

**TOWN OF CARTHAGE  
BOARD OF COMMISSIONERS  
SPECIAL MEETING/PLANNING WORKSHOP  
TOWN HALL/FIRE DEPARTMENT  
MARCH 7, 2020  
8:00 A.M.**

- I.** Welcome/Call to Order - Mayor
- II.** Invocation
- III.** Pledge of Allegiance
- IV.** Overview of Retreat- Town Manager
- V.** Town Reports and Information-Town Manager and Finance Officer
  - A. State of the Town Report
  - B. Financial Statements
  - C. Capital Improvements
- VI.** Department Head Presentations
  - A. Fire Department
    - 1. Surplus Ambulance
  - B. Police Department
  - C. Public Works
  - D. Administration
- VII.** Challenges/Issues/Opportunities
  - A. 2018-2019 Important Topics
  - B. FY2020-2021 Planning Topics
- VIII.** Commissioner Input and Priorities
- IX.** Other Items-Town Manager
- X.** Adjourn

Mayor Jimmy Chalflinch

Mayor Pro-Tem Milton “T” Dowdy, Jr.      Commissioner Al Barber

Commissioner Christopher Nance      Commissioner Daniel Bonillo

Commissioner Dustin Smith

Tom Robinson, Town Manager

Dorothy Dutton, Town Clerk      Kesha Matthews, Finance Officer

Bart Davis, Chief of Police      Brian Tyner, Fire Chief

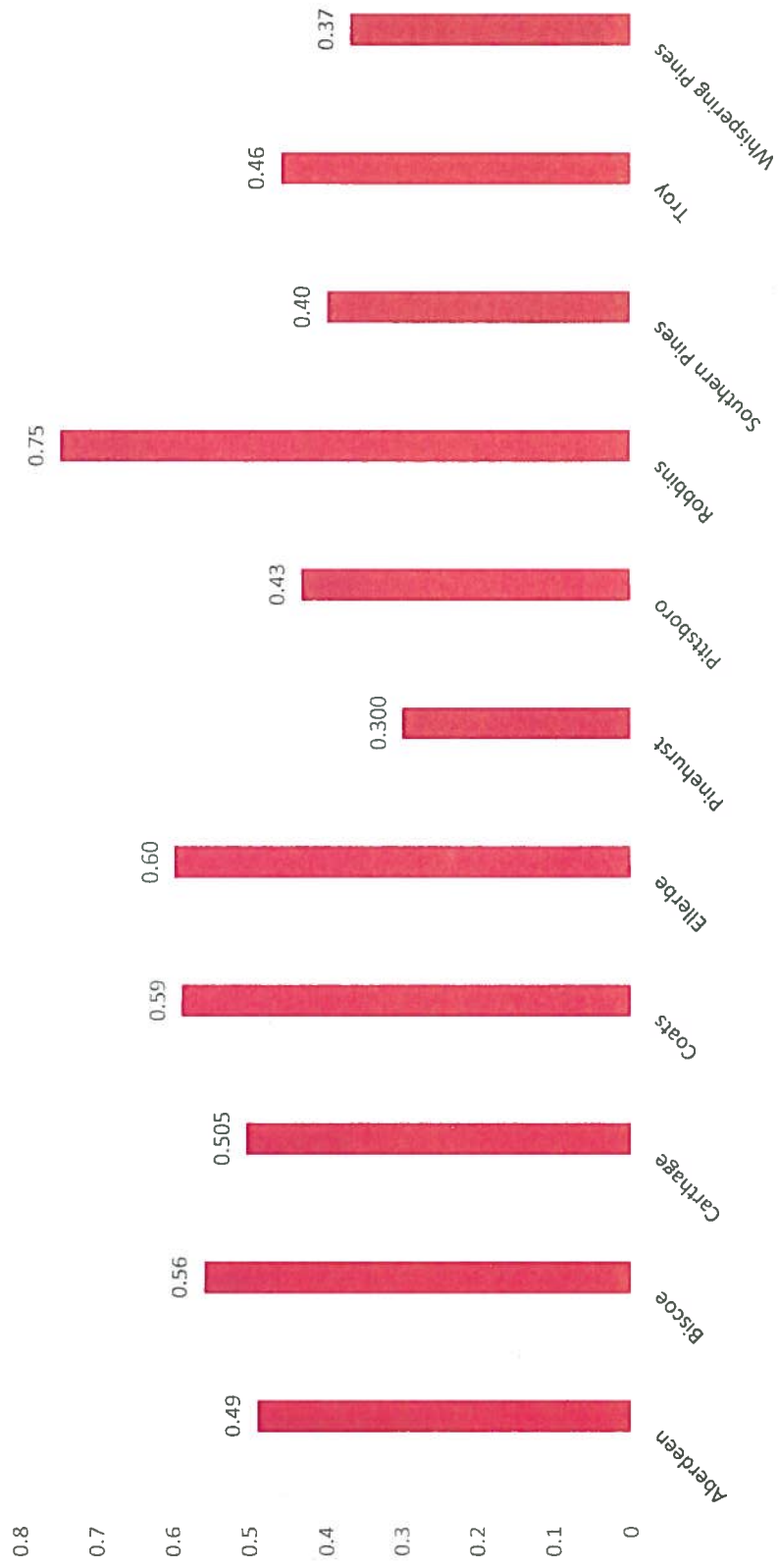
Allen Smith, Director of Public Works      Kathy Liles, Town Planner

## Added /Deleted Staff Positions

- 2012-13
  - Abolished Assistant Director of Public Works
  - Maintenance Worker III
- 2013-14
  - Town Manager (full-time to part-time)
  - Police Officer
  - 2 Full-time Firefighters (SAFER Grant)
  - 4 Part-time Firefighters (SAFER Grant)
- 2014-15
  - Planner (part-time)
- 2015-16
  - Re-established Assistant Director of Public Services position
- 2016-17
  - Abolished 2 Part-time Firefighter positions (SAFER Grant)
- 2017-18
  - Re-established 2 Part-time Firefighter positions
  - Established Part-time Public Services Technician position
  - Hired Police Officer in position that was added in FY 2013-14
- 2018-19
  - None
- 2019 – 20
  - None

# Tax Rate Comparison

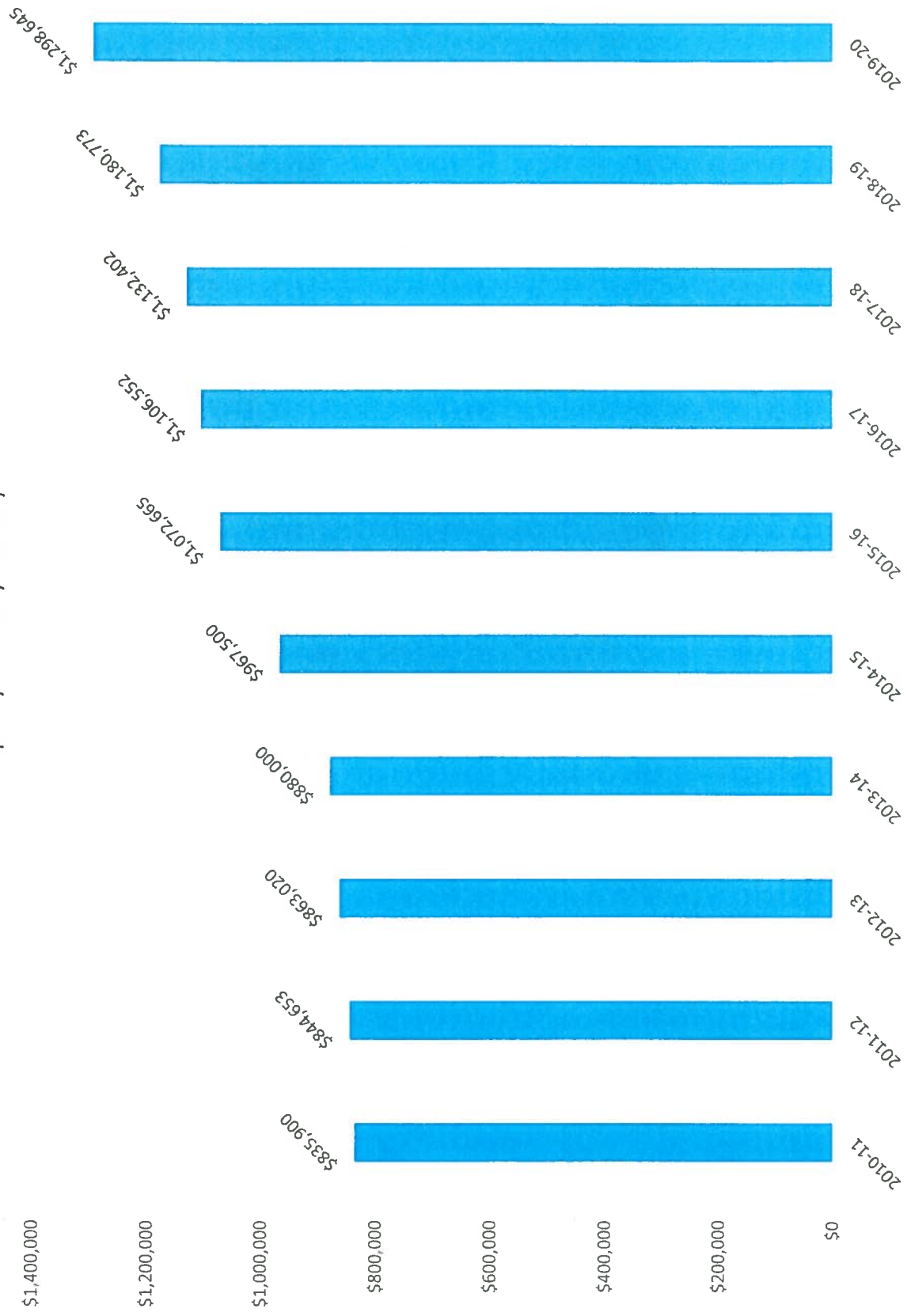
Property Tax Rate Per \$100 Valuation (FY 2019-20)



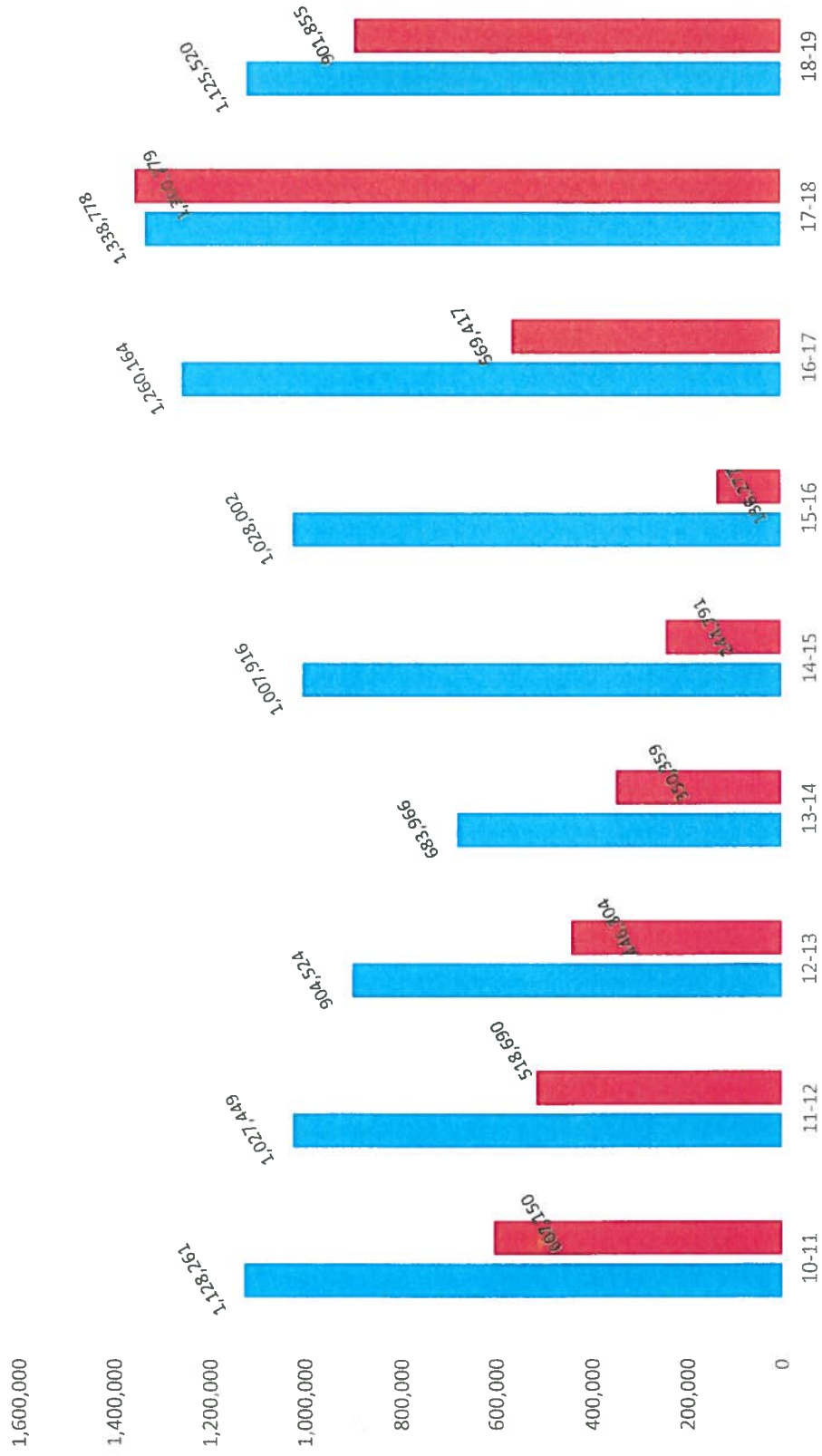
Property Tax Rate History  
Property Tax Rate Per \$100 Valuation



# Property Tax Levy History

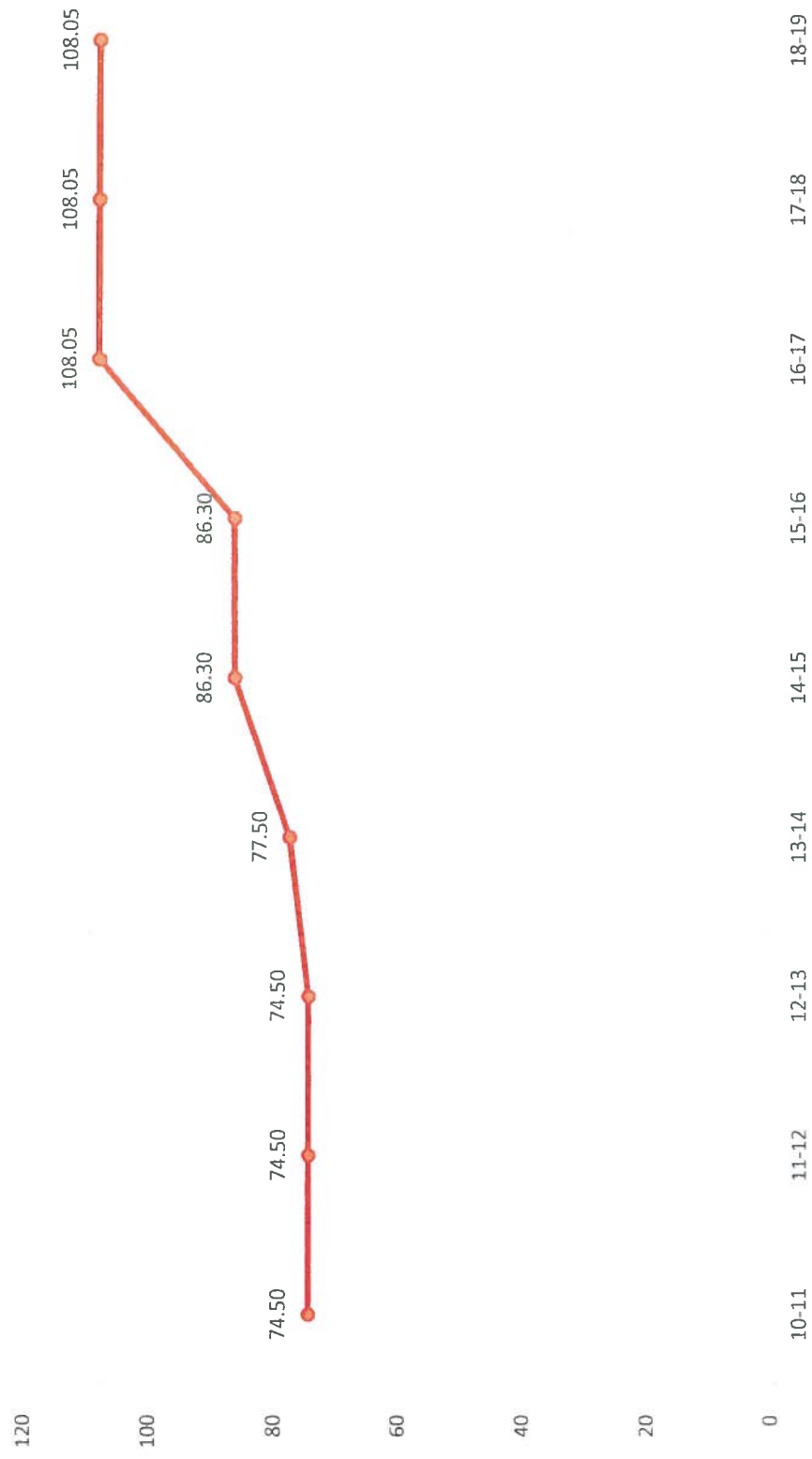


## Fund Balance History



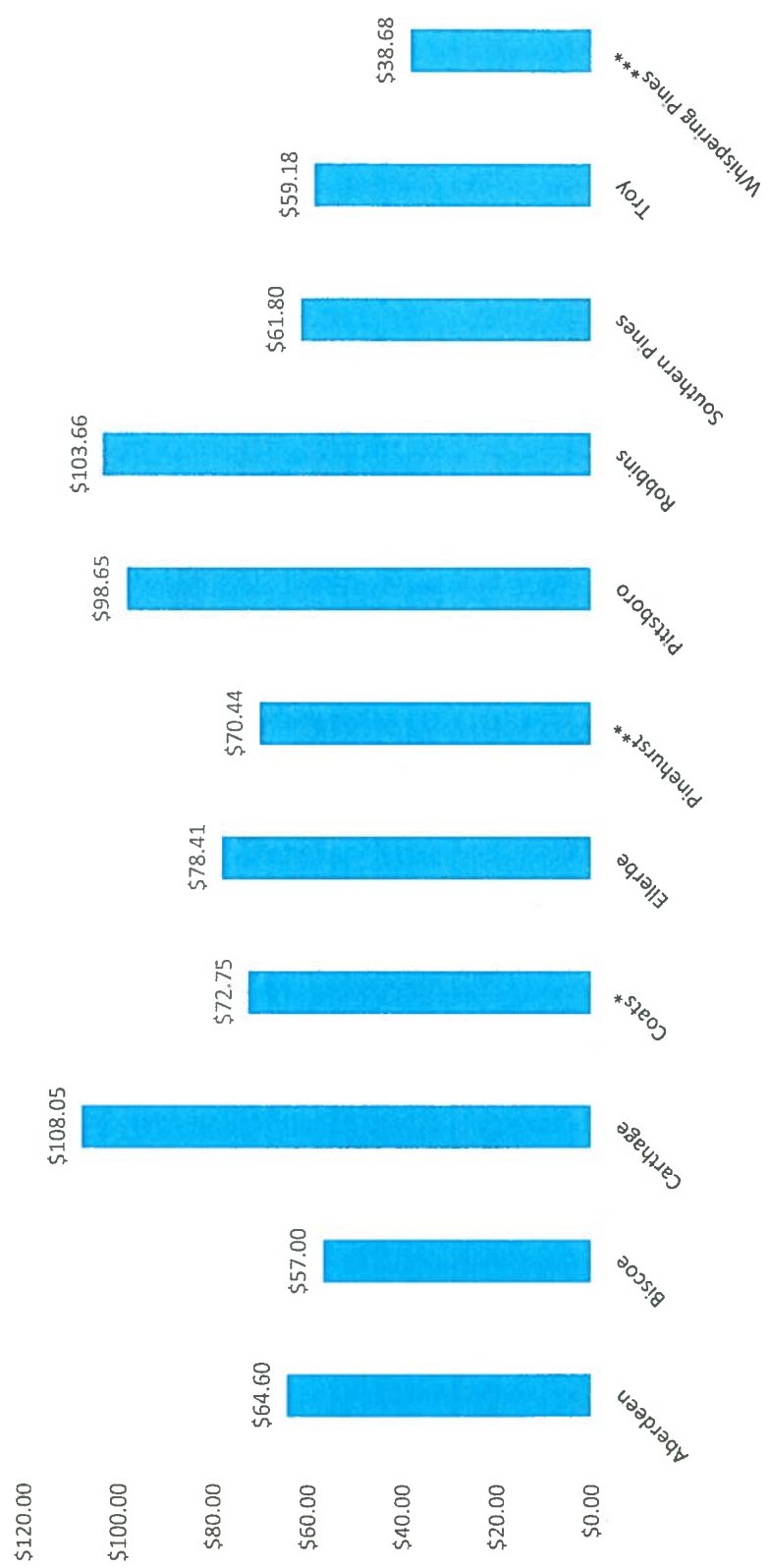
# Water & Sewer Rate History

Cost Per 5,000 Gallons - Residential





# Water & Sewer Rate Comparison Cost Per 5,000 Gallons - Residential



## Five Year Water Sewer Summary

	2014-15	2015-16	2016-17	2017-18	2018-19
Sewer Revenue	532,799	568,209	690,557	722,712	647,759
Transfers In	40,500	118,174	0	0	19,000
Other Income	126,369	0	73,218	0	0
Total Income	699,668	686,383	763,775	722,712	666,759
Sewer Expenses*	509,258	631,798	563,905	416,901	747,749
Debt Service	50,251	67,381	72,035	108,282	112,601
Transfers Out	159,430	0	0	0	0
Total Expenditures	718,939	699,179	635,940	525,183	860,350
<b>Revenue o/(u)</b>	<b>(19,271)</b>	<b>(12,796)</b>	<b>127,835</b>	<b>197,529</b>	<b>(193,591)</b>
Water Revenue	688,033	721,000	853,330	955,040	783,477
Transfers In	40,500	87,116	0	0	190,473
Other Income	38,500	0	31,476	0	0
Total Income	767,033	808,116	884,806	955,040	973,950
Water Expenses	715,922	792,575	634,966	562,251	810,535
Debt Service	24,207	8,794	8,552	65,954	73,285
Transfers Out	29,270	10,000	0	0	120,000
Total Expenses	769,399	811,369	643,518	628,205	1,003,820
<b>Revenue o/(u)</b>	<b>(2,366)</b>	<b>(3,253)</b>	<b>241,288</b>	<b>326,835</b>	<b>(29,870)</b>
*Moore Co. Sewer Treatment	275,003	305,633	258,272	204,925	436,589

# BUDGET REPORT

AS OF 3-4-2020

## Police

Personnel	790,416.00	534,523.48	255,892.52	68%
Operations	188,446.00	112,262.36	76,183.64	60%
Capital	101,024.00	81,095.09	19,928.91	80%
Total	1,079,886.00	727,880.93	352,005.07	67%

## Finance

Personnel	78,126.00	54,777.66	23,348.34	70%
Operations	6,750.00	5,146.10	1,603.90	76%
Capital	0.00	0.00	0.00	0%
Total	84,876.00	59,923.76	24,952.24	71%

## Fire

Personnel	356,791.00	259,103.77	97,687.23	73%
Operations	230,904.00	154,930.48	75,973.52	67%
Capital	0.00	0.00	0.00	0%
Total	587,695.00	414,034.25	173,660.75	70%

## Streets

Personnel	187,619.00	118,555.90	69,063.10	63%
Operations	214,575.00	95,404.63	119,170.37	44%
Capital	0.00	0.00	0.00	0%
Total	402,194.00	213,960.53	188,233.47	53%

## Sanitation

Personnel	0.00	0.00	0.00	0%
Operations	118,000.00	68,719.84	49,280.16	58%
Capital	0.00	0.00	0.00	0%
Total	118,000.00	68,719.84	49,280.16	58%

## Cemetery

Personnel	0.00	0.00	0.00	0%
Operations	3,000.00	545.72	2,454.28	18%
Capital	0.00	0.00	0.00	0%
Total	3,000.00	545.72	2,454.28	18%

## Recreation

Personnel	0.00	0.00	0.00	0%
Operations	17,600.00	7,171.42	10,428.58	41%
Capital	0.00	0.00	0.00	0%
Total	17,600.00	7,171.42	10,428.58	41%

## BUDGET REPORT

AS OF 3-4-2020

### POWELL BILL FUND

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>	<u>%</u>
<b>Revenues</b>	93,968.00	78,643.36	15,324.64	84%
<b>Expenses</b>				
Personnel	29,239.00	20,998.72	8,240.28	72%
Operations	64,729.00	44,021.21	20,707.79	68%
Capital	0.00	0.00	0.00	0%
<u>Total</u>	<u>93,968.00</u>	<u>65,019.93</u>	<u>28,948.07</u>	<u>69%</u>
<b>Revenues Over/(Under) Expenses</b>		13,623.43		

To date, we have completed 69% of the current fiscal year.

**Town of Carthage**  
**Capital Improvement Budget Plan**  
2% INFLATION FACTOR

**GENERAL FUND**

DEPT	PROJECT	TOTAL ESTIMATED COST TODAY	TOTAL COST FY 2019-20 (INCL. INFLATION FACTOR)	TOTAL COST FY 2020-21 (INCL. INFLATION FACTOR)	TOTAL COST FY 2021-22 (INCL. INFLATION FACTOR)	TOTAL COST FY 2022-23 (INCL. INFLATION FACTOR)	TOTAL COST FY 2023-24 (INCL. INFLATION FACTOR)	TOTAL
PD	Replace Police Vehicles	270,000	275,400					275,400
PD	Replace Police Vehicles	135,000					149,051	149,051
FD	Replace Hurst Tools	20,000	20,400					20,400
FD	Replace 1986 Chevy Truck	36,000		37,454				37,454
FD	Replace 2 Airparks	12,000	12,240		12,734		13,249	38,223
STREETS	New Sidewalk-Rockingham St.	61,332		63,810				63,810
STREETS	Replace On-Call Truck	30,000				32,473		32,473
STREETS	Replace John Deere 997 Mower	20,000			21,224			21,224
STREETS	Replace Limb Truck	85,000					93,847	93,847
STREETS	Replace 2001 Dodge 2500 Truck	51,000					56,308	56,308
POWELL	Street Resurfacing & Curb & Gut	25,000	25,500	26,010	27,061	28,154	29,877	136,602
POWELL	Sidewalk Repair & Replacement	10,000	10,200	10,404	10,824	11,262	11,951	54,641
			343,740	137,678	71,844	71,889	354,283	979,434

FUNDING SOURCES	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	TOTAL
OPERATING BUDGET						
FUND BALANCE	68,340	100,224	50,620	39,416	55,077	313,677
CAPITAL RESERVE						0
INSTALLMENT FINANCING	275,400	37,454	21,224	32,473	299,206	665,757
DEBT						0
GRANTS						0
FUNDRAISING						0
	343,740	137,678	71,844	71,889	354,283	979,434

## CEMETERY FUND

[illegible]

FUNDING SOURCES		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	TOTAL
	OPERATING BUDGET						
	FUND BALANCE	0					0
	CAPITAL RESERVE						0
	INSTALLMENT FINANCING						0
	DEBT						0
	GRANTS						0
		0	0	0	0	0	0

**Updates from  
IMPORTANT TOPICS FOR FY2018-2019**

TOPIC	STATUS OF PROJECT	Total Points
Develop Bike/Pedestrian Plan with Trails and sidewalks	Completed	20
Develop a pavement/replacement plan for Town streets	Ongoing	19
Develop a water tank maintenance plan	Completed	19
Construct LED message sign	Completed	18
Work with County and Southern Pines to increase sewer capacity	Ongoing	18
Improve Downtown Carthage, build on Greenberg study	Ongoing	18
Develop a water and sewer line improvement plan	Ongoing	18
Implement Historic District standards and appoint commission	No progress	17
State of the Town Report	Ongoing	17
Location of new courthouse/repurposing existing historic courthouse	Ongoing	16
Development of System Development fees	Completed	16
Update Town's Capital Improvement Plan	Ongoing	16
Work with Moore County & Partners in Progress to implement 2020 Economic Development Action (jobs in Town)	Ongoing	16
Develop a water meter replacement plan and schedule	Planned 2020-2021	16
Update the Town's Land Use Plan	Planned 2020-2021	15
Redevelopment plan and marketing for Tyson Jones bldg	No Progress	15
Property tax rate, water and sewer rate	Ongoing	15
Continue to enforce Town codes to improve Carthage	Ongoing	14
Improve directional & wayfaring signage	Planned 2020-2021	13
Update the Town's UDO	Ongoing	13
Look for funding to restore old Town Jail	No progress	13
Conduct motel feasibility study	Completed	13
Continue to promote development of murals	Ongoing	12
Redevelopment of Caviness Park	Completed	11
Sister Cities Program-Declarations, Signage, etc	Ongoing	10
Installing electric charging stations in Town	No progress	9
Fix Board Room audio system	No progress	9

## Comments on Planning Topics

I am providing comments on several possible project and activities for the coming year that I have identified with staff and department help. I am sure there are other topics that Board members would like to have considered. I thought that the Board may briefly discuss these and other topics that may be provided by Board members and then these topics can be prioritized.

**1. Wayfaring Signs** – We have previously discussed developing a wayfaring signage program for Carthage. We have discussed jointly developing this program jointly with the County since most of our points of interest in Carthage are County functions. We have discussed not only jointly developing but also paying for the plans development and signage installation.

**2. Lights and bathrooms at Nancy Kiser baseball field** – Commissioner Smith has asked that the Town fix the bathrooms and replace burned out lights on the baseball field at Nancy Kiser Park. Dustin and Allen are getting estimates to replace the burned out lighting and Allen Smith is getting estimates to repair the bathrooms. Carthage has an informal agreement with Moore County that they will maintain the ballfield and pick up trash in this area. Parks and recreation have not been a high priority for the Town in the past several years. It is quite possible that Carthage can develop a parks improvement plan for Nancy Kiser Park and obtain funding from the State to pay for these improvements. It may take a year or two to obtain funding. Is this area that the Town needs to give more attention?

**3. Automatic Metering Infrastructure (AMI)** – The Town has been investigating changing out our old water meters with new remote read meters that will eliminate manual meter reading, improve water revenues from having more accurate readings and improve customer service including early leak detection and the ability to remote disconnects among other benefits. The previous Board had a presentation on the benefits and costs of AMI. It probably would be good to have another presentation to the Board now that we have new members. It will cost around \$600,000 to change over to an AMI system. As much as I would like to recommend moving to an AMI system, I want to wait until we know what the Town cost will be for the debt service on the new 16 inch sewer line and what the offsetting revenues will be to cover this cost. Once I have a comfort level on this sewer project then I will likely recommend that Town implement an AMI system.

**4. Sewer Improvements with USDA** – We have discussed the need for the 16 inch sewer line project on several occasions and are in the process of applying to USDA for combination loan and grant. The towns need for this expanded sewer capacity if for the town in general and not specifically for any Little River development that may occur. USDA will need an acceptance of sewer from the 16 inch line before they will release terms. Hopefully in the next 30 to 45 days we will have an offer letter from USDA. The big issue with this project will be the level of debt that the Town will need to incur and how we cover this cost. I will cover this point in the retreat.



We need to again look at not only our computers but other technology such as printers etc. and consider upgrading. I have Chris Goodwin, our technology consultant, updating his estimates for our needed upgrades. I am also asking him about a leasing option as well.

**13. Pay Plan Update and Incentive Plan** - We are contracting with the Maps Group which is affiliated with the NC League of Municipalities to update our pay plan. We will have cost figures to update this plan for inclusion in next year's budget. Additionally, Carthage currently does not have an employee evaluation system or career ladder plan. We would like to have the Maps group help develop both for the Town.

**14. Full Time Planning Position** – Currently we have a part-time planner that we have budgeted for approximately \$40,000 per year. We also have \$36,000 per year budgeted for Code Enforcement. It will take around \$70,000 a year in salary and benefits to hire a planner with a couple years of experience. I think Carthage is close to the point of needing a full time planner. I would see this person handling most of the Town's need for planning, code enforcement, downtown development, staffing of certain committees, grants writing and general administration assistance. I believe that there will still be times that a more experienced Planner and Code Enforcement person will be needed but for most situations a planner with a couple years of experience would do fine. The only negative I see with hiring a planner is the money budgeted for a planner was originally used to cover the cost of a full time manager. However, I feel that the Town is to the point that a full time manager is going to be needed even when the Town opts to hire a full time manager.

**15. Full-time Public Work Employee** - At present we hire a part-time public works employee to assist the Town with grass cutting from the middle of April to the middle of October if we can find a person. It has been difficult to hire a part-time person to do this job. It looks like USDA will allow the Town to purchase a sewer camera (\$90,000) so we can camera and clean our sewer lines during the non-grass cutting season. We strongly need to camera our sewer lines to try and find infiltration and inflow (I and I). As you know this I and I is very expensive as it doubles the amount of sewer we send to Moore County. It also reduces the amount of sewer we have to sell. By having this camera we will be able to keep all of our public works employees busy during the winter either doing camera work or fixing lines.