



FY2024 Budget

TOWN OF WOODFIN

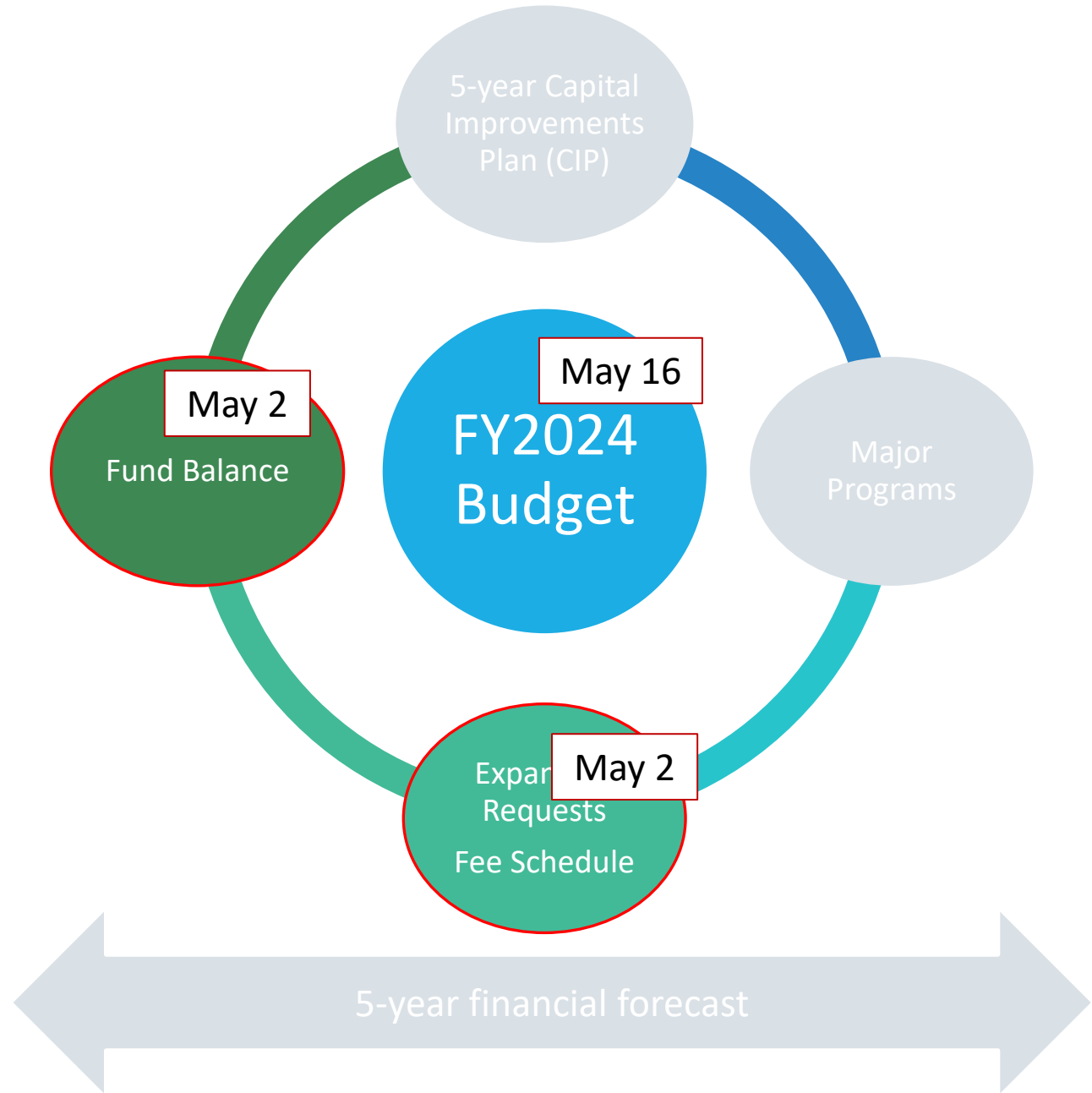
MAY 2, 2023, WORK SESSION

Consent Agenda

New Business

FY2024 Budget

1. Budget Overview
2. Expansion Budget
3. Police Department (PBL) Recommendations
4. Fee schedule
5. Fund Balance Update



Proposed Expansion Budget

FY2024

A solid blue horizontal bar spanning the width of the slide at the bottom.

EXPANSION BUDGET

Summary

\$717,746

Infrastructure

- Street Improvements - \$3.1m project 93% complete, Powell bill +\$31,000 GF allocation in FY 2024. Installment fin. debt service to begin in FY2024 = \$229,588
- Stormwater – No General Fund impact

Parks & Greenways

- Silver-Line Park Restroom – \$100,000 GF Contribution
- Parks GO Bond Debt Payments increase by \$151,475 to \$395,225

Vehicles & Equipment

- 4 new patrol vehicles – Installment financing (leases) to begin in FY2024
- F350 flatbed truck – rollover from FY2023- \$75,000 + 11%

Facilities

- Town Hall renovation/replacement - \$300,000 Initial Engineering/Design
- Salt storage bin - \$180,000 rollover from FY2023
- Taylor Street culvert replacement/removal – defer to FY2025

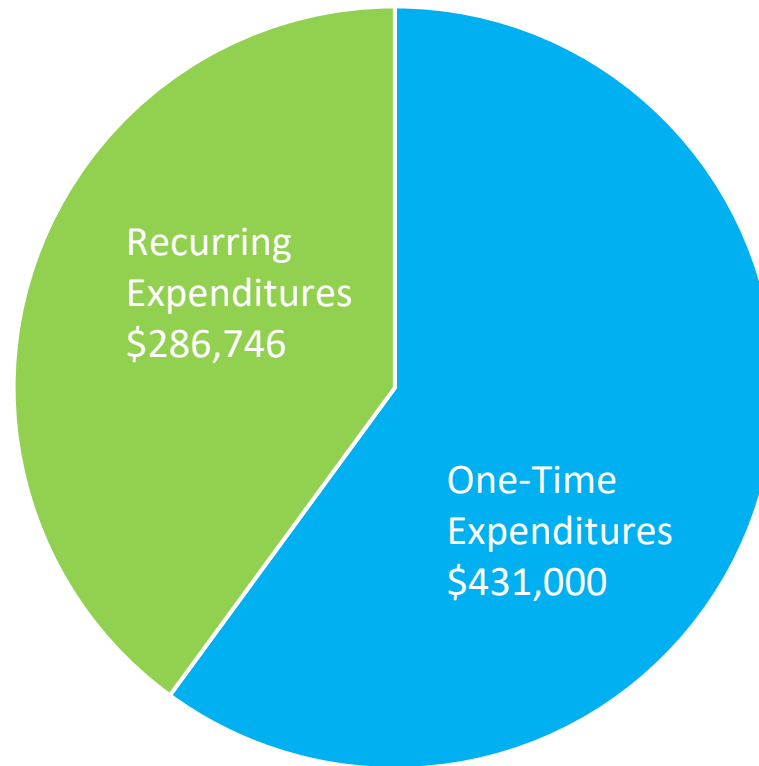
Staff

- One new FTE - Police Captain - \$104,548 (includes all benefit costs)
- On-Call Pay - \$10,950
- Tuition Reimbursement Program - \$9,000
- COLA 4% exempt staff and 6% hourly staff recommended \$152,248
- Excellence in Service - \$10,000
- PT Stormwater Billing Clerk – No general fund impact

Recommended Expansion Budget

\$717,746

Expansion Budget



Infrastructure

Infrastructure - Streets

Repaving project

- Council authorized \$3.1m investment in street maintenance & repair
- 20 streets have been fully or partially repaved in FY2022-23

Financial impact

- Powell Bill revenue used, reserve and current FY - \$719,758
- Issued \$2.35 million in installment debt, 15 yr. amortization with debt service in FY2024 = \$229,588
- Recommending FY2024 Powell Bill rev. and a \$31K General Fund Contribution be allocated to the project fund to complete most critical streets:

Street Prioritization Study	Carry over from capital project
Skyland Circle (portion of)	Lake Town Lane
Old Logging Road	Secluded Forrest Drive
Lookout Road (portion of)	

Truist Bank	
Issued	Jul-22
Financed	\$ 2,300,000
Type	Installment
Description	Street improvements
Function	Streets
Rate	3.19%
Payments due 8/1 and 2/1	
Debt service	Balance

2023	40,049	2,354,000
2024	229,588	2,197,000
2025	224,580	2,040,000
2026	219,572	1,883,000
2027	214,564	1,726,000
2028	209,555	1,569,000
2029	204,547	1,412,000
2030	199,539	1,255,000
2031	194,530	1,098,000
2032	189,522	941,000
2033	184,514	784,000
2034	179,505	627,000
2035	174,497	470,000
2036	169,489	313,000
2037	164,481	156,000
2038	158,488	-

Infrastructure - Stormwater Utility

- Required stormwater expenditures move to a separate Stormwater Utility Fund in FY2024.
- Total budget assuming 85% collection Rate is \$460,000.
- One Stormwater Administrator FT position and new part-time Stormwater Billing Clerk (Salary and payroll tax cost estimated at \$14,000)

Recommended Rate Structure

Single-Family Residential

Tiered-flat fee

Ft of Imp. Surf.	Monthly Fee
0-3350	\$3.20
3351-6000	\$7.88
6001-21,499	\$15.75
21,500+	\$5.98/ERU

Commercial

Per ERU fee

\$5.98 per 3,340 sf of Imp.
Surface

Billed Annually beginning in August of 2023

Parks & Greenways

Parks and Greenways

- Parks GO Bond Debt Payments increase by **\$151,475** to \$395,225 in FY 2024.

First Horizon		Pinacle Bank	
Issued	2020	Issued	Oct-22
Financed	\$ 3,000,000	Financed	\$ 1,500,000
Type	GO bonds	Type	GO bonds
Description	WGB	Description	WGB
Function	Parks	Function	Parks
Rate	1.75%	Rate	3.55%
pmts due 11/1 and 5/1		payments due 5/1 and 11/1	
Debt service	Balance	Debt service	Balance
2023	247,250 2,600,000	20,625 1,500,000	
2024	243,750 2,400,000	151,475 1,400,000	
2025	240,250 2,200,000	147,925 1,300,000	
2026	236,750 2,000,000	144,375 1,200,000	
2027	233,240 1,800,000	140,825 1,100,000	
2028	229,750 1,600,000	137,275 1,000,000	
2029	226,250 1,400,000	133,725 900,000	
2030	222,750 1,200,000	130,175 800,000	
2031	219,250 1,000,000	126,625 700,000	
2032	215,750 800,000	123,075 600,000	
2033	212,250 600,000	119,525 500,000	
2034	208,750 400,000	115,975 400,000	
2035	205,250 200,000	112,425 300,000	
2036	201,750 -	108,875 200,000	
2037		105,325 100,000	
2038		101,775 -	

All debt service payments are budget and paid from the Town's General Fund



Silver-Line Park and Building

- Building demolition completed in April.
- Permanent public restrooms next priority.
- Recommendation FY2024 GF contribution of **\$100k** added to the project remaining balance of approximately 180K allocated in capital parks fund for design contract and restroom construction.

Vehicles & Equipment

Vehicles & Equipment - Police

4 new leased police vehicles included in Budget

- 22 vehicles in current Police fleet
- 10 of which are currently under lease
- 4 on order and in FY 2024 Budget



Vehicles & Equipment – Public Works

Replacement of a 2004 F350 flatbed truck

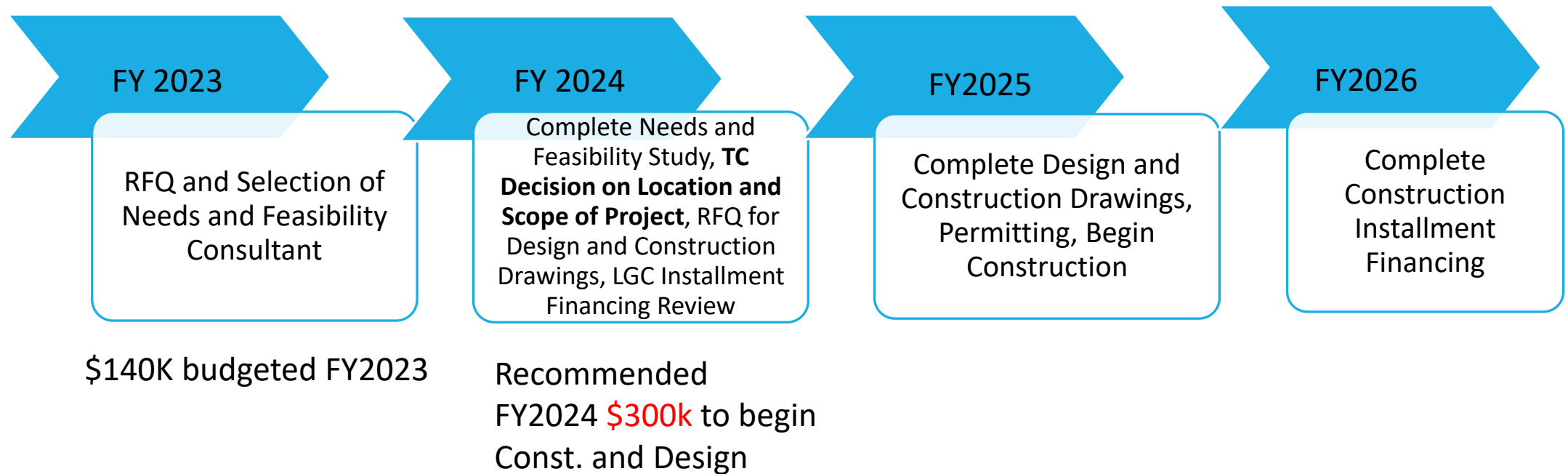
Rolled over from FY2023



Facilities

Facilities - Town Hall / Town Center

Project Timeline



Facilities - Salt Storage Bin



5 Taylor St.

Estimated cost
2023/2024: \$180,000

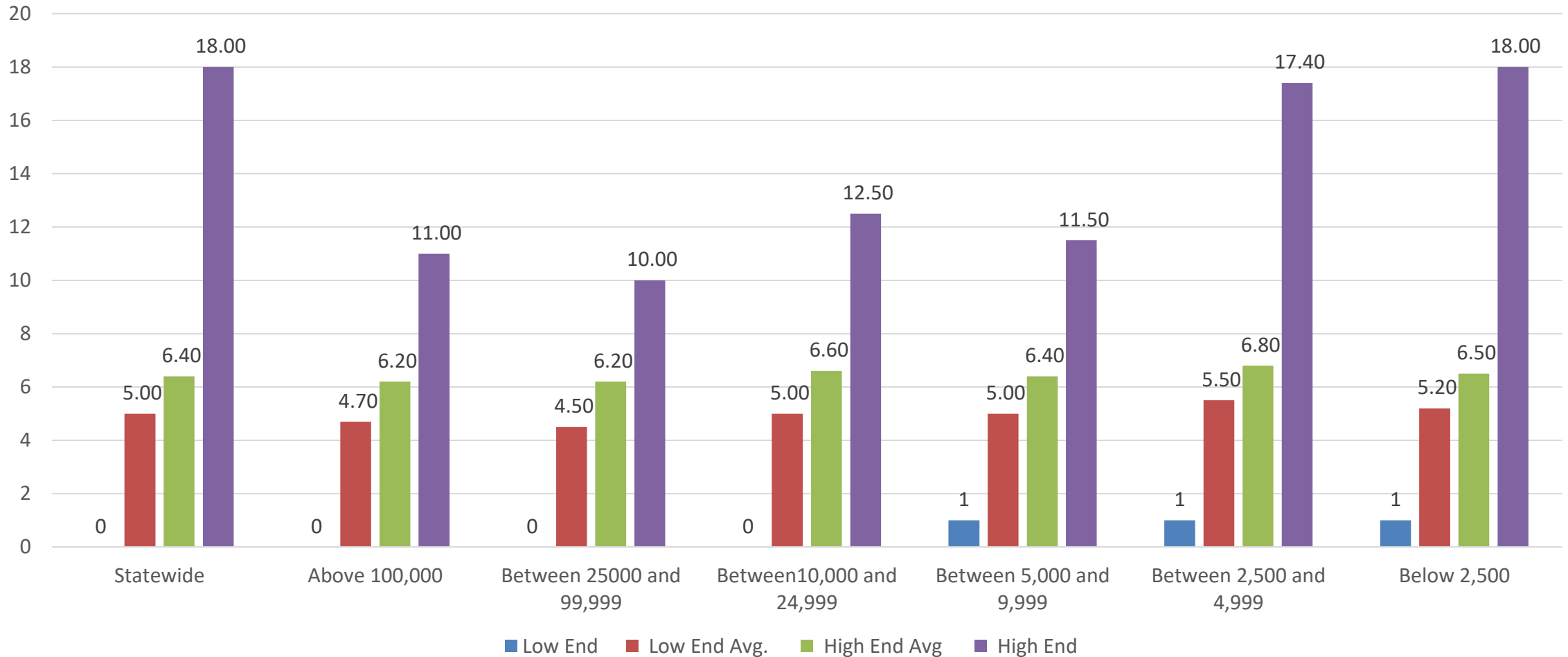
Rolled over from FY2023

Personnel

Personnel

- Police Presentation to follow...
 - One new FTE - Police Captain - \$104,548 (includes all benefit costs)
 - On-Call Pay - \$10,950
 - Tuition Reimbursement Program - \$9,000
- COLA
 - 4% exempt staff (6 employees)
 - 6% hourly staff recommended - \$152,248
- Excellence in Service
 - New performance-based program - \$10,000
- Stormwater
 - P/T Stormwater billing clerk - \$14,000
(Stormwater fund – No General Fund Impact)

2024 Planned COLA and Merit Summary



On average, local governments are expecting to provide between 5.0% and 6.4% between their merit and COLA increases

Survey data collected from 220 municipalities and 46 counties across the State in April of 2023

Personnel - COLA

Per policy we use the December US Dept. of Labor, Bureau of Labor Statistics CPI figure for the Urban Wage Earners and Clerical Workers (CPI-W) to evaluate Cost of Living pay adjustments for staff, which is released in January and covers the previous 12 months. The December 2021 – December 2022 amount was **8.46%**.


COLA Included in the Recommended Budget of other
Area Local Government Organizations

Unit	FY2024 proposed
Asheville	5% and 6% sworn Law Enf.
Biltmore Forest	5.6 - 6 %
Black Mountain	4 %
Bunc. County	7.28 %
Weaverville	5 - 6% merit increase
Hendersonville	5%
LOSRC	7 %
Brevard	5%
Woodfin	4 % exempt and 6% hourly

Personnel – COLA

FY2024 Salary & Benefit Calculation - Permanent Position						
		COLA Cost Options at:				
Salary Category:	Rate/Calculation:	FY 2023 Salary Costs	4%	6%	7%	
Salary & Wages - Regular		\$ 2,076,630.58	\$ 2,159,695.81	\$ 2,201,228.42	\$ 2,221,994.72	
Longevity	\$100 or % of salary based on years of service; see table below	\$ 66,026.40	\$ 68,667.46	\$ 69,987.99	\$ 70,648.25	
Sworn Law Enforcement Officer	Input YES or NO	no				
401K	8% x Salary	\$ 171,412.56	\$ 178,269.06	\$ 181,697.31	\$ 183,411.44	
FICA	7.65% x (Salary + Longevity)	\$ 163,913.26	\$ 170,469.79	\$ 173,748.06	\$ 175,387.19	
Retirement	12.85% x (Salary + Longevity) Law Enforcement - 14.04% x (Salary + Longevity)	\$ 292,673.95	\$ 303,106.01	\$ 310,234.39	\$ 313,161.13	
Total Salary and Benefit Cost		\$ 2,770,657.00	\$ 2,880,209.00	\$ 2,936,897.00	\$ 2,964,603.00	
Increase over Base Budget			\$ 109,552.00	\$ 166,240.00	\$ 193,946.00	

Recommendation to increase Woodfin's Minimum Living Wage to \$18/hour for FY2024.

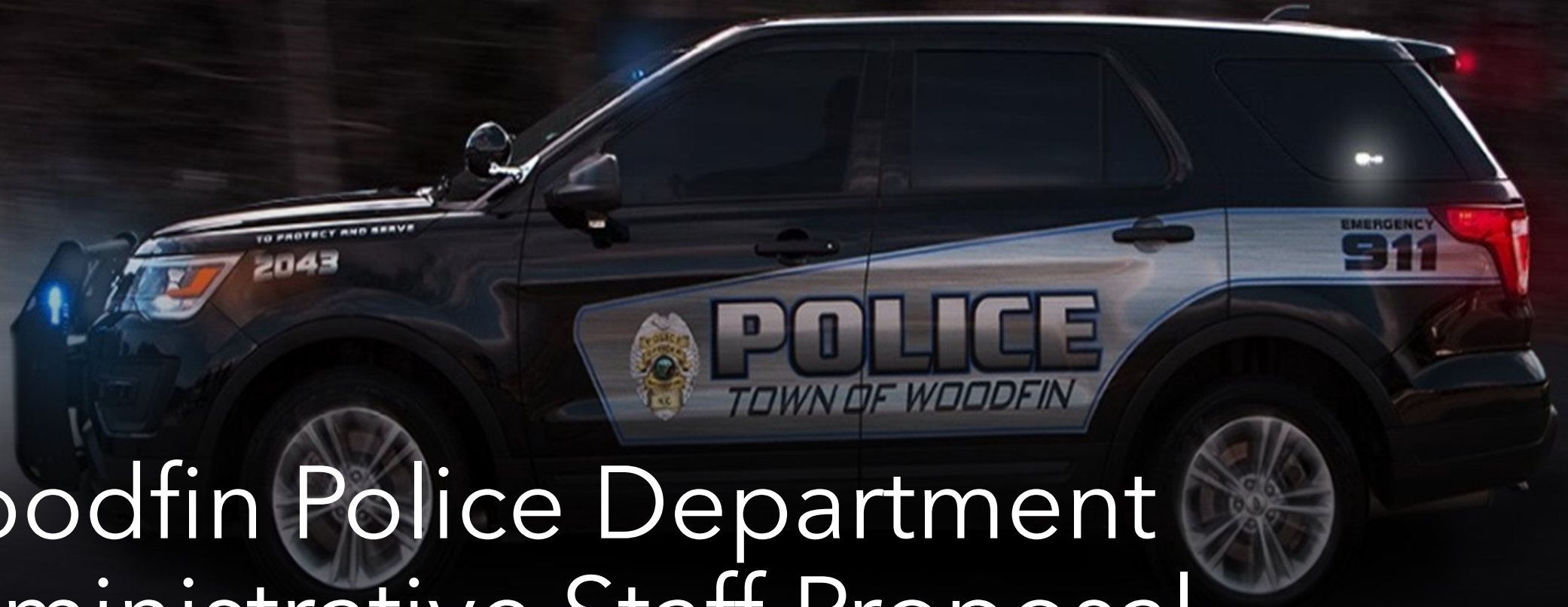
The 2023 Living Wage Rate is \$20.10/hr in Buncombe County.  **justeconomics**
creating sustainable livelihoods

FY 2024 staff recommendation is 4% COLA Exempt staff and 6% all hourly staff - \$13,992 savings over flat 6% for all

Personnel - Excellence in Service

- \$10,000 budgeted in a separate line item in Admin.
- Recognizes excellence in employee performance.
- Awards would be one-time bonus payments ranging from \$50 to \$1000, based on established criteria.
- Employee nominated by supervisor or co-worker.





Woodfin Police Department Administrative Staff Proposal

WOPD's Problem Based Learning Group



Introduction

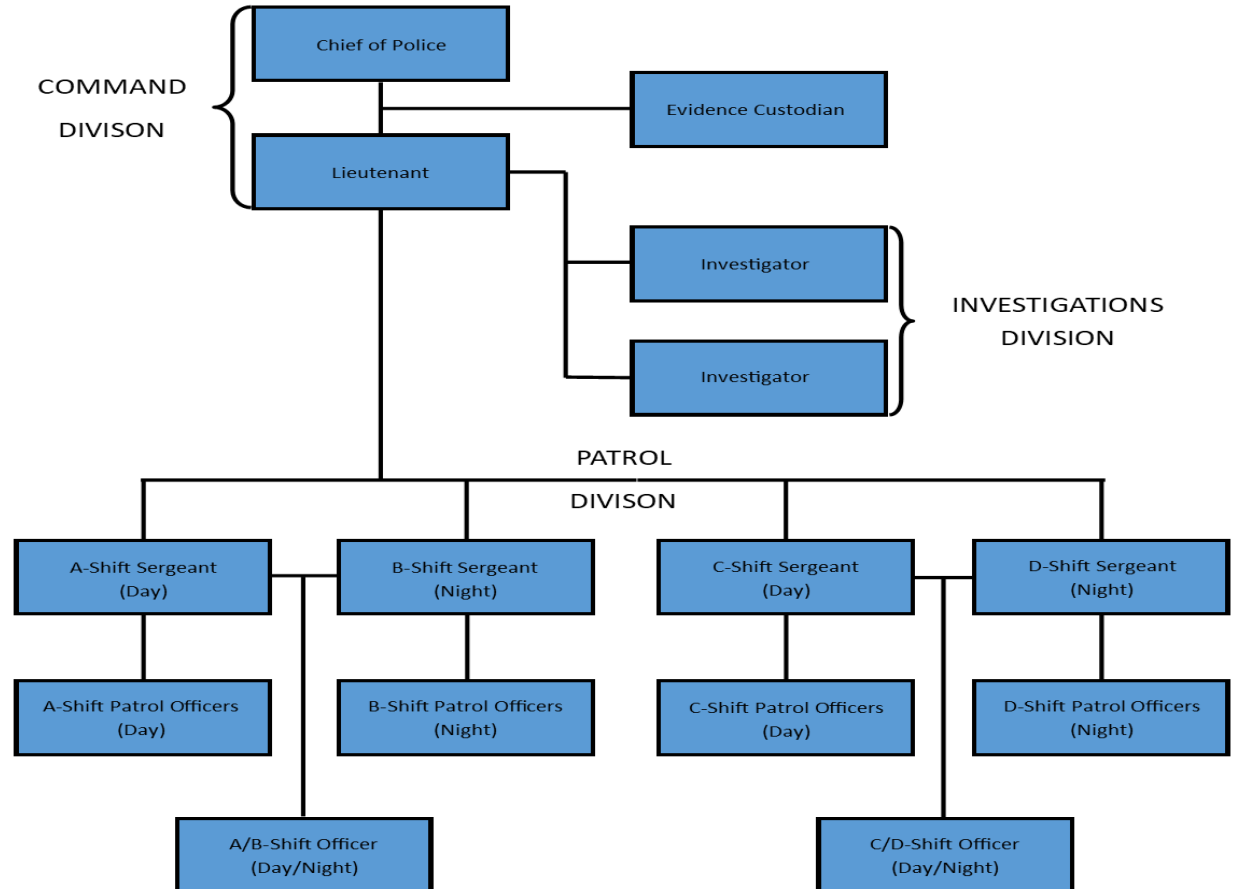
- We will explain the results of the Woodfin Police Department's Problem Based Learning (PBL) group's solution to the department's problems.
- We will break down needs based on what the FY 2024 budget would support. The group has prioritized these items.
- Our recommendations are focused on recruiting, retention, and communication. These additions will be a step in the right direction to addressing some of our challenges.
- We will explain how having these additions will move our agency closer to achieving our goals for working with our community.

Current Rank Structure

Woodfin Police Department

Organizational Chart

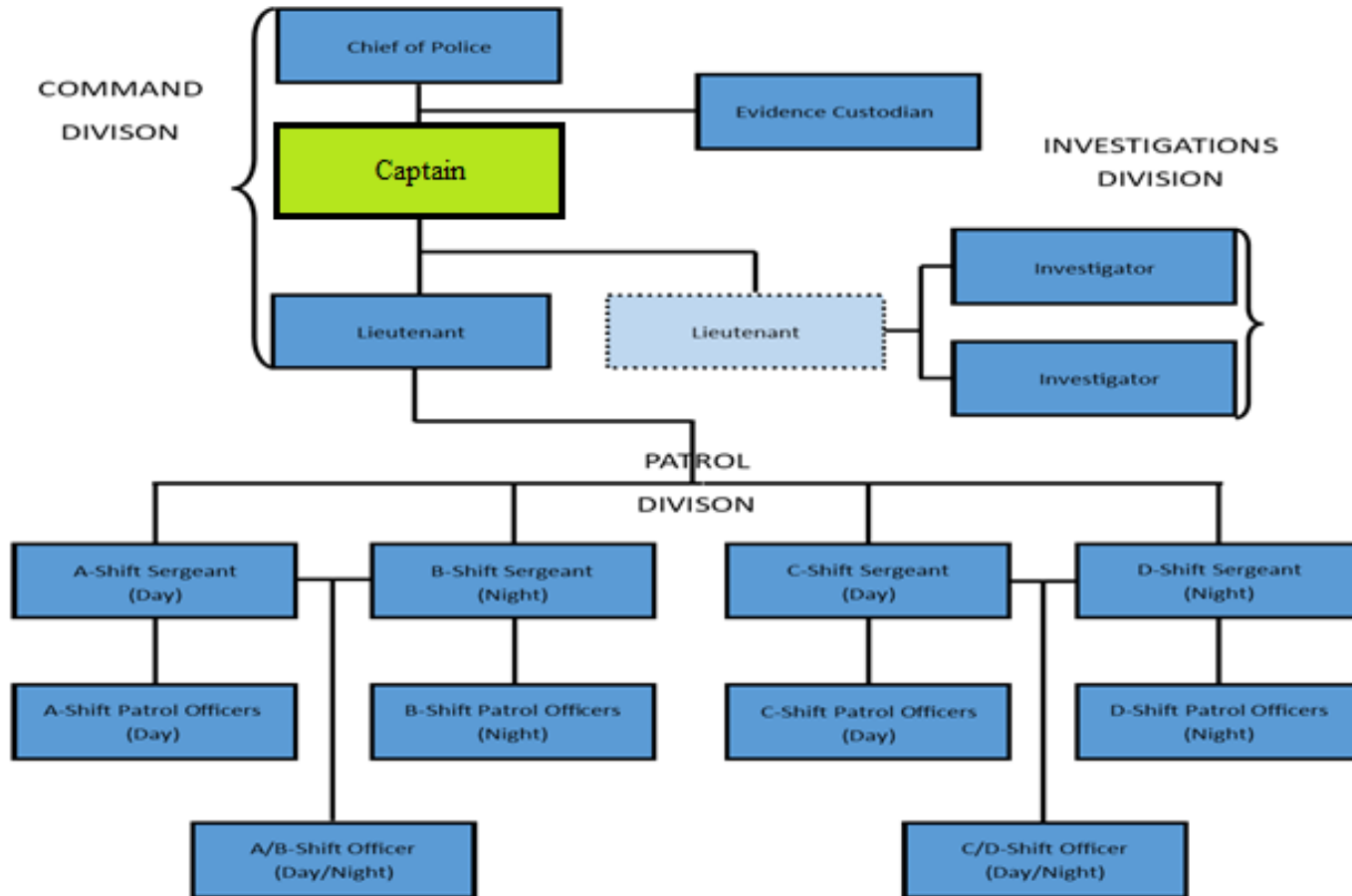
(as of 3/1/2023)



Woodfin Police Department

Organizational Chart

(PROPOSED FY24)



Proposed Rank Structure



Duties of The Captain

This position will carry out duties as the highest-ranking officer under the Chief of Police. The Captain position will:

- Assist the Chief of Police by handling administrative duties.
- Oversee the agency, closely monitoring the day-to-day operations.
- Ensure adequate communication flows up and down the chain of command by working with the Chief of Police, Lieutenant, and Sergeants.
- Handle report submissions, grant proposals, permissions, administrative testing, etc.

Other Police Agencies Personnel Surveys

- Focus on agencies comparable to the Woodfin Police Department and those within Buncombe County.
- Agencies that were surveyed:
 - Weaverville PD
 - Black Mountain PD
 - Waynesville PD
 - Fletcher PD, and
 - Marion PD



Benchmarks Comparison Between Departments

Benchmarks	Woodfin Police Department	Weaverville Police Department	Black Mountain Police Department	Fletcher Police Department	Waynesville Police Department	Marion Police Department
Population	8,010	4,595	8,500	8,002	10,200	8,500
Land Area	9.57 mi	3.88 mi	6.73 mi	6.47 mi	8.93 mi	6.0 mi
Full-Time Employees	19	17	24	20	49	29
Non-Sworn Employees	1	1	2	1	11	2
Command Staff	2	2	4	3	4	3
Patrol Staff	13	12	18	14	18	16



How Does Woodfin Compare?

- In most columns, you will see that Woodfin Police Department is doing more with less than other agencies in and around Buncombe County.
- We have the same amount of population or more than other agencies. We have the same or fewer number of officers than agencies with smaller populations.
- Our command staffing levels are lacking compared to agencies in and around Buncombe County.
- These additions we recommend will be the step towards gaining ground where we are deficient.

Why do we need a Captain?

- **The Woodfin PBL Group pooled our officers and decided that additional administrative positions would serve their needs better.**
- **Allows more time for supervisors to supervise their employees.**
- **Encourages officers to have a greater presence in our community.**
- Works within and outside the agency to recruit and retain officers.
- Encourages a direct line of communication between the Chief and other officers.
- Eases a load of vast administrative duties everyone carries, including patrol officers.
- Assists in implementing new programs such as data analysis. (*Examples: traffic stop data and grant process*).



Administrative Duties Currently Delegated

Our agency is responsible for nearly one-hundred administrative duties that are critically important to the function of this agency.

Currently, these administrative duties are too much for the Chief of Police and one Lieutenant to handle alone.

Therefore, these duties have been delegated amongst the agency's Sergeants, Investigators, and patrol officers.



What's on the Horizon?

- As we look to the future of Woodfin, we predict, based on trends already observed, that the Woodfin police department will see an increase in resources needed to address vandalism, vagrancy, and accidents in the coming years due to hundreds of thousands of individuals travelling through the heart of the town daily. Woodfin is unique in that we:
 - 5.2 miles of the French Broad River within our jurisdiction.
 - X acres of riverfront park with 5.1 miles of greenway.
 - 4.25 miles of Interstate (US Route) that runs through our jurisdiction.
- With adequate staffing levels, we will be better prepared to handle such issues as they arise.



Our Agency's Partnership with the Community

- We, as a department, wish to further our partnership with the community. Adding another administrative position removes some of the strain from our current officers.
 - More time for community events, community problem-based group meetings, greater involvement in our schools, and work on community clean-up and social interactions with the community.

Community Engagement

In the past, our agency has been involved in many different activities with the community. Here are **some** examples:



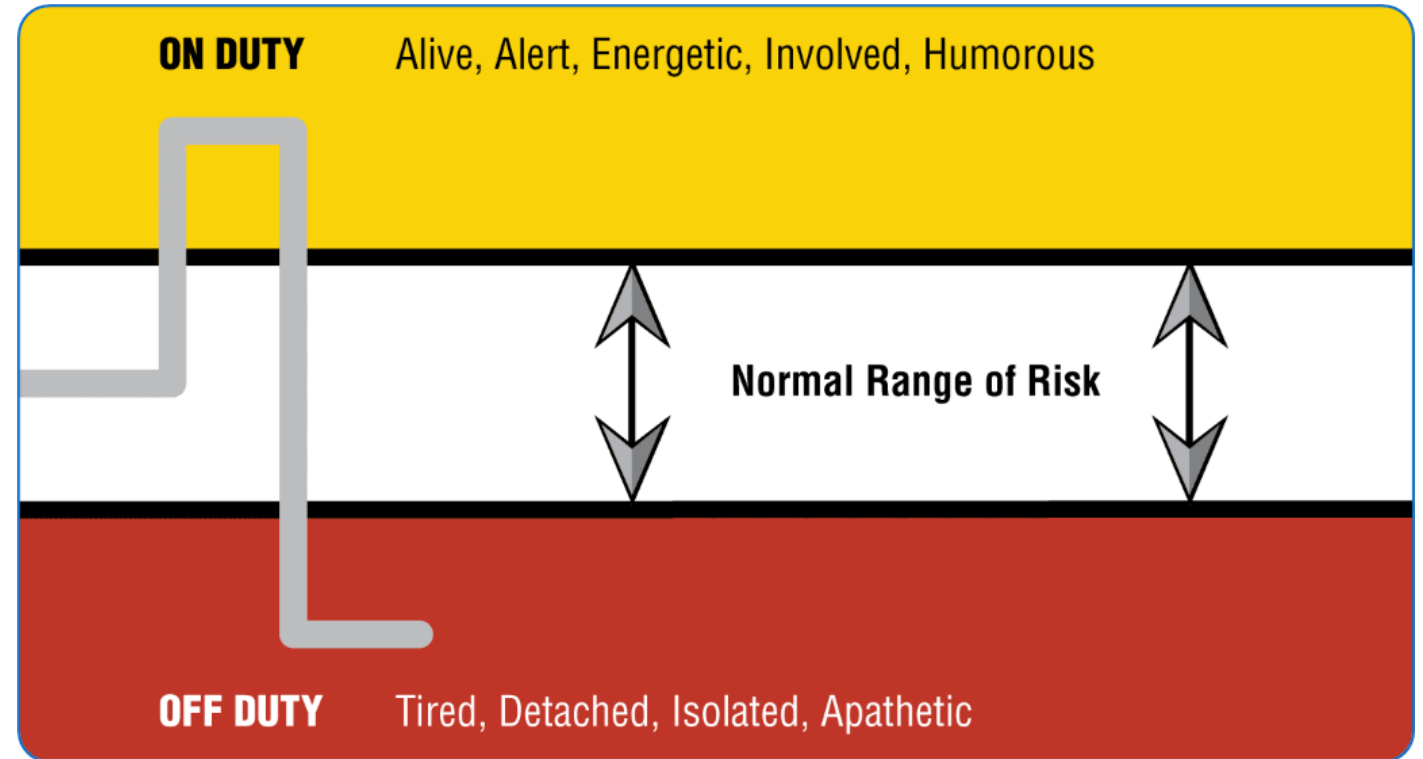


Other Solutions From Our PBL Group

- Additionally, our group worked on an assortment of recommendations.
- We have prioritized these recommendations based on cost savings for the Town based on projected budget expansion.
- We have found On-Call pay for investigators and non-salary administrators to be one of the priorities. The other is a cost-share education reimbursement program for officers and town staff.

On-Call Pay

- Criminal Investigations Division/Administration
- You must always have your phone on.
- May have to be on scene within 30 minutes of call out on major scenes.
- Each on-call detective must commit 180 days per year after working their regular shift.
- Lt. is required to commit 285 on-call days per year after working regular shifts.



https://bulletprooffirstresponder.com/the-hypervigilance-cycle/?utm_source=rss&utm_medium=rss&utm_campaign=the-hypervigilance-cycle

Education Cost Share Program

Western Carolina University is a part of the NC Promise program.

Partnering with Western Carolina University will enable town employees to obtain their bachelor's degree in Criminal Justice from home for under \$600 per semester

We recommend that the Town of Woodfin participate in full reimbursement for Town Employees attending Western Carolina University.

This will create better-educated well-rounded officers and employees who feel that the Town is fully committed to their growth.



A background image showing a collection of colorful wooden blocks, including crosses and rectangles in shades of blue, green, orange, red, purple, and yellow, scattered on a wooden surface. A small orange horizontal bar is located in the top left corner.

Conclusion

- We have explained the results of the Woodfin Police Department's Problem Based Learning Group's solution to the department's problems.
- We have broken down needs based on what the current budget can support. The group has prioritized these items.
- Our recommendations will address current departmental weaknesses including recruiting, retention, and communication. These additions will be a step in the right direction of solving some of these issues.
- We have explained how having these additions will move our agency closer to achieving our goals for working with our community.

EXPANSION BUDGET

Summary

\$717,746

Infrastructure

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Facilities

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Agenda

FY2024 Budget

- ~~1. Budget Overview~~ ✓
- ~~2. Expansion Budget~~ ✓
- ~~3. Police Presentation~~ ✓
- 4. Fee schedule
- 5. Fund Balance Update

Fee Schedule

FY2024 PROPOSED

Fees – Proposed Changes

Planning and Zoning

- Home Occupation \$27
- Stormwater Review Fee \$600
- Temporary Use \$105
- Administrative Modification Dimensional \$105
- Colocation on existing telecom. tower \$105

Stormwater Utility Fund

Residential Rates:

Feet of Impervious Surface	Monthly Fee (Billed Semi-Annually)
0-3350	\$3.20
3351-6000	\$7.88
6001-21,499	\$15.75
21,500+	\$5.98/ERU

Commercial Rate:

\$5.98 per ERU (Equivalent Residential Unit) of 3,340 SF of Impervious Surface

Agenda

FY2024 Budget

- ~~1. Budget Overview~~ ✓
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- 5. Fund Balance Update

Projected Fund Balance

FY2023-2024

FY2023 Budget Summary- Estimate

General Fund	FY2023 Projection	FY 2024 Base budget	Expansion budget	Recommended FY 2024 budget
Revenue	\$7,503,446	\$7,120,161	\$0	\$7,120,161
Expenditures	\$7,764,003	\$6,847,155	\$717,746	\$7,564,901
Net increase/(decrease) in General Fund Balance	\$(260,557)	\$273,006		\$(444,740)

**Estimates subject to change as we finish
out the fiscal year and refine projections.

Fund Balance - Policy

Reasons we have a fund balance policy

- Contingencies
- Creditworthiness
- Financing cost avoidance
- Investment income
- Cashflow
- Guidance and clarity

Establish floor, ceiling and target levels of unrestricted fund balance as percent of annual expenditures

- 30% minimum
- 50% target
- 70% cap

Excess fund balance uses

- One-time capital project expenditures
- Pay down outstanding debt

Fund Balance - 5 Year Snapshot

	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023 Projected</u>	<u>FY2024 Projected</u>
Total General Fund Revenue	4,155,029	4,735,552	5,308,210	6,552,652	7,503,446	7,120,161
Total General Fund Expenditures	4,002,628	4,625,086	4,302,858	4,085,412	7,764,003	7,553,301
Net Change in Fund Balance	152,401	127,308	1,005,352	2,467,240	(260,557)	(444,740)
Ending Total Fund Balance	2,932,949	2,976,162	3,981,514	6,448,754	6,188,197	5,743,458
Less Restricted Portion of Fund Balance	538,152	393,340	672,461	1,566,055	1,766,059	2,166,059
Unrestricted Fund Balance	2,394,797	2,582,822	3,309,053	4,176,522	4,422,138	3,577,399
As a Percentage of Expenditures	59.83%	55.84%	76.90%	102.23%	56.96%	47.29%

FY 2023 Projected Expenditures
\$ 7,764,003

Fund Balance required At: Minimum 30% 2,329,201
Target 50% 3,882,001
Maximum 70% 5,434,802

Agenda

FY2023 Budget

- ~~1.~~ Budget Overview ✓
- ~~2.~~ Expansion Budget ✓
- ~~3.~~ Fee schedule ✓
- ~~4.~~ ARPA Grant spending ✓
- ~~5.~~ Fund Balance Update ✓

FY2024 budget calendar

Town of Woodfin Fiscal Year 2024 Budget Calendar

March '23						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April '23						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

May '23						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June '23						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Date	Time	Topic
March 1	5:00 PM	Dept budget requests due
March 7	3:00 PM	TC work session:
		5-year financial forecast
		Fund Balance & Debt
		Community Grant Program
March 21	5:00 PM	TC regular meeting

April 11	11:30 AM	TC work session:
		Capital improvements
		Woodfin Blueway/Greenway
		Streets and Stormwater
April 18	5:00 PM	TC regular meeting

May 2	11:30 AM	TC work session:
		Expansion budget
		Fee schedule
		Staffing/Pay Plan/COLA
May 16	5:00 PM	TC regular meeting:
		Recommended budget
		Schedule public hearing

June 6	3:00 PM	TC work session: (Tentative)
		Open discussion, as needed
June 20	6:30 PM	TC regular meeting:
		Public hearing
NLT June 30		TC adopts FY2024 budget

Other discussion?