



2021

# Budget & Programmatic Overview

Triangle J Council of Governments



# Triangle J Council of Governments

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Durham, North Carolina

## Recommended Budget FY2020-2021

4307 Emperor Blvd., Suite 110,  
Durham, N.C. 27703

Triangle J Council of Governments  
Mission Statement

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*To serve as an intergovernmental organization for local elected officials that works proactively on regional issues in order to sustain and improve the quality of life for our citizens.*



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# Triangle J Council of Governments Officers and Delegates

**Chairperson : Jim Crawford**  
**1st Vice-Chair: Don Rains**  
**2nd Vice-Chair: Kathleen Ferguson**  
**Secretary: Mark Wilson**

<b>Member</b>	<b>Delegate</b>	<b>Alternate</b>
Aberdeen	Wilma Laney	Joe Dannelley
Angier	Bob Smith	
Apex	Brett Gantt	Audra Killingsworth
Archer Lodge	Mark Wilson	Mark Jackson
Benson	Jerry Medlin	Cassandra Stack
Broadway	Tommy Beal	Donald Andrews
Cameron	David Seiberling	
Carrboro	Randee Haven O'Donnell	
Carthage		Christopher Nance
Cary	Jennifer Robinson	Lori Bush
Chapel Hill	Michael Parker	
Chatham County	Jim Crawford	Diana Hales
Clayton	Jason Thompson	
Durham County	James Hill	Brenda Howerton
Durham	DeDreana Freeman	Javiera Caballero
Fuquay-Varina	Larry Smith	Jason Wunsch
Garner	Ken Marshburn	
Goldston	Tim Cunnup	
Hillsborough	Kathleen Ferguson	
Holly Springs	Shaun McGrath	Aaron Wolff
Johnston County	Butch Lawter	
Kenly	Trinity Henderson	
Knightdale	James Roberson	Jessica Day
Lee County	Amy Dalrymple	Kevin Dodson
Micro	Jay Langston	Russell Creech
Morrisville	Satish Garimella	Steve Rao
Orange County	Sally Greene	Penny Rich
Pinehurst	Kevin Drum	Jane Hogeman
Pittsboro	Pamela Baldwin	Michael Fiocco
Princeton	Donald Rains	
Raleigh	Corey Branch	
Robbins	Lonnie English	Nikki Bradshaw
Rolesville	Ronnie Currin	Michelle Medley
Sanford	Rebecca Wyhof Salmon	Chet Mann
Selma	Byron McAllister	Cheryl Oliver
Siler City	Bill Haiges	John Grimes
Smithfield	Andy Moore	John Dunn
Southern Pines	Carol Haney	Bill Pate
Wake County	Sig Hutchinson	Greg Ford
Wake Forest	Chad Sary	Vivian Jones
Wendell	Jon Lutz	John Boyette
Wilson's Mills	David McGowan	Jim Uzzle
Zebulon	Larry Loucks	Glenn York

# Triangle J Council of Governments Staff Directory

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Executive Conference Room	558-2717	<a href="http://www.tjcog.org">http://www.tjcog.org</a>	
Small Conference Room	558-2716	<a href="http://www.facebook.com/TJCOG/">http://www.facebook.com/TJCOG/</a>	
Sandbox	558-2713	<a href="http://twitter.com/TJCOGnc">http://twitter.com/TJCOGnc</a>	
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Green Team Room 1	558-9394		
Blue Team Room 2	558-9405		
Intern (left)	558-9402		
Intern (right)	558-9341		

April 15, 2020

To the Members of the TJCOG Board of Delegates:

I am pleased to submit to you, and to our member governments, my recommended budget for Triangle J Council of Governments (TJCOG) for July 1, 2020 through June 30, 2021, as required by the Charter and Bylaws of TJCOG.

## COVID-19

The budget development process for TJCOG was practically complete when the COVID-19 Pandemic hit our region. TJCOG has transitioned incredibly well to conducting business virtually, and I am very proud of how TJCOG's staff continue to support our member governments and partners during this crisis. Undoubtedly, COVID-19 could have an impact on our financial situation heading into Fiscal Year (FY) 2020-21 and the organization will adapt as necessary to protect our revenues and our staff members as much as possible.

Since our budget must be published by April 15<sup>th</sup> as outlined in the TJCOG Charter, I am presenting the budget that was developed prior to the COVID-19 crisis and ask that the Board consider it a "best case scenario." As of the writing of this budget message, we have not been informed of any changes to our revenues, grants or programs. The budget will be adjusted as appropriate if changes arise and we are prepared to delay budget adoption past the May Board meeting, if that is needed. It is also possible to adjust the budget as we move through the fiscal year through amendments, as necessary.

## Budget Process

Today I am sharing the recommended budget with the Board of Delegates and member governments, as well as with TJCOG staff. The public may view the entire budget document on our website at <https://www.tjcoq.org/data-resources/publications>.

The TJCOG Council of Governments' Board of Delegates is tentatively scheduled to meet virtually on April 22, 2020 to receive a presentation of the recommended budget, conduct the required public hearing and hold initial discussions. Since the April 22<sup>nd</sup> TJCOG Board meeting will be held virtually, we will hold our budget public hearing in a virtual manner. Individuals who have comments about the budget may email them to [tjcoq@tjcoq.org](mailto:tjcoq@tjcoq.org) anytime between today and the budget public hearing on April 22, 2020. We will hold the virtual public hearing open for 10 minutes to allow enough time for additional comments to be emailed following the budget presentation. The TJCOG Board meeting and budget presentation will be available to livestream on the TJCOG website at <https://www.tjcoq.org/about-our-board/meetings-livestream>.

The TJCOG Officers will meet during early May to discuss the budget in more detail and reflect on input from the April Board meeting. On May 27, 2020, the Board of Delegates will consider adoption of the Budget Resolution. If necessary, the calendar will be shifted into June to deal with COVID-19 impacts; a budget must be adopted no later than June 30, 2020.



## Recommended Budget

The recommended budget for TJCOG for Fiscal Year 2020-21 totals \$16,746,109. Member Assessments (dues) for member governments are recommended to remain unchanged at \$0.39 per capita for populations up to 150,000 and \$0.20 per capita after 150,000. Member assessments are calculated on the population of municipalities and on the unincorporated population of county government members. I know that in these very uncertain times, keeping member dues unchanged is important.

As a member organization, we strive to keep dues as low as possible while providing outstanding service. It is extremely important to stress that member dues have not increased since Fiscal Year 1996-1997. The current dues structure also provides a significant dues reduction once a member hits 150,000 in population (dues go down from \$0.39 per capita to \$0.20 per capita after 150,000), which is not typical in most COGs across the state. Development of the TJCOG budget continues to be a significant challenge without increases to flexible revenues, but with the current COVID-19 situation, this is not the year to consider a dues increase. Yet, as we continue to receive more funds that require matching dollars, member dues grow increasingly important as they are the only funds available to use for match; this use also limits our ability to be flexible and nimble to changing member needs. With limited flexibility revenue, virtually no TJCOG staff have significant hours for flexible work, which translates into an inability for our organization to immediately respond to a member or regional need in the middle of the budget year. This is not a position I would like to see the organization remain in long-term. However, it simply cannot be solved without an increase in member dues revenue or reducing and redistributing staff time from one project to another.

## Triangle J Council of Governments' Priorities

Priorities for TJCOG remain focused on assisting our local government members on topics of regional impact and/or supporting a local government member or members better accomplish their mission. As the Triangle's regional council, we pride ourselves on being extensions of you, our local governments and their staff, and rely on member input to develop priorities and value statements that will best serve the region. This year's priorities are the following:

- Aging and Human Services
- Affordable Housing
- Economic Development
- Resilience
- Strategy and Innovation
- Technical Assistance to Members
- Transportation
- Water Resources

## Aging and Human Services

### COVID-19

The Area Agency on Aging has been working diligently on COVID-19 response. The AAA staff has been deeply engaged in the response, working with aging service providers and long-term

care facilities, and I am very grateful for their outstanding service to the region and to our counties and aging service providers.

#### Fiscal Year 2020-2021 Budget



“The new regional Area Plan for Aging and Human Services 2020-2024 will begin implementation in fiscal year 2021.”

The new regional *Area Plan for Aging and Human Services 2020-2024* will begin implementation in FY 2020-21. The regional plan defines the strategic vision of the Area Agency on Aging (AAA) and serves as the primary guide for its work over the next four years.

The *Area Plan for Aging and Human Services 2020-2024* mirrors the four overarching goals of *The North Carolina State Plan on Aging 2019-2023* and outlines the strategies to be undertaken by the regional Area

Agency on Aging and its local partners. The goals of the state plan are as follows:

1. Older North Carolinians will be safe from abuse, neglect and exploitation, and have their rights protected.
2. Create opportunities for older adults and their families to lead active and healthy lives.
3. Support and encourage older adults of all backgrounds and their support systems to access information that helps them make informed choices about support services at home or in the community.
4. DHHS will lead efforts to strengthen service delivery and capacity by engaging community partners to increase and leverage resources.

Additionally, the Area Agency on Aging’s plan outlines quality management activities of the federal, state and local funding that is used in this region to provide direct services to eligible aging adults and others.

This year’s budget will enable the AAA to focus on the plan and its local objectives and measures to address these comprehensive goals for the betterment of the region’s aging adult population, those living with disabilities and family caregivers.

## **Affordable Housing**

As our region continues to grow and change, TJCOG continues to support our members create and preserve housing diversity, affordability, and quality.

Looking ahead, TJCOG’s housing priority area will continue to partner with member governments and non-profits to provide short- and long-term technical assistance. This assistance takes many forms, creating space for regional conversations on best practices and housing strategies, conducting research on financing and policy initiatives for local governments, and creating data-informed studies and reports on housing across our region, among others.

As part of our continued assistance, TJCOG staff will continue to work with Lee, Durham, and Harnett counties to administer home repair funds and will wrap up our work to improve collaboration between home repair and social service providers Chatham and Orange counties. These projects aim to improve efficiencies for providers and homeowners, leverage funding from

multiple sources for repair and administrative costs and improve data tracking for our member governments and funders.

In the coming year, we hope to expand our housing work to take on a more regional focus. TJCOG staff will work to provide educational opportunities that help tell the story of housing needs in our region and equip our local leaders with skills to identify and implement housing

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strategies in their own communities. Additionally, through our technical assistance and administrative services work, staff will compile regional resources to best assist our members in achieving their local housing goals.

## **Economic Development**

TJCOG will be entering its third year as the Economic Development District (EDD), in partnership with the Economic Development District (EDA). Due to staff turnover and a vacancy within the position, the intended vision of completing the Comprehensive Economic Development Strategy (CEDS) by the end of last fiscal year was unattainable. The focus for FY 2020-21 will be to complete the development of the CEDS and begin implementation of identified action plans within prioritized project areas. The CEDS will help to identify the region's assets and allow TJCOG to leverage potential community and economic related opportunities in the future. Additionally, a resiliency component to be included in the final CEDS deliverable will assist private and public partners with building capacity for regional economic resilience.

As TJCOG becomes more established as an EDD, other projects will arise through internal and external partnerships. TJCOG will continue to provide technical assistance in the upcoming year to member governments in the community and economic development field. Furthermore, a topic for TJCOG's second policy whitepaper will be selected, with research and development on the document beginning by 2021.

Additionally, the TJCOG Brownfield's Consortium will continue into its second year. Launched on July 1, 2019, the Consortium included four members: Fuquay-Varina, Selma, Wake Forest, and Wendell. Accomplishments in FY 2020 included providing many no-cost training opportunities to the consortium members, the creation of a database of confirmed and potential brownfields sites in consortium communities, submittal of an EPA Brownfields Coalition Grant Application on behalf of three consortium communities, and the development of other resources and tools for brownfields development. FY 2020-21 will focus on building on successes, with a focus on setting the stage for development, building the bridge between local government and private development, and incorporating brownfields into local programs, plans, and priorities.



The Foreign Trade Zone program is an economic development tool for communities that allows approved businesses to realize certain duty savings, improve supply chain efficiency and increase their competitive advantage over foreign-based competitors.

Nationally, the program was established in the 1930s. In 1983, Triangle J received the grant of authority to create and operate the Research Triangle Foreign Trade Zone (FTZ#93).

In FY 2019-20, FTZ#93 continued to support business and job growth in its 15-county service area, which includes all the Triangle J region plus 8 additional counties. Two new users activated their sites and an additional user was added, hoping to activate by the end of the fiscal year. FTZ#93 supports over 4500 jobs in the service area and includes a total of 10 users. During FY 2020-2021, TJCOG expects to grow the FTZ by adding at least one additional user.

## **Resilience**

Resilient communities are defined by their ability to bounce back from acute disasters or long-term stressors by actively influencing and preparing for economic, social and environmental change. The TJCOG region faces many changing social, economic, and environmental conditions. Understanding how these changing conditions could impact our abilities to bounce back after natural or manmade shocks to the system is key to keeping our region vibrant and productive. TJCOG will continue to work resiliency approaches and concepts into all our priority areas, as resilience touches every aspect of our communities.

The Triangle region of North Carolina, like other communities across the United States, faces increasingly severe impacts from weather- and climate-related threats—threats that are expected to become more frequent and severe in the future. In 2019, TJCOG staff engaged the Board of Delegates in two regional resiliency discussions and aggregated their comments and concerns to identify five policy themes the region's communities are collectively facing as they work to become more resilient. The Board discussed these five themes - Aging Infrastructure, Flooding, Economic Stability, Data Security, and Emergency Communication - with their local governing boards to identify which were most critical priorities on a local level. The Board then came to a consensus on the two most important priorities for TJCOG to focus on, aging infrastructure and flooding. Staff will continue to focus expertise on mitigating the effects of flooding and assisting with stormwater infrastructure mapping.

The region is simultaneously dealing with stressors unrelated to climate, such as public health concerns, rapid population growth, continued development, and shifts in economic and demographic trends. The COVID-19 pandemic has shown us the impact public health changes can have on our region. As local governments work to mitigate social, economic, and administrative challenges resulting from COVID-19 and other public health concerns, TJCOG will continue to serve as a hub for information and coordinated policymaking.

Finally, with the development of TJCOG's Comprehensive Economic Development Strategy (CEDS), one component of the document will focus on economic resiliency in the region. It has become evident that regional economic prosperity is linked to an area's ability to prevent, withstand, and recover quickly from major disruptions. As a result, incorporating this type of language and practice in the CEDS will ensure private and public partners build capacity for regional economic resilience. Resilience planning within the CEDS will be displayed through implementing specific goals and/or actions, and by establishing information networks to encourage collaboration on existing and future challenges.

## **Strategy & Innovation**

TJCOG currently brings together staff from across local governments in the region who are working on strategic initiatives/planning and innovation within their organization. The Regional Strategy & Innovation Group began in 2017 and recently developed this mission statement: to assist thought leaders and practitioners who are responsible for developing and executing

strategy and innovation initiatives within their organizations by facilitating targeted discussions that explore industry trends and promote the sharing of ideas, resources, and lessons learned.

In Fiscal Year 2019-20, the group began plans to launch a Regional Academy, a collective education and training program, as a mechanism to learn together and solve problems together. The idea is that member government staff with expertise will share knowledge and instructors throughout the region and therefore fill gaps and enhance the region's co-workers.

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TJCOG's Sandbox Institute is excited to offer local government staff the chance to spend three days with Brian Elms, founder of [Denver Peak Academy](#) and C!A's Innovation in Government Practice lead, in a Regional Innovation Training. The workshop will be an immersive learning experience combining innovation, lean and process improvement, and change management practices through hands-on exercises and real-world simulation. Designed by government

employees for government employees, this unique, proven model provides employees with the simple tools and techniques to tackle small problems and deliver big results. A fundamental component of the Innovation Academy curriculum that makes it so valuable and relevant for government is that it teaches employees to make improvements with existing staff and monetary resources.

Best-practice COGs around the country have stellar data, GIS and imagery programs. But most can do so because those COGs include data-dependent Metropolitan Planning Organizations and/or they receive substantial support from state agencies. TJCOG aspires to serve such a role but is keenly aware of the funding challenges to do so.

For FY 2020-21, TJCOG is committed to continuing its role in housing data and quantitative analysis obtained through individual COG projects, but also dedicating the staff and resources needed to acquire, understand, synthesize and share four key, detailed data sources for our member communities and regional partners:

- 2020 Census and annual American Community Survey data (the 2015-19 ACS data is slated for release in FY21) – a rich and respected source for population and household data
- Legally-Binding, Affordability Restricted (LBAR) housing and Naturally Occurring Affordable Housing (NOAH) – location-specific data to help us understand where affordable multi-family housing is in our region today
- Updated CommunityViz land use forecast data – parcel level data that indicates what communities expect to happen in the future, relative to what is on the ground today
- Longitudinal Employer-Household Dynamics Origin-Destination Employment Statistics (LEHD/LODES data) – a nationally consistent source for employment data tied to census geography that links where people live with the location of their employer.



TJCOG will continue to explore opportunities to become a premier repository for GIS files, imagery and data, but to do so in a truly meaningful way will require multi-year funding from committed partners that is beyond our current capacity of project-level funding.

## **Technical Assistance to our Members**

There remains a great deal of work done by TJCOG for members that falls into a general technical assistance bucket. This work ranges from updating or creating local plans, convening and coordinating committees of managers, HR directors, etc., managing and/or administering grants, leading cost-share programs, and much more. The Member Services team works closely with member governments and TJCOG staff to develop assistance programs and projects in response to member requests and emerging needs.

In FY 2020-21, several large new initiatives will be launched –the Regional Recruitment Partnership and Finance as a Service.

The Regional Recruitment Partnership developed out of the 2018 Regional Summit and the Sandbox Challenge. The Town of Garner submitted the winning challenge which was centered around the difficulties hiring and retaining police officers. Twenty (to date) local police departments have launched the Partnership to promote careers in law enforcement, encourage diverse applicants that are representative of the region and educate the workforce on the opportunities in the law enforcement field. In FY 2020-21, the Partnership will develop a region-wide marketing and education campaign to create media to address the challenges and continue, in collaboration with NC Central University and Wake Tech Community College, to study the barriers local candidates face when applying for positions.

Finance as a Service is currently being developed as a fee-for-service program to assist local governments in carrying out their financial duties. Services under consideration are payroll administration and processing, accounts payable and accounts receivable. TJCOG staff believe Finance as a Service may be particularly appealing as a service and support to smaller local governments that have limited staff capacity. Staff may also assist members in organizing and streamlining their finance functions.

Through a partnership with the Piedmont Triad Regional Council, Triangle J Council of Governments can also offer a number of HR-related services. The most popular of these are classification and compensation studies. In the last year, we have offered this service to the municipalities of Smithfield, Wendell and Angier as well as Lee County. Conversely, we have offered technical assistance to other COGs in the area of grant administration and consulting on housing related issues. Sometimes it is a better use of resources to partner with another COG to provide services rather than attempting to develop the service.

Triangle J Council of Governments has had a rich history in assisting local governments with land-use related planning efforts. During this year, our staff has worked with the Town of Selma to develop an updated Land Use Plan, the Town of Carthage on the Needmore Small Area Study, and the Town of Princeton on a land use plan. Next Fiscal Year, we are already working with the Town of Carthage on the possibility of updating their land use plan.

During the current fiscal year, I have been able to facilitate the governing board retreat for the Town of Angier and a portion of the governing board retreat for Holly Springs, helping to bring perspective and a bird-eye view to local decisions. Additionally, I have begun to work with a group











of solid waste directors in the region who are discussing shared solid waste service opportunities, particularly around the emerging challenge of recycling.

In addition to these programs, TJCOG continues to offer technical assistance projects that provide a service to a single or small group of members or to the collective region. Projects such as the Drug and Alcohol Testing Program, Sandbox Institute, and Regional Summit will continue as well as creative initiatives to bring member groups such as the managers, chief elected officials, human resources directors, and others to talk about topics of particular interest.

Finally, with the recent emergence of the COVID-19 Pandemic, we have supported our members in ways that do not duplicate other services. Efforts have included weekly local government manager/assistant calls, hosting of a resource guide and policy tracker for our local governments, hosting of a twice a week call for local government HR Directors and resource opportunities through our Economic Development District.

## Transportation Planning

TJCOG continues important work in transportation planning, leading many projects with regional significance and impact. New projects, like the Safe Routes to School project, will impact all member governments through outreach and education provided to elementary and middle schools across the region. This project covers all member counties and is funded through the

IMPACTS OF TDM IN FY2019:		
	<b>6.5 million</b> vehicle trips avoided	That's nearly <b>111,000 days</b> not spent driving a car 
	<b>2.9 million</b> gallons of gas saved	It would take almost <b>346 tanker trucks</b> to hold that much gas 
	<b>70 million</b> commute miles reduced	That's roughly <b>24,000 trips</b> from San Francisco to New York 
	<b>60,300</b> alternative transportation users supported	If all those users drove single-file, the traffic jam would stretch <b>171 miles</b> 
	<b>58 million</b> pounds of Carbon dioxide (CO2) release prevented	That reduction would require <b>4,560 homes</b> not using electricity for a year 

North Carolina Department of Transportation (NCDOT). The program launched in FY 2019-20 and is a 3-year grant working to remove barriers to alternative vehicle commuting and encourage mode-shift for elementary and middle school students. Staff will also begin implementation of the Carolina Alternative Fuel Resiliency Plan, a new project which will assess how to make our communities and transportation system more resilient to fluctuations in fuel availability and examine the current use of alternative fuels.

Staff will also continue ongoing and essential programs for the region. The Triangle

Transportation Demand Management (TDM) program promotes alternatives to the single-occupant vehicle for personal commuter transportation with the goal of reduced transportation congestion, expanded mobility options, improved air quality, and more efficient use of scarce resources. TJCOG administers a competitive grant program to ensure the most efficient use of resources and to track progress in the region. The TDM program is funded by NCDOT (Public Transportation Division), the Capital Area Metropolitan Planning Organization (MPO), and the Durham-Chapel Hill-Carrboro MPO. TJCOG will also continue with programmatic support for projects like the Clean Fuels Advanced Technology program and the Department of Energy funded Clean Cities program, which also address air quality and alternative fuel use.

A long-standing and regionally significant program, the Triangle Area Transportation Planning Organization (TARPO) continues to provide vital resources and planning services to Lee and Moore counties and the rural portions of Chatham and Orange counties. This project works to develop and implement transportation plans and reach consensus among stakeholders on

transportation planning, funding, and project development issues. This year, TARPO's main projects are an update to the Lee County Comprehensive Transportation Plan, development of new land use/socioeconomic data and projections for Moore County, and scoring of projects in the NCDOT funding prioritization process. TJCOG staff also provide significant support to the two Metropolitan Planning Organizations (Capital Area MPO and Durham-Chapel Hill-Carrboro MPO) that serve the urban communities of our region. TJCOG assists with MPO activities including the development of the regional Metropolitan Transportation Plan and air quality conformity activities and leads the development of the land use/socioeconomic data and projections used by the MPOs for transportation planning. Staff also continue to provide technical assistance and smart-growth planning expertise to transportation efforts in the region.

## Water Resources

As our region grows, TJCOG continues to identify ways to assist our member governments and other stakeholders with challenges related to water quality, quantity, and infrastructure. Regional population growth, aging infrastructure, and decreases in available funding sources have created a need for unique projects and initiatives in TJCOG's Water Resources area.

### Triangle Water Supply Partnership

In late 2019, TJCOG was selected through a competitive bid process to serve as the Administrative and Fiscal Agent for the newly established Triangle Water Supply Partnership (TWP). The TWP was formed in 2018 by 13 jurisdictions and water systems in the Triangle, wishing to continue to strengthen the valuable water supply planning work and collaboration initiated by the Jordan Lake Partnership (JLP). Signature projects of the JLP include an award-winning Regional Water Supply Plan as well as a regional water infrastructure Interconnection Model. After the Jordan Lake Round 4 allocations were awarded, JLP redefined itself as the Triangle Water Supply Partnership, adding Johnston County and Harnett County as members. The new TWP intends to improve upon the previous work of the JLP and has identified several projects that will be administered, contracted, and managed through TJCOG over the next five years, including an update to the regional water infrastructure interconnection model.



### Jordan Lake One Water

The Jordan Lake One Water (JLOW) initiative continues to convene local governments, conservation groups, universities, water utilities, agriculture, state agencies, and private industry stakeholders to develop an integrated water management approach to the Jordan Lake Watershed. This approach will allow for more collaborative, innovative, and effective watershed resource management that will achieve triple bottom line (economic, social, and environmental) benefits to stakeholders across the region, while improving overall watershed health. As outlined in last year's budget message, this initiative has now garnered official support from the NC Division of Water Resources, culminating in a new contract to complete this work starting in 2020. As a component of this project, TJCOG is leading several workgroups of various stakeholders to develop recommendations related to financial structure, evaluation metrics, and monitoring requirements for this new approach, which will





inform the forthcoming nutrient management strategy (“Jordan Lake Rules”) developed over the next 2-3 years.

## **General Government**

### ***Talent Recruitment and Retention***

TJCOG provides our employees outstanding benefit options, even offering retiree health insurance benefits. These benefits are critical to the recruitment and retention of outstanding staff members, since we cannot compete with salaries available in the private sector and at some of our member governments.

TJCOG utilizes the North Carolina League of Municipalities (NCLM) as our health insurance provider and has enjoyed very good service during our four years with NCLM. This year, we have been informed to expect a 2% increase in health insurance premiums. The increase is included in the recommended budget.

As a reminder, the budget was primarily created prior to the COVID-19 situation escalating. As of the production of the recommended budget, we have not been notified of any changes to our revenues for next fiscal year. However, as the budget picture becomes clearer, delaying merit increases could be a strategy implemented to control the budget. Since TJCOG does not have significant capital expenditures, personnel costs are the only significant cost containment strategy available.

Currently, the budget includes a 3% merit increase opportunity for employees who are not in their probationary period and have been in their position for at least one year. The 3% merit award is determined by supervisors and is based on the employee meeting expectations on their work plan for FY 2018-19. Merit increases are effective on the first day of the first applicable pay period for the FY 2020-21.

Merit pay is only one way that an employee can receive an increase in their pay. Other ways include:

- Employees who successfully complete their probationary period (6 months) are eligible for a 5% increase in pay.
- Employees promoted are eligible for a 5% increase in pay.
- The Personnel Policy allows for a “special pay band increase” for employees. The increase is based on meeting standards outlined in the personnel policy and can only be given to an employee once every two years.
- Employees are eligible to receive one-time bonuses, not to exceed \$1,500, for special achievements.

### ***New Positions***

There are no new positions recommended in the FY 20-21 Recommended Budget. One position in the Area Agency on Aging will change from an Aging Program Specialist to an Aging Program Coordinator.

## **Indirect Cost**

TJCOG budgets and receives funds for our administrative functions (office lease, technology, finance operations, executive operations, audit, etc.) by charging an indirect rate on the salaries and fringe benefit costs of our programs. The indirect rate is calculated as a percentage and then is applied to salary and fringe costs. The indirect cost plan allows each program administered by TJCOG to pay its fair share of necessary administrative costs and allows our member dues to be used for other needs, including required matching funds for programs and portions of salary for multiple TJCOG staff members who provide member services that align with organizational priorities.

The recommended indirect cost rate for Fiscal Year 2020- 21 is 41.30%.

## **Contingency and Fund Balance Set Aside**

The recommended budget includes \$46,343 in contingency and \$25,000 to build the organization's fund balance as per the Board's Fund Balance Policy. The contingency funds will be available for unknown issues that may arise during the year, including potential matching funds for program opportunities that could come about during the year. As a note, we were not in a position last year to budget \$25,000 for the Fund Balance, so being able to do so this year is an improvement in financial position.

## **Conclusion**

I look forward to discussing the budget recommendations further with the Board of Delegates during the Board's April meeting and with the region's municipal and county managers at the end of April. The development of the recommended budget is a team effort and I appreciate all TJCOG staff members who dedicated time to developing budget recommendations. Engagement Specialist Alana Keegan is essential in assisting me with the budget message and Finance Director Judy Weller puts significant work into the budget itself.

I appreciate your support of TJCOG staff and programs, and of our region.

Sincerely,



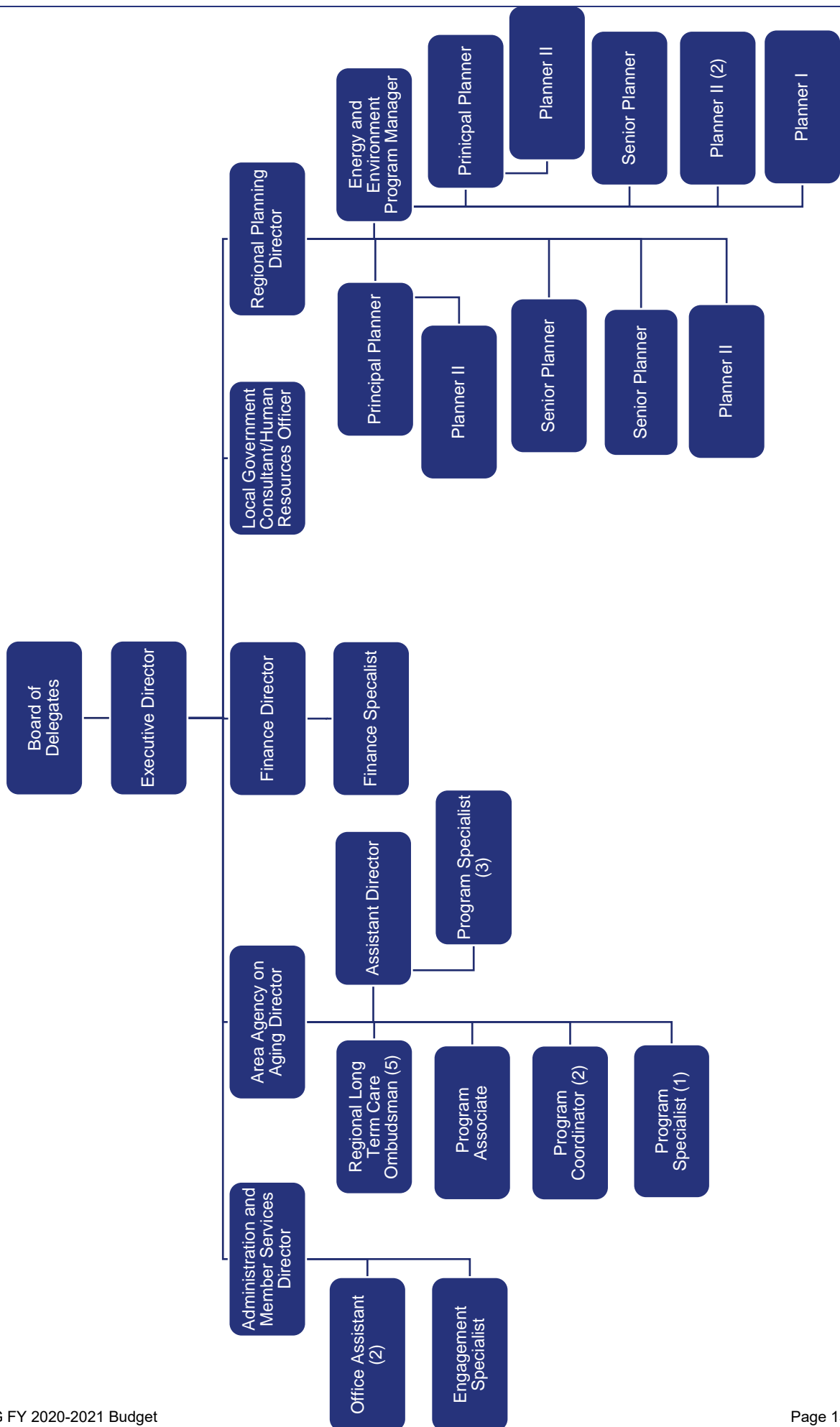
Lee Worsley  
Executive Director

# Triangle J Council Government

## Member Assessments for Fiscal Year 2021

Member Government	State Estimated Population July 2018	\$0.39 per Capita up to 150,000	\$0.20 per Capita >150,000	Total Assessments Base 150,000	Total Member Assessments	Aging Share	Total
<b>Chatham County</b>	58,009	\$22,624		\$22,624	\$22,624	\$20,013	\$42,637
Goldston	274	\$107		\$107	\$107		\$107
Pittsboro	4,615	\$1,800		\$1,800	\$1,800		\$1,800
Siler City	8,534	\$3,328		\$3,328	\$3,328		\$3,328
<b>Durham County</b>	41,837	\$16,316		\$16,316	\$16,316	\$44,471	\$60,787
Durham	265,055	\$58,500	\$23,011	\$81,511	\$81,511		\$81,511
<b>Johnston County</b>	142,274	\$55,487		\$55,487	\$55,487	\$33,208	\$88,695
Archer Lodge	5,088	\$1,984		\$1,984	\$1,984		\$1,984
Benson	3,498	\$1,364		\$1,364	\$1,364		\$1,364
Clayton	21,158	\$8,252		\$8,252	\$8,252		\$8,252
Four Oaks	2,108						
Kenly	1,409	\$550		\$550	\$550		\$550
Micro	470	\$183		\$183	\$183		\$183
Pine Level	1,871						
Princeton	1,276	\$498		\$498	\$498		\$498
Selma	6,643	\$2,591		\$2,591	\$2,591		\$2,591
Smithfield	11,432	\$4,458		\$4,458	\$4,458		\$4,458
Wilson's Mills	2,723	\$1,062		\$1,062	\$1,062		\$1,062
<b>Lee County</b>	29,637	\$11,558		\$11,558	\$11,558	\$13,057	\$24,615
Broadway	1,329	\$518		\$518	\$518		\$518
Sanford	29,962	\$11,685		\$11,685	\$11,685		\$11,685
<b>Moore County</b>	48,581					\$25,810	\$25,810
Aberdeen	7,859	\$3,065		\$3,065	\$3,065		\$3,065
Cameron	361	\$141		\$141	\$141		\$141
Carthage	2,415	\$942		\$942	\$942		\$942
Foxfire Village	1,096						
Pinebluff	1,513						
Pinehurst	17,100	\$6,669		\$6,669	\$6,669		\$6,669
Robbins	1,165	\$454		\$454	\$454		\$454
Southern Pines	14,224	\$5,547		\$5,547	\$5,547		\$5,547
Taylortown	757						
Vass	799						
Whispering Pines	3,520						
<b>Orange County</b>	55,316	\$21,573		\$21,573	\$21,573	\$21,697	\$43,270
Carrboro	20,715	\$8,079		\$8,079	\$8,079		\$8,079
Chapel Hill	63,178	\$24,639		\$24,639	\$24,639		\$24,639
Hillsborough	7,483	\$2,918		\$2,918	\$2,918		\$2,918
<b>Wake County</b>	206,187	\$58,500	\$11,237	\$69,737	\$69,737	\$117,787	\$187,524
Angier	5,213	\$2,033		\$2,033	\$2,033		\$2,033
Apex	52,842	\$20,608		\$20,608	\$20,608		\$20,608
Cary	162,321	\$58,500	\$2,464	\$60,964	\$60,964		\$60,964
Fuquay Varina	26,924	\$10,500		\$10,500	\$10,500		\$10,500
Garner	30,783	\$12,005		\$12,005	\$12,005		\$12,005
Holly Springs	34,068	\$13,287		\$13,287	\$13,287		\$13,287
Knightdale	15,305	\$5,969		\$5,969	\$5,969		\$5,969
Morrisville	26,041	\$10,156		\$10,156	\$10,156		\$10,156
Raleigh	464,451	\$58,500	\$62,890	\$121,390	\$121,390		\$121,390
Rolesville	6,635	\$2,588		\$2,588	\$2,588		\$2,588
Wake Forest	37,279	\$14,539		\$14,539	\$14,539		\$14,539
Wendell	7,132	\$2,781		\$2,781	\$2,781		\$2,781
Zebulon	4,986	\$1,945		\$1,945	\$1,945		\$1,945
<b>Totals</b>	<b>1,965,451</b>	<b>\$548,805</b>	<b>\$99,603</b>	<b>\$648,408</b>	<b>\$648,408</b>	<b>\$276,043</b>	<b>\$924,451</b>

FY 2021 Assessments: Incorporated municipalities and counties @ \$0.39 per capita for first 150,000 population; \$0.20 over 150,000. County exempts 100% of incorporated population.



# Triangle J Council of Governments

Assignment of Classes to Grades & Salary Ranges

Proposed Effective Date: August 29, 2019

Grade	Class Title	FLSA Status	Minimum	Midpoint	Maximum
6			\$23,162	\$30,110	\$37,058
7			\$24,319	\$31,612	\$38,911
8			\$25,536	\$33,196	\$40,857
9			\$26,812	\$34,856	\$42,900
10			\$28,153	\$36,599	\$45,045
11			\$29,560	\$38,428	\$47,297
12	Aging Program Associate	N			
	Office Assistant	N	\$31,038	\$40,350	\$49,661
13			\$32,590	\$42,368	\$52,145
14	Planning Assistant	N	\$34,220	\$44,486	\$54,752
15			\$35,931	\$46,711	\$57,489
16			\$37,728	\$49,046	\$60,364
17	Fiscal Budget Assistant	N	\$39,614	\$51,498	\$63,382
18	Aging Program Specialist	N	\$41,594	\$54,073	\$66,551
19	Planner I	N			
	Regional Ombudsman	N	\$43,674	\$56,777	\$69,879
20			\$45,858	\$59,615	\$73,373
21	Aging Program Coordinator	E			
	Planner II	E	\$48,150	\$62,596	\$77,042
22	Engagement Specialist	N	\$50,559	\$65,726	\$80,893
23	Senior Planner	E	\$53,086	\$69,012	\$84,938
24			\$55,741	\$72,463	\$89,185
	Area Agency on Aging Assistant Director	E			
25	Local Government Consultant/HR Officer	E	\$58,528	\$76,086	\$93,645
	Principal Planner	E			
26			\$61,454	\$79,890	\$98,327
27			\$64,528	\$83,885	\$103,243
28	Planning Program Manager	E	\$67,753	\$88,079	\$108,405
29			\$71,141	\$92,483	\$113,825
	Administration and Member Services Director	E			
30	Area Agency on Aging Director	E	\$74,698	\$97,107	\$119,516
	Finance Director	E			
31	Regional Planning Director	E	\$78,433	\$101,962	\$125,492
32			\$82,355	\$107,060	\$131,767
33			\$86,473	\$112,413	\$138,355
34			\$90,796	\$118,034	\$145,273
35			\$95,336	\$123,936	\$152,537

# Triangle J Council of Governments

## Budget Resolution Fiscal Year 2020 - 2021

**BE IT RESOLVED** by the Board of Delegates of Triangle J Council of Governments, Durham, North Carolina that the following anticipated revenues and division expenditures are hereby appropriated for the operation of said Council of Governments for the fiscal year beginning July 1, 2020 and ending June 30, 2021:

### SECTION 1. General Fund

#### Expenditures by Division:

Member Services	\$524,656
Economic Development	\$241,000
Regional Planning	\$4,651,841
Aging Services	\$11,216,689
General Government	\$111,923
General Fund Total Expenditures	<u>\$16,746,109</u>

#### Revenues by Source:

Federal	\$2,050,174
Fed/State Pass Thru	\$11,125,542
State	\$457,266
Member Assessment	\$648,408
Special Local Assessment	\$866,542
Local Aging Share	\$276,043
In-Kind/Cost Share	\$46,328
Project Income	\$1,072,213
Interest Income	\$8,500
Deferred Revenue	\$152,553
Other Revenue	\$21,819
Assigned Fund Balance	\$20,721
General Fund Total Revenues	<u>\$16,746,109</u>

SECTION 2. The Finance Officer is hereby authorized to transfer funds within and among divisions without the approval of the Board of Delegates.

SECTION 3. Copies of this resolution shall be furnished to the Finance Director so that they may keep this resolution on file for their direction and disbursement of funds.

Adopted and Approved this the 27th day of May 2020.

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James Crawford, Chairperson Triangle J Council of Governments

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Attested: Lee Worsley, Executive Director

**FY 2021 Budgeted Revenues and Expenditures By Division**
**Member Services**

DETAIL OF EXPENDITURES	2019-2020 PROPOSED BUDGET	2020-2021 PROPOSED BUDGET	INCREASE/ DECREASE
<b>PERSONNEL</b>			
Salary	\$ 171,407	\$ 160,702	\$ (10,705)
Salary Temporary	\$ -	\$ -	\$ -
Fringe	\$ 73,265	\$ 70,786	\$ (2,479)
Fringe Temporary	\$ -	\$ -	\$ -
<b>SUBTOTAL PERSONNEL</b>	<b>\$ 244,672</b>	<b>\$ 231,488</b>	<b>\$ (13,184)</b>
<b>OTHER DIRECT COSTS</b>			
Telecommunications	\$ 1,610	\$ 1,340	\$ (270)
Advertising	\$ -	\$ -	\$ -
Travel - mileage	\$ 1,200	\$ 3,350	\$ 2,150
Computer Equipment	\$ -	\$ -	\$ -
Equipment	\$ 200	\$ 200	\$ -
Software Maintenance / Support	\$ -	\$ -	\$ -
Vehicle Usage	\$ 1,500	\$ 3,000	\$ 1,500
Office Furnishings	\$ -	\$ -	\$ -
Rent Facility	\$ -	\$ 2,588	\$ 2,588
General Supplies	\$ 1,026	\$ 1,208	\$ 182
Employee Welfare & Morale	\$ -	\$ -	\$ -
Postage	\$ -	\$ -	\$ -
Printing	\$ 1,226	\$ 1,500	\$ 274
Meeting Expense	\$ 10,165	\$ 11,329	\$ 1,164
Conferences/Professional Development	\$ 5,000	\$ 5,000	\$ -
Education & Outreach	\$ -	\$ -	\$ -
Contractual	\$ 24,000	\$ 124,543	\$ 100,543
Legal Costs	\$ -	\$ -	\$ -
Drug & alcohol Testing	\$ 38,000	\$ 40,000	\$ 2,000
Dues & Subscriptions	\$ 1,500	\$ 3,000	\$ 1,500
Insurance	\$ -	\$ -	\$ -
Service Fees	\$ -	\$ 502	\$ 502
In-Kind	\$ -	\$ -	\$ -
Subcontractor/Pass Thru	\$ -	\$ -	\$ -
<b>SUBTOTAL OTHER DIRECT COSTS</b>	<b>\$ 85,427</b>	<b>\$ 197,560</b>	<b>\$ 112,133</b>
<b>INDIRECT COSTS</b>	<b>\$ 104,143</b>	<b>\$ 95,608</b>	<b>\$ (8,535)</b>
<b>TOTAL DIVISION EXPENDITURES</b>	<b>\$ 434,242</b>	<b>\$ 524,656</b>	<b>\$ 90,414</b>

<b>DETAIL OF REVENUES</b>			
Federal	\$ -	\$ -	\$ -
Federal/State Pass Thru	\$ -	\$ -	\$ -
State	\$ -	\$ -	\$ -
Member Assessment	\$ 276,382	\$ 267,630	\$ (8,752)
Special Local Assessment	\$ -	\$ -	\$ -
Local Aging Share	\$ -	\$ -	\$ -
In-Kind/Cost Share	\$ -	\$ -	\$ -
Project Income	\$ 148,948	\$ 251,526	\$ 102,578
Interest Income	\$ -	\$ -	\$ -
Deferred/Unearned	\$ 8,912	\$ 5,500	\$ (3,412)
Assigned Fund Balance	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL DIVISION REVENUES</b>	<b>\$ 434,242</b>	<b>\$ 524,656</b>	<b>\$ 90,414</b>

**FY 2021 Budgeted Revenues and Expenditures By Division**
**Economic Development**

DETAIL OF EXPENDITURES	2019-2020 PROPOSED BUDGET	2020-2021 PROPOSED BUDGET	INCREASE/ DECREASE
<b>PERSONNEL</b>			
Salary	\$ 77,857	\$ 97,847	\$ 19,990
Salary Temporary	\$ -	\$ -	\$ -
Fringe	\$ 33,279	\$ 43,100	\$ 9,821
Fringe Temporary	\$ -	\$ -	\$ -
<b>SUBTOTAL PERSONNEL</b>	<b>\$ 111,136</b>	<b>\$ 140,947</b>	<b>\$ 29,811</b>
<b>OTHER DIRECT COSTS</b>			
Telecommunications	\$ 624	\$ 930	\$ 306
Advertising	\$ -	\$ -	\$ -
Travel - mileage	\$ 519	\$ 2,630	\$ 2,111
Computer Equipment	\$ -	\$ 2,460	\$ 2,460
Equipment	\$ -	\$ -	\$ -
Software Maintenance / Support	\$ 750	\$ 750	\$ -
Vehicle Usage	\$ 350	\$ 505	\$ 155
Office Furnishings	\$ -	\$ -	\$ -
Rent Facility	\$ -	\$ -	\$ -
General Supplies	\$ -	\$ -	\$ -
Employee Welfare & Morale	\$ -	\$ -	\$ -
Postage	\$ 50	\$ -	\$ (50)
Printing	\$ 68	\$ -	\$ (68)
Meeting Expense	\$ 2,252	\$ 3,435	\$ 1,183
Conferences/Professional Development	\$ 3,346	\$ 6,443	\$ 3,097
Education & Outreach	\$ -	\$ 1,797	\$ 1,797
Contractual	\$ -	\$ 20,862	\$ 20,862
Legal Costs	\$ -	\$ -	\$ -
Drug & alcohol Testing	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 1,600	\$ 2,027	\$ 427
Insurance	\$ -	\$ -	\$ -
Service Fees	\$ -	\$ -	\$ -
In-Kind	\$ -	\$ -	\$ -
Subcontractor/Pass Thru	\$ -	\$ -	\$ -
<b>SUBTOTAL OTHER DIRECT COSTS</b>	<b>\$ 9,559</b>	<b>\$ 41,839</b>	<b>\$ 32,280</b>
<b>INDIRECT COSTS</b>	<b>\$ 47,304</b>	<b>\$ 58,213</b>	<b>\$ 10,909</b>
<b>TOTAL DIVISION EXPENDITURES</b>	<b>\$ 168,000</b>	<b>\$ 241,000</b>	<b>\$ 73,000</b>

<b>DETAIL OF REVENUES</b>			
Federal	\$ 80,000	\$ 138,000	\$ 58,000
Federal/State Pass Thru	\$ -	\$ -	\$ -
State	\$ -	\$ -	\$ -
Member Assessment	\$ -	\$ 11,000	\$ 11,000
Special Local Assessment	\$ -	\$ -	\$ -
Local Aging Share	\$ -	\$ -	\$ -
In-Kind/Cost Share	\$ 8,000	\$ -	\$ (8,000)
Project Income	\$ 80,000	\$ 92,000	\$ 12,000
Interest Income	\$ -	\$ -	\$ -
Deferred/Unearned	\$ -	\$ -	\$ -
Assigned Fund Balance	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL DIVISION REVENUES</b>	<b>\$ 168,000</b>	<b>\$ 241,000</b>	<b>\$ 73,000</b>



**FY 2021 Budgeted Revenues and Expenditures By Division**
**Water Resources / Energy & Environment**

DETAIL OF EXPENDITURES	2019-2020 PROPOSED BUDGET	2020-2021 PROPOSED BUDGET	INCREASE/ DECREASE
<b>PERSONNEL</b>			
Salary	\$ 417,943	\$ 435,537	\$ 17,594
Salary Temporary	\$ -	\$ 44,188	\$ 44,188
Fringe	\$ 178,642	\$ 191,846	\$ 13,204
Fringe Temporary	\$ -	\$ 3,380	\$ 3,380
<b>SUBTOTAL PERSONNEL</b>	<b>\$ 596,585</b>	<b>\$ 674,951</b>	<b>\$ 78,366</b>
<b>OTHER DIRECT COSTS</b>			
Telecommunications	\$ 4,182	\$ 3,006	\$ (1,176)
Advertising	\$ -	\$ 122,000	\$ 122,000
Travel - mileage	\$ 18,052	\$ 17,693	\$ (359)
Computer Equipment	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -
Software Maintenance / Support	\$ 1,051	\$ 9,255	\$ 8,204
Vehicle Usage	\$ 6,763	\$ 221	\$ (6,542)
Office Furnishings	\$ -	\$ -	\$ -
Rent Facility	\$ -	\$ -	\$ -
General Supplies	\$ 6,330	\$ 7,913	\$ 1,583
Employee Welfare & Morale	\$ -	\$ -	\$ -
Postage	\$ -	\$ 105	\$ 105
Printing	\$ 19,704	\$ 10,821	\$ (8,883)
Meeting Expense	\$ 15,872	\$ 10,847	\$ (5,025)
Conferences/Professional Development	\$ 19,035	\$ 13,150	\$ (5,885)
Education & Outreach	\$ -	\$ 55,903	\$ 55,903
Contractual	\$ 880,292	\$ 721,282	\$ (159,010)
Legal Costs	\$ -	\$ -	\$ -
Drug & alcohol Testing	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 9,800	\$ 5,515	\$ (4,285)
Insurance	\$ -	\$ -	\$ -
Service Fees	\$ -	\$ -	\$ -
In-Kind	\$ 37,026	\$ 785	\$ (36,241)
Subcontractor/Pass Thru	\$ 2,006,234	\$ 1,579,177	\$ (427,057)
<b>SUBTOTAL OTHER DIRECT COSTS</b>	<b>\$ 3,024,341</b>	<b>\$ 2,557,673</b>	<b>\$ (466,668)</b>
<b>INDIRECT COSTS</b>	<b>\$ 253,933</b>	<b>\$ 259,119</b>	<b>\$ 5,186</b>
<b>TOTAL DIVISION EXPENDITURES</b>	<b>\$ 3,874,858</b>	<b>\$ 3,491,743</b>	<b>\$ (383,115)</b>

<b>DETAIL OF REVENUES</b>			
Federal	\$ 812,957	\$ 640,535	\$ (172,422)
Federal/State Pass Thru	\$ 2,006,234	\$ 1,569,177	\$ (437,057)
State	\$ 307,955	\$ 282,465	\$ (25,490)
Member Assessment	\$ 101,347	\$ 78,110	\$ (23,237)
Special Local Assessment	\$ 535,911	\$ 768,042	\$ 232,131
Local Aging Share	\$ -	\$ -	\$ -
In-Kind/Cost Share	\$ 37,026	\$ 44,185	\$ 7,159
Project Income	\$ 27,500	\$ 62,189	\$ 34,689
Interest Income	\$ 16,742	\$ -	\$ (16,742)
Deferred/Unearned	\$ -	\$ 10,000	\$ 10,000
Assigned Fund Balance	\$ -	\$ 20,721	\$ 20,721
Other	\$ 29,186	\$ 16,319	\$ (12,867)
<b>TOTAL DIVISION REVENUES</b>	<b>\$ 3,874,858</b>	<b>\$ 3,491,743</b>	<b>\$ (383,115)</b>

**FY 2021 Budgeted Revenues and Expenditures By Division**
**Development & Infrastructure**

DETAIL OF EXPENDITURES	2019-2020 PROPOSED BUDGET	2020-2021 PROPOSED BUDGET	INCREASE/ DECREASE
<b>PERSONNEL</b>			
Salary	\$ 368,970	\$ 397,589	\$ 28,619
Salary Temporary	\$ 6,967	\$ 50,588	\$ 43,621
Fringe	\$ 157,710	\$ 175,131	\$ 17,421
Fringe Temporary	\$ 533	\$ 3,870	\$ 3,337
<b>SUBTOTAL PERSONNEL</b>	<b>\$ 534,179</b>	<b>\$ 627,178</b>	<b>\$ 92,999</b>
<b>OTHER DIRECT COSTS</b>			
Telecommunications	\$ 2,970	\$ 2,380	\$ (590)
Advertising	\$ -	\$ -	\$ -
Travel - mileage	\$ 3,431	\$ 10,980	\$ 7,549
Computer Equipment	\$ -	\$ 2,460	\$ 2,460
Equipment	\$ -	\$ -	\$ -
Software Maintenance / Support	\$ 8,200	\$ 11,450	\$ 3,250
Vehicle Usage	\$ 5,414	\$ 2,000	\$ (3,414)
Office Furnishings	\$ -	\$ -	\$ -
Rent Facility	\$ -	\$ -	\$ -
General Supplies	\$ 400	\$ -	\$ (400)
Employee Welfare & Morale	\$ -	\$ -	\$ -
Postage	\$ -	\$ -	\$ -
Printing	\$ -	\$ -	\$ -
Meeting Expense	\$ 7,972	\$ 7,331	\$ (641)
Conferences/Professional Development	\$ 8,900	\$ 9,062	\$ 162
Education & Outreach	\$ -	\$ -	\$ -
Contractual	\$ 9,781	\$ 242,732	\$ 232,951
Legal Costs	\$ -	\$ -	\$ -
Drug & alcohol Testing	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 6,650	\$ 7,732	\$ 1,082
Insurance	\$ 250	\$ 250	\$ -
Service Fees	\$ -	\$ -	\$ -
In-Kind	\$ -	\$ -	\$ -
Subcontractor/Pass Thru	\$ -	\$ -	\$ -
<b>SUBTOTAL OTHER DIRECT COSTS</b>	<b>\$ 53,968</b>	<b>\$ 296,377</b>	<b>\$ 242,409</b>
<b>INDIRECT COSTS</b>	<b>\$ 224,178</b>	<b>\$ 236,543</b>	<b>\$ 12,365</b>
<b>TOTAL DIVISION EXPENDITURES</b>	<b>\$ 812,325</b>	<b>\$ 1,160,098</b>	<b>\$ 347,773</b>

<b>DETAIL OF REVENUES</b>			
Federal	\$ 110,486	\$ 165,486	\$ 55,000
Federal/State Pass Thru	\$ -	\$ -	\$ -
State	\$ -	\$ -	\$ -
Member Assessment	\$ 199,100	\$ 193,745	\$ (5,355)
Special Local Assessment	\$ 77,500	\$ 98,500	\$ 21,000
Local Aging Share	\$ -	\$ -	\$ -
In-Kind/Cost Share	\$ -	\$ -	\$ -
Project Income	\$ 388,239	\$ 638,688	\$ 250,449
Interest Income	\$ -	\$ -	\$ -
Deferred/Unearned	\$ 18,500	\$ 63,679	\$ 45,179
Assigned Fund Balance	\$ 18,500	\$ -	\$ (18,500)
Other	\$ -	\$ -	\$ -
<b>TOTAL DIVISION REVENUES</b>	<b>\$ 812,325</b>	<b>\$ 1,160,098</b>	<b>\$ 347,773</b>

**FY 2021 Budgeted Revenues and Expenditures By Division**
**Aging Services**

DETAIL OF EXPENDITURES	2019-2020 PROPOSED BUDGET	2020-2021 PROPOSED BUDGET	INCREASE/ DECREASE
<b>PERSONNEL</b>			
Salary	\$ 690,901	\$ 693,172	\$ 2,271
Salary Temporary	\$ -	\$ -	\$ -
Fringe	\$ 295,313	\$ 305,329	\$ 10,016
Fringe Temporary	\$ -	\$ -	\$ -
<b>SUBTOTAL PERSONNEL</b>	<b>\$ 986,215</b>	<b>\$ 998,501</b>	<b>\$ 12,286</b>
<b>OTHER DIRECT COSTS</b>			
Telecommunications	\$ 14,168	\$ 12,802	\$ (1,366)
Advertising	\$ -	\$ -	\$ -
Travel - mileage	\$ 19,150	\$ 18,649	\$ (501)
Computer Equipment	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -
Software Maintenance / Support	\$ 2,000	\$ 6,250	\$ 4,250
Vehicle Usage	\$ -	\$ -	\$ -
Office Furnishings	\$ -	\$ -	\$ -
Rent Facility	\$ -	\$ -	\$ -
General Supplies	\$ 1,724	\$ 1,233	\$ (491)
Employee Welfare & Morale	\$ -	\$ -	\$ -
Postage	\$ -	\$ -	\$ -
Printing	\$ 2,687	\$ 500	\$ (2,187)
Meeting Expense	\$ 5,325	\$ 12,571	\$ 7,246
Conferences/Professional Development	\$ 17,274	\$ 14,585	\$ (2,689)
Education & Outreach	\$ -	\$ -	\$ -
Contractual	\$ 136,873	\$ 405,594	\$ 268,721
Legal Costs	\$ 1,300	\$ 300	\$ (1,000)
Drug & alcohol Testing	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 2,600	\$ 2,765	\$ 165
Insurance	\$ -	\$ -	\$ -
Service Fees	\$ -	\$ -	\$ -
In-Kind	\$ 3,105	\$ 3,486	\$ 381
Subcontractor/Pass Thru	\$ 9,129,557	\$ 9,327,056	\$ 197,499
<b>SUBTOTAL OTHER DIRECT COSTS</b>	<b>\$ 9,335,763</b>	<b>\$ 9,805,791</b>	<b>\$ 470,028</b>
<b>INDIRECT COSTS</b>	<b>\$ 419,776</b>	<b>\$ 412,397</b>	<b>\$ (7,379)</b>
<b>TOTAL DIVISION EXPENDITURES</b>	<b>\$ 10,741,753</b>	<b>\$ 11,216,689</b>	<b>\$ 474,936</b>

<b>DETAIL OF REVENUES</b>			
Federal	\$ 1,118,439	\$ 1,106,153	\$ (12,286)
Federal/State Pass Thru	\$ 9,129,423	\$ 9,556,365	\$ 426,942
State	\$ 54,925	\$ 174,801	\$ 119,876
Member Assessment	\$ -	\$ -	\$ -
Special Local Assessment	\$ -	\$ -	\$ -
Local Aging Share	\$ 274,769	\$ 276,043	\$ 1,274
In-Kind/Cost Share	\$ 2,089	\$ 2,143	\$ 54
Project Income	\$ 78,849	\$ 27,810	\$ (51,039)
Interest Income	\$ -	\$ -	\$ -
Deferred/Unearned	\$ 83,259	\$ 73,374	\$ (9,885)
Assigned Fund Balance	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL DIVISION REVENUES</b>	<b>\$ 10,741,753</b>	<b>\$ 11,216,689</b>	<b>\$ 474,936</b>

**FY 2021 Budgeted Revenues and Expenditures By Division**
**General Government**

DETAIL OF EXPENDITURES	2019-2020 PROPOSED BUDGET	2020-2021 PROPOSED BUDGET	INCREASE/ DECREASE
<b>PERSONNEL</b>			
Salary	\$ -	\$ -	\$ -
Salary Temporary	\$ -	\$ -	\$ -
Salary EOY Accruals	\$ 18,850	\$ 15,000	\$ (3,850)
Fringe	\$ -	\$ -	\$ -
Fringe Temporary	\$ -	\$ -	\$ -
<b>SUBTOTAL PERSONNEL</b>	<b>\$ 18,850</b>	<b>\$ 15,000</b>	<b>\$ (3,850)</b>
<b>OTHER DIRECT COSTS</b>			
Telecommunications	\$ -	\$ -	\$ -
Advertising	\$ -	\$ -	\$ -
Travel - mileage	\$ 1,000	\$ -	\$ (1,000)
Computer Equipment	\$ 20,000	\$ -	\$ (20,000)
Equipment	\$ 30,000	\$ -	\$ (30,000)
Software Maintenance / Support	\$ -	\$ -	\$ -
Vehicle Usage	\$ 5,500	\$ 5,500	\$ -
Office Furnishings	\$ -	\$ -	\$ -
Rent Facility	\$ -	\$ -	\$ -
General Supplies	\$ -	\$ -	\$ -
Employee Welfare & Morale	\$ -	\$ 3,580	\$ 3,580
Postage	\$ -	\$ -	\$ -
Printing	\$ -	\$ -	\$ -
Meeting Expense	\$ 1,500	\$ 2,000	\$ 500
Conferences/Professional Development	\$ 1,000	\$ 8,000	\$ 7,000
Education & Outreach	\$ -	\$ -	\$ -
Contractual	\$ 61,232	\$ 73,843	\$ 12,611
Legal Costs	\$ -	\$ -	\$ -
Drug & alcohol Testing	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ -	\$ 1,500	\$ 1,500
Insurance	\$ -	\$ -	\$ -
Service Fees	\$ 2,000	\$ 2,500	\$ 500
In-Kind	\$ -	\$ -	\$ -
Subcontractor/Pass Thru	\$ -	\$ -	\$ -
<b>SUBTOTAL OTHER DIRECT COSTS</b>	<b>\$ 122,232</b>	<b>\$ 96,923</b>	<b>\$ (25,309)</b>
<b>INDIRECT COSTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL DIVISION EXPENDITURES</b>	<b>\$ 141,082</b>	<b>\$ 111,923</b>	<b>\$ (29,159)</b>

<b>DETAIL OF REVENUES</b>			
Federal	\$ -	\$ -	\$ -
Federal/State Pass Thru	\$ -	\$ -	\$ -
State	\$ -	\$ -	\$ -
Member Assessment	\$ 60,582	\$ 97,923	\$ 37,341
Special Local Assessment	\$ -	\$ -	\$ -
Local Aging Share	\$ -	\$ -	\$ -
In-Kind/Cost Share	\$ -	\$ -	\$ -
Project Income	\$ -	\$ -	\$ -
Interest Income	\$ 15,000	\$ 8,500	\$ (6,500)
Deferred/Unearned	\$ -	\$ -	\$ -
Assigned Fund Balance	\$ 60,000	\$ -	\$ (60,000)
Other	\$ 5,500	\$ 5,500	\$ -
<b>TOTAL DIVISION REVENUES</b>	<b>\$ 141,082</b>	<b>\$ 111,923</b>	<b>\$ (29,159)</b>

## FY 2021 Budgeted Expenditures for Indirect Costs

DETAIL OF EXPENDITURES	2019-2020 PROPOSED BUDGET	2020-2021 PROPOSED BUDGET	INCREASE/ DECREASE
<b>PERSONNEL</b>			
Salary	\$ 400,413	\$ 383,640	\$ (16,773)
Salary Temporary	\$ -	\$ -	\$ -
Fringe	\$ 156,870	\$ 144,616	\$ (12,254)
Fringe Temporary	\$ -	\$ -	\$ -
<b>SUBTOTAL PERSONNEL</b>	<b>\$ 557,283</b>	<b>\$ 528,256</b>	<b>\$ (29,027)</b>
<b>OTHER DIRECT COSTS</b>			
Telecommunications	\$ 136,108	\$ 144,024	\$ 7,916
Travel - mileage	\$ 1,500	\$ 1,500	\$ -
Computer Equipment	\$ -	\$ 4,000	\$ 4,000
Leased Equipment	\$ 8,300	\$ 9,000	\$ 700
Software Maintenance / Support	\$ 7,500	\$ 16,732	\$ 9,232
Office Furnishings	\$ -	\$ 16,300	\$ 16,300
Rent Building	\$ 223,094	\$ 228,979	\$ 5,885
Rent Facility	\$ 2,500	\$ 2,500	\$ -
General Supplies	\$ 7,000	\$ 7,000	\$ -
Postage	\$ 2,600	\$ 2,600	\$ -
Printing	\$ 13,000	\$ 13,000	\$ -
Meeting Expense	\$ 6,600	\$ 6,600	\$ -
Conferences/Professional Development	\$ 11,500	\$ 11,500	\$ -
Recruitment Cost	\$ -	\$ 3,500	\$ 3,500
Contractual	\$ 14,285	\$ 3,650	\$ (10,635)
Legal Costs	\$ 3,000	\$ 3,000	\$ -
Audit Cost	\$ 26,400	\$ 27,700	\$ 1,300
Dues & Subscriptions	\$ 16,165	\$ 19,540	\$ 3,375
Insurance	\$ 12,500	\$ 12,500	\$ -
<b>SUBTOTAL OTHER DIRECT COSTS</b>	<b>\$ 492,052</b>	<b>\$ 533,625</b>	<b>\$ 41,573</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,049,335</b>	<b>\$ 1,061,881</b>	<b>\$ 12,546</b>
<b>PROJECTED INDIRECT COST RATE</b>			
	<b>42.56%</b>	<b>41.30%</b>	<b>-1.26%</b>
Total Permanent Staff Direct Salary and Fringe Only*	\$ 2,465,287	\$ 2,571,039	\$ 105,752
Total Indirect Cost	\$ 1,049,335	\$ 1,061,881	\$ 12,546

\* Does not include: Temporary Salary, Temporary Fringe, or Salary EOY Accruals.

### Calculation of Indirect Costs related to Administration:

Administrative Indirect Cost Rate = Administrative Indirect Costs

All Direct Salaries and Fringe

$$\$1,061,881 / \$2,571,039 = 41.30\%$$

### Calculation of Fringe Rate - based on actual amounts each month:

Fringe Benefit Rate = Total Direct Fringe Benefits

Total Direct Salaries

$$\$786,193 / \$1,784,487 = 44.05\%$$



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