Management's Discussion and Analysis

As management of the Town of Carrboro, we offer readers of the Town of Carrboro's financial statements this narrative overview and analysis of the financial activities of the Town for the fiscal year ended June 30, 2018. We encourage readers to read the information presented here in the Management Discussion and Analysis section in conjunction with the additional information that we have furnished in the Town's financial statements which follow this narrative.

Financial Highlights

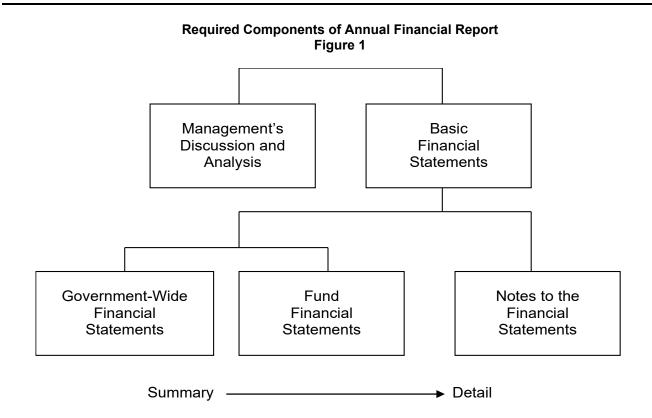
- The assets and deferred outflows of resources of the Town exceeded its liabilities and deferred inflows of resources at the close of the fiscal year by \$27,213,169 (net position).
- Driven by an adjustment to the total OPEB liability due to changes in accounting standards, the total net position of the Town decreased by \$9,839,329 from the amount previously reported at June 30, 2017.
- At June 30, 2018, the Town's governmental funds had combined ending fund balances of \$21,482,067, a decrease of 0.1% or \$198,085 in comparison with the prior year. Approximately 49.9% or \$10,634,162 of this total amount is available for spending at the government's discretion (unassigned fund balance).
- At the end of the year unassigned fund balance for the General Fund was \$10,634,162 or 52.3% of total General Fund expenditures of \$20,344,461.
- Long-term debt obligations for the Town increased by 45.2% or \$9,213,118 from \$20,405,044 at June 30, 2017 to \$29,618,162 at June 30, 2018. This is primarily due to increased liability associated with the OPEB plan.
- The Town of Carrboro maintained its AAA bond rating with Standard and Poor's; and Aa1 by Moody's.

Overview of the Financial Statements

This discussion and analysis are intended to serve as an introduction to Town of Carrboro's basic financial statements. The Town's basic financial statements consist of three components (see Figure 1):

- 1. Government-wide financial statements,
- 2. Fund financial statements, and
- 3. Notes to the financial statements.

The basic financial statements present two different views of the Town through the use of government-wide statements and fund financial statements. In addition to the basic financial statements, this report contains other supplemental information that will enhance the reader's understanding of the financial condition of the Town, including a statistical section.



Basic financial statements

The first two statements in the basic financial statements are the **Government-Wide Financial Statements**. Exhibit 1 presents the Statement of Net Position and Exhibit 2 presents the Statement of Activities. They provide information about the Town's current financial position.

The next statements (Exhibits 3 through 8) are **Fund Financial Statements**. These statements focus on the activities of the individual parts of the Town's government at a more detailed level than the government-wide statements. There are three parts to the Fund Financial Statements: (1) the governmental funds statements; (2) the proprietary fund statements; and (3) the budgetary comparison statements.

The next section of the basic financial statements is the **notes**. The notes to the financial statements explain in detail some of the data contained in those statements. After the notes, **supplemental information** is provided to show details about the Town's individual funds. Budgetary information required by the General Statutes also can be found in this part of the statements.

Government-wide financial statements

The government-wide financial statements are designed to provide the reader with a broad overview of the Town's finances, similar in format to financial statements of a private-sector business. The statement of net position presents information on all of the Town's assets, liabilities and deferred inflows of resources, with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Town is improving or deteriorating.

Town of Carrboro, North Carolina Management's Discussion and Analysis

The two government-wide statements report the Town's net position and how they have changed. Net position reported on the *statement of net position* is the difference between the Town's total assets and total liabilities and deferred inflows of resources. Measuring net position is one way to gauge the Town's financial condition. The *statement of activities* presents information showing how the Town's net position has changed during the fiscal year.

The government-wide statements contain a category called governmental activities that include most of the Town's basic services such as public safety, public works, parks and recreation, and general government. Property taxes as well as state-collected local revenues including sales tax, electric franchise and state telecommunications monies, finance most of these activities.

The government-wide statements are divided into three categories: (1) governmental activities; (2) business-type activities; and (3) component units. The governmental activities include most of the Town's basic services such as public safety, fire, street maintenance, solid waste collection, planning, public spaces, parks, cemetery and general administration. Property taxes and state and federal grant funds finance most of these activities. The business-type activities are those that the Town charges customers to provide. This includes stormwater services offered by the Town. The final category is the component units. Although legally separate from the Town, the Tourism Development Authority is important to the Town. The Town exercises control over this entity by appointing its members and remits a percentage of taxes collected to each of these entities.

The government-wide financial statements are on pages 17 through 19 of this report.

Fund financial statements

The fund financial statements (see Figure 1) provide a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Town, like all other governmental entities in North Carolina, uses fund accounting to ensure and reflect compliance with finance-related legal requirements, such as the General Statutes or the Town's budget ordinance. All of the funds of the Town can be divided into two categories: governmental funds and proprietary funds.

Governmental funds - Governmental funds are used to account for those functions reported as governmental activities in the government-wide financial statements. The Town's basic services are accounted for in governmental funds. These funds focus on how assets can readily be converted into cash flow in and out, and what monies are left at year end that will be available for spending in the next year. Governmental funds are reported using an accounting method called *modified accrual accounting* that provides a short-term spending focus. As a result, the governmental fund financial statements are focused on a detailed, short-term view that helps the reader determine if there are more or less financial resources available to finance the Town's programs. The relationship between government activities (reported in the Statement of Net Position and the Statement of Activities) and governmental funds is described in a reconciliation that is a part of the fund financial statements.

The Town adopts an annual budget for its General Fund, as required by the North Carolina General Statutes. The budget is a legally adopted document that incorporates input from the citizens of the Town, the management of the Town, and the decisions of the Board about which services to provide and how to pay for them. It also authorizes the Town to obtain funds from identified sources to finance these current period activities. The budgetary statement provided for the General Fund demonstrates how well the Town complied with the budget ordinance and whether or not the Town succeeded in providing the services as planned when the budget was adopted. The budgetary comparison statement uses the budgetary basis of accounting and is presented using the same format, language, and classifications as the legal budget document. Exhibit 5 shows four columns: (1) the original budget as adopted by the Board; (2) the final budget as amended by the Board; (3) the actual resources, charges to appropriations, and ending balances in the General Fund; and (4) the difference or variance between the final budget and the actual resources and charges.

Proprietary fund - The Stormwater Utility Enterprise Fund received funding from the General Fund in 2018. As of July 1, 2018, the Town has implemented a user fee schedule for stormwater program expenses and capital improvements and repairs.

Notes to the financial statements - The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements are on pages 33 through 60 of this report.

Supplementary information - In addition to the basic financial statements and accompanying notes, this report includes certain required supplementary information concerning the Town's progress in funding its obligation to provide pension and other post-employment benefits to its employees. Required supplementary information can be found beginning on page 61 of this report.

Government-wide financial analysis

Town of Carrboro's Net Position Figure 2

	Govern Activ	mental vities		ss-Type vities	Total			
	2018	2017	2018	2017	2018	2017		
Current and other assets Capital assets, net Deferred outflows of	\$ 22,886,444 35,050,326	\$ 23,421,702 33,168,989	\$ 194,426 	\$ <u>-</u>	\$ 23,080,870 35,050,326	\$ 23,421,702 <u>33,168,989</u>		
resources	1,875,220	2,528,133	7,435		1,882,655	2,528,133		
Total assets and deferred outflows of resources	59,811,990	59,118,824	201,861		60,013,851	59,118,824		
Long-term liabilities outstanding Other liabilities	29,486,528 1,066,159	20,405,044 1,383,095	131,634 1,834	<u>-</u>	29,618,162 1,067,993	20,405,044 1,383,095		
Total liabilities	30,552,687	21,788,139	133,468		30,686,155	21,788,139		
Deferred inflows of resources	2,102,609	278,187	11,918	-	2,114,527	278,187		
Net position: Net investment in capital assets Restricted Unrestricted	30,401,621 2,719,947 (5,964,874)	28,581,194 2,097,192 6,374,112	- - <u>56,475</u>	- - -	30,401,621 2,719,947 (5,908,399)	28,581,194 2,097,192 6,374,112		
Total net position, ending	<u>\$ 27,156,694</u>	\$ 37,052,498	<u>\$ 56,475</u>	\$ <u>-</u>	<u>\$ 27,213,169</u>	\$ 37,052,498		

As noted earlier, net position may serve over time as one useful indicator of a government's financial condition. The assets and the deferred outflows of resources of the Town exceeded liabilities and deferred inflows of resources by \$27,213,169 as of June 30, 2018. The majority of net position (112%) reflects the Town's investment in capital assets (e.g., land, buildings, machinery, equipment, etc.); less any related debt still outstanding that was issued to acquire those items. The Town uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the Town's investment in its capital assets is reported net of the outstanding related debt, the resources needed to repay that debt must be provided by other sources, since the capital assets cannot be used to liquidate these liabilities. An additional portion (10% or \$2,719,947) of the Town's net position represent resources that are subject to external restrictions on how they may be used. The remaining balance of (\$5,908,399) (-22%) is unrestricted.

Several particular aspects of the Town's financial operations influenced the total unrestricted governmental net position.

• Property tax revenues increased by \$1.1 million from \$11.8 million in 2017 to \$12.9 million in 2018.

- Local option sales tax revenues increased by 4.9% over the prior year.
- Other tax revenues, primarily from motor vehicle license taxes, remained stable at \$1.6 million.
- Unrestricted intergovernmental revenues decreased slightly by \$3,299 or less than 1% due to continuing movement of consumers away from traditional television, telecommunications and video sales programing.

Town of Carrboro's Changes in Net Position Figure 3

	Government	tal Activities	Business-Ty	pe Activities	Activities Total			
	2018	2017	2018	2017	2018	2017		
Revenues:								
Program revenues:								
Charges for services	\$ 1,776,142	\$ 1,527,807	\$ -	\$ -	\$ 1,776,142	\$ 1,527,807		
Operating grants								
and contributions	641,436	654,075	-	-	641,436	654,075		
Capital grants and								
contributions	13,080	90,166	-	-	13,080	90,166		
General revenues:								
Property taxes	12,935,087	11,743,677	-	-	12,935,087	11,743,677		
Local option sales								
taxes	4,557,933	4,345,612	-	-	4,557,933	4,345,612		
Other taxes	1,601,362	1,601,126	-	-	1,601,362	1,601,126		
Grant and								
contributions not								
restricted	1,406,331	1,409,630	-	-	1,406,331	1,409,630		
Other	243,998	67,195			243,998	<u>67,195</u>		
Total revenues	<u>23,175,369</u>	21,439,288			<u>23,175,369</u>	21,439,288		
Expenses:								
General government	\$ 4,849,740	\$ 4,695,317	\$ -	\$ -	\$ 4,849,740	\$ 4,695,317		
Public safety	7,469,443	7,550,083	-	-	7,469,443	7,550,083		
Planning	1,206,329	1,356,771	-	-	1,206,329	1,356,771		
Transportation	1,455,012	1,455,012	-	-	1,455,012	1,455,012		
Public works	4,142,187	4,295,622	-		4,142,187	4,295,622		
Parks and recreation	1,737,984	1,724,769	-		1,737,984	1,724,769		
Economic and								
physical development	220,960	147,259	-	-	220,960	147,259		
Interest on long-term								
debt	127,897	154,350	-	-	127,897	154,350		
Stormwater		-	<u>251,908</u>		<u>251,908</u>			
Total expenses	21,209,552	21,379,183	<u>251,908</u>		21,461,460	21,379,183		
Increase (decrease) in net								
position before transfers	<u>1,965,817</u>	60,105	<u>(251,908</u>)		1,713,909	60,105		
	(000 000)							
Transfers	(308,383)		308,383		-			
Ohanana in mat maaitian	4 057 404	00.405	FC 47F		4 742 000	00.405		
Change in net position	1,657,434	60,105	56,475	-	1,713,909	60,105		
Not resition beginning								
Net position, beginning,	27.052.400	26,002,202			27.052.400	26 002 202		
previously reported Cumulative effect	37,052,498	36,992,393	-	-	37,052,498	36,992,393		
	(44 EE2 220)				(44 EE2 220)			
adjustment	<u>(11,553,238</u>)				<u>(11,553,238</u>)			
Net position, beginning,								
adjusted	25,499,260	36,992,393			25,499,260	36 003 303		
aujusieu	<u> </u>	<u> </u>			25,433,200	36,992,393		
Net position, ending	\$ 27,156,694	\$ 37.052.498	\$ 56,47 <u>5</u>	\$ -	\$ 27,213,169	\$ 37,052,498		
riot position, origing	* <u>* 1,100,007</u>	¥ 01,00£,700	* 00,710	*	* F1,F10,100	* 01,00£, 1 00		

Governmental activities. Governmental activities increased the Town's net position by \$1,657,434. Key elements of this change are as follows:

- Ad valorem property tax revenues increased by \$1.1 million from \$11.8 million in 2017 to \$12.9 million in 2018. This increase is related to the revaluation of real property by the Orange County Tax Administrator in 2018 which showed a general growth factor of 1.1% since the last revaluation in 2009.
- Local option sales tax revenues increased by \$212,321 or 4.9% over the prior year. This reflects
 the continuing improvements in the local economy and expansion of local option sales tax to now
 include services, such as auto repairs and other personal services.
- Other tax revenues, primarily from motor vehicle license taxes, remained stable at \$1.6 million.
- Unrestricted intergovernmental revenues decreased slightly by \$3,299 or less than 1% due to continuing movement of consumers away from traditional television, telecommunications and video sales programing.
- Revenues from fees and permits increased by 17.0% from \$1,177,350 in 2017 to \$1,377,586 in 2018. This reflects the increased private development taking place in the Town.
- Capital grants and contributions decreased by \$77,086 from \$90,166 in 2017 to \$13,080 in 2018.
 Capital grants and contributions vary from year to year depending upon the completion and commencement of various capital projects.
- Expenses for total governmental activities decreased slightly by \$169,631 or 0.8% from \$21,379,183 in 2017 to \$21,209,552 in 2018.
- Expense for interest on long-term debt decreased from \$154,350 in 2017 to \$127,897 in 2018. The
 Town has not issued any major debt since the 2013 general obligation bonds for construction of
 sidewalks and greenways.

Business-type activities. Business-type activities increase the Town's net position by \$56,475. Because the Stormwater Utility Enterprise Fund did not start until the beginning of the year and staff hired in mid-year, expenses were minimal.

Financial Analysis of the Town of Carrboro's Funds

Governmental Funds. The focus of the Town's governmental funds is to provide information on near-term inflows, outflows, and balances of usable resources. Such information is useful in assessing the Town's financing requirements

The General Fund is the chief operating fund of the Town. At the end of the current fiscal year, unassigned fund balance of the General Fund was \$10,634,162, a decrease of 1.7% from \$10,816,213 in 2017. The total general fund balance for 2018 was \$16,535,093, a 4.1% increase over the 2017 amount of \$15,878,104. This increase in fund balance is due primarily holding the line on expenses and actual revenues (excluding other financings) exceeded expenses by \$2.7 million. As a measure of the General Fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total fund expenditures. Unassigned fund balance represents 52.3% of total General Fund expenditures of \$20,344,461. Total fund balance represents 81.3% of total General Fund expenditures.

Town of Carrboro, North Carolina Management's Discussion and Analysis

At June 30, 2018, the governmental funds of the Town of Carrboro reported a combined fund balance of \$21,482,067. The reported combined fund balance of the governmental funds includes a fund balance within the Bond Fund of \$714,589 and a fund balance within the Capital Projects Fund of \$2,710,556. These fund balances are either restricted or committed for capital project purposes.

General Fund Budgetary Highlights. During the fiscal year, the Town revised the General Fund budget on several occasions. Generally, these amendments fall into one of three categories: (1) to adjust the estimates that are used to prepare the original budget ordinance once exact information is available; (2) to recognize new funding amounts from external sources, such as federal and state grants; or (3) increase appropriations that become necessary to maintain services. The General Fund budgeted expenditures were increased by \$775,510 (3.4%) from an original appropriation of \$22,569,686 to a final appropriation of \$23,345,196.

The comparison of revenue and expenditure financial activity with budgeted estimates suggests that the Town budgeted adequately for ongoing operations. Total revenue receipts were \$23,040,640 compared to budget of \$22,021,692.

Revenues from taxes (i.e., property, local option sales, and other) represent 82.8% of the total revenues. Property, sales and other taxes were slightly above budget projections (\$486,289 or 2.6%). Other taxes which includes the Tax and Tag System for collection of vehicle property taxes at the time of registration renewal were 13.3% below budget projections.

Revenue from permits and fees represent 6.0% of total revenues, and were over budget projections by \$198,719 or 16.9%. Total revenue for permits and fees this year was \$1,377,586 compared to \$1,177,350 in 2017. These revenues fluctuate based on the number of approved private developments that actual begin or complete construction in a given year. Revenues from sales and services, and investment earnings were above budget projections by \$182,590 or 92.2%.

The unrestricted intergovernmental revenue receipts exceeded budget projections by \$186,557 or 15.3% for electric franchise, piped natural gas, video sales programming, telecommunication, and wine and beer licenses or taxes. These revenues totaled \$1,406,331 compared to \$1,409,630 in 2017.

Expenditures, as required by budget ordinance, should not exceed appropriated levels. Total expenditures were \$20,344,461, which was \$3,000,735 less than the final budget of \$23,345,196. All spending by function was in compliance with budgetary requirements. The actual expenditures for debt service exceeded the budget appropriation by \$16,204 due to the closeout of two escrow accounts for vehicle lease purchases. Town policy is that any funds remaining in an escrow account are to be applied to the principal amount of the loan.

All expenditures were less than final budget at June 30, 2018, but were 1.1% more than the prior year. Expenditures for general government were 3.3% higher than the prior year. Actual expenditures for public safety increased by 0.8% from \$6,753,665 in 2017 to \$6,804,321 in 2018. Actual expenditures for planning decreased by 11.7% from \$1,285,705 in 2017 to \$1,134,657 in 2018. Recreation and parks expenditures increased by 2.0% from \$1,474,274 in 2017 to \$1,503,476 in 2018. Transportation expenditures were equal to the prior year. Public works expenditures increased by 3.8% from \$3,441,694 in 2017 to \$3,571,134 in 2018. Debt service expenditures increased by 0.3% over the prior year.

Capital asset and debt administration

Capital assets. The Town's investment in capital assets for its governmental-type activities as of June 30, 2018 totaled \$35,050,326 (net of accumulated depreciation). These assets include buildings, roads, land, machinery and equipment, and vehicles. Major capital asset transactions during the year include the replacement of police vehicles and solid waste equipment. There are no capital assets for the Town's business-type activities.

Town of Carrboro's Capital Assets (Net of Depreciation) Figure 4

	Governmental Activities						
	2018		2017				
Land	\$ 14,747,95	6 \$	14,747,956				
Construction-in-progress	4,023,52	7	1,257,418				
Buildings and systems	4,414,39	9	4,676,137				
Improvements other than buildings	795,34	6	833,428				
Machinery and equipment	809,48	9	1,187,153				
Infrastructure	8,780,52	8	8,790,585				
Vehicles and motorized equipment	1,479,08	<u> </u>	1,676,312				
Total	<u>\$ 35,050,32</u>	<u> </u>	33,168,989				

Additional information on the Town's capital assets can be found in on pages 42 and 43 of this report.

Long-term debt. As of June 30, 2018 and 2017, the Town of Carrboro had the following long-term liabilities:

Town of Carrboro's Outstanding Debt Figure 5

	Governmental Activities				Business-Type Activities			Total				
		2018		2017	_	2018		2017	_	2018	_	2017
Government obligation												
bond	\$	3.350.000	\$	3.600.000	\$	_	\$	_	\$	3.350.000	\$	3,600,000
Premium on bonds	•	65,698	•	70,564	•	-	•	-	•	65,698	•	70,564
Installment purchases		2,162,730		2,674,461		-		-		2,162,730		2,674,461
Compensated absences		737,005		657,746		8,122		-		745,127		657,746
OPEB liability		19,639,836		9,013,297		113,525		-		19,753,361		9,013,297
LGERS net pension												
liability		2,013,788		2,892,957		9,987		-		2,023,775		2,892,957
Law enforcement officers'												
net pension obligation		1,517,471		1,496,019		-		<u> </u>	_	1,517,471	_	1,496,019
+			•	00 405 044		101.001	•				•	00 405 044
Total	\$	<u>29,486,528</u>	\$	20,405,044	\$	<u> 131,634</u>	\$	-	\$	29,618,162	\$	20,405,044

Total long-term liabilities for the Town increased by \$9,213,118 (45.2%) during fiscal year 2018 primarily due to the other post-employment benefit, which was revalued during fiscal year 2018 due to a change in accounting principles. The Town had debt retirement for this fiscal year with the principal repayment of \$1,001,731. Additions to debt during 2018 total \$240,000 for vehicles and equipment.

As mentioned in the financial highlights section of this document, the Town currently holds an AAA bond rating from Standard and Poor's and maintains Aa1 bond rating from Moody's Investor Service. These bond ratings are a clear indication of the Town's sound financial condition.

North Carolina General Statutes limit the amount of general obligation debt that a unit of government can issue to 8% of the total assessed value of taxable property located within that government's boundaries. The legal debt margin for the Town is \$183,348,468. The Town has no general obligation bonds authorized but unissued at June 30, 2018.

Additional information regarding the Town's long-term debt can be found beginning on page 57 of this report.

Economic factors and next year's budget and rates

The following key economic indicators will impact the Town.

- Low unemployment. The Town's low unemployment rate (as reflected in the county-wide Orange County rate) of 4.1%, second lowest in the state. This trend is expected to continue for the next year.
- Stable property tax base. The Town expects to continue to collect property taxes at a rate of 98-99%.
- Continued local sales tax growth is expected to continue into the next fiscal year.
- Sales tax reform legislation enacted or pending in the General Assembly is being closely monitored for any potential adverse impact on local governments.

Budget highlights for the fiscal year ending June 30, 2019

Governmental activities. The Town has approved a General Fund budget in the amount of \$22,869,686 for fiscal year 2019, which is a 1.3% increase over the original adopted fiscal year 2018 budget. While the economy continues to show signs of improvement, it is incumbent upon management to continue its disciplined approach and not become too optimistic in projecting revenues.

The primary focus in preparing the fiscal year 2019 budget was to develop one that:

- 1. Implemented the Board's strategic priorities;
- 2. Managed costs while improving services to citizens;
- 3. Avoided increasing the tax burden for Town residents and local businesses; and,
- 4. Provided salary adjustments for Town employees.

The two largest sources of revenues, property taxes and sales taxes, are projected to increase. Property taxes are projected to remain stable while sales taxes are projected to increase due to the improving economy. The tax rate for real property equals \$58.94 cents per one hundred dollars (0.5894), which remained unchanged from fiscal year 2017.

Sales tax revenues over the past year continue to show signs of recovery and are anticipated to grow by11.4% over the 2017-18 level due to an increase in the sale of general retail items (e.g., food, clothing, household goods, etc.) and overall improving economy. In 2017 the local sales tax was expanded by the North Carolina General Assembly to include certain services which had not been taxed in the past.

The Town continues to scrutinize it operating expenses and seek more effective and productive methods for service delivery. While the overall total of operating expenses in 2019 will slightly increase, the Town will continue to implement several initiatives began in previous fiscal years. These include implementation of a parking plan, solid waste study, gold level bicycle designation, new permitting software for planning, and body worn cameras for police. In 2019 the Town expects to implement a fee structure for the storm water utility enterprise fund to address the increasing demands of regulatory compliance and increased flooding in the Town. This revenue source will ease the dependency of general fund for stormwater activities.

Capital outlays in the General Fund will decrease by \$241,398 from \$457,177 in 2018 to \$215,779 in 2019. These capital outlays will be primarily for vehicles and equipment purchases. The budget for debt service in 2019 is \$1,094,285 compared to \$1,124,510 in 2018.

Town of Carrboro, North Carolina Management's Discussion and Analysis

Business-type activities. In 2019, the stormwater utility enterprise fund will begin assessing user fees, which will eliminate the need for major financial support from the General Fund.

Requests for information

This report is designed to provide an overview of the Town's finances for those with an interest in this area. Questions concerning any of the information found in this report or requests for additional information should be directed to the Finance Director, 301 West Main Street, Carrboro North Carolina 27510. Other related financial documents may be reviewed online at the Town's website at: http://www.townofcarrboro.org.