



# Town of Leland



## Fiscal Year 2021 - 2022 Adopted Budget

Presented to Town Council on April 15, 2021

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Town of Leland Council



**Brenda Bozeman**  
**Mayor**  
**Term: 2019-2023**



**Pat Batleman**  
**Mayor Pro Tem**  
**Term: 2017-2021**



**Bob Campbell**  
**Councilmember**  
**Term: 2019-2023**



**Bob Corrison**  
**Councilmember**  
**Term: 2017-2021**



**Veronica Carter**  
**Councilmember**  
**Term: 2019-2023**

## Town of Leland Administration



David Hollis, Town Manager



Niel Brooks



Missy Rhodes

Assistant Town Managers

Ben Andrea, Planning & Inspections Director

Susan Barbee, Human Resources Director

John Grimes, Emergency Management Director

Carly Hagg, Finance Director

Chris Langlois, Fire Chief

Sabrena Reinhardt, Town Clerk/Administrative Manager

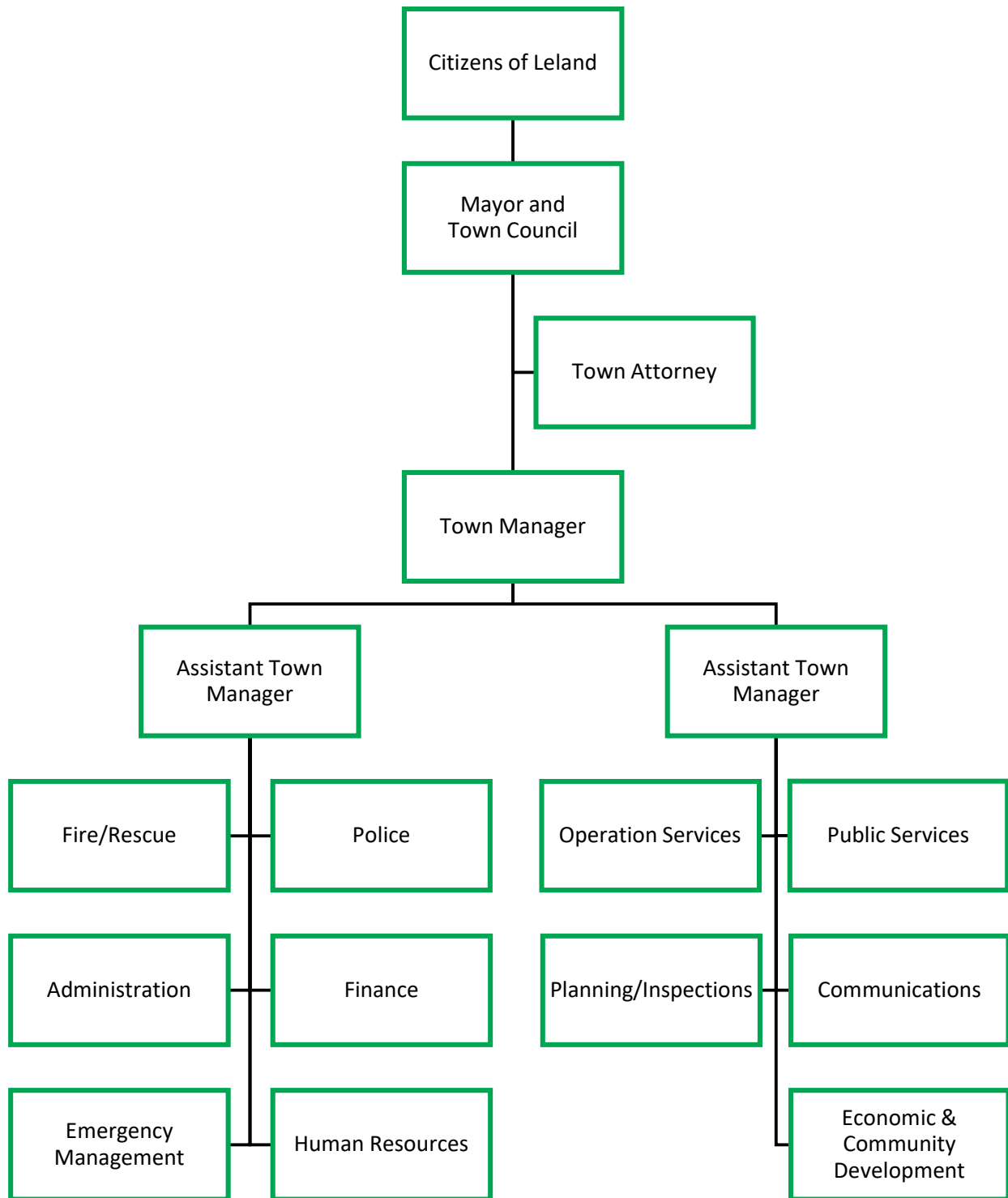
Brannon Richards, Public Services Director

Wyatt Richardson, Operation Services Director

Brad Shirley, Police Chief

Gary Vidmar, Economic & Community Development Director

### Town of Leland Organizational Chart





## Town Manager's Message

March 18, 2021

The Honorable Brenda Bozeman, Mayor  
Members of the Leland Town Council



Dear Mayor Bozeman and Leland Town Council:

In accordance with the Local Government Budget and Fiscal Control Act and NC General Statute 159-11, the proposed Annual Budget for Fiscal Year beginning July 1, 2021 and ending June 30, 2022 is balanced with no appropriation of fund balance. Staff is pleased to submit this document to you for consideration.

Multiple factors influence the annual budget process, including the condition of the national, state, and local economies and the priorities identified by our elected officials, staff, and citizens. We continue to monitor and respond to the COVID-19 pandemic and remain committed to striving to provide outstanding services. Taking into account the external effects of the economy, the needs identified for our community, and the desire to work on projects, the proposed budget represents a significant amount of careful consideration in order for the Town to fulfill its obligations to the residents, meet established goals, and remain fiscally healthy.

In preparing the Fiscal Year 2021-2022 (FY21-22) Budget, Town staff followed guidance from Town Council to develop a budget that will balance current Town programs and vital services with development of new plans and projects. Additionally, Town Council reviewed their identified goals and Town staff focused on initiatives related to meeting those goals within the creation of the budget.

While the Town is still responding to the effects of the COVID-19 pandemic on our community and country, the impacts were not as significant on many sectors of the Leland economy as originally anticipated or feared. Revenues for the Town exceeded initial projections, while also exceeding the Town's expenses. Sales tax revenue has increased this year, even though staff conservatively budgeted for it to remain the same as FY19-20. The Town has been fortunate that in recent years, revenues have outpaced expenditures, leaving a stable fund balance.

In summary, the Proposed Budget is a balanced budget that attempts to address the priorities set by Town Council for FY21-22, as well as being fiscally sound. As stewards of public resources, staff believes our primary role is to concentrate budgeting efforts on ensuring the safety of our community and staff during the pandemic by investing in public safety, the maintenance of current services, infrastructure, and property, while attempting to keep rates and fees reasonable. The main focus areas of the proposed budget are Public Safety (increasing Police and Fire personnel, equipment, and vehicles), street maintenance, and park projects. This budget reflects staff's commitment to maintaining and improving the community today while positioning Leland to be financially stable in the future.

Sincerely,

A handwritten signature in dark ink, appearing to read "David A. Hollis", written in a cursive style.

David A Hollis, Town Manager

## Budget Message

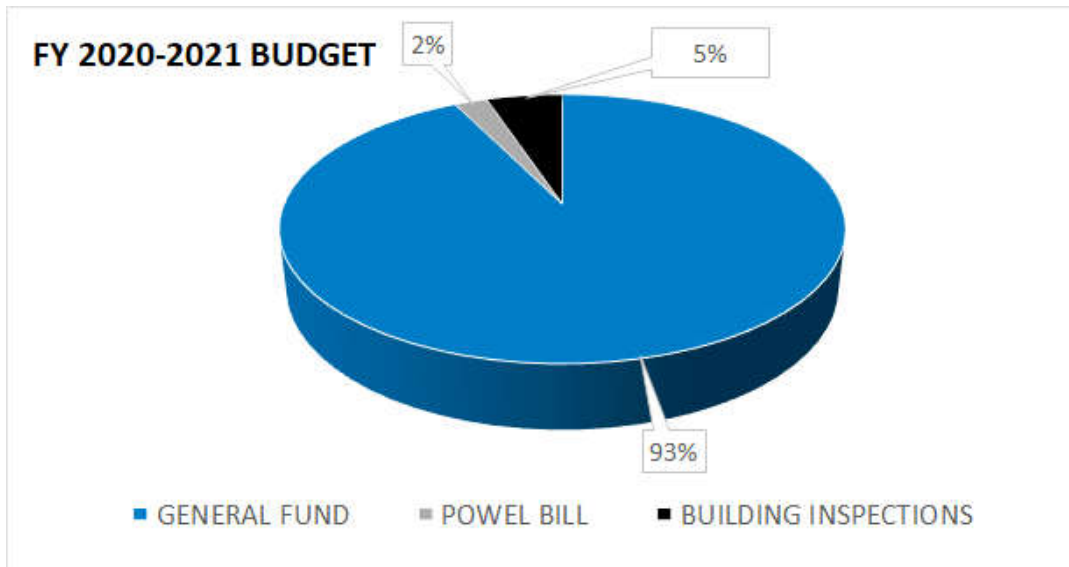
### Introduction

From the Council and staff of the Town of Leland, welcome to the Town of Leland’s FY2021-2022 budget! This document represents our plans to utilize the Town’s resources to continue to provide its citizens with a quality of life that is safe, prosperous, and enjoyable. We, as staff and Council, wish to use this document to be transparent and convey what the Town is undertaking in the upcoming year. For our Town Council and many of our staff, Leland is home, and we are proud to have the opportunity to improve the Town through our professional lives every day.

Noticeably absent from the Budget Manual this year is the Utility Enterprise Fund. The Town is exploring an agreement for a joint undertaking with the Brunswick Regional Water and Sewer H2GO Sanitary District. The undertaking will combine the physical infrastructure and financial resources of the two entities, with the Sanitary District taking on the responsibility of operating and maintaining the combined systems. Thus, the Sanitary District will incorporate all the revenue and budgeting for water and sewer utilities into their public and political processes, and the Town of Leland will no longer include a Utility Enterprise Fund budget within its budgeting process. We are excited to have this opportunity to partner with the Sanitary District to provide these essential services in a way that gains efficiencies in operations, enhances financial sustainability, reduces redundancies and overlaps, and improves customer service.

As shown in the following table and chart, the Town-wide budget is \$27,000,000 for all funds, including General Fund, Powell Bill, and Building Inspections, with the General Fund budget comprising \$25,000,000 of the total.

TOTAL REVENUES	FY 2021-2022 BUDGET	PERCENT OF BUDGET
GENERAL FUND	25,000,000	92.6%
POWEL BILL	600,000	2.2%
BUILDING INSPECTIONS	1,400,000	5.2%
<b>Total</b>	<b>27,000,000</b>	
TOTAL EXPENDITURES	FY 2021-2022 BUDGET	PERCENT OF BUDGET
GENERAL FUND	25,000,000	92.6%
POWEL BILL	600,000	2.2%
BUILDING INSPECTIONS	1,400,000	5.2%
<b>Total</b>	<b>27,000,000</b>	



The FY21-22 budget builds upon the balanced financial foundation that remains a key goal for Council and management. Each year, Council and staff make efforts to reengineer, innovate, and manage savings to prepare a budget that predicts revenues to equal expenditures without appropriating fund balance. The annual budget process and budget documents bring together information, data, trends, and forecasts into a cohesive management plan for utilizing the Town’s resources. Council and staff work collaboratively to develop a budget that is balanced and sustainable.

The Town continues to monitor both the cost of doing business along with the level and quality of services provided to ensure the residents continue to receive value for their tax dollar, both in absolute terms and when compared to peer municipalities. The FY21-22 budget includes a proposed 0.04 tax rate increase to reach the proposed \$0.25 tax rate per \$100.00 in valuation to accomplish the Town’s goals.

In summary, the proposed FY21-22 budget incorporates the personnel and resources needed to sustain the high level of service expected from the Town that our residents desire and deserve. The submitted budget also includes an increase to police, fire, street projects, and park projects that will meet Town goals.

### Recommended Budget

The FY21-22 recommended budget totals \$27,000,000 for all Town operations. Following Town Council’s direction, the budget is balanced with a tax rate of \$0.25 per \$100.00 valuation. The budget currently includes no appropriated fund balance.

### Budget Highlights for Fiscal Year 2021-2022

#### **Police Department**

The FY21-22 Police budget includes a 25% (\$996,000) increase over the FY20-21 budget, and includes four (4) additional patrol officers, one (1) added to each of the four (4) shifts, as well as the respective vehicles and equipment needed for the additional personnel.



## **Fire/Rescue Department**

The Fire/Rescue budget increased 27% (\$1,299,000) over the FY20-21 budget. This includes three (3) additional firefighters, the final purchase of a second set of turnout gear for all full-time staff, and the purchase of a replacement ladder truck in the amount of \$1,400,000.

## **Street/Road Projects**

There is \$1,655,000 in funding allocated for the completion of five (5) street projects and the design preparations for three (3) more.

## **Park Capital Projects**

The FY21-22 budget includes \$989,000 for Park Capital Projects, including \$500,000 for a new 32-acre park along Kay Todd Road and \$489,000 for improvements to Founders Park.

## **New Employee Positions**

The budget includes the addition of a total of eleven (11) new full-time employees. The positions include the four (4) Police patrol officers and three (3) firefighters mentioned above, and three (3) maintenance workers and one (1) Planner 1 position.

## **Debt Service**

The FY20-21 General Fund debt service totaled \$1,935,000. The FY21-22 debt service budget is \$2,046,000. While several of the payments decrease year-over-year, the increase in debt service is due to issuing debt for the first payment of the new Fire/Rescue apparatus.

## **Public Services Budget**

Currently, the Town pays a third-party for the cost of recycling services for Leland residents. The cost budgeted for FY20-21 is \$580,000, which includes once a month pick-up; in the FY21-22 budget, this service has been eliminated to reduce duplication of services offered by the County. Residents have the opportunity to work directly with the provider to continue recycling services beginning July 1, 2021.

## **Ad Valorem Tax Rate**

The ad valorem tax rate is set at the recommended 25.0 cents per \$100.00 of valuation.

## **Public Utilities**

The Utility Enterprise Fund and Public Utilities budget are not included pending an agreement with the Brunswick Regional Water and Sewer H2GO Sanitary District.

## **General Fund**

The General Fund Budget is balanced at \$25,000,000 for FY21-22. The General Fund contains all the governmental services that do not generate sufficient revenue to support their activities including Police, Fire/Rescue, Parks, Recreation, and Cultural Resources, Operation Services, Public Services, Planning, Administration, Human Resources, Finance, and the Governing Body.

## **Revenue**

Leland continues to experience growth in its primary revenue sources – ad valorem tax and sales tax. A growing population has naturally contributed to a growing tax base that helps the Town retain a very modest tax rate while providing exceptional services. Even with an increase in the FY21-22 tax rate, the rate remains competitive with benchmark communities as presented in the Town's annual financial audit. The growth in tax base, the stable nature of property taxes, and the fact that property tax

revenues account for about thirty-seven percent (37.1%) of the Town’s revenues potentially lessen the overall impact of the COVID-19 pandemic. Although the Town does not anticipate a decrease in revenue due to COVID-19, the Town will monitor all revenues closely and be prepared to make necessary adjustments to ensure financial integrity without sacrificing core services.

GENERAL FUND REVENUE	FY 2021-2022 BUDGET	PERCENT OF BUDGET
PROPERTY TAX	9,280,000	37.1%
SALES & USE TAX	7,750,000	31.0%
FIRE FEES	4,253,000	17.0%
LOAN PROCEEDS	1,400,000	5.6%
FRANCHISE TAX	950,000	3.8%
MUNICIPAL VEHICLE TAX	555,000	2.2%
OTHER REVENUE	358,710	1.4%
ALLOCATION REVENUE	228,791	0.9%
ZONING/PERMITS	131,500	0.5%
BEER & WINE TAX	90,000	0.4%
INTEREST INCOME	3,000	0.0%
APPROPRIATIONS	-	0.0%
<b>Total</b>	<b>25,000,000</b>	

For FY21-22, the property tax revenue calculation is based upon an ad valorem tax base estimated at \$3.39 billion, which will generate about \$9.28 million in property tax revenue with a tax rate of 0.25 cents per \$100 valuation and a 99.47% collection rate.

Local option sales tax represents the Town’s second largest revenue source in the General Fund at an estimated \$7.75 million (31%). The State of North Carolina collects the sales tax and distributes it three months in arrears to the local units. Sales tax revenues have increased significantly over the past several years with a strengthened economy, a growing Leland population, the natural growth in Brunswick County, as well as the state’s expansion of sales tax to include some additional services. The current revenue projection is based off an extraordinary year in FY20-21. Staff will continue to monitor sales tax distributions in the coming months and adjust expenditures if needed.

Fire fees are estimated to make up just over \$4.2 million (17% of the General Fund budget) in the upcoming year, which includes no proposed fire fee increase over the current year.

### Expenditures

The Town anticipates spending about 44.6% of the General Fund budget on Public Safety, split 19.7% to the Police department, 24.1% to the Fire/Rescue department, and 0.9% for Emergency Management.

The table below details the General Fund expenditures and corresponding percent of the budget:

DEPARTMENT	FY 2021-2022 BUDGET	PERCENT OF BUDGET
FIRE	6,025,000	24.1%
POLICE	4,920,000	19.7%
PUBLIC SERVICES	2,265,000	9.1%
DEBT	2,046,000	8.2%
TRANSFER TO CAPITAL IMPROVEMENT PROJECTS	2,044,000	8.2%
GROUNDS & MAINTENANCE	1,685,000	6.7%
ADMINISTRATION	1,430,000	5.7%
INFORMATION TECHNOLOGY (IT)	1,235,000	4.9%
PARKS, RECREATION, & CULTURAL RESOURCES	1,170,000	4.7%
PLANNING	655,000	2.6%
FINANCE	600,000	2.4%
HUMAN RESOURCES	350,000	1.4%
GOVERNING BODY	230,000	0.9%
EMERGENCY MANAGEMENT	215,000	0.9%
ECONOMIC & COMMUNITY DEVELOPMENT	110,000	0.4%
TRANSFER TO LAW ENFORCEMENT SEPARATION	20,000	0.1%
TRANSFER TO GENERAL FUND RESERVES	-	0.0%
<b>Total</b>	<b>25,000,000</b>	

**Powell Bill**

Powell Bill funds represent appropriations by the state for restricted use in maintaining, repairing, constructing, reconstructing, or widening any public street or thoroughfare within the Town limits. The state utilizes a formula to determine funding distribution, whereby population makes up seventy-five percent (75%) and local street miles represents the remaining twenty-five percent (25%) in the distribution formula. These funds are estimated at \$600,000 in the FY21-22 Budget.

The following table displays the Powell Bill revenues and expenditures:

POWELL BILL REVENUES	FY 2021-2022 BUDGET	PERCENT OF BUDGET
RESTRICTED POWELL BILL	560,000	93.3%
APPROPRIATED FUND BALANCE	40,000	6.7%
<b>Total</b>	<b>600,000</b>	
POWELL BILL EXPENDITURES	FY 2021-2022 BUDGET	PERCENT OF BUDGET
STREET PROJECTS	600,000	100.0%
<b>Total</b>	<b>600,000</b>	

**Building Inspections**

The FY21-22 recommended budget includes \$1,400,000 in revenues associated with the Building Inspections department. General statutes restrict these fees specifically for inspection activities and expenditures. There are no proposed fee increases for Building Inspections in the FY21-22 budget.

The following table displays the Building Inspection revenues and expenditures:

BUILDING INSPECTION REVENUES	FY 2021-2022 BUDGET	PERCENT OF BUDGET
BUILDING INSPECTIONS - LELAND	1,400,000	100.0%
<b>Total</b>	<b>1,400,000</b>	
BUILDING INSPECTION EXPENDITURES	FY 2021-2022 BUDGET	PERCENT OF BUDGET
PERSONNEL	1,047,503	74.8%
OPERATIONS	121,001	8.6%
CAPITAL OUTLAY/VEHICLE RESERVE	-	0.0%
BUILDING INSPECTION RESERVE	2,706	0.2%
ALLOCATION EXPENSE	228,791	16.3%
<b>Total</b>	<b>1,400,000</b>	

**Capital Projects**

The Town of Leland’s capital project plans represent the purchase or investment of significant capital expenditures to include one of the following:

- Construction, purchase, or major renovation of buildings, streets, parks, or other physical assets;
- Purchase of land or major equipment; or
- Major site improvements or landscaping projects.

The project list consists of those capital items currently in process, with funds having been appropriated in prior years or those for which a fund appropriation is planned in the upcoming budget year. Town Council, taking into consideration public input and direction from staff and associated Boards, prioritizes projects based on a number of factors. Various criteria considered includes:

- Projects that would provide the most beneficial economic development results, including drawing more retail and commercial business and job growth to the Town;
- Projects that enhance the preservation of land and the health and wellness of Town citizens; and
- Maintenance and care of streets and sidewalks to provide for the safety and well-being of Town residents.

The Town is excited to fund several projects in the FY21-22 budget process. Due to the uncertainty surrounding the COVID-19 pandemic, there were no transfers to capital projects in the FY20-21 budget.



**Parks & Facilities Capital Projects**

PROJECT	ESTIMATED COST	FUNDED AS OF 3.1.2021	FY 21-22 TRANSFERS	FUNDING SOURCE
Kay Todd Road Park Project <39-310-6002>	500,000	-	500,000	GENERAL FUND
Founders Park Phase 1 <39-310-6030>	3,700,000	341,000	489,000	GF/ FINANCED
Fire Station #51 <45-320-6004>	1,500,000	1,500,000	-	GENERAL FUND
Fire Station #53 <45-320-6001>	1,500,000	1,500,000	-	GENERAL FUND
Town Hall Updates <45-320-6005>	750,000	400,000		GENERAL FUND/GRANT
Emergency Watershed Protection <45-320-6003>	262,080	262,080	-	GRANT
<b>Total</b>	<b>8,212,080</b>	<b>4,003,080</b>	<b>989,000</b>	

**Kay Todd Road Park (Loblolly Park)**

This currently undeveloped site is intended to become one of Leland’s newest parks. As the need for more recreational opportunities continues to grow and renovations take place at Founders Park, this site is being explored as a permanent home for Leland’s disc golf course that will be displaced with the renovations at Founders Park. This site will also initially include primitive walking trails, a parking area, and other amenities before a complete master plan of the site is completed.

**Founders Park Phase 1**

Founders Park, adjacent to Town Hall, serves as the flagship facility for a myriad of events and programs throughout the year. The current design of the park provides a place for walkers and runners to remain physically active. The disc golf course is one of the most popular amenities in the park but is slated for relocation to the park along Kay Todd Road as the renovations in Phase 1 begin. The playground also provides enjoyment for youth ages 5-12 years old. A task order has been issued to proceed with engineering of Phase 1.





## Fire Station #51

Relocate the current Fire Station from 1004 Village Road to the Municipal Operations Center at 1987 Andrew Jackson Highway NE in an effort to improve response times in support of the rapid growth of development within that area of the existing fire district.

## Fire Station #53

This project aims to address needs surrounding the continued expansion and development along Highway 17. This project will renovate the current satellite station into a new permanent, fully-staffed station that will aid in reducing response times to fire and life-safety events in the area.



## Town Hall Updates

This project includes renovating Town Hall's main entrance to provide separation and improved safety and protection for employees and the general public, as well as the renovation of underutilized space within the building, to include additional offices, conference rooms, and other improvements.

**Emergency Watershed Protection – Stream Cleaning**

This project involves the snagging and dragging of vegetative matter clogging waterways and provides stabilization to four (4) streams in Leland that have debris buildup due to Hurricane Florence.

**Economic & Community Development Capital Projects**

PROJECT	ESTIMATED COST	\$ FUNDED	FY 21-22 TRANSFERS	FUNDING SOURCE
Old Fayetteville Rd MUP (TIP # U5534 D) <52-210-6020>	2,470,000	2,470,000	-	GRANT/GF
Town Hall Pedestrian Loop (TIP # U 5534 J) <54-210-6000>	560,000	560,000	-	GRANT/GF
Village Road MUP Extension (TIP # U 5534 I) <55-210-6000>	250,000	250,000	-	GRANT/GF
Leland Middle School Sidewalk (TIP # 5534 K) <53-210-6000>	360,000	360,000	-	GRANT/GF
<b>Total</b>	<b>3,640,000</b>	<b>3,640,000</b>	-	

**Old Fayetteville Road Multi-Use Path (STP-DA U-5534D)**

A project to develop a roadside multi-use path along the north side of Old Fayetteville Road from Town Hall Drive to North Brunswick High School. This project is under construction and will be complete in 2021.



**2014 STP-DA Projects U5534 (I, J, K)**

The Town Hall Pedestrian Loop, Village Road MUP Extension, and the Leland Middle School Sidewalk are all included in this description. These projects are intended to construct a sidewalk along Old Fayetteville Road from Ricefield Branch Street to Leland Middle School, a multi-use path extension along Village Road from the Brunswick County Senior Center to Sturgeon Creek, and a sidewalk loop from Town Hall Drive down Village and Old Fayetteville Roads. This project is under construction and will be complete in 2021.



**Infrastructure - Streets Capital Projects**

PROJECT	ESTIMATED COST	FUNDED AS OF 3.1.2021	FY 21-22 TRANSFERS	FUNDING SOURCE
BF Parkway & Low Country Intersection <47-420-6290>	365,000	365,000	-	GENERAL FUND
Brunswick Village Blvd Extension <47-420-6000>	2,000,000	-	-	GF/POWELL BILL
Baldwin Drive Improvements <30-140-6030>	762,000	112,000	650,000	GENERAL FUND
Olde Waterford Way <47-420-6002>	500,000	-	500,000	GF/POWELL BILL
Bentgreen Drive <47-420-6003>	75,000	-	75,000	GF/POWELL BILL
West Gate Drive <47-420-6004>	290,000	-	290,000	GENERAL FUND
Palm Ridge <47-420-6005>	80,000	-	80,000	GENERAL FUND
Graham Drive <47-420-6006>	175,000	-	20,000	GF/POWELL BILL
John Sneed Lane <47-420-6007>	200,000	-	20,000	GENERAL FUND
Breman Lane <47-420-6008>	175,000	-	20,000	GENERAL FUND
<b>Infrastructure - Streets Totals</b>	<b>4,622,000</b>	<b>477,000</b>	<b>1,655,000</b>	

**Brunswick Forest Parkway and Low Country Boulevard Intersection Improvements**

A project to improve the intersection of Brunswick Forest Parkway and Low Country Boulevard by adding a striped round-about. This project also includes restriping both Brunswick Forest Parkway and Low Country Boulevard. Design is complete, and this project is anticipated to start construction mid-2021.



**Brunswick Village Boulevard Road Extension**

A project to extend Brunswick Village Boulevard to help serve the developing areas in Brunswick Forest and along Kay Todd Road. The road improvements will extend from Hewett-Burton Road to the existing Brunswick Village Boulevard near the Sunny Point railroad tracks. This project is anticipated to start mid-2021.



#### **Baldwin Drive Improvements**

A project to improve Baldwin Drive from South Navassa Road to Lee Drive. This project includes widening Baldwin Drive, installing sidewalks, and additional improvements along Lake Drive. Design for this project will start mid-2021.

#### **Olde Waterford Way**

A project to extend Olde Waterford Way from Palm Ridge Way to Olde Regent Way. This project will help alleviate traffic along Olde Waterford Way and Olde Regent Way by providing a secondary exit from Waterford to Highway 17. Design for this project will start mid-2021.

#### **Bentgreen Drive**

A project to improve, resurface, and restore Bentgreen Drive from Pine Harvest Drive to the cul-de-sac. Design for this project will start mid-2021.

#### **West Gate Drive**

A project to improve, resurface, and restore West Gate Drive from Highway 17 to Ocean Gate Plaza. Design for this project will start mid-2021.

#### **Palm Ridge**

A project to improve, resurface, and restore Palm Ridge Drive from Olde Waterford Way to Woodwind Drive. Design for this project will start mid-2021.

#### **Graham Drive**

A project to pave Graham Drive from Village Road to Appleton Way. Design for this project will start in 2021.

#### **John Sneed Lane**

A project to pave John Sneed Lane from Old Fayetteville Road to the end of John Sneed Lane. Design for this project will start in 2021.

#### **Breman Lane**

A project to pave Breman Lane from Lanvale Road to the end of Breman Lane. Design for this project will start in 2021.



## Financial Policies

These financial policies are a statement of the guidelines and goals that will influence and guide the financial management practices of the Town. A financial policy that is adopted, adhered to, and regularly reviewed, is recognized as the cornerstone of sound financial management. The following financial policy statements are presented:

### Investment Policies

**Safety:** Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.

**Liquidity:** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated.

**Return:** The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints of safety and liquidity needs.

**Stability:** The investment decisions will be made in a way that will maintain the Town's stable financial position.

**Protection:** The Finance Director will ensure the Town has available funds to protect the Town from an emergency fiscal crisis by ensuring the continuance of service even in the event of an unforeseen occurrence.



### Balanced Budget

Pursuant to North Carolina General Statutes (NCGS) 159-11, the Town will adopt a balanced budget.



The North Carolina Local Government Budget and Fiscal Control Act defines a balanced budget as the sum of estimated net revenues and appropriated fund balance in each fund to be equal to appropriations in that fund.

## Purchasing Policy

All Town employees will obtain a Purchase Order before making a financial obligation for the Town.

The Town will follow the established guidelines for all formal and informal bids for qualifying apparatus, supplies, materials, equipment, and construction contracts.

Purchases must be necessary to perform the scope of work and must avoid acquisition of unnecessary or duplicative items.

Strategic sourcing is considered with other departments and/or agencies who have similar needs to consolidate procurements and services to obtain better pricing.

Documentation will be maintained detailing the history of all procurements.

## Budget Development Policy

The Town will develop the annual budget in conjunction with a stated program of performance objectives and measures with which to gauge progress toward meeting those objectives.

Building inspection rates will be established at the appropriate level to enable the related funds to be self-supporting.

The Town will pursue an aggressive policy seeking the collection of delinquent license, permit, and other fees due to the Town.

## Fund Balance Policy

Unassigned fund balances will mean funds that remain available for appropriation by the Town Council after all commitments for future expenditures, required reserves defined by state statutes, and previous Council designations have been calculated.

Available fund balances at the close of each fiscal year should be at least 35% of the total General Fund budget of the Town. This policy was established by Council in August of 2006 and is shown on the following page.

The Town Council may, from time-to-time, appropriate fund balance that will reduce available fund balances below the 35% policy for the purposes of a declared fiscal emergency, or other such global purpose, as to protect the long-term fiscal security of the Town of Leland.

RESOLUTION  
TOWN OF LELAND, NORTH CAROLINA  
ESTABLISHING FUND BALANCE POLICY

WHEREAS, to provide sufficient funds for the continuous operation of Town activities is in the best interest of the citizens of the Town; and

WHEREAS, it is the desire of the Town Council to establish a formal fund balance policy; and

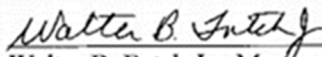
WHEREAS, the North Carolina Local Government Commission has established a minimum expected fund balance of 8 percent of the General Fund budget at the end of each fiscal year; and,

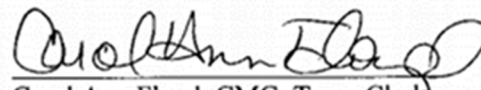
WHEREAS, prudent fiscal management dictates that the town should maintain at least a fund balance of ½ of the reported average of Towns our size and our goal as a Town should be to maintain 100% of the reported average amount of Towns our size;

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN OF LELAND AS FOLLOWS:

1. The Mayor and Town Council hereby formally establishes the goal of obtaining an available fund balance in the General Fund in an amount of 35 percent of the General Fund budget at the end of each fiscal year.
2. The Town Manager shall take this policy into account when developing the recommended annual budget.
3. The independent auditor for the Town shall monitor compliance with this established Fund Balance Policy. The auditor shall report related findings and recommendations annually as a part of the audit and financial report.

This resolution adopted this 17<sup>th</sup> day of August, 2006.

  
Walter B. Futch Jr., Mayor

  
Carol Ann Floyd, CMC, Town Clerk



## **Budget Process**

The importance of the annual budget process cannot be overstated. The budget manual outlines policy direction, guides management and Council decisions, and provides citizens with transparency of how the Town uses public money, which establishes accountability and trust.

### **Goal Setting and Direction**

In October 2020, Town staff conducted a meeting with Council to review goals for the forthcoming year. Town Council took this time with staff to evaluate the Town Council's existing goals and directives and to discuss any needed updates to those goals.

### **Preparation and Requests**

Preparation for the Town budget began in September 2020 when department directors received their budget templates from the Finance Director. The directors were responsible for completing the appropriate budget justification forms and submitting their requests to Finance by December 6, 2020. Finance then developed revenue projections and combined all department expenditure requests into one draft budget template. The Finance Director then met with department directors and Town Managers to prioritize the requests. In January 2021, the Town Manager presented the General Fund expenditure justification details to Town Council to receive feedback and further direction in developing the budget. In February 2021, the Town Manger presented Town Council with a revised budget calendar and asked for direction on how to move forward. It was decided that the budget hearing would be scheduled for March 18, 2021. After receiving citizen feedback at that time, staff would look to have the budget formally approved on the consent agenda in April 2021.

### **Amendments**

Throughout the fiscal year, changes in revenues and expenditures can occur that require the budget to be amended or funds to be transferred between accounts to adjust for those changes. Budget transfers and amendments allow Town Council and staff to be proactive in addressing changes in the economy or to take advantage of unforeseen opportunities. The budget transfers and amendments must adhere to the balanced budget requirements and impose no additional tax levy liability on citizens. A budget transfer occurs when allocated resources within the departmental budget are transferred from one line item of revenue or expenditure to another line item of the same category. A department director may request a transfer, or the Finance Director may make a recommendation to the Town Manager for the transfer. A budget amendment typically involves larger sums of money for transfers between funds or departments or is required to address needs for increases in resources. The Finance Director prepares budget amendments and submits them to Town Council for approval.

Budget Calendar

Town of Leland Budget Calendar for Fiscal Year 2021/2022	
DATES	TASK
<b>September</b>	
10	Finance Director to distribute departmental budget templates to Department Directors.
<b>October</b>	
12	Staff and Council to discuss Town-wide goals, budget calendar, and request Council submit proposed items for the budget to Mr. Hollis by November 9th.
<b>November</b>	
9-15	Management to discuss Council Budget Requests and prepare for November 16th meeting.
16	Discuss Council's budget requests, capital projects, recycling, and other high dollar items.
<b>December</b>	
6	Department Directors to provide completed expense/revenue templates to Finance Director.
7-31	Finance Director to combine all budgets in one budget and complete revenue projections.
<b>January</b>	
4-15	Management to meet with each Department Directors to review individual line items as prepared by departments.
25	Special Council Meeting: Entire Budget Overview.
<b>February</b>	
1-14	Prepare the budget based on the January 25th meeting.
15	Discuss adjustments based on the January meeting with Council. Discuss updated Budget Calendar.
<b>March</b>	
15	Brief Budget Discussion.
18	Presentation of balanced budget, budget message, and submit the budget manual to Council.
18	Budget Public Hearing (during the regular Council Meeting).
<b>April</b>	
12	Discuss any potential changes to the Budget based on the Public Hearing.
15	Adoption of the FY21/22 Budget at the Regular Council Meeting on the Consent Agenda.
<b>July</b>	
1	Budget Implemented.

## Town Council Goals

With the Town's core values in mind, the Town Council has established goals for staff to strive for in order to achieve success. Each year, during the budget process, staff and Council review these goals and make any changes they feel are necessary. The goals are intended to set a standard of expectation for the community and the government organization. The goals are identified as follows:

### Public Safety

**Goal:** Be the safest southeastern North Carolina Town through preventative and responsive emergency services and citizen engagement.

**Goal:** Be a Town well prepared for, responsive to, and able to recover from natural and man-made hazards.

### Public Services

**Goal:** Be a resilient, sustainable, and environmentally conscious community.

### Internal Support

**Goal:** Be a well-trained, innovative, and customer-centric workforce.

**Goal:** Be a community that is transparent, fair, and fiscally responsible with the Town's resources to ensure the future sustainability of the Town and its' citizens.





## Business & Neighborhood Enhancement

**Goal:** Be an inclusive, strong, beautiful, and healthy community comprised of distinct, complementary, and diverse neighborhoods.

**Goal:** Be a well-positioned Town within the economic and tourism markets in the southeastern North Carolina region.

**Goal:** Be a Town that leverages our proximity to area beaches, blueways, air and nautical ports, rail connections, neighboring municipalities, and institutions of higher learning.

**Goal:** Be a center for advanced, innovative manufacturing and technology employment.

## Infrastructure

**Goal:** Be a community that proactively advocates, accommodates, and plans for safe and accessible pedestrian, vehicular, and multi-modal movement within the transportation network.

## Public Places

**Goal:** Be a community that finds opportunities and leverages partnerships to have unique, inviting, and connected gathering places.

**Goal:** Be a community that protects and promotes sustainability for our natural environment, facilities, and parks.

**Goal:** Be a safe and healthy community with fun, accessible, and stimulating recreational and cultural activities for all.



## Departmental Detail: Governing Body

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL	FY 2017-2018 ACTUAL
MAYOR/COUNCIL ATTENDANCE ALLOWANCE	64,800	63,000	42,070	63,000	63,175	63,215	34,490
BOARD/COMMITTEE ATTENDANCE ALLOWANCE	-	3,750	2,310	4,600	5,390	5,740	6,580
BENEFITS/TAXES	6,629	6,000	4,106	6,331	5,659	6,519	9,849
TRAVEL/MEETINGS/SCHOOLS/DUES	62,571	55,000	31,300	61,819	40,757	50,400	44,559
LEGAL	-	55,225	55,225	163,000	205,029	614,344	254,713
CODIFICATION	12,000	10,000	7,811	17,000	10,954	9,225	8,472
PROFESSIONAL/CONTRACT FEES	36,000	36,143	36,143	36,000	43,559	47,629	153,858
PRIVATE DEVELOPMENT COSTS	25,000	48,221	48,221	50,000	106	-	-
OFFICE SUPPLIES	4,000	4,250	4,014	4,250	1,085	5,312	1,105
ELECTIONS	15,000	-	-	-	12,829	-	10,031
HISTORICAL MARKERS	4,000	3,410	3,410	5,000	4,632	-	3,976
WAVE TRANSIT TRANSPORTION	-	-	-	-	54,636	53,045	51,500
<b>TOTAL</b>	<b>230,000</b>	<b>284,999</b>	<b>234,611</b>	<b>411,000</b>	<b>447,810</b>	<b>855,428</b>	<b>579,134</b>

Departmental Detail: Administration

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL	FY 2017-2018 ACTUAL
SALARIES/WAGES	695,782	630,000	404,383	668,271	611,745	559,025	464,071
OVERTIME	-	9	9	1,000	505	-	-
401(K) TOWN CONTRIBUTION	34,789	30,000	20,328	33,464	30,622	27,845	21,724
LOCAL GOVERNMENT RETIREMENT (LGRS)	78,971	60,000	40,388	67,910	47,585	43,159	32,642
EMPLOYEE BENEFITS/TAXES	165,272	140,000	80,347	158,856	117,285	106,450	117,810
TRAVEL/MEETINGS/SCHOOLS/DUES	21,785	8,000	4,732	17,040	7,012	4,243	8,965
LEGAL	175,000	90,000	65,370	15,000	8,931	5,251	6,002
PROFESSIONAL/CONTRACT FEES	-	-	-	500	319	242	199
MARKETING	10,000	-	-	2,350	-	-	-
PROPERTY/AUTO/LIABILITY INSURANCE	215,000	200,000	196,793	189,489	175,186	198,347	124,163
ADMINISTRATIVE DUES/FEES	20,400	20,000	15,554	22,120	18,953	15,325	14,655
OFFICE SUPPLIES	13,000	7,500	7,242	11,000	10,654	7,570	4,901
DISASTER EXPENSE*moved to EM	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>1,430,000</b>	<b>1,185,509</b>	<b>835,146</b>	<b>1,187,000</b>	<b>1,028,796</b>	<b>967,457</b>	<b>795,132</b>

## Departmental Detail: Information Technology

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL	FY 2017-2018 ACTUAL
SALARIES/WAGES	69,068	45,000	28,529	46,850	42,714	21,383	-
OVERTIME	100	33	33	-	244	-	-
401(K) TOWN CONTRIBUTION	3,453	2,300	1,428	2,343	2,156	1,069	-
LOCAL GOVERNMENT RETIREMENT (LGRS)	7,839	4,700	2,899	4,755	3,900	1,657	-
EMPLOYEE BENEFITS/TAXES	14,475	12,000	9,863	12,845	10,666	4,790	-
TRAVEL/MEETINGS/SCHOOLS/DUES	2,445	1,000	100	2,445	1,100	1,453	235
PROFESSIONAL/CONTRACT FEES	534,830	400,000	246,095	406,293	400,850	356,363	322,746
SOFTWARE SUPPORT	306,470	335,000	238,943	337,409	336,249	284,459	187,843
TELEPHONE/INTERNET SERVICE	76,700	100,000	61,285	101,760	87,850	104,715	101,462
CELLPHONE/AIRCARD	120,120	100,000	46,576	101,000	88,500	41,980	52,351
IT EQUIPMENT	33,800	50,000	24,551	56,600	119,625	33,411	125,071
EQUIPMENT LEASES	63,000	55,000	29,692	58,000	50,000	45,877	41,744
EQUIPMENT RENTAL	2,200	2,200	1,700	2,200	2,180	1,942	1,668
OFFICE SUPPLIES	500	500	481	500	700	1,381	-
<b>TOTAL</b>	<b>1,235,000</b>	<b>1,107,733</b>	<b>692,173</b>	<b>1,133,000</b>	<b>1,146,735</b>	<b>900,479</b>	<b>833,121</b>

Departmental Detail: Human Resources

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL	FY 2017-2018 ACTUAL
SALARIES/WAGES	195,958	150,000	110,291	172,450	139,133	140,903	124,047
OVERTIME	-	-	-	-	7	-	-
401(K) TOWN CONTRIBUTION	9,798	8,500	5,416	8,622	5,060	5,567	5,452
LOCAL GOVERNMENT RETIREMENT (LGRS)	22,241	15,000	11,849	17,504	12,092	10,918	9,318
EMPLOYEE BENEFITS/TAXES	46,883	40,000	24,890	43,772	25,531	29,575	32,695
TRAVEL/MEETINGS/SCHOOLS/DUES	5,700	7,000	5,087	8,000	5,193	3,347	2,714
EMPLOYEE DEVELOPMENT/TRAINING	11,100	3,000	2,605	3,000	1,797	1,551	1,778
EMPLOYEE HEALTH & WELLNESS	3,900	2,000	250	3,700	2,575	4,039	3,639
EMPLOYEE RECOGNITION	36,395	20,000	9,431	28,127	14,322	10,782	14,117
EMPLOYEE SAFETY	1,825	1,000	41	2,125	110	1,022	59
LEGAL	-	722	722	8,000	8,053	3,730	945
PROFESSIONAL/CONTRACT FEES	12,700	10,533	10,533	12,700	31,503	13,446	26,947
ADVERTISING	2,000	2,350	2,350	3,000	6,515	7,242	6,096
OFFICE SUPPLIES	1,500	2,647	2,647	3,000	3,107	1,660	1,545
<b>TOTAL</b>	<b>350,000</b>	<b>262,752</b>	<b>186,112</b>	<b>314,000</b>	<b>254,997</b>	<b>233,782</b>	<b>229,351</b>



## Departmental Detail: Finance

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL	FY 2017-2018 ACTUAL
SALARIES/WAGES	336,867	289,000	171,101	289,460	233,788	171,548	137,396
401(K) TOWN CONTRIBUTION	16,843	13,500	9,035	13,472	11,317	8,521	6,869
LOCAL GOVERNMENT RETIREMENT (LGRS)	38,234	29,000	18,423	29,380	20,460	13,208	10,322
EMPLOYEE BENEFITS/TAXES	93,605	68,000	41,688	68,705	50,971	37,537	36,547
TRAVEL/MEETINGS/SCHOOLS/DUES	6,675	3,000	2,391	7,375	4,619	3,905	8,739
LEGAL	-	975	975	4,000	3,686	1,231	883
AUDIT	20,000	19,500	19,500	19,500	19,500	18,500	12,750
TAX/SCROLL/BILLING/COLLECTION	83,775	62,000	48,102	67,051	45,195	38,867	36,692
PROFESSIONAL/CONTRACT FEES	1,100	4,457	4,457	6,700	18,385	18,785	16,985
BANK FEES	1,400	1,500	269	4,800	1,796	4,957	4,364
OFFICE SUPPLIES	1,500	2,400	2,329	4,557	4,472	3,936	3,383
<b>TOTAL</b>	<b>600,000</b>	<b>493,332</b>	<b>318,270</b>	<b>515,000</b>	<b>414,189</b>	<b>320,994</b>	<b>274,930</b>

Departmental Detail: Parks & Recreation & Cultural Resources

*\*The Leland Cultural Arts Center was combined with Parks & Recreation in FY20-21*

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL	FY 2017-2018 ACTUAL
SALARIES/WAGES	512,623	350,000	206,944	539,940	180,833	153,212	127,006
OVERTIME	1,000	-	-	2,000	1,261	-	-
401(K) TOWN CONTRIBUTION	21,843	18,000	9,493	23,616	8,637	7,305	6,133
LOCAL GOVERNMENT RETIREMENT (LGRS)	49,584	35,000	21,074	49,533	15,452	10,506	8,651
EMPLOYEE BENEFITS/TAXES	180,672	100,000	63,758	159,263	49,541	42,432	40,186
TRAVEL/MEETINGS/SCHOOLS/DUES	11,238	4,000	2,925	9,470	3,747	4,178	3,337
UNIFORMS/PROMOTIONAL ITEMS	1,670	900	500	250	217	763	-
LEGAL	-	390	390	1,000	644	218	858
PROFESSIONAL/CONTRACT FEES	28,620	27,000	19,289	28,020	717	165	1,192
MARKETING	35,550	30,000	25,969	37,750	8,646	7,694	7,258
OFFICE SUPPLIES	3,150	5,064	5,064	6,900	900	1,852	314
OPERATIONAL SUPPLIES/EQUIPMENT	27,550	25,000	20,190	38,200	-	-	-
SITE IMPROVEMENTS	12,000	18,000	2,103	20,000	830	-	4,209
INSTRUCTOR FEES	118,000	50,000	24,367	118,300	1,576	817	1,492
RECREATION	126,500	22,000	16,103	140,058	29,294	52,952	35,291
LARGE SCALE EVENT	40,000	-	-	45,700	36,425	41,536	36,156
<b>TOTAL</b>	<b>1,170,000</b>	<b>685,354</b>	<b>418,168</b>	<b>1,220,000</b>	<b>338,721</b>	<b>323,629</b>	<b>272,083</b>

## Departmental Detail: Grounds &amp; Facilities Maintenance

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL	FY 2017-2018 ACTUAL
SALARIES/WAGES	588,746	430,000	254,805	439,646	349,613	297,252	230,252
OVERTIME	2,000	100	35	2,000	822	-	-
401(K) TOWN CONTRIBUTION	29,437	20,000	13,344	22,082	17,063	14,288	10,764
LOCAL GOVERNMENT RETIREMENT (LGRS)	66,823	40,000	27,306	44,784	30,669	23,014	16,737
EMPLOYEE BENEFITS/TAXES	251,064	150,000	92,510	164,988	109,920	95,906	88,125
TRAVEL/MEETINGS/SCHOOLS/DUES	7,730	1,000	480	5,440	1,739	1,874	2,104
UNIFORMS/PROMOTIONAL ITEMS	10,750	7,000	6,168	7,920	4,622	3,346	3,001
LEGAL	-	1,112	1,112	500	1,131	610	420
PROFESSIONAL/CONTRACT FEES	2,060	500	349	1,390	657	1,340	575
OPERATIONAL EQUIPMENT MAINTENANCE/REPAIR	18,100	13,000	7,300	13,600	528	6,019	6,830
CAPITAL EQUIPMENT OUTLAY	-	25,075	25,075	30,000	39,629	21,500	-
EQUIPMENT RESERVE TRANSFER	-	-	-	-	-	-	10,000
VEHICLE FUEL	10,000	6,500	4,371	10,000	6,833	6,214	5,448
VEHICLE MAINTENANCE/REPAIR/SUPPLIES	28,450	17,000	11,593	24,000	5,577	13,642	1,381
CAPITAL VEHICLE OUTLAY	-	22,200	22,200	22,200	40,121	-	-
VEHICLE RESERVE TRANSFER	-	-	-	-	-	-	25,000
UTILITY	259,000	240,000	163,742	220,000	170,728	122,318	104,644
OFFICE SUPPLIES	1,200	1,025	1,025	1,500	630	-	-
JANITORIAL SUPPLIES	26,850	20,000	19,449	20,550	11,881	8,989	13,698
CHRISTMAS SUPPLIES	66,350	42,671	42,671	44,000	46,423	31,374	6,418
OPERATIONAL SUPPLIES/EQUIPMENT	4,400	6,000	5,559	4,500	16,186	1,696	1,237
FACILITY IMPROVEMENTS	-	50,000	25,557	50,000	61,810	127,823	38,822
FACILITY MAINTENANCE/REPAIR	234,500	170,000	133,870	175,000	134,195	260,414	121,586
GROUNDS MAINTENANCE	65,600	75,000	25,838	78,000	34,198	26,893	24,835
WASTE DISPOSAL	11,940	11,000	11,000	11,100	6,159	2,822	3,935
DEBRIS DISPOSAL	-	-	-	-	25,899	31,376	39,622
<b>TOTAL</b>	<b>1,685,000</b>	<b>1,349,183</b>	<b>895,360</b>	<b>1,393,200</b>	<b>1,117,034</b>	<b>1,098,710</b>	<b>755,435</b>

## Departmental Detail: Public Services

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL	FY 2017-2018 ACTUAL
SALARIES/WAGES	797,126	425,000	269,430	542,322	275,801	118,927	103,559
OVERTIME	1,000	10	10	2,000	65	-	-
401(K) TOWN CONTRIBUTION	39,856	24,000	13,636	27,215	13,783	6,326	5,177
LOCAL GOVERNMENT RETIREMENT (LGERS)	90,474	50,000	27,461	55,205	24,445	9,805	7,775
EMPLOYEE BENEFITS/TAXES	271,459	145,000	82,960	158,170	89,163	42,068	36,119
TRAVEL/MEETINGS/SCHOOLS/DUES	20,730	5,000	2,443	7,735	1,225	-	937
UNIFORMS/PROMOTIONAL ITEMS	8,150	5,200	5,200	5,320	2,949	1,135	997
LEGAL	-	4,914	4,914	2,500	4,329	312	3,754
PROFESSIONAL/CONTRACT FEES	63,565	35,000	28,248	19,133	21,774	41,436	29,306
OPERATIONAL EQUIPMENT MAINTENANCE/REPAIR	16,000	12,000	8,283	14,000	5,337	10,405	7,910
CAPITAL OUTLAY EQUIPMENT	93,000	-	-	-	47,250	27,595	50,000
VEHICLE FUEL	12,000	9,000	6,936	10,000	6,325	8,038	5,248
VEHICLE MAINTENANCE/REPAIR/SUPPLIES	18,700	15,500	14,582	15,500	6,474	4,451	6,519
CAPITAL VEHICLE OUTLAY	65,000	145,593	145,593	150,000	119,752	-	-
STREET LIGHT ELECTRICITY	600,000	575,000	308,103	600,000	540,053	557,205	526,460
OFFICE SUPPLIES	3,080	2,500	2,050	3,100	1,364	-	-
OPERATIONAL SUPPLIES/EQUIPMENT	18,100	20,000	16,020	16,500	5,130	2,389	4,715
STORMWATER	8,060	60,000	51,370	46,500	2,972	7,140	2,367
YARD DEBRIS MANAGEMENT	50,000	-	-	-	-	-	-
STREET MAINTENANCE/REPAIR/IMPROVEMENTS	85,000	575,000	74,600	575,000	36,900	90,593	43,368
STREET TREE MAINTENANCE	-	-	-	-	-	-	2,400
RECYCLING	-	580,000	580,000	580,000	624,651	434,356	456,817
VECTOR CONTROL	3,700	2,500	200	3,800	433	492	7,084
<b>TOTAL</b>	<b>2,265,000</b>	<b>2,691,217</b>	<b>1,642,040</b>	<b>2,834,000</b>	<b>1,830,176</b>	<b>1,362,672</b>	<b>1,300,512</b>

## Departmental Detail: Powell Bill

ACCOUNT	ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL
11-420-4000	SALARIES/WAGES	-	-	-	-	-	98,096
11-420-4010	401(K) TOWN CONTRIBUTION	-	-	-	-	-	5,108
11-420-4015	LOCAL GOVERNMENT RETIREMENT (LGRS)	-	-	-	-	-	7,919
11-420-4030	EMPLOYEE BENEFITS/TAXES	-	-	-	-	-	29,663
11-420-4160	UNIFORMS/PROMOTIONAL ITEMS	-	-	-	-	-	443
11-420-4240	PROFESSIONAL/CONTRACT FEES	-	-	-	-	-	3,075
11-420-4490	CAPITAL EQUIPMENT OUTLAY	-	-	-	-	-	-
11-420-4495	EQUIPMENT RESERVE TRANSFER	-	-	-	-	-	15,000
11-420-4650	OFFICE SUPPLIES	-	-	-	-	-	-
11-420-5100	STREET CONSTRUCTION	-	422,435	422,435	-	-	-
11-420-5110	STREET MAINTENANCE/REPAIR/IMPROVEMENTS	-	-	-	600,000	23,066	51,173
11-420-9813	TRANSFER TO POWELL BILL RESERVE*	-	-	-	-	-	-
11-420-9834	TRANSFER TO Powell Bill Project Fund	600,000	177,565	-	-	527,000	280,853
	<b>TOTAL</b>	<b>600,000</b>	<b>600,000</b>	<b>422,435</b>	<b>600,000</b>	<b>550,066</b>	<b>491,330</b>

## Departmental Detail: Police

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL	FY 2017-2018 ACTUAL
SALARIES/WAGES	2,617,340	2,290,000	1,374,233	2,297,122	1,863,778	1,816,180	1,696,068
OVERTIME	50,000	45,000	24,005	50,000	31,570	3,024	-
401(K) TOWN CONTRIBUTION	131,226	110,000	69,328	114,293	92,775	90,454	84,343
LOCAL GOVERNMENT RETIREMENT (LGRS)	317,567	240,000	149,876	253,659	180,890	153,508	139,784
EMPLOYEE BENEFITS/TAXES	945,563	675,000	422,881	597,049	523,460	496,154	581,689
TRAVEL/MEETINGS/SCHOOLS/DUES	52,450	15,000	10,363	41,295	17,837	27,561	15,474
UNIFORMS/PROMOTIONAL ITEMS	43,729	42,000	38,142	43,902	30,211	20,922	21,549
LEGAL	-	2,906	2,906	3,800	2,750	4,380	2,923
PROFESSIONAL/CONTRACT FEES	17,130	12,500	6,900	15,750	13,745	10,047	10,727
VEHICLE FUEL	100,000	85,000	62,472	90,000	86,343	85,899	77,273
VEHICLE MAINTENANCE/REPAIR/SUPPLIES	101,000	79,000	73,513	79,000	57,717	59,307	40,902
CAPITAL VEHICLE OUTLAY	355,000	245,360	245,360	222,500	197,833	113,734	160,632
OFFICE SUPPLIES	8,000	7,000	6,427	8,000	6,173	7,158	4,503
OPERATIONAL SUPPLIES/EQUIPMENT	59,825	24,000	12,383	24,975	68,152	27,054	18,110
ARMORY	68,310	36,000	34,326	36,820	9,967	18,623	8,445
COMMUNITY POLICING	8,500	1,000	915	8,500	4,359	5,312	7,059
ANIMAL CONTROL	1,860	1,124	1,124	1,860	698	294	2,827
INVESTIGATIONS EXPENSE	7,000	6,000	5,360	7,000	11,556	8,089	5,973
SPECIAL OPERATIONS	30,750	93	93	17,600	326	3,654	9,221
NARCOTICS	4,750	115	115	4,750	-	7,000	-
K-9 OPERATIONS	-	5,305	5,305	6,125	3,738	6,267	3,592
<b>TOTAL</b>	<b>4,920,000</b>	<b>3,922,403</b>	<b>2,546,026</b>	<b>3,924,000</b>	<b>3,203,878</b>	<b>2,964,620</b>	<b>2,891,094</b>



## Departmental Detail: Emergency Management

*\*This is a new department in FY20-21*

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET
SALARIES/WAGES	97,960	90,000	58,236	93,970
401(K) TOWN CONTRIBUTION	4,898	4,500	1,222	4,699
LOCAL GOVERNMENT RETIREMENT (LGRS)	11,853	10,000	5,930	10,242
EMPLOYEE BENEFITS/TAXES	31,088	28,000	18,510	30,946
TRAVEL/MEETINGS/SCHOOLS/DUES	2,900	1,000	445	2,043
UNIFORMS/PROMOTIONAL ITEMS	500	500	189	500
LEGAL	-	878	878	2,500
PROFESSIONAL/CONTRACT FEES	7,500	-	-	6,000
OFFICE SUPPLIES	300	463	463	500
OPERATIONAL SUPPLIES/EQUIPMENT	57,000	29,100	23,087	29,100
COMMUNITY OUTREACH	1,000	-	-	2,500
DISASTER EXPENSE	-	202	202	-
COVID 19	-	93,688	93,688	120,000
<b>TOTAL</b>	<b>215,000</b>	<b>258,331</b>	<b>202,849</b>	<b>303,000</b>

## Departmental Detail: Fire/Rescue

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL	FY 2017-2018 ACTUAL
SALARIES/WAGES	2,554,798	2,000,000	1,099,395	2,256,200	1,589,796	2,029,721	1,561,844
OVERTIME	125,000	150,000	90,249	100,000	106,898	184,127	203,485
VOLUNTEER STIPEND	10,000	4,000	2,947	7,500	5,812	10,119	15,519
401(K) TOWN CONTRIBUTION	131,947	90,000	59,523	110,516	82,054	105,645	78,940
LOCAL GOVERNMENT RETIREMENT (LGRS)	299,521	200,000	117,565	224,348	145,997	164,913	119,967
EMPLOYEE BENEFITS/TAXES	1,007,165	800,000	356,780	780,064	496,369	604,370	516,194
TRAVEL/MEETINGS/SCHOOLS/DUES	42,285	12,000	7,676	34,290	9,801	14,774	21,438
EMPLOYEE DEVELOPMENT/TRAINING	23,000	5,000	1,440	10,500	7,416	5,790	11,852
UNIFORMS	25,750	42,000	29,573	42,000	20,244	26,467	21,604
LEGAL	-	4,895	4,895	3,500	3,413	3,843	9,751
PROFESSIONAL/CONTRACT FEES	40,985	25,000	22,499	25,600	27,529	70,354	27,708
OPERATIONAL EQUIPMENT MAINTENANCE/REPAIR	15,000	12,000	10,016	15,250	9,570	10,993	6,815
CAPITAL OUTLAY EQUIPMENT	-	87,735	87,735	92,800	357,764	-	-
VEHICLE FUEL	50,000	47,000	21,598	55,000	42,060	57,188	40,025
VEHICLE MAINTENANCE/REPAIR/SUPPLIES	132,500	120,000	108,471	125,232	104,093	127,294	74,751
CAPITAL VEHICLE OUTLAY	1,400,000	701,438	701,438	700,000	671,179	38,859	-
OFFICE SUPPLIES	6,550	6,500	5,169	7,050	4,291	4,263	8,204
OPERATIONAL SUPPLIES/EQUIPMENT	154,500	160,000	145,625	108,150	226,948	79,060	66,695
EMS	-	-	-	-	2,097	29,934	33,859
COMMUNITY OUTREACH	6,000	30,000	29,898	28,000	-	-	-
<b>TOTAL</b>	<b>6,025,000</b>	<b>4,497,568</b>	<b>2,902,492</b>	<b>4,726,000</b>	<b>3,913,330</b>	<b>3,567,716</b>	<b>2,818,650</b>

## Departmental Detail: Economic and Community Development

*\*This department was combined with Planning until FY19-20*

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL
SALARIES/WAGES	86,657	75,000	53,159	113,353	103,577
OVERTIME	-	3	3	-	36
401(K) TOWN CONTRIBUTION	-	786	786	5,668	5,191
LOCAL GOVERNMENT RETIREMENT (LGRS)	10,006	7,000	5,677	11,505	9,392
EMPLOYEE BENEFITS/TAXES	8,837	9,000	7,774	22,196	20,393
TRAVEL/MEETINGS/SCHOOLS/DUES	750	500	30	1,928	129
LEGAL	-	6,045	6,045	15,000	13,943
PRIVATE DEVELOPMENT COSTS	-	1,000	432	10,000	-
ADVERTISING	-	15,000	15,000	15,000	-
MARKETING	3,500	2,000	95	5,000	1,108
OFFICE SUPPLIES	250	300	291	350	929
<b>TOTAL</b>	<b>110,000</b>	<b>116,634</b>	<b>89,292</b>	<b>200,000</b>	<b>154,699</b>

## Departmental Detail: Planning

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL	FY 2017-2018 ACTUAL
SALARIES/WAGES	407,689	340,000	210,635	352,792	297,872	281,790	228,760
OVERTIME	500	200	103	1,000	464	-	-
401(K) TOWN CONTRIBUTION	20,384	17,000	10,579	17,690	14,856	14,087	11,389
LOCAL GOVERNMENT RETIREMENT (LGRS)	46,273	35,000	21,527	35,888	26,851	21,835	17,107
EMPLOYEE BENEFITS/TAXES	135,844	110,000	58,438	116,926	94,493	71,149	70,893
TRAVEL/MEETINGS/SCHOOLS/DUES	7,684	5,000	3,157	11,505	11,897	5,093	9,340
UNIFORMS/PROMOTIONAL ITEMS	566	800	800	950	168	370	391
LEGAL	-	1,404	1,404	12,500	8,492	17,564	16,576
PROFESSIONAL/CONTRACT FEES	310	175,000	173,745	162,310	9,439	33,944	29,271
PRIVATE DEVELOPMENT COSTS	-	-	-	-	-	-	4,000
ADVERTISING	20,000	1,500	953	6,000	15,211	6,926	5,567
MARKETING	-	-	-	-	-	251	10,112
VEHICLE FUEL	750	200	44	1,400	389	961	1,292
VEHICLE MAINTENANCE/REPAIR/SUPPLIES	1,800	2,455	2,455	1,900	915	415	550
OFFICE SUPPLIES	5,200	4,000	3,404	5,639	2,724	5,876	4,411
DEMOS/ABATEMENTS	8,000	-	-	13,500	2,200	3,150	675
<b>TOTAL</b>	<b>655,000</b>	<b>692,559</b>	<b>487,242</b>	<b>740,000</b>	<b>485,969</b>	<b>463,411</b>	<b>410,334</b>

## Departmental Detail: Building Inspections

ACCOUNT DESCRIPTION	FY 2021-2022 SUBMITTED BUDGET	FY 2020-2021 PROJECTED	FY 2020-2021 YTD 02/23/2021	FY 2020-2021 BUDGET	FY 2019-2020 ACTUAL	FY 2018-2019 ACTUAL	FY 2017-2018 ACTUAL
SALARIES/WAGES	719,428	550,000	351,588	621,195	487,912	321,972	294,630
OVERTIME	7,000	6,000	3,599	4,000	3,019	-	-
401(K) TOWN CONTRIBUTION	35,971	26,000	17,827	31,260	24,717	16,096	14,727
LOCAL GOVERNMENT RETIREMENT (LGRS)	81,655	57,000	36,230	63,371	44,743	24,949	22,120
EMPLOYEE BENEFITS/TAXES	203,448	150,000	92,494	170,755	110,350	78,386	96,952
TRAVEL/MEETINGS/SCHOOLS/DUES	23,295	20,000	13,382	16,795	6,534	10,846	3,696
UNIFORMS/PROMOTIONAL ITEMS	5,560	6,000	4,400	5,770	2,007	2,383	2,390
LEGAL	1,000	273	273	1,000	585	1,374	1,120
PROFESSIONAL/CONTRACT FEES	310	500	417	465	537	54,329	1,889
CELLPHONE/AIRCARD	12,000	12,000	5,522	14,450	8,864	11,665	5,288
BI-IT EQUIPMENT MAINTENANCE/REPAIR/REPLACE	40,150	90,000	81,968	108,200	1,591	1,394	-
VEHICLE FUEL	9,000	9,000	4,409	10,000	6,859	6,150	6,125
VEHICLE MAINTENANCE/REPAIR/SUPPLIES	10,186	12,000	9,983	14,196	4,033	6,659	5,957
CAPITAL VEHICLE OUTLAY	-	30,000	27,598	-	27,000	113,695	53,249
OFFICE SUPPLIES	12,000	7,000	5,776	12,898	3,175	17,226	8,465
OPERATIONAL SUPPLIES/EQUIPMENT	3,000	10,000	8,354	23,000	4,521	546	903
RESERVE FOR FUTURE EXPENDITURES	2,706	-	-	13,188	-	-	-
PERMIT REIMBURSEMENT-NAVASSA	-	-	-	-	2,295	4,897	8,301
PERMIT REIMBURSEMENT-SANDY CREEK	-	-	-	-	478	1,579	1,431
HOMEOWNERS RECOVERY FEE (HRF)	4,500	4,500	-	4,500	2,061	2,277	4,095
ALLOCATION TRANSFER TO GENERAL FUND	228,791	184,000	-	184,957	166,521	150,101	113,025
<b>TOTAL</b>	<b>1,400,000</b>	<b>1,174,273</b>	<b>663,819</b>	<b>1,300,000</b>	<b>907,803</b>	<b>826,524</b>	<b>644,363</b>





## Supplementary Information

### History of Leland

What is today known as Leland was, in the mid-1890s, a small settlement at the crossroads where Village Road met the Wilmington, Columbia, and Augusta Railroad. The Town was officially incorporated in 1989.

The name of this settlement formally became Leland when, in late 1897, Joseph W. Gay and other area citizens petitioned the U.S. Post Office Department in Washington, D.C. for a local post office and submitted three possible names for the post office. Leland, the name of Gay's nephew, Leland Adams, was selected.

The new post office opened on February 10, 1898, with Mr. Gay as Postmaster. The post office was located in a corner of Gay's General Store.

Due to its proximity to the Brunswick River, Leland served as an early transportation center. Ferries were in place across the Brunswick and Cape Fear Rivers for travelers going north and south. A bridge was built across the Brunswick River in 1890, prior to the Cape Fear River bridge. The Brunswick River Causeway, across Eagles Island, was a problem area because of the wetness of the soil and swamps between the two rivers. By 1923, the road from the Brunswick River through Leland had been hard-surfaced and was known as State Road 20.



*Growing our Future. Nourishing our Roots.*

## Our Mission

We are dedicated to providing effective and fiscally responsible municipal services in a manner that promotes a high quality of life with a neighborly feel.

## Town Leadership

The Town of Leland is led by a five-member Council including, a Mayor, and four Councilmembers. Under the Council-Manager form of government, the Town Council acts as a legislative body in establishing policy and law. Beginning with the 2019 election, the Mayor is elected to a four-year term. The Mayor serves as the presiding officer at the Town Council meetings and is the official head of the Town for ceremonial purposes. The Town Council members are elected for staggered four-year terms. The Town Council appoints a professional Town Manager, who serves as the Council's chief advisor. The Town Manager hires the employees of the Town.

## Town Administration

The Town Manager is responsible for the day-to-day operations of all departments within the Town. The Manager is the Town's Chief Administrator and is appointed by the Council. They are responsible for developing and executing the Town budget, overseeing the preparation of Town Council meeting agendas, and implementing the Council's vision for the Town of Leland.

The Town Manager is assisted by two Assistant Town Managers. The Assistant Town Managers are hired by the Town Manager and undertake special projects that cross departmental lines, as well as assist the Town Manager, as necessary, in implementing the goals of Council. One of the Assistant Town Managers oversees the day-to-day operations of the Police, Fire, Emergency Management, Human Resources, Finance, Information Technology, and Administration departments. The second Assistant Town Manager oversees the day-to-day operations of the Public Services, Operation Services, Planning, Building Inspections, and Economic and Community Development departments.

There are ten assigned department directors that report to the Assistant Town Managers. The department directors are responsible for the day-to-day operations within their assigned department(s), as well as collaborating to accomplish the tasks necessary to reach Town goals and desired levels of service.

## Staff Values and Goals

Town staff embrace five core values used as a guideline for personal and business conduct on a day-to-day basis. The core values consist of Respect, Communication, Service Excellence, Engagement, and a Supportive Work Environment.

These five values are critical to the success of the Town and its' employees and are reflected in every action within the organization and the approach to the management of the Town. The Town's management team embodies a servant leadership approach. Unlike a traditional, hierarchical model, where the power within the organization is held by those at the "top of the pyramid," servant leadership seeks to put the needs of the organization's employees first. By taking this approach, employees feel empowered to unlock their purpose and ingenuity. This results in higher performing and more engaged, fulfilled employees, who in turn are better prepared to meet the needs of the citizens of the community.



Top Ten Leland Taxpayers

Account Name	Amount Charged
FUNSTON LAND & TIMBER LLC	\$ 132,251.45
LELAND WESTGATE OWNER LLC	\$ 57,369.10
BRUNSWICK POINT NORTH CAROLINA LLC	\$ 35,555.86
WAL-MART REAL ESTATE BUSINESS TRUST	\$ 33,084.45
BRANCH WATERFORD ASSOCIATES L P	\$ 27,547.25
BRUNSWICK ELECTRIC MEMBERSHIP CORP	\$ 23,270.38
HARRINGTON VILLAGE DEV GROUP III LLC	\$ 22,402.04
HARRINGTON VILLAGE DEV GROUP II LLC	\$ 22,366.47
HARRINGTON VILLAGE DEV GROUP I LLC	\$ 20,172.68
LELAND STATION LLC	\$ 19,087.09

Brunswick County Tax Rates

2020-2021 Brunswick County Property Tax Rates			
	County-wide Tax Rate	Municipal Tax Rate	Total
BALD HEAD ISLAND	0.485	0.686	1.171
SHALLOTTE	0.485	0.353	0.838
SOUTHPORT	0.485	0.296	0.781
OAK ISLAND	0.485	0.280	0.765
SANDY CREEK	0.485	0.250	0.735
CASWELL BEACH	0.485	0.240	0.725
NORTHWEST	0.485	0.240	0.725
BOILING SPRING LAKES	0.485	0.230	0.715
NAVASSA	0.485	0.230	0.715
LELAND	0.485	0.210	0.695
HOLDEN BEACH	0.485	0.200	0.685
OCEAN ISLE BEACH	0.485	0.164	0.649
SUNSET BEACH	0.485	0.160	0.645
CAROLINA SHORES	0.485	0.102	0.587
BELVILLE	0.485	0.090	0.575
CALABASH	0.485	0.088	0.573
ST. JAMES	0.485	0.060	0.545
BOLIVIA	0.485	0.050	0.535
VARNAMTOWN	0.485	0.050	0.535

Town of Leland Growth

With a population that has more than doubled in less than a decade, Leland is now considered the fastest-growing municipality in North Carolina. According to the Demographics Branch of the North Carolina Office of State Budget and Management (OSBM), the Town of Leland ranked third out of five hundred and fifty-four municipalities in North Carolina for percentage growth with a percentage

increase of sixty-seven (67.1%) between 2010 and 2019. This is an increase of 9,083 additional citizens in the Town. The following graph depicts municipal population change from April 2010 to July 2019:

Rank	Municipality	County	Population		Population Change	
			April 2010	July 2019	Total Change	Percent Change
1	Rolesville	Wake County	3,786	6,921	3,135	82.8
2	St. James	Brunswick County	3,165	5,677	2,512	79.4
3	Leland	Brunswick County	13,527	22,610	9,083	67.1
4	Apex	Wake County	37,476	61,212	23,736	63.3
5	Bermuda Run	Davie County	1,725	2,811	1,086	63
6	Harrisburg	Cabarrus County	11,526	18,073	6,547	56.8
7	Fuquay-Varina	Wake County	17,937	28,109	10,172	56.7
8	Holly Ridge	Onslow County	1,268	1,980	712	56.2
9	Stem	Granville County	463	719	256	55.3
10	Youngsville	Franklin County	1,157	1,776	619	53.5
11	Knightdale	Wake County	11,401	17,264	5,863	51.4
12	Waxhaw	Union County	9,859	14,722	4,863	49.3
13	Holly Springs	Wake County	24,661	36,385	11,724	47.5
14	Clayton	Johnston County, Wake County	16,116	23,775	7,659	47.5
15	Falcon	Cumberland County, Sampson County	258	376	118	45.7
16	Morrisville	Wake County, Durham County	18,576	26,973	8,397	45.2
17	Navassa	Brunswick County	1,505	2,131	626	41.6
18	Fontana Dam	Graham County	15	21	6	40
19	Elon	Alamance County	9,409	12,752	3,343	35.5
20	Shalotte	Brunswick County	3,675	4,979	1,304	35.5

## Budget Glossary

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

**Activity:** Departmental efforts which contribute to the achievement of a specific set of program outcomes; the smallest unit of the program budget.

**Allocate:** To set apart portions of budgeted expenditures and/or revenues which are specifically designated to organizations for special activities or purposes.

**Ad Valorem Taxes:** Revenue accounts showing taxes paid on real property and personal property, to include property of public service companies allocated by the Ad Valorem Tax Division of the State Department of Revenue. Generally, they are the taxes levied in proportion to the value of a property.

**Annual Budget:** A spending plan covering a single fiscal year.

**Appropriation:** A funding authorization granted by the Town Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinance.

**Assessed Valuation:** The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

**Assessment:** The process for determining values of real and personal property for taxation purposes.

**Balanced Budget:** An annual spending plan characterized by an equal (i.e. "balanced") amount of anticipated revenues and expenditures. In North Carolina, statutes require an adopted budget be in balance.

**Basis of Accounting:** A term used to refer to when revenues, expenditures, expenses, and transfers, and the related assets and liabilities, are recognized in the accounts and reported in the financial statements.

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

**Budget Amendment:** A legal procedure utilized by the Town staff and the Town Council to revise a budget appropriation.

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

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



**Budget Ordinance:** The official enactment by the Town Council to establish legal authority for Town officials to obligate and expend resources.

**Capital Assets:** Land, buildings, permanent improvements, machinery, large tools, rolling, and stationary equipment with a value of \$5,000.00 or more.

**Capital Expenditure:** Money spent on acquiring or maintaining fixed assets, such as land, buildings, and equipment.

**Capital Outlays:** An expenditure expected to have a useful life greater than three years or an estimated total cost of \$5,000.00 or more. This involves the construction, purchase, or major renovation of a building or the purchase of land, as well as the acquisition of vehicles and equipment.

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

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

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

**Delinquent Taxes:** Taxes that remain unpaid after the due date on which a penalty for nonpayment is incurred.

**Department:** A major administrative division of the Town that has overall management responsibility for an operation within a functional area.

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

**Disbursement:** A payment for goods or services.

**Encumbrance:** The commitment of appropriated funds to purchase an item or service. To encumber funds is to set aside or commit funds for future expenditures. A financial commitment for services, contracts, or goods that have not yet been delivered or performed.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for the services are established to ensure that revenues are adequate to meet all necessary expenses.

**Estimated Revenue:** The amount of projected revenue to be collected during the fiscal year.



Expenditure: The outflow of funds for assets that are incurred, or goods and services obtained, regardless of when the expense is actually paid.

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

Fiscal Year (FY): The time period designating the beginning and ending period for recording financial transactions. The Town of Leland's fiscal year begins July 1st and ends on the following June 30th. Budgeting is carried out on a fiscal year schedule.

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

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

Fund Balance: Fund balance is the amount of assets in excess of the liabilities appropriated for expenditures and is, therefore, also known as surplus funds. North Carolina statutes dictate that a portion of fund balance should be retained and not made available for appropriation in the following fiscal year.

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

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

General Fund: The largest fund within the Town, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, information technology, public works, general administration, planning and development, engineering, and recreation and cultural arts activities.

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

Grant: A contribution by a government-level agency or other organization to support a particular function.

Interfund Transfers: Amounts transferred from one fund to another.

Intergovernmental Revenue: Revenues from other governments (local, state, or federal) which can be in the form of grants, shared revenues, or entitlements.

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

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

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

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

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

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

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

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

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

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

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

Restricted Net Position: The portion of net position that includes cash and liquid assets that are subject to external restrictions on their use.

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

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

Right-of-Way Acquisition: Purchase of property needed by the Town to perform road improvement projects and/or protection of right-of-way for future projects.

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

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

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

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

