

BUDGET MESSAGE

Fiscal Year 2020 - 2021



In accordance with the Local Government Budget and Fiscal Control Act (North Carolina General Statute 159), herein lies a concise explanation of the Town of Zebulon's goals fixed by the budget for fiscal year 2020-2021.



1003 North Arendell Avenue
Zebulon, North Carolina 27597
(919) 269-7455
www.townofzebulon.org

TABLE OF CONTENTS

	Page
A - Budget Message	
Budget Message	1-16
Budget at a Glance	A-1
Budget Ordinance (Draft)	A-2
B - Recommended Budget	
Budget Summary	B-1
General Fund Revenue Summary	B-2
General Fund Revenue Detail Budget	B-3
General Fund Summary Expenditure Budget	B-7
General Fund Departmental Expenditure	
Governing Body (410)	B-8
Budget & Finance (420)	B-12
Administration/HR/IT (430)	B-13
Contract Services-Taxes (450)	B-14
Planning (490)	B-15
Police (510)	B-16
Fire (530)	B-17
Parks & Recreation (620)	B-18
Public Works	
Stadium (470)	B-19
Property & Project Management (500)	B-20
Operations (520)	B-21
Streets (560)	B-22
Powell Bill (570)	B-23
Sanitation (580)	B-24
Stormwater (590)	B-25
Community Development (690)	B-26
C - Requested Budgets	
Governing Body (410)	C-1
Budget & Finance (420)	C-22
Administration/HR/IT (430)	C-29
Contract Services-Taxes (450)	C-46
Planning (490)	C-47
Police (510)	C-70
Fire (530)	C-94
Parks & Recreation (620)	C-106
Public Works	C-142
Stadium (470)	C-195
Buildings & Grounds (500)	C-196
Streets (560)	C-197
Powell Bill (570)	C-198
Sanitation (580)	C-199
Stormwater (590)	C-200
Community Development (690)	C-201

	Page
D - Schedules	
Fee Schedule	D-1
List of Authorized Positions	D-12
Salary Schedule	D-13
E - Recommended Capital Improvement Plan	
Capital Improvement Plan Spreadsheet	E - 1
F - Requested Capital Improvement Plan	
Streets & Thoroughfares	F-1
Walk Zebulon	F-17
Stormwater	F-27
Fleet Management	F-42
Information Technology	F-71
Property Management	F-76
Community and Economic Development	F-103
Service Equipment	F-117
G - Appendix	
Elected Officials, Appointed Officials & Staff	G-1
Organizational Chart	G-2
Definitions	G-3
Handouts/PowerPoint Presentations	

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BUDGET MESSAGE FISCAL YEAR 2021

Mayor Matheny, Mayor Pro-Tem York, and Commissioners Baxter, Clark, Loucks, and Moore:

Submitted herein, in accordance with the Local Government Budget and Fiscal Control Act, is the proposed Town of Zebulon Budget for Fiscal Year 2021.

The recommendations proposed within the FY 2021 Budget Ordinance reflect a prioritized re-investment of the community's financial resources into the labor, equipment, materials, facilities, and infrastructure used to support, or advance upon, the community goals identified in the Zebulon 2030 Strategic Plan. The enclosed FY 2021 Operating and Capital Budget and the FY 2022 – FY 2027 Capital Improvement Plan provide details of the recommendations proposed within the FY 2021 Budget Ordinance.

BACKGROUND

In 2017, the Town of Zebulon undertook a year-long, community-engagement effort to discern citizens' perspectives of an "ideal Zebulon". This effort produced the Zebulon 2030 Strategic Plan which summarized the Vision, Mission, and Focus Areas necessary to maintain or achieve the "ideal Zebulon". The Board of Commissioners adopted this plan in June 2018.

The enclosed Budget and the accompanying Capital Improvement Plan fund the foundational programs and projects necessary to realize the goals envisioned for Zebulon 2030. This Budget Message highlights a few of the representative programs and projects addressing goals of the *Vibrant Downtown*, *Growing Smart*, and *Small-Town Life* Focus Areas.

A vibrant, growing community that maintains its small-town charm and heritage.

Downtowns benefit their community economically, socially, and culturally. Economically, downtowns combine multiple uses on smaller lots within existing municipal service areas, thereby generating more tax revenue per square foot without requiring the expansion of municipal services. Socially, downtowns provide a variety of public spaces open to, and claimed by, the greater community. Culturally, downtowns reflect the community's unique history and identity through architecture and layout. Investment and care of a downtown communicates, internally and externally, a community's commitment to vibrancy, growth, heritage, and small-town charm.

Alley Activation and Connectivity

As is the case with most rail-towns, Zebulon's grid of properties and streets were laid out to support operations along the Raleigh and Pamlico Railroad¹. The properties were exclusively intended for private enterprise and the streets funneled all traffic to a singular point – the depot.² In Zebulon, this means no public spaces and one primary roadway in downtown. Developing a common area, and/or more fully utilizing public right of way, in downtown is essential to address *Vibrant Downtown* and *Small-Town Life* goals.³ The FY '20 Budget appropriated funds to acquire and improve underutilized private property in downtown for public events or open space. Acquiring, or leasing, private property is proving to be problematic, cumbersome, and time-consuming.

The FY '21 Budget rolls the funds previously budgeted for Town Commons into Alley Activation. This project will focus on improving property the Town already owns by opening up the space for more pedestrian activity and introducing electric service to support private and public events such as festivals and concerts. This project will also connect the alleys across North Arendell to increase pedestrian safety and decrease vehicular speeds downtown. The details of this project are included in the Community and Economic Development Requested Capital Budget.

¹ Little River Historical Society. Railroad Born, Citizen Bred: A Century of Life in Zebulon. 2006

² Hudson, John. "Towns of the Western Railroads." Great Plains Quarterly, 1982

³ Zebulon 2030: "develop events, entertainment, and cultural attractions to draw people downtown", "enhance and create more community gathering places"

NC Main Street: Downtown Associate Community Program

The National Main Street Program (MSP) has its origins in the historic preservation movement. In response to suburbanization, where construction of multi-lane highways facilitated suburban shopping malls and pulled traffic away from downtowns, the MSP offered the structure for downtown businesses to organize and collectively market their retail services. The North Carolina MSP is coordinated and supported by the NC Department of Commerce. The program offers member communities technical (market analysis, design), educational (annual NC Main Street networking conference, Board member training), and financial (Main Street Solutions Fund Program) assistance on promoting, designing, and managing the economic vitality of their downtowns. The FY '20 Budget funded Zebulon's successful effort to gain admission to the competitive Downtown Associate Program. As an Associate Member, Zebulon must now complete a three-year program of successive investments in training, staffing, and programming before the NC Main Street Community designation is considered. The FY '21 Budget funds the investments supporting this matriculation.⁴

Branding: Wayfinding (Phase I)

Wayfinding is a network of signs advertising and promoting a community's distinctive image – its brand. What the signs look like, where they are placed, and what they highlight are all the result of, and support, the community's brand. Brand communicates a community's distinctiveness and why someone should invest in that community (to visit, raise a family, or start a business). Wayfinding is a product of Branding. This budget funds the continuation of Zebulon's Branding Project interrupted by the COVID-19 event.

While Wayfinding does not, and is not intended to, generate visitors, it can help manage the traffic that is already coming to a particular area. In other words, Wayfinding does not create the exciting place – it identifies the exciting place. Downtown Zebulon is increasing its excitement with more retail activity and events. This budget adds funding to the existing Branding Project to install the first phase of Wayfinding signs downtown.

⁴ Details found in the Community and Economic Development Requested Budget, the Planning Department Requested Budget, and the Parks and Recreation Requested Budget.

Historically, the overall health of cities is influenced by the broad criteria of place, commerce, and safety.⁵ Planning for the growth of a community influences these criteria in differing ways. Place, or commitment to place, is fueled by a feeling that citizens have a stake in meeting a community's needs. The Comprehensive Transportation and Land Use Plans, and the Parks and Recreation Master Plan, are means to understand and deliver what Zebulon's residents want for a vibrant, sustainable, and safe future. The FY '21 Budget continues funding to complete these plans. The following projects are examples to address Zebulon's commerce and safety needs.

Intersection and Road Improvements

Transportation both provides the backbone to a prosperous economy, and impacts the safety and health of the community. Improving area intersections will address issues related to commerce and safety. The two-lane roads extending outward from a central point in downtown Zebulon into the countryside provided a reliable means for farmers to bring their goods to market. As these farms transition into subdivisions, this farm-to-market road network will not support the new traffic patterns and volumes. This breakdown will occur first at intersections in the network. The FY '21 Budget funds intersection improvements at the intersections of Arendell @ Dogwood, Arendell @ Pearces, Arendell @ Green Pace, and Shepard School @ Old Bunn.

Fire Station

Progress on a new home for the Fire Station continues in the FY '21 Budget. Funds previously budgeted to purchase land for the station's new home are rolled forward. While the vetting process of finding a suitable location for all parties continues (Zebulon FD and Wake County EMS), this budget also funds the Town's portion of the design effort in order to allow a quick transition to the next phase of this project.

⁵ Kotkin, Joel. The City: A Global History. New York: Random House, 2006

Information Technology: work smarter, not harder

Many of Zebulon's internal operations follow a labor-intensive service delivery model. This model is a reflection of the Town's history of delivering service to a relatively small and centrally located residential population, and an industrial tax base that did not require routine service delivery. As the Town grows and becomes more residential, supporting this model by adding more and more staff is not sustainable. Where possible, we need to adopt technology to allow our existing staff to work more efficiently and effectively. The FY '21 Budget funds the following programs to meet the needs of a growing residential community.

Virtual Plan Review

The number of site plans submitted annually is at levels never seen in Zebulon's history. The current practice of physically receiving, distributing, reviewing, collaborating, and returning these plans is inefficient and ineffective. This inefficiency and ineffectiveness is compounded as plans are re-submitted for follow-up review. Staff is taxed to complete accurate and timely reviews. Understandably, additional positions related to plan review were submitted for consideration in the FY '21 Budget process. Instead, the FY '21 Budget includes funds to install a virtual plan review program.

Work-Order System

Like most small towns, Zebulon grew its Information Technology (IT) infrastructure piece-meal as demand dictated. This led to the organization meeting these demands on a department-by-department basis. As the organization continues its transition to a cohesive and unified town-wide approach to IT, the support and maintenance of this infrastructure is necessary through a work-order system. This work-order system could also serve as the foundation to allow residents the opportunity to submit and track other maintenance requests in the future.

Wake County is growing by 62 people per day and 64% of this growth comes from those who relocate from outside the County⁶. While Zebulon will only experience a proportional share of this population growth, it will experience an equal share of the population diversification. Zebulon's ability to preserve and share its unique small-town feel as "The Town of Friendly People" while mixing different perspectives and cultures, will rest largely on its ability to: connect citizens to each other, deliver helpful and meaningful services, and educate and engage citizens in civic responsibilities and local governance.

North Arendell Sidewalk Project

Sidewalks are both the means for pedestrians to interact with each other, and to connect with businesses and services throughout the surrounding community. While these interactions and connections appear "lowly, un-purposeful and random ... sidewalk contacts are the small change from which a city's wealth of public life may grow."⁷ This budget transitions away from funding greenways and concentrates more on sidewalk construction. Specifically, how to complete missing links in the sidewalk network, and how they connect residents with commercial areas. The FY '21 Budget adds to this existing project by extending its limits and including pedestrian safety features.

Community Events and Gathering Places

Feedback from the Zebulon 2030 Strategic Plan process unveiled the community's desire for "more events and celebrations". Attendance and commentary at past events, such as Zebulon Night Out and the Tree Lighting Festival, have validated that feedback. The FY '21 Budget supports both Town and privately organized events. As discussed in the 2020 Retreat, it isn't necessary or feasible for the Town to sponsor all events, but it should be in a position to help other organizations (e.g. non-profits, private business) navigate what is necessary to develop their own events open to the public.

⁶ Desormeaux, Joe. "Effects of Growth on Site Selection & School Design." Zebulon Planning Retreat, Rose Hill Plantation, 23 Feb. 2018

⁷ Jacobs, Jane. The Death and Life of Great American Cities. New York Random House 1961

Community Engagement

This budget expands upon the existing community engagement modules (e.g. The Police Experience, Fire House) by offering citizens the opportunity to participate in Planning, Parks and Recreation, and Administration/Budgeting modules. We eagerly anticipate this year we'll recognize the first graduates of the Wakelon School Citizen's Academy. This budget also continues popular civic-oriented programs for our teen-aged citizens such as Youth Council and Fire Explorers (four of our earliest Fire Explorers are now volunteer firefighters).

Farm Fresh Market

The Farm Fresh Market not only continues to operate as a meeting place for residents and a means for vendors to enter a marketplace with no overhead costs, it also serves a *Small-Town Life* goal by connecting all participants with Zebulon's agrarian past. Entering its sixth year, the Market is testing out a new location to bring more people downtown and generate foot-traffic for the nearby businesses, as well as, take advantage of foot-traffic from nearby businesses to generate more sales for the vendors. The FY '20 Budget targets funds exclusively to the Farm Fresh Market and funds Special Events separately.

SUMMARY

The FY 2021 Budget is balanced in accordance with the N.C. State Statutes and advances on goals expressed within each Focus Area of the Zebulon 2030 Strategic Plan.

As always, Staff did an incredible job creating the budget placed before you. Their work started before Thanksgiving at the annual Staff Retreat. Over the subsequent five-months they collectively put forth thousands of hours developing and refining the budgets that represent the Requested Operating Budget. More impressively, they worked collaboratively across departments to prioritize the community's most pressing needs against the constraints of the community's financial resources in developing the Requested Capital Budget. In, and of, itself I believe this annual feat performed by the Zebulon Staff is a remarkable and exemplary representation of public service.

More remarkable still was Staff's ability and resolve to develop this budget while simultaneously re-structuring this organization to effectively respond to the COVID-19 pandemic. The COVID-19 pandemic did not scale its impact to the size of an organization, and the members of our small organization operating within tight margins modified schedules, changed workplace locations, served in roles and functions completely different than their training and experiences, and assisted departments outside of their own in order to holistically deliver service as the Town of Zebulon. I am indebted to them and they humble me by their commitment to public service.

Thank you in advance for the sincere and thoughtful work you will put forth in adopting a FY '21 Budget Ordinance that best meets the future needs of the citizens of Zebulon. Thank you also for your work to reassure and reach-out to your citizens as we navigated these turbulent times. We could not do this work without you.

Respectfully submitted,

A handwritten signature in blue ink, reading "J. M. Moore II". The signature is fluid and cursive, with the first name "J. M." and the last name "Moore" clearly legible, followed by the Roman numeral "II".

Joseph M. Moore, II, P.E.
Town Manager

MAJOR EXPENDITURES

1. Capital Projects (see Capital Improvement Budget section for details)

- Streets and Thoroughfares
 - + Intersection Improvements

- Greenways, Bicycles, and Pedestrians (aka “Walk Zebulon”)
 - + N. Arendell sidewalk

- Stormwater
 - + Vance Street

- Fleet and Equipment Management Fund
 - + Vehicle replacements

- Service Equipment
 - + Fire/Arson Investigation equipment
 - + Police Body Cameras

- Information Technology
 - + Plan Review Software (idt/Blue Beam)
 - + Work Order system (Dude solutions)
 - + Billing system
 - + Key card access to Town Hall

- Property Management
 - + Fire Station: Design
 - + Police: Warming Kitchen
 - + Five County Stadium waterline work
 - + Automated gate at fueling station

- Community and Economic Development
 - + Alleyway Activation
 - + Town Branding
 - + Downtown Wayfinding

2. Operating Programs

- Administration and Police
 - + Recruiting

Zebulon needs to think and act differently to attract law enforcement officers in a competitive marketplace. This budget offers Basic Law Enforcement and Training scholarships to promising candidates in exchange for a commitment of service.
 - + Career Ladder

Typical for small organizations with few supervisory positions, Zebulon does not have many opportunities for employees to advance their career. The Career Ladder is a program of interim steps between front-line employees and their supervisors. The intent of the program is to offer employees an opportunity to develop their leadership skills and earn more pay, while at the same time creating a pool of candidates for the organization to consider when supervisory positions become available.
- Parks and Recreation
 - + Parks and Recreation Assistant

The addition of more special events, program registrations, and the growth of the Farm Fresh Market were all reasons to support this position in the budget. This position is seen as an investment to help reinvigorate our local economy as quickly as possible. Additionally, the response to the COVID-19 event revealed the Town's need for a consistent and dedicated Public Information position. This position will develop and distribute community information pieces promoting Parks and Recreation programs as well as the programs and initiatives of other Town departments.
- Community and Economic Development
 - + Business Retention and Expansion

Local business accounts for 70% to 80% of job creation and economic growth. This budget funds the Chamber's oversight of the Town's Business Retention and Expansion program (BRE).
 - + Downtown Associate Program Coordinator

Having been accepted into the program, the Town will now invest in the personnel (Main Street Coordinator) and programs (e.g. Main Street Annual Conference) necessary to fully matriculate into the Main Street Program.

REQUESTS NOT PROPOSED

1. Detective

The shortfall in revenue forced deferment of this position. We will continue to utilize patrol officers, who rotate onto the Detective Division every six-months, to alleviate some workload. The temporary assignments also develop new and valuable skill-sets for the patrol officers.

2. Development Review Engineer

Our volume of development review has picked up substantially in the Planning Department and we should expect our contracted services for engineering review and assistance to increase as well. Additionally, the need for more project management and technical expertise has increased in the Public Works Department as more capital projects are designed and transition to construction. While the revenue shortfall delayed this decision, we may be approaching the need for a stand-alone Engineering Department to address the needs seen in Planning and Public Works.

3. Equipment Operator

The request is tied to a concern that a quickly growing Stormwater infrastructure network needs to be coupled with staffing to adequately maintain that infrastructure. The revenue shortfall prevents acting on this request this year, but we'll use this time to evaluate if the contracting of parks maintenance can free up staff to work on storm-water maintenance.

4. Parks Maintenance

The composite of part-time employees is inadequate to maintain our comparatively expansive park system. Currently, field maintenance is accomplished when positions, such as Athletic Coordinator, pull away from their core duties. The revenue shortfall prevented the filling of this position.

5. Part-Time Customer Service Technician

The request is tied to a concern full-time staff are being pulled into low-skill tasks arising from a growing customer base. We'll continue to monitor this growth through the Public Works Quarterly Reports and assess when, and how best, to meet this need.

6. Patrol Officer

With several pending retirements and vacancy due military leave, this position needs to be filled. This budget allocates funds to allow a mid-year hiring.

7. Permit Technician

As stated previously, the volume of permit activity is overwhelming staff and leading to longer turn-around times. The implementation of plan review software may stave-off this request for one-year.

MAJOR REVENUES

1. Property Tax

Property Classification	Actual Tax Value (FY 19)	Projected Value (FY 20)
Real Property (e.g. land, buildings)	\$623,000,000	\$842,000,000
Personal Property (e.g. equipment, vehicles)	\$470,000,000	\$561,400,000

- Property Tax Rate = 55¢ / \$100 valuation [“Revenue Neutral Rate” is 54.3¢/\$100]
 - Operating Tax Rate = 47.6¢ / \$100 valuation [“Revenue Neutral”]
 - Capital Tax Rate (7.4¢ / \$100 valuation) [0.7¢ added to replace Stormwater Fee]
 - Expected Collection Rate ~ 98.75%
2. Unrestricted Intergovernmental
- Sales Tax (generally retail sales, an indicator of business activity)
 - + Total (retail sales across state (Article 39, 40, 42, & 44) ~ \$1.0545M
 - + Article 39 only (retail sales within Wake County) ~ \$477,000
 - + Reinvested growth of Article 39 back into local Econ. Develop. programs
 - Franchise (state levied tax on utilities (ex. electric, gas) ~ \$640,000
3. Restricted Intergovernmental (revenue restricted to specific use)
- Powell Bill (gasoline tax) ~ \$129,500 [growth of \$3,500]
 - Wake County Fire Tax (fire protection outside Town) ~ \$592,000 [unchanged]
 - PEG (public access programming) ~ \$54,000 (contract with “PEG Media”)
4. Permits and Fees
- Zoning Permits and Fees ~ \$150,000
 - Inspection Fees ~ \$120,000

5. Sales and Service

- Refuse Collection ~ \$550,000 [renewed contract, same service levels]
- Recreation ~ \$85,000 [drop]
- Stormwater Fees ~ \$0 [fee rolled into Property Tax Rate]
 - + This fee was created as a funding source to address mandates of the National Pollutant Discharge Elimination System (a Clean Water Act program to reduce pollution of waterways by stormwater runoff).
 - + These fees were dedicated towards capital Stormwater projects and did not represent an exchange for service (such as Sanitation and Recreation).

6. Utility Rates and Charges (pass through to Raleigh)

- The Merger Agreement requires another utility rate increase of 5.5% to repay debt to the City of Raleigh by 2024.
- Average utility bills in Town represent 2% of Median Household Income.
- Zebulon's utility rates will continue to increase annually unless more customers are added.
- The Board authorized negotiations with Raleigh staff to develop options to pay-off this debt sooner.
- These options will come before the Board this calendar year.

7. Savings

- General Fund's Fund Balance Allocation
 - + Unassigned = \$350,000 (Fire Station design)
 - + Assigned = \$1.06M (rolled over unspent funds on current projects)
 - + Committed = \$115,000 (used savings from reserve accounts)
- Unassigned Fund Balance ~ \$6.790M⁸
- Fund Balance Percentage ~ 68.5%
 - + Town Policy requires 50%
 - + AAA Bond Rating requires 30%
 - + State mandate 8%

⁸ *Comprehensive Annual Financial Report of the Town of Zebulon (fiscal year ending June 30, 2019)*

8. Debt

Project	FY '21 Payments	Retirement Date
Municipal Complex	\$296,000	FY 2029
Building Maintenance: ZMC HVAC, ZMC & Police Fire Alarm, Fire Dept. Roof, PW Radio System	\$49,600	FY 2023
Swaploader	\$54,000	FY 2021
Fire Ladder*	\$91,000	FY 2034
Fire Engine*	\$84,000	FY 2026
* The debt for this equipment is paid out of the "capital" portion of the property tax rate.		

BUDGET CYCLE PHASES

1. Preparation (concludes at Budget Presentation)

- Oct. 29, 2019: Budget Schedule handed out
- Nov. 4, 2019: Comprehensive Annual Financial Report delivered to Board
- Nov. 26, 2019: Budget Kickoff at Management Team Retreat
- Jan. 10, 2020: Strategic Plan Grant applications posted
- Jan. 31, 2020: Operating Budget requests due
- Feb. 10, 2020: Strategic Plan Grant applications due
- Mar. 2, 2020: Capital Budget requests due
Non-Profits present Strategic Plan Grant applications
- May 20, 2020: Budget presented to Board and general public
- May 21, 2020: Budget distributed for public review and comment

2. Legislative Adoption (concludes at Budget Ordinance Adoption)

- June 10: Work-Session #1
 - Community and Economic Development
 - Property Management
 - Walk Zebulon
- June 17: Work-Session #2
 - Fleet Management
 - Streets and Thoroughfares
 - Information Technology
 - Public Safety
- June 22: Public Hearing, Budget Ordinance adoption permitted
- July 1: Statutory deadline to adopt Budget Ordinance

3. Implementation (concludes with encumbrances and disbursement of funds)

- July ~ August

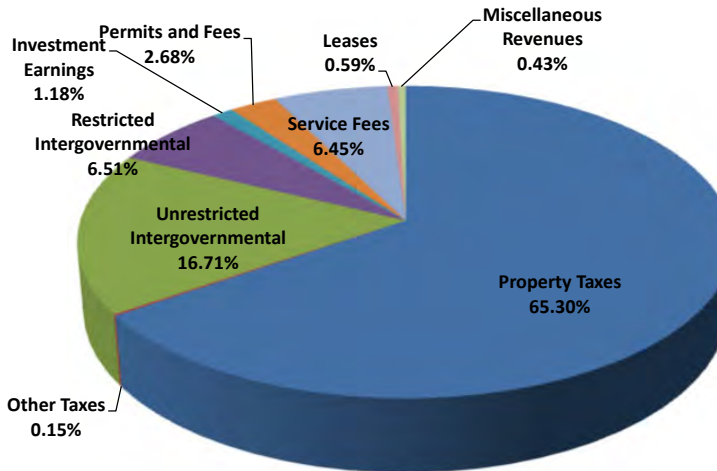
4. Summary (concludes with *Comprehensive Annual Financial Report* presentation)

- May – October: Auditor field visits, interviews, and reports
- Presentation: Typically the Board of Commissioner meeting in November

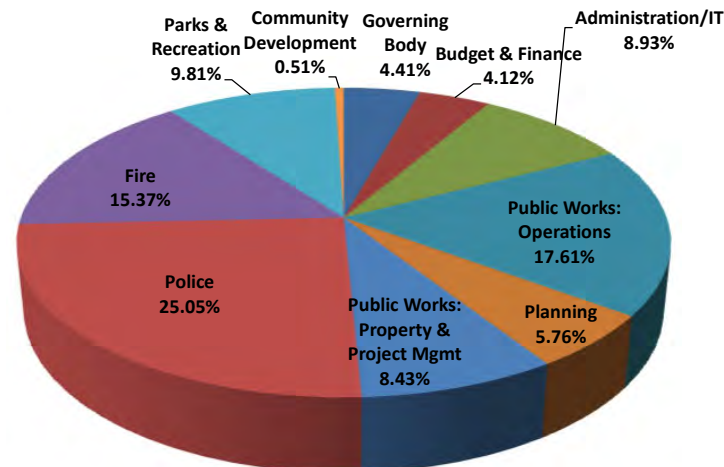
Town of Zebulon General Fund Budget at a Glance
Fiscal Year 2020-2021

Revenues	FY 2021
Property Taxes	\$ 6,614,800
Other Taxes	\$ 15,500
Unrestricted Intergovernmental	\$ 1,692,600
Restricted Intergovernmental	\$ 659,300
Investment Earnings	\$ 120,000
Permits and Fees	\$ 271,500
Service Fees	\$ 653,000
Leases	\$ 59,500
Miscellaneous Revenues	\$ 44,000
Total Operating Revenues	\$ 10,130,200

Capital Revenues	
Installment Financing Proceeds	\$ -
Property Tax (Dedicated & Growth)	\$ 1,005,000
Fund Balance Appropriation	\$ 1,410,000
Sales Tax	\$ 50,000
Wake County Fire (County Cost Share)	\$ 48,200
Stadium Capital Reserve	\$ 20,000
Capital Reserve Appropriation	\$ 13,000
Streets Capital Reserve	\$ 133,000
Motor Vehicle Tax	\$ 95,000
Stormwater Capital Reserve	\$ 4,000
Development Fees	\$ 470,000
Powell Bill	\$ 127,000
Grants	\$ 50,000
Total Revenues & Other Financing Sources	\$ 13,555,400



Operating Expenditures (Recommended)	FY 2021
Governing Body (410)	\$ 431,094
Budget & Finance (420)	\$ 403,250
Administration/IT (430)	\$ 873,530
Contract Services/Taxes (450)	\$ -
Stadium (470)	\$ -
Planning (490)	\$ 563,407
Public Works: Property & Project Management Division (500)	\$ 824,140
Police (510)	\$ 2,450,393
Public Works: Operations Division (520)	\$ 1,722,751
Fire (530)	\$ 1,503,464
Streets (560)	\$ -
Powell Bill (570)	\$ 2,500
Sanitation (580)	\$ -
Stormwater (590)	\$ -
Parks & Recreation (620)	\$ 959,971
Community & Economic Development (690)	\$ 50,000
Total Operating Expenditures	\$ 9,784,500
Total Prior Existing Debt Service	\$ 345,700
Total Operating & Debt Service Expenditures	\$ 10,130,200
Total Capital Expenditures	\$ 3,425,200
Total New Debt Service	\$ -
Total Expenditures	\$ 13,555,400



ORDINANCE 2020-56

Town of Zebulon Fiscal Year 2020-2021 Budget Ordinance

BE IT ORDAINED, consistent with North Carolina General Statutes, Chapter 159-13, that on June 22, 2020, the Board of Commissioners for the Town of Zebulon approved the operating budget for Fiscal Year 2020-2021. Certain other authorizations and restrictions also are adopted.

Section I. Levy of Taxes.

An Ad Valorem tax rate of \$0.55 per \$100.00 assessed valuation for taxable property listed as of January 1, 2020 is hereby established as the tax rate for the Town of Zebulon for Fiscal Year 2020-2021. Under authority of NC General Statute 20-97, an annual license tax of \$30.00 is levied on each vehicle in the Town of Zebulon.

Section II. General Fund.

A. Anticipated Revenues & Funding Sources

Property Taxes-Current Year	\$7,579,300
Property Taxes-Prior Years	29,500
Tax Penalty & Interest	11,000
Rental Vehicle Taxes	15,000
Privilege License Taxes	500
Motor Vehicle Decal Fees	95,000
Wake County Sales Tax -1 Cent (Article 39)	477,000
Wake County Sales Tax – ½ Cent (Articles 40 & 42)	428,500
Wake County Sales Tax – ½ Cent (Article 44)	149,000
NC Utilities Franchise Taxes	640,000
NC Video Programming Taxes	26,900
NC Beer & Wine Taxes	21,200
PEG Channel Funds	54,000
NC Powell Bill Funds	129,500
Wake County Fire Tax Distribution	640,200
Additional Fire Tax Revenue	7,500
NC Department of Commerce Rural Econ. Dev. Grant	50,000
Solid Waste Disposal Tax Distribution	3,300
Interest Earnings-General Fund	120,000
Officer & Jail Fees	1,500
Zoning Permits & Fees	150,000
Street & Sidewalk Inspection Fees	60,000
PW Inspection Fees	20,000
Fire Inspection Fees	40,000
Report Fees	1,000

Industrial Dr Traffic Control-Nomaco	6,000
Industrial Dr Traffic Control-EW Academy	6,000
Refuse Collection Fees	555,000
Youth Athletic League Fees	25,000
Adult Athletic League Fees	2,000
Recreation Program Sponsorships	4,000
Recreation Class Fees	20,000
Park Facility Rental Fees	10,000
Farmers Market Vendor Fees	1,000
Community Center Rental Fees	15,000
Recreation Camp Fees	8,000
Lease Payments-Stadium	4,500
Lease Payments-Cell Towers	55,000
Miscellaneous Revenues	10,000
Wake County ABC Distribution	34,000
Transportation Impact Fees	140,000
Fund Balance Appropriation	1,910,000
	<hr/>
Total Revenues & Funding Sources	\$13,555,400

B. Authorized Expenditures

Governing Body	
Operating	\$431,094
Budget & Finance	
Operating	403,250
Capital	9,000
Administration	
Operating	873,530
Capital	30,500
Planning	
Operating	563,407
Capital	316,500
Public Works – Property & Project Management	
Operating	837,140
Capital	935,000
Debt Service	339,840
Police	
Operating	2,467,593
Capital	170,000

Public Works - Operations	
Operating	1,722,751
Capital	325,000
Debt Service	54,000
Fire	
Operating	1,517,464
Capital	954,000
Debt Service	180,860
Powell Bill	
Operating	2,500
Capital	127,000
Parks & Recreation	
Operating	959,971
Capital	135,000
Community & Economic Development	
Operating	50,000
Capital	150,000
	<hr/>
Total Expenditures	\$13,555,400

Section III. N. Arendell Avenue Capital Project Fund.

A. Anticipated Revenues & Funding Sources

Transfer from General Fund	<u>\$130,000</u>
Total Revenues & Funding Sources	\$130,000

B. Authorized Expenditures

Right-of-way Acquisition	\$110,000
Engineering Design	<u>20,000</u>
Total Expenditures	\$130,000

Section IV. Fee Schedule

There is hereby established for Fiscal Year 2020-2021 a schedule of various fees, penalties, privilege license taxes, and fines as included as an attachment to this ordinance as an appendix.

Section V. Authorized Positions.

There is hereby established for Fiscal Year 2020-2021 a schedule of authorized full-time positions for the Town of Zebulon. Positions established are initially established by the annual budget ordinance. Changes to this schedule may occur during the fiscal year, as authorized by the Town Manager, including but not limited to position changes during the year.

Section VI. Salary Schedule.

There is hereby authorized for Fiscal Year 2020-2021 a 1.65% adjustment to the Town's salary schedule. Changes to this schedule may occur during the fiscal year, as authorized by the Town Manager, including but not limited to grade and position changes during the year.

Section VII. Purchase Orders.

All purchase orders will be pre-audited in accordance with the Local Government Budget and Fiscal Control Act and issued on all purchases over \$2,000.00.

Section VIII. Special Authorizations-Budget Officer.

- A. The Budget Officer or his/her designee shall be authorized to reallocate operational appropriations within a department and between departments within a fund up to \$5,000.00 as deemed necessary. These reallocations shall be reported to the Board at the first regularly scheduled meeting of the month.
- B. Interfund transfers established by this ordinance may be accomplished without additional approval from the Board.
- C. The Budget Officer shall be authorized to hire personnel in positions authorized by the Board and to set the compensation in accordance with the Salary Schedule and the Personnel Policy.
- D. The Budget Officer shall be authorized to award merit increases to employees as deemed appropriate after consultation with appropriate personnel, in accordance with the Salary Schedule and the Personnel Policy.

Section IX. Restrictions-Budget Officer.


- A. Reallocations between operational appropriations within a department and between departments in excess of \$5,000.00 shall require Board authorization.
- B. Reallocations between operational appropriations and capital appropriations within and between departments and reallocations between capital appropriations within and between departments shall require Board authorization.
- C. Interfund transfers, except as noted in Section VIII, Item B, shall require Board authorization.
- D. The utilization of any unappropriated fund balance shall require Board authorization.

Section X. Utilization of Budget Ordinance.

This ordinance shall be the basis of the financial plan for the Town of Zebulon during the Fiscal Year 2020-2021. The Budget Officer shall administer the budget and shall insure the operating officials are provided guidance and sufficient details to implement their appropriate portion of the budget. The Budget & Finance Department shall establish and maintain all records which are in consonance with this ordinance, and the appropriate statutes of the State of North Carolina.

Adopted this 22nd day of June, 2020 and effective July 1, 2020.



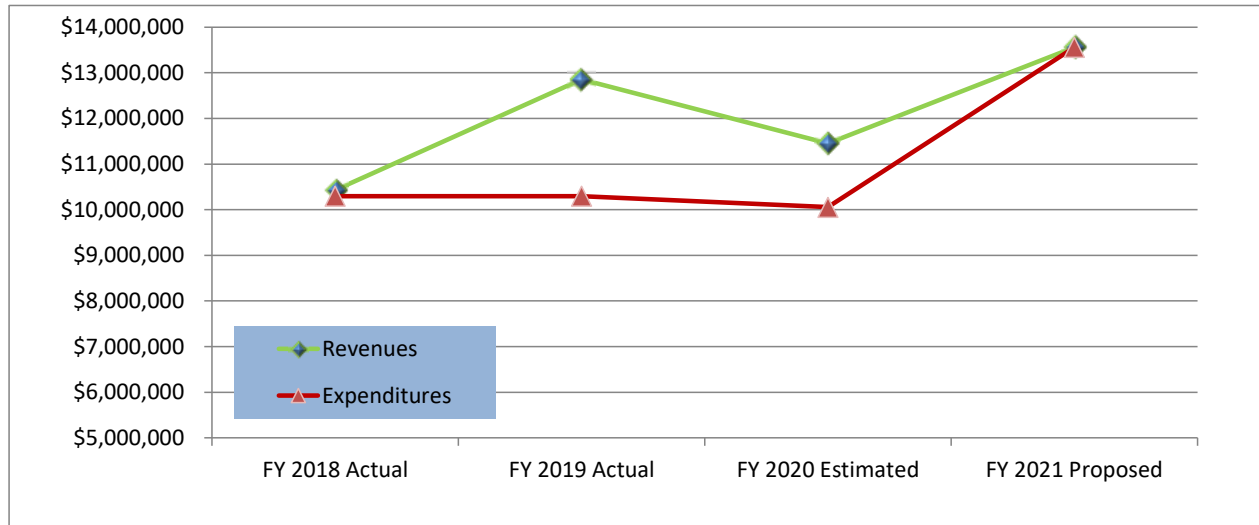

Robert S. Matheny—Mayor


Lisa M. Markland, CMC—Town Clerk

**Town of Zebulon Budget Summary
Fiscal Year 2020-2021**

Revenues & Outside Financing Sources	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Proposed
General Fund	\$ 10,431,499	\$ 12,852,652	\$ 11,451,850	\$ 13,555,400
	-	-	-	-
Total Revenues	\$ 10,431,499	\$ 12,852,652	\$ 11,451,850	\$ 13,555,400

Expenditures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Proposed
General Fund	\$ 10,299,413	\$ 10,299,413	\$ 10,055,790	\$ 13,555,400
	-	-	-	-
Total Expenditures	\$ 10,299,413	\$ 10,299,413	\$ 10,055,790	\$ 13,555,400



Town of Zebulon General Fund Revenue Summary						
Fiscal Year 2020-2021						
	FY 2017 Actual	FY 2018 Actual	FY 2020 Amended Budget	FY 2020 Estimated	FY 2021 Projected	% Increase (Decrease) Budget
Property Taxes	\$ 6,290,575	\$ 6,562,235	\$ 6,766,779	\$ 6,520,168	\$ 6,614,800	-2%
Other Taxes	57,610	60,270	84,500	56,500	15,500	-82%
Unrestricted Intergovernmental	1,658,529	1,817,092	1,796,050	1,770,284	1,692,600	-6%
Restricted Intergovernmental	920,760	874,122	823,540	843,058	659,300	-20%
Private Grants/Contributions	-	7,474	-	7,474	-	0%
Investment Earnings	108,715	219,633	140,000	176,502	120,000	-14%
Permits and Fees	203,794	249,963	261,500	273,205	271,500	4%
Service Fees	760,510	827,173	667,200	783,574	653,000	-2%
Leases	59,055	73,537	59,400	84,589	59,500	0%
Miscellaneous Revenues	81,058	215,570	47,310	94,472	44,000	-7%
Total Revenues	\$ 10,140,607	\$ 10,907,070	\$ 10,646,279	\$ 10,609,827	\$ 10,130,200	-5%
<i>Other Financing Sources for Capital</i>						
Property Tax (Dedicated & Growth)	-	-	-	-	1,005,000	
Transportation Development Fees	-	-	-	-	-	
Fee-in-Lieu	205,183	63,710	-	63,710	-	
Transportation Impact Fees	85,709	181,873	-	140,000	140,000	
Greenway Impact Fees	-	-	-	-	-	
Motor Vehicle Tax	-	-	-	-	95,000	
Capital Reserve Appropriation	-	-	-	-	-	
Wake County Fire (Cost Share)	-	-	-	-	48,200	
Sales Tax	-	-	-	-	50,000	
Stormwater Fee	-	-	-	-	-	
Capital Reserve Appropriations	-	-	-	-	500,000	
Grants	-	-	-	-	50,000	
Powell Bill Appropriation	-	-	-	-	127,000	
Installment Loan Proceeds	-	1,700,000	-	-	-	
Fund Balance Appropriation	-	-	1,932,795	-	1,410,000	
Total Revenues & Other Financing Sources	\$ 10,431,499	\$ 12,852,653	\$ 12,579,074	\$ 10,813,537	\$ 13,555,400	8%

Town of Zebulon General Fund Revenue Budget

Fiscal Year 2020-2021

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimated	FY 2021 Projected	% Increase (Decrease)
<i>Property Taxes</i>						
Property Taxes -- Current Year	\$ 6,275,933	\$ 6,535,528	\$ 6,716,779	\$ 6,427,968	\$ 6,574,300	-2%
Property Taxes -- 1st Prior Year	1,563	11,797	35,000	74,000	25,000	-29%
Property Taxes -- 2nd Prior Year	3,581	3,268	2,000	4,200	2,500	25%
Property Taxes -- 3rd Prior Year	601	294	1,000	750	1,000	0%
Property Taxes -- Other Prior Year	262	611	1,000	750	1,000	0%
Tax Penalty & Interest	8,635	10,737	11,000	12,500	11,000	0%
Total Property Taxes	6,290,575	6,562,235	6,766,779	6,520,168	6,614,800	-2%
<i>Other Taxes</i>						
Local Housing Tax				-	-	0%
Rental Vehicle Taxes	15,889	15,437	15,000	15,000	15,000	0%
Privilege License Taxes	478	500	500	500	500	0%
Motor Vehicle Taxes	41,244	44,333	69,000	41,000	-	-100%
Total Other Taxes	57,610	60,270	84,500	56,500	15,500	-82%
<i>Unrestricted Intergovernmental</i>						
Wake County Sales Tax - 1 Cent (Article 39)	468,326	504,285	515,000	498,000	427,000	-17%
Wake County Sales Tax - 1/2 Cent (Articles 40 & 42)	417,141	455,054	462,000	442,000	428,500	-7%
Wake County Sales Tax - 1/2 Cent (Article 44)	142,724	161,125	160,000	147,500	149,000	-7%
NC Utilities Franchise Taxes	569,948	633,812	610,000	625,000	640,000	5%
NC Video Programming Taxes	28,728	27,578	27,750	27,500	26,900	-3%
Wake County SWLF Distribution	10,890	14,061		9,784	-	0%
NC Beer & Wine Taxes	20,773	21,176	21,300	20,500	21,200	0%
Total Unrestricted Intergovernmental	1,658,529	1,817,092	1,796,050	1,770,284	1,692,600	-6%

Bobby Fitts:
Based on revenue neutral tax rate of \$0.543 + \$0.007 (Stormwater) minus \$0.074 dedicated to capital

Bobby Fitts:
Directed to capital

Bobby Fitts:
Based on Most Conservative NCLM Estimate; less Article 39 \$50,000 to Capital Revenues

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimated	FY 2021 Projected	% Increase (Decrease)
<i>Restricted Intergovernmental</i>						
NC PEG Supplement	\$ 53,515	\$ 54,054	\$ 54,000	\$ 54,054	\$ 54,000	0%
NC Powell Bill Funds	128,099	129,680	126,000	129,680	2,500	-98%
Wake County Reimbursement -- Stadium			-	-	-	0%
Federal Forfeiture Funds			-	-	-	0%
State Forfeiture Funds	229	1,749	-	100		0%
Public Safety Grant		23,782	-	-		-100%
NC DOT Grant (Shepard School Rd)			-	-	-	0%
Wake County Open Space Grant (Greenways)			-	-	-	-100%
NC Department of Commerce (Rural Econ. Dev. Grant)	-	-	-	50,000	-	0%
Bullet Proof Vest Program			-	-	-	0%
Wake County Fire Tax Distribution	728,287	653,531	633,240	598,970	592,000	-7%
Additional Fire Revenue	7,369	7,641	7,000	7,500	7,500	7%
SAFER Grant	-	-		-	-	0%
Parks & Recreation Grant	-	-		-		0%
CAMPO - LAPP Grant				-	-	0%
Wake County-Elect. Recycling Mgt Fund Dist		268		268	-	0%
Wake County-CDBG (Shepard School Rd)				-	-	0%
Solid Waste Disposal Tax Distribution	3,261	3,416	3,300	2,485	3,300	0%
Total Restricted Intergovernmental	920,760	874,122	823,540	843,058	659,300	-20%
<i>Private Grants/Contributions</i>						
United Arts Council Grant	-	5,000	-	5,000	-	0%
NC Dept. of Agriculture (Farmers Market Grant)	-	2,474	-	2,474	-	
Rex Foundation Grant (Parks & Rec)			-	-	-	0%
Total Private Grants/Contributions	-	7,474	-	7,474	-	0%
<i>Investment Earnings</i>						
Interest Earnings	105,418	212,567	140,000	170,000	120,000	-14%
Interest Earnings -- Powell Bill	3,281	7,064	-	6,500	-	0%
Interest Earnings -- Forfeiture Funds	16	2	-	2	-	0%
Total Investment Earnings	108,715	219,633	140,000	176,502	120,000	-14%

Bobby Fitts:
 \$129,500 - 2,500 (Powell Bill Reporting) = 127,000 for street paving

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimated	FY 2021 Projected	% Increase (Decrease)
<i>Permits and Fees</i>						
Officer & Jail Fees	\$ 1,719	\$ 1,838	\$ 1,500	\$ 1,600	\$ 1,500	0%
Civil Citation Fees	340	355		305	-	0%
Civil Citation Fees - State				-	-	0%
Zoning Permits & Fees	154,617	177,172	140,000	155,000	150,000	7%
Code Enforcement Fees	-	-	-	-	-	0%
Street & Sidewalk Inspection Fees	29,651	40,823	60,000	70,000	60,000	0%
PW Inspection Fees	11,021	13,670	20,000	27,000	20,000	
Greenway Inspection Fes	-	230	-	1,800	-	
Fire Inspection Fees	6,445	15,875	40,000	17,500	40,000	0%
Total Permits and Fees	203,794	249,963	261,500	273,205	271,500	4%
<i>Service Fees</i>						
Report Fees	1,222	1,386	1,000	1,200	1,000	0%
Industrial Dr Traffic Control Contribution-Nomaco	6,000	6,000	6,000	6,000	6,000	0%
Industrial Dr Traffic Control Contribution-EW Academy	6,000	6,000	6,000	6,000	6,000	0%
Police/Fire Off-duty Work Reimbursement	16,507	35,053	13,780	17,133		
Refuse Collection Fees	445,198	470,114	520,000	459,800	555,000	7%
Stormwater Fees	111,914	113,554		112,000	-	
Cemetery Fees	7,650	8,474		7,600	-	0%
Youth Athletic League Fees	30,909	35,213	30,000	34,500	25,000	-17%
Adult Athletic League Fees	3,150	2,700		2,700	2,000	0%
Recreation Program Sponsorships	7,087	7,354	4,000	7,100	4,000	0%
Recreation Class Fees	20,813	20,119	20,000	19,500	20,000	0%
Park Facility Rental Fees	15,807	23,625	15,000	23,000	10,000	-33%
Farmer's Market Vendor Fees	2,215	2,040	1,000	1,800	1,000	0%
Farmer's Market Sponsorship Fees	4,700	3,100		1,250	-	0%
Farmers Market - EBT Matching Donations	-	1,500	-	1,500	-	0%
Community Center Rental Fees	22,189	20,896	20,000	18,500	15,000	-25%
Recreation Senior Programs	45,069	53,991	18,420	53,991	-	-100%
Recreation Camp Fees	13,080	16,055	12,000	10,000	8,000	-33%
Youth Council Donations	1,000	-	-	-	-	
Municipal Complex Facility Rental	-	-	-	-	-	0%
Total Service Fees	760,510	827,173	667,200	783,574	653,000	-2%
<i>Leases</i>						
Lease Payments -- Baseball	4,239	4,348	4,400	4,347	4,500	2%
Rental Income -- Cell Tower Sites	54,816	69,189	55,000	80,243	55,000	0%
Total Leases	59,055	73,537	59,400	84,589	59,500	0%

Bobby Fitts:
 \$122,000 - \$0.007 of tax rate; eliminate Stormwater fee

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimated	FY 2021 Projected	% Increase (Decrease)
<i>Miscellaneous Revenues</i>						
Miscellaneous Revenues	\$ 14,236	\$ 6,486	\$ 10,000	\$ 6,000	\$ 10,000	0%
Business Registration Fees	\$ -	\$ -	\$ -	\$ -	\$ -	100%
Shop with a Cop Donations	\$ 3,120	\$ 4,668		\$ 4,668	\$ -	
Insurance Proceeds	13,138	10,684	3,310	10,175	-	0%
FEMA Reimbursement (Hurricane Matthew)	-	-	-	-	-	
Wake County ABC Revenue Distribution	36,721	45,791	34,000	45,791	34,000	0%
Centennial Item Sales	25	-	-	15	-	0%
Sale of Materials	4,730	3,758	-	3,739	-	0%
Sale of Buildings			-		-	0%
Sale of Fixed Assets	9,090	144,184	-	24,084	-	0%
Total Miscellaneous Revenues	81,058	215,570	47,310	94,472	44,000	-7%
Total Revenues	\$ 10,140,607	\$ 10,907,070	\$ 10,646,279	\$ 10,609,827	\$ 10,130,200	-5%
<i>Other Financing Sources for Capital</i>						
Property Tax (Dedicated & Growth)			-	-	\$ 1,005,000	
Developer Reimbursements			-	-	-	
Fee-in-Lieu	205,183	63,710	-	63,710	-	
Transportation Impact Fees	85,709	181,873		140,000	140,000	
Greenway Impact Fees	-	-	-	120,000	-	
Lease Purchase Proceeds	-	1,700,000	-	-	-	
Motor Vehicle Tax	-	-	-	-	95,000	
Capital Reserve Appropriation	-	-	-	-	13,000	
Stadium Capital Reserve	-	-	-	-	20,000	
Powell Bill (Capital Portion)	-	-	-	-	127,000	
Wake County Fire (Cost Share)	-	-	-	-	48,200	
NC Department of Commerce Grant	-	-	-	-	50,000	
Sales Tax					50,000	
Transportation Impact Fees Reserve Appropriation	-	-	-	-	330,000	
Stormwater Fee			115,000		-	Incorporated into property tax rate
Stormwater Capital Reserve	-	-	-	-	4,000	
Streets & Thoroughfare Capital Reserve	-	-	-	-	133,000	
Powell Bill Reserve Appropriation	-	-	-	-	-	
Fund Balance Appropriation	-	-	1,932,795	-	1,410,000	
Total Revenues & Financing Sources	\$ 10,431,499	\$ 12,852,652	\$ 12,694,074	\$ 10,813,537	\$ 13,555,400	7%

Bobby Fitts:
Based on tax rate of
\$0.074

Town of Zebulon General Fund Summary Expenditure Budget					
Fiscal Year 2020-2021					
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended
Governing Body (410)	\$ 334,669	\$ 354,712	\$ 426,926	\$ 419,220	\$ 431,094
Budget & Finance (420)	307,441	337,893	355,900	401,750	403,250
Administration/HR/IT (430)	458,097	600,720	1,047,045	905,732	873,530
Contract Services/Taxes (450)	18,665	20,458	22,500	26,000	-
Stadium (470)	45,669	44,763	50,550	61,275	-
Planning (490)	394,353	336,894	542,307	648,507	563,407
Public Works: Property & Project Management Divison (500)	526,280	527,618	761,000	892,040	824,140
Police (510)	1,894,156	2,135,174	2,248,865	2,635,718	2,450,393
Public Works: Operations Division (520)	-	-	-	2,040,060	1,722,751
Fire (530)	1,263,269	1,333,413	1,451,345	1,528,031	1,503,464
Streets (560)	423,285	454,139	564,350	700,055	-
Powell Bill (570)	1,000	26,994	14,368	25,000	2,500
Sanitation (580)	859,104	869,524	1,122,155	1,115,255	-
Stormwater (590)	171,965	175,445	228,430	293,800	-
Parks & Recreation (620)	724,551	799,793	842,936	1,086,564	959,971
Community & Economic Development (690)	19,168	12,197	130,000	97,000	50,000
Total Operating Expenditures	\$ 7,441,673	\$ 8,029,736	\$ 9,808,677	\$ 12,876,007	\$ 9,784,500
Existing Debt Load	746,176	905,186	585,746	345,700	345,700
Proposed Debt Load			-	-	-
Capital Budgeting Expenditures	689,354	2,420,280	2,318,441	3,425,200	3,425,200
Total Expenditures	\$ 8,877,203	\$ 11,355,202	\$ 12,712,864	\$ 16,646,907	\$ 13,555,400

Governing Body Department Budget (410)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 34,442	\$ 35,648	\$ 36,900	\$ 38,400	\$ 38,400	
Professional Services	233,520	261,860	300,000	302,750	315,250	
FICA	3,498	3,542	2,900	3,000	3,000	
Group Insurance	28,196	28,037	37,300	37,200	37,200	
Postage	-	-	500	508	508	
Cell Phones	600	600	600	610	600	
Travel/Training	4,511	3,411	9,600	6,709	6,500	\$1,000 per Commissioner; \$1,500 for Mayor
Equipment Maintenance	620	-	500	508	508	
Materials/Supplies	3,061	3,075	3,076	3,500	3,500	
Elections	6,312	-	9,000	-	-	
Insurance & Bonds	4,668	3,236	4,700	4,778	4,778	
Appointed Board Appreciation	987	-	6,000	3,050	3,050	
Citizen's Academy	-	-	-	2,000	2,000	
Triangle J COG	1,837	1,870	1,900	2,000	2,000	
NCLM	5,478	5,783	5,900	6,000	6,000	
School of Government	-	605	650	700	700	
Strategic Plan Grants	5,000	5,000	5,000	5,000	5,000	
CAMPO	1,790	1,869	2,000	2,100	2,100	
Miscellaneous	149	176	400	407	-	
Total Operating Budget	334,669	354,712	426,926	419,220	431,094	

Bobby Fitts:
 Audit - \$33,000; Legal - \$210,000; Code - \$5,000; Retreat - \$7,000; Mayors Assoc - \$500; Web Maint - \$500



FY 2021 STRATEGIC PLAN GRANT FUNDING REQUESTS
MAY 20, 2020

Topic: FY 2021 Strategic Plan Grant Funding Requests

From: Bobby Fitts, Finance Director
Prepared by: Bobby Fitts, Finance Director

Executive Summary:

The Board will consider Strategic Plan Grant funding requests for Fiscal Year 2021.

Background:

The Town began the non-profit funding application process early this year. Applications were posted on the website and to the Town's social media accounts on January 7, 2020. Seven applications were received by February 10, 2020. At the March 2, 2020 Board of Commissioners meeting applicants were able to make brief presentations to the Board describing what their organization does and how it would use the funding. Those who presented were:

- Dew4Him Ministries, Inc.
- East Wake Education Foundation
- InterAct
- Martin Luther King Jr. Breakfast Committee
- Miss Zebulon Organization
- Preservation Zebulon
- Share His Glory

These groups were evaluated based on the criteria mentioned below in the *Policy Analysis*.

Discussion:

The discussion before the Board is to decide, what, if any, non-profit requests to fund. Total budget of \$5,000 is recommended in the FY '21 budget ordinance. No single award can exceed \$1,000.

Policy Analysis: An analysis was done for each group and they were scored on four questions/categories:

- Is this typically a local government function?
- Does this support or supplement a Town of Zebulon service?
- Does this support a community need identified by resolution or policy?



FY 2021 STRATEGIC PLAN GRANT FUNDING REQUESTS
MAY 20, 2020

- Does the non-profit group focus on one or more of the Town of Zebulon focus areas?

See the attached "***Strategic Plan Grant Scoring Matrix***"

Staff Recommendation:

No staff recommendation is given. Board action is only necessary if grant money is awarded to a non-profit.

Attachments:

1. FY 2021 Non-profit "*Strategic Plan Grant Scoring Matrix*"
2. Dew4Him Ministries, Inc. non-profit application
3. East Wake Education Foundation non-profit application
4. The Family Violence Prevention Center, Inc.; dba InterAct non-profit application
5. Martin Luther King Jr. Breakfast Committee non-profit application
6. Miss Zebulon Organization non-profit application
7. Preservation Zebulon non-profit application
8. Share His Glory non-profit application

Strategic Plan Grant Scoring Matrix

<u>Non-Profit Organization</u>	<u>Is this typically a local government function?</u>	<u>Does this support or supplement a Town of Zebulon service?</u>	<u>Does this support a community need identified by resolution or policy?</u>	<u>Does this support or supplement a Town of Zebulon focus area? If so, which one?</u>
Dew4Him Ministries, Inc.	NO	NO	NO	YES ; Small Town Life & Vibrant Downtown
East Wake Education Foundation	NO	NO	NO	NO
InterAct (The Family Violence Prevention Center, Inc.	NO	YES	YES	YES; Growing Smart
MLK Jr. Breakfast	YES	NO	YES	YES ; Small Town Life
Miss Zebulon Organization	NO	NO	NO	NO
Preservation Zebulon	YES	YES	YES	YES ; Small Town Life & Vibrant Downtown
Share His Glory	NO	NO	NO	YES ; Small Town Life & Vibrant Downtown

Budget & Finance



Debt Management

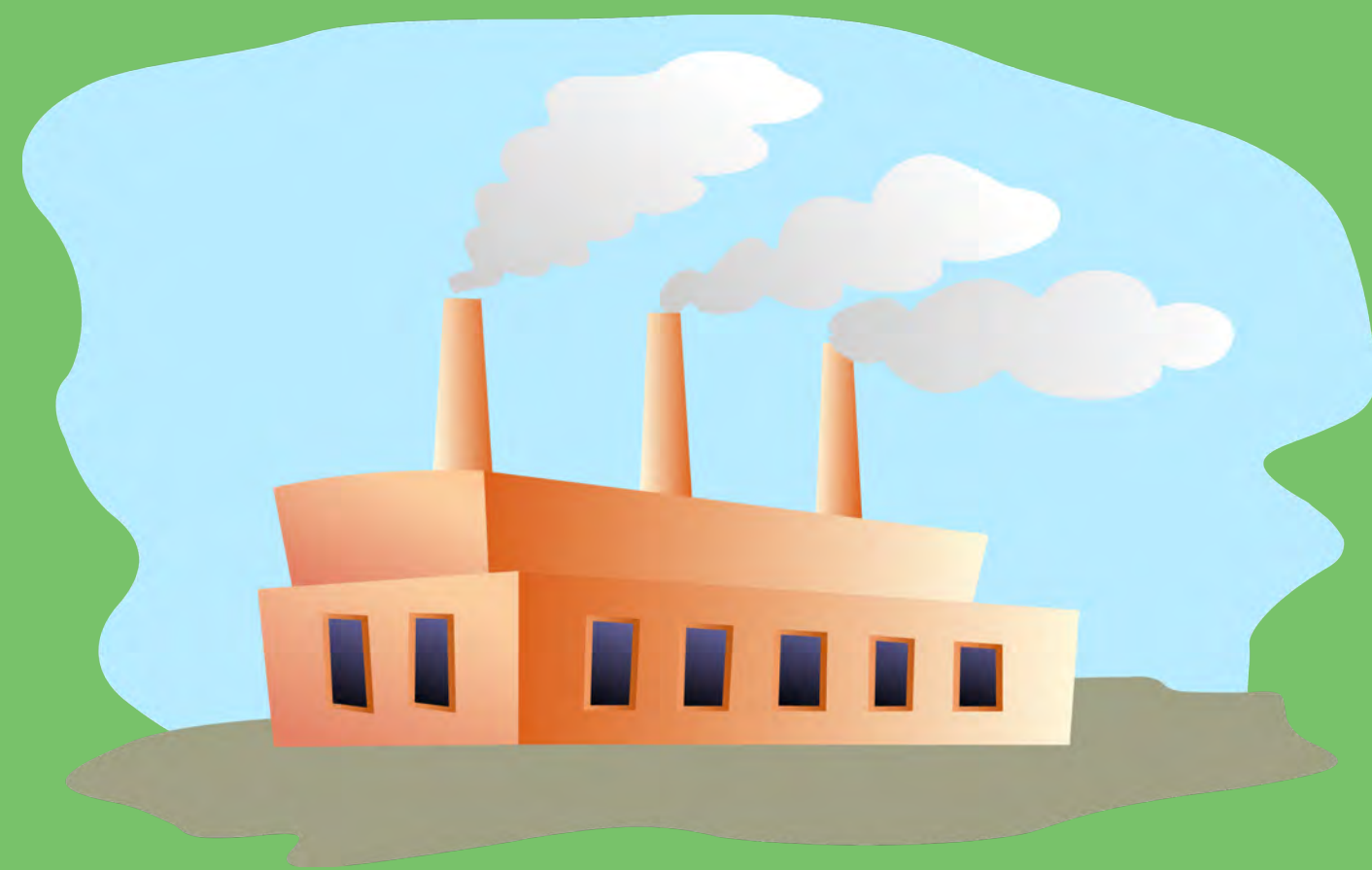
AA-

Standard & Poor's
Bond Rating

Aa3

Moody's
Bond Rating

Approximately 72% of tax
base is commercial



Cash Management

How Your Tax \$ was Spent



- Fire Protection - 27.7 cents
- Police Services - 20.0 cents
- Parks & Recreation - 7.9 cents
- Sanitation Services - 9.6 cents
- General Government - 25.4 cents
- Transportation & Road Maintenance - 7.6 cents
- Stormwater Maintenance - 1.8 cents



Financial Reporting

TOWN OF ZEBULON
NORTH CAROLINA



COMPREHENSIVE ANNUAL FINANCIAL REPORT
For the Fiscal Year Ended June 30, 2019

- *25 consecutive GFOA CAFR Certificate of Excellence in Financial Reporting Awards
- * "Clean" audit opinion

Budget & Finance Department Budget (420)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 175,456	\$ 182,064	\$ 190,000	\$ 201,300	\$ 201,300	
Professional Services	3,781	6,647	8,300	6,800	6,800	
FICA	13,310	13,832	14,800	15,450	15,450	
Group Insurance	15,806	16,046	18,700	18,600	18,600	
Retirement	21,884	23,144	26,600	30,600	30,600	
Unemployment Compensation	362	4,114	2,500	2,500	2,500	
Retiree Insurance Benefits	44,552	51,702	55,000	60,000	60,000	
Postage	1,440	1,440	2,000	2,000	2,000	
Cell Phones	600	600	600	600	600	
Travel/Training	1,115	3,338	3,200	3,500	5,000	Budget Analyst & Payroll Technician training
Equipment Maintenance	-	-	500	500	500	
Advertising	-	-	200	200	200	
Materials/Supplies	3,051	2,358	3,125	3,100	3,100	
Mail Room Supplies	2,977	2,803	3,050	3,100	3,100	
Printing/Copying	4,444	5,817	5,100	5,300	5,300	
Newsletter	-	-	-	-	-	
Computers	-	755	-	-	-	
Contracted Services	13,035	18,961	16,500	16,500	16,500	
Contracted Services (Wake Co. Tax Collection)	-	-	-	26,000	26,000	
Insurance & Bonds	5,589	4,212	5,725	5,700	5,700	
Miscellaneous	38	59	-	-	-	
Total Operating Budget	307,441	337,893	355,900	401,750	403,250	

Administration

Fiscal Year 2020



SUPPORT

Human Resources

- 296 Applications Reviewed
- 16 New Hires/Promotions
- Active Shooter Training
- 5 Appreciation Events

IT Services

- IT Specialist Began
- Replaced 60 Computers
- Replaced Backup Service

Wellness

- Lunch & Learns
- 83 lbs lost in the Maintain Don't Gain Challenge

Elected Officials

- Monthly Meeting Prep
- Coordinate Training
- Develop and Plan Retreats



PARTNERSHIPS

Wake County

- Emergency Operations Center for Dissemination of Information
- Personal Protection Equipment Acquisition and Distribution.
- GRVCB
- Five County Stadium

Management Team

- Committee Work
- Budget Discussions
- Day Long Retreat
- Team Building

Chamber of Commerce

- May Day
- Downtown Tree Lighting
- Economic Development
- Business Retention Program



ENGAGEMENT

Community

- Photo Contest
- Grant Programs - Streetscape and Facade
- Non-Profit Funding

Social Media

- Followers Increased over 74% on Town of Zebulon Site
- Extensive use for timely release of COVID-19 Information

Website

- Updated to Incorporate Recommendations on Functionality
- Added Pages to Provide Additional Information

Our goal is to provide those we work with the means to be successful.

Administration (Mgmt., Clerk, HR, IT, PIO) Department Budget (430)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 209,374	\$ 255,642	\$ 339,000	\$ 352,500	\$ 352,500	
Part-Time Salaries	6,824	1,728	7,894	8,160	8,160	
Professional Services	1,033	2,447	2,563	15,105	15,105	
FICA	16,208	18,848	26,800	27,800	27,800	
Group Insurance	12,851	17,427	24,900	24,800	24,800	
Retirement	25,418	31,837	47,500	53,550	53,550	
Postage	-	179	-	-	-	
Cell Phones	1,414	1,411	2,100	2,735	2,735	
Telephone Service	38,818	44,837	43,800	44,523	44,523	
Travel/Training	8,170	8,331	7,000	8,100	8,100	
Travel/Training - H.R.	1,723	3,330	3,588	3,647	3,647	
Vehicle Maintenance	-	-	-	1,000	1,000	
Appointed Board Appreciation	-	-	-	-	-	Moved to Governing Board
Advertising	150	969	1,500	1,525	1,525	
Fuel Expense	-	-	-	2,000	2,000	
Materials/Supplies	4,621	3,192	4,500	4,574	4,574	
Printing/Copying	4,495	4,795	4,600	4,676	4,676	
Newsletter	-	-	-	-	-	
Computers	-	-	82,000	20,000	20,000	
Materials & Supplies - I.T.	7,503	5,129	9,800	7,624	7,624	
Emergency Radio Conversion	-	-	21,200	-	-	
Contracted Services	3,872	12,569	82,000	40,330	40,330	
Contracted Services - Townwide IT & Phone	54,369	116,662	117,000	118,931	118,931	
Contracted Services - Website	-	6,836	10,000	10,165	10,165	
Insurance & Bonds	292	828	1,000	1,017	1,017	
Miscellaneous	-	-	-	-	-	
Employee Appreciation Program	2,764	5,803	15,700	15,700	15,700	
Wellness Program	3,678	4,103	36,000	33,110	12,000	Eliminating EBSI
Safety Committee	457	33	2,600	8,500	4,000	Reduced training to Chair
Tuition Assistance Program	-	-	10,000	10,165	5,000	\$1,000/year/employee
Vulnerability/Safety Improvements	-	-	10,000	-	-	Incorporated into IT Capital
Branding	-	-	50,000	-	-	Moved to CED Capital
Career Ladder	-	-	30,000	30,495	30,068	
EWTV Partnership	54,063	53,786	54,000	55,000	54,000	Pass through funds
Total Operating Budget	458,097	600,720	1,047,045	905,732	873,530	

Contract Services Department Budget (450)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Wake County Tax Collection - Contract Services	\$ 18,665	\$ 20,458	\$ 22,500	\$ 26,000	\$ -	Moved to Budget & Finance Dept.
Total Operating Budget	18,665	20,458	22,500	26,000	-	



TOWN OF ZEBULON PLANNING DEPARTMENT

What We Do:

The Zebulon Planning Department serves to protect the public health, safety, and welfare in our community by working collaboratively with developers, businesses, homeowners, and citizens. With a customer service focus, we provide guidance through plans, policies, and ordinances designed to assist the Town in growing smart, working to create a vibrant downtown, and maintaining a small-town life.

What We Did:



Unified Development Ordinance adopted and became effective on January 1, 2020. This is the regulatory document replacing the previous Zoning Code and uses a combination of graphics and text to make regulations clear and definable. It also provides for additional development tools to allow the Town to work more effectively with the business and development community.

UNIFIED DEVELOPMENT ORDINANCE

Effective Date 1.1.2020

The Town received confirmation that we will be accepted in to the North Carolina Main Street Program as a Downtown Associate Program. This will open up grants, design assistance, training and other resources for revitalization of our Downtown. This is the first step of a 3 year program to join the full North Carolina Main Street program and be one of the 1200 communities in the United States to be part of the National Main Street Program.



COMPREHENSIVE LAND USE PLAN TRANSPORTATION PLAN

The Town kicked off the process to rewrite the existing Comprehensive Land Use Plan and Transportation Plan. These documents will be used to not only provide direction to developers for the next 20+ years, but will also be used as a marketing document to show the development community and business the direction of the Town. Anticipated completion is Spring 2021.

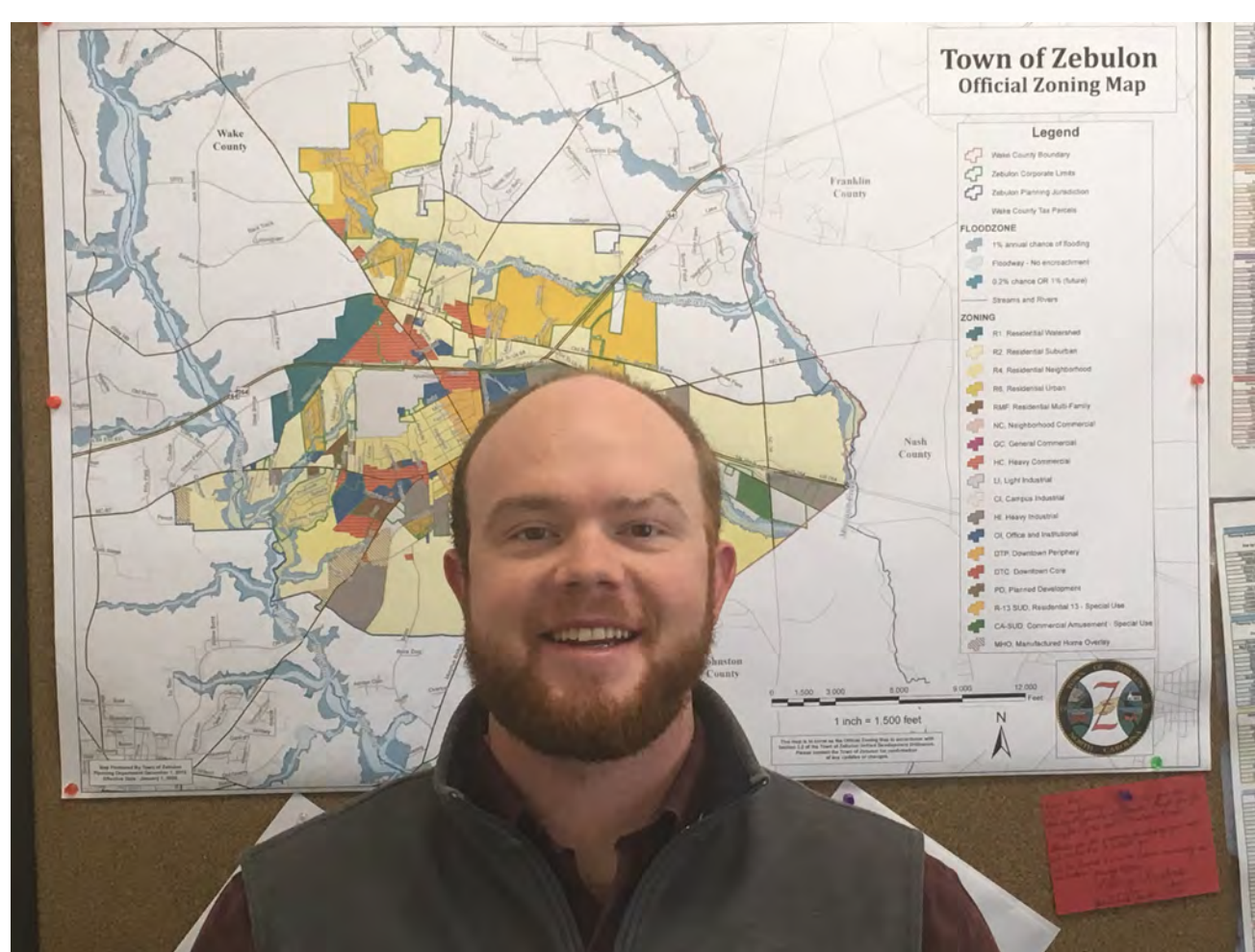
Others:

Improved transparency with an interactive development map

Fully staffed with addition of Planner/GIS Technician

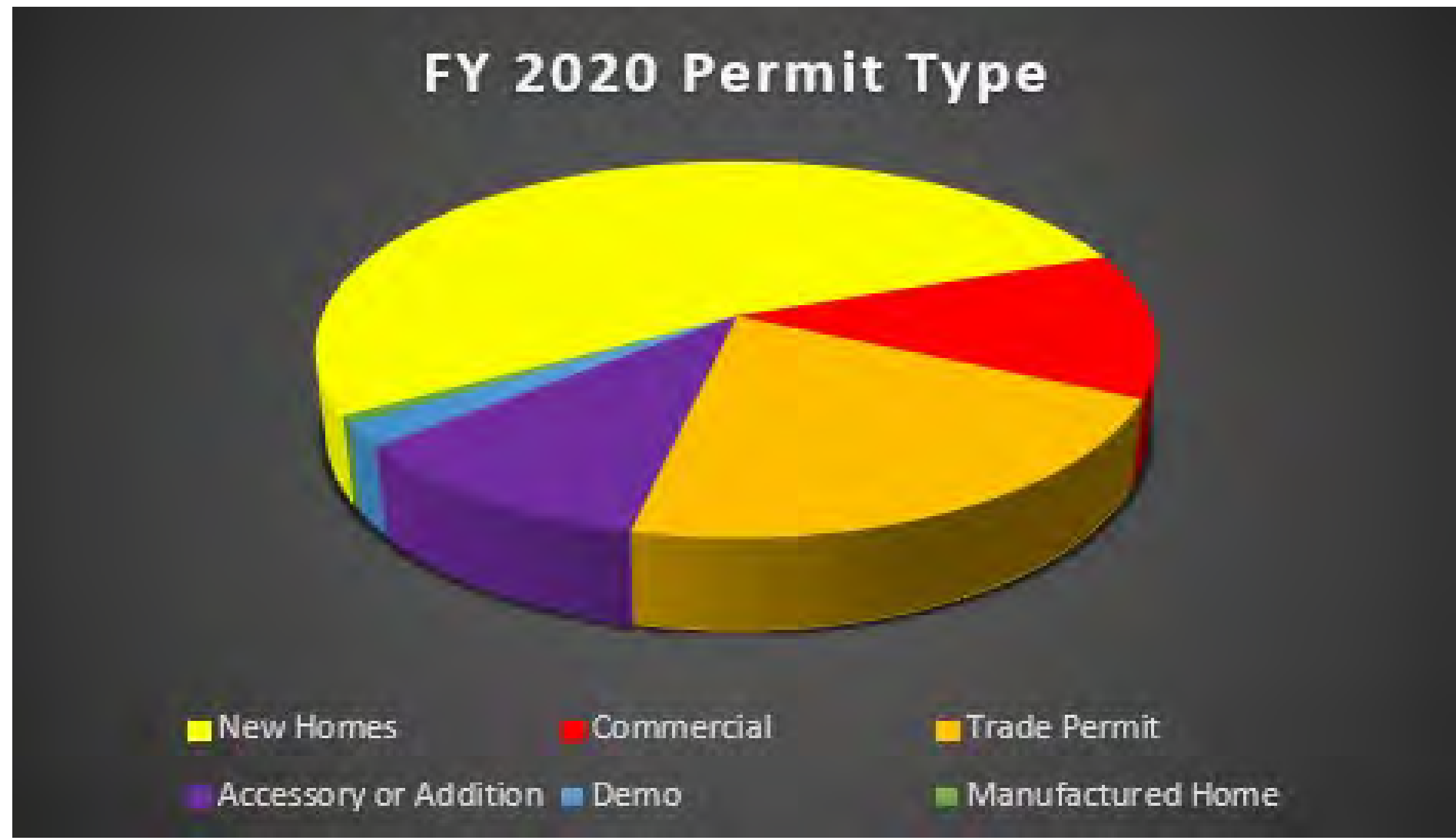
Restructured the code enforcement program for an educational focus as well as an enforcement focus.

Began transitioning into electronic plan review



How We Did:

FY 2020 Permit Activity

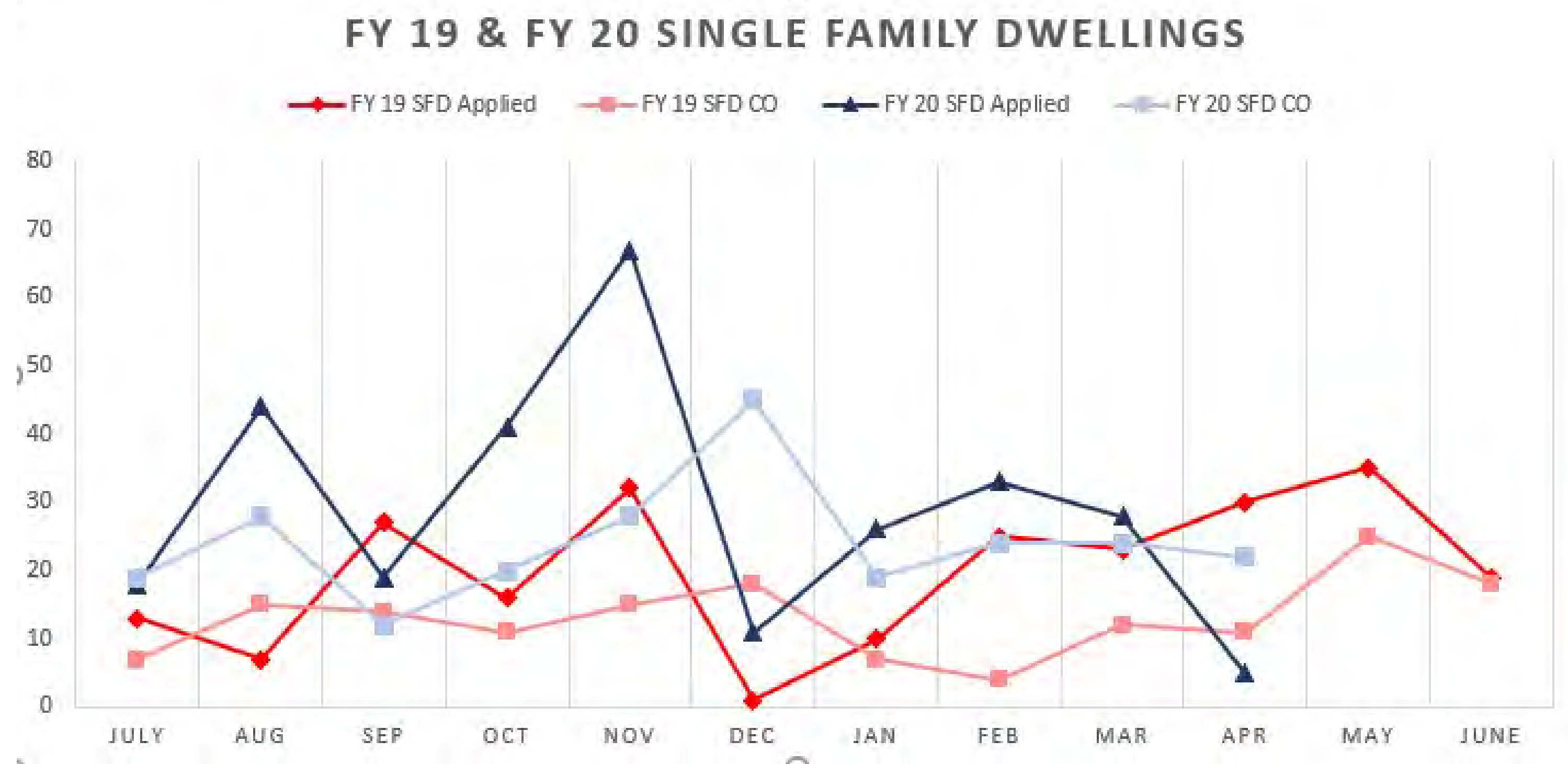


- New Homes: 52.7%
- Trade Permits: 21.5
- Commercial Permits: 12.5%
- Accessory or Additions: 10.5%
- Demo Permits: 2.0%
- Manufactured Homes: 0.7%

Single Family Dwellings:

FY 2019:
238 Applications Received
157 Certificate of Occupancies Issued

FY 2020 (YTD):
292 Applications Received
241 Certificate of Occupancies Issued.

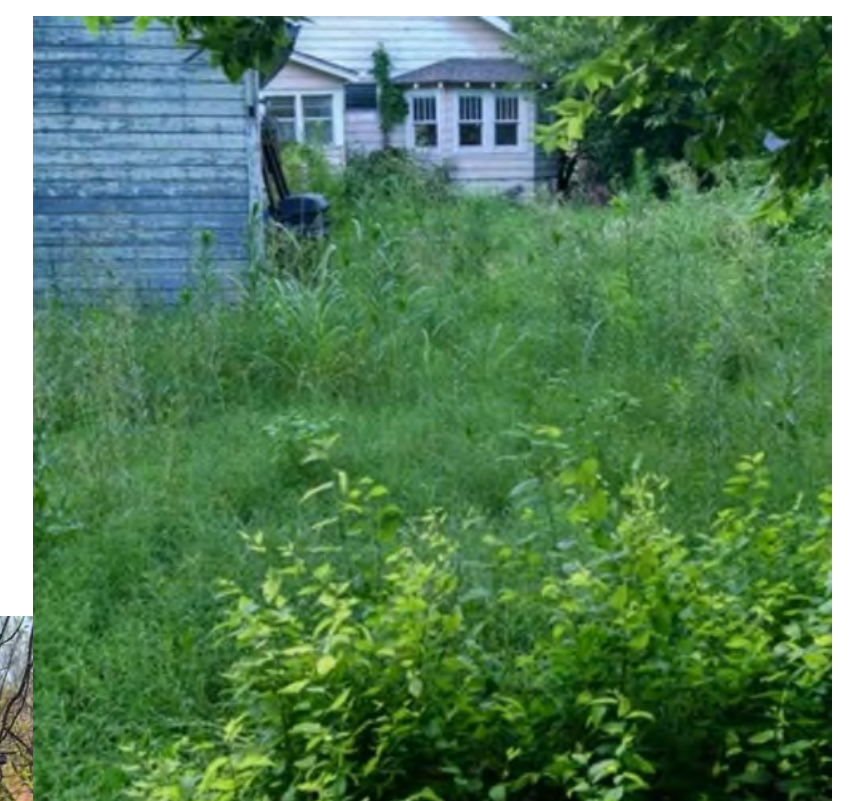
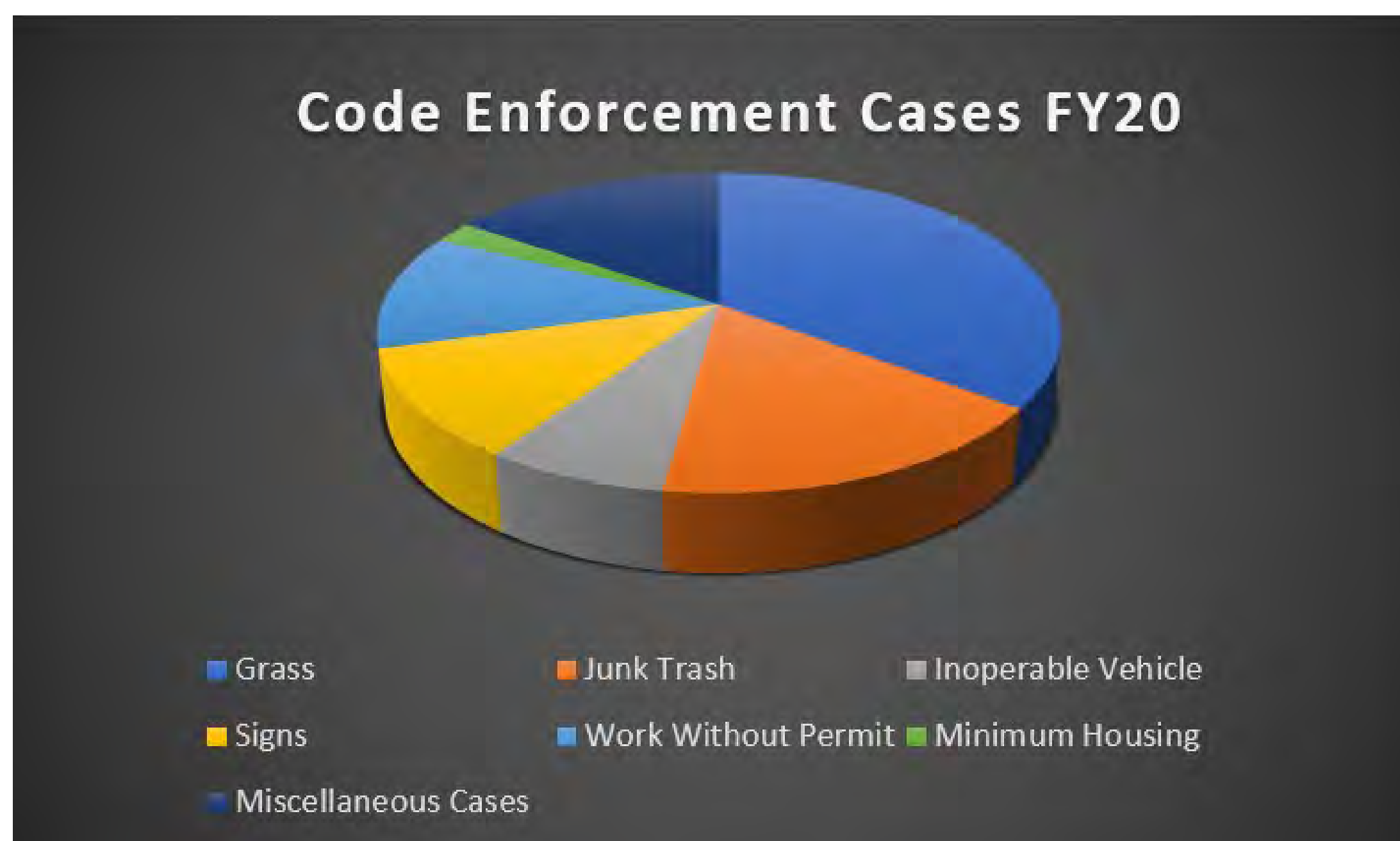


Code Enforcement:

136 Cases in FY20

Grass#1 - 48 Cases

Junk & Trash #2 - 23 Cases

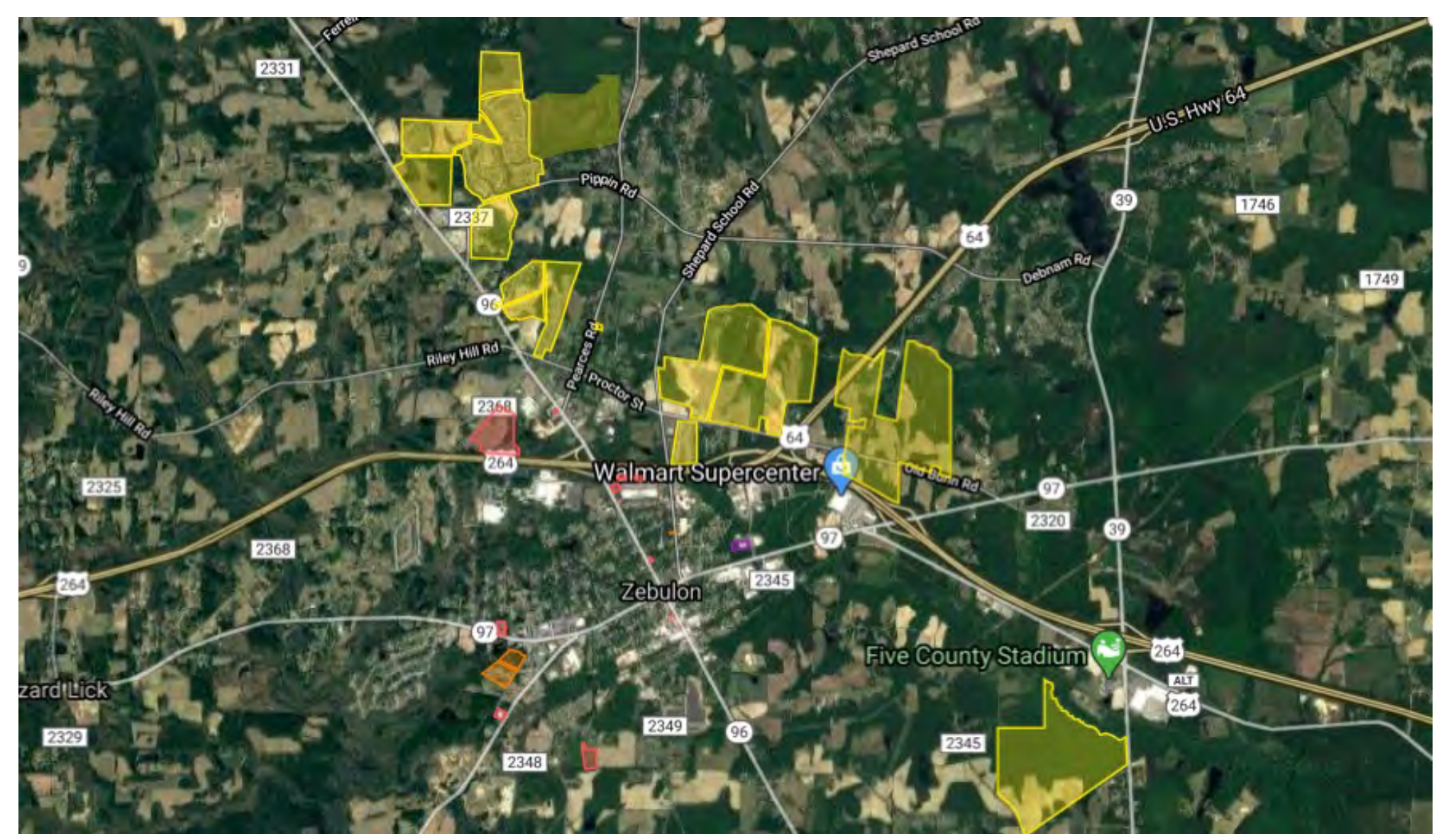


New Subdivisions:

Sidney Creek (SUP) 822 Lots

Weavers Ridge (SUP) 182 Lots

Pearces Landing (SUP) 377 Lots



Planning Department Budget (490)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 238,387	\$ 192,619	\$ 308,200	\$ 355,300	\$ 316,900	Planning Technician not funded
Salaries (Overtime)	10,287	549	9,000	9,000	5,000	
Part-time Salaries	-	-	50,000	60,000	60,000	P/T permit assistance and DAC program staffing
Professional Services	30,372	58,437	25,000	25,413	20,000	Eliminated unused GIS licenses, TIA Review fees passed to applicants directly
FICA	18,693	14,620	28,250	32,650	25,300	
Group Insurance	23,434	19,314	31,100	41,400	31,000	
Retirement	31,038	24,640	44,400	55,348	48,900	
Postage	2,424	2,041	2,424	2,000	2,000	
Cell Phones	1,238	1,579	2,100	2,135	2,040	2 supervisors, 2 staff (Jacob & Davida)
Travel/Training	3,667	1,268	7,000	9,090	9,090	
Equipment Maintenance	-	-	500	508	508	
Vehicle Maintenance	875	919	925	940	940	
Advertising	1,170	2,271	3,178	3,230	2,000	
Fuel	619	435	1,589	1,615	1,615	
Materials/Supplies	10,527	5,004	9,483	10,000	6,000	Reduced based on FY 2020 expenditures
Materials/Supplies (Office Furniture)	-	-	-	-	-	
Printing/Copying	2,733	2,890	3,178	3,230	3,000	
Computers	1,807	-	-	-	-	
Uniforms	369	347	1,076	1,094	1,000	
Printing (UDO)	-	-	-	-	-	
Inspections	3,545	2,000	3,076	3,127	2,000	Reduction to do new minimum housing line item
Minimum Housing	-	-	-	9,000	9,000	
Census 2020	-	-	1,500	-	-	
Insurance & Bonds	8,570	3,446	5,700	5,794	5,794	
Downtown Associate Program Training & Travel	-	-	-	13,000	7,000	\$5,000 - MSP training; \$2,000 - MSP conference
East Wake Bus Service	4,320	4,320	4,320	4,320	4,320	
Miscellaneous	277	196	308	313	-	
Total Operating Budget	394,353	336,894	542,307	648,507	563,407	

ZEBULON POLICE DEPARTMENT *FY2021*

1001 N. ARENDELL AVE. ZEBULON, NC 27597



WE "PREVENT"

crime

WE "PROTECT"

citizens

WE "PROVIDE"

confidence



WE "PREVENT"

365

STEP hours conducted
108 citations 139 warnings

280.8

Operation Medicine Drop
(in pounds)

2

Active Community
Watch Groups

WE "PROTECT"

806

Citations written

70,822

Business Security
Checks

184

Physical Arrests

12

Checkpoints



ACCIDENT REPORTS FILED = 653

CALLS FOR SERVICE = 9,771

BUSINESS CHECKS = 70,822

WE "PROVIDE"

Positive image for the youth by
handing out 62 Christmas gifts



Updates & Events to our
6,755 followers on Facebook

5

Public tours to the citizens
and youth of our city



Police Department Budget (510)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Admin. Salaries (non LEO position)	47,500	49,139	51,500	53,500	53,500	
Salaries	\$ 1,104,370	\$ 1,160,844	\$ 1,224,250	\$ 1,449,500	\$ 1,352,500	Detective and 1 officer not funded
Salaries (Overtime)	-	8,759	10,400	15,000	15,000	0.5% of Salaries
Separation Allowance	2,455	-	-	55,500	55,500	
Part-time/Auxiliary Salaries	15,736	14,893	18,178	18,000	18,000	
FICA	86,872	91,532	100,600	119,900	115,200	
Group Insurance	116,623	123,108	144,000	159,800	147,400	
Retirement	150,887	162,210	187,200	241,000	222,500	
Postage	195	253	436	443	443	
Cell Phones	10,722	11,275	10,750	10,927	10,750	
Travel/Training	10,826	8,583	17,014	20,795	15,000	Reducing training to reflect unfunded positions
Equipment Maintenance	7,040	2,740	8,202	8,337	8,337	
Vehicle Maintenance	32,420	42,599	40,630	62,400	45,000	Vehicle replacements lower maintenance needs
Fuel	42,203	45,719	41,008	41,685	41,685	
Materials/Supplies	14,538	13,904	15,385	17,339	17,339	
Community Policing	2,406	3,404	4,900	5,981	6,000	Includes National Night Out, Shop with a Cop & Police Experience
Shop With A Cop Program	3,613	255	3,735	2,053	-	Shifted to "Community Policing"
Mobile Data Terminal Fees	10,187	10,491	11,790	12,185	12,185	
Radios	-	92,000	76,000	5,000	-	Service Equipment Capital Budget
Tasers	-	23,782	-	16,500	16,500	
Ammunition	7,462	6,760	14,000	14,231	14,231	
Computers	-	-	-	-	-	
Tactical Entry Gear	-	-	4,000	-	-	
Weapons	-	-	-	2,200	-	Service Equipment Capital Budget
National Night Out	1,544	2,757	5,240	4,574	-	Shifted to "Community Policing"
Uniforms	21,735	17,829	33,430	47,982	34,000	Reduced uniforms to reflect unfunded positions
Contracted Services-Raleigh 911	106,140	114,046	113,700	115,576	115,576	
Contracted Services-Other	31,246	61,295	38,000	38,627	38,627	
Printing/Copying	3,441	3,500	3,588	3,647	3,647	
Contracted Services-Legal Fees (Smith Rodgers)	5,265	5,265	5,639	5,732	5,732	
Insurance & Bonds	53,583	52,227	58,000	58,957	58,957	
Miscellaneous	1,054	795	1,538	1,563	-	
Informant Fees	1,500	1,500	1,538	4,000	4,000	
Canine Unit	2,592	3,710	4,214	4,284	4,284	
State Forfeiture Expenditures	-	-	-	-	-	
Federal Forfeiture Expenditures	-	-	-	-	-	
SERT Equipment	-	-	-	2,500	2,500	
Recruitment	-	-	-	16,000	16,000	
Total Operating Budget	\$ 1,894,156	\$ 2,135,174	\$ 2,248,865	\$ 2,635,718	\$ 2,450,393	



YEAR IN REVIEW

2019

RESPONDING



EMT



servicing over 25 SQUARE MILES

REACHING OUT TO PROTECT

Child Safety Seat Program



23 Smoke Alarms Distributed



54 Seats Checked This Year



3,904 People Reached through Programs

PREPARING OUR COMMUNITY



Using Social Media to Provide Seasonal Info



*Search **zebulonfd** to Like or Follow!*

436,500 Views in 2019



Ready WAKE! ALERTS

Sign up at ReadyWake.com!



**113 E. VANCE STREET
ZEBULON, NC 27597
919.269.6487**

WWW.TOWNOFZEBULON.ORG

PERSONNEL DEDICATED TO THEIR COMMUNITY



20 Volunteers

15 Career

9 Part-Time

17 Explorers

TRAINED TO SERVE



7,504 Hours of Training

READY WHEN NEEDED



Fire Department Budget (530)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 710,653	\$ 765,038	\$ 825,175	\$ 869,200	\$ 827,700	Remove Fire Marshall
Salaries (Overtime)	-	22,313	-	-	32,000	Due to lower volunteer turnout
Part-time Salaries	75,827	62,360	55,805	57,825	41,000	
Volunteer Pay	-	-	-	-	17,000	
FICA	59,727	63,055	68,375	71,950	71,250	
Group Insurance	77,295	84,210	94,000	93,000	93,000	
Retirement	90,691	99,665	115,525	132,000	129,500	
Other Fringe Benefits	6,979	8,678	8,150	8,284	8,284	
Postage	226	167	740	740	740	
Cell Phones	4,740	4,851	12,300	13,500	13,500	
Fire Station Water, Sewer, Electricity & Gas	14,231	14,407	12,800	14,500	14,500	
Travel/Training	4,144	5,162	5,300	6,400	6,400	
Building Maintenance	7,231	11,738	12,550	12,550	12,550	
Equipment Maintenance	9,970	9,331	10,000	10,000	10,000	
Vehicle Maintenance	54,155	34,279	35,000	35,000	35,000	
Fuel	10,735	11,387	10,000	11,500	11,500	
Materials/Supplies	26,033	22,301	32,700	44,700	32,700	Phase 1 Fire Investigation moved to Service Equipment Capital
Computers	-	2,816	-	-	-	
Defibrillators	-	7,579	8,100	8,000	8,000	
Uniforms	10,300	6,905	8,500	8,640	8,640	
Turnout Gear	9,878	11,809	10,700	11,800	11,800	
Contract Services	8,381	10,618	13,000	13,000	13,000	
Inspections Program	1,493	2,431	2,500	2,500	2,500	
Wake Hazmat Team - Fire Service	2,127	2,301	2,525	2,700	2,700	
Wake County Dispatch - Fire Service	5,228	6,467	6,200	10,200	10,200	
Safety Program	1,300	-	-	-	-	
Recruitment & Retention	796	1,464	1,500	1,525	2,500	Rolling in award recognition from "Miscellaneous" line item
Medical Exams	7,684	9,138	12,500	12,500	12,500	
Insurance & Bonds	62,678	51,987	86,400	75,000	75,000	
Miscellaneous	767	956	1,000	1,017	-	
Total Operating Budget	1,263,269	1,333,413	1,451,345	1,528,031	1,503,464	

Zebulon Parks & Recreation Review of 2019

The Zebulon Parks and Recreation Department works to enhance the lives of our citizens and visitors by providing beautiful parks, play opportunities, wellness programs, and education opportunities.

Small Town Life



786

Participated in youth and adult athletic leagues.

8,247

Walkers at the Community Center



304

Camp & Clinic Participants

1,187

Participants attended the 1st annual Hay Day Festival

10,368

Farm Fresh Market Visitors (excludes Tree Lighting)



88

Participated in nature programs at Little River Park

3,827

Fitness Class Participants



465

Participants in Celebrate the Arts

Growing Smart



Plan for the Future

Began initial phases, research, and public engagement for the Parks & Recreation Comprehensive Master Plan



Economic Development

Collaborate with Planning, Chamber and other partners to support business.



Pilot

Piloted contracting of general landscaping at Whitley Park to determine if this was a format that could be expanded to other parks and raise the quality of our park upkeep.



Fresh Focus

Studied challenges and opportunities for growth for the Farm Fresh Market.

Vibrant Downtown



Support Development Efforts

The department has worked with planning, the Chamber, and others to support development efforts to include pursuing opportunities to activate alleys and seek a town commons.

4000

Zebulon Downtown Tree Lighting Festival

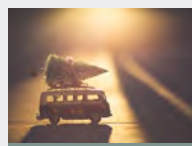
Participants enjoyed snow sledding, live music, activities, vendors, and food trucks in the Downtown Core.

17

Downtown Businesses

Participated in the Tree Lighting Festival

Sycamore Crossing: "Exposure from this event was better than any advertisement we could pay for."



Annual Chamber Christmas Parade

Provided planning and implementation support to the Chamber of Commerce.

Parks & Recreation Department Budget (620)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 269,691	\$ 288,237	\$ 281,300	\$ 393,400	\$ 328,700	Park Manager not funded
Salaries (Overtime)	-	-	-	4,500	4,500	
Part-time Salaries (Athletics)	63,417	73,331	7,440	9,314	8,700	Increased use of middle school
Part-time Salaries (Farmers Market)	20,376	14,840	19,500	5,360	4,000	Transition to FFM Manager
Part-time Salaries (Community Center)	-	-	24,620	36,696	25,500	
Part-time Salaries (Programs/Events)	-	-	11,980	9,455	9,000	Programs allocated to Community Center
Part-time Salaries (Parks Maintenance)	-	-	52,900	49,620	43,000	
FICA	26,436	26,683	32,165	38,900	32,700	
Group Insurance	27,120	29,520	31,100	43,400	37,200	
Retirement	33,648	36,638	39,400	59,800	50,600	
Postage	204	228	769	782	782	
Cell Phones	2,554	2,666	2,700	4,020	4,020	
Park Utilities	34,604	36,123	30,346	36,800	36,800	
Travel/Training	1,892	2,660	5,000	7,300	7,300	
Grounds Maintenance	26,427	28,807	34,800	39,300	39,300	
Community Park Tot Lot Shelter Rehab	-	-	8,000	-	-	
GSK Field Improvements	-	-	2,000	2,000	2,000	
Equipment Maintenance	8,917	9,488	7,950	9,400	9,400	
Vehicle Maintenance	2,927	5,804	4,600	8,000	8,000	
Fuel	8,271	8,645	10,000	10,000	10,000	
Materials/Supplies	13,769	14,551	11,100	5,800	5,800	
Athletic Team Uniforms	15,366	19,834	19,500	21,700	21,700	
Community Center Materials/Supplies	8,163	7,861	8,300	9,715	9,715	
Computers	1,123	1,785	-	4,000	4,000	
Printing/Copying	2,698	3,200	2,600	3,000	3,000	
Contract Services	49,727	54,866	15,575	14,700	14,700	
Insurance & Bonds	23,436	18,826	25,400	25,819	25,819	
Camp Programs	15,816	13,090	21,641	21,100	15,000	
Senior Trips	44,539	54,137	18,420	-	-	
Farmers Market	23,238	27,648	24,950	18,300	15,000	
Special Events	-	20,001	24,650	46,448	36,000	
Farmers Market EBT Matching (Sponsors)	-	125	1,500	-	-	
Community Center Programs	-	-	26,635	33,810	33,810	
Cultural & Recreation Programs	-	-	7,175	5,025	5,025	
Athletics	-	-	28,720	27,800	27,800	
Advisory Board	-	-	-	2,000	2,000	
Park Landscape	-	-	-	50,000	50,000	Inclusive of Tree City Program
Cemetery Landscape	-	-	-	21,600	21,600	
Marketing & Advertisement	-	-	-	7,500	7,500	
Miscellaneous	193	198	200	200	-	
Total Operating Budget	\$ 724,551	\$ 799,793	\$ 842,936	\$ 1,086,564	\$ 959,971	

PUBLIC WORKS YEAR IN REVIEW: FY2020

What We Do

We Protect Assets.



We Protect the Environment.



We Protect Quality of Life.



We Protected Assets.

Public Works protected Zebulon's buildings, vehicles, roadways, neighborhoods, and other facilities through construction inspection, mowing and landscaping, streetlight management, and maintenance and repair work.



What We Did

We Protected the Environment.

Public Works protected Zebulon's natural environment by inspecting and maintaining the stormwater drainage system, regular street sweeping to prevent debris on the roads from entering the stormwater system, and implementation of the greenway master plan.



We Protected Quality of Life.

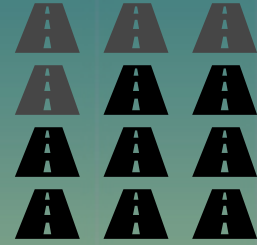
Public Works protected the quality of life in Zebulon by collecting leaves and yardwaste year-round, managing curbside trash and recycling collection, picking up bulk waste weekly, keeping roads clear during snow events, responding to emergencies, and providing technical expertise for public events.



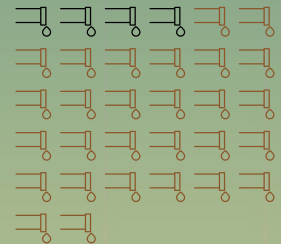
How We Did

We Protected Assets.

- Maintained 78,000 square feet of town buildings
- Maintained 80 acres of grounds
- Maintained 10 sub-1-ton trucks, 6 over-1-ton trucks, 18 major pieces of equipment, and a fleet of trailers
- Assisted with a \$1.9M facility upgrade at Five County Stadium
- Renovated the Whitley Park restrooms
- Replaced 2 HVAC units and a water heater at Public Works
- Installed automated gates and security fencing at Public Works
- Repaired the exterior masonry at the Police Station
- Coordinated architectural and archaeological studies for the Little River dam
- Completed the biannual street rating report and paving analysis



- Inspected and accepted 3.65 miles of new road
- Repaved & crack-sealed 8 miles of town streets



- Inspected and accepted 4 miles of new stormwater pipe and 279 new stormwater structures

We Protected the Environment.

- Developed greenway specs, secured DOT approvals, and bid the project
- Coordinated survey and design work for sidewalk missing links on Arendell Avenue between Zebulon Baptist Church and Franklin Street



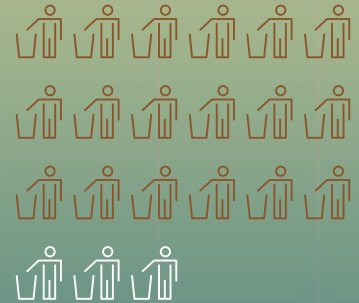
- Swept streets for 206 hours, keeping 433 cubic yards of debris out of Zebulon's waters
- Cleaned 4,460 linear feet of stormwater pipe
- Repaired 13 stormwater structures



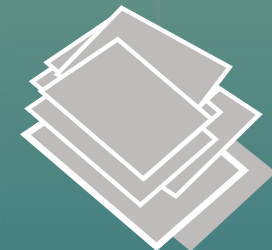
- Secured \$1.6M in CAMPO grant funding to build the Beaverdam Creek Greenway

We Protected Quality of Life.

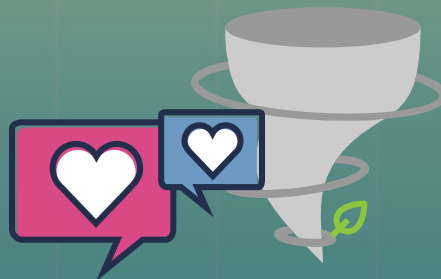
- Recycled 32 gallons of liquid waste and 4,900 pounds of solid waste at Community Recycling Day
- Coordinated remediation and demolition of property under minimum housing law
- Mailed 2020 services brochure to all residents
- Assisted with 7 town-sponsored public events
- Greensboro City Manager emailed his compliments after visiting and noticing how clean Zebulon's streets and right of way are



- Collected 1,800 tons of trash and 300 tons of recycling



- Completed 800+ work orders: 551 waste-related, 11 dead animal removals, 13 street/traffic sign repairs, and 234 other



- Managed the emergency response and clean-up following the May 13, 2019, EF-2 tornado strike - including removal of 11,300 cubic yards of debris - with an overwhelmingly positive response from citizens via social media, phone calls, and personal statements



Stadium Department Budget (470)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Professional Services	\$ -	\$ -	\$ -	\$ 10,000	\$ -	Moved to Property & Project Management Division
Electricity	7,818	8,426	10,000	10,100	-	Moved to Property & Project Management Division
Water/Sewer	28,999	28,724	31,250	31,750	-	Moved to Property & Project Management Division
Buildings & Grounds Maintenance	3,284	2,340	3,675	3,675	-	Moved to Property & Project Management Division
Materials/Supplies	4,206	3,856	4,100	4,150	-	Moved to Property & Project Management Division
Insurance & Bonds	1,363	1,417	1,525	1,600	-	Moved to Property & Project Management Division
Total Operating Budget	45,669	44,763	50,550	61,275	-	

Public Works: Property & Project Management Division Budget (500)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
Operating Budget						
Salaries (J. Blaylock, J. Brown, M. Duffy, S. Jarquin, R. Silvers)	\$ 113,549	\$ 131,694	\$ 131,000	\$ 248,000	\$ 248,000	
Salaries (Overtime)	-	-	-	7,500	7,500	5% of Salaries
Part-time Salaries	5,502	4,055	8,200	8,300	8,300	
Professional Services	17,970	17,399	36,600	25,000	10,000	Capital consideration
FICA	8,887	9,758	10,750	20,350	20,350	
Group Insurance	16,645	17,427	18,700	31,000	31,000	
Retirement	14,135	16,688	18,350	38,800	38,800	
Stadium						
Stadium - Professional Services	-	-	-	10,000	-	Capital consideration
Stadium - Electricity	-	-	-	10,100	10,000	\$720/mo. (in-season); \$690/mo. (off-season);
Stadium - Water/Sewer	-	-	-	31,750	29,000	\$4,000/mo. (in-season); \$1,200/mo. (off-season)
Stadium Maintenance	-	-	-	3,675	3,675	
Stadium Materials & Supplies	-	-	-	4,150	4,150	
Stadium - Insurance & Bonds	-	-	-	1,600	1,600	
Zebulon Municipal Complex						
ZMC Utilities (Water, Sewer, Electricity and Natural Gas)	56,254	68,077	56,350	64,000	70,000	Actuals trending higher
ZMC Maintenance	79,458	85,756	86,600	88,000	88,000	
Zebulon Community Center						
ZCC and Maintenance Building Maintenance	41,044	25,265	34,050	34,500	34,500	
Postage	140	122	200	200	200	
Cell Phones	1,716	1,776	1,350	1,775	1,775	
Electricity (Public Works and ZCC)	27,333	29,157	30,750	31,000	31,000	
Water/Sewer (Public Works, ZCC, irrigation)	9,334	9,350	9,700	9,850	11,000	Actuals trending higher
Travel/Training	1,296	2,537	2,550	4,250	4,250	
Buildings & Grounds Maintenance (Public Property and Right-of-way)	33,699	22,667	78,175	41,500	25,000	
Nuisance Abatements	59	-	76,000	1,000	1,000	
Highway 64 Maintenance	1,600	2,120	1,725	2,100	2,100	
Town Hall LED Lighting Exchange	-	-	15,000	15,000	-	Capital consideration
Equipment Maintenance	9,810	8,340	10,250	15,300	10,000	
Mowing Equipment Maintenance	6,167	6,368	5,750	5,850	5,000	
Vehicle Maintenance (2000 F-550 Bucket, 2008 F-250, 2006 Expedition)	3,619	3,193	3,850	3,900	3,900	
Fuel	6,074	6,250	7,225	6,000	6,000	
Materials/Supplies	13,725	8,181	12,550	13,000	13,000	
Tree City USA Program	1,495	1,087	1,525	1,550	-	Included in Parks & Recreation
Janitorial Materials & Supplies	2,427	2,932	2,575	2,615	2,615	
Uniforms	1,819	1,720	1,900	3,425	3,425	
Contracted Janitorial Services	39,074	36,910	85,000	85,000	85,000	
Greenway Promotional Printing/Literature	2,388	26	-	7,500	-	
Insurance & Bonds	10,665	8,266	13,825	14,000	14,000	
Miscellaneous	394	495	500	500	-	
Total Operating Budget	\$ 526,280	\$ 527,618	\$ 761,000	\$ 892,040	\$ 824,140	

Public Works: Operations Division Budget (520)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Salaries (D.Baxley, J. Corbett, S. Graley, C. Hamilton, S. Holmquist, C. Johnson, C. Ray, T. Roberts, T. Rose)	\$ -	\$ -	\$ -	\$ 705,900	\$ 463,600	Assistant Director/Engineer, Equipment Operator positions not funded
Salaries (Overtime)	-	-	-	12,800	12,800	
Part-time Salaries	-	-	-	11,000	-	
Professional Services - Streets/Transportation	-	-	-	10,600	10,600	
FICA	-	-	-	56,400	37,100	
Group Insurance	-	-	-	68,200	55,800	
Retirement	-	-	-	109,100	72,400	
Postage	-	-	-	1,105	1,105	
Cell Phones/Tablets	-	-	-	7,500	7,500	
Street Lighting	-	-	-	180,000	180,000	
Street Lighting (LED Conversion)	-	-	-	-	-	
Travel/Training	-	-	-	9,450	9,450	
Sidewalk & Handicap Ramp Maintenance	-	-	-	10,000	-	
Storm Drainage Maintenance	-	-	-	32,000	32,000	
Equipment Maintenance	-	-	-	31,875	31,875	
Vehicle Maintenance (2001 F-450 Dump, 2004 F-350, 2008 F-250, 2016 F-150, 2019 F-550)	-	-	-	32,450	32,450	
Fuel	-	-	-	28,750	28,750	
Materials & Supplies - Streets	-	-	-	26,050	26,050	
Materials & Supplies - Snow/Ice Removal	-	-	-	12,600	7,566	
Materials & Supplies - Sanitation	-	-	-	-	11,000	
Materials & Supplies - Stormwater	-	-	-	-	7,500	
Printing & Copying	-	-	-	-	7,000	
Computers	-	-	-	-	-	
Uniforms	-	-	-	8,600	8,600	\$625/employee
Radios	-	-	-	3,000	-	Wireless headsets for consideration next year
Community Recycling Day	-	-	-	3,800	3,800	
Contract Services (Solid Waste)	-	-	-	507,000	507,000	
Contract Services (CORPUD Billing)	-	-	-	17,000	17,000	Billing for Sanitation only (Stormwater included in prop. tax rate)
Contract Services (Yardwaste Site Management)	-	-	-	51,000	51,000	
Contract Services (GPS Route Vehicles)	-	-	-	2,575	-	
Contract Services (Streets)	-	-	-	8,500	8,500	
Contract Services (Stormwater)	-	-	-	10,300	10,300	
NC 811 Service (Line Locates)	-	-	-	2,050	2,050	
Insurance & Bonds	-	-	-	79,955	79,955	
Miscellaneous	-	-	-	500	-	
Total Operating Budget	-	-	-	2,040,060	1,722,751	

Street Department Budget (560)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Salaries (J. Brown, , C. Johnson, C. Hamilton, R. Silvers)	\$ 132,691	\$ 139,223	\$ 197,000	\$ 285,200	\$ -	Moved to Operations Division
Salaries (Overtime)	-	-	-	6,100	-	Moved to Operations Division
Professional Services	15,965	23,979	10,500	10,600	-	Moved to Operations Division
FICA	9,838	10,410	15,300	22,100	-	Moved to Operations Division
Group Insurance	17,156	17,193	24,900	30,800	-	Moved to Operations Division
Retirement	16,547	17,696	27,600	43,400	-	Moved to Operations Division
Postage	232	110	400	405	-	Moved to Operations Division
Cell Phones	1,854	1,989	2,800	2,800	-	Moved to Operations Division
Street Lighting	136,072	153,975	146,000	180,000	-	Moved to Operations Division
Street Lighting (LED Conversion)	-	-	-	-	-	Moved to Operations Division
Travel/Training	2,147	2,253	5,800	5,800	-	Moved to Operations Division
Sidewalk & Handicap Ramp Maintenance	-	-	20,250	10,000	-	Moved to Operations Division
Equipment Maintenance	8,521	7,861	9,125	9,275	-	Moved to Operations Division
Vehicle Maintenance (2001 F-450 Dump, 2004 F-350, 2008 F-250, 2016 F-150, 2019 F-550)	10,307	11,125	11,275	11,450	-	Moved to Operations Division
Fuel	8,484	8,488	9,975	10,000	-	Moved to Operations Division
Materials/Supplies	23,454	20,197	22,550	22,550	-	Moved to Operations Division
Computers	1,792	-	3,500	-	-	Moved to Operations Division
Snow/Ice Removal Supplies	11,901	3,479	12,400	12,600	-	Moved to Operations Division
Uniforms	2,554	1,894	4,350	4,400	-	Moved to Operations Division
Contract Services	8,997	15,084	16,550	8,500	-	Moved to Operations Division
Insurance & Bonds	14,244	18,688	23,575	23,575	-	Moved to Operations Division
Miscellaneous	532	494	500	500	-	Moved to Operations Division
Total Operating Budget	423,285	454,139	564,350	700,055	-	

Powell Bill Funding Department Budget (570)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Professional Services	1,000	26,994	14,368	25,000	2,500	Annual reporting
Street Maintenance	-	-	-	-	-	
Snow/Ice Removal Supplies	-	-	-	-	-	
Contract Services	-	-	-	-	-	
Insurance	-	-	-	-	-	
Total Operating Budget	1,000	26,994	14,368	25,000	2,500	

Sanitation Department Budget (580)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Salaries (J. Corbett, D. Baxley, C. Ray, T. Roberts, S. Holmquist)	\$ 261,603	\$ 250,787	\$ 288,500	\$ 277,300	\$ -	Moved to Operations Division
Salaries (Overtime)	-	-	-	6,200	-	Moved to Operations Division
Part-time Salaries	-	-	-	11,000	-	Moved to Operations Division
FICA	19,590	18,969	22,350	22,800	-	Moved to Operations Division
Group Insurance	28,110	25,999	31,100	30,800	-	Moved to Operations Division
Retirement	32,622	31,910	40,400	43,100	-	Moved to Operations Division
Postage	619	569	400	400	-	Moved to Operations Division
Cell Phones	2,749	2,903	3,150	3,150	-	Moved to Operations Division
Travel/Training	3,246	3,095	4,100	4,100	-	Moved to Operations Division
Equipment Maintenance	11,926	11,894	13,175	13,175	-	Moved to Operations Division
Vehicle Maintenance (2008 Chev. Impala, 2008 Freightliner Leaf Truck, 2010 Freightliner Knuckleboom, 2016 Freightliner Dump, 2017 Freightliner Hooklift, 2018 Freightliner Knuckleboom)	18,396	23,366	22,925	21,000	-	Moved to Operations Division
Fuel	11,822	13,196	15,375	15,375	-	Moved to Operations Division
Materials/Supplies	11,707	14,316	19,475	19,475	-	Moved to Operations Division
Printing/Copying	3,707	4,058	3,175	12,175	-	Moved to Operations Division
Printing (PW Services Brochure)	-	2,073	-	-	-	Moved to Operations Division
Printing (Trash/Recycle Stickers)	-	1,075	-	-	-	Moved to Operations Division
Printing (Trash Carts Decals)	-	-	-	-	-	Moved to Operations Division
Uniforms	2,727	2,990	4,175	4,200	-	Moved to Operations Division
Hazardous Waste Day	1,640	1,435	1,900	3,800	-	Moved to Operations Division
Computers	-	800	-	-	-	Moved to Operations Division
Radios	-	-	-	3,000	-	Moved to Operations Division
Contract Services-Solid Waste	364,585	384,951	446,000	507,000	-	Moved to Operations Division
Contract Services-Tub Grinding	38,656	35,889	147,425	51,000	-	Moved to Operations Division
Contract Services-Raleigh Billing	5,969	6,473	6,850	17,000	-	Moved to Operations Division
Contract Services - GPS Route Vehicles)	-	-	5,050	2,575	-	Moved to Operations Division
Insurance & Bonds	38,946	32,209	46,130	46,130	-	Moved to Operations Division
Miscellaneous	486	565	500	500	-	Moved to Operations Division
Total Operating Budget	859,104	869,524	1,122,155	1,115,255	-	

Stormwater Department Budget (590)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Salaries (S. Graley, T. Rose)	\$ 89,747	\$ 97,584	\$ 109,800	\$ 143,400	\$ -	Moved to Operations Divison
Salaries (Overtime)	-	-	-	5,400	-	Moved to Operations Divison
Professional Services	392	6,777	8,700	15,000	-	Moved to Operations Divison
FICA	6,748	7,413	8,550	11,500	-	Moved to Operations Divison
Group Insurance	11,426	11,618	12,500	18,600	-	Moved to Operations Divison
Retirement	11,182	12,383	15,400	22,600	-	Moved to Operations Divison
Postage	296	452	300	300	-	Moved to Operations Divison
Cell Phones	960	960	1,550	1,550	-	Moved to Operations Divison
Travel/Training	1,018	475	1,250	1,250	-	Moved to Operations Divison
Storm Drainage Maintenance	14,765	3,658	29,340	32,000	-	Moved to Operations Divison
Equipment Maintenance (2011 Ford F-150, 2013 Freightliner Street Sweeper)	6,162	6,476	6,815	9,425	-	Moved to Operations Divison
Fuel	1,380	1,990	2,050	2,050	-	Moved to Operations Divison
Materials/Supplies	6,819	5,538	7,375	7,500	-	Moved to Operations Divison
Computers	-	-	-	-	-	Moved to Operations Divison
Uniforms	1,281	1,135	1,500	1,525	-	Moved to Operations Divison
Contract Services	10,344	11,351	10,500	8,900	-	Moved to Operations Divison
NC 811 Service	991	715	2,050	2,050	-	Moved to Operations Divison
Insurance & Bonds	8,250	6,420	10,250	10,250	-	Moved to Operations Divison
Miscellaneous	202	498	500	500	-	Moved to Operations Divison
Total Operating Budget	171,965	175,445	228,430	293,800	-	

Community & Economic Development Department Budget (690)						
Fiscal Year 2020-2021						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Requested	FY 2021 Recommended	Notes
<i>Operating Budget</i>						
Business Retention Program (Administered by Chamber)	10,000	10,000	-	45,000	20,000	
Façade Improvement Grants	7,500	-	10,000	10,000	5,000	
Streetscape Match Grant	1,668	2,197	10,000	10,000	3,000	
MSP: Downtown Associate Community Membership	-	-	10,000	5,000	5,000	
GRCVB Partnership	-	-	-	7,000	7,000	
Downtown Events	-	-	-	-	10,000	
Downtown Infrastructure Stability Grant	-	-	-	20,000	-	Wait until 160-D passes next year
Total Operating Budget	19,168	12,197	30,000	97,000	50,000	

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	FY 2021 Requested	Service Level	Notes
	GOVERNING BODY:	-	-	-	-		-			
10-410-0200	SALARIES	33,278	34,442	35,648	33,909	36,236	36,900	38,200		
10-410-0400	PROFESSIONAL SERVICES	246,073	233,520	261,860	223,917	266,181	300,000	302,750		
10-410-0500	FICA	3,408	3,498	3,542	3,447	3,600	2,900	2,925		
10-410-0600	GROUP INSURANCE	27,577	28,196	28,037	27,638	28,499	37,300	42,200		
10-410-1100	POSTAGE	-	-	-	114	-	500	508		
10-410-1101	CELL PHONES	600	600	600	600	610	600	610		
10-410-1400	TRAVEL/TRAINING	3,241	4,511	3,411	3,506	3,468	6,600	6,709		
10-410-1600	EQUIPMENT MAINTENANCE	-	620	-	280	-	500	508		
10-410-3300	MATERIALS & SUPPLIES	4,394	3,061	3,075	3,221	3,126	3,076	3,500	Existing	Line item not sufficient to cover all costs including retreat and Budget materials
10-410-3400	ELECTIONS	-	6,312	-	3,240	-	9,000			
10-410-5400	INSURANCE & BONDS	3,701	4,668	3,236	4,110	3,290	4,700	4,778		
10-410-5700	MISCELLANEOUS	128	149	176	194	179	400	407		
	TRIANGLE J COG	1,798	1,837	1,870	1,819	1,901	1,900	2,000		
	NCLM	5,657	5,478	5,783	5,572	5,878	5,900	6,000		
	SCHOOL OF GOVERNMENT	553	-	606	423	616	650	700		
	CAMPO	1,846	1790	1,869	1,789	1,900	2,000	2,100		
	CITIZENS ACADEMY							2,000	New	Budgetopolis, food and materials for 5 depts
	HOLD FOR STRATEGIC PLAN GRANT FUNDING	-	-	-	-	-	-	5,000		
	PRESERVATION ZEBULON	-	-	500	125	508	1,000			
	INTERACT	1,000	1,000	1,000	750	1,017	1,000			
	MLK BREAKFAST	500	500	500	500	508	500			
	E. WAKE EDUCATION FOUND	1,000	1,000	1,000	1,000	1,017	1,000			
	ZEBULON DOWNTOWN ARTS COUNCIL	-	-	1,000	250	1,017	1,000			
	SHEPARD'S CARE CLINIC	1,000	1,000	1,000	1,000	1,017	-			
	NC FAMILY TRAINING & COUNSELING CENTER	-	1,000	-	250	-	-			
	MISS ZEBULON ORGANIZATION	-	-	-	-	-	500			
	Totals	322,399	319,577	339,585	304,176	345,188	402,476	420,895		

TOWN OF ZEBULON
NON-PROFIT ORGANIZATION
FUNDING APPLICATION
FISCAL YEAR 2020-2021

GENERAL INFORMATION

Date: Feb. 6, 2020

Agency/Organization Name: Dew4Him Ministries, Inc.		
Mailing Address: P.O. Box 2019		
City: Wendell	State: NC	Zip Code: 27591
Physical Address (if different from mailing): 229 N. Arendell Ave, Zebulon 27597		
Primary Contact & Title: Jane Wolfe, Exec. Director		
Phone Number: 919-868-5931	Fax Number: n/a	
Email Address: jane@dew4him.org	Website: dew4him.org	

ORGANIZATION INFORMATION

1) Is your agency incorporated as a non-profit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No. If "Yes", please attach a copy of your IRS tax-exempt designation.
2) Does your Board of Directors consist of non-paid volunteers? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3) Number of years organization has been in existence: 15
4) Did your organization receive funding from the Town of Zebulon last year? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
4A) If no, skip to Question 5, otherwise indicate amount of funding:
4B) If yes, did you provide an update to the Board at their December 2019 meeting (see Certification)? <input type="checkbox"/> Yes <input type="checkbox"/> No
5) List your organization's Mission Statement: Come alongside women who are struggling so that they will heal and grow.
6) Describe the service or project your organization intends to apply this grant towards: See attachment
7) What Focus Area of Zebulon's Vision 2030 Strategic Plan does this service or project fit within?: (Ref: www.Zebulon2030.com) <input checked="" type="checkbox"/> Small-Town Life <input checked="" type="checkbox"/> Vibrant Downtown <input type="checkbox"/> Grow Smart
8) How does this service or project accomplish a goal within the checked Focus Area? See attachment

9) How many Zebulon citizens do you serve annually?
10) In the upcoming year, list the metric(s) you will measure to ensure these grant funds are effectively progressing towards meeting the service goal or need? <i>Data is managed through Servant Keeper using reports from mailChimp surveys. We administer universal screeners to all incoming participants + each program uses follow-up assessments weekly + monthly.</i>
Annual budget: <i>262,300</i> ; % Administration <i>8.6%</i>
Sources of revenue for annual budget (by amount and %): <i>Grants 10K/3.75% Churches 10K/3.75% Individual/Business 130K/48.8% Dewberry Decor 40K/15% Fundraising 40K/15% Payroll Don. 1200/0.4% Program Don. 10K/3.75% Other/In-Kind 25K/9.4%</i>

REQUEST INFORMATION

Amount requested from Town of Zebulon: <i>\$1000</i>
Space requested from Town of Zebulon (Please indicate the location and the duration of your space needs): <i>n/a</i>

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 2 @ 7:00 PM? Yes No

Certification
We certify to the best of our knowledge that the information provided in this application is accurate and complete and is endorsed by the organization.
If awarded a grant, I understand and am prepared to make two reports to the Board of Commissioners on how the grant is being used and what progress is being made on the service goal or need. These presentations will occur during the Board of Commissioners regular meetings scheduled for December & March. The anticipated dates of those meetings are: Monday, Dec. 7, 2020 @ 7:00; Monday, March 1, 2021 @ 7:00.

Signature:
Print Name & Title:

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 10, 2020

Please return your application to:
Town of Zebulon
Attn: Bobby Fitts
1003 N Arendell Avenue
Zebulon, NC 27597
rfitts@townofzebulon.org

STAFF ONLY

- 1) Does the proposed service or project advance upon goals noted within the Zebulon Vision 2030 Strategic Plan?
- 2) Does the organization provide the proposed service or project in a more efficient and effective manner than if provided as a Town of Zebulon service?

Attachment: Resolution 2020-07



Describe the service or project your organization intends to apply this grant towards:

Dew4Him Ministries is applying for our DewOver Decor program. Dew Over Decor participants will create hands-on experiences that develop workforce readiness. In learning necessary skills to repurpose furniture, they also learn skills that can repurpose their lives. Our hope is to invite community involvement as we provide a Creative Expressions Workshop space that may be used for art therapy, art classes, a venue with art activities for children's birthday parties to help them discover the Creator in them, all while creating partnerships with the community. Additionally, Dew Over Decor will enhance Dew4Him's sustainability through income of product sales, through classes, and space rental; as well as, raising awareness of our mission and role in the community.

How does this service or project accomplish a goal within the checked Focus Area?

Dew Over Decor will help accomplish the goal of Focus Area 1: Vibrant Downtown – Dew Over Decor will first be a new shop where people can come and purchase repurposed furniture and decor created by our participants. Additionally, it will become a gathering place for the community by offering workspace for art projects, art classes and a party venue, thereby, producing events, entertainment, and cultural attraction to draw people downtown.

We also see that Dew Over Decor will help accomplish the goal of Focus area 2: Small Town Life – as it will enhance our small-town feel by providing activities and a location to gather with family and neighbors, helping make Zebulon a safe, connected, family friendly and walkable town. In our small town, we find many women who are struggling with past abuse, addictions, underemployment, depression, anxiety and feelings of worthlessness. Dew4Him's mission is to come alongside women who are struggling to heal and grow. Because all profits will go to Dew4Him to be reinvested into the ministry and the people we serve, it will connect people to our ministry and to each other as we work towards a common goal of helping women flourish again, making them contributors instead of consumers.

TOWN OF ZEBULON
NON-PROFIT ORGANIZATON
FUNDING APPLICATION
FISCAL YEAR 2020-2021

GENERAL INFORMATION		Date: 2/11/2020
Agency/Organization Name: East Wake Education Foundation		
Mailing Address: PO Box 1401		
City: Wendell	State: NC	Zip Code: 27591
Physical Address (if different from mailing):		16 E. Fourth Street
Primary Contact & Title: Shannon White, Executive Director		
Phone Number: (919)365-5901	Fax Number: (919) 365-5905	
Email Address: swhite@eastwakeeducationfoundation.org	Website: www.eastwakeeducationfoundation.org	

ORGANIZATION INFORMATION

1) Is your agency incorporated as a non-profit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No. If "Yes", please attach a copy of your IRS tax-exempt designation.
2) Does your Board of Directors consist of non-paid volunteers? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3) Number of years organization has been in existence: 27 Years
4) Did your organization receive funding from the Town of Zebulon last year? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4A) If no, skip to Question 5, otherwise indicate amount of funding:
4B) If yes, did you provide an update to the Board at their December 2019 meeting (see Certificaton)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No We presented at the March 2019 Board Meeting
5) List your organization's Mission Statement: The mission of East Wake Education Foundation is to ensure every child arrives school age healthy and ready to succeed. The mission statement was adopted when EWEF was first established in 1993. In a meeting with the principals of eastern Wake County Schools it was made clear that they felt the greatest need in our area was early childhood education. The principals' concern was children arriving school age not equipped with the basic skills needed to be successful. EWEF accepted the recommendation and made it our mission.
6) Describe the service or project your organization intends to apply this grant towards: EWEF offers equitable access to all families with children birth to five in eastern Wake County by offering free preschool services without registration. We are open Monday thru Thursday from 9am to 12pm. Our program offers flexibility for families with a drop-in structure. We are asking for funding for our F.A.C.E.S (Family and Children Enrichment Services) program, held in our resource center. Our normal day includes play-based learning. Children experience free play, music and movement. story time, and activities that are math, science, social and emotional themed learning. Our space looks like most daycares with individual centers (dramatic play, science, manipulatives, blocks, reading, etc.). Each center has a theme with learning activities. EWEF offers families a library where they can check out books and learning materials. Each morning younger children enjoy free play in our resource center from 9:30 to 10 while free preschool classes are offered to participating 3-5-year old's. Children participate in circle time, calendar activities, weather, letter and number recognition, handwriting, cutting, etc. Our teacher uses three evidence-based curriculums when planning and implementing her lessons. All of her lesson plans are patterned to strengthen the skills that Wake County Public Schools use when evaluating to determine a child's readiness to begin school.

<p>7) What Focus Area of Zebulon's Vision 2030 Strategic Plan does this service or project fit within?: (Ref: www.Zebulon2030.com)</p> <p><input checked="" type="checkbox"/> Small-Town Life <input type="checkbox"/> Vibrant Downtown <input type="checkbox"/> Grow Smart</p>
<p>8) How does this service or project accomplish a goal within the checked Focus Area?</p> <p>EWEF offers free preschool services to Zebulon's youngest citizens and their parents or caregivers. Even though we are not located within town limits we are 5 miles away and offer free programs that are not currently offered in Zebulon. EWEF is a safe family friendly facility that allows parents to connect with neighbors and other community members. This past year we have had visits from Baxter's Bees, Zebulon Police Department K-9 and Tryon Family Dentistry. We also participate in Super Hero Days held each spring at Whitley Park. Our monthly calendar includes activities and events happening in Zebulon as a way for us to connect families to activities happening in the area. Our resource center is a place for Zebulon preschool children and their parents or caregivers to gather with daily activities that enhance early childhood learning for children and parent education for adults.</p>
<p>9) How many Zebulon citizens do you serve annually? 21% of the children we serve are from Zebulon.</p>
<p>10) In the upcoming year, list the metric(s) you will measure to ensure these grant funds are effectively progressing towards meeting the service goal or need?</p> <p>Upon parents first visit to the center, we collect information through an information sheet. This information allows us to gather contact information and track ethnicity, income, ages and number of children in a family . We also have parents sign in each visit which allows us to track number of children served dally and frequency of visits. Parents are also asked to fill out surveys several times a year which allows us to get feedback on whether or not our program is serving their family as a whole . Data collected from these areas allows us to measure the growth, success, and effectiveness of our program. Teachers will also measure growth of the students attending our preschool program by conducting evaluation, of the students at the beginning and end of the year</p>
<p>Annual budget: \$103,531 ; % Administration: 20%</p>
<p>Sources of revenue for annual budget (by amount and %):</p> <p>Contributions, Gifts and Grants: \$82,530 (79%)</p> <p>Fundraising Events: \$17,200 (16%)</p> <p>Rent & Sales Tax Return: \$5,331 (5%)</p>

REQUEST INFORMATION

<p>Amount requested from Town of Zebulon: We respectfully request \$1,000.</p>
<p>Space requested from Town of Zebulon (Please indicate the location and the duration of your space needs): N/A</p>

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 2 @ 7:00 PM? Yes No

Certification

We certify to the best of our knowledge that the information provided in this application is accurate and complete and is endorsed by the organization.

If awarded a grant, I understand and am prepared to make two reports to the Board of Commissioners on how the grant is being used and what progress is being made on the service goal or need. These presentations will occur during the Board of Commissioners regular meetings scheduled for December & March. The anticipated dates of those meetings are: Monday, Dec. 7, 2020 @ 7:00; Monday, March 1, 2021 @ 7:00.

Signature: <i>Shannon White</i>
Print Name & Title: Shannon White, Executive Director

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 10, 2020

Please return your application to:

Town of Zebulon
Attn: Bobby Fitts
1003 N Arendell Avenue
Zebulon, NC 27597
rfitts@townofzebulon.org

STAFF ONLY

- 1) Does the proposed service or project advance upon goals noted within the Zebulon Vision 2030 Strategic Plan?
- 2) Does the organization provide the proposed service or project in a more efficient and effective manner than if provided as a Town of Zebulon service?

Attachment: Resolution 2020-07

TOWN OF ZEBULON
NON-PROFIT ORGANIZATON
FUNDING APPLICATION
FISCAL YEAR 2020-2021

GENERAL INFORMATION

Date: February 10, 2020

Agency/Organization Name: The Family Violence Prevention Center, Inc. DBA. InterAct		
Mailing Address: 1012 Oberlin Road, Suite 100		
City: Raleigh	State: NC	Zip Code: 27605
Physical Address (if different from mailing):		
Primary Contact & Title: Allison Strickland, Chief Development Officer		
Phone Number: 919-828-7501	Fax Number: 919-828-8304	
Email Address: grantsmanager@interactofwake.org	Website: www.interactofwake.org	

ORGANIZATION INFORMATION

1) Is your agency incorporated as a non-profit organization? Yes No. If "Yes", please attach a copy of your IRS tax-exempt designation.

2) Does your Board of Directors consist of non-paid volunteers? Yes No

3) Number of years organization has been in existence: 41

4) Did your organization receive funding from the Town of Zebulon last year? Yes No

4A) If no, skip to Question 5, otherwise indicate amount of funding: \$1,000

4B) If yes, did you provide an update to the Board at their December 2019 meeting (see Certificaton)? Yes No

5) List your organization's Mission Statement:

Dedicated to ending the cycle of domestic and sexual violence in Wake County, InterAct saves lives, rebuilds lives, and secures safer futures for victims and survivors and their families.

6) Describe the service or project your organization intends to apply this grant towards:

In 2012 and again in 2016, Wake County found itself at the top of a list we never wanted to be on. It wasn't the best places to live or lowest unemployment rate – we had the highest number of domestic violence fatalities of any county in our state. We'd all like to believe that our community is exempt from domestic and sexual violence, but the truth is, according to the CDC, 1 in 4 women and 1 in 10 men will be the victim of physical violence, sexual violence or stalking by an intimate partner in their lifetime. We all know someone who has been affected by these issues – perhaps your sister, your daughter, your friend, your co-worker, or maybe you.

Inspired by the belief that every person has the right to be safe and empowered, InterAct envisions a community free from domestic and sexual violence where healthy relationships prosper. Individuals and families struggling with abuse come to InterAct's Family Safety and Empowerment Center and receive a full array of coordinated services from many community partners all in one location, allowing them to build safe and stable lives through long term supports.

Partners under our roof are: Easter Seals UCP, Kiran, Legal Aid of NC, YMCA, Wake County District Attorney's Office, Wake Prevent! (Wake County's homeless prevention resource), Haven House and InterAct's Solace Center, operating in partnership with three hospitals and under the medical direction of Associates in Women's Healthcare.

The goal of our programs is to empower victims of domestic/sexual violence to regain their self-sufficiency and live safe, productive lives. InterAct respectfully requests the Town of Zebulon's support to provide the following services to Zebulon residents.

Services to save lives:

- Crisis Lines: Victims receive crisis counseling, plan for their immediate safety, and are connected to wraparound services.
- Emergency Shelter: A twelve week residential program where victims work with counselors to build self-sustaining, violence free lives.
- Solace Center: Provides sexual assault victims with specialized nursing care, forensic evidence collection and InterAct's full continuum of services.
- Court Advocacy: Guides victims through the complicated legal process. Victims can also complete and file a petition for an order of protection, video-conference with a judge and receive a temporary order of protection – all at InterAct.

Services to rebuild lives:

- Individual/Group Counseling: Victims receive one-on-one counseling and participate in one or more of 14 specialized support groups.
- Personal and Economic Empowerment Program: Victims meet with a case manager and design individualized goals – from accessing mental health and substance abuse counseling to achieving self-sufficiency by finding housing and employment.

Services to secure safer futures:

- Community Awareness: Provides outreach and education to more than 40,000 community members.
- Youth Education Services: Provide violence prevention and early intervention curriculum to 7,000 students in grades 3-12.
- Children's Services: Provide individual counseling, support groups and child trauma assessments ensuring brighter futures for families.

Last year, we embarked on a breakthrough journey of transformational change in our community – the implementation of a Family Justice Center (FJC) service delivery model right here in Wake County. FJCs help victims and their children find even more of the resources they need in one place – police, lawyers, advocates, medical professionals and more – all working together to promote a decrease in the likelihood that domestic violence leads to serious injury or death. And we know it works - nationally an average of 50% of victims leaving a domestic violence shelter program return to their abuser, InterAct is proud to say that, for the last 3 years, more than 85% of our shelter participants have not returned, but gone on to safe, stable living. Through these partnerships, we can comprehensively address family violence.

7) What Focus Area of Zebulon's Vision 2030 Strategic Plan does this service or project fit within?:
(Ref: www.Zebulon2030.com)

Small-Town Life Vibrant Downtown Grow Smart

8) How does this service or project accomplish a goal within the checked Focus Area?

While not able to accomplish direct tasks noted within the Town's Strategic Plan, InterAct's life-saving services enhance the priority area of Small Town Life. Violence and abuse are critical problems in the United States and small towns across our country and state are of no exception. The effects from abuse in rural America are often exacerbated by limited access to support services for victims, transportation barriers, the stigma of abuse, and lack of available affordable housing. (Rural Health Information Hub, 2018) InterAct is committed to working toward Zebulon's goal of ensuring a safe, connected, family friendly Zebulon.

9) How many Zebulon citizens do you serve annually?

Last year, InterAct provided 52,696 residents in Wake County with direct victim services, training and community education. 164 individuals served by InterAct last year identified themselves as residents of Zebulon. Although, due to confidentiality and fear, many clients do not report their residence, meaning that number could be much higher.

10) In the upcoming year, list the metric(s) you will measure to ensure these grant funds are effectively progressing towards meeting the service goal or need?

- As a result of services received at InterAct's Family Safety and Empowerment Center, 90% of victims/survivors will report decreased isolation after services.
- As a result of services received at InterAct's Family Safety and Empowerment Center, 90% of victims/survivors will report they are better able to plan for their safety.

Annual budget: \$5,662,294.40 ; 11% Administration

Sources of revenue for annual budget (by amount and %):

Source	Amount	%
Individuals & Individual Foundations	\$978,000	17%
Private Foundations	\$209,500	4%
Corporate & Corporate Foundations	\$727,000	13%
Community Groups/Events	\$85,000	2%
Government Grants & Contracts	\$2,868,570	50%
Contracted Services Revenue	\$10,000	>1%
United Way of the Greater Triangle – Designated	\$21,000	>1%
Collaborative Partner Leases	\$179,024	3%
In-Kind Revenue	\$191,000	3%
Thrift Store Sales	\$304,000	5%
Total Other Revenue	\$89,200	2%
Total Support and Revenue	\$5,662,294	100%

REQUEST INFORMATION

Amount requested from Town of Zebulon: \$1,000

Space requested from Town of Zebulon (Please indicate the location and the duration of your space needs):

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 2 @ 7:00 PM? Yes No

Certification

We certify to the best of our knowledge that the information provided in this application is accurate and complete and is endorsed by the organization.

If awarded a grant, I understand and am prepared to make two reports to the Board of Commissioners on how the grant is being used and what progress is being made on the service goal or need. These presentations will occur during the Board of Commissioners regular meetings scheduled for December & March. The anticipated dates of those meetings are: Monday, Dec. 7, 2020 @ 7:00; Monday, March 1, 2021 @ 7:00.

Signature:

Print Name & Title: Leigh Duque, Executive Director, InterAct

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 10, 2020

Please return your application to:

Town of Zebulon
Attn: Bobby Fitts
1003 N Arendell Avenue
Zebulon, NC 27597
rfitts@townofzebulon.org

STAFF ONLY

- 1) Does the proposed service or project advance upon goals noted within the Zebulon Vision 2030 Strategic Plan?
- 2) Does the organization provide the proposed service or project in a more efficient and effective manner than if provided as a Town of Zebulon service?

Attachment: Resolution 2020-07

TOWN OF ZEBULON
NON-PROFIT ORGANIZATION
FUNDING APPLICATION
FISCAL YEAR 2020-2021

GENERAL INFORMATION		Date: 2/10/2020
Agency/Organization Name: Miss Zebulon Organization		
Mailing Address: PO Box 982		
City: Zebulon	State: NC	Zip Code: 27597
Physical Address (if different from mailing):		
Primary Contact & Title: Tracy Alford & Franklin Finch (Co-Executive Directors)		
Phone Number: (T) 919-369-8592 (F) 919-815-5902	Fax Number:	
Email Address: misszebulonorganization@gmail.com	Website: www.misszebulon.org	

ORGANIZATION INFORMATION

1) Is your agency incorporated as a non-profit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No. If "Yes", please attach a copy of your IRS tax-exempt designation.
2) Does your Board of Directors consist of non-paid volunteers? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3) Number of years organization has been in existence: 3
4) Did your organization receive funding from the Town of Zebulon last year? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No 4A) If no, skip to Question 5, otherwise indicate amount of funding: \$500 4B) If yes, did you provide an update to the Board at their December 2018 meeting (see Certification)? <input type="checkbox"/> Yes <input type="checkbox"/> No
5) List your organization's Mission Statement: Our program exists to provide a unique opportunity for young ladies to gain valuable pageant experience as well as life skills. The competition is intended to encourage and reward scholastic achievement and scholarships.
6) Describe the service your organization intends to apply this grant towards: Towards our Miss Zebulon 2021 Scholarship Award.

7) Is this service similar to one provided by the Town? Yes No. 7B) If "No", please jump to Question 8. 7A) If "Yes", how can your organization provide the service more effectively or efficiently than the Town?

8) Do you think this service can accomplish a task within one of the Town's Strategic Plan focus areas (Ref: www.Zebulon2030.com)? If so, how?

Small-Town Life Vibrant Downtown Grow Smart

Our Miss Zebulon and Miss Zebulon's Outstanding Teen have visited each business in the Downtown and have helped initiate a coat on the tree drive on the downtown trees. We were able to gift 50 coats to our community and promote small-town living and a vibrant hope in the downtown that others care.

9) Municipal tax revenue collected is intended to support municipal services (such as fire, police, public works, parks & recreation). Is this service outside Zebulon's municipal services

(examples of these services include those that are centered on health, education, or welfare)? YES

9A) If no, skip to Question 10.

9B) If yes, please explain the need this service addresses within Zebulon.

There are very few opportunities for young ladies to gain scholarships to further their education and this organization provides a unique opportunity to not only gift a scholarship, but also to instill pride in our Town of Zebulon on the Miss North Carolina platform.

10) How many Zebulon citizens do you serve annually? Thousands

11) In the upcoming year, what metric(s) will you measure to ensure these grant funds are effectively progressing towards meeting the service goal or need?

The scholarship is paid directly from our Miss Zebulon account at United Community Bank (805 N Arendell Ave) directly to the new Miss Zebulon 2021's collegiate institute.

Annual budget: \$6,000 ; % Administration 0

Sources of revenue for annual budget (by amount and %):

Donations and fundraisers

**We would really love for our town to get involved in the rental agreement for the Zebulon Middle School so that we can bring it back to Zebulon.

REQUEST INFORMATION

Amount requested from Town of Zebulon: \$500

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 4 @ 7:00 PM? Yes No

Certification

We certify to the best of our knowledge that the information provided in this application is accurate and complete and is endorsed by the organization.

If awarded a grant, I understand and am prepared to make two reports to the Board of Commissioners on how the grant is being used and what progress is being made on the service goal or need. These presentations will occur during the Board of Commissioners regular meetings scheduled for December & March. The anticipated dates of those meetings are: Monday, Dec. 2, 2019 @ 7:00; Monday, March 2, 2020 @ 7:00.

Signature: <i>Tracy R. Alford</i>
Print Name & Title: Tracy R. Alford, Co-Executive Director

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 11, 2019

TOWN OF ZEBULON
NON-PROFIT ORGANIZATION
FUNDING APPLICATION
FISCAL YEAR 2020-2021

GENERAL INFORMATION

Date: 1/30/2020

Agency/Organization Name: Martin Luther King, Jr. Community Breakfast		
Mailing Address: P.O. Box 2		
City: Zebulon	State: NC	Zip Code: 27597
Physical Address (if different from mailing):		
Primary Contact & Title: Laura J. Johnson		
Phone Number: (919) 414-0477	Fax Number: (919) 404-0661	
Email Address: ljjjohns@gmail.com	Website:	

ORGANIZATION INFORMATION

1) Is your agency incorporated as a non-profit organization? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No. If "Yes", please attach a copy of your IRS tax-exempt designation.
2) Does your Board of Directors consist of non-paid volunteers? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3) Number of years organization has been in existence: 14
4) Did your organization receive funding from the Town of Zebulon last year? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4A) If no, skip to Question 5, otherwise indicate amount of funding: \$500.00
4B) If yes, did you provide an update to the Board at their December 2019 meeting (see Certificaton)? <input type="checkbox"/> Yes <input type="checkbox"/> No
5) List your organization's Mission Statement:
6) Describe the service or project your organization intends to apply this grant towards: Provide breakfast to the community of Zebulon
7) What Focus Area of Zebulon's Vision 2030 Strategic Plan does this service or project fit within?: (Ref: www.Zebulon2030.com) <input checked="" type="checkbox"/> Small-Town Life <input type="checkbox"/> Vibrant Downtown <input type="checkbox"/> Grow Smart
8) How does this service or project accomplish a goal within the checked Focus Area? By bring everyone together for a community Fellowship. Focus Area 2

9) How many Zebulon citizens do you serve annually? 370
10) In the upcoming year, list the metric(s) you will measure to ensure these grant funds are effectively progressing towards meeting the service goal or need? By The number of Participants attending, we are limited to amount of Participants because of space.
Annual budget \$3,000.00 ; % Administration -0-
Sources of revenue for annual budget (by amount and %): Sponsors and donations

REQUEST INFORMATION

Amount requested from Town of Zebulon: \$1,000.00
Space requested from Town of Zebulon (Please indicate the location and the duration of your space needs):

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 2 @ 7:00 PM? Yes No

Certification

We certify to the best of our knowledge that the information provided in this application is accurate and complete and is endorsed by the organization.
 If awarded a grant, I understand and am prepared to make two reports to the Board of Commissioners on how the grant is being used and what progress is being made on the service goal or need. These presentations will occur during the Board of Commissioners regular meetings scheduled for December & March. The anticipated dates of those meetings are: Monday, Dec. 7, 2020 @ 7:00; Monday, March 1, 2021 @ 7:00.

Signature: <i>Laura J. Johnson</i>
Print Name & Title: Laura J. Johnson

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 10, 2020

Please return your application to:

Town of Zebulon
Attn: Bobby Fitts
1003 N Arendell Avenue
Zebulon, NC 27597
rfitts@townofzebulon.org

STAFF ONLY

- 1) Does the proposed service or project advance upon goals noted within the Zebulon Vision 2030 Strategic Plan?
- 2) Does the organization provide the proposed service or project in a more efficient and effective manner than if provided as a Town of Zebulon service?

Attachment: Resolution 2020-07

TOWN OF ZEBULON
NON-PROFIT ORGANIZATION
FUNDING APPLICATION
FISCAL YEAR 2020-2021

GENERAL INFORMATION		Date: February 8, 2020
Agency/Organization Name: Preservation Zebulon		
Mailing Address: 214 E. Horton Street		
City: Zebulon	State: NC	Zip Code: 27597
Physical Address (if different from mailing):		
Primary Contact & Title: Mary Beth Carpenter, Executive Director		
Phone Number: 919 741-2317	Fax Number: N/A	
Email Address:	Website: www.preservationzebulon.org	

marybeth@preservationzebulon.org

ORGANIZATION INFORMATION

1) Is your agency incorporated as a non-profit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No. If "Yes", please attach a copy of your IRS tax-exempt designation.
2) Does your Board of Directors consist of non-paid volunteers? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3) Number of years organization has been in existence: 3
4) Did your organization receive funding from the Town of Zebulon last year? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4A) If no, skip to Question 5, otherwise indicate amount of funding:
4B) If yes, did you provide an update to the Board at their December 2019 meeting (see Certification)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

5) Mission: Preservation Zebulon advocates for the preservation of historic buildings and landscapes that embody important elements of the history and culture of Zebulon and promotes their conservation for the enrichment of residents and businesses.

6) Describe the service or project your organization intends to apply this grant towards:
We plan to hold our first annual Historic House tours within the proposed historic district in Spring 2021 to promote Zebulon's history. We ask the Town to support our effort and also to allow PZ to utilize the Wakelon building for this event on a Saturday for check-in and a listing of the homes on tour.

7) What Focus Area of Zebulon's Vision 2030 Strategic Plan does this service or project fit within?:
(Ref: www.Zebulon2030.com)
 Small-Town Life Vibrant Downtown Grow Smart

8) How does this service or project accomplish a goal within the checked Focus Area?

Small Town Life and Vibrant Downtown—Our historic downtown walking tours promote downtown's history and cultural significance. Our Historic House tours will draw people to Zebulon to see these restored structures. Our Zebulon Memory Project captures pre-1980 photos and stories from long-time residents to record and educate people about our past.

Growing Smart – Our proposed National Register historic district will allow businesses and houses which contribute to the district to receive tax credits for restoration of their structures, which helps revitalize the area and increases economic development opportunities.

9) How many Zebulon citizens do you serve annually? 550

10) Metrics include number of people attending the historic house tours, number of volunteers, and number of structures open for tours, people attending our events (Murder mystery, walking tours, annual meeting, Preservation Day, Memory Project presentations (220). Other numbers include households receiving our educational mailings (60) and Facebook followers (2,600) for our events and Zebulon Memory Project stories.

Annual budget: \$22,510; % Administration 0

Sources of revenue for annual budget (by amount and %):			
Memberships	\$5,310		24%
Events	\$14,950	66%	
Grants	\$1,000		4%
Donations	\$2,250		10%

REQUEST INFORMATION

Amount requested from Town of Zebulon: \$1,000

Space requested from Town of Zebulon (Please indicate the location and the duration of your space needs): Town Hall for 9am - 3pm. One Saturday in Spring 2021

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 2 @ 7:00 PM? Yes No

Certification

We certify to the best of our knowledge that the information provided in this application is accurate and complete and is endorsed by the organization.

If awarded a grant, I understand and am prepared to make two reports to the Board of Commissioners on how the grant is being used and what progress is being made on the service goal or need. These presentations will occur during the Board of Commissioners regular meetings scheduled for December & March. The anticipated dates of those meetings are: Monday, Dec. 7, 2020 @ 7:00; Monday, March 1, 2021 @ 7:00.

Signature: Mary Beth Carpenter
Print Name & Title: Mary Beth Carpenter, Executive Director

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 10, 2020

Please return your application to:
Town of Zebulon
Attn: Bobby Fitts
1003 N Arendell Avenue
Zebulon, NC 27597
rfitts@townofzebulon.org

STAFF ONLY

- 1) Does the proposed service or project advance upon goals noted within the Zebulon Vision 2030 Strategic Plan?
- 2) Does the organization provide the proposed service or project in a more efficient and effective manner than if provided as a Town of Zebulon service?

Attachment: Resolution 2020-07

TOWN OF ZEBULON
NON-PROFIT ORGANIZATION
FUNDING APPLICATION
FISCAL YEAR 2020-2021

GENERAL INFORMATION		Date: 2-10-2020
Agency/Organization Name: Share His Glory		
Mailing Address: 3 Olde Tavern Dr.		
City: Wendell	State: NC	Zip Code: 27591
Physical Address (if different from mailing):		
Primary Contact & Title: CEO/President Roger Brantley		
Phone Number: 252-314-1457	Fax Number:	
Email Address: whitleysjourney@aol.com	Website: www.sharehisglory.com	

ORGANIZATION INFORMATION

1) Is your agency incorporated as a non-profit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No. If "Yes", please attach a copy of your IRS tax-exempt designation.
2) Does your Board of Directors consist of non-paid volunteers? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3) Number of years organization has been in existence: 2 years
4) Did your organization receive funding from the Town of Zebulon last year? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
4A) If no, skip to Question 5, otherwise indicate amount of funding:
4B) If yes, did you provide an update to the Board at their December 2019 meeting (see Certificaton)? <input type="checkbox"/> Yes <input type="checkbox"/> No
5) List your organization's Mission Statement: attachment
6) Describe the service or project your organization intends to apply this grant towards: We intend on promoting more community events and festivals. By bringing together the community with town cookouts, festivals with info on groups, and many more.
7) What Focus Area of Zebulon's Vision 2030 Strategic Plan does this service or project fit within?: (Ref: www.Zebulon2030.com) <input checked="" type="checkbox"/> Small-Town Life <input type="checkbox"/> Vibrant Downtown <input type="checkbox"/> Grow Smart
8) How does this service or project accomplish a goal within the checked Focus Area? We will accomplish the town goal by encouraging a helping hand to each other, informing families in need of resources, forming parterships with groups, bringing resources together from churches, and having the community build relationships to grow stronger with the new changer in the near future.

9) How many Zebulon citizens do you serve annually? <i>2,900 citizens several times a year.</i>
10) In the upcoming year, list the metric(s) you will measure to ensure these grant funds are effectively progressing towards meeting the service goal or need? <i>The grant will give us ability to provide more activities and partner with others to reach different groups throughout the area. Also maintenance on equipment.</i>
Annual budget: <i>\$3,000</i> ; % Administration <i>\$200.00</i>
Sources of revenue for annual budget (by amount and %): <i>all of the revenue will be raised with donations and fundraised.</i>

REQUEST INFORMATION

Amount requested from Town of Zebulon: <i>\$1,000</i>

Space requested from Town of Zebulon (Please indicate the location and the duration of your space needs): <i>downtown area to be able to cook and have activities.</i>
--

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 2 @ 7:00 PM? Yes No

Certification

We certify to the best of our knowledge that the information provided in this application is accurate and complete and is endorsed by the organization.

If awarded a grant, I understand and am prepared to make two reports to the Board of Commissioners on how the grant is being used and what progress is being made on the service goal or need. These presentations will occur during the Board of Commissioners regular meetings scheduled for December & March. The anticipated dates of those meetings are: Monday, Dec. 7, 2020 @ 7:00; Monday, March 1, 2021 @ 7:00.

Signature: <i>Roger Alan Brantley</i>
Print Name & Title: <i>Roger Alan Brantley CEO/PRES</i>

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 10, 2020

Please return your application to:

Town of Zebulon
Attn: Bobby Fitts
1003 N Arendell Avenue
Zebulon, NC 27597
rfitts@townofzebulon.org

STAFF ONLY

- 1) Does the proposed service or project advance upon goals noted within the Zebulon Vision 2030 Strategic Plan?
- 2) Does the organization provide the proposed service or project in a more efficient and effective manner than if provided as a Town of Zebulon service?

Attachment: Resolution 2020-07

Share His Glory

Mission Statement

To enrich the lives of children and their families during adversities by providing a comprehensive range of support services, programs, activities, and opportunities in Eastern Wake County.

Establish: July 2018

By: Roger Brantley

BUDGET AND FINANCE DEPARTMENT - OPERATING BUDGET REQUEST

Fiscal Year 2020 - 2021



In accordance with the Local Government Budget and Fiscal Control Act (North Carolina General Statute 159), herein lies a concise explanation of the Town of Zebulon Budget and Finance Department's goals fixed by the budget for fiscal year 2020-2021.



**1003 North Arendell Avenue
Zebulon, North Carolina 27597
(919) 269-7455
Budget & Finance Department
www.townofzebulon.org/services/finance**

Final Version – March 10, 2020

THE YEAR IN REVIEW (FY 2018-2019)

What We Do

What does the Finance department do?

- We provide sound fiscal management of the Town's financial resources in accordance with Town ordinances, state and federal laws, and generally accepted accounting principles.
- We strive to maintain the highest level of accountability, professionalism and customer service to our citizens and employees.

The primary duties of the department are:

- Financial Reporting & Auditing
- Fixed Asset, Cash & Debt Management
- Annual Budget Administration & Compliance
- Accounts Payable/Receivable Processing
- Employee Payroll Administration
- Bill Payments for City of Raleigh utility customers

What We Did

For the fiscal year 2019, and all years, it is our goal to provide sound financial management and a high level of customer service and professionalism while meeting all deadlines required of employees as well as state and federal filing requirements. As we have done for over 20 years, we submitted the Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association (GFOA) for their *Certificate of Achievement for Excellence in Financial Reporting* program. For the fiscal year ending June 30, 2018 we were awarded the certificate for the 24th consecutive year. We have submitted the fiscal year ending June 30, 2019 report in December 2019 and should find out in Spring 2020 if it will be awarded again.

A large part of the budget process is revenue forecasting. Intergovernmental revenues such as sales tax and utilities sales tax are items that are based on economic and other conditions. It is a goal to be as accurate as possible, erring on the conservative side, but within 5%.

How We Did

With regards to sales tax in FY 19, actual came in at 2.8% over forecasted amounts. Utilities sales tax is slightly harder to forecast. Climate and economic conditions can cause this to be a very volatile revenue source. For FY '19, these revenues came in at 15% above forecasted.

THE YEAR AHEAD (FY 2020-2021)

What We'll Do

Specific goals for the year ahead include:

- Forecast revenues within the 5% variance on sales tax and utility sales tax
- Prepare the CAFR for the fiscal year ending June 30, 2020 to submit to the GFOA for the award program
- Analyze budget trends in every department
- Assess opportunities to achieve economies of scale through contract of single vendor to multiple departments
- Project retiree insurance costs over the next five years
- Evaluate unique line items found only in single department budgets

How We'll Do

For this coming year, we will track our revenue forecasting and forwarding these on in our monthly financial statement update staff reports to the Board. These include sales tax, utilities sales tax, zoning fees and others.

BUDGET HIGHLIGHTS

Please find the Budget and Finance department's FY 2020-2021 operating budget request. This request includes a brief description of the use or purpose of each line item.

Line Item Descriptions

- **10-420-0200: Salaries** – Salaries for the 3 full-time employees.
- **10-420-0400: Professional Services** – Actuarial studies, cost of CAFR award program, etc.
- **10-420-0500: FICA** – Medicare & Social Security tax payments for all employees
- **10-420-0600: Group Insurance** – Medical, dental, and life insurance for full-time employees
- **10-420-0700: Retirement** – Town contributions to state retirement system and 401(k)
- **10-420-0800: Unemployment Compensation** – Costs to pay claims and maintain base wage amounts estimated at \$2,500.

- **10-420-0900: Retiree Insurance** – Costs for coverage of retirees’ insurance
- **10-420-1100: Postage** – Postage costs
- **10-420-1101: Cell Phones** – Employee phone stipends
- **10-420-1400: Travel/Training** – Training materials, courses and dues to organizations.
- **10-420-1600: Equipment Maintenance** – General equipment maintenance costs
- **10-420-1700: Advertising** – Costs of advertising including budget notice of public hearing (this has been moved from Governing Board).
- **10-420-3300: Materials & Supplies** – Materials, equipment, supplies, etc. for department
- **10-420-3303: Printing/Copying** – Costs of leased printers, copier and actual prints above those included under contract
- **10-420-3305: Mail Room Supplies** – Materials & supplies such as copy paper, envelopes, etc.
- **10-420-4500: Contracted Services** – Maintenance contracts (financial software support, etc.)
- **10-420-5400: Insurance & Bonds** – Property and worker’s compensation insurance; bond on Tax Collector, Finance Director and Town Manager

Line Item Analysis

Listed in the next section, I have included an analysis of requested increases for those line items where the requested increase is greater than the provided consumer price index (CPI) of 1.66%. Each analysis explains whether the increase is related to a new program (NEW), enhancing an existing program (ENHANCE), or increasing costs associated with an existing program (EXIST).

10-420-0700 – Retirement

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with the Local Government Employees’ Retirement System (LGERS). The system, in order to stay sustainable adopted the Employer Contribution Rate Stabilization Policy. Accordingly, rates are going from 9.7% in FY 2020 to 10.9% in FY 2021.

Policy Analysis

This item relates to the Strategic Plan’s vision of “Growing Smart” and the *Staff Development* component.

10-420-0900 – Retiree Insurance

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with Retiree Insurance. The requested increase is above the recognized CPI at 9.1%. The overage (above CPI) can also be attributed to a new retiree costing approximately \$6,000.

Policy Analysis

This item relates to the Strategic Plan's vision of "Growing Smart" and the *Staff Development* component.

10-420-1400 – Travel/Training

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with staff travel & training. The requested increase is above the recognized CPI at 9.4%. Continuing education is important to ensuring staff is growing, networking and up to date with ever-changing policy and standards. With the increased role in the budget coming years there will be a stronger emphasis on staff participation in continuing education to ensure we have proper training and knowledge to serve the Town and manage its resources effectively.

Policy Analysis

This request relates to the Strategic Plan's vision of "Growing Smart". Staff development was also identified in FY 2020 budget goals with a focus on developing funding to support succession planning.

10-420-3303 – Printing/Copying

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with our contract printing & copying service. The requested increase is above the recognized CPI at 4%. The printers & copiers are on a lease with a known cost. Also included are an allotted amount of copies. Then, the overage is billed at an agreed upon rate. Typically, we have been going over the allotted included prints/copies. This increase should cover potential overages.

Policy Analysis

This request relates to the Strategic Plan's vision of "Growing Smart". With increased budget work, additional printing will assuredly be an increased cost incurred.

SUMMARY

This FY 2021 operating budget request was prepared in accordance with the adopted 2030 Strategic Plan and its the three identified focus areas – Vibrant Downtown, Growing Smart and Small-Town Life. I am available for questions on anything included in this budget request.

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested Budget	Notes
	BUDGET & FINANCE:	-	-	-	-		-			
10-420-0200	SALARIES	167,313	175,456	182,064	217,784	185,068	190,000	201,300	201,300	
10-420-0400	PROFESSIONAL SERVICES	6,707	3,781	6,647	5,242	6,756	8,300	8,437	6,800	
10-420-0500	FICA	12,869	13,310	13,832	16,555	14,061	14,800	15,200	15,450	
10-420-0600	GROUP INSURANCE	15,769	15,806	16,046	18,166	16,311	18,700	21,100	18,600	
10-420-0700	RETIREMENT	20,767	21,884	23,144	26,130	23,526	26,600	30,000	30,600	EXIST
10-420-0800	UNEMPLOYMENT COMP	-	362	4,114	1,384	4,182	2,500	2,541	2,500	
10-420-0900	RETIREE INSURANCE	-	44,552	51,702	24,063	52,555	55,000	55,908	60,000	ENHANCE
10-420-1100	POSTAGE/TELEPHONE	1,508	1,440	1,440	1,716	1,464	2,000	2,033	2,000	
10-420-1101	CELL PHONES	600	600	600	962	610	600	610	600	
10-420-1400	TRAVEL/TRAINING	1,524	1,115	3,338	3,097	3,393	3,200	3,253	3,500	EXIST
10-420-1600	EQUIPMENT MAINTENANCE	-	-	-	-	-	500	508	500	
10-420-2600	ADVERTISING	115	-	-	48	-	200	203	200	
10-420-3300	MATERIALS & SUPPLIES	2,626	3,051	2,358	2,837	2,397	3,125	3,177	3,100	
10-420-3302	COMPUTERS	-	-	755	612	768	-	-	-	
10-420-3303	PRINTING/COPYING	5,006	4,444	5,817	4,846	5,913	5,100	5,184	5,300	EXIST
10-420-3305	MAIL ROOM SUPPLIES	2,355	2,977	2,803	2,808	2,849	3,050	3,100	3,100	
10-420-4500	CONTRACTED SERVICES	15,930	13,035	18,961	17,694	19,274	16,500	16,772	16,500	
10-420-5400	INSURANCE & BONDS	5,263	5,589	4,212	5,550	4,282	5,725	5,819	5,700	
10-420-5700	MISCELLANEOUS	58	38	59	57	60	-	-	-	
	Totals	258,410	307,440	337,892	349,551	343,469	355,900	375,145	375,750	

ADMINISTRATION DEPARTMENT OPERATING BUDGET REQUESTS Fiscal Year 2020 - 2021



1003 N. Arendell Avenue
Zebulon, North Carolina 27597
(919) 269-7455
www.townofzebulon.org

The Administration Department operates in accordance with North Carolina General Statute 160A. Herein lies the explanation of the Town of Zebulon Administration Department's budget for fiscal year 2020-2021.

The Board of Commissioners adopted the Strategic Plan: Zebulon 2030 which included Core Values. These have effectively been our road map of how we make decisions on what we should be doing for our community and why.

Growing Smart

It all starts with growing smart. To do what is necessary to maintain small town life and have a vibrant downtown, Zebulon must first grow smart.

Growing smart begins with having adequate staffing to address the development, transportation, recreation, public safety and infrastructure needs that an increase in population will demand. It will also dictate that we hire not just additional staff members, but the appropriate staff members to be as effective in our work as possible. That will mean people in every department including planning personnel, an engineer, police officers and firefighters, park superintendents and public works staff.

Small Town Life

The small town life is something different to everyone, but it gives a person that feeling of walking down the street and not only knowing the people you pass, but taking the time to speak to them. Whether it is a parade, closing off a street for a business to celebrate its customers or a corner farmers market, meeting your neighbor in these places celebrates that small town life.

By encouraging staff to create partnerships, help those coordinating events and planning them ourselves these events help to foster that amazing connection of the small town life.

Vibrant Downtown

Working in tandem with the aspects of the small town life the desire to have a vibrant downtown can be fulfilled. Bringing people into downtown whether it is to live, work or play creates that energy that comes with a vibrant downtown. The wonderful tree lighting event showed what it could be, and as the various departments work together to make other events possible the vibrancy of the downtown will be realized.

Core Values

The core values of “Honesty/Integrity, Family, Respect, Dependability, and Teamwork”, that the Board adopted as part of the Strategic Plan, are an integral part of how we do business within the Administration Department, as well as all departments throughout town. The values help to guide how we interact not just with each other, but also with customers both internally and externally.

DEPARTMENTAL INFORMATION

Who We Are

The Administration Department has the responsibility of ensuring that the internal customers, fellow employees and elected officials, have what they need to do their jobs well.

We also serve the external customers, the residents and visitors, of our community whom we want to provide the information they need to be well informed and have a better quality of life.

Serving our community is a privilege that we are proud to do.

What We Do

- Manage the day to day activities of the Town
- Provide Guidance for each Department
- Keep Elected Officials Informed
- Represent the Town at meetings and functions
- Prepare Agenda materials
- Provide Human Resource Services to all departments
- Manage IT Support for all departments
- Oversee AV needs and upgrades
- Manage Webpage and Social Media
- Coordinate Events/Projects for officials and staff
- Engage with the Community
- Manage Public Records

REQUESTED EXPENDITURES

The budget requests for FY 2021 presented for the Administration Department were developed to accurately reflect the needs of the department to provide the best services to our customers both internal and external. Most line items reflect an increase by the CPI of 1.66%. However, there are a few that were more than the CPI and others that were less.

Attached you will find the accompanying spreadsheet for the FY21 Administration Department operating budget that is being requested.

Line Item Analysis

The information that follows is an explanation of the line items that exceed the CPI increase of 1.66%. The explanation will include the reason for the increase and whether it is an existing program with increased costs, an enhanced or expanding program that already exists or if it is a new program that we want to provide.

10-430-0300 – Part-time Salaries

The department has hired an intern from the UNC Master in Public Administration program for the past three out of four years. Zebulon provides the experience to understand how municipal government operates and they are given the opportunity to spend time in each department, as well as with the Mayor and Town Manager. Due to our location, distance can be an issue in attracting students, so we increased the hourly rate to \$17 for the required hours.

To cover the annual costs for this **existing** program there would be an increase over the CPI of \$135.

10-430-1101 – Cell Phones

With the hiring of an IT Specialist it will be necessary to provide a cell phone reimbursement since they will be out of the office regularly and on call. They would also have the need to have access to data in the field. This position would receive \$50 per month reimbursement.

To cover the annual costs of this **existing** program, an additional \$600 would need to be added over the CPI.

10-430-1400 – Travel and Training

With the additional staff of an IT Specialist it would be necessary to budget for travel and training for this position.

To cover the costs of memberships and training for this position it would be a **new** cost of \$1,000.

10-430-1700 – Vehicle Maintenance

The department had a vehicle years ago and when it became unrealistic to continue to put money into the vehicle to keep it running, the vehicle was sold at auction and not replaced. Since that time anyone in Administration that has needed a vehicle to drive has used a vehicle from the Planning Department. In the last five years, some of the vehicles have become unreliable and driving them out of town was not the best option, and due to the needs of the Planning staff needing a vehicle to perform their daily duties a vehicle was rarely available when needed. The request has been made to add a vehicle back to the Administration Department, so that staff would not be forced to drive their own vehicle when traveling. If a vehicle were to be added to the department, then a vehicle maintenance line item would need to be added to cover any maintenance costs that might arise.

To cover the annual costs of adding a vehicle there would be a new vehicle maintenance line item, which is a **new** cost and would add \$1,000 to the overall Administration budget.

10-430-3100 – Fuel Expense

With the addition of a vehicle to the Administration Department it would require a new line item for vehicle fuel costs that would be needed.

To cover the annual costs of adding a vehicle there would be a new fuel expense line item, which is a **new** cost and would add \$2,000 to the overall Administration budget.

10-430-4500 – Contract Services

With the upper level request of an Assistant Public Works Director/Engineer, if funded, it would be necessary to include an assessment center in the budget to find the best person for the position. Developmental Associates has provided this service over the years and they have been very successful in finding the people that fit the Town of Zebulon and they are continuing to do a great job.

To cover the cost of an assessment center this would be a **new** cost and would add \$20,000 to this line item.

FUTURE NEEDS

The current Police Captain will be retiring and in FY 20 and an assessment center would be held to find a replacement. When reviewing the salary for the position it was determined that the pay grade needed to be changed from a 17 to an 18 to be competitive and attract quality applicants for the position. This change is allowed by Article IV, Section 7 of the personnel policy and Section V of the budget ordinance. Traditionally, department heads are not in the same pay grade as other employees because of their depth of their responsibilities.

It will be necessary to review the salary ranges for department heads and adjust them as needed to address their responsibilities. If positions are adjusted the employee would be eligible for a pay increase to at least the minimum of the pay grade or as deemed appropriate by the Town Manager.

It is fully anticipated that additional staff will be needed to cover various needs including separating out the HR Director/Town Clerk position into two separate positions and additional IT positions.

As the Town staff continues to grow the demands on the HR Director will be at a point that separating out the position of Town Clerk will be necessary. This will allow the HR Director to focus on the needs of a growing staff.

The demands of information technology will only continue to grow as the Town continues to grow. However, we think it is necessary to track the current needs, which we will be able to do

as the new IT Specialist begins documenting all the work, needs and desires of each department.

When new staff positions begin to be added it would be necessary to have dedicated space for them to work. To make that possible it would mean renovation of space, in the Town Hall building, that is currently being utilized for storage by other departments.

**SAFETY COMMITTEE
BUDGET REQUEST
Fiscal Year 2020 - 2021**



1003 N. Arendell Avenue
Zebulon, North Carolina 27597
(919) 269-7455
www.townofzebulon.org

BACKGROUND

The safety committee was developed to be sure the Town was in compliance with OSHA as well as to bring awareness to safety. The safety manual was adopted by former Interim Town Manager Sidney Perry in 2015.

COMMITTEE INFORMATION

Who We Are

This committee and its individual members are dedicated to promoting the health, safety and welfare of our employees, with support of the town manager, in order to create a safe work environment for our employees, and the community.

- To promote continue safety training, education and communication.
- To create and enforce the Town of Zebulon policies relating to all safety issues.
- To strive for the elimination of all accidents in the workplace.

Purpose

- Reduce number of days lost to injury
- Improve number of days worked due to an injury
- Focus more on awareness and prevention

REQUESTED EXPENDITURES

The budget requests for FY 2021 presented for the Safety Committee were developed to accurately reflect the needs of all staff members. Safety committee proposal for FY 2021 is as follows:

Safety Baskets (safe bet and partner opportunity)

Baskets would be prepared on a quarterly basis taking into consideration the seasons of the calendar year. For instance for the summer months baskets would include sunscreen, bug spray, and possible ball caps.

Cost: \$1200

Measure: Safety baskets will be prepared in conjunction with the fruit baskets provided by the wellness committee where history has proven by employee comments to be an enjoyable program/idea.

Quarterly Safety Lunch and Learns/Safety Briefings (biggest impact and safe bet)

Being able to visit different departments throughout the fiscal year gives the safety committee a face and a voice and brings more awareness to safety. We would coordinate with his department head before scheduling to determine a good date as to not conflict with any department duties, show up provide lunch and, and provide safety training. Each quarter the training would look different. One quarter the training could be on slips and falls just as an example.

Cost: \$2500

Measure: We are able to provide onsite training to all employees during normal business hours at each department with no additional costs of having to pay a per diem.

Offsite Safety Committee Training

The safety committee would travel as a team when available and the training is submitted to department head in a timely fashion to make sure shifts are covered. Training would also include the purchase of any training materials identified by the safety committee such as a visible accident flip chart to be displayed in each department to measure number of day's accident free.

Cost: \$4800

Measure: Making sure your committee is well trained in each area of safety as some committee members are not required to complete yearly safety trainings such as PPE or lockout/tag out. Training as a team allows all members to be trained and consistent across the board so we allow possess the same knowledge and level or expertise.

FUTURE NEEDS

As the Town staff continues to grow the safety committee should grow as well. We would also like to propose a small percentage of compensation for serving on the safety committee for the future.



To: Joe Moore
From: Stacie Paratore and Amy Hayden
Date: March 10, 2020
Re: Town of Zebulon Wellness Program

Purpose:

- Reduce the number of days lost to illness
- Improve the number of workdays through wellness
- Increasing employee morale

Goals:

- Build and maintain a workplace environment, culture, and programs that support employee health and wellness
- Ensure that employees can actively participate in a variety of workplace wellness initiatives that support health and wellness
- Provide education to increase employee knowledge of health and wellness issues along with behaviors to live a healthy lifestyle
- Provide social events and activities to increase employee morale

Measure:

- Lowering healthcare costs
- Reducing absenteeism
- Achieving higher employee productivity, retention, and satisfaction

Having a Wellness Program demonstrates the Town's commitment and investment to employees' well-being and the importance of living a healthy lifestyle.

Wellness Program Proposal for FY 2021:

- **Fruit Baskets (safe bet) (partner opportunity)**
 - This was by far the most mentioned item in the Wellness Focus Groups
 - Employees enjoyed having the fruit on hand and wanted more
 - A staff member would deliver the fruit to each department every month
 - Would include seasonal fruit and a healthy tips handout
 - The USDA recommends eating five to nine servings of fruits and vegetables per day.
 - A diet rich in fruits and vegetables can lower blood pressure, reduce the risk of heart disease and stroke, prevent some types of cancer, lower risk of eye and digestive problems, and have a positive effect upon blood sugar, which can help keep appetite in check all of which will make healthier employees and lower healthcare costs

Cost: \$2,400

Measure: Most mentioned item at the focus groups in 2019 and employees wanted more

- **EAP Classes**
 - Examples of classes: stress management, work life fulfillment, mindfulness in the workplace

Cost: \$400



Measure: Employees have inquired about mental health services available through the EAP during the focus groups and asked the wellness committee to offer classes for mental health.

- **Flu season prevention**

- Flu shot clinic at Police training room
 - o Convenient for employees and having someone come here to perform the shots is no cost to the Town
- Automatic hand sanitizer dispensers at each department
- Flyers at each department on tips to avoid the flu
 - o Washing hands and receiving flu shots are the two best practices to prevent spreading the flu virus. We would raise awareness on how to stay healthy during flu season and reduce the amount of days lost to illness.

Cost: \$1,800

Measure: In 2019 we offered a \$20 gift card to anyone who received a flu shot and there were 23 recipients. Prior to that the most we ever had receive a flu shot was 12. Increasing flu preventatives will keep employees healthier.

- **Maintain Don't Gain Challenge**

- Each person who maintained their weight (no more than 3 lbs over to account for water weight) receive a \$50 gift card. If a person is 3 lbs over they did not maintain.
- This was a huge success this past year with a total of 83lbs lost from the 27 employees who participated
- Each participant would receive weekly emails for eating healthy during the holidays and a Healthy Holiday Eating class would be held in November with tips and an exercise demonstration
- Example: In 2019 one participant replaced their daily sodas with water during the challenge and continued to eliminate soda after the challenge

Cost: \$3,850

Measure: number of employees who participated and maintained their weight during the challenge

- **Exercise time (biggest impact)**

- Employees would be able to take 2 hours per week to exercise
- This would include walking groups, use of the fitness center, police department gym, or their own gym membership
- Employees could participate in a ZCC fitness class at no charge
 - o Yoga, dance FITT, Barre/Pilates, Chair Yoga, Line Dancing, Cardio Dance, and Fit & Fun Aerobics
- In focus groups employees have expressed not having enough time to exercise and would like allotted time during the day to exercise
- The time out of the office would need to be approved by their department head

Cost: employee time

Measure: Increase number of employees who exercise and becoming healthier. Healthier employees, lower healthcare costs, and lower absenteeism. The time to exercise also helps the



employee's mental health. We feel with this benefit would be the biggest impact because this would lead to a lifestyle change.

The Department of Health and Human Services and The American Heart Association recommends at least 150 minutes of physical exercise per week which will:

- Lower risk of heart disease, stroke, type 2 diabetes, high blood pressure, dementia and Alzheimer's, several types of cancer, and some complications of pregnancy
- Better sleep, including improvements in insomnia and obstructive sleep apnea
- Improved cognition, including memory, attention and processing speed
- Less weight gain, obesity and related chronic health conditions
- Better bone health and balance, with less risk of injury from falls
- Fewer symptoms of depression and anxiety
- Better quality of life and sense of overall well-being

- **Healthy Cooking Classes**

- WakeMed Chef and dietician teaching the class
- Employees enjoyed the interactive classes
- Learned new recipes and how to incorporate healthy ingredients
- Many said they have continued making the recipes at home and incorporating the healthy foods in their meals

Cost: \$600

Measure: we received very positive feedback for the four cooking classes held in 2019.

- **Field Day**

- Exercise/activities outside at the Zebulon Community Park
- Employees from all departments moving together
- WakeMed to provide biometrics screenings
- Healthy lunch together at the Community Center

Cost: \$1,000 for lunch

Measure: number of employees who attend and receiving positive feedback

- **WakeMed Wellness Bus**

- Physicals
 - 6 physicals were performed at the WakeMed Wellness bus on January 9th
 - Employees find it easier to have the "doctor come to them" instead of taking time off from work to drive to the doctor
 - WakeMed assists with helping patients find a primary care doctor, information regarding the EAP, and registered dietician if needed
- One-on-one nutritional counseling
 - Covered by insurance and no cost to the Town or employee

Cost: No cost – billed to the employee's insurance

Measure: having healthier employees leads to reduced healthcare costs and lower absenteeism



- **Heart Walk in February for American Heart Month**

- Employees wear red TOZ Heart Walk shirts on that day
- Walk to the ZCC and have a healthy lunch together
 - Walking is a simple way to get and stay active
 - Research has shown walking can have a significant impact on your health by lowering your chances of heart disease
- Handouts and information about heart health will be provided
- The walk shows employees and citizens how much the Town values their health

Cost: \$1,310

Measure: number of employees who participate

- **March Madness Social**

- Employees can watch the basketball game and socialize
- Pizza and salad provided for lunch
- Free throw competition
- Increases morale
 - The time together in a social setting allows employees to discover shared interests with colleagues and supervisors
 - Demonstrates the Town's commitment and investment to their mental well-being, which can boost morale and increase productivity

Cost: \$600

Measure: Number of people who attend and getting positive feedback of employees who enjoyed the event. The Wellness program covers more than diet and exercise. We also want to focus on mental health. Having social time together where employees can have fun and unwind is just as valuable and beneficial.

- **Biometric Screening Incentive Program**

- Establishes a health baseline that can be used to evaluate risks for a variety of health issues, many of which can be prevented through early detection and lifestyle changes
- Perimeters: as long as an employee met 4 out of the 5 perimeters they would have \$300 added to an FSA card
- The biometric screenings would measure the following:
 - body composition: height, weight, body mass index, body fat percentage, and waist circumference
 - blood pressure
 - blood sample to test cholesterol, triglycerides and glucose levels
 - non-smoker
- If not in perimeters an employee would meet with a nutritionist/dietician on a quarterly basis to achieve the FSA benefit

Cost: \$21,000

Measure: Number of employees who quit smoking, lower blood pressure, cholesterol, BMI, and waist circumference. This benefit would lead to a lifestyle change for people. For example, if someone has high blood pressure, the nutritionist will give tips on ways to lower their blood pressure. By having a biometric screening every six months they would be able to keep track of their numbers and see their progress over time.



Wellness Program Research:

- Studies show that for every dollar spent on health intervention, you'll see \$6 in healthcare savings. A healthier employee base reduces absenteeism and healthcare utilization, costing less.
- Based on Ron Z. Goetzel's 2012 study: the financial risk of a physically inactive employee is an additional \$606 per year.
- Well engaged and content employees outperform disengaged employees 12% better.

Wellness Program Budget/Schedule 2020-2021				
Month	Description	Cost	Notes	Measures
July-June	Fruit Baskets-Monthly	\$ 2,400.00	\$200 Per Month for Fruit Baskets delivered to 5 Departments; will include healthy tips sheet.	Per Focus Groups in 2019: Most mentioned item in the focus groups and employees wanted more.
July-June	Exercise Time	\$ -	COST: EMPLOYEE TIME-2 Hours Per Week	Increase in number of employees who exercise and maintain a healthier lifestyle. Able to measure in the annual biometric screenings.
August	Healthy Cooking Classes	\$ 300.00	(50 employees x \$3 per employee) + \$150 Class = \$300; includes chief and dietician.	Number of employees who participated and receiving positive feedback.
September	Flu Season Prevention	\$ 1,800.00	70 employees x \$20 Gift Cards=\$1400; 5 automatic hand sanitizer units x \$80= \$400	Number of participants who receive the flu shot.
October	Biometric Screening Incentive Program-Healthcare Enrollment Period	\$ 21,000.00	70 employees x \$300 annually= \$21,000	Annual Comparison: Number of employees who quit smoking, lower blood pressure, cholesterol, waist circumference and BMI.
November	Maintain Don't Gain-Nutritional Class	\$ 200.00	No Cost for the class, \$200 for healthy lunch.	Supports the Maintain Don't Gain Challenge. Number of employees who attend and verbal feedback.
October-January	Maintain Don't Gain	\$ 3,850.00	70 employees X \$50 = 3,500 + \$350 for top 3 who lose the most weight = \$3,850	Number of employees who participated and maintained their weight during the challenge.
January	Healthy Cooking Classes	\$ 300.00	(50 employees x \$3 per employee) + \$150 Class = \$300; includes chief and dietician.	Number of employees who participated and receiving positive feedback.
February	Heart Walk	\$ 1,310.00	70 employee Long Sleeve t-shirts x \$13 per shirt= \$910; \$400 for healthy lunch.	Number of employees who participate in the walk.
March	March Madness Employee Social-ACC Tour/Free Throw/Cornhole Tournament	\$ 600.00	Food (Pizza, Salad & Beverages) \$550 and Prizes (2 Gift Cards for Free Throw Competition) \$50	Number of employees who attended and receiving positive feedback.
April	Field Day	\$ 950.00	WakeMed Bus Biometric Screening= FREE, Games & Activities= FREE, Healthy Lunch \$950	Number of employees who attended and receiving positive feedback.
May	EAP Classes (Stress Management, Work-Life Fulfillment, Mindfulness in the Workplace, etc.)	\$ 400.00	\$150 Per Class-2 Sessions to accommodate employee schedules; \$100 for light breakfast	Employees have inquired mental health services that are available in the focus groups. Number of employees who attended and receiving positive feedback.
July	N/A	\$ -		
Total		\$ 33,110.00		

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested	Service Level	Notes
	ADMINISTRATION:										
10-430-0200	SALARIES	191,309	209,374	255,642	218,775	259,861	339,000	351,700	352,500		Adjust for the hiring rate of \$64,500 - in one year being at \$70,095
10-430-0300	PART-TIME SALARIES	10,489	6,824	1,728	6,347	1,757	7,894	0	8,160	Existing	Intern increase in pay
10-430-0400	PROFESSIONAL SERVICES	160	1,033	2,447	1,214	2,488	2,563	2,605	15,105	Enhanced	Addition of Pay Study
10-430-0500	FICA	14,787	16,208	18,848	16,614	19,159	26,800	27,100	27,800		
10-430-0600	GROUP INSURANCE	11,061	12,851	17,427	13,780	17,715	24,900	28,200	24,800		
10-430-0700	RETIREMENT	22,437	25,418	31,837	26,564	32,362	47,500	53,500	53,550		
10-430-1100	POSTAGE	4	-	179	61	181	-	-	-		
10-430-1101	CELL PHONES	1,453	1,414	1,411	1,426	1,434	2,100	2,135	2,735	Existing	Addition of IT person
10-430-1102	TELEPHONE SERVICE	42,042	38,818	44,837	41,899	45,576	43,800	44,523	44,523		
10-430-1400	TRAVEL & TRAINING	5,362	8,170	8,331	7,287	8,468	7,000	7,116	8,100	New	Addition of IT person
10-430-1401	TRAVEL & TRAINING - H.R.	2,078	1,723	3,330	2,377	3,385	3,588	3,647	3,647		
10-430-1600	EQUIPMENT MAINTENANCE	-	-	-	-	-	-	-	-		
10-430-1700	VEHICLE MAINTENANCE	-	-	-	-	-	-	-	1,000	New	Anticipation of Adding vehicle to dept
10-430-2600	ADVERTISING	319	150	969	479	985	1,500	1,525	1,525		
10-430-3100	FUEL EXPENSE	-	-	-	-	-	-	-	2,000	New	Anticipation of Adding vehicle to dept
10-430-3300	MATERIALS & SUPPLIES	4,024	4,621	3,192	3,946	3,245	4,500	4,574	4,574		
10-430-3301	PRINTING/COPYING	2,278	4,495	4,795	3,856	4,875	4,600	4,676	4,676		
10-430-3302	NEWSLETTER	2,785	-	-	928	-	-	-	-		
10-430-3303	COMPUTERS	1,787	-	-	596	-	82,000	83,353	20,000	Existing	to plan for computer replacement in the future
10-430-3304	MATERIALS & SUPPLIES - I.T.	5,728	7,503	5,129	6,120	5,214	9,800	7,624	7,624		
10-430-3305	EMERGENCY RADIO COVERSION	-	-	-	-	-	21,200	-	-		
10-430-4500	CONTRACTED SERVICES	4,999	3,872	12,569	7,147	12,776	82,000	20,330	40,330	New	Assessment Center
10-430-4501	CONTRACTED SERVICES - INFORMATION TECHN	22,222	54,369	116,662	64,418	118,587	117,000	118,931	118,931		
10-430-4502	EWTV	-	54,063	53,786	35,949	54,673	54,000	54,891	55,000		
10-430-4503	SAFETY COMMITTEE	-	457	33	163	33	2,600	1,423	8,500		
10-430-4504	CONTRACTED SERVICES - WEBSITE	-	-	6,836	2,279	6,948	10,000	10,165	10,165		
10-430-5400	INSURANCE & BONDS	336	292	828	485	841	1,000	1,017	1,017		
10-430-5700	MISCELLANEOUS	85	-	-	28	-	-	-	-		
10-430-5800	EMPLOYEE APPRECIATION	2,520	2,764	5,803	3,696	5,899	15,700	15,959	15,700		
10-430-5801	APPOINTED BOARD APPRECIATION	-	987	-	329	-	6,000	3,050	3,050		
10-430-5802	WELLNESS PROGRAM	-	3,678	4,103	2,594	4,171	36,000	20,330	33,110		
10-430-5803	TUITION ASSISTANCE PROGRAM	-	-	-	-	-	10,000	10,165	10,165		
10-430-5804	VULNERABILITY/SAFETY IMPROVEMENTS	-	-	-	-	-	10,000	10,165	-		Move to IT Capital
10-430-5805	BRANDING	-	-	-	-	-	50,000	50,825	-		Move to Community and Economic Development
10-430-5806	CAREER LADDER	-	-	-	-	-	30,000	30,495	30,495		
	Totals	348,266	459,085	600,720	469,357	610,632	1,053,045	970,024	908,782		

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested Budget	Notes
	CONTRACT SERVICES - TAX COLLECTIONS	-	-	-	-		-			
10-450-4500	CONTRACTED SERVICES - TAX COLLECTIONS (WAKE CO./NCDMV)	16,994	18,665	20,458	17,394	20,795	22,500	22,871	26,000	EXIST
	Totals	16,994	18,665	20,458	17,394	20,795	22,500	22,871	26,000	

PLANNING DEPARTMENT - OPERATING BUDGET REQUEST

Fiscal Year 2020 - 2021



The Planning Department operates in accordance with North Carolina General Statute 160-A. Herein lies a concise explanation of the Town of Zebulon Planning Department's goals fixed by the budget for fiscal year 2020-2021.



1003 North Arendell Avenue
Zebulon, North Carolina 27597
(919) 269-7455
Budget & Finance Department
www.townofzebulon.org/services/finance

Final Version – March 10, 2020

What We Do

What does the Planning Department do?

- The roles of the Planning Department can be broken into four parts.
 - Current planning works with the development community to provide guidance pertaining to existing regulations for the modification or improvement of lands, the restoration or renovation of existing structures, or the expansion of existing businesses.
 - Long range planning provides modification to existing regulations, solicits public feedback regarding future development possibilities, assists with economic development, and establishes comprehensive land use plans.
 - Building Services works with contractors in the issuance, review, approval, and inspections of building, sign, trade, and similar permits.
 - Code Enforcement works to maintain a minimum or better quality of life as it pertains to minimum housing, nuisance, or property maintenance violations.
- We strive to have a customer service focus providing the highest level of professionalism and responsiveness in all aspects within our department and throughout the community.

The primary duties of the department are:

- Reviewing Development Plans and guidance to developers.
- Providing information and recommendations to recommendation and decision-making bodies such as the Board of Adjustment, Planning Board, and the Board of Commissioners.
- Maintaining the Unified Development Ordinance as a practical and current land use regulatory document.
- Establishing comprehensive land use and transportation plans as guidance documents for future land use decisions.
- Issuance of building, sign, and development plans for residential, commercial, institutional, and industrial development projects.
- Review and enforcement of minimum housing and property maintenance codes.
- Preparation and maintenance of Geographic Information System (GIS) generated maps.
- Assisting the Chamber of Commerce in attracting new businesses to Zebulon through economic development policies and incentives, and Unified Development Ordinance (UDO) regulations
- Establishment and implementation of a downtown revitalization program with assistance of the North Carolina Main Street Program.

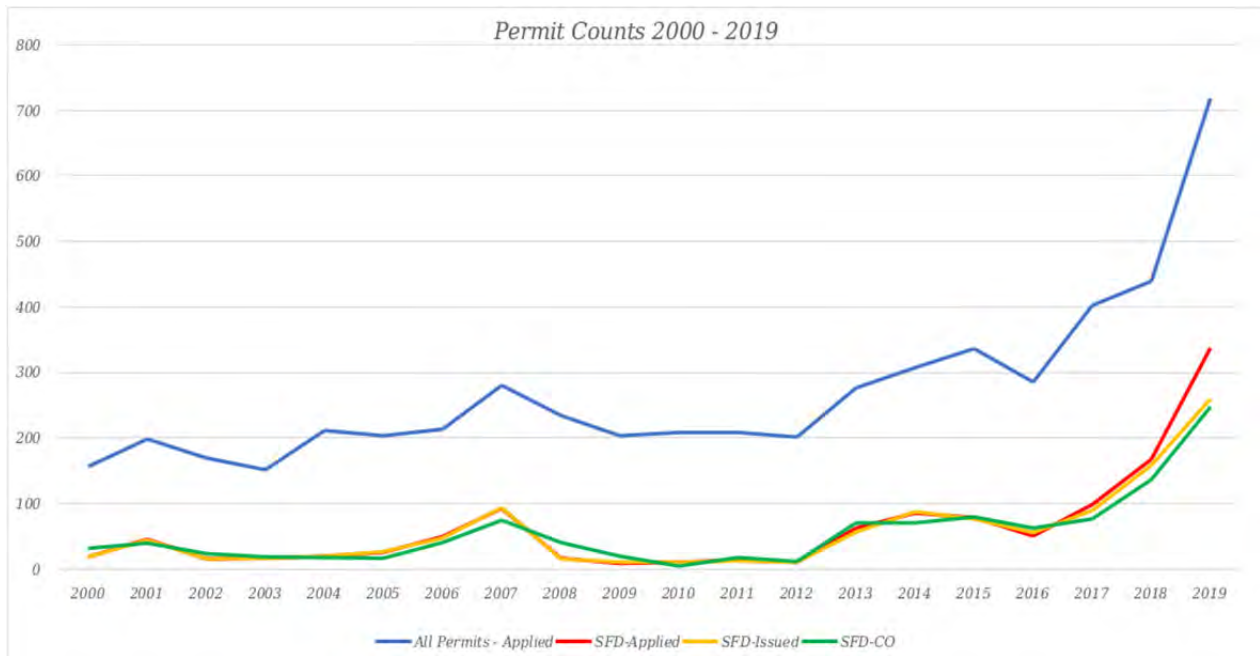
What We Did

For the first half of fiscal year 2020, and all years, it is our goal to provide friendly and competent assistance to the development community, business community, and those

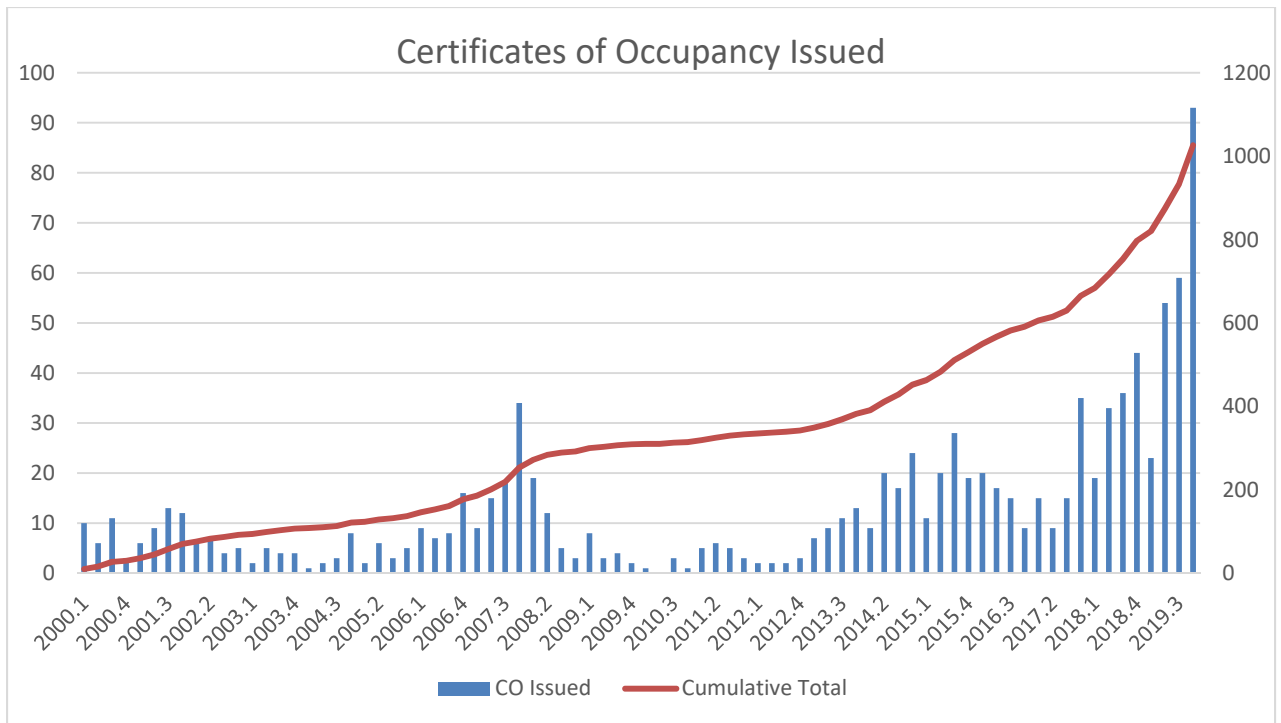
who need assistance with land use regulations with a customer service focused approach and professionalism while meeting all deadlines required of employees as well as applicable state statutes. During FY 19, the Planning Department went through significant staff turnover, which included hiring a new Assistant Planning Director in January 2019 and a new Planning Director in April 2019. A new Planner/ GIS Technician was hired in October 2019.

How We Did

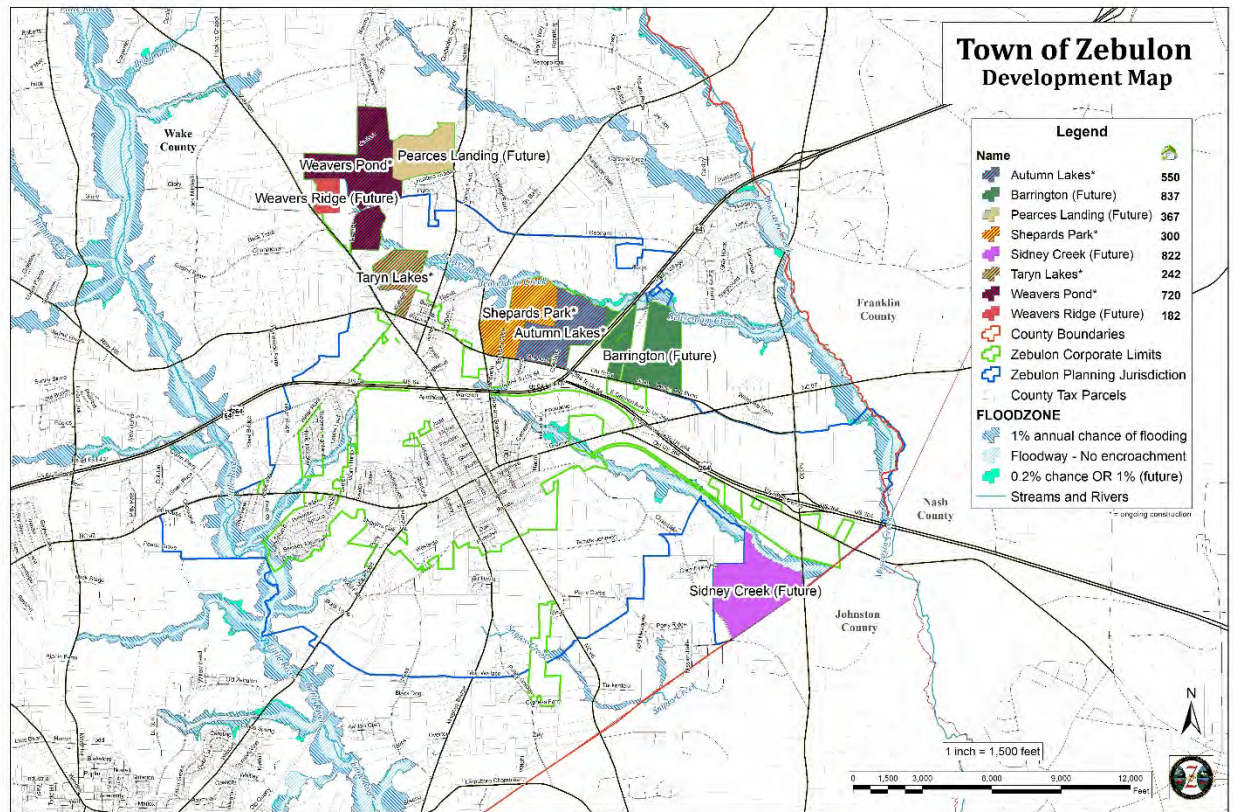
In FY 19 and the first half of FY 20, the Planning Department experienced multiple quarters of record permit submittals and requests. In 2nd Quarter FY 20, the Town received 100 applications for single family dwelling units. This is the same number that we received in all of Calendar Year 2017.



Similarly, the requests for Certificate of Occupancy mirrored the permit request numbers with almost 100 certificates of occupancy being issued in 2nd Quarter 20 in an effort to get new residents into their homes in time for Christmas or New Years. However as noted in the graph above, this influx of activity resulted in a backlog that can be seen in the gap between the “single-family dwelling application submitted (SFD Applied)and the single-family dwelling Permit issued (SFD Issued). Currently there is a 4 to 8-week backlog in permit activity. This is significantly longer than other municipalities in close proximity. Furthermore, once the new state enabling legislation 160D takes effect on January 1, 2021, municipalities will be expected to issue building permits for single family dwelling within 10 business days of submittal.



The current permit activity is only a fractional foreshadow of activity to come. Over the past few years, the Town has approved four additional residential subdivisions that have yet to submit permit requests.



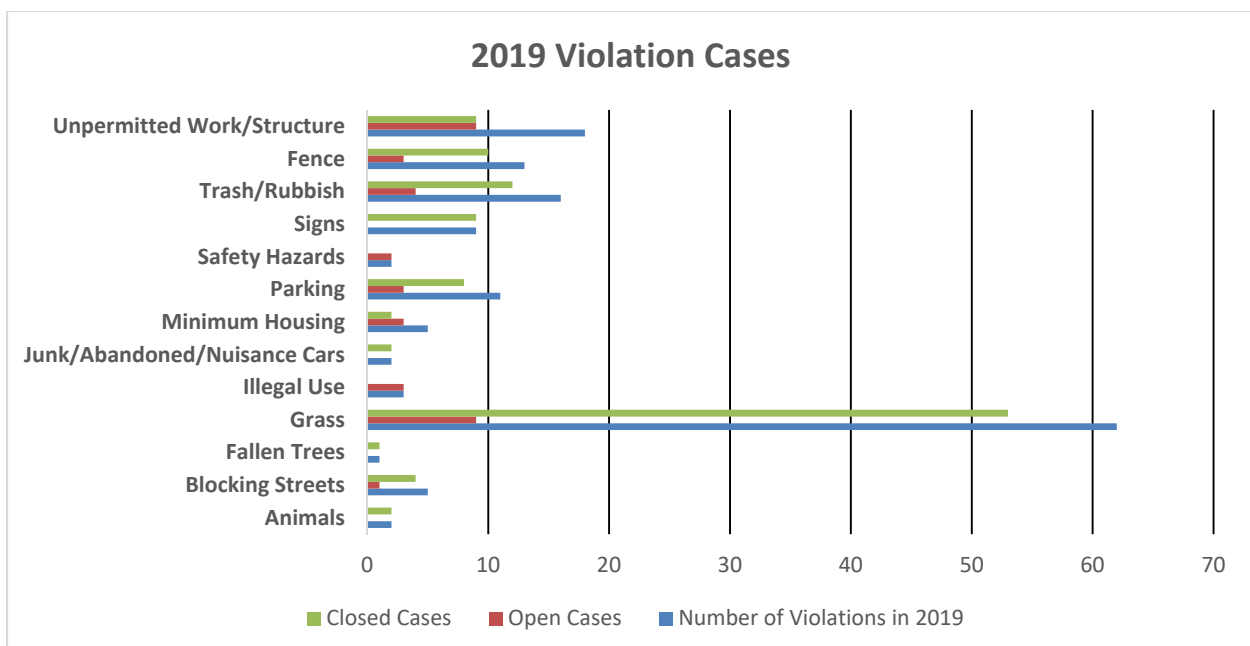
Currently we have over 3300 lots that have vested rights, but have yet to begin construction. This existing inventory has an expected buildout of seven years, which would require an average of more than 470 permits for single family dwellings to be submitted each year, over the next seven years, not counting any new residential subdivisions have receive approval within that time period. This load of activity is currently not sustainable from a staffing perspective.

Development Snapshot as of January 31, 2020:

Development Name	Total Lots Approved	Lots Recorded	Submitted or Under Review	Lots Under Construction	Lots with C/O	Total Vacant Lots	% of Total Approved Lots With CO
Shepard's Park	302	124	0	28	67	207	22.19%
Weavers Pond	723	483	39	33	353	341	48.82%
Taryn Lakes	152	152	12	26	95	31	62.50%
Autumn Lakes	550	119	25	23	36	491	6.55%
Barrington	858	0	0	0	0	858	0.00%
Sidney Creek	822	0	0	0	0	822	0.00%
Weavers Ridge	182	0	0	0	0	182	0.00%
Pearces Rd	377	0	0	0	0	377	0.00%
Infill Development				8			
Totals:	3966	878	76	118	551	3309	

*Infill Development CO's are only for this week and not part of the running total.

Code enforcement saw an increase in the number of violations from 130 in 2018 to 149 in 2019. The majority of the violations continue to be tall grass and weeds, however we had 5 minimum housing cases this past year which require the most per-case staff time and effort. Of the minimum housing cases, 3 were able to be resolved without Town initiated abatement.



SIGNIFICANT RECENT APPROVALS

Zebulon Green

- 72 Apartment Housing Complex
- Special Use Permit Approved October 2019
- Building Permits issued December 2019



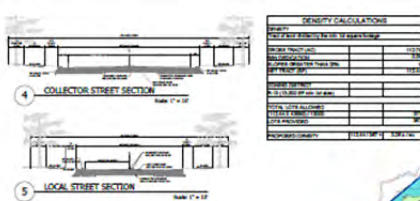
Pearces Landing

377 Units (combination of single-family detached dwellings and townhome dwellings)



STREET CLASSIFICATION					
TYPE	MINIMUM WIDTH	MINIMUM RIGHT-OF-WAY	MINIMUM SIDEWALK	MINIMUM CURB	MINIMUM LANDSCAPE
PRINCIPAL	40'	60'	5'	4"	10'
COLLECTOR	30'	50'	5'	4"	10'
LOCAL	20'	30'	5'	4"	10'
ALLEY	10'	15'	5'	4"	10'
TRAIL	10'	15'	5'	4"	10'
BIKEWAY	10'	15'	5'	4"	10'
GREENWAY	10'	15'	5'	4"	10'

LIFT CAPACITIES							
COLOR	LINE TYPE	LIFT SIZE (GAL)	HEIGHT	WIDTH	DEPTH	CONCRETE	SPACING
ORANGE	SOLID	1000	12"	12"	12"	4"	12"
YELLOW	DASHED	2000	12"	12"	12"	4"	12"
GREEN	SOLID	3000	12"	12"	12"	4"	12"
BLUE	SOLID	4000	12"	12"	12"	4"	12"



PROPERTY CALCULATION	
LOT AREA	10,000
LOT WIDTH	100
LOT DEPTH	100
LOT AREA	10,000
LOT WIDTH	100
LOT DEPTH	100
LOT AREA	10,000
LOT WIDTH	100
LOT DEPTH	100



Barrington

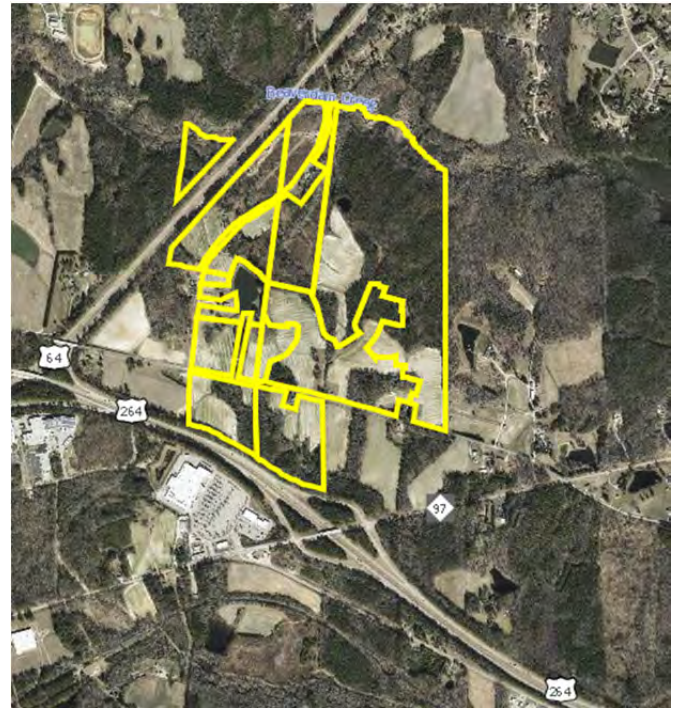
Total Dwelling Units: 858

Housing Types:

- Single-family detached
- Single-family paired (duplex)
- Townhouse

Infrastructure being installed

Under Plat Review for Phase 1



PROJECT STATISTICS

PROPOSED PHASE	24.41 ACRES
TOTAL NUMBER OF PROPOSED HOMES	858
PROPOSED DENSITY	348 HOMES PER ACRE
NUMBER OF SINGLE FAMILY DETACHED HOMES	274
AREA OF SINGLE FAMILY DEVELOPMENT	64 ACRES
NUMBER OF PAIRED SINGLE FAMILY HOMES	12
AREA OF PAIRED SINGLE FAMILY DEVELOPMENT	10 ACRES
NUMBER OF TOWNHOMES	471
AREA OF TOWNHOME DEVELOPMENT	70 ACRES
AREA IN OPEN SPACE	12 ACRES
AREA IN RECREATIONAL ACTIVITY	4 ACRES

BARRINGTON MASTER PLAN PHASING SCHEDULE

PHASE	USE	NUMBER OF LOTS
1	TOWNHOMES	88
2	TOWNHOMES	88
3	TOWNHOMES	88
4	TOWNHOMES	87
5	TOWNHOMES	88
6	TOWNHOMES	88
7	TOWNHOMES	88
8	TOWNHOMES	88
9	TOWNHOMES	88
10	TOWNHOMES	88
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97	TOWNHOMES	88
98	TOWNHOMES	88
99	TOWNHOMES	88
100	TOWNHOMES	88



MAXIMUM UNIT COUNT WILL NOT EXCEED 857; HOWEVER DUE TO POSSIBLE REQUIRED CHANGES DURING THE DURATION OF CONSTRUCTION, THE MIX OF UNIT TYPES AND LOCATIONS WITHIN THE PROJECT MAY CHANGE. ANY CHANGES IN THE UNIT MIX WILL BE WITHIN THE FOLLOWING RANGES:

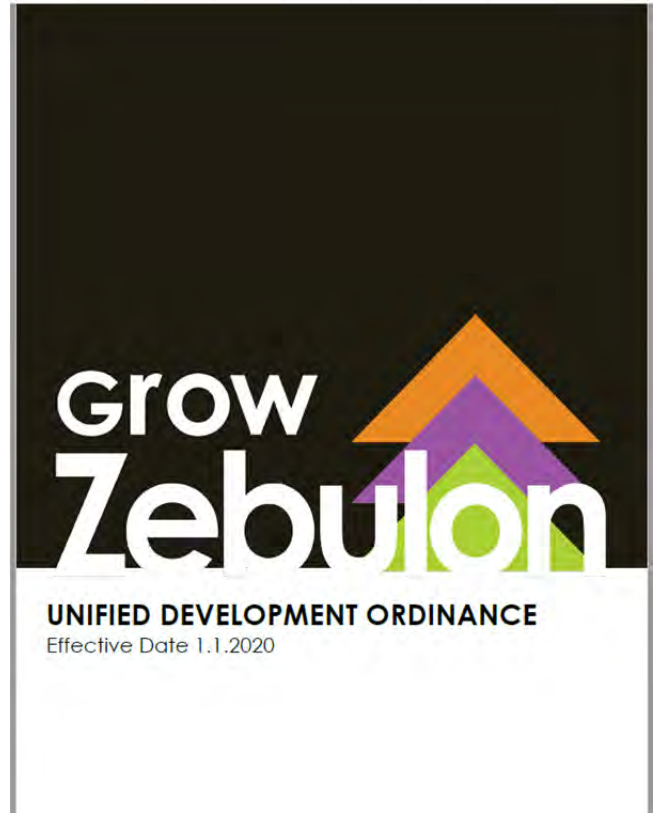
TYPE	MINIMUM	MAXIMUM
SINGLE FAMILY DETACHED	8%	18%
PAIRED SINGLE FAMILY	0%	10%
TOWNHOME 1 BDRM	1%	20%
TOWNHOME 2 BDRM AND ABOVE	8%	82%

GENERAL NOTES:
 BOUNDARY AND TOPOGRAPHIC INFORMATION IS TAKEN FROM WAKE COUNTY GIS.
 WETLAND AND NEUNE RIPARIAN BUFFERS ARE FROM A PRELIMINARY DELINEATION BY SOIL AND ENVIRONMENTAL CONSULTANTS, PA.
 ALL AREAS ARE APPROXIMATE AND SUBJECT TO SURVEY.
 ALL DESIGN MATERIALS AND CONSTRUCTION WILL BE IN ACCORDANCE WITH TOWN OF BARRINGTON ORDINANCES, STANDARDS, AND SPECIFICATIONS, AND NC FIRE CODE REQUIREMENTS.
 ALL WATER AND SANITARY SEWER DESIGN, MATERIALS, AND CONSTRUCTION WILL BE IN ACCORDANCE WITH CITY OF RALPHIGH PUBLIC UTILITIES POLICIES, STANDARDS AND SPECIFICATIONS.

THIS PLAN IS ILLUSTRATIVE IN NATURE AND SUBJECT TO CHANGE DUE TO FACTORS INCLUDING, BUT NOT LIMITED TO, REAL ESTATE MARKET CONDITIONS, BUYER PREFERENCES, COMPLIANCE WITH REGULATORY ORDINANCES, STANDARDS AND POLICIES; CONTINUATION OF THE DESIGN PROCESS; TOPOGRAPHIC CONDITIONS; SUBSURFACE GEOTECHNICAL CONDITIONS; FIELD SURVEYS; AND OTHER UNFORESEEN CIRCUMSTANCES. IT IS INTENDED TO ILLUSTRATE IN VERY GENERAL TERMS THE SCOPE, SCALE, CONNECTIVITY, AND SOME STYLES THAT ARE PROPOSED FOR THE DEVELOPMENT.

Unified Development Ordinance

- Adopted November 2019
- Effective Date, January 1, 2020
- Full rewrite of land development regulations
- New process reflective of current trends and revised state statutes
- New zoning district classifications
- Project when through multiple phases of development over a total of 9 years.



THE YEAR AHEAD (FY 2020-2021)

What We'll Do

Specific goals for the year ahead include:

- Completion of new Comprehensive Land Use Master Plan
- Completion of new Comprehensive Transportation Plan
- Implementation of NCGS 160D which replaces NCGS 160A
- Implementation of electronic plan review
- Restructure Code Enforcement process for efficiency
- Assist development community
- Assist Chamber of Commerce with Economic Development
- Implementation of the Downtown Associate Community Program as part of the North Carolina Mainstreet Association Program

How We'll Do

For this coming year, we will provide ongoing training to empower each department staff person to become subject matter experts in the specific elements of the department while also establishing a culture of collaboration within the department to assure that cross training establishes backups for each position in an effort to prevent downtime and backlogs. Furthermore, we have requested an additional Planning Technician position that will help to split the workload of permit intake and related activities in half. This will have a ripple effect as it will free up additional time for other staff to perform additional activities including but not limited to plan review, map creation, zoning and codes inspections, and working with the business and development community.

BUDGET HIGHLIGHTS

Please find the Planning Department's FY 2020-2021 operating budget request. This request includes a brief description of the use or purpose of each line item.

Line Item Descriptions

- **10-490-0100: Part time Salaries** – Reduction from FY 20 to allow for part time administrative staff person.
- **10-490-0200: Salaries** – Increase by the CPI for 6 full time staff.
- **10-490-0300: Salaries (Overtime)** – CIP increase and expected usage of this to accommodate staffing for Comprehensive Master Plan and Transportation Plan events. .

- **10-490-0400: Professional Services** – Engineering review, minor studies, transportation for the Sub-Area plan being completed by the Rural Center, and license subscriptions.
- **10-490-0500: FICA** – Medicare & Social Security tax payments for all employees.
- **10-490-0600: Group Insurance** – Medical, dental, and life insurance for full-time employees
- **10-490-0700: Retirement** – Town contributions to state retirement system and 401(k).
- **10-490-1100: Postage** – Postage costs
- **10-490-1101: Cell Phones** – Employee phone stipends
- **10-490-1400: Travel/Training** – Training materials, courses and dues to organizations.
- **10-490-1600: Equipment** – General equipment maintenance costs
- **10-490-1700: Vehicle Maintenance**: Maintenance of an inspection vehicle for zoning and code enforcement purposes and extra vehicle for travel to regularly scheduled meetings.
- **10-490-2600: Advertising** – Costs of advertising including budget notice of public hearing (this has been moved from Governing Board).
- **10-490-3100: Fuel Expense** – Cost of gasoline for inspection vehicle and for extra vehicle to attend regularly scheduled meetings.
- **10-490-3300: Materials & Supplies** – Materials, equipment, supplies, etc. for department
- **10-490-3303: Printing/Copying** – Costs of leased printers, copier and actual prints above those included under contract
- **10-490-3600: Uniforms** – Town branded shirts, jackets, and personal protection equipment.
- **10-490-4500: Inspections** – Inspections related to contractual services outside of Wake County Permitting and Inspections Department.
- **10-490-5400: Insurance & Bonds** – Property and worker's compensation insurance; bond on Tax Collector, Finance Director and Town Manager
- **10-490-5700: Miscellaneous** – Purchase of items that do not fall within another account.

Line Item Analysis

Listed in the next section, I have included an analysis of requested increases for those line items where the requested increase is greater than the provided consumer price index (CPI) of 1.66%. Each analysis explains whether the increase is related to a new program (NEW), enhancing an existing program (ENHANCE), or increasing costs associated with an existing program (EXIST).

New Line Items:

10-490-XXXX Downtown Associate Community Program.

Financial Analysis:

The Town of Zebulon has been accepted into the North Carolina Main Street Program’s Downtown Associate Community Program with a 3-year commitment. The program requires a staff person provide at least 20 hours per week, attendance at the NC Main Street Conference in the spring, and at last two required training sessions. We are requesting \$30,000 for a part time staff person to meet the staffing requirements of the program, funding for staff and committee members to attend the NC Mainstreet Program, and funding to send staff to the required training sessions.

Policy Analysis:

This item relates to the Strategic Plan’s vision of “Downtown Revitalization”, “Growing Smart”, and “Small Town Life”.

10-490-XXXX: Minimum Housing –

Financial Analysis:

The Town of Zebulon has a large older housing stock, primarily within close proximity of downtown that is primarily occupied by lower to moderate income persons in rental situations. We have seen increased awareness of minimum housing standards and anticipate additional complaints over the next few years. Unlike traditional property maintenance code violations, minimum housing requires additional actions, inspections, and procedures to require property owners to bring these dwellings into compliance. As such, we are proposing a new line item dedicated towards minimum housing to help track these costs. We are requesting \$9,000 for this line item which would cover building and pest inspection costs and legal costs for approximately three minimum housing cases from initial inspection to final court action.

Policy Analysis

This item relates to the Strategic Plan’s vision of “Downtown Revitalization”.

Enhanced Line Items:

10-490-0200 – Salaries

Financial Analysis

This increase of \$38,500 above the CIP index is in response to the request for an additional staff member to address current and prevent future backlog of building permits submitted to the Town for process and review. This is also in response to the mandate from NCGS 160D to require municipalities to process permits for single-family and two-family dwelling units within 10 business days.

Policy Analysis

This item relates to the Strategic Plan’s vision of “Growing Smart” and the *Staff Development* component.

10-490-0500 FICA

Financial Analysis

This increase above the CIP index is in response to the request for an additional staff member to address current and prevent future backlog of building permits submitted to the Town for process and review. This is also in response to the mandate from NCGS 160D to require municipalities to process permits for single family and two family dwelling units within 10 business days.

Policy Analysis

This item relates to the Strategic Plan's vision of "Growing Smart" and the Staff Development component.

10-490-0600 Group Insurance

Financial Analysis

This increase above the CIP index is in response to the request for an additional staff member to address current and prevent future backlog of building permits submitted to the Town for process and review. This is also in response to the mandate from NCGS 160D to require municipalities to process permits for single family and two family dwelling units within 10 business days.

Policy Analysis

This item relates to the Strategic Plan's vision of "Growing Smart" and the Staff Development component.

10-490-0700 Retirement

Financial Analysis

This increase above the CIP index is in response to the request for an additional staff member to address current and prevent future backlog of building permits submitted to the Town for process and review. This is also in response to the mandate from NCGS 160D to require municipalities to process permits for single family and two family dwelling units within 10 business days.

Policy Analysis

This item relates to the Strategic Plan's vision of "Growing Smart" and the Staff Development component.

10-490-1400 – Travel/Training

Financial Analysis

The increase shown in this line item relates to the **enhanced** costs associated with our continuing education for staff. This includes the following:

- Cost for the Assistant Planning Director to register and take the American Institute of Certified Planners (AICP) Exam
- Travel, lodging, and registration for the North Carolina Chapter of the American Planning Association Conference for the Planning Director and Assistant Planning Director. This is to obtain the required Certification Maintenance Credits for the AICP Certification.
- Travel, lodging, and registration for the Code Enforcement Officer to attend the North Carolina Association of Housing Code Officials conference
- Registration for ongoing training events with the North Carolina Association of Housing Officials (Two Events)

- Travel, lodging, and registration for the Planner/GIS Technician to attend the North Carolina GIS conference
- Travel, lodging, and registration for the Code Enforcement Officer and one Planning Technician to attend 3 School of Government Courses to obtain North Carolina Certified Zoning Official accreditation.

Policy Analysis

This item relates to the Strategic Plan’s vision of “Growing Smart” and the Staff Development component.

10-490-3300 – Materials and Supplies:

Financial Analysis

This increase above the CIP index is in response to the anticipated inspection requests related to increased permit activity. In addition to continuing to replace damaged public hearing signs, general office supplies for full staff, we would be looking to purchase an iPad with cellular connectivity to allow the Zoning and Code Enforcement Officer to access the permit portal while in the field instead of increasing the amount of time in the office.

Policy Analysis

This item relates to the Strategic Plan’s vision of “Growing Smart” and the Staff Development component.

NOT REQUESTED/ FUTURE CONSIDERATION

In response to anticipated increases in development pressure, the Planning Department will need to adapt to address increased work loads and maintain a high level of customer service. This will result in substantial changes including breaking the existing department into multiple divisions with the Planning and Development Services umbrella:

- Planning and Development Services:
- Zoning and Code Enforcement
- Building and Permitting Services

The Planning and Development Services would be responsible for the review of proposed development site plans and civil construction drawing and working with the development community, Technical Review Committee, Planning Board, and Board of Commissioners. This division would also be responsible for long range planning and assisting with economic development and would be the contact point for a non-profit organization associated with the North Carolina Main Street Program. This will result in at two to three additional staff persons based on anticipated development activity.

Zoning and Code Enforcement would be the enforcement division of the department. Tasks would be an expansion of the existing activities including but not limited to enforcement of property maintenance, minimum housing, and UDO violations. They would also conduct the zoning inspections for initial setback inspections,

sidewalk/driveway inspections, and final certificate of occupancy inspections. This will result in at one to two additional staff persons based on anticipated development activity.

Building and Permitting Services is currently handled as a hybrid approach with both Town of Zebulon staff and Wake County Building and Inspections staff. As development pressures increase, we are likely to see a greater demand for personal responsiveness and in-house plan reviewers and building inspectors. This would result in the hiring a building permit technician, general building inspector, and a trades inspector and both would have the responsibility of reviewing plans and conducting inspections of the North Carolina Building Codes. Building inspectors make between \$45,297 and \$61,070 per year and building permit technicians make between \$26,947 to \$50,876 depending on location and duties.

With the current development projections, we anticipate making this request in the next three to five years depending on the amount of development activity and growth that we experience.

SUMMARY

This FY 2021 operating budget request was prepared in accordance with the adopted 2030 Strategic Plan and its the three identified focus areas – Vibrant Downtown, Growing Smart and Small-Town Life. The proposed modifications including additional staff person will help maintain the departments customer service focus and address current development demands.

Request for New Position

Please fill out this form and attach a proposed job description with the request.

Department: Planning Effective Date: July 1, 2020

Current/Proposed Job Title of Position: Planning Technician

A. Type of Request

New Permanent Full Time Position

New Permanent Part Time Position (_____) Hours per week

Convert Existing Part Time Position to Full Time Position

Other Describe: _____

B. Rationale

1. How is the work currently being performed?

The work is currently being handled by one person (Permitting & Code Enforcement Position) and unfortunately the work load and the details are exceeding the capability for it to be completed by a single person.

2. What are the consequences of the work being undone or not completed?

Delays in issuing permits, breakdown in customer service, potential employee retention issues, and potential violation of NCGS 160D.

3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.)

One of the changes with the adoption of NCGS 160D which is scheduled to take effect on January 1, 2021 is to amend G.S. 160A-417 and 153A-357 to provide that when residential building plans are submitted for structures subject to the one- and two-family residential code, all initial reviews must be performed within fifteen business days of submission. Given the projected permit volumes for Single Family dwelling units, in combination with other duties of the Planning Technician, (currently Permitting and Code Enforcement), the ability to meet this time requirement is unrealistic for a single staff person.

4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)

The 2030 Strategic Plan calls for us to Grow Smart and specifically states "Maintain appropriate staffing to support expected service levels for the growing community."

5. Attach or list any statistics or other information relevant to your request (if any).

Single Family Dwelling Permits Submitted	
Year	# of Permits
2010	12
2011	15
2012	12
2013	64
2014	87
2015	80
2016	52
2017	100
2018	169
2019* 11 Month total	330
2019* Projected	360

Currently we have 3,280 lots with vested rights (approved by the BOC but not all platted) that will need permits within the next 7 years for anticipated build out. This results in an average of 470 single family dwelling permits being submitted and reviewed per year. This does not take in account approval of future developments.

Single family permits is just a subset of the total permits submitted. Others include trade permits, mobile food vendor permits, demolition permits. Including the permits for Single Family Dwellings, these figures are as follows:

Total Permits Submitted	
Year	# of Permits
2010	204
2011	203
2012	195
2013	277
2014	301
2015	336
2016	270
2017	384
2018	425
2019* 11 Month total	667
2019* Projected	707

6. Other: (Please specify and include justification.)

C. Needs/Issues/Problems

1. Is this a Service Level Increase – a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify.

The request for position is to reestablish expected level of service within the industry and to meet proposed state statute timeframes for permit reviews.

2. What needs/issues/problems does this request for additional staff address?

The current issue is the work capacity is exceeding realistic expectations for one staff member to complete within a 40-hour work week. Future growth projections will only make this issue worse without additional staff.

D. Duties:

Typical Functions

- Serves as first point of contact for building construction for walk-in and phone customers.
- Answers general questions for processes and services provided by Development Services to include permit applications, the technical process of inspection request and procedures.
- Processes or schedules inspection requests and coordinates with the Building Official as needed
- Processes permit applications for commercial, residential, miscellaneous, signs, temporary use, projects s for completeness and records receipt and forwards to appropriate department for review.
- Provides fee information and project numbers for fee collection.
- Process City of Raleigh water and sewer permits.
- Reviews, reads and understands construction plans to ensure all Town ordinances are followed.
- Processes all permits after the completion of plan review by the Building Official. may process over the counter permits for subcontractor trade permits.
- Coordinates Certificate of Occupancy inspections with customers and other city staff.
- Permit data entry software for monthly, quarterly, and annual report preparation.
- Forwards all outside reports to the Building Official for review and filing.
- Reports all complaints and other emergency information to the proper city staff in a timely manner.
- Provides technical assistance and information to staff and the public in the administration of specific planning programs areas or ordinances
- Reviews building plans and zoning compliance permit applications to assure compliance with requirements including conditions of a Special Use Permit, Conditional Zoning Approval, Unified Development Ordinance, or other applicable regulations.
- Performs routine office tasks in designated program areas, including data entry, file management, copying and answering telephone
- Develops and maintains automated tracking systems, hard copy files and records
- Prepares narrative staff reports and recommendations of limited complexity, such as special use permits and variances
- Researches and compiles information on a variety of planning issues from multiple sources
- Prepares public notices or property owner verifications
- Prepares maps, charts, tables of limited complexity
- Investigates violations of planning regulations and ordinances, including site visits
- Attends public meetings, assisting other planning staff as appropriate
- Assists when necessary (approved by the Assistant Planning Director) other departments during intense work cycles and/or emergency situations
- Other duties as assigned

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem?

The Department has restructured job duties, however the sheer volume of permits alone has exceeded the capabilities of the existing staff.

2. Is outsourcing an option? Why or Why Not

No, the position goes beyond a clerical data entry position and requires knowledge of both Wake County Building Permit Software and applicable local regulations.

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position?

This position will allow us to grow smart and be consistent with pending statutory requirements.

2. What performance measures will you use to measure the impact of this position?

We will monitor turn around time for all permits as well as other tasks to determine efficiency. Furthermore, we will monitor interaction between this position and the general public to maintain and improve expected level of customer service.

3. How do these compare to measures if the position is not recommended or approved?

The Town will be unable to maintain existing levels of customer service and will not be in compliance with applicable state statutes.

4. How do these compare with previous years measures?

The number of staff within the Planning Department has had to increase in past years to meet expected projections of growth. This request is a continued reflection of that growth.

3. How will the work be performed if the new position is not approved?

Permits will be issued on a first come-first serve basis resulting in substantial delays, workplace burnout, and potential issues with employee retention. Furthermore distribution of duties would result in other required and desired department functions to be unattainable.

G. Cost

Fica: _____ Retirement: _____ Insurance: _____
--

Proposed Pay Grade: 8 Proposed Salary: \$38,500 (DOQ)

Other associated costs, be specific about classes, equipment etc. and costs associated with each area. Attach any documentation you have for these costs. (Human Resources/Finance will calculate benefits)

1. Office Space:

- Cubical wall divider

2. Furniture:

- Desk
- Chair

3. IT (Computer, Phone etc):

- Basic computer with micro soft office and internet & network connection.
- Phone

4. Vehicle:

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested	Notes:
	PLANNING AND ZONING:	-	-	-	-		-			
10-490-0100	PART-TIME SALARIES	-	-	-	-	-	50,000	-	30,000	Part time as needed
10-490-0200	SALARIES	202,388	238,387	192,619	201,913	195,797	308,200	316,800	355,300	Includes additional Planning Technician Position.
10-490-0300	SALARIES (OVERTIME)	-	10,287	549	3,957	558	9,000	9,000	9,000	
10-490-0400	PROFESSIONAL SERVICES	26,453	30,372	58,437	32,271	59,401	25,000	25,413	25,413	Eliminating unused GIS licenses, and unused adobe licenses, but adding data plan for iPad
10-490-0500	FICA	15,056	18,693	14,620	15,498	14,862	28,250	25,100	32,650	Includes additional Planning Technician Position.
10-490-0600	GROUP INSURANCE	19,096	23,434	19,314	19,155	19,633	31,100	35,200	41,400	Includes additional Planning Technician Position.
10-490-0700	RETIREMENT	24,711	31,038	24,640	25,172	25,046	44,400	49,500	55,348	Includes additional Planning Technician Position.
10-490-1100	POSTAGE	1,125	2,424	2,041	1,499	2,074	2,424	2,464	2,000	Decrease due to revised regulations requiring applicants to submit self addressed/postage for public hearings
10-490-1101	CELL PHONES	1,236	1,238	1,579	1,322	1,605	2,100	2,135	2,135	2 supervisors 2 staff
10-490-1400	TRAVEL/TRAINING	2,888	3,667	1,268	2,794	1,289	5,500	5,591	9,090	Revised to accommodate training opportunities for all current staff and Meade taking AICP Exam
10-490-1600	EQUIPMENT MAINTENANCE	-	-	-	114	-	500	508	508	
10-490-1700	VEHICLE MAINTENANCE	3,681	875	919	1,874	934	925	940	940	
10-490-2600	ADVERTISING	4,477	1,170	2,271	2,199	2,308	3,178	3,230	3,230	
10-490-3100	FUEL EXPENSE	521	619	435	475	442	1,589	1,615	1,615	Increase inspection range with additional neighborhoods to be constructed
10-490-3300	MATERIALS & SUPPLIES	11,648	10,527	5,004	7,979	5,087	9,483	9,639	10,000	Increase to purchase iPad with cell service for zoning and code inspections.
10-490-3301	COMPUTERS	-	1,807	-	1,717	-	-	-	-	
10-490-3303	PRINTING/COPYING	2,462	2,733	2,890	2,397	2,938	3,178	3,230	3,230	
10-490-3600	UNIFORMS	-	369	347	179	352	1,076	1,094	1,094	
10-490-4500	INSPECTIONS	10,000	3,545	2,000	3,886	2,033	3,076	3,127	3,127	
10-490-4502	UDO PROJECT	-	-	-	-	-	-	-	-	
10-490-4503	UDO PRINTING	-	-	-	-	-	-	-	-	
10-490-4504	CENSUS 2020	-	-	-	-	-	1,500	-	-	
10-490-5400	INSURANCE & BONDS	4,500	8,570	3,446	5,151	3,503	5,700	5,794	5,794	
10-490-XXXX	MINIMUM HOUSING	-	-	-	-	-	-	-	9,000	Estimated 3 minimum housing cases per year. Does not include abatement.
10-490-5700	MISCELLANEOUS	113	277	196	182	199	308	313	313	
10-490-XXXX	EAST WAKE BUS SERVICE	4,320	4,320	4,320	4,320	4,391	4,320	4,320	4,320	
10-490-XXXX	DOWNTOWN ASSOCIATE COMMUNITY PROGRAM								43,000	Total for DAC Program
	STAFF								30,000	Part Time
	CONFERENCE								8,000	Estimated 8 attendees, with food, travel, lodging
	REQUIRED TRAINING								5,000	
	Totals	334,675	394,352	336,895	334,054	342,452	540,807	505,013	648,507	

ZEBULON POLICE DEPARTMENT OPERATING BUDGET REQUESTS

Fiscal Year 2021



As authorized by G.S. § 160A-281, and prescribed in Chapter 34 of the Town of Zebulon Code of Ordinances, the police department exists to preserve public peace, protect the rights of persons and property as well as enforce laws governed by this state. The following document contains a concise explanation of the police department's operational requests for the budget for fiscal year 2021.

**1001 N. Arendell Ave.
Zebulon, North Carolina 27597
(919) 823-1818
www.townofzebulon.org**

Final Version – March 10, 2020

Law Enforcement in America started with the early “Night Watchmen” who were hired by merchants to protect their goods in the 1600’s. The first publicly funded, organized police force with officers on duty full-time was created in Boston in 1838. As a large shipping commercial center, businesses had been hiring “Night Watchmen” to protect their property and safeguard the transport of goods from the port of Boston to other places. These merchants came up with a way to save money by transferring to the cost of maintaining a police force to citizens, arguing that it was for the “collective good.” This idea caught on and thus was the birth of modern policing.

The Zebulon Police Department seems to have been created along with the incorporation of the town itself. Town records reference *“The Chief of Police is authorized to collect fines”* in Minutes dated February 1907. Speaking with long time Zebulon residents, memories still exist that remembers the Police Department was once located at 107 W. Horton Street across the street from where Gay’s Cleaners is today.

Today, in North Carolina, there are 460 local police departments, 100 sheriff’s departments, and a spattering of special police agencies such as company and hospital police. Adding to the mix of Local Law Enforcement, are State and Federal agencies such as the SBI, The Highway Patrol and the FBI. All of these work in their various geographical and subject matter jurisdictions to provide professional policing services to the citizenry.

The modern Zebulon Police Department operates 365/7/24 with highly trained professional police officers. Our guiding principles are Honor, Dedication, Integrity, Vigilance, Fairness and Respect.

In June, 2018, the Board of Commissioners adopted the 2030 Strategic Plan, which identified three focus areas of our Town – Vibrant Downtown, Growing Smart, and Small-Town Life. The Police Department remains committed to each of these three focus areas.

Vibrant Downtown

With the expansion of activities and increased business interest in the downtown area, it is imperative that the Police Department takes an active role in the area. During the last year, our department has focused a great deal of energy in conducting Community Policing efforts in the downtown area. In the last quarter

alone, Officers conducted 14,257 business checks, 1,660 park and walks, and 1,492 high visibilities with many of these taking place in the downtown district.

Officers have worked on special projects designed to improve the quality of life downtown, such as parking issues, homelessness, trespassing and speeding. Police staff often receive complements for our policing efforts from downtown business owners and the citizens who frequent the area.

The Police Department has worked with the town wide team on downtown projects such as the Christmas Parade, Holiday Happenings, and private events hosted by area businesses to ensure that these projects are safe and that traffic is rerouted with as little impact as possible on the traveler.

Downtown will remain a focus area for the Police Department in the coming year. We look forward to being involved in the excitement of a safe and peaceful continuation of a downtown revitalization.

Growing Smart

We all can see the growth with new homes, new businesses and increased traffic. The Zebulon Police Department will face challenges as the town grows and this growth impacts policing. We realize that our agency must grow with the town and we must come up with new and creative methods of proactive policing in order to ensure that we not only maintain the ability to fight crime but also to prevent it.

This budget includes a request for a Police Detective and a Police Officer. These requests are a start in facing the reality that our department must increase in size, in order for us to maintain our quick response and thorough follow up. Our department prides itself on the timely handling calls for service, complete investigations, communication with customers, cooperation with other departments and agencies, and the building of trust and relationships among our citizens.

The three largest areas of concern seem to be responses to a larger population base, a re-emergence of gang activity and increased traffic. Our vision includes ways to address all of these concerns and many parts of this vision will come to fruition as a result of this year's budget.

By utilizing our personnel wisely, adding to our roster, and creative proactive policing we will Grow Smart and continue to make Zebulon a safe place to work, live and visit.

Small-Town Life

The Small Town atmosphere is a major player in the attraction to Zebulon. With this comes a personable and approachable Police Department that can handle every type of call from a barricaded subject to the elderly caller who hears a strange noise in her attic. Our department is proud of our relationships with the

public and many times we hear comments like “*The Police in my hometown would have never taken the time to give us this kind of service!*” While we must handle priority calls that include shootings, robbery and such, we also get to enjoy providing individualized service to people who need a tire changed, a vehicle unlocked or to see the smile of a child who gets to sit in a police car while the blue lights flash.

The Zebulon Police Department is committed to the kind of policing that is truly focused on “*Community*” and “*Small Town Life*”. You can observe this commitment on a daily basis, or in a more noticeable fashion during National Night Out, Coffee with a Cop, Comics with the Cops, Shop with a Cop, Carnations with a Cop, The Police Experience, or the many other programs and outreaches that build trust and establish relationships with members of our community.

At many training seminars designed to teach the police how to respond to civil unrest we are told to build relationships with the community before a crisis occurs. When we hear that we smile, knowing that the Zebulon Police Department truly does have the support and respect of the citizens that we work so hard to protect.

Requested Expenditures

The following contains the Police Department’s FY2021 operational budget request. This request includes a brief description of each currently funded line item, followed by an explanation of those items with significant (above the established consumer price index) requested increases. Next, you will find an explanation of the new personnel requests.

Line Item Descriptions

Attached you will find the submittal spreadsheet for the FY2021 police department operating budget request. Listed below is a brief description of the use or purpose of each line item.

10-510-0100	DISPATCHER SALARIES - Full time front desk officer
10-510-0200	SALARIES - Full time employees
10-510-0201	SALARIES (OVERTIME) – Court, minimum staffing, call in, special events, proactive policing
10-510-0300	SEPARATION ALLOWANCE – Statutory benefit for retirees

10-510-0400 PART-TIME/AUX OFFICERS – All part time employees (sworn and non-sworn)

10-510-0500 FICA – Federal Insurance for all employees

10-510-0600 GROUP INSURANCE - Health, Dental, Life Ins. (all employees)

10-510-0700 RETIREMENT - LGERS (LEO), 401K

10-510-1100 POSTAGE/TELEPHONE - Mailing, Shipping, Evidence

10-510-1101 CELL PHONES - Department Cell Phones, stipends

10-510-1400 TRAVEL/TRAINING – Employee training costs

10-510-1600 EQUIPMENT MAINTENANCE – General equipment maint. costs

10-510-1700 VEHICLE MAINTENANCE – Vehicle maint. and repair

10-510-1701 FITNESS ROOM EQUIPMENT MAINTENANCE – funds now at P&R

10-510-3100 FUEL EXPENSE – Vehicle fuel

10-510-3300 MATERIALS & SUPPLIES – Materials, various supplies and needs

10-510-3301 CRIME PREVENTION – Police Experience and other community educational programs.

10-510-3302 SHOP WITH A COP – Donated funds for Christmas program

10-510-3303 MOBILE DATA TERMINALS – In car laptop computers, jetpacks

10-510-3304 RADIOS – 800mhz. radios

10-510-3305 TASERS – Police Tasers

10-510-3306 AMMUNITION – Pistol, rifle and shotgun ammo and related expenses

10-510-3307 COMPUTERS – office computers (IT budget)

10-510-3308 TACTICAL ENTRY HELMETS – SERT team

10-510-3309 WEAPONS – Duty firearms

10-510-3310 RADARSIGN – Speed campaign program

10-510-3500 NATIONAL NIGHT OUT – Special event

10-510-3600	UNIFORMS – Daily, Dress and Utility uniforms
10-510-4500	CONTRACT SVC-RALEIGH – Contracted dispatch costs
10-510-4501	CONTRACT SVC-OTHER – Reoccurring contracts
10-510-4502	PRINTING/COPYING – Flyers, large court cases, documents
10-510-4503	CONTRACT SVC - Police attorney legal fees
10-510-5400	INSURANCE & BONDS – Property and worker’s comp.
10-510-5700	MISCELLANEOUS – Unexpected expenses
10-510-5701	INFORMANT FEES – Undercover operations, rewards, special funds cases.
10-510-5702	CANINE UNIT – Food and care (2) Police K9 Units

Line Item Analysis

The following analysis consists of requests for Budget Increases for line items where the requested increase is greater than the consumer price index (CPI) increase of 1.66%. Each analysis explains whether the increase is related to a new program, enhancing an existing program, or increasing costs associated with an existing program. Included is an explanation of requested increases.

Some line items simply note a change or some special detail concerning the category. Personnel requests for a Detective and a Patrol Officer are noted at the end of this section.

Changes to Salary and Salary Associated Line Items are NOT included in the Excel document for the FY2020 Budget as they are generally numbers that are tallied by the Finance Director.

10-510-0200 (Salary and associated line items): (1) Police Detective Position and (1) Patrol Officer Position. These requests will require increases the Salary and Benefit impact line items 0500 (FICA), 0600 (Insurance), 0700 (retirement), 5400 (Insurance and Bonds). These final items are figured by the Finance Department. These new position will also require vehicle and uniform additions that are not listed in this detail or on the spreadsheet. **SEE NEW POSITION FORM**

(2,000) Enhance: This 2K increase is to add 1K (each) incentive pay to the (2) training officers who conduct mandatory training for officers to include firearms, SERT tactics, Active Shooter, and much more. These employees spend a great deal of time outside of their regular work hours, preparing lessons and scenarios, and running training classes for all police employees. These officers also must maintain both general and specialized firearms instructor certification which requires a large commitment.

Note: We should continue to budget \$6,000 for funding the Industrial Drive Traffic Officer.

10-510-0201 (Overtime) Enhance: Current \$10,600 (Requested \$14,560).

The current overtime budget is already 86% spent. Increasing call volume, traffic, training, crime prevention programs and special events has all pushed our overtime budget to the limit. In a day of short staffing and a heavy workload: comp time is not a viable option in most circumstances. While comp time

is still used in some cases, we find it hard to replace that officer when they are burning their comp time and the problem is exacerbated rather than fixed. The current request also includes a plan to begin utilizing proactive policing which would include overtime being approved to occasionally fill the TAPS team role.

Financial Analysis: Enhance: Labor/Demand

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. The success of Downtown and the maintaining of Small Town Life are directly impacted by policing levels. Growing our budget in smart ways is obvious as we protect our citizens, visitors and those who work in our area.

10-510-0300 (Separation allowance)

Note only: It is anticipated that Officer Nathaniel Brown and Capt. Dennis Brannan will retire FY21.

10-510-1400 (Travel/Training) Current \$17,295 (Requested \$18,795)

This requested increase is to allow for Chief Hayworth to attend IACP. In 19 years as Chief he has only attended 2 IACP conferences and one of those was funded by the NC Chief's Association (as association president).

Financial Analysis: Enhance: Training

Policy Analysis: Growing Smart: This event will assist the Chief in making the Captains transition and to move forward with the process to begin the search for a new Chief.

10-510-1700 (Vehicle Maintenance) Current \$39,644 (Requested \$62,400)

This line item is already 75% spent. Skyrocketing replacement parts and an aging fleet continue to lead to increase vehicle maintenance and repair costs. The Town of Zebulon has been attempting to catch up to the aging fleet, by implementing a fleet rotation plan several years ago. This plan, however, has been thwarted by lean years where the number of vehicles needed was not feasible. Currently our fleet has 11 vehicles over 5 years old. We are researching a new fleet plan with Enterprise that may help in the future. Note: funding for this line item last year was requested at \$50K anticipating this issue.

Financial Analysis: Exist: Cost increases, aging fleet

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. A well maintained police vehicle fleet is a must in order to fulfill the Strategic Plan and to keep officers safe as they place countless hours in these vehicles.

10-510-3300 (Materials and Supply) Current \$15,639 (Requested \$17,339)

This increase is to adjust for additional CAD and Net Motion Licenses that will be needed for technology upgrades.

Financial Analysis: Enhance: to upgrade current technology to allow connectivity for officers.

Policy Analysis: Growing Smart: The department must keep up with technology. Aging and outdated equipment and a shortage of licenses all lead to communication problems that prevent officers from doing their job as required.

10-510-3301 (Crime Prevention) Current \$4,981 (Requested \$5,981)

The police department is becoming more and more involved in a variety of Community Policing Programs and special events that are designed to reduce crime by educating the public and improving community relations. Most significantly are plans to expand the Police Experience.

Financial Analysis: Exist/Enhance: A steady increase in community police programs and the improvement of the Police Experience program.

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. Community Policing is at the root of the TOZ Strategic Plan as stated in the Focus Area Small Town Life – *“We will preserve and enhance our small-town feel by developing more activities and locations to gather with family and neighbors, making Zebulon a safe, connected, family friendly and walkable town. This supports our vision of maintaining our small-town heritage and charm while we grow.”* These programs will certainly have a positive impact and assist us in these areas as we provide and participate in activities and events with and for our citizens.

10-510-3302 (Shop with a Cop)

Note Only: The funds in this line item are donations and need to be rolled over from the current budget year.

10-510-3303 (Mobile Data Terminals) Current \$11,985 (Requested \$12,185)

The addition of new Jet Pack (Mobile Wi-Fi devices) are needed. The \$200 increase covers the monthly fee for the new devices.

Financial Analysis: Exist/Enhance: The Jet Pack units are required for mobile computer connectivity.

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. Our police officers must be able to connect their devices to perform their duties.

10-510-3304 (Radios) Current \$76,000 (Requested \$5,000)

The large radio project is complete. Only 1 radio will need to be purchased in FY20. All additional mobile and handheld radios will be included in the new personnel addendums. The radio in the K9 expedition will need to be replaced in FY2021. This vehicle was going to be sold, but an experience has shown a need for a backup K9 vehicle.

Financial Analysis: Exist/Enhance: Police mobile radio is needed for communications.

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. Our police officers must be able to communicate to perform their duties.

10-510-3305 (Tasers) Current \$0 (Requested \$16,500)

Seven Tasers are needed to finish equipping all of our officers with a new, working device. Our current Tasers have considerable age on them (approximately 15 years) and they have started failing. The Department used grant funding last year to replace 12 devices and now need to complete the project. This quote includes holsters, training devices, and cartridges.

Financial Analysis: Enhance: to upgrade Taser technology and ensure the safety of officers by providing them with an operational Less Than Lethal Option in the use of force continuum.

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. Our police officers must have working, up to date, Less Than Lethal options.

10-510-3308 (Tactical entry Helmets)

Note Only: This project is complete and there is no funding needed

10-510-3309 (Weapons) Current \$0 (Requested \$2,200)

Tactical Operations are constantly being upgraded to keep up with the threat of danger. The Department SERT team needs to upgrade a weapon for use in special operations.

Financial Analysis: Exist/Enhance: The ability of the SERT team to react and respond to deadly force threats.

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. A SERT team is needed to respond to deadly force threats. A special operations weapon is needed. *a memo is attached from Sgt. B. Lane, Firearms Instructor and Assistant SERT Team Leader.

10-510-3500 (Zebulon Night Out)

Note Only: The title of this line item should be changed to National Night Out

10-510-3600 (Uniforms)

Note Only: Uniforms will be addressed in the Personnel Request Form.

10-510-5701 (Informant Fees) Current \$1,563 (Requested \$4,000)

The use of Confidential Funds has increased this year as we begin to attempt a sharper crack down on drug activity. Our current budget is already zeroed out for this year and plans are underway to move money into this line item for continued enforcement activities. These funds are used for the undercover purchase of drugs, stolen property or other contraband, and to pay informants in special circumstances or to provide reward money in certain cases.

Financial Analysis: Exist/Enhance: To keep and improve the use of confidential sources.

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. These funds are used in various scenarios which have a direct impact on all Zebulon residents.

Request For a New Line Item: (SERT Team) Currently No Funds Exist (Requested \$2,500)

Team leaders of SERT have requested that they be supplied with a line item specifically designated for the team. This line item would be utilized to purchase specialized equipment, clothing items, and to provide training scenarios for team development. While this line item request does not include enough funding to provide all of the needed items, it would be a good supplement to existing line items and pave the way to meet future needs of the team.

Financial Analysis: Exist/Enhance: The ability of the SERT team to react and respond to deadly force threats.

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. The SERT team is currently funded by line items used Department wide. A line item just for the team could allow for the purchase of items without having to be prioritized along with other Departmental Units.

Request For a New Line Item: (Recruitment) Currently No Funds Exist (Requested \$16,000)

The police department is unable to maintain a constant state of recruitment due to sporadic turnover in department personnel. Thus, when an opening occurs, the department is forced with a search for a recruit which often requires a year or more to fill one position. Lag time in replacing an officer results in increased overtime expenses and more importantly creates a safety risk from a personnel standpoint. This

line item would give the department the ability to offer a BLET Scholarship at the local Community Colleges, designed to provide for the expenses of a qualifying academy cadet who would then be a potential candidate for employment. This program would also increase the Town of Zebulon and ZPD Brand among Law Enforcement programs and area local governments. In the absence of suitable candidates for the scholarship, the funds would be used for other recruitment programs such as advertising, signing incentives, etc.

NOTE: This Operating Budget DOES NOT include the financing for the addition of a new Police Detective and a New Patrol Officer which should be reflected in Line Items for: Salary, Equipment, Uniforms, Fees, and Vehicles. See NEW PERSONNEL FORMS.

NOTE: Police Command Staff feel that items in this memorandum are within the appropriate range. IT IS IMPORTANT TO NOTE that some current line items may show an expended amount that appears as if the total funding will not be needed, this is caused by items whose purchase occurs in bulk at one or two times a year and the current funding remains the recommended amount.

The next part of the Budget Detail is designed to give a better picture of the positions that are being requested in the upcoming year. Specifically the detail will discuss the (two) requested positions (Detective, Patrol Officer), and the theme of Proactive Policing.

Police Detective Position:

The Personnel Request Form details the need for the addition of a Full-time Detective. I will not repeat the generalized information contained in that form but rather attempt to paint a picture of a growing need. Our Detective Division is currently staffed by 1 Detective Sergeant and 1 Detective. Administratively a Detective Lieutenant oversees the Division, along with many other duties. The fact that our Detective Division has less people in it than it did 19 years ago is just the beginning when we look at the reasoning for adding a member to this unit.

Detectives are charged with the Investigation of major crimes which includes but is not limited to: shootings, robberies, fraud, break-ins, car thefts, gun violations, child abuse, rape, felonious assaults and drug trafficking. Detectives are also assigned misdemeanor cases where follow-up requirements make it impossible for a patrol officer to handle, or cases that have bigger picture implications and require a deeper investigation. Detectives also conduct background investigations for police applicants and interns as well as management level new hires in other town departments. Detectives conduct training and education programs for banks and other groups in areas such as fraud, scams, and identity theft. Detectives also manage the Medicine Drop program and in house drop box. This includes setting up outside Medicine Drop opportunities and emptying, sorting, packaging and evidence control of items placed in the PD box. While not a primary function; Detectives fill in at the front desk when desk personnel are unavailable. By statute the Police Department must enter every item pawned within our jurisdiction. Detectives also spend a great deal of time developing, certifying and managing informants.

Over the past two years the Detective Division has handled 590 cases and was called out an average of 24 times per year. These numbers do not include the citizens who walk or call in on a daily basis who need help with a situation that does not pan out to be a true investigations matter. The average length of a call out was 4 hours per incident which only accounts for preliminary interviews, case assessment and crime scene processing. However, a case does not end with this. A typical felony case now includes

- Follow up interviews (multiple)

- Intelligence gathering and surveillance
- Social media posting, wanted posters, BOLO's
- Preparing and executing search warrants
- Preparing and executing arrest warrants, the locating of a suspect.
- Evidence preparation and packaging
- DA conferences and case preparation
- Court Trials

These processes often take hours or even several days to complete. For example: multiple trips to the lab, the need for more than one Detective at a time, interviews of several witnesses, suspects, and other persons of interest, all this taking up literally hundreds hours.

Some time frame examples include:

- | | |
|--|-------------|
| • Death Investigation with no suspicious circumstances | 4 hrs. |
| • Fraud Investigations | 20 + hours |
| • Property Crimes | 30 + hours |
| • Serious Assaults | 50 + hours |
| • Suicide/Suspicious Deaths | 50 + hours |
| • Missing Persons | 50 + hours |
| • Narcotics Investigations | 80 + hours |
| • Robbery from a person | 80 + hours |
| • Robbery of a business | 100 + hours |
| • Rape/Sexual Assault/Cybercrimes | 100 + hours |

A Detective must be extremely knowledgeable in areas of legal issues, crime scene management scenarios, interview techniques, criminal behavior, computer crimes, scam and fraud trends, and many other technical and complex investigation matters.

Notably, call volume increased throughout the town, but it is the complexity of crimes and the time spent investigating them has had the most significant impact on the workload.

We have made several moves to try to accommodate the workload crunch. The first such move was to place both Lieutenants on the on-call schedule to ease the amount of times Detectives were called out or simply called for advice or guidance. This did help with call out, but began to be a strain on the Lieutenants who must also serve on the Command Staff on call schedule. The next move was to create a Temporary Rotating Detective. This program works by temporarily transferring a Patrol Officer to the Detective Division for a period of 6 months. The idea is to serve the overall officer base by providing a training opportunity, making them more well-rounded officers. After a stint in the Detective Division an officer is able to dig a little deeper into calls for service and make the Detectives job easier and less time consuming in follow up investigations. The hope was that this would also ease the burden on the Detective Division. While the program has worked by enriching Patrol Officers, it has not eased the workload on Detectives. The level of expertise and the finesse required to work at the Detective level requires that by the time an officer is trained and ready to work alone in the Detective Division, they are needed back in the Patrol Division and must rotate back. *This program is explained in the Personnel Request Form as well.*

The conclusion is this. A full-time permanent addition to the Detective Division is needed in the upcoming budget year. With this addition, our Detective Division can adequately manage their caseload, their special projects and work in a proactive manner to reduce crime.

Number of Vehicles on Hwy 64 in Zebulon (at Shepard School Rd)	
2016	47,000
2017	49,000
2019	51,000 (est)
% of Hwy traffic from '16-'19	8.5%

What proactive manner am I talking about? A later section of this document titled Proactive Policing will tie it all together.

Police Officer Position:

Crash Statistics	
2010	271
2015	356

The storyline continues as with the Detective Positon. Overworked, overwhelmed, shorthanded, we all have heard it and we all know it exists. This memo dives a little deeper into the specifics of the problem and will address two main issues: growth and proactive policing.

Growth: it is here and we all see it. Zebulon is individual in its geographical position and in its demographical make up. Not looking at national trends and formulas, but focusing locally, we see that in Zebulon we average approximately 1.75 calls for service per resident per year. As our town grows thus grows traffic and the pass through population. These facts indicate a need to add 1 Patrol Unit per every 233 additional residents or 93.2 dwelling units. If approximately 3,000 new homes are scheduled to be built with an average of 2.5 residents per home this would mean that 19 new officers would need to be added to handle the growth. This formula works out as a doubling of population coincides with a doubling of the police department. Of course, not all 3,000 homes are built at once and the addition of new officers would simply need to match the pace of growth. While it is unlikely that any town can keep the police department growth in line with the growth of population, it is a part of the overall equation. So we should try to grow our department while trying to develop initiatives aimed at reducing crime and lowering the overall number of calls with proactive policing. *Note that these numbers are figuring only the officers assigned to responding to calls for service and do not include officers assigned to Administration or the Detective Division.* The immediate goal would be to add 1 Patrol Officer to each squad. One addition this year and it is anticipated to request three the next year.

A glaring example of growing pains is our traffic crashes. Traffic count numbers (Hwy 64 and Shepard School Road) have shown an approximate 2,000 vehicle per year increase per year since 2013 with an outlier of 57,000 cars counted in 2015. In 2010 we had 271 crashes between January and December. In 2015 we had 356 and in 2019 we had 469 for that same time period. Traffic crash numbers grew by 198 crashes in 9 years without the explosive growth that we are now seeing. The July-June fiscal year of 2019 shows 473 crashes, while from July 1, 2019 - January 29, 2020, we have had 303.

2019	469
Est. current fiscal year	600
% of Change from '10-current	121% increase

Proactive Policing:

The addition of these positions allows us to do Proactive Policing. While we currently focus on call response and follow up, we have little ability to try to eliminate threats and prevent the crime before it occurs. Proactive Policing means to confront the criminal element early and push the crime out of Zebulon or arrest the wrongdoer early enough to impact the lifespan of their activity.

In 2005 Zebulon was feeling the pain of increased gang activity and criminals who found our community what they deemed an easy target. Our violent crime was up, graffiti was all over town and shootings were fairly common. At the time, the Police Department still had a traffic officer position left over from prior year grant funding. To combat the growing crime trends, the TAPS team (Traffic and Problem Solving) was developed. This team was staffed by the traffic officer, a detective and our K9 unit. The impact that this team made was obvious for years to come. Multiple gang members were arrested and criminals felt the pressure that they were not wanted in Zebulon and as a result our violent crime went down and gang activity was reduced drastically.

Two primary tools in the fight against crime are Pressure and Intelligence. The TAPS team was able to develop intelligence on the criminal actors and then put the pressure on the streets, reducing our crime in a major way. This worked once and it will work again.

The addition of the requested positions will allow us to proactively focus on criminal activity and our growing traffic concerns. Currently our traffic officer is a patrol officer assigned to a squad, but they could once again be assigned to deal specifically with traffic matters and problem areas, freeing up other patrol officers to handle calls without the burden of time consuming traffic accidents. Our Detectives would be able to increase intelligence gathering, narcotic investigations and gang related crackdowns aimed at reducing criminal activity, once again freeing up officers to respond to calls for service in a more efficient manner.

The two requested positions are in separate divisions yet are closely intertwined with the plan to use Proactive Policing to reduce crime and eventually the overall call volume. As the town continues to grow, these positions and associated assignments would have to be tweaked to ensure the most coverage

and protection possible. The end result of these additions does not end the staffing problem but certainly is a huge step in the right direction.

Future Plans:

It is anticipated that continued growth of residential neighborhoods and the business community will keep the pressure on policing in Zebulon. The mid-range goal is to increase each squad to (4) officers and a swing shift K9. This staffing would allow each squad to have a traffic officer and allow for focused proactive policing on a consistent basis.

Continued Development of the Career Ladder remains a priority. Recently, a Police Corporal position was created and a veteran officer of 11 years was promoted into that slot. This is an example of creating new rungs in the career ladder and providing room for growth with personnel. A proposal will be coming soon in the current FY2020 and will continue to grow and flourish in FY2021.

Attachments: New Personnel Forms (2)

Request for New Position

Department: *Police*

Current/Proposed Job Title of Position: *Police Officer (Patrol Division)*

Effective Date: July 1, 2020

A. Type of Request

- New Permanent Full Time Position
- New Permanent Part Time Position (_____) Hours per week
- Convert Existing Part Time Position to Full Time Position
- Other Describe: _____

B. Rationale

1. How is the work currently being performed? *Our Patrol Division is currently staffed by 4 shifts made up of a Patrol Sergeant and 2 Patrol Officers. The shifts are supplemented by 2 Police K-9 Officers who work power shifts, straddling the day and night shift. Officers are answering an average of 900 calls a month, and this past quarter answered a total of 2,698 calls (a 21.6% increase over the same time last year). It is anticipated that our calls for service will grow expeditiously as our town is currently undergoing the largest growth period in our history. This Police Officer request is an effort to begin to get in front of the growth and continue to provide an appropriate level of police response.*
2. What are the consequences of the work being undone or not completed? *At the current level our Officers are quite busy which has reduced their ability to work proactively to prevent and reduce crime. Without adding staff to our police department, the added calls for service generated by growth will virtually eliminate the ability to conduct proactive police patrols and greatly reduce our ability to undertake Community Policing projects such as Shop with a Cop, Neighborhood Watch, National Night Out, The Police Experience, etc.*
3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.) *N/A*
4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)
Grow Smart: Adding a police position preemptively is definitely growing smart. To effectively manage police calls for service, we must add patrol officers in groups of FOUR. With four patrol shifts the only way to truly handle rising calls for service is to put an additional officer on each shift. Adding an officer this year will allow us to hire, train and begin to utilize an additional officer in a more effective way.

Small Town Life: Our citizens have grown use to: quick responses from our police department; business checks; funeral escorts; school zone patrols and our STEP program. The addition of this officer will allow us to continue with and plan ahead for additional programs that make our small town such a delightful place to live, work and visit.

Vibrant Downtown: As our town grows and develops we are seeing our downtown being reshaped. As businesses and programs move into our downtown we will see an increased need for police presence. The addition of this officer will help make our downtown safer and more attractive to visitors.

5. Attach or list any statistics or other information relevant to your request (if any). *We will be adding call statistics and growth anticipation statistics.*

6. Other: (Please specify and include justification.) *Our Patrol Division continues to get busier and busier as the statistics show. Calls for service, gang activity, and traffic crashes will continue to rise. The addition of a Patrol Officer this year will prepare us to begin the process of adding an officer to each Patrol Shift in the future.*

C. Needs/Issues/Problems

1. Is this a Service Level Increase – a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify? *An Expansion of current policing. This Police Officer request is simply an attempt to stay ahead of growth. Patrol Officers must respond to calls for service, they must be proactive and seek out suspicious activity, they must be visible and patrol areas for crime prevention, and they must be accessible to the public and work in our Community Policing Programs to maintain a positive working relationship with the public.*
2. What needs/issues/problems does this request for additional staff address? *In order to keep up with growth it is anticipated that each shift will need an additional officer. In today's competitive atmosphere it is difficult for a small town to recruit and hire quality personnel. Hiring a person this year allows for us to pace ourselves in growing our department to match the growth of the town.*

D. Duties:

Please attach a current job description or a proposed job description. *SEE ATTACHMENT*

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem? *Often Detectives and Command Staff have to work to cover Patrol calls for service. This problem will only worsen with growth.*
2. Is outsourcing an option? *No*

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position? *The ability to continue to police the town of Zebulon at the same level our citizens currently experience.*
2. What performance measures will you use to measure the impact of this position? *We will continue to monitor growth, calls for service and our overall response to crime reduction and community policing.*
3. How do these compare to measures if the position is not recommended or approved? *If not approved the town will continue to grow and our current staff stretched even more. If not approved it is anticipated that next year's budget would include a request for 4 officers.*
4. How do these compare with previous years measures? *It is anticipated to keep service levels steady at the current level.*
3. How will the work be performed if the new position is not approved? *Calls for service will be maintained although possibly at a slightly slower response time. Crime Prevention programs and public relations will begin to suffer and current employees will begin to experience increased burn out and job dissatisfaction.*

G. Cost

Fica: _____ Retirement: _____ Insurance: _____
--

Proposed Pay Grade: 10 Proposed Salary: \$42,089.00

Other associated costs, be specific (Human Resources/Finance will calculate benefits)

1. Office Space: *Currently available*
2. Furniture: *Currently available*
3. IT (Computer, Phone etc): *New Computer needed = \$2,000.00*

4. Vehicle: Vehicle and accessories = \$58,750

5. Equipment/Uniforms: \$7,000

6. Training: \$1,000 added to training budget

(For use of Human Resources):

Comments/Recommendations:

Recommend: **Approval** Denial Additional Information Requested

Sent to Town Manager for Review: _____

Request for New Position

Department: *Police*

Current/Proposed Job Title of Position: *Police Detective*

Effective Date: July 1, 2020

A. Type of Request

New Permanent Full Time Position

New Permanent Part Time Position (_____) Hours per week

Convert Existing Part Time Position to Full Time Position

Other Describe: _____

B. Rationale

1. How is the work currently being performed? *The work is simply not being done up to standard. The workload is currently divided between a Detective Sgt. and one Detective. The administrative commander (Lt.) is forced to assist with cases. Both the Detective and the Patrol Lt(s) are having to serve in an On-Call Status to ease the burden of On-Call inconvenience and overtime earned from Call Outs. The workload is a constant battle; the risk of backlog is very real. The inability to focus on in-depth investigations into suspected criminal activity due to active cases leads to an increase in overall crime. The underlying issues surrounding suspected drug houses and street level drug sales cannot be sufficiently addressed. These factors have led to an increase in criminal activity such as: B&E's, Larcenies, Assaults and Robbery.*

Work in the Detective Division is currently conducted on a priority level scale. Cases are prioritized by severity/nature of the case. This process causes a delay in the investigation of certain lower priority cases. The Detective Division is also charged with the investigation of narcotic complaints, gang activity as well as nuisance locations and their relationship to illegal activity that interrupts peace and quality of life. Specialty Investigations often require multiple Investigators and numerous hours of intel gathering and surveillance. With limited manpower these cases do not see a lot of attention. As mentioned elsewhere in this document, the Detective Division is forced to work on a reactive status and not a proactive status.

Approximately 6 months ago, a Rotating Detective position was implemented, in part, to help with the Detective Division workload, and to broaden the experience and knowledge base of Patrol Officers. This program works by "Temporarily" transferring a Patrol Officer to the Detective Division. The thought was this Temporary Detective could benefit the Division by assisting with case investigations while achieving personal growth through the training and experience attained while in the position.

While the Temporary Detective is a great program, its benefits have been largely observed in the personal growth of the individual officer rather than the benefit to the Detective Division. The length of time that it takes to train the Temporary Detective takes approximately half of the assignment time (3 months. During the training time, not only is the Temporary Detective unable to pick up a significant portion of the workload, but Detectives must take time away from their own casework to train and mentor the Temporary person.

Once the Temporary Detective has obtained a basic understanding of how the Division works, that Temporary Detective now must obtain real time experience working priority cases with another Detective (robberies, shootings, rapes, etc.). Thus, the Temporary Detective is ready to work alone after approximately 6 months which is time that they rotate back to the Patrol Division.

In summary, the Temporary Rotating Detective benefits everyone (the Detective Division, the Patrol Division, and the Individual): but it does not meet the long term needs of the Detective Division that will only be accomplished by a permanent position. If a fulltime position is granted, the Temporary Rotating Program will be continued but shortened and utilized as a "Shadowing Opportunity" rather than as a way to manage the Investigative caseload.

2. What are the consequences of the work being undone or not completed? *Street level drugs, suspected drug houses, nuisance complaints and other crimes against the quality of life will not be investigated at a level high enough to make a significant impact on their existence. Long standing statistics show that increased nuisance and street level crimes always lead to more serious crimes such as larceny, robbery and breaking and entering.*

3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.) *N/A*

4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)

Grow Smart: with growth come growing pains. B&E's of construction homes, an influx of visitors and those looking to move their home or business here. The Detective position focus' on the apprehension of those involved criminal acts which are re-occurring or are planned in nature thus making our community more welcoming of this growth.

Small Town Life: We all love the small town life... but a small town should be free of drug houses and street level drug dealers.

Vibrant Downtown: with this Detective position we will be able to focus on the type of crimes that haunt a downtown... drug sales, break in's and late night nefarious activity. With this our downtown becomes more attractive and thus more vibrant.

5. Attach or list any statistics or other information relevant to your request (if any).

These statistics are being prepared and will be added shortly

6. Other: (Please specify and include justification.) *Increase in street level drug calls and suspected drug houses. A marked increase in gang related activity: motorcycle gang activity at local restaurants and in local parking lots; a documented gang club house a short*

distance from the town limits, an increase in gang related calls for service (shootings and assaults).

C. Needs/Issues/Problems

1. Is this a Service Level Increase – a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify? *An Expansion of current policing. The Detective division has been understaffed for 5 years and cannot keep up. Because of Patrol Priorities, the Detective Division has been used to backfill open patrol slots. This practice has left the Detective Division woefully short handed and overworked. The Division currently lacks staffing to conduct proactive investigations into known drug activity, Crime Prevention Programs and Long term investigations.*

The new position requested will allow the Detective Division to be more efficient in investigating their cases, proactively work narcotic cases, and implement more community involvement programs. The level of service the Detective Division works now could be improved greatly. An example of the need to keep up is obvious in our Fraud Investigations. Ten years ago white collar crimes were nothing like they are today. Detectives spend numerous hours working electronic crimes and searching devices used to commit these crimes. Criminals now use technology and electronic devices to commit crimes. Hours, days and sometime even weeks are spent seeking and executing search warrants and court orders to obtain evidence in these cases.

2. What needs/issues/problems does this request for additional staff address? *The ability to manage caseloads; drug complaints (houses, street sales) Crime Prevention Programs and business education programs. The Town of Zebulon is also experiencing explosive growth. As the town grows so does the commission of crimes that must be investigated by a Detective. Our current Detective Division has been understaffed for 5 years, a problem that will be exacerbated by crimes that will be related to growth.*

D. Duties:

Please attach a current job description or a proposed job description. *SEE ATTACHMENT*

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem? *Command Staff members are working cases and taking on call to provide relief for understaffed Detectives.*
2. Is outsourcing an option? *No*

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position? *Case Management, Proactive Investigations, and Relief for overworked Detectives, reduce on call time.*
2. What performance measures will you use to measure the impact of this position? *Monthly and quarterly case reviews will show that cases are being closed at a faster rate. We will see a reduction in street related drug sells and suspicious drug houses. A 2 hour response to major property crimes, a 1 hour response to personal crimes by a Detective.*
3. How do these compare to measures if the position is not recommended or approved? *A continued difficulty in case closure, burnout of on call staff, increased overtime usage, inability to meet the demand for crime prevention programs.*
4. How do these compare with previous years measures? *Current measures require a 48 hour response to property crimes and a 24 hr response to a persons crime.*
3. How will the work be performed if the new position is not approved? *The work will be largely left undone or performed only as extreme need demands or time allows.*

G. Cost

Fica: _____ Retirement: _____ Insurance: _____
--

Proposed Pay Grade: 10 Proposed Salary: \$42,089.00

Other associated costs, be specific (Human Resources/Finance will calculate benefits)

1. Office Space: *Currently available*
2. Furniture: *Currently available*
3. IT (Computer, Phone etc): *New Computer needed = \$2000.00*

4. Vehicle: Vehicle and accessories = \$58,750

5. Equipment/Uniforms: \$7,000

6. Training: \$1,000 added to training budget

(For use of Human Resources):

Comments/Recommendations:

Recommend: **Approval** Denial Additional Information Requested

Sent to Town Manager for Review: _____

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested	Note
	POLICE:	-	-	-	-	-	-	-	-	
10-510-0100	DISPATCHER SALARIES	45,779	47,500	49,139	46,730	49,950	51,500	53,300	53,500	
10-510-0200	SALARIES	966,547	1,104,370	1,160,844	1,050,999	1,179,998	1,214,200	1,350,000	1,449,500	
10-510-0201	SALARIES (OVERTIME)	-	-	8,759	2,190	8,903	10,400	10,600	15,000	Staffing, SERT, TAPS, Events
10-510-0300	SEPARATION ALLOWANCE	9,707	2,455	-	5,396	-	-	18,000	19,700	D. Brannan, N. Brown
10-510-0400	PART-TIME/AUX OFFICERS	12,046	15,736	14,893	14,255	15,139	17,828	18,000	18,000	
10-510-0500	FICA	77,280	86,872	91,532	83,272	93,042	99,800	111,800	119,900	
10-510-0600	GROUP INSURANCE	90,983	116,623	123,108	108,386	125,139	144,000	163,000	159,800	
10-510-0700	RETIREMENT	129,953	150,887	162,210	141,301	164,886	185,700	222,800	241,000	
10-510-1100	POSTAGE/TELEPHONE	282	195	253	228	257	436	443	443	
10-510-1101	CELL PHONES	9,834	10,722	11,275	10,421	11,461	10,750	10,927	10,927	
10-510-1200	PRINTING	-	-	-	-	-	-	-	-	
10-510-1400	TRAVEL/TRAINING	5,951	10,826	8,583	8,175	8,725	17,014	17,295	20,795	IACP; 1 new detective; 1 new officer
10-510-1600	EQUIPMENT MAINTENANCE	6,097	7,040	2,740	6,181	2,785	8,202	8,337	8,337	
10-510-1700	VEHICLE MAINTENANCE	47,765	32,420	42,599	44,660	43,301	39,000	39,644	62,400	Aging Fleet
10-510-1701	FITNESS ROOM EQUIPMENT MAINT.	1,478	-	-	370	-	-	-	-	
10-510-3100	FUEL EXPENSE	32,640	42,203	45,719	38,107	46,474	41,008	41,685	41,685	
10-510-3300	MATERIALS & SUPPLIES	13,579	14,538	13,904	13,836	14,134	15,385	15,639	17,339	CAD & Net Motion Licenses
10-510-3301	CRIME PREVENTION	(451)	2,406	3,404	1,954	3,460	4,900	4,981	5,981	Police Experience, Programs
10-510-3302	SHOP WITH A COP	-	3,613	255	967	259	2,020	2,053	2,053	Rollover Donations
10-510-3303	MOBILE DATA TERMINALS	10,035	10,187	10,491	10,187	10,665	11,790	11,985	12,185	Jet Pack Monthly addition \$200
10-510-3304	RADIOS	-	-	92,000	23,000	93,518	76,000	77,254	5,000	Replace radio in Expedition
10-510-3305	TASERS	-	-	23,782	5,946	24,174	-	-	16,500	Replace old devices
10-510-3306	AMMUNITION	6,795	7,462	6,760	6,871	6,872	14,000	14,231	14,231	
10-510-3307	COMPUTERS	-	-	-	-	-	-	-	-	
10-510-3308	TACTICAL ENTRY HELMETS	-	-	-	3,645	-	4,000	4,066	-	Project Complete
10-510-3309	WEAPONS	2,772	-	-	693	-	-	-	2,200	SERT Firearm
10-510-3310	RADARSIGN	-	-	-	-	-	-	-	-	
10-510-3500	ZEBULON NIGHT OUT	2,476	1,544	2,757	1,694	2,803	4,500	4,574	4,574	
10-510-3600	UNIFORMS	18,079	21,735	17,829	17,692	18,123	33,430	33,982	47,982	1 new detective, 1 new officer
10-510-4500	CONTRACT SVC-RALEIGH	94,724	106,140	114,046	100,254	115,928	113,700	115,576	115,576	
10-510-4501	CONTRACT SVC-OTHER	35,243	31,246	61,295	41,151	62,306	38,000	38,627	38,627	
10-510-4502	PRINTING/COPYING	3,754	3,441	3,500	3,303	3,558	3,588	3,647	3,647	
10-510-4503	CONTRACT SVC-LEGAL FEES (SMITH RODGERS)	-	5,265	5,265	2,633	5,352	5,639	5,732	5,732	
10-510-5400	INSURANCE & BONDS	49,989	53,583	52,227	52,890	53,089	58,000	58,957	58,957	
10-510-5700	MISCELLANEOUS	1,021	1,054	795	1,574	808	1,538	1,563	1,563	
10-510-5701	INFORMANT FEES	1,500	1,500	1,500	1,425	1,525	1,538	1,563	4,000	enhance operations
10-510-5702	CANINE UNIT	905	2,592	3,710	2,097	3,772	4,214	4,284	4,284	
	STATE FORFEITURE EXPENDITURES									
	FEDERAL FORFEITURE EXPENDITURES	12,770			3,705				-	
	SERT Equipment	-	-	-	-	-	-	-	2,500	special needs for SERT team
	Recruitment	-	-	-	-	-	-	-	16,000	
	Totals	1,676,762	1,894,156	2,135,175	1,852,480	2,170,405	2,232,080	2,464,545	2,599,918	

FIRE DEPARTMENT OPERATING BUDGET REQUESTS

Fiscal Year 2020 - 2021



As authorized by N.C. General Statute 160A, Article 14, and prescribed in Chapter 33 of the Town of Zebulon Code of Ordinances, the fire department exists to fight and extinguish fires, as well as to provide for the safety of the city and its citizens from fire. Herein lies a concise explanation of the fire department's operational requests for the budget for fiscal year 2020-2021.

113 E. Vance Street
Zebulon, North Carolina 27597
(919) 269-6487
www.townofzebulon.org

Final: March 10, 2020

Insurance records as early as 1923 make reference to a “company of 15 men” serving the Town of Zebulon in the capacity of the fire department. Organized to protect the town from the ravages of fire, these individuals were devoted to service of their community. Over the years, equipment has been acquired and more persons have answered the call to serve, but the mission remains the same – trusted service to our community. In a 2018 survey, GfK Verein ranked firefighters as the most trusted profession in the United States, as well as in many other countries. In the survey, 94% of United States’ respondents indicated that they trust firefighters.¹ Firefighters have been one of most trusted professions for many years. Today’s fire department responds on a much more regular basis to a much wider variety of emergencies. Maintaining the high level of quality service in the midst of a rapidly-growing community is always a challenge. As a department, we work hard every day to carry on the trust earned since our department’s creation.

In June, 2018, the Board of Commissioners adopted the 2030 Strategic Plan, which identified three focus areas of our Town – Vibrant Downtown, Growing Smart, and Small-Town Life. Your fire department remains committed to each of these three focus areas.

Vibrant Downtown

With the expansion of activities and increased business interest in the downtown area, it is imperative that the fire department remain an engaged participant. During the last year, our department has served in two major aspects related to the downtown – service to our citizens and service to those business people in our downtown area.

With the increased amount of activities, the fire department has worked to ensure that safety of our citizens is of paramount concern. From safety inspections of sites and vendors to providing basic emergency medical care and emergency management functions during events, fire department personnel are working to ensure our citizens are safe. During the recent Holiday Happenings event, fire inspection staff visited each vendor prior to the beginning of the event and remained on site in case needed during the event. Additionally, fire department staff

¹Frank, R. (2018, March). *Trust in Professions 2018 - a GfK Verein study*. Retrieved from GfK Verein: https://www.nim.org/sites/default/files/medien/135/dokumente/2018_-_trust_in_professions_-_englisch.pdf

provided basic medical care for anyone needing such assistance. Lastly, all participating Town staff was prepared for events such as a lost child or other emergency throughout the event.

Often during discussions related to creating a vibrant downtown, a large obstacle identified is getting old buildings in compliance with building and fire codes. As the fire code enforcement arm, we continue our commitment to customer service by working to be part of solutions, as we work with business people to identify code compliant options for their intended projects. Additionally, we strive to be the bridge to county and state officials, bringing everyone to the table and breaking through any code compliance issues. Fire department staff often receive compliments as working on behalf of the business owner to bring these projects together.

Growing Smart

Within a rapidly growing community, having a fire department that can continue to provide our established high level of service is a challenge. With that, it's imperative that we strive to grow smart, just as the other facets of the Town.

When two fire trucks were reaching the end of their life cycle with our Town last year, the fire department looked internally for opportunities to consolidate apparatus and operate more efficiently. Three vehicles were replaced with two, more capable, versatile fire trucks able to do more than their three predecessors, and to do it more efficiently. We were able to grow, yet do it in a smart, economical way to provide an increased service. For this fiscal year, we will continue to work to predict the needed workforce to maintain the service level we expect. With the rapid growth, it is very important to have the necessary staff to respond appropriately when needed.

Similarly, we have outgrown our current fire station, built in 1974. We are pursuing a solution that provides a more centrally-located emergency services hub, reducing response times and better located to serve the Town as a whole. This project will continue in FY 2020-2021 as the hours of work and planning begin to become reality.

Small-Town Life

The personal attention and commitment to customer service that we hold dear emphasizes our devotion to continuing small-town life. It's our belief that this is one of the attributes that contribute to the public's trust in our organization. Although these are carried out in the manner which we handle daily tasks and emergencies, these are also evident in our outreach programs.

Our initial effort at a module of the citizen's academy was found to be a "younger generation" favorite, providing both fun and educational opportunities, but less appealing to our adult audience. We will continue in the development of a program geared to educate our citizenry in the different aspects of the fire department, but will not lose focus on the positive influences we can have on our young people.

Likewise, our junior firefighter program continues to grow and push us to provide the best program we can. For a minimal budgetary expense, our junior program has grown into an opportunity for teenagers to be involved in a service driven, governmental organization, learning the many aspects of the fire service. Whether they intend to ultimately experience a career in emergency services or not, we are thankful for the opportunity to make a positive impression on our future citizens.

BUDGET HIGHLIGHTS

Requested Expenditures

Please find the fire department's FY 2020-2021 operational budget request. This request includes a brief description of each currently funded line item, followed by an explanation of those items with significant (above the established consumer price index) requested increases. Afterwards, a new program description is provided for consideration.

Line Item Descriptions

Attached you will find the submittal spreadsheet for the FY 2020-2021 fire department operating budget request. Listed below is a brief description of the use or purpose of each line item.

10-530-0200 SALARIES – Salaries (including overtime) for full-time employees

10-530-0300 PART TIME SALARIES – Salaries for part-time employees and turnout compensation for volunteers

10-530-0500 FICA – Federal Insurance Contributions Act payments for all employees

10-530-0600 GROUP INSURANCE – Health, dental, and life insurance for full-time employees

10-530-0700 RETIREMENT – LGERS, 401(k), and NC Fireman's & Rescue Squad Pension Fund

- 10-530-0900 OTHER FRINGE BENEFITS – Miscellaneous Benefits, etc.
- 10-530-1100 POSTAGE/TELEPHONE – Mailing/Shipping costs, Telephone system costs
- 10-530-1101 CELL PHONES – Departmental cell phone, employee phone stipends, mobile data service
- 10-530-1300 ELECTRICITY/WATER – Building utility costs
- 10-530-1400 TRAVEL/TRAINING – Employee training costs, including training materials
- 10-530-1500 BUILDING MAINTENANCE – General fire station maintenance costs
- 10-530-1600 EQUIPMENT MAINTENANCE – General fire equipment maintenance costs
- 10-530-1700 VEHICLE MAINTENANCE – Vehicle maintenance/repair/testing costs
- 10-530-3100 FUEL EXPENSE – Vehicle fuels
- 10-530-3300 MATERIALS & SUPPLIES – Materials, equipment, supplies, etc. for department
- 10-530-3304 TURNOUT GEAR – Personal protective equipment, including coats, pants, boots, helmets, gloves, hoods
- 10-530-3305 DEFIBULATOR – Semi-automatic defibrillators, as selected and approved by County Medical Director
- 10-530-3306 COMPUTERS – Office and vehicle computers (MCT's)
- 10-530-3600 UNIFORMS – Daily and dress uniforms
- 10-530-4500 CONTRACT SERVICES – Maintenance contracts, ongoing services, etc.
- 10-530-4501 INSPECTIONS – Fire code enforcement costs
- 10-530-4503 MEDICAL EXAMS – Firefighter annual fit-for-duty physical exams
- 10-530-4504 WAKE HAZMAT TEAM – Hazardous materials team service contract
- 10-530-4505 WAKE COUNTY DISPATCH – Emergency radio and computer-aided dispatch costs
- 10-530-5400 INSURANCE & BONDS – Property and worker's compensation insurance

10-530-5700 MISCELLANEOUS – Miscellaneous expenses (awards, other not classified above)

10-530-5701 RETENTION & RECRUITMENT – Junior firefighter program and other associated costs

Line Item Analysis

Listed in the next section, we have included an explanation of requested increases for those line items where the requested increase is greater than the provided consumer price index (CPI) increase of 1.66%. Each analysis explains whether the increase is related to a new program, enhancing an existing program, or increasing costs associated with an existing program.

10-530-0300 – Part-time Salaries

Financial Analysis

Part-time employees are used to fill vacant staff positions due to full time employees being out (due to staff vacancies, vacation, sick, or compensatory time). These employees' salaries are not considered for annual increases such as merit or cost of living adjustments. Within the fire department, no increases have been made to any part-time employees since 2015. This budget request provides to **enhance** our existing part-time program by providing a \$1.00 per hour increase in the part-time hourly rate, with a total budgetary increase of \$1,917.

10-530-1101 – Cell Phones

Financial Analysis

FY 2019-2020 saw many changes relative to the cell phone line item. The employee cell phone stipend policy was changed, enabling twelve additional fire department employees to be eligible for stipends. Additionally, the fire department equipped four additional response vehicles with Computer Aided Dispatch (CAD) mobile data terminals, requiring cellular data connections. During last year's budgeting process, the final costs of these expansions were estimated.

To cover the final annual costs of these **existing** program costs, an additional \$997 in the FY2020 budget with CPI will be needed.

10-530-1300 – Electricity/Water

Financial Analysis

The last two year's actuals for our **existing** utilities has exceed budgeted amounts, including with the addition of an increase for the CPI. An increase of \$1,489 over the FY 2020 budget with CPI should cover the annual cost of utilities, as projected based upon the past two years. These utility costs are based upon existing conditions and are not related to any new or enhanced conditions in the building.

10-530-3100 – Fuel Expense

Financial Analysis

The last two year's actuals for fuel expenses has exceed budgeted amounts, including with the addition of an increase for the CPI. An increase of \$1,335 over the FY 2020 budget with CPI should cover the annual cost of fuels, as projected based upon the past two years. There has been fleet changes within the last fiscal year; however, it is not yet known if this will provide for any fuel savings on an annual basis.

10-530-3304 – Turnout Gear

Financial Analysis

Turnout gear, or our firefighter's personal protective clothing, is budgeted at a replacement of four sets per year, with an intention of replacing all gear before it reaches its end of life (which is ten years old). The program is currently budgeted to provide a helmet, boots, coat, and pants as the set which is replaced. Increases to this line item are due to two reasons. For one, the price of our **existing** program has increased as the cost for the above-listed items has increased. Secondly, Wake County has recommended that we **enhance** this program to include provision/replacement of particulate firefighting hoods. Particulate hoods are one of the latest efforts to prevent firefighter cancer, protecting the face and neck area (which has been identified as a weak area in the protective clothing ensemble). The firefighter hoods have historically

been a “replace as needed” item; however, with the life cycle and importance of these pieces of clothing, it has been recommended to include them as part of the replacement set and in our annual replacement budget. The additional anticipated cost (above the FY 2020 budget with CPI) to cover the increased costs associated with these two changes is \$923.

10-530-4505 – Wake County Dispatch

Financial Analysis

In FY 2018-2019, a new CAD system was implemented. Wake County provided funding for the new system acquisition; however, ongoing costs associated with the system maintenance, as well as licensing fees, are shared. FY 2020-2021 will be the first full year of sharing maintenance costs. (Portions of the last fiscal year were covered under the warranty/setup period.) The increases in this line item of \$3,898 (over FY 2020 with CIP) account for our share of a full year of system costs for the CAD and emergency radio systems.

New Program Analysis

Fire Investigation Services

Policy and Operational Analysis

N.C. General Statute § 58-79-1 requires the chief of the fire department to investigate fires within a municipality. Since the late 1980s, our fire department has used Wake County Fire Marshal investigators to conduct investigations into the causes of fires where the cause was not immediately apparent, there was a large fire loss, or where the fire was suspected to include criminal activity. However, due to staff changes, it is in the Town’s best interest to move to using the County investigators as a secondary or assisting role, with designated fire department employees being the primary investigators. Utilizing Town employees (as compared to County employees) enables us to require minimum competencies and certifications for investigators, as well as to better work with the Police Department (when necessary) towards the appropriate disposition.

Due to the reasons above, we have already begun to utilize trained and certified Town employees more and County investigators less. This budget request expansion will complete the transition, providing for trained employees and the proper equipment. Personnel needs for the program include ensuring one person on each shift has at least a minimum level of fire investigator training and additional persons are maintained at the certified fire investigator level.

Financial Analysis

The full implementation has two primary budgetary considerations – personnel costs and equipment acquisition.

Personnel Request

Fire investigations can be properly conducted with existing staff, provided that they are properly trained. The Fire Chief, Fire Inspector, and Fire Captain job descriptions will need to be revised to include the duty and responsibility to conduct fire investigations. (This may be minimal in regards to the Fire Chief, given the statutory requirement.) Given the additional responsibility for the Fire Inspector and Fire Captains, annual compensation would likely be adjusted. Additionally, increased training will be required to obtain and maintain the required level of competency.

10-530-0200 Salaries Increase of \$11,600 (Based upon an estimated 5% increase of those with additional responsibilities)

10-530-1400 Training Increase of \$1,000 (Intended for fire investigation related courses and certifications at \$200 per person)

NOTE: Although not the original intent, this expansion provides additional career ladder possibilities for the Fire Captain position (as they obtain additional certification/qualifications for conducting fire investigations). Currently, Fire Captain is the highest available position for shift employees, with no further opportunities for promotion/advancement (while remaining on shift).

Equipment Request

Fire investigations require specialized equipment (include excavation supplies, photography equipment, evidence collection equipment, etc.). This equipment would need to be acquired; however, budgetary implications would primarily be in the initial

acquisition only. Ongoing equipment costs could be handled within the existing materials and supplies budget.

10-530-3300 Materials and Supplies Increase of \$12,000 for one year, with no additional funding required on subsequent years. This includes equipment (list can be provided) and trailer, for transport.

Not Requested

There are two expansions that were not included within this budget submission. As a method of forecasting future needs and providing a “heads-up”, a brief description is provided below:

Fire Department Administrative Assistant

The fire department is a department of 58 personnel (full-time, part-time, volunteer, and junior members) with a wide variety of responsibilities and duties, and no dedicated administrative personnel. All administrative tasks are accomplished by the respective person. For example, our fire inspector spends a considerable amount of time developing, mailing, and tracking invoices, which keeps him away from the tasks more directly related to fire code enforcement. Currently, we have no available workspace for any additional personnel. With the completion of a new facility (to provide a work space), we can forecast a request for an administrative person.

Additional Response/Shift Personnel

With the rapid growth rate and a decline of available volunteers (at any given moment), we predict the need for additional shift response personnel. Three indicators are being used to measure this need:

- Number of simultaneous calls (which experience a delayed response since we are typically staffed for one incident at a time)
- Second due apparatus not responding or responding understaffed (historically, these were responded with volunteers, which are more difficult to count on when an emergency occurs)
- Failure to meet goals related to effective response force (minimum number of people to effectively handle an emergency)

At this point, we have identified the emerging issue, but even if needed now, we do not have space for the additional staffing. With the completion of a new facility, we will work

to identify the appropriate time frame. (This additional staffing would likely serve in a future substation, minimizing the need for additional personnel with that project.)

Workload Indicators and Performance Measures

For this coming year, we will track our efforts' success on a regular basis, and report this through our quarterly reports. Examples of the workload measurements we intend to track are:

- Related to Responding
 - Number and type of Incidents
 - Response times, includes turnout and travel components
 - Hot spot analysis of call location
 - Number of simultaneous events
 - Cardiac arrest events, with success of CPR/AED use
- Related to Reaching Out to our Community
 - Type of outreach events
 - Number of participants (adult and children)
 - Number of fire code enforcement activities
- Related to Preparing our Community
 - Social media information distribution
 - Number of views of various types of posts

Likewise, many of those workload indicators relate to our resulting performance. Examples of the performance measures we intend to track and report are:

- Compliance with nationally recognized response standards such as NFPA 1710 and 1720, which have recommended turnout, response, and crew assembly times.
- Actual versus desired staffing related to effective response force (manning required to handle an emergency)
- Percentage of calls responded to within the established response time goals
- Fire code violation compliance

I look forward to further discussions on this budget request and stand ready to answer any questions that you may have.

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested Budget	Service Level	Notes
	FIRE:	-	-	-	-		-				
10-530-0200	SALARIES	661,674	710,653	765,038	700,730	777,662	825,000	846,000	857,600	New	Fire investigation program
10-530-0300	PART TIME SALARIES	51,110	75,827	62,360	57,027	63,389	55,000	55,908	57,825	Enhance	Increase Part-time Hourly Rate by \$1
10-530-0500	FICA	54,069	59,727	63,055	57,546	64,095	68,300	70,000	70,000		
10-530-0600	GROUP INSURANCE	74,152	77,295	84,210	77,010	85,599	94,000	105,600	105,600		
10-530-0700	RETIREMENT	83,513	90,691	99,665	88,497	101,309	115,500	128,600	128,600		
10-530-0900	OTHER FRINGE BENEFITS	6,677	6,979	8,678	7,358	8,821	8,150	8,284	8,284		
10-530-1100	POSTAGE/TELEPHONE	264	226	167	252	170	740	752	740		
10-530-1101	CELL PHONES	4,463	4,740	4,851	4,647	4,931	12,300	12,503	13,500	Exist	Final Implementation of Cell Phone Stipends & MCTs
10-530-1300	ELECTRICITY/WATER	12,000	14,231	14,407	13,095	14,645	12,800	13,011	14,500	Exist	Based upon last two year actuals
10-530-1400	TRAVEL/TRAINING	4,436	4,144	5,162	4,352	5,247	5,300	5,387	6,387	New	Fire investigation training
10-530-1500	BUILDING MAINTENANCE	9,339	7,231	11,738	9,776	11,932	12,550	12,757	12,550		
10-530-1600	EQUIPMENT MAINTENANCE	10,143	9,970	9,331	9,850	9,485	10,000	10,165	10,000		
10-530-1700	VEHICLE MAINTENANCE	33,450	54,155	34,279	38,658	34,845	35,000	35,578	35,000		
10-530-3100	FUEL EXPENSE	8,603	10,735	11,387	9,672	11,575	10,000	10,165	11,500	Exist	Based upon last two year actuals
10-530-3300	MATERIALS & SUPPLIES	23,097	170,194	22,301	60,210	22,669	32,700	33,240	44,700	New	Fire investigation program equipment
10-530-3304	TURNOUT GEAR	21,456	9,878	11,809	18,611	12,003	10,700	10,877	11,800	Exist/Enhance	Based upon contract pricing and addition of particulate hoods
10-530-3305	DEFIBULATOR	-	-	7,579	2,870	7,704	8,100	8,234	8,000		Service Equipment Funded
10-530-3306	COMPUTERS	-	-	2,816	704	2,863	-	-	-		
10-530-3600	UNIFORMS	6,453	10,300	6,905	8,012	7,019	8,500	8,640	8,640		
10-530-4500	CONTRACT SERVICES	7,002	8,381	10,618	8,198	10,793	13,000	13,215	13,000		
10-530-4501	INSPECTIONS	1,761	1,493	2,431	1,892	2,471	2,500	2,541	2,500		
10-530-4502	SAFETY	1,303	1,300	-	919	-	-	-	-		
10-530-4503	MEDICAL EXAMS	7,457	7,684	9,138	6,070	9,289	12,500	12,706	12,500		
10-530-4504	WAKE HAZMAT TEAM	-	2,127	2,301	1,107	2,338	2,525	2,700	2,700		
10-530-4505	WAKE COUNTY DISPATCH	-	5,228	6,467	2,924	6,574	6,200	6,302	10,200	Exist	Final increases related to CAD implementation
10-530-5400	INSURANCE & BONDS	71,001	62,678	51,987	65,793	52,845	86,400	87,826	75,000		
10-530-5700	MISCELLANEOUS	495	767	956	805	972	1,000	1,017	1,017		
10-530-5701	RETENTION & RECRUITMENT	292	796	1,464	638	1,488	1,500	1,525	1,525		
	Totals	1,154,210	1,407,430	1,311,100	1,257,220	1,332,733	1,450,265	1,503,398	1,523,668		

Parks & Recreation Department Budget Message Fiscal Year 2020-2021



There shall be a Parks and Recreation Department for the town, established and continued under the authority of North Carolina General Statutes. (1985 Code, § 31.59)



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It is the duty of the Parks and Recreation Department to establish and conduct a system of supervised recreation that will provide activities that are diversionary in character and aid in promoting entertainment, pleasure, relaxation, instruction and other physical, mental and cultural development and leisure time experiences for the citizens of the town. (1985 Code, § 31.61)

Zebulon Parks and Recreation Department works to enhance the lives of our citizens and visitors by providing beautiful parks, play opportunities, wellness programs, and educational opportunities. From sports leagues, fitness classes, art programs, travel experiences, educational presentations, summer camps, to the Zebulon Farm Fresh Market, there is something for everyone. The department also maintains and operates six public parks within the Town of Zebulon. These parks contain walking trails, walking loops, athletic facilities, playgrounds, picnic shelters, a disc golf course, tennis courts, outdoor basketball courts, and natural areas. Zebulon Parks and Recreation also manages the Zebulon Community Center which has a gymnasium, classrooms, exercise/ weight rooms, and an art room, all of which can be rented for family or business gatherings.

Small Town Life

The very nature of Parks and Recreation speaks to intentions of the Zebulon 2030 Strategic Plan Focus Areas: Small Town Life. We value customer service and strive to offer the highest level of service to our community in an effort to treasure and continue the sense of Small Town Life. In order to create opportunities for the community to come together are seen in a variety of ways: parks, sports, fitness programs, cultural programs, and events.

Zebulon 2030 placed an emphasis on the development of special events in our community. The parks and recreation department took a look at the offerings already in place. We considered opportunities to combine or expand efforts to meet this community goal:

- Celebrate the Arts moved from the Zebulon Community Center to Town Hall and partnered with Zebulon Elementary School to offer a larger event that offered art activities and youth performances.
- May Day was expanded to include a Friday night kickoff concert.
- Zebulon Night Out was transitioned to the Parks and Recreation Department and combined with the farmers market closing event to create a fall festival, Hay Day.
- The Downtown Tree Lighting event combined efforts with the Holiday Market and expanded offerings to include a regional band, craft vendors, and snow sledding.

Most importantly, the department placed an emphasis on partnerships. In order to truly embrace Small Town Life, it is important to seek opportunities to work together to celebrate our community, support growth, and create places for people to gather. These partnerships will be how we continue to grow and meet the needs of our community.

Vibrant Downtown

There is a saying that your downtown is like the living room of your community. To view Zebulon's Downtown in this manner, it would mean without a doubt the Parks and Recreation Department does and will play a vital role in revitalizing our downtown. Department staff works closely with the planning department to stay up to date on new interests and investments in downtown. We are constantly seeking opportunities to partner and celebrate those wishing to be a part of our downtown community. To help create and celebrate our vibrant downtown, the parks and recreation department has:

- Expanded the Downtown Tree Lighting Festival
- Planned Pop Up Markets to take place downtown
- Supported efforts of ZDAC
- Sought opportunities to collaborate with Planning and the Chamber of Commerce to attract new businesses and investors to downtown
- Partnered with downtown businesses and small business owners (painting and pottery programs)

- Developed an events committee to help support town sponsored and future non-town sponsored events

The department has also sought to establish a town commons and to activate alleys in our downtown. The town commons has proven to be more challenging as originally anticipated; however, the department remains dedicated to identifying a public space in downtown Zebulon to create a place for people to gather, encourage extended and repeat visits, and to support events. In these efforts, the department has been coordinating with downtown property owners along alleyways owned by the town to seek approval to string bistro lights to their buildings. These alleyways will introduce new opportunities for events and activities, celebrate a strong pedestrian highway already in our downtown, and create a new vibrancy downtown. Staff is currently working through the logistics of power to get started.

Growing Smart

As the town prepares for substantial growth, the Parks and Recreation Department has been working to position itself to continue to provide a high level of service and be prepared to adapt and expand to meet the growing and changing needs of our community. Most importantly the town has embarked on it's first Comprehensive Parks and Recreation Master Plan which will produce a community focused document to guide recreation decisions for years to come.

To enhance the level of service to our park system, the department made changes to the operations of parks maintenance. Part time staff were assigned specific parks to conduct general park upkeep tasks such as cleaning bathrooms, picking up trash and blowing play areas. This change reduced the amount of time staff spent driving to various parks and increased accountability of staff. Parks maintenance operation changes also included the parks staff assuming the responsibilities of maintaining Gill St Park which was formally being addressed by Public Works. The department also piloted contracting general landscaping (mowing, weed eating, edging, bush trimming, etc...) at Whitley Park. The pilot program proved to be an effective solution to positioning the department to properly maintain the park system moving forward.

FY2021 is going to be an important year for Zebulon Parks and Recreation Department as the town's Parks and Recreation Master Plan is slated to be approved and implemented early in the year. It is imperative that the department continue to reorganize staff and operations to optimize levels of service to the community. The department also worked with the community to trial new recreation opportunities in the current year that are recommended to continue and/or expand in the coming year. Examples of these items include:

- Expanding the general landscape contract to include 3 additional parks
- Transition the part time staff assistant position to a full time recreation assistant position
- Expand use of part time staff allowing professional staff to focus on enhancing levels of service and prepare for the implementation of the master plan.

BUDGET HIGHLIGHTS

In the FY2021 budget request, I have requested an increase beyond the CPI amount for the departmental budget. In addition, I have requested the creation of new line items. With the intention of developing a clearer accounting of the department budget and operations, I have transitioned expenses to more appropriate line items.

Prior to the development of the FY2020 budget, a detail budget for each department line item was not available. I worked with department staff to develop a detailed budget for each line item. Over the last year, I have been working with staff to continue analysis of the budget. The FY2021 budget was developed with the following:

- consider initial observations of the Parks and Recreation Master Plan process

- consider existing program costs
- consider desired program and improvement costs
- review the previous year's spending trends in the town's financial software, MCSJ
- consider the Zebulon 2030 Strategic Plan and other planning initiatives
- consider the town manager's FY 2021 budget goals.

New Line Items

I have requested the creation of new line items in order to provide you and the Board of Commissioners a more detailed accounting for the cost of operating the benefits the Parks and Recreation Department offers the community.

Marketing & Advertisement

This new line will reflect the cost of creating community awareness for services and opportunities offered by the Parks and Recreation Department. These expenses were previously taken from Material & Supplies and/or Contracted Services.

Advisory Board

This new line will support the Parks and Recreation Advisory Board and the efforts to create a platform for a more engaged and effective appointed board. These expenses will support training, community engagement efforts, and other opportunities needed to pursue Advisory Board goals.

Park Landscape

This new line will reflect the cost to contract general landscaping of four town parks. The two joint use school parks are not included in the recommended contract for general landscaping.

Cemetery Landscape

This new line will reflect the cost to contract general landscaping of the cemetery.

Budget Review

Full Time Salaries (New)

Background:

The parks and recreation department has requested two full time positions, Recreation Assistant and Park Manager. These positions will be necessary in the years to come in order to maintain current levels of service and to meet the future needs of our growing community. The parks and recreation master plan process has included an operations and staff assessment. Initial observations by Ballard*King indicated a need for additional staff and reorganization of staff and operations. The recommended changes were considered necessary to maintain and expand current levels of service. A memo from Ballard King is included as an attachment to detail initial observations and recommended first steps.

The recreation assistant position will combine use of part time staff to enhance and support expanding parks and recreation operations, programs and events (including the farmers market). The department will seek to transition two part time staff assistant positions to the full time recreation assistant. A dedicated park manager will help the town plan and implement small, medium and large scale projects associated with public space not only in our parks, but also in areas such as downtown. Details for both positions were indicated in the request for positions.

Fiscal Analysis:

The service level community members have come to expect reflects a professional parks and recreation department. There are minimal alternatives that would make a significant difference in the expense associated with tasks the requested positions will complete.

The full time Recreation Assistant would no longer require current part time funds allocated for market management and department staff assistance in the amount of \$29,760. Increases to the budget for additional staff are noted below:

	Salary	Benefits	Training	Computer	Cell Phone	Office Furniture	Materials & Supplies
Recreation Assistant	\$35,469-53,205		4800		\$420		
Park Manager	\$49,912-74,865		\$1500	\$1400	\$600	\$1200	\$500

Policy Analysis:

Department operations support all focus areas of the Zebulon 2030 Strategic Plan. These positions would support existing and allow staff to expand programs, events, and community engagement that support Zebulon 2030 in the following ways:

- Vibrant Downtown
 - Revitalize downtown Zebulon
 - Develop events, entertainment, and cultural attractions to draw people downtown
- Small Town Life
 - Promote more community events and festivals.
 - Enhance and create more community gathering places
 - Increase the connectedness and walkability in the community
- Growing Smart
 - Plan for appropriate land use to meet transportation and housing needs
 - Maintain appropriate staffing to support expected service levels for the growing community

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents.

Part Time Salaries

Background:

The current FY budget reflected a breakdown of part time staff hours by work unit for the first year. The department continued to refine these budgets. Part time adjustments as noted by Ballard*King to maximize use of professional level staff is also reflected in part time salary requests.

Major changes in part time staff are noted below:

- Reduction in part time staff used to operate the Farmers Market. The Recreation Assistant will support market management needs throughout the year in addition to other tasks.
- Eliminate administrative part time staff utilizing the recreation assistant to support administrative department needs filled by this position.
- Expand use of the part time staff to serve as facility attendants to process registration, check in participants, answer the phone, greet guests, and conduct basic cleaning needs. This will free up professional level staff to focus on planning and implementation of current and new programs and events.

- Adapt use of parks maintenance part time staff to support more detailed park needs and take on additional tasks requiring a higher level of skill as general park maintenance is contracted for four of the parks.
- Increase use of part time staff for athletics to support the need to utilize two gym spaces during the winter basketball league.

Fiscal Analysis:

The service level community members have come to expect reflects a continuous and expanded need for use of part time staff. There are minimal alternatives that would make a significant difference in the price of the tasks the requested positions will complete. Work unit part time increases are noted below:

Work Unit	Amount +/-	Line total Request	Reason
Admin	-13,260	0	Duties will be filled by Full Time Recreation Assistant
Farmer's Market (Exist)	-18,640	5360	Duties will be filled by Full Time Recreation Assistant
Community Center (New)	+12,076	36,479	Use of additional part time staff to cover the facility from 9AM-4PM. This will free up professional staff to concentrate on development and implementation of programs. This increase also reflects the transition of any part time staff expense for any program or event hosted at the Zebulon Community Center with the exception of summer camp. Examples of such programs include gymnastic, pottery, and Veteran's Day. These events were being captured in the programs/events line item.
Programs & Events (Exist)	-2,525	9,455	The reduction of this line reflects transition of community center related programs and events being tied to expense lines identified for the Community Center. It also reflects a reduction, as staff will not pursue all day track out programs in the next fiscal year. The demand on staff at this time will make it challenging to implement such a program at the level of service we offer other programs.
Parks Maintenance (Enhance)	+6720	49620	The department currently has one part time employee dedicated to mowing. As the department reorganizes and contracts basic landscaping, mowing needs will be limited to athletic fields, joint use parks, and the GSK partnership property. The responsibilities of this position will be expanded to support more skilled, detailed and technical support of our park system. Use of equipment such as the bobcat and tractor will be required. The expansion of duties to the mower should reflect an appropriate rate increase to \$14 per hour.
Athletics (Enhance)	+674	9314	Using additional gym space during the winter basketball league will require additional score keepers and site supervisors.

Policy Analysis:

Department operations support all focus areas of the Zebulon 2030 Strategic Plan. These positions would support existing and allow staff to expand levels of service that support parks, programs, events, and community engagement.

Risk Analysis:

Should this increase not be granted, there is a risk in disrupting staff responsiveness to staff, management, and customer needs. There is also risk that staff will not be able to respond effectively and efficiently to recommendations made by the Parks and Recreation Master Plan.

Cell Phones (Enhance)

Background:

This line has been increased to provide a cell phone stipend to the recommendation new full time positions.

Fiscal Analysis:

Due to the nature of parks and recreation, staff members need to be available by phone when away from their desks in order to implement their duties, programs, and events. By ensuring staff are available by cell phone, we are able to provide speedy responses to other staff, management, safety concerns and customers (as appropriate). The rate of reimbursement is stated in the Cell Phone Policy and implemented within our department.

Policy Analysis:

Continuing the practice of providing a cell phone reimbursement is consistent with the town's goal of maintaining the appropriate and expected level of customer service both internal and external.

Risk Analysis:

Should this increase not be granted, there is a risk in disrupting staff responsiveness to staff, management, and customer needs.

Electricity/Water (Exist)

Background:

This line has been increased to provide a more accurate accounting of expenses related to utility cost at our parks and facilities.

Fiscal Analysis:

The actual expense for utilities has exceed budgeted amounts over the past two years. An increase of \$6454 over the FY 2020 budget should account for the annual cost of utilities, as projected based upon the past two years. These utility costs are based upon existing conditions and are not related to any new or enhanced conditions of the park system and facilities.

Travel & Training (Enhance)

Background:

Continuing education is important to ensuring staff is growing, networking and up to date with industry standards. In the upcoming budget year there will be a continued emphasis on staff participation in continuing education to ensure we have proper training and knowledge to serve our customers confidently, effectively and efficiently. Increases account for recommended full time staff additions to the department.

Fiscal Analysis:

This line is currently budgeted at \$5,000 and supports five full time staff members. This line has been increased by \$2300 in order to ensure new members of the department have access to training and certifications.

Policy Analysis:

The Zebulon 2030 Strategic Plan identified Growing Smart as a focus area. Investment in staff ensures that they are prepared for growth and will be ready to provide appropriate levels of service to our customers. Staff development with a specific focus on developing funding to support succession training and networking supports growing smart efforts. Training staff in industry standards, trends, and practices aides in the development of new and improved programs and recreation opportunities that we hope will attract new residents to our community.

Risk Analysis:

Should this increase not be granted, there is a risk that staff would not be up to date in industry standards, trends and practices. There is a risk that staff will fall behind on expected levels of services from current and future residents.

Grounds Maintenance (Enhance)

Background:

It is imperative that town parks are maintained with focuses on safety and user activity to ensure our parks meet user expectation, industry standards, and law. The department currently maintains 5 parks including 4 baseball fields, 3 multipurpose fields, 1 disk golf course, 2 tennis courts, 4 basketball courts, and 1 paved trail. 4 parks with playgrounds and 219 cubic yards of playground mulch. This line item supports expenses related to cleaning supplies, field treatments and preparations, tree services, fire ant treatment, safety surfacing replacement for playgrounds, and miscellaneous park repairs.

Fiscal Analysis:

This line item has been increased by \$15,000 to account for the following:

- Routine Field repairs at Zebulon Community Park, Field A will include laser grading to level the playing field creating a safe field for play and enhance drainage. Such field repairs should be done routinely every 4-6 years. The cost is \$8000. All athletic fields will need to be placed on a rotation for such routine maintenance and field management. Staff recommends cycling implementation of this field management plan over several years. In FY22, staff will recommend a second field to enter the field management plan.
- The department has several parks and playgrounds with ageing equipment. Repairs and maintenance to this aging equipment will be necessary to extend the life of the equipment. Staff recommends \$3,000 to support replacement of park and playground equipment.
- The Advisory Board has approved park rules to be implemented across the park system. Signs will need to be ordered and installed to notify park users of the rules. \$3000 is being requested to implement signage.
- An additional \$1000 reflects the actual cost of routine biannual fire ant treatment at Whitley Park and Zebulon Community Park.

Policy Analysis:

By properly maintaining our park system and expanding opportunities at our parks we are reaching the goal of enhancing and creating more community gathering spaces.

Risk Analysis:

There is a safety risk associated with not properly maintaining our parks, fields and playgrounds which could result in a lawsuit from a user injury. According to the National Parks & Recreation

Association, the majority, 70% of playground injuries occur from public playgrounds. Injuries most commonly resulting in ER visits include: fractures, lacerations, and cuts. Swings and slides lead in equipment resulting in injury and more than 70% of injuries are a result of falls to the surface. Concerns with unlevel playing surfaces cause concern for tripping hazards and injured ankles. Fields with ruts tend to hold water decreasing drainage and causing unfavorable playing conditions which impact our user experience.

Vehicle Maintenance (Exist)

Background:

This line has been increased to reflect actual costs over the past few years. The current budget is not sufficient based on the age of our fleet and expenses being incurred. The current fleet consists of older vehicles that were passed to the parks and recreation department from public works over the years. The department had 7 vehicles at the beginning of the current fiscal year. One truck was removed (without replacement) from the fleet this year after a series of costly repairs such as transmission issues. In addition, we have trucks that are more than 20 years old. These trucks continue to require maintenance and in some cases, parts are difficult to locate. Should department fleet requests not be met, additional funds will be necessary to keep the department trucks running.

Fiscal Analysis:

Due to the nature of parks and recreation, staff members need access to vehicles in order to maintain parks and support department programs and events. To reduce vehicle maintenance costs, a newer fleet is necessary for the parks and recreation department.

Policy Analysis:

Continuing the practice of providing staff with access to a department vehicle is consistent with the town's goal of maintaining the appropriate and expected level of customer service both internal and external.

Risk Analysis:

Should this increase not be granted, there is a risk in disrupting staff responsiveness to staff, management, and customer needs. There is also risk that staff will be unable to properly utilize staff to conduct daily maintenance of the park system.

Team Uniforms (Exist)

Background:

The FY 2019, a spring soccer league was added to the offerings of the parks and recreation department. Participation in the first year was higher than anticipated and our second year is shaping up to grow. We anticipate the third year to reflect similar growth. With the amount of growth facing Zebulon, we anticipate all athletic leagues to reflect similar growth. Staff will be working to identify partners and opportunities to accommodate as many players as possible. The increase in players registering for youth athletics will directly reflect an increase in cost of team uniforms.

Fiscal Analysis:

To offer these leagues at the service level community members have come to expect, there are minimal alternatives that would make a significant difference in the price of operating these programs. A decrease in expense would reflect a decrease in quality of uniform provided to players.

Team and league sponsors are sought for all leagues. FY 19 secured sponsorships totaled \$7,354. League participants will pay registration fees. Sponsorship funds will be sought in FY21.

Policy Analysis:

It is an objective of the parks and recreation department to provide physical activity programs for youth and adults, provide summer activity for youth, and encourage youth to be outside. Expanding athletic programs supports the goal of enhancing and creating more community gathering spaces through new opportunities.

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents.

Community Center Materials/Supplies (Enhance)

Background:

The Zebulon Community Center celebrated 10 years of service to the community in 2019. This landmark also indicates that we should anticipate repairs and equipment replacement in the years to come. In addition to regular department programs and special events such as Veteran's Day, the center supports community rentals for family reunions, weddings, banquets and more. The department supplies tables and chairs for internal and external use at the community center. The tables are in poor condition and need to be replaced. The chairs are showing signs of weakness and staff anticipate a need to begin replacement of chairs in the years to come.



Fiscal Analysis:

The cost of replacement tables will be \$1416. The community center charges rental fees for private uses of the facility and for the use of tables and chairs. In FY 19, \$20,895.50 were collected in rental fees.

Policy Analysis:

Zebulon 2030 prioritizes enhancement and creation of places for people to gather to support the Small Town Life focus area.

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future community center participants and users.

Computers

Background:

The request of additional staff will require the purchase of a computer and equipment. In addition, staff is requesting the purchase of a tablet for the community center to aide in program registration utilizing the recommended registration & management software, RecDesk. A tablet for the parks maintenance work unit to use in the field will support the facility management software that has been requested in the upcoming budget year.

Fiscal Analysis:

Each new computer and supporting hardware is expected to cost \$1400. The tablet and support items such as a safety case and credit card attachment are expected to cost \$600. There are no other cost effective methods to provide these resources and services to our staff and customers.

Policy Analysis:

Ensuring necessary technology is available and up to date allows staff to ensure job related duties and the expected level of service is reached.

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents.

Contracted Services

Background:

This line will reflect a \$3925 increase to provide the department with facility management software offered by Dude Solutions that is web based. This software will assist staff in scheduling and tracking routine maintenance and asset management projects associated with parks and park facilities. The software will include routine safety inspections which will also improve record keeping. The system will track maintenance, developing data to assist in budget management. This software will:

- Increase staff productivity
- Increase automation and reduced back-end work
- Avoid disasters and unforeseen costs

Fiscal Analysis:

This line will reflect a \$3925 increase to provide the department with facility management software that is web based. This software will provide better tracking and analysis to support future budget development. Implementation of Dude Solutions will not reflect additional charges for training. Other software options to support facility management tracking will come at a higher cost.

Policy Analysis:

Ensuring necessary technology is available and up to date allows staff to ensure job related duties and the expected level of service is reached. Department staff identified facility management software as a priority in order to be current, effective, and efficient as we strive to offer outstanding customer service and experiences.

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents.

Farmers Market

Background:

The department will support the sixth year of the Farm Fresh Market in the upcoming market season. Farmer's Markets across the nation, North Carolina and our region are struggling. Struggling markets tend to be a result of:

- Over saturation of markets
- Lack of coordination with vendors and other markets
- Younger demographics don't cook
- Decrease in farmers, specifically produce farmers.

These challenges were also apparent in Zebulon. The market took a lot of pressure to bring in large numbers and fill a hunger from our community to support events. On average, farmers markets tend to draw 1-2% of your population. Last year, our market averaged 5% of the population. This number removes any outlier attendance days. In comparison, Holly Spring's farmers market average attendance is 2% of its population.

There were times last season that the market did not have produce, a variety of conditions attributed to each of those circumstances, but overall the market had 4 regular produce vendors throughout the season. In comparison, the Holly Springs market averages 7 regular produce vendors. Over the offseason, department staff spent time reaching out to produce vendors and other markets to get a greater understanding of their challenges and expectations:

- The location and layout of our market is challenging. It is too spread out and doesn't provide the feeling of a market found in other locations
- Local produce wasn't available during the entirety of the planned market season
- The market events being offered hurt sales rather than help them
- Customers at our market spend less per sale than they get at other markets.

In an effort to set the market on a path to be more sustainable and to limit perception challenges, staff changed the framework for the upcoming season. The department is separating "special events" from the regular market season. The regular market season was shortened to reflect the available produce from our community. In addition, the market will offer a spring and fall pop up market on a weeknight downtown to offer a local outlet for the handful of vendors with product available during that time, and to pilot a weeknight market for future consideration.

The market will offer themes throughout the regular market season that will help create connections between our community and our local food sources. The market intends to change how it implements past initiatives such as food demonstrations. This year the market will bring in a nutritionist in addition to a chef to offer learning demonstrations and tastings. The goal is to teach the community the importance of eating local and how to cook with items they can find at our market.

Fiscal Analysis:

A decrease of \$3,800 reflects a transition of the former market season to a shortened regular season market and special events. Funds used to support events such as May Day, Hay Day and the Downtown Tree Lighting which combined efforts with the Farmers Market will properly be reflected in the Special Events line. These events will still prioritize working with our small businesses, vendors, that participate in the regular farmers market season.

Policy Analysis:

In offering the market we are reaching the goal of enhancing and creating more community gathering spaces. The careful analysis of this market over the past year and implementation of changes reflects efforts of the department to grow smart.

Risk Analysis

There is a risk that the department fails to offer expected levels of services and recreational opportunities from current and future residents. If the market continues in its former framework, it risks not being sustainable. Staff will need to continue to work to evaluate opportunities that can be sought to improve chances of sustainability, effectiveness and efficiency.

Special Events

Background:

For many years the Parks and Recreation Department offered an annual festival, Arts in the Park. The town suffered revenue loss nearly 10 years ago that impacted the operating budget across

the town and the Parks and Recreation Department felt these cuts. Arts in the Park was one of the larger expenses of the department and was cut in order to maintain as many levels of services as possible. Department staff began to offer smaller events such as Superhero Day, Market on the Lawn and Celebrate the Arts. In 2014, the department received a grant that supported starting a Farmers Market. The community was missing large community events and the Farmers Market began to fill that void.

As previously noted in the farmers market section, staff is separating the pressure of offering events from the Farmers Market and will allow the market to focus on operating in a manner that supports providing quality customers to its vendors and educating the community in the value of eating fresh and local. Some funds will transition to the events line to help the continued support of events such as Hay Day, May Day and the Tree Lighting while ensuring the goal of including market and small business vendors is a priority.

It is also important to recognize the desire of the Police Department to transition Zebulon Night Out to the Parks and Recreation Department in an effort to refocus their energy on creating strong and personal relationships with the community. Fire, Police, Public Works, and Parks and Recreation collaborated to develop a fall festival, Hay Day. This event takes the pressure off of the Police Department to plan and implement Zebulon Night Out. Funds allocated from the police and administrative department for this event will now be recognized in Parks and Recreation.

Events such as Trunk or Treat and Veterans Day Celebration have been reallocated to Community Center Programs in an effort to create a clear accounting of the offerings of Community Center planned and hosted events.

In 2018, the department partnered with the Zebulon Chamber of Commerce to grow May Days and the Downtown Tree Lighting. These events are now primarily planned by Parks and Recreation Staff. In 2019, staff reflected on the goals driving the Downtown Tree Lighting. It was recognized that we weren't quite meeting our goal or the community desire for a large scale event downtown to draw attention and support to current and future businesses. Staff worked with sister departments to close Arendell Ave to relocate the event, hired a regional band and made it snow. Working with our partners and downtown supporters, the Downtown Tree Lighting highlighted the following successes:

- 4 downtown restaurants participated (some selling out)
- 12 downtown businesses and organizations participated
- 10 Non-Profits and Churches participated
- 2 breweries & 4 food trucks participated (some selling out)
- 18 small business, craft and farm vendors participated
- 4000 community member participated.

The Downtown Tree Lighting was very well received by the community. Many stating they wanted more opportunities for like events. It is not feasible for the town to carry the weight of all these events. As the community grows and new business join our community especially downtown, it will be imperative that we position ourselves to support others in the community willing to pursue private planning and implementation of public events. We are already fielding questions for street festivals and 5ks. The town also already supports events such as the Zebulon Takes the Cake 5k, Relay for Life, and the MLK Breakfast. The town has developed an Events Committee which includes staff from police, fire, public works, and the parks and recreation departments. This committee will not only work through town events seeking support from various departments, but it will also review any events seeking town support. Town support could include street closures, electrical support, emergency personnel, or other financial support. Staff recommends allocating funds to support private initiatives seeking to offer public events.

Fiscal Analysis:

An increase of \$26,798 is recognized in this budget line. Significant increases are attributed to the expansion of the Downtown Tree Lighting event, which is estimated to cost \$16,375 next year. This expense includes:

- Contracting a firm to close the streets and set a detour route
- Hire a regional band and provide sound, electrical and support equipment and technical assistance
- Marketing
- Renting additional porta potties
- Snow Zone and sledding
- Entertainment and activities

Town events proposed for next year are highlighted below.

Event	Expense Change	Total Cost	Notes
Easter Egg Hunt	463	1163	Staff intends to rethink how the annual Easter Egg Hunt is offered to create an Easter Party featuring games and activities.
Celebrate the Arts	340	1190	This event grew last year from a small event serving 75-100 people to an event that partnered with other organizations and supported over 463 participants last year.
Downtown Tree Lighting	10,875	16,375	See prior notes.
Concerts/live music		1500	In addition to concerts at the May Day Kickoff and Downtown Tree Lighting, the department will seek other concert/live music opportunities that could take place downtown, town hall or the parks.
Movie on the Lawn		3000	No change.
May Day		9075	Includes May Day Kick off and Saturday activities
Hay Day		\$4820	See notes.

Additional Expenses

Expense	Amount	Notes
Event Safety	1500	To provide safety equipment and supplies to keep staff and the public safe during events.
Event Promotions	2000	The department will seek additional opportunities to promote events which may include marketing of multiple events at one time. Ex: Direct Mailing
Private Public Event	5000	Recommended to support private initiated and implemented public events.

Funds accounted previously in other budget line items to support Hay Day, May Day, and the downtown tree lighting are noted below:

ZNO (From PD)	\$3500
ZNO (From Admin)	\$700

Market Events	\$3800
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\$1700 is no longer recognized in this line item; however, they are recognized in Community Center Programs to support Veteran’s Day Celebration and Trunk or Treat.

Sponsorships will be sought in the upcoming budget year to bring in additional revenue and to support these events.

United Arts is a potential funding source; however unreliable. They have limited funding and only allow for requests to be 20% of the total “project.” On average they barely fund 10% of the total project due to the large volume of requests. The amount of work it takes to seek these funds and implement proper reports is inconsistent with the funds being awarded.

Policy Analysis:

The efforts proposed in the above request for special events support all focus areas of the Zebulon 2030 Strategic Plan. Events support Zebulon 2030 in the following ways:

- Vibrant Downtown
 - Revitalize downtown Zebulon
 - Develop events, entertainment, and cultural attractions to draw people downtown
- Small Town Life
 - Promote more community events and festivals.
 - Enhance and create more community gathering places
- Growing Smart
 - Maintain appropriate staffing to support expected service levels for the growing community
 - Position the town to support private investment

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents.

Cultural & Recreation Programs (Recreation Programs Coordinator)

Background:

This budget line that was developed in FY20 to support cultural and recreation programs. The department has realigned some programs and events initially assigned to this line to the Community Center Programs line. Essentially, if a program takes place at the community center, it will be reflected in community center specific lines (exceptions athletics and summer camps).

This line item recognizes increased spending to support nature programs at Little River Park and neighborhood events at Gills St Park. The FY20 budget piloted both programs and found success in each. The department would like to expand efforts in each.

Fiscal Analysis

Increased spending to support programs at Little River Park and Gill St Park are detailed below:

- Increase Gill St Park expenses from \$400 to \$1500 and offer two neighborhood cookouts. Funds will be used to offer entertainment such as a DJ, food for participant and activities.
- Increase Little River Park expenses from \$400 to \$800 will offer a series of nature programs in the fall and the spring.

These programs could be offered at a lower expense, but would not offer a top quality event designed to meet unique objectives.

Policy Analysis

Little River Park- In December of 2017, Site Collaborative presented Little River Park Community Visioning to the Zebulon Board of Commissioners. This presentation reviewed community engagement findings to develop a vision for Little River Park following the dam breach attributed to Hurricane Matthew in 2016. The study conclusions included:

- o Everyone within the community is excited about the future of Little River Park
- o People want a nature-based park with opportunities to explore, walk, learn, and recreate
- o All preferred future uses can be accommodated with either a pond or a river
- o There doesn't appear to be strong sentiment to either rebuild the dam completely or to remove the dam completely
- o There is strong sentiment to recognize the dam and its cultural significance to the Town and community

Gill St Park- In speaking with the police chief about collaborative program opportunities we discussed possible programs at Gill St Park to encourage neighborhood resident engagement. This outreach program will increase exposure to programs and offer opportunities to serve citizens that may not have the means.

Risk Analysis

There is a risk that the department fails to offer expected levels of services and recreational opportunities from current and future residents.

Marketing & Advertisement

Background:

The department will dedicate time and attention to a comprehensive marketing effort that will maximize awareness of recreational services and benefits available to community members. The department will not only share the message of our programs, but also our parks featuring maps to identify places for people to gather, play and be active. In FY 2020, the department program guide was developed by a marketing firm and printed three times a year. Expenses reflect department wide marketing and outreach efforts.

Fiscal Analysis:

Due to the nature of promotion and advertising, there are a variety of methods to create awareness. We will utilize as many cost effective means as possible to continue to share the opportunities available. I believe it is necessary to take advantage of new marketing avenues and expand/improve existing. Effective marketing and promotions will reflect increase in park use and program/event participation. These expenses are existing and currently recognized in Materials and Supplies.

Policy Analysis:

It is important to share with the community our message about the department, parks, programs and events in order effectively reach the goal of enhancing and creating more community gathering spaces through recreational opportunities.

Risk Analysis:

There is a risk that the department fails to effectively communicate the opportunities offered to current and future residents. There is also a risk of loss of community awareness.

Community Center Programs (Community Center Coordinator)

Background:

This budget line was formed for FY 2020. Items from Cultural Programs and Special Events are being reassigned to this line item to better reflect the operations of the Zebulon Community

Center and its programs. Such programs include Gymnastics, Flip, Flop and Drop, Preschool Dance, Painting, Pottery, Veterans Day Celebration, Trunk or Treat, and Senior programs.

Increased requests of this budget include a transition of the long time program, Family Movie Night, following changes to the ability the department can promote movie titles with the existing license. The department is recommending decreasing the number of movie nights to four per year, paying for a different license that will allow some promotion using the movie title. The community center will also offer quarterly Family Fun Nights with a variety of fun activities.

The Department is regularly having to respond to changes in community demand and trends. This year the community has expressed greater interest in arts based programs such as painting and pottery. The budget has been increased to support the demand for such programs.

Fiscal Analysis:

An increase of \$7,675 to this reflects largely a reallocation of funds from other budget lines to properly reflect expenses associated with the Community Center. Programs moved to this line item include:

- Flip, Flop and Drop
- Gymnastics
- Preschool Dance
- Trunk or Treat
- Veterans Day
- Senior Breakfast & Lunch special programs

An increase of \$1,975 would support the transition of Family Movie Nights and to offering the quarterly Family Fun Night. There is not a cheaper alternative to offering these programs effectively for our community.

Policy Analysis:

It is an objective of the parks and recreation department to provide arts and physical activity programs for youth and adults. By expanding programs we are reaching the goal of enhancing and creating more community gathering spaces through new opportunities. Strategic course analysis was also identified in FY2020 budget goals as a focus for the parks and recreation department.

Risk Analysis:

There is a risk that the department fails to offer expected levels of services and recreational opportunities from current and future residents.

Advisory Board

Background:

Prior to last year the board met regularly, but not monthly. Attendance was not consistent, and the board was mostly receiving updates from each work unit of the department. A retreat led by Recreation Resources Services was held with the advisory board in March of 2019 where attending advisory board members assessed their involvement in regular advisory board functions. At this meeting it was realized by staff and members that we needed to change the framework to position the board to participate in regular advisory board functions. The following milestones occurred for the advisory board in 2019:

- Town ordinance for the Parks and Recreation Advisory Board was rewritten to provide similar structure and accountability as other town appointed boards.
- The Tree Board responsibilities were moved the Parks and Recreation Advisory Board
- The advisory board added public comment to its agenda

- The advisory board received training from the town clerk
- The advisory board appointed a Chairperson and Vice Chairperson
- Advisory board members were sworn in

These strides have put the advisory board in a position to conduct business, provide feedback on staff recommendations, and to provide other recommendations. In January 2020, the advisory board held its second annual retreat. At this retreat, the advisory board reevaluated itself using the same information in 2019. The advisory board recognized the difference from previous years to the current format and are excited for the new opportunities. Based on their current assessment, the board prioritized the following:

- Complete Master Plan
- Engage in outreach efforts (e.g. host tables at events, attend community meetings)
- Engage in programs

Fiscal Analysis:

Staff is requesting the development of a new line and allocation of \$2000 to be used to support the functions and growing interest of the advisory board. Funds will be used for trainings, meetings, and outreach efforts. In addition, the advisory board has expressed interest in leading a volunteer appreciation effort.

Policy Analysis:

The Parks and Recreation Advisory Board is an appointed board established to assist the department by making “recommendations for the most efficient and improved manner to provide quality recreation for the citizens of the town” (Town Ordinance, Chapter 31.62-66).

The Zebulon 2030 Strategic Plan identified Growing Smart as a focus area. Investment in the advisory board ensures that they are prepared for growth and will be ready to provide appropriate involvement with the department.

Risk Analysis:

There is a risk that the advisory board fails to offer desired assessment, support, and levels of service for current and future residents.

Landscaping

Background:

The current park system is made up of 6 parks and 1 community center in the below categories. The town also has an informal agreement with GlaxoSmithKline to use property adjacent to the municipal complex for recreation purposes. In total, the department manages 116.4 acres. At present, the department manages all parks with one full time crew leader and a handful of part time employees that are limited to working no more than 1000 hours a year. These employees are working 3-4 hours a day, 5 days a week. The crew leader is responsible for all routine maintenance, spray treatments, repairs, field prep and more. Ideally, the department should have a park manager, crew leader, and 2 crew members to properly manage and develop Zebulon Parks. It is worth noting that in addition to their routine maintenance, Public Works conducts basic landscaping of Little River Park (cutting and trimming 4.8 acres every 10-14 days) as well as maintenance of the cemetery.

Understanding that it will be difficult for the town to hire all the needed staff across the organization, department staff sought an alternative solution in the mid-term. Basic landscaping of Whitley Park was contracting this year in a pilot program. It has proven to be successful and allowed staff to focus on other areas of the park system such as Gill St Park. Basic landscaping has included weekly mowing, weed eating, blowing, bush trimming and edging. It has also included season leaf and debris removal, biannual tree pruning up to 12 feet, and a weed and feed

program. The department wishes to expand this pilot program for the next three years to include Little River Park, Gill St Park and Zebulon Community Park. Staff would continue to maintain recreation facilities such as athletics fields and courts, wooded areas, joint use parks, and the GSK partnership property. In addition to basic landscaping, department staff wishes to continue to work on park beautification efforts such as mulching and planting done around Whitley Park picnic Shelter. Areas these funds could be used include park entrance signs across the system.

In an effort to maximize efficiency and free up public works staff to attend to other growing needs, a cost to address biweekly mowing, trimming and blowing, leaf removal 3 times per year, and Holiday Cuts. Public Works would continue to handle trimming of trees and bushes.

Fiscal Analysis:

The costs for landscaping at each facility are as noted below:

Park Landscaping (New Line)	
Whitley Park	6000
Gill St Park	6000
Little River Park	12000
Zebulon Community Park	18000
Beautification Efforts	8000
Total	\$50,000
Cemetery Landscaping (New Line)	\$21,600

The alternative of this contract would be hiring 2 additional full-time staff members and purchasing additional equipment. Salaries before any benefits would begin at approximately \$30,000 each. Benefits, training, supplies and small equipment would likely be another \$30,000. The department would also need to purchase an additional truck, mower, and trailer which could cost \$70-80,000.

Policy Analysis:

By properly maintaining our park system and expanding opportunities at our parks we are reaching the goal of enhancing and creating more community gathering spaces (Small Town Life). By seeking the midterm solution of contracted services will be preparing for growth in a more cost effective manner as we prepare for future park maintenance needs (Growing Smart).

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents. The deferred park maintenance list will continue to grow and over time cost the town more to properly address.

Not Requested

Personnel

The Parks and Recreation Comprehensive Master Plan will conduct an operations and staff assessment considering the existing level of service and the future level of service as our community grows. We anticipate the plan to demonstrate additional need in upcoming years for additional full time staff to support parks maintenance tasks. The current short term solution is the utilization of part time staff. This is not giving us the ability to address all the needs of our park system. In the mid term, staff is recommending a full time Park Manager and a contracting general landscaping in 4 parks following a successful pilot program at Whitley Park. In the long term, staff anticipates the full time need for parks maintenance to include 1 park manager, 1

crew leader (existing), and 2 maintenance workers. This long term need will be evaluated through the Master Plan process providing recommendations for the current level of service and as our community grows.

Facility Rental

As the community grows and program demands transition, the department will need to look to using facilities beyond the Community Center. Staff piloted using the Middle School Gym for 9-10 Youth Basketball and this option provided relief to the schedule for players, coaches and their families. Staff recommends expanding the use of the Middle School Gym in FY 2021. In addition, staff is already having to utilize spaces at Zebulon Town Hall to support some programs based on community center availability and conflicting programs. To maintain growth in levels of service and programs, staff will continue to push outside the walls of the community center and seek opportunities to have programs at other facilities that are available in Zebulon (EX: Zebulon Lion's Club, Eastern Regional Center, HOA Community Buildings, etc...). Future budgets may reflect costs associated with renting such facilities.

Community Center Chairs

The Zebulon Community Center celebrated 10 years of service to the community in 2019. This landmark also indicates that we should anticipate some repairs and equipment replacement in the years to come. The chairs are showing signs of weakness and staff anticipate a need to begin replacement of chairs in the years to come.

Development of Department Divisions

The Parks and Recreation Department will seek to create and develop divisions in future years. Creating divisions will create a more transparent accounting of expenses associated with different work units and functions of the Parks and Recreation Department. Divisions will also create stronger levels of accountability for professional staff of the department. Divisional budgets will create clear lines of definition of responsibility and contribution to department goals at large. Anticipated divisions are as follows:

- Administration
- Community Center
- Cultural Programs and Events
- Athletics
- Parks & Facilities

Through this process, the department will be seeking to transition funds related to parks and recreation facilities from budgets allocated and managed by Public Works. We seek to follow the same process successfully implemented with the Fire Department. The fire department budgets for and manages any items relevant to maintenance at their facility. They coordinate with contractors and public works as necessary. This process is very similar to one the City of Rocky Mount follows. Each department and their divisions are responsible for working closely with the property Management Division (Finance Department) to ensure that maintenance items are accounted for and addressed in a timely manner. The departments communicate regularly to ensure each group is aware of the others needs. As funds are managed by the individual departments, the decision of where to spend available funds is made by the affected department. Requisitions and payables are also submitted by the affected department. It takes great team work and collaboration; yet, it was a very successful process.

Revenues

The department is not recommending fee changes at this time. Staff recommended a Standard Operating Procedure for addressing cost recovery. This procedure was approved by the Parks and Recreation Advisory Board in its January 2020 meeting. The Parks and Recreation Comprehensive Master Plan process is completing an operations assessment which will also take a look at fees associated with

services offered by the department. Using these two processes, the department will continue to evaluate fees and at the completion of the Master Plan will consider recommendations for the board.

Workload Indicators & Performance Measures

We will track our service to the community on a consistent basis. The department will submit quarterly reports reflecting accomplishments and levels of service provided. Examples of measurements and markers we intend to track are:

- Small Town Life
 - Rentals of department managed facilities
 - Participants in summer camp
 - Participants in athletic leagues
 - Participants and Vendors in the Farmers Market
 - Participants in other programs and events
 - Maintain 6 parks and their facilities
- Vibrant Downtown
 - Participants at events held downtown
 - Partners & small business participants in downtown programs and events
 - Walking and Fitness visits at the Zebulon Community Center
 - Support of the annual Christmas Parade
- Growing Smart
 - Coordination of an Events Committee/ Support non-town sponsored facilitation of events
 - Volunteer coaches
 - Reorganization of staff and operations
 - Development of divisional budgets
 - Analysis of the Farmers Market/Adapt to trends
 - Track maintenance using Facility Management Software
 - Maintain and develop partnerships

Attachments

- Operations Assessment Initial Observations
- Quarterly Report Sample

Request for New Position

Please fill out this form and attach a proposed job description with the request.

Department: Parks & Recreation Effective Date: 7/1/2020

Current/Proposed Job Title of Position: Park Manager

A. Type of Request

New Permanent Full Time Position

New Permanent Part Time Position (_____) Hours per week

Convert Existing Part Time Position to Full Time Position

Other Describe:

B. Rationale

1. How is the work currently being performed?

The work of a park manager is being completed in a variety of manners. Some of the tasks of this position are not being completed at this time. Some are done by the parks crew leader outside of the duties required. Some are completed by the athletics coordinator. Some are completed by the parks and recreation director. Some duties are falling on the public works department preventing them from focusing on other necessary items.

2. What are the consequences of the work being undone or not completed?

Below are consequences of not funding the park manager position:

- Inability to properly manage and plan park and facility development and maintenance
- Increased costs due to lack of preventative maintenance measures
- Limited support for growing department services
- Limited ability to support
- Continued reliance on public works to complete a variety of tasks and reducing their time spent on other projects specific to their work group.
- Lack of staff on hand with knowledge and ability to gather quotes and negotiate terms for park repairs, improvement, and development projects.
- Lack of staff exposes the town to injury risks associated with equipment failures or maintenance projects that are not managed through general park upkeep requirements of the existing crew leader.

It is important to recognize that parks maintenance and development has been underfunded. A park manager is necessary to consistently assess the conditions of our park system, prioritize

maintenance and improvement projects, and standardize maintenance to implement routine schedules that assist in the budget process.

3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.)

There are many standards associated with operating parks and facilities. A park manager would be expected to be certified in playground safety inspections and abide by standards as identified below. In addition, the park manager would need to be abreast of other mandates associated with athletic facilities such as those associated with moveable soccer goals.

- Consumer Product Safety Commission (CPSC) Public Playground Safety Handbook (free PDF from cpsc.gov)
- ASTM F1487 Standard Consumer Safety Performance Specification for Playground Equipment for Public Use(for purchase from ASTM Intl)
- ASTM F2223 Standard Guide for ASTM Standards on Playground Surfacing (for purchase from ASTM Intl)
- ASTM F1292 Standard Specification for Impact Attenuation of Surfacing Materials within the Use Zone of Playground Equipment (for purchase from ASTM Intl)
- ASTM F2373 Playground Equipment for Children Under the Age of Two (for purchase from ASTM Intl)
- ASTM F2479 Standard Guide for Specification, Purchase, Installation and Maintenance of Poured-In-Place Playground Surfacing (for purchase from ASTM Intl)
- ASTM F2075 Standard Specification for Engineered Wood Fiber for Use as a Playground Safety Surface Under and Around Playground Equipment (for purchase from ASTM Intl)
- ASTM F1951 Standard Specification for Determination of Accessibility of Surface Systems Under and Around Playground Equipment(for purchase from ASTM Intl)
- ASTM F1918 Standard Safety Performance Specification for Soft Contained Play Equipment (for purchase from ASTM Intl)
- ASTM F1148 Standard Consumer Safety Performance Specification for Home Playground Equipment (for purchase from ASTM Intl)
- Department of Justice ADA Guidelines and Standards

4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)

Department operations support all focus areas of the Zebulon 2030 Strategic Plan. This position would support existing and allow staff to enhance and expand park and facility management and development. that support Zebulon 2030 in the following ways:

- Vibrant Downtown
 - Revitalize downtown Zebulon
 - Develop events, entertainment, and cultural attractions to draw people downtown
- Small Town Life
 - Promote more community events and festivals.
 - Enhance and create more community gathering places
 - Increase the connectedness and walkability in the community

- Growing Smart
 - Plan for appropriate land use to meet transportation and housing needs
 - Maintain appropriate staffing to support expected service levels for the growing community

5. Attach or list any statistics or other information relevant to your request (if any).

Managed Park Land

The department manages 6 parks. The town is also in partnership with GSK to utilize their land for recreational uses which is maintained by department staff.

Type of Parkland	Acres Managed
Town Owned	76.66 acres
Joint Use Parks	27 acres
GSK	9.5 acres
Totaled Managed Parkland	113.16 acres

Presently, maintenance and repairs of the community center, restrooms, picnic shelters, field lights and parking surfaces are scheduled, budgeted, and implemented by public works. Public works conducts routine lawn maintenance at Little River Park which consists of 4.8 acres of mowing and trimming.

Staff Dedicated to Park Maintenance

At present the department manages all parks with one full time crew leader and a handful of part time employees that are limited to working no more than 1000 hours a year. These employees are working 3-4 hours a day, 5 days a week. The crew leader is responsible for all routine maintenance, spray treatments, repairs, field prep and more. Ideally, the department should have a park manager, crew leader, and 2 crew members to properly manage and develop Zebulon Parks.

6. Other: (Please specify and include justification.)

In an effort to seek support for the parks maintenance crew, the department contracted landscaping of Whitley Park as a pilot program. It has proven to be successful. The park is being maintained at a higher level and allows staff to focus on details at the park that impact park user experience throughout the system. In the FY 21 budget, the department will submit a request to contract general landscaping tasks at Whitley Park, Gill St Park, Little River Park, and Zebulon Community Park. Existing part time funds will be able to support continued focus on park maintenance that is not basic landscaping such as playground safety, walking trail maintenance, fence repairs, painting and more.

Having a dedicated park manager, will help the town plan and implement small, medium and large scale projects associated with public space not only in our parks, but also in areas such as downtown.

C. Needs/Issues/Problems

1. Is this a Service Level Increase – a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify.

This is an expansion of existing service to the town the management of our park system. The importance of our park system and the opportunities it creates is evident through out the Zebulon 2030 Strategic Plan:

- Vibrant Downtown
 - Revitalize downtown Zebulon
 - Develop events, entertainment, and cultural attractions to draw people downtown
- Small Town Life
 - Promote more community events and festivals.
 - Enhance and create more community gathering places
 - Increase the connectedness and walkability in the community
- Growing Smart
 - Plan for appropriate land use
 - Maintain appropriate staffing to support expected service levels for the growing community

Acquiring a Park Manager will better position the parks and recreation department to properly manage the park system and implement the park improvement and expansion recommendations of the Parks and Recreation Master Plan.

It will also improve the town's understanding of the cost of operating park and recreation facilities as some items are currently managed by Public Works.

2. What needs/issues/problems does this request for additional staff address?

It is unique for a town of our size to manage 6 parks and a community center. Our park system is beginning to age and as our town grows the recreation desires will also grow and change. The growth will compound wear and tear on the parks and facilities. The department does not currently have a position dedicated to implementing a proper maintenance management plan nor is it positioned to support the increased use of the park system. This position will work with the existing full time crew leader and part time employees to support maintenance initiatives, evaluate processes, prioritize repairs, and implement new projects and strategies.

D. Duties:

Please attach a current job description or a proposed job description.

The purpose of this position is to assist in planning, supervising, directing, and scheduling park maintenance, landscaping, and small construction, and assisting the Director of Recreation and Parks in the overall operation of the department. Successful performance helps ensure the effective operation of the department.

Job Responsibilities

Major Duties

1. Works with the director to develop strategic direction and leadership to the park operations that supports to the mission, vision and strategic plans of the town and parks and recreation department.
2. Establishes work plans and monitors progress. Manages and supervises systemwide park operations including functions such as park and facility maintenance, athletic field maintenance, horticultural and forestry (staff and contract).
3. Instructs work crew in safe work practices pertaining to use of tools and chemicals, exposure to human body fluids and hazardous materials.
4. Supervises horticultural work in development and maintenance of public parks including pruning, planting, mowing, raking, and construction of walks, trails, fences, and concession areas; applies pesticides as needed.
5. Makes or oversees a variety of repairs to buildings, facilities, rest rooms, and equipment; conducts or facilitates plumbing, electrical, HVAC, carpentry, masonry, welding, and related repairs; calls in outside contractors to fix problems as needed.
6. Inspects park and recreational facilities and equipment periodically to determine basic needs; prioritizes equipment, maintenance and building requests.
7. Confers with departmental personnel concerning overall maintenance and repair procedures; gives guidance and assistance in the execution of assignments and responsibilities; trains and instructs employees on areas of assigned work.
8. Secures supplies, materials, and equipment; estimates cost of repairs and improvements; prepares records and written reports; makes recommendations for annual budgetary needs.
9. Assists in long and short-range parks planning; works with contractors, architects, and other government officials in park design and plans for development of park facilities and natural and physical features.
10. Coordinates and monitors development and construction projects; plans, organizes, schedules, and coordinates personnel and materials.
11. Prepares bid specifications and proposals; negotiates with vendors and contractors to obtain supplies, material and services at most favorable rates.
12. Maintains records for safety inspections, turf maintenance and chemical applications; maintains inventory of equipment and stock.
13. Other duties as required.

Minimum Qualifications

1. Knowledge and level of competency commonly associated with the completion of a baccalaureate degree in Recreation and Parks Administration, Turf Grass Management, or closely related occupational field, supplemented with courses and seminars in landscaping and related functions.
2. Experience in a municipal or private recreation setting, which include supervision and administration experience, or an equivalent combination of education and training.
3. Certified Parks and Recreation Professional or ability to become certified within 6 months of hire.
4. Certified Playground Safety Inspector or ability to become certified within 6 months of hire
5. Pesticide license preferred or ability to become certified within 6 months of hire

6. A valid North Carolina Drivers License required.

Knowledge Requirements

1. Considerable knowledge of local policies, rules, and regulations affecting operations of the department.
2. Considerable knowledge of basic parks maintenance, landscaping, and park development.
3. Considerable knowledge of the principles of supervision, organization, and administration.
4. Ability to plan, organize, direct, and evaluate the work of subordinates.
5. Ability to cooperate with and interpret park plans, concepts, and philosophies to various public and private groups.
6. Ability to express ideas clearly and concisely in written and oral form.
7. Ability to operate automobile, calculator, small hand tools, and other equipment.
8. Ability to deal tactfully and courteously with the public.
9. Ability to establish and maintain effective working relationships with other city officials and employees.
10. Experience working with Microsoft Office suite required.
11. Strong record keeping and reporting skills

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem?

Currently the department meets needs through a variety of measures to include part time staff, contracting, reliance on public works, and in some areas it has not been accomplished. These measures are not a long term answer. As the community grows and demands for recreation opportunities expand, a full time park manager will allow for improved planning, maintenance, and implementation of current and new parks and facilities.

2. Is outsourcing an option? Why or Why Not

No. To effectively manager our park system, we need on staff resources to be responsive to the daily needs of our park system and park maintenance staff. The position needs to be able to support budget and long-range park planning consistent with town and department strategic plans. Park Management needs to be done in a manner that is consistent with town and department values and in a manner than understands how to operate as a municipal operation.

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position?
 - Support of the implementation of the Parks and Recreation Master Plan.
 - Improved and expanded parks.
 - Improved maintenance programs.
 - Management of park specific budget line items.

2. What performance measures will you use to measure the impact of this position?
 - A Park Maintenance Management Plan will be implemented with clear park/facility expectations and standards.
 - Successful management of budget line items (operation and CIP).
 - Project planning, implementation, and management.

3. How do these compare to measures if the position is not recommended or approved?

Not acquiring this position will impact the ability of the department to meet current and growing demands of our aging park system. It will also impact the ability to effectively and efficiently implement the Parks and Recreation Master Plan when it is completed.

4. How will the work be performed if the new position is not approved?

Staff will have to rely on expanded use of part time staff and use of full-time compensation time. This approach is not efficient. The department will have to be more selective in how we plan and implement park maintenance, repairs and improvements projects. Some work may be contracted, and some will require reliance on public works. Support of special events and other programs may become increasingly challenging for the department as the community grows.

G. Cost

Fica: _____ Retirement: _____ Insurance: _____
--

Proposed Pay Grade: 14_____

Proposed Salary: 49,912-74,865

Other associated costs, be specific about classes, equipment etc. and costs associated with each area. Attach any documentation you have for these costs. (Human Resources/Finance will calculate benefits)

1. Office Space:

NA

2. Furniture:

\$1200 (Desk and Chair)

3. IT (Computer, Phone etc):

\$50 per month cell phone stipend (supervisor)

\$1400 Estimate for laptop, monitor, and keyboard/mouse

4. Vehicle:

NA-

Request for New Position

Please fill out this form and attach a proposed job description with the request.

Department: Parks & Recreation Effective Date: 7/1/2020

Current/Proposed Job Title of Position: Recreation Assistant

A. Type of Request

New Permanent Full Time Position

New Permanent Part Time Position (_____) Hours per week

Convert Existing Part Time Position to Full Time Position

Other Describe: Existing unfunded full-time position. Combining part time position responsibilities.

B. Rationale

1. How is the work currently being performed?

Some of this work is being completed by multiple part time positions. Some work is being completed by the department head and full time staff resulting in compensation time being accrued. Some work is not completed. As the town grows, requirements on the department will continue to grow and will continue to necessity additional support.

2. What are the consequences of the work being undone or not completed?

Below are consequences of not funding the recreation assistance position:

- Inability to grow department programs and services to support the growing needs of our community.
- Keeping up with public relations and outreach will continue to be a challenge as demands of social media and a growing community adjust how the department will need to engage with the community.
- Ability to grow support of events and downtown opportunities may be limited.
- Department head time will continue to get tied into basic operations of the department and less on strategic planning of the department and preparation for it's future.
- We also run the risk of burning out department staff and in turn losing effectiveness, efficiency, and increase department turn over.

3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.)

No.

4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)

Department operations support all focus areas of the Zebulon 2030 Strategic Plan. This position would support existing and allow staff to expand programs, events, and community engagement that support Zebulon 2030 in the following ways:

- Vibrant Downtown
 - Revitalize downtown Zebulon
 - Develop events, entertainment, and cultural attractions to draw people downtown
- Small Town Life
 - Promote more community events and festivals.
 - Enhance and create more community gathering places
 - Increase the connectedness and walkability in the community
- Growing Smart
 - Plan for appropriate land use to meet transportation and housing needs
 - Maintain appropriate staffing to support expected service levels for the growing community

5. Attach or list any statistics or other information relevant to your request (if any).

The town's population is growing at 1-4 per day. With more than 3000 approved homes projected to be built in the next 5-7 years, the department will have to respond to significant growth. The department will also undergo a Parks and Recreation Master Plan which is projected to be complete in July 2020. This plan will identify goals and strategies for the department to move forward in park planning and program opportunities. The department head and programming staff will need the support of the proposed recreation assistant to implement the new plan and meet the needs of our growing community.

The Zebulon 2030 Strategic Plan placed great emphasis on events and creating places for people to gather. Event planning is extremely detailed and time consuming. In order to implement these opportunities effectively, many people and partners must be brought together and it will be necessary for programming staff to have additional support to continue and grow such opportunities.

It is important to recognize the department program staff accrued 228 hours of compensation time during the months of January- mid December of 2019. 228 hours equates to 5.7 work weeks. Not only are we burning out some of our staff during heavy event and program seasons, we are also having to coordinate additional time off to keep accrued compensation time at a manageable rate. If staff had been paid overtime for the hours worked in excess of 40 hours, the total cost of the time would have been more than \$6000 (152 hours @ over time rate \$40.5, average of Community Center and Program Coordinator positions).

The department currently offers:

- 3 keystone events (May Day, Hay Day, Downtown Tree Lighting Festival)
- 1 farmers market
- 10 other events/ event series
- 20+ summer camps
- 60 recreation programs (youth, adult, fitness, athletic, senior- some are duplicated throughout the year).

6. Other: (Please specify and include justification.)

The department once had an office assistant. This position is a board approved position; however, the position was not filled after the employee in the role retired. This position has been frozen for more than 10 years. We are proposing adjustments to the position to recognize changes in technology and operation over the years. The title change is also recommended to transition to recreation assistant.

The department currently utilizes part time funds as noted below. These funds would no longer be necessary should this full time position proceed as this position will take on responsibility of these tasks:

C. Needs/Issues/Problems

1. Is this a Service Level Increase – a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify.

This position will support ongoing and expanding parks and recreation operations, programs and events.

2. What needs/issues/problems does this request for additional staff address?

The department is currently piecing together part time staff, contract services (at times), and full time compensation time to maintain current needs for planning and implementation of the department operations and programs.

In addition to continuation and expansion of traditional parks and recreation programs, the department has become more involved in a variety of town operations due to growth facing the community. These additional responsibilities include:

- It is necessary for department staff to participate in Technical Review processes for special use permits submitted to the planning department. Staff must dedicate additional time for this process and to participate in joint public hearings.
- The department has worked to formalize the Parks and Recreation Advisory Board which requires additional time for staff to train, prepare, and support the board.
- The department chairs the Walkability Committee.
- The department chairs the Wellness and Morale Committee.
- The department supports Economic and Community Development initiatives.

D. Duties:

Major Duties:

1. Work involves assisting parks and recreation department staff with the planning, implementation and oversight of a variety of department programs and event operations.
2. Position will assist in marketing and outreach strategies to include press releases, design and distribution of material, management of mailing/email listservs and notifications, among others.
3. Prepares payroll, payables, and deposits for the department.
4. Uses recreation software to register participants, reserve space for programs and rentals, and processes reports.
5. Establish and maintain contacts with area and regional organizations.
6. Respond promptly and courteously to inquiries from the public, outside agencies and employees.
7. Researches information and prepares reports for the department as needed.
8. Maintain an adequate stock of supplies for operations, programs and events.
9. Performs other duties as needed.

Minimum qualifications:

- BS in related field preferred
- 1-3 years of experience preferred
- Valid NC driver's license.
- CPR/First Aid Certified or ability to become certified within in 3 months of hire.

Knowledge Requirements:

- Proven work experience in customer service.
- Ability to work well with youth in a group setting to foster teamwork and facilitate ideas for community projects.
- Experience in traditional and modern marketing methods.
- Excellent communication skills.
- Ability to plan, multitask, and manage time.
- Well organized, detail oriented, creative, and self-motivated
- Strong record keeping and reporting skills
- Skill in operating computers and other standard office equipment.
- Skill in interpersonal relations.
- Skill in oral and written communication.
- Skill in establishing cooperative and productive working relationships.
- Multiple language abilities appreciated
- Knowledge of social media marketing.
- Experience working with Microsoft Office suite required.

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem?

Currently the department meets needs through a variety of measures to include part time staff, contracting, and use of full time comp hours. These measures are not a long term answer. As the community demands more events, programs and recreation opportunities, a full time recreation assistant will allow for timely customer response, expand program support, and more efficient and effective completion of task.

2. Is outsourcing an option? Why or Why Not

No. Outsourcing would not be customer friendly and would cause work practices to be inefficient over time.

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position?

Streamlining marketing and community engagement efforts.
Assistant department staff in the planning and implementation of programs and events.
Management of vendors for events.
Support the Zebulon Youth Council.
Increased and expanding recreation programs and events.

2. What performance measures will you use to measure the impact of this position?

Meeting town deadlines to manage payroll and purchases.
Expanding community programs and events.
Expanding outreach and community engagement.

3. How do these compare to measures if the position is not recommended or approved?

Not acquiring this position will impact the ability of the department to meet current and growing demands of staff for recreation, events, community engagement, and support of community/economic development.

4. How do these compare with previous years measures?

Reliable data is not available prior to this year.

5. How will the work be performed if the new position is not approved?

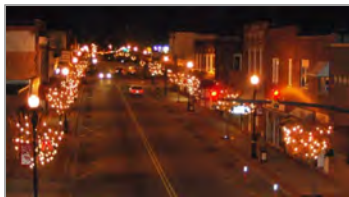
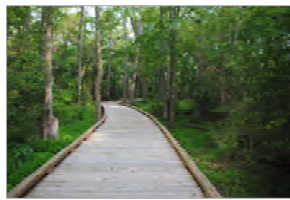
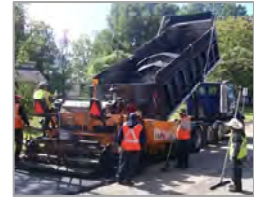
Staff will have to rely on expanded use of part time staff and use of full time compensation time. This approach is not efficient. The department will have to be more selective in how we plan and implement programs and special events to account for our growing community and changing recreation desires.

Fica: _____ Retirement: _____ Insurance: _____
--

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested	Service Level	Notes
	PARKS & RECREATION:	-	-	-	-	-	-	-	-		
10-620-0100	PART-TIME SALARIES (FARMERS MARKET)	19,100	20,376	14,840	13,579	15,085	24,000	24,396	5,360	Exist	Reduced with development of FT Recreation Assistant.
10-620-0200	SALARIES	261,990	269,691	288,237	269,033	292,993	281,300	291,200	393,400	New	Convert PT to FT to increase efficiency to support events and admin. Request for Park Manager.
10-620-0300	PART TIME SALARIES	60,053	63,417	73,331	69,185	74,541	13,260	13,479	0		Eliminated with development of FT Recreation Assistant
10-620-0301	PART TIME SALARIES (COMM. CENTER)	-	-	-	-	-	24,620	25,026	36,696	New	Funds for ZCC programs reallocated here. Increased for facility attendants at the Community Center allowing professional staff to focus on programming. Master Plan: Operations Assessment
10-620-0302	PART TIME SALARIES (PROGRAMS/EVENTS)	-	-	-	-	-	11,980	12,178	9,455	Exist	Reduction reflects programs allocated to the Community Center.
10-620-0303	PART TIME SALARIES (PARKS MAINTENANCE)	-	-	-	-	-	42,900	43,608	49,620	Enhance	Expand duties of the mower to complete more skilled and challenging tasks to address detail needs in the parks.
10-620-0304	PART TIME SALARIES (ATHLETICS)	-	-	-	-	-	8,640	8,783	9,314	Enhance	Increase reflects use of the Middle School gym during basketball season.
10-620-0500	FICA	25,598	26,436	26,683	26,074	27,123	31,400	32,300	38,900		
10-620-0600	GROUP INSURANCE	26,364	27,120	29,520	26,870	30,007	31,100	35,200	43,400		
10-620-0700	RETIREMENT	32,043	33,648	36,638	33,047	37,242	39,400	44,300	59,800		
10-620-1100	POSTAGE/TELEPHONE	152	204	228	216	232	769	782	782	Exist	
10-620-1101	CELL PHONES	2,556	2,554	2,666	2,576	2,710	2,700	2,745	4,020	Enhance	Increase reflects request for additional FT staff members.
10-620-1300	ELECTRICITY/WATER	27,632	34,604	36,123	31,512	36,719	30,346	30,847	36,800	Exist	Reflects last two year actuals
10-620-1400	TRAVEL/TRAINING	1,799	1,892	2,660	2,011	2,703	5,000	5,083	7,300	Enhance	Increase reflects request for additional FT staff members.
10-620-1500	GROUNDS MAINTENANCE	21,026	26,427	28,807	32,564	29,282	24,300	24,701	39,300	Enhance	Increase reflects necessary routine maintenance of fields and park signs.
10-620-1501	COMM PARK TOT LOT SHELTER REHAB	-	-	-	-	-	8,000	8,132			
10-620-1502	GSK FIELD IMPROVEMENTS	-	-	-	-	-	2,000	2,033	2,000	Exist	
10-620-1600	EQUIPMENT MAINTENANCE	7,380	8,917	9,488	9,214	9,645	9,450	9,606	9,400	Exist	
10-620-1700	VEHICLE MAINTENANCE	7,774	2,927	5,804	4,805	5,900	3,100	3,151	8,000	Enhance	The existing fleet for parks and recreation has a fleet with multiple vehicles more than 20 years old. The cost of maintenance continues to climb. Increase needed if new fleet vehicles aren't made available.
10-620-3100	FUEL EXPENSE	7,082	8,271	8,645	7,625	8,788	10,000	10,165	10,000	Exist	
10-620-3300	MATERIALS & SUPPLIES	13,311	13,769	14,551	13,812	14,791	11,100	11,283	5,800	Exist	
10-620-3302	TEAM UNIFORMS	14,714	15,366	19,834	15,962	20,162	19,500	19,822	21,700	Enhance	Maintain quality and growing leagues.
10-620-3304	COMM CENT MATERIALS/SUPPLIES	7,994	8,163	7,861	8,002	7,991	8,300	8,437	9,715	Enhance	Increase related to table replacement.
10-620-3305	COMPUTERS	642	1,123	1,785	1,113	1,815	-	-	4,000	Enhance	Increase reflects request for additional FT staff members.
10-620-3306	PRINTING/COPYING	2,998	2,698	3,200	2,748	3,253	2,600	2,643	3,000	Exist	
10-620-4500	CONTRACT SERVICES	48,632	49,727	54,866	50,192	55,771	10,775	10,953	14,700	New	Securing Facility Management Software.
10-620-5400	INSURANCE & BONDS	24,542	23,436	18,826	22,659	19,137	25,400	25,819	25,819	Exist	
10-620-5700	MISCELLANEOUS	79	193	198	146	201	200	203	203	Exist	
10-620-5800	CAMP PROGRAMS	15,688	15,816	13,090	14,916	13,306	21,641	21,998	21,100	Exist	
10-620-5801	CULTURAL & RECREATION PROGRAMS	-	-	-	-	-	7,175	7,293	5,025	Exist	Expansion of Gill St Neighborhood Events and Little River Park Nature Programs. Funds for programs at the Community Center redirected to Community Programs Line.
10-620-5802	SENIOR TRIPS	32,484	44,539	54,137	39,968	55,030	-	-	0		
10-620-5803	FARMERS MARKET	20,481	23,238	27,648	22,907	28,104	22,100	22,465	18,300	Exist	Season reorganization. Funds transitioned to special events.
10-620-5804	SPECIAL EVENTS	-	-	20,001	5,000	20,331	20,150	20,482	46,448	New	Funds transitioned from the Market and reflect actual cost of operating a Downtown Tree Lighting Festival. Increase also reflects \$5,000 for private public event support.
10-620-5805	FARMERS MARKET EBT MATCHING (SPONSORS)	-	-	125	31	127	-	-			
10-620-5900	COMMUNITY CENTER PROGRAMS	-	-	-	-	-	26,635	27,074	33,810	Enhance	
10-620-5901	ATHLETICS	-	-	-	-	-	27,520	27,974	27,800	Enhance	
	Marketing & Advertisement								7,500	Exist	Cost of creating awareness of services and opportunities.
	Advisory Board								2,000	New	Engaged and effective advisory board.
	Park Landscape								50,000	New	Growing Smart. Master Plan: Operation Assessment recommendation.
	Cemetery Landscape								21,600	New	Growing Smart.
	Totals	682,114	724,551	799,793	725,769	812,989	807,361	834,160	1,082,064		

PUBLIC WORKS OPERATING BUDGET REQUESTS

Fiscal Year 2020 - 2021



In accordance with the Town of Zebulon Code of Ordinances, Chapters 95, 151, and 152, the Public Works Department is charged with protecting the Town of Zebulon's assets, environment, and quality of life. Herein lies a concise explanation of the Public Works Department's operational budget requests for fiscal year 2020-2021.

450 East Horton Street
Zebulon, North Carolina 27597
919.269.5285
townofzebulon.org/services/public-works

Final Version – March 10, 2020

BACKGROUND

Zebulon Public Works traces its history to two projects in 1916. In that year, the town purchased land for a cemetery and passed a bond issue for street improvements. A few years later, in February of 1919, the construction of a water plant was proposed, and the town began issuing bonds to fund it just one month later. The water plant opened in February of 1921 after receiving an "Excellent Condition" rating by the state inspector.

From protecting natural waters to disposing of solid waste; to building roads, sidewalks, and greenways; to maintaining buildings and grounds; to removing snow on roadways or devising emergency management strategies to meet natural or manmade disasters, Public Works services determine a society's quality of life.

- American Public Works Association

As the Town of Zebulon has grown, so has the need for Public Works grown. By 1943, the town employed two Public Works staff. One person kept the streets passable by using a truck from the local sawmill to pull a drag. The other person drove a 10-year-old truck through town to collect solid waste. It was outfitted with a hand-operated dump and could hold the equivalent of two wheelbarrows.

Around this time, the water plant struggled to provide enough water to the citizens. Mud clogged the line that brought water from the Little River to the plant on East Vance Street, and by 1947, the water plant ceased to function. A well system was approved and built, but the town's need for water overwhelmed the well system within 15 years. This led to the construction of a new water plant on the Little River in 1964. The new plant provided water to Zebulon's residences and businesses for 40 years until its closure in May 2003. It was supplemented by water from the City of Raleigh from 1996 until the merger in 2006, when Raleigh began providing all water and sewer services to Zebulon. In January 1993, Public Works opened a new, 1.85 million-gallons-per-day wastewater treatment plant located behind Five County Stadium on Hwy 39.

Since those first projects began 104 years ago, the Zebulon Public Works Department has taken on many responsibilities and roles within the community. Our work ranges from everyday activities such as collecting yardwaste, to overseeing the \$15.3 million dollar construction of Five County Stadium in 1999-2000, to protecting the environment through the stormwater program initiated in 2012. As Zebulon grew from 700 people and several miles of unpaved roads to 5,600 people and 25 miles of streets, the responsibilities of servicing its citizens and businesses have grown proportionally.

The department's work and budget are split into six main areas of responsibility: Five County Stadium, buildings and grounds, streets, Powell Bill, sanitation, and stormwater. While there are many projects and operational needs within these categories, Public Works is ultimately the combination of physical assets, management practices, policies, and personnel necessary for government to provide and sustain structures and services essential to the welfare and acceptable quality of life for its citizens. The department's primary objective is to protect the

town's assets, environment, and people. Our staff are always there and always ready. We're there when disaster strikes. We're there when the town's growth outstrips its resources. We're there for Zebulon. Whatever the need, we're ALWAYS THERE.

Five County Stadium



Under agreements with Wake County and the Carolina Mudcats Professional Baseball Club, the Public Works Department maintains 13.4 acres of gravel parking lots for 70 games and special events at the stadium. Public Works maintains the 84 light fixtures and water, sewer, and reclaimed water infrastructure, including payment for water/reclaimed/sewer services and electricity for the parking lot lights.

What we did...

During the past fiscal year, staff assisted Wake County Facilities Design with the \$1.9 million facility upgrade project called "Approach, Entrance, and Restroom Renovations." Staff attended biweekly project meetings and oversaw the installation of new water, sewer, and storm drain utilities for the project. The General Contractor for the project is Salisbury & Moore of Raleigh. The new improvements are schedule to be ready by opening day on April 9, 2020.

What we will do...

The year ahead in the Stadium Department of Zebulon Public Works is presented in a line item format. A brief description of each currently-funded line item is provided, followed by a brief analysis of the line item increases above CPI, if any.

Line Item Descriptions

Account	Description	Purpose/Use
10-470-0400	Professional Services	Surveying – Merger Easements for Mains
10-470-1300	Electricity Cost	Electrical cost for parking lot lighting
10-470-1301	Water/Sewer/Reclaimed	W/S/R cost to operate facility
10-470-1500	Bldg. and Grounds Maintenance	Maintain lighting/utilities infrastructure
10-470-3300	Materials and Supplies	Purchase of stone and round-up and equipment
10-470-5400	Facility Insurance Cost	Town share of insurance cost with County

Line Item Analysis

Listed in the next section is an analysis of requested increases for those line items where the requested increase is greater than the provided consumer price index (CPI) OF 1.66%. Each analysis explains whether the increase is related to a new program, enhancing an existing program, or increasing costs associated with an existing program.

10-470-0400 Professional Services (enhance)

Financial Analysis

The Town of Zebulon merged its utilities with the City of Raleigh in October 2006. Since the water, sewer, and reclaimed water infrastructure is not within a utilities easement, the City of Raleigh is unable to provide maintenance for this infrastructure due to the liabilities associated with working on private property. Staff proposes incurring a one-time expense of \$10,000 for surveying the water, sewer, and reclaimed water mains and dedicating this infrastructure to the City of Raleigh as called out in our merger agreement. After dedication, the Town will be responsible for water and reclaimed service lines behind the meter and gravity sewer service lateral less than 8 inches. By transferring these assets, the Town will reduce long term financial and maintenance requirements plus liability related to utilities ownership.

Policy Analysis:

The Zebulon Comprehensive Plan's goal is to "maintain public facilities and community services in order to provide the highest level of service, accessibility, and multifunctional use opportunities." Additionally, a policy within the plan looks to ensure facilities are maintained in a manner which supports the provision of the highest quality level of service (page 71).

10-470-5400 - Insurance and Bonds (exist)

Financial Analysis

A \$75.00 increase is needed to cover the estimated insurance cost for FY2021. The actual cost to purchase insurance in FY2020 was \$1,564, and the proposed CPI does not cover the increase.

Policy Analysis:

The Zebulon Comprehensive Plan's goal is to "maintain public facilities and community services in order to provide the highest level of service, accessibility, and multifunctional use opportunities." Additionally, a policy within the plan looks to ensure facilities are maintained in a manner which supports the provision of the highest quality level of service (page 71).

Buildings and Grounds



The department maintains over 78,000 SF of facilities and structures, plus 80 acres of landscaped grounds. Facilities management includes the maintenance of park structures, such as picnic shelters, restrooms, scoreboards, ballfield lighting, concession stands, gravel roadways, and parking lots. The department manages preventative maintenance contracts for HVAC and associated controls, electrical, generators, fire alarms and pumps, a sewer lift station, and the elevator. It also manages the janitorial and pest control contracts.

What we did...

During the past year, Public Works oversaw the following facility renovations projects:

- Renovation of Whitley Park restrooms
- Replacement of two HVAC units and a water heater at Public Works
- Installation of automated gates and security fencing at Public Works
- Design, permitting, and bidding of Wakelon irrigation project
- Improvement of exterior masonry at police station
- Development of greenway specifications for construction
- Coordination of archaeological and architectural studies for the Little River Dam
- Remediation and demolition of Lee Street house in minimum housing case

What we will do...

The year ahead in the Building and Grounds Department of Zebulon Public Works is presented in a line item format. A brief description of each currently-funded line item is provided, followed by a brief analysis of the line item increases above CPI, if any.

Line Item Descriptions

Account	Description	Purpose/use
10-500-0200	Salaries	3 full time positions
10-500-0300	PT Salaries	1 part-time employee salary
10-500-0400*	Professional Services	Contracted engineering support services –surveying

10-500-0500	FICA	Social Security and Medicare insurance
10-500-0600	Group Insurance	Health, dental, and life insurance
10-500-0700	Retirement	401k and LGRS
10-500-1100	Postage	Mailing and shipping
10-500-1101	Cell Phones	Cell phone allowance per plan/ mobile data for iPads/computers
10-500-1300	Electricity	Electrical, natural gas, and propane for facilities
10-500-1301	Water and Sewer	Water and sewer for facilities
10-500-1302*	Wakelon Utilities	Water, sewer, reclaimed, and natural gas for police and town hall
10-500-1400	Travel and Training	Employee training cost, training materials, travel, meals, and lodging
10-500-1500*	Bldgs. and Grounds Maintenance	Facilities maintenance for Public Works, parks, and downtown
10-500-1501	Nuisance Abatement	Abatement expenses
10-500-1502*	Hwy 64 Beautification	Mulch for landscape islands
10-500-1503	ZMC Maintenance	Facilities maintenance for Police and Town Hall
10-500-1504	ZCC/Maintenance Bldg. Maintenance	Facilities maintenance for community center and maintenance building
10-500-1505	Community Park Facility Repairs	Capital maintenance requests – from capital budget
10-500-1600	Equipment Maintenance	Equipment maintenance not associated with community center or ZMC
10-500-1601	Mowing Equip. Maintenance	Mowers, weed-eaters, and other 2- and 4-cycle equipment repairs
10-500-1700	Vehicle Maintenance	Vehicle maintenance, supplies, and testing costs
10-500-3100	Fuel Expense	Vehicle and equipment fuel
10-500-3300	Materials and Supplies	Materials, equipment, and supplies for department
10-500-3301	Tree City USA	Supplies for annual planting and event

10-500-3302	Janitorial Materials and Supply	Toilet paper, trash bags, vacuum cleaners, hand soap, deodorizers, and other facilities sanitation supplies
10-500-3303*	Greenways Promotional Printing and Literature	Promotional literature and printing, swag items for grand opening
10-500-3304	Daffodil Days	Annual beatification project
10-500-3600	Uniforms	Uniforms, safety shoes
10-500-4500	Contracted Janitorial Service	Town Hall, Police, Police Substation, Community Center, and Public Works janitorial contract
10-500-5400	Insurance and Bonds	Property and vehicle insurance, workman comp.
10-500-5700	Miscellaneous	Awards, events, and other not mentioned above

Line Item Analysis

Listed in the next section is an analysis of requested increases for those line items where the requested increase is greater than the provided consumer price index (CPI) OF 1.66%. Each analysis explains whether the increase is related to a new program, enhancing an existing program, or increasing costs associated with an existing program.

10-500-0400 Professional Services (enhance)

Financial Analysis

The Town of Zebulon merged its utilities with the City of Raleigh in October 2006. Since the water, sewer, and reclaimed utilities at Zebulon Community Park and the cemetery are not within a utilities easement, the City Raleigh is unable to provide maintenance for this infrastructure. Staff proposes incurring a one-time expense of \$15,000 for surveying the water, sewer, and reclaimed water mains and dedicating this infrastructure to the City of Raleigh as called out in our merger agreement. By transferring these assets, the Town will reduce long term financial and maintenance requirements plus liability related to utilities ownership.

Policy Analysis

Zebulon Comprehensive Plan's goal is to "maintain public facilities and community services in order to provide the highest level of service, accessibility, and multifunctional use opportunities." Additionally, a policy within the plan looks to ensure facilities are maintained in a manner which supports the provision of the highest-quality level of service (page 71).

10-500-1302 Wakelon Utilities (exist)

Financial Analysis

Staff request an increase in the Wakelon utilities budget to cover projected increased utilities (electrical, gas, water, sewer, and reclaimed water) costs. The FY2020 budget is \$56,350, and

FY2019 actual cost was \$68,077. As of January 28, we have spent 67% of the FY2020 budget with only 58% of the fiscal year passed. We are requesting a 13.5% increase in the budget (\$7,650) to \$64,000. The request is still 6% less than the actual FY2019 cost in recognition of higher costs in FY2019 due to abnormally warm weather that required extended A/C run time and additional watering of the lawn.

Policy Analysis

Zebulon Comprehensive Plan’s goal is to “maintain public facilities and community services in order to provide the highest level of service, accessibility, and multifunctional use opportunities.” Additionally, a policy within the plan looks to ensure facilities are maintained in a manner which supports the provision of the highest quality level of service (page 71).

10-500-1500 Buildings and Grounds (exist)

Financial Analysis

LED Christmas lights are needed to replace the existing lights. Zebulon Public Works began installing trees lights downtown in December 2007. The string lights have exceeded the expected useful life at 13 years old. In 2016, the town started leaving them up through the end of February. The wire is showing signs of dry rot, and the sockets are corroded with rust making light connection difficult.

	Description	Quantity	Unit Cost	Total
1	1000’ Bulk Spoils – 18 gauge/green/12” spacing	6	\$395	\$2,370.00
2	Female End Plugs	40	\$2.65	\$106.00
3	Male End Plugs	40	\$4.65	\$186.00
4	C7 – LED Lamps – Warm White	5,700	1.19	\$6,783.00
	Sub-Total			\$9,445.00
	5% contingency			\$473.00
	Total Cost			\$9,918.00
	Budget Amount			\$10,000.00

*C7 Lamps = 7 watts – LED .58 watts. Currently each tree consumes 8.75 amps (150 lamps *7 watts /120 volts = 8.75amps) of power and with LED Lamps the tree will consume .73 amps power (150 lamps x.58 watts /120volts = .73). Note: this will add significant power to the existing downtown receptacle for events.*

Policy Analysis

The replacement of the downtown Christmas tree lights is consistent with the Town's 2030 strategic focus areas of "Small Town Life" and "Growing Smart". This plan supports small town life by developing community gathering places (Zebulon tree lighting festival) and growing smart by switching to LED and consuming significantly less energy. The project supports the vision of a vibrant small town that preserves its heritage and where downtown is the heart of the community.

10-500-1502 Hwy 64 Maintenance (exist)

Financial Analysis

Public Works staff have historically mowed, mulched, and trimmed trees along the Hwy 64 medians closest to the town and its highway off-ramps. In 2019, the task of mowing was returned to the NC Department of Transportation due to concerns for staff safety in working next to cars traveling at high speeds. By continuing to mulch and prune trees in the medians, Public Works is able to create aesthetically pleasing entrances to the town for Zebulon's residents, employees, and visitors with limited risk to staff due to the less frequent need for on-site work.

Annually, Zebulon Public Works installs mulch on the Hwy 64 median. Staff will need 100 cubic yards of mulch to complete the task at \$2,200.00. The cost of mulch is \$22 per cubic yard. The FY2019 actual cost was \$2,120.00. Staff request an adjustment of \$375 to complete installation.

Policy Analysis

Zebulon Comprehensive Plan's goal is to "maintain public facilities and community services in order to provide the highest level of service, accessibility, and multifunctional use opportunities." Additionally, a policy within the plan looks to ensure facilities are maintained in a manner which supports the provision of the highest quality level of service (page 71).

10-500-3303 Greenway Promotional/Literature (enhance)

Financial Analysis

Staff request an increase of \$7,500 for a greenway grand opening event. Existing grant and capital funds are not allowed to be used to celebrate the construction of the Town of Zebulon's first greenway opening. Event funds will be needed for an entrance feature, identification of special equipment and/or special features along the trail, a scavenger hunt, rickshaw rides, games, event signage, food trucks, and greenway swag. Staff will hold a soft opening in Jan/Feb of 2021 with a grand opening in April 2021, when the weather is warmer. This is a one-time expense.

Policy Analysis

The construction of Beaverdam Creek Greenway Phase 1 is consistent with the Town's 2030 strategic focus areas of "Small Town Life" and "Growing Smart". This plan supports small town life by developing community gathering places and increasing the walkability of the community through well-designed greenway infrastructure. The first publicly-built greenway, it will connect Taryn Meadows, Taryn Lake, Weaver's Pond, Wakelon Elementary School Park, and Wakelon

Elementary. At full build-out of the surrounding neighborhoods, approximately 5,000 people will be within a ½ mile-radius of this new amenity.

Streets



Per Town of Zebulon Ordinance Chapter 152, Section 181-249, the 2011 Street and Stormwater Specifications, as amended, and the Town of Zebulon Transportation Plan, as amended, the Public Works Department is charged with the effective maintenance of 25.44 miles of streets, street signage, sidewalks, and right-of-way shoulders. We are projecting to own and maintain approximately 29 miles of streets by July 2021 due to the explosive residential growth of subdivisions, especially along Old Bunn Road.

What we did...

During the past year, the department completed the following projects:

- South Arendell Sidewalk Improvements – CDBG
- Street resurfacing with Barnhill Construction
- Inspected and accepted 3.65 miles of street to Powell System
- Began the design and permitted the sidewalk on Arendell
- Completed the warrant analysis for Shepard School and Old Bunn intersection
- Completed intersection Preliminary Engineering Report for NCDOT at Greenpace and Arendell intersection
- Hired a ROW agent to seek easement on N. Arendell Access and Operational Project
- Submitted 100% plans, specifications, and estimates for North Arendell Access and Operational Improvements project

What we will do...

The year ahead in the Streets Department of Zebulon Public Works is presented in a line item format. A brief description of each currently-funded line item is provided, followed by a brief analysis of the line item increases above CPI, if any.

Line Item Descriptions

Account	Description	Purpose/Use
10-560-0200	Salaries	4 Full time positions + 1 requested FT position

10-560-0400	Professional Services	Contracted Engineering Support Services
10-560-0500	FICA	Social Security and Medicare Insurance
10-560-0600	Group Insurance	Health, Dental, and Life Insurance
10-560-0700	Retirement	401(k) and LGRS
10-560-1100	Postage	Mailing and Shipping
10-560-1101	Cell Phones	Cell Phone Allowance Per Plan/Mobile Data for iPad/Computers
10-560-1300*	Electricity	Street Lighting
10-560-1400	Travel and Training	Employee Training Cost, Training Materials, Meals, and Lodging
10-560-1500	Sidewalk and Handicap Ramp Maintenance	Spot Repairs to Sidewalks – Major Projects Are Capital
10-560-1600	Equipment Maintenance	Equipment Maintenance, Repairs, Supplies, Plus Testing
10-560-1700	Vehicle Maintenance	Vehicle Maintenance, Supplies, and Testing Costs
10-560-3100	Fuel Expense	Vehicle and Equipment Fuel
10-560-3300	Materials and Supplies	Materials, Equipment and Supplies, etc. for Department
10-560-3301	Computers	Computers and Associated Purchases
10-560-3303	Snow and Ice Materials	Purchase of Road Salt and Ice Melt
10-560-3500	Uniforms	Uniforms, Safety Shoes
10-560-4500	Contracted Services	Repairs, Stone Hauling, Striping, etc.
10-560-5400	Insurance and Bonds	Property and Vehicle Insurance, Workman's Compensation
10-560-5700	Miscellaneous	Awards, Events, and Other Items Not Mentioned Above

Line Item Analysis

Listed in the next section is an analysis of requested increases for those line items where the requested increase is greater than the provided consumer price index (CPI) OF 1.66%. Each analysis explains whether the increase is related to a new program, enhancing an existing program, or increasing costs associated with an existing program.

10-560-0200 Salaries (enhance)

Background

The Public Works Director is completing tasks as time and priorities allow, and at the expense of other duties requiring his attention. Construction project management and development review are the two most pressing issues that need additional professional management assistance.

Construction Management: The Zebulon Public Works Department is currently managing three federal/state grant projects (Arendell Ave, Beaverdam Creek Greenway, and Little River Park) at various stages of design, permitting, and construction and a combined project value of approximately \$7.5 million. Additional professional project management support staff is needed to ensure full reimbursement and successful projects that become assets to the citizens we serve.

Throughout the year, it is not uncommon to be managing seven to ten other construction-related projects. The director is currently overseeing the following: 1) Wakelon Irrigation Project, 2) PW HVAC Improvements, 3) Green Pace Signals, 4) Shepard Road Signals, 5) Five County Stadium ADA Improvements, 6) North Arendell Sidewalks, 7) LED up-fits at Town Hall and Public Works, 8) Police Station Masonry Improvements, 9) West Sycamore Drainage, and 10) Town Hall Main Breaker Replacement.

Development Review Coordination and Inspection: Development in Zebulon is growing rapidly, with eight major subdivisions at some level of design, permitting, and construction. Currently the following major subdivision are in the development, permitting, and construction process: Weaver's Pond, Shepards Park, Autumn Lakes, Barrington, Weaver's Ridge, Sydney Creek, Pearce's Landing, and Taryn Lake. This past year, the Zebulon Public Works Department reviewed and accepted 3.97 miles of stormwater pipe (31% year-to-year increase) and 3.71 miles of streets (17.5% increase) valued at \$3.63 million.

Development Name	Lots Approved	Lots Under Construction	Lots with C/O	% Build-Out
Shepard's Park	302	38	43	14%
Weavers Pond	723	51	321	44%
Taryn Lakes	152	8	86	56%
Autumn Lakes	550	31	8	1%
Barrington [#]	858			0%
Sidney Creek	822			0%
Weavers Ridge	182			0%
Pearce's Landing	377			0%
Totals Lots	3966	128	458	3380

Note: Each mile of roadway infrastructure is valued at \$585,000, and each mile of stormwater pipe is valued at \$353,000. Staff is projecting that, over the next 5 years, the Town will add approximately 17 miles each of new roadway and storm drainage with the development currently proposed, valued at an estimated \$15.9 million.

In addition, the director is overseeing six commercial redevelopments: Glenn Lewis, Shepard Greene, Smithfield's Barbecue, On-Time Construction, Bullock's Mini Storage, and Sanchez Concrete. The volume of questions and tasks related to plan review, code and standards, conflict resolution, phase acceptance, phase close-out, and warranties is overwhelming the department's capacity.

Insufficient man-hours to review construction development plans will lead to inferior infrastructure and maintenance issues that may be overlooked. This leads to expensive construction repairs and ongoing costly maintenance at taxpayer expense.

Financial Analysis

The first year costs for the Assistant Director/Engineer position is estimated at \$176,783.00:

Salary	\$ 103,525.00
FICA - .0765%	\$ 7,920.00
Retirement - .1279%	\$ 13,241.00
W/C @ 7%	\$ 7,247.00
Phone Allowance @ \$50.00/mo	\$ 600.00
Uniform Allowance	\$ 750.00
Training	\$ 2,000.00
Office Furniture – Cubicle*	\$ 5,000.00
Truck Purchase*	\$ 36,500.00
Computer*	\$ 1,500.00
Total 1st year Cost	\$ 178,283.00

**one-time cost for first year only*

Policy Analysis

This position supports the “Growing Smart” focus area of the Zebulon 2030 Strategic Plan. One of the priority goals of Growing Smart is to maintain appropriate staffing to support expected service levels for the growing community.

10-560-1300 Electricity (exist)

Financial Analysis

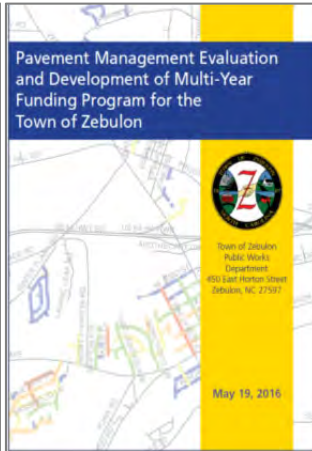
Staff requests an increase for street lighting to accommodate the increase in the number of streetlights in new subdivisions. The street lighting standard is a 16’ fiberglass pole and 50 watt LED Mitchell Series Light. The lighting standard pacing between poles is 125-140 feet along the street. Major benefits of effective street lighting include prevention of accidents and increased safety. Studies have shown that darkness results in a large number of crashes and fatalities, especially those involving pedestrians; pedestrian fatalities are 3 to 6.75 times more likely in the dark than in daylight.

	Location – Subdivision	Street Lights	Unit Price	FY Annual Cost
1	Autumn Lakes – Phase II	56	\$16.14	\$10,846
2	Barrington – Phase I	45	\$16.14	\$8,716
3	Pearce’s Landing- Phase 1	25	\$16.14	\$2,421
4	Shepard Park – Phase 4	8	\$16.14	\$1,550
	Subtotal			\$23,533
	10% contingency			\$2,353
	Total Project Cost			\$25,886
	FY 2019 Actual			\$153,975
	FY 2021 projected cost			178,958
	FY 2021 Budget Request			\$180,000

Policy Analysis

A good lighting program is consistent with “Small Town Life” where we preserve and enhance our small town feel by making Zebulon a safe, connected, family-friendly, and walkable town. Street lighting helps prevent accidents, reduces crime, and lights the walkways of the town.

Powell Bill



Per NC General Statutes §136-41.1 through §136-41.4, Public Works collects approximately \$130,000 dollars annually in Powell Bill revenue generated by the gas tax. Under the current model, 75% of revenue is population-based, and 25% of revenue is based on miles of roadway. Currently, we collect \$1,960 per person and \$1,609.84 per mile of street. All Powell Bill dollars are directed toward paving, annual reporting, and transportation engineering support and studies.

What we did...

During this past year, we closed out the FY2019 paving project. We also set aside \$99,000 into a Capital Reserve to help with the FY2021 paving project. Our goal is to complete a paving project every two years, based on the idea of building a larger project to get better unit prices for larger paving quantities. Staff also completed the biannual street rating report and hired Volkert Engineering to assist with paving analysis and updating the existing spreadsheet on performance curves and to project future conditions. This analysis will categorize current conditions into an overall system condition grades. Development of a treatment plan based on the grading system for mill and pave and other preservation techniques such as slurry seals, cape seals, and crack seals. Based on the paving treatments provide engineering project estimates. This data will be used for the capital budget submittal.

What we will do...

The year ahead in the Powell Bill Department of Zebulon Public Works is presented in a line item format. A brief description of each currently-funded line item is provided, followed by a brief analysis of the line item increases above CPI, if any.

Line Item Descriptions

Account	Description	Purpose/use
10-570-0400	Professional Services	Contracted Engineering Support Services
10-570-7409	Capital Reserve	Reserve for future paving project

Line Item Analysis

No changes are recommend above CPI.

Sanitation



Per Town of Zebulon Ordinance Chapter 95, Section 01-38, Public Works provides exceptional service to our 2,400 customers by collecting yard waste, leaves, bulky waste, trash, and recycling. The commitment to service is seen by our record of successful collection of yard waste and leaves for over 20 years. Every week, regardless of the weather, equipment failures, holidays, or sickness, we have always completed the collection schedule. Staff subscribes to the “Always There” motto when it comes to service. Trash and recycling collection is contracted out to

What we did...

In the past year, Public Works accomplished the following tasks and projects:

- Clean-up from May 13th, 2019, EF-2 Tornado (4-month process)
- Oversaw and coordinated response teams from City of Raleigh, Town of Wake Forest, Town of Clayton, Wake County General Services, and Town of Wendell immediately after tornado.
- Collected 11,300 cubic yards of debris from storm (annual average collection is approximately 9,000 CY)
- The Town’s contractor collected 288.6 tons of recycling and 1,783 tons of trash.
- Held Community Recycling Day in April with approximately 125 citizens in attendance
- Developed the 2020 Public Works Services Brochure and mailed it to all residents

What we will do...

The year ahead in the Sanitation Department of Zebulon Public Works is presented in a line item format. A brief description of each currently-funded line item is provided, followed by a brief analysis of the line item increases above CPI, if any.

Line Item Descriptions

Account	Description	Purpose/Use
10-580-0200	Salaries	5- Full Time Positions + 1 requested PT position
10-580-0500	FICA	Social Security and Medicare Insurance
10-580-0600	Group Insurance	Health, Dental, and Life Insurance
10-580-0700	Retirement	401(K) and LGRS

10-580-1100	Postage	Mailing and Shipping
10-580-1101	Cell Phones	Cell Phone Allowance Per Plan/Mobile Data For iPad/Computers
10-580-1400	Travel and Training	Employee Training Cost, Training Materials, Meals, and Lodging
10-580-1600	Equipment Maintenance	Equipment Maintenance, Repairs, Supplies, Plus Testing
10-580-1700*	Vehicle Maintenance	Vehicle Maintenance, Supplies and Testing Cost
10-580-3100	Fuel Expense	Vehicle and Equipment Fuel/Purchase Town wide
10-580-3300	Materials and Supplies	Materials, Equipment, and Supplies, Etc. For Department
10-580-3301	Computers	Computer and Associated Purchases
10-580-3302	Radio	Purchase wireless headsets – safety
10-580-3303	Printing and Copying	Copier Lease/ Dept. Printing
10-580-3304	Printing – PW Brochures	<i>Residents Guide To PW Services Brochure</i>
10-580-3305	Print – Trash Stickers	Printing Trash Cart Stickers
10-580-3500	Uniforms	Uniforms, Safety Shoes
10-580-3600*	Printing – Trash Cart Decals	Printing of Trash Cart Decals
10-580-3601*	Hazardous Waste Day	Disposal Cost, Printing and Advertising
10-580-4500*	Contracted Services	Waste Industries Contract
10-580-4501	Contract Services – Tub Grinding	Yard waste Grinding, Equipment Rental, and Site Repairs
10-580-4502	Contract Services - Raleigh	City of Raleigh Billing Fee For Trash (\$0.25 Per Bill)
10-580-4504	Contract Services - GPS	Fees For GPS Service On 5 Vehicles
10-580-5400	Insurance and Bonds	Property and Vehicle Insurance, Workman's Compensation
10-580-5700	Miscellaneous	Awards, Events, and Other Items Not Mentioned Above

Line Item Analysis

Listed in the next section is an analysis of requested increases for those line items where the requested increase is greater than the provided consumer price index (CPI) OF 1.66%. Each analysis explains whether the increase is related to a new program, enhancing an existing program, or increasing costs associated with an existing program.

10-580-0200 Salaries (enhance)

Background

The part-time Customer Service Technician position is requested in an attempt to maintain the current service levels and meet the expectations of Town citizens in a cost-effective manner. By creating a pilot program, we will test the option before committing to a permanent part-time position.

The new position would improve efficiency, response time, and overall productivity of the Public Works Department. By having a lower-cost employee complete the tasks that do not require special training, the full-time staff can focus on tasks that are a better use of their skills, reducing the cost to complete low-skill tasks and increasing the overall volume of work that can be completed in a week. The technician would also take one-man tasks that are currently assigned for a crew to handle on their way to their primary work site, further reducing departmental costs and increasing efficiency. The position would allow for faster responses to many requests, which are currently scheduled for the next day to avoid pulling a full-time person off a crew already in the field. While handling work orders, the technician would complete administrative tasks such as photographing crews working or collecting the mail at Town Hall, allowing the administrative assistant to remain in the office to answer citizen calls and provide on-site support for management and staff. For additional information, please see the New Position Request submitted to Human Resources.

The typical tasks performed by this position would include the following:

- Waste cart delivery for new residents
- Pick-up supplies at vendors or auto part stores
- Shop Clean-up – Sweeping/organizing
- Gathering information in the field to address issues (e.g., pole numbers)
- Replace or install missing street sign
- Serve as flagger for work-zone
- Replace damaged trash and recycle carts
- Investigate missed collection complaints (wrong can/illegal items in can)
- Vehicle cleaning
- Courier items to Register of Deeds, attorney, and other professionals
- Check weekly fuel levels in unmonitored tanks.
- Pick-up/route internal mail

Financial Analysis

This pilot position would start in January 2021 with a half-year budget cost of \$7,119.00:

Salary @ \$11.00 per hour	\$ 5,720.00
FICA @ .0765%	\$ 438.00
Workman Comp @ 7%	\$ 401.00
Uniforms	\$ 350.00
Cell Phone Allowance @ \$35/mo	\$ 210.00
Total Cost	\$ 7,119.00

Policy Analysis

This position supports the “Growing Smart” focus area of the Zebulon 2030 Strategic Plan. One of the priority goals of Growing Smart is to maintain appropriate staffing to support expected service levels for the growing community. The number of work orders completed in 2019 is 93% higher than the number completed in 2017.

10-580-1700 Vehicle Maintenance (exist)

Financial Analysis

The fleet maintenance expense is rising faster than annual CPI. These vehicles are more complex than older trucks, requiring special computers and extra sensors to meet the emission requirements. We have increased the versatility of the trucks to complete multiple tasks, such as dual-steer vehicles. We are requesting an increase of \$1,575.00 for fleet maintenance to be funded at the five-year average of expenditures.

Policy Analysis

The request for additional funds for vehicle maintenance is consistent with the “growing smart” initiative and planning for proper prevention to provide services to our growing community. Proper preventative maintenance decreases down time (service delays) and prevents major repair expenses.

10-580-3600 Printing – Trash Cart Decals (new)

Financial Analysis

The Public Works Service brochure published over the last three years has been a great tool for our residents in regards to Public Works services. We would like to build upon that success and apply an infographic decal to the trash carts to further reinforce requirements for pick-up of trash, recycling, leaves, and yard waste debris. The initial cost of the infographic decal is \$9,000 for set-up and printing for our expected 2,400 trash customers. The decals will be constructed of a high-grade 3M material that is weather- and fade-resistant, similar to our vehicle decals, and is expected to last many years.

Daily we are investigating or addressing customer service issues related to missed trash pick-up due to parked cars, trash and recycle carts not returned to the house, or loose trashed spilled out during the cart dumping process. We believe this infographic will serve as a weekly reminder for residents of Town requirements, enabling better service through communication and compliance.

The demand for customer service will continue to grow with the growth of residential neighborhoods such as Shepard Park, Autumn Lakes, and Barrington. This past year, the Town issued 150 new residential home permits. New residents are more likely to make mistakes than other tenured residents. The decals are expected to eliminate possible confusion and reduce customer service inquires to Town staff. After the initial investment, we expect the cost of this program to be reduced to approximately \$1,000 annually to purchase decals for new residents' carts and replacing damaged carts.



Policy Analysis

This infographic is consistent with the Zebulon 2030 goal of “growing smart” by educating our new residents on Town polices and assisting with the affordability of sanitation services. The more we can educate our citizens on proper procedures, the less need we will have for customer service staff to address and solve compliance-based sanitation service issues.

10-580-3601 Hazardous Waste Day (exist/enhance)

Financial Analysis

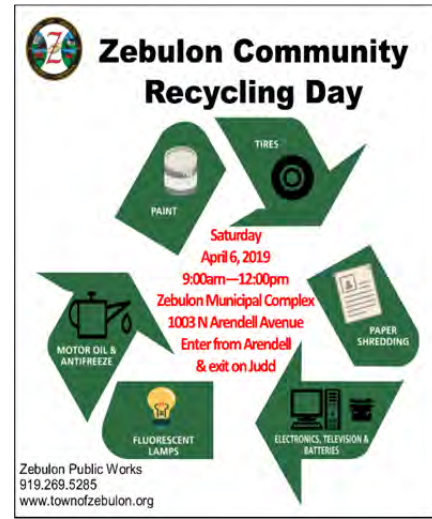
Every spring, on the first Saturday in April, the Zebulon Public Works Department holds Community Recycling Day at Town Hall, where residents and business can conveniently and at no charge dispose of hazardous household waste (paint, chemicals, batteries), tires, white goods, lamps, and electronic devices, as well as shredding personal or financial documents. Due to requests and the popularity of this event, we are proposing to host an additional day in the fall to accept goods.

Funding for this program will come from the elimination of the Daffodil Days program (\$1,050), for which the department struggles to get participants and weather cooperation, and from the NC Disposal Tax. The state levies a \$2 per ton “tipping tax” on municipal solid waste and construction/demolition debris that is deposited in a landfill in the state or transferred at a transfer station for disposal outside the state. Cities and counties receive 18.75% of the tax, and revenues are distributed on a per capita basis. During FY2019, the town collected \$3,416.00. These funds are required to go solely for solid waste management programs and services.

Policy Analysis

The additional of an additional day assist with our efforts to meet the 2012 Wake County Solid Plan Waste Goals and adopted Town Resolution 2012-19. The Hazards Waste Collection days

is consistent with the priority to protect human health and the environment through safe and effective management of municipal solid waste, and the reduction of the amount of toxicity of the local waste stream, and the maintain and improve its physical appearance to reduce the adverse effects of illegal disposal and littering.



10-580-4500 Contracted Services (exist)

Financial Analysis

We have approximately 2,400 residential trash customers with 2,375 recycling customers as of December 2019. During FY2019 year, we saw an average of 15-20 new customers per month. During FY2020, we expect that number to increase to 25 per month. During the first six months of FY2020, the Town issued 152 residential certificates of occupancy (25.33 per month). Based on these growth patterns, the Town will have approximately 2,550 trash customers and 2,525 recycling customers by June 2020. This growth trend is expected to continue over the next fiscal year. Staff requests an additional \$61,000 to cover the increased costs of solid waste collection associated with new residents, which is covered by additional revenue from new residents.

Last year, we negotiated a 5-year contract extension with Waste Industries to continue existing service levels. The City of Raleigh has proposed raising the monthly billing fee from \$0.25 to \$0.84 per bill per month. The City of Raleigh has not changed this rate since October 2006. We recommend passing this fee increase to the Zebulon customer. Below are the current Waste Industries rates and proposed garbage fee for FY2021:

Service	Current Rates	FY 2021 Proposed Garbage Rate
Trash	\$10.94	\$10.94
Recycle	\$4.18	\$4.18
City of Raleigh Billing Fee	\$0.25	\$0.50
Bulky Waste Collection	\$5.13	\$5.13
Monthly Fee	\$20.50	\$20.75

This fee is equivalent to 3.534 cents additional on the tax rate. If the fee is transferred to the tax rate, Zebulon's commercial entities will pay approximately 70% of the costs for residential waste collection.

The Waste Industries contract also covers the additional services listed below:

- 40 cubic yard (CY) roll-off charges @ \$179.35 plus disposal fees at Wake County Landfill
- 4 CY Trash Dumpster @ Community Ctr. @ \$67.20 monthly (biweekly service)
- 4 CY Recycle Dumpster @ Community Ctr. @ \$67.20 monthly (biweekly service)
- 30 CY Dumpster Rental @ Recycle Center @ \$50.43 monthly

Proposed Waste Industries Contract/Budget:

Location	Service	Annual Cost
Community Center	Dumpster -Trash and Recycle	\$1,615.
Recycle Center	Metal Dumpster Rental	\$610
Recycle Center	Roll Offs – Bulky Waste/General Trash	\$15,540
Residential Service	Trash Service – 2,390 customers	\$355,539
Residential Service	Recycle Service -2,380 customers	\$123,695
Contingency @ 2.0%		\$9,940
Total Costs		\$506,939
Budget Amount		\$507,000

Policy Analysis

The solid waste contract complies with Town Ordinance, Chapter 95, for Garbage, Rubbish, and Weeds, further defined under Section 95.04 requiring residential collection service provided by the Town.

The contract increase is consistent with the goal of “Growing Smart”. As our town continues to grow, we need to maintain appropriate service levels to meet the needs of our citizens. While the recycling market has changed and unit prices are down, it is still very important to recycle for environmental reasons and limit the need for new landfills in Wake County.

Stormwater



Per Zebulon’s MS-4 permit with the state, the 2011 Street and Stormwater Specifications Manual, as amended, the Stormwater Ordinance 2012-05, and an interlocal agreement with Wake County, as amended, Public Works ensures compliance with the Federal Clean Water Act, section 402(p). The stormwater program focuses on six “Best Management Practices”: public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction site runoff control, post-construction stormwater management, and pollution prevention for municipal operations.

What we did...

In the past year, Public Works accomplished the following tasks and projects:

- Renewed the Stormwater permit with DEQ in January 2018 (expires January 31, 2023)
- Added 3.98 miles of pipe and 279 devices. The Town has added over 36,000 linear feet of pipe (6.9 miles) from July 2016 to June 2019, a 69% increase in past three years.
- Swept a total of 206 hours and collected 432.71 cubic yards of debris
- Secured three easements for the East Sycamore and Arendell storm drainage project
- Began a project to update our stormwater mapping system

What we will do...

The year ahead in the Stormwater Department of Zebulon Public Works is presented in a line item format. A brief description of each currently-funded line item is provided, followed by a brief analysis of the line item increases above CPI, if any.

Line Item Descriptions

Account	Description	Purpose/Use
10-590-0200	Salaries	2 Full Time positions + 1 requested FT position
10-590-0400	Professional Services	Contracted Engineering Support Services – Mapping and Design
10-590-0500	FICA	Social Security and Medicare Insurance
10-590-0600	Group Insurance	Health, Dental, and Life Insurance
10-590-0700	Retirement	401(k) and LGRS
10-590-1100	Postage	Mailing and Shipping
10-590-1101	Cell Phones	Cell Phone Allowance Per Plan/Mobile Data For Ipad/Computers
10-590-1400	Travel and Training	Employee Training Cost, Training Materials, Meals, and Lodging
10-590-1500*	Storm Drainage Maintenance	Contractual Line Cleaning and Repairs
10-590-1600*	Equipment Maintenance	Equipment, Vehicle Maintenance, Repairs, Supplies, Plus Testing

10-590-3100	Fuel Expense	Vehicle and Equipment Fuel
10-590-3300	Materials and Supplies	Materials, Equipment, Supplies, etc. For Department
10-590-3600	Uniforms	Uniforms, Safety Shoes
10-590-4500	Contracted Services	Repairs, Stone Hauling, Clean Water Education Partnership, etc.
10-590-4501	NC811 Service	Contract With 811
10-590-5400	Insurance and Bonds	Property and Vehicle Insurance, Workman's Compensation
10-590-5700	Miscellaneous	Awards, Events, and Other Items Not Mention Above
10-590-7000	Capital Projects	Capital infrastructure

Line Item Analysis

Listed in the next section is an analysis of requested increases for those line items where the requested increase is greater than the provided consumer price index (CPI) OF 1.66%. Each analysis explains whether the increase is related to a new program, enhancing an existing program, or increasing costs associated with an existing program.

10-590-0200 Salaries (enhance)

Stormwater – Equipment Operator I

Background

The department is unable to meet the goals of the MS4 Stormwater Permit with the current staff and workload. The Town added over 36,000 linear feet (6.9 miles) of stormwater pipe from July 2016 through June 2019, a 69% increase in three years. The growth in system infrastructure has taxed the available resources, and the anticipated growth over the next several years will put the department further behind.

Our MS4 permit (# NCS000557) under the federal Clean Water Act, Section 402(p) requires us to perform specific tasks on a regular basis, including cleaning, inspections, and repairs to elements of the stormwater drainage system. It also requires tasks like street sweeping that reduce the pollutants entering the stormwater system. This position would provide more resources to meet the requirements of our MS4 permit. For additional information, please see the New Position Request submitted to Human Resources.

Financial Analysis:

The annual cost of hiring an additional entry level position will be approximately \$43,012.00:

Salary, overtime, on call,	\$ 32,244.00
FICA - 0.0765%	\$ 2,467.00
Retirement - 401K/Local Gov't - 0.1279%	\$ 4,124.00
Workman Compensation - 7%	\$ 2,257.00
Health - (\$510x12)	\$ 6,120.00
Phone Allowance	\$ 420.00
Uniform Allowance	\$ 750.00
Training Allowance	\$ 750.00
Total	\$ 43,012.00

Policy Analysis

The Zebulon Comprehensive Plan's goal is to "maintain public facilities and community services in order to provide the highest level of service, accessibility, and multifunctional use opportunities." Additionally, a policy within the plan looks to ensure facilities are maintained in a manner which supports the provision of the highest-quality level of service (page 71).

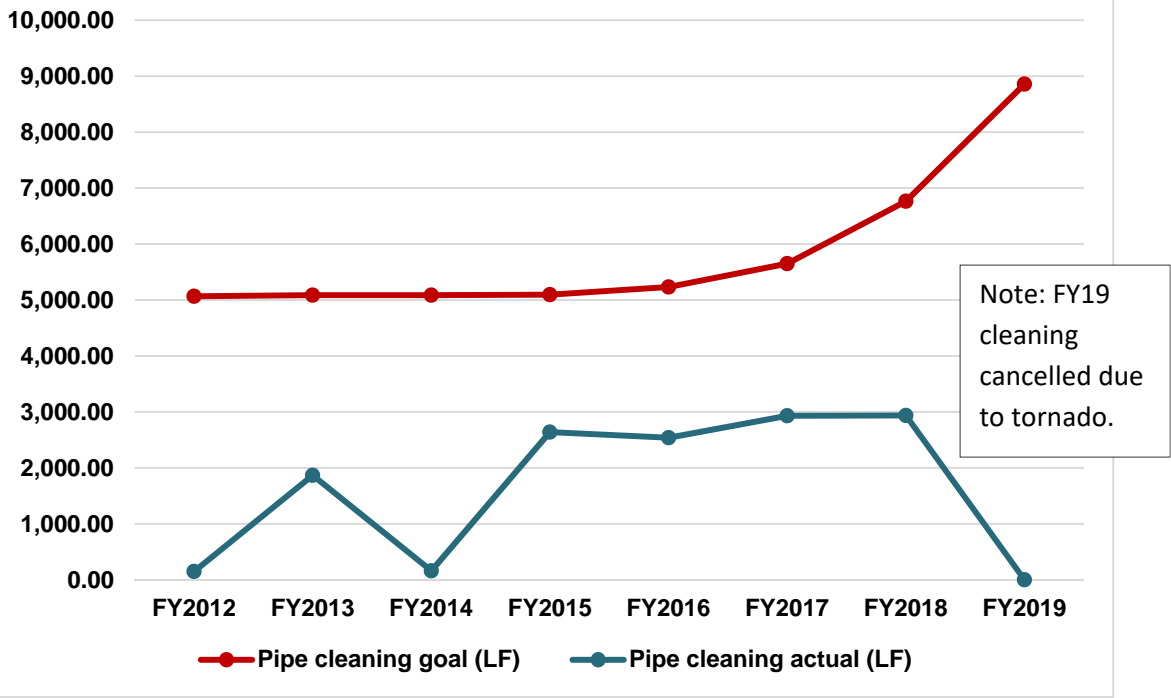
10-590-1500 Storm Drainage Maintenance (enhance)

Financial Analysis

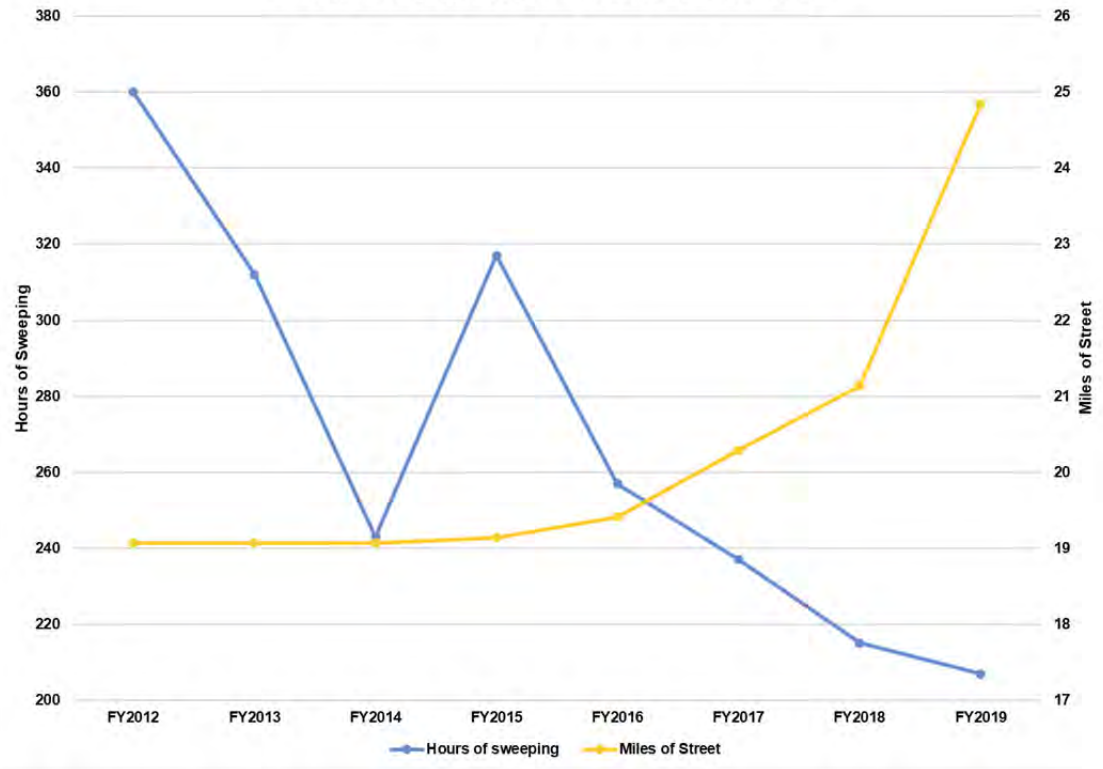
In FY2012, the Town of Zebulon began its stormwater program with the submittal for a MS-4 permit on August 1, 2011. The official permit arrived on December 1, 2012 with an expiring term of November 30, 2017. Our current NPDES permit was renewed on February 1st, 2018 and expires January 31, 2023. One of the six focus areas of responsibility is the pollution prevention and maintenance for municipal operations, which includes the inspection and cleaning of the storm drainage system. Our program goals include cleaning and inspecting 10% of storm drainage lines and structures annually. Unfortunately, we have not achieved our line cleaning goal in the last six years (see first chart). We have also had a continual drop in sweeping hours since 2015 (see second chart). The less sweeping we are able to complete, the more sediment enters our drainage system.

In an effort to meet our line cleaning goals, staff requests \$16,500 for an additional week of contract cleaning. Typically, the contractor will be given the areas with significant sediment build-up. They are capable of cleaning approximately 2,500 LF per week with their larger cleaning machines. A week of contractor cleaning costs approximately \$16,500 per 40-hour week. The additional week of cleaning by a contractor is more cost-effective than hiring an additional full time crew of three to address the issue.

Drainage Pipe Cleaning: 10% Goal vs. Actual (Linear Feet)



Street Sweeping Hours & Street Miles Over Time



Policy Analysis

The increase is supported by the “Growing Smart” focus area of the Zebulon 2030 Strategic Plan. As we continue to grow, more contractor assistance is necessary to maintain expected service levels for the community. The additional contractor labor assistance will help meet the line cleaning goal. The use of contract labor in this instance is an effective budget alternative to hiring.

10-590-1600 Equipment Maintenance (exist)

Financial Analysis

Staff requests \$2,610.00 to replace the vehicle wrap on the street sweeper. The Schwarze A700 Sweeper was purchased in 2012 with a vehicle wrap promoting Mr. Drip and the Town’s stormwater education program. Over the last eight years, the vehicle wrap has faded, and low tree limbs have scratched it. The wrap is like a slow-moving billboard, and it has served as a great educational tool. The wrap has even been recognized in several national stormwater magazines. It helps meet our stormwater education goals as outlined in our state permit.



Truck wrap when new in 2012

Policy Analysis

The replacement of the “Mr. Drip” educational wrap is consistent with our adopted stormwater plan and state permit requirements.

10-590-7000 Capital Investment (exist)

Background

Since FY2018, the stormwater fee has been dedicated to capital infrastructure investment or replacement. The current fee generates approximately \$125,000 annually. Due to the costs of

construction, engineering, easement acquisition, survey, geotechnical, and project contingency, the current fee structure does not adequately support the capital improvements program.

Financial Analysis:

Staff recommends a \$3.00 monthly increase across the rate structure. This rate increase is expected to generate an additional \$107,000 dollars annually.

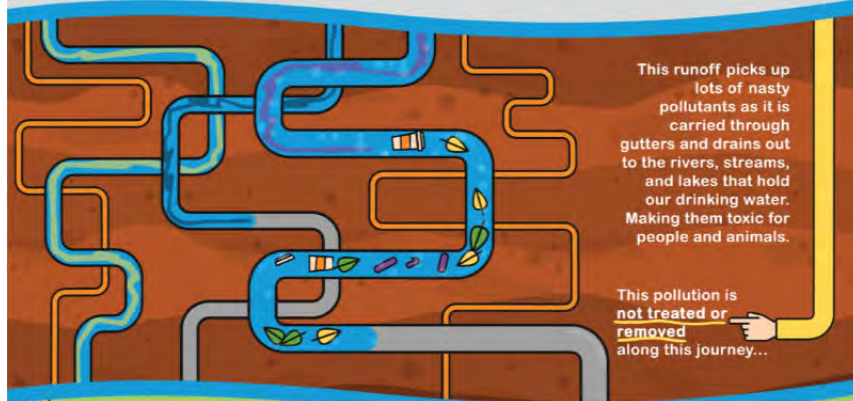
Customer Type	Current Rate	Proposed Rate	# of Customers	Annual Revenue
Residential	\$2.00	\$5.00	2378	\$142,680
Commercial. Small	\$7.00	\$10.00	269	\$32,280
Commercial Medium	\$38.00	\$41.00	51	\$25,092
Commercial Large	\$92.00	\$95.00	28	\$31,920
Total Revenue				\$231,972

The equivalent tax rate of the purposed fee structure revenue is 1.657 cents.

Policy Analysis

This position supports the “Growing Smart” focus area of the Zebulon 2030 Strategic Plan. One of the priority goals of Growing Smart is to maintain appropriate staffing to support expected service levels for the growing community.

Save Our Water By Preventing STORMWATER POLLUTION



 <p>PICK UP LITTER!</p>	 <p>SCOOP POOP!</p>
<p>MULCH OR BAG IT!</p> 	<p>FOLLOW DIRECTIONS!</p> 
 <p>DISPOSE OF PROPERLY!</p>	 <p>CLEAN SPILLS PROMPTLY!</p>

For more information about Stormwater Pollution, and what you can do to help, visit nc-cleanwater.com



Future Impacts/Challenges

The Public Works Department is facing several challenges that will need to be addressed in the near future, including impacts from residential growth, aging facilities and equipment, and lagging investment in existing infrastructure maintenance. Proper handling of these issues will necessitate additional staff, equipment, and funds just to maintain current service levels, meet permit requirements, and prevent unsafe and unsightly conditions for citizens and staff.

Residential Growth Challenges

The rapid rate of residential growth has a direct and immediate impact on the Public Works Department. Each new street light in a subdivision costs \$16.14 per month in electricity. Each mile of street accepted by the town is another mile of asphalt and sidewalks to maintain, from repairing or replacing the street signs when they're struck by a vehicle to brining and plowing during winter storms. The greenways – present and future – in Weaver's Pond, Autumn Lakes, Shepards Park, Barrington, and Sidney Creek represent miles of single-lane roadway with signage and amenities that will need maintenance and repairs. Residential building puts increased demands on the department's construction inspection personnel.

Aging Facilities and Equipment

Zebulon's newest town-owned facilities – Town Hall, the police station, & the community center – were renovated in 2009 and 2010, and they are beginning to show signs of wear and tear ten years later. Areas within those facilities that weren't addressed during the renovations are now 35 years old, such as the pastel-colored bathrooms (popular in the 1980s) found in the police station and on the second floor of Town Hall.

The public works office received a cosmetic "facelift" more than 15 years ago, but the building footprint hasn't changed in more than 30 years. Due to increasing demands on the department and growth in staff and roles, Public Works is finding it increasingly difficult to store equipment and to house staff. As the provider of building maintenance for Zebulon, the Public Works department anticipates many large and small projects over the coming years to address increasing needs for repairs and workspace.

Streets and Stormwater Infrastructure and Equipment Investment

Public Works anticipates a coming need for major investments in streets, stormwater infrastructure, and equipment. In the 2016 pavement management evaluation report, it was recommended the Town of Zebulon invest \$293,000 annually to maintain town-owned streets in "fair" condition, whereas the town currently invests \$160,000 per year.

While current standards for the town's stormwater infrastructure ensure we receive a quality product when we accept new pipe and structures, there are several areas where new infrastructure is needed because none was installed (no catch basins in the downtown corridor) or where good engineering practices were not used (Yates Place, Wakelon Community). Also, it's not uncommon to find stormwater infrastructure in town that is more than 100 years old.

In addition to the aging infrastructure, the equipment used to maintain Zebulon's streets and stormwater system averages 17 years old. The street sweeper is the newest at 13 years old, while the vacuum trailer is 17 years old, and the Ramjet has been in operation for 23 years.

Rising Need for Additional Personnel

The increasing street miles, signage, stormwater infrastructure, and greenways associated with residential growth are driving a need for additional Public Works personnel for daily operations and maintenance activities, such as sweeping streets and inspecting storm pipes and catch basins. As the landscaping in new neighborhoods matures, there will be a marked increase in yardwaste and leaf collection volumes. As an example, the Pineview subdivision's yardwaste collection took less than one hour in 2010; now it takes an entire day to complete. We see very similar results with leaf collection during the fall and winter months. As landscaping throughout the new areas of town mature, additional personnel and equipment will be needed to maintain the levels of service expected by Zebulon's citizens.

With the demands of residential growth on our construction inspectors and the increasing maintenance and repair demands of Zebulon's aging buildings, we expect the facilities maintenance duties will need to be transferred from our construction inspectors to new facilities maintenance staff at some point in the next 1 to 3 years. Likewise, it's reasonable to expect the proposed Assistant Director/Town Engineer position will need to be split into 2 roles within the next 2 to 5 years, depending upon growth and demand for services.

Request for New Position

Please fill out this form and attach a proposed job description with the request.

Department: Public Works – Streets (560)

Current/Proposed Job Title of Position: Assistant Public Works Director/Town Engineer

Effective Date: July 1, 2020

A. Type of Request

New Permanent Full Time Position

New Permanent Part Time Position (_____) Hours per week

Convert Existing Part Time Position to Full Time Position

Other Describe _____

B. Rationale

1. How is the work currently being performed?

The Public Works Director is completing tasks as time and priorities allow, and at the expense of other duties requiring his attention. Construction project management and development review are the two most pressing issues that need additional professional management assistance.

Construction Projects Management: The Zebulon Public Works Department is currently managing three federal/state grant projects (Arendell Ave, Greenway and Little River Park) that are at various levels of design, permitting, and construction with a combined project value of approximately \$7.5 million. Additional professional project management support staff is needed to ensure full reimbursement and successful projects.

Throughout the year, it is not uncommon to be managing as many as seven to ten other construction-related projects. The director is currently overseeing the following: 1) Wakelon Irrigation Project, 2) PW HVAC Improvements, 3) Green Pace Signals, 4) Shepard Road Signals, 5) Five County Stadium ADA Improvements, 6) North Arendell Sidewalks, 7) LED up-fits at Town Hall and Public Works, 8) Police Station Masonry Improvements, 9) West Sycamore Drainage, and 10) Town Hall Main Breaker Replacement.

Development Review Coordination and Inspection:

Development in Zebulon is growing rapidly, with eight major subdivisions at some level of design, permitting, and construction. Currently the following major subdivision are in the development, permitting, and construction process: Weavers Pond, Shepard Park, Autumn Lakes, Barrington, Weavers Ridge, Sydney Creek, Pearce's Landing, and Taryn Lakes.

In addition, the Director is overseeing six commercial redevelopments: Glenn Lewis, Shepard Green, Smithfield's, On-Time Construction, Bullock's Mini Storage, and Sanchez Concrete. The volume of questions, resolution of conflicts, phase acceptance, phase close-out, and warranties is overwhelming the department's ability to manage.

2. What are the consequences of the work being undone or not completed?

Insufficient man-hours to review construction development plans will lead to inferior infrastructure and maintenance issues that may be overlooked, such as cross-street drainage, excessive gutter spread, lack of easements, and lack of proper easement setbacks/widths. This leads to expensive construction repairs.

This past year, the Zebulon Public Works Department reviewed and accepted 3.97 miles of stormwater (31% increase) and 3.71 miles of streets (17.5% increase) valued at \$ 3.63 million.

Development Name	Lots Approved	Lots Under Construction	Lots with C/O	% Build-Out
Shepard's Park	302	38	43	14%
Weavers Pond	723	51	321	44%
Taryn Lakes	152	8	86	56%
Autumn Lakes	550	31	8	1%
Barrington [#]	858			0%
Sidney Creek	822			0%
Weavers Ridge	182			0%
Pearce's Landing	377			0%
Totals Lots	3966	128	458	3380

Note: Each additional mile of roadway infrastructure is valued at \$585,000, and each additional mile of stormwater pipe is valued at \$353,000. Staff is projecting that, over the next 5 years, the Town will add approximately 17 miles each of new roadway and storm drainage with the development currently proposed, valued at an estimated \$15.9 million.

3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.)

No

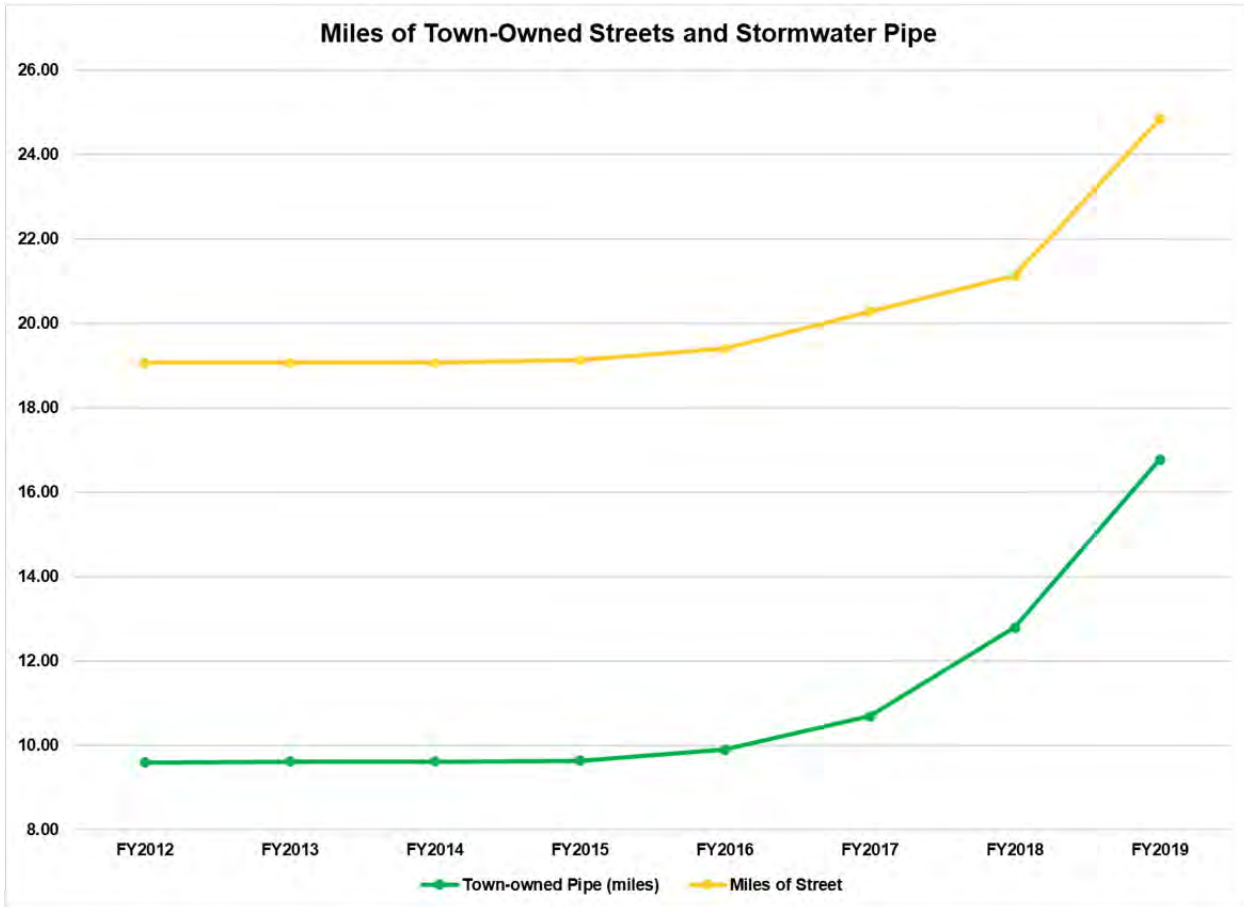
4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)

This position supports the "Growing Smart" focus area of the Zebulon 2030 Strategic Plan. One of the priority goals of Growing Smart is to maintain appropriate staffing to support expected service levels for the growing community. Additional staff is needed to address the sudden influx of residential development and requests for

annexation of newly developed properties. It is anticipated that the development review demands will continue to increase for the near future.

The new position will benefit from the Director’s 23 years of Public Works experience and 27 years of governmental experience. The position will begin to set-up the transition to new leadership for a Director retiring in the next 1 to 5 years.

5. Attach or list any statistics or other information relevant to your request (if any).



6. Other: (Please specify and include justification.)

C. Needs/Issues/Problems

1. Is this a Service Level Increase - a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify.)

No

2. What needs/issues/problems does this request for additional staff address?

The current pace of development is greater than the Public Works Director's capacity to review plans, provide feedback to developers, and conduct site visits on top of the existing workload. There is no other staff identified with the capacity and technical capability to take on these tasks.

D. Duties:

Please attach a current job description or a proposed job description.

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem?

Staff has worked with engineering teams to assist with initial reviews and provide comments. This has worked with some success, but the Director has been relied upon to complete development review 2 through 5. Therefore, the time is ultimately invested to understand the plans. The Senior Construction Inspector has attended TRC reviews, but has limited information to address questions.

2. Is outsourcing an option?

Yes, third-party engineering assistance is available at a cost of \$90-\$200 per hour. Due to the development demands and pace of growth, there is a need for full-time assistance with development review and project management. If outsourced, the budget range for full-time assistance would be \$173,000 - \$384,000.

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position?

The Public Works Department would be better able to meet the needs of developers contributing to the Town's expansion. A skilled reviewer dedicated to the development tasks would provide better plan reviews and faster responses to developer requests. This person would also allow the Town to take a proactive approach to development concerns rather than only having the capacity to react as needs arise. The Public Works Director would be able to focus on his core duties and responsibilities without the constant stream of requests and calls from developers.

The Public Works Department would be better able to ensure the roughly \$7.5 million in grant proceeds is fully refunded to the Town of Zebulon. Citizen concerns and issues would be addressed quicker with an Assistant Director handling project management responsibilities.

2. What performance measures will you use to measure the impact of this position?

The impact of the position will be seen and measured in plans reviewed, site visits performed, completed development tasks, and successful Town construction projects.

3. How do these compare to measures if the position is not recommended or approved?

Without the new staff, it is anticipated that the department will eventually not be able to meet the needs of developers in a timely manner due to the increase in concurrent developments under review. In addition, other aspects of the Public Works Department's responsibilities may show signs of strain as the Director's focus is split between competing priorities. The increased potential for errors increases the risks of not being fully reimbursed for grant projects and incurring higher maintenance costs associated with inferior infrastructure.

4. How do these compare with previous years measures?

The current rate of growth and number of concurrent developments under review is unprecedented in Zebulon.

3. How will the work be performed if the new position is not approved?

The Director will continue to complete all priority tasks on time. However, those tasks may not be completed at the level of quality that would be possible with the position. There will be higher potential for mistakes and missed items due to a lack of adequate time for any given task. Developers may also be frustrated by the amount of time required by the Director to provide feedback and comments, which could lead to negative public image. Low-priority tasks and those without deadlines may not be completed until the development review burden is shifted off the Director's desk.

Projects will take longer to complete, with many projects being rolled over to following budget years and the development backlog of projects leading to higher construction and maintenance costs.

G. Cost

FICA: 7.65% Retirement: 12.79% Insurance: W/C 7% Health @ \$510 per month

Proposed Pay Grade: 20 Proposed Salary: \$68,500k - \$102,800k (\$85,0000 starting Salary for Professional Engineer)

Other associated costs, be specific (Human Resources/Finance will calculate benefits)

1. Office Space:

New position would be housed in Public Works building.

2. Furniture:

Cubicle desk with chair (\$5,000)

3. IT (Computer, Phone etc.):

Phone allowance: \$50 monthly/\$600 yearly; laptop computer with peripherals: \$1,500

4. Vehicle:

Truck purchase (\$36,500)

5. Equipment/Uniforms:

\$750 annual allowance for uniform

6. Training:

\$2,000 annually

***** (For use of Human Resources):

Comments/Recommendations:

Four horizontal lines for writing comments or recommendations.

Recommend: Approval Denial Additional Information Requested

Sent to Town Manager for Review: _____

Assistant Public Works Director/Town Engineer

Position Summary: Performs complex professional and administrative work involving the planning, design review, construction, and inspection of street, stormwater, utilities, and sidewalk/greenway projects for public and private development infrastructure. Performs management-level responsibilities for engineering, budgeting, and construction management of Town capital projects. Other major duties include the planning, organizing, budgeting, and personnel supervision for the department.

Education Requirements: Degree in engineering or related field desirable. Combination of education, certifications, licenses, and experience equivalent to bachelor's degree will be considered. EIT or PE preferred.

Experience: Three to five years of project management and/or supervisory experience in public works related field if EIT or PE. Seven to 10 years of experience is required if not a licensed professional. Past grant administration is considered a plus.

Certification: Class B Commercial Driver's License is required within 6 months. Certification/License in Water, Sewer, Stormwater, General Contracting is considered a plus.

Knowledge, Skills and Abilities : Considerable knowledge of principles and practices of engineering as applied to the development and construction of public works projects; principals of administrative operations and project management; thorough knowledge in reading and interpreting design drawings and specifications; comprehensive knowledge in preparing various contract documents; ability to communicate (both written and oral); ability to make arithmetic computations; ability to compute rates, ratios, and percentages; ability to understand and apply governmental accounting and purchasing practices in maintenance of financial records; ability to administer public grant projects; ability to establish and maintain effective working relationships with Town staff, associates, contractors, and the general public; ability to develop and make presentations to councils, boards, non-profit organizations, and the general public; proficient in use the computers.

Hours of Work: Exempt status with the general hours of Monday- Friday, 7:00 am to 4:00 pm; night meetings to be expected and after-hours emergency response management.

List of Major Duties:

1) Development Review Coordination and Inspection:

- Plans, develops, organizes and directs the design and construction of capital improvement projects ensuring compliance with UDO development policies, rules and regulations.
- Development plan review for commercial and residential development in accordance with Town of Zebulon standards and specifications
- Coordinate the submittal of development close-out documents:
 - Engineer certification for infrastructure
 - Developers guaranty and warranty
 - Engineers dedicated infrastructure value
 - Completion bond estimates
 - Geotechnical reports for subgrade, CABC, and asphalt
 - Release of liens
 - As-built drawings
- Attend Technical Review Committee (TRC) meetings and provide review comments
- Coordinate approvals from City of Raleigh Public Utilities Department (CORPUD), including water and sewer engineer certification, and conditional and final infrastructure acceptance
- Coordinate the review and release dates of development bonds
- Prepare, review, and approve detailed cost estimates for infrastructure improvements
- Review subdivision plats for compliance with Public Works requirements for roadways, stormwater drainage, and greenways
- Perform site inspections to evaluate amounts of work completed and remaining
- Prepare detailed reports and initiate warranty or bond actions when necessary
- Prepare mailings and remain in constant contact with development community and bonding agencies, including schedule reminders and coordination
- Work closely with Town construction inspectors regarding site development progress and construction drawing intents • Attend pre-development review meetings
- Assist with development of special use conditions for subdivisions
- Coordinate lighting service with Duke Progress Energy
- Prepare inspection fee invoices
- Prepare annual inspection fee revenue projections based on approved plans
- Perform community outreach tasks as needed to support development initiatives
- Coordinate with other Public Works staff to update the streets, stormwater, and greenways standards and specifications
- Track infrastructure additions and assist with updating stormwater and Powell Bill reports
- Assist with generation of annual street inspection report
- Address citizen concerns regarding development

- Grant applications and reporting
- Easement acquisitions
- Other duties as assigned

2) Capital Construction Projects Management:

- Performs as a project manager during the planning, development, design, and construction phases of various capital projects related to streets, sidewalks, stormwater, greenways, and facilities.
- Works with consultants and contractors and manages the planning and design process of capital projects.
- Prepares Requests for Qualifications/Proposals for engineering, surveying, and architectural services; reviews qualifications and proposals; and makes recommendations for awarding contracts.
- Administers contracts; reviews engineering plans and specifications to ensure compatibility with the original project scope and consistency with departmental goals for the project
- Develops and recommends Town policy on issues related to Public Works.
- Researches and prepares reports, plans, and recommendations on ordinances for complex issues; coordinates work with that of other departments and public agencies; prepares and presents formal presentations.
- Manages and administers assigned budgets and resource allocation; prioritizes and determines the use of funding and monitors budget and/or contract compliance.
- Assists with the preparation of the annual budget, budget presentations, fee recommendations, and other business analyses supporting budget activities

3) Other Major Duties:

- Assists with preparation, implementation, and monitoring of annual budget process.
- Develops, administers, and updates procedures and policies within the goals and objectives provided by the Town and Department Director to positively affect safety, customer service, sound business practices, common sense, and cost efficiency.
- Organizes the workflow of the staff to accomplish operational objectives.
- Reviews the work of subordinates, consultants, and contractors to ensure high quality and/or acceptable cost and work.
- Develops methods for tracking and conducting various operations and maintenance activities of the department.
- Maintains records and files, prepares reports and policies for the department.
- Provides supervisory oversight to department personnel including hiring, training, developing, counseling, and assigning and monitoring work.
- Provides equipment, training, and procedures necessary for staff safety.
- Investigates and resolves internal and external customer complaints.

Request for New Position

Please fill out this form and attach a proposed job description with the request.

Department: Public Works - Sanitation Effective Date: January 1- June 30, 2020

Current/Proposed Job Title of Position: Part-Time Customer Service Technician (Pilot Program)

A. Type of Request

New Permanent Full Time Position

New Permanent Part Time Position (20) Hours per week (Pilot Program)

Convert Existing Part Time Position to Full Time Position

Other Describe: _____

B. Rationale

1. How is the work currently being performed?

Full-time, skilled staff are performing tasks that don't require their skills, experience, licenses, or certifications.

2. What are the consequences of the work being undone or not completed?

The tasks are essential and will be performed. However, the consequences of continuing to assign them to full-time staff are delays in service, delayed responses to inquiries for services, and higher departmental operation cost.

3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.)

No

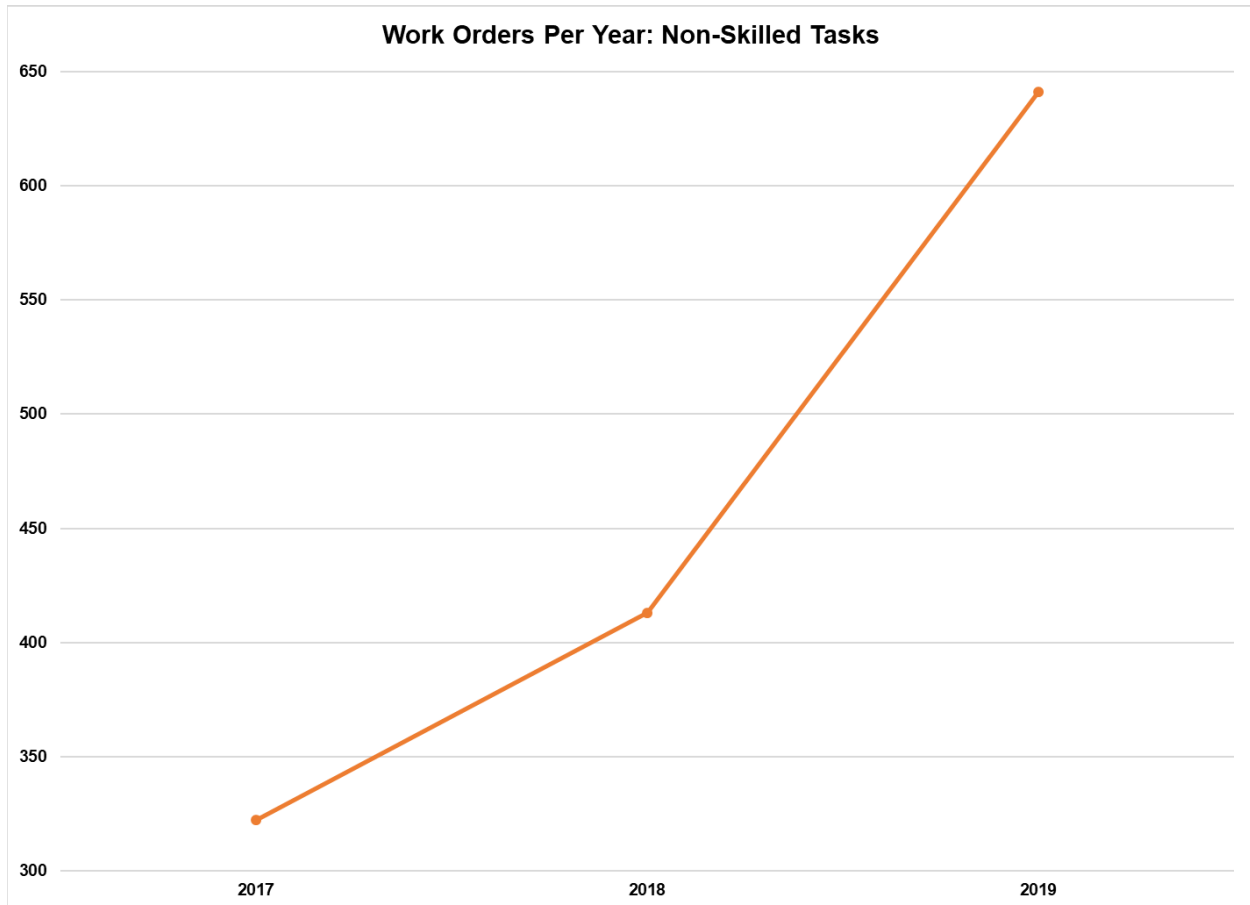
4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)

This position supports the "Growing Smart" focus area of the Zebulon 2030 Strategic Plan. One of the priority goals of Growing Smart is to maintain appropriate staffing to support expected service levels for the growing community. The number of work orders completed in 2019 is 93% higher than the number completed in 2017. (December volume is estimated.)

While additional full-time staff would also support that goal, a part-time service technician would be a more efficient and fiscally responsible means of accomplishing the same. We would like to create a 6-month *Customer Service Technician Pilot Program* to see if part-time help would adequately address the significantly increasing number of work orders and backlog.

5. Attach or list any statistics or other information relevant to your request (if any).

This chart shows the year-to-year growth in volume for some of the unskilled tasks that would be assigned to the service technician. The chart only shows those tasks that were assigned via work order or recorded in the Deceased Animal Disposal Log. It does not include instances where the tasks were assigned “on the fly,” assigned via the daily work log, or performed by administrative staff. These undocumented tasks could easily be an additional 20-25% increase in workload.



6. Other: (Please specify and include justification.)

C. Needs/Issues/Problems

1. Is this a Service Level Increase – a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify.

The part-time position is an attempt to maintain the current service levels and meet the expectations of Town citizens. By creating a pilot program, we will test the option before committing to a permanent part-time position.

2. What needs/issues/problems does this request for additional staff address?

The new position would improve efficiency, response time, and overall productivity. By having a lower-cost employee complete the tasks that do not require special training, the full-time staff can focus on tasks that are a better use of their skills, reducing the cost to complete low-skill

tasks and increasing the overall volume of work that can be completed in a week. The technician would also take one-man tasks that are currently assigned for a crew to handle on their way to their primary work site, further reducing departmental costs and increasing efficiency. The position would allow for faster responses to many requests, which are currently scheduled for the next day to avoid pulling a full-time person off a crew already in the field. While handling work orders, the technician would complete administrative tasks such as photographing crews working or collecting the mail at Town Hall, allowing the administrative assistant to remain in the office.

By noting the position as pilot program, we will monitor the program's effectiveness and responses to citizen issues.

D. Duties:

Please attach a current job description or a proposed job description.

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem?

When a full-time person is on light-duty restrictions due to illness or injury, they are assigned the low-skill tasks. When no staff are on light-duty restrictions, the tasks are assigned to the full-time staff to complete.

2. Is outsourcing an option? Why or Why Not

No – there is no known firm that provides the services required of the position. Contract labor costs are more expensive than hiring the individual directly. We would also recommend against allowing a third party to drive town vehicles or represent the department to the public.

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position?

This position would improve departmental efficiency and productivity as a cost-effective means to meet growth-driven demand while providing faster service to residents and staff.

2. What performance measures will you use to measure the impact of this position?

The impact of the position will be measured in volume of work orders completed, reduced response time, and the reduction of time spent by skilled staff on non-skilled tasks.

3. How do these compare to measures if the position is not recommended or approved?

The volume of work orders for unskilled tasks increased by 28% from 2017 to 2018, and it increased by 55% from 2018 to 2019. It is becoming common to have as many as ten work orders to complete on any given day.

If the position is not approved, the growth in work orders and other non-skilled administrative tasks and the need to perform those tasks using full-time skilled labor will lead to lagging

response times, higher departmental costs relative to the work performed, and lower overall productivity.

4. How do these compare with previous years measures?

If the position is not approved, the time and cost of performing the work will increase as the volume of tasks grows each year.

3. How will the work be performed if the new position is not approved?

It will be performed by skilled staff at the expense of other work and at a higher cost per task.

Part-Time Customer Service Technician

List of Duties:

- Deliver trash carts and recycle carts
- Retrieve broken trash carts and deliver replacements
- Respond to missed-pick-up reports (when not handled by Waste Industries)
- Respond to street/traffic sign down reports
- Deliver supplies/mail/ AP to various municipal buildings and offices
- Deliveries to vendors and consultants
- Pick-up and drop-off trips related to building and vehicle maintenance supplies
- Respond to dead animal reports
- Measure fuel tanks weekly – 4 quantity
- Respond to street light issue reports and collect pole numbers for report to Duke Energy
- Shop, Maintenance Yard, Recycle Center clean-up
- Move police station trash carts to curb and back each Monday
- Vehicle and equipment Washing
- Escort Citizens to Recycle Center – Yard-waste Drop off – Safety precaution
- Notice Delivery to neighborhoods – example – Street Paving
- Drain Fuel and Brine Bins after rain events – complete reports
- ROW – sight lines pruning – 10’ by 70’
- Flagging operations
- Downtown Round-up Spraying
- Other duties as assigned

Requirements:

- 18+ Years of Age
- Valid North Carolina Driver’s License with good driving record
- Prefer commercial driver’s license

Proposed Schedule:

Tuesday	Wednesday	Thursday	Friday
7:00 – 12:00	7:00 – 12:00	7:00 – 12:00	7:00 – 12:00
5 hrs	5 hrs	5 hrs	5 hrs

The schedule above is only a representation of what a typical week could be. The employee in this position will work less than 1,000 hours per year.

Request for New Position

Please fill out this form and attach a proposed job description with the request.

Department: Public Works – Stormwater (590) Effective Date: July 1, 2020

Current/Proposed Job Title of Position: Equipment Operator I

A. Type of Request

- New Permanent Full Time Position
- New Permanent Part Time Position (_____) Hours per week
- Convert Existing Part Time Position to Full Time Position
- Other Describe: _____

B. Rationale

1. How is the work currently being performed?

The work is currently not being completed. The department is unable to meet the goals of the MS4 Stormwater Permit with the current staff and workload. The Town added over 36,000 linear feet (6.9 miles) of stormwater pipe from July 2016 through June 2019, a 69% increase in three years. The growth in system infrastructure has taxed the available resources, and the anticipated growth over the next several years will put the department further behind.

2. What are the consequences of the work being undone or not completed?

Not fulfilling the obligations of the MS4 Stormwater Permit could lead to being cited for the permit violation, fines, and negative media attention. Risk Level is low to moderate.

3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.)

Yes – Our MS4 permit (# NCS000557) under the federal Clean Water Act, Section 402(p) requires us to perform specific tasks on a regular basis, including cleaning, inspections, and repairs to elements of the stormwater sewer system, as well as tasks like street sweeping that reduce the pollutants entering the stormwater system. This position would provide more resources to meet the requirements of our MS4 permit.

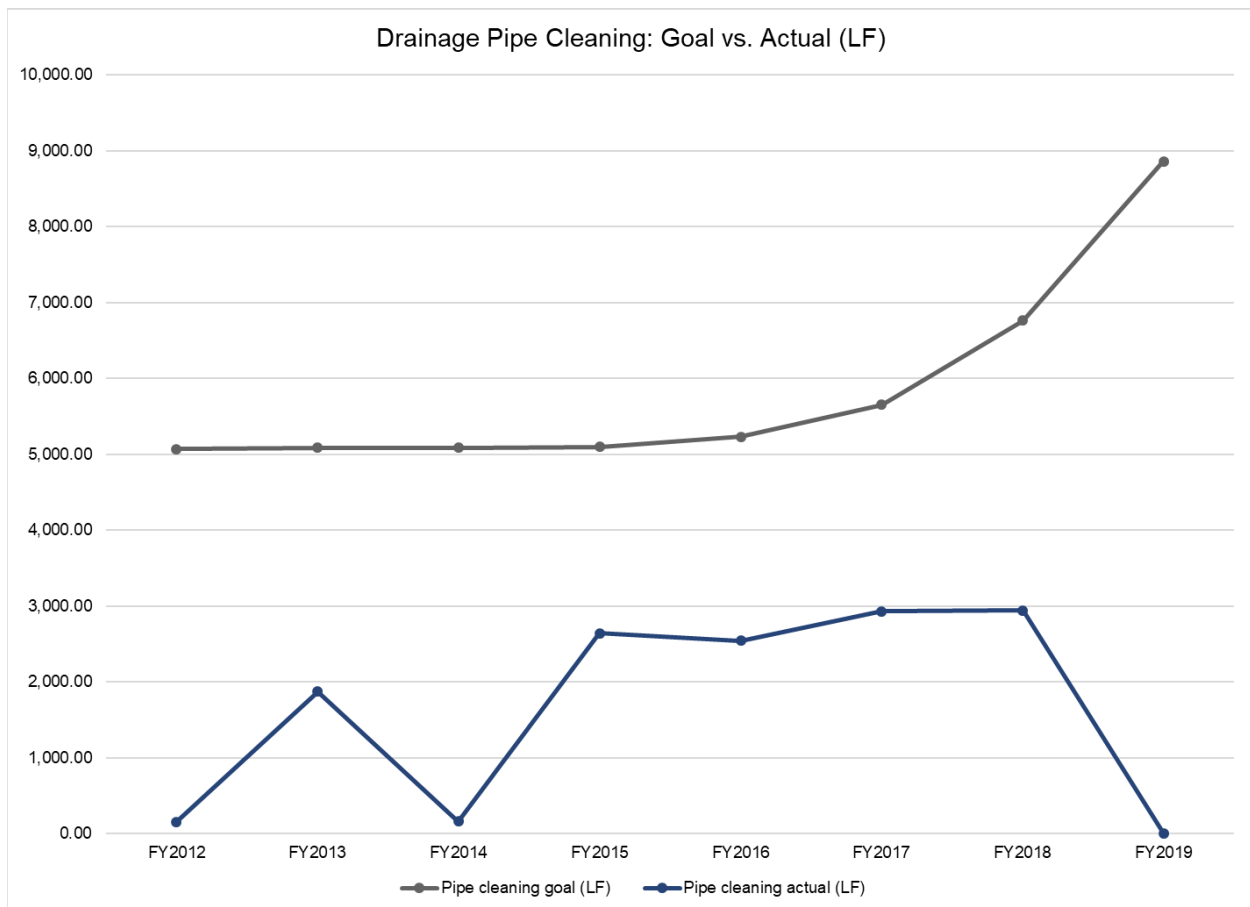
4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)

This position supports the “Growing Smart” focus area of the Zebulon 2030 Strategic Plan. One of the priority goals of Growing Smart is to maintain appropriate staffing to support expected service levels for the growing community. While the amount of stormwater pipe to maintain has increased by 69% since FY2016, the number of staff available to service that system has

remained flat. Residential development is expected to continue adding infrastructure, increasing the demands on the Public Works Department to clean, inspect, and repair the stormwater system. Additional staff is needed to address system growth, the current backlog of stormwater tasks, and additional repairs anticipated as a result of issues uncovered during cleanings.

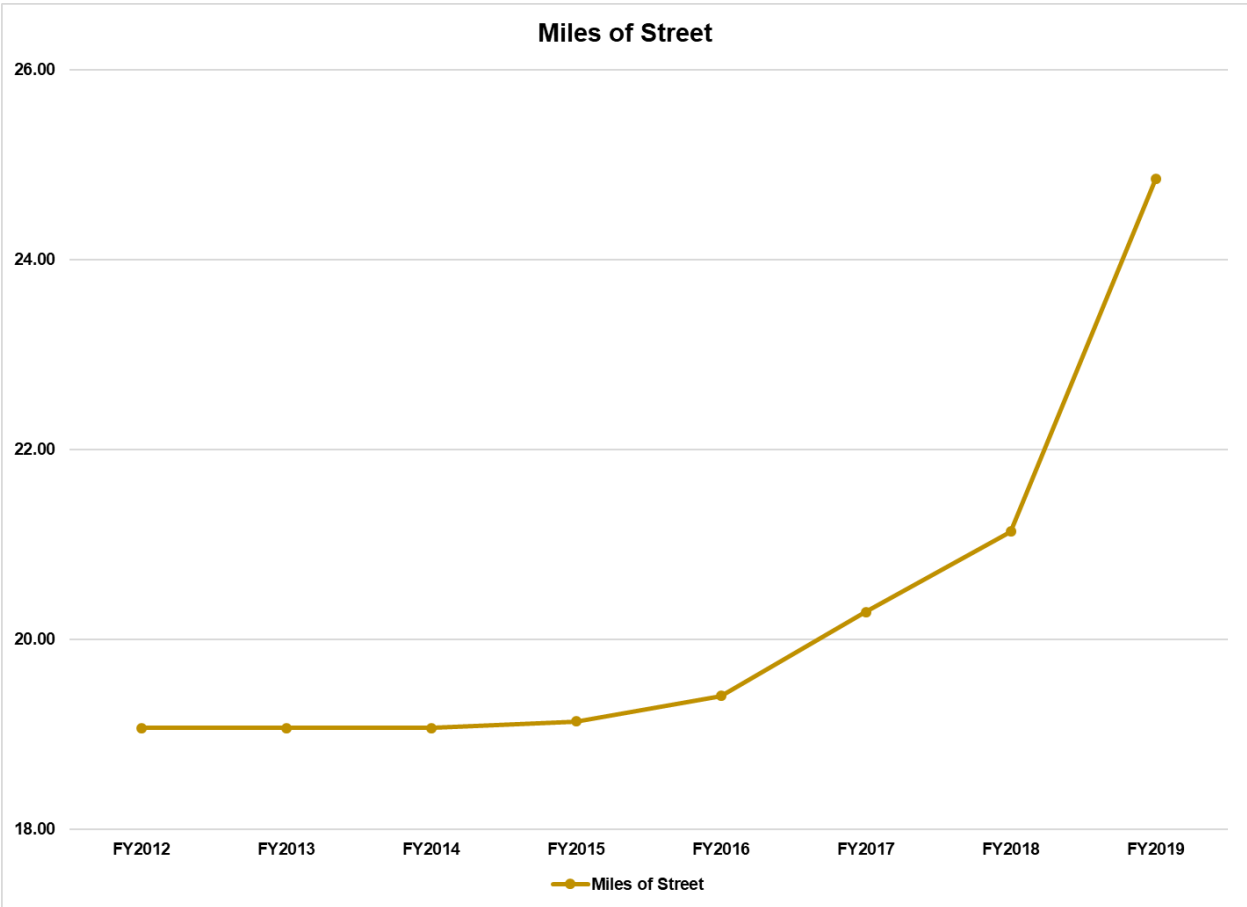
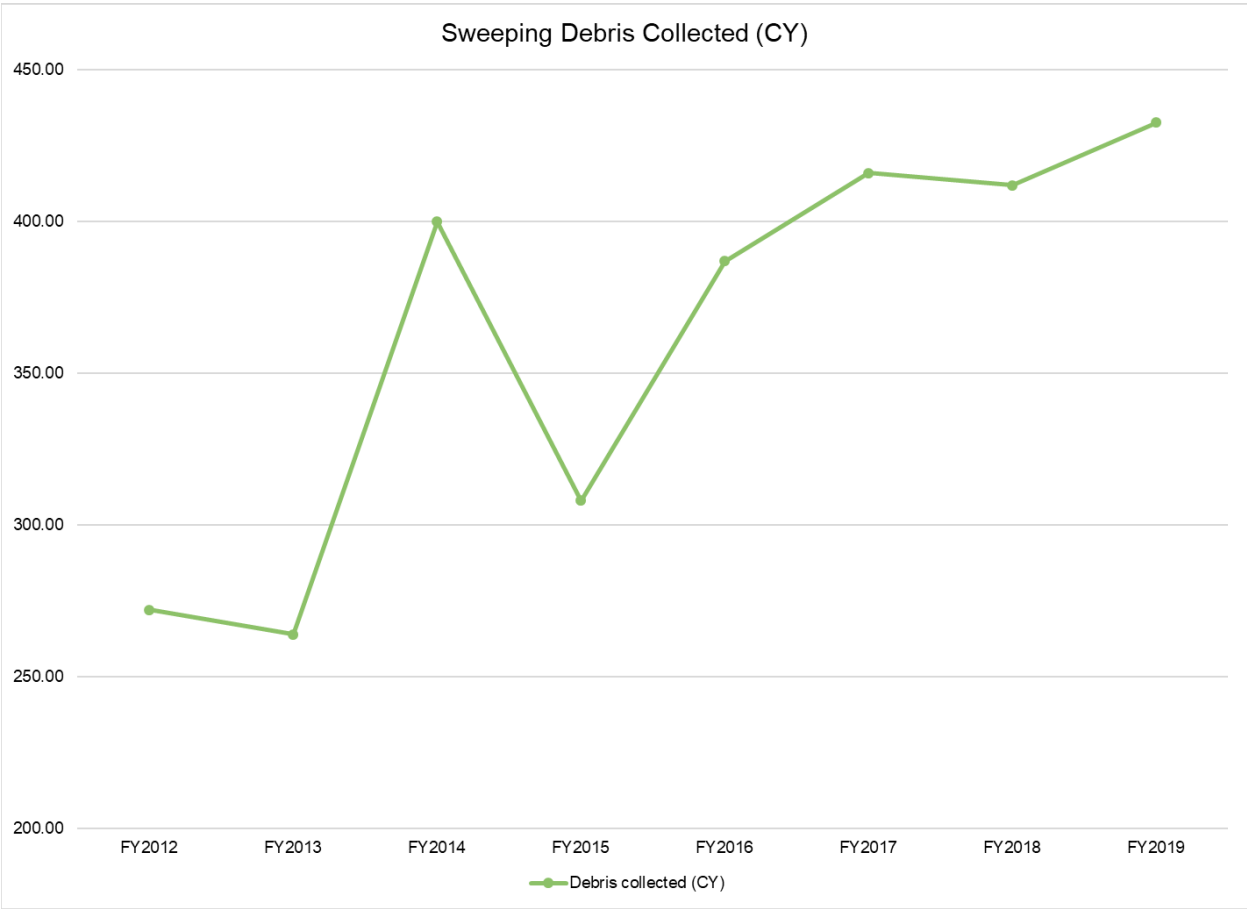
5. Attach or list any statistics or other information relevant to your request (if any).

The cleaning goals of the MS4 permit have not been met for the past eight years. This is primarily driven by unprecedented system growth from new development, cutbacks during the recession, and increased facility maintenance needs.



6. Other: (Please specify and include justification.)

Street sweeping is an important part of the MS4 program because it removes debris from impervious surfaces before it can be washed into the stormwater system. The growth in streets (and associated increase in sweeping debris collected) has increased the time and staff required to adequately sweep the town's streets.



C. Needs/Issues/Problems

1. Is this a Service Level Increase – a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify.

No

2. What needs/issues/problems does this request for additional staff address?

The current staff level is insufficient to properly maintain the stormwater program, which is losing ground, and to meet the requirements of the MS4 permit. It would also provide a “deeper bench” of Public Works staff for better emergency and weather response, for the continuation of normal services during critical times, and for the continuation of normal service response times when other staff are out due to illness or injury.

D. Duties:

Please attach a current job description or a proposed job description.

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem?

Contract cleaning has been outsourced for several years in an effort to assist staff meet the goal. In FY2018, a week of cleaning was outsourced to ABE Utilities. Approximately 3,000 linear feet of pipe were cleaned at a cost of \$13,000. The FY2019 annual contract cleanings were delayed due to the tornado in May 2019. These funds were rolled over to FY2020, and ABE Utilities cleaned approximately 3,000 linear feet at cost of \$14,000 in September 2019. Staff is planning to hire ABE Utilities again in the spring of 2020.

2. Is outsourcing an option? Why or Why Not

Cleaning can be outsourced to meet our permit goals. To complete the permit-required cleaning for FY2019 (9,000 LF of pipe) would have cost an estimated \$39,000-\$42,000. Outsourcing repairs is more difficult as contractors are set up for new construction and major repairs, not the small spot repairs we typically need to perform. The new stormwater personnel would complete point repairs, rebuild deteriorated junction boxes, install headwalls, grout boxes, replace missing block or brick, and backfill washed-out structures. The new personnel will address the growth of 4.56 residential street miles for street sweeping and 6.6 miles of additional pipe to clean and inspect due to the growth of residential neighborhoods.

Outsourcing street sweeping would not be cost-effective due to the original investment of \$170,000 in a street sweeper in 2013. We are currently meeting our street sweeping goals. Outsourcing does not allow for emergency or special clean-ups related to storms, auto collisions (glass), or Town events (Christmas parade, tree lighting festival, May Day). Any street sweeping contract would need to cover our obligations under joint use agreements for school parking lots and Five County Stadium, which can be unpredictable and would be difficult to administer.

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position?

The department would be better able to meet the state and federal requirements of the MS4 permit for stormwater system maintenance. The position would also improve departmental response time during critical events (emergencies) and allow the department to maintain service levels when other staff are unavailable (illness, injury, vacation).

2. What performance measures will you use to measure the impact of this position?

Linear feet of pipe cleaned and number of structures repaired

3. How do these compare to measures if the position is not recommended or approved?

Without the new staff, the department is unlikely to meet the stormwater program goals. The gap between actual cleanings and goal cleanings is expected to widen due to continued development and system growth. The repair needs of an aging system will continue to be unmet. It is reasonable to assume most of the stormwater infrastructure is in excess of 75 years old.

4. How do these compare with previous years measures?

The goals of the MS4 permit increase proportionally with the construction of streets and stormwater infrastructure. The current trend reflects exponential growth over recent years.

3. How will the work be performed if the new position is not approved?

Current staff will continue to perform the work when available to address the permit requirements, though, it is not anticipated that the permit requirements will be met without additional staff and resources.

G. Cost

Fica: 7.65% Retirement: 12.79% Insurance: W/C 7% Health: \$510 per month

Proposed Pay Grade: 3 Proposed Salary: \$29,180

Other associated costs, be specific about classes, equipment etc. and costs associated with each area. Attach any documentation you have for these costs. (Human Resources/Finance will calculate benefits)

- 1. Office Space:

N/A

- 2. Furniture:

N/A

- 3. IT (Computer, Phone etc):

Phone allowance: \$35 monthly/\$420 annually

- 4. Vehicle:

Would use existing fleet vehicles

- 5. Equipment/Uniforms:

\$750 annual allowance for uniform, safety shoes, rain gear, other safety gear

- 6. Training:

\$750 for safety training to meet first-year minimum course requirements: work zone safety, confined space, lock out/tag out, flagging, and 10-hour OSHA Safety

(For use of Human Resources)

Comments/Recommendations:

Four horizontal lines for writing comments or recommendations.

Recommend: Approval Denial Additional Information Requested

Sent to Town Manager for Review: _____

Approved by Town Manager: _____
Signature Date

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested	Notes	Notes
	STADIUM:	-	-	-	-		-				
10-470-1300	ELECTRICITY	12,673	7,818	8,426	10,919	8,565	10,000	10,165	10,100		
10-470-0400	PROFESSIONAL SERVICES								10,000	Exist	Water/Sewer Survey
10-470-1301	WATER/SEWER	32,071	28,999	28,724	29,334	29,198	31,250	31,766	31,750		
10-470-1500	BLDG & GROUNDS MAINTENANCE	2,929	3,284	2,340	3,266	2,378	3,675	3,736	3,675		
10-470-3300	MATERIALS AND SUPPLIES	3,056	4,206	3,856	3,856	3,920	4,100	4,168	4,150		
10-470-5400	INSURANCE & BONDS	1,182	1,363	1,417	1,297	1,440	1,525	1,550	1,600	Exist	Actual 1,564 -FY 2020
	Totals	51,911	45,669	44,763	48,671	45,502	50,550	51,384	61,275		

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested	Exist/ Enhanced	Notes
	BUILDINGS & GROUNDS:	-	-	-	-	-	-	-	-		
10-500-0200	SALARIES	104,761	113,549	131,694	95,285	133,867	131,000	135,000	135,400		
10-500-0300	PART-TIME SALARIES	6,448	5,502	4,055	8,236	4,122	8,200	8,335	8,300		
10-500-0400	PROFESSIONAL SERVICES	23,535	17,970	17,399	16,437	17,687	25,000	25,413	25,000	Exist/Enhanced	Survey - Cemetery/ZCC easements for merger
10-500-0500	FICA	8,287	8,887	9,758	7,638	9,919	10,750	11,100	11,150		
10-500-0600	GROUP INSURANCE	16,173	16,645	17,427	13,905	17,715	18,700	21,100	18,600		
10-500-0700	RETIREMENT	12,826	14,135	16,688	11,800	16,963	18,350	20,550	20,600		
10-500-1100	POSTAGE	232	140	122	147	124	200	203	200		
10-500-1101	CELL PHONES	1,685	1,716	1,776	1,510	1,805	1,350	1,372	1,775	Exist	Actuals FY2018/2019
10-500-1102	TELEPHONE SERVICE	-	-	-	9,624	-	-	-	-		
10-500-1300	ELECTRICITY	27,134	27,333	29,157	27,932	29,638	30,750	31,257	31,000		
10-500-1301	WATER/SEWER	9,272	9,334	9,350	8,979	9,504	9,700	9,860	9,850		
10-500-1302	WAKELON UTILITIES	51,639	56,254	68,077	58,199	69,200	56,350	57,280	64,000	Exist	Actuals FY2019/2020
10-500-1303	ZCC/MAINT BLDG UTILITIES	-	-	-	-	-	-	-	-		
10-500-1400	TRAVEL/TRAINING	1,877	1,296	2,537	1,540	2,579	2,550	2,592	2,550		
10-500-1500	BLDGS & GROUNDS MAINTENANCE	21,867	33,699	22,667	25,989	23,041	31,000	31,512	41,500	Exist	one time expense - LED tree lights -38 trees
10-500-1501	NUISANCE ABATEMENTS	26	59	-	21	-	1,000	1,017	1,000		
10-500-1502	HWY 64 BEAUTIFICATION	2,000	1,600	2,120	1,742	2,155	1,725	1,753	2,100	Exist	100 cy @ \$22.00
10-500-1503	ZMC MAINTENANCE	76,949	79,458	85,756	79,756	87,171	86,600	88,029	88,000		
10-500-1504	ZCC/MAINT BLDG MAINTENANCE	31,360	41,044	25,265	31,909	25,682	34,050	34,612	34,500		
10-500-1505	COMMUNITY PARK FACILITY REPAIRS	-	-	25,674	6,418	26,098	-	-	-		
10-500-1506	TOWN HALL LED LIGHTING EXCHANGE	-	-	-	-	-	15,000	15,248	15,000		
10-500-1600	EQUIPMENT MAINTENANCE	11,790	9,810	8,340	9,774	8,478	10,250	10,419	15,300	Exist	\$4900 - two year load back of 7 generators
10-500-1601	MOWING EQUIP MAINTENANCE	5,090	6,167	6,368	5,466	6,474	5,750	5,845	5,850		
10-500-1700	VEHICLE MAINTENANCE	3,720	3,619	3,193	4,258	3,245	3,850	3,914	3,900		
10-500-3100	FUEL EXPENSE	5,048	6,074	6,250	5,558	6,353	7,225	7,344	7,325		
10-500-3300	MATERIALS & SUPPLIES	9,019	13,725	8,181	10,403	8,316	12,550	12,757	12,750		
10-500-3301	TREE CITY USA	1,420	1,495	1,087	1,187	1,105	1,525	1,550	1,550		
10-500-3302	JANITORIAL MATERIALS & SUPPLIES	2,081	2,427	2,932	2,906	2,980	2,575	2,617	2,615		
10-500-3303	GREENWAYS PROMOTIONAL PRINTING/LITERATUR	1,549	2,388	26	991	26	-	-	7,500	Enhance	Greenway Grand Opening event
10-500-3304	DAFFODIL DAYS	-	-	1,424	356	1,447	1,050	1,067	-		Funding transfer- comm. recycle day
10-500-3600	UNIFORMS	1,799	1,819	1,720	1,509	1,749	1,900	1,931	1,925		
10-500-4500	CONTRACTED SERVICES/JANITORIAL	36,006	39,074	36,910	30,203	37,519	85,000	86,403	85,000		
10-500-5400	INSURANCE & BONDS	12,774	10,665	8,266	11,057	8,403	13,825	14,053	14,000		
10-500-5700	MISCELLANEOUS	444	394	495	455	504	500	508	500		
	Totals	486,811	526,280	554,715	491,193	563,868	628,275	644,641	668,740		

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested	Enhance/Exist	Notes
	STREETS AND HIGHWAYS:	-	-	-	-	-	-	-	-		
10-560-0200	SALARIES	127,407	132,691	139,223	115,183	141,520	197,000	197,700	285,200		
10-560-0400	PROFESSIONAL SERVICES	14,709	15,965	23,979	17,902	24,375	10,500	10,673	10,600		transportation/subdivision review
10-560-0500	FICA	9,378	9,838	10,410	8,656	10,581	15,300	15,350	22,100		
10-560-0600	GROUP INSURANCE	20,382	17,156	17,193	16,557	17,476	24,900	35,200	30,800		
10-560-0700	RETIREMENT	15,603	16,547	17,696	14,288	17,988	27,600	30,100	43,400		
10-560-1100	POSTAGE/TELEPHONE	224	232	110	168	112	400	407	405		
10-560-1101	CELL PHONES	1,452	1,854	1,989	1,536	2,022	2,800	2,846	2,800		
10-560-1300	ELECTRICITY	135,118	136,072	153,975	141,123	156,516	146,000	148,409	180,000	Enhanced	164 new lights - cost per month \$16.14
10-560-1301	LED STREET LIGHTING CONVERSION	25,850	-	-	6,463	-	-	-	-		
10-560-1400	TRAVEL/TRAINING	1,551	2,147	2,253	1,659	2,290	5,800	5,896	5,800		
10-560-1500	SIDEWALK/HANDICAP RAMP MAINTENANCE	9,885	-	-	2,471	-	20,250	10,419	10,000		
10-560-1501	STREET MAINTENANCE	-	288,170	-	72,043	-	-	-	-		
10-560-1600	EQUIPMENT MAINTENANCE	14,577	8,521	7,861	8,909	7,991	9,125	9,276	9,275		
10-560-1601	STORM DRAIN MAINTENANCE	-	-	-	-	-	-	-	-		
10-560-1700	VEHICLE MAINTENANCE	12,670	10,307	11,125	10,453	11,309	11,275	11,461	11,450		
10-560-3100	FUEL EXPENSE	6,606	8,484	8,488	6,777	8,628	9,975	10,140	10,000		
10-560-3300	MATERIALS & SUPPLIES	25,138	23,144	20,197	21,482	20,531	22,550	22,922	22,550		
10-560-3301	COMPUTERS	2,908	1,792	-	1,738	-	3,500	-	-		
10-560-3302	RADIOS	-	-	-	625	-	-	-	-		
10-560-3303	SNOW/ICE REMOVAL SUPPLIES	8,254	11,901	3,479	5,908	3,536	12,400	12,605	12,600		
10-560-3500	UNIFORMS	1,802	2,554	1,894	1,905	1,925	4,350	4,422	4,400		
10-560-4500	CONTRACT SERVICES	4,022	8,997	15,084	8,693	15,333	16,550	8,539	8,500		
10-560-4501	DEVELOPER REIMBURSEMENT REFUND -SIDEWALK	-	-	-	3,436	-	-	-	-		
10-560-5400	INSURANCE & BONDS	11,275	14,244	18,688	12,751	18,996	23,575	23,964	23,575		
10-560-5700	MISCELLANEOUS	679	532	494	571	502	500	508	500		
	Totals	449,492	711,146	454,139	481,297	461,632	542,700	560,835	693,955		

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested	Enhance/ Exist	Notes
	POWELL BILL:	-	-	-	-		-				
10-570-0400	PROFESSIONAL SERVICES	(1,532)	1,000	26,994	6,616	27,439	27,000	27,446	25,000		
10-570-1500	STREET MAINTENANCE	-	98,000	-	24,500	-	-	-			
10-570-1600	EQUIPMENT MAINTENANCE	-	-	-	1,553	-	-	-			
10-570-1700	VEHICLE MAINTENANCE	-	-	-	940	-	-	-			
10-570-3301	SNOW/ICE MATERIALS	-	-	-	1,969	-	-	-			
10-570-4500	CONTRACTED SERVICES	-	-	-	2,150	-	-	-			
	Totals	(1,532)	99,000	26,994	37,728	27,439	27,000	27,446	25,000		

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested	Exisit/Enhance	Notes
	SANITATION:	-	-	-	-		-				
10-580-0200	SALARIES	249,092	261,603	250,787	253,978	254,925	288,500	282,900	283,600		
10-580-0300	PART-TIME SALARIES	-	-	-	619	-	-	-	11,000		
10-580-0500	FICA	18,558	19,590	18,969	19,004	19,282	22,350	21,900	22,800		
10-580-0600	GROUP INSURANCE	26,550	28,110	25,999	26,886	26,428	31,100	35,200	30,800		
10-580-0700	RETIREMENT	30,465	32,622	31,910	31,169	32,437	40,400	43,000	43,100		
10-580-1100	POSTAGE/TELEPHONE	344	619	569	388	578	400	407	400		
10-580-1101	CELL PHONES	2,263	2,749	2,903	2,582	2,951	3,150	3,202	3,150		
10-580-1400	TRAVEL/TRAINING	2,731	3,246	3,095	2,725	3,146	4,100	4,168	4,100		
10-580-1600	EQUIPMENT MAINTENANCE	9,503	11,926	11,894	11,368	12,091	13,175	13,392	13,175		
10-580-1700	VEHICLE MAINTENANCE	24,153	18,396	23,366	20,609	23,752	19,425	19,746	21,000	Exist	5-year ave
10-580-3100	FUEL EXPENSE	11,412	11,822	13,196	10,929	13,414	15,375	15,629	15,375		
10-580-3300	MATERIALS & SUPPLIES	14,891	12,017	14,006	13,756	14,237	19,475	19,796	19,475		
10-580-3301	COMPUTERS	2,338	-	800	785	813	-	-			
10-580-3302	RADIOS	-	-	-	619	-	-		3,000	Enhanced	wireless head sets - site safety
10-580-3303	PRINTING/COPYING	3,497	3,707	4,058	3,318	4,125	3,175	3,227	12,175	Enhanced	Trash cart labels
10-580-3304	PRINTING (PW SERVICE BROCHURES)	-	-	2,073	518	2,107	-	-			
10-580-3305	PRINTING (TRASH/RECYCLE STICKERS)	-	-	1,075	269	1,093	-	-			
10-580-3500	UNIFORMS	2,800	2,727	2,990	2,838	3,040	4,175	4,244	4,200		
10-580-3600	HAZARDOUS WASTE DAY	1,211	1,640	1,435	1,437	1,458	1,900	1,931	3,800	Enhanced	Two events/ funds from daffodil days
10-580-4500	CONTRACT SVCS-SOLID WASTE	351,418	364,585	384,951	358,339	391,302	446,000	453,359	507,000	Exist	300 new customers @ \$15.12 per month
10-580-4501	CONTRACT SVC-TUB GRINDING	45,638	38,656	35,889	39,083	36,482	50,325	51,155	51,000		
10-580-4502	CONTRACT SVC - RALEIGH	5,825	5,969	6,473	5,998	6,580	6,850	6,963	6,950		
10-580-4504	CONTRACT SERVICES - GPS (VEHICLES)	-	-	-	-	-	2,550	2,592	2,575		
10-580-5400	INSURANCE & BONDS	42,106	38,946	32,209	38,650	32,741	46,130	46,891	46,130		
10-580-5700	MISCELLANEOUS	502	486	565	513	574	500	508	500		
	Totals	845,297	859,414	869,214	845,761	883,556	1,019,055	1,030,211	1,105,305		

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	Actuals Average (FY 2016-2019)	FY 2019 Actual x CPI	FY 2020 Adopted Budget	Projected 2021 Budget (2020 Budget x CPI)	FY 2021 Requested	Exist/Enhanced	Notes
	STORMWATER:	-	-	-	-		-				
10-590-0200	SALARIES	85,813	89,747	97,584	88,340	99,194	109,800	115,900	148,800		
10-590-0400	PROFESSIONAL SERVICES	16,982	392	6,777	6,283	6,889	8,700	8,844	15,000	Exist	Shepard Park II, Pearces Landing, Autumn Lake III, Barrington II, Sidney Creek 1 - Mapping
10-590-0500	FICA	6,391	6,748	7,413	6,620	7,536	8,550	9,000	11,500		
10-590-0600	GROUP INSURANCE	11,147	11,426	11,618	11,124	11,810	12,500	14,100	18,600		
10-590-0700	RETIREMENT	10,512	11,182	12,383	10,848	12,587	15,400	17,650	22,600		
10-590-1100	POSTAGE	124	296	452	230	459	300	305	300		
10-590-1101	CELL PHONES	960	960	960	953	976	1,550	1,576	1,550		
10-590-1400	TRAVEL/TRAINING	766	1,018	475	731	483	1,250	1,271	1,250		
10-590-1500	STORM DRAINAGE MAINTENANCE	14,583	14,765	3,658	11,938	3,719	15,500	15,756	32,000	Enhanced	double line cleaning efforts - 10% goal requirements
10-590-1600	EQUIPMENT MAINTENANCE	3,520	6,162	6,476	5,292	6,583	6,815	6,927	9,425	Exist	Replace Body Wrap - Sweeper - Public Education - Permit Equipment
10-590-3100	FUEL	1,132	1,380	1,990	1,418	2,023	2,050	2,084	2,050		
10-590-3300	MATERIALS & SUPPLIES	6,979	6,819	5,538	6,028	5,630	7,375	7,497	7,500		
10-590-3600	UNIFORMS	1,236	1,281	1,135	1,247	1,154	1,500	1,525	1,525		
10-590-4500	CONTRACT SERVICES	8,115	10,344	11,351	9,015	11,538	10,500	10,673	10,670		
10-590-4501	NC 811 SERVICE	581	991	715	572	727	2,050	2,084	2,050		
10-590-5400	INSURANCE & BONDS	9,616	8,250	6,420	8,265	6,526	10,250	10,419	10,250		
10-590-5700	MISCELLANEOUS	322	202	498	281	506	500	508	500		
	Totals	178,778	171,965	175,445	169,182	178,340	214,590	226,118	295,570		

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	FY 2020 Adopted Budget	FY 2021 Requested	Notes
	COMMUNITY & ECONOMIC DEVELOPMENT:						
10-690-6300	CHAMBER OF COMMERCE(ECON DEV. PARTNERSHIP)	-	10,000	10,000	-		
10-690-6604	BUSINESS RETENTION PROGRAM	-	-	20,000	35,000	45,000	
10-690-6602	FACADE IMPROVEMENT GRANTS	-	7,500	-	10,000	10,000	
10-690-6800	STREETSCAPE MATCH GRANT	1,901	1,668	2,197	10,000	10,000	
10-690-6607	DOWNTOWN ASSOCIATE PROGRAM	-	-	-	10,000	5,000	
	GRCVB ADVERTISING	-	-	-	-	7,000	
	DOWNTOWN INFRASTRUCTURE STABILITY GRANT	-	-	-	-	20,000	
	Totals	1,901	19,168	32,197	65,000	97,000	

**Town of Zebulon
FY 2020-2021
Proposed Fee Schedule**

Department & Fee Description	Current Fee	Proposed Fee
Administration		
<u>Election Filing Fee</u>		
Commissioner	\$25.00	\$25.00
Mayor	\$50.00	\$50.00
<u>Garbage Pickup</u>		
Residential Garbage Rate (billing is included with City of Raleigh utility bill)	\$20.50 - first trashcan	\$20.75 - first trash can
Additional Trashcans (each)	\$10.94	\$10.94
Recycling Service Only	\$6.59	\$6.59
<i>The Town will only pick up bulk item/white goods from customers who receive Town garbage service.</i>		
<i>The Town will not pick up bulk items not accepted at the landfill, including construction debris, paint, certain chemical, grass clippings, etc.</i>		
<i>The Town will not pick up electronic devices</i>		
<u>Miscellaneous</u>		
Return Check Fee	\$25.00	\$25.00
Copies (up to 11"x17")	\$0.20 per page	\$0.20 per page
Copies (larger than 11"x17")	\$3.00 per page	\$3.00 per page
Budget	Actual Cost	Actual Cost
CAFR	Actual Cost	Actual Cost
<u>Taxes</u>		
Property tax rate	\$.592/\$100 of assessed valuation	\$.55 /\$100 of assessed valuation
Vehicle Decal Fee	\$20.00	\$30.00
Cemetery Plots	\$850.00 per plot plus recording fees	\$850.00 per plot plus recording fees
Stormwater Fee		
Residential	\$2.00	Removed Fee (Incorporated in prop. tax rate)
Small Non-Residential (up to 10,000sf)	\$7.00	Removed Fee (Incorporated in prop. tax rate)
Medium Non-Residential (10,000-45,000sf)	\$38.00	Removed Fee (Incorporated in prop. tax rate)
Large Non-Residential (greater than 45,000sf)	\$92.00	Removed Fee (Incorporated in prop. tax rate)
<i>Stormwater Fee will be billed by the City of Raleigh.</i>		
Privilege License		
<i>Note: Previous privilege license fees published in Town of Zebulon Code of Ordinances.</i>		
<u>Schedule D (Fees regulated by the State NC for the sale of beer and wine)</u>		
Beer on Premises	\$15.00	\$15.00
Beer off Premises	\$5.00	\$5.00
Wine on Premises	\$15.00	\$15.00
Wine off Premises	\$10.00	\$10.00
Wholesale Dealer-Beer Only	\$37.50	\$37.50
Wholesale Dealer-Wine Only	\$37.50	\$37.50
Wholesale-Beer and Wine Under Same License	\$62.50	\$62.50
Police Department		
Copy of Police Report	\$4.00 per report	\$4.00 per report
Fingerprinting Service	\$15.00	\$15.00
Civil Citation Administration Appeal Fee	\$25.00	\$25.00

Fire Department					
	<u>Inspections</u>				
	<u>Fire Code Periodic Inspections (Initial)*</u>				
	0-999 Square Feet		\$25.00		\$25.00
	1,000-2,499 Square Feet		\$50.00		\$50.00
	2,500-4,999 Square Feet		\$60.00		\$60.00
	5,000-9,999 Square Feet		\$100.00		\$100.00
	10,000-24,999 Square Feet		\$150.00		\$150.00
	25,000-49,999 Square Feet		\$200.00		\$200.00
	50,000-199,999 Square Feet		\$250.00		\$250.00
	200,000-299,999 Square Feet		\$300.00		\$300.00
	300,000-399,999 Square Feet		\$400.00		\$400.00
	Greater than 399,999 Square Feet		\$500.00		\$500.00
	<u>Fire Code Periodic Reinspection's*</u>				
	Reinspection with all violations corrected		\$0.00		\$0.00
	First Reinspection with uncorrected violations		\$25.00		\$25.00
	Second Reinspection with uncorrected violations		\$50.00		\$50.00
	Third Reinspection with uncorrected violations		\$100.00		\$100.00
	Fourth Reinspection and beyond, with uncorrected violations		\$200.00		\$200.00
	<i>*Periodic Inspection fees are waived for non-profit organizations.</i>				
	<u>Violation Fees</u>				
	Imminent Hazard Violation		\$250.00		\$250.00
	Non-compliance Fee		\$50.00 per outstanding violation		\$50.00 per outstanding violation
	<u>New Construction/Alterations</u>				
	Certificate of Occupancy Inspection - First hour and portion thereafter		\$50.00/Hour		\$50.00/Hour
	Sprinkler System Review and Inspections		\$100.00 or \$0.014 per square foot (whichever is greater)		\$100.00 or \$0.014 per square foot (whichever is greater)
	Fire Alarm System Review and Inspections		\$100.00 or \$0.014 per square foot (whichever is greater)		\$100.00 or \$0.014 per square foot (whichever is greater)
	Fire Pump Review and Inspection		\$75.00		\$75.00
	Standpipe Review and Inspection		\$100.00		\$100.00
	Hood Fire Suppression System Review and Inspections		\$50.00		\$50.00
	NOTE: New Construction/Alteration fees include all applicable inspections (rough-in, testing, final). Any reinspections with uncorrected violations will be charged as indicated for Fire Code Periodic Reinspections (above)				
	<u>Permits</u>				
	Blasting Permit		\$75.00		\$75.00
	Specialized Permit		\$100.00		\$100.00
	All Other Permits		\$75.00		\$75.00
	Non-compliance Fee		\$50.00 per day permit is not obtained		\$50.00 per day permit is not obtained
	Maximum Tent Fee		\$500.00 per event		\$500.00 per event
	<i>*Permit fees are waived for non-profit organizations.</i>				
	<u>Miscellaneous</u>				
	Copy of Fire Report		\$4.00 per report		\$4.00 per report

Planning and Zoning			
Land Use Application Permit Fees			
Voluntary Annexation Filing		\$400.00	\$600.00
Zoning Map Amendment (Formerly Rezoning Petition)		\$600.00	\$600.00
Zoning Ordinance Amendment	UDO Text Amendment	\$600.00	\$600.00
Conditional Rezoning			\$700.00
Planned Development Request			\$700.00
Developers Agreement			\$700.00
Variance		\$700.00	\$700.00
Reasonable Accommodation			\$700.00
Administrative Adjustment			\$25.00
Appeals or Interpretations		\$500.00	\$600.00
Petition to Close Right-of-Way		\$1,200.00	
Special Use Permit		\$800.00	\$800.00
Vested Rights Determination			\$600.00
Special Use Permit (with Traffic Impact Analysis Review)		\$1,800.00	
Public Notice Mailing Fee		\$1 per mailed notice	
Public Notice Sign		\$25 per required sign	
Permitting and Development Fees			
Zoning Compliance Permits			
Zoning, Sign, and Air Quality Permits	Sign Permit (Permanent or Temporary)	\$70.00	\$75.00
Home Occupations, Construction Trailers		\$70.00	
Change of Use Permits		\$70.00	
Flood Certifications	Flood Plain Development Permit	\$70.00	\$75.00
Temporary Sign/Banner		\$25.00	
Temporary Use Permit			\$75.00
Open Air Sales		\$20.00	\$0.00
Mobile Food Vendor		\$165.00	\$0.00
Mobile Food Vendor (Annual Reinspection)		\$30.00	\$0.00
ABC License		\$100.00	\$100.00
Wireless Communications Fee - New Tower Only (Includes SUP submittal fee)		\$2,000.00	\$2,000.00
Construction Plan Review			
TRC Review Fee (Initial Submittal)	Site Plan Review	\$700.00	\$700.00
TRC Review Fee (Subsequent Submittals)	Site Plan Review (Subsequent Submittals)	\$200.00	\$700.00
Traffic Impact Analysis (TIA) Review Fee		\$1,000.00	*Amt to be paid directly to the Town's Consulting Engineer at time of review.
Traffic Impact Analysis (TIA) Waiver Fee		\$2,000.00	
Development Fees			
Transportation Impact Fee		\$1,177.00/peak hour (*Total Fee Varies based on land use type)	\$1,177.00/peak hour (*Total Fee Varies based on land use type) or per an approved traffic analysis as part of a Conditional Rezoning or Planned Development approval.
Recreation & Open Space - Fee-in-Lieu			
Single-Family		\$2,500.00/unit	\$2,500.00/unit
Multi-Family		\$2,500.00/unit	\$2,500.00/unit
<i>Note: Residential fee-in-lieu is due upon plat approval.</i>			
Weaver's Pond Subdivision			
Easement Recovery Fee		\$192.96 per acre	\$192.96 per acre
Greenway Impact Fee		\$500 per lot	\$500 per dwelling Unit
<i>Note: Easement recovery fee is due upon submission of application for plat approval.</i>			
Final Plat Fees			
Preliminary Plat			\$100.00
Major Subdivision		\$400.00 + \$5.00/lot	\$500 + \$5.00 Per Lot
Minor Subdivision		\$150.00	\$150.00
Recombination Plat		\$100.00	\$100.00
Boundary Survey		\$100.00	\$100.00
Exempt		\$100.00	\$100.00
Right-of-Way Dedication		\$100.00	\$100.00
Expedited Subdivision			\$150.00

<u>Inspection Fees (Fees due upon application for building permit)</u>			
Setback*		\$70.00	\$70.00
Certificate of Occupancy*			
Residential - Single Family Detached		\$70.00	\$70.00
Inspection		\$30.00	\$30.00
Re-Inspection			
Residential - Minor Additions/Alterations		\$70.00	\$70.00
Flat fee (includes Setback, Certificate of Occupancy and Plan Review)			
Other - New Construction or Major Alteration			
Inspection		\$150.00	\$150.00
Re-Inspection		\$60.00	\$60.00
Other - Additions or Alterations which do not affect the number of parking spaces or require landscape improvements			
Inspection		\$70.00	\$70.00
Re-Inspection		\$30.00	\$30.00
Streets/Curb and Gutter Construction Inspection		\$2.50 per linear foot	\$2.50 per linear foot
Sidewalks Construction Inspection		\$1.00 per linear foot	\$1.00 per linear foot
Storm Drainage Construction Inspection		\$1.00 per linear foot	\$1.00 per linear foot
Greenway Construction Inspection		\$1.00 per linear foot	\$1.00 per linear foot
<u>Code Enforcement Charges - additional manpower charges may be applied resulting from clean-up performed by the Town (see also "Administration" and Public Works Staff Services")</u>			
Illegal Sign Fee		\$5.00 per sign violation	\$5.00 per sign violation
Lien of Property Penalty		\$30.00	\$30.00
<u>Printed Maps/Services</u>			
GIS Staff Service		\$60.00/hour, minimum 1 hour	\$60.00/hour, minimum 1 hour
Maps			
Small (up to 11" x 17")		\$5.00	\$5.00
Large (over 11" x 17")		\$1.00 per square foot	\$1.00 per square foot
<u>Building Permit Fees (Fees include both Wake County & Zebulon portion, thereof)</u>			
Land Use (Zebulon only)		\$35.00	\$35.00
Administrative Change (Zebulon only)		\$30.00	\$30.00
Administrative Fee (Zebulon and Wake County)		\$90.00	\$90.00
<i>An administrative fee will be charged for each resubmitted site plan, inspector field consultation, permit amendment, addendums, and construction plans requiring two or more reviews.</i>			
Reinspection Fee (Zebulon only)		\$30.00	\$30.00
Reinspection Fee (Zebulon and Wake County)		\$90.00	\$90.00
<i>A reinspection fee is charged for each extra trip necessary to approve a required inspection. Must be paid prior to scheduling a reinspection.</i>			
Work Without Permit (Construction work discovered to have been done without the proper permit(s) in place will have the fees assessed at double the published amount by Wake County and/or the Town of Zebulon)		Double Fees	Double Fees
Replacement Inspection Card		\$30.00	\$30.00
Add Contractor Fee - Per Addition of Each Trade (Zebulon and Wake County)		\$90.00	\$90.00
Change Contractor Fee - Per change of Each Trade (Zebulon and Wake County)		\$90.00	\$90.00

New Dwellings - Single Family, Duplex, Townhouse, Modular Home or House Moved			
Up to 1,200 sq.ft.			\$600.00
Over 1,200 sq.ft.			\$600.00 + \$.25 per SF over 1,200 sq.ft.
<i>*Gross floor area finished within the inside perimeter of the exterior walls with no deduction for garage, corridors, stairs, closets, or other features. Finished area is that portion of building served by electrical, mechanical, or plumbing systems and suitable for occupant's use. Add \$80 for temporary service pole inspections, if needed.</i>			
Residential Addition			
Up to 400 sq.ft.			\$375.00
Over 400 sq.ft.			\$375.00 + \$.25 per SF over 400 sq.ft.
Multi-Family Dwelling (ex: apartments)			
For the first unit of each building			\$575.00
For each additional unit of each building			\$360.00
Manufactured Homes			
Residential Modular Units and Dwellings Moved On (closed construction)			
The cost of land use and trade inspection fees plus fee per square foot			\$0.25
Residential Accessory Structures (deck, garage, open porches, etc.)			
The cost of land use and trade inspection fees plus fee per square foot			\$0.25
Swimming Pools, Spas, Hot Tubs (Any structure intended for swimming or recreational bathing with a water			
The cost of land use plus flat fee			+\$90.00
Heated			
Residential Demolition Permits (without replacement under new permit)			
Permit and one final inspection			\$100.00
Temporary Service Poles			
			\$90.00
Trade Inspections			
Building			\$90.00
Electrical			\$90.00
Mechanical			\$90.00
Plumbing			\$90.00
Non-Residential (new work, additions/alterations) Based on project cost per trade			
	Range	Fee Charged	
	\$0 - \$700		\$95.00
	\$701 - \$1,500		\$144.00
	\$1,501 - \$2,500		\$203.00
	\$2,501 - \$25,000		\$283.00
	\$25,001 - \$50,000		\$517.00
	\$50,001 - \$100,000		\$1,035.00
	\$100,001 - \$200,000		\$2,089.00
	\$200,001 - \$350,000		\$3,583.00
	\$350,001 - \$500,000		\$4,797.00
	\$500,000 - \$750,000		\$6,450.00
	\$750,001 - \$1,000,000		\$8,205.00
	Over \$1,000,000	0.2%	\$8,205.00 plus add 0.2% (multiply by .002) for each added million dollars or portion thereof
<i>Note: Other permit or development fees may be charged directly by Wake County, when applicable.</i>			
<i>See Town of Zebulon or Wake County ordinances for more information.</i>			

Parks and Recreation				
	<u>Outdoor Facility Rental</u>			
	Picnic Shelters-residents		\$30.00 per 3 hours	\$30.00 per 3 hours
	Picnic Shelters-non-residents		\$60.00 per 3 hours	\$60.00 per 3 hours
	Picnic Shelter (Community Park) - residents		\$40.00 per 3 hours	\$40.00 per 3 hours
	Picnic Shelter (Community Park) - non-residents		\$80.00 per 3 hours	\$80.00 per 3 hours
	Baseball, Soccer and Multi-purpose Fields			
	Rental	\$30.00 per hour (\$90.00/half day, \$150.00/full day) non resident: \$125.00/half day; \$200.00/full day		\$30.00 per hour (\$90.00/half day, \$150.00/full day) non resident: \$125.00/half day; \$200.00/full day
	Lights	\$35.00 per hour (\$50.00 per hour non-resident)		\$35.00 per hour (\$50.00 per hour non-resident)
	Field Preparation	\$60.00 per field, per day (if necessary)		\$60.00 per field, per day (if necessary)
	Tennis Courts (Whitley Park)	\$25.00 per hour (\$40.00 per hour non-resident)		\$25.00 per hour (\$40.00 per hour non-resident)
	Basketball Courts (Community Park)	\$25.00 per hour (\$40.00 per hour non-resident)		\$25.00 per hour (\$40.00 per hour non-resident)
	Non-Profit Groups	Fees determined on a case-by-case basis		Fees determined on a case-by-case basis
	<u>Community Center Rental</u>			
	Classroom A or B	\$15.00 per hour (\$25.00 per hour non-resident)		\$15.00 per hour (\$25.00 per hour non-resident)
	Classroom C	\$25.00 per hour (\$40.00 per hour non-resident)		\$25.00 per hour (\$40.00 per hour non-resident)
	Activity Room A or B	\$25.00 per hour (\$40.00 per hour non-resident)		\$25.00 per hour (\$40.00 per hour non-resident)
	Youth Birthday, ages 12 and under (Activity Room + Gym for 2 hours)	\$120.00 (\$150.00 non -residents)		\$120.00 (\$150.00 non -residents)
	Warming Kitchen	\$25.00 per hour (\$40.00 per hour non-resident)		\$25.00 per hour (\$40.00 per hour non-resident)
	Gym-Basketball Setup	\$60.00 per hour (\$90.00 per hour non-resident)		\$60.00 per hour (\$90.00 per hour non-resident)
	Gym-Volleyball Setup	\$60.00 per hour (\$90.00 per hour non-resident)		\$60.00 per hour (\$90.00 per hour non-resident)
	Gym-Assembly Setup	\$75.00 per hour (\$125.00 per hour non-resident)		\$75.00 per hour (\$125.00 per hour non-resident)
	Gym-Banquet Setup (includes Warming Kitchen use)	\$100.00 per hour (\$150.00 per hour non-resident)		\$100.00 per hour (\$150.00 per hour non-resident)
	Gym-Including Alcohol Use (includes Warming Kitchen use)	\$150.00 per hour (\$225.00 per hour non-resident)		\$150.00 per hour (\$225.00 per hour non-resident)
	A/V Equipment Use	\$25.00 per event (\$40.00 per event non-resident)		\$25.00 per event (\$40.00 per event non-resident)
	After Hours Rates	Regular rate plus \$20.00 hour		Regular rate plus \$20.00 hour
	Non-Profit Groups	Fees determined on a case-by-case basis		Fees determined on a case-by-case basis
	<i>Please note that all rentals are for a maximum time of 4 hours.</i>			
	Assembly or Banquet Setup Charge		\$60.00 per event	\$60.00 per event
	Facility Cleaning			
	1-150 persons		\$125.00 per event	\$125.00 per event
	151 or more persons		\$175.00 per event	\$175.00 per event
	<u>Event Fees</u>			
	Booth/concession registration will be determined on a per event basis.			
	<u>Sponsorship Fees</u>			
	Baseball/Softball/Soccer Team Sponsor		\$300.00	\$300.00
	League Sponsor (per age group)		\$1,000.00	\$1,000.00
	Basketball		\$150.00	\$150.00
	<u>Youth Athletic Program Fees</u>			
	Basketball (ages 4 and up)		\$45.00	\$45.00
	Baseball			
	Ages 4-6		\$35.00	\$35.00
	Ages 7 and older		\$45.00	\$45.00
	Girls Softball (ages 7 & up)		\$45.00	\$45.00
	Soccer		\$45.00	\$45.00
	Youth Athletic Program Non-Resident Fees		\$20.00 in addition to the regular program fees	\$20.00 in addition to the regular program fees

<u>Youth/Adult Combined Athletic Program Fees</u>			
Karate		\$40.00 per monthly session / \$50.00 per month non-residents	\$40.00 per monthly session / \$50.00 per month non-residents
Spring Softball Leagues		\$500.00	\$500.00
Basketball Leagues		\$500.00	\$500.00
<i>Please note that all other youth and adult athletic and recreational program fees will be based on instructor salary, supply costs, and facility rental.</i>			
<u>Community Center User Fees</u>			
Weight Room		\$10.00 per month (\$15.00 per month non-resident)	\$10.00 per month (\$15.00 per month non-resident)
<u>Youth Programs</u>			
Preschool Program		\$100.00 per month	\$100.00 per month
Summer Camps (based on cost of instruction & supplies)		\$60-120.00	\$60-120.00
<u>Camp & Program Nonresident Rates</u>			
Program with 7 or more days or sessions		\$20 in addition to the regular program fees	\$20 in addition to the regular program fees
Program with 2-6 days or sessions		\$10 in addition to the regular program fees	\$10 in addition to the regular program fees
Program with 1 day or session		\$5 in addition to the regular program fees	\$5 in addition to the regular program fees
Senior Trips		Program fees will vary, but must recover 100% of costs.	Program fees will vary, but must recover 100% of costs.
<u>Get Fit Pass</u>			
Trekking, Zumba, Pilates, Kettlebell and Yoga Classes (7 sessions or \$5 per class)		\$25.00 for resident/ \$30.00 for non-resident	\$25.00 for resident/ \$30.00 for non-resident
<u>Gold Pass</u>			
Includes monthly membership to exercise rooms & unlimited exercise programs for the month		\$30.00 for resident/ \$40.00 for non-resident	\$30.00 for resident/ \$40.00 for non-resident
<u>Farm Fresh Market Fees</u>			
Vendor Fees:			
Full Season		\$100.00	\$100.00
Half Season		\$65.00	\$65.00
Once/month		\$45.00	\$45.00
Guest/ one time*		\$10.00	\$10.00
Commercial Information Vendor/ Daily		\$25.00	\$25.00
Late Fee		\$5.00	\$5.00
* One time Farm Fresh Market vendors may be subject to different rates on special event dates such as May Day. Fees will be determined on a per event basis.			
<u>Sponsorship Fees:</u>			
Platinum		\$2,500.00	\$2,500.00
Gold		\$1,000.00	\$1,000.00
Silver		\$500.00	\$500.00
Bronze		\$250.00	\$250.00
Friend		\$100.00	\$100.00

Utility Development Fees				
	<u>Water Capital Facilities Fee</u>			
	5/8 inch meter		\$1,373.00	\$1,373.00
	3/4 inch meter		\$2,060.00	\$2,060.00
	1 inch meter		\$3,433.00	\$3,433.00
	1 1/2 inch meter		\$6,865.00	\$6,865.00
	2 inch meter		\$10,984.00	\$10,984.00
	3 inch meter		\$21,968.00	\$21,968.00
	4 inch meter		\$34,325.00	\$34,325.00
	6 inch meter		\$68,650.00	\$68,650.00
	8 inch meter		\$109,840.00	\$109,840.00
	10 inch meter		\$288,330.00	\$288,330.00
	12 inch and greater		\$363,845.00	\$363,845.00
	<u>Sewer Capital Facilities Fee</u>			
	5/8 inch meter		\$2,522.00	\$2,522.00
	3/4 inch meter		\$3,783.00	\$3,783.00
	1 inch meter		\$6,305.00	\$6,305.00
	1 1/2 inch meter		\$12,610.00	\$12,610.00
	2 inch meter		\$20,176.00	\$20,176.00
	3 inch meter		\$40,352.00	\$40,352.00
	4 inch meter		\$63,050.00	\$63,050.00
	6 inch meter		\$126,100.00	\$126,100.00
	8 inch meter		\$201,760.00	\$201,760.00
	10 inch meter		\$529,620.00	\$529,620.00
	12 inch and greater		\$668,330.00	\$668,330.00
	<i>Note: Other development fees, including meter, tap, and inspection fees may be charged directly by the City of Raleigh. See Town of Zebulon or City of Raleigh Code of Ordinances for more information.</i>			
	<u>Tap Fees</u>			
	3/4" Water Service		\$4,580.00	\$4,580.00
	1" Water Service		\$4,800.00	\$4,800.00
	3/4" Split (New Application) Water Service		\$598.00	\$598.00
	3/4" Split (Existing Application) Water Service		\$1,236.00	\$1,236.00
	1" Split (New Application) Water Service		\$1,018.00	\$1,018.00
	1" Split (Existing Application) Water Service		\$1,438.00	\$1,438.00
	4" Sewer Service		\$5,708.00	\$5,708.00
	Sewer Only Disconnection Fee		\$1,507.00	\$1,507.00
	Sewer Only Reconnection Fee		\$1,507.00	\$1,507.00

	Meter/AMR Installation Fees					
	5/8"				\$206.00	\$206.00
	1"				\$286.00	\$286.00
	1 1/2"				\$497.00	\$497.00
	2"				\$608.00	\$608.00
	4"				\$3,522.00	\$3,522.00
	6"				\$5,238.00	\$5,238.00
	6" with Fire Protection				\$9,423.00	\$9,423.00
	8"				\$4,488.00	\$4,488.00
	8" with Fire Protection				\$11,187.00	\$11,187.00
	10" Protectus III				\$15,621.00	\$15,621.00
	Not Ready Fee				\$50.00	\$50.00
	Inspection Fees/ Stub Fees					
	Water Services				\$93.00	\$93.00
	Sewer Services				\$93.00	\$93.00
	Sewer Main Extension TV Inspection Fee			\$1.00 per linear foot		\$1.00 per linear foot
	Sewer Main Extension TV Inspection Over 2,000 Linear Feet (per linear foot)			\$0.00		\$0.00
	Sewer Main Extension TV Re-inspection Fee			\$500.00 + \$1.00/LF over 500 linear feet		\$500.00 + \$1.00/LF over 500 linear feet
	Utility Rates (collected by the City of Raleigh)					
	Water			\$19.95 administrative fee		\$21.05 administrative fee
				\$10.48 per 1,000 gallons		\$11.06 per 1,000 gallons
	Sewer			\$20.29 administrative fee		\$21.41 administrative fee
				\$9.57 per 1,000 gallons		\$10.10 per 1,000 gallons
	Reclaimed Water			\$8.98 administrative fee		\$9.47 administrative fee
				\$4.70 per 1,000 gallons		\$4.96 per 1,000 gallons
	Outside Rates			200% of in-town rates		200% of in-town rates
	<i>Note: All other administrative, reconnection, tampering, and delinquent fees set by and paid directly to the City of Raleigh.</i>					
	Infrastructure Renewal Fee					
	<i>Water</i>					
	5/8 inch meter				\$1.50	\$1.50
	3/4 inch meter				\$2.25	\$2.25
	1 inch meter				\$3.75	\$3.75
	1.5 inch meter				\$7.50	\$7.50
	2 inch meter				\$12.00	\$12.00
	3 inch meter				\$24.00	\$24.00
	4 inch meter				\$37.50	\$37.50
	6 inch meter				\$75.00	\$75.00
	8 inch meter				\$120.00	\$120.00
	10 inch meter				\$172.50	\$172.50
	<i>Sewer</i>					
	5/8 inch meter				\$4.50	\$4.50
	3/4 inch meter				\$6.75	\$6.75
	1 inch meter				\$11.25	\$11.25
	1.5 inch meter				\$22.50	\$22.50
	2 inch meter				\$36.00	\$36.00
	3 inch meter				\$72.00	\$72.00
	4 inch meter				\$112.50	\$112.50
	6 inch meter				\$225.00	\$225.00
	8 inch meter				\$360.00	\$360.00
	10 inch meter				\$517.50	\$517.50

Public Works Staff Services*					
		Equipment operator I and II, Crewleader			
	General Labor	Administrative Assistant/Construction Inspector		\$25.50 per hour	\$27.50
	Administrative Labor	Ops. Manager, Asset Manager, Senior Construction Inspector		\$32.50 per hour	\$32.50 per hour
	Technical Labor	Director/Asst. Director		\$40.00 per hour	\$45.00
	Management Support			\$60.00 per hour	\$65.00
	Administrative Billings			\$25.00	\$25.00
	Specifications Manual -- Paper Copy			Actual cost of copying/printing	Actual cost of copying/printing
	Specifications Manual -- Electronic Copy			Actual cost of disk	Actual cost of disk
	* After hours/weekend services will be charged 150% of hourly rate.				
Equipment Rates					
	Mud Pump			\$5.00 per hour	\$5.00 per hour
	Chain Saw			\$7.50 per hour	\$7.50 per hour
	Weed Eater			\$10.00 per hour	\$10.00 per hour
	Portable Light			\$25.00 per hour	\$25.00 per hour
	Air Compressor			\$25.00 per hour	\$25.00 per hour
	Backhoe			\$85.00 per hour	\$85.00 per hour
	Mower			\$35.00 per hour	\$35.00 per hour
	2 KW Generator			\$25.00 per day	\$25.00 per day
	3 KW Generator			\$35.00 per day	\$35.00 per day
	8 KW Generator			\$70.00 per day	\$70.00 per day
	20 KW Generator			\$115.00 per day	\$115.00 per day
	30 KW Generator			\$135.00 per day	\$135.00 per day
	60 KW Generator			\$175.00 per day	\$175.00 per day
	300 KW Generator			\$550.00 per day	Delete No Longer Portable
	120V Cart Receptacles			\$95.00 per day each	\$95.00 per day each
	HD Extension Cord for Carts			\$27.50 per day each	\$27.50 per day each
	3' Heavy Duty Cable Protectors			\$5.00 per day each	\$5.00 per day each
	12' Safety Barricades			\$30 per day each	\$30 per day each
	3' Safety Cones			\$1.00 per day each	\$1.00 per day each
	Safety Signage and Stand			\$7.50 per day each	\$7.50 per day each
	NCDOT Approved Safety Signage and Stand			\$10.00 per day each	\$10.00 per day each
	Light Tower			\$25.00 per hour/\$85 per day	\$25.00 per hour/\$85 per day
	Ramjet			\$50.00 per hour	\$50.00 per hour
	Tractor/bushhog			\$60.00 per hour	\$60.00 per hour
	Turf Tec Power Broom/Bush Hog			\$25.00 per hour	\$25.00 per hour
	Bobcat - Track Loader			\$65.00 per hour	\$65.00 per hour
	Mini Excavator			\$65.00 per hour	\$65.00 per hour
	Bucket Truck (42' working height)			\$75.00 per hour	\$75.00 per hour
	Street Sweeper			\$175.00 per hour	\$175.00 per hour
	Vacuum Trailer			\$85.00 per hour	\$85.00 per hour
	Knuckle Boom Truck			\$100.00 per hour	\$100.00 per hour
	Automated Leaf Truck			\$130.00 per hour	\$130.00 per hour
	Material Cost			Actual Costs + 20%	Actual Costs + 20%
	Salt Brine			\$0.35 per gallon	\$0.35 per gallon
	4 x 4 Utility Vehicle			\$85.00 per day	\$85.00 per day
	F-150/F-250			\$50.00 for first 3 hours/\$140.00 per day over 3 hours	\$50.00 for first 3 hours/\$140.00 per day over 3 hours
	F-250 Utility Truck			\$65.00 for first 3 hours/\$165.00 per day over 3 hours	\$65.00 for first 3 hours/\$165.00 per day over 3 hours
	F-450 Dump/F-350 Utility Truck/F-550 Utility			\$90.00 for first 3 hours/\$225.00 per day over 3 hours	\$90.00 for first 3 hours/\$225.00 per day over 3 hours
	2 Ton Dump			\$110.00 for first 3 hours/\$265.00 per day over 3 hours	\$110.00 for first 3 hours/\$265.00 per day over 3 hours
	Street Light Poles and Installation Fee			\$557.47 / pole	\$557.47 / pole
	All fees are subject to change at any time with approval of the Board of Commissioners				

FEE In Lieu - reimbursement schedule					
	Catch Basins (per side)				\$20.15 per LF of Street
	5- foot Sidewalk (per side)				\$16.78 per LF of Street
	6- foot sidewalk (per side)				\$20.15 per LF of Street
	Multi-purpose Path - stone/mulch				\$11.65 per LF of Street
	30 Curb and Gutter (per side)				\$14.65per LF of Street
	18" Median curb and gutter (per side)				\$11.10 per LF of Street
	Storm Drain perpendicular to right-of way				\$2.40 per inch of storm pipe diameter per linear foot of right-of way
	Storm drain parallel to right-of-way				\$9.40 per linear foot of street
	Clearing and Grubbing				\$11,975.00 per acre
	Common Excavation				\$14.65 per CY
	Rock Excavation				\$72.00 per cy
	Seeding and Mulching				\$2,031.00 per acre
	Traffic Control (both sides of street)				\$17.35 per linear ft
	Erosion Control				\$ 7.55 per linear ft
	Paint Striping				\$4.30 per linear ft
	Guardrail				\$32.15 per linear ft
	Keystone Brick retainingg wall				\$22.95 per sq. foot
	Pour in place retaining wall				\$687.00 per cubic foot
	Traffic Signal Upgrade - wood to metal				\$18,225.00 per pole
	Traffic Signal Relocation				\$5,555.00 per corner
	Fire Hydrant Relocation				\$2,112.00 each
	water meter relocation				\$640.00 each
	Utility Pole Relocation				\$7,635.00 each
	Backflow and Vault Relocation				\$6,120.00 each
	Mobilization				4% of construction cost
	Geo-technical				2% of construction cost
	Survey				2% of construction cost
	One year construction CPI				10% construction cost annually
	Project Contingency				10% of construction cost
	Design/Engineering				18% of construction cost
	Construction Inspection per day				\$720 per day
	Asphalt - SF 9.5 C (Surface Layer)				\$2.65 per square yard -inch
	Asphalt - I-19.0C (Binder Layer)				\$2.75 per square yard -inch
	Asphalt - B25.0C (Base Layer)				\$2.85 per square yard -inch
	Paving Stone (CABG)				\$0.65 per square yare -inch

**Town of Zebulon
Proposed Authorized Full-time Positions
Fiscal Year 2020-2021**

General Fund

<u>Department</u>	<u>No. of Positions</u>
Finance	
<i>Current Positions</i>	3
<i>New Positions Recommended</i>	0
Total Positions	3
Administration	
<i>Current Positions</i>	4
<i>New Positions Recommended</i>	0
Total Positions	4
Planning	
<i>Current Positions</i>	5
<i>New Positions Recommended</i>	0
Total Positions	5
Buildings & Grounds	
<i>Current Positions</i>	3
<i>New Positions Recommended</i>	0
Total Positions	3
Police	
<i>Current Positions</i>	22
<i>New Positions Recommended</i>	0
Total Positions	22
Fire	
<i>Current Positions</i>	15
<i>New Positions Recommended</i>	0
Total Positions	15
Streets/Powell Bill	
<i>Current Positions</i>	4
<i>New Positions Recommended</i>	0
Total Positions	4
Sanitation	
<i>Current Positions</i>	5
<i>New Positions Recommended</i>	0
Total Positions	5
Stormwater	
<i>Current Positions</i>	2
<i>New Positions Recommended</i>	0
Total Positions	2
Parks & Recreation	
<i>Current Positions</i>	5
<i>New Positions Recommended</i>	1
	Recreation Assistant
Total Positions	6
Total Full-Time Positions	69

**Town of Zebulon
Proposed Salary Schedule
Fiscal Year 2020-2021**

Grade	Salary Range		Position Title
	Minimum	Maximum	
1	\$26,904	\$40,356	None
2	\$28,249	\$42,373	None
3	\$29,662	\$44,494	Laborer Equipment Operator I
4	\$31,145	\$46,717	None
5	\$32,703	\$49,053	None
6	\$34,337	\$51,508	Equipment Operator II
7	\$36,054	\$54,083	Recreation Assistant Office Assistant-Public Works Office Assistant-Police Office Assistant-Administration
8	\$37,858	\$56,787	Firefighter I Code Enforcement Permitting Officer
9	\$39,750	\$59,625	Accountant I Crew Leader Parks Crew Leader Fleet Mechanic
10	\$41,739	\$62,609	Police Officer Police Detective Athletic Coordinator Recreation Program Coordinator Community Center Coordinator Deputy Town Clerk/HR Technician
11	\$43,824	\$65,738	Firefighter II Fire Lieutenant Police Corporal Planner Public Works Construction Inspector
12	\$46,015	\$69,025	Parks Superintendent
13	\$48,318	\$72,474	Public Works Administrative/Contracts Manager Police Sergeant Fire Captain Fire Code Inspector Accountant/Budget Analyst
14	\$50,735	\$76,100	Public Works Operations Manager Public Works Construction Inspections Supervisor
15	\$53,270	\$79,906	Police Lieutenant Senior Planner
16	\$55,934	\$83,899	Fire Division Chief Assistant Finance Director Information Technology Specialist
17	\$58,727	\$88,094	Assistant Planning Director
18	\$61,667	\$92,500	Human Resource Director/Town Clerk Police Captain
19	\$64,750	\$97,127	Parks & Recreation Director
20	\$67,986	\$101,977	None
21	\$71,388	\$107,080	Finance Director Fire Chief Public Works Director Planning Director
22	\$74,956	\$112,433	Police Chief
23	\$78,703	\$116,139	None

	FY 2021 Required (Debt Payments)	FY 2021 Recommended	Notes	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed	Sustainability Check
TRANSPORTATION FUND										
Street Paving and Thoroughfare Improvements										
Street Paving:										
FY '21 Annual Street Resurfacing		\$300,000	skip every other year to build up reserves							
FY '23 Annual Street Resurfacing					\$305,000					expect Pavement Rating to degrade
FY '25 Annual Street Resurfacing							\$305,000			expect PCR to degrade
FY '27 Annual Street Resurfacing									\$305,000	expect PCR to degrade
Intersection Improvements:										
N. Arendell @ Green Pace signal		\$255,000	construction							
Shep. School @ Old Bunn signal		\$140,000	design and right of way acquisition	\$300,000						
Pearces @ Proctor analysis and design (roundabout v. signal)					\$120,000	\$500,000				Requires building up reserves
Judd @ N. Arendell signal			traffic volumes may justify post planning horizon							Fire Station may speed up need
Thoroughfare Improvements:										
North Arendell Widening Phase I		\$130,000	right of way acquisition							
North Arendell Widening Phase II			timing depends upon N. Arendell Phase I				\$350,000	\$125,000	\$1,625,000	not sustainable on current estimates
Proctor/Pearces/Jones corridor			timing depends upon N. Arendell Phase I				\$300,000	\$100,000	\$1,300,000	not sustainable on current estimates
Gannon Avenue & Industrial Drive Loop			post planning horizon							
Old Bunn (High Used Cars to Karial Court)			timing depends upon N. Arendell Phase I				\$443,000	\$341,000	\$2,063,000	not sustainable on current estimates
Reserves:										
Transportation Capital Reserves (unspent prop. tax revenue)			skip every other year to build up reserves	\$160,000	\$115,000					
Powell Capital Reserves (unspent gas-tax revenue)			skip every other year to build up reserves	\$105,000		\$105,000		\$105,000		
FY 21 Street and Thoroughfare Expenditures		\$825,000	Proposed FY 22 - FY 27 Expenditures	\$565,000	\$540,000	\$605,000	\$1,398,000	\$671,000	\$5,293,000	
Dedicated Property Tax					\$45,000	\$160,000	\$160,000	\$160,000	\$160,000	
Motor Vehicle Tag Fee		\$95,000	tag fee dedicated to streets and thoroughfares	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	trend assumed
General Fund, Fund Balance (GFFB)										
Transportation Impact Fees (development fees)		\$140,000	dedicated for intersection improvements	\$310,000	\$295,000	\$280,000	\$265,000	\$250,000	\$235,000	development driven, trend analysis needed
Transportation Impact Fee Reserves		\$330,000					\$200,000			
Autumn Lakes and Barrington fee-in-lieu				\$160,000						amount assumed
Street Capital Reserves		\$133,000				\$70,000	\$205,000			
Powell Capital Reserves (unspent gas-tax from previous year)			dedicated for paving projects		\$105,000		\$105,000		\$105,000	
Powell Bill (gas tax)		\$127,000								
Project Rollover/Savings										
FY 21 Street and Thoroughfare Revenues		\$825,000	Proposed FY 22 - FY 27 Revenues	\$565,000	\$540,000	\$605,000	\$1,030,000	\$505,000	\$595,000	
Greenway, Bicycles, Pedestrians										
2021 Sidewalk projects:										
N. Arendell: ZBC to Lee		\$155,000	approximately \$320/foot (bids will indicate if stamped crosswalks and pedestrian signals can be added to project)							
2022 Sidewalk projects			dedicated funds are insufficient to build sidewalk every year and rely upon reserving funds over time							current strategy depends upon CDBG grants
GBP Reserves				\$65,000						
2023 Sidewalk projects										
GBP Reserves					\$70,000					
2024 Sidewalk projects										
GBP Reserves						\$75,000				
2025 Sidewalk projects										
GBP Reserves							\$80,000			
2026 Sidewalk projects										
E. Vance: Post Office to existing			assumes no retrofit of parking lot					\$380,000		
FY 21 Greenways, Bicycles, and Pedestrians Expenditures		\$155,000	Proposed FY 22 - FY 27 Expenditures	\$65,000	\$70,000	\$75,000	\$80,000	\$380,000	\$0	
Dedicated Property Tax Base		\$40,000	1/2 cent on FY '17 tax base	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000		
Dedicated Property Tax Growth			approximately \$5k revenue growth / year	\$25,000	\$30,000	\$35,000	\$40,000	\$50,000		
Project Rollover/Savings		\$115,000	Unassigned Fund Balance Rollover							
GBP Reserves								\$290,000		
Development Fees										
FY 21 Greenways, Bicycles, and Pedestrians Revenues		\$155,000	Proposed FY 22 - FY 27 Revenues	\$65,000	\$70,000	\$75,000	\$80,000	\$380,000	\$0	

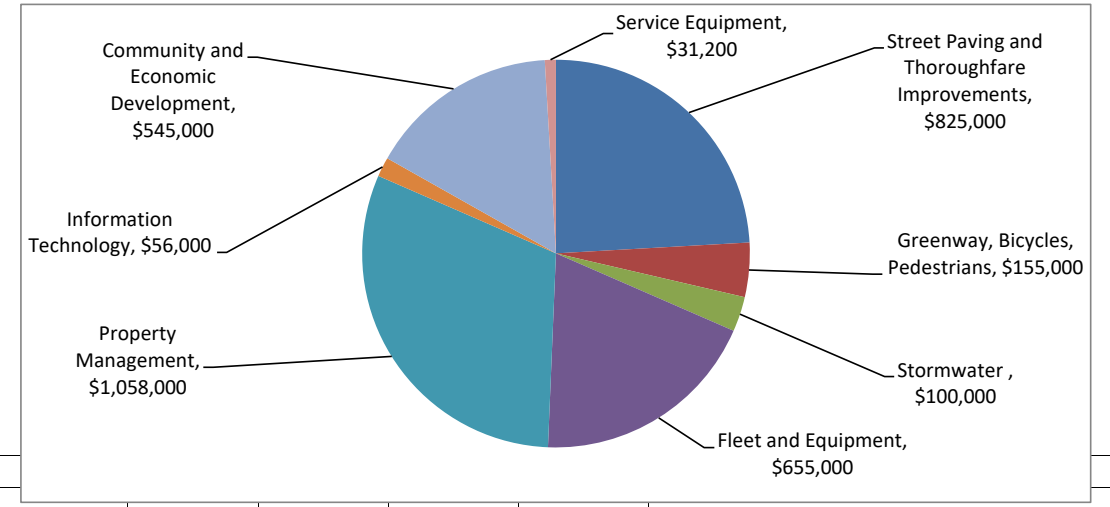
	FY 2021 Required (Debt Payments)	FY 2021 Recommended	Notes	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed	Sustainability Check
STORM DRAINAGE FUND										
Stormwater										
West Vance Street Replacement		\$100,000								
W. Sycamore Street Outfall Easement Acquisition				\$50,000						
Phase I Construction (assumes 1000' section)			assumes \$450/ft., wait until N. Arendell done				\$454,000			this is a lengthy time to build reserves
Phase II Construction (assumes 1000' section)			assumes \$450/ft. and 3% CPI							only if built post year
										utility fund may need to be established
Little River Park Drainage Improvements Flowers Street			re-evaluate priority next year							
Stormwater Capital Reserves (deposit)				\$60,000	\$119,500	\$129,500		\$148,000	\$160,000	
FY 21 Stormwater Expenditures		\$100,000	Proposed FY 22 - FY 27 Expenditures	\$110,000	\$119,500	\$129,500	\$454,000	\$148,000	\$160,000	
Stormwater Capital Reserves		\$4,000					\$309,000			
Fees-Dedicated Property Tax		\$96,000		\$106,000	\$115,500	\$125,500	\$136,000	\$148,000	\$160,000	FY '25 Revaluation year
Savings from not billing for a "fee"				\$4,000	\$4,000	\$4,000				
Project Rollover/Savings										
FY 21 Stormwater Revenues		\$100,000	Proposed FY 22 - FY 27 Revenues	\$110,000	\$119,500	\$129,500	\$445,000	\$148,000	\$160,000	

FLEET MANAGEMENT FUND	FY 2021 Required (Debt Payments)	FY 2021 Recommended	Notes	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed	Sustainability Check
Fleet and Equipment										
Public Works: Swap Loader/ Dump Truck/ Leaf Body	\$54,000	\$54,000	funded by 2c dedicated to Fleet							
1987 Ladder Replacement (#95)	\$91,000	\$91,000	funded by 1.7c dedicated to Fire Apparatus	\$91,000	\$91,000	\$91,000	\$91,000	\$91,000	\$91,000	
1997 Pumper Replacement (#91)	\$84,000	\$84,000	funded by 1.7c dedicated to Fire Apparatus	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	
Fire Fleet Reserve		\$104,000	placed into savings to purchase next pumper	\$104,000	\$104,000	\$104,000	\$104,000	\$104,000	\$104,000	
FY 2021 Fleet (see "Fleet Management Memo")		\$322,000	support of fund is not sustainable, we're evaluating outsourcing management and retaining funds until we have a better read on the effects of COVID-19							
FY 2022 Fleet (maintained FY 21 funding amount)				\$312,000						
FY 2023 Fleet (maintained FY 21 funding amount)					\$312,000					
FY 2024 Fleet (maintained FY 21 funding amount)						\$312,000				
FY 2025 Fleet (maintained FY 21 funding amount)							\$312,000			
FY 2026 Fleet (maintained FY 21 funding amount)								\$312,000		
FY 2027 Fleet (maintained FY 21 funding amount)									\$312,000	
Retire Engine #91 debt, begin payments on Engine #94 replacement									\$84,000	
FY 2030 Fleet (beyond CIP horizon)			Begin Engine #92 replacement payments (dedicated tax won't absorb this addition, will "buy-down" purchase with accrued savings & equipment sales)							
FY 21 Fleet Expenditures	\$54,000	\$655,000	Proposed FY 22 - FY 27 Expenditures	\$591,000	\$591,000	\$591,000	\$591,000	\$591,000	\$591,000	
Dedicated Property Tax		\$160,000		\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	
Growth of 5c property tax base dedicated to "Capital"		\$216,000		\$2,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	need to complete fleet capital plan
Dedicated Property Tax for Fire Vehicles		\$234,000		\$234,000	\$234,000	\$234,000	\$234,000	\$234,000	\$234,000	
County Cost share		\$45,000		\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	
FY 16 Retired Debt (retired debt returns to the fund of origin)			retired this year, but ...	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	rolled into Op. Budget to balance FY '21
FY 17 Retired Debt (retired debt returns to the fund of origin)				\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	will assess with FY '22 projections
Fleet and Equipment Reserve (includes savings and sale of fixed assets)				\$30,000						we may lose this if we start with Enterprise
FY 22 Fleet Revenues		\$655,000	Proposed FY 22 - FY 27 Revenues	\$591,000	\$591,000	\$591,000	\$591,000	\$591,000	\$591,000	

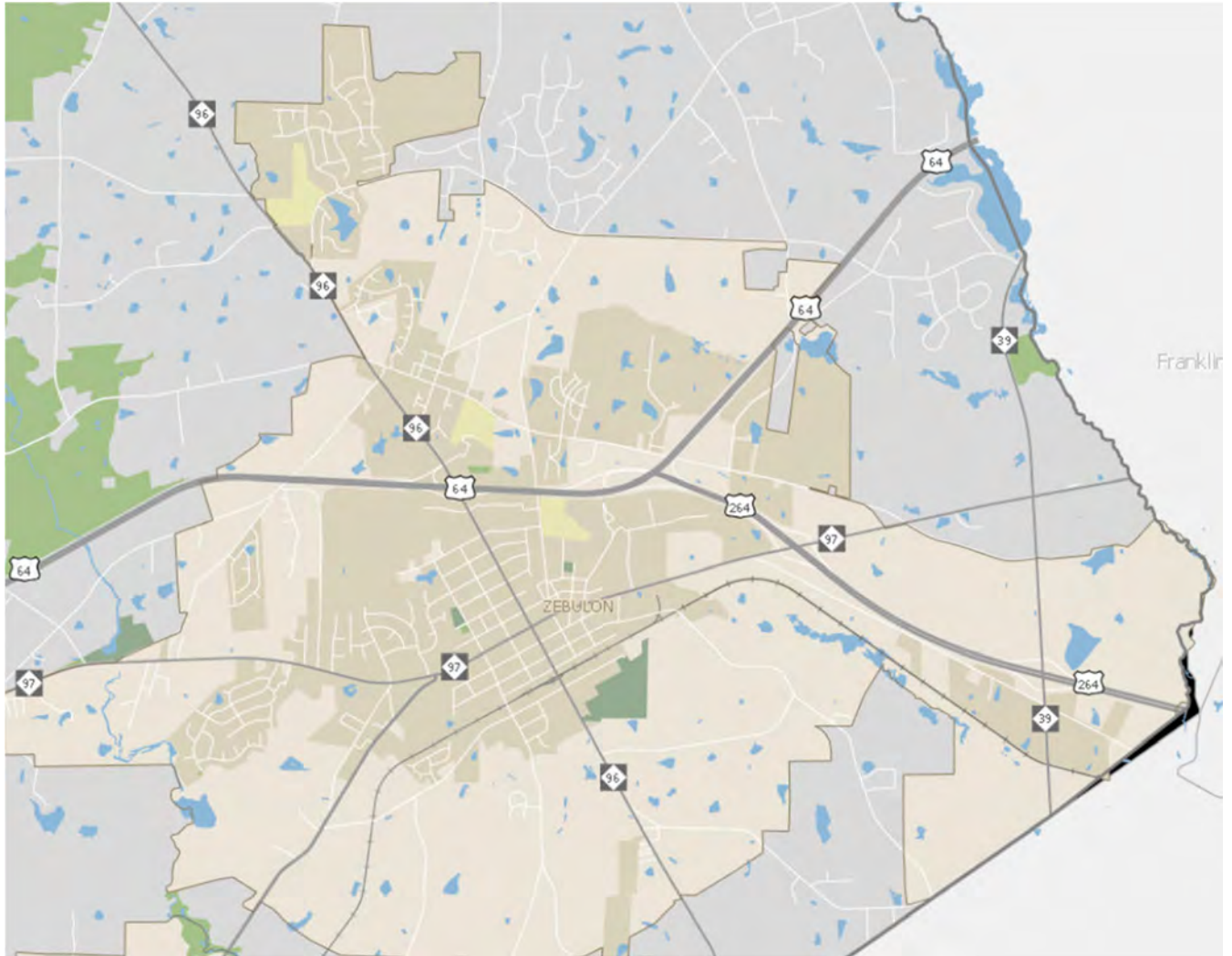
SERVICE EQUIPMENT & IT FUND		FY 2021 Required (Debt Payments)	FY 2021 Recommended	Notes	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed	Sustainability Check
Service Equipment											
Fire: Defibrillators			\$8,000		\$5,400	\$8,000	\$8,000	\$8,000			
Police: Defibrillators						\$4,000	\$4,000	\$4,000			
Fire: Fire / Arson investigations			\$6,000		\$6,000						
Police: Speed Trailer						\$15,000					
Police: Radios			\$5,000	last of replacements, \$150k due in 10-years							
Police: SERT Tactical Guns			\$2,200								
Police: Body Cameras - Phase I			\$10,000	fully implement pilot program							
Police: Body Cameras - Phase II				complete implementation	\$20,000						
Fire: Thermal Imaging Camera					\$8,500						
Police: Handguns					\$9,100						
Service Equipment Reserves						\$9,200	\$27,200	\$30,200	\$42,000	\$42,000	Reserves for large future purchases (radios)
FY 21 Service Equipment Expenditures			\$31,200	Proposed FY 22 - FY 27 Expenditures	\$49,000	\$36,200	\$39,200	\$42,200	\$42,000	\$42,000	-
Growth of 5¢ property tax base			\$28,000		\$30,500	\$33,000	\$36,000	\$39,000	\$42,000	\$46,000	FY '25 Revaluation year
Service Equipment Reserve				create through resolution in FY 19							
GFFB					\$12,940						
County share			\$3,200		\$5,560	\$3,200	\$3,200	\$3,200			
FY 22 Service Equipment Expenditures			\$31,200	Proposed FY 22 - FY 27 Revenues	\$49,000	\$36,200	\$39,200	\$42,200	\$42,000	\$46,000	
Information Technology											
Vulnerability/Safety Improvements: Card Access											
Town Hall			\$23,500								
Police					\$17,500						ok
Community Center						\$15,000					ok
Work Order System			\$7,000								ok
Billing System			\$9,000								
Plan Review System			\$16,500								ok
Computer Upgrades				Every 4-years			\$98,500				
Council Chamber upgrade						\$68,000					
IT Capital Reserves (deposit)					\$43,500	\$26,500		\$78,000	\$85,000	\$92,000	large future purchases (computers)
FY 21 IT Expenditures			\$56,000	Proposed FY 22 - FY 27 Expenditures	\$61,000	\$109,500	\$98,500	\$78,000	\$85,000	\$92,000	
Property Fund Budget redirected											
Growth of 5¢ property tax base dedicated to "Capital"			\$56,000		\$61,000	\$66,000	\$72,000	\$78,000	\$85,000	\$92,000	FY '25 Revaluation year
General Fund Fund Balance											
Project Rollover/Savings											
Tower Lease Payment											
IT Reserve						\$43,500	\$26,500				
FY 21 IT Revenue			\$56,000	Proposed FY 22 - FY 27 Revenues	\$61,000	\$109,500	\$98,500	\$78,000	\$85,000	\$92,000	

PROPERTY MANAGEMENT FUND	FY 2021 Required (Debt Payments)	FY 2021 Recommended	Notes	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed	Sustainability Check
Property Management										
FY '09 Debt Service - Bonds (Mun. Complex)	296,050		Debt retired FY '29	\$288,175	\$280,300	\$272,425	\$264,550	\$256,675		
Debt Service - Installment Loan (Bldg Maint. - FY 2014 Projects)	49,550		Debt retired FY '23	\$48,400	\$47,225					
Fire Station: Site Acquisition		\$500,000								
Fire Station: Design		\$350,000	Town's share							
FY 2021 Property Management (see "Property Management Memo")		\$175,000	Chiller (\$85k), Kitchen (\$65k), Autogate (\$25)							
		\$13,000	LED (\$13k),							
		\$20,000	Five County Stadium: water valve (\$10k), survey (\$10k)							
FY 2022 Property Management (max allotment shown)				\$225,000						
Fire Station Construction			15-yr. note: Tax growth, Retired Debt, County	\$348,000	\$348,000	\$348,000	\$348,000	\$348,000	\$348,000	
FY 2023 Property Management (max allotment shown)					\$225,000					ok
FY 2024 Property Management (max allotment shown)						\$225,000				
FY 2025 Property Management (max allotment shown)							\$225,000			
FY 2026 Property Management (max allotment shown)								\$225,000		
FY 2027 Property Management (max allotment shown)									\$225,000	
Capital Reserves								\$53,000	\$116,000	
FY 21 Property Expenditures		\$1,058,000	Proposed FY 22 - FY 27 Expenditures	\$573,000	\$573,000	\$573,000	\$573,000	\$626,000	\$689,000	
Dedicated Property Tax		\$175,000		\$40,000	\$31,000	\$21,000	\$10,000	\$0	\$0	
Growth of 5c property tax base dedicated to "Capital"				\$109,000	\$118,000	\$128,000	\$139,000	\$152,000	\$165,000	FY '25 Revaluation year
County Cost Share				\$174,000	\$174,000	\$174,000	\$174,000	\$174,000	\$174,000	
General Fund Fund Balance		\$350,000								
Project Rollover/Savings		\$500,000	Unassigned Fund Balance Rollover							
Capital Reserve Balance		\$13,000							\$50,000	
Stadium Reserve		\$20,000								
Retired Debt (returns to fund of origin)				\$250,000	\$250,000	\$250,000	\$250,000	\$300,000	\$300,000	rolled into Op. Budget to balance FY '21
FY 21 Property Revenue		\$1,058,000	Proposed FY 22 - FY 27 Revenues	\$573,000	\$573,000	\$573,000	\$573,000	\$626,000	\$689,000	

COMMUNITY & ECONOMIC DEVELOPMENT FUND	FY 2021 Required (Debt Payments)	FY 2021 Recommended	Notes	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	Sustainability Check
Community and Economic Development										
Downtown Overlay District Improvements										
Alley Activation		\$30,000		\$30,000						
Alley Connectivity		\$30,000		\$30,000						
Wayfinding - Phase I		\$20,000		\$10,000						
Town Commons					\$40,000					
Townwide										
Comprehensive Plan: Transportation Plan & Land Use update		\$300,000	Rollover Assigned GFFB							
Comprehensive Plan: Parks and Recreation Master Plan		\$95,000	Rollover Assigned GFFB							
Branding		\$70,000	Rollover Assigned GFFB (\$50k) and add \$20k							
Branding: Wayfinding - Phase II			Initiate after Branding project complete	\$50,000						
Branding: Wayfinding - Phase II					\$50,000					
FY 21 CED Expenditures		\$545,000	Proposed FY 22 - FY 27 Expenditures	\$120,000	\$90,000	\$0	\$0	\$0	\$0	
Dedicated Sales Tax Base		\$50,000		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	
Dedicated Sales Tax Growth		\$0		\$50,000	\$60,000	\$70,000	\$80,000	\$90,000	\$100,000	
Growth of 5¢ property tax base dedicated to "Capital"		\$0								
Project Rollover/Savings		\$445,000	Unassigned Fund Balance Rollover							
Downtown Improvement Grant (General Assembly)		\$50,000								
General Fund Fund Balance				\$109,000	\$75,000	\$60,000				
FY 21 CED Revenues		\$545,000	Proposed FY 22 - FY 27 Revenues	\$169,000	\$145,000	\$140,000	\$90,000	\$100,000	\$110,000	
GRAND SUMMARY										
Expenditure Destination			Revenue Source							
Street Paving and Thoroughfare Improvements	-	\$825,000	Property Tax (dedicated and growth)	\$1,005,000						
Greenway, Bicycles, Pedestrians	-	\$155,000	New General Fund Fund Balance	\$350,000						
Stormwater	-	\$100,000	Project Savings / Rollover (Deposited into GFFB)	\$1,060,000						
Fleet and Equipment	-	\$655,000	Sales Tax (dedicated and growth)	\$50,000						
Property Management	-	\$1,058,000	County Cost Share	\$48,200						
Information Technology	-	\$56,000	Stadium Reserve	\$20,000						
Community and Economic Development	-	\$545,000	Capital Reserve	\$13,000						
Service Equipment	-	\$31,200	Street Reserve	\$133,000						
			Motor Vehicle Tag Fee	\$95,000						
			Fleet and Equipment Reserve (includes savings and s	\$0						
			Stormwater Reserves	\$4,000						
			Development	\$470,000						
			Powell	\$127,000						
			Grants	\$50,000						
			Debt Retirement	\$0						
		\$3,425,200		\$3,425,200						



STREETS AND THOROUGHFARE COMMITTEE BUDGET REQUESTS – FY 2021



Committee Members:

Chris Ray, Public Works
Michael Clark, Planning Department
Mary Duffy, Public Works
Meade Bradshaw, Planning Department

Submitted: March 2, 2020

BACKGROUND

The committee developed criteria to assess needs and projects. The criteria focused on the following considerations:

- Were there requests from previous year's budget that are still applicable?
- Annual Street Survey/Database Maintenance record - Are we constantly "fixing" something that should be replaced?
- Useful life - Has the item reached its useful life expectancy or where it is at in the life cycle?
- Is it essential to maintain useful life?
- Safety - Are we addressing a hazard/OSHA/ Govt. mandate? (Federal, state, local)
- Does it solve a problem, fulfill a need (ours or community), expand a service, and increase efficiency?
- What are the consequences or implications if we don't do it or defer it?
- What are our alternatives?
- Is the success of this project related to another project? Does the timing of this project affect another project?
- What is the possibility of cost escalation over time?
- Are all costs included? (land, easements, engineering, professional fees, contingency, studies)
- Who prepared the cost estimate? (staff, engineer, construction means data)
- Is a Preliminary Engineering Report or Feasibility study needed?
- Does this address future needs as we grow as a community?

Recommendations

After thorough discussion of existing and future needs, plus considering the evaluation criteria established, the Streets Management Committee determined the following list of projects as having the highest priority for FY2021:

- **Street Paving – Town wide:**
- One of the highest valued town assets is the approximately 25 miles of roadway as of June 30, 2019 with an estimated value in excess of \$18 million. This infrastructure asset can quickly lose its value through a lack of maintenance due to inadequate funding. Studies have shown that every additional dollar spent of preventative maintenance treatments saves up to ten dollars in future rehabilitation cost. The current funding level of \$160,000 dollars annually is insufficient to meet our paving needs outline the 2016 report below. The delays in paving is eliminating the use of preservation techniques such as slurry and cape seal paving.

- Staff recommends an additional investment in existing roadways is needed to catch-up and keep pace with the roadway useful life. Staff recommends that in addition to the \$160,000 dedicated to paving that another \$350,000 to bring many of the roads to fair condition and \$295,000 annually be dedicated to meet recommendations outline in the 2016 report. See table below.

Pavement Strategy Options – 8-year Program

Current PCI rating = 87.7

OVERALL CONDITION	OPTION	STRATEGY	CONDITION @ YEAR 8	8-YEAR AVERAGE ANNUAL COST
POOR	A	Do Nothing	66.2	No Cost
MODERATE	B	Address Worst Streets First @ \$151,000 per year	75.2	\$151,000
FAIR	C	Address Only Pavements PCI < 60 Each Year	82.1	\$293,302
GOOD	D	Eliminate Poor Streets in 5 years with Timed Treatments Based on PCI	94.3	\$228,203
GOOD	E	Eliminate Poor Streets in 8 years with Timed Treatments Based on PCI	93.5	\$295,021

29

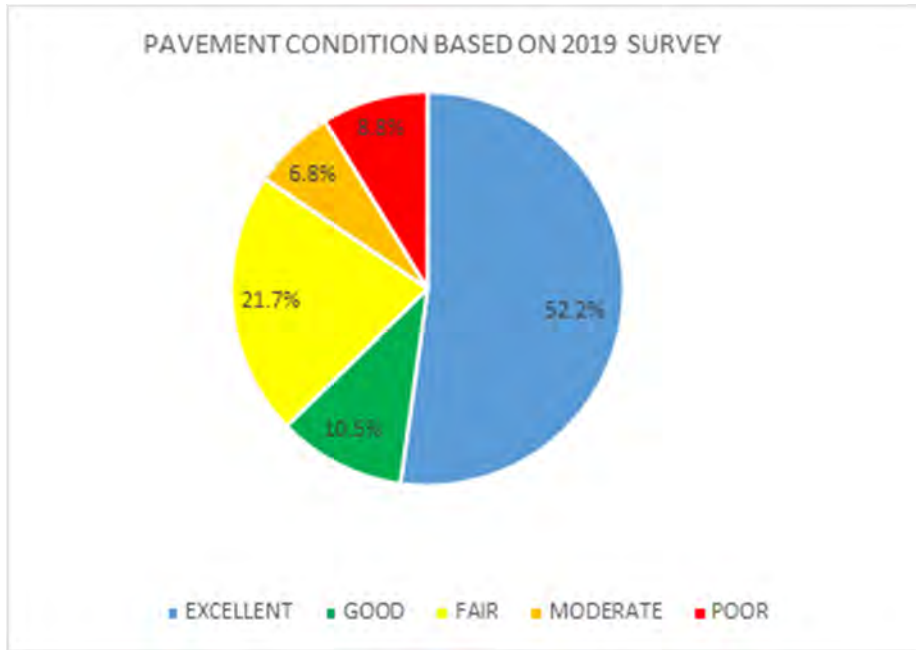

www.volkert.com

- Over the next ten years, the biggest challenge the Town of Zebulon will face is the stress and impact of growth on its local and rural streets. To meet this challenge, the committee recommends the immediate completion of updating the Town of Zebulon Transportation Plan. The plan updates would ensure Zebulon transportation goals are met by recognizing current and potential growth corridors and establishing standards for future developments along these corridors for appropriate infrastructure installation, right-a-way widths and sidewalk connectivity.
-
- Public Works Staff met with representatives from Volkert and received two options for street paving this coming year – a “preservation program” and a “resurfacing program”. Due the percentage of “Poor Street”, we agreed to complete a “resurfacing program” was in the best interest of the town.

Current overall weighted condition score

Less than	100	94	89	79	69	WEIGHTED AVERAGE CONDITION SCORE
Greater than & Equal to	95	90	80	70		
YEAR	EXCELLENT	GOOD	FAIR	MODERATE	POOR	

2013	48.6%	14.9%	26.6%	7.4%	2.4%	91.8
2014	33.0%	27.6%	21.7%	11.7%	6.0%	89.0
2015	28.2%	23.8%	25.1%	15.8%	7.2%	87.7
2016	24.7%	21.1%	27.4%	19.7%	7.2%	86.2
2018	37.2%	21.0%	25.2%	10.2%	6.4%	88.9
2019	52.2%	10.5%	21.7%	6.8%	8.8%	90.8



Paving Schedule:

Based on the PCR (pavement condition rating) scores, we recommend paving the following streets sections :

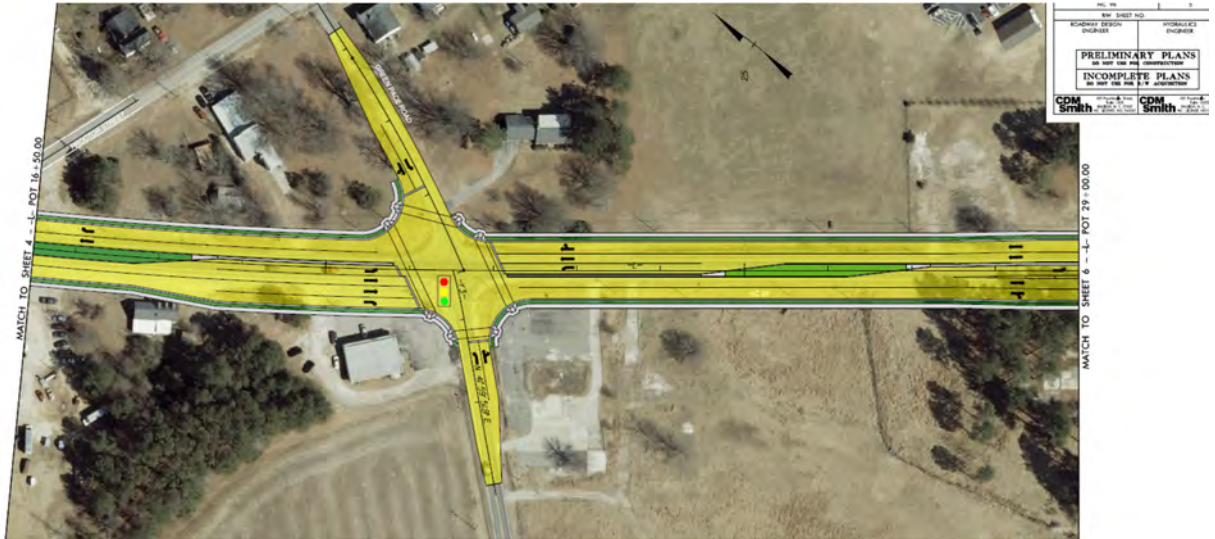
1. Vance Street – 100 block – score **67**
2. Sycamore Street – From Church to Wakefield – score **69**
3. Lee Street – Wakefield to Judd – Score **62/78/74**
4. Cedar Drive/Cedar Court – Pineview to Spruce – score **62/63**
5. East Franklin – Arendell to Lee – score **69**

- ❖ Streets with curb and gutter will be milled, spot repaired and overlay
- ❖ Streets w/o curb and gutter will be spot repaired and overlay

Note: if the above streets are completed; the PCR for poor streets will drop from 8.8% to 4%.

- **Phase II – North Arendell Ave – Design and Survey - \$350,000**

- The development of a major street improvements project takes 4-6 years depending upon the success of grant applications to CAMPO/LAPP. During FY2021 the Town will begin the construction of Phase 1 on N. Arendell Ave. Now is the perfect time to begin the design process for Phase II of the project. Phase II has outline in the 2012 CDM Smith Engineering take the project north of Phase 1 to Green Pace and to the realignment of Riley Hill Road. The next phase of design will be longer and have more traffic features whereas the existing project has more idiosyncrasies. The project will be similar to phase one with environmental studies for endangered species, Phase I and II environmental reports for underground storage tanks, Green Pace Road Traffic Signal, and realignment of Riley Hill Road. This Phase of the project is estimated to take 12-18 months to include selection of consultant.





	Description – FY2021	Cost
1	Engineering Design	\$220,000
2	Survey – Level A	\$20,000
3	Survey – Level B	\$45,000
4	Easement Plats with Meets and Bounds	\$7,500
5	Easement Staking	\$10,000
6	Project Contingency @ 15%	\$45,375
7	Project Sub-total	\$347,875
	Project Budget	\$350,000

Phase II of the North Arendell Ave Roadway Widening project is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands. In 2015, the average roadway traffic for this section of Arendell Ave is over 13,000 trips a day

- **Intersection Service Level – Conceptual Design and Cost Estimating - \$49,975**
 - During FY 2019-2020, WSP completed Intersection Level of Service Analysis for seven major intersections in town.
 - ❖ Old Bunn Road/Proctor Street and Shepard School Road
 - ❖ Judd Street and Arendell Ave
 - ❖ Gannon and US 264 East
 - ❖ Gannon and US 264 West
 - ❖ NC 39 and 264 East

❖ NC 39 at US 264 West

The intersections graded from an F at PM peak to a B at AM peak for Level of Service (LOS). Phase II of the project will develop conceptual designs for each intersection based on GIS data to obtain preliminary impacts to any properties, utilities, existing intersections and etc. The contractor will complete estimates that will include ROW acquisition, construction cost, and other contingencies (utility relocation, design, inspection, and cost escalation).

Completion of the Intersection Service Level project is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands. As the Town grows the first areas to notice congestion is at our intersections. The completion of this project will allow staff to better plan and understand how to meet the Town’s intersection infrastructure needs.

• **Arendell and Green Pace Road Signal Installation - \$200,000**

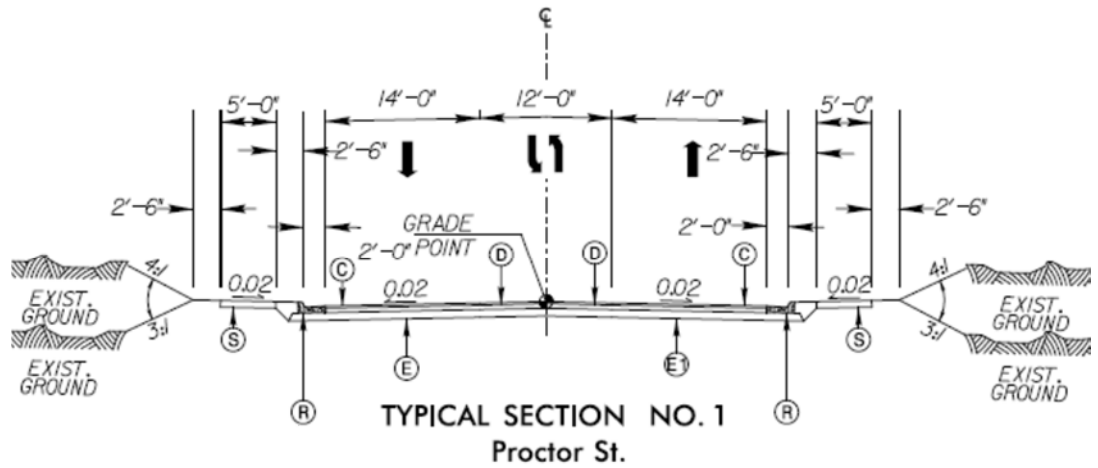
- The Arendell Ave and Green Pace Road intersection has met warrant analysis conditions for a signal light installation according to NCDOT engineer John Sandor, PE. Unfortunately, NCDOT has not budget any funds for installation of signal and turn lanes. Due to the unsafe conditions at the intersection, it is recommended that the Town of Zebulon make this investment. The project scope would include survey, design, roadway widening for left turn lanes, wooden poles and traffic signals

	Description – Fy2021	Cost
1	Signal Construction – Wooden Poles	100,000
2	Roadway Construction – Left Turn Lanes	37,500
3	Design Cost @ 22%	30,250
4	Survey and Geotechnical Allowance	\$5,000
5	Contingency @ 20%	\$27,000
6	Project Sub-Total	\$199,750
	Project Budget	\$200,000

Signal installation at Greenpace project is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands. Currently, staff receives the most complaints about congestions at this location. Due to the delays and lack of turning lanes, vehicle traffic is taking increased risks when merging into or crossing oncoming traffic.

• **Proctor Street – Corridor Project – Design Phase - \$575,000**

- The newly planned subdivisions (Shepard point, Autumn Lakes, Barrington) along Old Bunn Road are projected to have significant impacts to area roadways. In an effort to get ahead of this planned residential development, staff is recommending to begin the design phase of widening Proctor Street from Arendell Ave to High's Used Cars at Shepard School Road. The widening will consist of a three lane road section, 14' travel lanes with 12' turn lane. The roadway will have sidewalks on both sides of the roadway.



Layout of Roundabout at Pearce's Road/Proctor Street Intersection
 Installation of a roundabout is projected reduce crashes by

	Description – Design - Fy2021	Cost
1	Roadway Design	\$428,688
2	Survey – Level A	\$53,584
3	Survey – Level B	\$40,188
4	Subtotal	\$522,440
5	Contingency @ 10%	\$52,244
6	Project Sub-Total	\$574,684
	Project Design Budget	\$575,000

	Description – Proctor Corridor Widening	Cost
1	Engineering Budget	\$575,000
2	ROW Acquisition Budget	\$214,000
3	Construction	\$2,680,000
	Project Budget Estimate	\$3,469,000

Proctor Street Roadway improvements project is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands.

- **Old Bunn Widening Ph. 1 –Shepard School to Karial Court – Design, and Surveying - \$443,000**

- o The newly planned subdivisions (Shepard point, Autumn Lakes, Barrington) along Old Bunn Road are projected to have significant impacts to area roadways. In an effort to get ahead of this planned residential development, staff is recommending to begin the design phase of widening Old Bunn Road from High’s Used Cars on Proctor to Karial Court. The widening will consist of a four lane road section 14’ and 12’ travel lanes with 16’ median with sidewalks on both sides

The intersection above is planned to have new traffic signal with Galv. Poles and masts arms with turn lanes. The intersection will transition from three lane roadway section on Proctor to 4 lane roadway on Old Bunn roadway.

Description – Design	Fy2021 Cost
Roadway Design	\$329,940
Survey – Level A	\$30,932
Survey – Level B	\$41,242
Subtotal	\$402,114
Contingency @ 10%	\$40,211
Project Sub-Total	\$442,325
Project Design Budget	\$443,000

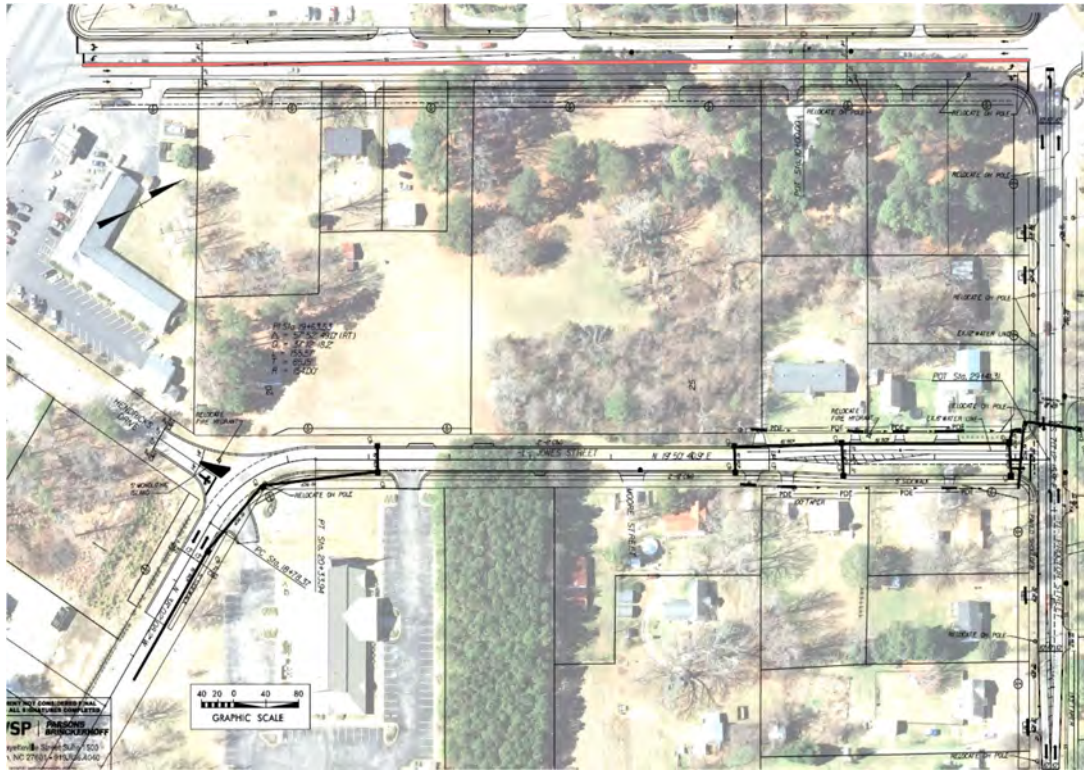
Description – Old Bunn Widening – Phase 1	Cost
Engineering Budget	\$443,000
ROW Acquisition Budget	\$341,000
Construction	\$2,063,000
Project Budget Estimate	\$2,847,000

Old Bunn Roadway improvements project is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands.

- **Proctor/ Pearce’s and Jones Street – Design**

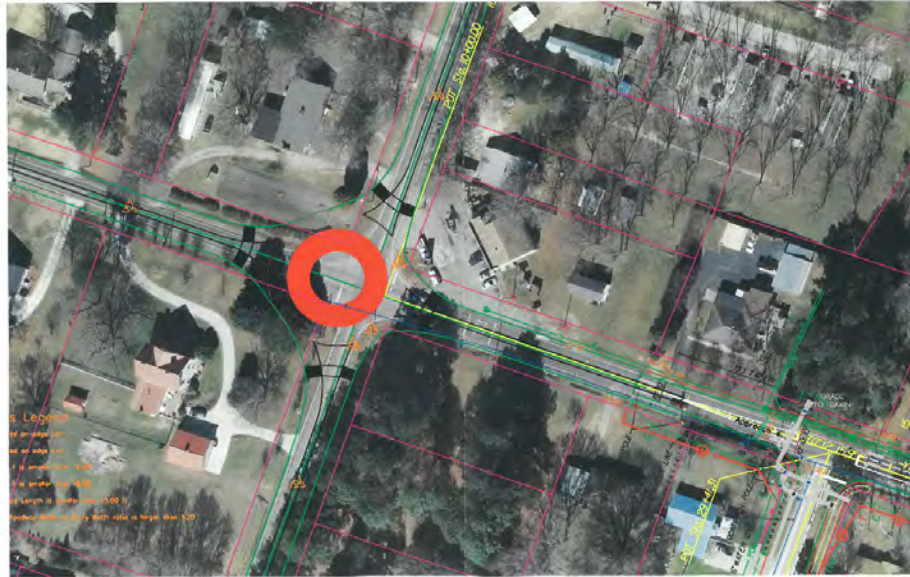
- The newly planned subdivisions (Shepard point, Autumn Lakes, Barrington) along Old Bunn Road are projected to have significant impacts to area roadways. In an effort to get ahead of this planned residential development, staff is recommending to begin the design phase of widening of Pearce’s Road to three lane section Sheetz to Lucas Street, installation of a roundabout at Pearce’s and Proctor with roadway transitions, intersection improvements of turn lanes at Jones Street and roadway widening to three lanes on Proctor between roundabout and Jones Street. Engineer will use information from the Preliminary Engineering Data from 2016 Pearce/Proctor and Jones Street Study.

	Description – Proctor/Pearce Jones Roadway Improvements	Cost
1	Roadway Design	\$172,000
2	Survey –Level A	\$ 9,500
3	Survey – Level B	\$19,000
	Subtotal	\$200,500
	Engineering Contingency @ 10%	\$20,000
	Project Budget Estimate	\$220,500



Proctor Street Roadway improvements project is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands.

- **Proctor/ Pearce’s Roundabout – Design Only**
 - The newly planned subdivisions (Shepard point, Autumn Lakes, Barrington) along Old Bunn Road are projected to have significant impacts to area roadways. In an effort to get ahead of this planned residential development, the consultants with WSP have recommend the installation of a round-about at Pearce’s and Proctor to address the safety concerns and accidents at this location.



	Description – Design - Fy2021	Cost
1	Roadway Design	\$95,000
2	Survey – Level A	\$7,500
3	Survey – Level B	\$6,000
4	Subtotal	\$108,500
5	Contingency @ 10%	\$10,800
6	Project Sub-Total	\$119,300
	Project Design Budget	\$120,000

	Description – Roundabout Cost	Cost
1	Engineering Budget	\$120,000
2	ROW Acquisition Budget	\$16,000
3	Construction	\$477,000
	Project Budget Estimate	\$613,000

Pearce’s and Proctor Roundabout improvements project is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands.

Industrial Drive – 2nd Entrance Design- \$331,281.00

- Zebulon Industrial Park is growing with new business, expansion of operations at Normacorc and expansion of East Wake Academy that a second entrance is needed. Approximately, one year ago NCDOT installed a traffic signal at Industrial Drive in an effort to ease the congestion at peak hours. The long term success to the industrial park is predicated on the development of a second entrance.



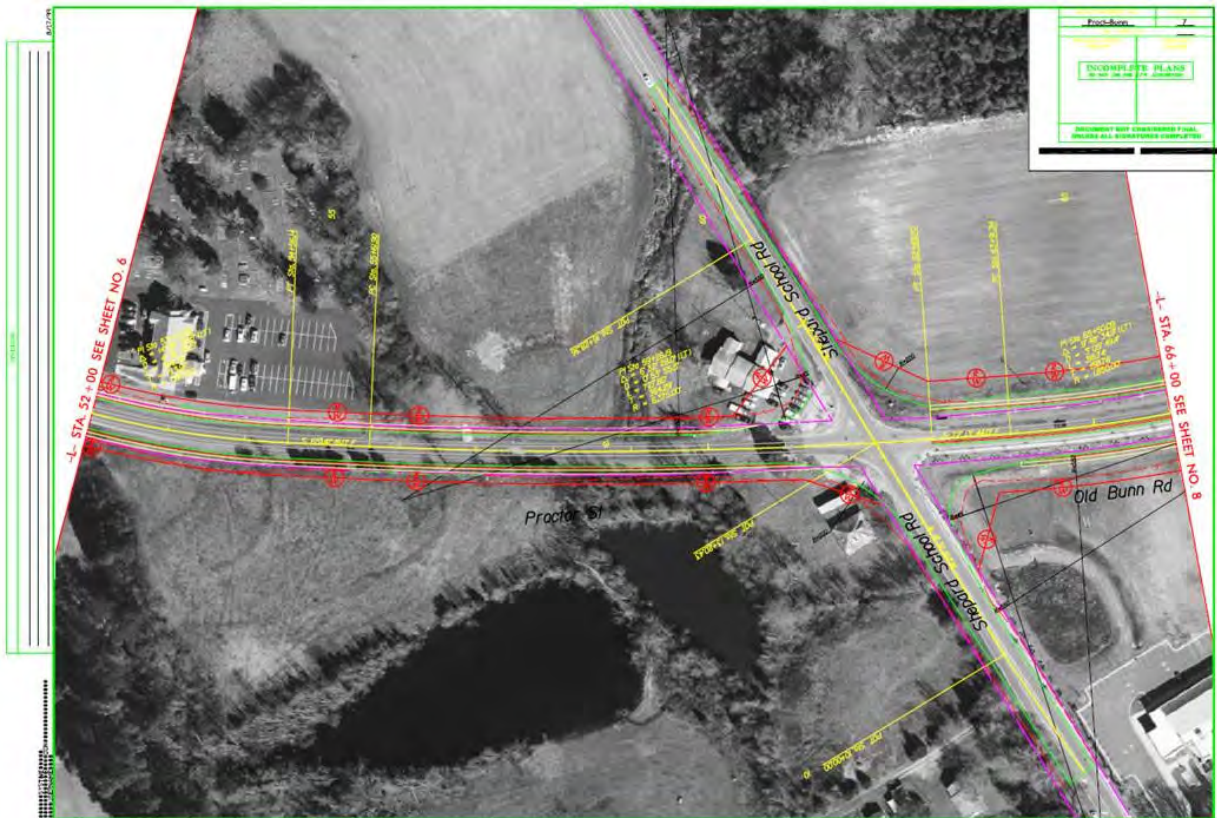
	Description – Design - Fy2021	Cost
1	Roadway Design	\$258,674.00
2	Survey – Level A	\$25,866.00
3	Survey – Level B	\$34,490.00
4	Subtotal	\$301,164.00
5	Contingency @ 10%	\$30,117.00
6	Project Sub-Total	\$333,281
	Project Design Budget	\$332,000

Development of an 2nd entrance to the industrial park is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands.

One of the highest valued town assets is the approximately 25 miles of roadway as of June 30, 2019 with an estimated value in excess of \$18

million. This infrastructure asset can quickly lose its value through a lack of maintenance due to inadequate funding. Studies have shown that every additional dollar spent of preventative maintenance treatments saves up to ten dollars in future rehabilitation cost. The current funding level of \$160,000 dollars annually is insufficient to meet our paving needs outline the 2016 report below. The delays in paving is eliminating the use of preservation techniques such as slurry and cape seal paving.

- **Shepard School and Proctor (Signal and 4 Turn Lanes \$430,000)**
 - Several recently approved development are located along the Old Bunn Corridor and the traffic patterns are expected to have a greater impact to the west of these developments. The intersection of Shepard School and Proctor Street is expected to see the majority of new trips. Currently the intersection is through street on Shepard School and stop traffic on Old Bunn and Proctor Streets. The result of the increased traffic and stop conditions on only on one side have resulted in unsafe conditions. The following design is proposed to address those issues:



Engineering Budget Amount	\$ 62,000.00
ROW Acquisition Budget Amount	\$ 64,000.00
Construction Budget Amount	\$ 304,000.00
Total Project Expenditure	\$ 430,000.00

Trends to Watch

1. Currently development is from existing homes and businesses. The Town has more than 3000 additional dwellings expected to be constructed within the next seven years. Furthermore, interest in additional commercial business will add to what is already perceived as a significant issue.
2. The future I-87 improvements will result in modification or reconfiguration of several intersections, but may also allow for additional options for crossings.
3. The cost of construction is expected to increase once NCDOT projects are authorized to continue
4. Funding from CAMPO will become more competitive as the Census will result in expansion of additional partners.

**TOWN OF ZEBULON-GENERAL FUND
CAPITAL IMPROVEMENTS & FINANCING PLAN
FISCAL YEARS 2021-2026**

DEPARTMENT EXPENDITURE		FY21	FY22	FY23	FY24	FY25	FY26	Future Years
Streets CIP Management - \$160,000 or 2 cent dedicated tax	PRIORITY							
Street Paving	A	\$510,000	\$295,000	\$295,000	\$295,000	\$295,000	\$295,000	
N. Arendell Ave Design - Phase II*	A	\$350,000						
Intersection Service Level - Conceptual Design and Cost Estimates	B	\$49,975						
Proctor St. - Corridor Project - includes Pearce roundabout/Jones intersection -design, surveying & permitting	A	\$575,000						
Old Bunn Widening Phase 1 (Shephard School to Karial Court) - Traffic Signal -Design, Surveying and Permitting	B	\$443,000						
Proctor Pearces and Jones Street Design and Survey Only	B	\$220,000						
Industrial Drive - 2nd Entrance design and survey	D	\$332,000						
Shepards School and Proctor (signal and 4 turn lanes)	A	\$430,000						
Greenpace & Arendell Signals	A	\$70,000						
N. Arendell Ave ROW Acquisition - Phase II			\$150,000					
Proctor St. -Corridor Project - ROW acquisition and Construction - roundabout @ Pearces			\$2,894,000					
Old Bunn Widening Phase 1 -ROW Acquisition - Signal @ Shepard School			\$410,000					
N. Arendell Ave - Construction - Phase II			\$1,593,000					
Old Bunn Widening Phase 1 Construction - Signal @ Shephard School				\$2,063,000				
Judd and Arendell Ave Intersection improvements -Design/Permitting			\$25,000					
Old Bunn Widening Phase 2 - Design, ROW, Construction -Karial Court to US 64 bridge					\$15,018,000			
Judd and Arendell Ave Intersection improvements -ROW and Construction				\$125,000				
Arendell and Gannon Intersection Improvements - Design and Permitting					\$90,000			
Arendell and Gannon Intersection Improvements - ROW Acquisition						\$65,000		
Old Bunn Widening Phase 3 - Design ROW, Construction US 64 with bridge improvements to HWY 39							\$12,626,000	
Arendell and Gannon Intersection Improvements - Construction							\$450,000	
Gannon and US 264 Intersection Improvements								TBD
NC 39 and US 264 intersection improvements								TBD
Totals - less items in red		\$2,979,975	\$5,367,000	\$2,483,000	\$15,403,000	\$360,000	\$13,371,000	
Revenue Sources								
Powell Bill Revenue		\$99,000	\$105,000	\$110,000	\$115,000	\$120,000	\$125,000	
Dedicated Tax Increase Net		\$62,000	\$62,000	\$62,000	\$62,000	\$62,000	\$62,000	
2020 Powell Bill (roll over)		\$99,000						
2020 Street Reserves		\$66,000						
Sanchez Concrete Plant Fees		\$33,297						
	Total	\$359,297	\$167,000	\$172,000	\$177,000	\$160,000	\$320,000	
	Shortfall	\$2,620,678	\$5,200,000	\$2,311,000	\$15,226,000	\$200,000	\$13,051,000	
Note: \$98,000 Powell Bill + \$62,000 Streets = \$160,000								
Considerations:								
Annual Street Survey/Data Base								
Maintenance record - Are we constantly "fixing" something that should be replaced?								
Useful life - Has the item reached its useful life expectancy or where it is at in the life cycle? Is it essential to maintain useful life?								
Safety - Are we addressing a hazard/OSHA/govt mandate? (Federal, state, local)								
Does it solve a problem, fulfill a need (ours or community),expand a service, increase efficiency?								
What are the consequences or implications if we don't do it or defer it?								
What are our alternatives?								
Is the success of this project related to another project? Does the timing of this project affect another project?								
What is the possibility of cost escalation over time?								
Are all costs included? (land, easements, engineering, professional fees, contingency, studies) Who prepared the cost estimate? (staff, engineer, construction means data)								
Is a Preliminary Engineering Report or Feasibility study needed?								
Financial Considerations:								
What are the financing resources? (GFFB, fees, grants, leases, private donations, loans, G O bonds, revenue bonds)								
Is funding source secured? (Ex. Already have fee-in-lieu, grant awarded)								
Does it increase or reduce operating cost? Note: recurring expenses such as roadway maintenance.								

Walkability Committee Budget Request Memo Fiscal Year 2020-2021



Walk Zebulon

Zebulon 2030



**1003 North Arendell Avenue
Zebulon, North Carolina 27597
(919) 269-7455
www.townofzebulon.org**

Roadway paving improvements, which include the grading, regrading, paving, repaving and widening of roadways, or the improvement thereof with any treatment designed to provide an improved wearing surface with necessary drainage, sewer inlets, manholes and catch basins and the construction or reconstruction of retaining walls made necessary by any change of grade incident to such improvement, and, in any case where the improvement is made, if the Board so directs, it may include the construction or reconstruction of curbs, gutters, drains and sidewalks. (Charter Sec 6.4 (a))

Submitted: March 2, 2020

Introduction

The Walkability Committee consists of the following departments and their representatives:

- Planning
 - Michael Clark, Planning Director
- Public Works
 - Chris Ray, Public Works Director
 - Mary Duffy, Administrative Manager
- Parks & Recreation
 - Sheila Long, Parks & Recreation Director

Walkability Policies and Plans

- Comprehensive Master Plan- 2008
- The Multimodal Transportation Plan- 2014
- Greenway, Bicycle & Pedestrian Master Plan- 2015
 - Funding: John Rex Endowment
- Zebulon 2030 Strategic Plan- 2018
- Small Town Life
 - Increase the connectedness and walkability in the community
- Unified Development Ordinance- 2020

Walkability Review

- Downtown sidewalk improvements- 1998, 2009, 2018
 - Funding: Town & Community Development Block Grant
- Zebulon Community Park walking trail-2012
 - Funding: John Rex Endowment (Healthy Places, Active Spaces)
- Shepard School Road (HWY 64 Overpass Bridge)- 2016
 - Funding: Town & Community Development Block Grant
- ½ cent dedicated tax for walkability projects- 2016
 - Currently = roughly \$40,000
- Greenway: Corridor 1- Beaverdam Creek Trail -2017, to be completed in 2020.
 - Funding: Town, Wake County Open Space Grant, PARTF, CAMPO

Walk Zebulon- Community Survey

In the summer of 2019 the town conducted a community survey to gain insight into where people currently walk, where they want to walk, and the challenges they encounter when walking. In addition, feedback was obtained from individual Board members and Wake County administrators of the Community Development Block Grant. Results of Walk Zebulon were presented in the October 2019 Work Session. A summary is noted below:

- Exercise, Walking Dog, and Enjoying the Outdoors were the top 3 reasons for walking
- 68% of responses indicated no sidewalks as the biggest challenge to their work; followed by amount of traffic and driver habits.
- 61% identified lack of “crosswalks and signs” as the main cause for challenges to crossing the street
- The majority of responses identified “more/ better sidewalks” as one thing that could most improve walks.
- 58% identified walking loops as helpful to their walks.

- The top two destinations respondents want to walk to are parks and downtown. Followed by Restaurants and Shopping Centers.

Community Members were asked to identify locations they currently walk. Gannon Ave, Arendell Ave, and Parks got the most similar references. The below image reflects large fonts based on increased amounts of responses for that item in the survey.



Elected officials provided the following feedback in reference to the Walk Zebulon project:

- Stretch dollars. Sidewalk on one side of the road is okay if there are appropriate crosswalks and signals.
- Create walking loops
- Connect to parks
- Connect gaps
- Connect to downtown
- 5 elected officials identified all or a segment of Gannon Avenue from Arendell to Walmart as a priority
 - Judd St from Arendell to Shepherd’s School Road was identified by 2 elected officials
 - Sections of Church St, N. Wakefield St, E. Barbee St, Vance St and W. Franklin St were each identified by 2 elected officials.

Prioritization Criteria

The committee developed criteria to assess needs and projects. The criteria focused on the following considerations:

- Is the project part of a Town Adopted Plan or does it support goals of other plans? (Transportation Plan, Greenway, Bicycle & Pedestrian Master Plan)
- Maintenance record - are we constantly fixing something that should be replaced?

- Useful life - has the item reached its useful life expectancy or where it is at in the life cycle? Is it essential to maintain useful life?
- Safety - Are we addressing a hazard/OSHA/government mandate? (Federal, state, local)
- Does it solve a problem, fulfill a need, expand a service, and increase efficiency?
- What are the consequences or implications if we do not do it or defer it?
- Renovation or new construction - does it only satisfy our immediate need or will it allow for future growth?
- Is the success of this project related to another project? Does the timing of this project affect another project?
- What is the possibility of cost escalation over time?
- Is a Preliminary Engineering Report or Feasibility study needed?
- What are the financing resources? (GFFB, fees, grants, leases, private donations, loans, G O bonds, revenue bonds)
- Is funding source secured? (Ex. Already have fee-in-lieu, grant awarded)
- Does it increase or reduce operating cost? Note: recurring expenses such as water/sewer/ electricity

Priority Projects

Considering the criteria, the walkability committee identified and prioritized projects. Projects were placed into 5 prioritized categories:

- A- Must be funded this year, available funds must go here
- B- Must be funded this year, but exceeds dedicated funds
- C- Anticipated ok this year, but anticipate need next year
- D- Anticipate the need sometime within the five year capital plan horizon
- E- Anticipate the need sometime after the five year capital horizon

Anticipated walkability available funds in FY2021 are noted as follows:

- Dedicated Revenue: ½ cent tax= \$40,000
- Dedicated Revenue Reserves= \$6,000
- Total= \$46,000

Anticipated revenues specific to the development of greenways are noted as follows:

- Barrington Fee in Lieu (Received FY20)= \$29,829
- Greenway Impact Fee Reserves= \$150,000
- Greenway Impact Fee In FY21= \$150,000
- Total= 329,829

Priority A Projects:

- Close the Gap: Arendell Ave Sidewalk- Duplex beside Glenn Lewis
- Crosswalk Peds @ Arendell and Gannon
- P&R Master Plan/Greenway Plan Implementation- Designs

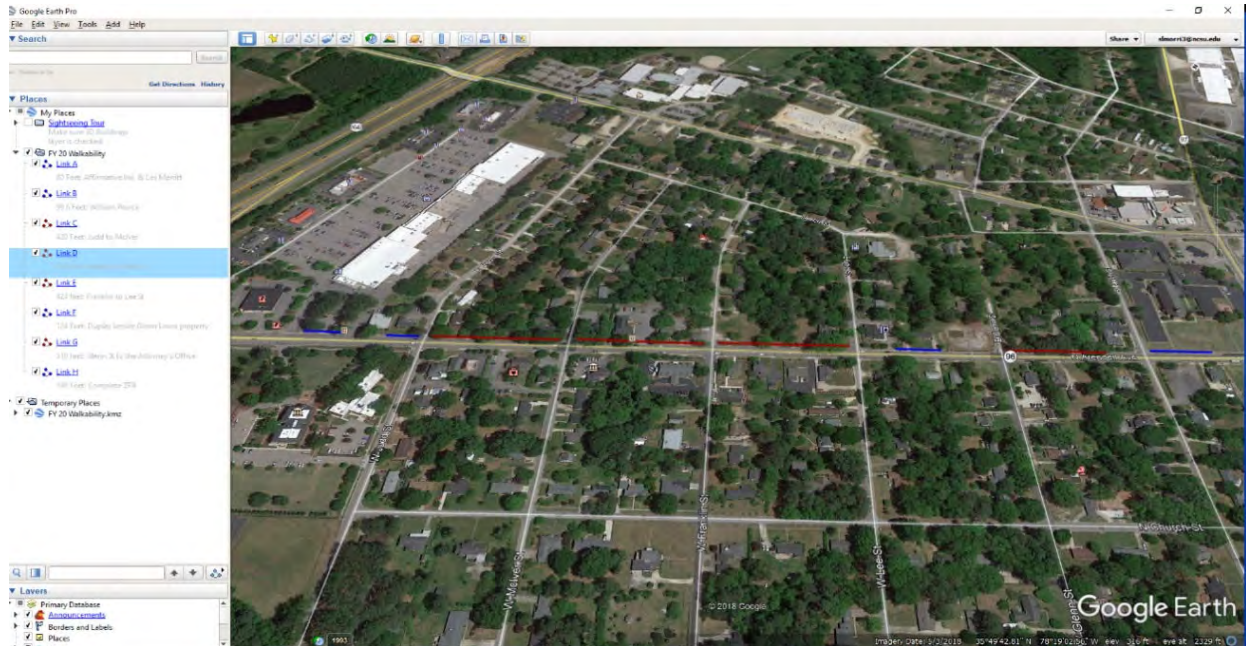
Priority B Projects:

- Remove & Replace Sidewalk- 200 Block of West Horton
- Crosswalk Peds @ Wakefield and Gannon

**Please refer to the Walkability CIP Spreadsheet for Priority C-E.*

Project Details

Closing the Gaps- Arendell Ave



Project Description:

The FY 2020 budget process identified missing links along the North Arendell Ave (east side). There were nine short sections of missing sidewalk. Two of links were approved for funding: Zebulon Baptist Church completion and North to Glenn St. Staff had intended these short sections to would be completed without surveying and engineering design; however, NCDOT is going to require engineered drawings to proceed with sidewalk projects. Due to the nature of the property in the missing links, five foot sidewalk is being recommended.

The FY2021 closing the gap project recommendation is to construct sidewalk in front of the Duplex beside the new Glenn Lewis location. This link, combined with new private construction, and FY20 CIP Missing link projects will create complete sidewalk from Gannon Ave to E. Lee St.

Fiscal Analysis:

The cost of this project is estimated to be \$40,000. The current property use is residential and not likely for new construction; therefore, it is not likely to be completed through private development.

Policy Analysis:

The construction of missing sections of N. Arendell Ave Sidewalks is consistent with “Small Town Life” connecting designations such as Town Hall with the Zebulon Baptist Church, and local business. Through the construction of this missing link sidewalk, we will improve the connectedness and walkability of the Town of Zebulon. Elected officials prioritized closing gaps and safe crossing during the Walk Zebulon process.

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents. There is also a risk of injury to pedestrian due to lack of solid walking surfaces off vehicle lanes on the Eastern side of North Arendell.

Pedestrian Signal Improvements: Arendell and Gannon



Project Description:

We are proposing investment in pedestrian crosswalk signals at the intersection of Arendell and Gannon as part of the Shepard School Road Signalization project. This project will coordinate the stoplight at Gannon and Arendell with pedestrian crosswalk signals. The signals will improve pedestrian improvements along Arendell Ave to Gannon Sidewalk and ultimately connecting to the downtown, Zebulon Baptist Church and retail shopping opportunities.

Fiscal Analysis:

Itemized Description	Cost
Crosswalk Pedestals	\$10,000
Crosswalk Stripping	\$2,000
Construction CPI @ 15%	\$1,800
Subtotal	\$13,800
Engineering Design Allowance	\$10,000
Construction Contingency @ 20%	\$2,760
Construction Estimate	\$26,560
Recommended Budget	\$27,000

Policy Analysis:

The completion of missing sections of N. Arendell Ave & Gannon Ave crosswalks is consistent with “Small Town Life” connecting designations such as Town Hall, downtown, restaurants, churches, transit and local businesses. Walk Zebulon survey responses prioritized Arendell, Gannon, and crosswalks. Elected officials prioritized Gannon & safe crossing during the Walk Zebulon process.

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents. There is also a risk of injury to pedestrian due to lack of safe intersection crossings.



Project Description:

Due to the **expediential** growth in Zebulon in recent years, there are areas to the north near Weavers Pond and toward the Stadium that had not been accounted for in the development of the 2015 Greenway Master Plan. The Plan was also completed outside of a Parks and Recreation Master Plan. The town is currently in the process of developing its first Parks and Recreation Master Plan which will include the existing greenway master plan and any updates identified through the development of the overall park system.

This is excellent timing to account for the next steps in the process, development of greenway designs, for FY2021. These designs are necessary for staff to seek and secure outside funding sources to aide in the development of Zebulon’s Greenway system. The section of greenway to be designed will be identified in the pending Parks and Recreation Master Plan.

Fiscal Analysis:

Upon consultation with the hired Parks and Recreation Master Plan consultants, WithersRavenel, recommends \$250,000 to be budgeted for the development of greenway designs. Funding sources such as CAMPO/LAPP, Wake County, and PARTF are seeking shovel ready projects (complete drawings and permits).

Policy Analysis:

Developing greenway designs is consistent with “Small Town Life” and "Growing Smart" by increasing the connectedness and walkability of the community and preserving the affordability of our community by preparing for future funding opportunities.

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents. Failure to invest in a greenway segment design could result in less competitive funding applications or ineligible projects.

Sidewalk Repairs @ 200 Block of East Horton Street



Project Description:

The project consists of removal and replacement of approximately 185 Lf of 8' wide sidewalk. The sidewalk is broken in multiple places and during the summer months is full of grass along the joints and broken sections. With new businesses and organizations moving downtown, the events committee and town staff anticipate this area of downtown to host public events throughout the year.

Fiscal Analysis:

Hollins Construction provided an estimate on November 6, 2019 for the project.

Itemized Description	Cost
Construction/Demolition	\$ 37,145
Construction CPI @ 10%	\$ 3,715
Subtotal	\$ 40,860
Construction Contingency @ 20%	\$ 8,172
Total Construction Estimate	\$49,032
Construction Budget	\$50,000

** Some members of the Walkability Committee would like to see this project reflect an expansion of the downtown streetscape. Continuing the look and feel of downtown from Arendell Avenue would be ideal versus a repair to the existing sidewalk. The estimated cost of this expansion was not available prior to the submission of this budget request.*

Policy Analysis:

Maintaining existing sidewalks is consistent with "Small Town Life" and creating a walkable community. Walk Zebulon survey responses prioritized walking downtown. Elected officials prioritized connections to downtown during the Walk Zebulon process.

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents. Uneven sidewalks are a trip hazard. The cracks in the sidewalk require routine maintenance to keep weeds and grass from growing on the sidewalk which keep staff from accomplishing other tasks.

Pedestrian Signal Improvements: Wakefield and Gannon



Project Description:

We are proposing investment in pedestrian crosswalk signals at the intersection of Wakefield and Gannon. This project will coordinate the stoplight at Wakefield and Gannon with pedestrian crosswalk signals. The signals will improve pedestrian improvements along Gannon Sidewalk and ultimately connecting to the downtown, transit, churches, restaurants and retail shopping opportunities.

Fiscal Analysis:

Itemized Description	Cost
Crosswalk Pedestals	
Crosswalk Stripping	
Construction CPI @ 15%	
Subtotal	
Engineering Design Allowance	
Construction Contingency @ 20%	
Construction Estimate	
Recommended Budget	\$40,000

Policy Analysis:

The completion of missing sections of N. Arendell Ave & Gannon Ave crosswalks is consistent with “Small Town Life” connecting designations such as Town Hall, downtown, restaurants, churches, transit and local businesses. Walk Zebulon survey responses prioritized Arendell, Gannon, and crosswalks. Elected officials prioritized Gannon & safe crossing during the Walk Zebulon process.

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents. There is also a risk of injury to pedestrian due to lack of safe intersection crossings.

TOWN OF ZEBULON-GENERAL FUND CAPITAL IMPROVEMENTS & FINANCING PLAN FISCAL YEARS 2021							Prioritization Category Per Budget Instructions	
							A- Must be funded this year, available funds must go here	
							B- Must be funded this year, but exceeds dedicated funds	
							C- Anticipated ok this year, but anticipate need next year	
							D- Anticipate the need sometime within the five year capital plan horizon	
							E- Anticipate the need sometime after the five year capital horizon	
DEPARTMENT EXPENDITURE	Department	Project Cost	Priority Level					Notes
Walkability Improvements	Department	Project Cost	A	B	C	D	E	Notes
Arendell Ave Sidewalk - Duplex beside Glenn Lewis	Streets	\$40,000	\$40,000					Complete Arendell Missing Links, Walk Zebulon Survey responses prioritized Arendell
Crosswalk Peds @ Arendell and Gannon	Streets	\$27,000	\$27,000					Walk Zebulon Survey responses prioritized Arendell, Gannon, crosswalks. Elected officials prioritized Gannon & safe crossing
P&R Master Plan & Greenway Plan Implementation-Project: TBD- Designs	Parks & Rec	\$250,000	\$250,000					Strategic Plan Action Items. Greenways are noted as high priority in the early phases of public input.
Remove and Replace Sidewalk - 200 Block of West Horton	Streets	\$50,000		\$50,000				Project Cost is for replacement of existing sidewalk. Consideration should be given to expanding to streetscape project; All 3 focus areas
Crosswalk Peds @ Wakefield and Gannon	Streets	\$40,000		\$40,000				Walk Zebulon Survey responses prioritized Arendell, Gannon, crosswalks. Elected officials prioritized Gannon & safe crossing
Arendell Ave Sidewalk - Franklin to Lee Street	Streets	\$82,000			\$82,000			Complete Arendell Missing Links, Walk Zebulon Survey responses prioritized Arendell
Arendell Ave Sidewalk - West McIver to Franklin	Streets	\$120,000			\$120,000			Complete Arendell Missing Links, Walk Zebulon Survey responses prioritized Arendell
Arendell Ave Sidewalk - Judd to West McIver	Streets	\$117,000			\$117,000			Complete Arendell Missing Links, Walk Zebulon Survey responses prioritized Arendell
Arendell Ave Sidewalk - Williams and Pearce	Streets	\$106,100			\$106,100			Complete Arendell Missing Links, Walk Zebulon Survey responses prioritized Arendell
Arendell Ave Sidewalk - Affirmative and Merritt	Streets	\$57,000			\$57,000			Complete Arendell Missing Links, Walk Zebulon Survey responses prioritized Arendell
Sidewalk on North side of E. Judd Street	Streets	\$250,000			\$250,000			Walk Zebulon Elected Official priority
Pony Rd/Shannon Dr/ Gannon Sidewalk	Streets	TBD			TBD			Walk Zebulon Survey responses prioritized Gannon. Future growth and expansion of downtown Access to serves and transit.
P&R Master Plan & Greenway Plan Implementation- Construction Project TBD	Parks & Rec	\$2,000,000			\$2,000,000			Strategic Plan Action Items. Greenways are noted as high priority in the early phases of public input.
Beaverdam Creek Greenway: Phase II Designs	Parks & Rec	\$325,000			\$325,000			Existing Greenway Plan
Beaverdam Creek Greenway: Phase II Construction	Parks & Rec	\$3,000,000				\$3,000,000		Existing Greenway Plan
E. Vance Street from Housing Authority to Post Office	Streets	\$439,000				\$439,000		Future growth and expansion of downtown. Affordable housing access to serves.
Gannon Avenue Sidewalk- Gannon to Walmart	Streets	TBD					TBD	Walk Zebulon Survey responses prioritized Arendell, Gannon, crosswalks. Elected officials prioritized Gannon & safe crossing. Future growth and expansion of downtown. Affordable housing access to serves.
Pineview Drive from Gannon Avenue to Southland Drive	Streets	\$364,000					\$364,000	Walk Zebulon Survey responses prioritized Gannon. Future growth and expansion of downtown Access to transit.
Sidewalk Improvements - TBD	Streets	\$1,000,000					\$1,000,000	Zebulon 2030: Action Items
Total Expenditures	Total	\$8,267,100	\$ 317,000	\$ 90,000	\$ 3,057,100	\$ 3,439,000	\$ 1,364,000	
Potential Revenue Sources	Current FY	2021	2022	2023	2024	2025		
Dedicated Revenue 1/2 cent tax	\$ 12,445	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000		
Wake County Open Space Grant (Expires 6/30/2020)	\$ 228,625							
PARTF Grant	\$ 90,230							
Cypress Creek Fee-in-lieu	\$ 102,235							
Capital Ordinance Revenue -existing	\$ 723,897							
CAMPO/LAPP Grant - Recission funds (Expires ???)	\$ 866,265							
Barrington Fee-in-lieu (collected in FY20)		\$ 29,829						Collected in FY 20
Walkability Dedicated Tax Reserves		\$ 6,000						Rollover
Greenway Impact Fee Reserves from FY 20		\$ 150,000						\$97,000 collected as of 3/2/2020. Estimated to collect \$150,000 total
2020 Greenway Impact Fee -500 per C.O.		\$ 150,000	\$150,000	\$ 200,000	200,000	200,000		300 per year @ \$500= \$150,000 /400 per year @ \$500= \$200,000
Wake County Greenway Grant (proposed application-designs required)				\$ 1,000,000				available again in 2023
CDBG Grant Funds 80/20			\$200,000		\$351,200	TBD		Contingent upon project eligibility.
General Fund Appropriations	\$ -							TO BE DETERMINED BY JOE
Total Revenues	\$ 2,023,697	\$ 375,829	\$ 190,000	\$ 1,240,000	\$ 240,000	\$ 240,000		
Considerations:								Financial Considerations:
Maintenance record - Are we constantly "fixing" something that should be replaced?								What are the financing resources? (GFFB, fees, grants, leases, private donations, loans, G O bonds, revenue bonds)
Useful life - Has the item reached its useful life expectancy or where it is at in the life cycle? Is it essential to maintain useful life.								Is funding source secured? (Ex. Already have fee-in-lieu, grant awarded)
Safety - Are we addressing a hazard/OSHA/govt mandate? (Federal, state, loca								Does it increase or reduce operating cost? Note: recurring expenses such as roadway maintenanc
Does it solve a problem, fulfill a need (ours or community),expand a service, increase efficiency								
What are the consequences or implications if we don't do it or defer it?								
What are our alternatives?								
Is the success of this project related to another project? Does the timing of this project affect another project?								Additional Discussion Needed
What is the possibility of cost escalation over time?								Greenway Specific Revenues
Are all costs included? (land, easements, engineering, professional fees, contingency, studies) Who prepared the cost estimate? (staff, engineer, construction means dat								Potential CDBG Projects to Propose
Is a Preliminary Engineering Report or Feasibility study needed?								

BACKGROUND

The committee developed criteria to assess needs and projects. The criteria focused on the following considerations:

- Green Engineering Preliminary Engineering Report - February, 2017 – for the West Sycamore/ Gannon Avenue/ Arendell Avenue drainage
- Maintenance record - Are we constantly fixing something that should be replaced?
- Useful life – has the item reached its useful life expectancy? Where is it in the life cycle? Is a program essential to maintain the useful life of an asset?
- Safety - Are we addressing a hazard/OSHA/government mandate (federal, state, local)?
- Does it solve a problem, fulfill a need, expand a service, or increase efficiency?
- What are the consequences or implications if we defer it or do not do it?
- What are our alternatives?
- Are we meeting the Town of Zebulon’s MS-4 permit requirements? Is a project necessary to meet the permit requirements?
- Is the success of this project related to another project? Does the timing of this project affect another project?
- What is the possibility of cost escalation over time?
- Are all costs included (land, easements, engineering, professional fees, contingency, studies)?
- Who prepared the cost estimate (staff, engineer, construction means data)?

Recommendations

The Stormwater Department’s highest priority projects are the continuation of the West Sycamore/Arendell Drainage Improvements, the Little River Park Drainage Improvements, and the Vance Street and Flowers Street infrastructure repairs.

- West Sycamore/Arendell – address flooding, reverse grades, volume concerns
- Little River Park – safety, maintenance issues, aesthetics
- Vance Street – repairs – pipe structural issues
- Flowers Street – repairs – pipe issues, nuisance issues

1) West Sycamore/Arendell Ave Drainage Improvements

The West Sycamore/Arendell project will address flash flooding issues and prevent potential property damage. Potential redevelopment in the basin could cause further problems, and a Preliminary Engineering Report (PER) in February 2017 described infrastructure deficiencies in the basin.

The existing stormwater drainage system, evaluated as part of the PER, consists of piping with diameters ranging from 15 inches through 60 inches. Unfortunately, a number of those pipes were laid on reverse-grade (flow would be uphill) or were undersized for a 2-year or 10-year storm event (basis for Town of Zebulon design standards).

- A 2-year/24-hour event equals 3.46” of rainfall. (Sycamore flooding)
- A 10-year/24-hour event equals 5.14” of rainfall. (Arendell/Gannon flooding)



Flooding at the intersection of Gannon and Arendell
Facebook photo - September 2016



Flash flooding at Gannon and Arendell
ZPW staff photo - July 2019

The existing 15-inch-diameter drainage pipes located in the rear of 108 and 110 West Sycamore Street create a bottleneck in the stormwater drainage system. This is the main reason the flash flooding occurs at least quarterly and threatens structures during heavy, continuous rains.

To date the project has been designed by Green Engineering, permits obtained from NCDOT (encroachment and erosion control), easement plats and agreements created, and 3 of the 17 easements secured.

Due to the volume of existing capital projects and the time-consuming nature of easement acquisition, staff recommends hiring a right-of-way/easement agent to secure the

remaining 14 easements needed to construct the project. Cost to secure the necessary easements are estimated as follows:

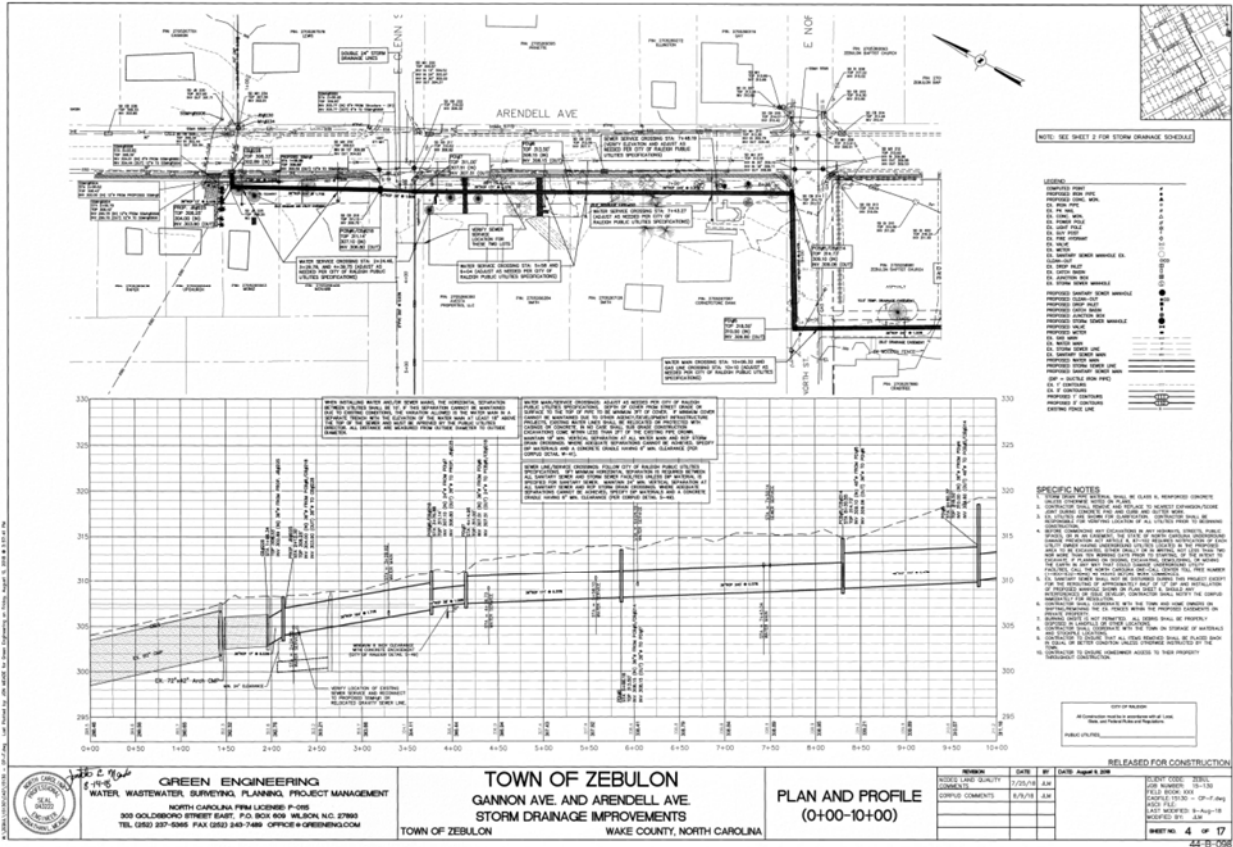
	Item	Quantity	Unit Cost	Total Cost
1	ROW Agent Professional Services	14	\$2,500	\$35,000
2	Appraisals	14	\$2,500	\$35,000
3	Easement Acquisition	1	\$70,000	\$70,000
	Subtotal			\$140,000
	Less Existing Funding			\$(33,250)
	Additional Funds – Easements			\$106,750



Nuisance Flooding
(occurs quarterly)



Structural Flooding
(occurs annually)



Staff would look to build this project in FY2022 with estimated engineering and construction costs as in the following charts:

Engineering :	Description	Amount
FY-2021-2022	Design, Permitting, & Bidding	\$ 4,000.00
	Survey - Level A @ 1.5.%	\$ -
	Survey - Level B @ .05.0%	\$ -
Works to begin 7/1/2021	Engineering Subtotal	\$ 4,000.00
	Engineering Cost	\$ 4,000.00
	Engineering Contingency @ 10%	\$ 400.00
	Total Engineering Cost	\$ 4,400.00
	Engineering Budget	\$4,500.00

2) Little River Park Drainage Improvements

The Little River Park Drainage Improvements project involves the installation of 630 linear feet of 36-inch storm drainage pipe along West Gannon Avenue in front of the park. The eroded ditch bank holds standing water because it is no longer properly graded, which creates breeding pools for mosquitoes. Over time, the ditch bank slope has deteriorated and become unstable, making it difficult to safely trim the grassy sides of the steep banks.



The 7-foot-deep ditch is a safety hazard for children and visitors to the park. The Community Visioning report from Site Collaborative expressed an opinion that the park looked “tired” and lacked maintenance. The installation of the drainage pipe will improve drainage, appearance, maintenance issues, and site safety.

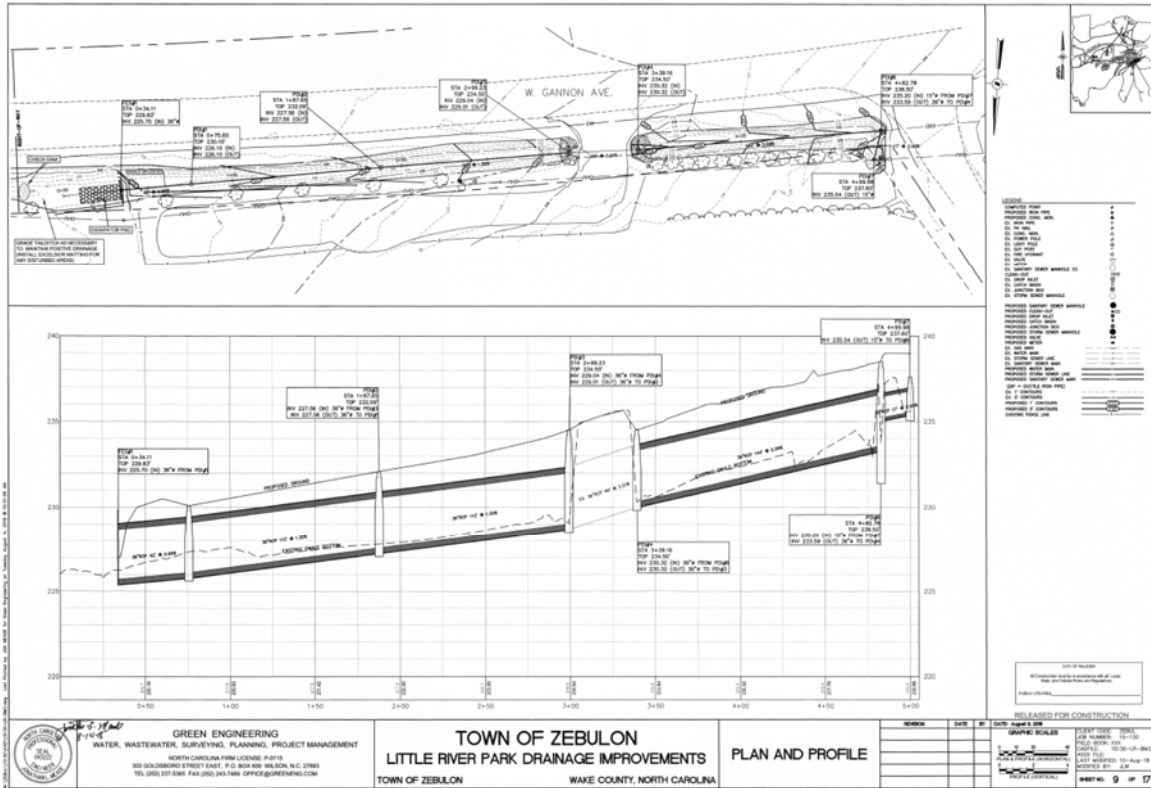
During FY2019, staff completed the design and permitting phase of the project. It is recommended this project be bid with West Vance Street Repairs and Flowers Street Improvements in an effort to get lower unit costs through economies of scale.

The estimated project costs are as follows:

Engineering :	Description				Amount
FY-2020-21	Finalize Design, Permitting, and CA for project (balance on contract \$11,306)				\$ 15,000.00
	Survey - Level A @ 2.0%				\$ -
	Survey - Level B @ 2.0%				
Works to begin 8/1/2020	Engineering Subtotal				\$ 15,000.00
	Engineering Cost				\$ 15,000.00
	Engineering Contingency @ 10%				\$ 1,500.60
	Total Engineering Cost				\$ 16,500.60
	Engineering Budget				\$16,500.00

Construction Cost					
FY 2020-21	Work to begin - November, 2020				
Line Item #	Description	Quantity	Unit	Price	Amount
1	Mobilization	1	LS	\$ 7,500.00	\$ 7,500.00
2	Traffic Control	1	LS	\$ 2,000.00	\$ 2,000.00
3	Construction Staking	1	LS	\$ 1,500.00	\$ 1,500.00
4	Reomval of 24" RCP under driveway(Done by NCDOT)	0	LF	\$ 30.00	\$ -
5	Installation of 36" RCP along ditch line	600	LF	\$ 95.00	\$ 57,000.00
6	36" RCP Flared End Section	2	EA	\$ 2,200.00	\$ 4,400.00
6	Drainage Swell or Tail Ditch (Currin Perry)	50	LF	\$ 20.00	\$ 1,000.00
7	Drop Inlet along ditch line	5	EA	\$ 3,000.00	\$ 15,000.00
8	Juntion box @ Currin Perry and Hwy 97 (3 pipes)	1	EA	\$ 5,000.00	\$ 5,000.00
9	Concrete Driveway Apron (30'x12' x 6")	1	LS	\$ 3,000.00	\$ 3,000.00
10	CABC for Parking Lot	40	Tons	\$ 35.00	\$ 1,400.00
11	Comprehensive/Fine Grading to new Drop Inlets	1	LS	\$ 3,500.00	\$ 3,500.00
12	Comprehensive Parking Lot - Site Grading	1	LS	\$ 1,500.00	\$ 1,500.00
13	Comprehensive Grading	1	LS	\$ 20,000.00	\$ 20,000.00
14	Seeding and Mulching	0.75	ACR	\$ 3,000.00	\$ 2,250.00
15	Temporary Silt Fence	650	LF	\$ 4.00	\$ 2,600.00
16	Excelsior Matting	500	SY	\$ 14.00	\$ 7,000.00
17	Additional Bedding Stone	300	Tons	\$ 35.00	\$ 10,500.00
	Construction sub-total				\$ 145,150.00
	Construction Contingency @ 15%%				\$ 21,772.50
	Construction Inspection Allowance 20 days @ \$720(balance on contract - 12K)				\$ 14,400.00
	Construction Total				\$ 181,322.50
	Construction Budget				\$ 182,000.00

Summary	Engineering Budget Amount				\$ 16,500.00
	ROW Acquisition Budget Amount				\$ -
	Construction Budget Amount				\$ 182,000.00
	Total Project Expenditure				\$ 198,500.00



Investment in stormwater infrastructure is consistent with the “Growing Smart” initiative of Zebulon’s strategic plan by meeting the growing infrastructure needs of a growing community. The investment in the Little River Project helps support the “Small Town Life” initiative by preserving and enhancing safe places for families and neighbors to gather.

3) Vance Street Infrastructure Replacement

During the routine inspection and cleaning activities this year, we discovered the 24-inch storm drainage pipe under West Vance Street has been structurally compromised. The pipe has become egg shaped, with large structural cracks in the top of the pipe. Crews also found an 8-inch, cast iron water main in a junction box buried 18 inches below the roadway. Staff raised the access manhole to meet the roadway. The 8-inch waterline is blocking the water flow line of the pipe, reducing the pipe’s carrying capacity.



The estimated project cost is \$95,000 dollars (see charts). Staff recommends this project be fast-tracked to avoid an emergency repair that could increase costs an estimated 20%. The cost of construction is expected to rise in the Triangle market over the next several years due to rising costs of materials and shortages of skilled labor and contractors. It is reasonable to project the expected costs to rise between 15% and 20% per year over the next two years. In two years, the town would expect to pay \$125,000 to \$137,000 or more to complete the same project.

Engineering :	Description				Amount
FY-2020-2021	Engineering Design, Bidding and Construction CA				\$ 8,500.00
	Survey - Level A @ 2.0%				\$ -
	Survey - Level B @ 2.0%				
Works to begin	Engineering Subtotal				\$ 8,500.00
8/1/2021					
	Engineering Cost				\$ 8,500.00
	Engineering Contingency @ 10%				\$ 850.00
	Total Engineering Cost				\$ 9,350.00
	Engineering Budget				\$10,000.00

Construction Cost					
FY 2020-21	Work to begin - September 1 , 2020				
Line Item #	Description	Quantity	Unit	Price	Amount
1	Mobilization	1	LS	\$ 5,500.00	\$ 5,500.00
2	Traffic Control	1	LS	\$ 2,500.00	\$ 2,500.00
3	24" Dia RCP with stone bedding	60	LF	\$ 125.00	\$ 7,500.00
4	Catch basin w/ grate and frame	2	EA	\$ 3,500.00	\$ 7,000.00
5	8" DIP Water Main adjustment	1	LS	\$ 8,500.00	\$ 8,500.00
6	30 curb and gutter (remove and replace) w/ 4" CABC	20	LF	\$ 45.00	\$ 900.00
7	Concrete Sidewalk (remove and replace) with 4" CABC	10	SY	\$ 85.00	\$ 850.00
8	Asphalt Roadway (Remove and Replace) 10' trench width	75	SY	\$ 18.00	\$ 1,350.00
9	Asphalt Binder 5" B25.0C	75	SY	\$ 185.00	\$ 13,875.00
10	Asphalt intermediate 2" I19.0C	75	SY	\$ 85.00	\$ 6,375.00
11	Asphalt Surface 2" SF9.5B	75	SY	\$ 90.00	\$ 6,750.00
12	CABC Stone - 8"	75	SY	\$ 35.00	\$ 2,625.00
13	Select Back Fill Material	50	CY	\$ 18.00	\$ 900.00
14	Inlet Protector	2	EA	\$ 350.00	\$ 700.00
	Construction sub-total				\$ 65,325.00
	Construction Contingency @ 20%				\$ 13,065.00
	Construction Inspection Allowance 6 days @ \$720				\$ 4,320.00
	Construction Administration				\$ 2,180.00
	Construction Total				\$ 84,890.00
	Construction Budget				\$ 85,000.00

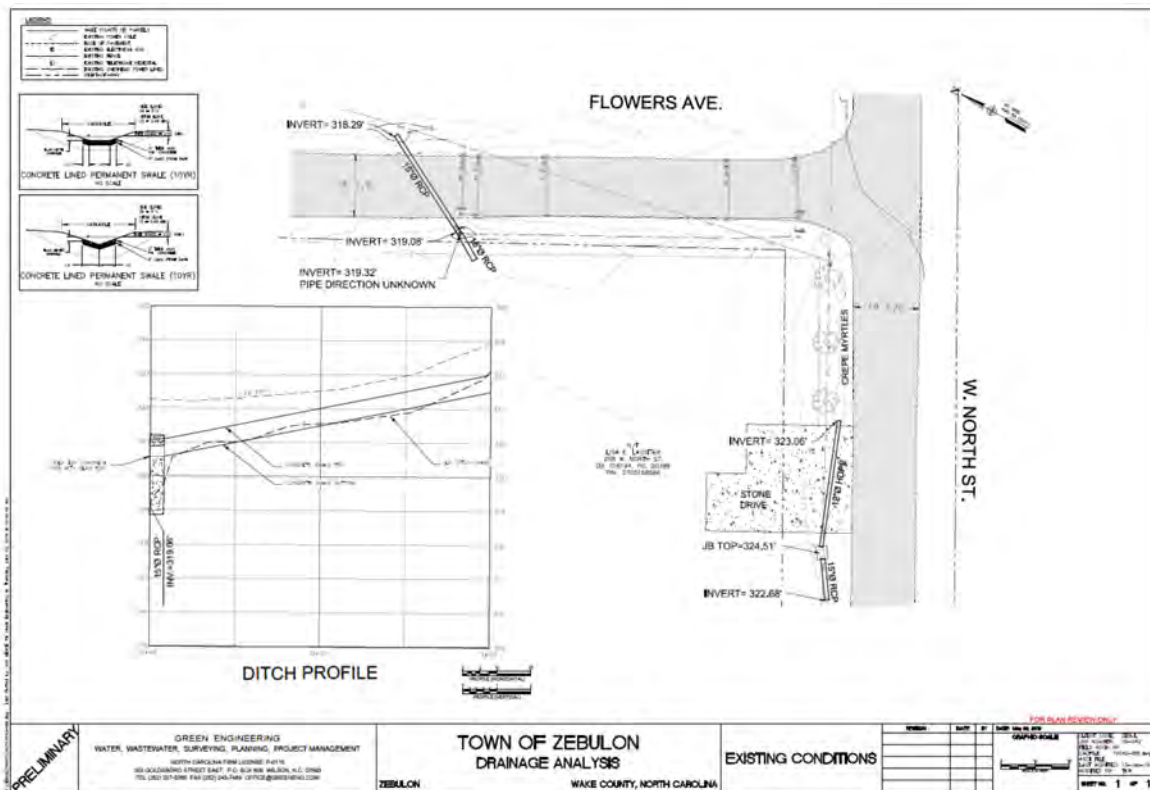
Summary	Engineering Budget Amount				\$ 10,000.00
	ROW Acquisition Budget Amount				\$ -
	Construction Budget Amount				\$ 85,000.00
	Total Project Expenditure				\$ 95,000.00

Downtown Zebulon is a popular gathering place for families, neighbors and visitors to shop and eat in our town, which supports our “Small Town Life” initiative of maintaining our small town heritage and charm. A facility that is properly maintained will encourage people visit again and will continue to allow downtown to be a gathering place for the community. A facility that is not maintained risks a roadway collapse that will inhibit the town’s enjoyment of downtown.

The construction of the project is consistent with the 2030 Strategic Plan of “Growing Smart” by supporting maintenance operations to maintain the expected service levels of a growing community.

4) Flower Street Drainage Improvements

Over the last year, the Public Works Department has worked with the property owner at the corner of Flowers Street and West North Street to address concerns about standing water along the ditch line of Flowers street. The area was surveyed to reassure the property owner that the ditch had positive drainage or fall. Staff regraded the ditch to remove two high spots that cause standing water. Staff also made temporary repairs to the 15-inch storm drainage pipe crossing the street, which had separated at a joint and caused a roadway depression. The 15-inch reinforced concrete pipe is sagging, and the downstream ditch (on private property) has significant sediment build-up that causes the pipe to hold water after rain events. Staff recommends replacing the pipe under Flowers Street and grading the downstream ditch. The property owner is requesting a concrete swale and junction box be installed, as well, which adds \$8,000 to \$9,000 to the project. The requested additions will minimize future maintenance, and the additional costs are minimal if the work is performed simultaneously with the larger project. Staff recommends adding the concrete swale and junction box to the project, and the costs below include the property owner’s requested additions.

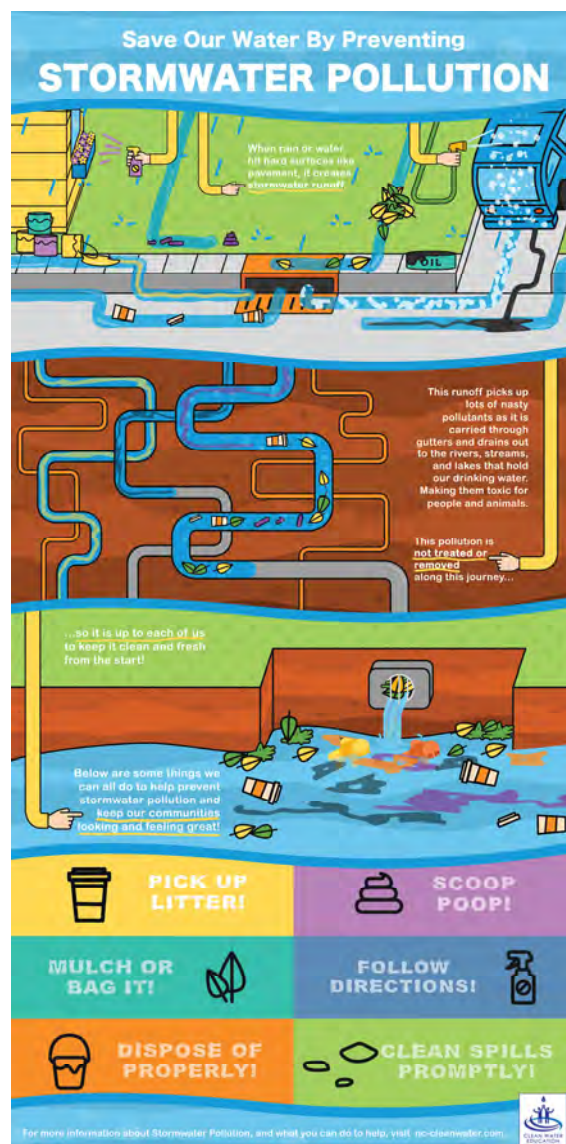


Engineering :					Amount
FY-2020-2021	Description				
	Engineering Design, Bidding and Construction CA				\$ 3,500.00
	Survey - Level A @ 2.0%				\$ -
	Survey - Level B @ 2.0%				
Works to begin	Engineering Subtotal				\$ 3,500.00
8/1/2021					
	Engineering Cost				\$ 3,500.00
	Engineering Contingency @ 10%				\$ 350.00
	Total Engineering Cost				\$ 3,850.00
	Engineering Budget				\$4,000.00
ROW Acquisition :					Amount
FY2020-2021	Temporary Construction Easement for Trail Ditch - informal				\$500.00
Work begins					
		Quantity	Unit	Price	Amount
	Total ROW Cost				\$ 500.00
	ROW Budget				\$ 500.00
Construction Cost					
FY 2020-21	Work to begin - September 1 , 2020				
Line Item #	Description	Quantity	Unit	Price	Amount
1	Mobilization	1	LS	\$ 1,500.00	\$ 1,500.00
2	Traffic Control	1	LS	\$ 500.00	\$ 500.00
3	Construction Staking	1	LS	\$ 500.00	\$ 500.00
4	Removal of 15" RCP under Flowers Street	30	LF	\$ 40.00	\$ 1,200.00
5	Installation of 18" RCP across Flowers Street	30	LF	\$ 75.00	\$ 2,250.00
6	18" RCP Flared End Section	1	EA	\$ 1,250.00	\$ 1,250.00
7	Drainage Swell or Tail Ditch	25	LF	\$ 20.00	\$ 500.00
8	Concrete Line Permanent Swale -100 FT	35	SY	\$ 75.00	\$ 2,625.00
9	Junction box (3 pipes)	1	EA	\$ 2,500.00	\$ 2,500.00
10	CABC for Concrete swell	40	Tons	\$ 35.00	\$ 1,400.00
11	Comprehensive Grading - Swale	1	LS	\$ 500.00	\$ 500.00
12	Excelsior Matting	65	SY	\$ 14.00	\$ 910.00
13	Additional Bedding Stone for pipe	20	Tons	\$ 40.00	\$ 800.00
14	Asphalt Patch - SF9.5C	2	Tons	\$ 405.00	\$ 810.00
	Construction sub-total				\$ 17,245.00
	Construction Contingency @ 15%				\$ 2,587.00
	Construction Inspection Allowance 4 days @ \$720				\$ 2,880.00
	Construction Total				\$ 22,712.00
	Construction Budget				\$ 23,000.00
Summary					
	Engineering Budget Amount				\$ 4,000.00
	ROW Acquisition Budget Amount				\$ 500.00
	Construction Budget Amount				\$ 23,000.00
	Total Project Expenditure				\$ 27,500.00

Investment in stormwater infrastructure is consistent with the “Growing Smart” initiative of planning to meet the growing infrastructure needs of a growing community.

Trends to Watch

- As we complete more inspections and cleanings, we expect to find additional infrastructure in need of repair, such as was found on West Vance Street.
- It's not uncommon to find houses, commercial properties, and other structures built on top of stormwater infrastructure. This inhibits maintenance and repair work. This infrastructure will need to be rerouted when replaced as it begins to fail due to age.
- The large majority of the town's stormwater infrastructure is 75 years or older. It is reasonable to expect a need for increased maintenance and capital investments over the next 10 to 20 years.



**TOWN OF ZEBULON-GENERAL FUND
CAPITAL IMPROVEMENTS & FINANCING PLAN
FISCAL YEARS 2021-2025**

DEPARTMENT EXPENDITURE		FY 2021	FY 2022	FY 2023	FY 2024	FY2025	Notes
Stormwater	Department						
Easement Acquisition - West Sycamore	Stormwater	\$ 106,750					RO Agent and additional funding for easements 14 easement
Little River Park Drainage Improvements	Stormwater	\$ 198,500					Recommend to bid with Vance Street - Lower unit cost
West Vance Street ROW Storm Drain Replacement	Stormwater	\$ 95,000					Replacement of Damaged 24" RCP pipe
Flower Street ROW Drainage Improvements	Stormwater	\$ 27,500					Concrete swell, RCP replacement., JB and tail ditch
West Sycamore/Arendell Drainage Construction	Stormwater		\$ 829,500				Recommend to Financed
Stormwater System Condition Assessment				\$ 50,000			
	Total	\$ 427,750	\$ -	\$ 50,000	\$ -	\$ -	
Revenue Sources							
Stormwater Fees		\$ 235,000	\$ 244,000	\$ 255,000	\$ 270,000	\$ 28,000	New rate structure - \$3.00 raise per month per category
Capital Reserve		\$ 27,760					
FY2020 budget - 10-590-7408		\$ 65,000					
FY 2020 budget - 10-590-7409		\$ 50,000					
	Total	\$ 377,760	\$ 244,000	\$ 255,000	\$ 270,000	\$ 28,000	
		\$ (49,990)	\$ 244,000	\$ 205,000	\$ 270,000	\$ 28,000	
Considerations:							
Green Engineering Report - February, 2017							
Maintenance record - Are we constantly "fixing" something that should be replaced?							
Useful life - Has the item reached its useful life expectancy or where it is at in the life cycle? Is it essential to maintain useful life?							
Safety - Are we addressing a hazard/OSHA/govt mandate? (Federal, state, local)							
Does it solve a problem, fulfill a need (ours or community), expand a service, increase efficiency?							
What are the consequences or implications if we don't do it or defer it?							
What are our alternatives?							
Is the success of this project related to another project? Does the timing of this project affect another project?							
What is the possibility of cost escalation over time?							
Are all costs included? (land, easements, engineering, professional fees, contingency, studies) Who prepared the cost estimate? (staff, engineer, construction means data)							
Is a Preliminary Engineering Report or Feasibility study needed?							
Financial Considerations:							
What are the financing resources? (GFFB, fees, grants, leases, private donations, loans, G O bonds, revenue bonds)							
Is funding source secured? (Ex. Already have fee-in-lieu, grant awarded)							
Does it increase or reduce operating cost? Note: recurring expenses such as roadway maintenance							

FLEET/EQUIPMENT COMMITTEE BUDGET REQUESTS – FY2021



Committee Members:

- Chris Perry, Fire Department
- Tim Hayworth, Police Department
- Bob Grossman, Police Department
- Sheila Long, Parks and Recreation Department
- Mike Clark, Planning Department
- Lisa Markland, HR/Administration Department
- Chris Ray, Public Works Department

Submitted: March 2, 2020 (Revised: April 23, 2020)

BACKGROUND

The committee developed a vehicle/equipment replacement schedule based on a review of multiple other governmental agencies and the Town's experience.

Vehicle Replacement Schedule		
Vehicle Type	Age Limit	Miles/Hours Limit
Cars-Admin	10 years	100,000 miles
Cars/SUVs - Police Patrol*	5 years	100,000 miles
Cars/SUVs – Police Detectives & Administration*	8-10 years	100,000 miles
Light Trucks/SUVs - Less than 10,000 GVW - Gas	10 years	100,000 miles
Medium Duty Trucks - Between 10,000 GVW and 19,500 GVW – Diesel Engine	12 years	100,000 miles
Heavy Duty Trucks - Between 19,501 GVW and 38,000 GVW – Diesel Engine	15 years	100,000 miles
Heavy Duty Specialty Trucks - EX. Knuckle boom, Sweeper	10 years	100,000 miles
Heavy Duty Trucks/Fire Apparatus - over 30,000 GVW	15-20 years	100,000 miles
Trailer Mounted Equipment/Trailers	15 years	N/A
Off-road Tractors, Backhoes, Excavators	10-15 years	3,500 hours

Note: The fleet committee goal is to transition the police patrol vehicles to actively meeting the 5 year replacement recommendation.

The committee reviewed criteria to assess needs and projects. The criteria focused on the following considerations:

- Useful life – has the item reached its useful life expectancy? Where is it in the life cycle? Is it essential to maintain useful life?
- Safety - Are we addressing a hazard/OSHA/government mandate (federal, state, local)? Is this vehicle unsafe to operate?
- What are the consequences if we defer the purchase or implications if we don't purchase it?
- Is this a replacement vehicle? Maintenance record – are we constantly fixing something that should be replaced? Do maintenance costs outweigh the benefits of keeping the vehicle or equipment?
- What are our alternatives? Ex. Instead of buying it, can we rent it? Lease It?
- Can this vehicle be transferred to another department with less demanding use?
- What are the financing resources? Does this vehicle/equipment have a useful life equal to 10 years?
- The financing term should not extend beyond half of the vehicle's useful life. Higher maintenance costs occur in the second half of the vehicle's useful life.
- Does it increase or reduce operating cost? Increase efficiency of operations (i.e. reduce manpower)?

For the last several years, the delivery time of police vehicles, specialized trucks, and large equipment has been six months to nine months. Manufactures are no longer keeping specialized equipment in stock; instead, it is built upon placement of an order by a municipality. Therefore, the items requested below will likely arrive between the New Year and spring of 2021.

The Town of Zebulon saves significant time and money through competitively bid group purchasing options, such as state contracts, the North Carolina Sheriffs' Association's Vehicle and Motorcycle Procurement Program, and cooperative purchasing organizations like Sourcewell. This eliminates the need to spend resources and time bidding vehicle purchases, and the town receives better prices due to the higher purchase volumes of these multi-agency agreements. Specific exceptions are built into the state purchasing laws and the Zebulon Purchasing Manual, allowing the town to purchase vehicles through these agreements without violating or illicitly circumventing the competitive bidding requirements that would otherwise apply.

Recommendations

The recommendations reflect Zebulon's historical methods of fleet purchase management. Staff have also evaluated a pilot program through Enterprise for acquiring and disposing of certain vehicles, such as cars and SUVs. Information about that program has been delayed due to COVID-19 emergencies activities. Staff hopes to present this information in the near future.

Parks and Recreation Department

This year, the committee recommends making additional investments into vehicles for the Parks and Recreation, Planning, and Administrative Departments by transferring better quality used cars and trucks into those departments to provide for more reliable transportation and lower maintenance costs. Historically, when vehicles reached the replacement stage as in the table above, vehicles were transferred to these departments. This has led to increased maintenance cost and departments with vehicles greater than 20 years old. For example, the Parks and Recreation Department has an average fleet age of 16 years old, with three vehicles twenty years or older.

1) Replacement of existing 2000 F-250 4x4

The 2000 F-250 4x4 was originally purchased in spring of 2000 after the 20" snow event. The twenty-year-old truck has almost 111,000 miles, and staff recently replaced the torque convertor so the truck could be made drivable for sale. Parks and Recreation requests replacement of the 2000 F-250 with a Nissan Pathfinder available on state contract.



Surplus 2000 F-250 4x4



Purchase new SUV for Parks and Rec

2000 F-250 4x4		2020 Nissan Pathfinder 4x4 – State Contract	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$21,832	\$2750	\$32,000	\$29,250

The purchase of an SUV will benefit the Parks and Recreation Department through its versatility. The department does not currently have a vehicle that can carry seven passengers; an SUV would allow the department to avoid taking multiple vehicles when more sending more than four people to a location. An SUV can also tow a small trailer, allowing the department to carry equipment and cargo without sacrificing passenger capacity. Finally, the purchase of an SUV with four-wheel drive would provide flexibility for Parks and Recreation staff to drive during emergencies and severe weather events if needed, such as to perform last-minute maintenance activities, participate in Emergency Operations Center (EOC) activities, and assist other departments if needed.

The purchase of the vehicle is consistent with the “Growing Smart” initiative to meet our transportation network needs and help us meet the growing community needs by being able to respond quickly to requests for service.

The failure to invest in replacement cars will drive up maintenance costs exponentially and force investment in trucks with little or no value. The lack of investment will cause greater investment in the future to catch up the fleet replacement program with further reduced surplus value.

2) Replacement of 1997 F-250

The 1997 Ford F-250 is currently 23 years old and has served its useful life in the Parks and Recreation Department. The truck has 98,630 miles and is recommended to be sold at surplus. In an effort to provide the Parks and Recreation staff with a newer vehicle, the committee recommends transferring to Parks and Recreation the Zebulon Public Works 2011 F-150 CC 4x4 with approximately 80,000 miles. Public Works will replace the 2011 F-150 with a similar truck from state contract for its Operations Manager.



Surplus 1997 F-250



Transfer 2011 to P/R



Purchase F-150 CC 4x4 (PW)

1997 F-250		2020 F-150 CC 4x4	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$16,502	\$1,500	\$40,000	\$38,500

The purchase of the vehicles is consistent with the “Growing Smart” initiative to meet our transportation network needs and help us meet the growing community needs by being able to respond quickly to requests for service.

The failure to invest in replacement trucks will drive up maintenance costs exponentially and force investment in trucks with little or no value. The lack of investment will cause greater investment in the future to catch up the fleet replacement program up with further reduced surplus values.

3) Replacement of 2003 F-250 Utility

Parks and Recreation staff uses a 2003 F-250 Utility pickup truck for maintenance activities, such as mowing and chalking ball fields, field dragging, and minor cleaning and repairs. The 2003 F-250 Utility is 17 years old and served its useful life in Public Works for 14 years before transferring to the Parks and Recreation Department three years ago. The truck currently has 121,100 miles on it and is recommended to be sold as surplus. Public Works will transfer to Parks and Recreation a 2016 F-150 CC 4x4 truck with approximately 35,000 miles. Public Works will replace the 2016 F-150 CC with a similar truck from state contract for its Senior Construction Inspector.



Surplus 2003 F-250 Utility



Transfer 2016 to P/R



Purchase F-150 CC 4x4 (PW)

2003 F-250 Utility		2020 F-150 CC 4x4	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$24,110	\$2,500	\$40,000	\$37,500

The purchase of the vehicle is consistent with the “Growing Smart” initiative to meet our transportation network needs and help us meet the growing community needs by being able to respond quickly to requests for service.

The failure to invest in replacement trucks will drive up maintenance costs exponentially and force investment in trucks with little or no value. The lack of investment will cause greater investment in the future to catch up the fleet replacement program with further reduced surplus values.

4) Replacement of 2000 F-250

The 2000 F-250 is currently 20 years old with 60,000 miles and has served its entire useful life in the Parks and Recreation Department. Staff recommends it be replaced due to age. The truck will be replaced with a 2008 F-250 Crew Cab 4x4 from the Public Works Department. The 2008 truck has just over 98,500 miles. While the 2008 truck has higher mileage, it is in comparable mechanical shape, and the Crew Cab and 4WD will provide Parks and Recreation with increased versatility over the 2000 truck. The 2008 F250 CC 4x4 has served its useful life in the administrative and construction inspection functions of Public Works. The truck will be replaced with a similar vehicle for its construction inspection staff.



Surplus 2000 F-250



Transfer 2008 F250 to P/R



Purchase F-250 CC 4x4 (PW)

2000 F-250		2020 F-250 CC 4x4	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$19,132	\$3,000	\$42,000	\$39,000

The purchase of the vehicles is consistent with the “Growing Smart” initiative to meet our transportation network needs and help us meet the growing community needs by being able to respond quickly to requests for service.

The failure to invest in replacement trucks will drive up maintenance costs exponentially and force investment in trucks with little or no value. The lack of investment will cause greater investment in the future to catch up the fleet replacement program with further reduced surplus values.

Public Works Department

1) Replacement of 2004 F350 DRW Utility 4x4

The 2004 F-350 4x4 DRW, scheduled to be replaced last year, was kept in service due to mechanical issues with the 2005 F-250 CC 4x4 (sold in December 2019 at State Surplus). The truck is 16 years old, four years beyond its recommended useful life, and is recommended to be sold as surplus. This truck will be replaced with a similar truck off state contract with a crew cab to give additional functionality and flexibility for the Public Works Crew Leader to whom it will be assigned.



Surplus 2004 F-350 Utility/Crane



Purchase 2020 F350 Utility SRW 4x4

2004 F-350 Utility/Crane		2020 F-350 CC 4x4 Utility	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$37,850	\$4,250	\$55,000	\$50,750

The purchase of this vehicle is consistent with the “Growing Smart” initiative to meet our transportation network needs and help us meet the growing community’s needs by being more efficient and effective with facilities and grounds, street, sanitation, and stormwater operational needs.

The failure to purchase this item will limit the effectiveness of our operations to meet growing community needs, reduce fleet flexibility, and limit efficiency by requiring more trips due to the limited payload and towing capacities.

2) Purchase of Compact Series Loader



The purchase of the loader is to eliminate the need to rent equipment throughout the year for emergencies, loading mulch, and daily operations. As Zebulon has grown from three square miles in the mid-1990s to five square miles today, the demands for work requiring heavy equipment have increased. More and more frequently, the department needs equipment at multiple work sites, leading to scheduling conflicts and the need to rent equipment when conflicts cannot be resolved through scheduling alone. In emergencies, having a loader makes the difference between responding immediately and either waiting until equipment is available or having employees perform dangerous work manually that could more safely be performed with the proper equipment.

The compact loader will be able to use all existing skid steer implements, such as the snowplow, bush hog, forks, and various buckets. Staff will be able to use it for a wide variety of tasks:

- forklift operations
- loading mulch, sand, stone, salt, process fill, and riprap
- clearing debris from roadways
- snow removal
- bush-hogging stormwater easements, Five County Stadium property, and nuisance abatements.

The highly adaptable and multipurpose machine provides stable maneuverability in tight spaces where larger equipment would be unsafe or ineffective. It also has a travel speed high enough for staff to drive it to job locations, which allows for higher efficiency and faster response times than equipment that requires travel by trailer. The fork lift capacity is higher than the current equipment, enabling the department to efficiently receive materials in excess of 2,500 pounds and avoiding costs currently incurred through multiple trips or increased delivery fees.

Staff recommends using operational costs to fund the purchase of the loader. Rental costs alone have exceeded \$6,000 annually for the last four years for additional loaders and backhoes to meet the service needs of the department. That does not include tornado-related rentals, staff time, or incidental costs. Staff also considered the purchase of a second backhoe, but determined the loader is the least-cost option as the backhoe costs approximately \$30,000 more than the loader. The expected useful life of the loader is 12 to 15 years, during which time the town could expect to spend \$90,000 on rentals assuming stable costs and needs. Given the current growth, however, it is reasonable to expect that actual rental needs will increase in the coming decades; therefore, actual costs would likely exceed \$90,000.

2020 Compact Loader		
Estimated Cost	Estimated Salvage Value	Net Cost
\$92,500	\$13,000	\$79,500

The purchase of the pay loader is consistent with the “Growing Smart” initiative to meet our transportation and sanitation network needs and help us meet the growing community’s needs by being more efficient and effective with our operations.

The failure to purchase this item will limit the effectiveness of our operations to meet growing community needs, reduce fleet flexibility, and cause delays due to lack of equipment resources.

3) Purchase Hooklift Dump Body

The 2017 Hooklift truck has been the versatile vehicle staff anticipated when it was purchased, and staff would like to increase its functionality by purchasing an additional dump body. This would allow staff to work more efficiently on nuisance abatements by allowing on-site workers to continue loading debris into a bed while the full one is hauled away for disposal. Excess bulk waste collections could be properly stored while awaiting disposal. Multiple body tasks could be

performed at once, such as mulch and stone deliveries and equipment drops at work sites. The additional body would be very useful for events such as Community Recycling Day, streamlining work and eliminating excess safety risks from handling waste materials multiple times.



Trash/Debris Body 18'X4'X8'
Probable Cost
\$11,000

The purchase of the additional body is consistent with the “Growing Smart” initiative to meet our sanitation transportation network needs and to help us meet the growing community’s needs by being more efficient and effective with our operations.

The failure to purchase this item will limit the effectiveness of our operations to meet a growing community’s needs, reduce fleet flexibility, and limit efficiency by the lack of equipment resources.

4) Purchase Hydraulic Plate Tamp for Excavator – Safety

Staff recommends the purchase of a hydraulic tamp to attain the compaction requirements of ditches and trenches. Compaction is the key to a successful repair to a roadway or trench installation. The plate compactor allows staff to compact in the trenches with 3400 pounds of dynamic force without leaving the safety of the cab. The growth in Zebulon’s stormwater and streets infrastructure and the age of infrastructure in the central areas of town have increased the need for this type of repair work. The purchase of a hydraulic tamp would be one of many small efforts from the Public Works Department to gain efficiencies that allow the department to do more with the staff available and delay requests for additional equipment operators.

Mounted at the end of the Town’s Bobcat 331 excavator arm, the plate compactor attachment provides more powerful compaction force than a hand-operated compactor. The hydraulic tamp is more consistent and reliable because it never suffers from operator fatigue. As an attachment, the plate compactor reduces the need for a person working down in the trench, increasing jobsite safety and operator comfort.

18” by 18” Compaction Tamp
Probable Cost
\$6,500



The purchase of the hydraulic plate tamp is consistent with the “Growing Smart” initiative to meet our growing transportation network needs and help us meet the growing community’s needs by being more efficient and effective with our street and stormwater operations.

The failure to purchase this item will limit the effectiveness of our operations to meet a growing community’s needs by limiting our ability to ensure the quality of backfill densities and by requiring the most expensive backfill options, such as washed stone or flowable fill concrete. Washed stone is typically 25% more expensive than CABC stone.

5) Purchase Ride-On Blower

Staff recommends the purchase of a ride-on blower to increase the departmental efficiency in blowing leaves and debris. The department maintains 220,410 square feet of municipal parking lots, 14.5 acres of cemetery, 4,150 linear feet of downtown sidewalks weekly, .75 miles of walking trails at community park, and 1,500 linear feet of greenways, with 1.25 miles more coming this winter. A ride-on blower generates 13 times more airflow volume than a walk-behind blower, allowing staff to quickly move large leaf volumes.



Ride-On Blower
Probable Cost
\$9,500

The purchase of the ride-on blower is consistent with the “Growing Smart” initiative to meet the needs of our facilities, sidewalks, and greenway network and help us meet the growing community’s needs by being more efficient and effective with our daily operations.

The failure to purchase this item will limit the effectiveness of our operations to meet a growing community's needs, reduce responsiveness, and limit efficiency through the lack of equipment resources.

6) Purchase Used Light Tower

Staff recommends the purchase of a used light tower to supplement the fleet of emergency response equipment used by Public Works, Fire, and Police. The additional tower will also add lighting capacity for special events like the tree lighting festival, Relay for Life, and the July Fourth celebration at Five County Stadium. Typical emergency response tasks include utility repairs, paving, DUI/traffic stops, and Fire and Police investigations. The current light tower is 22 years old and in excess of 2500 hours.



Used Light Tower
Probable Cost
\$6,500

The purchase of the light tower is consistent with the “Growing Smart” initiative to meet our emergency, utility, and special events needs, plus helping us meet the growing community’s needs by being more efficient and effective with our departmental operations.

The failure to purchase this item will limit the effectiveness of our operations to meet a growing community’s needs, reduce fleet flexibility, and limit our responsiveness through the lack of equipment resources.

7) Purchase of 12-Ton Trailer

With Zebulon’s growth geographically from three to five square miles over the past twenty years, job sites in town have moved farther from the Public Works office and from each other. This increases the need for a trailer to transport large equipment, such as the backhoe, skidsteer, and excavator, to and between job sites. If both the skidsteer and excavator are needed at a site, they must currently go separately, increasing the time and resources required. Zebulon currently lacks a trailer large enough to carry the backhoe. The backhoe has a travel speed of 13 to 15 miles per hour, making it dangerous for staff to drive on most Zebulon roads; by department

policy, the backhoe may not be driven to sites if the travel time would be more than 10 minutes due to the safety risks.

A 12-ton trailer will carry the backhoe, and it can carry both the skidsteer and excavator together. It will also allow the department to transport equipment to Raleigh for service or assist with emergency response in neighboring communities. Our newest dump trucks have been purchased with the necessary horsepower, towing capabilities, and connections for air and electric brakes.



12-Ton Equipment Trailer
Probable Cost
\$13,000

The purchase of the trailer is consistent with the “Growing Smart” initiative to meet our transportation network needs and help us meet the growing community’s needs by being more efficient and effective with our overall operations.

The failure to purchase this item will limit the effectiveness of our operations to serve a growing community, reduce fleet flexibility, and cause delays due to lack of equipment resources.

Planning Department

Planning staff recommend replacing the 2009 Ford Escape Hybrid due to age and before the need to absorb replacement costs for the expensive batteries. The Planning Department has lost confidence in the vehicle’s reliability for out-of-town transportation. The SUV will be replaced with a 2018 F-150 CC 4x4 from Public Works with approximately 16,000 miles. The 2018 F-150 CC 4x4 has served its useful life in the administrative function of Public Works. The truck will be replaced with a similar vehicle for its administrative staff from state contract. The truck’s versatility will allow for tasks such as the pick-up and disposal of illegal signs.



Surplus 2009 Ford SUV



Transfer 2018 F-150 to Planning



Purchase 2020 F150 (PW)

2009 Ford Escape		2020 F-150 CC 4x4	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$28,544	\$4,000	\$40,000	\$36,000

The purchase of the vehicle is consistent with the “Growing Smart” initiative to meet our code enforcement and planning needs and help us meet the growing community’s needs by being able to respond quickly to requests for service.

The failure to invest in replacement trucks will drive up maintenance costs exponentially and force investment in trucks with little or no value. The lack of investment will cause greater investment in the future to catch up the fleet replacement program with further reduced surplus values.

Fire Department

The Fire Department recommends the transfer of the 2006 Ford Expedition with 81,000 miles to the Fire Inspections Department after purchasing 50 percent of its existing value from Wake County. Currently, staff share vehicles for fire inspection. By transferring this vehicle, the department will save the costs of installing safety lights and striping. A new F-150 CC 4x4 will be purchased on state contract for the Fire Division Chief.



Surplus 2006 Ford Expedition
Owned 50/50 with Wake County



Transfer to Fire Inspections
Purchase Cost @ \$3,500



Purchase 2020 F-150 CC 4X4
Division Chief Vehicle

2006 Ford Expedition			2020 F-150 CC 4x4
Purchase Price	Estimated Value	Buy-Out from Wake County	Probable Cost
\$32,362	\$7,000	\$3,500	\$45,000

The purchase of the vehicle is consistent with the “Growing Smart” initiative to meet our fire inspection and emergency response needs and help us meet the growing community’s needs by being able to respond quickly to requests for service.

The failure to invest in replacement trucks/vehicles will drive up maintenance costs exponentially and force investment in trucks with little or no value. The lack of investment will cause greater investment in the future to catch up the fleet replacement program with further reduced surplus values. The transfer of the Ford Expedition maximizes the useful life and provides a vehicle for local fire inspections without the expense of purchasing and outfitting a new vehicle.

Police Department

The Police Department recommends the replacement of three Dodge Chargers with two Dodge SUVs and one Ford SUV. The three vehicles have far exceeded the recommended useful life of five or six years - with two vehicles at 10 years old and one at 8 years old - to maintain an economical, yet fully-functional fleet that provides our officers with safe and reliable transportation. The failure to invest in replacement cars will drive up maintenance costs exponentially, accelerate depreciation, and require additional cars to cover vehicles under repair. The lack of investment will cause greater investments in the future to catch up the fleet replacement program. Additional cash and/or financing is needed to speed up the replacement of cars. These cars should have been replaced in FY2017 and FY2019 at the latest. The switch from sedans to SUVs is driven by three factors:

- Dodge Chargers will not be available for FY2021 due to issues in the manufacturing of the Charger's transmission.
- More space is needed for supplies, gear, and officer comfort.
- SUVs retain more of their resale value than sedans in the current market.

1) Replacement of 2010 Dodge Charger- Z26

The Police Department recommends the sale as surplus of a 2010 Dodge Charger, which is 10 years old and has 96,000 miles. The vehicle will be replaced with a 2020 Dodge Durango AWD vehicle. The cost of the vehicle is varied based on the equipment that can be transferred.



2010 Dodge Charger



Purchase Dodge AWD Durango – Police Package

2010 Dodge Charger		2020 Dodge Durango – Police Package	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$33,887	\$2750	\$47,000	\$44,250

The purchase of the vehicle is consistent with the “Growing Smart” initiative to meet our transportation network needs and help us meet the growing community’s needs by responding quickly to requests for service.

The failure to invest in replacement police vehicles will drive up maintenance costs exponentially and force investment in vehicles with little or no value. The lack of investment will cause greater

investment in the future to catch up the fleet replacement program with further reduced surplus values.

2) Replacement of 2012 Dodge Charger- Z10

The Police Department recommends the sale as surplus of a 2012 Dodge Charger, which is 8 years old and has 120,000 miles. The vehicle will be replaced with a 2020 Dodge Durango AWD vehicle. The SUV provides the officer with additional space, as the vehicle is the mobile desk of our police force. The SUV also retains a higher residual value than the typical patrol vehicle. The cost of the vehicle is lower based on the equipment (radar, radio, computer and etc) that can be transferred.



2012 Dodge Charger



Purchase Dodge AWD Durango – Police Package

2012 Dodge Charger		2020 Dodge Durango – State Contract	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$32,481	\$2,150	\$45,000	\$42,850

The purchase of the police vehicles is consistent with the “Growing Smart” initiative to meet our transportation network needs and help us meet the growing community’s needs by being able to respond quickly to requests for service.

The failure to invest in replacement vehicles will drive up maintenance costs exponentially and force investment in vehicles with little or no value. The lack of investment will cause greater investment in the future to catch up the fleet replacement program with further reduced surplus values.

3) Replacement of 2010 Dodge Charger- Z2

The Police Department recommends the sale as surplus of a 2010 Dodge Charger, which is 10 years old. The vehicle will be replaced with a 2020 Ford AWD vehicle. The SUV provides the officer with additional space, as the vehicle is the mobile desk of our police force. The SUV also retains a higher residual value than the typical patrol vehicle. The cost of the vehicle is varied based on the equipment that can be transferred. This unit will be used by command staff for incident management.



2010 Dodge Charger - Surplus



Purchase Ford AWD Explorer – Police- command center

2010 Dodge Charger		2020 Ford Explorer – State Contract	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$36,343	\$4,000	\$39,000	\$35,000

The purchase of the police vehicles is consistent with the “Growing Smart” initiative to meet our transportation network needs and help us meet the growing community’s needs by being able to respond quickly to requests for service.

The failure to invest in replacement vehicles will drive up maintenance costs exponentially and force investment in vehicles with little or no value. The lack of investment will cause greater investment in the future to catch up the fleet replacement program with further reduced surplus values.

Human Resources/ Administration Department

The Human Resources/Administration Department is currently sharing access to the Planning Department vehicles as availability permits. The department has grown to the point that its own vehicle is needed to attend meetings and conferences, and to manage other departmental activities. While the department has grown, the expected travel rate of 5,000 miles annually is not sufficient to justify investment in a new vehicle. Therefore, the committee recommends the purchase of a low-mileage, reliable, used, 4-door sedan, such as a Toyota Camry or Honda Accord, with maintenance history, less than three years old, and fewer than 35,000 miles.



2018 Toyota Camry Sedan



2018 Honda Accord Sedan

2018 Honda/Toyota Sedan
Probable Cost
\$18,000

The purchase of the vehicle is consistent with the “Growing Smart” initiative to meet our Administrative and Human Resources Department’s needs and to help us meet the growing community’s needs by being able to respond quickly to requests for service.

The lack of investment in this vehicle will limit the effectiveness of our operations to meet a growing community’s needs, reduce fleet flexibility, and potentially cause delays due to a lack of access to a vehicle.

**TOWN OF ZEBULON-GENERAL FUND
CAPITAL IMPROVEMENTS & FINANCING PLAN
FISCAL YEARS 2021-2025**

DEPARTMENT EXPENDITURE		FY 2021-A	FY2021-B	FY 2022	FY2023	FY2024	FY2025	
Fleet Replacement - \$160,000(2 cent tax) + surplus items								Notes:
Existing Lease Payment (Hook-Lift Truck)	Sanitation	\$ 53,510						2021 Last year - Dump, Plow, Leaf Body, Brine and Salt capable.
2019 Ladder Truck (Debt Service)	Fire	\$ 90,500		\$ 90,500	\$ 90,500	\$ 90,500	\$ 90,500	2033 Last year - 15 year finance
2019 Fire Pumper (Debt Service)	Fire	\$ 83,500		\$ 83,500	\$ 83,500	\$ 83,500	\$ 83,500	2026 Last year - 8 year finance
Replace 1997 F-250 Regular Cab - 2wd	P&R/Stormwater	\$ 40,000						Transfer 2011 F150 CC 4X4 5.0L - PW to Parks and Rec -estimated miles 80K (Fleet upgrade Program - Financing Opt.)
Replace 2003 F-250 Utility -2wd	P/R Streets	\$ 40,000						Transfer 2016 F150 CC 4X4 5.0L PW to Parks and Rec- estimated miles 35 K (Fleet Upgrade program -Financing Opt)
Replace 2000 F-250 Regular Cab -2wd	P/RStreets	\$ 42,000						Transfer 2008 F-250 CC 4x4 5.4L PW to Parks and Rec- estimated miles 98.5 K (Fleet Upgrade program - Financing -opt)
Compact Wheel Loader - John Deere 324L	Sanitation	\$ 92,500						2nd Machine -Loading OPS, Debris Removal, forklift-uses existing bobcat attachments (spending over 6K for annual rental)
Replace 2004 F-350 Utility w/Crane and Plow Replacement	Streets	\$ 55,000						F-350 CC SRW 4x4 V-10 with utility body - existing truck 16 years old
Replace Ford Hybird Escape - 4wd	Planning/ Streets	\$ 40,000						Transfer 2018 F-150 CC 4x4 from PW to Planning Dept. - estimated mileage 16 K - (Fleet upgrade - Financing opt)
Replace 2005 Ford Expedition	Fire	\$ 45,000						Wayne Dupree - cost share with Wake County F-150 CC 4X4 5.0L w/ special equipment
Purchase of 2005 Expedition for Fire Inspection- County Share	Fire	\$ 3,500						Retain existing vehicle for Fire Inspector
Replace 2012 Dodge Charger (Z-10)	Police	\$ 45,000						Dodge Durango AWD SUV Patrol
Replace 2010 Dodge Charger (Z-2)	Police	\$ 39,000						Ford AWD SUV Adm
Replace 2010 Dodge Charger (Z-26)	Police	\$ 47,000						Dodge Durango AWD SUV Patrol
New Town Hall Administration (Used Vehicle-2018)	Administration	\$ 18,000						Addition to Fleet - Example -3 year old vehicle with approximately 35K miles
Replace of 2000-F250 4x4 reg cab	Parks and Rec	\$ 32,000						SUV for P/R administratin - Nissian Pathfinder on state contract - 4wd/ V-6 - 5000 lbs towing capacity
Hook Lift Dump Body 18' by 8' by 4'	Sanitation		\$ 11,000					additional body for hook-lift truck up - Mulch Hauling, abatements, Bulky Waste, Demolition
Hydraulic Plate Compactor for Excavator	Streets		\$ 6,500					For Bobcat 331 - Trench Safety
Ride on Leaf Blower	Bldgs and Grounds		\$ 9,500					Efficiency with Bldgs and Grounds- Parking Lots, Greenway and Cemetery
8000 Watt Light Tower - used	Bldgs and Grounds		\$ 6,500					Special Events, Traffic Control, Emergency Repairs - existing unit is 1998
12-ton Trailer - 20'	Streets		\$ 13,000					Trailer for backhoe, Wheeled Loader, excavator and skid steer
PW 2015 Mower Replacement	Bldgs/Grounds			\$ 14,000				Useful life = 2000 hours
2008 Freightliner Leaf Truck Body/Aux. Engine/Controls Replacement	Sanitation			\$ 81,000				Body Replacement - Existing Chassis expected to have less than 50K - Body projected to have 5K hours
Replace 2008 Dodge Charger (Z-16)	Police			\$ 53,000				
Replace 2012 Tahoe (Z-8)	Police			\$ 53,000				Transferred to Detective Division in 2021 from Patol
Replace 2012 Tahoe (Z-27)	Police			\$ 53,500				Transferred to Detective Division in 2021 from Patol
Replace 2006 F-350 CC 4wd	Fire			\$ 50,000				
Purchase of Fire 2006 F-350 4X4 - County Share	Parks and Rec			\$ 5,000				
Replace 1996 Air Compressor	Streets			\$ 13,500				Trailer mounted, used in street repairs
Replace 2006 Bobcat 331 Replacement	Stormwater			\$ 80,000				Mini-excavator
New Pot Hole Patcher - Trailer Unit	Streets			\$ 85,000				
Replace 2007 Ford Brush Truck (Wake County - 100%)	Fire			\$ 148,000				Wake County to purchase
New Reel Mower for Parks Fields	Parks and Rec			\$ 20,000				Replace Zero-trun
Replace 2010 Knuckleboom Replacement	Sanitation			\$ 175,000				Existing Truck 13 years old/ 2 truck required to meet p/u needs-1year lead
Replace 2000 F-550 Bucket Truck	Bldgs/Grounds				\$ 55,000			Purchased used, would purchase used again
Replace 1997 Ramjet	Stormwater				\$ 85,000			26 year old unit - used to clean storm drains and sewer mains and laterals
Replace 2003 Vac Trailer	Stormwater				\$ 185,000			20 year old unit - used to clean storm drains and hydro-excavate utilities
Replace 2011 F-150 CC 4x4	Parks and Rec				\$ 45,000			
Replace 2011- F150 CC 4x4	Parks and Rec				\$ 45,000			Truck will be 12 years old
Replace 2001 New Holland TN65 Tractor	Bldg/Grounds				\$ 55,000			Tractor will be 22 years
Purchase Used Roller with tilt Trailer	Streets				\$ 30,000			Asphalt Patching
Replace 2015 Dodge Charger (Z-6)	Police				\$ 54,000			
Replace 2015 Dodge Charger (Z-20)	Police				\$ 54,000			
Replace 2012 Dodge Charger (Z-5)	Police				\$ 54,000			
Replace 2013 Sweeper A7000	Stormwater				\$ 275,000			Sweeper will be 11 years old/ one year delivery
Replace 1998 Wacker Light Tower	Streets					\$ 12,000		Unit is 26 years old.
Replace 2017 Ford Explorers SUV	Police					\$55,000		7 year old vehicle with 100,000 plus miles
Replace 2017 Ford Explorers SUV	Police					\$55,000		7 year old vehicle with 100,000 plus miles
Replace 2017 Ford Explorers SUV	Police					\$55,000		7 year old vehicle with 100,000 plus miles
Replace 2017 Ford Explorers SUV	Police					\$55,000		7 year old vehicle with 100,000 plus miles
Replace 2016 F-150 CC 4X4	Parks and Rec					\$55,125		Eight Years Old/100,000 miles
Replace 2005 TC40A Tractor w/implements	Public Works					\$60,000		20 years old
Replace 2006 Bobcat Miller Welder	Public Works					\$15,000		18 year old unit
Replace 1992 Onan 20 KW Generator	Public Works					\$40,000		30 year old generator
Additional Utility Vehilce	Public Works						\$25,000	
Replace 2018 F-150 4x4 CC	Planning						\$50,000	
Replace 2020 F-150 CC 4X4	Public Works						\$50,000	
Replace 2020 F-150 CC 4X4	Public Works						\$50,000	
Replace 2012 New Holland Backhoe	Public Works						\$135,000	
Replace 2011 T-190 skid steer	Public Works						\$85,000	
	TOTAL	\$ 766,510	\$ 46,500	\$ 1,005,000	\$ 1,111,000	\$ 402,125	\$ 569,000	

FLEET/EQUIPMENT COMMITTEE with Enterprise Proposal BUDGET REQUESTS – FY2021



Committee Members:

Chris Perry, Fire Department
Tim Hayworth, Police Department
Bob Grossman, Police Department
Sheila Long, Parks and Recreation Department
Mike Clark, Planning Department
Lisa Markland, Administration Department
Chris Ray, Public Works Department

Submitted: March 2, 2020 (Revised: April 28, 2020)

The committee developed a vehicle/equipment replacement schedule based on a review of multiple other governmental agencies and the Town's experience.

Vehicle Replacement Schedule		
Vehicle Type	Age Limit	Miles/Hours Limit
Cars-Admin	10 years	100,000 miles
Cars/SUVs - Police Patrol*	4 years	75,000 miles
Cars/SUVs – Police Detectives & Administration*	8-10 years	100,000 miles
Light Trucks/SUVs - Less than 10,000 GVW - Gas	10 years	100,000 miles
Medium Duty Trucks - Between 10,000 GVW and 19,500 GVW – Diesel Engine	12 years	100,000 miles
Heavy Duty Trucks - Between 19,501 GVW and 38,000 GVW – Diesel Engine	15 years	100,000 miles
Heavy Duty Specialty Trucks - EX. Knuckle boom, Sweeper	10 years	100,000 miles
Heavy Duty Trucks/Fire Apparatus - over 30,000 GVW	15-20 years	100,000 miles
Trailer Mounted Equipment/Trailers	15 years	N/A
Off-road Tractors, Backhoes, Excavators	10-15 years	3,500 hours

Note: The fleet committee goal is to transition the police patrol vehicles to actively meeting the 4 year replacement recommendation.

The following criteria is used to assist in the assessment of requests:

- Useful life – has the item reached its useful life expectancy? Where is it in the life cycle? Is it essential to maintain useful life?
- Safety - Are we addressing a hazard/OSHA/government mandate (federal, state, local)? Is this vehicle unsafe to operate?
- What are the consequences if we defer the purchase or implications if we don't purchase it?
- Is this a replacement vehicle? Maintenance record – are we constantly fixing something that should be replaced? Do maintenance costs outweigh the benefits of keeping the vehicle or equipment?
- What are our alternatives? Ex. Instead of buying it, can we rent it? Lease It?
- Can this vehicle be transferred to another department with less demanding use?
- What are the financing resources? Does this vehicle/equipment have a useful life equal to 10 years?
- The financing term should not extend beyond half of the vehicle's useful life. Higher maintenance costs occur in the second half of the vehicle's useful life.
- Does it increase or reduce operating cost? Increase efficiency of operations (i.e. reduce manpower)?

The Town's practice of rotating vehicles on a set schedule has not occurred due to the cost of purchasing vehicle exceeding available funds. When the budget got tight, vehicles were routinely kept in the fleet thereby increasing the depreciated value of the vehicle upon resale. By keeping older vehicles, it also increased the maintenance costs. Having reliable and safe vehicles is a necessity and meets the Zebulon 2030 Strategic Plan Goal of *Growing Smart*.

Staff has been looking at ways it can keep up with the necessity of rotating fleet vehicles to ensure they are reliable and safe for use by staff. Proper Fleet rotation will increase efficiency, reduce downtime due to repairs,

reduce maintenance expenses, and increase the return on investment. To accomplish this goal, staff has investigated partnering with Enterprise Fleet Maintenance to help with the Town's fleet management. Enterprise has the ability to:

- obtain vehicles under State contract pricing
- manage the process of securing, equipment and delivering purchased vehicles
- coordinate with staff to manage the fleet and advise of the prime opportunity to resale vehicles to maximize return on investments
- Manage resale processes

Enterprise Fleet Maintenance has been in business for 58 years. Staff research has shown that municipalities across North Carolina have found it beneficial to utilize their services to improve the management of their fleet (see attached references). Enterprise provides the expertise necessary to know when to rotate out a vehicle to obtain the best resale price. That return on investment can be put toward the purchase of the next vehicle making the net cost of vehicles lower and therefore save the Town money in years to come. Utilizing this alternative would also allow the Town to follow its recommended fleet rotation schedule which has been a challenge due to available funding. By operating nationwide, Enterprise has a team dedicated to researching trends and identifying opportunities to maximize the return on investment available for vehicles.

A CIP budget demonstrating the cost of pursuing Enterprise to improve our fleet rotation has been provided. Upfit costs and purchase related fees are included in the first year. The next three years will reflect the ongoing financing for the vehicles. It is expected that by the 4th year, the vehicles will

Recommendations

The recommendations are not what has been Zebulon's traditional method of fleet purchase management. The team exploring utilizing Enterprise versus the traditional method has provided what the total fleet cost would be should all vehicles be purchased through this financing opportunity. This recommendation will allow for more vehicles to be purchased within the allotted budget than if we were to follow the traditional method of doing business.

This year, the committee recommends making additional investments into vehicles for the Parks and Recreation, Planning, Police, Public Works and Administrative Departments by utilizing the chart above and replacing vehicles accordingly with Enterprise.

The failure to invest in replacement of vehicles and equipment will drive up maintenance costs exponentially and force investment in vehicles and equipment with little or no value. It would cause greater investments in the future to try to put the fleet replacement program back on track and would further reduce the Town's return on investment.

Parks and Recreation

Replace
1997 F-250



Vehicle to be surplused

The 1997 Ford F-250 is currently 23 years old with 98,630 miles and has served its useful life in the Parks and Recreation Department. In an effort to provide the Parks and Recreation staff with a newer vehicle.

Replace with a 2020 F-150 Crew Cab 4x4 - \$8,000

This would allow for the Parks staff to perform their duties in a vehicle that is safe and reliable. The cost provided reflects any upfit that would be necessary for the vehicle

Replace
2000 F-250 4x4



Vehicle will be surplused

The 2000 F-250 4x4 was originally purchased in spring of 2000 after the 20" snow event. The 20 year old truck has almost 111,000 miles, and staff recently replaced the torque convertor so the truck could be made drivable for sale. Parks and Recreation requests replacement of the 2000 F-250 with a Nissan Pathfinder.

Replaced with a 2020 Nissan Pathfinder - \$9,000

The purchase of an SUV will benefit the Parks and Recreation Department through its versatility. The department does not currently have a vehicle that can carry seven passengers; an SUV would allow the department to avoid taking multiple vehicles when more than four people are traveling to a location. An SUV can also tow a small trailer, allowing the department to carry equipment and cargo without sacrificing passenger capacity. Finally, the purchase of an SUV with four-wheel drive would provide flexibility for Parks and Recreation staff to drive during emergencies and severe weather events, if needed. The cost provided reflects any upfit that would be necessary for the vehicle.

Replace
2000 F-250 4x4





Vehicle to be surplused

The 2000 F-250 is currently 20 years old with 60,000 miles and has served its entire useful life in the P&R Department. Staff recommends it be replaced due to age.



Replace with a 2020 F-250 Crew Cab 4x4 - \$10,000


This would allow for the Parks staff to perform their duties in a vehicle that is safe and reliable. The cost provided reflects any upfit that would be necessary for the vehicle

<p>Replace 2003 F-250</p>  <p>Vehicle to be surplused</p>	<p>This vehicle is used for maintenance activities, such as mowing and chalking ball fields, field dragging, and minor cleaning and repairs. The 2003 F-250 Utility is 17 years old with 121,000 miles and served its useful life in both Public Works and the P&R Department.</p>	<p>Replace with a 2020 F-150 Crew Cab 4x4 - \$8,000</p> <p>This would allow for the Parks staff to perform their duties in a vehicle that is safe and reliable. The cost provided reflects any upfit that would be necessary for the vehicle</p>
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<h3>Planning Department</h3>		
<p>Replace 2009 Escape Hybrid</p>  <p>Vehicle to be surplused</p>	<p>It is recommended that the 2009 Ford Escape Hybrid be replaced due to age and the need to replace the batteries that are very expensive which is not cost effective. Currently, the vehicle will not start so it is unusable by staff.</p>	<p>Replace with a 2020 F-150 Crew Cab - \$9,000</p> <p>The vehicle will be replaced with an F-150 Crew Cab 4x4 which will allow for tasks such as the placement of public notice sign, inspections, and the pick-up and disposal of signs to much easier and safer.</p>

NOTE: The Impala that Planning has will also be surplused since it has outlived its useful life and not a good tool to perform the duties necessary for the department.


<h3>Police Department</h3>		
<p>Replace 2010 Dodge Charger (Z26)</p>  <p>Vehicle to be surplused</p>	<p>It is recommended that this vehicle be replaced due to being 10 years old and having 96,000 miles. It has outlived its useful life for the department.</p>	<p>Replace with a 2020 Dodge Durango AWD - \$24,500</p> <p>The cost of the vehicle includes the upfit costs and any items that can be transferred from one vehicle to another.</p>
<p>Replace 2012 Dodge Charger (Z10)</p>  <p>Vehicle to be surplused</p>	<p>It is recommended that this vehicle be replaced due to being eight years old and having 120,000 miles. It has outlived its useful life for the department.</p>	<p>Replace with a 2020 Dodge Durango AWD - \$22,000</p> <p>The cost of the vehicle is lower based on the equipment that can be transferred from one vehicle to another.</p>

<p>Replace 201 Dodge Charger (Z2)</p>  <p>Vehicle to be surplused</p>	<p>It is recommended that this vehicle be replaced due to being 10 years old. It has outlived its useful life for the department.</p>	<p>Replace with a 2020 Interceptor - \$13,500</p> <p>The cost of the vehicle is lower based on the upfit cost being less due to it being a command staff vehicle and the equipment that can be transferred.</p>
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NOTE: The switch from sedans to SUV's was prompted by three factors: SUV provides the officer with additional space, as the vehicle is the mobile desk of our police force. The SUV also retains a higher residual value than the typical patrol vehicle which would provide a higher return on investment. The switch from sedans to SUVs is driven by three factors:

- Dodge Chargers will not be available for FY2021 due to issues in the manufacturing of the Charger's transmission.
- Provides additional space for officers to house their gear and supplies, as well as work since the vehicle is the mobile workspace for officers.
- SUVs have a higher return on investment than sedans in the current market.



<h3>Administration Department</h3>	
<p>Currently there is not a car for this department and is sharing access to the Planning Department vehicles as availability permits. The Administration Department has grown to the point that a vehicle is needed to attend meetings, trainings and conferences. The vehicles in the Planning Department have become unreliable and the needs of that department have grown exponentially making the use of their vehicles no longer an option.</p>	<p>Purchase 2020 Toyota Camry - \$6,500</p> <p>This vehicle was chosen due to the excellent resale value that they possess.</p>

<h3>Public Works Department</h3>		
<p>Replace 2004 F-350 DRW Utility 4x4</p>  <p>Vehicle to be surplused</p>	<p>This vehicle was scheduled to be replaced last year, was kept in service due to mechanical issues with another vehicle which has been surplused. The truck is 16 years old, four years beyond its recommended useful life</p>	<p>Replace with a 2020 F-350 Crew Cab 4x4 - \$14,000.</p> <p>This truck will be replaced with a similar truck with a crew cab to give additional functionality and flexibility for the Public Works Crew Leader to whom it will be assigned.</p>

<p>Purchase Additional Hooklift Dump Body</p>  <p>Current Dump Body</p>	<p>The 2017 Hooklift truck has been the versatile vehicle staff anticipated when it was purchased, and staff would like to increase its functionality by purchasing an additional dump body. This would allow staff to work more efficiently on nuisance abatements by allowing on-site workers to continue loading debris into a bed while the full one is hauled away for disposal. Excess bulk waste collections could be properly stored while awaiting disposal. Multiple body tasks could be performed at once, such as mulch and stone deliveries and equipment dropped at work sites. The additional body would be very useful for events such as Community Recycling Day, streamlining work and eliminating excess safety risks from handling waste materials multiple times.</p>	<p>Purchase Hooklift Dump Body - \$11,000</p> <p>The failure to purchase this item will limit the effectiveness of our operations to meet a growing community's needs, reduce fleet flexibility, and limit efficiency by the lack of equipment resources.</p>
<p>Purchase Hydraulic Plate Tamp for Excavator</p>	<p>The plate compactor allows staff to compact in the trenches with 3400 pounds of dynamic force without leaving the safety of the cab. The growth in Zebulon's stormwater and streets infrastructure, along with the age of infrastructure in the central areas of town, have increased the need for this type of repair work. This would mount to the Town's Bobcat 331 excavator arm and provides more powerful compaction force than a hand-operated compactor. As an attachment, the plate compactor reduces the need for a person working down in the trench, increasing jobsite safety.</p>	<p>Purchase 18"x18" Hydraulic Plate Tamp for Excavator - \$6,500</p>
<p>Purchase Ride-On Blower</p>  <p>Current Blower</p>	<p>The purchase of a ride-on blower would increase the departmental efficiency in blowing leaves and debris. The department maintains 220,410 square feet of municipal parking lots, 14.5 acres of cemetery, 4,150 linear feet of downtown sidewalks weekly, .75 miles of walking trails at community park, and 1,500 linear feet of greenways, with 1.25 miles more coming this winter. A ride-on blower generates 13 times more airflow volume than a walk-behind blower, allowing staff to quickly move large leaf volumes.</p>	<p>Purchase Ride-On Blower - \$9,500</p>

Enterprise Budget “B” List

Public Works Department

<p>Replace 2008 F-250</p>  <p>Vehicle to be surplus.</p>	<p>The 2008 F-250 is currently 12 years old with 98,500 miles and has served its entire useful life in the Public Works Department. Staff recommends it be replaced due to age and mileage. The 2008 F250 CC 4x4 has served its useful life in the administrative and construction inspection functions of Public Works. The truck will be replaced with a similar vehicle for its construction inspection staff.</p> <p>If not replaced maintenance costs would increase and the return on investment would decrease.</p>	<p>Replace with a 2020 F-250 Crew Cab 4x4 - \$12,500</p> <p>This vehicle definitely needs replacing but was placed on the “B” list due to the allotted funding in this fiscal.</p>
<p>Purchase 12-Ton Trailer</p> 	<p>With growth of three to five square miles over the past twenty years, job sites in town have moved farther from the Public Works office and from each other. This increases the need for a trailer to transport large equipment, such as the backhoe, skidsteer, and excavator, to and between job sites. If both the skidsteer and excavator are needed at a site, currently they must be transported separately, increasing the time and resources required. Zebulon currently lacks a trailer large enough to carry the backhoe. The backhoe has a travel speed of 13 to 15 miles per hour, making it dangerous for staff to drive on most Zebulon roads; by department policy, the backhoe may not be driven to sites if the travel time would be more than 10 minutes due to the safety risks.</p> <p>A 12-ton trailer will carry the backhoe, and it can carry both the skidsteer and excavator together. It will also allow the department to transport equipment to Raleigh for service or assist with emergency response in neighboring communities. Our newest dump trucks have been purchased with the necessary horsepower, towing capabilities, and connections for air and electric brakes.</p>	<p>Purchase 12-Ton Trailer - \$13,000</p> <p>This vehicle definitely needs replacing but was placed on the “B” list due to the allotted funding in this fiscal.</p>

**TOWN OF ZEBULON-GENERAL FUND
CAPITAL IMPROVEMENTS & FINANCING PLAN
FISCAL YEARS 2021-2025**

DEPARTMENT EXPENDITURE			FY 2021 Enterprise A	FY 2021 Enterprise B	FY 2022	FY2023	FY2024	FY2025	
Fleet Replacement - \$160,000(2 cent tax) + surplus items									Notes:
<i>Existing Lease Payment (Hook-Lift Truck)</i>	Sanitation	\$ 53,510							2021 Last year - Dump, Plow, Leaf Body, Brine and Salt capable.
Replace 1997 F-250 Regular Cab - 2wd	P&R		\$ 11,000		\$ 6,000	\$ 6,000	\$ 6,000		F150 Crew Cab 4x4 with upfit
Replace 2003 F-250 Utility -2wd	P&R		\$ 8,000		\$ 6,000	\$ 6,000	\$ 6,000		F150 Crew Cab 4x4
Replace 2000 F-250 Regular Cab -2wd	P&R		\$ 8,000		\$ 6,000	\$ 6,000	\$ 6,000		F150 Crew Cab 4x4
Replace 2004 F-350 Utility w/Crane and Plow Replacement	Streets		\$ 14,000		\$ 9,000	\$ 9,000	\$ 9,000		F-350 CC SRW 4x4 V-10 with utility body - existing truck 16 years old
Replace Ford Hybrid Escape - 4wd	Planning		\$ 9,000		\$ 6,600	\$ 6,600	\$ 6,600		F150 Crew Cab 4x4
Replace 2012 Dodge Charger (Z-10)	Police		\$ 22,000		\$ 8,000	\$ 8,000	\$ 8,000		Dodge Durango AWD SUV Patrol
Replace 2010 Dodge Charger (Z-2)	Police		\$ 13,500		\$ 8,000	\$ 8,000	\$ 8,000		Ford AWD SUV Adm
Replace 2010 Dodge Charger (Z-26)	Police		\$ 24,500		\$ 8,000	\$ 8,000	\$ 8,000		Dodge Durango AWD SUV Patrol
New Town Hall Administration (Used Vehicle-2018)	Administration		\$ 6,500		\$ 6,500	\$ 6,500	\$ 6,500		Addition to Fleet - Example -3 year old vehicle with approximately 35K miles
Replace of 2000-F250 4x4 reg cab	Parks and Rec		\$ 7,000		\$ 6,500	\$ 6,500	\$ 6,500		SUV for P/R administration - Nissan Pathfinder - 4wd
Hook Lift Dump Body 18' by 8' by 4'	Sanitation		\$ 11,000						Additional body for hook-lift truck up - Mulch Hauling, abatements, Bulky Waste, Demolition
Hydraulic Plate Tamp Compactor for Excavator	Streets		\$ 6,500						For Bobcat 331 - Trench Safety
Ride on Leaf Blower	Bldgs and Grounds		\$ 9,500						Efficiency with Bldgs and Grounds- Parking Lots, Greenway and Cemetery
Replace 2008 F-250 CC 4x4 5.4L	Streets			\$ 12,500	\$ 7,500	\$ 7,500	\$ 7,500		F250 CrewCab 4X4
12-ton Trailer - 20'	Streets			\$ 13,000					Trailer for backhoe, Wheeled Loader, excavator and skid steer
Replace 2005 Ford Expedition	Fire				\$ 45,000				Wayne Dupree - cost share with Wake County F-150 CC 4X4 5.0L w/ special equipment
Purchase of 2005 Expedition for Fire Inspection- County Share	Fire				\$ 3,500				Retain existing vehicle for Fire Inspector
Replace 2011 F150 CC 4X4 5.0L	Stormwater				\$ 9,000	\$ 6,000	\$ 6,000	\$ 6,000	F150 Crew Cab 4x4
Compact Wheel Loader - John Deere 324L	Sanitation				\$ 92,500				2nd Machine -Loading OPS, Debris Removal, forklift-uses existing bobcat attachments (spending over 6K for annual rental)
8000 Watt Light Tower - used	Bldgs and Grounds				\$ 6,500				Special Events, Traffic Control, Emergency Repairs - existing unit is 1998
PW 2015 Mower Replacement	Bldgs/Grounds				\$ 14,000				Useful life = 2000 hours
2008 Freightliner Leaf Truck Body/Aux. Engine/Controls Replacement	Sanitation				\$ 81,000				Body Replacement - Existing Chassis expected to have less than 50K - Body projected to have 5K hours
Replace 2008 Dodge Charger (Z-16)	Police				\$ 25,500	\$ 8,500	\$ 8,500	\$ 8,500	
Replace 2012 Tahoe (Z-8)	Police				\$ 25,500	\$ 8,500	\$ 8,500	\$ 8,500	Transferred to Detective Division in 2021 from Patrol
Replace 2012 Tahoe (Z-27)	Police				\$ 25,500	\$ 8,500	\$ 8,500	\$ 8,500	Transferred to Detective Division in 2021 from Patrol
Replace 2006 F-350 CC 4wd	Fire				\$ 50,000				
Purchase of Fire 2006 F-350 4X4 - County Share	Fire				\$ 5,000				
Replace 1996 Air Compressor	Streets				\$ 13,500				Trailer mounted, used in street repairs
Replace 2006 Bobcat 331 Replacement	Stormwater				\$ 80,000				Mini-excavator
New Pot Hole Patcher - Trailer Unit	Streets				\$ 85,000				
Replace 2007 Ford Brush Truck (Wake County - 100%)	Fire				\$ 148,000				Wake County to purchase
New Reel Mower for Parks Fields	Parks and Rec				\$ 20,000				Replace Zero-turn
Replace 2010 Knuckleboom Replacement	Sanitation				\$ 175,000				Existing Truck 13 years old/ 2 truck required to meet p/u needs-1year lead
Replace 2000 F-550 Bucket Truck	Bldgs/Grounds					\$ 55,000			Purchased used, would purchase used again
Replace 1997 Ramjet	Stormwater					\$ 85,000			26 year old unit - used to clean storm drains and sewer mains and laterals
Replace 2003 Vac Trailer	Stormwater					\$ 185,000			20 year old unit - used to clean storm drains and hydro-excavate utilities
Replace 2011 F-150 CC 4x4	Parks and Rec					\$ 45,000			Truck will be 12 years old
Replace 2011- F150 CC 4x4	Parks and Rec					\$ 45,000			Tractor will be 22 years
Purchase Used Roller with tilt Trailer	Streets					\$ 30,000			Asphalt Patching
Replace 2015 Dodge Charger (Z-6)	Police					\$ 54,000			
Replace 2015 Dodge Charger (Z-20)	Police					\$ 54,000			
Replace 2012 Dodge Charger (Z-5)	Police					\$ 54,000			
Replace 2013 Sweeper A7000	Stormwater					\$ 275,000			Sweeper will be 11 years old/ one year delivery
Replace 1998 Wacker Light Tower	Streets						\$ 12,000		Unit is 26 years old.
Replace 2017 Ford Explorers SUV	Police						\$55,000		7 year old vehicle with 100,000 plus miles
Replace 2017 Ford Explorers SUV	Police						\$55,000		7 year old vehicle with 100,000 plus miles
Replace 2017 Ford Explorers SUV	Police						\$55,000		7 year old vehicle with 100,000 plus miles
Replace 2017 Ford Explorers SUV	Police						\$55,000		7 year old vehicle with 100,000 plus miles
Replace 2016 F-150 CC 4X4	Parks and Rec						\$55,125		Eight Years Old/100,000 miles
Replace 2005 TC40A Tractor w/implements	Public Works						\$60,000		20 years old
Replace 2006 Bobcat Miller Welder	Public Works						\$15,000		18 year old unit
Replace 1992 Onan 20 KW Generator	Public Works						\$40,000		30 year old generator
Additional Utility Vehicle	Public Works							\$25,000	
Replace 2018 F-150 4x4 CC	Planning							\$50,000	
Replace 2020 F-150 CC 4X4	Public Works							\$50,000	
Replace 2020 F-150 CC 4X4	Public Works							\$50,000	
Replace 2012 New Holland Backhoe	Public Works							\$135,000	
Replace 2011 T-190 skid steer	Public Works							\$85,000	
	TOTAL	\$ 53,510	\$ 150,500	\$ 25,500	\$ 982,600	\$ 1,046,600	\$ 402,125	\$ 426,500	
TOTAL PURCHASE & LEASE		\$	204,010						
<i>2019 Ladder Truck (Debt Service)</i>	Fire	\$ 90,500			\$ 90,500	\$ 90,500	\$ 90,500	\$ 90,500	2033 Last year - 15 year finance
<i>2019 Fire Pumper (Debt Service)</i>	Fire	\$ 83,500			\$ 83,500	\$ 83,500	\$ 83,500	\$ 83,500	2026 Last year - 8 year finance
	TOTAL + FIRE	\$ 378,010							

**TOWN OF ZEBULON-GENERAL FUND
CAPITAL IMPROVEMENTS & FINANCING PLAN
FISCAL YEARS 2021-2025**

Revenue Sources	FY 2021-A	FY 2022	FY2023	FY2024	FY2025	
Dedicated Revenue	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	
Fire Apparatus Revenue	\$ 174,000	\$ 322,000	\$ 174,000	\$ 174,000	\$ 174,000	Funding from dedicated tax revenue and Wake County cost share
Surplus Sale FY 2020 - 2005 F-250 CC 4x4(PW)	\$ 8,140					
Surplus FY 2020 Sale - 2008 Dodge Charger (Police)	\$ 4,100					
Surplus Sale FY 2021 - 2000 - F-250 reg cab (Parks- Wayne)	\$ 2,500					
Surplus Sale FY 2021- 1997 F-250 reg cab(Parks- Bennie)	\$ 1,000					
Surplus Sale FY 2020 -2011 Hustler Mower (PW)	\$ 2,000					
Surplus Sale FY 2021 - 2009 Ford Escape (Planning)	\$ 2,500					
Surplus Sale FY2021 - 2003- F-250 reg cab utility (Parks- Richard)	\$ 1,500					
Surplus Sale FY2021- 2011 F150 (Stormwater)	\$ 4,000					
Surplus Sale FY2021- 2008 F250 (Streets)	\$ 9,000					
Surplus Sale FY 2021 - 2010 Dodge Charge (Z-2)	\$ 2,000					
Surplus sale FY 2021- 2010 Dodge Charger (Z-26)	\$ 2,000					
Surplus Sale FY 2021- 2012 Dodge Charger(Z-10)	\$ 2,000					
Surplus Sale FY 2021 - 2004 F350 4x4 Utility, Crane, Plow	\$ 7,000					
Wake County Revenue		\$ 166,000				
Capital Reserve - Fleet (only 3 K)	\$ -					
Debt Service Paid Off	\$ -	\$ -	\$ -	\$ -	\$ -	Two Police Cars@ 23,050 and 2016 Freightliner @\$29,200, \$ 12,300 breathing air machine
Hook-lift Debt Service		\$ (53,510)				Hook Lift Debt service
Revenue Subtotal	\$ 381,740	\$ 594,490	\$ 334,000	\$ 334,000	\$ 334,000	
Overage/Available	\$ 3,730					



MEMO

To: Joseph M. Moore, II, PE, Town Manager

From: Information Technology Committee
Lisa Markland, Human Resources Director/Town Clerk, Chair
Chris Perry, Fire Chief
Dennis Brannan, Police Captain

CC: Bobby Fitts, Finance Director

Subject: IT Committee Capital Improvement Plan Recommendations

Date: March 2, 2020 *(Revised: April 14, 2020)*

The committee members Fire Chief Chris Perry, Police Captain Dennis Brannan and Lisa Markland met to discuss the various technology needs that are facing the Town.

The needs identified for this CIP were:

1. Installation of a card access system at the Town Hall and Police Buildings
2. Work Order System for Parks & Recreation and is expandable for other departments in the future
3. Idt/Blue Beam plan review system
4. Billing Module for the finance system
5. Replacement of aging presentation equipment in the Council Chambers
6. Installation of a card access system at the Community Center

Card Access – \$41,000

Building safety on the municipal complex has been a concern for several years. A vulnerability assessment was completed on all buildings to determine how to best control access to the buildings. It was determined the easiest way to monitor access to the buildings and suites was to install card access systems to the Fire Station and Municipal Campus buildings.

The Fire Station access system was installed in FY 2020 with funds set aside to address vulnerability at town facilities. The goal would be to install the same card reader system in the building on the municipal campus. The card reader systems allow for access to the buildings and suites to be controlled with a software system that programs cards for each building and suite designating who would have access to that area.

The system can generate reports that show who entered the buildings and when, as well as, allow for access to be removed without having to physically have the card returned. Completion of all buildings on the campus at the same time would be less expensive if completed together.

Additional improvements would be necessary to increase safety and would be a part of future years once it was fully vetted and estimates obtained.

Justification: This project was determined necessary as part of the vulnerability assessment to address safety of town staff and has proven to be effective at the fire station.

This supports the goal in the Strategic Plan of Growing Smart.

Risk: Safety of our staff would be at risk to not control and monitor access to the facility and suites.

Work Order System - \$7,000

Dude Solutions is a web based program that allows for work orders to be generated while out in the field or in the office. The program increases staff efficiency by keeping track of all requests and the progress to completion electronically. It would show what has been completed and what was pending, as well as, provide data for what could be reoccurring problems. It would also provide a good understanding on whether there was sufficient staffing to handle the workload.

This program was currently being utilized for IT service requests and would be used by Parks and Recreation in the upcoming year with a goal to add modules that would be used by other departments like Public Works and Planning.

Justification: For years request for work to be completed in all departments has been done by phone call, email or in person. This would put all requests in one place with tracking capabilities to show the date and time it was received and when requests were completed. Requests would not fall through the cracks and it helps staff to be more efficient. The fact that this system can be expanded for other departments to utilize is an important aspect of the program.

This supports the goal in the Strategic Plan of Growing Smart, as well as, the Town Values of Dependability and Teamwork.

Risk: Service levels may begin to decrease. As the Town grows, continuing to do things the old fashioned way could mean that requests for service could get missed. This would be due to the workload growing and a request not being recorded.

Billing Module Upgrade - \$8,880

Most departments have the need to bill for work or services which they have completed. Currently, each department creates and delivers (mail, hand deliver, etc.) an invoice to the person/business receiving the services. Afterwards, the invoice is then hand delivered to the Finance Department for payment processing. The Finance Department goes through additional steps to make sure the invoice is entered into the financial system, where payments can be recorded and tracked. After payments are received from the Finance Department, a copy of the invoice is returned to the originating department so that they can know that the bill has been paid.

The Town currently uses Edmunds financial software, and it has an accounts payable module that would allow for all departments to standardize and simplify the billing process. The billing system would consist of a single point of data entry, with all departments having access to the records. As invoices are generated within the system, they can be distributed by mail or email, with payment options such as credit card payment. All invoices would be uniform in appearance

and would not require duplicate entry nor the hand delivery of documents back and forth between departments. This system greatly increases efficiency and develops consistency in the manner which invoices are handled.

Justification: This would increase efficiency and minimize errors as billing for services would be consistent across all departments. Tracking and reporting would be much easier as well since it would all be in the finance billing system.

This supports the goal in the Strategic Plan of Growing Smart.

Risk: There are distinct chances that billing would get missed or unpaid invoices would not get tracked and the ability to recover the fee might be lost.

idt Plans/Bluebeam - \$16,500

This is a platform that is being used across the county for plan review. It is an electronic plan review system where multiple town and county departments can review a set of plans submitted at the same time. Each reviewer can see the comments made by another person, which helps to ensure that all aspects are reviewed for accuracy and compliance with code. The need for 10 full sets of paper plans to be delivered to the Town and City of Raleigh would no longer be necessary.

Justification: The industry standard is to utilize electronic plan review. The idt Plan platform would allow for the Planning Department to manage the review process and remove the inefficiencies that are currently in place with paper plan review. This is the only way that Wake County reviews plans, and the City of Raleigh is moving in that direction as well.

This supports the goal in the Strategic Plan of Growing Smart.

Risk: The risk of not utilizing this process is to slow down the development process for our Town. This will help to ensure efficiency of staff and meet the needs of a fast growing community.

Council Chambers AV Equipment - \$68,000

This would be the final phase of the upgrade to the Council Chambers.

The equipment in the Council Chambers and the AV room had been in use for ten years and is at the end of its useful life. The technology has changed, as well as how the Council Chambers is used. Due to the cost of the project it was recommended that the replacement be done in several phases.

Phase 1 – FY 2019 – Replace the equipment in the AV room, programming and installation of a new touch panel, \$21,133 – **COMPLETED**.

Phase 2 – FY 2020 – The replacement of microphones and the addition of speakers and programing the system for the various setup used in the Chambers (joint public hearing, work session and regular meetings) has addressed the decreased quality that the audience was dealing with. However, speakers that lean back and away from the microphones may still not be heard, \$55,702 - **COMPLETED**

The projector in the Chambers failed in February 2019 and was replaced with a used projector at a cost of \$3,072. The projector that failed was no longer manufactured or supported so replacement was necessary.

Phase 3 – FY 2021 - Removal of projector and installation of large monitors around the Chambers for the audience and replacement of all monitors for the Board, staff and at the podium. Electrical work would have to be done, in this phase, which increases the cost of this phase to approximately \$68,000.

The cameras and other recording equipment, in the AV room, is owned by PEG Media Partners and was updated (Feb. 2018) to allow for HD recording and playback.

Justification: This upgrade of the final phase of the Council Chambers is at a place where not making the upgrade could be costly, especially if individual pieces of equipment failed and had to be replaced one at a time. The other issue would be that new equipment would not be compatible with the old equipment and could cause the need the price to increase significantly if done in a break/fix pattern.

The replacement meets the goal in the Strategic Plan of Growing Smart.

Risk: The risk is the cost could be much higher to replace pieces one at a time due to service calls, replacement of additional pieces ensures all equipment will work together. It is very difficult to budget for an unknown failure.

Card Access – 15,000

Building safety at the Community Center was also reviewed when the vulnerability assessment was completed. This facility currently has cameras and panic alarms to help with safety at the facility. The card access system at this building would address some of the same issues seen at the Town Hall Building, however the Town Hall Building does not have cameras.

The same system would be installed at the Community Center as at the Fire, Police and Town Hall buildings. The card reader system would allow for access to be controlled with a software system that programs cards for the building and office area.

The system would allow for reports to be generated that show who entered the building and when, as well as, allow for access to be removed without having to physically have possession of the card.

Upgrading the camera system at the facility will be an area that will be researched and included in future IT budgets.

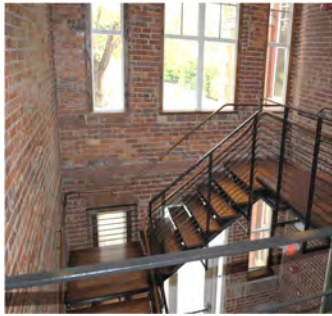
Justification: This project was determined important as part of the vulnerability assessment to provide additional safety of town staff in this facility.

This supports the goal in the Strategic Plan of Growing Smart.

Risk: The safety of staff would not be as good as it could be if additional safety measures to control and monitor access to the facility and office area were not installed.

TOWN OF ZEBULON-GENERAL FUND							Prioritization Category Per Budget Instructions										
CAPITAL IMPROVEMENTS							A - Must be funded this year, available funds must go here										
							B - Must be funded this year, but exceeds dedicated funds										
							C - Anticipated ok this year, but anticipate need next year										
							D - Anticipate the need sometime within the five year capital plan horizon										
							E - Anticipate the need sometime after the five year capital horizon										
PROJECT TITLE							Priority Level										
Information Technology							A	B	C	D	E	NOTES					
Vulnerability Upgrade - Card Access & Software for Programming	Town Hall	\$ 23,500	X								Access card reader and software to program cards for the Town Hall building & suites						
Vulnerability Upgrade - Card Access	Police	\$ 17,500	X								Access card reader for the Police building						
Dude Solutions Work Order System	Parks and Re	\$ 7,000	X								Work Order system for PR and IT that can be expanded for all departments						
Finance Billing Module Upgrade	Finance	\$ 8,800		X							Billing system module that provides a consistent appearance for all dept bills and tracking of payments.						
IDT/Blue Beam - Plan Review Program	Planning	\$ 16,500		X							Plan review is used by all depts and Wake Cty. This program tracks comments and required changes allows all to view throughout the plan review process. Ensures that requirements are met when completing inspections						
Council Chambers Upgrade of Project Equipment	Governing Board	\$ 68,000			X						Replacement of video equipment in the council chambers						
Vulnerability Upgrade - Card Access	Community Center	\$ 15,000					X				Access card reader for the Community Center Building						
	TOTAL COST	\$ 156,300															
YEARLY EXPENDITURES							2021	2022	2023	2024	2025	** There is \$33,653 in reserves to cover the cost needed to make the above improvements FY 2021.					
Vulnerability Upgrade - Card Access	Town Hall		\$ 23,500														
Vulnerability Upgrade - Card Access	Police		\$ 17,500														
Dude Solutions Work Order System	Parks & Rec		\$ 7,000														
Finance Billing Module Upgrade	Finance		\$ 8,800														
IDT/Blue Beam - Plan Review Program	Planning		\$ 16,500														
Council Chambers Upgrade of Project Equipment	Governing Board			\$ 68,000													
Vulnerability Upgrade - Card Access	Community Center				\$ 15,000												
	TOTAL COST		\$ 73,300	\$ 68,000	\$ -	\$ -	\$ -										
Revenue Sources																	
Dedicated Revenue			\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000										
	TOTAL REVENUE		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000										
	TOTAL NEEDED **		\$ 23,300	\$ 18,000	\$ (50,000)	\$ (50,000)	\$ (50,000)										

PROPERTY MANAGEMENT COMMITTEE BUDGET REQUESTS – FY2021



Committee Members:

Chris Perry, Fire Department
Tim Hayworth, Police Department
Bob Grossman, Police Department
Jason Brown, Public Works Department
Sheila Long, Parks and Recreation Department
Mike Clark, Planning Department
Lisa Markland, HR/Administration Department
Bobby Fitts, Finance Department
Chris Ray, Public Works Department

Submitted: March 2, 2020 (Revised: April 13, 2020)

BACKGROUND

The committee developed criteria to assess needs and projects. The criteria focused on the following considerations:

- Maintenance record – are we constantly fixing something that should be replaced?
- Useful life – has the item reached its useful life expectancy? Where is it in the life cycle? Is a program essential to maintain the useful life of an asset?
- Safety - Are we addressing a hazard/OSHA/government mandate (federal, state, local)?
- Does it solve a problem, fulfill a need, expand a service, or increase efficiency?
- What are the consequences or implications if we defer it or do not do it?
- Renovation or new construction - does it only satisfy our immediate need, or will it allow for future growth?
- What are our alternatives? For example, instead of building it, can we rent it? Can staff perform any tasks (demolition, landscaping)?
- Is the success of this project related to another project? Does the timing of this project affect another project?
- What is the possibility of cost escalation over time?
- Is a Preliminary Engineering Report (PER) or feasibility study needed?
- What are the financing resources (GFFB, fees, grants, leases, private donations, loans, GO bonds, revenue bonds)?
- Is funding source secured (e.g., already have fee-in-lieu or grant awarded)?
- Does it increase or reduce operating costs (i.e., recurring expenses such as water/sewer/electricity)?

Town of Zebulon owns thirteen major facility structures ranging in age from 8 to 111 years old. These facilities range from 225 square feet to 20,806 square feet in size, for a combined total of 72,788 square feet.

During FY2018, the Town completed a condition assessment report that serves as a guide to future capital maintenance investments. The survey also provides vital information on past building maintenance, renovations, and upgrades so that this institutional information is not lost with new maintenance and budgeting staff. Based on recommendations in the facility assessment survey, the committee developed a quick reference table for the useful life of typical Town of Zebulon assets.

	Asset Type	Useful Life Expectancy
1	Windows	30 years
2	Exterior Sealants	5-15 years
3	Asphalt Shingles	20-30 years
4	Single Ply Roof	15-20 years
5	2-ply Modified Bitumen Roof	15-25 years
6	Carpet	8-10 years
7	VCT	25 years
8	Interior Paint	10-15 years
9	Garage Doors	20-25 years
10	Water Heaters	10-12-Electric/Gas
11	Plumbing Fixtures	30 years
12	Heat Pump/RTU	12-14 years
13	Generators	25-30 years
14	VAV Boxes	25 years
15	Chiller-Reciprocating	20 years
16	Fire Alarm	15 years
17	Fire Pump	25 years
18	Security System	10 years
19	Transformers	30 years
20	Air Handlers	25-30 years

Recommendations

After a thorough discussion of existing and future needs, reviewing the recommendations in the facility assessment survey, and considering the evaluation criteria, the Property Management Committee determined the following list of projects are the highest priority for FY2021.

1. Replacement of 2008 45-Ton Chiller – Town Hall

The 45-ton York chiller was installed on November 3, 2008, as part of the renovation of Town Hall. The typical useful life is 12-15 years, but this unit has required \$30,300 of major repairs since July 2014. Due to age and the funds invested over the last several years, it is recommended that the chiller be replaced. Major interior replacements in the fall of 2014 included the first and second floor air handlers, automated controls, and 23 VAV boxes at Town Hall. The installation of a new, more efficient chiller unit will produce savings of \$500 annually.



	Chiller Replacement –Description	Cost
1	Wake County Permitting – Allowance	\$2,000
2	45-Ton Chiller Replacement	\$44,000
3	Crane Services	\$2,000
4	Freon- 45 lbs., R-410	\$2,500.
5	Controls Coordination –Envirocon Allowance	\$3,000
6	Mechanical/Electrical Labor	\$8,000
7	Disposal	\$1,500
	Subtotal	\$63,000
	Engineering/Construction Adm.@ 20%	\$12,600
	Contingency @ 15%	\$9,400
	Project Total	\$85,000
	Budget Total	\$85,000

The chiller replacement project is consistent with the 2030 Strategic Plan initiative of “Growing Smart” by maintaining appropriate service levels and preserving the affordability of our community.

The cost of construction is expected to rise in the Triangle market over the next several years due to rising costs of materials and shortages of skilled labor and contractors. It is reasonable to project the expected cost for the chiller replacement to rise between 15% and 20% per year over the next two years. In two years, the town would expect to pay

\$115,000 or more to replace the same unit, in addition to maintenance and repair costs incurred to keep the current chiller in operation during that time.

2. 4” Pressure Balancing Valve – Five County Stadium

Due to stadium site elevations in relation to the elevated tanks on Vance Street and Greenpace Road, the static water pressure at the meter pit is approximately 85-90 psi depending on the tank levels. The 1990 Watts 4” Pressure Balance Valve at Five County Stadium needs replacement due to its inability to regulate and reduce system pressure and sediment build-up inside the valve. The North Carolina Plumbing Code requires pressure to be less than 80 psi. Based on the number of bathroom and kitchen fixtures, the engineer recommends the pressure be set at 65 PSI, but due to age, corrosion, and sediment, the assembly cannot be adjusted above 60 PSI.

The committee recommends replacing the valve during the Mudcats off-season to eliminate the interruption of water service to the restrooms, concession stands, and suites. The reliability of this valve is critical to protecting downstream infrastructure, such as faucets, toilets, and other plumbing fixtures.



	Description	Cost
1	4” Watts PBV	4,300
2	4” Strainer	1,000
3	4” Gate Valve	1,000
4	Installation	1,600
	Contingency @ 20%	1,580
	Protect Total	9,480
	Budget Total	9,500

The construction of the project is consistent with the 2030 Strategic Plan initiatives of “Growing Smart” and “Small Town Life” by maintaining appropriate service levels at one of Zebulon’s landmark facilities to encourage families and neighbors to continue gathering and holding events at the venue.

3. Equipment Shed Construction – Public Works

The construction of a 2,400-square-foot, commercial-grade equipment shed at the Public Works facility is necessary to provide a safer working environment, faster response during emergencies and inclement weather, and protection for expensive assets. The original footprint of the Zebulon Public Works Site has remained largely unchanged since its original construction in 1987. The only storage added in the last 33 years is a 400-square-foot mowing shed placed 20 years ago. The town’s needs have increased substantially with its growth in population and infrastructure, and the current facilities are no longer

sufficient to safely and efficiently perform Public Works' duties, especially in emergencies when the department is needed most.

For Public Works, proper storage of equipment and vehicles - including protection from weather - is very important for responding quickly when needed while minimizing costly repairs and downtime. There are many examples of this; one is that protection from cold temperatures prevents bulk water stored on board the ramjet, vacuum trailer, and sweeper from freezing and breaking the reservoir, pump, and lines. Bulk water can be drained for outside storage, but it takes time & expertise to ensure the pump is fully emptied without damaging it. If a vehicle is drained for outside storage, it's no longer readily available if a need arises as it can take 30 minutes or more to refill and prep it for work. Response time is also negatively impacted by the current need to delay certain types of prep work due to limited space in the shop, such as prepping the plows.

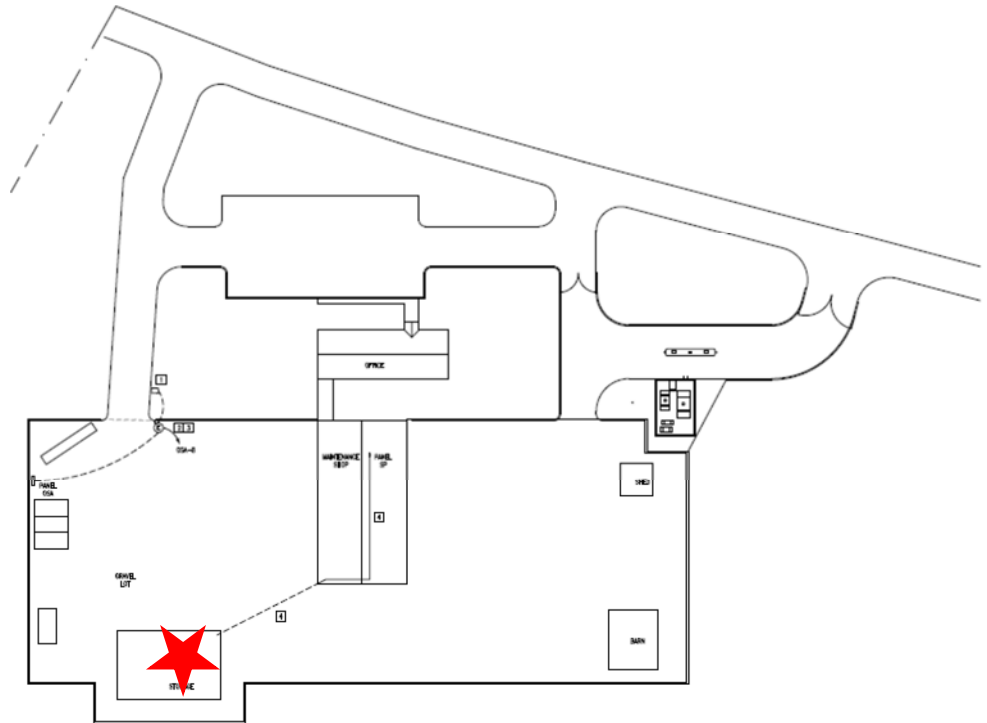
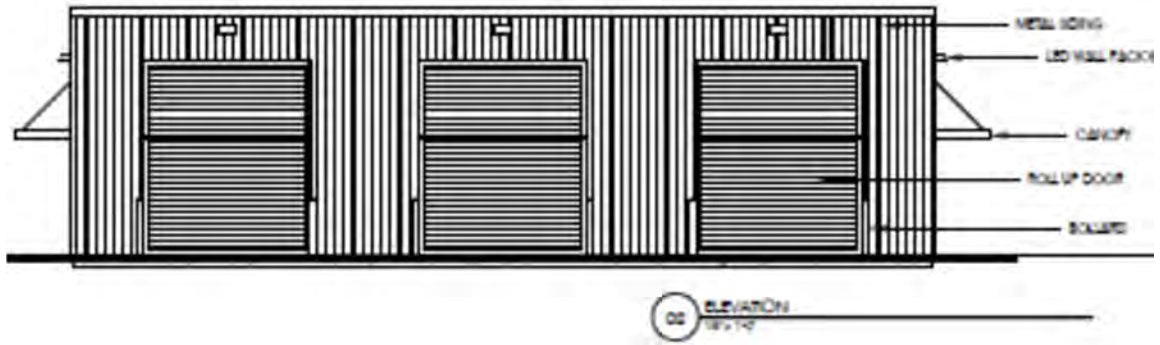
As a safety hazard, staff's ability to store necessary equipment during bad weather or emergency events is currently very limited, and maximizing the equipment that can be stored inside creates egress hazards in the existing shop building. It also creates tight spaces that increases the difficulty and danger of tasks that must be done in the shop. Another safety hazard is that some work must be done outside, increasing the staff's exposure to inclement weather and adding the risks of working in adverse conditions such as limited sight distances, wind hazards, and slippery surfaces. The new building will provide sufficient space to allow vehicles and equipment to be stored inside without creating an unsafe environment for employees working in the shop building, and it will free up space to allow more work to be performed safely inside the shop.

During FY2019, Architect DeVon Tolson, HDM and Associates, and Neville Structural Engineers designed a new commercial-grade equipment shed at the Public Works facility. The commercial grade building includes a six-inch concrete pad, clear span metal framing, R-19 insulation, electrical in metal conduit and metal boxes, and LED lighting and exit signs. The three HD roll-up doors will be 12' by 14' for equipment access, and they will be protected by bollards. The interior will be surrounded by fire-rated plywood for mounting and storing equipment. Staff will install shelving and a new air compressor with lines to air access points. Due to the proximity to the existing facility, this new building can be placed on the generator for emergency power.

Also during FY2019, Public Works staff performed pre-construction work (demolition, clearing, and building pad construction) at an estimated value of \$20,000. GeoTechnologies, Inc. inspected and approved the stone pad's density and compaction.



Existing Stone Pad – over 300 tons of compacted process fill material was used by PW Staff in the construction of pad.



Summary cost to construct the project:

	Opinion of Probable Construction Cost Estimate	Cost
1	Architect – Bidding and Construction Adm.	\$14,000
2	Construction Cost -2,400 SF Bldg.	\$219,000
3	Construction CPI @ 10%	\$22,000
4	Geotechnical Cost	\$4,000
5	Contents – Shelving/Air Compress and lines	\$5,500
	Contingency @ 20%	\$52,900
	Project Total Cost	\$317,400
	Budget Total	\$317,500

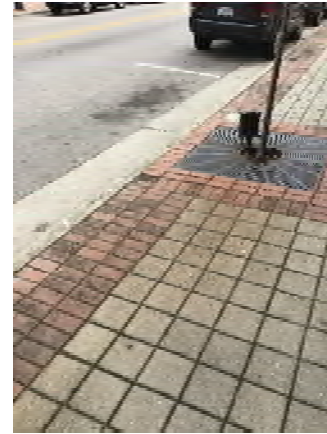
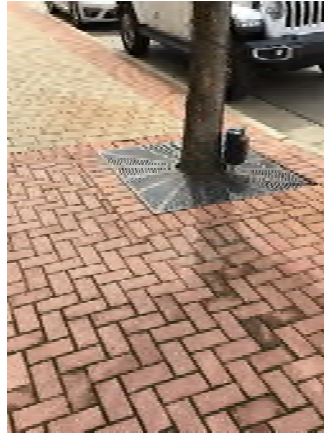
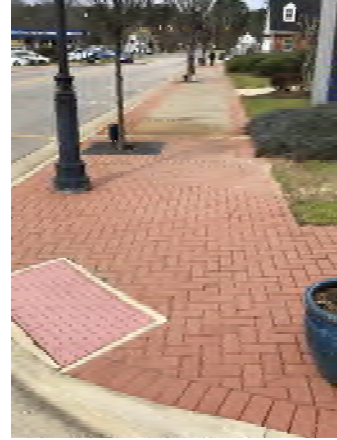
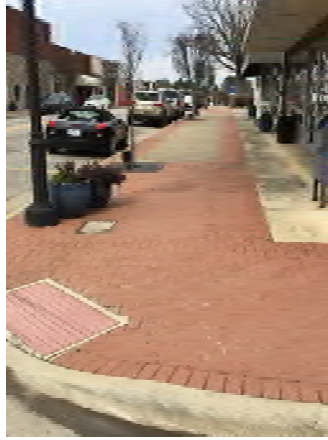
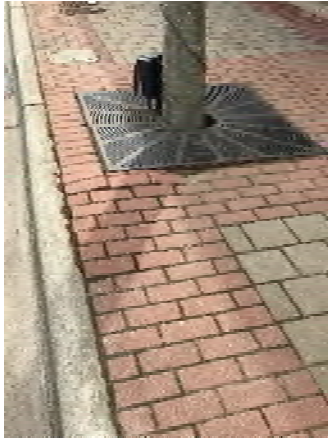
On January 20, 2020, general contractor Salisbury and Moore provided a detailed estimate to construct the facility as designed at \$219,000. For reference, the 2400-square-foot maintenance building at the Zebulon Community Center was budgeted in 2009 at \$315,000 with contractors already on site for construction of the community center. The design cost of the building was included in the original cost of the community center.

The cost of construction is expected to rise in the Triangle market over the next several years due to the rising cost of materials and shortages of both skilled labor shortage and contractors. Reasonable projections show the cost for the facility is expected to rise between 15% and 20% per year over the next two years. In two years, the town would expect to pay between \$427,000 and \$465,000 to construct the same building.

The construction of the project is consistent with the 2030 Strategic Plan initiative of “Growing Smart” by providing the facilities to support safe and efficient operations that allow the department to maintain the service levels needed by a growing community.

4. Sidewalk Pressure Washing – Downtown

The project is to pressure wash the entire sidewalk system with the goal of removing the 20 years of dirt, grime and chewing gum. The downtown paver sidewalks were installed in 1998 and 2005 as part of a downtown revitalization program funded with the assistance of an NCDOT contingency grant. During the 15 to 22 years since construction, staff have made only minor repairs and paver adjustments. Over the years, especially in the 100 block of North Arendell Avenue, pavers have settled or risen due to movements of the root systems of the trees lining the street and sidewalks. Once the masonry pavers move greater than a quarter inch, they are no longer in compliance with ADA sidewalk requirements and pose a potential trip hazard.



	Opinion of Probable Construction Cost Estimate	Cost
1	General Requirements – mgt., porta john, lights	\$ 15,500
2	Remove and reinstall/level substrate – 1500 sf	\$ 25,440
3	Joint sealant – allowance	\$ 1,000
4	Traffic/Pedestrian Control/Safety allowance	\$ 550
5	Utilities adjustment –Meter Box allowance	\$ 1,000
6	Power Washing/Cleaning	\$ 12,700
7	Polymeric Sand infill/backfill	\$ 5,200
8	Trench Drain Repair Allowance	\$ 5,000
	Sub-total	\$66,390
	Contingency @ 12.5%	\$ 8,299
	Project Amount	\$74,689
	Budget Amount	\$75,000

The pressure washing process will require the sidewalk to be resanded with a polymer sand, locking the pavers back in place. The scope of the project runs from the railroad tracks to just south of the Gannon Ave. Staff secured construction estimates from general contractor Salisbury & Moore and the original masonry paver installer, Fred Adams Paving.

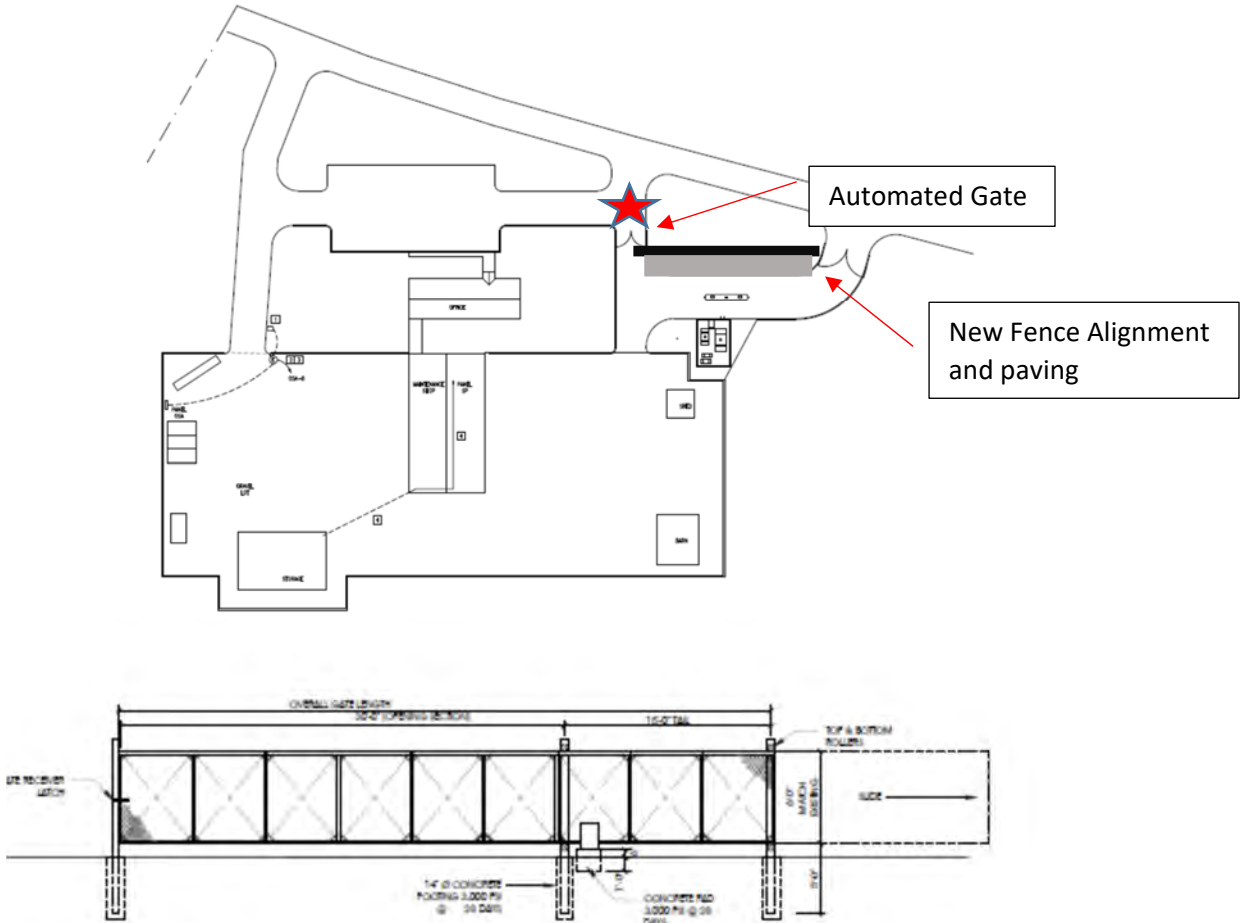
The cleaning and leveling of pavers in downtown is consistent with the 2030 Strategic Plan initiative of creating a “Vibrant Downtown” which is clean and attractive to serve as the heart of Zebulon. Cleaning and reseating the pavers are necessary to revitalizing downtown as a gathering place for the community and a destination for visitors.

5. Fueling Station and Site Upgrades – Public Works

- A) Fueling Station Hardware/Software: The fuel pedestal and software upgrade were last completed in 2004. The proposed upgrades include a new interface pedestal; the replacement of leak detection equipment, network cards, and wireless communication with the office computer; updated software to better track fuel usage and mileage; and integrated tank monitoring for the two tanks not currently monitored (the 285-gallon non-ethanol tank and the 525-gallon diesel tank). These upgrades will reduce errors and downtime, reduce the time required to fuel vehicles and equipment, reduce the risks associated with potentially leaking tanks, and improve reporting speed and accuracy. By integrating tank monitoring for the diesel and non-ethanol tanks, we will no longer need a person to climb onto a concrete wall to measure fuel levels, which reduces the time spent weekly to assess the fuel volumes in the unmonitored tanks while improving staff safety.

- B) Automated Aluminum Gate: An automated gate system is requested to improve access and security to the fueling area and the rear entrance to the maintenance building. The automated gate will include safety loops, an entry keypad, and remote controllers for town vehicles. During a security assessment in February 2017, the Zebulon Police Department recommended the installation of an automated gate for the fueling station so that the gates would not have to remain open and to reduce the potential for safety hazards associated with access to large amounts fuel. The automated gate system consists of one 30-foot, dual-track, aluminum cantilever gate installed to match the existing 6-foot-high, galvanized, chain-link fence, an operator with safety loop, and button transmitters. An automated gate would permit quick entry for town employees, and shortly after the vehicle passes through the gate, the gate would automatically close. The gate provides additional safety by preventing unwanted access to the fuel station and eliminating the need for staff to exit their vehicles to open and close the gate.

C) Roadway Widening and Fence Modifications: The original layout makes it difficult for pumper and ladder fire trucks, fuel delivery trucks, and some Public Works vehicles to safely access the fuel dispensers. This will be cured by relocating the fence and adding pavement (with stone base) to facilitate access.



	Opinion of Probable Construction Cost Estimate	Cost
1	Fuel Station Hardware/Software	\$25,000
2	Automated Gate	\$20,000
3	Fence and Pavement Widening	\$10,000
4	Permit Allowance	\$1,500
5	Subtotal	56,500
	Design @ 25%	\$14,125
	Contingency @ 20%	11,300
	Project Total	81,925.
	Budget Total	82,000

The fueling station is a critical part of our emergency response system as we are able to provide bulk fuel to our first responders regardless of the weather conditions or power outages. By always maintaining a three-week minimum supply of fuel for town operations, the town has guaranteed fuel availability during fuel crises such as the 2016 Colonial Pipeline interruptions. The system also allows for the use of bulk purchase discounts to provide fuel cheaper than at the local stations.

The construction of the project is consistent with the 2030 Strategic Plan initiative of “Growing Smart” by supporting the expected service levels of the growing community.

6. Second Floor LED Lighting – Town Hall

As part of the planning suite renovations project in 2019, new 5000-kelvin T-8 LED lamps were installed in the existing parabolic fixtures in the Planning Department’s conference room and the mail room. After this successful pilot project, the program was expanded to complete the first floor in the current budget year. The committee requests funding to complete the conversion on the second floor. These LED lamps are line voltage-compatible, reducing the need for an electronic ballast and therefore failures. This and the 50,000-hour life significantly reduce maintenance requirements. The typical T-8 bulb uses approximately 30 watts, and the new LED lamp uses 15 watts – a 50% reduction in electricity consumption. An additional benefit is that the light is dimmable without installing a new switch, allowing adjustment of lighting to individual preferences at the 100%, 50%, and 25% levels by toggling the existing switch.

	Opinion of Probable Construction Cost Estimate	Quantity	Price	Total
1	T-8 (3) Lamp Fixture	59	\$85.00	\$ 5,015.
2	Can Lights	16	\$42.00	\$ 672
3	T-8 -2 -Lamp fixture	9	75.00	\$ 675
4	T-5 Lamps	42	100.00	4,200
	Subtotal			\$ 10,562
	Contingency @ 15%			\$ 1,584
	Disposal Allowance			\$ 325
	Total			\$ 12,471
	Budget Amount			\$ 12,500

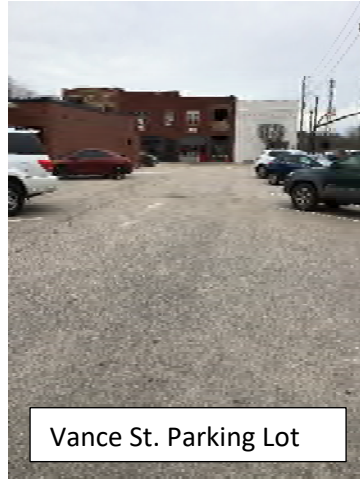
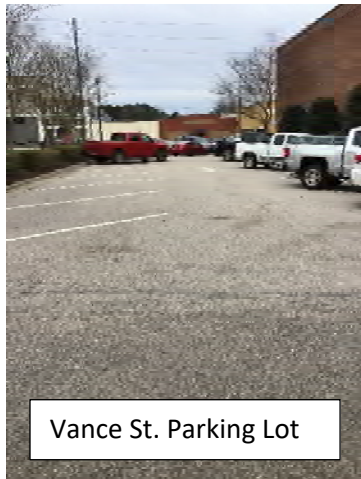
In an effort to reduce costs, Zebulon Public Works staff will act as the general contractor overseeing the electrical contractor and coordinating the installation with Town Hall staff. Failure to install the new technology increases operating costs from maintenance activities and electricity.

The installation of energy-saving LED lamps is consistent with the 2030 Strategic Plan initiative of “Growing Smart.” By lowering the cost of maintenance and consuming 50% less energy, the switch to LED lamps will help preserve the affordability of our community.

7. Seal Coating – Parking Lots

The Zebulon Public Works Department maintains approximately 220,000 sq. ft. of parking lots for the Town of Zebulon. It has been over 10 years since any significant maintenance or preservation techniques have been completed on town parking lots.

Sealcoating is recommended for asphalt pavement as part of a regular maintenance schedule. Sealcoating a surface can more than double the life of the asphalt by helping prevent water and chemical penetration. The average cost to sealcoat and stripe is approximately \$1.50 per square foot, compared to \$5.50 per square foot for two inches of asphalt overlay. By crack sealing prior to applying the asphalt sealant, the process blocks water and chemical penetration to curb future damage while returning the pavement to its original, attractive black color.

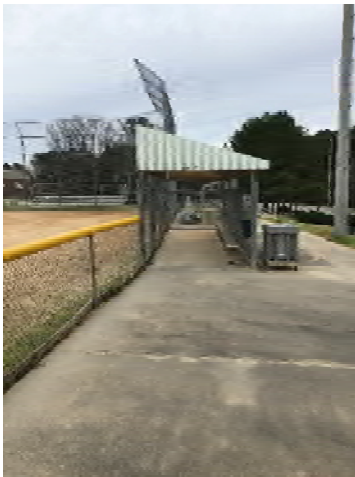


Opinion of Probable Construction Cost Estimate				
	Location	Square Yard	Unit Cost	Total Cost
1	ZMC Parking Lot	7,395	\$1.50	\$11,093
2	Police Parking Lot	1,710	\$1.50	\$2,565
3	Public works	3,200	\$1.50	\$4,800
4	ZCC	3,175	\$1.50	\$4,763
5	Fire Parking	320	\$1.50	\$480
6	ZCP	7175	\$1.50	\$10,763
7	Vance Street Parking Lot	1515	\$1.50	\$2,273
	Subtotal			\$36,736
	Contingency @ 20%			\$7,347
	Project Total			\$44,083
	Budget Total			\$45,000

The installation of the sealcoat is consistent with all three initiatives of the 2030 Strategic Plan. It supports “Growing Smart” by lowering the cost of maintenance instead of waiting until the asphalt needs to be replaced or overlaid at a higher cost, thereby preserving the affordability of our community. The installation supports “Small Town Life” by providing properly-maintained facilities that will encourage and allow downtown to be a gathering place for the community. Finally, it supports the “Vibrant Downtown” initiative by creating clean, attractive public spaces for families, neighbors, and visitors to shop and eat while enjoying Zebulon’s small town heritage and charm. A facility that is properly maintained will encourage people visit again and will continue to allow downtown to be a gathering place for the community.

8. Canopy Replacement – Zebulon Elementary School Park

The Zebulon Parks and Recreation Department requests the replacement of the existing worn canopy at the upper ballfield at Zebulon Elementary School. The replacement roofing system will be a metal roof and wood slats with posts, similar to the roof at the lower ballfield.



Existing



Proposed

	Opinion of Probable Construction Cost Estimate	Cost
1	Remove Canopy and install metal roof (match lower field)	\$7,500
2	Installation of Wooden Slat and post (match lower field)	\$1,960
3	Permit Allowance	\$750
	Subtotal	\$10,210
	Contingency @ 15%	\$1,532
	Project Total	\$11,742
	Budget Amount	\$12,000

The construction of the project is consistent with the 2030 Strategic Plan of “Growing Smart” by providing facilities to maintain the expected service levels of the growing community. The baseball fields at Zebulon Elementary School Park are a popular gathering place for families, neighbors, and visitors to enjoy sports in our town, which supports our “Small Town Life” initiative of enhancing community gathering places. A facility that is properly maintained will to be visited again and will continue to be a gathering place for the community.

9. Tile and Carpet Replacement – Zebulon Community Center

The Zebulon Parks and Recreation Department requests the replacement of the carpet in the community center office areas and classrooms A and B with LVT (commercial vinyl tile) flooring material. The carpet is showing wear and stains from 10 years of heavy traffic at the community center.

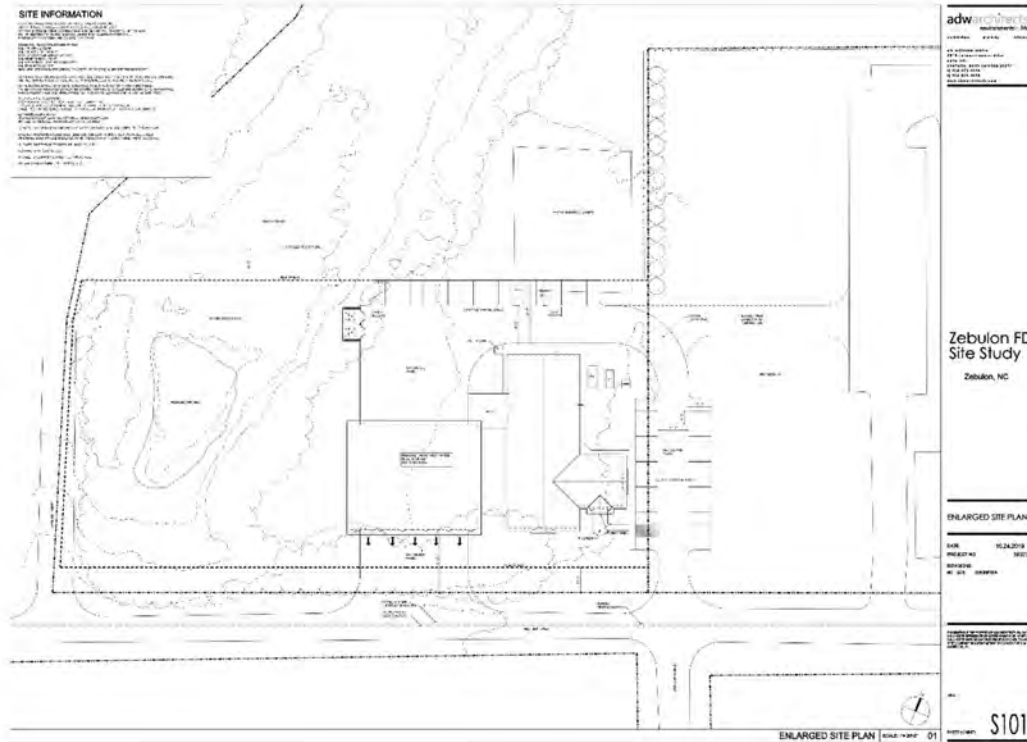
	Opinion of Probable Construction Cost Estimate	Cost
1	Demolition of existing Carpet and adhesive – move furniture	\$1,500
2	New Cove Base	\$ 755.
3	Transitions at doors	\$75
4	Material – LVT – Color and style TBD	\$5,820
5	Installation of LVT	\$3,657
	Subtotal	11,807
	Contingency @ 10%	1,180
	Project Total	12,987
	Budget Amount	13,000

The replacement of the carpet is consistent with the 2030 Strategic Plan initiative of “Growing Smart” by providing facilities to maintain the expected service levels of a growing community. It also supports the “Vibrant Downtown” initiative by maintaining a clean, attractive downtown, providing a gathering place for the community and a destination for visitors. The Zebulon Community Center is a popular gathering place for families, neighbors, and visitors to enjoy sports, classes, and events in our town. A facility that is properly maintained will to be visited again and will continue to be a gathering place for the community.

10. Fire Station Design – Fire Department

The Fire Department requests funds for the preliminary engineering, land acquisition, and design fees for the construction of a new Fire/EMS station. The Zebulon Fire Department and the Town Manager’s office have been working closely with the Wake County Manager’s staff and the Wake County Facilities Design and Construction Department on site selection and a possible layout for a new joint Fire/EMS station.

Estimates and cost share percentages have not been finalized to date, but is reasonable to expect the Town will need approximately \$350,000 or 50% of the estimated design costs. The total building cost is estimated at \$7.3 million, with the town portion estimated at \$4.54 million.



Funds dedicated to date and requested include the following:

	Description	Cost
1	FY 2019 – Preliminary Engineering Work (Bldgs./Grounds)	\$50,000
2	FY 2020- Land Acquisition (Fire Department)	\$500,000
3	FY 2021 – Request for Design Fees	\$350,000
	Total Request and Commitment to date	\$900,000

The fire station project is consistent with the 2030 Strategic Plan initiative of “Growing Smart” by locating our emergency facilities strategically to meet expected service demands. This project was chosen through an evaluation of options, and it was determined to be the best way to address our existing facility needs as well as service demands. Building one centrally-located station to serve the community instead of building two stations is “financially smart” as we strive to maintain and preserve the affordability of our community.

11. Dumpster Pad – Zebulon Municipal Complex

The Zebulon Municipal complex is in dire need of a dumpster pad for collecting trash and recycling generated by the staff and occupants of town hall and the police station, as well as by special lawn events or other gatherings. Since the proposed location is within the Wake County historic site, the dumpster pad will have to meet the architectural standards established when the building was constructed in 1909.

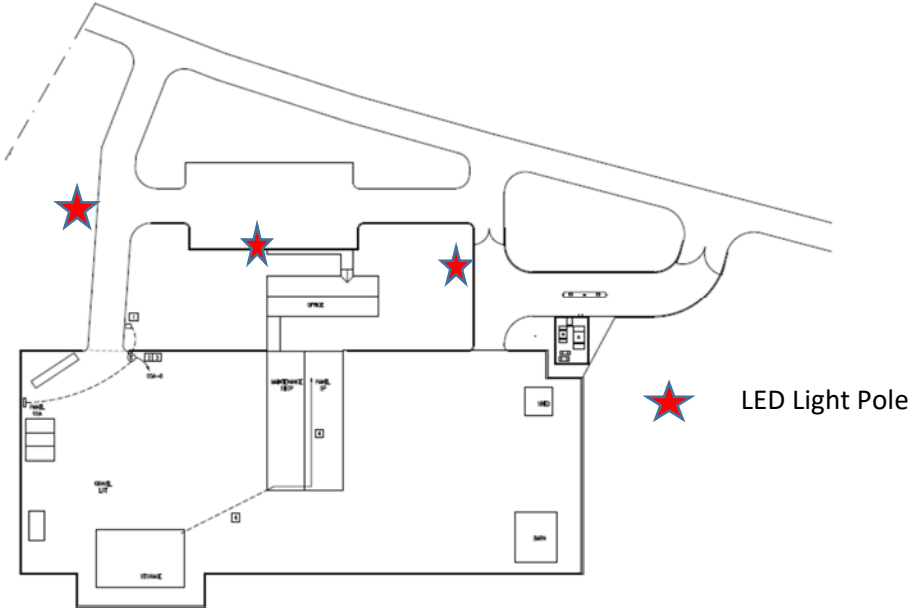


	Opinion of Probable Construction Cost Estimate	Cost
1	Demolition	\$650
2	Footings 12" by 32"	\$4,850
3	Concrete Pad – 6" thick, reinforced	\$3,690
4	Reinforced concrete wall	\$8,300
5	Brick Veneer Masonry	\$3,270
6	6" Diameter Concrete Fill Bollards - Galvanized	\$4,000
7	Precast Concrete coping	\$2,650
8	Aluminum Dual Leaf Gates and Frame	\$15,000
	Construction Subtotal	\$42,410
	Design @ 17.5% Allowance	\$7,500
	Geo-tech Allowance	\$750
	Permits Allowance	\$500
	Contingency @ 15%	\$6,400
	Project Total	\$57,560
	Budget Amount	\$58,000

The construction of the project is consistent with the 2030 Strategic Plan initiative of "Growing Smart" by providing a facility to maintain the expected service levels of the growing community. It also supports the "Small Town Life" initiative by maintaining a neat, clean facility that will be visited again and will continue to be a popular gathering place for the community. The Zebulon Municipal Complex is a unique venue in town and hosts multiple public events throughout the year. The addition of a dumpster facility will enable and enhance the use of the complex for future gatherings.

12. Parking Lot Conversion to LED – Public Works

The Public Works Department recommends the installation of the final piece of the site’s lighting plan and conversion to LED. The project will reuse salvaged metal poles on new concrete footings with new, high-efficiency LED fixtures to replace existing Duke Energy area lights. The new lights will consume 70% less energy than the existing lights (400 watts for high pressure sodium vs 120 watts for LED). The poles will be supplied with power from the buildings, enabling the facility generator to power the site lighting during outages and emergencies. In an effort to keep costs low, Public Works staff will serve as the general contractor, coordinating the removal of existing Duke lights, anchoring the footings, providing roadway bores, and painting the salvaged poles.



	Opinion of Probable Construction Cost Estimate	Cost
1	Installation of footings and used poles	\$4,500
2	5- LED Lighting Fixtures	\$1,500
3	Electrical Service – conduit, wiring, and fittings	\$1,500
	Permits Allowance	\$500
	Industrial Paint – Materials	\$300
	Subtotal	\$8,300
	Contingency @ 12.5%	\$1,040
	Project Total	\$9,340
	Budget Amount	\$9,500

The change will provide better overall site lighting, save approximately \$800 dollars annually in energy costs, and provide lighting during power outages and emergencies. The new site lighting will be clearer, which will provide for better security and improve the aesthetics of the site due to the improved clarity.

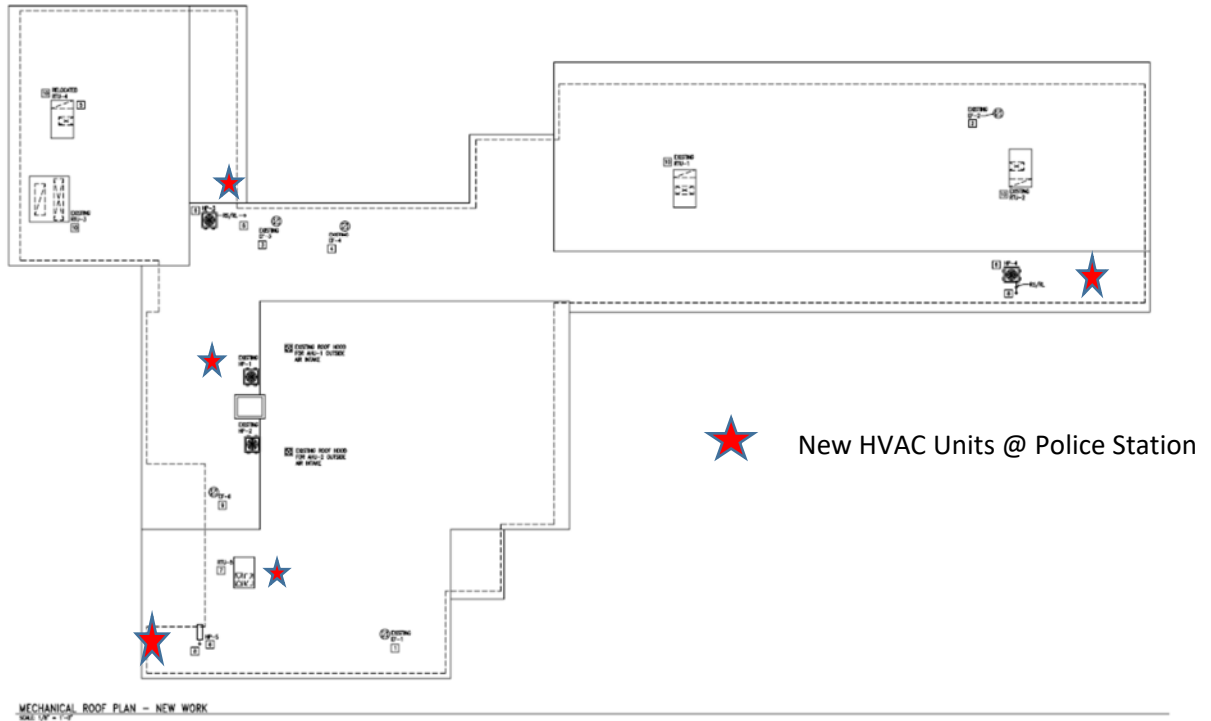


The installation of energy-saving LED lamps is consistent with the 2030 Strategic Plan initiative of “Growing Smart” by lowering the costs of maintenance and energy as we strive to maintain and preserve the affordability of our community.

13. HVAC Unit Replacements – Police Station

Five police station HVAC units have reached the end of their useful lives and are scheduled to be replaced. The units were installed during the renovation of the police station in 2008-2009. The typical useful life is 12 to 15 years.

	Opinion of Probable Construction Cost Estimate	Cost
1	HP- 1 replacement	\$19,500
2	HP- 3 replacement	\$7,500
3	HP– 4 replacement	14,500
4	HP– 5-replacement	4,000
5	RTU -5 replacement	\$11,500
5	Crane Services	\$ 2,000
6	Permit Allowance	\$ 2,000
7	Gas Piping and Venting	\$16,000
	Subtotal	\$77,000
	Design @ 20%	\$15,400
	Contingency @ 20%	\$15,400
	Project Total	\$107,800
	Budget Amount	\$108,000



By replacing the units before they fail, the town has an opportunity to convert them to natural gas. The biggest benefit to a gas furnace is that it will heat the office in any condition, regardless of outside temperature. A heat pump only works well if the temperature is above freezing. The “rule of thumb” is that natural gas is 30% to 45% cheaper than electricity. The unexpected failure of these units would not allow for the transition to gas, since immediate repairs would be needed to maintain service to the building.

The cost of construction is expected to rise in the Triangle market over the next several years due to rising costs of materials and shortages of skilled labor and contractors. It is reasonable project the expected cost for the facility to rise between 10% and 15% per year over the next two years. In two years, the town would expect to pay \$130,000 to install the same units.

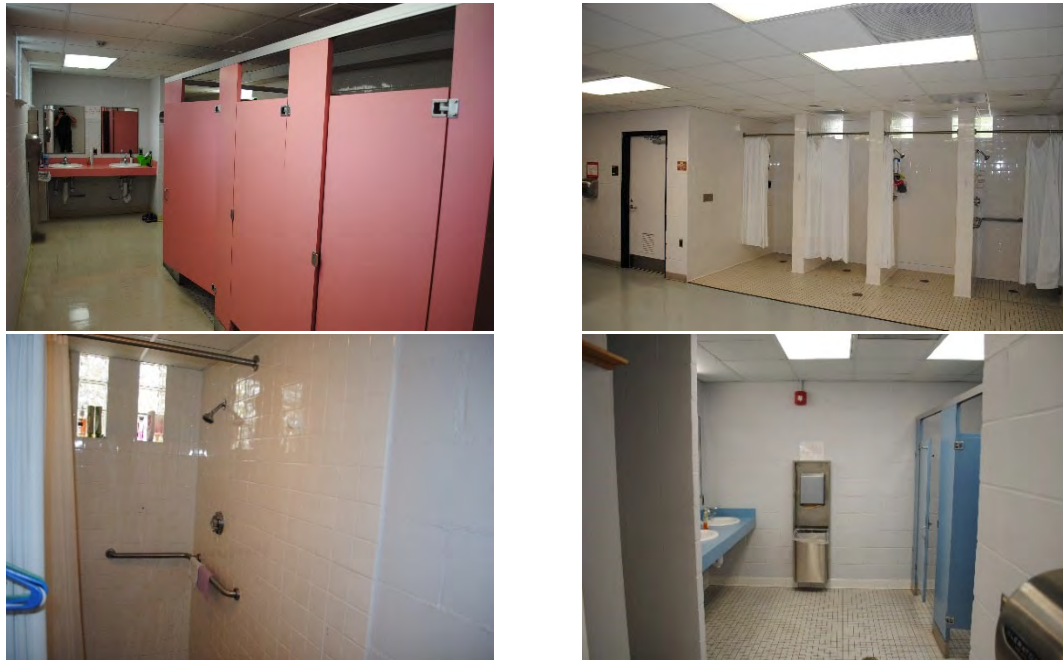
The project is consistent with the 2030 Strategic Plan initiative of “Growing Smart” by providing facilities to maintain the service levels expected of the growing community.

14. Restroom Renovations – Police Station

During the renovation process of 2008-2009, we were unable to update the restroom facilities at the police station from the 1980’s “baby” blue and pink colors due to budgetary constraints. Because the bathrooms were in good condition other than the outdated colors, we made the budgetary decision to forgo renovations at that time. Twelve years

later, the condition has fallen to moderate condition. The condition rating scale is as follows: Excellent – Good – Fair – Moderate - Poor.

The facility assessment report from June 2018 noted in the men’s locker room that finishes are showing signs of wear and budget is needed for replacement. In the women’s locker room, the report noted that allocations needed for upgrades and repairs should be made in future budgets.



Given the age of the facilities and the findings of the facilities assessment report, general contractor Salisbury Moore was asked to assist staff with building estimates to update and complete plumbing upgrades to both the women’s and men’s locker rooms. Based on their review, we have provided the following estimates:

Overhead requirements – Ins, project mgmt., Adm.	\$18,000
Demolition	\$2,500
Concrete work – drainage adjustments	\$2,900
Doors and Hardware	\$1,400
Tile Replacement	\$48,000
Ceilings	\$5,500
Wall Finishes	\$2,900
Painting and Coatings	\$2225
Toilet Partitions	\$9500
Toilet Accessories	\$3300
Casework - countertops	\$2440

Plumbing – total fixture replacement/adjustments	\$88,000
Final Cleaning	\$950
LED Lighting upgrades	\$2,000
Subtotal	\$189,615
Design @ 20%	\$37,925
Contingency @ 25%	\$47,400
Total	\$274,940
Budget Amount	\$275,000

To complete the restroom renovation separately, it is estimated to cost approximately 25% more.

Opinion of Probable Construction Cost Estimate	Cost
Men’s Renovations	\$205,000
Women’s Renovations	\$136,000

The construction of the project is consistent with the 2030 Strategic Plan initiative of “Growing Smart” by providing facilities to maintain the expected service levels of the growing community.

15. Warming Kitchen Renovations – Police Station

As the Town has grown over the last several years and the adverse weather conditions (snow, hurricanes, and tornados) have become routine, Zebulon’s staff response to these events has evolved into a more formal approach and now includes the use of an emergency operations center (EOC) at the police training/conference room. To date, improvements to communications systems, video systems, and web access have been made through departmental operational budgets. As we have used the EOC more, the shortcomings of the facility have become more evident.

The existing break room is too small to serve the police staff and EOC staff. The room lacks the ability to store bulk food, provide ice for drinks, microwave multiple dishes at one time, and prepare basic frozen food without an oven. The renovation would provide an ice machine, a large sink, two refrigerators, two microwaves, an oven, a place for the bulk storage of paper goods, and a separate place for officers on duty or those working at the EOC to eat and otherwise take a break.

This project has been chosen through the evaluation of other options (including building expansion), and it has been determined this is the best way to address existing facility needs and service demands. These improvements can be completed within the existing

footprint of the police station by removing the seldom-used pantry and restroom. Below is the proposed layout for the new warming kitchen:



Opinion of Probable Construction Cost Estimate	Cost
Demolition/site protection	\$15,500
New VCT Tile Floor	\$10,500
Concrete Slab Work	\$ 9,000
Electrical/LED Lighting	\$11,500
HVAC Modifications	\$ 3,500
Fire Alarm Programming	\$ 3,000
Plumbing	\$ 12,500
Ceiling Grid Replacement	\$ 6,500
Appliances/Equipment	\$20,000
Cabinet Allowance	\$12,500
Painting/ Wall Repair	\$ 7,000
Disposal -Landfill	\$ 2,500
Permits	\$ 2,500
Subtotal	\$116,500
Design @ 25%	\$29,125
Contingency @ 20%	\$23,300
Total	\$168,925
Budget Amount	\$170,000

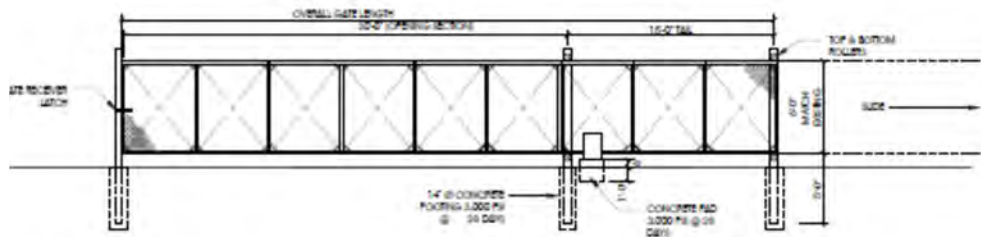
A scaled-down version that limits demolition, wall removal, ceiling, and HVAC work, but provides additional cooking and cleaning options, multiple refrigerators and microwaves, and additional storage is estimated to cost approximately \$65,000.

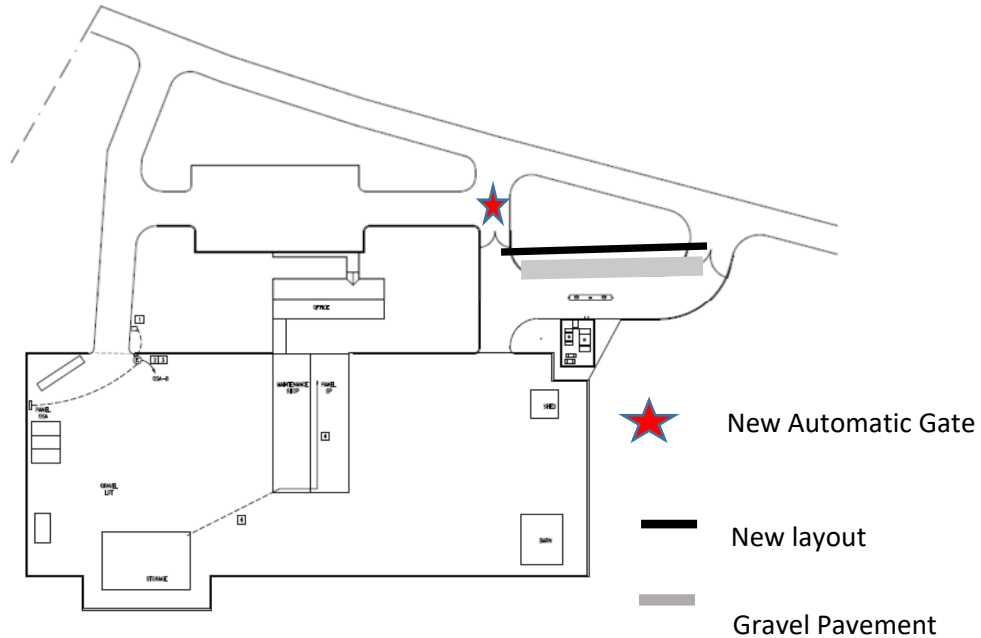
The warming kitchen project is consistent with the 2030 Strategic Plan initiative of “Growing Smart” by strategically providing for emergency facilities and staff to meet the expected service demands of the growing community.

16. Automated Gate and Fence Improvements – Public Works

An automated gate system is requested to improve access and security to the fueling area and the rear entrance to the maintenance building. The automated gate will include safety loops, an entry keypad, and remote controllers for town vehicles. During a security assessment in February 2017, the Zebulon Police Department recommended the installation of an automated gate for the fueling station so that the gates would not have to remain open and to reduce the potential for safety hazards associated with access to large amounts fuel. The automated gate system consists of one 30-foot, dual-track, aluminum cantilever gate installed to match the existing 6-foot-high, galvanized, chain-link fence, an operator with safety loop, and button transmitters. An automated gate would permit quick entry for town employees, and shortly after the vehicle passes through the gate, the gate would automatically close. The gate provides additional safety by preventing unwanted access to the fuel station and eliminating the need for staff to exit their vehicles to open and close the gate.

Gravel Roadway widening and fence modifications: The original layout makes it extremely tight for Pumper and Ladder Fire Truck, Fuel Delivery Trucks and some Public Works to get access to the fuel dispensers for gas and diesel fuel. The fence would be relocated and gravel be installed to facilitate access.





	Opinion of Probable Construction Cost Estimate	Cost
1	Automated Gate	\$20,000
2	Fence Modifications and Gravel	\$3,000
3	Landscaping Improvements	\$1,500
	Project Total	\$25,000

The construction of the project is consistent with the 2030 Strategic Plan initiative of “Growing Smart” by providing facilities to maintain the expected service levels of the growing community.

Trends to Watch

1. The duration of the coronavirus outbreak will affect the stock markets and availability of supplies. If additional restrictions are placed on supplies entering and leaving the country, will the Federal Reserve need to lower rates to keep the economy from slipping into a recession?
2. Construction raw material prices are on the rise. We are seeing material costs rise 7 to 15 percent annually. The local demand for concrete has pushed prices close to \$140 per cubic yard, depending on volume.

3. As the White House continues to renegotiate trade deals with foreign companies, trade tariffs could be imposed to encourage the negotiation of better terms for the US. Therefore, material prices could rise, causing project overruns.
4. Recent economic recovery has caused a shortage of copper and wire for building projects. Therefore, prices have increased significantly since January 2016.
5. With the construction industry recovering from the Great Recession, there are labor shortages throughout areas of the country. This is expected to continue in 2020 as firms struggle to find enough skilled craft workers to meet the growing demand and keep pace with the increase in construction spending expected this year.
6. Construction technology will continue to solve some of the industry's major problems: safety, productivity, and labor shortages.
7. Almost all construction projects these days incorporate some sustainable or green elements into them. Whether it is a completely net-zero building or just a few green components, sustainability will continue to be a major trend in 2020.

COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE BUDGET REQUESTS – FY 2021



Committee Members:

Michael Clark, Planning Department

Sheila Long, Parks and Recreation Department

Lisa Markland, HR/Administration Department

Denise Nowell, Chamber of Commerce/ Economic Development

Submitted: March 2, 2020 (Revised: April 29, 2020)

The Community and Economic Development Committee developed criteria to assess needs and projects that are consistent with the 2030 Strategic Plan. The criteria focused on the following considerations:

- Revitalization of Downtown
- Implementation of the Downtown Associate Community program with the North Carolina Main Street Program
- Activation of underutilized public spaces
- Expansion of social connections within downtown as an economic driver using events and community space
- Possible assistance for the rehabilitation of buildings and infrastructure within downtown.
- Partnerships with other entities

Our Recommendations are broken into three categories:

- **Public Investment:** These are Town funded improvements in the public realm such as changes to alleys, streets, or similar public infrastructure that is not directly tied to a specific businesses or building.
- **Private Incentives:** These are Town investments to private infrastructure such as modifications to privately owned buildings, with the intent that this investment will translate into further private funded investments acting as a catalyst for increased taxable value and improved business opportunities.
- **Marketing:** These are Town funded, or partly funded activities and events dedicated to bringing new business, people, and investors into Town, specially the downtown. This includes building partnerships with private and non-profit organizations, public outreach, and annual events such as the tree lighting.

Town of Zebulon current central business district extends along Arendell Avenue between the railroad tracks and Sycamore Street. Commercial operations are intertwined with institutional and residential uses and buildings on Arendell north of Sycamore. The average age of the buildings within the Downtown Core Zoning district is more than 85 years old with the oldest dating back to 1900. This causes unique challenges to the rehabilitation of the structure, but also provides for unique opportunities as the massing, scale, and placement of these structures establishes a traditional downtown street wall. Future projections for this area would include the potential expansion of a downtown periphery from Temple Jonson Road to Judd Street with a combination or pedestrian oriented businesses and higher density residential options.

After thorough discussion of existing and future needs, reviewing the recommendations in the facility assessment survey, and considering the evaluation criteria, the Property Management Committee determined the following list of projects as having the highest priority for FY2021:

Public Investment:

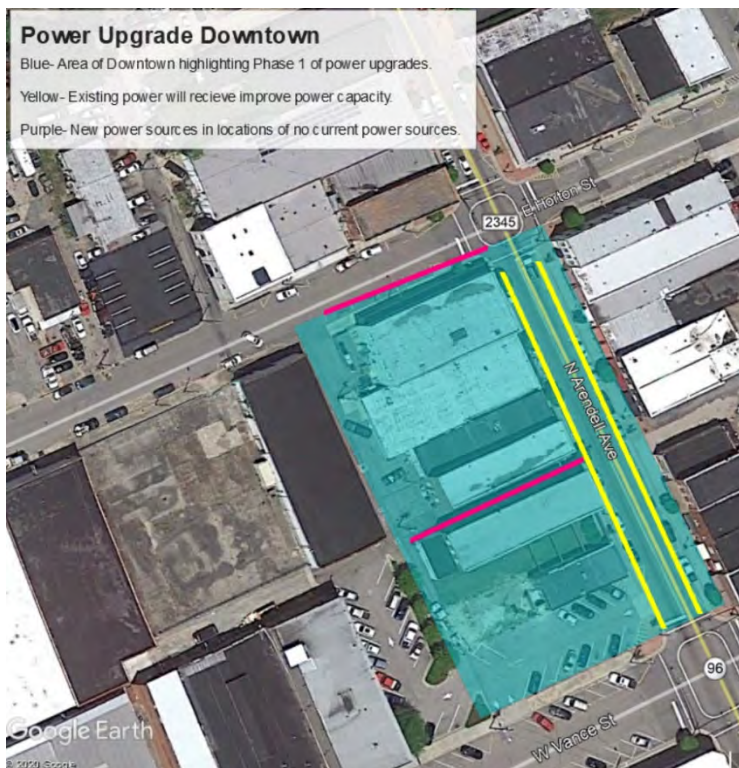
- **Town Commons \$80,000**

- “Placemaking is based on a simple principle: if you plan cities for cars and traffic, you will get cars and traffic. If you plan for people and places, you will get people and places.”- Project for Public Spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and wellbeing. Town Staff continues to work with a couple local property owners to develop a site that would strengthen the connection between people and the places they share within the downtown core. The property would allow for the Town to shape its public realm in order to maximize the shared value of the downtown. The funds would be used to purchase the property and to provide for electrical and lighting to provide for a gathering place in the downtown business district.
- Depending on the configuration, this space could be used for concerts, markets, holiday events, pop-up restaurants/ food truck rodeos as well as private events such as fundraisers and weddings.
- The existing assessed values for parcels within downtown range from \$20,000 to \$35,000. The requested funding includes acquisition of a site, infrastructure improvements including surfacing, utility connections, and other site modifications, and the installation of pedestrian scale features such as tables, chairs, and planters. The cost of improvements would be upwards of \$50,000. This includes the installation of electric, landscaping, water connection, ADA surfacing, lighting, and similar items. Costs may vary contingent upon purchased property, size and needs specific to the parcel.



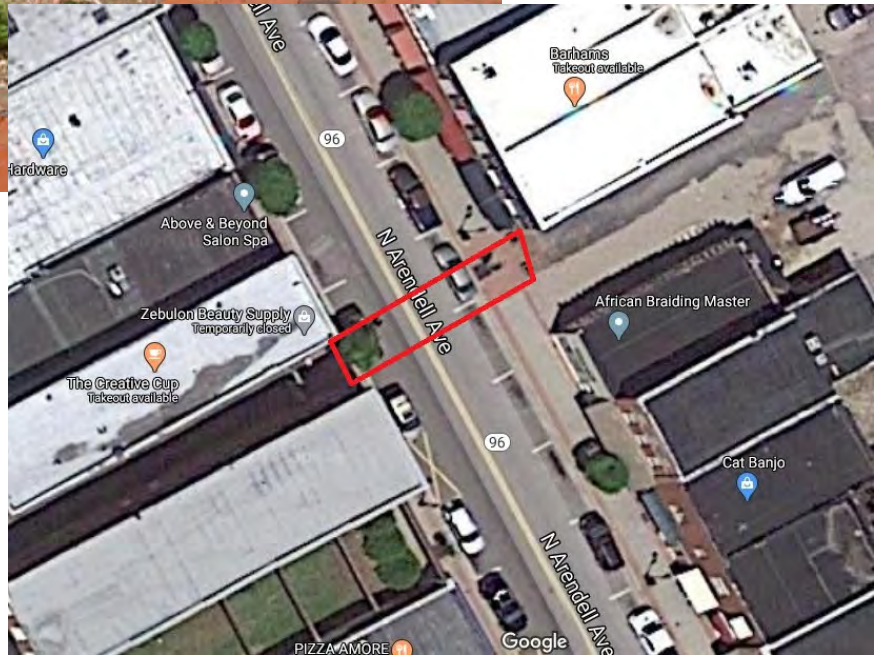
- **Alley Utilization Plan, Design, Infrastructure – \$30,000**

- The Town’s alleys are untapped resources to not only provide pedestrian connections, but also to act as gathering places within downtown. This proposal would include infrastructure costs, installation of lighting, electrical upgrades, and the placement of seating. In the future it would also include visual elements such as signage, landscaping, or other elements that would be determined through a public engagement and design effort. This would be a benefit to the community as the improvements would improve safety within the alleys with a combination of lighting and pedestrian activity. Finally, activated alleys would serve multiple needs including small venue locations for smaller events, spill-over space for larger events such as the Christmas Tree lighting, and public gathering venues that can be used in partnership with retail and restaurant businesses in downtown.
- Phase 1 A Tables, street furniture, basic non-infrastructure match
- Phase 1 B Power Installation Include map and what the result will be (Lighting, food trucks, bands)
- Phase 2 Hardscape, Surfacing, Landscaping



- **Alley and Pedestrian Connectivity: \$50,000**

- As these public spaces become established in downtown, pedestrian connectivity between linking each venue becomes more essential. Currently, there is an alley located mid-block between Vance Street and Horton Street on either side of Arendell Avenue. A proposed midblock crossing at this location would provide a safe ADA compliant access without requiring pedestrians to go to the corner and come back. This level of connectivity would be an economic development benefit as it would allow for parking in lots or locations away from Arendell and establishing safe and convenient pathways throughout all downtown.



Private Investment:

- **Façade Improvement Grant - \$10,000**

- In 2016, the Town of Zebulon established a policy for the distribution of funds to assist building owners with façade improvements within the Downtown Overlay District to further revitalization of these buildings. This grant provided a 50% match up to \$2,500 for exterior improvements such as new windows, signage, awnings, or similar façade repairs and enhancements. As an economic development and revitalization tool has been successful in most situations; however, the distribution of funds was dependent on the completion of a building permit while the intent was for the introduction of commercial activity into these buildings. A 2019 amendment moved the completion time to when the building becomes occupied. This establishes a partnership with local building owners and businesses as an incentive for the renovation of the most visible element of buildings within the Downtown Overlay District.
- The 2030 Strategic Plan lists that “we will have a clean, attractive, and historic downtown with a variety of special events, entertainment, shops, restaurants, business, and housing to serve as the heart of Zebulon, providing a gathering place for the community and a destination for visitors.” The continuation of this program further advances this goal as it ties the active uses within the buildings to the intent to have an attractive downtown.



- **Downtown Infrastructure Stability - \$30,000**

- The purpose is to activate the private sector with a financial partnership. The average age of the structures in Downtown are over 85 years old with the oldest building dating back to 1900. This provides for some unique challenges to the development of these buildings. The Cost to upgrade building can often be more expensive than building a modern building as the electrical, HVAC, plumbing will often all have to be removed and replaced and building modifications relating to building code, fire code, and ADA requirements will need to be taking into consideration. As a comparison, local contractor John Muter invented over \$1,000,000 into the building located at 111 E. Vance Street. Similarly, the quote to bring the electrical up to code at 114 E. Vance Street was estimated to be \$75,000. The purpose



of these funds is to establish a grant that would allow the Town to assist in the rehabilitation of these structures based on the potential benefit to the community.

This program would be to act as a match grant to assist in the infrastructure improvements associated with building renovation costs as part of a modification of the Downtown Overlay District to also include the provisions as outlined in a provisions as authorized once NCGS 160D-1311 becomes effective. Allocation of funds would be on a match basis up to a determined amount and would be subject to thresholds based on job creation or tax assessment value increase. The items that this could be used for would range for plumbing, electrical, HVAC repairs, roof repairs, and structural replaces associated with fire code and ADA code requirements.

- **Streetscape Match - \$10,000**

- The purpose is to activate non-profit organizations with a financial partnership by providing investment incentives through a beautification of our streetscape within Downtown. Program's purpose is to provide the Board with guidelines in making decisions regarding funding requests by local non-profit organizations to further the Town's efforts in creating a Vibrant Downtown in accordance with the Town's Vision 2030 Strategic Plan. These funds have been used for planters, street furniture, or similar modifications within the public right of way.



Marketing:

- **Downtown Associate Community Program. \$5,000**

- The North Carolina Main Street Association program has a precursor program for communities to establish a foundation with the establishment of a committee, development corporation, or non-profit organization. The base investment from communities is \$5,000 per year for three years to provide services and training to staff as well as appointed officials.



Furthermore, the Main Street program provides both technical and design assistance for both public and private projects that will have a measurable enhancement to the downtown. This is based on a four-pronged approach of Economic Vitality, Design, Organization, and Promotion that will collectively result in Community Transformation. Each of these prongs addresses a different aspect of the downtown revitalization.

- In late 2019, the Town of Zebulon was notified that they will be accepted into the program with a start date of January 2021. The additional \$30,000 for staff salary, \$8,000 for conference attendance by both staff and the DAC Board, and \$5,000 for attendance of required training for the staff is included as part of the Planning Department Budget. The conferences and training provide information on a range of topics including tax incentive programs, infrastructure improvements, revitalization of underutilized properties and public spaces, working effectively with business leaders to successfully expand and retain businesses.

- According to the North Carolina Main Street Program, since 1980 over \$3 Billion has been invested in buildings, infrastructure, and public improvements and of that 60% has come from the private sector. This has resulted in almost 23,000 new full-time jobs and over 4000 part time jobs, 6,503 new businesses, and 2,500 business expansion. In addition to the quantitative enhancements, more than 90% have indicated that Main Street is “very effective or somewhat effective” for increasing community pride.



• **Business Retention and Expansion - \$45,000**

- A business Retention and Expansion Plan is a community based economic development strategy with a focus on taking care of, nurturing and supporting businesses already existing in the community. Such strategies are utilized as a means of beginning dialogue with local businesses with the intent of identifying issues, concerns and potential opportunities and acting where appropriate. This is crucial to the sustained viability of communities since businesses that stay competitive are more likely to remain and expand in the community.
- The following services and deliverables are included:

Marketing through events and Media. \$25,000

Community Brochure	\$5,500
Economic Growth Conference	\$5,000
Website Changes	\$4,500
Social Media	\$4,500
Annual Report	\$3,500
Small Business Roundtable	\$2,500
Business Appreciation Week	\$1,500

Ongoing Economic Development Efforts (Staff Salary) \$20,000

- Placemaking, Town promotion
- Business visits, surveys
- Support for Town promotions
- Liaison between business owners and Planning Department
- Liaison with WCED & EDPNC partners for RFI's
- Representation at local, state, regional and federal meetings

Existing Business Retention & Expansion Program and Economic Development Action Plan Summary



The Zebulon Chamber of Commerce and Town of Zebulon are working cooperatively to strategically grow the community. They share the common vision that Zebulon is a vibrant, growing community that maintains its small-town charm and heritage. The Chamber's business retention and expansion (BRE) program and economic development action plan support the Town's focus on growing smart, a vibrant downtown, and small-town life.


70%-80% of investment and job creation come from existing businesses


48% of Zebulon businesses plan to expand


69% of Zebulon businesses plan to add workers

Top 3 things Zebulon businesses need:
financial assistance, marketing support, and workforce training

GOALS of the Business Retention & Expansion Program

- Retain existing businesses
- Facilitate growth and expansion
- Enhance the business climate
- Strengthen the community partnership with business

Goals will be achieved through:

- Visitation and surveying of businesses
- Appreciation and recognition of businesses
- Providing direct value to the business community
- Supporting all companies - growing and at-risk companies
- Ensuring a positive and supportive business climate



- **Town Events Support \$10,000**

- In fall of 2019, the Town sponsored Holiday Happenings, an event which included the lighting of the Christmas Tree, musical performances, sledding, making smores, and vendor tents along a closed North Arendell Avenue. Approximately 4,000 were in attendance. Greatly exceeding the anticipated turnout and one of the biggest comments we heard was that we need to do this more often. Events are a common element of many small towns. This is also an opportunity to work with local businesses and non-profit organizations by providing support to close streets, provide utility connections, and similar supportive roles.
- Events may be facilitated through public and private means. Private investment is necessary to make the biggest impact on the local economy and downtown businesses. To capitalize on this, the town must position itself to support both public and private event opportunities.
- Events designed to attract participants from outside the immediate community further demonstrate how they act as an economic driver. Such events will target east Wake County and surrounding areas to heighten exposure and introduction to downtown and community businesses creating expanded customers bases and encouraging repeat business.



Downtown Tree Lighting: Business Feedback

- ✓ Barham's- "BIG Success. Brought in additional business"
- ✓ Debnam's- "Never thought there would be that many people. We couldn't pop popcorn fast enough. People came that had never been in our store and said they would be back. Now they know where we are."
- ✓ Sycamore Crossing- "We couldn't have paid for better advertisement. The event brought many new customers and was great for our business. We would like to see more events like this."

- **Town Branding \$**

- At the 2019 annual retreat, branding was indicated as a priority for the next couple of years. In addition to the cost of rolling out the new brand, the process of converting over vehicle decals, banners, business cards, staff apparel, and similar items that have the town logo will need to happen over a few years. Furthermore, a recent concern was the lack of wayfinding signs. This proposal will transition in the construction of way finding signs and conversion to the new branding campaign over three to four years. \$50,000 is already budgeted, remainder includes logos, wayfinding, logos, progressive implementation. The proposal would be to establish a unified design for all aspects of Town Services including but not limited to logos on the sides of vehicles, wayfinding signage, print material, as well as online information.



- For the first year, the Town would focus on working with a consultant to establish a consistent brand that is unique to the Town. This is expected to cost \$50,000. That would be followed up with a couple of wayfinding signs to direct people to downtown and public parking at a cost of approximately \$6300 per sign depending on size.



- In the second year, the Town would focus on additional entry and wayfinding signage, specifically near the interchanges from US-264 and US-64, and Gannon Road. We would also update logos on business cards and internal office supplies, and on vehicles as the fleet is replaced.

- In the following two years we will continue to update items such as banners, uniform apparel, install additional wayfinding signage, update signage for Town Facilities, and complete the installation of new logos on Town Vehicles.



- **GRCVB Partnership/ Tourism Strategic Plan Implementation – \$7,000**

- We live in a regional economy and with our proximity to the City of Raleigh we have resources available to use that many rural communities of similar size do not have. We proposed to continue our advertising effort and capitalize on our relationship with Greater Raleigh Convention and Visitors Bureau (GRCVB). Based on information from the GRCVB, the Wake County average amount spent per day trip visitor is approximately \$100. However, the typical standard for considering someone a visitor is one who is traveling from more than 50 miles away and many of our activities draw attendance from locations outside of Zebulon, but within the 50-mile radius.
- Unlike Raleigh, Zebulon is less likely to naturally attract visitors, our events and the stadium should intend to draw in outside visitors to impact our economic health. The Destination 2028 Strategic Plan that was established for the GRCVB has an overarching goal “To support the tourism industry’s growth to reach 21.7 million visitors annually within Wake County by 2028.” To accomplish this, they need to work with all Wake County communities to capitalize on existing facilities. The Town’s Vision 2030 Strategic Plan calls for both a Vibrant Downtown and to Grow Smart. To achieve those, we need to continue build relationships with our tourism partners to better maximize utilization of our resources. Continued partnership with GRCVB would help to attract tourism dollars for Downtown Business, local events, and sporting events at Five County Stadium. It would also encourage additional events at Five County Stadium, which will act as a catalyst for development around the stadium and revitalization through new investment into our downtown.



Trends to Watch

1. Development will continue along the Arendell corridor and we anticipate infill development to replace many of the residential style structures between US 64/264 and Sycamore Street
2. Downtown is expected to expand south of the railroad tracks to Temple Johnson Road and possibly wrap community park with mixed use or commercial development.
3. There is an increased desirability to live within walking distances of commercial areas, thus we may also see restoration, renovation, and replacement of the current housing stock within one quarter to one half mile of the core of the Town. This may also result in demolition of existing structures and replacement with multi-family housing and the conversion of upper floors above commercial buildings to residential use. (expand on this detail, density, and number of houses within walking distance of Downtown)

TOWN OF ZEBULON									
COMMUNITY AND ECONOMIC DEVELOPMENT									
FISCAL YEARS 2021-2025									
DEPARTMENT EXPENDITURE			FY 2021	FY 2022	FY 2023	FY 2024	FY2025	FY2026	Notes
	Priority Ranking	Department							
BRE Phase	B	Planning	\$45,000.00	\$60,000.00	\$65,000.00	\$70,000.00	\$75,000.00	\$80,000.00	Program scheduled to be completed in 2025. Possible replacement in 2026
Town Events Support		Multiple	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	Includes staffing, barricades, and other elements to host and assist special events. (Operating Expensives)
Branding	A	Multiple	\$125,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Base Branding Cost		Admin	\$50,000.00						
Wayfinding		Multiple	\$30,000.00						4 signs @ \$6,250 each + 5K for permitting and footing design
Implementation for each year			\$45,000.00	\$50,000.00	\$50,000.00	\$50,000.00			Three year transitional rollout.
Town Commons	A	Multiple	\$80,000.00						
Acquisition			\$50,000.00						
Infrastructure Improvement			\$25,000.00	\$20,000.00	\$20,000.00	\$20,000.00			Includes tables, chairs, surfacing, lighting, landscape, and other elements over 4 years.
Maintenance			\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	
Downtown Associate Program	A	Planning	\$5,000.00	\$5,000.00	\$5,000.00	Roll into full NC Mainstreet Program			
Alleyway Utilization Plan, Design, Infrastructure	A	Multiple	\$30,000.00	\$15,000.00	\$15,000.00	\$10,000.00	\$10,000.00		Includes electrical upgrades and 50 amp service and infrastructure upgrades.
Façade Improvement Grant	B	Planning	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	Program is under utilized but still valuable.
Streetscape Match	B	Planning	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	Program is under utilized but still valuable.
Downtown Infrastructure Stability Grant	A	Multiple	\$30,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	New program to be created similar to Economic Development Policy
Advertising - GRVCB	B	Multiple	\$7,000.00	\$7,200.00	\$7,400.00	\$7,600.00	\$7,800.00	\$8,000.00	Helps to establish a regional presents.
Alley and Pedestrian Connectivity	A	Multiple	\$50,000.00	\$50,000.00					Costs based on internal review from Public Works
Street Scape Improvement	A		\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	(Benches, Trashcans, other street scape imorivments
Comments									
			\$352,000.00	\$127,200.00	\$132,400.00	\$127,600.00	\$132,800.00	\$128,000.00	
Revenue Sources									
Act 39 Sales Tax			\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
Other Revenue Sources			\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
		Total	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
Shortfall			\$ 252,000.00	\$ 27,200.00	\$ 32,400.00	\$ 27,600.00	\$ 32,800.00	\$ 28,000.00	

MEMORANDUM

To: Joseph M. Moore, II, PE, Town Manager
From: Christopher C. Perry, Fire Chief
CC: Timothy P. Hayworth, Police Chief
Bobby Fitts, Finance Director
Subject: Service Equipment Capital Subcommittee
Date: March 2, 2020; *Revised April 14, 2020*

Chief Tim Hayworth and I met as the Service Equipment Capital Subcommittee. We met to discuss upcoming capital requests in this category, which consisted of those items necessary for service delivery (which do not fit in other categories). We worked within the budgeted \$20,000. As in past years, we utilized the following guidance for Service Equipment:

Service Equipment is intended to include non-motorized departmental equipment with a useable life of five years or more and a total acquisition cost of greater than \$5,000.

The recommendation (by year) for use of the Service Equipment funding is as follows:

Coming Year - FY 2020-2021

For year FY 2020-2021, there is one recommendation brought forth from last year –the third year of a defibrillator program for the fire department. This includes the third of four years of a program to place semi-automatic defibrillators on all fire department vehicles. Semi-automatic defibrillators are instrumental in improving the chance of surviving cardiac arrest. Only certain vehicles are equipped with defibrillators, which create the chance that an arriving fire crew would not have a defibrillator. NFPA 1901, *The Standard for Automotive Fire Apparatus*, requires a defibrillator on all fire apparatus. Like the first two years, the third year distribution includes three defibrillators. Outfitting the units with defibrillators is being spread over four years to spread future replacement costs over a period of years as well. This project is in conjunction with Wake County and associated costs would be shared. As this project funds extending capabilities to additional vehicles, it is an enhancement project (one which enhances or expands an existing service).

The second item being recommended is for a Speed Indication Trailer for the police department. Several years ago, the police department established a Selective Traffic Enforcement Program (STEP) Program. This program was designed to address traffic issues on our streets and roadways, most specifically speeding but including other traffic matters. STEP needs one of three conditions to qualify an area for enforcement: A high number of crashes, Citizen Complaints, or Officer Observations.

When a new area is placed in the STEP program, there are three stages (unless circumstances suggest a different approach). These stages are: (1) Notification (signs placed that indicate increased enforcement, (2) Warnings (violators issued warning citations) and finally, (3) Enforcement (violators issued citations).

Several years ago, a portable digital speed indicator sign was purchased that not only shows vehicle speeds but also records the data associated with the traffic (numbers of cars, average speeds, high speed, low speed). This digital speed sign has been a very useful tool in the STEP program. The portable sign must be attached to a street sign or to a post driven into the ground.

The proposal is to expand the program to include a Speed Indicator Trailer, which is a large speed sign towed with a vehicle and parked in designated locations. This unit provides a longer battery life, more visibility, additional data gathering, and may also be used as a message board (road closed, bridge out, accident ahead, etc.). The proposed sign will be an asset to the STEP program, keep our streets safer and will also be able to provide a service in a much wider variety of scenarios. We would use this sign to enhance our current program and continue to use the portable sign as well.

FY 2021-2022 to FY 2024-2025

The fire department defibrillator project is recommended to continue for the last year at two units. Beginning in FY 2021-FY2022, the acquisition will be complete and we will move to begin needed replacement as part of their life cycle replacement, as required by the Wake County Medical Director. These will be done in conjunction with Wake County and associated costs would be shared. As this part of the defibrillator project funds maintains our existing capabilities, it is categorized as an existing project (replacing something already in service). Future consideration will be given to moving this to the operational budget, given the replacements will be an ongoing operational cost each year.

FY 2021-2022 includes handgun replacement for the police department. Cost estimates are based upon the replacement of twenty-six handguns and the associated holsters, etc. This estimate is based upon trading in the existing weapons. As this project funds maintains our existing capabilities, it is categorized as an existing project (replacing something already in service).

FY 2021-2022 also includes a replacement thermal imaging camera for the fire department. Thermal imaging cameras are used to identify temperature differences, which is used to detect hidden fires and/or people/objects in smoke-filled areas. Wake County provides funding towards maintaining one thermal imaging camera, which is due for replacement in FY 21-22. With this purchase, we would likely replace our oldest camera, maintaining reliable, up-to-date equipment for use.

For FY 2022-2023, the police department is seeking funding for automatic defibrillators for patrol vehicles. Like the fire department project, this project seeks to provide early defibrillation to those in cardiac arrest, which is often a police officer on patrol. It is not uncommon for police officers to be the first arriving responder to a cardiac arrest event, and the use of defibrillators will significantly increase their chance of survival. Since these units would be automatic (as compared to the FD-required semi-automatic), the unit cost is less than those requested by the fire department. Funding is recommended to be spread over a four year period to provide the units to all police vehicles. This project funds providing a new capabilities to officers; therefore, it is categorized as a new project.

Summary

Listed below is a spreadsheet of expected service equipment items and any associated revenues.

Item	Category	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
FD - Defibrillators	Enhance/ Exist	\$ 8,000	\$ 5,400	\$ 8,000	\$ 8,000	\$ 8,000
PD – Speed Indication Trailer	Enhance	\$ 15,000				
PD - Defibrillators	New			\$ 4,000	\$ 4,000	\$ 4,000
PD - Handguns	Exist		\$ 9,100			
FD – Thermal Imaging Camera	Exist		\$ 8,500			
SUBTOTAL		\$ 23,000	\$ 23,000	\$ 12,000	\$ 12,000	\$ 12,000
Revenues (County, etc.)		\$ 3,200	\$ 5,560	\$ 3,200	\$ 3,200	\$ 3,200
TOTAL EXPENDITURE		\$ 19,800	\$ 17,440	\$ 8,800	\$ 8,800	\$ 8,800
TOTAL BUDGET		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
BALANCE		\$ 200	\$ 2,560	\$ 11,200	\$ 11,200	\$ 11,200

TOWN OF ZEBULON

ELECTED OFFICIALS

Robert Matheny – Mayor

Beverly Wall Clark – Mayor Pro Tem

Shannon Baxter – Commissioner

Larry Loucks – Commissioner

Annie Moore – Commissioner

Glenn York – Commissioner

APPOINTED OFFICIALS & STAFF

Joseph M. Moore, II – Town Manager

Lisa Markland – Human Resources Director/Town Clerk

Sheila Long – Parks & Recreation Director

Timothy Hayworth – Police Chief

Bobby Fitts – Budget & Finance Director

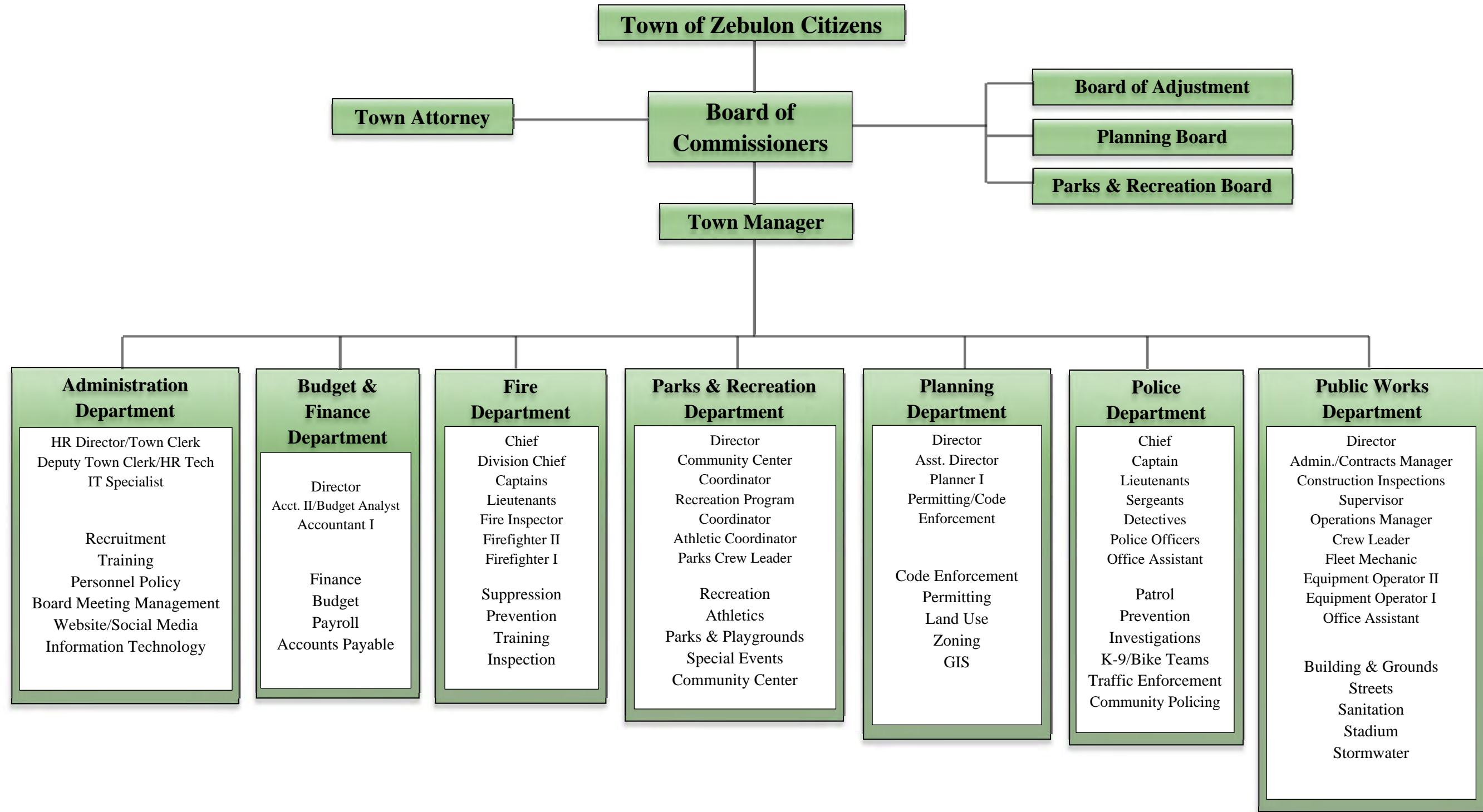
Michael Clark – Planning Director

Chris Perry – Fire Chief

Chris Ray – Public Works Director

Eric Vernon – Wyrick Robins Yates & Ponton – Town Attorney

TOWN OF ZEBULON ORGANIZATION CHART



Definitions

➤ **Capital Expenditures** - From the Fixed Assets Policy & Procedures Section 3 –

Definitions of Classifications and Depreciation Schedules. Capitalized assets are those assets whose initial value or cost is greater than or equal to \$5,000, except for land. All land, regardless of value, will be capitalized. All capitalized assets except land will be depreciated using the straight-line method and their expected useful life. Non-capitalized assets are minor assets whose value or cost is less than \$5,000, and are expensed immediately. Capitalized fixed assets owned by the Town of Zebulon are recorded in the fixed asset reporting system under the following classifications:

Land—All land owned by the Town and all rights to land (easements) that have no termination date. Purchased land will be valued at purchase cost, and donated land will be valued based upon an appraised value. The valuations should include legal fees, filling and excavation costs, and any other directly related cost. All land or land rights, regardless of purchased or donated value, will be recorded. Land is not depreciated and has an unlimited useful life.

Buildings—Permanent structures owned by the Town to facilitate Town functions or to store property. Buildings should be valued at acquisition or construction cost, and should include legal and professional fees, permanently-installed fixtures, and interest on money borrowed during construction. Buildings are depreciated over a 40-year useful life.

Improvements—Permanent improvements that add value or life or improve the usefulness of the land or building. Valuation should include construction or acquisition costs as well as legal and professional fees. Improvements include major building renovations and modifications to Town property. Improvements are depreciated over a five to 15-year useful life.

Streets/Sidewalks—Valuation of streets and sidewalks will be based on construction costs, whether acquired through purchase, construction or donation. Streets/Sidewalks are depreciated over a 14-year useful life.

Storm Drainage—Valuation of storm drainage infrastructure will be based on construction costs, whether acquired through purchase, construction or donation. Storm drainage is depreciated over a 15-year useful life.

Equipment—Tangible property not permanently affixed to real property, which are used to carry out the operations of the Town. Equipment is valued at cost, including freight and installation charges. Donated equipment is valued at appraised value as of the date acquired. Equipment is depreciated over a seven-year useful life.

Vehicles—Motor vehicles used to carry out the operations of the Town. Values will be recorded at cost including title, installation of special equipment, or other preparation work. Donated vehicles are valued at appraised value as of the date acquired. Vehicles are depreciated over a seven to 10-year useful life.

Software—Major software packages or applications that are critical to Town operations, whether created internally or purchased from a third-party vendor. Values will be recorded at cost, including installation and setup. Software is depreciated over a five year useful life.

Intangibles—All other items that lack physical substance but whose initial useful life extends beyond a single budget year. Intangibles include, but are not limited to rights-of-way, purchasing capacity, trademarks, water rights, patents, trademarks, or plans. Intangibles are depreciated over a 10-year useful life, unless a specific agreement dictates another depreciation period.

➤ **Service Equipment** – Service equipment are standard issue items necessary for daily service delivery with useful lives in excess of five years and a total acquisition cost of greater than \$5,000. Examples include air packs, thermal image cameras, handguns and body cameras. This does not include motorized equipment.

➤ **Strategic Plan Grant Criteria** –

Eligibility – To be eligible to apply for funding from the Town of Zebulon, an organization must meet the following criteria:

1. The organization must be able to provide documentation that shows compliance with all applicable federal and state laws related to tax-exempt status.
2. The operations of the organization must benefit the residents of the Town of Zebulon by meeting one of the following quality of life standards.
 - a. Safety
 - b. Education
 - c. Transportation
 - d. Health
 - e. Cultural & Recreational Services
3. The organization is governed by a volunteer board of directors that serves without compensation.
4. The organization is subject to an independent audit or review annually.

Criteria

Requests for funding from non-profit organizations will be submitted to the Board of Commissioners for consideration. The criteria used to evaluate the requests may include, but are not limited to the following criteria:

1. The number or percentage of Zebulon citizens served by the organization.
2. How well the services of the organization match the needs of Zebulon citizens.
3. What the impact on Town services would be if the non-profit could not provide its services to citizens.



Projections for State-Collected Local Government Tax Revenue *FY 19-20 & FY 20-21*

Prepared by:
Caitlin Saunders, Research Strategist
Chris Nida, Director of Research & Strategic Initiatives



CONTENTS

1	A Note to Our Members: Coronavirus Unknowns	3
2	Executive Summary.....	4
2.1	Projection Time Frame.....	4
2.2	Cautionary Note.....	5
2.3	Questions and Contacts	5
3	Overview of Economic Conditions	6
4	State-Shared Tax Revenue Projections.....	8
4.1	Sales and Use Tax.....	8
4.1.1	Overview of NC Sales Tax Distribution.....	8
4.1.2	Economic Unknowns.....	8
4.1.3	Establishing a Baseline	11
4.1.4	Sales Tax Projection	13
4.2	Utility Sales Taxes.....	15
4.2.1	Electricity Sales Tax.....	15
4.2.2	Piped Natural Gas Sales Tax.....	18
4.2.3	Telecommunications Sales Tax	20
4.2.4	Local Video Programming Tax.....	21
4.3	Solid Waste Disposal Tax.....	22
4.4	Alcoholic Beverages Tax.....	23
4.5	Powell Bill.....	25
5	Remember: Report Your Boundary Changes!.....	26
6	Department of Revenue Contact List.....	27



1 A NOTE TO OUR MEMBERS: CORONAVIRUS UNKNOWNNS

This revenue forecast arrives at a time of unprecedented uncertainty, at least in recent memory. A pandemic has been declared across the globe and is changing the face of the world at a rapid pace. The League of Municipalities' foremost concern is your health and safety. We hope that this document finds you, your friends and family, and your community in good health and good spirits. On behalf of the League, we thank you for your service and your leadership in these circumstances, and we urge you to continue to follow the guidance offered by state and local officials as they navigate the ongoing global pandemic. The League has set up a page on its website dedicated to issues related to COVID-19. You can access those resources at www.nclm.org/coronavirus.

In the midst of this rapidly evolving situation, we present here our annual revenue projections memo. The March distributions of sales and use tax and other revenues distributed quarterly represent sales that took place for the first 6 months of the local government fiscal year, in this case July-December 2019. At this time of the year, we traditionally draw upon that data to take our best guess at how revenues will have grown or declined at the conclusion of the current fiscal year, and make similar predictions for the coming fiscal year. We have tried to do that again below. However, the events of the past weeks have changed circumstances dramatically and in ways that the available data does not yet reflect. We have surveyed the available information and done our best to synthesize that in a way that we think reflects the current reality for North Carolina's municipalities, but if there is one common thread that runs among recent analyses, it is that this period of economic activity is unlike any seen in recent decades. The Great Recession of 2008-09 is one frequent point of comparison, but so too are World War II, the Great Depression, and the Spanish Flu of 1918.

As a result, you will see even more caveats and ranges of scenarios in our predictions below than usual. Conditions and predictions for the future are changing quickly this last week of March – sometimes by the hour – and we have done our best to reflect the most up to date information available as of the time of this memo's publishing. However, we recognize that the revenue projection conversation this year will need to be an ongoing one. In recent years, the League has begun providing quarterly updates on local revenues in the form of our Revenue Reports. For the foreseeable future, updates will likely be even more frequent. We will continue to report on data reflecting the current economic disruption as soon as it is available. What form those updates will come in is to be determined. They may be in additional reports. They may be in webinars, conference calls, or additional data gathering that would allow us to hear from you directly regarding your local circumstances. We are open to ideas of what would be most beneficial, so please share your suggestions at any time. Our goal remains to provide you the information that you need to help make the decisions on how to best serve your citizens.

Once again, we thank you for your public service and wish you the best in these challenging times. We hope that you find the information below useful, and we will continue to be here for you as a resource in the weeks and months ahead. Please let us know what we can do to help. And above all, please remain safe.



2 EXECUTIVE SUMMARY

This document summarizes and analyzes state-collected taxes distributed to local governments each year and provides a forecast of these revenue sources for the remainder of the current fiscal year (2019-2020) and the upcoming fiscal year (2020-2021). All statewide projections for each tax revenue source are both summarized in the table below and hyperlinked to the corresponding memo section, for your convenience. More information on the recent legislative history and distribution formulas for each tax listed below can be found in our [Basis of Distribution Memo](#).

The League also now publishes quarterly “Revenue Reports,” which summarize state-collected local revenues as they are distributed throughout the year. All annual projections and quarterly reports can be found on the [NCLM State-Collected Revenue Projections](#) page of our website.

Revenue Source	Projected Change from FY18-19 to FY 19-20	Projected Change from FY19-20 to FY20-21
Sales and Use Tax	See Section 4 on Page 8 for Range of Scenarios	See Section 4 on Page 8 for Range of Scenarios
Electricity Sales Tax	+1.7%	+1.0%
Local Video Programming Tax	+1.0%	-1.7%
Telecommunications Sales Tax	-7.5%	-9.2%
Piped Natural Gas Sales Tax	-10%	-1.5%
Solid Waste Disposal Tax	-3.2%	+1.0%
Alcoholic Beverages Tax	0.5%	0.0%

2.1 PROJECTION TIME FRAME

The Local Government Commission (LGC) encourages the use of a 90-day accrual period to meet GASB 33 measurement focus requirements (See “[Memo #1015 ‘Recognition of Sales Tax and Other Revenues at Year-End’](#)”). Because the revenues governments receive in September are derived from sales through June, we consider them to be from the previous fiscal year, corresponding to when the transaction took place. This report considers the following data to be included in a “fiscal year” of revenue:

- DOR monthly distribution data for collection months August through July
- DOR quarterly distribution data beginning with the collection quarter ending in September, and stopping with the collection quarter ending in June.



For an example of how sales month, collection month and distribution month align, see DOR's [Sales Tax Distribution and Closeout Schedule](#). For the full distribution schedule, see DOR's [Local Government Distribution Schedule](#).

2.2 CAUTIONARY NOTE

Please read through the entire memo for important caveats and context related to each of the League's projections for the revenue sources above.

Estimates included in this document should be used **only as a rough guide** in preparing your Fiscal Year 2020-21 proposed budget. Estimates should be modified as necessary to fit your local situation, its actual trends, and your own assumptions about the effects of economic and political factors. Revenue estimates are always subject to error and may fluctuate widely based on unpredictable factors such as weather conditions, policy changes, and, this year, a global pandemic. Our goal is to provide municipalities with a reasonable projection of where state-collected revenues are heading.

These estimates also assume that the General Assembly will make no changes in 2020 to the formulae that govern municipal shares of State-collected revenue. **Please continue to pay close attention to the [League's Legislative Bulletins](#) throughout the session for updates on the state of any legislation.** If our revenue estimates change materially prior to July 1 due to economic circumstances or legislative action, we will advise you of the changes.

2.3 QUESTIONS AND CONTACTS

Any questions related to this document should be directed to [Caitlin Saunders, Research Strategist](#), or [Chris Nida, Director of Research & Strategic Initiatives](#). For your convenience, this document also includes [North Carolina Department of Revenue contacts](#) for any other questions. Special thanks to the Public Affairs team at the North Carolina League of Municipalities, Anca Grozav, Bob Coats, and Michael Cline with the North Carolina Office of State Budget and Management, Barry Boardman with the N.C. General Assembly's Fiscal Research Division, and Cindy Matthews Wilkes and Ernest Irving with the North Carolina Department of Revenue for their assistance in preparing this document.



3 OVERVIEW OF ECONOMIC CONDITIONS

It has taken only a matter of months for COVID-19 to grow from regional concern to a life-changing global event. Its impact has been likened to history-altering events like World War II, the Great Depression, and the so-called “Spanish” flu pandemic of 1918. Like the Battle of Yorktown in 1781, [the world has been turned upside down](#).

The human toll of this pandemic is at the forefront of concerns. As of this writing on March 27, there had been [nearly 550,000 cases diagnosed worldwide](#), resulting in almost 25,000 deaths. Diagnoses in the U.S. continue to rise exponentially, increasing from 30 on March 1 to [more than 68,000 on March 26](#). North Carolina [reported its first deaths](#) from the virus the final week of March.

The rapidly changing nature of the pandemic and the economic impacts of the resulting public health challenges have left economists and businesses scrambling to predict what this means for the future. In many cases they have chosen not to do so at all. In [a commentary entitled “Depressing Thoughts,”](#) Raymond James Chief Economist Scott Brown wrote “nobody knows what the economic impact of COVID-19 will be.” Companies as diverse as [Twitter](#), [Square](#), [Mastercard](#), [Maximus](#), and [Discovery](#) suspended their fiscal outlooks for the remainder of 2020. Investment strategists have done [much the same](#).

Nevertheless, our goal is to present to you the best information available regarding the state of the economy on a macro and a more state-specific level. And on both counts, those willing to issue predictions are decidedly not optimistic, particularly in the near term, and the scale of the pessimism has seemed to increase as the situation develops. Some of the published outlooks on U.S. GDP are summarized in the sales and use tax section below. Morgan Stanley and Goldman Sachs forecast [annualized second quarter GDP reductions](#) of 30 and 24 percent, respectively. [Manufacturing indices from the Philadelphia and New York branches of the Federal Reserve](#) fell to 8- and 11-year lows, respectively. The Anderson Forecast at UCLA released a forecast on March 12 and then revised it 4 days later to [announce that the U.S. had entered a recession](#). Titles for [Wells Fargo’s weekly economic commentaries](#) went from “2020 is off to a good start” on Jan. 17 to “Coronavirus won’t move the Fed” on Feb. 21 to “Shock and awful” on March 20.

The intent of pointing out these rapid shifts is not to criticize but instead to reflect the pace at which things are currently changing, and to caution that the current situation will likely continue to evolve in the days and weeks ahead. The Federal Reserve took aggressive action this month in response to the circumstances, including [a rate cut to near zero](#) and [unlimited quantitative easing](#). Fed chairman Jerome Powell took the rare step of giving [a live TV interview to the “TODAY” show](#) on March 26, admitting that the country may be in a recession, but said that the economy is starting from a strong position and “the virus is going to dictate the timetable.” As of this writing, it appeared that Congress would pass and the President would sign [a \\$2 trillion response package](#) that included direct payments to individuals, additional unemployment benefits, funds for hard-hit businesses, and money for hospitals and state and



local governments. After the Senate passed that package, the U.S. Labor Department reported that [nearly 3.3 million Americans had filed for unemployment](#) the week ending March 21, shattering previous record numbers dating back to 1967. Members of the N.C. General Assembly began convening remote meetings to discuss potential state response that same week, but as of March 27 they were not scheduled to return to Raleigh to vote on any action until April 28.

As of late March, there was little direct data to reflect the changes in the N.C. economy in recent weeks. Indicators from early in the year were generally positive but rendered almost irrelevant by the rapid spread of COVID-19. The most immediately available data was unemployment claims. As of mid-March, the state had [processed more than 166,000 such claims](#), almost as many as were processed for the entire calendar year of 2019. The Governor has since closed all schools through May 15 and ordered the mandatory shutdown of establishments such as barber shops and salons, which will likely lead to even more claims. City and county governments across North Carolina have begun issuing “stay at home” orders urging their citizens only to leave the house when absolutely necessary. N.C. State economist Michael Walden initially predicted N.C. job losses in the tens of thousands, and then a week later [revised his estimated job loss](#) for the state to at least 250,000.

None of this speaks directly to the consumer factors that drive many of the revenues detailed later in this memo, specifically sales tax. At the state level, that data will not be available for some number of months. Nationally, the trends were not encouraging. Federal action to put more money in the pockets of workers may help, but March results from the University of Michigan’s Survey of Consumers indicated declining optimism. [Survey director Richard Curtin wrote](#) that “an economic recession has already begun, and it is likely to reduce consumer spending for a period that is two to three times as long as the virus crisis.” An [updated forecast of hotel business for 2020](#) predicted a 37 percent decline in revenue per available room, including a 60 percent dip in the 2nd quarter of the year. A leading tourism official in N.C. predicted that [the tourism industry could see losses of \\$50 billion](#) as a result of the pandemic. Spending on items like groceries and health supplies may remain strong, but if the thought was that some of the projected decline in retail sales at brick and mortar establishments would be buoyed by online sales, [that has not borne out](#). Data from China during their period of greatest restrictions on citizens indicated that [retail sales had fallen more than 20 percent year over year](#).

The housing market and construction industry is one key driver that we frequently look to for N.C. sales tax indicators. [As of January housing starts in N.C. were up](#) more than 21 percent over the same month in the previous year. But by March 19, [national groups were predicting overall declines](#) in both housing starts and single-family home sales. State-level data was not yet available.

The state of the economy – be it globally, nationally, or at the state level – is obviously very much uncertain with a number of moving parts. We will continue to keep you updated as circumstances change and more data becomes available. As much as anything, the immediate future of the economy and how quickly any recovery occurs will be tied to the nature of COVID-19 and any public health measures that are or are not taken to curtail the spread of the virus. Please stay safe and we will update you on the economic climate as it evolves.



4 STATE-SHARED TAX REVENUE PROJECTIONS

4.1 SALES AND USE TAX

4.1.1 Overview of NC Sales Tax Distribution

Sales and use taxes make up the largest amount of tax revenue that the state distributes to local governments in North Carolina. In fact, for the median North Carolina municipality, 28% of municipal revenue is sales tax. Local sales taxes are authorized as different “Articles” in statute. Not all Articles are levied by every county. For an overview of every sales tax article and how it is distributed, see our [Basis of Distribution Memo](#).

In addition to the state’s distribution calculations, distribution methods can vary by county as well. Every April, counties can change the method of distributing local option sales tax revenues within the county, either from per capita to proportion of ad valorem tax levies, or the other way around. The method chosen by the county board of commissioners determines the division of money within a county area among county and municipal governments for the next year. Population or tax levy changes might make some counties take a close look at the current distribution method to see if it is still advantageous to them. Cities and towns need to prepare for possible county changes in distribution methods during April 2020. **A change in the distribution method made by a county in April 2020 will become effective for the distribution made in July 2020. As a result, it will affect both your FY19-20 and FY20-21 sales tax revenues.**

4.1.2 Economic Unknowns

This year, projections for sales tax are very uncertain. At the time of this report, national and state economic forecasts are being revised daily in response to increasingly stringent social distancing measures put in place by states and local governments to slow the COVID-19 pandemic. The magnitude of the effect that this will have on taxable sales remains to be seen.

There is growing consensus among economists that:

- There will be sharp economic decline in the U.S. at least from April through June.
- Due to a wave of unemployment caused by business closures, the period of social distancing will likely be followed by at least one more quarter of negative growth, meeting the popular definition of a recession.
- The economy will then likely gradually recover into early 2021.

However, many questions and unknowns remain:

- How long will governments keep social distancing and “shelter-in-place” orders in effect? The longer they last, the more likely it becomes that the steepest period of economic decline could go beyond June.



- How long would a subsequent recession last? Will consumer spending quickly rebound once social distancing is eased? Or will unemployment caused by business closures cause consumers to hold back on spending for even longer?
- If social distancing measures are effective, the population will more slowly approach the 90% threshold for “herd immunity.” If there is a [second coronavirus wave](#) during the next flu season, and before a vaccine is ready, will similar measures be revisited during local governments’ FY20-21?
- What will the Federal government’s economic stimulus package(s) include, and will it ease the effects of social distancing measures?
- Will the steps the Federal Reserve is taking ease any potential recession?

A sampling of economic forecasts for calendar year Q2 (April through June) are summarized in the following table:

Source	GDP Projection April-June 2020
Goldman Sachs	-24%
JP Morgan	-14%
Pantheon Macroeconomics	-10%
Morgan Stanley	-30%
St. Louis Fed	-50%
Bank of America	-12%
Oxford Economics	-12%
AVERAGE	-21%

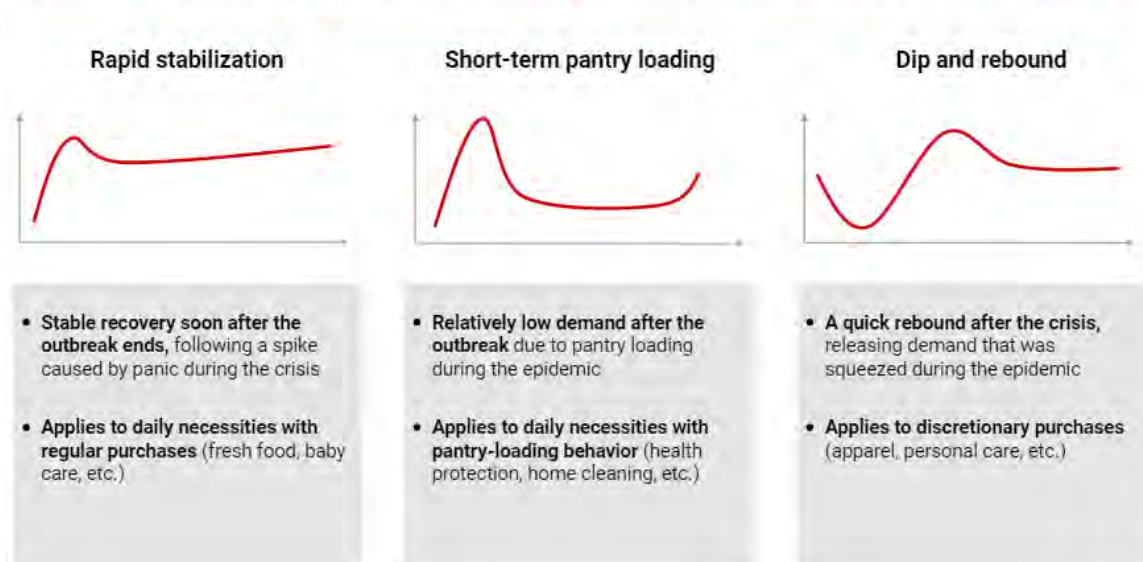
It is important to point out that [these projections are annualized](#), meaning the forecasts are for how much the GDP would shrink if the 2nd quarter contraction took place for an entire year. For example, a 5% decline in a single quarter would be reported as a 22% annual rate of decline, and a 10% contraction in a single quarter would be reported as a -52% annual decrease.

A projection from [Pantheon Macroeconomics](#) that foresees a 20 percent decrease in non-essential spending (sports, retail, hospitality, vacation travel, etc.) from April through June further bolsters these dramatic GDP estimates. Also in support of these projections, [data out of China](#) for January through February showed a -21% decline in retail sales. To put this in a somewhat alarming context, during the worst quarter of the Great Recession the [US economy only shrank by 8.4%](#).

However, consumer sales patterns during a pandemic vary widely by products and services. Previous pandemics for SARS and MERS highlight [three demand patterns in retail sales](#) worth noting. After an outbreak, sales of daily necessities such as food and baby items rapidly stabilize, following an initial spike during the crisis due to panic. The pattern observed with items related to health protection and home cleaning is an early spike caused by “pantry loading,” followed by very low demand following an outbreak. Finally, discretionary purchases, such as apparel and personal care services, tend to dip during an outbreak but then spike and stabilize when that demand is ultimately released.



Demand fluctuates after an epidemic, but tends to follow one of three patterns



Source: [Bain & Company](#)

Working in favor of local sales tax in N.C. is that it does apply to grocery food. Therefore, to the extent that restaurant spending is shifted to at-home food preparation, that shift would be captured by local sales tax. In addition, N.C. [clarified its online sales tax law](#) last year so that, as of Feb. 1, most online transactions should be subject to local sales tax. Nevertheless, with the size of the projected economic contraction, it seems unlikely that either of these two factors would entirely offset reduced consumer spending.



4.1.3 Establishing a Baseline

This year, we use historic overall taxable sales in North Carolina as well as Article 39 & 40 local government distributions to identify the current trends in sales tax state-wide. For the past five fiscal years, Article 39 sales tax distributions have seen positive growth each year. Figure 1, below, shows that although the growth rate declined in FY15-16 and FY16-17, it ticked back up to 6.53 percent in FY19-20. The total of the first two quarters of this fiscal year's Article 39 distributions (approximately \$846 million) is already 8.08 percent higher than the same period last year.

FIGURE 1

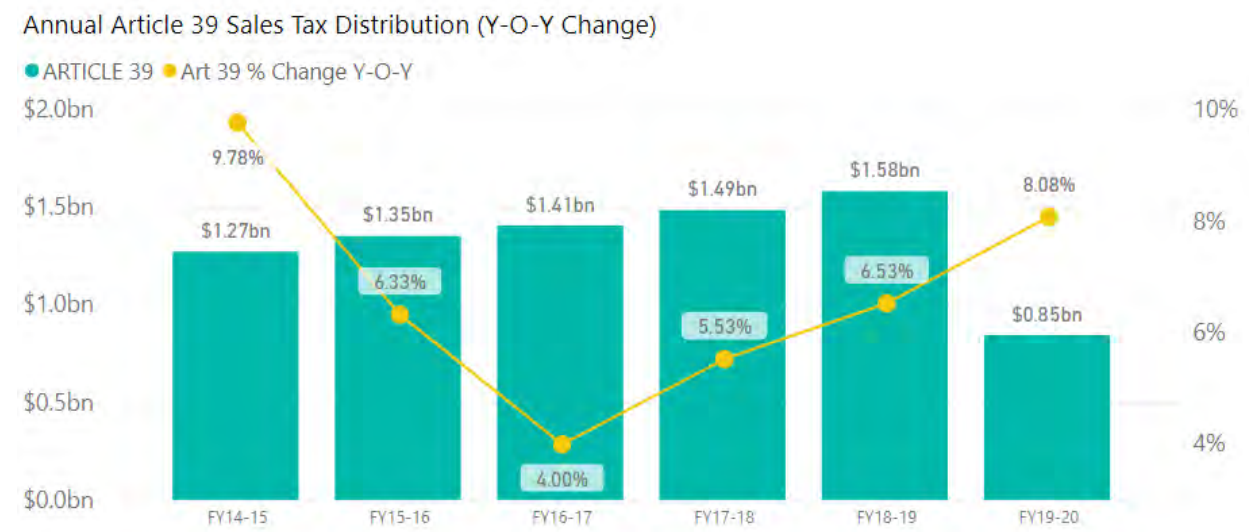
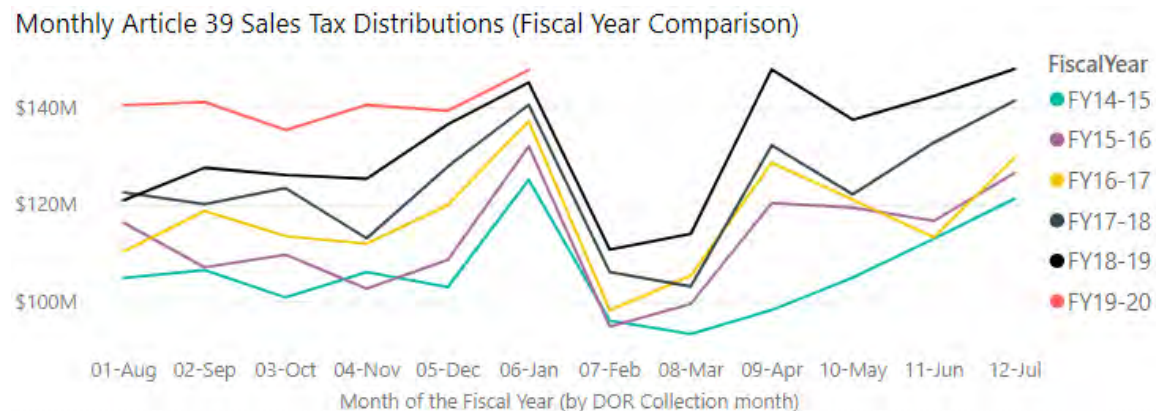


Figure 2 below compares each month's distribution in recent fiscal years. Each month of Fiscal Year 2019-2020 so far has seen Article 39 sales tax growth compared to last year. DOR's November collections were up 12.17 percent. December and January collections were up slightly less, at 2.07 percent and 1.82 percent, respectively.

FIGURE 2

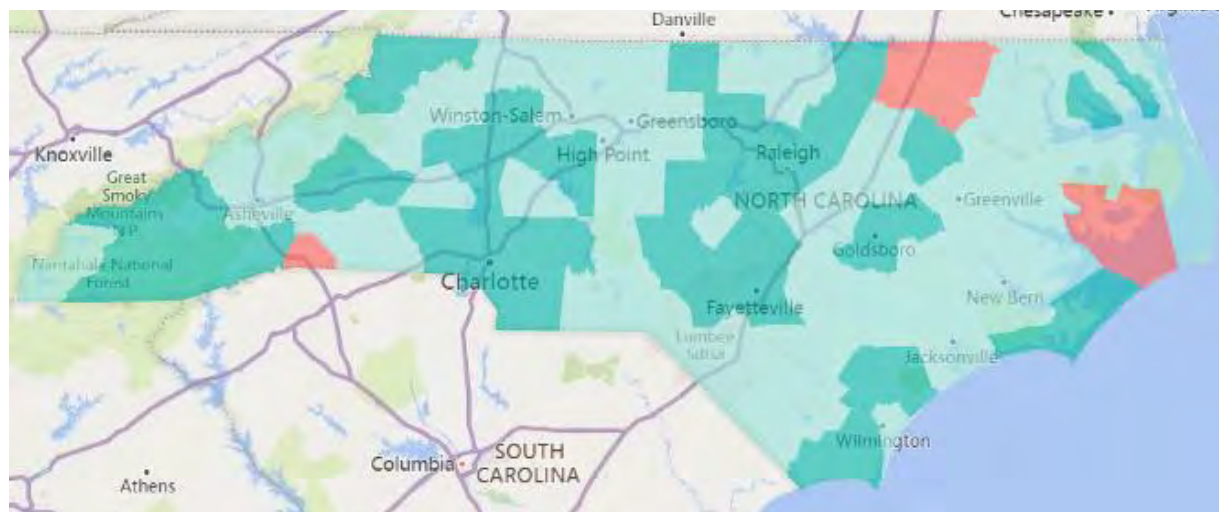




Despite overall statewide growth, regional variations in growth rates were seen across the state. Through the first half of FY19-20, combined Article 39 and 40 revenue was positive in 96 of 100 North Carolina counties. In 42 of these counties, the increase exceeded the state's year-to-date growth of 8.08 percent. The map in Figure 4 below shows the FY19-20 year-to-date trends in combined Article 39 and 40 sales tax distributions, by county. Counties in red are experiencing a decrease, counties in light green are experiencing an increase, and counties in dark green are experiencing an increase greater than the state average. This map illustrates how local trends can vary dramatically from the statewide trends observed.

FIGURE 3

EACH COUNTY'S % CHANGE IN ARTICLE 39&40 DISTRIBUTIONS FY19-20 YEAR-TO-DATE



Aside from economic conditions, one major factor affecting local variation in sales tax distributions is the amount of refunds processed during a particular time period. Table 1 below shows the total refunds each month so far this fiscal year, compared to refunds in the same month last fiscal year. The unpredictable timing of when tax-exempt entities file for refunds results in high volatility in the amount of sales tax taken out of total distributions each month. Overall, they are down about 17% percent compared to this time last year.



TABLE 1

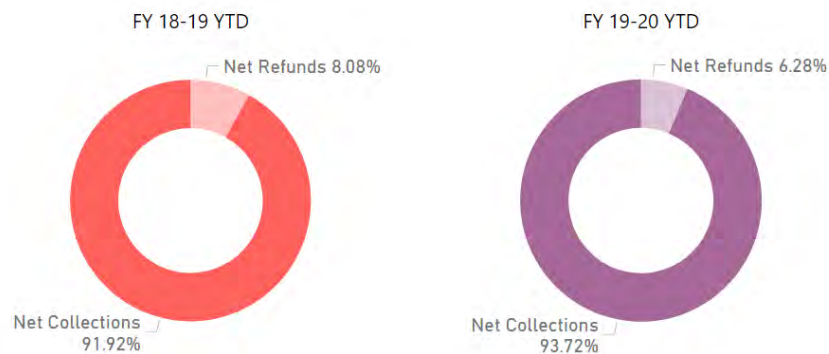
REFUNDS EACH MONTH FY19-20 YEAR-TO-DATE

Date	Refunds_TY	Refunds_LY	Refunds % Change YOY
August 2019	\$16,477,858.36	\$36,619,923.00	-55.00%
September 2019	\$17,188,939.61	\$27,469,332.41	-37.42%
October 2019	\$29,808,911.41	\$28,522,400.52	4.51%
November 2019	\$9,673,837.31	\$32,791,095.41	-70.50%
December 2019	\$14,298,365.17	\$5,740,796.23	149.07%
January 2020	\$43,182,256.66	\$26,721,918.88	61.60%
Total	\$130,630,168.52	\$157,865,466.45	-17.25%

This fiscal year to date, sales tax refunds were 6.28 percent of gross collections, compared to about 8 percent of gross collections at this point last year (See Figure 4).

FIGURE 4

REFUNDS FY19-20 YEAR-TO-DATE AS A % OF GROSS SALES TAX COLLECTIONS



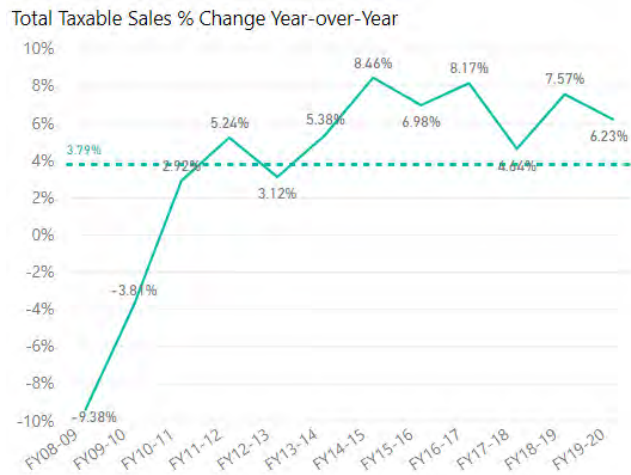
4.1.4 Sales Tax Projection

Prior to the global Coronavirus outbreak, all of these positive trends in sales tax distributions this fiscal year-to-date pointed to continued sales tax growth of about 5.6 percent for the remainder of this fiscal year, and maybe slightly less, yet still positive, next fiscal year.

What could be a worst-case scenario? While the current economic decline stems from a completely different set of circumstances than the Great Recession, we took a look back at historical taxable sales data from that period, in combination with a sampling of economists' GDP forecasts, to shed any light we can on what might be expected. The worst decline in total taxable sales during the Great Recession occurred from FY07-08 to FY08-09. At that time, the 2008-2009 fiscal year ended with taxable sales 9.38 percent less than 2007-2008 (See Figure 5). The average growth in the ten years since has been 3.79 percent.



FIGURE 5



As discussed earlier in this report, a 20% sales decline from April through June seems to be in the realm of possibility at this point in time.

Below are our current best estimates for several scenarios. They range from a projection of moderate impact that sees a 5% decline in sales for the next calendar year quarter followed by a flattening of growth and a rebound in the 2nd half of FY20-21, to a most conservative scenario that envisions a 20% decline in sales for the upcoming quarter followed by a total year-over-year decline in FY20-21. Please use these scenarios as a guide to what we view as possible outcomes while using your own knowledge of your local economy and local trends to project your community’s specific sales tax impact. We intend to update these projections throughout the year as additional real data and updated economic forecasts become available.

Scenario	April – June 2020	July – September 2020	October – December 2020	January – July 2021
Most Conservative	-20%	-9%	-3%	No Growth
Severe	-10%	-9%	No Growth	No Growth
Moderate	-5%	No Growth	No Growth	3% Growth

Based on the scenarios for sales tax growth and decline detailed in the table above, full year impacts of those various scenarios would project as follows.

Scenario	FY19-20 Year-End Growth	FY19-20 Statewide Sales Tax Growth (\$)	FY20-21 Year-End Growth	FY20-21 Statewide Sales Tax Growth (\$)
Most Conservative	-0.5%	-\$17.2 million	-3.2%	-\$115.6 million
Severe	2.2%	\$81.1 million	-2.3%	-\$86.1 million
Moderate	3.6%	\$130.2 million	1.5%	\$54.4 million



4.2 UTILITY SALES TAXES

For the purpose of electricity, telecommunications, natural gas, and video programming quarterly distributions, we assume that the fiscal year accrual begins with the distribution received by local governments in December. (This is synonymous with the distribution covering DOR’s “collection quarter” ending in September.) See the League’s [Basis for Distribution Memo](#) for the recent history of how this revenue is distributed.

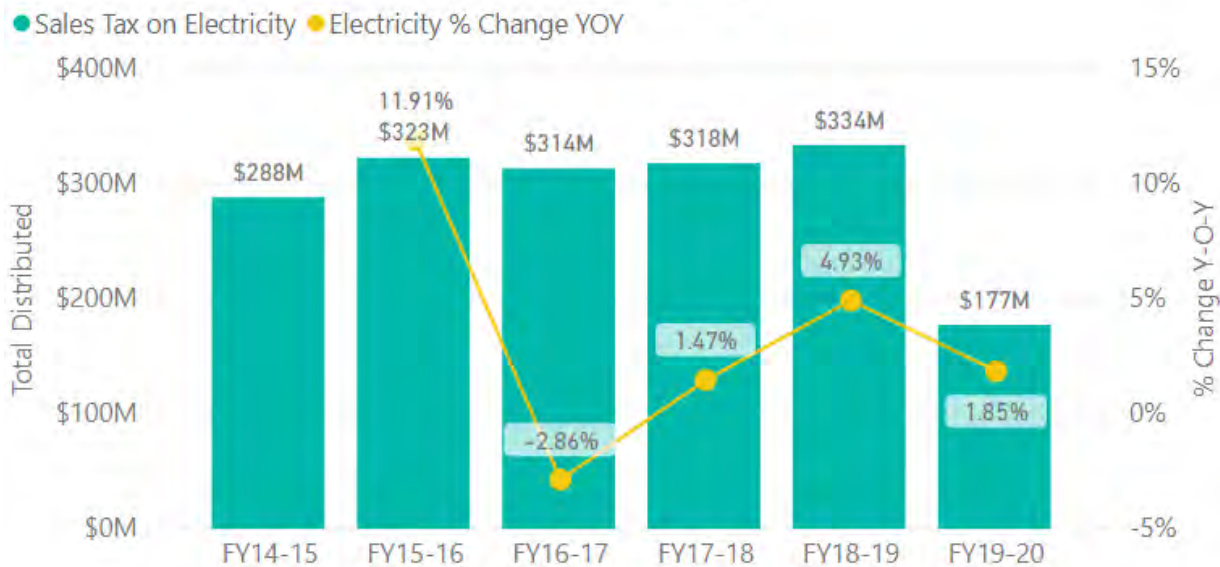
Utility tax growth during the Great Recession did not necessarily match the decline and recovery trends of the rest of the economy. Instead, underlying factors such as policy changes, energy prices, weather, and changing technologies cause growth in these revenues to swing dramatically in any given year. During this year’s unprecedented pandemic circumstances, the future impact on utility consumption is even more unclear. For the purposes of this year’s projection, we are assuming no change to the pre-Coronavirus trajectory of utility sales taxes, yet like sales tax forecasts, we will provide ongoing updates as more data becomes available.

4.2.1 Electricity Sales Tax

The total amount of electricity sales tax distributed each year has gone both up and down since FY14-15, but saw a 4.93 percent increase in FY18-19 and is up 1.85 percent this fiscal year to date (See Figure 6). The electricity sales tax total for the first six months of this fiscal year was \$177,374,779, up nearly three percent in the first quarter and one percent in quarter two, compared to the same quarters last year.

FIGURE 6

Annual Electricity Sales Tax Distribution (Y-O-Y Change)



Price and consumption both play a role in year-over-year growth. The all-sector average electricity price for the first two quarters of FY19-20 was 9.615 cents per kilowatt-hour, which is a 2 percent increase over



the average price from the same period last year, and likely a contributing factor in revenue growth so far this year.

As far as electricity consumption, weather is one of the largest contributing factors. As shown in Figure 7, the electricity tax distributions always peak in the first quarter, which corresponds with warm summer months. Cooling degree days, an indicator of cooling-related electricity demand, also peak during the same time period each year (See Figure 8) and are one good indicator for consumption. For the first quarter of FY19-20, cooling degree days were 3.6 percent lower than the same quarter in 2018, according to data from the [National Centers for Environmental Information](#) (See Figure 8). Therefore, although price is up, consumption is likely down, hence the small growth seen so far this year.

FIGURE 7

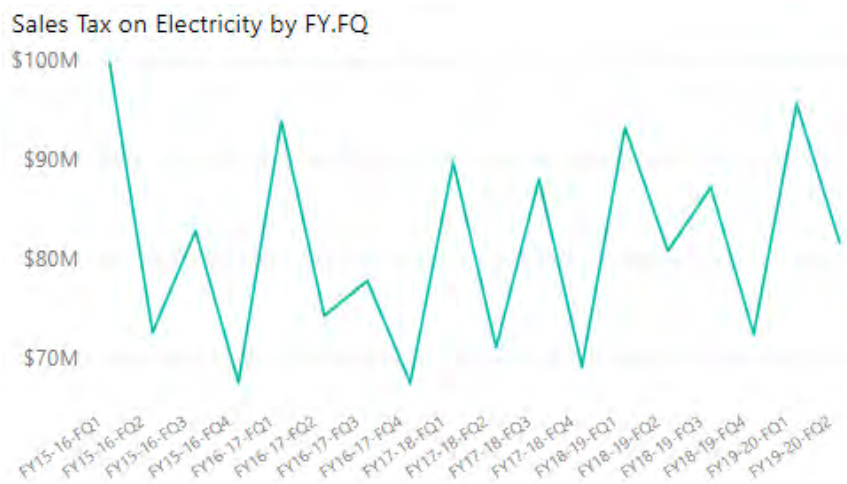
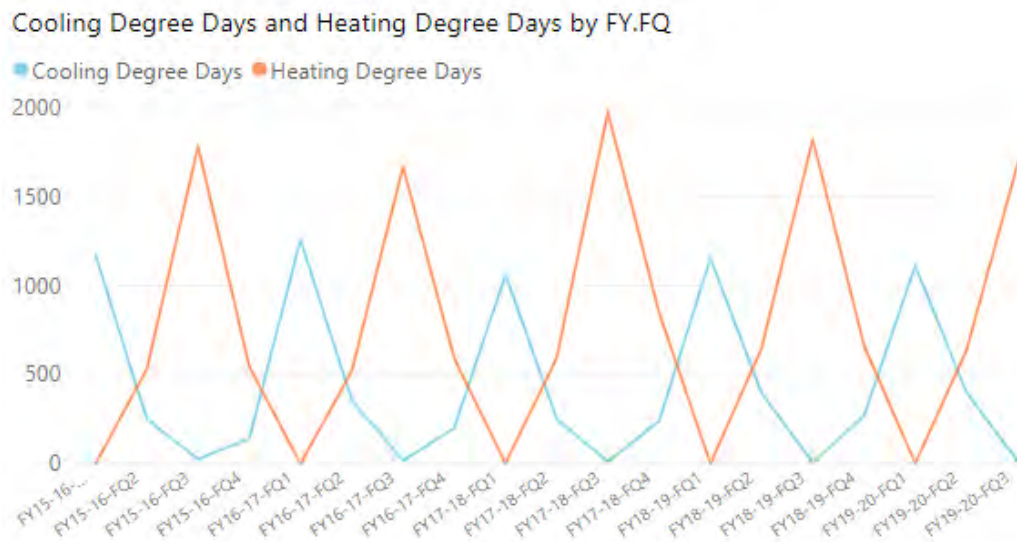


FIGURE 8





A Note on Temperature Data: We assume that electricity bill payment occurs one month prior to utilities remitting the tax to DOR (the collection month). We also assume that electricity consumption occurs one month prior to the bill payment. Therefore, the temperature data used in our analysis is offset by two months. For example, temperatures in May, June, and July would affect the distribution for DOR's July, August, and September collection quarter.

Looking forward, the [Energy Information Administration \(EIA\)](#) projects electricity prices will decrease roughly 0.75 percent in the South Atlantic region between mid-calendar year 2019 through the start of 2021. [EIA projections also show](#) that electricity sales are expected to decrease for all sectors, from mid-calendar year 2019 through the start of 2021.

Electricity tax distributions so far this year are slightly higher than last year. Based on historical data, and with a slight projected price and consumption decrease for the remainder of this fiscal year, **we project that statewide electricity sales tax revenue for FY19-20 will end up 1.7% higher than FY18-19.**

Similarly, the coming fiscal year's revenues will depend on weather (and consumption in general) and electricity prices. While long-term industry predictions indicate increased energy efficiency leading to a decrease in consumption, North Carolina's population (and its electricity customer base) continues to increase. We continue to expect slight growth in this revenue source, **and project that electricity sales tax revenue will increase by 1.0 percent in FY19-20.**

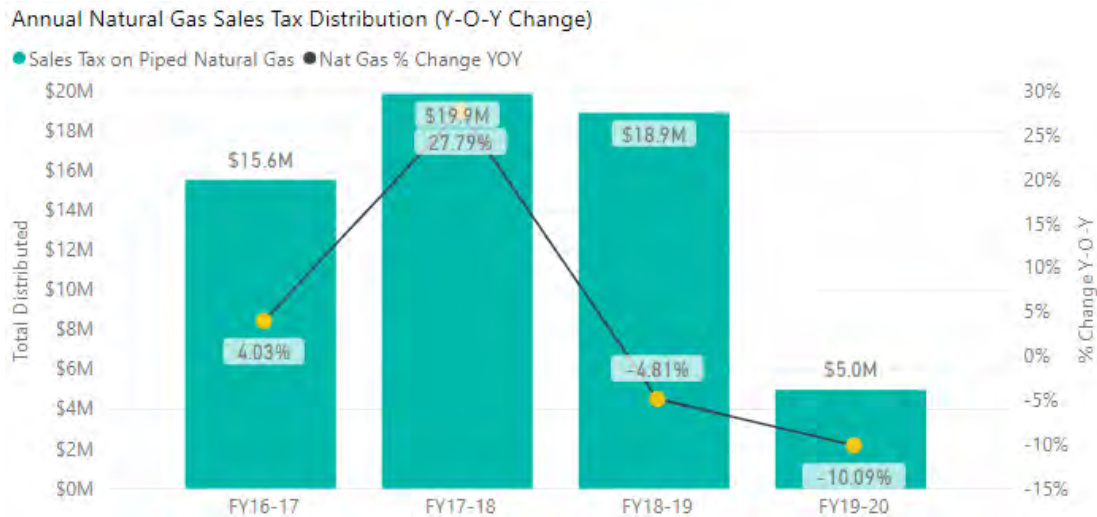
Please remember that, unlike in the past, local fluctuations in electricity consumption or population will not affect your distribution. Any excess revenues over those generated statewide in FY13-14 are distributed based on your city's percentage of total property taxes levied. As such, changes in your property tax rate or base could affect the ad valorem distribution of any excess revenues, but the change would have to be extremely significant to materially affect the statewide calculation.



4.2.2 Piped Natural Gas Sales Tax

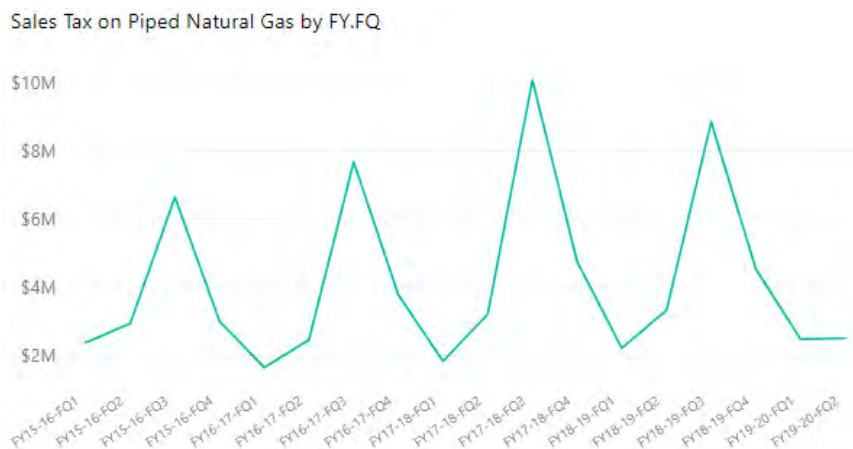
Piped natural gas tax distributions tend to fluctuate more dramatically than electricity sales tax distributions. In the past three years alone, growth has varied from -4.8 percent all the way up to 27.8 percent. This fiscal year so far, piped natural gas tax distributions are down 10 percent. (See Figure 9)

FIGURE 9



Combined, the first two quarterly distributions of FY19-20 totaled \$4,985,375.79. While the September 2019 distribution was up 11.8 percent, the December distribution was down 24.7 percent. Despite the overall dip for the first two quarters this year, the bulk of annual natural gas tax distributions don't arrive until June, covering DOR collections during the quarter ending in March (See Figure 10). On average, the first two quarters of the fiscal year represent only about 30 percent of the annual total distribution for piped natural gas tax.

FIGURE 10





Like electricity taxes, price and consumption (largely driven by weather) are the main factors affecting piped natural gas tax distributions. The Q3 peaks in natural gas tax distributions match closely with Q3 peaks in the number of heating degree days (Refer back to Figure 8). As described earlier in the electricity tax section, temperatures in November, December and January will affect the natural gas consumption seen in the next distribution (covering tax collected during the third quarter ending in March). This year, the heating degree days for the months affecting the next distribution are down 8 percent (see Figure 8).

Due to the significant decrease in the number of heating degree days for the upcoming and largest distribution, and the decrease seen so far already this year, **we project a 10 percent decrease in the total statewide FY19-20 distribution of natural gas sales tax revenues to municipalities.**

High volatility in distribution amounts over the past few years, coupled with a strong correlation with unpredictable weather patterns, make forecasting the next fiscal year highly uncertain. Based on trends since the distribution change went into effect in 2014, **we project a 1.5 percent decrease in natural gas sales tax revenues in FY19-20.**

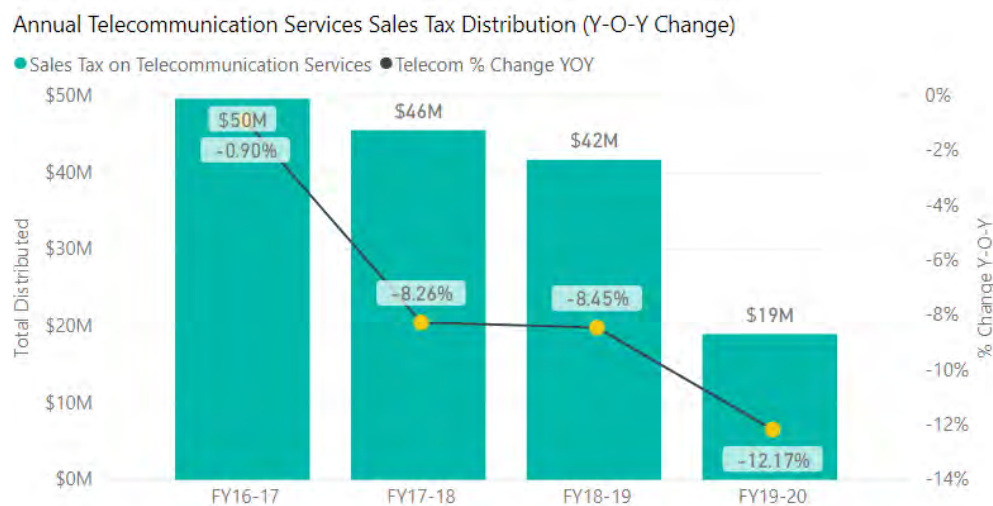
Similar to electricity, because any future adjustments to this distribution will be made based on statewide property tax levies, it will not be affected by any changes in current users of natural gas in your town or on any population gains or losses you experience.



4.2.3 Telecommunications Sales Tax

Annual totals for telecommunication sales tax distributions have declined every year since Fiscal Year 2008-09, though to varying degrees. The total distribution for the most recent fiscal year (2018-19) was 8.5 percent lower than the prior fiscal year (2017-18) (See Figure 11). The September 2019 quarterly distribution was down 12.5 percent from the same quarter last year, and the December 2019 quarterly distribution was down 11.8 percent from the same quarter last year. The total amount distributed for these first two quarters was \$18,990,198.48. This amount is down 12.2 percent compared to the same period the previous year (See Figure 11).

FIGURE 11



Much of the decline is related to customers abandoning landline telephone service for mobile telephone service. Mobile penetration and engagement continue to increase among virtually all age levels. The CDC's [National Health Interview Survey](#) showed that more than one-half of American homes have only wireless telephones, and more than 76 percent of adults aged 25-34 live in wireless-only households.

Given the historical data and this continuing trend, **we expect that annual statewide telecommunications revenues for FY19-20 will decrease by 7.5 percent.** We expect these revenues to decline further next year. **We predict telecommunications taxes will decline by 9.2 percent in FY19-20.**

For cities and towns **incorporated before July 1, 2001**, the distribution of this revenue is based on each municipality's past share of the old telephone franchise tax, so there should be no local economic adjustments to the statewide growth estimate. These cities and towns will also be unaffected by any population changes.

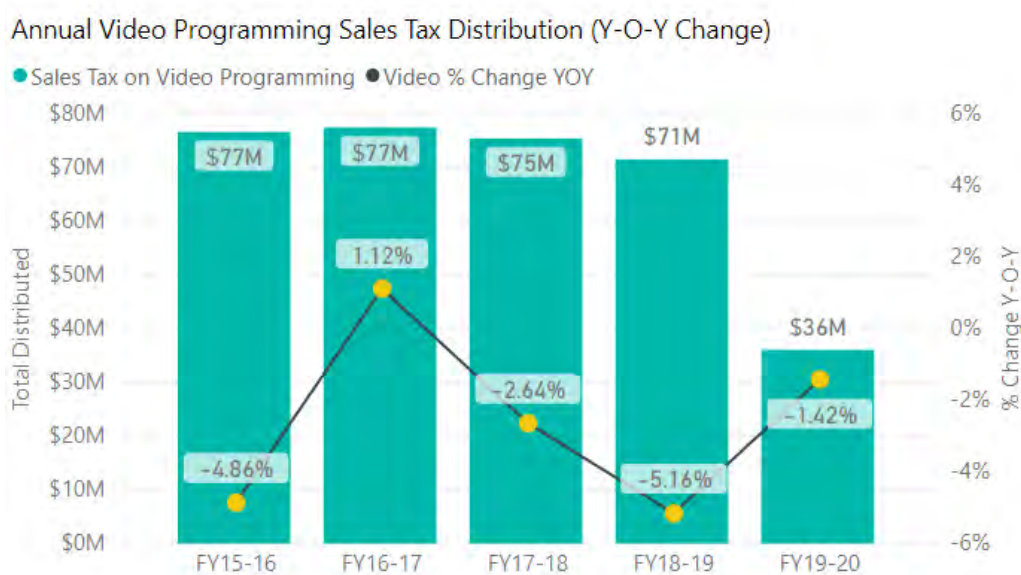
For towns **incorporated on or after July 1, 2001**, the distribution is based on population, so some local variation from the statewide percentage is possible and differences between the 2018 and 2019 Certified Population estimates will affect distributions.



4.2.4 Local Video Programming Tax

Annual total video programming distributions have seen both growth and decline year-over-year in the last five fiscal years, though the overall trend is downward (See Figure 12). The overall decline is primarily attributable to cable TV customers “cutting the cord” in favor of streaming services. For FY18-19, there was a 5.2 percent decrease in video programming tax distributions. The September 2019 distribution was up 2.2 percent, and the December quarterly distribution was down 5.1 percent. These first two quarterly distributions of FY19-20 totaled \$36,049,264.13 – slightly down a combined 1.4 percent from FY18-19 (See Figure 12).

FIGURE 12



Last September, the Federal Communications Commission issued the [Section 621 Cable Franchise Order](#), effectively creating a cap on the franchise fees and in-kind services local governments could receive from cable companies. There was some concern that this would negatively impact video programming distributions to municipalities in North Carolina. However, the current interpretation by the N.C. Department of Revenue is that this order does not apply to North Carolina, where our system of applying sales tax to video programming does not meet the definition of “franchise fees.”

After last year’s significant decline, and this year’s small decline thus far, **we expect that the statewide annual distributions will end up with 1 percent growth at the end of FY19-20.**

Based on performance in recent years, we project that future revenues will continue to decline, though at a slightly slower rate. **We expect that video programming revenues will decrease by 1.7 percent in FY20-21.**

While this distribution is not based directly on population, population change is a factor in the annual distribution formula. As a result, growth or decline in population between the 2018 and 2019 [Certified](#)



[Population Estimates](#) will affect these revenues, although not in the exact percentage as the increase or decline in population.

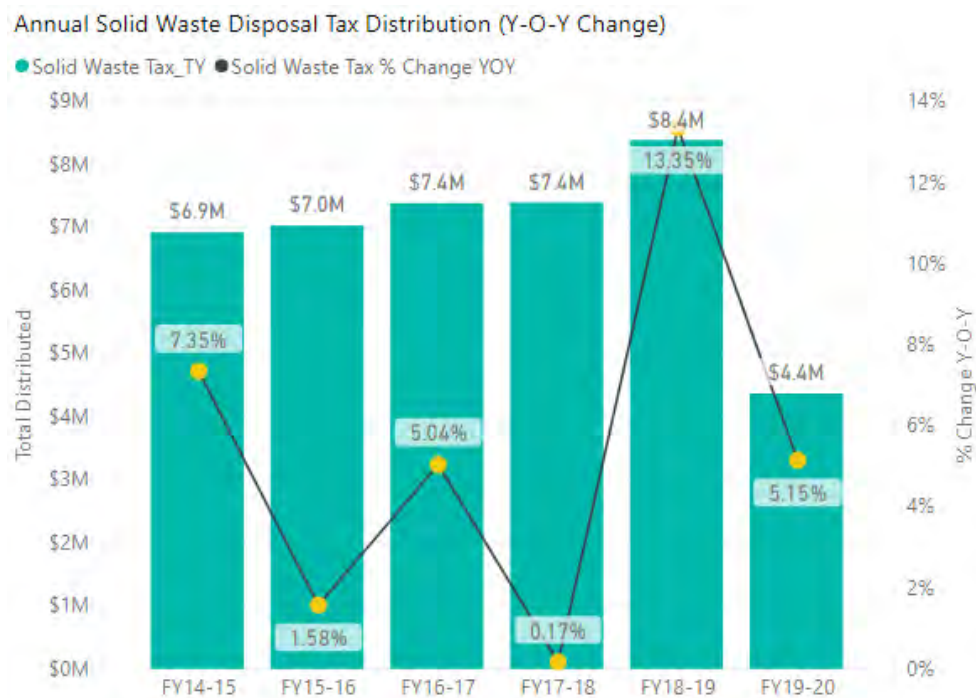
Cities with qualifying Public, Educational, and Governmental (PEG) channels are entitled to supplemental PEG channel support funds for up to three channels. These funds must be provided to the organization that operates the channel. The amount per channel for FY19-20 is approximately \$27,211. Factors that affect PEG funding include the total number of PEG channels and any returns of PEG channel money. We do not expect these factors to change materially in FY20-21.

To receive supplemental PEG channel funds, **you must certify your PEG channels to the Department of Revenue each year by July 15**. The 2020 certification forms will be available on the Department of Revenue website here: <https://www.ncdor.gov/documents/tr-peg-cable-peg-channel-certification>.

4.3 SOLID WASTE DISPOSAL TAX

The State levies a \$2 per-ton “tipping tax” on municipal solid waste and construction and demolition debris that is deposited in a landfill in the state or transferred at a transfer station for disposal outside the state. Cities and counties receive 18.75 percent of the tax, and revenues are distributed on a per capita basis. Three of the past five years have seen over 5 percent growth in this distribution. So far this year, the September and December quarterly distributions rose by 5.7 and 4.6 percent. These first two quarterly distributions of FY19-20 totaled \$4,368,631.64 which is a 5.2 percent increase over the same period last year (See Figure 13).

FIGURE 13





The health of the construction sector tends to be a contributing factor to solid waste revenue, and as mentioned earlier in the Economic Overview section of this report, housing starts in North Carolina were up 21 percent in January over the year prior. However, this is likely to slow due to the current Coronavirus pandemic.

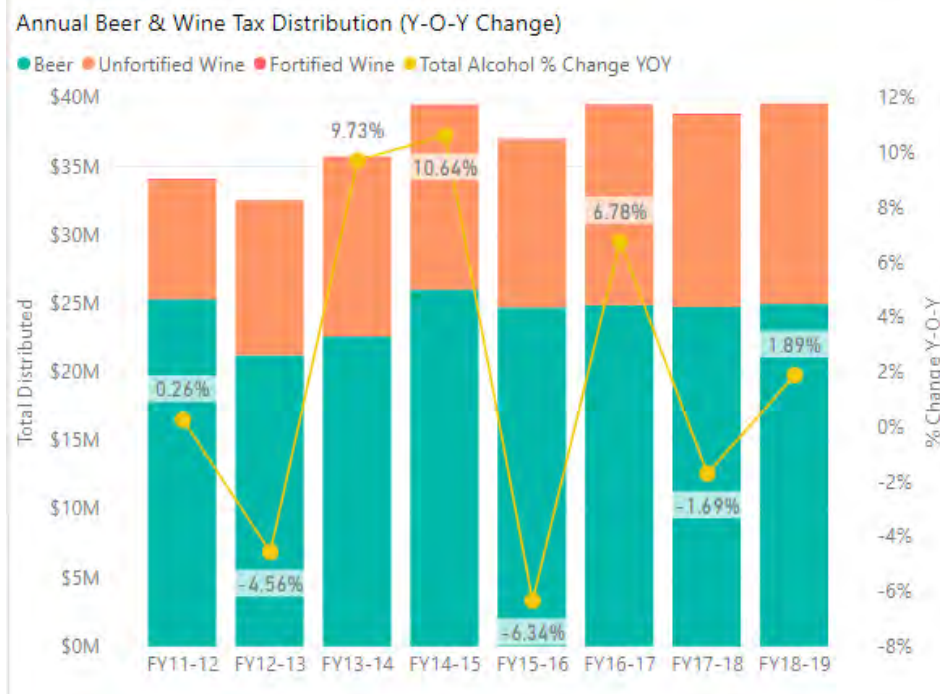
Last year saw tremendous growth. The current, more moderate, 5.2 percent growth, combined with economic decline projected for the remainder of the year, leads to the conclusion that this year will experience a decline. **We expect total distributions for FY19-20 to decrease 3.2 percent from total distributions in 18-19.** Taking into account historical data as well as economic recovery forecasts for the upcoming fiscal year following this year's decline, **we project that solid waste tax distributions for FY20-21 will increase 1.0 percent over FY18-19.**

Because this revenue is distributed on a per capita basis, a particularly large annexation taking effect between July 1, 2019 and June 30, 2020, could justify projecting additional revenue growth for your municipality.

4.4 ALCOHOLIC BEVERAGES TAX

The alcoholic beverage tax is an excise tax paid by the producers of alcohol based on their sales of alcohol in North Carolina. A portion of taxes collected are distributed by the Department of Revenue to municipalities based on population. With the fiscal year running from April through March, cities can expect to receive the beer and wine sales tax distribution within 60 days of March 31.

At the time of this report, the 2020 alcoholic beverage tax distribution has yet to be released. Each fiscal year the total distribution has varied and seen both growth and decline, though with a general upward trend. The most recent fiscal year distribution (2018-19) totaled \$39,594,186, which was an increase of 1.89 percent compared to the previous year.



Growth in this distribution is dependent on the proportion of beer and wine sold in North Carolina, which are taxed in different amounts. An excise tax of 61.71¢ per gallon is levied on the sale of beer. An excise tax of 26.34¢ per liter is levied on the sale of unfortified wine, and an excise tax of 29.34¢ per liter is levied on the sale of fortified wine.

The Department of Revenue anticipates that the distribution is trending only slightly higher than last year's distribution. **For this fiscal year's upcoming distribution, an approximate 0.5% increase, subject to change pending any last collections or refunds for the year.** Despite impending economic decline next year, alcohol sales tend to be resistant to economic downturns. Assuming no further legislative change, **we would expect the 2020 distribution to again see little to no growth.** Because these distributions are based on population, it is important to incorporate factors like annexations or de-annexations during the fiscal year into your municipality's projection.



4.5 POWELL BILL

Transportation revenues are facing volatility like many other revenue sources. As business closures and social distancing measures reduce the amount of commuting on the roads, oil prices are falling across the globe. Economic uncertainty for consumers and recommendations against travel work to also limit the amount of driving being done at the current time.

All that being said, the Powell Bill funds that are distributed to municipalities for transportation expenditures are not directly dependent on those funds. Whereas previously the amount of Powell Bill funds distributed were tied directly to motor fuels tax collections, at present the amount appropriated from state funds to municipalities is an annual decision made by the General Assembly. Last fall legislators opted to keep the FY2019-20 Powell Bill appropriation flat at \$147.5 million, while increasing the appropriation in FY2020-21 by \$7.375 million, for a total appropriation of \$154.875 million.

The increase in appropriation did come with one additional condition. The \$7.375 million increase in Powell Bill funds is only available to cities with a population of 200,000 or less, meaning that Charlotte, Raleigh, Greensboro, Winston-Salem, Durham, and Fayetteville, are not eligible for any of the new money. They will share in the existing appropriation of \$147.5 million, but the \$7.375 million increase will effectively be treated as a separate pot of money for all of the cities that participate in the Powell Bill program, minus the six largest in the state. Population and mileage factors will be determined separately for the additional appropriation, based on population and mileage totals for municipalities excluding the six listed above.

The formula for distributing the existing appropriation to eligible cities has not changed. Of the total annual distribution of Powell Bill funds, 75 percent is allocated among eligible cities based on population. Assuming municipal population increases at approximately the same rate as it has over the last five years, **we would project the per capita allocation for the FY20-21 Powell Bill distribution to be \$19.11.** To estimate your expected population-based distribution, multiply this amount by your expected 2019 population. Your Certified 2018 Population Estimates (July 1, 2018 Estimates with July 1, 2019 Municipal Boundaries) can be found at the bottom of the Office of State Budget and Management's Municipal Population Estimates page: <https://www.osbm.nc.gov/demog/municipal-estimates>. You should adjust your 2018 Certified Population to account for any annexations going into effect between July 1, 2019 and June 30, 2020. The remaining 25 percent of the Powell Bill distribution is allocated based on the number of city-maintained street system miles in each municipality. **The projected value of the mileage-based allocation for the FY20-21 Powell Bill distribution is \$1,580.13 per street mile.** After calculating your estimated city-maintained street mileage as of July 1, 2020, multiply that figure by the per-mile rate to calculate your city's total street mile allocation.



5 REMEMBER: REPORT YOUR BOUNDARY CHANGES!

Many state-collected revenue distributions depend on accurate municipal boundary information, either to calculate populations or to determine utility sales within the municipality. **It is the responsibility of individual municipalities to notify all appropriate organizations as soon as possible of any changes in their boundaries.** The list of organizations you are required to provide with a revised boundary map and a copy of your annexation ordinance includes: 1) the Register of Deeds, Tax Assessor, Board of Elections, and GIS department for any county in which your municipality is located; 2) the Secretary of State; and 3) all gas and electric companies that have customers in your city or town. **Failing to provide this information in a timely manner could result in lost revenue for your municipality.** Do not send copies of your annexation maps to the Department of Revenue, as this is no longer required.

In addition, your municipality should respond to the Annexation Survey included as part of the State Demographer's annual North Carolina Demographic Survey (NCDS), which can be found online at <https://ncds.osbm.nc.gov/>. In addition to information about annexations, the survey includes questions on group quarters and residential building activity. A letter will be mailed to all municipalities in the first part of May to confirm the current municipal point of contact for completing the annual survey. An e-mail will then be sent to the designated point of contact for each municipality by **June 28th** directing them to the online survey. The **Certified Population Estimates** – used for revenue distributions – estimate the 2019 population living in areas annexed on or before **July 1, 2020**. The State Demographer cannot include these populations if the annexations have not been reported through the survey.

Please remember, you will receive **two** boundary and annexation surveys, one from the **State (June 28** – described above) and one from the **federal** government (in **January**); **both must be completed by your municipality, unless you have a “consolidated BAS agreement” with your county.** Completing just one survey will not provide the information for the other. More information on the federal BAS can be found at <https://www.census.gov/programs-surveys/bas.html>.



6 DEPARTMENT OF REVENUE CONTACT LIST

Listed below are the appropriate contacts at the Department of Revenue for questions regarding municipal concerns.

- Questions about the amount of revenue included in a distribution – Cindy Matthews Wilkes, Distribution Unit, (919) 814-1118.
- Questions about the status of a municipality’s sales tax refund – Cindy Matthews Wilkes, Distribution Unit, (919) 814-1118.
- Questions about the allocation of sales tax refunds to a municipality – Cindy Matthews Wilkes, Distribution Unit, (919) 814-1118.
- Interpretation of sales tax laws – Ginny Upchurch, Director, Sales and Use Tax Division, (919) 814-1085.
- Requests for a list of claimants that received a sales tax refund in a county in which the city is located – Cindy Matthews Wilkes, Distribution Unit, (919) 814-1118.
- Requests for a list of businesses that paid sales tax and may be engaged in a business subject to a food and beverages tax, room occupancy tax, vehicle rental tax, or heavy equipment rental – Cindy Matthews Wilkes, Distribution Unit, (919) 814-1118.
- Requests for statistical data related to local taxes – George Hermene, Information Unit, (919) 814-1129.
- Requests for statistical data related to State-collected taxes – Schorr Johnson, Director of Public Affairs/PIO, (919) 814-1010.
- To change the email address at which you receive notification of distributions – Kathy Robinson, Financial Services Division, (919) 754-2525. If you have failed to receive an email notification of your distributions, do not contact DOR, but instead call the Office of the State Controller at (919) 707-0795.