

BUDGET MESSAGE

Fiscal Year 2021 - 2022



ZEBULON
NORTH CAROLINA

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

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 2021-2022.

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BUDGET MESSAGE FISCAL YEAR 2022

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 2022.

BACKGROUND

Wake County's population surpassed one million in 2015. While that growth occurred over the lengthy 2-1/2 centuries since the County's founding, the next million are anticipated to arrive within the next thirty-five years. Zebulon, with available and affordable land, is destined to serve as the platform for the County's pending growth. Knowing this growth would both expand and diversify Zebulon's population, in 2017 the Town initiated a year-long, community-wide, public engagement program to discern citizens' perspectives of their "ideal Zebulon". Specifically, what did they foresee as the opportunities and challenges associated with growth.

The results of this public engagement program were summarized in the *Town of Zebulon Vision 2030 Strategic Plan* which identified the Vision, Mission, and Focus Areas necessary to maintain or achieve the "ideal Zebulon". The Board of Commissioners adopted this plan in June 2018, and it has served to guide discussions and decisions on all subsequent policy documents such as the Land Use Plan, the Transportation Plan, and the Parks and Recreation Master Plan.

The recommendations proposed within the FY 2022 Budget Ordinance reflect a prioritized re-investment of Zebulon's financial resources into the labor, equipment, materials, facilities, and infrastructure necessary to support, or advance upon, the community's goals identified in the *Town of Zebulon Vision 2030 Strategic Plan*. This Budget Message highlights a few of the programs and projects representative of the *Vibrant Downtown*, *Growing Smart*, and *Small-Town Life* Focus Areas goals that achieve the Vision of:

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

Downtowns benefit their community economically, socially, and culturally. Economically, downtown properties are efficient forms of development. The capacity of downtown properties to house multiple uses, such as retail, office, and residential, onto a singular small lot allows them to generate more tax revenue per square foot. The location of those properties within existing municipal service delivery does not require the extension or expansion of municipal services (building additional fire stations or expanding police patrols for example). Socially, unlike common recreational spaces within subdivisions, downtowns provide a variety of public spaces open to, and claimed by, the greater community. Culturally, downtowns are the core of their town's origin and reflect the community's unique history and identity through the form of architecture and the pattern of streets, blocks, and alleys. In total, the investment and care of a downtown communicates, to internal audiences (citizens) and external audiences (investors), a community's commitment to vibrancy, growth, heritage, and small-town charm.

The goals to create a *Vibrant Downtown* for Zebulon focus on revitalizing the downtown by creating a gathering place for the community and a destination for visitors. The FY '22 Budget funds the following programs and projects that create or sustain the events, entertainment, and cultural attractions to attract people to visit or live downtown.

Alley Activation – Phase II

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 '22 Budget appropriates funds to expand the activation of alley space throughout downtown. The activated alleys, with their improved appearance and functionality, provide a platform for public and private events, as well as the informal space to support

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"

the retail activities of businesses downtown. The details of this project are included in the Community and Economic Development Requested Capital Budget.

Farm Fresh Market

In its second year in the heart of downtown, the Market has taken residency in the recently completed east-side of Alley Activation – Phase I. Moving the Market downtown is intended to draw visitors downtown and introduce them to the local businesses. The Market is also intended to meet both a *Small-Town Life* goal by connecting all participants with Zebulon’s agrarian past, and a *Growing Smart* economic development goal by providing vendors a low-cost, low-risk means to test the demand of their goods in the marketplace. Four vendors have since “graduated” into independent businesses, with two establishing physical stores in Zebulon. In addition to the Saturday morning hours, the FY ’22 Budget supports expansion into a monthly market on Wednesday nights.

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 technical services, education and networking opportunities, and financial assistance to member communities on their efforts to promote, design, and manage the economic vitality of their downtowns. Zebulon successfully gained admission into MSP’s competitive Downtown Associate Program this year and is matriculating through the three-year process towards the NC Main Street Community designation. The FY ’22 Budget funds the investments into staffing, events, training, and incentives supporting this matriculation. Details of these investments are in the Operating Budgets of Planning and Parks and Recreation, and the Capital Budget’s Community and Economic Development section.⁴

⁴ Staffing and Training (Planning), Events (Parks and Recreation), Incentives (Community and Economic Development).

Business Upfit Grant

Downtown looks and operates considerably differently than it did six-years ago. Correspondingly, the incentive packages need to look and operate differently. The Façade and Streetscape grants respectively incentivized private sector capital and non-profit sector sweat-equity/volunteerism into the downtown area. There is still a place for those grants, and they are funded in the FY '22 Budget.

The magnitude of improvement needed to upgrade some of the buildings downtown to current building and fire code requirements is beyond the profitability of the private sector. Left to market forces, some buildings will trend toward destruction before the private sector steps forward to make an investment. The FY '22 Budget funds a Business Upfit Grant. Similar to the Town's existing Economic Development Incentive Policy, this grant reinvests increased property tax revenue resulting from increased property tax values of the improved property. NC General Statutes prescribe the policy development and approval process necessary before any economic incentives can be disbursed. Staff will not initiate this comprehensive process of policy development if the Board lacks interest in funding the program.

Growth for growth's sake is expensive and ultimately unsustainable. Land Use planning is analogous to a farmer deciding what crops to plant and where to plant them in order to maintain a sustainable business. The draft of the updated Comprehensive Land Use Plan identifies where to locate different types of development (analogous to the farmer planting crops) in order for the Town to effectively and efficiently deliver public services (analogous to the farmer maintaining a sustainable business).

Transportation planning is the network of roads necessary to support the land use activities. Referencing the earlier analogy, even a farmer with a well-thought and functioning land use plan is doomed to failure if there is not a hard-surface, two-lane road to deliver those goods to market. The draft of the updated Comprehensive Transportation Plan identifies what the road network needs to look like in order for our changing land use to function and thrive.

The goals to *Growing Smart* focus on planning for growth with appropriate staffing and service levels to address land use and traffic concerns. The FY '22 Budget funds the following facility, transportation, and infrastructure needs to address these concerns (details of staffing recommendations are included in the Budget Highlights section).

Facilities

Fire Stations #1 and #2

The site acquisition process for Fire Station #1 is ongoing. When acquired, the design process for Fire Station #1 will begin. Funds for site acquisition and design are locked into a Capital Project Fund (Capital Project Funds allow unspent funds to automatically roll from one fiscal year to the next without reappropriation in the FY '22 Budget). No funds are needed to construct the facility in the coming fiscal year, but funds will need to be identified in FY '23. It is reasonable to expect a tax increase will be necessary to support this construction and the Board should start discussions regarding a Bond Referendum on the ballot for November 2022. The FY '22 Budget identifies funds to design an expected signalization of Judd Street at North Arendell Avenue.

The FY '22 Budget funds the site location effort for future fire stations with Fire Station #2 being the most pressing.

Police Station HVAC

The Town underwent a significant expansion of facilities between 2007 – 2009. The mechanical equipment supporting these facilities is approaching the end of their useful life. The FY '22 Budget funds the replacement, and efficiency upgrade, of the Police Department's HVAC system. As noted in the FY '23 – FY '28 Capital Improvement Plan, this marks the beginning of significant mechanical replacements referenced in the Facility Assessment Survey.

Public Works Shed

The Public Works yard was constructed in 1989 and will need to expand its footprint to shelter more materials and equipment to service a growing town. The shed funded in the FY '22 Budget is an effort to maximize use of the existing yard before expansion becomes necessary.

Transportation

Zebulon's roadway network reflects its original purpose of providing all-weather routes 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, and is, occurring first at the intersections in this network.

Old Bunn @ Shepard School Signal

The FY '22 Budget moves forward the construction funding identified last year in the Capital Improvement Plan (the Capital Improvement Plan identifies expected costs in the six subsequent years beyond the pending fiscal year). The funds identified in the FY '22 Budget are not sufficient to complete the project and rely upon the Barrington and Autumn Lakes developments contributing to the cost as conditions of their Special Use Permits.

Green Pace @ N. Arendell Signal

The FY '22 Budget expands the scope of this project to coordinate with the widening of recently approved development along N. Arendell. While the plans for that development are not final, the intent is to connect the gap between both projects with a consistent width

widening of N. Arendell. If accomplished, this will bring forward some of the improvements slated for the future N. Arendell Widening Phase II project.

North Arendell Widening Phase I

The right of way acquisition costs for this project are unreasonable and untenable for Zebulon. We intend to re-scope the project and compete for a Locally Administered Projects Program (LAPP) grant. If successful in the re-scope effort, the Board should expect to make a financial commitment at their September 2021 Regular Meeting. The FY '22 Budget anticipates this event by rolling some funds directly into the N. Arendell Phase I Capital Project Fund.

In the meantime, the FY '22 Budget identifies funds to complete the Jones Street Connector and improvements to the intersection at North Arendell/Dogwood/US 64. This work will be pulled from the scope of the original North Arendell Widening Phase I. The funds identified are not sufficient to complete construction and depend upon participation from pending development adjacent to the project area.

Infrastructure: Stormwater

The Town of Zebulon is responsible for maintaining more than 17-miles of stormwater pipes (approximately the straight-line distance between the downtowns of Zebulon and Raleigh). Close to 8-miles of this network has been added since 2012, leaving most of the system estimated to be greater than 50-years old and located in the Town's core. As the useful life of pipe material would suggest, and recent failures validate, the condition of the stormwater system is poor. Pipes in poor condition require more expensive emergency repairs than the cost of routine maintenance. The FY '22 Budget funds several programs and projects to assess, address, and inventory the Town's stormwater system and restore its condition and ultimately reduce its maintenance costs.

East Vance Stormdrain

The project replaces an outdated and structurally compromised stormdrain pipe underneath East Vance Street. The replacement is necessary in advance of the pending street paving project (also funded in the FY '22 Budget), and is critical given the street exclusively serves as the egress and return route for fire services. The FY '22 Budget funds the construction to replace this pipe.

Stormwater Assessment

The Town operates its stormwater system through a permit (MS4 permit). This permit stipulates several conditions to operate the stormwater system (ex., pollutant controls at the Public Works facility, maintaining a cleaning and inspection schedule of pipes). The audit of the Town's operations in satisfying the MS4 permit requirements is pending. The FY '22 Budget funds an assessment to evaluate the potential strengths and weaknesses in advance of that audit.

Stormwater Mapping

The growth rate of the stormdrain system reflects the growth of the residential development. Mapping and inventory of the growing network is the responsibility of the development community. In practice, the mapping and inventory of the stormdrains is performed independently by developers. The FY '22 Budget proposes a fee to development for the Town to hire an independent surveyor to record this data and store it electronically in a GIS database. The database can then be used to track the age and the maintenance cycle of the stormdrain system town-wide.

Privatization vs. Public Services

Some of the public services freely offered to Zebulon's residential community, such as yard waste pickup, reflect a time when that residential community was centralized and relatively small. Those services were in-effect subsidized by an industrial tax base that did not utilize the services. Zebulon's residential footprint is no longer small and centralized, and the tax contribution of the industrial tax base is substantially reduced (the repeal of the Manufacturer's Inventories Tax made North Carolina more competitive in economic development, but adversely effected towns like Zebulon with a majority industrial tax base). The yard waste pickup is a service that could be picked up by the private sector through individual contracts with property owners, but it is doubtful if all would participate and that in-turn could adversely affect the operation of the storm drain system. The FY '22 Budget proposes a yard waste collection fee to fund what is considered a public service to protect the storm drain system.

Outsourcing (“contracting – out”)

Through the addition of parks and facilities, and a commitment to higher service levels on public rights of way, the Town has developed a robust landscaping service. Outsourcing more of this work to the private sector is an effort to control costs, but more importantly to free some capacity for our existing staff to focus more attention on stormwater maintenance (as opposed to hiring more full-time employees). Perhaps more important than cost control and attending to stormwater maintenance, contracting may offer an opportunity to develop our workforce. The magnitude of the stormwater issue and the growth of private developments will require our Staff to acquire new skill sets. All work, landscaping included, is noble work, but landscaping may be more effectively and efficiently delivered by the private sector. This budget increases the amount of outsourcing by pulling more landscaping responsibilities away from Public Works.

Wake County is growing by 62 people per day and 64% of this growth comes from those who relocate from outside the County⁵. 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. As noted earlier, the *Vibrant Downtown* projects funded in this coming fiscal year will provide the public space necessary for a community of long-time and newly arrived residents to mingle in a common space claimed by, and open to, all. Additionally, the FY '22 Budget continues funding the pedestrian projects that connect people to these public spaces and allows them to interact.

West Sycamore Street Sidewalk Project

The FY '21 Budget funded the North Arendell Sidewalk Project. This project connected the Wakelon Heights subdivision, located on the east side of North Arendell, with the Downtown. This sidewalk provides some economic potential by connecting a residential land use (or customer base) with the commercial land uses located downtown. More importantly, this sidewalk provided pedestrian access to the public spaces located both downtown and at the Zebulon Community Center and Park. These connections and the interactions that occur in these public spaces "are the small change from which a city's wealth of public life may grow."⁶

The FY '22 Budget expands upon these economic and community development concepts by connecting downtown with the residential community to the west. As with the N. Arendell sidewalk, this connection gains pedestrian access to the faith-based cultural resources along the route. Ultimately, West Sycamore will link the pathway connecting Little River Park to the Five County Stadium Area.⁷ The details of this project are included in the Walkability section of the Requested Capital Budget.

⁵ Desormeaux, Joe. "Effects of Growth on Site Selection & School Design." Zebulon Planning Retreat, Rose Hill Plantation, 23 Feb. 2018

⁶ Jacobs, Jane. The Death and Life of Great American Cities. New York Random House 1961

⁷ Zebulon Greenway, Bicycle, Pedestrian Master Plan, Parks and Recreation Master Plan (draft), Comprehensive Land Use Plan (draft), and Comprehensive Transportation Plan (draft).

Branding: Wayfinding (Phase I)

Wayfinding is a network of signs advertising and promoting a community's distinctive and authentic image – its brand. What the signs look like, where they are placed, and the facilities, venues, and districts they highlight are all the result of, and carefully developed to communicate, a community's distinctiveness. If successfully implemented they will authentically represent the pride of citizens and intrigue others on why they should invest in the community (“invest” spanning the spectrum from someone coming to visit for a day to raising a family or starting a business).

Wayfinding is a product of Branding. Branding is an intensive community engagement effort to understand and develop the community's distinctive and authentic image. The FY '22 Budget rolls over funds from FY '21 to support the kick-off of the Branding initiative curtailed by both COVID-19 restrictions and several other ongoing community engagement efforts (examples include the Comprehensive Plan updates, the development of the Town's first Parks and Recreation Master Plan, and the Downtown Associate Community kick-off). The FY '22 Budget adds funds to the Branding project to implement the first phase of Wayfinding located downtown and at the interchanges.

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. As discussed in the 2020 Retreat, it isn't feasible or necessary for the Town to sponsor all events, but it should be in a position to help other organizations (ex., non-profits, private business) navigate what is necessary to develop their own events open to the public.

The FY '22 Budget supports two signature events sponsored by the Town. May Days will serve as the Spring Event with the Tree Lighting Festival serving as the Winter event. Funding for these events, as well as concerts, movies, and the Farm Fresh Market, are located in the Parks and Recreation Operating Budget.⁸

⁸ Staffing and Training (Planning), Events (Parks and Recreation), Incentives (Community and Economic Development).

SUMMARY

The FY 2022 Budget is balanced in accordance with the N.C. State Statutes and advances on the goals within the *Town of Zebulon Vision 2030 Strategic Plan*.

As always, Staff did an incredible job creating the budget placed before you. Their work started in October and they put forth thousands of hours developing and refining budgets that represent the Requested Operating Budget. They undertook these duties while continuing operations in a re-structured organization adapting to respond to the COVID-19 pandemic. While the COVID-19 pandemic did not scale its impact down to the size of our organization, our small organization “fought above its weight” by operating within tight margins and modified schedules, and changing workplace locations, roles, and functions to holistically deliver service to Zebulon’s citizens. I am proud of our employees. Proud of their ability to keep Town Hall open and public services operational with comparatively limited incidents. In short, they reflect the culture of the organization and represent what is possible when competent employees are committed to something bigger than themselves - public service.

Thank you for working together to represent Zebulon. Transitioning roles from campaigning to governing is always a change in pace and approach for newly elected officials. Incorporation of newly elected and long-standing elected officials is a transition as well, but more so given two-thirds of the Board had never governed together. The fact that you made this transition during a global pandemic is exceptional and laudable. COVID-19 effectively eliminated traditional “on-boarding” opportunities to learn and gain comfort in governing with each other. Your ability to govern under such exceptional circumstances is nothing less than a testament to your adaptability and your commitment to public service. My advance appreciation for the sincere and thoughtful work you will put forth in adopting a FY '22 Budget Ordinance that best meets the future needs of the citizens of Zebulon. We could not do this work without you.

Respectfully submitted,



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

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

- **Streets and Thoroughfares**
 - + Street Paving (first successive years of paving at this scale)
 - + Green Pace @ N. Arendell signal (scope expansion)
 - + Old Bunn @ Shepard School signal (moving construction funds forward)
 - + Jones Street connector (formerly in N. Arendell Widening Phase project)

- **Greenways, Bicycles, and Pedestrians (aka “Walk Zebulon”)**
 - + W. Sycamore sidewalk (Arendell to Church)
 - + ADA Transition Plan (regulatory and funding requirement)

- **Stormwater**
 - + East Vance Street replacement
 - + MS4 Audit preparation
 - + Stormwater Mapping

- **Fleet and Equipment Management Fund**
 - + Enterprise Fleet Management contract (financed by retired Swap Loader debt)
 - + Patrol vehicle replacements
 - + New Patrol vehicle (additional officer)
 - + Fire Division Chief
 - + Public Works crew cab
 - + Pay Loader (financed by retired Swap Loader debt)
 - + Leaf Truck (dependent upon approval of Yard Waste Fee)
 - + UTV (negotiating with Eastern Wake EMS)
 - + Fire Ladder and Engine (on-going payments)
 - + Light Tower (joint-use by Fire, Police, and Public Works)

- **Service Equipment**
 - + Turn Out gear (replacements and second set for cancer precautions)
 - + K9 (K9 Pas is retiring)
 - + Police: Field surveillance cameras
 - + Fire: Thermal Image camera

- **Information Technology**
 - + Community Center card access (second phase of vulnerability improvements)
 - + Council Chamber AV upgrades (Phase III of III)
 - + Police Interview Room upgrades

- Property Management: Facilities
 - + Fire Station #2 location
 - + Police HVAC
 - + Public Works Shed
 - + Wakelon School transition to Municipal Complex (payments on-going)
 - + Building Maintenance loan (last payment)

- Property Management: Parks
 - + Gill Street: Picnic Areas and Court Renovation
 - + Zebulon Elementary School-Park: Walking track
 - + Little River Park: Kudzu eradication and Phase II Archaeological study

- Community and Economic Development
 - + Alleyway Activation Phase II
 - + Town Branding
 - + Wayfinding (downtown and interchanges)
 - + Building Upfit Grant
 - + Façade and Streetscape Grants

2. Operating Programs

- Positions

- + Fire Code Inspector -> Fire Marshal

Wake County cannot meet Zebulon's level of service for fire investigations. The upgrade of the Fire Code Inspector adds fire investigation skills within the Fire Department (currently these duties fall exclusively to the Chief), and creates a safety coordinator liaison with the Occupational Health and Safety Agency (OSHA). This position will be the point of contact for all OSHA inquiries and investigations and will serve as the coordinator of the Town's safety education and compliance programs.

- + Patrol Officer

We operate patrols with adequate staffing but limited margin. Casework such as involuntary commitments and jail transports can eliminate that margin as officers remain on scene or leave Zebulon. Coupled with time to provide testimony at court cases, this leads to an increasing number of minimum staffing on patrols. Minimum staffing not only creates safety concerns, but also limits the ability to self-initiate cases that proactively disrupt crime or develop community policing.

- + PT Parks Maintenance -> FT Parks Maintenance

As stated last year, the composite of part-time employees is inadequate to maintain our comparatively expansive park system. Bringing the Beaverdam Greenway on-line compounds this issue. 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 last year. The FY '22 Budget funds the transition of a part-time position into a full-time position.

- + Athletic Coordinator -> Parks Manager

Adapting to COVID-19 related shutdowns, and the insufficient attention to maintenance (see above), Athletic Coordinator duties were transitioned into a Parks Manager position. As detailed in the Parks and Recreation Requested Operating Budget, this is part of a departmental reorganization to meet the changing needs of Zebulon.

- + Firefighter

Adapting to market related turnover, an additional position was funded through lapsed salaries to act as a "rotator" among shifts with an open position.

- + Permit Technician -> Planner
The implementation of plan review software, as well as streamlining of the permit review process, has not only allowed us to stave off the need for an additional Permit Technician position (see FY '21 "Requests Not Proposed"), but will allow us the opportunity to convert an existing Planning Technician into a Planner position. The efficiency of the permitting process, and the complexity of site plan submissions (examples such as Planned Development Districts, Special Use Permits, and Bungalow Courts) is driving the need to convert a Permit Technician position into a Planner position.
- Positions Not Recommended
 - + Police Officer
This is the second of two positions requested. Revenue reductions limited the opportunity to fund this additional position, but the upcoming year will allow us time to evaluate how the recommended position addresses staffing. Additionally, the results of the market study may indicate funds should address pay issues before manpower issues.
 - + Development Services Engineer
The FY '22 Budget funds contracting these services out in the coming year. Funds to support the contract depends upon adding a development review fee to the Fee Schedule.
 - + Assistant Public Works Director
As stated last year and indicated with the Planner and Development Services Engineer position requests, the complexity of development review has picked up substantially in the Planning Department. Additionally, the need for more project management and technical expertise has increased in the Public Works Department as more capital projects are designed and transitioning towards construction. While the revenue shortfall continues to delay this decision, we are approaching the need to bring on dedicated engineering skills within this organization to address the needs seen in Planning and Public Works. The cost to bring on engineering skills is the equivalent of hiring at the grade of our highest Department Director. Hiring this position can only be justified through the creation of a new department which is not financially feasible for several years.

We will evaluate how to create an Engineering Department and how that may affect the structure and responsibilities of other Departments.

- + **3-person Crew**

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 prevented us from acting on this request last year, but afforded us time to evaluate if the contracting of parks landscaping can free up staff to work on storm-water maintenance. The contracting of parks landscaping was successful and is proposed to be expanded in the FY '22 Budget. The intent is to free up workload to allow an opportunity to focus upon stormwater maintenance with the existing staffing in the Public Works.

- + **Part Time Public Works Service Technician**

As stated in the Budget Message, the Town has held onto some services through habit at the same time we're experiencing growth. We're reassessing the primary duties and responsibilities of this department before we expand personnel.

- + **Economic Development Specialist**

We simply do not have the payroll to support this position. Our primary focus in the upcoming year will be centered on the revitalization of downtown through participation in the NC Main Street Program. We should use the year ahead to evaluate how to operationalize the Economic Development section of the Comprehensive Plan's Land Use Chapter. Once this is complete, we can determine what we want and how to achieve it.

- + **Market Adjustments**

The Comprehensive Pay and Classification Study will show how Zebulon compares with the salaries in adjacent municipalities. Budget Work-Session #3 will provide examples of how this is affecting service delivery. The cost to address these issues is unknown and is not included in the FY '22 Budget. We will however begin the conversation to develop the best way to address these issues.

MAJOR REVENUES

1. Property Tax ~ \$7,670,500

Property Classification	Projected Value (FY 20)
Real Property (e.g. land, buildings)	\$918,000,000
Personal Property (e.g. equipment, vehicles)	\$477,000,000

- Property Tax Rate = 55¢ / \$100 valuation
- Operating Tax Rate = 47.6¢ / \$100 valuation => \$6,642,500
- Capital Tax Rate (7.4¢ / \$100 valuation) => \$1,028,000
- Expected Collection Rate ~ 99.25%

2. Unrestricted Intergovernmental ~ \$1,927,500

- Sales Tax (generally retail sales, an indicator of business activity)
 - + Total (retail sales across state (Article 39, 40, 42, & 44)
 - + Article 39 only (retail sales within Wake County)
 - + Reinvested growth of Article 39 back into local Econ. Develop. programs
- Franchise (state levied tax on utilities (ex. electric, gas))

3. Restricted Intergovernmental (revenue restricted to specific use) ~ \$724,500

- Powell Bill (gasoline tax)
- Wake County Fire Tax (fire protection outside Town)
- PEG (public access programming contract with “PEG Media”)

4. Permits and Fees ~ \$381,500

- Zoning Permits and Fees
- Inspection Fees

5. Sales and Service ~ \$840,500

- Refuse Collection (Yard Waste fee added)
- Recreation

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

7. Savings = \$12,012,497⁹

- Unassigned = \$7,278,553
- Restricted = \$1,995,272
- Committed = \$828,672
- Assigned = \$1,910,000

8. Debt

Project	FY '21 Payments	Retirement Date
Municipal Complex	\$288,175	FY 2029
Building Maintenance: ZMC HVAC, ZMC & Police Fire Alarm, Fire Dept. Roof, PW Radio System	\$48,400	FY 2023
Fire Ladder*	\$82,000	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.		

⁹ Comprehensive Annual Financial Report of the Town of Zebulon (fiscal year ending June 30, 2020)

BUDGET CYCLE PHASES

1. Preparation (concludes at Budget Presentation)

- Oct. 6, 2020: Budget Kickoff
- Dec. 7, 2020: Comprehensive Annual Financial Report delivered to Board
- Jan. 11, 2021: Strategic Plan Grant applications posted
- Jan. 31, 2021: Operating Budget requests due
- Feb. 8, 2021: Strategic Plan Grant applications due
- Mar. 1, 2021: Capital Budget requests due
Non-Profits present Strategic Plan Grant applications
- May 3, 2021: Budget presented to Board and general public
- May 4-7, 2021: Budget distributed for public review and comment

2. Legislative Adoption (concludes at Budget Ordinance Adoption)

- May 11: Work-Session #1
 - Community and Economic Development
 - Stormdrainage
- May 19: Work-Session #2
 - Walkability
 - Property Management
- May 27: Work-Session #3
 - Market Study
 - Property Management
 - Streets and Thoroughfares
- June 7: 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
- August Regular Meeting: Strategic Plan Update

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

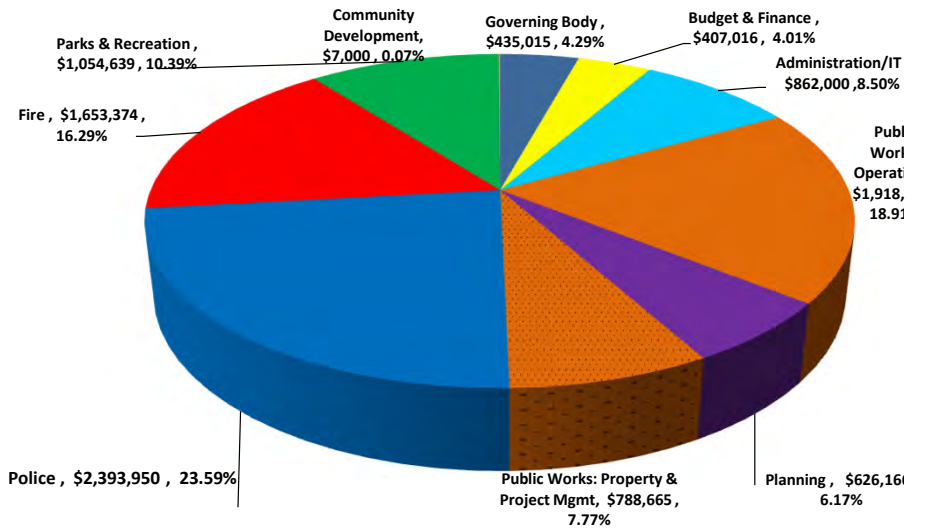
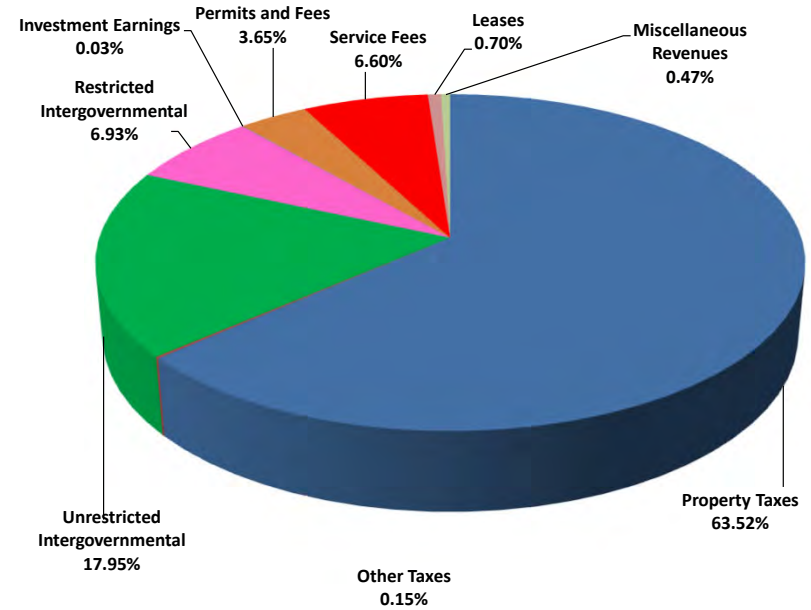
Town of Zebulon General Fund Budget at a Glance
Fiscal Year 2021-2022

Bobby Fitts:
6.5% growth on real property based on permit activity; flat business personal property

Revenues	FY 2023	FY 2022	FY 2021
Property Taxes	\$ 6,966,500	\$ 6,642,500	\$ 7,688,350
Other Taxes	\$ 15,400	\$ 15,400	\$ 15,460
Unrestricted Intergovernmental	\$ 1,924,000	\$ 1,877,500	\$ 1,913,984
Restricted Intergovernmental	\$ 790,500	\$ 724,500	\$ 1,086,526
Investment Earnings	\$ 10,000	\$ 3,500	\$ 3,587
Permits and Fees	\$ 251,500	\$ 381,500	\$ 329,244
Service Fees	\$ 738,000	\$ 690,500	\$ 724,094
Leases	\$ 74,600	\$ 72,900	\$ 68,393
Miscellaneous Revenues	\$ 50,000	\$ 49,500	\$ 287,984
Fund Balance Appropriation	\$ -	\$ 30,000	\$ -
Total Operating Revenues	\$ 10,820,500	\$ 10,487,800	\$ 12,117,622

Capital Revenues	FY 2023	FY 2022	FY 2021
Installment Financing Proceeds	\$ -	\$ 315,000	\$ -
Dedicated Prop Tax (\$0.074 (\$0.05-Capital; \$0.017-Fire Apparatus; \$0.007-Stormwater))	\$ 1,075,000	\$ 1,028,000	\$ 1,005,000
Fund Balance Appropriation	\$ -	\$ 1,490,000	\$ 1,410,000
Sales Tax	\$ 50,000	\$ 50,000	\$ 50,000
Wake County Fire (County Cost Share)	\$ 47,000	\$ 45,000	\$ 48,200
Greenways/Bicycles/Pedestrian Capital Reserve	\$ -	\$ 315,000	\$ 20,000
Capital Reserve Appropriation	\$ -	\$ -	\$ -
Yard Waste Fee	\$ -	\$ 150,000	\$ 160,000
Motor Vehicle Tax (\$30.00/vehicle)	\$ 160,000	\$ 145,000	\$ 95,000
Stormwater Capital Reserve	\$ -	\$ 63,000	\$ 4,000
Development Fees	\$ 515,000	\$ 600,000	\$ 470,000
Powell Bill	\$ 128,000	\$ 347,000	\$ 127,000
Grants	\$ -	\$ 30,000	\$ 50,000
Total Revenues & Other Financing Sources	\$ 12,795,500	\$ 15,065,800	\$ 15,556,822

Operating Expenditures (Recommended)	FY 2022	FY 2021
Governing Body (410)	\$ 435,015	\$ 431,094
Budget & Finance (420)	\$ 407,016	\$ 403,250
Administration/IT (430)	\$ 862,000	\$ 873,530
Contract Services/Taxes (450)	\$ -	\$ -
Stadium (470)	\$ -	\$ -
Planning (490)	\$ 626,166	\$ 563,407
Public Works: Property & Project Management Division (500)	\$ 788,665	\$ 824,140
Police (510)	\$ 2,393,950	\$ 2,450,393
Public Works: Operations Division (520)	\$ 1,918,900	\$ 1,722,751
Fire (530)	\$ 1,653,374	\$ 1,503,464
Streets (560)	\$ -	\$ -
Powell Bill (570)	\$ 4,500	\$ 2,500
Sanitation (580)	\$ -	\$ -
Stormwater (590)	\$ -	\$ -
Parks & Recreation (620)	\$ 1,054,639	\$ 959,971
Community & Economic Development (690)	\$ 7,000	\$ 50,000
Total Operating Expenditures	\$ 10,151,225	\$ 9,784,500
Total Prior Existing Debt Service	\$ 336,575	\$ 345,700
Total Operating & Debt Service Expenditures	\$ 10,487,800	\$ 10,130,200
Total Capital Expenditures	\$ 4,506,000	\$ 3,425,200
Total New Debt Service	\$ 72,000	\$ -
Total Expenditures	\$ 15,065,800	\$ 13,555,400



ORDINANCE 2021-74

Town of Zebulon Fiscal Year 2021-2022 Budget Ordinance

BE IT ORDAINED, consistent with North Carolina General Statutes, Chapter 159-13, that on June 23, 2021, the Board of Commissioners for the Town of Zebulon approved the operating budget for Fiscal Year 2021-2022. 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, 2021 is hereby established as the tax rate for the Town of Zebulon for Fiscal Year 2021-2022. 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	\$7,628,000
Property Taxes-Prior Years	29,000
Tax Penalty & Interest	13,500
Rental Vehicle Taxes	15,000
Privilege License Taxes	400
Motor Vehicle Decal Fees	145,000
Wake County Sales Tax -1 Cent (Article 39)	580,000
Wake County Sales Tax – ½ Cent (Articles 40 & 42)	525,000
Wake County Sales Tax – ½ Cent (Article 44)	185,000
NC Utilities Franchise Taxes	590,000
NC Video Programming Taxes	26,000
NC Beer & Wine Taxes	21,500
PEG Channel Funds	54,000
NC Powell Bill Funds	131,500
Wake County Fire Tax Distribution	696,900
Additional Fire Tax Revenue	10,500
Lease Purchase Proceeds	315,000
FEMA Grant	30,000
Solid Waste Disposal Tax Distribution	3,600
Interest Earnings-General Fund	3,500
Officer & Jail Fees	1,500
Zoning Permits & Fees	220,000
Street & Sidewalk Inspection Fees	80,000
PW Inspection Fees	20,000
Stormwater Mapping Fees	30,000

Greenway Inspection Fees	5,000
Fire Inspection Fees	25,000
Industrial Dr Traffic Control-Nomaco	6,000
Industrial Dr Traffic Control-EW Academy	6,000
Refuse Collection Fees	775,000
Youth Athletic League Fees	15,000
Adult Athletic League Fees	1,000
Recreation Program Sponsorships	2,000
Recreation Class Fees	15,000
Park Facility Rental Fees	6,000
Farmers Market Vendor Fees	1,500
Community Center Rental Fees	4,000
Recreation Camp Fees	9,000
Lease Payments-Stadium	4,500
Lease Payments-Cell Towers	68,400
Miscellaneous Revenues	7,500
Wake County ABC Distribution	42,000
Transportation Impact Fees	200,000
Fund Balance Appropriation	2,490,000
	<hr/>
Total Revenues & Funding Sources	\$15,037,800

B. Authorized Expenditures

Governing Body	
Operating	\$435,015
Budget & Finance	
Operating	407,016
Administration	
Operating	882,000
Capital	118,000
Planning	
Operating	626,166
Capital	6,200
Public Works – Property & Project Management	
Operating	798,665
Capital	985,000
Debt Service	330,775
Police	
Operating	2,398,950
Capital	332,200

Public Works - Operations	
Operating	1,928,900
Capital	1,286,000
Debt Service	72,000
Fire	
Operating	1,703,374
Capital	175,200
Debt Service	171,800
Powell Bill	
Operating	4,500
Capital	347,000
Parks & Recreation	
Operating	1,084,639
Capital	647,400
Community & Economic Development	
Operating	57,000
Capital	240,000
Total Expenditures	\$15,037,800

Section III. N. Arendell Avenue Capital Project Fund.

A. Anticipated Revenues & Funding Sources

Transfer from General Fund	<u>\$175,000</u>
Total Revenues & Funding Sources	\$175,000

B. Authorized Expenditures

Engineering Design	<u>\$175,000</u>
Total Expenditures	\$175,000

Section IV. Fee Schedule

There is hereby established for Fiscal Year 2021-2022 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 2021-2022 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 2021-2022 a 1.4% 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 2021-2022. 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 23rd day of June, 2021.

Effective July 1, 2021.



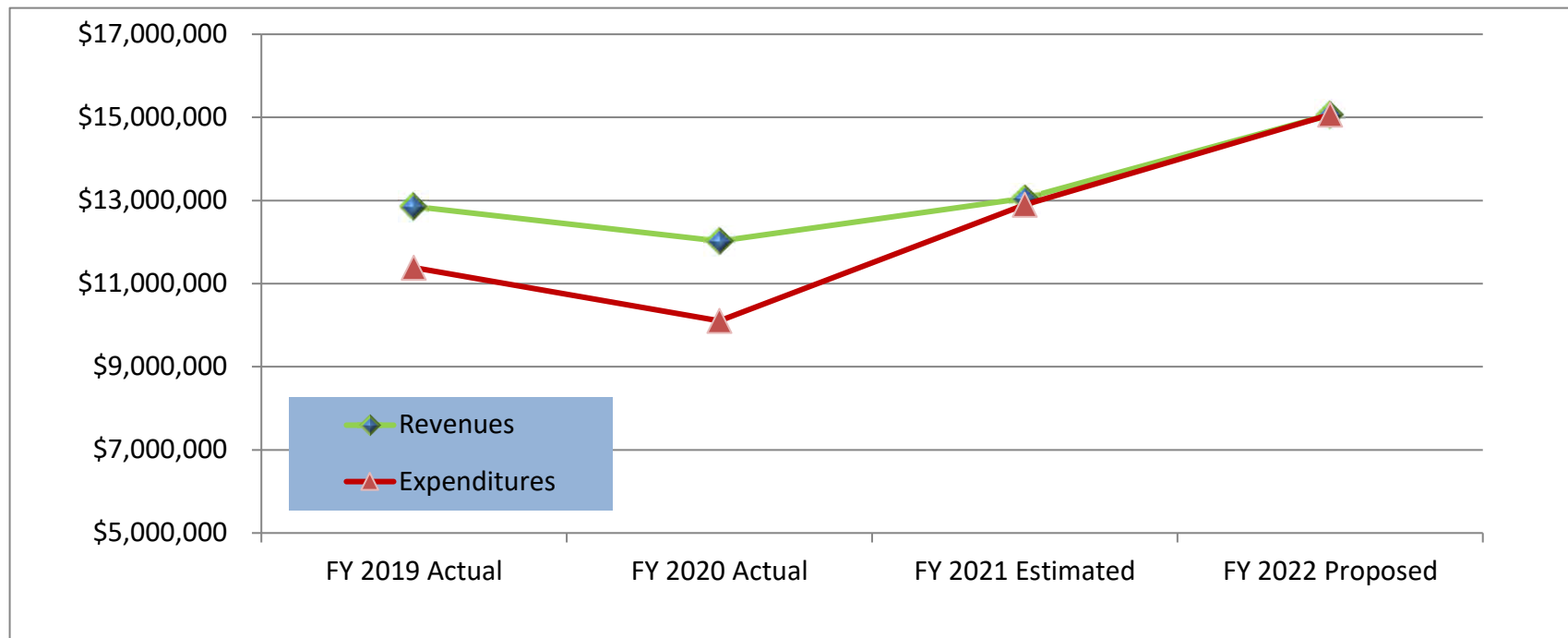

Robert S. Matheny—Mayor


Lisa M. Markland, CMC—Town Clerk

**Town of Zebulon Budget Summary
Fiscal Year 2021-2022**

Revenues & Outside Financing Sources	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Proposed
General Fund	\$ 12,852,652	\$ 12,024,123	\$ 13,051,666	\$ 15,065,800
	-	-	-	-
Total Revenues	\$ 12,852,652	\$ 12,024,123	\$ 13,051,666	\$ 15,065,800

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Proposed
General Fund	\$ 11,379,987	\$ 10,106,882	\$ 12,895,048	\$ 15,065,800
	-	-	-	-
Total Expenditures	\$ 11,379,987	\$ 10,106,882	\$ 12,895,048	\$ 15,065,800



Town of Zebulon General Fund Revenue Summary
Fiscal Year 2021-2022

	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2021 Estimated	FY 2022 Projected	% Increase (Decrease) Budget
Property Taxes	\$ 6,562,235	\$ 7,095,333	\$ 6,614,800	\$ 7,688,350	\$ 6,642,500	0%
Other Taxes	60,270	101,478	15,500	15,460	15,400	-1%
Unrestricted Intergovernmental	1,817,092	1,812,340	1,742,600	1,913,984	1,877,500	8%
Restricted Intergovernmental	874,122	863,884	834,500	1,086,526	724,500	-13%
Private Grants/Contributions	7,474	6,000	-	-	-	0%
Investment Earnings	219,633	160,642	120,000	3,587	3,500	-97%
Permits and Fees	249,963	325,463	271,500	329,244	381,500	41%
Service Fees	827,173	813,991	653,000	724,094	690,500	6%
Leases	73,537	87,491	59,500	68,393	72,900	23%
Miscellaneous Revenues	215,570	92,599	88,319	287,984	49,500	-44%
Fund Balance Appropriation	-	-	-	-	30,000	100%
Total Revenues	\$ 10,907,070	\$ 11,359,220	\$ 10,399,719	\$ 12,117,622	\$ 10,487,800	1%
<i>Other Financing Sources for Capital</i>						
Property Tax (Dedicated & Growth)	-	-	1,005,000	-	1,028,000	
Transportation Development Fees	-	15,419	-	-	-	
Fee-in-Lieu	63,710	63,136	-	11,044	-	
Transportation Impact Fees	181,873	426,849	140,000	500,000	600,000	
Greenway Impact Fees	-	-	-	-	-	
Motor Vehicle Tax	-	-	-	-	145,000	
Wake County Fire (Cost Share)	-	-	-	-	45,000	
Sales Tax	-	-	-	-	50,000	
Capital Reserve Appropriations	-	-	48,200	-	378,000	
Grants	-	-	-	-	30,000	
Yard Waste Fee	-	-	-	-	150,000	
Powell Bill Appropriation	-	-	-	-	347,000	
Installment Loan Proceeds	1,700,000	-	-	-	315,000	
Fund Balance Appropriation	-	-	1,784,141	-	1,490,000	4,578,000
Total Revenues & Other Financing Sources	\$ 12,852,653	\$ 11,864,624	\$ 13,377,060	\$ 12,628,666	\$ 15,065,800	13%

**Town of Zebulon General Fund Revenue Budget
Fiscal Year 2021-2022**

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimated	FY 2022 Projected	% Increase (Decrease)
<i>Property Taxes</i>						
Property Taxes -- Current Year	\$ 6,535,528	\$ 7,068,860	\$ 6,574,300	\$ 7,600,000	\$ 6,600,000	0%
Property Taxes -- 1st Prior Year	11,797	8,675	25,000	68,000	25,000	0%
Property Taxes -- 2nd Prior Year	3,268	528	2,500	2,600	2,000	-20%
Property Taxes -- 3rd Prior Year	294	680	1,000	900	1,000	0%
Property Taxes -- Other Prior Year	611	1,334	1,000	850	1,000	0%
Tax Penalty & Interest	10,737	15,255	11,000	16,000	13,500	23%
Total Property Taxes	6,562,235	7,095,333	6,614,800	7,688,350	6,642,500	0%
<i>Other Taxes</i>						
Local Housing Tax	-	-	-	-	-	0%
Rental Vehicle Taxes	15,437	17,237	15,000	14,700	15,000	0%
Privilege License Taxes	500	433	500	760	400	-20%
Motor Vehicle Taxes	44,333	83,808	-	-	-	#DIV/0!
Total Other Taxes	60,270	101,478	15,500	15,460	15,400	-1%
<i>Unrestricted Intergovernmental</i>						
Wake County Sales Tax - 1 Cent (Article 39)	504,285	508,999	477,000	570,000	530,000	11%
Wake County Sales Tax - 1/2 Cent (Articles 40 & 42)	455,054	454,855	428,500	516,000	525,000	23%
Wake County Sales Tax - 1/2 Cent (Article 44)	161,125	155,350	149,000	181,000	185,000	24%
NC Utilities Franchise Taxes	633,812	627,228	640,000	590,000	590,000	-8%
NC Video Programming Taxes	27,578	25,534	26,900	26,700	26,000	-3%
Wake County SWLF Distribution	14,061	18,928	-	9,784	-	0%
NC Beer & Wine Taxes	21,176	21,445	21,200	20,500	21,500	1%
Total Unrestricted Intergovernmental	1,817,092	1,812,340	1,742,600	1,913,984	1,877,500	8%

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

Bobby Fitts:
Directed to capital

Bobby Fitts:
Based on NCLM revenue estimates; less Article 39 \$50,000 to Capital Revenues

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimated	FY 2022 Projected	% Increase (Decrease)
<i>Restricted Intergovernmental</i>						
NC PEG Supplement	\$ 54,054	\$ 54,705	\$ 54,000	\$ 54,054	\$ 54,000	0%
NC Powell Bill Funds	129,680	136,019	129,500	133,040	4,500	-97%
Wake County Reimbursement -- Stadium			-	-	-	0%
State Forfeiture Funds	1,749	2,104	-	100	-	0%
Public Safety Grant	23,782	-	-	-	-	-100%
NC Department of Commerce (Rural Econ. Dev. Grant)	-	-	-	50,000	-	0%
Wake County Fire Tax Distribution	653,531	637,978	640,200	647,500	651,900	2%
Additional Fire Revenue	7,641	9,693	7,500	11,200	10,500	40%
CARES Act Reimbursement	-	19,532		187,532	-	0%
Wake County-Elect. Recycling Mgt Fund Dist	268	74		268	-	0%
Solid Waste Disposal Tax Distribution	3,416	3,779	3,300	2,831	3,600	9%
Total Restricted Intergovernmental	874,122	863,884	834,500	1,086,526	724,500	-13%
<i>Private Grants/Contributions</i>						
United Arts Council Grant	5,000	3,500	-	-	-	0%
NC Dept. of Agriculture (Farmers Market Grant)	2,474	-	-	-	-	
NCLM Grant (COVID-19)		2,500	-	-	-	0%
Total Private Grants/Contributions	7,474	6,000	-	-	-	0%
<i>Investment Earnings</i>						
Interest Earnings	212,567	155,643	120,000	3,500	3,500	-97%
Interest Earnings -- Powell Bill	7,064	4,997	-	85	-	0%
Interest Earnings -- Forfeiture Funds	2	2	-	2	-	0%
Total Investment Earnings	219,633	160,642	120,000	3,587	3,500	-97%

Bobby Fitts:
 \$131,500 - 4,500 (Powell
 Bill Reporting) = 127,000
 for street paving

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimated	FY 2022 Projected	% Increase (Decrease)
<i>Permits and Fees</i>						
Officer & Jail Fees	\$ 1,838	\$ 1,346	\$ 1,500	\$ 1,200	\$ 1,500	0%
Civil Citation Fees	355	375		575	-	0%
Zoning Permits & Fees	177,172	256,723	150,000	255,000	220,000	47%
Code Enforcement Fees	-	1,514	-	628	-	0%
Street & Sidewalk Inspection Fees	40,823	36,979	60,000	37,959	80,000	33%
PW Inspection Fees	13,670	11,538	20,000	14,912	20,000	0%
Stormwater Mapping Fees	-	-	-	-	30,000	
Greenway Inspection Fees	230	630	-	1,470	5,000	0%
Fire Inspection Fees	15,875	16,358	40,000	17,500	25,000	-38%
Total Permits and Fees	249,963	325,463	271,500	329,244	381,500	41%
<i>Service Fees</i>						
Report Fees	1,386	1,567	1,000	1,200	-	0%
Industrial Dr Traffic Control Contribution-Nomaco	6,000	6,000	6,000	2,000	6,000	0%
Industrial Dr Traffic Control Contribution-EW Academy	6,000	6,000	6,000	2,000	6,000	0%
Police/Fire Off-duty Work Reimbursement	35,053	24,022	-	3,000	-	
Refuse Collection Fees	470,114	538,233	555,000	615,000	625,000	13%
Stormwater Fees	113,554	121,441		40,361	-	#DIV/0!
Cemetery Fees	8,474	11,050		5,950	-	0%
Youth Athletic League Fees	35,213	20,452	25,000	9,200	15,000	-40%
Adult Athletic League Fees	2,700	2,340	2,000	1,000	1,000	0%
Recreation Program Sponsorships	7,354	5,100	4,000	8,400	2,000	-50%
Recreation Class Fees	20,119	17,542	20,000	9,643	15,000	-25%
Park Facility Rental Fees	23,625	9,628	10,000	6,865	6,000	-40%
Farmer's Market Vendor Fees	2,040	3,160	1,000	2,350	1,500	0%
Farmer's Market Sponsorship Fees	3,100	3,850	-	6,600	-	0%
Farmers Market - EBT Matching Donations	1,500	1,500	-	-	-	0%
Community Center Rental Fees	20,896	16,366	15,000	-	4,000	-73%
Recreation Senior Programs	53,991	18,420	-	-	-	#DIV/0!
Recreation Camp Fees	16,055	7,320	8,000	10,525	9,000	13%
Municipal Complex Facility Rental	-	-	-	-	-	0%
Total Service Fees	827,173	813,991	653,000	724,094	690,500	6%
<i>Leases</i>						
Lease Payments -- Baseball	4,348	4,455	4,500	-	4,500	0%
Rental Income -- Cell Tower Sites	69,189	83,035	55,000	68,393	68,400	24%
Total Leases	73,537	87,491	59,500	68,393	72,900	23%

Bobby Fitts:
 \$0.007 of tax rate;
 Stormwater fee
 eliminated in FY 21

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimated	FY 2022 Projected	% Increase (Decrease)
<i>Miscellaneous Revenues</i>						
Miscellaneous Revenues	\$ 6,486	\$ 13,078	\$ 12,769	\$ 16,283	\$ 7,500	-41%
Shop with a Cop Donations	\$ 4,668	\$ 4,435	\$ 4,200	\$ 4,200	\$ -	-100%
Insurance Proceeds	10,684	3,311	37,350	37,580	-	0%
Wake County ABC Revenue Distribution	45,791	49,303	34,000	53,652	42,000	24%
Centennial Item Sales	-	36	-	50	-	0%
Sale of Materials	3,758	652	-	1,244	-	0%
Sale of Fixed Assets	144,184	21,783	-	174,975	-	0%
Total Miscellaneous Revenues	215,570	92,599	88,319	287,984	49,500	-44%
Fund Balance Appropriation	-	-	-	-	30,000	
Total Revenues	\$ 10,907,070	\$ 11,359,220	\$ 10,399,719	\$ 12,117,622	\$ 10,487,800	1%
<i>Other Financing Sources for Capital</i>						
Property Tax (Dedicated & Growth)			1,005,000	-	\$ 1,028,000	
Developer Reimbursements		15,419	-	-	-	
Fee-in-Lieu	63,710	63,136	-	11,044	-	
Transportation Impact Fees	181,873	426,849	140,000	500,000	200,000	
Greenway Impact Fees	-	159,500	-	180,000	-	
Lease Purchase Proceeds	1,700,000	-	-	-	315,000	
Motor Vehicle Tax	-	-	95,000	145,000	145,000	
Capital Reserve Appropriation	-	-	13,000	-	-	
Stadium Capital Reserve	-	-	20,000	-	-	
Powell Bill (Capital Portion)	-	-	127,000	-	127,000	
Wake County Fire (Cost Share)	-	-	48,200	48,000	45,000	
NC Department of Commerce Grant	-	-	50,000	50,000	-	
Sales Tax	-	-	-	-	50,000	
Transportation Impact Fees Reserve Appropriation	-	-	330,000	-	400,000	
FEMA Grant	-	-	-	-	30,000	
Yard Waste Fee	-	-	-	-	150,000	
Stormwater Capital Reserve	-	-	4,000	-	63,000	
Greenway/Bicycle/Pedestrian Capital Reserve	-	-	-	-	315,000	
Streets & Thoroughfare Capital Reserve	-	-	133,000	-	-	
Powell Bill Reserve Appropriation	-	-	-	-	220,000	
Fund Balance Appropriation	-	-	1,784,141	-	1,490,000	
Total Revenues & Financing Sources	\$ 12,852,652	\$ 12,024,123	\$ 14,149,060	\$ 13,051,666	\$ 15,065,800	6%

Bobby Fitts:
Based on tax rate of
\$0.074

Town of Zebulon General Fund Summary Expenditure Budget
Fiscal Year 2021-2022

	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Requested	FY 2022 Recommended
Governing Body (410)	\$ 354,712	\$ 392,546	\$ 437,594	\$ 461,385	\$ 435,015
Budget & Finance (420)	337,893	346,472	403,250	416,425	407,016
Administration/HR/IT (430)	600,720	744,360	969,365	1,008,559	862,000
Contract Services/Taxes (450)	20,458	23,114	-	-	-
Stadium (470)	44,763	41,103	-	-	-
Planning (490)	336,698	415,737	571,757	856,048	626,166
Public Works: Property & Project Management Divison (500)	529,672	693,802	848,040	1,002,621	788,665
Police (510)	2,135,174	2,167,929	2,479,442	2,661,404	2,393,950
Public Works: Operations Division (520)	-	-	1,750,443	2,118,800	1,918,900
Fire (530)	1,332,007	1,341,568	1,520,964	1,694,660	1,653,374
Streets (560)	423,285	454,139	-	-	-
Powell Bill (570)	26,994	13,790	2,500	4,500	4,500
Sanitation (580)	859,104	869,524	-	-	-
Stormwater (590)	171,965	175,445	-	-	-
Parks & Recreation (620)	799,793	739,348	976,706	1,094,622	1,054,639
Community & Economic Development (690)	12,197	41,652	63,762	127,000	7,000
Total Operating Expenditures	\$ 7,985,435	\$ 8,460,529	\$ 10,023,823	\$ 11,446,024	\$ 10,151,225
Existing Debt Load	746,176	905,186	585,746	336,625	336,575
Proposed Debt Load			-	-	72,000
Capital Budgeting Expenditures	689,354	2,420,280	2,318,441	4,506,000	4,506,000
Total Expenditures	\$ 9,420,965	\$ 11,785,995	\$ 12,928,010	\$ 16,288,649	\$ 15,065,800

Governing Body Department Budget (410)
Fiscal Year 2021-2022

	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Requested	FY 2022 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 35,648	\$ 36,895	\$ 38,400	\$ 40,000	\$ 39,600	
Professional Services	261,860	297,860	318,750	323,213	300,000	Wyrick Robbins:\$250K, Audit: \$30k, Retreat: \$12k
FICA	3,542	3,920	3,000	3,200	3,100	
Group Insurance (Health)	28,037	27,756	37,200	37,800	37,800	
Postage	-	15	508	515	515	
Cell Phones	600	600	600	600	600	
Travel/Training	3,411	3,208	9,500	9,633	9,500	\$1,500/commissioner, \$2,000/mayor
Equipment Maintenance	-	-	508	515	500	
Materials/Supplies	3,075	3,917	3,500	3,549	3,400	
Elections (Paid every other year)	-	9,780	-	15,000	15,000	Does not include early voting
Insurance & Bonds (Property/Workers Comp)	3,236	3,475	4,778	4,845	4,700	
Appointed Board Appreciation & Recognition	-	-	3,050	3,093	3,000	
Uniforms (New line item)	-	-	-	600	600	\$50/shirt; 2 per Board member
Citizen's Academy	-	-	2,000	2,000	-	Incorporated into PD, FD, "Local Government 101"
Triangle J COG	1,870	-	2,000	2,028	2,000	
NCLM Membership	5,783	-	6,000	6,084	6,000	
School of Government Membership	605	-	700	710	700	
Strategic Plan Grants	5,000	5,000	5,000	5,000	5,000	
CAMPO Membership	1,869	-	2,100	3,000	3,000	
Total Operating Budget	354,712	392,546	437,594	461,385	435,015	

Reflects an alteration to Requested Budget

Budget & Finance



Debt Management

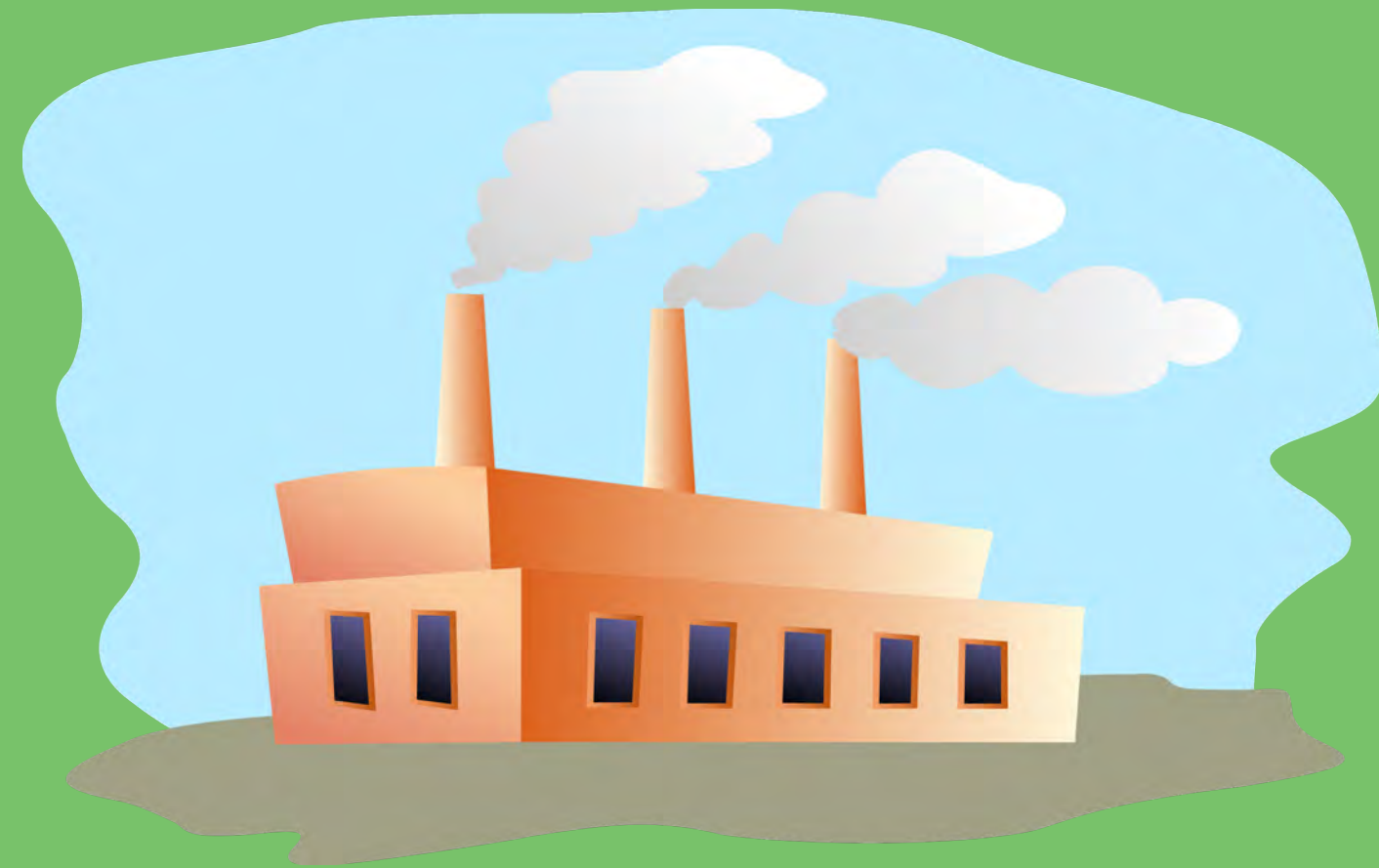
AA-

Standard & Poor's
Bond Rating

Aa3

Moody's
Bond Rating

Approximately 65% of tax
base is commercial



Cash Management

How Your Tax \$ was Spent



- Streets/Sanitation/Stormwater Operations - 27.6 cents
- General Government - 18.5 cents
- Police Services - 18.3 cents
- Fire Protection - 13.6 cents
- Parks & Recreation - 11.5 cents
- Property & Project Management - 10.5 cents



Financial Reporting

TOWN OF ZEBULON
NORTH CAROLINA



COMPREHENSIVE ANNUAL FINANCIAL REPORT
For the Fiscal Year Ended June 30, 2020

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

Budget & Finance Department Budget (420)
Fiscal Year 2021-2022

	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Requested	FY 2022 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 182,064	\$ 174,145	\$ 201,300	\$ 205,300	\$ 204,600	
Professional Services	6,647	6,665	6,800	6,900	6,900	
FICA	13,832	13,360	15,450	15,750	15,700	
Group Insurance (Health)	16,046	14,850	18,600	18,850	18,850	
Retirement	23,144	24,318	30,600	33,700	33,550	
Unemployment Compensation	4,114	1,138	2,500	2,500	2,500	
Retiree Insurance Benefits	51,702	57,431	60,000	64,000	64,000	
Postage	1,440	2,412	2,000	2,025	2,025	
Cell Phones	600	600	600	600	600	
Travel/Training	3,338	2,078	5,000	5,050	2,500	FY 20 Actuals
Equipment Maintenance	-	-	500	500	500	
Advertising	-	-	200	200	200	
Materials/Supplies	2,358	2,391	3,100	3,125	2,400	FY 20 Actuals
Mail Room Supplies	2,803	3,114	3,100	3,125	3,125	
Printing/Copying	5,817	6,617	5,300	5,350	5,300	
Newsletter	-	-	-	-	-	
Computers	755	-	-	-	-	
Contracted Services	18,961	10,477	16,500	16,700	12,000	Wyrick Robbins charges applied to Governing Body
Contracted Services (Wake Co. Tax Collection)	-	23,114	26,000	27,000	26,516	
Insurance & Bonds (Property/Workers Comp)	4,212	3,763	5,700	5,750	5,750	
Total Operating Budget	337,893	346,472	403,250	416,425	407,016	

Reflects an alteration to Requested Budget

ADMINISTRATION 2020

Provide a means to be successful for those we work with.

SUPPORT

Human Resources
IT Services
Wellness
Elected Officials



Human Resources

- 348 Applications Reviewed
- 18 New Hires/Promotions
- Staying current on changes to HR practices due to COVID
- Sent out an RFP and hired a new Insurance Broker

IT Services

- Improved Security Protocols
- Replaced 20 Computers
- Implemented a Work Order System
- Regular weekly departmental checks

Wellness

- Wellness Baskets for each dept.
- Maintain Don't Gain Challenge
- Biometric Screenings
- Healthy Smoothie Bar

Elected Officials

- Monthly Meeting Preparation
- Coordinated the changes in how meetings were conducted due to COVID
- Develop and Planned Retreat
- Coordinate Trainings

ENGAGEMENT

Community
Social Media &
Website



Social Media and Website

- 23% increase in Facebook Followers
- Total People Reached on Facebook increased 75%
- Livestreamed meetings on YouTube
- Nextdoor became an additional platform utilized to reach the community.
- Pages added to the website sharing COVID updates and Planning information.

Community

- Provided Free Masks
- Began using Public Input to gather feedback from the public

PARTNERSHIPS

Wake County
Management Team
Zebulon Chamber



Wake County

- Attend EOC meetings for COVID information
- PPE acquisition and distribution
- Fire Department cost sharing

Zebulon Chamber

- Business Retention
- Virtual Yearly Meeting
- Shared COVID information with membership

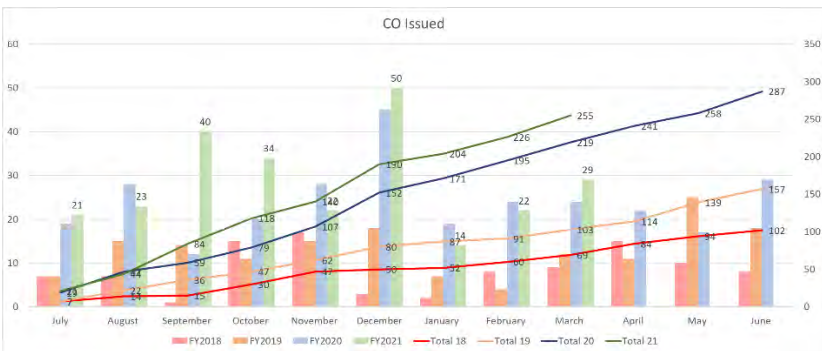
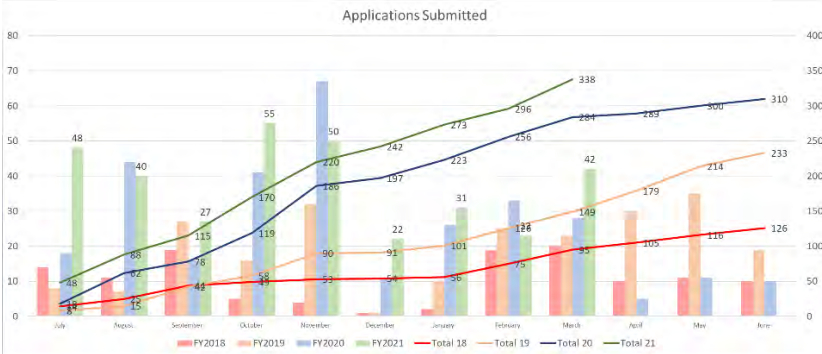
Management Team

- Ensured that safety of employees was a top priority
- Sharing information daily due to COVID
- Budget Discussions with Committee Work
- Helped each other when other Departments were struggling

Administration (Mgmt., Clerk, HR, IT, PIO) Department Budget (430)
Fiscal Year 2021-2022

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	
	Actual	Actual	Amended Budget	Requested	Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 255,642	\$ 281,642	\$ 352,500	\$ 358,500	\$ 356,300	
Part-Time Salaries	1,728	-	8,160	8,000	-	No MPA program internship offered in FY '21
Professional Services	2,447	2,232	30,340	17,710	17,710	
FICA	18,848	20,463	27,800	28,300	27,000	
Group Insurance (Health)	17,427	19,122	24,800	25,200	27,400	
Retirement	31,837	38,041	53,550	58,800	58,400	
Postage	179	-	-	100	100	
Cell Phones	1,411	1,714	2,735	2,773	2,773	
Telephone Service	44,837	46,909	44,523	45,146	45,146	
Travel/Training	8,331	8,244	8,100	8,213	8,213	
Travel/Training - H.R.	3,330	2,774	3,647	3,698	3,698	
Vehicle Maintenance	-	-	1,000	1,014	-	No vehicle recommended
Advertising	969	193	1,525	1,546	1,546	
Fuel Expense	-	-	2,000	2,028	-	Use Planning or other vehicles
Materials/Supplies	3,192	4,012	4,574	4,638	4,638	
Printing/Copying	4,795	4,485	4,676	6,300	6,300	
Newsletter	-	-	-	-	-	
Computers	-	59,398	31,700	32,144	-	See Capital Improvement Budget: IT
Materials & Supplies - I.T.	5,129	16,514	8,624	8,745	8,745	
Emergency Radio Conversion	-	20,093	-	-	-	
Contracted Services	12,569	15,849	42,230	42,821	41,000	Employee Training, Employee Assistance Program
Contracted Services - Townwide IT & Phone	116,662	106,652	131,931	166,100	166,100	
Contracted Services - Website	6,836	6,442	13,165	13,349	9,400	VC3 maintenance contract
Insurance & Bonds (Property/Workers Comp)	828	1,000	1,017	1,031	1,031	
Employee Appreciation Program	5,803	6,219	15,700	15,920	7,500	Awards banquet, end of year event, Mudcats family night
Wellness Program	4,103	13,618	32,000	32,448	10,000	BMI Screening; Tracking physicals, Flu vaccinations
Safety Committee	33	2,720	4,000	4,056	-	
Tuition Assistance Program	-	1,137	5,000	5,070	5,000	5 @ \$1,000 max
Vulnerability/Safety Improvements	-	10,272	-	-	-	See Capital Improvement Budget: Property Management
Branding	-	-	-	-	-	See Capital Improvement Budget: Community & Economic Development
Career Ladder	-	-	60,068	60,909	-	TBD: Ref. Budget Worksession
EWTV Partnership	53,786	54,613	54,000	54,000	54,000	Pass-thru
Total Operating Budget	600,720	744,360	969,365	1,008,559	862,000	

Reflects an alteration to Requested Budget



**310 Applications
in FY 20**

**338 Applications in first three
quarters of FY 21**

**287 Certificate of Occupancies
in FY 20**

**255 Certificate of Occupancies
in first three quarters of FY 21**

Permit turn-around time improved from 3 weeks to 5 business days.

Approximately 1000 new citizens in FY 2021



**Comprehensive Land Use Plan and
Transportation Plan Completion**
(Pending Adoption June 2021.)

ZEBULON TOMORROW
Economic
Development

grow Zebulon
COMPREHENSIVE LAND USE PLAN

Introduction

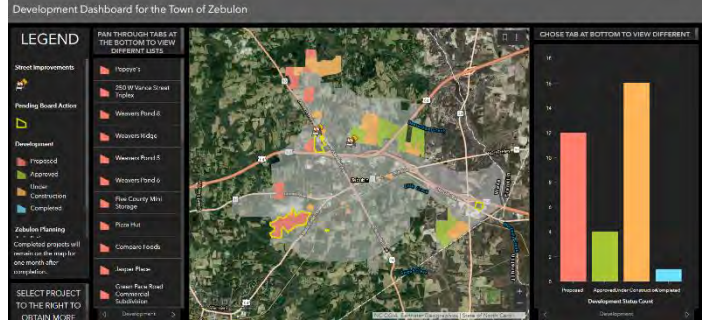
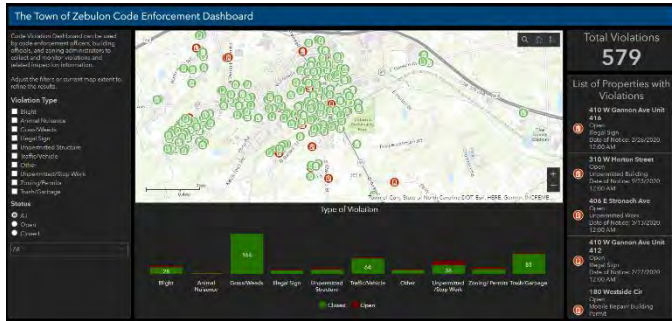
This plan section highlights that Zebulon is part of a broader metropolitan economy centered on Raleigh and the Research Triangle, with Zebulon serving as a gateway to Wake County's rich community, employment base, and a new destination for many metropolitan residents. The Town, the Zebulon Chamber of Commerce and other partners continue to work on key economic development factors they can directly influence, whether meeting city infrastructure availability and capacity, fiscal and political support, marketing and support, ensuring existing and prospective new local businesses, and processes for obtaining development approvals and permits.

Local government creates synergy by providing basic public services, on the one hand, while also pursuing economic development initiatives to increase economic activity that creates a growing tax base to enable the Town to provide the infrastructure and services desired by residents and businesses. In turn, the services, infrastructure and amenities the Town provides are essential that encourage further economic growth. Well-timed economic development policies will provide Town government the greatest opportunity to influence the quality, quantity and timing of development. Such policies will ensure the ability to shift some of the risk of funding public improvements to private sector partners and will allow the opportunity to increase growth pay for itself.

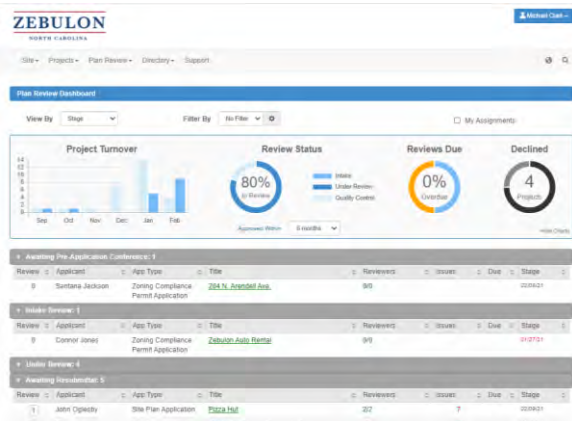
Successful economic development also requires a focus on quality of place, capitalizing on Zebulon's special character and often cited "charm" in terms of residential streets and high-quality amenities, and to draw visitors seeking shopping, services, entertainment, recreation, arts and culture, and heritage tourism. Funding development for the CLUP has been a goal that Zebulon has pursued a mix of residential growth after an earlier focus of being known more for its business and employment base. As the transition continues, Zebulon also has the opportunity to build a more comprehensive and sophisticated approach to economic development as it aims to create ways of government and collaboration appropriate to a growing community.

DRAFT 6/15/21

Communication Through GIS



New Tools

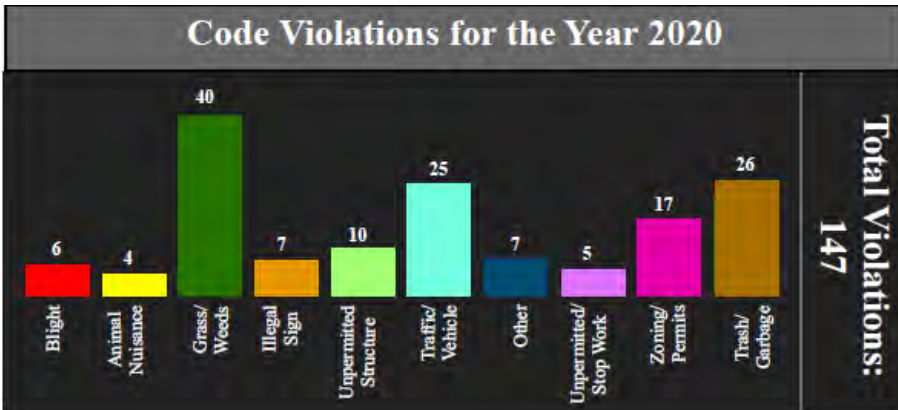


Online IDT Plan Portal for Development Review



Code Enforcement Door Hangers

Code Enforcement



Downtown Associate Community

35 Different Participants over 4 Downtown Conversations Meeting (In-Person)

4 DAC Meetings (Virtual)



January 6th DAC Kickoff

Planning Department Budget (490)
Fiscal Year 2021-2022

	FY 2019	FY 2021		FY 2022	FY 2022	Notes
	Actual	FY 2020 Actual	Amended Budget	Requested	Recommended	
<i>Operating Budget</i>						
Salaries	\$ 192,619	\$ 284,216	\$ 316,900	\$ 526,600	\$ 358,600	Includes conversion of Planning Technician to Planner
Salaries (Overtime)	549	-	5,000	5,000	3,000	
Part-time Salaries	-	-	40,000	10,000	16,000	Part-time Planning Technician
Professional Services	58,437	16,656	48,350	73,000	45,000	In lieu of FTE (See "Engineering Review Fees" in Fee Schedule); \$29K moved to DAC line item
FICA	14,620	20,887	25,300	41,700	29,100	
Group Insurance (Health)	19,314	26,484	31,000	50,300	37,700	
Retirement	24,640	39,179	48,900	87,100	59,300	
Postage	2,041	1,460	2,000	2,500	1,800	Cut offered by department
Cell Phones	1,579	2,373	2,040	3,200	1,560	Cut offered by department
Travel/Training	1,268	3,727	9,090	12,500	7,000	Cut offered by department
Equipment Maintenance	-	-	508	515	300	Cut offered by department
Vehicle Maintenance	919	2,299	940	953	900	Cut offered by department
Advertising	2,271	1,139	2,000	2,200	1,000	Cut offered by department
Fuel	435	304	1,615	1,680	1,500	Cut offered by department
Materials/Supplies	5,004	3,303	6,000	6,240	4,000	Cut offered by department
Printing/Copying	2,890	2,755	3,000	3,042	3,000	
Uniforms	347	-	1,000	1,014	1,000	Cut offered by department
Inspections	2,000	51	2,000	2,000	-	Rolled into Minimum Housing & Nuisance Abatement
Min. Housing & Abate (Leg., Inspect., Tipping Fees)	-	-	9,000	9,000	9,000	Cut offered by department
Census 2020	-	1,500	-	-	-	
Insurance & Bonds (Property/Workers Comp)	3,446	5,083	5,794	6,026	6,026	
Downtown Associate Community (DAC) Coordinator	-	-	-	-	29,000	
DAC (MSP Conference & training requirements)	-	-	7,000	7,098	7,000	
East Wake Bus Service	4,320	4,320	4,320	4,380	4,380	
Total Operating Budget	336,698	415,737	571,757	856,048	626,166	

Reflects an alteration to Requested Budget



ZEBULON POLICE DEPARTMENT FY22

1001 N. ARENDELL AVE. ZEBULON, NC 27597

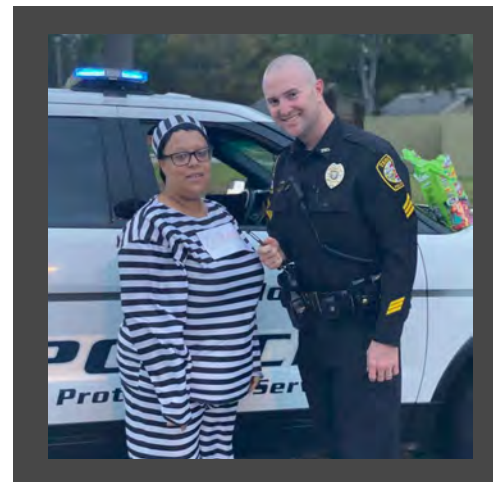
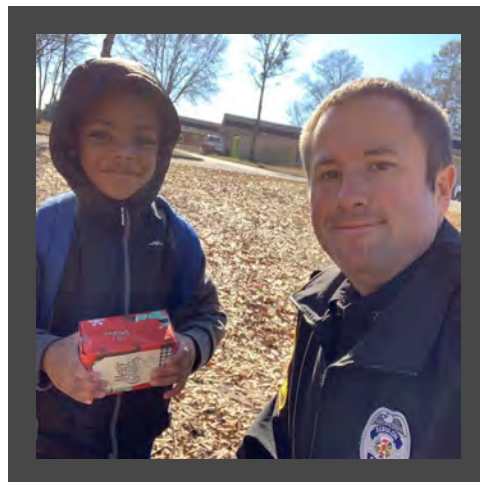


INTEGRITY

HONESTY

SERVICE

FAIRNESS



ENFORCEMENT

9597

CALLS FOR SERVICE

804

REPORTS FILED

669

CRASHES INVESTIGATED

1337

TRAFFIC STOPS

ENGAGEMENT

139

COMMUNITY OUTREACH
HOURS

8139

FACEBOOK FOLLOWERS

282

OPENED/UNLOCKED CARS

29

FINGERPRINT CARDS



VIOLENT CRIME RATE= 5.16/1000 People
PROPERTY CRIME RATE= 43.83/1000 People

CLEARANCE RATE = 46.3

SHIFTS AT MINIMUM STAFFING = 357/730

RESPONSE TIME= 8 3/4 min

TRAINING HOURS- 1642

COMMUNITY EVENTS- 26

INTERN/VOLUNTEER HOURS- 0

Police Department Budget (510)
Fiscal Year 2021-2022

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	Notes
	Actual	Actual	Amended Budget	Requested	Recommended	
<i>Operating Budget</i>						
Admin. Salaries (non LEO position)	\$ 49,139	\$ 50,874	\$ 53,500	\$ 55,700	\$ 55,250	
Salaries	1,160,844	1,192,855	1,352,500	1,370,000	1,269,380	1 officer added mid-year
Salaries (Overtime)	8,759	25,913	17,000	17,680	17,680	
Progression Pay/Career Ladder	-	-	-	70,400	-	TBD: Ref. Budget Worksession
Separation Allowance	-	1,820	55,500	58,200	57,700	
Part-time/Auxiliary Salaries	14,893	17,968	18,000	18,720	18,720	
FICA	91,532	95,536	115,350	117,500	109,500	1 officer added mid-year
Group Insurance (Health)	123,108	128,598	147,400	157,000	147,500	1 officer added mid-year
Retirement	162,210	183,777	222,800	246,800	228,400	1 officer added mid-year
Postage	253	291	443	300	300	
Cell Phones	11,275	10,772	10,750	11,700	11,700	
Travel/Training	8,583	14,289	15,000	17,600	17,600	
Equipment Maintenance	2,740	4,280	8,337	8,454	8,454	
Vehicle Maintenance	42,599	41,164	45,000	48,630	44,000	Reflects 5 year average
Fuel	45,719	38,170	41,685	47,961	39,000	Reflects 5 year average
Materials/Supplies	13,904	12,742	17,339	17,582	17,500	
Community Policing	3,404	2,629	6,000	6,084	5,000	Cut offered by department
Shop With A Cop Program	255	1,303	6,630	1,724	1,700	
Mobile Data Terminal Fees	10,491	10,629	12,185	12,356	12,400	
Radios	92,000	70,536	5,000	9,800	5,100	
Tasers	23,782	-	16,500	5,600	3,200	
Ammunition	6,760	11,872	14,231	10,000	8,000	Cut offered by department
Body Cameras	-	-	4,100	1,400	700	
SERT Tactical Guns	-	-	2,200	-	-	
Weapons	-	-	-	13,500	2,000	Cut offered by department
Uniforms	17,829	35,426	34,000	41,360	35,360	
Contracted Services-Raleigh 911	114,046	113,301	115,576	135,724	135,724	
Contracted Services-Other	61,295	36,270	44,527	68,273	65,000	Current trend
Printing/Copying	3,500	3,584	3,647	3,698	3,700	
Contracted Services-Legal Fees (Smith Rodgers)	5,265	5,265	5,732	5,812	5,800	
Insurance & Bonds (Property/Workers Comp)	52,227	46,889	58,957	59,782	59,782	
Informant Fees	1,500	3,205	6,769	6,700	3,500	Cut offered by department
Canine Unit	3,710	3,233	4,284	4,344	4,300	
State Forfeiture Expenditures	-	-	-	-	-	
Federal Forfeiture Expenditures	-	-	-	-	-	
SERT Equipment	-	3,954	2,500	3,520	-	Cut offered by department
Recruitment (BLET Sponsorships)	-	-	16,000	7,500	-	
Total Operating Budget	\$ 2,135,174	\$ 2,167,929	\$ 2,479,442	\$ 2,661,404	\$ 2,393,950	

Reflects an alteration to Requested Budget

YEAR IN REVIEW



2020

RESPONDING



SERVING OVER
25
SQUARE MILES



REACHING OUT TO PROTECT

Child Safety Seat Program



16
Smoke Alarms Distributed



61
Seats Checked This Year



1,085 People Reached through In-Person Programs

PREPARING OUR COMMUNITY



Using Social Media to Provide Seasonal Info

Search **zebulonfd** to Like or Follow!

298,182 Views in 2020



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



9,274 Hours of Training

READY WHEN NEEDED



Fire Department Budget (530)
Fiscal Year 2021-2022

	FY 2019		FY 2021	FY 2022	FY 2022	
	Actual	FY 2020 Actual	Amended Budget	Requested	Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 765,038	\$ 784,850	\$ 827,700	\$ 907,500	\$ 891,400	"Rotator" Firefighter
Salaries (Overtime)	22,313	-	32,000	67,200	67,200	
Career Ladder	-	-	-	11,000	11,000	
Part-time Salaries	62,360	49,148	41,000	42,640	42,640	
Volunteer Pay	-	-	17,000	17,000	17,000	
FICA	63,055	63,645	71,250	79,900	79,500	"Rotator" Firefighter
Group Insurance (Health)	84,210	87,417	93,000	100,500	100,500	
Retirement	99,665	110,350	129,500	165,100	158,900	
Other Fringe Benefits	8,678	6,279	8,284	8,284	8,284	
Postage	167	200	740	740	740	
Cell Phones	4,851	8,510	13,500	13,500	13,500	
Fire Station (Not listed with Public Works: Property & Project Management to more easily track Wake County cost share)						
Water & Sewer	4,802	4,089	4,400	2,500	2,500	Expected reduction with merger payoff
Electricity	7,527	7,778	8,000	8,000	8,000	
Natural Gas	2,078	1,953	2,100	2,200	2,200	
EMS Water & Sewer	1,410	2,709	2,800	2,000	2,000	
Travel/Training	5,162	4,399	6,400	6,656	6,600	
Building Maintenance	11,738	9,073	13,250	13,780	13,250	
Equipment Maintenance	9,331	12,710	10,000	10,400	10,400	
Vehicle Maintenance	34,279	23,858	35,000	36,400	36,400	
Fuel	11,387	8,654	11,500	11,960	11,960	
Materials/Supplies	22,301	33,406	32,700	34,000	34,000	
Investigations	-	-	6,000	6,000	6,000	
Defibrillators	7,579	5,839	16,000	-	-	
Uniforms	6,905	10,522	8,640	10,000	10,000	
Turnout Gear	11,809	17,850	11,800	18,000	-	Moved to capital budget b/c items not replaced every year
Contract Services	10,618	11,764	13,000	13,000	13,000	
Inspections Program	2,431	1,403	2,500	2,500	2,500	
Wake Hazmat Team - Fire Service	2,301	2,520	2,700	3,200	3,200	
Wake County Dispatch - Fire Service	6,467	6,127	10,200	10,600	10,600	
Recruitment & Retention	1,464	1,614	2,500	2,600	2,600	
Medical Exams	9,138	1,184	12,500	12,500	12,500	
Insurance & Bonds (Property/Workers Comp)	51,987	62,838	75,000	75,000	75,000	
Miscellaneous	956	880	-	-	-	
Total Operating Budget	1,332,007	1,341,568	1,520,964	1,694,660	1,653,374	

Reflects an alteration to Requested Budget

Zebulon Parks & Recreation Review of 2020

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

Due to Covid-19, Parks and Recreation programs and facilities were significantly impacted. Limited access was available due to safety guidelines and restrictions.



87

Participants enjoyed a variety of Covid friendly summer camps.

4,167

Walkers and Fitness Program Participants at the Community Center



203

Participated in sport clinics, lessons, and tournaments.

9,920

Virtual programs, activities & demonstrations reaches on Facebook.

273



Participated in youth and adult art programs.

15,174



People reached from Virtual Hay Day videos.



36

Participated in nature programs at Little River Park

1,300

Activity kits were distributed.

Growing Smart

302,288

Social Media Engagements

The Parks and Recreation Department Facebook account had **302,288** reaches from over **560** posts.



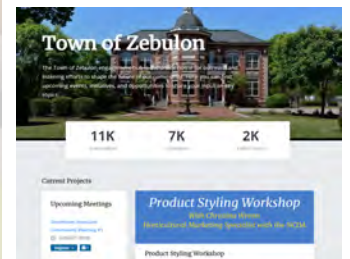
Covid-19 Support

The department served in the capacity of Public Information in regards to Covid-19. The department led promotional video efforts and worked with the Mayor to get information to the public.



Staff Reorganization

Following initial organization assessment findings from the Master Plan, staff identified capacity opportunities and restructured staff to improve support in parks operations.



Public Input

ZPRD launched the town's efforts to use the Public Input Platform to create a community engagement and communication hub.

Vibrant Downtown



Downtown Stakeholder Conversations

The department worked with the Planning Department to engage downtown stakeholder in conversation about Opportunities and Challenges.



Alley Activation

The department partnered with Zebulon Downtown Arts Council to begin alley activation efforts on the 100 block of Arendell Ave.



Farm Fresh Market

The Market relocated to Downtown Zebulon and piloted 3 weeknight markets in addition to 18 regular season days and 2 holiday markets. The market served 4,675 customers.

Parks & Recreation Department Budget (620)
Fiscal Year 2021-2022

	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Requested	FY 2022 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 288,237	\$ 276,013	\$ 328,700	\$ 380,000	\$ 378,800	Conversion PT Maintenance To FT
Salaries (Overtime)	-	-	4,500	4,500	1,000	Cut offered by department
Part-time Salaries (Athletics)	73,331	5,482	8,700	9,480	9,480	
Part-time Salaries (Farmers Market)	14,840	14,219	4,000	4,200	4,200	
Part-time Salaries (Community Center)	-	15,358	20,500	34,000	34,000	
Part-time Salaries (Programs/Events)	-	5,548	9,000	10,000	10,000	
Part-time Salaries (Parks Maintenance)	-	42,758	48,000	39,000	32,500	Cut offered by department
FICA	26,683	25,606	33,085	36,500	36,300	
Group Insurance (Health)	29,520	29,432	37,200	44,000	44,000	
Retirement	36,638	38,144	50,600	63,000	62,250	
Postage	228	254	782	250	250	
Cell Phones	2,666	2,736	4,020	4,668	4,440	
Park Utilities	36,123	34,066	36,800	38,272	35,272	Expected reduction with merger payoff
Travel/Training	2,660	2,745	7,300	7,300	6,800	Manager cut based on actuals
Grounds Maintenance	28,807	25,813	50,300	53,500	67,800	Contract ZCC Landscaping
Community Park Tot Lot Shelter Rehab	-	5,538	-	-	-	
GSK Field Improvements	-	1,046	2,000	2,000	-	Cut offered by department
Equipment Maintenance	9,488	6,138	9,400	9,400	9,400	
Vehicle Maintenance	5,804	5,759	8,000	8,000	6,000	Manager cut based on actuals
Fuel	8,645	7,017	10,000	10,000	8,000	Manager cut based on actuals
Materials/Supplies	14,551	10,448	5,800	6,000	5,600	Cut offered by department
Athletic Team Uniforms	19,834	11,916	21,700	22,500	22,000	
Community Center Materials/Supplies	7,861	6,540	9,715	10,000	8,000	Manager cut based on actuals
Computers	1,785	-	4,000	3,000	3,000	
Printing/Copying	3,200	2,551	3,000	3,000	3,000	
Contract Services (Restroom cleanings, RecDesk)	54,866	15,028	14,700	21,800	20,300	Cut offered by department
Insurance & Bonds (Property/Workers Comp)	18,826	17,938	25,819	26,852	26,852	
Camp Programs	13,090	17,210	15,000	15,000	15,000	
Senior Trips	54,137	18,434	-	-	-	
Farmers Market	27,648	16,951	18,850	16,000	8,450	Cut offered by department
Special Events (Tree lighting, May Day, concerts & movies)	20,001	29,731	36,000	37,400	35,235	Cut offered by department
Farmers Market EBT Matching (Sponsors)	125	1,874	1,500	-	-	
Community Center Programs	-	19,628	33,810	40,500	35,410	Cut offered by department
Cultural & Recreation Programs	-	6,992	5,025	7,000	7,000	
Athletics	-	20,275	27,800	40,000	26,800	Cut offered by department
Advisory Board	-	-	2,000	2,000	2,000	
Park Landscape	-	-	50,000	52,000	52,000	Contracted service
Cemetery Landscape	-	-	21,600	26,000	26,000	Transferred from PW and added to contracted service
Marketing & Advertisement	-	-	7,500	7,500	7,500	
Miscellaneous	198	160	-	-	-	
Total Operating Budget	\$ 799,793	\$ 739,348	\$ 976,706	\$ 1,094,622	\$ 1,054,639	

Reflects an alteration to Requested Budget

PUBLIC WORKS YEAR IN REVIEW: FY2021

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, sweeping streets regularly 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 57 acres of grounds
- Maintained 10 sub-1-ton trucks, 6 over-1-ton trucks, 18 major pieces of equipment, and a fleet of trailers
- Replaced the Town Hall HVAC chiller
- Installed automated gates at the fuel station
- Coordinated architectural and archaeological studies for the Little River dam
- Oversaw sidewalk construction on Arendell Avenue between Zebulon Baptist Church and Franklin Street
- Installed the stamped-asphalt crosswalk at Arendell Avenue and North Street
- Renovated the police station break room
- Repaired stormwater pipe & relocated water line under West Vance Street
- Repaired stormwater system collapse on West Lee Street
- Updated the stormwater system map
- Completed 100% designs and acquired easements for N. Arendell Avenue project
- Replaced failing water pressure reducer valve at Five County Stadium
- Reviewed development plans for 9 subdivisions



- Inspected and accepted 4.31 miles of new stormwater pipe and 281 new stormwater structures



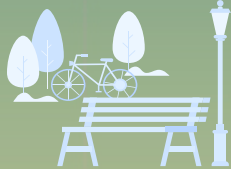
- Inspected and accepted 3.26 miles of new road
- Repaved 1.94 miles of town streets



- Performed 340 site final inspections for newly-constructed homes

We Protected the Environment.

- Oversaw construction of the Beaverdam Creek Greenway Phase 1, Zebulon's first publicly-built mile of greenway



- Provided support for and participated in 4 community litter sweeps

- Swept streets for 135 hours, keeping 250 cubic yards of debris out of Zebulon's waters
- Cleaned 20,659 linear feet of stormwater pipe, keeping another 36 cubic yards of debris out of Zebulon's waters
- Repaired 49 stormwater structures



- Finished Town Hall conversion to LED lights

We Protected Quality of Life.

- Mailed 2021 Public Works service brochure to all residents
- Assisted Zebulon Fire Department with the US 64 straw truck fire
- Started design work to improve the Shepard School Road/Old Bunn Road/Proctor Street intersection for safety & traffic flow
- Completed 50% designs for roadway widening and signals at the Green Pace Road/Arendell Avenue intersection

PUBLIC WORKS



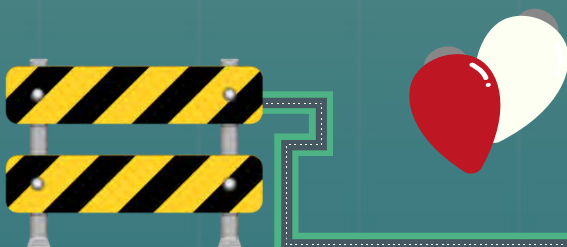
FIRST RESPONDER



- Collected 2,300 tons of trash, 350 tons of recycling, & 100 tons of bulk waste



- Collected 10,000 cubic yards of yard waste



- Inspected, tested, & installed 10k+ lamps in Christmas decorations throughout town:
- 37 pole decorations on Gannon Avenue & Arendell Avenue
- String lights on 52 trees downtown & at Town Hall



- Completed 750+ work orders

Public Works: Property & Project Management Division Budget (500)
Fiscal Year 2021-2022

	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Requested	FY 2022 Recommended	Notes
<i>Operating Budget</i>						
Salaries (J. Blaylock, J. Brown, M. Duffy, S. Jarquin, R. Silvers)	\$ 131,694	\$ 131,062	\$ 248,000	\$ 348,600	\$ 257,500	
Salaries (Overtime)	-	-	7,500	7,800	1,800	Current year trend
On Call Pay	-	-	-	-	1,000	
Part-time Salaries	4,055	2,563	8,300	8,300	4,300	
Professional Services	17,399	20,180	20,000	20,800	10,000	Professional Services for capital projects in capital budget
FICA	9,758	9,321	20,350	27,800	20,400	
Group Insurance (Health)	17,427	17,659	31,000	37,700	31,400	
Retirement	16,688	17,811	38,800	58,400	42,650	
Stadium						
Stadium - Electricity	-	-	10,000	10,100	9,000	3 year average = \$8,150
Stadium - Water/Sewer	-	-	29,000	29,400	20,000	Expected reduction with merger payoff
Stadium Maintenance	-	-	3,675	3,820	3,800	
Stadium Materials & Supplies	-	-	4,150	4,315	4,300	
Stadium - Insurance & Bonds	-	-	1,705	1,665	1,665	
Zebulon Municipal Complex						
ZMC Utilities	68,077	70,644	70,000	-	-	Broken out by sub-category actuals (See below)
ZMC - Water & Sewer	-	-	-	5,000	5,000	Expected reduction with merger payoff
ZMC - Electricity	-	-	-	64,000	64,000	
ZMC - Natural Gas	-	-	-	700	700	
ZMC Maintenance	85,756	73,208	89,400	99,025	75,000	No decorative stone, chiller replacement reduce O&M, no cap. Imp.
Zebulon Community Center & Maintenance Building						
ZCC and Maintenance Building Maintenance	25,265	25,547	35,200	36,600	25,500	Actuals
ZCC Electricity	18,288	15,578	15,750	16,000	16,000	
ZCC Water & Sewer	4,654	4,690	4,800	3,000	3,000	Expected reduction with merger payoff
Zebulon Public Works Facility						
ZPW Electricity (includes area lighting)	8,393	8,709	8,100	8,500	8,500	
ZPW Natural Gas	1,532	1,715	2,300	2,300	2,300	
ZPW Water & Sewer (includes irrigation)	7,695	6,422	6,500	4,000	4,000	Expected reduction with merger payoff
Postage	122	147	200	200	200	
Cell Phones	1,776	1,820	1,775	2,656	2,050	
Travel/Training	2,537	1,789	2,845	6,250	2,500	FY 19 Actual exceeds current trend
Buildings & Grounds Maintenance (Public Property and Right-of-way)	22,667	69,682	28,350	28,350	24,000	FY 2019 actual by CPI's of 2018 to 2019 and 2019 to 2020
Nuisance Abatements	-	76,747	1,000	1,000	-	Tipping fees transferred to Planning Dept.
Highway 64 Maintenance	2,120	2,553	2,100	2,500	-	Incorporated into B&G Maintenance
Town Hall LED Lighting Exchange	-	12,633	13,000	13,500	-	Capital Budget item
Equipment Maintenance	8,340	9,221	10,000	10,400	10,400	
Mowing Equipment Maintenance	6,368	5,202	6,200	5,200	5,200	
Vehicle Maintenance (2000 F-550 Bucket, 2008 F-250, 2006 Expedition)	3,193	2,354	3,900	4,050	4,000	
Fuel	6,250	4,203	6,000	6,240	7,200	Current year trend
Materials/Supplies	8,181	12,763	13,000	13,500	13,500	
Janitorial Materials & Supplies	2,932	3,532	2,615	3,500	3,500	
Uniforms	1,720	1,762	3,525	4,550	3,800	
Contracted Janitorial Services	36,910	72,204	85,000	88,400	86,000	
Insurance & Bonds (Property/Workers Comp)	8,266	9,899	14,000	14,500	14,500	
Total Operating Budget	\$ 529,672	\$ 693,802	\$ 848,040	\$ 1,002,621	\$ 788,665	

Reflects an alteration to Requested Budget

Public Works: Operations Division Budget (520)
Fiscal Year 2021-2022

	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Requested	FY 2022 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)	\$ -	\$ -	\$ 463,600	\$ 600,000	\$ 478,800	Positions not recommended (Asst. PW Director, 3 person crew)
Salaries (Overtime)	-	-	12,800	15,000	2,500	
Part-time Salaries	-	-	-	5,800	-	PT Service Technician not recommended
Professional Services - Operations	-	-	10,600	10,600	1,600	Current trend
Professional Services - Stormwater (MS4 permit, Stormwater Mapping)	-	-	-	-	34,600	DEQ permit, TJCOG public outreach, basin certification, Stormwater mapping (See "Stormwater Mapping Fee" in Fee Schedule)
FICA	-	-	37,100	48,200	37,450	Positions not recommended (Asst. PW Director, 3 person crew)
Group Insurance (Health)	-	-	55,800	75,400	56,700	Positions not recommended (Asst. PW Director, 3 person crew)
Retirement	-	-	72,400	100,900	78,900	Positions not recommended (Asst. PW Director, 3 person crew)
Postage	-	-	1,105	1,150	1,150	
Cell Phones/Tablets	-	-	7,500	9,500	8,250	Positions not recommended (Asst. PW Director, 3 person crew)
Street Lighting	-	-	180,000	201,000	201,000	
Street Lighting (LED Conversion)	-	-	-	-	-	
Travel/Training	-	-	7,450	11,300	5,800	Current trend
Sidewalk & Handicap Ramp Maintenance	-	-	-	-	-	
Storm Drainage Maintenance	-	-	32,000	32,000	-	See "Contracted Services:Stormwater"
Equipment Maintenance	-	-	33,675	40,000	37,000	Current trend
Vehicle Maintenance (2001 F-450 Dump, 2004 F-350, 2008 F-250, 2016 F-150, 2019 F-550)	-	-	34,450	40,000	36,000	Current trend
Fuel	-	-	28,750	29,900	29,900	
Materials & Supplies - Streets	-	-	29,422	36,000	24,800	Additional cut to \$29,800 from dept. reflects trend
Materials & Supplies - Snow/Ice Removal	-	-	7,566	7,850	7,850	
Materials & Supplies - Sanitation	-	-	11,000	11,440	11,440	
Materials & Supplies - Stormwater	-	-	7,500	9,350	5,600	Additional cut to \$7,600 from dept. reflects trend
Printing & Copying	-	-	7,000	7,275	7,275	
Uniforms	-	-	8,600	11,100	8,850	Positions not recommended
Radios	-	-	-	-	-	
Community Recycling Day	-	-	2,000	3,950	3,950	
Contract Services:Solid Waste	-	-	507,000	612,315	612,315	
Contract Services:CORPUD Billing	-	-	17,000	24,000	24,000	Increase in billing costs
Contract Services:Yardwaste Site Management	-	-	63,320	58,000	58,000	
Contract Services:GPS Route Vehicles	-	-	-	-	-	
Contract Services:Streets	-	-	20,500	21,320	21,320	
Contract Services:Stormwater (basin main., TV, cleaning)	-	-	10,300	10,300	38,700	Camera and clean lines, maintain basins
NC 811 Service (Line Locates)	-	-	2,050	2,000	2,000	
Insurance & Bonds (Property/Workers Comp)	-	-	79,955	83,150	83,150	
Total Operating Budget	-	-	1,750,443	2,118,800	1,918,900	

Reflects an alteration to Requested Budget

Powell Bill Funding Department Budget (570)
Fiscal Year 2021-2022

	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Requested	FY 2022 Recommended	Notes
<i>Operating Budget</i>						
Professional Services (For Powell Bill Report)	26,994	13,790	2,500	4,500	4,500	Remaining funds directed to capital budget
Maintenance	-	-	-	-	-	
Snow/Ice Removal Supplies	-	-	-	-	-	
Contract Services	-	-	-	-	-	
Insurance	-	-	-	-	-	
Total Operating Budget	26,994	13,790	2,500	4,500	4,500	

Community & Economic Development Department Budget (690)
Fiscal Year 2021-2022

	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Requested	FY 2022 Recommended	Notes
<i>Operating Budget</i>						
Business Retention Program (Administered by Chamber)	10,000	35,000	20,000	45,000	-	- Focus on DAC
Façade Improvement Grants	-	5,000	10,000	10,000	-	- Funded in CIB
Streetscape Match Grant	2,197	415	3,000	10,000	-	- Funded in CIB
MSP: Downtown Associate Community Membership	-	1,237	13,762	5,000	-	- Incorporated into Planning: DAC
GRCVB Partnership	-	-	7,000	7,000	7,000	
Downtown Events	-	-	10,000	20,000	-	- Moved to P&R
Building Upfit Grant	-	-	-	30,000	-	- Funded in CIB
Total Operating Budget	12,197	41,652	63,762	127,000	7,000	

Reflects an alteration to Requested Budget

Account Number	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	Actuals Average (FY 2016-2020)	FY 2021 Adopted Budget	FY 2022 Budget (FY 21 x 1.4% (Sept YOY CPI))	FY 2022 Requested	Reason for overage - * Exist * Enhance * New	How to balance - * What service is dropped? * What service is delivered different * What service is not added?
	GOVERNING BODY:		-	-	-		-	-				
10-410-0200	SALARIES	32,269	33,278	34,442	35,648	36,895	34,506	38,400	38,938	38,938		
10-410-0400	PROFESSIONAL SERVICES	154,215	246,073	233,520	261,860	297,860	238,706	318,750	323,213	323,213		
10-410-0500	FICA	3,342	3,408	3,498	3,542	3,920	3,542	3,000	3,042	3,042		
10-410-0600	GROUP INSURANCE	26,740	27,577	28,196	28,037	27,756	27,661	37,200	37,721	37,721		
10-410-1100	POSTAGE	457	-	-	-	14.5	236	508	515	515		
10-410-1101	CELL PHONES	600	600	600	600	600	600	600	608	608		
10-410-1400	TRAVEL/TRAINING	2,859	3,241	4,511	3,411	3,208	3,446	9,500	9,633	9,633		
10-410-1600	EQUIPMENT MAINTENANCE	500	-	620	-	0	373	508	515	515		
10-410-3300	MATERIALS & SUPPLIES	2,354	4,394	3,061	3,075	3,917	3,360	3,500	3,549	3,549		
10-410-3400	ELECTIONS	6,650	-	6,312	-	9780	7,581	0	-	15,000	Existing	Required every 2 years
10-410-3500	APPOINTED BOARD APPRECIATION						0	3,050	3,093	3,093		
10-410-5400	INSURANCE & BONDS	4,834	3,701	4,668	3,236	3,475	3,983	4,778	4,845	4,845		
10-410-5700	MISCELLANEOUS	324	128	149	176	121	180	0	-	-		
	TRIANGLE J COG		1,798	1,837	1,870	1,911	1,854	2,000	2,028	2,028		
	NCLM		5,657	5,478	5,783	5,856	5,694	6,000	6,084	6,084		
	SCHOOL OF GOVERNMENT		553	-	606	636	598	700	710	710		
	CAMPO		1,846	1790	1,869	1,996	1,875	2,100	2,129	3,000		
	CITIZENS ACADEMY						0	2,000	2,028	2,000	Existing	
	HOLD FOR STRATEGIC PLAN GRANT FUNDING		-	-	-		0	0	-	-		
	PRESERVATION ZEBULON		-	-	500	1000	750	1,000	1,014	1,000	Existing	limit per policy
	INTERACT		-	1,000	1,000	1,000	1,000	1,000	1,014	1,000	Existing	limit per policy
	MLK BREAKFAST		500	500	500	500	500	500	507	500		
	E. WAKE EDUCATION FOUND		1,000	1,000	1,000	1,000	1,000	1,000	1,014	1,000	Existing	limit per policy
	ZEBULON DOWNTOWN ARTS COUNCIL		-	-	-	1,000	1,000	1000	0	-		
	SHEPARD'S CARE CLINIC		1,000	1,000	1,000	1,000	0	800	-	-		
	SHARE HIS GLORY					0	0	500	507	500		
	DEW4HIM MINISTRIES, INC					0	0	500	507	500		
	NC FAMILY TRAINING & COUNSELING CENTER		-	-	1,000	-	0	500	-	-		
	MISS ZEBULON ORGANIZATION		-	-	-	500	500	500	507	500		
	Totals	237,644	335,754	333,182	354,713	402,946	340,245	437,594	443,720	459,494		

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

GENERAL INFORMATION		Date: <i>January 26, 2021</i>
Agency/Organization Name: <i>Dew4Him Ministries</i>		
Mailing Address: <i>PO Box 2019</i>		
City: <i>Wendell</i>	State: <i>NC</i>	Zip Code: <i>27591</i>
Physical Address (if different from mailing): <i>229 North Arendell Ave, Zebulon, NC 27597</i>		
Primary Contact & Title: <i>Jane S. Wolfe, Executive Director</i>		
Phone Number: <i>919-646-0034</i>	Fax Number: <i>n/a</i>	
Email Address: <i>jane@dew4him.org</i>	Website: <i>www.dew4him.org</i>	

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: <i>15 years</i>
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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5) List your organization's Mission Statement: <i>Dew4Him's mission is to come alongside women who are struggling so they will heal and grow.</i>
6) Describe the service or project your organization intends to apply this grant towards: <i>In 2021, Dew4Him is focusing on our change groups where we see God truly create lasting change in the lives of the women we serve. Change Groups are intimate and transformative small group environments where we walk with women to help them identify and break the cycle of unhealthy and self-destructive behaviors. Groups are facilitated weekly for six months and include a maximum of six women.</i>
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? <i>One of the goals of the Small Town Life is to increase the connectedness of the community. People who are struggling with self-destructive behaviors are unhealthy, isolated and often suffer from addiction. Our aim is that women would flourish. When women in our community flourish, families flourish; when families flourish, our community becomes a safe, connected, friendly town.</i>

9) How many Zebulon citizens do you serve annually? ~75 as well as drawing people from the entire 5 county area

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?

We will be launching our first Outcomes Measurement Program. This program includes a participant assessment and a metric dashboard that our leadership team reviews. The assessment collects participant change information across (5) well-being traits: Financial & Community Health, Emotional & Mental Health, Purpose & Self-Worth, Relationship Health, and Spiritual Health.

Annual budget: \$ 203,695.00 ; % Administration 10.15%

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

Grants: 5.74%, Individuals & Businesses: 49.09%, Churches: 2.45%, Dew Over Decor, 5.89%, Fundraising: 19.64%, Program Donations: 4.91%; In-Kind Donations: 12.27%

REQUEST INFORMATION

Amount requested from Town of Zebulon: \$1000.00

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

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: *Jane S. Wolfe*

Print Name & Title: Jane S. Wolfe, 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 2021-2022

GENERAL INFORMATION		Date: 2/3/2021
Agency/Organization Name: East Wake Education Foundation		
Mailing Address: PO Box 1404		
City: Wendell	State: NC	Zip Code: 27591
Physical Address (if different from mailing): 16 East Fourth Street		
Primary Contact & Title: Executive Director		
Phone Number: 919-366-5901	Fax Number: 919-366-5905	
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: 28 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 for the Board at their December 2020 meeting (see Certification)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <small>We presented at the March 2020 Board Meeting</small>
5) List your organization's Mission Statement: See Attached
6) Describe the service or project your organization intends to apply this grant towards: <div style="text-align: right;">See Attached</div>
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? <div style="text-align: right;">See Attached</div>

9) How many Zebulon citizens do you serve annually? 20% of the children we serve are from Zebulon
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? See Attached
Annual budget: \$90,305 ; % Administration 20%
Sources of revenue for annual budget (by amount and %): Contributions, Gifts, & Grants: \$72,564 (80%) Fundraising Events: \$12,200 (14%) Rent and Sales Tax Return: \$5,541 (6%)

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 1 @ 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. 6, 2021 @ 7:00; Monday, March 7, 2022 @ 7:00.

Signature: See attachment for signature
Print Name & Title: Shannon White, Executive Director

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 8, 2021

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

9) How many Zebulon citizens do you serve annually? 20% of the children we serve are from Zebulon
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? See Attached
Annual budget: \$90,305 ; % Administration 20%
Sources of revenue for annual budget (by amount and %): Contributions, Gifts, & Grants: \$72,564 (80%) Fundraising Events: \$12,200 (14%) Rent and Sales Tax Return: \$5,541 (6%)

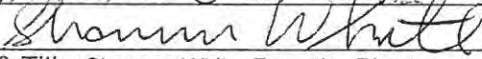
REQUEST INFORMATION

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 1 @ 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. 6, 2021 @ 7:00; Monday, March 7, 2022 @ 7:00.*

Signature: 
Print Name & Title: Shannon White, Executive Director

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 8, 2021

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 2021-2022

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. This 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.

Due to Covid-19 we stopped meeting face to face with our families in mid-March 2020 and began delivering our program via virtual learning. We are currently offering the following programs virtually.

Preschool Program- 3-5yr old Sept-May

During our call we will focus on circle time, calendar activities, weather, letter and number recognition, handwriting, cutting, etc.

Zoom Meetings- Tuesdays at 10:30

During our call we will focus on music, story time, Be Active Kids, and a theme related activity.

Facebook- We will continue to post activities daily that are theme related. Each week we will touch on math, language, social skills, science, and art. We will also have story times on Mon and Wed at 10am

Parent Sessions- We will be having a few parent seminars via Zoom. One session was offered last Fall and one is being offered in February, and in the spring. Parents will be led by our parent seminar certified staff member, Brooke Atkins, to learn Triple P (Positive Parenting Program) techniques.

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

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. In past years we have had visits from Baxter Bees, Zebulon Police Departments K9, 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. Zebulon is represented in our board of directors with three of our members being Zebulon residents.

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?

In the last year we have obtained a grant that has allowed us to purchase software to help us collect more complete data. Our new system allows parents to fill out a form online before their first visit. This online form allows us to gather information such as; contact information, ethnicity, income, age, town and county of residence, etc. We will also be able to track number of children served daily and frequency of visits with our new system. 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 evaluations of the students at the beginning and end of the year.

TOWN OF ZEBULON
NON-PROFIT ORGANIZATION
FUNDING APPLICATION
FISCAL YEAR 2021-2022

GENERAL INFORMATION		Date: February 5, 2021
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, Interim Co-Exec. Dir. & Chief Development Officer		
Phone Number: 919-274-3589	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? <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: 43
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: \$1,000 4B) If yes, did you provide an update for the Board at their December 2020 meeting (see Certification)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>We sincerely regret limitations due to COVID-19 health protocols restricted staff availability for public meetings. We look forward to another opportunity this year to share our impact and have included statements that describe our activities and clients served FY 19-20.</i>
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: InterAct is a private, non-profit agency that provides safety, support and awareness for victims and survivors of domestic violence and sexual assault from all areas in Wake County. Individuals and families struggling with abuse can access our 24/7/365 crisis intervention services and continue their healing towards safe, self-sufficient, stable lives through the long-term supports we provide in collaboration with many collaborative partners. InterAct also promotes violence-free relationships and communities through collaboration, public information, education, and advocacy. 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 can access us with secure digital tools and with language translations as needed to receive crisis counseling, plan for their immediate safety, and connect to wraparound services.

-Emergency Shelter: A non-congregate residential program for victims and their children who work with counselors to build self-sustaining, violence-free lives. Nationally an average of 50% of victims leaving a domestic violence shelter program return to their abuser, InterAct is proud to say that more than 85% of our shelter participants have not returned, but gone on to safe, stable living.

-Solace Center: Provides sexual assault victims with specialized nursing care, forensic evidence collection and InterAct's full continuum of services.

-Court Advocacy: Helps victims navigate complicated legal processes. 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 via 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: InterAct staff provide outreach and education to thousands of community members.

-Youth Education Services: Provide violence prevention and early intervention curriculum to benefit students in grades 3-12.

-Children's Services: Provide individual counseling, support groups and child trauma assessments ensuring brighter futures for families.

Last year, InterAct served nearly 30,000 adults and children – 6,807 of whom were direct victims of domestic and/or sexual violence. At least 40 victim clients reported residence in the Town of Zebulon, a figure that is likely to significantly underestimate the number served from the community because many clients do not disclose personal information due to safety concerns.

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?

InterAct's domestic violence and sexual assault crisis response, intervention, and prevention services contribute to Focus Area 2: Small Town Life by "...helping to make Zebulon a safe, connected, and... family friendly town" 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. Our confidential and accessible services, sustained and even expanded this past year with virtual and digital tools, are free and available 24/7/365 to all who seek information and support.

9) How many Zebulon citizens do you serve annually?

Last year, even with the many challenges related to the pandemic in the fourth quarter, InterAct served at least 40 victim clients who reported residence in the Town of Zebulon. This figure is likely to significantly underestimate the number served from the community because many clients do not disclose personal information due to safety concerns. We expect many more Zebulon community members who we are not able to track visited our website, accessed information materials placed in public areas (library, Eastern Wake Services Center) and we likely reached many students and families who benefitted from information distributed to Wake County Public Schools educators. In FY 2019-2020 InterAct served a total of 6,807 unduplicated clients in Wake County and reached at least an additional 22,644 through community engagement and outreach activities.

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 from InterAct between July 1, 2021 and June 30, 2022:

- At least 85% of victims/survivors who complete surveys will be better able to plan for their safety;
- At least 85% of victims/survivors who complete surveys will know more about community resources available;
- At least 85% of victims/survivors who complete surveys will feel less isolated because of the support received from InterAct.

Annual budget: \$ 6,827,884.56 ; 11 % Administration

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

Support and Revenue		%
Individual & Individual Foundations	1,133,000.00	16.6
Private Foundations	154,500.00	2.3
Corporate & Corporate Foundations	875,500.00	12.8
Community Groups/Events	51,500.00	0.8
Government Grants & Contracts	4,127,199.43	60.4
Contracted Services Revenue	-	
United Way of the Greater Triangle-Allocation	18,540.00	0.3
United Way-Designated	5,150.00	0.1
Total Contributions	6,365,389.43	
Collaborative Partners Leases	184,395.13	2.7
Total In Kind Revenue	133,900.00	2

Total Thrift Store Sales	66,950.00	1
Total Other Revenue	77,250.00	1
Total Support and Revenue	6,827,884.56	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): _____

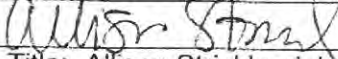
Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 1 @ 7:00 PM?

X Yes We would appreciate a virtual opportunity if available. Thank you. 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. 6, 2021 @ 7:00; Monday, March 7, 2022 @ 7:00.

Signature: 
Print Name & Title: Allison Strickland, InterAct Interim Co-Executive Dir. & Chief Development

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 8, 2021

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 2021-2022

GENERAL INFORMATION

Date: 2-04-2021

Agency/Organization Name: Go THE EXTRA MILE		
Mailing Address: 615 STRATFORD DRIVE		
City: Zebulon	State: NC	Zip Code: 27597
Physical Address (if different from mailing):		
Primary Contact & Title: ARLANDA MILES		
Phone Number: 919 798 2009	Fax Number: 919 375	
Email Address: goextramile76@gmail.com	Website:	

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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No
3) Number of years organization has been in existence: 2
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 for the Board at their December 2020 meeting (see Certification)? <input type="checkbox"/> Yes <input type="checkbox"/> No
5) List your organization's Mission Statement: Go the extra mile: to improve and reach families in the Zebulon AREA in need of food and clothing resources.
6) Describe the service or project your organization intends to apply this grant towards: TO provide the proper equipment need to help the mission run more efficiently.
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? Help bring the community together by hosting food drives and clothing drives.

gotheextramile76@gmail.com

9) How many Zebulon citizens do you serve annually? ~~2000~~ 1000

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? *The amount of people we services. @*

Annual budget: 28,000 ; % Administration

Sources of revenue for annual budget (by amount and %): 100% donations

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 1 @ 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. 6, 2021 @ 7:00; Monday, March 7, 2022 @ 7:00.

Signature: *Arlanda M Miles*

Print Name & Title: *Arlanda M Miles* *Founder*

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 8, 2021

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

1 TOWN OF ZEBULON
 NON-PROFIT ORGANIZATION
 FUNDING APPLICATION
 FISCAL YEAR 2021-2022

GENERAL INFORMATION

Date: 1/13/2021

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: 4
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 for the Board at their December 2020 meeting (see Certificaton)? <input checked="" 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 community service experiences as well as life skills. The competition is intended to encourage and reward scholastic achievement and scholarships.

6) Describe the service or project your organization intends to apply this grant towards: Towards our 2021-2022 Scholarship Awards

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? Having two young ladies represent our town all over our state with Miss Zebulon draped across their chest, lends itself to many opportunities to promote connectedness to our community. Our title holders have held events at both the Community Center and at The Boys and Girls Club to raise funds and awareness as leaders in our community. They have attended and supported ribbon cuttings for new businesses as well as walked the downtown streets to visit businesses to thank them for their support. They took part in the winter wonderland spectacular by doing face tattoos and taking pictures with the community.

9) How many Zebulon citizens do you serve annually? Children/Young Women ages 6-25

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 part of the Miss NC Organization, we are required to offer scholarships of a certain amount, depending on years in service. We are required to show payment to a 504 plan or a university to show that the payment has been made for scholastic purposes.

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

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

REQUEST INFORMATION

Amount requested from Town of Zebulon: \$500

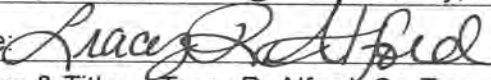
Space requested from Town of Zebulon (Please indicate the location and the duration of your space needs):

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 1 @ 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. 6, 2021 @ 7:00; Monday, March 7, 2022 @ 7:00.

Signature: 
Print Name & Title: Tracy R. Alford, Co-Executive Director

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 8, 2021

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 2021-2022

GENERAL INFORMATION

Date: Feb 1, 2021

Agency/Organization Name: Preservation Zebulon Inc.		
Mailing Address: 214 E. Horton St.		
City: Zebulon	State: NC	Zip Code: 27597
Physical Address (if different from mailing):		
Primary Contact & Title: MaryBeth Carpenter, Executive Director		
Phone Number: 919-741-2317	Fax Number:	N/A
Email Address: Marybeth@preservationzebulon.org	Website: http://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: 4
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: \$1,000
4B) If yes, did you provide an update for the Board at their December 2020 meeting (see Certificaton)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Presented in writing
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 ask the Town to support our operations during this coming fiscal year.

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? 750

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? Metrics include number of people attending the historic house tours, number of volunteers, and number of structures open for tours, people attending our events (Walking tours, annual meeting, Memory Project presentations (220) and the launch of Historic House Tours in Fall 2021 (300 expected). Other numbers include unique households receiving our educational newsletter (200) and Facebook followers (2,900) for our events and Zebulon Memory Project stories, and annual website traffic (2,000).

Annual budget: \$22,500 ; % Administration 0

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

Memberships	\$5,310	23%
Events	\$9,950	44%
Grants	\$5,500	24%
Donations	\$2,250	9%

REQUEST INFORMATION

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

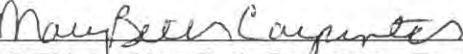
Space requested from Town of Zebulon (Please indicate the location and the duration of your space needs): Wakelon Town Hall for one Saturday event in Fall 2021

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 1 @ 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. 6, 2021 @ 7:00; Monday, March 7, 2022 @ 7:00.

Signature: 
Print Name & Title: MaryBeth Carpenter, Executive Director

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 8, 2021

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 2021-2022

GENERAL INFORMATION

			Date: 2-22-21
Agency/Organization Name: Progressive Teamworks Outreach			
Mailing Address: Po Box 535			
City: Zebulon	State: NC	Zip Code: 27597	
Physical Address (if different from mailing): 1300 Mack Todd Rd			
Primary Contact & Title: Herbert Gray Pastor			
Phone Number: 919 559-3095	Fax Number:		
Email Address: GrayherShe@aol.com	Website:		

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 type="checkbox"/> Yes <input checked="" 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 for the Board at their December 2020 meeting (see Certification)? <input type="checkbox"/> Yes <input type="checkbox"/> No
5) List your organization's Mission Statement: To provide needed services to the community
6) Describe the service or project your organization intends to apply this grant towards: Provide school supplies to needy children, 16 th year of doing this
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 provide a day of fun + food along with the distribution of school supplies

9) How many Zebulon citizens do you serve annually? 150
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? # OF Children Served
Annual budget: ; % Administration
Sources of revenue for annual budget (by amount and %): 100% donations

REQUEST INFORMATION

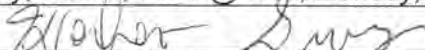
Amount requested from Town of Zebulon: \$1500
Space requested from Town of Zebulon (Please indicate the location and the duration of your space needs):

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 1 @ 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. 6, 2021 @ 7:00; Monday, March 7, 2022 @ 7:00.

Signature: 
Print Name & Title: Herbert Gray Pastor

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 8, 2021

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

February 26, 2021

Town of Zebulon
Board of Commissioners
1003 North Arendell Ave
Zebulon, NC 27597

Re: Progressive Team Works Outreach Application

Mayor Robert Matheny and Commissioners:

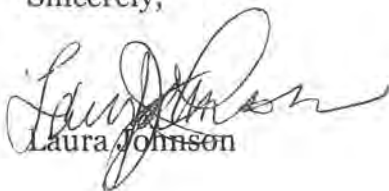
Pastor Herbert Gray submitted a request from the town of Zebulon for funding for the above named outreach ministry. This ministry gives food to families every week. If you go down Mack Todd road on the third Tuesday and every Thursday, you will find cars lined up waiting for food.

Pastor Gray submitted the application, but it was late, because I was waiting to be notified that the application was due and when was the deadline, which I never received. In conversation with Commissioner Moore I was informed that the applications had not gone out this year. That the request was to be made on the website; by then the deadline had already passed, I talked with Bobby Fitts and he told me that the application could still be submitted, and maybe it would still be acceptable. After the application was submitted I was told that because it was late, that it could not be accepted.

I am now requesting that this application be accepted and funding be given to this ministry, because a great need is being filled by this ministry. Families are being fed, children, that cannot go to school, that depend on meals that they receive in school, people, due to the covid 19 pandemic, that cannot work, are being fed.

As leaders in this community, I am asking that this request be considered and funding given to them.

Sincerely,


Laura Johnson

TOWN OF ZEBULON
NON-PROFIT ORGANIZATION
FUNDING APPLICATION
FISCAL YEAR 2021-2022

GENERAL INFORMATION

Date: 2-5-2021

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

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: *3 years*

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:

4B) If yes, did you provide an update for the Board at their December 2020 meeting (see Certification)? Yes No *The Covid-19 levels was high in the*

5) List your organization's 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. community.

6) Describe the service or project your organization intends to apply this grant towards:
We will volunteer and educate with our youth to families at the Boys & Girls Club.

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?

Volunteers will focus on informing families of resources in the town of Zebulon and enhance making the Boys & Girls Club another gathering place.

9) How many Zebulon citizens do you serve annually? 67,860 food 11,232 resources
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?
Annual budget: 40,000 ; % Administration 10%
Sources of revenue for annual budget (by amount and %): All funding is by donations 50% grants 20% and fundraisers 30%

REQUEST INFORMATION

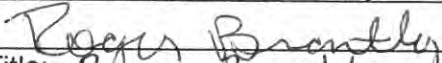
Amount requested from Town of Zebulon: \$1000.00
Space requested from Town of Zebulon (Please indicate the location and the duration of your space needs): already have location

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 1 @ 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. 6, 2021 @ 7:00; Monday, March 7, 2022 @ 7:00.

Signature: 
Print Name & Title: Roger Brantley CEO / President

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 8, 2021

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

Report of 2020's grant for \$500.00

Share His Glory was rewarded \$500.00 from the Town of Zebulon on August 28th through the mail. We was excited that the town had awarded this amount to continue our work in the community. Share His Glory used half the funding to help fund for extra food in the brown bag lunches on Saturdays with flyers about staying safe during the pandemic. Our youth continued to volunteer in the community during the pandemic by giving the lunches to families in Zebulon. We used the other \$250.00 to help provide Christmas for families in Zebulon in partnership with the Zebulon Community Center, Zebulon Police, and Walmart in Zebulon. Volunteers separated the toys by age and packed each families gifts in bags for families to pick up separately outside with protective mask. Thank you for the award and I hope we will be considered for the next award.

Share His Glory Secretary,
Sophia Williams

TOWN OF ZEBULON
NON-PROFIT ORGANIZATION
FUNDING APPLICATION
FISCAL YEAR 2021-2022

GENERAL INFORMATION		Date: February 4, 2021
Agency/Organization Name: Shepherd's Care Medical Clinic		
Mailing Address: 1303 Water Plant Road		
City: Zebulon	State: NC	Zip Code: 27597
Physical Address (if different from mailing):		
Primary Contact & Title: Regina Harrell, CEO		
Phone Number: 919-823-1618	Fax Number: 919-375-4150	
Email Address: reginah@shepherdscaresclinic.com	Website: www.shepherdscaresclinic.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: 10
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 for the Board at their December 2020 meeting (see Certificaton)? <input type="checkbox"/> Yes <input type="checkbox"/> No
5) List your organization's Mission Statement: Our mission at Shepherd's Care Medical Clinic is simple: delivering compassionate healthcare to uninsured and underinsured adults, one person at a time.
6) Describe the service or project your organization intends to apply this grant towards: Shepherd's Care Medical Clinic (SCMC) will use grant funds to provide the following services for the uninsured: primary care, behavioral health, nutritional counseling, prescription assistance, specialist referrals, food distribution.
7) What Focus Area of Zebulon's Vision 2030 Strategic Plan does this service or project fit within?: (Ref: www.Zebulon2030.com) <input type="checkbox"/> Small-Town Life <input type="checkbox"/> Vibrant Downtown <input checked="" type="checkbox"/> Grow Smart
8) How does this service or project accomplish a goal within the checked Focus Area? As stated earlier, SCMC is a primary care clinic that serves the uninsured and underinsured. The Town of Zebulon (2020) reports median income \$53,676 with 16% of persons living below the poverty line. As the COVID-19 pandemic continues, there is an anticipated increase in the number of uninsured people. Also, research shows that the town of Zebulon continues to experience an influx of people moving to the area. With such growth, there comes increased need for healthcare. The services that SCMC provides meets the Grow Smart focus area by addressing the need for maintaining appropriate staffing to support expected service levels for this growing community.

9) How many Zebulon citizens do you serve annually? 127
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? # of unduplicated patients, patient demographics, service utilization rates, patient encounters, clinic expenditures
Annual budget: \$390,640 ; % Administration 38% other admin costs 72% payroll
Sources of revenue for annual budget (by amount and %): Public Grants 38%; Public Contributions/Donations 6%; Program Income 51%; Miscellaneous Income 5%

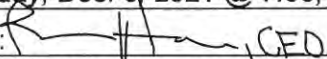
REQUEST INFORMATION

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): N/A

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 1 @ 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. 6, 2021 @ 7:00; Monday, March 7, 2022 @ 7:00.*

Signature:  CEO
Print Name & Title: Regina Harrell, CEO

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 8, 2021

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:
Agency/Organization Name: <i>Zebulon United Methodist Church Food Pantry</i>		
Mailing Address:		
City:	State:	Zip Code:
Physical Address (if different from mailing):		
Primary Contact & Title:		
Phone Number:	Fax Number:	
Email Address:	Website:	

ORGANIZATION INFORMATION

1) Is your agency incorporated as a non-profit organization? <input 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 type="checkbox"/> Yes <input type="checkbox"/> No
3) Number of years organization has been in existence:
4) Did your organization receive funding from the Town of Zebulon last year? <input 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 type="checkbox"/> No
5) List your organization's Mission Statement:
6) Describe the service or project your organization intends to apply this grant towards:
7) What Focus Area of Zebulon's Vision 2030 Strategic Plan does this service or project fit within?: (Ref: www.Zebulon2030.com) <input 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?

February 8, 2021

Zebulon United Methodist Church Food Pantry

114 W Sycamore Street, Zebulon, NC 27597

Bob Russo, Coordinator

772-360-8739 russobobsue@bellsouth.net www.zumchurch.org

1. Yes (see attached)
2. Yes, the Board of Directors consists of non-paid volunteers
3. 11 years
4. No, the Food Pantry did not receive funding in 2020 from the Town Of Zebulon.
5. Knowing that God has blessed us to be a blessing, the Zebulon United Methodist Church Food Pantry serves as a vehicle to share the abundance God has showered on us with those in need in our community. It is our intention that recipients not only receive food for their physical hunger, but generous portions of kindness and grace to feed their spiritual and emotional hunger. We advocate dignity and justice for all people, standing with those in need, and we are committed to serving their needs.
6. This grant will allow the Pantry to purchase food to distribute to the community.
7. The Food Pantry fits both into the 'Small-Town Life' Focus Area as well as the 'Grow Smart' Focus Area.
8. The Food Pantry, serving clients who struggle with food insecurity, allows members of the community to engage with each other through volunteerism, growing bonds between people and fostering compassion, both qualities of Small Town Life. The Food Pantry also ticks the box of 'Growing Smart' as recognizing and ministering to the needs of the community helps the community maintain safety while making sure that members of the community aren't struggling.
9. From March of 2020 through January of 2021, the Food Pantry, operating with the Food Hub and the Children's Feeding Program (both of which fall under the Food Pantry) has served over 29,000 people.
10. Our service goal is to feed as many people as possible throughout the year. Receipts from food purchases can be submitted to the Board for review. The Food Pantry relies solely upon donations and does not have a budget. We partner with Northside Compassion Project, Panera and Food Lion Eats, accepting donations of food for distribution to the community. The more we receive in donations, the more we are able to serve our clients. Food Pantry Staff are all volunteers.

\$1,000 is requested from the Town Of Zebulon.

Someone will be available to present at the Monday, March 1st Board of Commissioners Meeting.

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?
Annual budget: _____ ; % Administration
Sources of revenue for annual budget (by amount and %):

REQUEST INFORMATION

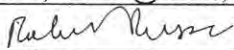
Amount requested from Town of Zebulon:
Space requested from Town of Zebulon (Please indicate the location and the duration of your space needs):

Are you interested in making a brief presentation to the Board of Commissioners on Monday, March 1 @ 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. 6, 2021 @ 7:00; Monday, March 7, 2022 @ 7:00.

Signature: 
Print Name & Title: Robert Russo Director Food & PATH Zebulon United Methodist Church

United Methodist Church

APPLICATION DUE BACK TO FINANCE OFFICE BY FEBRUARY 8, 2021

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

BUDGET AND FINANCE DEPARTMENT - OPERATING BUDGET REQUEST

Fiscal Year 2021 - 2022



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 2021-2022.



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

Requested Budget- January 31, 2021

BACKGROUND

History

The State of North Carolina has very strict requirements on how local governments manage their money. During the 1920's, many cities and counties borrowed heavily. When the stock market crashed in 1929 and thousands lost jobs, many municipalities went even more into debt. By 1931, many municipalities were spending approximately half of their property tax revenue on debt payments. More than half of the state's municipalities were unable to make their payments during the Great Depression. To restore sound money management to local government, the General Assembly created the North Carolina Local Government Commission and passed a series of laws regulating local government budgeting and finance. The Local Government Commission enforces those laws. State regulation provides a strong framework for sound money management, but local officials still have primary responsibility for using city and county funds wisely and well. During the past 50 years, North Carolina local governments have established a national reputation for managing public money carefully and providing the public with good value for their dollars.

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 services provided to Zebulon by 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
- Building permit payments for Wake County customers

THE YEAR IN REVIEW (FY 2019-2020)

What We Did

For the fiscal year 2020, 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, 2019 we were awarded the certificate for the 25th consecutive year. We have submitted the fiscal year ending June 30, 2020 report in December 2020 and should find out in Spring 2021 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 20, actual came in at 1.6% below forecasted amounts. The COVID-19 pandemic and associated economic downturn hurt the 4th quarter of sales tax collections. Through the first three quarters, collections were up 6.7% year over year while the 4th quarter came in at 5.8% less than FY 19's same quarter. Utilities sales tax is slightly harder to forecast. Climate and economic conditions can cause this to be a very volatile revenue source. For FY '20, these revenues came in at 2.8% above forecasted.

For FY '21, we took a conservative approach to projecting sales tax collections based on economic forecasts related to the COVID-19 pandemic. To date (through 1/31/21), we are surpassing these projections with approximately 40% of the budget collected with 8 months remaining to be collected.

BUDGET HIGHLIGHTS (FY 2021-2022)

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, 2021 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

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 10.18% in FY 2021 to 11.38% in FY 2022. This increase in base cost for existing employees will be seen across all departments.

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 2.6%. The increase is attributed to new retirees this past fiscal year.

LINE-ITEM DESCRIPTIONS

Please find the Budget and Finance department's FY 2021-2022 operating budget request. This request includes a brief description of the use or purpose of each line item.

- **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, vision 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 \$2,600.
- **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 copying and printing 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

Account Number	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	Actuals Average (FY 2016-2020)	FY 2021 Adopted Budget	FY 2022 Budget (FY 21 x 1.4% (Sept YOY CPI))	FY 2022 Requested	Reason for overage - * Exist * Enhance * New	How to balance - * What service is dropped? * What service is delivered different * What service is not added?
	BUDGET & FINANCE:		-	-	-		-	-				
10-420-0200	SALARIES	346,304	167,313	175,456	182,064	174,145	209,056	201,300	204,118	205,300		
10-420-0400	PROFESSIONAL SERVICES	3,834	6,707	3,781	6,647	6,665	5,527	6,800	6,895	6,900		
10-420-0500	FICA	26,210	12,869	13,310	13,832	13,360	15,916	15,450	15,666	15,750		
10-420-0600	GROUP INSURANCE	25,041	15,769	15,806	16,046	14,850	17,502	18,600	18,860	18,850		
10-420-0700	RETIREMENT	38,724	20,767	21,884	23,144	24,318	25,767	30,600	31,028	33,700	Exist	
10-420-0800	UNEMPLOYMENT COMP	1,058	-	362	4,114	1,138	1,668	2,500	2,535	2,500		
10-420-0900	RETIREE INSURANCE	-	-	44,552	51,702	57,431	51,228	60,000	60,840	64,000	Exist	
10-420-1100	POSTAGE/TELEPHONE	2,476	1,508	1,440	1,440	2,412	1,855	2,000	2,028	2,025		
10-420-1101	CELL PHONES	2,047	600	600	600	600	889	600	608	600		
10-420-1400	TRAVEL/TRAINING	6,410	1,524	1,115	3,338	2,078	2,893	5,000	5,070	5,050		
10-420-1600	EQUIPMENT MAINTENANCE	-	-	-	-	-	-	500	507	500		
10-420-2600	ADVERTISING	76	115	-	-	-	96	200	203	200		
10-420-3300	MATERIALS & SUPPLIES	3,314	2,626	3,051	2,358	2,391	2,748	3,100	3,143	3,125		
10-420-3302	COMPUTERS	1,692	-	-	755	0	816	-	-	-		
10-420-3303	PRINTING/COPYING	4,116	5,006	4,444	5,817	6,617	5,200	5,300	5,374	5,350		
10-420-3305	MAIL ROOM SUPPLIES	3,098	2,355	2,977	2,803	3,114	2,869	3,100	3,143	3,125		
10-420-4500	CONTRACTED SERVICES	22,848	15,930	13,035	18,961	10,477	16,250	16,500	16,731	16,700		
10-420-4501	CONTRACTED SERVICES-WAKE CO TAX COLLECT		16,994	18,665	20,458	23,114	19,808	26,000	26,364	27,000		
10-420-5400	INSURANCE & BONDS	7,135	5,263	5,589	4,212	3,763	5,192	5,700	5,780	5,750		
10-420-5700	MISCELLANEOUS	71	58	38	59	0	45	-	-	-		
	Totals	494,454	275,404	326,105	358,350	346,472	385,327	403,250	408,896	416,425		

ADMINISTRATION DEPARTMENT OPERATING BUDGET REQUESTS Fiscal Year 2021 - 2022



**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 2021-2022.

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, economic development specialist, police officers and firefighters, park maintenance 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, meeting in the allies that have been activated, closing off a street for a business to celebrate its customers or the corner farmers market, meeting your neighbor in these places celebrates that small town life.

By encouraging staff to create partnerships, help those coordinating events or 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 alley activation along with the installation of downtown art, pop-up markets and opening of new businesses or the reopening of established businesses shows that by working together in public private partnerships the vibrancy of the downtown is 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 includes Management, Town Clerk, Human Resources and Information Technology. The Department has the responsibility of ensuring that the internal customers, fellow employees and elected officials, have what they need to do their jobs well; and external customers, the residents and visitors of our community, have information and services they need to be well informed and have a better quality of life.

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
- Keep Employees Informed
- Manage IT Support for all departments
- Work with Wake County and other vendors to provide Police IT services
- Oversee AV needs and upgrades
- Manage Webpage and Social Media
- Coordinate Events/Projects for officials and staff
- Engage with the Community
- Manage Public Records

BUDGET HIGHLIGHTS

The budget requests for FY 2022 presented for the Administration Department were developed to accurately reflect the needs and goals of the department. Most line items reflect an increase by the CPI of 1.4%. However, there are a few that were more than the CPI and others that were less.

By focusing on the needs and goals we are focusing on two areas.

1. Information Technology: continue to tighten the security of the infrastructure, individual PC's and education.
2. Human Resources: work with the new insurance partner; improve training and processes, move all benefits oversight from finance into the department (insurance, 401k etc.) to make it easier for employees to know who to talk with on HR related topics; this will allow finance to focus more on budget analysis.

Both of these areas are in the "Growing Smart" focus area. By ensuring that these areas are continuing to improve it can provide the best services to the employees which will improve moral and therefore, the services provided by the Town as a whole.

Attached you will find the accompanying spreadsheet for the FY22 Administration Department operating budget that is being requested.

BUDGET REQUESTS

We are asking for increases in the FY 2022 budget that will allow for enhances services to provide better services to our employees and the community.

Professional Services

The slight increase to this line item is more than the CPI because in FY 2021 we began using services that increased the productivity of our Board and staff. These services have a yearly reoccurring cost. Some of those services are Zoom, and Dude Solutions (work order system) to name a few.

Postage

In previous years there was no line item for postage, and we feel it is necessary to have this allotted to the department to allow for items to be mailed out to employees and citizens.

Printing/Copying

Providing residents with information on services provided is important and the printing of a book the details the services provided is a project that we plan to do.

When moving Human Resources to a new suite a copier/printer was leased which added to the yearly cost in this line item.

Contracted Serviced – Information Technology

In FY 2021 it was necessary to contract with a different company to provide for continuity of services. This continuity specifically addresses internet for phones and computers. Without this fail-over if Spectrum went down, we would not have phones or internet service to service our community. It was necessary to change the company providing this service because they were utilizing the Spectrum lines.

We began using Public Input as a way of conducting surveys for projects like our Parks and Recreation Master Plan and Planning Comprehensive Plan. It allows us to better communicate with our employees via text messaging. Finally, it is also allowing for the community to participate in meetings like the DAC.

FUTURE NEEDS

As the Town continues to grow, so will the staff the Town employs need to grow. The services provided to Town Residents cannot stay at the same level without additional employees to serve the 3000 plus residential lots approved for construction.

As stated in the FY 2021 budget it will be necessary to separate the Town Clerk position from the Human Resources Director position. The separation of duties would allow for the HR Director and HR Technician to focus on the needs of a growing staff.

When new staff positions begin to be added it would be necessary to have dedicated space for them to work. That would include office furniture, computers, phones, vehicles and other equipment to ensure that they are successful at providing services to the citizens of Zebulon.

Account Number	Account Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	Actuals Average (FY 2017-2020)	FY 2021 Adopted Budget	FY 2022 Budget (FY 21 x 1.4% (Sept YOY CPI))	FY 2022 Requested	Reason for overage - * Exist * Enhance * New	How to balance - * What service is dropped? * What service is delivered different * What service is not added?
	ADMINISTRATION:										
10-430-0200	SALARIES	191,309	209,374	255,642	281,642	234,492	352,500	357,435	357,435		
10-430-0300	PART-TIME SALARIES	10,489	6,824	1,728	0	4,760	8,160	8,274	8,000		
10-430-0400	PROFESSIONAL SERVICES	160	1,033	2,447	2,232	1,468	15,105	15,316	17,710	Enhance/New	Renewals for Services increased and added services not previously utilized (Zoom, Dude Solutions, Page Freezer)
10-430-0500	FICA	14,787	16,208	18,848	20,463	17,577	27,800	28,189	27,600		
10-430-0600	GROUP INSURANCE	11,061	12,851	17,427	19,122	15,115	24,800	25,147	25,200		
10-430-0700	RETIREMENT	22,437	25,418	31,837	38,041	29,433	53,550	54,300	57,300		
10-430-1100	POSTAGE	4	-	179	0	46	-	-	100.00	Enhance	Mail items from HR
10-430-1101	CELL PHONES	1,453	1,414	1,411	1,714	1,498	2,735	2,773	2,773		
10-430-1102	TELEPHONE SERVICE	42,042	38,818	44,837	46,909	43,152	44,523	45,146	45,146		
10-430-1400	TRAVEL & TRAINING	5,362	8,170	8,331	8,244	7,527	8,100	8,213	8,213		
10-430-1401	TRAVEL & TRAINING - H.R.	2,078	1,723	3,330	2,774	2,476	3,647	3,698	3,698		
10-430-1600	EQUIPMENT MAINTENANCE	-	-	-	-	0	-	-	-		
10-430-1700	VEHICLE MAINTENANCE	-	-	-	-	0	1,000.00	1,014	0		
10-430-2600	ADVERTISING	319	150	969	193	408	1,525	1,546	1,546		
10-430-3100	FUEL EXPENSE	-	-	-	-	0	2,000	2,028	-		
10-430-3300	MATERIALS & SUPPLIES	4,024	4,621	3,192	4,012	3,962	4,574	4,638	4,638		
10-430-3301	PRINTING/COPYING	2,278	4,495	4,795	4,485	4,013	4,676	4,741	6,300	Existing/New	Copier for HR Suite and Book on Services
10-430-3302	NEWSLETTER	2,785	-	-	-	928	-	-	-		
10-430-3303	COMPUTERS	1,787	-	-	59,398.07	15,296	31,700	32,144	32,144		
10-430-3304	MATERIALS & SUPPLIES - I.T.	5,728	7,503	5,129	16,514	8,718	8,624	8,745	8,745		
10-430-3305	EMERGENCY RADIO CONVERSION	-	-	-	20,093.18	5,023	0	-	-		
10-430-4500	CONTRACTED SERVICES	4,999	3,872	12,569	15,849	9,322	42,230	42,821	42,821		
10-430-4501	CONTRACTED SERVICES - INFORMATION TECHN	22,222	54,369	116,662	106,652	74,976	131,931	133,778	166,100	Existing/New	Increase to cost of backup to ensure connectivity for phone and computers, new service of Public Input
10-430-4502	EWTV	-	54,063	53,786	54,613	40,616	54,000	54,756	54,000		
10-430-4503	SAFETY COMMITTEE	-	457	33	2720	802	4,000	4,056	4,056		
10-430-4504	CONTRACTED SERVICES - WEBSITE	-	-	6,836	6,442	3,320	13,165	13,349	13,349		
10-430-5400	INSURANCE & BONDS	336	292	828	1000	614	1,017	1,031	1,031		
10-430-5700	MISCELLANEOUS	85	-	-	-	21	-	-	-		
10-430-5800	EMPLOYEE APPRECIATION	2,520	2,764	5,803	6,219	4,327	15,700	15,920	15,920		
10-430-5801	APPOINTED BOARD APPRECIATION	-	987	-	-	247	0	0	0		
10-430-5802	WELLNESS PROGRAM	-	3,678	4,103	13,618	5,350	32,000	32,448	32,448		
10-430-5803	TUITION ASSISTANCE PROGRAM	-	-	-	1,136.77	284	5,000	5,070	5,070		
10-430-5804	VULNERABILITY/SAFETY IMPROVEMENTS	-	-	-	10,272.29	2,568	-	-	-		
10-430-5805	BRANDING	-	-	-	-	0	-	-	-		
10-430-5806	CAREER LADDER	-	-	-	-	0	60,068	60,909	-		
	Totals	348,265	459,084	600,722	744,360	538,340	954,130	967,488	941,343		

Planning
ZEBULON

NORTH CAROLINA

**OPERATING
BUDGET REQUEST**
Fiscal Year 2022 - 2023



1003 North Arendell Avenue
Zebulon, North Carolina 27597
(919) 269-1810
Planning Department

www.townofzebulon.org/services/Planning

The Planning Department operates in accordance with North Carolina General Statute 160D. Herein lies a concise explanation of the Town of Zebulon Planning Department's goals fixed by the budget for fiscal year 2021-2022.

Budget Request: January 31, 2021

What We Do

What does the Planning Department do?

- The roles of the Planning Department can be broken into five 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.
 - GIS Services: Provides mapping and geographic data analysis to the Planning Department as well as other departments. This includes maintaining the interactive development dashboard, code enforcement dashboard, creation of maps for all departments on an as-needed basis, and analysis of geographic data.
- 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 governing boards and commissions 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 and staffing services-delivery 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 and dashboards.
- Inspecting construction projects for compliance with approved development plans.
- 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's Downtown Associate Community Program.

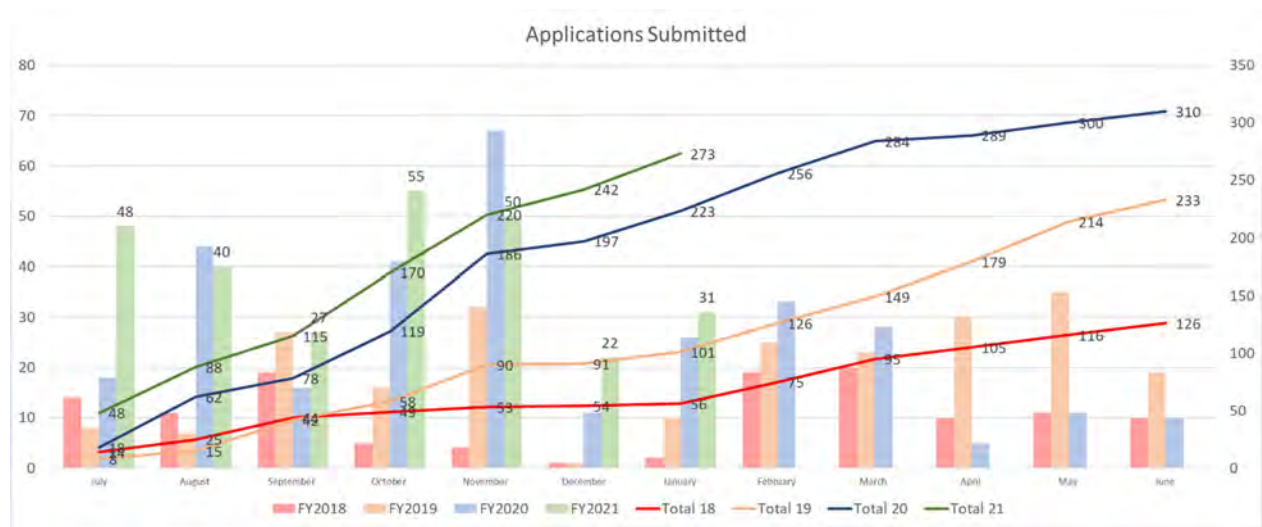
What We Did

It is our continuous goal to provide friendly, timely and competent assistance. We serve the development community, business community, and those who need assistance with land use regulations. We focus on a customer service and professionalism while meeting advertised deadlines and the state statutes. During FY 20, the Planning Department continued to adapt to changing needs, especially given the restraints and unknowns associated with COVID-19. This included the adaption towards online meetings, expansion of a second Planning Technician position and enhancement of our GIS position. We continued to implement the Unified Development Ordinance, prepared and implemented online submittal and electronic plan review.

How We Did

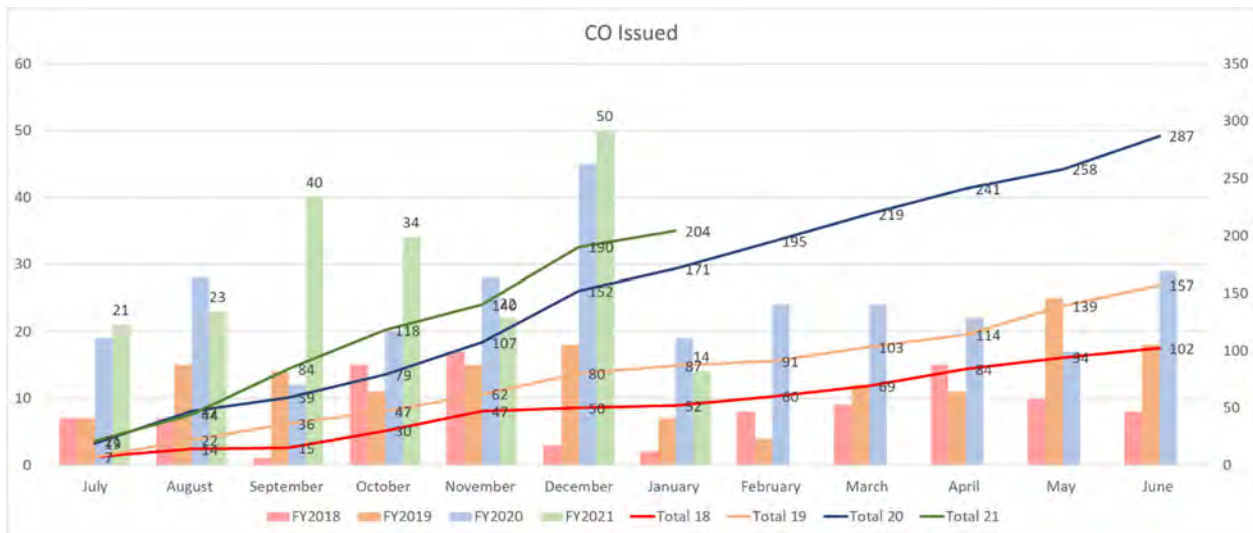
Permitting:

During the 4th quarter of FY 20 the Town experienced a substantial decline in applications for new single family dwelling units, but still finished up substantially higher than FY 19. Permit counts quickly rebounded and the first half of FY 21 have higher permit counts than the same time periods in FY 20. (Partly due to a significant rebound in new applications in July and near record permit submittals in October and November.)



In early 2020, it was taking 4 to 6 weeks for the Planning Department to issue single family residential building permits, which was a serious concern as 160D, (the new chapter of the state statute overseeing development) requires these permits to be issued within 10 business days. The department hired a part time planning technician to help alleviate the backlog. Combined with some staffing changes and the part time position becoming a full-time position, the turnaround time for single family dwelling permits is has been reduced to no more than 3 to 5 business days, which is consistent with our neighboring communities.

Similarly, the requests for Certificate of Occupancy had a slight 'echo' effect in September and October but we had record number of Certificate of Occupancy Requests in December and continue to be up from the same period last year.

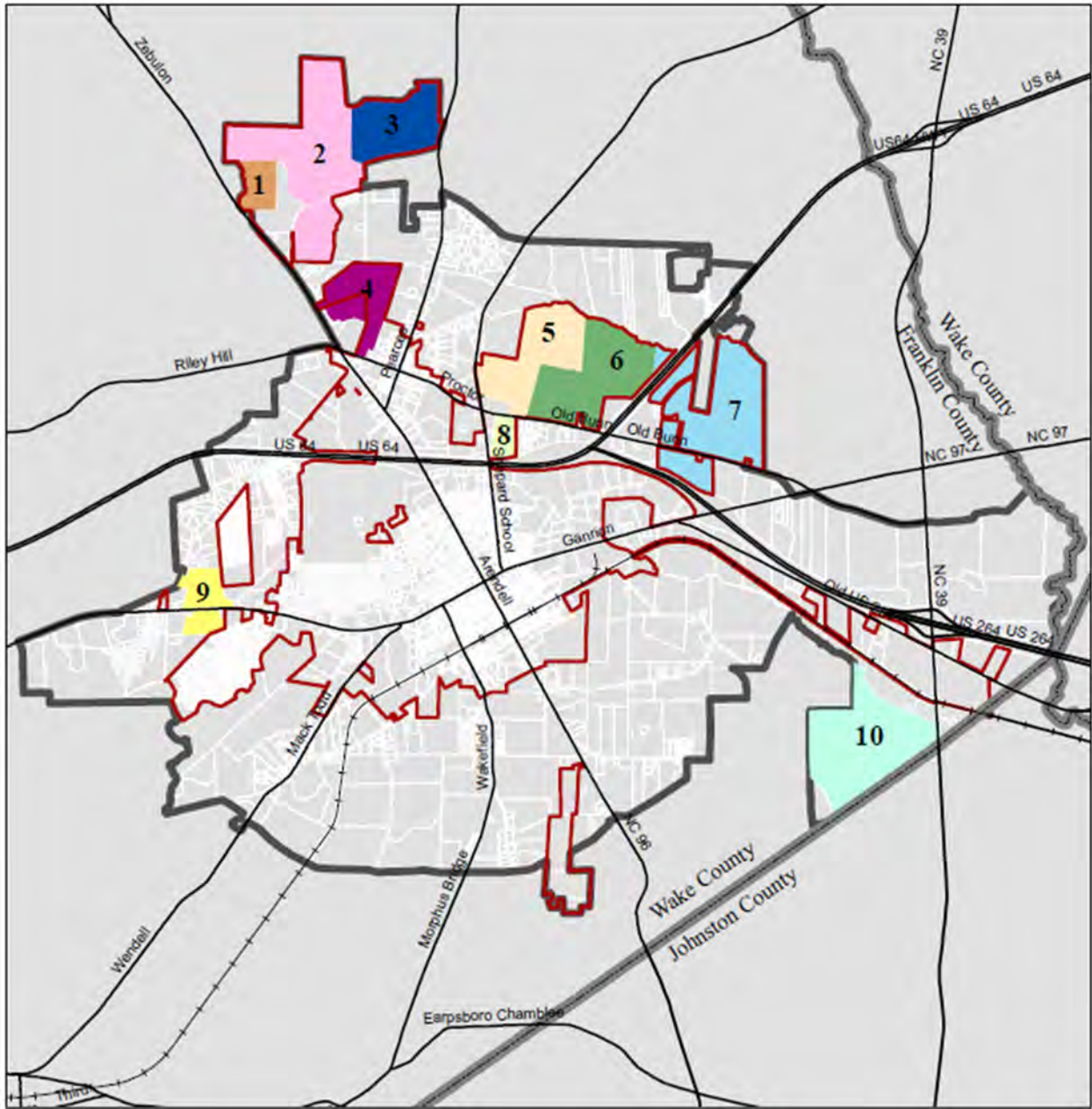


The current permit activity is a foreshadow of activity to come. Over the past few years, the Town has approved eight significant subdivisions and one apartment complex. We are currently in the final reviews for an additional 97-unit subdivisions and a multi-tenant light-industrial complex.

The Town currently has over 3000 lots that have vested rights but have yet to begin construction. This existing inventory has an expected buildout of six years, which would require an average of more than 470 permits for single family dwellings. We issued a temporary certificate of occupancy to a 72-unit apartment complex in February 2021.

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	10	113	179	37.42%
Weavers Pond	723	483	1	68	430	341	59.47%
Taryn Lake	152	152	0	1	145	6	95.39%
Autumn Lakes	550	307	9	119	152	279	27.64%
Barrington	858	71	0	3	0	855	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%
Totals:	3966	1137	12	201	840	3041	

Development Snapshot as of January 28, 2021



Town of Zebulon Recent Neighborhood Development

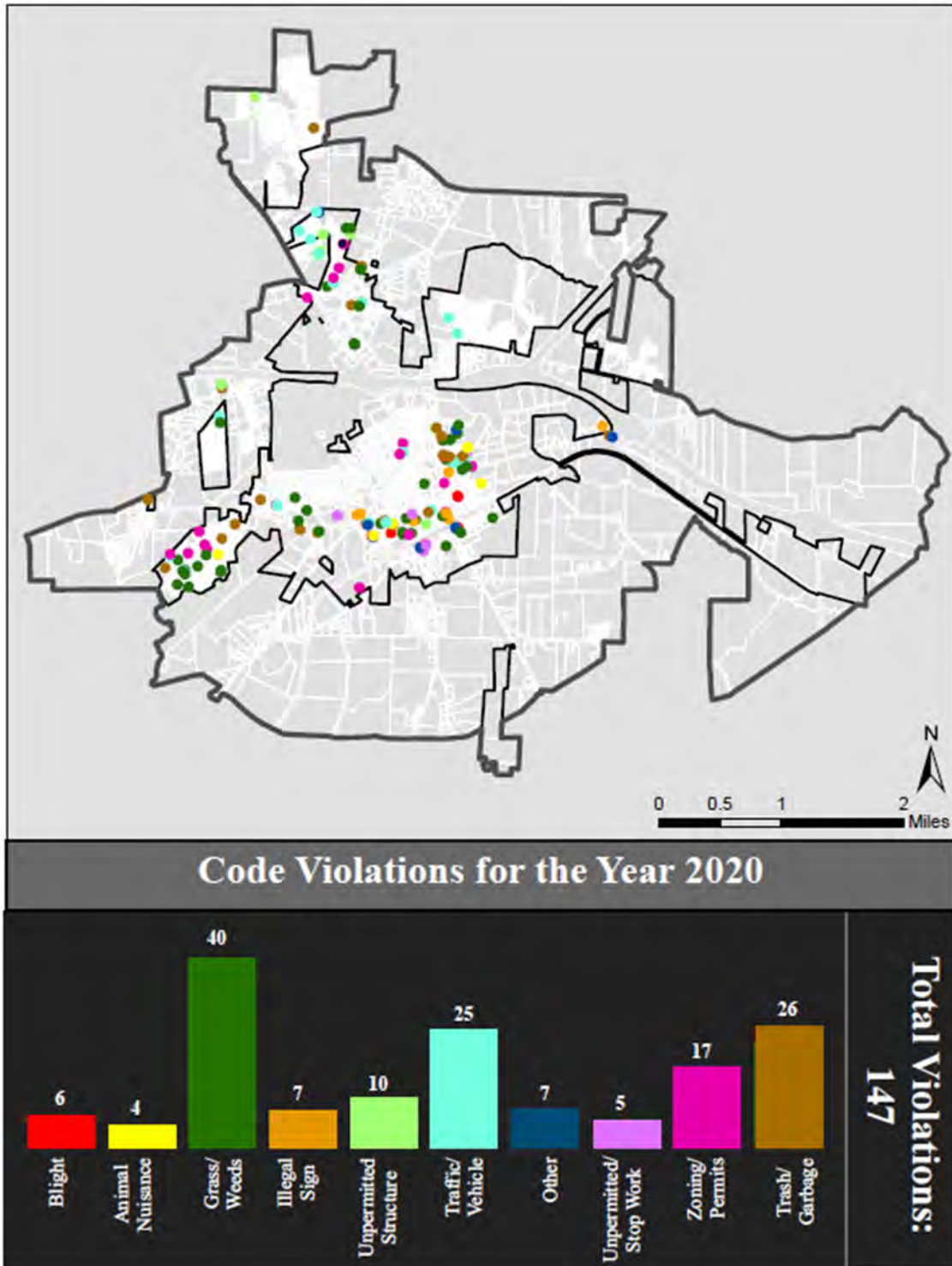


Legend

Neighborhoods	7 BARRINGTON
1 WEAVERS RIDGE	8 SHEPARDS POINT
2 WEAVERS POND	9 JASPER PLACE (FUTURE)
3 PEARCES LANDING	10 SIDNEY CREEK
4 TARYN MEADOWS	TOWN LIMITS
5 SHEPARDS PARK	ETJ
6 AUTUMN LAKES	PARCELS

Code Enforcement:

Code enforcement saw a slight decrease in the number of violations in 2020 with 147 cases. This is down 2 from 149 in 2019, but still more than 2018 where staff responded to 130 violations. The decrease is a reflection of COVID-19 as proactive enforcement was suspended for a short time due to safety. The majority of the violations continue to be tall grass and weeds, however we had 3 minimum housing cases this past year which require the most per-case staff time and effort.



The Planning Department also implemented changes to the Code Enforcement program in an effort to improve both customer service and efficiency. In late 2020, we began the use of Door Hangers for Tall Grass and Weeds violations and for Rubbish and Trash violations. These two categories have historically been the largest volume and the use of these reduces the administrative time it takes to issue prepare and mail a Notice of Violation. These are also the two violations that can be remediated the quickest.

Furthermore, in early 2021, we began the implementation of standardized templet forms for Notices of Violation (NOV) for all cases other than minimum housing. These have been crafted to reduce the time between inspection and the issuance of the NOV in an effort to seek the quickest response and correction time.



**Town of Zebulon
 Planning Department
 919-823-1812**

§ 95.01 Accumulation of Rubbish or Waste
The accumulation of refuse, exclusive of garbage and ashes, including, but not limited to, paper, rags, cartons, boxes, wood, exorciser, rubber, leather, tree bush and hedge branches, cuttings and trimmings, yard trimmings, grass, leaves, tin cans, metals, small mineral matter, glass, crockery, dirt, earth and dust or waste, on any lot or other parcel of land within the corporate limits of the town which is hereby declared to be dangerous and prejudicial to the public health or safety and to constitute a public nuisance.

This is the 1st warning. If the violation is not corrected within 2 business days, further action will be taken. Please contact staff if you have any questions.

Date and Time

Code Enforcement Officer


**Town of Zebulon
 Planning Department
 919-823-1812**

§ 95.01 (1) Noxious Weeds and Tall Grass.
The existence of uncontrolled growth of noxious weeds or tall grass to a height in excess of 12 inches causing or threatening to cause a hazard detrimental to the public health or safety on any vacant lot or other parcel of land within the corporate limits of the town which is hereby declared to be dangerous and prejudicial to the public health or safety and to constitute a public nuisance. It shall be unlawful for any owner, tenant, or occupant of land in the town to allow or permit the growth of vegetation to a height greater than 12 inches or noxious weeds on any land between the property lines of the parcel and the pavement edge of any public roadway.

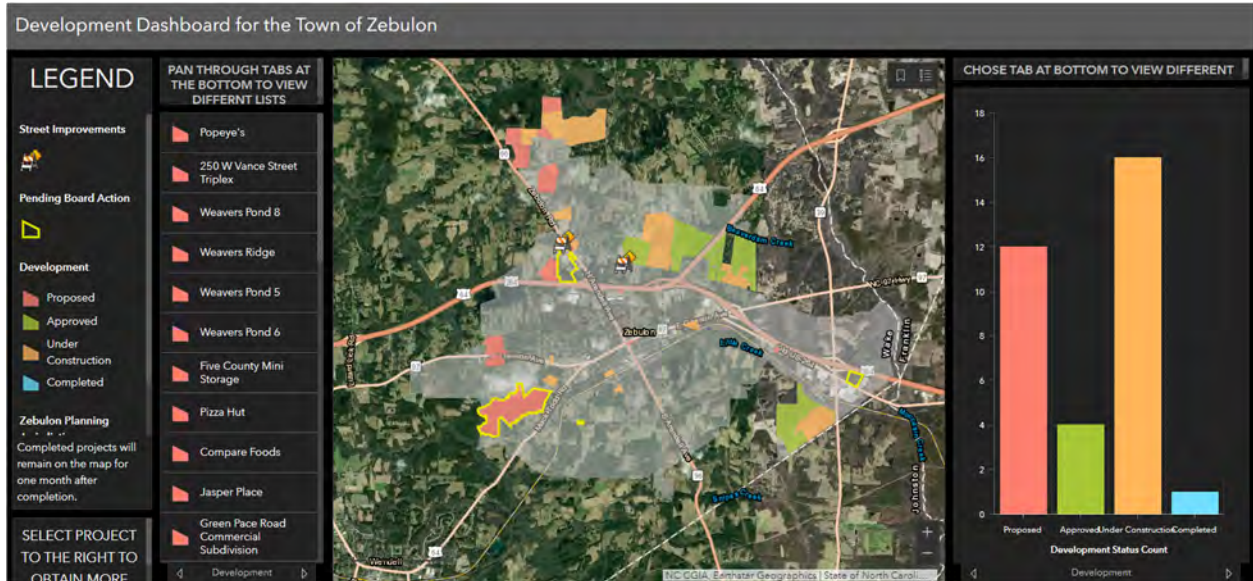
This is the 1st warning. If the violation is not corrected within 2 business days, further action will be taken. Please contact staff if you have any questions.

Date and Time

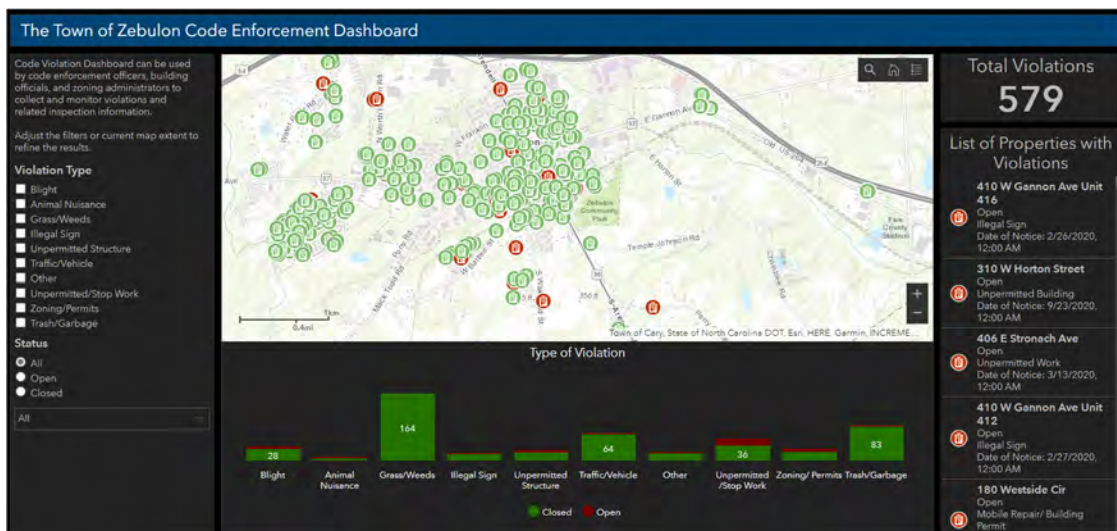
Code Enforcement Officer

GIS and Technology:

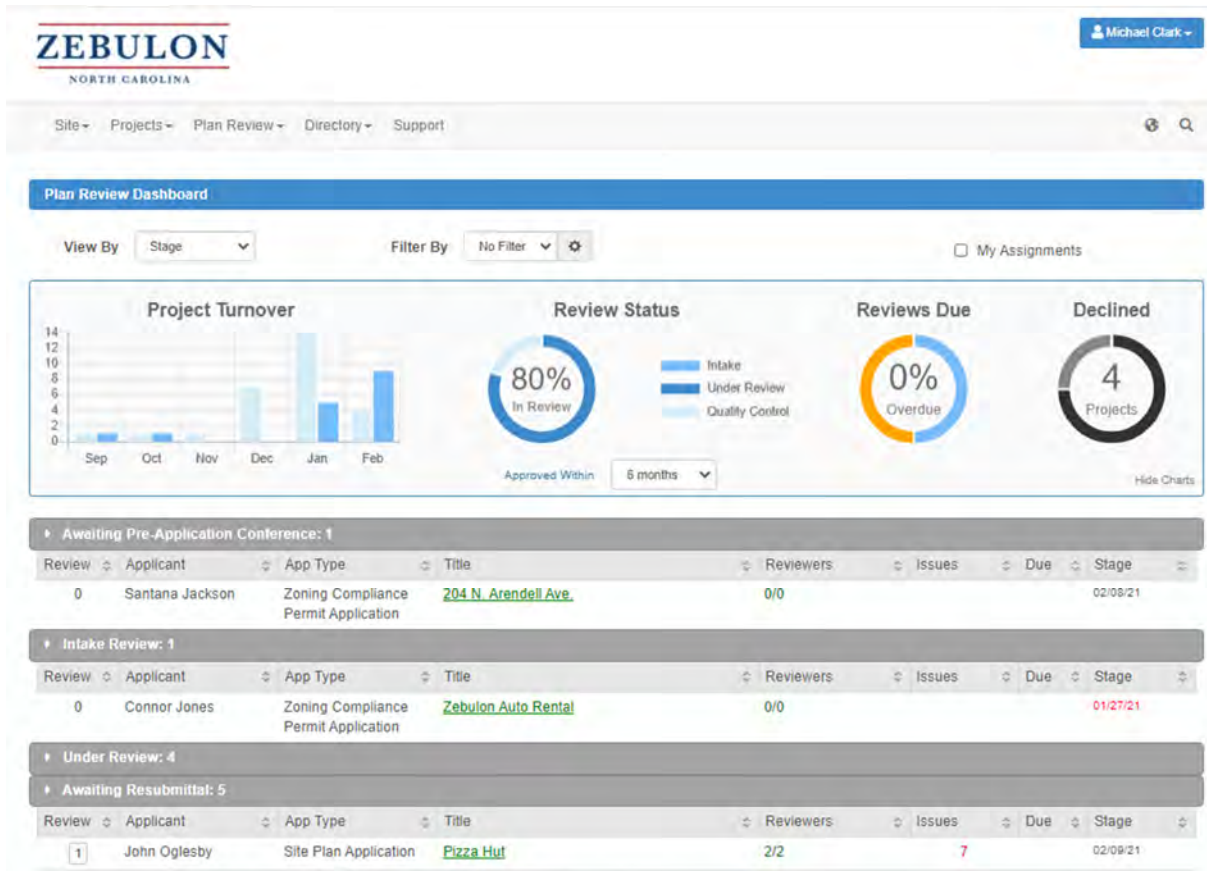
The Planning Department has also invested in visual communication with an enhanced GIS program. In Fall of 2020 a new Planner/GIS Technician was hired. The focus was to strengthen program by hiring someone with extensive background in map creation, data analysis, on the restructuring of our online interactive data base. In January 2021, we launched a brand new interactive development dashboard that classified development based on process, included significant road construction projects, and provided links for the public to view all of the current development activity in an effort to improve transparency and answer the question “What’s Coming to Zebulon.”



The Planning Department also launched a new Code Enforcement Dashboard on the Department’s Website. This provide increased communication with the Police Department as there is often a correlation between code enforcement cases and illegal activity. It also provides for increased transparency with the public and allows us to determine areas of focused enforcement.



In an effort to improve efficiency through technology, the Planning Staff worked with IDT between July and December of 2020 to establish an online submittal portal for all planning applications. This portal allows for direct upload of applications and plan sets by the applicant, congregates all the review cycles into one location for easy access by the Development Review Committee (TRC) and utilizes Bluebeam Review software to allow TRC members to review the plans electronically with state of the art tools. The implementation of this program will reduce the number of paper sets that need to be provided to the Town of Zebulon, Wake County, NCDOT, and the City of Raleigh Public Utilities Department. The soft launch was in December and staff transitioned to full launch in January 2021.



Staff Enhancement and Training:

A major aspect of providing exceptional customer service is having staff with the appropriate educational and technical knowledge, and investment in staff is a significant way to address that need. In January 2021, our Code Enforcement Officer obtained their North Carolina Certified Zoning Official (CZO) credentials. This was the result of three multiple day virtual classes focused on the fundamentals of zoning and code enforcement as they relate to state law and best practices.

The Assistant Planning Director is registered to take the exam to obtain the American Planning Association's American Institute of Certified Planners (AICP) credentials. This credential requires a combination of educational and real-world experience before one is eligible to take the exam and focuses on the foundational, legal, ethical, and best practices of Land Use Planning.

Downtown Associate Community Program:

In January 2021, the Town of Zebulon officially joined the North Carolina Main Street Program as a Downtown Associate Community (DAC). Teresa Piner was hired on a contractual basis to operate as the Town's DAC Coordinator. The benefits of this program include:

- Partnership with the NC Main Street and Rural Planning Center:
- Training for local businesses, staff, and elected officials with a focus on the Main Street Program's Four Point Approach which includes:
 - Economic Vitality
 - Design
 - Promotion
 - Organization.
- Technical Assistance through services pertaining to design business incentives and historic preservation.
- Networking and coordination with other communities that are part of the North Carolina Main Street Program to discuss topics and learn from others who have already addressed the same challenges as the Town of Zebulon.

Staff is meeting with key stakeholders in the downtown area on a monthly basis and later this year, the Board will appoint a Town of Zebulon Downtown Associate Community Task Force that will be charged with the execution of the DAC Plan.

Grow Zebulon Comprehensive Land Use Plan and Transportation Plan:

In early 2020, the Town hired Ramey Kemp and Associates with the assistance of Kendig Keast Collaborative to rewrite the Town's Comprehensive Land Use Plan and Transportation Plan. The Town's current land use plan was created in 2008 and is significantly outdated to satisfy the needs of a Town experiencing record growth. The Transportation Plan has been modified and amended multiple times, resulting in a lack of cohesiveness and exhibits inconsistencies with the Land Use Plan. By preparing both plans at the same time, the Town will end up with two documents that will work with each other to provide guidance for land use decisions for the next 20 years.

This project was kicked off in early 2020 with public engagement, however the COVID 19 pandemic resulted in suspension of activities until August where we were able to hold a series of outdoor in-person listening sessions to gather public input. An online survey was also established and a series of social media visual preference posts allowed the consultants to get an idea of what citizens were looking for with new development. We anticipate this project being completed in June 2021.



CURRENT CONSTRUCTION PROJECTS

Zebulon Green

- 72 Apartment Housing Complex
- Special Use Permit Approved October 2019
- Building Permits issued December 2019
- Temporary Certificate of Occupancy issued February 2021



Weaver's Ridge

- 182 Units (Combination of Single Family Detached Dwellings and Townhomes)
- Construction drawings in final review.
- Construction anticipated in Spring 2021



Pearces Landing

- 377 Units (combination of single-family detached dwellings and townhome dwellings)
- Phase 1 approved
- Construction began Fall 2020



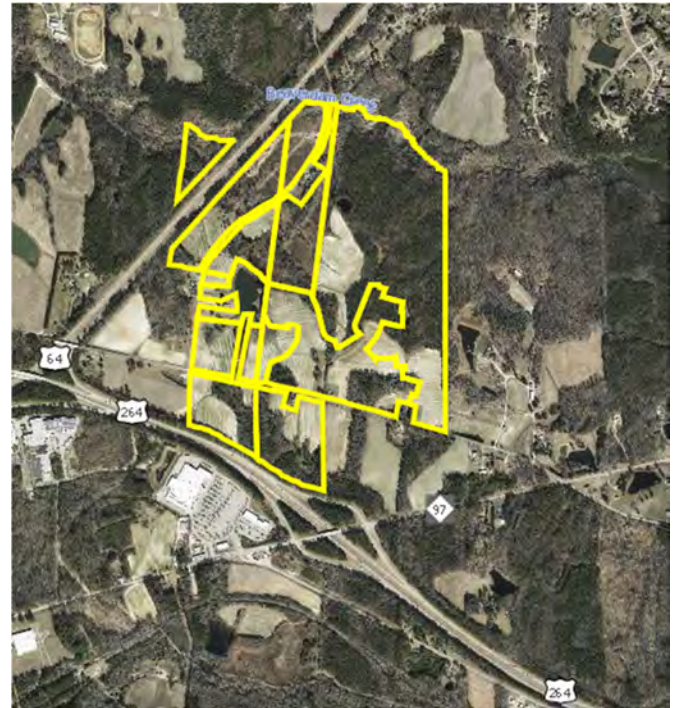
Sidney Creek

- 822 Units approved (intending to build 650)
 - Single family detached
 - Townhomes
 - Age targeted single family detached section.
- Special Use Permit approved
- Construction of Phase 1 began in fall of 2020



Barrington

- Total Dwelling Units: 858
- Housing Types:
 - Single-family detached
 - Single-family paired (duplex)
 - Townhouse
- Infrastructure being installed.
- Phase 1 under currently under construction and building permits have been issued.



PROJECT STATISTICS

PROPOSED PHASE	PHASE 1
TOTAL NUMBER OF PROPOSED HOMES	858
PROPOSED DENSITY	2.76 HOMES PER ACRE
NUMBER OF SINGLE FAMILY DETACHED HOMES	274
AREA OF SINGLE FAMILY DEVELOPMENT	246 ACRES
NUMBER OF PAIRED SINGLE FAMILY HOMES	42
AREA OF PAIRED SINGLE FAMILY DEVELOPMENT	15 ACRES
NUMBER OF TOWNHOUSES	47
AREA OF TOWNHOUSE DEVELOPMENT	10 ACRES
NUMBER OF TOWNHOUSES	12
AREA IN OPEN SPACE	4 ACRES

BARRINGTON MASTER PLAN PLANNING SCHEDULE

PHASE	LINE	NUMBER OF LOTS
1	TOWNHOUSES	47
2	TOWNHOUSES	12
3	TOWNHOUSES	12
4	TOWNHOUSES	12
5	TOWNHOUSES	12
6	TOWNHOUSES	12
7	TOWNHOUSES	12
8	TOWNHOUSES	12
9	TOWNHOUSES	12
10	TOWNHOUSES	12
11	TOWNHOUSES	12
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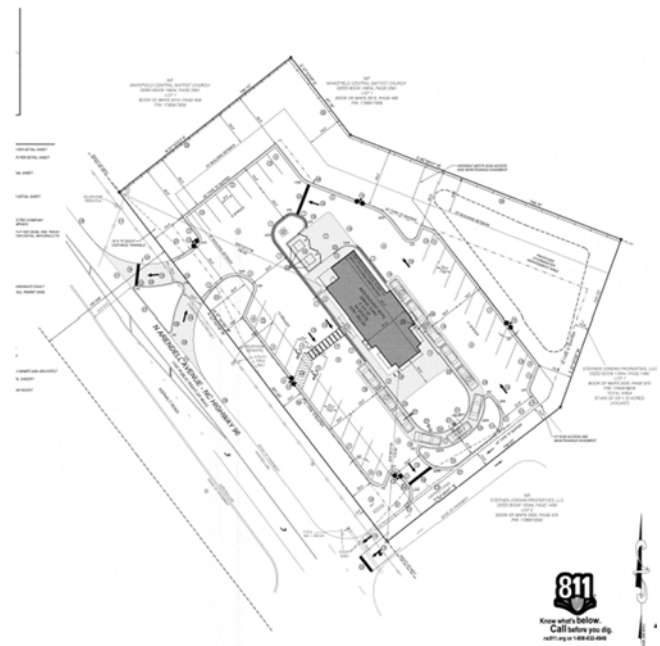
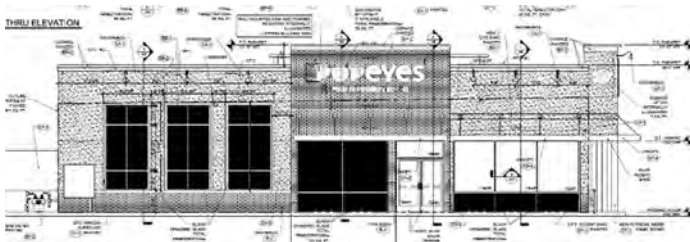
Jasper Place

- 97 Single Family Dwelling Units
- Conservation Subdivision
- Density of 1.83 DU/AC
- Currently in Final Construction Drawing Review



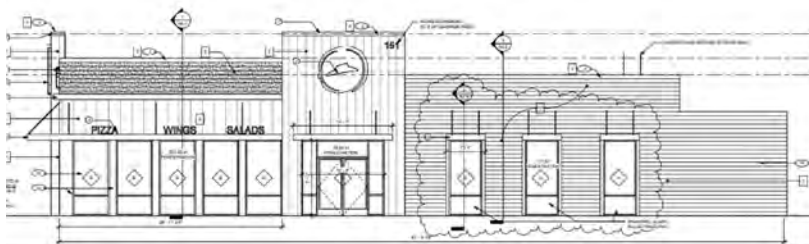
Popeye's

- Fast Food Restaurant
- 1512 N. Arendell Avenue
- Construction Drawing Review



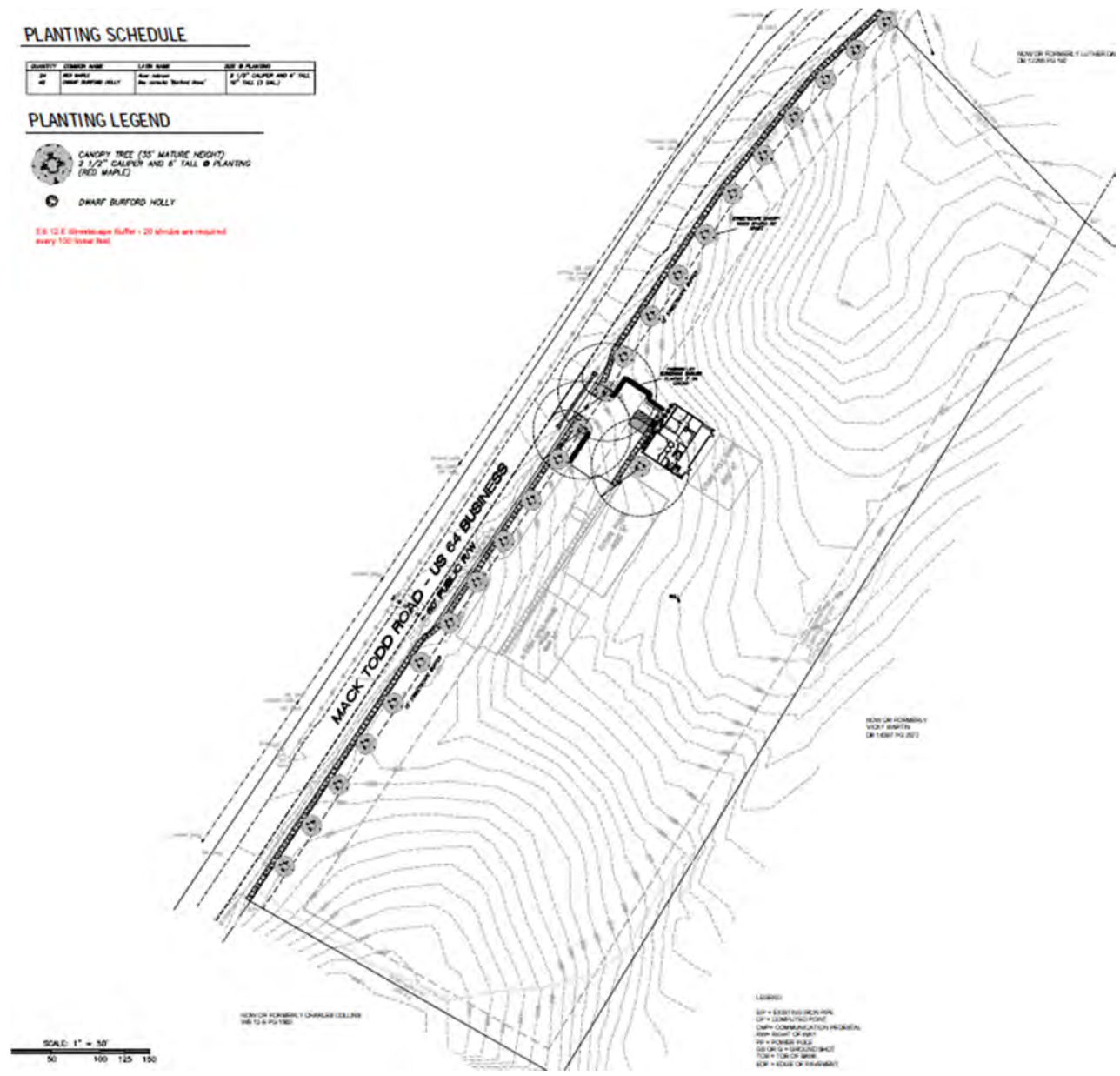
PIZZA HUT

- Complete rebuild
- Maintain same building size
- Add in a drive-through
- Currently in construction review



SBM Life Sciences:

- Proposed Agricultural Test Farm on Mac Todd Road
- Mainly Ornamental Shrubs (Roses)
- 2600 square-foot building in phase 1
- Currently in Plan Review



BUDGET HIGHLIGHTS

10-490-0200 (Salaries):

The Planning Department is requesting to increase this line item with a request for a Development Services Engineer and an Economic Development Specialist.

Economic Development Specialist:

This new requested position would continue the efforts of the BRE, that were previously performed by the Zebulon Chamber of Commerce. This position would also establish a program to educate the business and property owners on how to best market their land or services, provide a primary point of contact for new business interests. They would work with the Planning Staff to establish regulations and incentives to create a business-friendly environment that is also in keeping with the new Comprehensive Land Use Plan. This position would have the ability and technical skills to reach out to industries such as hotels, restaurants, retail, and industrial to expand and diversify the tax base within the Town of Zebulon. Finally, they would also work jointly with the Downtown Associate Community Coordinator to have a dedicated focus on the revitalization of Downtown.

Development Services Engineer:

This position would be responsible for working with the development community to implement the Town's new Transportation Plan and Greenway Plan, reviewing development proposals as an active member of the Technical Review Committee, and assuring that everything is constructed in accordance with the development plans. They would represent the Town during traffic impact analyst scoping meeting to determine what will need to be reviewed and considered before new development projects are submitted, and work with the Planning Staff to proposals to Capital Area Metropolitan Planning Organization (CAMPO) to seek funding for Town initiated roadway and transportation projects.

10-490-0400 (Professional Services):

Proposed increase which would be moved from Part-Time Salaries to Professional Services for the compensation associated with hiring a contract employee to serve as the Downtown Associate Community Coordinator.

10-490-0500 (FICA),

Proposed increase in reflection of new staff.

10-490-0600 (Group Insurance)

Proposed increase in reflection of new staff.

10-490-0700 (Retirement):

Proposed increase in reflection of new staff.

10-490-1100 (Postage)

Increase to cover postage costs associated with revised proactive code enforcement efforts.

10-490-1101(Cell Phone)

Increased cost to reflect cell phone reimbursement for Engineer and Economic Development Specialist.

10-490-1400 (Travel and Training):

Proposing an increase in reflection to anticipated costs associated with the Development Services Engineer and Economic Development Specialist.

10-490-1401 (Downtown Associate Community Program Travel and Training)

Proposed increase to address anticipated increase in costs and volume associated with North Carolina Main Street Conference, lodging, travel, and other trainings.

10-490-2600 (Advertising)

Proposed increase to reflect increased cost of newspaper advertisements.

10-490-3600 (Uniforms)

Proposed increase for uniform shirts, jackets, and boot allowances for existing and new employees.

BUDGET FORECAST (NOT REQUESTED/ FUTURE CONSIDERATION)

In the FY 23 budget, the Planning Department will request an additional Zoning and Code Enforcement Office position. This position is currently responsible for the enforcement of the general law regulations as it pertains to property maintenance, nuisances, and minimum housing, and the Unified Development Ordinance. Furthermore, this position also conducts development inspection for single family dwelling units by inspecting for compliance with the approved site plan and elevations.

In FY 24, the Planning Department will request a substantial shift to transition into a full Development Services Division. This is in response to anticipated increases in development pressure, the Planning Department will need to adapt to address increased workloads and maintain a high level of customer service. This change 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
- Engineering 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.

Engineering Services will be responsible for the high-level technical review of development plans to assure compliance with the Town's new Transportation Plan, Town's Standard Specifications, transportation impact analysis requirements, and stormwater configurations. This division will also be responsible for the inspection to assure that infrastructure and related elements are constructed in accordance with best practices, approved development plans, and acceptable field modifications as deemed appropriate.

Request for New Position

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

Department: Planning (or Independent) Effective Date: 7/1/2021

Current/Proposed Job Title of Position: Development Services Engineer

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?

Combination of Public Works, Planning, Town Manager, and Contracted Engineer.

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

Potential loss in development interest due to late and incomplete plan reviews. Lack of knowledge pertaining to possible better designs.

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

This does not address a state or federal mandate.

4. Does this address a Board goal, new program, adopted plan or expand an existing program?

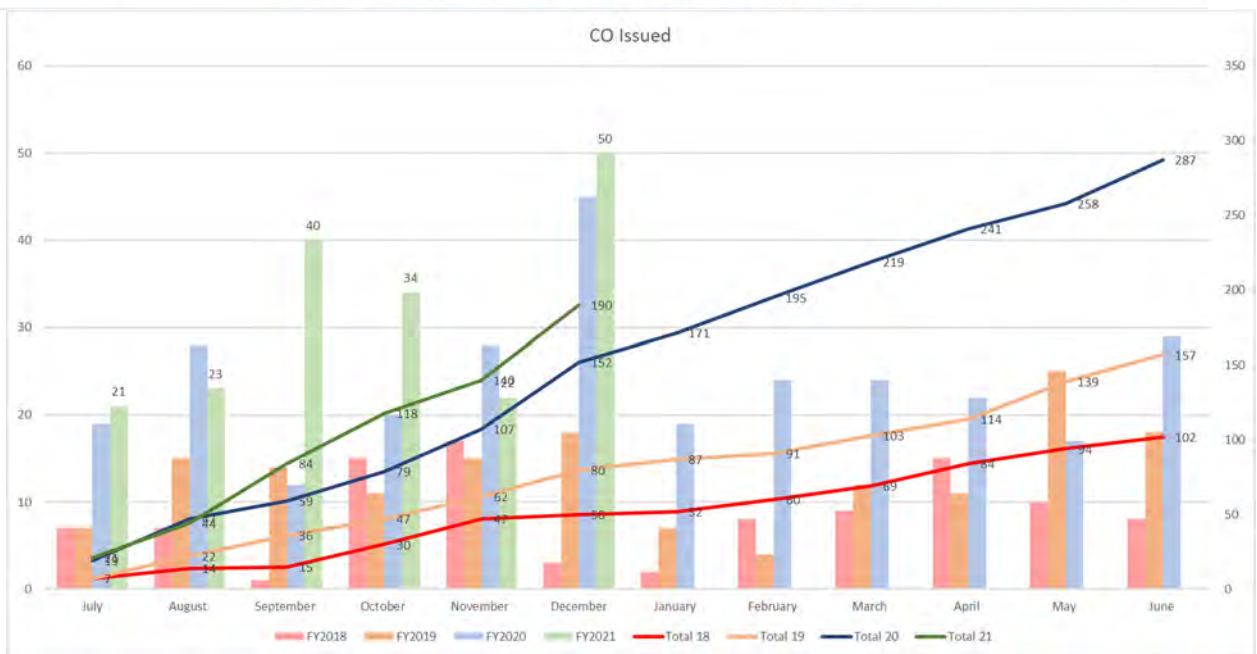
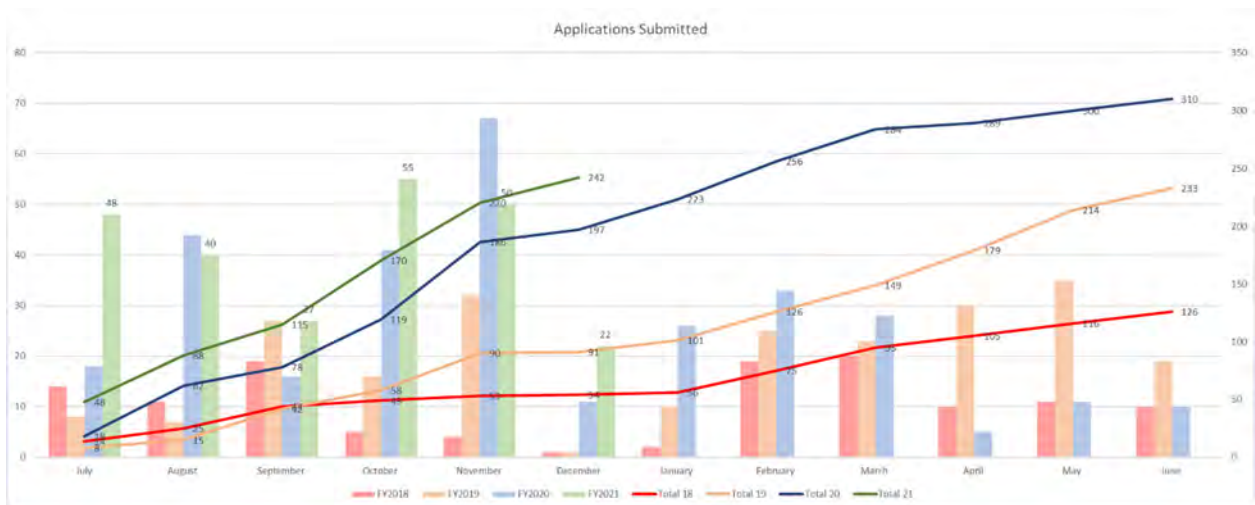
(Cite the goal, program or plan and describe how the position addresses it.)

The proposed request is consistent with Growing Smart goal listed in the Strategic Plan. The town is growing and hiring in-house staff that has expertise as a professional engineer is an example of Growing Smart. This person would have the time availability, skill sets, and understanding of best practices to provide engineering reviews that are currently being covered by persons in 3 different departments and allow plan reviews to be completed from an engineering perspective in a timely manner without having to sacrifice time allotted to other tasks.

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

In FY 20, Three Residential Developments with a total of 1,381 homes received vested rights. Three additional developments that were previously approved resulted in the application for 310 single family dwellings in FY 20, and 242 additional dwellings in the first half of FY21. We have 1 new residential development currently in review, phases of 4 others in review, and 4 additional developments are pending application.

This is representative of the growth boom that the Town is facing unlike anything that it has ever experienced in the past.



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.)

This is a service level increase in that much of the work is not being able to be effectively accomplished given the current arrangement.

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

The tasks that the development services engineer would be doing are currently spread out over the Town Manager, Planning Department, Public Works Department, and when necessary a contracted firm to complete reviews. This unfortunately results in elements

getting missed and timelines not being met. If funded, they would become a member of the Technical Review Committee (TRC) and would free up review elements, but not eliminate, reviews from other departments. It would eliminate the need to subcontract on a regular basis. Furthermore, it would provide an in-house representation for final inspections of constructed elements to be sure that they have been built in accordance with the approved plans.

D. Duties:

- 1) Development Services Review:
 - Active participant of Technical Review Committee and assists other departments in establishing conditions for Planned Developments and Conditional Zonings.
 - Review of development plans using IDT and Bluebeam for compliance with UDO and Standard Specifications
 - Attends Transportation Impact Scoping Meetings.
 - Reviews Transportation Impact Analysis for compliance and when possible, makes recommendations.
 - Review financial surety estimates and maintains records as project continue.
 - Review of geotechnical and storm water reports.

- 2) Inspections:
 - Conduct infrastructure, roadway, greenway, and street inspections in accordance with approved plans and Town Standards.
 - Certification for completed infrastructure
 - Coordination with Planning and Public Works regarding close out documents and infrastructure acceptance.
 - Inspection of subgrades, CAB, and asphalt
 - Coordination with Raleigh Water (CORPUD) regarding water and sewer acceptance.
 - Monitor development process and maintain/ release bonds and liens when appropriate.
 - Review of as-built drawings for infrastructure projects.
 - Monitor development process for infrastructure warranty.

- 3) Management of Capital Projects
 - Operate as the project manager for the Town's Capital Improvement Projects.
 - Coordinates with other departments to prepare RFQ/RFPs associated with CIPs.
 - Reviews projects for compliance with applicable standards.
 - Coordinates with other departments when applicable.
 - Administers budget associated with CIPs to assure compliance with contract scope.
 - Maintains complete project record for budget and reporting.

- 4) Other Duties:
 - Maintenance and update of Standard Specifications
 - Monitor and maintain Town owned stormwater control measures (SCM)
 - Maintain inventory of Town Roads for Powell Bill tracking.
 - Coordinate with Public Works for street, sidewalk, greenway, and infrastructure inspections.
 - Work with Duke Progress Energy regarding lighting plans, installation, and maintenance.
 - Assists with the applications and execution of CAMPO grants and other funding opportunities.
 - Other duties as assigned by Planning Director (or Town Manager if outside department)

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem?
Current Staff has done the best possible work given the previous Zoning Code and development standards. However, the UDO calls for a greater level of detail as it pertains to development practices, especially when it comes to the professional technical nature that a development services engineer would provide.
2. Is outsourcing an option? Why or Why Not
Outsourcing elements is possible, but not cost effective as the Town would need to frequently pay the engineer upfront in anticipation of the fees being collected later in the project. Additionally, for internal projects, they would be able to complete preliminary designs for minor projects saving time and money.

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position?
The ability to perform high-level technical reviews and inspections pertaining to development projects.
2. What performance measures will you use to measure the impact of this position?
 - *Completion of development reviews within prescribed timeframe*
 - *Oversite of development projects that are town sponsored to assure completion within the agreed upon time and cost parameters.*
 - *Attendance at scoping meetings*
 - *Attendance at preconstruction meetings*
 - *Inspection of completed projects before the Town takes final inspection of infrastructure.*
3. How do these compare to measures if the position is not recommended or approved?
The Town Staff would continue to proceed with the current arrangement resulting in missed review elements, late review times, and potential issues with inspections of infrastructure.
4. How do these compare with previous years measures?
These have not been achieved in the past.
3. How will the work be performed if the new position is not approved?
It will continue on a limited level by existing staff and possibly as a continuation of the existing process from multiple departments and contractors.

G. Cost

Fica: _____ Retirement: _____ Insurance: _____
--

Proposed Pay Grade: 23 Proposed Salary: \$85,000

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)

Request for New Position

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

Department: Planning (or independent) Effective Date: 7/1/2021

Current/Proposed Job Title of Position: Economic Development Specialist

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?
Performed by Town Staff as part of the Economic Development Committee with contractual agreement with Chamber of Commerce
2. What are the consequences of the work being undone or not completed?
Loosing possible businesses and industry to neighboring communities and possible economic decline due to lack of response to information requests, lack of relationships with the real-estate community, and lack of understanding of market changes.
3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.)
This does not address a state or federal mandate.
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 proposed request is consistent with the all 3 goal areas of the 2030 Strategic Plan in that the Town is Growing and hiring staff that has expertise in Economic Development is an example of Growing Smart, this person will be able to assist new business owners in Downtown which is an example of Vibrant Downtown, and this person will understand the market conditions to seek out the best businesses for employment as well as appropriate restaurants and retail at meet the current and proposed market demographics, which is an example of Small Town Life. Finally with the change of staffing at the Zebulon Chamber of Commerce, this person will be able to continue on the previously approved Business Retention and Expansion Program as well as assist the Downtown Associate Community Coordinator with the Marketing Aspect of the Main Street Program.
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.

This is a service level increase in that much of the work is not being able to be effectively accomplished given the current arrangement.

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

The current arrangement is based on a committee approach which requires current staff to step away from other responsibilities. As the workload continues to increase within the Planning Department and the Parks and Recreation Department, staff will not be able to continue to dedicate the same level of service as in the past while effectively accomplishing the necessary tasks dedicated to each of those departments.

D. Duties:

- Manages the day-to-day activities and operations of the Economic Development division of the Town of Zebulon working closely with the Planning Director, Downtown Associate Community Coordinator, and Director of the Zebulon Chamber of Commerce and in cooperation with other departments directors to fulfill the 2030 Strategic Plan as it relates to economic development.
- Conducts research, identifies needs, analyzes trends, assists in developing strategies and implements solutions for the Economic Development division at the direction of the Planning Director.
- Builds and maintains relationships with economic development partners and allies such as business developers at the state level, site consultants, utility partners, local government partners and commercial real estate brokers.
- Maintains a database of buildings and sites available for industrial development, stays current on local infrastructure locations and capabilities, researches properties, assists in site analysis and works with the Economic Development Committee and Zebulon Chamber of Commerce to facilitate additions to buildings and sites inventory.
- Maintains systems, processes, and procedures for data collection and analysis, updating and maintaining research files and databases on information regarding community demographics, existing businesses, sites and buildings inventory, and other subjects required for the responses to Requests for Information (RFIs).
- Assists with design, production and dissemination, in collaboration with other Town staff, of all economic development marketing/communication materials using a variety of mediums.
- Assists with the Business Retention and Expansion program to include BRE contacts and visits, expansions, solving business problems, eliminating barriers to expansion, supply chain research and tracking of local business information as needed.
- Regularly reviews the economic development portion of the Town of Zebulon website and assists with creation and development of new content.
- Maintains tracking systems and submits regular reports of inquiries and client and project activity.

- Develops responses to economic development inquiries, organizes prospect tours and community visits, and leads marketing and sales efforts of buildings and sites.
- Prepares proposals and materials for clients and stakeholders and makes oral presentations as required.
- Prepares incentive and grant requests related to recruitment projects.
- Develops marketing strategies and participates in trade shows and offsite meetings with prospective clients including site consultants.
- Coordinates meeting content, agendas and presentations for the Economic Development Committee to achieve the organization's Economic Development goals.
- Assist with preparation to establish Annual Report and Program of Work for external marketing and Business Retention and Expansion Program.
- Performs other duties as may be assigned by the Planning Director.

E. Alternatives

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

The Town has contracted with the Zebulon Chamber of Commerce in the past however this only addresses small elements of Economic Development and does not fully achieve the needs of the Town.

2. Is outsourcing an option? Why or Why Not

Outsourcing elements is possible, but not effective as economic development requires a staff person that is capable of taking a wholistic approach to not only expand and retain business, but also understand market conditions, needs of the community, and changing demographics to be in a better position to attract new employment bases, restaurants, retail, and entertainment options.

F. Outcomes/Results/Measures

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

Ability to attract new business and industry to the community through and understanding of available programs, grants, at the local, state and federal levels, responding to the Wake County Economic Development Department's requests for information from possible employers looking to move to the region, and working with existing businesses to retain and expand current employment and service opportunities.

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

- *100% of the WCED inquiries reviewed based on existing inventory,*
- *Maintaining database of available lands and remaining in contact with the realtors*
- *Establishment of annual programs to assist property owners in Site Certification process*
- *Establish quarterly meeting with current business owners*
- *Attendance at regional wake county Economic Development meetings*
- *Maintaining an understanding of current market conditions and changing demographic within the community.*
- *Maintaining an understanding of thresholds for entry of various types of businesses*
- *Meeting interested businesses to attract them to Zebulon*
- *Proactively reaching out to potential businesses that meet a need or desire within the Town on a quarterly basis*

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

The Zebulon Chamber of Commerce is currently handling elements of these, but it has not produced tangible results outside of building relationships due to limitations of the current arrangement and experience.

4. How do these compare with previous years measures?
These have not been achieved in the past.

3. How will the work be performed if the new position is not approved?
It will continue on a limited level by existing staff and possibly as a continuation of the existing contact with the Zebulon Chamber of Commerce.

G. Cost

Fica: _____ Retirement: _____ Insurance: _____
--

Proposed Pay Grade: _____23_____ Proposed Salary: _____\$80,000_____

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:
Renovation of a 2nd floor back office space or rented office at Chamber of Commerce Building.
2. Furniture:
Desk, chair, file cabinet, book shelf, extra chairs to meet with potential business owners.
3. IT (Computer, Phone etc):
Laptop, desktop, extra monitor, phone, cell phone allowance,
4. Vehicle:
Shared use with Administration if available or vehicle allowance.

5. Equipment/Uniforms:
WIFI hot-spot

6. Training:
Annual Attendance at Conferences and regional programs.

(For use of Human Resources)
Comments/Recommendations:

Account Number	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	Actuals Average (FY 2016-2020)	FY 2021 Adopted Budget	FY 2022 Budget (FY 21 x 1.4% (Sept YOY CPI))	FY 2022 Requested	Reason for overage - * Exist * Enhance * New	How to balance - * What service is dropped? * What service is delivered different * What service is not added?
	PLANNING AND ZONING:											
10-490-0100	PART-TIME SALARIES	-	-	-	-			60,000	60,840	5,000	Cut	(Does not include DAC since this is a contract position and reduction)
10-490-0200	SALARIES	174,259	202,388	238,387	192,619	284,216	218,374	316,900	321,337	353,711	Increase	Maintain Current Staff with 4% pay increases.
10-490-0300	SALARIES (OVERTIME)	4,992	-	10,287	549	0	3,957	5,000	5,070	3,000	Cut	
10-490-0400	PROFESSIONAL SERVICES	13,821	26,453	30,372	58,437	16,656	29,148	28,350	28,747	73,000	Enhance (move)	Includes DAC and anticipated increase in Engineer reviews for TRC projects, and Software
10-490-0500	FICA	13,622	15,056	18,693	14,620	20,887	16,576	25,300	25,654	25,654	Maintain	
10-490-0600	GROUP INSURANCE	14,777	19,096	23,434	19,314	26,484	20,621	31,000	31,434	31,434	Maintain	
10-490-0700	RETIREMENT	20,298	24,711	31,038	24,640	39,179	27,973	48,900	49,585	49,585	Maintain	
10-490-1100	POSTAGE	407	1,125	2,424	2,041	1,460	1,491	2,000	2,028	1,800	Cut	Cut with use of Door Hangers
10-490-1101	CELL PHONES	1,236	1,236	1,238	1,579	2,373	1,532	2,040	2,069	1,560	Cut	(Mike, Meade, Davida)
10-490-1400	TRAVEL/TRAINING	3,353	2,888	3,667	1,268	3,727	2,981	9,090	9,217	7,000	Cut	Use of free online resources for Certification Maintenance
10-490-1401	DOWNTOWN ASSOC COMMUNITY PROGRAM TRAVEL & TRAINING						0	7,000	7,098	7,000	Maintain	
10-490-1600	EQUIPMENT MAINTENANCE	457	-	-	-		457	508	515	300	Cut	
10-490-1700	VEHICLE MAINTENANCE	2,022	3,681	875	919	2,299	1,959	940	953	900	Maintain	In anticipation of new vehicle.
10-490-2600	ADVERTISING	876	4,477	1,170	2,271	1,139	1,987	2,000	2,028	1,000	Cut	More use of Social Media
10-490-3100	FUEL EXPENSE	327	521	619	435	304	441	1,615	1,638	1,500	Maintain	
10-490-3300	MATERIALS & SUPPLIES	4,734	11,648	10,527	5,004	3,303	7,043	6,000	6,084	4,000	Cut	Move to more electronic resources
10-490-3301	COMPUTERS	5,059	-	1,807	-	0	2,289	0	0	0		
10-490-3303	PRINTING/COPYING	1,501	2,462	2,733	2,890	2,755	2,468	3,000	3,042	3,042	Maintain	
10-490-3600	UNIFORMS	-	-	369	347	0	239	1,000	1,014	1,000	Maintain	
10-490-4500	INSPECTIONS	-	10,000	3,545	2,000	51	3,899	2,000	2,028	1,000	Cut	Less use of outside inspectors
10-490-4502	UDO PROJECT	-	-	-	-	0	0	0	-	0		
10-490-4503	UDO PRINTING	-	-	-	-	0	0	0	-	0		
10-490-4504	CENSUS 2020	-	-	-	-	1500	1500	0	-	0		
10-490-5400	INSURANCE & BONDS	4,089	4,500	8,570	3,446	5,083	5,138	5,794	5,875	5,875	Maintain	
10-490-4502	MINIMUM HOUSING	-	-	-	-		0	9,000	9,126	8,000	Cut	
10-490-5700	MISCELLANEOUS	141	113	277	196	65	158	0	-	0		
10-490-5500	EAST WAKE BUS SERVICE		4,320	4,320	4,320	4,320	4,320	4,320	4,380	4,380	Maintain	
	Totals	265,971	334,675	394,352	336,895	415,802	354,551	571,757	579,762	589,741		

ZEBULON POLICE DEPARTMENT OPERATING BUDGET REQUESTS

Fiscal Year 2022



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 2022.

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

Requested budget January 31, 2021

BACKGROUND

In the early 1800s, Sir Robert Peele established the London Metropolitan Police Force and became the “Father of Modern-Day Policing.” He established core principles of policing, based on the idea that “the police are the public and that the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.” This concept embodies the philosophy of community policing—police and communities working together to prevent crime. This method of ensuring community safety relies heavily on establishing genuine, personal relationships that work in concert to address security and safety.

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 Honesty, Integrity, Fairness, and Service to community.

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.

Zebulon 2030

Vibrant Downtown

With the expansion of activities and increased business interest in the downtown area, it is imperative that the Police Department take an active role in the area. While 2020 has been unique, in all aspects of life, limiting our interactions with community, the police

department has continued to address quality of life in the downtown area. In the coming year, citizens will see increases in directed patrols in the downtown area, both on foot and in cars. Our officers will spend more time interacting with business workers and patrons during dedicated downtown patrols.

We are hoping that Town sponsored events such as the Farm Market, Holiday Happenings, and Christmas parade will be rejuvenated as we begin to get back to normal, allowing officers more opportunity for quality engagements and interactions with the public.

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

The growth of Zebulon in the last year has been unprecedented. We are experiencing an expanded jurisdiction, new housing, and increased traffic. The Zebulon Police Department will face challenges as the Town grows and the most significant challenge is keeping pace with development. We realize that our agency must grow with the Town and we must come up with new and creative methods of proactive policing to better focus on crime prevention, in lieu of crime response. Our department is at a critical point in our own development, as we seek better, more efficient, and more effective methods at policing. In the coming year, we will begin to explore the opportunity for police accreditation, ensuring that our policies and procedures are keeping with best practices in the profession. Accreditation brings with it many benefits, such as reduced potential for liability claims, but most significantly instills a level of professionalism in policing that only the most elite agencies experience.

Our evolution will include a transition to broader use of technology, to reduce paper and improve efficiencies in operations. Our use of an electronic records system will allow us to digitally file records and reports, ranging from incidents and injuries to neighborhood and speed complaints. This program will provide a wealth of performance measure data. An electronic policy manual will give officers 24/7 access to the most updated directives and procedures, allow for online training, and document policy receipt and acknowledgement with new revisions are released.

This year, the department will focus on producing an equipment replacement schedule. This will allow us to improve our budget forecast, by purchasing a portion of our inventory incrementally in lieu of a large purchase every few years.

This budget includes a request for additional personnel. We must maintain a work force reflective of our community. Our agency is experiencing the marked effects of growth

outpacing manpower. Response times and calls for service have increased significantly in the last five years. Adding additional resources now will ensure that we are proactively addressing the pains associated with rapid growth. Additionally, the police profession is experiencing a period unlike any during this generation's lifetime. The public is expecting a higher level of transparency and community engagement. Our policing philosophy must adjust to provide a higher level of access by community. This comes in the form of community policing.

This next year will bring to fruition a career development plan, that rewards employees for advancing their knowledge, skills, and abilities. This is a significant retention tool, decreasing turn-over and reducing the costs spent on bringing on new employees.

By utilizing our personnel wisely, adding to our roster, employing technology to create efficiencies, and implementing an equipment replacement schedule we will Grow Smart and continue to make Zebulon a safe place to work, live and visit.

Small-Town Life

A major attraction of Zebulon is our ability to keep the "small town" feel. Relationships with police feed the sentimentality. Our residents know officers by name, engage officers in meaningful and personal interactions, and show tremendous support for law enforcement operations. The level of service in Zebulon is different than in neighboring communities. From unlocking car doors to doing fingerprints for job applications, Zebulon officers offer a much more personal policing experience to our citizens. These are no services you will find in neighboring towns. Our department is proud of our relationships with the public and many times we hear comments like *"I wish the police in my hometown would do this sort of thing!"* 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. Though 2020 has been an incredibly unusual year, significantly limiting our interactions with citizens, our plan for 2021 includes a heightened focus on community engagement.

Though 2020 has been difficult for the law enforcement profession, in terms of civil unrest and calls for reform, the Zebulon Police Department has weathered well, with tremendous community support.

BUDGET HIGHLIGHTS

10-510-0200 (Salaries)

Two (2) Patrol Officer Positions: 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. The Town is experiencing unprecedented growth, both in population and in land mass. In the last 5 years, our response time has doubled, from 4 ½ to almost 9 minutes for high priority calls. Total calls for service increased 10% between 2016 and 2020. We experienced a 17% increase in crashes, while incident reports have remained relatively steady. The number of housing units and people we serve has increased 43% in just three years, from 1642 housing units in 2017 to 2351 at the end of 2020. 46% of our 730 patrol shifts were at or below minimum staffing (1 or 2 officers working at a time) in 2019 and 2020. This is a result of leave use and non-patrol responsibilities such as training and court. When operating with minimum staffing levels, proactive enforcement and prevention tactics are minimal, meaning we are doing little to prevent crime, just reacting to incidents that have already occurred. While we have part-time officers to assist on occasion, these men and women have full time jobs and families which limit their availability. In 2020, part-time officers worked only 20% of the shifts that lacked appropriate staffing. Part-time personnel to not meet our needs. Additional full-time resources are needed to adequately serve the Town of Zebulon. While ideally we would add four officers, one to each shift, we believe two officers working a mid-shift would fill our immediate need.

Career development Enhancement: The TOZ Police Department lacks a basic career incentive program offered by most police departments- a career development program. This is a program that rewards employees who improve their knowledge, skills, and abilities through advanced training. It allows officers to promote to higher ranks, as their technical competencies are enhanced. A CDP will allow us to remain competitive with our neighbors in recruiting personnel. It also serves as a retention tool, allowing officers to advance in their career path. Given current salary and training records, there are 12 officers who immediately meet the criteria for career ladder advancement. Increases would range between 5-15%, based on the individual's qualifications. Total annual cost of the project at this point in time is \$68,601.23.

10-510-1101 (Cell Phones)

A small additional expense (\$840) is associated with two additional officers receiving a telephone stipend, for use of their personal cell phone for business purposes. Many criminal justice information systems require dual authentication. The most widely used

tool for this is text messaging. Officers use their personal phone for business purposes daily.

10-510-1400 (Travel/Training)

This requested increase (\$2000) is related to professional organization membership for all department members. Professional development, leadership training, access to best practices, and networking are benefits of membership.

10-510-3100 (Fuel)

This requested increase (\$4,700) is associated with the addition of two vehicles to our fleet for the two new officers requested. Fuel costs estimates are based off of the US Energy Information Administration forecasts minus state and federal taxes, multiplied by the average fuel consumption by PD in last three years.

10-510-3304 (Radios)

This additional expense (\$4,600) is associated with radios purchased for the two new officers requested.

10-510-3305 (Tasers)

This line is being reduced by \$11,400. While the Taser project is complete, two additional Tasers will be needed for the two new officers. Additionally, we need 10 Taser cartridges to be replaced. Tasers will be placed on a rotation schedule moving forward. In FY24, we will begin purchasing 6 Tasers annually.

10-510-3306 (Ammunition)

This line is being reduced by \$4,200. Moving to a 9mm option will result in a reduction in expenses associated with ammunition purchases.

10-510-3308 (Special Emergency Response Team Equipment)

Annually, the SERT will upgrade or implement new equipment and technologies. This additional expense (\$920) is associated with the purchase of portable surveillance cameras that can be used for tactical or investigative operations. The cameras will be deployed in target areas and will send video and photos of motion activated activities to an officer's cell phone, for real time notification.

10-510-3309 (Weapons)

Our current duty weapon is outdated. Research indicates the most effective firearm for police operations is a 9mm. This project will require the replacement of weapon,

holsters, and magazine carrier. We are able to trade our current duty weapons, reducing the total project cost from \$22,500 to \$13,500.

10-510-3309 (Radar Signs)

This increase (\$32,000) is associated with the purchase of two roadside radar and message boards to be used for traffic projects, congestion, and crashes.

10-510-3600 (Uniforms)

This additional expense (\$7,360) is associated with two additional officers being properly outfitted for patrol operations. Includes uniforms, equipment, ballistic vests.

10-510-4500 (Contract Services- Raleigh)

The additional expense (\$15,600) is associated with services from the Raleigh Wake 911 Center are established by contract, based on calls for service. As the town grows in population and mass, police calls will naturally increase. This fee will continue to increase annually.

10-510-4501 (Contract Services- Other)

These additional expenses (\$23,400) are associated with services from varying providers, including pre-hire medical, random drug testing, records management, access to criminal justice data systems, and in-car and body camera footage storage. A great majority of the increases are related to adjusted contract pricing, however \$4,000 is reflecting a new policy management software system that will give cloud storage and immediate access to policies and forms. The software may be funded by the Governor's Crime Commission grant program, but notification of the award will not come until summer 2021. \$300 was added for membership to a regional intelligence center, which will significantly improve and enhance investigative capabilities.

10-510-4504 (Body cameras)

This line is being reduced \$2,700. While the camera project is complete, two additional cameras are needed for the two new officers. Body cameras provide accountability for police-citizen interactions.

REVENUES

The police department has been charging citizens \$4 for a copy of police incident or crash reports. With an electronic records system, retrieving and printing a police report takes less than 5 minutes. I recommend providing reports for free, unless the request is

so significant as to require dedicated time away from regular duties to reproduce the request. In the last three years, the Town has taken in an average of \$1,153 annually for reports. This fee change will result in a \$1,000 reduction in annual revenue.

PERFORMANCE MEASURES

The police department monitors performance on a weekly, monthly, quarterly, and annual basis. We will continue to report:

- Number of calls for service
- Number of reports investigated
- Number of crashes investigated
- Number of citations/warnings issued
- Number of arrests made
- Number of self-initiated activities
- Number manhours spent on community outreach/engagement
- Number complaints
- Number training hours
- Number of applicants
- Number of officers hired
- Number of intern/volunteer hours
- Pounds of prescriptions turned over
- Percent NIBRS returns
- Percent cases cleared
- Response Time
- Crime Rate
- Citizen satisfaction

FUTURE PLANNING

Our most significant issue moving forward is maintaining a workforce compliment that grows at rate consistent with community growth. Zebulon is one of the last Wake County community to feel the housing boom. If we consider what neighboring towns such as Wendell and Knightdale have experienced in the last decade, we can expect to double our population in the next 5-10 years. The pains of growth are exacerbated in the law enforcement profession. As we deal with an ill-equipped infrastructure system, traffic issues will continue and likely worsen. Crashes have increased 17% in the last five years. More people and larger response area will mean increased calls for service

and longer response time. We must establish an employee forecast that reflects Town growth.

The furniture in the police station is outdated and ill-repair. Many of the desks are broken, with drawers that do not function properly. A great majority of the furniture in the police station was given to the Town by GSK in 2009. It was already used, when handed down to the police department. The station was last painted 9 years ago and has the ambiance of an institution or jail. Our facility needs to be more visually pleasing and functionally adequate.

In the coming years, the police department will implement an equipment replacement schedule that plans for advancing technologies to be implemented over the course of several years. This program will include a replacement schedule for Tasers, ballistic vests, vehicles, computers, and radios; all equipment that has a limited life expectancy. This type of budget process will allow us to extend the cost of new equipment over time, in lieu of hosting higher cost projects every few years. The result will be individual line items that increase, while one-time projects decrease. An example is the replacement of Tasers, taken on in 2019. Instead of spending \$35,000 every 5 years (life expectancy of a Taser) on a full replacement project, we will spend \$7,000 annually, replace 5 units each year.

Canine replacement is going to be needed in the coming 3-5 years, potentially sooner, should we have personnel changes. Our Canine Program serves well in traditional law enforcement operations, such as vehicle and article searches, but also serves as an amazing community outreach tool. Our canines are approachable and loving. It is a great way for our officers to develop relationships with kids.

The last year has had a significant impact on expectations of policy by citizens. A higher level of transparency and professionalism is expected, with external review being a tenant. The police department will explore police accreditation in the coming year and will be considering National accreditation in the coming years. This level of commitment to meeting best practices comes with an expense, but it is small compared to services we are currently employing.

BUDGET REVIEW

Line-Item Descriptions/Typical uses

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); supplement patrol shifts
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, membership dues
10-510-1600	EQUIPMENT MAINTENANCE – General equipment maint. costs
10-510-1700	VEHICLE MAINTENANCE – Vehicle maint. and repair
10-510-3100	FUEL EXPENSE – Vehicle fuel
10-510-3300	MATERIALS & SUPPLIES – Materials, various supplies and needs
10-510-3301	COMMUNITY POLICING – Community outreach and engagement activities
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 – Handheld 800 mhz. radios
10-510-3305	TASERS – Police Tasers
10-510-3306	AMMUNITION – Pistol, rifle, and shotgun ammo and related expenses
10-510-3308	SERT EQUIPMENT- Specialized tactical equipment; surveillance cameras
10-510-3309	WEAPONS – Duty firearms
10-510-3310	RADARSIGN – Speed campaign program
10-510-3500	NATIONAL NIGHT OUT – Special community event
10-510-3600	UNIFORMS – Daily, dress and utility uniforms, equipment, ballistic vests
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/ LEGAL FEES- 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
10-510-5703	RECRUITMENT – BLET Sponsorship, Promotional material, marketing

Request for New Position

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

Department: Police

Effective Date: July 1, 2021

Current/Proposed Job Title of Position: Police Officers (2)

A. Type of Request

2 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 patrol division is staffed by four patrol squads that work 12-hour shifts. Each squad is manned by a sergeant and two officers, with K9 working a modified mid-shift. Though there are three officers assigned to each squad, it is common for a shift to be manned by just 2 officers. In fact, in the last two years, patrol shifts were staffed by 2 or fewer officers 46% of the time.
2. What are the consequences of the work being undone or not completed? Minimum staffing is a result of regular personnel management. Officers are away from patrol duties for things such as training, sickness, vacation, and court duties. When squads are at minimum staffing, proactive enforcement and engagement suffers. Our officers respond to an average of 23 calls per day. The officers spend the shift going from call to call and have no time for community outreach or preemptive policing to prevent crime. Positive community engagements have proven to be a sound tactic in developing quality relationships with community and decreasing crime. But these efforts require dedicated time by all members of the department. Officers should be spending close to half of their duty time performing proactive activities, such as foot patrol in the downtown area and Walmart, interacting with youth in non-enforcement ways, and meeting with civic and business organizations/leaders. Second to proactive, community engagement is response time. With our expanding community comes a growing service area. Since 2016, response time has more than doubled, for emergency and non-emergency calls. It now takes us nearly 9 minutes to arrive on scene to emergency calls. In recent months, officers conducted research into response time to different areas of the town, during peak and off-peak times. Traffic congestion, coupled with larger patrol zones, lead to significant impacts on emergency and non-emergency response. With the addition of neighborhoods on the far east side of the jurisdiction, response times will increase to upwards of 15 minutes. Establishing and staffing a third patrol zone will reduce those extended times.
More significantly than proactive police work and response time, however, is the officer safety concerns and risks associated with operating a patrol shift with 2 or fewer officers. Many calls, such as domestics and disturbances require at least 2 officers to respond. In the

last four years, officers averaged seven Priority 1 (requiring 2 or more officers) calls each day. Should one of the officers be on another call, that leaves one officer responding to a high-risk call on his own. While we often summons the sheriff's office in these situations, their response time is often delayed. The risk to officer safety when operating with minimum staffing is great.

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.) Additional police personnel will keep us growing smart, maintain the small-town charm, help foster a safe downtown, and build on community policing efforts. Adding officers now keeps us on the front end of growth in the community. Our officers are currently providing services in a reactive manner, with little time spent on proactive, non-enforcement community engagements. For an agency to build legitimacy with its community, the officers must have quality relationships built on trust. This is done through non-enforcement interactions one-on-one. The officers must grow their community policing experiences and expertise. When residents and business owners know their officers by first name, this fosters small-town feel. The department will build a strategic plan in the coming year, defining long term and annual goals that build upon the Town's strategic plan. Performance measures will be designated for each officer. Some of the measures will be related to building relationships in the downtown area.
5. Attach or list any statistics or other information relevant to your request (if any). In the last three years, officers averaged over 700 calls each month. From 2017- 2020, housing units increased by roughly 40%, from 1642 to 2351, population grew by more than 15%. From July 1 to December 15, 2020, 163 certificates of occupancy were issued, resulting in an increase in population of roughly 500 people in just 6 months.
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.
Adding personnel will allow the police department to be more proactive with community policing initiatives, address the fast-paced growth the town is currently experiencing, and address officer safety concerns with minimum staffing. Community engagement service levels are expected to increase with additional manpower, but the department is hoping to maintain service delivery expectations when responding to calls for service.
2. What needs/issues/problems does this request for additional staff address?
Minimum staffing, officer safety, response time, community policing efforts.

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?
Use of overtime, part-time, and command/administrative staff to manage calls for service. Our overtime budget is at 86% with not yet half of the year expended. We have used part-time officers when available, but only one part-time officer is consistently able to assist. Administrative and command staff members handle patrol calls *every day*, often multiple times each day, taking away from their regular duties.
2. Is outsourcing an option? Why or Why Not
No. Outsourcing police services is not an option.

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position?
Adding two officers will allow us to staff patrol more adequately, keeping up with calls for service and being more proactive in community engagement. The officers will be assigned a mid-shift, when calls for service are highest, but will be flexible in adjusting schedules to help cover days or nights when staffing requires such moves. In the most ideal circumstances, we would add 4 officers at a time, one for each shift. We recognizes that the financial implications for such a request are significant and there are means of us accomplishing our goals over time, in lieu of all at once.
2. What performance measures will you use to measure the impact of this position?
In the coming year, police department staff will designate a wide variety of performance measures geared towards meeting short term and long term goals. Though the performance measures for the department and staff have not yet been designated, I expect them to include improved response time, increased calls for service, increased proactive community contacts, maintain case clearance rate at or above the national average, increased foot patrols, increased security checks, increased social media likes, increased drug seizures, increased crash investigations, and similar workload and performance metrics.
3. How do these compare to measures if the position is not recommended or approved?
The measures will remain the same, regardless of whether or not we add people. Production will be lower with fewer people.
4. How do these compare with previous years measures?
I am still in the process of gathering statistics from years past. There has not been a method by which these types of statistics were maintained over the course of time.
3. How will the work be performed if the new position is not approved?
The work will be performed with or without additional personnel, however there will be an impact on the level of service and work production, as a whole department.

G. Cost

Proposed Pay Grade: 10 Proposed Salary: \$41,739 (Benefits- \$17,233)

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: None.
2. Furniture: None.
3. IT (Computer, Phone etc): \$2,010 includes computer, cell service, and mifi per officer
4. Vehicle: \$58,500 includes vehicle, all upfitting, and equipment per officer
5. Equipment/Uniforms: \$10,750 includes duty uniforms and equipment per officer
6. Training: \$1000 per officer

(For use of Human Resources)

Comments/Recommendations:

Recommend:	Approval	Denial	Additional Information Requested
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Sent to Town Manager for Review: _____

Approved by Town Manager: _____

Signature	Date
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Account Number	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	Actuals Average (FY 2016-2020)	FY 2021 Adopted Budget	FY 2022 Budget (FY 21 x 1.4% (Sept YOY CPI))	FY 2022 Requested	Reason for overage - * Exist * Enhance * New	How to balance - * What service is dropped? * What service is delivered different * What service is not added?
	POLICE:		-	-	-	-	-	-	-	-		
10-510-0100	DISPATCHER SALARIES	44,501	45,779	47,500	49,139	50,874	47,559	53,500	54,249	55,700	actual + 4%	
10-510-0200	SALARIES	972,237	966,547	1,104,370	1,160,844	1,192,855	1,079,371	1,352,500	1,371,435	1,329,770	Enhance: 2 officers and career development (existing + 4%; 70,375 for career development increases; 2 new officers 85566)	Can balance if we eliminate new positions and drop the career development program
10-510-0201	SALARIES (OVERTIME)	-	-	-	8,759	25,913	17,336	17,000	17,238	17,680	will need to be enhanced if officer positions not approved	
10-510-0300	SEPARATION ALLOWANCE	9,424	9,707	2,455	-	1820.2	5,852	55500	56,277	58,200		
10-510-0400	PART-TIME/AUX OFFICERS	14,344	12,046	15,736	14,893	17,968	14,997	18,000	18,252	18,720		
10-510-0500	FICA	77,403	77,280	86,872	91,532	95,536	85,725	115,350	116,965	117,500		
10-510-0600	GROUP INSURANCE	102,829	90,983	116,623	123,108	128,598	112,428	147,400	149,464	157,000		
10-510-0700	RETIREMENT	122,152	129,953	150,887	162,210	183,777	149,796	222,800	225,919	246,800		
10-510-1100	POSTAGE/TELEPHONE	183	282	195	253	291	241	443	449	300		
10-510-1101	CELL PHONES	9,855	9,834	10,722	11,275	10,772	10,492	10,750	10,901	11,700	Enhance: 2 new officers 2 x 35 x 12 (840)	Can balance if we eliminate new officer positions
10-510-1400	TRAVEL/TRAINING	7,339	5,951	10,826	8,583	14,289	9,398	15,000	15,210	17,600	Enhance: membership in professional organizations	Balanced with savings from Taser line
10-510-1600	EQUIPMENT MAINTENANCE	8,847	6,097	7,040	2,740	4,280	5,801	8,337	8,454	8,454		
10-510-1700	VEHICLE MAINTENANCE	55,857	47,765	32,420	42,599	41,164	43,961	45,000	45,630	48,630		
10-510-1701	FITNESS ROOM EQUIPMENT MAINT.	-	1,478	-	-	0	739	0	-	0		
10-510-3100	FUEL EXPENSE	31,867	32,640	42,203	45,719	38,170	38,120	41,685	42,269	47,961	Enhance: 21350 (average gallons/year) x 2.08 (EIA estimate taxes) = 44408+ 3553 (2 additional units)	Can balance if we eliminate new officer positions
10-510-3300	MATERIALS & SUPPLIES	13,323	13,579	14,538	13,904	12,742	13,617	17,339	17,582	17,582		
10-510-3301	COMMUNITY POLICING	2,455	(451)	2,406	3,404	2,629	2,089	6,000	6,084	5,000		
10-510-3302	SHOP WITH A COP	-	-	3,613	255	1303	1724	2,430	2,464	1,724		
10-510-3303	MOBILE DATA TERMINALS	10,035	10,035	10,187	10,491	10,629	10,275	12,185	12,356	12,356	Note: 2 new officers can be accommodated with original budget	
10-510-3304	RADIOS	-	-	-	92,000	70,536	81,268	5,000	5,070	9,800	Enhance: purchase for 2 additional officers	Can balance if we eliminate new officer positions
10-510-3305	TASERS	-	-	-	23,782	0	11,891	16,500	16,731	5,600	2 new officers + 10 cartridges	
10-510-3306	AMMUNITION	6,468	6,795	7,462	6,760	11,872	7,871	14,231	14,430	8,000	reduction for less expensive ammo	
10-510-3308	SERT Equipment	14,580	-	-	-	3953.81	9,267	2,500	2,535	0	Enhance: pole cameras with wifi for surveillance and investigations	Balanced with savings from ammo line
10-510-3309	WEAPONS	-	2,772	-	-	-	2772	2200	2,231	2,000	Exist: upgraded weapons project	Reduced- firearms project will be completed in FY21. Can balance with savings from Taser and ammo lines
10-510-3310	RADARSIGN	-	-	-	-	-	0	-	-	-	Enhance: road side message boards	Reduced: will use grant funding for this purchase. Can balance if we eliminate and use grant funding for this project
10-510-3500	ZEBULON NIGHT OUT	-	2,476	1,544	2,757	152	1,732	0	-	0		
10-510-3600	UNIFORMS	13,126	18,079	21,735	17,829	35,426	21,239	34,000	34,476	41,360	Enhance: 35360 regular growth + 6000 for 2 additional officers	Can balance if we eliminate new officer positions
10-510-4500	CONTRACT SVC-RALEIGH	86,106	94,724	106,140	114,046	113,301	102,863	115,576	117,194	135,724	Exist: Increased cost of servicesRW911	Can balance if we eliminate recruiting efforts
10-510-4501	CONTRACT SVC-OTHER	36,821	35,243	31,246	61,295	36,270	40,175	44,527	45,150	68,273	Exist and Enhance: Increased cost of services for CAD, 800, Netmotion, RMS, Digital Ally, FMRT, Rapid ID, TLO, Triangle J, Data Works; Add PowerDMS, ROCIC, and Survey Monkey	Can balance if we eliminate recruiting and community outreach activities
10-510-4502	PRINTING/COPYING	2,515	3,754	3,441	3,500	3,584	3,359	3,647	3,698	3,698		
10-510-4503	CONTRACT SVC-LEGAL FEES (SMITH RODGERS)	-	-	5,265	5,265	5,265	5,265	5,732	5,812	5,812		
10-510-4504	BODY CAMERAS	-	-	-	-	-	0	4,100	4,157	1,400	Exist: 2 replacement 2 new	
10-510-5400	INSURANCE & BONDS	55,759	49,989	53,583	52,227	46,889	51,689	58,957	59,782	59,782		
10-510-5700	MISCELLANEOUS	3,425	1,021	1,054	795	633	1,386	0	-	0		
10-510-5701	INFORMANT FEES	1,200	1,500	1,500	1,500	3,205	1,781	6,769	6,864	3,500		Reduced from 6,864; Diminish ability to work undercover drug operations
10-510-5702	CANINE UNIT	1,180	905	2,592	3,710	3,233	2,324	4,284	4,344	4,344		Reduce K9 program to 1 team
10-510-5703	RECRUITMENT	-	-	-	-	-	0	16,000	16,224	7,500		Reduced from 16,224; Diminish ability to attract quality applicants
10-51-7400	Surveillance System	-	-	-	-	-	-	-	-	-	New: Capital Project	15000 Surveillance system
10-510-7400	Keyless Entry	-	-	-	-	-	-	-	-	-	New Capital Project	63000 Keyless entry
10-510-7400	Vehicles	-	-	-	-	-	-	-	-	-	Exist: Capital Project- 4 replacement; 2 new (115,000); Vehicle plus equipment and upfitting	345000 New and replacement vehicles
	Totals	1,703,831	1,676,763	1,894,155	2,135,174	2,167,929	1,994,401	2,475,242	2,509,895	2,529,470		

FIRE DEPARTMENT OPERATING BUDGET REQUESTS

Fiscal Year 2021 - 2022



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 Town and its citizens from fire. Herein lies a concise explanation of the Fire Department's operational requests for the budget for fiscal year 2021-2022.

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

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 the 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.

Although originally organized in 1923 solely for the purposes of protecting citizens from fire, today’s fire department services have expanded considerably. One could divide the services of the Fire Department into three major divisions – emergency response, community risk reduction, and community disaster preparation/response.

Emergency Response

Fire Department calls for assistance vary greatly from those typically found in 1923. Today’s fire service is a multi-hazard response, requiring our personnel to be trained and prepared for many different types of emergencies.

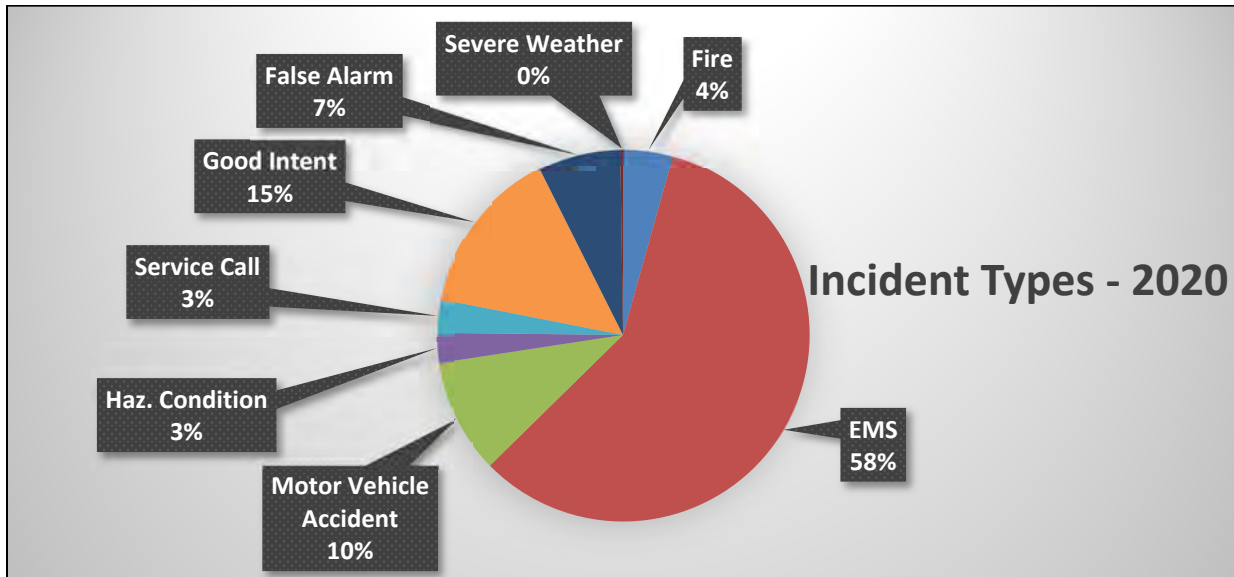
Even though reduced in 2020 due to COVID-19, emergency medical calls continue to be the Department’s heaviest call type. Our role in these responses have expanded as our capabilities

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
Frank, 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

have increased, with personnel administering some life-saving medications when needed. Medical response continues to be a priority given the heavy demand placed on EMS transport agencies and the resulting delay in getting those services to those needing assistance.

Fire responses today are much different than 10-15 years ago. Due to construction materials and methods, as well as the furnishing construction, homes burn faster than before. Underwriters Laboratories (UL) found that 30 years ago, occupants had approximately 17 minutes to exit a burning home. Today, UL has found that occupants only have 3-4 minutes to safely get out.² This is critical to our goal to stop fires within the room of origin. With quicker fire spread, time is of the essence to keep fires contained.

Beyond fires and medical calls, responses include motor vehicle accidents, fire alarm activations, hazardous material responses, and requests for assistance.



While our Department responds to a wide variety of incidents, being prepared for the call is equally important. We carry and maintain the equipment necessary to handle these requests

² Leamy, E. (2017, November 21). *House fires burn much faster than they used to. Here's how to survive.* Retrieved from The Washington Post: https://www.washingtonpost.com/lifestyle/home/house-fires-burn-much-faster-than-they-used-to-heres-how-to-survive/2017/11/20/1c1eb7f8-c890-11e7-aa96-54417592cf72_story.html

and our personnel constantly train to ensure that they are personally prepared to handle these incidents.

Community Risk Reduction

One of the best ways to minimize the impact of incidents is to prevent or minimize the event before it occurs. This is the mission of our community risk reduction programs. The fire department has many programs aimed at preventing or minimizing these impacts. From free smoke detectors, to child safety seat inspections and education programs, to conducting fire safety inspections of businesses, to our various personal and group educational efforts, these continuing programs all seek to keep people from harm. These programs are paramount, as the old saying used to go, “the life you save may be your own.”

Community Preparation/Response

A part of the fire department’s work which has continued to expand in recent years is the preparation for and response to emergencies such as severe weather, or more recently, a pandemic. The fire department works to help citizens to be prepared for these events and how to deal with them when they occur. Furthermore, we assist with coordinating the community’s response, which often includes activities by local, county, and state agencies, as well as individual activities. This work is most evident in severe weather such as a hurricane, as we all work to prepare in advance, then work through the storm, and lastly through to the recovery after the storm is long gone.

BUDGET HIGHLIGHTS – FOCUS AREAS

This FY 2021-2022 budget request has two focus areas – maintaining our high level of service and protection of our human resources.

Over the years, this department has established a high level of emergency service delivery. This is demonstrated both through our actions/results and through recognition by the insurance industry with our low Insurance Services Office grades. With the growth being experienced within our corporate limits and those unincorporated areas we serve, one of our focus areas is working to maintain this level of service as all elements of our service delivery increase. Call volume, number of residents, number of homes, and volume of traffic are examples of growing elements that are directly related to our ability to deliver high quality, timely response. This year

we aspire to maintain the high level of service we have established, in light of the rapid growth in our area.

Our personnel are our most valuable resource. With the best in facilities and equipment, we are unable to provide any service without our personnel. Our personnel are exposed to many things that could have a detrimental effect on them personally. As an example, a 2013 National Institute for Occupational Safety and Health (NIOSH) study found that firefighters have a 14% higher risk of dying from cancer than the general public and in some major fire departments, over 30% of members have been diagnosed with some form of cancer treatment.³ Additionally, during the current pandemic, firefighters are called to help those suspected or confirmed to be infected with COVID-19 multiple times each day. Lastly, in today's fire service, more firefighters die by suicide than by any other line of duty means. This year we aspire to protect our personnel by reduction of the hazards they encounter and provision of additional protective equipment.

Line Item Analysis

Listed in the next section is an explanation of requested increases for those line items where the requested increase is greater than the provided consumer price index (CPI) increase of 4%. Each analysis explains whether the increase is related to a new program, enhancing an existing program, or increasing costs associated with an existing program.

10-530-0200 – Full-time Salaries

Related to our service level focus area, it is imperative that we maintain our budgeted staffing levels whenever possible. For 2020, there were nearly 7,000 hours of personnel away from work due to resignations, overtime requirements, approved leave, COVID impact, or employee training. Historically, we have filled some of these hours with part-time and volunteer personnel; however, these groups are unable to cover increasing needs for coverage. This budget includes **enhancing** our current staffing to include one additional full-time equivalent (FTE) Firefighter I that will be available to fill some of the

³ *National Fire Protection Association*. (n.d.). Retrieved from Firefighters and cancer: <https://www.nfpa.org/News-and-Research/Resources/Emergency-Responders/Health-and-Wellness/Firefighters-and-cancer>

vacant shifts. For shift staffing, the additional full-time position provides 2,808 hours of work.

As an example of the staffing impact, our standard staffing is four persons per shift, which enables us to respond to two simultaneous medical calls, each with two responders. When only three personnel are working, we do not respond a single firefighter to a second call alone, due to safety concerns. There is a delay to these second calls, as responders must respond from home or from another jurisdiction. In 2020, a second simultaneous call occurred 257 times.

Additionally, this line item includes a request to **enhance** our fire inspector position by upgrading it to a Fire Marshal/Safety Officer position. This enhancement adds additional responsibility and requirements associated with fire code enforcement management, fire origin and cause determination, emergency management, and overseeing the Town's occupational safety programs.

10-530-0201 – Salaries-Overtime

To provide staffing 24-hours a day, employees' scheduled shift hours exceeds those allowed without paying overtime; therefore, we limit the number of overtime hours worked to minimize the overtime costs. This creates vacancies in work shifts each month, or 1,248 hours annually. (This is 1,248 hours of the nearly 7,000 hours mentioned above.) This budget request also relates to our service level focus area by **enhancing** our overtime funding to allow employees to work their full scheduled hours.

10-530-3600 – Uniforms

This increase is due to the **enhancement** of full-time employees and the **existing** increased cost associated with the current high rate of employee turnover. The employee turnover results in more initial complete uniform purchases, as compared to maintenance replacement. The requested amount more closely resembles actual costs over the last few years.

10-530-3304 – Turnout Gear

Related to protecting our personnel focus area, this budget includes requests to **enhance** our funding for firefighter protective gear. We know that protection from cancer-causing materials starts with quality protective clothing. This line item includes the addition of two additional sets of firefighter gear which will be allocated for new employees and/or replacement of damaged gear.

10-530-4504 – Wake HazMat Team

Hazardous Materials team services are provided by the City of Raleigh through an **existing** contract with all Wake County municipalities. This contract provides services above and beyond what is offered by the State of North Carolina's hazardous materials program. Due to increased personnel and equipment costs, our portion of the costs are expected to increase about 18% above last year's budgeted amount; however, this annual amount still is less than costs which could be incurred on a single significant incident. This budget includes an increase to cover that amount.

Line Item Descriptions/Overview

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

10-530-0201 SALARIES-OVERTIME – Overtime compensation due to employees working in excess of 56 hours per week. (This is required to cover shifts 24 hours a day.)

10-530-0300 PART TIME SALARIES – Salaries for part-time employees who fill in for absent full-time employees

10-530-0301 VOLUNTEER PAY – Turnout compensation/reimbursement for volunteers when responding to calls

- 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 – Volunteer firefighter meals, miscellaneous items (such as service awards, T-shirts, 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 (power, water, gas)
- 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
- 10-530-3301 INVESTIGATIONS – Fire investigation equipment and supplies
- 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
- 10-530-3600 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
- 10-530-5701 RETENTION & RECRUITMENT – Junior firefighter program and other associated costs

BUDGET FORECAST

Forecasting Needs for the Future

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 60 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.)

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

Request for New Position FY 2022

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

Department: Fire Effective Date: July 1, 2021

Current/Proposed Job Title of Position: Firefighter I (Overhire Position)

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: Convert temporary position to permanent

B. Rationale

- 1. How is the work currently being performed?** When firefighters are out (vacated positions, paid leave, educational) we fill the position with volunteers, part-time employees, or full-time employees, in an attempt to maintain the minimum staffing needed. At times, none of the above are available and, in the case of vacated (resignations, etc.) positions, when the position vacancy is extended, this strains our ability to maintain minimum staffing.
- 2. What are the consequences of the work being undone or not completed?** Keeping a vacant position has numerous affects. Our on-duty staff are expected to perform a multitude of emergency actions until the situation is remedied or additional help arrives. One vacancy results in the same workload being distributed among 3 (as compared to 4). This has a large impact when the task is saving someone's life and/or property. As an example, a crew of four can effectively respond to two medical calls simultaneously (by splitting into two crews). A crew of three can only effectively respond to one, leaving the second call to be responded to by crews from other areas.
- 3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.)** Not directly; however, this directly relates to the fire department's ability to deliver effective fire protection/emergency services.
- 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 expands an existing program to the level that was intended. We intend to have four persons per shift and are budgeted for that; however, due to staff vacancies, we do not provide this level of staffing a large part of the time.
- 5. Attach or list any statistics or other information relevant to your request (if any). To provide more context of time associated with the rationale, in 2020:**

Shift employees were away from work 2,853 hours due to vacation, sick, petty, and compensatory time. Additionally, they were out an additional 1,248 due to “Kelly Days”, which are scheduled time off to minimize the effect of working overtime. (These Kelly Days are given hours of absence every year for each shift employee.) These two resulted in 4,101 hours where employees were out and we worked to get coverage.

Also in 2020, due to three resignations, positions were vacant 2,328 hours. We have averaged three employee resignations per year for the past three years.

Also in 2020, we experienced the Coronavirus pandemic. Shift employees were out of work due to the virus for a total of 514 hours.

In 2020, there were 6,943 regular work hours where we attempted to find replacement employees. A full-time fire department shift employee normally works 2,808 hours per year (some of which is scheduled overtime). Even without the Coronavirus pandemic, two overhire shift positions would be insufficient to fill all the vacant positions. (This would be over three “normal” 40 hour a week positions.) This emphasizes the need to continue with the ability to use our part-time and volunteer personnel to work to fill the gaps.

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.)** This expansion allows us to more regularly provide the level of service that we intend to provide.
- 2. What needs/issues/problems does this request for additional staff address?** It addresses the issue of staff vacancies and their impact on service delivery. As a point of emphasis, even when we hire a new employee, it takes months to get them to a level where they are an independent team member. An overhire employee allows us to maintain an additional trained person to fill in any absence, minimizing that time without the necessary staff.

D. Duties

The duties and responsibilities of this position will mirror those of a current Firefighter I employee. The only difference is the work schedule will be much flexible, allowing the employee to “float” between the various shifts.

E. Alternatives

- 1. What alternate measures have been taken to address this need/issue/problem?** We have and will continue to use volunteers, part-time, and other full-time employees as they are available. Unfortunately, volunteers are working for free; therefore, they are only willing and/or able to work a limited number of hours. Part-time employees have responsibilities to their full-time employers as well as other responsibilities, which limit their availability. Full-time employees cannot work a significant number of overtime hours due to physical toll and expense of overtime compensation.

2. **Is outsourcing an option? Why or Why Not** No. Firefighters have to be trained and maintained by the department for insurance purposes.

F. Outcomes/Results/Measures

1. **What specific departmental/program/Town outcomes or results are expected with this position?** The expectation is to provide the best possible emergency services when needed. This request improves the level as well as the ability/capability to provide these services.
2. **What performance measures will you use to measure the impact of this position?** 1) Measurement of the number of days at/above budgeted staffing, 2) Response time, 3) Number of personnel making up an incident's effective response force
3. **How do these compare to measures if the position is not recommended or approved?** 1) Number of days at/below minimum staffing will continue to increase, 2) Response time will increase and some calls cannot be answered with on-duty personnel, 3) The effective response force will be less
4. **How do these compare with previous years measures?** Our vacancy rate has resulted in higher number of days below budgeted staffing for several years. This is more impactful as the number of calls is increasing each year.
5. **How will the work be performed if the new position is not approved?** See Alternatives, Question #1.

G. Cost

Proposed Pay Grade: 8 **Proposed Salary:** \$37,858

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)

Fica: _____ Retirement: _____ Insurance: _____
--

1. **Office Space:** None
2. **Furniture:** None
3. **IT (Computer, Phone etc):** None
4. **Vehicle:** None
5. **Equipment/Uniforms:** \$400 annually for uniforms/clothing; PPE would require a start-up cost of \$2,500 (but would last for 10 years)
6. **Training:** \$250 annually, funding necessary for those classes not fee exempt through community colleges and necessary certification fees (Child Safety Seat Technician, etc.).

Request for New Position FY 2022

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

Department: Fire Effective Date: July 1, 2021

Current/Proposed Job Title of Position: Fire Code Inspector / Fire Marshal

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: Upgrade existing position

B. Rationale

- 1. How is the work currently being performed?** The work which would be associated with the Fire Marshal position is currently performed by the Fire Code Inspector. Significant additional workload has been placed onto the Fire Code Inspector to the point that the work completed no longer accurately reflects the current position job description.
- 2. What are the consequences of the work being undone or not completed?** The additional work (the work not within the current expectations) is work that must be completed by someone. It was envisioned with the creation of the Fire Code Inspector position that someone else (potentially the Fire Chief) would assume the additional responsibilities; however, the last two years have proven that these responsibilities are best if retained with the same person. Should we restrict the Fire Code Inspector to only those things included in the original job description, all other tasks would have to be taken on by other employees.
- 3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.)** Yes. N.C.G.S. 160D-1102 provides for requirements related to the provision of building inspections, including fire inspections. Additionally, N.C.G.S. 58-79-1 provides the requirements related to the conducting investigations into the cause of fires, which would be part of the Fire Marshal responsibilities.
- 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.)** As part of the FY 20-21 budget, the Board of Commissioners included funding towards creating a fire investigation program within the fire department. This new program is in the first year of implementation. This position upgrade will include requirements for this new position to have requirements related to completion of those duties. Beyond that, this request aligns current work being done with the employee responsibilities and expectations. These responsibilities and expectations are consistent with the fire department's existing programs.

5. **Attach or list any statistics or other information relevant to your request (if any).** The scope of responsibilities of this position has significantly changed in the two years since its creation. The original intent of the Fire Code Inspector was to primarily conduct necessary inspections and related activities. Responsibilities including, but not limited to, technical review, fire code enforcement management and scheduling, fire origin and cause investigations, and emergency operations/disaster management have been added since the position's origination.

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.)** Based upon the current tasks/responsibilities, this is not a service level increase.
2. **What needs/issues/problems does this request for additional staff address?** It addresses the gap between the official job description expectations and actually what is expected of an employee on a day-to-day basis. Many of the additional expectations are directly related to tasks that are necessary on a regular basis.

D. Duties

The duties and responsibilities of this position are the duties and responsibilities of the Fire Code Inspector, plus the additional responsibilities that have been added in recent years.

E. Alternatives

1. **What alternate measures have been taken to address this need/issue/problem?** The additional tasks added were previously primarily handled by the Fire Chief. With additional responsibilities added, there was a need of additional capability and efficiency. For those reasons, workload was moved and/or added to the Fire Code Inspector. An alternative could be to reassign these tasks to other personnel; however, there would be increased inefficiency and a lack of available time to complete these tasks.
2. **Is outsourcing an option? Why or Why Not** No. These additional tasks would not be conducive to outsourcing.

F. Outcomes/Results/Measures

1. **What specific departmental/program/Town outcomes or results are expected with this position?** The expectation is to provide a better alignment between positions and position expectations.
2. **What performance measures will you use to measure the impact of this position?** Although performance measures are used in measuring these activities, these are already accomplished and should not be affected.
3. **How do these compare to measures if the position is not recommended or approved?** Not affected.

4. **How do these compare with previous years measures?** Since the creation of the Fire Code Inspector position, the quality and consistency of the fire code activities have greatly improved.
5. **How will the work be performed if the new position is not approved?** See Alternatives, Question #1.

G. Cost

Proposed Pay Grade: 15 **Proposed Salary:** \$53,270-\$79,606

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)

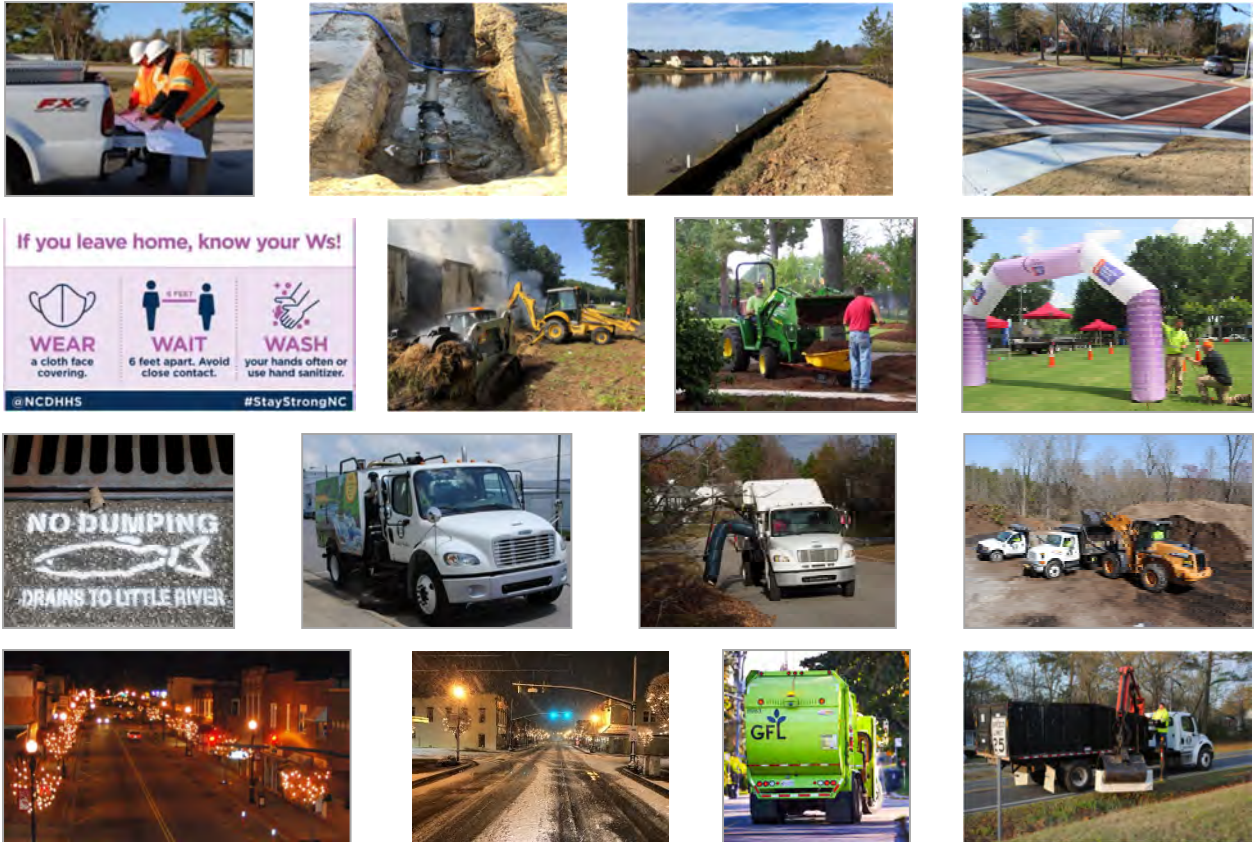
Fica: _____ Retirement: _____ Insurance: _____
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1. **Office Space:** None
2. **Furniture:** None
3. **IT (Computer, Phone etc):** None
4. **Vehicle:** None
5. **Equipment/Uniforms:** None
6. **Training:** None

Account Number	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	Actuals Average (FY 2016-2020)	FY 2021 Adopted Budget	FY 2022 Budget (FY 21 x 1.4% (Sept YOY CPI))	FY 2022 Requested	Reason for overage - * Exist * Enhance * New	How to balance - * What service is dropped? * What service is delivered different * What service is not added?
	FIRE:											
10-530-0200	SALARIES	665,555	661,674	710,653	765,038	784,850	717,554	827,700	839,288	907,500	Enhance - One additional Firefighter I FTE to provide staffing when positions are vacant (\$41,800) and one reclassification for Fire Marshal/Safety Officer (\$7,000)	We can meet budget if we eliminate the new position and not upgrade the position.
10-530-0201	SALARIES (OVERTIME)						-	32,000	32,448	67,200	Enhance - Eliminate existing policy to give employees off "10th day" of required work (\$32,500)	We can meet budget if we continue to use the Kelly Days.
10-530-0300	PART TIME SALARIES	38,811	51,110	75,827	62,360	49,148	55,451	41,000	41,574	42,640		
10-530-0301	VOLUNTEER PAY						-	17,000	17,238	17,000		
10-530-0500	FICA	53,331	54,069	59,727	63,055	63,645	58,765	71,250	72,248	79,900	Includes positions above	
10-530-0600	GROUP INSURANCE	72,381	74,152	77,295	84,210	87,417	79,091	93,000	94,302	96,720	Includes positions above	
10-530-0700	RETIREMENT	80,118	83,513	90,691	99,665	110,350	92,867	129,500	131,313	165,100	Includes positions above	
10-530-0900	OTHER FRINGE BENEFITS	7,100	6,677	6,979	8,678	6,279	7,143	8,284	8,400	8,284		
10-530-1100	POSTAGE/TELEPHONE	350	264	226	167	200	241	740	750	740		
10-530-1101	CELL PHONES	4,535	4,463	4,740	4,851	8,510	5,420	13,500	13,689	13,500		
10-530-1300	ELECTRICITY/WATER	11,740	12,000	14,231	14,407	13,074	13,090	14,500	14,703	15,080		
10-530-1400	TRAVEL/TRAINING	3,665	4,436	4,144	5,162	4,399	4,361	6,400	6,490	6,656		
10-530-1500	BUILDING MAINTENANCE	10,794	9,339	7,231	11,738	9,073	9,635	13,250	13,436	13,780		
10-530-1600	EQUIPMENT MAINTENANCE	9,957	10,143	9,970	9,331	12,710	10,422	10,000	10,140	10,400		
10-530-1700	VEHICLE MAINTENANCE	32,747	33,450	54,155	34,279	23,858	35,698	35,000	35,490	36,400		
10-530-3100	FUEL EXPENSE	7,966	8,603	10,735	11,387	8,654	9,469	11,500	11,661	11,960		
10-530-3300	MATERIALS & SUPPLIES	25,248	23,097	170,194	22,301	33,406	54,849	32,700	33,158	34,000		
10-530-3301	INVESTIGATIONS						-	6,000	6,084	6,000		
10-530-3304	TURNOUT GEAR	31,300	21,456	9,878	11,809	17,850	18,459	11,800	11,965	18,000	Enhance - An addition of two sets per year to cover one new hire and one damaged set	We met this budget item by removing defibrillator funding for FY22.
10-530-3305	DEFIBULATOR	3,903	-	-	7,579	5,839	5,774	16,000	16,224	0		
10-530-3306	COMPUTERS	-	-	-	2,816		2,816	-	-			
10-530-3600	UNIFORMS	8,391	6,453	10,300	6,905	10,522	8,514	8,640	8,761	10,000	Enhance - Includes new position above	
10-530-4500	CONTRACT SERVICES	6,792	7,002	8,381	10,618	11,764	8,911	13,000	13,182	13,000		
10-530-4501	INSPECTIONS	1,883	1,761	1,493	2,431	1,403	1,794	2,500	2,535	2,500		
10-530-4502	SAFETY	1,072	1,303	1,300	-		1,225	-	-			
10-530-4503	MEDICAL EXAMS	-	7,457	7,684	9,138	1,184	6,366	12,500	12,675	12,500		
10-530-4504	WAKE HAZMAT TEAM	-	-	2,127	2,301	2,520	2,316	2,700	2,738	3,200	Exist - Increased costs of services from City of Raleigh	We met this budget item by moving some insurance funding for FY22.
10-530-4505	WAKE COUNTY DISPATCH	-	-	5,228	6,467	6,127	5,941	10,200	10,343	10,600		
10-530-5400	INSURANCE & BONDS	77,505	71,001	62,678	51,987	62,838	65,202	75,000	76,050	75,000		
10-530-5701	RETENTION & RECRUITMENT	-	292	796	1,464	1,614	1,041	2,500	2,535	2,600		
	Totals	1,156,143	1,154,210	1,407,430	1,311,100	1,338,113	1,283,236	1,518,164	1,539,418	1,680,260		

PUBLIC WORKS OPERATING BUDGET REQUESTS

Fiscal Year 2021 - 2022



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 2021-2022.

450 East Horton Street
Zebulon, North Carolina 27597
919.269.5285
townofzebulon.org/services/public-works

March 9, 2021 – Requested Budget

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. 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. 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.

The Town's first wastewater treatment plant opened in the early 1960s at 529 East Horton Street. The plant was upgraded in the mid-70s to a capacity of 586,000 gallons per day. In January 1993, Public Works opened a new, 1.85 million-gallons-per-day wastewater treatment plant located behind Five County Stadium on Highway 39. The plant was upgraded to its current capacity of 2.2 million gallons per day by the City of Raleigh in 2008, and a one-million-gallon equalizer basin was added in 2010 to manage peak flows.

The 529 East Horton Street wastewater facility was demolished in spring of 1999 by Public Works staff and converted into the Town's yard waste center. The center is now permitted with the State of North Carolina as a Class I yard waste facility with a capacity of 6,000 cubic yards per quarter.

Since those first projects began 105 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 yard waste and leaves, to overseeing the \$15.3 million dollar construction of Five County Stadium in 1999-2000, to overseeing the renovation of the Zebulon Municipal Complex in 2007-2009, to the conversion of the armory into the Zebulon Community Center in

2008-2010, 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 28 miles of streets, the responsibilities of servicing its citizens and businesses have grown proportionally.

The department's work and budget are split into two main areas of concentration: Property Management (Five County Stadium, buildings, and grounds) and Operations (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.

Property Management

Five County Stadium



Under the 2003 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 water, and sewer services and electricity for the parking lot lights. The 2003 agreements lay out the 85/15-percent split in ownership. The duties listed above are how the Town meets its 15% operational requirements.

What we did...

During the past fiscal year, there was no baseball in Zebulon for the first time in 29 years due to the COVID-19 pandemic. Staff took this opportunity to replace a failing pressure reducing valve at the stadium that controlled water pressure to the superstructure. The new assembly will allow the staff to reduce the incoming water pressure from 90 pounds per square inch (psi) to 65 psi. Water pressure at 80 psi or above is considered dangerous to the integrity of plumbing fixtures.

In spring of 2021, staff intends to complete surveying work and develop a utility easement to allow the City of Raleigh to take over the 8-inch water main loop and 8-inch gravity sewer collection

system at the stadium. Baseball returns to Five County Stadium on May 4, 2021, with 60 home games planned through late September.

Buildings and Grounds Division



The department maintains over 78,000 square feet (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 preventive maintenance contracts for HVAC systems and controls, electrical systems, generators, fire alarms and pumps, a sewer lift station, and the elevator at Town Hall. It also manages the janitorial and pest control contracts.

What we did...

During the past year, Public Works oversaw the following facility renovation projects:

- Police station breakroom renovation
- Town Hall chiller replacement (bids complete – installation starts February 22)
- Installation of automated gates and expansion of staging area at Town fueling station
- Provided estimates to demo and complete environmental phase 1 of local pool property
- Assisted Fire Department with replacement of concrete ramp sections at fire station
- Provided construction estimates to fully renovate proposed HR suite
- Provided site assessment proposals for GSK property purchase
- Provided estimated costs for roadway improvements associated with land purchase for fire station
- Completed roof analysis for the Public Works maintenance building and the Parks and Recreation maintenance building
- Assisted with easement and property dedication via the CORPUD merger agreement amendment # 2
- Designed and permitted the electrical work for Phase I of the Alley Activation project
- Coordinated proposals for Alley Activation Phase II – expected by June 30
- Town Hall final phase of LED conversion – completion by June 30
- Sidewalk and apron repairs – Weavers Pond and Shepard School Road (1000sf of spot repairs) and East Horton Street (540sf of sidewalk)
- Little River Park – coordination & oversight for architectural & archaeological studies required by the NC State Historic Preservation Office (SHPO) for FEMA relief funding

10-500-0200 Salaries – Assistant Director Request

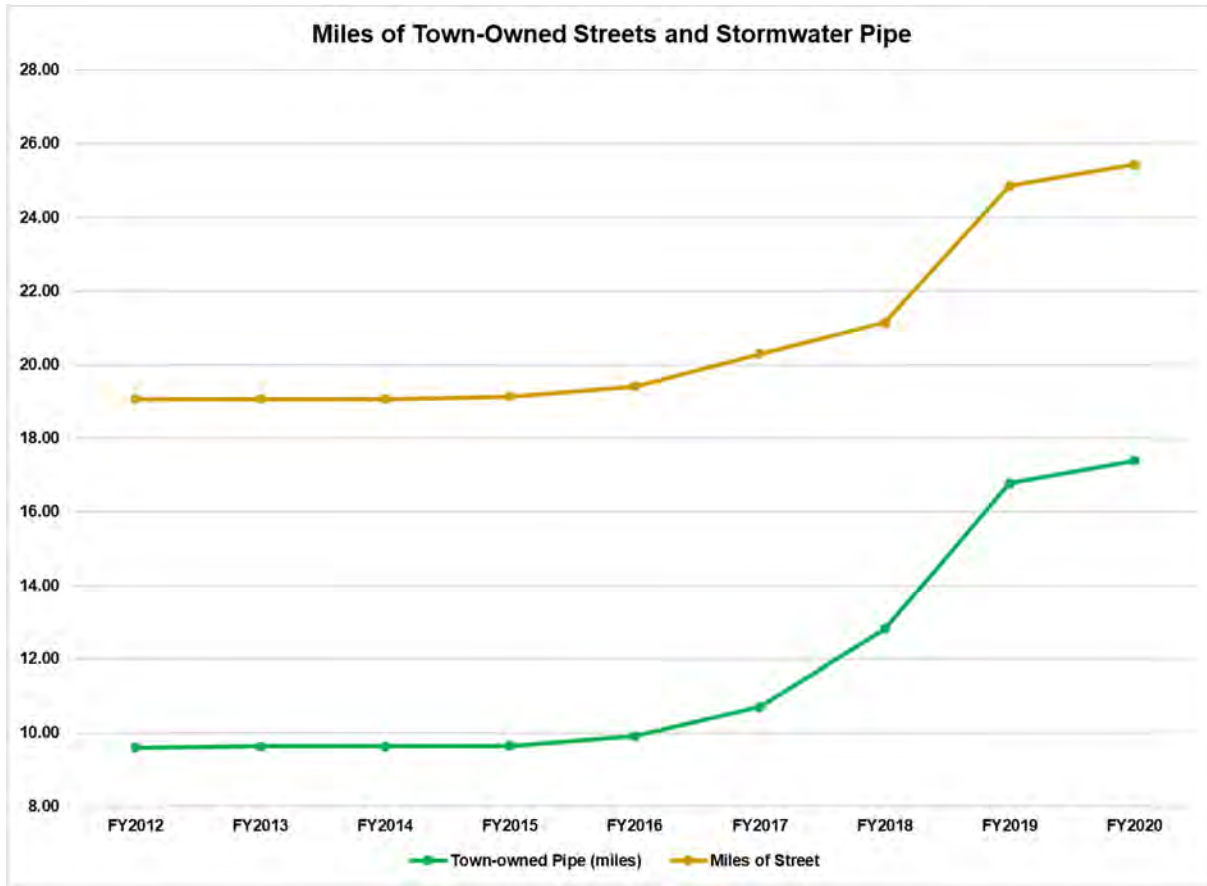
This will be the third consecutive year that the department has asked for management level administrative support services. The department has functioned without an Assistant Director since the water & sewer merger in 2006 (15 years), when the Assistant Director was promoted to Director.

The Public Works Director is completing tasks as time and priorities allow, and at the expense of other duties requiring his attention. Development review and construction project management and are the two most pressing issues that need additional professional management assistance.

Development Review Coordination and Inspection: Development in Zebulon is growing rapidly, with nine 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, Jasper Place and Taryn Lake. Between July 2020 and January 2021, the Town accepted 3.18 miles of roadway and 4.2 miles of storm drainage. The average time for development review is 4-7 weeks.

Development Name	Total Lots Approved	Lots Recorded	Percentage Complete
Shepard’s Park	302	124	41.06%
Weavers Pond	723	483	66.80%
Taryn Lake	152	152	100%
Autumn Lakes	550	307	55.82%
Barrington	858	71	8.29%
Sidney Creek	822	0	0.00%
Weavers Ridge	182	0	0.00%
Pearce’s Landing	377	0	0.00%
Jasper Place	97	0	0.00%
Totals:	3966	1137	

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.



Construction Management: The Zebulon Public Works Department is currently managing three federal/state grant projects (Arendell Avenue, Beaverdam Creek Greenway, and Little River Park) at various stages of design, permitting, and construction and a combined project value of approximately \$8 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) Town Hall Chiller Replacement 2) Police Station Breakroom Renovations 3) Green Pace Signals, 4) Shepard Road Signals, 5) West Lee Street Storm Drainage Improvements, 6) LED up-fits at Town Hall and Public Works, 7) West Judd Street Preliminary Engineering Report, and 8) GSK Site Assessment. Recently completed projects include 1) 2021 Street Paving, 2) West Vance Street Storm Drainage Improvements, and 3) North Arendell Avenue Sidewalks and Crosswalks.

In addition, the Director is overseeing six commercial redevelopments: Shepard Greene, Pizza Hut, SBM Life Science, Popeye's, 264 A Storage Lot, Bullock's Mini Storage, and Green Pace Road Properties. 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 could lead to expensive construction repairs and ongoing costly maintenance at taxpayer expense.

Financial Analysis

The first-year costs for the Assistant Director position is estimated at \$118,834.00:

Salary (\$85,000 starting)	\$ 87,125
FICA – 7.65%	\$ 6,665
Retirement – 12.79%	\$ 11,143
W/C @ 7%	\$ 6,100
Phone Allowance @ \$50.00/mo	\$ 600
Uniform Allowance	\$ 750
Training	\$ 2,000
Office Furniture – Cubicle*	\$ 500
Truck Purchase* 10-year useful life	\$ 3,650
Computer*	\$ 300
Total 1st year Cost	\$ 118,832

**one-time cost for first year @ \$36,500(truck) & 1,500(computer) & 5,000(cubicle)*

10-500-1502 Highway 64 Maintenance

Public Works staff have historically mowed, mulched, and trimmed trees along the Highway 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 Highway 64 median. The cost of mulch is \$25 per cubic yard. Staff will need 100 cubic yards of mulch to complete the task at \$2,500.00. The FY2020 actual cost was \$2,553.00. Staff request an adjustment of \$400 to complete installation

10-500-1503 Town Hall – Decorative Stone

Annually, Public Works staff installs approximately 28.5 cy yards of chocolate designer mulch directly around the Town Hall building annually at approximately \$60 per cy plus equipment rental. Staff would like to install approximately 40 tons of decorative stone instead of mulch. The stone is not easily washed by heavy rainfall or blown away during maintenance operations. The cost of the stone, landscape fabric and rental of equipment is estimated at \$10,000.00

The decorative stone as a useful life of approximately 15 years and payback of 4.3 years compared to mulch. The project will generate \$12,310 savings mulch, labor and rental cost over the useful life of the stone. The decorative stone has been installed at the Mechanical Area at Town hall and at the police station under the large trees.

10-500-3302 – Janitorial Materials and Supplies

As part of the FY 2020 adopted budget, we made a concentrated effort to invest additional dollars into the facilities cleaning as a way of investing in the protection and long-term use of these facilities. As part of the FY2020 budget we signed a 3-year contract with Citywide Services.

In FY 2020, we budget \$2,615.00 to purchase trash bags, paper towels, toilet paper and other janitorial related supplies. The five-year average cost of janitorial supplies is \$ 3,031.00 and last year we spent \$3,532.00. We are requesting an increase \$900.00 in funds to cover expected cost of Janitorial goods.

Operations Department

Streets and Powell Divisions



Per Town of Zebulon Uniform Development ordinance section 6.10.4, 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 28 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.

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.

During the past year, the department completed the following projects:

- Street resurfacing with Barnhill Construction 1.94 miles
- Completed the construction of North Arendell Ave Sidewalk – Hollins Construction Services
- Inspected and accepted 3.18 miles of street to Powell System as of January 2021.
- Issued contract and began design of Shepard School Roadway & Signals Improvements
- Issued contract and began design of Greenpace Roadway and Signal improvements
- With the assistance of ROW Agent, we have closed 7 easement acquisitions – North Arendell
- Hired appraiser and completed appraisals of the Parrish properties on North Arendell.
- Submitted 100% plans, specifications, and estimates for North Arendell Access and Operational Improvements project for Review by NCDOT.
- Greenway Construction – Beaverdam Creek Greenway – expected completion late Spring 2021 – \$2,373,800.00
- Greenway Reimbursement requests as of January 2021 - \$363,646.30

Sanitation Division



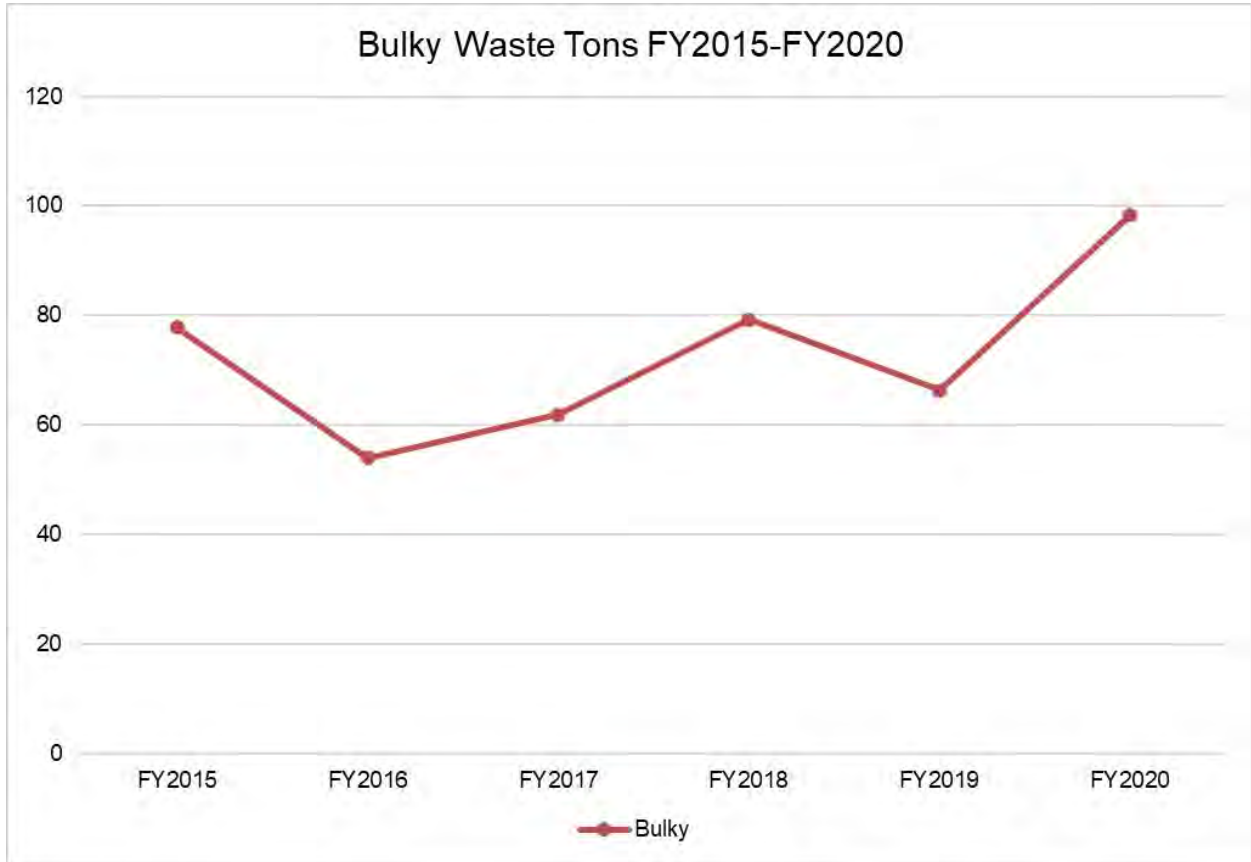
Per Town of Zebulon Ordinance Chapter 95, Section 01-38, Public Works provides exceptional service to our 2,760 customers by collecting yard waste, leaves, bulky waste, trash, and recycling. The commitment to service is seen by our record of successful collection of yard waste and leaves for over 20 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 Waste Industries/GFL.

What we did...

In the past year, Public Works accomplished the following tasks and projects:

- Collected 10,120 cubic yards of debris (Five Year annual average collection amount approximately 9,000 CY)
- The Town’s contractor collected 340.04 tons of recycling and 2,000 tons of trash.
- Budgeted Fall and Spring Community Recycle Day’s but due to COVID 19 restrictions the events were cancelled.
- Updated and revised the 2021 Public Works Services Brochure and mailed it to all residents. The brochure is delivery every new resident along with the trash and recycle carts.
- Collected and disposed of 98.26 Tons of Bulky Waste.

- Growth in Bulky Waste Collection is 26% over the last 5 years
- We are averaging approximately 35 new customers per month



Stormwater Division

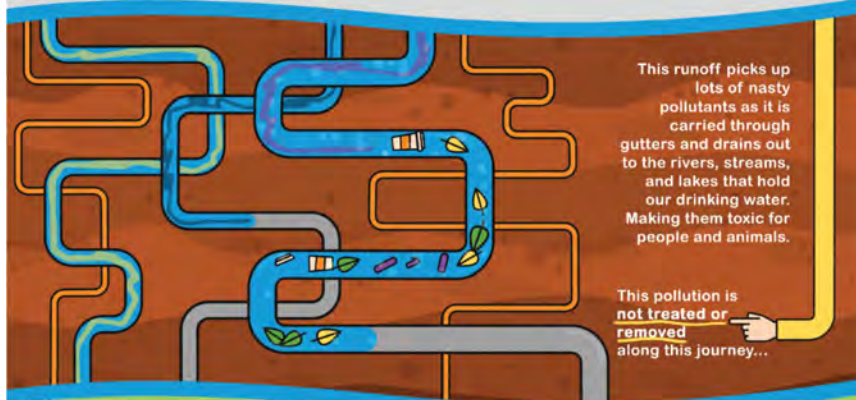


Per Zebulon’s MS-4 permit with the state, the 2011 Street and Stormwater Specifications Manual, as amended, the Stormwater Ordinance 2012-05, and an interlocal agreement with Wake County, as amended, Public Works ensures compliance with the Federal Clean Water Act, section 402(p). The stormwater program 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.

Save Our Water By Preventing STORMWATER POLLUTION



When rain or water hit hard surfaces like pavement, it creates stormwater runoff.



This runoff picks up lots of nasty pollutants as it is carried through gutters and drains out to the rivers, streams, and lakes that hold our drinking water. Making them toxic for people and animals.

This pollution is not treated or removed along this journey...



...so it is up to each of us to keep it clean and fresh from the start!

Below are some things we can all do to help prevent stormwater pollution and keep our communities looking and feeling great!



PICK UP LITTER!



SCOOP POOP!

MULCH OR BAG IT!



FOLLOW DIRECTIONS!



DISPOSE OF PROPERLY!



CLEAN SPILLS PROMPTLY!

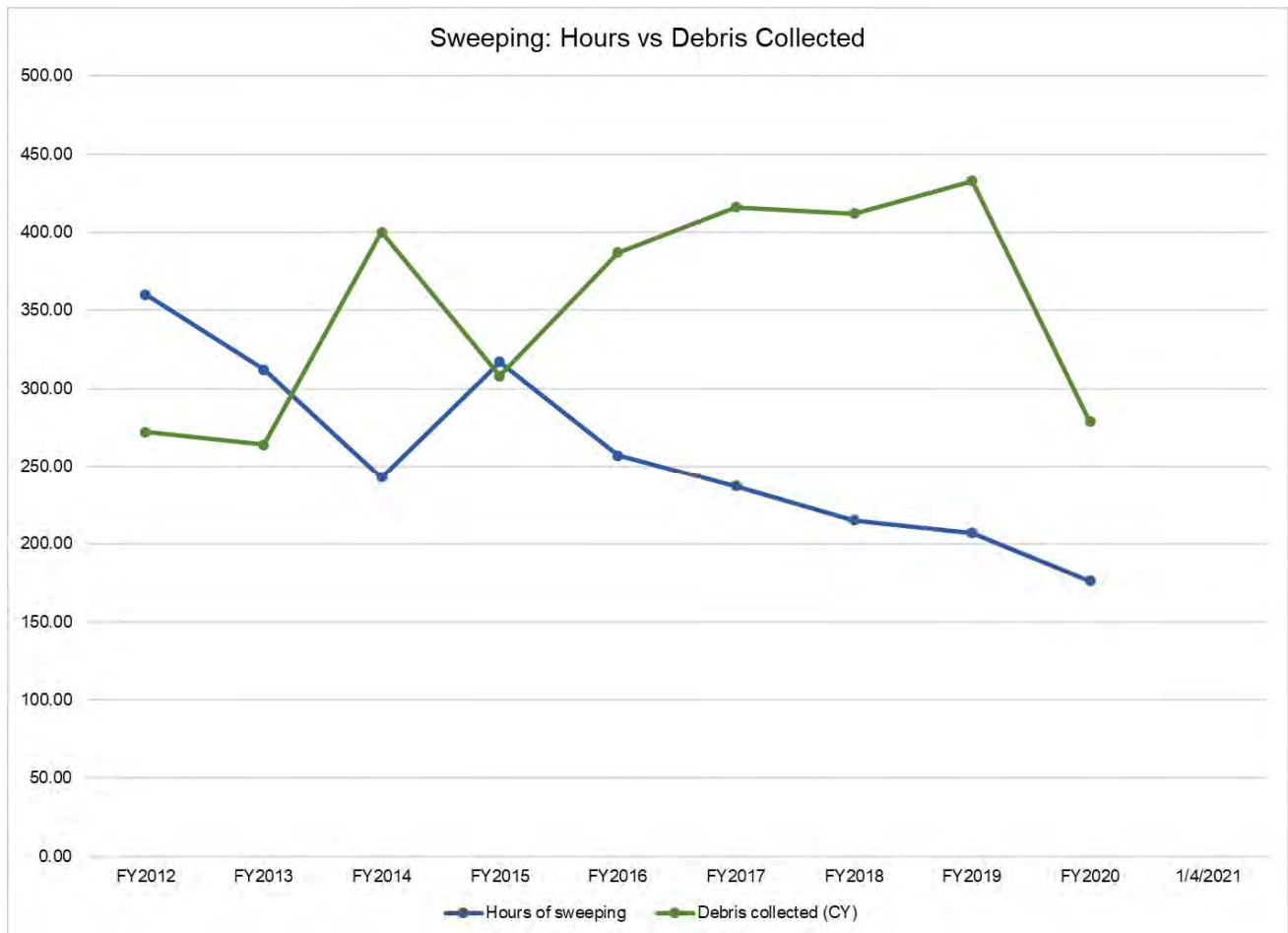
For more information about Stormwater Pollution, and what you can do to help, visit nc-cleanwater.com



What we did...

In the past year, Public Works accomplished the following tasks and projects:

- Completed construction of West Vance Street Stormwater Project under budget.
- Updated our stormwater mapping system – added all new infrastructure from new neighborhoods.
- Emergency Repair – West Lee Street – Design, permitted and bid – construction completed by end of fiscal year.
- Added 4.81 miles of pipe in last 18 months of stormwater piping.
- Swept a total of 176.3 hours and collected 278.67 cubic yards of debris collected
- Budgeted additional funds to help meet 10% cleaning goals of system.
- Participation in CWEP – Clean Water Education Partnership



10-520-0200 Salaries – Three Person ROW Crew

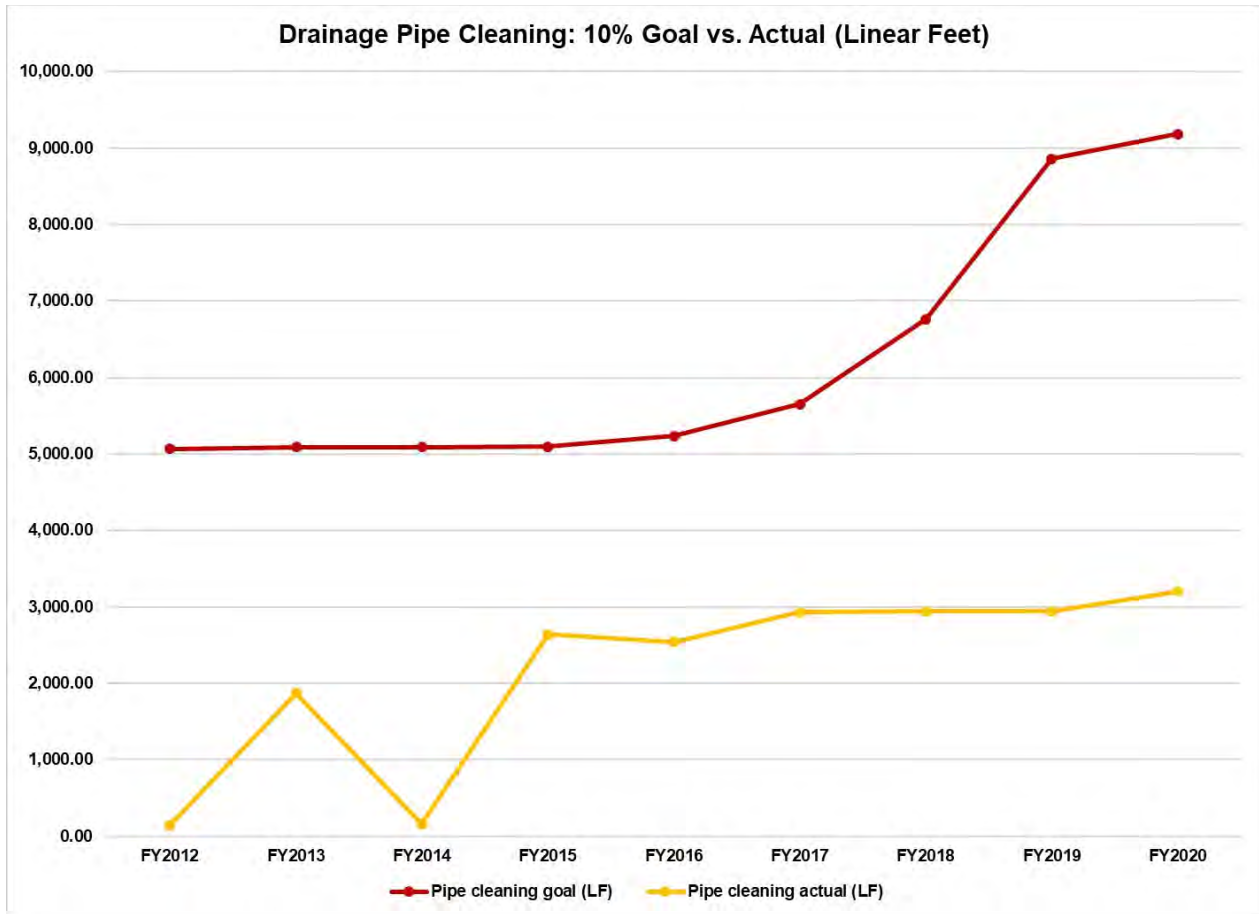
The last three years we have requested an additional staff member each year to address the growth in streets miles, storm drainage infrastructure miles, street signage and the need for more Right-of-way maintenance.

The department is unable to keep up with ROW trimming and repair, sidewalk maintenance, or the annual cleaning and inspection goals to meet the cleaning requirements of the MS4 Stormwater Permit. 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 without an additional 3-person crew.

Not maintaining the ROW leads to diminished returns on the Town's investments. Street lighting is blocked by limbs and unable to illuminate the ground. Large town vehicles (such as fire trucks & Sweeper) hit the limbs that haven't been pruned up and back to accommodate larger vehicles. The Town's walkable paths become narrower as grass overgrows the sidewalks.

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. These positions would provide resources to meet the requirements of our MS4 permit.

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.



The first-year costs for the three-man crew positions is estimated at **\$152,139.00**

Salaries (\$30K, 35K, 46K starting)	\$ 111,000.00
FICA - .0765%	\$ 8,492.00
Retirement - .1279%	\$ 14,197.00
W/C @ 7%	\$ 6,660.00
Phone Allowance @ \$35,35,50/mth	\$ 1,440.00
Uniform Allowance	\$ 2,250.00
Training	\$ 1,500.00
Tools – set up truck	\$ 750.00
Truck Purchase* 12-year useful life	\$ 5,000.00
Tablet and service	\$ 850.00
Total 1st year Cost	\$ 152,139.00

one-time cost for first year @ \$60,000(truck)

If all three positions are implemented a reduction in the stormwater maintenance line (10-500-1500) item can be reduced by \$25,000 that supported contract line cleaning. These positions support all three focus areas of the Zebulon 2030 Strategic Plan. It supports a Vibrant Downtown by allowing Public Works sufficient staff to properly clean and maintain the sidewalks and ROW downtown. These same ROW maintenance activities support the walkability aspect of the Small-Town Life focus area by providing for safe, accessible, and clean sidewalks.

One of the priority goals of Growing Smart is to maintain appropriate staffing to support expected service levels for the growing community. Since 2006, Zebulon added over 40,000 square feet of buildings to maintain (and their associated grounds), took on the responsibilities of the MS4 stormwater permit, and grew the miles of stormwater pipe and town-owned streets by 125% and 50%, respectively. During that time, the Public Works Department added in 2012 1.5 positions to address stormwater permit requirements, 2016 added Contracts and Administrative Support Manager position and part-time mowing, and 2019 one construction inspector position.

The Town will benefit by hiring employees instead of contracting services out by:

1. Employees Buy Into Your Company and Its Culture – The Town offers security for employees' futures, so they're more likely to invest more of their own time and energy into furthering the Town goals and participating in town projects. The group of grinning people wearing Town T-shirts and assisting a Special Events like Holiday Happenings, Christmas Parade, Relay for Life and Community Recycle day- They're not contractors.
2. An employee will take pride and make personal connection to the job ensuring that it done to the best of their ability. i.e. – Public Work Employees pride that Town Hall looks nice.
3. Employees provide dependable expertise – contract employees do not keep institutional knowledge of assets such as facilities or infrastructure.
4. A disadvantage of outsourcing is that you may be denying your team of development opportunities. Growth begets growth, and by outsourcing work, you may not be contributing to the growth of your employees potentially leading to higher turnover.
5. Outsourcing companies and independent contractor may often be motivated by profit rather than a job well done. That means the work you send out may come back quickly, but will lack the standard and quality that the Town has come to expect from your products or services.
6. Contractors cannot be called in the middle of the night or last minute to address a sudden snowstorm, tornado or roadway sink hole – i.e. Bench of Resources
7. Another disadvantage of outsourcing tasks is the risk that your independent contractor may be marching to the beat of a different drum. As a result, it might be difficult to synchronize schedules in order to ensure your customers receive what's promised to them on a reliable timeline.
8. Another disadvantage is the loss of flexibility to ramp up or down a moment's notice to meet a special need or tasks. i.e. – HR suite demolition, Event preparation, Log Truck Accident, & Tractor Trailer Fire on Highway 64.

10-520-1503 Part-time Salaries – Customer Service Technician

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. The number of work orders completed in 2020 is 115% higher than the number completed in 2017.

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

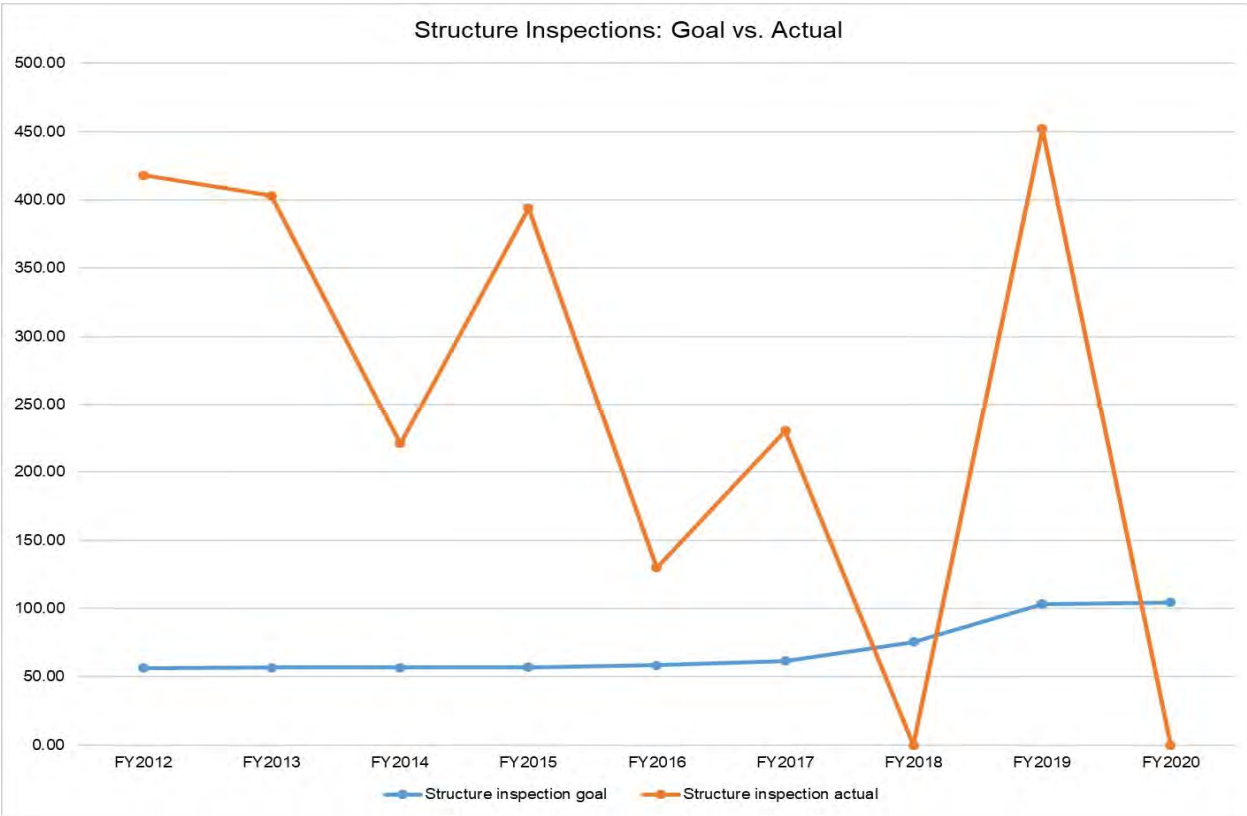
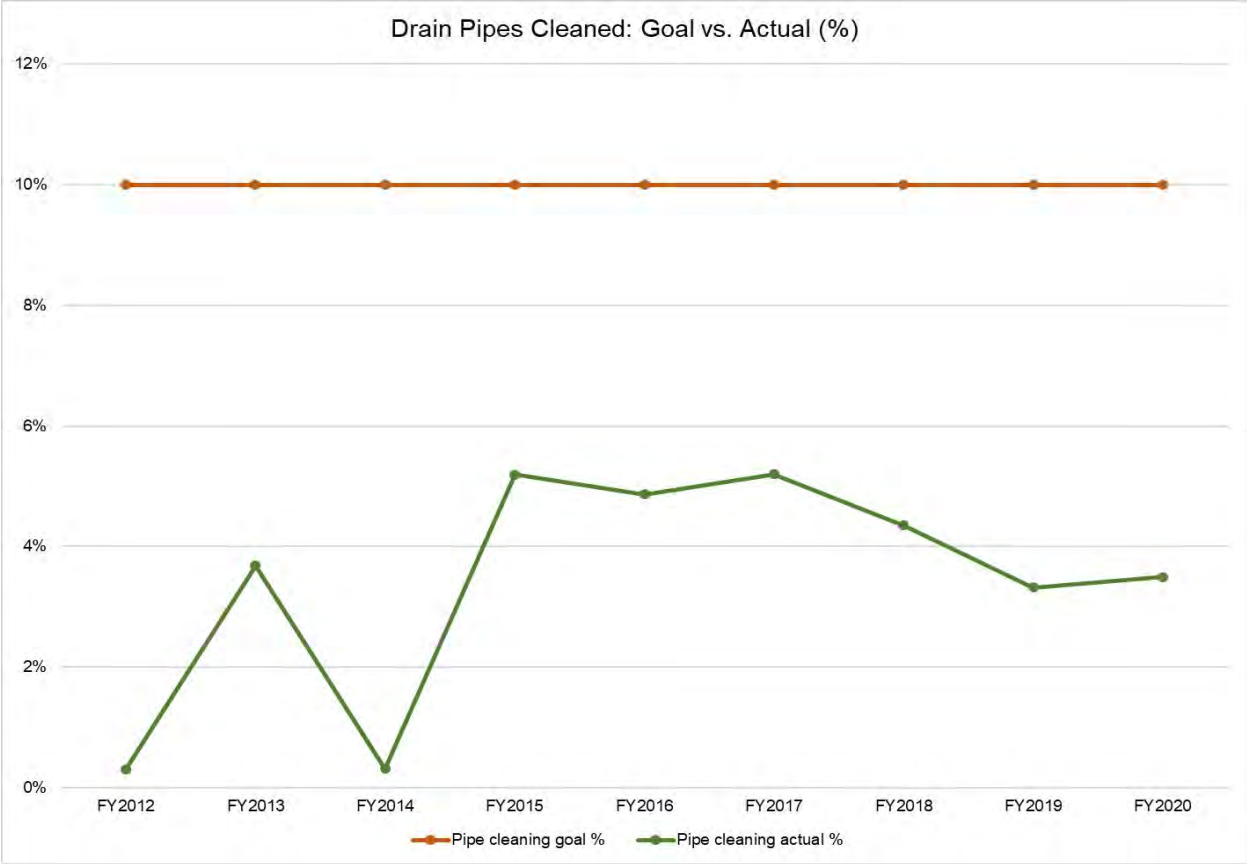
This pilot position would start in January 2022 with a half-year budget cost of \$7,119.00:

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

10-520-0401- Professional Service – MS4 Audit

The Town renewed its MS4 permit (# NCS000557) under the federal Clean Water Act, Section 402(p) in 2017. During the five-year permit process, the state is required to perform a program. In the last cycle of program reviews, 80% of the municipalities that have failed the program inspection and received a notice of violation.

It is no secret that the last several years due to the explosive growth in stormwater infrastructure and other local priorities (Tornado, Little River Project, COVID 19), we have not met our program goals.



The pre-audit is a complete, comprehensive review of current program conditions, noting weak points and developing plans to address those issues. The goal of the pre-audit is to position the town to receive a Notice of Deficiency (i.e., needs improvement) on the official audit, as opposed to the Notice of Violation the town would receive currently. The pre-audit positions the town to respond quickly to the audit requests, shows a proactive approach to finding and correcting the existing deficiencies, and allows the town the opportunity to correct what issues may be corrected ahead of the official audit. This audit is similar to an OSHA pre-inspection visit as it allows for inspection without fines.

The comprehensive audit and program forms are estimated to cost approximately \$49,000.00 to complete.

Table 2. Town of Zebulon MS4 Audit Support – Proposed Budget

Task Description	Labor (Hours)	Labor (Cost)	ODCs¹	Total Cost
Task 1. Project Coordination and Management				
Task 1: Project Coordination and Management	18	\$3,380	\$42	\$3,422
Task 2. Review NCDEQ Phase II MS4 Permittee Documents				
Task 2: Review NCDEQ Phase II MS4 Permittee Documents	28	\$4,250	-	\$4,250
Task 3. Evaluate Zebulon MS4 Program				
Subtask 3.1: Review Zebulon MS4 Documents	86	\$13,540	\$125	\$13,665
Subtask 3.2: Interview Town of Zebulon Staff	32	\$5,320	-	\$5,320
Task 3 Subtotal	118	\$18,860	\$125	\$18,985
Task 4. Gap Analysis and Recommendation Report				
Task 4: Gap Analysis and Recommendation Report	70	\$11,380	\$42	\$11,422
Subtotal (Tasks 1-4)	234	\$37,870	\$209	\$38,079
Task 5. (Optional) MS4 Program Mock Audit				
Task 5: (Optional) MS4 Program Mock Audit	62	\$10,090	\$214	\$10,304
Total (Including Optional Task 5)	288	\$47,960	\$423	\$48,383

¹ ODCs ("other direct costs") reflect non-labor project direct costs including travel and meals.

10-520-4502 – Contracted Services - BRIC Applications

In an effort to generate construction funding for the North Arendell Ave/West Sycamore Drainage Project estimated to cost nearly 1 million dollars at construction, staff would like to apply for BRIC (FEMA Building Resilient Infrastructure and Communities) Grant with assistance of consultant.

Release Date: September 30, 2021
 Application Date – January 30, 2022
 Award Date – June 2022
 Project completion within 36 months
 Cost Share – 75% Federal and 25% Local

Staff current workload will not allow time to apply and produce the application necessary to complete with other government agencies. Staff will look to hire a firm with experience and knowledge in applying for BRIC Grants.

Estimated cost of application and supporting documents is \$8,500.00
 Staff is also recommending the development of a Capital Reserve Fund with annual allocations of \$200,000 to address stormwater issues. (See CIP Request)

10-520-1300 Street Lights

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	Weavers Pond – Phase 6	5	\$16.14	\$969.00
2	Weavers Pond – Phase 5	27	\$16.14	\$3,922.00
3	Weavers Ridge	36	\$16.14	\$2,614.00
4	Sidney Creek	25	\$16.14	\$3,632.00
5	Shepard Park II	35	16.14	\$3,389.00
6	Jasper Place	25	\$16.14	\$2,324.00
	Pearce’s Landing	25	\$16.14	4,842.00
	Subtotal			\$21,692.00
	10% contingency			\$2,170.00

	Total Project Cost			\$23,862.00
	FY 2020 Actual			\$180,000.00
	FY 2021 projected cost			203,862.00
	FY 2021 Budget Request			\$204,000.00

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

10-520- 1600/1700 – Equipment & Vehicle Maintenance

The Public Works Department is currently managing 9 pieces of motorized equipment over 15 years old and 7 vehicles/trucks over 10 years old. The age and complexity of new vehicles and equipment plus volume of equipment is overwhelming the existing budget.

The cost to maintain a vehicle or equipment increases over its lifetime. In fact, Earnest & Young found maintenance costs to increase exponentially as assets age, with the greatest increases happening in the first and seventh year of the asset. Fortunately, first year cost is typically covered by warranty.

PW vehicles and equipment replacement is based on lifecycle costing analysis. This method considers the point in the vehicle or equipment’s life when the sum of all ownership and operating costs reaches a minimum. Typical parameters included in these analyses are depreciation, cost of money, insurance, fuel, and maintenance and repairs.

As a vehicle ages, breakdowns will increase. In addition to the cost of repairing the vehicle there may be other costs such as towing expense. In addition, there is the cost of lost staff productivity, which is not reflected in fleet management costs. Productive time may be lost due to:

- Waiting to be towed.
- Arranging for temporary use of another vehicle.
- Administrative time arranging for the repairs or parts purchase
- Returning to the shop to pick up the vehicle after repairs are complete.

The fleet maintenance expense is rising faster than annual CPI. These vehicles/trucks 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. As of mid-February, we are 77% and 68% spent of the original allocations. We are projecting to be \$6,000 to \$8,000 in vehicles repairs and \$4,000 to \$6,000 over on equipment repairs by the end fiscal. We are requesting an increase of \$10,000 for fleet and equipment maintenance line items.

We have recommended a yard-waste fee of \$3.00 per home per month to build a Capital fleet replacement and maintenance fee fund. The fee would cover the expected increases in maintenance expenditures plus fund capital replacements in Sanitation division.

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.

10-520-3304 Printing – Trash Cart Decals

The Public Works Service brochure published over the last four 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 \$10,000 for set-up and printing for our expected 2950 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 trash 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. Next year, the Town issued 480 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 inquiries to Town staff. After the initial investment, we expect the cost of this program to be reduced to approximately \$1,500 annually to purchase decals for new residents' carts and replacing damaged carts.



This infographic is consistent with the Zebulon 2030 goal of “growing smart” by educating our new residents on Town policies 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.

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.

10-520-3300 Materials and Supply

FY 2022 budget request include three additional staff members to the Public Works Department. Staff has requested a 20% increase in funding to provide tools, materials and supplies to complete the proposed ROW tasks. Tasks include ROW pruning, sidewalk repairs, sign maintenance, and roadway maintenance (asphalt and stripping).

The request for additional materials is only \$1,850.00 due to the expected hiring process to take 120 days to get staff on board. The new staff will also spend a 90-120 day orientation process working with other crews learning procedures and policies in addition to significant training related to OSHA requirements, Confine Space, Lock-out tag out, trenching (competent person), flagging and CDL Requirements. The ROW crew will be expected to fully transition by March 2022.

The request for additional funds for ROW 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. A strong ROW Maintenance 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. Tree pruning helps allows street lighting to reach the ground and extending lighting helps provide sense of security.

10-520-3305 – Head sets – Pilot Program

Communication is key to completing a task on time and safely. Unclear communications can impede productivity and cause accidents. The headset provides hand free, clear communications with hearing protection in noisy environments such as work along ROW’s, tree pruning, work zones, heavy equipment and special events. Head-sets allow for improved teamwork among crews with hand free communication. Staff now are forced to stop working and answer a radio. Headsets allow for immediate verbal warnings helping reduce accidents and injuries during large load heavy equipment operations

Pilot program would outfit a typical 3-man crew and operations manager and/or provide a spare unit. The number one task of a crew leader or operations manager is to ensure his/her crew goes home every day. If staff goes home without injury, we are saving money on the workman compensation policy premiums. A tool such as the wireless headsets helps accomplish that tasks. The cost for the pilot program is \$3,100.00.

The pilot program is consistent with our Organization Values of: Family and Teamwork. We must protect our work family and communication is the key to teamwork. Wireless headset help stay true to these items.

10-520-4500 Contracted Services- Garbage/Recycle Services

We have approximately 2,722 residential trash customers with 2,706 recycling customers as of December 2020. During FY2020 year, we saw an average of 25 new customers per month. During FY2020, we expect that number to increase to 40 per month. Based on current growth patterns, the Town will have approximately 3,400 trash customers and 3,386 recycling customers by June 2021. This growth trend is expected to continue over the next fiscal year. Staff requests an additional \$101,000 to cover the increased costs of solid waste collection associated with new residents, which is covered by additional revenue from new residents.

In 2019, we negotiated a 5-year contract extension with Waste Industries to continue existing service levels at the same price until June 2024. The City of Raleigh contract raises the monthly billing fee from \$0.50 to \$0.84 per bill per month. We recommend passing this fee increase to the Zebulon customer. Below are the current Waste Industries rates and proposed garbage fee for FY2022:

Service	Current Rates	FY 2022 Proposed Garbage Rate
Trash	\$10.94	\$10.94
Recycle	\$4.18	\$ 4.18
City of Raleigh Billing Fee	\$0.50	\$ 0.84

Bulky Waste Collection	\$5.13	\$ 5.04
Yard-waste Fee (New)	\$0.00	\$ 3.00
Monthly Fee	\$20.75	\$24.00

The trash portion of this fee is equivalent to 3.60 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	\$ 1,700
Recycle Center	Metal Dumpster Rental	\$ 610
Recycle Center	Roll Offs – Bulky Waste/General Trash	\$ 17,000
Residential Service	Trash Service – 2,390 customers	\$418,000
Residential Service	Recycle Service -2,380 customers	\$158,730
Contingency @ 2.0%		\$ 11,921
Total Costs		\$607,961
Budget Amount		\$608,000

The proposed Yard-waste fee is a capital fleet replacement charge for residential customers. The fee will be used to replace yard-waste and leaf collection equipment. The \$3.00 fee is projected to produce approximately \$110,000 annually. We are proposing \$20,000 annually go to maintenance related activities and \$90,000 capital fleet/equipment replacement.

Due to the rising cost of fleet replacement for large vehicles and equipment such as Leaf Trucks, Knuckle-boom, Dump Trucks and Loaders a constant revenue stream in addition to property taxes is needed to allow for replacement of this equipment in a timely manner.

Replacement Cost/Useful Life:

	Item	Useful Life	Cost
1	Knuckle-boom Truck	12 years	\$165,000
2	Automated Leaf Truck	12 years	\$215,000

3	Payloader	12-15 years	\$95,000
4	Dump Truck	15 years	\$105,000

Note: the annual revenue stream will allow the town to use installment financing payments for two pieces of equipment annually.

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.

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

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." (page 71).

10-520-4506 - Vehicle GPS

GPS Mobile Solution's vehicle tracking application provides real-time vehicle location along with a detailed trip history. The detailed vehicle trip history shows the exact time a vehicle arrives at location, leaves location and total duration of stop. GPS vehicle tracking system is designed to give staff a clear, concise information on the efficiencies of their mobile workforce. When a resident reports a missed service delivery, we are unable to determine the cause and prevent the issue from reoccurring. We cannot track a vehicle to determine the date or time service should have occurred or if the service was delivered. We are forced to make special trips to perform the services, resulting in inefficiencies of crew time and vehicle use. GPS tracking software will allow us to monitor the vehicles and improve our service efficiencies.

An additional benefit of the GPS Mobile Solution is it prevents mobile device use (texting, gaming, emails, Facebook) while driving. Studies have shown that 28% of vehicle accidents are related to the use of mobile devices while driving and drivers are 23 times more likely to have an accident while texting/emailing . The typical vehicle accident costs an agency \$25,000 or more per event. If a typical accident cost \$25,000, an accident with our larger vehicles will cost significantly more due to their ability to cause greater damage. The installation of GPS on these larger vehicles reduces our liability of larger and more expensive claims. In addition to improving our response regarding service delivery and improved safety from elimination of mobile device use, the GPS Mobile Solutions software will allow staff to monitor idling times, routing of trucks, service delivery times, and missed locations. By maximizing routing and reducing idling, we may generate fuel savings and improve efficiency of service delivery. We also may be eligible for insurance savings on our vehicle for the installation of GPS monitoring. Hopefully, the vehicle is never stolen, but the GPS tracking will provide law enforcement an additional tool in securing its recovery. GPS Mobile Solutions offers a Lone Worker GPS tracking device that will notify EMS responders or company officials of an

emergency situation. We have the benefit that Wake County currently uses this system on its entire fleet of vehicles; therefore, we know it is reliable, expandable and cost efficient. GPS Mobile Solutions has agreed to extend the Wake County pricing to the Town of Zebulon. The following is the proposed vehicle list for the first year of operation:

1. 2018 Knuckleboom
2. 2013 A700 Street Sweeper
3. 2010 Knuckleboom
4. 2008 Leaf Truck
5. 2017 Hook-lift/Leaf Truck

The installation and device cost is \$385.00 per vehicle and the monthly monitoring fee is \$30.00 per month per vehicle installation with a budgeted cost of \$4,500.00

The request is consistent with the “growing smart” initiative to improve route efficiency, improve safety, and reduce idle time as we provide services to our growing community.

10-520-4607 – See Click Flix Mobile App.

See click Fix is community-driven communication tool and work management system that bridges the gap between residents/business owners and their local governments to increase civic responsibility and improve citizen services. See Click Fix is creating better ways for neighbors to connect and communicate with their local government to improve the quality of life in the places they live. One easy way to do this is through the mobile app “See Click Fix” This mobile app would allow residents to quickly and easily send messages to Town Staff regarding an issue along with a picture of the issue. The app also allows staff to respond to the resident notifying them their request has been received, possible time frame for repair, and a notice when the issue has been cleared by staff. People in general want instant communication. The app allows them to communicate problems easier than searching for a phone number, navigating through a phone system tree, only to get a notice that an individual is out of the office for the next several days. Under this example, people get frustrated and just say “forget it”. “See Fix Click” will encourage increased citizen engagement, ensuring that every voice is heard, and nothing gets lost or overlooked. A mobile application such as “See Click Fix” provides citizens with a tool to expedite communication and expands their confidence when we respond with repair information. “See Click Fix” provides staff a system to organize, track, and manage requests.

This mobile application addresses common communication issues with a work management system that allows staff to more effectively address community issues and improve citizen services. The current a lot of times requires staff to visit the site to obtain critical information before a solution can be provide. The attachment of a picture significantly reduces this requirement.

Typically, issues that could be reported with pictures are;

1. Potholes
2. Street Lights Out
3. Missed Trash or Recycle

4. Broken Trash or Recycle carts
5. Greenway issues
6. Downed trees or limbs
7. Broken or damaged sidewalks
8. Property Damage
9. Dead Animals
10. Water and Sewer Leaks
11. Storm Drain Issues
12. Sink Holes
13. Facility Maintenance issues

The Town of Wake Forest implemented this App Driven software in 2017. It is recommended that the Ron Eller with IT would in the implementation requirements and cost requirements. Based on information provided by The Town of Wake Forest the project should be able to be implemented for less than \$5,000.

The program has been implemented by the following location in North Carolina – City of Raleigh, Town of Wake Forest, Town of Chapel Hill, Town of Leland, Town of Selma, and City of Fayetteville a

The request for “See Click Fix” is consistent with the “growing smart” initiative to provide services in a new and different way to our growing community. Strong communication with citizens improves the quality of life in the places they live. An easy-to-use communication tool 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.

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 streetlight 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 16 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 18 years old. The street sweeper is the newest at 14 years old, while the vacuum trailer is 18 years old, and the Ramjet has been in operation for 24 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 position will need to be split into 2 roles within the next 2 to 5 years, depending upon growth and demand for services.

Appendix (Budgetary Line Items Descriptions)

Property Management Budget Line Items:

Line-Item Descriptions

Account	Description	Purpose/use
10-500-0200	Salaries	5 full time positions- <i>Requesting Asst. Director</i> Position
10-500-0201	Salaries (overtime)	On call pay, call backs and emergencies
10-500-0300	PT Salaries	1 part-time employee salary/Cust. Service Tech
10-500-0400	Professional Services	Contracted engineering support services
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
10-500-1303	Electricity Cost	Electrical cost for parking lot lighting
10-500-1304	Water/Sewer/Reclaimed	W/S/R cost to operate facility
10-500-1400	Travel and Training	Employee training cost, training materials, travel, meals, and lodging
10-500-1500	Bldgs. and Grounds Maintenance	Maintenance of Public Works, Downtown and Park Facilities – Restrooms

10-500-1501	Nuisance Abatement	Completion of Nuisance Abatement assigned by Planning Department
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	Stadium Maintenance	Maintain lighting/utilities infrastructure
10-500-1506	LED Lighting Retrofit	Conversion of T-8/T-12 and other lamps to LED
10-500-1507	Sidewalk and Handicap Ramp maintenance	Spot Repairs throughout sidewalk system
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
10-500-3302	Janitorial Materials and Supply	Toilet paper, trash bags, vacuum cleaners, hand soap, deodorizers, and other facilities sanitation supplies
10-500-3303	Materials and Supplies (Stadium)	Purchase of stone and round-up and equipment
10-500-3600	Uniforms	Uniforms, safety shoes, safety gear
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.
10-500-5401	Facility Insurance Cost	Town share of insurance cost with County
10-500-5800	COVID 19 Expenses	Expense related increase hygiene and protection

Budgeted Line Items for Operations Department:

Line-Item Descriptions

Account	Description	Purpose/Use
10-520-0200	Salaries	9 full time positions – requesting new 3-man crew for ROW maintenance
10-520-0201	Salaries (overtime)	On call pay, call backs and emergencies
10-500-0400	Professional Services	Contracted engineering support services
10-520-0401	Professional Services -MS4 Audit	Pre-MS4 permit inspections and program amendments
10-520-0402	Professional Services	Grant Application – BRIC/West Sycamore Drainage
10-520-0500	FICA	Social Security and Medicare insurance
10-520-0600	Group Insurance	Health, dental, and life insurance
10-520-0700	Retirement	401k and LGRS
10-520-1100	Postage	Mailing and shipping
10-500-1101	Cell Phones	Cell phone allowance per plan/ mobile data for iPads/computers
10-520-1300	Electricity	Street Lighting
10-500-1400	Travel and Training	Employee training cost, training materials, travel, meals, and lodging
10-520-1500	Storm Drain Maintenance	Line Cleaning Contract

10-520-1600	Equipment Maintenance - Fleet	Equipment Repairs, Inspections and supplies - Ramjet, Vac trailer, Backhoe, Skid Steer, Plows, Salt Spreaders, Brine Sprayers, Generators, light towers, tractors, trailers, and other attachments
10-520-1700	Vehicle Maintenance	Vehicle maintenance, supplies, and inspections – Knucklebooms (2), Sweeper, Leaf Trucks (1), Dump Trucks (2), Hook Lift, and fleet vehicles
10-520-3100	Fuel Expense	Vehicle and equipment fuel
10-500-3300	Materials and Supplies – Streets	Materials, equipment, and supplies for department
10-520-3301	Materials and Supplies – Snow and ice removals	Road Salt and Ice Melt
10-520-3302	Materials and Supplies - sanitation	Materials, equipment, and supplies for department
10-520-3303	Materials and Supplies – Storm Water	Materials, equipment, and supplies for department
10-520-3304	Trash Cart Decals	Pilot Programs – awareness and address questions
10-520-3305	Crew Headset	Pilot Program – to improve communication and safety
10-520-3400	Printing and Copying	Printing and copying
10-520-3500	Uniforms	Uniforms, safety shoes, safety gear
10-520-3600	Community Recycle Days	Spring and Fall Event to Collect Hazard Waste
10-520-4500	Contracted Service-Solid Waste	Garbage and Recycling collection – GFL

10-520-4501	Contract Services	City of Raleigh Billing Charges
10-520-4502	Contract Services	Yard-waste Center – Site Mgt.
10-520-4503	Contract Services	Streets Department – Line Striping, Hauling Services, Repairs
10-520-4504	Contract Services	Stormwater – Detention Pond certification and maintenance, Line Camera and Repairs.
10-520-4505	Contract Services	NC 811 Services – Line locate request
10-520-5400	Insurance and Bonds	Property and vehicle insurance, workman comp.
10-520-4506	Contract services	Vehicles GPS- Pilot
10-520-5400	Insurance	Vehicle and Property Insurance

Request for New Position

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

Department: Public Works – Operations (520) Effective Date: July 1, 2021

Current/Proposed Job Title of Position: 3-Person Crew: Crew Leader & 2 Equipment Operators

A. Type of Request

3 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 keep up with ROW trimming and repair, sidewalk maintenance, or the annual cleaning and inspection goals to meet the cleaning requirements of the MS4 Stormwater Permit. 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 without an additional 3-person crew.

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. The department expects an MS4 permit audit in 2022.

Not maintaining the ROW leads to diminished returns on the Town's investments. Street lighting is blocked by limbs and unable to illuminate the ground. Large town vehicles (such as fire trucks & knucklebooms) hit the limbs that haven't been pruned up and back to accommodate larger vehicles. The Town's walkable paths become narrower as grass overgrows the sidewalks.

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 resources to meet the requirements of our MS4 permit.

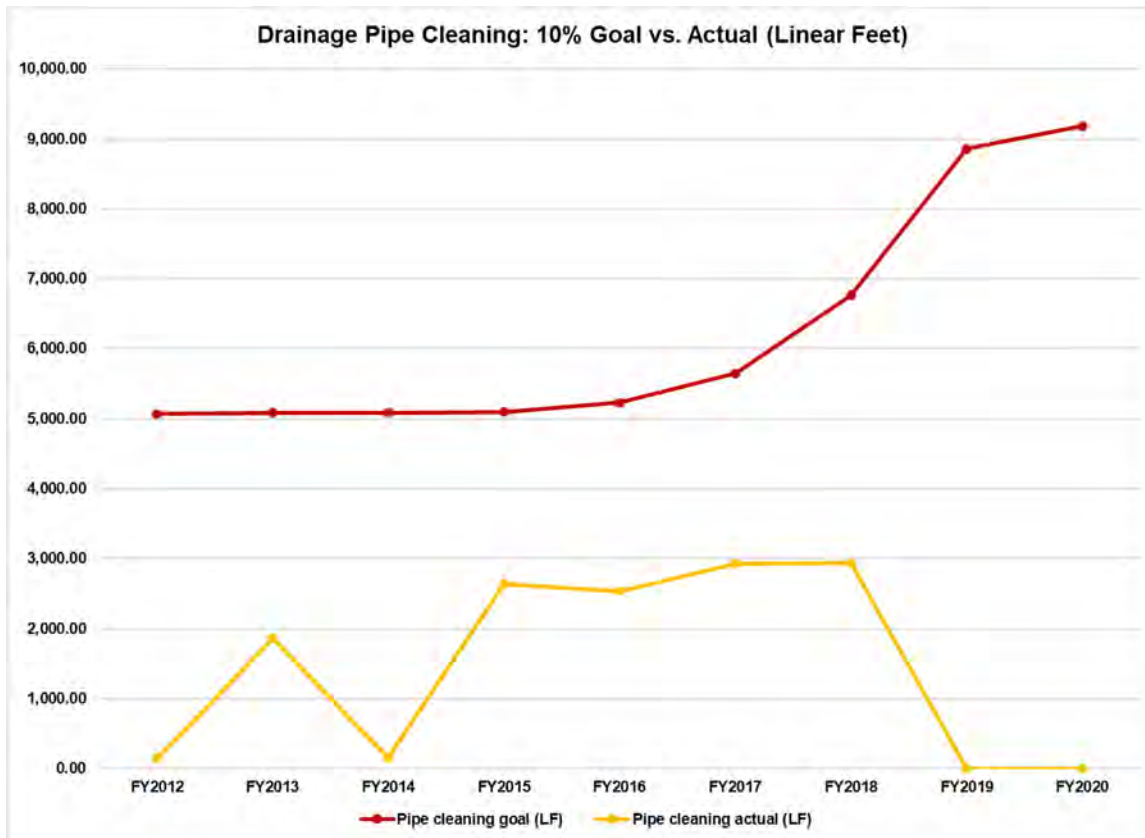
- Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)

This position supports all three focus areas of the Zebulon 2030 Strategic Plan. It supports a Vibrant Downtown by allowing Public Works sufficient staff to properly clean and maintain the sidewalks and ROW downtown. These same ROW maintenance activities support the walkability aspect of the Small Town Life focus area by providing for safe, accessible, and clean sidewalks.

One of the priority goals of Growing Smart is to maintain appropriate staffing to support expected service levels for the growing community. Since 2006, Zebulon added over 40,000 square feet of buildings to maintain (and their associated grounds), took on the responsibilities of the MS4 stormwater permit, and grew the miles of stormwater pipe and town-owned streets by 125% and 50%, respectively. During that time, the Public Works Department added in 2012 1.5 positions to address stormwater permit requirements, 2016 added Contracts and Administrative Support position and part-time mowing, and 2019 construction inspector positions.

- 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 nine years. This is primarily driven by unprecedented system growth from new development, cutbacks during the recession, increased facility maintenance needs, the May 2019 tornado, and COVID.



Staff in the Public Works Department are accruing excessive comp and overtime hours to meet the workload demands at current capacity. Since 2015, the department has averaged approximately 800 hours per year in accrued comp, call-back, and overtime. The factors driving this include emergencies, inclement weather, public events, and COVID-19. While the department has operated at an average of 93% capacity for the past 5 years, this is only accomplished through the use of comp time and overtime, which is costly both financially and in employee morale, work-life balance, and burnout.

Available benefit time has also impacted the department's ability to stay fully staffed on any given day in part because the average tenure for Public Works staff is 10 years. Five staff have been with Zebulon for 15+ years. Between vacation, sick, petty, and holiday leave, a 10-year employee receives over 350 hours per year of benefit time, or 17% of their total annual hours. While staff has earned this time and is encouraged to take the time they need, the absences strain the remaining available staff. This leads to additional comp time accruals, which exacerbates the problem.

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 – this is an attempt to meet expected service levels.

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

The current staff level is insufficient to properly maintain the stormwater system, sidewalks, and ROW. Another crew 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. An additional Crew Leader position would create another growth and advancement path for Equipment Operators.

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.

Due to a lack of practical alternatives, minor sidewalk and ROW maintenance and repairs that the department did not have the capacity to complete in-house have been delayed or cancelled.

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 for stormwater, sidewalks, and ROW infrastructure is difficult as contractors are set up for new construction and major repairs, not the small spot repairs we typically need.

ROW pruning can be outsourced, but it is not recommended. The vendors are not selective, and the results of their harsh pruning practices is unattractive.

For these types of tasks, the risks associated with outsourcing include losing control of how tasks are performed, hidden costs/scope creep, lower quality of work, unavailability during off-hours and emergencies, and communication issues. The time required of the management and construction inspection teams to solicit and manage the vendors would also burden staff already at capacity.

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 Zebulon's maintenance and repair requirements for the stormwater system, ROW, and sidewalks. This includes line cleaning, inspections, spot repairs, tree trimming, minor concrete work, sign repair and replacement, pothole repair, and sidewalk edging. Public Works could also reduce long-term costs while improving street conditions through proactive pothole repair and by performing cracksealing in-house with rented equipment. Cracksealing is a least-expensive option for roadway repairs but must be done before the condition deteriorates past the point of effectiveness.

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 stormwater pipe cleaned
- Number of stormwater structures inspected/repared
- ROW pruning completed
- Number of unreported potholes repaired
- Miles of street cracksealed
- Linear feet of sidewalks edged
- Number of sidewalk repairs completed
- Number of signs repaired/replaced
- Hours of overtime/comp time earned

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

The gap between actual cleanings and goal cleanings is expected to widen, and the department will continue to operate on a reactive basis due to the lack of capacity to proactively maintain and protect the town's assets. Staff will continue to accrue/earn excessive overtime and comp time to complete priority tasks.

4. How do these compare with previous years measures?

The needs of the department increase proportionally with the construction of streets and stormwater infrastructure and the acquisition of town facilities, both largely driven by residential growth. The current trend reflects exponential growth over recent years that is expected to continue.

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

Current staff will continue to perform the work when available, though it is anticipated that the department will continue to lose ground without additional staff and resources.

Request for New Position

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

Department: Public Works – Operations (520)

Current/Proposed Job Title of Position: Assistant Public Works Director

Effective Date: July 1, 2021

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, Beaverdam Creek 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) Green Pace Signals, 2) Shepard Road Signals, 3) LED up-fits at Town Hall and Public Works, 4) West Sycamore Drainage, 5) Police Department Breakroom Renovation, 6) Town Hall Chiller Replacement, 7) Judd Street Preliminary Engineering Report, 8) GSK Site Assessment, 9) West Lee Street Drainage Repairs, 10) Five County Stadium and Zebulon Community Park Utility Easement Surveying, and 11) Alley Activation.

Development Review Coordination and Inspection:

Development in Zebulon is growing rapidly, with twelve 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, Taryn Lakes, Jasper Place, Pony Road, the Lee Property, and the Watson Property.

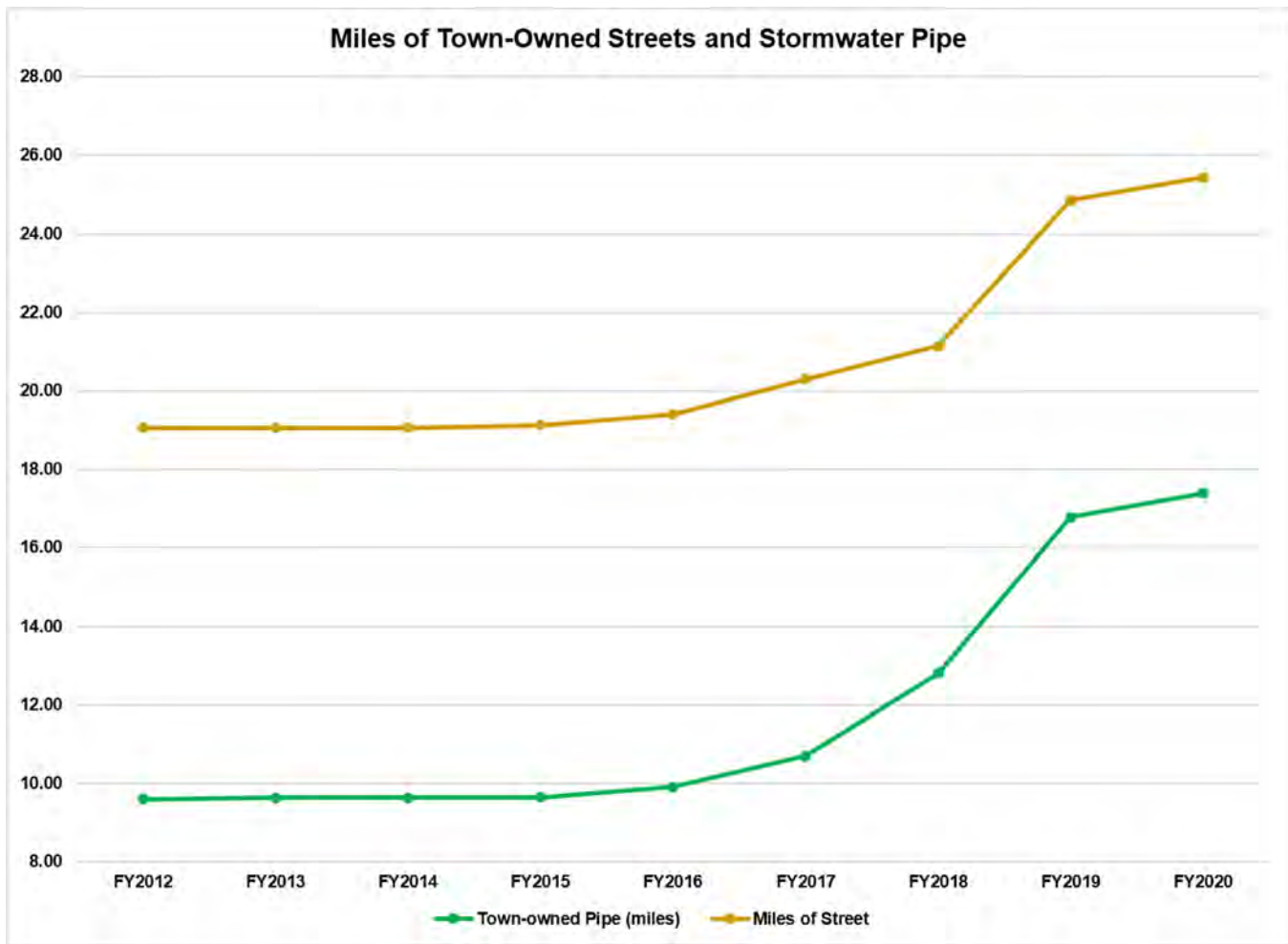
In addition, the Director is overseeing six commercial redevelopments: Bullock’s Mini Storage, Popeye’s, Pizza Hut, 250 West Vance, Creative Cup, Wake Med Urgent Care. The volume of questions, resolution of conflicts, phase acceptance, phase close-out, and warranties is overwhelming the department’s ability to manage. Development review is currently 4 weeks behind schedule due to capacity constraints.

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

Insufficient man-hours to review construction development plans thoroughly will lead to mistakes 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 4.2 miles of stormwater pipe (24% increase) and 3.15 miles of streets (12.5% increase), valued at \$3.63 million.

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

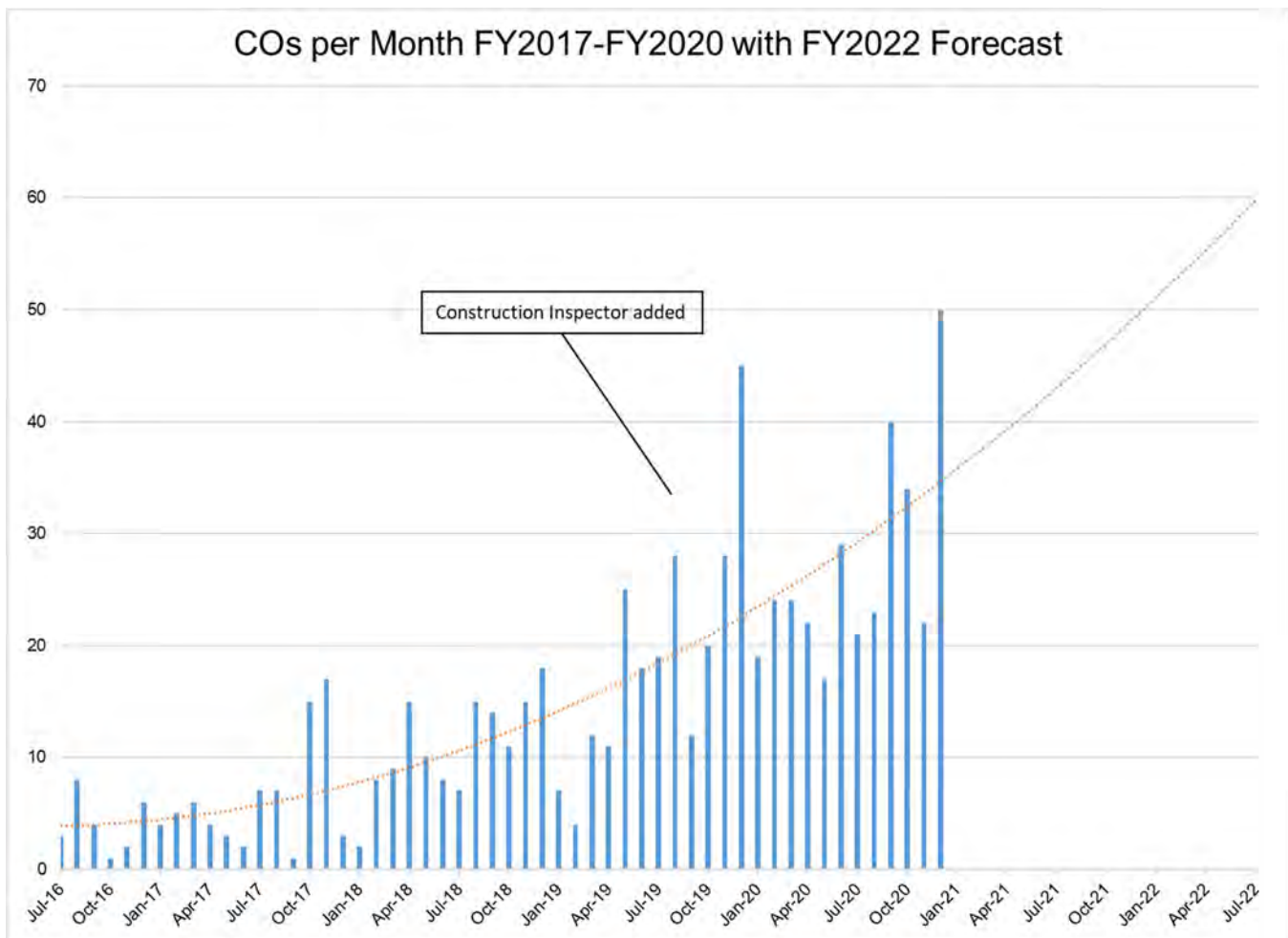
- Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)

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 begin to set-up the transition to new leadership for a Director retiring in the next 1 to 5 years. By adding this position now, the new hire will benefit from the Director’s 23 years of Public Works experience and 28 years of governmental experience, and Zebulon will reduce its risk of losing as much institutional knowledge as will be lost if the Director retires before an Assistant Director is hired.

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

The growth in development and development-related work can be seen in the number of Certificates of Occupancy issued each month.



- 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 – this is an attempt to maintain current service levels and to return to the faster, more accurate (thorough) reviews done before the sharp increase in growth overwhelmed the Director’s capacity for plan reviews and managing the department.

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. If outsourced, the consultant would need to do all review phases for a given project for outsourcing to be an effective option.

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:

- Better plan reviews
- Meet Planning’s TRC review deadlines

- The Town could take a proactive approach to development concerns rather than only having the capacity to react as needs arise.

The Town of Zebulon and the Public Works Department would benefit from releasing the Public Works Director to focus on his core duties and responsibilities:

- Increased focus on project management would better position the Town to ensure the roughly \$7.5 million in grant proceeds is fully reimbursed.
- Citizen concerns and issues requiring the Director's input could be addressed more quickly.
- Additional time to focus on departmental programs allows for leveraging Director's knowledge and experience to explore options and opportunities rather than always needing the quickest solution that solves a problem. This leads to better employee development, the discovery of new operational efficiencies, and cost savings.

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

- Number of plans reviewed
- Turnaround time for plan reviews
- Number of site visits performed
- Number of completed development tasks
- Successful completion of Town construction projects
- Successful reimbursement on grant-funded projects
- Number of team development and training opportunities taken
- Long range planning performed for managing assets and infrastructure

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 not be able to meet the needs of developers in a timely manner due to the increase in concurrent developments under review. Plan reviews are currently 4 weeks behind schedule. 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 and as his stretched capacity increases the potential for mistakes. The latter 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. The growth in residential development has been sustained and increasing for several years, and it's anticipated that growth will continue to increase for the foreseeable future. Zebulon's downtown revitalization and economic development programs are also likely to increase the rate of commercial development, compounding the capacity concerns currently being driven by residential development.

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

The Director will continue to complete all priority tasks as time permits. 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. There will also be increased potential for burn-out for the Director due to the lack of work-life balance. Developers may be frustrated by the

amount of time required by the Director to provide feedback and comments, which could lead to a 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, 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 (\$85,000 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:

Recommend: Approval Denial Additional Information Requested

Sent to Town Manager for Review: _____

Assistant Public Works Director

Position Summary: Performs complex professional and administrative work involving the planning, design review, construction, and inspection of street, stormwater, utilities, sidewalk, and greenway projects for public and private development infrastructure. Performs management-level responsibilities for engineering, budgeting, and construction management of Town capital projects. Assists the Public Works Director with 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
- Understanding of the principles 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) with a broad variety of audiences (Commissioners, staff, vendors, developers, contractors, citizens, etc.)
- Ability to make arithmetic computations & 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 the use of computers.

Hours of Work: Exempt status with the general hours of Mon-Fri, 7:00am-4:00pm; night meetings to be expected and after-hours emergency response management.

List of Duties:

1) Development Review Coordination and Inspection:

Plans, develops, organizes, and directs the design and construction of residential and commercial 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
- Participate in Technical Review Committee (TRC) meetings and pre-development review meetings
- 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 not completed
- Perform final reviews of subdivision plats for compliance with Public Works requirements for roadways, stormwater drainage, and greenways
- Perform site inspections
- Prepare detailed reports and initiate warranty or bond actions when necessary
- Work closely with Town construction inspectors regarding site development progress and construction drawing intents
- 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
- Coordinate with other staff to update Town 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

2) Capital Construction Projects Management:

- Acts as project manager during the planning, development, design, and construction phases of various capital projects related to streets, sidewalks, stormwater, greenways, and facilities.
- Prepares Requests for Qualifications/Proposals, 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
- Manages and administers assigned project budgets and resource allocation; prioritizes and determines the use of funding, and monitors budget and/or contract compliance.
- Grant applications and reporting
- Easement acquisitions

3) Other Duties:

- Assists with preparation of the annual budget, budget presentations, fee recommendations, and other business analyses, and with monitoring the annual budget process.
- Develops, administers, and updates procedures and policies to positively affect safety, customer service, sound business practices, common sense, and cost efficiency.
- Reviews the work of subordinates, consultants, and contractors
- Works with Public Works management team to develop methods for conducting and tracking various 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.
- 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.

Request for New Position

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

Department: Public Works - Operations Effective Date: January 1- June 30, 2022

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, lower capacity for project and maintenance work, continued growth in the backlog of uncompleted duties, and higher departmental operating costs.

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 2020 is 115% higher than the number completed in 2017.

A part-time service technician could be a less-expensive means of accomplishing that goal and delaying the need to hire additional full-time staff. We would like to create a 6-month *Customer Service Technician Pilot Program* to see if part-time help would adequately address the significant increase in work orders and unskilled labor tasks.

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 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 conservatively add 20-25% to the total 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 technician complete the tasks that require no special training and focusing the department’s full-time staff on tasks that are a better use of their skills, the cost to complete low-skill tasks would decrease while 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 like photographing crews working or collecting the mail at Town Hall, allowing the administrative assistant to remain in the office and focused on their primary duties.

By noting the position as a pilot program, we will monitor the program's effectiveness.

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. In all of 2020, the department had one employee on light duty for three days.

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.

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

The impact of the position will be measured in the following ways:

- the volume of work orders completed by the tech (measures the reduction of time spent by skilled staff on unskilled tasks)
- the number of work orders written and completed in the same day (representing reduced departmental response time)
- the comparative volume of work orders completed for skilled tasks (shows if full-time staff had additional capacity to complete skilled tasks)
- the reduction of comp time and overtime earned (indicates that skilled staff are better able to complete the essential work within the normal 40-hour work week).

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

The growth in work orders and other unskilled administrative tasks is expected to continue. The volume of work orders for unskilled tasks increased by 121% from 2017 to 2020. It is becoming common to have as many as ten work orders to complete on any given day. If the position is not approved, skilled staff will continue to complete the essential unskilled tasks. Very few work orders would be completed the same day (no reduction in response time). The rate at which Public Works staff accrue comp time and receive overtime pay is likely to increase because the town's growth increases the volume of essential skilled tasks, while the capacity to complete that work during a 40-hour week is decreased by the added volume of essential unskilled tasks.

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.

G. Cost

Fica 7.65% Retirement: N/A Insurance W/C: 7% Health: N/A

Proposed Pay Grade: N/A Proposed Salary: \$ 11.00 per hour

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

N/A

- 2. Furniture: N/A

N/A

- 3. IT (Computer, Phone etc):

N/A – local communication though (radio system). If Pilot Program is successful, may add cell phone allowance at 50% of full-time employee allowance.

- 4. Vehicle:

Would use existing fleet vehicles

- 5. Equipment/Uniforms:

\$250.00 uniform allowance

- 6. Training:

no special training required – will provide departmental safety training

(For use of Human Resources)

Comments/Recommendations:

Recommend: Approval Denial Additional Information Requested

Sent to Town Manager for Review: _____

Approved by Town Manager: _____
Signature Date

Part-Time Customer Service Technician

List of Duties:

- Deliver trash carts and recycle carts to new residences
- 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
- Respond to street light issue reports and collect pole numbers for reports to Duke Energy
- Clean up at shop, maintenance yard, recycle center
- Move police station trash carts to curb and back each Monday
- Vehicle and equipment washing
- Escort non-staff visitors to recycle center (safety precaution)
- Deliver notices to businesses/residences (e.g., street paving flyers)
- Other duties as assigned

Requirements:

- 18+ Years of Age
- Valid North Carolina Driver’s License with good driving record

Proposed Schedule:

Monday	Tuesday	Wednesday	Thursday
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.

Account Number	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	Actuals Average (FY 2016-2020)	FY 2021 Adopted Budget	FY 2022 Budget (FY 21 x 1.4% (Sept YOY CPI))	FY 2022 Requested	Reason for overage - * Exist * Enhance * New	How to balance - * What service is dropped? * What service is delivered different * What service is not added?
	PUBLIC WORKS: PROPERTY & PROJECT MGMT DIVISION											Jarrett, Mary, Jason, Roger, Sam, Asst. Dir. Cust Ser. Tech
10-500-0200	SALARIES	31,137	104,761	113,549	131,694	131,062	102,441	248,000	251,472	348,600	New - Asst. Director	
10-500-0201	SALARIES (OVERTIME)	-	-	-	-	-	-	7,500	7,605	7,800		
10-500-0300	PART TIME SALARIES	16,938	6,448	5,502	4,055	2,563	7,101	8,300	8,416	8,300		Mowing Part to be eliminated with hiring of three man crew (520) after summer of 21
10-500-0400	PROFESSIONAL SERVICES	6,845	23,535	17,970	17,399	20,180	17,186	20,000	20,280	20,000		
10-500-0500	FICA	3,621	8,287	8,887	9,758	9,321	7,975	20,350	20,635	27,800	New - Asst. Director	
10-500-0600	GROUP INSURANCE	5,375	16,173	16,645	17,427	17,659	14,656	31,000	31,434	37,700	New - Asst. Director	
10-500-0700	RETIREMENT	3,553	12,826	14,135	16,688	17,811	13,002	38,800	39,343	58,400	New - Asst. Director	
10-500-1100	POSTAGE	93	232	140	122	147	147	200	200	203		
10-500-1101	CELL PHONES	862	1,685	1,716	1,776	1,820	1,572	1,775	1,800	2,656	Asst. Dir	
10-500-1300	ELECTRICITY	28,104	27,134	27,333	29,157	26,260	27,598	31,000	31,434	32,000	NEW -Alley Activation Meters	
10-500-1301	WATER/SEWER	7,958	9,272	9,334	9,350	10,911	9,365	11,000	11,154	11,150		
10-500-1302	WAKELON UTILITIES	56,827	51,639	56,254	68,077	70,644	60,688	70,000	70,980	70,000		
10-500-1303	ELECTRICITY - STADIUM	14,757	12,673	7,818	8,426	8,170	10,369	10,000	10,140	10,100		
10-500-1304	WATER/SEWER - STADIUM	27,542	32,071	28,999	28,724	24,290	28,325	29,000	29,406	29,400		
10-500-1400	TRAVEL/TRAINING	450	1,877	1,296	2,537	1,789	1,590	4,250	4,310	6,250	Exist - Asst. Director	
10-500-1500	BLDGS & GROUNDS MAINTENANCE	25,725	21,867	33,699	22,667	69,682	34,728	28,350	28,747	28,350		
10-500-1501	NUISANCE ABATEMENTS	-	26	59	-	76,747	15,366	1,000	1,014	1,000		
10-500-1502	HWY 64 BEAUTIFICATION	1,250	2,000	1,600	2,120	2,553	1,905	2,100	2,129	2,500	exist 80 cy*\$30= 2500	
10-500-1503	ZMC MAINTENANCE	76,862	76,949	79,458	85,756	73,208	78,447	89,400	90,652	99,025	new - 42 Tones of Decorative stone for	Bed maintenance - annual savings - Payback 4.3 years
10-500-1504	ZCC/MAINT BLDG MAINTENANCE	29,968	31,360	41,044	25,265	25,547	30,637	35,200	35,693	35,200		
10-500-1505	STADIUM MAINTENANCE	4,512	2,929	3,284	2,340	3,160	3,245	3,675	3,726	3,700		
10-500-1506	T.H./ Police LED LIGHTING EXCHANGE	-	-	-	-	12,633	12,633	13,000	13,182	13,500	New - Phase 1 - Police	
10-500-1507	SIDEWALK/HANDICAP RAMP MAINTENANCE	-	9,885	-	-	-	1,977	20,250	20,534	20,000		Town - Demo/Disposal - contractor finish
10-500-1600	EQUIPMENT MAINTENANCE	9,155	11,790	9,810	8,340	9,221	9,663	10,000	10,140	10,000		
10-500-1601	MOWING EQUIP MAINTENANCE	4,240	5,090	6,167	6,368	5,202	5,413	5,000	5,070	5,000		
10-500-1700	VEHICLE MAINTENANCE	6,502	3,720	3,619	3,193	2,354	3,878	3,900	3,955	3,900		
10-500-3100	FUEL EXPENSE	4,861	5,048	6,074	6,250	4,203	5,287	6,000	6,084	6,000		
10-500-3300	MATERIALS & SUPPLIES	11,919	12,433	16,507	11,214	15,814	13,577	13,000	13,182	13,000		
10-500-3302	JANITORIAL MATERIALS & SUPPLIES	4,184	2,081	2,427	2,932	3,532	3,031	2,615	2,652	3,500	2020 Actual	
10-500-3303	MATERIALS & SUPPLIES (STADIUM)	4,306	3,056	4,206	3,856	3,917	3,868	4,150	4,208	4,200		
10-500-3600	UNIFORMS	696	1,799	1,819	1,720	1,762	1,559	3,425	3,473	4,550	new employees	
10-500-4500	CONTRACTED SERVICES (JANITORIAL)	8,820	36,006	39,074	36,910	72,204	38,603	85,000	86,190	88,400	new HR Suite	
10-500-5400	INSURANCE & BONDS	12,524	12,774	10,665	8,266	9,899	10,826	14,000	14,196	14,500		
10-500-5401	INSURANCE & BONDS (STADIUM)	1,225	1,182	1,363	1,417	1,565	1,350	1,600	1,622	1,665		
10-500-5800	COVID-19 EXPENDITURES					23,716	23,716	3,500	3,549	15,000		
	Totals	410,811	548,607	570,454	573,805	759,544	601,723	876,340	888,609	1,043,346		

Account Number	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	Actuals Average (FY 2016-2020)	FY 2021 Adopted Budget	FY 2022 Budget (FY 21 x 1.4% (Sept YOY CPI))	FY 2022 Requested	Reason for overage - * Exist * Enhance * New	How to balance - * What service is dropped? * What service is delivered different * What service is not added?
	PUBLIC WORKS: OPERATIONS DIVISION											Daniel, Jeanine, Scott, Cody, Steven, Corbin, Todd, Tony, Chris
10-520-0200	SALARIES	450,594	462,312	484,041	487,594	543,154	485,539	463,600	470,090	600,000	New 3-man crew (30, 35, 46K)	Contracted Line Cleaning @ \$25,000 reduction possible
10-520-0201	SALARIES (OVERTIME)						-	12,800	12,979	15,000		
10-520-03	Part-time Salaries								0	5,800	Pilot Program - work orders/ cart delivers/ street lights	Start January 22
10-520-0400	PROFESSIONAL SERVICES-STREETS/TRANSPORTATION	16,957	14,709	15,965	23,979	3,767	15,075	10,600	10,748	10,600		
10-520-0401	Professional Service - MS4 Audit								0	49,000	Enhance - MS4 Audit and program amendments	Program Audit in FY - 80% NOV Rate
10-520-0402	Professional Services - BRIC Application - West Sycamore - Arendell Ave								0	8,500	Federal BRIC Program - Stormwater infrastructure - Revised 1.24.21	
10-520-0500	FICA	33,673	34,327	36,175	36,792	41,064	-	37,100	37,619	48,200	New 3-man crew	ROW Crew - Stormwater Inspection/Cleaning - Row Trimming, misc concrete and asphalt
10-520-0600	GROUP INSURANCE	54,063	58,079	56,693	54,810	61,464	57,021	55,800	56,581	75,400	New 3-man crew	
10-520-0700	RETIREMENT	52,722	56,580	60,351	61,940	75,493	61,417	72,400	73,414	100,900	New 3-man crew	
10-520-1100	POSTAGE	175	692	1,147	1,131	501	729	1,105	1,120	1,120		
10-520-1101	CELL PHONES/TABLETS	4,791	4,675	5,562	5,853	7,237	5,624	7,500	7,605	9,500	new - cellphones/Tablet	
10-520-1300	STREET LIGHTING	139,325	135,118	136,072	153,975	180,305	148,959	180,000	182,520	201,000	New - Street Lights @ Subdivision	
10-520-1400	TRAVEL/TRAINING	3,554	5,048	6,411	5,823	7,528	5,673	9,450	9,582	11,300	New 3-man crew	
10-520-1500	STORM DRAINAGE MAINTENANCE	14,747	14,583	14,765	3,658	29,172	15,385	32,000	32,448	32,000	Reduce by 25K if given 3-man crew	
10-520-1600	EQUIPMENT MAINTENANCE	28,047	27,600	26,610	26,232	29,658	27,629	31,875	32,321	40,000	Exist - 12 pieces of equipment 15+ years	75% spent as of January - \$3:00 yardwaste fee
10-520-1700	VEHICLE MAINTENANCE	27,995	36,823	28,702	34,491	30,765	31,756	32,450	32,904	40,000	Exist - 7 vehicles greater than 10 + years	75% spent as of January - \$3:00 yardwaste fee
10-520-3100	FUEL EXPENSE	14,073	19,149	21,686	23,674	23,037	20,324	28,750	29,153	29,150		
10-520-3300	MATERIALS & SUPPLIES (STREETS)	24,352	25,818	23,985	20,691	21,858	23,341	29,422	29,834	36,000	New 20% add for New Crew	
10-520-3301	MATERIALS & SUPPLIES (SNOW/ICE REMOVAL)	7,875	8,254	11,901	3,479	3,794	7,060	7,566	7,672	7,650		
10-520-3302	MATERIALS & SUPPLIES (SANITATION)	14,608	15,393	12,193	14,881	20,858	15,587	11,000	11,154	11,150		
10-520-3303	MATERIALS & SUPPLIES (STORMWATER)	4,877	7,301	7,021	6,037	6,256	-	7,500	7,605	9,350	New 20% add for New Crew	
10-520-3304	Trash Cart Decals -Pilot								0	10,000	New - Trash Cart Decal	Addressing Missed P/U and phone calls
10-520-3305	Crew Head Sets -Pilot								0	3,000	New - Improved communication	Improved Safety of staff
10-520-3400	PRINTING/COPYING	2,011	3,497	3,707	4,058	3,106	3,276	7,000	7,098	7,095		
10-520-3500	UNIFORMS	6,160	5,838	6,562	6,020	7,938	6,504	8,600	8,720	11,100	New 3-man crew	
10-520-3600	COMMUNITY RECYCLING DAY	1,463	1,211	1,640	1,435	486	1,247	3,800	3,853	3,850		
10-520-4500	CONTRACT SERVICES (SOLID WASTE)	332,403	351,418	364,585	384,951	450,365	376,744	507,000	514,098	612,315	40 new customer per month	7/1/21 - 2962 trash and 2946 recycle cust.
10-520-4501	CONTRACT SERVICES (CORPUD BILLING)	5,723	5,825	5,969	6,473	7,502	6,299	17,000	17,238	24,000		
10-520-4502	CONTRACT SERVICES (YARDWASTE SITE MGMT)	36,150	45,638	38,656	35,889	111,455	53,557	63,320	64,206	55,000		
10-520-4503	CONTRACT SERVICES (STREETS)	15,269	4,022	8,997	15,084	10,062	10,687	20,500	20,787	11,000		
10-520-4504	CONTRACT SERVICES (STORMWATER)	7,230	25,096	10,737	18,128	12,231	14,684	10,300	10,444	10,300		
10-520-4505	NC 811 SERVICES (LINE LOCATES)		581	991	715	682	742	2,050	2,079	1,200		
10-520-4506	Vehicle GPS -Pilot								0	4,500	New - GPS on sweeper, Knuckboom, Leaf Truck -Pilot Program	Goal to improve routes efficiency, cust. Service
10-520-4507	See Click Fix -Pilot								0	5,000	Pilot Program - Assist with reporting of potholes, sign maintenance, and other ROW issues	Goal improve - service delivery
10-520-5400	INSURANCE & BONDS	59,133	62,997	61,440	57,317	53,288	58,835	79,955	81,074	83,150		
	Totals	1,357,969	1,432,586	1,452,562	1,495,109	1,743,027	1,453,695	1,750,443	1,774,949	2,183,130		

Account Number	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	Actuals Average (FY 2016-2020)	FY 2021 Adopted Budget	FY 2022 Budget (FY 21 x 1.4% (Sept YOY CPI))	FY 2022 Requested	Reason for overage - * Exist * Enhance * New	How to balance - * What service is dropped? * What service is delivered different * What service is not added?
	POWELL BILL:		-	-	-		-	-				
10-570-0400	PROFESSIONAL SERVICES	-	(1,532)	1,000	26,994	13,790	10,063	2,500	2,535	4,500	Exist - 3 mile growth in roads	
10-570-1500	STREET MAINTENANCE	-	-	98,000	-		32,667	127,000	-	125,000	Exist - 4% inventory - Poor Street	
	Totals	0	(1,532)	99,000	26,994	13,790	42,730	129,500	2,535	129,500		

Parks & Recreation Department Budget Message Fiscal Year 2021-2022



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

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)

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)

Evolution of Parks and Recreation

The role and impact of parks and recreation opportunities have evolved throughout the history of the United States. Public open spaces were first developed in the early 1600s and framed parks to be a location of passive opportunities to escape routines of life. In the early 1900s, there was a push for parks to provide more active and recreational opportunities closer to neighborhoods. After starting with playgrounds, active parks expanded to include ball fields, pools, and indoor recreation facilities in the mid-1900s.

The Zebulon Recreation Commission reactivated in the fall of 1967 after the Town's Board of Commissioners decided to expand its investment in recreation. The Zebulon Recreation Commission organized recreation programs and the park system. The commission was volunteer based and relied on the support of civic groups for park development projects. The Recreation Commission's role changed after the Town hired its first Parks and Recreation Director, Bill Pucket, in the late 1970s. In the 1980s, the Town purchased land and developed Community Park, entered joint use agreements at the Elementary Schools, and much more.

The industry of parks and recreation has continued to evolve to expand beyond traditional recreation experiences. This profession has a responsibility and role in contributing to the culture and economic vitality of a community. The Parks and Recreation Department will continue to prioritize this responsibility.

Primary Services

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 maintains and operates six public parks within the Town of Zebulon. Completion of the Beaverdam Creek Greenway will add a linear park to our public park offerings in the coming months. 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.

Zebulon 2030 Alignment

Small Town Life

The very nature of Parks and Recreation speaks to intentions of the Zebulon 2030 Strategic Plan Focus Area: 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. **Opportunities for the community to come together** are seen in a variety of ways: parks, sports, fitness programs, cultural programs, and events. The Parks and Recreation Master Plan process included a needs assessment survey which indicated a variety of **program opportunities** the community is seeking. Covid-19 has also changed the way people recreate and is expected to effect increased awareness of social distancing.

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 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 worked with community partners to develop the Alley on the 100 block of Arendell Ave which has created a public space for community members to gather and hold small events. The Zebulon Farm Fresh Market relocated downtown, and staff worked with downtown business and Zebulon Downtown Arts Council (ZDAC) to expand holiday decorations and photo opportunities.

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 its 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 based on findings from an operations assessment over the past year. The department reorganized staff to dedicate more resources to our aging park system which is receiving heavier use as we grow and in response to Covid-19 changes in people's use of parks. The Athletics Coordinator position has transitioned to Park Management working closely with the parks crew and contractors to evaluate, plan, and implement park maintenance and improvement needs. This transition will be crucial as the Master Plan is completed. FY2022 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** by the summer. It is imperative that the department continue to reorganize staff and operations to optimize levels of service to the community. We are also preparing for the retirement of a key position in the organization through the submission of this budget.

The department is preparing to support **transition of responsibilities** formerly held by Public Works in order to support their focus on infrastructure needs as our community grows. Over the past two years, our department has picked up Gill St Park, Little River Park, and some Cemetery responsibilities. We have also begun to conduct facility maintenance items when possible and appropriate. Additional property responsibilities are expected to be added in the coming year.

Budget Development

We have reviewed the budget from previous years, and have developed the FY2022 budget with the following in mind:

- Consideration of initial observations and findings of the Parks and Recreation Master Plan process
- Consideration of existing program costs
- Consideration of desired program and improvement costs

- Review of the previous year’s spending trends in the Town’s financial software, MCSJ
- Consideration of the Zebulon 2030 Strategic Plan and other planning initiatives
- Consideration of input from the Parks and Recreation Advisory Board
- Consideration of industry trends

BUDGET HIGHLIGHTS

The Parks and Recreation Department budget request for FY 2022 exemplifies the following focus areas:

- expand our levels of service,
- increase awareness of parks and programs,
- support economic growth,
- and to maximize resources in a manner that prepares for our growing and changing community.

In addition to maintaining existing services, the department is seeking the following key expansions of service or operational changes:

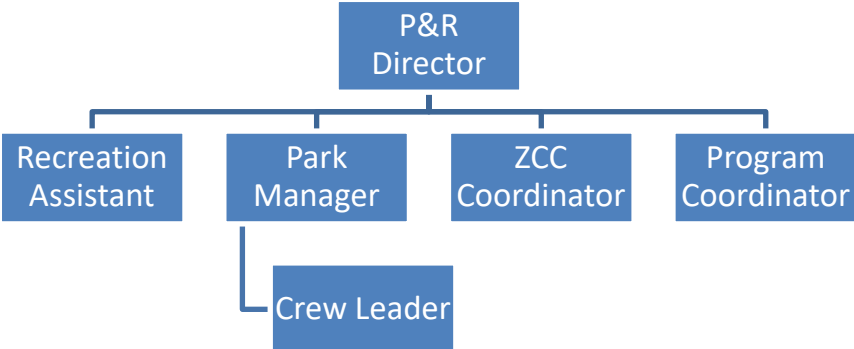
- Continue department restructuring with a focus on our recreation division.
- Minimize use of professional staff to complete routine operational tasks and rely on part time staff. This transition will increase program development and implementation opportunities.
- Expand programs within our parks and into neighborhoods to reach more people and increase awareness.
- Support transition of duties from Public Works to Parks allowing them to focus more on our growing infrastructure.
- Develop and implement programs and events to take place in Downtown Zebulon.
- Improve level of maintenance at our parks and facilities.

Budget Review

Part Time Salaries (Farmers Market)

The \$300 increase accounts for additional pop-up market opportunities that will be offered in the upcoming season. Part time staff assists with set up and break down, vendor support, customer support, activities, and general tasks during market hours.

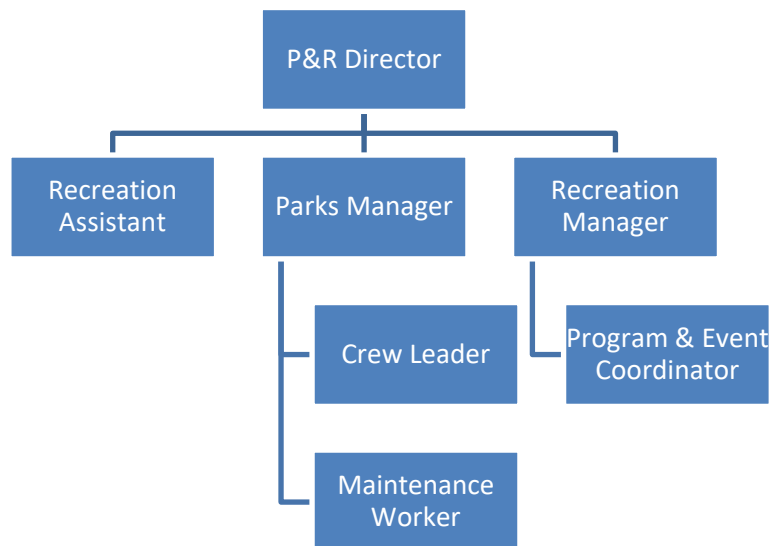
Salaries



The department currently has 6 full time employees. This line item supports associated salaries. The department completed an operational and staff assessment as part of the Parks and Recreation Master Plan. Initial findings determined that the department would need to reorganize in order to meet the needs of parks, demands to increase programs, and prepare for growth coming to Zebulon. Due to a lack of funding in the FY 2021 budget, department staff evaluated existing positions and took initial reorganization steps. The Athletic Coordinator position was redefined and transferred to our parks division as the Park Manager who now oversees the parks maintenance staff while maintaining responsibility of athletics programs. This transition has proven to be successful with a focus on improving existing park conditions, identifying needs, and preparing for future park development projects. The parks division is also anticipating taking on additional Town property responsibilities to include the cemetery and the greenway. For many years, the parks operation has relied on 1 full time crew leader and a handful of part time workers. The department is requesting a part time parks maintenance position be made full time. For years we have struggled to keep this position full. Generally, once we are able to hire an employee and train them, they move on to a full-time position elsewhere, leaving the position vacant for months at the time. Making this position full time will create more stability in the parks division as we prepare for additional responsibility and growth.

The department also recognizes the impending retirement of the Community Center Coordinator in the summer of 2021. The department will seek to expand programming at the Community Center while also pushing more programs in the community and at parks. The department will expect professional level positions to spend more time developing and implementing programs and less time being tied to general operations of the facility. A reorganization of the recreation division will assist in these efforts.

The department's organization structure has been very lateral and offered no opportunity for elevation and promotion. As we grow, creating an opportunity for growth will help us recruit and maintain quality professionals.



Part Time Salaries (Comm. Center)

Expand the use of the part time staff to serve as facility attendants at the Community Center 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.

Part Time Salaries (Programs/Events)

Expand programs in the community by offering programs in the Alley and programs in neighborhoods and at parks.

Part Time Salaries (Parks Maintenance)

The reduction accounts transitioning one part time position to full time.

Part Time Salaries (Athletics)

Due to Covid, we anticipate continued concerns for social distancing and overcrowding. We are proposing to move basketball games to the Middle School with less league play at the Community Center. This requires increased staff to manage two locations.

Cell Phones

This line has been increased to provide a cell phone stipend to the recommended new full-time position. 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).

Grounds Maintenance

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 6 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.

Change Justification: This line item has been increased to account for the following:

- \$2200 for facility repair within the parks. The department recognizes public works will have less time to focus on minor repairs as they increase focus on the Town's growing infrastructure.
- \$3000 for amenity replacements including trash cans and benches.

- \$2000 to address maintenance needs along the Beaverdam Creek Greenway
- \$1000 to address maintenance needs at the Cemetery.

Cemetery Landscaping

This increase recognizes the contractual increase in year 2 for the cemetery to \$24,000 plus additional services that may be required for tree maintenance or other grounds needs.

Park Landscaping

Contracted service for weekly landscaping for Whitley Park, Gill St Park, Little River Park, and parts of Zebulon Community Park.

Team Uniforms

Provide team uniforms to athletic leagues such as soccer, t-ball, baseball, softball, and basketball. Additional request accounts for anticipated increase in material costs and growth of athletic opportunities.

Community Center Materials/Supplies

Expenses related to the operation of the community center and its programs.

Computers

For the replacement and purchase of computers and tablets for department staff and operations.

Printing/Copying

Expense related to printing and copying related to the department.

Contracted Services

This line item pays for services such as recreation software, fitness equipment maintenance, porta john rentals and service. To improve the experience and level of maintenance in our parks, staff proposes hiring a cleaning crew to service our 5 public restroom facilities 3 days a week. We will transition staff time typically spent on cleaning restrooms on a daily basis to increased cleanings on the weekends.

Camp Programs

Funds needed to plan and implement a variety of youth summer camps. Expenses in this line item pay for camp supplies, snacks, instructors, equipment and other camp related expenses to ensure quality enrichment programs.

Cultural & Recreation Programs

Funds needed to plan, advertise and implement all cultural and recreation programs. This includes obtaining supplies, materials, and instructors for a variety

of art, sports, nature, educational and outreach programs. This line item recognizes increased spending to support the department's intent to expand programs outside of the community center by offering program opportunities in neighborhoods, parks, and the activated alley downtown. Based on results of public input collected from the Master Plan process, these efforts will aide in community awareness and accessing recreation programs. It will also create unique gathering opportunities.

Farmers Market

Funds needed to successfully plan, market, and implement one season of the Zebulon Farm Fresh Market. This includes costs of advertising, marketing materials, entertainment, educational programming, and general costs associated with operating a farmers market such as licensing to accept SNAP EBT and renting a porta john. In addition to funds adopted by the Town, staff seeks sponsorships to support the market program which typically equals \$3-4,000. This year's market will include a total of 24 market days: 17 regular markets dates and 7 monthly night markets.

Special Events

Funds needed to plan, advertise, and implement all special events. This includes procuring performers, stage and sound equipment, additional staff and supplies to maintain safe events, and acquiring event enhancements such as inflatables. This line item includes 8 events currently presented by the Town of Zebulon: Easter Egg Hunt, Celebrate the Arts, Superhero Day, Concert Series, Movie Series, May Day, Hay Day, and the Downtown Tree Lighting Festival. This line item includes \$1500 to work through the events committee to provide support as needed for private event support requests.

Community Center Programs

Funds needed to plan and implement community center based programs. This includes obtaining supplies, materials, and instructors for a variety of art, fitness, senior and educational classes, as well as family centered and special programming.

This line item recognizes increased spending to support additional art and educational classes, as well as a transition to more family centered programs. Increased spending to support programs additional art, educational and family centered programming is detailed below:

- Increase Art Class funding from \$3,500 to \$4,800. Funds will be used to pay instructors and supply materials for additional art classes; increasing the number of painting, sewing and wreath classes. During FY21 art class offerings were increased to offer additional programs during the social distancing restrictions required during COVID and the programs were well attended. The department recommends maintaining this frequency of art classes to meet patrons' interests and demands.
- Educational Classes program expenses include \$3,000. Funds will be used to acquire instructors and supplies for 12 educational classes.

Classes will cover a wide variety of topics including life skills, healthy living, and exploration of different cultures.

- Family Fun Nights expenses include \$2,000. Increased requests of this budget include a transition from Family Movie Nights to Family Fun Nights as the participation in family movie nights has decreased. The department recommends offering quarterly Family Fun Nights that will incorporate a variety of fun activities for all ages. Examples include: Family Game Night, Art & Science Family Adventures and Family Dances.

Athletics

Funds needed to support and expand youth and adult athletic programs. Traditional youth programs offered by the department include softball, baseball, t-ball, basketball, and soccer. The only adult sport at this time is summer softball. Expenses include items such as officials, sanction fees, equipment, and facility rental. This line also addresses replacement, repairs, or improvements to athletic amenities such as soccer goals and batting cages.

The department has offered a variety of sport clinics. COVID-19 has greatly impacted how all programs operate and athletics is no different. Increases to this budget are for the following purposes:

- Expand into non-traditional opportunities for youth and adults. We will seek to pilot some pick up games, clinics, workshops, and mini-leagues to trial different programs based on feedback from public input collected with the Master Plan process (\$2,200)
- Replacement of a batting cage will cost \$4,000.
- The Community Center has always had issues with overcrowding during the basketball season. Last year, staff piloted renting the middle school gym to play our older age groups and had intended to add additional age groups this year. Considering the lasting impacts of COVID-19, we anticipate long term concerns with providing a space that does not become overcrowded. This transition will also allow for expansion of programs taking place at the Community Center during basketball season and making the gym available for practices between games as needed (\$6000).

Advisory Board

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. The Advisory Board has been reshaping over the last two years in response to our growing community. The Advisory Board held its third annual retreat in January 2021. At this retreat the board identified two goals for the upcoming year: Community Awareness and Community Engagement. Funds allocated in this line will support efforts to accomplish board goals and provide training.

Marketing & Advertisement

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. Expenses reflect department wide marketing and outreach efforts.

Budget Forecasting

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 in FY2020. Staff recommends expanding the use of the Middle School Gym in FY 2022. In addition, staff has had 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. We are recommending replacement of some chairs in the existing budget, but additional funds will be needed in future years.

Facilities

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. 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. We seek to transition all recreation facility associated costs to be accounted for in the Parks and Recreation Budget.

Staff

As the Town grows and the department expands services additional programming staff will be necessary to meet the demand of our community. As evident in the community input phase of the master plan, the Zebulon community has a growing and changing desire for new and different types of recreation. We are reorganizing

our staff to maximize the available resources now. For example, currently the Park Manager will be able to manage athletics and his park responsibilities in some part due to decline in programming from COVID-19. However, that will not always be the case. As programs and participation return and new programs are added we will also be working to implement park projects identified in the Master Plan. In the future, the need for additional programming staff will be necessary.

Revenues

The department is not recommending fee changes at this time. Staff recommended a Standard Operating Procedure for addressing cost recovery. This procedure was updated and adopted by the Parks and Recreation Advisory Board in its January 2021 meeting. 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

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 Maintenance Worker

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 the Park Maintenance worker 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 a variety of part time parks maintenance workers. Some are duties not yet assigned to the parks and recreation department, but are expected in the coming months and years.

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

Below are consequences of not funding this 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 and events
- Limited support of master plan identified goals and projects
- 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 system of our size requires a dedicated crew to ensure proper maintenance and upkeep while also preparing for improvements, expansions, and renovations.

A park maintenance worker is necessary to consistently address the basic maintenance needs of our park system, implement maintenance and improvement projects in collaboration with the park crew leader, and ensure completion of routine schedules developed by the park manager.

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 maintenance worker would be expected to be aware of general standards associated with park operation and management. Through instruction from the park manager, the maintenance worker will work with the crew leader to implement processes to accomplish guidelines and best practices such as:

- 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
- Rails to Trails: Maintenance Practices and Costs.

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	75.3 acres
Joint Use Parks	35.6 acres
GSK	9.5 acres
Totaled Managed Parkland	120.4 acres
Anticipated Added Property to Maintain by July 1st, 2021	
Greenway	1.5 miles/ 3.6 acres
Cemetery	17.48 acres

Staff Dedicated to Park Maintenance Reflects Ongoing Reorganization

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. They are overseen by the Park Manager who was assigned to the work group in the fall of 2020 following a department reorganization. The Park Manager also develops and implements athletics programs. Part time 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. The park manager provides support on special projects and repairs as necessary. Ideally, the department should have a park manager, crew leader, and 2 crew members to properly manage and develop Zebulon Parks.

The Park and Recreation Master Plan process included public input and it is important to note that results of surveys noted that the condition and maintenance of our parks and facilities was a concern. Staff must focus on basic maintenance tasks first, leaving limited time on items that may impact perception of our parks such as detailed landscaping, repairs and improvements.

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 in 2019. In the FY 21 budget, the department submitted a request to contract general landscaping tasks at Whitley Park, Gill St Park, Little River Park, and Zebulon Community Park. In addition, the department contracted and oversees the general landscaping for the cemetery which was formerly completed by Public Works. Public Works continues to address relevant pruning, planting, and non-general landscaping related

tasks. Per feedback from the Town Manager, we are preparing for all maintenance responsibility of the cemetery to transition to the Parks Division. The Public Works department currently maintains .6 miles of greenway. An additional .9 miles are under construction. The department is preparing for assuming the maintenance responsibilities as directed by the manager.

The expansion of this part time position to full time will not eliminate the need for part time staff. Existing part time funds will be able to support continued focus on park maintenance that is not basic landscaping such as cleaning bathrooms, litter and trash removal, field prep, and more.

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 full time park maintenance worker 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 support goals identified by the Manager as it pertains to the cemetery and the greenway.

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. As the department works to develop and implement a proper maintenance management plan, take on additional responsibilities, and implement Master Plan recommendations, consistent and reliable support will be imperative.

Relying on part time employees is difficult. We have a hard time filling the position, and once we train the employee they quickly move on to better paying and full time positions. This often leaves the department in a bind for months at a time.

D. Duties:

Please attach a current job description or a proposed job description.

Parks Maintenance Workers assist Parks and Recreation staff with various park maintenance tasks and is expected to perform a variety of landscape maintenance, janitorial and custodial duties. This position will report to the Parks Manager.

Job Responsibilities

Major Duties

1. Complete general landscaping tasks such as mowing, bush & tree trimming, blowing, power washing, weed eating, and edging.
2. Maintain and prepare athletic fields.
3. Clean buildings and facilities, landscape areas, playground equipment, bleachers, picnic tables and shade structures.
4. Cleans and stocks restrooms products at each facility.
5. Clean and remove litter from parks, parking lot, and other public areas.
6. Provide assistance to department staff for the implementation of events and programs
7. Performs routine manual labor.
8. Perform other duties as assigned
9. Other duties as required.

(This listing is intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.)

Hours & Conditions of Work:

Hours vary contingent upon program, activity, event, and park/facility demand. Flexibility required to include weekdays, nights and weekends. The nature of this work will require staff to work outside in various environmental conditions. Duties may require one to sit, stand, stoop, bend, lift and reach.

Qualifications:

To perform this job successfully, an individual must be able to perform each of the essential functions satisfactorily. The requirements listed below are a representation, not an all-inclusive listing, of the duties, knowledge, skill and/or abilities required.

Knowledge, Skills, and Abilities

- Some knowledge of landscaping
- Ability to multitask and manage time
- Ability to lift up to 50 pounds independently
- use independent judgment and initiative in daily work activities
- follow oral and written instructions
- Skill in interpersonal relations
- Skill in establishing cooperative and productive working relationships
- Considerable knowledge of basic landscaping maintenance

- Ability to deal tactfully and courteously with the public.

Special Requirements:

- Ability to become first aid and CPR certified within 4 months of hire.
- Possession of a valid NC driver's license
- One must be at least 18 years of age at time of application; education at a level that provides the ability to read and understand instructions.

Supplemental Questions

- Do you have experience in landscaping tasks?
 - If yes, please describe.
- Do you have a valid NC driver's license?
- Are you available to work afternoons/nights, weekends, and holidays as needed?

E. Alternatives

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

Currently the department meets existing 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 especially as additional tasks are assigned to the department and Public Works attention is required on other projects as the town grows. As the community grows and demands for recreation opportunities expand, a full time park maintenance worker will allow for improved maintenance practices of current and new parks and facilities.

2. Is outsourcing an option? Why or Why Not

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 immediate park user needs and maintenance items. While some tasks are outsourceable, it does not take a way the need for a staff person ready to respond immediately to park needs. Contracted vendors manage their own schedules and may not be ready to responded to the daily changing needs of park management.

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 and programs.
 - Improved maintenance programs.
 - Expanded maintenance responsibilities.

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

- Response to customer concerns and repairs.
- Complete daily assigned tasks.
- Meeting the standards set by the Park Management Plan
- Successful management of budget line items (operation and CIP).

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 Park Management Plan and the Master Plan when it is completed. The department would also experience obvious challenges if the additional tasks of the greenway and cemetery are assigned to the parks division without additional staff resources.

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, use of full-time compensation time, and contract some tasks. 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: 3

Proposed Salary: \$ 29,180-43,772

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:

na

3. IT (Computer, Phone etc):

\$35 per month cell phone stipend
\$800 Estimate for tablet and case
\$40 monthly for hotspot service on the table

4. Vehicle:

NA-

We presently have a fleet of trucks that if properly rotated should be able to support this position.

5. Equipment/Uniforms:

\$500

6. Training:

\$500

(For use of Human Resources)

Comments/Recommendations:

Recommend:	Approval	Denial	Additional Information Requested
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Sent to Town Manager for Review: _____

Approved by Town Manager: _____

Signature	Date
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Account Number	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	Actuals Average (FY 2016-2020)	FY 2021 Adopted Budget	FY 2022 Budget (FY 21 x 1.4% (Sept YOY CPI))	FY 2022 Requested	Reason for overage - * Exist * Enhance * New	How to balance - * What service is dropped? * What service is delivered different * What service is not added?
	PARKS & RECREATION:											
10-620-0100	PART-TIME SALARIES (FARMERS MARKET)	-	19,100	20,376	14,840	14,219	17,134	4,000	4,056	4,200	Exist	
10-620-0200	SALARIES	256,215	261,990	269,691	288,237	276,013	270,429	328,700	333,302	380,000	Enhanced	Staff Reorganization Continued (Master Plan)
10-620-0201	SALARIES (OVERTIME)							4,500	4,563	4,500	Exist	
10-620-0300	PART TIME SALARIES	79,940	60,053	63,417	73,331	10,605	57,469	-	-	-		
10-620-0301	PART TIME SALARIES (COMM. CENTER)	-	-	-	-	15,358	15,358	25,500	25,857	34,000	Enhanced	The intent is to use professional staff to development and implement programs, and use part time staff to serve as the facility
10-620-0302	PART TIME SALARIES (PROGRAMS/EVENTS)	-	-	-	-	5,548	5,548	9,000	9,126	10,000	Enhanced	Added services include: Alley Programs, Recrea
10-620-0303	PART TIME SALARIES (PARKS MAINTENANCE)	-	-	-	-	42,758	42,758	48,000	48,672	39,000	Enhanced	Staff Reorganization Continued (Master Plan), B
10-620-0304	PART TIME SALARIES (ATHLETICS)	-	-	-	-	5,482	5,482	8,700	8,822	9,480	Enhanced	Due to Covid, we anticipate continued concerns
10-620-0500	FICA	25,577	25,598	26,436	26,683	25,606	25,980	33,085	33,548	37,100	Exist	
10-620-0600	GROUP INSURANCE	24,476	26,364	27,120	29,520	29,432	27,382	37,200	37,721	44,000	Exist	
10-620-0700	RETIREMENT	29,858	32,043	33,648	36,638	38,144	34,066	50,600	51,308	62,700	Exist	
10-620-1100	POSTAGE/TELEPHONE	281	152	204	228	254	224	782	793	250	Exist	
10-620-1101	CELL PHONES	2,526	2,556	2,554	2,666	2,736	2,608	4,020	4,076	4,668	Enhanced	Implementation of Asset Essentials with staff wt
10-620-1300	ELECTRICITY/WATER	27,691	27,632	34,604	36,123	34,066	32,023	36,800	37,315	38,272	Exist	
10-620-1400	TRAVEL/TRAINING	1,695	1,799	1,892	2,660	2,745	2,158	7,300	7,402	7,300	Exist	
10-620-1500	GROUNDS MAINTENANCE	53,999	21,026	26,427	28,807	25,813	31,214	45,300	45,934	53,500	Enhanced	Acquiring responsibility for additional town prop
10-620-1501	COMM PARK TOT LOT SHELTER REHAB	-	-	-	-	5,538	5,538	-	-	-		
10-620-1502	GSK FIELD IMPROVEMENTS	-	-	-	-	1,046	1,046	2,000	2,028	2,000	Exist	
10-620-1503	CEMETERY LANDSCAPING							21,600	21,902	26,000	Enhanced	may arise as the property transitions to a park.
10-620-1504	PARK LANDSCAPING							50,000	50,700	52,000	Exist	
10-620-1600	EQUIPMENT MAINTENANCE	11,069	7,380	8,917	9,488	6,138	8,598	9,400	9,532	9,400	Exist	
10-620-1700	VEHICLE MAINTENANCE	2,716	7,774	2,927	5,804	5,759	4,996	8,000	8,112	8,000	Exist	
10-620-3100	FUEL EXPENSE	6,503	7,082	8,271	8,645	7,017	7,504	10,000	10,140	10,000	Exist	
10-620-3300	MATERIALS & SUPPLIES	13,618	13,311	13,769	14,551	10,448	13,139	5,800	5,881	6,000	Exist	
10-620-3302	TEAM UNIFORMS	13,933	14,714	15,366	19,834	11,916	15,153	21,700	22,004	22,500	Exist	
10-620-3304	COMM CENT MATERIALS/SUPPLIES	7,989	7,994	8,163	7,861	6,540	7,709	9,715	9,851	10,000	Enhanced	Increase is related to replacement of aging & br
10-620-3305	COMPUTERS	900	642	1,123	1,785		1,113	4,000	4,056	3,000	Exists	
10-620-3306	PRINTING/COPYING	2,098	2,998	2,698	3,200	2,551	2,709	3,000	3,042	3,000	Exist	
10-620-4500	CONTRACT SERVICES	47,543	48,632	49,727	54,866	15,028	43,159	14,700	14,906	19,700	Enhanced	Contracting a professional cleaning service for p
10-620-5400	INSURANCE & BONDS	23,834	24,542	23,436	18,826	17,938	21,715	25,819	26,180	26,852	Exist	
10-620-5700	MISCELLANEOUS	115	79	193	198	160	149	-	-	0		
10-620-5800	CAMP PROGRAMS	15,069	15,688	15,816	13,090	17,210	15,375	15,000	15,210	15,000	Exist	
10-620-5801	CULTURAL & RECREATION PROGRAMS	-	-	-	-	6,992	6,992	5,025	5,095	7,000	Enhanced	Added services include: Alley Programs, Recrea
10-620-5802	SENIOR TRIPS	28,711	32,484	44,539	54,137	18,434	35,661	-	-	0		
10-620-5803	FARMERS MARKET	20,260	20,481	23,238	27,648	16,951	21,716	18,850	19,114	16,000	Enhanced	Monthly Weeknight Markets
10-620-5804	SPECIAL EVENTS	-	-	-	20,001	29,731	24,866	36,000	36,504	37,400	Exist	
10-620-5805	FARMERS MARKET EBT MATCHING (SPONSORS)	-	-	-	125	1,874	999	1,500	1,521	0		
10-620-5900	COMMUNITY CENTER PROGRAMS	-	-	-	-	19,628	19,628	33,810	34,283	40,500	Enhanced	Expanded interest in arts programs, Adding Edu
10-620-5901	ATHLETICS	-	-	-	-	20,275	20,275	27,800	28,189	40,000	Enhanced	Expand into non-traditional opportunities for you
10-620-5902	ADVISORY BOARD							2,000	2,028	2,000	Exist	
10-620-5903	MARKETING & ADVERTISING							7,500	7,605	7,500	Exist	
	Totals	696,616	682,114	724,552	799,792	749,954	847,875	976,706	990,380	1,092,822		

Account Number	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	Actuals Average (FY 2016-2020)	FY 2021 Adopted Budget	FY 2022 Budget (FY 21 x 1.4% (Sept YOY CPI))	FY 2022 Requested	Reason for overage - * Exist * Enhance * New	How to balance - * What service is dropped? * What service is delivered different * What service is not added?
	COMMUNITY & ECONOMIC DEVELOPMENT:											
10-690-6300	CHAMBER OF COMMERCE(ECON DEV. PARTNERSHIP)	1,000	-	10,000	10,000	-	5,250	-	-	-		
10-690-6604	BUSINESS RETENTION PROGRAM	-	-	-	20,000	35,000	13,750	20,000	20,280	45,000		This can be dropped if we hire an inhouse economic development specialis
10-690-6602	FACADE IMPROVEMENT GRANTS	-	-	7,500	-	5,000	3,125	10,000	10,140	10,000		
10-690-6603	GRCVB PARTNERSHIP	-	-	-	-	-	-	7,000	7,098	7,000		
10-690-6800	STREETSCAPE MATCH GRANT	-	1,901	1,668	2,197	415	1,545	3,000	3,042	10,000		
10-690-6607	DOWNTOWN ASSOCIATE PROGRAM	-	-	-	-	1,237	309	13,762	13,955	5,000		
	DOWNTOWN EVENTS	-	-	-	-	-	-	10,000	10,140	20,000		
		-	-	-	-	-	-	-	-	-		
	Totals	1,000	1,901	19,168	32,197	41,652	23,980	63,762	64,655	97,000		

		Town of Zebulon		
		FY 2021-2022		
		Proposed Fee Schedule		
Department & Fee Description			Current Fee	Adopted 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)		\$20.75 - first trash can	\$24.00 - first trash can (includes new \$3.00 Yard Waste Fee)
	Additional Trashcans (each)		\$10.94	\$10.94
	Recycling Service Only		\$6.59	\$4.18
	<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, etc.</i>			
	<i>The Town will not pick up electronic devices</i>			
	<u>Miscellaneous</u>			
	Returned 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		\$.55 /\$100 of assessed valuation	\$.55 /\$100 of assessed valuation
	Vehicle Decal Fee		\$30.00	\$30.00
	Cemetery Plots		\$850.00 per plot plus recording fees	\$850.00 per plot plus recording fees
	Stormwater Fee			
	Residential		Removed Fee (Incorporated in prop. tax rate)	Removed Fee (Incorporated in prop. tax rate)
	Small Non-Residential (up to 10,000sf)		Removed Fee (Incorporated in prop. tax rate)	Removed Fee (Incorporated in prop. tax rate)
	Medium Non-Residential (10,000-45,000sf)		Removed Fee (Incorporated in prop. tax rate)	Removed Fee (Incorporated in prop. tax rate)
	Large Non-Residential (greater than 45,000sf)		Removed Fee (Incorporated in prop. tax rate)	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	No Charge
	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					
	<u>Land Use Application Permit Fees</u>				
	Voluntary Annexation Filing			\$600.00	\$350.00
	Zoning Map Amendment			\$600.00	\$600.00
	UDO Text Amendment			\$600.00	\$600.00
	Conditional Rezoning			\$700.00	\$700.00
	Planned Development Request			\$700.00	\$800.00
	Developers Agreement			\$700.00	\$700.00
	Variance			\$700.00	\$700.00
	Reasonable Accommodation			\$700.00	\$700.00
	Administrative Adjustment			\$25.00	\$25.00
	Appeals or Interpretations			\$600.00	\$600.00
	Special Use Permit			\$800.00	\$800.00
	Vested Rights Determination			\$600.00	\$600.00
	Future Land Use Map Adjustment				\$600.00
	<u>Permitting and Development Fees</u>				
	Zoning Compliance Permits			\$75.00	\$75.00
	Sign Permit (Permanent or Temporary)			\$75.00	\$75.00
	Flood Plain Development Permit			\$75.00	\$75.00
	Temporary Use Permit			\$75.00	\$75.00
	ABC License			\$100.00	\$100.00
	Wireless Communications Fee - New Tower Only (Includes SUP submittal fee)			\$2,000.00	\$2,000.00
	<u>Construction Plan Review</u>				
	Site Plan Review			\$700.00	\$700.00
	Site Plan Review (Subsequent Submittals)			\$700.00	\$250.00
	Traffic Impact Analysis (TIA) Review Fee			*Amt to be paid directly to the Town's Consulting Engineer at time of review.	*Amt to be paid directly to the Town's Consulting Engineer at time of review.
	Engineering Review Fees			*Collected at Plat for residential development or CO for non residential projects.	\$130 Per Hour
	<u>Development Fees</u>				
	Transportation Impact Fee			\$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.	\$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 Impact Fee			N/A	*Amount to be adopted in the Recreation Impact Fee Study with the Parks and Recreation Master Plan.
	<u>Recreation & Open Space - Fee-in-Lieu</u>				
	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 dwelling Unit	\$500 per dwelling Unit
	<i>Note: Easement recovery fee is due upon submission of application for plat approval.</i>				
	<u>Final Plat Fees</u>				
	Preliminary Plat			\$100.00	\$100.00
	Major Subdivision			\$500 + \$5.00 Per Lot	\$300 + \$10.00 Per Lot
	Minor Subdivision			\$150.00	\$150.00
	Recombination Plat			\$100.00	\$125.00
	Boundary Survey			\$100.00	\$100.00
	Exempt			\$100.00	\$100.00
	Right-of-Way Dedication			\$100.00	\$100.00
	Expedited Subdivision			\$150.00	\$200.00

<u>Inspection Fees (Fees due upon application for building permit)</u>					
Setback*				\$70.00	\$0.00
Certificate of Occupancy*					
Residential - Single Family				\$70.00	\$70.00
Inspection (Setback and CO)				\$30.00	\$70.00
Re-Inspection					\$70.00
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
Stormwater Mapping Fee	Collected at Phase Closeout			NEW	\$1.50 per linear foot
Streets/Curb and Gutter Construction Inspection	Collected at Phase Closeout			\$2.50 per linear foot	\$2.50 per linear foot
Sidewalks Construction Inspection	Collected at Phase Closeout			\$1.00 per linear foot	\$1.00 per linear foot
Storm Drainage Construction Inspection	Collected at Phase Closeout			\$1.00 per linear foot	\$1.00 per linear foot
Greenway Construction Inspection	Collected at Phase Closeout			\$1.00 per linear foot	\$1.50 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	\$600.00
	Over 1,200 sq.ft.			\$600.00 + \$.25 per SF 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	\$375.00
	Over 400 sq.ft.			\$375.00 + \$.25 per SF 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	\$575.00
	For each additional unit of each building			\$360.00	\$360.00
	Manufactured Homes				
	Residential Modular Units and Dwellings Moved On (closed construction)			\$345.00	\$345.00
	The cost of land use and trade inspection fees plus fee per square foot			\$0.25	\$0.25
	Residential Accessory Structures (deck, garage, open porches, etc.)			\$0.25	\$0.25
	The cost of land use and trade inspection fees plus fee per square foot				
	Swimming Pools, Spas, Hot Tubs (Any structure intended for swimming or recreational bathing with a water depth >24 inches)			\$225.00	\$225.00
	The cost of land use plus flat fee			+\$90.00	+\$90.00
	Heated				
	Residential Demolition Permits (without replacement under new permit)				
	Permit and one final inspection			\$100.00	\$100.00
	Temporary Service Poles			\$90.00	\$90.00
	Trade Inspections				
	Building			\$90.00	\$90.00
	Electrical			\$90.00	\$90.00
	Mechanical			\$90.00	\$90.00
	Plumbing			\$90.00	\$90.00
	Non-Residential (new work, additions/alterations)	Based on project cost per trade	Range		
			\$0 - \$700	\$95.00	\$95.00
			\$701 - \$1,500	\$144.00	\$144.00
			\$1,501 - \$2,500	\$203.00	\$203.00
			\$2,501 - \$25,000	\$283.00	\$283.00
			\$25,001 - \$50,000	\$517.00	\$517.00
			\$50,001 - \$100,000	\$1,035.00	\$1,035.00
			\$100,001 - \$200,000	\$2,089.00	\$2,089.00
			\$200,001 - \$350,000	\$3,583.00	\$3,583.00
			\$350,001 - \$500,000	\$4,797.00	\$4,797.00
			\$500,000 - \$750,000	\$6,450.00	\$6,450.00
			\$750,001 - \$1,000,000	\$8,205.00	\$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	\$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 if more than \$15
	Senior Trips			Program fees will vary, but must recover 100% of costs.	Program fees will vary, but must recover 100% of costs.
	Non-Athletic & Camp Programs				Recreation program fees vary by program and goal. Fees will adhere to the Town's Recreation Cost Recovery Policy as attached behind this fee schedule.
	<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

	<u>Meter/AMR Installation Fees</u>				
	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
	<u>Inspection Fees/ Stub Fees</u>				
	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			\$21.05 administrative fee	\$21.05 administrative fee
				\$11.06 per 1,000 gallons	\$11.06 per 1,000 gallons
	Sewer			\$21.41 administrative fee	\$21.41 administrative fee
				\$10.10 per 1,000 gallons	\$10.10 per 1,000 gallons
	Reclaimed Water			\$9.47 administrative fee	\$9.47 administrative fee
				\$4.96 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>				
	<u>Infrastructure Renewal Fee</u>				
	Water				
	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
	Sewer				
	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*					
	General Labor	Equipment operator I and II, Crewleader		\$27.50	\$27.50
	Administrative Labor	Administrative Assistant/Construction Inspector		\$32.50 per hour	\$32.50 per hour
	Technical Labor	Ops. Manager, Asset Manager, Senior Construction Inspector		\$45.00	\$45.00
	Management Support	Director/Asst. Director		\$65.00	\$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		Delete No Longer Portable		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-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	\$21.16 per LF of Street
	5- foot Sidewalk (per side)			\$16.78 per LF of Street	\$17.62 per LF of Street
	6- foot sidewak (per side)			\$20.15 per LF of Street	\$21.16 per LF of Street
	Multi-purpose Path - stone/mulch			\$11.65 per LF of Street	\$12.23 per LF of Street
	30 Curb and Gutter (per side)			\$14.65per LF of Street	\$15.38per LF of Street
	18" Median curb and gutter (per side)			\$11.10 per LF of Street	\$11.66 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	\$2.52 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	\$9.87 per linear foot of street
	Clearing and Grubbing			\$11,975.00 per acre	\$12,574 per acre
	Common Excavation			\$14.65 per CY	\$15.38 per CY
	Rock Excavation			\$72.00 per cy	\$75.60 per cy
	Seeding and Mulching			\$2,031.00 per acre	\$2,132.00 per acre
	Traffic Control (both sides of street)			\$17.35 per linear ft	\$18.22 per linear ft
	Erosion Control			\$ 7.55 per linear ft	\$ 7.93per linear ft
	Paint Striping			\$4.30 per linear ft	\$4.52 per linear ft
	Guardrail			\$32.15 per linear ft	\$33.76 per linear ft
	Keystone Brick retainingg wall			\$22.95 per sq. foot	\$24.10 per sq. foot
	Pour in place retaining wall			\$687.00 per cubic foot	\$721.35 per cubic foot
	Traffic Signal Upgrade - wood to metal			\$18,225.00 per pole	\$19168.00 per pole
	Traffic Signal Relocation			\$5,555.00 per corner	\$5,833.00 per corner
	Fire Hydrant Relocation			\$2,112.00 each	\$2,217.00 each
	water meter relocation			\$640.00 each	\$675.00 each
	Utility Pole Relocation			\$7,635.00 each	\$8,017.00 each
	Backflow and Vault Relocation			\$6,120.00 each	\$6,426.00 each
	Mobilization			4% of construction cost	4% of construction cost
	Geo-technical			2% of construction cost	2% of construction cost
	Survey			2% of construction cost	2% of construction cost
	One year construction CPI			10% construction cost annually	10% construction cost annually
	Project Contingency			10% of construction cost	10% of construction cost
	Design/Engineering			18% of construction cost	20% of construction cost
	Construction Inspection per day			\$720 per day	\$720 per day
	Asphalt - SF 9.5 C (Surface Layer)			\$2.65 per square yard -inch	\$2.78 per square yard -inch
	Asphalt - I-19.0C (Binder Layer)			\$2.75 per square yard -inch	\$2.89 per square yard -inch
	Asphalt - B25.0C (Base Layer)			\$2.85 per square yard -inch	\$2.99 per square yard -inch
	Paving Stone (CABC)			\$0.65 per square yare -inch	\$0.68 per square yard -inch



Town of Zebulon
Recreation Cost Recovery Policy

Topic: Recreation Cost Recovery Policy

Prepared by: Sheila Long, Parks & Recreation Director

Recommended by Parks & Recreation Advisory Board: 1/19/2021

Section 1. Purpose

The purpose of this policy is to provide general guidelines for establishing fees and charges for parks and recreation department operations and ensure efficiency and accountability for services, programs, events, and rentals (Program).

Section 2. Definitions

Cost Recovery

The method to recovering an expenditure which a business takes on.

Cost Recovery Pyramid

The creation of a cost recovery philosophy and policy is a key component to maintaining financial control, equitably price offerings, and identifying core programs, facilities and services for an agency.

Direct Costs

Those costs which are easily and clearly identifiable to the cost objective (program, service or facility).

Indirect Costs

Costs that benefit more than one cost objective and must be allocated proportionally.

Section 3. Frequency of Policy

A review of this policy should be conducted and appropriately updated every three years. Fees and charges (Section 12) should be reviewed annually to determine if adjustments are required.

Section 4. Public Access to Fee Information

The Recreation Cost Recovery Policy and the Fee Schedule will be available for public access through the Town Clerk's Office and the town website.

Section 5. Types of Fees

Admission Fees

Charges made to enter a facility, tournament, performance, or 1 time program occurrences. Examples include: Yoga, Zumba, etc.... In these cases a single flat rate is charged for each age group as necessary. This will allow the cash management process to be effective, efficient, and customer friendly. Fees should round to the nearest whole dollar including tax.

Rental/Permit Fees

Fees for the privilege of exclusive use of facilities, amenities, or equipment. Fees should round to the nearest whole dollar including tax. Non-resident rates apply.

User Fees

Fees charged for non-exclusive use of facilities, amenities, or programs. Fees should round to the nearest whole dollar. Non-resident rates apply.



Sales Revenue

Revenues obtained from the operation of stores, concessions, etc... Fees should round to the nearest whole dollar including tax; however, due to the nature of concessions sold exceptions can be made.

Section 6. Determining Cost Recovery Levels

In order to set cost recovery levels, the following considerations should be made:

- Nature of services
- Proportionate and reasonable costs related to the programs
- Sensitivity to the market for programs
- Federal, state, or county agency use
- User offers reciprocal fee waiver for the City
- Applicable to town and departmental goals
- Community versus individual benefits

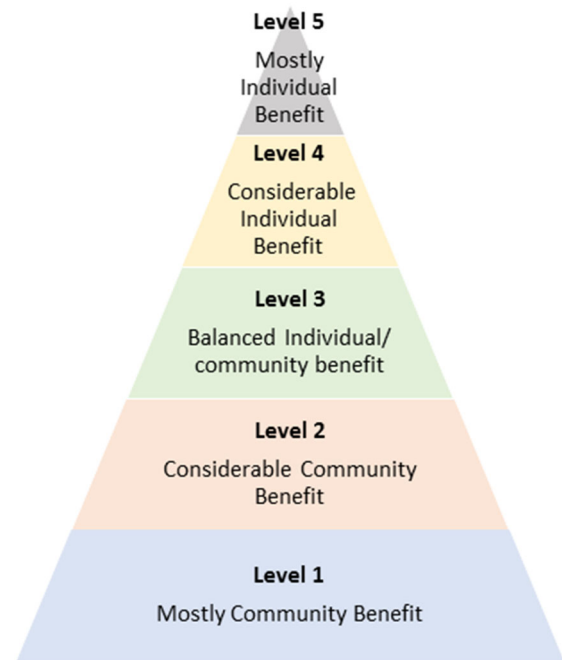
Section 7. Cost Recovery

The department sets revenue and expense goals annually during the budget process. In order to be efficient and sustainable, it is necessary to recover a percentage of cost for some programs offered by the department. Programs are evaluated based on the criteria outlined below.

Cost Recovery Pyramid

Programs will fall into 1 of 5 levels based on their benefit to the community versus the individual. The recovery rate assigned to each level is an expectation under optimal conditions. The department recognizes that additional internal and external factors may adjust a program's cost recovery.

Programs not currently operating in the optimal level should work to move to a cost recovery percentage within the assigned level over time. Staff must be conscious of long standing programs that are of great benefit to the community and town residents as to not take drastic measures to fulfill expectations.



Pyramid Level	Level of Community Benefit	Types of Programs	Level of Direct Cost Recovery
Level 1	Mostly community benefit	<ul style="list-style-type: none"> • Support Services • Inclusionary Services • Community Wide Events • Open Park Usage 	0-10%
Level 2	Considerable community benefits	<ul style="list-style-type: none"> • Beginner classes, workshops, and clinics • Recreation athletic league • Volunteer programs 	11-40%



Town of Zebulon
Recreation Cost Recovery Policy

Level 3	Balanced Individual/community benefit	<ul style="list-style-type: none"> • Intermediate classes, workshops and clinics • Camps, Before and After School Care • Rentals (Non-Profit)* 	40-69%
Level 4	Considerable Individual Benefit	<ul style="list-style-type: none"> • Competitive- Classes, workshops, and clinics • Restricted Leagues and Tournaments • Senior Programs & Day Trips 	70-99 %
Level 5	Mostly Individual Benefit	<ul style="list-style-type: none"> • Chartered Trips • Equipment Rentals • Permitted Services • Rentals (private)* • Tenant Leases • Merchandise • Concessions/Vending • Private lessons/programs 	100+%

*Refer to Section 11.

Section 8. Nonresident Rates

To increase the benefit to residents, the nonresident rate shall not exceed \$20 higher than the resident rate for programs. Programs such as Weight Room and Get Fit Pass have lower non-resident rates as identified in the fee schedule. Nonresident rates for rentals are to be charged as identified in the fee schedule. By increasing nonresident participation, overall cost can decrease therefor allowing residents to pay lower rates and increase opportunities for programs to meet cost recovery expectations.

Section 9. Setting Fees & Charges

Fees and Charges are set annually through the budget process and are approved by the Board of Commissioners. The nature of recreation programming evolves and adapts continuously based on community desires and trends. It would hinder progress of offering a variety and new programs to pre-identify costs for all programs during the budget. For that reason, staff will set non-athletic league and summer camp program fees in accordance with this policy and considerations noted below:

- Cost Recovery Level classification
- Determining the direct cost of the Program
 - Facility
 - Supply, Equipment, Materials, etc...
 - Instruction, Official, Staff, etc...
 - Advertising
 - Special Services: insurance, transportation, admission, etc..
 - Printing, mailing, etc...
- Current market rate of a similar Program in close proximity. Conduct a comparison of 1-3 similar programs and adjust accordingly.
- Determine nonresident rate.



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- Consider partnerships.
- Community sentiment & expectations
- Political & social will
- Equity in pay opportunity and ability to pay
- Family participation*

*Program fees may be set in a manner that gives a family rate versus individual rate to make the opportunity more affordable for families. Families with multiple youth participants in need of financial assistance should refer to section 11.

Section 10. New Program Start Up

Staff must follow trends and are encouraged to develop new programs that will benefit the community. New programs create opportunities to maintain higher levels of community satisfaction. Cost Recovery may be phased in due to developmental and start-up costs. These programs should be able to feasibly meet the appropriate level in a timely manner. Those not able to do so should be reevaluated before continuation.

Section 11. Fee Waivers & Scholarships

A fee waiver may be deemed acceptable and in the best interest of the town in certain circumstances. The following criteria sets a standard for consideration of fee waivers:

- Programs related to charitable, not-for-profit activities or services
- Programs directly related to the City's Operation
- Programs that support environmental activities
- Programs that are initiated or requested by the Board of Commissioners, Management, or Parks and Recreation Department Head to meet the town's strategic plan and other town identified goals.

Fee waivers must meet 1 or more of the above criteria for consideration of a fee waiver.

Scholarships

Financial challenges should not prevent a participant from benefitting from department Programs. Scholarship opportunity information should be made readily available to customers/participants. Scholarships are managed by the Parks and Recreation Department. Requests for sponsorships should be made prior to the deadline for any program by completing the program sponsorship request form.

Rentals (Non-Profit)

Reduced rental rates for 501c or school organizations are available.

- 501c/school organizations in partnership with the Town of Zebulon: Town resident rate less 50%
- 501c/school organization free event: Resident rate less 40%
- 501c/school organization ticketed event: Resident rate less 30%

Requests for reduced rental rates must be submitted in writing no later than 60 days before the event date. Please include:

1. Rental Application
2. Free or ticketed event?
3. 501c documentation
4. Detailed explanation of how the event will benefit Town of Zebulon Residents directly

Rentals (Private)



Town of Zebulon
Recreation Cost Recovery Policy

Reduced rates may be considered for extended term rentals. Such consideration is given to those organizations that are implementing recreational activities in line with the town and recreation department goals. Such consideration must be requested in writing and should reflect a minimum participation fee that is consistent with regional industry standards.

Section 12. Fees & Charges

Fees and charges should be reviewed annually to determine if adjustments are required. These charges are to be submitted via the annual budget cycle and approved by the Board of Commissioners.

**Town of Zebulon
Proposed Authorized Full-time Positions
Fiscal Year 2021-2022**

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>	6
<i>New Positions Recommended</i>	0
Total Positions	6
Police	
<i>Current Positions</i>	22
<i>New Positions Recommended</i>	1
Total Positions	23
Fire	
<i>Current Positions</i>	16
<i>New Positions Recommended</i>	0
Total Positions	16
Property and Project Management	
<i>Current Positions</i>	5
<i>New Positions Recommended</i>	0
Total Positions	5
Operations	
<i>Current Positions</i>	9
<i>New Positions Recommended</i>	0
Total Positions	9
Parks & Recreation	
<i>Current Positions</i>	6
<i>New Positions Recommended</i>	1
Total Positions	7
Total Full-Time Positions	73

**Town of Zebulon
Proposed Salary Schedule
Fiscal Year 2021-2022**

Grade	Salary Range		Position Title
	Minimum	Maximum	
1	\$27,281	\$40,921	None
2	\$28,644	\$42,966	None
3	\$30,077	\$45,117	Laborer Equipment Operator I Parks Maintenance Worker
4	\$31,581	\$47,372	None
5	\$33,161	\$49,740	None
6	\$34,817	\$52,229	Equipment Operator II
7	\$36,559	\$54,840	Recreation Assistant Office Assistant-Public Works Office Assistant-Police Office Assistant-Administration
8	\$38,388	\$57,582	Firefighter I Zoning and Code Enforcement Officer Planning Technician
9	\$40,307	\$60,459	Accountant I Crew Leader Parks Crew Leader Fleet Mechanic
10	\$42,324	\$63,485	Police Officer Police Detective Athletic Coordinator Recreation Program Coordinator Community Center Coordinator Deputy Town Clerk/HR Technician Firefighter II
11	\$44,437	\$66,658	Fire Lieutenant Police Corporal Planner Public Works Construction Inspector
12	\$46,660	\$69,991	Parks Superintendent Planner/GIS Technician
13	\$48,994	\$73,489	Public Works Administrative/Contracts Manager Police Sergeant Fire Captain Fire Code Inspector Accountant/Budget Analyst
14	\$51,446	\$77,165	Public Works Operations Manager Public Works Construction Inspections Supervisor Parks Manager
15	\$54,016	\$81,025	Police Lieutenant Senior Planner Fire Marshal/Safety Officer
16	\$56,717	\$85,074	Fire Division Chief Assistant Finance Director Information Technology Specialist
17	\$59,550	\$89,327	Assistant Planning Director
18	\$62,530	\$93,795	Human Resource Director/Town Clerk Police Captain
19	\$65,656	\$98,487	Parks & Recreation Director
20	\$68,938	\$103,405	None
21	\$72,387	\$108,579	Finance Director Fire Chief Public Works Director Planning Director
22	\$76,005	\$114,007	Police Chief
23	\$79,805	\$117,765	Town Engineer

TRANSPORTATION FUND	FY 2022 Required (Debt Payments)	FY 2022 Recommended	FY '22 Notes	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	Sustainability Check (FY '23 - FY '28 notes)
Street Paving and Thoroughfare Improvements										
Street Paving:										
FY '22 Annual Street Resurfacing		\$220,000	accelerating schedule to improve PCR							
FY '23 Annual Street Resurfacing				\$288,000						Tag Fee + Powell Bill, evaluate PCR after '23 project
FY '24 Annual Street Resurfacing					\$305,000					evaluate PCR again after '24 project
FY '25 Annual Street Resurfacing						\$0				skip paving, dedicate to T-fares
FY '26 Annual Street Resurfacing							\$335,000			fund from Tag and Gas every other year
FY '27 Annual Street Resurfacing								\$0		skip paving, dedicate to T-fares
FY '28 Annual Street Resurfacing									\$365,000	fund from Tag and Gas every other year
Intersection Improvements:										
N. Arendell @ Green Pace signal		\$150,000	increased scope to connect with private development and buy-down cost of Arendell Phase II							
Shep. School @ Old Bunn signal		\$350,000	moving up construction funds							assumes developer contributions - pending
Pearces @ Proctor analysis and design (roundabout v. signal)				\$120,000	\$500,000					Requires building up reserves
Judd @ N. Arendell signal		\$100,000	Fire Station accelerating need	\$150,000						
Thoroughfare Improvements:										
Jones Street Connector		\$340,000	removing from N. Arendell Phase I							assumes: developer contribution, NCDOT funds at ramp, and Phase I rollover of unspent funds
North Arendell Widening Phase I		\$175,000	re-scoping project	\$375,000	\$500,000					assumes \$5M project w/ 20% LAPP support
North Arendell Widening Phase II						\$350,000	\$125,000	\$1,625,000		actual cost may be lower with expansion of Green Pace signal project
Proctor/Pearces/Jones corridor						\$290,000	\$100,000	\$1,300,000		requires Bond Referendum
Gannon Avenue & Industrial Drive Loop			post planning horizon							
Old Bunn (High Used Cars to Karial Court)			timing depends upon N. Arendell Phase I			\$450,000	\$350,000	\$2,100,000		requires Bond Referendum
Old Bunn (Karial to Parks Village)							\$450,000	\$350,000	\$2,100,000	requires Bond Referendum
Old Bunn (Parks Village to Gannon)								\$450,000	\$350,000	Bond Referendum may not be sufficient to fund the widening of Old Bunn Road. Strategies such as staggering the project, greater NCDOT & developer support, or ARC funds likely necessary. PLACE ON S.T.I.P. THROUGH CAMPO!
Streetlight conversion		\$10,000								
Reserve dedications (build savings for larger projects):										
Transportation Reserve (from unspent Tag Fee)		\$145,000	save for FY '23 paving							
Street Reserve (from unspent Gas Tax (Powell Bill))										
FY 22 Street and Thoroughfare Expenditures		\$1,490,000	Proposed FY 23 - FY 28 Expenditures	\$933,000	\$1,305,000	\$1,090,000	\$1,360,000	\$5,825,000	\$2,815,000	
Dedicated Property Tax		\$48,000	deposit into N. Arendell Capital Project Fund	\$100,000	\$100,000	\$480,000	\$480,000	\$480,000	\$480,000	Bond Referendum: Roads (assumes adding 3¢ on tax rate w/ 1¢ ~ \$160,000). FY '25 Revaluation year
Motor Vehicle Tag Fee		\$145,000	rolled directly to Transportation Reserves	\$160,000	\$175,000	\$190,000	\$205,000	\$220,000	\$235,000	trend assumed
Powell Bill (gas tax)		\$127,000	deposit into N. Arendell Capital Project Fund	\$128,000	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	trend assumed
General Fund, Fund Balance (GFFB)		\$350,000	to Jones Street Connector		\$300,000	\$70,000	\$80,000			
Transportation Impact Fee		\$600,000	for signal projects	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	development driven, based on FY '20 and FY '21 actuals. Always pull from Reserves as validated number through CAFR
Autumn Lakes and Barrington fee-in-lieu					\$200,000					amount assumed, agreement pending
Street Capital Reserves (unspent gas-tax from previous years)		\$220,000	for paving project							
Transportation Reserves (unspent Transportation projects " " ")				\$145,000						
FY 22 Street and Thoroughfare Revenues		\$1,490,000	Proposed FY 23 - FY 28 Revenues	\$933,000	\$1,305,000	\$1,270,000	\$1,295,000	\$1,230,000	\$1,245,000	

		FY 2022 Required (Debt Payments)	FY 2022 Recommended		FY '22 Notes	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	Sustainability Check (FY '23 - FY '28 notes)
TRANSPORTATION FUND												
Greenway, Bicycles, Pedestrians												
<u>2022 projects</u>												
	W. Sycamore: Arendell to Church		\$315,000									
	ADA Transition Plan		\$15,000									
<u>2023 projects</u>												
	Pedestrian signals: Arendell @ Gannon					\$195,000						
<u>2024 projects</u>												
	Stamped crosswalks: Arendell @ Lee, Glenn, and Gannon						\$125,000					
<u>2025 projects</u>												
	Stamped crosswalks: Arendell @ Sycamore, Horton, and Vance							\$125,000				
<u>2026 projects</u>												
	TBD								\$125,000			
<u>2027 projects</u>												
	TBD									\$125,000		
<u>2028 projects</u>												
	TBD										\$125,000	
	FY 22 Greenways, Bicycles, and Pedestrians Expenditures		\$330,000		Proposed FY 23 - FY 28 Expenditures	\$195,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	
	Dedicated Property Tax Base		\$15,000			\$70,000						FY '25 Revaluation year
	GBP Reserves		\$315,000			\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	development driven, based on FY '21 actuals
	General Fund, Fund Balance (GFFB)											
	FY 22 Greenways, Bicycles, and Pedestrians Revenues		\$330,000		Proposed FY 23 - FY 28 Revenues	\$195,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	

	FY 2022 Required (Debt Payments)	FY 2022 Recommended	FY '22 Notes	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	Sustainability Check
STORM DRAINAGE FUND										
Stormwater										
<u>2022 projects</u>										
East Vance Street Replacement		\$110,000								
MS4 Audit		\$50,000								
Stormwater Condition Assessment		\$50,000								
<u>2023 projects</u>										
TBD dependent upon Stormwater Condition Assessment results				\$103,000						
<u>2024 projects</u>										
TBD					\$110,000					
<u>2025 projects</u>										
						\$115,000				
<u>2026 projects</u>										
TBD							\$120,000			
<u>2027 projects</u>										
TBD								\$148,000		
<u>2028 projects</u>										
TBD										
<u>Potential Projects</u>										
W. Sycamore Street Outfall										Bond Referendum would be necessary to construct this project. Strategies such as staggering the project, EPA & developer support, or ARC funds likely necessary.
Easement Acquisition				\$200,000						
Construction				\$4,500,000						
Constructed Wetlands (off Glenn Street)				\$80,000						
Sexton Avenue									\$635,000	
Little River Park Drainage Improvements									\$200,000	
Flowers Street					\$30,000					
FY 22 Stormwater Expenditures		\$210,000	Proposed FY 23 - FY 28 Expenditures	\$4,883,000	\$140,000	\$115,000	\$120,000	\$148,000	\$835,000	
Stormwater Capital Reserves		\$63,000								
Dedicated Property Tax for Stormwater		\$97,000		\$103,000	\$110,000	\$115,000	\$120,000	\$148,000	\$160,000	FY '25 Revaluation year
General Fund, Fund Balance (GFFB)		\$50,000								
FY 22 Stormwater Revenues		\$210,000	Proposed FY 23 - FY 28 Revenues	\$103,000	\$110,000	\$115,000	\$120,000	\$148,000	\$160,000	

	FY 2022 Required (Debt Payments)	FY 2022 Recommended	Notes	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	Sustainability Check
FLEET MANAGEMENT FUND										
Fleet and Equipment										
<u>Light Duty (~ 5 years)</u>										
Enterprise (4 trucks (2 PR, 1 PN, 1 FD) + 1 SUV (PD))	\$32,000	\$32,000	Funded by Swap Loader debt retirement (\$54k/yr.)	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	Reevaluate program after first buy back period (3-5 years)
Patrol - replacements (4)		\$235,000								
Patrol - new (for additional officer)		\$59,000								
Fire - Division Chief		\$45,000	County Cost share ~ \$18k							
PW - Crew Cab		\$45,000	Scheduled for FY '21 but deferred to cover Property Tax revenue shortfall							
<u>Medium Duty (5-15 years):</u>										
Payloader		\$22,000		\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	Retired \$54K annual Swap Loader payments. Roll retired Payloader debt (FY '27) into another piece of equipment
Leaf Truck		\$50,000		\$50,000	\$50,000	\$50,000	\$50,000			
<u>Heavy Duty (>15 years):</u>										
1987 Ladder Replacement (#95)	\$82,000	\$82,000	funded by 1.7¢ dedicated to Fire Apparatus	\$82,000	\$82,000	\$82,000	\$82,000	\$82,000	\$82,000	Debt retires FY '34
1997 Pumper Replacement (#91)	\$84,000	\$84,000	funded by 1.7¢ dedicated to Fire Apparatus	\$84,000	\$84,000	\$84,000	\$84,000			Retire Engine #91 debt ...
Pumper Replacement (#94)								\$84,000	\$84,000	... begin Engine #94 payments
Pumper Replacement (#92)									\$800,000	An example of not re-investing. This engine will need to be replaced "out of cycle". Annual County cost-share and pay-down on Engine #91 principal are deposited into Fire Reserve to buy this vehicle with cash.
Fire Fleet Reserve		\$70,000	placed into savings to purchase next pumper	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	
<u>Equipment</u>										
Light Tower (Police, Fire, Public Works)		\$8,000								
UTV (Police and Fire)		\$28,000	may be eliminated if purchased from EWEMS							
FY 2023 - '28 Fleet (ref. "Fleet Management Memo" from FY '21)				\$106,000	\$106,000	\$106,000	\$106,000	\$106,000	\$106,000	support of fund is not sustainable, we've started the Enterprise program this fiscal year and we'll evaluate the ability of this program to stabilize the fund. Additionally, the Board should discuss the future of the yard waste service
Fleet and Equipment Reserve		\$100,000		\$100,000	\$100,000	\$100,000	\$100,000	\$150,000	\$150,000	
FY 22 Fleet Expenditures	\$32,000	\$860,000	Proposed FY 23 - FY 28 Expenditures	\$591,000	\$591,000	\$591,000	\$591,000	\$591,000	\$1,391,000	
Dedicated Property Tax		\$289,000	enterprise, payloader, patrol replacements	\$166,500	\$166,500	\$166,500	\$166,500	\$166,500	\$166,500	FY '25 Revaluation year
Dedicated Property Tax for Fire Vehicles		\$236,000	ladder, engine, reserves (25), div. chief	\$236,000	\$236,000	\$236,000	\$236,000	\$236,000	\$236,000	
County Cost share		\$45,000	reserves (45)	\$38,500	\$38,500	\$38,500	\$38,500	\$38,500	\$38,500	
General Fund, Fund Balance (GFFB)		\$140,000	new patrol, crew, light tower, UTV							
Yard Waste Fee		\$150,000	\$50k leaf, remainder to reserve	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	
Fleet and Equipment Reserve (includes sale of fixed assets)									\$800,000	sale of fixed assets will decline as more vehicles are brought into Enterprise program
FY 22 Fleet Revenues		\$860,000	Proposed FY 23 - FY 28 Revenues	\$591,000	\$591,000	\$591,000	\$591,000	\$591,000	\$1,391,000	

		FY 2022 Required (Debt Payments)	FY 2022 Recommended	Notes	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	Sustainability Check
SERVICE EQUIPMENT & IT FUND											
Service Equipment											
	Fire: Turnout Gear		\$18,000	Annual replacement of a segment of gear	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	
	Fire: Turnout Gear		\$32,000	Second set related to cancer assessment							
	Police: K9		\$9,000	K9 Pas is retiring				\$9,000			Estimate on K9 Rino's retirement
	Police: Field Surveillance cameras		\$5,000								
	Fire: Thermal Image Camera		\$9,000								
	FY 22 Service Equipment Expenditures		\$73,000	Proposed FY 23 - FY 28 Expenditures	\$18,000	\$18,000	\$18,000	\$27,000	\$18,000	\$18,000	-
	Dedicated Property Tax		\$18,000		\$11,500	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500	FY '25 Revaluation year
	County share			included all of County Share in Fire Fleet	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	
	General Fund, Fund Balance (GFFB)		\$55,000								
	FY 22 Service Equipment Revenues		\$73,000	Proposed FY 23 - FY 28 Revenues	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	
Information Technology											
	Vulnerability/Safety Improvements:										
	Community Center		\$50,000	card access and cameras							
	Police				\$28,000	\$44,000					
	Town Hall						\$20,000				
	IT network reinvestment (computers, servers)		\$20,000	computers	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	
	Town Hall Camera				\$10,000						Waiting on cost estimate. Requires installation of pole and wiring. Annual subscription costs beyond capital costs.
	Council Chamber upgrade		\$68,000	Phase 3 of 3							
	Police: Interview Room upgrade		\$22,000								
	FY 22 IT Expenditures		\$160,000	Proposed FY 23 - FY 28 Expenditures	\$58,000	\$64,000	\$40,000	\$20,000	\$20,000	\$20,000	
	Dedicated Property Tax		\$20,000		\$58,000	\$64,000	\$40,000	\$20,000	\$20,000	\$20,000	FY '25 Revaluation year
	General Fund, Fund Balance (GFFB)		\$140,000								
	IT Reserve										
	FY 22 IT Revenue		\$160,000	Proposed FY 23 - FY 28 Revenues	\$58,000	\$64,000	\$40,000	\$20,000	\$20,000	\$20,000	

PROPERTY MANAGEMENT FUND		FY 2022 Required (Debt Payments)	FY 2022 Recommended	Notes	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	Sustainability Check
Facilities											
FY '09 Debt Service - Bonds (Mun. Complex)		\$288,175		Payments already included in Op. Budget	\$280,300	\$272,425	\$264,550	\$256,675	\$248,800	\$240,925	Debt retired FY '29 (\$104,000 pay-off).
Debt Service - Installment Loan (Bldg Maint. - FY 2014 Projects)		\$48,400		Payments already included in Op. Budget	\$47,225						Debt retired FY '23
Fire Station: Construction				15-yr. note	\$348,000	\$348,000	\$348,000	\$348,000	\$348,000	\$348,000	Debt retired FY '38
Fire Station 2											
Fire Strategic Plan (FS2 and FS3 site identification)			\$45,000								
Land Acquisition					\$750,000						
Design and Permitting										\$500,000	
Construction											Construct with retired debt from Wakelon
Facility Assessment Survey (FAS)				2018 assessment of existing facilities							
Police HVAC			\$110,000								
Community Center HVAC					\$110,000						
Per priority in FAS						\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	Utilize retired debt to address FAS priorities
Capital Reserve				for FAS projects							
Facility Expansion											
Public Works Shed			\$350,000								
FY 22 Facility Expenditures			\$505,000	Proposed FY 23 - FY 28 Expenditures	\$1,208,000	\$448,000	\$448,000	\$448,000	\$448,000	\$948,000	
Property Tax dedicated to Capital			\$155,000		\$110,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	FY '25 Revaluation year
Property Tax dedicated to Capital (assumes Bond passes)					\$174,000	\$174,000	\$174,000	\$174,000	\$174,000	\$174,000	Bond Referendum: Fire (assumes adding 1.1¢ on tax rate w/ 1¢ ~ \$160,000).
County Cost Share					\$174,000	\$174,000	\$174,000	\$174,000	\$174,000	\$174,000	County's portion
General Fund Fund Balance			\$350,000		\$750,000					\$500,000	
Capital Reserve Balance											
Stadium Reserve											
Operating Budget dedicated to debt (reverts to CIB when retired)		\$336,575				\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	
FY 22 Facility Revenue			\$505,000	Proposed FY 23 - FY 28 Revenues	\$1,208,000	\$448,000	\$448,000	\$448,000	\$448,000	\$948,000	

PROPERTY MANAGEMENT FUND	FY 2022 Required (Debt Payments)	FY 2022 Recommended	Notes	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed	FY 2028 Proposed	Sustainability Check
Parks										
Gill Street (neighborhood park)										
Picnic Areas		\$50,000								
Court renovation		\$50,000								
Playground improvements, walking path, sidewalk				\$200,000	\$200,000					Implementation schedule dependent upon Board prioritization
Zebulon Elementary School (joint use park with WCPSS)										
Walking Track		\$25,000								
Baseball Field Renovations				\$10,000		\$10,000		\$10,000		
Court renovation				\$50,000						Implementation schedule dependent upon Board prioritization
Little River Park (nature park)										
Kudzu eradication		\$20,000								
Archaeologic study (Phase II)		\$30,000	Pre-requisite for FEMA, or other federal, funds							
River restoration and dam removal					\$500,000					FEMA Funding
Little River Walking Trail (interconnect from Wake Reservoir to Tarpley's Pond)				\$500,000						Wake County partnership and Little River Reservoir activation
Multi-use Outdoor Education Shelter and Nature Play						\$250,000				FEMA Funding
Community Park										
Baseball Field Renovations		\$10,000			\$10,000		\$10,000		\$10,000	
Property expansion: new entrance, parking, spectator improvements, 2 baseball fields, 4 soccer fields, Disc Golf improvements, walking trail and greenway connection							\$2,000,000	\$3,000,000		Placeholder figures. Implementation schedule dependent upon Board prioritization
Wakelon Elementary School (WCPSS joint use)										
Walking trails, Greenway parking, field expansion									\$500,000	Placeholder figures.
Whitley Park (neighborhood park)										
Pickleball court, dog park, landscape & stormwater improvements, parking improvements, play ground improvements									\$200,000	Placeholder figures.
Beaverdam Greenway										
Phase 2										\$2,400,000 post year funding dependent upon Board prioritization
Amenity upgrades										\$400,000 estimated to reinvest in original equipment and updated amenities in post year
Spine Greenway (connects Little River to Five County Stadium through Downtown)										
Design and Permitting					\$400,000					Placeholder figures.
Phase I						\$750,000				Placeholder figures.
Phase II							\$750,000			Placeholder figures.
Phase III								\$750,000		Placeholder figures.
Phase IV										\$1,500,000 post year funding schedule dependent upon Board prioritization
Park Expansion										
Parks and Recreation Master Plan implementation		\$150,000	Dependent upon Master Plan prioritization. FY 22 likely to include branded park signs, grant development, and project design. Future projects may include new park acquisition and development.	\$20,000		\$20,000		\$20,000		Implementation schedule dependent upon Board prioritization
FY 22 Park Expenditures		\$335,000	Proposed FY 23 - FY 28 Expenditures	\$780,000	\$1,110,000	\$1,030,000	\$2,760,000	\$3,780,000	\$710,000	
Dedicated Property Tax		\$150,000	PRMP implementation	\$20,000	\$30,000					Dependent upon Master Plan prioritization
Property Tax dedicated to Capital (assumes Bond passes)					\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	Bond Referendum: Parks (assumes adding 2¢ on tax rate w/ 1¢ ~ \$160,000).
Wake: Open Space Grant							\$250,000			
Wake: Greenway Fund					\$250,000					
NC: Parks and Recreation Trust Fund (PARTF)							\$500,000			
NS: Locally Administered Projects Program (LAPP)							\$500,000			
NC: Land and Water Fund				\$250,000						
FEMA		\$30,000		\$500,000	\$500,000	\$250,000				
Land and Water Conservation Fund							\$500,000			
Recreation Impact Fees						\$480,000				Dependent upon rate of charge and growth
General Fund Fund Balance		\$155,000	field, kudzu, picnic, track, court							Dependent upon Master Plan prioritization
FY 22 Park Revenue		\$335,000	Proposed FY 23 - FY 28 Revenues	\$770,000	\$1,100,000	\$1,050,000	\$2,070,000	\$320,000	\$320,000	

STREETS AND THOROUGHFARES

STAFF REPORT
CAPITAL REQUEST
STREETS
DECEMBER 22, 2020

Topic: Streets Capital Request - Streets – Street Lighting – LED

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Streets and Thoroughfares

Project Title: *Street Lighting – LED conversion*

Priority Level: *High*

Criteria Categories: Level I

Level of Funding: A

Project Description:

During the FY 2017, the Town converted 516 HPS lights to LED at a cost of \$28,850.00 which generated \$12,780.00 annually to a lower street light bill. In early winter of 2020, staff directed Duke Progress Energy to switch over twenty additional lights at no cost to the Town that had passed the twenty-year agreement mark to LED. According to Progress Energy an additional 182 lights remain that are stilling using HPS/Metal Halide lights in Weavers Pond Phase I and II, Braemar Highlands and spot locations across Town. The annually lighting savings of \$4,000 will pay for the project 2.25 years.

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.

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Requested Funding - \$9,100.00

Topic: Street Capital Request – Traffic Calming/Downtown Gateway Design

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – CED

Project Title: *Traffic Calming/Downtown Gateway Design*

Priority Level: *High*

Criteria Categories: Level I

Level of Funding: A

Project Description:

West Gannon Ave and North Arendell come together to form a crossroads Zebulon. With its connection to US 64 and US 264 to the north and Wal-Mart to the east, this intersection provides a focal point or “gateway” to for community. However, as growth and downtown revitalization has played a significant part in attracting residents and visitors to this area, this has caused significant congestion and delay to this intersection. In 2018 – 21,300 vehicles per day pass through this vital intersection on a daily basis. The issue with this intersection is the lack of adequate space for left-turning large vehicles. That is, trucks heading eastbound on NC 97 turning left require vehicles in the southbound left lane to back up to avoid being hit. As a remedy to this and other related safety and congestion problems, a roundabout is recommended. The proposed roundabout is designed (116 foot inscribed circle) to handle the turning radius of a WB-50 tractor trailer, eliminating the need for vehicles to “back up” while awaiting a left turn.

As a part of this assessment, an operational analysis (2013 peak hour) was included of the existing NC 96/NC 97 signal versus a proposed one-lane roundabout. The results (as seen below) of this analysis indicate a LOS C (for the existing signal) and a LOS B (for the proposed roundabout. The installation of a roundabout translates to a 60% reduction in delay when compared to a signal.

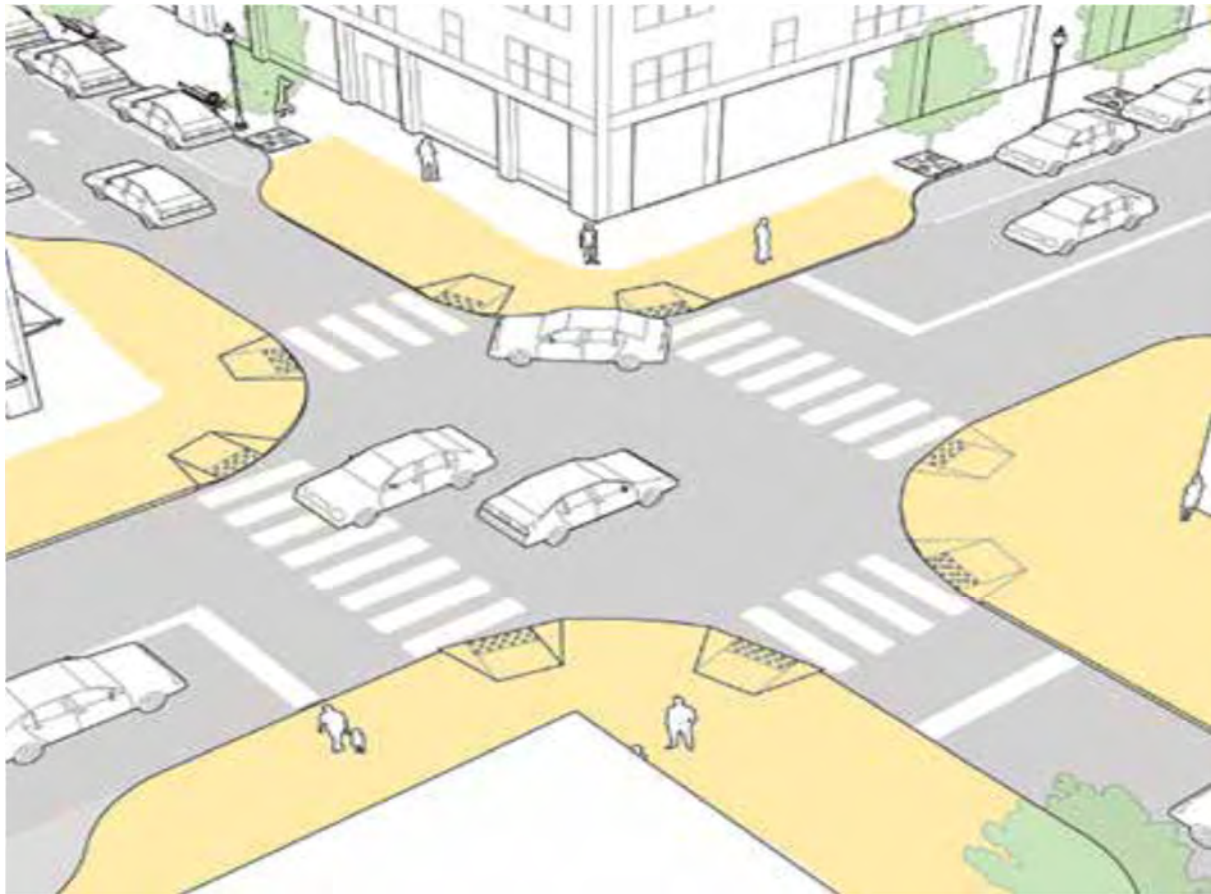
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Additional Traffic Bulb outs at Vance Street and East Sycamore will provide traffic calming for vehicles and large trucks commuting between Selma/Smithfield and US 64.

Bulb-outs, also known as curb extensions, extend the sidewalk or curb line out into the parking lane, which reduces the effective street width. Bulbouts significantly improve pedestrian crossings by reducing the pedestrian crossing distance, visually and physically narrowing the roadway, improving the ability of pedestrians and motorists to see each other, reducing the time that pedestrians are in the street, and allowing space for the installation of ADA-compliant pedestrian ramps.





Project Design Cost \$ 250,000

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Topic: North Arendell Ave Access and OPS Phase I - Construction

From: Zebulon Public Works Department Staff
 Prepared by: Chris D. Ray, Public Works Director
 Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Streets and Thoroughfares

Project Title: Arendell Access and OPS Phase I – Construction

Priority Level: High

Criteria Categories: 1

Level of Funding: A

Project Description:

At the end of FY 2021, we are projecting that the design will be accepted by NCDOT and all necessary ROW will be secured. The Town would need to secure additional funding from CAMPO and issue bids for construction. NCDOT Average Daily Demand for this section of the project was 23,000 cars per day.

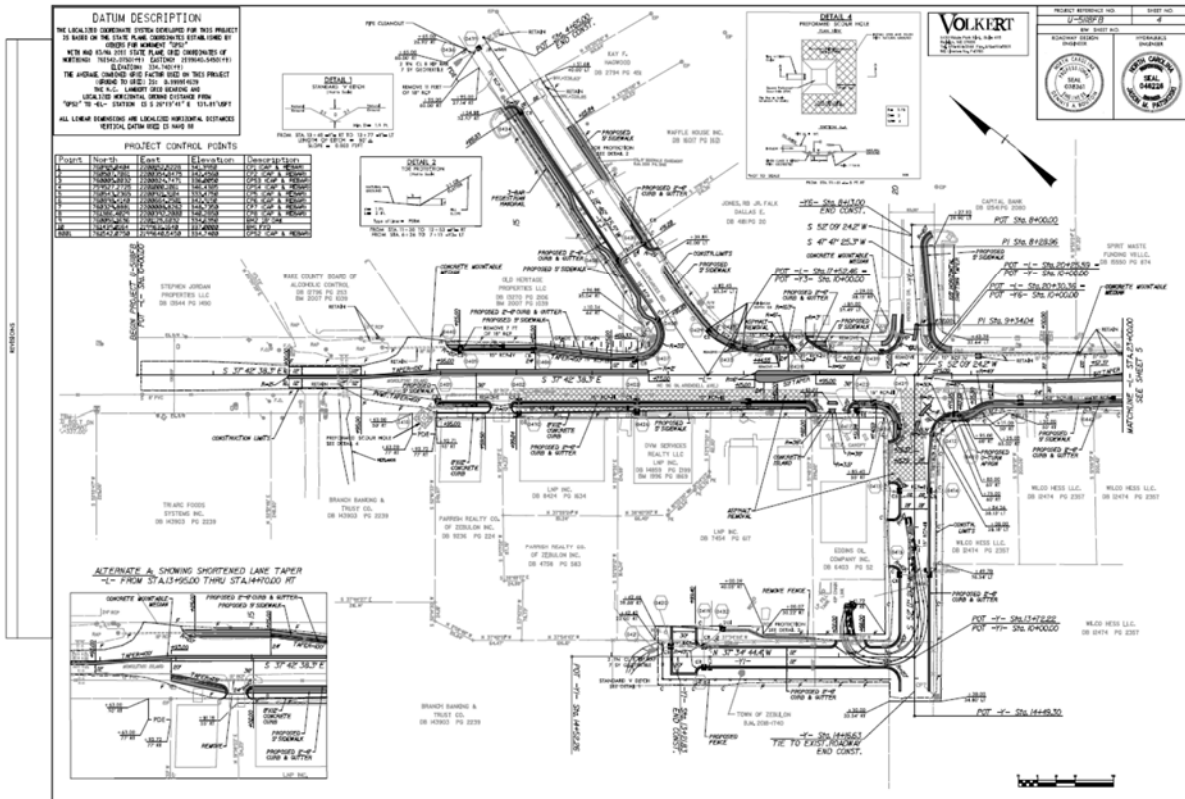
	Description - Expenses	Cost
1	Construction Estimate	\$ 3,050,000
2	NCDOT Review @ 10%	\$ 305,000
3	Construction Inspection @10%	\$ 305,000
4	Construction Administration @ 5%	\$ 152,500
5	Utility Relocation – Progress Energy	\$ 115,000
6	ROW Acquisition	\$ 150,000
7	Contingency @ 25% (const/inspect)	\$ 876,750
8	Estimated Project Cost	\$ 4,954,250
	Budget (round to nearest 25K)	\$ 4,975,000

	Description - Revenues	Amounts
1	NCDOT - CAMPO/LAPP Grant -2016	\$ 956,000
2	Town of Zebulon Match – 20%	\$ 239,000
3	NCDOT – Paving Funds(need agreement)	\$ 200,000
4	Town - Jones Street Paving Funds	\$ 61,500
	Total Existing Funds	\$ 1,256,500

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	Description – Revenues Shortfall	Amounts
1	Total Shortfall Amount (Rev-Exp)	\$3,718,500
2	<i>50% Additional CAMPO/LAPP Grant</i>	<i>\$ 1,859,250</i>
3	<i>50% Additional Town of Zebulon Funds</i>	<i>\$1,859,250</i>

Add'l Requested Funds \$ 1,859,250.



Topic: North Arendell Ave Access and OPS Phase II Design and Permitting

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Streets and Thoroughfares

Project Title: Arendell Access and OPS Phase II – Design and permitting

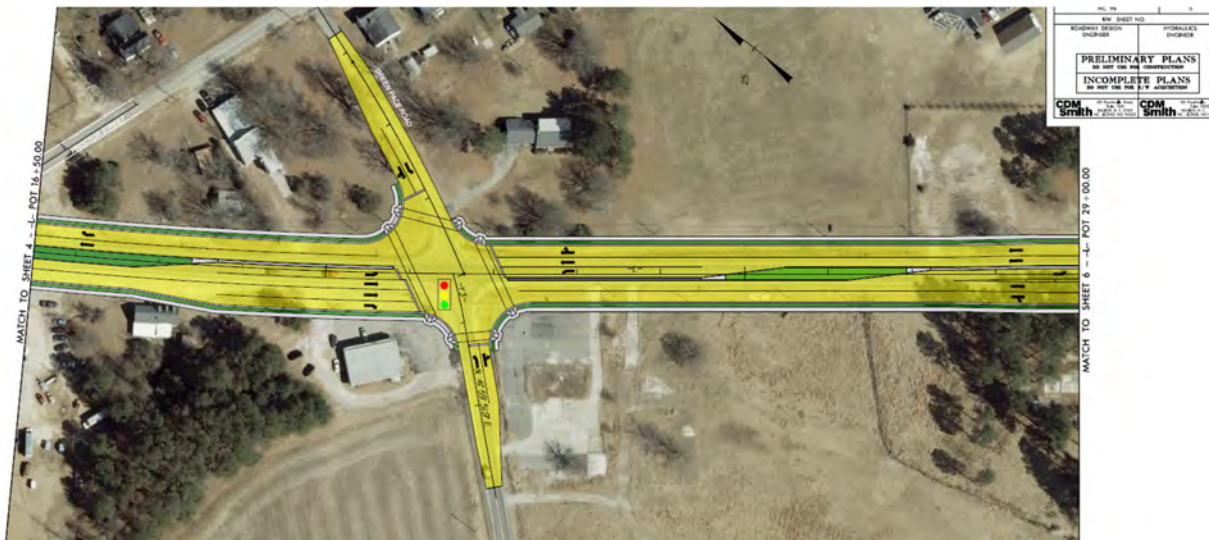
Priority Level: *High*

Criteria Categories: 1

Level of Funding: A

Project Description:

The development of a major street improvements project takes 4-6 years depending upon the success of grant applications to CAMPO/LAPP. During FY2022 the Town should 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 tank, and realignment of Riley Hill Road. This Phase of the project is estimated to take 12-18 months to include selection of consultant.



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	Description – Fy2021	Cost
1	Engineering Design	\$240,000
2	Survey – Level A/B	\$15,000
3	Environmental Phase 1 & 2	\$20,000
4	Easement Plats - Meets and Bounds	\$15,000
5	Easement Staking	\$10,000
6	Attorney – Easement Agreements	\$10,000
7	Appraisals	\$15,000
6	Project Contingency @ 15%	\$48,750
7	Project Sub-total	\$373,750
	Project Budget	\$375,000

In 2015, the average roadway traffic for this section of Arendell Ave is over 13,000 trips a day. In 2018, the average roadway traffic for this section of Arendell is over 15,000 trips. The recent development of Taryn Lakes Phase III, Weavers Ridge, Weavers Pond Phase 6, 7, & 8 and Pearces Landing generate additional traffic loading.

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Topic: Street Capital Request– Traffic Signal @ Green Pace and Arendell Ave
 From: Zebulon Public Works Department Staff
 Prepared by: Chris D. Ray, Public Works Director
 Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Streets and Thoroughfares

Project Title: Traffic Signal @ Green Pace and Arendell

Priority Level: *High*

Criteria Categories: 1

Level of Funding: A

Project Description:

Council budgeted \$255,000 to begin the permitting, design and bidding of Green Pace and Arendell Ave signal and roadway improvements during the FY 21 year. To date staff has committed the following funding:

	Expenses to Date	Expense
1	Surveying and Engineering Fees – WSP, Inc	\$ 69,078.00
2	NCDOT Review Fees	\$ 5,000.00
3	10% Contingency	\$ 7,500.00
	Total	\$ 81,578.00

We estimate approximately \$173,422 will be able to be pledge to the next phase of the project, which includes, Construction, Engineering Construction Administration and Observations.

Estimated cost to complete the project:

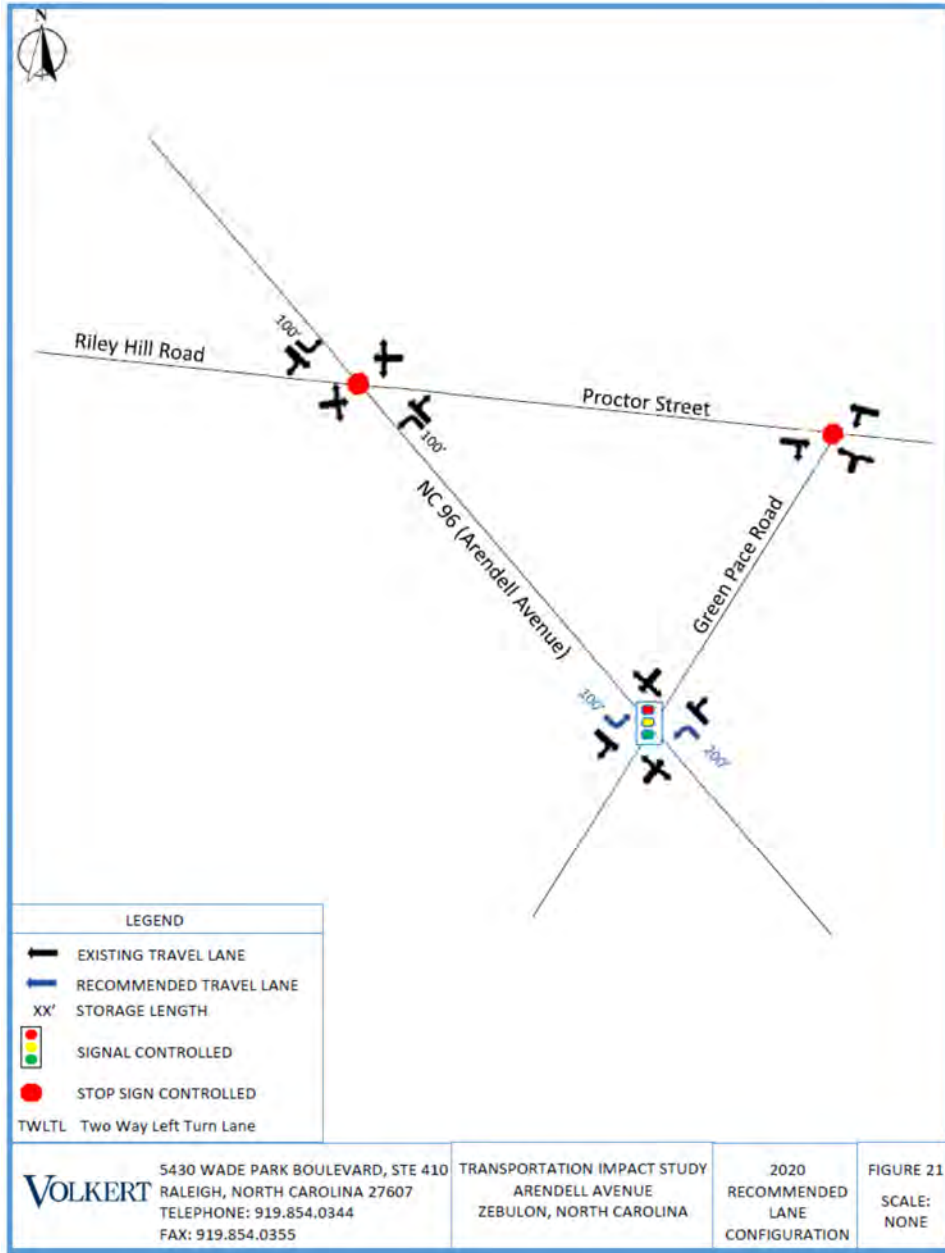
	Estimated Expenses	Qty	Unit	Unit Price	Cost
1	Mobilization	1	LS	10,000	10,000
2	Traffic Control	1	LS	10,000	10,000
3	Comprehensive Grading	1	LS	6,200	6,200
4	Seed and Mulch	.75	AC	2,000	1,500
5	Milling Joints	20	SY	12.00	240

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6	5" B25.0C Asphalt	200	Tons	100	20,000
7	4" I19.0C	160	Tons	85	13,600
8	1.5" SF9.5C(widen)	60	Tons	75	4,500
9	1.5" SF9.5.C (overlay)	220	Tons	75	16,500
10	Utility Adjustments	1	LS	5,000	5,000
11	Striping	4000	LF	1.00	4,000
12	Signage	1	LS	1,000	1,000
13	Silt Fence	2000	LF	4.00	8,000
14	Check Dams	4	EA	500	2,000
15	Traffic Signal – wooden Poles	1	LS	100,000	100,000
	Construction Subtotal				\$202,540
	Construction Contingency @ 15%				\$ 30,381
	Engineering Construction Adm. Allowance				\$ 20,000
	Construction Inspection Allowance				\$ 22,800
	Geo-technical Allowance				\$ 5,000
	Construction Total				\$ 280,721
	Less Existing Funds (10-500-7408)				\$ 173,422
	Total Additional Funds				\$107,299
	Budget Request				\$110,000

The following improvements will be included for each of the four approaches:

- a) Installation of a traffic signal with wooden poles
- b) Installation of a northbound left turn lane and 200 feet of storage
- c) Installation of a southbound left turn lane and 100 feet of storage



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Topic: Street Capital Request – Traffic Signal @ Shepard School & Old Bunn Road

From: Zebulon Public Works Department Staff
 Prepared by: Chris D. Ray, Public Works Director
 Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Streets and Thoroughfares

Project Title: Traffic Signal @ Shepard School and Old Bunn

Priority Level: *High*

Criteria Categories: 1

Level of Funding: A

Project Description:

Council Budgeted \$160,000 to begin the permitting, design and easement progress for the Shepard School and Old Bunn Signal and Roadway improvements during the FY 21 year. To date staff has committed the following funding:

	Expenses to Date	Expense
1	Surveying and Engineering Fees – WSP, Inc	\$100,770.00
2	NCDOT Review Fees	\$ 7,000.00
3	10% Contingency	\$ 10,700.00
	Total	\$118,470.00

	Project Expenses through end of FY 21	Expense
1	ROW Agent/ Appraisals (4 Plats @ \$5,500)	\$ 22,000.00
2	Attorney Assistance (Easement Agreements)	\$ 8,000.00
3	Recording Fees/Revenue Stamps	\$ 400.00
	Total	\$ 30,400.00

We estimate approximately \$10,000 will be able to be pledge to the next phase of the project, which includes, Easement Acquisition, Construction, Engineering Construction Administration and Observations.

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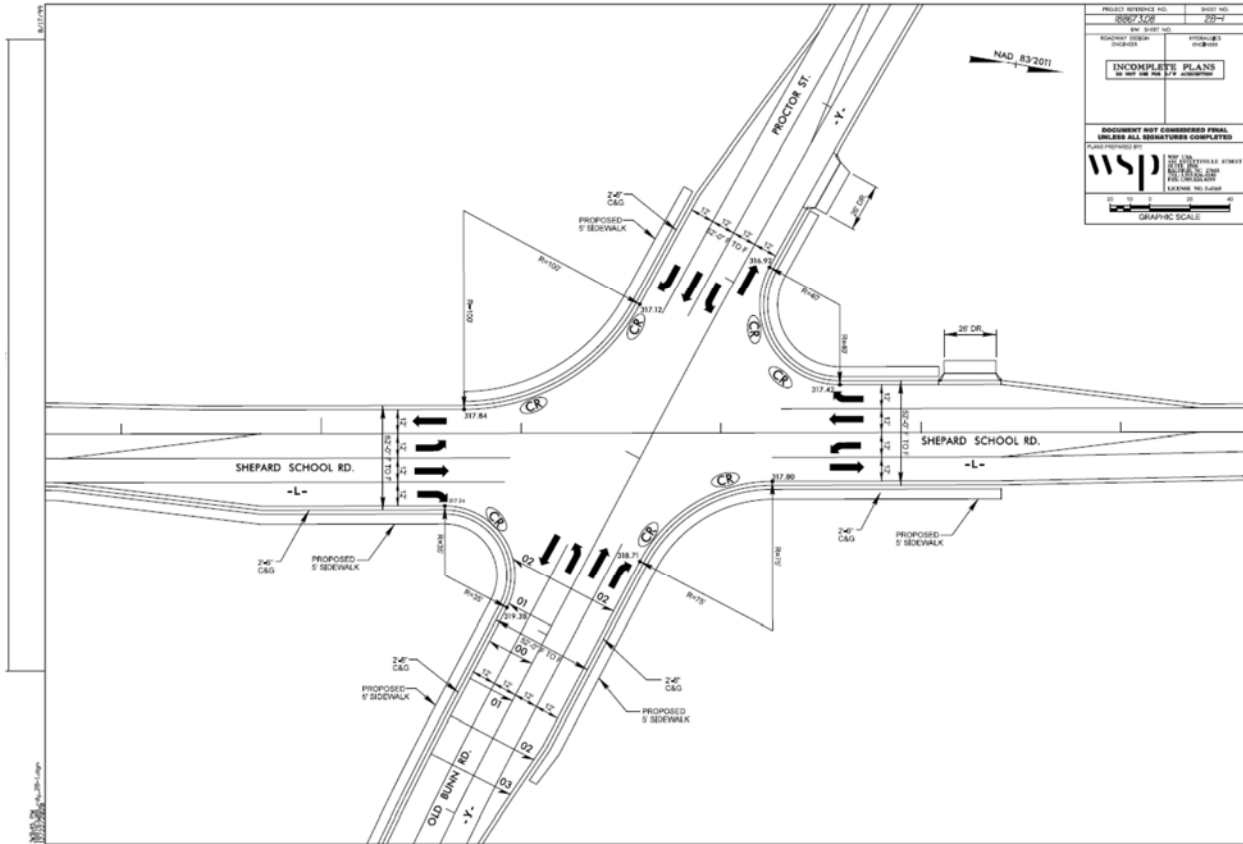
Estimated cost to complete the project:

	Estimated Expenses	Cost
1	ROW/Easement Acquisition Allowance	\$ 50,000
2	Construction	\$350,000
3	Construction Contingency @ 15%	\$ 52,500
4	Engineering Construction Adm. Allowance	\$ 30,000
5	Construction Inspection Allowance	\$ 35,000
6	Geo-technical Allowance	\$ 7,500
	ROW and Construction Subtotal	\$525,000
	Less Existing Funds	\$ 10,000
	Total Requested Additional Funds	\$515,000

The following improvements will be included for each of the four approaches:

- Eastbound
 - ❖ 100-foot eastbound left turn lane from Proctor Street to Shepard School Road
 - ❖ 50-foot eastbound right turn lane with 100-foot taper from Proctor Street to Shepard School Road
- Westbound
 - ❖ 200-foot westbound left turn lane from Old Bunn Road to Shepard School Road
 - ❖ 100-foot westbound right turn lane with 100-foot taper from Old Bunn Road to Shepard School Road
- Northbound
 - ❖ 100-foot northbound left turn lane from Shepard School Road to Proctor Street
 - ❖ 100-foot northbound right turn lane with 100-foot taper from Shepard School Road to Old Bunn Road
- Southbound
 - ❖ 100-foot southbound left turn lane from Shepard School Road to Old Bunn Road
 - ❖ 100-foot southbound right turn lane with 100-foot taper from Shepard School Road to Proctor Street
- Installation of a traffic signal controls with wooden poles
- Pedestrian Signals
- 5' Sidewalk with striped cross walks

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Topic: Streets Capital Request – Annual Paving Program

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Streets and Thoroughfares

Project Title: *Street Paving – Annual Paving*

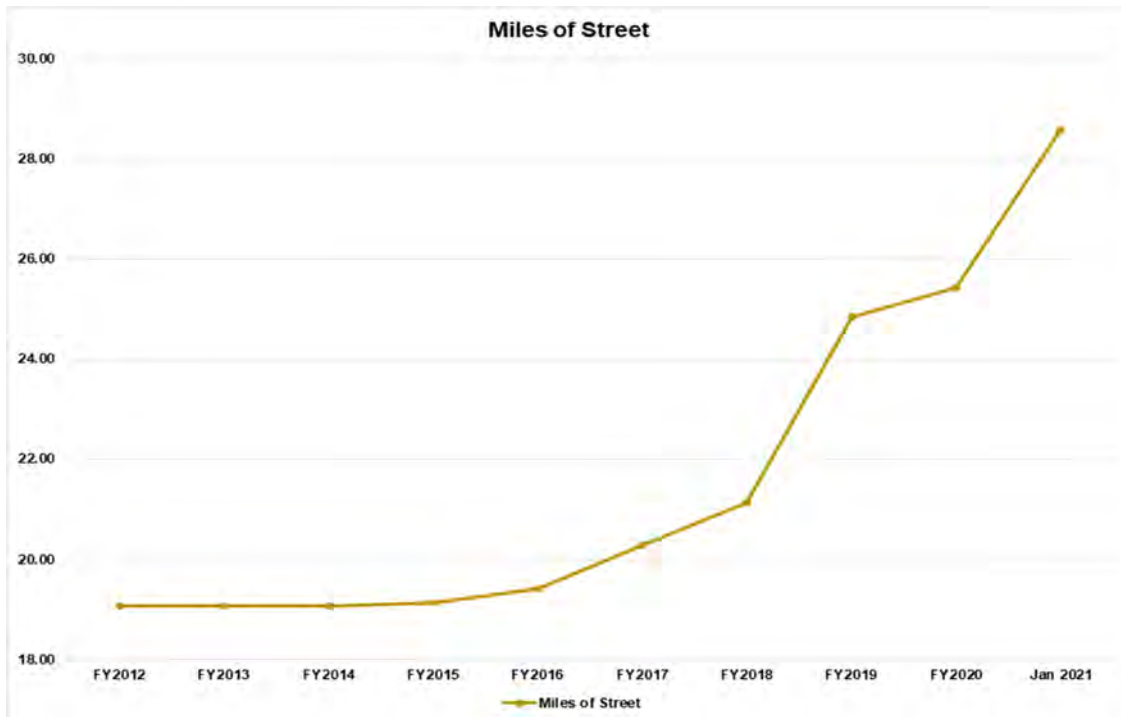
Priority Level: *Medium*

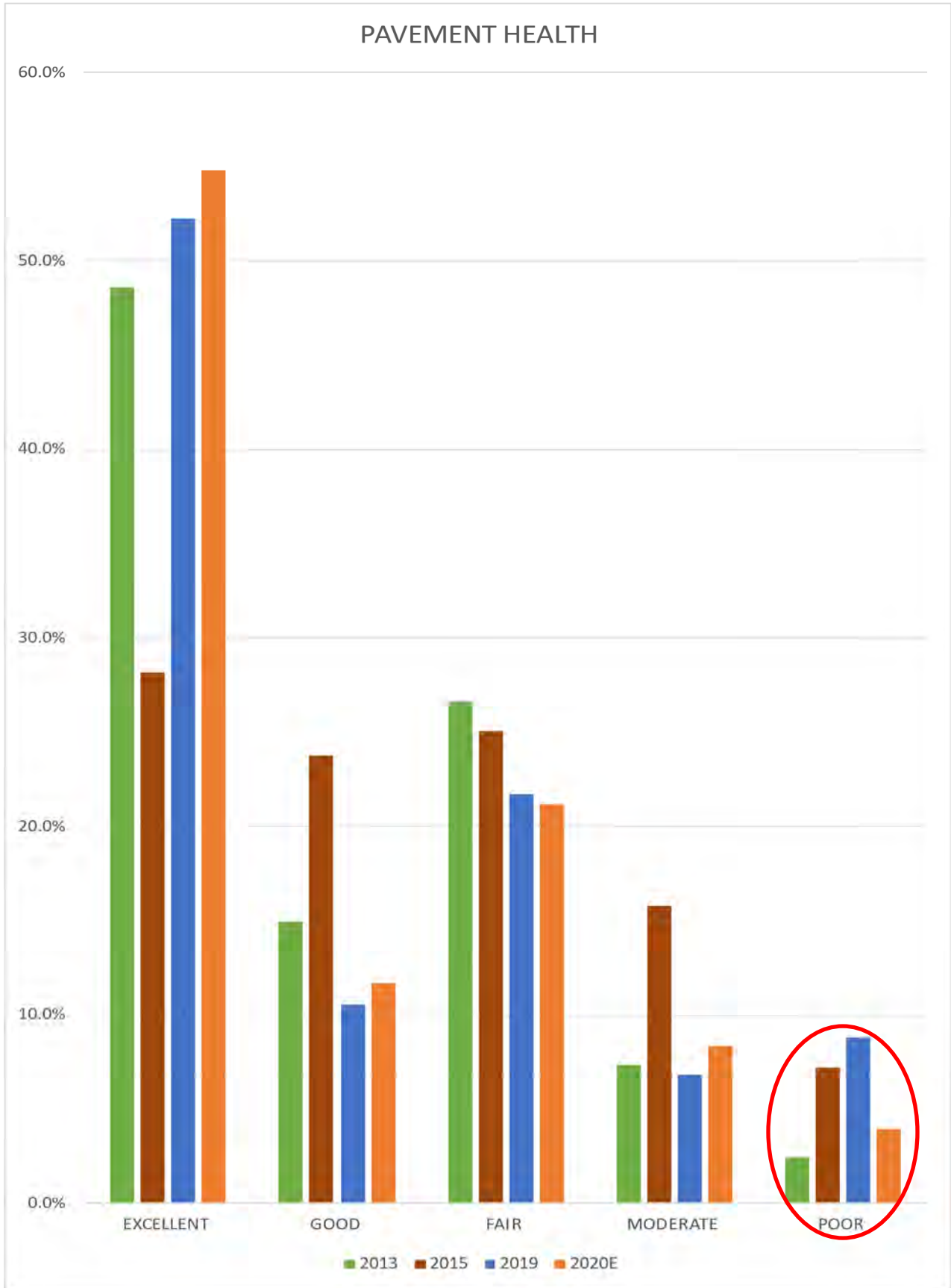
Criteria Categories: Level II

Level of Funding: B

Project Description:

The Town of Zebulon had 25.44 miles of roadway inventory as of June 30, 2020. As of this report, the Town has added an additional 3.15 miles, for a total of 28.59 miles of town-owned streets. Based on a useful life of 20 years, the town needs to pave approximately 1.4 miles of street annually. Based on this year’s paving bids, the Town will need approximately \$220,000 annually to maintain this average.





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The current estimated average condition of all streets is 92.3 (Good). The goal is to eliminate all poor streets, as poor-condition streets cost significantly more to repair. Currently, approximately 4% of all streets are in poor condition.

>=95	90<=X<95	80<=X<90	70<=X<80	<70
Excellent	Good	Fair	Moderate	Poor

Top Streets for paving next year:

1. East Vance Street (100 Block) – PCR 65
2. Yates Place – PCR 65
3. Wellington Drive – PCR 67
4. Southland Drive – PCR 67

Recommended Budget - \$220,000

WALKABILITY

Walkability Committee Budget Request Memo Fiscal Year 2021-2022



Walk Zebulon

Zebulon 2030

ZEBULON

NORTH CAROLINA

**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))

Background

The Walkability Committee consists of the following departments and their representatives:

- Planning
 - Michael Clark, Planning Director
- Public Works
 - Chris Ray, Public Works Director
- 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 2021.
 - Funding: Town, Wake County Open Space Grant, PARTF, CAMPO
- N. Arendell Missing Links: Gannon to Lee St- 2020

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.

Project Details

West Sycamore St: Arendell Ave to Church St

In the fall of 2020, staff held a series of meetings with downtown stakeholders. In this meeting, three themes emerged requiring attention to support downtown revitalization: walkability, parking, and destination development. It is worth noting that these themes have carried on through initial conversations with NC Main St as we kick off the DAC process. A summary of a stakeholder listening session dedicated to walkability included the following:

1. Generally, improve the perception of safety for pedestrians in downtown.
2. Limit commercial truck traffic in downtown (reroute).
3. Explore using bulb-outs or traffic circles to improve the pedestrian environment in downtown.
4. Lighting needs improved in downtown. Both on-street and in back alleys
5. We are missing good links between downtown and adjacent neighborhoods.

Based on the above findings, staff proposed to construct sidewalk along the north side of West Sycamore St from Arendell Ave to Church St. This block does not currently have sidewalk on either side of the street. In addition to sidewalk construct, this committee recommends including a stamped asphalt application at the intersection of Sycamore St and Arendell Avenue. This application would replicate one installed at the intersection of Arendell Ave and North St. Staff has received positive feedback from residents and downtown business owners. One local downtown business owner felt the improvement raised the bar for expectations as you approached downtown. They also felt the visual effect increased driver awareness when coupled with the change in road noise when driving over the crosswalk.



The walkability committee recommends completing this section of sidewalk and applying stamped asphalt for the following reasons:

- Enhance walkability to services located in and surrounding the downtown core.
- Enhance walkability to dwelling units near downtown.
- Highlight available on street public parking available to downtown workers and visitors.
- Continue connections to services such as the food pantry at Zebulon United Methodist Church for residents living at nearby affordable housing communities.
- Create and encourage alternatives routes to walking on busier streets such as Gannon Ave.
- Create strong visual indications of pedestrians for thru traffic such as tractor trailers.

The project is estimated to cost \$315,000 and includes engineering fees, traffic control, groundwork, five-foot sidewalk, sign and utility relocation, driveway aprons, stamped crosswalks and ADA accessible ramps. It should be noted that the estimated improvements include the stamped asphalt application at Arendell and Sycamore. Public Works staff anticipates the quality of the asphalt on all sides of the intersection will require milling to stabilize the asphalt and provide an appropriate surface for stamping and extend the life of the project.

Expense Description	Cost
Engineering	\$60,000
Construction	\$255,000
Total Estimate	\$315,000

ADA Transition Plan

The Americans with Disabilities Act (ADA) of 1990 requires reasonable accommodations and prohibits discrimination based on disabilities of an individual. Title II of ADA requires municipal governments to develop a plan to make accommodations for everyone. Based on recent emphasis from transportation networks, it is believed that in order for the Town to maintain competitiveness and eligibility in future federal and state funding opportunities, developing an ADA Policy and transition plan will be necessary. This committee recommends hiring a consultant with experience in identifying concerns relevant to ADA and developing recommended actions. This plan is estimated to cost **\$15,000**. Additional implementation expenses should be expected for future CIP budget years.

Future Projects

East Vance St: Housing Authority to Post Office

Connecting to the core of our downtown, East Vance St is missing sidewalk from an affordable housing community to the post office. Sidewalk from the post office is continuous to Arendell Ave on East Vance.

The walkability committee recommends completing this section of sidewalk for the following reasons:

- Enhance walkability to services located in and surrounding the downtown core.
- Continue connections to services such as restaurants, shopping, parks, medical services, and the food pantry at Zebulon United Methodist Church for residents living at nearby affordable housing communities.

The project is estimated to cost \$379,000 and includes engineering fees, traffic control, groundwork, 5-foot sidewalk, sign and utility relocation, driveway aprons, crosswalks and ADA accessible ramps.

Expense Description	Cost
Engineering	\$74,000
Construction Budget	\$305,000
Recommended Budget	\$379,000

An alternative to this project could be using the alley network that connects the rear of the Housing Authority property to Poplar St and continues towards Arendell Ave. A cost estimate for this alternative was not available at the time of this submission. This segment was identified in the Parks and Recreation Master Plan as a future greenway corridor, *The Spine*.

Pedestrian Signal Improvements: Arendell Ave and Vance St

We are proposing investment in pedestrian signals and crosswalk improvements at the intersection of Arendell Ave and Vance St. This project will coordinate the stoplight at Arendell Ave and Vance St with pedestrian crosswalk signals. The signals will enhance pedestrian improvements along Arendell Ave and improve walkability of downtown. Coordination with NC DOT is recommended to determine their support for crosswalk improvements and cost sharing.



Itemized Description	Cost
Engineering	\$35,000
Crosswalk Pedestals	\$150,000
Recommended Budget	\$185,000

Sidewalk Repairs @ 200 Block of East Horton Street



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.

Hollins Construction provided an estimate on November 6, 2019 for the project. The expected cost of repair is \$50,000.

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.

Pedestrian Signal Improvements: Arendell and Gannon



We are proposing investment in pedestrian signals and crosswalk improvements 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 residential neighborhoods in the area to downtown, Zebulon Baptist Church, restaurants and retail shopping opportunities.

Itemized Description	Cost
Crosswalk Pedestals	\$35,000
Crosswalk Stamping	\$145,000
Recommended Budget	\$180,000

PARKS

Parks & Recreation CIP Budget Request Memo Fiscal Year 2021-2022



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

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)

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)

Background

The Zebulon Parks and Recreation Department was established in the 1970s following many years of recreation parks and programs being organized and overseen by a volunteer commission. The department has significantly grown over the last 50 years. We now manage 6 parks & 1 center:

- Gill St Park
- Little River Park
- The Alley
- Wakelon Elementary School Park
- Whitley Park
- Zebulon Community Center
- Zebulon Community Park
- Zebulon Elementary School Park

The department is expecting to acquire 1.5 miles of greenway by July 1st, 2021. This linear park will add approximately 3.6 acres to our system. The department took on some responsibility of the grounds maintenance at the Cemetery this fiscal year and expect to take on more responsibility in the next fiscal year. GSK property around Town Hall is utilized for recreation activities and the grounds maintenance is the responsibility of our department. In total, the department anticipates managing 141.48 acres in Fiscal Year 2022.

Prior to this year, parks and recreation related requests were submitted in the property management CIP. It is best practice to offer transparency in budgets related to parks and recreation to separate these items from general facility needs across the organization. This practice will also reflect expectation from potential grant agencies as well as demonstrate to our community our dedication to implement the Comprehensive Parks and Recreation Master Plan. This plan is currently under development and will set the vision for the department and prioritize projects as our community grows. This plan is expected to be completed prior to the start of Fiscal Year 2022.

This memo was developed in early March 2021 and reflects general ideas expressed in the Master Plan to date through system analysis, organizational analysis, community input, and visioning exercises. As the Master Plan is completed, the department will have a better idea of costs and out year projects.

To help pay for costs associated with implementing this plan, the department has included an Impact Fee Study be conducted based on the recommendations of the Master Plan. The Impact Fee Study will identify the cost of recreation per citizen and the costs associated with implementing projects identified in the Master Plan. This information is used to calculate the impact of new development and identify fees that should be charged. The collected fees are then eligible for the specific purpose of implementing projects identified in the Master Plan.

Project Details

The department's focus for Fiscal Year 2022 CIP requests is to offer a series of park improvements across our park districts as identified in the Master Plan process. The CIP request also reflects facility needs as identified by Public Works. It should be noted that the department is providing estimates for these projects without firm quotes or engineered estimates due to current development of the implementation phase of the Master Plan. The completion of the Master Plan will provide more accurate estimates.

Gill St Park

- Basketball Court Renovation: \$50,000
 - The basketball court at Gill St Park is failing. The court is placed below the surrounding ground level. It is also having issues with water draining under the cement. These issues are causing the cement to move and crack and ultimately creating a safety concern for park users. It is staff's recommendation to renovate this court and address drainage issues that will create a safe environment for park users and that will offer a longer life for the court. Staff has received a verbal estimate from Court One based on current.
 - needs. A formal quote was not available at the time of this memo.
- Dispersed Picnic Ares: \$50,000
 - Gill St has limited seating opportunity and has limited tree canopy for shade. It is recommended that dispersed picnic areas are installed to offer individualized shaded seating opportunities.



Little River Park

- Eradicate Kudzu & Wildflower Field Development: \$20,000
 - September of 2019, the Parks and Recreation Department hired the North Carolina Forestry Service to develop an Urban Forestry Plan for Little River Park. It is recommended in this plan that invasive species be eradicated within the property. There is currently an 8-acre area covered in Kudzu. The Forestry Service recommends several options for addressing the Kudzu; however, it is indicated strongly that utilizing herbicides is the most cost effective and best method.
 - Staff sought a quote from an organization with expertise in environmental restoration projects. They recommend three treatments of broadcast spraying, cut and stump spray for proper Kudzu eradication. The total cost is \$11,500.
 - Staff anticipates some basic groundwork to follow eradicating the Kudzu to prepare it for the installation of a wildflower field in the meadow. This area could be used for small walking paths, nature programs, photography destination and more.
- SHPO Phase 2 Archaeological Study: \$30,000
 - Phase 1 Architectural and Archaeological Digs were required for projects related to FEMA funding. The dig found no historically significant architecture. The Archaeological Dig resulted in some findings and required a Phase 2 Archaeological study.



Community Center

- Tile & Carpet: \$13,000
 - The tile and carpet at the Community Center has 11 years of heavy wear and tear. It is recommended that the tile at the facility entrance and carpet in the reception, office, and classroom be replaced. These areas have extended the anticipated 7-year life span and spot treatments are no longer successful. First impressions are important as we welcome new residents to our community. Improving our entrance and heavily stained areas will aide in our desire to offer a positive impression.

Community Park

- Field Improvements (\$10,000)
 - Field repairs at Zebulon Community Park on the Griswold Field will include laser grading to level the playing field creating a safe field for play and enhance drainage. We will also reset bases. Such field repairs should be done routinely every 4-6 years. Field A at Community Park was completed in the current fiscal year. 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 FY23, staff will recommend a third field to enter the field management plan.

Park Signage

- Phase 1: \$30,000
 - The department will seek to coordinate with town wide branding efforts to make improvements to signage at the park entrances on Arendell Ave in addition to a few wayfinding signs within the park. In park wayfinding will need to be phased in as the park expands and is renovated.
 - Whitley Park, Gill St Park. Zebulon Community Park



Zebulon Elementary School Park

Zebulon Elementary School Park is a Joint Use Park in partnership with Wake County Public Schools. By contract we are required to maintain these facilities at this school park. Projects related to safety and access are prioritized for these parks.

- Walking Track Repair: \$50,000
 - The asphalt walking track at ZES is in disrepair due to the proximity to large pine trees. There is a section approximately 160 feet long that is impacted. Not only is the disrepair a safety hazard, but it also impacts the trails ADA accessibility. In order to properly make repairs and prevent this from happening again, the pine trees beside the walking path will need to be removed and groundwork will be required to prep for application of asphalt. More appropriate shade trees will be planted.



Greenways: \$350,000

The Parks and Recreation Master Plan will identify the next phase of Greenway priority. Greenways offer opportunity to connect community members with one another, parks, services, and businesses. Greenway development can be timely and the first step after you identify where to focus is to begin your design and permitting process. The completion of designs and permitting will place a greenway project in a shovel ready classification. Having a project shovel ready makes the project eligible for multiple funding sources.

Master Plan Development & Grant Application Support: \$20,000

Implementation of the master plan is a priority for our department. We recognize that there are large scale projects and if we expect to accomplish these, we will need to seek grant funding. We are recommending to work with consultants to develop strong applications as we move forward to put us in the best position possible to receive funding. Support for plan development may also include Site Plan development and community meetings.

STORMWATER

Topic: Stormwater Capital Request - Stormwater Asset Management - Condition Assessment

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Stormwater

Project Title: Stormwater Asset Management – Condition Assessment

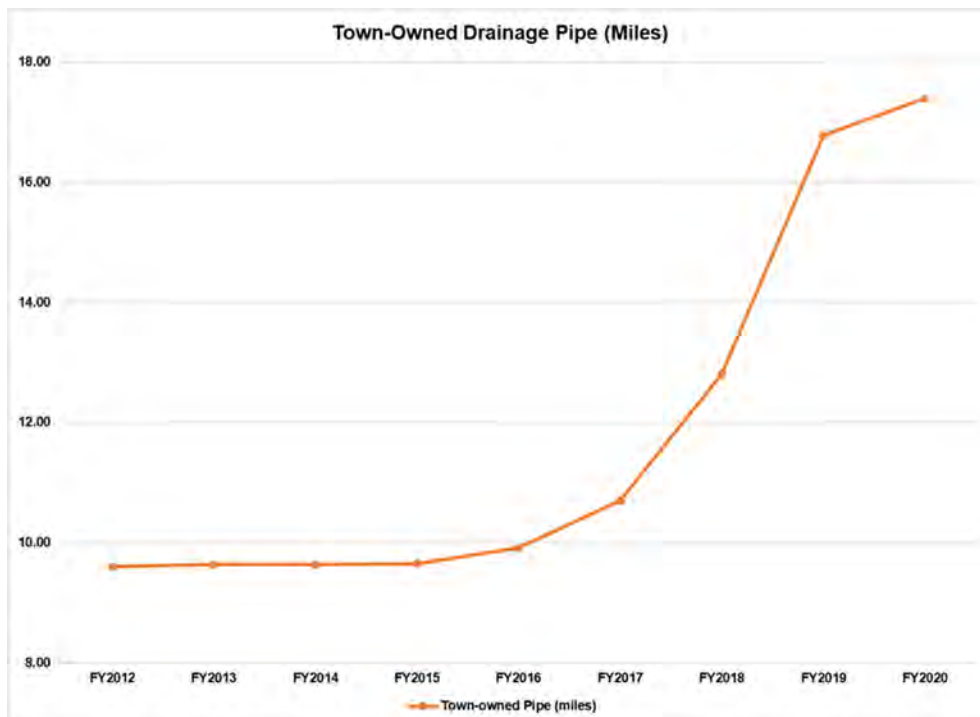
Priority Level: *High*

Criteria Categories: Level 1

Level of Funding: A

Project Description:

The Town of Zebulon has approximately 17.39 miles of stormwater pipe inventory as of June 30, 2020. This inventory consists of reinforced concrete pipe (RCP), terra cotta pipe (TCP), corrugated metal pipe (CMG), and other materials. Due to the recent explosion of residential growth, Zebulon has added 7.79 miles of pipe to its inventory since 2012. Based on this information, 45% of the storm drainage system is less than eight years old. The vast majority of the remaining 9.6 miles of pipe is in the core of Zebulon. The majority of this pipe is estimated to be greater than 50 years old, and the pipe is running under buildings and homes in many of these locations.



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	Pipe Material	Useful Life
1	RCP	75-100 years
2	CMG	10-30 years w/o coatings
3	TCP	50-60 years
4	PVC Pipe	100 years
5	HP Storm	100 years

Staff believes it critical to start addressing this aging infrastructure before emergency repairs are required or collapses occur. Staff proposes the Town complete an infrastructure assessment to document conditions and identify difficult locations (under buildings/homes/railroad tracks). Staff recommends hiring an engineering firm with extensive experience in asset management and stormwater infrastructure to perform visual and camera inspections, provide condition assessments, project pipes' remaining useful lives, and provide cost estimates for the ultimate replacement or relocation of the top 10 most critical locations with infrastructure needs.

Projected Engineering Cost - \$ 50,000

Topic: Stormwater Capital Request - West Sycamore/North Arendell Drainage Project

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Stormwater

Project Title: West Sycamore/North Arendell Drainage

Priority Level: *Medium*

Criteria Categories: Level 1

Level of Funding: Level A

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



Town of Zebulon Photo – 6/30/2020



Town of Zebulon Photo – 6/18/2020

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.

To secure the remaining easements the Town has approximately \$85,00 for appraisals, acquisitions, ROW agent and attorney fees. The goal is to hire a row agent in early spring of this fiscal year to speed up this process.

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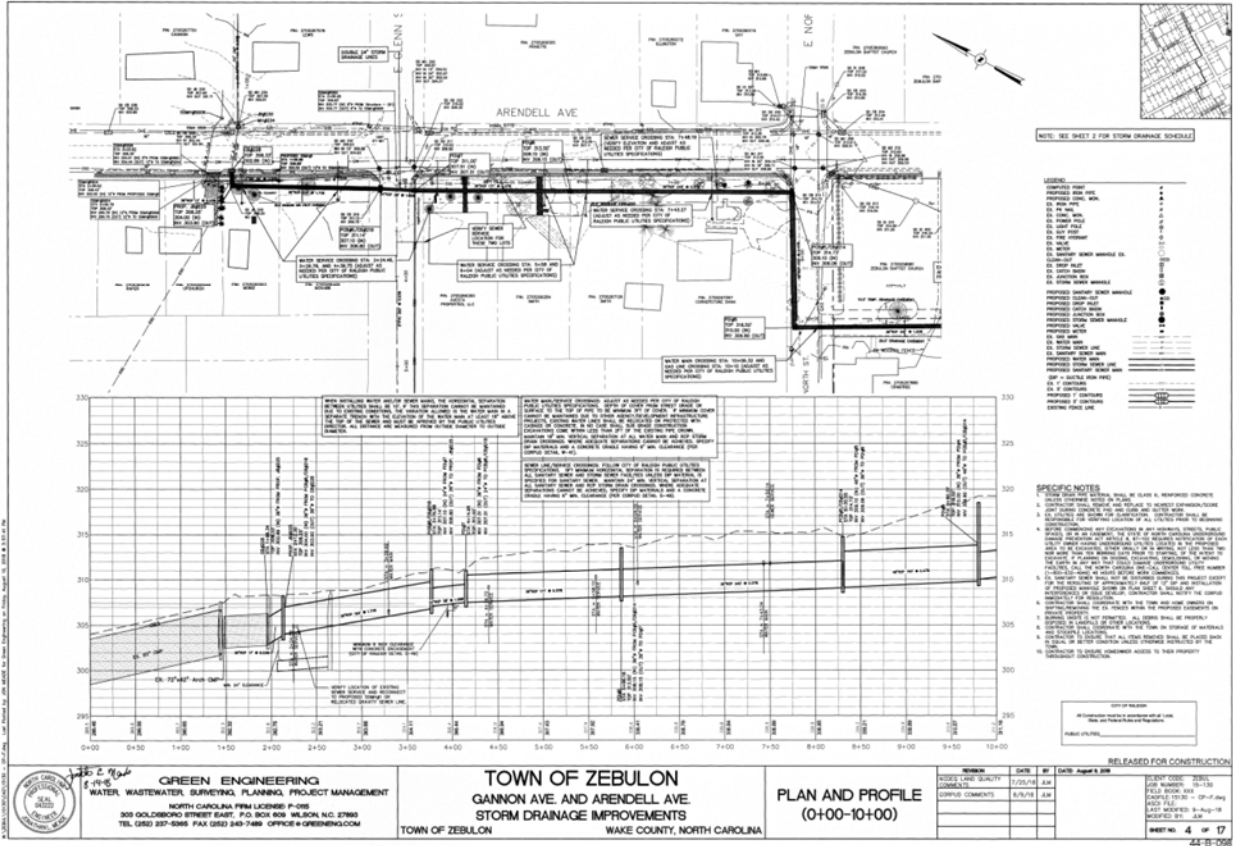
Nuisance Flooding
(occurs quarterly)



Nuisance Flooding
(occurs annually)

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Existing Engineering Drawings:



Project Estimate:

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

Timelines:

1. Release - September 30, 2021
2. Application Due – January 29, 2022
3. Award – June 2022
4. Project Completion within 36 months of award.

The BRIC program goals are:

- Focuses on resilience
- Capability- and capacity-building
- Encourages and enables innovation
- Promotes partnerships
- Enabling large projects
- Maintains flexibility
- Provides consistency

BRIC Incentivize:

- Public infrastructure projects
- Mitigate risk to one or more [lifelines](#)
- Incorporate nature-based solutions
- Adoptions and enforcement of modern building code



Lifelines

Community Lifelines		
	1 Safety and Security	Law Enforcement/Security, Fire Service, Search and Rescue, Government Service, Community Safety
	2 Food, Water, Shelter	Food, Water, Shelter, Agriculture
	3 Health and Medical	Medical Care, Public Health, Patient Movement, Medical Supply Chain, Fatality Management
	4 Energy (power and fuel)	Power Grid, Fuel
	5 Communications	Infrastructure, Responder Communications, Alerts Warnings and Messages, Finance, 911 and Dispatch
	6 Transportation	Highway/Roadway/Motor Vehicle, Mass Transit, Railway, Aviation, Maritime
	7 Hazardous Material	Facilities, HAZMAT, Pollutants, Contaminants

Need to use one or more community lifelines



Topic: Stormwater Capital Request – East Vance Street Storm Drainage Improvements

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Stormwater

Project Title: East Vance Street Storm Drainage Improvements

Priority Level: Medium

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:

During the 2020 Paving project, staff considered repaving East Vance Street, but upon further review, staff realized the 24" storm drainage pipe under East Vance Street is in poor condition. Three repairs to this section of line have been completed in the last 10 years. The existing terra cotta pipe has separated joints and structural cracks in the pipe.



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Engineering :	Description				Amount
FY-2020-2021	Engineering Design, Permitting and Bidding @ 25%				\$ 15,466.50
	Survey - Level A @ 2.%				\$ 1,238.00
	Survey - Level B @ 2%				
Works to begin 8/1/2021	Engineering Subtotal				\$ 16,704.50
	Engineering Cost				\$ 16,704.50
	Engineering Contingency @ 10%				\$ 1,670.75
	Total Engineering Cost				\$ 18,375.25
	Engineering Budget				\$19,000.00

Construction Cost					
FY 2020-21	Work to begin - September 1 , 2020				
Line Item #	Description	Quantity	Unit	Price	Amount
1	Mobilization	1	LS	\$ 7,500.00	\$ 7,500.00
2	Traffic Control	1	LS	\$ 3,500.00	\$ 3,500.00
3	24" Dia RCP with stone bedding (remove and replace) b	65	LF	\$ 185.00	\$ 12,025.00
4	Double Catch basin w/ grates and frames @ Fire Station	1	EA	\$ 8,000.00	\$ 8,000.00
5	Catch Basin Replacement @ Ferrell Gas Parking Lot	1	EA	\$ 3,750.00	\$ 3,750.00
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 (Removal) 10' trench width	80	SY	\$ 18.00	\$ 1,440.00
9	Asphalt Binder 5" B25.0C	30	Ton	\$ 250.00	\$ 7,500.00
10	Asphalt Surface 3" SF9.5B	20	Ton	\$ 150.00	\$ 3,000.00
11	Select Back Fill Material -process fill	100	Tons	\$ 12.00	\$ 1,200.00
12	CABC Stone	20	Tons	\$ 40.00	\$ 800.00
13	Inlet Protector	2	EA	\$ 350.00	\$ 700.00
14	Undercut	50	CY	\$ 20.00	\$ 1,000.00
15	Custom Driveway gutter and apon	2	EA	\$ 4,000.00	\$ 8,000.00
16	Driveway Ramp removal	2	EA	\$ 850.00	\$ 1,700.00
	Construction sub-total				\$ 61,865.00
	Construction Contingency @ 20%				\$ 12,373.00
	Construction Inspection Allowance 10 days @ \$720				\$ 7,200.00
	Construction Administration @ 10%				\$ 6,186.50
	Construction Total				\$ 87,624.50
	Construction Budget(nearest 1,000)				\$ 88,000.00

Summary	Engineering Budget Amount				\$ 19,000.00
	ROW Acquisition Budget Amount				\$ -
	Construction Budget Amount				\$ 88,000.00
	Total Project Expenditure				\$ 107,000.00

Topic: Stormwater Capital Request – Sexton Ave Street Storm Drainage Improvements

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Stormwater

Project Title: *Sexton Ave Street Storm Drainage*

Priority Level: *Low*

Criteria Categories: Level 1

Level of Funding: Level C

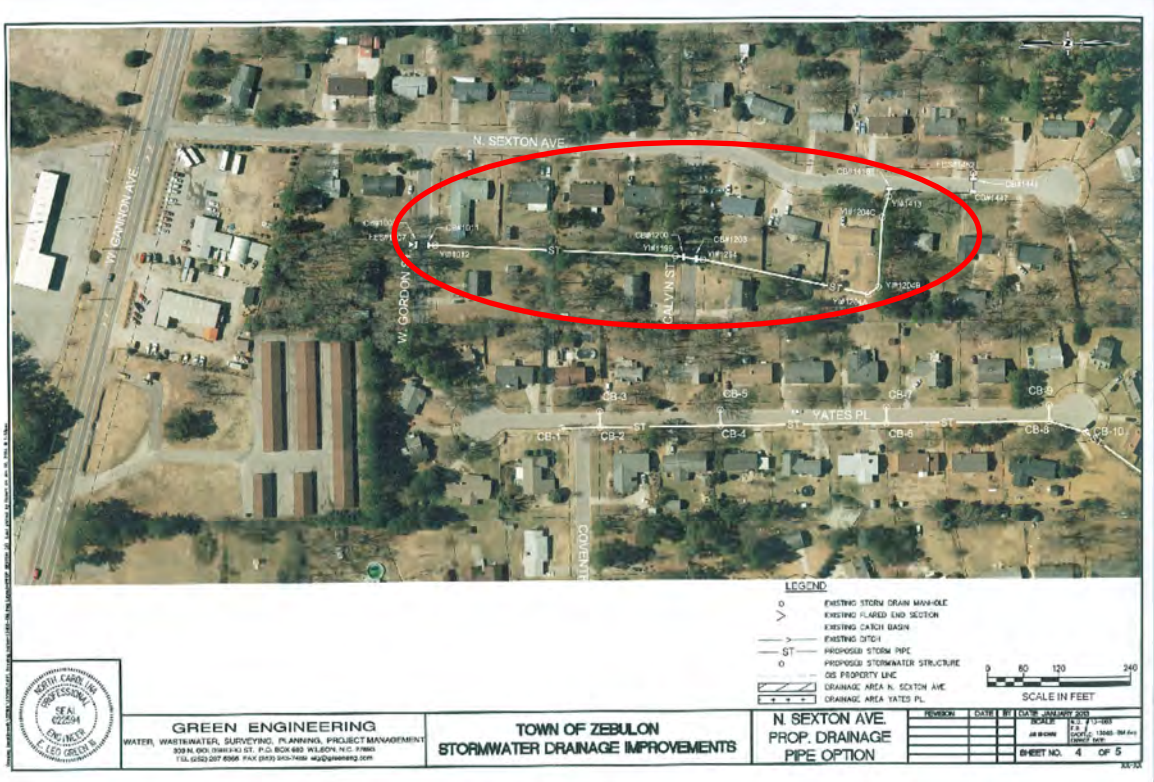
Project Description:

The Sexton Ave neighborhood has experienced flash flooding issues since Hurricane Fran in 1996. The Town unsuccessfully submitted for Hazard Mitigation Grant with FEMA in November 1998 with a construction cost of \$98,000. As part of the grant application construction drawings were prepared by Green Engineering at a Town cost of approximately five thousand dollars.

In the fall of 2013 after additional concerns and complaints, the Town commissioned a Preliminary Engineering Report from Green Engineering on possible solutions and cost to correct the private drainage concerns. Staff presented various options to the Board for consideration in February 2014 with a construction estimate of approximately \$235,000. The Board decided that other priorities such as Yates Place were are higher priority.

The summer of 2020, residents again reached out to the town about flash flooding issues in their neighborhood. Staff and Manager met with frustrated property owners and shared previous PER information and updated the cost to complete the project @ \$635,000. With no dedicated funding to complete the project as designed; staff informed residents that issue would be submitted as a stormwater Capital Improvements Project in the FY 22 budget process.

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Sexton Ave Drainage				
Opinion of Probable Cost Estimate (2014 PER Update)				
Monday, August 31, 2020				
Prepared By:	Chris D. Ray, Public Works Director			
Requested By:	Joe Moore II, PE , Town Manager			
Engineering :	Description			Amount
FY-2021-2022	Design, Permitting and Constriction Docs @ 10% of construction cost			\$ 40,024.00
	Survey - Level A @ 2% of construction cost			\$ -
	Survey - Level B @ 2% of construction cost			\$ 8,005.00
	Potholing for Utility Depths/Conflicts			\$ 3,000.00
Works to begin 8/1/2021	Engineering Subtotal			\$ 51,029.00
	Engineering Cost			\$ 51,029.00
	Engineering Contingency @ 10%			\$ 5,103.00
	Total Engineering Cost			\$ 56,132.00
	Engineering Budget (round to the nearest \$1,000)			\$57,000.00
ROW Acquisition : Easement Types				
	Easement Plants/Meets and Bounds - Surveyor -10 plats			\$ 7,500.00
	Field Staking by Surveyor			\$ 2,000.00
Work begins	Special Project Note/condition			
		Quantity	Unit	Price
	Acquisition - 30' Drainage Easements - Donated			\$ -
	Acquisition - 10' Temporary Construction Easement -Donated			\$ -
	Attorney Fees (Easement Agreement/Negotiations)	10		\$ 1,000.00
	ROW Acquisition Cost			\$ 2,000.00
	ROW contingency @ 20%			\$ 2,000.00
	Total ROW Cost			\$ 21,500.00
	ROW Budget(round to the nearest \$1000)			\$ 22,000.00
Construction Cost				
FY 2021-2022	Work to begin -Summer 2021			
Line Item #	Description	Quantity	Unit	Price
1	Mobilization	1	LS	\$ 25,000.00
2	Traffic Control	1	LS	\$ 5,000.00
3	Construction Staking	1	LS	\$ 6,500.00
4	Remove 18" RCP	30	LF	\$ 30.00
5	Install 24" HP Storm Pipe	30	LF	\$ 39.00
6	Remove 24" RCP	220	LF	\$ 35.00
6	Install 30" HP Storm Pipe	200	LF	\$ 68.25
7	Install 36" HP Storm Pipe	20	LF	\$ 68.25
8	Install 24" HP Storm Pipe	420	LF	\$ 39.00
9	Install 30" HP Storm Pipe	480	EA	\$ 55.50
10	Install Yard Inlets	12	EA	\$ 2,500.00
11	36" FES - HP Storm	1	EA	\$ 1,000.00
12	Inlet Protectors	12	EA	\$ 350.00
13	Remove Curb and Gutter	160	LF	\$ 30.00
14	Install Curb and Gutter	160	LF	\$ 30.00
15	Remove Catch Basin	3	EA	\$ 1,000.00
16	Install New Catch Basions	3	EA	\$ 2,500.00
17	Asphalt Remove and Replace	550	SY	\$ 120.00
18	Stone Bedding for Pipe	600	Tons	\$ 45.00
19	Unsuitable Soils - Removal	800	CY	\$ 15.00
20	Select Backfill Material	800	CY	\$ 15.00
21	Clearing and Mulching	1	LS	\$ 10,000.00
22	Silt Fence	1120	LF	\$ 4.00
23	Seeding and Mulching	1	AC	\$ 4,500.00
24	Utility Relocation	2	EA	\$ 8,500.00
25	Comprehensive Grading	1	LS	\$ 75,000.00
26	Excelsior Matting	1600	SY	\$ 6.50
27	Class I Rip Rap	25	Ton	\$ 90.00
	Construction sub-total			\$ 400,235.00
	2021 Construction CIP @ 10% per year			\$ 40,024.00
	Construction Contingency @ 15%			\$ 66,039.00
	Construction Adm. 5% to 10%			\$ 20,012.00
	Construction Inspection Allowance 40 days @ \$720			\$ 28,800.00
	Construction Total			\$ 555,110.00
	Construction Budget(round to nearest 1,000)			\$ 556,000.00
Summary	Engineering Budget Amount			\$ 57,000.00
	ROW Acquisition Budget Amount			\$ 22,000.00
	Construction Budget Amount			\$ 556,000.00
	Total Project Expenditure			\$ 635,000.00
	Project Budget Amount (round to nearest 5,000)			\$ 635,000.00

**Topic: Stormwater Capital Request - Stormwater Asset Management Software/
Data Updates**

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Stormwater

Project Title: *Stormwater Asset Management Software/Data Updates*

Priority Level: Medium

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:

The Town of Zebulon has been proactive in the GIS base mapping of its 17-mile stormwater system to identify the town's assets. As the system continues to grow, the base mapping is expanded to maintain an accurate inventory. This is the first step in an asset management program. The next step is to add a software tool that automates the current process of record keeping and system evaluation.

InfraForce is a cloud-based platform designed for collaborative asset management by local government or private utility infrastructure professionals working with minimal GIS support. The service is subscription-based and accessible from any device or computer. InfraForce would integrate the Town's existing mapping with infrastructure databases to aid Public Works staff in performing a variety of tasks:

- scheduling and logging maintenance procedures
- generating performance reports
- isolating trouble spots
- developing rehabilitation programs
- generating work orders
- analyzing collected data
- preparing corrective action plans

The software would allow Zebulon Public Works staff to access the stormwater data in the field with tablets, including developing work orders for specific issues or required maintenance and documenting these maintenance activities (e.g., line cleaning efforts, system inspections). This will increase departmental efficiency, improve data accuracy, and assist in the Town's overall compliance with its MS4 permit through better record keeping. As the GIS database continues to grow with new development, the entire system

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would be monitored as quickly as the data can be field mapped and integrated with the software.

Proposed Budget:

Software Setup & Training	\$ 3,500
Hosting/Database Subscription (annual)	\$ 4,000
Additional Field Mapping (allowance)*	\$20,000
Software Contingency @ 15%	<u>\$ 1,500</u>
Total	\$29,000

**Allowance is to provide some allowance for mapping new subdivision stormwater systems as construction is completed and the system is accepted by the Town. In the near term, staff will request a fee to cover the collection of this data by third party consultants. Proposed fee will be \$1.00 per LF of Storm Drainage.*

Topic: Stormwater Capital Request – Constructed Wetlands Add Option to North Arendell/Sycamore Stormwater Project – Enhanced Grant Opportunities

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Stormwater

Project Title: East Vance Street Storm Drainage Improvements

Priority Level: Medium

Criteria Categories: Level 2

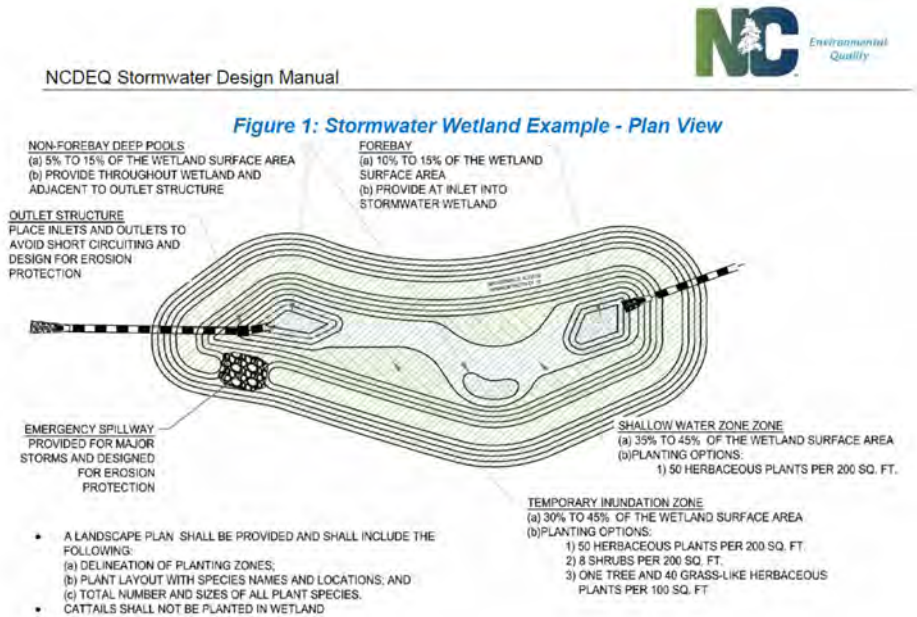
Level of Funding: Level B

Project Description:

The North Arendell/ West Sycamore Drainage project is a straight forward drainage project that lacks environmental or historic preservation aspects. To better position the town for federal grant opportunities additional environmental aspects of the project are needed to be incorporated.

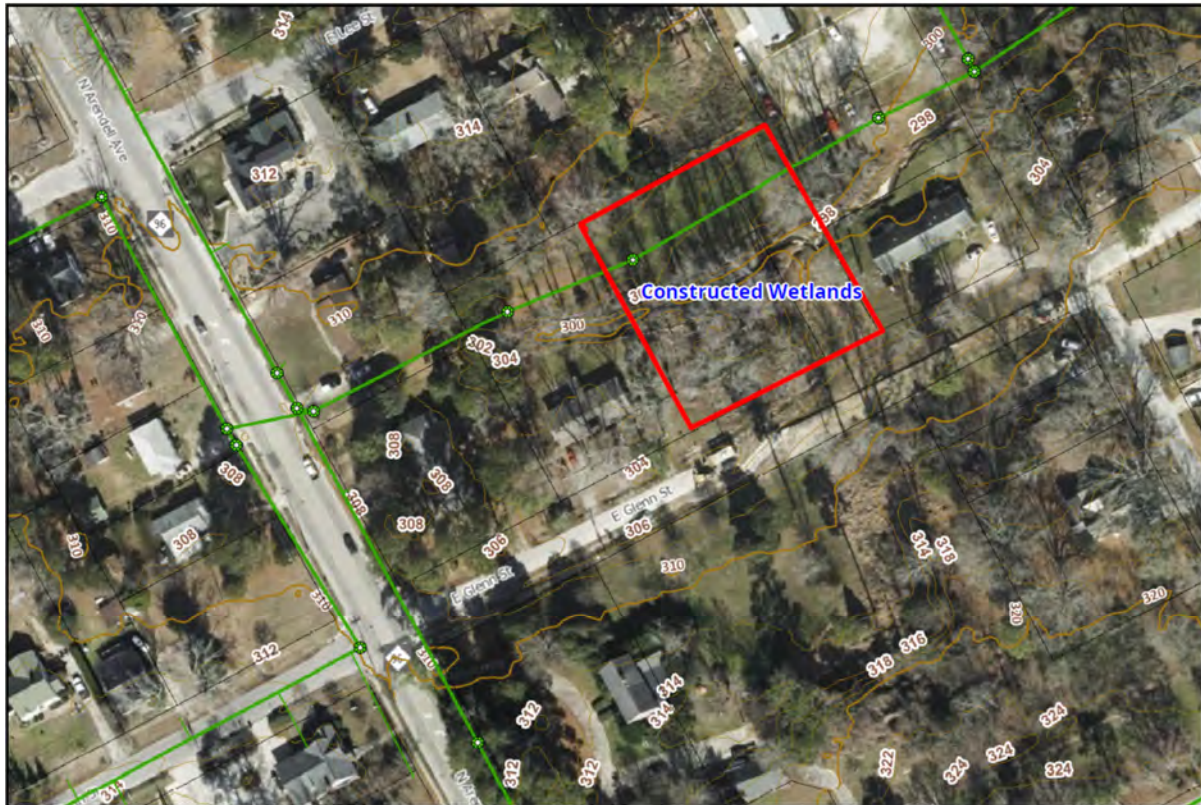
Staff and Consultant looked at various opportunities for bioretention ponds, underground detention, permeable pavers, and bioswales to be added to this project. The nature based solution that we developed was a constructed wetlands off East Glenn Street.

A constructed wetland is an artificial wetland to treat municipal or industrial wastewater, greywater or stormwater runoff. Constructed wetlands are treatment systems that use natural processes involving wetland vegetation, soils, and their associated microbial assemblages to improve water quality.

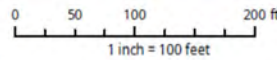


Staff proposed to install the constructed wetland on town property (113 East Glenn) and property (107 East Glenn) that has been previously offered for donation; thus, allowing the acquisition cost to be relatively low.

Site Map



Constructed Wetlands

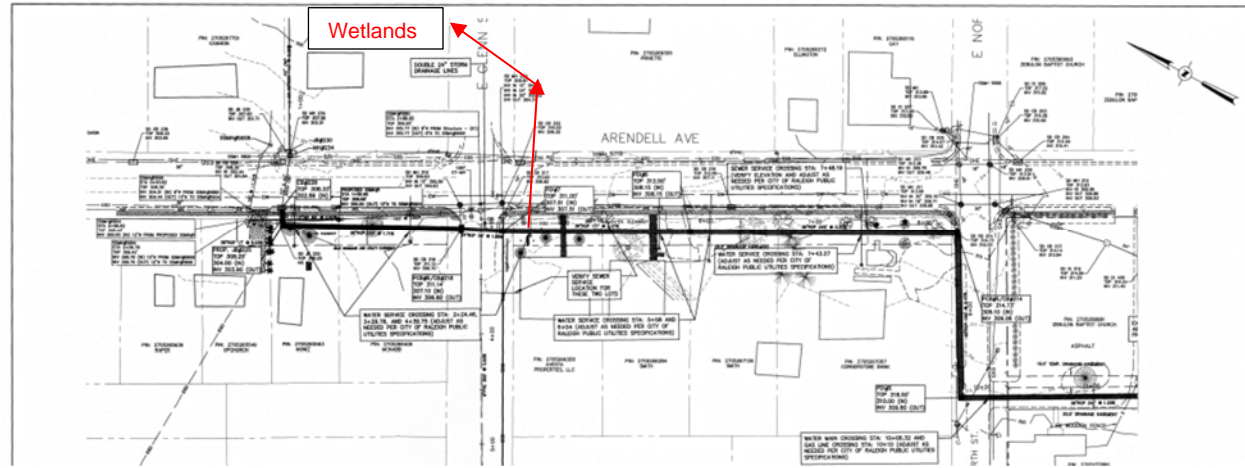


Disclaimer
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Modifications to existing plans

The location of the constructed wetlands saves the original design with the inserting of a splitter box to direct a majority of the flow to the constructed wetlands and peak flows will bypass the BMP.

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FEBRUARY 24, 2021



Cost impacts:

- Acquisition Cost - \$ 2,000 (attorney and survey)
- Design/Engineering Cost - \$75,000.00
- Construction Cost Estimate - \$150,000
- Grant Funding – 75/25% cost share.

Topic: Stormwater Capital Request - Little River Park Drainage Improvements

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Stormwater

Project Title: *Little River Park Drainage Improvements*

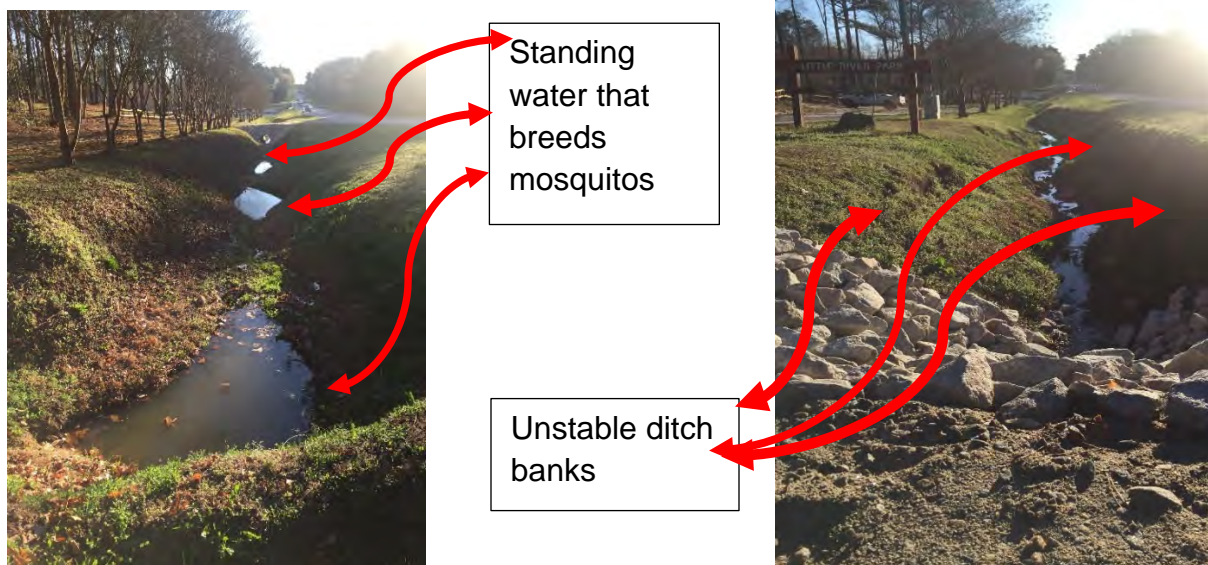
Priority Level: *Medium*

Criteria Categories: Level 1

Level of Funding: Level A

Project Description:

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.

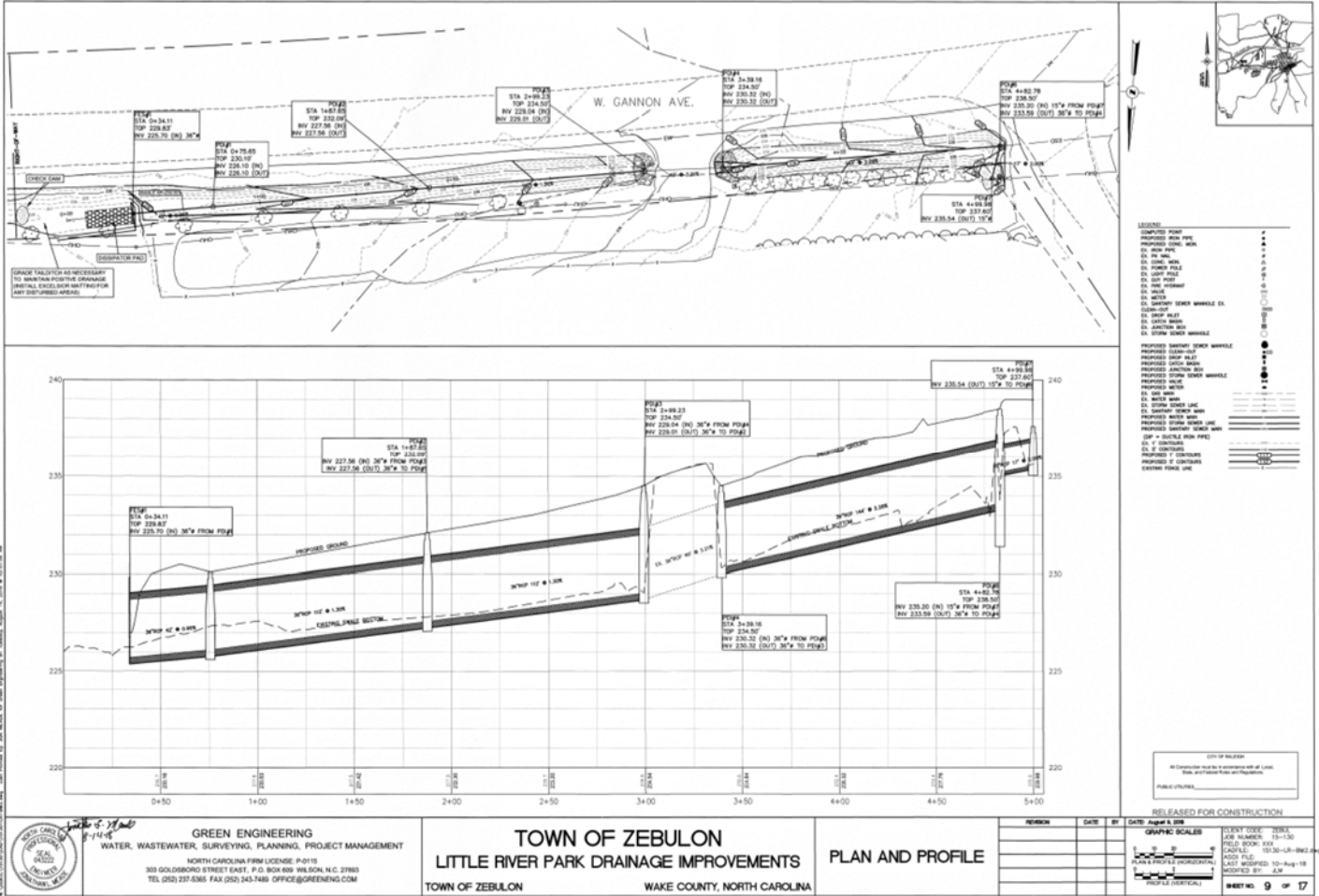


The 7-foot-deep ditch is a safety hazard for children and visitors to the park. The Community Visioning report from Site Collaborative expressed an opinion that the park looked “tired” and lacked maintenance. The installation of the drainage pipe will improve drainage, appearance, maintenance issues, and site safety. During FY2019, staff completed the design and permitting phase of the project.

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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	Removal 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	Junction 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

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FLEET

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT – VEHICLES/TRUCKS
DECEMBER 1, 2020

Topic: Fleet Management Capital Request – 2004 F-350 Utility Replacement

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Fleet

Project Title: *Replacement of 2004 F-350 Utility with Crane/Plow*

Priority Level: *Medium*

Criteria Categories: Level 1 and 2

Level of Funding: Level A

Project Description:

The 2004 F-350 4x4 DRW, scheduled to be replaced FY2019, 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 17 years old, **five years beyond its recommended useful life**, and is recommended to be sold as surplus. This truck will be replaced with a similar truck purchased from 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 2021 F350 Utility SRW 4x4

2004 F-350 4x4 Utility/Crane		2020 F-350 CC 4x4 Utility	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$37,850	\$3500	\$60,000	\$56,500

Useful Life	12 years
Avg Annual Cost to Operate for first five years	\$1,095

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CAPITAL REQUEST
FLEET MANAGEMENT – VEHICLES/TRUCKS
DECEMBER 1, 2020

The replacement of 2004 F-350 Utility 4x4 is based on the following considerations:

- Safety – *Due to the significant amount of utility bed rust, the structural integrity of the floor has been significantly compromised for lifting operations. A full bed floor overlay was required last year, and we have reduced the crane lifting capacity by 50%.*
- Is this a replacement vehicle? **YES.** Maintenance record – *Ford has had a long history of trouble with the 6.0 Diesel Engine. The town has experienced items a-f of the list below:*
Common problems:
 - a) *Head Gasket Failures & TTY Head Studs.*
 - b) *FICM: Fuel Injection Control Module Failure.*
 - c) *6.0L Powerstroke Oil Cooler Problems.*
 - d) *EGR Cooler.*
 - e) *EGR Valve.*
 - f) *6.0L Powerstroke Turbocharger Problems.*
 - g) *6.0L Powerstroke HEUI Injector Problems.*
 - h) *High Pressure Oil Pump Failure (HPOP)*
- Can this vehicle be transferred to another department with less demanding use? *Not Recommended.*
- What are alternatives to purchasing? *This vehicle is an excellent option for short-term financing due to its 12-year useful life expectancy. The expected financing rate is less than 2% for 4 or 5 year terms. The financing term should not exceed 5 years as the major maintenance costs occur in the second half of its useful life.*
- Does it increase or reduce operating cost? *The replacement of the truck helps maintain existing vehicle maintenance budgets, while the crew cab will increase efficiency of operations by carrying additional staff to job sites plus provide better personnel safety by allowing for social distancing between the driver and passenger during the COVID pandemic and other high-contagion times (e.g., cold & flu season).*

December 18, 2020

MEMORANDUM

TO: Joe Moore, II, Town Manager
FROM: Chris Perry, Fire Chief
SUBJECT: Capital Budget Project Memo – Replacement Fire Division Chief Vehicle

Committee Category:

Project Title: Replacement Fire Division Chief Vehicle

Description: This request is for the replacement of a 2005 Ford Expedition SUV with a new 4WD, crew cab pickup truck to be used by the Fire Division Chief to emergency responses and administrative functions. This vehicle is a cost-share vehicle with Wake County that was scheduled for replacement in prior years; however, was not replaced due to budget constraints at both the town and county levels. Due to its age and prior use, the current vehicle is becoming unreliable for emergency responses.

We have historically used SUV’s for our command staff; however, their use requires storage of the firefighter’s protective clothing within the passenger compartment. It is highly recommended that this clothing no longer be stored in the passenger area to limit the possibility of transmission of cancer-causing materials to the occupants. This request is to replace the vehicle with a pickup truck with bed enclosure for storage of the gear and other equipment.

This request includes the vehicle, emergency warning equipment, installation of the emergency radio equipment, computer dispatch equipment, and automatic vehicle location equipment used in dispatch.

Example Vehicle:



Prioritization Level: Level A – This replacement vehicle is indicative of a Medium Priority, represented through the fact that the project maintains existing service levels, and a Level 1 Criteria, represented since this project is used in our employee's protection of health, safety, and welfare of the community.

Cost: **a. Capital Cost** – The total cost of the project is estimated at \$45,000, which includes the cost of the vehicle and necessary fit-ups (as indicated in description). Wake County share of the vehicle is estimated at \$18,000.

b. Operating Cost – Operating costs related to this project are only fuel cost and preventative maintenance. These costs are already included in the budget as part of the existing vehicle, so there will not be any additional operating needed.

c. Life Cycle Cost – Fire department cost-shared vehicles (cost-shared with Wake County) are typically replaced based upon the County's replacement schedule. This would result in a replacement in 6-8 years, depending on the vehicle's age and mileage.

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT – EQUIPMENT
DECEMBER 1, 2020

Topic: Fleet Management Capital Request – Compact Series Payloader

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Fleet

Project Title: *Compact Series Payloader*

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:



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 be performed more safely 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

STAFF REPORT
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- emergency clearing of debris from roadways
- snow removal in tight spaces, such as at facilities and in cul-de-sacs
- 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 forklift capacity is higher than the current equipment, enabling the department to efficiently receive materials in excess of 2,500 pounds and to avoid the costs of multiple trips and increased delivery fees.

Staff recommends using the offset in operational costs to fund the purchase of the loader. Rental costs alone have exceeded \$6,000 annually for the last five years, and 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 by approximately \$30,000. 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 decade; therefore, actual costs would likely exceed \$90,000.

Compact Series Payloader	\$100,000
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Useful Life	12-15 years
Avg Annual Cost to Operate for first five years	\$1,500

The equipment is an excellent option for short-term financing due to the 12- to 15-year use life expectancy. The expected financing rate is less than 2% for a 4 or 5 year term. The financing term should not exceed 5 years as the major maintenance costs will occur in the second half of its useful life. The estimated annual payment would be \$21,216.00 for 5 years.

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CAPITAL REQUEST
FLEET MANAGEMENT – EQUIPMENT
DECEMBER 1, 2020

Topic: Fleet Management Capital Request – Slope Mower

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Fleet

Project Title: *Slope Mower*

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:



The purchase of the slope mower will replace an existing 2011 mower that has over 2000 hours. The goal of purchasing this mower is to address difficulties in mowing sloped areas. Various mowers are capable of mowing different slope angles. Here is a comparison:

Type of Mower	Degree of Slope	Typical Location
Traditional Zero Turn Mower	10%	Facilities & ROW
Tractor with rear finishing deck/belly mower	20%	ROW
Ventrac 4500	30%	BMP & ROW
Kut Kwick Slope Master	40%	BMP & ROW

Staff are currently struggling to mow steep slopes on right-of-ways and alongside stormwater detention ponds and greenways. As Zebulon has grown from three square miles in the mid-1990s to five square miles today, the demands for work requiring slope-capable equipment have increased. These mowers will also *perform everyday mowing operations in addition to handling the difficult terrains*. In the past year, we have broken

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two rims on Hustler mowers attempting to mow steep slopes, creating unsafe situations for the operators.

In addition to operator safety, these mowers are rear-discharge, reducing the risk of throwing rocks or other debris at traffic. These significantly tougher machines will be beneficial in dealing with overgrown areas at nuisance abatement sites and stormwater outfalls.

Slope Mower	\$41,500
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Useful Life	12 -15 years
Avg Annual Cost to Operate for first five years	\$750.00

If slope mower **is not approved** – a standard Zero Turn will be required to replace 10-year-old machine.

Zero-Turn Mower	\$15,000
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Useful Life -2,000 hours	5-7 years
Avg Annual Cost to Operate for first five years	\$500.00

The equipment is an excellent option for short-term financing due to the 12–15-year useful life expectancy. The expected financing rate is less than 2% for a 4- or 5-year term. The financing term should not exceed 5 years as the major maintenance costs will occur in the second half of its useful life. The estimated annual payment would be \$8,495 for 5 years.

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT – VEHICLES/TRUCKS
DECEMBER 1, 2020

Topic: Fleet Management Capital Request – 2000 F-550 – Altec 37' Bucket Truck

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Fleet

Project Title: *Replacement of 2000 Ford F-550 – Altec 37' Bucket Truck*

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:

The 2000 Ford F-550 - Altec 37' Bucket Truck was purchased used on July 9th, 2010. The original intent was to purchase a used truck and use the truck for an additional 10 years due the cost of a new truck and expected workload. The truck is 21 years old and at the end of its useful life. At the time of replacement, the truck is estimated to have 145,000 miles. This truck runs year-round replacing parking lot/shop/building lights, trimming ROW tree limbs, repairing street signs, repairing scoreboards at Parks, rehangng low voltage cables, cleaning gutters, repairing facades, and hanging Christmas lights. The truck serves as a back-up fleet truck when other trucks are in the shop for repairs and preventative maintenance, and it's used at special events like the "Egg Drop at the Library" and "Golf Ball Drop Fundraiser". During COVID, the truck has been regularly driven to job site to help separate works from confided spaces. The truck will be replaced with a similar used truck that's approximately 10 years old. The cost of a brand new truck would be approximately \$130,000+.



Lighting repairs @ Mudcats



Library Science Experiment – "Egg Drop"

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CAPITAL REQUEST
FLEET MANAGEMENT – VEHICLES/TRUCKS
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Existing 2000 Bucket Truck



Image of 2010 Bucket Truck

2000 F-550 Altec Bucket Truck		2010 or Newer Bucket Truck	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$24,726	\$7,500	\$45,000	\$37,500

Useful Life	10 years
Avg Annual Cost to Operate for first five years	\$1,500

The replacement of the 2000 F-550 Altec Bucket Truck is based on the following considerations:

- Is this a replacement vehicle? *YES. Maintenance record – in the last two years, we have seen a significant increase in repairs attributable to age, such as bucket replacement due wear and tear and dry-rotted boom hoses that are labor intensive to replace and left employees stranded in the air momentarily.*
- Can this vehicle be transferred to another department with less demanding use? *Yes, but not recommended.*
- What are alternatives to purchasing? *None – Truck is in use too often to make renting or borrowing practical, and maintenance costs will continue to increase as truck reaches and passes the end of its useful life. Due to the cost to purchase a new truck estimated at \$130,000 or more, we are recommending the purchase of a used truck. The projected useful life is 10 years.*
- Does it increase or reduce operating cost? *The replacement of the truck will help avoid increased vehicle maintenance costs, while providing staff with a more reliable and safer truck for field operations.*

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT - VEHICLES/TRUCKS
DECEMBER 1, 2020

Topic: Fleet Management Capital Request - 2008 ODB Automated Leaf Truck Replacement

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category - Fleet

Project Title: *Replacement of 2008 Automated Leaf Truck*

Priority Level: *High*

Criteria Categories: Level 2

Level of Funding: Level A

Project Description:

The 2008 Freightliner ODB Automated Leaf Truck was purchased in July 2007 and arrived in November 2007, just in time for peak leaf season. If approved, the expected delivery would be April of 2022. The truck will be 15 years old and at the end of its useful life. At the time of replacement, the truck is estimated to have over 5,600 hours, which is equivalent to 336,000 miles at 60 miles per hour. This truck runs year-round with the collection of leaves and grass clippings. The truck plays a critical role in the stormwater management system by collecting debris prior to it entering the storm drainage system. The truck will be replaced with a similar truck purchased from a state contract or cooperative purchasing group. The existing truck will be auctioned off by GovDeals.



2008 ODB Automated Leaf Truck



2008 Automated Leaf Truck

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT - VEHICLES/TRUCKS
DECEMBER 1, 2020



2008 Freightliner Leaf Truck		2022 Leaf Truck	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$126,000	\$30,000	\$215,000	\$185,000

Useful Life	15 years
Avg Annual Cost to Operate for first five years	\$5,000

The replacement of the 2008 00B Automated Leaf Truck is based on the following considerations:

- Is this a replacement vehicle? *YES. Maintenance record - in the last three years, down time has risen significantly for repairs due to solenoid failures, hydraulic cylinder failures, electrical control failures, and boom arm gear replacements. The fleet mechanic spends significant time troubleshooting wiring harness issues to keep the truck operational. The department is currently pricing a replacement harness, estimated at \$2,000. Major rehabilitation work is needed for the dust screen system assembly and the blower housing, and to repair voids/holes in the 25 CY collection box.*
- Can this vehicle be transferred to another department with less demanding use? *No*
- What are alternatives to purchasing? *This vehicle is an excellent option for short-term financing due to its 12-15-year useful life expectancy. The expected financing rate is less than 2% for 4 or 5 year terms. The financing term should not exceed 5 years as the major maintenance costs occur in the second half of its useful life. The estimated annual payment would be \$45,625.00 for five years.*
- Does it increase or reduce operating cost? *The replacement of the truck would reduce costs because the new truck's fully-hydraulic system requires less maintenance than the current truck's mechanical gears and clutches. Maintenance access to engine and hydraulic system controls has improved significantly, too, making preventative maintenance operations easier to perform and therefore more likely to be done well. This easier access has the added benefit of reducing the fall risk to the operators performing daily checks on access and lubrication points as they would no longer need to lean over the vehicle from atop a ladder. Falls are among the most common types of preventable injury in the Public Works field.*

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT – VEHICLES/TRUCKS
DECEMBER 1, 2020

Topic: Fleet Management Capital Request – 2008 F-250 Crew Cab 4x4

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Fleet

Project Title: *Replacement of 2008 F-250 CC 4x4*

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:

The 2008 Ford F-250 CC 4x4 was purchased in July 2007 and has served its useful life in the administrative and construction inspection functions of Public Works. The truck will be 14 years old, **four years beyond its recommended useful life**. The truck will be replaced with a similar truck purchased on state contract for the construction inspection staff. This truck will also assist in performing property management duties for town facilities.



2008 F-250 CC SRW 4x4



2021 F-250 CC SRW 4x4

2008 F-250		2020 F-250 CC 4x4	
Purchase Price	Estimated Value	Probable Cost	Net Cost
\$24,447	\$2,500	\$42,000	\$39,500

Useful Life	10 years
Avg Annual Cost to Operate for first five years	\$975

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT – VEHICLES/TRUCKS
DECEMBER 1, 2020

The replacement of the 2008 F-250 Crew Cab 4x4 is based on the following considerations:

- Safety – *This vehicle was involved in a major vehicle accident in August of 2012, which nearly totaled the vehicle. As with a lot of vehicles/trucks in major accidents, they are truly not the same vehicle. Due to this damage, we are reluctant to pull equipment/trailers at its max rated capacity.*
- Is this a replacement vehicle? *YES.* Maintenance record – *in the last two years maintenance cost have significantly risen to cover the replacement of the following:*
 - a) *Two coil packs*
 - b) *Bed bushing*
 - c) *Shocks*
 - d) *Catalytic convertor*
 - e) *Water pump*
 - f) *Plugs and Wires*

The vehicle currently has a cam shaft lifter valve causing a loud ticking noise while running – estimated cost to repair is \$1,600-\$1,800.

- Can this vehicle be transferred to another department with less demanding use? *Not Recommended.*
- What are alternatives to purchasing? *This vehicle is an excellent option for short-term financing due to its 12-year useful life expectancy. The expected financing rate is less than 2% for 4 or 5 year terms. The financing term should be not exceed 5 years as the major maintenance costs occur in the second half of its useful life.*
- Does it increase or reduce operating cost? *The replacement of the truck helps maintain existing vehicle maintenance budgets, while the crew cab will increase efficiency of operations by allowing for construction plan storage plus provide better personnel safety by allowing for social distancing between the driver and passenger during the COVID pandemic and other high-contagion times (e.g., cold & flu season).*

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT – EQUIPMENT
DECEMBER 1, 2020

Topic: Fleet Management Capital Request – 12-Ton Trailer

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Fleet

Project Title: *12-Ton Trailer*

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:

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.

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT – EQUIPMENT
DECEMBER 1, 2020



Probable Cost	Useful Life Expectancy
\$14,500	20 years

STAFF REPORT
 PARKS & RECREATION CAPITAL REQUEST
 FLEET: EQUIPMENT
 DECEMBER 21, 2020

Topic: Fleet: Rolling Stock Capital Request

From: Parks and Recreation Staff
 Prepared by: Sheila Long, Parks and Recreation Director
 Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Fleet

Project Title: *Replacement of Department Assigned Equipment*

Project Description:

The Parks and Recreation Department requires a reliable fleet of equipment in order to conduct daily maintenance of the parks, evaluation of the parks, and to support programs and the staff planning and operating programs. In addition to existing general and program maintenance responsibilities, the parks will be taking on responsibilities such as the greenway and cemetery.

Below is a listing of the department’s equipment fleet.

Vehicle ID	Description	Hours	Use	Condition/Other
PRE1	John Deer Zero Turn Mower		Cut Fields & Open Areas	
PRE2	John Deer Zero Turn Mower 2	1378	Cut Fields & Open Areas	
PRE3	John Deer Zero Turn Mower 3	2549	NA	Removed from fleet. To be sold.
PRE4	John Deere X495	Unreadable	Pulls Sprayer/ Cut Disc Golf	
PRE5	John Deere X495	1279	Pulls Sprayer/ Cut Disc Golf	
PRE6	John Deer 1200 A	29	Drags ball fields at ZCP	
PRE7	SmithCO Field Rake	945	Drags ball fields at ZES	

We are seeking to add a new piece of equipment to our fleet. The department has been looking for opportunities to be more efficient with our operations and expand service to our community. After reviewing park district needs and anticipated expansion of responsibilities; the parks division is seeking a Ventrac Tractor. This piece of equipment is an affordable alternative to the purchase of a multiple pieces of equipment. Available tractor attachments are highly recommended by many Parks and Recreation Departments for use in greenway maintenance, edging, turf and field management, gravel maintenance, safety surface application, and more.

STAFF REPORT
 PARKS & RECREATION CAPITAL REQUEST
 FLEET: EQUIPMENT
 DECEMBER 21, 2020

Staff recommends purchase of the tractor and attachments for the upcoming budget year. Staff may find additional attachments to be useful as the department expands maintenance responsibilities and implements the master plan. The expected useful life is 12-15 years. Not purchasing this equipment will result in increased expenses in contracted services.

Itemized Equipment	Expense
Ventrac Tractor: KN, 4500Z Kubota WG972-GL	\$22,000
3-point hitch	\$1700
12-volt Rear Plug	\$150
12 Volt Switch	\$250
Mower	\$3750
Blower	\$2200
Swivel Wheel Kit	\$550
Ball Field Renovator	\$2200
Groomer	\$5100
Total	\$37,900

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

ZEBULON

NORTH CAROLINA

December 18, 2020

MEMORANDUM

TO: Joe Moore, II, Town Manager
FROM: Michael Clark, AICP, ZCO, Planning Director
SUBJECT: Capital Budget Project Memo – Replacement Code Enforcement Vehicle

Committee Category:

Project Title: Replacement Code Enforcement Vehicle

Description: This request is for the replacement of a 2009 Ford Escape SUV with a new 4WD, crew cab pickup truck to be used by the Code Enforcement Officer to conduct zoning and code enforcement inspections. Due to its age and prior use, the current vehicle is becoming unreliable for daily use.

The Town has been operating with the 2008 Escape until spring of 2020 when the hybrid battery system failed and needed to be replaced. In Fall of 2020, the power steering controls failed and also needed to be replaced. For the past year, the reliability of the vehicle has continued to decline.

The proposed vehicle would need to be able to contain measurement tools, public hearing signs, inclement weather gear, and similar tools within the cab of the truck and have 4-wheel drive as we will be using it at various levels of development process which requires traveling off paved surfaces on occasion.

This request would include a basic contractor's level light upfit with caution strobe lights and a top-mount light.

Example Vehicle:



Prioritization Level: Level A – This replacement vehicle is indicative of a Medium Priority, represented through the fact that the project maintains existing service levels, and a Level 1 Criteria, represented since this project is used in our employee's protection of health, safety, and welfare of the community.

Cost: **a. Capital Cost** – The total cost of the project is estimated at \$40,000, which includes the cost of the vehicle and necessary fit-ups (as indicated in description).

b. Operating Cost – Operating costs related to this project are only fuel cost and preventative maintenance. Actual costs would be less than FY20 or FY21 has the maintenance costs of the 2009 Ford Escape Hybrid exceeded both maintenance budgets.

c. Life Cycle Cost – Anticipated lifecycle of this vehicle would be approximately 8 to 10 years.

STAFF REPORT
 PARKS & RECREATION CAPITAL REQUEST
 FLEET: ROLLING STOCK
 DECEMBER 21, 2020

Topic: Fleet: Rolling Stock Capital Request

From: Parks and Recreation Staff
 Prepared by: Sheila Long, Parks and Recreation Director
 Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Fleet

Project Title: *Replacement of Department assigned Trucks*

Project Description:

The Parks and Recreation Department requires a reliable fleet in order to conduct daily maintenance of the parks, evaluation of the parks, and to support programs and the staff planning and operating programs. The town has long practiced a process of passing down vehicles from Public Works to the Parks and Recreation Department after the useful life in the Public Works Department ended. This causes challenges within the Parks and Recreation Department, as we get assigned older vehicles that require more regular repair work and are frequently taken out of commission for extended periods of time and impact the efficiency of our department and staff resources. We are also increasing spending repair funds on vehicles that are 20+ years old. Parts for these vehicles are becoming harder to find. Currently 4 of our full-time employees are having to utilize their personal vehicles to conduct town business on a daily basis.

Below is a listing of the department’s fleet.

Vehicle ID	Year and Model	Assigned To	Condition/Other
PR1	1997 Ford F250	Parks Maintenance	Out for repair. 2 nd hand from Public Works.
PR2	2000 Ford F250	--	Removed from Fleet in 2019 due to persistent repairs. Not replaced to date. 2 nd hand from Public Works.
PR3	2000 Ford F250	Parks Maintenance	
PR4	2001 Ford F450 Dump Truck	Parks Maintenance	2 nd hand from Public Works. Received in 2020. Not for routine daily use.
PR5	2003 Ford F250	Parks Maintenance	Out for Repair. 2 nd hand from Public Works.
PR6	2008 Ford F250	Parks Maintenance	
PR7	2009 Ford F150	Parks Maintenance	Out for Repair. Transferred from the Community Center to Parks Maintenance due loss of truck in 2019. Community Center truck not replaced.
PR8	2011 Ford F150	Parks Maintenance	Transferred from P&R Admin to Parks Maintenance with assignment of the Parks Manager. Admin Vehicle not replaced.



STAFF REPORT
PARKS & RECREATION CAPITAL REQUEST
FLEET: ROLLING STOCK
DECEMBER 21, 2020

We are asking for replacements of the following vehicles with expected useful life of 10 years.

It should be noted that our department has provided a rough estimate of the costs of vehicles below and the fleet committee will need to verify purchases estimates.

Vehicle ID	Year & Model	Replacement Vehicle	Estimated Replacement Cost	Estimated Operating Cost
PR1	1997 Ford F250	Crew Cab Pick Up Truck w/ towing ability	\$35,000	\$500
PR2	2000 Ford F250	SUV with Three Rows w/towing ability.	\$35,000	\$500
PR3	2000 Ford F250	Crew Cab Pick Up Truck w/ towing ability	\$35,000	\$500

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT – EQUIPMENT
DECEMBER 1, 2020

Topic: Fleet Management Capital Request – Excavator Hydraulic Tamp

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Fleet

Project Title: Excavator *Hydraulic Tamp*

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:

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 an 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.

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 job site safety and operator comfort.



Probable Cost	Useful Life Expectancy
\$7,500	15 years

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT – EQUIPMENT
DECEMBER 1, 2020

Topic: Fleet Management Capital Request – Stand-up Blower

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Fleet

Project Title: *Stand-up Blower*

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:

Staff recommends the purchase of a ride-on blower to increase the departmental efficiency. in blowing leaves and debris at Town-maintained facilities and grounds. In addition to the grounds at town buildings and roadways, the department maintains 220,410 square feet of municipal parking lots, 4,150 linear feet of downtown sidewalks, .75 miles of walking trails at Zebulon Community Park and 3,300 linear feet of greenways, with an additional mile coming this spring. Additional greenways are planned for construction at the Shepards Park, Autumn Lakes, Barrington, Sidney Creek, Weaver’s Ridge, and Weaver’s Pond neighborhoods. A ride-on blower generates 13 times more airflow volume than a walk-behind blower, allowing staff to quickly move large leaf volumes and maintain the Town’s current standards across the increased volume of facilities maintained.



Probable Cost	Useful Life Expectancy
\$9,975.00	10 years

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT – EQUIPMENT
DECEMBER 1, 2020

Topic: Fleet Management Capital Request – Hook Lift Body

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Fleet

Project Title: *Hook Lift Body*

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:

The 2017 Hooklift truck is the most versatile vehicle in the fleet, and staff would like to take further advantage of its functionality by purchasing an additional dump body. This would increase departmental efficiency in remediating 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 material deliveries and equipment drops at work sites. The additional body would be very useful for events such as Community Recycling Day and Holiday Happenings by streamlining work and eliminating the safety risks from excess handling of waste materials.



Probable Cost	\$12,000
Avg Annual Cost to Operate for first five years	\$ 100

STAFF REPORT
CAPITAL REQUEST
FLEET MANAGEMENT – EQUIPMENT
DECEMBER 1, 2020

Topic: Fleet Management Capital Request – Light Tower

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Fleet

Project Title: *Light Tower*

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:

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 23 years old and in excess of 2500 hours.



Probable Cost	Useful Life Expectancy
\$7,500	15 years

January 31, 2021

CIP BUDGET MEMORANDUM

TO: Joseph M. Moore, II, Town Manager
FROM: Administration Staff
PREPARED BY: Lisa Markland, Human Resources Director
PROJECT TITLE: Vehicle for Administration, Finance & IT Departments

Committee Category: Fleet

Description: This request is for the addition of a vehicle that would be for daily use by the IT staff as well as for travel by the members of the Administration, Finance and IT Department. By having the vehicle staff would not have to use personal vehicles when conducting town business.

The Town previously had a vehicle that was used by Town Hall staff when traveling. When that vehicle became unreliable it was taken out of use, but not replaced.

The proposed vehicle would need to be at least a four-door sedan for ease of transporting equipment and supplies. We would be open to using Enterprise* as a way to keep costs down and for easy turnover every 3-5 years.

As part of the 2030 Strategic Plan this would support the goal of "Growing Smart".

Prioritization Level: Low – It is not mandatory that there be a vehicle available to Town Hall personnel. However, other vehicles would need to be made available for staff to drive when performing daily work or attending meetings that require staff to drive.

Criteria Category: 2 – Maintenance/Replacement

Funding Level:

Cost:

a. **Capital Cost** – The total cost of the project is estimated at \$25,000 if purchased outright.

*If leased, through Enterprise, there would not be any capital costs.

b. **Operating Cost** – There would be additional yearly operating cost that would include fuel and maintenance.

*If leased, through Enterprise, it would cost approximately \$6,000/year.

c. **Life Cycle Costs** – If leased, the vehicle could be rotated out every 3-4 years.

*If purchased, possible 8-10 years depending on the mileage and maintenance costs.

INFORMATION TECHNOLOGY

December 23, 2020

CIP BUDGET MEMORANDUM

TO: Joseph M. Moore, II, Town Manager
FROM: Administration Staff
PREPARED BY: Lisa Markland, Human Resources Director
PROJECT TITLE: Security of the Community Center – Card Reader Access and Upgrade of Cameras

Committee Category: Information Technology

Description: 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, 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 is also necessary.

This supports the goal in the Strategic Plan of Growing Smart.

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.

Prioritization Level: High – Improves the safety of staff and reduces the possible loss of life.

Criteria Category: 1 – Health/Safety/Welfare

Funding Level: \$50,000

Cost:

- a. **Capital Cost** – The total cost of the project is estimated at \$50,000. This is an estimate until we can get an updated quote that includes the replacement of cameras and equipment at the facility.
- b. **Operating Cost** – There would be additional yearly operating cost of \$720.
- c. **Life Cycle Cost** – Approximately 8-10 years

February 15, 2021

CIP BUDGET MEMORANDUM

TO: Joseph M. Moore, II, Town Manager
FROM: Administration Staff
PREPARED BY: Lisa Markland, Human Resources Director
PROJECT TITLE: Council Chambers AV Upgrade – Phase III

Committee Category: Information Technology

Description: This project would be the completion of upgrades to the AV Equipment for the Board of Commissioners in their Council Chambers.

Phase I: Completed in FY 2019 with the upgrade to the AV Room and cameras in the Council Chambers

Phase II: Completed in FY 2020 with the upgrade to the microphones and control panel

Phase III: Includes the installation of new monitors, projection screens and devices as well as any cabling that would be needed for the new equipment. We would also want to ensure that the Chambers was equipped with the ability to conduct virtual meetings (zoom, teams etc).

Prioritization Level: High – Maintains existing service levels with better efficiency

Criteria Category: 2 – Maintenance/Replacement of equipment

Funding Level: \$50,000

Cost:

- a. **Capital Cost** – The total cost of the project is estimated at \$68,000 based on the cost estimate can be obtained from Sound Advice and the purchase of monitors for all seats at the dais.
- b. **Operating Cost** – There would be no additional yearly operating cost.
- c. **Life Cycle Cost** – Anticipated lifecycle would be approximately 7-10 years.

TOWN OF ZEBULON-GENERAL FUND						
CAPITAL IMPROVEMENTS						
PROJECT TITLE	Department	Project Cost	Priority Level			
Information Technology			A	B	C	D
Security Camera Upgrade - Police	Police	\$ 18,000		X		
Interview Room Camera/Recording Equipment Replacement	Police	\$ 22,000	X			
Card Access System - Community Center - Phase I	Parks and Rec	\$ 24,000	X			
Card Access System - Police - Phase I	Police	\$ 28,000	X			
Power DMS	All Depts	\$ 6,000	X			
Council Chambers Upgrade Phase III	Governing Board	\$ 68,000		X		
Smart Board	Police/EOC	\$ 6,000			X	
Burial of AT&T Cable	PW	\$ 11,000				X
Installation of Fiber from Fire to PW	PW	\$ 45,000				X
Card Access System - Police - Phase II	Police	\$ 44,000			X	
Card Access System - Community Center - Phase II	Parks and Rec	\$ 23,000			X	
Security Camera Upgrade - Community Center	Parks and Rec	\$ 15,000			X	
Security Cameras -Town Hall	Town Hall	\$ 14,000				X
	TOTAL COST	\$ 324,000				
YEARLY EXPENDITURES			2022	2023	2024	2025
Security Camera Upgrade - Police	Police	\$ 18,000	\$ 18,000			
Interview Room Camera/Recording Equipment Replacement	Police	\$ 22,000	\$ 22,000			
Card Access System - Community Center - Phase I	Parks and Rec	\$ 24,000	\$ 24,000			
Card Access System - Police - Phase I	Police	\$ 28,000	\$ 28,000			
Power DMS	All Depts	\$ 6,000	\$ 6,000			
Council Chambers Upgrade Phase III	Governing Board	\$ 68,000	\$ 68,000			
Smart Board	Police			\$ 6,000		
Burial of AT&T Cable	PW				\$ 11,000	
Installation of Fiber from Fire to PW	PW					\$ 45,000
Card Access System - Police - Phase II	Police			\$ 44,000		
Card Access System - Community Center - Phase II	Parks and Rec			\$ 23,000		
Security Camera Upgrade - Community Center	Parks and Rec			\$ 15,000		
Security Cameras - Town Hall	Town Hall				\$ 14,000	
	TOTAL COST		\$ 166,000	\$ 88,000	\$ 25,000	\$ 45,000
Revenue Sources						
Dedicated Revenue			\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	TOTAL REVENUE		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	TOTAL NEEDED **		\$ 116,000	\$ 38,000	\$ (25,000)	\$ (5,000)

PROPERTIES AND FACILITIES

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
FEBRUARY 1, 2021

Topic: Property Management Capital Request – P/R Shop/Maintenance Bldg Roof Repair .

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Properties and Facilities

Project Title: *PW Maintenance Bldg*

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:



STAFF REPORT
 CAPITAL REQUEST
 PROPERTY MANAGEMENT – FACILITIES
 FEBRUARY 1, 2021

The Community Center Maintenance Building was constructed in 2007. The facility inspected consists of three roof areas, totaling approximately 3,650 square feet. The roof system is a lapped, non-soldered seam metal roof with applied lap sealant consisting of 36” wide R-panels and mechanically fastened with exposed fasteners to the roof purlins. The metal building manufacturer is shown on a plaque on the building as Gulf States, A Nucor Company (Gulf States merged with Kirby Building Systems and is now doing business as Kirby Building Systems). The main/upper roof area (Sector A) covers the enclosed office space, restrooms and storage spaces. The two lower roof areas (Sectors B and C) cover open/shelter spaces for equipment storage.

The roof assessment was conducted on January 19, 2021 by Bob Tomlinson of REI Engineers. Zebulon Public Works personnel reported multiple active leaks. A full copy of this report is available upon request.

Active roof leaks were reported under the Southeast side. The vinyl cover of the interior lining of the roof insulation is holding water at several locations. There is evidence of water stain streaks down the interior face of the Southeast wall.

The metal roof panels are in generally very good condition. The mold/dirt build-up on the metal panels is due to the relatively low slope (1/2 inch/foot) of the roof and shade from the surrounding trees resulting in moisture on the roof surface which promotes mold growth and collects dirt. The roof areas have positive drainage, and no areas of standing water were observed due to deflection of the roof panels or the support purlins.

	Opinion of Probable Construction Cost Estimate	Cost
1	Repairs and Gutter inserts @ main roof section	4,950.00
2	Repairs and Gutter inserts @ side sections	2,150.00
	Professional Services	6,500.00
	Contingency	2,000.00
	Subtotal	15,600.00
	Recommended Budget (round to nearest 1,000)	16,000.00

STAFF REPORT
 CAPITAL REQUEST
 PROPERTY MANAGEMENT – FACILITIES
 DECEMBER 4, 2020

Topic: Property Management Capital Request – Community Center Carpet/Tile

From: Zebulon Public Works Department Staff
 Prepared by: Chris D. Ray, Public Works Director
 Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Properties and Facilities

Project Title: Community Center – Carpet/Tile

Priority Level: Medium

Criteria Categories: Level II

Level of Funding: Level B

Project Description:

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 Costs (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

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 30, 2020

Topic: Property Management Capital Request – PW - New SCM/Laydown Yard.

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Properties and Facilities

Project Title: PW – New SCM and Laydown yard

Priority Level: Medium

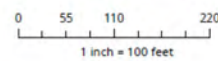
Criteria Categories: Level 1

Level of Funding: Level A

Project Description:



New SCM/Laydown/Storage Yard



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STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 30, 2020

The existing laydown yard was built in 1989, over thirty-one years ago with the construction of the building. Since its construction of the original laydown yard, we have constructed a salt and brine facilities, lift rack system for holding spreader plus several small shed's that have reduced the footprint of our yard for storage of bulk materials(stone, topsoil, screenings and Rip Rap), vehicles, trailers, tractors, generators, light towers and other construction related equipment.

In January of 2013, the Town was required to have an industrial stormwater permit for the facility due to the fuel tanks on site. Semi-annually, we test for total suspended solids and oil/grease residuals in site stormwater discharge. The Town has used an undersized small dry detention pond approximately (15' X 15' X 3') with filter fabric at discharge point. The pond does not meet industry standards for a modern SCM/BMP for a facility of this size. Therefore, the department struggles to maintain permit compliance.

	Date	Total Suspended Solids(TSS)	TSS Limit - mg/l	Oil and Grease	O & G Limit - mg/l	Pass/Fail
1	6/3/2013	90.3	100.0	Non Detectable	5	Pass
2	9/20/2013	15.0	100.0	Non Detectable	5	Pass
3	4/15/2014	220.0	100.0	Non Detectable	5	Fail
4	9/24/2014	130.0	100.0	Non Detectable	5	Fail
	12/8/2014	No discharge in Nov.	100.0	0	5	Monthly monitor due to 2 failures
5	12/16/2014	46.3	100.0	Non Detectable	5	Pass
6	1/23/2015	13.1	100.0	Non Detectable	5	Pass
7	3/5/2015	123.0	100.0	Non Detectable	5	Fail
8	3/27/2015	70.0	100.0	Non Detectable	5	Pass
9	4/30/2015	27.0	100.0	Non Detectable	5	Pass
10	6/3/2015	10.9	100.0	Non Detectable	5	Pass
11	10/28/2015	4.2	100.0	Non Detectable	5	Pass
12	4/12/2016	67.3	100.0	Non Detectable	5	Pass
13	10/7/2016	68.5	100.0	Non Detectable	5	Pass
14	3/31/2017	25.6	100.0	Non Detectable	5	Pass
15	11/9/2017	18.4	100.0	Non Detectable	5	Pass
16	3/17/2018	53.8	100.0	Non Detectable	5	Pass
17	10/26/2018	18.6	100.0	Non Detectable	5	Pass
18	2/11/2019	20.2	100.0	Non Detectable	5	Pass
19	9/5/2019	22.8	100.0	Non Detectable	5	Pass
20	4/15/2020	119.0	100.0	Non Detectable	5	Fail
21	9/25/2020	55.3	100.0	Non Detectable	5	Pass
		Fail Rate				19.05%

For full compliance, the facility should have a Wet Pond/SCM.

A wet pond shall be designed to capture the design storm and release it slowly over a period of two to five days via a properly design outlet structure. The first outlet in the structure is designed to be above the bottom of the pond, thus creating a permanent pool of water. Stormwater shall have an adequate flow path to bring about removal of

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 30, 2020

TSS through dilution and settling. The pond shall be designed in a manner that protects the device, the areas around the device and the receiving stream from erosion. The pond also must be maintained properly to prevent the resuspension of captured sediments.

The current pond looks like this:



Figure 1: Wet Pond Example: Plan View

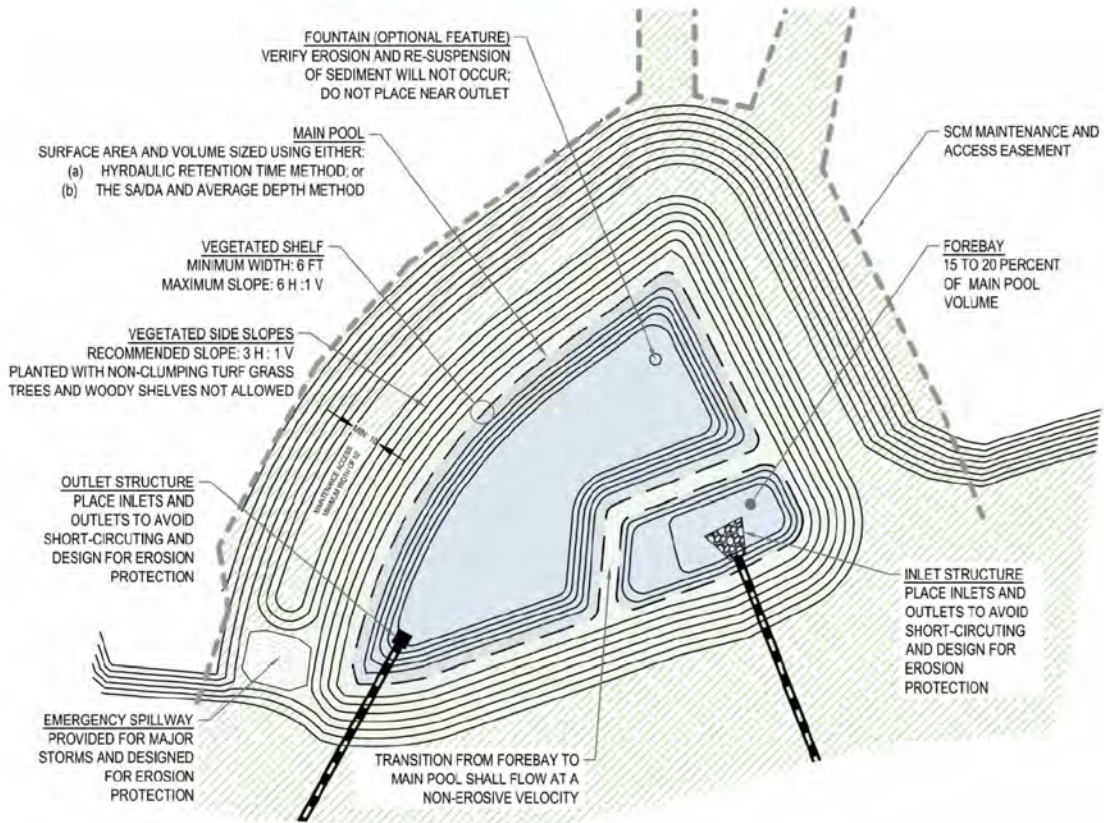
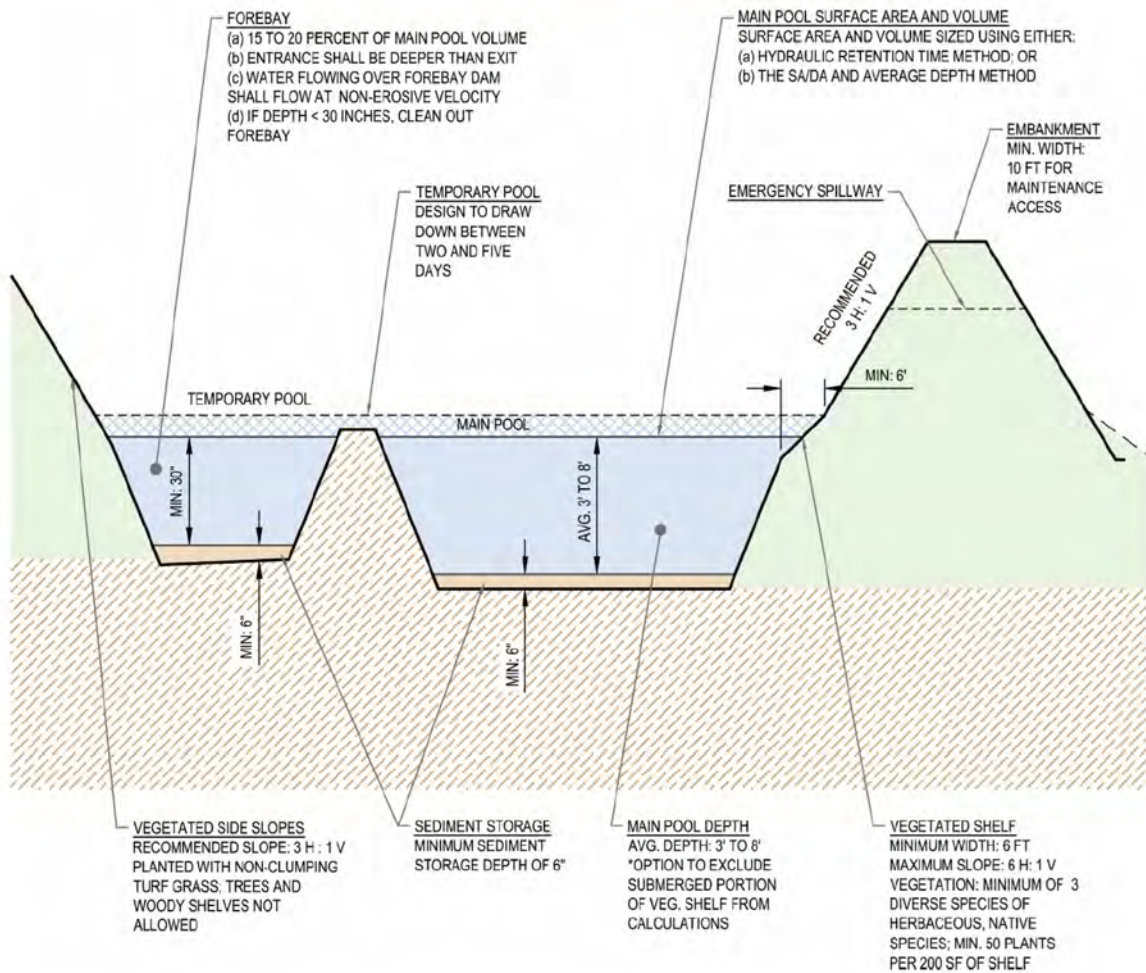
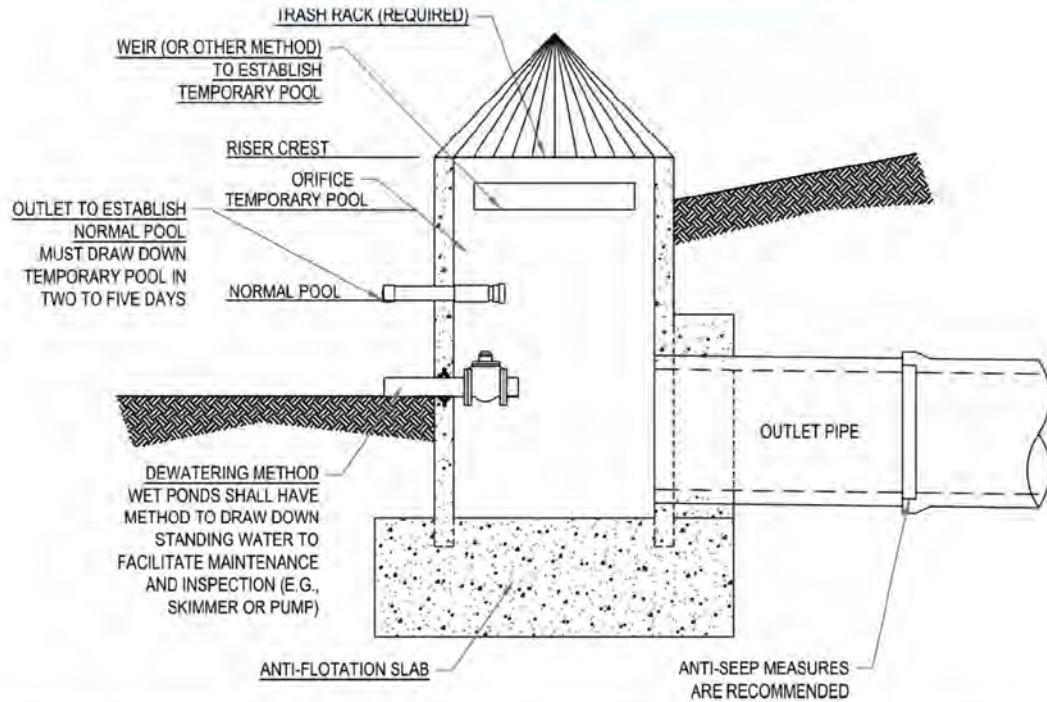


Figure 2: Wet Pond Example: Cross-Section View 1



STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 30, 2020

Figure 4: Wet Pond Example: Outlet Structure



C-3. Wet Pond

5

Revised: 11-23-2020

The wet pond design should include a landscape plan that has been prepared by a qualified design professional licensed in North Carolina. The landscape plan should provide specifications for the vegetation species, installation, and the post-installation care. The landscape plan shall cover the dam, embankment slopes and the vegetated shelf. On the dam and the dam and embankment slopes, turf grass provides stability and enhances access to the facility for maintenance. DEQ recommends perennial grasses such as hybrid Bermuda or centipede in our area.

	Opinion of Probable Construction Cost Estimate	Cost
1	Mobilization	10,000
2	Traffic Control	2,500
3	Clearing, Rough Grading, Disposal of Debris	20,000
4	Concrete Driveway Apron 20'X 20'(45 SY)	2,850
5	Silt Fence 425LF	2,100
6	Chain Link Fence and gate -750 LF	30,000
7	Wet Detention Pond w/ landscaping and outlet devices	25,000
8	Comprehensive Grading – topsoil remove/positive grades	25,000
9	6" CABC Stone -1.3 acres	45,000

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 30, 2020

10	LED Site Lighting with 200 Amp Meter Base	25,000
	Subtotal	187,450
	Preliminary Engineering Report	10,000
	Engineering @ 20%	37,500
	Boundary and Topo surveying	4,000
	Construction CA @ 5%	9,400
	Construction Inspection -20 days	15,000
	Construction Contingency	37,500
	Project Total Cost	\$300,850
	Recommended Budget (round to nearest 5,000)	\$305,000

December 23, 2020

CIP BUDGET MEMORANDUM

TO: Joseph M. Moore, II, Town Manager
FROM: Administration Staff
PREPARED BY: Lisa Markland, Human Resources Director
PROJECT TITLE: Furniture for Human Resources Suite and Records Room

Committee Category: TBD

Description: This request is to fully outfit the Human Resources Suite with the necessary furniture to represent the Town of Zebulon professionally when applicants, vendors and other HR professionals.

All the necessary furniture was not purchased when the suite was opened in early 2021. This would provide for chairs in the common area, a large conference table with chairs, a desk and chair for the HR Technician, a TV and computer for training.

Shelving to fully outfit the Records Room which would allow the Deputy Clerk to begin management of all Town records. Currently, they are spread out across the various departments. A future request will be made to purchase an industrial paper shredder to allow for proper disposal without having to hire an outside company in a future budget.

As part of the 2030 Strategic Plan this would support the goal of "Growing Smart".

Prioritization Level: Medium – Improves the work force morale and efficiency

Criteria Category: 3 – Enhances the service delivery to Employees of the Town by having the appropriate office furniture and equipment.

Funding Level:

Cost:

a. **Capital Cost** – The total cost of the project is estimated at \$16,350.

Desk and Chair	1800
Conference Room Table and Chairs	5000
Conference Room TV	2000
Conference Room Computer	1200
Side Chairs for Offices	2400
Chairs and Tables for Lobby	2600
Storage Cabinet	550
Shelving for Records Room	800
Total	\$16,350

- b. **Operating Cost** – There would be no additional yearly operating cost.
- c. **Life Cycle Cost** – Approximately 15-20 years

STAFF REPORT
 CAPITAL REQUEST
 PROPERTY MANAGEMENT – FACILITIES
 DECEMBER 4, 2020

Topic: Property Management Capital Request – Police Station – HVAC Replacement

From: Zebulon Public Works Department Staff
 Prepared by: Chris D. Ray, Public Works Director
 Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Properties and Facilities

Project Title: *Police Station – HVAC Replacement*

Priority Level: *Medium*

Criteria Categories: Level 2

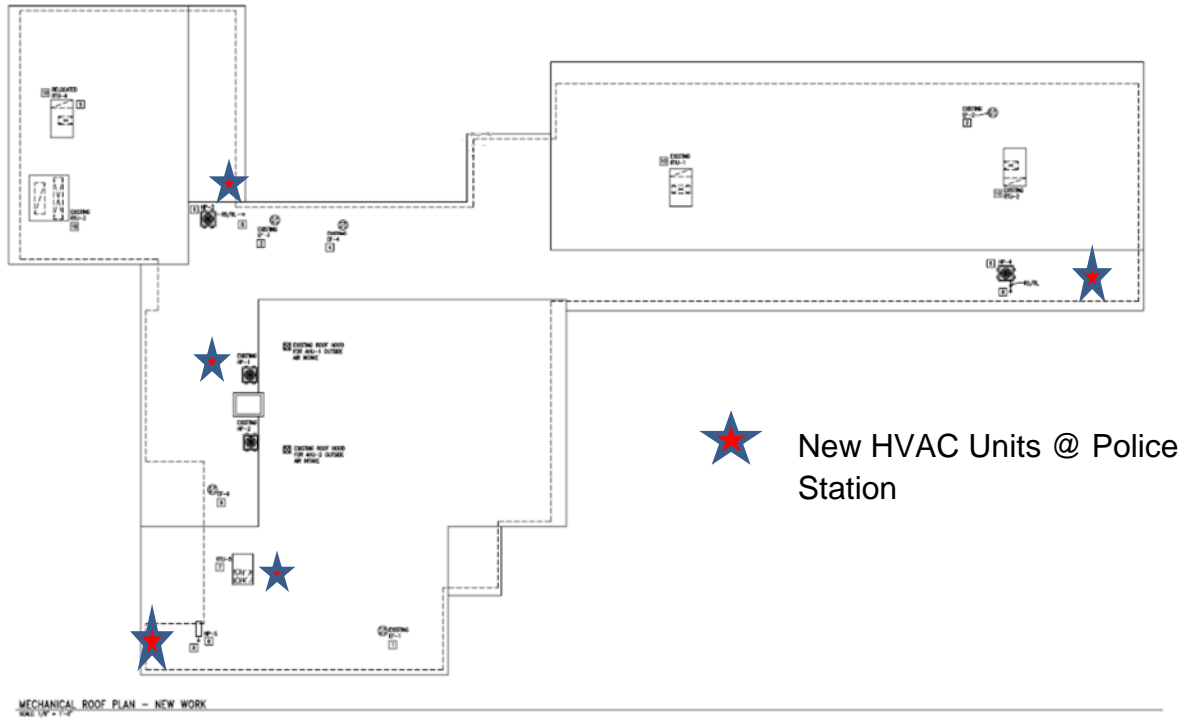
Level of Funding: Level B

Project Description:

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

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 4, 2020



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.

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 4, 2020

Topic: Property Management Capital Request – New PW Storage Bldg

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Properties and Facilities

Project Title: *PW Maintenance Bldg*

Priority Level: *Medium*

Criteria Categories: Level 1

Level of Funding: Level A

Project Description:

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.

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; 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 increase the difficulty and danger of tasks that must be done in the shop.

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 4, 2020

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 with 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.

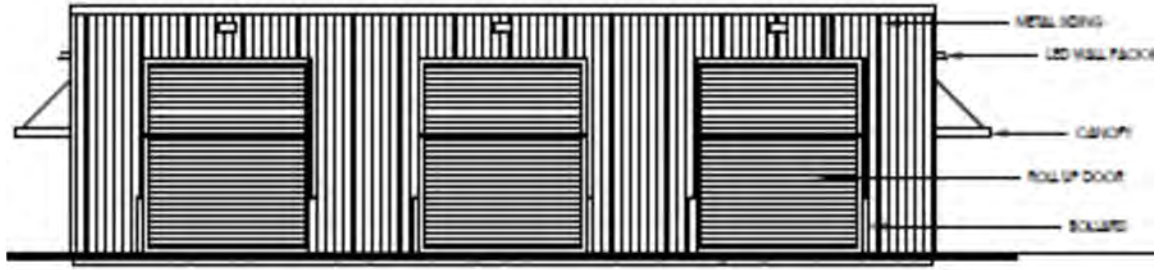
During FY2019, Architect DeVon Tolson, HDM and Associates, and Neville Structural Engineers designed a new commercial-grade equipment shed at the Public Works facility. The commercial-grade building includes a six-inch concrete pad, clear span metal framing, R-19 insulation, electrical lines and boxes, 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.

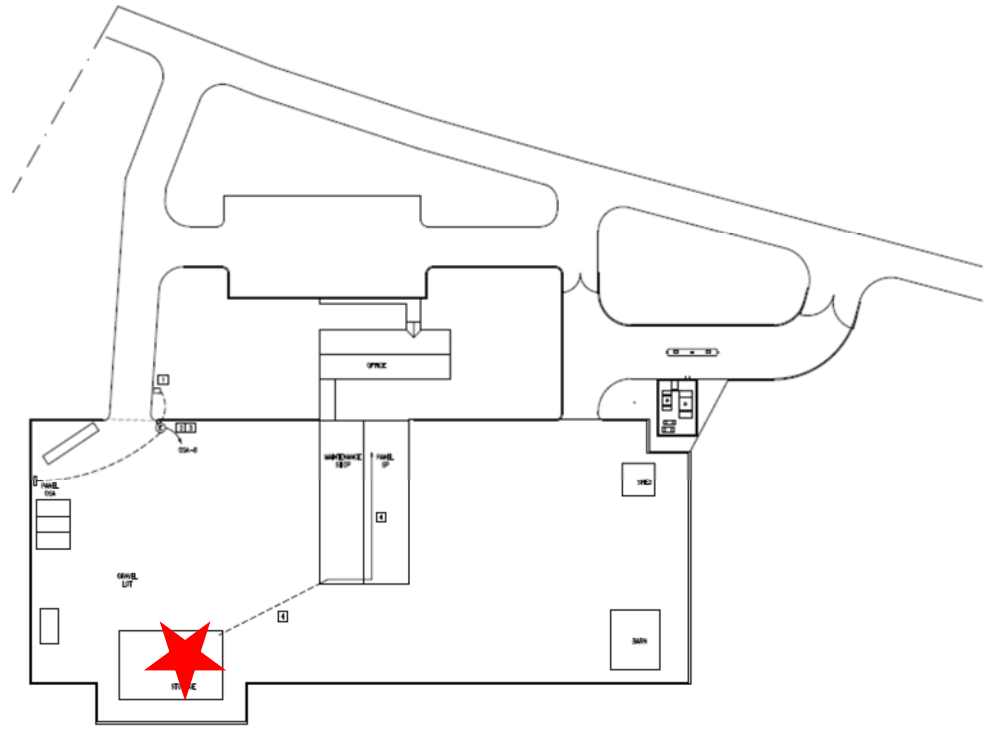


Existing Stone Pad – over 300 tons of compacted process fill material was used by PW Staff in the construction of pad.

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 4, 2020



02 ELEVATION
Elev. 10'



STAFF REPORT
 CAPITAL REQUEST
 PROPERTY MANAGEMENT – FACILITIES
 DECEMBER 4, 2020

	Opinion of Probable Construction Costs (Estimate)	Cost
1	Architect – Bidding and Construction Adm.	\$ 14,000
2	Construction Cost -2,400 SF Bldg.	\$219,000
3	2021 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
	2022 Construction CIP of 10%	\$ 31,700
	Estimate Total	\$349,100
	Budget Amount	\$350,000

On January 20, 2020, general contractor Salisbury and Moore provided a detailed estimate to construct the facility as designed at \$219,000.

Topic: Property Management Capital Request – PW Shop/Maintenance Bldg Renovation.

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Properties and Facilities

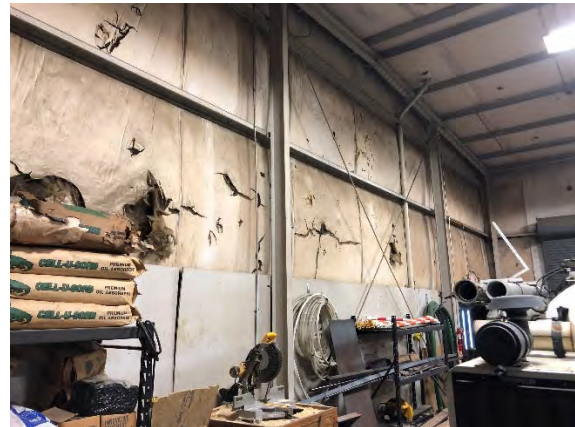
Project Title: *PW Maintenance Bldg*

Priority Level: *Medium*

Criteria Categories: Level 1

Level of Funding: Level A

Project Description:



The existing 5,000-square-foot, prefabricated metal building was constructed in 1989, over thirty-one years ago. Since its construction, minor modifications have been completed, such as adding infrared shop heaters (2005) and an equipment lift (2007), upgrades to interior lighting (2013), and conversion to natural gas (2015).

The June 2018 Facility Assessment noted the maintenance building finishes are basic and were selected for utility and durability. The report noted that the bays are crowded with equipment and storage and expressed concern for safe movement within the shop areas. The report noted the following additional observations:

1. Concrete floor is in good condition – recommend epoxy coating for slip resistance.
2. Roll-up doors showing wear with some damage; manual chain hoists do not have safety governors.

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3. Interior walls need painting (CMU and plywood)
4. Wall & ceiling insulation needs to be repaired or replaced. (One option is this Lamtec material: <https://tinyurl.com/y6vakn8m>)
5. Floor drain in bay three does not function correctly.
6. Roll-up door frames showing signs of rust and rot.
7. Installation of a grease trap is recommend with fleet maintenance activities.
8. The uni-flex roof coating warranty expires in 2021. The roof is currently experiencing minor leaks.
9. Installation of a large ceiling fan is recommended for summer months to remedy the “hot tin can effect”.
10. Bollards installation is recommended at roll-up doors.
11. Interior lighting needs to be upgraded to LED.

	Opinion of Probable Construction Cost Estimate	Cost
1	Epoxy Floors – 5,000 Sq. Feet	\$ 30,000
2	Safety Improvements – Roll-up Doors	\$ 5,000
3	Floor Drain Repairs/separation for grease trap	\$ 10,000
4	Interior Painting allowance – masonry/plywood	\$ 7,500
5	Painting – Exterior Doors/Frames – Qty 10 - \$335.00 each	\$ 3,350
6	Wall Insulation Repair	\$ 20,000
7	Roof Coating Allowance with new gutter	\$ 25,000
8	Ceiling Fan – Bays 3-5 (includes structural)	\$ 10,000
9	Bollards installation – Qty 20	\$ 10,000
10	Grease Trap	\$ 12,000
11	Plumbing renovation allowance	\$ 3,000
12	Exterior Paint on Bldg.	\$ 15,000
13	Steel Repairs/Special Coating	\$ 8,500
14	LED Lighting Upgrades Allowance	\$ 3,000
	Subtotal	\$162,350
	General Contractor – OH&P @ 20%	\$ 32,500
	Professional Services @ 30%	\$ 58,500
	Contingency @ 20 %	\$ 39,000
	Project Total Cost	\$292,350
	Recommended Budget (round to nearest 1,000)	\$295,000

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 4, 2020

Topic: Property Management Capital Request – Dumpster Pad -Town Hall

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Properties and Facilities

Project Title: *Dumpster Pad – Town Hall*

Priority Level: *Medium*

Criteria Categories: Level

Level of Funding: Level B

Project Description:

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

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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

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
FEBRUARY 1, 2021

Topic: Property Management Capital Request – PW Shop/Maintenance Bldg Roof Repair.

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Properties and Facilities

Project Title: *PW Maintenance Bldg*

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

Project Description:



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The Public Works Shop Building was constructed in 1988. The facility inspected consists of one roof area, totaling approximately 5,400 square feet, consisting of standing seam metal panel roof with an aluminum roof coating. The roof area covers truck bays and storage space. The existing aluminum roof coating was installed during the month of August 2011 and is under labor and materials warranty until August 2023.

In January 2021, Staff hired RECI Engineers to perform a roof assessment and make recommendations. The information below is excerpts from the report. The full report is available upon request.

The aluminum roof coating is in generally good condition. The delaminated coating areas are small but could get larger. Fasteners, sealants, and mastics incorporated into the coating system are deteriorated. Gutter joints leak and the gutters leak at the transitions to the downspout outlets. The wood blocking holding the ventilator fan in place is deteriorated. Staff as noted leaks in the existing roof.

The warranty does not cover; rusting screws, rusting metal panels, delaminated coating, sealant failure or delaminated or cracking sealant/mastic.

The existing conditions of the UNIFLEX Coating System were discussed with the UNIFLEX Industrial Roof Coatings sales representative (Bill Lavender, 704-649-8776, email bill.lavender@sherwin.com) who was involved with the original project. The metal roof panel system could be prepared (rusting screws replaced, rusting metal panels cleaned and primed, delaminated coating areas cleaned and primed, failing sealants removed and replaced and delaminated or cracking sealant/mastic removed and replaced) according to UNIFLEX Industrial Roof Coatings guidelines, a new application of the Uniflex Premium Elastomeric System installed, then a new UNIFLEX 10 Year Limited Material and Labor Warranty could be provided.

	Opinion of Probable Construction Cost Estimate	Cost
1	UniFlex Coating installation	19,750.00
2	Replace wood blocking a ventilation fan	400.00
3	Gutter Repairs and Spot Replacement	750.00
	Professional Services	8,500.00
	Contingency @ 20%	4,180.00
	Subtotal	33,580.00
	Recommended Budget (round to nearest 5,000)	35,000.00

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 4, 2020

Topic: Property Management Capital Request – Fueling Station Upgrades

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Properties and Facilities

Project Title: Fueling Station upgrades

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level C

Project Description:



Fueling Station Hardware/Software: The fuel station pedestal and software were last upgraded in 2004. The proposed upgrades include a new interface pedestal; the replacement of leak detection equipment, network cards, and the unleaded fuel dispenser; 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.

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	Opinion of Probable Construction Costs (Estimate)	Cost
1	Fueling System Software	\$ 7,500
2	Fuel Pedestal Replacement	\$ 7,500
3	Tank Monitoring	\$ 3,500
4	Unleaded Fuel Dispenser Replacement	\$ 4,500
5	Painting of island, bollards, and diesel dispenser	\$ 1,500
6	Signage	\$ 200
	Permitting	\$ 500
	Subtotal	\$25,200
	Design/CA/Observation	\$12,500
	Contingency @ 20%	\$ 5,040
	Total	\$42,740
	Budget Amount	\$43,000

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 4, 2020

Topic: Property Management Capital Request – Parking Lot Seal Coating

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Properties and Facilities

Project Title: *Parking Lot Seal Coating*

Priority Level: *Medium*

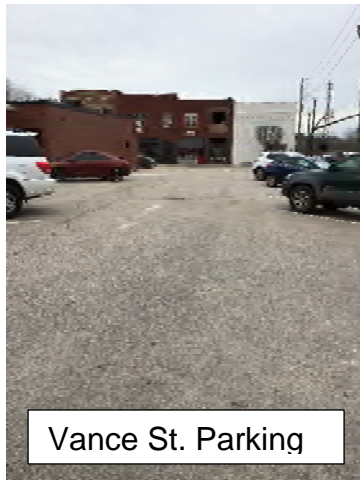
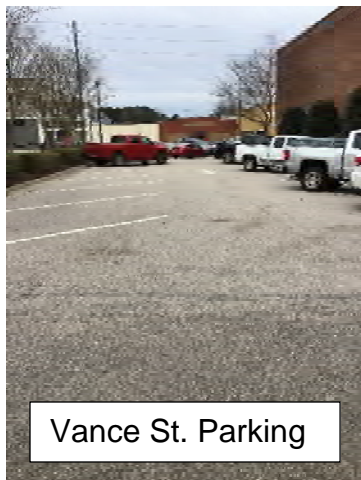
Criteria Categories: Level 2

Level of Funding: Level B

Project Description:

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 projects 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 \$8.00 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.



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Opinion of Probable Construction Costs (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	7,175	\$1.50	\$10,763
7	Vance Street Parking Lot	1,515	\$1.50	\$ 2,273
	Subtotal			\$36,736
	Contingency @ 20%			\$ 7,347
	Project Total			\$44,083
	Budget Total			\$45,000

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 4, 2020

Topic: Property Management Capital Request – Police Station – Restroom Rehab

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Properties and Facilities

Project Title: *Police Station – Restroom Rehab*

Priority Level: *Medium*

Criteria Categories: Level 2

Level of Funding: Level B

Project Description: 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" on the following rating scale: 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.



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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	\$ 2,225
Toilet partitions	\$ 9,500
Toilet accessories	\$ 3,300
Casework - countertops	\$ 2,440
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 renovations separately, the disruptions would be doubled, and it is estimated to cost approximately 25% more:

Opinion of Probable Construction Costs (Estimate)	Cost
Men’s Renovations	\$205,000
Women’s Renovations	\$136,000
Total	\$341,000

**COMMUNITY &
ECONOMIC
DEVELOPMENT**

ZEBULON

NORTH CAROLINA

December 18, 2020

MEMORANDUM

TO: Joe Moore, II, Town Manager

FROM: Michael Clark

SUBJECT: Capital Budget Project Memo – Downtown Associate Community Program

Committee Category:

Project Title: Downtown Associate Community Program

Description: 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.

Prioritization Level: This request is a medium priority as it maintains existing service levels, and a Level II criteria as it maintains an existing program while expanding its availability to the business community.

Cost: **a. Capital Cost** – The total cost of the project is \$5,000, which would allow the Town to participate in the basic training sessions for the Downtown Associate Community Coordinator.

b. Operating Cost – Operating costs would continue for the next 3 years as we progress through the program.

c. Life Cycle Cost – This program is for 3 years in which it would allow the Town to enter into the full North Carolina Main Street Program.

ZEBULON

NORTH CAROLINA

December 18, 2020

MEMORANDUM

TO: Joe Moore, II, Town Manager
FROM: Michael Clark, AICP, CZO, Planning Director
SUBJECT: Capital Budget Project Memo – Façade Improvement Match Grant

Committee Category:

Project Title: Façade Improvement Match

Description: 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. In the past, 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. However, the costs associated with making façade repairs to these buildings continues to increase, so we are proposing to double the amounts up to \$5,000 per application and continue to issue four grants per year. 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.

Prioritization Level: This request is a medium priority as it maintains existing service levels, and a Level III criteria as it expands an existing program.

Cost: **a. Capital Cost** – The total cost of the project is \$20,000, which would allow the Town to issue four grant amounts of up to \$5,000 per application.

b. Operating Cost – Operating costs would be dependent on the continuation of the program.

c. Life Cycle Cost – The total life cycle would be dependent on the continuation of the program.

ZEBULON

NORTH CAROLINA

December 18, 2020

MEMORANDUM

TO: Joe Moore, II, Town Manager

FROM: Michael Clark

SUBJECT: Capital Budget Project Memo – Streetscape Match Grant

Committee Category:

Project Title: Streetscape Match

Description: The purpose is to activate non-profit organizations and local business with a financial partnership by providing investment incentives through a beautification of our streetscape within Downtown. Program's purpose is to provide the staff with guidelines in making decisions regarding funding requests by local non-profit organizations and local businesses 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.

Prioritization Level: This request is a medium priority as it maintains existing service levels, and a Level II criteria as it maintains an existing program while expanding its availability to the business community.

Cost: **a. Capital Cost** – The total cost of the project is \$10,000, which would allow the Town to issue grant amounts of up to \$4,000 per application.

b. Operating Cost – Operating costs would be dependent on the continuation of the program.

c. Life Cycle Cost – The total life cycle would be dependent on the continuation of the program.

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
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Topic: Property Management Capital Request – Downtown Tree LED Lighting Replacement

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category –

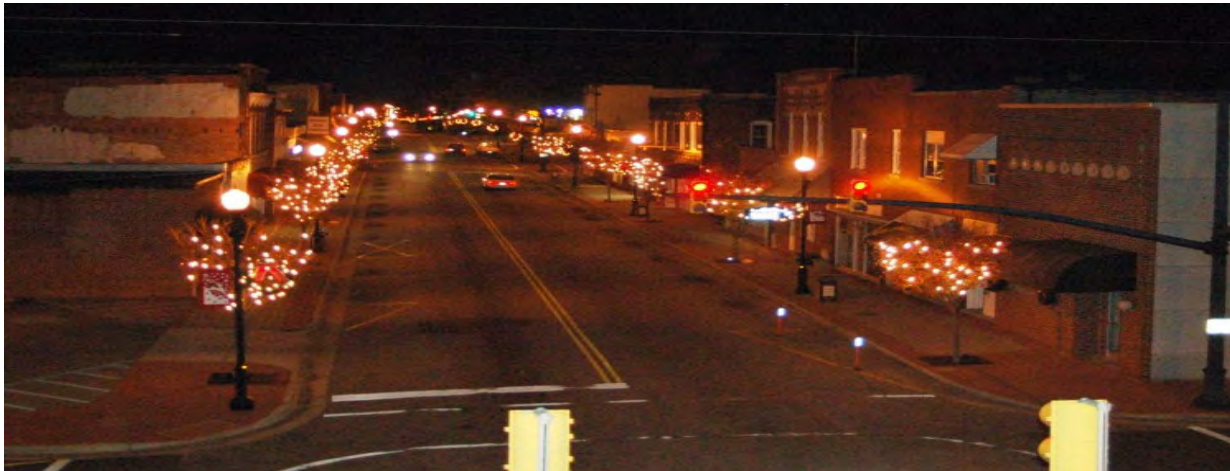
Project Title: *Downtown Tree LED Lighting*

Priority Level: high

Criteria Categories: Level 2

Level of Funding: Level A

Project Description:



LED Christmas lights are needed to replace the existing lights. Zebulon Public Works began installing tree lights downtown in December 2007. In 2016, the town started leaving them up through the end of February because they provide a nice ambiance, especially in the dark winter evenings. The current string lights have exceeded the expected useful life at 13 years old. The wire is showing signs of dry rot, and the sockets are corroded with rust, making light connection difficult. Staff recommend replacing the existing lights with LED lights. The reduction in operating costs for LED lights would enable the Town to leave the lights up longer, and the reduced amperage draw will free up capacity for other electrical equipment, such as for downtown events.

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	Description	Quantity	Unit Cost	Total
1	1000' Bulk Spoils – 18 gauge/green/12" spacing	6	\$395.00	\$ 2,370
2	Female End Plugs	40	\$2.65	\$ 106
3	Male End Plugs	40	\$4.65	\$ 186
4	C7 – LED Lamps – Warm White	5,700	1.19	\$ 6,783
	Subtotal			\$ 9,445
	5% contingency			\$ 473
	Total Cost			\$ 9,918
	Budget Amount			\$10,000

*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.***

ZEBULON

NORTH CAROLINA

December 18, 2020

MEMORANDUM

TO: Joe Moore, II, Town Manager

FROM: Michael Clark

SUBJECT: Capital Budget Project Memo – Business Upfit Grant

Committee Category:

Project Title: Business Improvement Grant

Description: This request is for funding of a “Business Upfit Grant” (BUG) program. The purpose of this program is to provide financial match program to local businesses in regards to infrastructure and renovation costs associated with restoring non-residential or mixed commercial buildings with within our Downtown Overlay District Area. Similar to the existing economic development policy, the issuance of this grant would be dependent on benchmarks associated with the improvement and their impact on the community. In the case of the BUG program, the applicant would need to show that the investment into the building would have a positive taxable value following the completion of the improvements and would need to be occupied by a business or mixed use that enhances the vibrancy of the Downtown.

This grant would be up to a 50 percent match for the following infrastructure improvements:

- Replacement or repair of HVAC system components
- Replacement or repair of electrical system components
- Replacement or repair of water and sewer infrastructure components
- Replacement or repair sutural aspects of the building including but not limited to floors, roofs, other similar elements
- Installation of ADA accessibility features or modifications.

While the taxable increase is the most quantifiable outcome of the propose program, the investment of public funds into these buildings will act as a catalyst for private investment going well beyond the required 50 percent match. This provides a qualitative benefit as the personal investment within these buildings also encourages long term maintenance, thus reducing the amount of code enforcement that we have to conduct within the Downtown Overlay District. Furthermore, the Town has businesses interested in opening up within the Downtown, but the availability of available tenant spaces that they can renovate within their budgets to be profitable are limited. We also have building owners that are allowing their buildings to sit vacant. This grant would provide an incentive for all building owners to partner with the Town to invest in the building infrastructure to prevent decay and bring it to applicable code requirements.

Prioritization Level: This request is a low priority as it is not mandated but does improve the quality of life as it allows for occupancy of older outdated buildings within downtown, and a Level I criteria since the establishment of this program will assist building owners in bringing structures that have safety issues into compliance with applicable building standards.

Cost:

- a. Capital Cost** – The total cost of the project is \$30,000, which would allow the Town to issue three \$10,000 grants.
- b. Operating Cost** – Operating costs would be dependent on the continuation of the program.
- c. Life Cycle Cost** – The total life cycle would be dependent on the continuation of the program.

STAFF REPORT
CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 4, 2020

Topic: Property Management Capital Request – Downtown Sidewalk Rehab

From: Zebulon Public Works Department Staff
Prepared by: Chris D. Ray, Public Works Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category –

Project Title: *Downtown Sidewalk Rehab*

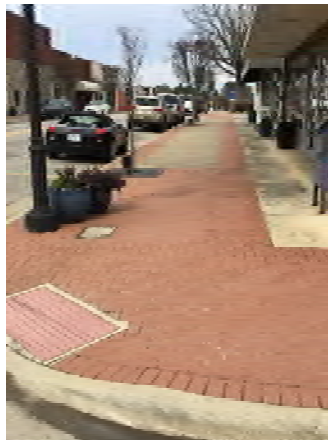
Priority Level: *High*

Criteria Categories: Level 1

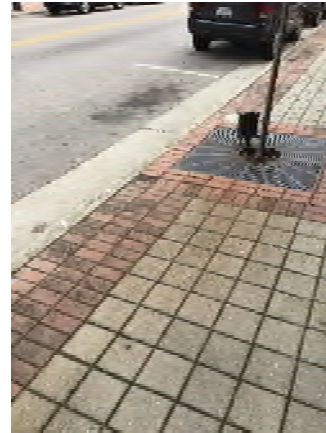
Level of Funding: Level A

Project Description:

The project is to pressure wash the entire sidewalk system with the goal of removing 20 years of dirt, grime, and chewing gum. The paver sidewalks downtown 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, pavers have settled or risen due to the movements of the trees' root systems, especially in the 100 block of North Arendell Avenue. Once the masonry pavers move by more than a quarter inch, they are no longer in compliance with ADA sidewalk requirements due to the potential trip hazard.



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CAPITAL REQUEST
PROPERTY MANAGEMENT – FACILITIES
DECEMBER 4, 2020



	Opinion of Probable Construction Costs (Estimate)	Cost
1	General requirements – mgt., porta john, lights	\$15,500
2	Remove, 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
	Subtotal	\$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 Gannon Avenue. Staff secured construction estimates from general contractor Salisbury & Moore and the original masonry paver installer, Fred Adams Paving.

ZEBULON

NORTH CAROLINA

December 18, 2020

MEMORANDUM

TO: Joe Moore, II, Town Manager

FROM: Michael Clark

SUBJECT: Capital Budget Project Memo – GRCBV Partnership/ Tourism

Committee Category:

Project Title: GRCVB Partnership/ Tourism Strategic Plan Implementation – \$7,000

Description: 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.

Prioritization Level: This request is a medium priority as it maintains existing service levels, and a Level II criteria as it maintains an existing program.

Cost: **a. Capital Cost** – The total cost of the project is \$7,000.

b. Operating Cost – Operating costs would be dependent on the continuing to participate in the plan implementation.

c. Life Cycle Cost – The total life cycle would be dependent on the continuing to participate in the plan implementation.

Topic: Alley Activation Capital Request: Phase 2

From: Parks and Recreation Staff
Prepared by: Sheila Long, Parks and Recreation Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Community and Economic Development

Project Title: *Alley Activation: Phase 2 and Phase 3*

Project Description:

The Zebulon Parks and Recreation Department requests continuation of the FY2021 Alley Activation project to expand the current project to Vance St.

We can utilize our downtown alley network to encourage pedestrian traffic and create a space for people to gather while exploring downtown. The first phase of the project was an example of how we can leverage public private partnerships to move forward our strategic plan. Alley Activation will continue to foster excitement and interest in downtown Zebulon while complimenting private investment in downtown properties.

Zebulon Downtown Arts Council was a partner in the first phase of Alley Activation and has already begun talks on how to utilize this space monthly to offer arts opportunities in the community. The Winter Market was a pilot to test the ability of the space to support the farmers market, future craft markets, and other special events.



Proposed Phase 2



Phase 1 Alley Activation

STAFF REPORT
 CAPITAL REQUEST
 ALLEY ACTIVATION
 DECEMBER 21, 2020

The **second phase** of the project will mimic the first phase and costs have been estimated based on the cost of the first phase and anticipated costs:

	Project Costs (Estimate)	Cost
1	Demolition of asphalt & Concrete Paving	\$58,000
3	Hard Surface Accents	\$3500
4	Poles and bistro lighting	\$5000
5	Planters, Seating, Trash Cans, etc.	\$5000
6	Curb, Gutter, Parking Spaces on Arendell (4)	\$3900
7	Electrical	\$10,000
	Subtotal	\$85400
	Contingency @ 10%	\$ 8540
	Project Total	\$93,940
	Budget Amount	\$94,000

Priority Level: *High*

Criteria Categories: Level 3

Level of Funding: Level A

Phase 3

Staff recommends that the town pursue a design build bid process to consider the potential for a multiuse space at and surrounding the intersections of alleys on the eastern 100 block of N. Arendell Ave. This space should consider, event use, downtown employee parking, lighting, green space, electrical line relocation and infrastructure, stage, and shade opportunities.

Estimated Cost: \$300,000

This cost is only an estimate, the design phase of the project would nail down the anticipated costs based on the desires of the town. Such a project may have to be phased.

ZEBULON

NORTH CAROLINA

January 26, 2021

MEMORANDUM

TO: Joe Moore, II, Town Manager

FROM: Michael Clark, AICP, CZO, Planning Director

SUBJECT: Capital Budget Project Memo – Downtown Master Plan

Committee Category: Community and Economic Development

Project Title: Downtown Master Plan

Description: This request is for funding to hire a consultant to work with the Downtown Associate Community Board, stakeholders, and the public to establish a comprehensive master plan for the downtown area. This would act as a guidebook not only for the Town when implementing regulatory changes, it would also provide additional level of guidance for the Downtown Associate Community's activities and work synergistically with their task list. The elements of the plan would need to include the following:

- Identification of catalyst/opportunity development/redevelopment sites and initiatives
- Identification of needed public investment and return on investment matrix
- Streetscape enhancement recommendations
- Future land use map of uses and recommendations (all potential uses)
- Regulatory recommendations (Zoning, Design Guidelines and other permitting)
- Historic preservation, building design and cultural resources recommendations
- Infrastructure and utilities recommendations
- Parking improvements and recommendations
- Transportation improvements and recommendations
- Mobility - Public transportation, pedestrian, and bicycle connectivity recommendations
- Sustainability, energy, and environmental recommendations
- Branding, marketing, programming, entertainment, arts, and tourism recommendations
- Management and organizational recommendations
- Identification of revenue generating strategies (public & private investment)

- Phased implementation plan with detailed matrix of strategies

The creation of this plan would build upon the foundations of the Downtown Associate Community efforts with the design workshops, engagement sessions, and focus groups.

Prioritization Level: This request is a low priority, and a Level III criteria since it would be an expansion of corresponding programs focused on the establishment of a Vibrant Downtown. .

- Cost:**
- a. Capital Cost** – The total cost of the project is \$80,000.
 - b. Operating Cost** – Upon completion, additional Capital Costs would be requested to implement elements the Plan.
 - c. Life Cycle Cost** – A Downtown Master Plan would less than a 12-month process.

ZEBULON

NORTH CAROLINA

December 18, 2020

MEMORANDUM

TO: Joe Moore, II, Town Manager

FROM: Michael Clark

SUBJECT: Capital Budget Project Memo – Wayfinding Signage

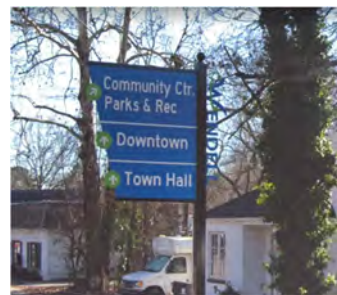
Committee Category: Community and Economic Development

Project Title: Wayfinding Signage

Description: This request is for funding of wayfinding signage to be located at various points within Town. The purpose of the signs would be to direct residents, visitors, and others to various points of interest within the Community. These would include a sign located near the following locations:

- US 264 and Arendell Avenue
- Gannon and Arendell
- NC 39/ US 264
- Gannon Avenue/ 264
- Mack Todd Road and Gannon Avenue/
- Barbee Street and Arendell.

The proposed wayfinding signs would be similar to the following:



Prioritization Level: Level B – The installation of the signs results in better efficiency or service delivery as it provides guidance towards existing facilities and locations in an effort to continue revitalization efforts within the Town, and a Level 3 Criteria as it is the expansion of our existing revitalization efforts, represented since this project is used .

Cost:

- a. Capital Cost** – The total cost of the project is estimated at \$39,600 (\$6,600 per sign), which includes the cost of the production of the sign, pouring of the footing, and installation and NCDOT authorization.
- b. Operating Cost** – Operating costs related to this project are cleaning of the sign on an as needed basis.
- c. Life Cycle Cost** – With proper maintenance of the signs. they would have the potential to last 20+ years, however the Town’s branding will likely change before the sign requires replacement.

SERVICE EQUIPMENT

MEMORANDUM

To: Joseph M. Moore, II, PE, Town Manager

From: Christopher C. Perry, Fire Chief
Jacqui Boykin, Police Chief

CC: Bobby Fitts, Finance Director

Subject: Service Equipment Capital Subcommittee FY 22 Recommendation

Date: March 1, 2021

The Service Equipment Capital Subcommittee met on February 18 to discuss requests for Fiscal Year 2021-2022. As in prior years, our category is budgeted \$20,000. We utilized the following guidance for Service Equipment:

Service Equipment is intended to include personally used/carried departmental equipment with a useable life of five years or more and a total acquisition cost of greater than \$5,000. Typically, considered equipment is non-motorized. Other items outside this scope are considered when not specifically addressed by other categories.

Request Consideration

The items considered (organized in order of the level of funding and priority identified in the request), as well as a basic description, were as follows:

Police Canine

The police canine has become a critical piece of equipment for patrol operations. K9s greatly enhance an officer's ability to efficiently and effectively conduct a variety of investigations, most notably drug crimes and missing persons. We will be purchasing a dual-purpose canine, which can be used for drug work and tracking. This replacement item is needed because of an early retirement of one of our existing dogs, as a result of officer promotions. Lifespan for a police canine is typically 8-10 years.

Contract pricing for a police canine and training for a K9 unit is \$8,500. Maintenance costs are already considered in our regular operational budget.

Load Bearing Outer Carrier (Police)

Policing is a physically demanding profession. Officers wear a duty belt with over 20 pounds of equipment, spend extended periods of time seated in a police vehicle and deal with combative people. As a result, officers deal with lower back and hip pain, sometimes causing long term impact on physical wellbeing. This results in a diminished quality of life, lost time due to injury and increased healthcare costs that are shared by our entire community. The utilization of a load-bearing vest carrier is commonly viewed as a healthier alternative than



the traditional duty belt for officers to carry the required equipment. Outer carriers will have significant positive impact on officer morale.

The custom vest is \$199 plus \$34 for each pouch (6), for a total cost of \$403/unit. Total project cost \$10,000. Vest carriers will be replaced every 3 years, with the replacement of the ballistic vest.

Duty Weapon Replacement (Police)

The firearms used by patrol personnel are more than 10 years old. Life expectancy for a law enforcement firearm is 10-12 years. Current research indicates that the most effective firearm for law enforcement is a 9 mm handgun. All duty issued guns will be replaced with the Glock Model 45.

Replacement of the handguns is estimated at \$12,500, duty gear \$6,000, ammunition \$4,000. Lawmen's will offer a credit of roughly \$9,000 on our current inventory, resulting in a net project cost of \$13,500.



Firefighter Turnout Gear – Additional Sets (Fire)

As part of our current firefighter cancer reduction policy, firefighters are required to remove their firefighting gear immediately after use in a structural fire environment and wash it before it can be worn again. This enables any cancer-causing materials to be washed from the gear, instead of allowing these materials to be absorbed into the skin while the firefighter continues to wear the gear. Today's practice involves personnel borrowing others' gear and/or wearing gear which may not be sized correctly while gear is washed and dried.

Similarly, an additional set of gear provides employees with backup gear whenever theirs becomes damaged (needing repair) or otherwise out of service. Like when being cleaned, the current practice is to borrow other gear.



This request is for a second set of firefighting personal protective equipment for our full-time firefighters. A set includes a firefighting coat, pants, hood, and gloves. This request would be an additional set for thirteen full-time employees. Our long-term goal is to include extend this program to both part-time and volunteer personnel.

This purchase reinforces our priority on cancer prevention of our employees and emphasizes the importance of maintaining clean, proper personal protective equipment.

The total cost of the project is estimated at \$31,500, which includes the cost of the personal protective equipment for the thirteen employees. As of this time, there is no anticipated cost-share for this equipment. Personal protective equipment has a recommended life of ten years by the National Fire Protection Association, which is also our current policy for other similar protective equipment.

Replacement Thermal Imaging Camera (Fire)

Thermal imaging cameras are used to detect differences in heat signatures – primarily used in fire department rescue activities and the identification of hidden fires. These units essentially allow crews to “see” when vision is obscured by smoke and/or darkness. This request is for the replacement of a 2011 MSA Thermal Imaging Camera. These units have a ten-year life cycle and Wake County shares in the cost sharing of one thermal camera per station; therefore, they will share any associated costs with this replacement.



The total cost of the project is estimated at \$9,000, which includes the cost of the accessories. Wake County share of the vehicle is estimated at \$3,500.

12-Ton Equipment Trailer (Public Works)

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.

This trailer has an anticipated cost of \$14,500 and an expected life cycle of twenty years.

Excavator Hydraulic Tamp (Public Works)

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.

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 job site safety and operator comfort.

This equipment has an anticipated cost of \$7,500 and an expected life cycle of fifteen years.

Hook Lift Body (Public Works)

The 2017 Hooklift truck is the most versatile vehicle in the fleet, and staff would like to take further advantage of its functionality by purchasing an additional dump body. This would increase departmental efficiency in remediating 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 material deliveries and equipment drops at work sites. The additional body would be very useful for events such as Community Recycling Day and Holiday Happenings by streamlining work and eliminating the safety risks from excess handling of waste materials.



This dump body has an anticipated cost of \$12,000.

Light Tower (Public Works)

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 23 years old and in excess of 2500 hours.



This equipment has an anticipated cost of \$7,500 and an expected life cycle of fifteen years.

Note: The committee noted that although this item was requested by a single department, it benefits multiple Town departments, including police, fire, and public works, as well as potentially others. This item should receive priority consideration.

Portable Surveillance Cameras (5) (Police)

Significant growth in housing in Zebulon has resulted in an increase in job site thefts. The use of mobile, deployable surveillance systems will be useful in identifying suspects committing these crimes. Likewise, the systems can be deployed to areas that are experiencing a “rash” of criminal activity, such as vandalism, drug trade, or gang activity. The cameras are motion activated and send images to a designated email address, allowing officers see the activity “real time.” This program will be piloted in Weaver’s Pond.



The cost includes: \$344/unit x 5 units= \$1,720. Wireless access- \$30/month/unit= \$1,800. Initial purchase- \$3,520. Annual wireless access- \$1,800. Replacement cameras will need to be purchased in 4-6 years.

Roadside Message Boards (Police)

The Town of Zebulon has increased residential units by 40% in just the last 3 years, causing significant road congestion and traffic crashes. There are several road-improvement projects underway. Messaging is critical to the safety of employees, whether first responders

investigating a crash or road crews repairing asphalt. Commuter traffic has grown steadily in Zebulon causing significant traffic delays and congestion in the mornings and afternoons. A single accident along 64/264/97/96/39 can cause interruptions that effect thousands of drivers during one commute cycle. Proper notification to drivers might ease that pain. This purchase can be considered for grant funding through the NCLM and Governor's Crime Commission in FY22.



Price estimate based on project in neighboring jurisdiction. \$16,000/unit. \$1,500 annual fee. Estimated life span for this technology is 6-8 years.

Drone (Police)

The drone is a useful tool in reconstructing crashes, finding missing persons, and covert surveillance. Officers will be required to obtain FAA licensing.

Price estimate based of project in neighboring jurisdiction. \$2,700 training for pilots, \$5,300 for aircraft. Life expectancy for this technology is 5 years.



Note: The committee noted that although this item was requested by a single department, it could benefit multiple Town departments, including police, fire, and public works, as well as potentially others. This item should receive priority consideration.

Committee FY22 Recommendation

After discussion of each project, the following recommendations were made:

1. The 12-Ton Trailer, Excavator Hydraulic Tamp, Hook Lift Body, Light Tower, and Roadside Message Boards should be referred for consideration within the Fleet and Equipment Category, as they appear to fall more into that category's scope. As noted above, we felt the Light Tower should be considered as a priority due to its benefit over multiple departments.
2. The Portable Surveillance Cameras should be considered within the Police Department operating budget given the total initial cost as well as recurring costs.
3. The remaining items were prioritized based upon the department prioritization and committee discussion:
 - Priority 1 – Police Canine
 - Priority 2 – Duty Weapon Replacement
 - Priority 3 – Load Bearing Outer Carrier
 - Priority 4 – Firefighter Turnout Gear – Additional Sets
 - Priority 5 – Thermal Imaging Camera Replacement
 - Priority 6 - Drone
4. The committee recognized the \$20,000 budget, but recommended funding of the Priority 1, 2, 3, and 4 items. Additionally, we recommend that if items are removed from the list (due to purchase or need to delay, etc.), that remaining items move up the priority list for potential acquisition.

A chart illustrating the items and the recommendations are included on the next page.

ITEM	DEPARTMENT PRIORITIZATION			TOTAL PROJECT COST	OTHER REVENUE	COST FOR FY 22	RECOMMENDED FOR FY22	
	PRIORITY	CRITERIA	FUNDING					
LOAD BEARING OUTER CARRIER	HIGH	1	A	\$10,000		\$10,000	3	\$10,000
DUTY WEAPON REPLACEMENT	MEDIUM	1	A	\$22,500	\$9,000	\$13,500	2	\$13,500
FIREFIGHTER TURNOUT GEAR (ADDITIONAL)	MEDIUM	1	A	\$31,500		\$31,500	4	\$31,500
THERMAL IMAGING CAMERA REPLACEMENT	MEDIUM	1	A	\$9,000	\$3,500	\$5,500	5	
12-TON TRAILER	MEDIUM	2	B	\$14,500		\$14,500	REFERRED TO FLEET & EQUIPMENT	
EXCAVATOR HYDRAULIC TAMP	MEDIUM	2	B	\$7,500		\$7,500	REFERRED TO FLEET & EQUIPMENT	
HOOK LIFT BODY	MEDIUM	2	B	\$12,000		\$12,000	REFERRED TO FLEET & EQUIPMENT	
LIGHT TOWER	MEDIUM	2	B	\$7,500		\$7,500	REFERRED TO FLEET & EQUIPMENT	
PORTABLE SURVEILLANCE CAMERAS	MEDIUM	3	B	\$3,520		\$3,520	REFERRED TO OPERATING	
ROADSIDE MESSAGE BOARDS	LOW	3	C	\$35,000		\$35,000	REFERRED TO FLEET & EQUIPMENT	
DRONE	LOW	3	C	\$8,000		\$8,000	6	
POLICE CANINE	HIGH	1	A	\$8,500		\$8,500	1	\$8,500
TOTALS				\$151,020	\$12,500	\$138,520		\$63,500

Future Years Outlook

As we prepare for future years of service equipment item, we have listed below expected service equipment items and any associated revenues. These items would be in addition to any items not funded for this upcoming fiscal year.

For FY2023, we anticipate the need to continue with acquisition of a second set of turnout gear for fire department personnel (not included in first year) at an estimated cost of \$35,000. Additionally, we have identified needed rope and related rescue equipment for use with the ladder truck (some of which is equipment replacement due to age). Estimated cost of \$25,000.



Town of Zebulon
The Town of Friendly People
Police Department

Date: December 18, 2020

Ref: Capital Budget Requests

To: Joe Moore, Town Manager

From: Jacqui Boykin, Chief of Police

Please observe the following items to be considered for budget assessment, presented in order of importance to the police department:

1. Duty Weapon Replacement- (Moved to Service Equipment)

- Committee Assignment-
- Description- The firearms used by patrol personnel are more than 10 years old. Current research indicates that the most effective firearm for law enforcement is a 9 mm handgun. All duty issued guns will be replaced with the Glock Model 45.



-
- Prioritization Level- M-1
- Cost- Replacement of the handguns is estimated at \$12,500, duty gear \$6,000, ammunition \$4,000. Lawmen's will offer a credit of roughly \$9,000 on our current inventory, resulting in a net project cost of \$13,500. Life expectancy for a law enforcement firearm is 10-12 years.

2. Replacement patrol vehicles (4) (Moved to Fleet)

- Committee assignment-Service Equipment Committee
- Description- The police department has a defined vehicle replacement schedule which is based on 5 years of service and 100,000 miles before replacement. In keeping with that formula, 3-4 patrol cars need to be replaced annually. A vehicle is assigned to each officer, as a means of increasing visibility by having more patrol cars on the road going to/from work and within the neighborhoods they live in, serving as a benefit and recruiting/retention tool, and increasing the service life each vehicle. Many police departments offer take-home cars. This is a benefit that potential candidates are looking for, especially when salary is not as competitive as neighboring communities. There are more than a dozen police departments within 30 miles of Zebulon. Currently, officers are permitted take home access if they live

within 15 miles of the town limits or when they are granted authorization by the Chief, when serving in a specialized assignment.



-
- Prioritization Level- M-2
- Cost- \$58,500 for vehicle, equipment, and upfitting. Vehicles are on 5-year replacement cycle. Annual maintenance- \$1,200. Annual fuel cost- \$1,750. Project cost- \$234,000

3. Off road utility vehicle (Moved to Fleet)

- Committee assignment- Service Equipment Committee
- Description- The police department will need an off-road vehicle to patrol the greenway system. Regular police vehicles are not permitted on the greenway for daily patrols. This UTV can also be used for special events to shuttle people during unusual circumstances.



-
- Prioritization Level- M-1
- Cost: \$28,000 for vehicle, equipment, and upfitting.

4. Load Bearing Outer Carrier (Moved to Service Equipment)

- Committee assignment- Service Equipment Committee
- Description- Policing is a physically demanding profession. Officers wear a duty belt with over 20 pounds of equipment, spend extended periods of time seated in a police vehicle and deal with combative people. As a result, officers deal with lower back and hip pain, sometimes causing long term impact on physical wellbeing. This results in a diminished quality of life, lost time due to injury and increased healthcare costs that are shared by our entire community. The utilization of a load-bearing vest carrier is commonly viewed as a healthier alternative than the traditional duty belt for officers to carry the required equipment. Outer carriers will have significant positive impact on officer morale.



-
- Prioritization Level- H-1
- Cost- The custom vest is \$199 plus \$34 for each pouch (6), for a total cost of \$403/unit. Total project cost \$10,000. Vest carriers will be replaced every 3 years, with the replacement of the ballistic vest.

5. New Patrol Vehicles (2) (Moved to Fleet)

- Committee assignment- Service Equipment Committee
- Description- Population and call volume continuing to increase, along with traffic concerns. The increased territory and response time illustrate the need for additional resources. To keep pace with this growth new personnel will be needed to maintain the current level of service and increase community policing tactics. For each new officer, we must add a patrol vehicle.



-
- Prioritization Level- M-3
- Cost- \$58,500 includes vehicle, equipment, and upfitting. Projected annual maintenance- \$2,000/unit, projected fuel- \$2,000/unit. Project cost- \$117,000. Vehicles are replaced every 8 years.

6. Police department surveillance system (Moved to Service Equipment)

- Committee assigned-
- Description- The police facility is operating an antiquated and outdated surveillance system. It is not easily accessible and fails to provide necessary coverage throughout the building. State statute mandates the video recording of certain crimes. While the existing system provides for the required recordings, the system is +11 years old, is difficult to use, and is in need of an upgrade. On several occasions, the audio function has been disabled, resulting in lost interview evidence.



-
-
- Prioritization Level- M-2
- Cost- Cost estimate based off project in neighboring jurisdiction. Software operating system and 15 cameras- \$15,000. This technology will need to be upgraded in roughly 8-10 years.

7. Portable surveillance cameras (5) (Moved to Service Equipment)

- Committee assignment-
- Description- Significant growth in housing in Zebulon has resulted in an increase in job site thefts. The use of mobile, deployable surveillance systems will be useful in identifying suspects committing these crimes. Likewise, the systems can be deployed to areas that are experiencing an “rash” of criminal activity, such as vandalism, drug trade, or gang activity. The cameras are motion activated and send images to a designated email address, allowing officers see the activity “real time.” This program will be piloted in Weaver’s Pond.



-
-
- Prioritization Level- M-3
- Cost- \$344/unit x 5 units= \$1,720. Wireless access- \$30/month/unit= \$1,800. Initial purchase- \$3,520. Annual wireless access- \$1,800. Replacement cameras will need to be purchased in 4-6 years.

8. Cargo van (Moved to Fleet)

- Committee assigned-
- Description- The department needs a large open vehicle of this sort to transport manpower and resources during critical incidents. It is important for SERT and MFF teams to deploy together, for planning and communications purposes. The van will serve as a staging post and transport vehicle. Communication failure between team members is less to also happen while in one vehicle. The gear worn by these teams is heavy and bulky. The team cannot travel in traditional vehicles when properly outfitted. For many years, the SERT Team has had to borrow a van from a local dealership to deploy all team members in one vehicle. These vehicles are ill equipped for police operations. The SERT team is

deployed an average of 4 times each year and train monthly. A less costly option would be to upfit a used vehicle.



-
- Prioritization Level- L-3
- Cost- \$58,000 for vehicle, equipment and upfitting. This vehicle will last more than 10 years.

9. Keyless entry for police department (Moved to Information Technology)

- Committee assignment-
- Description- The police facility was recently re-keyed, to immediately remedy a security situation in which several past employees had access to the building, violating CJIS requirements for securing criminal justice data systems. In keeping with the Town's goal to grow smart, the police department will join the key card system currently being employed at Town Hall. Use of hard copy keys makes it difficult to change access quickly and fluidly, as employee roles change. Law enforcement facilities require different levels of access, based on rank and role. Having electronic access to different spaces will improve security, create a more efficient process of changing access levels, and bring the police department in line with other town departments.



-
- Prioritization Level- L-2
- Cost- \$63,000 for equipment and installation, interior and exterior doors. \$455 monthly fee (\$5,460 annually)

10. Roadside message boards (2) (Moved to Service Equipment)

- Committee assignment-
- Description- The Town of Zebulon has increased residential units by 40% in just the last 3 years, causing significant road congestion and traffic crashes. There are several road-improvement projects underway. Messaging is critical to the safety of employees, whether first responders investigating a crash or road crews repairing asphalt. Commuter traffic has grown steadily in Zebulon causing significant traffic delays and congestion in the mornings and afternoons. A single accident along 64/264/97/96/39 can cause interruptions that effect thousands of drivers during one commute cycle. Proper notification to drivers might ease that

pain. This purchase can be considered for grant funding through the NCLM and Governor's Crime Commission in FY22.



-
- Prioritization Level- L-3
- Cost- Price estimate based on project in neighboring jurisdiction. \$16,000/unit. \$1,500 annual fee. Estimated life span for this technology is 6-8 years.

11. Drone (Moved to Service Equipment)

- Committee assignment-
- Description-The drone is a useful tool in reconstructing crashes, finding missing persons, and covert surveillance. Officers will be required to obtain FAA licensing.



-
- Prioritization Level- L-3
- Cost- Price estimate based of project in neighboring jurisdiction. \$2,700 training for pilots, \$5,300 for aircraft. Life expectancy for this technology is 5 years.

12. Smart TV (Moved to Information Technology)

- Committee assignment-
- Description- A smart TV can be used in a variety of ways, from displaying lesson plans for classroom instruction, to whiteboard during meetings, and forms management in ICS settings. This project will benefit all departments in the town. This TV will need to be replaced in 7-10 years.



-
- Prioritization Level- L-3
- Cost- Based on purchase for Smart TV in Council conference room. \$6,000

TOWN OF ZEBULON

ELECTED OFFICIALS

Robert Matheny – Mayor

Glenn York – Mayor Pro Tem

Shannon Baxter – Commissioner

Beverly Wall Clark – Commissioner

Larry Loucks – Commissioner

Annie Moore – Commissioner

APPOINTED OFFICIALS & STAFF

Joseph M. Moore, II – Town Manager

Lisa Markland – Human Resources Director/Town Clerk

Sheila Long – Parks & Recreation Director

Jacqui Boykin – Police Chief

Bobby Fitts – Budget & Finance Director

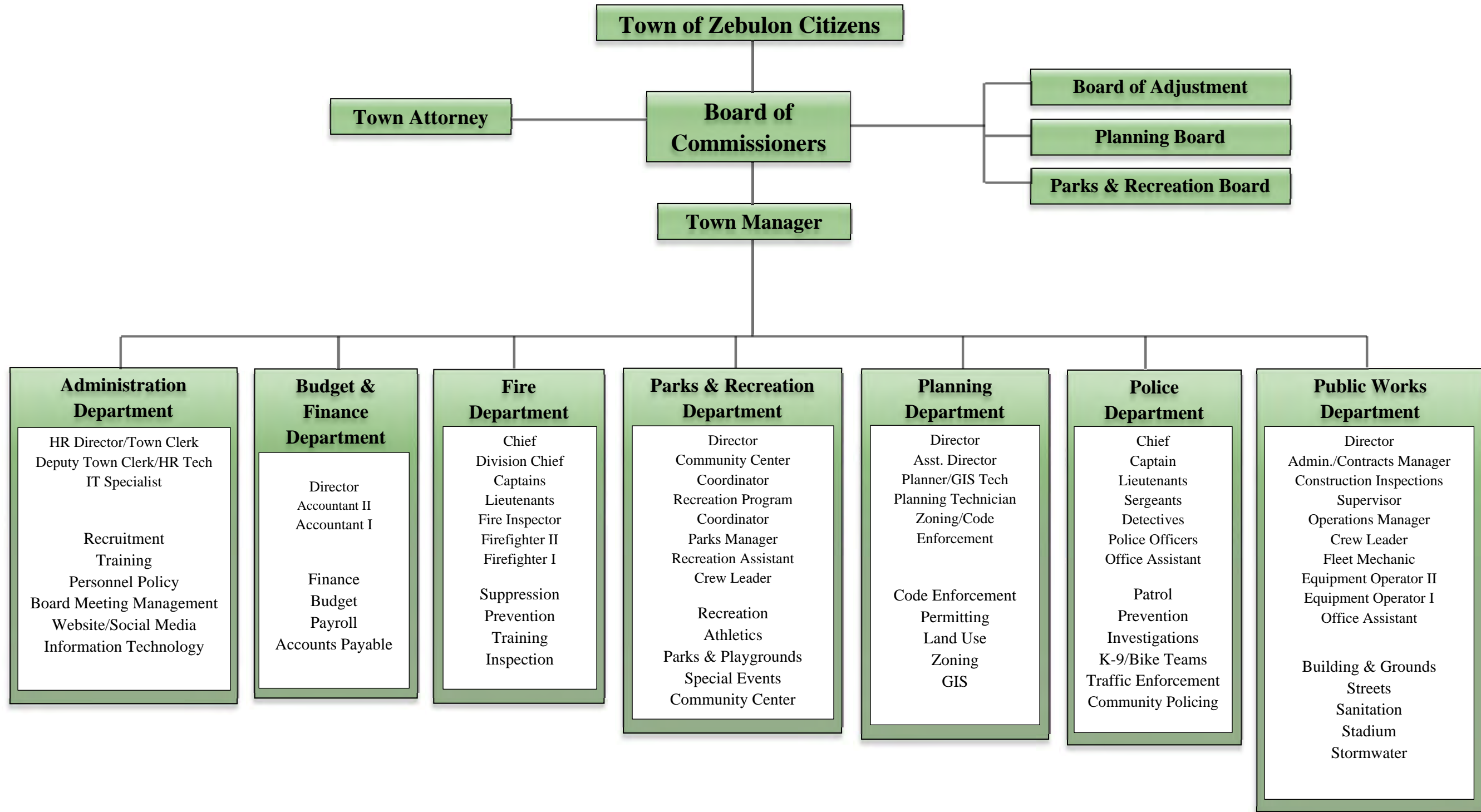
Michael Clark – Planning Director

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 20-21 & FY 21-22*

Prepared by:
Tammy DePhillip, Research Strategist
Chris Nida, Director of Research & Strategic Initiatives



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1 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 (2020-2021) and the upcoming fiscal year (2021-2022). 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 FY19-20 to FY 20-21	Projected Change from FY20-21 to FY21-22
Sales and Use Tax	+13.5%	+2.5%
Electricity Sales Tax	-1.0%	+1.25%
Local Video Programming Tax	0.0%	-1.25%
Telecommunications Sales Tax	+3.5%	-9.5%
Piped Natural Gas Sales Tax	+9.75%	-2.0%
Solid Waste Disposal Tax	-3.6%	+1.5%
Alcoholic Beverages Tax	+2.5%	+1.0%

1.1 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](#).



1.2 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 2021-22 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 2021 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.

1.3 QUESTIONS AND CONTACTS

Any questions related to this document should be directed to [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.



2 OVERVIEW OF ECONOMIC CONDITIONS

The economic outlook at the time of this year’s annual revenue forecast is largely focused on the recovery from COVID and a transition to a post-COVID era. The immediate health crisis will hopefully dissipate over the next year, but the potential longer-term and widespread economic impacts are still unknown. There is optimism of early signs of recovery, but the reality will be complicated as different sectors adjust to the next “new normal.”

The American Rescue Plan (ARP) will provide \$5.6 billion in state fiscal relief and \$1.35 billion earmarked for North Carolina cities and towns. Funding can be spent through 2024 and we are hopeful that the funding will be transformational for our members. We expect further guidance and clarification on expenditures these funds are eligible to be used for to be forthcoming from the U.S. Treasury and others in the coming weeks and months. NCLM will share information as it is known at arp.nclm.org. There are currently and will continue to be restrictions on how these funds can be spent, though, and recurring needs are not intended to be permanently funded through one-time dollars such as those allocated by the ARP, so state-collected local revenues will remain crucial in cities’ and towns’ ability to meet the needs of their citizens.

A January 2021 report from the [NC Department of Commerce](#) shows that job openings have returned to pre-pandemic levels, but the number of employed North Carolinians has yet to fully recover. Total January [payroll employment](#) in the state decreased by 4.1 percent from the prior year. [Wages and salaries](#) grew year over year for the third quarter of 2020, outpacing national growth, while growth of [real personal income](#) (see [p.4](#)) was slower than national growth.

North Carolina’s [unemployment rate](#) (see [p.3](#)) was 5.9 percent in January, exceeding the prior year rate of 3.5 percent. The [Federal Reserve System](#) cautioned that unemployment data excludes millions of people who have left the workforce since the beginning of the pandemic, misrepresenting the severity of impact the labor market has experienced. Following the rest of the nation, North Carolina [leisure and hospitality services](#) were hardest hit by the pandemic, with a reported job loss of 16 percent since February 2020. [Wells Fargo](#) anticipates labor force growth in the spring and summer as businesses re-open and pull job seekers back into the workforce.

A [National Association of Business Economics](#) recent survey of professional macroeconomic forecasters shows optimism in national GDP growth, but 59 percent of respondents expect nonfarm payrolls to be lower than pre-COVID-19 levels until 2023 or later. Many jobs adapted to accommodate public health restrictions and those changes can be permanent. Of unemployed adults who responded to recent survey from [Pew Research Center](#), 66 percent have seriously considered a change in occupation or field of work in response to market changes. With the potential for some low-wage jobs not returning, more [job training may be needed](#) for many in the workforce.

The current housing market can be defined by delayed new construction and low inventory of existing homes. Based on the most recent data collected by the [Federal Reserve Bank of Richmond](#), private housing starts in the United States had declined by 2.3 percent from the same period 12 months ago (see [p.5](#)). In North Carolina housing starts were down 1.5 percent (see [p.5](#)). Single-family home building



permits across the state, which typically lead housing starts by two to three months, increased [24.3 percent](#) between January 2020 and 2021.

The number of houses on the nationwide real estate market is low, [driving up the price of home sales](#). Housing price data varied between the state's metropolitan statistical areas, but all were positive year over year, leading to an overall 9.5 percent growth in North Carolina's housing price index (see p.6). For the 4th quarter of 2020, the [U.S. housing price index](#) grew by 6.0 percent, while North Carolina was up 6.6 percent.

These indicators and more contribute to North Carolina forecasters projecting continued economic growth in the coming year. Dr. Michael Walden's [Index of North Carolina Leading Economic Indicators](#) dropped due to a spike in COVID cases in the winter, affecting unemployment claims, building permits, and manufacturing earnings. However, Dr. Walden predicts that the drop is temporary and that vaccination rates will accelerate economic growth as restrictions are eased. In his latest [Economic Forecast](#), Dr. Connaughton at the University of North Carolina-Charlotte predicts that North Carolina Gross State Product (GSP) will finish 2020 with a decrease of 2.6 percent but will grow 5.1 percent above that level in 2020. Of importance to North Carolina local government revenues, he predicts that construction (3.6 percent) will grow slower than overall GSP, while retail trade will outpace overall growth at 6.7 percent.

A third round of stimulus checks are being received by 89 percent of North Carolina adults through the American Rescue Plan. The Census Bureau's [Household Pulse Survey](#) reports that about 13 million adults nationwide are uncertain of their ability to pay their next month's rent or mortgage. An estimated 35 percent of North Carolina adults report difficulties in covering normal household expenses. Households without an income disruption over the past year [experienced an increase in personal savings](#) as consumers cancelled vacations and stayed out of restaurants.

March 2021 consumer spending in North Carolina has increased 3 percent compared to January 2020 ([see consumer spending chart](#)). As of December 2020, [retail sales are \\$902.2 million higher](#) over the prior year. Consumer spending is expected to experience a strong but [unequal recovery among age and income groups](#), with low-income groups spending less as stimulus measures expire. The spending habits of consumers has changed, possibly for good. [McKinsey Global Institute](#) predicts that online grocery shopping, virtual healthcare visits, and spending on at-home living is here to stay. Consumer behaviors expected to revert to pre-pandemic patterns are remote learning, vacationing, and live entertainment.



3 STATE-SHARED TAX REVENUE PROJECTIONS

3.1 SALES AND USE TAX

3.1.1 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 percent 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 2021. **A change in the distribution method made by a county in April 2021 will become effective for the distribution made in July 2021. As a result, it will affect both your FY20-21 and FY21-22 sales tax revenues.**

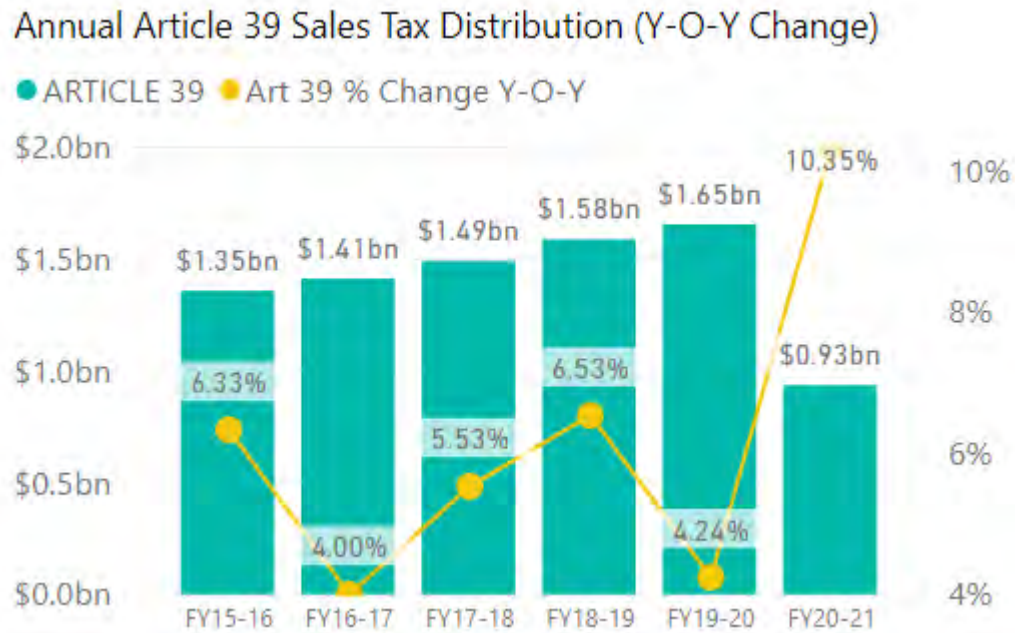
3.1.2 Sales Tax Projection

At this time a year ago, the future of local sales tax revenues was even more uncertain than usual. The distributions in the first half of the 2019-2020 fiscal year had grown by more than 8 percent over the previous year’s time frame. However, widespread lockdowns were beginning to be instituted across the country, and it seemed entirely possible that the national economy could experience significant disruption for months to come. Using a variety of economic projections available at that time, our most optimistic projections predicted that local sales tax revenues could grow by 3 percent in the second half of the current fiscal year.

Those optimistic projections turned out to be far too pessimistic. At the time of this writing last year, we could not have foreseen the public health response or the trajectory of the COVID-19 virus throughout calendar year 2020. Significantly for sales tax revenues, we also could not have predicted the federal fiscal response to the global pandemic. After sales tax downturns in the months equating to March, April, and May sales, revenues rebounded strongly for sales in the month of June, and they have remained strongly positive in the months since. Thus far in FY20-21, local government sales tax distributions have grown by more than 10 percent above FY19-20 levels (See Figure 1). The N.C. Consensus Revenue Forecast released in February has state sales tax revenues growing by just over 8 percent, with growth over the next two years projected at 3.1 and 3.8 percent, respectively.



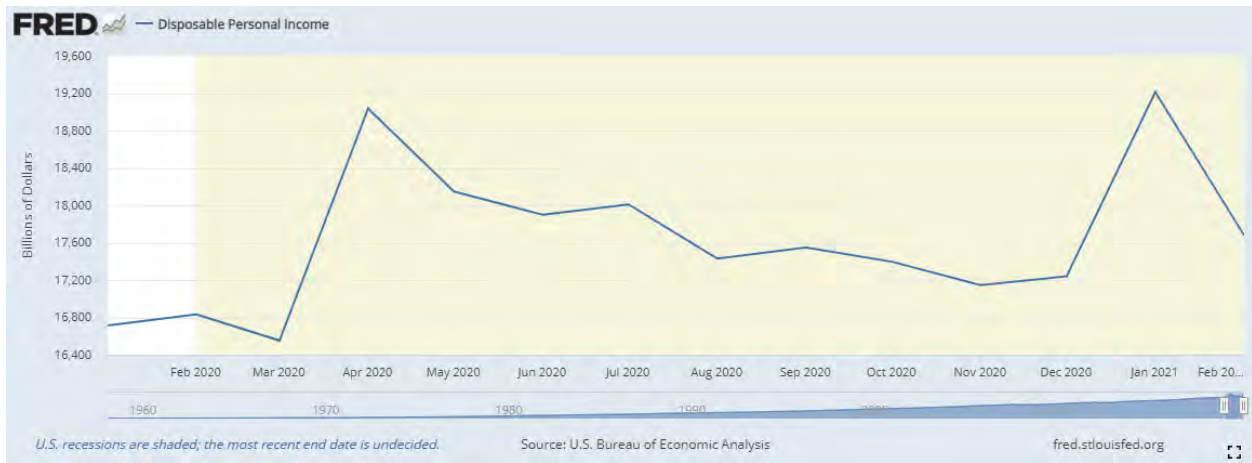
FIGURE 1



What has contributed to the virtually unprecedented year-over-year sales tax growth thus far in FY20-21? A variety of factors related to the pandemic, to be sure. As of this writing, there have now been three federal COVID-19 relief packages that have included direct financial assistance to American taxpayers. The effect of these stimulus payments, combined with federal unemployment assistance and other economic aid to a wide variety of Americans, is in part reflected in Figure 2, the St. Louis Federal Reserve’s tracking of [disposable personal income](#) among Americans. Fluctuations within the last calendar year all represent significant increases over the same measure of disposable income as of January 2020. They do not take into account the most recently passed American Rescue Plan, a \$1.9 trillion federal COVID-19 response bill that included more direct aid to the majority of U.S. taxpayers.



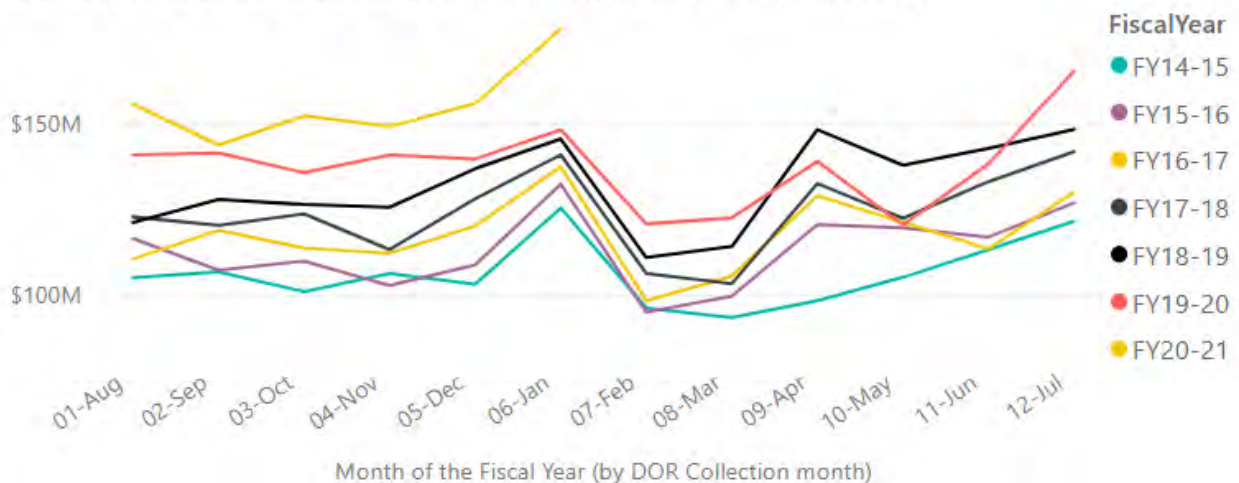
FIGURE 2



In addition to federal aid received by consumers, other sometimes more anecdotal factors have likely contributed to the strong sales tax growth experienced thus far in FY20-21. During the pandemic consumer spending appears to have shifted more toward taxable goods and away from services not subject to sales tax. Additionally, N.C. passed legislation in recent years to ensure that state and local sales taxes were collected on all online purchases. As more consumer spending shifted online, more of the applicable local sales taxes were collected. And in N.C., groceries are subject to sales tax at the local level. As consumers spent less at restaurants and more at grocery stores, local sales taxes did not suffer a result. The overall outcome was unexpectedly strong local sales tax revenues in the first 2 quarters of FY20-21, culminating with a nearly 20 percent increase in December 2020 sales as compared to sales one year prior (See Figure 3).

FIGURE 3

Monthly Article 39 Sales Tax Distributions (Fiscal Year Comparison)





Though the growth has been almost universal across the state, regional variations remain. In recent years, much of the discussion has centered on sales tax growth being disproportionately experienced in more urban and tourist-heavy counties. For the past year, the largest growth has been in more rural counties. This is likely due to areas that more commonly drive urban sales tax revenues – including conventions, concerts, sporting events, and the hospitality industry in general – experiencing significant disruption as a result of the COVID-19 pandemic. Meanwhile, grocery and home improvement stores that may be the largest sales tax drivers in more rural counties have experienced strong sales throughout the pandemic. Figure 4 below shows that virtually all counties have seen sales tax revenues grow in recent months, but the growth has not always been equal, with lighter colors representing slower revenue growth.

FIGURE 4

EACH COUNTY'S % CHANGE IN ARTICLE 39&40 DISTRIBUTIONS FY20-21 YEAR-TO-DATE



One caution to the strong growth experienced thus far in FY20-21 relates to sales tax refunds. Aside from economic conditions, refunds processed are always a major factor affecting local variation in sales tax distributions. 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 a little over 12 percent compared to this time last year.



TABLE 1

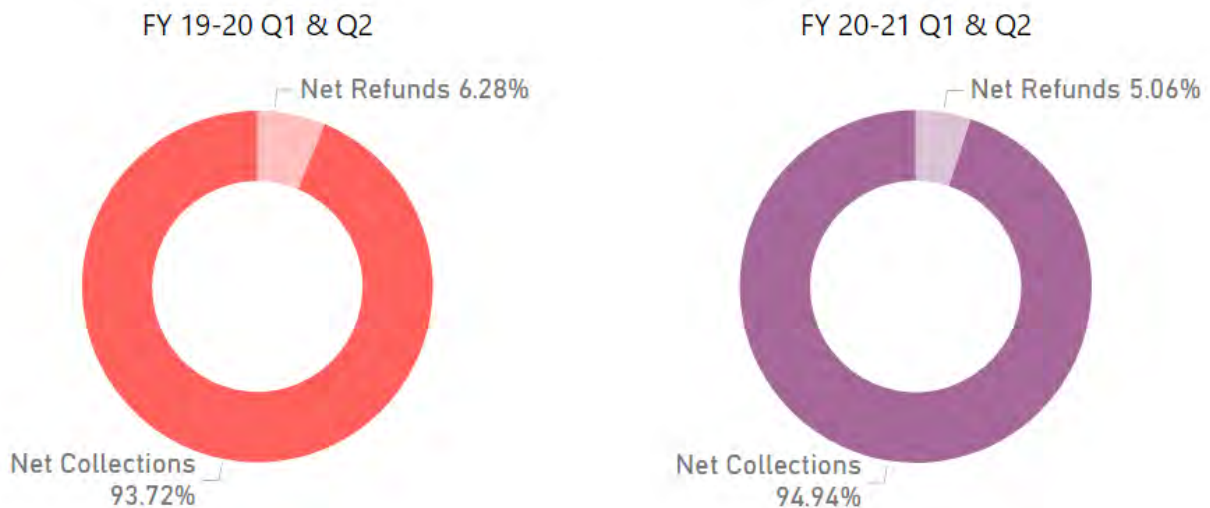
REFUNDS EACH MONTH FY20-21 YEAR-TO-DATE

Date	Refunds This Year	Refunds Last Year	Refunds % Change YOY
August 2020	\$11,348,913.56	\$16,477,858.36	-31.13%
September 2020	\$27,531,984.43	\$17,188,939.61	60.17%
October 2020	\$25,665,633.07	\$29,808,911.41	-13.90%
November 2020	\$23,800,629.34	\$9,673,837.31	146.03%
December 2020	\$7,711,534.88	\$14,298,365.17	-46.07%
January 2021	\$18,510,798.46	\$43,182,256.66	-57.13%
Total	\$114,569,493.74	\$130,630,168.52	-12.29%

At this time last year, sales tax refunds were 6.28 percent of gross collections. Thus far in FY20-21, they are just over 5 percent of gross collections (See Figure 5).

FIGURE 5

REFUNDS FY20-21 YEAR-TO-DATE AS A % OF GROSS SALES TAX COLLECTIONS



What does all this mean for sales tax growth the remainder of the current fiscal year? Given the federal American Rescue Plan passed in recent weeks, and the fact that the biggest retail sales impact of pandemic-related economic disruptions were experienced in March-April-May of last year, it seems likely that year-over-year growth in the coming months could be among the largest seen to date this fiscal year. Revenues are up more than 10 percent thus far in FY20-21, and they appear likely to finish the year even



higher. Given historical trends and the sales decline experienced in quarters 3 and 4 of FY19-20, **we project that local sales tax revenues will finish FY20-21 13.5 percent above FY19-20 levels.**

The significant disruption experienced over the last 12 months makes projecting for FY21-22 even more difficult than usual. Recent trends in N.C. retail spending have no doubt been positive. It seems unlikely, however, that revenue growth will continue at its current pace. As of this writing the American Rescue Plan seems likely to be the final significant federal aid package for the foreseeable future. Some consumers may opt to travel out of state and do more of their spending there as vaccinations become more widespread and travel conditions begin to approximate those prior to the pandemic. There may also be more spending on in-person services that consumers were hesitant to engage in during the height of the COVID-19 outbreaks. Still, if the shift to more online sales remains consistent in a post-pandemic world, that will lead to more local sales tax revenues being collected in N.C. Some models point to another year of strong sales tax revenue growth in N.C. However, we believe that as the effects of federal stimulus wane and the country settles into an environment where the effects of the pandemic are lessened, sales tax growth is likely to slow somewhat. **We are projecting FY21-22 sales tax growth of 2.5 percent over FY20-21 levels.**

There is certainly room for regional variation in this projection. Larger urban counties that see more large events and conventions scheduled in FY21-22 may see growth in excess of that projection. Meanwhile, more rural counties could see slower growth as spending patterns change in the coming months. As always, your knowledge of your local conditions will best inform projections as to how this statewide forecast will relate to that for your jurisdiction.



3.2 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.

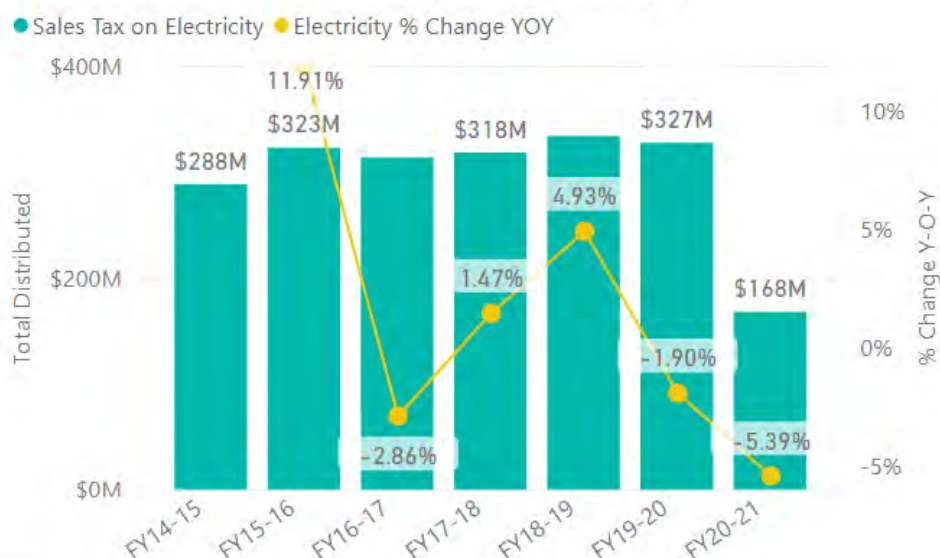
Utility tax growth during the Great Recession did not necessarily match the decline and recovery trends of the rest of the economy. Instead, underlying factors such as policy changes, energy prices, weather, and changing technologies cause growth in these revenues to swing dramatically in any given year. This year, utilities and telecommunications companies across the state either chose on their own or were instructed by a Governor’s executive order to cease utility cutoffs and waive penalties for nonpayment, and institute payment plans for customers who fell behind on payments during the pandemic. State and federal funds for utility payment assistance to customers have also been made available in recent months. This combination of factors has made disentangling whether trends are related to issues such as timing of payments or long-term consumption changes particularly challenging. As more information becomes available in the months ahead, we will continue to provide ongoing updates.

3.2.1 Electricity Sales Tax

The total amount of electricity sales tax distributed each year has fluctuated in recent years. After an almost 5 percent increase in FY18-19, distributions for FY19-20 declined almost 2 percent year over year despite a 1.85 percent increase over the first two quarters of the year. For FY20-21, the distributions for the first half of the year have declined even further, by almost 5.4 percent (See Figure 6). The electricity sales tax total for the first six months of this fiscal year was \$167,813,340.

FIGURE 6

Annual Electricity Sales Tax Distribution (Y-O-Y Change)





Price and consumption both play a role in year-over-year growth. The average electricity price across all sectors for the first two quarters of FY20-21 was almost identical to the same months in FY19-20, which means that it is likely that changes in consumption – as well as the timing of utility payments mentioned above – has likely played a larger role in the revenue decline so far this year.

One thing that has not changed during the pandemic is that weather remains one of the largest contributing factors to consumption and revenue trends. 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. Cooling degree days thus far in FY20-21 are down approximately 1 percent from the same period in FY19-20, adding another factor that is likely leading to the revenue decline seen during the first half of this fiscal year.

FIGURE 7

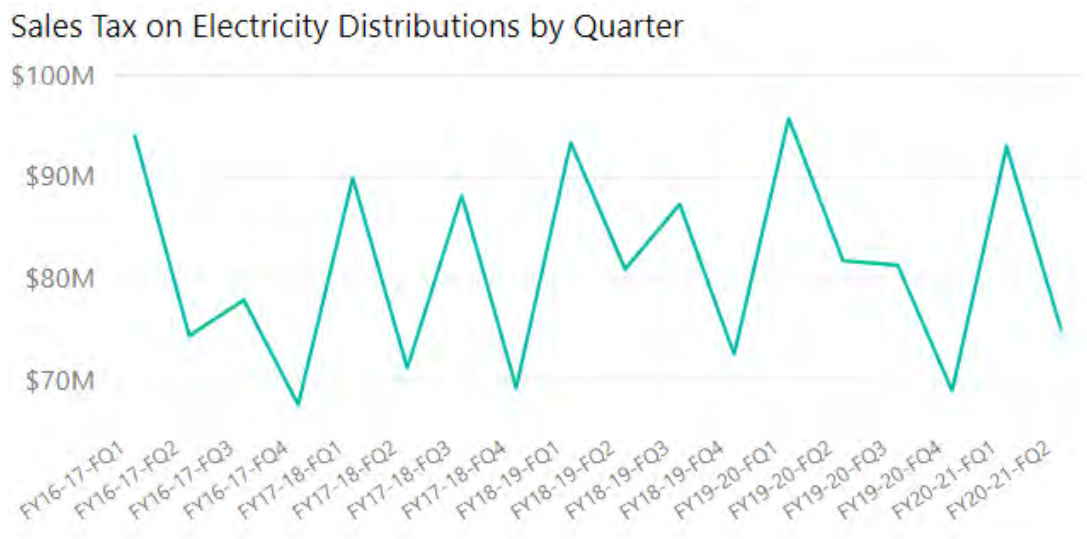
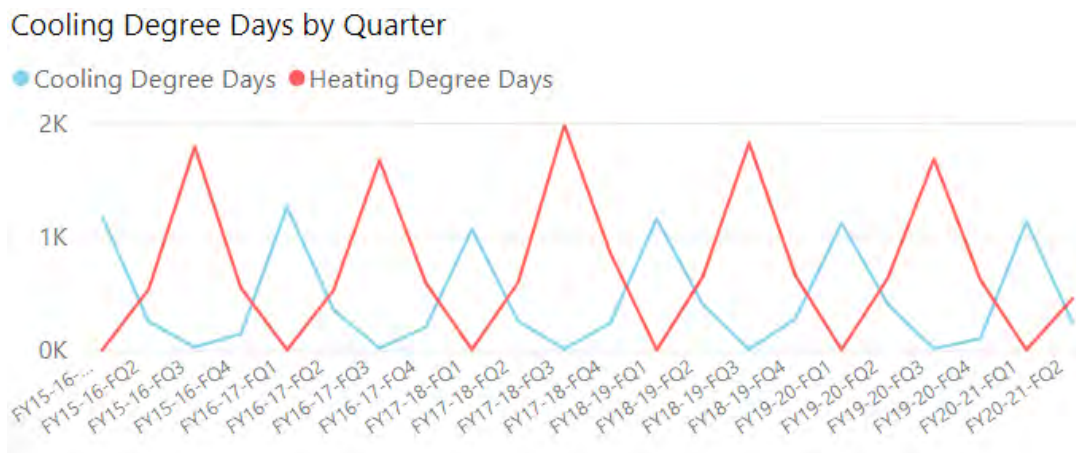


FIGURE 8





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 an almost 2 percent rise in electricity prices through the end of the FY21-22 fiscal year. [EIA projections also show](#) that electricity sales are expected to increase by about 1 percent over the same period of time.

Though electricity tax distributions are down by more than 5 percent for this first half of the fiscal year, we are optimistic that there will be something of a rebound in the second half of the year. As more commercial businesses return to operations approaching pre-pandemic conditions, customers make payments on past due amounts, and utility assistance programs continue to distribute money to consumers, utility tax revenues will hopefully show signs of reversing the first half of the year's trends. It may not be enough to lead to a year-over-year increase, though. **We project that statewide electricity sales tax revenue for FY20-21 will end up 1.0 percent lower than FY19-20.**

That projected decline will hopefully not carry over into FY21-22. Weather will always play a large role in year over year revenue changes, but projected coming price increases will impact utility tax revenues as well. 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 1.25 percent in FY21-22.**

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.

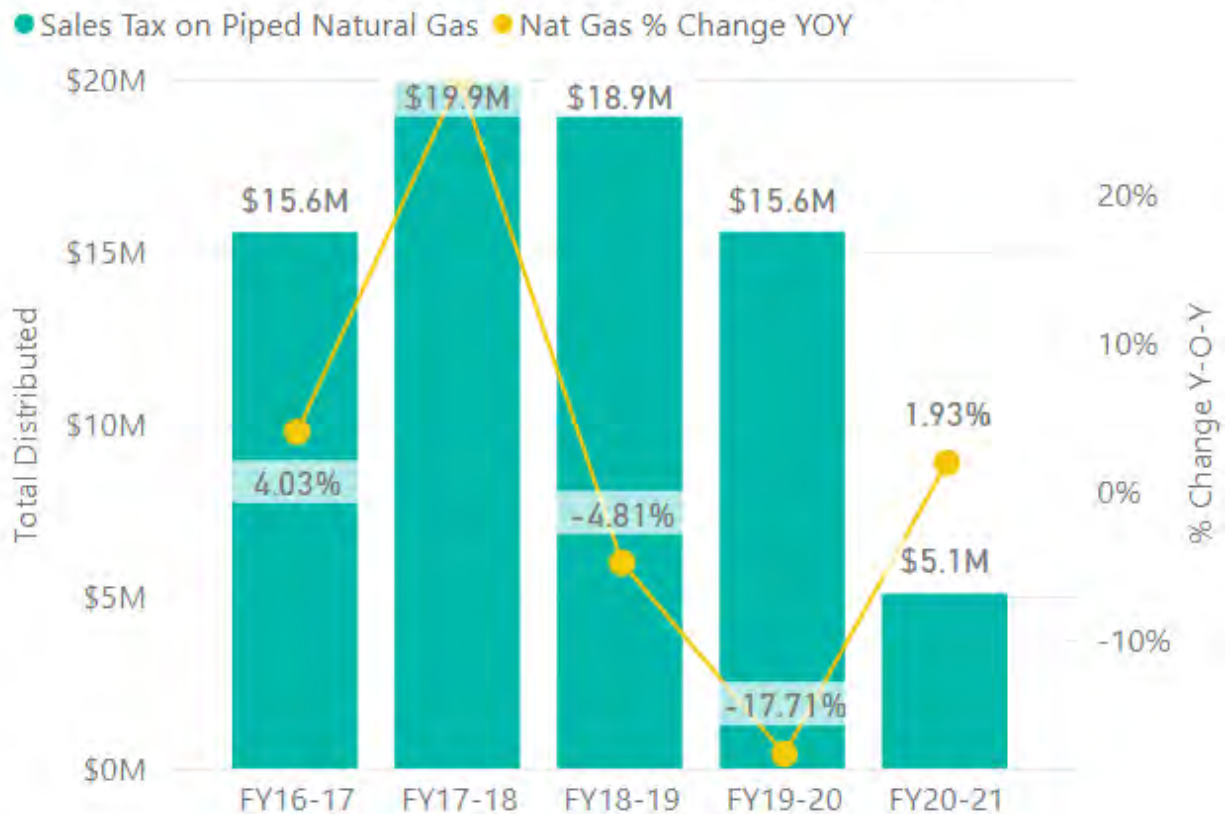


3.2.2 Piped Natural Gas Sales Tax

Piped natural gas tax distributions tend to fluctuate more dramatically than electricity sales tax distributions. For instance, after growth in excess of 25 percent in FY17-18, last year's decline exceeded 15 percent. Following last year's decline, distribution for this fiscal year are up by almost 2 percent. (See Figure 9)

FIGURE 9

Annual Natural Gas Sales Tax Distribution (Y-O-Y Change)

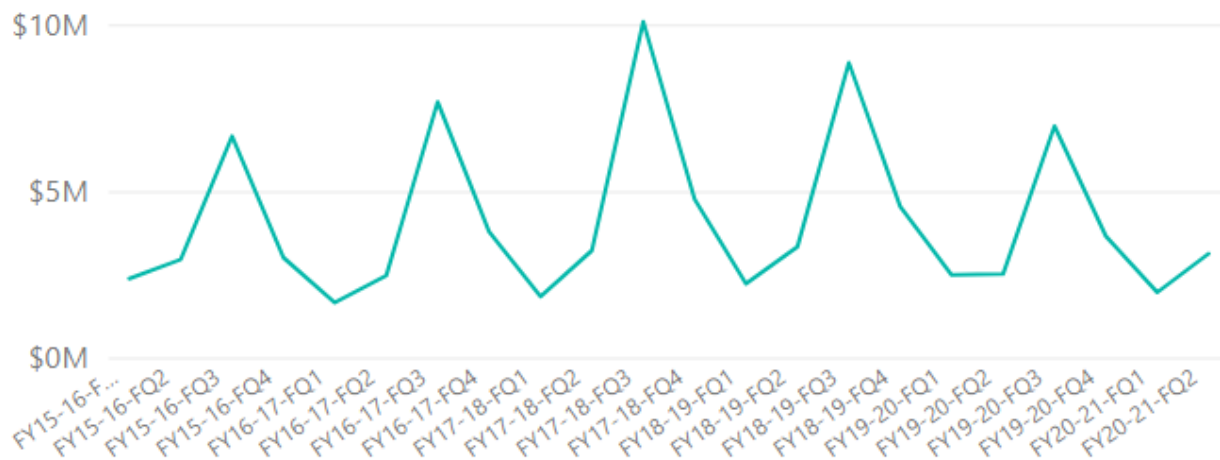


Combined, the first two quarterly distributions of FY19-20 totaled \$5,081,757.56. The bulk of annual natural gas tax distributions don't arrive until June, covering DOR collections during the quarter ending in March (See Figure 10). On average, the first two quarters of the fiscal year represent only about 30 percent of the annual total distribution for piped natural gas tax.



FIGURE 10

Sales Tax on Piped Natural Gas Distributions by Quarter



Like electricity taxes, price and consumption (largely driven by weather) are the main factors affecting piped natural gas tax distributions, though changes in payment timing could be playing a similar role with this energy source as well. 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 up by 2.6 percent (see Figure 8). Duke Energy, one of the most prominent energy providers in N.C., has already [alerted customers](#) that February bills may be significantly higher than normal due to a much colder month that led to an average energy consumption increase of 20 percent.

Given the steep decline experienced last year and recent temperatures, as well as issues related to late payments that may be resolved in the coming months, we believe it is likely that the increase in natural gas tax revenues will rise in the coming months. **We project a 9.75 percent increase in the total statewide FY20-21 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. Information from the EIA indicates that natural gas prices in the South Atlantic are forecasted to fall in the coming months. Based on those forecasts, combined with trends since the distribution change went into effect in 2014, **we project a 2.0 percent decrease in natural gas sales tax revenues in FY21-22.**

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.

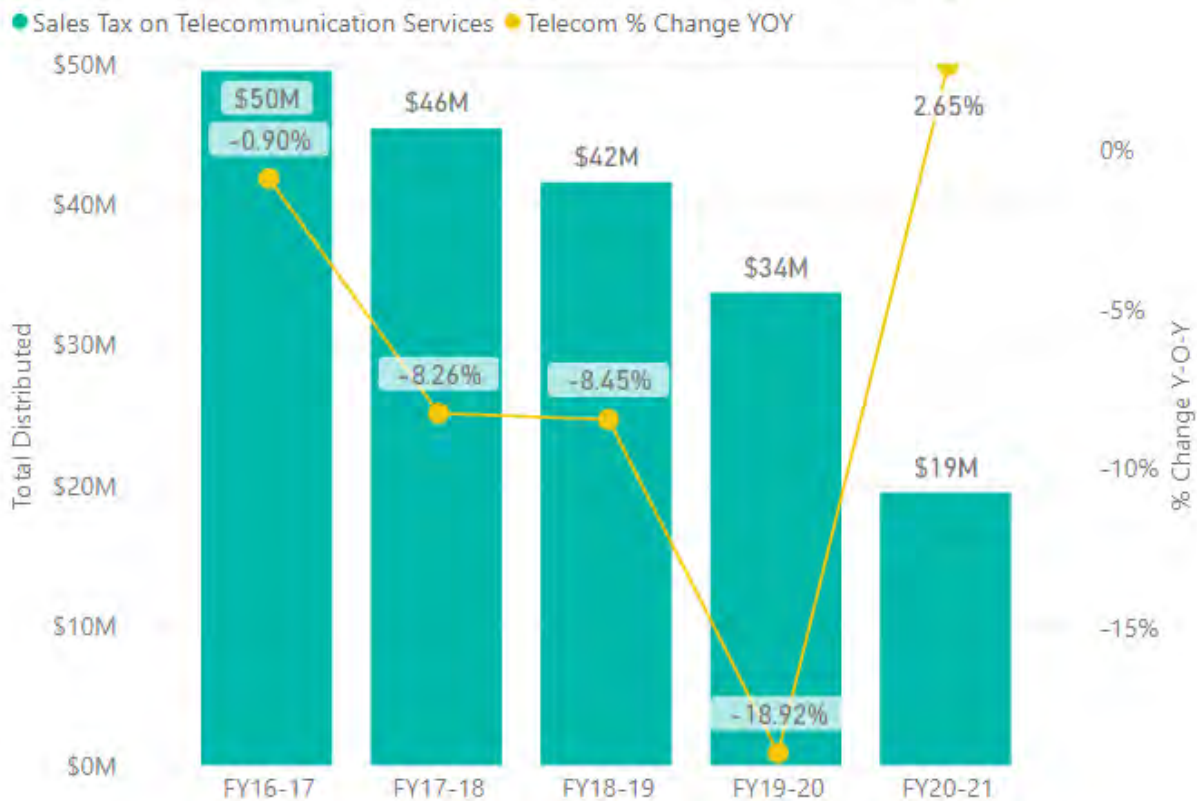


3.2.3 Telecommunications Sales Tax

Annual totals for telecommunication sales tax distributions have declined every year since Fiscal Year 2008-09, though even among those consistent decreases the FY19-20 decline stands out as particularly significant. Total distributions for FY19-20 declined by almost 19 percent, more than double the decline in the previous fiscal year (See Figure 11). Like electric and natural gas utilities, some telecommunications providers increased their flexibility with regard to payments for service after the pandemic. It may be that the delay in some of these payments in the final quarter of FY19-20 contributed to the particularly steep decline in revenues. It may also be that customers making some of these delayed payments in the early months of the current fiscal year have contributed to the 2.65 percent increase in distributions thus far in FY20-21 (See Figure 11).

FIGURE 11

Annual Telecommunication Services Sales Tax Distribution (Y-O-Y Change)



Much of the decline in this distribution in recent years is related to customers abandoning landline telephone service for mobile telephone service. There is no data available to indicate that this trend has changed in the last 12 months.



Despite this continuing trend, given the steep drop-off last year and the revenue increase seen already this year, **we expect that annual statewide telecommunications revenues for FY20-21 will increase by 3.75 percent.** However, we expect that this will be a one-time exception to the long-running historical trend. **We predict telecommunications taxes will decline by 9.5 percent in FY21-22.**

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.

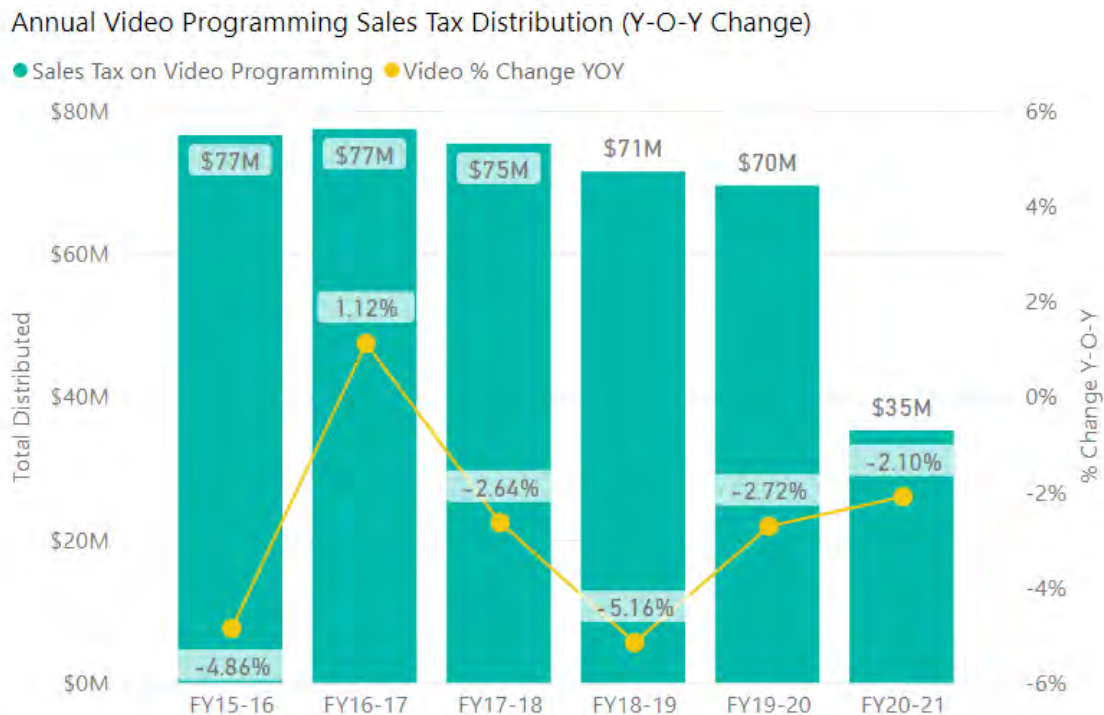
For towns **incorporated on or after July 1, 2001**, the distribution is based on population, so some local variation from the statewide percentage is possible and differences between the 2019 and 2020 Certified Population estimates will affect distributions.



3.2.4 Local Video Programming Tax

With one exception in FY16-17, the general trend in annual video programming distributions has been downward in recent years (See Figure 12). The overall decline is primarily attributable to cable TV customers “cutting the cord” in favor of streaming services. Last year’s decrease was a relatively modest 2.7 percent. The first two quarterly distributions of FY20-21 totaled \$35,293,643, representing another 2.1 percent decline (See Figure 12).

FIGURE 12



The pandemic may have [slowed the rate of cord-cutting](#) last year, but it is projected to increase again in the months ahead. Overall for the year, **we expect that the statewide annual distributions will end up flat in relation to 19-20.**

Based on performance in recent years, we project that future revenues will continue to decline. **We expect that video programming revenues will decrease by 1.25 percent in FY21-22.**

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 2019 and 2020 [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 FY20-21 is approximately \$26,316. 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 FY21-22.

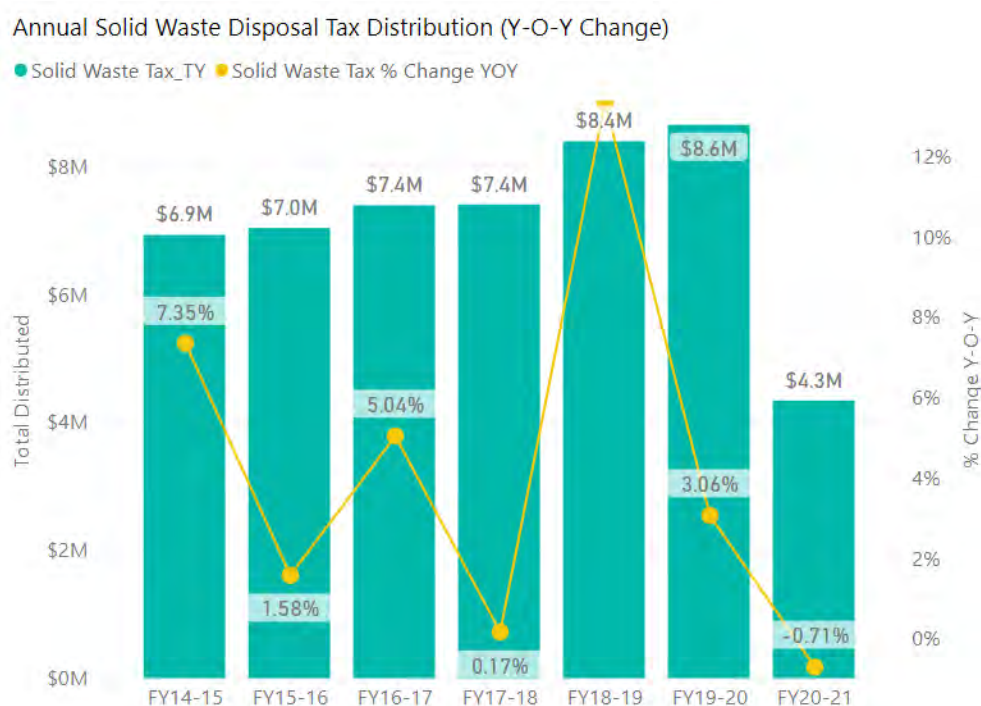
To receive supplemental PEG channel funds, **you must certify your PEG channels to the Department of Revenue each year by July 15.** The 2021 certification forms will be available on the Department of Revenue website here: <https://www.ncdor.gov/documents/tr-peg-cable-peg-channel-certification>.



3.3 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. The distribution has increased year-over-year for at least six years in a row. However, the first two distributions of FY20-21 have fallen slightly below FY19-20’s pace. These first two quarterly distributions of FY20-21 totaled \$4,337,590 which is a 0.71 percent decrease 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. While demand has reportedly remained strong through the pandemic – [particularly in the residential sector](#) – firms are [reporting recent issues](#) with both materials prices and supply chain delays. This may be contributing to the figures noted in the Economic Overview, where single-family home permits are up nearly 25 percent year over year, but housing starts have declined by 1.5 percent.

Given the declines thus far this year, and projections that current challenges in the construction sector could linger in the short term, this may be the year for the first overall downturn in solid waste revenues in some time. **We expect total distributions for FY20-21 to decrease 3.6 percent from total distributions in FY19-20.** Construction sector forecasts are projecting a rebound for the industry in 2022 and beyond. For that reason, we expect the current year’s decline to be short-lived, and **we project that solid waste tax distributions for FY21-22 will increase 1.5 percent over FY20-21.**



Because this revenue is distributed on a per capita basis, a particularly large annexation taking effect between July 1, 2020 and June 30, 2021, could justify projecting additional revenue growth for your municipality.



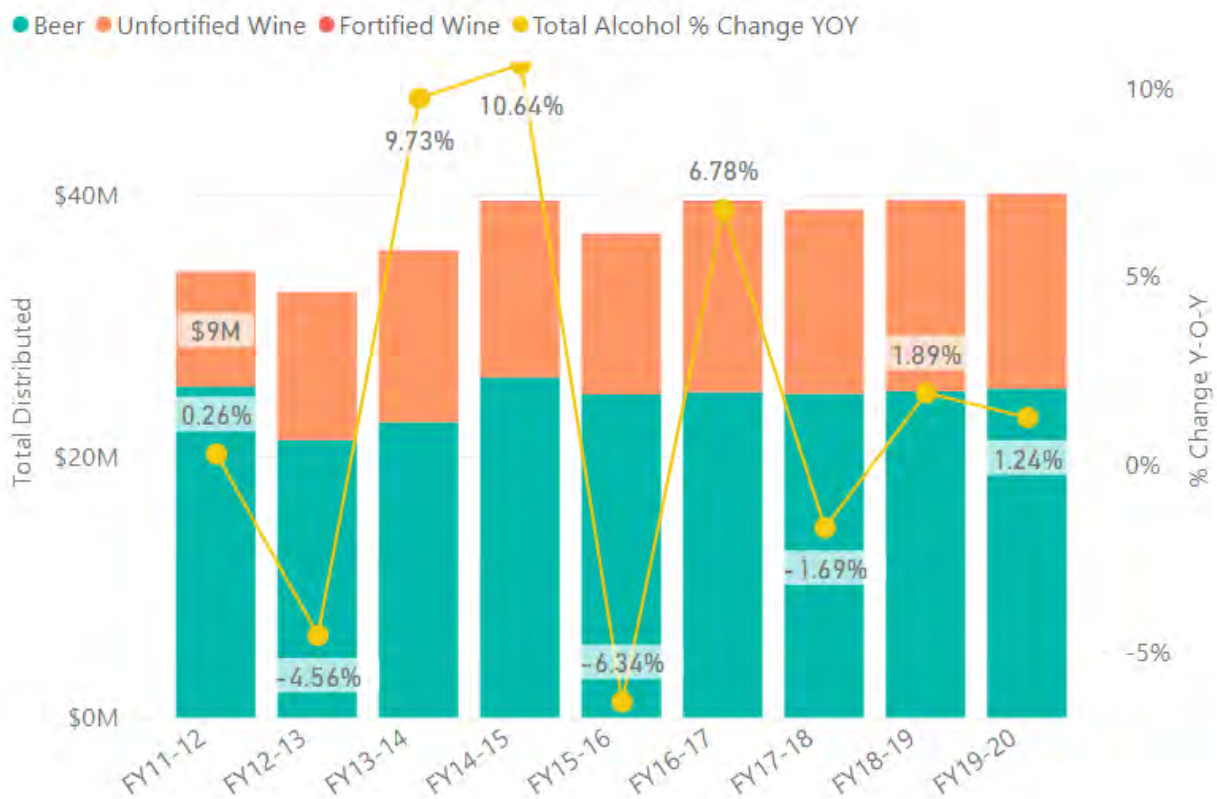
3.4 ALCOHOLIC BEVERAGES TAX

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 2021 alcoholic beverage tax distribution has yet to be released. In the early and mid-2010s, the total amount distributed fluctuated a great deal from year to year. However, each of the past 3 years' distributions have been less than a 2 percent change than the previous year. The most recent fiscal year distribution (2019-20) totaled \$40,083,680, which was an increase of 1.24 percent compared to the previous year.

FIGURE 14

Annual Beer & Wine Tax Distribution (Y-O-Y Change)



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.



Studies have found that [alcohol consumption has increased](#) during the COVID-19 pandemic. This may be a factor in a slightly higher increase in the beer and wine tax distribution for the current fiscal year. **We project that this fiscal year's upcoming distribution will increase by 2.5 percent, subject to change pending any last collections or refunds for the year.** It may be that alcohol sales will decline somewhat as conditions return to something approximating that prior to the pandemic. However, that should not eliminate growth in this revenue source entirely. **We would expect that the distribution received in 2022 would grow by 1.0 percent.** 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.



3.5 POWELL BILL

Prior to the pandemic, Powell Bill funds distributed to municipalities were scheduled to increase in FY20-21. After years of the total amount of Powell Bill funds remaining flat, this year's distributions were scheduled to rise from a total FY19-20 distribution of \$147.5 million to \$154.875 million in FY 20-21.

As noted, of course, that was pre-pandemic. Once stay-at-home orders were issued and commuting dropped significantly, transportation-related revenues fell as well. Though Powell Bill funds are now a legislative appropriation and are not directly dependent on motor fuels tax proceeds or other revenue sources, they remain a part of the state's transportation budget. And when the transportation budget for FY20-21 was cut across the board to reflect falling revenues, the Powell Bill appropriation was also reduced. The total appropriation for FY20-21 was set at \$137.1 million. A further statutorily allowed cut due to excessive needs in the area of snow and ice removal meant that the funds distributed to municipalities in FY20-21 totaled \$132.7 million.

[Recent updates](#) on the N.C. Department of Transportation's finances indicate that revenues have been higher than expected during the current fiscal year. Both Powell Bill allocations for the current year have already been distributed. Public discussions of the FY21-22 transportation budget are still in the very early stages. However, if the state's transportation revenues do continue to exceed expectations hopefully at a minimum some of this year's cuts to the Powell Bill allocation can be restored.

Throughout all these adjustments to the Powell Bill allocations, 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. If the Powell Bill totals stay at the currently appropriated total of \$137.1 million, and 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 FY21-22 Powell Bill distribution to be \$17.48.** To estimate your expected population-based distribution, multiply this amount by your expected 2020 population. Your Certified 2019 Population Estimates (July 1, 2019 Estimates with July 1, 2020 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 2019 Certified Population to account for any annexations going into effect between July 1, 2020 and June 30, 2021. 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 FY21-22 Powell Bill distribution is \$1,458.01 per street mile.** After calculating your estimated city-maintained street mileage as of July 1, 2021, multiply that figure by the per-mile rate to calculate your city's total street mile allocation.



4 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 2020 population living in areas annexed on or before **July 1, 2021**. 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. If you have a “consolidated BAS agreement” with your county, this can fulfill your municipality’s requirement for the federal survey, but even with the consolidated BAS agreement you must still complete the State survey described above.** 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>.



5 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 – D. Ernest Irving, Distribution Unit, (919) 814-1118.
- Questions about the status of a municipality’s sales tax refund – D. Ernest Irving, Distribution Unit, (919) 814-1118.
- Questions about the allocation of sales tax refunds to a municipality – D. Ernest Irving, Distribution Unit, (919) 814-1118.
- Interpretation of sales tax laws – Andrew Furuseth, Director, Sales and Use Tax Division, (919) 608-1115.
- Requests for a list of claimants that received a sales tax refund in a county in which the city is located – D. Ernest Irving, 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 – D. Ernest Irving, 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.



ZEBULON

NORTH CAROLINA

Budget Message Fiscal Year 2021-2022

MAY 3, 2021

Outline

- Statutory Requirements
- Budget Schedule and Process
- Budget Message

Statutory Requirements

“The Local Government Budget and Fiscal Control Act” (GS 159)

- “Before April 30”: submit budget requests and revenue estimates
 - Operating Budget submitted January 31
 - Capital Budget submitted March 1
- “Not later than June 1”: submit Budget and Budget Message (May 3)
- “Before adopting the budget ordinance”: Hold a Public Hearing (June 7)
- “Not later than July 1”: Adopt a Budget Ordinance

Budget Schedule and Process

- Budget Message (May 3)
 - Goals and Features of Budgeted Activities
 - Changes from Previous Year (Programs, Appropriations)
- Budget Work-Sessions (May 11, 19, 27)
 - Details of notable or significant Programs and Projects
 - Public Input
 - Questions, Comments, Requests

Budget Schedule and Process

- Budget Ordinance Public Hearing (June 7)
- Adopt Budget Ordinance
 - June 7
 - “Not later than July 1”
- Adopt Revisions to Zebulon 2030 Strategic Plan (August Regular Meeting)

Budget Message

Goals and Features

- Zebulon's population is ...
 - Growing, quickly: 1-7 people every day (3.5 average)
 - Diversifying: 64% “net migration” v. 36% “natural increase”
- Land Use is changing: “growing houses instead of tobacco”
- Economy is changing:
 - Residential
 - Retail (residential and destination (i.e. “Small Town Life”))

Budget Message

Goals and Features

- Will we have the capacity to meet this change?
 - In other words, “can we handle the volume?”
 - For example, “Do we have enough ball fields?”
- Will we have the capability to meet this change?
 - In other words, “can we handle the change?”
 - For example, “What kind of fields do we build?”
- What is the “Ideal” Zebulon of 2030?
 - What would we like to see changed?
 - What would we like to see remain?

Budget Message Goals and Features

Zebulon's Vision 2030 Strategic Plan

Vision (the Goal): A vibrant, growing community that maintains its small-town charm and heritage

Mission (our purpose, our role)

- Enhance Quality of Life for Residents
- Deliver excellent and friendly service
- Foster collaboration

Budget Message

Goals and Features (cont'd)

Focus (we get there by focusing on programs and projects in these areas)

- Vibrant Downtown
- Growing Smart
- Small-Town Life

Vibrant Downtown

Goals:

1. Revitalize
2. Attract people

Issues:

1. Development cost
2. No public space

Budget Features:

1. Alleyway Activation II
2. Farm Fresh Market
3. NC Main Street
4. Incentives

5/3/2021



Growing Smart

Goals:

1. Coordinate land use & trans
2. Staff (FTE, PT, contract)
3. Economic dev. partners

Issues:

1. Already growing
2. Getting “Older”

Budget Features:

1. Traffic Signals & Road Widening
2. Infrastructure Maintenance
3. Building & Prop Maintenance
4. Staffing

5/3/2021



Small-Town Life

Goals:

1. Increase “walkability”
2. Increase “connectedness”

Issues:

1. Mind the gap
2. Won't you be my neighbor

Budget Features:

1. Vibrant Downtown
2. W. Sycamore sidewalk
3. Parks and Rec Master Plan
4. Community Engagement

5/3/2021



Budget Message

Changes from Previous Year

FY' 21 Adopted Budget

- Revenues = \$13,555,400
 - Property Tax = \$7,623,800
 - Sales Tax = \$1,742,600
 - Restricted Inter. = \$884,500
 - Sales & Service = \$699,500
 - Investment Earnings = \$120,000

FY '22 Proposed Budget

- Revenues = \$15,065,800
 - Property Tax = \$7,670,500
 - Sales Tax = \$1,927,500
 - Restricted Inter. = \$724,500
 - Sales & Service = \$840,500
 - Investment Earnings = \$3,500

Budget Message

Changes from Previous Year (cont'd)

FY' 19 CAFR

-Fund Balance = \$10,175,256

- Unassigned: \$6,790,049
- Restricted: \$1,410,000
- Committed: \$537,120
- Assigned: \$1,336,331

Tax Rate = 55¢

FY '20 CAFR

-Fund Balance = \$12,012,497

- Unassigned: \$7,278,553
- Restricted: \$1,995,272
- Committed: \$828,672
- Assigned: \$1,910,000

Tax Rate = 55¢

Budget Message

Changes from Previous Year

FY '21 Adopted Budget

- Expenditures = \$13,555,400
 - Operating = \$10,130,200
 - Capital = \$2,850,600
 - Debt = \$574,600

FY '22 Proposed Budget

- Expenditures = \$15,065,800
 - Operating = \$10,151,225
 - Capital = \$4,578,000
 - Debt = \$336,575

Budget Message

Changes from Previous Year

FY '21 Adopted Budget

- Operating = \$10,130,200
 - PR Rec. Assistant (PT) => FT
 - Merit 4%

FY '21 Positions Not Recommended

- ~~Town Engineer~~
 - ~~PD: Patrol Officer*~~
 - ~~PD: Detective~~
 - ~~PW: Equipment Operator~~
 - ~~PN: Permit Technician~~
 - ~~PW: Service Tech. (PT)~~
 - ~~PR: Park Manager~~
 - ~~FD: Inspector => Marshal~~

Budget Message

Changes from Previous Year

FY '22 Proposed Budget

- Operating = \$10,151,225
 - PD: Patrol Officer
 - FD: Inspector => Marshall
 - PR: Park Maintenance (PT) => FT
 - PR: Athletic Coordinator => Park Manager
 - FD: Firefighter
 - PN: Permit Technician => Planner
- Merit 3%

FY '22 Positions Not Recommended

- ~~PD: Patrol Officer~~
- ~~PN/PW: Development Services Engineer~~
- ~~PW: Assistant PW Director~~
- ~~PW: 3 Person Crew~~
- ~~PW: Service Technician~~
- ~~PN: Economic Development Specialist~~

Budget Message

Changes from Previous Year

FY '21 Adopted Budget

- Capital Projects = \$2,850,600
 - Fire Station: Design
 - Street Resurfacing
 - Traffic Signals: construction
 - Arendell Sidewalk: construction
 - Fleet Replacement (due diligence)
 - Body Cameras: Phase I
 - Town Hall Card Access

FY '22 Proposed Budget

- Capital Projects = \$4,578,000
 - Fire Station #2
 - Street Resurfacing
 - Green Pace at Arendell
 - Old Bunn at Shepard School
 - N. Arendell Widening
 - W. Sycamore Sidewalk
 - Fleet
 - Turnout gear
 - Community Center Card Access

Budget Message

Changes from Previous Year

FY '21 Adopted Budget

- Debt Service = \$574,600

FY '22 Proposed Budget

- Debt Service = \$502,175

Project	'22 Payments	Retired
Municipal Complex	\$288,175	FY 2029
Building Maintenance: ZMC HVAC, ZMC & Police Fire Alarm, Fire Dept. Roof, PW Radio System	\$48,400	FY 2023
Swaploader	\$0	FY 2021
Fire Ladder	\$82,200	FY 2034
Fire Engine	\$83,400	FY 2026

Budget Schedule and Process

Next Steps

- May 11 Budget Work-Session
 - Community and Economic Development
 - Downtown Associate Community
 - Storm Drain
 - Public Input
 - Questions, Comments
- May 19 Budget Work-Session
 - Walk Zebulon
 - Property Management
 - Public Input
 - Follow-up
 - Questions, Comments

Budget Schedule and Process

Next Steps (con't)

- May 27 Budget Work-Session
 - Market study results
 - Streets and Thoroughfares
 - Parks and Recreation
 - Public Input
 - Follow-up
 - Questions, Comments
- June 7 Budget Ordinance Public Hearing
- Adopt Budget Ordinance
 - June 7
 - “Not later than July 1”

Want to know more?

- www.townofzebulon.org
- Library
- Chamber
- Community Center
- Town Hall
- Eastern Regional Center
- Civics
 - East Wake Academy
 - East Wake High School



ZEBULON

NORTH CAROLINA

Budget Work Session #1

MAY 11, 2021

Community and Economic Development

FY 2022 BUDGET REQUESTS

Priorities of C&ED

- Focus on Downtown
- Attract Private Investments and Job Opportunities
- Small Town Charm and Public Gathering Spaces

2030 Strategic Plan



• Vibrant Downtown



• Small Town Life



• Growing Smart

FY 2022 Requested Budget Items

- Alley Activation
- Downtown Tree Lighting (LED)
- Streetscape Grant
- Building Upfit Grant
- Façade Improvement Grant
- GRCVB Partnership
- Wayfinding Signage
- Downtown Associate Community Program





Alley Activation



Enoneo

2h · 📍

Strolling downtown on a beautiful Sunday afternoon



👍❤️ Jacqui Kathleen and 25 others



Zebulon Nutrition

29m · 🌐



We came to check the amazing art work in Zebulon. We are loving how beautiful our town of Zebulon is looking like !!

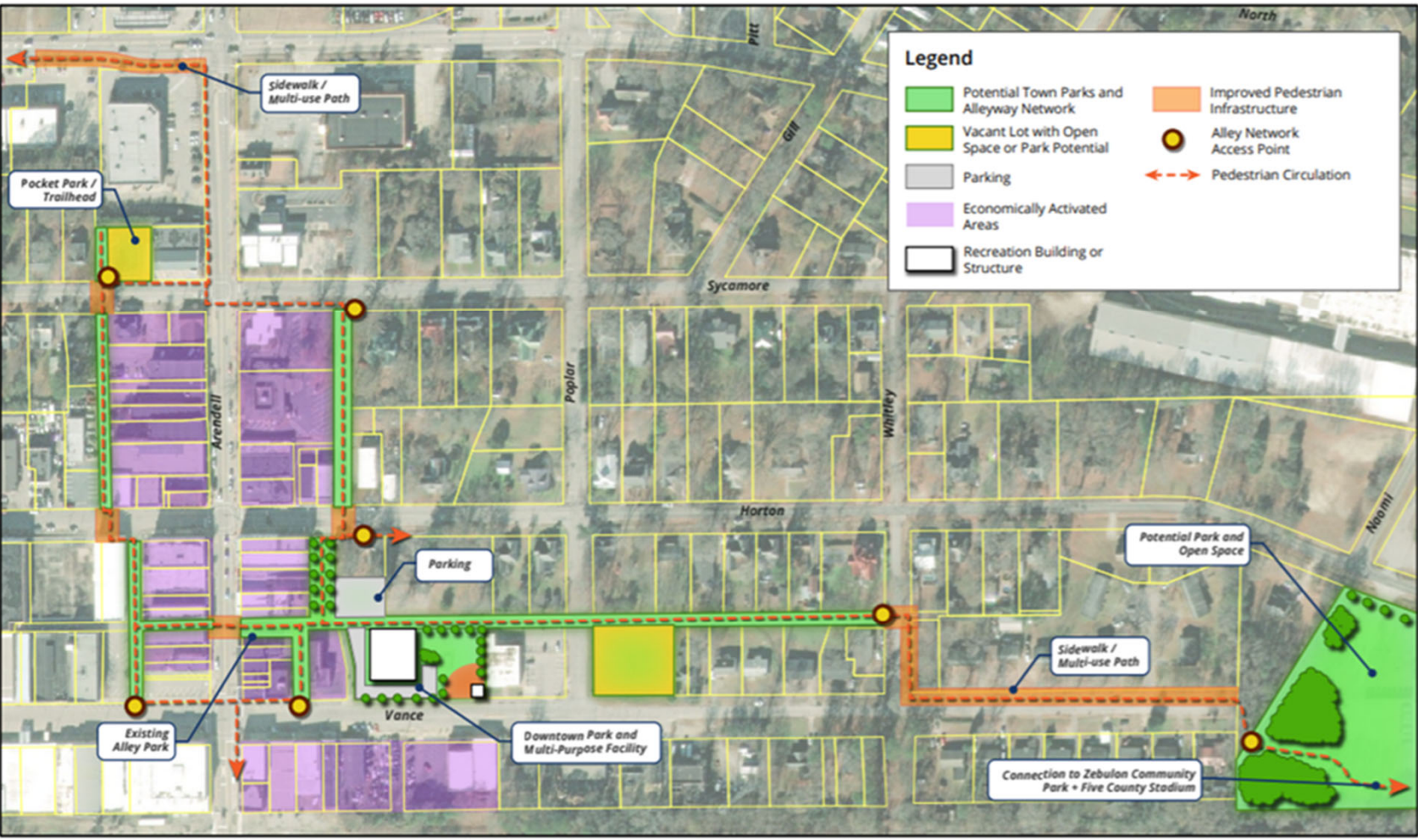
· This is a amazing place to sit down and enjoy a delicious smoothie from @zebulonnutrition

· Do you know where this is at ?



ZEBULON

NORTH CAROLINA



Alley Network and Downtown Connection - Concept A

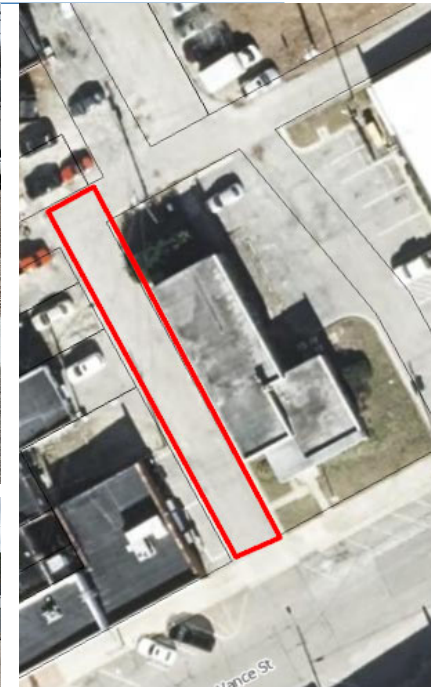


05/11/2021



Alley Activation

- Continues Progress
- Phase 2 - Continue to Vance St
- \$94,000 Requested

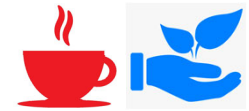




Downtown Tree Lights (LED)

- Replace Downtown Tree Lights
- Current Lights at End of Use
- Improved Durability
- Cost Savings
- Potential Year-Round Use
- \$10,000 Requested

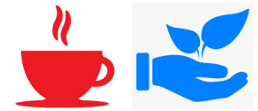




Façade Grant

- Downtown Overlay District
- 50% match, up to \$5,000
- Completion and Occupancy
- \$20,000 Requested

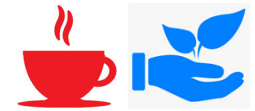




Building Upfit Grant

- 50% Match up to \$10,000
- Downtown Overlay District
- Taxable Value Increase
- \$30,000 Requested





Streetscape Grant

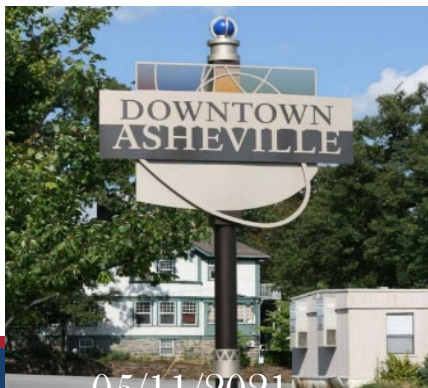
- Downtown Overlay District
- 50% match, up to \$4,000
- \$10,000 Requested





Wayfinding Signage

- Branding Next Step
- Entry and Wayfinding Signage
- 6 Signs Proposed
- \$40,000 Requested



05/11/2021





GRCVB Partnership

- Maintain Marketing Connection
- Provides for Regional Economic Growth through Tourism
- People First Tourism
- \$7,000 Requested



Downtown Associate Community Program (Operating)

ZEBULON
NORTH CAROLINA



- Focus on:
 - Economic Vitality
 - Design
 - Promotion
 - Organization
- Year 2 of 4 in Program
- \$36,000 Requested (Training and Operations)



**MAIN STREET
AMERICA™**

Coordinating Program

**NORTH CAROLINA
MAIN STREET**

Future Budget Requests



Downtown Sidewalk Repair

- Began in 1998
- Repair and Reset of Sections
- Areas of lose or lifted bricks
- Maintains ADA Accessibility
- Clean Grime and Reset
- \$75,000 Requested





Downtown Master Plan

- Prepare an Area Specific Master Plan for the Downtown Area.
- Next progression from Comprehensive Land Use Plan
- Detail and Design Focused
 - Design Elements including Parking, Streetscape, and Signage
 - Transportation and Infrastructure Improvements
 - Branding and Marketing
- \$80,000 Requested



Stormwater Program

MAY 11, 2021

NPDES – MS4 Requirements – FY 2012

National Pollutant Discharge Elimination System (NPDES)

- ❖ Fund Stormwater Management Program
- ❖ Implement A Comprehensive Stormwater Management Plan (SWMP)
- ❖ Document Program Activities
- ❖ Report Annually
- ❖ Obtain A New Permit Every Five Years
- ❖ Incorporate Six Minimum Control Program Areas

Six Required Minimum Control Measures

1. Public Education And Outreach
2. Public Involvement And Participation
3. Illicit Discharge Detection And Elimination
4. Construction Site Runoff Controls
5. Post Construction Site Runoff Controls
6. Pollution Prevention And Good Housekeeping For Municipal Operations (PP/GH)
7. Document! Document! Document! (Unwritten Measure)

Public Education



- Water Bill Stuffers
- Presentations To Local Community Groups – Rotary And Lions Clubs

Public Involvement



November 20, 2017 – Rotary Club and ZPW Staff



2018 - Storm Drain Stenciling – GSK Employees (Orange Day)

Illicit Discharge Detection And Elimination



Sewer Overflow
Contained At Local
Residence



Truck Wreck –
Containment Of
Fuel Leak



Paint Washout In
Catch Basin



Illegal Tap Into
Stormwater System –
Sink And Dishwater
Discharge

Construction Site Runoff Controls

STATE OF NORTH CAROLINA
COUNTY OF WAKE

INTERLOCAL AGREEMENT
BETWEEN
THE TOWN OF ZEBULON AND WAKE COUNTY
REGARDING ADMINISTRATION OF ZEBULON
STORMWATER ORDINANCE AND EROSION AND
SEDIMENTATION CONTROL ORDINANCE

This Interlocal Agreement (the "Agreement"), entered into this the 15th day of February, 2010, by and between the TOWN OF ZEBULON, NORTH CAROLINA, being a municipal corporation and public body politic of the State of North Carolina (hereinafter "Zebulon") and WAKE COUNTY, NORTH CAROLINA, a public body politic and corporate of the State of North Carolina (hereinafter "Wake"), collectively referred to herein as "the Parties".

WITNESSETH:

WHEREAS, the County in collaboration with its municipalities often forms citizen task forces to study and make recommendations on critical issues, and

WHEREAS, on February 17, 2006 the County and its municipalities convened such a task force to study and make recommendations on stormwater management, and

WHEREAS, on November 19, 2007 the task force presented to the County Commissioners its recommendations including a five year implementation plan, and

WHEREAS, the County Commissioners appropriated funds to implement the plan's first-year recommendations and directed staff to work with interested municipalities to pursue implementation, and

WHEREAS, a key recommendation indicated that municipalities without stormwater ordinances should: (1) draft and adopt a common stormwater ordinance and (2) consider an interlocal agreement for the County to administer the ordinance, and

WHEREAS, Zebulon has worked with neighboring municipalities, diverse business and citizen interests, County staff, State regulators, and others to draft a stormwater ordinance to be County administered within Zebulon's corporate limits and extraterritorial jurisdiction, and

WHEREAS, the County and Zebulon recognize benefits to this agreement including establishing across jurisdictions greater consistency in requirements and review procedures for managing stormwater impacts including flooding, sedimentation and erosion control, water pollution, and degradation of aquatic habitat, and

WHEREAS, the County has long administered for Zebulon an erosion and sedimentation control ordinance without benefit of a formal interlocal agreement and

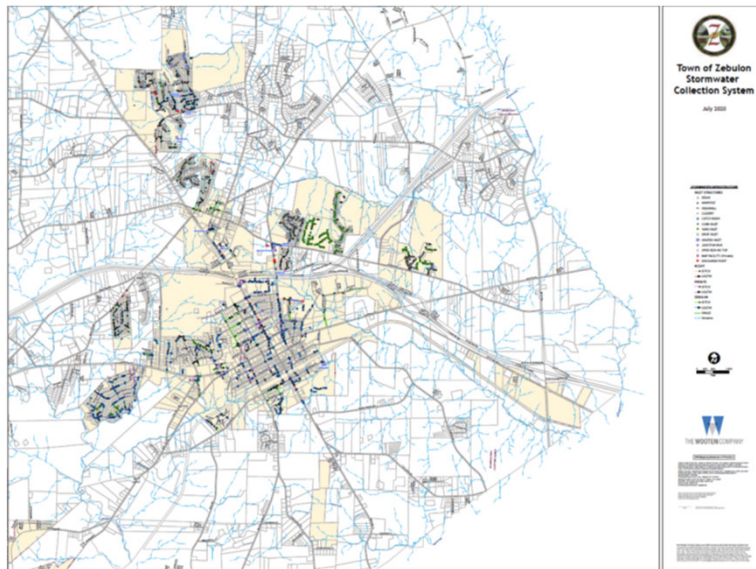
Page 1 of 6



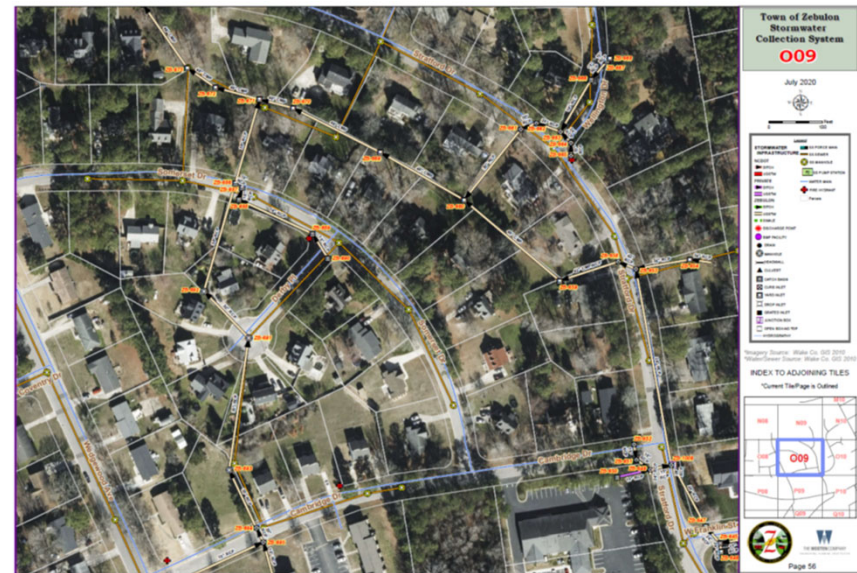
Interlocal Agreement With
Wake County For Stormwater
And Erosion Control

Silt Fence At Greenway Project –
Town Project – State Permit – Local
Projects – Wake County Permit

Pollution Prevention And Good Housekeeping For Municipal Operations



Comprehensive Map – Index Map



Street Level Mapping With Catch Basins

Pollution Prevention And Good Housekeeping For Municipal Operations

Control Landscape Chemicals:

1. Inventory Materials
2. Follow Labels / Instructions
3. Verify Certifications Are Current

The permittee shall provide routine pollution prevention and chemical use, storage and handling training, and shall ensure compliance with permits and applicator certifications.



Pollution Prevention And Good Housekeeping For Municipal Operations

1. Spill Response Plans – Annual Training
2. Hot Spots – Flash Flooding
3. Routine Facilities And Grounds Inspections – Containment Activities – Secondary Containment, Fireproof Cabinets, Equipment - No Visual Signs Of Leaks
4. Compliance With Industrial Permit – Fueling Station
5. Pet Waste Station Installations



Town Industrial Permit For
Fueling Station - # NCG080696

Pollution Prevention And Good Housekeeping For Municipal Operations



Street Sweeping Collects 375 CY Of Debris Per Year



FY2021 Projected Yard Waste Collection: Almost 10,000 CY

Pollution Prevention And Good Housekeeping For Municipal Operations



Contract Line Cleaning - Vacuum Truck



Drop Inlet Repairs By Staff On East Vance Street

Pollution Prevention And Good Housekeeping For Municipal Operations

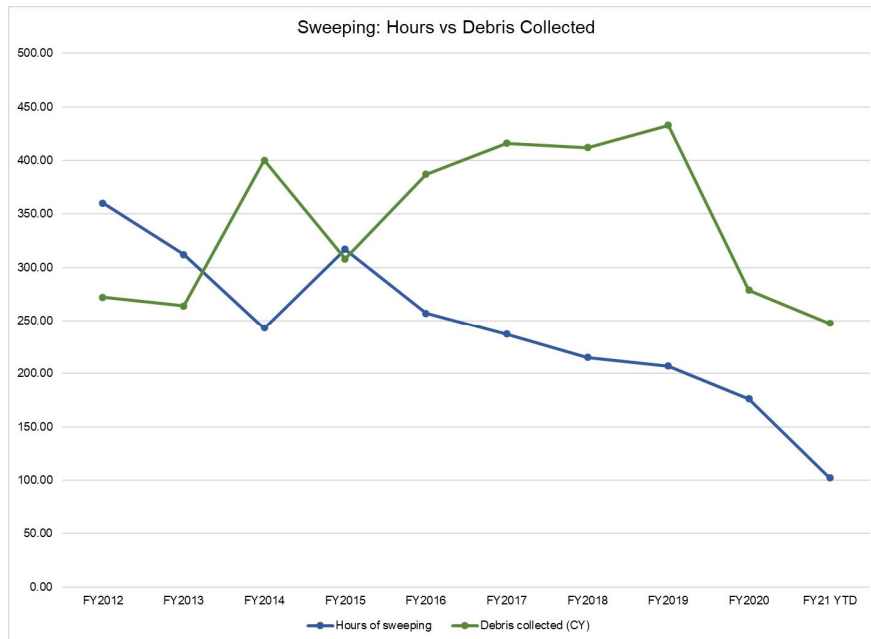


Annual SCM Inspection By Licensed Engineer -
Yates Place And Zebulon Community Center



Stormwater Outfall And Ditch Maintenance

Stormwater Stats – Sweeping



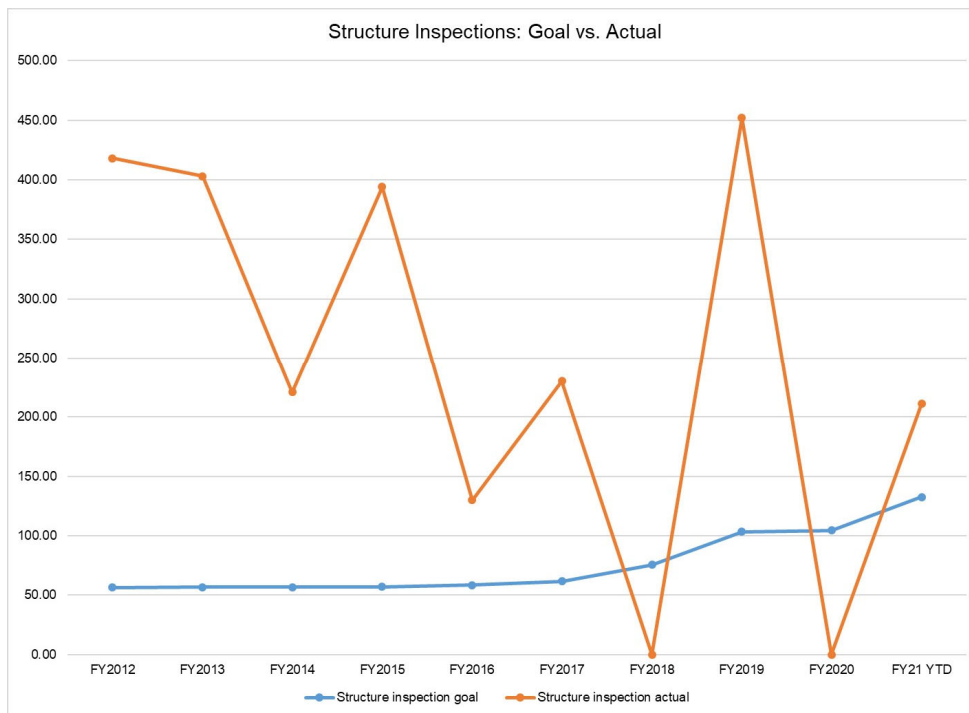
Goals:

- ❖ Sweep Downtown Weekly
- ❖ Sweep Gannon, Arendell, And Shepard School – Twice Per Month
- ❖ Residential Streets – Once Per Month.

Take-Aways:

- ❖ Less Time Available To Complete Sweeping Activities
- ❖ Debris Collection Is Trending Down With Sweeping Time
- ❖ 368 Tons Of Debris Collected Annually – 4 year Avg.
- ❖ 212 Hours Sweeping Streets Annually – 4-year Avg.

Stormwater Stats – Inspections



January To March: The Critical Window For Public Works To Complete Stormwater Inspection, Cleaning, And Repair Tasks

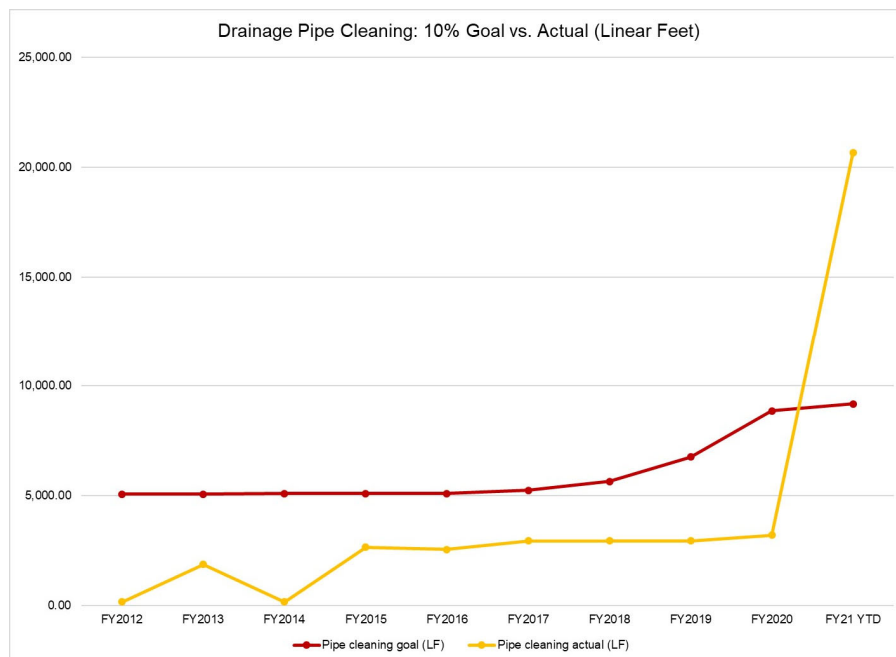
Goal: Inspect 10% Of System Structures

❖ Exceeded 8 Of Last 10 Years

Take-Aways:

- ❖ FY2018 – Little River Park Improvements
- ❖ FY2020- Effects Of Tornado On Yard Waste And Leaf Volumes – 4,500 CY Above Normal – Lasted Into Spring

Stormwater Stats – Line Cleaning



Goal: Clean 10% Of System Lines

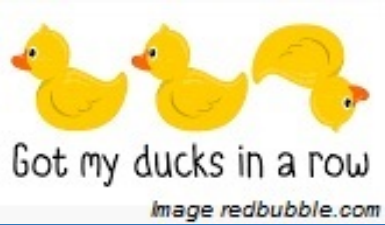


Take-aways:

- ❖ Contractor Cleaning Began In FY2015
- ❖ FY2020 – Budget Doubled To Address Shortfall
- ❖ Historically Cleaned Trouble Locations – Lower Debris Volume, Greater System Condition Impact
- ❖ Five-year Average – Slightly Below Requirement
- ❖ 82% Growth In Stormwater Infrastructure

Stormwater Stats – Infrastructure Quantities

- ❖ Town-owned Stormwater Pipe: 91,819 LF Or 17.39 Miles – Equals Traveling From Downtown Zebulon To Downtown Wake Forest
- ❖ Streets To Sweep Monthly: 60 Miles
- ❖ Structures Owned By Town Of Zebulon: 1,045
- ❖ Pipe Material Varies: RCP, CMP, HDPE, And Terra Cotta
- ❖ Pipe Sizes Vary: From 15” To Dual 72” Pipe
- ❖ Town-owned Ditches: 4.13 Miles – From Zebulon To Wendell

MS4 Compliance Audit Outcomes Calendar Year 2022

Notice Of Compliance (NOC)	Notice Of Deficiency (NOD)	Notice Of Violation (NOV)
 <p>Got my ducks in a row <small>image redbubble.com</small></p>	 <p><small>image by clipartemail</small></p>	 <p><small>image by drawception.com</small></p>

Note: Approximately 75% Of All Ms4 Permittees Receive A Notice Of Violation

Top 3 Compliance Deficiencies

1. Lack Of Documentation

- If You Can't Prove It, It Didn't Happen!

2. Incomplete Ms4 Mapping

- All Major Outfalls Should Already Be Mapped!

3. Reactive Illicit Discharge Programs

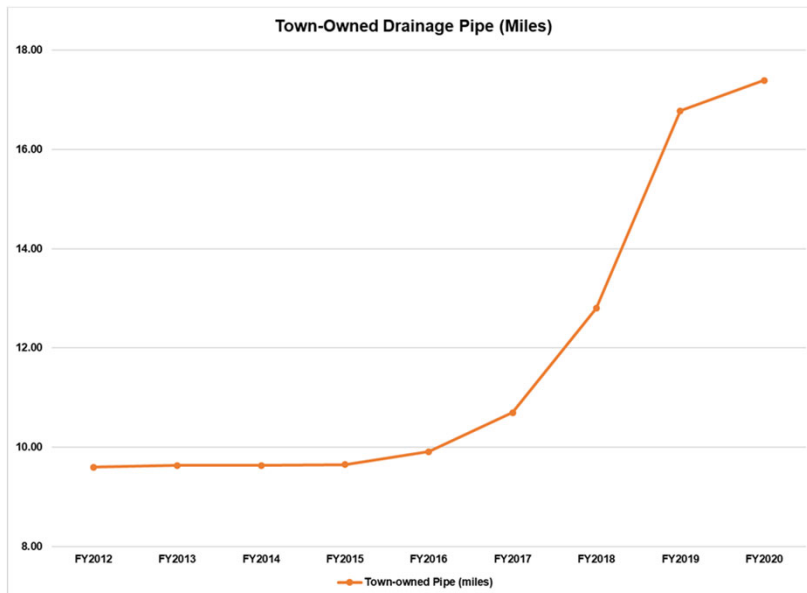
- Ms4s Are Required To Proactively Find And Eliminate Illicit Discharges!



Stormwater - Operating Budget Requests

1. Personnel Request To Address System Growth - 9.6 Miles In FY2012 To 17.39 Miles In FY2021
2. Federal Building Resilient Infrastructure & Communities (BRIC) FEMA Program – Funding For Stormwater Improvements – 75% Federal/25% Local (West Sycamore/N. Arendell Ave.)
3. New \$1.50 Per LF Development Fee For New Infrastructure For Mapping Program and Software Database - Reporting/Tracking

Stormwater - Capital Budget Requests Condition Assessment



Engineering Study To Look At The Sections Of Pipe Greater Than 50 Years Old - Approximately 9.6 Miles In Core Zebulon

	Pipe Material	Useful Life
1	RCP	75-100 Years
2	CMP	10-30 Years w/o Coatings
3	TCP	50-60 Years
4	PVC Pipe	100 Years
5	HP Storm	100 Years

Scope Of Work:

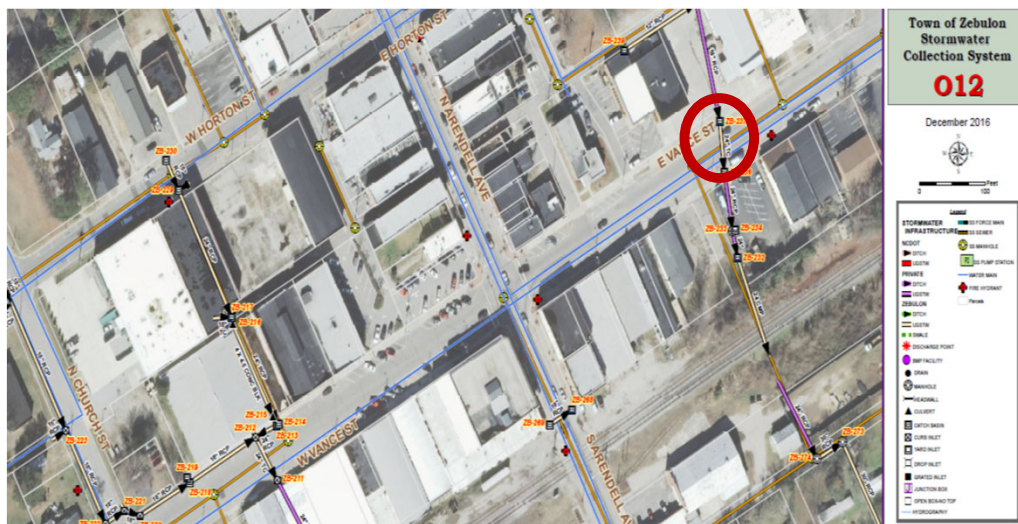
- Visual And Camera Inspection Of Stormwater Infrastructure
- Provide Condition Assessments
- Project Useful Life
- Provide Cost Estimates For Rehab Or Replacements
- Cost: \$49,500.00

Stormwater - Capital Budget Requests Condition Assessment

Locations of Concern:

1. 60" CMP Beside Glenn Lewis Insurance
2. East Horton - 100 Bock Under Doctor's Office To Alley Behind Fire/EMS Stations
3. West Horton Street - Under Diamond Glass To Alley
4. West Vance Street - Whitley Galleries To Railroad
5. West Vance Street Alley - Beside Storage Building And Fireplace Business
6. West Sycamore Street - Just Past Zebulon Drug
7. West Gannon Ave - Under Convenience Store And Green House Facing Arendell Ave
8. West Franklin Street - At United Bank- Elliptical CMP
9. South Arendell - Richard Harris To Shamrock
10. Shamrock To East Barbee Street
11. East Vance Street - Railroad Crossing

Stormwater - Capital Budget Requests East Vance Drainage Improvements



East Vance Street – Near The Fire And EMS Station

- ❖ 24" Diameter Terra Cotta Pipe
- ❖ 3 Spot Repairs In Last 10 Years
- ❖ Separated Joints And Cracked Pipe
- ❖ Popularity Of Terra Cotta Fell Off In Mid-60's – As Young As 55 Years Old
- ❖ Recommend Repair Before Paving
- ❖ 100 Block East Vance Rating: 67 PCR

Cost:

- Engineering: \$19,000
- Construction: \$91,000
- Total Cost: \$110,000

Stormwater – MS-4 Pre-audit



- ❖ Comprehensive Review Of Program Condition By Third Party – Report
- ❖ Note Program Weak-points
- ❖ Pro-active Approach (Similar To OSHA Pre-inspection)
- ❖ Goal To Receive Notice To Deficiency (D-)
- ❖ Allows Time To Correct Deficiencies Prior To Inspection (Update Sop's, Training, Cleaning, Organize Records)
- ❖ Develop Plans - New And Update Forms
- ❖ Prepared For The Actual Audit

Stormwater - Capital Budget Requests Software And Data Updates

Objective – Automate The Current Manual Processes Of Recordkeeping And System Evaluation
Record Growth In Stormwater System Over Past 5-7 Years

- ❖ Schedule And Log Maintenance Activities
- ❖ Generate Custom Performance Reports
- ❖ Generate Work Orders
- ❖ Analyze Data
- ❖ Remote Access Through Field Tablets
- ❖ Cloud-based



Proposed Budget:

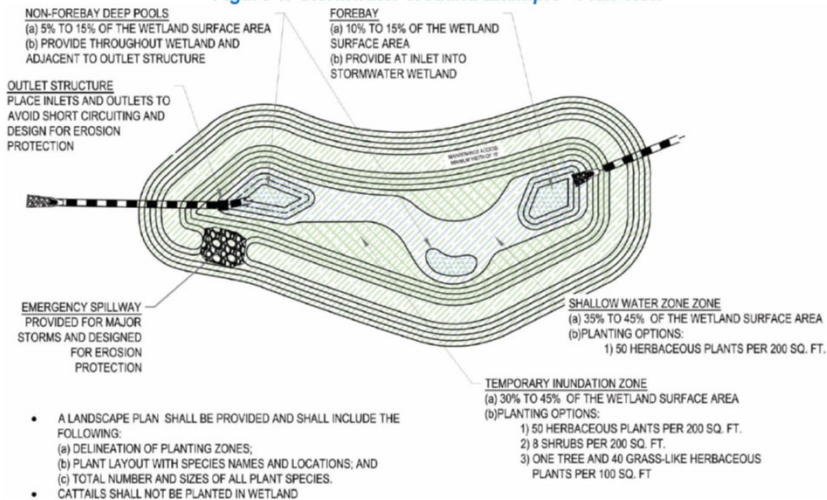
Software Setup & Training	\$ 3,500
Hosting/Database Subscription (Annual)	\$ 4,000
Additional Field Mapping (Allowance)	\$20,000
Software Contingency At 15%	<u>\$ 1,500</u>
Total	\$29,000

Stormwater - Capital Budget Requests Enhanced FEMA BRIC Grant Opportunities - Wetland Option



NCDEQ Stormwater Design Manual

Figure 1: Stormwater Wetland Example - Plan View



West Sycamore/North Arendell Drainage Improvements:

1. Lacks An Environmental Feature
2. Lacks A Historic Preservation Aspect
3. Shortcoming – Better Position Town To Receive BRIC Grant
4. Turn Undeveloped Property Into Asset

A constructed wetland is an artificial wetland to treat municipal stormwater runoff. Constructed wetlands are treatment systems that use natural processes involving wetland vegetation, soils, and their associated microbial assemblages to improve water quality.

Estimated Design Cost - \$75,000.00

Stormwater Program



“Only Rain in the Drain”

Questions?

FY '22 Budget and Fee Schedule

MAY 11, 2021

Residential Garbage Rate

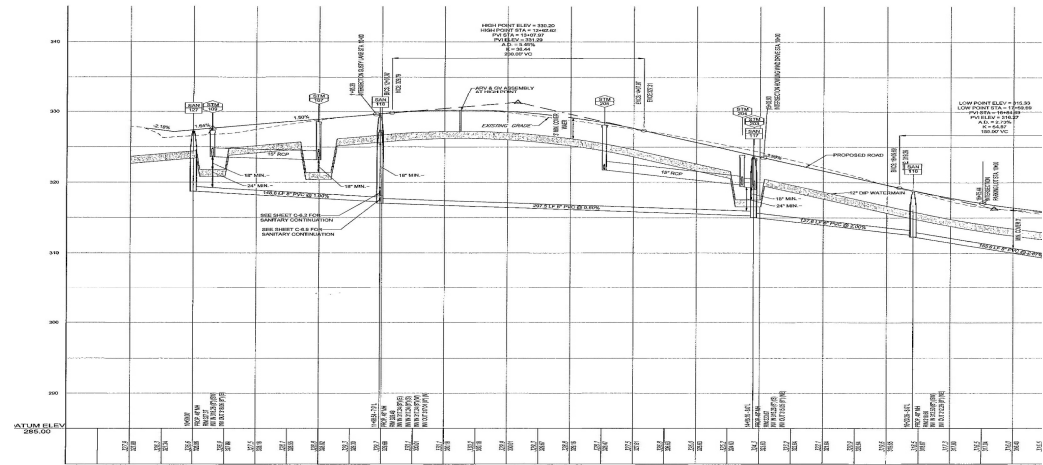
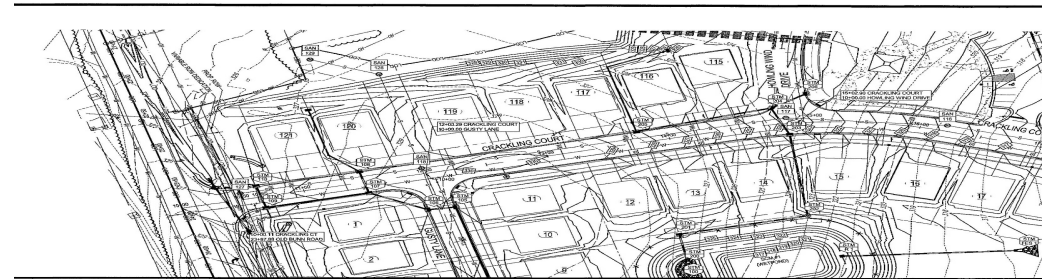
- What:
 - \$3 Yard Waste Fee

- Why:
 - Fund Capital Expenses
 - Support Stormwater Maintenance



Engineering Review Fees

- What:
 - \$130/hour
- Why:
 - Fund contracted services to review plans



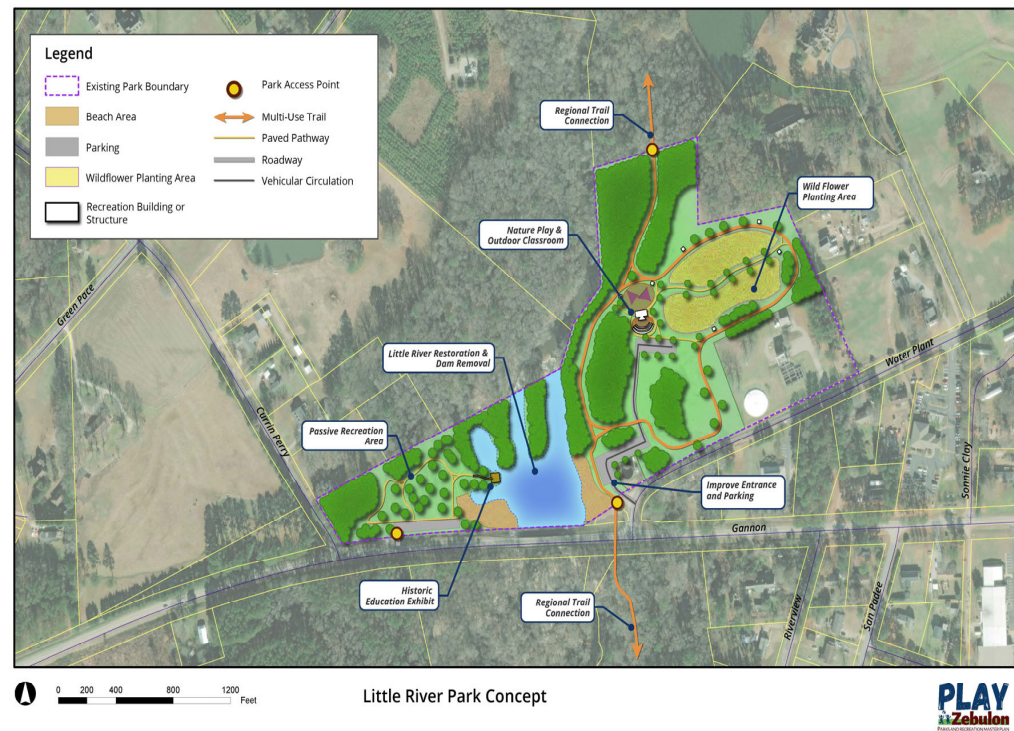
Recreation Impact Fees

- **What:**

- Amount will be identified in the P&R Master Plan

- **Why:**

- Fund implementations of Parks and Recreation Master Plan
- Investment from new development partners to fund projects identified in the P&R Master Plan



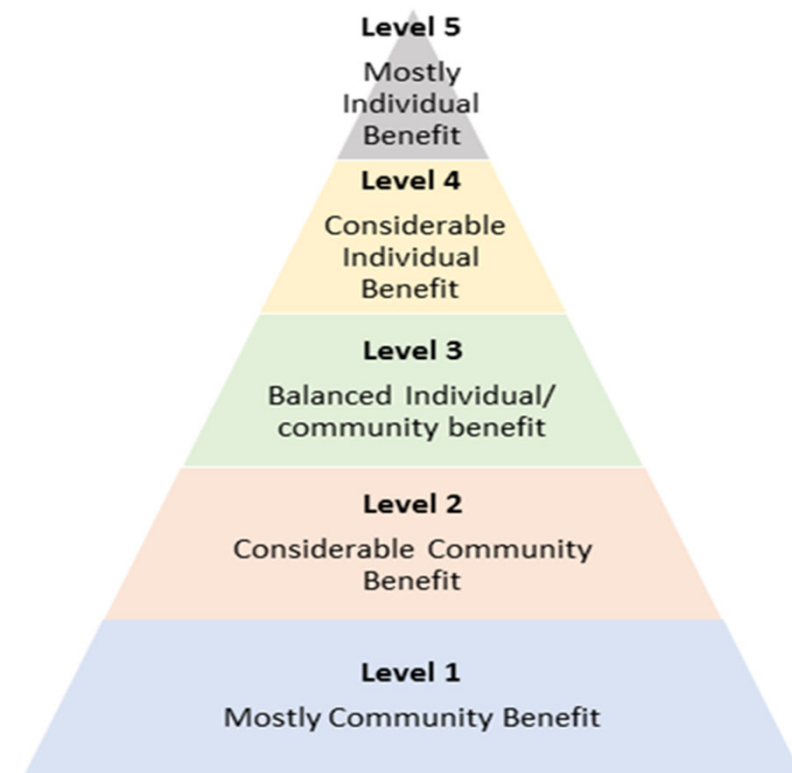
Stormwater Mapping Fee

- What:
 - \$1.50/L.F
- Why:
 - Fund consistent inventory of growing stormwater system



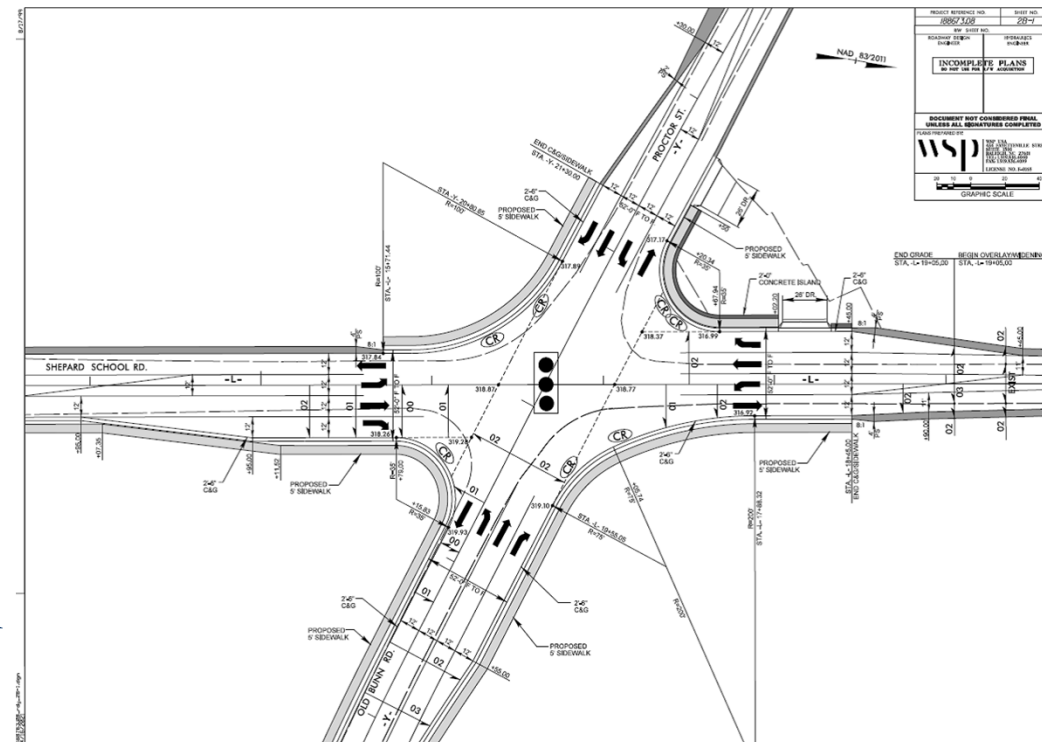
Non-Athletic and Camp Programs

- **What:**
 - Cost recovery and shifting scale
- **Why**
 - Tracking
 - Flexible
 - Response to market and trends
 - Flexibility for new opportunities



Fee in Lieu - Reimbursement Schedule

- What:
 - Inflation adjustment on fees paid in-lieu of construction
- Why
 - Specify minimum amounts of fees
 - Consistent unit pricing for all developers





ZEBULON

NORTH CAROLINA

Budget Work Session #2

MAY 19, 2021

Navigating the Budget

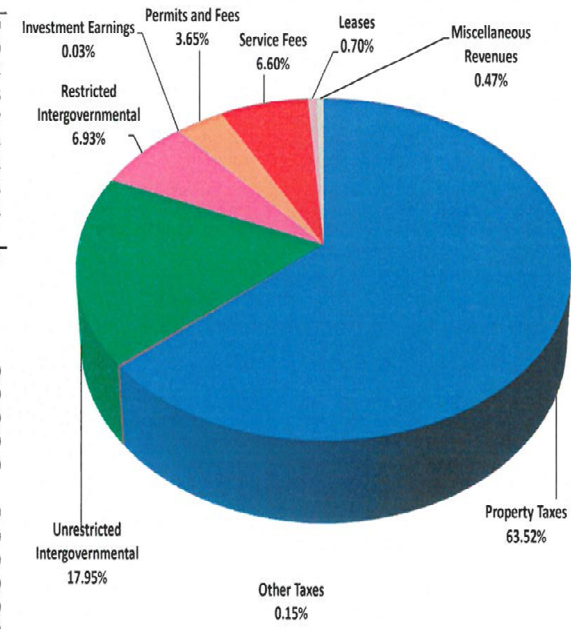
- Where: Budget at a Glance (A-1)

- What:
 - Operating Revenues
 - Operating Expenditures
 - Capital Revenues

Town of Zebulon General Fund Budget at a Glance
Fiscal Year 2021-2022

Revenues	FY 2023	FY 2022	FY 2021
Property Taxes	\$ 6,966,500	\$ 6,642,500	\$ 7,688,350
Other Taxes	\$ 15,400	\$ 15,400	\$ 15,460
Unrestricted Intergovernmental	\$ 1,924,000	\$ 1,877,500	\$ 1,913,984
Restricted Intergovernmental	\$ 790,500	\$ 724,500	\$ 1,086,526
Investment Earnings	\$ 10,000	\$ 3,500	\$ 3,587
Permits and Fees	\$ 251,500	\$ 381,500	\$ 329,244
Service Fees	\$ 738,000	\$ 690,500	\$ 724,094
Leases	\$ 74,600	\$ 72,900	\$ 68,393
Miscellaneous Revenues	\$ 50,000	\$ 49,500	\$ 287,984
Fund Balance Appropriation	\$ -	\$ 30,000	\$ -
Total Operating Revenues	\$ 10,820,500	\$ 10,487,800	\$ 12,117,622
Capital Revenues			
Installment Financing Proceeds	\$ -	\$ 315,000	
Dedicated Prop Tax (\$0.074 (\$0.05-Capital; \$0.017-Fire Apparatus; \$0.007-Stormwater))	\$ 1,075,000	\$ 1,028,000	\$ 1,005,000
Fund Balance Appropriation		\$ 1,490,000	\$ 1,410,000
Sales Tax	\$ 50,000	\$ 50,000	\$ 50,000
Wake County Fire (County Cost Share)	\$ 47,000	\$ 45,000	\$ 48,200
Greenways/Bicycles/Pedestrian Capital Reserve	\$ -	\$ 315,000	\$ 20,000
Capital Reserve Appropriation	\$ -	\$ -	\$ -
Yard Waste Fee	\$ -	\$ 150,000	\$ 160,000
Motor Vehicle Tax (\$30.00/vehicle)	\$ 160,000	\$ 145,000	\$ 95,000
Stormwater Capital Reserve	\$ -	\$ 63,000	\$ 4,000
Development Fees	\$ 515,000	\$ 600,000	\$ 470,000
Powell Bill	\$ 128,000	\$ 347,000	\$ 127,000
Grants	\$ -	\$ 30,000	\$ 50,000
Total Revenues & Other Financing Sources	\$ 12,795,500	\$ 15,065,800	\$ 15,556,822

Bobby Fitts:
6.5% growth on real property based on permit activity; flat business personal property



Navigating the Budget

- Where: Budget Ordinance (A-2)
- What:
 - Board's Document
 - Craft the document you want

ORDINANCE 2021-XX

Town of Zebulon Fiscal Year 2021-2022 Budget Ordinance

BE IT ORDAINED, consistent with North Carolina General Statutes, Chapter 159-13, that on June 7, 2021, the Board of Commissioners for the Town of Zebulon approved the operating budget for Fiscal Year 2021-2022. 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, 2021 is hereby established as the tax rate for the Town of Zebulon for Fiscal Year 2021-2022. 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.

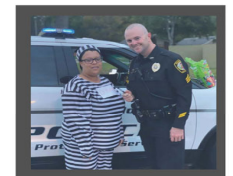
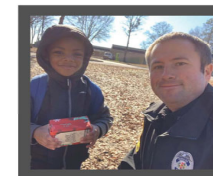
Section II. General Fund.

A. Anticipated Revenues & Funding Sources

Property Taxes-Current Year	\$7,628,000
Property Taxes-Prior Years	29,000
Tax Penalty & Interest	13,500
Rental Vehicle Taxes	15,000
Privilege License Taxes	400
Motor Vehicle Decal Fees	145,000
Wake County Sales Tax -1 Cent (Article 39)	580,000
Wake County Sales Tax – ½ Cent (Articles 40 & 42)	525,000
Wake County Sales Tax – ½ Cent (Article 44)	185,000

Navigating the Budget

- Where: Recommended Operating Budget (Section B)
- What: The Manager's Recommendation

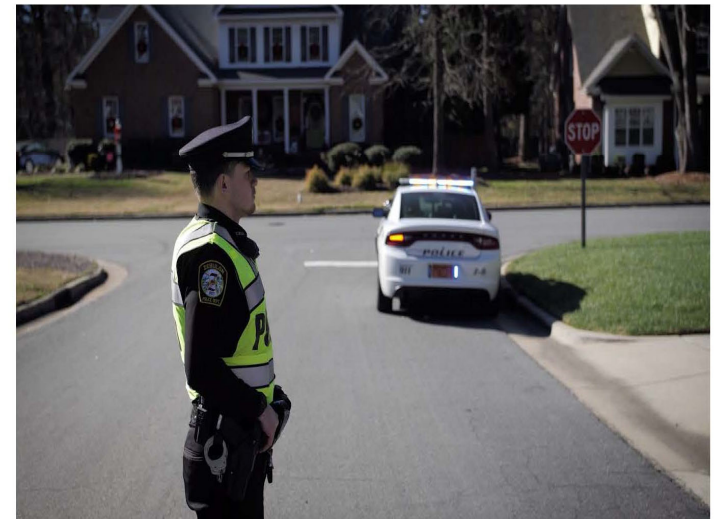


Navigating the Budget

- Where: Requested Operating Budget (Section C)
- What: Department Requests
- Why: To show what did not move forward

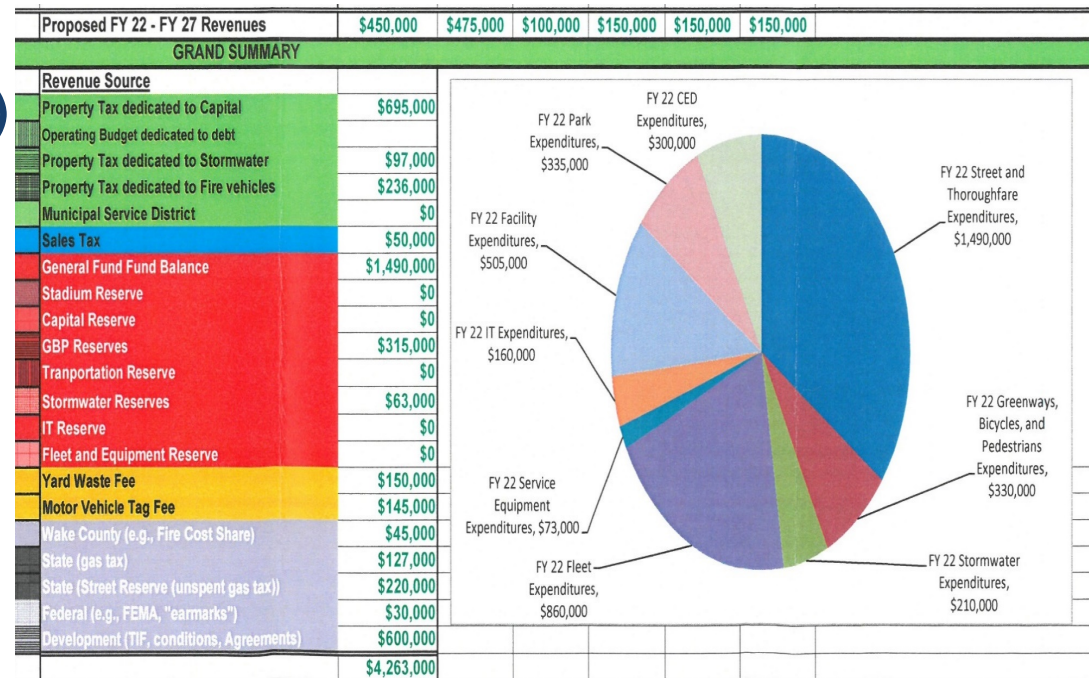
ZEBULON POLICE DEPARTMENT OPERATING
BUDGET REQUESTS

Fiscal Year 2022



Navigating the Budget

- Where: Recommended Capital Budget (Section E)
- What:
 - How to fund different projects and programs



Work Session I: Follow-Up

- Wayfinding
- Requested vs. Recommended Budget
 - Same scope
 - Different estimates
 - Constructability

December 18, 2020

MEMORANDUM

TO: Joe Moore, II, Town Manager
FROM: Michael Clark
SUBJECT: Capital Budget Project Memo – Wayfinding Signage
Committee Category: Community and Economic Development
Project Title: Wayfinding Signage

Description: This request is for funding of wayfinding signage to be located at various points within Town. The purpose of the signs would be to direct residents, visitors, and others to various points of interest within the Community. These would include a sign located near the following locations:

- US 264 and Arendell Avenue
- Gannon and Arendell
- NC 39/ US 264
- Gannon Avenue/ 264
- Mack Todd Road and Gannon Avenue/
- Barbee Street and Arendell.

The proposed wayfinding signs would be similar to the following:



Work Session I: Follow-Up

- Alley Activation & Downtown Infrastructure
- Scope Expansion
 - Additional 50 amp access
 - Public Wifi

Topic: Alley Activation Capital Request: Phase 2

From: Parks and Recreation Staff
Prepared by: Sheila Long, Parks and Recreation Director
Approved by: Joseph M. Moore II, PE, Town Manager

Committee Category – Community and Economic Development

Project Title: *Alley Activation: Phase 2 and Phase 3*

Project Description:

The Zebulon Parks and Recreation Department requests continuation of the FY2021 Alley Activation project to expand the current project to Vance St.

We can utilize our downtown alley network to encourage pedestrian traffic and create a space for people to gather while exploring downtown. The first phase of the project was an example of how we can leverage public private partnerships to move forward our strategic plan. Alley Activation will continue to foster excitement and interest in downtown Zebulon while complimenting private investment in downtown properties.

Zebulon Downtown Arts Council was a partner in the first phase of Alley Activation and has already begun talks on how to utilize this space monthly to offer arts opportunities in the community. The Winter Market was a pilot to test the ability of the space to support the farmers market, future craft markets, and other special events.



Proposed Phase 2



Phase 1 Alley Activation

Walk Zebulon

FY 2022 RECOMMENDED CIP (SECTION E)

TRANSPORTATION FUND: GREENWAYS, BICYCLES,
PEDESTRIAN (SUBSECTION)

Zebulon 2030 Strategic Plan



Vibrant Downtown

- *Activate and connect alleys
- *Identify ways to slow traffic downtown



Small Town Life

- *Improve walkability
- *Activate alleys
- *Connect N. Arendell and surrounding residential neighborhoods to downtown



Growing Smart

- *Implement wayfinding and branding
- *Traffic mitigation
- *Attract private investment

FY 21 Review

North Arendell Avenue: Missing Links

- Gannon to Lee St
- Stamped Crosswalk



Walk Zebulon Community Input Survey (2019)

- Biggest barriers to walkers
 - No sidewalks, traffic, driver habits
- Desired destinations for walking
 - Downtown, Parks, Restaurants, Shopping
- Connect gaps and downtown

Downtown Stakeholder Discussions (2020)

Hot Topics:

- Walkability
- Parking
- Destination Development



Walk Zebulon FY 22 Goals

1

Address gaps
in sidewalk
around
downtown

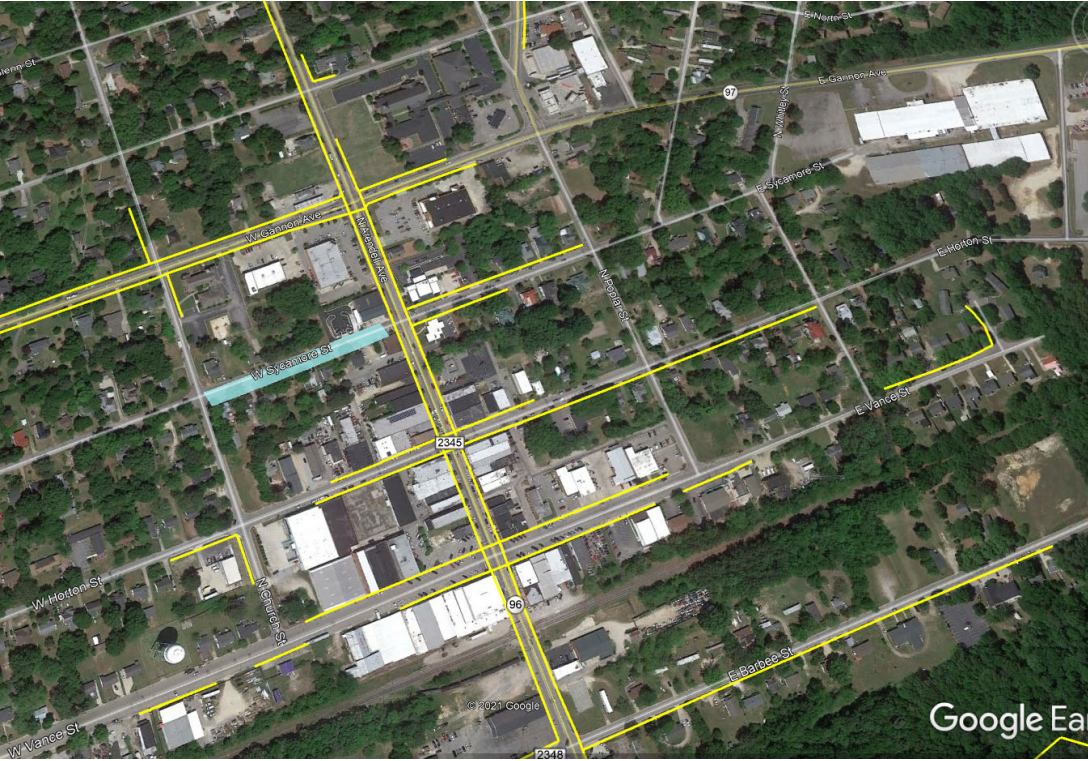
2

Maximize
connectivity
opportunity

3

Support
downtown
development
efforts

Downtown Residential & Walkability



West Sycamore Improvements



West Sycamore Improvements

Create strong visual indications of pedestrians for thru traffic such as tractor trailers.

Continue connections to services such as the food pantry at Zebulon United Methodist Church for residents living at nearby affordable housing communities.

Enhance walkability to dwelling units near downtown.

Highlight available on street public parking available to downtown workers and visitors.

Create and encourage alternatives routes to walking on busier streets such as Gannon Ave.

Enhance walkability to services located in and surrounding the downtown core.

Walk Zebulon FY 22 Proposal

West Sycamore St: Arendell to Church

Project Description:

- Sidewalk installation
- Accessible and stamped crosswalks

Engineering Fees: \$60,000

Construction Cost: \$255,000

Total Cost: \$315,000



Walk Zebulon FY 22 Proposal

ADA Transition Plan

- Title II requirement
- Required for future funding
- Hire consultant to:
 - review town assets
 - identify ADA concerns
 - recommended actions

Cost: \$15,000



Recommended Future Projects

- East Vance St: Housing Authority to Post Office
- Sidewalk Repair: 200 Block of East Horton St
- Pedestrian Signal Improvements
 - Arendell Ave & Vance
 - Arendell Ave & Gannon
- Stamped Asphalt
 - Downtown Corridor and leading to

Questions



Capital Facilities Program

FY 2022 RECOMMENDED CIP (SECTION E)
PROPERTY MANAGEMENT FUND: FACILITIES (SUBSECTION)

Capital Facilities Maintenance and Replacement

Quick Facts: Structures

- ❖ 5 Major Facilities
- ❖ Age 9 Years -112 years old
- ❖ As Small as 225 Square Feet
- ❖ As Large as 20,806 Square Feet
- ❖ Total 72,788 Square Feet



Life Cycles – Replacement/2018 Facilities Assessment

	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



TOWN OF ZEBULON FACILITY ASSESSMENT SURVEY

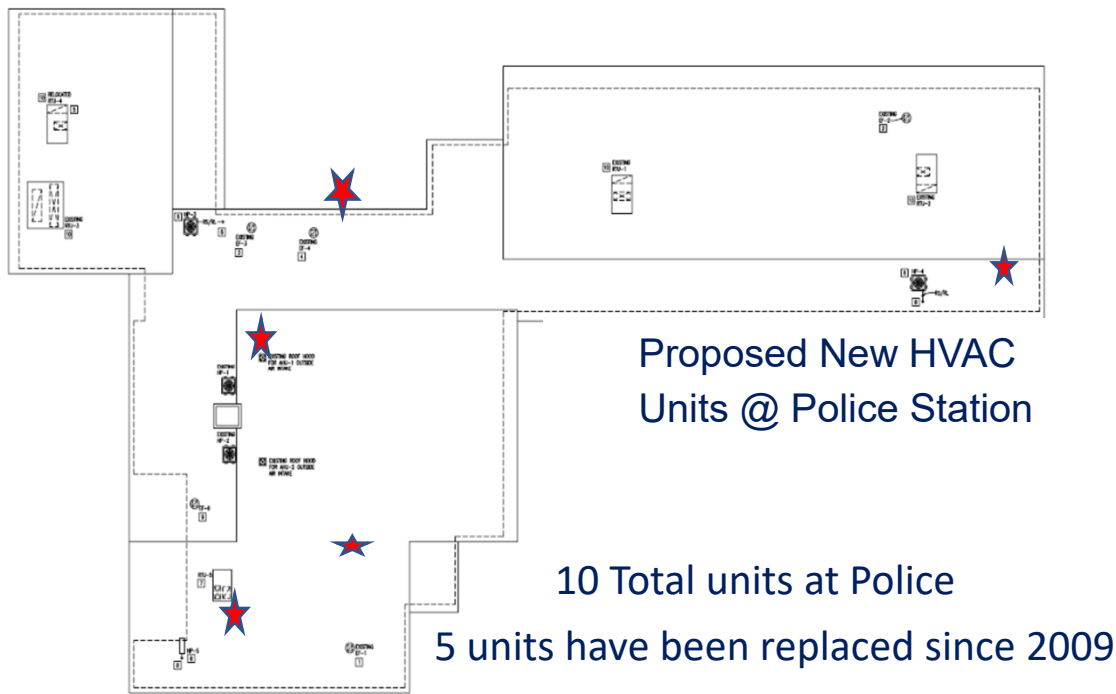
Town of Zebulon
1003 N. Arendell Avenue
Zebulon, NC 27597

June 2018

Presented by:
DeVon Tolson Architecture, Inc.
4008 Barrett Drive, Suite 203
Raleigh, NC 27609
919-788-0003



Police Station - HVAC



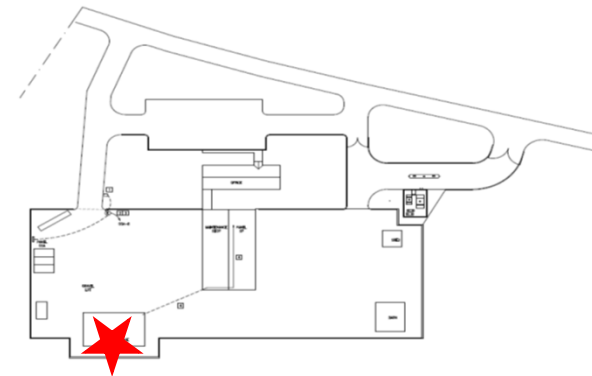
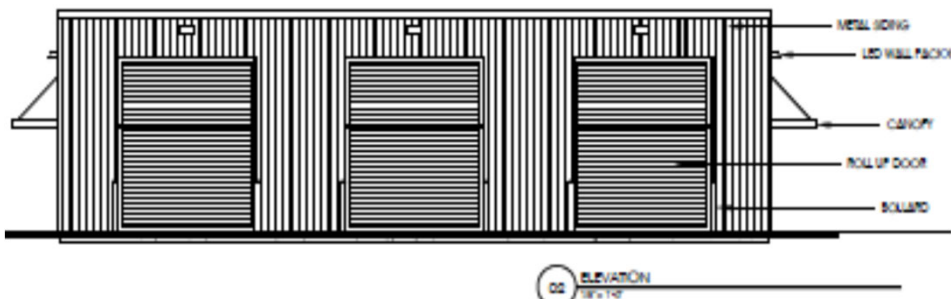
1. RTU- 5 – Men’s locker room area
2. HP- 1 - Patrol area
3. HP- 3 - Women locker room/ West Wing Corridor
4. HP- 4 – East Wing Corridor
5. HP- 5- Computer/Telephone Room

Recommend conversion to Natural Gas Units – “Rule of Thumb” 30-40% cheaper to operate than Electric

Construction Estimate - \$77,000
Design Allowance - \$ 15,500
Contingency - \$17,500
Project Cost - \$ 110,000.00

MECHANICAL ROOF PLAN - NEW WORK
SCALE 1/4" = 1'-0"

Public Works Equipment Storage Building



- ❖ Proposed 2400 Square Foot Facility
- ❖ Design, Building Pad, Fence and Utilities relocated are complete.
- ❖ Cost of P/R Maintenance Building in 2009 - \$315,000 (Similar construction – 2400 sq ft)
- ❖ Estimated Construction Cost - \$350,000

- ❖ Since 1987 – only 400 sq. ft added
- ❖ Growth in Operations over last 34 years
- ❖ Safety Concerns – egress paths
- ❖ Storage at multiple facilities – efficiency issues
- ❖ Invitation to Visit Current Facilities

Capital Facilities Program

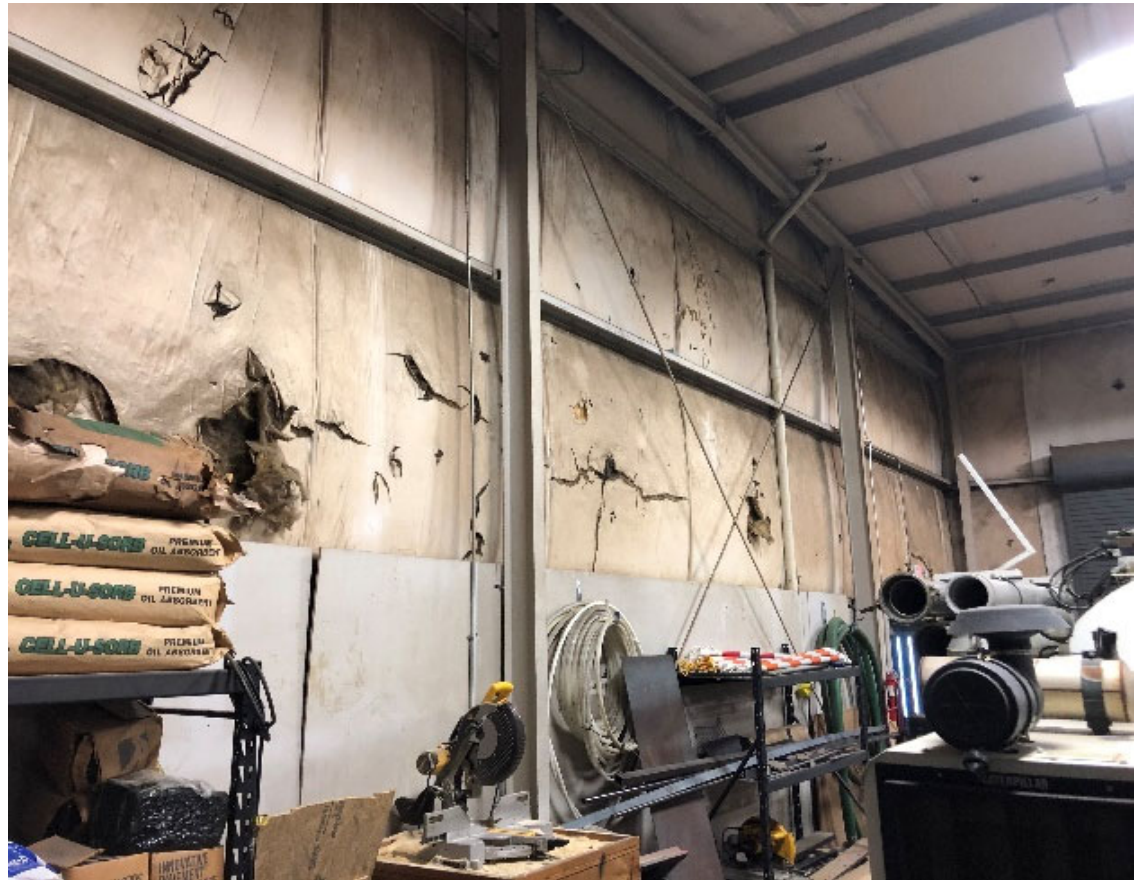


Un-funded Needs

Public Works Maintenance Building Renovations

- ❖ Wall/Ceiling installation
- ❖ Roof Coating Replacement
- ❖ Grease Trap
- ❖ General Repairs
- ❖ Large Ceiling Fans
- ❖ Painting (interior/exterior)
- ❖ Estimated Cost \$261,000

5/19/2021



Other Unfunded Needs:

Fueling Station Upgrades @
\$43,000

Parking Lot Seal Coating - 7
locations @ \$45,000

PW Phase II - New
SCM/Laydown Yard @
\$305,000



ZEBULON
NORTH CAROLINA



New SCM/Laydown/Storage Yard

Disclaimer:
We make every effort to produce and publish
the most current and accurate information possible.
However, the map is produced for informational purposes
and is NOT a warranty. No warranty, expressed or implied,
is provided for the data therein. It is to be interpreted as
such.

Future Facilities Investments

5/19/2021

29

Future Needs



- Community Center HVAC
- Public Works Shop Roof
- P&R Maintenance Building
- Town Hall Dumpster Pad

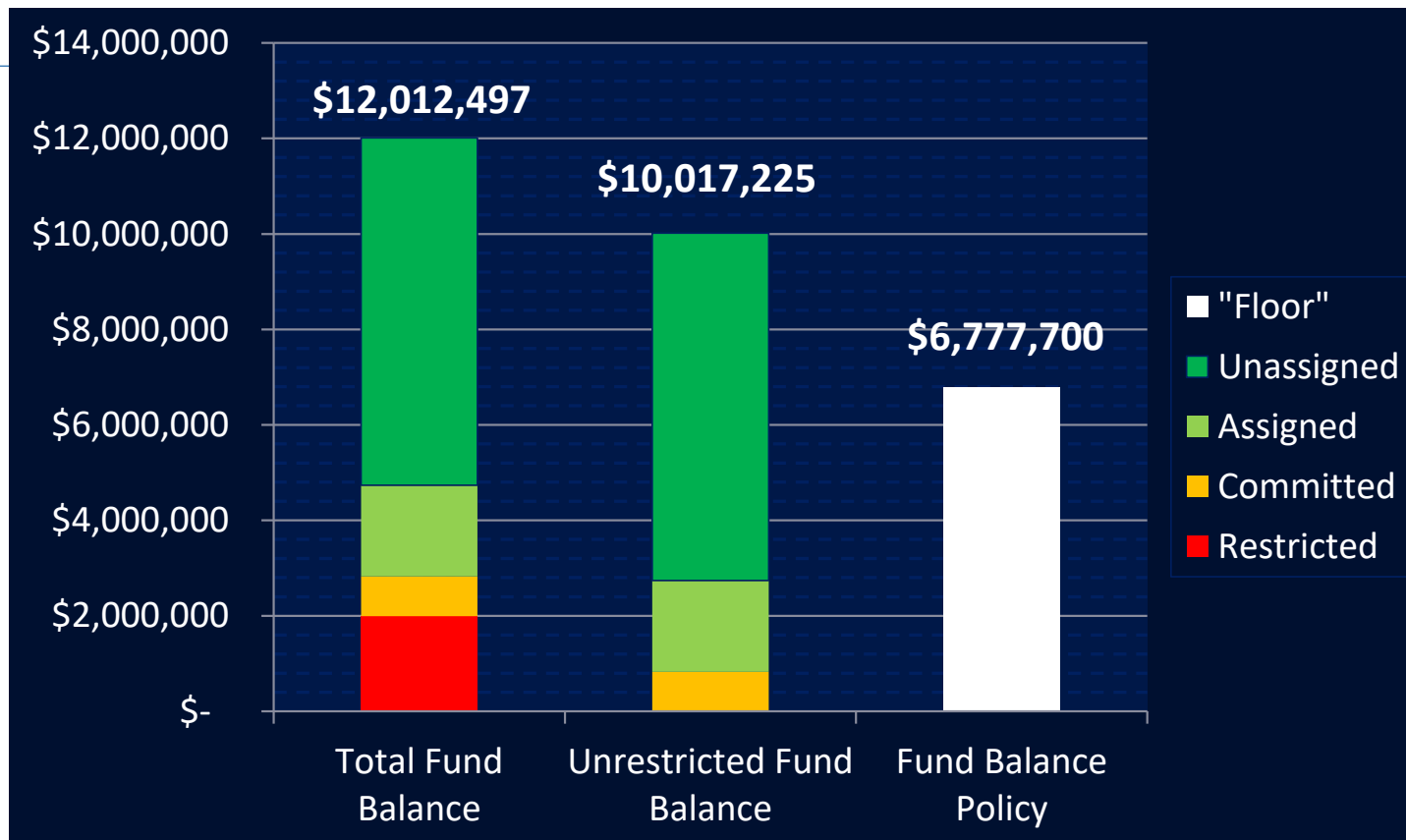
Capital Facilities Program



Questions?

General Fund Fund Balance

General Fund Fund Balance Statutes and Policy (6/30/20 - Page 26 of CAFR)



General Fund Fund Balance

Can We Achieve “A Favorable Bond Rating”?

Key Scorecard Factors of Moody’s Rating Methodology¹

- Finances (30%)
- Economy / Tax Base (30%)
- Management (20%)
- Debt / Pensions (20%)

Sub Factors

- Finances (30%)
 - Fund Balance as % of Revenues (10%)
 - >30% - Aaa worthy

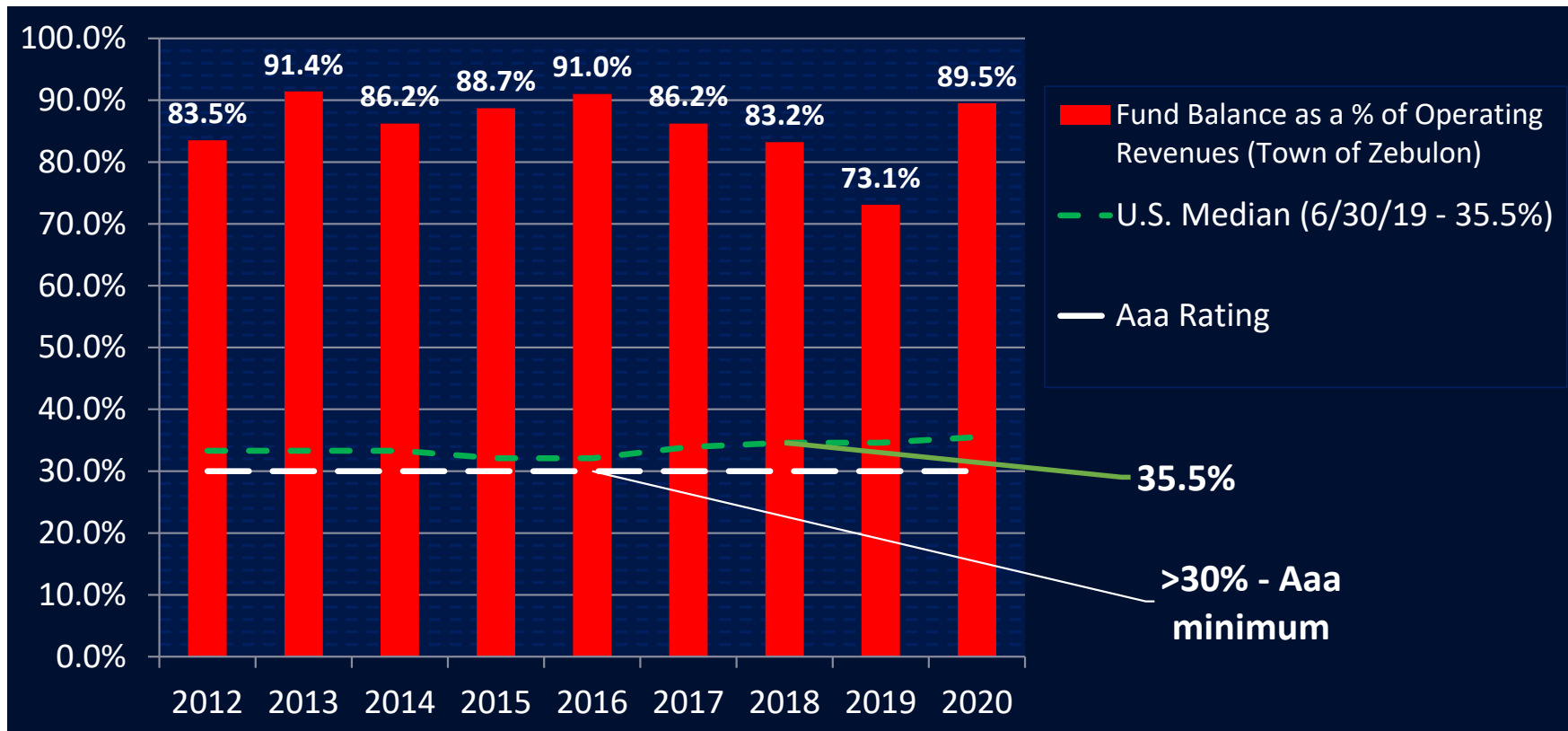
General Fund Fund Balance

Can We Achieve “A Favorable Bond Rating”?

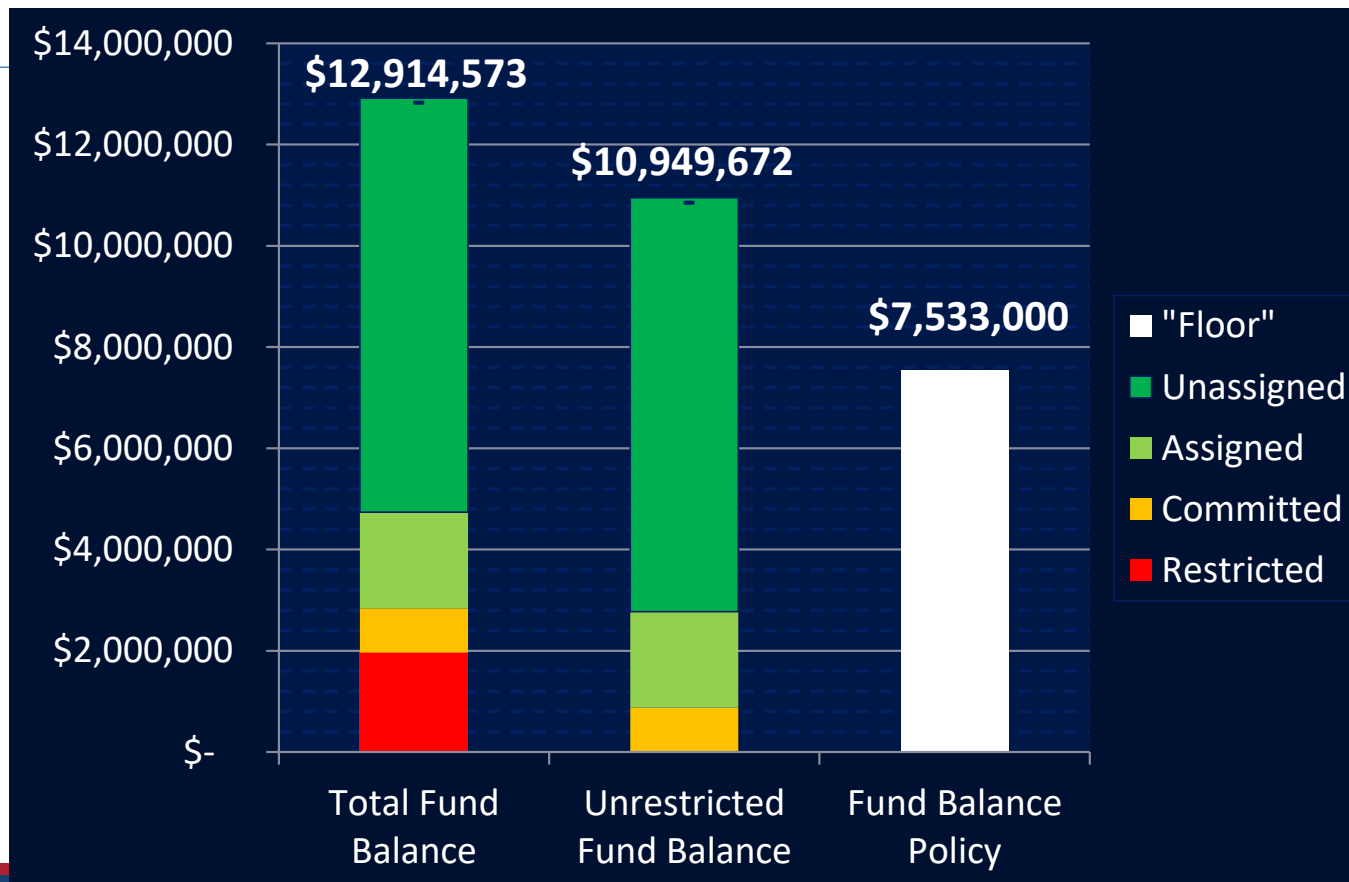
Very Strong		Strong		Moderate		Weak		Poor	
Aaa		Aa		A		Baa		Ba	
0.50	1.50	1.50	2.50	2.50	3.50	3.50	4.50	4.50	5.50

General Fund Fund Balance

Can We Achieve “A Favorable Bond Rating”?



General Fund Fund Balance Statutes and Policy (*Projected @ 6/30/21*)



Fund Balance Policy

“It shall be the policy of the Town of Zebulon to maintain an unrestricted fund balance in the General Fund of no less than 50% of the total projected expenditures. Unrestricted fund balance is the total of all committed, assigned and unassigned fund balance, as reported in the Comprehensive Annual Financial Report. Unrestricted fund balance in excess of 50% is available for general appropriation during the budget year as approved by the Board.”

Fund Balance Policy

- Unrestricted fund balance - >50% of total projected expenditures
- Unrestricted fund balance - Committed, Assigned & Unassigned
- Unrestricted fund balance - excess of 50% can be appropriated





ZEBULON

NORTH CAROLINA

BUDGET WORK SESSION #3

MAY 27, 2021

Work Session #2 Follow-up

General Fund Fund Balance - Follow up

- How much fund balance was appropriated? Any towards operating/recurring expenditures?
 - Total: \$2,518,000
 - \$998,000 - Capital Reserves (Stormwater, Transportation Impact Fees, Powell Bill, GBP)
 - \$1,490,000 - Unassigned (Capital)
 - \$30,000 - Unassigned (Operating - Community Center Landscaping)

General Fund Fund Balance - Follow up

- How much fund balance are we projected to spend?
What will the fund balance percentage be?
 - 6/30/2021: 73%
 - 6/30/2022: 59% (if all appropriated fund balance was spent in FY 2022)

General Fund Fund Balance – Follow up

- What are the median Fund Balance as a % of Operating Revenues for smaller municipalities like us? (We are 89.5%)

Exhibit 14

Medians by rating - US cities with- population under 10,000

Selected indicators	Aaa	Aa	A	Baa	Ba and Below
Total Full Value (\$000)	2,413,632	1,029,500	369,846	239,337	137,349
Full Value Per Capita	463,670	162,600	72,351	55,741	34,093
Median Family Income (as % of US Median)	283.0%	141.6%	91.7%	86.1%	65.7%
Population (Most Recent)	6,096	6,927	5,064	3,523	4,781
Fund Balance as % of Operating Revenues	47.5%	43.3%	43.9%	31.0%	41.1%
5-Year Change in Fund Balance as % of Operating Revenues	11.8%	9.6%	10.5%	5.3%	5.8%
Cash Balance as % of Operating Revenues	52.5%	51.0%	48.0%	27.1%	32.9%

Streets and Signals

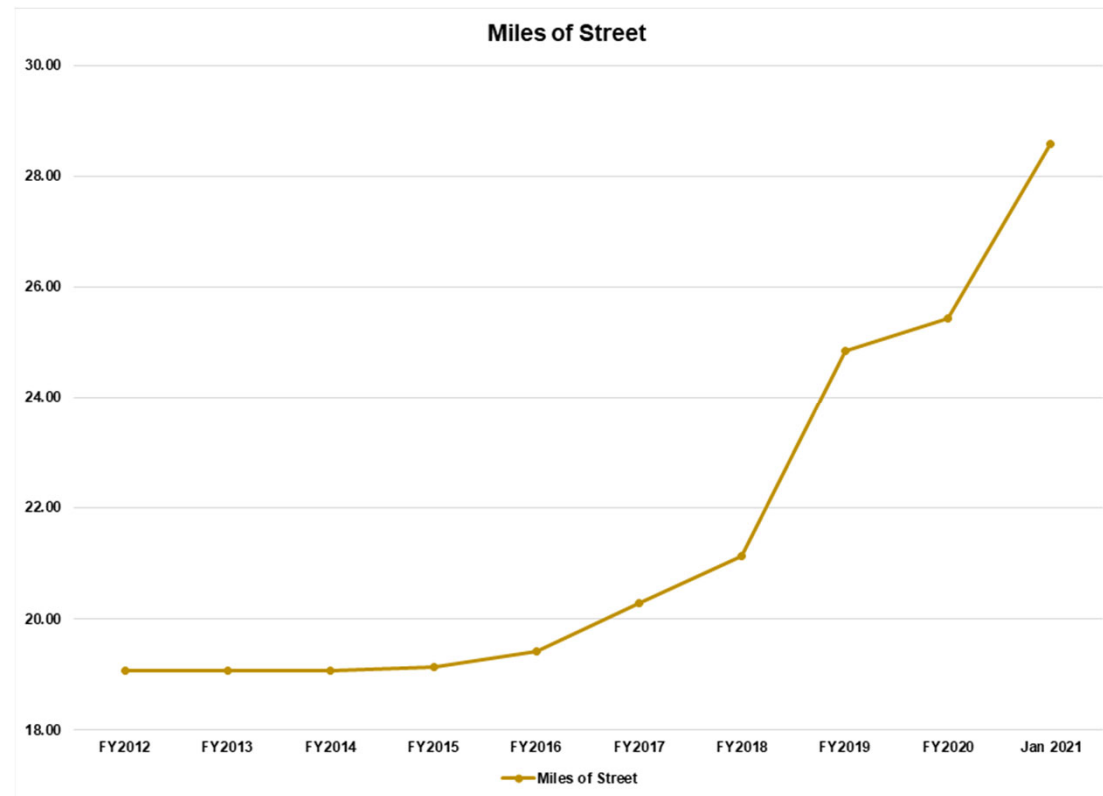


2011 East Barbee Cul-de-sac construction

Street – Stats

Quick Facts:

- ❖ Useful Life – 15-20 years
- ❖ 28.70 miles of streets
- ❖ Pave 1.44 Miles Annually (Goal –to avoid re-construction)
- ❖ Based on last year bids - \$220,000 annually
- ❖ 50 % increase in streets since 2015



Street Health

❖ Condition Ave - 92.3 - Good

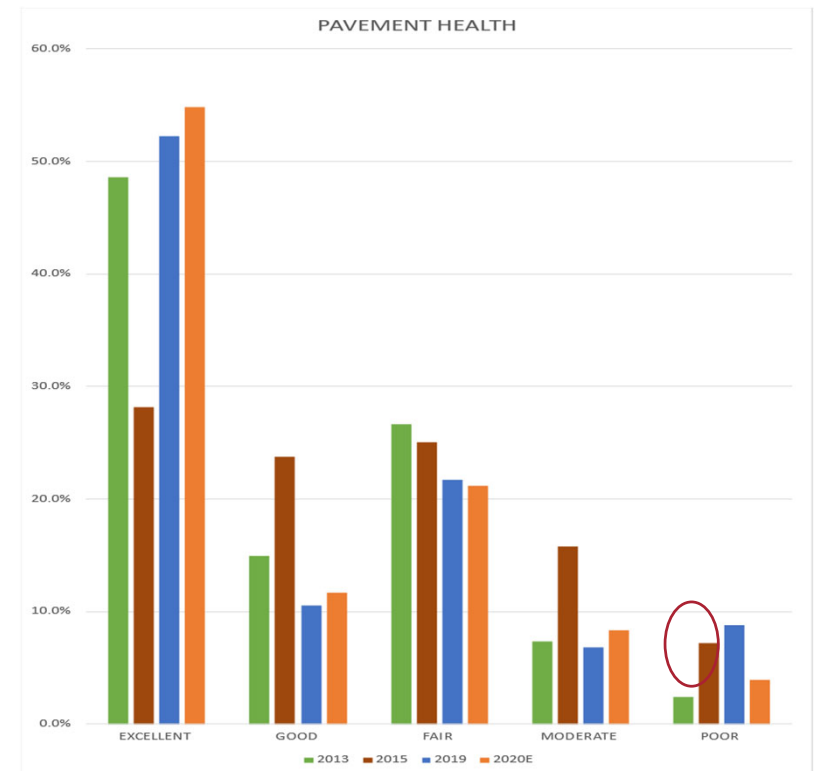
❖ Poor streets - 4.0%

❖ Paving Request - \$220,000

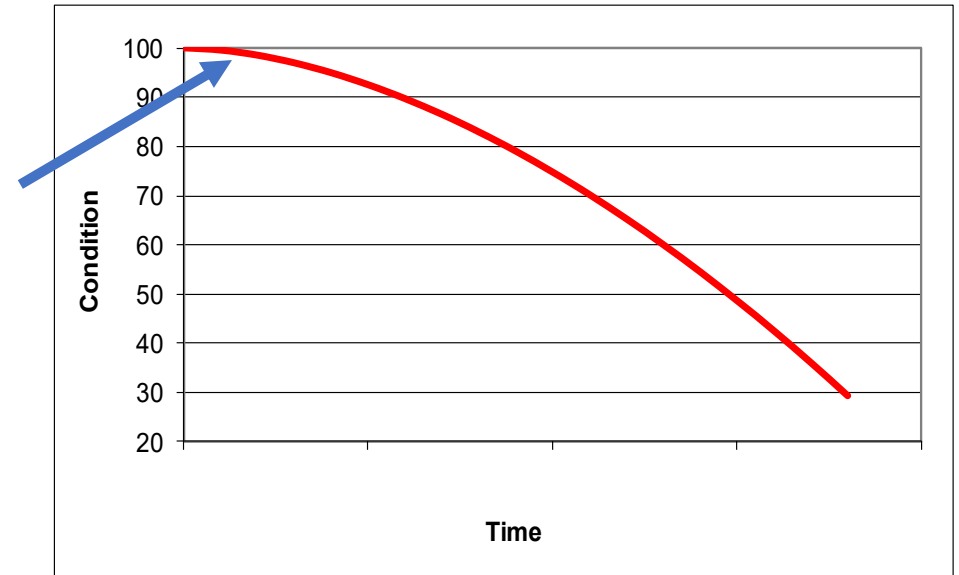
Top Streets for paving next year:

1. East Vance Street (100 Block) – PCR 65
2. Yates Place – PCR 65
3. Wellington Drive – PCR 67
4. Southland Drive – PCR 67

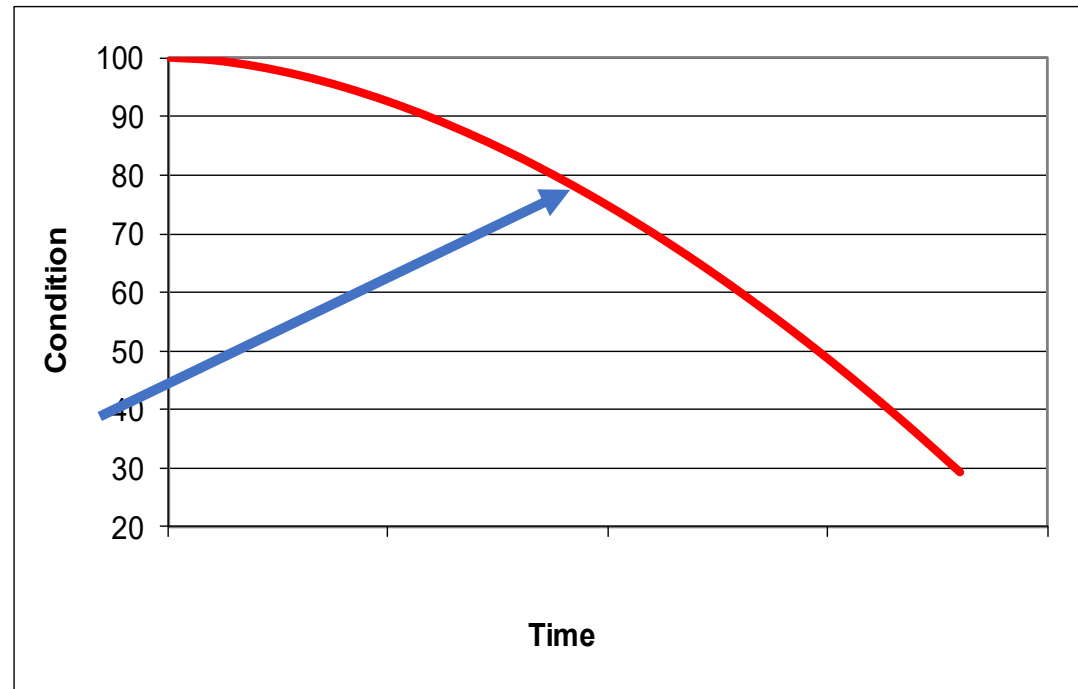
>=95	90<=X<95	80<=X<90	70<=X<80	<70
Excellent	Good	Fair	Moderate	Poor



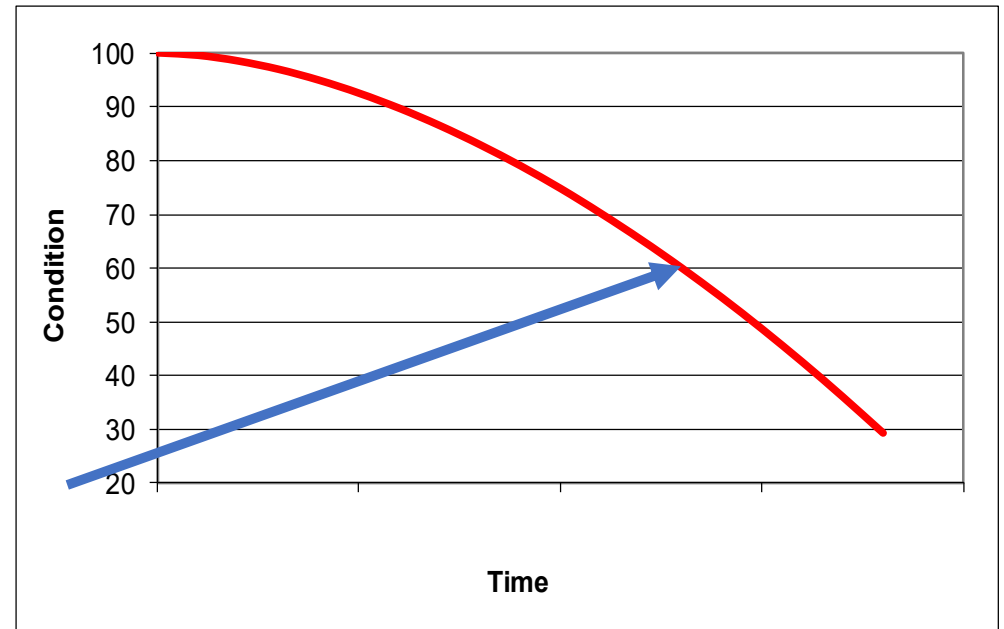
Street Health- Excellent



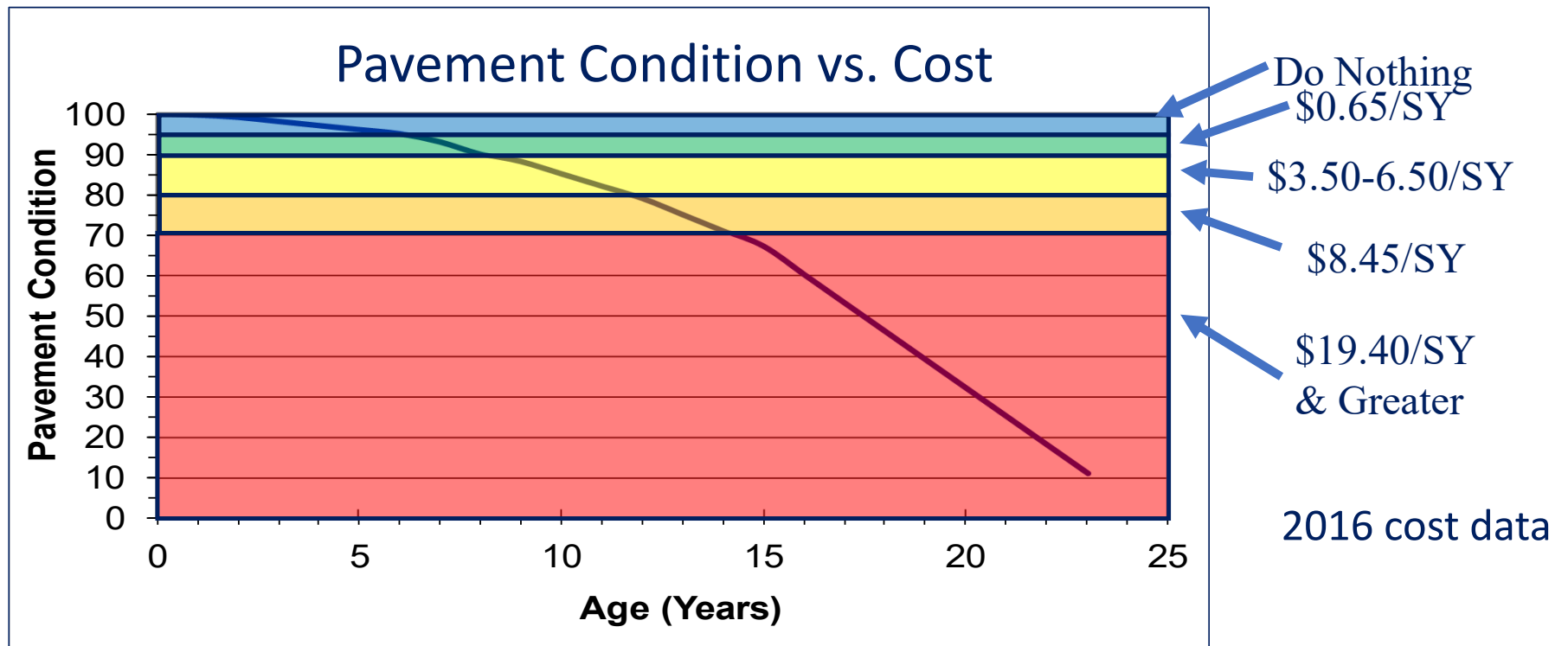
Street- Health - Fair Condition



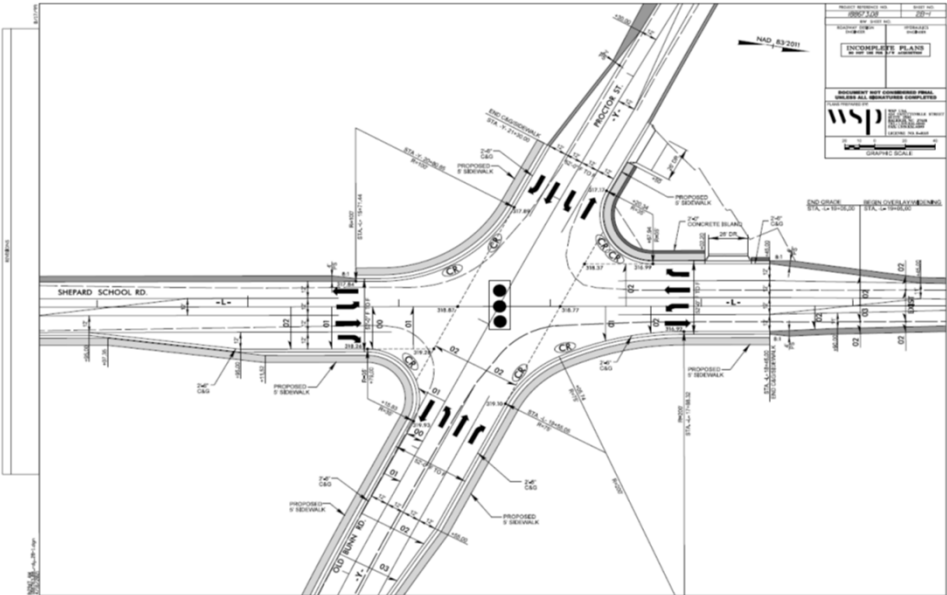
Street Health - Poor Condition



Pavement Management



Shepard School Roadway and Traffic Signal - Timeline

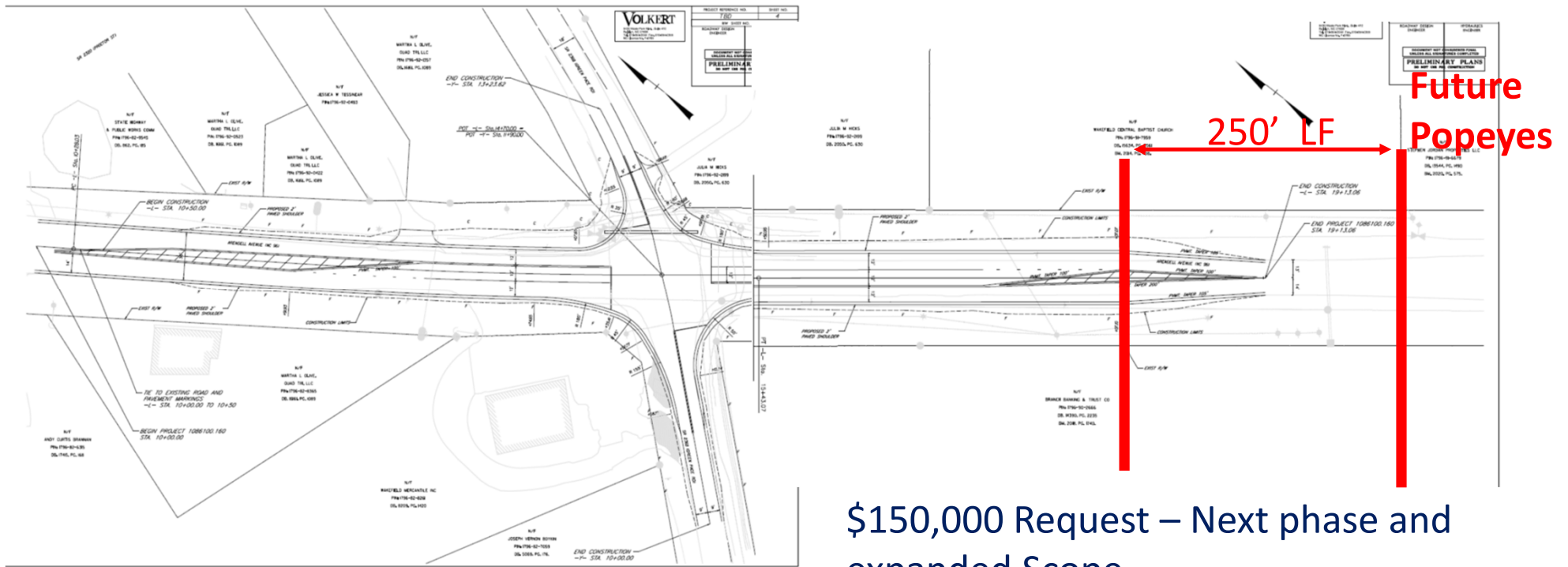


Requested Funds - \$ 350,000

	Description	Date
1	60% & ROW Plans	Late Summer '21
2	ROW Acquisition Secured	Late Winter '21
3	100% Plans Approval	Spring '22
4	Notice to Proceed	Summer '22
5	Substantial Completion	Winter '22

Barrington and Autumn Lakes SUP – Fee-in-lieu requirements

Green Pace & Arendell Ave Roadway and Signal Project



Green Pace & Arendell Ave Roadway and Signal Project

- ❖ Transportation impact study
- ❖ Contracts
- ❖ Surveying
- ❖ NCDOT Contract
- ❖ 25% Plans Complete
- ❖ Coordination with Popeye's

	Description	Date
1	65% Plans	Fall '21
2	100% Plans Approval	Spring '22
3	Notice to Proceed	Summer '22
4	Substantial Completion	Fall '22



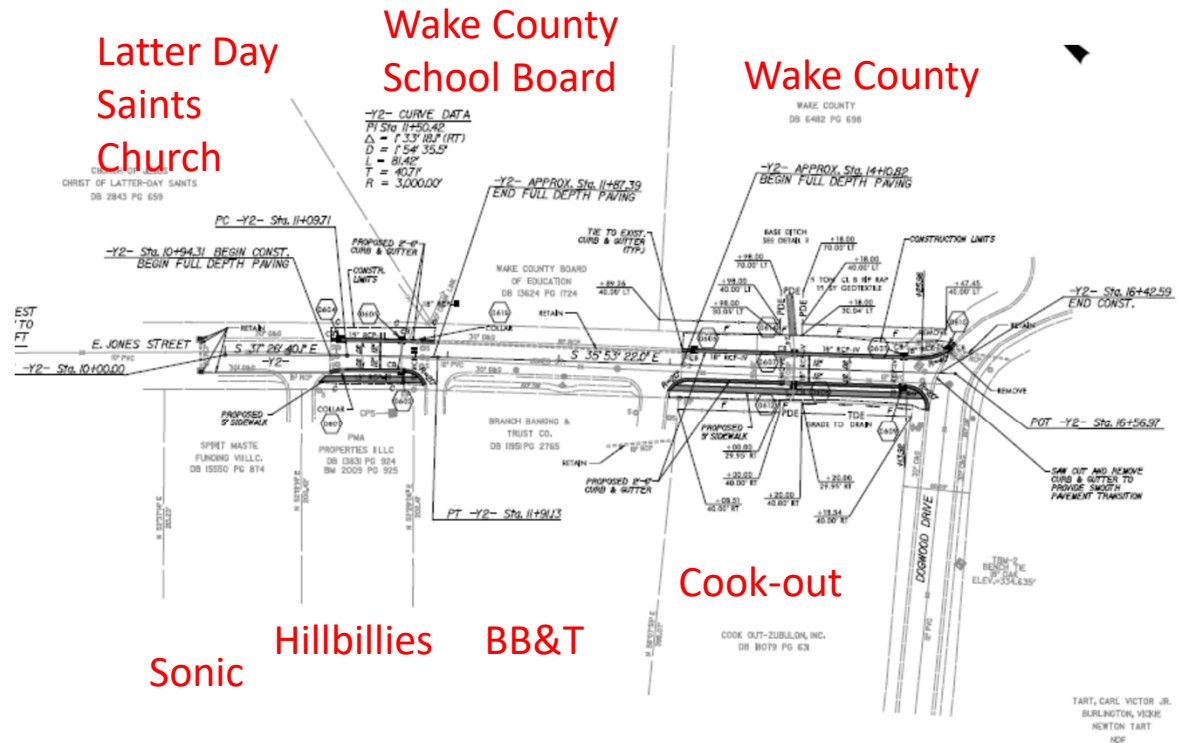
LED Lighting Conversion - Phase II

182 High Pressure Sodium Lights Remain - Weavers Pond I & II, Braemar and few spot locations - Project Cost \$10,000 - Payback 2.5 years

5/27/2021

Jones Street Connector

- ❖ Completed Engineering Drawings
- ❖ ROW Acquisition Issues
- ❖ Redevelopment of Parrish Impacts
- ❖ Promotes Safe Movement to Stop Light Immediately
- ❖ Cook Out Fee in Lieu - Reimbursement



**Budget Request -
\$340,000******

Street and Traffic Signals



Questions?



ZEBULON

NORTH CAROLINA

Play Zebulon

FY 2022 RECOMMENDED CIP

Zebulon 2030 Strategic Plan



Vibrant Downtown

- *Activate and connect alleys
- *Develop events, entertainment, and cultural attractions to draw people downtown



Small Town Life

- *Improve walkability
- *Promote more community events & festivals
- *Enhance and create more community gathering spaces



Growing Smart

- *Implement wayfinding/ branding
- *Plan for appropriate land use
- *Pursue economic development opportunities
- *Maintain appropriate staffing

FY 22 Highlights

- Adopt and implement the P&R Master Plan
- Create & Adopt a Parks & Recreation CIP
 - First Year:
 - Maintenance priorities
 - “Low hanging fruit” opportunities



Parks & Recreation Master Plan Preview



Town of Zebulon, NC > Parks and Recreation Master Plan Vision Drew Crumpton

Step 1 Step 2 Step 3 Step 4 Step 5 Step 6

PLAY Zebulon
PARKS AND RECREATION MASTER PLAN

Comprehensive Parks & Recreation Master Plan

PLAY ZEBULON VISION

Watch on YouTube

Documents

- PlayZebulon_Vision_Handout.pdf

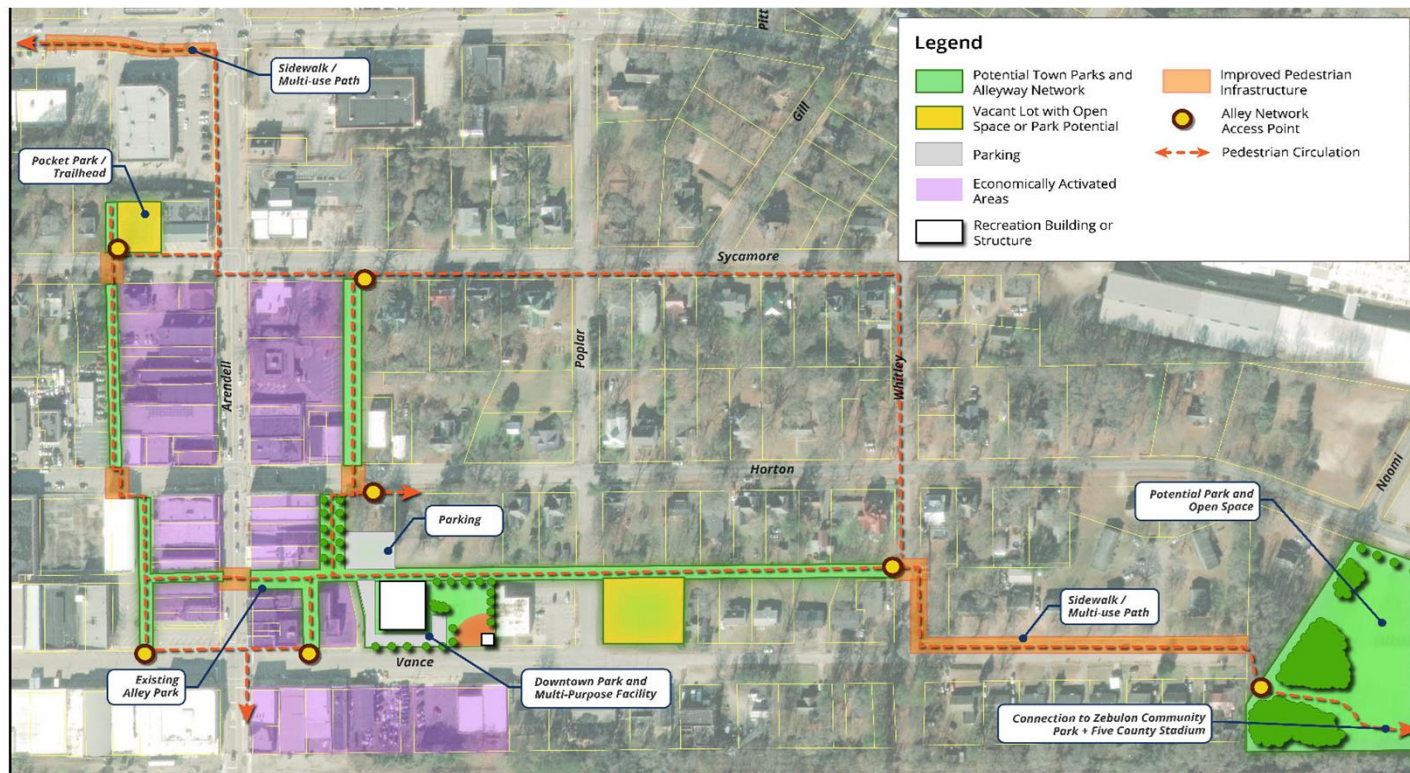
Continue

Parks & Recreation Master Plan Preview

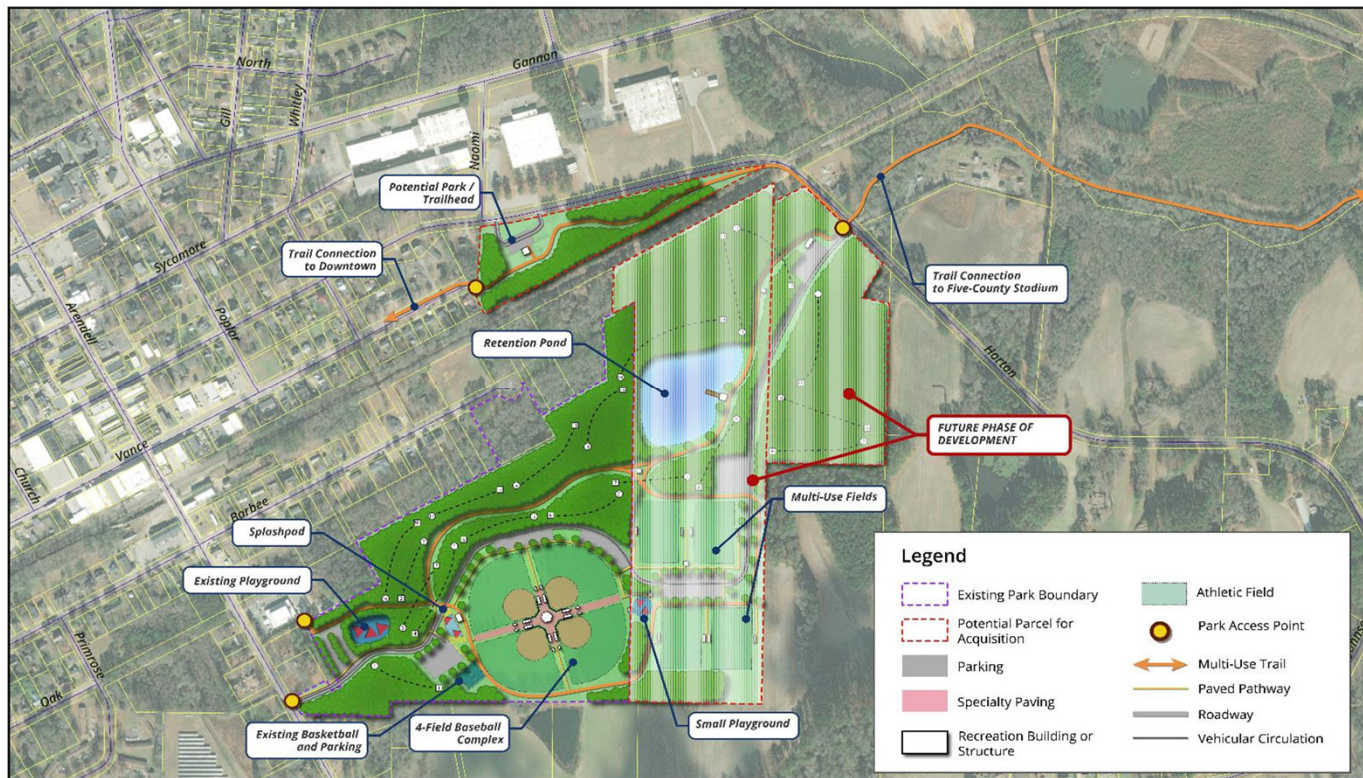
“To create recreational and cultural opportunities that enhance quality of life and connect our residents through positive impacts on health and wellness, social interaction, economic growth, and environmental stewardship.”



Neighborhood Parks & Open Spaces



Community Parks & Athletic Facilities



Natural Areas & Sustainability



Connectivity & Access



FY 22: Gill St Park (F-29)

- Basketball Court Renovation
 - \$50,000
- Dispersed Picnic Areas
 - \$50,000



FY 22: Little River Park (F-30)

- SHPO Phase 2 Archaeological Study
 - \$30,000
 - Required next step for FEMA funding
- Eradicate Kudzu & Groundwork
 - \$20,000



FY 22: Little River Park

- Whitewater Park Feasibility Study
 - **Not recommended** based on:
 - Review of Master Plan findings and vision development
 - Consultation with City of Raleigh's Park Planner (Falls Whitewater)
 - Consultation with Wake County Parks & Recreation Director
 - Consultation with McLaughlin Whitewater
 - Consultation with Restoration Systems

FY22: Community Park (F-30)

- Moved from Operating to CIP
- Infield Rehab:
 - Address safety concerns from wear
 - Every 4-6 years
 - Field rotation plan: 1 field rehab per year
- \$10,000



FY 22: Master Plan Implementation

- Discussion and Adoption of Plan
- Focus on achievable projects
- Demonstrate movement to the community
- Possible FY22 uses:
 - Branded park signs
 - Grant development and/or match
 - Project design
 - Advance a project noted in the outyears
- \$150,000



Questions



Market Study

Comprehensive Pay and Classification Study History

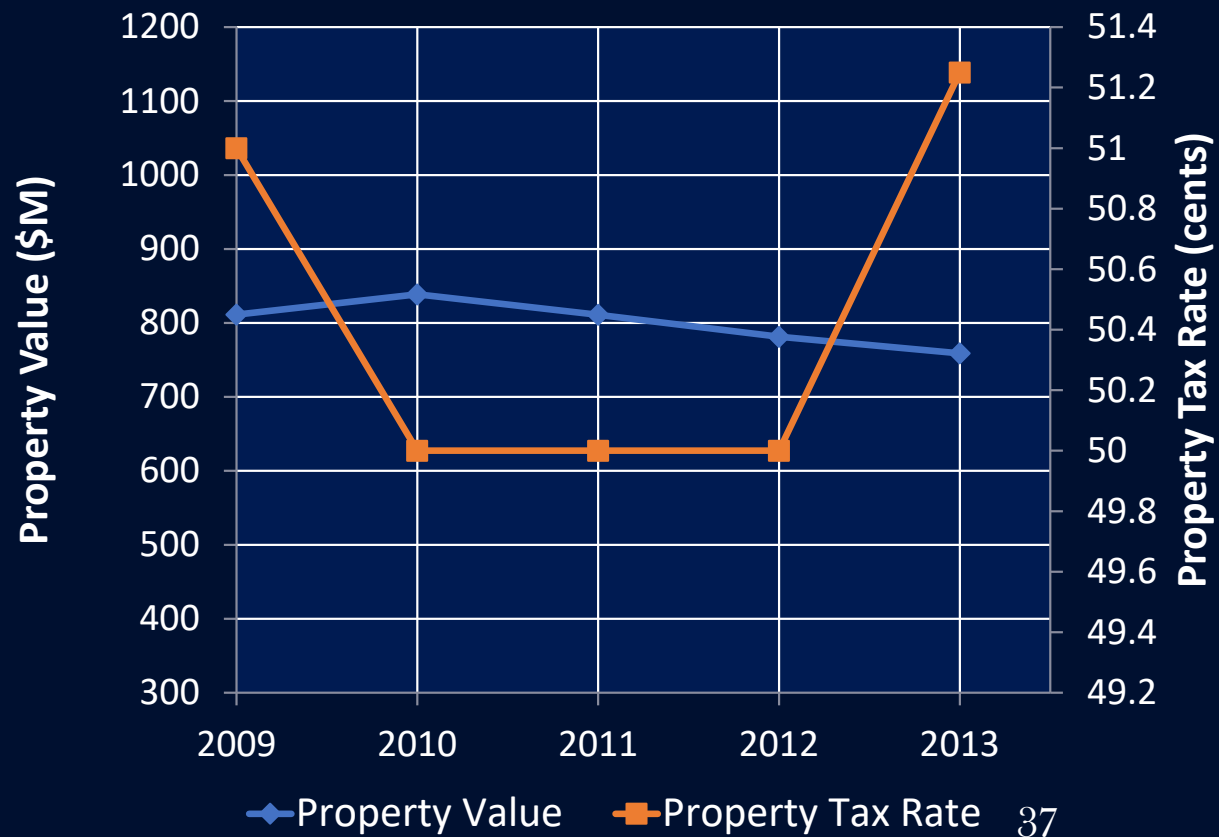
- Market Study funded FY 2021 Budget
- Consultant hired through TJCOG
- Questionnaires completed by all employees
- All employees had option to talk with consultant
- Salaries Evaluated
- Results shared with Management Team

Revelations

- The Market affects each department differently
 - Recruitment
 - Turnover
 - Career progression
 - Succession planning
- There is no one-size fits all fix
- Why?

Capital Budgeting A Recent History

- We did More with Less
 - 2010: ~ \$84k aggregate gain
 - 2011: ~ (\$138k) loss from prior year
 - 2012: ~ (\$149K) additional loss
 - 2013: ~ (\$17K) additional loss
- We did it independently



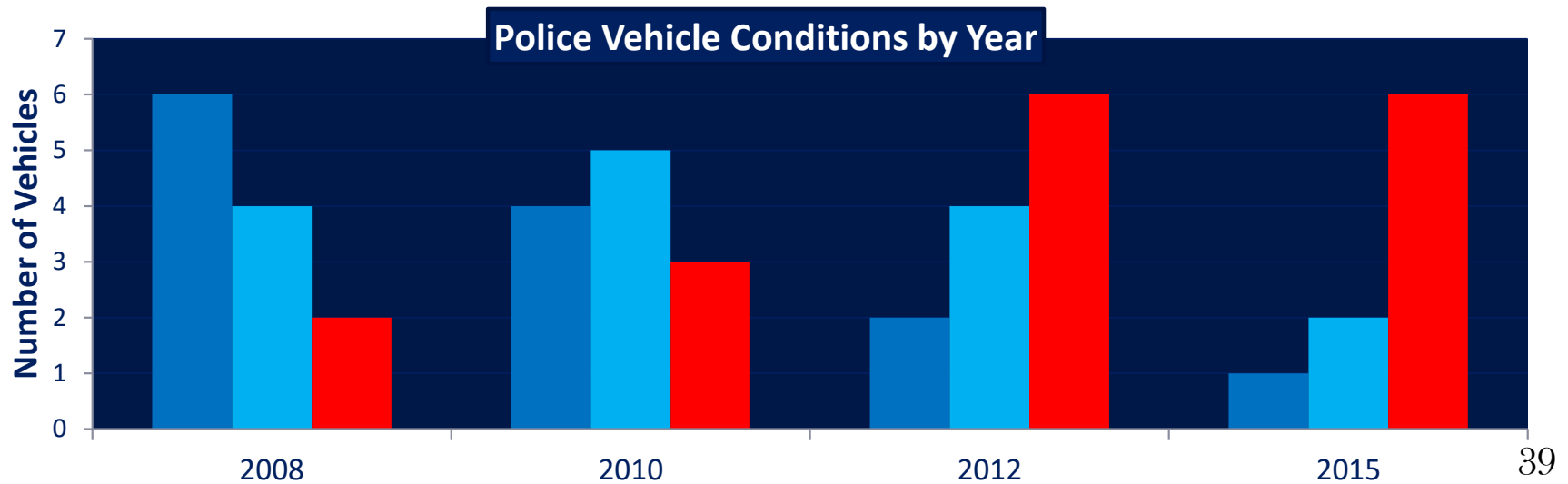
Capital Budgeting A Recent History

- Responses to Recessions
 - Raise taxes
 - Cut services - not marginalize service
 - Borrow against savings
 - ~~Efficiencies~~
 - Marginal
 - Long-term
 - Capitally expensive

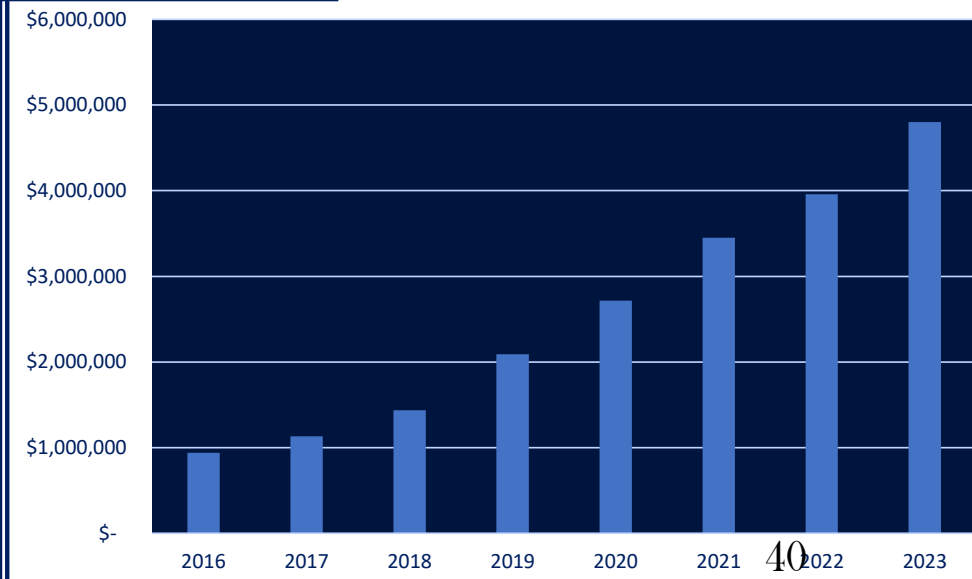
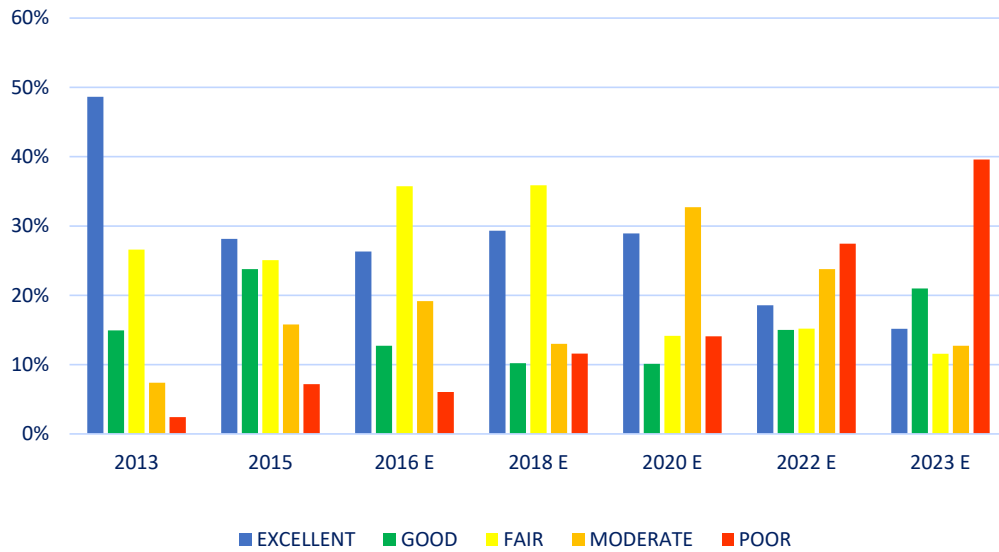
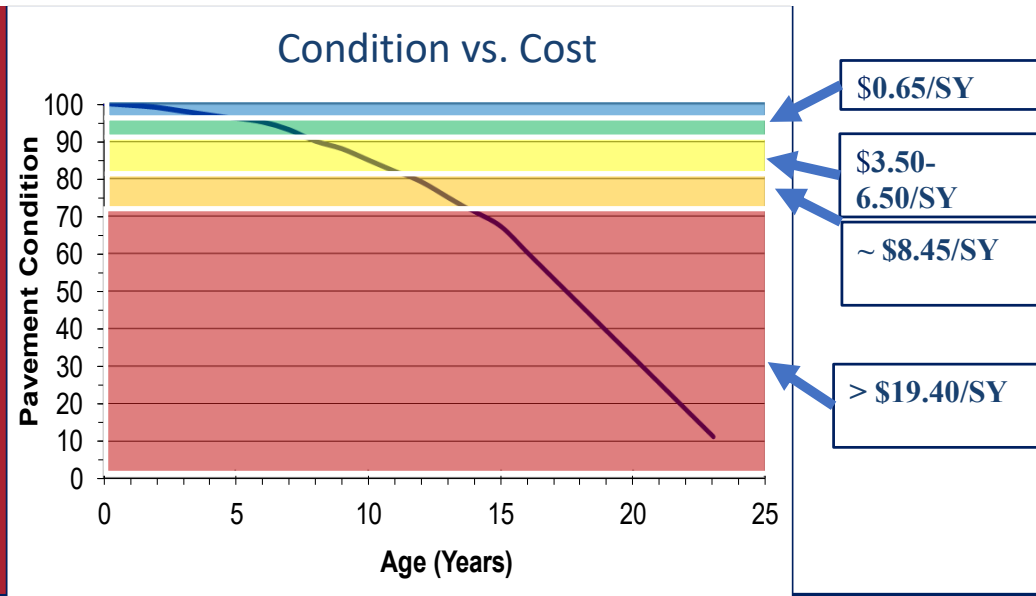


Our Response: Reduce Investments in Fleet

Condition	Assigned Value	Maintenance	Annual Costs
Excellent	3 yrs or 36,000	Routine	\$1,014
Moderate	3-5 yrs or 49,000	Rotors, Suspension, Injectors	\$4,171
Fair	5+ yrs or 50-70,000	Engine/ Transmission Rebuilds	\$8,899

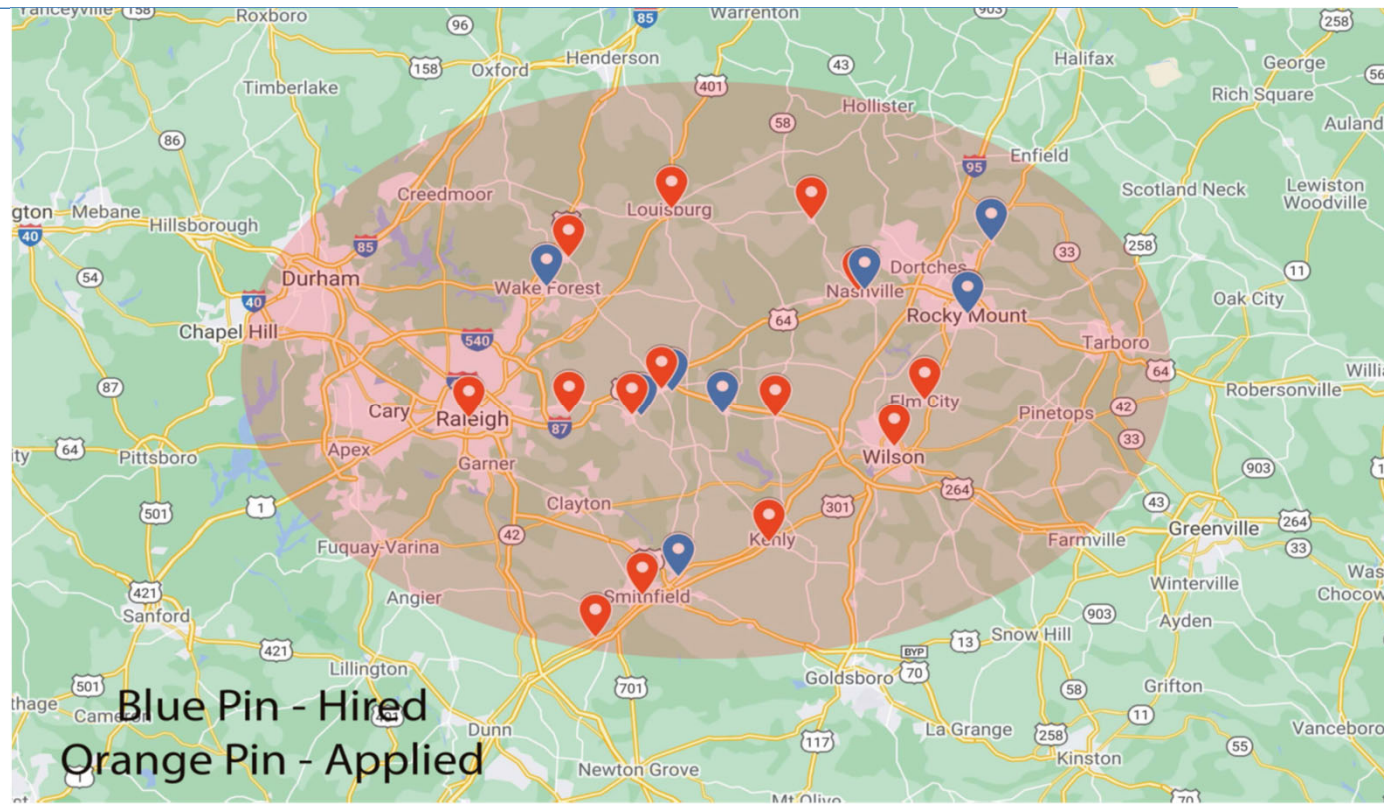


Our Response: Reduce Investing in Streets

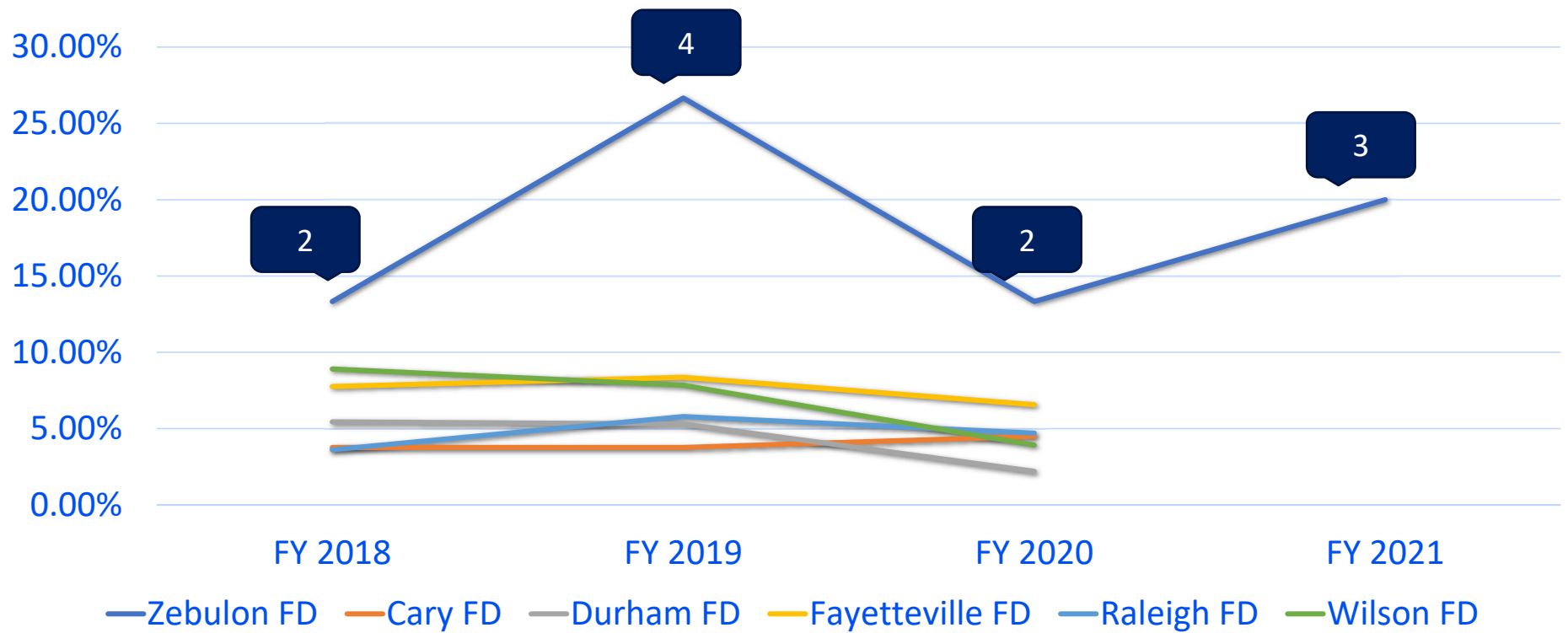


A Fire Department Story

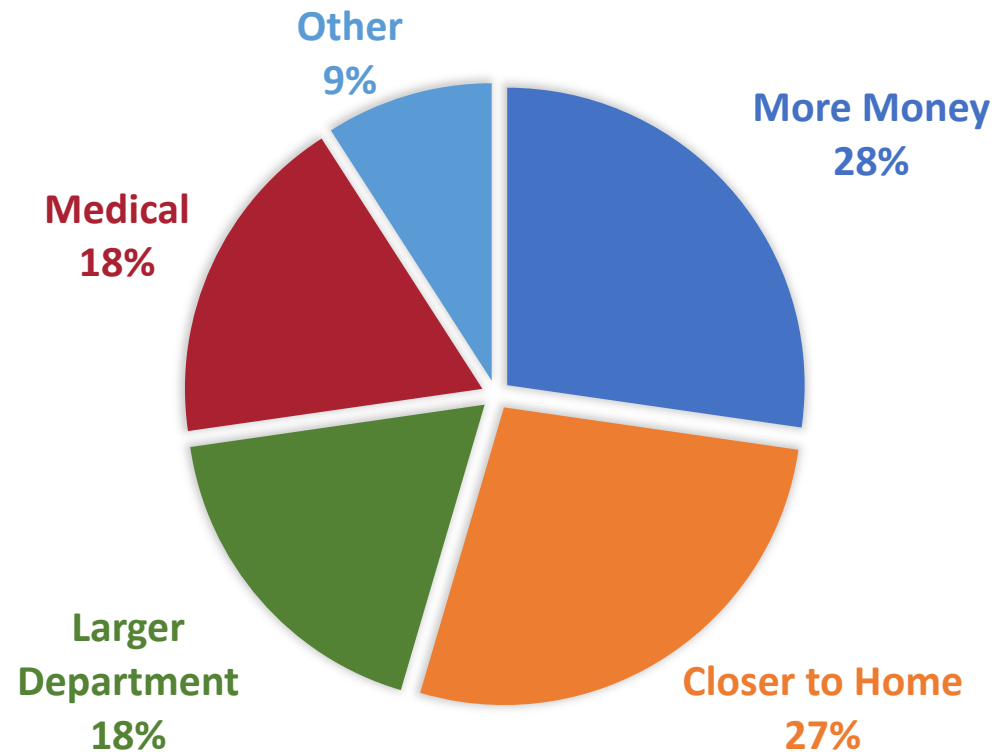
Fire Labor Shed



Fire: Turnover



Fire: Reasons for Turnover (2018-2021)



What is cost of high turnover?

Quantitative

Firefighting Gear - \$3,000

Uniforms - \$1,500

(These are unbudgeted expenses)

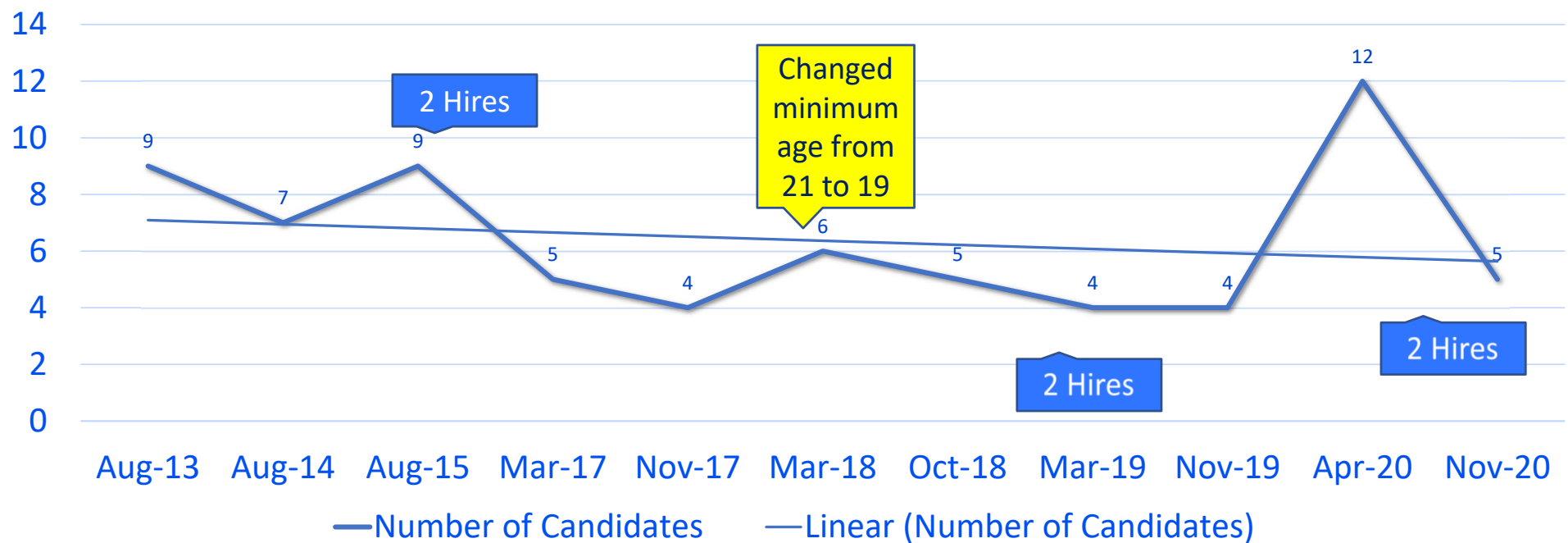
Qualitative

Time Spent for Recruitment Efforts

Shifts often limited to basic/orientation training

Minimizes gained experience, succession planning

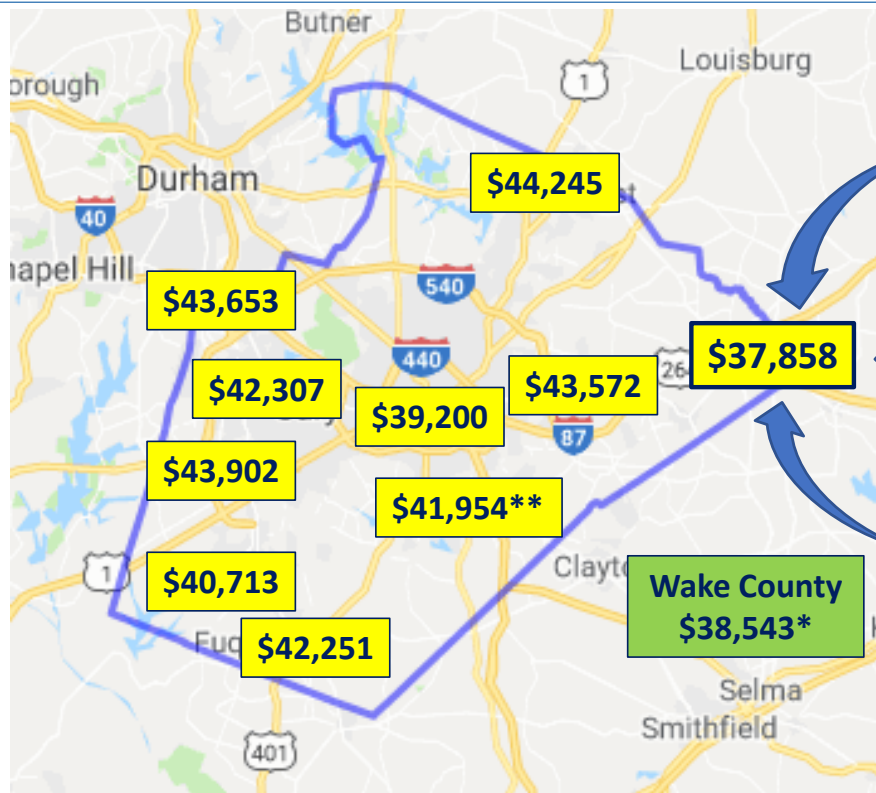
Fire: Recruitment



Note: Out of the 14 Hires represented since August 2013, only 6 remain employed by ToZ.

Fire Department
Starting Salaries in
Wake County

Municipal in Yellow
County in Green



78% of employees
hired since 2018
have been hired
from outside Wake
County

Change and Effect

Increase starting salary to \$40,100 (Currently \$37,858)

- We're not keeping up with the Jones'
- Makes us more attractive to potential applicants
- Reduces likelihood of personnel leaving for more money
- Reduces time spent in recruiting and new employee training
- Allows staff to become more experienced, seasoned, and prepared for staff succession
- "Kids in Line" - can't push up ones at the end (bottom) without affecting others

What's next

- Police
- Planning
- Management Team
- All Departments