

The FY 2014-15 Budget has been prepared in a reader friendly, program oriented budget format. The following summary provides information on how the reader might best understand the budget by first explaining the format of the budget.

The budget describes recommended City services and revenue sources proposed for the fiscal year beginning 1 July 2014 and ending 30 June 2015. Adopting an annual budget is one of the most important tasks the Mayor and City Council undertake each year. Indeed, it is the single most important policy document that the Mayor and Council will approve. It is through the adoption and implementation of the budget that the interests and values of our community are translated into plans for and the service delivery of programs, projects, services, and resources intended to benefit the citizens of Henderson.

1. This book is divided into sections.
2. Read the Budget Calendar found on *page BG-9*. All budget work sessions are open to the public and the public is cordially invited to attend.
3. Read the Budget Process and Accounting Policies beginning on *page BG-2*.
4. Read the Table of Contents starting on *page v*. This will familiarize the reader with the organization and structure of the budget.
5. Read the Budget Messages that begins on *page 1* under the *Work Budget Message* tab through the *Adopted Budget Message* tab. These documents and attachments provide information on the overall budget and identifies major policy recommendations and shifts in policy direction found within the budget document.
6. Read the Total Budget Summaries beginning on *page 1* under the *Total Budget Summary* tab. This section will provide the reader with basic summary information on the total budget and will help him gain a global understanding of the document.
7. Read the Program Narratives for each budget division. These narratives will provide the reader with information about the division's purpose, budget highlights.
8. Read the Glossary found in *Appendix A*. The Glossary provides definitions for various words and phrases used within the budget that may not be generally understood by the lay reader.
9. If you have any questions about the budget, please feel free to contact the Finance Director at (252) 430-5711.

Budget Adoption

The City of Henderson's annual operating budget is adopted by ordinance in accordance with the North Carolina Local Government Budget and Fiscal Control Act (LGBFCA) which states that estimated revenues and appropriated fund balances equal appropriations. The budget is developed on a cash basis, including only expenditures and revenues expected to be realized during the fiscal year. The operating budget is not capitalized. State statute also sets the fiscal year as beginning July 1 and ending June 30: therefore, the City Council must adopt a budget prior to July 1st of each year.

FY 14-15 BUDGET BUDGET GUIDE

Budget Calendar

The City of Henderson begins its annual budget process in October of each year, with the distribution of the Capital Improvements Program (a ten year planning document), and the annual operating budget instructions and forms to Department Heads and Local Agencies.

The Department Heads have approximately three (3) months to concentrate on developing goals and objectives, requesting expenses and justifying any capital outlay for their department for the upcoming fiscal year.

After reviewing initial development requests, the City Manager meets with Department Heads in January. These informal meetings allow Department Heads to fully explain their requests and respond to questions from the City Manager. After these review meetings, expenditure and revenue decisions are made and line item recommendations are put into draft form, and presented to the Mayor, City Council and Department Heads.

Several Council/Staff work sessions are held that focus on the Operating and CIP Budgets for the upcoming year. Council directives are stated during these meetings and then incorporated into each budget document.

A public hearing on the proposed budget is held in June prior to budget adoption. Citizen concerns are voiced to the Mayor and Council at this public hearing. The budget is adopted at the City Council's last regular meeting in June or at a special called meeting set for the purpose of adopting the budget subsequent to the Budget hearing.

Budget Amendments/Transfers

During the fiscal year the budget may need to be amended due to unforeseen circumstances. Any amendments to increase or decrease the scope of the budget or appropriations from the contingency lines are presented to City Council for approval. A staff report is prepared explaining in detail the reason why the amendment was requested.

Inter-departmental budget transfers are prepared by the Finance Director and presented to the City Manager for approval. The City Manager may choose to report all transfers to the City Council at their next monthly meeting. The utilization of any contingency appropriation shall be accomplished only with City Council authorization.

Accounting Policies

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the City of Henderson conform to generally accepted accounting principles (GAAP) as applicable to government units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The following is a summary of the more significant accounting policies:

REPORTING ENTITY

The City of Henderson is a Municipal Corporation which is governed by an elected mayor and an eight-member council.

Accounting Policies (cont.)

BASIS OF PRESENTATION - FUND ACCOUNTING

The accounts of the City are organized and operate on the basis of funds and account groups. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements. The account groups are not funds but are a reporting device used to account for certain assets and liabilities of the governmental funds that are not recorded directly in those funds.

The City uses the following fund categories (further divided by fund type):

GOVERNMENTAL FUNDS

Governmental Funds are used to account for the City's governmental functions. Governmental funds include the following fund types:

General Fund - The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The primary revenue sources are ad valorem taxes and State-shared revenues. The primary expenditures are for public safety, streets, sanitation, parks and recreation, and general government services.

Powell Bill Fund - The Powell Bill Fund serves as a transfer account for expenditures incurred with Powell Bill Street allocations for accounting purposes.

Grant Revenue Funds – The Grant Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. The City currently has several grant projects within its Grant Revenue Fund, including BJA Grants, a NC Governor's Crime Commission grant, and a NC Department of Commerce Grant.

Capital Projects Funds - Capital Projects Funds account for financial resources to be used for the acquisition and construction of major capital facilities (other than those financed by proprietary funds and trust funds). The City has two Capital Projects funds within its governmental fund types, the General Capital Projects Fund, and the Powell Bill Capital Projects Fund.

PROPRIETARY FUND

Enterprise Fund - The Enterprise Fund is used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The Enterprise Fund includes the Water Fund, Regional Water System Fund, Sewer Fund, Capital Reserve Utilities Fund, Capital Reserve Regional Fund, and Water, Sewer, and Regional Water Capital Project Funds.

FY 14-15 BUDGET BUDGET GUIDE

Accounting Policies (cont.)

FIDUCIARY FUNDS

Nonexpendable Trust Fund - The City maintains a nonexpendable trust fund: the Elmwood Cemetery Perpetual Care Trust to account for revenues and expenses of the nonexpendable trust.

Pension Trust Fund - The Pension Trust Fund accounts for the Law Enforcement Officers' Special Separation Allowance enacted by the State Legislature and effective January 1, 1987.

BASIS OF BUDGETING

In accordance with the North Carolina General Statutes, the City is required to budget and account for its funds on the modified accrual basis of accounting. Under this method, revenues are recognized in the accounting period in which they become available. Expenditures are recognized in the accounting period in which the goods and services are received (except for unmatured interest on general long-term debt, which is recognized when due). The City's accounting records for general governmental operations are reported on the modified accrual basis. The City's enterprise and pension trust operations are reported on the accrual basis.

The General Statutes also provide for balanced project ordinances for the life of the projects, including both capital and grant activities, which are expected to extend beyond the end of the fiscal year. The budgeted appropriations for capital and grant projects do not lapse until the completion of the project, while appropriations for funds that adopt annual budgets lapse at the end of the fiscal year.

In keeping with state law, the budget is prepared and accounted for on a modified accrual basis for the general fund, enterprise funds, and the Powell bill fund. All other funds, including capital project and grant funds adopt multi-year budgets.

In keeping with Generally Accepted Accounting Principles, financial statements for proprietary funds are prepared on a full accrual basis. A reconciliation of the full accrual basis to modified accrual basis (budgetary basis) is included in the annual financial statements for enterprise funds.

Budget Structure

Fund Accounting, required for governmental units, is the style of accounting used to segregate and account for restricted resources. The City of Henderson develops its source and use of funds estimates contained in the annual budget in a manner that follows general accepted accounting principles (GAAP). The budget is organized on the basis of funds, each of which is considered a separate budgetary and accounting entity. Governmental resources are accounted for in individual funds based upon the purposes for which they are to be spent.

The primary focuses of most budget documents are the revenue and expenditure/expense appropriations. The City's operating expenditures/expenses are organized into the following hierarchy: Funds,

Departments, Categories and Line Items. To better understand the budget documents, the terms in the City's financial structure should be understood.

FUNDS

The budget is organized on the basis of funds, each of which is considered a separate budgetary and accounting entity. Government resources are allocated to, and accounted for, in individual funds based upon the purposes for which they are to be spent.

- A. **OPERATING BUDGET** - The City of Henderson's annual budget is adopted as required by the North Carolina General Statutes. The annual budget is divided into twelve separate funds as indicated below:

Governmental Funds

10: General Fund - handles the general operations of the City such as police protection, fire services, planning/zoning, recreational programs, street maintenance, sanitation services and Elmwood Cemetery operations. Resources are provided primarily through ad valorem taxes and intergovernmental revenues and are expended for services which are not compatible with a user fee financing method.

11: Powell Bill Fund - serves as a transfer account to properly account for expenditures incurred with Powell Bill Street Allocations. This annual State allocation is restricted to street, sidewalk and right-of-way maintenance, resurfacing and the purchase of equipment directly related to streets and right-of-ways. Transfers are made monthly to the General Fund or Capital Improvement Project Fund for the expenses incurred for these specific uses.

Enterprise Funds

30: Water Enterprise Fund - accounts for the provision of water services to utility customers and the revenue associated with the distribution of this water service. This enterprise fund is operated in a manner similar to private business enterprise. This fund is fully self-supporting by user charges for its service.

31: Sewer Enterprise Fund - provides for the activities necessary to furnish sewer treatment, sanitary sewer collection and inflow and infiltration of sewer. This enterprise fund is operated in a manner similar to private business enterprise. This fund is fully self-supporting by user charges for its service.

64: Regional Water System Fund - accounts for all revenue and expenditure sources to the City's Kerr Lake Regional Water System which is under the control of Henderson (60%), Oxford (20%) and Warren County (20%). The City of Henderson as the majority and controlling partner operates the system which serves over 40,000 customers for the joint use and benefit of all three entities and their respective service areas.

Trust Funds

40: Public Library Fund - provides a method of accounting for fund transfers (on a quarterly basis) to the H. Leslie Perry Memorial Library. The Library is financed by the City of Henderson and Vance County and is managed by a Board of Trustees. Total operating revenue includes not only City and County contributions, but fees and charges, private donations and State and Federal funds.

FY 14-15 BUDGET BUDGET GUIDE

Trust Funds (Cont.)

50: LEO Separation Allowance Pension Trust Fund - provides for the accumulation of revenues to fund future payments for the state mandated retired Law Enforcement Officers Program. The North Carolina General Assembly mandated this program in 1986.

51: Elmwood Cemetery Nonexpendable Trust Fund - This trust fund ensures that the City of Henderson will adequately maintain the Elmwood Cemetery as restricted by the North Carolina General Statutes (NCGS 160A - 347 and related sections). The remaining 40% of revenues from sale of lots along with any investment earnings in this nonexpendable trust fund are distributed in the General Fund. (This process was changed in FY 10-11 to 100% of revenues to the General Fund).

Capital Reserve Funds

70: Capital Reserve Utilities Fund - provides for the accumulation of revenues for future expansion and/or construction of water and sewer system and related improvements.

72: Capital Reserve General Fund - provides for the accumulation of revenues for future large capital equipment purchases and/or construction of facilities normally funded through General Fund resources including infrastructure components such as streets, sidewalks, storm drainage systems, public buildings, etc.

73: Capital Reserve Economic Development Fund - provides for a small reserve for economic development grant matches and incentives. It has no fund balance since the fund is just now being established.

78: Capital Reserve Regional Water Fund - consolidates three Regional Capital Reserve Funds into one. 75: Capital Reserve Regional Water COE, 76: Capital Reserve Regional Water 20 MGD and 77: Capital Reserve Regional General.

79: Capital Reserve Rate Stabilization Fund - was established in March 2012 for the purpose of reserving money for future debt service for the 20MGD water plant expansion and major upgrades planned for the Water Reclamation Facility (Sewer Plant).

- B. CAPITAL IMPROVEMENT PROJECTS FUND BUDGETS** - The Capital Improvement Projects fund budgets account for financial resources to be used for the acquisition and construction of major capital facilities (other than those financed by proprietary funds and trust funds). The City has two Capital Projects Funds within its governmental fund type (General and Powell Bill), and three Capital Projects Funds within its proprietary fund type (Water, Sewer & Regional Water). Capital Improvement Projects Fund projects are not considered to be part of the annual budget process since these projects remain “open” for the life of the project.

Governmental Funds

41: General Capital Improvement Projects Fund - accounts for the costs of general projects currently in the planning and/or construction stage.

42: Powell Bill Capital Improvement Projects Fund - accounts for the costs of Powell Bill projects currently in the planning and/or constructions stage.

Proprietary Funds

43: Water Capital Improvements Projects Fund - accounts for the costs of water projects currently in the planning and/or construction stage.

44: Sewer Capital Improvements Projects Fund - accounts for the costs of sewer projects currently in the planning and/or construction stage.

46: Regional Water Improvements Projects Fund - accounts for the costs of Regional Water projects currently in the planning and/or construction stage.

C. GRANT PROJECT FUNDS - Grant Project Funds are projects that are set up by project ordinances that are funded in full or in part by Federal or State funds and have more than one year duration. These projects are accounted for as special revenue funds and are listed below:

55-100:	Julia Avenue Engineering Grant:
55-205:	NC Governor's Highway Safety Grant
55:206:	Governor's Crime Commission Grant
55:208:	BJA (Bureau of Justice Assistance) Bulletproof Vest Grant 2013
55:303:	NC Dept. of Commerce CDBG Talent Enhancement Grant
94: 942:	Beckford Drive Widening Project

EXPENDITURE CLASSIFICATION

Departments are divisions of a fund that are responsible for performing specific government functions within their area of accountability. The departments represent the highest level of summarization used in the City's budget structure. Each department is divided by department budget as noted below:

Fund Department

- A. General Fund:** Governing Body, City Attorney, Administration, Human Resources, Finance, Code Compliance, Planning & Community Development, Henderson-Vance Downtown Development, Public Buildings, Bennett Perry House, IT Services, Police, Fire, Admin/Public Services, Garage, Cemetery, Street, Sanitation, Recreation, Recreation/Youth Services, Aycock Aquatics Center, Non-Departmental, Vance County Shared Programs, Contribution to Local Agencies and Debt Service.
- B. Water Fund:** Engineering, Water Distribution, Administrative, Customer Service, Non-Departmental and Debt Service.
- C. Sewer Fund:** Wastewater Treatment, Sewer Collection, I & I, Non-Departmental and Debt Service.
- D. Regional Water Fund:** Water Treatment, Non-Departmental and Debt Service.
- E. Capital Reserve:** Utilities, General Fund, Economic Development, Regional Water and Rate Stabilization

FY 14-15 BUDGET BUDGET GUIDE

DEPARTMENTAL EXPENDITURES CATEGORIES

Each department is broken down into four categories:

- A. Personnel Services** includes salaries and wages (full-time and part-time), pensions, health insurance, merit and other fringe benefits.
- B. Operating** pertains to the daily operations that provide basic governmental services such as supplies, utilities, materials and travel.
- C. Debt Service** includes appropriated principal and interest payments for any outstanding debt within each funds department.
- D. Capital Outlay** includes funds for the purchase of equipment, land or other fixed assets valued at more than \$1,000.

LINE ITEMS

Each budget consists of individual line items which identify specific expenditures/expenses and revenues. Line items are the most detailed way to list budget information.

BUDGET AMENDMENTS

During the fiscal year the budget may need to be amended due to unforeseen circumstances.

BUDGET AMENDMENTS and TRANSFERS

Throughout the fiscal year, adjustments to the original budget ordinance may become necessary to meet changing circumstances, better carry out planned programs and provide for new Council initiatives. Two types of changes can occur – budget amendments and budget transfers. Such changes are required at the line-item level of the budget underlying the budget ordinance.

A budget amendment increases or decreases the revenue and expenditures of an appropriated fund (this may involve decreases or increases in revenue and expenditures or shifting of monies between funds). Budget amendments, in accordance with North Carolina Statute 159-15, require the approval of City Council. Amendment requests are submitted to the Finance Department and approved by the City Manager prior to submittal to City Council.

A budget transfer changes line-item appropriations within a particular fund without changing the fund total. All transfer actions are reviewed and approved by both the Finance Director and the City Manager.

Interdepartmental budget transfers are prepared by the Department Directors and reviewed and approved by both the Finance Director and the City Manager.

Budget Development Calendar

October	Budget instructions and forms are distributed to Department Heads and Local Agencies. City Council develops goals and objectives for upcoming budget year.
January	City Manager reviews Department Budget requests with the Department Directors.
March	Schedule Set for Budget Meetings for City Council. Funding requests from Local Agencies are due. Year-end revenue estimates and available fund balances are projected for previous budget year.
Feb- April	Revenue projections for the upcoming budget year are developed. Adjustments to all budgets, revenue projections, etc. necessary to balance budget. Follow-up with individual Department Heads as needed and subject to City Manager's discretion. City of Henderson/Vance County Staff Meeting concerning jointly funded projects, contracts, agreements, etc.
May 19	Special Called Meeting -Budget Summary Draft prepared and presented to City Council.
May 20	Budget Work Session #1 – (Regional Water Funds, Water Funds, Sewer Funds, Related Capital Reserve & CIP Funds) (Funds subject to change).
May 22	Budget Work Session #2 – (General Fund Revenue & Expenditures).
May 27	Budget Work Session #3 – (General Fund Revenues & Expenditures continued).
May 29	Budget Work Session #4 – (General Fund, continued).
June 2 & 3, & 5	Budget Work Session #5 thru #7 (If Needed)
June 9	Budget Hearing
June 10 & 12	Budget Work Session #8 & #9 (if Needed)
June 23	Budget Adoption.
June 24-27	Notification to Local Agencies/Organizations who requested appropriation of City funds of funding status.
July 1	New Fiscal Year begins.
By July 31	Final Budget/CIP Summary printed and distributed to City Council, Staff and appropriate agencies.

**FY 14-15 BUDGET
BUDGET GUIDE**

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**FY 14-15 BUDGET
TOTAL BUDGET SUMMARY
ALL FUNDS**

Key Total Budget Issues

There are several key issues facing the overall budget that serve to not only impact FY15, but the next several fiscal years as well. A brief summary of these key issues is provided below:

Preparing for the Future

- **The Economy Remains Sluggish**, thus “natural growth” in enterprise service funds and in general revenues such as sales taxes and property taxes is minimal at best. The city’s population declined in the 2010 Decennial Census and there is minimal growth in the utility customer base. This leaves precious few financial resources available for needed operations and capital support, thus the dependence on rate and fee increases.
- **Economic Development** is widely viewed as the only way the City and Vance County will be able to move forward from their protracted period of austerity following the loss of their traditional economic base and two major recessions. In late 2011, the City developed a partnership with Granville County for the provision of water and sewer services to its Granville Triangle North Business Park which is bisected by the Vance-Granville county line. Unfortunately the very large pharmaceutical prospect opted to build in Georgia. The budget supports economic development efforts through the maintenance of a small economic development incentive fund as well as major investments in rebuilding the Water Reclamation Facility and doubling the size of the Regional Water Plant.
- **Major Capital Projects** are underway in the Water and Sewer funds.
 - Sewer Fund: Work is now underway on the major renovations to the Henderson Water Reclamation Facility, sanitary sewer rehabilitation in the Sandy Creek Basin, and Sandy Creek Lift Station projects and the Elmwood Sewer Interceptor Project is currently under design.
 - Water Fund: Work is now underway on several major projects including installation of radio-read water meters, and 2” line replacement.
 - Regional Water Fund: Work continues on obtaining the long-delayed Inter-Basin Transfer of Water Permit from the State. Mid-2015/6 is now the expected permit award time. Reserving of capital funds for major projects continues.
 - Beckford Drive/US 158 Bypass Water Main Extensions: These projects involve the extension of water mains to provide loop systems which will provide better continuity of service in the event of a line break and better fire protection. The design was competed and although we did not get the

**FY 14-15 BUDGET
TOTAL BUDGET SUMMARY
ALL FUNDS**

- **Key Total Budget Issues** (*continued*)

funding originally applied for, it is automatically placed in the next round of funding consideration in September 2014.

- CDBG Infrastructure Projects: Funding is being sought for the following two projects through the CDBG Infrastructure Grant.

- Birch/Bobbitt Streets Sewer Extension: Extension of gravity sanitary sewer service in an area directly adjacent to the city limits which will eliminate existing failing septic tanks and provide new sewer customers to enhance revenues.
- Newton Dairy Road Pump Station Elimination Project: This project will eliminate an older pump station operated by the City, which will in turn eliminate future pump replacement costs and other maintenance as well as open an undeveloped area for possible development with a new gravity main.

- **Rate Stabilization/Debt Service Plans** were developed for the Sewer Fund and the Regional Water Fund as part of the FY14 budget. These plans are presented in each of these funds' support materials in this document. Each plan takes advantage of decreasing scheduled annual debt service as well as capital reserve funds established to mitigate future rate increases for these projects. Please refer to the Sewer Fund and Regional Water Fund sections of the Budget Document for more information.

- **Medical Insurance** premiums will reduce for the second year in a row. Despite Obamacare's increased taxes on medical services and devices, etc., the City's workforce performance with health care management and wellness program participation, the renewal rate will reduce between 6 and 10%. This matter is currently under final negotiations. The City's *Medical Loss Ratio* is performing at levels equal to last year's funding levels. Last year the City received a 5.5% reduction in premiums. Mr. Burnette, the City's administrator for medical insurance, has performed in an exemplary manner to represent the City's interest with rate negotiations with BCBS.

Unmet Needs vis-à-vis Strategic Plan

Three significant initiatives of City Council, as articulated in its Strategic Plan, which are not resourced as needed, are as follows:

- **Community Development and Removal of Blight** continues to be a major focus for the City. While the demolition budget for abandoned structures is on par with funding provided in FY14, it is simply not enough to address the backlog.

Key Total Budget Issues *(continued)*

- **Employee Compensation** remains an issue in terms of retaining and recruiting qualified employees. The recently completed *Pay and Classification Study* reveals, on average, the City's workforce is about 22.67% below peer cities and towns in compensation. This serves to fuel turnover as the economy improves in other areas, such as we are now seeing with Fire Department personnel, making it more difficult to recruit well qualified people to fill vacancies. Ms. Veazey, the consultant who performed the *Study*, is developing a 5-Year transition plan. The first year's installment addresses several positions in greatest need, thus not benefitting all employees this year. Additionally, the recommended budget does not provide for an overall cost-of-living adjustment.

- **General Fund Capital Improvements Plan Implementation** is not funded due to the lack of resources. The inability to provide for reasonable funding for fleet replacement, information technology replacement and expansion and general maintenance on buildings, sidewalks, storm drainage and street resurfacing are quite apparent.

Expenditure Drivers

There are several expenditure drivers in the budget that serve to increase the cost of doing business. Just as private sector business faces increases in its costs, so too does the City. A summary of several of the leading expenditure drivers are summarized below:

- **Budgetary Creep** is a term used to identify the incremental increases in the costs of doing business. Several factors in this include: 1) increased costs of purchasing utilities, especially electricity for the treatment plants and street lighting; 2) increased costs of contracted services to the City for a variety of services ranging from communications and lighting installation for police cars to land application of sludge for the water treatment and wastewater treatment plants, etc; 3) career development for employees has an impact on personnel costs as employees gain higher level certifications and move through the ranks as tenure, experience and proficiency are attained; and 4) increased costs for maintenance and repair of an aging vehicle and equipment fleet.

- **Public Safety Concerns** continue to be a major focus in the budget. Representing the lion's share, 47%, of the General Fund, funding still lags in meeting the needs requested by the Police and Fire chiefs. Sadly, current year property tax revenues only generate 38% of the Fund's estimated revenues.

**FY 14-15 BUDGET
TOTAL BUDGET SUMMARY
ALL FUNDS**

Key Total Budget Issues *(continued)*

Budgetary Position

The budgetary position for FY15 continues to be difficult. When natural growth does not drive budgetary revenue expansion, a locality must employ a combination of approaches including cost cutting, implementing efficiencies within operations, cost avoidance, increasing taxes, fees and rates and reductions in levels of service or eliminating services altogether. The City has deployed each of these approaches over time, particularly since 2005 when its general reserves were spent down to an alarming \$22,268.

The FY15 Budget continues cost avoidance by not recommending worthy and needed requests by the department directors. There are still frozen positions, technology that needs replacing and upgrading, and needs for increased funding for training and career development. A reduction in force of one position is recommended as part of reshuffling the budgetary deck.

- **Revenues are Lagging** due to very limited growth. While the City is seeing some positive signs of economic recovery, its local housing market still lags, and revenues are not keeping up with expenditure needs via natural growth. In the absence of natural growth, the City is forced to consider reductions of staffing, cuts to the operating and capital budgets and/or increases in the property tax, fees and utility rates. The recommended and approved changes in taxes, fees and utility rates are summarized below:
 - **Property Taxes**—No recommended increase.
 - **Sanitation Fee Increase**—No recommended increase.
 - **Sewer Rate Increase** of 3% recommended & approved
 - **Regional Water Rate Increase** of 5% recommended but 4% approved
 - **City Water Rate Increase** of 3.5% recommended but 3.5% approved

**FY 14-15 BUDGET
TOTAL BUDGET SUMMARY
ALL FUNDS**

Key Total Budget Issues (continued)

Impacts on Residential Customers				
FY15 Recommended Budget				
	FY14	FY15	Monthly Increase	Annual Increase
<i>Inside City</i>				
Property Tax: No Increase	\$ 0.62	\$ 0.62	NA	NA
Sanitation Fee: No Increase	\$ 29.00	\$ 29.00	NA	NA
Water Rate increase of 5% based on customer using 800 cubic feet of water per month.	\$ 13.70	\$ 14.39	\$ 0.69	\$ 8.28
Sewer Rate increase of 3% based on customer using 800 cubic feet of water per month	\$ 34.15	\$ 35.17	\$ 1.02	\$ 12.24
Total Impacts			\$ 1.71	\$ 20.52
<i>Outside City</i>				
Water Rate increase of 5% based on customer using 800 cubic feet of water per month.	\$ 41.84	\$ 43.93	\$ 2.09	\$ 25.08
Sewer Rate increase of 3% based on customer using 800 cubic feet of water per month	\$ 104.61	\$ 107.75	\$ 3.14	\$ 37.68
Total Impacts			\$ 5.23	\$ 62.76
Notes: 1) 800 cubic feet of water = 5,984 gallons of water. 1 cubic foot of water = 7.4805 gallons of water.				12 June 2014, rg

**FY 14-15 BUDGET
TOTAL BUDGET SUMMARY
ALL FUNDS**

FY 14-15 TOTAL BUDGET SUMMARY				
REVENUES				
Fund		Requested	Recommended	Approved
<i>Governmental Funds</i>				
10	General Operating	\$ 15,196,000	\$ 15,196,000	\$ 15,196,000
11	Powell Bill Operating	\$ 440,000	\$ 440,000	\$ 440,000
<i>Enterprise Funds</i>				
30	Water Enterprise	\$ 7,167,000	\$ 7,167,000	\$ 7,126,000
31	Sewer Enterprise	\$ 4,842,000	\$ 4,842,000	\$ 4,842,000
64	Regional Water Enterprise	\$ 4,319,000	\$ 4,319,000	\$ 4,280,000
<i>Trust Funds</i>				
40	Library Trust	\$ -	\$ -	\$ -
50	LEO Pension Trust	\$ -	\$ -	\$ -
51	Elmwood Cemetery Trust	\$ -	\$ -	\$ -
<i>Capital Reserve Funds</i>				
70	Capital Reserve Utilities	\$ 293,000	\$ 293,000	\$ 293,000
72	Capital Reserve General	\$ -	\$ -	\$ -
73	Capital Reserve Economic Development	\$ 15,800	\$ 15,800	\$ 15,800
78	Capital Reserve Regional	\$ 3,934,653	\$ 3,842,000	\$ 3,803,000
79	Capital Reserve Rate Stabilization	\$ 4,985,900	\$ 5,036,400	\$ 5,022,800
	Subtotal	\$ 41,193,353	\$ 41,151,200	\$ 41,018,600
<i>Less Inter-Fund Transfers</i>				
	FR 11 Powell Bill to 10 General	\$ 440,000	\$ 440,000	\$ 440,000
	FR 30 Water CA to 10 General	\$ 361,300	\$ 361,300	\$ 361,300
	FR 31 Sewer CA to 10 General	\$ 402,800	\$ 402,800	\$ 402,800
	FR 51 Elmwood to 10 General	\$ -	\$ -	\$ -
	FR 64 Regional CA to 10 General	\$ 225,000	\$ 225,000	\$ 225,000
	FR 31 Sewer CA to 30 Water	\$ 205,400	\$ 205,400	\$ 205,400
	FR 64 Regional CA to 30 Water	\$ 80,000	\$ 80,000	\$ 80,000
	FR: 64 Regional to 30 Water	\$ 16,000	\$ 16,000	\$ 16,000
	FR: 79 Rate Stabilization to 31 Sewer	\$ -	\$ -	\$ -
	FR: 78: CR Regional to 64 Water	\$ -	\$ -	\$ -
	FR: 31 Sewer to 70: CR Utilities	\$ 77,800	\$ 77,800	\$ 77,800
	FR: 30 Water to 70 CR Utilities	\$ 50,100	\$ 50,100	\$ 50,100
	FR: 10 General to 73 CR Econ Dev	\$ -	\$ -	\$ -
	FR 64 Regional to 78 Regional Reserve	\$ 892,000	\$ 800,000	\$ 761,000
	FR: 30 Water to 79 CR Rates	\$ 952,000	\$ 1,003,400	\$ 989,800
	FR 31: Sewer Fund to 79 CR Rates	\$ 436,000	\$ 436,000	\$ 436,000
	Total: Inter-Fund Transfers	\$ 4,138,400	\$ 4,097,800	\$ 4,045,200
<i>Revenue Summary</i>				
	Operating Budgets' Total	\$ 41,193,353	\$ 41,151,200	\$ 41,018,600
	Less Inter-Fund Transfers' Total	\$ 4,138,400	\$ 4,097,800	\$ 4,045,200
	TOTAL FY 15 REVENUES	\$ 37,054,953	\$ 37,053,400	\$ 36,973,400

Last Updated: 12 June 14, rg

**FY 14-15 BUDGET
TOTAL BUDGET SUMMARY
ALL FUNDS**

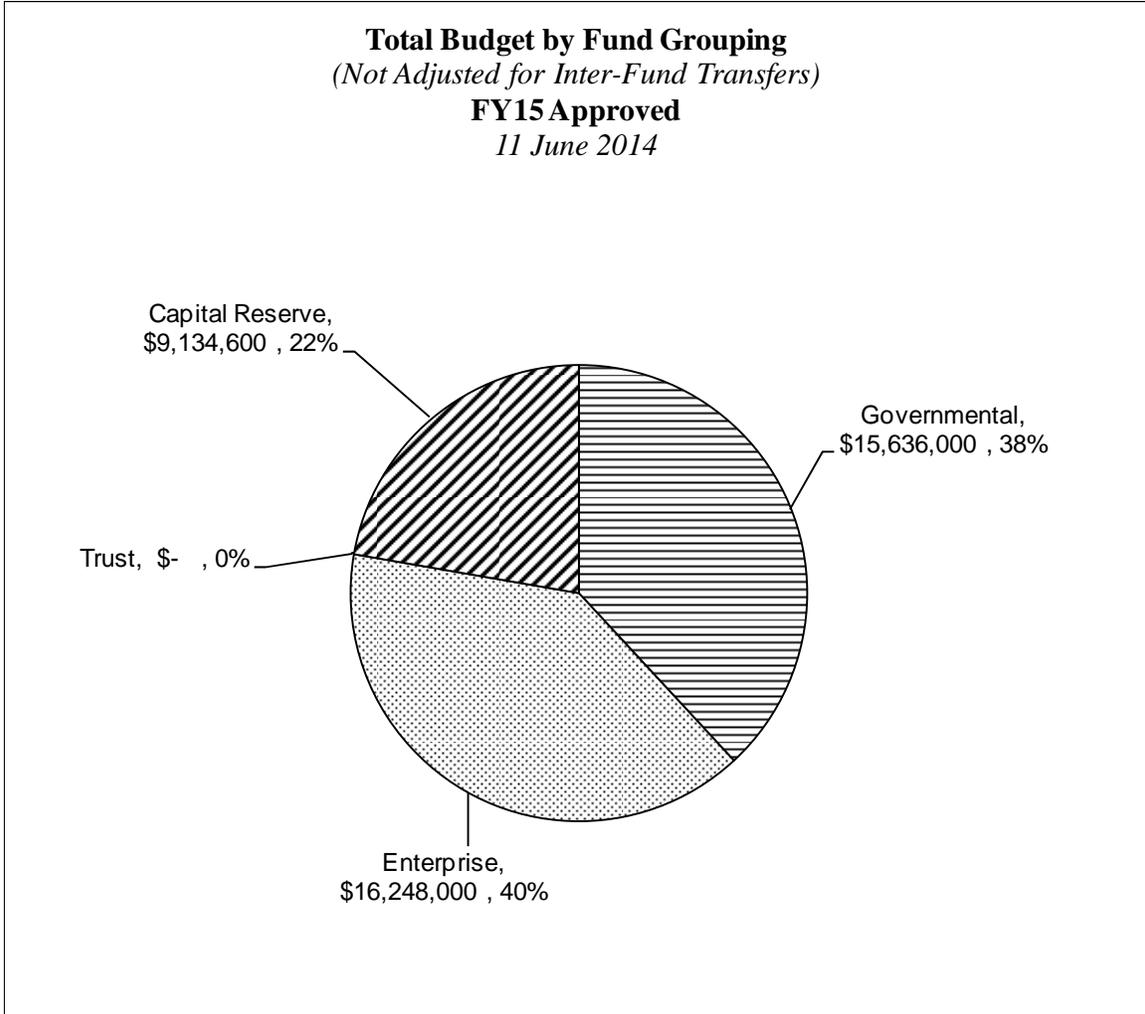
FY 14-15 TOTAL BUDGET SUMMARY				
EXPENDITURES				
Fund		Requested	Recommended	Approved
<i>Governmental Funds</i>				
10	General Operating	\$ 17,733,279	\$ 15,196,000	\$ 15,196,000
11	Powell Bill Operating	\$ 440,000	\$ 440,000	\$ 440,000
<i>Enterprise Funds</i>				
30	Water Enterprise	\$ 7,207,767	\$ 7,167,000	\$ 7,126,000
31	Sewer Enterprise	\$ 4,601,600	\$ 4,842,000	\$ 4,842,000
64	Regional Water Enterprise	\$ 4,582,200	\$ 4,319,000	\$ 4,280,000
<i>Trust Funds</i>				
40	Library Trust	\$ -	\$ -	\$ -
50	LEO Pension Trust	\$ -	\$ -	\$ -
51	Elmwood Cemetery Trust	\$ -	\$ -	\$ -
<i>Capital Reserve Funds</i>				
70	Capital Reserve Utilities	\$ 293,000	\$ 293,000	\$ 293,000
72	Capital Reserve General	\$ -	\$ -	\$ -
73	Capital Reserve Economic Development	\$ 15,800	\$ 15,800	\$ 15,800
78	Capital Reserve Regional	\$ 3,934,653	\$ 3,842,000	\$ 3,803,000
79	Capital Reserve Rate Stabilization	\$ 5,036,400	\$ 5,036,400	\$ 5,022,800
Subtotal		\$ 43,844,699	\$ 41,151,200	\$ 41,018,600
<i>Less Inter-Fund Transfers</i>				
	TO 10 General from 11 Powell Bill	\$ 440,000	\$ 440,000	\$ 440,000
	TO: 10 General from 30 Water CA	\$ 361,300	\$ 361,300	\$ 361,300
	TO 10 General from 31 Sewer CA	\$ 201,400	\$ 402,800	\$ 402,800
	TO 10 General from 51 Elmwood	\$ -	\$ -	\$ -
	TO 10 General from 64 Regional CA	\$ 225,000	\$ 225,000	\$ 225,000
	TO 30 Water CA from 31 Sewer	\$ 114,900	\$ 205,400	\$ 205,400
	TO 30 Water from 64 Regional CA	\$ 80,000	\$ 80,000	\$ 80,000
	TO: 30 Water from 64: Regional	\$ 16,000	\$ 16,000	\$ 16,000
	TO: 31: Sewer from 79 Rate Stabilization	\$ -	\$ -	\$ -
	TO: 64 Water from 78 CR Regional	\$ -	\$ -	\$ -
	TO: 70 CR Utilities from 31 Sewer	\$ 77,800	\$ 77,800	\$ 77,800
	TO: 70 CR Utilities from 30 Water	\$ 50,100	\$ 50,100	\$ 50,100
	TO: 73 CR Econ Dev from 10 General	\$ -	\$ -	\$ -
	TO 78 Regional Reserve from 64 Regional	\$ 825,000	\$ 800,000	\$ 761,000
	TO: 79: CR Rates from 30 Water	\$ 952,000	\$ 1,003,400	\$ 989,800
	TO: 79 CR Rates from 31 Sewer	\$ 132,100	\$ 436,000	\$ 436,000
Total: Inter-Fund Transfers		\$ 3,475,600	\$ 4,097,800	\$ 4,045,200
<i>Expenditure Summary</i>				
Operating Budgets' Total		\$ 43,844,699	\$ 41,151,200	\$ 41,018,600
Less Inter-Fund Transfers' Total		\$ 3,475,600	\$ 4,097,800	\$ 4,045,200
TOTAL FY 15 EXPENDITURES		\$ 40,369,099	\$ 37,053,400	\$ 36,973,400

Last Updated: 12 June 14, rg

**FY 14-15 BUDGET
TOTAL BUDGET SUMMARY
ALL FUNDS**

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Total Fund Summary Key Metrics
Total Budget by Fund Categories

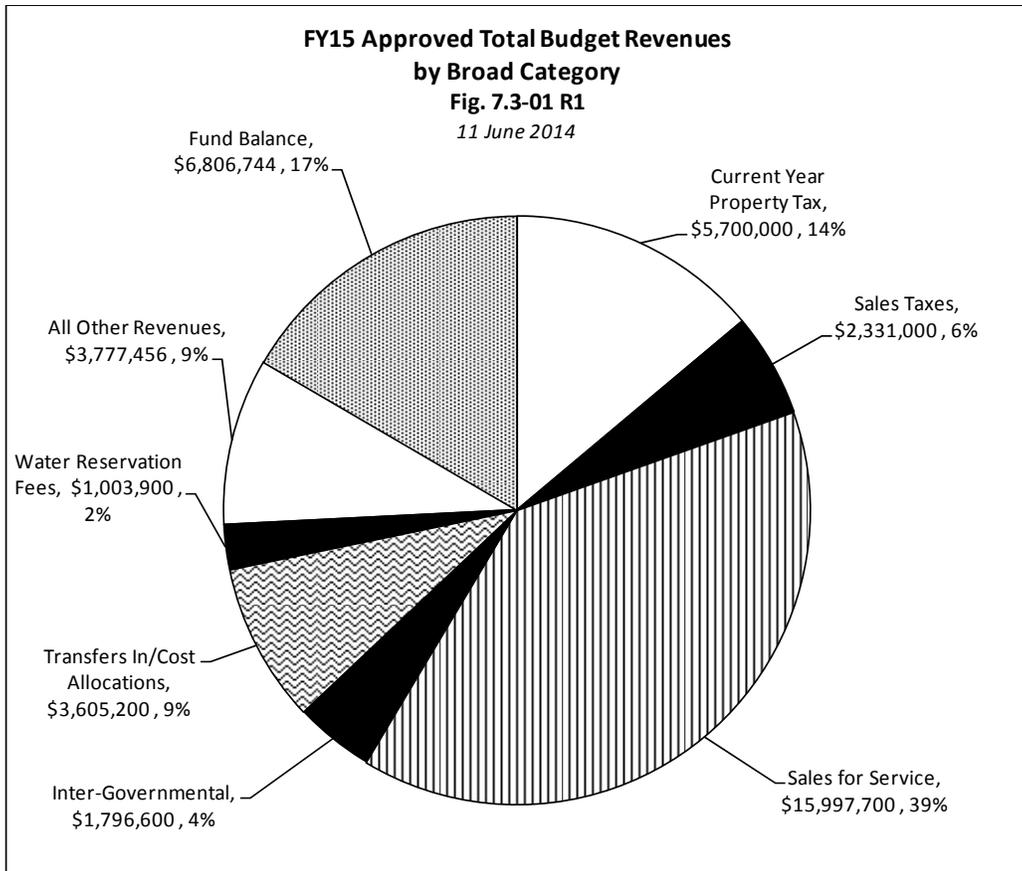


Capital Reserve funds account for 22% of the total FY15 Recommended Budget. This is due primarily to the City's significant efforts to reserve funds for the 20MGD Regional Water Plant expansion and the on-going renovation to the Water Reclamation Facility. The Enterprise funds for water operations, sewer operations and regional water production naturally make up the largest part of the total budget, or 40%. The Governmental funds, General and Powell Bill comprise 38% of the total budget.

**FY 14-15 BUDGET
TOTAL BUDGET SUMMARY
ALL FUNDS**

**Total Fund Summary Key Metrics (continued)
Total Revenues by Functional Area**

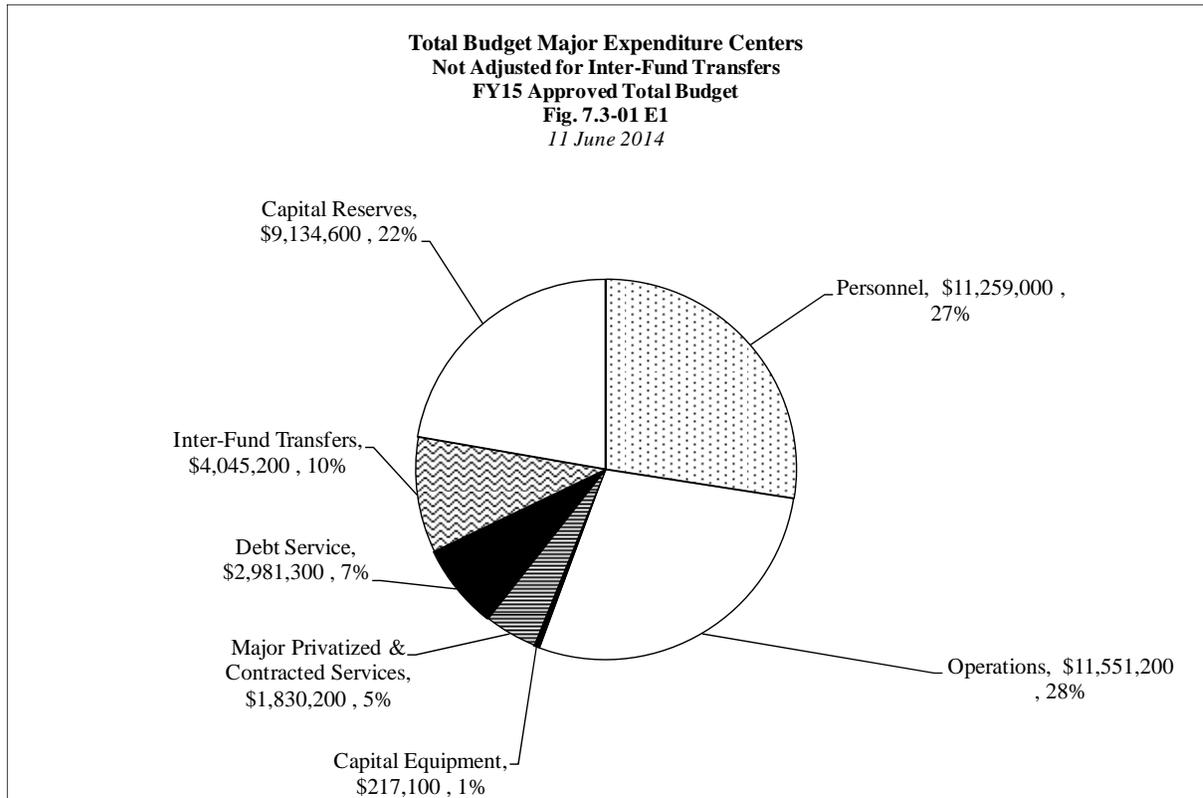
Approved Total Budget by Major Revenue Areas Not Adjusted for Inter-Fund Transfers 11 June 2014										
Fund	Current Year Property Tax	Sales Taxes	Sales for Service (sanitation, water & sewer)	Inter-Governmental	Transfers In From Other Funds & Cost Allocations	Water Reservation Fees	All Other Sources	Fund Balance	Total	
10: General	\$ 5,700,000	\$ 2,331,000	\$ 1,830,000	\$ 1,356,600	\$ 989,100	\$ 2,989,300	\$ -	\$ 15,196,000		
11: Powell Bill				\$ 440,000			\$ -	\$ -	\$ 440,000	
30: Water			\$ 5,508,700		\$ 301,400	\$ 1,003,900	\$ 312,000	\$ -	\$ 7,126,000	
31: Sewer			\$ 4,389,000		\$ -		\$ 453,000	\$ -	\$ 4,842,000	
64: Regional Water			\$ 4,270,000		\$ -		\$ 10,000	\$ -	\$ 4,280,000	
50: LEO									\$ -	
51: Elmwood									\$ -	
70: CR Utilities					\$ 127,900		\$ 156	\$ 164,944	\$ 293,000	
72: CR General									\$ -	
73: CR Economic					\$ -		\$ -	\$ 15,800	\$ 15,800	
78: CR Regional Water					\$ 761,000		\$ -	\$ 3,042,000	\$ 3,803,000	
79: CR Rate Stabilization					\$ 1,425,800		\$ 13,000	\$ 3,584,000	\$ 5,022,800	
Total	\$ 5,700,000	\$ 2,331,000	\$ 15,997,700	\$ 1,796,600	\$ 3,605,200	\$ 1,003,900	\$ 3,777,456	\$ 6,806,744	\$ 41,018,600	\$ 41,018,600
Notes:	1) For the purposes of General fund, Powell Bill is listed in this matrix as a transfer in rather than inter-governmental. It is shown on inter-governmental on some other graphs in the General Fund's pages.									



**FY 14-15 BUDGET
TOTAL BUDGET SUMMARY
ALL FUNDS**

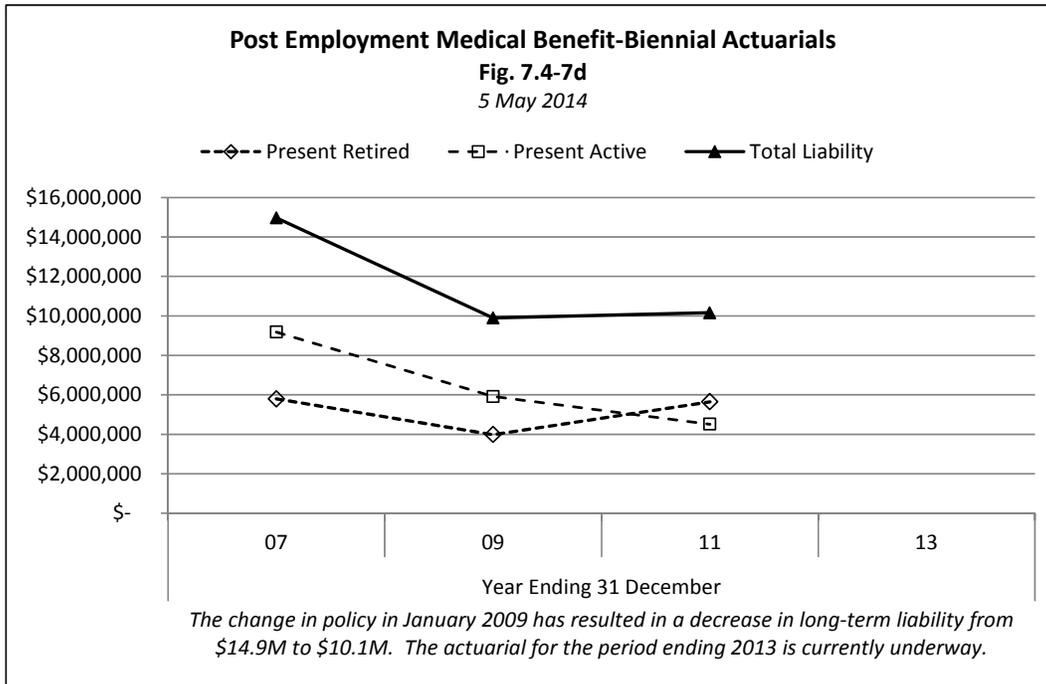
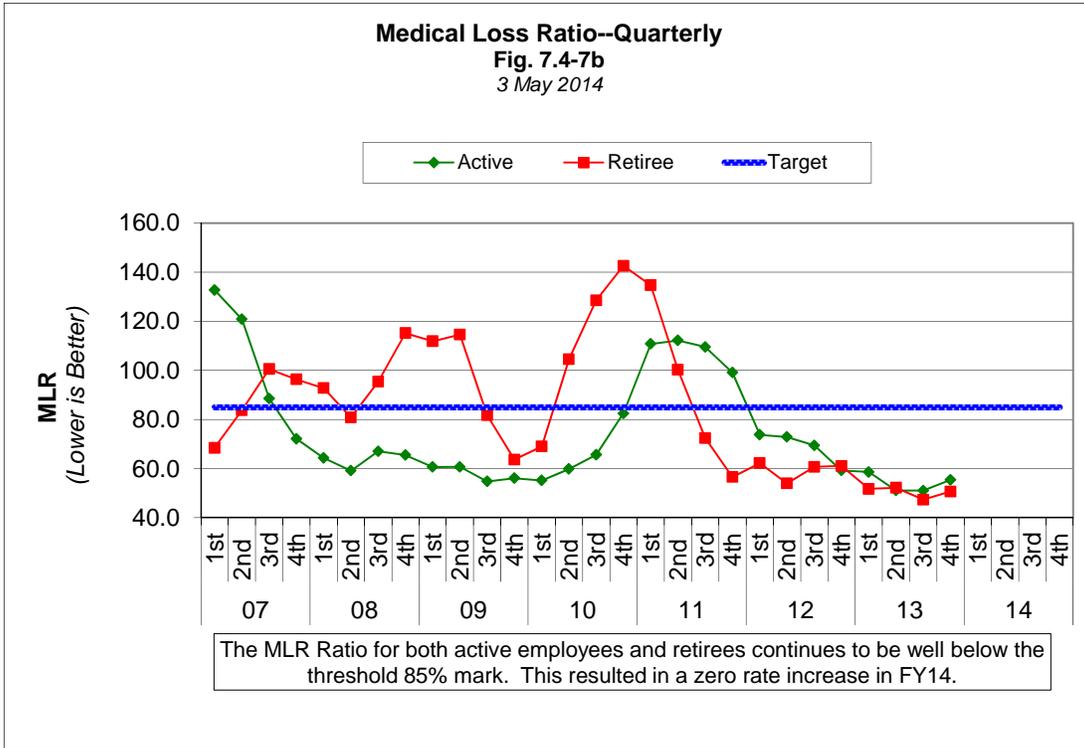
**Total Fund Summary Key Metrics (continued)
Total Expenditures by Functional Area**

Approved Total Budget by Major Expenditure Areas										
Not Adjusted for Inter-Fund Transfers										
11 June 2014										
Fund	Personnel	Operations	Capital Equipment	Major Privatized & Contracted Services	Debt Service	Inter-Fund Transfers	Capital Reserves	Total		
10: General	\$ 8,205,700	\$ 4,596,800	\$ 33,200	\$ 1,484,800	\$ 875,500	\$ -		\$ 15,196,000		
11: Powell Bill						\$ 440,000		\$ 440,000		
30: Water	\$ 1,101,400	\$ 3,895,800	\$ 48,800	\$ 60,000	\$ 618,800	\$ 1,401,200		\$ 7,126,000		
31: Sewer	\$ 1,262,100	\$ 1,550,900	\$ 61,100	\$ 140,400	\$ 705,500	\$ 1,122,000		\$ 4,842,000		
64: Regional Water	\$ 689,800	\$ 1,507,700	\$ 74,000	\$ 145,000	\$ 781,500	\$ 1,082,000		\$ 4,280,000		
50: LEO						\$ -		\$ -		
51: Elmwood						\$ -		\$ -		
70: CR Utilities						\$ -	\$ 293,000	\$ 293,000		
72: CR General						\$ -	\$ -	\$ -		
73: CR Economic						\$ -	\$ 15,800	\$ 15,800		
78: CR Regional Water						\$ -	\$ 3,803,000	\$ 3,803,000		
79: CR Rate Stabilization						\$ -	\$ 5,022,800	\$ 5,022,800		
Total	\$ 11,259,000	\$ 11,551,200	\$ 217,100	\$ 1,830,200	\$ 2,981,300	\$ 4,045,200		\$ 9,134,600	\$ 41,018,600	\$ 41,018,600
Notes:	<p>1. Inter-fund transfers include contributions to capital reserve funds and cost allocations from the enterprise funds to the General Fund.</p> <p>3. Major privatized / contracted services include: household sanitation service and disposal; cemetery maintenance, bio-solids disposal; utility billing and mailing, etc.</p>									

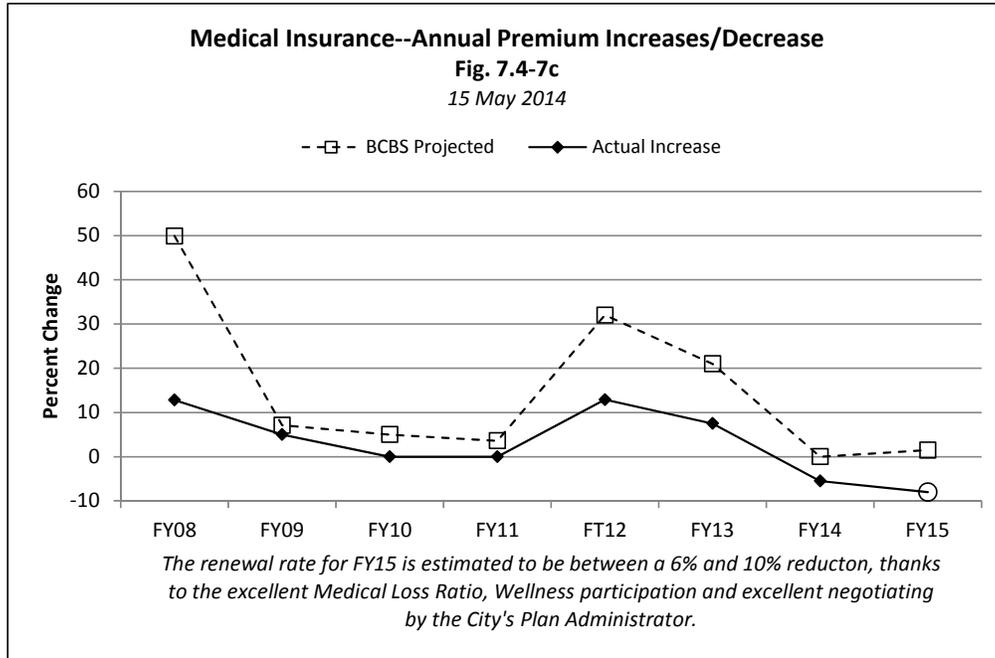


**FY 14-15 BUDGET
TOTAL BUDGET SUMMARY
ALL FUNDS**

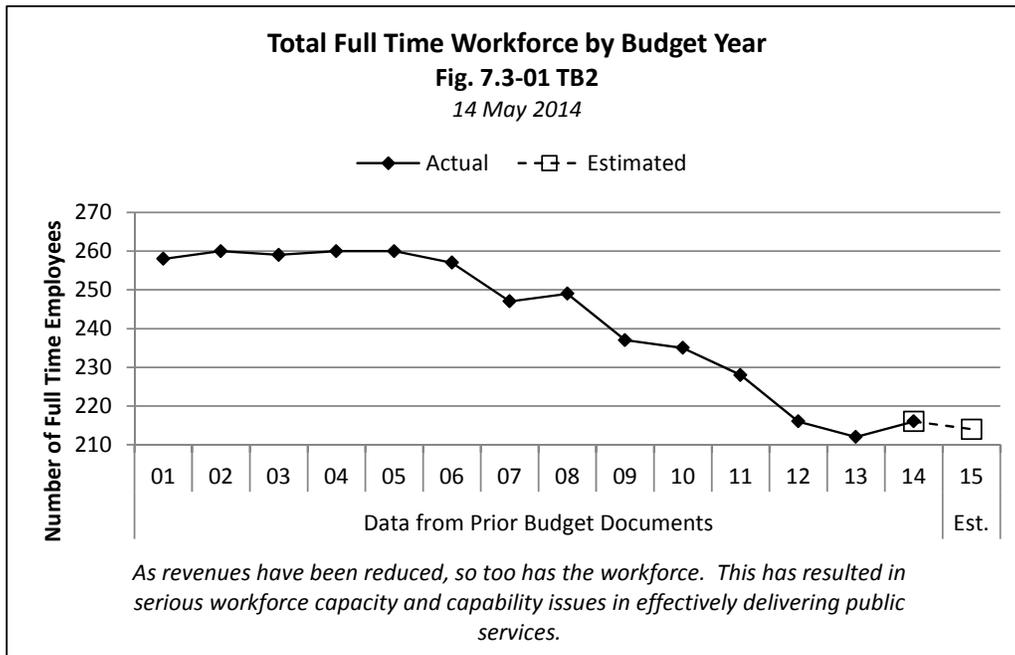
**Total Fund Summary Key Metrics (continued)
Key Factors Affecting Total Budget
Medical Insurance**



Total Fund Summary Key Metrics *(continued)*
Key Factors Affecting Total Budget
Medical Insurance



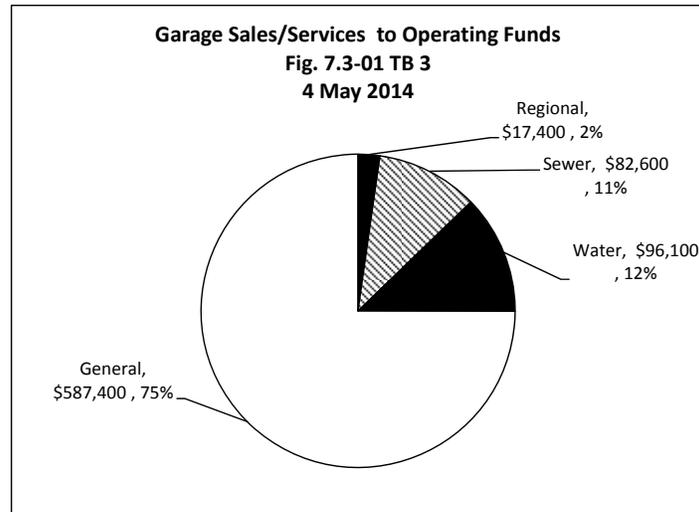
Workforce Capacity



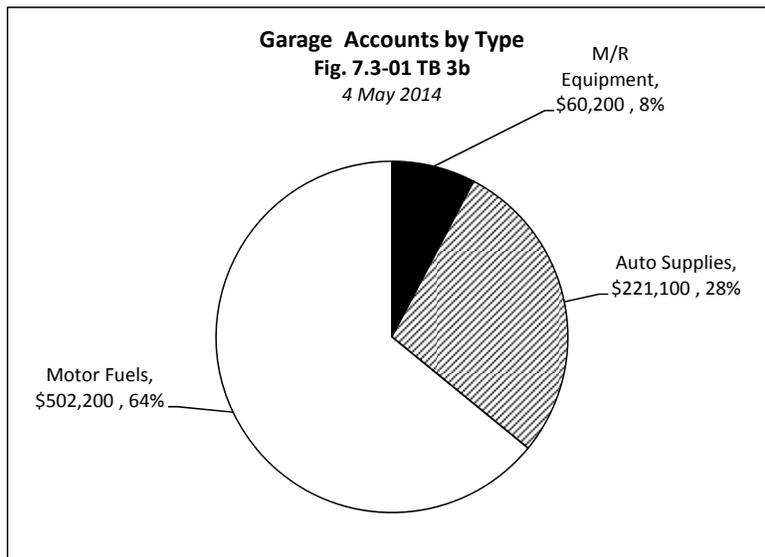
**FY 14-15 BUDGET
TOTAL BUDGET SUMMARY
ALL FUNDS**

Total Fund Summary Key Metrics *(continued)*
Key Factors Affecting Total Budget
Garage Services

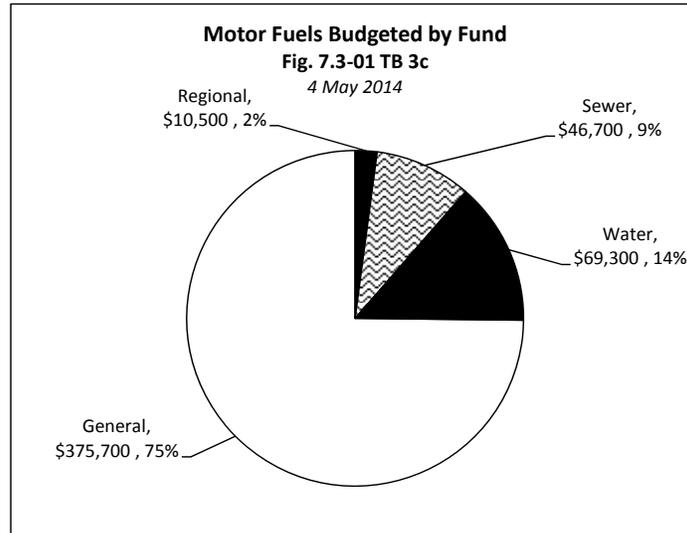
The City Garage is housed in the General Fund, Budget Division 10-555. It serves as a central service to all municipal operating departments across the four funds—General, Water, Sewer and Regional Water. The following pie chart reveals the percentage of financial contribution each fund provides for sales and services rendered by the Garage.



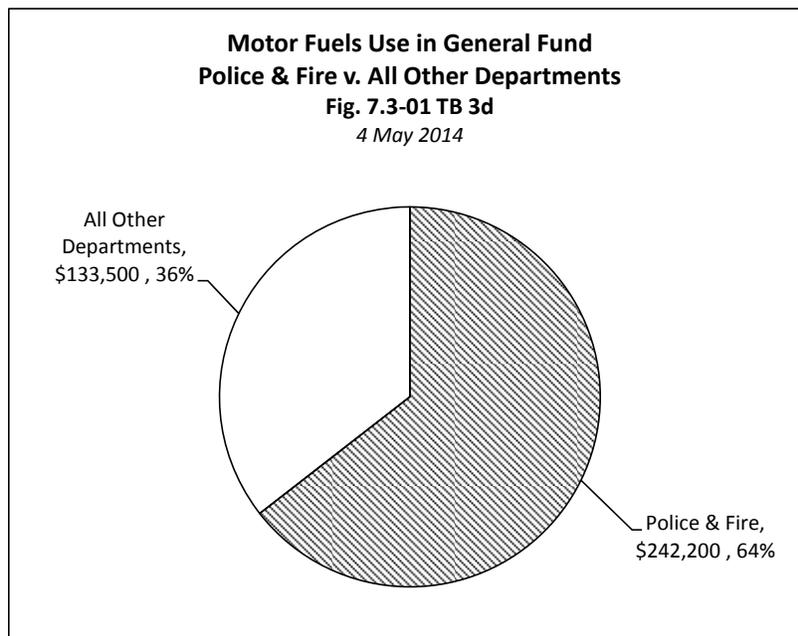
The Garage has three sales accounts billed to the various departments and operating funds as noted above. The total for these sales/services for FY15 is estimated to be \$783,500. The component charges are divided between these accounts as follows: motor fuels, Maintenance/Repair Equipment and Auto Supplies. The following pie chart shows the percentage each of these three accounts comprise of the whole.



Total Fund Summary Key Metrics *(continued)*
Key Factors Affecting Total Budget
Garage Services

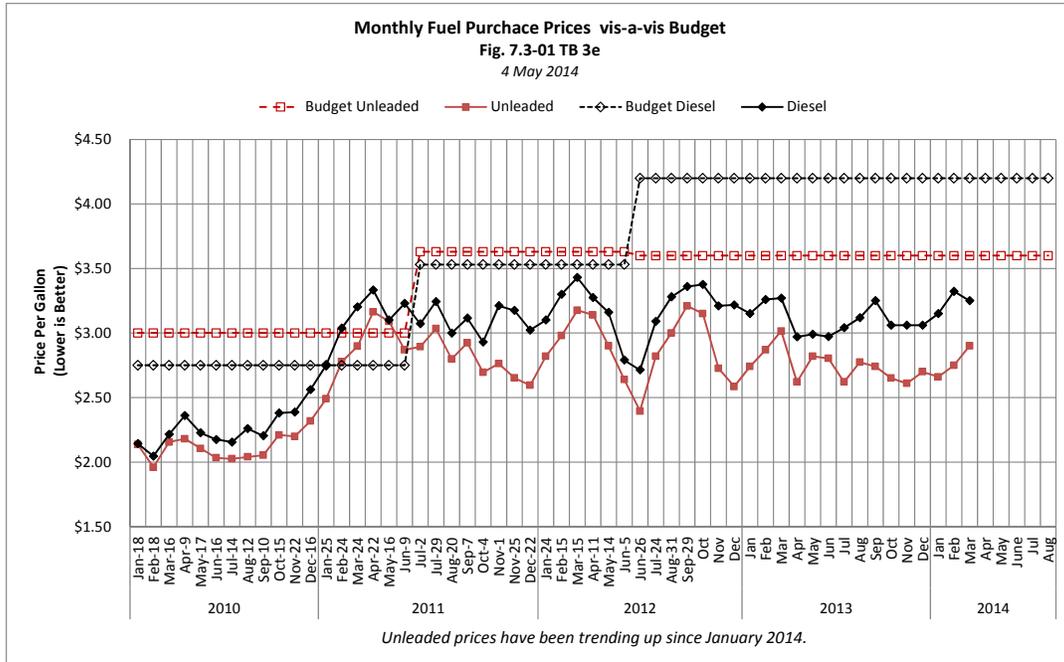


The General Fund consumes 75% of all motor fuels, and of that amount 64% is for Police and Fire departments and the balance of 36% is for all other General Fund departments.

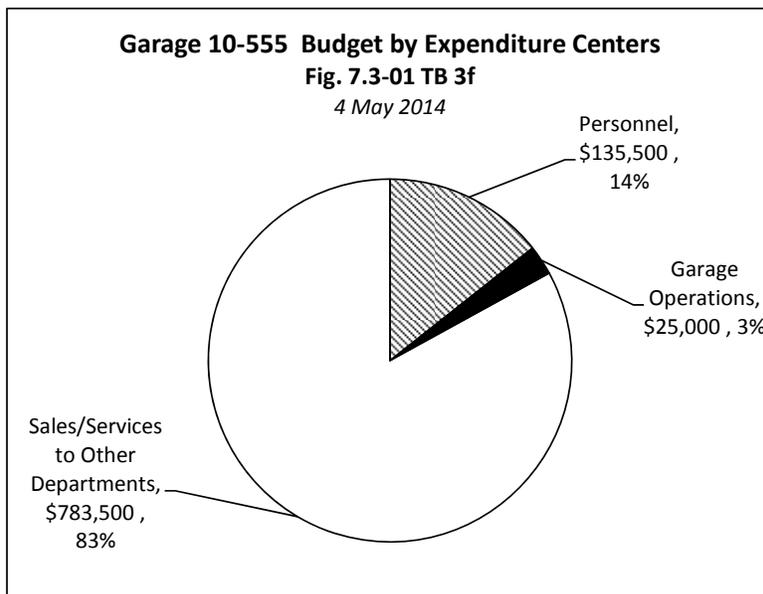


**FY 14-15 BUDGET
TOTAL BUDGET SUMMARY
ALL FUNDS**

**Total Fund Summary Key Metrics (continued)
Key Factors Affecting Total Budget
Garage Services**



While the total Garage budget is \$944,000, \$783,500 of that is for direct sales/services to the operating departments. Of the \$783,500, \$502,200 is for the purchase of motor fuels. The Garage is staffed by 3.5 positions at a cost of \$135,000 for wages and fringe benefits. The Garage operates on \$25,000 for all of its other day-to-day operating expenses.



Key Fund Issues

There are several key issues facing the General Fund that serve to not only impact FY15, but the next several fiscal years as well. A brief summary of these key issues is provided below:

- **The Economy Remains Sluggish**, thus providing a minimal growth budget.
- **Property Tax Revenues from the Maria Parham Medical Center (MPMC)** remain uncertain, thus having potential negative impacts on FY15. MPMC's appeal to the State regarding its appraised values has still not been settled. If the established tax values are reduced, the City's budget estimates for tax collection will be reduced.
- **Motor Vehicle Property Taxes have increased significantly**, thanks to the State's new *Tax and Tag* program. It appears revenues from this source are about \$200,000 more than anticipated in FY14 and have accrued to the overall benefit of the General Fund for FY15.
- **Sales Taxes Revenues are less** due to the State's decision to not continue the hold-harmless payments. According to the Finance Director, this will cost the City about \$50,000 a year in lost revenues. Unfortunately, growth in the sales tax revenues for FY14 are lack luster and do not reflect real growth upon which to project into FY15. For example, sales tax revenues are running only about \$11,000 ahead of budget estimates for the period July – February. The loss of middle and upper income shopping venues to the Raleigh-Durham commercial areas, the continuing decline in population and the high poverty rate all combine to depress retail sales, and thus sales tax revenues.
- **Sanitation Privatization** of the collection of household refuse has been very successful. The second annual customer satisfaction survey reveals 89.25% of customers are satisfied or very satisfied with the service.
- **Serious Staff Capacity issues exist** within several of the General Fund's operating departments: Administrative, Code Compliance, Planning, Finance and Parks & Recreation departments. This means work is either not getting done and/or increased costs for overtime and/or compensatory time are being accrued. In order to address this issue in the Finance Department, it is recommended funding for the frozen Assistant Finance Director be restored for a six (6) month period at an estimated cost of about \$30,000. This would provide for a January-June employment period. This position is critically needed in order to better address fixed assets, budget development and routine analysis, etc..
- **Career Development** is built into the budget recommendation. The major recipients of this program are police and fire personnel. The estimated cost for same is approximately \$22,000.

FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY

Key Fund Issues (*continued*)

- **An Aging Motor Vehicle and Equipment Fleet** are driving up estimated costs for maintenance and repair in the new budget. This is particularly serious in the Police and Fire departments.
 - **Police:** While Police Asset Forfeiture is of some assistance, its reduced balances cannot meet the needs, thus \$19,000 is recommended for lease purchase to purchase three (3) police vehicles replacing the following units:
 - 2007 Chevrolet Tahoe, 110,909 miles
 - 2008 Ford Crown Victoria, 95,593 miles
 - 2008 Ford Crown Victoria, 92,524 miles
 - **Fire:** Two vehicles are now out of service and are scheduled to be replaced with \$15,000 set aside for a 5-year lease purchase as follows:
 - 1994 Chevrolet Suburban, 96,887 miles and blown engine.
 - 2001 Dodge Durango SUV, totaled as result of tree limb falling on it during the recent ice storm.
- **Downtown Cleanliness** has not been as good as it was when it was under contract-\$10,000 is recommended to reinstate the contract in order to keep the downtown business district cleaner and neater.
- **Asset Forfeiture Fund Balance is utilized** in order to provide funding for overtime, training and schooling, grant match funds, small capital items such as shotguns, and additional vehicles. Since funding simply is not available from general funds, \$325,000 is recommended for this purpose. The caveat to using these funds is it is not being replenished as quickly as it is being spent.
- **Main Street Program De-Funding** is recommended in the new budget. This Division of the Planning Department is staffed by one person. Unfortunately, the budget does not provide for operational and program funding. The annual \$10,000 contribution to the Downtown Development Commission (DDC) is recommended. The net reduction provided \$53,200 for reallocation within the General Fund. Human Resources will work to place the employee in another job with the City.
- **Fund Balance is not utilized** for balancing the FY15 Budget. This action recognizes the continued weak position of the unassigned fund balance and the need to utilize it only for one-time expenditures, such as grant matches, rather than using it for financing continuing operations as well as Council's long standing policy to not draw upon the fund balance if possible.
- **The Budget is severely lagging vis-à-vis inflation.** Since the Great Recession year of FY 2009, the growth in the General Fund has been lackluster at best and has fallen well below the rate of inflation. This means there zero funds to address service delivery and employee compensation needs. (*See Graph Fig 7.3-10E14c) on GF Page21)*

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

- **The General Fund Revenue** issues have resulted in a budget that does not meet the current or future business needs of the City. By this I refer to the City's inability to: **1)** Systematically replace its aging fleet of vehicles and equipment; **2)** Provide levels of service and programs enjoyed prior to FY09; **3)** Provide infrastructure maintenance funding for an effective street resurfacing and storm drainage improvement program; **4)** Pay employees a competitive wage; etc.

- **Budget is balanced without any tax or fee increases.** Thanks to the serious belt-tightening efforts of the Department Directors to reduce budget requests back to 1 July 2013 levels and readjusting some budget priorities providing for further reductions in spending, there are no recommended increases in the property tax rate or the sanitation fee.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

Revenues

10: GENERAL OPERATIONS FUND REVENUE DETAIL									
Estimated Status as of 1 July 2014									
10	GENERAL OPERATIONS FUND	Revenues	FY12	FY13	FY14		FY15		
			Prior Year Actual	Prior Year Actual	Current Year as amended	Estimated 30 June 13	Dept. Requested	Manager Recommend	Council Approved
Operating Revenues									
Ad Valorem Taxes									
	10-100-400-400	Ad Valorem-All Prior Years	\$ 31,316	\$ 7,701	\$ 5,000	\$ 4,500	\$ 4,900	\$ 4,900	\$ 4,900
	10-100-400-308	Ad Valorem-2008	\$ 30,815	\$ 7,013	\$ -	\$ 5,600	\$ -	\$ -	\$ -
	10-100-400-309	Ad Valorem-2009	\$ 68,534	\$ 17,218	\$ 5,000	\$ 12,000	\$ 8,000	\$ 8,000	\$ 8,000
	10-100-400-310	Ad Valorem-2010	\$ 208,721	\$ 45,394	\$ 35,000	\$ 35,000	\$ 15,000	\$ 15,000	\$ 15,000
	10-100-400-311	Ad Valorem-2011	\$ 5,029,391	\$ 180,686	\$ 40,000	\$ 58,000	\$ 30,000	\$ 30,000	\$ 30,000
	10-100-400-312	Ad Valorem-2012	\$ -	\$ 5,432,137	\$ 170,000	\$ 170,000	\$ 60,000	\$ 60,000	\$ 60,000
	10-100-400-313	Ad Valorem-2013	\$ -	\$ -	\$ 5,677,900	\$ 5,700,000	\$ 150,000	\$ 150,000	\$ 150,000
	10-100-400-314	Ad Valorem-2014	\$ -	\$ -	\$ -	\$ -	\$ 5,700,000	\$ 5,700,000	\$ 5,700,000
	10-100-400-315	Ad Valorem-2015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-400-401	Debt Set-Off Ad Valorem	\$ (457)	\$ 1,297	\$ 1,000	\$ -	\$ -	\$ -	\$ -
	10-100-400-450	Tax Penalties & Interest	\$ 93,995	\$ 61,244	\$ 70,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
		Subtotal-Ad Valorem Taxes All Years	\$ 5,462,315	\$ 5,752,690	\$ 6,003,900	\$ 6,050,100	\$ 6,032,900	\$ 6,032,900	\$ 6,032,900
Other Local Taxes & Licenses									
	10-100-400-500	ABC Net Revenues	\$ 3,800	\$ 1,364	\$ 1,000	\$ 680	\$ 500	\$ 500	\$ 500
	10-100-400-520	1% Local Option Sales Tax (LOST)	\$ 880,553	\$ 887,746	\$ 950,000	\$ 950,000	\$ 955,000	\$ 955,000	\$ 955,000
	10-100-400-521	Two 1/2% LOST	\$ 942,993	\$ 959,199	\$ 1,000,000	\$ 1,000,000	\$ 1,001,000	\$ 1,001,000	\$ 1,001,000
	10-100-400-530	1/4 % LOST Hold-Harmless	\$ 531,936	\$ 545,945	\$ 425,000	\$ 425,000	\$ 375,000	\$ 375,000	\$ 375,000
	10-100-400-535	Solid Waste Disposal Tax	\$ 10,505	\$ 8,656	\$ 6,400	\$ 5,500	\$ 6,000	\$ 6,000	\$ 6,000
	10-100-400-540	Business Privilege License (BPL)	\$ 391,556	\$ 175,354	\$ 203,000	\$ 203,000	\$ 211,000	\$ 211,000	\$ 211,000
	10-100-400-541	BPL: Precious Metals Permit	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-400-550	Motor Vehicle Licenses	\$ 112,740	\$ 105,783	\$ 105,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
	10-100-400-555	Vehicle Rental Tax	\$ 12,668	\$ 11,188	\$ 6,000	\$ 14,000	\$ 13,000	\$ 13,000	\$ 13,000
		Subtotal-Other Taxes & Licenses	\$ 2,886,781	\$ 2,695,235	\$ 2,696,400	\$ 2,898,180	\$ 2,861,500	\$ 2,861,500	\$ 2,861,500
Inter-Governmental Unrestricted									
	10-100-400-570	Payment in Lieu of Tax: Vance Co PHA	\$ 1,684	\$ 1,986	\$ 1,500	\$ 1,590	\$ 1,500	\$ 1,500	\$ 1,500
	10-100-400-560	Vance County ABC Bottle Tax 5%	\$ 1,775	\$ 1,784	\$ 1,600	\$ 1,241	\$ 1,100	\$ 1,100	\$ 1,100
	10-100-411-010	State Beer and Wine Tax	\$ 66,663	\$ 62,040	\$ 70,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
	10-100-411-020	State Utility Franchise Tax	\$ 826,279	\$ 833,970	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000
	10-100-411-035	NC Sales Tax Refund	\$ 5,041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Subtotal-Inter-Governmental Unrestricted	\$ 901,442	\$ 899,780	\$ 923,100	\$ 912,831	\$ 912,600	\$ 912,600	\$ 912,600
Inter-Governmental Restricted									
	10-100-455-072	Bulletproof Vest Grant-Police	\$ 2,705	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	\$ -	\$ -
	10-100-455-091	State Asset Forfeiture	\$ 6,178	\$ 7,032	\$ -	\$ 2,250	\$ -	\$ -	\$ -
	10-100-455-092	Federal Asset Forfeiture	\$ 3,341	\$ 8,074	\$ -	\$ 8,560	\$ -	\$ -	\$ -
	10-100-455-093	Federal Treasury Homeland Sec Assets	\$ -	\$ 5,709	\$ -	\$ 11,978	\$ -	\$ -	\$ -
	10-100-455-094	Federal Asset Forfeiture- Auctions	\$ 4,418	\$ 5,059	\$ -	\$ 2,266	\$ -	\$ -	\$ -
	10-100-455-800	NCDOT Mowing Contract	\$ 2,185	\$ 2,338	\$ 4,000	\$ 4,300	\$ 4,000	\$ 4,000	\$ 4,000
	10-100-455-900	NCDOT-Snow & Ice Removal Contract	\$ -	\$ -	\$ -	\$ 3,160	\$ -	\$ -	\$ -
	10-100-436-550	Federal FEMA Reimbursement	\$ 27,678	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Subtotal-Inter-Governmental Restricted	\$ 46,504	\$ 30,712	\$ 6,500	\$ 35,014	\$ 4,000	\$ 4,000	\$ 4,000
Sales & Services									
Garage Internal Service									
	10-100-433-100	Garage Sales	\$ 592,823	\$ 606,821	\$ 779,700	\$ 779,700	\$ 783,500	\$ 783,500	\$ 783,500
		Subtotal-Garage Sales	\$ 592,823	\$ 606,821	\$ 779,700	\$ 779,700	\$ 783,500	\$ 783,500	\$ 783,500
Sanitation Sales & Services									
	10-100-455-400	Refuse Collection	\$ 1,668,847	\$ 1,725,093	\$ 1,824,000	\$ 1,830,000	\$ 1,830,000	\$ 1,830,000	\$ 1,830,000
	10-100-455-402	Rubbish Pick-Up	\$ 8,588	\$ 4,460	\$ 4,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
	10-100-455-405	Call Back Pick-Up	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-455-410	Miscellaneous Refuse Collection	\$ 900	\$ 375	\$ -	\$ 900	\$ -	\$ -	\$ -
	10-100-455-500	Bad Debt Recovery Sanitation	\$ 1,437	\$ 1,845	\$ 1,500	\$ 1,500	\$ 1,000	\$ 1,000	\$ 1,000
	10-100-455-501	Bad Debt Recovery-Debt Set-Off	\$ 409	\$ 3,219	\$ 1,500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
	10-100-455-035	Sale of Leaf Bags	\$ 1,678	\$ 1,397	\$ 1,000	\$ 1,200	\$ 1,000	\$ 1,000	\$ 1,000
	10-100-455-200	Demolition & Lot Cleaning Fees Paid	\$ 25,352	\$ 646	\$ 500	\$ 1,500	\$ 1,000	\$ 1,000	\$ 1,000
	10-100-400-452	Demolition & Lot Liens Collected	\$ 230	\$ 1,605	\$ 3,000	\$ -	\$ -	\$ -	\$ -
		Subtotal-Sanitation Sales & Services	\$ 1,707,471	\$ 1,738,640	\$ 1,835,500	\$ 1,839,100	\$ 1,837,000	\$ 1,837,000	\$ 1,837,000
Recreation Programs & Services									
	10-100-433-200	Recreation Fees & Revenues	\$ 51,711	\$ 47,065	\$ 56,000	\$ 56,000	\$ 55,000	\$ 55,000	\$ 55,000
	10-100-433-201	Aycock-Aquatic Center Revenues	\$ 68,038	\$ 74,136	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000
	10-100-422-221	Rental-Ramsey Street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-433-300	Rental-Fox Pond Park	\$ 1,640	\$ 4,749	\$ 2,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
	10-100-477-020	Vance County-45% Operations	\$ 342,679	\$ 355,947	\$ 375,100	\$ 375,100	\$ 375,100	\$ 375,100	\$ 375,100
	10-100-477-040	Vance County Youth Services	\$ 179,748	\$ 180,282	\$ 148,600	\$ 148,600	\$ 164,000	\$ 164,000	\$ 164,000
	10-100-477-021	Vance County-45% Aycock Operations	\$ 265,783	\$ 274,745	\$ 127,000	\$ 127,000	\$ 127,000	\$ 127,000	\$ 127,000
	10-100-477-022	Vance County-50% Aycock Debt Service	\$ -	\$ -	\$ 153,700	\$ 153,700	\$ 153,700	\$ 153,700	\$ 153,700
		Subtotal-Recreation Program & Services	\$ 909,599	\$ 936,924	\$ 928,400	\$ 927,400	\$ 941,800	\$ 941,800	\$ 941,800

Last Updated:12 June 14arg

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

Revenues (continued)

10: GENERAL OPERATIONS FUND REVENUE DETAIL									
Estimated Status as of 1 July 2014									
10 GENERAL OPERATIONS FUND	Revenues (Continued)	FY12 Prior Year Actual	FY13 Prior Year Actual	FY14		FY15			
				Current Year as amended	Estimated 30 June 13	Dept. Requested	Manager Recommend	Council Approved	
Miscellaneous Sales & Services									
	10-100-455-300	Zoning & BOA Permits	\$ 16,115	\$ 13,705	\$ 17,000	\$ 17,000	\$ 15,000	\$ 15,000	\$ 15,000
	10-100-455-600	Cemetery Lot Sales & Services	\$ 15,750	\$ 8,250	\$ 6,000	\$ 14,000	\$ 7,000	\$ 7,000	\$ 7,000
	10-100-422-220	Rental-Police Training Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		<i>Subtotal-Miscellaneous Sales & Services</i>	\$ 31,865	\$ 21,955	\$ 23,000	\$ 31,000	\$ 22,000	\$ 22,000	\$ 22,000
		<i>Subtotal-Sales & Services</i>	\$ 3,241,758	\$ 3,304,340	\$ 3,566,600	\$ 3,577,200	\$ 3,584,300	\$ 3,584,300	\$ 3,584,300
Miscellaneous Revenues									
<i>Miscellaneous</i>									
	10-100-422-110	Court Cost Fees	\$ 8,265	\$ 6,407	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
	10-100-422-210	Parking Violations	\$ 4,615	\$ 1,819	\$ 2,000	\$ 600	\$ -	\$ -	\$ -
	10-100-422-212	Fire Code Violations	\$ 200	\$ 250	\$ -	\$ 300	\$ -	\$ -	\$ -
	10-100-422-211	Fire Inspection Fee	\$ -	\$ -	\$ 25,100	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	10-100-422-213	False Alarms	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-433-407	Returned Check Fees	\$ 125	\$ 100	\$ -	\$ 100	\$ -	\$ -	\$ -
	10-100-433-470	Sale of Material	\$ 756	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-433-471	Sale of Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-457-000	Sale of Assets & Material	\$ 4,374	\$ 8,132	\$ 7,000	\$ 7,000	\$ 8,000	\$ 8,000	\$ 8,000
	10-100-444-010	Investments	\$ 5,455	\$ 4,761	\$ 4,000	\$ 6,000	\$ 4,000	\$ 4,000	\$ 4,000
	10-100-455-010	Miscellaneous	\$ 935	\$ 20,942	\$ 8,520	\$ 8,600	\$ 8,600	\$ 8,600	\$ 8,600
	10-100-455-037	Coke Fund-Operations Center	\$ 334	\$ (261)	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-455-045	Coke Fund-City Hall	\$ -	\$ 52	\$ -	\$ 15	\$ -	\$ -	\$ -
	10-100-400-454	Civil Penalties	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -
		<i>Subtotal-Miscellaneous</i>	\$ 27,565	\$ 42,252	\$ 52,620	\$ 43,615	\$ 41,600	\$ 41,600	\$ 41,600
Reimbursements & Rebates									
	10-100-455-015	Workers Comp Insurance Reimbursement	\$ 30,128	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-456-000	Insurance Proceeds	\$ 25,489	\$ 79,744	\$ 5,500	\$ 12,040	\$ 5,000	\$ 5,000	\$ 5,000
	10-100-455-412	Progress Energy Lighting Rebate	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-477-070	Reimbursement-Vance County	\$ 17,506	\$ 4,180	\$ -	\$ 590	\$ -	\$ -	\$ -
	10-100-477-009	CSX Transportation-County	\$ 2,000	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -
		<i>Subtotal-Reimbursements & Rebates</i>	\$ 75,123	\$ 83,924	\$ 5,500	\$ 14,630	\$ 5,000	\$ 5,000	\$ 5,000
Restricted Donations & Grants									
	10-100-455-030	Donation-Counteract	\$ (1,026)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-455-040	Donation-Recreation	\$ 4,630	\$ 14,772	\$ -	\$ 8,900	\$ -	\$ -	\$ -
	10-100-455-041	Donation-Bennett Perry House	\$ 111,568	\$ 10,800	\$ -	\$ 7,500	\$ -	\$ -	\$ -
	10-100-455-060	Donations- Fire Department	\$ (1,830)	\$ 369	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-455-070	Donations- Fire Prevention	\$ (5)	\$ 1,100	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-458-210	NCLM Grant	\$ 2,799	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		<i>Subtotal-Restricted Donations & Grants</i>	\$ 116,137	\$ 27,041	\$ -	\$ 16,400	\$ -	\$ -	\$ -
		<i>Subtotal-Miscellaneous</i>	\$ 218,824	\$ 153,217	\$ 58,120	\$ 74,645	\$ 46,600	\$ 46,600	\$ 46,600
Budgetary Appropriations									
<i>Inter-Fund Transfers</i>									
	10-100-461-011	Transfer from Powell Bill	\$ 375,237	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-461-050	Transfer from LEO	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-461-062	Transfer from Gov. Crime Comm. VRG	\$ 605	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-461-040	Transfer from 40: Public Library Fund	\$ -	\$ -	\$ 461	\$ 460	\$ -	\$ -	\$ -
	10-100-461-083	Transfer from BJA 2003	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-461-087	Transfer from Water-Fire Hydrant Guy	\$ 27,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-461-098	Transfer from Fund 98	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-461-230	Transfer from Water-60/40 Ops Split	\$ 23,617	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-461-232	Transfer from Sewer-60/40 Ops Split	\$ 23,617	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-461-233	Transfer from Water-Retirees	\$ 27,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-461-234	Transfer from Sewer-Retirees	\$ 19,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-461-235	Transfer from Regional-Retirees	\$ 20,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-980-461-012	Transfer from 12: Debt Service	\$ 822,633	\$ 820,300	\$ -	\$ -	\$ -	\$ -	\$ -
	10-980-461-041	Transfer from 41: CIP General	\$ 3,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-980-461-063	Transfer from 63: DOC Engery Grant	\$ -	\$ 6,920	\$ -	\$ -	\$ -	\$ -	\$ -
	10-980-461-083	Transfer from 83: Carey Chapel CR	\$ -	\$ 15,405	\$ -	\$ -	\$ -	\$ -	\$ -
	10-980-461-091	Transfer from 91: Hope VI	\$ 85	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-463-001	Transfer from Water-Admin Support	\$ 491,295	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-463-101	Transfer from Sewer-Admin Support	\$ 533,694	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-100-466-401	Transfer from Regional-Admin Support	\$ 224,910	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-980-461-011	Transfer from 11: Powell Bill Fund	\$ 395,238	\$ 445,100	\$ 445,100	\$ 440,000	\$ 440,000	\$ 440,000	\$ 440,000
	10-985-461-051	Transfer from 51: Elmwood Cemetery	\$ 182	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	10-985-471-030	Transfer from 30: Water-Cost Allocation	\$ 361,300	\$ 361,300	\$ 361,300	\$ 361,300	\$ 361,300	\$ 361,300	\$ 361,300
	10-985-471-031	Transfer from 31: Sewer-Cost Allocation	\$ 402,800	\$ 402,800	\$ 402,800	\$ 402,800	\$ 402,800	\$ 402,800	\$ 402,800
	10-985-471-064	Transfer from 64: Regional-Cost Allocation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
		<i>Subtotal-Inter-Fund Transfers</i>	\$ 2,595,294	\$ 2,227,145	\$ 1,434,661	\$ 1,434,660	\$ 1,429,100	\$ 1,429,100	\$ 1,429,100
Fund Balance Appropriations									
	10-990-490-999	Fund Balance Appropriated	\$ -	\$ -	\$ 189,260	\$ 189,260	\$ -	\$ -	\$ -
	10-995-490-999	Asset Forfeiture Fund Balance Appropriated	\$ -	\$ -	\$ 406,000	\$ 370,600	\$ 325,000	\$ 325,000	\$ 325,000
		<i>Subtotal-Fund Balance Appropriations</i>	\$ -	\$ -	\$ 595,260	\$ 559,860	\$ 325,000	\$ 325,000	\$ 325,000
		<i>Subtotal-Budgetary Appropriations</i>	\$ 2,595,294	\$ 2,227,145	\$ 2,029,921	\$ 1,994,520	\$ 1,754,100	\$ 1,754,100	\$ 1,754,100
Revenues Summary									
		Subtotal-Ad Valorem Taxes All Years	\$ 5,462,315	\$ 5,752,690	\$ 6,003,900	\$ 6,050,100	\$ 6,032,900	\$ 6,032,900	\$ 6,032,900
		Subtotal-Other Taxes & Licenses	\$ 2,886,781	\$ 2,695,235	\$ 2,696,400	\$ 2,898,180	\$ 2,861,500	\$ 2,861,500	\$ 2,861,500
		Subtotal-Inter-Governmental Unrestricted	\$ 901,442	\$ 899,780	\$ 923,100	\$ 912,831	\$ 912,600	\$ 912,600	\$ 912,600
		Subtotal-Inter-Governmental Restricted	\$ 46,504	\$ 30,712	\$ 6,500	\$ 35,014	\$ 4,000	\$ 4,000	\$ 4,000
		Subtotal-Sales & Services	\$ 3,241,758	\$ 3,304,340	\$ 3,566,600	\$ 3,577,200	\$ 3,584,300	\$ 3,584,300	\$ 3,584,300
		Subtotal-Miscellaneous	\$ 218,824	\$ 153,217	\$ 58,120	\$ 74,645	\$ 46,600	\$ 46,600	\$ 46,600
		Subtotal-Budgetary Appropriations	\$ 2,595,294	\$ 2,227,145	\$ 2,029,921	\$ 1,994,520	\$ 1,754,100	\$ 1,754,100	\$ 1,754,100
		Total Revenues	\$ 15,352,918	\$ 15,063,119	\$ 15,284,541	\$ 15,542,490	\$ 15,196,000	\$ 15,196,000	\$ 15,196,000

Last Updated:12 June 14arg

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

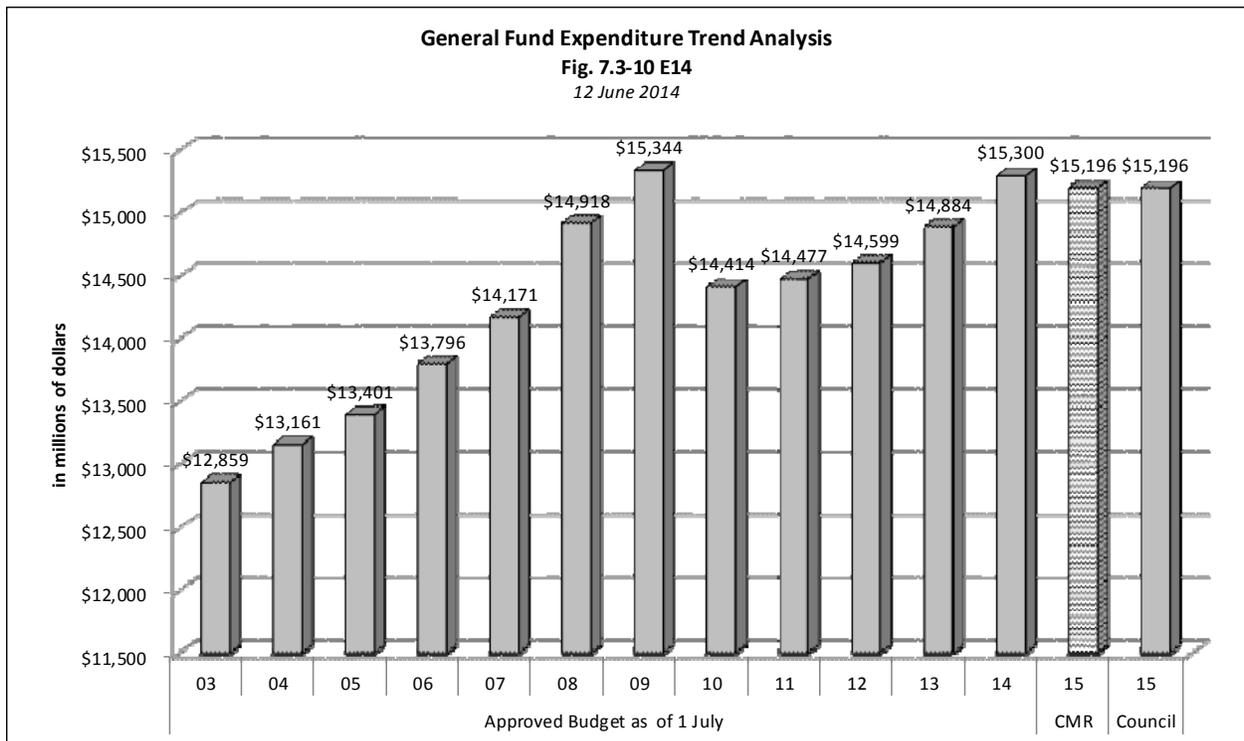
Expenditures

10: GENERAL OPERATIONS FUND EXPENDITURE DETAIL									
Estimated Status as of 1 July 2014									
10	GENERAL OPERATIONS FUND EXPENDITURES		FY12	FY13	FY14		FY15		
			Prior Year Actual	Prior Year Actual	Current Year as amended	Estimated 30 June 13	Dept. Requested	Manager Recommend	Council Approved
Expenditure Category									
Legislative									
	10-410	Governing Body	\$ 189,391	\$ 189,510	\$ 178,710	\$ 178,500	\$ 189,180	\$ 175,000	\$ 175,000
	10-414	City Attorney	\$ 71,227	\$ 80,469	\$ 71,700	\$ 69,600	\$ 114,100	\$ 69,000	\$ 69,000
		Subtotal-Legislative	\$ 260,618	\$ 269,979	\$ 250,410	\$ 248,100	\$ 303,280	\$ 244,000	\$ 244,000
Administrative									
	10-420	Administration	\$ 337,124	\$ 333,652	\$ 324,530	\$ 323,070	\$ 312,200	\$ 302,000	\$ 302,000
	10-425	Human Resources	\$ 132,599	\$ 140,084	\$ 185,940	\$ 166,640	\$ 199,200	\$ 202,000	\$ 202,000
	10-440	Finance	\$ 595,250	\$ 417,141	\$ 402,470	\$ 397,590	\$ 495,700	\$ 441,000	\$ 441,000
	10-450	Information Services	\$ 20,336	\$ 37,800	\$ 37,800	\$ 35,000	\$ 88,300	\$ 37,000	\$ 37,000
		Subtotal-Administrative	\$ 1,064,973	\$ 911,213	\$ 950,740	\$ 922,300	\$ 1,095,400	\$ 982,000	\$ 982,000
Planning & Community Development									
	10-423	Code Compliance	\$ 127,020	\$ 146,776	\$ 165,300	\$ 163,590	\$ 239,600	\$ 164,000	\$ 164,000
	10-495	Planning & Community Development	\$ 137,393	\$ 137,601	\$ 143,850	\$ 138,100	\$ 181,500	\$ 144,000	\$ 144,000
	10-496	Main Street-Downtown Development	\$ 28,076	\$ 50,146	\$ 63,430	\$ 63,120	\$ 63,200	\$ 10,000	\$ 10,000
		Subtotal-Planning & Community Development	\$ 292,489	\$ 334,523	\$ 372,580	\$ 364,810	\$ 484,300	\$ 318,000	\$ 318,000
Public Safety									
	10-510	Police	\$ 4,098,607	\$ 3,735,239	\$ 4,028,250	\$ 3,766,937	\$ 4,548,800	\$ 4,050,000	\$ 4,049,600
	10-512	Police-Asset Forfeiture	\$ 75,779	\$ 130,200	\$ 406,000	\$ 370,600	\$ 108,769	\$ 325,000	\$ 325,000
	10-530	Fire	\$ 2,041,279	\$ 2,110,049	\$ 2,158,946	\$ 2,145,020	\$ 3,085,030	\$ 2,175,000	\$ 2,174,600
		Subtotal-Public Safety	\$ 6,215,665	\$ 5,975,488	\$ 6,593,196	\$ 6,282,557	\$ 7,742,599	\$ 6,550,000	\$ 6,549,200
Public Services									
	10-500	Public Buildings	\$ 80,186	\$ 67,876	\$ 72,870	\$ 66,150	\$ 184,900	\$ 73,000	\$ 73,000
	10-501	Bennett Perry House	\$ 5,407	\$ 4,700	\$ 4,700	\$ 2,400	\$ 2,500	\$ 500	\$ 500
	10-545	Public Services Administration	\$ 343,773	\$ 111,879	\$ 139,800	\$ 133,500	\$ 193,300	\$ 140,000	\$ 140,000
	10-555	Garage	\$ 702,576	\$ 723,393	\$ 942,380	\$ 774,700	\$ 944,000	\$ 944,000	\$ 944,000
	10-560	Cemetery	\$ 68,995	\$ 69,352	\$ 77,200	\$ 70,700	\$ 82,900	\$ 76,000	\$ 76,000
	10-570	Street Maintenance	\$ 1,017,517	\$ 1,061,753	\$ 1,190,460	\$ 1,190,460	\$ 1,400,500	\$ 1,182,000	\$ 1,182,000
	10-580	Sanitation	\$ 855,517	\$ 812,636	\$ 888,630	\$ 897,400	\$ 1,015,800	\$ 921,000	\$ 921,000
		Subtotal-Public Services	\$ 3,068,564	\$ 2,852,296	\$ 3,316,040	\$ 3,135,310	\$ 3,823,900	\$ 3,336,500	\$ 3,336,500
Recreation & Parks									
	10-620	Recreation Services	\$ 910,381	\$ 847,751	\$ 881,000	\$ 862,514	\$ 1,248,000	\$ 891,000	\$ 891,000
	10-622	Youth Services	\$ 181,347	\$ 178,901	\$ 148,600	\$ 148,100	\$ 164,100	\$ 164,000	\$ 164,000
	10-623	Aycock/Aquatics Center	\$ 615,570	\$ 322,956	\$ 346,460	\$ 341,513	\$ 506,100	\$ 348,000	\$ 348,000
		Subtotal-Recreation & Parks	\$ 1,707,298	\$ 1,349,608	\$ 1,376,060	\$ 1,352,127	\$ 1,918,200	\$ 1,403,000	\$ 1,403,000
Non-Departmental									
	10-650	City & County Shared Programs	\$ 985,777	\$ 921,881	\$ 958,700	\$ 958,700	\$ 977,400	\$ 976,000	\$ 976,000
	10-660	Non-Departmental	\$ 1,318,590	\$ 2,151,728	\$ 491,515	\$ 461,090	\$ 481,000	\$ 481,000	\$ 481,000
	10-670	Local Agencies	\$ 30,522	\$ 35,250	\$ 35,100	\$ 25,100	\$ 31,700	\$ 30,000	\$ 30,800
	10-680	Debt Service	\$ 940,100	\$ 940,100	\$ 940,100	\$ 940,100	\$ 875,500	\$ 875,500	\$ 875,500
		Subtotal-Non-Departmental	\$ 2,334,889	\$ 3,108,859	\$ 2,425,415	\$ 2,384,990	\$ 2,365,600	\$ 2,362,500	\$ 2,363,300
		Subtotal-All Departments	\$ 14,944,496	\$ 14,801,966	\$ 15,284,441	\$ 14,690,194	\$ 17,733,279	\$ 15,196,000	\$ 15,196,000
Expenditures Summary									
		Subtotal-Legislative	\$ 260,618	\$ 269,979	\$ 250,410	\$ 248,100	\$ 303,280	\$ 244,000	\$ 244,000
		Subtotal-Administrative	\$ 1,064,973	\$ 911,213	\$ 950,740	\$ 922,300	\$ 1,095,400	\$ 982,000	\$ 982,000
		Subtotal-Planning & Community Development	\$ 292,489	\$ 334,523	\$ 372,580	\$ 364,810	\$ 484,300	\$ 318,000	\$ 318,000
		Subtotal-Public Safety	\$ 6,215,665	\$ 5,975,488	\$ 6,593,196	\$ 6,282,557	\$ 7,742,599	\$ 6,550,000	\$ 6,549,200
		Subtotal-Public Services	\$ 3,068,564	\$ 2,852,296	\$ 3,316,040	\$ 3,135,310	\$ 3,823,900	\$ 3,336,500	\$ 3,336,500
		Subtotal-Recreation & Parks	\$ 1,707,298	\$ 1,349,608	\$ 1,376,060	\$ 1,352,127	\$ 1,918,200	\$ 1,403,000	\$ 1,403,000
		Subtotal-Non-Departmental	\$ 2,334,889	\$ 3,108,859	\$ 2,425,415	\$ 2,384,990	\$ 2,365,600	\$ 2,362,500	\$ 2,363,300
		Total Expenditures	\$ 14,944,496	\$ 14,801,966	\$ 15,284,441	\$ 14,690,194	\$ 17,733,279	\$ 15,196,000	\$ 15,196,000
		Total Revenues	\$ 15,352,918	\$ 15,063,119	\$ 15,284,541	\$ 15,542,490	\$ 15,196,000	\$ 15,196,000	\$ 15,196,000
		Total Expenditures	\$ 14,944,496	\$ 14,801,966	\$ 15,284,441	\$ 14,690,194	\$ 17,733,279	\$ 15,196,000	\$ 15,196,000
		<i>Variance of Revenues to Expenditures</i>	<i>\$ 408,422</i>	<i>\$ 261,153</i>	<i>\$ 100</i>	<i>\$ 852,296</i>	<i>\$ (2,537,279)</i>	<i>\$ -</i>	<i>\$ -</i>

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

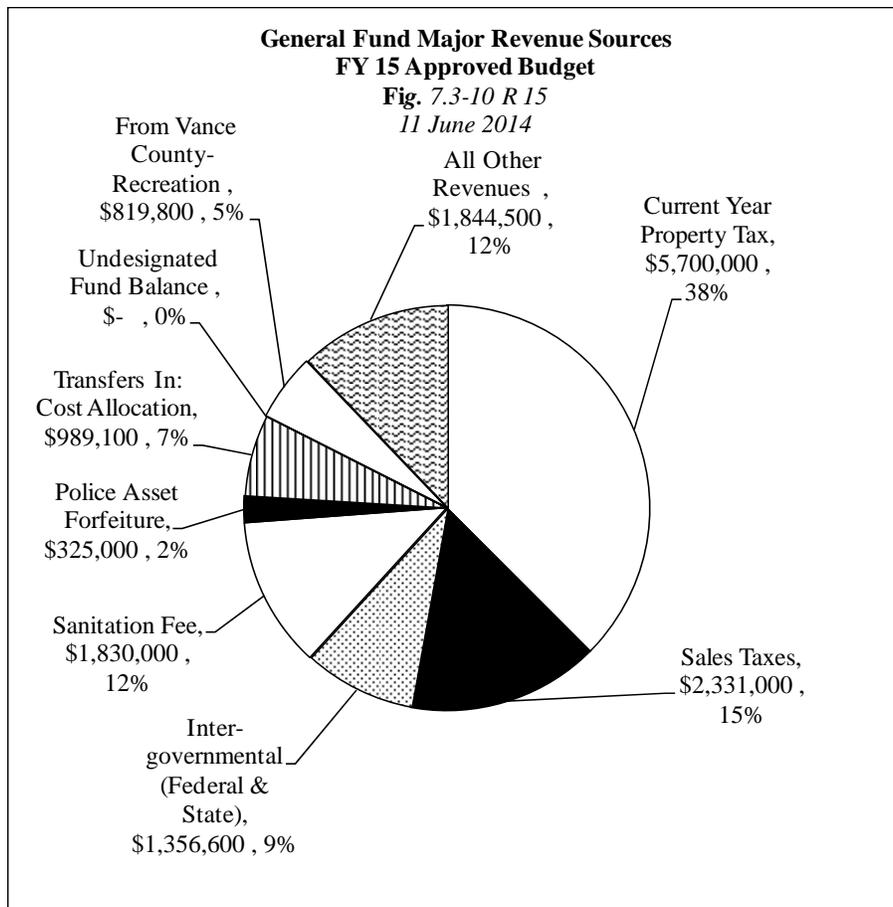
Revenues and Expenditures Summary

10: GENERAL OPERATIONS FUND REVENUES & EXPENDITURES SUMMARY									
Estimated Status as of 1 July 2014									
10 GENERAL OPERATIONS FUND			FY12	FY13	FY14		FY15		
			Prior Year Actual	Prior Year Actual	Current Year as amended	Estimated 30 June 13	Dept. Requested	Manager Recommend	Council Approved
REVENUES									
<i>Revenue Categories</i>									
		Subtotal-Ad Valorem Taxes All Years	\$ 5,462,315	\$ 5,752,690	\$ 6,003,900	\$ 6,050,100	\$ 6,032,900	\$ 6,032,900	\$ 6,032,900
		Subtotal-Other Taxes & Licenses	\$ 2,886,781	\$ 2,695,235	\$ 2,696,400	\$ 2,898,180	\$ 2,861,500	\$ 2,861,500	\$ 2,861,500
		Subtotal-Inter-Governmental Unrestricted	\$ 901,442	\$ 899,780	\$ 923,100	\$ 912,831	\$ 912,600	\$ 912,600	\$ 912,600
		Subtotal-Inter-Governmental Restricted	\$ 46,504	\$ 30,712	\$ 6,500	\$ 35,014	\$ 4,000	\$ 4,000	\$ 4,000
		Subtotal-Sales & Services	\$ 3,241,758	\$ 3,304,340	\$ 3,566,600	\$ 3,577,200	\$ 3,584,300	\$ 3,584,300	\$ 3,584,300
		Subtotal-Miscellaneous	\$ 218,824	\$ 153,217	\$ 58,120	\$ 74,645	\$ 46,600	\$ 46,600	\$ 46,600
		Subtotal-Budgetary Appropriations	\$ 2,595,294	\$ 2,227,145	\$ 2,029,921	\$ 1,994,520	\$ 1,754,100	\$ 1,754,100	\$ 1,754,100
		Total Revenues	\$ 15,352,918	\$ 15,063,119	\$ 15,284,541	\$ 15,542,490	\$ 15,196,000	\$ 15,196,000	\$ 15,196,000
EXPENDITURES									
<i>Expenditure Categories</i>									
		Subtotal-Legislative	\$ 260,618	\$ 269,979	\$ 250,410	\$ 248,100	\$ 303,280	\$ 244,000	\$ 244,000
		Subtotal-Administrative	\$ 1,064,973	\$ 911,213	\$ 950,740	\$ 922,300	\$ 1,095,400	\$ 982,000	\$ 982,000
		Subtotal-Planning & Community Development	\$ 292,489	\$ 334,523	\$ 372,580	\$ 364,810	\$ 484,300	\$ 318,000	\$ 318,000
		Subtotal-Public Safety	\$ 6,215,665	\$ 5,975,488	\$ 6,593,196	\$ 6,282,557	\$ 7,742,599	\$ 6,550,000	\$ 6,549,200
		Subtotal-Public Services	\$ 3,068,564	\$ 2,852,296	\$ 3,316,040	\$ 3,135,310	\$ 3,823,900	\$ 3,336,500	\$ 3,336,500
		Subtotal-Recreation & Parks	\$ 1,707,298	\$ 1,349,608	\$ 1,376,060	\$ 1,352,127	\$ 1,918,200	\$ 1,403,000	\$ 1,403,000
		Subtotal-Non-Departmental	\$ 2,334,889	\$ 3,108,859	\$ 2,425,415	\$ 2,384,990	\$ 2,365,600	\$ 2,362,500	\$ 2,363,300
		Total Expenditures	\$ 14,944,496	\$ 14,801,966	\$ 15,284,441	\$ 14,690,194	\$ 17,733,279	\$ 15,196,000	\$ 15,196,000
		Total Revenues	\$ 15,352,918	\$ 15,063,119	\$ 15,284,541	\$ 15,542,490	\$ 15,196,000	\$ 15,196,000	\$ 15,196,000
		Total Expenditures	\$ 14,944,496	\$ 14,801,966	\$ 15,284,441	\$ 14,690,194	\$ 17,733,279	\$ 15,196,000	\$ 15,196,000
		<i>Variance of Revenues to Expenditures</i>	<i>\$ 408,422</i>	<i>\$ 261,153</i>	<i>\$ 100</i>	<i>\$ 852,296</i>	<i>\$ (2,537,279)</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Unassigned Fund Balance Information</i>									
		as 30 June 13		\$ 2,966,287					
		Appropriated forward to FY14		\$ (153,000)					
		as of 1 July 14		\$ 2,813,287	\$ 2,813,287				
		Appropriated during FY14			\$ (36,260)				
		Estimated Growth During FY14			\$ -				
		Estimated at 30 June 14			\$ 2,777,027				
		Appropriated forward to FY15							
		as 1 July 14			\$ 2,777,027			\$ 2,777,027	
		Estimated Growth During FY15						\$ -	
		Estimated at 30 June 15						\$ 2,777,027	



**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

Revenues Summary



The General Fund's revenue sources are legion; however, there are only four (4) primary revenue sources as follows:

- 1) Current Year Property Tax (2014), \$5,700,000, or 38% of budget;
- 2) Local Option Sales Taxes, \$2,331,000, or 15% of budget;
- 3) Sanitation Fee, \$1,830,000, or 12% of budget; *and*
- 4) Federal/State Inter-governmental, \$1,356,600, or 9% of budget.

When considered together, these four funding groups represent 74% of the total General Fund's revenues for FY15.

All of these revenue sources perform well, or poorly, based on economic conditions. Sales taxes are particularly volatile as we've seen during the Great Recession, while property taxes and sanitation fees are heavily dependent on growth in the housing and commercial retail sectors. Powell Bill (part of inter-governmental) is heavily dependent on state-wide gasoline sales and Henderson's own ability to grow its population and increase its lane mileage at a rate relative to other municipalities in the state. Given the relative lack of growth over these past years, revenue growth only occurs as a result of rate increases and/or a significantly improving economy.

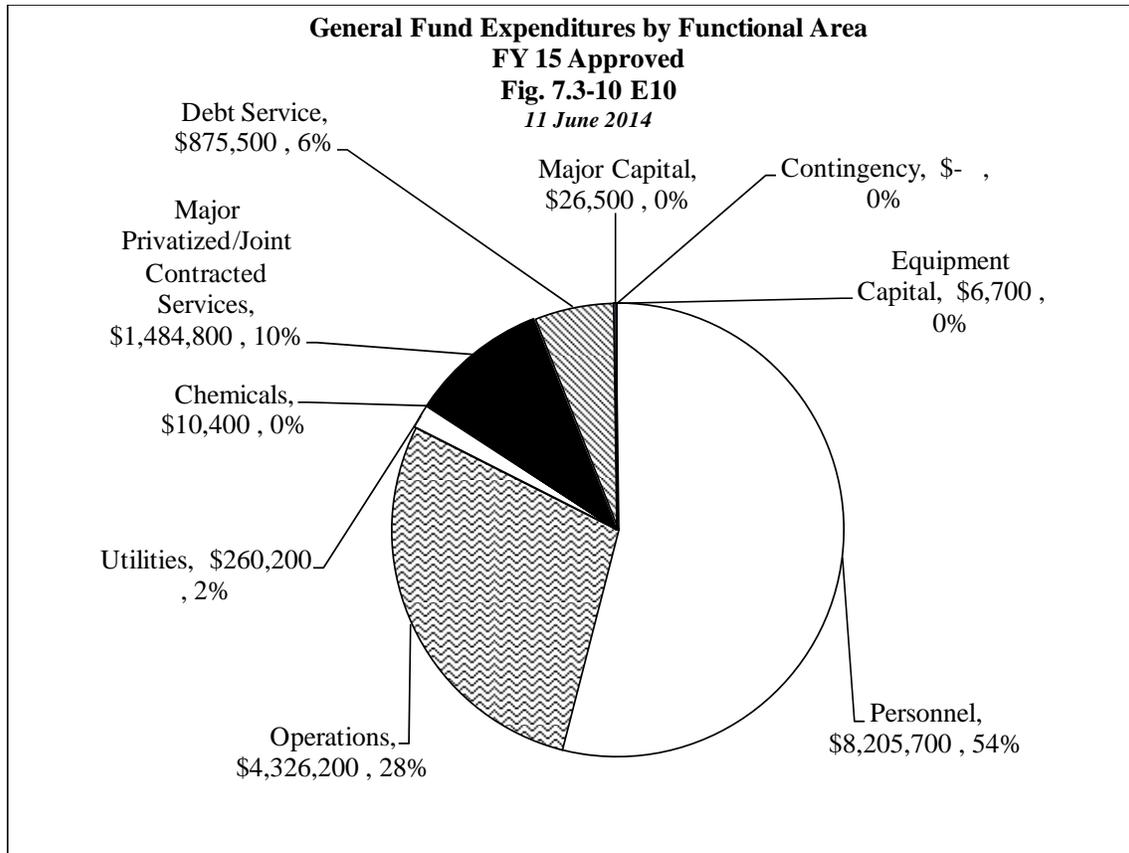
**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

Expenditure Summary

10: GENERAL OPERATING FUND EXPENDITURE SUMMARY								
Estimated Status as of 1 July 2014								
10 GENERAL OPERATING FUND BUDGET BY EXPENDITURE CATEGORY	FY12	FY13	FY14		FY15			
	Prior Year Actual	Prior Year Actual	Current Year as amended	Estimated 30 June 13	Dept. Requested	Manager Recommend	Council Approved	
Personnel	\$ 7,951,013	\$ 7,717,885	\$ 8,230,486	\$ 7,929,887	\$ 8,969,620	\$ 8,205,700	\$ 8,205,700	
Operations	\$ 6,138,947	\$ 5,178,132	\$ 4,733,475	\$ 4,701,834	\$ 5,342,559	\$ 4,326,200	\$ 4,326,200	
Utilities	\$ 368,985	\$ 235,035	\$ 258,600	\$ 322,768	\$ 265,500	\$ 260,200	\$ 260,200	
Chemicals	\$ 6,819	\$ 7,609	\$ 9,000	\$ 9,000	\$ 10,400	\$ 10,400	\$ 10,400	
Major Privatized Inter & Joint Contracted Services	\$ -	\$ 698,948	\$ 903,880	\$ 772,944	\$ 1,427,300	\$ 1,484,800	\$ 1,484,800	
Debt Service	\$ 336,420	\$ 917,200	\$ 940,100	\$ 940,100	\$ 928,000	\$ 875,500	\$ 875,500	
Major Capital	\$ 136,363	\$ 17,695	\$ 205,100	\$ 7,400	\$ 723,500	\$ 26,500	\$ 26,500	
Equipment Capital	\$ 5,949	\$ 29,461	\$ 3,900	\$ 3,700	\$ 66,400	\$ 6,700	\$ 6,700	
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Expenditures	\$ 14,944,496	\$ 14,801,965	\$ 15,284,541	\$ 14,687,633	\$ 17,733,279	\$ 15,196,000	\$ 15,196,000	

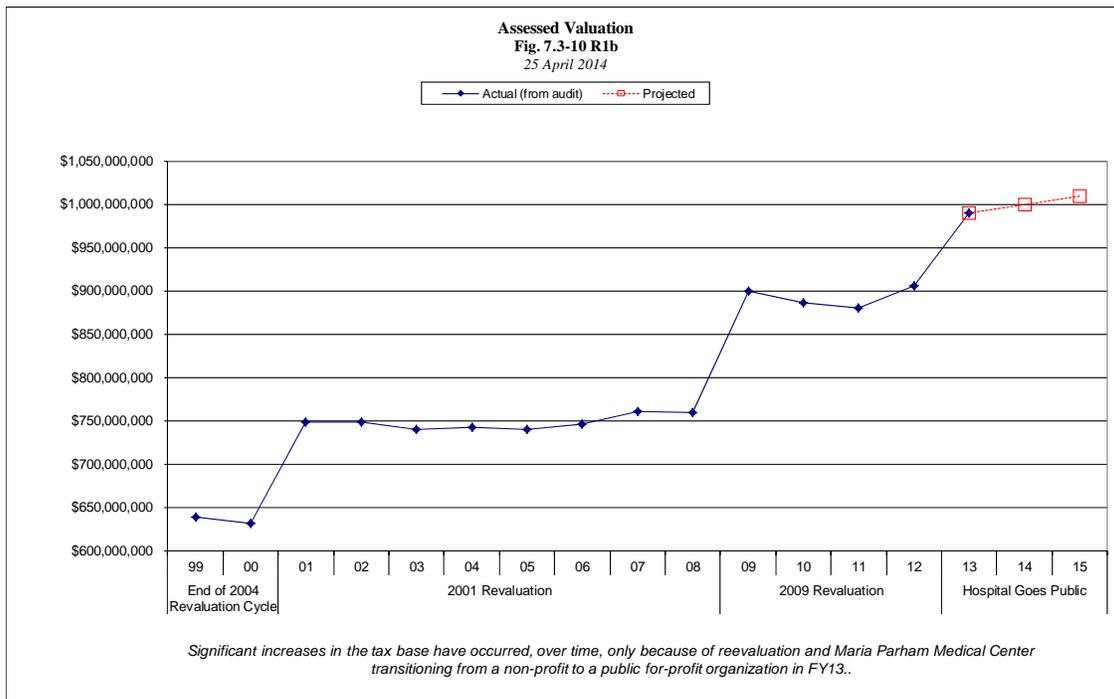
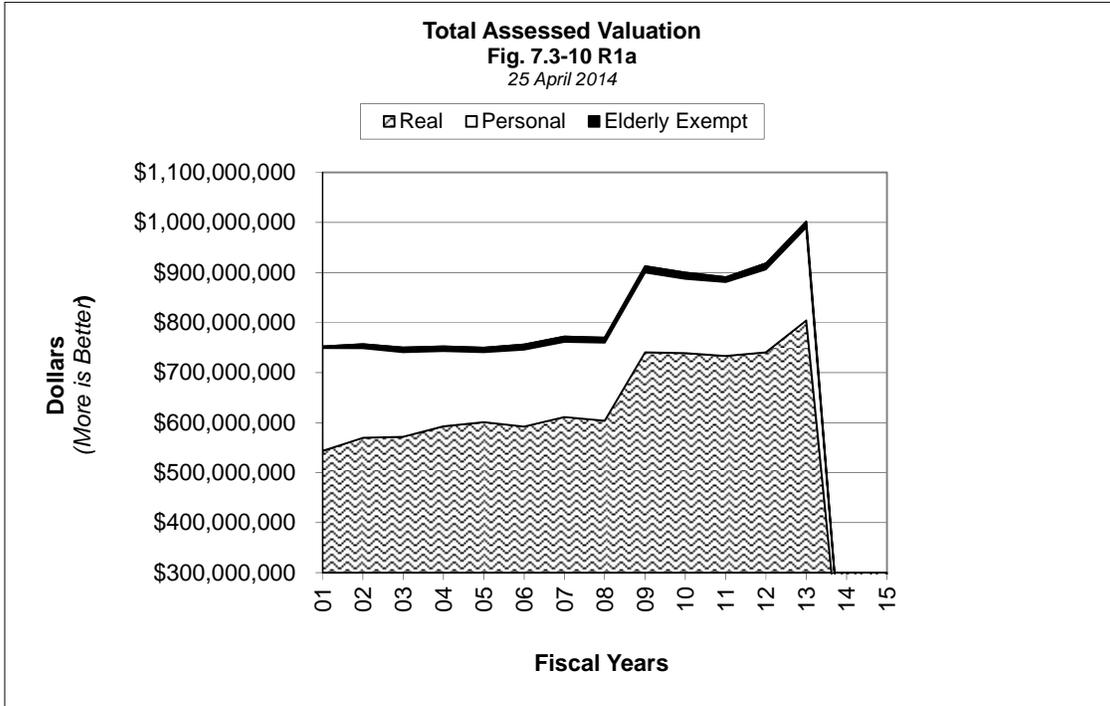
Comments: Major Privatized services are 1) Waste Industries for residential house-hold refuse collection; 2) Elmwood Cemetery maintenance; 3) City Hall custodian services; 4) downtown sidewalk/landscaping maintenance; and 5) NCOL for Information Technology services. Inter-Local contracted services provided to the City by Vance County are 1) Board of Elections; 2) Tax Administration, billing and collections; and 3) E-911 Emergency Services.

Last Updated: 23 May 2014.org

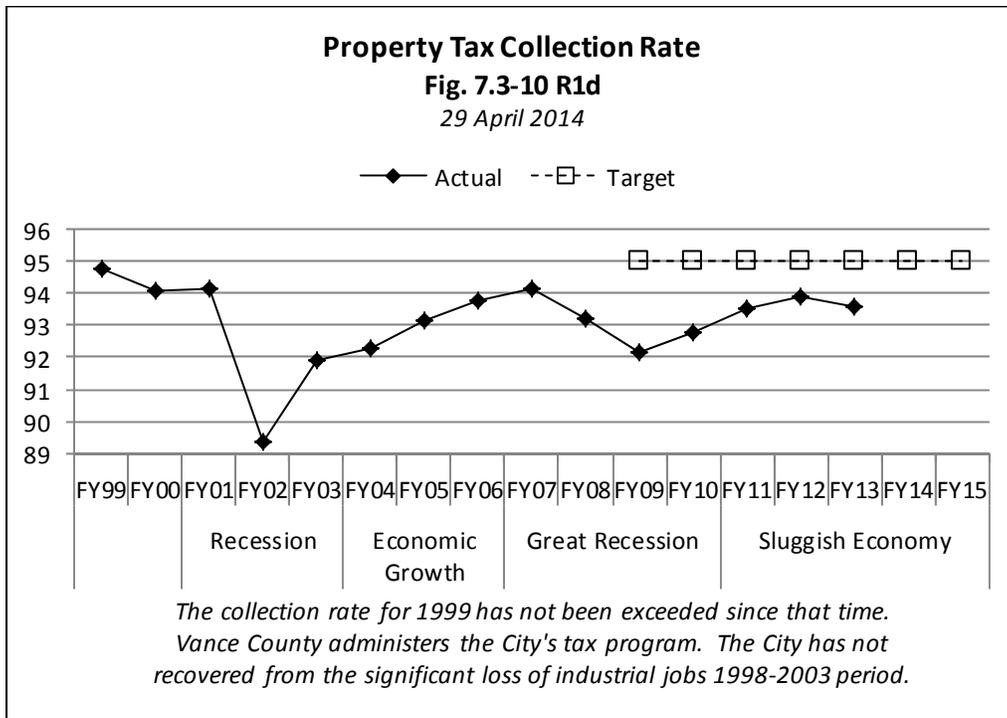
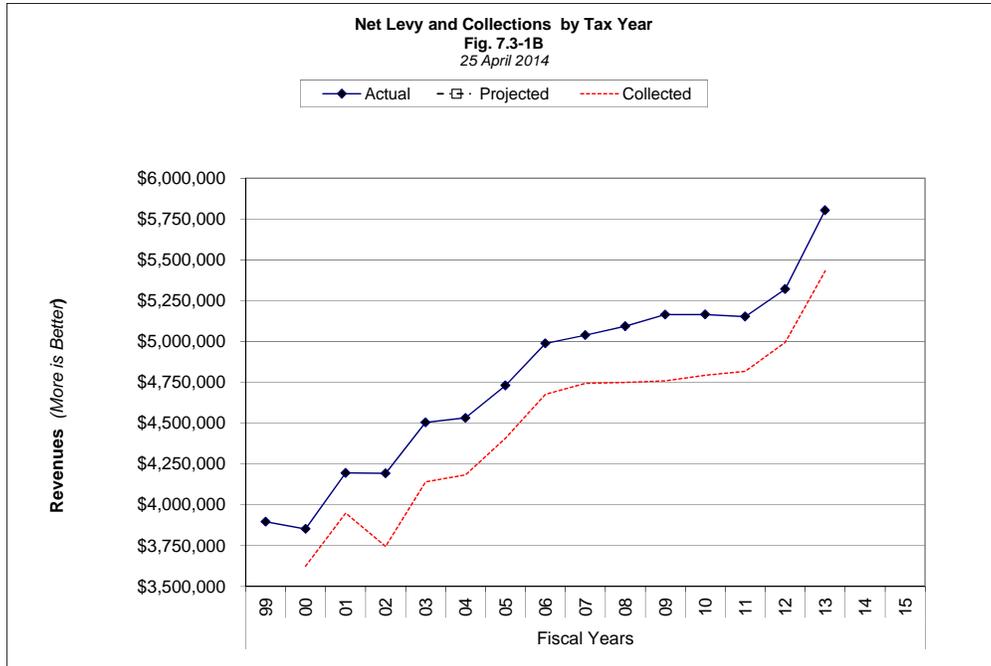


**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

Key General Fund Financial Metrics
Key Revenues Factors

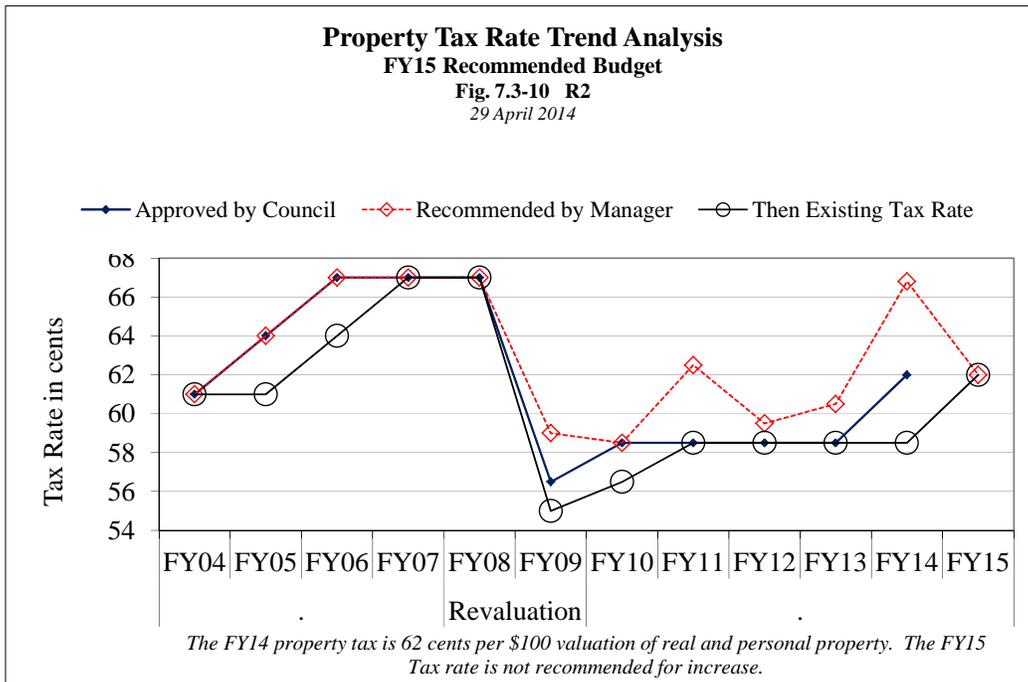
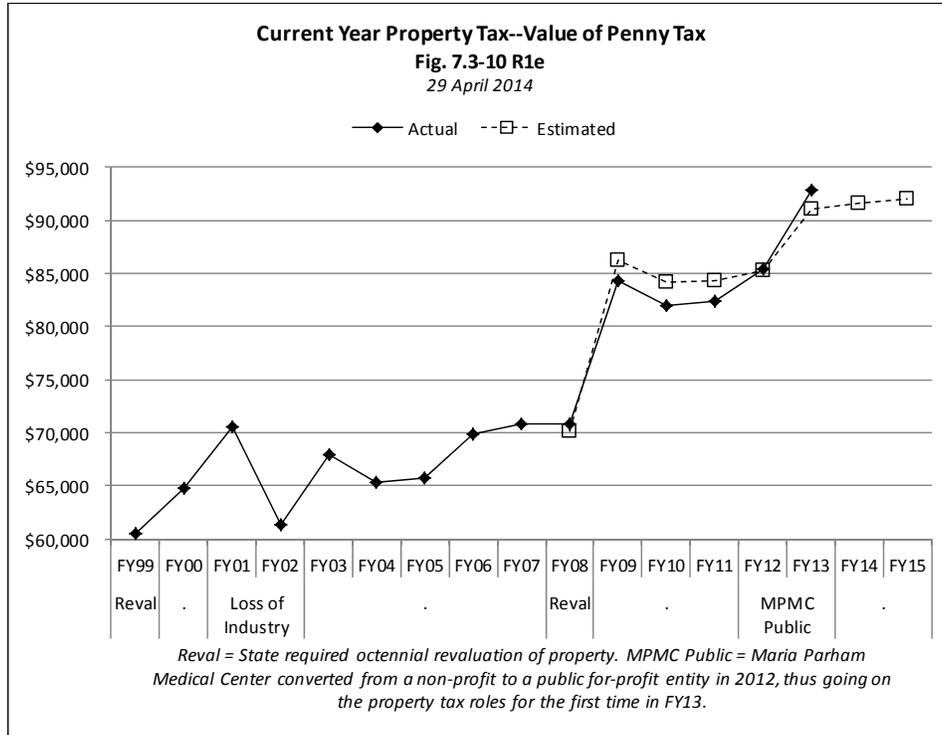


Key General Fund Financial Metrics *(continued)*
Key Revenues Factors



**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

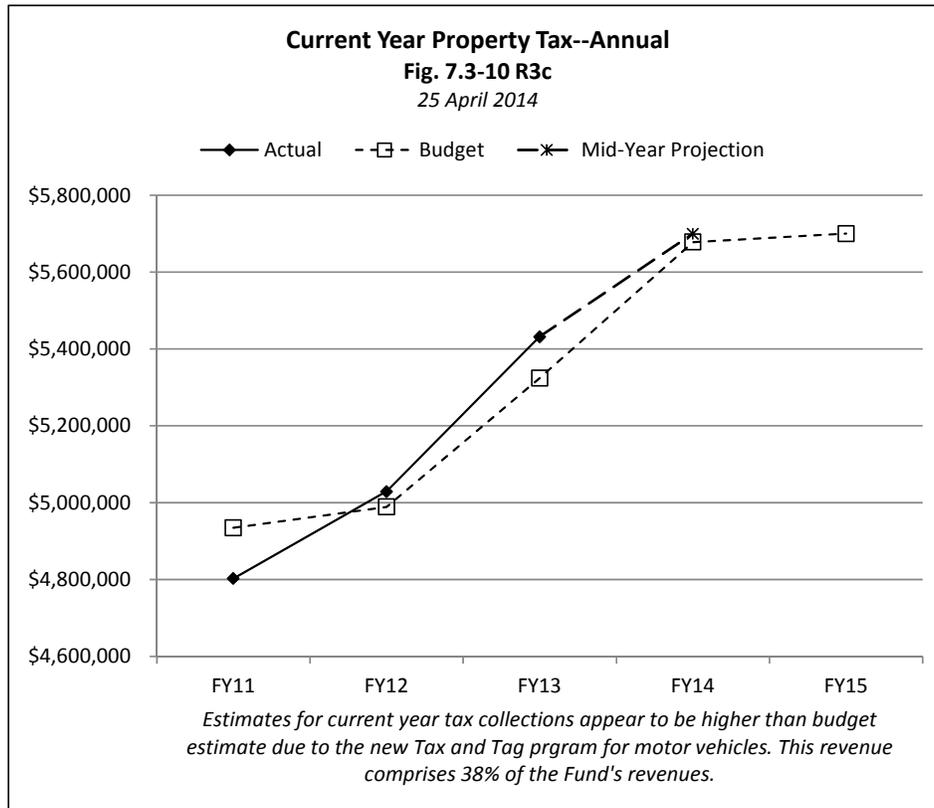
**Key General Fund Financial Metrics (continued)
Key Revenues Factors**



**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

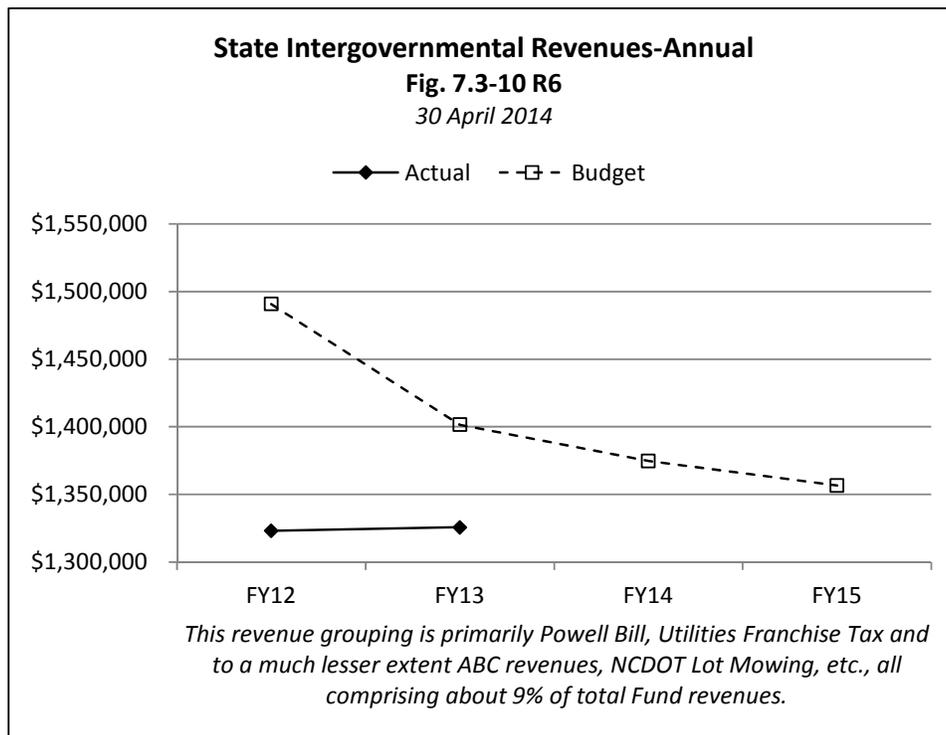
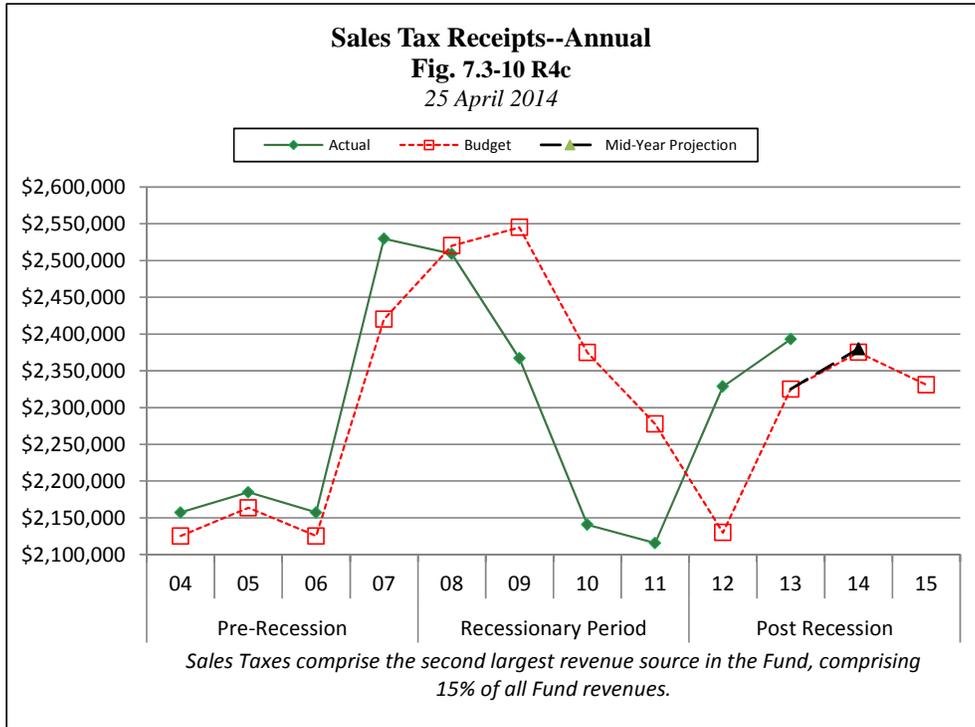
Key General Fund Financial Metrics *(continued)*
Key Revenues Factors

Property Tax Matrix										
Fig. 7.3-10 R2b										
29 April 2014										
Assessed Value of Property	Cost to Property Owner per Penny Tax Increase					Net Cost to Property Owner per Tax Rate				
	0.01	0.02	0.03	0.04	0.05	0.62	0.63	0.64	0.65	0.66
	Cent	Cents	Cents	Cents	Cents	Cents	Cents	Cents	Cents	Cents
\$50,000	\$5	\$10	\$15	\$20	\$25	\$ 310	\$ 315	\$ 320	\$ 325	\$ 330
75,000	8	15	23	30	38	465	473	480	488	495
100,000	10	20	30	40	50	620	630	640	650	660
125,000	13	25	38	50	63	775	788	800	813	825
150,000	15	30	45	60	75	930	945	960	975	990
175,000	18	35	53	70	88	1,085	1,103	1,120	1,138	1,155
200,000	20	40	60	80	100	1,240	1,260	1,280	1,300	1,320
250,000	25	50	75	100	125	1,550	1,575	1,600	1,625	1,650
300,000	30	60	90	120	150	1,860	1,890	1,920	1,950	1,980
500,000	50	100	150	200	250	3,100	3,150	3,200	3,250	3,300
1,000,000	100	200	300	400	500	6,200	6,300	6,400	6,500	6,600
3,000,000	300	600	900	1,200	1,500	18,600	18,900	19,200	19,500	19,800
\$5,000,000	500	1,000	1,500	2,000	2,500	31,000	31,500	32,000	32,500	33,000
\$10,000,000	\$1,000	\$2,000	\$3,000	\$4,000	\$5,000	\$ 62,000	\$ 63,000	\$ 64,000	\$ 65,000	\$ 66,000

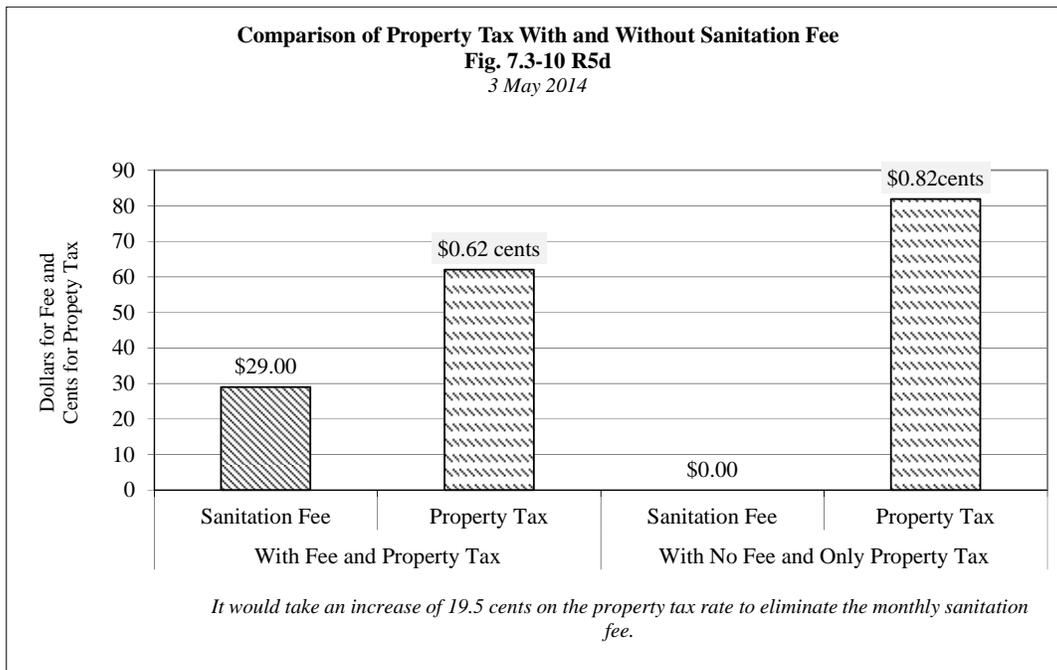
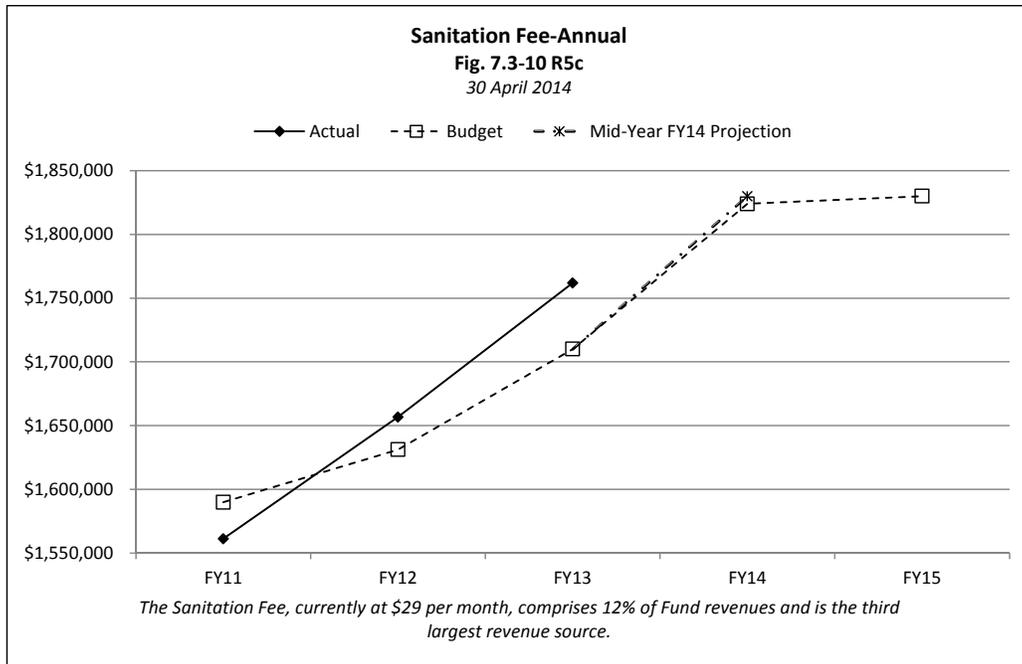


**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

**Key General Fund Financial Metrics (continued)
Key Revenues Factors**

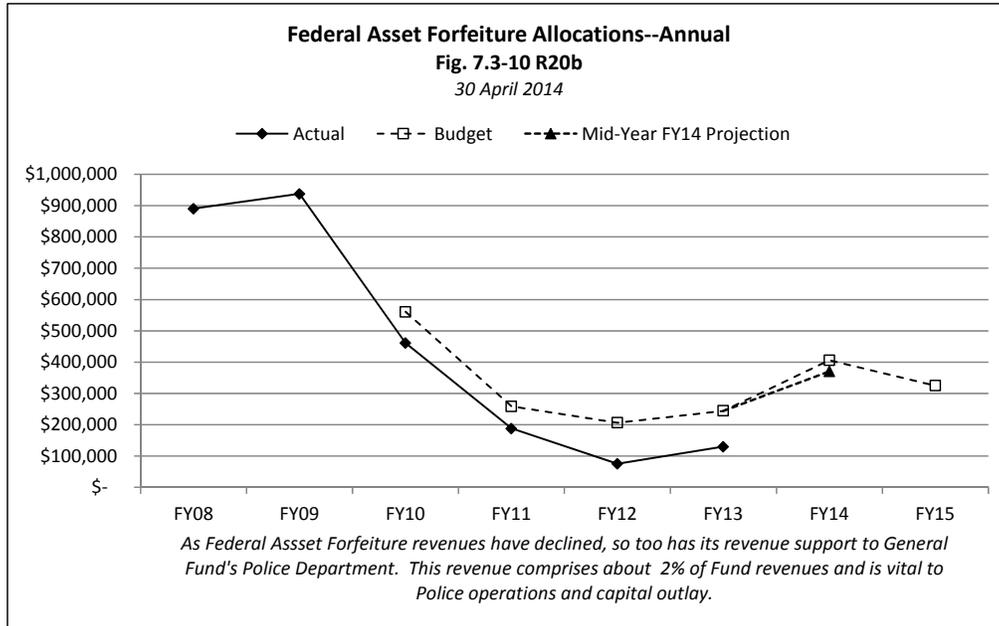


Key General Fund Financial Metrics *(continued)*
Key Revenues Factors



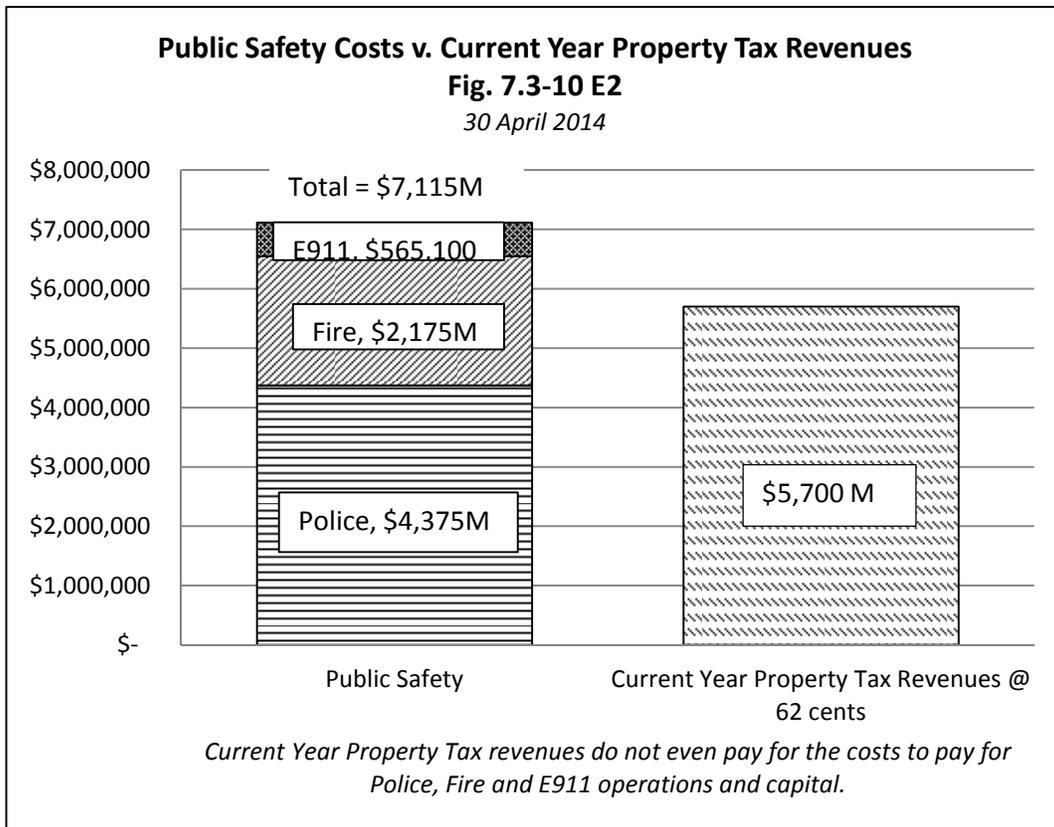
FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY

Key General Fund Financial Metrics *(continued)*
Key Revenues Factors



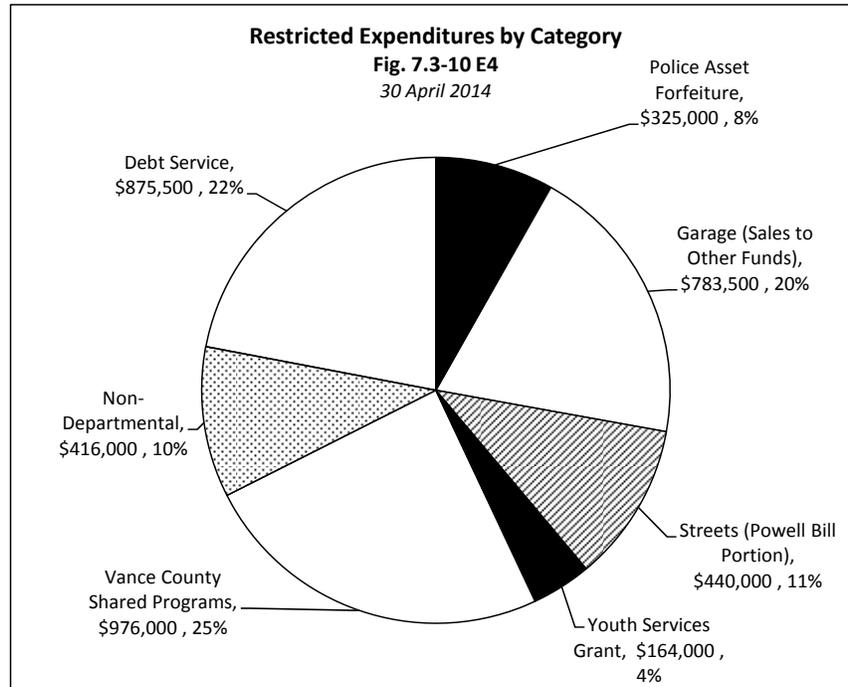
Key General Fund Financial Metrics *(continued)*
Key Expenditure Factors

There are no key expenditure line items dominating the General Fund expenditure accounts as is the case with *Purchase for Resale* in the Water Fund and *Chemicals* and *Electricity* in the Regional Water and Sewer funds. There are, however, several expenditure centers requiring significant amounts of funding which the Council must provide as a matter of law, as is the case for annual debt service payments and contractual amounts due for joint programs administered by Vance County—E911, Tax Office and Board of Elections. Additionally, Current Year Property Tax revenues provide 38% of the Fund’s budget; however, that does not even pay for the cost of Police, Fire and E-911 services. The following charts and graphs reflect this information.



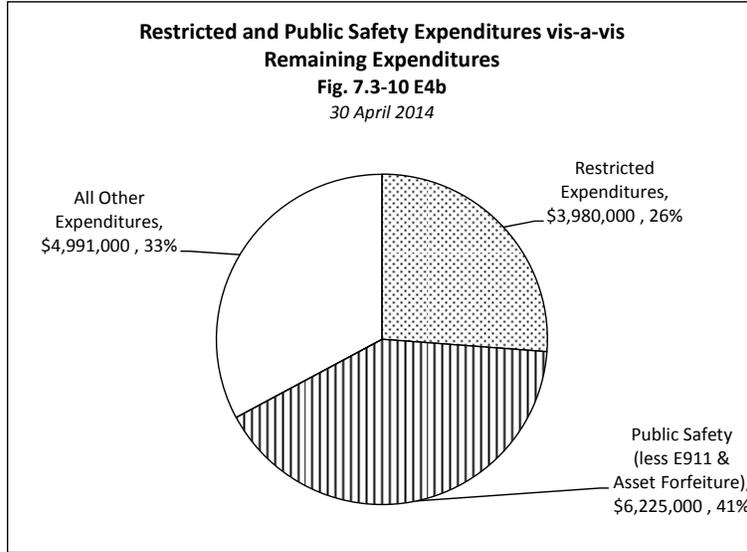
**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

Key General Fund Financial Metrics *(continued)*
Key Expenditure Factors

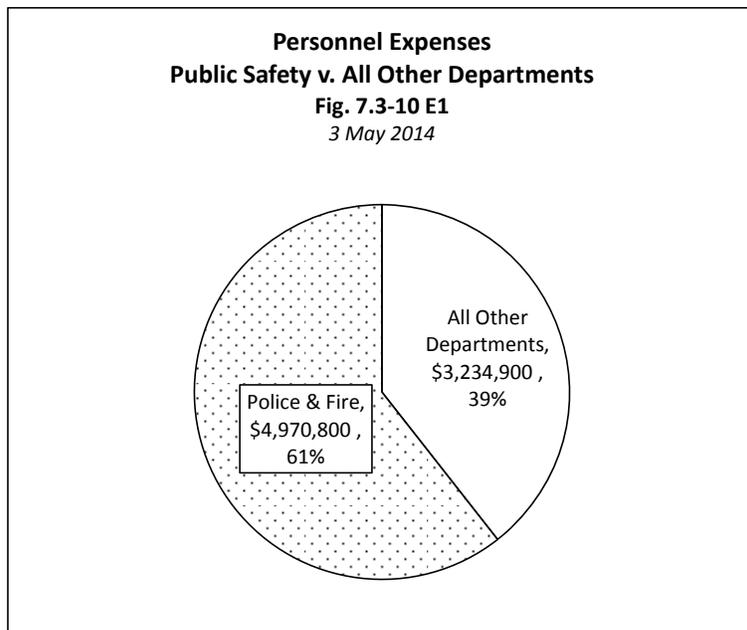


Certain expenditures cannot be summarily reduced in order to reduce the budget. Police Asset Forfeiture and Youth Services can only be spent for specified purposes and their expenses are not supported by general funds. Debt Service, by law must be paid and cannot be reduced in order to balance the budget. Vance County Shared Programs, E-911, Elections and Tax Office, cannot be reduced by the City due to contractual agreements, unless there is mutual agreement to reduce expenditures. Reductions in Garage sales to other funds (motor fuels, auto supplies, etc.) will reduce the expense in the other funds, but not the General Fund. Non-Departmental expenses are obligations for retiree insurance, bad debt reservation and unemployment compensation. These expenses represent 26.2% of FY15 General Fund expenses.

Key General Fund Financial Metrics *(continued)*
Key Expenditure Factors

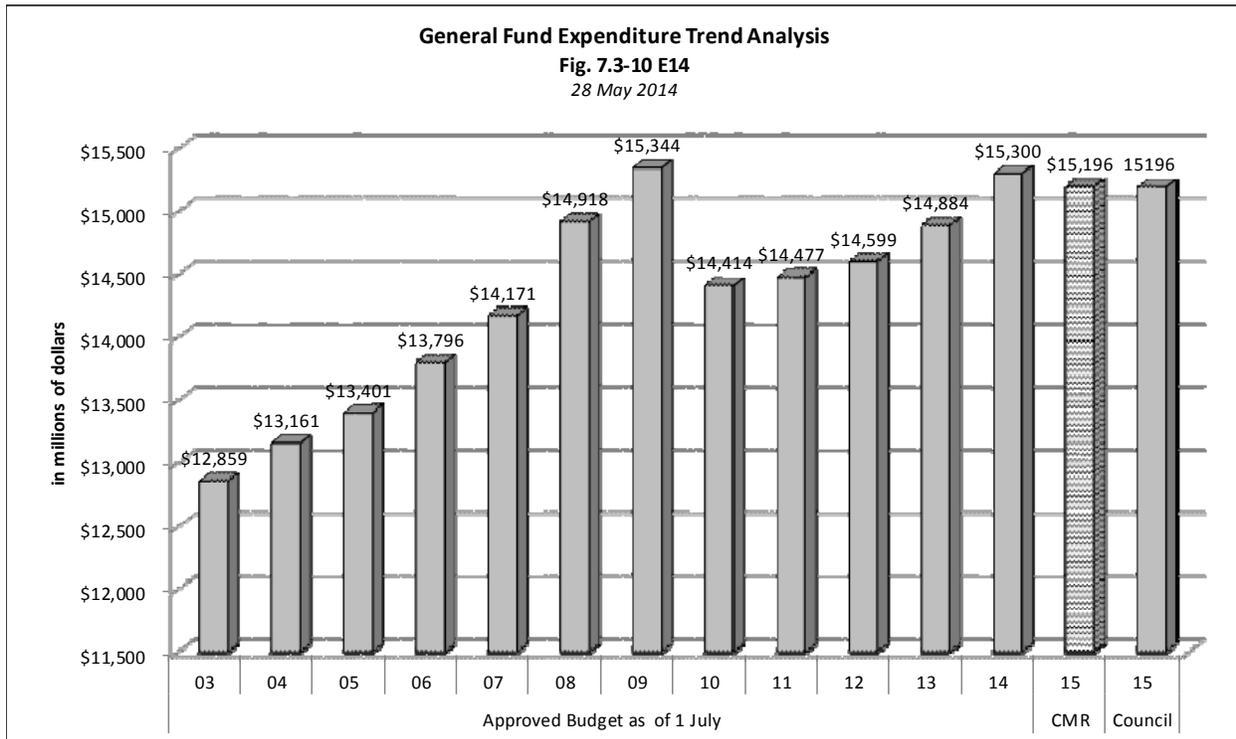
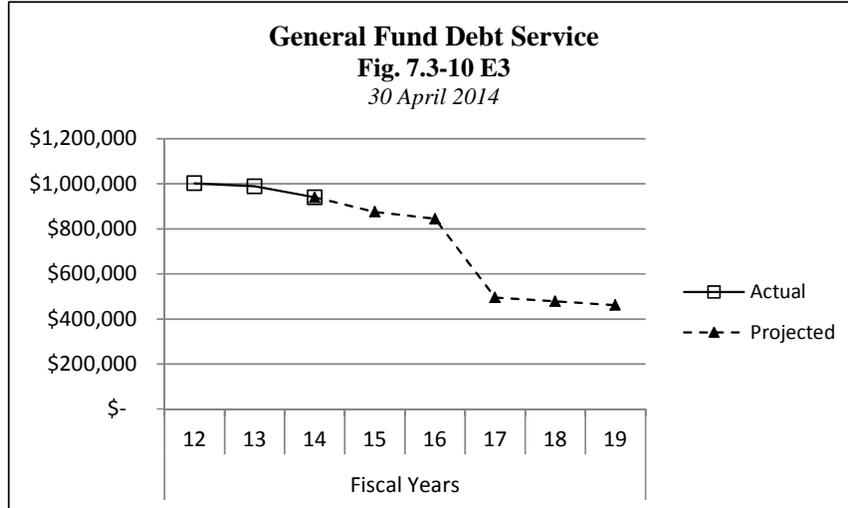


The preceding pie chart reveals approximately 33% of the total budget is considered to be flexible. As discussed previously, flexibility for the restricted expenditures is almost non-existent, and during the 2014 Council Planning Retreat, Council’s unanimous consensus was to not reduce Police and Fire spending. Please note, asset forfeiture and E-911 public safety expenses are captured in Restricted Expenditures for the purposes of this graph, but are included in total public safety expenditures for the purposes of *Fig. 7.3-10 E2 Public Safety Expenditures v. Current Year Property Tax Revenue*, previously shown.

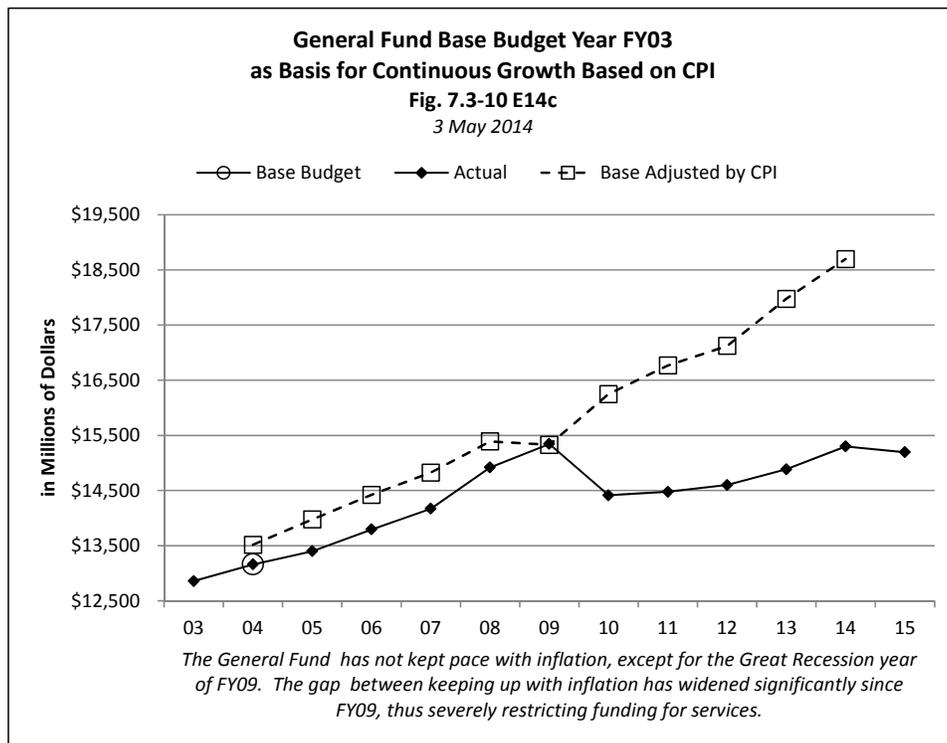
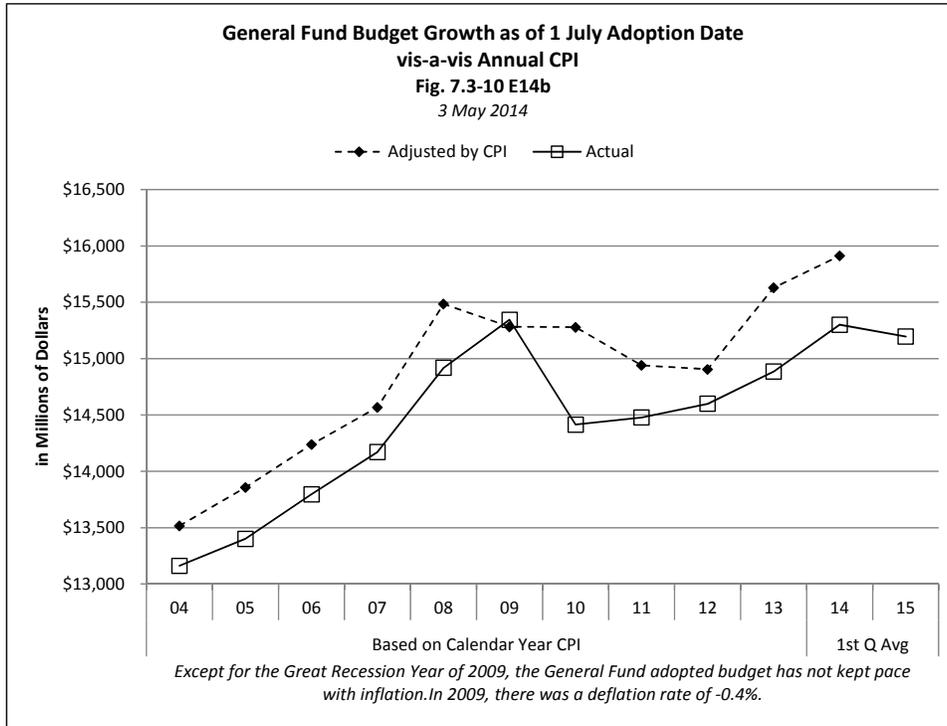


**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

**Key General Fund Financial Metrics (continued)
Key Expenditure Factors**

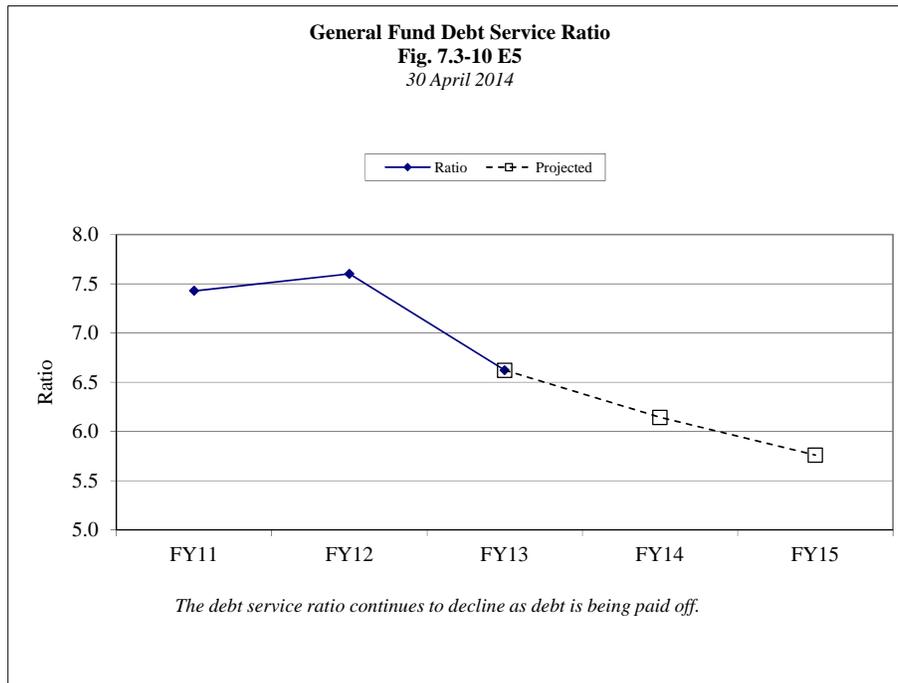
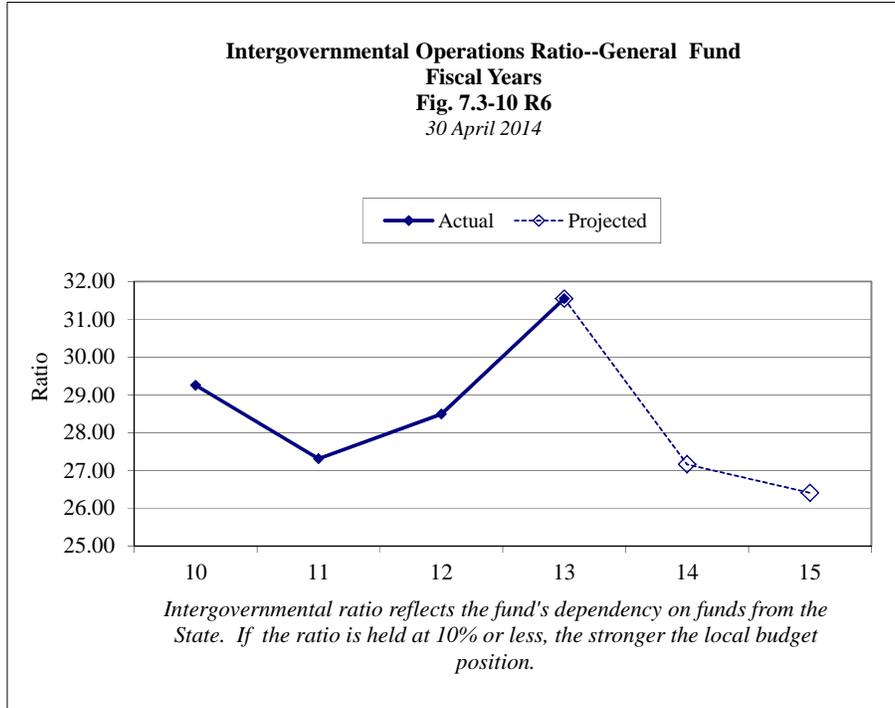


Key General Fund Financial Metrics *(continued)*
Key Expenditure Factors



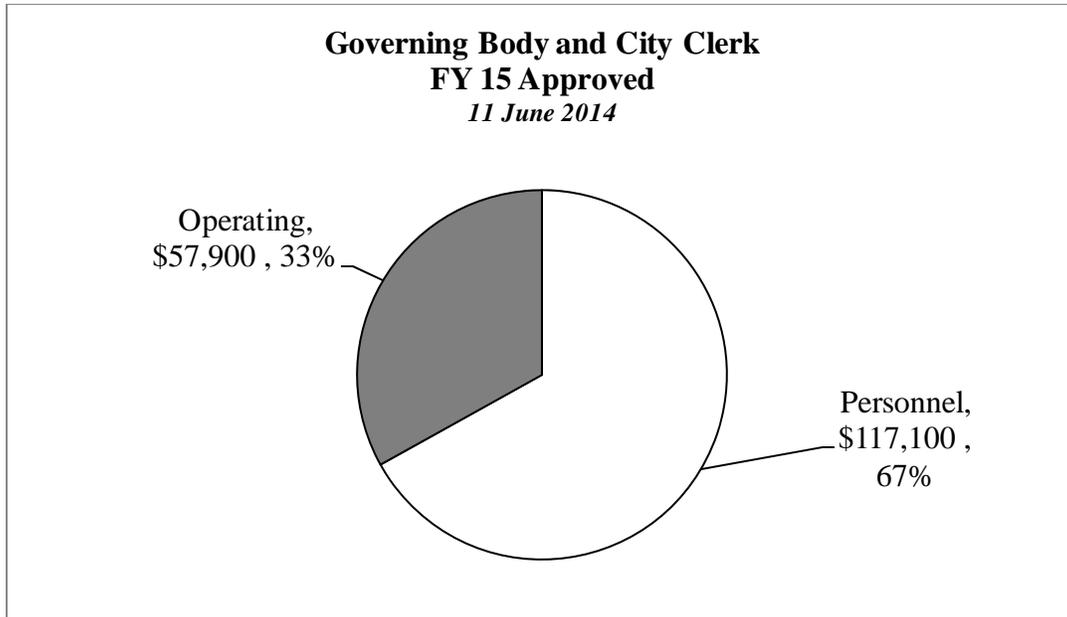
**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10: GENERAL FUND SUMMARY**

**Key General Fund Financial Metrics (continued)
Key Fund Ratios**



**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-410: GENERAL FUND GOVERNING BODY SUMMARY**

10-410: GOVERNING BODY SUMMARY							
<i>last updated 25 Apr 14 psp</i>	Actual	Actual	Budget	Estimated	Requested	Recommended	Approved
	11-12	12-13	13-14	30-Jun-14	14-15	14-15	14-15
Personnel Services	\$ 128,743	\$ 128,539	\$ 145,320	\$ 134,300	\$ 118,420	\$ 117,100	\$ 117,100
Operating	60,648	60,971	33,390	44,200	70,760	57,900	57,900
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Total Expenditures	\$ 189,391	\$ 189,510	\$ 178,710	\$ 178,500	\$ 189,180	\$ 175,000	\$ 175,000



<u>AUTHORIZED POSITIONS</u>							
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
<i>Elected Officials</i>							
1	1	Mayor					
8	8	Council Members					
<i>Administrative Staff</i>							
1	1	City Clerk	10	\$32,645	\$48,869		
1 FT/9 EO	1 FT/9 EO						
<u>HISTORY OF POSITIONS</u>							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized	1 FT/9 EO	1 FT/9 EO	1 FT/9 EO				
New Requests	0	0	0	0	0	0	0
Total Funded Positions	1 FT/9 EO	1 FT/9 EO	1 FT/9 EO				

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS**

10-410: GENERAL FUND GOVERNING BODY SUMMARY

PURPOSE

The City of Henderson is structured as a Council-Manager form of government pursuant to the North Carolina General Statutes. The Mayor is elected at large and eight Council Members are elected to represent four (4) wards on a 4 year staggered term basis. Each ward has one council member elected by ward vote only and one council member is elected at-large.

The City Council is the legislative body of City government and sets the policies for the City. It appoints the City Manager, City Attorney and City Clerk.

FY14 ACCOMPLISHMENTS

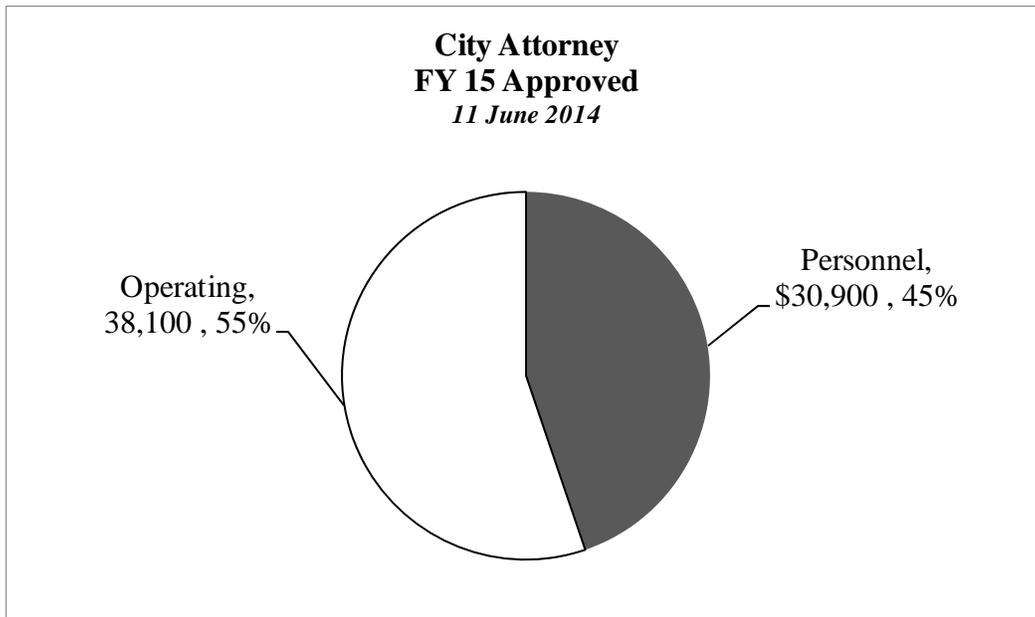
- **Strategic Plan:** The 2014-2016 Strategic Plan was reviewed and approved during the Council Retreat in February 2014.
- **Roles and Expectations:** The establishment of roles and expectations for the Mayor, Council and City Manager set the stage for a smooth transition to Mayor Pro-Tempore while the Mayor was on a limited work schedule due to medical reasons.
- **Ethics Training:** Training was attended by Council Members either in Chapel Hill or through a webinar, as required by North Carolina Statutes.
- **Infrastructure:**
 - Work continues on upgrading the Henderson Water Reclamation Facility with completion expected in late 2014-early 2015.
 - Replacement of a High Speed Pump at Kerr Lake Regional Water Facility
- **Major Accomplishments:**
 - Reorganization of the Youth Services division of Henderson-Vance Recreation and Parks Department
 - Amended the City Code regarding the ETJ (Extra-Territorial Jurisdiction)
 - Continues to work with Granville County regarding the lawsuit by the City of Oxford

KEY BUDGET ISSUES

- **Travel & Meetings:** Insufficient funds for Mayor and Council Members to attend North Carolina League of Municipalities (NLM) and/or National League of Cities (NLC) meetings.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-414: GENERAL FUND CITY ATTORNEY SUMMARY**

10-414: CITY ATTORNEY SUMMARY							
<i>last updated 25 Apr 14 psp</i>	Actual	Actual	Budget	Estimated	Requested	Recommended	Approved
	11-12	12-13	13-14	30-Jun-14	14-15	14-15	14-15
Personnel Services	\$ 31,199	\$ 31,080	\$ 31,100	\$ 31,400	\$ 31,500	\$ 30,900	\$ 30,900
Operating	40,028	49,389	40,600	38,200	82,600	38,100	38,100
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Total Expenditures	\$ 71,227	\$ 80,469	\$ 71,700	\$ 69,600	\$ 114,100	\$ 69,000	\$ 69,000



<u>AUTHORIZED POSITIONS</u>							
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
1 PT	1 PT	City Attorney (Contracted part time)					
<u>HISTORY OF POSITIONS</u>							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	1 PT	1 PT	1 PT	1 PT	1 PT	1 PT	1 PT
New Requests	0	0	0	0	0	0	0
Total Funded Positions	1 PT	1 PT	1 PT	1 PT	1 PT	1 PT	1 PT

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-414: GENERAL FUND CITY ATTORNEY SUMMARY**

PURPOSE

To provide legal counsel to the Mayor, City Council, City Manager and City staff; prepare Ordinances and Resolutions; review contracts and agreements; and to represent the City as needed.

The City Attorney provides part-time services to the City via a contract with the firm of Stainback, Satterwhite, & Zollicoffer.

FY 14 ACCOMPLISHMENTS

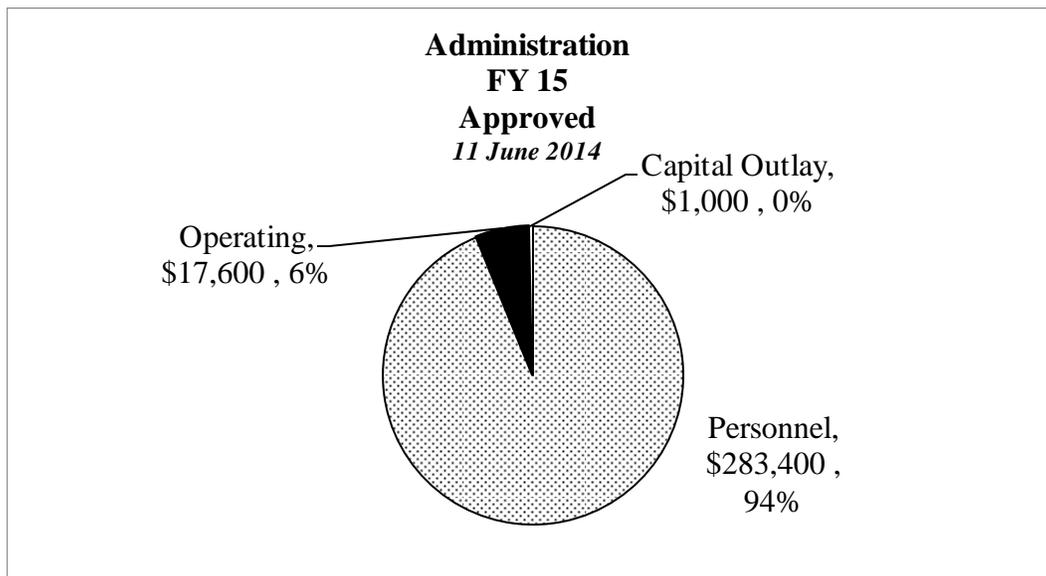
- **Ordinances:** The City Attorney has so far developed 23 Ordinances for the City of Henderson during FY 14.
- Provided Staff with Guidance

KEY BUDGET ISSUES

- **Necessary Funding:** Insufficient funding to support use of outside legal representation when necessary.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-420: GENERAL FUND ADMINISTRATIVE SUMMARY**

10-420: ADMINISTRATIVE DEPARTMENT SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30 June 14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ 323,682	\$ 316,756	\$ 304,860	\$ 304,440	\$ 284,500	\$ 283,400	283,400
Operating	13,442	16,896	19,670	18,630	23,700	17,600	17,600
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	4,000	1,000	1,000
Total Expenditures	\$ 337,124	\$ 333,652	\$ 324,530	\$ 323,070	\$ 312,200	\$ 302,000	\$ 302,000



AUTHORIZED POSITIONS							
FY13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
1	1	City Manager					
1	1	Asst. City Manager	17	\$54,487	\$81,736		
1	1	Special Projects Manager	13	frozen			
1	1	Executive Assistant	7	\$26,650	\$39,973		
1	1	Administrative Secretary	5	frozen			
1	0	Receptionist/Clerk Typist			Position Transferred to HR		
6	5						
HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized	6	6	6	6	5	5	5
New Requests	1	1	0	0	0	0	0
Total Funded Positions	5	4	4	4	3	3	3

Note: The Receptionist/Clerk Typist position was transferred to the Human Resources Department in mid FY14.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-420: GENERAL FUND ADMINISTRATIVE SUMMARY**

PURPOSE

To guide, lead and direct all City operating departments in administrative matters related to and necessary for implementing City Council's policy.

The Administration Department consists of the City Manager, Assistant City Manager, Executive Assistant to the City Manager, Administrative Secretary and Special Projects Manager. The Special Projects Manager position and the Administrative Assistant positions have been frozen and unfunded for years. The Assistant City Manager acts in the absence of the City Manager and provides day-to-day supervision to the Public Services Department, Engineering, Water and Wastewater Treatment Facilities. The City Manager also serves as the Interim Budget Director and the Assistant City Manager serves as the Interim Public Services Director.

GOALS & OBJECTIVES

Goal 1: Strategic Plan

Objective 1: Lead the staff in implementing the Strategic Plan.

Goal 2: Performance Excellence

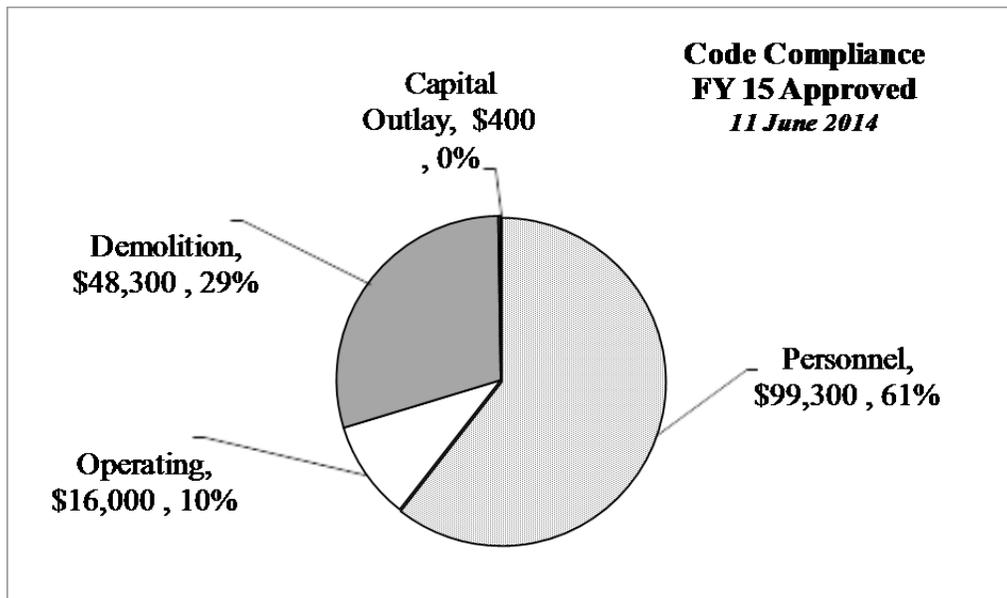
Objective 2: Implement process improvements throughout the organization.

KEY BUDGET ISSUES

- **Insufficient funds** to support municipal operational and capital needs as outlined throughout the budget document.
- **Frozen Positions:** Insufficient funds continue to keep the positions of Special Projects Manager and Administrative Assistant frozen and unfunded. This means the City does not have an effective Legislative Program.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-423: GENERAL FUND CODE COMPLIANCE SUMMARY**

10-423: CODE COMPLIANCE DEPARTMENT SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ 94,613	\$ 95,425	96,810	96,490	\$ 99,300	\$ 99,300	99,300
Operating	32,407	51,351	68,490	67,100	139,100	64,300	64,300
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	1,200	400	400
Total Expenditures	\$ 127,020	\$ 146,776	\$ 165,300	\$ 163,590	\$ 239,600	\$ 164,000	\$ 164,000



AUTHORIZED POSITIONS					
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM
1	1	Code Compliance Director	14	\$42,553	\$63,829
1	1	Code Compliance Inspector	7	\$26,650	\$39,973
		Code Compliance Inspector	7	frozen	
2	2				

HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	3	3	2	2	2	2	2
New Requests	1	1	1	0	0	1	0
Total Funded Positions	2	2	2	2	2	2	2

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-423: GENERAL FUND CODE COMPLIANCE SUMMARY**

PURPOSE

To ensure that all neighborhoods are safe, decent, and a good place to live and play by enforcing the Minimum Housing, Abandoned, Weeded Lot (Nuisances) ordinances and other applicable codes.

GOALS & OBJECTIVES

- Goal 1:** Evaluate city neighborhoods to ensure habitable and safe housing stock.
- Objective 1:** With strategic planning, the Code Compliance Department will continue to enforce the Minimum Housing Code and Abandoned Structure Code by evaluation of each dwelling within the neighborhoods and responding to complaints of substandard dwellings. The department, under the orders of the City Council, needs to remove the abandoned structures ready for demolition. Currently there are 10 structures ready for demolition, which is expected to increase to 19 by the end of FY14 and subject to a larger backlog during the FY15.
- Goal 2:** Continue to improve the City's appearance of nuisance properties and hazards under Chapter 23 Weeded Lot (Nuisance Property) City Ordinance.
- Objective 1:** Patrol all wards and neighborhoods on a routine cycle minimum (3 wards per week). Patrolling wards on a regular cycle will reduce complaints from citizens and ensure a cleaner and more attractive city.
- Goal 3:** Henderson's housing stock has many unsafe properties, abandoned structures, and poor housing. Aggressive enforcement of abandoned structures has removed over 300 structures in the past decade; however, there are still numerous structures and dwellings that need repair or demolition.
- Objective 1:** To create and initiate a periodic housing inspection program that will address minimum housing issues prior to dwellings reaching a state of dilapidation or condemnation.

FY 14 ACCOMPLISHMENTS

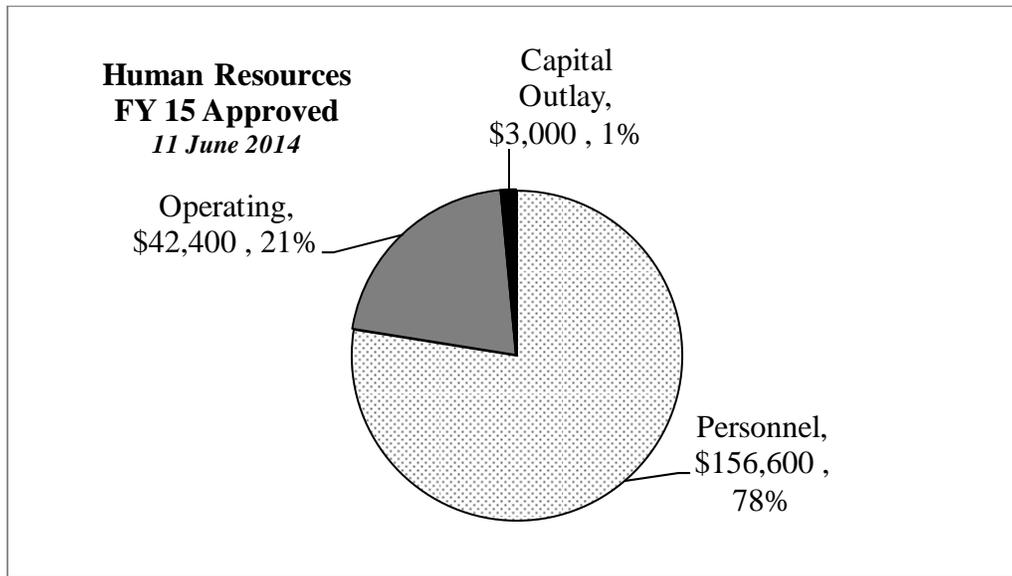
- **Housing Demolition:** Removed six abandoned structures in the Lamb and Main Street area along with an additional six in other areas
- **Aggressive Enforcement Minimum Housing Code:** Enforcement has closed several dwellings including 430 & 432 Chavasse Avenue. In addition, Minimum Housing enforcement has enforced the repair of 22 dwellings.

KEY BUDGET ISSUES

- Insufficient funds for effectively reducing the backlog of structures that are ready for demolition.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-425: GENERAL FUND HUMAN RESOURCES SUMMARY**

10-425: HUMAN RESOURCES SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ 108,171	\$ 108,757	\$ 129,880	\$ 115,820	\$ 151,800	\$ 156,600	\$ 156,600
Operating	24,428	31,326	55,060	49,920	43,900	42,400	42,400
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	1,000	900	\$ 3,500	3,000	3,000
Total Expenditures	\$ 132,599	\$ 140,084	\$ 185,940	\$ 166,640	\$ 199,200	\$ 202,000	\$ 202,000



AUTHORIZED POSITIONS							
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
1	1	Human Resources Director	16	\$49,537	\$74,543		
1	1	Human Resources Technician	7	\$26,650	\$39,973		
0	1	Receptionist/Clerk Typist	4	\$21,592	\$32,388		
The Receptionist Position was moved from 10-420: Administration to 10-425: Human Resources in Mid FY 14							
Total Funded Positions							
2	3						
HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized	2	2	2	2	3	3	3
New Requests	0	0	0	0	0	0	0
Total Funded Positions	2	2	2	2	3	3	3

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-425: GENERAL FUND HUMAN RESOURCES SUMMARY**

PURPOSE

To establish plans and programs related to the recruitment, staffing, training, compensation, benefits, employee safety, and employee and labor relations functions of the City; to ensure that each function is performed in such a manner as to meet the needs of Henderson residents and customers, the well-being of each employee and in accordance with local, state and federal regulations.

GOALS & OBJECTIVES

Goal 1: Launch final stage of City Academy.

Objective 1: To provide consistent in-house training for employees.

Goal 2: Stay abreast of “Health Care Reform” rules and regulations.

Objective 2: Comply with the federal and state Health Care Reform mandates.

Goal 3: Develop plan to create HR SOP (standard operating procedures) manual.

Objective 3: Streamline processes and provide stability to the department.

FY 14 ACCOMPLISHMENTS

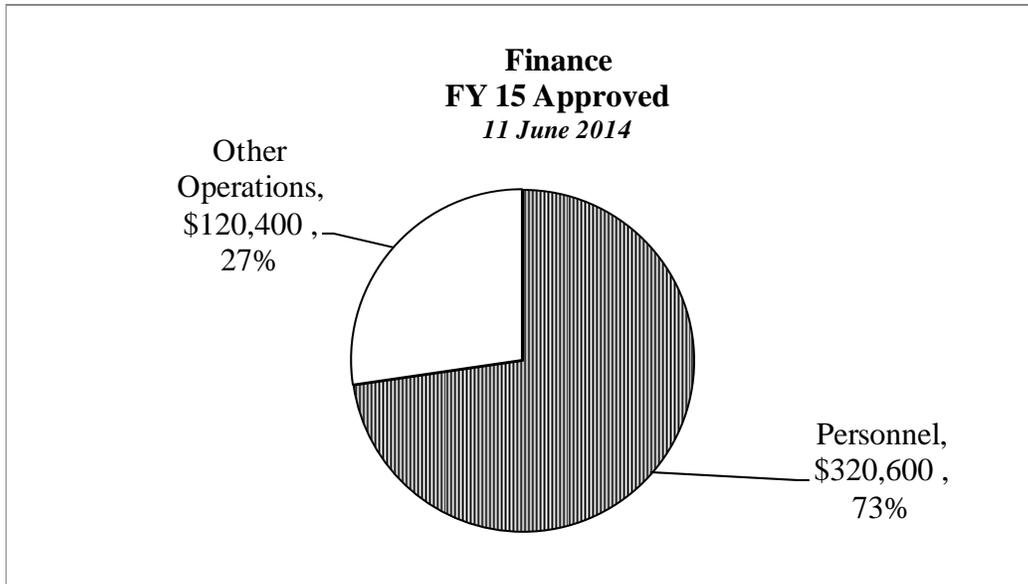
- **Health Insurance:** Medical loss ratio continues to trend downward, high probability of another reduction in cost.
- **Health & Wellness:** Created Wellness Team; Annual events – health fair, nutrition counseling and flu clinic. 100% of active employees completed the Health Assessment.
- **Policy Updates/Compliance:** Policy recommendations approved – Separation Pay and Personal Appearance policies. Reduced exempt compensatory time liability to \$0.
- **Employee Recognition:** Service Award banquet and Holiday luncheon. Hosted retiree breakfast; re-designed Retirement Recognition program.
- **Work First Intern Program:** Managed Work First Program for disadvantaged youths – multiple sets.
- **Training and Development:** Coordinated supervisor training for staff.

KEY BUDGET ISSUES

- **Training Budget:** \$10,000 to fund municipal training. This is an essential need in order to provide equal training opportunities for the staff and to maintain a qualified workforce.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-440: GENERAL FUND FINANCE SUMMARY**

10-440: FINANCE DEPARTMENT SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ 454,361	\$ 306,177	\$ 283,300	\$ 282,630	\$ 357,300	\$ 320,600	\$ 320,600
Operating	140,889	110,964	119,170	114,960	137,600	120,400	120,400
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	800	-	-
Total Expenditures	\$ 595,250	\$ 417,141	\$ 402,470	\$ 397,590	\$ 495,700	\$ 441,000	\$ 441,000



<u>AUTHORIZED POSITIONS</u>							
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
<i>Accounting & Payroll Section</i>							
1	1	Finance Director	18	\$59,936	\$89,910		
1	1	Accounting Analyst	10	\$32,645	\$48,969		
1	1	Payroll Coordinator	8	\$28,514	\$42,772		
1	1	AP/AR Coordinator	8	\$28,514	\$42,772		
1	1	Administrative Secretary	5	\$23,190	\$34,656		
0	1	Assistant Finance Director (Frozen)	12	\$37,309	\$55,959		
5	5						
<u>HISTORY OF POSITIONS</u>							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized	11	11	6	5	5	5	5
New Requests	0	0	0	0	1	1	1
Total Funded Positions	11	11	6	5	5	6	6

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-440: GENERAL FUND FINANCE SUMMARY**

PURPOSE

To administer the fiscal affairs of the City in compliance with local, state and federal regulations and in accordance with generally accepted accounting principles of governmental accounting and the rules and regulations of the North Carolina Local Government Commission. The Finance Department's responsibilities include the collection and disbursement of funds, control of expenditures, cash and asset management, payroll and purchasing. The Department is responsible for insuring that all of the City's disbursements are in strict compliance with laws and regulations and the City's budget ordinance.

GOALS & OBJECTIVES

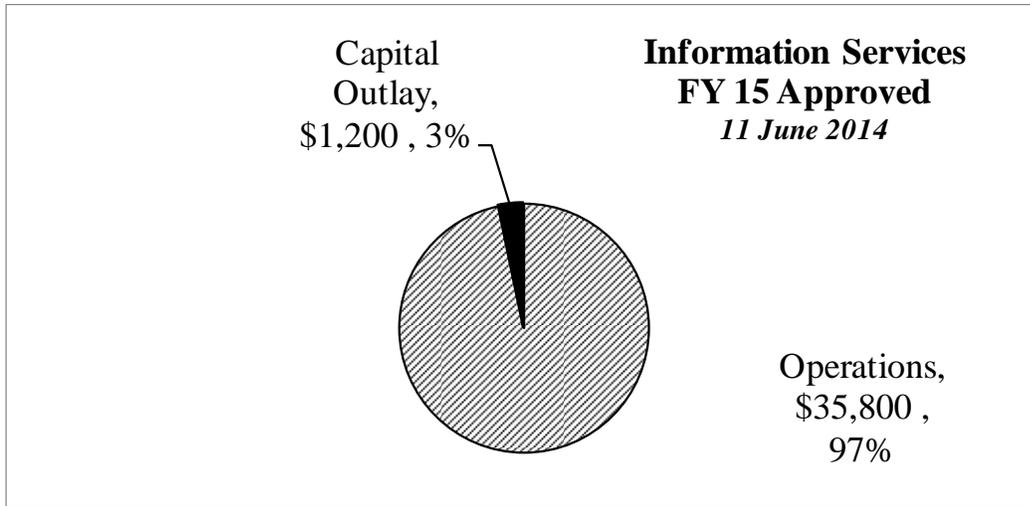
- Goal 1:** Earn the GFOA Certificate of Achievement Award for Excellence in Financial Reporting.
Objective 1: Work closely with auditors to ensure that the FY14 Comprehensive Annual Financial Report meets or exceeds the requirements for the GFOA award and assist with preparation of the FY15 budget in compliance with GFOA guidelines.
- Goal 2:** To record and post financial data in a timely and efficient manner.
Objective 1: To utilize and/or expand the comprehensive checklist of critical dates that was prepared in FY 2013 for various items and/or tasks including revenue receipts (sales tax, utility franchise tax, etc.), debt service payments, reporting deadlines, etc. and to continue to review and monitor this checklist on an on-going basis to insure that deadlines are met and that financial data is recorded accurately and in a timely manner in order to provide meaningful and reliable up-to-date financial information to management and department heads and submit all "outside" reports (Powell Bill, various LGC reports, NC Dept. of Revenue reports, etc.) by their required due dates.
- Goal 3:** Improve current departmental processes and procedures.
Objective 1: Review current processes and procedures for potential improvements. Determine if distribution of departmental tasks and responsibilities are assigned in the most efficient manner and re-align/re-assign duties and responsibilities where efficiencies could be improved.

FY 14 ACCOMPLISHMENTS

- **Awards:** GFOA Award for Excellence in Financial Reporting was received for the 22nd consecutive year.
- **Audit:** Received a "clean," unqualified opinion on the FY 2013 financial audit report, with no "unit letter" from the NC Local Government Commission. It has been several years since the City has not received a unit letter from the LGC, and we feel that this is indicative of the progress that the Finance Department has made over the past couple of years.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-450: GENERAL FUND INFORMATION SERVICES SUMMARY**

10-450: INFORMATION SERVICES DEPARTMENT SUMMARY							
<i>last updated 30 Apr 14 psp</i>	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services			\$ -	\$ -		\$ -	\$ -
Operating		20,336	37,800	35,000	35,800	35,800	35,800
Debt Service			-	-		-	-
Capital Outlay			-	-	52,500	1,200	1,200
Total Expenditures		\$ 20,336	\$ 37,800	\$ 35,000	\$ 88,300	\$ 37,000	\$ 37,000



AUTHORIZED POSITIONS							
FY 12-13	FY 13-14	CLASSIFICATION			GRADE	MINIMUM	MAXIMUM
HISTORY OF POSITION							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested Fy 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized	0	0	0	0	0	0	0
New Request	0	0	0	0	0	0	0
Total Funded Positions	0	0	0	0	0	0	0

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS**

10-450: GENERAL FUND INFORMATION SERVICES SUMMARY

PURPOSE

To provide support and assistance to all departments in troubleshooting computers and software systems.

GOALS & OBJECTIVES

Goal 1: To update and maintain the City's Infrastructure of Technology (IT).

Objective 1: To update and maintain the City's Infrastructure of Technology to meet and exceed the needs of the City's workforce to operate, serve, and protect the public in a timely manner.

FY 14 ACCOMPLISHMENTS

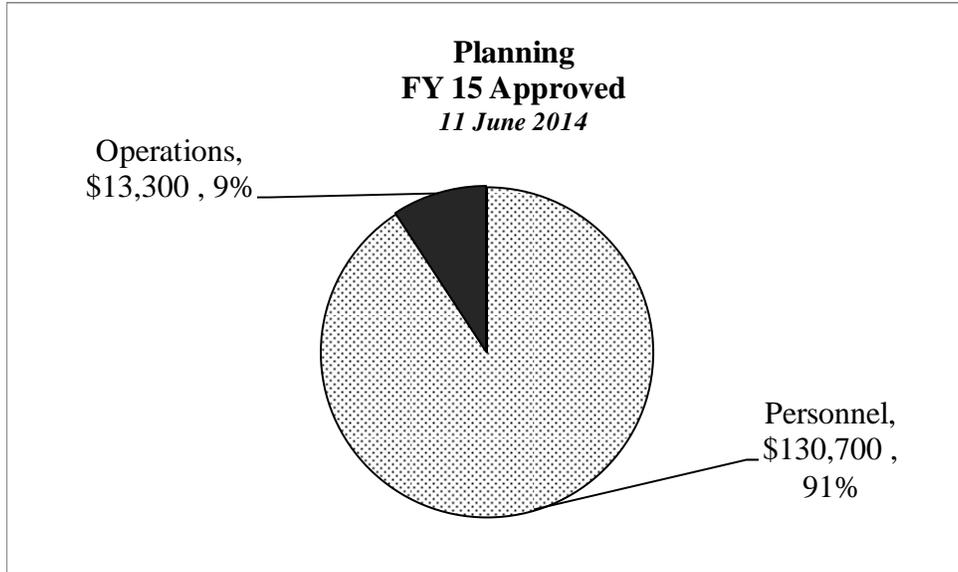
- **Server Replacement:** City Hall has two major servers in use, with two additional smaller servers. The server utilized for Utility Billing software, a majority of the personnel folders and other key programs was replaced with larger capacity and new network software. This has significantly helped the Collections Department, as well as all users of the CSI Billing/Finance software.

KEY BUDGET ISSUES

- **Insufficient Staffing:** The City has not had an IT position for years. This need is currently met, in part, through the efforts of the City Engineer. This, however, takes him away from key engineering work and the overall needs of the City's IT services remains wanting. With the City Engineer position now vacant, there is literally no one on staff to assist with IT issues as they occur.
- **Computer Replacements:** In accordance with the General CIP that was produced this fiscal year, the IT department is requesting funds to replace 25 computers (monitors included) as well as MS Office software. The existing IT infrastructure is aging and without significant budget to replace the older computers, the work force will lag in work capacity and performance as well as technical knowledge to keep abreast of current standards. Budget cuts necessary to balance the General Fund eliminated all funding.
- **IT System Replacement Plan:** The IT department, using the General CIP, is requesting funds for replacement of the City Hall's remaining servers and switches as those are significantly dated, causing connectivity issues, work stoppages, and speed degradation. The servers are the backbone of our infrastructure and cannot be allowed to fail. These switches allow for connections to the server, which are approximately 12 to 15 years old. The useful life of a switch is normally 10 years.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-495: GENERAL FUND PLANNING & COMMUNITY DEVELOPMENT SUMMARY**

10-495: PLANNING & CD DEPARTMENT SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ 124,940	\$ 126,473	\$ 104,900	\$ 99,645	\$ 131,900	\$ 130,700	\$ 130,700
Operating	12,453	11,128	38,950	38,455	24,600	13,300	13,300
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	25,000	-	-
Total Expenditures	\$ 137,393	\$ 137,601	\$ 143,850	\$ 138,100	\$ 181,500	\$ 144,000	\$ 144,000



AUTHORIZED POSITIONS					
FY 12-13	FY 13-14	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM
		<i>Board Members</i>			
15	15	Board of Adjustment Members			
10	10	Planning Board Members			
		<i>Staff</i>			
1	1	Director of Planning	16	\$49,537	\$74,543
1	1	Zoning Administrator	11	\$34,930	\$52,394
1	1	Planning Technician		frozen	
1	1	Community Dev. Director		frozen	
1	1	Administrative Secretary		frozen	
5	5				

HISTORY OF POSITIONS							
	FY10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	5	5	5	5	5	5	5
New Requests	0	0	0	1	0	0	0
Total Funded Positions	2	2	2	2	2	2	2

10-495: GENERAL FUND PLANNING & COMMUNITY DEVELOPMENT SUMMARY

PURPOSE

To provide for the administration of Planning, Zoning, Community Development, and Main Street Management. To support the Planning Board and Board of Adjustment. To ensure development services provided within the City and the Extra-Territorial Jurisdiction are rendered with a high standard of customer service. To collect, manage and analyze spatial data.

GOALS & OBJECTIVES

- Goal 1:** Continue to improve the One Stop Permitting process.
- Objective 1:** To continue to streamline the permitting and development processes so that developers are able to construct, renovate, and make property improvements with as much up front knowledge as possible, a most comprehensive development process and the highest level of customer service.
- Goal 2:** Develop community planning.
- Objective 2:** To build community capacity within the neighborhoods prioritizing the most distressed areas. Continue to develop the Community Advisory committee and the Flint Hill Neighborhood Advisory committee as the pilot neighborhood advisory committee.
- Goal 3:** Build and develop spatial data capacity/GIS
- Objective 3:** Since 2006, the department has strived to build a GIS system that provided the capacity to spatially analyze data. In 2013, we updated our original software package the continuation to build off the base layers more specific analytical layers to help provide informed Staff recommendations, share spatial data in a way that non-Planning professionals can comprehend and present to the Council/Boards spatial data to make informed decisions.

FY 14 ACCOMPLISHMENTS

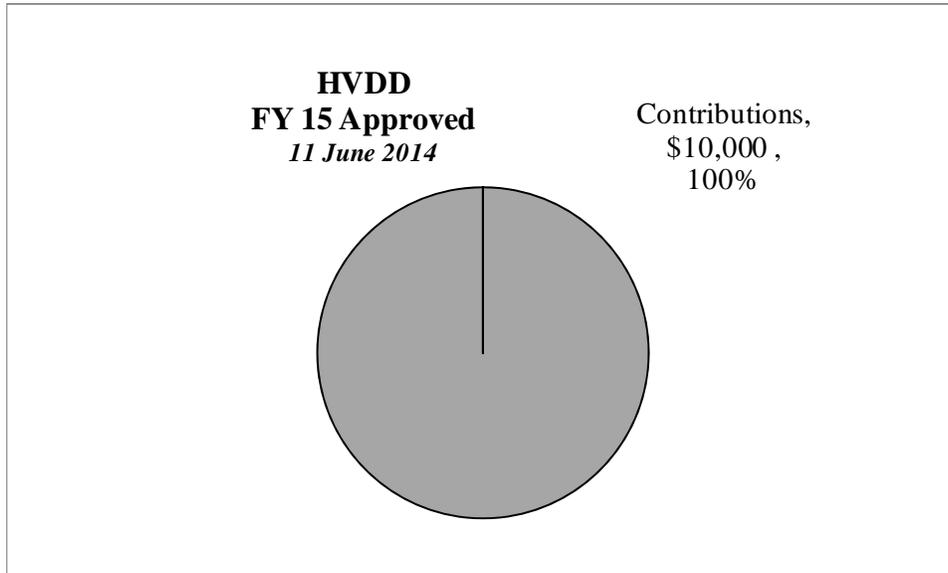
- **Talent Enhancement Capacity Building Grant:** In June of 2013, we were awarded a \$50,000 training grant from the North Carolina Department of Commerce. This grant provides training in building community capacity, writing a competitive grant application and grant administration.
- **One Stop Permitting Process:** This was the first phase deliverable of an inter-departmental collaboration process improvement team that was formed at the request of the City Council's retreat in 2013. The team identified some key challenges and worked to align our inter-departmental processes.

KEY BUDGET ISSUES

- **Updated Zoning Ordinance:** A major document the entire department uses is our code of land use laws. Our ordinance desperately needs an overhaul rewrite as we have not amended it since its origin in 1987. Many of the uses are antiquated and it is not developer friendly. There is no funding for this initiative.
- **Neighborhood Small Area Planning:** Community Development is critical to the sustainability of the City. These plans are needed in order to serve as a guide that will begin to rebuild some of the most distressed neighborhoods.

**FY 13-14 BUDGET
GOVERNMENTAL FUNDS
10-496: GENERAL FUND DOWNTOWN DEVELOPMENT SUMMARY**

	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ 13,908	\$ 34,464	\$ 48,600	\$ 48,400	\$ 49,600	\$ -	\$ -
Operating	14,168	15,682	14,930	14,720	13,600	10,000	10,000
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Total Expenditures	\$ 28,076	\$ 50,146	\$ 63,530	\$ 63,120	\$ 63,200	\$ 10,000	\$ 10,000



<u>AUTHORIZED POSITIONS</u>							
FY 12-13	FY 13-14	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
1	1	Main St. Program Manager	11	\$34,930	\$52,394		
1	1						
<u>HISTORY OF POSITIONS</u>							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	0.5	0.5	0.5	1	1	0	0
New Requests	0	0	0	0	0	0	0
Total Funded Positions	0.5	0.5	0.5	1	1	0	0

**FY 13-14 BUDGET
GOVERNMENTAL FUNDS**

10-496: GENERAL FUND DOWNTOWN DEVELOPMENT SUMMARY

PURPOSE

To promote, enhance, facilitate and encourage a vibrant, healthy and historically significant downtown historic central business district. To ensure the Downtown business district is being managed using the four-point approach of the Main Street program: organization, promotion, design and economic restructuring.

The Downtown Development Commission (DDC) is supported from an organizational and staffing standpoint by the Mainstreet Program Manager (a member of the City's Planning and Community Development Department). The Downtown Development Commission is a twenty-three (23) member group organized as a 501c3 corporation.

GOALS & OBJECTIVES

- Goal 1:** Build and enhance relationships with the downtown merchants
Objective 1: Strive to foster relationships with the merchants in the downtown area, encouraging networking and collaborative improvement opportunities
- Goal 2:** Provide assistance and support for downtown businesses
Objective 2: Use various promotional opportunities to make downtown attractive, to build the customer base for all businesses and enhance the environment in the downtown area
- Goal 3:** Develop and market a brand for Henderson
Objective 3: Identify and market a selected brand for the City and possibly beyond. This will include a branding campaign and promotional opportunities.
- Goal 4:** Complete the strategic planning process
Objective 4: In late 2013, the HVDDC began working on mission, vision and purpose statements. The next step is to complete this strategic planning process and deliver a strategic plan.

FY 14 ACCOMPLISHMENTS

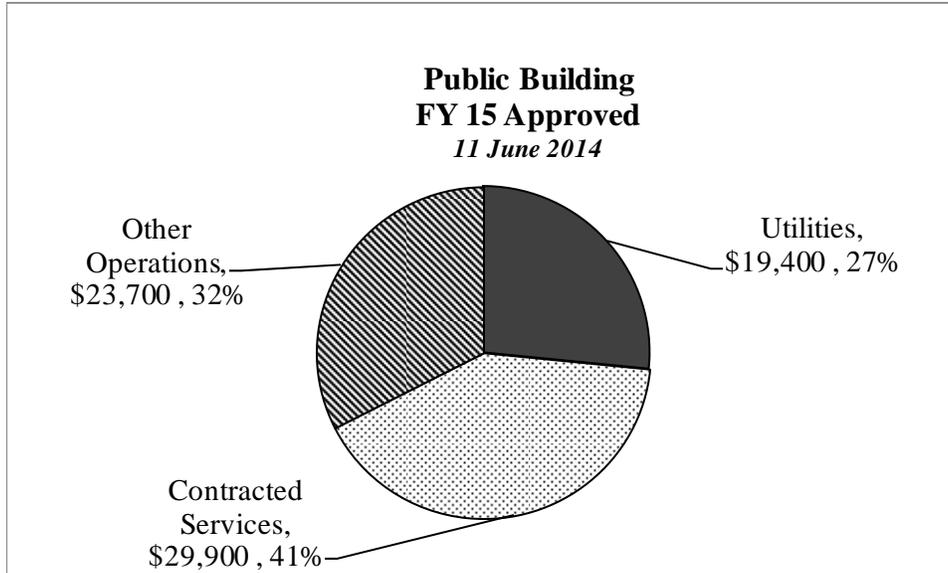
- **New Light Pole Project:** This was a collaborative project with Duke Progress Energy and the City of Henderson to update 64 light poles downtown adding decorative lights to enhance the appearance. The Main Street Manger facilitated the installation of new decoration hardware for the new light poles. The conversations regarding this project began in 2009.
- **New Business:** 14 new businesses opened in Downtown in this fiscal year.
- **Improved Events Downtown:** There were two sole HVDDC events downtown. The Halloween Trick or Treat attracted approximately 3,000 children this year. The Christmas Parade had 96 entries compared to 94 last year and increased the funds raised by \$1,000

KEY BUDGET ISSUES

- **Downtown Streetscape:** The streetscape downtown needs maintenance in order to improve the curb appeal along the main street.
- **Façade Improvements:** There are numerous buildings downtown that need their facades improved to attract businesses and approve the overall appearance of Main Street. There are no funds for this program.
- **De-Funding Main Street:** In order to balance budgetary priorities without increases in the budget, it is recommended the staff position be eliminated. The staff person will be transferred to another City position for which she is qualified that may be available.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-500: GENERAL FUND PUBLIC BUILDINGS & GROUNDS SUMMARY**

10-500: PUBLIC BLDGS DEPARTMENT SUMMARY							
	Actual	Actual	Budget	Estimated	Requested	Recommended	Approved
	11-12	12-13	13-14	30-Jun-14	14-15	14-15	14-15
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	70,191	67,876	72,870	66,150	74,400	73,000	73,000
Debt Service	-	-	-	-	-	-	-
Capital Outlay	9,995	-	-	-	110,500	-	-
Total Expenditures	\$ 80,186	\$ 67,876	\$ 72,870	\$ 66,150	\$ 184,900	\$ 73,000	\$ 73,000



AUTHORIZED POSITIONS							
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
0	0						
0	0						
HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	1	0	0	0	0	0	0
New Request	0	0	0	0	0	0	0
Total Fund Positions	1	0	0	0	0	0	0

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS**

10-500: GENERAL FUND PUBLIC BUILDINGS & GROUNDS SUMMARY

PURPOSE

To provide funds on a centralized basis for general building maintenance (City Hall, Public Safety Building, etc.) and associated insurance and utility costs for public buildings. The Engineering Department is responsible for administering this budget.

GOALS & OBJECTIVES

- Goal 1:** Continue to make improvements to landscaping around City Hall.
- Objective 1:** Continue to improve the look of City Hall to set the tone and encourage further beautification efforts as well as promotion of the downtown area.
- Goal 2:** Continue to maintain and improve the City Hall working environment for employees with various projects.
- Objective 2:** Increase worker safety, productivity through better working environment.

FY 14 ACCOMPLISHMENTS

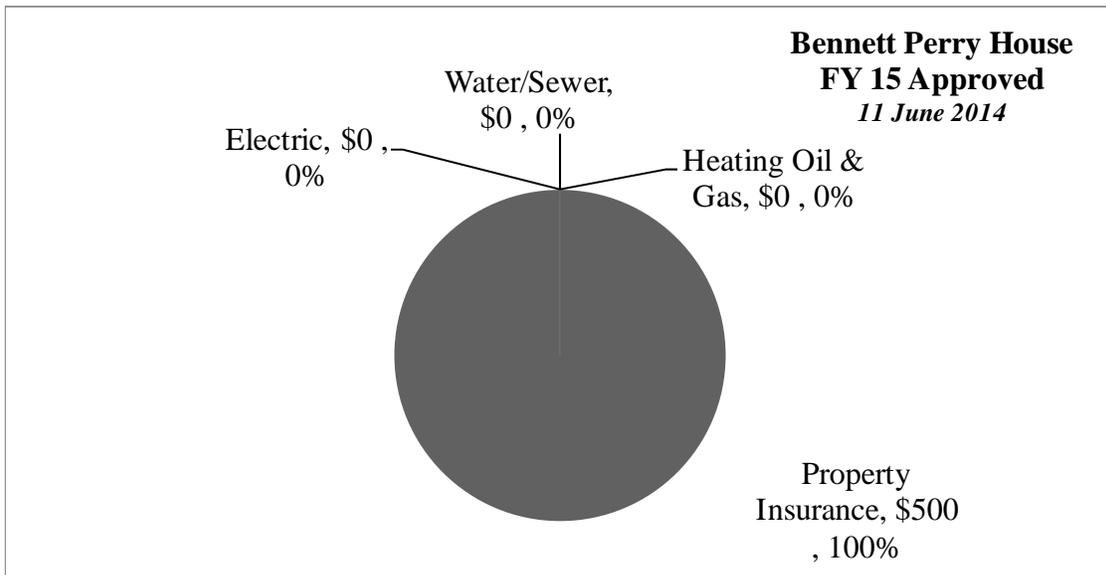
- **Front Door Replacement:** The main front door access was replaced as the doors would not close properly and the locking mechanism was broken on one side causing potential security issues. The doors were replaced with smaller access doors.
- **Interior Improvements:** Completed other interior improvements to the City Hall facility in various offices and storage areas to aid the departments in the day-to-day operations as well as giving them the ability to provide more efficient customer service.

KEY BUDGET ISSUES/REQUESTS

- **Electronic Door Lock System:** Insufficient funds to install new electronic door lock system for the employee entrances which would aid in protection of access, tracking access by employees and better control of access to City Hall during non-work hours. The current locking mechanisms are archaic and require changes with each employee change and require maintenance as the locking mechanism continues to break.
- **Maintenance and upkeep:** Insufficient funds for interior and exterior painting of the building.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-501: GENERAL FUND BENNETT PERRY HOUSE SUMMARY**

10-501: BENNETT PERRY HOUSE							
	Actual	Actual	Budget	Estimated	Requested	Recommended	Approved
	11-12	12-13	13-14	30-Jun-14	14-15	14-15	14-15
Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating		5,407	4,700	2,400	2,500	500	500
Debt Service		0	-	-	-	-	-
Capital Outlay		0	-	-	-	-	-
Total Expenditures		\$ 5,407	\$ 4,700	\$ 2,400	\$ 2,500	\$ 500	\$ 500



AUTHORIZED POSITIONS					
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM
0	0				
0	0				

HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
AUTHORIZED				0	0	0	0
NEW REQUESTS				0	0	0	0
TOTAL FUNDED POSITIONS				0	0	0	0

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS**

10-501: GENERAL FUND BENNETT PERRY HOUSE SUMMARY

PURPOSE

Mr. Bennett Perry donated his home, located at the corner of Church and North Chestnut streets to the City of Henderson with the intent that the City maintain it as a museum. The City Council approved the acceptance of his donation via Resolution 11-80 on 8 August 2011.

GOALS & OBJECTIVES

- Goal 1:** Conversion of property to a 501(c) corporation to establish a museum.
Objective 1: Establishment of a museum consistent with the covenants of the transfer of property.
- Goal 2:** Effectively maintain the existing building and grounds.
Objective 2: To maintain the integrity of the house as well as the aesthetics of the grounds.

FY 14 ACCOMPLISHMENTS

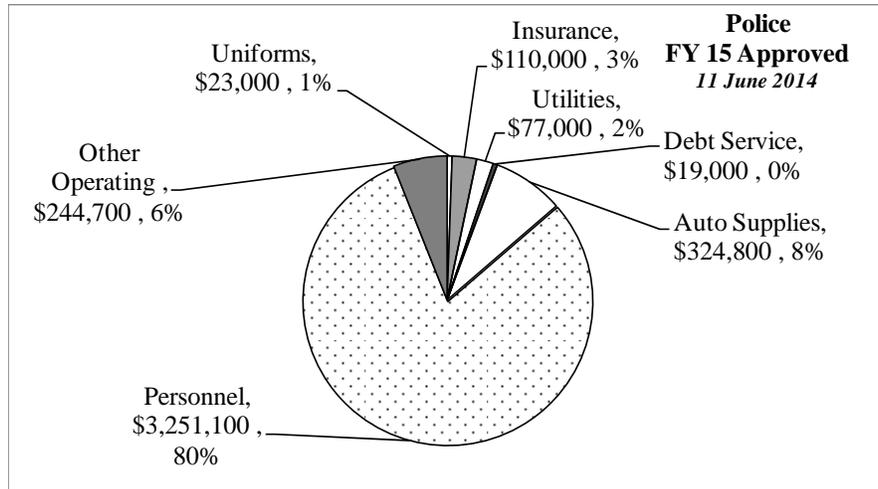
- Winterized the house to protect the integrity of the pipes, heating system, etc.
- Maintained the grounds to be aesthetically pleasing to the surrounding neighborhood.

KEY BUDGET ISSUES/REQUESTS

- **Insufficient funds:** There are insufficient funds to do anything with the house. It needs renovations including lead paint and asbestos abatement, painting, ADA accessibility as well as a plan of how it would be utilized as a museum. Given the financial situation which the City finds itself, a discussion should be had on the efficiency of the City keeping the house and turning it into a museum or allowing it to revert to the Estate for its subsequent disposition.

**FY 14-15 BUDGET
GENERAL BUDGET
10-510: GENERAL FUND POLICE DEPARTMENT SUMMARY**

10-510: POLICE DEPARTMENT SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ 3,051,913	\$ 2,925,889	\$ 3,278,790	\$ 3,038,720	\$ 3,514,400	\$ 3,251,500	\$ 3,251,100
Operating	1,046,694	809,349	749,460	728,216	861,200	779,500	779,500
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	173,200	19,000	19,000
Total Expenditures	\$ 4,098,607	\$ 3,735,239	\$ 4,028,250	\$ 3,766,936	\$ 4,548,800	\$ 4,050,000	\$ 4,049,600



AUTHORIZED POSITIONS							
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
<i>Sworn Law Enforcement Officers Full Time</i>							
1	1	Chief of Police	16	\$49,537	\$74,543		
2	2	Captain	13	\$46,876	\$70,313		
9	9	Lieutenant	12	\$43,892	\$65,838		
9	9	Sergeant	11	\$41,094	\$61,641		
4	4	Senior Police Officer	9	\$35,893	\$53,840		
11	11	Patrol Officer II	8	\$33,546	\$50,319		
16	16	Patrol Officer I	7	\$31,352	\$47,029		
16	52	<i>Subtotal</i>					
<i>Administrative Full Time</i>							
1	1	Case Management Coordinator	5	\$23,190	\$34,656		
1	1	Administrative Assistant	6	\$24,906	\$37,359		
1	1	Administrative Secretary	5	\$23,190	\$34,656		
4	3	Police Office Assistant	4	\$21,592	\$32,388		
1	1	Parking Enforcement	2	\$18,859	\$28,288		
8	7	<i>Subtotal</i>					
<i>Part Time Employees</i>							
1	1	Crime Analyst		\$14	\$14		
1	1	Assistant to Administrative Services		\$14	\$14		
4	0	School Crossing Guard		\$7	\$7		
1	1	Police Office Assistant		\$8	\$8		
9	11	Reserve Officers		\$8	\$8		
0	1	Accreditation Manager		\$14	\$14		
16	15	<i>Subtotal</i>					
60 FT- 16 PT	59 FT- 15 PT						
HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
AUTHORIZED	68 FT-12 PT	60 FT-14 PT	60 FT-14 PT	60 FT-16 PT	60 FT- 20 PT	59 FT-15 PT	59 FT-15 PT
NEW REQUESTS	0	0	0	0	4 PT	0	0
TOTAL FUNDED POSITIONS	68 FT-12 PT	60 FT-14 PT	60 FT-14 PT	60 FT-16 PT	60 FT-17PT	59 FT-15 PT	59 FT-15 PT

**FY 14-15 BUDGET
GENERAL BUDGET**

10-510: GENERAL FUND POLICE DEPARTMENT SUMMARY

PURPOSE

The prevention of crime, the protection of life and property and the general preservation of the public peace.

GOAL 1: Reduce the overall violent crime rate for Henderson and continue to reduce the overall Part 1 Crime Volume along the current three year trend.

Objective 1a: Continue to use the Federal Court System to remove violent and habitual felons from the City.

Objective 1b: Reduce the number of “points of distribution” of narcotic sales in the Henderson area and submit persons arrested for Federal prosecution.

Objective 1c: Use Crime Analysis information and resources to deploy personnel, traffic tracking equipment, surveillance equipment, etc. to continue to decrease crime within the City.

GOAL 2: Continue to improve the relationship between the citizens and the Police Department

Objective 2a: Establish a Citizen’s Police Academy and review and revise the VIPS policy and program.

Objective 2b: Continue to develop relationships between our department and internal and external stakeholders.

Objective 2c: Work with faith based organizations and implement the program “Circle of Faith”.

GOAL 3: Make progress in replacing inoperable in-car cameras

Objective 3a: Purchase at least four (4) new camera units for vehicles in the fiscal year with grant funding.

Objective 3b: Seek additional funding to purchase four (4) additional cameras for vehicles in the fiscal year.

GOAL 4: To maintain full sworn officer staffing.

Objective 4a: To hire personnel to fill all existing allocated sworn positions.

Objective 4b: To work with the other agency divisions to maintain sworn officer loss in 2014 at less than 10%.

GOAL 5: Continue to seek resources to address needed CIP purchases

Objective 5a: Continue the upgrades of workstation computers to build existing department information infrastructure.

Objective 5b: Maintain the current level of operation, efficiency and expenditures of our individually assigned Police Department vehicle fleet program.

FY 13-14 ACCOMPLISHMENTS

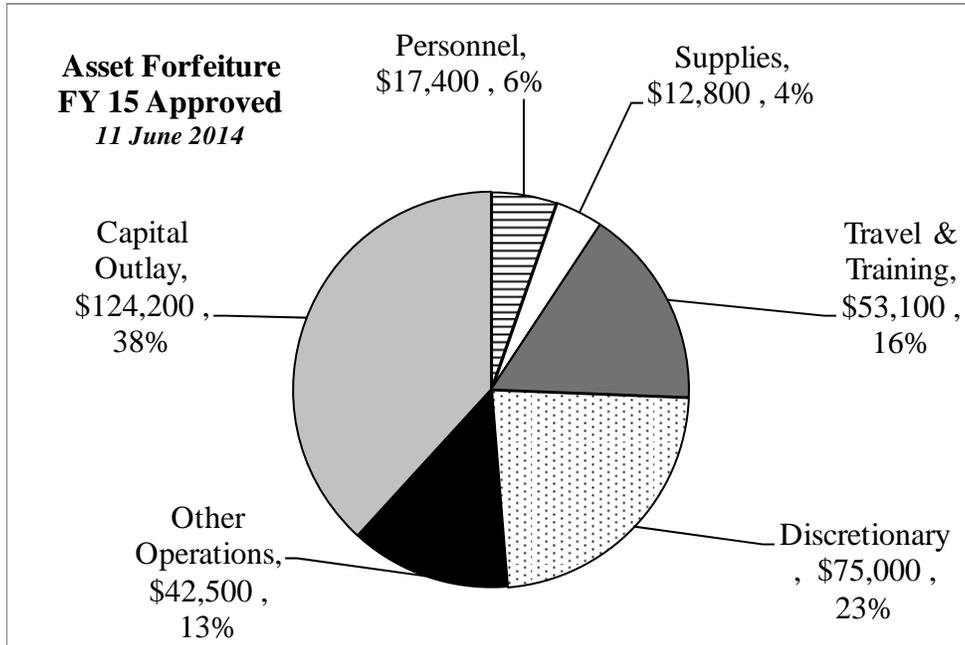
- **Partnerships:** Developed and strengthened existing community partnerships by enhancing the Community Watch Program and assisting the Northern Vance High School Engineering Program in the development of a new vehicle graphic.
- **Data Analysis:** Purchased updated computers for Operation Division supervisors.
- **Use of Federal Court:** Continued partnership with ATF to produce fifteen (15) indictments of violent felons in the Federal System thus far in FY13-14.
- **Reduced Crime Levels:** Used resources to work toward a lower crime volume and higher clearance rate.

KEY BUDGET ISSUES

- **Larger capital items:** Includes five (5) replacement vehicles, and four (4) in-car video systems.
- **Fuel & Maintenance:** Increase in Maintenance and Repair Equipment if replacement vehicles are not purchased.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-512: GENERAL FUND POLICE –ASSET FORFEITURE SUMMARY**

10-512: POLICE FED ASSET FORFEITURE DEPARTMENT SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ -	\$ 14,126	\$ 34,000	\$ 34,000	\$ -	\$ 17,400	\$ 17,400
Operating	75,779	111,519	174,300	138,900	100,769	273,400	273,400
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	4,555	197,700	197,700	8,000	34,200	34,200
Total Expenditures	\$ 75,779	\$ 130,200	\$ 406,000	\$ 370,600	\$ 108,769	\$ 325,000	\$ 325,000



AUTHORIZED POSITIONS							
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
0	0						
0	0						
HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authroized Positions	2	0	0	0	0	0	0
New Requests	0	0	0	0	0	0	0
Total Funded Positions	0	0	0	0	0	0	0

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS**

10-512: GENERAL FUND POLICE –ASSET FORFEITURE SUMMARY

PURPOSE

To provide resources that expands the ability of the City to provide capital equipment, training and first year personnel

GOALS & OBJECTIVES

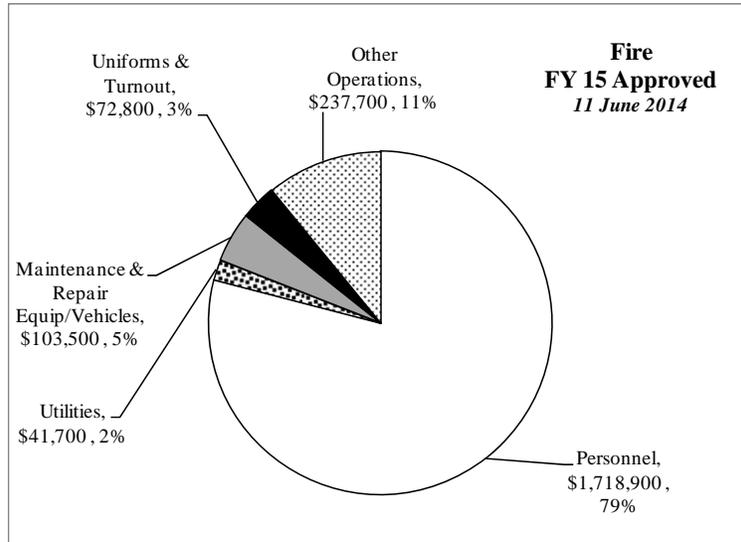
See Police Department on prior pages.

KEY BUDGET ISSUES

- **Use of Funds:** Funding levels of various accounts are consistent with the current availability of these funds as collected by the Police Department
- **Rate of Seizure is Down:** Seizure funds continue to decrease which will have impacts on future budgets unless interdictions increase.
- **Asset Forfeiture Funds:** The Utilization of Asset Forfeiture funds is occurring at a pace faster than funds are being received. See Asset Forfeiture fund balance in General Fund Summary- Financial Metrics section.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-530: GENERAL FUND FIRE DEPARTMENT SUMMARY**

10-530: FIRE DEPARTMENT SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ 1,671,019	\$ 1,684,365	\$ 1,727,336	\$ 1,714,850	\$ 1,926,900	\$ 1,719,300	\$ 1,718,900
Operating	370,260	421,147	426,610	425,170	873,330	440,700	440,700
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	4,537	5,000	5,000	284,800	15,000	15,000
Total Expenditures	\$ 2,041,279	\$ 2,110,049	\$ 2,158,946	\$ 2,145,020	\$ 3,085,030	\$ 2,175,000	\$ 2,174,600



AUTHORIZED POSITIONS							
FY 13-14	FY14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
1	1	Regular: Fire Chief	16	\$49,537	\$74,543		
1	1	Regular: Assistant Fire Chief	13	\$39,844	\$59,765		
1	1	Regular: Fire & Safety Educator	10	\$32,645	\$48,969		
1	1	Regular: Battalion Chief Training/Inspections	12	\$37,309	\$55,959		
3	3	Regular: Battalion Chief	12	\$37,309	\$55,959		
6	6	Regular: Fire Lieutenant	11	\$34,930	\$52,394		
6	6	Regular: Fire Engineer	10	\$32,645	\$48,969		
5	3	Regular: Firefighter III	9	\$30,509	\$45,765		
6	6	Regular: Firefighter II	8	\$28,514	\$42,772		
2	2	Regular: Firefighter I	7	\$26,650	\$39,973		
2	4	Regular: Probationary Firefighter	6	\$24,906	\$37,359		
	2	Firefighter I	requested				
	1	Fire Lieutenant	requested				
	1	Fire Engineer	requested				
34	38	<i>Subtotal</i>					
		<i>Administration</i>					
1	1	Regular: Administrative Assistant	6	\$24,906	\$37,359		
	39	<i>Total Full Time</i>					
		<i>Part Time</i>					
11	5	Part Time Firefighters/ paid					
	7	Reserve Firefighters/ unpaid					
35 FT - 11 PT	5 pd/ 7 unpd 39 FT-12 PT	<i>Total Part Time and Reserves</i>					
HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	35 FT-12 PT	35 FT-12 PT	35 FT- 11 PT	35 FT- 11 PT	39 FT-12 PT	35 FT-12 PT	35 FT-12 PT
New Requests	4	4	0	0	4	0	0
Total Funded Positions	35 FT-12 PT	35 FT-12 PT	35 FT- 11 PT	35FT- 11 PT	39 FT-12 PT	35 FT-12 PT	35 FT-12 PT

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-530: GENERAL FUND FIRE DEPARTMENT SUMMARY**

PURPOSE

To prevent fires and fire hazards throughout the City, suppression and containment of fires, education and related initiatives in fire prevention, the provision of rescue and emergency medical services, and interpretation and enforcement of Chapter V of the State Fire Prevention Code.

GOALS & OBJECTIVES

- Goal 1:** Obtain a Fire Rating of “Class 3” to reduce insurance rates for our citizens.
Objective 1: Continue to work toward obtaining a Fire Rating of “Class 3” for Henderson. This can be accomplished by improving fire department operations, water system improvements and improvements at the 911 Center.
- Goal 2:** Hire four (4) firefighters to staff a “Third Engine Company” for fire suppression purposes.
Objective 2: This will assist the fire department in acquiring a lower Fire Protection Class Rating.
- Goal 3:** Replace Eight (8) vehicles: 1991 Pick-up truck, 1994 Suburban, 1998, 2000, 2001 & 2003 Ford Crown Vic’s, 2001 Dodge Durango and 1999 Dodge Van, and one 1990 Fire Engine.
Objective 3: Secure the necessary funding to purchase the eight (8) new vehicles and 1 fire engine for the fire department by 1 May 2015.
- Goal 4:** Offer Carbon Monoxide Detectors to our Citizens.
Objective 4: Expand the smoke detector program by purchasing and installing, at no charge to citizens, carbon monoxide detectors in residential homes meeting certain criteria by 30 June 2015.

FY 14 ACCOMPLISHMENTS

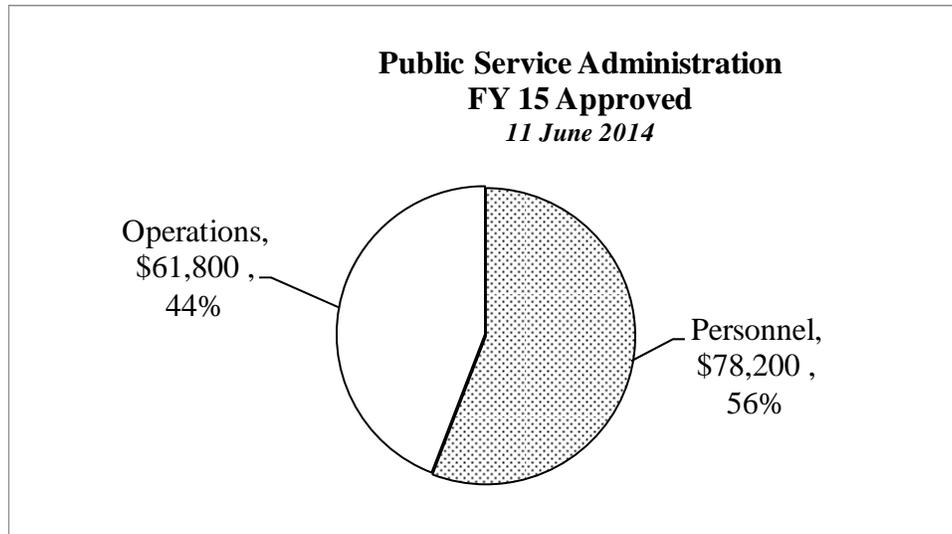
- **Training:** Fire Fighters have completed a combined total of 13,797 hours of fire training and 1,236 hours of EMS training, as well as 523 hours of special training, thus giving the department a total of 15,556 training hours of training for 2013. 99% of the fire fighters have met the required 240 hours of fire training and all of the fire fighters have met the required 36 hours of EMS training.
- **Fire Inspections:** The Inspection Division has conducted 538 Fire Inspections and 1,122 pre-plans. We have completed 100% of 1, 2 and 3 year inspections and pre-plans.
- **Fire and Life Safety Program:** The Prevention and Education Division performed 731 training and/or seminars reaching 24,500 participants for the year FY 13-14. We had a successful year with our Home Inspection Program by visiting 6,780 homes, in which 1,925 home inspections were conducted, 100 smoke alarms installed and 500 smoke alarm batteries replaced.
- **Responses:** Responded safely to 960 fire and rescue calls, 1,963 medical emergencies, and mitigated same.

KEY BUDGET ISSUES

- Funding needed to replace: One (1) 1990 Fire Engine and Eight (8) Vehicles aging from 1991 to 2003. All of these vehicles have exceeded their service life expectancy to be classified as Emergency Response Vehicles.
- Funding is needed for Hurst Extrication Tool replacement. Current extrication tools are over twenty eight (28) years old, making them ineffective.
- Funding is needed for an Emergency Backup Generator for Station No. 2. Current generator only allows for the opening of the bay doors leaving the station without HVAC during a power outage.
- Funding is needed for a Fire Service Study for the new Fire Station.
- Funding is needed for replacement of the apparatus floor at Fire Station No.1, resurfacing of the parking lot at Station No. 1, and various other improvements.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-545: GENERAL FUND ADMINISTRATION- PUBLIC SERVICES SUMMARY**

10-545: PUBLIC SERVICES/ADMIN DEPARTMENT SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ 74,915	\$ 72,215	\$ 77,300	\$ 77,500	\$ 79,600	\$ 78,200	\$ 78,200
Operating	268,858	39,664	62,500	56,000	64,800	57,600	57,600
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	48,900	4,200	4,200
Total Expenditures	\$ 343,773	\$ 111,879	\$ 139,800	\$ 133,500	\$ 193,300	\$ 140,000	\$ 140,000



<u>AUTHORIZED POSITIONS</u>							
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
1	1	Fiscal & Compliance Officer	10	\$32,645	\$48,969		
1	1	Administrative Secretary	5	\$23,190	\$34,565		
2	3						
<u>HISTORY OF POSITIONS</u>							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	2	2	2	2	2	2	2
New Requests	0	0	0	0	0	0	0
Total Funded Positions	2	2	2	2	2	2	2

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS**

10-545: GENERAL FUND ADMINISTRATION- PUBLIC SERVICES SUMMARY

PURPOSE

To provide for the overall fiscal and compliance management and support functions for the Cemetery, Sanitation, Garage, and Water and Sewer Utility Operations Divisions.

This department manages the budget for the Operations and Service Center. 60% of the total cost associated with the Operations Center is reimbursed by the Water and Sewer funds. Additionally, this office (as part of Sanitation Division Management) is charged with contract compliance responsibilities, and complaint resolution, for any contract or franchise agreements with private waste haulers or collectors operating within the city, including commercial/industrial bulk container collection and monitoring customer service.

GOALS & OBJECTIVES

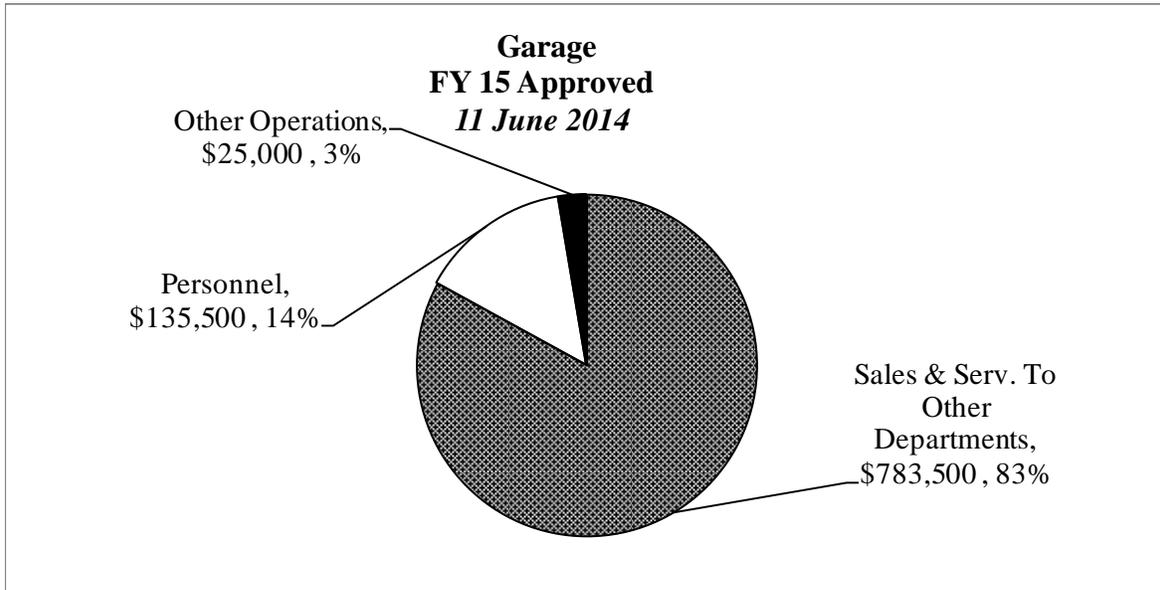
- Goal 1:** Provide overall management of contracts and other fiscal matters.
- Objective 1:** Track spending, checking for compliance with contracts and customer service and collecting and analyzing data to improve efficiency and track customer service issues.
- Goal 2:** Further development of graphs and other data relative to revenues.
- Objective 2:** Consistent monitoring of revenues to insure budget projections are met.

FY 14 ACCOMPLISHMENTS

- **Initiated Safety Committee** which has identified potential safety problems and eliminated potential safety hazards or concerns.
- **Monitored** Preventative maintenance measures on equipment.
- **Worked in conjunction** with engineering in completing improvements to operations center to relocate the offices of the engineering department.
- **Continued to utilize more data** to track expenditures and monitor contracts for compliance.
- **Customer service survey** was good as it related to sanitation and also provided excellent customer service relative to the public need and Elmwood cemetery. A recent survey indicates 89.25% percent customers were satisfied or very satisfied with the sanitation service.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-555: GENERAL FUND GARAGE SUMMARY**

10-555: GARAGE DEPARTMENT SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ 111,959	\$ 117,821	\$ 122,600	\$ 120,300	\$ 129,800	\$ 135,500	\$ 135,500
Operating	587,188	605,572	817,280	652,100	816,800	25,000	25,000
Sales & Services to other Depts.	-	-	-	-	-	783,500	783,500
Capital Outlay	3,429		2,500	2,300	7,400	-	
Total Expenditures	\$ 702,576	\$ 723,393	\$ 942,380	\$ 774,700	\$ 954,000	\$ 944,000	\$ 944,000



For More Information regarding Sales & Services to other Departments see Total Budget Summary

<u>AUTHORIZED POSITIONS</u>							
FY 12-13	FY 13-14	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
		<i>Full Time Employees</i>					
1	1	Service Worker	3	\$20,179	\$30,270		
1	1	Auto Mechanic	3	\$20,179	\$30,270		
1	1	Fleet Maintenance Supervisor	9	\$30,509	\$45,765		
0	0	Auto Mechanic		frozen			
		<i>Part Time Employees</i>					
1	1	Part Time					
3 FT/ 1 PT	3FT/1PT						
<u>HISTORY OF POSITIONS</u>							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	4	4	3 FT/ 1 PT	3FT/1PT	3FT/1PT	3FT/1PT	3FT/1PT
New Requests	0	0	0	0	0	0	0
Total Funded Positions	4	4	3 FT/ 1 PT	3FT/1PT	3FT/1PT	3FT/1PT	3FT/1PT

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-555: GENERAL FUND GARAGE SUMMARY**

PURPOSE

To provide maintenance and repair services and dispense fuel, oil and other parts and supplies to the City's 176 vehicle fleet.

Departmental expenses are "charged back" to the appropriate operations, included (for the most part) in the individual expenditure accounts of Maintenance and Repair – Equipment (5016-05), Maintenance and Repair – Auto (5017-05), Automotive Supplies (5031-05) and Motor Fuels (5031-06). This has the effect of artificially increasing the size of the General Fund Reserves including the Garage.

GOALS & OBJECTIVES

- Goal 1:** Provide timely preventative maintenance to vehicles and equipment.
Objective 1: Documentation of time and materials associated with repairs and maintenance performed to reduce major repairs and extend the longevity of the equipment.
- Goal 2:** Obtain fleet maintenance software.
Objective 2: Provide better analysis of repairs and downtime of vehicles and equipment.

FY 14 ACCOMPLISHMENTS

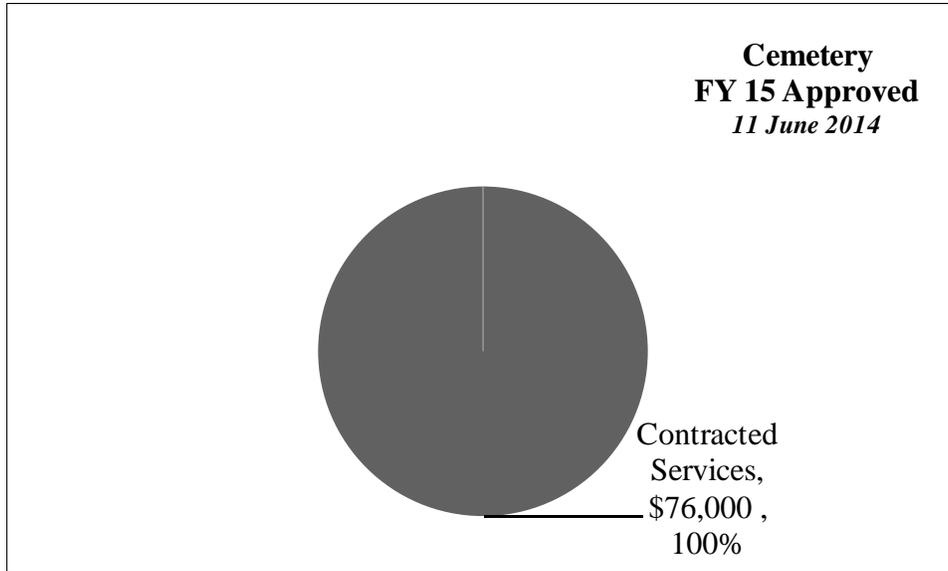
- **Prevention Maintenance:** Continued to improve preventative maintenance on equipment, which has helped reduce downtime and cost of repairing the equipment. This data is being analyzed on a consistent basis when considering equipment replacement needs and/or major repairs.
- **Maintenance:** Purchased computer for mechanics and working to utilize existing software that will handle repair dates, and other maintenance services.

KEY BUDGET ISSUES

- **Motor Fuels Costs:** Unleaded and Diesel fuel costs remain volatile and unpredictable. The City tracks fuel cost with two different vendors to insure we receive the best price.
- **Service Truck:** This has been requested for several years and the truck is in need of replacement, but not provided for in the new budget.
- **Aging Fleet:** Maintenance and repair costs are increasing as the fleet ages particularly in the general fund.
- **Privatization:** Bids have been received for outsourcing general automotive servicing. The Assistant City Manager is currently evaluating the bids.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-560: GENERAL FUND CEMETERY SUMMARY**

CEMETERY DEPARTMENT SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	68,995	69,352	77,200	70,700	82,900	76,000	76,000
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	0	-	-
Total Expenditures	\$ 68,995	\$ 69,352	\$ 77,200	\$ 70,700	\$ 82,900	\$ 76,000	\$ 76,000



AUTHORIZED POSITIONS							
FY 12-13	FY 13-14	CLASSIFICATION			GRADE	MINIMUM	MAXIMUM
0	0						
HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	4	4	0	0	0	0	0
New Requests	0	0	0	0	0	0	0
Total Funded Positions	3	3	0	0	0	0	0

Cemetery maintenance was contracted out beginning FY 11-12. There are no employees assigned for this function.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-560: GENERAL FUND CEMETERY SUMMARY**

PURPOSE

To provide for the perpetual care and maintenance of Elmwood and Blacknall Cemeteries, as well as the coordination of funeral services and burials in Elmwood Cemetery.

GOALS & OBJECTIVES

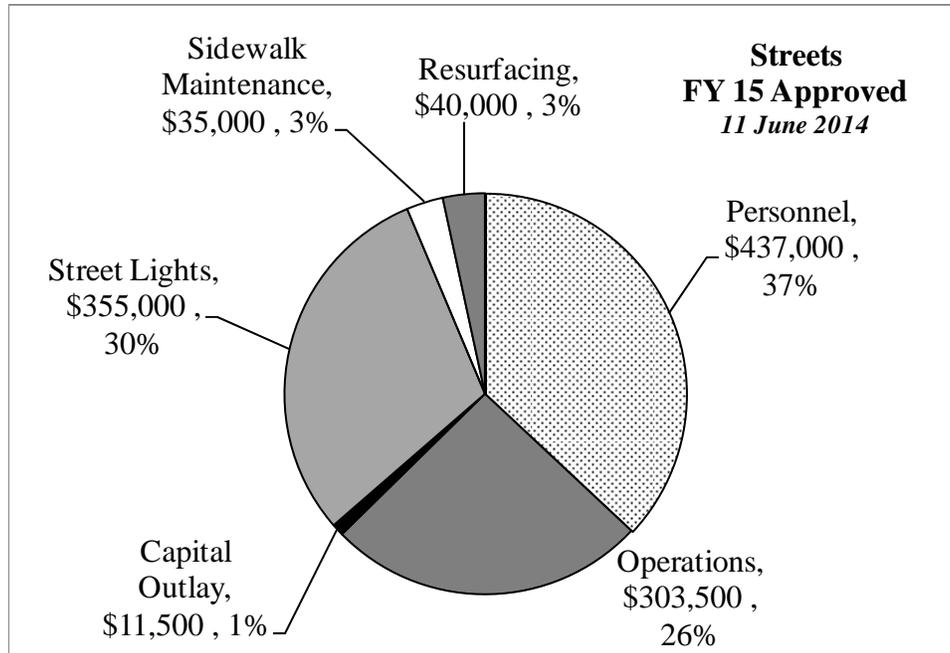
- Goal 1:** Improve signage at the entrance to Elmwood Cemetery and having remote accessibility to cemetery records for citizens.
- Objective 1:** Further enhance the beauty of the cemetery as well as providing better accessibility for citizens searching for a deceased family member or friend.

KEY BUDGET ISSUES

- **Privatization Funding:** Continue funding for contracted services for lawn care services at Elmwood and Blacknall Cemetery. Contract is subject to annual Consumer Price Index increases.
- **Cemetery Lot Sales:** Lot sale revenues have continued to increase.
- **Insufficient Funds:** Insufficient funds for landscaping and enhanced maintenance of the cemetery.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-570: GENERAL FUND STREET SUMMARY**

10-570: STREET DEPARTMENT SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ 388,692	\$ 425,331	\$ 437,290	\$ 436,500	\$ 444,000	\$ 437,000	\$ 437,000
Operating	609,005	606,961	745,770	734,000	870,400	733,500	733,500
Capital Outlay	19,820	29,461	7,400	7,400	86,100	11,500	11,500
Total Expenditures	\$1,017,517	\$1,061,753	\$1,190,460	\$1,177,900	\$ 1,400,500	\$ 1,182,000	\$ 1,182,000



AUTHORIZED POSITIONS							
FY 12-13	FY 13-14	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
		<i>Full Time</i>					
5	5	Maintenance Worker I	2	\$18,859	\$28,288		
3	3	Maintenance Worker II	3	\$20,179	\$30,720		
2	2	Maintenance Worker III	4	\$21,592	\$32,388		
2	2	Crew Leaders	6	\$24,906	\$37,359		
1	1	Street Maintenance Coordinator	10	\$32,645	\$48,969		
		<i>Part Time</i>					
1	1		1				
13 FT - 1 PT	13 FT - 1 PT						
HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	14	14	13	13 FT - 1 PT	13 FT - 1 PT	13 FT - 1 PT	13 FT - 1 PT
New Requests	0	0	0	0	0	0	0
Total Funded Positions	14	14	13	13 FT - 1 PT	13 FT - 1 PT	13 FT - 1 PT	13 FT - 1 PT

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-570: GENERAL FUND STREET SUMMARY**

PURPOSE

To provide for the general maintenance of streets, curbs, gutters, sidewalks, storm drains and ditches throughout the city including snow removal as needed.

The City has about 80 miles of City-maintained streets and approximately 17 miles of State-maintained/owned roadways.

GOALS & OBJECTIVES

- Goal 1:** Provide further extensive training to all Street Division employees.
Objective 1: To insure that employees perform their job in a safe and high quality manner to professional standards.
- Goal 2:** Identify a comprehensive list of needed storm drain repairs.
Objective 2: Insure problems are prioritized so that the integrity of the streets is not compromised and remain safe for travel.
- Goal 3:** Identify and prioritize sidewalk repair/replacement.
Objective 3: To encourage pedestrian traffic by improving the appearance and safety of sidewalks.
- Goal 4:** Improve appearance of city streets.
Objective 5: To foster a sense of pride in the community as well as encourage citizens to maintain their homes and surroundings in a well-kept manner.

FY 14 ACCOMPLISHMENTS

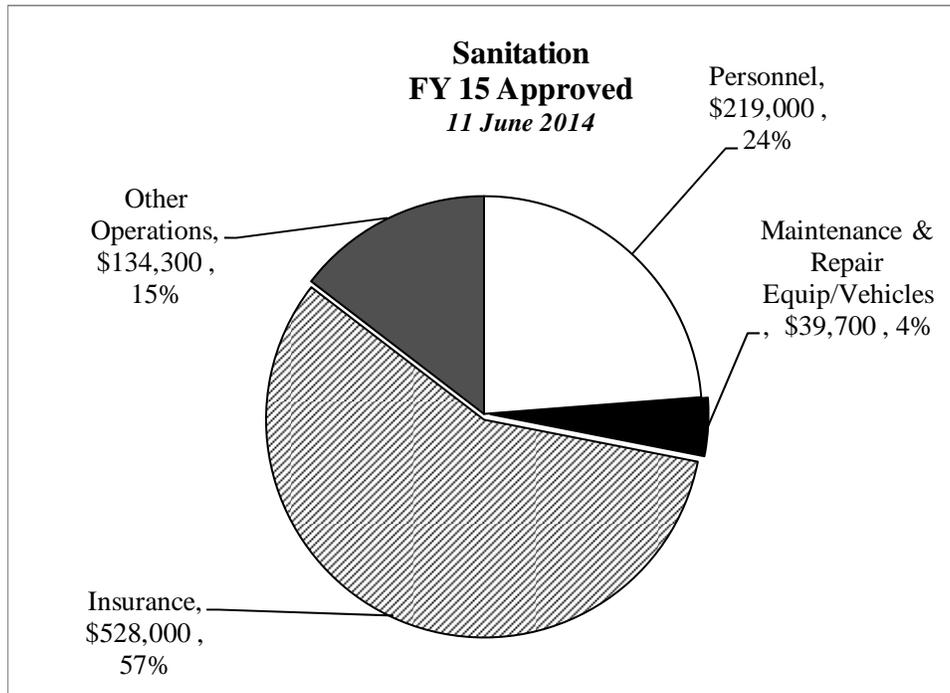
- **Sidewalk Repair:** Repaired and replaced sidewalks in the downtown area in conjunction with Duke Energy during the replacement of steel poles on Garnett Street.
- **Sign Replacement:** Replaced 308 Street signs in 2013-2014 (thru March 1, 2014).
- **Snow Removal:** City crews encountered several snowfall events and successfully removed snow from City and State streets in a timely manner to insure safety for the travelling public.
- **CSX Railroad:** Increased amount of contract for mowing of CSX Railroad in downtown area.
- **Community Watch Groups:** Worked in conjunction with Community Watch Groups to install new Community Watch signs to help reduce crime. This is ongoing.
- **Ditch Improvements:** Completed several ditch improvement projects on several City streets to help with drainage.
- **Street Sweeper:** Continued to enhance appearance of the City by utilizing the street sweeper, trash pickup, and monitoring of ground sign pickups.

KEY BUDGET ISSUES

- **Sidewalk Repairs:** More funding is needed for more sidewalk repairs; however, the budget cannot support this amount.
- **Resurfacing Funds:** Funding for resurfacing is needed for FY15; however, the budget cannot provide for same. There has been no significant resurfacing in several years.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-580: GENERAL FUND SANITATION SUMMARY**

10-580: SANITATION DEPARTMENT SUMMARY							
	Actual 11-12	Actual 12-13	Budget 13-14	Estimated 30-Jun-14	Requested 14-15	Recommended 14-15	Approved 14-15
Personnel Services	\$ 203,909	\$ 197,538	\$ 224,200	\$ 217,000	\$ 218,300	\$ 219,000	\$ 219,000
Operating	651,608	615,097	664,430	680,400	705,600	702,000	702,000
Capital Outlay	-	-	-	-	91,900	-	-
Total Expenditures	\$ 855,517	\$ 812,636	\$ 888,630	\$ 897,400	\$ 1,015,800	\$ 921,000	\$ 921,000



AUTHORIZED POSITIONS							
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
		<i>Full Time Employees</i>					
1	1	Public Works Maintenance Supervisor	10	\$32,645	\$48,969		
3	3	Maintenance Worker III	4	\$21,592	\$32,388		
1	1	Maintenance Worker II	3	\$20,179	\$30,270		
		<i>Part Time Employees</i>					
6	6	Seasonal, Leaf Crew	1				
5 FT/ 6 PT	5 FT/ 6 PT						
HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	5	5	5	5 FT/6FT	5 FT/ 6 PT	5 FT/ 6 PT	5 FT/ 6 PT
New Requests	0	0	0	0	0	0	0
Total Funded Positions	5	5	5	5 FT/6FT	5 FT/ 6 PT	5 FT/ 6 PT	5 FT/ 6 PT

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-580: GENERAL FUND SANITATION SUMMARY**

PURPOSE

To provide solid waste collection and management for 6,500 plus residential customers; loose leaf collection (at curbside) during the fall and early winter months, recycling waste and the bulk item collection program.

GOALS & OBJECTIVES

Goal 1: Improve efficiency of fleet by studying existing routes and movement of fleet for collection of recyclables and bulky waste, etc.

Objective 1: Improved Customer Service and reducing and/or maintaining existing cost.

Goal 2: Improve Communication with Citizens relative to garbage collection procedures.

Objective 2: Education of citizens to help with the efficiency of collection of yard debris and recyclables as well as items no longer allowed by state law such as electronics, collection times and to continue to improve the overall appearance of the city.

FY 14 ACCOMPLISHMENTS

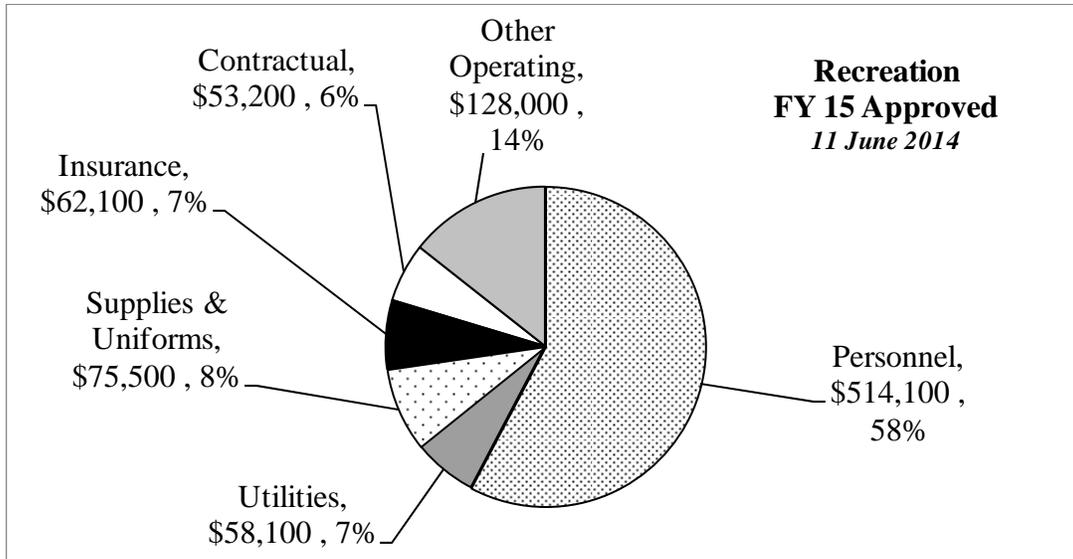
- **Leaf Collection:** Provided loose-leaf collection throughout the city in a timely manner. Collected 800 tons of loose leaves by December 31, 2013.
- **Yard Debris and Recyclables:** Collected 550 tons of yard debris and 130 tons of recyclable material thru the first six months of the year.
- **Consistency of Services:** Continued to improve overall with yard debris, recycling, and bulky waste pickup. There were very few customer complaints.
- **Customer Feedback:** Customer satisfaction rate of 93.7% for prior year's rating of sanitation services.

KEY BUDGET ISSUES

- **Contract Cost Increase:** The contract for Waste Industries includes a 5% increase based on the Consumer Price Index (excluding fuel) for sanitation.
- **Ageing Fleet:** Existing garbage trucks are getting older as well as leaf vacuum equipment and trucks utilized for hauling.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-620: GENERAL FUND RECREATION SUMMARY**

10-620: RECREATION DEPARTMENT SUMMARY							
	Actual	Actual	Budget	Estimated	Requested	Recommended	Approved
	11-12	12-13	13-14	30-Jun-14	14-15	14-15	14-15
Personnel Services	\$ 470,723	\$ 496,315	\$ 503,000	\$ 500,979	\$ 626,800	\$ 514,100	\$ 514,100
Operating	330,590	345,741	378,000	361,535	560,400	376,900	376,900
Capital Outlay	109,068	5,695	-	-	60,800	-	-
Total Expenditures	\$ 910,381	\$ 847,752	\$ 881,000	\$ 862,514	\$ 1,248,000	\$ 891,000	\$ 891,000



AUTHORIZED POSITIONS							
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
1	1	Director of Parks and Recreation	15	\$45,447	\$68,170		
2	2	Recreation Program Supervisor	9	\$30,509	\$45,765		
1	1	Recreation Program Specialist	8	\$28,514	\$42,772		
1	1	Park Maintenance Supervisor	8	\$28,514	\$42,772		
2	2	Maintenance Worker III	4	\$21,592	\$32,388		
0	0	Maintenance Worker III	4	frozen	frozen		
1	1	Maintenance Worker II	3	\$20,179	\$30,270		
0	0	Recreation Program Superintendent	11	unfunded	unfunded		
1	1	Administrative Secretary	5	\$23,190	\$34,656		
		<i>Part Time</i>					
11	11	Facility Supervisor - RPT					
1	1	Athletic Program Assistant - RPT					
16	16	Various Part-Time - TSPT					
1	0	Van Driver for Programs					
1	1	Maintenance Assistant - RPT					
9 FT - 30 PT	9 FT- 29 PT						
HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	9 FT-24 PT	9 FT-24 PT	9 FT-24 PT	9 FT - 29 PT	9 FT/29 PT	9 FT- 29 PT	9 FT- 29 PT
New Requests	0	0	0	0	0	0	0
Total Funded Positions	9 FT-24 PT	9 FT-24 PT	9 FT-24 PT	9 FT - 29 PT	9 FT/29 PT	9 FT- 29PT	9 FT- 29PT

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-620: GENERAL FUND RECREATION SUMMARY**

PURPOSE

To provide a variety of recreational opportunities for all segments of the community in addition to providing management oversight for the Youth Services/Community Service and Restitution Program. Staff support is also provided to (and policy direction is obtained from) the Recreation and Parks Commission. All costs are funded by the City of Henderson (55%) and Vance County (45%).

GOALS & OBJECTIVES

- Goal 1:** Begin to develop action plans to implement the recommendations outlined in the Comprehensive System-Wide Master Plan scheduled to be completed in June 2014.
- Objective 1:** Establish program and facility needs for the future.
- Goal 2:** Expand existing youth athletic programs and implement new youth and adult athletic programs.
- Objective 2:** Request funding to advertise/operate/reinstate the adult athletic programs that were previously cut from the budget, and funding to implement new youth athletic programs.
- Goal 3:** Provide increased maintenance and repair efforts at park and facilities
- Objective 3:** Request funding to unfreeze a frozen maintenance worker position that has been frozen since 2006, and increase funding for maintenance and repair efforts to help provide desired level of upkeep.

FY 14 ACCOMPLISHMENTS

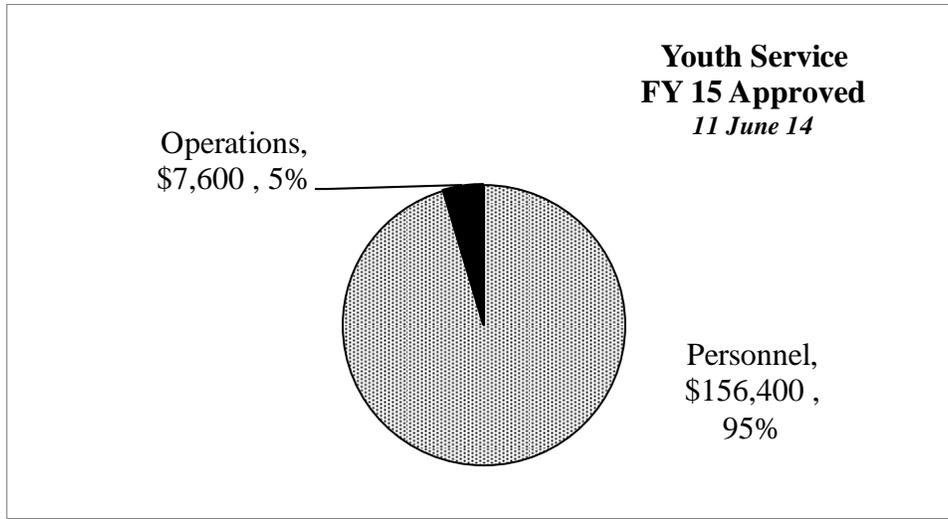
- **Youth Athletic programs** had a total of 1,022 participants on 84 teams ages 5-16 in baseball, softball, soccer, volleyball, basketball and football who played a total of 546 games and 1,025 practices with a total of 58,077 participant hours of activity and 41,060 spectators.
- **Continued Customer Service** initiatives.
- **Special Olympics** Coordinator conducted the second annual Polar Plunge, a fundraiser for the Vance County Special Olympics program, raising over \$2,800.
- **Produced three shows** for the Henderson Rec. Players 41th season, including a special Valentines Dinner Theatre fund raiser to raise funds for future capital needs for the theatre program.
- **Continued monthly support group meetings**, monthly activities such as bingo and bowling, and monthly field trips for the Vance County Visually Impaired Person group and the Golden Age group.
- **Comprehensive System-Wide Master Plan** developed by the Kerr-Tar Council of Government, first ever for the Department and will provide guidance in future program/facility development.

KEY BUDGET ISSUES

- **\$185,800** needed for the Capital Improvements Plan for facility repairs in parks including funding to complete Phase II improvements at Fox Pond Park. No improvements funded in FY 13-14 or FY 14-15.
- **Need increased** funding to provide better maintenance and upkeep of facilities and equipment.
- **No funding** for adult athletic programs, or to provide expanded youth athletic programs that citizens and/or Recreation Commission members have expressed interest in seeing provided for the citizens.
- **Need increased advertising** funding to promote programs and services to the citizens.
- **Need Positions Unfrozen** – Maintenance worker position is needed to provide for a full time employee at Fox Pond, and Recreation Superintendent is needed to help provide better program supervision and organization of the Recreation Division.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-622: GENERAL FUND YOUTH SERVICES SUMMARY**

10-622: YOUTH SERVICES DEPARTMENT SUMMARY							
	Actual	Actual	Budget	Estimated	Requested	Recommended	Approved
	11-12	12-13	13-14	30-Jun-14	14-15	14-15	14-15
Personnel Services	\$ 178,783	\$ 175,681	\$ 141,400	\$ 140,900	\$ 156,500	\$ 156,400	\$ 156,400
Operating	2,564	3,220	7,200	7,200	7,600	7,600	7,600
Capital Outlay	-	-	-	-	-	-	-
Total Expenditures	\$ 181,347	\$ 178,901	\$ 148,600	\$ 148,100	\$ 164,100	\$ 164,000	\$ 164,000



AUTHORIZED POSITIONS					
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM
1	1	Youth Services Director/Finance Officer	11	\$34,930	\$52,394
2	2	Recreation Program Supervisor	9	\$30,509	\$45,765
1	0	Recreation Program Specialist	8	\$28,650	\$39,973
4	3				

HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	4	4	4	4	3	3	3
New Requests	0	0	0	0	0	0	0
Total Funded Positions	4	4	4	4	3	3	3

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-622: GENERAL FUND YOUTH SERVICES SUMMARY**

PURPOSE

To provide the following array of services for referred youth to prevent and reduce juvenile crime and deter commitments to Youth Development Centers.

- Community Service/Restitution provides a means where adjudicated delinquents can demonstrate responsibility by completing Juvenile Court mandated community service/restitution hours at assigned work sites to compensate the community and/or victims of their offenses.
- Project Youth Outreach promotes interpersonal skills addressing conflict resolution, character education, informal counseling, bullying, school drop-out prevention and recreational outings for at risk school and Juvenile Court referred youth.
- Vance County Teen Court is a diversion program for the first time juvenile offenders who admit responsibility for committing minor misdemeanor offenses. By complying with the sanctions of Teen Court imposed by a jury of their peers, juveniles bypass Juvenile Court and have no juvenile record.
- Conflict Management Services (Anger Management, Family Mediation, and RESOLVE, a conflict resolution curriculum for families) offers services for better family communication/parenting skills while improving youth's coping skills for Juvenile Court referred youth and their families.

GOALS & OBJECTIVES

- Goal 1:** Continue to offer Community Service/Restitution, Project Youth Outreach, Teen Court and Conflict Management Services for referred youth and their families in Vance County.
- Objective 1:** Submit program proposals to the NC Department of Public Safety – Division of Adult Correction and Juvenile Justice and Vance County to secure funding to sustain services offered through Youth Services.
- Goal 2:** Serve Juvenile Court referred (top priority) and those youth at risk for delinquent and undisciplined behaviors through an array of services under Youth Services.
- Objective 2:** Give priority placement for juvenile court referrals through juvenile court counselors and program staff consensus and admit other at risk youth through school and law enforcement referrals.
- Goal 3:** Enhance professional and personal development of staff.
- Objective 3:** Division staff will explore training options to obtain at least 40 hours of training for professional and personal development.

FY 14 ACCOMPLISHMENTS

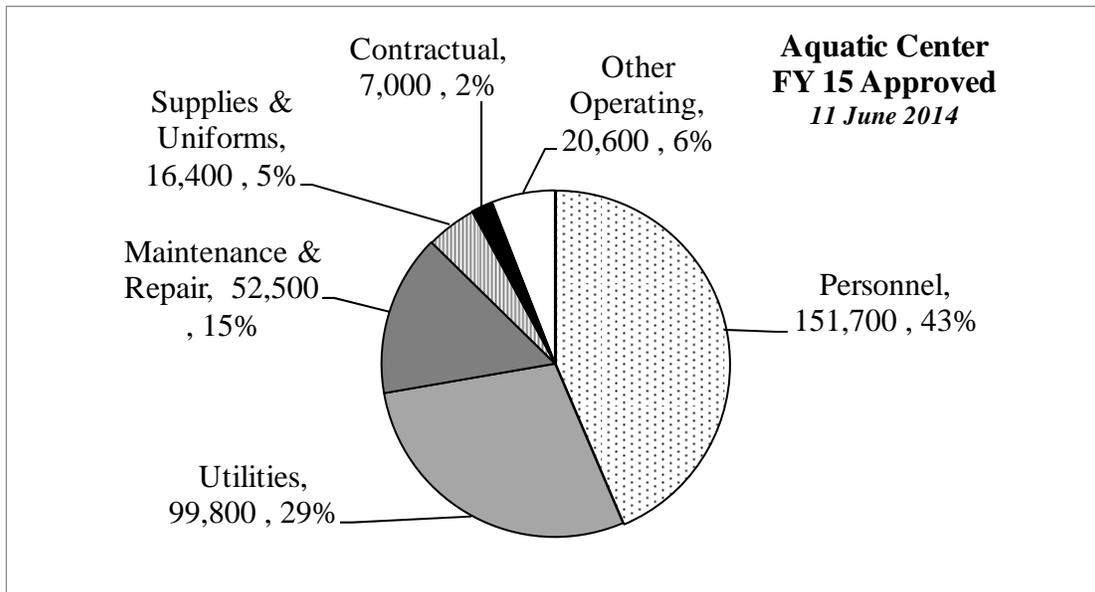
- **Conflict Management Services (CMS) funding:** Youth Services was awarded funding by NC Department of Public Safety – Division of Adult Correction and Juvenile Justice to operate Conflict Management Services for FY 14.
- **Priority Placement** Services were offered to top priority Juvenile Court referred youth and those at risk youth for delinquent and undisciplined behaviors.
- **Training:** Division staff exceeded the 40 hours of professional training.

KEY BUDGET ISSUES

- **State funds controlled by General Assembly and NC General Statute:** 100% reimbursable by Vance County via State allocations and county's matching funds.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-623: GENERAL FUND AYCOCK AQUATICS CENTER SUMMARY**

10-623: AYCOCK AQUATICS DEPARTMENT SUMMARY							
	Actual	Actual	Budget	Estimated	Requested	Recommended	Approved
	11-12	12-13	13-14	30-Jun-14	14-15	14-15	14-15
Personnel Services	\$ 142,114	\$ 142,432	\$ 152,000	\$ 147,733	\$ 210,000	\$ 151,700	\$ 151,700
Operating	137,036	168,524	193,060	192,380	217,300	193,800	193,800
Debt Service	336,420	-	-	-	-	-	-
Capital Outlay	-	12,000	1,400	1,400	78,800	2,500	2,500
Total Expenditures	\$ 615,570	\$ 322,956	\$ 346,460	\$ 341,513	\$ 506,100	\$ 348,000	\$ 348,000



AUTHORIZED POSITIONS							
FY 13-14	FY 14-15	CLASSIFICATION	GRADE	MINIMUM	MAXIMUM		
		<i>Full Time</i>					
1	1	Center Director	9	\$30,509	\$45,765		
1	1	Acquatics Director	9	\$30,509	\$45,765		
		<i>Part Time</i>					
1	1	Head Lifeguard					
1	1	Instructor					
14	14	Facility Supervisor					
14	14	Lifeguard					
2 FT- 30 PT	2 FT- 30 PT						
HISTORY OF POSITIONS							
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	Requested FY 14-15	Recommended FY 14-15	Approved FY 14-15
Authorized Positions	2 FT-10 PT	2 FT-10 PT	2 FT-8PT	2 FT-30 PT	2 FT-30 PT	2 FT-30 PT	2 FT-30 PT
New Requests	0	0	0	0	0	0	0
Total Funded Positions	2 FT-10 PT	2 FT-10 PT	2 FT-8PT	2 FT-30 PT	2 FT-30 PT	2 FT-30 PT	2 FT-30 PT

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS**

10-623: GENERAL FUND AYCOCK AQUATICS CENTER SUMMARY

PURPOSE

To provide a variety of educational, recreational and athletic programs including indoor swimming, indoor volleyball, indoor basketball, indoor walking track, multi-purpose rooms and restroom/dressing room facilities.

This recreational facility is a joint City of Henderson-Vance County project that began in 1996 with the construction of the Aycock Multi-field Complex. The County pays 50% of the debt service and 45% of the operations cost.

GOALS & OBJECTIVES

- Goal 1:** Provide a safe environment for swimmers.
Objective 1: Conduct in service training for life guards and meet all health department guidelines for swimming pool operation.
- Goal 2:** Reinstate the hours of operation and staffing levels for both the pool and the Center in general that have been reduced due to budget cuts in previous years, in order to give the citizens adequate access to the Center.
Objective 2: Request funding to operate and staff the Center at the level of operation established when it was originally opened, including morning hours, Saturday evenings, and Sunday afternoons. Since 2005 the Center hours of availability have been reduced by 18.5 hours, while the pool hours of availability have been reduced by 34.5 hours, resulting in less service and usage to the general public.
- Goal 3:** Expand the program base offered and increase participation in existing programs.
Objective 3: Continue to offer existing popular programs while researching and implementing new programs based on customer requests, as well as reviewing current programs to make improvements or adjustments as needed and increase program marketing and promotion.

FY 14 ACCOMPLISHMENTS

- **Conducted annual “Cookies & Milk with Santa”** with over 220 participants.
- **Conducted annual “Fall Festival”** with over 600 participants.
- **Conducted annual “Easter Egg Hunt”** with over 175 participants.
- **Conducted Save Our Students** water safety program with 330 second graders from Carver, Pinkston, E.O. Young, Aycock, and Clarke Elementary schools to teach water safety and survival skills in the water.
- **Facilitated CPR re-certification** for 100% of lifeguard staff and Recreation professional staff.
- **Operated the pool in a safe manner** with no major accidents or injuries.
- **Aycock Recreation Center** had a total of 22,914 registered users, scheduled 193 rentals for a total of 812 hours of usage with 7,188 participants, and scheduled 75 community group meetings for a total of 243 hours of usage with 2,503 participants for the year.

KEY BUDGET ISSUES

- **Aging facility, mechanical systems and roof** need additional maintenance/repair/replacement to provide a proper level of maintenance and upkeep.
- **Aycock Recreation Center desperately needs a full-time custodian** to take care of daily cleaning/minor upkeep issues of a heavily utilized public facility of over 43,000 square feet, and to handle facility set up and take down now split between the limited maintenance staff and the full time program staff that work at the Center.
- **Reinstate hours of operation and staffing levels** that have been cut due to prior year’s budget reductions.
- **Need increased advertising** funding to properly promote programs and services to the citizens.

FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-623: GENERAL FUND AYCOCK AQUATICS CENTER SUMMARY

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**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-650: VANCE COUNTY SHARED PROGRAMS**

10-650: VANCE COUNTY SHARED PROGRAM SUMMARY						
	Actual	Actual	Budget	Requested	Recommended	Approved
	11-12	12-13	13-14	14-15	14-15	14-15
Board of Elections	53,533	44,369	67,500	70,000	46,800	46,800
Tax Office	147,051	165,540	161,000	170,000	176,000	176,000
911	527,673	524,656	542,800	550,000	565,100	565,100
Perry Memorial Library	224,770	187,315	187,400	192,935	187,400	187,400
Old SNB Building	-	-	0	-	700	700
City Hall Debt Payment	32,750	-	-	-	-	-
Total Expenditures	\$ 985,777	\$ 921,881	\$ 958,700	\$ 982,935	\$ 976,000	\$ 976,000

PURPOSE

This budget is designed to account for the appropriation and transfer of funds directly from the City to Vance County and the Perry Memorial Library to jointly fund programs that benefit both the citizens of Vance county and the City of Henderson.

KEY BUDGET ISSUES

- **Tax Office:** \$161,000 provides for the contract with Vance County to bill and collect city taxes. This figure is based on 25% of the budget that is managed by Vance County.
- **911 Emergency Services:** The City provides 50% of the funding of this County managed joint operation.
- **Perry Memorial Library:** \$187,400 is provided on a 75% County and 25% City financial sharing.
- **Board of Elections:** Provides 17% of the annual operating budget and 100% of City elections to Vance County. This increase is due to the 2013 City elections.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-660: GENERAL FUND NON-DEPARTMENTAL SUMMARY**

10-660: NON-DEPARTMENTAL SUMMARY							
	Actual	Actual	Budget	Estimated	Requested	Recommended	Approved
	11-12	12-13	13-14	30-Jun-14	14-15	14-15	14-15
Personnel Services	\$ 377,370	\$ 318,491	\$ 387,800	\$ 388,280	\$ 439,000	\$ 387,000	\$ 387,000
Operating	941,220	916,037	103,715	72,810	42,000	94,000	94,000
Transfer to Debt Service	-	917,200	-	-	-	-	-
Total Expenditures	\$ 1,318,590	\$ 2,151,728	\$ 491,515	\$ 461,090	\$ 481,000	\$ 481,000	\$ 481,000

Personnel Services are for Retiree Health Insurance.

PURPOSE

The purpose of the Non-Departmental Budget is to provide a system to account for items of a general nature that apply to all General Fund Departments, but which can not be easily assignable into specific cost components for particular operations.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-670: GENERAL FUND CONTRIBUTION TO LOCAL AGENCIES SUMMARY**

10-670: CONTRIBUTIONS - LOCAL AGENCIES - SUMMARY						
	Actual	Actual	Budget	Requested	Recommended	Approved
	11-12	12-13	13-14	14-15	14-15	14-15
Airport	\$ 26,022	\$ 28,750	\$ 28,800	\$ 28,750	\$ 28,800	\$ 28,800
Human Relations	-	800	400	-	-	-
Appearance Commission	4,000	4,000	4,000	-	-	-
Roanoke River Basin	-	400	400	1,000	300	300
Crime Stoppers	500	500	1,000	1,000	600	600
Boys & Girls Club	-	-	-	-	-	800
Arts Council	-	800	500	1,500	300	300
Total Expenditures	\$ 30,522	\$ 35,250	\$ 35,100	\$ 32,250	\$ 30,000	\$ 30,800

PURPOSE

This Budget is designed to account for the appropriation and transfer of funds directly from the City to various affiliated agencies. Each of these organizations/agencies supplement the services and programs provided by the City. Their funding meets the “public purpose” definition as outlined in the North Carolina General Statutes and their continuing eligibility is periodically reviewed by the City Attorney and/or an independent Auditor. Most are also supported, to some extent either by contractual arrangement with the City or through general practice, by Vance County.

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-680: GENERAL FUND DEBT SERVICE**

10-680: DEBT SERVICE SUMMARY							
	Actual	Actual	Budget	Estimated	Requested	Recommended	Approved
	11-12	12-13	13-14	30-Jun-14	14-15	14-15	14-15
Debt Service Principal			\$ 729,700	\$ 729,700	\$ 731,100	\$ 731,100	\$ 731,100
Debt Service Interest			156,700	156,700	123,300	123,300	123,300
Lease Purchase Payment		-	53,700	53,700	21,100	21,100	21,100
Total Expenditures	\$ -	\$ -	\$ 940,100	\$ 940,100	\$ 875,500	\$ 875,500	\$ 875,500

The Debt Service budget is being established as part of the FY14 Budget process. The variance between the debt schedule and the presentation number is due to rounding-up. Debt service comprises approximately 6% of the total General Fund expenditures.

10: General Fund Debt Service Schedule									
<i>Last Updated: 15 May 2013</i>									
Type of Debt		Actual		Scheduled				Five Year Total	
Revenue Bond: Funds	P/I	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	By Total	By Total
10: Operations and Service Center--DS Payment - 40% General Fund (\$619,548)Outstanding Principal \$1,548,868 (total project)	P	\$ 80,093	\$ 82,683	\$ 84,026	\$ 86,232	\$ 88,726	\$ 90,549	\$ 432,216	\$ 486,305
	I	\$ 16,791	\$ 14,869	\$ 12,884	\$ 10,868	\$ 8,799	\$ 6,669	\$ 54,089	
Certificates of Participation									
Aycok Aquatics Center: 5.46% interest; issued 12/2000, (15 year) semi-annual interest payments, annual principal ending FY 2015-2016. Outstanding Principal \$792,798	P	\$ 264,266	\$ 264,266	\$ 264,266	\$ 264,266	\$ -	\$ -	\$ 792,798	\$ 879,372
	I	\$ 57,716	\$ 43,287	\$ 28,858	\$ 14,429	\$ -	\$ -	\$ 86,574	
Embassy Block - Police Station: 4.84% interest; issued 1/18/02 (17 year) semi-annual interest payments, annual principal ending FY 2018-2019. Outstanding Principal \$2,035,000.	P	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000	\$ 2,090,010
	I	\$ 115,434	\$ 98,494	\$ 81,554	\$ 64,614	\$ 47,674	\$ 47,674	\$ 340,010	
Inter-Governmental Agreements									
City Hall: Created 2008, total project \$163,750; 0 % interest; payments began FY12 and end FY 16. Outstanding Principal \$98,250. Financed by Vance Co.	P	\$ 32,750	\$ 32,750	\$ 32,750	\$ 32,750	\$ -	\$ -	\$ 98,250	\$ 98,250
	I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Lease-Purchase									
Knuckle Boom (Sanitation): 07-08 , 4.07 % issued 8/16/07 (6 years), annual payments ending FY 12-13. Outstanding Principal & Interest \$-0-		\$ 17,669	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15 GPM Pumper and Equipment (Fire): (total cost \$424,000-\$275,000 FEMA Grant) \$149,000 cost to city bid accepted FY 08-09 however first lease payment was budgeted FY 09-10, 3.26% issued 10-29-08(5years) annual payments ending FY 13-14 Outstanding Principal & Interest \$32,604		\$ 32,604	\$ 32,604	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,604
800 MGZ radios (Fire Dept.): 10-11 - 2.37% interest (5 years) issued 9-22-10- annual payments ending FY 15-16. Outstanding Principal & Interest \$63,027		\$ 21,009	\$ 21,009	\$ 21,009	\$ 21,009	\$ -	\$ -	\$ -	\$ 63,027
Long Term Principal:		\$ 727,109	\$ 729,699	\$ 731,042	\$ 733,248	\$ 438,726	\$ 440,549	\$ 3,073,264	\$ 3,553,937
Long Term Interest:		\$ 189,941	\$ 156,650	\$ 123,296	\$ 89,911	\$ 56,473	\$ 54,343	\$ 480,673	
Total Long Term Debt Service:		\$ 917,050	\$ 886,349	\$ 854,338	\$ 823,159	\$ 495,199	\$ 494,892	\$ 3,553,937	
Total Lease Purchase (P & I) Debt Service:		\$ 71,282	\$ 53,613	\$ 21,009	\$ 21,009	\$ -	\$ -	\$ -	\$ 166,913
Total Fund Debt Service:		\$ 988,332	\$ 939,962	\$ 875,347	\$ 844,168	\$ 495,199	\$ 494,892	\$ 3,720,850	\$ 3,553,937

**FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-680: GENERAL FUND DEBT SERVICE SUMMARY**

PURPOSE

The purpose of the debt service budget department is: 1) to provide for the payment of the Fund's long-term and short-term debt interest and principal payments; and 2) to provide long-term information and understanding as to the Fund's debt service requirements and how that might impact utility rates as well as day-to-day operations.

KEY BUDGET ISSUES

- **Scheduled Debt Service** will decrease from FY13 level of \$988,332 to \$494,892 in FY18.
- **The Ability to Support New Debt Service** in the General Fund is quite limited given the severe revenues issue facing the fund. Under the current circumstances, a tax rate increase would be required to support any new long-term debt service.

FY 14-15 BUDGET
GOVERNMENTAL FUNDS
10-680: GENERAL FUND DEBT SERVICE

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Key Fund Issues

There are several key issues facing the Powell Bill Fund that serve to impact not only FY15, but the next several fiscal years as well. A brief summary of these key issues is provided below:

- **Revenues are Flat and/or Declining** over time. Revenues fell precipitously during the Recession years of 2008—2010 and have not recovered. Revenues are about \$100,000 less per year than they were just six years ago.
- **Powell Bill Allocation Formula** is based on three major factors as follows: 1) amount of State gasoline tax collected, 2) number of lane miles within a locality and 3) the locality's population. These latter two elements are weighed vis-à-vis other localities within North Carolina. Since Henderson has lost population over the past decade, is not adding additional lane mileage and State gas tax receipts are not keeping pace due to more fuel efficient cars and people driving less due to terribly high gasoline prices, the allocation is going to be less than prior years. Additionally, the City should expect its share of the Powell Bill allocation to continue to decline. Ultimately, this means less money for street operations, maintenance and capital improvements.

Basic Fund Information

The Powell Bill fund is used as a transfer mechanism to properly account for revenues received from the State and expenditures incurred by the Street Division of the Public Service Department related to street, sidewalk and right-of-way maintenance, resurfacing and the purchase of equipment directly related to streets and right-of-ways authorized by "Powell Bill" legislation. In addition, funds are transferred from this fund on a monthly basis to the City's General Fund, 10-570: Street Powell Bill, related to maintenance of streets, sidewalks and right-of-ways.

Financial Summary

A financial summary of the Powell Bill fund is provided on the following page.

**FY 14-15 BUDGET
OPERATING BUDGETS
11: POWELL BILL FUND SUMMARY**

POWELL BILL OPERATING FUND SUMMARY									
Estimated Status as of 1 July 2014									
11 POWELL BILL OPERATING FUND			FY12	FY13	FY14		FY15		
Revenues	Code	Line Item	Prior Year Actual	Prior Year Actual	Current Year as Amended	Estimated 30 June 14	Dept. Requested	Manager Recommend	Council Approved
Revenues	11-110-411-120	Powell Bill Allocation	\$ 441,226	\$ 450,566	\$ 445,000	\$ 452,189	\$ 440,000	\$ 440,000	\$ 440,000
Revenues	11-110-444-010	Investments	\$ 187	\$ 263	\$ 100	\$ 35	\$ -	\$ -	\$ -
Revenues	11-110-491-100	Fund Balance Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	11-990-490-999	Fund Balance Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	11-110-461-042	Trans from 42: CIP Powell Bill	\$ 21,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues			\$ 463,013	\$ 450,829	\$ 445,100	\$ 452,224	\$ 440,000	\$ 440,000	\$ 440,000
Expenditures									
Non-Dept.	11-690-561-042	Transfer to 42: CIP Powell Bill	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Dept.	11-690-561-090	Transfer to 90: A. L. Harris Grant	\$ 395,238	\$ -	\$ 445,100	\$ 445,100	\$ -	\$ -	\$ -
Non-Dept.	11-690-561-010	Transfer to 10: General Fund	\$ -	\$ -	\$ -	\$ -	\$ 440,000	\$ 440,000	\$ 440,000
Total Expenditures			\$ 395,238	\$ -	\$ 445,100	\$ 445,100	\$ 440,000	\$ 440,000	\$ 440,000
Variance of Revenues to Expenditures			\$ 67,775	\$ 450,829	\$ -	\$ 7,124	\$ -	\$ -	\$ -
Fund Balance Information									
as 30 June 13				\$ 267,610					
Appropriated forward to FY14				\$ -					
as of 1 July 13				\$ 267,610	\$ 267,610				
Appropriated during FY14					\$ -				
Estimated Growth During FY14					\$ -				
Estimated at 30 June 14					\$ 267,610				
Appropriated forward to FY15					\$ -				
as 1 July 14					\$ 267,610		\$ 267,610		
Estimated Growth During FY15							\$ -		
Estimated at 30 June 15							\$ 267,610		

12 June 2014, rg

Key Powell Bill Fund Financial Metrics

