

TOWN OF WAXHAW NORTH CAROLINA



FY2015-2016

**RECOMMENDED ANNUAL
BUDGET**

TABLE OF CONTENTS

Introduction	
Town of Waxhaw Board of Commissioners	Page 1
Town Management Team	Page 2
Boards and Committees	Page 3
Organizational Chart & Form of Government	Page 5
Town Manager's Budget Message	Page 6
FY2015-2016 Budget Ordinance	Page 15
FY2015-2016 Board Priorities	Page 19
Budget Development & Budget Calendar	Page 32
Budget Overview	Page 39
Staffing Analysis & Pay Plan	Page 45
About Town Services	Page 49
Departments & Divisions	Page 52
Typical Expenditure Breakdown By Category	Page 68
Outside Agency Funding	Page 69
Capital Improvement Plan	Page 70
Fee Schedule	Page 75
Five-Year Financial Forecast	Page 90
Waxhaw's History	Page 99
Budget Glossary	Page 100



TABLE OF CONTENTS

Introduction	
Town of Waxhaw Board of Commissioners	Page 1
Town Management Team	Page 2
Boards and Committees	Page 3
Organizational Chart & Form of Government	Page 5
Town Manager's Budget Message	Page 6
FY2015-2016 Budget Ordinance	Page 15
FY2015-2016 Board Priorities	Page 19
Budget Development & Budget Calendar	Page 32
Budget Overview	Page 39
Staffing Analysis & Pay Plan	Page 45
About Town Services	Page 49
Departments & Divisions	Page 52
Typical Expenditure Breakdown By Category	Page 68
Outside Agency Funding	Page 69
Capital Improvement Plan	Page 70
Fee Schedule	Page 75
Five-Year Financial Forecast	Page 90
Waxhaw's History	Page 99
Budget Glossary	Page 100

INTRODUCTION

No other aspect of public administration has undergone as much reform or been the extreme focus of attention for political leaders, mayors or presidents, as the annual budget. The budget document, its preparation and adoption express the basic political values of a government. Budgets reflect the negotiations and compromises undergone during the process of budget adoption. They define government's economic and political role in a community, guiding, sanctioning, and limiting administrative action. Budgets not only represent plans for the future, they also mold that future by the policies they contain. A good budget establishes a vision for its respective community and communicates, with utmost transparency, that vision for the future.

The budget document is a tool for maintaining financial accountability. Yet as its preparation has evolved, it has become a forum for establishing strategic goals and performance expectations. The resulting budget has become the public record of a community dialogue for improving organizational performance and management oversight. These attributes demand accountability from administrators and policy makers alike. The budget's quality is dependent upon the quality of input provided throughout the budgeting process.

As the Town of Waxhaw advances its organizational excellence and budgetary practices, ultimately making the leap from a good organization to a great one, it will be mindful of the aforementioned role of public budgeting. Providing a transparent document, setting policy and providing accountability will be common practice in this Town. The most successful towns are helping citizens, customers, and partners discover budget linkages. Our Town will provide the tools necessary to not only decipher this important document but also participate in its conception. This practice is not an accomplishment easily achieved however, by acknowledging the aforementioned criteria and goals the Town of Waxhaw is well on its way to exemplary budget practices.



Downtown Waxhaw

TOWN OF WAXHAW BOARD OF COMMISSIONERS



Mayor Daune Gardner



Mayor Pro Tem Mike Stewart



Commissioner Paul Fitzgerald



Commissioner John Hunt



Commissioner Steve Maher



Commissioner Jim Warner

TOWN MANAGEMENT TEAM

Town Manager

Town Clerk

Deputy Finance Officer

Technology Manager

Warren Wood

Melody Shuler

Ann Sutton

Nick Bahnweg

Human Resources Director

Wendy Davenport

Chief of Police

Chief Mike Eiss

Director of Planning and Community Development

Chief Building Inspector

Main Street Manager

Greg Mahar

William Whaley

Vacant

Director of Parks and Recreation

Events & Promotions Division Manager

Natalie Jackson

Lisa Hoffman

Public Services Director

Todd Matthews

BOARDS & COMMITTEES

ABC Board

Robert Taylor III
Timothy Goetchius
Richard Miller II
George W. Reavis
Greg Abbott

Beautification Committee

Terry Settle
Shana Halajian
Robert Figueroa
Haskell Eargle
Terry Michaelson

Board of Adjustment

Robert Steere
Michael Downing
Guyton James
Dustin Williams
Tracy Wesolek
Anthony Marquart
Art H. Meyer

Comprehensive Plan Steering Committee

Amina Lee
Arthur O'Donnell
Bonnie Rusinko
David Godfrey
Don Fisher
Earl Cook
Fred Burrell
Guyton James
Lawrence Karp
Terry Settle
Tony Spellings
Christopher Plate

Historic Preservation Commission

Terry Settle
Richard Mather
Karen Wright
Arthur O'Donnell
Terry Michaelson
Helena Moore
Leslie Kellan

Parks & Recreation Advisory Board

Tony Spellings
Jeanne Cina
Suzanne Polito
George Reavis
Robert Figueroa
Brandon Schaeffer
Planning Board

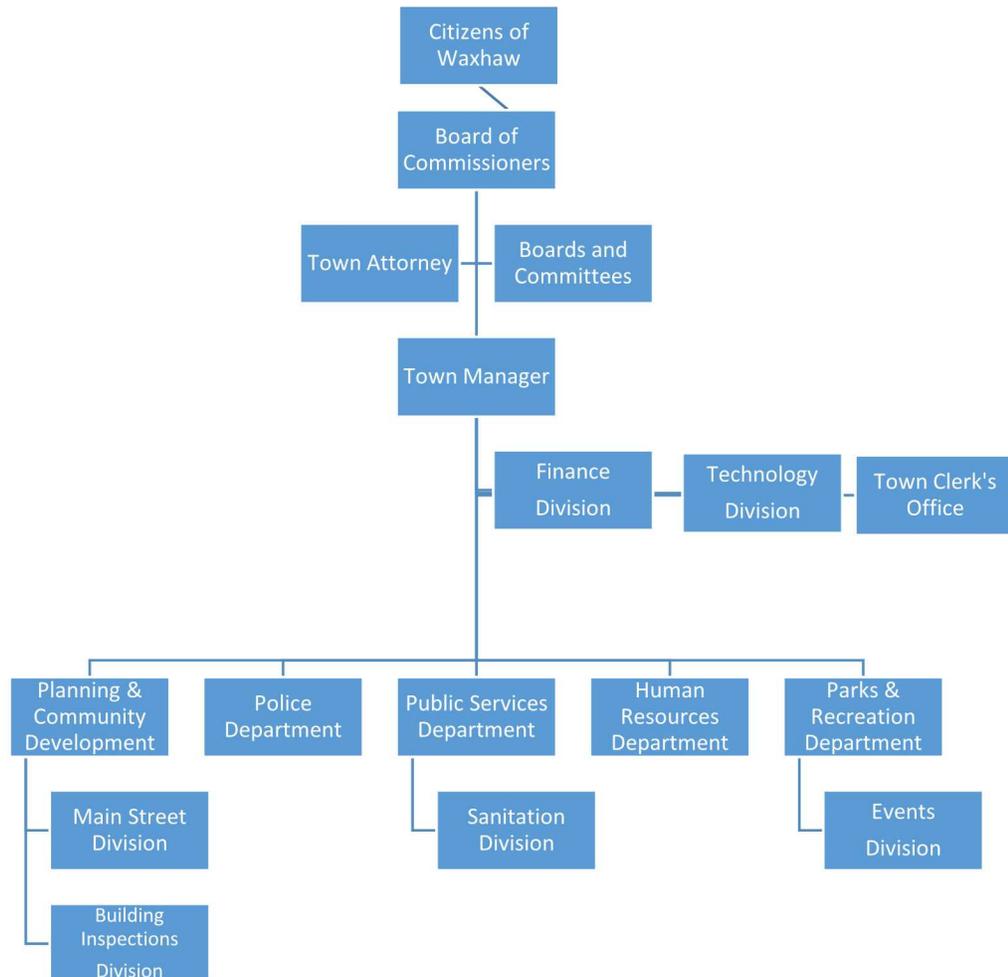
Planning Board

David Godfrey
Gary Underwood
Thomas Dwyer
Michael Kreimer
Bob Morgan
Fred Burrell
Dan Gingrich, Jr.
James Mathieson

Main Street Advisory Committee

Terry Settle
Don Fisher
Michael Wilfong
Terry Haines
Jane Hunt

ORGANIZATIONAL CHART & FORM OF GOVERNMENT



In Waxhaw, the Mayor and Commissioners serve part-time and are elected on a non-partisan basis. Under the council-manager form of government, the Board of Commissioners acts as the legislative body in establishing policy and law and the Town Manager handles the day-to-day management of the Town organization. The Board members are elected at-large for staggered four-year terms. The Board of Commissioners appoints a professional Town Manager, who serves as the Council's chief advisor, and the Town Manager appoints the employees of the Town.

The Town Manager is the CEO of the Town government and is in charge of the day-to-day operations of the Town. When the Board of Commissioners makes a decision on an ordinance, law, or policy, the Town Manager is responsible for implementing those policies. The Manager coordinates the operations of all Town departments and is responsible for the preparation of a proposed operating budget and its presentation to the Board of Commissioners. This annual budget as adopted by the Board provides funding, staffing, and general guidance to the Town departments for the fiscal year.

The council-manager form has become the most popular type of local government in the United States in communities with a population of 5,000 or greater. North Carolina cities and counties helped pioneer

the form and all North Carolina local governments of significant size operate under this form of government



TOWN OF WAXHAW

P.O. Box 6
 1150 North Broome Street Waxhaw, N.C. 28173
 Phone (704) 843-2195 Fax (704) 843-2196
 www.waxhaw.com

Hours: Monday-Friday 8:00 a.m. to 5:00 p.m.

MAYOR
 DAUNE GARDNER

TOWN COMMISSIONERS
 MICHAEL STEWART (MAYOR PRO TEM)
 PAUL FITZGERALD
 JOHN HUNT
 STEVE MAHER
 JAMES WARNER

TOWN MANAGER
 WARREN WOOD

TOWN CLERK
 MELODY SHULER

The Honorable Daune Gardner, Mayor
 Members of the Board of Commissioners
 Waxhaw, North Carolina

Dear Mayor Gardner and Members of the Board of Commissioners:

Pursuant to Section 159-11 of the North Carolina General Statutes, I am pleased to present the Town of Waxhaw's FY2015-2016 Recommended Budget for your review and consideration.

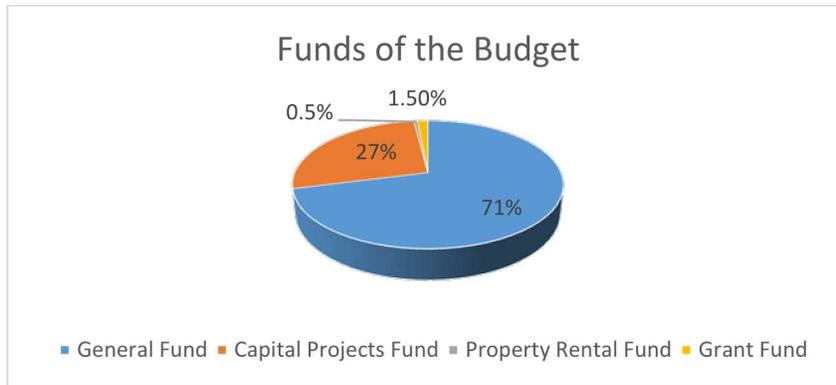
FY2015- 2016 Recommended Budget

The Waxhaw Board of Commissioner's "FY2015-2016 Board Priorities, Goals and Objectives" serves as the foundation for the FY2015-2016 Recommended Budget. I feel confident this Recommended Budget addresses the desire of the Board to create the guidance and focus we need in the short-term to address a number of fundamental issues within the organization. However, this budget is just a preliminary step in relation to the creation of a long-term blueprint for the Town currently being crafted with the development of the Comprehensive Plan. The Comprehensive Plan will ultimately serve as the long-term guide for the community as it will assist Town leaders in making budgetary and policy decisions about the Town's future.

Overall, the FY2015-2016 Recommended Budget totals \$15,501,435. After removing the one-time capital expenses, this is an increase of 4.5% over the Town's FY2014-2015 Adopted Budget. These one-time capital expenses relate to improvements to Kensington Drive and the purchase of property from Wells Fargo for athletic field development.

Funds of the Budget	FY2014-2015 Adopted	FY2015-2016 Recommended
General Fund	\$8,878,548	\$10,967,448
Capital Projects Fund	\$669,200	\$4,232,500
Property Rental Fund	\$78,360	\$78,360
Grant Fund	\$278,926	\$223,127
Technology Fund	<u>\$90,000</u>	<u>\$0</u>
Total	\$9,995,034	*\$15,501,435

**4.5% increase in adopted budget after one-time expenditures are removed.*



Budget Highlights

The Budget Message is required by law to contain the important features of the activities anticipated in the budget for the coming year, so I will begin with the highlights contained in the FY2015-2016 Recommended Budget. From there I will discuss in more detail the impact of many of these recommendations and the reasons for any stated changes from the previous year.

Revenue Highlights

Property Tax Rate - \$0.36 (Revenue Neutral)

Eliminate \$80 Annual Residential Solid Waste Fee - \$380,000

Eliminate Business Privilege License Fees - \$35,000

Appropriate General Fund Balance for 13 Acres Wells Fargo Land - \$1,300,000

Appropriate General Fund Balance for Field Development on 13 Acres (YMCA Partnership) - \$350,000

Appropriate Capital Projects Fund Balance for Kensington Drive Improvements - \$1,800,000

Personnel Highlights

3% COLA Granted July 1st

Moving Organization to Merit Based Compensation System for FY16-17

Implementation of COG Pay & Classification Plan - \$47,474

3 New Full-time Positions:

1 – Community Police Officer (Police)

1 – Recreation Facilities Supervisor/Safety Officer (Parks & Recreation)

1 – Construction Inspector (Public Services)

1 New Part-time Position:

1 – Secretary (Events)

Operational Highlights

Eliminate “Administration Department”

Create “Governing Body” budget

Create “Town Manager’s Office”

Create “Town Clerk’s Office”

Create “Finance Division”

Create “Information Technology Division”

Create "Human Resources Department"
 Create "Waxhaw Volunteer Fire Department" (Contracted Service)
 Create "Main Street Division"
 Create "Events & Promotions Division"
 Create "Sanitation Division" (Contracted Service)
 External Agency Funding - \$53,646
 Economic Development Corporation - \$20,000
 Beautification Committee - \$15,000
 Façade Grant Program - \$50,000
 Tree City USA - \$24,000
 UDO Rewrite - \$100,000
 Street/Storm Water Infrastructure Analysis - \$250,000
 Street Resurfacing/Maintenance - \$250,000
 Sanitation Contract - \$970,000
 Town Hall Rental - \$86,000
 Governor's Highway Safety Program - \$49,127
 Contingency Funding - \$92,000

Capital Highlights

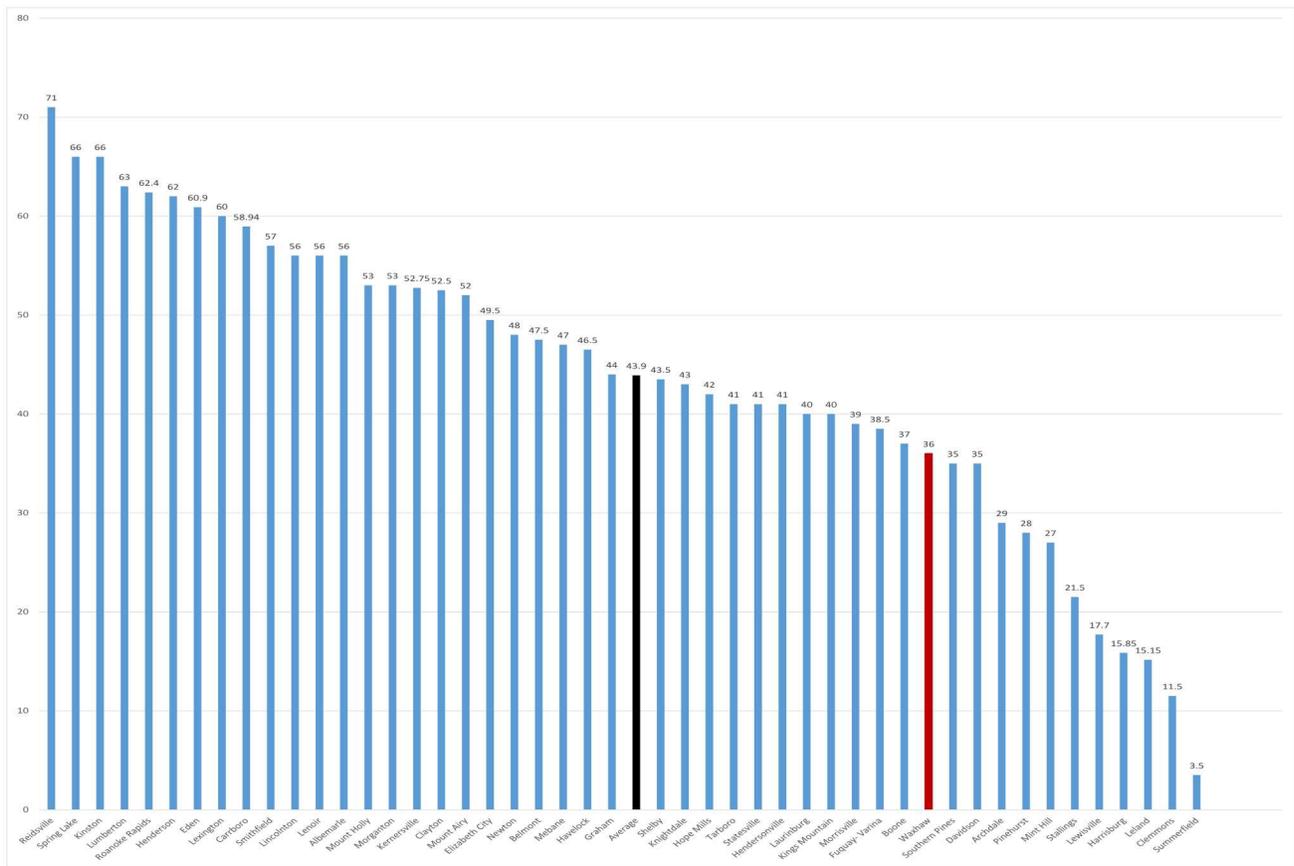
Improvements to Kensington Drive - \$1,800,000
 Purchase of 13 acres from Wells Fargo - \$1,300,000
 Athletic field development on the 13 acres - \$350,000
 On-going Operational Related Capital - \$582,500
 Reserve for Future Capital Projects - \$200,000
 Carolina Tread Trail Suspension Bridge over 12-mile Creek - \$174,000

General Fund

The General Fund budget totals \$10,967,448, and is balanced with a property tax rate of 36 cents, a 2 cent increase over the current rate. Union County's property revaluation took effect on January 1st, and real property values in Waxhaw experienced a decline of approximately 3% in value. The 36 cent property tax rate is a "revenue neutral" property tax rate based on the formula set out by NCGS 159-11(e) which is as follows:

December 31 2014 Value	\$1,609,059,409
FY14-15 Property Tax Rate	\$0.34
FY14-15 Property Tax Levy at Current Rate without Revaluation	\$5,470,801
January 1, 2015 Total Value	\$1,567,509,186
Property Tax Rate that Would Produce FY2014-2015 Levy	\$0.349
Average Annual Growth Rate (Minus Annexations)	3.58%
FY2015-2016 Revenue Neutral Tax Rate After Growth Rate Applied	\$0.36

And for the purpose of comparison, here is a graph that shows how Waxhaw would compare State-wide with a 36 cent property tax rate for towns between 10,000 and 25,000 in population.



I am also recommending the elimination of the Town’s annual \$80 Residential Sanitation Fee. This fee produced over \$380,000 in revenue annually, so it was no easy task to eliminate. However, from a strategic perspective, it is important that Waxhaw be able to demonstrate both the financial and service value it offers to current and prospective residents. By including the cost of residential sanitation services in the 36 cent property tax rate, the benefit of living in Waxhaw becomes an easier case to make.

With this Recommended Budget, on a \$300,000 home in Waxhaw you would pay \$1,080 in Town property taxes. For someone outside the Town limits contracting for residential solid waste services would pay around \$300 annually for the basic service which includes residential waste and recycling. So now, by living in Town, the Waxhaw homeowner pays the equivalent of \$65 per month for all the other unique benefits of living in Town including:

- Police protection
- Residential street maintenance
- Residential street lighting
- Yard Waste/Debris removal (weekly)
- Household junk removal (twice a year)
- White goods removal (call-in)
- Fall leaf removal (weekly during the fall)
- Greater infrastructure requirements (curb, gutter, sidewalks, storm water)
- Property safeguards provided by higher zoning standards
- Lower homeowner insurance rates
- Shorter Fire Department response times (contracted service)

Convenience to restaurants, shopping & downtown

Additionally, in the future there will be added benefits for Town residents for discounted YMCA memberships, and Parks and Recreation programs. Creating a competitive advantage in Waxhaw is becoming more and more important for economic success as jurisdictions in this region work to improve the amenities and services they offer.

To demonstrate the financial impact of the recommended property tax rate for FY2015-2016 and the elimination of the Sanitation Fee on a typical household budget, here are two examples:

Example #1

2014 Property Tax Value:	\$400,000	2015 Property Tax Value:	\$380,000
2014 Property Taxes (.34):	\$1,360	2015 Property Taxes (.36):	\$1,368
2014 Resident. Sanitation Fee:	<u>\$80</u>	2015 Resident. Sanitation Fee:	<u>\$0</u>
Total 2014 Financial Burden:	\$1,440	Total 2015 Financial Burden:	\$1,368

Example #2

2014 Property Tax Value:	\$200,000	2015 Property Tax Value:	\$210,000
2014 Property Taxes (.34):	\$680	2015 Property Taxes (.36):	\$756
2014 Resident. Sanitation Fee:	<u>\$80</u>	2015 Resident. Sanitation Fee:	<u>\$0</u>
Total 2014 Financial Burden:	\$760	Total 2015 Financial Burden:	\$756

I am recommending in the FY2015-2016 Budget a significant reorganization of Town departments and divisions, primarily in the General Fund. This is necessary due to a large number of Town services all being funded through the Administration Department. Currently, the Administration Department includes the budgetary appropriations for the Board of Commissioners, Town Manager's Office, Town Clerk's Office, Finance Division, Information Technology Division, Human Resources, and Events Division.

In the upcoming year's budget I am recommending creating cost centers for each one of these areas so that we can better track their costs and measure their performance in the future. Additionally, I am recommending that Events be a division of the Parks and Recreation Department and that Main Street be a division of Planning and Community Development. You will also notice that I have created a specific cost center for the Waxhaw Volunteer Fire Department as well as for Sanitation. Even though these are both contracted services it is important that any costs involved with these are not included in another department.

There is a significant amount of fundamental work that the Town will undertake in FY2015-2016. With the explosive growth the Town has seen over the past 10 years, we need to transition the organization into one that is able to meet the needs of a 30,000 population town versus a 3,000 population Town. In a number of years we will reach that larger threshold.

Specific areas of concentration in the coming year will be on infrastructure inspection/management, financial management, development of performance measures, and staff development.

Economic Development & Diversification of the Property Tax Base

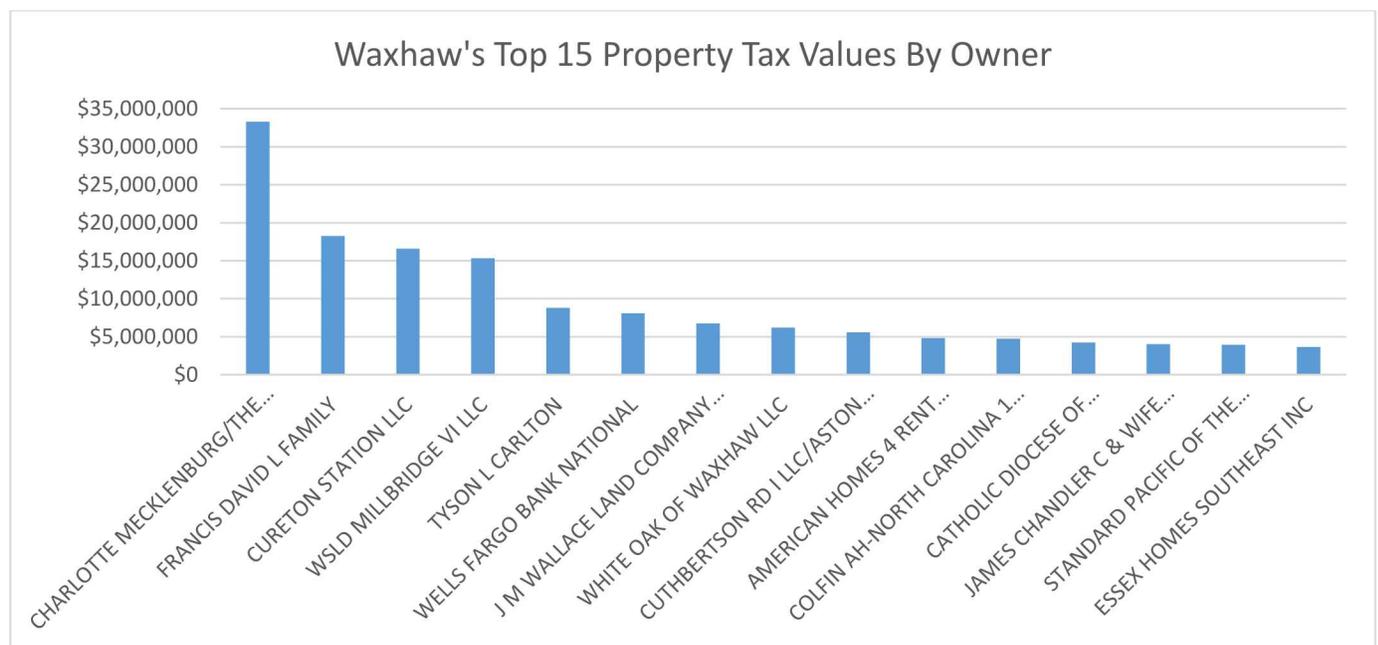
One on-going process, and two recent decisions by the Board of Commissioners will have a definite positive impact on economic development within the Town. The Town’s Comprehensive Plan is currently being updated as it has become outdated. Completion of this document will give the Town a vision of what it desires to be 20 years from now, and the direction on how to achieve that vision.

The Board also recently approved beginning the process of updating the Town’s Unified Development Ordinance. In my short tenure with the Town I have heard more complaints about this Ordinance and how cumbersome and confusing it is to navigate than any other single item. Completion of the new UDO in the coming year will help to streamline and simplify the development process in Waxhaw.

The Board also recently approved moving out of the “Small Town Main Street Program” into the “Main Street Program”. You will notice in this Recommended Budget I have included a new Main Street Division, and we are in the process of hiring a full-time Main Street Manager. Having a dedicated staff person managing downtown development activities will pay dividends to the Town for years to come.

Waxhaw is extremely fortunate to be in the midst of a residential building boom. The issuance of single-family residential building permits remains strong as we will exceed 200 permits this year. This solid growth is expected to continue through the upcoming fiscal year. Waxhaw had the highest population growth rate in the nation last year (cities above 10,000 population) hitting 13.2%. Our official population count now stands at 12,750, even though our actual population most likely exceeds 15,000. Waxhaw’s population growth rate since 2010 is 29.3%, which is the largest in our region and among the best in the State.

Looking at the chart below, you can see that the Town is poised for more single-family residential growth as many of the top 15 property tax values in Town are held by firms or individuals involved in residential real estate. On the whole, this bodes well for the Town’s future.



Residential and population growth are vital to the success of any town. This type of growth in Waxhaw has produced an average increase in the property tax base of 3.5% annually over the past 4 years. However, it is also the most expensive type of growth to service (police, fire, sanitation, street maintenance, street lights, recreation, etc...). There has been very limited growth in other areas such as retail, professional office, health care facilities, and tourism related businesses. And there has been no measurable property tax base growth in sectors of the economy related to manufacturing, distribution, or multi-family housing.

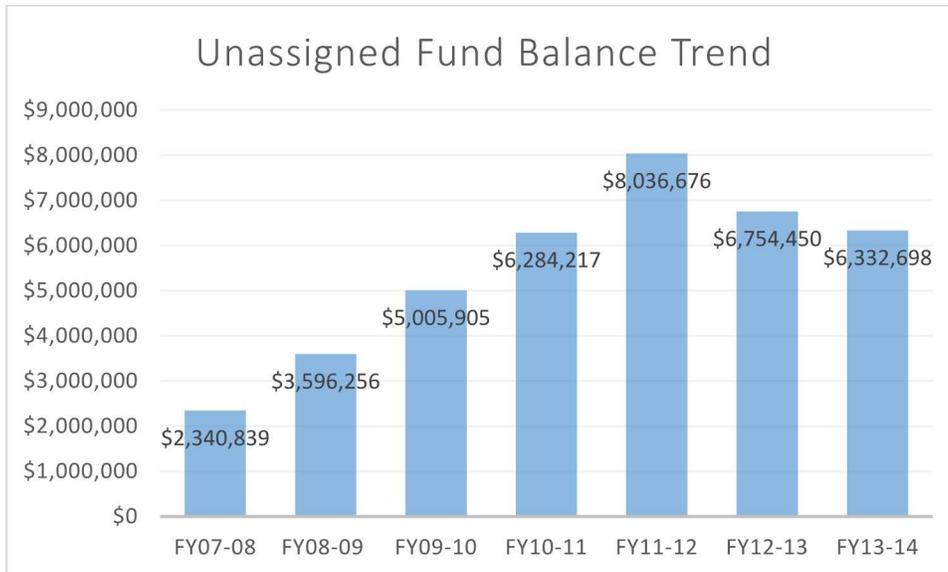
This speaks to the need to diversify Waxhaw's property tax base. A \$20 million high-tech light manufacturing facility will pay \$72,000 annually in Town property taxes, and use very few Town services during the year. However, \$20 million in single-family residential development (66 single-family homes valued at \$300,000 each) will consume many Town services on a weekly basis. The high value, low cost to serve property tax base growth is needed to help keep the Town's property tax rate low for everyone. Additionally, having such a limited mix of diversity in our property tax base also makes the Town extremely vulnerable to economic downturns. Imagine the impact on single-family residential construction in Waxhaw if mortgage rates were to double from 4% to 8%.

Contrast Waxhaw's property tax base mix to Monroe's, who has a strong cluster of aerospace-related industry. Since 2002, Monroe has lured over \$600 million in new capital investment from aerospace manufacturers. Today, nearly 26% of their labor force is associated with aerospace in some fashion and they are known for having the highest geographic concentration of aerospace manufacturers in the Carolinas. This is just one example of a community who has found their economic niche which has resulted in a much more stable economy. This has also allowed their population to be able to work close to home. However, unlike Waxhaw, population growth in Monroe has been lackluster. When Waxhaw is able to combine population growth and diversified tax base growth, we will be among the best balanced communities in the country.

The work on plotting the Town's economic future will begin in earnest in July of this year when the Board meets to discuss its economic development strategy moving forward. This work will lay the foundation regarding the direction we will take in our efforts to create a more economically secure future for the Town.

General Fund Balance

Waxhaw experienced a solid increase in its Unassigned General Fund Balance both before, and after the most recent recession. In the last few years the Town has utilized a portion of that Fund Balance for a number of property purchases as well as for the purchase and up fit of the new Waxhaw Police Headquarters. This past year, the Town committed to taking ownership of Kensington Drive and the purchase (plus the associated athletic field development) of 13 acres related to a partnership with the YMCA. These recent commitments will be funded through an appropriation of Unassigned Fund Balance and will impact the General Fund Unassigned Fund Balance by \$3,050,000. It is important to keep in mind that Fund Balance will fluctuate over time, and with the current growth the Town is experiencing, it will replenish itself in a few years.



With the development of the Board’s “Goals and Objectives” for the coming year, there were a number of specific goals that were adopted in order to put the Town in a position to increase its Fund Balance. Those include:

- Fund Balance appropriated shall not exceed an amount that management can reasonably expect to save during the year, except in cases of emergencies, or for one-time capital expenses.
- Fund Balance will not be used to fund on-going operational expenses.
- The Town will strive to maintain an Undesignated General Fund Balance equal to seven months (58%), of the general operating budget. These funds will be used to avoid cash flow interruptions, generate investment income, eliminate the need for short-term borrowing, and for use in the case of unanticipated emergencies.

These policies will give the Town a level of discipline in deciding when it is appropriate to use its Fund Balance and when it should resist using it. We will not have a clear picture of what our year-end Fund Balance number is for FY2015-2016 until the auditors complete their work this fall. However, it is probably safe to say that we will see a decline from the FY2013-2014 amount. Our projection for July 1st would be \$4 million, or about a 40% Fund Balance.

Conclusion

I would like to thank the Town staff for do doing a tremendous amount of work in a very short period of time in order to get this FY2015-2016 Recommended Budget completed and ready to present to the Board of Commissioners. We have taken what is ordinarily an 8 month process and condensed it into a 2 month process, so many thanks to staff.

In closing, I think it is important that we pause and reflect on the tremendous responsibility we have been given by the citizens of Waxhaw. We cannot rest on our laurels and assume that just because we

have been successful in the past, we will be successful tomorrow. There is an immense amount of work that needs to be done both inside and outside the organization to give Waxhaw the competitive advantage it needs to successfully compete in the future.

Sincerely,

Warren Wood
Town Manager
Town of Waxhaw, NC

BUDGET ORDINANCE TOWN OF WAXHAW, NORTH CAROLINA

Fiscal Year 2015-2016

BE IT ORDAINED by the Board of Commissioners of the Town of Waxhaw, North Carolina:

SECTION 1: It is estimated that the following revenues will be available in the General Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016:

Ad Valorem Taxes	\$5,657,141
Unrestricted Intergovernmental Revenues	\$2,295,400
Permits and Fees	\$1,022,327
Investment Earnings	\$20,080
Miscellaneous	\$22,500
Restricted Intergovernmental Revenues	\$300,000
Other Financing Sources	<u>\$1,650,000</u>
Total	\$10,967,448

SECTION 2: The following amounts are hereby appropriated in the General Fund for the operation of the Town government and its activities for the Fiscal Year beginning July 1, 2015, and ending June 30, 2016, in accordance with the chart of accounts heretofore established for this Town:

General Government	\$1,449,773
Public Safety	\$2,710,387
Economic & Community Development	\$1,432,712
Culture & Recreation	\$555,426
Transportation	\$1,481,379
Environmental Protection	\$970,000
Other Financing Uses	<u>\$2,367,771</u>
Total	\$10,967,448

SECTION 3: It is estimated that the following revenues will be available in the Capital Projects Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016:

Other Financing Sources	<u>\$4,232,500</u>
Total	\$4,232,500

SECTION 4: The following amounts are hereby appropriated in the Capital Projects Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016, in accordance with the chart of accounts heretofore established for this Town:

General Government	\$215,000
Public Safety	\$283,500
Culture & Recreation	\$1,874,000
Transportation	<u>\$1,860,000</u>
Total	\$4,232,500

SECTION 5: It is estimated that the following revenue will be available in the Property Rental Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016:

Sales and Services	<u>\$78,360</u>
Total	\$78,360

SECTION 6: The following amounts are appropriated in the Property Rental Fund for the Fiscal Year beginning July 1, 2015, and ending June 30, 2016 in accordance with the chart of accounts heretofore established for this Town:

General Government	<u>\$78,360</u>
Total	\$78,360

SECTION 7: It is estimated that the following revenue will be available in the Grant Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016:

Restricted Intergovernmental	<u>\$223,127</u>
Total	\$223,127

SECTION 8: The following amounts are appropriated in the Grant Fund for the Fiscal Year beginning July 1, 2015, and ending June 30, 2016 in accordance with the chart of accounts heretofore established for this Town:

Public Safety	\$49,127
Economic & Community Development	<u>\$174,000</u>
Total	\$223,127

SECTION 9: The operating funds encumbered on the financial records of June 30, 2015 are hereby reappropriated into this budget.

SECTION 10: There is hereby levied a property tax at the rate of thirty-six cents (\$0.36) per one hundred dollars (\$100) valuation of property as listed for taxes as of January 1, 2015, for the purpose of raising the revenue listed as “Ad Valorem Taxes” in the General Fund in Section 1 of this ordinance. This rate is based on a total estimated valuation of property for the purposes of taxation of \$1,567,509,186 and the Fiscal Year 2014-2015 estimated rate of collection of .9894%.

SECTION 11: The corresponding “FY2015-2016 Schedule of Fees” is approved with the adoption of this Annual Budget Ordinance.

SECTION 12: The corresponding “FY2015-2016 Pay and Classification Plan” is approved with the adoption of this Annual Budget Ordinance.

SECTION 13: The Town Manager is hereby authorized to transfer appropriations as contained herein under the following conditions:

- a. He may transfer amounts between line-item expenditures within the same functional area within a fund.
- b. He may transfer amounts up to \$10,000 between functional areas within the same fund.
- c. He may not transfer any amounts between funds, except as approved by the Board of Commissioners in the Annual Budget Ordinance as amended.

SECTION 14: Copies of the Annual Budget Ordinance shall be furnished to the Town Clerk, to the Board of Commissioners and to the Town Manager (Budget Officer & Finance Officer) to be kept on file by them for their direction in the disbursement of funds.

Adopted this ____ day of June, 2015

Daune Gardner

Mayor

Attest:

Melody Shuler

Town Clerk

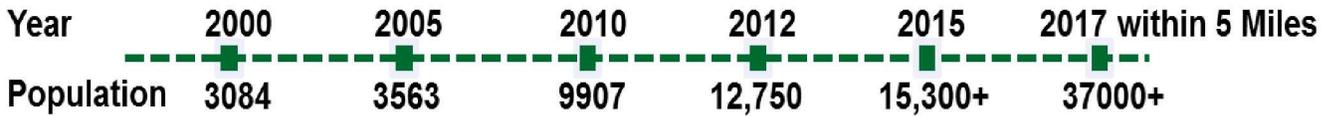


TOWN OF WAXHAW – BOARD PRIORITIES

**Vision, Mission, Values
Strategic Imperatives
Goals and Objectives – 2015 – 2016**

INTRODUCTION

Since 2010, the growth rate for the Town of Waxhaw stands at 29.3%, the most robust in the region.



This volume of growth has altered our landscape, presenting many challenges and shifting needs, including:

- Immediate and sustainable services
- Health Living lifestyle
- Economic Vitality
- Education at all levels

These shifting priorities create financial challenges at all levels of government. Municipalities like Waxhaw can no longer fund the demands of the community on their own. Rising costs, combined with the increased demand on tax dollar and the competition for combined funds, create economic uncertainty and the need to diversify our tax base. This also challenges the ability to plan rationally.

This document is the result of the Waxhaw Board of Commissioners seeing these shifts and the need to begin to set the direction and guide decisions for how Waxhaw will address these trends. Together the Town Board, the Town Manager, Department heads and Staff have developed this document, which includes:

- The Town’s Strategic framework which includes our Vision, Mission and Values to guide Waxhaw, the strategic initiatives that prioritize the Town’s work.
- Fiscal year 2015/16 goals and objectives associated with our Strategic Initiatives, and the responsible party assigned to ensure accountability

Key to this work effort is recognition that it is sustainable. Sustainability is simply defined as meeting the needs of the present without compromising the ability to meet the needs of the future. As such the Board of Commissioners has also initiated the following parallel work:

- Update of Waxhaw’s Comprehensive Plan to anticipate the next 15 – 20 years
- A comprehensive rewrite of the Unified Development Ordinance (UDO)

Combined these work efforts will continue to encourage the Town to think of Waxhaw holistically in our planning, decision making and our actions.

STRATEGIC FRAMEWORK

What is and will Waxhaw be like as a place to live, work, or visit as the community's values and preferences are achieved? Our Vision and Mission statements combined with our values describe Waxhaw as we implement this work.

Vision

Waxhaw is a friendly vibrant and prosperous Town where history and creativity build an enduring, safe and healthy community for people of all ages to live, learn, work, play or grow a business.

Mission

The unique character of Waxhaw is preserved and enhanced through responsibly serving residents, visitors and the business community with integrity and innovation.

Values

- **Accountability** – Taking personal responsibility for our actions and decisions as well as their consequences, in order to establish trust between and among elected officials, Town staff, and the community at large.
- **Innovation** – Applying progressive thinking, creativity, and adaptability to continually improve all areas of operations, resulting in a more agile and efficient organization.
- **Integrity** – Fortright, honest and respectful in our interactions with each other and the public at all times, building and reinforcing confidence in our ability to consistently deliver high quality service and results.
- **Professionalism** – Behaving responsibly and proactively in our delivery of services to the public, characterized by the quality and diligence with which it is carried out.
- **Respect** – Acting in a manner that demonstrates awareness, acknowledgement, and acceptance of the value and difference in people, in roles, and in organizations.
- **Stewardship** – Responsible management of resources entrusted to our care using sound and responsive decision making to ensure services, programs and tax policies are affordable and sustainable over time.
- **Teamwork** – We cooperate, coordinate and work together and with our partners in the best interests of the Town of Waxhaw.

Strategic Initiatives

Our Strategic Initiatives set the direction for how the Town of Waxhaw will address the trends, the opportunities, and mandates facing the Town. The initiatives, when combined with the annual goals and objectives, need to be viewed as a whole that must be balanced to achieve a sustainable future. One initiative, and its associated goals and objectives shall not be pursued to the exclusion of the others.

Our Strategic Initiatives that the Town of Waxhaw will follow to achieve our vision include:

- **Givens**
 - **Strong Financial Performance:** Provide financial resources in a prudent and responsible manner through traditional and alternative sources of revenue, effective budgeting, and cost control with a focus on maintaining a healthy fund balance.
 - **Operational Excellence:** Plan, allocate resources, and operate all departments effectively and efficiently in order to meet the citizen's needs for local government services
 - **Consistent core Infrastructure and Services:** Support and enhance the quality of life for residents by delivering responsive and efficient services to all neighborhoods and maintaining reliable and cost-effective infrastructure and systems in a manner that emphasizes customer satisfaction, public service, and good stewardship of natural and fiscal resources

- **Immediate Opportunity**
 - **Promote Meaningful community building and engagement:** Engage our citizens to create an inclusive community where there is a sense of belonging, a place where there is trust, and where people know their neighbors
 - **Implement intelligent growth and economic development strategies** To enhance the quality of life of the citizens by pursuing a balanced tax base by targeting businesses that will contribute sustainable, environmentally sensitive development and by planning for orderly growth and development
 - **Implement the Quality of life services our community desires:** Enhance Waxhaw's reputation for safety and maintaining our small town identity by providing a vibrant downtown, pedestrian friendly community, extensive park and greenspace system, and recreational and cultural activities.

- **Mid to Long Term Opportunity**
 - **Develop Productive public and private strategic partnerships:** We will build an active, vibrant community for residents of all ages through quality services, facilities, and programs through partnerships that meet the highest standards of excellence

FY2015-2016 GOALS & OBJECTIVES

To address the Strategic Initiatives, the Town Board and Town Manager identified Goals for the FY2015-2016 for each initiative. With Goals identified, staff developed quantifiable objectives to fulfill these goals for the fiscal year. Each of these Objectives has a “Responsible Party” assigned to ensure accountability and completion of each Objective.

The definition of each “Responsible Party” category is as follows:

- Board – Pure policy level decision, or within the Board’s sole realm of decision making authority.
- Management & Board – Recommendation by management to the Board with final Board approval required.
- Management – Operational decision within the organization.
- Town Attorney & Board – Recommendation by Town Attorney to the Board with final Board approval required.

Strategic Initiative: Strong Financial Performance

Goal: Create Revenue Sustainability in the Annual Budget.

- Project revenues in a conservative manner.
Responsible Party: Management/Board
- Prepare a five year revenue projection and update those projections annually.
Responsible Party: Management
- When investing Town funds, safety and liquidity will take precedence over yield.
Responsible Party: Management
- Evaluate the need for a Special Census in anticipation of the State moving Sales Tax revenue to a per capita distribution basis.
Responsible Party: Management
- Fund Balance appropriated shall not exceed an amount that management can reasonably expect to save during the year, except in cases of emergencies, or for one-time capital expenses.
Responsible Party: Management/Board
- Fund Balance will not be used to fund on-going operational expenses.
Responsible Party: Management/Board

Goal: Identify and Prioritize Capital Needs.

- With the Annual Budget, staff will recommend a Five-Year Capital Improvement Plan which will list each capital project, the estimated cost, the proposed funding source and the anticipated year in which the project is to occur.
Responsible Party: Management/Board
- When funding capital items, priority will be placed on the replacement of existing equipment, maintaining existing facilities, and making enhancements to existing facilities.
Responsible Party: Management/Board

- Capital projects related to new facilities not currently in existence will require the identification of a specific funding source.
Responsible Party: Management/Board

Goal: Appropriately Account for Town Funds.

- Annually, an independent certified public accounting firm will issue an official opinion on the Town's annual financial statements to the Board of Commissioners.
Responsible Party: Board
- The Board of Commissioners will create an Audit Committee of two Board members to meet with the auditors and discuss their findings.
Responsible Party: Board
- Financial systems will be maintained to monitor revenues and expenditures on a monthly, quarterly, and annual basis.
Responsible Party: Management
- Staff will provide a Financial Summary Report at a Board of Commissioners meeting on a quarterly basis.
Responsible Party: Management

Goal: Use Debt in a Responsible Manner.

- When financially feasible, the Town's first choice for financing capital projects will be pay as you go.
Responsible Party: Management/Board
- Capital projects financed through the issuance of bonds or through an installment purchase contract (N.C.G.S. 160-A 20) shall be financed for a period not to exceed the anticipated useful life of the project.
Responsible Party: Management/Board

Goal: Maintain Healthy Reserves.

- The Town will strive to maintain an Undesignated General Fund Balance equal to seven months (58%), of the general operating budget. These funds will be used to avoid cash flow interruptions, generate investment income, eliminate the need for short-term borrowing, and for use in the case of unanticipated emergencies.
Responsible Party: Management/Board
- In the Annual Budget, the Town will strive to reserve the equivalent of up to 2 pennies on the Town's property tax rate for the purpose of funding capital expenditures on a pay-as-you-go basis.
Responsible Party: Management/Board
- The Town will establish a General Fund Contingency Reserve to provide for unanticipated expenditures of a nonrecurring nature to meet unexpected increases in service delivery costs. This reserve will be budgeted at an amount up to 1% of recurring General Fund revenues estimated for that fiscal year.
Responsible Party: Management/Board

Strategic Initiative: Ensure Operational Excellence

Goal: Provide Exceptional Customer Service and Communication.

- Each employee's performance evaluation will reflect a focus on customer service.
Responsible Party: Management
- Any annual employee salary increases will be merit based as to encourage exceptional employee customer service and performance. The employee performance evaluation cycle will begin July 1st of each year.
Responsible Party: Management
- Establish an employee recognition program to recognize, reward and encourage exceptional customer service and performance.
Responsible Party: Management
- Utilize regular Town Manager/Employee meetings to enhance communication within the organization.
Responsible Party: Management

Goal: Identify Board of Commissioner and Town Manager Responsibilities and Protocols.

- In order to create a working environment where Board/Manager responsibilities and protocols are clearly defined and understood, conduct a Workshop on this topic.
Responsible Party: Management/Board
- Memorialize the agreed upon results of this workshop into Board of Commissioner/Town Manager Protocol Manual.
Responsible Party: Management/Board

Goal: Invest in Town Employees.

- Provide internal training opportunities for supervisors as well as front line staff.
Responsible Party: Management
- Require key staff to be active members of their State-wide professional associations.
Responsible Party: Management
- Promote and fund higher educational opportunities which will benefit employees and the Town.
Responsible Party: Management
- Implement the Salary Study results recently prepared by the COG.
Responsible Party: Management/Board
- Implement career development program for high performing employees.
Responsible Party: Management/Board

Goal: Measure the Performance of Town Services.

- The Town will develop performance metrics and productivity ratios to measure the performance of Town services.
Responsible Party: Management
- To the degree possible, these performance measures will be benchmarked against measures from other jurisdictions.
Responsible Party: Management

- Explore the possibility of participating in the North Carolina Performance Measurement and Benchmarking Project.
Responsible Party: Management

Goal: Improve Operational Effectiveness and Efficiency.

- Through the Annual Budget process make recommendations regarding organizational structure changes that will create a more effective and efficient organization.
Responsible Party: Management/Board
- Through the Annual Budget process create new cost centers (new Departments and Divisions) in order to capture the true cost of all Town services.
Responsible Party: Management/Board
- After the first 90-100 days of the Town Manager’s employment, he will present his assessment of the Town’s strengths and weaknesses and make recommendations to the Board for improvement.
Responsible Party: Management

Strategic Initiative: Improve Core Infrastructure and Services

Goal: Assess the Condition of Critical Infrastructure within the Town.

- Contract with an engineering firm to conduct an assessment of public infrastructure installed by developers without inspection oversight.
Responsible Party: Management
- Contract with an engineering firm to conduct an assessment of Town-owned street surfaces for the purpose of prioritizing street resurfacing projects.
Responsible Party: Management
- Determine the current street resurfacing schedule compared to the needed street resurfacing schedule.
Responsible Party: Management
- Work with Union County to determine the cause of water and sewer infrastructure issues in the downtown area.
Responsible Party: Management

Goal: Properly Maintain Critical Infrastructure within the Town.

- Contract with an engineering firm for assistance in developing an on-going street and associated infrastructure construction inspection program.
Responsible Party: Management
- Implement a street and associated infrastructure construction inspection program.
Responsible Party: Management/Board
- Develop a legal process by which streets and the associated infrastructure can be turned over to the Town when desired by property owners abutting that infrastructure.
Responsible Party: Town Attorney/Board
- Develop a plan with Union County to correct water and sewer infrastructure issues in the downtown area.

Responsible Party: Management

Goal: Improve Traffic Congestion and Traffic Safety.

- Review Hwy. 16 Corridor Plan and Downtown Plan for traffic impact.
Responsible Party: Management
- Determine if there are any transportation projects in Waxhaw that would qualify for the NCDOT's Congestion Mitigation and Air Quality Program (CMAQ).
Responsible Party: Management
- Determine if there are any Transportation Projects in Waxhaw that would qualify for the NCDOT's Spot Safety Program.
Responsible Party: Management
- Have a specific assessment conducted on Kensington Drive to determine the proper type of road this should be, and create design alternatives that will improve the road condition and safety.
Responsible Party: Management/Board

Strategic Initiative: Implement Intelligent Growth and Economic Development Strategies

Goal: Promote Economic Development, Jobs, and Tax Base Diversification.

- Develop and implement a comprehensive economic development strategy for the Town of Waxhaw
Responsible Party: Board
- Establish a clear purpose and mission for the Waxhaw EDC. Receive an annual work plan and presentation of accomplishments from the Waxhaw EDC
Responsible Party: Board
- Identify and implement the highest and best use of Town-owned property
Responsible Party: Management/Board
- Rewrite the UDO
 - Upon completion of the update to the Comprehensive Plan, create a staff/consultant/Planning Board based process to develop a new recommended UDO.
Responsible Party: Management/Board
 - Develop and implement a public engagement approach to ensure the UDO process involves community input and review before adoption.
Responsible Party: Management/Board

Goal: Support Downtown Development and Downtown Activities.

- Become a member of the NC Main Street Program.
Responsible Party: Management/Board
- Invest in a full-time Main Street Coordinator.
Responsible Party: Management/Board

- Main Street Coordinator will review the organizational structure of the Waxhaw Main Street program as it relates to other Town Boards and Committees and develop recommendations for improvement.
Responsible Party: Management/Board
- Conduct a downtown parking study to determine parking needs in the downtown area.
Responsible Party: Management/Board
- Engage downtown Board and Commission stakeholders to get input on the best use of the McDonald House.
Responsible Party: Management
- Begin implementation of the Wayfinding Plan.
Responsible Party: Management

Goal: Support Urban Area Development and Growth.

- Evaluate appropriate Master Plans and develop plan timelines.
Responsible Party: Management

Goal: Continue to Streamline the Permitting, Development and Inspection Process.

- Develop Performance Measures and identify benchmark partners to determine performance.
Responsible Party: Management
- Develop a customer survey for customers of the permitting, development and building inspection services to gauge satisfaction of these services.
Responsible Party: Management

Strategic Initiative: Promote Meaningful Community Building and Engagement

Goal: Provide Consistent and Meaningful Internal and External Communication.

- Develop a Public Engagement Process
Responsible Party: Management
- Develop an overall Town Communication Policy and Process
Responsible Party: Management
- Provide a weekly electronic Town Manager report to the Board of Commissioners and key staff.
Responsible Party: Management
- Distribute The Village News on a monthly basis.
Responsible Party: Management
- Update the Town's website design including improved mobile access.
Responsible Party: Management
- Expand the Town's Social Media presence.
Responsible Party: Management
- Have a "Town of Waxhaw" promotional presence in downtown events.
Responsible Party: Management
- Increase "electronic" communication between the Waxhaw Police Department and the citizens of Waxhaw.
Responsible Party: Management

- Develop a promotional campaign to educate citizens on the many services the Town provides.
Responsible Party: Management

Goal: Develop and Promote Town Legislative Priorities.

- Annually, the Board of Commissioners will meet to develop and adopt a list of legislative priorities for the Town.
Responsible Party: Board
- Evaluate the Town’s legislative reach with, NCLM, COG, regional partners, State Legislators, etc...
Responsible Party: Board
- Have a strong Waxhaw Board of Commissioners presence at the annual Town Hall Day in Raleigh.
Responsible Party: Board

Goal: Support High Functioning Boards and Committees

- Establish a clear purpose and mission for each Board and Committee
Responsible Party: Board
- Create clear organizational structure for each Board and Committee
Responsible Party: Board
- Create clear rules of procedure for each Board and Committee
Responsible Party: Board and Attorney
- Create a consistent evaluation approach for each Board and Committee
Responsible Party: Board
- Each Board and Committee will create an annual work plan and funding needs plan to be presented to the Board.
Responsible Party: Management
- Create a consistent orientation package for each Board and Committee
Responsible Party: Management
- Conduct a training session with all Boards and Committees.
Responsible Party: Management
- Create a consistent recruitment plan and approach for each Board and Committee
Responsible Party: Board and Management

Strategic Initiative: Implement Quality of Life Services our Community Desires

Goal: Provide a Safe Community.

- Increase participation in the Neighborhood Watch Program.
Responsible Party: Management
- Promote the many special programs offered by the Waxhaw Police Department to the citizens of Waxhaw.
Responsible Party: Management
- Increase staff resources for the Police Department’s Community Policing Division.
Responsible Party: Management Recommendation/Board Approval

- Work with Union County Schools to improve school safety zones.
Responsible Party: Management
- Support the Waxhaw Fire Department in their desire to increase their level of service.
Responsible Party: Board
- Appoint a staff liaison to the Waxhaw Volunteer Fire Department.
Responsible Party: Management

Goal: Offer High Quality Recreation Facilities.

- Complete the Operations and Maintenance Agreement with the YMCA.
Responsible Party: Management/Board
- Assuming the results of the due diligence process come back favorable, complete the property purchase with Wells Fargo related to the YMCA agreement.
Responsible Party: Board
- Develop options for expanding parking at Nesbit Park.
Responsible Party: Management
- Create a dedicated Parks Maintenance position with the FY15-16 Annual Budget.
Responsible Party: Management/Board

Goal: Offer High Quality Cultural and Recreational Programs.

- Engage the Museum of the Waxhaw's to see if there is a willingness to develop cultural recreation programming with the Town.
Responsible Party: Management
- Create a Parks and Recreation handbook to describe park facilities and recreation programs offered by (or in conjunction with) the Town.
Responsible Party: Management

Strategic Initiative: Develop Productive and Strategic Partnerships.

Goal: Build and Strengthen Strategic Partnerships.

- Work with Union County Public Schools to see if there is a more centralized location for the Alternate School.
Responsible Party: Management
- Work with Union County to identify how their new Parks and Recreation Master Plan will impact Waxhaw.
Responsible Party: Management
- Work with Southern Piedmont Community College to see if there is an interest in expanding classes and programs to Waxhaw.
Responsible Party: Management

Goal: Communicate with Local and Regional Partners.

- Hold a joint meeting with surrounding jurisdictions that are willing to meet and discuss forming partnerships around common interests and goals.

Responsible Party: Board

- Hold a meeting with our State Representatives, NCDOT, and surrounding jurisdictions to discuss local transportation issues.

Responsible Party: Board

Goal: Create Financial Partnerships.

- When feasible, the Town will seek financial partnerships with organizations in the community as a means of providing services in the most cost-effective way.

Responsible Party: Management/Board

- When improving or constructing Town-owned facilities, the Town will seek financial partnerships, when feasible, with organizations or individuals who benefit from those facilities in order to limit the use of public funds and to maximize the benefit of those funds.

Responsible Party: Management/Board



Waxhaw Police Headquarters

BUDGET DEVELOPMENT & BUDGET CALANDER

Budget Development

Phase I (Initial Budget Planning Stage)

Budget planning for the Annual Budget begins in August with the formation of an “Annual Budget Process Improvement Team” which is made up of key management staff. This team makes recommendations on improving the budget development process for the upcoming fiscal year. Recommendations made by this team result in an improved budget development cycle and budget development calendar. This improvement team meets annually at the beginning of each budget development process to critique the budget development cycle just completed and to recommend improvements for the next cycle.

Phase II

In October of each year, initial projections of personnel expenditures and projections of risk management insurance expenditures are made for the upcoming fiscal year. This information is used to determine what new revenues will be needed to maintain current staffing levels and to maintain current risk management insurance policies. These projections are done early in the process due to the significant dollar value involved with these items and the vital role they play in the overall budget development process.

Phase III

In November, the Town Manager holds individual budget meetings with divisions/departments for preliminary discussions on significant budgetary needs for the upcoming fiscal year and to review the status of performance measures. In addition to the budget meetings, in December, there is a “Budget Kick-off Meeting” held with all departments. At this meeting, departments are given their budget development materials for the upcoming fiscal year including a budget manual, budget calendar, personnel projections, risk insurance projections, instructions for performance measurement reporting, and initial operational target budgets.

Phase IV

- Also in December, debt projections are made by the Finance Division.
- All new personnel requests are due to the Human Resources Department by December of each year.

Phase V (Final Budget Planning Stage)

Annually, the Waxhaw Board of Commissioners adopts their “Annual Strategic Priorities” for the coming year, which are derived from a Commissioner-Staff Work Session. This document is used throughout the year as a guiding tool to ensure that the philosophy defined by the Board of Commissioners is advocated and carried out by Town departments as they deliver services to the public. Also, the Strategic Priorities guide Town officials in budget development and planning for the upcoming and future budget years. In

short, this policy document provides the structure by which the Town of Waxhaw functions during the fiscal year.

Budget planning for the upcoming fiscal year is complete at this point the development of the Town Manager's Recommended Annual Budget begins.

The Law and the Budget Process

Basis of Accounting and North Carolina Local Government and Fiscal Control Act

The budget is prepared using the modified accrual method of accounting for all funds. This approach to accounting recognizes revenues when they become measurable and expenditures at the time the liability is incurred. All revenues and expenditures must be included in the annual budget ordinance or the appropriate capital and/or grant project ordinances. Any operational appropriations that are not expended or encumbered shall lapse at the end of each fiscal year. The Town of Waxhaw uses the modified accrual method as the basis for budgeting and for accounting. The North Carolina Local Government Budget and Fiscal Control Act (LGBFCA) controls how towns budget and spend money. The major effects of the LGBFCA on the budgetary process are as follows:

Budget Preparation Calendar

The LGBFCA establishes the dates by which each stage in the annual budget process is to be completed (G.S. 159-10 through 13). These dates are as follows:

- Departmental requests must be submitted to the budget officer by April 30.
- Revenue estimates must be submitted to the budget officer by April 30.
- The recommended annual budget must be submitted to the Governing Board by June 1.
- The Governing Board must adopt the annual budget ordinance by June 30.

Budget Forms and Procedures

The Budget Officer must prescribe the forms and procedures for the departments to use in preparing their requests; in the words of G.S. 159-10, requests "shall be made in such form and detail, with such supporting information and justifications, as the Budget Officer may prescribe." G.S. 159-10 also requires that a budget request show actual expenditures for the prior year, estimated ones in the current year, and requested ones for the coming budget year.

Departmental Requests

G.S. 159-10 requires that the budget request for a department include revenues or fees that it will collect in the budget year.

Recommended Budget

G.S. 159-11 requires that the Budget Officer's recommended budget be balanced unless the Governing Board insists that an unbalanced budget be submitted. It is also required that the budget be submitted to the Governing Board with a budget message. G.S. 159-11(b) states that the message should include:

- A concise explanation of the governmental goals fixed by the budget for the budget year.
- Important features of the activities anticipated in the budget.

- The reasons for stated changes from the previous year in program goals, programs, and appropriation levels.
- Any major changes in fiscal policy.

Board Review

Once the recommended budget is presented to the Governing Board, several general legal provisions apply to Board review and adoption of the budget ordinance.

- At least 10 days must pass between the submission of the recommended budget and adoption of the budget ordinance.
- On the same day the budget is submitted to the Governing Board, the Budget Officer must file a copy of it in the Town Clerk's Office where it is made available to the public and press.
- The Town Clerk must publish a notice that the budget has been delivered to the Governing Board and is available for public inspection. This advertisement must also note the time and place of the required public hearing.
- During the time between submission and adoption, the Governing Board may conduct its review at both regular and special meetings. At least one of these dates must be a public hearing at which any person who wishes to comment may.
- The Open Meeting Law (G.S. 143-318.9 through 318.18) applies to the budget preparation and adoption process.

Adoption of the Budget Ordinance

The budget ordinance must contain the appropriations, the estimated revenues, and the property tax levy as well as the property tax rate.

Budget Adoption and Amendment

The operations conducted by the Town are guided by the annual budget ordinance adopted in accordance with the provisions of the North Carolina Local Government Budget and Fiscal Control Act. The Budget Ordinance must be balanced and adopted prior to the beginning of the Fiscal Year. Adoption of the budget by the Board of Commissioners establishes the legal authority to incur expenditures in the ensuing fiscal year.

After the adoption of the Budget Ordinance, the Town Manager (Budget Officer) is authorized to transfer appropriations between line-item expenditures within a specific functional area without making an official report to the Board of Commissioners. He may also transfer amounts not to exceed \$10,000 between functional areas, within the same fund. All other budget amendments must be approved by the Board of Commissioners through legislative action. All amendments affecting the original budget ordinance not within the scope of the authority granted to the City Manager require one reading for Board of Commissioner approval.

Comprehending the Annual Town Budget requires the reader to understand the differences between two perspectives of the same budget: the *functional* perspective, by which the Town is managed, and the *accounting* perspective, by which Town finances are accounted for. When the Board of Commissioners adopts or amends the budget, it is allocating resources into functional areas (as listed in the *Budget Ordinance*). By managing a budget organized around these major functions, Board of Commissioners can better direct how Town resources are applied.

The Board of Commissioners manages the budget at the broadest level. Board policy, statutes, and financial standards mandate the Town's accounting system parallel the functions, but at a much more detailed level. The accounting structure of the Town is organized on the basis of account groupings called *funds*, each of which is considered a separate accounting entity. Government monies are allocated to and accounted for in individual funds based upon the purposes for which they are earmarked, and the means by which spending activities are managed. The budgeted monies (i.e., revenues) must always equal the proposed expenditures within each fund. This segregation of financial activity ensures that certain funds, which are restricted in purpose, are explicitly spent on the appropriate government function.

A fund is one of two types: an annual fund or a project fund. The Board appropriates operational funds on an annual basis and an activity's funding lapses at the close of the year. Project funds continue for the life of each specific capital or grant project with appropriations continuing until the project is finished. The Town of Waxhaw's Annual Budget Ordinance contains all operational appropriations and consists of four funds: the General Fund, Capital Projects Fund, Rental Property Fund and the Grant Fund.

All municipal budgets have at least one fund, the *General Fund*, which is supported by a variety of revenue sources, including the most substantial, the ad valorem property tax levy. The *General Fund* contains those departments and divisions, which do not produce enough revenue to support their operations. The best examples of operations housed in the *General Fund* include Police, Parks & Recreation, and Planning and Community Development.

Town employees do not work for funds, they work for departments and divisions. The day-to-day operations of City government are conducted through multiple departments and divisions.

Here is the most important question for budget understanding: How do functions, funds, and departments (divisions) interrelate? The simple answer is that departments are subsections of both functions and funds. Each department is managed by its functional duties and its financial distinctions. For example, the Police Department is part of the *Public Safety* function, and is included in the *General Fund* because it is not a self-supporting entity. Each department belongs to one function and one fund. A fund can include any number of departments, including departments of different functions. A function can include departments from many funds. Managing the aggregate of all departments in a fund allows staff to measure the financial health of specific Town endeavors, while managing the aggregate of all departments in functions allows the Board of Commissioners to consolidate the myriad of Town services into clearer segments. When the Board appropriates money for the Police Department and the Parks & Recreation Department, it is addressing needs in two functional areas, *Public Safety* and *Culture and Recreation*, but it is allocating the resources of one fund, the General Fund.

All combinations of departments and divisions, funds, and functions appear in this budget document. The presentation takes the reader from discussions of the broadest overview in the budget document (*Budget Summary*) to discussions of the most specific departmental review. The budget document places a distinct emphasis on the Town's departments and divisions because these pages represent the plans of the men and women who are charged with the duty of providing services to citizens. Following the Town budget from this basic level back up through funds, functions, and consolidated totals can help the reader associate services to the respective budget data.

This document also presents budget data in a summary form that shows groups of like data by category (e.g., Personnel, Operations, Capital). Presenting the Town of Waxhaw’s budget in this style facilitates comparisons between groups of data, making the overall trends more discernible to the reader. Acknowledging that the reader does not have access to every account code, the Budget Highlights attempt to explain key departmental changes by relating the “numbers behind the numbers” to budget summaries. A second document that presents the complete listing of all Town of Waxhaw budget codes only is also available through the Town’s Finance Division if further detail is needed.

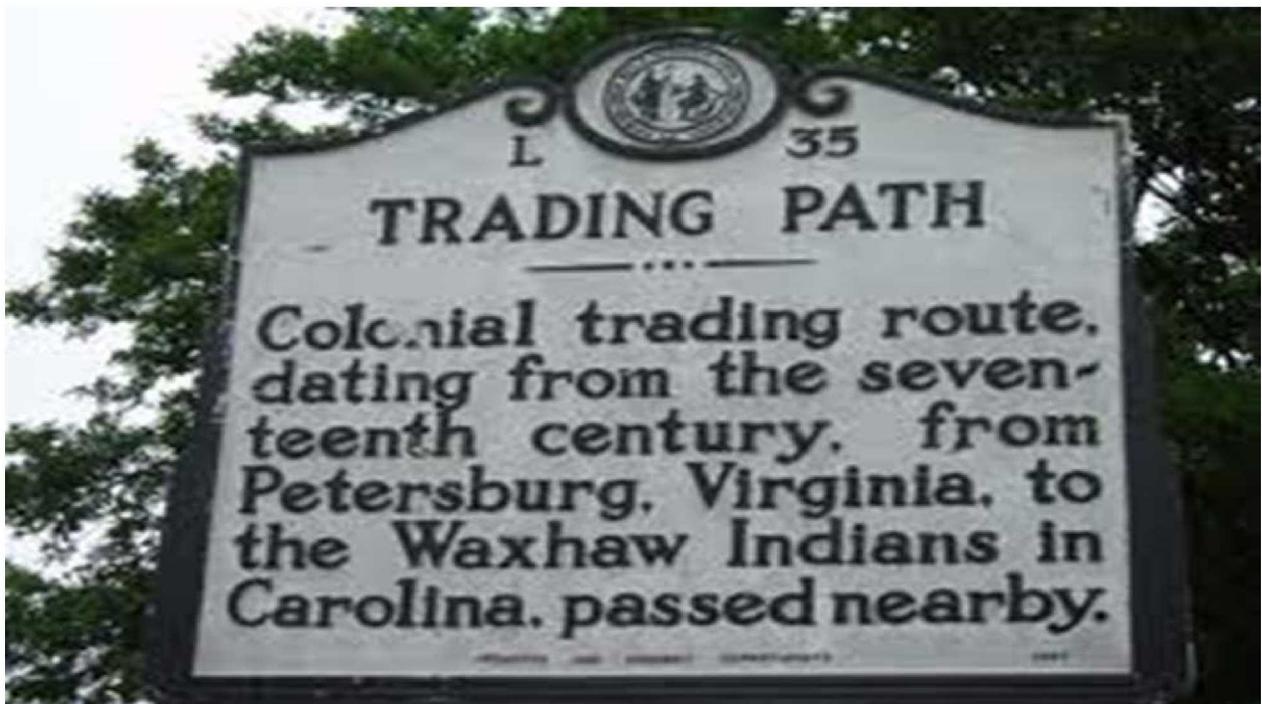
The departmental presentations are summaries of all expenditures and revenues associated with each department’s activities. One of the most daunting tasks of preparing a budget document is deciding how to present the hundreds of individual budget codes (line-items) in a format that promotes the decision-making process. Every account code is relevant to the process. Unfortunately, it is not possible to effectively present hundreds of account codes.



Budget Calendar

- **October 2015** Personnel expenditures projected by Human Resources
- **October 2015** Worker's Compensation, Property and Liability Insurance are projected
- **December 2015** New position requests and reclassification requests due to Human Resources
- **December 2015** Debt projected by Finance (existing debt only)
- **December 2015** Outside agency appropriation request letters sent out
- **December 2015** Budget Kick-off Meeting – Town Manager meets with staff
- **January 2016** Initial revenue estimates are made
- **January 2016** Departments submit operational budget requests to Town Manager
- **January 2016** Departments submit capital budget requests to Town Manager
- **January 2016** Departments may request to meet with the Town Manager to make additional budget requests or to negotiate budgets
- **January 2016** Outside Agency appropriation requests due
- **January 2016** Town Manager to meet with departments on their capital equipment requests
- **February 2016** Fee Schedule sent to departments for proposed changes
- **February 2016** Board & Committee work plans due
- **February 2016** 5-year CIP to be projected by Town Manager
- **February 2016** Board of Commissioners Meeting:
Outside agency appropriation requests presented
- **February 2016** Departments to return proposed Fee Schedule changes to Town Manager
- **March 2016** Board of Commissioners Meeting:
Board & Committee work plans presented

- **March 2016** Town Manager's Recommended Budget balanced
- **March 2016** Performance Measurement data due from departments to Town Manager
- **May 2016** Board of Commissioners Meeting:
Call for public hearing on Recommended Budget
- **May 2016** Publish notice of public hearing and make a copy available to media
- **June 2016** Board of Commissioners Meeting
Public Hearing on Recommended Budget
Budget approved on 1st reading
- **June 2016** Notification of tax rate sent to Tax Administrator in Union County
- **June 2016** Notify outside agencies of appropriation funding status
- **July 1, 2016** Fiscal Year Begins



BUDGET OVERVIEW

Revenues By Category

Revenues in the FY15-16 Annual Budget are projected and adopted in broad categories as opposed to individual revenue line items. These broad categories of revenues contain specific groupings of line-item revenues that are similar in nature in terms of their statutory authorization (ie. Ad Valorem) or in terms of restrictions on their use (ie. Restricted Intergovernmental). Below you will find the various categories of revenues in this budget as well as a sampling of the specific types of revenues that are assigned to each category.

Ad Valorem

- Current Year's Property Tax Collections
- Prior Year's Property Tax Collections
- Penalties and Interest on Past Due Property Tax Collections

Unrestricted Intergovernmental

- Sales Tax
- Sales Tax on Utilities
- Beer & Wine
- Cable Franchise Revenue

Permits and Fees

- Building Inspection Fees
- Zoning/Permitting Fees
- Fire Inspection Fees

Sales & Services

- Rental Revenue

Investment Earnings

- Interest on Investments

Miscellaneous

- Event Sponsorships
- Event Donations
- DARE Donations

Restricted Intergovernmental

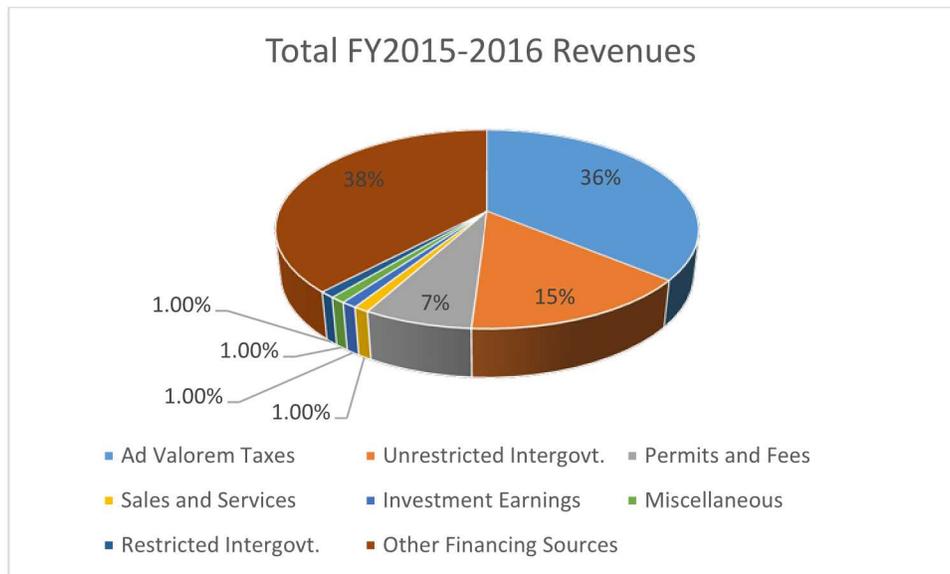
- Powell Bill Revenue
- Federal & State Grants

Other Financing Sources

- Appropriated Fund Balance – General Fund
- Appropriated Fund Balance – Capital Projects Fund
- Transfer to Capital Projects Fund from General Fund

Revenues By Category

<u>Revenues</u>	<u>FY2014-2015 Budgeted</u>	<u>FY2015-2016 Recommended</u>
Ad Valorem Taxes	\$5,281,542	\$5,657,141
Unrestricted Intergovernmental	\$1,794,340	\$2,295,400
Permits and Fees	\$1,423,236	\$1,022,327
Sales and Services	\$78,360	\$78,360
Investment Earnings	\$3,330	\$20,080
Miscellaneous	\$22,500	\$22,500
Restricted Intergovernmental	\$452,949	\$523,127
Other Financing Sources	<u>\$1,106,861</u>	<u>\$5,882,500</u>
Total	\$10,163,118	\$15,501,435



Expenditures By Functional Area

Not only are expenditures accounted for in the various funds, they are also organized into functional areas. Below you will find those functional areas as well as the associated departments and divisions. This type of categorization of services at the “functional level” is important because it looks at funding from a broader perspective than just department or division. It also allows you to gain an understanding of resources being allocated to large scale local government programs.

General Government

- Board of Commissioners
- Town Manager’s Office
- Clerk’s Office
- Finance
- Information Technology
- Human Resources

Public Safety

- Police
- Waxhaw Volunteer Fire

Economic and Community Development

- Planning and Community Development
- Building Inspections
- Main Street

Culture and Recreation

- Parks and Recreation
- Events & Promotions

Transportation

- Street

Environmental Protection

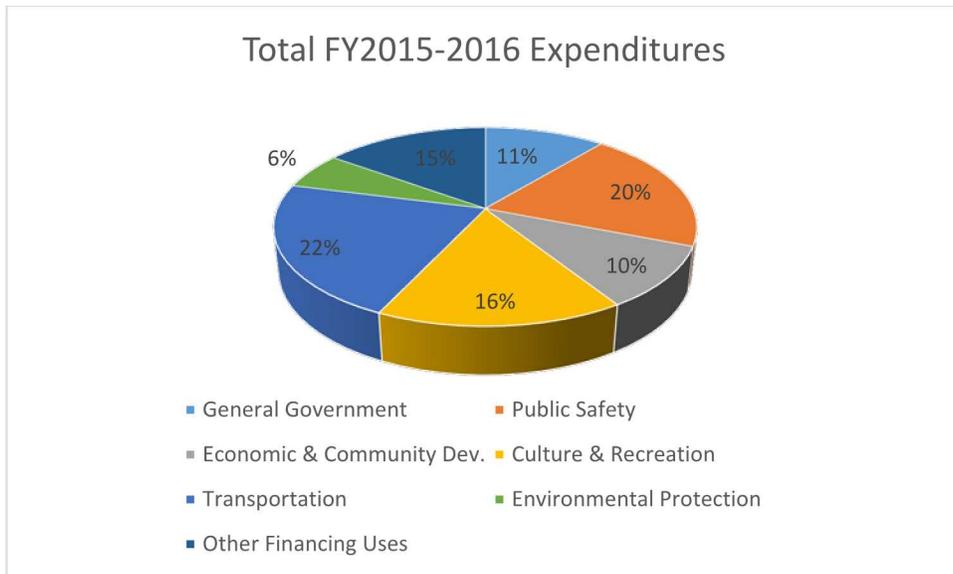
- Recycling/Residential Sanitation

Other Financing Uses

- Transfers of Resources from the General Fund to the Capital Projects Fund

Expenditures By Functional Area

<u>Expenditures</u>	<u>FY2014-2015 Budgeted</u>	<u>FY2015-2016 Recommended</u>
General Government	\$2,282,903	\$1,743,133
Public Safety	\$2,713,517	\$3,043,014
Economic & Community Dev.	\$1,591,773	\$1,606,712
Culture & Recreation	\$364,227	\$2,429,426
Transportation	\$1,465,203	\$3,341,379
Environmental Protection	\$980,000	\$970,000
Other Financing Uses	<u>\$765,495</u>	<u>\$2,367,771</u>
Total	\$10,163,118	\$15,501,435



Funds of the Budget

General Fund

The General Fund contains governmental services that generally do not generate sufficient revenue to support their activities including Governing Body, all Administrative services, Police, Planning and Community Development, Parks and Recreation and Public Services. This Fund also transfers a portion of its revenues to support the Town's Capital Projects Fund.

In the FY2015-2016 Budget, the General Fund is balanced with a property tax rate of \$0.36 per \$100 valuation. This rate is two cents higher than the FY14-15 property tax rate of \$0.34, but is "revenue neutral" as defined by the State due to Union County's recent revaluation of real property throughout the County which took effect on January 1st 2015. This rate will provide \$5,583,216 in property tax revenue. The property tax base is estimated to be \$1,567,509,186.

The FY2015-2016 General Fund budget totals \$10,967,448.

Capital Projects Fund

The Capital Projects Fund exists as a financial tool to help in the funding of current and future capital projects. This Fund receives the bulk of its annual revenue from the Town's General Fund for specific projects and purchases. However, in the FY15-16 Recommended Budget, there will be an additional \$200,000 earmarked for the Capital Projects Fund in order to insure the availability of funding of future capital projects such as buildings and infrastructure. Without adequate funding provided to the Capital Projects Fund, the Town would have to rely more heavily on its Fund Balance, or debt financing for major capital projects.

The total budget for the Capital Projects Fund for FY2015-2016 is \$4,232,500. The projects and purchases for FY15-16 include:

- The appropriation of \$1,300,000 in General Fund Balance for the purchase of 13 acres from Wells Fargo related to the YMCA project.
- The appropriation of \$350,000 in General Fund Balance for athletic field development on the 13 acres.
- The appropriation of \$1,800,000 in Capital Projects Fund Balance for improvements to Kensington Drive.
- The transfer of \$582,500 from the General Fund for on-going operational related capital and improvement projects.
- The transfer of \$200,000 from the General Fund for future capital projects.

Property Rental Fund

This fund’s purpose is to account for both revenue and expenditures related to Town-owned properties that are revenue generating. Currently, the Niven-Price Building at 216 West North Main Street is the predominate revenue producing property owned by the Town. This Fund is 100% self-supporting as no other revenue is required to support its operation.

The FY2015-2016 Property Rental Fund budget totals \$78,360.

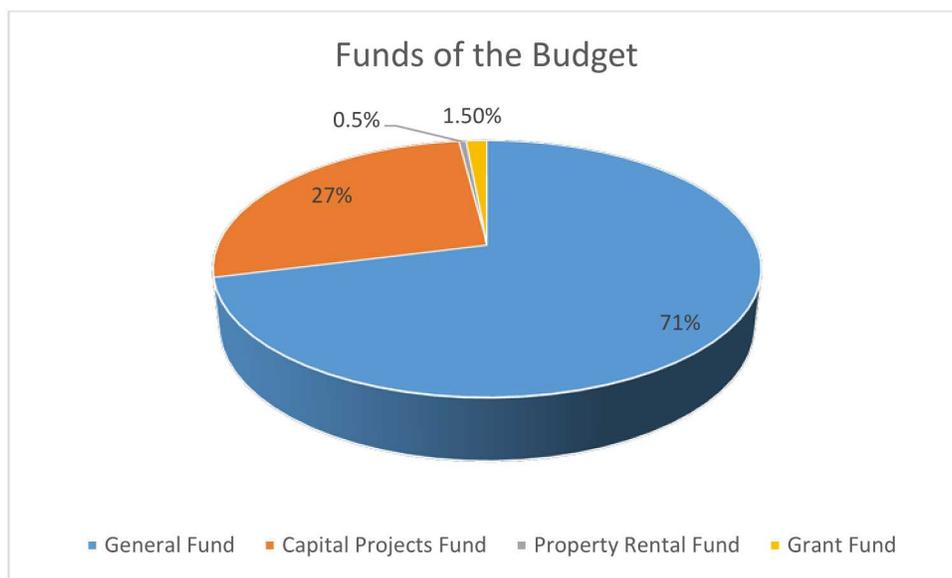
Grant Fund

This fund’s purpose is to account for revenues and expenditures for grants the Town receives. Currently, the Town has 2 active grants:

- Carolina Tread Trail – For construction of a suspension bridge over 12-Mile Creek resulting in a NC/SC connection that will yield approximately 3.5 miles of trails for residents - \$174,000
- Governor’s Highway Safety Program - \$49,127

The FY2015-2016 Grant Fund budget totals \$223,127.

	Funds of the Budget	
<u>Funds</u>	<u>FY2014-2015 Adopted</u>	<u>FY2015-2016 Recommended</u>
General Fund	\$8,878,548	\$10,967,448
Capital Projects Fund	\$669,200	\$4,232,500
Property Rental Fund	\$78,360	\$78,360
Grant Fund	\$278,926	\$223,127
Technology Fund	<u>\$90,000</u>	<u>\$0</u>
Total	\$9,995,034	\$15,501,435



STAFFING ANALYSIS & PAY PLAN

In FY2014-2015 there were a total of 60 authorized positions. There will be 3.5 positions added in FY2015-2016. These will include:

- 1 – Community Police Officer (Police)
- 1 – Recreation Facilities Supervisor/Safety Officer (Parks & Recreation)
- 1 – Construction Inspector (Public Services)
- 1 - Part-time Secretary (Events)

The addition of these positions are needed to meet the needs of a rapidly growing population. There are also a number of additional positions that have been identified as needed but with no funding available for inclusion in this Recommended Budget.

- 1 – Town Engineer
- 1 – Finance Officer
- 1 – Public Information Officer
- 1 – Police Officer

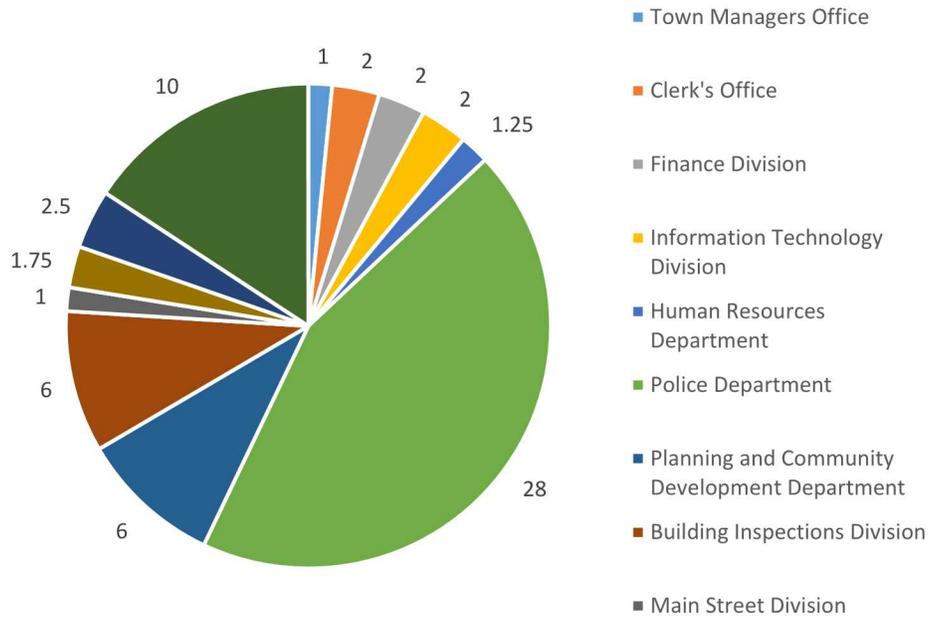
The Centralina Council of Governments recently completed a Pay and Classification study for the Town of Waxhaw. The results of this study are included in the FY2015-2016 Budget in the form of a new Pay and Classification Plan. It will cost \$47,474 to implement this plan which involves increasing the pay for employees who are being paid below the entry rate for their job based on the pay ranges set by the new Pay and Classification Plan. There will also be a COLA increase for employees effective July 1, 2015 in the amount of 3%. However, effective in FY2015-2016 Town employees will be moving towards a merit based compensation program where performance is rewarded with tiered pay increase percentages. The first merit pay will be granted next year in July 2016.

The employee benefits package will remain the same in FY2015-2016. However we are experiencing an increase of 14% in employee health insurance premiums paid by the Town.

FTE By Department and Division

Department/Division	FY15-16 Number of Positions
Town Managers Office	1
Clerk's Office	2
Finance Division	2
Information Technology Division	2
Human Resources Department	1.25
Police Department	28
Planning and Community Development Department	6
Building Inspections Division	6
Main Street Division	1
Parks & Recreation Department	1.75
Events	2.5
Public Services Department	10
Sanitation	<u>0</u>
Total FTEs	63.5

FY15-16 FTE SUMMARY



PAY & CLASSIFICATION PLAN

Grade	Position	Proposed Minimum	Proposed Maximum
1		\$22,744	\$34,116
2		\$23,881	\$35,822
3		\$25,075	\$37,613
4		\$26,329	\$39,494
5	Maintenance Worker I	\$27,645	\$41,468
6		\$29,028	\$43,542
7	Maintenance Worker II	\$30,479	\$45,719
8	Administrative Assistant to Police Chief Administrative Assistant to Police Department Administrative Assistant to Public Services Deputy TownClerk Permitting Technician	\$32,003	\$48,005
9	Marketing and Events Assistant	\$33,603	\$50,405
10	Animal Control Officer Building Inspector/Code Enforcement Officer Community Affairs Officer Patrol Officer	\$35,283	\$52,925

11	Assistant Tax Collector/Accounts Payable	\$37,048	\$55,571
12	Automotive Mechanic Supervisor Events and Promotions Manager Police Investigator Technology Assistant	\$38,900	\$58,350
13		\$40,845	\$61,267
14	Detective Sergeant Downtown Manager Planner II Police Sergeant Safety Coordinator	\$42,887	\$64,331
15	GIS Planner Tax Collector/Deputy Finance Officer	\$45,032	\$67,547
16	Police Lieutenant Town Clerk	\$47,283	\$70,925
17	Chief Building Inspector	\$49,647	\$74,471
18	Planning and Zoning Administrator Technology Manager	\$52,130	\$78,194
19		\$54,736	\$82,104
20	Director of Public Services	\$57,473	\$86,209
21	Parks and Recreation Director	\$60,347	\$90,520
22	Director of Human Resources/Website Administrator	\$63,364	\$95,046
23	Director of Planning and Community Development	\$66,532	\$99,798
24	Chief of Police	\$69,859	\$104,788
25		\$73,352	\$110,028
26		\$77,019	\$115,529

ABOUT TOWN SERVICES

When we think of Waxhaw Town government, we often think of the Town Hall or the Police Headquarters. Town government, however, is not made of concrete and steel, but the men and women who coordinate downtown festivals, repair potholes, and perform dozens of other services all across the Town. Because the number of services is so vast and involves 14 Town departments and divisions, the sometimes overwhelming search for information leaves many citizens with the same question: “Where do I go to find out about...?”

Because Town government never exists in one place at one time, it is impossible to adequately present all of the services provided by Town employees. However, thanks to the Internet, we can point the reader to the people who can best answer questions. You can access Town departments directly through the e-mail addresses indicated.

TOWN HALL

The front office at Town Hall, located at 1150 North Broome Street, provides a single point of contact for inquiries and service requests from citizens and businesses. This is the first step to getting answers to questions about City government. Call (704) 843-2195. This number is particularly helpful for those who might have more general questions about Town government, or who do not have access to the Internet.

BOARD OF COMMISSIONERS (see www.waxhaw.com for e-mail addresses)

The Mayor and five members of the Board of Commissioners are the elected representatives of the Town of Waxhaw. The Board of Commissioners is the legislative and policy-making body of the Town, and as such, is charged with making decisions and formulating public policy based on community needs.

The Board of Commissioners adopts the annual budget that is designed to allocate available funds as efficiently and effectively as possible in order to ensure that residents receive the highest levels of service at the lowest possible cost. The Board of Commissioners meets on the second and fourth Tuesdays of each month and holds special planning sessions, as well as an annual Board-Staff Work Session. Communications with the Board of Commissioners can be directed to the Town Manager's Office.

TOWN MANAGER'S OFFICE (wwood@waxhaw.com)

The Town Manager's Office is located in Town Hall at 1150 North Broome Street. It is the responsibility of the Town Manager's Office to professionally manage all Town operations and to execute policy as directed by the Board of Commissioners and prescribed by the North Carolina General Statutes. The Town Manager's Office advises the Board of Commissioners on issues related to municipal operations. In addition to daily interaction with department heads and staff, the Town Manager's Office holds monthly meetings with Town staff covering the following areas: Administrative Issues, Economic and Community Development, Transportation, Culture & Recreation, Public Safety, and Public Properties. In addition, the Town Manager's Office plans the annual Board-Staff Work Session and special Board planning sessions as needed.

TOWN CLERK'S OFFICE (mshuler@waxhaw.com)

The Town Clerk's Office is located at 1150 North Broome Street. The Town Clerk provides information about Board of Commissioner meetings and minutes, Town ordinances, applications for Boards and Committees, and official Town records. The publicizing of these groups' meetings, is also a role of the City Clerk's Office.

FINANCE (asutton@waxhaw.com)

The Finance Division is located in Town Hall at 1150 North Broome Street. The Finance Division, in accordance with ordinances, handles all Town-related financial matters and financial policies enacted by the Board of Commissioners, as well as North Carolina statutes. The Deputy Finance Officer manages the Town's investment program. The Finance Division also is responsible for the preparation of the Comprehensive Annual Financial Report.

INFORMATION TECHNOLOGY (nbahnweg@waxhaw.com)

The Information Technology Division is located in Town Hall at 1150 North Broome Street. This Division operates and installs the City's computer systems and networks, maintains the City's website and provides technical support and training to Town departments.

HUMAN RESOURCES (wdavenport@waxhaw.com)

The Human Resources Department is located in Town Hall at 1150 North Broome Street. All employment applications and employment inquiries are processed in this Department. This Department also administers the benefits package for Town employees, conducts employment searches for department heads and other staff positions, and is responsible for the Town's safety program.

POLICE (mweiss@waxhaw.com)

The Waxhaw Police Headquarters is located at 3620 Providence Road South. The department is currently made up of 28 FTEs and 5 part-time (or auxiliary) officers. There are four divisions, all housed

at Police Headquarters: Administrative, Patrol, Detectives, and Animal Control. The Police Department also offers many other community education services. The Police Department uses a community policing approach in its daily work activities.

WAXHAW VOLUNTEER FIRE DEPARTMENT (rfitzgerald@waxhawvfd.org)

The Town of Waxhaw contracts with the Waxhaw Volunteer Fire Department for Fire and Emergency Medical Technician services. The Waxhaw VFD is a separate and independent entity from the Town of Waxhaw. However, the Town does provide some financial support to the Fire Department annually in the form of funding for the purchase of new radios. In 2009, the department moved into its main station and headquarters located at 3500 Waxhaw Parkway (Station 18). The Chief of the Waxhaw VFD is Chief Rob Fitzgerald.

PLANNING AND COMMUNITY DEVELOPMENT (gmahar@waxhaw.com) The Planning and Community Development Department is located in Town Hall at 1150 North Broome Street. The coordination of commercial development and occupancy of existing buildings are handled through this department. Planning staff is responsible for enforcing zoning, subdivision regulations, and property uses, assisting with thoroughfare plans and annexations, and maintaining watershed regulations. Their staff is also available to answer questions concerning assistance in the location of new or expanded commercial and industrial businesses within the Town. This Department staffs the Waxhaw Planning Board.

BUILDING INSPECTIONS (wwhaley@waxhaw.com)

This Division is located in Town Hall at 1150 North Broome Street. They receive and process building permits at Town Hall and perform building inspections on residential and commercial structures on a daily basis. Their purpose is to provide for the health, general welfare, and public safety through the enforcement of the North Carolina State Building Code.

MAIN STREET (gmahar@waxhaw.com)

The Town is a member of the NC Main Street Program. This program focuses on a downtown revitalization process designed to improve all aspects of the downtown. There are four elements of focus in this program including: organization, promotion, design and economic restructuring.

PARKS AND RECREATION (njackson@waxhaw.com)

The Parks and Recreation Department is located in Town Hall at 1150 North Broome Street. The Town operates 6 parks (4 active and 2 passive) consisting of approximately 44 developed acres, and 75 undeveloped acres. Athletic programming in Town is generally provided by the Waxhaw Athletic Association. Maintenance for the Town's parks is provided by the Town's Public Services Department.

EVENTS & PROMOTIONS (lhoffman@waxhaw.com)

This Division is responsible for the planning, coordination, and execution of Town-sponsored festivals and events. The Events & Promotions Division also functions as a resource for individuals or organizations seeking to hold an event within the Town limits. Coordination of street closures, requests for public services, and special permissions can be obtained through this division.

PUBLIC SERVICES DEPARTMENT (tmathews@waxhaw.com)

The Public Services Department is located at 1441 9th Avenue, NE. The staff of ten provides for such services as the coordination of landscaping maintenance, fleet maintenance and the maintenance of the

Town's parks. This Department is also responsible for street maintenance, seasonal leaf removal, street lights, sidewalks and Southside Cemetery.

SANITATION DIVISION (tmathews@waxhaw.com)

Sanitation services within the Town are contracted through RCS, Inc. and their phone number is 283-5560.

DEPARTMENTS AND DIVISIONS

Board of Commissioners

The members of the Waxhaw Board of Commissioners are the elected representatives of the Town of Waxhaw. The Board of Commissioners is the legislative and policy-making body of the Town, and as such, is charged with making decisions and formulating public policy based on community needs. The Board of Commissioners adopts an annual budget that is designed to allocate available funds as efficiently and effectively as possible in order to ensure that residents receive the highest levels of service at the lowest possible cost. The Board of Commissioners meets on the second and fourth Tuesdays of each month at the Community Room in the Waxhaw Police Headquarters located at 3620 Providence Road South. The Board of Commissioners also holds special planning sessions and an annual Board-Staff Retreat. Communications with the Board of Commissioners can be directed to the Town Manager's Office.

FY2015-2016 Town Board Budget



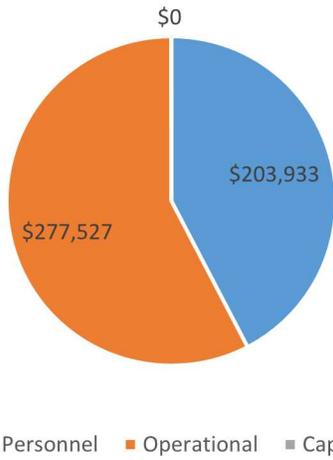
Budget	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Personnel	0		0		\$101,207
Operational	0		0		\$166,154
Capital (Cap. Projects Res.)	0		0		\$200,000
Total	0		0		\$467,361

Authorized Positions	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Mayor	0		0		1
Mayor Pro-Tem	0		0		1
Commissioners	0		0		4
Total	0		0		6

Town Manager’s Office

The Town Manager’s Office is located at 1150 North Broome Street. It is the responsibility of the Town Manager’s Office to professionally manage all Town operations and to execute policy as directed by the Board of Commissioners and prescribed by the North Carolina General Statutes. The Town Manager’s Office advises the Board of Commissioners on issues related to municipal operations. In addition to daily interaction with department heads and staff, the Town Manager’s Office holds monthly functional meetings covering the following areas: Administrative Issues, Economic and Community Development, Environmental Issues, Transportation, Culture and Recreation, Public Safety, and Public Properties. In addition, the Town Manager’s Office plans the annual Board-Staff Retreat and special Board planning sessions as needed.

FY2015-2016 Town Manager Budget



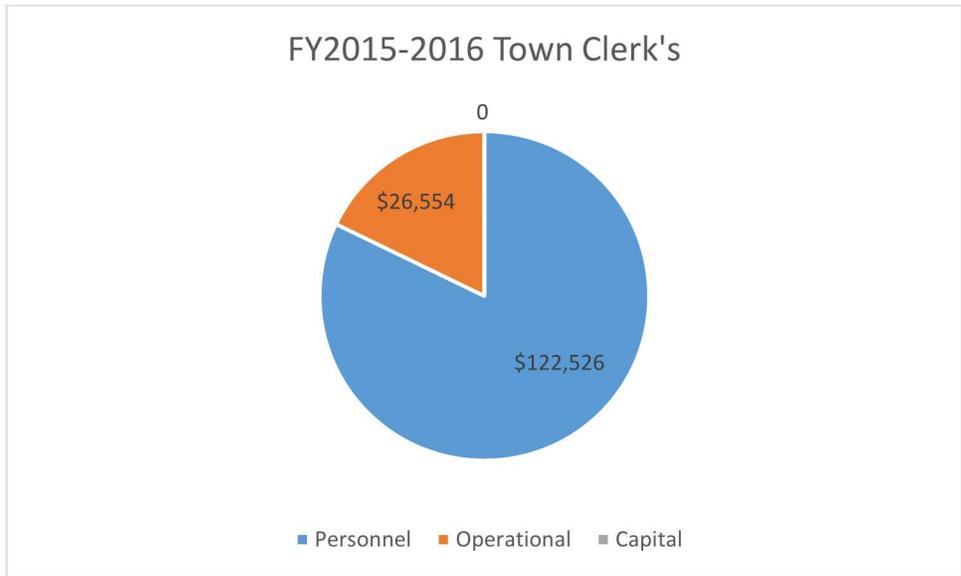
Budget	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Personnel	\$754,889		\$866,197		\$203,933
Operational	\$714,635		\$785,170		\$277,527
Capital	\$220,893		\$553,176		\$0
Total	\$1,690,417		\$2,204,543		\$481,460

Authorized Positions	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Board Members	6		6		0
Town Manager	1		1		1
Town Clerk	1		1		0
Deputy Town Clerk	1		1		0
Tax Collector/Dep. Fin. Off.	1		1		0
Asst. Tax Collector	1		1		0
IT Manager	1		1		0
Technology Asst.	1		1		0
Director of Human Res.	1		1		0

Main Street Manager	0		1		0
Events and Promo. Mgr.	1		1		0
Events & Promotions Asst.	1		1		0
Part-time Events Clerk	.5		.5		0
Total	16.5		17.5		1

Town Clerk's Office

The Town Clerk's Office is located at 1150 North Broome Street. The Town Clerk provides information about Board of Commissioner meetings and minutes, Town ordinances, applications for Boards and Committees, and official Town records. The publicizing of these groups' meetings, is also a role of the City Clerk's Office.

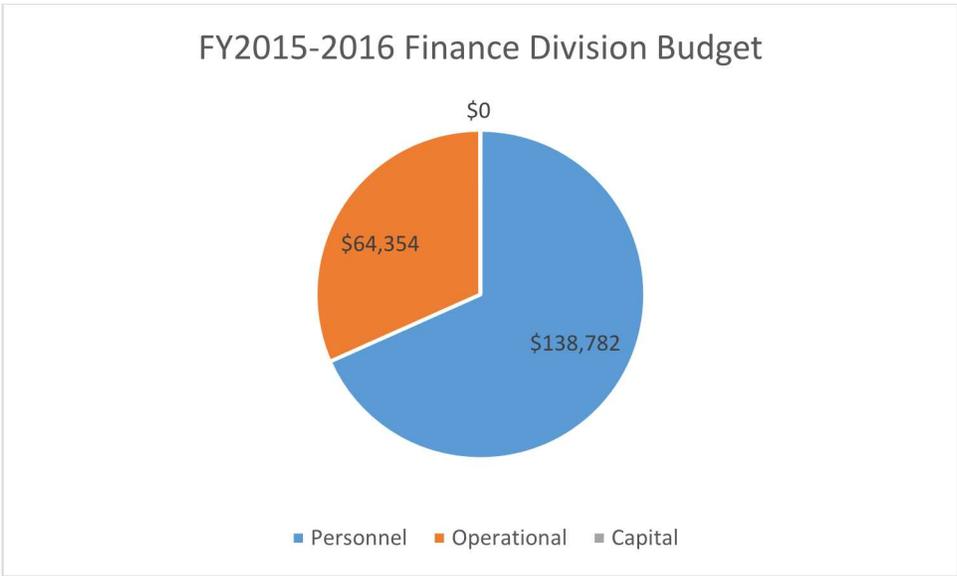


Budget	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Personnel	0		0		\$122,526
Operational	0		0		\$26,554
Capital	0		0		\$0
Total	0		0		\$149,080

Authorized Positions	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Town Clerk	0		0		1
Deputy Town Clerk	0		0		1
Total	0		0		2

Finance Division

The Finance Division is located in Town Hall at 1150 North Broome Street. The Finance Division, in accordance with ordinances, handles all Town-related financial matters and financial policies enacted by the Board of Commissioners, as well as North Carolina statutes. The Deputy Finance Officer manages the Town's investment program. The Finance Division also is responsible for the preparation of the Comprehensive Annual Financial Report.

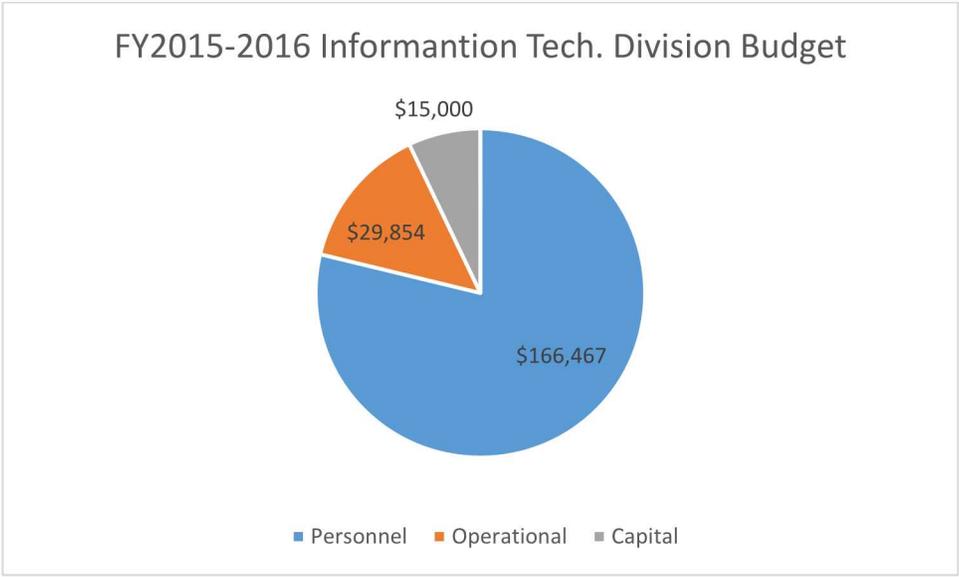


Budget	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Personnel	0		0		\$138,782
Operational	0		0		\$64,354
Capital	0		0		\$0
Total	0		0		\$203,136

Authorized Positions	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Tax Collect./Dep. Fin. Off.	0		0		1
Asst. Tax Collector	0		0		1
Total	0		0		2

Information Technology Division

The Information Technology Division is located in Town Hall at 1150 North Broome Street. This Division operates and installs the City’s computer systems and networks, maintains the City’s website and provides technical support and training to Town departments.



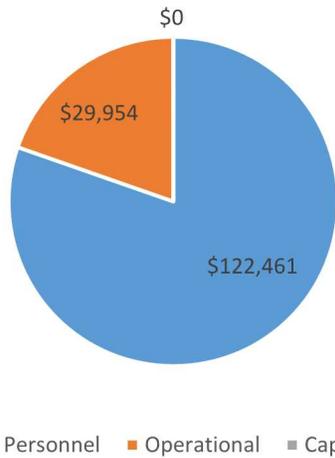
Budget	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Personnel	0		0		\$166,467
Operational	0		0		\$29,854
Capital	0		0		\$15,000
Total	0		0		\$211,321

Authorized Positions	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
IT Manager	0		0		1
Technology Asst.	0		0		1
Total	0		0		2

Human Resources Department

The Human Resources Department is located in Town Hall at 1150 North Broome Street. All employment applications and employment inquiries are processed in this Department. This Department also administers the benefits package for Town employees, conducts employment searches for department heads and other staff positions, and is responsible for the Town’s safety program.

FY2015-2016 Human Resources Dept. Budget



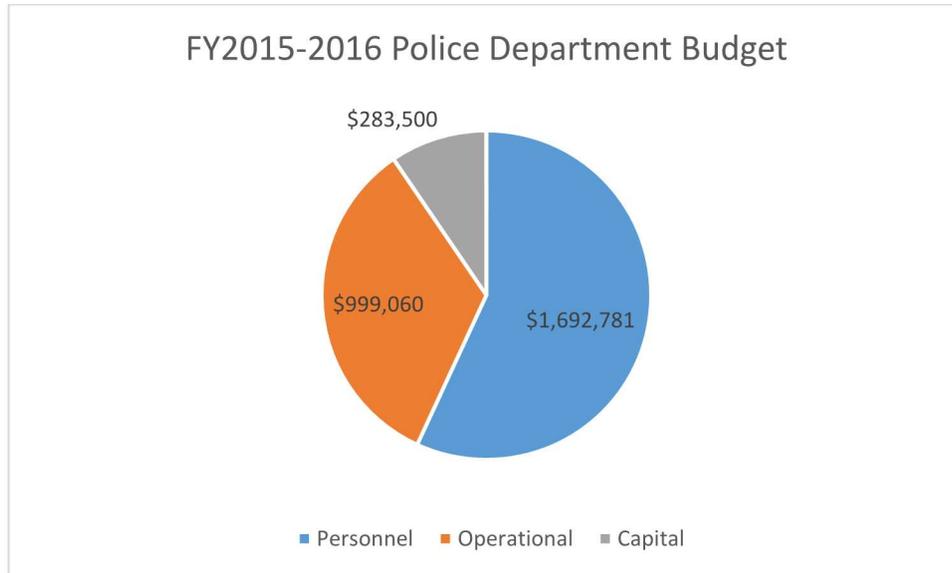
Budget	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Personnel	0		0		\$122,461
Operational	0		0		\$29,954
Capital	0		0		\$0
Total	0		0		\$152,415

Authorized Positions	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Director of Human Res.	0		0		1
Safety Officer (Part-time)	0		0		.25
	0		0		1.25

Police Department

The Waxhaw Police Headquarters is located at 3620 Providence Road South. The department is currently made up of 28 full-time employees and 5 part-time (or auxiliary) officers. There are four divisions, all housed at Police Headquarters: Administrative, Patrol, Detectives, and Animal Control. The

Police Department also offers many other community education services. The Police Department uses a community policing approach in its daily work activities.



Budget	FY13-14 Actuals	FY14-15 Budget	FY15-16 Recommended
Personnel	\$1,377,285	\$1,557,524	\$1,692,781
Operational	\$742,778	\$972,044	\$999,060
Capital	\$7,825,609	\$111,000	\$283,500
Total	\$9,945,672	\$2,640,568	\$2,975,341

Authorized Positions	FY13-14 Actuals	FY14-15 Budget	FY15-16 Recommended
Chief of Police	1	1	1
Lieutenants	4	4	4
Sergeants	4	4	4
Part-time Detectives	1	1	1
Full-time Detectives	2	2	2
Community Officers	1	1	2
Animal Control Officers	1	1	1
Patrol	10	11	11
Admin. Asst.	2	2	2
	26	27	28

Waxhaw Volunteer Fire Department

The Town of Waxhaw contracts with the Waxhaw Volunteer Fire Department for Fire and Emergency Medical Technician services. The Waxhaw VFD is a separate and independent entity from the Town of

Waxhaw. However, the Town does provide some financial support to the Fire Department annually in the form of funding for the purchase of new radios. In 2009, the department moved into its main station and headquarters located at 3500 Waxhaw Parkway (Station 18). The Chief of the Waxhaw VFD is Chief Rob Fitzgerald.

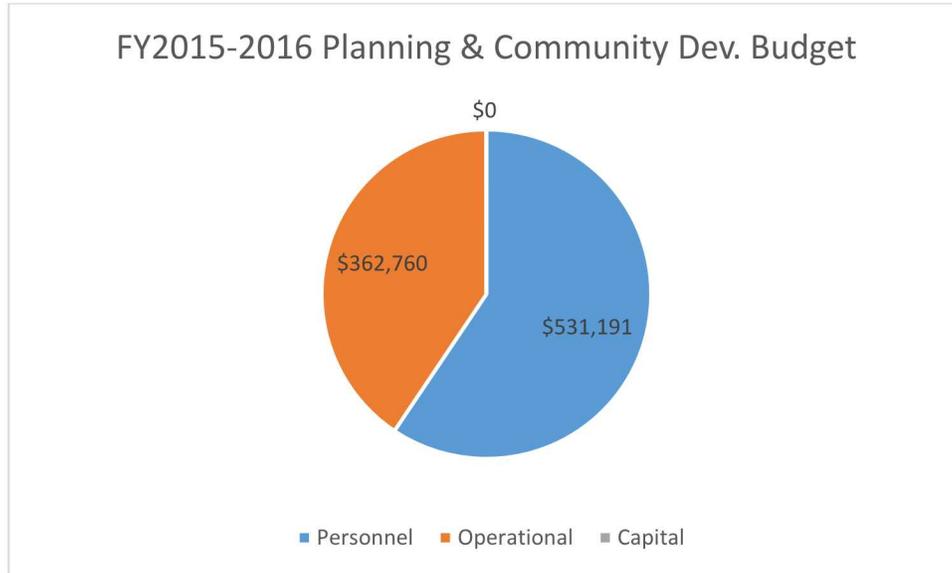


Budget	FY13-14 Actuals	FY14-15 Budget	FY15-16 Recommended
Personnel	\$0	\$0	\$0
Operational	\$0	\$0	\$18,546
Capital	\$0	\$0	\$0
Total	\$0	\$0	\$18,546

Planning and Community Development Department

The Planning and Community Development Department is located in Town Hall at 1150 North Broome Street. The coordination of commercial development and occupancy of existing buildings are handled through this department. Planning staff is responsible for enforcing zoning, subdivision regulations, and

property uses, assisting with thoroughfare plans and annexations, and maintaining watershed regulations. Their staff is also available to answer questions concerning assistance in the location of new or expanded commercial and industrial businesses within the Town. This Department staffs the Waxhaw Planning Board.



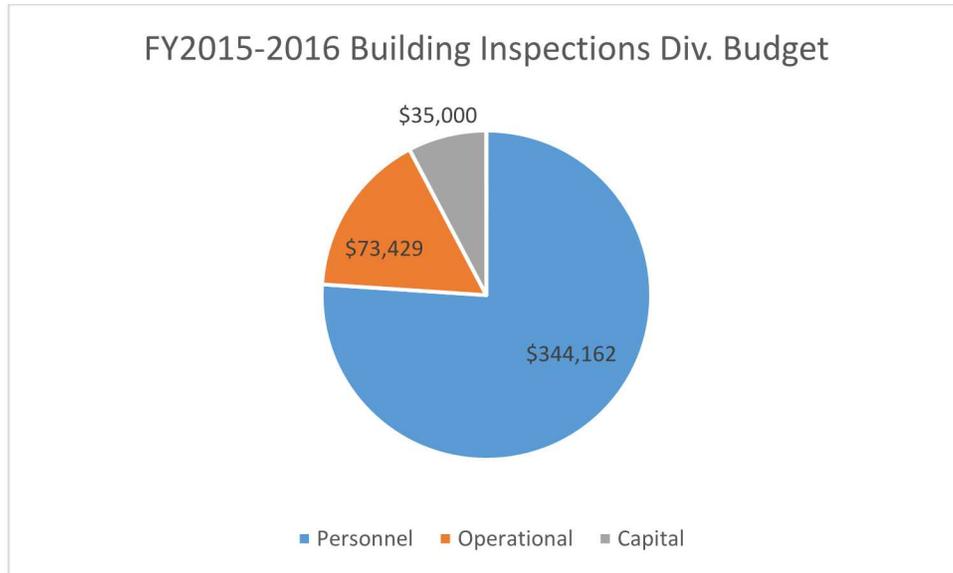
Budget	FY13-14 Actuals	FY14-15 Budget	FY15-16 Recommended
Personnel	\$491,185	\$558,433	\$531,191
Operational	\$283,352	\$432,820	\$362,760
Capital	\$0	\$0	\$0
Total	\$774,537	\$991,253	\$893,951

Authorized Positions	FY13-14 Actuals	FY14-15 Budget	FY15-16 Recommended
Director of P&CD	1	1	1
Planning & Zoning Admin.	1	1	1
Planners	3	4	4
Main Street Manager	0	1	0
	5	7	6

Building Inspections Division

This Division is located in Town Hall at 1150 North Broome Street. They receive and process building permits at Town Hall and perform building inspections on residential and commercial structures on a

daily basis. Their purpose is to provide for the health, general welfare, and public safety through the enforcement of the North Carolina State Building Code.

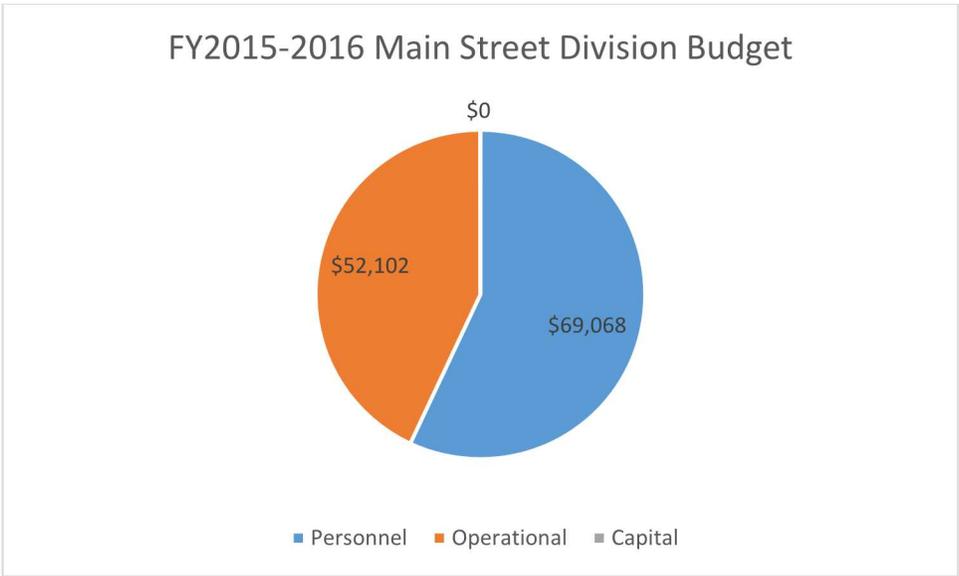


Budget	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Personnel	\$182,302		\$403,006		\$344,162
Operational	\$51,812		\$77,514		\$73,429
Capital	\$0		\$0		\$35,000
Total	\$234,114		\$480,520		\$452,591

Authorized Positions	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Chief Building Inspector	1		1		1
Permitting Clerks	2		2		2
Building Inspectors	3		3		3
	6		6		6

Main Street Division

Town is a member of the NC Main Street Program. This program focuses on a downtown revitalization process designed to improve all aspects of the downtown. There are four elements of focus in this program including: organization, promotion, design and economic restructuring.



Budget	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Personnel	0		0		\$69,068
Operational	0		0		\$52,102
Capital	0		0		\$0
Total	0		0		\$121,170

Authorized Positions	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Main Street Manager	0		0		1
	0		0		1

Parks and Recreation Department

The Parks and Recreation Department is located in Town Hall at 1150 North Broome Street. The Town operates 6 parks (4 active and 2 passive) consisting of approximately 44 developed acres, and 75

undeveloped acres. Athletic programming in Town is generally provided by the Waxhaw Athletic Association. Maintenance for the Town’s parks is provided by the Town’s Public Services Department.



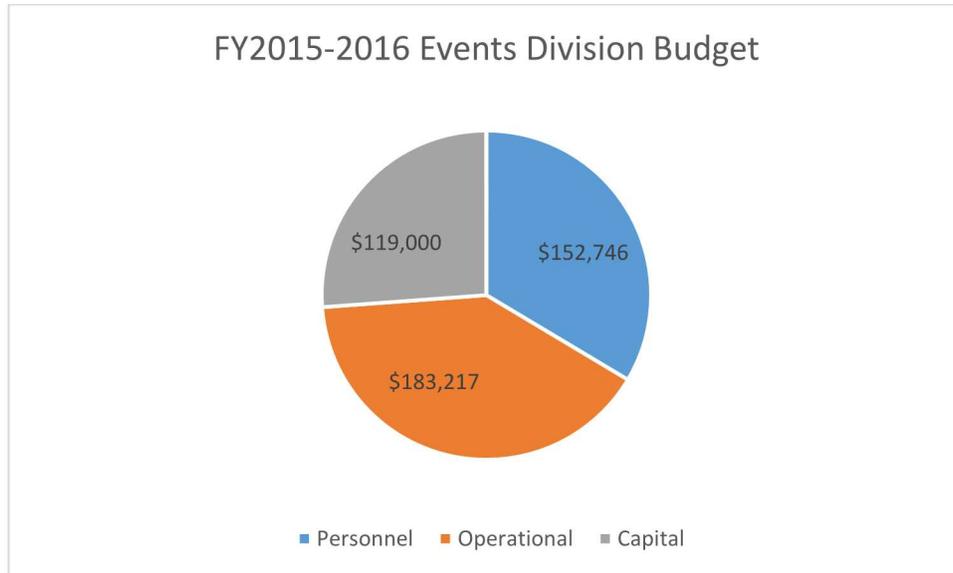
Budget	FY13-14 Actuals	FY14-15 Budget	FY15-16 Recommended
Personnel	0	\$69,127	\$110,236
Operational	0	\$90,100	\$109,227
Capital	0	\$205,000	\$1,755,000
Total	0	\$364,227	\$1,974,463

Authorized Positions	FY13-14 Actuals	FY14-15 Budget	FY15-16 Recommended
Director of Parks and Rec.	0	1	1
Grounds & Maint. Supv.	0	0	.75
	0	1	1.75

Events & Promotions Division

This Division is responsible for the planning, coordination, and execution of town-sponsored festivals and events. The Events & Promotions Division also functions as a resource for individuals or

organizations seeking to hold an event within the Town limits. Coordination of street closures, requests for public services, and special permissions can be obtained through this division.



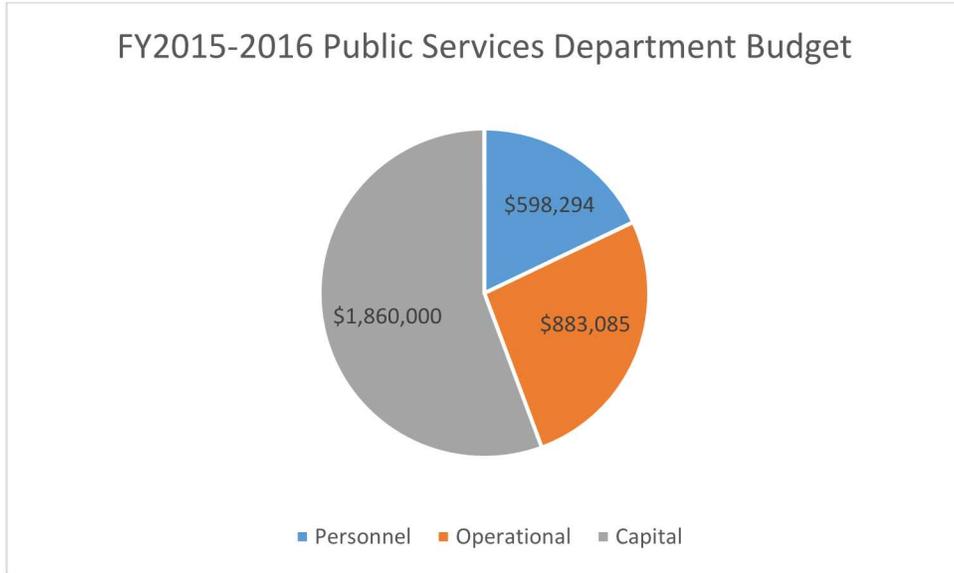
Budget	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Personnel	0		0		\$152,746
Operational	0		0		\$183,217
Capital	0		0		\$119,000
Total	0		0		\$454,963

Authorized Positions	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Events & Promo. Mgr.	0		0		1
Events & Promo. Asst.	0		0		1
Part-time Events Clerk	0		0		.5
	0		0		2.5

Public Services Department

The Public Services Department is located at 1441 9th Avenue, NE. The staff of nine provides for such services as the coordination of landscaping maintenance, fleet maintenance and the maintenance of the

Town’s parks. This Department also is responsible for street maintenance, seasonal leaf removal, street lights, sidewalks and Southside Cemetery.



Budget	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Personnel	\$506,783		\$544,972		\$598,294
Operational	\$1,513,368		\$1,819,731		\$883,085
Capital	\$368,609		\$80,500		\$1,860,000
Total	\$2,388,760		\$2,445,203		\$3,341,379

Authorized Positions	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Director of Public Services	1		1		1
Maintenance Workers	6		6		6
Automotive Maint. Superv.	1		1		1
Construction Inspector	0		0		1
Admin. Asst.	1		1		1
	9		9		10

Sanitation Division

Sanitation services within the Town are contracted through RCS, Inc. They provide residential solid waste and recycling collection services on a weekly basis. Their phone number is 283-5560.

Budget	FY13-14 Actuals		FY14-15 Budget		FY15-16 Recommended
Personnel	\$0		\$0		\$0
Operational	\$0		\$0		\$970,000
Capital	\$0		\$0		\$0
Total	\$0		\$0		\$970,000



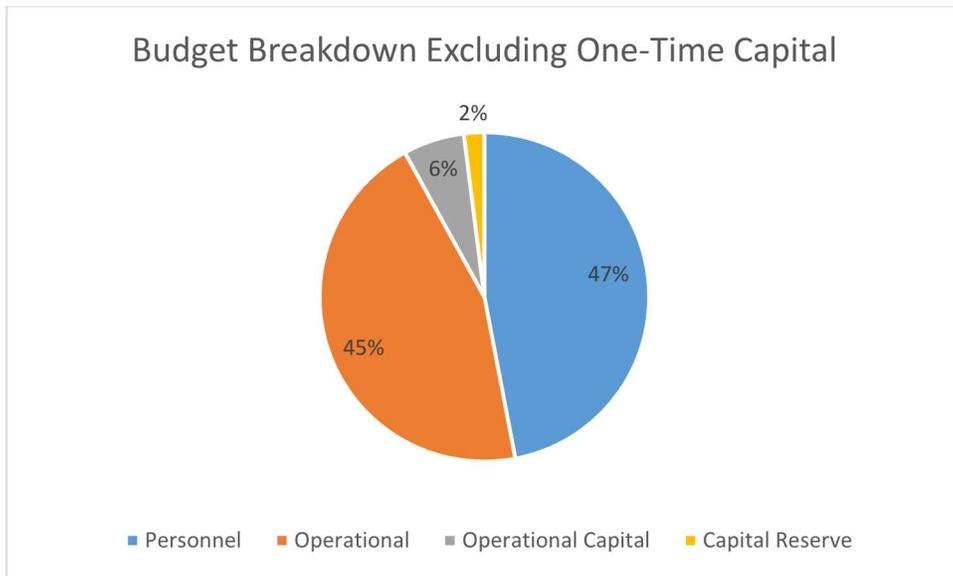
Downtown Waxhaw

TYPICAL EXPENDITURE BREAKDOWN BY CATEGORY

There are a number of large one-time capital expenditures in the FY2015-2016 Recommended Budget. However, in the chart below I have removed those one-time expenditures in order to give the reader a clearer view of the percentage breakdown between personnel, operational,

operational capital and capital reserve expenses in the Town of Waxhaw’s Annual Budget. This breakdown more closely reflects what a typical annual budget would look like when you combine expenditures from the General Fund and the Capital Projects Fund.

<u>Category</u>	<u>Amount</u>
Personnel	\$4,353,854
Operational	\$4,227,227
Operational Capital	\$582,500
Capital Projects Reserve	<u>\$200,000</u>
Total	\$9,363,631



OUTSIDE AGENCY FUNDING

<u>Agency</u>	FY13-14 Request	FY13-14 Granted	FY14-15 Request	FY14-15 Granted	FY15-16 Request	FY15-16 Recommend.
American Red Cross	1,500	1,000	1,250	1,250		
Andrew Jackson Historical Foundation	10,500	3,500	10,000	7,500	20,000	10,000
Ava's Gift to June, Inc.	2,500	1,000	5,800	3,000	2,800	2,800
Council on Aging in UC	1,500	1,250			1,500	1,500
Literacy Council of UC					1,000	1,000
Safe Alliance	6,000	5,000	5,000	5,000		
Turning Point, Inc.	5,000	4,000	5,000	5,000	5,000	5,000
UC Comm. Arts Council	2,500		2,500	3,500	3,500	3,500
WXW Comm. VFD & Rescue	14,926	14,926	18,046	18,500	18,546	18,546
WXW Entrepreneurs Business Incubator					1,800	1,800
Waxhaw Woman's Club	10,000	6,000	9,000	6,000	10,000	8,000
Waxhaw Arts Council		1,500	-	1,500	1,500	1,500
Hospice of Union County			2,250	2,000		
Museum of the Waxhaw's						
United Family Services						
Waxhaw Economic Development Corp.					20,000	20,000
TOTAL	\$54,426	\$38,176	\$58,846	\$53,250	\$85,646	\$73,646



CAPITAL IMPROVEMENT PLAN

	FISCAL	FUNDED	UNFUNDED
<u>PROJECT DESCRIPTION</u>	<u>YEAR</u>	<u>CAPITAL</u>	<u>CAPITAL</u>
IT - TECHNOLOGY UPGRADES	15/16	\$15,000	
EVENTS - TRUCK	15/16	\$30,000	
EVENTS - WAYFINDING SIGNAGE (STMS)	15/16	\$89,000	
PARKS & REC. - VEHICLE ACQUISITION	15/16	\$30,000	
PARKS & REC. - YMCA	15/16	\$1,300,000	
PARKS & REC. - YMCA	15/16	\$350,000	
PARKS & REC. - PARKING EXPANSION AT NESBIT PARK	15/16	\$75,000	
POLICE - VEHICLE 4 (REPLACEMENTS)	15/16	\$180,000	
POLICE - VEHICLES- 1 (NEW)	15/16	\$45,000	
POLICE - IN-CAR CAMERAS	15/16	\$38,500	
POLICE - TECHNOLOGY UPGRADES	15/16	\$20,000	
PUBLIC SERVICES - STREET INSTALLATION	15/16	\$20,000	
PUBLIC SERVICES - SIDEWALK INSTALLATION	15/16	\$20,000	
PUBLIC SERVICES - USED TRUCK (CONST. INSPECTOR)	15/16	\$20,000	
PUBLIC SERVICES - KENSINGTON DRIVE	15/16	<u>\$1,800,000</u>	
		\$4,032,500	\$0
PARKS & REC. - TOWN CREEK PARK EXPANSION-IMPROV.	16/17	\$75,000	
PUBLIC SERVICES - SITE ID - NEW PUBLIC SERV. FACILITY	16/17		\$100,000
PUBLIC SERVICES - WAYFINDING SIGNAGE (STMS)	16/17	\$96,000	
FINANCE - FINANCIAL SOFTWARE (ADMIN)	16/17	\$69,000	
PUBLIC SERVICES - DOWNTOWN STREETLIGHTS (80)	16/17	\$150,000	
BUILDING INSPECTIONS - VEHICLE PURCHASE	16/17	\$36,000	
PARKS & REC. - PARK LAND ACQUISITION	16/17		\$350,000
PARKS & REC. - GREENWAY CONSTRUCTION	16/17		\$50,000
PARKS & REC. - MALL AREA	16/17		\$4,000,000
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	16/17		\$1,669,600
PARKS & REC. - PARK LAND ACQUISITION	16/17		\$300,000
PARKS & REC. - YMCA	16/17	\$350,000	
PARKS & REC. - NEIGHBORHOOD PARKS	16/17		\$300,000
POLICE- VEHICLES- 4	16/17	\$200,000	
POLICE - VEHICLES- 1 (NEW)	16/17	\$50,000	
POLICE - 30 POLICE BODY CAMERAS	16/17	\$45,000	
POLICE - CAR RADIOS	16/17	\$14,000	
POLICE - IN-CAR CAMERAS	16/17	\$38,500	
PUBLIC SERVICES - 1 ARM BANDIT	16/17	\$150,000	
PUBLIC SERVICES - VEHICLE (PUBLIC SERVICE)	16/17	\$30,000	
	FISCAL	FUNDED	UNFUNDED
<u>PROJECT DESCRIPTION</u>	<u>YEAR</u>	<u>CAPITAL</u>	<u>CAPITAL</u>

PARKS & REC. - CENTRAL DOWNTOWN PARK DESIGN	16/17			\$278,000
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	16/17			\$1,786,050
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	16/17			<u>\$150,000</u>
			\$878,500	\$9,233,650
TOWN BOARD - SITE IDENTIFICATION - TOWN HALL	17/18			\$100,000
PUBLIC SERVICES - DESIGN - NEW PUBLIC SERV. FACILITY	17/18			\$350,000
PUBLIC SERVICES - DOWNTOWN STREETLIGHTS (80)	17/18	\$130,000		
PARKS & RECREATION - CENTRAL DOWNTOWN PARK	17/18			\$4,000,000
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	17/18			\$4,360,950
PARKS & RECREATION - YMCA	17/18	\$350,000		
PARKS & REC. - GREENWAY EASEMENTS	17/18			\$10,000
PLANNING & COMMUNITY DEV. - VEHICLE PURCHASE	17/18	\$40,000		
PUBLIC SERVICES - DOWNTOWN INFRASTRUCTURE	17/18			\$4,000,000
POLICE- VEHICLES- 4	17/18	\$200,000		
POLICE - VEHICLES- 1 (NEW)	17/18	\$50,000		
POLICE - ANIMAL CONTROL TRUCK	17/18	\$45,000		
POLICE - 2 K9	17/18	\$30,000		
POLICE - CAR RADIOS	17/18	\$7,000		
PUBLIC SERVICES - WAYFINDING SIGNAGE (STMS)	17/18	\$96,000		
POLICE - IN-CAR CAMERAS	17/18	\$33,000		
PUBLIC SERVICES - 1 ARM BANDIT	17/18	\$160,000		
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	17/18			\$1,949,805
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	17/18			<u>\$194,500</u>
			\$791,000	\$15,315,255
PUBLIC SERVICES - CONSTRUCTION - PUBLIC SERV. FACILITY	18/19			
TOWN BOARD - DESIGN - TOWN HALL	18/19			\$750,000
PUBLIC SERVICES - DOWNTOWN STREETLIGHTS (80)	18/19	\$130,000		
BUILDING INSPECTIONS - VEHICLE PURCHASE	18/19	\$36,000		
PARKS & REC. - VEHICLE ACQUISITION/UPDATE (P&R)	18/19	\$35,000		
PARKS & REC - PARK LAND ACQUISITION	18/19			\$100,000
PARKS & REC. - NEIGHBORHOOD PARK DESIGN	18/19			\$50,000
PARKS & REC. - 34 ACRE PARK PLANNING & DESIGN	18/19			\$400,000
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	18/19			\$2,280,750
POLICE- VEHICLES- 4	18/19	\$200,000		
POLICE - VEHICLES- 1 (NEW)	18/19	\$50,000		
POLICE - CAR RADIOS	18/19	\$14,000		
POLICE - IN-CAR CAMERAS	18/19	\$38,500		
	FISCAL	FUNDED	UNFUNDED	
PROJECT DESCRIPTION	YEAR	CAPITAL		CAPITAL

PUBLIC SERVICES - 2 PICKUPS (PUBLIC SERVICE)	18/19	\$90,000	
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	18/19		\$1,564,380
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	18/19		<u>\$200,000</u>
		\$593,500	\$4,595,130
TOWN BOARD - CONSTRUCTION - TOWN HALL			\$8,000,000
BUILDING INSPECTIONS - VEHICLE	19/20	\$36,000	
PARKS & REC. - GREENWAY CONSTRUCTION	19/20		\$1,250,000
PARKS & REC. - DOG PARK	19/20		\$200,000
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	19/20		\$3,027,750
POLICE- VEHICLES- 4	19/20	\$200,000	
POLICE - VEHICLES- 1 (NEW)	19/20	\$50,000	
POLICE - 20 TASERS	19/20	\$40,000	
POLICE - CAR RADIOS	19/20	\$42,000	
POLICE - IN-CAR CAMERAS	19/20	\$33,000	
PUBLIC SERVICES - SKIDSTEER	19/20	\$135,000	
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	19/20		\$1,590,300
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	19/20		<u>\$158,000</u>
		\$536,000	\$6,226,050
BUILDING INSPECTIONS - VEHICLE	20/21	\$36,000	
PARKS & REC. - VEHICLE	20/21	\$35,000	
PARKS & REC. - PARK LAND ACQUISITION	20/21		\$350,000
PARKS & REC. - NEIGHBORHOOD PARK PLANNING & DESIGN	20/21		\$300,000
PARKS & REC. - 34 ACRE PARK DEVELOPMENT	20/21		\$3,500,000
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	20/21		\$2,897,700
PLANNING & COMMUNITY DEV. - VEHICLE	20/21	\$45,000	
POLICE- VEHICLES- 4	20/21	\$200,000	
POLICE - VEHICLES- 1 (NEW)	20/21	\$50,000	
POLICE - CAR RADIOS	20/21	\$42,000	
POLICE - IN-CAR CAMERAS	20/21	\$33,000	
PUBLIC SERVICES - VEHICLE	20/21	\$35,000	
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	20/21		\$1,603,125
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	20/21		<u>\$224,000</u>
		\$476,000	\$8,874,825
PARKS & REC. - COMMUNITY PARK 1 PLANNING & DESIGN	21/22		\$150,000
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	21/22		\$1,884,600
POLICE- VEHICLES- 4	21/22	\$200,000	
POLICE - VEHICLES- 1 (NEW)	21/22	\$50,000	

POLICE - VEHICLES- 1 (NEW)	24/25		\$50,000		
POLICE - CAR RADIOS	24/25		\$42,000		
POLICE - IN-CAR CAMERAS	24/25		\$33,000		
POLICE - BUILDING EXPANSION	24/25				\$100,000
PUBLIC SERVICES - VEHICLE	24/25		\$30,000		
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	24/25				\$1,989,900
PUBLIC SERVICES - COMPREHENSIVE PEDESTRIAN PLAN	24/25				<u>\$99,000</u>
			\$400,000		\$7,895,650
GRAND TOTAL			\$8,898,500		\$71,384,035

FEE SCHEDULE

Effective: July 1, 2015

PLANNING & COMMUNITY DEVELOPMENT FEES	
Technology Fee for ALL Permits and Applications	10% of Fee
Variance or Appeal Request	\$330
Rezoning	
▪ Less than 2 acres	\$300
▪ 2 – 10 acres	\$500
▪ Greater than 10 acres	\$1,000 + \$25 per acre
Conditional Zoning	
▪ Less than 2 acres	\$400
▪ 2 -10 acres	\$800
▪ Greater than 10 acres	\$1,500 + \$25 per acre
Conditional Use Permit	
▪ Less than 2 acres	\$400
▪ 2 – 10 acres	\$800
▪ Greater than 10 acres	\$1,500 + \$25 per acre
Amendment to approved CU Permit / Conditional Zoning	
▪ Minor amendment	\$100
▪ Major amendment (Less than 2 acres)	\$200
▪ Major amendment (2-10 acres)	\$400
▪ Major amendment (Greater than 10 acres)	\$750 + \$15 per acre
Text Change Request	
▪ Less than 3 paragraphs	\$300
▪ More than 3 paragraphs	\$500
Sign Permit	
▪ Permanent	\$40 (includes zoning compliance)
▪ Temporary (excludes civic signs & civic banners)	\$11
▪ Master Sign Plan	\$150
▪ Master Sign Plan Amendment	\$50
Zoning Use	* \$30
Zoning Permit (New Construction)	
▪ Residential (One & Two Family Dwellings)	\$85
▪ Other than One & Two Family Dwellings	\$275
▪ Temporary Structure	\$110 per 6 months
Zoning Permit (Accessory Structure or Additions)	
▪ Minor additions, no more than 25% or 500 SF unheated	\$30
▪ Minor additions, no more than 25% or 500 SF heated	\$55
▪ Major Addition	\$85
Certificate of Zoning Compliance	

▪ Residential (One & Two Family Dwellings)	\$85
▪ Other than One & Two Family Dwellings	\$275
Floodplain Development Permit	\$125
Expedition Fee	\$50
Burn Permit	\$10
Copy of Storm Water Manual	\$40
Zoning Verification Letter	\$25
Copy of 24" x 36" Map or smaller (black & white)	\$5
Copy of 24" x 36" Map or smaller (color)	\$7.50
Copy of Map larger than 24" x 36" (black & white)	\$8
Copy of Map larger than 24" x 36" (color)	\$12
<u>Subdivision Review Fees</u>	
Preliminary Subdivision Plan	
▪ Residential - Less than 50 lots	\$250
▪ Residential - 50 or more lots	\$500
▪ Non-Residential	\$500
Preliminary Construction Plan Review	
▪ Major Subdivision	\$275 per lot
Final Plat Review	
▪ Major Subdivision	\$55 per lot
▪ Minor Subdivision (up to 10 acres)	\$55 per lot
<u>Site Plan Review Fees - Other than One & Two Family Dwellings</u>	
<u>Additions/Renovations</u>	
Up to 5,000 sq. ft.	\$250
5,001 to 30,000 sq. ft.	\$500
Over 30,000 sq. ft.	\$750
<u>New Development</u>	
Less than 1 acre	\$1,100
1 to 10 acres	\$1,100 + \$200 per acre

10+acres	\$1,650 + \$200 per acre
Surcharge per detention on site	\$550
Surcharge for Traditional Neighborhood Development	\$550
Revision Fees	
Minor changes to an approved plan	\$110
(Examples of minor changes are ones that affect: less than one acre, two lengths of storm drainage pipe, one flood cross-section, or two single-family lots)	
Major changes to approved plans	\$500
Revisions to approved plats	\$200

BUILDING INSPECTION FEES

Section 1. One/Two Family/Townhouse

One / Two Family / Townhouses		
New Construction & Additions		
Building:		Per Square Foot
	Roofed:	.15
	Unroofed:	.10
	Modular Home:	\$300
Plumbing:		Per Fixture
		\$10
	Modular Home:	\$100
Mechanical:		Per Appliance
	New:	\$125
	Change out:	\$100
	Modular Home:	
	Set Compressor Only:	\$100

Electrical:		Per Square Foot
		.12
	Saw Service:	\$60
	Service Change: No Additional Circuits	\$100
	Additional Circuits: Use Square Foot Charge	
	Modular Home: Set Electrical Service Only:	\$100
Renovations/Up Fits		
Building:		Per Square Foot
		.12
Plumbing:		Per Fixture
		.10
Mechanical:		
	Additional Units:	\$125.00 Per Unit
	Ductwork Only:	.10
Electrical:		Per Square Foot
	Additional Circuits Only in Affected Area: Requiring Service Change – Use New Construction	.10
Miscellaneous		

HORF	Home Owner Recovery Fund	\$10
Pools		\$100

Section 2.Commercial. Permit fees for building shall be determined by multiplying the total gross building floor area by the cost per square foot as shown below:

Plumbing, Mechanical, Electrical: See Schedule below

Occupancy Group	15,000 sq. ft. and less	> than 15,000 sq. ft.
Commercial	.20	.18
Institutional	.30	.25
Storage, Utility and Miscellaneous	.14	.12

GRADUATED FEE. Permit fees for structures and repairs not able to be permitted by square footage:

\$0 to \$100,000	.012 x cost of project
\$100,001 to \$500,000	\$1,000 PLUS .0012 x cost of project
\$500,001 to \$1,000,000	\$1,500 PLUS .00076 x cost of project
Over \$1,000,000	\$2,250 PLUS .0006 x cost of project

Section 3.Electrical Schedule.

POWER SERVICE or SUB PANEL

Description	Fee
Per Square Foot or based on amps, whichever is more	.10
0 – 100 AMPS	\$75
101 – 200 AMPS	\$100
201 – 400 AMPS	\$200
401 – 600 AMPS	\$250
601 – 1000 AMPS	\$350

1001 – 2000 AMPS	\$600
2001 – Above AMPS	\$1,100

OTHER ELECTRICAL SERVICE

Description	Fee
Electrical Service for Mobile Home (Only)	*See Power Service Chart above
Fee for All Unclassified Installations	\$60
Pole Service/Based on Power Service Size	*See Power Service Chart above
Pools: Commercial	\$150
Sign Service/Based on Power Service Size	*See Power Service Chart above
Temporary Saw Pole – New Commercial (existing buildings and farm buildings)	\$60

Section 4. Mechanical Schedule.

Description	Fee
Per Square Foot	.10
Fee for All Unclassified Installations	\$60
Fire Suppression for Range Hood	\$60
Gas Line (Only)	\$60
Gas Water Heater (Change Out) (\$25 each additional unit, same trip)	\$60
Heat pump, Apollo unit, gas pack or furnace with a/c (\$25 each additional unit, same trip)	\$60
Mechanical Unit for Mobile Home (Only)	\$60
Radiant Heat Systems, Wall Furnace, Unit Heater, Fireplace Insert, Gas Logs, Gas Light, Gas Grill, etc.	\$60
Range Hood (Commercial)	\$60

Section 5.Plumbing Schedule.

Description	Fee
Per Fixture	\$10
Fee for All Unclassified Installations	\$60
Gas Line (Only)	\$60
Water Heater (Change Out) (\$20 each additional unit, same trip)	\$60

Section 6.Schedule of Permit Fees.

Description	Fee
24- Hour Fast Track Inspection Fee ¹	\$600 plus \$150 per inspection
Archive Research	\$45
Building Permit Sign Card	\$10
Certificate of Occupancy	\$10
Change of Occupancy Permit (Change of Use)	\$60
Commercial Plan Review (Buildings larger than 1,000 sq. ft.)	\$150 (Fee to be credited to Building Permit Fee when permitted) *Non-refundable if not approved
Commercial Renovations	[Square feet of renovated area times the fee of occupancy determined, (as per commercial table fee schedule) times 75%]
Demolition Permit	\$60
Emergency Inspection (Not regular business hours)	\$250 per inspection
Minimum Fee	\$60
Mobile Home Setup	
Single	\$250
Double	\$350

Modular Units (Commercial)	75% Of Trade Fees
Occupancy Permit (Tenant Change Only)	\$60
Re-inspection Fee	\$100
Returned Check	Maximum allowed by N.C.G.S. 25-3-512
Shell Building (Initial Permit)	[Square feet times fee of Storage Occupancy, (as per commercial table fee schedule)]
Signs	\$60
Starting Work Without Permit	Double Permit Fee
Upfit of Shell Building	Use graduated fee schedule, plus all trade fees

¹The fast track fees are intended to allow for flexibility in plan review and/or inspections on time critical projects.

Section 7. Fire Prevention Permits

Fire Prevention Construction Permits	
Description	Fee
105.7.1 - Automatic Fire Extinguishing System	\$100
105.7.2 – Battery Systems of More Than 50 Gallons Liquid	\$100
105.7.3 – Compressed Gases	\$100
105.7.4 Fire Alarm – Detection Systems & Related Equipment	\$75
105.7.5 Fire Pumps & Related Equipment	\$200
105.7.6 – Flammable & Combustible Liquids	\$100
105.7.7 – Hazardous Materials	\$200
105.7.8 – Industrial Ovens	\$100
105.7.10 – Private Fire Hydrants	\$100
105.7.11 - Spraying & Dipping Operations	\$100
105.7.12 – Standpipe System	\$100

105.7.13 – Temporary Membrane Structures, Tents & Canopies	\$10
Fire Prevention Operational Permits	
Description	
105.6.2 - Amusement Buildings	\$100
105.6.4 - Carnivals & Fairs	\$50
105.6.6 - Combustible Dust Producing Operation	\$100
105.6.9 - Covered Mall Buildings	\$50
105.6.13 - Exhibits & Trade Shows	\$50
105.6.14 - Explosives	\$100
105.6.16 - Flammable & Combustible Liquids	\$50
105.6.16a - Operation of Fuel Dispensing Facility	\$50
105.6.16b - Temporarily Place Tank Out of Service	\$100
105.6.16c - Change Contents of Flammable /Combustible Liquid Tank	\$100
105.6.16d - Manufacture, Process, Blend or Refine Flammable/Combustible Liquids	\$100
105.6.19 - Fumigation & Thermal Insecticidal Fogging	\$100
105.6.26 – Liquid or Gas Fueled Vehicles or Equipment in Assembly Building	\$50
105.6.35 – Private Fire Hydrants	\$50
105.6.41 – Spraying & Dipping Operation	\$200
105.6.43 – Temporary Membrane Structures, Tents & Canopies	\$50
On Site Fireworks Operational Assistants	\$100

Fire Prevention Plan Review	

Description	Fee
Plan Review Fee	\$.018 PSF
Minimum Plan Review Fee	\$30
Plan Review Fee for the public exhibition of pyrotechnics	\$100
Plan Review Fees are due at the time of submittal and are NON-REFUNDABLE.	
Fire Prevention Inspection Fees (Specific)	
Foster Home, Day Care, Therapeutic & Group Homes	\$60
ABC Inspection	\$60
Fire Prevention Inspection Fees (Periodic)	
Initial Inspection	\$60
Re-Inspection	\$100
<p>Re-inspection Fees:</p> <p>Additional inspection trips made necessary through the failure of any person, firm or corporation in charge of work, to give specific locations of work to be inspected, or to otherwise create conditions making such additional inspections or trips necessary, are hereby designed "Re-inspections." For each such "Re-inspection", the following fee schedule shall apply for each offense. This shall apply to all Inspections unless otherwise noted.</p>	

Section 8. General Information

- Minimum fee for any permit is \$60.00
- Additional inspection trips made necessary through the failure of any person, firm, or corporation in charge of work, to give specific locations of work to be inspected or to otherwise create conditions make such additional inspections or trips necessary, are hereby designated "Extra Inspections". For each "Extra Inspection", a fee of \$100 shall be imposed for each offense.
- A permit issued pursuant to G.S. 160A-417 expires six months, or any lesser time fixed by ordinance of the Town, after the date of issuance if the work authorized by the permit has not commenced. If after commencement the work is discontinued for a period of 12 months, the permit therefore immediately expires. No work authorized by a permit that has expired may thereafter be performed until a new permit has been secured. (G.S. 160A-418)

Therefore, the following fees will be charged for permits that are allowed to expire:

1. Permit expiring after six months

A. A new, second permit will be issued within six months of the expiration date of the first permit with a minimum fee of \$60.

B. Time that lapses beyond six months of the expiration date will require the full amount of fees to be charged.

2. Permit expiring after 12 months from last inspection performed:

A new, second permit will be issued with the full amount of fees being charged.

OTHER TOWN FEES

Description	Fee
Cemetery Fees	
Plot Cost Per Site:	
Resident	\$500
Non-Resident	\$700
Opening/Closing Costs:	
Weekdays*	\$600
Holidays/Weekends	\$750
Cremations:	
Weekdays	\$300
Holidays/Weekends*	\$450

Relocation of body:	
Relocation of body	\$200
Relocation of body with small service	\$300
*Any openings and closing that occur after 4:00 p.m. will be subject to an additional \$100.00 charge for this service	
Storm Drain Camera Services	Fees as Follows
Initial Set-up	\$250
Minimal Charge	\$400
Footage Charge	\$1.05 per foot
Proof Roll Inspections	
Proof Roll Inspection Fee	\$300 Per Inspection
Miscellaneous Fees	
Chicken Permit Fee (Due yearly: July 1-June 30)	\$25
Unspayed or Unneutered Dogs	\$5
Spayed or Neutered Dogs	\$3
Return Check Fee (or actual cost, if more than above approved fee)	\$30
Legal Advertisements (actual cost billed)	Actual
Copy fees (per copy – letter, legal & ledger size)	\$.25
CD – Public Information downloaded	\$3
Misc. Copy fees:	\$25
• Scanned – letter, legal & ledger	

size (per sheet)	
<ul style="list-style-type: none"> Scanned – maps/plans 18” x 24” or larger (per sheet) 	\$1
Fax – local	No charge
Out of area – first two pages	\$3
Each additional page	\$1

**Non-profit organizations that are registered with the state of North Carolina and are applying for a zoning use permit for seasonal outdoor sales use are exempt from paying this fee; however, they must file an application with the Planning & Community Development Department*

PARKS & RECREATION FEES	
<u>The Meeting Place</u>	
Community Room Reservation	
<ul style="list-style-type: none"> 4 Hour Block 	\$25
<ul style="list-style-type: none"> Deposit 	\$50 (\$25 Refund)
<u>Town Creek Park</u>	
Open Space	
<ul style="list-style-type: none"> Resident & Rec Team <ul style="list-style-type: none"> Full Green Space Half Green Space Non-Resident & Rec Team <ul style="list-style-type: none"> Full Green Space Half Green Space Non-Profit Organization <ul style="list-style-type: none"> Full Green Space Half Green Space For-Profit Organization <ul style="list-style-type: none"> Full Green Space Half Green Space 	\$24 per hour \$12 per hour \$30 per hour \$15 per hour \$84 per hour \$42 per hour \$112 per hour \$56 per hour
<u>Nesbit Park</u>	

Athletic Fields	
<i>Baseball</i>	
▪ President's Field (Diamond 1)	
○ Resident & Rec Team	\$12 per hour
○ Non-Resident & Rec Team	\$15 per hour
○ Non-Profit Organization	\$42 per hour
○ For-Profit Organization	\$56 per hour
▪ Field 2 (T-Ball)	
○ Resident & Rec Team	\$10 per hour
○ Non-Resident & Rec Team	\$13 per hour
○ Non-Profit Organization	\$40 per hour
○ For-Profit Organization	\$54 per hour
▪ Carolina's Healthcare Field (Diamond 3)	
○ Resident & Rec Team	\$12 per hour
○ Non-Resident & Rec Team	\$15 per hour
○ Non-Profit Organization	\$42 per hour
○ For-Profit Organization	\$56 per hour
▪ Commissioners Field	
○ Resident & Rec Team	\$12 per hour
○ Non-Resident & Rec Team	\$15 per hour
○ Non-Profit Organization	\$42 per hour
○ For-Profit Organization	\$56 per hour
<i>Soccer</i>	
▪ Fields 1 & 3	
○ Resident & Rec Team	\$10 per hour
○ Non-Resident & Rec Team	\$12 per hour
○ Non-Profit Organization	\$20 per hour
○ For-Profit Organization	\$30 per hour
▪ Fields 4 & 5	
○ Resident & Rec Team	\$12 per hour
○ Non-Resident & Rec Team	\$14 per hour
○ Non-Profit Organization	\$22 per hour
○ For-Profit Organization	\$24 per hour
▪ Fields 6 & 7	
○ Resident & Rec Team	\$14 per hour
○ Non-Resident & Rec Team	\$16 per hour
○ Non-Profit Organization	\$24 per hour
○ For-Profit Organization	\$26 per hour

Lighting	
▪ Lit Baseball Fields	\$14 per hour
▪ Lit Soccer Fields	\$10 per hour
▪ Key Deposit	\$25 (Refunded)

FIVE-YEAR FINANCIAL FORECAST

FY2015-2016 THROUGH FY2019-2020

The Town of Waxhaw recognizes the importance of long-range planning throughout the organization. An effective Town government develops its Five-Year Budget Forecast to establish a reasonable basis for the budget planning process.

This Five-Year Budget Forecast includes the General Fund, Capital Projects Fund, Property Rental Fund and the Grant Fund.

To complete this Five Year Budget Forecast, we consider:

1. Board of Commissioner's Strategic Priorities
2. Five-Year CIP
3. Past budgetary trends
4. Current economic conditions
5. Projected economic conditions

In that we are projecting into the future based on what we know today, and what we have experienced in the past, the last consideration of projected economic conditions can be extremely volatile, particularly as it relates to future revenue growth. We have a level of control over future expenditure growth, but economic conditions will ultimately dictate future revenue growth. You will see that our forecasted revenue growth has been estimated at what we believe to be achievable levels, but there are no guarantees.

You will also notice that projected expenditures may exceed projected revenues. Every Annual Budget adopted by the Board of Commissioners is statutorily required to be balanced, so these unbalanced projected numbers reflect the work which must be done every year to get expenditures in line with revenues. Presenting balanced budget projections would not provide an accurate accounting of the budgetary challenges faced every year. Improved economic conditions will translate into revenue growth that exceeds what is being forecast in this document. That generally translates into fewer cuts on the expenditure side or less pressure to increase revenue through new or increased taxes to provide the same level of service or new services.

The following projections present the budget framework around which planning for the City's next five fiscal years can begin.

General Fund Revenue

- **Ad Valorem**
Solid, consistent growth is anticipated in the Town's property tax base over the next five years. We expect an average annual growth rate of 3% in property tax revenues during this time period.
- **Unrestricted Governmental Revenue**
These are revenues received from other governmental jurisdictions for which there are no restrictions on use. Sales Taxes are the single largest source of revenue in this category. There is a 3% growth factor forecasted for this category of revenue through FY2019-2020.

- **Permits & Fees**
These revenues are driven by local economic conditions and are derived from fees approved by the Board of Commissioners in the Town's Fee Schedule. Fees are occasionally increased annually, but these incremental increases do not necessarily correspond to increases in revenue. The largest sources of revenue in this category are Building Inspection Fees and Plan Review Fees. We have conservatively projected these revenues to remain flat through FY2019-2020.
- **Investment Earnings**
These revenues are the earnings gained by the investment of the City's cash reserves in the financial markets. No growth is anticipated in this source of revenue through FY2019-2020.
- **Miscellaneous**
These are revenues that do not qualify for any other category of revenue. The largest source of revenue in this category is Event Sponsorships. Revenue growth in this category is projected to remain flat.
- **Restricted Governmental Revenue**
These revenues are received from other governmental jurisdictions and are restricted for specific purposes in their use. The single largest source of revenue in this category is Powell Bill revenues, which are used solely for road maintenance. We project 1% annual growth in this category of revenue.
- **Other Financing Sources**
This category of revenue reflects the appropriation of fund balance for designated purposes. It is conservatively anticipated that the appropriation of fund balance will decline sharply over the next 5 years.

General Fund Expenditures

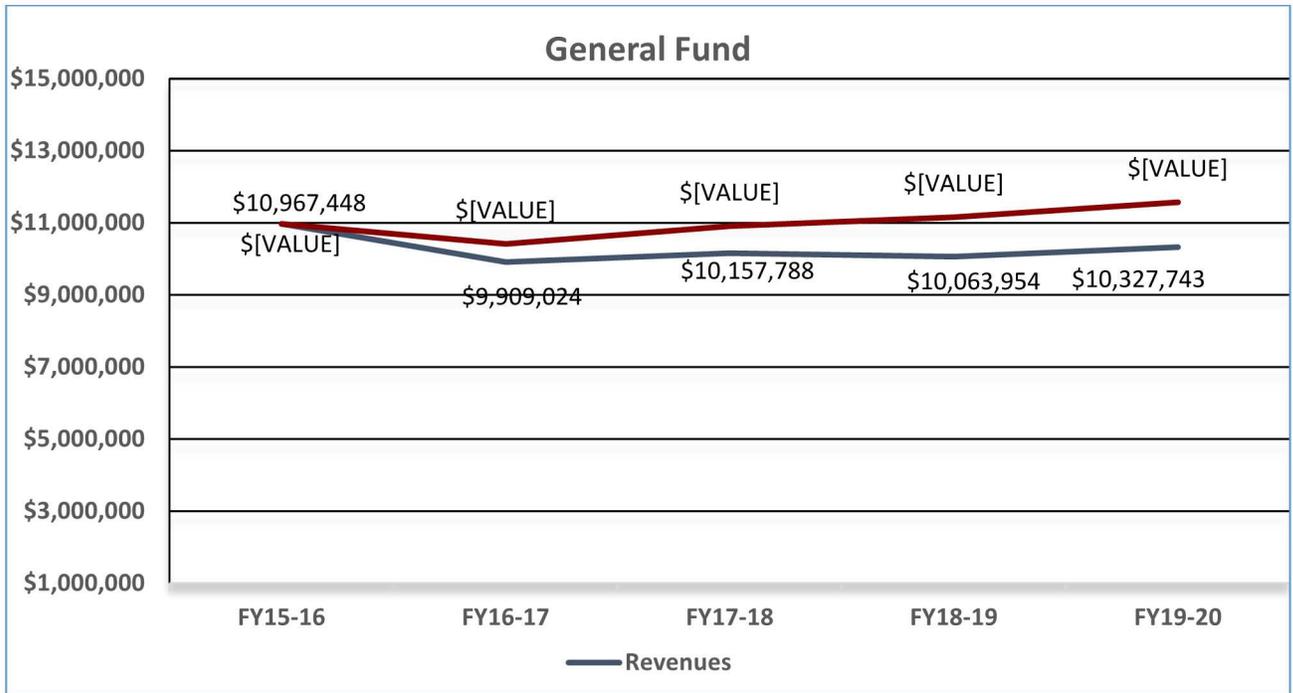
- **Personnel**
These expenses are incurred as a result of full-time and part-time employees. Increases are generally driven by annual salary adjustments and the ever increasing cost of providing health insurance coverage to employees which is anticipated to increase annually. It is anticipated that the Town will add up to 3 new positions annually over the next 5 years. All together, we expect personnel related expenses to increase by about 6.5% annually over the next 5 years.
- **Operational**
Operational expenses include such things as maintenance & repair, departmental supplies, fuel, power, natural gas and risk insurance. This category of expenses is projected to increase by the annual Consumer Price Index, estimated to average 3% annually.

- **Other Financing Uses**

Other Financing Uses are inter-fund transfers from the fund providing financial resources, to the fund through which the financial resources are to be expended. For the Town of Waxhaw, the most common inter-fund transfer is from the General Fund, to the Capital Projects fund for the purchase of capital items. This category of expenditures is projected drop over the next 5 years as a number of projects are completed in the Capital Projects Fund.

Revenues	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Ad Valorem	\$5,657,141	\$5,826,855	\$6,001,661	\$6,181,711	\$6,367,162
Unrestricted Governmental Revenue	\$2,295,400	\$2,364,262	\$2,435,190	\$2,508,246	\$2,583,493
Permits & Fees	\$1,022,327	\$1,022,327	\$1,022,327	\$1,022,327	\$1,022,327
Investment Earnings	\$20,080	\$20,080	\$20,080	\$20,080	\$20,080
Miscellaneous	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500
Restricted Governmental Revenue	\$300,000	\$303,000	\$306,030	\$309,090	\$312,181
Other Financing Sources	\$1,650,000	\$350,000	\$350,000	\$0	\$0
Total	\$10,967,448	\$9,909,024	\$10,157,788	\$10,063,954	\$10,327,743

Expenditures	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Personnel	\$4,353,854	\$4,638,854	\$4,938,854	\$5,253,854	\$5,583,854
<i>On-going Personnel Costs</i>	<i>\$4,083,854</i>	<i>\$4,353,854</i>	<i>\$4,638,854</i>	<i>\$4,938,854</i>	<i>\$5,253,854</i>
<i>3 New Positions Annually</i>	<i>\$140,000</i>	<i>\$145,000</i>	<i>\$150,000</i>	<i>\$155,000</i>	<i>\$160,000</i>
<i>Merit & Benefits Increases</i>	<i>\$130,000</i>	<i>\$140,000</i>	<i>\$150,000</i>	<i>\$160,000</i>	<i>\$170,000</i>
Operational	\$4,245,823	\$4,373,198	\$4,504,394	\$4,639,525	\$4,778,711
Interfund Transfers	\$2,367,771	\$1,398,500	\$1,461,000	\$1,263,500	\$1,206,000
<i>On-going Capital</i>	<i>\$517,771</i>	<i>\$528,500</i>	<i>\$441,000</i>	<i>\$593,500</i>	<i>\$536,000</i>
<i>Wells Fargo Property</i>	<i>\$1,300,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>
<i>Field Development (YMCA)</i>	<i>\$350,000</i>	<i>\$350,000</i>	<i>\$350,000</i>	<i>\$0</i>	<i>\$0</i>
<i>Capital Projects Reserve</i>	<i>\$200,000</i>	<i>\$350,000</i>	<i>\$500,000</i>	<i>\$500,000</i>	<i>\$500,000</i>
<i>Debt Service (\$2 mil. New Annual Debt)</i>	<i>\$0</i>	<i>\$170,000</i>	<i>\$170,000</i>	<i>\$170,000</i>	<i>\$170,000</i>
Total	10,967,448	10,410,552	10,904,248	11,156,879	11,568,565



Capital Projects Fund Revenue

- **Other Financing Sources**

This revenue source can fluctuate greatly from year to year depending upon the capital projects the Town undertakes. For the Capital Projects Fund there are 4 types of Other Financing Sources:

1. Funds transferred annually from the General Fund to the Capital Projects Fund for the purpose of funding capital purchases needed to maintain the Town’s replacement schedule of its vehicles and equipment as well as making moderate renovations and improvements to existing Town owned facilities. This transfer from the General Fund is generally around \$600,000 annually.
2. Beginning in FY2015-2016, the Town will begin making a special transfer of \$200,000 from its General Fund to the Capital Projects Fund to be set aside for future capital projects. These funds will be used to fund projects between \$250,000 and \$1,000,000 in value. Over the next 2 years it is staff’s intention to increase this amount to \$500,000 annually in order to put the Town in a position to undertake a mid-range value project (too small to use debt financing and too large to fund through on-going General Fund revenues) on an annual or semi-annual basis.
3. Debt Financing is generally used for the most expensive type of capital project which can be anything over \$1,000,000 in value. Examples of these types of projects would be: a new Town Hall, a new Public Services facility, or major improvements at David G. Barnes Park. The rule of thumb is that for every \$1,000,000 borrowed, you can expect to pay about \$85,000 annually in debt service payments over a 15 year term.

- The appropriation of fund balance from the General Fund can also be used to finance capital projects. This is especially true when cash reserves in the General Fund reach high levels.

Capital Projects Fund Expenditures

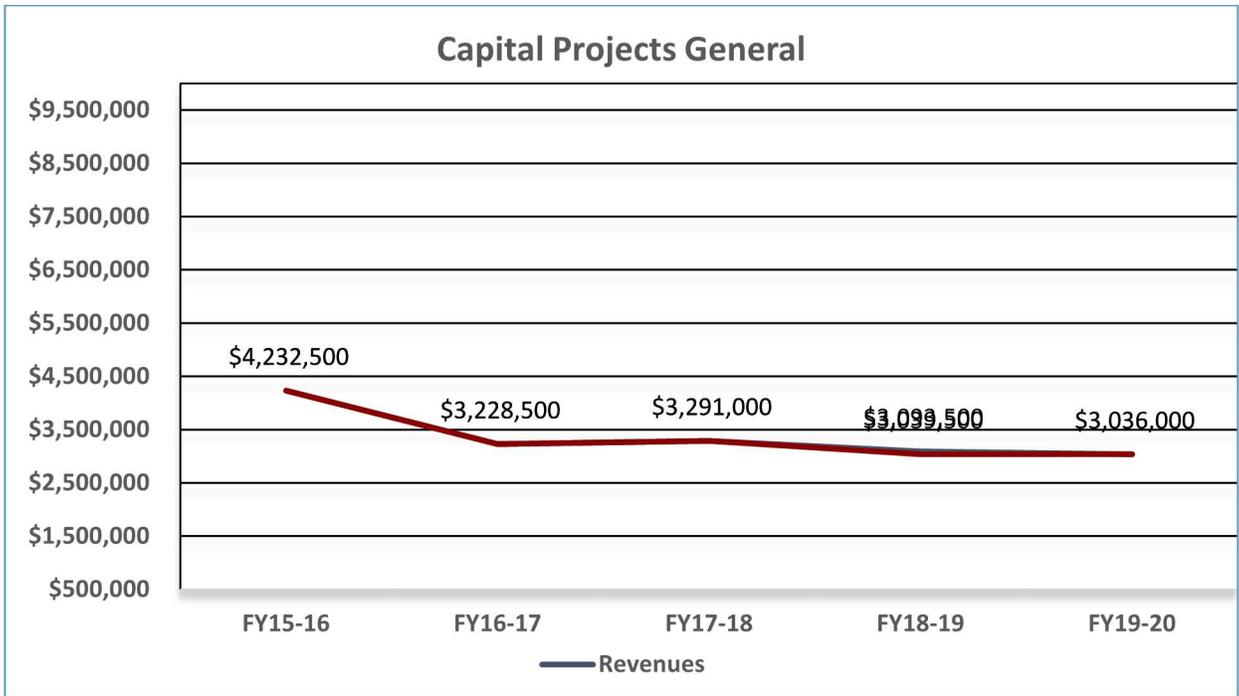
- Capital**

For the Capital Projects Fund, there are three types of capital:

- Operational Capital** – These are items between \$5,000 and \$250,000 in value and may include vehicles, equipment, renovations or minor improvements to existing facilities. The Town will generally spend around \$600,000 annually on these types of capital items.
- Mid-range Capital** – These are capital projects that are between \$250,000 and \$1,000,000 in cost. These projects are generally too costly to fund through the annual budget, but not expensive enough to be done through debt financing. Capital is defined as a tangible purchase more than \$5000 in value with a life expectancy of more than 1 year. The majority of purchases in this category are replacement equipment and replacement vehicle purchases. Most construction projects are budgeted outside of the Annual Budget.
- Major Capital** – These are construction related projects that are \$1,000,000 or more in value. The only options the Town has to fund these projects are debt, appropriation of General Fund Balance or a combination of both. The most recent example of a major capital project the Town undertook was the purchase and upfitting of the new Waxhaw Police Headquarters. A combination of debt financing and General Fund Balance was used to fund this project.

Revenues	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Other Financing Sources	4232500	3228500	3291000	3093500	3036000
<i>Transfer From Gen.Fund - On-going Capital</i>	<i>517771</i>	<i>528500</i>	<i>441000</i>	<i>593500</i>	<i>536000</i>
<i>Transfer From Gen. Fund - Wells Fargo Land</i>	<i>1300000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Transfer From Gen. Fund - Fields (YMCA)</i>	<i>350000</i>	<i>350000</i>	<i>350000</i>	<i>0</i>	<i>0</i>
<i>Transfer From Gen. Fund - Cap. Proj. Res.</i>	<i>200000</i>	<i>350000</i>	<i>500000</i>	<i>500000</i>	<i>500000</i>
<i>Cap.Projects Fund Approp. Fund Balance</i>	<i>1864729</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Proceeds from Financing</i>	<i>0</i>	<i>2000000</i>	<i>2000000</i>	<i>2000000</i>	<i>2000000</i>
Total	\$4,232,500	\$3,228,500	\$3,291,000	\$3,093,500	\$3,036,000

Expenditures	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Capital	4232500	3228500	3291000	3039500	3036000
<i>On-Going Capital</i>	<i>582500</i>	<i>528500</i>	<i>441000</i>	<i>539500</i>	<i>536000</i>
<i>Capital Projects Reserve</i>	<i>200000</i>	<i>350000</i>	<i>500000</i>	<i>500000</i>	<i>500000</i>
<i>Major Cap. Proj. (Includes YMCA Field Dev.)</i>	<i>3450000</i>	<i>2350000</i>	<i>2350000</i>	<i>2000000</i>	<i>2000000</i>
Total	\$4,232,500	\$3,228,500	\$3,291,000	\$3,039,500	\$3,036,000



Property Rental Fund Revenue

- Sales and Services**

Rental Revenue is the only source of revenue in the Property Rental Fund. All revenue in this fund comes from the rental of the Niven-Price Building. Currently, revenues exceed expenditures in this fund. All excess revenues are reserved in this fund for future improvements to the building. Revenues are expected to grow by 2% annually.

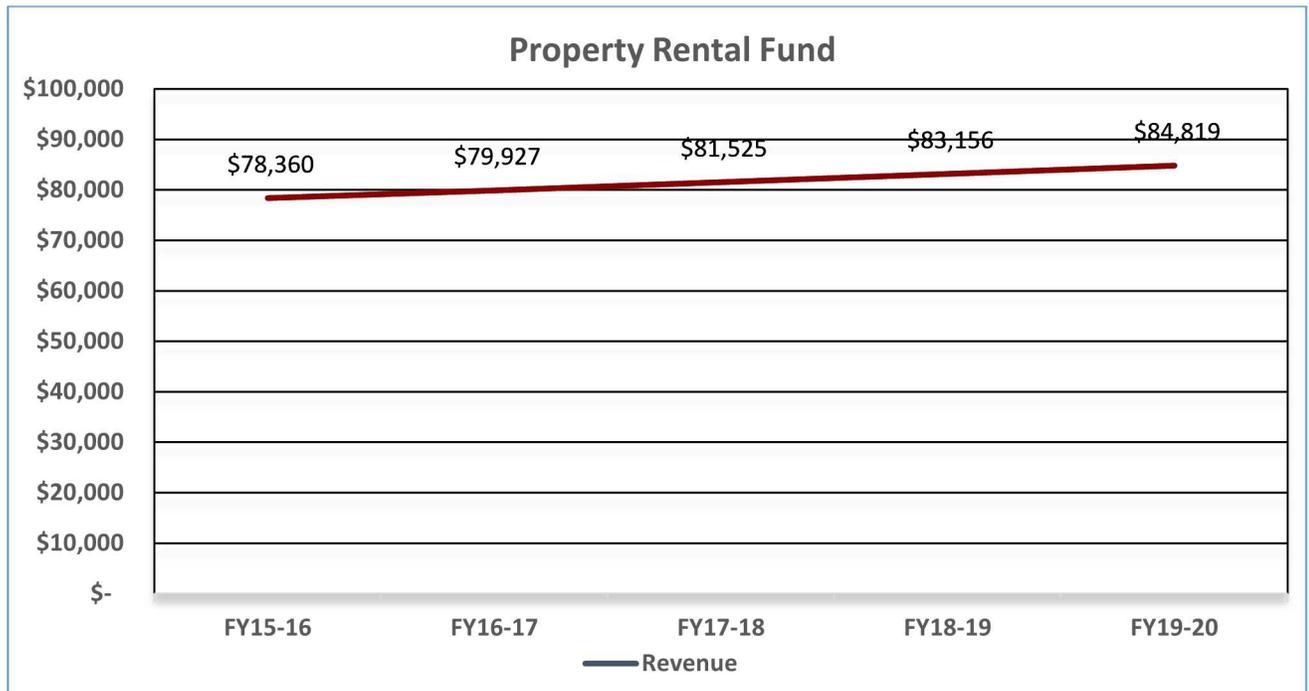
Property Rental Fund Expenditures

- Operational**

Revenues	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Sales and Services	78360	79927	81525	83156	84819
Total	\$78,360	\$79,927	\$81,525	\$83,156	\$84,819

Expenditures	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Operational	78360	79927	81525	83156	84819
<i>Operational Expenses</i>	<i>31600</i>	<i>32548</i>	<i>33524</i>	<i>34530</i>	<i>35566</i>
<i>Revenue in Excess of Expenditures</i>	<i>46760</i>	<i>47379</i>	<i>48001</i>	<i>48626</i>	<i>49253</i>
Total	\$78,360	\$79,927	\$81,525	\$83,156	\$84,819

Expenditures in this fund relate directly back to maintenance, utilities, and property management fees for the Niven-Price Building. Expenditures are expected to grow by 3% annually.



Grant Fund Revenues

- Restricted Governmental Revenue**

These revenues are received from other governmental jurisdictions and are restricted for specific purposes in their use. For the Grant Fund, there are only 2 active grants the Town currently has. The first is the Governor's Highway Safety Grant, which helps fund a traffic unit with the Waxhaw Police Department. Funding for this grant will expire at the end of FY2016-17. The second grant is a Thread Trail Grant which was awarded to the Town to construct 1321 linear feet of the Thread Trail in Waxhaw. This project is expected to be completed in FY2015-2016.

Grant Fund Expenditures

- **Personnel**

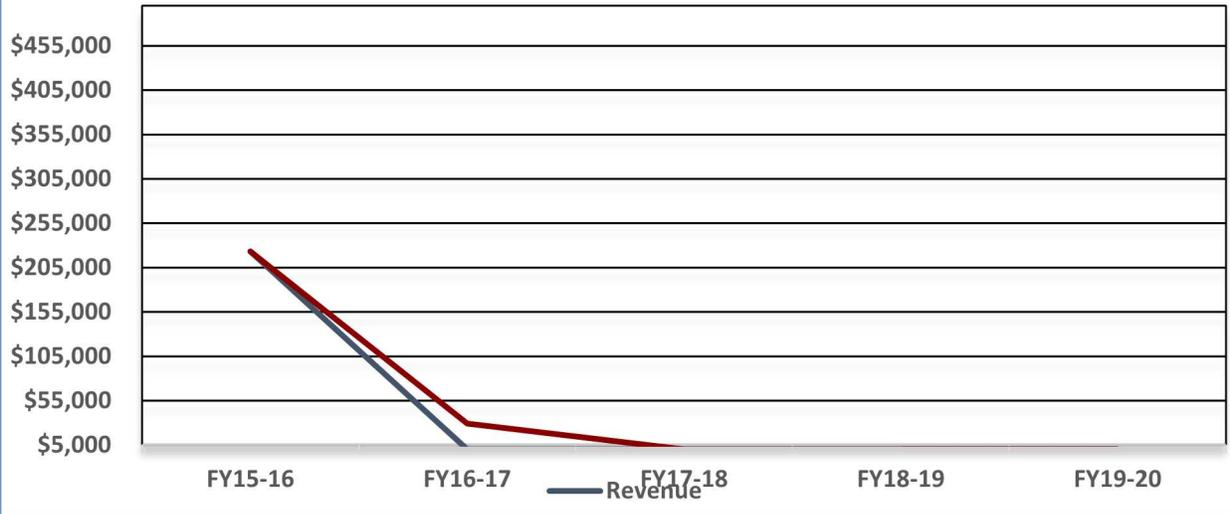
The Pro-Active Collision Enforcement (P.A.C.E.) Unit is responsible for investigations and enforcement of traffic collisions, traffic offenses, and public safety education. This Unit was created through a grant provided by the Governor’s Highway Safety Program.

- **Capital**

The Thread Trail Grant was awarded to the Town to construct 1321 linear feet of natural surface trail as well as a 200 ft. extension bridge over 12 Mile Creek. This project is expected to be completed in FY2015-2016.

Revenues	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Restricted Governmental Revenue	223,127	0	0	0	0
<i>Governor's Highway Safety Grant</i>	<i>49127</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Thread Trail Grant</i>	<i>174000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total	\$223,127	0	0	0	0
Expenditures	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Operational	49127	29080	0	0	0
<i>Governor's Highway Safety Grant</i>	<i>49127</i>	<i>29080</i>	<i>0</i>	<i>0</i>	<i>0</i>
Capital	174000	0	0	0	0
<i>Thread Trail Grant</i>	<i>174000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total	\$223,127	0	0	0	0

Grant Projects Fund



WAXHAW'S HISTORY

The Town of Waxhaw is located only 20 minutes from south Charlotte and approximately three miles from the South Carolina state line.

Dating back to the 1700s, Waxhaw is one of the oldest towns in Union County, taking its name from the Waxhaws (originally called the Wysacky), an Indian tribe that once inhabited the area. When chartered in 1889, Waxhaw established its rightful place as the third oldest town in Union County.

With a population of over 15,000 people, Waxhaw has managed to maintain its small town charm and yet continue to achieve quality growth. The Waxhaw Historic District, at the heart of town, is on the National Register of Historic Places and boasts proud old buildings and unique attractions.

The most iconic attraction is the pedestrian bridge that crosses over the railroad tracks. It was once used for automobiles to cross over while trains ran through town below it. In 1940 it was designated for pedestrians only and is still used daily by adults and children standing on the bridge waiting for a train to pass underneath their feet.



The large water tower standing tall over downtown Waxhaw has served as a beacon for many citizens who recall playing under it as children or beckoning a tired traveler home from a long time on the road. Built in 1940, the impressive silver structure remains the object of many photographers looking for a symbol of small town America.

BUDGET GLOSSARY

Accrual- The accounting method under which revenues are recognized on the income statement when they are earned rather than when the cash is received.

ADA- This is the commonly used acronym for the Americans with Disabilities Act.

Ad Valorem Taxes - Revenue accounts showing taxes paid on real property and personal property, to include property of public service companies allocated by the Ad Valorem Tax Division of the State Department of Revenue.

Appropriation - An authorization made by the Town of Waxhaw that permits the Town to incur obligations and to make expenditures of resources.

Assessed Valuation - A value that is established for real or personal property for use as a basis to levy property taxes.

Balanced Budget – The sum of estimated net revenues and appropriated fund balances is equal to appropriations.

Basis of Accounting - A term used to refer to when revenues, expenditures, expenses, and transfers--and the related assets and liabilities--are recognized in the accounts and reported in the financial statements. The Town of Waxhaw uses the modified accrual basis of accounting for budget preparation, as required by the North Carolina Local Government Budget and Fiscal Control Act.

Bond - A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and bridges.

Budget - A statement in dollar terms of the Town's program of service delivery for the ensuing fiscal year.

Budget Amendment - A legal procedure utilized by the Town staff and the Board of Commissioners to revise a budget appropriation.

Budget Calendar - The schedule of key dates that the Town's departments follow in the preparation, adoption and administration of the budget.

Budget Document - The instrument used by the budget-making authority to present a comprehensive financial program to the Board of Commissioners.

Budget Message - The opening section of the budget that provides the Board of Commissioners and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the Town Manager.

Budget Ordinance - The official enactment by the Board of Commissioners to establish legal authority for Town officials to obligate and expend resources.

Budgetary Control - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAFR - The acronym used for Comprehensive Annual Financial Report

Capital Assets – Land, buildings, permanent improvements, machinery, large tools, rolling and stationary equipment with a value of \$5,000 or more.

Capital Outlays - Expenditures available for the acquisition of capital assets, including the cost of land, buildings, permanent improvements, machinery, large tools, rolling and stationary equipment with a value of \$5,000 or more.

Capital Improvements Program - A plan for capital expenditures which provides long-lasting physical improvements to be incurred over a fixed period of several future years.

Cash Management - The management of cash necessary to pay for governmental services, while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing, and maintaining banking relationships.

Category - A consolidation of expenditures to measure personnel, operations, capital, contingency, special appropriations, debt service, transfers, and pro rata administrative services activities.

CIP - The acronym used for Capital Improvement Plan.

Classification - Assignment of a position title and an associated pay range based on the job skills required for a particular position.

Collaborative Networking – A networking approach designed to help different parts/groups of an organization address their mutual responsibilities.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

CPI - The acronym used for Consumer Price Index

Debt Service - The Town's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Department - An organizational unit responsible for carrying out a major governmental function.

Depreciation - The process of estimating and recording the lost usefulness, expired useful life, or diminution of service from a fixed asset that cannot or will not be restored by repair and must be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to the reserve to replace the item at the end of its useful life.

Disbursement - Payment for goods and services in cash or by check.

Earmark - To designate funds for a specific use.

EDC – The acronym used for Economic Development Corporation

Encumbrance - The commitment of appropriated funds to purchase an item or service. To encumber funds is to set aside, or commit funds for future expenditures.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Board of Commissioners.

ETJ – The acronym used for Extra Territorial Jurisdiction.

Expenditure - The outflow of funds for assets that are incurred or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

Expenses - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest and other charges.

Fiscal Policy - The financial plan embracing the general goals and acceptable procedures of a governmental unit.

Fiscal Year - The time period designating the beginning and ending period for recording financial transactions. The Town of Waxhaw’s fiscal year begins July 1st and ends June 30th.

Fixed Assets - Assets of long-term character which are intended to continue to be held or used by the Town, including land, buildings, machinery, furniture and other equipment.

FTE - The acronym used for full time equivalent.

Function - A group of related programs crossing organizational (departmental) boundaries and aimed at accomplishing a broad goal, or a major service.

Fund - An accounting entity that possesses a set of self-balancing accounts and records all financial transactions for specific activities or government functions.

Fund Balance - Fund balance is the amount of assets in excess of the liabilities appropriated for expenditure, and is therefore also known as surplus funds.

Fund Balance Appropriated - A budgetary amount representing the fund’s equity to be used to offset expenditures. Fund balance appropriated cannot exceed the sum of cash and investments less the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year preceding the budget year.

FY- The acronym used for fiscal year

General Accepted Accounting Principles (GAAP) - Uniform minimum standards of and guidelines for financial accounting and reporting. GAAP encompasses the conventions; rules and procedures necessary to define accepted accounting practices.

GASB 34 – The acronym used for Governmental Accounting Standards Board Statement #34: “Basic Financial Statements- Management’s Discussion and Analysis - For State and Local Governments”.

GA – The acronym used for the North Carolina General Assembly.

General Fund – The largest fund within the Town, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes and other types of revenue. This fund usually includes most of the basic operating services, such as police protection, finance, data processing, public services, general administration, planning and development, and recreation.

General Ledger – A file that contains a listing of the various accounts necessary to reflect the financial position of the government.

General Obligation Bonds - Bonds that finance a variety of public projects such as streets, buildings, and improvements. Repayment of these bonds is usually made from the General Fund, and the bonds are backed by the full faith and credit of the issuing government.

Geographic Information System (GIS) - A project which will link the Town to a county-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by Town departments.

GFOA – The acronym used for Government Finance Officers Association of the United States and Canada.

Goal - A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless. It is not concerned with a specific achievement in a given time period.

Grant - A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed by the grantee.

Interfund Transfers - Amounts transferred from one fund to another.

Intergovernmental Revenue - Revenue received from another government for a specified purpose.

Investment Earnings - Revenue earned on investments with a third party. The Town uses a pooled cash system, investing the total amount of cash regardless of fund boundaries. The interest earned is then allocated back to individual funds by average cash balance in that fund.

Lease-Purchase Agreement - An agreement that conveys the right to property or equipment for a stated period of time. It allows the Town to spread the cost of the acquisition over several budget years.

Levy - To impose taxes, special assessments, or service charges for the support of Town activities.

Line Item Budget - A budget that lists each expenditure category (salaries, material, telephone, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

Local Government Budget and Fiscal Control Act - This act governs all financial activities of local Governments within the State of North Carolina.

Long Term Debt - Debt with a maturity of more than one year after the date of issuance.

Merit Program - An established system to recognize and financially reward employee performance that exceeds the Town's standards for a classification.

Modified Accrual Accounting - The accounting approach under which: 1) revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period; 2) expenditures are recognized in the accounting period in which a fund liability is incurred, and unmatured principal and interest on general long term debt is recognized when due.

NCDOT - This acronym is short for North Carolina Department of Transportation.

Objectives - A simply stated, readily measurable statement of aim or expected accomplishment within the fiscal year. An objective should imply a specific standard of performance for a given program.

Operating Expenses - The portion of the budget pertaining to the daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as supplies, utilities, materials, and travel.

Operating Transfers - Routine and/or recurring transfers of assets between funds.

Part 1 Offenses - A law enforcement classification for major crimes, including murder, robbery, aggravated assault, etc.

Performance Measures - Descriptions of a program's effectiveness, or efficiency (i.e., response time to public requests, frequency of document updates).

Personnel - General category that includes salaries and wages, pensions, health insurance and other fringe benefits.

Powell Bill Street Allocation - Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

Productivity - A measure of the increase of service output of Town programs compared to the per unit resource input invested.

Program - An organized set of related work activities that are directed toward accomplishing a common goal. Each Town department is usually responsible for a number of related service programs.

Property Tax - Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

Reclassification - Change in a position title and/or the associated pay range based on changes in the job skills required for a given position.

Reserve - A portion of fund balance earmarked to indicate what is not available for expenditure, or is legally segregated for a specific future use.

Restricted Intergovernmental Revenues - Grants, entitlements, and shared revenues which are recorded in the appropriate fund and classified both by source and function for which the revenues are to be spent.

Resources - Assets that can be used to fund expenditures. These can be such things as property taxes, user fees, beginning fund balance, or working capital.

Revaluation - Assignment of value to properties, buildings, vehicles, and equipment used for business and residential purposes by the Union County Tax Assessor's Office. Under State law, all property must be revalued no less frequently than once every eight years.

Revenue - Funds which the government receives as income, including tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

Service Level - Service(s) or product(s) which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

Source of Revenue - Revenues that are classified according to their source or point of origin.

Tax Base - The assessed valuation of all taxable real and personal property within the Town's corporate limits.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for expenditures.