



Town of Carthage

Board of Commissioners

Budget Retreat

March 9, 2024 at 9:00 am

Carthage Fire & Rescue

Training Room

4396 US 15-501 Hwy

Carthage, NC 28327

AGENDA

CALL TO ORDER

INVOCATION – Mayor Pro Tem John McDonald

PLEDGE OF ALLEGIANCE – Mayor Jimmy Chalflinch

APPROVAL OF AGENDA

Members of the board may remove, add, or rearrange items on the agenda prior to commencing the meeting. Motions/votes are not required to approve the agenda but there must be unanimous consent before proceeding.

OLD BUSINESS

- a. Arcadia Carthage History book by Kevin Lewis – Review and Approve Contracts, (Emily Yopp, pg. 1-3)
- b. Fire Department Breathing Apparatus Contract Award to Rhinehart, (Emily Yopp, pg. 4-5)
- c. Discussion of Thompson Building – 208 Monroe Street, (Emily Yopp)

NEW BUSINESS

- a. Annual State of the Town Report, (Emily Yopp, pg. 6-23)
- b. Budget Workshop Presentation, (Emily Yopp)
- c. Prioritization of Budgeting Requests/Needs, (Emily Yopp, pg. 24-35)
- d. Capital Improvement Project (CIP) Discussion, (Emily Yopp)

PUBLIC COMMENT SESSION

Members of the public may use this time to address the Board of Commissioners with any presentations, questions or concerns. To request to speak outside of the public comment session or public hearing please raise your hand and wait to be recognized by the presiding officer. The mayor or presiding officer may place time limits on speakers prior to the start of the public comment session.

ADJOURNMENT

Town of Carthage

North Carolina

BOARD OF COMMISSIONERS



MEETING AGENDA

&

BOARD MATERIALS

FY24—25 BUDGET RETREAT

November 20, 2023

Carthage Fire & Rescue

Training Room

4396 US 15-501 Hwy

Carthage, NC 28327



MEMORANDUM

Date: March 7, 2024
To: The Board of Commissioners
From: Kim Gibson, Town Clerk
Subject: HISTORICAL BOOK ON CARTHAGE – KEVIN LEWIS/ARCADIA PUBLISHING

Mr. Lewis has been in contact with Arcadia Publishing, who is planning to publish a historical book on Carthage authored by Mr. Lewins. They are asking the Board to consider an addendum to the contract with Mr. Lewis that would have the Town purchase 200 copies of the book. The Board, at the last meeting in February, requested some clarification on the agreement before making a commitment to the agreement. Those clarifications have been obtained and will be presented to the Board.

SUGGESTED MOTION(S):

OPTION 1

I make a motion to adopt the Addendum to the Memorandum of Agreement for the work titled: *Images of America: Carthage*, as written and presented.

OPTION 2

I make a motion to adopt the Addendum to the Memorandum of Agreement for the work titled: *Images of America: Carthage*, as presented with the following changes/additions/deletions:

OPTION 3

I make a motion to deny the Addendum to the Memorandum of Agreement for the work titled: *Images of America: Carthage*, for the following reason(s):

ADDENDUM

To the Memorandum of Agreement for the Work titled:

Images of America: Carthage

1. _____ (hereinafter called “the Purchaser”) hereby agrees to purchase 200 copies of the Work, on a non-returnable, royalty-free basis, at a 48% discount off the retail price of \$24.99, for a total of \$2,598.00 with a 20% deposit due in the amount of \$519.60 when the contract is signed. Books will be shipped (free of shipping charge if over 200 copies) on publication and any remaining balance will be due within 30 days of invoice. The Publisher will set the retail price at \$24.99 per unit and reserves the right to increase the retail price. If there is a change in total purchase price due to a retail price adjustment, adjusted total purchase price for contracted order will be communicated prior to shipment. All units purchased by the Purchaser (both covered by this Addendum and outside of the Addendum) may be resold by the Purchaser. However, said units shall not be resold by the Purchaser to retail bookstores, pharmacies, wholesale book distributors, gift stores, book clubs, libraries, or other trade or retail outlets.
2. This agreement is binding regardless of the final published content of the Work, over which the Author and Publisher have control, as set out in the Memorandum of Agreement.
3. This Addendum does not preclude the Purchaser from purchasing further copies of the Work under Arcadia’s current trade terms.
4. The Author of the Work acknowledges that the Publisher’s agreement to complete this contract is contingent upon the Purchaser’s agreement to this purchase.

Signed on behalf of the Purchaser

Signed on behalf of the Witness

Signed on behalf of the Publisher

____ day of _____, 2024
2024

____ day of _____, 2024

____ day of _____,

Please print the Purchaser's name and role:

Please print the name, address, phone number, fax number, and e-mail address of the person who should be contacted by our sales department regarding this purchase:

Contact name _____

Address _____

Phone number/fax number _____

E-mail _____



MEMORANDUM

Date: March 7, 2024
To: The Board of Commissioners
From: Kim Gibson, Town Clerk
Subject: FIRE DEPARTMENT BREATHING APPARATUS CONTRACT AWARD

Bids were requested for self-contained breathing apparatus (SCBA) equipment for use within the Fire Department to ensure we get the best price and quality we can and to stay within our allocated budget for this replacement. Sealed bids were opened on February 20th at noon and Rhinehart came in at the lowest cost.

RECOMMENDED MOTION(S):

OPTION 1

I make a motion to accept the bid from Rhinehart for the purchase of the Self-Contained Breathing Apparatus (SCBA) equipment for the Fire Department.

OPTION 2

I make a motion to DENY the bid from Rhinehart for the purchase of the Self-Contained Breathing Apparatus (SCBA) equipment for the Fire Department for the following reason(s):

SUMMARY OF BID OPENING

Bid Opening - February 20, 2024 @ 12:01 p.m.
Self-Contained Breathing Apparatus and Accessories
Town of Carthage, NC

CONTRACTOR	ADDRESS	License Number	Bid Amount
Rhinehart Fire Services	22 Piney Park Dr. Ste G Asheville, NC 28906		\$ 144,997.90
Municipal Emergency Services (MES)	6701-C Northpark Blvd. Charlotte, NC 28216		\$ 147,409.62


Reviewed and Certified as Presented Above



TOWN OF CARTHAGE 2023-2024 ANNUAL REPORT

MARCH 2024

PREPARED BY:
JAMIE M. SANDOVAL
Management Analyst

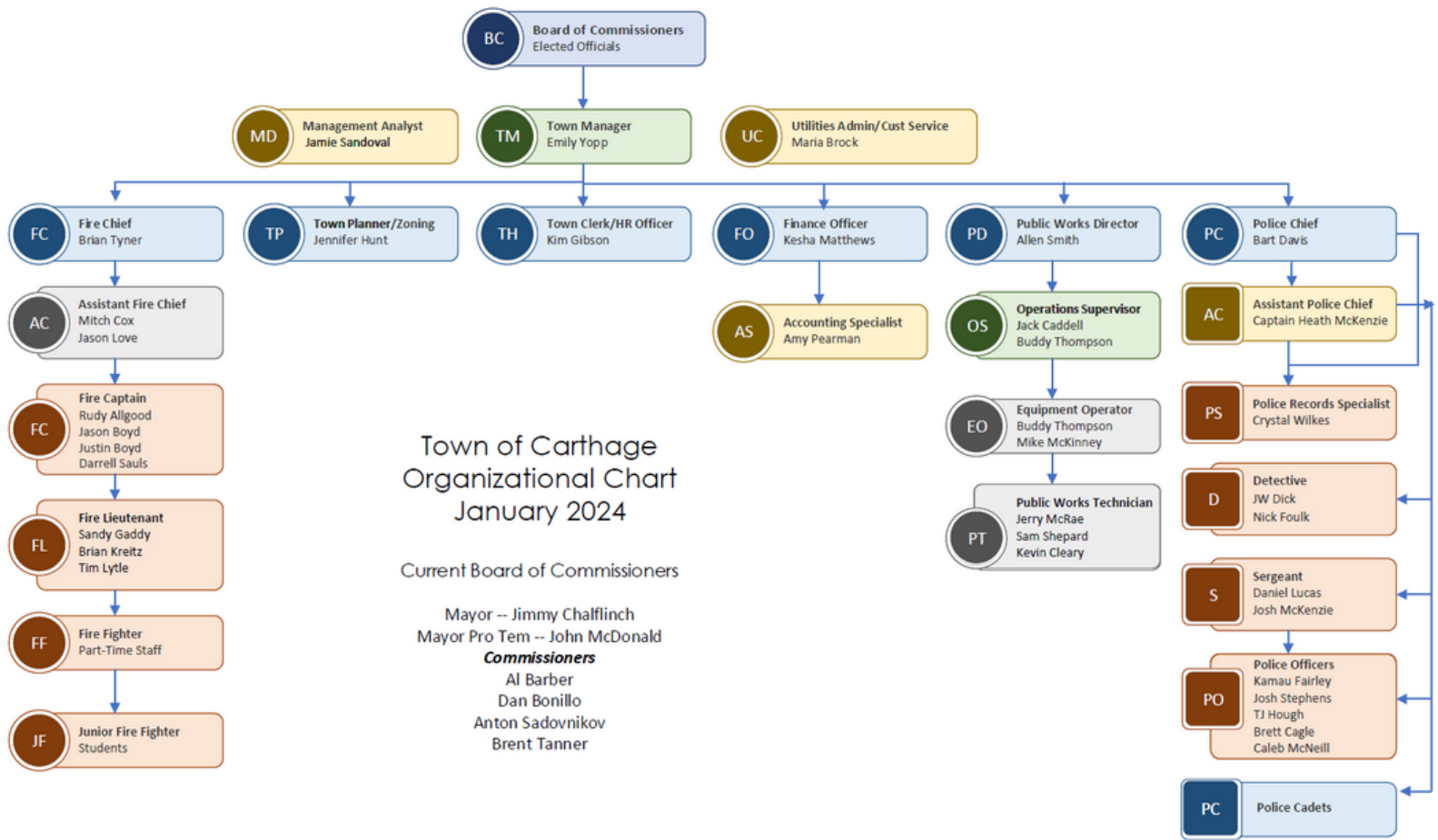
SUMMARY

This Annual Report has been created to present what the Town of Carthage Staff has accomplished within the 2023-2024 year, to show each departments highlights and, what was achieved internally. The purpose of this annual report is to give a comprehensive report on the Town Staff's activities during the preceding year, 2023-2024. The annual report will provide readers with information about current operations, financial performance, and recommendations for the upcoming years. This report analyzes the following departments: Administration, Fire Department, Police Department, and Public Works Department. The report also explains the Board of Commissioners' Strategic Goals and where those goals currently stand. The Annual Report examines the General Fund Expenditures and the General Fund Revenues as well as any other funds that were received, such as grants for upcoming projects/infrastructure.

THE TOWN OF CARTHAGE HAS CREATED THE FOLLOWING ANNUAL REPORT TO PRESENT THE 2023-2024 FISCAL YEAR AND WHAT WAS ACCOMPLISHED.



TOWN OF CARTHAGE ORGANIZATION



ADMINISTRATION REPORT

Administration is comprised of multiple departments. Below are the following department highlights.

Planning and Zoning

The Town of Carthage hired a new full-time Planner to perform the daily tasks of reviewing plats, subdivision developments, and other upcoming projects. Within the year 2023, all commercial development was reviewed by the Town Planner and all residential development and permitting was reviewed by the Management Analyst.

Some ongoing projects within the Planning and Zoning Department include:

- Needmore Community Gateway Sign
- Needmore Community Park
- Downtown Revitalization Plan
- Parking Corridor Study
- Unified Development Ordinance Update

The Town Planner would like to focus on training, personnel development courses and conferences this year. Ongoing conferences are needed to maintain the status of Certified Zoning Official and occur twice a year, once in February and once in the Summer. The Town Planner also wants to consider taking Geographic Information Systems (GIS) classes to provide the Town with GIS data for the Future Land Use Map and other data. The GIS Certificate program at UNC Chapel Hill is a total of 18 units and is either full or part-time.

Future projects for the Planning and Zoning Department include:

- Parks Master Plan
- Create the Greenway Trails Connectivity

Some recommendations with the Planning and Zoning Department are within the next 2-5 years hiring a Planning and Permitting Technician, in- house Building Inspector, and future planners as they become necessary for Carthage.

ADMINISTRATION REPORT

Administration is comprised of multiple departments. Below are the following department highlights.

Code Enforcement

Recently, the Board of Commissioners brought code enforcement back in-house to allow for clearer schedules, cases, and hearings for violations. Currently, there are two employees that make up Code Enforcement which are the Town Manager and Management Analyst.

From June 2023 to December 2023, the Town of Carthage opened approximately 26 cases. Of those 26 cases, a total of 20 cases were abated, either fully or partially. There were several complex cases that code enforcement had managed within the 2023-24 year. These cases were included:

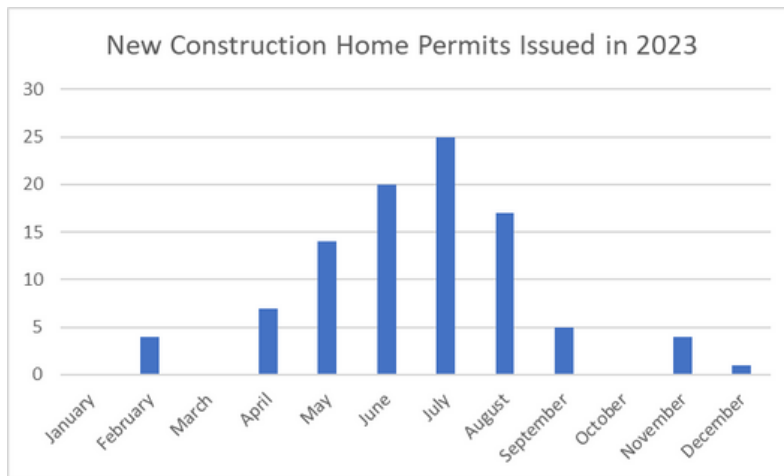
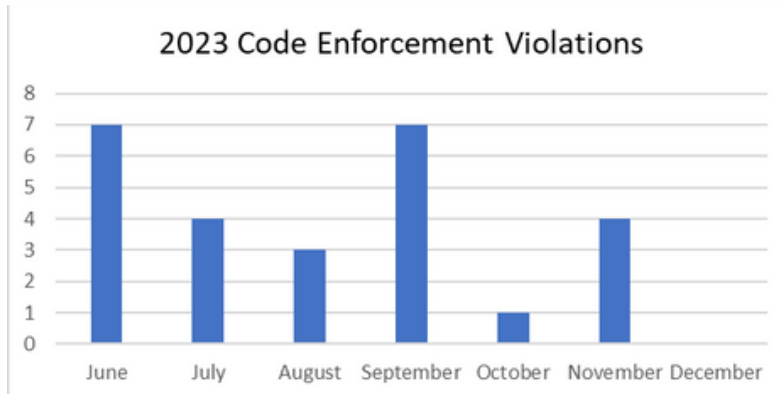
- Tractor Trailer (used as storage) Enforcement
- Minimum Housing Case at 202 W. Barrett Street
- Stop Work Orders
- Junk Yard on Kester Road
- Commercial Garage Maintenance in Residential Neighborhood
- Sign Ordinance Enforcement

One major project that Code Enforcement staff is working on is the filing system of all violations. Since there was no in-house code enforcement, staff is working to create better management on how to operate Open and Closed cases. Code Enforcement must keep a copy of all documentation that is given to property owners and/or posted on the property. Staff also keeps records of all communications between the property owner and staff as well as any documents given to staff from the attorneys.

It is recommended the Board of Commissioners determine how many Minimum Housing cases the Town of Carthage is willing to take on per year. Once prioritization is identified, it is recommended that the Board of Commissioners consider hiring a dedicated Code Enforcement / Building Inspector, or simply a part-time Code Enforcement Officer, in the near future to allow other employees to focus on their respective job responsibilities.

QUICK DATA CHARTS

The following charts show the data of the Planning and Zoning Department and the Code Enforcement Department. A more in depth explanation is included within the departments' individual 23-24 Annual report.



ADMINISTRATION REPORT

Administration is comprised of multiple departments. Below are the following department highlights.

Human Resources

The Human Resources Department has become a more prominent role and more policies and procedures are being created for internal organization. Recently, Town Clerk has taken over the role of Human Resource Officer to relieve some of the roles from the Finance Manager.

Some projects that were established included listening sessions for all Town of Carthage employees. All staff were invited to speak openly and anonymously with the Human Resource Officer to discuss their issues, concerns, or ideas. There was nearly 100% participation from all departments and management staff gained important insight from their team members.

Within the 2023 year, a formal process for onboarding of new employees was created. The Human Resource Officer is also looking into training and continuing education programs through a video library called NeoGov.

Some future goals include:

- Policy Research and Development
- Recruitment Strategies
- Staff Only Intranet
- Retention Strategies

Some recommendations include:

- The role of the Town Clerk and the Human Resources Officer should be separated in the near future.
- Updated pay study
- Explore incentive programs and perks for each department.
- Implement performance evaluations for both retention and recruitment.
- Create of a line item budget for Human Resources Department.

ADMINISTRATION REPORT

Administration is comprised of multiple departments. Below are the following department highlights.

Finance

The Finance Department was selected to be a part of the NCLM Municipal Accounting Services Program, which will include Black Mountain Software.

The Finance Department also hired on a new position of Accounting Specialist, to assist the Finance Officer in daily roles such as payroll and invoices. The Finance Officer also passed along the role of Human Resources to the Town Clerk, and designated HR Officer. These events have helped tremendously.

Some recommendations include to delegate or reassign the duties of the department, now that we have the Accounting Specialist position. In addition, there needs to be policy rewrites for financial policies and procedures to fit the reassignment of duties. This will help to eliminate the Separation of Duties audit finding that we have consistently received in the past. It is recommended that this redistribution take place as early as possible in the 2024-25 fiscal year. It is also recommended that a succession plan be crafted sooner rather than later as the current Finance Officer is nearing retirement eligibility. The Town Manager will work with the department to plan and implement these changes.

Town Clerk

The Town Clerk role has been a consistent role at the Town of Carthage. Within recent years, the role of the Town Clerk has been tasked with other roles such as the Development Administrator and the Human Resources Officer in order to provided the necessary services for Administration.

Some ongoing projects that the Town Clerk has been tasked with includes:

- Digital Filing Systems - Provide consistency within departments and allows easy access to all that may be required to find forms on the network server.
- Document Ownership - A system to determine the ownership of each file to be placed with those that regularly use the files.
- Retention Schedule Procedure - Determining what records need to be disposed and a timeline for disposal as well as the process for disposal.

One recommendation from the Town Clerk is for the Board of Commissioners to consider hiring a part-time team member to assist with the retention process and scanning of documents.

FIRE DEPARTMENT REPORT

Carthage Fire and Rescue employees a team of 35 fire fighters; comprised (2) volunteers, (30) part-time, and four (4) full-time staff. The department operates three 24-hour shifts that respond to all emergencies 24/7/365. Each shift is staffed by (1) full-time Captain and several Part-Time Firefighters.

During 2023, the Carthage Fire and Rescue responded to 1,135 emergency calls that resulted in 1,862 manhours on scene. They are continuing to maintain our long-range goals by providing quick response times that benefit our citizens and visitors traveling through Carthage.

Carthage Fire and Rescue strives to improve community safety. We engage with our citizens and the surrounding communities we serve in various ways:

- Install free smoke detectors.
- Certified child car seat technicians on duty.
- Install and inspect an average of 25 car seats a year free of charge.
- Promote and provide Preplans for our local businesses and churches. Preplans allow us to meet with business owners and gather information about the building layout and keyholder information. This information is vital in the event of a fire/emergency at their location.
- Interact with the public during numerous special events, such as the Buggy Festival, parades, and the Food Truck Rodeo. Every day during lunch we interact with the public, often by showing kids the fire trucks and passing out fire prevention information.

One critical area needing attention is our staffing level. We reapplied for the Safer Grant to fund (3) Full-Time Firefighters, but were unsuccessful. We are requesting the addition of three (3) Full-Time Firefighters to our current staff. Our justification for this expense is due to the following:

- Overlapping Calls:
 - An overlapping call is when we are dispatched to one call, and then we are dispatched to another call (or calls) while committed to the initial call. From January 2023 until December 2023, Carthage Fire and Rescue was dispatched to 1,135 calls for service. Out of the 1,135 calls 252 or 22.2% were overlapping calls. With the increase in population in Carthage and surrounding areas, we will continue to see our call volume increase as will the likelihood of overlapping calls.
- Salaries:
 - The Fire Chief recommends that the Fire Captains current salary be evaluated for market value. The current salaries do not seem to be competitive compared to other Fire Departments. The Fire Chief feels that Fire Captains are in line for a pay increase that meets current standards.

POLICE DEPARTMENT REPORT

The Police Department was accepted into the North Carolina Accreditation Program (NCLEA). This program allows the Police Department to maintain the highest level of professionalism and excellence in operations as they meet standards of the law enforcement community. The Town and its communities will benefit when its law enforcement personnel are following standardized policies and procedures that provide efficient, effective and fair policing.

The Police Department also successfully implemented the Records of Arrest and Prosecution Background (RapBack) Program in accordance with NCGS § 143B-972.1. This program aims to ensure that all criminal justice officers in the state are proficient and ethical in carrying out their responsibilities. Its purpose is to maintain a comprehensive and up-to-date record of any criminal activity involving these officers.

The Department was awarded for a Community Police Officer position under the Community Oriented Police Services (COPS) Grant. The position will play a crucial role in enhancing communication and trust between the Police Department and our community. While the department has been successful in building positive community relations already, this additional position will enable us to launch several community programs that were previously unfeasible due to staffing constraints.

Finally, the Department has received and installed cutting-edge body cameras and in-car systems via AXON. The Police Department's policies have been updated to incorporate the latest technology and procedures.

The Town of Carthage Police Department recommends beginning the process of planning and funding well-designed police facilities in order for staff to perform their duties efficiently, effectively, and securely. As a facility ages, the Carthage Police Department no longer meets the needs of the evolving department, thus, negatively affecting morale, efficiency, safety, and overall delivery of police services. When these conditions occur, agencies search for alternatives. Typical remedies include expanding or renovating the existing facility, adaptively repurposing an existing non-police facility, or building an entirely new facility.

POLICE DEPARTMENT REPORT CONT.

Based on the growth and expansion of the Carthage Police Department, staff suggests initiating a planning phase to address the inadequacies of the current facility. This would entail the provision of additional space for office use, conference room, general and equipment storage, as well as a dedicated area for evidence processing and secure evidence storage.

The steady increase in local population over the years, coupled with the Town of Carthage being the county seat, has resulted in a significant surge in visitors to the town during daytime hours. This has led to a considerable rise in overall calls for service, traffic violations, and automobile accidents which has had a significant impact on the Police Department.

In order to align with the evolving needs of the Town of Carthage, it is imperative that the Police Department's staffing levels are increased over the next 2 to 5 years. This will ensure that the department remains in sync with the community's expectations, service philosophy, crime trends, calls for service, population density, and demand for citizen-police engagement. By doing so, the department will be able to bolster its capabilities and effectively cater to the safety requirements of the community.

PUBLIC WORKS REPORT

The Public Works Department is responsible for a large variety of duties to include street repair and maintenance, special event support, utility operations, park maintenance and overall care throughout the town.

For sewer, the Town completed Phase 1 of the sewer project that was funded from prior year grants. Additionally, leftover grant money was used to purchase necessary equipment for the town (\$150k). Public Works secured \$10 million in infrastructure grants for sewer and water. Currently, the Public Works Department is working with LKC Engineering on planning upgrades to the water plant. The department coordinated a project with LKC Engineering to digitize the maps for both sewer and water. With growth beginning in the town, Public Works is responsible for increasing oversight for all water and sewer infrastructure and street inspections for new developments.

For water, The Town of Carthage received its fourth straight Area Wide Optimization Program (AWOP) award for water quality. This speaks to the level of partnership between the Public Works, Veolia team, and LKC Engineering. There was a total of three catastrophic water main failures in town within a two-month period. The department was able to identify that the pumps at the water plant were not ramping up and down properly as well as a failing altitude valve, causing a water hammer effect. After identifying these problems, adjustments were immediately made on all necessary equipment at the water plant. To date, Public Works has not experienced any similar isolated events. Recently, the department implemented a program to manage backflow prevention compliance for water.

Public Works faced staffing shortages this year, leading to heavier workloads. The team worked longer hours, as needed, to ensure coverage for the town. Despite the difficulty to staff an open position, Public Works was able to promote three employees within the department. Two were promoted to Operations Supervisors and one was promoted to an Equipment Operator.

PUBLIC WORKS REPORT CONT.

Public Work's future recommended projects are essential to prepare for the growth that the Town of Carthage is experiencing. Some projects include:

- Water Plant Upgrades
- Phase 2 Sewer Upgrades
- Needmore Area Water Upgrades
- Town Rental Building Remodels
- Sewer and Water Master Plan
- 10-Year Plan for Streets and Sidewalks.

Some recommendations that Public Works would like to implement are performance reviews. Performance reviews will encourage good performance, identify areas for improvement and discuss employee growth. Monthly appreciation lunches, not funded by the Town, are intended to boost and maintain employee moral. Other recommendations include:

- Progressive step plan for training and certification schools
- Pay classification study to stay competitive with the market rates
- Hire two new employees to begin departmentalization and better delegation of tasks.

2023-2024 ADVISOR BOARDS, COMMISSIONS, AND COMMITTEE MEMBERS

Board of Commissioners

Jimmy Chaflinch, Mayor
John McDonald, Mayor Pro Tem
Dan Bonillo, Commissioner
Al Barber, Commissioner
Anton Sadovnikov, Commissioner
Brent Tanner, Commissioner

Appearance Committee

Erin Rembert, Chair
Jennifer Donovan, Member
Malcom Hall, Member
Ashley Coats, Member
Tom Prim, Member
Becky Prim, Member

Planning Board

Elizabeth Futrell, Chair
Dena DeLucia, Member
Antoniette Kelly, Member
David Norris, Member
Victoria Riddle, Member
Bill Smyth, Member
Ian Lumgair, Member

Historical Committee

Joanna King, Chair
Antoniette Kelly, Member
Bert Patrick, Member
Carol Steed, Member
Connie Marion, Member
Dora Anne Maness, Member
Greg Hayes, Member
Lille Mae Barrett, Member
Khristy Cole, Member
Ashley Coats, Member
Suzanne Parker, Member



ACHEIVEMENTS AND GRANTS

Administration

The Town of Carthage Administrative Department received three grants. The Rural Transformation Grant in December 2022 in the amount of \$350,000, the Rural Capacity Implementation Grant in June 2023 in the amount of \$49,999, and The National Trust Hart Family Fund for Small Towns in August 2023 in the amount of \$5,000. The Town also received \$1,000,000 from North Carolina General Assembly earmarked for a new administrative building.

Fire Department

The Fire Department lowered their Insurance Services Office (ISO) rating for citizens. The score lowered from a six (6) to a five (5), which could be potential savings in insurance premiums for residential and commercial customers. Through diligent training and exemplary performance, Carthage Fire and Rescue continues to make improvements in preparation for the next scheduled rating.

Police Department

The department applied for two positions and was granted one through the COPS Grant for Community Police Officers. The position will play a crucial role in enhancing communication and trust between the Police Department and our community. While the department has been successful in building positive community relations, this additional position will enable us to launch several community programs that were previously unfeasible due to staffing constraints.

Public Works

Public Works received three new grants, has four active grants, in the 2023-2024 fiscal year. These grants include The Water Asset Inventory and Assessment (AIA) Grant that was awarded in March 2018 (closing in 2024) in the amount of \$200,000, The Sewer Asset Inventory and Assessment (AIA) Grant that was awarded in March 2023 in the amount of \$200,000, the Department of Environmental Quality Water Grant that was awarded in August 2022 in the amount of \$8,489,500, and the Department of Environmental Quality Phase I Sewer Grant awarded in May 2020 in the amount of \$4,605,000. Finally, Public Works received state funding in the amount of \$10,000,000 for water and sewer infrastructure.

GENERAL FUND REVENUES AND EXPENDITURES

General Revenues and Expenditures are highly important for budget forecasting purposes. The Town of Carthage Finance Department keeps track of all revenues and expenditures for all departments. Below is an accurate estimation of the current revenues and expenditures from each account in which the Town of Carthage operates in.

General Revenues

The Town of Carthage operates with a line-item budgeting system. Therefore there are several funds in which the Town of Carthage operates with. These funds are acquired through local government taxes and any sales tax revenue from the fiscal year. The first revenue fund is the General Fund. Throughout the 2023-2024 fiscal year, the General Fund revenue has amounted to \$2,743,319.

The Town also has a Powell Bill Fund. The Powell Bill Fund is calculated based on a formula set by the N.C. General Statutes, with 75% of the funds based on population and 25% based on the number of municipality-maintained street miles. The Town's Powell Bill revenue for the fiscal year stands at \$105,299.

Since the Town of Carthage manages and operates their own water and sewer system, there are two separate funds to manage those revenues for the Town utilities. The revenues for both the Water and Sewer Fund are obtained from the water and sewer usage from residents on their utility bills. The revenues for the Water Fund for the 2023-2024 fiscal year is \$777,635 and the Sewer Fund for the fiscal year is \$698,298.

General Expenditures

With revenues, come expenditures of all of the above revenues. The General Fund is an account balance that pays for any operating costs, salaries, and supplies. The expenditures of the General Fund for the current fiscal year stands at \$2,621,348.

The Powell Bill expenditures currently stand at \$16,565. The Powell Bill Fund are used primarily to resurface existing municipal streets; however, they may be used to maintain, repair, construct, or widen streets. The Town can also use Powell Bill funds to plan, construct, and maintain bike paths, greenways, or sidewalks. This expenditure is reasonably low given that it is important for the account to build up revenue in order to provide an entire project with the amount of revenue created.

The Water and Sewer Fund expenditures are used to repair, maintain, and expand current utility operations within the Town to provide quality services for residents. The current expenditures from the Water Fund are \$697,128 and the expenditures from the Sewer Fund are \$478,821.

UPCOMING PROJECTS

Below is the future/upcoming projects that have been identified and planned to be started or completed within the next 3-5 years. Each department has identified their goals, projects, and programs that are in the top priority for the departments.

Administration

Management is looking into multiple training opportunities for administrative employees. Finance is preparing for transition to Black Mountain Software as part of the NCLM Municipal Accounting Services Program. Planning is working to complete the Downtown Revitalization Plan, the Parking and Corridor Study, and the updated Unified Development Ordinance. Code Enforcement is identifying Minimum Housing violations and prioritizing those cases with the Board of Commissioners. Human Resources plans to implement employee programs and work with other departments with filing systems.

Fire Department

Carthage Fire and Rescue are very mindful to be diligent in maintenance and the care of that equipment to prolong the life and usefulness for as long as possible. Unfortunately, there are some items that have a limited life span due to safety reasons. Some of the future replacements/purchases we have on our radar are as follows:

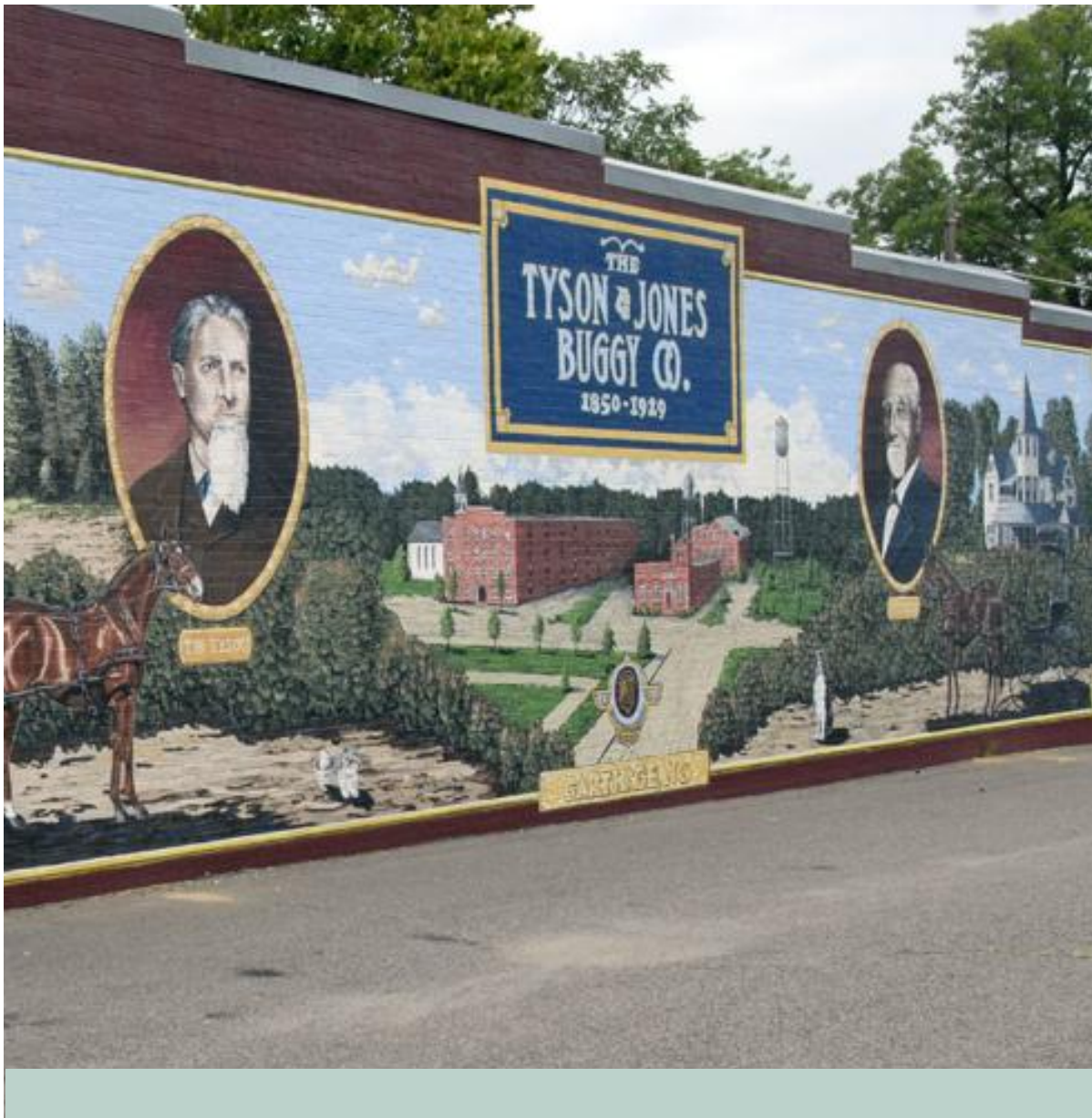
- Replace Brush Truck
- Replace Fire Engine
- Replace Ladder Truck
- Replace Rescue Truck in the upcoming budgets.
- Replace and upgrade firefighting and rescue equipment over each budget year.

Police Department

Upcoming projects include Community Outreach Programs such as City-wide and Community Neighborhood Watch meetings, Chat/Lunch with a Cop and Coffee with a Cop, training programs on Active Shooter Preparedness and Prevention, and Lunch with Kids at Carthage Elementary School. The Department plans to implement Special Needs Awareness Program (SNAP), a confidential database with crucial information about individuals with special need for responding public safety personnel. The Police Department plans to implement a Community Lockbox Program aimed towards senior citizens residing in the Town. The lockboxes would be designed to allow emergency access by the Police Department via a master key.

Public Works Department

Public Works is continuing their planning efforts with water plant upgrades as well as water line upgrades within the Needmore Community. Public Works is also focusing on Phase II sewer upgrades which will provide the majority of Town with additional sewer capacity for infill development. Remodeling of the Town rental buildings is in the future projects for buildings and grounds line item budget used with the funds from building rentals. The Public Works Department is also planning on creating plans which include a Water and Sewer Master Plan and a 10-year Streets and Sidewalks Plan.



CONTACT US AT TOWN HALL

Phone: 910-947-2331

Address: 4396 US Hwy 15-501

Business Hours: Monday - Friday 8am-5pm

**FY 2024-2025
BUDGET WORKSHOP
PRIORITIZATION WORKSHEET**

This worksheet is intended to assist in identifying the Board of Commissioner’s priorities for funding projects, programs and large expenditures in the upcoming budget cycle based on staff recommendations. By identifying your priorities using the rating system, you will assist staff in developing a balanced and effective budget that aligns with the needs of the community, is priority-driven and is based on the Board’s direction as our elected officials.

Rating:

The total number of requests is listed at the top of the table. The Town Manager will introduce each request, give a summary of the request and any details or justifications. The Board should then discuss each item and ask questions of staff as needed. Once discussion is complete, each individual Board member should assign a priority rating to that item between 1 (highest priority) and the total number listed at the top of the table, this number represents the lowest priority level.

Example: If there are 10 requests, each request should receive a number between 1 (highest priority) and 10 (lowest priority).

The goal is not to match base your ratings on those of other Board members, but to assign a rating based on the discussion and your opinion as to how important that request is to the public benefit of the Town of Carthage overall.

Discussion Time:

To ensure each item gets a fair amount of discussion time, a recommended length of time is given for each item. The Town Clerk will keep an eye on the clock and alert the group when we have reached the recommended limit. The Board may choose to continuing discussing an item for longer or they may choose to place the item on hold to be discussed again later in the workshop or at another scheduled meeting (i.e. a regular meeting or called budget workshop meeting)

Additional Notes:

- This exercise is to promote discussion and prioritization of various topics that contribute to the successful operation of the government organization as well as focus on the needs of the citizens and our community as a whole.
- Except for a few items, the costs to implement these actions are not provided. This is intentional and is to help keep the discussion focused on the programs, projects, benefits (the “priorities”) and not on the dollar amounts associated with them. Since we are required by State law to present a balanced budget, regardless of how the Board prioritizes these items, staff will ensure that funding is distributed as directed by your prioritization of these requests.

**FY 2024-2025
BUDGET WORKSHOP
PRIORITIZATION WORKSHEET**

Total Requests = 17

Estimated Time to Discuss: Approximately 3.5 hours (220 minutes)

<p>Priority Rating</p> <hr/> <p>Time</p> <p>30 min</p>	<p>Category: Operations-Personnel</p> <p>Request: Implement 4% COLA and conduct pay study with MAPS Group for further salary adjustments, if needed.</p>	<p>Detail: TOC is experiencing compression and stagnation in employee progression along their assigned pay grade scales. Compression and stagnation are mostly likely caused by:</p> <ul style="list-style-type: none"> • New hire salaries more closely aligned with market rates for their positions than employees with more longevity because; • Employees with longevity are not progressing along their pay scales except through annual COLA increases which new employees also get, further perpetuating the compression. <p>TOC has not established a formal program by which to move employees along their pay scales. Programs that would assist with this include Performance Evaluations tied to annual salary increases and/or implementation of Career Development plans in all departments.</p> <p>Staff Recommendation: Town Manager recommends that the Board consider the following tiered approach which, if approved, would occur over the first half of FY 24-25.</p> <ol style="list-style-type: none"> (1) BOC approves pay study w/ MAPS Group at Budget Workshop meeting on 3/9. (2) Implement a 4% COLA increase in FY 24-25 budget to keep pay ranges moving until adjustments are identified from the pay study. Allocate an additional 3% of adjusted payroll for increasing salaries based on results of pay study (estimated to be completed in July). (3) Review results of pay study and determine if more funding above the allocated 3% is needed in FY 24-25 to adjust personnel
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		<p>salaries as recommended by pay study (this can be accomplished through a budget amendment). Alternatively, the Board may delay these adjustments to the FY 25-26 budget.</p> <p>(4) Complete development and implementation of a Performance Evaluation Program in FY 24-25. This process was originally started with the MAPS Group and then stalled due to Covid. It is recommended that TOC and MAPS Group finish the program development process and train staff on the new evaluation program.</p> <p>Once the Performance Evaluation program is established and training complete, the Board will need to fund the program in FY 25-26 and beyond to ensure employees are moving along their pay scales based on their performance, not just COLA adjustments.</p>
<p><u>Priority Rating</u></p> <hr/> <p><u>Time</u> 10 min</p>	<p>Category: Operations-Personnel</p> <p>Request: Increase Personnel in Fire Department</p>	<p>Detail: Chief Tyner is requesting the addition of three (3) full-time Firefighters to the Carthage Fire Department. Current staffing levels within the FD are: Four full-time personnel (Fire Chief and three Captains), ten part-time firefighters and two volunteers. It is important to note that the 10 part-time positions are shared by 31 personnel who “bid” on shifts to fulfill the scheduling needs of the department. Due to the increasing population within the Town, as well as in surrounding areas which contributes to more travel through Carthage, the department is beginning to experience increasing numbers of overlapping calls (as reported in the Annual Report, out of the 1,135 calls, 252 or 22.2% were overlapping calls). Any new personnel authorized to be hired would be brought in after the pay study is completed and a fair market salary and hiring rate identified.</p> <p>Staff Recommendation: The Board should discuss and determine their personnel goals in relation to the successful implementation of Town programs in the public safety category. It is important to remember that in addition to providing the public</p>

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		with increased protection and maintaining quick response times, adding more staff will increase personnel costs over time.
<u>Priority Rating</u> <hr/> <u>Time</u> 10 min	Category: Operations-Personnel Request: Holiday bonuses for part-time Fire Department staff.	Detail: To reward those who regularly take shifts and incentivize others to take more shifts and/or show up as scheduled to ensure that the department is operating efficiently and able to provide public safety. Staff Recommendation: HR Officer and Fire Chief should work together to conduct a survey of Fire Departments currently paying holiday bonuses, the amounts paid, and the programs established for determining eligibility for the bonuses.
<u>Priority Rating</u> <hr/> <u>Time</u> 10 min	Category: Operations-Personnel Request: Addition of one (1) full-time Patrol Officer to the Police Department	Detail: Chief Davis and the Carthage Police Department recently applied for a COPS grant to fund two (2) full-time Patrol Officers. The department was awarded funding for only one (1) position. Chief Davis is requesting the Board consider the addition of the second position to the FY 24-25 budget. Personnel increase requests, as with other departments, is in response to a growing population inside and outside of town limits and the need to ensure that staffing is maintained at levels that ensure the continuation of effective public safety. Staff Recommendation: The Board should discuss and determine their personnel goals in relation to the successful implementation of Town programs in the public safety category. It is important to remember that in addition to providing the public with increased protection and maintaining quick response times, adding more staff will increase personnel costs over time.
<u>Priority Rating</u> <hr/> <u>Time</u> 10 min	Category: Operations-Personnel Request: Increase hourly part-time rate for Auxiliary Police Officers to \$20-\$25/hour.	Detail: Currently hourly pay for Aux. Officers is \$_____. Chief Davis is recommending an increase in hourly pay to ensure that TOC remains competitive with other departments and encourage auxiliary officers to take shifts when needed (i.e. Buggy Festival, parades, etc.) Staff Recommendation: None to add.

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<p><u>Priority Rating</u></p> <hr/> <p><u>Time</u> 10 min</p>	<p>Category: Operations-Personnel</p> <p>Request: Addition of two (2) full-time Public Works employees.</p>	<p>Detail: Public Works Director, Allen Smith, is requesting the Board’s consideration for adding two (2) additional department staff. Specifically, he is seeking an Equipment Operator and a Public Works Technician to assist with increasing workloads brought on by increased development and activity around town. As the town continues to grow, Grounds Maintenance programs such as town-wide mowing, leaf and limb pickup, park maintenance and care, etc. Will be affected if additional staff are not brought on to keep up with demand and workflows. As with all Public Works staff, each person is cross-trained and expected to assist with a variety of public works jobs, from water/sewer to grounds upkeep, to ensure continuity and minimal disruption of services. These additional positions, if approved, would be held to the same standard and would also start building out our two sub-departments within the greater Public Works department; Water/Sewer Operations and Building/Grounds Operations.</p> <p>Staff Recommendation: The Board should discuss and determine their personnel goals in relation to the successful implementation of Town programs in the Public Works category. It is important to remember that in addition to providing the public with continued Public Works services, adding more staff will increase personnel costs over time.</p>
<p><u>Priority Rating</u></p> <hr/> <p><u>Time</u> 10 min</p>	<p>Category: Operations-Personnel</p> <p>Request: Addition of one (1) position in Planning & Zoning</p>	<p>Detail: As growth continues in the town, the Town Planner will need assistance processing P&Z applications and permits. In addition, Code Enforcement has become a priority for the Board this past year and so CE cases and time dedicated will likely increase as well. There are two types of code that need to be enforced, the General Code (otherwise known as “police powers”) and Zoning Code, found in the UDO. General Code violations often involve noise, Minimum Housing, abandoned/junk vehicles, etc. Zoning code examples are subdivision regulation enforcement, signs, commercial uses, etc. Currently, the Police</p>

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		<p>Department handles some, but not all, of the General Code violations. The General Code governing Minimum Housing is primarily handled by administrative staff. These types of cases can take months to work through.</p> <p>Currently, CE activities are managed by the Town Manager and Management Analyst. This was in response to the cancellation of the Alliance Code Enforcement 3rd party contract so that Emily and Jamie could analyze and improve the CE processes.</p> <p>To meet both of these needs, P&Z is requesting consideration of the addition of a dual Planning Technician/Code Enforcement Officer.</p> <p>Staff Recommendation: A Planning Technician/CE Officer would assist the P&Z department in processing permits, maintaining files, working with the Town Planner to review plats, plans and projects, conducting inspections to ensure compliance with the UDO during construction as well as throughout the town and be responsible for enforcing certain General Code cases such as Minimum Housing, unsafe structures, blight, etc.</p>
<p>Priority Rating</p> <hr/> <p>Time 10 min</p>	<p>Category: Operations-Personnel</p> <p>Request: Addition of a part-time Office Assistant to the Administrative Department</p>	<p>Detail: This position would assist in a variety of supportive tasks including records management, general office assistance, customer service, research of General Statutes, case law and other helpful sources, assist Town Clerk in agenda packet preparation and other duties as required.</p> <p>Staff Recommendation: As with other departments, the increasing needs of the community, both existing citizens and new, continues to place increased workload and pressure on current staff to keep up with regular tasks. Additional staff would ensure that TOC is able to serve the public at an effective level with a focus on providing the highest level of customer service.</p>
<p>Priority Rating</p> <hr/>	<p>Category: Operations-Strategic Planning</p> <p>Request:</p>	<p>Detail: With development interest anticipated to continue in Carthage, staff recommend the Board consider funding the development of a variety of strategic plans to guide growth, assist in making budget decisions and providing clear direction for</p>

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<p><u>Time</u> 20 min</p>	<p>Development of a variety of strategic master plans to provide a “roadmap” for continued growth in Carthage.</p>	<p>staff efforts. The Town Manager has developed a “strategic planning model” to help visualize the process by which these plans come together to create a priority-driven system for ensuring that the TOC is able to achieve long-term success in all areas of operations and planning to ensure the Town is set up for success for many years to come.</p> <p><i>NOTE:</i> This planning model and all of the strategic plans within it will take time to achieve. This is not a “one year” plan and will take a few years to complete. Funding to support the development of the Operating Strategic Plans and Infrastructure Master Plans will need to occur over multiple budget cycles until all plans are created and adopted.</p>
<p><u>Priority Rating</u></p> <hr/> <p><u>Time</u> 10 min</p>	<p>Category: Community Appearance</p> <p>Request: Replacement of Berryfield Street Signs</p>	<p>Detail: Berryfield neighborhood resident, Mark Fry, is requesting the Board’s consideration on the replacement of the two faded and deteriorating signs in the Berryfield subdivision. The signs were originally purchased by members of the community when the community was first built but they have since begun to suffer from age and exposure.</p> <p>Staff Recommendation: The current community signs are a custom design that reflects the character of the Berryfield community and offers a pleasing appearance. Staff recommends that the Board consider replacing the signs with something as attractive as what is currently there as opposed to basic street signage that will detract from the appearance of the community. Images of current signs and typical street signs below. Town Manager is working with Trevor Bourne of Sandblasters Signs, based here in Carthage, to identify design and costs.</p>
<p><u>Priority Rating</u></p> <hr/> <p><u>Time</u> 10 min</p>	<p>Category: Parks & Open Space</p> <p>Request: Needmore Community Sign & Park</p>	<p>Detail: Town staff and members of the Needmore Community Association have been working together to study and identify projects and programs that would benefit the Needmore residents. In 2020, the Town conducted a small area study of the Needmore community and identified a number of objectives to work toward. One of these objectives was to create a community garden where residents</p>

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		<p>could grow food and share among themselves to satisfy one of their objectives to have better access to healthy foods. The community garden was developed with a nutritional grant awarded to the town, but the garden had fallen into disrepair and was removed. The community is also requesting the installation of a community gateway sign similar to what the Town recently installed at the 3 gateway areas leading to and from town.</p> <p>Staff Recommendation: <i>Community Park & Garden</i> - A community garden is still desired by the residents but doesn't necessarily have to be focused on food production. In addition, if the community food garden aspect is brought back, any food plots should be designed to be easier to maintain and access for our "8 to 80"-year old residents so that they can more easily engage in growing food with reduced maintenance, making the experience more enjoyable for all.</p> <p><i>Needmore Community Signage:</i> This project supports the Landscape & Plantings objective identified in the small area plan and would bring attention to visitors and passersby that they are in or passing another great Carthage community. Attractive signage also brings improvements to the area's appearance overall as we have seen with the replacement of the "Welcome to Carthage" signs.</p> <p>Prior manager, Tom Robinson, planned to allocate ARPA funding for Needmore projects before his departure, and we can still use this funding to proceed with these two projects.</p>
<p>Priority Rating</p> <hr/> <p>Time 10 min</p>	<p>Category: Parks & Open Space</p> <p>Request: Seek designs for the development of the Savannah Garden Pocket Park</p>	<p>Detail: Local developer, David Chapman, donated approximately 6 acres of usable land and \$100,000 for the development of a park to serve the Savannah Garden, Southbury and Carriage Place neighborhoods. Mr. Chapman agreed to allow TOC to use some of the money to fund improvements at Nancy Kiser Park, our main community park. There remains \$25,000 for improvements or other park-related projects. Small trees and underbrush were removed but no further work was done at the site. The Appearance Committee was given the</p>

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		<p>opportunity to review the park project and make recommendations to the Board on its development. They have recommended that the Board seek professional designs and plans to develop the park based on the needs and wants of those living in the area. In a recent community meeting with residents of these neighborhoods, staff identified that residents would prefer a “garden-style” pocket park where there is a small walking trail, a shade structure and lots of native perennial flowers, shrubs and trees that bring seasonal interest, support area wildlife and provide an aesthetically pleasing space that residents can enjoy without worry of noise, play equipment or other concerns that typically come from a more traditional park such as the one at Nancy Kiser.</p> <p>Staff Recommendation: Staff recommends that the remaining \$25,000 donation be used to pay for a professional design and/or shovel-ready plan. Future development funds will likely need to come from the annual town budget and/or grant funding for park development. There are a couple of grants that focus on parks, specifically the PARTF grant. Carthage utilizes the Central Pines Council of Governments Grant Assistance program to help identify, apply for and implement grants for an annual cost of _____ per year.</p>
<p>Priority Rating</p> <hr/> <p>Time 10 min</p>	<p>Category: Public Facilities</p> <p>Request: Renovation of Public Works Department Area</p>	<p>Detail: The Public Works Department staff currently share a space in the municipal building that consists of a large, open room (considered the break room), two offices and a bathroom. Storage cabinets, appliances, tables and chairs are all significantly outdated or at the end of their life and are becoming increasingly difficult to keep clean. Renovation of this area will provide better storage for personnel belongings and work-related files as well as provide a much more comfortable environment in which the PW staff can eat their meals, rest or cool off and clean up when they are not outside conducting their work.</p> <p>Staff Recommendation: Both the Fire Department and the Administrative Department have recently received upgraded spaces to provide more efficiency, comfort and cleanliness to staff in those</p>

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		<p>departments. The remaining areas needing attention are the PW area and the PD area. However, with admin staff moving to 208 Monroe Street once renovations are completed (ETA 1-2 years) the PD staff will likely move into the newly renovated admin area, giving them more room and comfortable spaces. Therefore, the PW area is the remaining space that has not received any improvements in many years and could really benefit from some upgrades.</p>
<p><u>Priority Rating</u></p> <p><u>Time</u> 10 min</p>	<p>Category: Public Facilities</p> <p>Request: Improvements/upgrades to the Community & McDonald Buildings</p>	<p>Detail: The McDonald Building serves as a meeting hall for board/committee meetings as well as local groups such as the Rotary Club, Mural Committee, etc. In addition, it is rented out on weekends for special events such as parties, showers, educational classes, etc. The Community Building is also a rental building for special events. These two buildings are important in that they provide a revenue stream for the town through rental fees and, in the case of the McDonald Building, serve as a “center” for government-citizen engagement in our community. Both buildings are showing their age and need new flooring, cabinets and countertops, bathroom renovations, weatherization of doors and windows, new appliances, lighting and exterior maintenance, etc.</p> <p>Staff Recommendation: Each building makes about \$5,000 per year through rental fees for \$10,000 per year in revenue. This funding typically goes into the General Fund or is distributed throughout the budget to achieve balance. It is recommended that 100% of revenues made from the rental of the buildings be directed back toward their care and renovations to ensure that they continue to serve our community as gathering spaces for business and special events. Once upgrades are complete, the percentage of revenue used to maintain the buildings should be evaluated and the additional profits redistributed through the budget for various other projects or community needs.</p>
<p><u>Priority Rating</u></p>	<p>Category: Contracted Services</p>	<p>Detail: Town Manager recently met with Republic Services, contract by the TOC to perform trash-pickup services town-wide. Due to a variety of</p>

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<p>Time 10 min</p>	<p>Request: Republic Services Cost Increase</p>	<p>factors, but primarily increasing costs of equipment and increasing costs to retain and attract personnel, Republic Services will need to increase their <i>Cost Per Can</i> from \$10.99 to \$12.99/month (+\$2.00).</p> <p>Staff Recommendation: Republic has served the Town for many years, and they often provide great customer service. They are overall responsive and quick to correct any concerns or issues we have. However, with the contract renewal coming up and this increased cost to the customer, it is up to the Board to determine if they wish to seek a new waste management company through the bidding process.</p> <p>The current cost per trash can is \$11.99/month. Estimated cost to customer if Republic contract renewed would be \$13.99/month.</p>
<p>Priority Rating</p> <p>Time 10 min</p>	<p>Category: Contracted Services</p> <p>Request: Review and Update to the General Code</p>	<p>Detail: In last year’s budget talks, the Board showed interest in having the General Code reviewed and amended in order to ensure that these codes were up to date with State laws and aligned with the community’s needs and wants. This project would require the Board, staff and the town’s attorneys to review the entire General Code, identify areas that need adjustments and make amendments, repeals or changes as needed. This process is likely to take 1 year or more to complete.</p> <p>Staff Recommendation: No additional comments to make.</p>
<p>Priority Rating</p> <p>N/A</p> <p>Time 30 min</p>	<p>Category: Operations - Revenue</p> <p>Request: Evaluate current tax rate for FY 24-25</p>	<p>Detail: As in every budget, the Board should discuss the current tax rate keeping in mind all of the priorities the Board wishes to achieve in FY 24-25 while weighing the needs of our citizens.</p> <p>Staff Recommendation: The Town Manager does not recommend a change to the current tax rate, which is 50.5 cents for every \$100 in property value. No priority rating is needed for this item since it sets the “tone” for the upcoming budget and anticipated revenue that staff will be working with to develop the balanced budget.</p>

TOWN MANAGEMENT PLAN

Building & Development Codes

- Future Land Use Map
- Zoning Codes
- Development Standards

Comprehensive Plan (20-year Horizon)

- What is our mission?
- What are our goals?
- What services do we want?
- What infrastructure do we need?
- What should our Town look like?
- How will we pay for it?

Operating Strategic Plan (5-year Horizon)

- Public Works
- Public Safety
- Parks & Recreation
- Community & Economic Development
- Support Services
Incl. HR, Code Enforcement, Finance, etc.

Capital Improvement Plan

Prioritize individual projects from all Master Plans

Annual Plan of Work (1-year Horizon)

- Includes Capital & Operations
- What will be accomplished?
- What performance targets and measures?
- Who will do it?
- When?

Infrastructure Master Plans (5-year Horizon)

- Streets/Sidewalks
- Water
- Sewer
- Facilities
- Technology
- Parks & Open Space
- Large Equipment

Annual City Budget

- Operating
- Capital