

**ZEBULON**  
**BOARD OF COMMISSIONERS**  
**AGENDA**  
**January 8, 2024**  
**6:00pm**

**1. PLEDGE OF ALLEGIANCE**

**2. APPROVAL OF AGENDA**

**3. SCHOOL RECOGNITION**

*A. East Wake High School*

- i. Caro Dorothy Pethos – Student
- ii. Lisa Gibson – Teacher

**4. PUBLIC COMMENT**

All wishing to speak must sign up prior to 5:50pm. The comment period will be no longer than 15 minutes with speakers having three minutes each to speak. No speaker can speak on a public hearing item or any item that would need to be discussed under Closed Session. Speakers cannot give their minutes to another speaker. If you would like to submit comments to be read into the record at the meeting, please send comments, of 400 words or less, to Lisa Markland at [markland@townofzebulon.org](mailto:markland@townofzebulon.org) by 3:00pm on January 8, 2024.

**6. OLD BUSINESS**

*A. Governing Board Meeting Schedule*

**7. NEW BUSINESS**

*A. Parks and Recreation*

- i. Park Acquisition (Ordinance 2024-23, Ordinance 2024-24 and Resolution 2024-16)

*B. Planning*

- i. Downtown Zebulon MOU and Bylaw Review

*C. Administration*

- i. Health Insurance opt-out

*D. Finance*

- i. Tuition Assistance Program (Ordinance 2024-25)
- ii. West Horton Street Drainage Project: Fund Transfer (Ordinance 2024-26)

*E. General*

- i. Clerk Position
- ii. Appointed Boards
- iii. Gill Street Park
- iv. East Horton Street

**8. BOARD COMMENTS**

**9. MANAGERS REPORT**

- A. Development Update
- B. Human Resources Update
- C. Monthly Financial Report (attached as addendum)

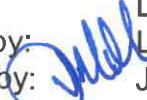
**10. CLOSED SESSION**

As allowed by GS § 143-318.11 (a)(3) - "To consult with an attorney employed or retained by the public body in order to preserve the attorney-client privilege between the attorney and the public body, which privilege is hereby acknowledged.

**11. ADJOURN**

STAFF REPORT  
18 MONTH MEETING SCHEDULE  
2024 THROUGH JUNE 2025  
JANUARY 8, 2024

**Topic: 18 Month Meeting Schedule – 2024 through June 2025**

Speaker: Joseph M. Moore II, PE - Town Manager  
From: Lisa M. Markland – Town Clerk  
Prepared by: Lisa M. Markland – Town Clerk  
Approved by:  Joseph M. Moore II, PE, Town Manager

**Executive Summary:**

The Board of Commissioners will consider adopting an 18 month meeting schedule for 2024 through June of 2025.

**Background:**

At their Regular Meeting on September 12, 2022, the Board of Commissioners transitioned from a calendar-year meeting schedule to a fiscal-year meeting schedule. The adoption of a fiscal-year meeting calendar provided a stronger connection between the Board’s deliberations on issues affecting the Town’s annual budget ordinance.

In adopting the fiscal-year meeting schedule, the Board also created an 18-month meeting schedule. Given the volume and complexity of development considering investment into Zebulon, the 18-month meeting schedule provides the necessary timing for development submittal and review.

The presented schedule includes two deviations from previous submittals:

1. Mini-Retreat days moving from Thursday to Wednesday.
2. Descending Budget Work Session cycle (i.e., every six days instead of eight)

**Discussion:**

The Board will decide upon a FY '25 Meeting Schedule.

**Policy Analysis:**

The purpose of the statutes on Meetings of Public Bodies (“Open Meetings Law”) “is to ensure that the business of the public be conducted in the view of the public so that the people have the wherewithal to be better informed”.<sup>1</sup>

The Board is required to fix the date, time and place for their regular meetings (§160A-71).

**Staff Recommendation:**

Staff recommends adopting the Fiscal Year 2025 Meeting Schedule presented.

**Attachments:**

1. Fiscal Year 2025 Meeting Schedule (18 month Schedule)

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<sup>1</sup> Student Bar Association Board of Governors of School of Law, University of North Carolina at Chapel Hill v. Byrd, 293 NC 594, 604 (1977).

**ZEBULON BOARD OF COMMISSIONERS**  
**2024-2025 Regular Meeting Schedule**

**Meeting Day and Date**  
**Board of Commissioners**

Monday	January 8, 2024
Monday	February 5, 2024
Monday	March 4, 2024
Monday	April 1, 2024
Monday	May 6, 2024
Monday	June 3, 2024 Budget Public Hearing
Monday	August 5, 2024
Monday	September 9, 2024
Monday	October 7, 2024
Monday	November 4, 2024
Monday	December 2, 2024
Monday	January 6, 2025
Monday	February 3, 2025
Monday	March 3, 2025
Monday	April 7, 2025
Monday	May 5, 2025
Monday	June 2, 2025 Budget Public Hearing

**All meetings will begin at 6:00pm--unless otherwise advertised**

**2024-2025 Work Session Schedule**

**Meeting Day and Date  
Board Work Session**

Thursday	January 18, 2024	
Thursday	February 15, 2024	
Thursday	March 21, 2024	
Thursday	April 18, 2024	
Tuesday	May 9, 2024	} Budget - No Additional Items
Wednesday	May 15, 2024	
Thursday	May 21, 2024	
Tuesday	June 11, 2024	} Budget (if necessary)
Thursday	August 15, 2024	
Thursday	September 19, 2024	
Thursday	October 17, 2024	
Thursday	November 21, 2024	
Thursday	December 29, 2024	
Thursday	January 16, 2025	
Thursday	February 20, 2025	
Thursday	March 20, 2025	
Thursday	April 17, 2025	
Thursday	May 8, 2025	} Budget - No Additional Items
Wednesday	May 14, 2025	
Tuesday	May 20, 2025	
Tuesday	June 10, 2025	} Budget (if necessary)

**All meetings will begin at 5:00pm--unless otherwise advertised**

**2024-2025 Retreat Schedule  
Meeting Day and Date**

Wednesday	January 24, 2024
Wednesday	February 28, 2024
Wednesday	March 27, 2024
Wednesday	August 28, 2024
Wednesday	September 25, 2024
Wednesday	October 23, 2024
Wednesday	January 22, 2025
Wednesday	February 26, 2025
Wednesday	March 26, 2025

**Retreats will begin at 9:00am--unless otherwise advertised**

STAFF REPORT  
ORDINANCE 2024-23  
ORDINANCE 2024-24  
RESOLUTION 2024-16  
PARK ACQUISITION  
JANUARY 8, 2024

**Topic:** Park Acquisition - Ordinance 2024-23, Ordinance 2024-24 and Resolution 2024-16  
**Speaker:** Sheila Long, Parks and Recreation Director  
**From:** Sheila Long, Parks and Recreation Director  
 Bobby, Fitts, Finance Director  
**Prepared by:** Sheila Long, Parks and Recreation Director  
**Approved by:** Joseph M. Moore II, PE, Town Manager

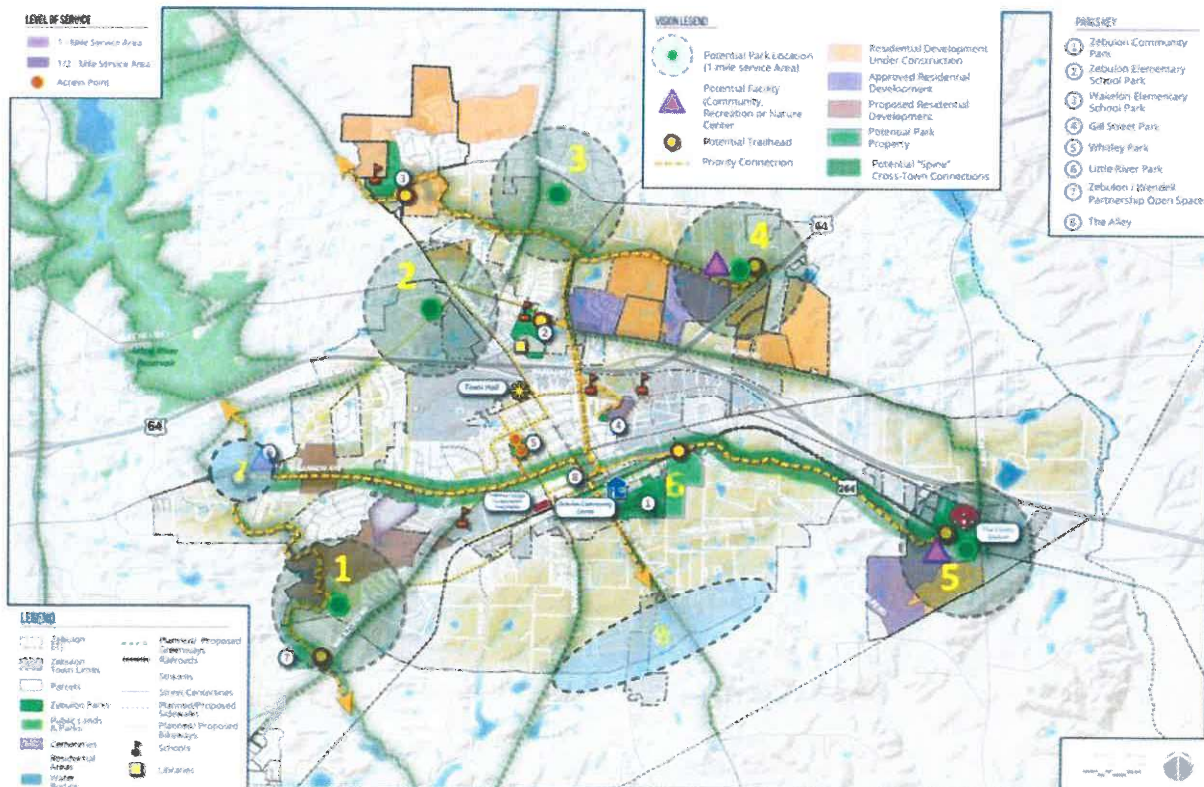
**Executive Summary:**

The Board of Commissioners will consider the following: 1) creating a Park Acquisition Capital Project Fund, 2.) allocating Recreation Impact Fees to that fund, and 3.) authorize Staff to begin searching for property in target acquisition zones.

**Background:**

The Town adopted its first comprehensive Parks and Recreation Master Plan, *Play Zebulon* in September 2021. This document serves as a guide for park development, recreation programming decisions, and initiatives as our community grows and diversifies.

*Play Zebulon* identified 5 future park locations and expansion opportunities based on anticipated need for our growing community. The October 26, 2023, Board Mini-Retreat engaged the Board of Commissioners in a discussion regarding property acquisition opportunities.



STAFF REPORT  
ORDINANCE 2024-23  
ORDINANCE 2024-24  
RESOLUTION 2024-16  
PARK ACQUISITION  
JANUARY 8, 2024

**Discussion:**

The Board of Commissioners will consider creating a Park Acquisition Capital Project Fund, allocating Recreation Impact Fees to that fund, and authorizing Staff to initiate a search for property acquisition through the following actions:

1. Adopt/Deny Ordinance 2024-23 (create Capital Project Fund)
2. Adopt/Deny Ordinance 2024-24 (allocate Fees to Fund)
3. Adopt/Deny Resolution 2024-16 (authorize Staff to search)

**Policy Analysis:**

Play Zebulon identified property acquisition as a priority for Zebulon. The Recreation Impact Fee Study evaluated the impact of new development’s impact on existing levels of service and recommended a funding stream to aid in offsetting the impact.

Property acquisition will meet the Zebulon 2030 Strategic Plan as follows:

Play Zebulon Vision Goal	Small Town Life	Vibrant Downtown	Growing Smart
Ensure all residents have equitable access to parks, facilities, and recreation services.	x	x	x

**Financial Analysis:**

As of November 17, 2023, the Town has collected \$4,676,000 in Recreation Impact Fees. Recreation Impact fees cannot be used to renovate existing amenities. The funds must be used to improve the impact of growth on the existing level of service for parks (e.g., land acquisition, park expansion, new amenities).

**Staff Recommendation:**

Staff recommends the Board of Commissioners create a Park Acquisition Capital Fund, allocate Recreation Impact Fees to that fund, and authorize staff to begin searching for property.

**Attachments:**

1. Ordinance 2024-23 – Establishing Capital Fund
2. Ordinance 2024-24 – Transferring Funds
3. Resolution 2024-16 – Directing Staff to Proceed

**ORDINANCE 2024-23**  
**ESTABLISHING A CAPITAL PROJECT FUND FOR**  
**PARK IMPROVEMENTS**

BE IT ORDAINED by the Board of Commissioners of the Town of Zebulon, that pursuant to §159-13.2 of the North Carolina General Statutes, the following Capital Project Ordinance is hereby adopted.

Section 1. The project authorized is the Park Improvements Project.

Section 2. The officers of this unit are hereby directed to proceed with the capital project within the terms of the grant agreement and the budget contained herein.

Section 3. The following amounts are appropriated for the project.

Land Acquisition	<u>\$1,000,000.00</u>
Total	\$1,000,000.00

Section 4. The following revenues are anticipated to be available to complete this project.

Transfer from General Fund	<u>\$1,000,000.00</u>
Total	\$1,000,000.00

Section 5. The Finance Officer is hereby directed to maintain within the Capital Project Fund sufficient specific detailed accounting records to satisfy the requirements of the grant and state regulations.

Section 6. Funds may be advanced from the General Fund for the purpose of making payments as due.

Section 7. The Finance Officer is directed to include a detailed analysis of past and future costs and revenues on this capital project in every budget submission made to the Board.

Section 8. The Finance Officer is directed to report on a quarterly basis on the financial status of each project element in Section 3.

Section 9. Copies of this Capital Project Ordinance shall be furnished to the Town Clerk, to the Governing Body, the Budget Officer, and to the Finance Officer for direction in carrying out this project.

Adopted this 8<sup>th</sup> day of January 2024.

\_\_\_\_\_  
Glenn L. York, Mayor

ATTEST

\_\_\_\_\_  
Lisa M. Markland, Town Clerk



ORDINANCE 2024-24

BE IT ORDAINED by the Board of Commissioners of the Town of Zebulon, that pursuant to North Carolina General Statutes 159-15, the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2024.

Section 1. To amend the General Fund budget as follows:

	INCREASE	DECREASE
REVENUES		
Fund Balance Appropriated (Parks & Rec Impact Fees)	1,000,000.00	
EXPENDITURES		
Parks & Recreation—Transfer to Capital Project Fund	1,000,000.00	

Section 2. Copies of this amendment shall be furnished to the Town Clerk, and to the Budget Officer, and to the Finance Officer for their direction.

Adopted: January 8, 2024

Effective: January 8, 2024

\_\_\_\_\_  
Glenn L. York - Mayor

ATTEST:

\_\_\_\_\_  
Lisa M. Markland - Town Clerk

**RESOLUTION 2024-16**  
**TO DIRECT STAFF FOR PARK PROPERTY ACQUISITION**  
**JANUARY 8, 2024**

**WHEREAS**, the 2030 Strategic Plan identifies Small Town Life and Growing Smart as focus areas; and

**WHEREAS**, the Small Town Life focus area seeks to enhance and create more community gathering places;

**WHEREAS**, the Growing Smart focus area seeks to create partnerships that meet the needs of the growing community; and

**WHEREAS**, the Comprehensive Parks and Recreation Master Plan, Play Zebulon, prioritizes acquiring property for additional park land to meet the needs of the growing population; and

**WHEREAS**, Play Zebulon identifies 4 zones for new Neighborhood Parks, 1 new community park and recreation facility, 1 downtown park, and expansion of the existing Community Park; and

**WHEREAS**, the Recreation Impact Fee has been established to assist in the development of new parks and amenities due to the impact on Levels of Service caused by a growing population; and

**WHEREAS**, partnerships with other organizations or developers may provide opportunities to acquire land to create new parks and gathering spaces; and

**WHEREAS**, the Board of Commissioners held a retreat on October 26<sup>th</sup>, 2023 to discuss park acquisition;

**WHEREAS**, the Board of Commissioners provided feedback to the Parks and Recreation Department recognizing the following park acquisitions needs:

- Neighborhood Parks near existing new development are needed,
- Development of new and expansion of existing community parks are needed,
- The Town should be open to opportunities and possible partnerships that may not be priorities if they help meet Town goals in the long run;
- The Town should be in a position to move quickly in order to secure property; and

**NOW, THEREFORE, BE IT RESOLVED**, that the Town of Zebulon Board of Commissioners does hereby authorize Staff to secure real estate brokerage services, search for properties to acquire for parks, issue letters of intent and complete due diligence on desired park properties. Staff will return to the Board for approval on final purchase agreements.

Adopted the 8<sup>th</sup> day of January 2024

SEAL

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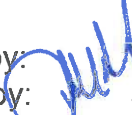
Glenn L. York – Mayor

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Lisa M. Markland, CMC - Town Clerk

STAFF REPORT  
ZEBULON DOWNTOWN DEVELOPMENT ASSOCIATION, INC.  
MOU AND BYLAWS  
JANUARY 8, 2024

**Topic: Downtown Zebulon MOU and Bylaw Review**

Speaker: Teresa Piner, AICP, Main Street Coordinator  
From: Michael J. Clark, AICP, CZO, Planning Director  
Prepared by: Teresa Piner, AICP, Main Street Coordinator  
Approved by:  Joseph M. Moore, II, PE, Town Manager

**Executive Summary:**

The Board of Commissioners will consider the Bylaws of, and Memorandum of Understanding (MOU) with, Zebulon Downtown Development Association, Inc.

**Background:**

At their Regular Meeting on April 3, 2023, the Board of Commissioners appointed members to the Main Street Advisory Board. The Advisory Board was tasked with drafting the Bylaws and Memorandum of Understanding (MOU) necessary to administer the Town's Main Street program. Respectively, these documents create the organizational structure and administrative rules of the non-profit Zebulon Downtown Development Association, Inc., and outline the roles and responsibilities of both the non-profit and the Town.

The attached Bylaws and MOU reflect Board comments from their October 19, 2023 Work Session, with criteria for non-profit board selections preserving the option to create a future Municipal Service District (MSD).

Once approved, the Bylaws will be submitted to the NC Secretary of State for the creation of Zebulon Downtown Development Association, Inc. Once created, the Town can formally enter a MOU with the non-profit and complete the requirements contingent to remain a NC Main Street Community.

**Discussion:**

The Board of Commissioners will consider approving the Bylaws of Zebulon Downtown Development Association, Inc.

**Policy Considerations:**

The attached Bylaws are consistent with the "Vibrant Downtown" goals of the 2030 Strategic Plan and meet the NC Main Street standards. Highlights of revisions to the Bylaws from the October Work Session include:

- Board of Directors (ARTICLE IV. Section 2): No less than 9 and no more than 11.
- Ex-officio Members (ARTICLE IV. Section 3):
  - Representative chosen by Board of Commissioners
  - Immediate Past Chair of non-profit
  - Zebulon Chamber of Commerce representative.

STAFF REPORT  
ZEBULON DOWNTOWN DEVELOPMENT ASSOCIATION, INC.:  
MOU AND BYLAWS  
JANUARY 8, 2024

- Board Selections (ARTICLE IV. Section 10):
  - 1/3 property owners within MSD boundaries.
  - 1/3 business owners within MSD boundaries.
  - 1/3 inclusive of:
    - Residents bordering MSD, or
    - Town staff, or
    - University, Community College, public/private school rep., or
    - County representative, or
    - Secular or faith-based organizations
  - All: Talents or experience in Main Street's 4-Point approach:
    - Organization
    - Promotion
    - Economic Vitality
    - Design

**Financial Analysis:**

The Bylaws do not require additional funding.

Future funding implications, different from the Town's current funding levels, will be affected when the Board adopts a MOU and/or creates a MSD.

**Staff Recommendation:**

Staff recommend approving the Bylaws.

Staff welcomes feedback on the MOU.

**Attachments:**

1. Zebulon Downtown Development Association, Inc. Bylaws
2. Memorandum of Understanding

# ZEBULON DOWNTOWN DEVELOPMENT ASSOCIATION, INC.

## BYLAWS

### ARTICLE I. GENERAL

**Section 1. Name.** The name of this corporation shall be the **ZEBULON DOWNTOWN DEVELOPMENT ASSOCIATION, INC.** (the "Corporation"). The principal office shall be in Town Hall located at 1003 N Arendell Avenue, Zebulon NC, 27597.

**Section 2. Mission.** The Corporation's mission is to honor preservation, nurture vitality, and celebrate diversity through implementing the 4-points of Main Street.

### ARTICLE II. AUTHORITY

**Section 1. Corporate.** The Corporation shall maintain a non-profit status with perpetual terms to pursue its educational and charitable purposes.

**Section 2. Membership.** The Corporation shall have no members.

**Section 3. Proceedings.** The North Carolina Non-Profit Corporation Act and these Bylaws govern the proceedings of the Corporation. The latest edition of Robert's Rules of Order Newly Revised shall govern the proceedings in cases in which they are applicable and in which they are not in conflict with these By-laws.

### ARTICLE III. PURPOSE AND OBJECTIVES

**Section 1. Purpose.** The purpose of the Corporation is to be driven by preservation and guided by the N.C. Main Street pillars – Design, Organization, Promotion, and Economic Vitality to maximize opportunities within the community. The Corporation is organized to operate exclusively for charitable purposes within the meaning of Section (501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code") and 2) to engage in any lawful activity for which corporation may be organized under Act.

**Section 2. Objectives.** The Corporation emphasizes the eight (8) Guiding Principles of Main Street:

- **Comprehensive.** A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives is vital to build community support and create lasting progress.

- **Incremental.** Small projects make a big difference. They demonstrate that “things are happening” on Main Street and hone the skills and confidence the program will need to tackle more complex projects.
- **Self-Help.** The state can provide valuable direction and technical assistance, but only local leadership can breed long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
- **Public/Private Partnership.** Every local Main Street program needs the support and expertise of both the public and private sectors. For an effective partnership, each must recognize the strengths and weaknesses of the other.
- **Identifying and Capitalizing on Existing Assets.** Unique offerings and local assets provide the solid foundation for a successful Main Street initiative.
- **Quality.** From storefront design to promotional campaigns to special events, quality must be instilled in the organization.
- **Change.** Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
- **Action Oriented.** Frequent visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic, improvements early in the process will remind the community that the revitalization effort is underway.

## ARTICLE IV. BOARD OF DIRECTORS

**Section 1. General Powers.** The Board of Directors shall manage the business and affairs of the Corporation.

**Section 2. Number.** The number of Directors shall be no less than **nine (9) and no more than eleven (11)**.

**Section 3. Ex-officio Members.** In addition to the Directors, there shall be no more than three (3) ex-officio, non-voting members of the Board.

- Representative chosen by the Board of Commissioners of the Town of Zebulon.
- Immediate Past Chair, if they so choose
- Zebulon Chamber representative

**Section 4. Elections and Terms.**

- The incumbent Chair shall appoint a nominating committee in March of each election year. Prior to their nomination, prospective directors shall complete and

sign the Board Application, Confidentiality Agreement, and review Conflict-of-Interest and Board Responsibilities policies.

- b. The election of Directors shall be held at the regular May meeting of each election year.
- c. Directors will hold office until the respective successors qualify and are elected.
- d. A candidate must receive a majority of votes cast when two or more choices are available. Elections may include paper ballots, verbal response, or the raising of hands.
- e. Term.
  - a. Initial Directors will serve either a one, two, or three-year term.
  - b. Following the initial terms, each Director's term will be three (3) years.
  - c. Directors and officers may serve no more than two (2) consecutive terms.
  - d. Previous Directors are eligible to return after a one (1) year hiatus.

**Section 5. Resignation.** Any Director may resign at any time by giving written notice to the Board. Such resignation shall take effect at the time specific therein, or if no time is specified, at the time of acceptance thereof.

**Section 6. Vacancy.** Any vacancy on the Board occurring because of death, resignation, disqualification, refusal to serve, or otherwise may be filled for the unexpired term by action of a majority of the remaining Directors at any regular or specialty called meeting. Fulfillment of an unexpired year does not count toward term limits.

**Section 7. Removal.** Any Director (including any Ex-Officio Director) may be removed from office by affirmative vote of no less than two-thirds (2/3) of the Directors then serving. The vote to remove shall be performed by ballot.

**Section 8. Compensation.** Directors shall receive no compensation for their services as Directors, but the Board may authorize reasonable reimbursement of expenses incurred in the performance of their duties. Such authorization may prescribe the procedure for approval and payment of such expenses by designated officers of the corporation. Nothing herein shall preclude a Director from serving corporation in any other capacity and receiving reasonable compensation for such services.

### **Section 9. Board Selections.**

- One-third of the board of directors will consist of property owners within the boundaries of the Main Street district.
- One-third of the board of directors will be business owners within the boundaries of the Main Street District.
- The remaining one-third of the board of directors will consist of the following:
  - Downtown residents or residents that border the immediate downtown boundaries.
  - Representative from the Town of Zebulon (exp. planning, parks and recreation, public works, public information officer, etc.)

- Representative from public/private schools/universities, community college(s)
- County representative such as a county commissioner or economic development.
- Representation from a cross sector of non-profits and/or faith-based organizations.

The Board of Directors shall include talents to support Main Street's 4-point approach in the areas of:

- Organization
- Promotion
- Economic Vitality, and
- Design

**Section 10. Orientation.** New members of the Board shall participate in an orientation familiarizing them with the goals and objectives of the Corporation and with their responsibilities as a board member.

**Section 11. Conflict of Interest.** No board member shall take part in the consideration or deliberation of any matter before the Board in which the Board member, or any member of the Board member's family, is a party or has a direct financial interest. Every board member must sign a Conflict-of-Interest agreement annually.

## **ARTICLE V. MEETINGS**

**Section 1. Location of Board Meeting.** The Board meeting shall be held at 1003 Arendell Avenue, Zebulon NC, 27597 or such place as designated by the Board, which must be in the Town of Zebulon Corporate Limits.

**Section 2. Regular Meetings.** The Board of Directors will hold monthly meetings at a time, day, and location agreed upon by a majority of the Board. Directors and ex-officio members are expected to attend all properly called meetings of the Board of Directors. An annual calendar of meetings shall be adopted at or before the first meeting of the fiscal year.

**Section 3. Annual Meeting.** The annual meeting of the Board shall be held in May for the purpose of the appointment of officers and for the transaction of other business as may be properly brought before the Board. If the day fixed for the annual meeting shall be a legal holiday, such meeting shall be held on the next succeeding business day. If the annual meeting shall not be held on the day designated by these bylaws, a substitute annual meeting may be called, and a meeting so called shall be designated and treated for all purposes as the annual meeting.

**Section 4. Meeting Notice.** Regular meetings may be held without additional notice.



**Section 5. Notice of Special Meeting.** The Board of Directors shall be given at least 72 hours by written notice delivered in the following agreed upon method: by personal delivery, by mailing to the address of record or email. They may be held at any time and place as may be designated in the notice of said meeting, upon call of the Chairman, Vice-Chair, or the Executive Director, or upon written petition by at least four active Directors.

**Section 6. Quorum.** A majority of the directors shall be required to constitute a quorum for the transaction of voting business. When a quorum is present to organize a meeting, it shall not be broken by subsequent withdrawal of any of those present. In the absence of a quorum at the opening of a meeting, the meeting may be adjourned from time to time by the agreement of a majority of directors present voting on the motion to adjourn, but no other business may be transacted until and unless a quorum is present.

**Section 7. Proxy Voting.** No voting by proxy is allowed. A majority vote of the directors present at any meeting shall be required for any decision of action by the Board.

## **ARTICLE VI. OFFICERS OF THE CORPORATION**

**Section 1. Officers of the Corporation.** The officers of the Corporation shall be the Chair, Vice-Chair, Secretary, Treasurer, and Assistant Treasurer. Officers will be selected based on the specific needs of the Board in order to balance those viewpoints required to effectively address governing policies under consideration. All officers shall be directors.

**Section 2. Election, Term and Qualification.** Officers of the corporation shall be elected annually by the Board of Directors from among their number. Initial Officers shall hold office corresponding to initial terms as provided below:

- i. 1 Year: Chair
- ii. 2 Year: Vice-Chair
- iii. 3 Year: Secretary
- iv. 2 Year: Treasurer
- v. 3 Year: Assistant-Treasurer

**Section 3. Vacancy.** Any vacancy in an office may be filled by the Board of Directors. Any officers elected to fill a vacancy shall be elected for the predecessor's unexpired term in office.

**Section 4. Chair.** The Chair shall have and exercise general charge and supervision of the affairs of the Corporation and shall do and perform such other duties as may be assigned to him/her by the Board of Directors. The Chair shall preside at all meetings of the Board of Directors. They shall sign, with any other officer, any deeds, mortgages, bonds, contracts, checks, or other instruments which may be lawfully executed on behalf of the corporation, except where required or permitted by law to be otherwise signed and

executed and except where the signing and execution thereof shall be delegated by the Board of Directors to some other officer or agent.

**Section 6. Vice Chair.** At the request of the Chair, or in his or her absence or disability, the Vice Chair shall perform the duties and possess and exercise the powers of the Chair. The Vice Chair shall have such powers and perform other duties which may be assigned to the Vice Chair from time to time by the Board of Directors.

**Section 6. Secretary.** The Secretary shall have charge of such books, documents, and other papers as the Board may determine, have custody of the corporation seal, and serve as the Registrant of the Corporation. They shall attend and keep the minutes of all meetings of the Board of Directors of the Corporation. The Secretary may sign with the Chair and Vice Chair, in the name and on behalf of the corporation, any contract or agreements authorized by the Board of Directors, and they may affix the seal of the Corporation. The Secretary shall, in general and subject to the control of the Board, perform all the duties incident to the office of Secretary and shall do and perform such other duties as may be assigned to them by the Board of Directors.

**Section 7. Treasurer.** The Treasurer shall perform the normal duties of a corporate treasurer subject to the control, guidance, and regulation of the Board of Directors. The treasurer is responsible for managing the organization's budget and records of receipts and disbursements.

**Section 8. Assistant Treasurer.** The Assistant Treasurer shall assist the Treasurer in managing the organization's budget and records of receipts and disbursements.

## **ARTICLE VII. COMMITTEES**

**Section 1. Executive Committee:** An executive committee will be composed of the officers of the board of directors and may include up to two additional members of the full board as needed. The executive committee is to facilitate decision-making between board meetings or in urgent and crisis circumstances with the power to act on behalf of the full board and is a steering committee for the board.

**Section 2. Standing Committees.** The corporation shall have at least three (3) standing committees. These committees will either be identified by the strategies from the plan of work, or they will be named: Promotion, Design, and Economic Vitality. Each committee will consist of no less than four (4) members and shall have as chairperson a member of the Board of Directors who shall be responsible for directing the affairs of the committee.

**Section 3. Subcommittees.** The board and any standing committee shall have subcommittees as appropriate for this organization. In addition, the Board Chair may create ad hoc subcommittees. Ad hoc committees may not be appointed to perform tasks that fall within the responsibilities of an existing standing committee. The Chair shall designate the membership of all committees. The Chair shall be an ex-official member of all committees.

## ARTICLE VIII. EXECUTIVE DIRECTOR

**The Executive Director** of the corporation shall manage the daily operations of the Corporation. The Executive Director shall be responsible for coordinating the implementation of the corporation's policies and projects and such other duties as identified in the job description maintained in the Town's HR Department.

## ARTICLE IX. FINANCES

**Section 1. Contributions.** The Board of Directors may accept on behalf of the Corporation any contribution, gift, bequest, or device for the general purposes or for any special purpose of the Corporation as authorized by the adopted Gift Acceptance Policy. The corporation may borrow funds as is necessary to further the purposes for which the corporation is created.

**Section 2. Budget.** The approved budget may be reviewed and revised periodically as deemed necessary by the Board. The fiscal year of the Organization shall begin on the first day of July and end on the last day of June in each year. The approved budget may be reviewed and revised periodically as deemed necessary by the Board.

**Section 3. Disbursements.** Upon approval of the budget, the Executive Director is authorized to make disbursements on accounts and expenses provided for in the budget in accordance with Board policies. Monthly finance reports will be provided at the Board of Director's meeting.

**Section 6. Duties of the Treasurer.** The treasurer will control all elements of the Organization's finances. Signatures of the treasurer and/or executive director will be required to process the organization's financial transactions. In the absence of one of these officers, the Chair shall be an authorized signatory.

**Section 7. Duties of the Executive Director.** The executive director shall pay all obligations and file required reports in a timely manner. The executive director shall make no contractual commitments for bank loans, corporate credit cards, or for real estate leases or purchases without the specific approval of the Board.

**Section 8. Reviews and Audits.** Will be carried out in accordance with Town policy.

**Section 9. Fundraising.**

- a. The Corporation will support, or sponsor fundraising activities approved by the Board.
- b. The organization will also undertake other fundraising activities that the Corporation may deem appropriate.

## **ARTICLE X. INDEMNIFICATION**

The Zebulon Downtown Development Association shall indemnify and hold harmless any Director, Officer, Employee of the Corporation, or The Town, from any loss including reasonable expense incurred in defense of any action or claim, resulting to such Director, Officer or Employee as a result of serving in such capacity except to the extent such loss might be occasioned by intentional wrongdoing.

## **ARTICLE XI AMENDMENTS**

Bylaws may be amended at any meeting after the meeting at which the amendment is first presented upon an affirmative vote of what constitutes a quorum.

## **ARTICLE XII STATEMENT OF NON-DISCRIMINATION**

The Zebulon Downtown Development Association tolerates no form of unlawful discriminatory treatment, including, but not limited to, verbal, physical, or sexual harassment on the basis of race, color, national origin, sex, age, religion, physical or mental disability.

## **ARTICLE XIII DISSOLUTION**

Upon dissolution of the Corporation, any remaining assets shall be distributed among other such organizations as shall qualify at the time as exempt organizations described in Code Section 501(c)(3) as the Board of Directors shall determine. Such assets to be used for purposes consistent with those described in the immediately preceding subparagraphs lettered (a) through (e). Any such assets now so disposed of shall be disposed of by a court of competent jurisdiction, in the county in which the principal office of the organization is then located, exclusively for such purposes.

Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding provision of any future United States internal revenue law.

Adopted by the Zebulon Downtown Development Association, Board of Directors this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

## MEMORANDUM OF UNDERSTANDING

County of Wake

State of North Carolina

THIS MEMORANDUM OF UNDERSTANDING is entered into on the \_\_\_\_ day of \_\_\_\_\_, 202\_\_\_\_, by and between the following parties (the "Parties"):

The Parties are the Town of Zebulon, hereinafter referred to as "Town", 1003 N Arendell Avenue, Zebulon NC 27597 and the Zebulon Downtown Development Association, hereinafter referred to as "Nonprofit".

### PURPOSE

The Purposes of this Memorandum of Understanding are the following:

1. Express the Parties' mutual understanding regarding roles and responsibilities of managing the Main Street program.
2. Express the Parties' mutual understanding regarding priority activities, tasks, and decisions to be achieved in managing the Main Street program.
3. Express the Parties' mutual intention to work in good faith to further the redevelopment of downtown, to spur economic development in the context of historic preservation, in accordance with Main Street America™ as administered by NC Department of Commerce, NC Main Street & Rural Planning Center.

### PRIORITY GOALS AND TASKS

The Parties have identified the following as priority goals and tasks for the redevelopment of downtown through the management of the Main Street program:

1. Maintain a strategic economic development plan to guide redevelopment.
2. Implement the strategic plan through the Main Street America™ Four-Point Approach to downtown revitalization, a copy of which is attached hereto as Exhibit A.
3. Create a positive image for downtown that spurs investment, business and residential development, jobs, and volunteerism.
4. Identify and convey tools and resources to enhance downtown economic sustainability.

WITNESSETH

Each party will appoint a position to serve as the official contact and coordinate the activities of each party in carrying out this MOU. The initial appointees are:

Manager or Designee  
Town of Zebulon  
1003 N Arendell Avenue  
Zebulon, NC 27597  
919 269-7455

Main Street Director  
Town of Zebulon  
1003 N Arendell Avenue  
Zebulon, NC 27597  
919 823-1810

That for and in consideration of the mutual promises and conditions set forth below, the Town and the Nonprofit agree to the following roles and responsibilities:

1. Duties of the Town: The Town agrees to:
  - A. Partner with the Nonprofit to meet the annual requirements as outlined in the NC Main Street Annual Agreement, which is attached hereto as Exhibit B.
  - B. Partner with the Nonprofit and provide resources and information that may be pertinent in carrying out its charge.
  - C. Monetarily donate to the Nonprofit a sum of which is fair for the organization to carry out its duties and projects. A monetary donation is required by Main Street America™ in order to be considered for National Main Street accreditation.
  - D. Provide a semi-annual report to the Nonprofit on the Town's downtown revitalization activities and budget.
  - E. Utilize the Main Street® philosophy to partner with the Nonprofit in the development of a strategic economic development plan for downtown and an implementation workplan based on the Main Street America™ Four Point Approach® to Downtown Revitalization that includes: Economic Vitality, Design, Promotion and Organization, for downtown Zebulon, in order to enhance and preserve its status as a North Carolina Main Street community.
    - a. Economic Vitality
      - i. Examine and work to correct, as necessary, current zoning, codes, licensing and other applicable municipal regulatory requirements or processes in order to facilitate economic development in the downtown business district in accordance with best practices for historic preservation.
      - ii. Partner with the Nonprofit to develop and implement incentives to spur investment, business and residential development and to create jobs.

- iii. Provide mapping, market and demographic data to develop a market driven economic development plan.
  - iv. In collaboration with the county, provide tax base and tax records information for downtown.
  - v. In partnership with the Nonprofit, measure the impact of the Main Street program.
- b. Design
- i. Plan, contract for and oversee in partnership with the Nonprofit, the public physical improvements along Main Street, such as sidewalks, streetscape, parking, beautification projects.
  - ii. Enforce state and local ordinances in downtown.
  - iii. In partnership with the Nonprofit, develop design guidelines for downtown.
  - iv. In partnership with the Nonprofit, use best practices in managing properties placed on the National Register District of Historic Places. .
  - v. Maintain and improve the public property and public space of downtown to promote a Clean and Safe environment.
- c. Promotion
- i. Assist with and facilitate the logistics of basic Town services. (permits, street closings, police protection, garbage collection, etc.) as they relate to the events held in downtown.
  - ii. Partner with the Nonprofit to establish and promote a brand for downtown.
  - iii. NC Main Street and Main Street America logos must appear on the website and can be used in other media as well as stipulated in the brand guidelines. Logos/Artwork will be provided by NC Main Street program.
- d. Organization
- i. Hire an employee or contractor to direct the revitalization of Downtown Zebulon that will be employed 40 hours per week for this activity. Such person's employment will be governed by the personnel policy of the Town.
  - ii. The Town Board may choose to appoint a representative to serve as Ex-Officio member of the Board of Directors of the Nonprofit. Appointments should be made by June 30<sup>th</sup> of each year.
  - iii. Appoint the Downtown Director to act as a liaison between the Town and the Nonprofit in order to better coordinate downtown revitalization efforts for the Town.
  - iv. The NC Main Street Annual Agreement and the requirements within shall serve as basis for the Nonprofit.

2. Duties of the Nonprofit: The Nonprofit agrees to:
  - A. Bring the resources of the Town, the Nonprofit, and the downtown community together, with the understanding that the Nonprofit's role is to carry out the goals as identified in its Bylaws.
  - B. Partner with the Town to meet the annual requirements as outlined in the NC Main Street Annual Agreement.
  - C. Partner with the Town and provide resources and information that may be pertinent in carrying out its charge.
  - D. Provide a semi-annual report (every 6-months) to the Town on the Nonprofit's downtown revitalization activities.
  - E. Utilize the Main Street® philosophy to partner with the Town in the development of a strategic economic development plan for downtown and an implementation workplan based on the Main Street America™ Four Point Approach® to Downtown Revitalization that includes: Economic Vitality, Design, Promotion and Organization, for Downtown Zebulon, in order to enhance and preserve its status as a North Carolina Main Street community.
  - F. Economic Vitality
    - i. Create and maintain a comprehensive downtown property inventory including building images, owner contact information, building condition, past-current-potential uses, etc.
    - ii. Create and maintain a comprehensive downtown business and use inventory including business owner contact information, goods and services and hours of operation, etc.
    - iii. Partner with the Town to develop and implement incentives to spur investment, business and residential development and to create jobs.
    - iv. Partner with the Town to develop and conduct survey of downtown stakeholders to determine what would better facilitate business development in downtown.
    - v. Continue to support the business retention, expansion, and recruitment program.
    - vi. In partnership with the Town, measure the impact of the Main Street program and maintain impact and tax base data to demonstrate benchmarks.
    - vii. Provide educational resources to business and property owners during business disruptions.
  - G. Design
    - i. In partnership with the Town, develop general design guidelines for downtown.
    - ii. Promote the value of, and educate property owners on, appropriate design improvements for a historic downtown business district.



- iii. Encourage participation in the façade design program offered by the NC Main Street & Rural Planning Center .

#### H. Promotion

- i. Partner with the Town to establish a brand for downtown.
- ii. Work with downtown stakeholders to develop and implement retail promotion activities.
- iii. Promote downtown events.
- iv. Partner with the Town to develop a comprehensive marketing campaign for downtown.
- v. Promote downtown as a center of activity.

#### I. Organization

- i. Maintain a viable Nonprofit in accordance to the organization's articles of incorporation as filed with the Secretary of State.
- ii. Maintain a viable organization composed of the main stakeholders for the downtown community or if the district has a Municipal Service District (MSD) an organization composed of stakeholders within the MSD.
- iii. Maintain a Board of Directors in accordance with the Nonprofit Bylaws.
- iv. Partner with the Town to ensure the completion of the annual program assessment in accordance with the NC Main Street Annual Agreement.
- v. Partner with the Town to ensure the completion of the annual program statistics in accordance with the NC Main Street Annual Agreement.
- vi. Develop and coordinate opportunities to spur volunteerism for downtown and to become involved in the downtown revitalization efforts.
- vii. Attend NC Main Street trainings in accordance with the NC Main Street Annual Agreement.

3. Invoices: The Nonprofit shall provide invoices to the Town within 30 days of receipt. The Town shall pay the Nonprofit within 30 days of receipt of a valid invoice. Invoice includes funds from the Municipal Service District (if applicable) that the Nonprofit uses for operations and programming or as agreed upon by the Town and the Nonprofit.
4. Amendments: This Agreement may be amended, in writing, by mutual agreement of the Town and the Nonprofit.
5. Termination: The term of this MOU is for a period of five (5) years from the effective date of this agreement and may be extended upon written mutual agreement. It shall be reviewed at least annually to ensure that it is fulfilling its purpose and to make any necessary revisions. Either organization may

terminate this MOU upon ninety (90) days written notice without penalties or liabilities.

6. Non-Discrimination: In matters of employment, provision of services and contracting, the Nonprofit agrees to act without regard to race, color, sex, religion, age, national origin, sexual orientation, or handicapped status.
  
7. IN WITNESS WHEREOF, the parties hereunto cause this agreement to be executed in their respective names.

**NONPROFIT**

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
TITLE

\_\_\_\_\_  
ATTEST

\_\_\_\_\_  
TITLE

**TOWN OF Zebulon**

\_\_\_\_\_  
TOWN MANAGER

ATTEST BY TOWN CLERK:

\_\_\_\_\_  
TOWN CLERK

TOWN SEAL

TOWN CLERK attests this the \_\_\_ day of \_\_\_\_\_, 20\_\_.

Approved as to Form and Authorization

\_\_\_\_\_  
TOWN ATTORNEY

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

\_\_\_\_\_  
FINANCE DIRECTOR

## EXHIBIT A Four – Point Approach

Transformation Strategies are implemented through comprehensive work in four broad areas, known as the **Four Points**.

**ECONOMIC VITALITY** focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

**DESIGN** supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

**PROMOTION** positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

**ORGANIZATION** involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.



## EXHIBIT B

DATE  
TOWN OF ZEBULON  
ANNUAL AGREEMENT  
NORTH CAROLINA MAIN STREET® DESIGNATION

### **Annual Agreement North Carolina Main Street® Designation**

Designated Main Street communities (Main Street Director and the City/Town Manager) must sign this document and return to the NC Main Street & Rural Planning Center no later than June 30, 2024, to remain active in the program.

A signed document confirms that the local Main Street program has a thorough understanding of the benefits and requirements of active participation in the NC Main Street program. The Main Street Director should share a copy of the signed document with the Main Street Board of Directors.

#### **Program Background Nationally:**

**Main Street America™** has been helping revitalize older and historic commercial districts for more than 40 years. Today it is a network of more than 1,600 neighborhoods and communities, rural and urban, who share both a commitment to place and to building stronger communities through preservation-based economic development. Main Street America is a program of the nonprofit National Main Street Center, a subsidiary of the National Trust for Historic Preservation.

Main Street America is a mark of distinction. It is a seal, recognizing that participating programs, organizations, and communities are part of a national movement with a proven track record for celebrating community character, preserving local history, and generating impressive economic returns. Since 1980, over 2,000 communities have been part of Main Street, bringing renewed energy and activity to America's downtowns and commercial districts, securing more than \$85.43 billion in new investment creating 672,333 net new jobs and rehabilitating 295,348 buildings.

Main Street America is a time-tested strategy. Main Street America communities are encouraged to make use of a time-tested approach, known as the Main Street Approach. The Main Street Approach is rooted in a commitment to broad-based community engagement, a holistic understanding of the factors that impact the quality of life in a community, and strategic focus on the core principles of downtown and neighborhood revitalization: Economic Vitality, Quality Design, Effective Promotion, and Sustainable Organization. For more information, visit [www.mainstreet.org](http://www.mainstreet.org).

### **In North Carolina:**

The NC Main Street & Rural Planning Center within the N.C. Department of Commerce, is the licensed agency that is charged with administering the Main Street program throughout the state. The Center is committed to following the program guidelines and licensing agreement as outlined by the National Main Street Center and signed by the N.C. Department of Commerce.

The N.C. Department of Commerce designates communities as a "North Carolina Main Street community". When designated, the local city or town government, and specifically the chief elected official, is notified of the designation. The city or town government determines who will administer the Main Street program at the local level and the city or town manager communicates that information to the N.C. Main Street & Rural Planning Center. From time-to-time, that administration may change. If there is a change, this document outlines the steps that must be followed for a change in local administration to occur.

Since 1980, over 115 communities have directly benefited from the North Carolina Main Street program, bringing economic strength to North Carolina's downtown commercial districts, securing \$3.62 billion in new investment creating more than 28,400 net new jobs and rehabilitating 6,932 buildings.

### **Benefits for NC Main Street Communities**

#### **North Carolina Main Street communities' benefit from the following:**

##### **Partnership:**

- Communities selected to participate in the Main Street program become partners with the North Carolina Department of Commerce, NC Main Street & Rural Planning Center in a long-term, asset-based economic development effort that has proven to have a positive impact on investment and job creation.
- Main Street communities are limited in number and therefore receive focused and personal attention from NC Main Street staff.
- North Carolina communities are selected through a competitive process and only a few are designated; therefore, Main Street designation is an honor bestowed upon only a few special communities.
- In the first several years of a local Main Street program, the state of North Carolina invests approximately \$100,000 in on-site visits, training and technical assistance. After the initial start-up phase, the state annually invests approximately \$5,000 in each Main Street community in the form of ongoing town-specific technical assistance, and statewide and on-site training for directors and volunteers.

##### **Training:**

- Main Street communities are eligible to attend and participate in the NC Main Street Conference, NC Main Street Basic Training, Board and Committee Training, NC Main Street Directors' Meetings, Biannual Regional Meetings, and subject specific workshops.

- Designated North Carolina Main Street communities receive two free registrations to the North Carolina Main Street Conference held in March. Technical Assistance:
- The North Carolina Main Street program staff guides designated communities through a strategic planning process which helps communities create a vision, develop economic development strategies that will transform downtown, and produce action plans so that limited resources are focused, and results are magnified.
- The North Carolina Main Street staff guide participating communities through board development, volunteer development and downtown director training.
- The North Carolina Main Street staff provide guidance and support to communities on ways to find and develop financial resources.
- Property and business owners in Main Street cities receive free building exterior design recommendations from design specialists at the UNC-Greensboro Department of Interior Architecture, in collaboration with the NC Main Street & Rural Planning Center staff.
- The North Carolina Main Street staff provide guidance and training on the best practices for leveraging tourism based economic development in association with the NC Main-to-Main Trail, an initiative of the NC Main Street & Rural Planning Center.
- North Carolina Main Street staff has extensive experience in organizational development and nonprofit management, historic preservation, building rehabilitation, investment tax credits, incentive programs, tourism development, marketing, image building, special event development, communications, and a range of other pertinent areas.
- The North Carolina Main Street staff is among the nation's leading authorities on downtown development with experience helping North Carolina towns with revitalization challenges.
- The North Carolina Main Street staff assists communities with Main Street Director recruitment process.
- The North Carolina Main Street staff conducts an annual program assessment and review of each Main Street program.
- The North Carolina Main Street staff conducts an annual budget and salary analysis of Main Street programs.
- The North Carolina Main Street staff conducts an annual statistical data collection and analysis.

**Network:**

- North Carolina Main Street communities may use the Main Street trademarks on materials designed to promote the work of their program in collaboration with the State of North Carolina and the National Main Street Center.
- The North Carolina Main Street network possesses some of the most experienced downtown development professionals in the country.

- Main Street communities may take advantage of and participate in a special network of Main Street cities statewide and nationally, with over 1,600 communities across the nation, and 45 city, state, and regional Coordinating Programs, that participate in the Main Street program. This allows them to learn best practices, techniques, and strategies for downtown development.

#### **Funding:**

- When available, Main Street communities are eligible to apply for downtown revitalization funding programs to assist small business development and property rehabilitation.
- When available, Nationally Accredited Main Street communities are eligible to apply for funding programs through the National Main Street Center.
- The NC Main Street & Rural Planning Center maintains and distributes a funding guide of federal, state, corporate and foundation sources commonly used for funding downtown projects.

#### **Resources:**

- Through the North Carolina Main Street program, communities can identify resource people, consultants, and specialists on topics of interest to the community.

#### **Economic Impact:**

- Since 1980 when the program began, Main Street communities in North Carolina have had over \$3.62 billion in new investment in their downtowns, a net gain of over 6,700 new businesses and a net gain of over 28,400 new jobs. This is serious economic development!
- The North Carolina Main Street staff facilitate statewide economic impact studies and collect data to determine trends in Main Street and Small Town Main Street communities.

#### **Marketing & Recognition:**

- Designated North Carolina Main Street communities are eligible to receive statewide recognition through the North Carolina Main Street Awards and Main Street Champions programs.
- In addition, designated communities are eligible for recognition by the National Main Street Center as a Nationally Accredited or Affiliate Main Street community.
- North Carolina Main Street communities receive marketing and recognition offered through the NC Main-to-Main Trail, an initiative of the NC Main Street & Rural Planning Center.
- Nationally Accredited Main Street communities are eligible to apply for national recognition through the Great American Main Street Awards® (GAMSA), a program of the National Main Street Center.
- North Carolina Main Street communities receive publicity about their programs through press releases distributed through the N.C. Department

of Commerce, NC Main Street & Rural Planning Center updates and annual reports, Main Street presentations, and the NC Main Street social media sites.

*\*Note – in the event of a natural disaster or pandemic event, programs and services may be changed, conducted virtually, or canceled in accordance to recommended guidelines from the Center for Disease Control and NC State Emergency Management.*

### **Requirements of Designated N.C Main Street Communities**

Main Street communities must be 50,000 and under in population at the time of designation.

1. Participate in all services provided to the local community by the NC Main Street & Rural Planning Center.
2. Employ a full-time, 40 hours/week paid professional Main Street Director, who is dedicated to downtown and will coordinate and facilitate the work of the program. Communities with a population of 5,001-9,999 MAY employ two or more persons that equal one or more full-time equivalent position(s). One of the positions must be designated as the director. Communities with a population of 5,000 or less MAY employ a part-time, 20+ hours/week position paid professional Main Street Director.
  - The Main Street Director should be paid a salary consistent with those of other community development professionals within the city, state, or region in which the program operates.
  - The Director should be adequately trained and should continue learning about revitalization techniques and about issues affecting traditional commercial districts.
  - The Director should have a written job description that correlates with the roles and responsibilities of a Main Street Director.
  - There should be a formal system in place for evaluating the performance of the Director on an annual basis.
  - Adequate staff management policies and procedures should be in place.
3. Obtain a 501(c) 3, 4, or 6 nonprofit designation OR be designated as a department of the local municipal government.
4. Establish broad-based support for the commercial district revitalization process with strong support from both the public and private sectors.
  - The Main Street organization should have the active participation of various stakeholders at the committee and board levels.
  - Participants should contribute financial, in-kind, and volunteer support for the revitalization program.
  - Participants should look for, and act on, opportunities to make connections between other programs or organizations to form partnerships that help further the revitalization process.



- The program should include an ongoing process for volunteer recruitment, orientation, and recognition, constantly refreshing its pool of volunteers and involving new people each year. The revitalization program has broad-based philosophical support from the community.
  - Municipal government demonstrates a philosophical commitment to commercial district revitalization.
5. Establish and maintain an active Board of Directors and Committees using the Main Street Four-Point Approach® and develop a comprehensive Main Street Work Plan using the Main Street Four-Point Approach®. Main Street revitalization by nature is a community-driven process. Therefore, community members must take an active role in leading and implementing positive change. While the Director is responsible for facilitating the work of volunteers, this staff member is not tasked with single-handedly revitalizing the commercial district. The direct involvement of an active board of directors and committees are keys to success.
- If a Main Street organization is housed within another entity (e.g., a community development corporation), it is still important to have its own board of directors and committee structure.
  - The board is a working, functional board that understands its roles and responsibilities and is willing to put forth the effort to make the program succeed.
  - Committee members assume responsibility for the implementation of the work plan.
  - The program has a dedicated governing body, its own rules of operation, its own Budget, and its own bylaws, and is empowered to carry out Main Street's mission, even if the Main Street program is a part of a larger organization.
  - The board has well-managed, regular monthly meetings, with an agenda and regular distribution of minutes.
  - Committees have regularly scheduled monthly meetings with an agenda that addresses the committee work plan.
6. Establish an annual work plan/planning process for downtown. A comprehensive annual work plan provides a detailed blueprint for the Main Street program's activities; reinforces the program's accountability both within the organization and in the broader community; and provides measurable objectives by which the program can track its progress.
- The work plan should contain a balance of activities in each of the four broad program areas that comprise the Main Street approach - Economic Vitality, Quality Design, Effective Promotion, and Sustainable Organization.
  - The work plan should contain measurable objectives, including timelines, budgets, desired outcomes, and specific responsibilities.
  - The work plan should be reviewed, and a new one should be developed annually.

- Ideally, the full board and committees will be involved in developing the annual work plan.
  - At a minimum, the full board should adopt/approve the annual work plan.
  - The work plan should distribute work activities and tasks to a broad range of volunteers and program participants.
  - There has been significant progress in each of the four points based on the work plan submitted for the previous year.
7. Adopt and exhibit a Historic Preservation Ethic and design management program. Historic preservation is central to the Main Street program's purpose and is what makes historic and traditional commercial districts authentic places. Historic preservation involves saving, rehabilitating, and finding new uses for existing buildings, as well as intensifying the uses of the existing buildings, through building improvement projects and policy and regulatory changes that make it easier to develop property within the commercial district.
- The program has, or is working toward putting in place, an active and effective design management program (which may include financial incentives, design assistance, regulatory relief, design review, education, and other forms of management).
  - The program encourages appropriate building renovation, restoration, and rehabilitation projects.
  - When faced with a potential demolition or substantial structural alteration of a significant, historic, or traditional building in the Main Street district, the program appropriate partners at the state, local, or national level to attempt to stay or alter the proposed activity; developing alternative strategies for the building's use; and/or educating local leaders about the importance of retaining existing buildings and maintaining their architectural integrity.
  - The program works to find creative adaptive use, financing, and physical rehabilitation solutions for preserving old buildings.
  - The program recognizes the importance of planning and land-use policies that support the revitalization of existing commercial centers and works toward putting planning and land-use policies in place that make it as easy (if not easier) to develop property within the commercial district as it is outside the commercial district. Similarly, it ensures that financing, technical assistance, and other incentives are available to facilitate the process of attracting investment to the historic commercial district.
  - The program builds public awareness for the commercial district's historic buildings and for good design.
8. Demonstrate an established vision for downtown and a mission that defines the role of the organization that will manage the downtown initiative.


- The organization has an appropriate written mission statement.
  - The mission statement is reviewed annually and updated as appropriate.
  - The organization has an appropriate written vision statement for downtown that is reviewed annually and updated as appropriate. The vision statement should define the economic potential of downtown.
9. New Main Street Director attendance at Main Street Orientation, held virtually each month, within three months of start date (if not previously attended).
  10. Main Street Director attendance at Main Street Basic Training each time there is a change in management (if not previously attended).
  11. Fund the local Main Street program through both public and private partnerships at a level allowing for full implementation of the program based on the Four-Point Approach® and the adopted annual work plan. The Main Street program's budget should be adequate to achieve the program's goals. The dollar amount that is "adequate" for a program budget may vary.
    - The budget should be specifically dedicated to revitalizing the commercial district.
    - The Main Street program's budget should contain funds adequate to cover the salary and benefits of staff; office expenses; travel; professional development; and committee activities.
    - Revenue sources are varied and broad-based, including appropriate support from the municipal government.
    - There is a strategy in place to help maintain stable funding.
    - There is a process in place for financial oversight and management.
    - Regular monthly financial reports are made by the treasurer to the board.
  12. Main Street Director's attendance at Main Street Directors' Meeting held once a year in August. (In the case of a vacancy or illness/emergency, a substitution for the director may be made for this meeting).
  13. Main Street Director (or Volunteer if Director cannot) attendance at a minimum of one of two bi-annual regional meetings each year. (Held in May and October/November.) \*It is recommended that the Director attends both meetings, not just one.
  14. Main Street Director and a minimum of one volunteer attendance at the annual NC Main Street Conference - (NCMS provides each designated MS community with two complimentary registrations).

15. Submit annual statistical data in July and Budget & Salary information and Program Assessment Survey in January, as requested, to the NCMS&RP Center.
16. Maintain an annual membership with the National Main Street Center at a \$375 Main Street America Community Member level.
17. Reimbursement of NC Main Street & Rural Planning Center's travel expenses, when traveling to the local community, at the IRS state rate plus meals at the state per-diem rate and lodging in accordance with the NC Main Street & Rural Planning Center Travel Policy.
18. Place the Designated NC Main Street Community logo on the Main Street program website and use the logo when appropriate on social media, email, and marketing materials.
19. Main Street Program must also sign and follow the attached National Main Street sub-license agreement and must comply with all Accredited or Affiliate community requirements. Logos and Website language will be sent following receipt of signed agreements.

**Documents Needed for a Change in Administration of the Local Main Street Program, including if the organization changes from a nonprofit, government or quasi-public-private structure to a different structure:**

The City/Town Council has the authority to designate another agency/entity to administer the Main Street program.

- North Carolina Main Street Center requires:
- A resolution from the City/Town Council that authorizes this change.
- Minutes of the City/Town Council Meeting clearly demonstrating the majority vote.
- Documentation demonstrating how the entity that will be administering the Main Street Program will address the items listed under the requirements section of this document.

**Topic:** Health Insurance Opt. Out  
**Speaker:** Joe Moore  
**From:** Bobby Fitts, Budget and Finance Director  
Lisa Markland, Human Resources Director  
**Approved by:**  Joseph M. Moore II, PE, Town Manager

**Executive Summary:**

The Board will receive requested information regarding the Town’s practice of offering employees the option out (“opt-out”) of health insurance coverage.

**Background:**

At their Regular Meeting on December 4, 2023, the Board requested Staff analyze the financial and policy impacts of offering a 100% equivalent of health insurance premiums to those who “opt-out” of the Town’s health insurance coverage.

Employees and Board members insured by another eligible group plan, such as health coverage provided through retirement or the employer of a spouse or parent, are offered an option out (i.e., “opt-out”) of the Town’s health insurance coverage. The purpose and intent of this practice predates the institutional memory of Staff and does not appear codified in policy.

Currently, the cash value of the “opt-out” is  $\frac{3}{4}$  the value of what the Town pays in premiums to cover the employee’s health insurance on the Town’s plan. Of the 96 eligible for health insurance coverage (82 employees, 6 Board members, 8 pre-Medicare retired employees), seven “opt-out” of the Town’s health insurance to gain coverage on another eligible group plan (5 employees, 2 Board members).

**Information:**

No Board decision required. This report provides the information as requested.

**Policy Analysis:**

The Town offers health insurance as part of its policy to recruit, develop, and retain a responsible work force. Granting exceptions to this coverage undermines this objective in two ways. First, offering or increasing an “opt-out” incentivizes employees to leave the Town’s health insurance, which reduces the risk pool and increases premiums. Second, allowing employees to “opt-out” may mask over issues of market pay or insurance affordability/effectiveness when left undisclosed and unresolved.

**Fiscal Analysis:**


Offering a 100% equivalent of health insurance premiums to those who “opt-out” of the Town’s health insurance coverage requires budgeting for 107.65% of the premiums value (to account for FICA taxation). A Budget transfer of \$14,000 is required to offer a 100% equivalent to the 5 employees and 2 Board members who currently “opt-out” of the Town’s insurance.

**Staff Recommendation:**

Staff does not recommend increasing the “opt-out” value. Staff will evaluate how to reduce this value further and roll those savings into more affordable and effective benefit options.

**Attachment(s):** none

STAFF REPORT  
TUITION REIMBURSEMENT PROGRAM  
ORDINANCE 2024-25  
JANAURY 8, 2024

**Topic:** Tuition Reimbursement Program – Ordinance 2024-25  
**Speaker:** Lisa Markland, Human Resources Director (if pulled from Consent)  
**From:** Lisa Markland, Human Resources Director  
**Prepared by:** Lisa Markland, Human Resources Director  
**Approved by:**  Joseph M. Moore II, PE, Town Manager

**Executive Summary:**

The Board will consider increasing the Tuition Reimbursement Program budget.

**Background:**

The Town of Zebulon has had a Tuition Reimbursement Program in place for many years, but it had not been funded due to budget constraints. Since 2018, through the budget process, funding has been made available for employees to utilize to go back to school for programs that would benefit and further their careers with the Town of Zebulon.

In FY 2024, a record number of employees participated in the program and depleted funding.

**Discussion:**

The request is for the Board of Commissioners to allocate additional funding to the Tuition Reimbursement Program to match the interest of employees desiring to go back to school and further their education.

**Policy Analysis:**

Tuition reimbursement supports policy objectives to attract, retain, and develop an effective workforce, and provides an opportunity for employees to develop new skills necessary for their career development and to serve a growing and diversifying community.

The Board expressed an interest in supporting employee development through the Tuition Reimbursement Program during the FY '24 Budget process.

**Fiscal Analysis:**

The FY 2024 budgeted amount for the Tuition reimbursement program was \$5,000. An additional \$5,000 would meet the needs of the requests received and any that may be requested through the end of fiscal year 2024.

**Staff Recommendation:**

Staff is requesting that an additional \$5,000 be allocated to the Tuition Reimbursement Program by adopting Ordinance 2024-25.

**Attachments:**

1. Ordinance 2024-25

ORDINANCE 2024-25

BE IT ORDAINED by the Board of Commissioners of the Town of Zebulon, that pursuant to North Carolina General Statutes 159-15, the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2024.

Section 1. To amend the General Fund budget as follows:

	INCREASE	DECREASE
REVENUES		
Fund Balance Appropriated	5,000.00	
EXPENDITURES		
Administration—Tuition Assistance Program	5,000.00	

Section 2. Copies of this amendment shall be furnished to the Town Clerk, and to the Budget Officer, and to the Finance Officer for their direction.

Adopted: January 8, 2024

Effective: January 8, 2024

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Glenn L. York - Mayor

ATTEST:


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Lisa M. Markland - Town Clerk



STAFF REPORT  
WEST HORTON STREET  
DRAINAGE PROJECT: FUND TRANSFER  
ORDINANCE 2024-26  
JANUARY 8, 2024

**Topic: West Horton Street Drainage Project: Fund Transfer – Ordinance 2024-26**

Speaker: Bobby Fitts, Budget and Finance Director (if pulled from Consent)  
From: Bobby Fitts  
Prepared by: Bobby Fitts, Finance Director  
Chris Ray, Director of Public Works  
Approved by:  Joseph M. Moore II, PE, Town Manager

**Executive Summary:**

Completing the transfer of funds into the West Horton Street Drainage project.

**Background:**

On October 2, 2023, the Board of Commissioners approved using American Rescue Plan Act (ARPA) funds for Revenue Replacement. This action both eliminated the risk of forfeiture and the reporting cost associated with using these funds directly for the West Horton Street Drainage Project. The second half of this action is depositing the resulting surplus revenue into the project account.

**Discussion:**

Board approval of the proposed Budget Amendment (ordinance attached) deposits \$1,885,733 (the equivalent value of ARPA funds applied to revenue replacement) into the West Horton Street Drainage Improvements.

**Policy Guidance:**

Approval of the Budget Amendment is consistent with Board direction to fund the West Horton Street Drainage Project through the American Rescue Plan Act.

**Fiscal Analysis:**

Approval of the Budget Amendment completes the transfer of funds to support the West Horton Street Drainage Project by depositing funds directly into the project account.

**Staff Recommendation:**

Staff recommends approval of Ordinance 2024-26.

**Attachments:**

1. Ordinance 2024-26

ORDINANCE 2024-26

BE IT ORDAINED by the Board of Commissioners of the Town of Zebulon, that pursuant to North Carolina General Statutes 159-15, the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2024.

Section 1. To amend the General Fund budget as follows:

	INCREASE	DECREASE
REVENUES		
Fund Balance Appropriated	1,885,733.00	
EXPENDITURES		
PW Operations—W. Horton St Drainage Improvements		1,885,733.00

Section 2. Copies of this amendment shall be furnished to the Town Clerk, and to the Budget Officer, and to the Finance Officer for their direction.

Adopted: January 8, 2024

Effective: January 8, 2024

\_\_\_\_\_  
Glenn L. York - Mayor

ATTEST:

\_\_\_\_\_  
Lisa M. Markland - Town Clerk

**Topic: FY 2024 Monthly Financial Report Addendum**

**Executive Summary:**

A monthly report summarizing the status of the Town's revenues and expenditures.

**Background:**

Monthly Financial Reports are provided to inform the Board of revenue and expenditure trends throughout the year. The enclosed statements are through December 15, 2023.

**Information:**

Expenditures

Approximately 46% (5 ½ months) through Fiscal Year 2024, the Town has spent approximately 32% (~ \$8,806,000) of its General Fund budget of \$27,324,040.

Revenues

The status of the Town's noteworthy revenue streams for Fiscal Year 2024 follows:

- Property Tax (the Town's largest revenue stream)
  - + FY 2024 collections: \$3,902,422 collected to date (~ 36.5% of budget).
  - + Observations:
    - # 18% more than collected last fiscal year (\$3,313,728).
    - # Four months of vehicle taxes have been collected for FY 2024.
- Sales Tax (second largest revenue stream)
  - + September's sales (reports lag 3-months):
    - # \$668 (0.3%) less collected than last September for all sales tax.
    - # \$602 (0.7%) less collected than last September for "local" sales tax.
    - # "Local" sales tax (Article 39) is generated within, and returns to, Wake County.
    - # For every \$100,000 in local sales, \$3.55 comes back to the Town of Zebulon.
- Utilities Tax (~ 5% of revenue stream): First quarter distribution received December 15.
  - + \$17,950 (9.4%) collected over FY 2023 actual for same quarter
  - + Reflects natural gas and electricity sales and heavily weather dependent.
- Permits & Zoning (development growth indicator)
  - + \$125,847 collected total (50% of budgeted revenues (\$250,000))
  - + 13.4% more than what was collected this time last fiscal year (\$110,994).
- Parks & Recreation (service and programming growth indicator)
  - + 73,264 collected total (72% of budgeted revenues (\$102,000))
  - + 12.8% more than what was collected this month last fiscal year (\$64,948).

- Transportation Impact Fees (development growth indicator)
  - + \$361,174 collected to date in FY 2024
  - + 40.8% more than what was collected last fiscal year (\$256,468).
  - + Revenue placed in reserve for transportation projects to be spent within 10 years
- Recreation Impact Fees (development growth indicator)
  - + \$1,104,000 collected to date in FY 2024
  - + 36% more than what was collected last fiscal year (\$810,000).
  - + Collections since inception of fee (January 2022) ~ \$4,835,000
  - + Revenue is reserved for growth-related projects (e.g., new parks or expansions)

**Policy Analysis: N/A**

**Financial Analysis:**

Budgeted revenue in FY 2024 is \$27,324,040 while year to date revenue collected is \$10,538,836 (38.6% of budgeted). Budgeted revenue includes \$6.4M Fund Balance.

**Staff Recommendation: N/A**

No staff recommendation or Board action is necessary. Financial Report is information only.

**Attachments:**

1. General Fund Fiscal Year 2024 Expenditure Statement and Revenue Statement (as of December 15, 2023)
2. Sales Tax Collection Report – FY 2024

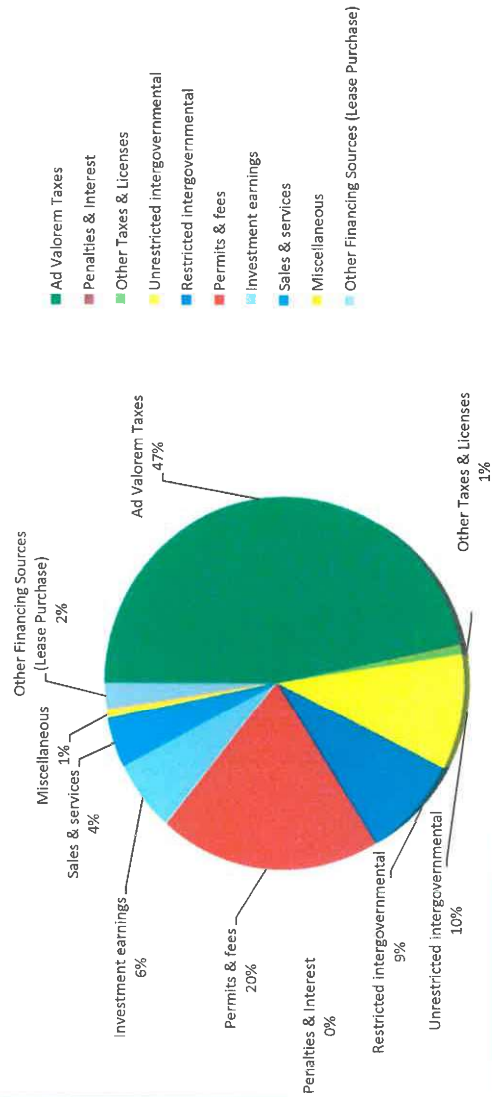


TOWN OF ZEBULON  
 Revenue Statement: 2023 - 2024  
 for Accounting Period 6/30/2024  
 GENERAL FUND

As of 12/15/2023

<u>Revenue Categories</u>	<u>Estimated Revenue</u>	<u>Revenue YTD</u>	<u>% Collected</u>	<u>% of Total Revenue YTD</u>
Ad Valorem Taxes	\$10,722,500	\$4,037,654	37.7%	38.3%
Penalties & Interest	\$15,000	\$8,710	58.1%	0.1%
Other Taxes & Licenses	\$185,500	\$72,050	38.8%	0.7%
Unrestricted intergovernmental	\$3,233,000	\$839,661	26.0%	8.0%
Restricted intergovernmental	\$2,512,000	\$745,926	29.7%	7.1%
Permits & fees	\$772,750	\$1,726,631	223.4%	16.4%
Investment earnings	\$300,000	\$558,753	186.3%	5.3%
Sales & services	\$972,000	\$383,680	39.5%	3.6%
Miscellaneous	\$83,369	\$65,038	78.0%	0.6%
Other Financing Sources (Lease Purchase)	\$232,000	\$215,000	92.7%	2.0%
Transfers in from other funds	\$1,885,733	\$1,885,733	100.0%	17.9%
Fund Balance Appropriated	\$6,410,188	\$0	0.0%	0.0%
<b>Total Revenues</b>	<b>\$27,324,040</b>	<b>\$10,538,836</b>	<b>38.6%</b>	<b>100%</b>

Town of Zebulon General Fund % of Total Revenue To Date - FY 2024



# ZEBULON

NORTH CAROLINA

## TOWN OF ZEBULON

Expenditure Statement: 2023 - 2024  
for Accounting Period 6/30/2024

As of 12/15/2023

### GENERAL FUND

<u>Dept #</u>	<u>Department</u>	<u>Approp Amount</u>	<u>Expenditure YTD</u>	<u>% Exp.</u>
410	GOVERNING BODY	\$607,116	\$173,463	28.6%
420	FINANCE	\$517,155	\$227,929	44.1%
430	ADMINISTRATION	\$1,595,725	\$477,022	29.9%
490	PLANNING AND ZONING	\$825,330	\$291,931	35.4%
500	PUBLIC WORKS-PROPERTY & PROJECT MGMT	\$2,756,855	\$708,791	25.7%
510	POLICE	\$3,926,975	\$1,673,486	42.6%
520	PUBLIC WORKS-OPERATIONS	\$9,339,927	\$2,594,441	27.8%
530	FIRE	\$3,695,574	\$1,412,806	38.2%
570	POWELL BILL	\$232,686	\$2,349	1.0%
590	ENGINEERING	\$165,000	\$22,967	13.9%
620	PARKS & RECREATION	\$2,044,097	\$723,134	35.4%
690	COMMUNITY & ECONOMIC DEVELOPMENT	\$1,617,600	\$497,915	30.8%
	<b>Total Expenditures</b>	<b>\$27,324,040</b>	<b>\$8,806,233</b>	<b>32.2%</b>

**Sales Tax**

**FY 2024**

Month	Article 39 (1) *	Article 40 (1/2)	Article 42 (1/2)	Article 44 (1/2)	City Hold Harmless	FY 24 Totals	Prior Year (FY 2023)	% Inc (Dec) from Prior Yr
July	\$ 89,122	\$ 38,656	\$ 44,762	(0)	\$ 32,237	\$ 204,776	\$ 187,311	9.3%
August	\$ 93,423	\$ 40,589	\$ 46,952	0	\$ 34,081	\$ 215,045	\$ 203,381	5.7%
September	\$ 89,799	\$ 37,462	\$ 45,030	0	\$ 29,862	\$ 202,153	\$ 202,821	-0.3%
October	-	-	-	-	-	-	\$ 197,664	-100.0%
November	-	-	-	-	-	-	\$ 188,169	-100.0%
December	-	-	-	-	-	-	\$ 225,394	-100.0%
January	-	-	-	-	-	-	\$ 187,935	-100.0%
February	-	-	-	-	-	-	\$ 144,614	-100.0%
March	-	-	-	-	-	-	\$ 212,514	-100.0%
April	-	-	-	-	-	-	\$ 177,123	-100.0%
May	-	-	-	-	-	-	\$ 207,702	-100.0%
June	-	-	-	-	-	-	\$ 216,208	-100.0%
<b>Total</b>	\$ 272,344	\$ 116,707	\$ 136,743	(0)	\$ 96,180	\$ 621,973	\$ 593,513	4.8%

**Sales Tax**

**FY 2023**

Month	Article 39 (1) *	Article 40 (1/2)	Article 42 (1/2)	Article 44 (1/2)	City Hold Harmless	FY 23 Totals	Prior Year (FY 2022)	% Inc (Dec) from Prior Yr
July	\$ 81,324	\$ 35,456	\$ 40,808	(1)	\$ 29,723	\$ 187,311	\$ 125,560	49.2%
August	\$ 89,152	\$ 37,948	\$ 44,690	1	\$ 31,591	\$ 203,381	\$ 162,100	25.5%
September	\$ 90,401	\$ 37,188	\$ 45,331	(9)	\$ 29,910	\$ 202,821	\$ 167,034	21.4%
October	\$ 88,724	\$ 35,842	\$ 44,468	(2)	\$ 28,631	\$ 197,664	\$ 167,586	17.9%
November	\$ 82,782	\$ 35,160	\$ 41,563	1	\$ 28,664	\$ 188,169	\$ 169,657	10.9%
December	\$ 100,596	\$ 41,335	\$ 50,512	0	\$ 32,950	\$ 225,394	\$ 201,425	11.9%
January	\$ 83,332	\$ 34,713	\$ 41,782	0	\$ 28,106	\$ 187,935	\$ 140,273	34.0%
February	\$ 61,030	\$ 28,403	\$ 30,601	(6)	\$ 24,586	\$ 144,614	\$ 148,707	-2.8%
March	\$ 94,803	\$ 38,927	\$ 47,461	9	\$ 31,315	\$ 212,514	\$ 181,841	16.9%
April	\$ 75,803	\$ 34,229	\$ 38,068	(10)	\$ 29,033	\$ 177,123	\$ 186,154	-4.9%
May	\$ 91,708	\$ 38,501	\$ 45,971	0	\$ 31,521	\$ 207,702	\$ 180,133	15.3%
June	\$ 93,849	\$ 40,893	\$ 47,128	10	\$ 34,329	\$ 216,208	\$ 195,892	10.4%
<b>Total</b>	\$ 1,033,506	\$ 438,596	\$ 518,383	(6)	\$ 360,358	\$ 2,350,837	\$ 2,026,362	16.0%

\* Net proceeds of the Article 39 tax are returned to the county of origin.

# Monthly Summary of Sales Tax Collected

