from Col
C.S. - Copier	665	0	0			FY20 - Transferred to Ruffin-Roulhac
Dues & Subscriptions	4,733	4,114	5,700	*1,586*	*38.6%*	NCRWA, AWWA, WEF, NC AWWA-WEA, etc.
Upper Neuse River Dues	23,084	0	0	*0*	*0.0%*	FY20 - Transferred to Stormwater
Miscellaneous	18,019	775	600	*(175)*	*-22.6%*	FY19 - Rate covenant analysis
Jordan Lake Partnership/Allocation	10,400	39,917	10,500	*(29,417)*	*-73.7%*	JLP membership & Level 2 JL Allocation
Level 2 Allocation		*27,417*	*1,500*			FY20 - 1x fee
Membership Dues		*12,500*	*9,000*			Triangle Water Partnership
Operations Subtotal	111,023	116,213	146,247	*30,034*	*25.8%*	
Capital Outlay						
Capital - Equipment	6,725	0	0	*0*	*0.0%*	
Capital - Vehicle	0	0	0	*0*	*0.0%*	
Capital Outlay Subtotal	6,725	0	0	*0*	*0.0%*	
Utilities Administration Total	**$ 416,555**	**$ 467,240**	**$ 567,967**	***$ 50,685***	***21.6%***	
% Change	*8.5%*	*12.2%*	*21.6%*			

Billing & Collections

BILLING & COLLECTIONS – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- Billing and Collections gathers water usage data, produces monthly water and sewer bills, and collects utility bill payments as well as other revenues for town departments. The division is also responsible for service connections, leak checks and the repair/upgrades/maintenance of water meters. Billing and Collections serves as the main town facility providing one-on-one customer service to town residents and customers.

FY20 MAJOR ACCOMPLISHMENTS:

- The department developed formal standard operating procedures for critical operations.
- Staff began accepting new customers electronically.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Streamline the accounts receivable process for uncommon water and sewer charges and other town revenues.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- N/A.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	258,624	314,131	330,719	*16,588*	*5.3%*	
Operations	516,029	291,888	396,079	*104,191*	*35.7%*	New meters & replacement registers
Capital Outlay	28,892	0	0	*0*	*0.0%*	FY19-Rplc veh. #61
Debt Service	39,125	39,125	39,125	*0*	*0.0%*	North Campus bldg reno
Transfers	0	0	0	*0*	*0.0%*	
Total	**$ 842,670**	**$ 645,144**	**$ 765,923**	***120,779***	***18.7%***	
% Change	*-57.0%*	*-23.4%*	*18.7%*			
						FY19-PT Meter Reader postion converted to FT
FTE	6.00	4.85	4.85			FY20 - Billing/Collections Supervisor position eliminated

BILLING & COLLECTIONS

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	5,994	1,953	2,000	47	2.4%	FYs18-19 - software conversion
Salaries - Regular	171,817	207,262	212,928	5,666	2.7%	FY20 - Eliminate B&C Supervisor Position
FICA	13,278	15,733	16,442	709	4.5%	
Hospitalization	44,620	58,774	63,414	4,640	7.9%	FY19 - 1 retiree
Life/Disability/Vision	1,016	1,369	1,396	27	2.0%	
Dental Insurance	1,325	1,764	1,870	106	6.0%	
Retirement	12,910	17,550	21,923	4,373	24.9%	
Supplemental Retirement - 401K	7,663	9,726	10,746	1,020	10.5%	
Personal Services Subtotal	258,624	314,131	330,719	16,588	5.3%	
Operations						
Training/Conferences/Conventions	2,878	730	750	20	2.7%	Customer service; Excel training
Meter Tech Class		330	350			
Tyler Training		400	400			
Telephone - Meter Reading	3,334	5,000	5,445	445	8.9%	
Smart Phone Reimb. @ $70/mo		0	0			FY20 - No cell stipends
Standard Phone Reimb. @ $40/mo		0	0			
Wireless for Tablets & Cell Service		5,000	5,445			Verizon cell, Mifi's & Push-to-Talk radios (3)
Postage	317	200	310	110	55.0%	
License Fees	3,437	3,541	2,050	(1,491)	-42.1%	Neptune Reading Software
Maintenance - Buildings	0	0	0	0	0.0%	
Advertising	633	0	0	0	0.0%	
Gasoline	3,501	3,950	4,345	395	10.0%	FY18 - 1.5 FTE, FY19 - 2.0 FTE
Supplies - Office	992	1,000	1,000	0	0.0%	
Dept Supplies - Billing & Collections	0	0	0	0	0.0%	Moved expense to Supplies - Office
Dept Supplies - Meter Reading	92,545	97,300	182,823	85,523	87.9%	New meters & replacement registers
Meters		62,300	77,568			FY21 - 240 regular and 144 for new construction
Registers		25,000	79,920			FY21 - 288 regular and 144 for new construction
Miscellaneous Equipment		10,000	20,000			Larger meters, gaskets, expansion wheels, etc.
Drive-by Unit Replacement		0	5,335			Replacement for unit that will be obsolete at end of FY20
Supplies - Data Processing	5,573	0	0	0	0.0%	
Misc. Billing Supplies		0	0			FY19 - Supplies for billing conversion
Uniforms	924	843	1,000	157	18.6%	
C.S. - Online Utility	0	400	2,400	2,000	500.0%	Service to perform credit checks/verify SS#
C.S. - South Data/Billing Statements	14,596	39,500	42,568	3,068	7.8%	Internal billing will resume 3/1/19
Monthly Billing Statements		7,540	9,660			Regular and disconnect
Postage fee		30,000	32,808			
Supplies		1,960	100			Prep of multiples, envelopes, etc.
C.S. - Meter Service	0	0	0	0	0.0%	
C.S. - B&C Service	273,443	0	0	0	0.0%	
Fathom		0	0			Discontinue Fathom 2/1/19
Data Processing Services	20,684	26,030	28,154	2,124	8.2%	Implement 2/1/19
Online Bill Consolidator		3,840	3,955			
SaaS Fees		21,331	23,340			Tyler software; FY20 added two users
3rd Party Hardware, Software & Services		859	859			
C.S. - Copier	1,216	0	0	0	0.0%	FY20 - Transferred to Town Hall Campus budget
Miscellaneous	10,037	945	1,000	55	5.8%	FY19 - GFOA ERP assistance
Shred-It		945	500			
Misc		0	500			
Arbitrage	1,464	2,000	2,600	600	30.0%	Arbitrage required for revenue bonds
Misc.- Vehicle Tax & Tags	850	0	0	0	0.0%	FY19 - New vehicle
Electronic Payment Fees	76,081	108,815	120,000	11,185	10.3%	
Bank Card Fees		70,200	75,000			
Tyler Notify, IVR and Insite fees		38,615	45,000			Implement Tyler 2/1/19
Tyler IVR Customer Convenience Fees		0	0			
Tyler UB Online Insite fees		0	0			
Utility Assistance	0	1,634	1,634	0	0.0%	
Returned Fund Fees	3,525	0	0	0	0.0%	
Operations Subtotal	516,029	291,888	396,079	104,191	35.7%	
Capital Outlay						
Capital - Equipment	0	0	0	0	0.0%	
Capital - Vehicles	28,892	0	0	0	0.0%	FY19 - Replaced Truck #061
Capital - Software	0	0	0	0	0.0%	
Capital Outlay Subtotal	28,892	0	0	0	0.0%	

Debt Service						
Capital Lease	39,125	39,125	39,125	*0*	*0.0%*	
N. Campus Reno & 101 E. Corbin St.		*39,125*	*39,125*			Debt Retired FY33
Debt Service Subtotal	39,125	39,125	39,125	*0*	*0.0%*	
Billing & Collections Total	**$ 842,670**	**$ 645,144**	**$ 765,923**	***120,779***	***18.7%***	
	-57.0%	*-23.4%*	*18.7%*			

Water Treatment Plant

WATER TREATMENT PLANT – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Water Treatment Plant treats water from the Eno River to meet state drinking water standards, as required by the North Carolina Department of Environmental Quality - Division of Water Resources. The treatment plant also tests the drinking water at its in-house, state-certified laboratory to provide safe, quality drinking water to Hillsborough residents and customers.

FY20 MAJOR ACCOMPLISHMENTS:

- No sampling violations.
- Cleaned the alum ponds, which helped the Total Kjeldahl Nitrogen (TKN) levels at the Wastewater Treatment Plant.
- Got the new raw water pump station automatic generator online, which allowed the old portable generator to be removed and put back into a standby emergency generator source.
- Purchased variable frequency drives.
- Received quotes to replace the main control panel.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Replace older chemical feed pumps ($13,000).
- Replace chlorine analyzers with reagent-less, which will save $3,000 per year in reagent costs (20,000).

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- Most requests are replacements or to provide efficiency and cost savings.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Estimate	FY20 Budget	FY21 Projection	*$ Change*	*% Change*	Comments
Personal Services	606,122	638,344	602,972	*(35,372)*	*-5.5%*	
Operations	361,987	407,342	404,447	*(2,895)*	*-0.7%*	
Capital Outlay	0	131,413	0	*(131,413)*	*-100.0%*	FY19-Replc. Tractor
Debt Service	106,715	104,379	91,315	*(13,064)*	*-12.5%*	WTP Upgrade - debt retired FY26; Water
Transfers	0	0	0	*0*	*0.0%*	Sys Upgrades - debt retired FY21
Total	**$ 1,074,824**	**$ 1,281,478**	**$ 1,098,734**	***(182,744)***	***-14.3%***	
% Change	*-2.6%*	*19.2%*	*-14.3%*			
FTE	7.50	7.30	7.00			FY21 - No longer budgeteting temporary operator position

WATER TREATMENT PLANT

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	18,789	15,000	25,000	*10,000*	*66.7%*	
Salaries - Regular	415,388	438,710	398,633	*(40,077)*	*-9.1%*	FY21 - Not budgeting temporary operator position
FICA	31,742	33,732	32,408	*(1,324)*	*-3.9%*	
Hospitalization	80,900	83,411	77,179	*(6,232)*	*-7.5%*	1 retiree health insurance started 7/1/17
Life/Disability/Vision	2,653	2,634	2,742	*108*	*4.1%*	
Dental Insurance	2,595	2,624	2,617	*(7)*	*-0.3%*	
Retirement	33,030	40,133	43,211	*3,078*	*7.7%*	
Supplemental Retirement - 401K	21,025	22,100	21,182	*(918)*	*-4.2%*	
Personal Services Subtotal	606,122	638,344	602,972	*(35,372)*	*-5.5%*	
Operations						
Training/Conferences/Conventions	1,470	1,000	3,500	*2,500*	*250.0%*	FY21 - WTP Operator Training
Telephone/Internet	2,160	2,160	2,160	*0*	*0.0%*	Cell Phone Stipends
Postage	134	50	150	*100*	*200.0%*	
Utilities	72,923	75,000	82,500	*7,500*	*10.0%*	
Maintenance - Plant & Equipment	65,220	43,141	79,300	*36,159*	*83.8%*	
Miscellaneous Maintenance		*15,841*	*30,000*			Small item replacements, misc. building supplies, etc.
Electrical Services		*12,000*	*8,000*			
Anthracite Replenishment		*0*	*5,000*			Add to filter media every two years
Replace 3 Turbidimeters		*12,000*	*0*			Outdated with no parts available
Chemical Feed Pumps		*0*	*13,000*			
Chlorine Analyzers		*0*	*20,000*			
Maintain AUMA Actuators		*3,300*	*3,300*			Maintenance program
Maintenance - Buildings	2,430	9,993	8,100	*(1,893)*	*-18.9%*	
General Maintenance		*3,926*	*6,000*			FY21 - Increased maintenance on older building
HVAC maintenance contract		*1,982*	*2,100*			
Replace door		*4,085*	*0*			Replace pump building door
Gasoline	2,465	2,500	2,750	*250*	*10.0%*	
Chemicals	157,676	150,000	157,300	*7,300*	*4.9%*	FY20-22 - Fuel surcharges incr. cost
Supplies - Departmental	33,709	35,039	36,550	*1,511*	*4.3%*	
General Expenses		*24,000*	*25,000*			
Misc. Plant & Lab Equipment		*11,039*	*11,550*			Lab and small pump equipment replc.
Supplies - Safety	720	1,000	1,000	*0*	*0.0%*	
Outside Lab Services	10,619	7,724	12,500	*4,776*	*61.8%*	FY20-22 - EPA, lead and copper testing
Uniform Rental	1,146	860	1,500	*640*	*74.4%*	
C.S. - Instrumentation Maintenance	6,372	5,700	6,372	*672*	*11.8%*	Calibrate & maintain various instruments
C.S. - PS Monitoring Mission Units	1,476	1,535	1,695	*160*	*10.4%*	Communications HS, RW & Sludge PSs
C.S. - Generator Maintenance	0	5,000	0	*(5,000)*	*-100.0%*	FY20 - 2-yr contract
C.S. - Filtration Controls Testing	0	0	3,000	*3,000*	*0.0%*	To calibrate filter controls every other yr
C.S. - Alum Sludge Removal	0	62,218	0	*(62,218)*	*-100.0%*	Dredge alum sludge ponds biannually
Purchase Water & Resale	0	0	0	*0*	*0.0%*	
Dues & Subscriptions	3,010	3,510	4,270	*760*	*21.7%*	License to Operate, NCWOA, etc.
Miscellaneous	457	339	1,200	*861*	*254.0%*	New equipment/electrical work
Miscellaneous - Tax, Tags, Etc.	0	0	0	*0*	*0.0%*	
Consumer Confidence Report	0	573	600	*27*	*4.7%*	EPA mandated annual water quality report
Operations Subtotal	361,987	407,342	404,447	*(2,895)*	*-0.7%*	
Capital Outlay						
Capital - Buildings & Improv.	0	0	0	*0*	*0.0%*	
Capital - Equipment	0	131,413	0	*(131,413)*	*-100.0%*	
Replace Chem. Main Control Panel		*90,000*	0			
Variable Frequency Drives		*41,413*	0			Controls power to equip. & pumps
Capital Outlay Subtotal	0	131,413	0	*(131,413)*	*-100.0%*	
Debt Service						
Debt Service	106,715	104,379	91,315	*(13,064)*	*-12.5%*	
WTP Upgrade		*90,415*	*88,388*			Debt Retired in FY26
Water System Upgrade		*13,964*	*2,927*			Debt Retired in FY21
Debt Service Subtotal	106,715	104,379	91,315	*(13,064)*	*-12.5%*	
Transfers						
Transfer to Capital Improv. Fund	0	0	0	*0*	*0.0%*	FY24-Prelim. Design ($50k); FY25-Design ($500k); FY26-Construct ($4.3M est.)
Transfers Subtotal	0	0	0	*0*	*0.0%*	
Water Treatment Plant Total	**$ 1,074,824**	**$ 1,281,478**	**$ 1,098,734**	***(182,744)***	***-14.3%***	
% Change	*-2.6%*	*19.2%*	*-14.3%*			

Budget Justification Form

Department/division: Water Treatment Plant

Request: Chemical feed pumps

Priority 1-3 (1=must do; 2=should do; and 3=could do): 1 – Must do

Line-item where funds are requested: Maintenance – Plant & Equipment

Fiscal year(s) & amount(s) of request:
FY21 – $13,000

Describe request:
Replace chemical feed pumps that are seven years old and that are beginning to experience issues.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
We try to stay proactive to keep pumps from going out in the middle of the night or during holidays when nobody is available to replace the equipment.

Alternatives & operational impact if request is not funded:
If a pump goes out, the division could manage, but if several start to fail we would have to make arrangements to purchase water until we could get ours fixed or replaced.

Additional information:
N/A.

Budget Justification Form

Department/division: Water Treatment Plant

Request: Chlorine analyzers

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2 – Should do

Line-item where funds are requested: Maintenance – Plant & Equipment

Fiscal year(s) & amount(s) of request:
FY21 – $20,000

Describe request:
Replace existing units that are aging. It is getting harder to get parts for the current analyzers. The older ones require reagents that cost $45 dollars each month, while the newer ones do not require any reagents. These monitor the chlorine levels on all three filters plus the pump well and chlorine levels leaving the plant.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
With the reagent-less models, we would be saving approximately $3,000 a year, creating less waste and reducing the amounts of plastic bottles we go through. The new analyzers will discharge less water, which translates to less going to the wastewater treatment plant.

Alternatives & operational impact if request is not funded:
If not funded, we will make do with what we have until we can no longer get parts.

Additional information:
N/A.

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Water Treatment Plant

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Plant Expansion	Preliminary design to expand water treatment plant to 4.5 million gallons per day	FY24 FY26 FY27	$60,000 $600,000 $4.25M
2	Dredge Lake Ben Johnson	Dredge Lake Ben Johnson	FY22	TBD
3	Bulk Water Bot	Install a bulk water tracking system	FY22	TBD

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Water Treatment Plant Expansion					Budget Unit #:	8120
Budget Unit:	Water Treatment Plant		Functional Area:	Water & Sewer			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☐ New	☐ Replacement
4,910,000	-	-	-	-	60,000	4,850,000	☐ Renovation	☑ Expansion

Section 2 — **Description of Capital Item**

This request is to expand the Water Treatment Plant from 3.0 million gallons per day to 4.5 million gallons per day, to accommodate expected growth. The first component of the capital project is a preliminary design study of the plant, followed by design of the expansion. Securing funding and addressing any environmental hurdles would take place concurrently. The design and construction costs may exceed the funds requested, and costs will be reevaluated during and after the study is completed. It may be feasible to upgrade to a higher capacity as well instead of going back again in the future for another upgrade.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

Continued growth will require additional potable water production. In the long run, it is less expensive to produce treated water than to purchase it, but purchasing limited quantities needed above our current capacity would be cost effective up to a point. Once the cost of purchasing water surpasses the anticipated loan payment for a plant expansion, it is better to produce the water in-house. Also, independence from other utilities' requirements, such as water restrictions, is an intangible benefit. Production of potable water serves the community with a safe, local source of water. It would be prudent to have a preliminary study to determine our options and estimated costs so we may prepare for the future.

History and Current Status; Impact if Cancelled or Delayed

The entire project may be deferred, depending on needed water supply and cost. Deferment will depend greatly on water usage and the town's ability to purchase water from other entities. As this project gets closer, the cost of water purchases should be compared to the cost of an expansion loan. Other considerations include potential drought impacts on water availability and political concerns. Current average flow in 2019 is 1.2 - 1.4 mgd. This does not account for peak demands. Additional filters will have to be constructed to expand our plant capacity.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans				60,000				**60,000**
Engineering / Arch. Serv.						600,000	250,000	**850,000**
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.							4,000,000	**4,000,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	-	-	-	**60,000**	-	**600,000**	**4,250,000**	**4,910,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	-	-	-	**60,000**	-	**600,000**	**4,250,000**	**4,910,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Operating Revenue				60,000				**60,000**
Capital Reserves						600,000		**600,000**
Debt Financing							4,250,000	**4,250,000**
Total Program Financing	-	-	-	**60,000**	-	**600,000**	**4,250,000**	**4,910,000**

Section 6 — **Maps / Charts / Tables / Pictures**

West Fork Eno Reservoir

WEST FORK ENO RESERVOIR – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The West Fork Eno Reservoir (WFER) provides a supply of water for treatment and distribution by the town. The WFER supplements stream flow in the Eno River and boosts water availability during dry periods, typically June through November.

FY20 MAJOR ACCOMPLISHMENTS:

- Completed the reservoir dam and clearing work. Obtained permit extensions to finish the work in FY21.
- Expansion is nearly complete with one remaining project to be performed before full inundation of the reservoir to Phase II level. The remaining project is the elevating, bridge and drainage improvements to Carr Store and Mill Creek roads. This project was awarded but mobilization is delayed due to COVID-19. Estimated completion is early 2021.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- The road project and associated fees will be paid by a new 2020 bond effort in the amount of $3.2 million for a ten-year term.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- The reservoir road projects, the last component before raising the reservoir, came in lower than the town projected.
- After the Phase II expansion is completed, there should not be any major capital expenses projected for the reservoir for several years.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	0	0	0	*0*	*0.0%*	
Operations	35,435	36,669	42,435	*5,766*	*15.7%*	Reservoir maintenance
Capital Outlay	0	0	0	*0*	*0.0%*	
Debt Service	384,150	450,469	840,550	*390,081*	*86.6%*	FY21 - WFER Ph II debt service includes add'l road proj.
Transfers	0	0	0	*0*	*0.0%*	
Total	**$ 419,585**	**$ 487,138**	**$ 882,985**	***395,847***	***81.3%***	
% Change	*-65.8%*	*16.1%*	*81.3%*			
FTE	0.00	0.00	0.00			

WEST FORK ENO RESERVOIR

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Operations						
Utilities	763	600	660	*60*	*10.0%*	
Maintenance - Equipment	0	340	1,000	*660*	*194.1%*	FY21 - Mission unit, transducer, UPS backup
Maintenance - Infrastructure	3,000	2,600	6,000	*3,400*	*130.8%*	Nuisance animal removal, etc.
Aquatic Weed Control Program	3,189	2,970	3,500	*530*	*17.8%*	Hydrilla control in WFER & Eno River
Maintenance - Grounds	7,000	7,000	7,000	*0*	*0.0%*	Mowing, etc.
Supplies - Departmental	0	0	50	*50*	*0.0%*	
C.S./Monitoring Mission Unit	623	624	625	*1*	*0.2%*	Telemetry unit for control & monitoring
Miscellaneous	0	1,676	2,600	*924*	*55.1%*	
Miscellaneous		*0*	*100*			
Trustee Fee		*1,676*	*2,500*			Revenue Bond Annual Fee
Dams Inspection & Evaluation	0	0	0	*0*	*0.0%*	Inspect every 10 years (FY22)
Water Quality Monitoring (Raw H20)	20,859	20,859	21,000	*141*	*0.7%*	
Operataions Subtotal	35,435	36,669	42,435	*5,766*	*15.7%*	
Capital Outlay						
Capital - Infrastructure	0	0	0	*0*	*0.0%*	
Capital - Equipment	0	0	0	*0*	*0.0%*	
Capital Outlay Subtotal	0	0	0	*0*	*0.0%*	
Debt Service						
Debt Service	384,150	450,469	840,550	*390,081*	*86.6%*	
Reservoir Ph II		*450,469*	*840,550*			Debt retired in FY43
Debt Service Subtotal	384,150	450,469	840,550	*390,081*	*86.6%*	
Transfers						
Transfer to Capital Improv Fund	0	0	0	*0*	*0.0%*	
Transfers Subtotal	0	0	0	*0*	*0.0%*	
Reservoir Total	**$ 419,585**	**$ 487,138**	**$ 882,985**	***395,847***	***81.3%***	
% Change	*-65.8%*	*16.1%*	*81.3%*			

Water Distribution

WATER DISTRIBUTION – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- Maintain the water distribution system, booster pump stations and water storage tanks to ensure water quality for the Town of Hillsborough and its customers as well as meet or exceed all state, federal and North Carolina Department of Environmental Quality-Division of Water Resources - Public Water Supply Section regulations and requirements.

FY20 MAJOR ACCOMPLISHMENTS:

- Completed the Adron F. Thompson Facility conceptual design.
- Rebuilt pump at Durham Booster Pump Station and rebuilding the Clow valves with one motor.
- Developed a Standard Operating Protocol for operating the OWASA interconnect. Worked closely with OWASA to flush interconnect.
- Soliciting qualifications for the McAdams Road water main replacement program.
- Performed valve exercising and flushing on schedule. Worked on bettering Utility Cloud data.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Replace 6'' PVC water line on Governor Burke Road (unfunded - $90,000) - Deferred due to COVID-19.
- Economic Development District Water Line Extension ($259,404).
- Adron F. Thompson facility design (unfunded - $125,000) - Deferred due to COVID-19.
- AWIA Risk & Resiliency Study, which is a new federal mandate (30,000).
- Replace fire hydrants in the Central Pressure Zone (unfunded - $110,000)- Deferred due to COVID-19.
- Booster pump station to transfer water from OWASA to Hillsborough.
- Leak Detection - Deferred due to COVID-19.
- Make pipe interconnections for water quality and redundancy for Collins Ridge.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- The distribution system has increasing needs due to its age and upcoming developments. There are several capital improvement projects to address these needs.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	471,883	492,957	474,473	*(18,484)*	*-3.7%*	
Operations	292,807	287,851	351,913	*64,062*	*22.3%*	
Capital Outlay	83,465	95,290	10,000	*(85,290)*	*-89.5%*	FY20 - Durham Pump Station Generator
Debt Service	94,036	122,952	105,973	*(16,979)*	*-13.8%*	
Transfers	350,000	0	724,404	*724,404*	*0.0%*	FY21 - EDD Extension and I-40 Water Connection
Cost Allocations	0	0	0	*0*	*0.0%*	
Total	**$ 1,292,192**	**$ 999,050**	**$ 1,666,763**	***667,713***	***66.8%***	
% Change	*9.5%*	*-22.7%*	*66.8%*			
FTE	7.00	7.00	7.00			FY19 - position split w/ Meter Reading; transferred to Dist/Coll full-time

WATER DISTRIBUTION

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	13,856	9,500	12,500	*3,000*	*31.6%*	FY20/21 - Utility Maint. Tech I and Utility
Salaries - Regular	318,065	333,967	314,813	*(19,154)*	*-5.7%*	Mechanic I positions frozen
FICA	25,257	26,016	25,039	*(977)*	*-3.8%*	
Hospitalization	68,603	72,046	67,963	*(4,083)*	*-5.7%*	FY19 - Includes retiree health insurance
Life/Disability/Vision	2,038	1,997	2,162	*165*	*8.3%*	
Dental Insurance	2,378	2,286	2,244	*(42)*	*-1.8%*	
Retirement	25,607	30,441	33,386	*2,945*	*9.7%*	
Supplemental Retirement - 401K	16,078	16,704	16,366	*(338)*	*-2.0%*	
Personnel Expansion	0	0	0	*0*	*0.0%*	
Personal Services Subtotal	471,883	492,957	474,473	*(18,484)*	*-3.7%*	
Operations						
Training/Conferences/Conventions	1,849	3,488	5,000	*1,512*	*43.3%*	
Cross-Connection Conference		*330*	600			Cross-Connection/Backflow
NCAWWA/Training/Conferences		*935*	*2,000*			
NCRWA/Training/Conferences		*960*	*800*			
Misc. Training		*1,263*	*1,600*			
Telephone/Internet	8,292	9,180	9,180	*0*	*0.0%*	
Smart Phone Reimb 3 @ $70/mo		*2,520*	*2,520*			Maint Supv, Util Sys Supv, & B/FOG Spec
Cell Phone Reimb 9 @ $40/mo		*2,160*	*2,160*			All staff split 50/50 with WW Coll
Wireless for Utility Cloud Devices		*4,500*	*4,500*			Hot Spots
Postage	8	0	20	*20*	*0.0%*	
Utilities	41,968	38,425	42,268	*3,843*	*10.0%*	
Buildings Maintenance & Repairs	19,392	3,304	6,000	*2,696*	*81.6%*	Maint./repairs on the building & supplies
Maintenance - Grounds	32,382	24,200	30,000	*5,800*	*24.0%*	Out-fall mowing & clearing; moved from Rental-Equipmer
Maintenance - Equipment	255	4,697	7,000	*2,303*	*49.0%*	Generator Maint/Repairs/New service agreement
Maintenance - Infrastructure	3,163	16,000	15,000	*(1,000)*	*-6.3%*	Tanks & booster pump stations
Gasoline	16,525	20,237	23,345	*3,108*	*15.4%*	Additional pump station generator (diesel)
Supplies - Office	3,313	1,120	2,000	*880*	*78.6%*	
Supplies - Departmental	91,960	95,922	100,000	*4,078*	*4.3%*	Hydrants, valves, tapping saddles, pipe, etc
Supplies - Safety	1,268	1,117	1,500	*383*	*34.3%*	
Patching	4,995	10,310	8,000	*(2,310)*	*-22.4%*	
Supplies - Data Processing	0	0	0	*0*	*0.0%*	
Rental - Uniform	3,347	3,459	4,100	*641*	*18.5%*	FY21 - Additional staff
Rental - Equipment	9,483	500	8,000	*7,500*	*1500.0%*	
C.S. - Inmates	367	0	0	*0*	*0.0%*	FY19 - Suspended inmate program temporarily
C.S. - Alarm	379	400	1,600	*1,200*	*300.0%*	
C.S. - Pump Station Monitoring	3,614	4,004	4,300	*296*	*7.4%*	FY21 - Mission fee increase
C.S. - Tank Maint. Program	37,914	38,597	40,000	*1,403*	*3.6%*	
C.S. - NC One Call Center	2,137	3,063	2,600	*(463)*	*-15.1%*	
Data Processing Services	4,758	5,464	6,000	*536*	*9.8%*	Utility Cloud Asset Mgmt. (shared w/8200)
Dues & Subscriptions	1,930	0	3,000	*3,000*	*0.0%*	Annual water system renewals
Miscellaneous	1,683	4,364	33,000	*28,636*	*656.2%*	
Other		*4,364*	*3,000*			
AWIA Risk & Resiliency Study		*0*	*30,000*			Federal mandate for water systems
Vehicle Tax & Tags	1,826	0	0	*0*	*0.0%*	
Personnel Expansion - Op Costs	0	0	0	*0*	*0.0%*	
Operations Subtotal	292,807	287,851	351,913	*64,062*	*22.3%*	
Capital Outlay						
Capital - Infrastructure	0	35,290	10,000	*(25,290)*	*-71.7%*	Ongoing small line replace/repair program
Small Water Line Replacements		*35,290*	*10,000*			
Capital - Buildings & Improvements	0	0	0	*0*	*0.0%*	
Capital - Vehicles	56,181	0	0	*0*	*0.0%*	
Capital - Equipment	27,284	60,000	0	*(60,000)*	*-100.0%*	w/B&C
Durham Pump Station Generator		*60,000*	*0*			
Capital Outlay Subtotal	83,465	95,290	10,000	*(85,290)*	*-89.5%*	8 years old.
Debt Service						
Capital Lease	94,036	122,952	105,973	*(16,979)*	*-13.8%*	
Water System Improvements		*21,482*	*4,503*			Debt retired in FY21
Old Water Plant Reno/Addition		*0*	*0*			
South Zone Water Tank		*101,470*	*101,470*			Debt retired in FY35
Debt Service Subtotal	94,036	122,952	105,973	*(16,979)*	*-13.8%*	

Transfers						
Transfer to Capital Improv Fund	350,000	0	724,404	*724,404*	*0.0%*	
Churton Street Water Main Replacement		*0*	*0*			
EDD Area Water Main Extension		*0*	*259,404*			
Old Water Plant Building Reno/Addition		*0*	*0*			Design; Split 50/50 w/ Collection
16" Water Connection Under I-40		*0*	*465,000*			FY19 - Design and FY21 - Main projects
Replace Old Fire Hydrants		*0*	*0*			
Transfers Subtotal	350,000	0	724,404	*724,404*	*0.0%*	
Water Distribution Total	**$ 1,292,192**	**$ 999,050**	**$ 1,666,763**	***$ 667,713***	***66.8%***	
% Change	*9.5%*	*-22.7%*	*66.8%*			

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Economic Development District Water Line Extension					Budget Unit #:	8140
Budget Unit:	Water Distribution		Functional Area:	Water & Sewer			Priority Rank:	2

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☐ New	☐ Replacement
259,404	250,000	259,404	-	-	-	-	☐ Renovation	☑ Expansion

Section 2 — **Description of Capital Item**

Design and installation of approximately 2,865 feet of 8-inch water line south of and adjacent to Interstate 40 (I-40), between the Economic Development District (EDD) and the town's existing water line on New Grady Brown School Road (east section). This is a reimbursement to Orange County for the Hillsborough EDD district infrastructure.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

Orange County is proceeding with a project to extend town water and sewer to the EDD at the I-40/Old NC 86 interchange. Orange County plans to pay for the majority of the project; however, a portion of the water line is outside of the EDD. Due funding restrictions, Orange County is unable to pay for any utilities outside the EDD boundary. Therefore, the county has requested that Hillsborough pay for the approximately 2,865 feet of 8" water line between the EDD and New Grady Brown School Road and the corresponding share of any engineering/permitting costs and construction phase engineering inspection. The benefit to the town, besides the EDD area, is that the water main will be looped, improving water quality.

History and Current Status; Impact if Cancelled or Delayed

The town board noted the extension of water and sewer service to the EDD at I-40 /Old NC 86 as one of its top FY17 priorities. Due to Orange County's planned project, the cost to the town is relatively minimal, given the benefits and system infrastructure that will be received. The town has since committed, through an agreement with Orange County, its participation and is tracking the county's progress to determine when our part is necessary. The segment of water line that the town will finance is important in that it provides a system loop, which better ensures continuity of service in an emergency and better water volume and pressure availability. However, since 2018, the costs escalated. These are reflected in the attached letter and below. In 2019, costs came in higher than expected and the county has been exploring other design or financing opportunities.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

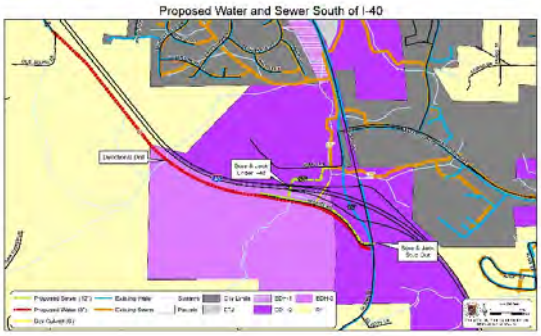
Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.								-
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.	259,404							**259,404**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	**259,404**	-	-	-	-	-	-	**259,404**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	**259,404**	-	-	-	-	-	-	**259,404**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
System Development Fees	259,404							**259,404**
								-
								-
Total Program Financing	**259,404**	-	-	-	-	-	-	**259,404**

Section 6 — **Maps / Charts / Tables / Pictures**

Town-financed section of the water line (shown in red) is to the left (west) of the purple (EDD) area.



PLANNING & INSPECTIONS DEPARTMENT
Craig N. Benedict, AICP, Director

Administration
(919) 245-2575
(919) 644-3002 (FAX)
www.orangecountync.gov

ORANGE COUNTY
NORTH CAROLINA

131 W. Margaret Lane
Suite 201
P. O. Box 8181
Hillsborough, NC 27278

January 16, 2019

K. Marie Strandwitz, P.E.
Utilities Director
Town of Hillsborough
101 E. Orange Street
Hillsborough, NC 27278

PROJECT: Hillsborough Area EDD, Phase 1 Water and Sewer Extensions
SUBJECT: Cost Share between Orange County and Town of Hillsborough

Dear Ms. Strandwitz,

In late December 2018, Orange County (County), in partnership with the Town of Hillsborough (Town), achieved the milestones of 100% design completion and 100% design permitting completion for the Hillsborough Area EDD Phase 1 Water and Sewer Extensions project. See 100% construction drawings, attached. Orange County hopes to bid this project for construction prior to June 30, 2019. This public utility project is intended to serve future development within the Hillsborough Area EDD near the I-40/Old NC 86 interchange. This is a joint project consistent with the September 25, 2017 Interlocal Agreement between Orange County and the Town of Hillsborough (see Enclosure 1).

Based on the 100% Engineer's Opinion of Probable Construction Cost (EOPCC) received in November 2018, County staff is projecting a sizeable shortage of construction funding. This is primarily due to the higher than expected sewer construction costs associated with shallow crystalline rock discovered during subsurface exploratory borings, but is likely also heavily influenced by current economic conditions in which unit prices have increased across the board. Value engineering has brought the estimated construction costs down, but adequate funds are not currently available to construct the entirety of the project based on the 100% EOPCC. The County will be seeking additional construction funding in hopes of completing as much of the proposed project as possible.

Per Section 3 of the Interlocal Agreement, the Town will pay the cost of construction and pro-rata share of the related engineering and construction engineering & inspection (CEI) services for those sections of the water and/or sewer infrastructure lying outside the County EDD. As you're aware, the County has introduced pricing segregation within the 100% construction documents and bid documents that will allow a more straightforward evaluation of the County's and Town's anticipated shares of the design, construction, and construction engineering/inspection (CEI) costs. See attached Cost Share Evaluation for a detailed breakdown of the segregated bidding approach (i.e. Base Bids and Add Alternates). The proposed segment of water line located outside of the County EDD is designated as Base Bid 3.

The Interlocal Agreement does not clearly define the methodology for determining the Town's pro-rata share of costs. The County recommends that the Town's pro-rata share of engineering design costs for Base Bid 3 should be based on the corresponding percentage of overall construction costs, as estimated in the 100% EOPCC. Based on this logic, the construction of Base Bid 3 represents 12.79% share of the overall construction costs. Applying this percentage to the overall engineering design costs (i.e. $214,520) generates a pro-rata engineering design cost of <u>$27,437.47</u> for the Town.

The proposed water line within the project will provide a looped connection between Old NC 86 and Grady Brown School Road intended to increase system redundancy, improve water quality, and increase available fire flows. If constructed, the segment of proposed water located outside of the County EDD (i.e. Base Bid 3) would be paid for by the Town; however, we suspect the Town would not be interested in constructing this segment of water line unless the segment of water line as defined in Base Bid 2 is constructed, completing the loop. Accordingly, the County believes that **all efforts should be made to fund the construction of Base Bid 1, Base Bid 2 and Base Bid 3, at a minimum**. If additional funds become available beyond those required to construct Base Bids 1-3, through additional funding sources or lower bids, the construction of additional Add Alternates will be funded.

Based on the assumption that Base Bids 1-3 are fully funded for construction, the County recommends that the Town's pro-rata share of CEI costs for Base Bid 3 should be based on the corresponding percentage of overall estimated CEI costs, which would be due at a later date. Based on this logic, Base Bid 3 represents 15.90% share of the CEI costs. Applying this percentage to the overall estimated CEI costs (i.e. $90,000) generates a pro-rata CEI cost of $14,308.34 for the Town. Inclusive of the estimated $467,658 construction cost for Base Bid 3, the Town's total contribution to the Hillsborough Area EDD Phase 1 Water and Sewer Extensions project would be $509,403.80.. Please note that we have not yet solicited a proposal for CEI services; therefore, the $90,000 is not based on a negotiated fee.

Should additional Add Alternates be funded, Orange County expects the CEI costs to rise accordingly. Inasmuch as that infrastructure would be totally within the EDD, Orange County would absorb those costs.

The County is of the opinion that the construction cost estimates contained within the 100% EOPCC are highly conservative. Actual construction costs will not be known until formal bids are received, but County staff remains hopeful that bids will come in lower than the estimates contained within the 100% EOPCC. We look forward to receiving your feedback regarding the cost share logic as described above. Please call if any you have any questions.

Sincerely,

Craig Benedict
Orange County Planning and Inspections Director
(919) 245-2592 (W)/ (919) 619-4475 (M)
cbenedict@orangecountync.gov

Enclosures:

1. 100% Construction Drawings, sealed 01/11/19
2. Interlocal Agreement between Orange County and the Town of Hillsborough, dated 09/25/17
3. Cost Share Evaluation – Orange County and Town of Hillsborough

cc: Howard W. Fleming, Jr, P.E., Orange County Planning & Inspections Department
Christopher J. Sandt, P.E., Orange County Planning & Inspections Department

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	16" Water Connection under I-40 and Other Interconnects					Budget Unit #:	8140
Budget Unit:	Water Distribution		Functional Area:	Water & Sewer			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☐ New	☐ Replacement
465,000	100,000	465,000	-	-	-	-	☑ Renovation	☐ Expansion

Section 2 — **Description of Capital Item**

This project involves the same water main in different areas: 1) Re-route an existing 16'' water main south of Waterstone on Old Highway 86 at Interstate 40 through an existing carrier pipe that has been installed along the underpass; 2) interconnect this main with other existing mains for system redundancy and water quality; and 3) build a a booster pump station to receive water from OWASA in times of need with little effort. Priority is 3-2-1.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

The 16'' water main that is currently in-service under Interstate 40 (I-40) is not in a casing sleeve (directly buried with concrete encasement). If this water main ruptures, it will be difficult and expensive to repair due to the pipe location. Orange Water and Sewer Authority (OWASA) had anticipated this risk when I-40 was constructed and had a casing sleeve/pipe installed underground along the underpass for better protection. We also know that we need to interconnect this main further into town with our existing system. We have bid-ready plans. Lastly, it is recommended we move the existing OWASA booster pump station now that we have the south pressure zone with the location being confirmed with our modeling consultant. This work supports the department's top priority of emergency preparedness. A portion of the current appropriation has been expended on field investigations to see what has been installed, to accurately locate the exisitng pipe and the casing pipe, and to confirm its encasement.

History and Current Status; Impact if Cancelled or Delayed

The 16" water line was installed by OWASA in the late 1970s and has served as the water system interconnection between OWASA and Hillsborough for several years. The section from Exchange Park Lane to Davis Road was transferred to Hillsborough in 2013. When I-40 was constructed, the 16" water line crossed the proposed I-40 alignment. We have confirmed through field investigations that a concrete encasement was placed around this pipe, giving more comfort. However, Hillsborough does not want to be in the news for closing I-40 due to a water main break that has undermined the freeway. If we delay the interconnections and booster pump station much longer, we continue risking system redundancy. There is a way to receive water from OWASA now, but it is labor intensive. The booster pump station should proceed as well as the interconnects, which have already been designed. Priority of projects is 3-2-1, but 2 can move the fastest.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

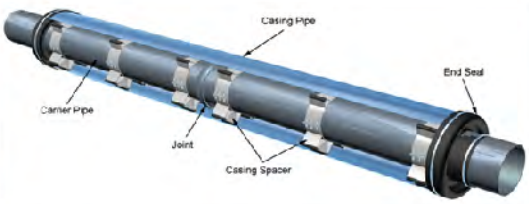
Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.	65,000							65,000
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.	400,000							400,000
Equip / Machinery / Furniture								-
Total Capital Cost Est.	**465,000**	-	-	-	-	-	-	**465,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	**465,000**	-	-	-	-	-	-	**465,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
System Development Fees	465,000							465,000
								-
								-
Total Program Financing	**465,000**	-	-	-	-	-	-	**465,000**

Section 6 — **Maps / Charts / Tables / Pictures**

New Wear Main Construction



Water Pipe Inserted in Casing

Unfunded Budget Requests

Please list your unfunded budget requests in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Water Distribution

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Replace Fire Hydrants	Replace old fire hydrants in the Central Pressure Zone and install valves on hydrant legs.	FY21	$220,000
2	Replace Truck #171	08 w/ 147k miles (split 50/50 w/ Coll.).	FY21	$32,500
3	Replace Truck #181	09 w/ 144k miles (split 50/50 w/ Coll.).	FY21	$32,500
4	Utility Mechanic I	To assist with daily workload and sewer calls, split with Water Dist.	FY21	$27,569
5	Governor Burke Road	Replace 6'' water line.	FY21	$90,000
6	Leak Detection	Perform leak detection on older water mains and areas of concern.	FY21 FY23	$40,000 $40,000
7	Backhoe	Replace 9-yr old backhoe.	FY22	$35,000
8	Adron F. Thompson Facility Upgrade	Upgrade shop and office for collection and distribution system staff (split with Wastewater Collection).	FY21 FY22	$125,000 $1M
9	US Business 70 Water Main Improvements – Phase I	Replace 4,900 feet 12-inch AC water main with 16-inch ductile iron water main. Incl. Preliminary study and design budget for all three phases.	FY22 FY23 FY24	$20,000 $325,000 $1.25M
10	US Business 70 Water Main Improvements – Phase II	Replace 4,500 feet of 12-inch AC water main with 16-inch ductile iron water main.	FY25	$1.25M
11	US Business 70 Water Main Improvements – Phase III	Replace 4,320 feet of 12-inch AC water main with 16-inch ductile iron water main.	FY26	$1.25M
12	Replace Hassell Street Water Tank	Replace elevated water tank with larger.	FY24 FY25	$400,000 $2.6 million

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Replace Fire Hydrants					Budget Unit #:	8140
Budget Unit:	Water Distribution		Functional Area:	Water & Sewer			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years: Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years
220,000	-	220,000	-	-	-	-

Type of Project:
- ☐ New
- ☑ Replacement
- ☐ Renovation
- ☐ Expansion

Section 2 — **Description of Capital Item**

Replace old, obsolete fire hydrants and install valves on the hydrant legs where needed.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

We currently have a large number of fire hydrants in the central pressure zone that were installed without a watch valve on the hydrant leg (valve on the pipe connecting the water main and the hydrant assembly). We need to install watch valves for hydrants without them so the hydrants can be turned off during maintenance. Some of these hydrants date back to the 1930s and need to be replaced since parts are hard to find and they are sometimes difficult or impossible to disassemble. There are approximately 75 hydrants, of about 700 total hydrants, that are almost 40 years old. Current bids for hydrant replacements range from $3,000 - $5,500. If there is no watch valve to isolate the hydrant for replacment, the cost will be higher. The $200,000 requested will cover many of the needed replacements through contract work, with staff likely able to perform the remaining replacements with its own resources. We won't know how many hydrants will be able to be replaced with the requested funds until we receive the bid prices.

History and Current Status; Impact if Cancelled or Delayed

If we do not perform this work, we risk having these hydrants not work properly in the event of a fire, which could be catastrophic.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

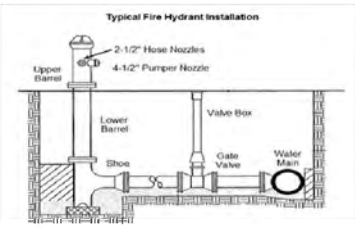
Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.	20,000							20,000
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.	200,000							200,000
Equip / Machinery / Furniture								-
Total Capital Cost Est.	**220,000**	-	-	-	-	-	-	**220,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	**220,000**	-	-	-	-	-	-	**220,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Operating Revenue	220,000							220,000
								-
								-
Total Program Financing	**220,000**	-	-	-	-	-	-	**220,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Old fire hydrant



Budget Justification Form

Department/division: Water Distribution

Request: Replace Truck #171

Priority 1-3 (1=must do; 2=should do; and 3=could do): 1 – Must do

Line-item where funds are requested: Capital - Vehicles

Fiscal year(s) & amount(s) of request:
FY21 - $32,500 ($65,000 total, split 50/50 between Water Distribution and Wastewater Collection)

Describe request:
The town needs to replace truck #171. The truck is a 2008 F-250 with 147,319 miles and 8,872 hours on the motor. The dependability of the truck has declined. The repairs are becoming very costly to the town and have resulted in more down time while it's at Fleet Maintenance for repairs. This has resulted in longer completion times for the line crew's work orders.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
The replacement of this truck falls under the "Run the Operations" perspective, which keeps the on-call response time low and means less downtime due to repairs. This translates to better efficient and service to the citizens of Hillsborough.

Alternatives & operational impact if request is not funded:
If the truck does not get approved for replacement repairs will become more costly to the town. The truck will become more unreliable for on-call responses and emergency calls. The truck is undersized for the work and towing of equipment that is needed.

Additional information:

Budget Justification Form

Department/division: Water Distribution

Request: Replace Truck #181

Priority 1-3 (1=must do; 2=should do; and 3=could do): 1 – Must do

Line-item where funds are requested: Capital - Vehicles

Fiscal year(s) & amount(s) of request:
FY21 - $32,500 ($65,000 total, split 50/50 between Water Distribution & Wastewater Collection

Describe request:
The town needs to replace truck #181. The truck is a 2009 F-250 with 144,125 miles and 8,525 hours on the motor. The dependability of the truck has declined. The repairs are becoming more costly to the town and resulting in longer down time due to repairs.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
The replacement of this truck falls under the "Run the Operations" perspective and would keep the on-call and emergency call response time low, meaning less down time due to repairs. This translates to greater efficiency and better service to citizens.

Alternatives & operational impact if request is not funded:
If the truck does not get approved for replacement, the repairs will become more costly to the town. The truck will become even more unreliable for emergency and on-call responses. The truck is under sized for the work that is done and for towing the equipment that is used daily.

Additional information:

Personnel Expansion Request

Cost of Additional Position

Department/Division:	Distribution & Collection		
Position Title:	Utility Mechanic I/Trainee		
Recommended Starting Salary:	$	36,000	This is the starting salary for the position
Is Job Description Attached?	Yes		
Number of Positions (if same job):	1		
Fiscal Year Requesting Position:	FY21		

Personnel Costs		**$$**	**Comments**
Salary		36,000	
FICA		2,754	
Hospitalization		10,972	
Life Insurance		366	
Dental Insurance		392	
Retirement		3,240	
401(k) Retirement Supplement		1,800	
Personnel Subtotal	**$**	**55,524**	
Operations Costs			
Travel & Training		500	Training
Dues & Subscriptions		100	After certifications are obtained
Supplies & Materials		150	Basic office supplies
Computer/Printer/Software		1,000	Field tablets
Equipment		250	Safety gear, equipping vehicles
Fuel		2,500	
Vehicle Tax & Tags		250	
Vehicle Insurance		-	
Vehicle Maintenance		-	
Other		-	
Operations Subtotal	**$**	**4,750**	
Capital Outlay			
Capital - Vehicles		50,000	
Capital Subtotal		50,000	
Total Costs for the Position(s)	**$**	**110,274**	$82,705 Collection and $27,569 Distribution

Position Justification:

This position would help ensure the division keeps up with all state requiments/regulations on the sewer system; help with the daily workload and sewer calls; help with assessing the sewer system for inflow/infiltration, roots and the integrity of the sewer gravity lines by CCTV; help with smoking and jetting; help with inspecting all the manholes in the sewer system every five years; do the weekly inspections on sewer pump stations that is required by the state and oversee the water booster stations and water tanks that are in the water system; check on the hot spots every Friday to help prevent after-hour calls and overtime; respond after every storm rain event by checking sewer aerials and clearing of debris; help with routine maintenance on pumpdowns, megohms and MISSION SCADA Units every six months; help with repairs and maintenance on all pumping stations; and help with point repairs on sewer gravity lines and force mains. The town is poised to assume ownership of several new miles of sewer and water infrastucture in the coming two to five years. This position will support the town's priority of "Running the Operations" (Excel at Staff and Logistical Support, Provide Responsive and Dependable Services) and "Manage Resources" (Invest in Infrastructure, Deliver Services Efficiently) as well as "Develop Know-How" (Skilled and Diverse Workforce). Of the current four staff who are focused on the sewer system, the one with the most system knowledge is eligible to retire any time. From a succession planning standpoint, it often takes years to learn the whole system and become effective. It is important that we bring additional staff on board for the reasons stated above and also so the person with system knowledge can spend more time imparting historical knowledge and guiding the team for future sustainability.

Additional Notes or Comments:

This positions will be split 75/25 between Wastewater Collections and Water Distribution divisions. The job description is attached.

Utility Mechanic I

Class Code: 0406

TOWN OF HILLSBOROUGH
Revision Date: Dec 27, 2019

SALARY RANGE

$36,128.00 - $57,805.00 Annually

GENERAL STATEMENT OF JOB:

The purpose of this classification is to perform unskilled to semi-skilled work in the maintenance and repair of specialized machinery and equipment in the town's collection and distribution systems.

SPECIFIC DUTIES AND RESPONSIBILITIES:

ESSENTIAL FUNCTIONS
The following duties are representative of this position. The omission of specific statements of the duties does not exclude them from the classification if the work is similar, related, or a logical assignment for this classification. Other duties may be required and assigned.

- Installs and repairs mechanical, hydraulic, and pneumatic equipment; makes minor repairs to electrical/electronic equipment; recommends needed major repairs; makes plumbing repairs.
- Cleans sewer lines and manholes using jet machine and hand tools.
- Televises (CCTV) and records sewer line defects.
- Assists with smoke and dye testing of sewers to identify defects.
- Maintains water/sewer pump stations, water tanks and generators; performs repairs on treatment plant equipment when asked;
- Inspects and ensures proper working safety equipment before use.
- Repairs sewer lines and manholes.
- Installs flow monitors and level sensors. Reads and records flow and level.
- Sets up technical equipment involving an upload or download of data to various mobile and desktop applications.
- Serves on call, always, for emergencies.
- May assist maintenance technicians in their duties during staff shortages or emergencies.
- Performs other related duties as required.

MINIMUM TRAINING AND EXPERIENCE:

Education and Experience:

- Requires a High School Diploma and/or GED (Vocational/Technical degree preferred) and one year of experience in water and wastewater; or any equivalent combination of training and experience, which provides the required knowledge, skills, and abilities.

Licensure, Certification, and Specialized Training:

- NC Driver's License
- Must obtain CDL Class A with tanker endorsement within eight months after probationary period ends.
- Must obtain flagger certification within 12 months of hire.

Working Conditions and Physical Requirements:

- Must be physically able to operate a variety of machinery and equipment.
- Must be able to exert up to 150 pounds of force occasionally and/or up to 75 pounds of force frequently and/or up to 25 pounds of force constantly to lift, carry, push, pull or otherwise move objects. Must be able to lift and/or carry weights of up to 100 pounds.
- Work involves frequent stooping, kneeling, crouching, crawling, climbing, and balancing.

PERFORMANCE INDICATORS:

Knowledge:

- Methods, procedures and policies of the town, including town code, employee handbook, policy and procedure manuals, contracts, publications and reference texts, etc.
- Federal, state, and local laws and policies concerning safety including NC General Statutes, NC Administrative Code, OSHA regulations, NC Department of Environment and Natural Resources regulations, and other codes, laws, and regulations.
- Occupational hazards and safety precautions.
- Methods, materials, and equipment associated with electrical, mechanical and maintenance work; standard tools, materials, and practices of the trade.
- Operating principles and practices, and maintenance requirements of water and wastewater systems, plant equipment and machinery utilized in water supply and treatment operations; principles of plumbing and hydraulics as related to water systems.
- Understanding of pressure, torque and pumps.
- Be mechanically minded
- Functions and interrelationships of town and other governmental agencies.

Skills:

- Strong written and oral communication skills.
- Mathematical ability to handle required calculations.
- Use and maintain a variety of office equipment including calculator, computer, printer, shredder, copier, scanner, fax machine, telephone, and any other equipment as necessary to complete essential functions.
- Use and maintain a variety of equipment including drills, press drill, cutting torch, jack hammer, hand tools, amperage probe, mechanics' tools, pickaxe, shovel, carpenters' tools, crane, or other equipment as necessary to complete essential functions.
- Use a variety of word processing, spreadsheet, database, or other system software, such as Microsoft Office365, Utility Cloud, GIS, internet search engines, etc.

Abilities:

- Plan, organize and prioritize daily assignments and work activities.
- Produce quality work, which requires constant attention to detail.
- Analyze and recognize problems and potential problems and recommend appropriate solutions.
- Read, interpret, and apply policies, procedure, rules, regulations and other complex materials.
- Prepare required records and reports in a timely and accurate manner.
- Perform activities in a safe and effective manner.
- Assemble and analyze information to make written reports and documents in a clear, concise, and effective manner.
- Establish and maintain effective working relationships, and effectively communicate with other employees, town management, contractors, inmates, business owners, the general public and vendors.
- Work with the public in a professional manner and provide information and assistance, representing the town government in a positive light at all times.

- Perform required duties and responsibilities in extreme weather conditions.
- Perform duties and complete responsibilities under a degree of stress related to meeting tight deadlines; react calmly and quickly in emergencies.
- Perform traffic control and distribute public notices.
- Troubleshoot problems with motors and electrical systems.
- Make swift, sound, and educated decisions.

OTHER REQUIREMENTS:

Safety sensitive:
This position is considered to be safety-sensitive and is subject to random drug testing.

FLSA:
This position is non-exempt under the Fair Labor Standards Act.

DISCLAIMER: This job description is not an employment agreement or contract. Management has the exclusive right to alter this job description at any time without notice.

Budget Justification Form

Department/division: Water Distribution

Request: Governor Burke Road 6-inch PVC Water Main Replacement

Priority 1-3 (1=must do; 2=should do; and 3=could do): 1 – Must do

Line-item where funds are requested: Capital – Infrastructure

Fiscal year(s) & amount(s) of request:
FY21 - $90,000

Describe request:
Replace approximately 1,400 feet of 6-inch PVC water main and appurtenances with ductile iron water main on Governor Burke Road between Highway 86 and Highway 57.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
The existing 6-inch PVC water main was installed in rock with little bedding, which has been the reason the water main breaks frequently. Since 2015, portions of this main have broken seven times. Each piece cut from the main must be replaced with 2 couplings. Couplings can weaken the pipeline and are more subject to freeze/thaw events, which can leak over time. These couplings are like band aids or splints and they only last for so long. This is a major cost to the town on repairs to the water main, adding water loss, overtime for staff and road repair. The breaks to date have resulted in 33 hours of overtime for each crew member. A typical crew ranges from 2 – 3 town employees plus inmates, if available. There is only one hydrant along this stretch, and another should be added. Half of the water main is within or along the edge of the road, which is added asphalt cost for repairs to the road. During repairs to the water main, the impact is eight homes being out of water service and no fire protection. Residents have complained due to the frequency of main breaks on this line.

The replacement of the 6-inch water main falls under ''Manage Resources'' on the balanced scorecard. It also relates to the FY21 Top Departmental Priority of emergency preparedness and resiliency. Having the water main replaced and moved out of the road will save the town money on after-hour repairs, reduce emergency response to leaks, restore pipe integrity, provide better fire protection, and minimize customer shutdowns.

Alternatives & operational impact if request is not funded:
If the request is not approved, the town will continue to spend funds on repairs and overtime. Residents will continue to be frustrated with the lack of reliable water service and road closures. The pipe will eventually fail due the number of "band aids" on it and the replacement will be more of an emergency. Funds spent on repairs and overtime can be put towards the design, state permits and materials for this request.

Additional information:
With having the 6-inch water main installed in rock and in the road brings more cost and concerns with having traffic driving across the leak before the road is shut down for repairs to prevent damage to vehicles. To move the main out of the road will require engineering and state permitting.

Budget Justification Form

Department/division: Water Distribution

Request: Leak Detection Services

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2

Line-item where funds are requested: Maintenance - Infrastructure

Fiscal year(s) & amount(s) of request:
FY21 - $40,000
FY23 - $40,000

Describe request:
Perform leak detection on older water mains and areas of concern – like our interconnect mains – to determine areas of leaks. The leak detection services would include hydrants and services.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This request relates to taking care of what we have and running the operations. Professional leak detection services can pinpoint areas of suspected water main leakage when the leak does not manifest itself visually. It is rather inexpensive to perform given the miles of main that can be covered with the service. Water loss is of concern and leaks can greatly impact our ability to provide sustainable and safe service. Leaks hit our expenses in the way of treating "lost" water and not billing for water lost through leaks is wasteful. Our in-house resources and expertise are limited to perform this service ourselves. Leak detection is a non-invasive process.

Alternatives & operational impact if request is not funded:
Status quo – leaks will be identified by callers and the water plant. We will not know how long a pipe was leaking before water reaches the surface, if at all. Our current way is reactive and passive while the request is proactive.

Additional information:
According to the American Society of Civil Engineers, there are an average of 240,000 water main breaks that occur each year across the nation. Many of the main breaks could be prevented with proactive leak detection programs that inspect the entire system on a regular basis. Not only do main breaks cause large water losses, they are also costly to repair, about 5-10 times more expensive than a scheduled maintenance repair and that is not including damage done to surrounding properties. Utilities require a thorough assessment of their water pipeline infrastructure to maintain their water efficiency.

Leak locators can be simple or technically sophisticated, but in both cases, they are tools that can help you find the location of known or unknown leaks in the distribution system. Water doesn't always come up exactly where the leak is located, particularly when under pavement. The most effective way to find leaks in underground water pipes is with acoustic water leak detection equipment. This technology is based on the principal that as water escapes through the leak, a mechanical vibration is generated, and this vibration is audible with acoustic water leak detection equipment. A combination audio leak detector/leak locator can be used to detect the sound of leaks on a water main at access points, then follows the lines on the ground above the pipe to home in on the maximum sound as a leak locator.

Leak locators normally put some numeric value to leak noise so that you know when you are getting closer to the leak. They can be very simple analog devices with no more than a ground microphone and earpiece. Better leak locators will have high-end leak noise sensors with digital audio processors that can filter out background sound and loud noises. This helps the worker more accurately differentiate leak sounds from non-leak sounds, even in noisy environments. It also helps detect what type of leak it is, such as a main leak versus a service line leak, or a pinhole leak versus a large crack.

Budget Justification Form

Department/division: Water Distribution/ Wastewater Collections

Request: Replace Caterpillar Backhoe

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2 – Could do

Line-Item where funds are requested: Capital – Equipment

Fiscal year(s) & amount(s) of request:
FY22 – $35,000 (Total of $70,000 split with Wastewater Collection)

Describe request:
Replace old backhoe.

Justification/explanation for request:
The current backhoe was purchased used over 9 years ago and needs to be replaced. Staff believes it could last another year at the most.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This replacement falls under the "Run the Operations" perspective and provides responsive and dependable service based in its use during large excavations, repairs and emergencies.

Alternatives & operational impact if request is not funded:
If not replaced, this backhoe will become more expensive to operate and maintain. Mini excavators are used more often, so the new backhoe will have a longer life expectancy.

Additional Information:

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Adron F. Thompson Bldg. Renovation/Expansion					Budget Unit #:	8140/8200
Budget Unit:	Distribution/Collection		Functional Area:	Water & Sewer			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☐ New	☐ Replacement
2,250,000	40,000	250,000	2,000,000	-	-	-	☑ Renovation	☑ Expansion

Section 2 — **Description of Capital Item**

The renovation and expansion of the Adron F. Thompson building, located at 715 Dimmocks Mill Road, will include a new welding shop, stock room for inventory and a building addition that will include additional office space, storage and restrooms. Improvements to the stock yard are included as well as bringing natural gas power to the building.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

A concept study has been completed that shows that the existing facility can be remodeled with a small addition to accommodate current and future employees while maintaining the historic nature of the original building. The study noted that there are components of the building that contain asbestos and lead. Furthermore, the welding shop is not properly ventilated and it is not a good space to perform this work. The building is not ADA compliant. The roof leaked and had to be replaced in FY19. The windows are inefficient. Some of the work space has no HVAC system so staff must place floor heaters and fans in their office space. Sixteen employees currently occupy three offices and two small bathrooms. Portions of the yard are within the floodplain. Additional safety and building codes will be addressed in this project including electrical, HVAC, sanitary, fire, and security. We would like to take care of what we have and provide a clean and safe working environment for employees.

History and Current Status; Impact if Cancelled or Delayed

The Adron F. Thompson building was originally a water treatment plant built in 1936. The Water Distribution and Wastewater Collection divisions began using the building after the new water plant was built in 1972. The building was expanded in 2003 to provide a lunch room and meeting area. Staff has continued to expand and the building no longer meets the needs of the existing staff and the building has many issues as presented in a conceptual report completed by RND associates (attached). Delaying this project will result in many avoidable issues. Sanitary issues with so many employees using the same small bathroom could result in excessive sick days. Working in a building with known lead and asbestos and no HVAC in part is a hazard. Organization will continue to be difficult will multiple employees working out of a small space. Inventory will not be accounted for accurately. Assets stored outside will not be under cover and may need to be replaced sooner than anticipated. The welding shop may not be available for use.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.	250,000							**250,000**
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.		2,000,000						**2,000,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	**250,000**	**2,000,000**	-	-	-	-	-	**2,250,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	**250,000**	**2,000,000**	-	-	-	-	-	**2,250,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Operating Revenue	250,000							**250,000**
Debt Financing		2,000,000						**2,000,000**
Total Program Financing	**250,000**	**2,000,000**	-	-	-	-	-	**2,250,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	US 70 Business Water Main Improvements					Budget Unit #:	8140
Budget Unit:	Water Distribution		Functional Area:	Water & Sewer			Priority Rank:	2

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☐ New ☑ Replacement ☐ Renovation ☐ Expansion
4,095,000	-	-	20,000	325,000	1,250,000	2,500,000	

Section 2 — **Description of Capital Item**

This is a multi-year, three phase project to: 1) Replace approximately 4,900 linear feet of 12-inch Asbestos-Cement (AC) water main along Highway 70-A between Highway 86/Elizabeth Brady Road to the Highway 70-A Water Tank with a new 16'' ductile iron water main; 2) Replace approximately 4,500 linear feet of 12" AC water main from the Highway 70-A Water Tank at Highway 70-A to US 70; 3) Replace approximately 4,320 linear feet of 12" AC water main along Highway 70-A between Churton Street and Highway 86 with a new 16'' ductile iron water main.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

The main transmission line along Highway 70-A is only 12 inches in diameter and is made out of asbestos-cement. This pipe is no longer manufactured, is a hazard to repair due to the asbestos, and is more prone to breakage. Ductile iron pipe or plastic pressure pipe is the current standard for water mains. This will provide long-term stability for this section of the water system. The increase in pipe size was recommended through system modeling to handle more flow to the US 70 tank, prevent the US 70 tank from emptying too much when the Forest Ridge Booster Pump Station is operating, and to better meet the town's needs when we need to transfer water from Durham in an emergency situation. This supports the "Run the Operations" perspective and the department's top priority.

History and Current Status; Impact if Cancelled or Delayed

Some sections of this pipeline are the only way to move water along 70-A east of Elizabeth Brady Road. We have been lucky not to have had many major breaks thus far along this pipeline, due to its age (built in 1973) and the substandard material. When we have to make repairs, we typically have to cut the pipe with a saw, which releases asbestos fibers, thus requiring a respirator. If we do not perform this work, we risk this line deteriorating further and draining the US 70 Tank. Lastly, in order to receive a target flow of 2 MGD from Durham in an emergency situation, the pipe will need to be upsized. We can currently receive 1.6 MGD. We thought that this segment could be constructed new at a reduced cost if the NCDOT's Orange Grove Road Extension project moves forward, as we would lobby for a cost share agreement. However, that project was not supported by the town board so costs have been increased in this request.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans		20,000						**20,000**
Engineering / Arch. Serv.			300,000					**300,000**
Land / ROW / Acquisition			25,000					**25,000**
Clear / Grade / Site Prep								-
Building / Utility Constr.				1,250,000	1,250,000	1,250,000		**3,750,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	-	**20,000**	**325,000**	**1,250,000**	**1,250,000**	**1,250,000**	-	**4,095,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	-	**20,000**	**325,000**	**1,250,000**	**1,250,000**	**1,250,000**	-	**4,095,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Debt Financing								-
Operating Budget		20,000	325,000					**345,000**
System Development Fees				1,250,000	1,250,000	1,250,000		**3,750,000**
Total Program Financing	-	**20,000**	**325,000**	**1,250,000**	**1,250,000**	**1,250,000**	-	**4,095,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Replace Hassell Water Tank					Budget Unit #:	8140
Budget Unit:	Water Distribution		Functional Area:	Water & Sewer			Priority Rank:	2

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years: Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	Type of Project:
3,000,000	-	-	-	-	400,000	2,600,000	☐ New ☑ Replacement ☐ Renovation ☐ Expansion

Section 2 — **Description of Capital Item**

Replace Hassell Street Water Tank with a new elevated water tank. The new tank size will be larger than the 200,000 gallon existing size, ideally increased to 500,000 gallons, and will be located near or on the same site as the existing tank.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

The small size and age of the Hassell Street Water Tank creates a need for a replacement tank. Development within the Central Pressure Zone (CPZ) has created additional water volume needs, and an elevated tank will enable the entire tank volume to be usable. The existing tank is a standpipe, which allows us to effectively use only about 40 percent of the tank volume since we cannot allow the tank to drop more than about 30 feet of its 72 feet height. The proposed tank will be the same height, but the design will allow us to utilize the entire tank volume. This will also help with water quality turnover.

History and Current Status; Impact if Cancelled or Delayed

The existing Hassell Street Water Tank was constructed in the mid-1930s. It holds 200,000 gallons and is constructed of riveted steel. It is the controlling tank in the Central Pressure Zone (CPZ), where water is initially pumped from the Water Treatment Plant and then distributed to CPZ customers, as well as to the North Tank in the North Pressure Zone through a pumping station beside the tank. The small volume of the tank makes it difficult to manage water distribution, with customers near the tank experiencing more pressure fluctuations due to the quickly varying water levels of this tank style. The tank structure is sound and inspections are performed annually so project is slated for later in the CIP. Costs are based on Waterstone tank, inflation and the current construction climate.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans				100,000				**100,000**
Engineering / Arch. Serv.				250,000				**250,000**
Land / ROW / Acquisition				50,000				**50,000**
Clear / Grade / Site Prep								-
Building / Utility Constr.					2,600,000			**2,600,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	-	-	-	**400,000**	**2,600,000**	-	-	**3,000,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	-	-	-	**400,000**	**2,600,000**	-	-	**3,000,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Operating Revenue				400,000				**400,000**
Debt Financing					2,600,000			**2,600,000**
								-
Total Program Financing	-	-	-	**400,000**	**2,600,000**	-	-	**3,000,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Existing tank

Potential tank styles

Wastewater Collection

WASTEWATER COLLECTION - BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Wastewater Collection Division operates and maintains the wastewater collection system, which includes pumps, pipes, valves, and manholes, in accordance with the town's sewer collection system permit. The division also installs new sewer lines and service taps. The division is regulated by the North Carolina Department of Environmental Quality - Division of Water Resources.

FY20 MAJOR ACCOMPLISHMENTS:

- Met the state's requirements on sewer cleaning.
- Continuing to seek and address extraneous sewer flows. Acquired new flow monitors to collect flow data. The new flow monitors have been put in the high flow areas.
- Improving the sewer use and cross connection ordinances for clearer enforcement and improving program management for streamlined paperwork and follow-up efforts.
- Worked to enforce ordinances for maintaining private sewers contributing extraneous rags, grease and flow to the system. The backflow specialist has been sharing educational information on the Fats Oil and Grease program, including a wrap for the new camera trailer promoting, "No wipes in the pipes," which is very visible to customers.
- Purchased new CCTV rig that can report so much more than the prior rig. The new camera has been very helpful in the field.
- Cleaning up work orders and assets in Utility Cloud.
- Scrutinized operations budget for savings due to Coronavirus.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Sewer rehabilitation and replacement ($150,000) - Reduced due to COVID-19.
- River pump station rehabilitation or replacement ($200,000).
- Deferred the following requests due to COVID-19:
  - Adron F. Thompson Facility design ($125,000).
  - Permanent generators for sewer pump stations ($219,000).
  - New translucent panel garage doors for the building housing pumps and other equipment with fluids that should not freeze and a larger shop heater ($25,000).
  - Utility Mechanic I ($82,705).

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- The collection system has many needs due to its age and its need to accommodate upcoming development. Increased sewer rehabilitation and replacement is required. The model and a condition assessment will help prioritize areas for rehabilitation and replacement.
- Staff continues to share tight quarters in the Adron F. Thompson facility, a facility found to have some lead and asbestos in areas, one decent bathroom and no HVAC in the front part of the building. A welding shop without adequate ventilation is another concern as is new equipment sitting out in the elements due to no available cover.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	462,248	480,524	474,473	*(6,051)*	*-1.3%*	
Operations	335,438	483,421	541,409	*57,988*	*12.0%*	
Capital Outlay	94,490	199,391	0	*(199,391)*	*-100.0%*	
Debt Service	73,558	71,966	15,083	*(56,883)*	*-79.0%*	
Transfers	460,000	119,785	350,000	*230,215*	*192.2%*	FY21 - River Pump Station design and System Rehab
Cost Allocations	0	0	0	*0*	*0.0%*	
Total	**$ 1,425,735**	**$ 1,355,087**	**$ 1,380,965**	***25,878***	***1.9%***	
% Change	*37.2%*	*-5.0%*	*1.9%*			
FTE	6.50	7.00	7.00			

WASTEWATER COLLECTION

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	13,846	9,737	12,500	*2,763*	*28.4%*	
Salaries - Regular	309,698	327,500	314,813	*(12,687)*	*-3.9%*	
FICA	24,566	25,481	25,039	*(442)*	*-1.7%*	
Hospitalization	68,606	66,985	67,963	*978*	*1.5%*	FY19-Medical coverage for 1 retiree
Life/Disability/Vision	2,042	2,000	2,162	*162*	*8.1%*	
Dental Insurance	2,378	2,286	2,244	*(42)*	*-1.8%*	
Retirement	25,033	29,859	33,386	*3,527*	*11.8%*	
Supplemental Retirement - 401K	16,078	16,676	16,366	*(310)*	*-1.9%*	
Personnel Expansion	0	0	0	*0*	*0.0%*	
Personal Services Subtotal	462,248	480,524	474,473	*(6,051)*	*-1.3%*	
Operations						
Training/Conferences/Conventions	1,710	2,035	5,000	*2,965*	*145.7%*	
NCAWWA/Training/Conferences.		*90*	*2,000*			
NCRWA/Training/Conferences.		*1,005*	*800*			(1/2 Dist; 1/2 Coll)
Misc. Training		*940*	*1,600*			Certification schools & continuing educ.
Pretreatment Conference		*0*	*600*			FOG Coordinator
Telephone/Internet	6,661	6,024	5,904	*(120)*	*-2.0%*	
Cell Phone Stipends @ $40/mo (9)		*3,060*	*2,940*			All staff; split 50/50 w/ Water Distr.
Wireless for Utility Cloud Access		*2,964*	*2,964*			Hot Spots
Postage	8	0	25	*25*	*0.0%*	FY21 - Non-compliance notices
Utilities	52,155	48,702	53,573	*4,871*	*10.0%*	Anticipate a 10% rate increase
Buildings Maintenance & Repair	18,330	2,791	4,500	*1,709*	*61.2%*	Maint/repair on the building & supplies
FOG Program Supplies	5,853	5,500	7,000	*1,500*	*27.3%*	
Equipment Repair	6,130	29,545	29,000	*(545)*	*-1.8%*	
Equipment Repair		*11,265*	*4,000*			
Generator Maintenance/Repairs		*18,280*	*25,000*			FY21 - New semi-annual service agreement
Maintenance - Infrastructure	0	114,085	107,500	*(6,585)*	*-5.8%*	
Replace Grinder Assembly at EBPS		*0*	*12,500*			Muffin Monster blades replaced/3 yrs
WW System Evaluation - Phase 1		*70,800*	*0*			FY21 - Phase 2 moved to Utilities Admin budget
Sewer I/I Repair & Rehab (In-house)		*16,500*	*80,000*			
Miscellaneous		*26,785*	*15,000*			FY20 - Manhole relining ($26,785)
Maintenance - Grounds	21,328	28,070	30,000	*1,930*	*6.9%*	Outfall mowing & clearing
Rental - Equipment	17,577	0	9,200	*9,200*	*0.0%*	Rent large equipment
Gasoline	19,559	15,203	16,723	*1,520*	*10.0%*	
Supplies - Office	597	1,007	2,000	*993*	*98.6%*	New staff and furniture
Supplies - Chemicals	0	0	3,500	*3,500*	*0.0%*	Pump station chemicals
Supplies - Lift Station Pumps	44,801	76,600	90,000	*13,400*	*17.5%*	
Replace PS Panel Boxes		*20,000*	*35,000*			Old and dangerous control panels
New Pumps & Pump Parts		*56,600*	*55,000*			
Supplies - Departmental	43,047	35,323	60,000	*24,677*	*69.9%*	FY21 - Increase in parts cost. Pipe, fittings, tapping saddle
Supplies - Safety	708	839	1,200	*361*	*43.0%*	Safety shoes for additional staff
Patch Supplies	3,079	8,510	8,000	*(510)*	*-6.0%*	
Supplies - Data Processing	0	0	0	*0*	*0.0%*	Tablet, computer replc moved to IT
Operating Lease - Vactor Truck	71,284	71,284	71,284			Current lease ends in FY22
Rental - Uniforms	3,310	3,410	3,500	*90*	*2.6%*	
C.S. - Inmates	291	0	0	*0*	*0.0%*	Inmate program suspended temporarily
C.S. - Pump Station Monitoring	8,434	11,995	12,000	*5*	*0.0%*	
C.S. - Root Control Service	0	7,271	10,000	*2,729*	*37.5%*	Chemicals to kill roots in sewer
C.S. - Dumpster for Vac Waste	1,569	2,500	3,000	*500*	*20.0%*	FY20 - Price increase at landfill
Data Processing Serivces	4,758	5,000	5,000	*0*	*0.0%*	
Permits/Dues/Subscriptions	1,984	1,310	2,000	*690*	*52.7%*	
Miscellaneous	575	4,647	1,500	*(3,147)*	*-67.7%*	
Vehicle Tax & Tags	1,691	1,770	0	*(1,770)*	*-100.0%*	Tax and tags for replacement vehicles
Operations Subtotal	335,438	483,421	541,409	*57,988*	*12.0%*	
Capital Outlay						
Capital - Infrastructure	0	0	0	*0*	*0.0%*	FY19 - Expense moved to Maint-Infrast.
Capital - Buildings & Improvements	0	0	0	*0*	*0.0%*	
Capital - Vehicles	56,181	24,527	0	*(24,527)*	*-100.0%*	
Truck for Utility Mechanic I		*0*	*0*			25% dist; 75% coll
Truck for Utility Mechanic I		*0*	*0*			25% dist; 75% coll
Replace Truck #171		*0*	*0*			08 w/147k miles,split 50/50 w/ Distr.
Replace Truck #181		*0*	*0*			09 w/144k miles,split 50/50 w/ Distr.
Replace Truck		*24,527*	*0*			Replacement for totaled vehicle

Truck for Maint. Tech		*0*	*0*			FTE no longer split w/ B&C; veh in B&C
Capital - Equipment	38,309	174,864	0	*(174,864)*	*-100.0%*	
Sewer Flow Monitors		*0*	*0*			Pinpoint sources of I&I in system
Sewer Pump Station Generators		*0*	*0*			Gov Burke and Strouds Creek
Replace 2003 Cat Backhoe		*0*	*0*			Split 50/50 with 8140
Miscellaneous		174,864	*0*			
Capital Outlay Subtotal	94,490	199,391	0	*(199,391)*	*-100.0%*	
Debt Service						
Capital Lease	73,558	71,966	15,083	*(56,883)*	*-79.0%*	
Sewer System Improvements		*71,966*	*15,083*			Debt Retired in FY21
Jet/Vac Combo Truck		*0*	*0*			FY19 - Moved to Operating Lease line
Debt Service Subtotal	73,558	71,966	15,083	*(56,883)*	*-79.0%*	
Transfers						
Transfer to Utilities Cap Proj Fund	460,000	119,785	350,000	*230,215*	*192.2%*	
Old Water Plant Building Reno/Addition		*0*	*0*			Split 50/50 with Distribution
River Pump Station		*33,800*	*200,000*			FY21 - Design funded w/ system dev. fees
System Rehab		*85,985*	*150,000*			FY20 - Cemetery pump station rehab - phase 2 ($50k)
S. Churton/Orange Grove Line Reloc.		*0*	*0*			
Transfers Subtotal	460,000	119,785	350,000	*230,215*	*192.2%*	
Wastewater Collection Total	**$ 1,425,735**	**$ 1,355,087**	**$ 1,380,965**	***25,878***	***1.9%***	
% Change	*37.2%*	*-5.0%*	*1.9%*			

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Collection System Infrastructure Rehab/Replacement					Budget Unit #:	8200
Budget Unit:	Wastewater Collection		Functional Area:	Water & Sewer			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☐ New	☑ Replacement
1,650,000	85,985	150,000	250,000	250,000	250,000	750,000	☐ Renovation	☐ Expansion

Section 2 — **Description of Capital Item**

This request is to rehabilitate, replace or upsize deficient pipes indentified in the collection system modeling effort and repair and upgrade various pump stations. The work is expected to be contracted out to a vendor in an annual rehab or replacement RFP. The plan and specifications for the work will be developed with town and consultant resources from the collection system modeling effort results.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

Please see the attached addendum to this CIP for more details.

History and Current Status; Impact if Cancelled or Delayed

Staff is currently working on the physical evaluation of the piping, manholes, and pump stations within the collections system with the resources available. This cannot be a comprehensive effort, unfortunately. We also have the newly formed collection system model that shows capacity deficiences based on dry weather flow. Further development, as planned for the town, will exacerbate any hydraulically limited sewer pipes and cause overflows that result in noncompliance. This request supports the growth we have worked hard to attract and allow. The money budgeted here is no where near sufficient to replace and upsize the number of pipes needed. The model report predicts $17 million of improvements are needed to the collection system by 2040. Other funding opportunities will likely need to be explored.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

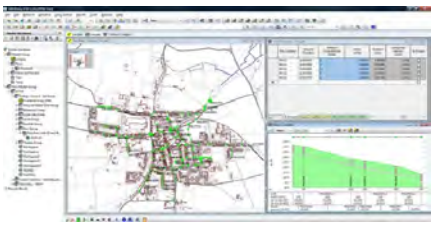
Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.								-
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.	150,000	250,000	250,000	250,000	250,000	250,000	250,000	**1,650,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	**150,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**1,650,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	**150,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**1,650,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Operating Revenue	150,000	250,000	250,000	250,000	250,000	250,000	250,000	**1,650,000**
								-
								-
Total Program Financing	**150,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**1,650,000**

Section 6 — **Maps / Charts / Tables / Pictures**



Example of Collection System Model

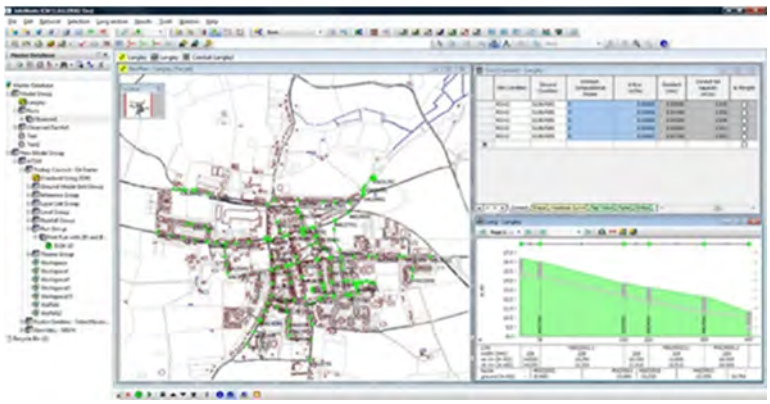
Sewer Pipe Replacement

Dilapidated Pump Station

CIP Addendum to Collection System Infrastructure Rehabilitation and Replacement (R&R)

A collection system hydraulic model is underway, and the first phase will be completed by Q3 FY20. The first phase will present a snapshot of sewer capacity using design flow values and certain storm events. A future phase should include placing actual flow monitors throughout the system in the worst estimated sewer basins to calibrate the model to represent actual field conditions. In this manner, the model can be trusted to predict where we truly need to address current system issues through and where growth can occur without causing issue. Based on the results of the evaluation, the priority of projects identified will be established and a schedule of improvements needed will be documented. Additionally, there are several pump station rehabilitation or replacement needs that arise and this budget would address some of the more minor issues at those.

FY19/20 Collection System Modeling/Evaluation:
We are having a computer hydraulic model of our wastewater collection system created to evaluate the current system performance and help plan for future needs. This model will identify areas that are currently hydraulically overloaded and need to be replaced, predict the impact of additional flows created by development, and calculate proper sizing criteria needed to protect the environment from sewer overflows.



Example of Collection System Model

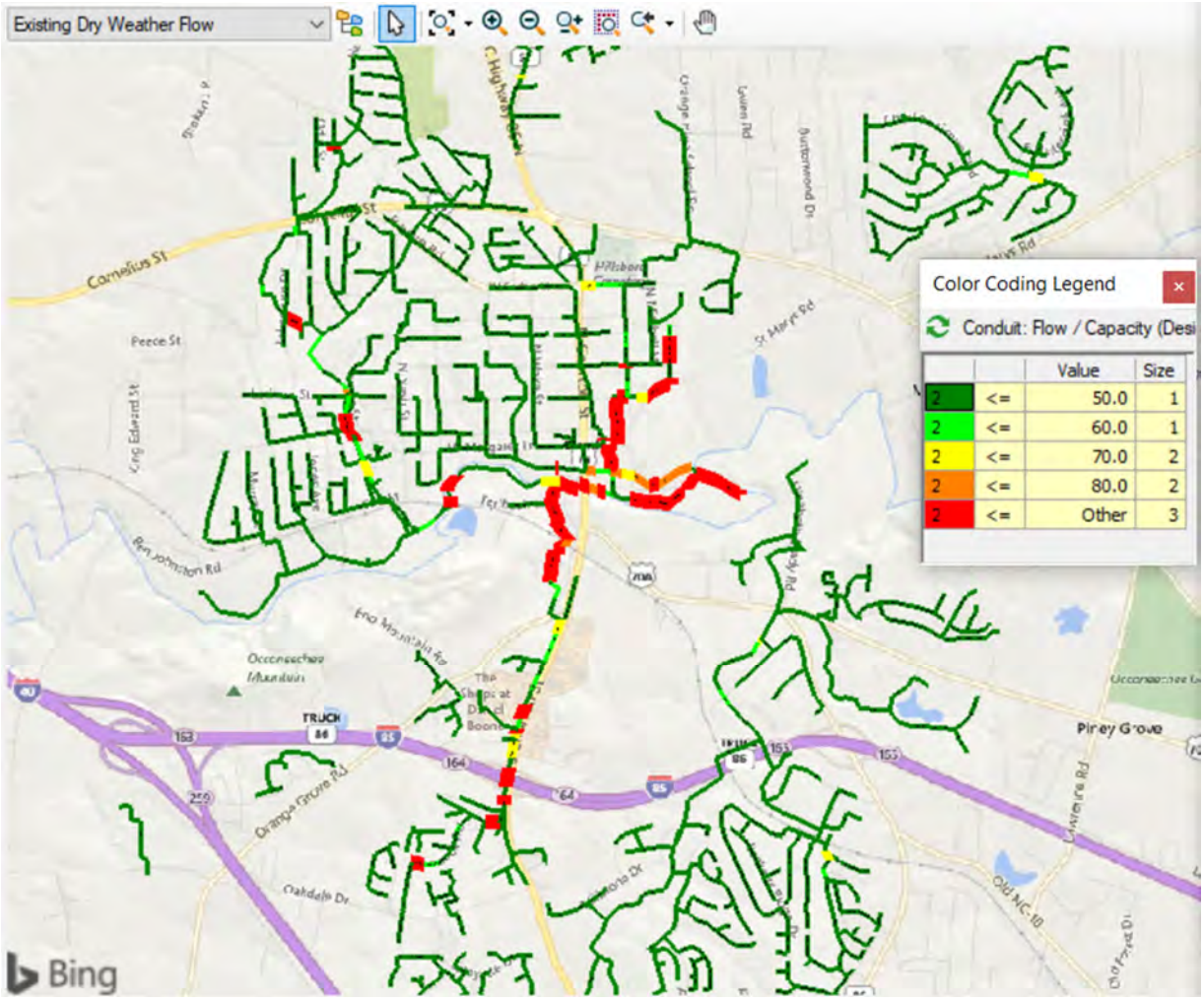
Maintaining the collection system infrastructure by planning for replacement of aged or undersized mains is required by the Town's Systemwide Collection System Permit and to provide sustainable services. To successfully meet this goal in a fiscally responsible way, the staff must have knowledge of the flow capacity, age, and condition of existing sewer lines, manholes, and pump stations within the system. This information is also critical for planning upgrades to the system demanded by predicted future growth. Without the clear picture of the entire system that this model will produce; sewer lines may be refurbished when they should be replaced with bigger pipe; new development may cause downstream pipe to become over capacity, resulting in sewer overflows; and pump stations may be sized inappropriately, resulting in wasteful spending.

FY 21 Collection System R&R:
This budget will reline, repair, and/or replace aging and under capacity sewer pipelines that have deteriorated and address minor sewer pump station needs. Historically, a smaller amount has been budgeted annually for this type of work and investigation of pipe condition. However preliminary results of the collection system modeling show several pipes at over 80% capacity during average DRY days! Mainly these include much of the interceptor pipes carrying flow to River Pump Station. Having a larger budget will make this a project more worthwhile to a contractor to bid upon and less costly to the town for a contractor to mobilize multiple times for several smaller projects.

Deteriorating sewer pipes are allowing storm water inflow and/or groundwater infiltration (I&I) to enter our sewer system, thereby reducing the capacity available in the wastewater collection system and at the wastewater treatment plant. This project will address many repairs that are needed at one time, rather than spacing repairs out over a substantial period and taxing staff resources. The pipes identified will need to either be replaced or lined to prevent further erosion and eventual failure or collapse, which would result in costly backups, sanitary sewer overflows, and negative environmental impacts.

Example of Pipe Bursting	Example of Pipe Relining	Example of Pipe Repair/Replace

Preliminary results of the collection system modeling show average dry day peak flow capacities above typical standards. Pipes in orange and red are modeled over 80% capacity. With I&I, these pipes could be surcharged or spilling as more flow is added through growth. Note the model is still being validated.



Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	River Pump Station Upgrade					Budget Unit #:	8200
Budget Unit:	Wastewater Collection		Functional Area:	Water & Sewer			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☐ New ☐ Replacement ☑ Renovation ☐ Expansion
2,700,000	30,000	200,000	-	2,500,000	-	-	

Section 2 — **Description of Capital Item**

FY20 – Tech Memo for River Pump Station Options
FY21 – Design of the River Pump Station replacement/expansion
FY23 – River Pump Station replacement/expansion

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

The River Pump Station is approaching capacity limitations and its useful life. The station is over 40 years old. Replacement pumps and parts are difficult to find. The station is requiring a lot of maintenance, it is not efficient, and its structure is deteriorating. The station receives wastewater from over half the town and is considered a critical station. In an emergency, bypassing wastewater, should it fail, will be costly and difficult. The station has unsafe exposed wiring and a steel spiral staircase. Both of these items are subject to deterioration due to the corrosive environment of wastewater. This pump station has also reached its flow capacity. Two rain events resulted in all three pumps running continuously for over ten hours. While the work of the collection system group has reduced this multiple run time situation down, this was not the design intent of the station. One pump is supposed to be redundant.

History and Current Status; Impact if Cancelled or Delayed

The River Pump Station was originally built in 1976 and it is the largest pump station in town. It currently delivers more than half of the wastewater to the wastewater plant. This pump station was scheduled to be replaced during the 2014 Phase 1 wastewater plant upgrade. However, unforeseen regulatory obstacles resulted in this part of the upgrade being eliminated from the project. Delaying the River Pump Station improvements any longer will further increase risk of failure of one of our largest and critical sewer pump stations. Should it fail, it would likely overflow into the Eno River causing environmental concern and violations. The town would have to scramble to obtain emergency funds and vendors who can come repair it.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.	200,000							**200,000**
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.			2,500,000					**2,500,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	**200,000**	-	**2,500,000**	-	-	-	-	**2,700,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	**200,000**	-	**2,500,000**	-	-	-	-	**2,700,000**

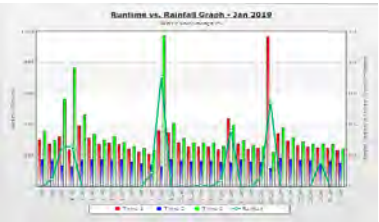
Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
System Development Fees	200,000		2,500,000					**2,700,000**
								-
								-
Total Program Financing	**200,000**	-	**2,500,000**	-	-	-	-	**2,700,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Unsafe Exposed Wires in Panel

Difficult Access to Pumps & Electric Systems



Signs of capacity issues during rainfall events

Dilapidated Pump Station

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Wastewater Collection

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Truck #181	'09 w/144k miles, split 50/50 Water Dist.	FY21	$32,500
2	Truck #171	'08 w/ 147k miles, split 50/50 Water Dist.	FY21	$32,500
3	Adron Thompson Facility Upgrade	Upgrade shop and office for collection and distribution staff (split with Water Distribution).	FY21 FY22	$250,000 $1M
4	Utility Mechanic I	To assist with daily workload and sewer calls, split with Water Dist.	FY21	$82,705
5	Backhoe	Replace 9-yr old backhoe.	FY22	$35,000
6	Sewer Pump Station Gensets	Install permanent standby generators.	FY22	$219,000
7	Garage Panels & Heaters	Improvements to warm space.	FY21	$25,000

Budget Justification Form

Department/division: Water Distribution

Request: Replace Truck #171

Priority 1-3 (1=must do; 2=should do; and 3=could do): 1 – Must do

Line-item where funds are requested: Capital - Vehicles

Fiscal year(s) & amount(s) of request:
FY21 - $32,500 ($65,000 total, split 50/50 between Water Distribution and Wastewater Collection)

Describe request:
The town needs to replace truck #171. The truck is a 2008 F-250 with 147,319 miles and 8,872 hours on the motor. The dependability of the truck has declined. The repairs are becoming very costly to the town and have resulted in more down time while it's at Fleet Maintenance for repairs. This has resulted in longer completion times for the line crew's work orders.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
The replacement of this truck falls under the "Run the Operations" perspective, which keeps the on-call response time low and means less downtime due to repairs. This translates to better efficient and service to the citizens of Hillsborough.

Alternatives & operational impact if request is not funded:
If the truck does not get approved for replacement repairs will become more costly to the town. The truck will become more unreliable for on-call responses and emergency calls. The truck is undersized for the work and towing of equipment that is needed.

Additional information:

Budget Justification Form

Department/division: Water Distribution

Request: Replace Truck #181

Priority 1-3 (1=must do; 2=should do; and 3=could do): 1 – Must do

Line-item where funds are requested: Capital - Vehicles

Fiscal year(s) & amount(s) of request:
FY21 - $32,500 ($65,000 total, split 50/50 between Water Distribution & Wastewater Collection

Describe request:
The town needs to replace truck #181. The truck is a 2009 F-250 with 144,125 miles and 8,525 hours on the motor. The dependability of the truck has declined. The repairs are becoming more costly to the town and resulting in longer down time due to repairs.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
The replacement of this truck falls under the "Run the Operations" perspective and would keep the on-call and emergency call response time low, meaning less down time due to repairs. This translates to greater efficiency and better service to citizens.

Alternatives & operational impact if request is not funded:
If the truck does not get approved for replacement, the repairs will become more costly to the town. The truck will become even more unreliable for emergency and on-call responses. The truck is under sized for the work that is done and for towing the equipment that is used daily.

Additional information:

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Adron F. Thompson Bldg. Renovation/Expansion					Budget Unit #:	8140/8200
Budget Unit:	Distribution/Collection		Functional Area:	Water & Sewer			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☐ New	☐ Replacement
2,250,000	40,000	250,000	2,000,000	-	-	-	☑ Renovation	☑ Expansion

Section 2 — **Description of Capital Item**

The renovation and expansion of the Adron F. Thompson building, located at 715 Dimmocks Mill Road, will include a new welding shop, stock room for inventory and a building addition that will include additional office space, storage and restrooms. Improvements to the stock yard are included as well as bringing natural gas power to the building.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

A concept study has been completed that shows that the existing facility can be remodeled with a small addition to accommodate current and future employees while maintaining the historic nature of the original building. The study noted that there are components of the building that contain asbestos and lead. Furthermore, the welding shop is not properly ventilated and it is not a good space to perform this work. The building is not ADA compliant. The roof leaked and had to be replaced in FY19. The windows are inefficient. Some of the work space has no HVAC system so staff must place floor heaters and fans in their office space. Sixteen employees currently occupy three offices and two small bathrooms. Portions of the yard are within the floodplain. Additional safety and building codes will be addressed in this project including electrical, HVAC, sanitary, fire, and security. We would like to take care of what we have and provide a clean and safe working environment for employees.

History and Current Status; Impact if Cancelled or Delayed

The Adron F. Thompson building was originally a water treatment plant built in 1936. The Water Distribution and Wastewater Collection divisions began using the building after the new water plant was built in 1972. The building was expanded in 2003 to provide a lunch room and meeting area. Staff has continued to expand and the building no longer meets the needs of the existing staff and the building has many issues as presented in a conceptual report completed by RND associates (attached). Delaying this project will result in many avoidable issues. Sanitary issues with so many employees using the same small bathroom could result in excessive sick days. Working in a building with known lead and asbestos and no HVAC in part is a hazard. Organization will continue to be difficult will multiple employees working out of a small space. Inventory will not be accounted for accurately. Assets stored outside will not be under cover and may need to be replaced sooner than anticipated. The welding shop may not be available for use.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.	250,000							**250,000**
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.		2,000,000						**2,000,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	**250,000**	**2,000,000**	-	-	-	-	-	**2,250,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	**250,000**	**2,000,000**	-	-	-	-	-	**2,250,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Operating Revenue	250,000							**250,000**
Debt Financing		2,000,000						**2,000,000**
Total Program Financing	**250,000**	**2,000,000**	-	-	-	-	-	**2,250,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Personnel Expansion Request

Cost of Additional Position

Department/Division:	Distribution & Collection		
Position Title:	Utility Mechanic I/Trainee		
Recommended Starting Salary:	$	36,000	This is the starting salary for the position
Is Job Description Attached?	Yes		
Number of Positions (if same job):	1		
Fiscal Year Requesting Position:	FY21		

Personnel Costs		**$$**	**Comments**
Salary		36,000	
FICA		2,754	
Hospitalization		10,972	
Life Insurance		366	
Dental Insurance		392	
Retirement		3,240	
401(k) Retirement Supplement		1,800	
Personnel Subtotal	**$**	**55,524**	
Operations Costs			
Travel & Training		500	Training
Dues & Subscriptions		100	After certifications are obtained
Supplies & Materials		150	Basic office supplies
Computer/Printer/Software		1,000	Field tablets
Equipment		250	Safety gear, equipping vehicles
Fuel		2,500	
Vehicle Tax & Tags		250	
Vehicle Insurance		-	
Vehicle Maintenance		-	
Other		-	
Operations Subtotal	**$**	**4,750**	
Capital Outlay			
Capital - Vehicles		50,000	
Capital Subtotal		50,000	
Total Costs for the Position(s)	**$**	**110,274**	$82,705 Collection and $27,569 Distribution

Position Justification:

This position would help ensure the division keeps up with all state requiments/regulations on the sewer system; help with the daily workload and sewer calls; help with assessing the sewer system for inflow/infiltration, roots and the integrity of the sewer gravity lines by CCTV; help with smoking and jetting; help with inspecting all the manholes in the sewer system every five years; do the weekly inspections on sewer pump stations that is required by the state and oversee the water booster stations and water tanks that are in the water system; check on the hot spots every Friday to help prevent after-hour calls and overtime; respond after every storm rain event by checking sewer aerials and clearing of debris; help with routine maintenance on pumpdowns, megohms and MISSION SCADA Units every six months; help with repairs and maintenance on all pumping stations; and help with point repairs on sewer gravity lines and force mains. The town is poised to assume ownership of several new miles of sewer and water infrastucture in the coming two to five years. This position will support the town's priority of "Running the Operations" (Excel at Staff and Logistical Support, Provide Responsive and Dependable Services) and "Manage Resources" (Invest in Infrastructure, Deliver Services Efficiently) as well as "Develop Know-How" (Skilled and Diverse Workforce). Of the current four staff who are focused on the sewer system, the one with the most system knowledge is eligible to retire any time. From a succession planning standpoint, it often takes years to learn the whole system and become effective. It is important that we bring additional staff on board for the reasons stated above and also so the person with system knowledge can spend more time imparting historical knowledge and guiding the team for future sustainability.

Additional Notes or Comments:

This positions will be split 75/25 between Wastewater Collections and Water Distribution divisions. The job description is attached.

Utility Mechanic I

Class Code: 0406

TOWN OF HILLSBOROUGH
Revision Date: Dec 27, 2019

SALARY RANGE

$36,128.00 - $57,805.00 Annually

GENERAL STATEMENT OF JOB:

The purpose of this classification is to perform unskilled to semi-skilled work in the maintenance and repair of specialized machinery and equipment in the town's collection and distribution systems.

SPECIFIC DUTIES AND RESPONSIBILITIES:

ESSENTIAL FUNCTIONS
The following duties are representative of this position. The omission of specific statements of the duties does not exclude them from the classification if the work is similar, related, or a logical assignment for this classification. Other duties may be required and assigned.

- Installs and repairs mechanical, hydraulic, and pneumatic equipment; makes minor repairs to electrical/electronic equipment; recommends needed major repairs; makes plumbing repairs.
- Cleans sewer lines and manholes using jet machine and hand tools.
- Televises (CCTV) and records sewer line defects.
- Assists with smoke and dye testing of sewers to identify defects.
- Maintains water/sewer pump stations, water tanks and generators; performs repairs on treatment plant equipment when asked;
- Inspects and ensures proper working safety equipment before use.
- Repairs sewer lines and manholes.
- Installs flow monitors and level sensors. Reads and records flow and level.
- Sets up technical equipment involving an upload or download of data to various mobile and desktop applications.
- Serves on call, always, for emergencies.
- May assist maintenance technicians in their duties during staff shortages or emergencies.
- Performs other related duties as required.

MINIMUM TRAINING AND EXPERIENCE:

Education and Experience:

- Requires a High School Diploma and/or GED (Vocational/Technical degree preferred) and one year of experience in water and wastewater; or any equivalent combination of training and experience, which provides the required knowledge, skills, and abilities.

Licensure, Certification, and Specialized Training:

- NC Driver's License
- Must obtain CDL Class A with tanker endorsement within eight months after probationary period ends.
- Must obtain flagger certification within 12 months of hire.

Working Conditions and Physical Requirements:

- Must be physically able to operate a variety of machinery and equipment.
- Must be able to exert up to 150 pounds of force occasionally and/or up to 75 pounds of force frequently and/or up to 25 pounds of force constantly to lift, carry, push, pull or otherwise move objects. Must be able to lift and/or carry weights of up to 100 pounds.
- Work involves frequent stooping, kneeling, crouching, crawling, climbing, and balancing.

PERFORMANCE INDICATORS:

Knowledge:

- Methods, procedures and policies of the town, including town code, employee handbook, policy and procedure manuals, contracts, publications and reference texts, etc.
- Federal, state, and local laws and policies concerning safety including NC General Statutes, NC Administrative Code, OSHA regulations, NC Department of Environment and Natural Resources regulations, and other codes, laws, and regulations.
- Occupational hazards and safety precautions.
- Methods, materials, and equipment associated with electrical, mechanical and maintenance work; standard tools, materials, and practices of the trade.
- Operating principles and practices, and maintenance requirements of water and wastewater systems, plant equipment and machinery utilized in water supply and treatment operations; principles of plumbing and hydraulics as related to water systems.
- Understanding of pressure, torque and pumps.
- Be mechanically minded
- Functions and interrelationships of town and other governmental agencies.

Skills:

- Strong written and oral communication skills.
- Mathematical ability to handle required calculations.
- Use and maintain a variety of office equipment including calculator, computer, printer, shredder, copier, scanner, fax machine, telephone, and any other equipment as necessary to complete essential functions.
- Use and maintain a variety of equipment including drills, press drill, cutting torch, jack hammer, hand tools, amperage probe, mechanics' tools, pickaxe, shovel, carpenters' tools, crane, or other equipment as necessary to complete essential functions.
- Use a variety of word processing, spreadsheet, database, or other system software, such as Microsoft Office365, Utility Cloud, GIS, internet search engines, etc.

Abilities:

- Plan, organize and prioritize daily assignments and work activities.
- Produce quality work, which requires constant attention to detail.
- Analyze and recognize problems and potential problems and recommend appropriate solutions.
- Read, interpret, and apply policies, procedure, rules, regulations and other complex materials.
- Prepare required records and reports in a timely and accurate manner.
- Perform activities in a safe and effective manner.
- Assemble and analyze information to make written reports and documents in a clear, concise, and effective manner.
- Establish and maintain effective working relationships, and effectively communicate with other employees, town management, contractors, inmates, business owners, the general public and vendors.
- Work with the public in a professional manner and provide information and assistance, representing the town government in a positive light at all times.

- Perform required duties and responsibilities in extreme weather conditions.
- Perform duties and complete responsibilities under a degree of stress related to meeting tight deadlines; react calmly and quickly in emergencies.
- Perform traffic control and distribute public notices.
- Troubleshoot problems with motors and electrical systems.
- Make swift, sound, and educated decisions.

OTHER REQUIREMENTS:

Safety sensitive:
This position is considered to be safety-sensitive and is subject to random drug testing.

FLSA:
This position is non-exempt under the Fair Labor Standards Act.

DISCLAIMER: This job description is not an employment agreement or contract. Management has the exclusive right to alter this job description at any time without notice.

Budget Justification Form

Department/division: Water Distribution/ Wastewater Collection

Request: Replace Caterpillar Backhoe

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2, but replacement is recommended in FY20 to stay on replacement schedule and to ensure we have this equipment available for our larger excavations, repairs, and emergencies.

Line-Item where funds are requested: Capital – Equipment

Fiscal year(s) & amount(s) of request:
FY21 – $35,000 ($70,000 split 50/50 with Water Distribution)

Describe request:
Replace old backhoe.

Justification/explanation for request:
The current backhoe was purchased used over 9 years ago and needs to be replaced. We feel it could last another 2 years maximum.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This replacement falls under the "Run the Operations" strategic objective and provides responsive and dependable service based in its use during large excavations, repairs and emergencies.

Alternatives & operational impact if request is not funded:
If not replaced, this backhoe will become more expensive to operate and maintain. Since we use mini excavators more often, the new backhoe will have a longer life expectancy.

Additional Information:

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Sewer Pump Station Gensets					Budget Unit #:	8200
Budget Unit:	Wastewater Collection		Functional Area:	Water and Sewer			Priority Rank:	2
Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☑ New	☐ Replacement
229,000	-	-	219,000	2,000	2,000	6,000	☐ Renovation	☐ Expansion

Section 2 — **Description of Capital Item**

Installation of permanent standby generators with automatic transfer switches to run the Strouds Creek and Governor Burke pump stations.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

This equipment will provide operational capabilities to pump sewage during power outages. Many of the town's larger sewage pumping stations have generators. The ones that do not require staff to haul a portable generator to the site during storm events to keep the stations from overflowing during power outages. This is a safety hazard for staff and often results in overtime hours. The project supports the Utilities Department's FY21 Top Priority of Emergency Preparedness and Response as well as the town goal of running the operations and providing sustainable services.

History and Current Status; Impact if Cancelled or Delayed

Should these generators not be provided, staff will continue to be at risk sustaining the system during storm events and the town will incur overtime costs. If staff cannot reach the stations, overflows can occur, which could result in regulatory fines.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel			2,000	2,000	2,000	2,000	2,000	**10,000**
Other								-
Total	-	-	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**10,000**

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans								-
Engineering / Arch. Serv.		10,000						**10,000**
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.		34,000						**34,000**
Equip / Machinery / Furniture		175,000						**175,000**
Total Capital Cost Est.	-	**219,000**	-	-	-	-	-	**219,000**
Total Oper. Impact Est.	-	-	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**10,000**
Total Expenditure Est.	-	**219,000**	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**229,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Perpetual Maintenance Fee		219,000						**219,000**
Operating Revenue			2,000	2,000	2,000	2,000	2,000	**10,000**
								-
Total Program Financing	-	**219,000**	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**229,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Budget Justification Form

Department/division: Wastewater Collection

Request: Translucent panel industrial garage doors and shop heater

Priority 1-3 (1=must do; 2=should do; and 3=could do): 3 – Could do

Line-item where funds are requested: Building Maintenance

Fiscal year(s) & amount(s) of request:
FY21 - $25,000

Describe request:
Replace solid garage doors with translucent panel garage doors to allow sunlight to warm the space along with a larger and more efficient shop heater.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
Equipment housed in the garage – various spare pumps, small sewer jet machine, portable generators, new CCTV rig, vac trailer – must be kept warm so the fluids and oils do not freeze and damage the parts, especially the emergency response equipment. Currently, staff shine heat lamps on motor components and a small shop heater runs throughout colder months to keep the temperature above freezing. We need to maintain what we have, and the heat lamps and undersized shop heater are not efficient. Translucent panels on the garage doors would allow the sunlight in and a larger heater would be more efficient.

Alternatives & operational impact if request is not funded:
Status quo.

Additional information:

Survivor Full View Translucent Dock Door, Opening Height: 10 ft., Opening Width: 10 ft., Insulated: No

Wastewater Treatment Plant

WASTEWATER TREATMENT PLANT – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Wastewater Treatment Plant treats wastewater from the Hillsborough wastewater service area and then discharges treated effluent to the Eno River, as regulated by the NC Department of Environmental Quality-Division of Water Resources and in accordance with the town's NPDES Discharge Permit. Water quality analyses are performed by an outside laboratory and the plant's in-house state-certified laboratory.

FY20 MAJOR ACCOMPLISHMENTS:

- The quality of water that is discharged into the Eno River from the wastewater plant continues to be excellent. The plant discharged approximately half of the allowed Nitrogen and Phosphorous in calendar year 2019.
- Gaining information from the collection system model flow projections will be critical to the completion of the holistic master plan in FY23.
- Upgrade to blower control systems that resulted in reduced electrical use, false alarms and more constant nutrient removal.
- Upgraded plant control computers and software to be compatible with Windows 10.
- No odor complaints since 2012.
- Implemented some vulnerability assessment recommendations (replace site fencing, screen chemicals).
- Worked on yard project to remove curbing and sidewalk to allow better maneuverability for chemical trucks.
- Joined the Neuse River Compliance Association to help manage our nutrient allocations.
- Worked with Utilities Administration on the River Pumping Station Evaluation Project qualifications and pre-submittal meeting. Rebuilt pumps at River Pumping Station, restoring pumping capacity and more efficient operation.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- Yard lighting project to reduce risk of unauthorized entry into the plant and provide a higher level of safety for the employees per the vulnerability assessment ($9,500).
- Replace access hatch for safer access to pumps ($3,000).

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- Wastewater Operator 1 (FY23 - $67,499).
- Wastewater Treatment Plant Master Plan (FY23+ - $100,000).
- Flocculators (FY23 - $20,000, FY24 - $505,000).

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	476,767	495,259	517,466	*22,207*	*4.5%*	
Operations	520,987	460,608	577,673	*117,065*	*25.4%*	
Capital Outlay	18,766	86,200	0	*(86,200)*	*-100.0%*	FY19-Utility vehicle w/trailer & hoist
Debt Service	1,240,289	1,218,428	1,196,566	*(21,862)*	*-1.8%*	
Transfers	0	0	0	*0*	*0.0%*	FYs20-21-WWTP Ph II Master Plan
Total	**$ 2,256,808**	**$ 2,260,495**	**$ 2,291,705**	***31,210***	***1.4%***	
% Change	*0.8%*	*0.2%*	*1.4%*			
FTE	6.00	6.00	6.00			

WASTEWATER TREATMENT PLANT

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	1,947	1,500	6,000	*4,500*	*300.0%*	
Salaries - Regular	343,892	356,301	362,212	*5,911*	*1.7%*	
FICA	26,046	27,938	27,824	*(114)*	*-0.4%*	
Hospitalization	56,361	55,598	61,451	*5,853*	*10.5%*	
Life/Disability/Vision	2,305	2,254	2,450	*196*	*8.7%*	
Dental Insurance	2,147	1,980	2,244	*264*	*13.3%*	
Retirement	26,997	32,014	37,099	*5,085*	*15.9%*	
Supplemental Retirement - 401K	17,071	17,674	18,186	*512*	*2.9%*	
Personnel Expansion	0	0	0	*0*	*0.0%*	
Personal Services Subtotal	476,767	495,259	517,466	*18,492*	*4.5%*	
Operations						
Training/Conferences/Conventions	3,751	1,200	2,900	*1,700*	*141.7%*	
NC AWWA/WEA Conference		*365*	*400*			Superintendent
WEFTEC Conference		*0*	*0*			Superintendent
Wastewater Operator School		*170*	*1,800*			FY21 - Certification for new employee
Maintenance Tech School (2)		*355*	*0*			
Miscellaneous		*310*	*700*			
Telephone/Internet	2,104	2,880	2,880	*0*	*0.0%*	
Smartphone Stipends @ $70/mo (2)		*1,680*	*1,680*			
Cell Service		*1,200*	*1,200*			
Postage	224	60	250	*190*	*316.7%*	
Utilities	168,724	148,940	159,370	*10,430*	*7.0%*	
Maintenance - Buildings	3,986	538	750	*212*	*39.4%*	Miscellaneous
Maintenance - Grounds	520	0	2,000	*2,000*	*0.0%*	Contract doesn't cover tasks & supplies
Maintenance - Equipment	67,988	63,066	59,940	*(3,126)*	*-5.0%*	
Recondition River Pump Station Pumps		*14,000*	*0*			For efficiency & exiting pumps capacity
Recondition River Pump Station Grinder		*0*	*0*			Every two years
Infrared Thermographic Services		*950*	*950*			Identify failing electrical components
Repc Wear Plants on Interm PS Pumps		*0*	*0*			Every five years
Recondition Stepscreen		*0*	*10,000*			Every two years
Recondition Aerator/Mixer		*4,500*	*4,500*			
Miscellaneous		*43,616*	*44,490*			
Maintenance - Plant Instrumentation	15,528	28,478	21,557	*(6,921)*	*-24.3%*	
Nitratax NO_3 Sensors (3)		*3,400*	*3,723*			Hach service partnership
Solitax TSS Sensors (2)		*2,130*	*2,284*			Hach service partnership
Plant Automation Programing		*9,550*	*9,550*			SCADA computers & control instrument.
Instrumentation Repair		*13,398*	*6,000*			Repairs, surge protection & probe replc.
Maintenance - Laboratory Equipment	2,454	4,189	8,016	*3,827*	*91.4%*	
Spectrophotometer DR3900		*830*	*906*			Hach service partnership
Probe Replacements		*610*	*650*			Dissolve Oxygen & pH
Calibrate Lab Equipment		*1,430*	*1,460*			Instruments, weights & pipettes
Miscellaneous		*1,319*	*5,000*			Aging equipment is failing more often
Maintenance - Infrastructure	23,445	3,926	12,500	*8,574*	*218.4%*	
Access Hatch Project		*0*	*3,000*			
Security Lighting Project		*0*	*9,500*			
Curbing & Asphalt Project		*3,926*	*0*			
Maintenance - Contracts	27,604	17,807	77,710	*59,903*	*336.4%*	
General Maintenance		*0*	*55,000*			FY21 - Maintenance projects around the plant
Back-up Generator Annual Services		*10,407*	*15,310*			
Back-up Generator Triennial PM Service		*0*	*0*			3-year service
HVAC Maintenance Service		*3,400*	*3,400*			
Pump Station Grinder PM Service		*4,000*	*4,000*			Factory service contract
Gasoline	3,929	1,500	1,500	*0*	*0.0%*	
Chemicals	66,658	54,980	67,090	*12,110*	*22.0%*	
Tertiary Coagulant		*22,280*	*34,000*			Total phosphorous removal
Sludge Flocculent		*17,100*	*13,700*			Biosolids thickening
Chlorine		*7,500*	*7,880*			Effluent disinfection
Sulfur Dioxide		*8,100*	*8,510*			Effluent de-chlorination
Sodium Hydroxide (Caustic)		*0*	*0*			pH Control
Miscellaneous		*0*	*3,000*			
Supplies - Office	34	0	1,500	*1,500*	*0.0%*	
Supplies - Departmental	2,201	1,491	3,860	*2,369*	*158.9%*	
Miscellaneous		*1,491*	*3,860*			

Supplies - Safety	1,795	1,012	1,950	*938*	*92.7%*	
Employee Boot Fair		*0*	*900*			
Miscellaneous		*1,012*	*1,050*			
Supplies - Lab	5,610	5,700	11,030	*5,330*	*93.5%*	FY21 - Deferred expenses & projected chemical increases
Supplies - Data Processing	247	129	600	*471*	*365.1%*	
Outside Lab Services	12,339	13,775	16,070	*2,295*	*16.7%*	
Meritech Contract		*13,000*	*13,670*			
QA/QC Testing		*650*	*650*			
Miscellaneous		*125*	*1,750*			
Uniforms	620	75	600	*525*	*700.0%*	
C.S. - Alarm	719	920	1,750	*830*	*90.2%*	
Security System Alarm		*240*	*910*			
Fire Alarm		*680*	*840*			
C.S. - Dumpster Service	1,417	1,950	2,010	*60*	*3.1%*	
C.S. - DI Water Service Contract	3,156	3,156	4,280	*1,124*	*35.6%*	Maintain/repair deionized water system
C.S. - Generator Load Testing	0	0	0	*0*	*0.0%*	FY19 - Moved to Maint - Contracts
Data Processing Services	568	579	588	*9*	*1.6%*	Software Maint & Support
WIN-911 License, Support, Maint.		*495*	*500*			Plant alarming software renewal
Security Gate Data & Control Mgmt		*84*	*88*			Gate data software renewal
Permits/Dues/Subscriptions	7,182	4,162	10,032	*5,870*	*141.0%*	
NPDES Permit Renewal		*0*	*3,440*			
Stormwater Permit Renewal		*100*	*100*			
NC Water Quality Association		*1,962*	*1,982*			
Laboratory Certification Renewal		*1,750*	*1,410*			
Operator Certification Renewals		*250*	*400*			
Neuse River Compliance Association		*0*	*700*			
Miscellaneous		*100*	*2,000*			
Sludge Removal	93,424	97,460	102,330	*4,870*	*5.0%*	
Composting		*97,460*	*102,330*			
Miscellaneous	3,910	2,635	4,610	*1,975*	*75.0%*	
Annual Report Translation		542	610			Translate report to Spanish
Miscellaneous		*2,093*	*4,000*			
Misc. - Vehicle Tax & Tags	850	0	0	*0*	*0.0%*	Only used when purchasing new vehicle
Personnel - Op Costs	0	0	0	*0*	*0.0%*	FY23 - Wastewater Plant Operator I
Operations Subtotal	520,987	460,608	577,673	*117,065*	*25.4%*	
Capital Outlay						
Capital - Data Processing	0	31,900	0	*(31,900)*	*-100.0%*	FY20 - SCADA upgrade & project mgr. software upgrade
Capital - Equipment	0	0	0	*0*	*0.0%*	
Capital - Vehicles	18,766	28,117	0	*(28,117)*	*-100.0%*	
Utility Vehicle		*28,117*	*0*			FY20 - 2018 F-150 pick-up truck
Capital - Buildings & Improvements	0	26,183	0	*(26,183)*	*-100.0%*	FY20 - Fence
Capital Outlay Subtotal	18,766	86,200	0	*67,434*	*-100.0%*	
Debt Service						
Capital Lease	1,240,289	1,218,428	1,196,566	*(21,861)*	*-1.8%*	
WWTP Upgrade (Phase 1)		*1,218,428*	*1,196,566*			Debt retired in FY34
Debt Service Subtotal	1,240,289	1,218,428	1,196,566	*(21,861)*	*-1.8%*	
Transfers						
Transfer to Capital Impr. Fund	0	0	0	*0*	*0.0%*	
WWTP Upgrade - Ph 2 Project Fund	0	0	0	*0*	*0.0%*	
Complete Holistic Master Plan		*0*	*0*			Plan for compliance with Falls Lake
Phase 2 Engineering Design		*0*	*0*			Design ($3M)
Phase 2 Construction		*0*	*0*			Construction ($33M)
Transfers Subtotal	0	0	0	*0*	*0.0%*	
Wastewater Treatment Plant Total	**$ 2,256,808**	**$ 2,260,495**	**$ 2,291,705**	***$ 3,687***	***1.4%***	
% Change	*0.8%*	*0.2%*	*1.4%*			

Budget Justification Form

Department/division: Wastewater Treatment Plant

Request: Security Lighting Project

Priority 1-3 (1=must do; 2=should do; and 3=could do): 1 – Must do

Line-item where funds are requested: Maintenance - Infrastructure

Fiscal year(s) & amount(s) of request:
FY21 - $9,500

Describe request:
The 2017 WWTP Risk Assessment identified several areas of risk and countermeasures to implement. One of those countermeasures identified was to address the lack of lighting in parking areas, processes, and walkways. Although the countermeasures identified are not required to be implemented immediately, progress towards those goals must be completed at a reasonable rate. Staff has prioritized the countermeasures and budgets accordingly.

For FY21, staff would like to address the lack of security lighting in critical areas. These areas will include the chemical building, chemical storage, parking lots, and several processes. The lighting will be low electric use LED lights with controls to optimize sustainability and reduce electric costs.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
Conserve Cultural & Natural Resources – This project utilizes high efficiency LED lighting with control systems designed to greatly reduce power usage and increase sustainability.
Run the Operations – Provides a higher level of safety for employees when working on the plant site at night.
Manage Resources – Reduces safety risks for employees and reduces the risk of unauthorized entry into the plant.

Alternatives & operational impact if request is not funded:
The risk and resilience management of water and wastewater systems includes continued progress towards risk reduction. This is a requirement of the U.S. Department of Homeland Security J100-10 Safety Act.

Additional information:

Budget Justification Form

Department/division: Wastewater Treatment Plant

Request: Access Hatch Upgrade Project

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2 – Should do

Line-item where funds are requested: Maintenance - Infrastructure

Fiscal year(s) & amount(s) of request:
FY21 - $3,000

Describe request:
The access hatches for the Filtrate Pumps are too small and make removal or replacement of the pumps very difficult. These tasks are critical for the operations and maintenance of the pumps. The small openings make for considerably more time needed to maintain the pumps and create a significant safety hazard. We need to replace the top of the wet well with a new one equipped with enlarged access hatches.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
Run the Operations – Provides a higher level of safety for employees when working on the pumps.
Manage Resources – Reduces safety risks for employees.

Alternatives & operational impact if request is not funded:
Staff will continue to perform maintenance and repairs, but the risk of injury is significantly higher than it could be.

Additional information:

Budget Justification Form

Department/division: Wastewater Treatment Plant

Request: Additional Maintenance Budget

Priority 1-3 (1=must do; 2=should do; and 3=could do): 2 – Should do

Line-item where funds are requested: Maintenance – Equipment

Fiscal year(s) & amount(s) of request:
FY21 - $55,000

Describe request:
Provide additional maintenance budget to complete longstanding tasks that current staff cannot get done due to workload.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
The list of items that have been pushed off due to other priorities include several maintenance and housekeeping related items from painting to fixing handrails, rebuilding augers and re-pouring concrete floors. The person who performs most of the maintenance was out on leave for several weeks this year and many items could not be maintained. Taking care of what we have is a strategic initiative and we need to get these tasks completed. This request is presenting a "bridge" until another position can be approved.

Alternatives & operational impact if request is not funded:
A request has been placed in the budget for a wastewater operator position with supplemental information on the types of tasks they would do - mainly maintenance. The request was for FY22 and the estimated position cost would be close to $68,000. While it is believed another position could be supported, this request is being made to further defer the personnel expansion and evaluate how many new items come up next year that are unable to be addressed.

Additional information:
N/A.

Unfunded Budget Requests

Please list your unfunded budget requests in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Wastewater Treatment Plant

Priority #	Request Title	Request Description	Fiscal Year Requested	Cost
1	Install Flocculators	Improve Phosphorous removal efficiency. First step is design in FY23.	FY23 FY24	$20,000 $505,000
2	Wastewater Plant Master Plan	To comply with the Falls Lake Rules and support growth.	FY23	$100,000
3	Wastewater Plant Operator I	To assist with plant maintenance, operations, maintenance, repairs and special projects.	FY23	$67,499

Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Install Tertiary Filters Flocculators					Budget Unit #:	8220
Budget Unit:	Wastewater Treatment Plant		Functional Area:	Water & Sewer			Priority Rank:	3

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years	☑ New	☐ Replacement
525,000	-	-	-	20,000	505,000	-	☐ Renovation	☐ Expansion

Section 2 — **Description of Capital Item**

Install new flocculators ahead of tertiary filtration to maximize the Total Phosphorous removal needed to meet the Falls Lake Rules and also reduce chemical usage.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

The 2014 Phase 1 Plant Expansion included new tertiary filtration. The structure was designed to have flocculators installed but the installation was removed from the project to reduce costs. However, the pedestals and electrical conduit were installed to provide for future needs.

Currently, Polyaluminum Chloride (PAX-18) is used to precipitate Phosphorous out of a dissolved state to a solid form that can be removed by filtration. Currently, PAX-18 is fed to the clarifier, which provides the mixing necessary to activate the chemical. This method currently works well but will be insufficient in the future to meet the removal efficiency needed to meet the Falls Lake Rules.

Feeding PAX-18 directly to the filters is also much more efficient. Laboratory testing has shown that with the addition of flocculators, we should be able to reduce our chemical feed by 28% or more. This equates to chemical savings of approximately $4,500 per year.

History and Current Status; Impact if Cancelled or Delayed

This project can be delayed until the current Phosphorous removal efficiency is inadequate to meet our permit requirements. However, we will not realize the cost savings of reduced chemical usage or the reduction in our carbon footprint.

The PAX-18 is manufactured and then delivered from Darlington, SC. Flocculation will not only reduce the carbon emissions from the chemical manufacturing process but also the semi-truck deliveries from 174 miles away.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

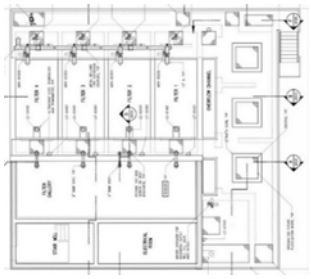
Section 4 — **Project Costs**

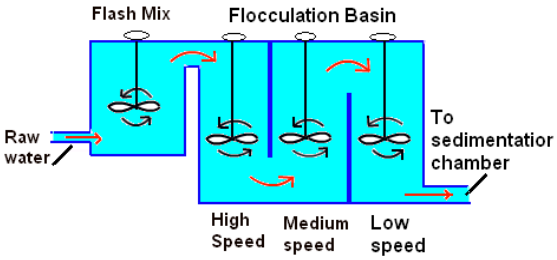
Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans			20,000					**20,000**
Engineering / Arch. Serv.				5,000				**5,000**
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.				500,000				**500,000**
Equip / Machinery / Furniture								-
Total Capital Cost Est.	-	-	**20,000**	**505,000**	-	-	-	**525,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	-	-	**20,000**	**505,000**	-	-	-	**525,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Operating Revenue			20,000					**20,000**
Debt Financing				505,000				**505,000**
								-
Total Program Financing	-	-	**20,000**	**505,000**	-	-	-	**525,000**

Section 6 — **Maps / Charts / Tables / Pictures**





Town of Hillsborough, North Carolina

Fiscal Year 2020-21 through 2026-27 Capital Improvement Plan

Section 1	Project Title:	Wastewater Treatment Plant Master Plan					Budget Unit #:	8220
Budget Unit:	WWTP		Functional Area:	Water & Sewer			Priority Rank:	1

Total Requested Funds	Total Appropriations to date	Budget Year 1 FY21	Unappropriated Subsequent Years				Type of Project:	
			Year 2 FY22	Year 3 FY23	Year 4 FY24	Future Years		
100,000	-	-	-	100,000	-	-	☐ New ☐ Renovation	☐ Replacement ☑ Expansion

Section 2 — **Description of Capital Item**

FY23 – Completion of a holistic master plan that includes a study of unconventional technologies available to comply with the Falls Lake Rules.

Justification; and Linkage to Council Goals, Balanced Scorecard, other Master Plans, or Dept. Goals & Objectives

The FY23 holistic master plan will provide a roadmap for the future Wastewater Treatment Plant Phase II Upgrade. The master plan will identify alternative treatment technologies and other options to continue compliance with the Falls Lake Rules stringent nitrogen requirements. Compliance with the rules will get increasingly difficult as the town's population grows. Failure to meet the requirements of the Falls Lake Rules will almost certainly result in the elimination of new development approvals.

The Wastewater Treatment Plant Phase II Upgrade is currently estimated at $34 million. An in-depth analysis of all options will be critical to ensure that the most cost-effective path to compliance is identified and planned for implementation.

History and Current Status; Impact if Cancelled or Delayed

The Falls Lake Rules force the town to implement treatment techniques and processes not normally found in wastewater treatment. The phase I wastewater treatment plant upgrade provided the rules' nitrogen reduction requirements for several years. The phase II upgrade is intended to add more years of compliance. Several unconventional technologies are currently available that can meet the future nitrogen removal requirements, but the applicability and efficiency of each must be evaluated before the design of the phase II upgrade so that all processes can be integrated smoothly and efficiently.

Section 3 — **New or Additional Impact on Operating Budget**

Type of Expenditure	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Salaries / Benefits								-
Prof. & Consult. Services								-
Materials & Supplies								-
Maintenance / Fuel								-
Other								-
Total	-	-	-	-	-	-	-	-

Section 4 — **Project Costs**

Activity	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Prelim Design / Plans			100,000					**100,000**
Engineering / Arch. Serv.								-
Land / ROW / Acquisition								-
Clear / Grade / Site Prep								-
Building / Utility Constr.								-
Equip / Machinery / Furniture								-
Total Capital Cost Est.	-	-	**100,000**	-	-	-	-	**100,000**
Total Oper. Impact Est.	-	-	-	-	-	-	-	-
Total Expenditure Est.	-	-	**100,000**	-	-	-	-	**100,000**

Section 5 — **Method(s) of Financing**

Funding Source(s)	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total
Operating Revenue			100,000					**100,000**
Capital Reserves								-
Debt Financing								-
Total Program Financing	-	-	**100,000**	-	-	-	-	**100,000**

Section 6 — **Maps / Charts / Tables / Pictures**

Personnel Expansion Request

Cost of Additional Position

Department/Division:	Utilities/Wastewater Plant
Position Title:	Wastewater Plant Operator I
Recommended Starting Salary:	$44,730
Is Job Description Attached?	Yes
Number of Positions (if same job):	1
Fiscal Year Requesting Position:	FY23

Personnel Costs		**$$**	**Comments**
Salary		44,730	
FICA		3,422	
Hospitalization		10,972	
Life Insurance		393	
Dental Insurance		408	
Retirement		4,562	
401(k) Retirement Supplement		2,237	
Personnel Subtotal	**$**	**66,724**	
Operations Costs			
Travel & Training		500	Operator and Maintenance training/certification
Dues & Subscriptions		-	
Supplies & Materials		-	
Computer/Printer/Software		-	
Equipment		275	Safety gear, uniform
Fuel		-	
Vehicle Tax & Tags		-	
Vehicle Insurance		-	
Vehicle Maintenance		-	
Other		-	
Operations Subtotal	**$**	**775**	
Capital Outlay			
Capital - Vehicles		-	
Capital Subtotal		-	
Total Costs for the Position(s)	**$**	**67,499**	

Position Justification:

This position is intended to provide assistance to plant maintenance, operations and housekeeping with an emphasis on maintenance, repairs and special projects.

Currently the Wastewater Treatment Plant (WWTP) has only one maintenance personnel. This employee is responsible for all preventative maintenance, equipment repair, and special projects. Operations staff assists when possible. However, maintenance is tasked with well over 500 work orders per year. Additionally, the aging equipment is failing with more frequency. Staff experienced over 30 equipment failures over the past 12 months. Equipment failures require significant time for troubleshooting, securing parts and qualified vendors to assist in the repairs, in addition to the repairs themselves. The operations staff struggles to find time to assist with so many maintenance issues.

With only one staff member completing the maintenance tasks, there is no redundancy on the knowledge of how to complete those tasks. This became very apparent when the maintenance employee was absent for 8 weeks and maintenance of the equipment fell well behind.

Staff completed a worksheet that is designed to accurately predict the staffing needs of a wastewater treatment plant. The worksheet follows EPA recommendations. The results of the worksheet indicate that the Wastewater Treatment Plant staffing is well below EPA recommendations.

Additional Notes or Comments:

Please see attached Addendum, job description, staff analysis of recommended staff sizing, and a staff sizing recommendation by our consultant.

Personnel Expansion Request Addendum to Wastewater Plant Operator I

In addition to the recommended staff sizing based on the EPA recommendations and an industry survey, another example of the need for an additional employee at the wastewater plant is the increasingly long list of special projects that need to be completed but has yet to be done. Below is an example of the items currently on our list as of February 2020.

1. Complete painting all non-potable water equipment – this is imperative to make sure both staff, contractors and visitors know what waterlines and equipment have potable water and those that don't. The purple paint (which indicates non-potable) used by the contractors during initial installation has faded or completely failed. Much of the equipment has already been updated with better paint, but about half still needs to be completed. Estimated staff hours to complete the task is 30 hours.
2. Paint over graffiti at the River Pump Station – the pump station is visible from the Eno Riverwalk and has been tagged with graffiti several times. Staff is planning to paint the structure with graffiti-resistant paint but has not had the time to complete this task. Estimated staff hours to complete the task is 24 hours.
3. Clean out chlorine contact tank and install new weirs – this task takes coordination to have nearly the entire staff available to help. Estimated hours to complete the task is 128 hours.
4. Replace broken handrail – all items needed to complete this task are on-site. However, we have yet to have time to work on it. Estimated hours to complete the task is 80-hours.
5. Rebuild step-screen auger – quote received to have this done by a contractor was extremely expensive. We have on-staff expertise to complete the job using in-house staff, but we do not have the time. Estimated staff hours to complete the task is 30 hours.

These projects are in addition to maintenance and repairs to the 93 pumps, 6 blowers, 29 sensors and a multitude of other items found throughout the wastewater plant. Having another employee would greatly help staff to get caught up on projects and still stay on schedule with maintenance.

Without the additional employee, staff will need to begin contracting out many of the special projects that could be done using in-house resources. Typical rates for contractors are about $150 per hour. To have only the items listed above completed by a contractor, the ESTIMATED cost would be approximately $43,800, which may make an added employee a viable and cost-effective option.

- Collects and maintains accurate data; prepares and submits a variety of records, reports, charts, logs, etc.
- Prepares, implements, and performs the Quality Assurance Plan for Lab Procedures approved by the State Laboratory of Public Health.
- Receives and properly stores chemical and equipment deliveries; performs building and grounds maintenance; maintains plant security on assigned shifts.
- Handles customer complaints.
- Serves as an on-call operator.
- Assists utility mechanics with projects as needed.
- Performs other related duties as required.

Minimum Training and Experience

Education and Experience:

- Requires a High School Diploma and/or GED and 6 months of experience; or any equivalent combination of training and experience, which provides the required knowledge, skills, and abilities.

Licensure, Certification, and Specialized Training:

- NC Grade 1 Wastewater Biological Water Pollution Control System Operator certification

Working Conditions and Physical Requirements:

- Must be physically able to operate a variety of vehicles and equipment.

- Must be able to exert in excess of 100 pounds of force occasionally and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to lift, carry, push, pull or otherwise move objects. Must be able to lift and/or carry weights of up to 100 pounds.
- Must be able to walk, stand, bend, reach, climb and stoop.

Performance Indicators

Knowledge:

- Methods, procedures and policies of the town, including town code, employee handbook, policy and procedure manuals, contracts, publications and reference texts, etc.
- Federal, state, and local laws and policies concerning water, wastewater and sewer systems including NC General Statutes, NC Administrative Code, OSHA regulations, NC Department of Environment and Natural Resources, NC Division of Water Quality, Environmental Protection Agency, National Pollutant Discharge Elimination System, Wastewater Discharge and Stormwater Discharge guidelines, Falls Lake Rules, and other codes, laws, and regulations.

- Technical manuals regarding the design and operation of wastewater treatment plants, including material safety data sheets.
- Methods, materials, tools and equipment used in drainage construction and maintenance work.
- Operating principles and practices, and maintenance requirements of wastewater systems, plant equipment and machinery utilized in wastewater treatment operations; principles of plumbing and hydraulics as related to wastewater systems.
- Occupational hazards and safety precautions of utilities work.
- Standard chemistry and laboratory principles, techniques, terminology, and equipment; use and care of laboratory equipment utilized for maintaining facility process control.
- Functions and interrelationships of town and other governmental agencies.

Skills:

- Strong organizational, interpersonal and technical skills.
- Strong written and oral communication skills.
- Mathematical ability to handle required calculations.
- Use and maintain a variety of office equipment including calculator, computer, printer, shredder, copier, scanner, fax machine, telephone, and any other equipment as necessary to complete essential functions.
- Use and maintain a variety of equipment including power tools, mechanic tools, carpentry tools, pH meter, microscope, belt press, pumps, meters, chemical feed equipment, calibrators, ultraviolet disinfection, chlorinators, centrifuge, mixers, fluidizing bed reactor, spectrophotometer, generator, and lab equipment.
- Use a variety of word processing, spreadsheet, database, or other system software, such as Microsoft Office and O365, Utility Cloud, Dickerson, SCADA computer system, internet search engines, etc.

Abilities:

- Plan and develop daily, short- and long-term goals; handle multiple assignments simultaneously.
- Produce quality work, which requires constant attention to detail.
- Analyze and recognize problems and potential problems,and recommend and/or implement appropriate solutions.
- Read, interpret, and apply policies, procedure, rules, regulations and other complex materials.
- Assemble and analyze information and make written reports and documents in a clear, concise, and effective manner.
- Diagnose equipment problems; make necessary repairs of equipment operated.
- Apply principles of logic to define problems, collect and analyze data and draw valid conclusions.
- Establish and maintain effective working relationships, and effectively communicate with other employees, elected officials, town management,

advisory boards, business owners, and vendors; provide assistance and advice to various agencies, departments, and individuals.

- Work with the public in a professional manner and provide information and assistance, representing the town government in a positive light at all times.
- Perform required duties and responsibilities in extreme weather conditions.
- Perform duties and complete responsibilities under a degree of stress related to meeting tight deadlines; react calmly and quickly in emergencies.
- Exercise independent judgment and discretion in the handling of emergency situations, determining procedures, setting priorities, and resolving problems.
- Make swift, sound, and educated decisions.

Other Requirements

Safety sensitive:

This position is considered to be safety-sensitive and is subject to random drug testing.

FLSA:

This position is non-exempt under the Fair Labor Standards Act.

DISCLAIMER: This job description is not an employment agreement or contract. Management has the exclusive right to alter this job description at any time without notice.

Wastewater Plant Operator I

Class Title
Wastewater Plant Operator I

Class Code
0503

Salary
$32,257.00 - $51,611.00 Annually

General Statement of Job

The purpose of this classification is to assist in the daily operation and maintenance of the town's wastewater treatment plant.

Specific Duties and Responsibilities

ESSENTIAL FUNCTIONS

The following duties are representative of this position. The omission of specific statements of the duties does not exclude them from the classification if the work is similar, related, or a logical assignment for this classification. Other duties may be required and assigned.

- Starts up and shuts down plant.
- Makes checks around the plant to ensure that equipment is running properly; records run times and reports discrepancies; makes technical adjustments when necessary; adds chemicals in accordance with prescribed standards.
- Gathers samples for lab analysis; performs laboratory quality control testing, such as chlorine residual, Ph, temperature, hardness, turbidity, dissolved oxygen, alkalinity, fluoride, and other tests; performs water quality lab media in lab for use on water microbiological bacteria testing of samples; performs bench jar testing of raw water to optimize the plant's chemical dosage.
- Performs process control activities such as decanting digestors, transferring sludge and wasting solids from the system.
- Operates treatment and solids handling equipment,and conducts process control analysis and operations; calibrates testing equipment.
- Performs backwashing of filters; operates and monitors the functioning of pumps, motors, valves, chemical feeders, and related equipment; recognizes and makes needed adjustments to equipment and or treatment process; performs periodic washing and cleaning of the sedimentation basins and washing of flocculators, troughs, and filters; changes chemical cylinders.
- Performs skilled preventive maintenance and/or adjustments on equipment, including repacking, greasing, or adjusting pumps, overhauls and changes oil in pumps and chemical feeders; performs maintenance and repairs on the plumbing and piping system throughout the plant; performs maintenance and repairs on the plant's chemical feed piping system; fills chemical day feed tanks; performs minor maintenance and repair on plant facilities.

THE NORTHEAST GUIDE FOR ESTIMATING STAFFING AT PUBLICLY AND PRIVATELY OWNED WASTEWATER TREATMENT PLANTS

Plant Name: Town of Hillsborough WWTP

Design Flow: 3.0 MGD Actual Flow: 1.5 MGD

FINAL ESTIMATES

Chart #	**Annual Hours**
1 - Basic and Advanced Operations and Processes	4316
2 - Maintenance	2355
3 - Laboratory Operations	2447
4 - Biosolids/Sludge Handling	1690
5 - Yardwork	360
Estimated Oparation, Lab, and Maintenance Hours	11168
Estimated Operation and Mainenance Staff	7.45
Estimated Additional Staff from Chart 7	1
Total Staffing Estimate	**8.45**

Chart 7 - Additional staff is plant management (Superintendent)

*Details of calculations are available on request

Row Labels	Hillsborough Sum of Total Hours	Sum of FTE (Staff)
Operations		
5-Stage BNR	3120	2.08
Denitrification Filters	390	0.26
Disinfection	520	0.35
Plant Reuse Water	26	0.02
Screening and Grit	260	0.17
Operations Total	**4316**	**2.88**
Maintenance		
5-Stage BNR	1326	0.88
Chemical Addition	156	0.10
Denitrification Filters	208	0.14
Disinfection	104	0.07
GBT	39	0.03
Post Aeration	52	0.03
Screening and Grit	390	0.26
Maintenance Total	**2275**	**1.52**
Laboratory		
5-Stage BNR	289	0.19
Disinfection	325	0.22
Plant-Wide	1456	0.97
Raw Influent	377	0.25
Laboratory Total	**2447**	**1.63**
Instrumentation		
Raw Influent	132	0.09
Instrumentation Total	**132**	**0.09**
Solids		
Aerobic Digestion	130	0.09
GBT	1560	1.04
Solids Total	**1690**	**1.13**
Yardwork		
Yardwork	360	0.24
Yardwork Total	**360**	**0.24**
Grand Total	**11220**	**7.48**
Estimated Additional Staffing		1
Total Staffing Requirements		**8.48**

Row Labels	Hillsborough Sum of Total Hours	Sum of FTE (Staff)
Operations		
Plant-Wide	26	0.02
Preliminary	260	0.17
Secondary	3510	2.34
Tertiary	520	0.35
Operations Total	**4316**	**2.88**
Maintenance		
Plant-Wide	156	0.10
Preliminary	390	0.26
Secondary	1534	1.02
Solids	39	0.03
Tertiary	156	0.10
Maintenance Total	**2275**	**1.52**
Laboratory		
Plant-Wide	1456	0.97
Preliminary	377	0.25
Secondary	289	0.19
Tertiary	325	0.22
Laboratory Total	**2447**	**1.63**
Instrumentation		
Preliminary	132	0.09
Instrumentation Total	**132**	**0.09**
Solids		
Solids	1690	1.13
Solids Total	**1690**	**1.13**
Yardwork		
Plant-Wide	360	0.24
Yardwork Total	**360**	**0.24**
Grand Total	**11220**	**7.48**
Estimated Additional Staffing		1
Total Staffing Requirements		**8.48**

Row Labels	Hillsborough Sum of Total Hours	Sum of FTE (Staff)
5-Stage BNR		
Operations	3120	2.1
Maintenance	1326	0.9
Laboratory	289	0.2
5-Stage BNR Total	**4735**	**3.2**
Aerobic Digestion		
Solids	130	0.1
Aerobic Digestion Total	**130**	**0.1**
Chemical Addition		
Maintenance	156	0.1
Chemical Addition Total	**156**	**0.1**
Denitrification Filters		
Operations	390	0.3
Maintenance	208	0.1
Denitrification Filters Total	**598**	**0.4**
Disinfection		
Operations	520	0.3
Maintenance	104	0.1
Laboratory	325	0.2
Disinfection Total	**949**	**0.6**
GBT		
Maintenance	39	0.0
Solids	1560	1.0
GBT Total	**1599**	**1.1**
Plant Reuse Water		
Operations	26	0.0
Plant Reuse Water Total	**26**	**0.0**
Plant-Wide		
Laboratory	1456	1.0
Plant-Wide Total	**1456**	**1.0**
Post Aeration		
Maintenance	52	0.0
Post Aeration Total	**52**	**0.0**
Raw Influent		
Laboratory	377	0.3
Instrumentation	132	0.1
Raw Influent Total	**509**	**0.3**
Screening and Grit		
Operations	260	0.2
Maintenance	390	0.3
Screening and Grit Total	**650**	**0.4**
Yardwork		
Yardwork	360	0.24
Yardwork Total	**360**	**0.24**
Grand Total	**11220**	**7.48**
Estimated Additional Staffing		1
Total Staffing Requirements		**8.48**

Contingency

CONTINGENCY – BUDGET HIGHLIGHTS

KEY OPERATIONS/FUNCTION:

- The Contingency budget unit is designed to assist the town in covering any unanticipated expenditures. It also allows the town to take advantage of opportunities that arise during the fiscal year that may not be available later.
- Contingency allocation cannot exceed 5 percent of all other appropriations in the same fund.

FY20 MAJOR ACCOMPLISHMENTS:

- N/A.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- N/A.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- N/A.

BUDGET HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	0	0	0	*0*	*0.0%*	
Operations	0	0	300,000	*300,000*	*0.0%*	State law limits contingency to 5%
Capital Outlay	0	0	0	*0*	*0.0%*	
Debt Service	0	0	0	*0*	*0.0%*	
Total	**$ -**	**$ -**	**$ 300,000**	***300,000***	***0.0%***	
% Change	*0.0%*	*0.0%*	*0.0%*			
FTE	0.00	0.00	0.00			

CONTINGENCY

Account Name	FY19 Estimate	FY20 Budget	FY21 Projection	$ Change	% Change	Comments
Operations						
Contingency	0	0	300,000	*300,000*	*0.0%*	State law limits contingency to 5%
Operations Subtotal	0	0	300,000	*300,000*	*0.0%*	
Contingency Total	$ -	$ -	$ 300,000	***300,000***	***0.0%***	
% Change	*0.0%*	*0.0%*	*0.0%*			

Stormwater Fund

FINANCIAL SUMMARY - STORMWATER FUND

Budget Unit	FY19 Actual	FY20 Estimate	FY21 Budget
Stormwater	**541,755**	**591,014**	**655,801**
% Change	*20.8%*	*9.1%*	*11.0%*
TOTAL EXPENDITURES	**$ 541,755**	**$ 591,014**	**$ 655,801**
% Change	*20.8%*	*9.1%*	*11.0%*
Surplus / (Deficit) at Current Rate	**$ 117,316**	**$ 75,186**	**$ (38,301)**
Surplus / (Deficit) w/ Rate Increase	**$ 117,316**	**$ 75,186**	**$ (38,301)**
Retained Earnings Appropr. needed to Balance Budget	**$ -**	**$ 75,186**	**$ 38,301**
Available Retained Earnings Remaining	**$ 612,481**	**$ 687,667**	**$ 649,366**
Retained Earnings as percentage of Op. Expenditures[1]	*113%*	*116%*	*99%*

[1] *The town's Stormwater Retained Earnings Policy recommends maintaining an undesignated fund balance of between 17 to 33 percent of annual operating expenditures and*

STORMWATER FUND REVENUES

By Account	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Investment Earnings						
Interest Earned	0	0	0	*0*	*0.0%*	
Investment Earnings Total	0	0	0	*0*	*0.0%*	
Licenses, Permits & Fees						
Stormwater Charge - Prior Year	7,338	6,600	6,500	*(100)*	*-1.5%*	
Stormwater Charge	642,959	656,900	610,000	*(46,900)*	*-7.1%*	FY17-Started charging Stormwater Fee
Stormwater Plan Review Fee	2,250	2,700	1,000	*(1,700)*	*-63.0%*	
Licenses, Permits & Fees Total	652,546	666,200	617,500	*(48,700)*	*-7.3%*	
Other Revenue/Non-Operating						
Miscellaneous	6,525	0	0	*0*	*0.0%*	FY19 - Grant reimbursement
Other Rev./Non-Op. Total	6,525	0	0	*0*	*0.0%*	
Transfers						
Transfer from Cap Res - Stormwater	0	0	0	*0*	*0.0%*	$0 available as of June 30, 2017
Transfers Total	0	0	0	*0*	*0.0%*	
Retained Earnings						
Retained Earnings Appropriated	0	(75,186)	38,301	*113,487*	*-150.9%*	
Retained Earnings Total	0	(75,186)	38,301	*113,487*	*-150.9%*	
Stormwater Fund Total	**$ 659,071**	**$ 591,014**	**$ 655,801**	***$ 64,787***	***11.0%***	
% Change	*3.2%*	*-10.3%*	*11.0%*			

Unfunded Requests - Stormwater Fund

Department	Request	Request Description	FY21	FY22	FY23
Stormwater	Reforestation Project	Add and maintain trees on town property.	$ 10,000	$ 10,000	$ 10,000
			$ 10,000	**$ 10,000**	**$ 10,000**

Stormwater

KEY OPERATIONS/FUNCTION:

- The Stormwater Management Utility implements the Phase II Stormwater Permit requirements of the National Pollutant Discharge Elimination System to reduce the amount of pollutants entering local streams and lakes and ensures that new development meets or exceeds development standards to reduce potential adverse impacts to property owners from stormwater runoff.

FY20 MAJOR ACCOMPLISHMENTS:

- Completed phase 2 towards development of the stormwater business plan. This phase included a comprehensive review of stormwater infrastructure, or asset data. A review of stormwater asset software was also included. This information is being used to determine the best electronic system to assist Public Works in management of stormwater infrastructure.
- Completed the Public Works Restoration Project. This project included the demolition of the former fleet maintenance building and restoring the area to native, riparian vegetation. Volunteers were organized to complete planting as well as invasive species removal. Restoring this area not only reduces stormwater pollution potential, but also produced nutrient reduction credits towards the town's Falls Lake existing development requirements.

FY21 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS:

- The Upper Neuse Basin Association (UNRBA) is proposing an alternative approach to compliance with the Stage 1 existing development stormwater rule for Falls Lake. The approach has been agreed to in principal by the state and is expected to be approved in FY20. The alternative approach will be investment based rather than based solely on nutrient credits. In anticipation of this, the stormwater budget has been modified by moving funds that were being allocated as a placeholder in the budget. These funds were moved into either the grounds maintenance (restoration projects) or infrastructure maintenance (retrofit projects) line items.
- Staff will continue with assisting Public Works in further development of an electronic system for stormwater asset management, which includes stormwater infrastructure assessment and maintenance. This is part of the initiative to develop a business plan for the division. Based on current analysis, it appears that the funds currently budgeted will cover this cost.

FINANCIAL FORECAST: KEY ISSUES & HIGHLIGHTS:

- As mentioned above, compliance with the Stage 1 stormwater rule for existing development is expected to begin in FY21 with full compliance starting in FY22. The stormwater budget is not expected to increase since this cost was anticipated.
- As the UNRBA gets closer to completing the re-examination of the Stage 2 Falls Lake Rules, a stormwater utility rate analysis will need to be completed once there is an idea of costs associated with the long-term Stage 2 compliance.
- For the third year in a row, the amount of stormwater utility fees billed increased. The increase is the result of newly developed properties and annexations. This year's increase was $36,675 more than last year. With Collins Ridge getting closer to home construction, stormwater utility fees billed is expected to continue increasing. This will be taken into consideration for any future rate analysis.

BUDGET & BALANCED SCORECARD HIGHLIGHTS:

Cost Area	FY19 Actual	FY20 Estimate	FY21 Budget	*$ Change*	*% Change*	Comments
Personal Services	246,143	265,611	268,373	*2,762*	*1.0%*	
Operations	152,778	190,272	185,084	*(5,188)*	*-2.7%*	Maintain stormwater infrastructure
Capital Outlay	31,606	33,714	100,000	*66,286*	*196.6%*	FY21 - Valley Forge Stormwater Project
Cost Allocations	111,228	101,417	102,344	*927*	*0.9%*	Costs of services provided by General Fund
Total	**$ 541,755**	**$ 591,014**	**$ 655,801**	***64,787***	***11.0%***	departments
% Change	*20.8%*	*9.1%*	*11.0%*			
						FY17 - SW Prog Mgr & Eq Op start mid-year
FTE	3.00	3.00	3.00			Prior to FY17 was part of the General Fund

STORMWATER & ENVIRONMENTAL SERVICES

Account Name	FY19 Actual	FY20 Estimate	FY21 Budget	$ Change	% Change	Comments
Personal Services						
Overtime	0	1,500	1,500	*0*	*0.0%*	Overtime for Equipment Operator
Salaries - Regular	178,262	190,658	190,366	*(292)*	*-0.2%*	
FICA	13,538	14,388	14,678	*290*	*2.0%*	
Hospitalization	29,159	29,979	30,235	*256*	*0.9%*	3 FTE accounted for in Stormwater Fund,
Life/Disability/Vision	1,222	1,262	1,309	*47*	*3.7%*	2 in Stormwater; 1 in Public Works
Dental Insurance	1,119	1,089	1,122	*33*	*3.0%*	
Retirement	13,977	17,160	19,570	*2,410*	*14.0%*	
Supplemental Retirement - 401K	8,868	9,575	9,593	*18*	*0.2%*	
Personnel Services Subtotal	246,143	265,611	268,373	*2,762*	*1.0%*	
Operations						
Attorney Fees	0	14,500	14,500	*0*	*0.0%*	
Travel & Training	1,379	635	2,500	*1,865*	*293.7%*	
Telephone/Internet	2,174	2,136	2,200	*64*	*3.0%*	(2) Smartphone stipend; (2) MiFi
Postage	25	25	100			
License Fees	0	0	3,200	*3,200*	*0.0%*	ArcGIS license
Maintenance - Grounds	55,925	0	16,384	*16,384*	*0.0%*	Falls Lake Stage 1 restoration projects
Biodock Project		*0*	*6,384*			
Misc. Projects		*0*	*10,000*			
Maintenance - Infrastructure	41,409	98,842	72,500	*(26,342)*	*-26.7%*	FY21 - Reduced to account for Valley Forge Rd
Pipe Replacement & Other Sys Maint.		*56,227*	*20,000*			
Field & ROW Inspections		*0*	*1,500*			Reduced as most being done in-house
Monthly Street Sweeping		*20,000*	*20,000*			
Storm Drain Cleaning		*7,500*	*1,500*			Reduced as most being done in-house
Private Drainage Cost Share		*0*	*1,500*			
Misc. Maintenance		*15,115*	*18,000*			Include maintenance of town-owned SCMs
Stormwater Retrofits		*0*	*10,000*			Projects for Stage 1 Falls Lake Compliance
Fuel	351	261	500	*239*	*91.6%*	
Supplies - Office	95	150	300	*150*	*100.0%*	
Supplies - Departmental	177	0	500	*500*	*0.0%*	
Uniforms	125	500	500	*0*	*0.0%*	Includes SW Coord & Equip. Operator
Collection Expense	18,539	22,560	23,000	*440*	*2.0%*	Billing & Coll charge from OC - 3% of revenue
C.S./Engineering	25,268	17,235	15,000	*(2,235)*	*-13.0%*	Retro-fit design, inspections, etc.
C.S./Copier	482	0	0	*0*	*0.0%*	FY20 - Transferred to Town Hall Campus budget
Data Processing Services	1,020	2,500	2,500	*0*	*0.0%*	Utility Cloud fee, 2 users plus contractor
Dues & Subscriptions	1,779	26,585	26,900	*315*	*1.2%*	
NPDES Permit Renewal		*860*	*900*			NPDES permit fee increased to $860 in FY19
UNRBA Dues		*24,725*	*25,000*			Moved from Sewer to Stormwater Fund
Miscellaneous Dues		*1,000*	*1,000*			SWANC (2), APWA (3), AICP (1)
Service Milestone Recognition	0	0	0			
Miscellaneous	1,358	500	2,000	*1,500*	*300.0%*	
Safety Awards Program	398	591	0	*(591)*	*-100.0%*	
Clean Water Education Partnership	2,274	2,302	2,500	*198*	*8.6%*	
Customer Service & Innov Award	0	950	0	*(950)*	*-100.0%*	
Operations Subtotal	152,778	190,272	185,084	*(5,188)*	*-2.7%*	
Capital Outlay						
Capital - Vehicles	0	0	0	*0*	*0.0%*	
Capital - Equipment	31,606	0	0	*0*	*0.0%*	Backhoe for PW (split cost 50/50 w/PW)
Capital - Land Acquistion	0	33,714	0	*0*		
Capital - Infrastructure	0	0	100,000	*100,000*	*0.0%*	FY21 - Moved to operational budget in
Nutrient Reduction Falls Lake - Stage I		*0*	*0*			anticipation of Stage 1 Falls Lake rule
Valley Forge Stormwater Project		*0*	*100,000*			FY21 - Valley Forge stormwater pipe
Capital Outlay Subtotal	31,606	33,714	100,000	*66,286*	*196.6%*	
Cost Allocations						
Cost Allocation - Governing Body	5,809	5,894	5,758	*(136)*	*-2.3%*	2% allocation (SW is 2 % of FTEs)
Cost Allocation - Administration	29,088	30,477	30,796	*319*	*1.0%*	2% allocation (SW is 2 % of FTEs)
Cost Allocation - Accounting	12,102	10,255	10,850	*595*	*5.8%*	2% allocation (SW is 2% of Town rev/exp)
Cost Allocation - Fleet Maintenance	4,908	5,224	5,250	*26*	*0.5%*	2% op costs & facility debt; 100% maint costs
Cost Allocation - Town Hall Campus	41,001	35,343	35,164	*(179)*	*-0.5%*	8% allocation (SW is 8% of TH staff)
Cost Allocation - Safety & Risk Mgmt.	3,655	3,590	3,748	*158*	*4.4%*	2% allocation (SW is 2% of FTEs)
Cost Allocation - Information Services	14,665	10,634	10,778	*144*	*1.4%*	2% allocation (SW is 2% of Town computers)
Cost Allocations Subtotal	111,228	101,417	102,344	*927*	*0.9%*	

Stormwater Total	**$ 541,755**	**$ 591,014**	**$ 655,801**	***64,787***	***11.0%***
% Change	*20.8%*	*9.1%*	*11.0%*		

Unfunded Budget Requests

Please list your unfunded budget requests (operating, personnel, and capital requests) in priority order, providing a title for each request as well as a brief description and total cost of the request. If the request is budgeted in a future year, please specify. If the request was not budgeted in a future year, please specify that as well. A Budget Justification Form is also needed for each unfunded project.

Department/Division: Stormwater

Priority #	Request Title	Request Description	FY Request is Budgeted	Cost
1	Reforestation project	Add and maintain trees on town property. Funding is to cover portion of project, with the remainder of request in Public Space budget.	FY21-23	$10,000

Budget Justification Form

Department/division: Stormwater and Environmental Services Division

Request: Reforestation Project

Priority 1-3 (1=must do; 2=should do; and 3=could do): 3 – Could do

Line-item where funds are requested: Maintenance – Grounds

Fiscal year(s) & amount(s) of request:
FY21-23 – $10,000 per year

Describe request:
This funding is for a portion of the reforestation project proposed by the town's Public Space Division to convert non-forested open space located on town property to forested open space. The primary objective is to help offset the town's carbon footprint and reduce the impacts from climate change.

The project also has stormwater benefits. First, converting managed open space to forested open space reduces nutrients (nitrogen and phosphorous) in stormwater runoff. This nutrient reduction can be applied towards the town's Falls Lake Existing Development stormwater requirements. In fact, this project would qualify under the alternative compliance program being proposed by the Upper Neuse River Basin Association (please see the *Reallocate Funds for Falls Lake Rule Compliance* budget justification form). Ultimately, this project would convert 10 acres into forest which will generate 6.9 pounds of nitrogen credit and 4.7 pounds of phosphorus credit annually. While these are not large credits, they are higher than the Cates Creek Stormwater retrofit project which generates 1.8 pounds nitrogen and 0.33 pounds phosphorous annually. The Cates Creek Retrofit project cost was approximately $41,700 with a lifespan of 30 years (this is the average life span of a typical stormwater control measure and so regulatory credits are typically given for 30 years).

As a comparison, if the town simply purchased 6.9 and 4.7 pounds of nitrogen and phosphorous from a mitigation bank, the 30-year cost would be approximately $26,000. This is slightly more than half of what the stormwater budget is proposing for the 5-year span proposed for project funding. However, as mentioned above, there are other stormwater benefits. Trees do a terrific job of intercepting precipitation and in turn helps to reduce stormwater runoff volume. Conservative estimates credit trees with about a 25% reduction in stormwater runoff volume. A research example showed that 10,000 square feet of impervious surfaces generates 639 cubic feet of runoff from one inch of rainfall. The same 10,000 square feet with a tree canopy resulted in 3.9 cubic feet of stormwater runoff from the same one inch of rainfall. By reducing runoff volume, impacts to ecosystems are reduced, potential flooding is reduced and there would less cost associated with maintaining existing stormwater infrastructure.

While staff did not have time to do an in-depth analysis, getting similar stormwater runoff reductions with engineered stormwater control measures (e.g. bioretention, storm pond, etc.) devices may cost $10,000 to $75,000 or more to design and construct, depending on the size of the area being treated. There are also annual maintenance costs associated with engineered stormwater control measures, and while they have their place and provide other stormwater benefits, planting trees are more cost-effective.

Discuss how the request links to the town's balanced scorecard or Top Departmental Priority:
This request is directly related to the Stormwater & Environmental Services Division's top priority to "Develop Plan for Falls Lake Stormwater Rule for Existing Development." This is all part of the stormwater business plan development listed as the division's top priority. This budget change also links to the town's strategy map and balanced scorecard. In addition to meeting regulatory requirements, this change will serve the community by conserving (and improving) natural resources, reducing stormwater pollution reaching the Eno River, as well as helping to maintain and improve stormwater infrastructure.

Alternatives & operational impact if request is not funded:
If the Public Space portion of the budget request for this project is not funded, the stormwater allocation would be used for other Falls Lake Rule compliance projects.

Additional information:
N/A.

Supplemental Information

AUTHORIZED POSITIONS

Position	Salary Band	FY19 (actual) Full-Time	FY19 (actual) Part-Time	FY19 (actual) FTE	FY20 (actual) Full-Time	FY20 (actual) Part-Time	FY20 (actual) FTE	FY21 (budget) Full-Time	FY21 (budget) Part-Time	FY21 (budget) FTE	FY22 (projected) Full-Time	FY22 (projected) Part-Time	FY22 (projected) FTE	FY23 (projected) Full-Time	FY23 (projected) Part-Time	FY23 (projected) FTE
General Government																
(Administration)																
Town Manager	N/A	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Human Resources Director/Town Clerk	20	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Budget Director	20	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Public Information Officer	17	0	1	0.50	1		1.00	1		1.00	1		1.00	1		1.00
Assistant to the Town Manager/Deputy Budget Director	16	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Human Resources Analyst	10	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Web Developer/Asst. Public Information Officer	10	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Public Information Specialist	8	0	1	0.75	0	1	0.75	0	1	0.75	0	1	0.75	0	1	0.75
HR Technician/Deputy Town Clerk	5	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Budget Technician (time limited position)	4	1		0.42	1		0.50	1		0.50	0		0.00	0		0.00
		8	**2**	**8.67**	**9**	**1**	**9.25**	**9**	**1**	**9.25**	**8**	**1**	**8.75**	**8**	**1**	**8.75**
(Accounting)																
Finance Director	23	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Assistant Finance Director	18	1		1.00	0		0.00	0		0.00	0		0.00	0		0.00
Financial Analyst	9	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Accounting Technician*	5	1		1.00	1	1	1.40	1	1	1.40	1	1	1.40	1	1	1.40
Accounts Payable Technician	2	2		2.00	1		1.00	1		1.00	1		1.00	1		1.00
		6	**0**	**6.00**	**4**	**1**	**4.40**	**4**	**1**	**4.40**	**4**	**1**	**4.40**	**4**	**1**	**4.40**
(Planning)																
Assistant Town Manager/Planning Director	24	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Senior Planner	12	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Planner	9	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Planning Technician*	4	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
		4	**0**	**4.00**	**4**	**0**	**4.00**	**4**	**0**	**4.00**	**4**	**0**	**4.00**	**4**	**0**	**4.00**
(Public Space)																
Public Space Manager	14	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Equipment Operator II (40% Public Space/60% Streets)	3	1		0.40	1		0.40	1		0.40	1		0.40	1		0.40
Administrative Support Specialist	2	1		0.50	1		0.50	1		0.50	1		0.50	1		0.50
		3	**0**	**1.90**	**3**	**0**	**1.90**	**3**	**0**	**1.90**	**3**	**0**	**1.90**	**3**	**0**	**1.90**
(Safety & Risk Management)																
Safety & Risk Manager	14	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
		1	**0**	**1.00**	**1**	**0**	**1.00**	**1**	**0**	**1.00**	**1**	**0**	**1.00**	**1**	**0**	**1.00**
(Information Services)																
IT Manager	16	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
		1	**0**	**1.00**	**1**	**0**	**1.00**	**1**	**0**	**1.00**	**1**	**0**	**1.00**	**1**	**0**	**1.00**
General Government Subtotal		**23**	**2**	**22.57**	**22**	**2**	**21.55**	**22**	**2**	**21.55**	**21**	**2**	**21.05**	**21**	**2**	**21.05**
Public Safety																
(Police - Administration)																
Chief of Police	23	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Assistant Chief of Police*	18	0		0.00	1		1.00	1		1.00	1		1.00	1		1.00
Police Lieutenant	14	1		1.00	0		0.00	0		0.00	0		0.00	0		0.00
Management Analyst	9	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Police Officer 1st Class	8	0		0.00	0	1	0.75	0	1	0.75	0	1	0.75	0	1	0.75
Senior Administrative Support Specialist	3	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
		4	**0**	**4.00**	**4**	**1**	**4.75**	**4**	**1**	**4.75**	**4**	**1**	**4.75**	**4**	**1**	**4.75**
(Police - Patrol)																
Police Lieutenant	14	1		1.00	2		2.00	2		2.00	2		2.00	2		2.00
Police Sergeant	12	4		4.00	3		3.00	3		3.00	3		3.00	3		3.00
Police Senior Corporal	10	3		3.00	3		3.00	3		3.00	3		3.00	3		3.00
Police Corporal	10	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Police Officer 1st Class	8	3		3.00	5		5.00	5		5.00	5		5.00	5		5.00
Police Officer	8	7		7.00	5		5.00	5		5.00	5		5.00	5		5.00
		19	**0**	**19.00**	**19**	**0**	**19.00**	**19**	**0**	**19.00**	**19**	**0**	**19.00**	**19**	**0**	**19.00**
(Police - Investigations & Community Services)																
Police Lieutenant	14	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Police Sergeant	12	2		2.00	2		2.00	2		2.00	2		2.00	2		2.00
Police Senior Corporal	10	0		0.00	1		1.00	1		1.00	1		1.00	1		1.00
Police Officer 1st Class	8	1	1	1.75	2		2.00	2		2.00	2		2.00	2		2.00
Police Officer	8	3		3.00	1		1.00	1		1.00	1		1.00	1		1.00
		7	**1**	**7.75**	**7**	**0**	**7.00**	**7**	**0**	**7.00**	**7**	**0**	**7.00**	**7**	**0**	**7.00**

Position	Salary Band	FY19 (actual) Full-Time	FY19 (actual) Part-Time	FY19 (actual) FTE	FY20 (budget) Full-Time	FY20 (budget) Part-Time	FY20 (budget) FTE	FY21 (projected) Full-Time	FY21 (projected) Part-Time	FY21 (projected) FTE	FY22 (projected) Full-Time	FY22 (projected) Part-Time	FY22 (projected) FTE	FY22 (projected) Full-Time	FY22 (projected) Part-Time	FY22 (projected) FTE
(Fire Marshal & Emergency Management)																
Fire Marshal / Emergency Mgmt. Coordinator	14	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Fire Inspector	7	0	1	0.20	0	1	0.40	0	1	0.40	0	1	0.40	0	1	0.40
Senior Administrative Support Specialist	3	0	1	0.40	0	1	0.40	0	1	0.40	0	1	0.40	0	1	0.40
		1	**2**	**1.60**	**1**	**2**	**1.80**	**1**	**2**	**1.80**	**1**	**2**	**1.80**	**1**	**2**	**1.80**
Public Safety Subtotal		**31**	**3**	**32.35**	**31**	**3**	**32.55**	**31**	**3**	**32.55**	**31**	**3**	**32.55**	**31**	**3**	**32.55**
Public Works																
(Fleet Maintenance)																
Fleet Maintenance Supervisor	12	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Fleet Mechanic	7	2		2.00	2		2.00	2		2.00	2		2.00	2		2.00
		3	**0**	**3.00**	**3**	**0**	**3.00**	**3**	**0**	**3.00**	**3**	**0**	**3.00**	**3**	**0**	**3.00**
(Streets)																
Public Works Director	19	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Crew Leader/Equipment Operator III	4	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Equipment Operator II (60% Streets/40% Public Space)	3	0		0.00	0		0.60	0		0.60	0		0.60	0		0.60
Equipment Operator I	2	1		1.60	1		1.00	1		1.00	1		1.00	1		1.00
		3	**0**	**3.60**	**3**	**0**	**3.60**	**3**	**0**	**3.60**	**3**	**0**	**3.60**	**3**	**0**	**3.60**
(Solid Waste)																
Public Works Supervisor	10	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Equipment Operator II	3	1		1.00	0		0.00	0		0.00	0		0.00	0		0.00
Equipment Operator I*	2	2		2.00	3		3.00	3		3.00	3		3.00	3		3.00
Administrative Support Specialist	2	0		0.50	0		0.50	0		0.50	0		0.50	0		0.50
		4	**0**	**4.50**	**4**	**0**	**4.50**	**4**	**0**	**4.50**	**4**	**0**	**4.50**	**4**	**0**	**4.50**
Public Works Subtotal		**10**	**0**	**11.10**	**10**	**0**	**11.10**	**10**	**0**	**11.10**	**10**	**0**	**11.10**	**10**	**0**	**11.10**
Economic & Physical Development																
(Economic Development)																
Economic Development Planner	12	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
		1	**0**	**1.00**	**1**	**0**	**1.00**	**1**	**0**	**1.00**	**1**	**0**	**1.00**	**1**	**0**	**1.00**
Economic & Physical Development Subtotal		**1**	**0**	**1.00**	**1**	**0**	**1.00**	**1**	**0**	**1.00**	**1**	**0**	**1.00**	**1**	**0**	**1.00**
GENERAL FUND TOTAL		**65**	**5**	**67.02**	**64**	**5**	**66.2**	**64**	**5**	**66.2**	**63**	**5**	**65.7**	**63**	**5**	**65.7**
Water/Sewer Fund																
(Utilities Administration)																
Utilities Director	23	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Lead Utilities Inspector	10	0		0.00	1		1.00	1		1.00	1		1.00	1		1.00
Utilities Inspector	9	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Utilities Analyst	7	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
		3	**0**	**3.00**	**4**	**0**	**4.00**	**4**	**0**	**4.00**	**4**	**0**	**4.00**	**4**	**0**	**4.00**
(Billing & Collections)																
Billing/Collections Supervisor	10	1		1.00	0		0.00	0		0.00	0		0.00	0		0.00
Meter Services Supervisor	8	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Utility Billing Specialist	3	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Customer Service Representative	1	1	1	1.50	0	2	0.85	0	2	0.85	0	2	0.85	0	2	0.85
Lead Customer Service Representative	2	0		0.00	1		1.00	1		1.00	1		1.00	1		1.00
Utility Maintenance Technician I (50% Bill./50% Distr.)	2	1		0.50	0		0.00	0		0.00	0		0.00	0		0.00
Meter Services Technician	1	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
		6	**1**	**6.00**	**4**	**2**	**4.85**	**4**	**2**	**4.85**	**4**	**2**	**4.85**	**4**	**2**	**4.85**
(Water Treatment Plant)																
Water Plant Superintendent	15	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Chief Water Plant Operator	9	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Lab Specialist/Operator III	6	1		1.00	0		0.00	0		0.00	0		0.00	0		0.00
Water Plant Operator III	6	2	1	2.50	3	1	3.30	3		3.00	3		3.00	3		3.00
Water Plant Operator II	4	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Water Plant Operator I	3	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
		7	**1**	**7.50**	**7**	**1**	**7.30**	**7**	**0**	**7.00**	**7**	**0**	**7.00**	**7**	**0**	**7.00**
(Water Distribution)																
Utility System Superintendent (50% Distr./50% Coll.)	15	0		0.00	0		0.00	1		0.50	1		0.50	1		0.50
Utility System Supervisor (50% Distr./50% Coll.)	11	1		0.50	1		0.50	1		0.50	1		0.50	1		0.50
Utility Maintenance Supervisor (50% Distr./50% Coll.)	11	1		0.50	1		0.50	1		0.50	1		0.50	1		0.50
Utility Mechanic III (50% Dist./50% Coll.)	6	3		1.50	2		1.00	1		0.50	1		0.50	1		0.50
Backflow/FOG Specialist (50% Dist./50% Coll.)	7	1		0.50	1		0.50	1		0.50	1		0.50	1		0.50
Utility Mechanic I (50% Distr./50% Coll.)*	4	2		1.00	3		1.50	4		2.00	4		2.00	4		2.00
Utility Maintenance Technician III (50% Distr./50% Coll.)	3	2		1.00	2		1.00	1		0.50	1		0.50	1		0.50
Utility Maintenance Technician II (50% Distr./50% Coll.)	2	1		0.50	1		0.50	2		1.00	2		1.00	2		1.00
Utility Maintenance Technician I (50% Distr./50% Coll.)*	1	2		1.50	3		1.50	2		1.00	2		1.00	2		1.00
		13	**0**	**7.00**	**14**	**0**	**7.00**	**14**	**0**	**7.00**	**14**	**0**	**7.00**	**14**	**0**	**7.00**

Position	Salary Band	FY19 (projected) Full-Time	FY19 (projected) Part-Time	FY19 (projected) FTE	FY20 (budget) Full-Time	FY20 (budget) Part-Time	FY20 (budget) FTE	FY21 (projected) Full-Time	FY21 (projected) Part-Time	FY21 (projected) FTE	FY22 (projected) Full-Time	FY22 (projected) Part-Time	FY22 (projected) FTE	FY22 (projected) Full-Time	FY22 (projected) Part-Time	FY22 (projected) FTE
(Wastewater Collection)																
Utility System Superintendent (50% Coll./50% Distr.)	15	0		0.00	0		0.00	0		0.50	0		0.50	0		0.50
Utility System Supervisor (50% Coll./50% Distr.)	11	0		0.50	0		0.50	0		0.50	0		0.50	0		0.50
Utility Maintenance Supervisor (50% Coll./50% Distr.)	11	0		0.50	0		0.50	0		0.50	0		0.50	0		0.50
Utility Mechanic III (50% Coll. / 50% Distr.)	6	0		1.50	0		1.00	0		0.50	0		0.50	0		0.50
Backflow/FOG Specialist (50% Coll./50% Dist.)	7	0		0.50	0		0.50	0		0.50	0		0.50	0		0.50
Utility Mechanic I (50% Coll. / 50% Distr.)*	4	0		1.00	0		1.50	0		2.00	0		2.00	0		2.00
Utility Maintenance Technician III (50% Coll./50% Distr.)	3	0		1.00	0		1.00	0		0.50	0		0.50	0		0.50
Utility Maintenance Technician II (50% Coll./50% Distr.)	2	0		0.50	0		0.50	0		1.00	0		1.00	0		1.00
Utility Maintenance Technician I (50% Coll./50% Distr.)*	1	0		1.00	0		1.50	0		1.00	0		1.00	0		1.00
		0	**0**	**6.50**	**0**	**0**	**7.00**	**0**	**0**	**7.00**	**0**	**0**	**7.00**	**0**	**0**	**7.00**
(Wastewater Treatment Plant)																
Wastewater Plant Superintendent	15	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Chief Wastewater Plant Operator	9	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Laboratory Supervisor	6	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Wastewater Plant Operator III	9	1		1.00	1		1.00	0		0.00	0		0.00	0		0.00
Wastewater Plant Operator II	4	1		1.00	1		1.00	2		2.00	2		2.00	2		2.00
Utility Mechanic I	4	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Wastewater Plant Operator I	6	0		0.00	0		0.00	0		0.00	0		0.00	0		0.00
		6	**0**	**6.00**	**6**	**0**	**6.00**	**6**	**0**	**6.00**	**6**	**0**	**6.00**	**6**	**0**	**6.00**
Water/Sewer Fund Total		**35**	**2**	**36.00**	**35**	**3**	**36.15**	**35**	**2**	**35.85**	**35**	**2**	**35.85**	**35**	**2**	**35.85**
Stormwater Fund																
(Stormwater)																
Stormwater & Environmental Services Manager	14	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Stormwater Program Coordinator	8	1		1.00	1		1.00	1		1.00	1		1.00	1		1.00
Equipment Operator II	3	0		0.00	0		0.00	1		1.00	1		1.00	1		1.00
Equipment Operator I	2	1		1.00	1		1.00	0		0.00	0		0.00	0		0.00
		3	**0**	**3.00**	**3**	**0**	**3.00**	**3**	**0**	**3.00**	**3**	**0**	**3.00**	**3**	**0**	**3.00**
Stormwater Fund Total		**3**	**0**	**3.00**	**3**	**0**	**3.00**	**3**	**0**	**3.00**	**3**	**0**	**3.00**	**3**	**0**	**3.00**
TOTAL FULL-TIME EMPLOYEES		103			102			102			101			101		
TOTAL PERM. PART-TIME EMPLOYEES			7			8			7			7			7	
TOTAL FTE				106.02			105.35			105.05			104.55			104.55

***Denotes a Deferred or Frozen Position**

One of the two Accounting Technician positions in Accounting is frozen for FY21.

One of the three Equipment Operator 1 positions in Solid Waste is frozen for FY21.