



**Town of Laurel Park
Proposed Budget
Fiscal Year 2024-2025**



TOWN OF LAUREL PARK

441 WHITE PINE DRIVE

LAUREL PARK, NC 28739

(828) 693-4840

VISION

The Town of Laurel Park values its people, its strong sense of community, and its mountain environment. The Town envisions a future where balanced decision-making results in a quality community where people have choices. Our Town is responsive to the needs of residents today and adapts to serve our neighbors of tomorrow.

MISSION

At the Town of Laurel Park, we focus every day on supplying quality, efficient services, and transparent government to remember our past, respect our present, and enhance the future of citizens.

VALUES

Quality, Community, Prestige, Sustainability, Transparency, and Non-Partisanship

TOWN LEADERSHIP

Town Manager

Town Clerk

Finance Officer

Assistant to the Manager

Police Chief

Fire Chief

Public Works Director

Alex Carmichael

Tamara Amin

Kirk Medlin

Cara Reeves

Bobbie Trotter

Tim Garren

Brandon Johnson

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The purpose of the Budget Guide is to introduce readers to the budget document and process, assisting in the reader’s understanding of the information contained throughout. The Local Government Budget and Fiscal Control Act (LGBFCA) defines the annual budget as a “proposed plan for raising and spending money for specified programs, functions, activities, or objectives during a fiscal year” [G.S. 159-7(b)(1)]. The Budget Guide will briefly describe the sections contained within the budget document, explain the budget process, explain how to read charts and graphs and interpret numbers, as well as how to understand the effects of inflation. Note that sample charts and tables do not reflect accurate financial information for the Town of Laurel Park.



The Budget Document

This annual budget provides local officials an opportunity to review and evaluate programs and services. The budget document for FY 23-24 consists of seven sections:

Budget Message

The Budget Message is a letter from the Town Manager to the Town Council that provides an overview of the upcoming fiscal year budget and how it fits with the Town Council's mission, values, and goals identified in the Strategic Planning document. The message should introduce and summarize the budget document, including issues facing the development of the budget, significant budgetary items and trends, and the budgetary effect on short and long-term plans. General Statute 159-11(b) states that the message should include the following:

- A concise explanation of the governmental goals fixed by the budget for the budget year
- Important features of the activities anticipated by the budget
- Reasons for stated changes from the previous years in program goals, programs, and appropriation levels
- Any major changes in fiscal policy

Budget Ordinance

The Budget Ordinance is a statute, legally adopted by the Town Council to set spending limits for the coming fiscal year, which runs from July 1 to June 30. The Budget Ordinance also establishes the Capital Improvement Plan, Pay and Classification Schedule, and Fee Schedule set for the coming fiscal year.

Community Profile

This section of the budget document highlights general information about the Laurel Park community including historical, geographical, demographic, economic features, and services provided by the Town.

Organizational Structure

Within the organizational profile, the reader will find information about the Town's governmental structure including elected and appointed boards and their duties, individual department information, and a summary of the Town's Strategic Plan.

Financial Structure

This section provides financial policies and management systems that guide the budget process.

Financial Summaries

The Financial Summaries section provides a summary of revenues, expenditures, and fund balance for the Town of Laurel Park's funds. Information provided in both numerical and narrative format increases the reader's ability to determine how much money each fund is spending and generating.

A fund is an independent fiscal and accounting entity. Funds make it easier to keep track of accounts that operate similar types of activity and share the same set of accounting records. The Town of Laurel Park operates two major types of funds, the general fund, and enterprise funds.

The General Fund accounts for all governmental services that do not generate sufficient revenue to support their activities, such as general government, public safety, and public works. The reader will find information on each department, including a description of the department's purpose, prior fiscal year accomplishments, goals for this fiscal year, budget highlights, and personnel counts.

The Stormwater Fund is an enterprise funds, which means it operates as a public enterprise. Public enterprises generate funding through user charges, and most are self-supporting. User charges refer to charges applied to those who voluntarily use or receive certain government services or facilities.

Supplemental Information

This section contains other financial and useful information about the Town of Laurel Park including a glossary of terms used throughout the document, and the Town's Strategic Planning document.

The Budget Process

In accordance with the Local Government Budget and Fiscal Control Act (LGBFCA), the budget document for the fiscal year ending June 30, 2025, meets the balanced budget and inclusiveness requirements. The inclusiveness requirements mean the Town may only spend money that has been budgeted [G.S. 159-8(a)]. The balanced budget requirement means that any budget ordinance, financial plan, or internal service fund must balance. General Statute 159-8(a) defines a balanced budget as the "sum of estimated net revenues and appropriated fund balances is equal to the appropriations." A final legal limit on this budget document is G.S. 159-15, addressing a local government's ability to set a property tax levy and the regulations regarding that levy.

There are three general stages of budget preparation and enactment including (1) departmental formulation of expenditure requests and revenue estimates, (2) preparation of a recommended budget document by the Town Manager, and (3) review and enactment of the annual budget ordinance by the Town Council.

At the start of the budgeting process, it is common for the Town Manager to produce a budget calendar, detailing the dates by which each state in the annual budget process is to be completed. The LGBFCA requires mandatory dates at which certain processes must be completed [G.S. 159-10-13]. Departmental requests must be submitted to the Town Manager before April 30. A recommended budget must be given to the governing body no later than June 1, and the governing body must enact the budget ordinance at the start of the fiscal year, July 1.

The following is a copy of the Town of Laurel Park’s proposed budget calendar for FY 2025.

Town of Laurel Park Budget Calendar Fiscal Year 2024-2025		
Budget Procedure	Legally Required Date	Projected Date
Meet with Department Heads		January 23, 2025
CIP Meetings with Department Heads		January 30, 2025
Departmental Budget Requests Due	April 30, 2025	February 6, 2025
Preliminary Rev./Exp. Estimates		February 12, 2025
Special Appropriation Requests Due		February 20, 2025
Council Retreat		February 26, 2025
Preliminary Budget Review – Admin		February 27 – March 10, 2025
Meetings with Dept. Heads		March 19, 2025
Revised Rev./Exp. Estimates		April 4, 2025
Budget Review & Adjustments		April 7-24, 2025
Draft Budget Sent to Council		April 25, 2025
Budget Workshop		May 15, 2025
Budget to City Council and Clerk	June 1, 2025	May 28, 2025
Public Notice of Budget Hearing	June 1, 2025	May 28, 2025
Public Budget Hearing		June 12, 2025
Adoption	July 1, 2025	June 17, 2025

Upon submission of the annual budget document, the Town Council must schedule a public hearing, detailing that a budget has been submitted and that copies are available for public inspection [G.S. 159-12(b)]. The notice will provide the time, date, and place of the budget hearing. The Town of Laurel Park strives to provide ample time between the notice and the hearing date in order to provide the public an opportunity to attend the hearing. These strong public participation practices will improve the Town’s responsiveness and accountability. Stakeholder input throughout

the planning and budgeting process is highly recommended by the National Advisory Council on State and Local Budgeting Recommended Budget Practices.

Several legal provisions apply to the governing body review and adoption of the Budget Ordinance. First, ten days must elapse between submission of the budget and adoption of the Budget Ordinance [G.S. 159-13(a)]. Also, the governing body may conduct its review in both special and regular meetings. Open meeting laws (see G.S. 143-318.12) apply to the aforementioned situations, each board member must be notified of said meetings, and only budget matter may be discussed during said meetings (G.S. 159-17). There is no provision allowing for closed sessions for the local budget process.

Another process in budget preparation and enactment is amending the budget. A budget may need to be amended because revenue forecasts are developed months in advance of the fiscal year, these revenue collections may deviate, and expenditures and emergencies may arise requiring extra funding. A policy should specify the exact circumstances under which the legislative body may amend the budget. Most budget amendments follow the same deliberative process: the Manager first proposes a package of amendments, and the full Town Council then considers and acts upon the proposal.

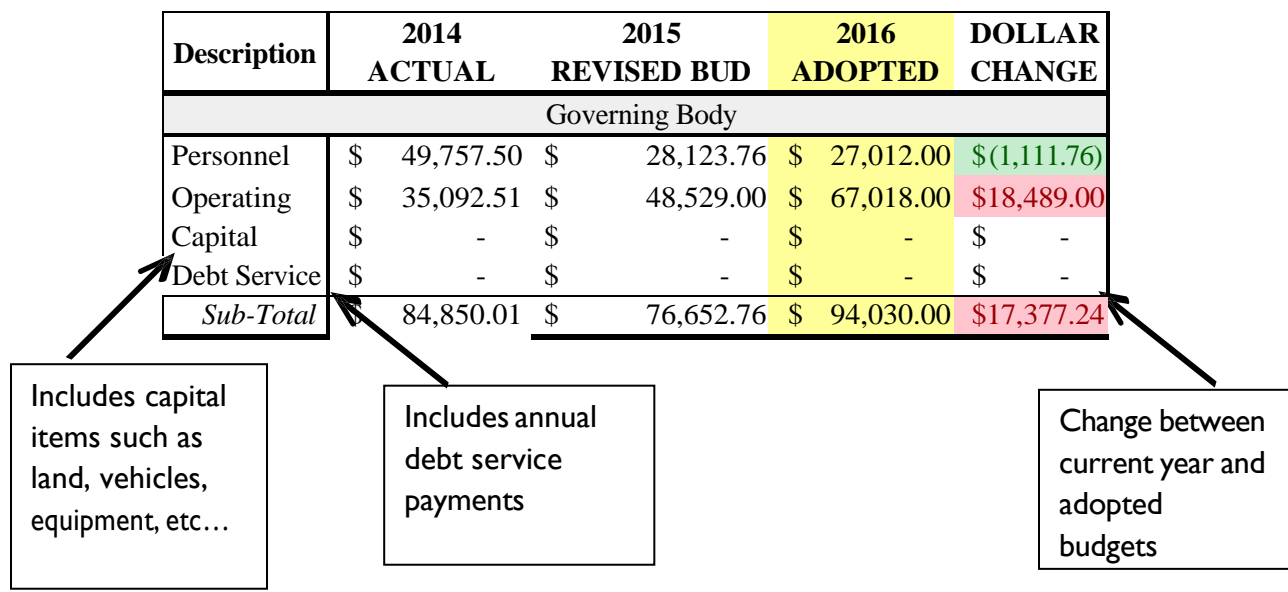
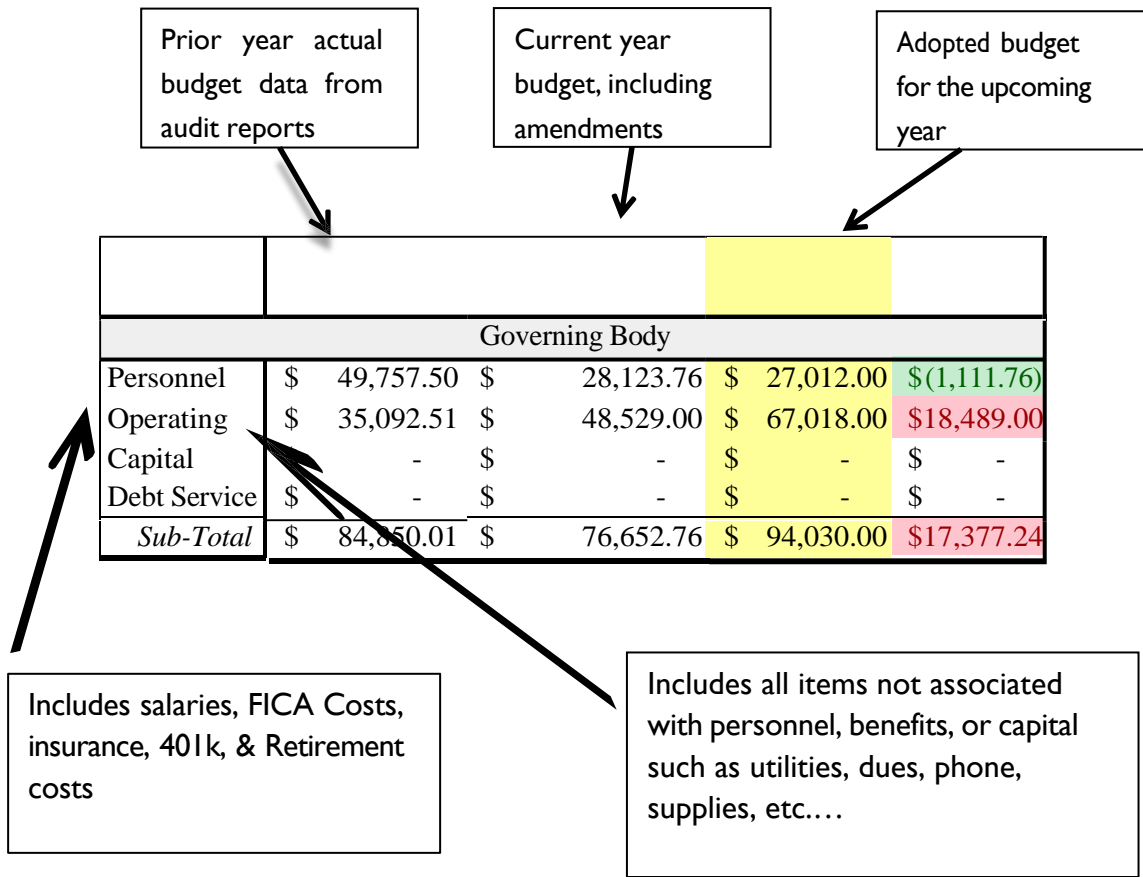
Finally, the budget is enacted upon official adoption of the Budget Ordinance, not later than July 1st. If the budget is not adopted, the G.S. 159-16 requires that an interim budget be adopted. The purpose of an interim budget is to ensure normal operations continue without any changes in program funding. Upon adoption of the Budget Ordinance, G.S. 159-13(d) requires the budget be entered into governing body's minutes within five days of adoption.

Reading the Budget Document

The budget document contains an abundance of diverse and valuable information. The hefty amount of numbers and information can make navigating and deciphering the document a difficult task for any reader. This section is meant to assist the reader in understanding the data presented and other supplemental information.

The budget document uses tables and charts to provide visual representations of data. The tables and charts allow readers to easily compare funds and departments as well as observe historical trends. Most sections contain tables and charts similar to the examples depicted in this section. The diagrams identify the major characteristics of each table and chart and explain what information the reader can find.

The following is an example of a historical chart that a reader may encounter in reading this budget document (all data is fictional):



Budget Message



J. CAREY O'CAIN, Mayor	<p style="text-align: center;">441 White Pine Drive Laurel Park, NC 28739 - 0910 (828) 693-4840 FAX (828) 696-4948 www.laurelpark.org</p>	ALEX CARMICHAEL, Town Manager
A. PAUL HANSEN, Mayor Pro Tem		TAMARA M. AMIN, Town Clerk
GEORGE W. BANTA, Commissioner		KIRK MEDLIN, Finance Officer
KRISTIN DUNN, Commissioner		BRANDON JOHNSON, Public Works Director
DEBORAH BRIDGES, Commissioner		BOBBIE K. TROTTER, Chief of Police
		SHARON B. ALEXANDER, Town Attorney

To: Mayor Carey O’Cain, Mayor Pro Tem Paul Hansen, Commissioner George Banta, Commissioner Kristen Dunn, and Commissioner Deborah Bridges

From: Alex Carmichael, Town Manager

Date: May 24, 2024

Subject: Presentation of Fiscal Year 2025 Budget Message

Presented herein is the proposed Town of Laurel Park budget for Fiscal Year 2024 – 2025. The budget was prepared in accordance with the North Carolina Local Government Budget and Fiscal Control Act and represents the Town Manager’s recommended budget, as prepared with your direction and guidance from individual conversations, the Council retreat, and the budget workshop. The budget is balanced and identifies all revenue and expenditure estimates for the fiscal year. The full budget notebook contains historical data and detailed budgetary information.

As you work through this document and move toward adoption on June 18th my role is to ensure that you and the residents have the information needed to understand and support the Town’s budget, whether as proposed or as modified by Council.

General Fund	\$4,551,876
Stormwater Fund	\$138,665
Roads and Powell Bill Fund	\$620,000
ARP Capital Project Fund	\$160,743
Laurel Green Creek Capital Project Fund	\$0
Laurel Green Creek Capital Reserve Fund	\$0
Highway 64 Capital Project Fund	\$139,734
Town Hall Capital Project Fund	\$294,500
Total All Funds	\$5,905,518

Economic Environment

The proposed budget presents a stable service level while taking on substantial projects. Interest rates continue to rise. Given the 3.5% increase in the Consumer Price Index for the Southeastern region, goods and services procured by the Town simply cost more.. The Town is moving ahead with projects and objectives while watching local and federal economic trends.

Linking the Budget with the Town Council's Goals

The Laurel Park Town Council sets the vision for our Town and adopts objectives to reflect that vision and guide decision-making at all levels of Town government. The goal-setting process also builds consensus on policies and projects that impact Town residents, businesses, and the community as a whole. In 2021, the Laurel Park Town Council developed goals addressing the most important issues, needs, and opportunities facing the Town of Laurel Park over the next 3-5years.

Each adopted goal includes specific policy objectives and action strategies, as well as a work plan, outlining priority projects identified to implement each goal. These items and projects are not inclusive of all activities and services provided or undertaken by the Town, though they represent the leading priorities. The key purpose of a municipal budget is to provide a link between the Town Council goals and government programs that are measured to ensure those goals are being reached.

This budget is a result and performance-oriented plan that takes both a programmatic and line item approach to the allocation of the Town's resources. The following five focus areas, adopted by the Laurel Park Town Council in the Strategic Plan provide overall guidance for the budget and serve as a basis for decisions and recommendations during the budget process. These focus areas are further broken out into objectives and initiatives which can be found as an attachment to this document.

Laurel Park's 5 strategic focus areas:

1. Safe, vibrant, and healthy community: promote an environment where our residents feel safe and enjoy access to community opportunities and amenities.
2. Safe, reliable, and sustainable utility services: maintain quality utility services by proper support

and funding of necessary operating and capital components and by pursuing partnerships and other regional opportunities when available.

3. Town infrastructure: promote efforts in pursuing ongoing opportunities to improve residential, commercial, streets, recreational, and other infrastructure in the Town.
4. Environmental character: promote, protect, and enhance a healthy and sustainable natural environment.
5. Connected, engaged, and diverse community: foster a cohesive and engaged community that is caring, welcoming, and participates in opportunities that promote quality of life for all residents.

Tax Rate

The Tax rate in this budget remains 39.5¢ per \$100 valuation.

General Fund Revenue Highlights:

The Town's revenue sources remain strong. In the bullet points that follow, I provide general overviews for significant revenue sources and provide projections for the fiscal year. Ad valorem property taxes and local government sales taxes are the largest sources of revenue for the Town.

- Ad Valorem Taxes

The proposed general fund budget is based on a tax rate of \$0.395 per \$100 valuation, at a collection rate of 99%. The proposed general fund budget (less fund balance appropriation) includes a 3378% increase over the current fiscal year.

- Local Government Sales Taxes

The proposed budget includes a 9.1% increase over the current year.

- Powell Bill Grant

This budget assumes a 20% growth in Powell Bill funds this year.

- Utility Franchise & Sales Tax

This budget assumes 7.1% growth in Utility Franchise & Sales Tax this year.

- ABC Funds

Staff predicts an 7% increase in ABC Funds over the FY24 budgeted levels.

- Grant Funds

Though not budgeted through the General Fund, the Town continues to receive grant funding for Laurel Green Creek Restoration Project.

General Fund Expenditures Highlights:

- Centennial Committee

The proposed budget sets aside \$50,000 for the work of the Centennial Committee.

- Ecusta Trail

The proposed budget sets aside \$8,500 for a prorated fee for the Ecusta Trail.

- Playground

The proposed budget sets aside \$25,000 for grant seed money for new playground equipment.

- Caterpillar Backhoe

The proposed budget funds the purchase of a new Caterpillar backhoe.

- Historical Markers

The proposed budget funds the creation of three new historical markers.

- Solid Waste

The proposed budget funds a 55% increase for solid waste, per the current lowest bid.

- Fire Protection

The proposed budget funds the fire protection contract with 9 of the 39.5 cents in property tax collections.

- Cost of Living Adjustment (COLA)

The proposed budget funds a 2.5% COLA.

- Merit

The proposed budget includes merit increase of up to 3%.

Other Funds:

Stormwater Fund

The Town's Stormwater Capital Improvement Plan (CIP) was completed in FY22. The Stormwater Fund appropriates \$138,665 to support the in already appropriated American Rescue Plan Act Fund in order to continue the stormwater CIP.

Roads and Powell Bill Fund

The Roads and Powell Bill Fund combines a \$500,000 general fund appropriation with \$120,000 of forecasted Powell Bill funds for an appropriation of \$620,000.

American Rescue Plan (ARP) Fund

The ARP Fund appropriates the unspent \$160,724 in remaining American Rescue Plan Act funding.

Laurel Green Creek Capital Project Fund

The Laurel Green Capital Project fund is zeroed out for FY 25.

Laurel Green Creek Capital Reserve Fund

Though the work of the project is complete, the Laurel Green Capital Reserve Fund budgets a revenue of \$187,963 in grant proceeds to cover costs already incurred.

Town Hall Capital Reserve Fund

The Town Hall Capital Reserve Fund was established in FY23 to set aside funding for the design and development of a new Town Hall. \$294,500 remains in the fund, and no new dollars are added in this budget.

Highway 64 Capital Reserve Fund

The Highway 64 Capital Reserve Fund was established in FY22 to set aside funding that will be the local responsibility for landscaping and upgrades to the NCDOT project. The proposed budget sets aside \$30,000 new dollars for a total appropriation of \$145,015.

Thanks and Acknowledgements

It is a pleasure to serve the Mayor, Town Council, and Citizens of Laurel Park. This budget reflects the hard work and dedication of the elected officials and town staff. The budget reflects our overall vision to provide our citizens exceptional quality of life. Staff work diligently to ensure we live and promote the vision established by the Town Council and have worked to help realize that vision through this budget.

I must express my personal appreciation to Finance Officer Kirk Medlin, Town Clerk Tamara Amin, Police Chief Bobbie Trotter, Public Works Director Brandon Johnson, and Assistant to the Town Manager Cara Reeves for their tremendous leadership and skill in coordinating the development of this budget.

I am confident that the programs and investments included in this budget reflect the policies and direction of the Town Council and provide the financial plan for a successful year.

Cordially,

Alex Carmichael
Town of Laurel Park Town Manager

**FISCAL YEAR 2024–2025
BUDGET ORDINANCE**

WHEREAS, the Town of Laurel Park is required to adopt an annual balanced budget as set forth by the Local Governmental Budget and Fiscal Control Act of North Carolina (NCGS §159-8);

NOW BE IT ORDAINED by the Laurel Park Town Council that the Fiscal Year 2024 - 2025 Budget be as follows:

GENERAL FUND

Estimated Revenues

Property and Motor Vehicle Taxes	\$	2,675,000
Sales and Use Taxes	\$	900,000
Powell Bill	\$	120,000
NC Utilities Franchise Tax	\$	150,000
ABC Funds	\$	85,000
Other Revenue	\$	173,250
Grant Proceeds	\$	0
Fund Balance Appropriation	\$	448,626
Total Estimated Revenues	\$	\$4,551,876

Appropriations

Governing Body	\$	64,785
Administration	\$	800,651
Public Works and Sanitation	\$	1,239,550
Public Safety and Fire	\$	1,546,760
Parks	\$	250,130
Transfers	\$	650,000
Total Appropriations	\$	4,551,876

STORMWATER FUND

Estimated Revenues

Fund Balance Appropriated	\$	63,665
Stormwater Fee	\$	75,000
Total Estimated Revenues	\$	138,665

Appropriations

Stormwater Development	\$	20,000
Other Expenses	\$	118,665
Stormwater Capital Outlay	\$	0
Total Appropriations	\$	138,665

ROADS AND POWELL BILL CAPITAL PROJECT FUND

Estimated Revenues

Transfer from General Fund	\$	620,000
Fund Balance Appropriation	\$	0
Total Estimated Revenues	\$	620,000

Appropriations

Professional Services	\$	30,000
Contracted Services	\$	590,000
Other Expenditures	\$	
Total Appropriations	\$	620,000

ARP CAPITAL PROJECT FUND

Estimated Revenues

CSLRF Funds	\$	0
Fund Balance Appropriated	\$	160,743
TOTAL Estimated Revenues	\$	160,743

Appropriations

Professional Services	\$	0
Contracted Services	\$	160,743
Total Appropriations	\$	160,743

LAUREL GREEN CREEK CAPITAL PROJECT FUND

Estimated Revenues

Grant Proceeds	\$	0
Fund Balance Appropriated	\$	0
TOTAL Estimated Revenues	\$	0

Appropriations

Professional Services	\$	0
Contracted Services	\$	0

Total Appropriations	\$	0
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LAUREL GREEN CREEK CAPITAL RESERVE FUND

Estimated Revenues

Transfer from General Fund	\$	0
Grants	\$	187,963
Fund Balance Appropriated	\$	0
Total Estimated Revenues	\$	187,963

Appropriations

Professional Services	\$	0
Contracted Services	\$	187,963
Other Expenditures	\$	0
Total Appropriations	\$	187,963

TOWN HALL CAPITAL PROJECT FUND

Estimated Revenues

Transfer from General Fund	\$	0
Fund Balance Appropriated	\$	294,500
TOTAL Estimated Revenues	\$	294,500

Appropriations

Professional Services	\$	174,500
Contingency	\$	5,000
Contracted Services	\$	115,000
TOTAL Appropriations	\$	294,500

HIGHWAY 64 CAPITAL PROJECT FUND

Estimated Revenues

Transfer from General Fund	\$	30,000
Fund Balance Appropriated		109,734
TOTAL Estimated Revenues	\$	139,734

Appropriations

Professional Services	\$	25,000
Contracted Services		114,734
TOTAL Appropriations	\$	139,734

AD VALOREM TAX RATE: \$0.395 per \$100.00 valuation of taxable property.

The Budget Officer is authorized to reallocate departmental appropriations among the various expenditures within each department. The Budget Officer is authorized to make interdepartmental transfers of minor budget amendments not to exceed 10% (ten percent) of the appropriated funds for the department's allocation that is being used. Notification of all such transfers or amendments shall be made to the Town Council at the next regular meeting of that body following the transfers. Inter-fund transfers of moneys shall be accomplished only by authorization from the Town Council. The utilization of any contingency appropriation, in any amount, shall be accomplished only by

authorization from the Town Council. Approval of a contingency appropriation, which transfers funds from the contingency appropriation to the appropriate object of expenditure, shall be deemed a budget amendment.

Adopted this 18th day of June 2024.

J. Carey O’Cain
Mayor

ATTEST:

Tamara Amin
Town Clerk

About Laurel Park

History

Community Profile

Demographics



History

The late 1800s saw the beginnings of what is now the Town of Laurel Park with the construction of summer cottages, inns, camps, and recreation areas around the lakes on the lower slopes of Echo Mountain. By 1903, a rail line had been built up Fifth Avenue in Hendersonville to bring day-trippers and summer visitors to Rainbow Lake to enjoy swimming, boating, dancing, camping, and gambling at the Laurel Park Casino. Later, another rail line and a canal connected Rainbow Lake with Laurel Lake (Rhododendron Lake), and a counter-balanced railway took sightseers from Crystal Spring (near Rainbow Lake) to an observation tower for views of downtown Hendersonville and near and distant mountains. After the stock market crash, the Town slowly transitioned from a summer recreational resort to a town noted for its year-round scenic beauty and lovely residential areas dotted with small lakes and pocket parks.

The History of the Fleetwood Hotel



In 1925, Commodore J. Perry Stolz, builder of the popular and expensive Miami Fleetwood Hotel in Florida, arrived in Hendersonville with plans to repeat his success at the top of Jump Off Mountain near Jump Off Rock. This 15-story hotel, also to be called the Fleetwood, would have a brick exterior trimmed with marble, all the modern conveniences, and a radio station at the top.

A new concrete highway, Laurel Park Highway, fully lit (a first in the U.S.) was built up the mountain to the hotel site; this was used for transporting construction materials. Less than a year later, financial problems led to a halt in construction.

Despite numerous attempts to complete the hotel, the 13th floor was the last floor completed, and the hotel was razed in 1939 by a salvage company.

The Legend of Jump Off Rock

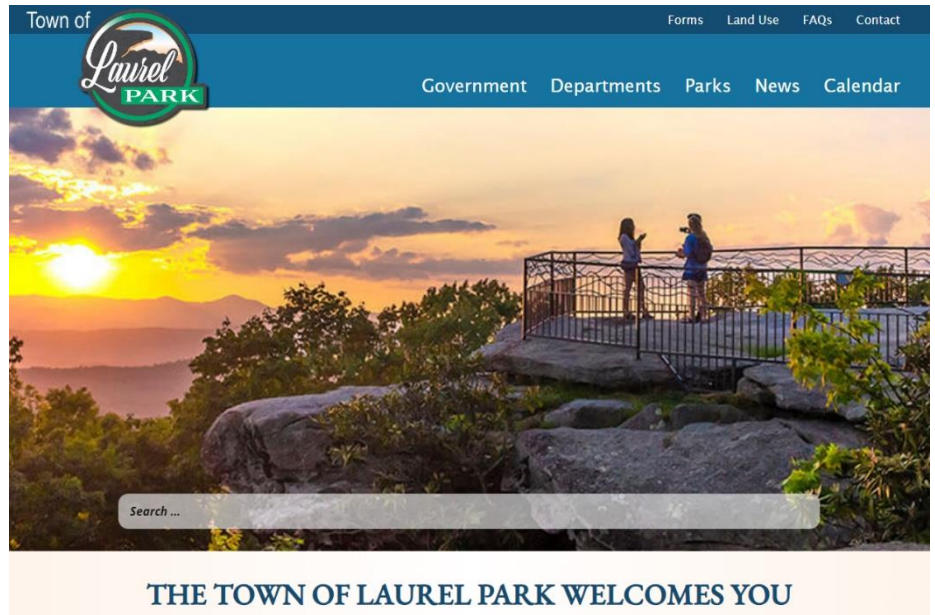
Several legends exist to account for Jump Off Rock's name; all seem to involve Native American maidens. The most prevalent is the story of a young Cherokee maiden who often met her Cherokee lover here. When he had to leave for a tribal war, they promised to meet at the Rock upon his return. Every evening the maiden climbed to the rock to watch for her lover. One day, warriors returning from the battle brought news of her lover's death. That evening she climbed the Rock, went out to the edge, and jumped. Legend has it that on some moonlit nights, her ghost can be seen looking for her lover on Jump Off Rock.



Community Profile

Governance

The Town of Laurel Park operates under a Council-Manager form of government. The Council, referred to as the Town Council, is the legislative body of government. The Town Council determines the Town policy by enacting ordinances and resolutions. A professional Town Manager is appointed by the Board and serves at the pleasure of the Board. The Manager administers the daily operations of the Town through appointed department heads and executive staff members.



Town Services

Town services are broadly categorized into three service areas: General Government and Administration, Public Safety, and Public Works. Each service area is comprised of specific departments that provide public services. This budget proposes 22 full-time equivalent employees.

General Government and Administration perform various functions including administration, financial management, human resources, public records management, and planning and zoning.

Public Safety is made up of two components: the Police Department and the Fire Department contract. The Police Department provides patrol and investigative services. The Fire Department contract provides residents with responses from Valley Hill Fire Department for protection and related services.



Public Works is responsible for general maintenance in the Town including road repairs, brush collection, park maintenance, the upkeep of public buildings and grounds, snow removal, and the annual leaf collection.

Location

The Town of Laurel Park is located in Henderson County, North Carolina, at the southern edge of the Blue Ridge Mountains, about 26 miles south/southeast of Asheville, and 44 miles north/northwest of Spartanburg. The Town covers 2.87 square miles.



Climate

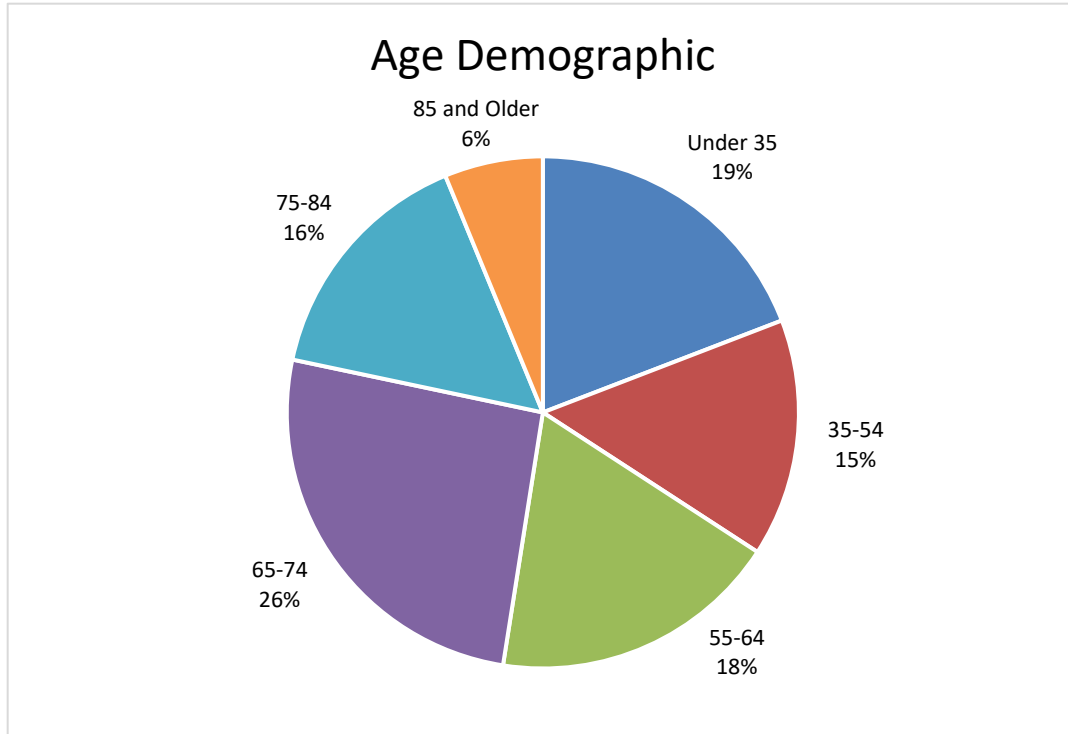
Laurel Park has a temperate climate with four distinct seasons. The average yearly rainfall is 44.83 inches, and snowfall of 6.97 inches. January sees an average high of 47 degrees and an average low of 26 degrees. In the summer, the average high is 81 degrees and average low is 59 degrees.



Demographics

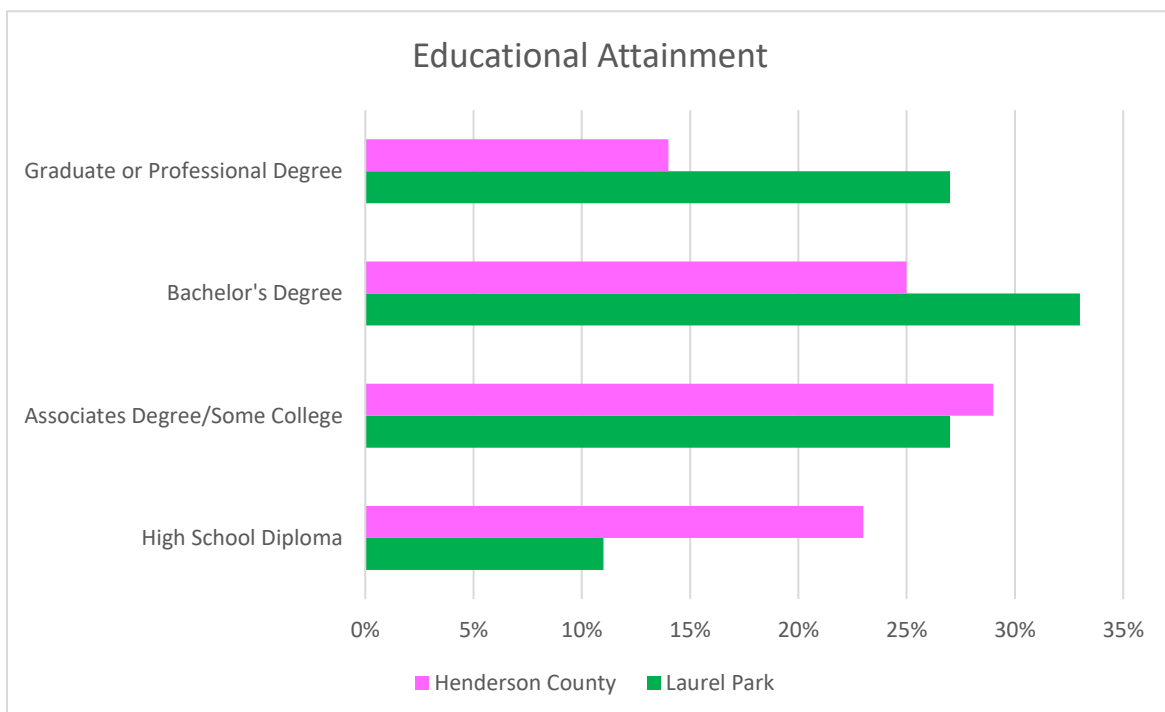
Population

According to the 2020 Census, the population of Laurel Park is 2,250, with a median age of 63.9 years old. Henderson County's population was 116,281 with a median age of 48 years old. Laurel Park's population is made up of 94% of those who identify as white.



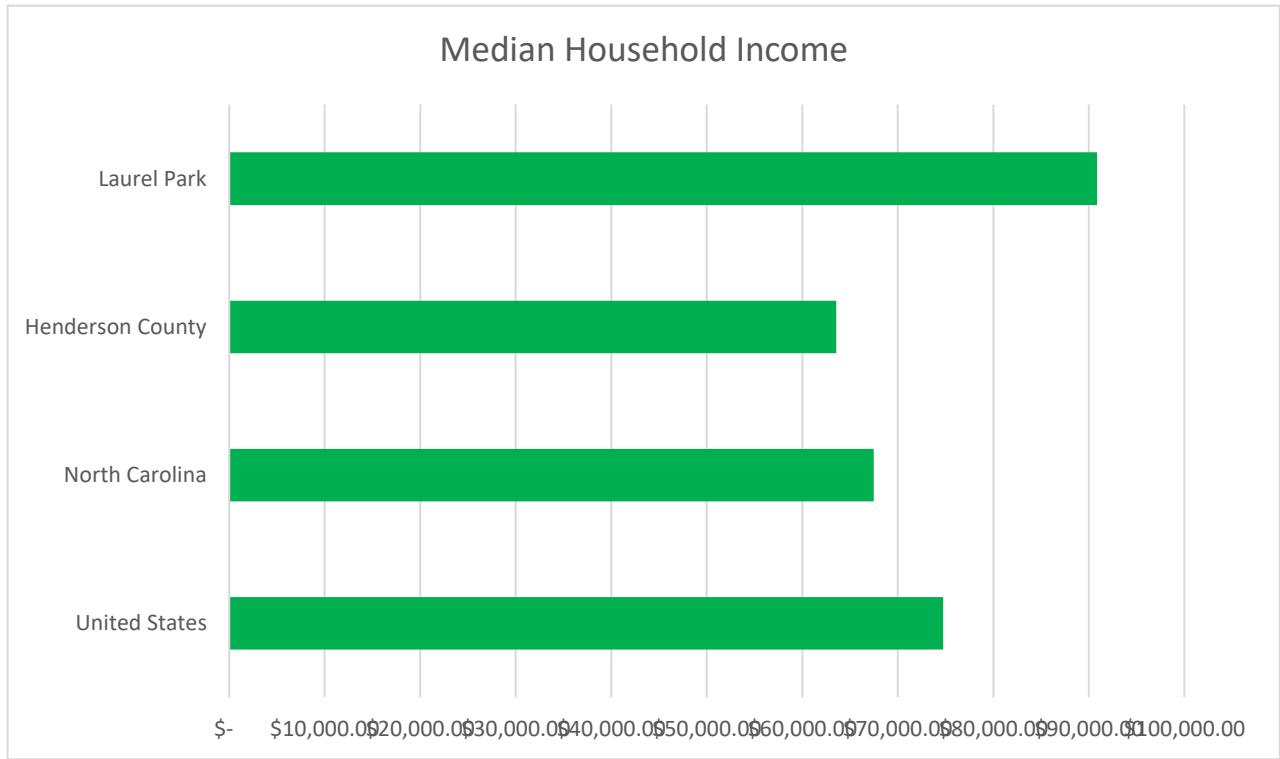
Education

Laurel Park residents are highly educated. Most hold at least a bachelor's degree. The Town's educational attainment compared to Henderson County can be seen in the chart below.



Income

As of 2023 the median household income for Laurel Park is \$90,855. This is nearly \$25,000 over the median household income in North Carolina and in Henderson County, which is illustrated in the chart below.



Organizational Structure

Town Boards

Town Organization Chart

Employees by Department

Strategic Plan



Town Boards

Town Boards

Elected Boards

Town Council

The Council consists of the Mayor, elected for a term of four years, and four Commissioners elected for staggered terms of four years. Elections are held in odd-numbered years. Elections are non-partisan and managed by the Henderson County Board of Elections. The Mayor presides at meetings of the Commission and is recognized as the head of the Town government for all official functions.

The Town Council is responsible for establishing the Town's fiscal policy by adopting the annual budget ordinance and levying the taxes; adopting Town ordinances; establishing services and service levels; and other policy-making decisions that establish the framework for the government to meet the needs of the community.

Appointed Boards

Board of Adjustment

The Board of Adjustment is a quasi-judicial board that considers requests for conditional use permits, variances, and other associated land development. The Board of Adjustment is comprised of seven members, including one ETJ representative, appointed by the Town Council each serving three-year terms.

Planning Board

The Planning Board makes studies of areas, prepares plans, develops policies and ordinances, and makes recommendations to the Town Council regarding these issues. There are seven members, including one ETJ representative, that are appointed by the Town Council - each serving three-year terms.

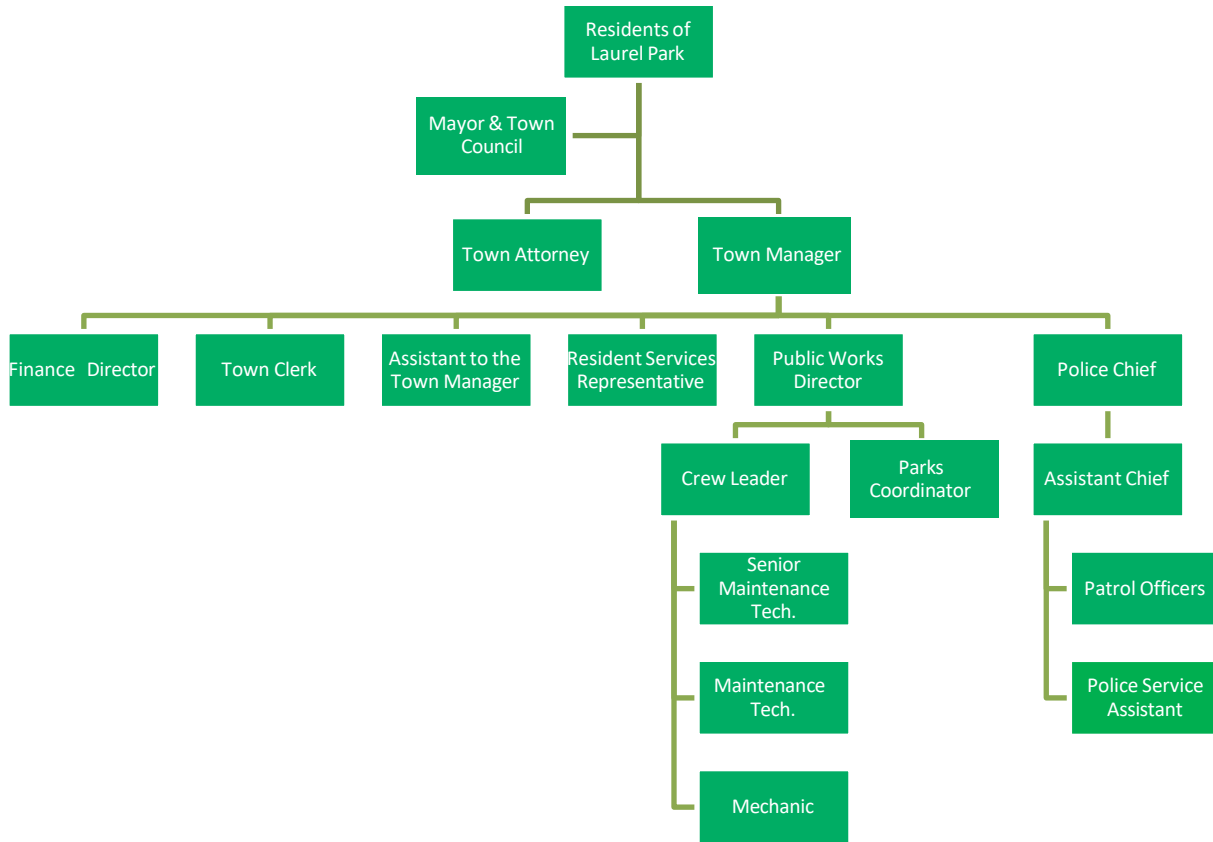
Parks and Greenways Board

The members of the Parks and Greenways Board are appointed to provide guidance and advice to the Town Council regarding issues like enhancing the beauty of current Town parks, the development of new parks, and the creation and protection of open space within the Town. The board consists of seven members, each serving three-year terms. There are three standing subcommittees of the Parks and Greenways Board.

ABC Board

The Laurel Park ABC Board is appointed by the Town Council and serves at their pleasure. The Board has authority over the administration, real estate, personnel, and retail sales of liquor inside Laurel Park's corporate limits. It is an independent unit of government that assures responsible operation of the system within the boundaries of the laws and rule of North Carolina. The board consists of three members serving staggered three-year terms.

Organization Chart



Employees by Department

	FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Recommended
ADMINISTRATION			
Town Manager	1	1	1
Finance Director	1	1	1
Clerk	1	1	1
Resident Services Coordinator	.5	.5	.5
Assistant to the Town Manager	1	1	1
	4.5	4.5	4.5
PUBLIC WORKS			
Director	1	1	1
Crew Leader	1	1	1
Parks Coordinator	1	1	1.5
Mechanic	1	1	1
Senior Maintenance Tech	2	2	2
Maintenance Tech	2	2.25	2.5
	8	8.25	9
POLICE			
Chief	1	1	1
Asst. Chief	1	1	1
Lieutenant	0	0	0
Patrol Officer	6	6	6
Police Services Assistant	.5	.5	.5
	8.5	8.5	8.5
TOTAL	21	21.25	22

Strategic Plan

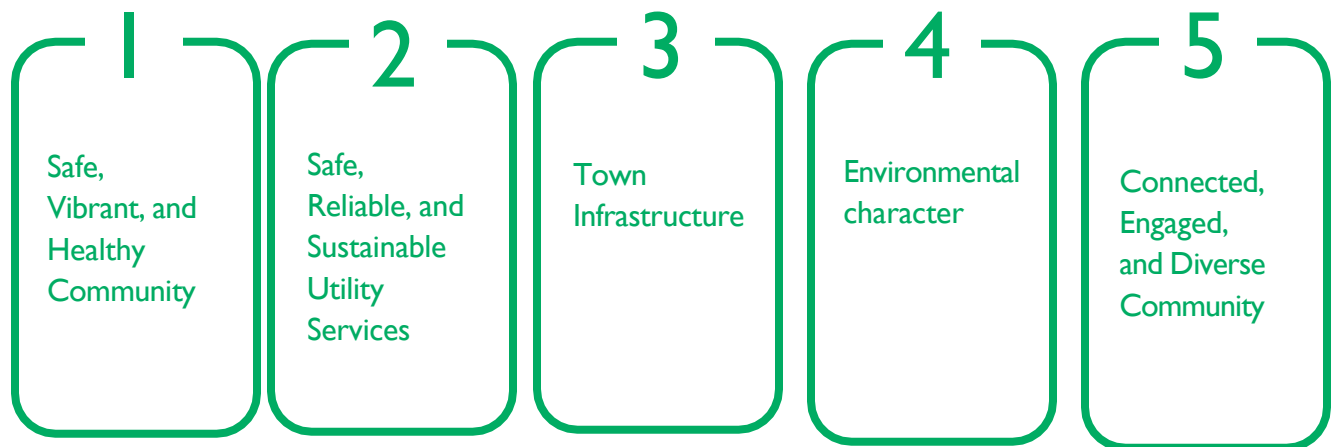
Laurel Park initiated a strategic planning process to identify and align the needs and wants of the Town with currently available resources. A strategic plan is a planning document that establishes the direction of an organization by outlining goals, objectives, and strategies. The Strategic Plan directs major initiatives and demonstrates the connection of those initiatives back to the overall mission. The plan is to be reviewed and updated as the Town evaluates feedback to better understand the community's needs and wants. The entire strategic plan document is found in the Appendix.

Goals

At the Town's Annual Retreat in 2021, the Town Council collectively agreed on five goal areas to focus on for the strategic planning document. These goals include:

- promoting an environment where residents feel safe and enjoy access to community opportunities and amenities,
- maintaining quality utility services by proper support and funding of necessary operating capital components and by pursuing partnerships and other regional opportunities when available,
- promote the efforts in pursuing ongoing opportunities to improve residential, commercial, streets, recreational, and other infrastructure in town,
- to promote, protect, and enhance a healthy and sustainable natural environment, and
- foster a cohesive and engaged community that is caring, welcoming, and participates in opportunities that promote quality of life for all residents.

Focus Areas



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Financial Structure

Fund Structure

Department/Fund Matrix

Basis of Budgeting and Accounting

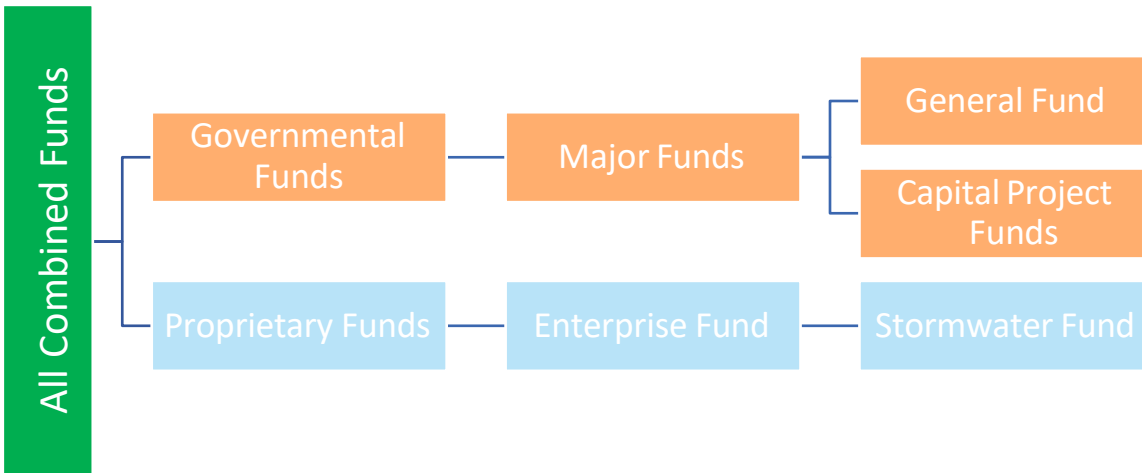
Financial Policies

Budget Process and Calendar



Fund Structure

The Town's financial system is established in accordance with the North Carolina Local Government Budget & Fiscal Control Act (NCGS 159) and Generally Accepted Accounting Principles (GAAP). The accounts of the Town are segregated by fund, which is an independent entity that possesses a set of self-balancing accounts to carry out specific activities.



GOVERNMENTAL FUNDS account for the Town's governmental functions. The Town has two major categories of governmental funds: the general fund, and the capital project funds.

1. The GENERAL FUND is the general operating fund for the Town and accounts for all financial resources not accounted for and reported by another fund. The General Fund revenues are comprised largely of property taxes and sales tax revenues. General Fund expenditures include salaries and benefits, and operating expenses for most departments.
2. The CAPITAL PROJECT FUNDS are the funds used to account for financial resources to be used for major projects, acquisitions, or construction. These are multi-year funds that have been adopted by the Board of Commissioners in Capital Project Ordinances.

PROPRIETARY FUNDS account for the Town's business-like activities. The Town has one type of proprietary fund and enterprise fund. An ENTERPRISE FUND provides goods or services for a fee that makes the fund self-supporting. The STORMWATERWATER FUND is the Town's only enterprise fund. It was established in 2020 to account for the billing, collection, and expenditure of stormwater user fees. This fee is often described as being a "rain tax," but the stormwater fee is not a tax, it is a user fee.

Department/Fund Matrix

The department/fund matrix illustrates the relationship between the Town’s function units (departments/divisions) with the major funds. As noted previously, most departments are funded by the General Fund. Departments impacted by Capital Project Funds will change based on the nature of projects that have been assigned to the fund by the Board of Commissioners.

DEPARTMENT	Governmental		Proprietary
	General	Capital Project	Enterprise (Stormwater)
Administration	✓		
Planning	✓		
Police	✓		
Fire Contract	✓		
Public Works	✓	✓	
Streets	✓	✓	
Sanitation & Recycling Contract	✓		
General Government	✓		
Stormwater			✓

Basis of Budgeting & Accounting

The basis of budgeting and accounting determine when a transaction is recognized. The Town’s basis of budgeting and basis of accounting are the same, with all funds being budgeted maintained on a modified accrual basis. The modified accrual basis recognizes revenues when they become measurable and available, and expenditures at the time the liability is incurred. All revenues and expenditures must be included in the annual budget ordinance. Any operation appropriations that are not expended or encumbered shall lapse. To comply with Generally Accepted Accounting Principles (GAAP), an annual reconciliation from the budgetary basis (modified accrual) to full accrual is included in the audited financial statements.

Financial Policies

Revenue

As provided by the North Carolina Local Government Budget and Fiscal Control Act, the Town shall operate under an annual balanced budget adopted and administered in accordance with NCGS 159-8. The tax rate shall be set each year based on the cost of providing general government services and demand for new services. The estimated rate of tax collection of the tax levy shall not exceed the actual tax collection rate of the preceding fiscal year. Other revenue sources are to be estimated based on historical trends, economic trends, and growth patterns in a conservative manner.

The Town sets fees that will utilize user charges in lieu of Ad Valorem Taxes for services that can be individually identified, and where the costs are directly related to the level of service.

Capital Improvements

The Town will update, and re-adopt annually, a five-year capital improvement program which details each capital project and estimated cost. The capital improvements program will address the acquisition of fixed assets and infrastructure improvement programs.

Fund Balance

The Town will maintain as a minimum general fund balance, less restricted funds (e.g. Powell Bill Funds), to be used for unanticipated emergencies of 35 percent of the General Fund. These funds will be used to avoid cash-flow interruptions, generate interest income, eliminate the need for short-term borrowing, and assist in maintaining an investment-grade bond rating.

Debt

The Town shall not knowingly enter into any contracts creating significant unfunded liabilities. If utilized, the general obligation debt of the Town will not exceed eight percent of the assessed valuation of the taxable property of the Town.

Financial Summaries

General Fund Revenues

General Fund Expenditures

Stormwater Fund

Roads & Powell Bill Fund

ARP Fund

Laurel Creek Capital Project Fund

Laurel Green Creek

Capital Reserve Fund

Town Hall Fund

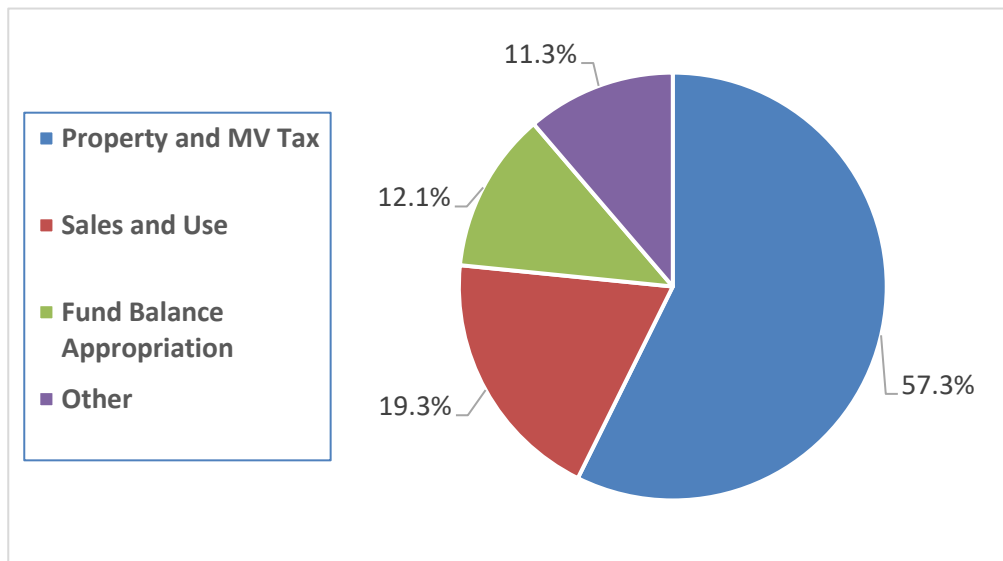
Hwy 64 Capital Reserve Fund

Fund Balance

Schedule of Fees

General Fund Revenues

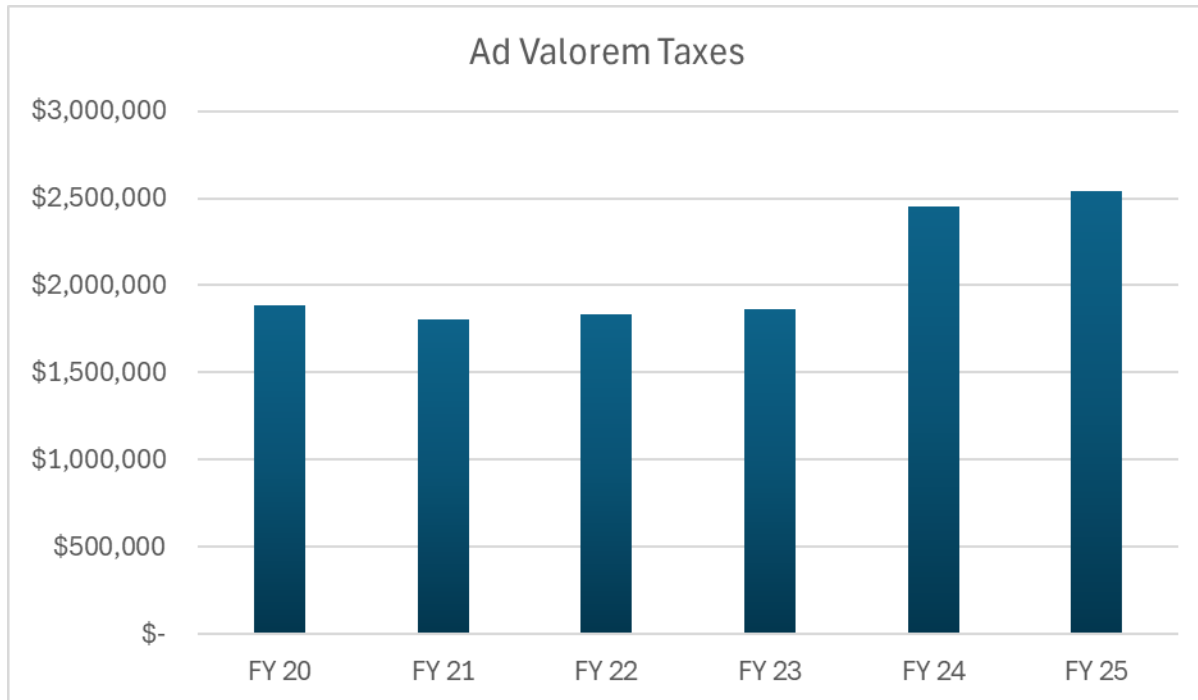
General Fund Revenues are mostly comprised of property taxes collected by the Town. Sales and use taxes make up 19% of all revenue, and a small percentage of revenue like ABC revenue and utility franchise taxes make up the rest of General Fund revenue. Each of the revenue streams are explained in greater detail in this section.



Description	FY 22 Actual	FY 23 Actual	FY 24 Budget	FY 24 Actual	FY 25 Request
CAPITAL INCOME	-	-	-	-	-
FUND BALANCE APPROPRIATED	-	-	200,000	-	566,883
TAXES/PRIOR YEARS	2,092	388	1,000	6,345	1,000
TAX PENALTIES/INT	2,365	994	1,000	998	1,000
TAX REFUNDS	-	-	-	-	-
TAXES/CURRENT YEAR	1,826,642	1,862,743	2,451,176	1,880,619	2,540,000
MOTOR VEHICLE TAX - HC	-	91	-	-	-
MOTOR VEHICLE TAX - DMV	122,362	148,869	118,694	106,351	135,000
SALES & USE TAX	907,174	875,132	825,000	755,014	900,000
GAS TAX REFUND	-	-	-	-	-
SOLID WASTE DISPOSAL TAX	1,725	1,757	1,640	1,363	1,600
INTEREST EARNED	3,104	128,386	30,000	128,907	100,000
FEDERAL FUNDS	-	-	-	-	-
PARTF GRANT	-	-	-	-	-
POWELL BILL	105,109	104,017	100,000	115,439	120,000
BEER & WINE TAX	8,946	10,202	10,210	-	10,500
COURT FEES	180	236	100	402	150
NC UTILITIES FRANCHISE TAX	148,079	168,997	140,000	116,649	150,000
BLDG\ZONING	5,610	12,910	5,000	6,345	5,000
POLICE RECEIPTS	-	-	-	60	-
TRANSFER FROM SF	438,707	-	-	-	-
TRANSFER FROM WF	455,797	-	-	-	-
CONTRIBUTED CAPITAL	-	-	-	-	-
GRANT PROCEEDS	-	5,000	25,000	-	-
SALE OF FIXED ASSETS	-	22,042	43,351	-	-
PARK CONTRIBUTIONS	22,769	37,156	20,000	18,637	20,000
CONTRIBUTIONS	-	-	-	-	-
CENTENNIAL CONTRIBUTIONS	-	-	-	375	15,000
ABC FUNDS	101,179	69,923	70,000	76,883	75,000
ABC FUNDS POLICE	15,207	9,986	10,000	9,599	10,000
VIDEO PROGRAMMING	22,734	11,113	22,400	19,762	18,000
ANNEXATION AGREEMENT INCOME	8,000	-	-	-	-
MISCELLANEOUS INCOME	6,373	14,998	79,350	84,685	1,000
FINANCING PROCEEDS	45,888	-	-	-	-
CARES RELIEF FUNDS	-	-	-	-	-
INTERNAL SERVICE FUND	-	-	-	-	-
FUND BALANCE APPROPRIATED	-	-	109,734	-	115,015
TRANSFER FROM GF	30,000	30,000	30,000	-	30,000
FUND BALANCE APPROPRIATED	-	-	28,294	-	-
TRANSFER FROM GF	47,000	56,166	-	-	-
GRANTS	-	-	187,963	-	-
FUND BALANCE APPROPRIATED	-	-	2,082,360	-	280,790
TRANSFER FROM GF	1,000,000	1,100,000	690,360	1,000,000	620,000
FUND BALANCE APPROPRIATED	-	-	467,522	-	-
TRANSFER FROM GF	-	-	-	-	-
GRANT PROCEEDS	317,000	317,000	158,500	317,000	-
FUND BALANCE APPROPRIATION	-	-	76,915	-	295,858
INTEREST EARNED	-	-	-	-	-
STORMWATER FEE	78,525	78,252	73,000	51,912	76,000
TRANSFER TO GENERAL FUND	-	-	-	-	-
STORMWATER FEE	-	-	-	-	-
* GF - 'FB Appropriated' Only	4,250,040	3,484,939	3,953,921	3,328,433	4,103,250

AD VALOREM TAXES

Ad valorem taxes are taxes paid on real and personal property located within the Town of Laurel Park. Taxes for real and personal properties are levied based upon preceding valuations of the property and the tax rate established by the Town Council. Henderson County revalues real and personal property no less than every four years.



Ad valorem taxes on motor vehicles are collected by the North Carolina Department of Motor Vehicles at the time of registration. The motor vehicle taxes collected are distributed to the counties once a month. The amount collected on behalf of the Town is remitted by Henderson County once per month. Ad valorem taxes are the Town's main revenue source, representing 57% of General Fund revenues.

The Henderson County Tax Assessor's office has provided an estimated assessed property value of \$656,850,624. An estimated value of \$5,747,931 is added to account for the assessed value of Public Service Companies. The Town may budget a tax levy at the collection rate of the year before for the estimated assessed value per North Carolina statute. The Town has adopted a tax rate of 0.395 per \$100 of assessed value, for a budgeted levy of \$2,594,560 for FY 24.

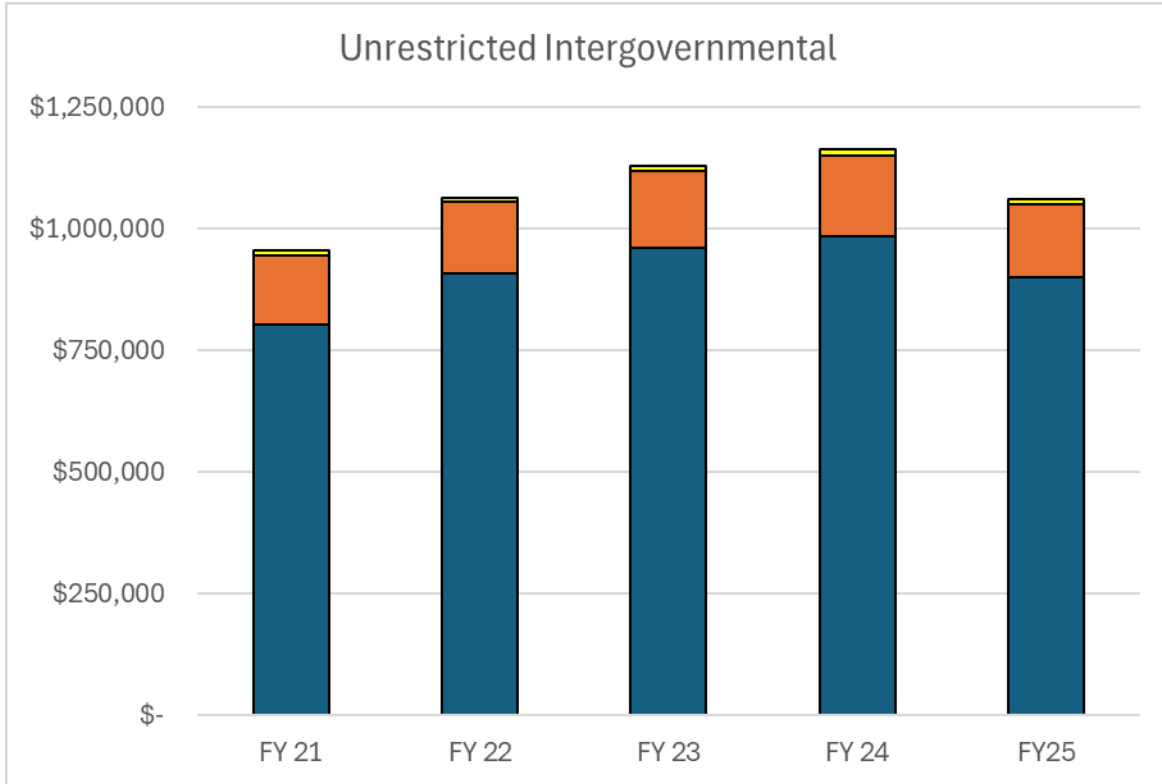
**Budgeted*

***Proposed*

UNRESTRICTED INTERGOVERNMENTAL

Unrestricted intergovernmental revenue is comprised of the Utility Franchise Tax, Beer and Wine Tax, Sales Tax refund, and Gas Tax refund.

Individual factors considered are listed in the subsections that follow.



Utility Franchise Tax

The utility franchise tax is a portion of state collected taxes from utility companies. Tax on electricity, piped natural gas, and telecommunications is a percentage (varying by type of utility) of gross receipts attributed to the municipality and distributed by the state quarterly.

Beer and Wine Taxes

Beer and Wine Taxes are distributed by the state on a per capita basis when beer and/or wine are legally sold anywhere within the State of North Carolina.

ABC Funds

Alcoholic Beverage Control (ABC) revenues and other miscellaneous revenues are based on a percentage of the sale of mixed beverages from local merchants and the net profits from counter sales of alcoholic beverages at the Laurel Park ABC store.

Local Option Sales & Use Tax

The State levies two half-cent local sales taxes (Article 40 and 42) and a one-cent local sales tax (Article 39), in addition to the state sales tax of 4.25%. Article 39 and 42 taxes are returned to the county in which the goods were delivered, while article 40 is distributed on a per capita basis.

Henderson County uses the ad valorem method, which bases the Town's share using the proportion of the tax levy across all local governments within the County. The local sales tax collected by the State is distributed to the counties. The county is responsible for distributing the local sales tax proceeds to the localities, assessed on either a per capita or ad valorem basis. The County may change the distribution method each year, at its discretion, during April.

RESTRICTED INTERGOVERNMENTAL

Restricted intergovernmental revenue is comprised of the Solid Waste Disposal Tax and Powell Bill funds. The Town has experienced little growth in restricted intergovernmental revenues in the preceding five-year period.

Solid Waste Disposal Tax

A portion of the state-levied Solid Waste Disposal Tax is distributed to municipalities on a per capita basis for solid waste management programs and services. Solid waste revenue is received quarterly. Revenues received by municipalities from this tax are encouraged to be used towards recycling and waste reduction programs.

Powell Bill

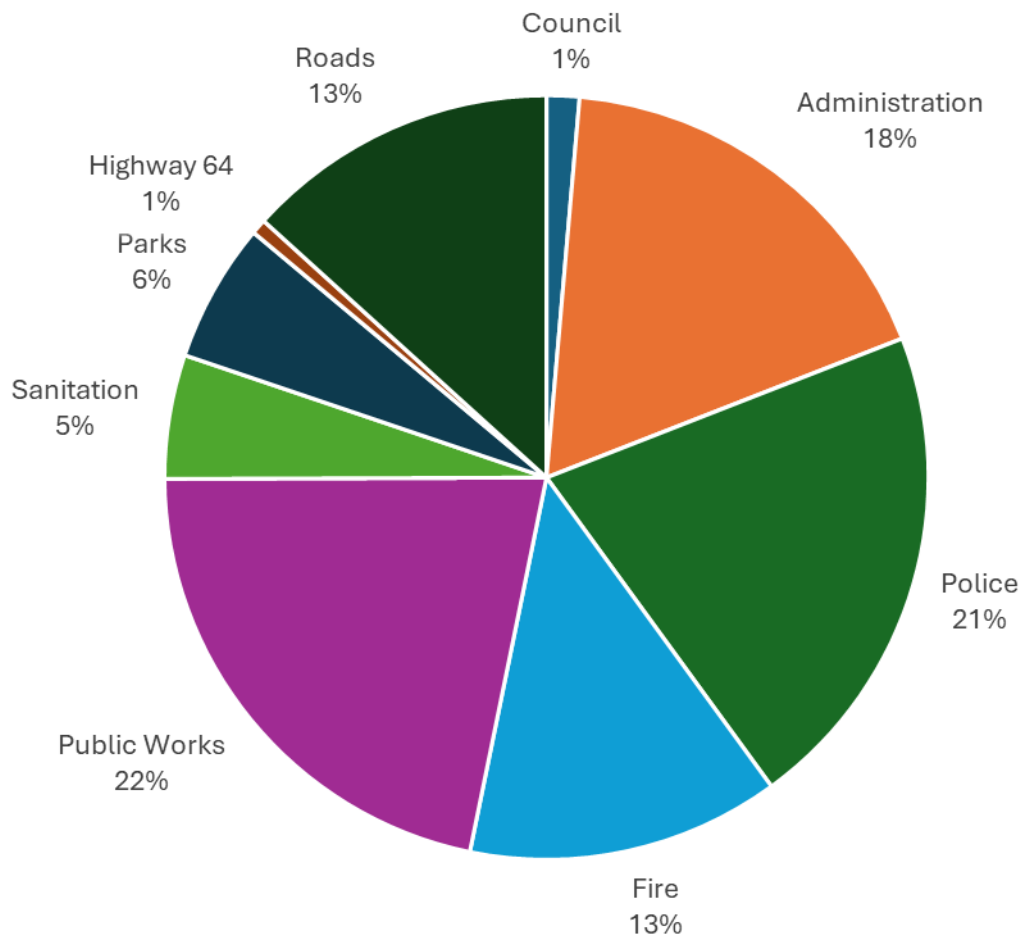
The Powell Bill revenue is the annual appropriation from the State Highway Fund for the proceeds from a one and three quarter ($1\frac{3}{4}$) cent sales tax per gallon of motor fuel sold in the state. The annual Powell Bill distribution is calculated by the state and is based on population and the number of road miles maintained by the Town.

General Fund Expenditures

The General Fund is used to account for resources traditionally associated with government that are not required legally, or by sound financial management to be accounted for in another fund. The following functional areas are included in the General Fund:

- General Government/Administration
- Public Safety
- Streets
- Environmental Protection
- Sanitation

General Fund Appropriations



GOVERNING BODY

The Council consists of the Mayor elected for a term of four years and four Commissioners elected for staggered terms of four years. The Council provides policy and budget direction.

Description	FY 22 Actual	FY 23 Actual	FY 24 Budget	FY 24 Actual	FY 25 Request
STIPEND	12,600	13,860	12,600	6,930	13,860
BOARD MEMBER EXPENSE	26,627	10,162	-	-	300
STATE OF THE TOWN DINNER	-	-	3,000	-	3,000
EMPLOYEE APPRECIATION DINNER	-	-	2,600	1,792	2,250
BOARDS AND COMMISSIONS APPRECIATION	-	-	4,500	2,426	3,900
COUNCIL RETREAT	-	-	2,000	467	2,000
SPECIAL APPROPRIATIONS	-	-	-	-	-
SOCIAL SECURITY/MEDICARE	964	1,060	1,250	530	1,075
LEGAL SERVICES	-	-	5,000	-	4,900
PRINTING & ADVERTISING	-	-	500	101	500
AUDIT	16,675	18,821	22,000	24,141	24,000
CAPITAL OUTLAY	6,201	8,579	9,000	-	9,000
	63,068	52,482	62,450	36,387	64,785

ADMINISTRATION

The Administration Department is responsible for executing the mission of the Town Council to supply quality efficient services and transparent government. Functions of this department include day-to-day supervision of Town operations, financial management, human resources, and public records management. The Administration Department consists of the Town Manager, Town Clerk, Finance Officer, Assistant to the Manager, and Resident Services Coordinator.

Description	FY 22 Actual	FY 23 Actual	FY 24 Budget	FY 24 Actual	FY 25 Request
SALARIES & WAGES	231,387	281,297	305,035	230,028	352,000
OVERTIME SALARY	-	-	-	-	-
COMP PAY	288	578	500	363	500
PART-TIME SALARY	38,758	31,303	29,977	14,012	30,000
SOCIAL SECURITY/MEDICARE	20,618	24,947	25,365	18,388	29,000
RETIREMENT	37,505	48,128	54,111	40,785	63,000
GROUP INSURANCE	29,374	32,438	34,500	25,550	36,800
UNEMPLOYMENT	-	-	-	458	-
UNEMPLOYMENT - 1% RESERVE	-	1,233	1,000	-	750
WORKMENS COMPENSATION	390	650	496	556	600
PROFESSIONAL SERVICES	111	5,852	100	78	1,000
LEGAL SERVICES	6,336	10,223	10,000	7,251	10,000
OFFICE SUPPLIES	1,986	690	2,000	2,308	2,500
MISCELLANEOUS	3,828	2,971	3,500	4,585	4,000
EQUIPMENT & SUPPLIES	2,551	1,816	3,500	1,319	3,000
TRAVEL & TRAINING	11,373	9,951	19,500	7,159	15,000
UTILITIES	14,746	12,339	15,000	12,433	15,000
POSTAGE	1,998	2,067	2,300	721	2,300
BUILDING MAINTENANCE	615	723	1,000	465	1,000
EQUIPMENT MAINTENANCE	120	-	500	1,081	1,000
SOFTWARE SUPPORT	30,223	36,982	32,000	31,638	51,400
ADVERTISING & PRINTING	3,091	5,473	4,000	2,934	4,000
ELECTIONS	3,393	-	4,000	-	4,000
CENTENNIAL EXPENSES	2,526	565	5,000	1,550	50,000
CONTRACTED SERVICES	29,010	36,714	44,730	63,590	75,000
PROP INS/GEN LIAB	29,807	34,088	38,204	40,473	40,000
DUES/SUBSCRIPTIONS/FEES	14,889	14,675	16,000	20,865	16,000
BANK SERVICE CHARGE	2,504	754	1,000	7	1,000
CREDIT CARD FEES	545	697	500	255	500
TAX COLLECTOR'S FEE - HC	2	1	25	-	-
TAX COLLECTOR'S FEE - DMV	4,518	5,386	4,750	3,969	5,000
PROPERTY TAX COLLECTION FEE - HC	9,149	9,316	13,000	9,428	11,500
CAPITAL OUTLAY	40,504	533	-	-	-
LEASE PRINCIPAL	6,679	-	-	-	-
LEASE INTEREST	1,071	-	-	-	-
	1,050,430	612,391	671,592	542,248	825,850

Fiscal Year 24 events included hiring a new Assistant to the Town Manager/Zoning Administrator, the hiring of a new Finance Officer, and continuing education opportunities for

staff. FY 25 includes funding for an update to the Comprehensive Plan, Centennial celebrations, and inflationary increases. The Administration Department will continue pursuing the following goals: promote a healthy and active community, create a sustainable community, protect the Town's unique character, foster a proactive community, and communication.

POLICE and FIRE

The Police Department is responsible for promoting and maintaining a peaceful, safe, and secure environment by providing high-quality, community-oriented police services. This category also reflects the appropriation dedicated to the Town's fire protection and emergency medical service contract from Valley Hill Fire & Rescue. The increase in cost is directly associated with the assessed property value of Laurel Park. The Town dedicates 9 cents of its tax rate to fire protection. As new homes are constructed and home values reassessed, the total value of the property in Laurel Park typically increases, which results in the increase of fire protection costs.

Description	FY 22 Actual	FY 23 Actual	FY 24 Budget	FY 24 Actual	FY 25 Request
SALARIES & WAGES	360,992	426,841	471,000	387,043	477,000
OVERTIME SALARY	12,531	20,058	17,000	14,036	17,000
COMP PAY	4,778	3,454	5,000	1,777	4,000
PART-TIME SALARY	3,697	14,177	28,000	21,644	29,277
SOCIAL SECURITY/MEDICARE	28,223	35,020	35,600	32,135	38,300
RETIREMENT	63,161	80,425	86,500	75,775	94,500
GROUP INSURANCE	65,183	68,642	74,000	61,797	79,000
WORKMENS COMPENSATION	6,722	7,603	8,500	9,433	10,000
PROFESSIONAL SERVICES	670	688	1,500	1,417	1,500
UNIFORMS	6,578	3,533	4,500	2,162	4,500
AUTO SUPPLIES & REPAIRS	28,121	40,109	25,000	20,448	25,000
MISCELLANEOUS	1,245	-	4,000	68	2,000
COMMUNITY OUTREACH	-	-	2,000	-	2,000
EQUIPMENT & SUPPLIES	28,145	8,990	9,000	18,522	9,000
TRAVEL & TRAINING	873	1,109	4,000	2,876	4,000
UTILITIES	9,028	12,350	6,500	3,073	6,500
EQUIPMENT MAINTENANCE	2,027	180	2,500	8,496	2,500
SOFTWARE SUPPORT	21,479	16,364	14,500	21,577	20,000
CONTRACTED SERVICES	4,259	6,083	6,500	2,739	36,500
DUES/SUBSCRIPTIONS/FEES	-	84	700	-	700
CAPITAL OUTLAY	10,592	4,531	18,100	8,641	24,000
INSTALLMENT/LEASE	17,185	20,227	88,983	5,084	88,983
CONTRACTED SERVICES	430,000	444,847	574,945	574,945	618,482
	1,107,817	1,215,314	1,488,328	1,273,688	1,594,742

During FY 24, the Police Department continued to support Community Policing through different programs such as the Community Seminars, Community events, and the Neighborhood Services Division. With these services, the Department increased communications with many stakeholders. Residents received critical information on many topics including crime prevention, health and safety, and home security. The Police Department hosted and participated in numerous community activities within

Henderson County; and they acquired and upgraded equipment, some with the assistance of NCGHP. The members of the Police Department complete over 1,200 hours of training in a variety of career-based subjects, including tactical medical training, emergency response, and leadership certifications.

Goals for the Police Department for FY 25 include: Focus on traffic enforcement and accident prevention, along with continued participation in community events. The Police Department will develop and improve internal systems which assure high quality service to the community, while increasing the department's efficiency.

PUBLIC WORKS and SANITATION

The Public Works Department is responsible for coordination of Town projects, maintenance of the overall appearance and cleanliness of Town facilities and grounds, and maintenance of street and stormwater infrastructure. This category also includes the Sanitation contract. The sanitation and recycling contract is responsible for the weekly pickup of household garbage and recycling. In FY24 the Town contracted with WastePro for garbage and recycling services. However, WastePro proposed a new contract with 113% increases. Town staff are soliciting bids from other vendors and this budget represents the lowest bidder to date.

Description	FY 22 Actual	FY 23 Actual	FY 24 Budget	FY 24 Actual	FY 25 Request
SALARIES & WAGES	300,079	334,613	380,000	314,554	419,000
OVERTIME SALARY	1,211	-	2,000	139	1,800
COMP PAY	5,407	2,236	4,000	2,560	4,000
PART-TIME SALARY	85	3,904	15,000	(3,327)	-
SOCIAL SECURITY/MEDICARE	22,322	25,237	28,600	23,739	32,000
RETIREMENT	47,973	56,981	67,000	56,141	77,500
GROUP INSURANCE	62,980	60,868	65,500	57,245	75,000
UNEMPLOYMENT	-	-	-	-	-
WORKMENS COMPENSATION	12,465	10,991	12,500	12,771	13,000
PROFESSIONAL SERVICES	1,999	408	10,000	-	10,000
UNIFORMS	4,037	3,112	4,000	3,787	4,000
ROAD REPAIR MATERIALS	5,094	5,218	7,500	6,667	12,000
SNOW REMOVAL	3,509	856	7,500	-	10,000
AUTO SUPPLIES & REPAIRS	23,285	40,267	20,000	18,915	15,000
MISCELLANEOUS	893	2,498	1,000	259	1,000
EQUIPMENT & SUPPLIES	16,915	20,557	20,000	16,754	25,000
TRAVEL & TRAINING	1,250	2,288	4,000	110	4,000
UTILITIES	16,362	16,948	17,000	12,693	28,000
BUILDING MAINTENANCE	675	1,867	4,000	1,326	4,000
EQUIPMENT MAINTENANCE	6,748	10,686	15,000	3,784	15,000
SOFTWARE SUPPORT	4,992	4,950	4,750	3,621	4,750
CONTRACTED SERVICES	14,744	24,918	15,000	10,429	15,000
FEES & PERMITS	1,661	2,584	2,500	1,722	2,500
CAPITAL OUTLAY	33,607	36,623	97,875	97,571	132,000
INSTALLMENT/LEASE	19,315	26,223	110,566	12,284	110,000
CONTRACTED SERVICES	168,263	181,343	206,700	158,036	245,076
	1,003,061	876,977	1,121,991	811,780	1,259,626

In FY 24 Public Works replaced nine culverts, rehabilitated road shoulders, patched numerous potholes and deteriorated areas, and maintained certifications and continuing education hours.

Goals for FY 25 include: improve stormwater drainage features, increased road shoulder rehabilitation, having crew recertified in road construction flagging, and additional safety training.

PARKS

The Parks Department maintains Rhododendron Lake Nature Park, Jump Off Rock, Laurel Green Park, Glenn Rock Springs, Canal Park, and Crystal Springs Park, as well as walking paths throughout Town.

Description	FY 22 Actual	FY 23 Actual	FY 24 Budget	FY 24 Actual	FY 25 Request
SALARIES & WAGES	43,935	55,255	59,700	49,273	83,550
OVERTIME SALARY	564	-	2,000	658	1,500
COMP PAY	868	925	1,000	1,836	1,500
PART-TIME SALARY	-	2,242	10,000	(4,675)	15,000
COMMITTEE MEMBER EXPENSE	279	-	100	-	-
SOC. SEC./MEDICARE	3,107	5,015	4,600	4,243	6,400
RETIREMENT	6,964	9,545	11,000	9,175	15,600
GROUP INSURANCE	14,480	14,113	14,000	112,037	19,080
PROFESSIONAL SERVICES	9,190	21,815	5,000	-	5,000
MISCELLANEOUS	166	1,107	1,500	646	1,500
EQUIPMENT & SUPPLIES	8,034	7,261	8,000	2,647	8,000
TRAVEL & TRAINING	86	-	2,000	504	2,000
UTILITIES - PARKS	508	2,993	2,500	2,240	2,500
PARK MAINTENANCE	13,488	15,049	10,000	11,941	15,000
CONTRACTED SERVICES	1,500	(403)	7,500	520	7,500
CAPITAL OUTLAY	14,677	73,022	13,500	43	18,500
P&G BOARD EXPENSE	-	-	19,300	28,408	19,000
JUMP OFF ROCK	(403)	3,010	2,500	337	2,500
LAUREL GREEN	3,729	566	7,500	19,273	33,500
RHODODENDRON LAKE PARK	7,992	8,794	7,500	3,357	7,500
ECUSTA TRAIL	-	-	-	15,000	8,500
GLENN ROCK SPRINGS	-	-	-	-	500
CANAL PARK	-	-	-	-	1,000
	129,164	220,309	189,200	257,464	275,130

In FY 24 The Parks Department maintained all landscaping and hardscaping for the six parks while regularly maintaining cleanliness with trash pick-up and dog bag replacement, installing pavers in a timely manner, keeping in communication with the Parks and Greenway Board and the Friends of Laurel Park. Working on Little Laurel Green and Laurel Green this year was the main goal. Little Laurel Green was totally redone with new edging around play areas for less of a trip hazard for kids, was pressured washed, had 45 yards of play safe mulch added, sand was replaced with 500lbs of clean sand, and a french drain was installed in the grass area. Over 100 yards of mulch was put down throughout all of Laurel Green. Large storms required the rock dust path in Laurel Green Park to have extensive work done four times. With the help of volunteers we were able to keep the new plants that Baker had installed on the creek restoration alive with sprinklers and 100 foot hoses. The creation of Canal Park was a seminal achievement with help from the Park Ranger Institute and community volunteers.

Rhododendron will be the priority in FY 25: fixing paths, pruning, mulching beds, working on wetland area and the fixing bridge.

Stormwater Fund Summary

The Stormwater Fund provides stormwater infrastructure improvements, street, and gutter cleaning, and maintains the Town's NPDES phase II permit with the State of North Carolina. The total budget for this Fund is \$138,665 for FY 25.

Description	FY 22 Actual	FY 23 Actual	FY 24 Budget	FY 24 Actual	FY 25 Request
FUND BALANCE APPROPRIATION	-	-	(76,915)	-	(63,665)
INTEREST EARNED	-	-	-	-	3,750
STORMWATER FEE	(78,525)	(78,252)	-	-	-
TRANSFER TO GENERAL FUND	-	-	-	-	-
COH COLLECTION FEE	7,814	7,865	8,000	5,245	8,000
PROFESSIONAL SERVICES	1,050	500	20,000	-	20,000
MISC	-	347	1,000	-	1,000
DEPRECIATION	1,409	-	-	-	-
CONTRACTED SERVICES	4,147	9,965	100,415	-	100,415
STORMWATER FEE (revenue)	-	-	(73,000)	58,410	(75,000)
CAPITAL OUTLAY	-	43,676	-	842	-
EQUIPMENT & SUPPLIES	8,078	5,000	20,000	257	5,000
ADVERTISING & PRINTING	-	-	500	-	500
TRANSFER TO FUND BALANCE	-	-	-	-	-
					138,665

The stormwater fund revenue collected from monthly water bills is used to carry out stormwater projects throughout the Town like culvert repair, ditch maintenance, stream restoration, public education activities, and infrastructure improvement. There is a small fee associated with the City of Hendersonville collecting the stormwater fee for the Town of Laurel Park.

Roads and Powell Bill Capital Project Fund Summary

In April of 2022, the Town Council created a Capital Projects Fund for Roads and Powell Bill, and appropriated \$1,000,000 of fund balance for the project. This year the Council is appropriating \$620,000 in new funds.

Description	FY 22 Actual	FY 23 Actual	FY 24 Budget	FY 24 Actual	FY 25 Request
FUND BALANCE APPROPRIATED	-	-	(2,082,360)	-	
TRANSFER FROM GF	(1,000,000)	(1,100,000)	(690,360)	(1,000,000)	(620,000)
PROFESSIONAL SERVICES	-	27,500	50,000	21,894	30,000
ROAD REPAIR MATERIALS	-	-	25,000	-	
CONTRACTED SERVICES	-	140	2,451,518	1,768,399	590,000
CAPITAL OUTLAY	-	-	-	-	-
CONTINGENCY	-	-	246,202	-	
TRANSFER TO FUND BALANCE	-	-	-	-	-
* Expense Only	-	27,640	2,772,720	1,790,293	620,000

The Roads and Powell Bill Fund provides road infrastructure improvements, paving, and repairs.

Laurel Green Stream Restoration Capital Project Fund Summary

The Laurel Green Stream Restoration consists of two projects and two revenue sources. The first is a direct appropriation from the General Assembly.

Description	FY 23 Actual	FY 24 Budget	FY 24 Actual	FY 25 Request
FUND BALANCE APPROPRIATED	-	(467,522)	-	-
TRANSFER FROM GF	-	-	-	-
GRANT PROCEEDS	(317,000)	(158,500)	(317,000)	-
PROFESSIONAL SERVICES	7,700	42,300	550	-
CONTRACTED SERVICES	278	583,722	248,215	-
TRANSFER TO FUND BALANCE	-	-	-	-

American Rescue Plan Capital Project Fund Summary

The American Rescue Plan Act was distributed from the federal government, through the states, in FY 2022 and FY 2023. Laurel Park's total allocation is \$742,565.

Description	FY 22 Actual	FY 23 Actual	FY 24 Budget	FY 24 Actual	FY 25 Request
DEFERRED REVENUE	(371,283)	-	-	-	-
FUND BALANCE APPROPRIATED	-	-	(742,565)	-	(160,743)
TRANSFER FROM GF	-	-	-	-	-
CSLRF FUNDS	-	(371,283)	-	-	-
PROFESSIONAL SERVICES	-	-	-	2,000	-
CONTRACTED SERVICES	-	-	742,565	581,822	160,743
TRANSFER TO FUND BALANCE	-	-	-	-	-
*Expense Only	-	(371,283)	742,565	583,822	160,743

Though all the funds were budgeted in FY 24, not all projects were completed. \$160,743 is reappropriated this year and must be spent by the end of the calendar year.

Town Hall Capital Project Fund

The Town Council created a Town Hall Capital Project Fund in FY 2023 to set aside funds for the design and construction of a new Town Hall. No new dollars are being allocated to the fund through this budget.

Description	FY 22 Actual	FY 23 Actual	FY 24 Budget	FY 24 Actual	FY 25 Request
FUND BALANCE APPROPRIATED	-	-	(309,900)	-	(294,500)
TRANSFER FROM GF	-	(325,000)	-	(325,000)	-
PROFESSIONAL SERVICES	-	8,400	514,900	-	174,500
CONTRACTED SERVICES	-	6,700	115,000	-	115,000
CONTINGENCY	-	-	5,000	-	5,000
TRANSFER TO FUND BALANCE	-	-	-	-	-
*Expense Only	-	15,100	634,900	-	294,500

The Town Hall Capital Project Fund has an available balance of \$294,500 for use pending future decisions about the Town Hall project.

Highway 64 Improvements Capital Reserve Fund

The Town Council has set aside \$30,000 a year for the Highway 64 Improvements Capital Reserve Fund each year since FY2020. The Fund will total \$139,734 with this year's appropriation.

Description	FY 22 Actual	FY 23 Actual	FY 24 Budget	FY 24 Actual	FY 25 Request
FUND BALANCE APPROPRIATED	-	-	(109,734)	-	(109,734)
TRANSFER FROM GF	(30,000)	(30,000)	(30,000)	-	(30,000)
PROFESSIONAL SERVICES	-	-	25,000	18,265	25,000
MISCELLANEOUS	-	-	-	-	-
CONTRACTED SERVICES	-	10,266	114,734	-	114,734
CAPITAL OUTLAY	-	-	-	-	-
TRANSFER TO FUND BALANCE	-	-	-	-	-
*Expense Only	-	10,266	139,734	18,265	139,734

Fund Balance

Fund balance is a necessary tool to avoid cash flow interruptions, generate investment income, eliminate the need for short-term borrowing, and act as a reserve for emergencies. A positive change in fund balance increases the funds available; a negative change in fund balance reduces the funds available.

As of the close of FY 2023, the Town's reported ending general fund balance of \$2,863,180 represented an increase of \$115,321 in comparison with the prior year. Approximately 76% of this amount, or \$2,164,002 was available for spending at the government's discretion (unassigned fund balance.)

Schedule of Fees

<u>Town of Laurel Park Fee Schedule</u> July 1, 2024 – June 30, 2025	
GENERAL FUND	
Miscellaneous	
Returned Check or Electronic Item Fee	\$25.00
Copies, per page	no charge for first 2 pages, then \$0.20 pp > 8"x11" \$1.00 pp
Public Works	
Mulch/composted leaves, per load (includes delivery)	\$60.00
Mulch is available for purchase and delivery to locations within the corporate limits only. Limit five (5) loads per address, per sale. Loads are approximately 8 cubic yards. Orders canceled or reduced after payment is processed will be charged a \$30.00 refund processing fee.	
Parks (fee is non-refundable and designated for park improvements)	
Wedding Ceremony in Town Park (Non-Resident)	\$500.00
Wedding Ceremony in Town Park (Resident)	\$250.00
Event with Alcohol at Jump Off Rock or Rhododendron Lake Nature Park (park remains open to the public)	\$100.00
Police Department	
Police Report	no charge
Fingerprinting	no charge
No Open Burning Fine	\$100.00
Off Duty Security (4 hour minimum)	\$25.00 per hour
PLANNING & ZONING	
Certificate of Zoning Compliance	
Single Family Residential	\$250 Base (Plus \$50/500 sq ft over 1000sqft)

Medical, Institutional, Cultural, Commercial, & Industrial	\$300.00
Addition, Accessory Building, other not listed	\$75.00
Deck	\$75.00
Fence	\$75.00
Demolition	\$75.00
Interior Remodel	no charge
Planned Unit Development	\$100/acre (\$500 min)
Sub-Division Request	\$100 + \$25/lot
Site Plan Review (more than 3 residential units & all non-residential)	\$250.00
Sign – New or Replacement	\$50.00
Zoning Verification Letter	\$25.00
Special Use Permit	\$100/acre (\$500 min)

Encroachment Agreement	\$1000.00
Land Disturbing Permit	\$200.00
Voluntary Annexation	\$250.00
Zoning Ordinance Text Amendment	\$250.00
Zoning Map Amendment/Rezoning Request	\$250.00
Variance Request	\$80.00
Appeal	\$80.00
Stormwater Fund	
Monthly Stormwater Fee	\$5.00
<i>Additional fees/penalties/charges may be found in the Town of Laurel Park Ordinances</i>	

Appendix

Strategic Plan

Glossary

Capital Improvement Plans (CIP)

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STRATEGIC PLAN



Adopted May 13, 2021

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Executive Summary

The Strategic Planning document is the Town of Laurel Park's overall guiding framework for activities and operations moving forward. Strategic planning provides clarity, direction, and focus with a forward-looking emphasis. These five focus areas identified in this document, along with the Town's mission, values, and goals are critical to providing high-quality services to residents. This plan clearly communicates the message of who we are and what we want Laurel Park to be in the future. This plan identifies organizational priorities and objectives to meet these goals.

Laurel Park's 5 strategic focus areas:

1. Safe, vibrant, and healthy community: promote an environment where our residents feel safe and enjoy access to community opportunities and amenities.
2. Safe, reliable, and sustainable utility services: maintain quality utility services by proper support and funding of necessary operating and capital components and by pursuing partnerships and other regional opportunities when available.
3. Town infrastructure: Promote efforts in pursuing ongoing opportunities to improve residential, commercial, streets, recreational, and other infrastructure in the Town.
4. Environmental character: promote, protect, and enhance a healthy and sustainable natural environment.
5. Connected, engaged, and diverse community: foster a cohesive and engaged community that is caring, welcoming, and participates in opportunities that promote quality of life for all residents.

Within each of these five strategic focus areas, 2-3 objectives were identified. To achieve the objectives outlined, specific and measurable initiatives were proposed. These are action items that will be carried out in the day-to-day activities of each Town employee to achieve the overall mission, values, and goals of the Town.

Guided by this Strategic Plan, Laurel Park will strive to meet each of the objectives in the focus areas listed above. The goals and objectives listed in this plan are long-term in nature. This plan is intended to be revisited and revised over the next four to five years as part of ongoing institutional strategic thinking.

Town of Laurel Park

Vision

The Town of Laurel Park values its people, its strong sense of community, and its mountain environment. The Town envisions a future where balanced decision-making results in a quality community where people have choices. Our Town is responsive to the needs of residents today and adapts to serve our neighbors of tomorrow.

Mission

At the Town of Laurel Park, we focus every day on supplying quality, efficient services and transparent government to remember our past, respect our present, and enhance the future of citizens.

Town Values

Quality - To ensure all activities and services meet excellence.

Community - Foster a feeling of fellowship within our town, as to facilitate and strengthen common attitudes, interests, and goals.

Prestige - To be the example for our citizens, neighbors, and region.

Sustainability - To provide sustainability for the town, through its environment, culture, and finances.

Transparency - To foster trust between government and citizens through active, honest communication.

Nonpartisanship - To provide nonpartisan leadership and service to the Town and its citizens.

SOAR Analysis

At the Budget Retreat held in March 2021, the Town Council conducted a SOAR analysis that focused on Laurel Park’s strengths, opportunities, aspirations, and results. The following pages are brief notes taken by Staff members during the Budget Retreat that outline the direction and priorities of the Council moving forward in this strategic planning document.

S
Strengths

- What are we most proud of?
- What makes us unique?
- What is our proudest achievement in the last year or so?
- How do our strengths fit with in the realities of the Town?
- What do we provide that is world class for our residents?

O
Opportunities

- What are our top 3 opportunities we should focus our efforts on?
- How can we best meet the needs of our residents?
- How can we differentiate ourselves from other places?
- How can we reframe challenges to be seen as exciting opportunities?
- What partnerships would lead to greater success?
- What needs and wants are we currently not fulfilling for our employees and residents?

A
Aspirations

- What are we deeply passionate about?
- Who are we, who should we become, and where should we go in the future?
- What is our most compelling aspiration?
- What strategic initiatives (projects, programs and processes) would support our aspirations?

R
Results

- What meaningful measures would indicate that we are on track to achieving our goals?
- What are 3-5 indicators that could create a scorecard that can measure our results?
- How do we know when we have achieved our goals?
- How do we translate our vision of success into tangible outcomes?
- How do we use our strengths to get results?

Strengths

- What are we most proud of?
 - RNLP
 - Volunteerism among residents, community activism
 - The cohesiveness of community, staff, council – relationship, being able to work together
 - Council’s response to housing, changing environment
 - Public Works Department
 - Small town atmosphere – “Town on a Mountain”
 - Diligence in making sure priorities are met – Ecusta Trail
 - Proactive measures – Laurel Green erosion control project
 - Diversity of council
 - Landscape – geography, waterfalls, mountain views
- What makes us unique?
 - Look to the future, but respect our history
 - Small town identity – proud to be from LP
 - Friendliness of our community
 - The ability to disagree amicably
 - Bird, Bee, & Tree sanctuary
 - LPPD home checks, friendly, accommodating
 - Our maintenance department – Brandon!
- Proudest achievement in the last year or so
 - UDO
 - Water system
 - Hwy 64 project
 - Working through big projects, complex issues
 - Paid family leave policy
 - Variety and number of projects going on in town – a cooperative attitude of staff and council
- How do our strengths fit into our realities?
 - Ability and willingness of residents to be involved – using unique skillsets to contribute
 - In-house expertise on council
 - Public service motivation
 - Open-mindedness – contributes to our success
 - Open to research and grant opportunities – fiscal responsibility
 - Collaboration with partners on projects and to achieve our goals – strong relationships with non-profits and community
- What do we provide that is world-class for our residents?
 - Snow removal/treatment of roads during winter weather events
 - Garbage service
 - Quality of services – water

- Approachability & accessibility of services and staff and council
- Landscape, public lands/parks, geography
- Clean, safe, friendly environment in a beautiful location – a variety of animals

Opportunities

- Top 3 opportunities to focus our efforts on
 - ROADS
 - stormwater and erosion control
 - Expanding LP's footprint in Henderson County (Ecusta Trail, US 64)
 - Connectedness & business opportunities
 - Parking with Ecusta Trail
 - Proactive involvement and collaboration with Ecusta Trail project
 - Interconnectivity of Laurel Park from an aesthetic perspective – pulling it all together
 - LP Shopping Center
 - Laurel Green Park
 - erosion control efforts
 - Restroom facility at LG Park
- How can we best meet the needs of our residents?
- How can we differentiate ourselves from other places?
- How can we reframe challenges to be seen as exciting opportunities?
- What partnerships would lead to greater successes?
 - DOT
 - Chamber, commercial brokers – real estate for small businesses
 - Friends of Ecusta Trail
 - Henderson County – comp plan committee member from LP
 - Charley Owen
 - Conserving Carolina
 - Development community – U.S. 64 corridor
 - Mosaic Studios
 - City of Hendersonville and other neighboring municipalities

- NCGA members and representatives
- NCLM
- Blue Ridge Bike Club
- What needs and wants are we currently not fulfilling for our employees and residents?
 - Face-to-face communication (state of the town, neighborhood meetings are solutions to this)
 - Communicating projects throughout – communicating the “why”
 - Communication through infrastructure and how we look/services
 - Creating a better 2-way communication system – to help bring things to our attention
 - New Town Hall

Aspirations

- What are we deeply passionate about?
 - Tree canopy and appearance of a forested community
 - Protect sense of community and small town on a mountain
 - Birds, turkeys, wildlife, bees
 - Historic homes
 - Protection of small businesses
 - The future – what are we leaving for the next generation?
 - Citizens and staff
 - The beauty, views, and seasons – the natural environment
- Who are we, who should we become, and where should we go in the future?
 - How will climate change impact our future? Being good stewards of our resources
 - A destination – upper and lower LP. Inclusive, strong local businesses, parks
 - Protect our identity
 - Protect: views, trees, environment
 - Preserve history, mitigate erosion
 - Continuance, a better version of what we are
- What strategic initiatives would support our aspirations?
 - Finishing the UDO – a guide on how we move forward
 - The process to protect roadway edges
 - UDO helps protect trees and views
 - Master planning project – something that captures our entire vision in one document
 - Working with partners – “build our table”

Results

- How can we measure our goals?
 - Timeline in place
 - Create a plan – set goals within the plan
 - Periodic checkpoints of action items
- What does success look like?

Focus Area #1

Safe, Vibrant, and Healthy Community

Promote an environment where our residents feel safe and enjoy access to community opportunities and amenities.

Objective 1: Provide highly responsive public safety services that reduce the occurrences and severity of crime and accidents in the community.

Potential Initiatives:

1. Evaluate our public safety staffing and facility needs to verify that they provide for the desired safety level.
 - a. Create and disseminate a survey to residents to measure satisfaction levels of public safety services.
 - b. Create an internal evaluation of public safety services.
2. Implement a community policing style in the Police Department which emphasizes citizen interaction and participation in problem-solving.
 - a. Create and implement a community policing policy.
 - b. Get 100% of officers certified in community policing from Justice Academy within two years.
3. Partner and collaborate with state and federal governments on major public safety priorities.
 - a. Traffic safety survey that identifies points of interest like dangerous intersections, speed limit signs, and Governor's Highway Safety metrics.
 - b. Have 100% participation and compliance with the Governor's Highway Safety Program.

Objective 2: Preserve and increase the supply of housing for all income groups.

Potential Initiatives:

1. Complete an inventory of affordable housing and middle housing opportunity sites.
2. Review and address policies and ordinances impacting the development of middle and affordable housing.

Objective 3: Support an active lifestyle for our residents by providing vital Parks & Recreational opportunities.

Potential Initiatives:

1. Conduct public workshops to identify desired parks and recreational programs and facilities not currently offered, along with estimated costs.
 - a. Hold neighborhood meetings to gauge input and ideas.
 - b. Create a Park Department CIP development review annually.
2. Prioritize desired projects and identify or seek funding options, including governmental and private grants, sponsorships, and volunteer efforts.
 - a. Volunteer activities, number of grants, number of sponsorships
3. Assess the condition of current parks and recreation sites and undertake a revitalization of the site to make them attractive, enjoyable, and safe.
 - a. Create an internal specialized parks position to oversee maintenance and projects of Town parks.
 - b. Provide a quarterly update on parks and projects.

Objective 4: Cultivate partnerships with local human service agencies, non-profit organizations, and other institutions to support the needs of our residents.

Potential Initiatives:

1. Perform a needs assessment of human service needs for our residents and facilitate regular meetings of resource organizations to coordinate ways to better meet the priority needs.
 - a. Disseminate information and provide reports on work already being done in Town by these organizations.
 - b. Report to Council on ways Town Staff can be involved and partner with human service organizations to implement their recommendations.
 - c. Create a Staff volunteer policy and program that incentivizes Town Staff to increase volunteerism and opportunities to be involved in the community outside of regular work hours.
2. Involve citizen focus groups or other community engagement to provide information on human service needs, and in responding to ideas and opportunities in the community.
 - a. Hold neighborhood meetings to gather input and disseminate information to residents about services available to them from human service organizations.

Objective 5: Be prepared for emergency preparedness situations through the maintenance of plans that are up-to-date and well-publicized.

Potential Initiatives:

1. Utilize existing state and other resources to develop or update a formal Emergency Management Plan for the Town that covers both natural and other disasters that the town is vulnerable to.
 - a. Review and update plan, then educate and train Staff.
2. Coordinate agreements with regional health, medical, and public safety organizations on emergency response activities of the Town.
 - a. FEMA training for all appropriate Staff and Council members.
 - b. Review agreements annually.
3. Develop a communications strategy on emergency plans that includes both regular outreach to citizens, businesses, and staff, that during emergencies, can quickly contact all persons and provide ongoing updates.
 - a. Hold quarterly Staff training sessions.
4. Establish pre-position contracts for key products and services needed during any disasters.
 - a. Establish key products and services.
 - b. Establish the contracts.

Focus Area #2

Safe, Reliable, and Sustainable Utility Services

Maintain quality utility services by proper support and funding of necessary operating and capital components and by pursuing partnerships and other regional opportunities when available.

Objective 1: Prepare for changing and growing developments by maintaining and upgrading critical infrastructure to provide quality services.

Potential Initiatives:

1. Create and maintain a capital improvement plan for critical infrastructure that plans for growth and proactive maintenance.
2. Annually resolve to follow CIP
3. Every 4 years, review and update paving plan and stormwater infrastructure plan

Objective 2: Support and protect the natural environment of Laurel Park through environmentally friendly and financially sustainable infrastructure systems.

Potential Initiatives:

1. Comply with standards and guidelines outlined in MS4 permit to ensure stormwater infrastructure is well maintained so as to limit stormwater runoff and erosion issues.
2. Identify and utilize emerging technology in infrastructure. Present multiple options to Council when new projects are being discussed.
3. Create, implement, and adhere to a Stormwater CIP.

Objective 3: Cultivate partnerships with state entities, neighboring governments, non-profit organizations, and other community institutions to support the utility needs of our residents.

Potential Initiatives:

1. Seek technical assistance and training from other organizations for utility services like stormwater that provide staff knowledge and skills.
2. Continue to partner with the City of Hendersonville to provide water and sewer service to residents.
3. Partner with Duke Energy to help provide reliable energy services.
4. Work with State Legislature to provide broadband services.

Focus Area #3

Town Infrastructure

Promote efforts in pursuing ongoing opportunities to improve town infrastructure, including residential, commercial, streets, and recreational.

Objective 1: Provide and maintain adequate transportation opportunities that are accessible and safe for motorists, pedestrians, bicyclists, and residents to enhance and preserve our sense of place.

Potential Initiative:

1. Support the Ecusta Trail.
2. Develop CIP for Bike and Ped Plan.
3. Develop CIP for Greenway Plan.

Objective 2: Plan for and adapt to changing development needs and their impact on Town street and stormwater infrastructure.

Potential Initiative:

1. Dedicate \$0.03 toward proactive street maintenance.
2. Track the growth curve to plan for growth. Use tools like Census Data to help.
3. Dedicate 30% of stormwater fee revenue for proactive stormwater projects.

Objective 3: Maintain, repair, and expand Town infrastructure in a way that is financially and environmentally sustainable.

Potential Initiative:

1. Review and implement CIP.

Focus Area #4

Environmental Character

Promote, protect, and enhance a healthy and sustainable natural environment.

Objective 1: Protect our “Town on the Mountain” sense of place by preserving green space and the Town tree canopy.

Potential Initiatives:

1. Pass and enforce UDO section regarding tree canopy protection.
2. Update Town nuisance ordinance to address invasive vine species.
3. Educate and promote the benefits of retaining a tree canopy to residents, visitors, and potential developers.

Objective 2: Promote recycling and other sustainability initiatives.

Potential Initiatives:

1. Work with WastePro to ensure Laurel Park is complying with their mixed recycling program.
2. Clean rating of recycling, work to increase by 1-2% each year.
3. Educate residents on how to properly dispose of common and uncommon household waste.
4. Reduce Town created waste by Staff.

Objective 3: Create a more resilient natural environment by protecting, repairing, and creating Laurel Park’s natural processes.

Potential Initiatives:

1. Protect and maintain stream health from erosion and illicit discharge (refer to SWMP for metric).
2. Increase green space by 5% to help with heat sink.

Focus Area #5

Connected, Engaged, & Diverse Community

Foster a cohesive and engaged community that is caring, welcoming, and participates in opportunities that promote quality of life for all residents.

Objective 1: Cultivate partnerships with local human service agencies, non-profit organizations, and other community institutions to promote quality of life for all residents.

Potential Initiatives:

1. Partner with area schools to jointly utilize parks and recreation sites for mutual advantages.
2. Partner with three non-profit agencies to provide one annual event in Town.
3. Partner with organizations to create equity through external policies.

Objective 2: Increase and develop new communication strategies and opportunities for engagement to allow residents to participate in town processes more easily.

Potential Initiatives:

1. Create an online portal for residents to report utility concerns and inquiries.
2. Hold neighborhood meetings with the goal of meeting in person with each neighborhood at least once every two calendar years.
3. Establish baseline participation metric for public involvement, then use to measure against future engagement.
4. Establish and disseminate a survey to residents and business owners addressing one town service per year.

Objective 3: Preserve a unique identity while adapting to changing demographics.

Potential Initiatives:

1. Post Town information, news, and job openings to a diverse source of places.
2. Develop an inclusive written history of Laurel Park.
3. Create a museum/community center to display historical artifacts and information.
4. Establish and live a Laurel Park brand through all Town services and interactions. Gauge brand effectiveness through annual service survey.

Glossary

AD VALOREM TAX: A tax levied in proportion to the value of a property.

APPROPRIATION: The legal authority to incur obligations and to make expenditures for specific purposes.

APPROPRIATED FUND BALANCE: The amount of fund balance appropriated as a revenue source for the current fiscal year.

ASSESSED VALUATION: The value established by the County tax assessor for real or personal property for use as a basis to levy property taxes.

BALANCED BUDGET: As defined by the North Carolina Local Government Budget and Fiscal Control Act, is when the sum of estimated net revenues and appropriated fund balance is equal to appropriations for each fund.

BUDGET: A plan of financial activity for a specified period (fiscal year beginning July 1 and ending June 30) designating planned revenues and expenses for the budget period.

BUDGET AMENDMENT: The legal mechanism used to revise a budget appropriation.

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

BUDGET ORDINANCE: The official enactment by the Town Board to establish legal

authority for the Town officials to obligate and expend resources.

CAPITAL EXPENDITURE: An expenditure for an asset that exceeds a predetermined dollar amount and a predetermined number of years of useful life.

CAPITAL OUTLAY: Expenditures for the acquisition of capital assets, including land, buildings, permanent improvements, machinery, large tools, rolling, and stationary equipment.

CASH MANAGEMENT: The activity of forecasting cash flows, improving cash availability for investment, and establishing/maintaining banking relationships.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): A report containing the Town's annual financial statements, auditor's report of the financial statement, various tables and graphs as supplemental data, and a transmittal letter describing the year's activity.

CONTINGENCY: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

DEBT SERVICE: the cost of paying principal and interest on borrowed money according to a predetermined payment schedule.
DEPARTMENT: An organizational unit responsible for carrying out a major governmental function.

ENCUMBRANCE: The commitment of appropriated funds to purchase an item or service.

ENTERPRISE FUND: a fund used to account for operations in which the cost of providing services are financed or recovered primarily through user charges.

ESTIMATED REVENUE: The amount of projected revenue to be collected during the fiscal year.

EXPENDITURE: The amount of net financial resources expended during the reporting period for current operations, capital outlay, long-term debt principal retirement, and interest.

FISCAL YEAR: The twelve-month period to which the annual operating budget applies. The fiscal year for the Town of Laurel Park begins July 1st and ends June 30th.

FUND: An accounting entity that possesses a set of self-balancing accounts segregated to carry out specific activities.

FUND BALANCE: The amount of assets in excess of the liabilities or appropriated for expenditures; surplus funds.

FUND BALANCE APPROPRIATED: The amount representing the fund's equity to be used to offset expenditures; Fund balance available for appropriation equals cash and investments less the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts.

GENERAL FUND: The principal operating fund for Town government; The General Fund is used to account for all Town government activities, except those activities with a legal, contractual, or managerial requirement to be accounted for in a separate fund. The General Fund provides resources for the functional areas of general government, development, public protection, general services, parks, and non-departmental expenditures.

GFOA: Government Finance Officers Association.

GRANT: A contribution by a government or other organization to support a particular function.

INSTALLMENT PURCHASE AGREEMENT: A method of financing the acquisition of assets where the purchase price is paid in a series of partial payments over a specified period.

INTERFUND TRANSFERS: The movement of money between funds of the same government entity.

INTERGOVERNMENTAL REVENUE: Funds received from federal, state, and other local government sources for a specified purpose.

INVESTMENT EARNINGS: Revenue earned on investments with a third party.

LEVY: To impose taxes for the support of governmental activities. The levy amount represents the total dollar amount of property

taxes to be collected through real and personal property tax billings.

LOCAL GOVERNMENT BUDGET & FISCAL CONTROL ACT (LGBFCA): North Carolina General Statute that governs all financial activities of local governments within the state.

LONG-TERM DEBT: Debt with a maturity of more than one year after the date of issuance.

MODIFIED ACCRUAL ACCOUNTING: The accounting method of recording revenues when measurable and available and recording expenditures when liability is incurred and unmatured principal and interest on general long-term debt are recognized when due.

NORTH CAROLINA LEAGUE OF MUNICIPALITIES (NCLM): A service and advocacy organization representing municipalities in North Carolina.

OBJECTIVES: Something to be accomplished in specific, well-defined, and measurable terms that can be achieved within a specific time frame.

OPERATING EXPENSES: The portion of the budget pertaining to the daily operations that provide basic governmental services; includes appropriations for such expenditures as supplies, utilities, materials, and travel.

OUTSTANDING DEBT: Existing debt service obligations due in future years.

PERSONAL PROPERTY: Visible and movable property not permanently affixed to real property; includes but not limited to automobiles, boats, trailers, and equipment.

PROPERTY TAX: A tax levied on the assessed value of real and personal property. The property tax rate is expressed as a dollar value per \$100 of assessed valuation.

RECLASSIFICATION: A change in position title and/or the associated pay range based on changes in the job skills required for a given position.

REAL PROPERTY: Land, buildings, and items permanently affixed to land or buildings.

RESERVE: An account used to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RESOURCES: Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

REVALUATION: The process used by the assessor to place a new value on real property and improvements for determining the assessed value for property tax purposes. A revaluation would be performed on all taxable properties in the same year by the County Tax Assessor.

REVENUE: Sources of income including tax payments, fees from specific services, receipts from other governments, fines, grants, shared revenues, and interest income.

SOURCE OF REVENUE: Classification of revenues according to their source or point of origin.

TAX BASE: The assessed valuation of all taxable real and personal property within the Town limits.

Capital Improvement Plans

POLICE CAPITAL IMPROVEMENT PLAN

POLICE CAPITAL IMPROVEMENT PLAN										
	ITEM	QUANITY NEEDED	SCHEDULE	ITEM COST	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	Fuding Source
VEHICLE	Chief Car	1		\$ 58,334						
	Patrol Vehicle	9		\$ 58,334				\$ 58,334	\$ 116,668	
	VEHICLE TOTAL							\$ 58,334	\$ 116,668	
EQUIPMENT (Projected cost increase of 3% per year)	AED	10	2,2,3,2	\$ 1,800	\$ 3,600	\$ 3,600	\$ 5,400	\$ 3,600	\$ 3,600	Possible Grant
	Radios	10	4,6	\$ 1,500	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	
	Printers	8		\$ 500		\$ 2,000		\$ 2,000		
	Radar	2		\$ 500		\$ 2,500	\$ 1,000		\$ 1,000	
	Vests	8	3, 2, 2 Cycle	\$ 1,100	\$ 3,300	\$ 2,200	\$ 2,200	\$ 3,300	\$ 2,200	NCLM Grant
	Rifle	8		\$ 1,700	\$ 3,400	\$ 3,400				
	Pistols	8		\$ 1,600	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	
	UTV	1								
	Speed Sign	1			\$ 4,200			\$ 4,200	-	
	EQUIPMENT TOTAL					\$ 19,500	\$ 22,900	\$ 22,000	\$ 18,100	\$ 16,000

PUBLIC WORKS CAPITAL IMPROVEMENT PLAN

		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	Funding Source
EQUIPMENT	ITEM						
	Catipillar 420 Backhoe	\$ 170,000	\$ -	\$ -	\$ -	\$ -	Tade-in, GF
	Outdoor Camera System for PW Site	\$ -	\$ 12,000	\$ -	\$ -	\$ -	GF
	Boom Mower	\$ -	\$ 30,000	\$ -			
	Road Brine Spayer	\$ -	\$ 3,600	\$ -			
	450 Gallon Brine Maker	\$ -	\$ 5,400	\$ -			
	Kabuta L3302 Tractor	\$ -	\$ -	\$ 30,000			
	Vibratory Asphalt Roller	\$ -	\$ -	\$ -	\$ 25,000		
	Small Equipment Trailer	\$ -	\$ -	\$ -	\$ 5,500		
	OBD Leaf Vacuum 20 yd,	\$ -	\$ -	\$ -	\$ -	\$ 80,000	GF
Equipment Total	\$ 170,000	\$ 51,000	\$ 30,000	\$ 30,500	\$ 80,000		
	Work Truck w/ Snow Plow & Dump Bed	\$ -	\$ -	\$ 50,000	\$ -	\$ -	Trade-in, GF
	Work Truck w/ Snow Plow & Dump Bed	\$ -	\$ -	\$ -	\$ 53,000	\$ -	Trade-in, GF
	Vehicle Total	\$ -	\$ -	\$ 50,000	\$ 53,000	\$ -	
TOTAL PUBLIC WORKS		\$ 170,000	\$ 51,000	\$ 80,000	\$ 83,500	\$ 80,000	

Parks Capital Improvement Plan

	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUND SOURCE
General Park						
Backhoe Attachment for Kubota L-2501	\$ 8,500					
Grappler Attachment for Kubota L-2501	\$ 3,000					
Parks Mower w/ Leaf Pickup		\$ 18,000				
Storage Building for Parks Equipment					\$ 10,000	
Jump Off Rock						
Paver Walk to JOR (Materials)						
Ramp for Handicap Access to JOR				\$ 9,000		
				\$ 3,000		
RNLP						
Bridge Joist and Decking Materials	\$ 7,000					
Pave Parking Lot			\$ 40,000			
Laurel Green						
Playground Equipment		\$ 250,000				Grants, Donations, GF
Little Laurel Green Water Fountain		\$ 9,500				
Paved Walkway			\$ 60,000			
Canal Park						
Total						
	\$ 18,500	\$ 277,500	\$ 100,000	\$ 12,000	\$ 10,000	

