

Cumberland County

Adopted Budget

Fiscal Year 2023



**CUMBERLAND
COUNTY**

NORTH CAROLINA

Together, we can.



Fiscal Year 2023 Adopted Annual Budget



Board of County Commissioners

(Ordered as pictured above)

Larry L. Lancaster
Commissioner

Dr. Jeannette M. Council
Commissioner

Michael C. Boose
Commissioner

Jimmy Keefe
Commissioner

Dr. Toni Stewart
Vice Chairwoman

Glenn Adams
Chairman

Charles Evans
Commissioner



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Management Team



Amy H. Cannon
County Manager



J. Brian Haney
Assistant County Manager
General Government
& Stewardship



W. Tracy Jackson
Assistant County Manager
Environmental/Community Safety



Sally S. Shutt
Assistant County Manager
Strategic Management/
Governmental Affairs



Tye B. Vaught
Chief of Staff

Budget Division

Kelly A. Autry
Budget & Management
Analyst

Deborah W. Shaw
Budget & Performance
Manager

Andrew S. Jakubiak
Budget & Management
Analyst

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**CUMBERLAND
COUNTY**

NORTH CAROLINA

Together, we can.



Mission, Vision & Core Values

MISSION STATEMENT

To provide quality services to our citizens
while being fiscally responsible

VISION STATEMENT

To grow as a regional destination for employment,
economic development, commerce and cultural pursuits

CORE VALUES

Serving Cumberland County citizens with **PRIDE**

Professionalism

Respect

Integrity With Accountability

Diversity

Excellent Customer Service

Recognizing that all people are different, we treat everyone
with dignity and serve our diverse population with
professionalism, respect, integrity, diversity and
excellent customer service (PRIDE).

Board of Commissioners' Ongoing Priorities

Priorities & Objectives			Homelessness
	Crown Event Center		Government Communication
	Gray's Creek Public Water Access		Economic Development
	Countywide Public Water		County Facility Asset Inventory & Audit

Continued Priorities from FY 2021

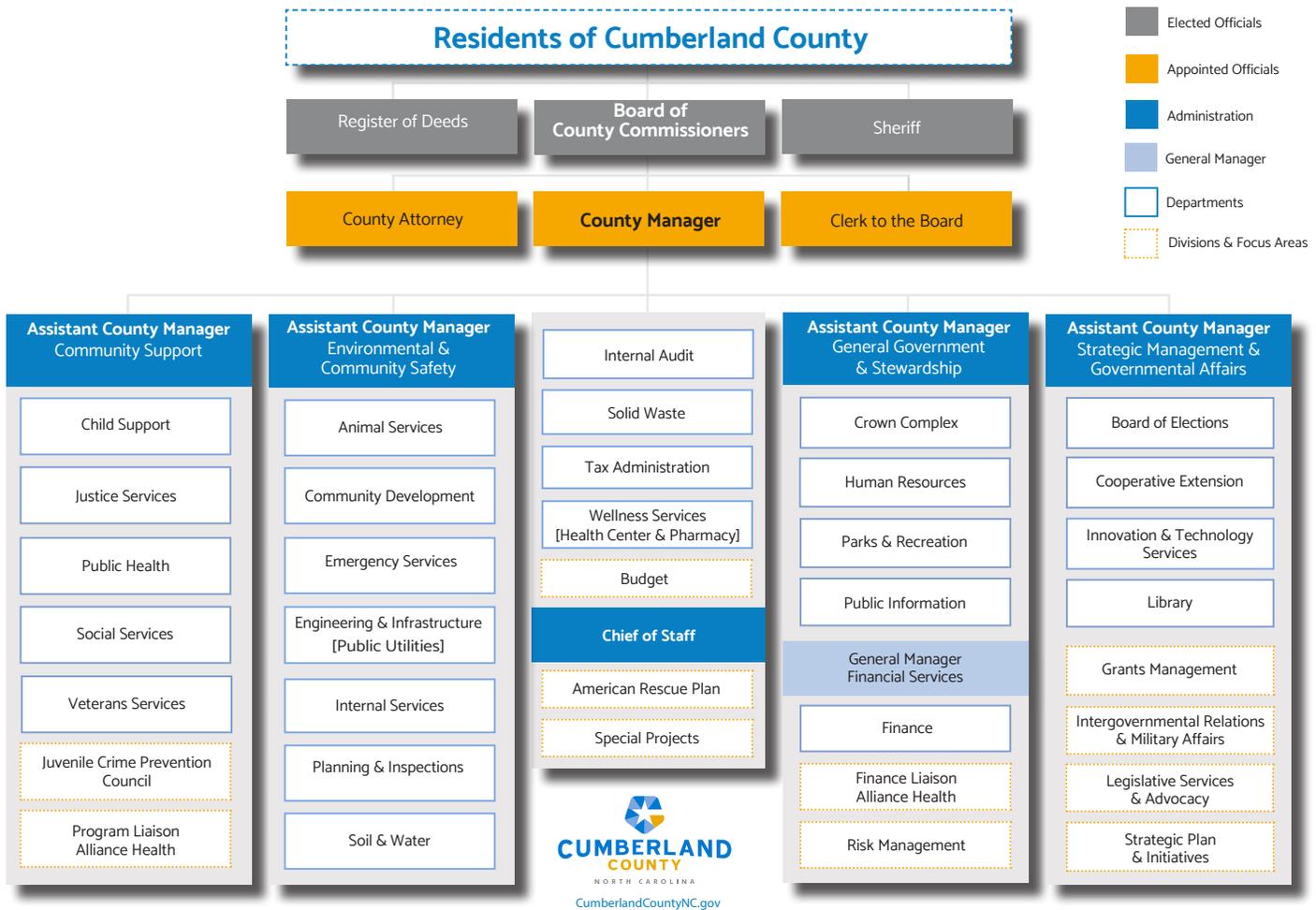
	Completion of the Emergency Services Center
	Discussion about a new high school with Cumberland County Schools and Fort Bragg

Continued Budget Priorities from FY 2021

	School Funding
	Mental Health
	Public Health
	County employee recruitment and retention



Organizational Structure - Cumberland County, NC



Frequently Asked Questions

What is the County's property tax rate?

The property tax rate for Cumberland County remains unchanged at 79.9 cents per \$100 of assessed valuation. More detail can be found within the County Manager's Budget Message on page 17.

How much of the County budget is supported by property taxes?

The amount of property tax revenue Cumberland County projects to receive is \$170,695,791. 55% of the General Fund budget is supported by ad valorem taxes. All General Fund revenues can be seen on page 130.

What is the population of Cumberland County?

As of calendar year 2020, the population of Cumberland County is estimated to be 333,531. Other helpful economic statistics can be found on page 8.

How many positions does Cumberland County support?

Budgetary funding supports 2,517 Cumberland County employees. More detail on positions can be found within the County Manager's Budget Message on page 17.

How much money goes to each department?

Expenses by department can be found on page 135.



Together, we can.

How Your Tax Dollars Are Spent

Property taxes are comprised of residential and commercial real property, business personal property and motor vehicles. Property taxes represent over half of the General Fund revenue for the county.

During the compilation of the annual budget, the County Manager puts forth a recommendation on the amount of funding that will be allocated each fiscal year to ensure that taxpayer dollars are used in the most efficient and equitable manner.

The Board of County Commissioners may make changes to the County Manager’s recommendation during multiple budget work sessions and provide an opportunity for public input. Ultimately the Board of County Commissioners will adopt the budget in a manner that will best serve the community.

Below is a breakdown of the major services County revenue supports.



31¢ Human Services



Child Support, Department of Social Services, Health Department and Veterans Services

17¢ General Government



Administration, Facilities, Financial Services, Human Resources, Innovation & Technology Services, Register of Deeds and Tax Administration

28¢ Education



Cumberland County Schools and Fayetteville Technical Community College

3¢ Cultural & Recreation



Libraries and various community agencies

19¢ Public Safety

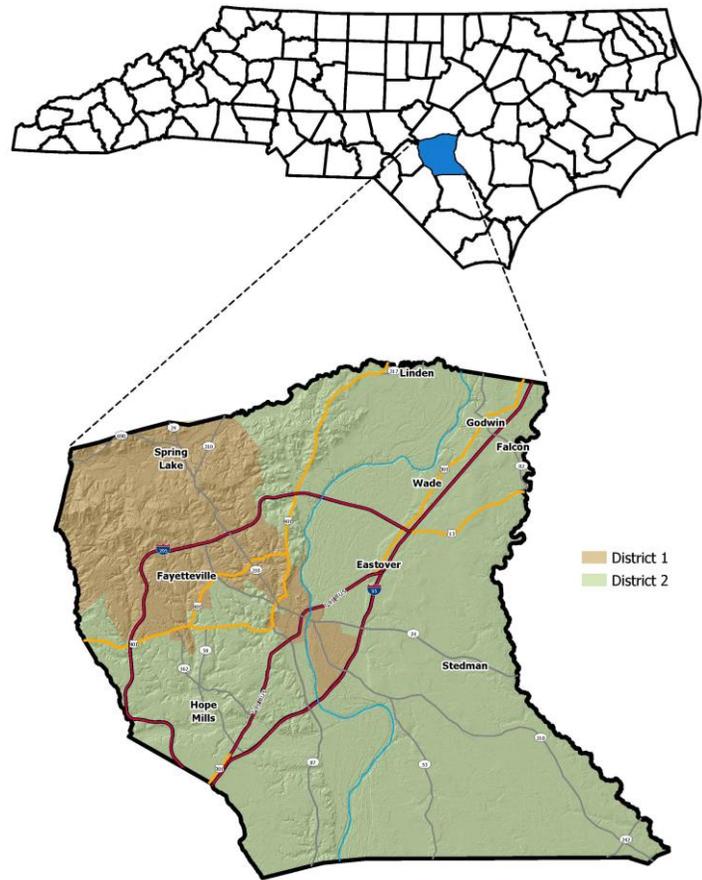


Animal Services, Detention Center, Emergency Services, Pre-Trial Services, School Resource Officers and Sheriff’s Office

2¢ Economic & Physical Development



Cooperative Extension, Engineering, Planning, Public Utilities, Soil & Water Conservation and Economic Development



Cumberland County, North Carolina

Cumberland County began as a settlement in the Upper Cape Fear Valley by European migrants known as Highland Scots between 1729 – 1736. The County was given its name borrowing from the title of Prince William Augustus, the Duke of Cumberland, in 1754. The area became a vital transportation link to other major settlements. A distribution settlement was later established on the Cape Fear River and named Campbellton.

In 1754, the Colonial Legislature passed an act which resulted in the division of Bladen County, thus forming Cumberland County, named for the Duke of Cumberland (William Augustus). In 1778, Campbellton was declared the county seat and in 1783 was renamed Fayetteville by the General Assembly as an honor to Marquis de Lafayette – a French general who was a significant ally in America’s fight for independence.

Unfortunately, the area’s growth was stalled for several subsequent years. In 1831, Cumberland County experienced a devastating fire that destroyed over 600 buildings; and in 1865, the invasion of General Sherman’s Army ravaged the N.C. Arsenal and its surroundings. However, in 1918, the Army purchased land and opened Camp Bragg as a temporary training facility. Later, the camp became a permanent Army post and was renamed Fort Bragg after native North Carolinian General Braxton Bragg. Fort Bragg’s population grew to become the largest military installation in the country and plays a vital role in Cumberland County’s economy.

Background

Cumberland County is located in Southeastern North Carolina with a total area of approximately 652 square miles. Nestled in what is colloquially known as the Sandhills, the most recent population estimates rank the County as the fifth largest county in the State by population. Cumberland County houses the City of Fayetteville, the sixth largest municipality in the state. Cumberland County is approximately 65 miles south of Raleigh, the State capital, and 200 miles east of the City of Charlotte. Interstate Highway 95 runs through Cumberland County, linking it to major urban centers like Savannah, Orlando, Baltimore and Washington D.C.

Services

Cumberland County has a full range of mandates and responsibilities as determined by the State of North Carolina. Some of these are Public Health, Veterans Services, Sheriff's Office, Animal Services, Cooperative Extension and Social Services. The Sheriff's Office has over 300 sworn officer positions who provide Public Safety services to county residents as well as municipal residents of Falcon, Godwin, Eastover, Linden, and Wade. The Sheriff's Office is also the sole provider of School Resource Officers throughout Cumberland County Schools. The County also supports 21 Volunteer Fire Departments providing fire rescue and emergency services to citizens of Cumberland County.

Economy

County budgets are often dependent on the economic ecosystem of the area they represent. In our community, factors like changes in population, the rate of employment, deployment of soldiers stationed at Fort Bragg and fluctuation in property values can have lasting impacts on the County Budget. Budget staff is tasked with predicting (projecting) these changes in the local economy to ensure services are provided seamlessly across fiscal years.



Cumberland County Community Profile

The summaries below highlight community statistics that make up Cumberland County's profile:

Taxable Sales

Year	Cumberland County	% Change
2017	\$4,040,268,838	4.97%
2018	\$4,049,332,514	0.22%
2019	\$4,318,734,010	6.65%
2020	\$4,330,602,890	0.27%
2021	\$5,238,219,221	20.96%
* 2022	\$3,785,574,832	

Per North Carolina Department of Revenue

* Based on taxable sales July 2021 - February 2022

Population

	2010	2019 Certified	2020 Estimate	2025 Projected
County & State	Population	Population % Change from 2010	Population %Change from 2019	Population %Change from 2020
Cumberland County	327,197	332,392 1.59%	333,531 0.34%	334,207 0.20%
North Carolina	9,574,323	10,487,088 9.53%	10,587,440 0.96%	11,108,479 4.92%

Per North Carolina Office of State Budget and Management

Cumberland County Inspections

Calendar Year	New Residential		New Nonresidential	
	Number	Value	Number	Value
2017	713	\$113,810,321	112	\$105,540,023
2018	656	\$126,118,568	98	\$151,458,318
2019	690	\$144,627,421	78	\$72,763,440
2020	925	\$162,042,958	80	\$74,985,624
2021	965	\$166,548,215	92	\$122,568,965
* 2022	331	\$47,333,603	34	\$28,938,902

* Based on data from January - April 2022

Unemployment Rate

Year	Cumberland County	State
2017	5.8%	4.5%
2018	5.3%	4.0%
2019	5.0%	3.8%
2020	9.5%	7.4%
2021	6.9%	4.9%
* 2022	5.6%	3.7%

Per United States Bureau of Labor Statistics

*Data based on January - March 2022



Glenn Adams
Chairman
District 1



Dr. Toni Stewart
Vice Chairwoman
District 2



Michael C. Boose
Commissioner
District 2



Dr. Jeannette M. Council
Commissioner
District 1



Charles Evans
Commissioner
At-Large



Jimmy Keefe
Commissioner
District 2



Larry L. Lancaster
Commissioner
At-Large

Cumberland County functions under a Board of Commissioners – County Manager form of government. The Board of Commissioners consists of seven elected members: two from District 1, three from District 2, and two members at large.

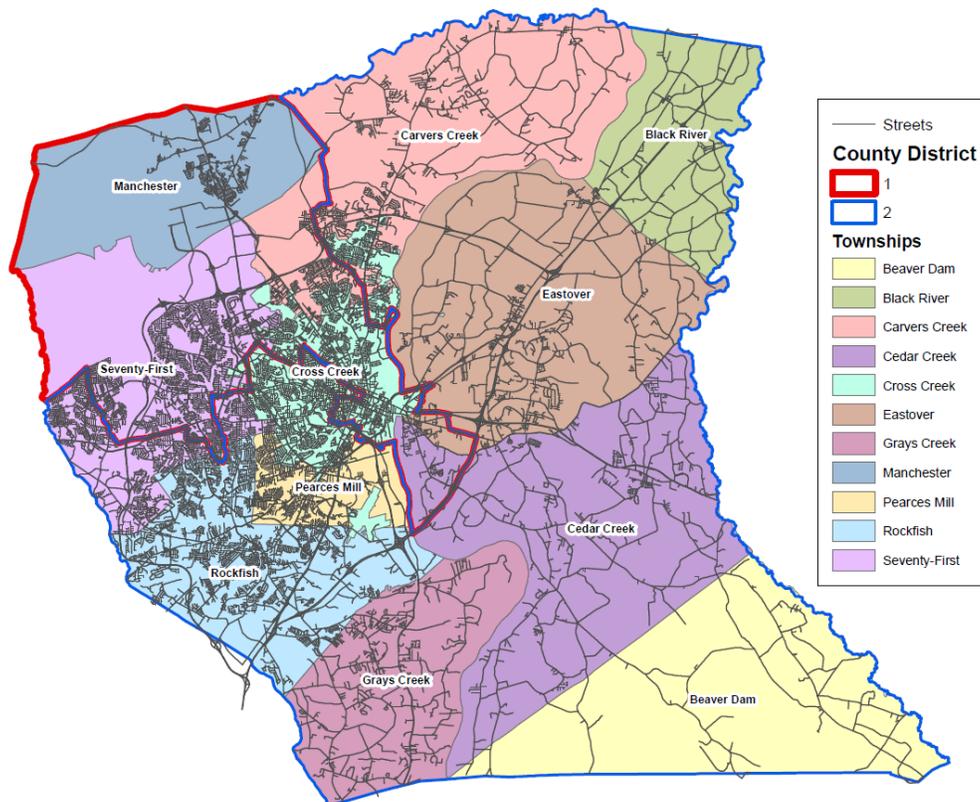
Each board member is elected to a four-year term. Terms are staggered with two members from District 1 and two members at large in a biennial general election, and three members from District 2 elected two years later. The Board elects their own Chairman and Vice Chairman each year.

Board members are the policy-making and legislative authority for the County. They are responsible for adopting the annual budget, establishing the tax rate, approving zoning and planning issues and other matters related to the health, welfare and safety of the citizens.

The County Manager is appointed by and serves at the pleasure of the Board. The County Manager is the Chief Executive Officer and has the responsibility of implementing policies and procedures of the Board, delivering services, managing daily operations and appointing subordinate department managers.

The Board of Commissioners typically meets three times a month: two regular monthly meetings and one monthly agenda session. Regular meetings are scheduled the first Monday of each month at 9:00 a.m. and the third Monday of each month at 6:45 p.m. During the second regular monthly meeting (6:45 p.m. meeting) 15 minutes are allotted as an open forum for citizens to address the Board on any topic. The monthly agenda session is scheduled the second Thursday of each month at 1:00 p.m. The meetings are broadcast live on CCNCTV Spectrum Cable Channel 5 and YouTube.

Cumberland County Board of Commissioners Districts



Visit the Cumberland County Board of Elections website for further information regarding elections and polling sites: <https://www.cumberlandcountync.gov/departments/election-group/elections>

North Carolina counties budget and spend money in accordance with the Local Government Budget and Fiscal Control Act (LGBFCA), as adopted by the North Carolina General Assembly. The major effects of the LGBFCA on the budgetary process are as follows:

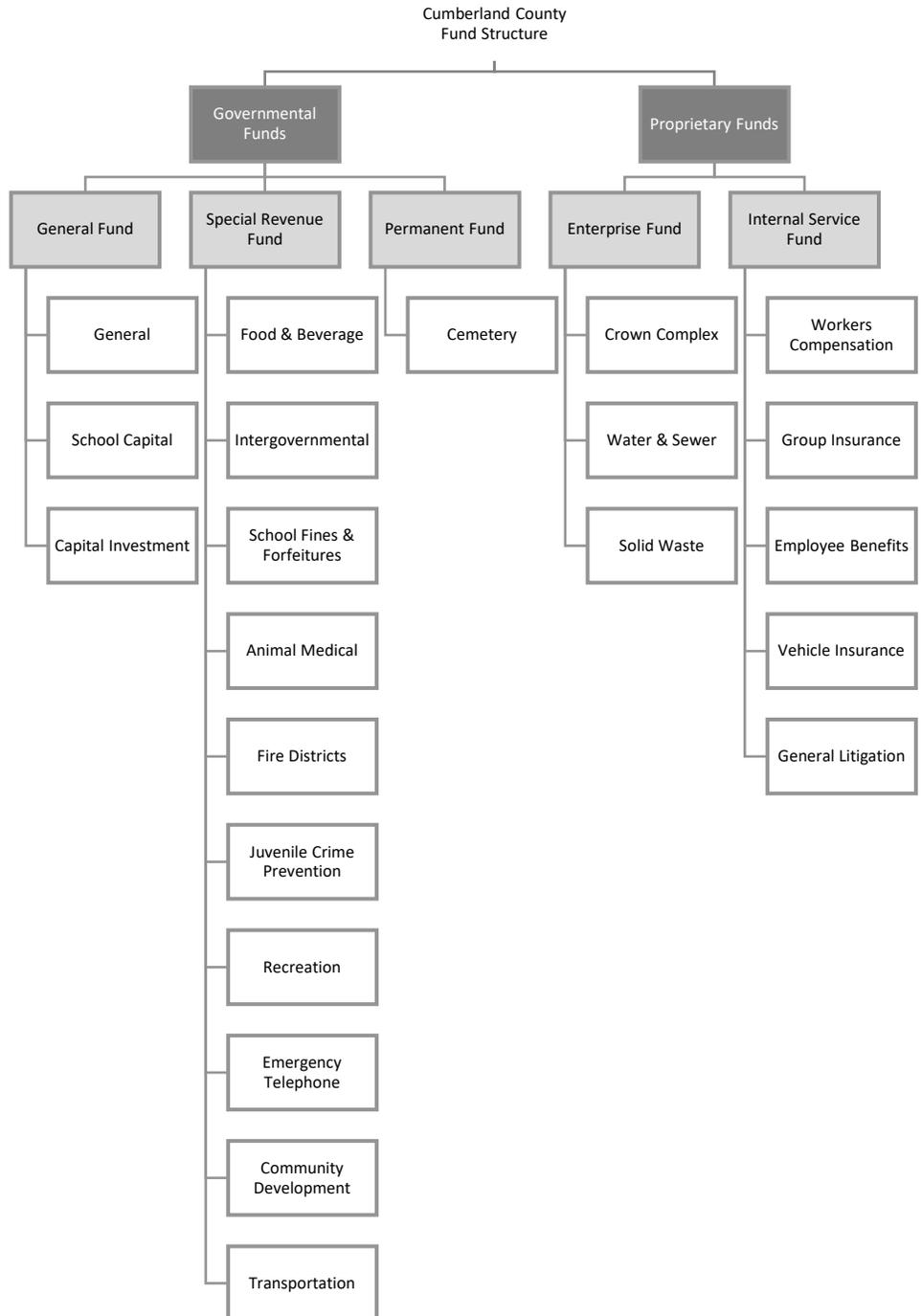
1. During late summer or early fall, the Budget Division begins the planning process for the next fiscal year by providing kick-off overview sessions and gathering new departmental requests. In January, the Budget Division began compiling projections by using the Tyler Munis software program. Each department was asked to submit its budget along with any additional requests. These requests were entered into Munis by the departments and reviewed by budget staff. All departments were required to submit to the County Manager their budget requests and revenue estimates for the next fiscal year by April 30.
2. Cumberland County Schools and Fayetteville Technical Community College must submit their proposed budgets and requests for county appropriations no later than May 15.
3. In the April-May time frame, through many departmental budget meetings, a recommended annual operating budget is developed. The County Manager submits the recommended budget, including a budget message, to the Board of County Commissioners no later than June 1. N.C.G.S. 159-11 requires the recommended budget be balanced unless the Board of County Commissioners insists that an unbalanced budget be submitted.
4. On the same day that the County Manager submits the budget to the Board of County Commissioners, a copy is also filed with the Clerk to the Board for public inspection. The budget is also posted to the County's website https://www.cumberlandcountync.gov/departments/county-manager-group/county-administration/budget_division. Additional copies are made available to the news media. The Clerk to the Board must publish a notice that the recommended budget has been delivered and is available.
5. From the time the budget is received until its adoption, the Board may conduct its review during special budget review sessions or at regular meetings. These meetings are always open to the public. Before adopting the budget ordinance, the Board of Commissioners must hold at least one public hearing for citizen comments on the proposed budget.
6. Prior to July 1, but no earlier than 10 days after the recommended budget is submitted to the Board, the governing body shall adopt a budget ordinance. The budget ordinance must contain the appropriation, the estimated revenues, the property tax rate and appropriation to the County's school system for current expense. The ordinance that is approved allows for all adjustments from the Board from the initial adoption date plus any subsequent adjustments approved through June 30 to include personnel costs. Any shortfalls or other adjustments in revenues or expenditures created by changes made shall be adjusted by a like amount appropriation from the fund balance of the County or an adjustment to contingency or other revenue or expenditure line item to ensure the fiscal year budget is balanced pursuant to Chapter 159 of the North Carolina General Statutes.
7. The Board of County Commissioners adopts the budget for each year at the fund level. Unexpended grant funds previously approved and budgeted by the Board will be re-appropriated in the new fiscal year. Spending is controlled at the appropriation unit level for each organization. The financial system will reject a requisition or invoice that exceeds the total available funds for the appropriation unit (for example: personnel expenditures, general operating, and capital are the three major appropriation units). Departments can spend beyond the budgeted amount on any line item (object) within an appropriation unit but cannot overspend the total authorized for the appropriation unit.

8. During the year, departments can amend their budget as a result of increases/decreases in revenues (i.e., receipt of a new grant, change in state or federal funding, etc.), request to use contingency funds, or transfer funds between appropriation units (i.e., personnel, operating or capital expenditures) or between other departments and funds. A department is required to submit a budget revision which states why the revision is needed along with the appropriate revenue and/or expenditure account information. A budget revision (other than an appropriation of contingency by the County Manager) that increases regular salaries/wages, changes a fund’s “bottom line” or requires transfers between funds must be approved by the Commissioners - all other revisions are approved by the County Manager. Per N.C.G.S. 159-13, the governing board may authorize the County Manager to authorize expenditures from contingency appropriations subject to such limitations and procedures as it may prescribe. Any such expenditures shall be reported to the board at its next regular meeting and recorded in the minutes.
9. Detailed expenditure and revenue reports are available to departments at any time. Authorized users can access the Tyler Munis financial system remotely 24 hours a day.
10. Employees of the budget division are authorized to post budget revisions to the financial system. On occasion these employees will prepare a budget revision and send it through the appropriate workflow. However, in all cases revisions are approved by the County Manager or the Manager’s designee(s); or approved by the Board of County Commissioners.



The Cumberland County annual budget is organized into various funds and organizations. A fund is a separate accounting entity with a self-balancing set of accounts. Within each fund is an organization or cost center that accumulates separate financial data for their programs and is accountable for those revenues and expenditures.

The following is a **summary** of funds appropriated in the Fiscal Year 2023 Recommended Annual Budget. The full listing of funds can be found on the following pages.



The budget is divided into two main funding categories: Governmental and Proprietary.

Governmental Funds:

Governmental Funds are used to account for governmental activities and represent spending for most county services.

General Fund

This is the primary operating account for the County. The General Fund is used for most of the current operating expenditures and is used to account for all financial resources, apart from those required to be accounted for in another fund. General Fund activities are primarily financed through the collection of property tax, sales tax, fees and federal or state revenues.

101 – General Fund

Separate General Funds

Like General Fund 101, these are considered funds used for general purposes, either for operating expenses, as a holding account or for future projects.

106 – County School Fund

107 – Capital Investment Fund

Special Revenue Funds

These funds are acquired through specific revenue sources such as special taxes, fees or other revenue sources. The use of these funds is restricted to expenditures for a certain purpose.

200 – Food & Beverage Fund

201 – Intergovernmental Fund

204 – Federal Drug Forfeiture Fund

205 – Federal Drug Justice Fund

206 – State Drug Forfeiture Fund

207 – Inmate Welfare Fund

210 – School Fines & Forfeitures Fund

215 – Animal Medical Fund

220 – Special Fire District Fund

240 – American Rescue Plan Act Fund

241 – Innovative Court Program Fund

242 – Human Trafficking WORTH Fund

243 – Stream Restoration Grant Fund

244 – State Capital Infrastructure Homeless Grant Fund (SCIF)

245 – Juvenile Crime Prevention Fund

248 – Flea Hill Drainage Fund

250 – Recreation Fund

260 – Emergency Telephone System Fund

264 – Community Development Block Grant - Disaster Recovery (CDBG-DR) Fund

265 – County Community Development Fund

266 – Community Development Home Fund

267 – Community Development Support Housing Fund

269 – Emergency Rental Assistance (ERA) Fund

273 – MPO Administration Fund

274 – MPO Direct Attributable Fund

275 – Transit Planning Fund

276 – US DOT 104 Fund

277 – NC Elderly Handicap Transportation Fund

280 – Representative Payee Fund

285 – Tourism Development Authority Fund

Permanent Fund

This fund is used toward the upkeep of the County's cemetery grounds.

- 510 – Cemetery Trust Fund

Proprietary Funds:

Proprietary Funds are used to account for business-like activities and are primarily financed by their own revenues.

Enterprise Funds

These revenues stem from service fees charged for associated services.

- 600 – Crown Center Fund
- 601 – Crown Motel Fund
- 602 – Crown Debt Service Fund
- 605 – NORCRESS Water & Sewer Fund
- 606 – Kelly Hills Water & Sewer Fund
- 607 – Southpoint Water & Sewer Fund
- 608 – Overhills Water & Sewer Fund
- 609 – Bragg Estates Water & Sewer Fund
- 625 – Solid Waste Fund

Internal Service Funds

These funds account for the financing of services provided by one department or agency to other departments or agencies of the County on a cost reimbursement basis.

- 800 – Workers Compensation Fund
- 801 – Group Insurance Fund
- 802 – Employee Benefit Fund
- 803 – Vehicle Insurance Fund
- 806 – General Litigation Fund



**CUMBERLAND
COUNTY**

NORTH CAROLINA

Together, we can.

Amy H. Cannon
County Manager

Brian Haney
Assistant County Manager



Tracy Jackson
Assistant County Manager

Sally S. Shutt
Assistant County Manager

Office of the County Manager

May 26, 2022

TO THE CUMBERLAND COUNTY BOARD OF COMMISSIONERS:

In accordance with the North Carolina Local Government Budget and Fiscal Control Act, I am pleased to present for your consideration the Fiscal Year (FY) 2023 Recommended Annual Budget for Cumberland County. The budget is balanced, identifies revenue and expenditure estimates for FY2023, and attempts to maintain the County's core value of providing excellent customer service utilizing available resources and in accordance with fiscal policies adopted by the Board of Commissioners.

The recommended budget provides \$552,930,111 in total expenditures across all funds, with a General Fund total of \$362,177,033. This document does not include the budget for previously approved Capital Project Ordinances. The proposed property tax rate to support the FY2023 budget remains constant at 79.9 cents per \$100 of assessed valuation. The value of one penny on the tax rate is \$2,427,268.

The purpose of the budget message is to provide a comprehensive understanding of the County Manager's Recommended Budget. This document has been organized into the following sections to enhance continuity:

- ❖ The "New Normal"
- ❖ Economic Outlook
- ❖ Budget Development Goals
- ❖ General Fund Revenue
- ❖ General Fund Expenditure Summary
- ❖ Board of Commissioners' Ongoing Priorities
- ❖ Other Expenditures
- ❖ County Employee Recruitment and Retention
- ❖ New Initiatives
- ❖ Other Funds – Funding Priorities
- ❖ Enterprise Funds Considerations
- ❖ Conclusion

The “New Normal”

The last two years have been characterized by rapid, abrupt and constant change resulting from the magnitude of the COVID-19 pandemic. Uncertainty continues as we transition to a “new normal.” As the pandemic emerged, we were forced to adapt to work-from-home settings, with services provided by telephone or electronically, parents home-schooling their children in a blended learning environment, lockdown and quarantine, and the mandatory wearing of face coverings. We found ourselves in uncharted territory, and the County navigated these unique challenges by employing new methods of providing services to meet the needs of our community.

Within the last year, COVID-19 vaccines have become widely available, positive cases have declined and Americans are returning to pre-pandemic activities such as visiting grocery stores, eating out, and attending indoor concerts and events. In addition, national unemployment has dropped significantly from nearly 15% in the first weeks of the outbreak to around 4% currently.

However, other areas remain unsettled. Economic recovery has been uneven, with wage gains for many workers offset by the highest inflation rates in four decades, the labor market crippled by the “Great Resignation” and alarming increases in fatal drug overdoses that may be linked to the emotional and mental strain of the pandemic. Uncertainty remains around a long-term shift toward remote work and the impacts both positive and negative, as well as the possibility of new variants emerging, which could further upend the progress we’ve made.

The new normal is still evolving. The continued focus on resilience, recovery and restructuring will ensure our ability to tackle persistent impacts of the pandemic and economic challenges. The Board of Commissioners’ commitment to fiscal discipline and creating a resilient organization has served us well in managing the pandemic crisis over the last two fiscal years.

Economic Outlook

The best indicator of our local economy is sales tax and for the last two years, sales tax revenue has exceeded virtually all projections and expectations. Many factors contribute to this significant increase in sales tax. Disposable income for taxpayers has been enhanced by federal stimulus funds and the federal childcare tax credit. Sales tax has remained strong during FY2022, but growth may be beginning to slow down to pre-pandemic levels.

Another important economic factor is inflation. The Consumer Price Index Summary indicates an inflation rate of 8.5% from March. To combat inflation, the Federal Reserve recently raised interest rates from .25% to .50% and then an additional increase of .50% in May of 2022. Uncertainty remains around the continued war in Ukraine. Sanctions by the United States and other countries include a ban on importing Russian oil which is contributing to rising fuel prices. At this time last year, gas prices were averaging \$2.63 per gallon compared to over \$4 per gallon today. Inflation, increased costs of goods and services and interest rate hikes may continue to reduce disposable income.

Local governments are not immune from the impacts of inflation, rising fuel prices and the availability of raw materials. Economic optimism among Chief Financial Officers across the United States has declined in the first quarter of 2022. Three top concerns cited are cost pressures, labor quality, and availability and supply chain concerns.

Budget Development Goals

The Board of Commissioners has ongoing priorities that were originally established during FY2021. These priorities represent key investments in the community, and address the health and well-being, safety and quality of life for our citizens. The FY2023 recommended budget includes funding to continue advancing the Board's priorities listed below.

- Crown Event Center
- Gray's Creek Public Water Access
- Countywide Public Water
- Homelessness
- Government Communication
- Economic Development
- County Facility Asset Inventory and Audit

In addition, the following budget priorities identified from FY2021 remain a part of the Board's strategic goals:

- Completion of the Emergency Services Center
- Discussion about a new high school with Cumberland County Schools and Fort Bragg
- School Funding
- Mental Health
- Public Health
- County employee recruitment and retention

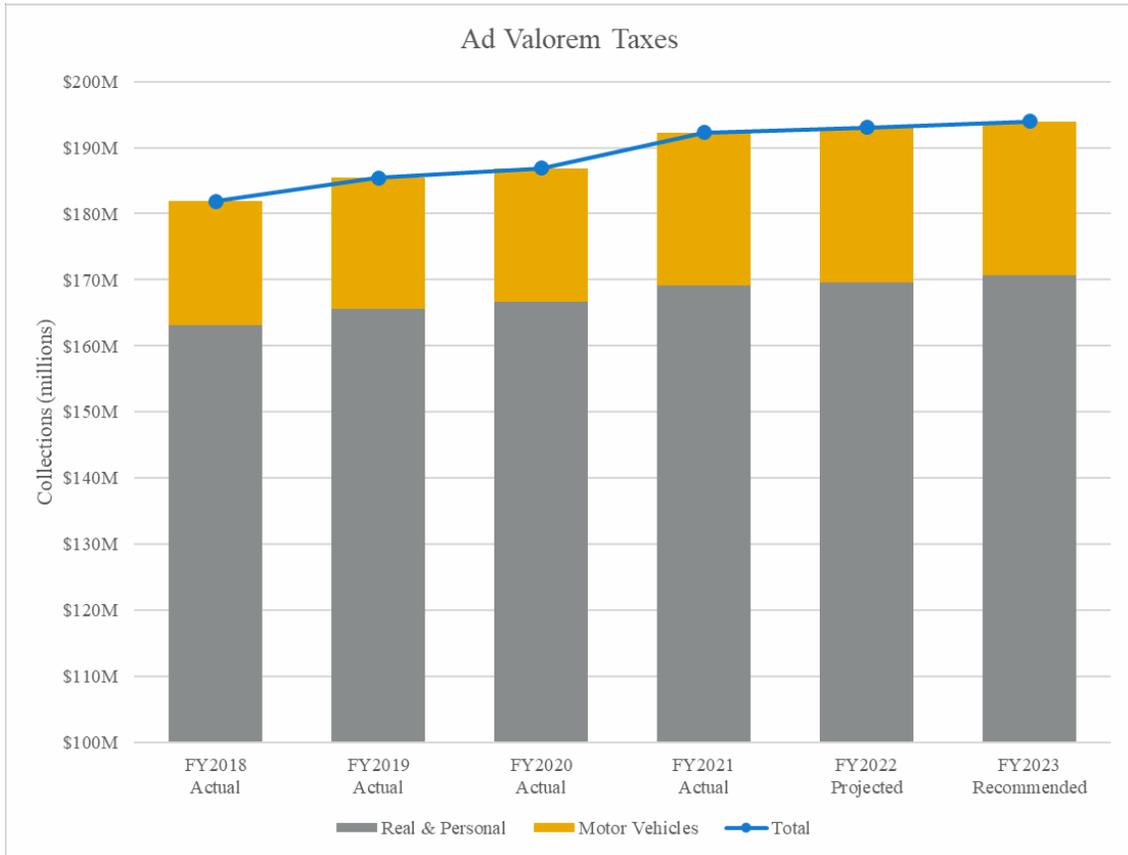
The recommended budget was developed to advance these priorities and to achieve the following:

- Maintain the current property tax rate
- Create the foundation for a successful 2025 Property Tax Revaluation
- Develop a proactive prevention program addressing the social determinants of health
- Address employee retention and recruitment
- Increase capacity for technical assistance to farmers and homeowners with drainage and erosion issues
- Centralize Fleet Management operation
- Expand Animal Services Volunteer Program

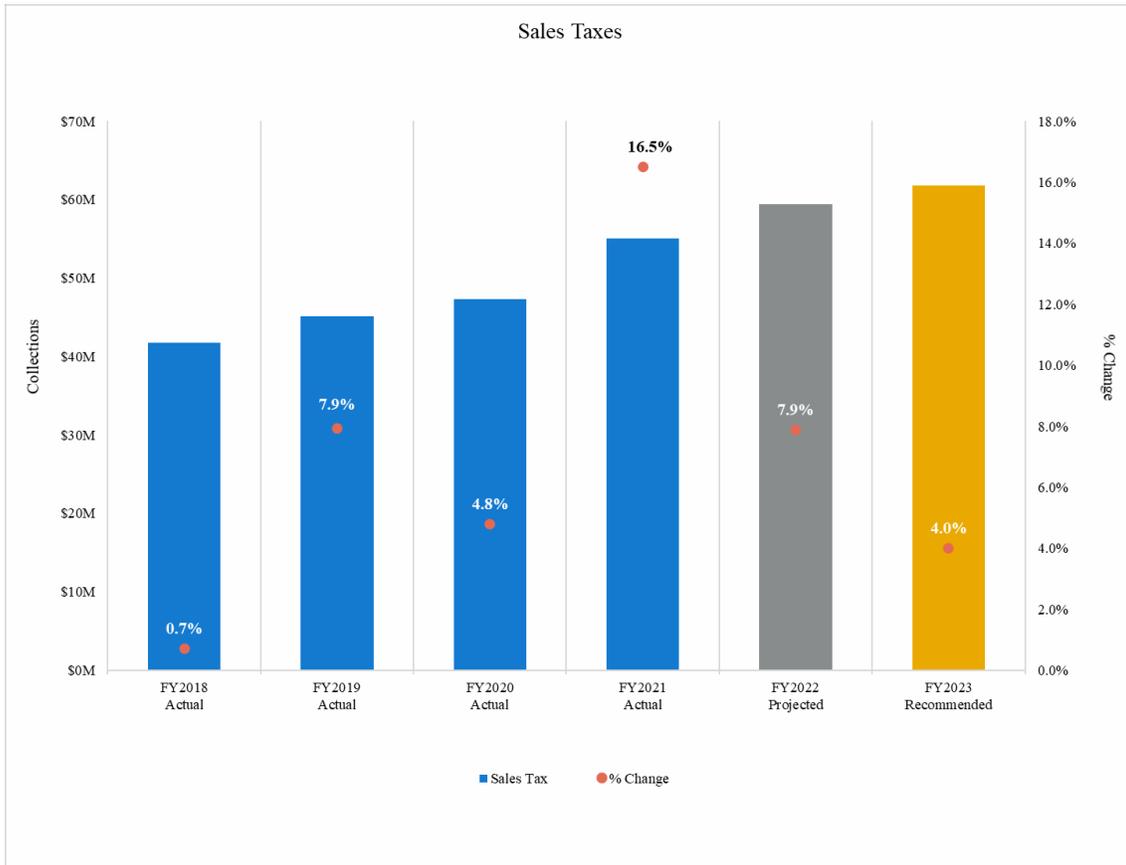
General Fund Revenue

❖ **Ad Valorem Taxes:** The largest revenue source in the General Fund is ad valorem taxes representing almost 55% of total budgeted revenue. These taxes are based on the combined values for real property, personal property and motor vehicles of \$193,938,731. Real and Personal Property taxes for FY2023 is budgeted at \$170,695,791, an increase of \$2M (1.2%) over the FY2022 budgeted amount.

For many years, we have seen consistent growth in motor vehicle values. Based upon current year collections, growth is diminishing due to global supply issues and inflation impacting the price of new vehicles. Motor vehicles collections are budgeted at \$23,242,940, which is an increase of 4.3% over the prior year budget.



- ❖ During FY2021 and FY2022, we experienced historic growth in sales tax collections averaging 12.2%. Average sales tax growth pre-pandemic was 3.3%. With the elimination of federal stimulus funding and rising inflation, disposable income has declined during FY2022 and we project that annual growth will be closer to levels prior to March 2020. These factors have led to a recommended budget of \$61,801,900 for FY2023 representing modest growth of 4%.



Fund Balance Appropriated: The fund balance appropriation of \$7,996,059 for recurring expenditures is within the policy previously adopted by the Board, which limits the appropriation to no more than 3% of budgeted recurring expenditures. In addition, our policy sets forth a minimum unassigned fund balance goal of 12 to 15% of annual expenditures. During a capital planning session in March 2022, the Board increased the unassigned goal from 10% to ensure sufficient cash flow during natural disasters or unexpected economic downturns.

General Fund Expenditure Summary

Departments submitted \$10,416,129 in one-time or recurring requests beyond the base budget. The supplemental budget includes requests for 32 new positions, 82 vehicles and capital outlay.

Due to the limited revenue growth and significant mandated expenditure increases, management had to make tough decisions in balancing this recommended budget. Our focus was to maintain current service levels, address unmet citizen needs where possible and continue the focus on the Board of Commissioners' strategic priorities.

Mandates

The practice of using the prior year's adopted budget, less any one-time expenditures, was the starting point for development of the FY2023 budget, better known as the base budget. The next step was identifying mandates that increase the base budget. For FY2023, mandated increases account for over \$6M of additional resources needed to maintain current service levels. Those increases are attributable to rising health insurance claims, retirement system employer contributions and property and cyber security insurance. In addition, the North Carolina Department of Public Safety (DPS) notified counties of a multi-year plan to bring the county share of youth detention facility costs in line with current operating costs. The county share for FY2023 will increase from the current rate of \$122 per day (per youth) to \$135 per day effective July 1, 2022, representing a projected total increase of \$458,816 for FY2023. Additional adjustments will be made by DPS in future years to ensure detention rates reflect 50% of detention operating costs.

Board of Commissioners' Ongoing Priorities

After consideration of mandated expenditure increases, staff prioritized continuation of the strategic goals and projects established by the Board. Below is a summary of the work plans and funding for FY2023 for these ongoing priorities:

Crown Event Center

In FY2022, the Board of Commissioners hired MBP Carolinas, Inc. (MBP) as the Crown Event Center Owner's Representative tasked with leading the County through all facets of this important community project to replace the current Crown Theatre and Arena. MBP will be responsible for the site selection process, assisting in the procurement of an architect/engineer, and with design and project management services, cost estimating and constructability review, commissioning of electrical, mechanical and plumbing, onsite construction management, budget monitoring, providing ongoing project updates, building opening, and project closeout.

MBP is working closely with the Board's Crown Event Center Committee. Currently MBP is establishing a community engagement subcommittee for feedback on the programmatic

functions as well as a subcommittee for site review. During FY2023, MBP will lead the County through site review and selection, land procurement, updating and refining project cost estimates, and procurement of a design/construction team.

Gray's Creek Public Water Access

The recommended budget includes \$258,600 in the Capital Investment Fund to move forward with Phase 1 of the Gray's Creek Water Project to serve two elementary schools and residential customers located along this route. This funding is allocated for permitting, Department of Transportation encroachment agreements, easement acquisition and updating cost estimates in preparation for release of construction bids.

The FY2023 workplan includes a public education and outreach campaign. The County will hold informational sessions to engage Gray's Creek residents about this project. During this phase, the County will collaborate with citizens who reside within this first phase project area on the benefits of early sign up for this system.

These initial steps of permitting, easement acquisition and public engagement will run simultaneously with the finalization of a water source agreement with the Public Works Commission.

Homelessness

During the 2021-2022 session, the N.C. General Assembly allocated \$1M to the County for the construction of a homeless shelter. Early discussions have led to collaboration with Cape Fear Valley Medical Center (CFVMC) and Fayetteville Technical Community College (FTCC). CFVMC provides medical services to homeless individuals and often struggles with discharge since these individuals do not have a permanent home or a system of care. FTCC is interested in the opportunity to provide literacy and job training to homeless citizens residing at the shelter. The County is currently identifying potential sites for a homeless shelter.

County Facility Study and Asset Inventory

During FY2022 the County hired Creech and Associates to conduct a study of several County facilities to identify current and future space needs of County and court system operations. The consultant will be providing the initial study findings and seeking input from the Board in June. A final report with recommendations will be presented in August of 2022. The Capital Planning Model includes debt service funds if the Board should move forward with a Government Services Building which would house many County services and provide a more convenient and accessible customer experience.

Mental Health Funding

Local funding for mental health services has remained constant at \$4.8M since the local mental health entity was dissolved and the County joined Alliance Health (Alliance) in 2013. Alliance has approximately \$3M of County funds in fund balance. These funds have accumulated during FY2020 and FY2021. Included with the FY2023 budget is the recommendation to utilize a portion of these funds to increase the level of mental health or substance abuse services in the county.

Public Health

Prevention Services through In-Home case management

The Board remains concerned with the county's health rankings compared to other North Carolina counties. Cumberland County continues to rank in the lower middle range of North Carolina counties for health outcomes and health factors. It is widely known that a wide range of factors, such as education, income, housing, lack of transportation and access to health care impact our health and well-being. The pandemic highlighted the existing barriers and gaps in services to those most in need.

A proactive approach is needed to improve the health outcomes for citizens who encounter many barriers from social determinants that define their future. The recommended budget includes funding for a three-year Pilot Project: Prevention Services through In-Home Case Management and Care Coordination. This new program is a collaborative effort between the Department of Social Services (DSS) and the Public Health Department. The program will focus on primary prevention strategies utilizing the whole person/family approach by addressing the social determinants of health.

The pilot project includes the development of three Case Management and Care Coordination Teams. Each team will provide case management and care coordination service in person, at the client's home or at the office. Services include follow-up on healthcare discharge planning, coordination of public health and external healthcare providers, linkage to community resources for healthcare, housing, education, employment and legal issues. Staff will support individuals and families with enrollment and access to economic services provided by DSS.

The teams will operate on a referral basis. Key referral sources are:

- Public health patients and clients
- Clients screened through Medicaid Transformation
- Stedman Wade Health Services and Cumberland HealthNET
- Department of Social Services
- School System

In addition, the pilot project will provide intake, information and referral to Department of Juvenile Justice seeking alternatives to delinquent children coming into foster care programs. Services include collaboration with CommuniCare, Juvenile Detention and Alliance Health.

The pilot program is budgeted at \$390,254 to fund 16 full-time positions and operating costs with a project launch in December of 2022.

Patient Transportation for Public Health Clients

The Public Health Department experiences an average no-show rate of 23% for patient appointments. Access to transportation is a barrier for many citizens receiving health care services. To address this challenge, the recommended budget includes \$50,000 for a pilot transportation program using Uber Health or Lyft Business for Healthcare. Both services are

HIPAA compliant, offering real time tracking, same day service and reasonable fares. Health Department staff will manage the program by coordinating and scheduling patient transport.

Other Expenditures

New Positions

Departments requested 32 new positions totaling \$1.8M. The recommended budget includes 15 new positions budgeted at a net county cost of \$755,657. A detail of the 15 new positions recommended is provided below:

- **Animal Services Volunteer Coordinator**
Currently, we have one position at Animal Services that manages three programs: rescue, fostering and volunteers. These three programs are critical to the success of our shelter operation and placement of animals. This new position will be dedicated to recruiting volunteers, training and oversight as the volunteers assist the staff with daily animal care. With limited staffing, it is difficult to meet the existing regulations of daily handling and interaction with puppies and kittens as well as animals in the shelter long-term.
- **Emergency Services Assistant Telecommunications Manager**
We currently have a Telecommunications Manager that leads an overly complex and critical 24/7 operation. That Manager oversees 44 employees and is responsible for Computer Aid Dispatch adjustments, quality control, coordination with all public safety agencies in the county, scheduling, training, and personnel management. To build depth in this function, we are recommending an Assistant Telecommunications Manager which will make our structure similar to comparable counties.
- **Public Health Educator**
Education is critical to improving the health of our citizens in accordance with the goals outlined in the Healthy People 2030 initiative. This position will collaborate with community partners in expanding evidence-based programs and will increase educational programming to the underserved rural areas of the county.
- **Public Health Office Assistant**
We are recommending this position in the Environmental Health Division, to improve customer service by reducing the wait time for on-site permits. Adding this position should improve the efficiency, accuracy and length of time in processing permits.
- **Soil and Water Conservation District Technician**
Currently, our Cumberland Soil and Water Conservation Office has one technician to serve the entire county. Similar sized counties have two or more agents to address citizen complaints regarding stream debris, drainage and erosion issues. There also are more grant opportunities available that could be pursued with an additional staff member.

- **Tax Office Data Collectors**
The Tax Office is preparing for the 2025 Property Revaluation. We are recommending two time-limited Data Collector positions to assist with on-site reviews.
- **Public Buildings Custodial Services**
For the last three years, we have relied on a contractual agency to provide evening cleaning services for all offices within the Judge E. Maurice Braswell Courthouse. Funding is recommended to add five new positions to improve the consistency and cleanliness within this building. The contract will not be renewed, and the net cost is \$57,205. One additional position is recommended at \$49,241 for the new 911 center.
- **Child Support Quality Assurance Program Training Specialist**
The Child Support program is complex, and it takes months for a new agent to become proficient. Currently, Child Support has one position dedicated to training and quality assurance. New case managers receive about 12 weeks of intermittent training but receive little follow-up after completion of the required training. Exit interviews of agents that stayed only briefly after training, revealed these employees did not believe training was adequate, and follow-up was minimal once they were assigned a case load. With the addition of a training specialist, new employees will receive more individualized training, creating greater confidence in their new duties, leading to improved performance and reduced turnover.
- **Department of Social Services Program Manager**
Social Services was awarded grants to develop the program: A Model Approach for Change for foster children aging out of the program. Previously this effort was led by a consultant through a contractual agreement. The Social Services Director has requested this new position to manage the program in-house. This position will also provide professional development for all social workers within the agency. Adding this staff position and canceling the contract will have a net savings of \$172,597.
- **Other Positions**
In addition to the 15 positions outlined above, the recommended budget includes the 16 positions under the In-Home Case Management and Care Coordination Pilot Program, bringing the total of new positions to 31.

Capital Outlay

Requested capital funding by County departments totaled \$623,000, and I am recommending full funding of these one-time capital requests. Of that amount, \$305,000 is recommended to purchase radios for the detention center. We are currently exploring grant opportunities with our federal lobbyist to fund the capital costs associated with these radios.

Vehicles

Departments requested a total of 82 vehicles at a cost of \$5.6M. The recommended budget includes \$2M to replace 32 vehicles. The supply and demand of vehicles are not expected to improve in the near future. However, we need to continue to fund vehicle purchases and submit

orders to the manufacturer to have our request in the order queue. The Sheriffs’ fleet consists of 138 Ford Crown Victorias with ages between 2003 and 2011. It is becoming increasingly difficult to procure parts for these aging vehicles.

Community Funding

Currently funded outside agencies requested FY2023 funding totaling \$628,869 which represents an increase of \$142,827. In addition, two new requests were received, one request was from Cumberland HealthNET (\$41,600) and one from the North Carolina Symphony Society (\$5,000). The FY2023 recommended amount of \$486,042 is the same level of funding as the prior year adopted budget, and I am not recommending community funding requests for any new agencies.

Education Funding

Cumberland County Schools

The Board of Education has requested an increase in current expense funding spread over a three-year period for pay adjustments. The chart below provides the details of the pay adjustments and the available revenue to partially offset the pay increases.

COST ESTIMATES FOR SALARY & SUPPLEMENT INCREASES				
Fund	Required	Compression	Supplement	Total
State	\$3,385,007	\$2,581,969	\$-	\$5,966,976
Federal	877,791	476,247	-	1,354,038
Grant/Prime Time	285,364	40,126	-	325,490
School Food Services	958,296	1,928,455	-	2,886,751
Local	1,765,307	2,172,493	4,993,000	8,930,800
GRAND TOTAL	\$7,271,765	\$7,199,290	\$4,993,000	\$19,464,055
Available Funding	(3,391,957)	(516,373)		(3,908,330)
Funding Request	\$3,879,808	\$6,682,917	\$4,993,000	\$15,555,725

The “required” column includes the cost of moving all school employees to the state-mandated minimum of \$15/hour and funding as required by the General Assembly to provide a 2.5% annual “increase for superintendents, assistant superintendents, associate superintendents, directors/coordinators, supervisors and finance officers.” The net amount requested from the county for these required increases is \$3,879,808.

The next column titled “compression” is the amount of funding requested to address salary compression caused by the movement to a minimum salary of \$15/hour. The funding needed to address compression is \$6.7M.

In addition, the schools are asking for \$5M to increase supplements for teachers, principals and other classified staff members. The supplement increase is needed to maintain a competitive position with school systems regionally to recruit and retain qualified employees.

A 1.5% annual cost-of-living adjustment has been added to the cost estimates and is included in the table below. Revenues in the amount of \$3.9M have been identified to offset a portion of the increased cost. The Board of Education has proposed using their fund balance and their Elementary and Secondary School Relief (ESSER) Pandemic Relief Funds for Years 1 and 2 with the County funding the full amount in FY2025 as shown below:

FUNDING MODEL PROPOSAL			
Funding Source	Year 1	Year 2	Year 3
Cumberland County Schools	\$10,422,336	\$5,210,390	\$ -
Cumberland County Commissioners	5,133,389	10,578,671	16,025,897
TOTAL	\$15,555,725	\$15,789,061	\$16,025,897

The Board of Education requested an increase of \$5.1M in current expense funding for FY2023. The recommended budget includes an appropriation of \$84,305,166, an increase of \$1,271,248, which is 43.47% of the projected ad valorem collections. In addition, to the appropriation of \$84.3M, the recommended budget includes \$1.7M for School Health Nurses and \$2.2M for School Resource Officers and School Crossing Guards. The total recommended local current expense funding budgeted in support of the school system for FY2023 is \$88,237,353.

We received this budget request at the end of April as County budget staff was finalizing our recommended budget. This request was submitted from the schools seeking both an annual current expense increase and a commitment to the three-year funding model. The recommended increase of \$1,271,248 will fund one-third of the total cost of the required salary increases. Natural growth in the tax base, barring any significant economic downturn, should provide funding over the next two years to pay for the remaining cost of the required salary increases. Our current revenue stream does not provide the annual natural growth to meet the three-year request of an additional \$16M.

Fayetteville Technical Community College

Fayetteville Technical Community College (FTCC) requested current expense funding in the amount of \$14,721,663 which is an increase of \$1,443,004. This FY2023 recommended budget includes funding in the amount of \$14,213,903, an increase of \$935,244.

County Employee Recruitment and Retention

Classification and Salary Study

According to the US Department of Labor, in August 2021, a staggering 4.3 million people in the United States quit their jobs in search of better opportunities and pay. The phenomenon coined the “Great Resignation” refers to the millions of Americans quitting their jobs to seek better benefits, higher pay and a more flexible schedule and work environment. The “Great Resignation” has had an impact on all organizations, but it has been particularly challenging for the public sector. The pandemic has lasted so long that it is affecting people both mentally and physically. Its immediate and long-term disruption of the traditional work environment and of work/life balance has caused employees to reflect on their priorities and life in general. Due to retirements nationwide, alternate work opportunities have become available, giving employees greater leverage to seek higher pay, better work/life balance and work environments where they feel appreciated.

The County is not immune from this nationwide workforce crisis. We have experienced a high turnover rate over the last three fiscal years. The average employee age is 44 years old, with only four years of service with the County. The Great Resignation created an experience gap and loss of institutional knowledge with extended vacancies due to this employee-driven market.

During FY2022, we examined our compensation practices, pay ranges and actual employee pay linked with their years of service to get a snapshot of where we are as an organization. That snapshot revealed the following:

- A significant majority of our workforce are clustered at or close to the minimum of their pay grade
- Our pay structure lacks a mechanism to move employees through their pay range
- Cost-of-living adjustments have not been consistent
- Minimum salary in most pay ranges is no longer competitive and creates difficulty in recruiting
- Justified hiring above the minimum salary to fill critical vacancies has contributed to salary inequity and exacerbated compression issues with existing employees
- Significant salary compression was created, particularly at lower pay grades, by moving all employees to a minimum of \$15/hour

The recommended budget includes \$95,000 to conduct an organization-wide classification and market study to address salary compression, inequity and competitive pay within the ranges. The prior classification study was conducted in 2012 with study recommendations implemented over three budget years. The following comparable local governments are in various stages of this type of study:

- City of Fayetteville – partial implementation of wage and compensation study
- Durham County – classification and compensation study (June 2018)

- Durham County – selected grades study based on hard to fill positions (December 2021)
- Forsyth County – currently conducting a compensation study
- Guilford County – currently conducting a compensation study
- New Hanover County – preparing for compensation study in FY2023
- Wake County – classification and compensation study (January 2020)
- Wake County – compression study (2021)

Without examining and adjusting our classification system and pay practices, we will continue to be outpaced by local and regional employers in recruiting and retaining a talented workforce. The scope of the classification and market study will include a plan with options for implementing recommendations. In conjunction with this step, we need to reinvent our work environment and policies to create options for that work/life balance and strategies that appeal to the next generation of employees.

Cost of Living Adjustment

The recommended budget includes funding for a 4% cost-of-living adjustment for all County employees. Over the last 12 years, our cost-of-living adjustments have not been consistent. Inflation has risen sharply in the last two years, and we are hearing stories of our employees struggling with a decrease in disposable income coupled with increasing rental rates, gas prices and business costs passed on to consumers. Additionally, other jurisdictions are planning to implement cost-of-living adjustments, so this will prevent us from falling further behind.

Law Enforcement Market Adjustment

Nationally, law enforcement agencies are struggling to recruit and retain law enforcement and detention officers. Many agencies, including some of our benchmark and neighboring jurisdictions, have created large incentives and progressive pay enhancements to recruit and to reduce turnover. Management continues to monitor the compensation market for law enforcement in conjunction with our high turnover in the Sheriff's Office. As we have noted, local governments are conducting general pay studies, but others are looking solely at law enforcement.

The turnover rate at the detention center remains high with a vacancy rate hovering around 56%. To remain competitive locally and regionally, the recommended budget includes a market adjustment for law enforcement salaries. It is recommended to adjust the entry level detention officer pay to \$40,457, an increase of \$2,710 above the 4% cost-of-living increase.

The vacancy rate and turnover rates remain high for the deputy classification as well. It is also recommended that the deputy sheriff entry rate be adjusted to \$44,000, an increase of \$2,780 above the 4% cost-of-living increase. This increase would apply to all deputy classifications excluding the rank of captain and above.

The cost-of-living adjustment and the law enforcement market adjustment do not require the allocation of additional funding. Due to our continuing vacancy rates, salary and fringe benefits

have been budgeted at 95% of budgeted salaries and fringe benefits, which frees up funding for these two pay initiatives.

New Initiatives

Consolidation of Print, Mail & Design Services (PMD) and Public Information Office (PIO)

Over the last few years, management has continued to identify strategies to address operational efficiencies through consolidation. To continue that effort, PMD has been merged with PIO. PMD is a small operation that handles all internal and external mail functions, printing and graphic design. This consolidation creates cross-training for PMD functions and greater coordination of the graphic design function shared between PIO and PMD.

Permanent Remote Work – Social Workers

During the pandemic, the County quickly adapted to a remote work environment, where practical, to continue serving our citizens. This transition was handled in a more reactionary mode to ensure seamless service delivery. Remote work was successful during the pandemic, but we realized a well-developed plan was needed for continued remote work.

First, our Innovation & Technology Services Department (ITS) had to adapt to troubleshooting and support of electronic devices remotely, which in some cases was more time consuming and stretched our internal ITS capacity. Second, remote work could increase our annual technology cost in the absence of a plan. As an example, if a worker retains a desktop computer in the office and a laptop computer for remote work, that duplication of technology increases costs of equipment replacement and software licenses.

Social workers in DSS have been identified as a classification of employees who can work full-time from home without the need for an office or duplicated equipment. To advance this effort, the recommended budget includes \$206,500 for 295 scanners to make remote work fully efficient for social workers. A shared bank of cubicles with remote ports will be established for social workers who may need to come to the office.

Remote work plays a key role in an employee's ability to maintain flexible work schedules, which creates a positive work/life balance. Non-traditional hours may also assist our customers who work full-time and need assistance outside of the traditional 8 to 5 workdays. Additionally, office space within the DSS building can be freed up for utilization by other County functions.

Performance standards with monitoring tools will be established to ensure continued productivity and quality of service to our citizens.

Centralization of Fleet Management

Over the last several years, our fleet management division has implemented strategies to improve service to their internal customers, create policies and procedures to improve operations and add technology to enhance services. During FY2022 a new software system was installed which replaced a paper-work order system. Technicians now have iPads to check in customers dropping off their County vehicles for service and all work is immediately entered into the system. This has significantly improved the customer experience and created an electronic system that provides data on vehicle parts, repairs and labor.

The recommended budget includes the centralization of the fleet maintenance function. Previously, funds for vehicle purchases, maintenance and repair, fuel and insurance were budgeted individually in departmental budgets. This budget consolidates those budgeted items in the fleet management cost center. All vehicles will be ordered and procured by fleet management to standardize the fleet and better predict and manage the budget for vehicle operations.

Emergency Shelter Generators

During Hurricanes Matthew and Florence, we opened several emergency shelters to provide protection for our residents. We learned during those events that many facilities did not have all the components needed to shelter residents for extended periods of time. Many shelters have generators but not shower facilities, or they have shower facilities without generators. To better serve our community in an emergency, the County set aside funding during FY2022 to fund the engineering for the electrical work needed to run the generators as well as the purchase of the generators. The engineering work is currently in process and we anticipate ordering the generators during FY2023.

Other Funds – Funding Priorities

Capital Investment Fund

The expenditures budgeted through the Capital Investment Fund (CIF) are capital, debt service, maintenance and repairs and technology. A detail of the recommended expenditures for the CIF is below.

CATEGORY	RECOMMENDED BUDGET FY2023
DEBT SERVICE	\$11,798,276
FTCC CAPITAL	11,200,000
CAPITAL IMPROVEMENT PLAN	3,416,000
PRELIMINARY CAPITAL	450,000
TECHNOLOGY	1,070,660
MAINTENANCE & REPAIRS	924,500
GRAY'S CREEK PHASE I INITIAL COST	258,600
TRANSFERS OUT	807,775
TOTAL CAPITAL INVESTMENT FUND	\$29,925,811

Fayetteville Metropolitan Planning Organization (FAMPO)

The recommended budget includes funding in the amount of \$116,965 for two new positions. A business manager is included to provide accounting oversight for all FAMPO grant programs. With the expansion of grant opportunities, a dedicated position is needed for these critical functions. A processing assistant position is recommended to pick up the duties previously carried out by a volunteer. Both positions are funded at 80% federal and 20% County funds.

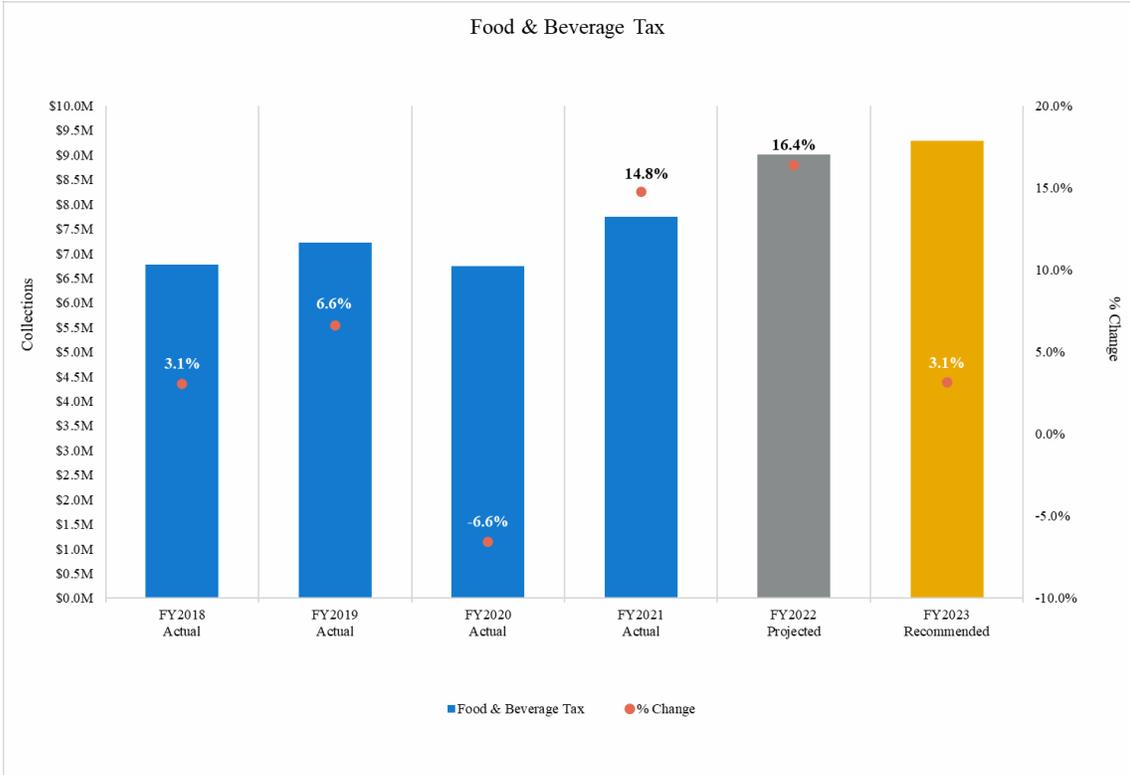
Enterprise Funds Considerations

Crown Center

Three major revenue sources support the Crown Center (Crown) operations, debt service and capital expenses. Those revenue sources are event revenue, food & beverage and occupancy taxes. These Crown revenues have been negatively impacted by COVID-19 and the Governor’s Executive Order prohibiting mass gatherings. Events were limited at the Crown during FY2020 and FY2021. However, events have increased since the venue reopened during FY2022.

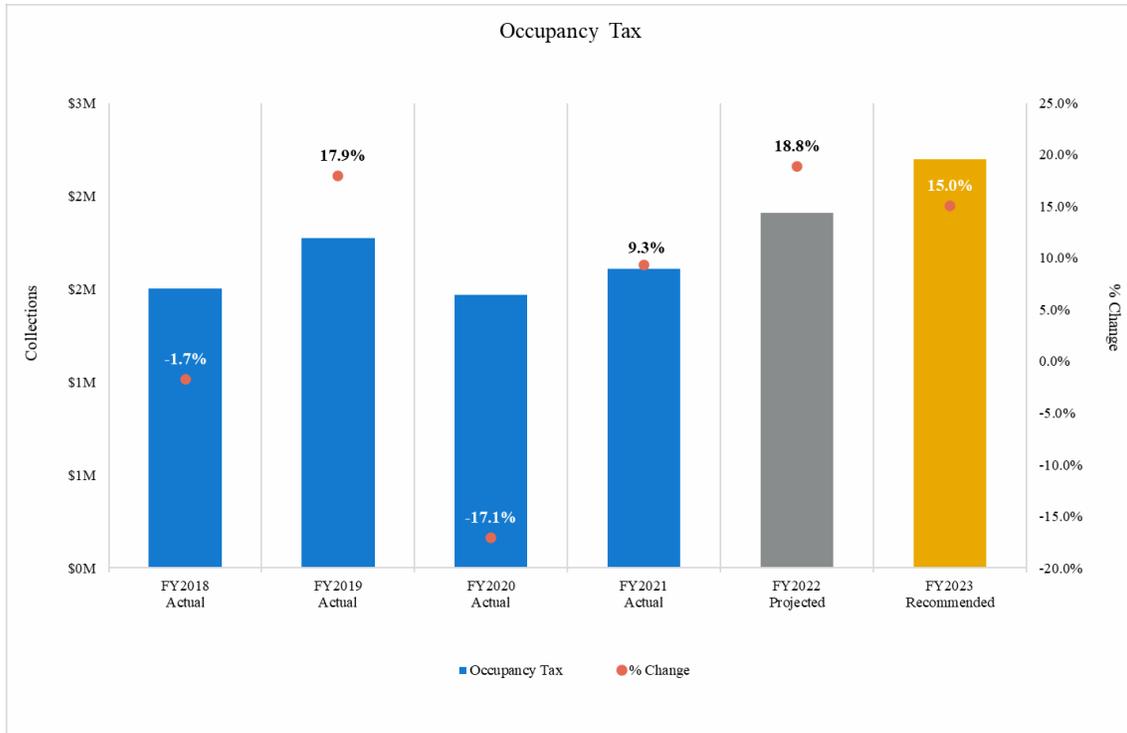
Food & Beverage Tax

Food & beverage tax revenue collections have continued to rebound from the pandemic slowdown in FY2020. We project FY2022 collections will increase 16.4% or \$1,269,605. The FY2023 collections for food and beverage taxes are budgeted at \$9,295,190, which represents an increase of \$1.9M (25.7%) over the FY2022 budget.



Occupancy Tax

Unlike sales tax and food & beverage tax, the occupancy tax was hit hard by COVID-19, resulting in a decrease of over 17% from FY2019. During FY2022, occupancy tax collections have improved significantly, and we project an increase of \$302,374 (18.8%) over FY2021. The recommended budget for FY2023 is \$2,195,752 as we expect a continued increase in occupancy tax collections.



Solid Waste Enterprise Fund

The recommended budget for the Solid Waste Fund is \$15,837,167, which represents an increase of 4.6% over the prior year adopted budget. Included in the budget is \$2.7M for equipment and vehicle replacement.

The recommended budget includes two new solid waste attendant positions at a cost of \$98,482. These positions will assist citizens with unloading their materials, which will improve the customer experience at the Ann Street Landfill.

Funding is included in FY2023 for the continued development and implementation of a long-term Solid Waste Master Plan. This plan will be a comprehensive document that will guide our current and future decisions related to all aspects of our Solid Waste operation.

Conclusion

The FY2023 Recommended Budget is presented for your review and consideration as you develop an adopted budget. This budget is fiscally sound and prioritizes the Board's goals and preserves our core services. In addition, this budget provides funding for additional mental health services, a pilot program focusing on prevention strategies for vulnerable families and a cost-of-living adjustment for our greatest asset: our employees. The Board of Commissioners' commitment to resiliency, fiscal prudence and long-term sustainability has been the stabilizing factor in creating and preserving our strong financial position.

The last two years have been characterized by rapid, abrupt and constant change. Today, uncertainty remains around the economy, labor market challenges and the impacts of the continued war in Ukraine. As an organization, we have persevered through the challenges of the last two years due to the personal sacrifice and dedication of our workforce. They are truly our greatest resource.

Thank you to County departments, our Budget Division, Finance Director, Public Information Office and the Management Team in developing this recommended budget under continued unprecedented circumstances.

Respectfully submitted,

A handwritten signature in blue ink that reads "Amy H. Cannon". The signature is written in a cursive, flowing style.

Amy H. Cannon
County Manager

Budget Ordinance

The Board of County Commissioners hereby adopts and enacts the proposed 2023 fiscal year budget as recommended by the County Manager with amendments incorporated herein as the County of Cumberland's budget for FY2023 under the following terms and conditions:

SECTION I. ADOPTION OF FISCAL YEAR 2023

- a. Adjustments to the Recommended Budget - amendments to the County Manager's recommended budget as approved by the Board of County Commissioners are listed on Attachment A and shall include subsequent adjustments approved through June 30 which are required to implement this budget.
- b. Adopted Revenue - in accordance with § 159-13(a), Attachment B sets forth estimated revenue amounts by source pertaining to each fund.
- c. Adopted Expenditures - in accordance with § 159-13(a), Attachment C sets forth appropriated amounts for each county department. The Budget Ordinance shall govern the total dollar amount appropriated by fund.

SECTION II. TAX LEVIES, FEES AND OTHER CHARGES

- a. Ad Valorem - the countywide ad valorem tax rate is hereby adopted and levied at 79.9 cents per \$100 valuation.
- b. Special Recreation Tax - the countywide special recreation tax rate is hereby adopted and levied at 5.0 cents per \$100 valuation.
- c. Solid Waste - the countywide Solid Waste disposal fee is levied per household in the amount of \$56 annually. The assessed fee is authorized to be printed on the property tax bill and collected in the same manner as property tax.
- d. The Fire Tax District Rate for the Cumberland County Fire Protection Service District is hereby adopted and levied at 15.0 cents per \$100 valuation.
- e. Fee Schedules - changes to fees, as presented during budget work sessions, will be incorporated into the fee schedule shown within the reference section of the Adopted Budget.

SECTION III. SCHOOLS' CURRENT EXPENSE

- a. The Cumberland County Board of Education's current expense appropriation is hereby adopted at \$84,305,166.
- b. Fayetteville Technical Community College's current expense appropriation is adopted at \$14,213,903.

SECTION IV. PERSONNEL

- a. Cost of Living Increase - a 4% cost of living increase will be implemented for all permanent full time and part-time employees who are active on July 1, 2022, to be effective with pay period beginning July 3, 2022.
- b. Position Classification and Pay Plan Approved - the County Manager or designee shall be responsible for the administration and maintenance of the position classification plan and shall have authority to create new classifications and reallocate existing classifications within the salary plan for all existing county positions. Positions governed by state personnel are subject to the salary plan for classification purposes. The Board of County Commissioners shall annually approve the classification and salary plan.
- c. 401K Retirement Plan - the budget also funds a 2% employer contribution to a 401K retirement plan for all employees eligible to participate in the Local Government Employees Retirement System.

Budget Ordinance

SECTION V. BOARD COMPENSATION

- a. Board Compensation - compensation and allowances for the members of the Board of County Commissioners shall be as provided in the annual budget, the details of which are shown below:

Compensation:	
(1) Chairman at \$31,100, (1) Vice Chairman at \$25,297 and (5) Commissioners at \$23,297 each	\$172,882
(7) Commissioners: 4% Cost of Living Adjustment effective with pay period beginning July 3, 2022	\$6,916
Per Diem:	
(7) Commissioners: \$50 per day for out of County travel on County business	\$7,000
Travel Allowance:	
(1) Chairman at \$8,400 and (6) Commissioners at \$7,200 each	\$51,600
Total Compensation and Allowances:	\$238,398

Other Benefits:

County Commissioners are offered the opportunity to participate in the County's Health and Dental Insurance Plans, Flexible Medical Spending Account and Life Insurance Plans. Participation in the County's Pharmacy and Medical Clinic is also available as well as continued participation in the County's Health Insurance Plan upon separation from the County, based upon criteria established in the amended resolution adopted on November 17, 2014.

County Commissioners who elect to participate in the 457 Deferred Compensation Plan receive a County contribution, maximum match, of 4.9% of salary.

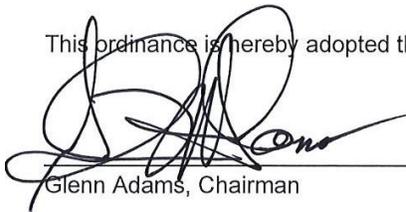
SECTION VI. BUDGET POLICIES

- a. Amendments to the budget - any shortfalls or other adjustments in revenues or expenditures created by the above adopted budget shall be adjusted by a like amount appropriation from the fund balance of the County of Cumberland or an adjustment to contingency or other line item so that the fiscal year 2023 budget of the County of Cumberland is balanced pursuant to Chapter 159 of the N.C. General Statutes.
- b. Board authorization - no revenues may be increased, no transfers between different funds, no increases to regular salaries and no expenditure transfers of \$100,000 or greater between departments may be processed unless formal action is taken by the Board of Commissioners.
- c. Manager authorization - the County Manager is hereby authorized to transfer appropriations within a fund as contained herein the following conditions:
 1. Use of contingency - Board approved contingency funds may be appropriated by the County Manager within and between departments in the same fund. Any such expenditures shall be reported to the Board at its next regular meeting and recorded in the minutes pursuant to § 159-13 (b)(3).
 2. Grant reductions - upon notification of funding decreases from state, federal or grant sources, budgets may be adjusted to match with the approval of the County Manager. Action from the Board of Commissioners will not be required unless staffing is affected.

Budget Ordinance

3. Lapse salaries and capital items - funding from lapse salaries cannot be used for other operating expenditures unless approved by the County Manager. Movement of funds to purchase unbudgeted capital items must be approved by the County Manager.
4. Transfers - the County Manager may approve the transfer of amounts less than \$100,000 within the same fund upon finding they are consistent with operational needs.

This ordinance is hereby adopted the 6th day of June 2022.



Glenn Adams, Chairman



Amy H. Cannon, County Manager

Amendment 2 to FY2023 Budget Ordinance Adopted on June 13, 2022

Fund	Expenditure Increase/(Decrease)	Revenue Increase/(Decrease)
101 - General Fund Adopted Budget	\$362,239,945	\$362,239,945
Community Funding: Second Harvest Food Bank	12,750	
Fund Balance		12,750
Total Amended General Fund:	\$362,252,695	\$362,252,695

This is amendment number 2 to the FY2023 budget ordinance and is hereby adopted on the 13th day of June 2022.

Recusals: Commissioner Glenn Adams

Vote: UNANIMOUS (5-0) (Commissioners Larry Lancaster, Jeannette Council, Toni Stewart, Charles Evans and Jimmy Keefe)

Amendment 1 to FY2023 Budget Ordinance Adopted on June 13, 2022

Fund	Expenditure Increase/(Decrease)	Revenue Increase/(Decrease)
101 - General Fund Adopted Budget	\$362,252,695	\$362,252,695
Community Funding: Second Harvest Food Bank	(12,750)	
Fund Balance		(12,750)
Total Amended General Fund:	\$362,239,945	\$362,239,945

This is amendment number 1 to the FY2023 budget ordinance and is hereby adopted on the 13th day of June 2022.

Recusals: Commissioner Glenn Adams

Vote: UNANIMOUS (5-0) (Commissioners Larry Lancaster, Jeannette Council, Toni Stewart, Charles Evans and Jimmy Keefe)

Adjustments to the Recommended Budget

Attachment A

Fund	Expenditure Increase/(Decrease)	Revenue Increase/(Decrease)
101 - General Fund Recommended Budget	\$362,177,033	\$362,177,033
Culture Recreation Other: HealthNet	30,000	
Culture Recreation Other: Vision Resource Center	3,000	
Culture Recreation Other: The Arts Council of Fayetteville/Cumberland, Inc.	(33,000)	
General Government Other: FCEDC	50,000	
General Government Other: Utilities	(50,000)	
General Government Other: Transfer to Fund 273	(48,368)	
General Government Other: Transfer to Fund 274	7,440	
General Government Other: Transfer to Fund 277	114,510	
Governing Body: Vice Chairman pay increase with 4% COLA	2,080	
Fund Balance		75,662
Total Amended General Fund:	\$362,252,695	\$362,252,695
273 - MPO Administration Fund	\$586,355	\$586,355
Office Assistant (new position)	(48,368)	
Transfer from Fund 101		(48,368)
Total Amended MPO Administration Fund:	\$537,987	\$537,987
274 - MPO Direct Attributable Fund	\$450,000	\$450,000
Contracted Services for FAMPO Planning		160,000
Fayetteville MPO Reimbursement		21,560
Other Municipalities Reimbursement		11,000
Transfer from Fund 101		7,440
MPO Transit Consultant	200,000	
Total Amended MPO Direct Attributable Fund:	\$650,000	\$650,000
277 - NC Elderly-Handicap Transportation Fund	\$1,077,153	\$1,077,153
Urbanized Transportation Grant (5307)		145,490
Office Assistant (new position)	48,368	
Urbanized Transportation (5307)	151,632	
Transfer from Fund 101		54,510
Enhanced Mobility Grant (5310)		240,000
Enhanced Mobility (5310)	300,000	
Transfer from Fund 101		60,000
Total Amended NC Elderly-Handicap Transportation Fund:	\$1,577,153	\$1,577,153

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
101 - GENERAL FUND		
41 - TAXES AND LICENSES		
411000 - TAXES CURRENT YEAR	\$170,695,791	
411001 - TAXES 1ST PRIOR YEAR	1,000,000	
411002 - TAXES 2ND PRIOR YEAR	150,000	
411009 - TAXES ALL PRIOR YEARS	120,000	
411100 - MOTOR VEH TAG & TAX - DOR	23,242,940	
411198 - MOTOR VEH TAX ALL PRIOR YEARS	25,000	
411200 - ADVERTISING CHARGES	40,000	
411201 - INTEREST	559,864	
411235 - LATE LISTING PENALTY	175,000	
411250 - PROCESS FEES-TAX DEPT	32,000	
411550 - REAL ESTATE TRANSFER TAX	2,100,000	
411575 - BEER AND WINE TAXES	383,000	
411600 - SALES TAX ART 39 1C	24,199,637	
411601 - SALES TAX ART 40 1/2C	14,524,537	
411602 - SALES TAX ART 42 1/2C	8,026,449	
411605 - SALES TAX ART 44 REP	42,062	
411606 - SALES TAX ART 46 1/4C	15,009,215	
411650 - SALES TAX VIDEO & TELECOMM	434,060	
411750 - RENTAL VEH RECEIPTS CUR YR	613,000	
411760 - RENTAL EQUIP RECEIPTS CUR YR	215,000	
42 - INTERGOVERNMENTAL UNRESTRICTED		
422000 - FEDERAL PRISONERS HOUSING	15,000	
422020 - SOCIAL SECURITY INCENTIVE PMT	20,000	
422100 - NC PRISONER HOUSING	200,000	
422110 - INVESTIGATION SUPPORT	30,000	
422130 - SAFE ROADS ACT (DWI)	16,200	
422200 - FAYETTEVILLE TAX COLLECTION	283,636	
422202 - FAY ST EQUALIZATION	9,035,924	
422206 - SPRING LK ST EQUALIZATION	428,469	
422207 - GODWIN ST EQUALIZATION	3,049	
422300 - MUNICIPALITIES TAX COLLECTION	323,000	
422302 - CITY OF FAYETTEVILLE	9,752	
422305 - TOWN OF HOPE MILLS	269,343	
422307 - TOWN OF SPRING LAKE	178,000	
422310 - TOWN OF EASTOVER	81,500	
422400 - ABC 3 1/2%	1,678,362	
422401 - ABC STORE PROFIT	5,701,172	
422500 - FTCC REIMBURSEMENT	6,000	
43 - INTERGOVERNMENTAL RESTRICTED		
433012 - USDA NATURAL RES CONSERV GRNT	2,133,645	
433065 - STATE CRIMINAL ALIEN ASSIST	50,000	
433070 - CHILD SUPPORT SVCS INCENTIVE	500,000	
433071 - CHILD SUPPORT SERVICES IV-D	3,342,964	
433076 - BYRNE GRANTS	267,691	
433089 - ADULT SOBRIETY COURT	43,348	
433091 - BODY WORN CAMERA GRANT	700,000	
433099 - HOMELESS SERVICES	20,000	
433100 - NC HEALTH SERVICES	233,260	
433101 - NC BREASTFEEDING PEER COUNSELR	149,756	

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
433102 - NC HEALTH PROMOTION	\$34,354	
433103 - NC TB PROJECT	111,629	
433105 - NC COMMUNICABLE DISEASE	69,778	
433106 - NC IMMUN ACTION PLAN	146,804	
433107 - NC SCHOOL HEALTH INITIATIVE	189,406	
433108 - NC - YOUTH PREVENTION FUNDING	126,155	
433111 - NC FAMILY PLANNING	418,165	
433112 - NC WIC ADMINISTRATION	165,000	
433113 - NC WIC NUTRITION EDUCATION	473,538	
433114 - NC WIC CLIENT SERVICES	1,808,915	
433115 - NC WIC BREASTFEEDING PROGRAM	100,000	
433118 - NC CHILD HEALTH	196,604	
433119 - NC CHILD CARE COORDINATION	50,573	
433120 - NC MATERNAL HEALTH	198,910	
433121 - NC BREAST & CERVICAL CANCER	46,850	
433123 - NC CHILD FATALITY PREVENTION	4,175	
433124 - NC AIDS CONTROL	25,000	
433125 - NC ENVIRONMENTAL HEALTH	60,000	
433126 - NC BIO-TERRORISM TEAM GRANT	72,500	
433136 - NC POSITIVE PARENTING PROG	270,921	
433137 - COMPREHENSIVE OPIOID ABUSE	305,458	
433139 - ELC DETECTION ACTIVITIES	1,842,500	
433140 - IPC REGIONAL TEAM COVID	195,700	
433141 - NC PARTNERSHIP CHILD-CCHC	229,736	
433143 - ADVANCING EQUITY	67,980	
433144 - ARPA-COVID REG WORKFORCE	1,850,000	
433146 - NON-FEDERAL SHARE REIMBURSEMEN	278,345	
433147 - ARPA SCHOOL HEALTH WORKFORCE	360,000	
433148 - CD PANDEMIC RECOVERY	296,451	
433150 - NC COVID VACCINE	289,460	
433201 - WORKFIRST	80,000	
433300 - SSBG OTHER SVCS & TRAINING	1,873,689	
433302 - FOOD STMP RCVRY INCENTIVE	9,695	
433303 - FOOD STAMP ADMIN	4,638,236	
433304 - DMA MEDCD REIMB TRANS	1,500,000	
433305 - CCDF - ADMIN	932,362	
433306 - PERMANENCY PLANNING-REG	82,025	
433307 - SHARE THE WARMTH	6,526	
433310 - CSE SHARES-IVE	7,500	
433311 - CSE SHARES-SFHF	100,000	
433312 - FOSTER CARE BOARD	5,175,446	
433313 - DIVORCE FILING FEES	20,000	
433314 - IV - E ADMINISTRATION	2,719,801	
433315 - ADOPT ASSIST IV-B NAS	56,250	
433316 - EMERGENCY SHELTER GRANT	22,940	
433317 - SPECIAL LINKS	50,000	
433318 - ENERGY PROGRAM	313,259	
433319 - DOMESTIC VIOLENCE GRANT	20,000	
433320 - ADULT PROTECTIVE SERVICES	31,199	
433321 - HEALTH CHOICE	92,000	
433323 - FAMILY VIOLENCE GRANT	46,292	
433324 - MEDICAL ASSIST ADMIN	6,079,977	
433326 - TANF	5,373,121	

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
433330 - FVPSA	\$30,786	
433331 - ADULT DAY CARE	142,145	
433332 - LINKS	140,073	
433333 - CRISIS INTERVENTION	3,828,237	
433334 - EMPL SERVICES	850	
433335 - CHILD WELFARE IN HOME	656,417	
433337 - FAMILY REUNIFICATION	104,779	
433338 - MISCELLANEOUS	4,000	
433349 - PREVENTION SERVICES	396,211	
433500 - NC LIBRARY PROGRAMS GRANT	305,979	
433620 - NC SOIL CONSERV COST SHARE PGM	29,000	
433626 - NC DISASTER RECOVER ACT2018	363,987	
433635 - NC C5 RENT	26,595	
433670 - NC VETERANS SERVICE	2,000	
433673 - CRIME COMMISSION GRANT	149,893	
433681 - NC PREPAREDNESS GRANT	78,000	
433682 - LEPC - HAZARD MATERIALS PLAN	10,000	
433687 - NC LEPC TIER II GRANT	1,000	
433688 - HOMELAND SECURITY GRANT	45,800	
433689 - NC HAZARD MITIGATION	140,000	
433700 - ADVISORY COUNCIL	6,800	
433701 - HORTICULTURE	7,500	
433703 - FIELD CROPS	4,800	
433704 - FAMILY & CONSUMER SCIENCES	10,000	
433705 - 4-H	25,000	
433706 - COOP EXT FUNDRAISERS	3,500	
433707 - COMMERCIAL HORTICULTURE	5,000	
433708 - LIVESTOCK	2,000	
433709 - BETTER LIVING	6,500	
433710 - FARM APP	4,000	
433716 - CUMB COMMUNITY FOUNDATION	32,000	
433721 - FTCC - SPRING LAKE LIBRARY	57,054	
433730 - CSC FACILITIES FEES	300,000	
433746 - CONTRIBUTIONS TO SHERIFF	7,000	
433750 - CC SCHOOL HEALTH	1,059,165	
433760 - ABC 5 CENTS TAX REVENUE	137,276	
433761 - ABC PROFIT FOR EDUCATION	390,642	
433768 - DUKE ENDOWMENT GRANT FUND	136,400	
433772 - OTHER MUNICIPALITIES MPO REIMB	100,000	
433780 - VEHICLE RESERVE-GOV DEALS	30,000	
433803 - COURT ORDERED FORFEITED FUNDS	500	
433805 - CONCEALED WEAPON PERMIT	300,000	
433810 - NC PRECIOUS METALS	1,000	
433820 - STORM WATER UTILITY	76,008	
44 - CHARGES AND SERVICES		
444000 - SINGLE FAMILY DWELLING	360,000	
444001 - MANUFACTURED HOME	28,000	
444002 - BUILDING INSPECTION	220,000	
444003 - ELECTRICAL INSPECTION	50,000	
444004 - HEATING A/C INSPECTION	110,000	
444005 - PLUMBING INSPECTION	18,000	
444006 - ZONING	22,000	

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
444008 - GEN. CONTRACTOR PERMIT FEE	\$5,000	
444009 - COUNTY DEMOLITION	20,000	
444012 - MISCELLANEOUS INSPECTN/PERMIT	24,000	
444025 - PLANNING REZONING FEES	35,000	
444026 - PLANNING PROJECTS FEES	225,000	
444050 - MARRIAGE LICENSE	75,623	
444055 - REGISTER OF DEEDS FEES	1,129,150	
444056 - MAILING FEES	1,000	
444060 - NCVR CERTIFIED COPY	2,227	
444100 - ESCROW NC TB CONTROL	3,000	
444101 - EW NC STD/CD	180,000	
444102 - ESCROW EXPRESS CARE	270,000	
444104 - EXPRESS CARE FEES	147,000	
444105 - PLOT PLANS	185,000	
444106 - RABIES CLINIC	8,200	
444107 - ENVIRONMENTEL HEALTH FEES	200,000	
444108 - MEDICAL CLINIC	5,000	
444109 - CAROLINA ACCESS CAPITATION FEE	70,000	
444110 - LAB FEES	115,000	
444111 - FAMILY PLANNING FEES	50,000	
444112 - CASE MANAGEMENT FEES	2,124,321	
444115 - TB CLINIC FEES	30,000	
444117 - CHILD HEALTH FEES	24,000	
444118 - MATERNAL HEALTH FEES	14,000	
444120 - MEDICAL RECORD FEES	2,000	
444121 - COMMUNICABLE DISEASE FEES	6,000	
444122 - MISCELLANEOUS	1,500	
444124 - HEALTHNET FEES	40,000	
444125 - ESCROW NC CHILD/MATERNAL HLTH	747,000	
444126 - PHARMACY SERVICES	408,216	
444200 - BOOK FINES	495	
444201 - NON-RESIDENT LIBRARY FEES	2,200	
444400 - PROCESS FEES	550,000	
444401 - DETENTION CENTER FEES	65,000	
444402 - ID FEES	175,000	
444403 - SECURITY - DSS	85,000	
444404 - SECURITY - HEALTH DEPT	93,000	
444405 - SECURITY - BOARD OF ED	3,155,000	
444408 - CSC OFFICER FEES	40,000	
444409 - CUMB CO CHILD SPT ENFORCEMENT	565,000	
444412 - CSC RESTITUTION	2,500	
444413 - COMMISSION PROPERTY SALE	10,000	
444417 - CSC DRUG LAB FEES	7,500	
444500 - CFVH ELIGIBILITY SPECIALIST	35,000	
444501 - DSS ENROLLMENT FEES	1,500	
444502 - ADOPTION INTERMEDIARY SVC FEE	2,400	
444503 - RELATIVE ADOPTION	1,000	
444504 - INDEPENDENT PLACEMENT STUDY	1,500	
444507 - ENERGY NEIGHBORS	13,209	
444600 - PRINTING FEES	95,000	
444610 - CSS NPA COLLECTION FEES	60,000	
444611 - CHILD SUPPORT SERVICES FEES	7,500	
444612 - CHILD SUPPORT PATERNITY LOCAL	500	

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
444624 - FIRE PLANS REVIEW FEES	\$5,000	
444625 - INSPECTION FEES	50,000	
444626 - FIRE PERMIT FEES	10,000	
444628 - PERMIT FEES	5,000	
444630 - ANIMAL SHELTER FEES	20,000	
444632 - SPAY/NEUTER	27,000	
444634 - MICROCHIP FEES RECLAIM	9,200	
444635 - EUTHANASIA FEES	1,000	
444636 - FT. BRAGG SERVICE CONTRACT	90,000	
444637 - ADOPTION FEES	200,000	
444650 - GARAGE LABOR FEES	4,500	
444651 - SUPPLY FEES	720	
444653 - REBATES	2,500	
444680 - EMERGENCY 911 REIMB	90,000	
444690 - TAX SUPERVISOR COPIES	2,000	
444695 - COUNTY DEPT SIGN FEE	7,500	
444999 - INDIRECT COST CHARGES	702,246	
46 - SPECIAL ASSESSMENTS		
466002 - ASSESS BROOKLYN CIRCLE WATER	800	
466004 - BULLARD CIRCLE WATER	5,000	
466999 - INTEREST SPECIAL ASSESSMENTS	1,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	20,000	
488030 - PNC REBATE	35,000	
488100 - RENT BUILDINGS	123,245	
488101 - RENT DIV OF SOCIAL SERVICES	56,238	
488103 - LEASE/RENT INDUSTRIAL PARK	10,495	
488104 - LEASE LAND CFVMC	4,205,081	
488105 - LEASE WINDING CREEK ALLIANCE	203,940	
488107 - SNACK BAR RENTAL FEES	12,600	
488108 - RENT NO TILL DRILL	9,435	
488110 - UTILITIES REIMBURSEMENT	56,000	
488233 - PET SMART CHARITIES	10,000	
488234 - SOIL AND WATER FUNDRAISER	4,000	
488354 - ANIMAL SERVICES DONATIONS	1,000	
488400 - MISCELLANEOUS	34,100	
488406 - FIRE CHIEF'S ASSOCIATION	10,630	
488411 - POSTAGE	160,000	
49 - OTHER FINANCIAL SOURCES		
499200 - TRANSFER FROM FUND 200	67,455	
499220 - TRANSFER FROM FUND 220	24,000	
499901 - FUND BALANCE APPROPRIATED	7,691,202	
499903 - FUND BALANCE APPROP - HEALTH	380,519	
101 - GENERAL FUND TOTAL		\$362,252,695

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
106 - COUNTY SCHOOL FUND		
41 - TAXES AND LICENSES		
411603 - SALES TAX 1/2 SCH ART 40	\$4,633,333	
411604 - SALES TAX 1/2 SCH ART 42	9,266,667	
42 - INTERGOVERNMENTAL UNRESTRICTED		
422201 - FAY SALES TAX EQUALIZATION	930,000	
43 - INTERGOVERNMENTAL RESTRICTED		
433605 - NC EDUCATION LOTTERY PROCEEDS	3,256,990	
48 - MISCELLANEOUS GENERAL REVENUE		
488075 - SALES TAX REFUND	75,000	
106 - COUNTY SCHOOL FUND TOTAL		\$18,161,990
107 - CAPITAL INVESTMENT FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433075 - FEDERAL BOND INTEREST SUBSIDY	\$766,465	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	284,019	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	18,676,356	
499106 - TRANSFER FROM FUND 106	4,517,208	
499901 - FUND BALANCE APPROPRIATED	5,681,763	
107 - CAPITAL INVESTMENT FUND TOTAL		\$29,925,811
200 - FOOD AND BEVERAGE FUND		
41 - TAXES AND LICENSES		
411720 - FOOD & BEVERAGE TAX	\$9,295,190	
411729 - FOOD & BEVERAGE TAX ALL PRIOR	50,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	1,000	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	3,226,155	
200 - FOOD AND BEVERAGE FUND TOTAL		\$12,572,345
201 - INTERGOVERNMENTAL FUND		
41 - TAXES AND LICENSES		
411550 - REAL ESTATE TRANSFER TAX	\$2,445,490	
43 - INTERGOVERNMENTAL RESTRICTED		
433600 - STATE TREASURERS ALLOCATION	185,132	
433630 - NCVR SEARCH FEE	5,768	
433805 - CONCEALED WEAPON PERMIT	250,000	

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
44 - CHARGES AND SERVICES		
444050 - MARRIAGE LICENSE	\$105,873	
201 - INTERGOVERNMENTAL FUND TOTAL		\$2,992,263
204 - FEDERAL DRUG FORFEITURE FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433055 - FEDERAL DRUG FORFEITURES	\$250,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	75	
204 - FEDERAL DRUG FORFEITURE FUND TOTAL		\$250,075
205 - FEDERAL DRUG JUSTICE FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433055 - FEDERAL DRUG FORFEITURES	\$5,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	15	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	19,985	
205 - FEDERAL DRUG JUSTICE FUND TOTAL		\$25,000
206 - STATE DRUG FORFEITURE FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433674 - NC CONTROLLED SUBSTANC	\$20,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	10	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	19,990	
206 - STATE DRUG FORFEITURE FUND TOTAL		\$40,000
207 - INMATE WELFARE FUND		
44 - CHARGES AND SERVICES		
444123 - DET CTR HEALTH FEES	\$10,000	
444418 - VISITATION COMMISSION	32,000	
444419 - TABLET COMMISSION	32,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488201 - COMMISSIONS TELEPHONE	100,000	
488231 - SALES CANTEEN	120,000	
488400 - MISCELLANEOUS	10,000	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	270,800	
207 - INMATE WELFARE FUND TOTAL		\$574,800

Revenue by Fund and Source

Attachment B

REVENUE FY2023 ADOPTED BUDGET

210 - SCHOOL FINES & FORFEITURES		
43 - INTERGOVERNMENTAL RESTRICTED		
433751 - SCHOOL FINES & FORFEITURES		\$16,500
210 - SCHOOL FINES & FORFEITURES TOTAL		\$16,500
215 - ANIMAL MEDICAL FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433825 - INJURED ANIMAL STABILIZATION		\$5,500
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED		4,500
215 - ANIMAL MEDICAL FUND TOTAL		\$10,000
220 - SPECIAL FIRE DISTRICT FUND		
41 - TAXES AND LICENSES		
411000 - TAXES CURRENT YEAR		\$10,092,061
411001 - TAXES 1ST PRIOR YEAR		67,800
411002 - TAXES 2ND PRIOR YEAR		11,840
411100 - MOTOR VEH TAG & TAX - DOR		1,390,843
411198 - MOTOR VEH TAX ALL PRIOR YEARS		3,230
411201 - INTEREST		31,920
411235 - LATE LISTING PENALTY		4,905
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME		475
220 - SPECIAL FIRE DISTRICT FUND TOTAL		\$11,603,074
241 - INNOVATIVE COURT PROGRAM FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433778 - INNOVATIVE COURT GRANT		\$230,000
241 - INNOVATIVE COURT PROGRAM FUND TOTAL		\$230,000
242 - HUMAN TRAFFICKING WORTH FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433777 - HUMAN TRAFFICKING GRANT		\$100,000
242 - HUMAN TRAFFICKING WORTH FUND TOTAL		\$100,000
243 - STREAM RESTORATION GRANT FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433774 - STREAM RESTORATION GRANT		\$1,000,000
243 - STREAM RESTORATION GRANT FUND TOTAL		\$1,000,000

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
244 - SCIF HOMELESS GRANT FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433773 - SCIF HOMELESS GRANT	\$500,000	
244 - SCIF HOMELESS GRANT FUND TOTAL		\$500,000
245 - JUVENILE CRIME PREVENTION FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433312 - FOSTER CARE BOARD	\$130,000	
433399 - UNALLOCATED JCPC REVENUE	117,916	
433400 - NC JCP FIND-A-FRIEND	94,871	
433402 - NC JCP JUVENILE ASSESSMENT CTR	263,224	
433404 - NC JCP FAMILIES & COURTS TOGET	171,000	
433405 - NC JCP DISPUTE RESOLUTION	86,288	
433406 - NC JCP RESTITUTION	50,592	
433409 - JCP RESIDENTIAL GROUP HOME	139,650	
433412 - NC JCP FIND A FRIEND CRP	34,589	
433415 - NC JCP PICKENS PEACE PROJECT	81,763	
433420 - NC JCP COLT	47,500	
433422 - NC JCP SWAT YOUTH & FAMILY SVC	39,098	
44 - CHARGES AND SERVICES		
444701 - IN-KIND FIND-A-FRIEND	34,656	
444702 - IN-KIND JUVENILE RESTITUTION	8,249	
444703 - IN-KIND DISPUTE RESOLUTION	29,885	
444704 - IN-KIND JUVENILE ASSESSMENT CT	43,440	
444705 - STAFF SUPPORT	15,500	
444707 - IN-KIND FACT	16,057	
444870 - IN-KIND FIND A FRIEND CRP	8,730	
444873 - IN-KIND PICKENS PEACE PROJ	28,130	
444878 - INKIND JCP COLT	16,800	
444880 - INKIND SWAT YOUTH & FAMILY SVC	17,801	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	662,852	
499901 - FUND BALANCE APPROPRIATED	23,963	
245 - JUVENILE CRIME PREVENTION FUND TOTAL		\$2,162,554
250 - RECREATION FUND		
41 - TAXES AND LICENSES		
411000 - TAXES CURRENT YEAR	\$4,594,453	
411009 - TAXES ALL PRIOR YEARS	45,001	
411100 - MOTOR VEH TAG & TAX - DOR	596,547	
411198 - MOTOR VEH TAX ALL PRIOR YEARS	1,638	
411201 - INTEREST	16,311	
411235 - LATE LISTING PENALTY	2,532	
250 - RECREATION FUND TOTAL		\$5,256,482

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
260 - EMERGENCY TELEPHONE SYS FUND		
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	\$690,042	
260 - EMERGENCY TELEPHONE SYS FUND TOTAL		\$690,042
264 - CDBG-DISASTER RECOVERY		
43 - INTERGOVERNMENTAL RESTRICTED		
433697 - NC CDBG-DR	\$2,481,184	
433698 - NC-DISASTER RELIEF ACT 2017	200,000	
264 - CDBG-DISASTER RECOVERY TOTAL		\$2,681,184
265 - COUNTY CD FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433042 - CDBG ENTITLEMENT (FEDERAL)	\$858,539	
433082 - CARES GRANT	201,000	
433765 - PROGRAM INCOME ECON DEVEL	100,000	
433766 - PROGRAM INCOME HOUSING REHAB	74,342	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	265,446	
265 - COUNTY CD FUND TOTAL		\$1,499,327
266 - CD HOME FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433041 - H.O.M.E GRANT (FEDERAL)	\$376,512	
433093 - AMERICAN RESCUE PLAN ACT	1,435,021	
433755 - PROGRAM INCOME AFFORD HOUSING	100,000	
433766 - PROGRAM INCOME HOUSING REHAB	60,000	
433767 - PROGRAM INCOME 1ST TIME HOME	20,000	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	94,128	
499901 - FUND BALANCE APPROPRIATED	1,638,077	
266 - CD HOME FUND TOTAL		\$3,723,738
267 - CD SUPPORT HOUSING FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433040 - CONTINUUM OF CARE HUD GRANTS	\$240,101	
48 - MISCELLANEOUS GENERAL REVENUE		
488053 - FAYETTEVILLE REIMBURSEMENT	100,000	
488056 - COMMUNICARE REIMBURSEMENT	137,121	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	167,251	
267 - CD SUPPORT HOUSING FUND TOTAL		\$644,473

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
269 - EMERGENCY RENTAL ASSIST FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433092 - EMERGENCY RENTAL ASSISTANCE	\$10,000,000	
269 - EMERGENCY RENTAL ASSIST FUND TOTAL		\$10,000,000
273 - MPO ADMIN FUND		
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	\$41,154	
499275 - TRANSFER FROM FUND 275	101,418	
499276 - TRANSFER FROM FUND 276	395,415	
273 - MPO ADMIN FUND TOTAL		\$537,987
274 - MPO DIRECT ATTRIBUTABLE FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433759 - MPO TRANSIT CONSULTANT	\$160,000	
433763 - FAY-RALEIGH PASSANG RAIL STUDY	120,000	
433764 - FAMPO MTP UPDATE PLAN	240,000	
433770 - FAYETTEVILLE MPO REIMBURSEMENT	70,070	
433772 - OTHER MUNICIPALITIES MPO REIMB	35,750	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	24,180	
274 - MPO DIRECT ATTRIBUTABLE FUND TOTAL		\$650,000
275 - TRANSIT PLANNING		
43 - INTERGOVERNMENTAL RESTRICTED		
433000 - FEDERAL TRANSIT PLANNING	\$214,906	
433655 - STATE TRANSIT PLANNING IN-KIND	26,863	
433770 - FAYETTEVILLE MPO REIMBURSEMENT	14,479	
433772 - OTHER MUNICIPALITIES MPO REIMB	7,388	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	7,782	
275 - TRANSIT PLANNING TOTAL		\$271,418
276 - US DOT 104 FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433656 - NC DOT GRANT PL 104	\$454,300	
433770 - FAYETTEVILLE MPO REIMBURSEMENT	54,479	
433771 - FAYETTEVILLE IN KIND MATCH	12,500	
433772 - OTHER MUNICIPALITIES MPO REIMB	27,795	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	18,801	
276 - US DOT 104 FUND TOTAL		\$567,875

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
277 - NC ELDERLY-HANDI TRANSP FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433334 - EMPL SERVICES	\$85,199	
433653 - 5307 GRANT URBAN TRANSPORT	145,490	
433654 - 5310 GRANT ENHANCED MOBILITY	240,000	
433658 - NC EDTAP	184,334	
433659 - NC RURAL GENERAL PUBLIC GRANT	88,780	
433660 - NC 5310 GRANT NONMEDICAL TRANS	250,000	
433662 - NC COMMUNITY TRANS PROG GRANT	176,934	
433663 - AAA TRANSPORTATION REIMB	232,875	
44 - CHARGES AND SERVICES		
444700 - IN-KIND SERVICES	25,000	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	198,541	
277 - NC ELDERLY-HANDI TRANSP FUND TOTAL		\$1,577,153
280 - REPRESENTATIVE PAYEE FUNDS		
43 - INTERGOVERNMENTAL RESTRICTED		
433180 - DSS PAYEE CHECK RECEIPTS	\$1,000,000	
433181 - DSS SPEC CHECK RECEIPTS	26,000	
433182 - DSS PAYEE SAVING RECEIPTS	200	
433183 - DSS SPECIAL SAVINGS RECEIPTS	12,000	
280 - REPRESENTATIVE PAYEE FUNDS TOTAL		\$1,038,200
285 - TOURISM DEVELOP AUTHORITY FUND		
41 - TAXES AND LICENSES		
411701 - ROOM OCCUPANCY TAX TDA	\$8,976,047	
285 - TOURISM DEVELOP AUTHORITY FUND TOTAL		\$8,976,047
510 - CEMETERY TRUST FUND		
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	\$25	
488402 - BURIAL FEES	2,775	
510 - CEMETERY TRUST FUND TOTAL		\$2,800
600 - CROWN CENTER FUND		
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	\$130,602	
499200 - TRANSFER FROM FUND 200	10,434,435	
600 - CROWN CENTER FUND TOTAL		\$10,565,037

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
601 - CROWN MOTEL FUND		
41 - TAXES AND LICENSES		
411700 - ROOM OCCUPANCY TAX CROWN	\$2,195,252	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	500	
601 - CROWN MOTEL FUND TOTAL		\$2,195,752
602 - CROWN DEBT SERVICE FUND		
49 - OTHER FINANCIAL SOURCES		
499200 - TRANSFER FROM FUND 200	\$2,070,455	
499601 - TRANSFER FROM FUND 601	2,195,752	
602 - CROWN DEBT SERVICE FUND TOTAL		\$4,266,207
605 - NORCRESS WATER AND SEWER FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433725 - DEBT SERVICE FEE	\$77,160	
433727 - PUBLIC UTILITIES ADMIN FEE	15,432	
433728 - LIFT STATION FEES	133,653	
433795 - FACILITY INVESTMENT FEE (FIF)	1,340	
45 - ENTERPRISE CHARGES		
455205 - SEWER FEES - NORCRESS	347,641	
455208 - LATERAL/TAP CONSTRUCTION FEES	10,000	
455209 - CHEMICAL SURCHARGE FEE	27,158	
455214 - PUBLIC UTILITIES GENERAL FEES	1,205	
49 - OTHER FINANCIAL SOURCES		
499107 - TRANSFER FROM FUND 107	807,775	
605 - NORCRESS WATER AND SEWER FUND TOTAL		\$1,421,364
606 - KELLY HILLS WATER & SEWER FD		
43 - INTERGOVERNMENTAL RESTRICTED		
433727 - PUBLIC UTILITIES ADMIN FEE	\$4,032	
45 - ENTERPRISE CHARGES		
455203 - SEWER AVAILABILITY FEE	20,160	
455206 - M & R WATER/SEWER FEES	58,128	
455208 - LATERAL/TAP CONSTRUCTION FEES	10,000	
455213 - ELDER VALVE FEE	3,000	
455214 - PUBLIC UTILITIES GENERAL FEES	1,682	
455216 - OPERATION & MAINT FEE-OVERHILL	13,346	
48 - MISCELLANEOUS GENERAL REVENUE		
455212 - LATE FEES	4,170	
488401 - RETURN CHECK FEE	140	
606 - KELLY HILLS WATER & SEWER FD TOTAL		\$114,658

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
607 - SOUTHPOINT WATER & SEWER FD		
43 - INTERGOVERNMENTAL RESTRICTED		
433727 - PUBLIC UTILITIES ADMIN FEE	\$2,496	
45 - ENTERPRISE CHARGES		
455200 - WATER SALES	19,911	
455201 - WATER AVAILABILITY FEE	12,480	
455207 - TAP FEES	1,100	
455214 - PUBLIC UTILITIES GENERAL FEES	2,021	
455216 - OPERATION & MAINT FEE-OVERHILL	3,445	
48 - MISCELLANEOUS GENERAL REVENUE		
455212 - LATE FEES	2,925	
488401 - RETURN CHECK FEE	105	
607 - SOUTHPOINT WATER & SEWER FD TOTAL		\$44,483
608 - OVERHILLS WATER & SEWER FD		
43 - INTERGOVERNMENTAL RESTRICTED		
433727 - PUBLIC UTILITIES ADMIN FEE	\$7,608	
45 - ENTERPRISE CHARGES		
455203 - SEWER AVAILABILITY FEE	64,668	
455206 - M & R WATER/SEWER FEES	19,698	
455214 - PUBLIC UTILITIES GENERAL FEES	4,652	
455216 - OPERATION & MAINT FEE-OVERHILL	39,942	
48 - MISCELLANEOUS GENERAL REVENUE		
455212 - LATE FEES	8,340	
488401 - RETURN CHECK FEE	140	
608 - OVERHILLS WATER & SEWER FD TOTAL		\$145,048
625 - SOLID WASTE FUND		
41 - TAXES AND LICENSES		
411201 - INTEREST	\$32,000	
411340 - SOLID WASTE USER CURRENT	5,957,728	
411341 - SOLID WASTE USER 1 PRIOR	60,000	
411342 - SOLID WASTE USER 2 PRIOR	15,000	
411349 - SOLID WASTE USER ALL PRIOR	10,000	
43 - INTERGOVERNMENTAL RESTRICTED		
433690 - ELECTRONICS MANAGEMENT PROGRAM	10,000	
433692 - NC TIRE DISPOSAL	450,000	
433693 - NC WHITE GOODS DISPOSAL	100,000	
433694 - NC SOLID WASTE DISPOSAL TAX	80,000	
44 - CHARGES AND SERVICES		
444699 - GAS EXTRACTION LEASE	1,000,000	

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
45 - ENTERPRISE CHARGES		
455001 - SOLID WASTE SERVICES - COUNTY	\$200,000	
455002 - SALE OF RECYCLABLE MATERIALS	445,000	
455003 - COMMERCIAL GARBAGE FEES	3,800,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	100,000	
488352 - ENVIRONMENTAL ENFORCEMENT	4,500	
488400 - MISCELLANEOUS	5,500	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	3,567,439	
625 - SOLID WASTE FUND TOTAL		\$15,837,167
800 - WORKERS COMPENSATION FUND		
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	\$400	
488410 - WORKERS' COMPENSATION	2,167,113	
800 - WORKERS COMPENSATION FUND TOTAL		\$2,167,513
801 - GROUP INSURANCE FUND		
44 - CHARGES AND SERVICES		
444126 - PHARMACY SERVICES	\$180,000	
444127 - PHARMACY OTC	23,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	2,500	
488235 - DRUGS REBATE	1,501,000	
488300 - PPO EMPLOYER	18,023,451	
488301 - PPO EMPLOYEE	1,961,986	
488302 - NON-PARTICIPATING BCBS MATCH	7,500,000	
488303 - PREMIUMS RETIREES	194,042	
488404 - INSURANCE REIMBURSEMENT	2,320,159	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	2,000,000	
499901 - FUND BALANCE APPROPRIATED	1,000,000	
801 - GROUP INSURANCE FUND TOTAL		\$34,706,138
802 - EMPLOYEE BENEFIT FUND		
48 - MISCELLANEOUS GENERAL REVENUE		
488407 - EMPLOYEE SALARY DEDUCTIONS	\$435,000	
49 - OTHER FINANCIAL SOURCES		
499801 - TRANSFER FROM FUND 801	25,000	
802 - EMPLOYEE BENEFIT FUND TOTAL		\$460,000

Revenue by Fund and Source

Attachment B

	REVENUE	FY2023 ADOPTED BUDGET
803 - VEHICLE INSURANCE FUND		
48 - MISCELLANEOUS GENERAL REVENUE		
488409 - INSURANCE PREMIUMS - VEHICLES	\$1,100,000	
803 - VEHICLE INSURANCE FUND TOTAL		\$1,100,000
806 - GENERAL LITIGATION FUND		
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	\$205	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	100,000	
806 - GENERAL LITIGATION FUND TOTAL		\$100,205
TOTAL FUNDS		\$553,657,405

Expenditures by Department

Attachment C

	EXPENSE	FY2023 ADOPTED BUDGET
101 - GENERAL FUND		
1014100 - GOVERNING BODY	\$731,621	
1014105 - ADMINISTRATION	2,477,765	
1014107 - PUBLIC INFORMATION	1,513,899	
1014110 - COURT FACILITIES	161,920	
1014111 - HUMAN RESOURCES	1,069,040	
1014112 - FACILITIES MAINTENANCE	1,263,235	
1014113 - LANDSCAPING & GROUNDS	733,903	
1014116 - CARPENTRY SHOP	228,271	
1014117 - FACILITIES MANAGEMENT	1,577,802	
1014118 - PUBLIC BUILDINGS JANITORIAL	1,222,079	
1014119 - CENTRAL MAINTENANCE	4,826,432	
1014120 - INNOVATION & TECHNOLOGY SVCS	6,694,008	
1014125 - BOARD OF ELECTIONS	1,536,426	
1014130 - FINANCIAL SERVICES	1,594,931	
1014135 - LEGAL	1,194,665	
1014145 - REGISTER OF DEEDS	2,572,953	
1014146 - REGISTER OF DEEDS AUTOMATION	135,000	
1014152 - TAX ADMINISTRATION	6,156,743	
1014153 - PROPERTY REVALUATION	1,082,854	
1014195 - GENERAL GOVERNMENT OTHER	24,197,636	
1014200 - SHERIFF	28,912,752	
1014203 - DETENTION CENTER	21,624,256	
1014214 - LEO SEPARATION ALLOWANCE	870,900	
1014218 - SHERIFF GRANTS	967,691	
101422F - SCHOOL LAW ENFORCEMENT - LOCAL	5,351,041	
1014240 - EMERGENCY SERVICES	4,362,082	
1014245 - EMERGENCY SERVICES GRANTS	196,800	
1014247 - JUSTICE SERVICES	764,365	
1014248 - MISDEMEANOR PROGRAM	38,325	
1014250 - ANIMAL SERVICES	3,811,640	
1014295 - PUBLIC SAFETY OTHER	2,406,108	
1014301 - HEALTH DEPT GENERAL	19,577,633	
1014306 - DETENTION CENTER HEALTH PROG	3,452,920	
1014310 - ENVIRONMENTAL HEALTH	2,015,321	
101432B - BIO-TERRORISM PREPAREDNESS	72,500	
101432N - CARE COORDINATION FOR CHILDREN	907,368	
101432P - PREGNANCY CARE MANAGEMENT	1,448,723	
1014334 - WIC - CLIENT SVCS	2,697,209	
101433F - SCHOOL HEALTH - BOE	1,059,165	
101433M - COMMUNITY TRANSFORMATION GRANT	126,155	
1014340 - COURT ORDERED EVALUATION	318,840	
1014341 - SOBRIETY COURT	43,348	
1014342 - MENTAL HEALTH OTHER	5,297,296	
1014350 - HEALTH OTHER	83,771	
1014365 - DEPARTMENT OF SOCIAL SERVICES	54,522,775	
1014366 - SOCIAL SERVICES OTHER	12,737,799	
1014367 - GRANT FAMILY VIOLENCE CARE CTR	625,860	
1014380 - WELFARE OTHER	380,064	
1014395 - VETERANS SERVICES	569,737	
1014396 - CHILD SUPPORT SERVICES	6,009,577	
1014398 - SL RESOURCE CENTER ADMIN	39,074	

Expenditures by Department

Attachment C

	EXPENSE	FY2023 ADOPTED BUDGET
1014402 - LIBRARY	10,789,772	
1014440 - CULTURE RECREATION OTHER	260,569	
1014502 - PLANNING	3,250,424	
1014504 - ENGINEERING	645,819	
1014506 - NC COOPERATIVE EXTENSION SRV	799,223	
1014507 - NC COOPERATIVE EXTENSION PROG	75,100	
1014508 - LOCATION SERVICES	215,956	
1014509 - SOIL CONSERVATION DISTRICT	2,638,434	
1014511 - SOIL CONSERV/COST SHARE PROG	95,884	
101451A - PUBLIC UTILITES	100,241	
1014520 - ECONOMIC PHYSICAL DEVEL OTHER	20,000	
1014526 - INDUSTRIAL PARK	6,106	
1014529 - ECONOMIC INCENTIVES	510,626	
1014590 - WATER AND SEWER DEPARTMENT	100,000	
1014702 - EDUCATION	100,482,263	
101 - GENERAL FUND Total		\$362,252,695
106 - COUNTY SCHOOL FUND		
1064703 - SCHOOL SPECIAL SALES TAX	\$1,260,218	
1064704 - SCHOOL C.O. CATEGORY I	10,535,407	
1064706 - SCHOOL C.O. CATEGORY II	2,359,375	
1064708 - SCHOOL C.O. CATEGORY III	750,000	
1064718 - SCHOOL CAPITAL OUTLAY LOTTERY	3,256,990	
106 - COUNTY SCHOOL FUND Total		\$18,161,990
107 - CAPITAL INVESTMENT FUND		
1074183 - FTCC CAPITAL CIF	\$11,200,000	
1074184 - MAINTENANCE & REPAIR CIF	924,500	
1074185 - CAPITAL IMPROVEMENT PLAN CIF	3,416,000	
1074186 - PRELIMINARY CAPITAL CIF	450,000	
1074187 - INFORMATION TECHNOLOGY CIF	1,070,660	
1074190 - CAPITAL INVESTMENTS	1,066,375	
1074194 - DEBT SERVICE CIF	11,798,276	
107 - CAPITAL INVESTMENT FUND Total		\$29,925,811
200 - FOOD AND BEVERAGE FUND		
2004109 - PREPARED FOOD & BEVERAGE TAX	\$12,572,345	
200 - FOOD AND BEVERAGE FUND Total		\$12,572,345
201 - INTERGOVERNMENTAL FUND		
2014201 - SHERIFF	\$250,000	
2014364 - DOMESTIC VIOLENCE CENTER	105,873	
2014450 - EXCISE TAX ON DEEDS	2,636,390	
201 - INTERGOVERNMENTAL FUND Total		\$2,992,263
204 - FEDERAL DRUG FORFEITURE FUND		
204422R - FEDERAL DRUG FORFEITURE	\$250,075	
204 - FEDERAL DRUG FORFEITURE FUND Total		\$250,075
205 - FEDERAL DRUG JUSTICE FUND		
205422P - FEDERAL FORFEITURE - JUSTICE	\$25,000	

Expenditures by Department

Attachment C

	EXPENSE	FY2023 ADOPTED BUDGET
205 - FEDERAL DRUG JUSTICE FUND Total		\$25,000
206 - STATE DRUG FORFEITURE FUND		
2064208 - STATE DRUG FORFEITURE	\$40,000	
206 - STATE DRUG FORFEITURE FUND Total		\$40,000
207 - INMATE WELFARE FUND		
2074205 - INMATE CANTEEN	\$574,800	
207 - INMATE WELFARE FUND Total		\$574,800
210 - SCHOOL FINES & FORFEITURES		
2104712 - SCHOOL FINES & FORFEITURES	\$16,500	
210 - SCHOOL FINES & FORFEITURES Total		\$16,500
215 - ANIMAL MEDICAL FUND		
2154251 - ANIMAL MEDICAL	\$10,000	
215 - ANIMAL MEDICAL FUND Total		\$10,000
220 - SPECIAL FIRE DISTRICT FUND		
2204259 - FIRE DISTRICTS INCENTIVES	\$2,793,090	
2204260 - BEAVER DAM FIRE DISTRICT	148,131	
2204261 - FIRE DISTRICT - SPECIAL	982,199	
2204262 - BETHANY FIRE DISTRICT	276,623	
2204264 - BONNIE DOONE FIRE DISTRICT	3,132	
2204266 - COTTON FIRE DISTRICT	1,095,619	
2204268 - CUMBERLAND ROAD FIRE DISTRICT	489,365	
2204270 - EASTOVER FIRE DISTRICT	295,163	
2204272 - GODWIN-FALCON FIRE DISTRICT	102,751	
2204274 - GRAYS CREEK FIRE DEPT #18	493,833	
2204275 - GRAYS CREEK FIRE DEPT #24	493,833	
2204276 - LAFAYETTE VILLAGE FIRE DISTRICT	4	
2204278 - LAKE RIM FIRE DISTRICT	5,601	
2204282 - MANCHESTER FIRE DISTRICT	78,552	
2204284 - PEARCES MILL FIRE DISTRICT	836,330	
2204288 - STEDMAN FIRE DISTRICT	158,554	
2204290 - STONEY POINT FIRE DISTRICT	1,010,402	
2204292 - VANDER FIRE DISTRICT	1,005,668	
2204294 - WADE FIRE DISTRICT	113,902	
2204296 - WESTAREA FIRE DEPARTMENT	990,430	
2204297 - WESTAREA FIRE DEPARTMENT #10	229,892	
220 - SPECIAL FIRE DISTRICT FUND Total		\$11,603,074
241 - INNOVATIVE COURT PROGRAM FUND		
2414242 - INNOVATIVE COURT GRANT	\$230,000	
241 - INNOVATIVE COURT PROGRAM FUND Total		\$230,000
242 - HUMAN TRAFFICKING WORTH FUND		
2424243 - HUMAN TRAFFICKING WORTH	\$100,000	
242 - HUMAN TRAFFICKING WORTH FUND Total		\$100,000

Expenditures by Department

Attachment C

	EXPENSE	FY2023 ADOPTED BUDGET
243 - STREAM RESTORATION GRANT FUND		
2434566 - STREAM RESTORATION GRANT	\$1,000,000	
243 - STREAM RESTORATION GRANT FUND Total		\$1,000,000
244 - SCIF HOMELESS GRANT FUND		
2444567 - SCIF HOMELESS GRANT	\$500,000	
244 - SCIF HOMELESS GRANT FUND Total		\$500,000
245 - JUVENILE CRIME PREVENTION FUND		
2454385 - JUVENILE CRIME PREVENTION	\$1,331,565	
2454386 - JUVENILE CRIME PREV ADMIN	58,131	
2454388 - JCP RESIDENTIAL GROUP HOME	772,858	
245 - JUVENILE CRIME PREVENTION FUND Total		\$2,162,554
250 - RECREATION FUND		
2504438 - HOPE MILLS RECREATION	\$649,900	
2504441 - PARKS AND RECREATION	4,606,582	
250 - RECREATION FUND Total		\$5,256,482
260 - EMERGENCY TELEPHONE SYS FUND		
2604595 - EMERGENCY TELEPHONE SYS	\$690,042	
260 - EMERGENCY TELEPHONE SYS FUND Total		\$690,042
264 - CDBG-DISASTER RECOVERY		
2644575 - CDBG-DISASTER REC ACT 2017	\$200,000	
2644577 - CDBG-DR	2,481,184	
264 - CDBG-DISASTER RECOVERY Total		\$2,681,184
265 - COUNTY CD FUND		
2654576 - COUNTY COMMUNITY DEVEL ADMIN	\$471,496	
2654580 - HOUSING ACTIVITIES	598,050	
2654581 - ECONOMIC DEVELOPMENT	25,000	
2654582 - PUBLIC FACILITIES	75,000	
2654583 - PUBLIC SERVICES	128,781	
265458A - CD MISCELLANEOUS GRANTS	201,000	
265 - COUNTY CD FUND Total		\$1,499,327
266 - CD HOME FUND		
2664586 - HOME ADMINISTRATION	\$252,904	
2664587 - HOME HOUSING ACTIVITY	3,470,834	
266 - CD HOME FUND Total		\$3,723,738
267 - CD SUPPORT HOUSING FUND		
2674589 - SUPPORT HOUSING PROGRAM GRANTS	\$644,473	
267 - CD SUPPORT HOUSING FUND Total		\$644,473
269 - EMERGENCY RENTAL ASSIST FUND		
2694592 - EMERGENCY RENTAL ASSISTANCE	\$10,000,000	
269 - EMERGENCY RENTAL ASSIST FUND Total		\$10,000,000

Expenditures by Department

Attachment C

	EXPENSE	FY2023 ADOPTED BUDGET
273 - MPO ADMIN FUND		
2734573 - MPO ADMIN	\$537,987	
273 - MPO ADMIN FUND Total		\$537,987
274 - MPO DIRECT ATTRIBUTABLE FUND		
2744574 - MPO DIRECT ATTRIBUTABLE	\$650,000	
274 - MPO DIRECT ATTRIBUTABLE FUND Total		\$650,000
275 - TRANSIT PLANNING		
2754503 - MPO TRANSIT PLANNING (5303)	\$271,418	
275 - TRANSIT PLANNING Total		\$271,418
276 - US DOT 104 FUND		
2764571 - US DOT 104	\$567,875	
276 - US DOT 104 FUND Total		\$567,875
277 - NC ELDERLY-HANDI TRANSP FUND		
277457A - COMMUNITY TRANSP ADM (5311)	\$210,090	
277457B - RURAL OPERATION ASSIST PROG	358,313	
277457D - MID CAROLINA AAA	258,750	
277457E - NON-MEDICAL TRANSP GR (5310)	250,000	
277457J - URBANIZED TRANSPORTATION(5307)	200,000	
277457K - ENHANCED MOBILITY (5310)	300,000	
277 - NC ELDERLY-HANDI TRANSP FUND Total		\$1,577,153
280 - REPRESENTATIVE PAYEE FUNDS		
2804368 - REPRESENTATIVE PAYEE	\$1,038,200	
280 - REPRESENTATIVE PAYEE FUNDS Total		\$1,038,200
285 - TOURISM DEVELOP AUTHORITY FUND		
2854599 - TOURISM DEVELOPMENT AUTHORITY	\$8,976,047	
285 - TOURISM DEVELOP AUTHORITY FUND Total		\$8,976,047
510 - CEMETERY TRUST FUND		
5104160 - CEMETERY TRUST	\$2,800	
510 - CEMETERY TRUST FUND Total		\$2,800
600 - CROWN CENTER FUND		
6004442 - CROWN CENTER	\$10,565,037	
600 - CROWN CENTER FUND Total		\$10,565,037
601 - CROWN MOTEL FUND		
6014443 - CROWN MOTEL TAX	\$2,195,752	
601 - CROWN MOTEL FUND Total		\$2,195,752
602 - CROWN DEBT SERVICE FUND		
6024447 - DEBT SERVICE- CROWN	\$4,266,207	
602 - CROWN DEBT SERVICE FUND Total		\$4,266,207
605 - NORCRESS WATER AND SEWER FUND		
605450E - NORCRESS WATER AND SEWER	\$1,421,364	

Expenditures by Department

Attachment C

	EXPENSE	FY2023 ADOPTED BUDGET
605 - NORCRESS WATER AND SEWER FUND Total		\$1,421,364
606 - KELLY HILLS WATER & SEWER FD		
606450F - KELLY HILLS WATER AND SEWER	\$114,658	
606 - KELLY HILLS WATER & SEWER FD Total		\$114,658
607 - SOUTHPOINT WATER & SEWER FD		
607450M - SOUTHPOINT WATER	\$44,483	
607 - SOUTHPOINT WATER & SEWER FD Total		\$44,483
608 - OVERHILLS WATER & SEWER FD		
608450S - OVERHILLS WATER & SEWER	\$145,048	
608 - OVERHILLS WATER & SEWER FD Total		\$145,048
625 - SOLID WASTE FUND		
6254602 - SOLID WASTE ADMINISTRATION	\$5,258,512	
6254606 - SOLID WASTE ANN STREET	6,195,331	
6254607 - SOLID WASTE WILKES ROAD	1,776,611	
6254608 - SOLID WASTE CONTAINER SITES	2,136,867	
6254611 - SOLID WASTE MAINTENANCE	358,528	
6254613 - SOLID WASTE WHITE GOODS	111,318	
625 - SOLID WASTE FUND Total		\$15,837,167
800 - WORKERS COMPENSATION FUND		
8004106 - WORKERS COMPENSATION	\$2,167,513	
800 - WORKERS COMPENSATION FUND Total		\$2,167,513
801 - GROUP INSURANCE FUND		
8014191 - GROUP INSURANCE	\$22,746,283	
8014193 - RETIREE HEALTH INSURANCE	7,475,476	
8014197 - EMPLOYEE PHARMACY	3,573,680	
8014198 - EMPLOYEE CLINIC	791,224	
8014199 - EMPLOYEE WELLNESS	119,475	
801 - GROUP INSURANCE FUND Total		\$34,706,138
802 - EMPLOYEE BENEFIT FUND		
8024196 - EMPLOYEE FLEXIBLE BENEFITS	\$460,000	
802 - EMPLOYEE BENEFIT FUND Total		\$460,000
803 - VEHICLE INSURANCE FUND		
8034192 - VEHICLE INSURANCE	\$1,100,000	
803 - VEHICLE INSURANCE FUND Total		\$1,100,000
806 - GENERAL LITIGATION FUND		
8064136 - GENERAL LITIGATION	\$100,205	
806 - GENERAL LITIGATION FUND Total		\$100,205
TOTAL FUNDS		\$553,657,405

Description

County Administration, also known as the County Manager's Office, oversees all County departments, programs, and operations pursuant to the policies, ordinances and directives adopted by the Board of County Commissioners. Other responsibilities include preparing the annual recommended County Budget, preparing, and publishing the agenda for board meetings, and providing all other management services necessary to ensure the efficient and effective operation of County government. Other divisions of the County Manager's Office include Budget, Internal Audit, Wellness Services, Employee Pharmacy, Employee Health Center, and Diversity, Equity, and Inclusion (DEI).

Mission: To oversee all County operations and provide leadership to County staff, boards, agencies, various internal and external customers, while adhering to the Board of Commissioners' priorities and Cumberland County's core values.

Divisions

Budget

The Budget Division works to ensure that taxpayer dollars are utilized in the most equitable manner while providing essential and productive governmental services to the community. Budget is responsible for compiling and analyzing budgetary requests for the County. The primary goal is to work alongside management staff, and in accordance with the Local Government Budget and Fiscal Control Act (LGBFCA), to present a balanced annual budget to the Board of County Commissioners prior to each fiscal year. In addition to creating the annual budget, this division also focuses on special projects, advising departments regarding allotments and revisions, as well as other items that may impact the County Budget.

Internal Audit

Internal Audit provides an appraisal function within the County and assists members of the management team in the effective discharge of their responsibilities by furnishing them with appraisals, recommendations and pertinent information concerning the activities and/or areas under review. Internal Audit is also responsible for ensuring adherence to County policies and procedures as well as any applicable State and/or Federal rules and regulations. In addition, Internal Audit is responsible for ensuring that the County maintains effective internal controls in carrying out its operations and activities.

Wellness Services

The Wellness Coordinator is dedicated to educating employees on healthy lifestyles and motivating changes in long-term behaviors.

Employee Pharmacy

Employees on the health insurance plan, as well as retirees and dependents covered under the plan may use the pharmacy and not have a co-payment for most generic prescriptions. These individuals will also have discounted rates for brand-name medications under the county's plan.

Employee Health Center

The Health Center will evaluate, diagnose, and treat common minor illnesses. They will provide lifestyle management education, blood pressure checks, diabetes education, weight management education, ergonomics, and healthy eating resources.

Divisions (continued)

Diversity, Equity, & Inclusion (DEI)

The Chief Diversity Officer in coordination with the Cumberland County Diversity, Equity, and Inclusion Advisory Committee advises and guides County government to ensure integration of diversity, equity, and inclusion with the County’s mission, operations, strategies, and business objectives as we serve the community with P.R.I.D.E.

Performance Measures

Division	Measure	Type	FY2021 Actual	FY2022 Actual	FY2023 Target	Actual to Target Ratio
Budget	Annual Budget Training	Output	Not measured	In progress	TBD	TBD
	Customer Satisfaction					
Internal Audit	% Audits Completed within prescribed timeframe	Efficiency	Not measured	In progress	TBD	TBD
Internal Audit	Audits completed	Output	Not measured	In progress	TBD	TBD
Wellness Services	Employee participation	Input	229	In progress	TBD	TBD
Wellness Services	First time participation	Input	160	In progress	TBD	TBD
Pharmacy	Employee eligibility	Input	Not measured	In progress	TBD	TBD
Health Center	Employee usage	Input	Not measured	In progress	TBD	TBD
DEI	Strategic Plan implementation	Efficiency	Not measured	In progress	TBD	TBD

* Dashboards are being created to assist in the tracking and reporting of these performance measures.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	1,682,576	\$ 1,678,888	\$ 1,992,345	\$ 2,477,765
Revenue				
Other	(3)	-	-	-
Expense				
Personnel	1,624,748	1,626,111	1,930,545	2,368,797
Operating	57,831	52,777	61,800	108,968

Notable Accomplishments

- The Board of County Commissioners adopted a three-year DEI Strategic Plan to be implemented organization wide.
- The County despite challenges to include the COVID-19 pandemic has remained in full service providing core, mandated services to our citizens.

Looking Ahead

- County Administration plans to contract with a consulting firm to conduct a compensation and market study as we continue our efforts to remain a competitive employer.
- The County begun the process and is looking forward to the recruitment and onboarding of a Chief Diversity Officer (CDO) who will be tasked with leading the County's effort with diversity, equity, and inclusion. The CDO will also serve as a convener of the County's DEI Advisory Committee made up of 22 County staff members.

Description

The Cumberland County Animal Services Department enforces all state and local laws pertaining to the ownership, regulation, and control of domestic animals within the County. The Department also operates the Cumberland County Animal Services Center, which safely intakes and houses thousands of animals per year. Animals at the shelter may be returned to their legal owner, adopted, placed with rescue organizations, or humanely euthanized. The shelter also operates a volunteer and foster program which citizens may participate in.

Mission: To protect our citizens by active enforcement of state and local laws, provide for the humane sheltering and outcome of stray and unwanted animals, and promote responsible pet ownership. The primary objective of Animal Services employees is to provide excellent service to the citizens, while dedicating themselves to improving the welfare of animals and humans.

Performance Measures

Focus Area	Measure	Type	FY2021 Actual	FY2022 Actual	FY2023 Target	Actual to Target Ratio
Animal Intake	Total Intake (Cats)	Input	2,667	In progress	TBD	TBD
Animal Outcomes	Adopted/Return to Owner (Cats)	Output	1,476	In progress	TBD	TBD
Animal Outcomes	Live Release Rate (Cats)	Output	61.6%	In progress	TBD	TBD
Animal Intake	Total Intake (Dogs)	Input	3,337	In progress	TBD	TBD
Animal Outcomes	Adopted/Return to Owner (Dogs)	Output	2,811	In progress	TBD	TBD
Animal Outcomes	Live Release Rate (Dogs)	Output	84.2%	In progress	TBD	TBD

* Dashboards are being created to assist in the tracking and reporting of these performance measures.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 2,595,100	\$ 2,927,916	\$ 3,045,885	\$ 3,445,240
Revenue				
Federal or State	(181,500)	(10,000)	-	-
Charges and Services	(279,485)	(204,785)	(408,400)	(355,400)
Other	(150,606)	(114,285)	(14,500)	(11,000)
Taxes and Licenses	(77,299)	(39,052)	(41,000)	-
Expense				
Personnel	2,556,305	2,571,353	2,809,865	3,196,016
Operating	660,648	587,108	699,920	608,624
Capital Outlay	67,037	137,578	-	7,000
215 - ANIMAL MEDICAL FUND	\$ 4,180	\$ 1,771	\$ -	\$ -
Revenue				
Federal or State	(1,316)	(397)	(200)	(5,500)
Other	(452)	(8)	(3,800)	(4,500)
Expense				
Operating	5,948	2,176	4,000	10,000

Notable Accomplishments

- Received the Transformational Change Award from Best Friends Animal Society for the highest reduction in euthanasia rate among shelters of comparable size.
- Sterilized and vaccinated 800 feral cats through the Trap, Neuter, Vaccinate and Return (TNVR) program.
- Created a safer and more welcoming environment in our large dog play yards through the installation of artificial turf and the addition of “playground” equipment.
- Successfully maintained our managed intake process, ensuring that pets who do not need to enter the shelter are diverted to other positive pathways.
- Treated more than 80 shelter dogs for life-threatening heartworm infections through our medical foster program, ensuring these dogs receive the treatment they need without burdening future adopters with the financial costs of the treatment.

Looking Ahead

- Animal Services staff are dedicated to finding new and innovative ways to improve the lives of pets and people in our community. Assisting citizens with pet food, vaccines, dog houses and other necessary supplies, has become a vital role for our department as the community has struggled through a pandemic.
- Our TNVR program is entering its third full year and although we are still in the data collection phase, we hope to see some positive trends due to the sterilization of over 2,000 cats in our county through this program.
- As COVID-19 restrictions are lifted and more large community events resume, we are looking forward to taking our mobile adoption van out on the road, so more people can meet our pets and make a new best friend!

Description

The Elections Office maintains precinct lines and notifies all voters of correct precincts and districts as well as provides elected officials, candidates, and the general public with reliable information as requested, along with administering the Campaign Reporting Act in Cumberland County. In addition, the Elections Office is responsible for always maintaining contact with precinct officials concerning elections, new laws, and training.

Mission: To carry out all the duties and responsibilities as assigned by the General Statutes of North Carolina in accordance with the laws of the State. This includes the conduction of fair, honest and efficient elections, keeping all registration records up-to-date and accurate such as new registrations, party and address changes, transfers, as well as removing deceased and felons from these records.

Focus Area

Voter Registration

Maintaining all registration records entails keeping up-to-date and accurate information regarding new registrations, party and address changes, transfers, as well as removing deceased and felons from these records, notifying the public of changes in districts and polling places.

Focus Area	Measure	Type	FY2021 Actual	FY2022 Actual	FY2023 Target	Actual to Target Ratio
Voter Registration	Number of Registered Voters	Input	199,946	203,905	TBD	TBD

* Dashboards are being created to assist in the tracking and reporting of these performance measures.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 1,206,259	\$ 1,559,238	\$ 1,315,913	\$ 1,531,426
Revenue				
Federal or State	(180,693)	(363,406)	(228,100)	(5,000)
Charges and Services	(8,399)	(1,714)	(12,000)	-
Other	(5,000)	-	-	-
Expense				
Personnel	765,948	1,041,106	872,386	1,074,863
Operating	634,402	883,252	683,627	461,563
Capital Outlay	-	-	-	-

Notable Accomplishments

- Operated a successful municipal election in November 2021.

Looking Ahead

- We remain focused on maintaining our compliance with the laws and procedures mandated by State and Federal government.
- We will conduct our Bi-Annual voter list maintenance to maintain up-to-date and accurate voter listing information.
- Continue staff training to increase awareness and safeguards against threats concerning cybersecurity.

Description

Cumberland County Child Support Services are available to parents and/or nonparent caretakers of minor children. Services provided by Child Support Services include location, establishment of paternity, establishment or modifying of child support orders, enforcement of child support orders, collection and processing of child support ordered payments.

Mission: To provide family-centered child support services through mutual collaboration with families and partners, using innovative strategies to reach a common goal of self-sufficiency.

Services & Performance Measure

Focus Area	Measure	Type	FY2021 Actual	FY2022 Actual	FY2023 Target	Actual to Target Ratio
Establishment of Paternity	% of Children in caseload born out of wedlock	Input	99%	In progress	99%	100%
Establishment of Child Support Obligation	% of Support Obligations issued	Input	83.21%	In progress	79.81%	104.26%
Collection of Current Child Support Payments	% of disbursements made for open cases	Output	66.79%	In progress	66.86%	99.89%
Collection Cases with Arrears	% of disbursements that were past due	Output	66.25%	In progress	68.24%	100.01%
Total Collections	Total number of collections	Output	\$39,826,602	In progress	\$39,826,602	100%

* Dashboards are being created to assist in the tracking and reporting of these performance measures.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 913,808	\$ 298,496	\$ 1,592,042	\$ 2,098,613
Revenue				
Federal or State	(3,950,065)	(4,741,186)	(4,033,420)	(3,842,964)
Charges and Services	(65,433)	(70,396)	(68,000)	(68,000)
Other	-	-	-	-
Expense				
Personnel	4,122,847	4,336,170	4,653,648	4,944,411
Operating	806,459	773,907	1,039,814	1,065,166
Capital Outlay	-	-	-	-

Notable Accomplishments

- Implemented a new organizational structure that clearly defines three divisions of the department.
- Exceeded total money collected over previous years.
- Improved Cases with Payments on Arrears by 2 percentage points.
- Obtained cost effectiveness of \$7.43. Meaning that for every dollar spent by the department \$7.43 was collected in support.
- NC Department of Natural and Cultural Resources approved destruction of paper files once stored in Laserfiche.
- Developed and implemented a flexible work schedule for staff.
- Removed the legal burden of writing court orders from case managers by utilizing additional paralegal resources.
- No findings in the annual Fiscal Compliance Monitoring.
- Monthly Quality Review assessment of 98.73%.

Looking Ahead

- Design a training curriculum for new staff, inclusive of state resources and ongoing assessments.
- Create and administer on-going staff trainings and “refresher” trainings.
- Research and participate in supervisory/managerial programs and courses.
- Install technology allowing virtual interview spaces.
- Continue the plan and purchase of mobile computer equipment for the possibility of remote work.
- Pursue the improvement of services to the community.
- Seek ways to enhance the working conditions of staff.

Description

With funding from the U.S. Department of Housing and Urban Development, the Cumberland County Community Development Department is required to implement programs that meet one of the national objectives established through federal regulation.

Community Development programs must benefit low/moderate income families; aid in the prevention or elimination of blighted areas; or meet an urgent need that poses a serious and immediate threat to the health or welfare of the community. Housing programs have been developed to preserve and expand the supply of decent, safe, affordable housing in Cumberland County.

Mission: Provide programs that will address and improve the quality of life for our citizens through private, public, and local government partnerships.

Programs

Housing Rehabilitation

The Housing Rehabilitation Program is designed to provide financial and technical assistance to property owners to assist in repairing substandard housing. Assistance is available to qualified owner-occupants.

Rental Rehabilitation

The Rental Rehabilitation Program is designed to provide financial assistance to investors to assist in repairing substandard housing and to increase the supply of decent safe affordable housing in the county.

First-Time Homebuyers

The purpose of Gap Financing and Down-Payment Assistance Program (DAP) is to provide affordable homes to low-income families.

Affordable Housing Development

Affordable Housing Program (AHP) subsidies must be used for one of two purposes:

- To finance the purchase, construction, and/or rehabilitation of owner-occupied housing for very low, low, and moderate-income households; or
- To finance the purchase, construction, and/or rehabilitation of rental housing for very low, low, and moderate-income households.

Public Service

The purpose of the Public Service Program is to provide funding for the start-up or expansion of programs that provide services for low to moderate income residents.

Economic Development

The purpose of the Business Loan Program is to provide financing for the start-up or expansion of businesses that will create jobs for low to moderate income citizens in Cumberland County.

Community Development (continued)

Departments

Performance Measures

Goal	Category	Indicator	Unit of Measure	Expected Program Year	Actual Program Year	Percent Complete
SNS-1 Housing	Non-Homeless Special Needs	Rental Units Constructed / Rehabilitated	Household Housing Unit	-	20	>100%
HSS-3 Housing Rehabilitation	Affordable Housing	Rental Units Rehabilitated (includes acquisition)	Household Housing Unit	50	1	2%
HSS-3 Housing Rehabilitation	Affordable Housing	Homeowner Housing Rehabilitated	Household Housing Unit	31	13	<42%
HOM-1 Housing	Homeless	Other	Other	-	1,065	>100%
HOM-3 Homeless Prevention	Homeless	Homelessness Prevention	Persons Assisted	50	418	>100%
HOM-2 Operations/Support	Homeless	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	50	291	>100%
CDS-2 Community Facilities	Non-Housing Community Development	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Households Assisted	10	25	> 100%
CDS-3 Public Services	Non-Housing Community Development	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	60	2,346	>100%
CDS-1 Infrastructure	Non-Housing Community Development	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	Households Assisted	10	5	50%
EDS-1 Employment	Non-Housing Community Development	Jobs created/retained	Jobs	-	83	>100%
EDS-2 Financial Assistance	Non-Housing Community Development	Businesses assisted	Businesses Assisted	1	1	100%
APM-1 Management	Administration	Other	Other	-	-	-

Community Development (continued)

Departments

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
264 - CDBG-DISASTER RECOVERY	\$ 27,932	\$ (40,352)	\$ -	\$ -
Revenue				
Federal or State	(597,686)	(127,757)	(2,000,000)	(2,681,184)
Personnel	79,455	15,145	35,332	217,785
Operating	546,162	72,261	1,964,668	2,463,399
Capital Outlay	-	-	-	-
265 - COUNTY CD FUND	\$ 16,929	\$ (263)	\$ -	\$ -
Revenue				
Federal or State	(749,677)	(2,150,318)	(3,162,838)	(1,233,881)
Other	(146,408)	(153,589)	(265,693)	(265,446)
Expense				
Personnel	464,941	539,997	566,854	584,595
Operating	438,632	1,763,647	2,861,677	914,732
Capital Outlay	9,441	-	-	-
Transfers	-	-	-	-
266 - CD HOME FUND	\$ (651,734)	\$ (1,047,754)	\$ -	\$ -
Revenue				
Federal or State	(899,477)	(1,214,873)	(578,554)	(1,991,533)
Other	(21,520)	(4,050)	(94,639)	(1,732,205)
Expense				
Personnel	18,131	28,078	29,460	34,068
Operating	251,132	143,091	643,733	3,689,670
267 - CD SUPPORT HOUSING FUND	\$ (31,522)	\$ (28,920)	\$ -	\$ -
Revenue				
Federal or State	(131,041)	(147,942)	(304,809)	(240,101)
Other	(127,928)	(101,130)	(392,329)	(404,372)
Expense				
Personnel	-	-	139,911	141,594
Operating	227,447	220,152	557,227	502,879
269 - EMERGENCY RENTAL ASSIST FUND		\$ (281)	\$ -	\$ -
Revenue				
Federal or State	-	(999)	-	(10,000,000)
Other	-	(281)	-	-
Expense				
Personnel	-	-	-	1,154,852
Operating	-	999	-	8,845,148

Notable Accomplishments

- Partnered with the Community Housing Development Organization to begin construction of single-family housing that will target low to moderate income homebuyers.
- Addressing homelessness: The County hired a consultant to assist with the implementation of the three-year homelessness strategic plan.
- Allocated funding for the renovation of a transitional housing facility that is used to provide temporary housing and supportive services to single adults with substance use disorders.
- In partnership with the local housing authority, allocated funding for the renovation of an elderly apartment complex.
- Partnered with several nonprofit agencies to provide public services for low to moderate income persons.
- Cumberland County's Emergency Rental Assistance Program was awarded approximately \$6,691,307 from the U.S. Department of Treasury to provide rental assistance and other housing stability services to eligible low to moderate income households impacted by the COVID-19 pandemic.
- Revised the Rental Rehabilitation Program policies and procedures to achieve the follow goals:
 - ✓ Maintain and/or increase the supply of safe, decent, energy efficient, and affordable rental housing for eligible Cumberland County residents, especially special populations to include elderly, disabled, homeless, victims of domestic violence, and large families.
 - ✓ Assure that rents remain affordable for the low-income tenants after the rehabilitation of the property.
 - ✓ Help investors/owners, including those who have low incomes themselves, make repairs to dilapidated properties; and
 - ✓ Assure that assisted properties are well maintained after rehabilitation.

Description

North Carolina Cooperative Extension is a collaborative effort between the state’s land-grant universities, North Carolina State University (NCSU) and North Carolina Agricultural and Technical State University, and Cumberland County government. Located in all 100 counties, Cooperative Extension provides research-based educational programs focused on agriculture and food, health and nutrition and 4-H Youth Development.

Mission: North Carolina Cooperative Extension is an educational partnership helping people put research-based knowledge to work for economic prosperity, environmental stewardship, and an improved quality of life.

Focus Areas

4-H and Youth Development

4-H is the largest youth development organization in North Carolina, educating hundreds of thousands of young people each year. Extension’s 4-H program is growing the next generation of leaders and equipping youth with the skills to succeed.

Agriculture

Extension and research at North Carolina State University address timely issues impacting our state. Extension delivers trusted information directly into the hands of farmers and agribusinesses, helping them translate knowledge into solutions that grow our economy and communities.

Health & Nutrition

Extension offers a wealth of educational programs that help people make healthier, better-informed decisions and grow our economy. Programs cover a variety of areas from local foods and food safety to gardening and environmental efforts.

Performance Measures

Focus Area	Measure	Type	FY2021 Actual	FY2022 Actual	FY2023 Target	Actual to Target Ratio
4-H and Youth Development	Number of youths enhancing skills in leadership, civic and personal development	Input	Not measured	In progress	TBD	TBD
4-H and Youth Development	Number of youths participating in 4-H clubs	Input	Not measured	In progress	TBD	TBD
4-H and Youth Development	Number of youths and their knowledge of communication	Input	Not measured	In progress	TBD	TBD
4-H and Youth Development	Number of youths enhancing their knowledge in STEM	Input	Not measured	In progress	TBD	TBD

* Dashboards are being created to assist in the tracking and reporting of these performance measures.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 536,533	\$ 613,447	\$ 763,559	\$ 799,223
Revenue				
Federal or State	(22,036)	(8,634)	(76,000)	(75,100)
Charges and Services	-	-	-	-
Other	-	-	-	-
Expense				
Personnel	209,069	241,934	272,607	294,573
Operating	349,500	380,147	560,152	579,750
Capital Outlay	-	-	6,800	-

Notable Accomplishments

4-H Youth: Provides youth enrichment opportunities for youth ages 5-19. Program includes community-based clubs and clubs located at Fort Bragg youth sites.

- Serve over 600 youth annually.
- Military youth participated in one of the five youth sites that offer afterschool programming on Ft. Bragg.
- Martin Luther King Day of Service: 40 youth, parents, and volunteers completed 175 hours of picking up trash, helping neighbors with yard work, cleaning up wreaths from Christmas at a veteran’s cemetery, etc.
- Created over 300 learning kits to go along with virtual classes to teach conservation to public school classes.
- Provided four counties with a six-week public speaking class.
- Conducted weekly STEM and agriculture-based projects and online instruction to the county’s Virtual Learning Academy.
- Two youth from Cumberland County serve on the South-Central District Officer team.
- Cumberland County youth participating in our Horse Club competed on state, regional, and national levels.
- Four 4-H families partnered with Public Broadcasting Service’s (PBS’s) Rootle Program and the Cumberland County Fair to showcase agriculture and the importance of being a good neighbor.
- Monthly Clover Class Series programming offered 12 individual hands-on activities to 66 youth. Kits were created and distributed to accompany the virtual learning sessions.
- Thirty-two youth participated in the second Egg-cellent Egg competition.

Notable Accomplishments (continued)

Agriculture and Horticulture: Provides agricultural and horticultural educational programs, farm consultations, and technical assistance.

- Agricultural-based certification training was provided for 558 participants with 279 becoming recertified and 262 receiving new certification in the areas of pesticide application, Beef Quality Assurance, Pork Quality Assurance, Animal Waste, etc.
- Assisted farmers with agronomic crop concerns and provided technical assistance and recommendations.
- Ensured farmers had the opportunity to participate in cotton, wheat, soybean, and tobacco production meetings.
- Provided agriculture training for special operations and transitioning soldiers.
- Cumberland County Extension Master Gardeners provided 4,655 volunteer hours, reaching 8,000 citizens.
- Coordinated 248 vaccine appointments at our local health department and distributed over 11,955 masks and over 1,600 bottles of hand sanitizer for farmworkers.
- Provided Virtual Embryology reaching over 20,000 people.
- Secured funding for the Visit NC Farms App (<https://www.visitncfarmstoday.com>) and enrolled 31 farms.
- Oversees the management of the Cumberland County Agricultural Hall of Fame.
- Oversees the implementation of and management of the Voluntary Agricultural District Program.
- Oversees the USDA Beaver Management program for the county.

Family & Consumer Sciences: Provides foods and nutrition educational programs.

- Partners with Cumberland County Schools to provide the Steps to Health program. This program provides weekly classes to students on the importance of eating healthy and physical activity.
- Distributed 1,450 nutritional educational packets to local food distribution sites.
- Provided 12 Tasty Tuesday shows using social media outlets reaching over 1,000 users. The shows were also broadcasted over the Cumberland County Government Cable TV station.

Looking Ahead

- Promote the NC Farms App to potential farms to increase farm revenue.
- Promote the NC Farms App to connect our community to locally produced foods and products.
- Provide Farm School opportunities for those with ambitions to begin a farm operation in Cumberland County.
- Provide high quality educational classes, both live face-to-face and recorded, for the county cable network channel.
- Provide safe, relevant, and meaningful youth enrichment opportunities.
- Foster community partnerships to establish 4-H opportunities for underserved populations.
- Provide face-to-face STEM based programming to youth on and off the military installation.
- Increase youth participation in county, district, and state 4-H competitions.
- Provide pest management equipment calibration and maintenance training for farmers, plant nurseries and grounds maintenance personnel.
- Provide agricultural trainings for active-duty Special Operations Civil Affairs soldiers and army medics.

Description

The County Attorney's Office advises County officials and departments on legal matters and represents the County in court and legal negotiations. The office provides legal advice and answers questions relating to statutes, rules, regulations, or court interpretations. The office also drafts legal documents, research legal precedents, advises officials on legal implications of actions, and studies County policies, procedures, and actions to ensure compliance with the law. The County Attorney is hired by and serves at the pleasure of the Board of Commissioners.

Scope: The County Attorney's only client is the County of Cumberland. The office does not represent county employees individually and does not provide legal advice to citizens.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 627,307	\$ 738,489	\$ 1,087,181	\$ 1,194,665
Revenue				
Other	(4,617)	(5)	-	-
Expense				
Personnel	602,261	707,457	1,025,331	1,133,556
Operating	29,663	31,037	61,850	61,109

Notable Accomplishments

- Strategic partner in policy development related to the American Rescue Plan (ARP) allocation received by the County.

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Description

Located in the heart of Cumberland County, the Crown Center is a state-of-the-art, five-venue complex comprised of a 4,500-seat arena, a 9,200-square foot ballroom, a 10,880-seat coliseum, an exposition center with 60,000 square feet of unobstructed space and a 2,440-seat theatre.

Managed by Spectra Venue Management, the Center is home to the Fayetteville Marksmen hockey team of the Southern Professional Hockey League (SPHL) and Cape Fear Heroes indoor football team of the American Arena League (AAL) and hosts a variety of other sporting events, family shows, concerts, and special productions year-round.

The flagship venue of the Crown Complex, the Coliseum, opened in October of 1997 and has continued to set records. This versatile facility contains an ice floor for hockey and ice shows and easily converts into the ideal venue for world-class concerts, sporting events and other performances.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
600 - CROWN CENTER FUND	\$ 494,589	\$ (622,532)	\$ -	\$ -
Revenue				
Federal or State	(17,840)	(434,670)	-	-
Charges and Services	-	-	-	-
Other	(5,105,655)	(5,770,317)	(8,615,191)	(10,565,037)
Expense				
Personnel	(752)	-	-	-
Operating	5,618,836	5,582,455	7,788,191	5,155,037
Capital Outlay	-	-	827,000	5,410,000
Transfers	-	-	-	-
601 - CROWN MOTEL FUND	\$ (220,183)	\$ (208,816)	\$ -	\$ -
Revenue				
Other	(37,049)	(723)	(2,301,000)	(500)
Taxes and Licenses	(1,469,474)	(1,606,165)	(1,451,839)	(2,195,252)
Expense				
Operating	3,592	1,370	-	-
Transfers	1,282,748	1,396,701	3,752,839	2,195,752
602 - CROWN DEBT SERVICE FUND	\$ (2,800,159)	\$ (4,070,449)	\$ -	\$ -
Revenue				
Federal or State	(4,883)	-	-	-
Other	(3,470,087)	(4,449,270)	(4,358,517)	(4,266,207)
Expense				
Operating	-	-	-	-
Debt Service	674,811	378,822	4,358,517	4,266,207

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Description

Cumberland County Emergency Services provides 911 Communications, Fire Code Enforcement, and Emergency Management services. The Cumberland County Emergency Communications Center provides ongoing assistance and support to the public for the safety and protection of life and limb and property through 9-1-1 and radio communications. The Communications Center dispatches for Cumberland County Sheriff's Office, Hope Mills Police Department, Spring Lake Police Department, Cape Fear Valley EMS (county-wide), and all County Fire Departments.

Cumberland County upholds the rigorous and industry-leading standards required to be a triple Accredited Center of Excellence (Tri-ACE) through the International Academies of Emergency Dispatch (IAED). Cumberland County 911 is one of only 19 centers to have achieved this status worldwide. Our team has some of the most highly trained and skilled telecommunicators in the world!

The Emergency Management division facilitates the process of emergency preparedness and planning for the community, working with departments, support agencies, municipalities, the military, businesses, and industry as well as citizens to identify specific responsibilities before, during, and after major emergencies. This is accomplished by identifying the community's hazards, identifying resources and capabilities, conducting preparedness briefs, and developing and exercising emergency operations plans.

The Cumberland County Fire Marshal's Office inspects and fairly enforces all areas of the NC Fire Prevention Code and local ordinances in all occupancies covered by these codes in Cumberland County. The Fire Marshal's Office serves as a liaison between the County government and contracted fire departments.

Mission: Cumberland County Emergency Services is committed to excellence by providing quality Emergency Management, 911 Communications and Fire Code Enforcement services to the citizens of Cumberland County. We also strive to educate communities in becoming more resilient, to be sustainable during all threats and hazards.

Divisions & Performance Measures

Emergency Communications Center

Public Safety Answering Point (PSAP) answering times within 10 seconds 99.05% of the time.

Fire Marshal

- Total activities completed – 2,224
- Plans Reviews – 242
- New Buildings that received a fire final – 28
- Call Outs – 38
- Scheduled state Mandated inspections – 647
- Re-inspections Completed – 278
- Fire Related Permits - 133

Emergency Services (continued)

Divisions & Performance Measures (continued)

Emergency Management

Activity	Descriptions	Number Completed	Hrs.
Stream Gauge Inspection(s)	Emergency Management Participates in the Adopt-a-gauge program administered by the NC Department of Public Safety. This program requires the periodic inspection of Stream gauges strategically placed on bridges and overpasses.	10 Inspections Completed	–
Public Education	Emergency Management participates in Public Education events at job fairs, privately owned businesses, and facilitates college level courses through FTCC.	11 Events Completed 145 Citizens Educated	110 hrs.
Business Emergency Plan	Emergency Management by G.S. is required to receive and make suggestions to Emergency Actions Plans submitted by County Businesses such as nursing homes, hospice care, adult care homes, and dialysis centers.	14 Plans Completed	–
E-Plan Tier II Report Management	Emergency Management receives and stores Tier II reports in accordance with the Emergency Planning and Community Right-to-Know Act, known as EPCRA. Emergency Management is also the County administrator for first responder accounts.	36 Plans Received	–
Grant(s) Management	Management of awarded grants to include third party and government awarded grants to purchase equipment or perform exercises.	8 Grants Managed	–
Equipment Maintenance	Emergency Management maintains emergency equipment owned by the County and allocated through the Domestic Preparedness Program administered by the NC Department of Public Safety.		776 hrs.
Emergency Responses	Emergency Management responds at the request of First Responders in the field for incident management and resource support.	16 Responses	–
Grant Applications	Application submission to government and third-party administrators.	6 Application Submitted	–
Training	Emergency Management participates in training courses for employee enrichment.		518 hrs.
Plan Develop	Emergency Management develops and completes plan maintenance for emergency related plans such as the Emergency Operations, Continuity of Operations, Public Information and Warning, and Hazard Mitigation Plans.	Plan Revision: 1 Plan Development:1	–

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Emergency Services (continued)

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 3,161,247	\$ 3,298,634	\$ 3,557,362	\$ 3,844,357
Revenue				
Federal or State	(453,668)	(586,798)	(589,039)	(638,895)
Charges and Services	(33,240)	(68,956)	(35,000)	(65,000)
Other	(7,823)	(25,314)	(8,625)	(10,630)
Expense				
Personnel	3,097,474	3,464,122	3,650,855	3,790,648
Operating	558,504	451,273	539,171	727,434
Capital Outlay	-	64,307	-	40,800
260 - EMERGENCY TELEPHONE SYS FUND	\$ (336,173)	\$ (532,110)	\$ -	\$ -
Revenue				
Federal or State	(794,154)	(755,204)	(378,134)	-
Charges and Services	-	-	-	-
Other	(29,766)	(144,313)	(1,109,040)	(690,042)
Expense				
Operating	487,747	367,408	487,174	690,042
Capital Outlay	-	-	-	-
Transfers	-	-	1,000,000	-

Notable Accomplishments

- In the past year considerable work has been accomplished to renovate 500 Executive Place for a new Emergency Services Center.
- The 911 Center strives to maintain Tri-ACE accreditation.
- Received a grant/donation of 200 Fire Stop kitchen hood suppression devices for homes.
- Received Operation Round Up grant from South River EMC (Electric Membership Corporation) and The Hartford insurance group to purchase a total of 1,044 smoke alarms and 24 carbon monoxide alarms.
- Received a donation from American Red Cross for 3 bed shaker smoke alarms for the deaf and hard of hearing population in which 2 have been installed within the county.
- One Fire Inspector advanced to standard level 2 fire examination process.
- The County Fire Marshal received international FM Designation as Fire Marshal (FM) through the Centers for Public Safety Excellence (CPSE) credentialing process.
- Served in leadership capacities for the 2021 Mass Vaccination Clinic at Cumberland County Crown for 6 months.

Notable Accomplishments (continued)

- Emergency Services team members worked diligently to support the vaccination clinics, and food distribution clinics.
- Coordinated Shelter Operations at Smith Recreation during winter weather event.
- Planned and completed two exercises in conjunction with the Local Emergency Planning Committee.
- Established a Drone Program for damage assessment, search, and rescue operations.
- Development of the Cumberland County Public Information and Warning Plan.
- Increase County resiliency by purchasing a Plum Case (Mobile Communication Equipment).
- Became Weather Ready Nation (WRN) Ambassadors with the National Weather Service. The goal of the Weather Ready Nation Ambassadorship is to:
 - ✓ Engage with National Oceanic and Atmospheric Administration (NOAA) personnel on potential collaboration opportunities.
 - ✓ Share success stories of preparedness and resiliency.
 - ✓ Serve as an example by educating employees on workplace preparedness.

Looking Ahead

The Emergency Services team is excited for the goals and accomplishments in the next year. In addition to continuing the Tri-ACE accreditation program, the 911 team plan to add Association of Public Safety Communications (APCO) 33 certification that recognizes exacting standards in the agency's training program.

The Emergency Management team will continue to grow a new drone program, seek new grant opportunities to increase resilience for Cumberland County citizens by mitigating hazards.

Fuel Contingency Planning, COOP Planning Grow the Local Emergency Planning Committee (LEPC) program, Community Emergency Response Team (CERT) program, and Auxiliary Communication.

Replacement of the Fire Inspections record management system.

Career development is particularly important to maintaining ambitious standards in Emergency Services. The Fire Marshal's division will strive for Fire Life Safety Educator II for all the FM team. All Fire Inspectors will reach Fire Standard Inspector Level III. The Emergency Management team will increase their training and capabilities in Incident Management. For the 911 team members Emergency Services Leadership would like to provide training that has not been available during the response to COVID-19.

Description

Cumberland County Engineering and Infrastructure provides services to County departments including planning, design, cost estimations and construction administration for facility renovations and new construction projects. Engineering and Infrastructure (E&I) is also responsible for procurement of architectural/engineering services, management and quality of capital improvement projects and special assessment water and sewer projects.

Mission: Provide reliable service to the community through professionalism, integrity, accountability, quality, transparency, and innovation. E&I administers the planning, design, construction of the County's physical infrastructure for the residents and businesses in the County, making our community a desirable place to live, work, and visit.

Programs

Flood Zone Management

Conduct routine activities related to administration of the County Flood Damage Prevention Ordinance. These include:

- Review all floodplain development applications and prepare permits for all proposed development within Special Flood Hazard Areas.
- Respond to citizen inquiries concerning location of property in Special Flood Hazard Areas and prepare Flood Certifications for property owners when requested.
- Assist Planning & Inspections Department with subdivision review process by checking the location of proposed development for possible encroachment into Special Flood Hazard Areas.
- Maintain information required for continued participation in the Community Rating System (CRS) that provides flood insurance rate discounts to policy holders in communities that exceed the minimum floodplain development standards of the national Flood Insurance Program.
- Maintain flood permit files and verify accuracy of Elevation Certificates prepared by surveyors.
- Prepare and mailing of annual flood reports to FEMA, Board of Commissioners, and community CRS Coordinator.
- Provide information to County Information Services for updates of Engineering Department page on County website concerning floodplain management activities.

Public Utilities

The Cumberland County Public Utilities Division of the Engineering and Infrastructure Department provides the planning, development, and implementation of programs to expand and extend water and/or sanitary sewer services into the unincorporated areas of the County, primarily through the organization and administration of water and sewer districts established by the Board of County Commissioners.

Performance Measures

- Efficiently deliver Capital Improvement Projects;
- Responsibly manage & guide all Capital Improvement Projects;
- Capitalize on opportunities to improve the effectiveness of services provided to the community;
- Leverage State & Federal grant funds to implement significant Capital Improvement Projects;
- Preserve & extend the useful service life of public infrastructure in a fiscally responsible manner; and
- Maintain a CIP program that delivers projects on schedule and within budget.

* Dashboards are being created to assist in the tracking and reporting of these performance measures

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	2023 Adopted Budget
101 - GENERAL FUND	\$ 705,042	\$ 501,067	\$ 704,837	\$ 746,060
Revenue				
Federal or State	(358,923)	-	-	-
Other	-	-	-	-
Expense				
Personnel	662,656	472,346	667,959	708,363
Operating	401,379	22,606	36,878	37,697
Capital Outlay	-	6,395	-	-
Transfers	-	-	-	-

Notable Accomplishments

- Judge E. Maurice Braswell Courthouse Switchgear Replacement
- Department of Public Health Access Management and Security Camera System
- Department of Social Services Access Management and Security Camera System
- Judge E. Maurice Braswell Courthouse Access Management and Security Camera System
- Crown Coliseum Cooling Tower Replacement
- East Regional Library Boiler Replacement
- Judge E. Maurice Braswell Courthouse Roof Replacement

Looking Ahead

- Completion of new Cumberland County Emergency Services Center
- Department of Social Services multiple Elevator Replacement
- Completion of Headquarters Library Slope and Parking Lot Repair
- Detention Center multiple Heating Boiler Replacement
- Department of Social Services Roof Replacement

Description

The Cumberland County Financial Services Office provides general accounting, bid management, capital planning, cash management, debt management, financial systems administration, financial reporting, fixed asset control, investments, payroll and purchasing. The risk management and employee benefits functions also operate within the Financial Services Office. This division is responsible for managing employee and retiree health benefits, administering the risk management and safety program activities of the County to include workers' compensation management, safety program management, and county-wide insurance coverage. This office is also responsible for reporting to management and state and federal agencies as required in accordance with North Carolina General Statutes, federal laws, and regulations, as well as generally accepted accounting principles.

Mission: Provide accurate and timely accounting, financial, risk management and benefit services to our employees and departments utilizing integrity and accountability in accordance with governed regulations as stewards of public funds.

Budget Summary

	FY2020	FY2021	FY2022	FY2023
	Actual	Actual	Adopted Budget	Adopted Budget
101 - GENERAL FUND	\$ 1,256,806	\$ 1,336,635	\$ 1,368,438	\$ 1,559,931
Revenue				
Other	(42,500)	(30,141)	(10,000)	(35,000)
Expense				
Personnel	1,250,325	1,309,459	1,321,098	1,518,071
Operating	48,981	57,317	57,340	76,860
800 - WORKERS COMPENSATION FUND	\$ (197,562)	\$ (795,070)	\$ -	\$ -
Revenue				
Other	(2,027,392)	(2,036,701)	(1,970,701)	(2,167,513)
Expense				
Personnel	1,826,856	1,239,862	1,958,001	2,104,632
Operating	2,974	1,769	12,700	62,881
801 - GROUP INSURANCE FUND	\$ (2,227,638)	\$ 281,278	\$ -	\$ -
Revenue				
Charges and Services	(173,821)	(230,252)	(230,000)	(203,000)
Other	(26,057,869)	(25,743,268)	(29,320,975)	(34,503,138)
Expense				
Personnel	20,833,317	23,138,382	25,450,312	30,734,444
Operating	3,170,734	3,116,415	4,075,663	3,946,694
Transfers	0	0	25,000	25,000
803 - VEHICLE INSURANCE FUND	\$ (104,730.46)	\$ (94,347.54)	\$ -	\$ -
Revenue				
Other	(1,004,937)	(1,100,143)	(1,100,000)	(1,100,000)
Expense				
Operating	900,207	1,005,796	1,100,000	1,100,000

Notable Accomplishments

- For the 30th consecutive year, achieved the Government Finance Officers Association of the United States and Canada (GFOA) Award for Certificate of Achievement for Excellence in Financial Reporting for the comprehensive annual financial report for fiscal year ending June 30, 2020.
- Implementation underway for GASB 87, Accounting for Leases

Looking Ahead

- Tyler Munis upgrade to 2021 (IS leading)
 - Implement new timekeeping system (IS leading)
- * Dashboards are being created to assist in the tracking and reporting of performance measures.

Description

The Governing Body Department consists of the seven-member Board of County Commissioners as the governing board, the Clerk to the Board and the Deputy Clerk to the Board.

The Board of County Commissioners is elected by citizens and serves four-year terms. The Board establishes goals and priorities to best serve the community while being fiscally accountable. Major responsibilities include establishing a tax rate each year, the annual adoption of the County budget, various appointments of County officials, adoption of fees and local ordinances and engagement with state legislators and community citizens and partners.

The Clerk to the Board is appointed by the Board of County Commissioners, performs any duties that may be required by law or by the Board, and serves at the pleasure of the Board. The Clerk to the Board manages all activities of the Governing Body Department and serves as a member of the County's Leadership Team.

Mission: To provide quality services to our citizens while being fiscally responsible.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 612,701	\$ 608,935	\$ 682,250	\$ 731,621
Revenue				
Federal or State		(3,230)	-	-
Expense				
Personnel	439,083	454,675	450,795	500,166
Operating	173,619	157,490	231,455	231,455
Capital Outlay	-	-	-	-

Description

The Department of Public Health provides an array of services to the citizens of the County.

Federal, State and County tax money fund the Health Department. Grants and fees for services generate additional funds. The Health Department is governed by the Cumberland County Board of Health, which is composed of up to 11 members appointed by the Board of Commissioners.

The Health Department was founded in 1911 as the Cumberland County/Fayetteville City Board of Sanitation and Health, but it had no paid employees. In 1923, a part-time physician and two nurses were hired as the first paid employees.

Mission: To provide high quality service in a professional, efficient, and fiscally responsible manner while improving the health of Cumberland County.

Performance Measures

Length of Life		Quality of Life		Health Behaviors		Clinical Care		Social & Economic Factors		Physical Environment	
Z-Score	Rank	Z-Score	Rank	Z-Score	Rank	Z-Score	Rank	Z-Score	Rank	Z-Score	Rank
0.10	61	0.03	57	-0.02	44	-0.02	40	0.04	63	0.03	73

Health Outcomes		Health Factors	
Z-Score	Rank	Z-Score	Rank
0.14	55	0.03	56

* These metrics are based on a scale of 1 – 100 with 1 being the highest score (there are 100 counties in the State of North Carolina)
 * Dashboards are being created to assist in the tracking and reporting of performance measures.

Performance Indicators

- a. Identify and work with at least one health system/site within Fort Bragg to implement at least 4 change ideas from the Tobacco Cessation Change Package, with at least 2 change ideas coming from the same concept, and to use this as a pilot to assess feasibility of working with health systems on base.
- b. Offer intensive tobacco treatment and health system change training to military clinical providers
- c. Offer technical assistance to identified clinics on integrating tobacco treatment including referrals to QuitlineNC.
- d. Convene sessions with military and community stakeholders to assess and plan.
- e. Develop and refine a detailed work plan with culturally appropriate Policy, Systems, and Environmental (PSE) change strategies and activities to improve health equity. This work plan will be established by the Military Health and Readiness Initiative to address the following performance measures for reporting:

Performance Indicators (continued)

- i. Continue to work on the comprehensive price analysis so that Fort Bragg will be compliant with the Department of Defense (DOD) tobacco pricing policy.
- ii. Continue an analysis of the Fort Bragg’s Designated Tobacco Areas (DTAs) and develop strategies to reduce the number of DTAs so that there is an increase in policy compliance.
- iii. Process and analyze the smoke-free housing on base at Fort Bragg.
- iv. Reduce the percentage of Fort Bragg soldiers who report using tobacco by 2 percentage points from 2022 by April 28, 2023.
- v. Develop with partners and regional stakeholders the opportunity to share lessons learned from Fort Bragg with other military bases in North Carolina.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 7,569,831	\$ 6,809,440	\$ 10,431,558	\$ 11,208,535
Revenue				
Federal or State	(5,587,550)	(8,007,669)	(6,587,085)	(11,759,088)
Charges and Services	(5,579,512)	(5,660,709)	(4,515,837)	(4,639,703)
Other	(9,408)	(2,757)	(583,622)	(380,519)
Expense				
Personnel	14,587,237	15,586,793	17,279,422	18,455,050
Operating	3,626,367	4,393,782	4,338,680	9,032,795
Capital Outlay	32,697	-	-	-
Debt Service	-	-	-	-
Transfers	500,000	500,000	500,000	500,000

Notable Accomplishments

December 2021 marked one year of administering COVID-19 vaccines. In that time, Cumberland County Department of Public Health (CCDPH) staff and volunteers have administered 55,628 vaccines. In addition, we partnered with 32 local agencies to conduct more than 100 outreach COVID-19 vaccine clinics in key census tracts and zip codes across the County. The collective effort resulted in nearly 60% of the eligible Cumberland County population being fully vaccinated.

The Health Department implemented new technology initiatives to improve and provide more efficient services and more effectively connect clients to much needed resources. EnerGov Services and Citizens Self Service (CSS) launched in collaboration with other county departments, to allow online submission and management for permits, plans and inspections in our Environmental Health Department. In addition, we joined NCCARE360, the first statewide network that bridges health care and human services, to electronically connect individuals to community resources. This technological platform, alongside our efforts to screen patients for social determinants of health, will allow us to provide more comprehensive care for patients.

Notable Accomplishments (continued)

With support from the March of Dimes, we piloted a Supportive Pregnancy Care program, a group approach to delivering prenatal healthcare and education to individuals. We launched with a small group of socially distant pregnant individuals with a focus on providing high quality prenatal care while also addressing health literacy and social determinants of health.

A joint Ft. Bragg-Cumberland County Food Policy Council was established with the purpose of working towards decreasing food insecurity while increasing food accessibility by implementing policies, systems, or environmental priorities. With an aim to recruit members from diverse backgrounds and across sectors. The first members were appointed by the Cumberland County Commissioners in November 2021.

In partnership with Alliance Health Services and the Cumberland-Fayetteville Opioid Response Team, Narcan became available at the health department and was distributed to community partners and first responders to prevent opioid overdoses. More than 900 doses of Narcan were distributed to individuals and community partners.

Looking Ahead

In FY 22-23 we look to incorporate our COVID-19 response into our normal operations, while continuing our focus on equity. Citizens can still expect to have access to COVID-19 testing and vaccinations, though those services may be offered as part of our clinical services rather than in a mass vaccination and testing setting. We will continue to work with the North Carolina Department of Health and Human Services to prioritize case investigations and contract tracing of COVID-19 cases for those in the highest risk settings.

In the coming year we are also looking forward to the completion of important community and organizational plans that will guide the work of the Health Department. The 2022 Community Health Assessment which identifies health-related priority areas for the community is expected to be completed in Summer 2022. The Health Department will collaborate with partnership agencies and community members to develop these priorities in Community Health Improvement Plans. In addition, the Health Department will complete a 2023-2027 Strategic Plan based on priorities set by the Board of Health.

In FY 22-23, the Health Department will transition to a new Electronic Health Record, CureMD, to be implemented across the Health Department's clinical services. Internally, the new EHR will help the department provide services more efficiently. Externally, citizens can expect to have access to a Patient Portal and to retrieve medical record documentation.

Finally, we will continue to improve access to Health Department services through outreach services and education, with a focus on historically marginalized populations. We are expanding our presence in-person and online and invite residents to stay engaged via social media and our website.

Description

The Human Resources Department consists of professional staff committed to ensuring all Cumberland County employees are treated fairly and equitably in their individual roles. Human Resources (HR) is divided into four areas of focused expertise, although all staff are cross trained to provide support in all functions of human resource management. Functional areas include Employment and Talent Management, Employee Relations, Classification and Compensation, and Human Resources Information System (HRIS)/Performance Data Analytics and Training.

Mission: The Cumberland County Human Resources Department recognizes that employees are our most valuable asset. The Department's focus upon continuous improvement, teamwork, customer service and achieving results are woven into every aspect of human resource management in support of this tenet. We strive to lead organizational improvement and a continuous learning environment that values the input, knowledge, talents, skills, and abilities of employees as they work toward accomplishing the County's mission.

Focus Areas

Employment and Talent Management

Cumberland County is a public employer that continuously seeks to hire and retain motivated, team-oriented, and qualified staff to perform their assignments with excellent customer service and fiscal responsibility.

Employment opportunities are offered in public service where each of our departments meet a unique need in the community which we serve. The county has more than 400 job classifications with over 2,000 employees that offer qualified applicants a variety of opportunities to develop careers in their areas of interest.

Employee Relations

Employee Relations offers consultation, facilitation and resolution strategies for workplace issues. Employee Relations assists in communications between employees and supervisors, corrective action and planning, disciplinary actions, and explanation and clarification of county policies and procedures. Employee Relations works with employees and management to develop and maintain harmonious and effective working relationships throughout the organization.

Classification and Compensation

This section makes recommendations to the Human Resources Director and County Manager with regards to the County's Classification & Pay Plan, which includes the establishment and/or revision of job classification titles and salary grades.

HRIS/Performance Data Analytics and Training

Performance Management helps employees understand what is expected of them and guides them in maintaining or improving performance to meet work expectations. Performance Management also provides employees with developmental tools that help them grow and advance their careers through the planning, managing and appraisal process. The county practice is to link employee development to performance to improve communication, productivity and to hold employees accountable, to achieve work expectations.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 1,009,127	\$ 948,964	\$ 1,071,556	\$ 1,069,040
Revenue				
Other	-	-	-	-
Expense				
Personnel	829,947	779,038	882,360	844,824
Operating	179,180	169,926	189,196	224,216

Notable Accomplishments

As with all departments, Human Resources continues assisting County management, department heads, supervisors, and employees in navigating responses to the global pandemic. These responses included employee safety and well-being, compliance with state and local mandates as well as CDC guidelines while ensuring that the business of the four functional areas continued. Data analytics show that Human Resources processed 4,500+ payroll and position actions, reviewed 12,000+ candidate applications, onboarded over 300 new hires, and off-boarded approximately 400 terminations and retirements.

Classification and Compensation began a preliminary study to address equity and labor market issues along with the development of defined and documented processes.

The HRIS team developed new process manuals for actions, creating/maintaining personnel files, and purged approximately 1,400 inactive files. The HRIS team continue to develop and transition to digital records via Laserfiche. New collaborative relationships were established with local educational institutions and Fort Bragg to increase our talent acquisition/recruitment footprint in the community.

The Employment team updated outreach and recruitment brochures to include a Quick Response (QR) code for candidates to directly access the application portal and developed a vacancy reporting tool to provide on-time data analytic for County management.

Employee Relations successfully implemented the mandated Federal Motor Carrier Safety Administration (FMCSA) Clearinghouse to ensure all Commercial Driver’s Licensed (CDL) employees are registered and that screenings are conducted in compliance with federal mandates. There has been an increased department presence with training and compliance with the county’s Policies and Personnel Manual and Personnel Ordinances.

Looking Ahead

FY23 goals include the redevelopment and implementation of the PERFORM system, new and revised training opportunities for all employees, expanding and growing collaborations with area organizations to aid in recruitment, continuing work in support of the County’s pay and compensation structure, a full review of all classifications for minimum education and experience and work towards establishing a way for employees to move within their assigned grade range. Recruitment will continue to work on process improvement, re-develop and implement HR liaison training on recruitment, hiring, and action processing and begin providing interview training to department heads and supervisors.

Looking Ahead (continued)

Employee Relations will continue with acquisition of professional certifications and training to stay in compliance with federal, state, and local laws and provide Countywide, in person training relating to professional development, and provide internal cross training to HR coworkers. HRIS will strive to complete the migration of paper files to digital files and further develop the exit process for employees leaving the county to help address retention concerns. HR will continue internal staff development activities for all team members in support of enhanced departmental efficiency and effectiveness.

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Description

The purpose of the Innovation and Technology Services Department is to provide efficient, accurate, reliable, secure, and cost-effective technology for Cumberland County in alignment with the County's strategic goals and objectives. To achieve these goals, we embrace and implement technology solutions that improve business response to our citizens, streamline internal business processes, and enhance high-quality services.

Mission: Provide effective, accurate, reliable, secure, and cost-effective technology for Cumberland County in alignment with the County's Strategic Plan.

Focus Areas

Applications

The Application section specializes in complex business problems with intelligent, intuitive, and well-designed software solutions. This team strategically manages the full lifecycle for systems and applications development. Utilizing DevOps methodology, we provide key analyses for build versus buy decisions. Our focus areas are real-time, secure, database-driven solutions, enterprise information systems, and mobile applications. We provide the technical expertise to drive departments' business visions to fruition. This also includes the administration of web servers, database systems, and content delivery systems to offer data integrity at an enterprise-level and in a secure manner. Our innovative approach to continuous improvement helps inspire better business decisions across the County

Client Support

The Client Support section focuses on assisting the end-users with day-to-day technical concerns. We act as first-line responses for any issues that arise. Client Support manages the lifecycle for all computer hardware used by County departments. We inventory, deploy, replace, and repair various technical products throughout the County.

Enterprise Solutions

The Enterprise Solutions section is comprised of two major functional areas: Business Intelligence (BI) and Enterprise Resource Planning (ERP) Systems Support. This section drives strategic, forward-thinking processes and enterprise development through comprehensive business intelligence, performance management and digital transformation initiatives. It also implements, maintains, and supports the County's key enterprise-level systems. Our proactive, holistic approach incorporates industry best practices that cultivate innovation, continuous improvement, organizational development, and operational efficiencies. These practices eliminate wastes in time and resources and ultimately provide cost savings for the County, an improved work environment, and better services for our citizens.

Infrastructure

This foundational section supports the servers (virtualized and physical), backup systems, wired and wireless network systems, network security appliances, and disaster recovery plans across the County. The team members are highly trained and certified in their fields. A significant portion of their efforts include not only monitoring these systems but also strategically planning and implementing the refresh cycle across all of these assets in a cost-efficient manner while improving employee productivity.

Focus Areas (continued)

Project Management

The mission of the Innovation and Technology Services (ITS) Department's Project Management Office (PMO) is to provide a county-wide approach to identify, prioritize, and execute technology projects that align with Cumberland County's strategic goals. The Project Manager's (PM) primary responsibility is to manage and control project constraints by ensuring the implementation of projects stays on schedule, and within scope and budget. The PM engages stakeholders by providing information and benefits for each project. The PM establishes and implements best practices to encourage collaboration, standardization, and improvement for Cumberland County and its citizenry.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 5,397,917	\$ 4,818,434	\$ 6,369,246	\$ 6,556,008
Revenue				
Federal or State	-	-	-	-
Charges and Services	(97,914)	(75,006)	(90,000)	(90,000)
Other	(57,030)	(48,123)	(48,000)	(48,000)
Expense				
Personnel	2,576,224	3,065,137	4,171,822	4,343,683
Operating	2,976,637	1,876,426	2,335,424	2,350,325
Capital Outlay	-	-	-	-

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Description

The Internal Services Department consists of the following divisions: Facilities Management, Fleet Management, and Landscaping & Grounds. The Department is responsible for the comprehensive maintenance of facilities and grounds for the County’s 45 facility sites which have an average age of 36 years along with maintaining a County owned cemetery. The Fleet Management Division provides inspections, services, and repairs to approximately 600 fleet assets. The Department provides deliveries from the Print Shop to all County departments along with janitorial supplies to County facilities. In addition, the Department assists the Board of Elections with the delivery of voting booths and machines to all voting precincts. The Department works closely with all County Departments to ensure that their assigned building location meets their needs and the needs of the citizens in which they are serving. To reduce impacts on business operations, often it requires staff to work weekends and after hours. In addition, one staff member serves as the 24 hour on-call individual for the Detention Center and one staff member serves as the on-call individual for all other county facilities each week.

Mission: To ensure that the County’s facilities & grounds along with the County’s fleet assets are effectively maintained in the most cost-efficient manner while preserving the County’s investment in each asset with timely preventative maintenance, services, and repairs.

Divisions

Facilities Maintenance

Provides maintenance and janitorial services for county facilities. This division performs preventive and general maintenance of fire, security, housekeeping, and skilled trades to include heating, ventilation, and air conditioning (HVAC) mechanical, electrical, plumbing, and carpentry.

Fleet Management

Responsible for the fleet and related equipment including maintenance and purchase of new vehicles.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 4,468,127	\$ 5,112,832	\$ 5,367,757	\$ 9,975,922
Revenue				
Federal or State		-	-	(30,000)
Charges and Services	(142,634)	(130,406)	(150,720)	(7,720)
Other	(7,210)	(53,448)	-	-
Expense				
Personnel	2,574,074	3,028,197	3,221,654	3,725,073
Operating	1,829,026	2,189,989	2,039,025	4,006,069
Capital Outlay	214,872	78,500	257,798	2,282,500
510 - CEMETERY TRUST FUND	\$ (1,465)	\$ (5,617)	\$ -	\$ -
Revenue				
Other	(4,265)	(8,413)	(29,300)	(2,800)
Expense				
Operating	2,800	2,796	2,800	2,800
Capital Outlay		-	26,500	-

Notable Accomplishments

- In coordination with the Innovative Technology and Services Department a new Fleet Management Information System (FMIS) was successfully implemented. This new FMIS enabled the Fleet Management Division to track the services and repairs more accurately for all vehicle assets.
- Continued providing disinfecting services for County facilities due to the ongoing COVID-19 pandemic.
- Completed a renovation to the Fleet Management facility that included new vehicular lifts and an epoxy coating of the shop floors. In addition, the existing space was reconfigured to improve workflow, customer service, and inventory control.
- Completed a Fleet Management Handbook that defines the roles and responsibilities of the Fleet Management Division as well as all Departments' responsibilities to ensure vehicular assets are effectively and routinely serviced.
- Continued efforts to make facilities more energy efficient through the replacement of building controls and replacing older lighting with new LED lights.
- Collaborated with Engineering & Infrastructure to complete numerous CIP and M&R projects funded in FY 22.

Looking Ahead

- Continue the evaluation of janitorial services across the County Departments to determine if efficiencies can be gained from centralizing janitorial services to the Internal Services Department.
 - Continue to work with a fleet consultant to develop a comprehensive fleet replacement plan that will guide the Department's efforts to replace vehicular assets for all Departments. The evaluation of introducing electric vehicles into the County fleet will be included as part of the fleet replacement plan.
- * **Dashboards are being created to assist in the tracking and reporting of performance measures.**

Description

Justice Services helps reduce the jail population by recommending the release of qualified defendants and supervising the defendants upon their release. Established as the Pretrial Release Program in 1975, Pretrial Services serves the fifth largest metropolitan area in North Carolina with an area population of approximately 300,000.

Mission: To provide the local judiciary with an alternative to incarceration while maintaining public safety and the integrity of the Criminal Justice System. It is also the mission of Justice Services to promote the exchange of information and cooperation among local Criminal Justice Agencies.

Programs

Information Services

Provides defendant information to the courts, law enforcement, prosecution, defense, Clerk of Court, and other related agencies.

Screening/Investigative Services

Interviews jailed individuals, obtains information from arresting agencies, verifies family information, and makes appropriate release recommendations to the court.

Release Services

Provides the local judiciary with alternatives to incarceration by overseeing the Pretrial Release & Electronic Monitoring programs, while impacting the jail population and budget.

Supervision Services

Provides monitoring and supervision for pretrial defendants, ensures program compliance, and makes referrals to treatment programs and other community agencies as needed.

Sobriety Court

Sobriety Court is a problem-solving court that uses a supervised treatment system to treat high-risk Driving while Impaired (DWI) offenders who demonstrate destructive behaviors coupled with alcohol abuse. Sobriety Court’s focus is to intensively monitor high-risk defendants currently awaiting trial and to actively supervise and treat convicted DWI offenders on probation.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 658,904	\$ 610,185	\$ 760,347	\$ 802,690
Revenue				
Federal or State	(30,540)	(28,056)	(97,335)	(43,348)
Other	-	-	-	-
Expense				
Personnel	513,930	490,824	612,622	641,836
Operating	175,513	147,417	245,060	204,202

Notable Accomplishments

- Sobriety Court has seen a reduction in Driving Under the Influence (DUI) pretrial participants from 150 to 75 within the past five months, due to cases being resolved.
- Form community partnerships along with Fort Bragg community by educating the public on the importance of abstaining from drinking and driving.
- During this past year even through COVID-19, Sobriety Court continues to promote Drug and Alcohol Awareness Month during April as a means of promoting Awareness and Education to the Community to lessen cases.
- Sobriety Court has received State, County, and City Proclamations by Governor Cooper, the Cumberland County Board of Commissioners, and the Fayetteville City Council promoting State and Local Drug and Alcohol Awareness.

Looking Ahead

- Continue to be active in the community and Fort Bragg by educating the public regarding drinking and driving and drug abuse.
- Continue to search for stakeholders to assign to the team to offer input on community providers and access to other treatment that would assist in providing inpatient and outpatient programs to participants.
- Continue to graduate those that have completed the requirements outlined in the Sobriety Court Handbook.

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Description

The Cumberland County Public Library (CCPL) is a dynamic, ever-growing public library system with the goal of serving an informed and progressive community. The library system provides modern library resources and services necessary to satisfy the evolving informational needs and recreational pursuits of the community, thus enhancing the quality of life in Cumberland County. CCPL provides access to services, spaces, programs, and resources (digital and print). These resources and services support the educational and recreational needs and interests of our community. We partner with county organizations to support the literacy and digital skills development for our county. We also partner with organizations to provide county residents with job and career information. Our customers are provided with rich and meaningful programs throughout the year (digitally, at partnering organizations and virtually).

Mission: The Cumberland County Public Library embraces innovative, traditional, and transformational approaches that support, encourage, and engage our diverse community. The library provides free and equitable access to resources and experiences to all.

Performance Measures

Goals	Measurement	Status
Goal 1: Increase circulation of physical and electronic resources by 15% during the budget cycle.	Use GIS data to determine which items are popular in which communities and distribute resources accordingly.	In Progress
	Continually reevaluate items with decreasing use and reallocate resources to those with more use.	In Progress
Goal 2: Increase the percentage of community members with a library card by 10% during the budget cycle.	Fully implement the CC Reads program, ensuring that all county government staff have a library card.	In Progress
	Implement the Student Access Card initiative to all Cumberland County Schools students.	In Progress
	Use GIS and library card data to target populations/areas for specific outreach and community engagement.	In Progress

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 9,574,302	\$ 9,077,368	\$ 9,948,876	\$ 10,418,044
Revenue				
Federal or State	(480,501)	(435,594)	(430,182)	(369,033)
Other	(11,101)	(10,728)	(3,000)	-
Expense				
Personnel	7,850,594	7,581,295	8,182,623	8,573,399
Operating	2,213,232	1,957,070	2,312,560	2,216,373
Capital Outlay	104,337	-	-	-

Notable Accomplishments

- In FY 22, Cumberland County Public Library successfully reopened in person services for the community, including in person programming and outreach at community events.
- In August 2021, the Board of County Commissioners approved for the library to become completely late fee and fine free for lost or damaged materials.
- Began the Cumberland County Reads program, which will allow all Cumberland County Employees to have a library card without an out of county resident charge.
- Created the Community Engagement Division, which will include our Mobile Outreach Services and two full-time Digital Navigators who will work out in the community to meet our community where they are.
- Implemented the first phase of the Student Access Card initiative, partnering with two local public charter schools to expand access to educational resources to expand digital and early literacy and skill building.
- Received 100 mobile hotspots for check out by community members to enhance digital equity. Received a \$32,000.00 Emergency Connectivity Fund grant from the Federal Communication Commission to fund hotspot data through June 30, 2023.
- Received a programming grant from the Friends of the Cumberland County Public Library, Inc. in the amount of \$47,900.
- Received an American Libraries Association grant in the amount of \$10,000, for humanities programming. The funds allowed 3 author visits to Ramsey Street Alternative High School and related literary programming.
- Received a grant for \$95,846 from the State Library of North Carolina for the project “Connecting the Last Mile” to expand digital equity and resource access.

Looking Ahead

- Our customers will see our new Community Engagement Division at work.
- CCPL will be unveiling a new 3-year Strategic Plan to better meet community needs, because of the 2020 “Needs Assessment Report.”
- Expanded programs and services centered around Science, Technology, Engineering, Arts and Math.
- Expanded technology access for all customers.
- Significant changes at locations to better serve the community, to include collaborative spaces for learning and innovation.

Description

Planning & Inspections provides coordinated planning and inspection services throughout the unincorporated parts of Cumberland County and eight of the County's municipalities, including Hope Mills, Spring Lake, Wade, Godwin, Falcon, Eastover, Linden, and Stedman. Numerous plans, policies and ordinances have been developed through cooperative efforts that serve this entire community and all our citizens. The department is continuing to seek more productive ways to meet the needs of our citizens through cross-training and "one-stop" permitting.

In addition to permitting and inspections, the department houses the Fayetteville Area Metropolitan Planning Organization (FAMPO), proudly participates in coordinated land use planning with Fort Bragg through the Regional Land Use Advisory Committee (RLUAC), and partners with Mid-Carolina Council of Governments on various community initiatives.

Planning is a continuously changing process which requires that we recognize the connections between development and quality of life. Our staff consists of professional planners who are well qualified and have received national recognition for their contributions in their respective fields. We are all committed to the process of working together to ensure that the best living environment can be provided for all.

Mission: Promote a safe, stable, culturally and economically viable environment for the citizens of Cumberland County through comprehensive and coordinated planning, building inspection, and code enforcement services.

Divisions & Performance Measures

Administration

Manages overall department operations and functions; controls the departmental budget, human resource, and development of staff.

Performance Measure: Staying within adopted budget parameters

Current Planning (Including Location Services)

Manages the day-to-day site plan review, rezonings applications, subdivision reviews, watershed administration, and other associated development reviews.

Performance Measures:

- Ensure that all rezoning applications are kept on track with established deadlines.
- Ensure subdivision plats are reviewed within the first 24 hours of initial submission.
- Ensuring the County GIS database is updated within 24 hours of any development approvals.

Comprehensive Planning

Directs and coordinates all long-range plans and policy documents for the County, including comprehensive plans, small area plans, corridor plans, and managing grants.

Performance Measure: Starting and completing at least plan activity within the fiscal year.

Central Permitting

Manages all building and development-related permit issuance for the department. The Division also manages all financial intake and accountability between the Planning and Inspections Department and County Finance Department.

Performance Measure: Ensure all monies are accounted for and managed in accordance with County policy.

Divisions & Performance Measures (continued)

Fayetteville Metropolitan Planning Organization (FAMPO)

Manages all regional transportation funding and planning operations. Also, manages the County transportation program and associated grant funding and budget.

Performance Measures:

- Ensuring agenda packets are released at least one full week in advance.
- Submit required quarterly invoices on deadline with State or Federal agencies.

Building Inspections

Manages and conduct state-required inspections for building safety and occupation in accordance with the State building codes.

Performance Measure: Conduct initial inspections with client with 24 hours of initial request.

Code Enforcement

Enforces County zoning, minimum housing, junk vehicle and other associated nuisance ordinance.

Serves as the primary first client contact for zoning permits.

Performance Measure: Respond to initial zoning complaints within 24 hours of initial notification.

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Planning & Inspections (continued)

Departments

Budget Summary

	FY2020	FY2021	FY2022	FY2023
	Actual	Actual	Adopted Budget	Adopted Budget
101 - GENERAL FUND	\$ 1,684,741	\$ 1,907,191	\$ 2,606,940	\$ 2,241,780
Revenue				
Federal or State	(125,873)	(100,995)	(100,000)	(100,000)
Other	(13)	(3,776)	(100)	(100)
Expense				
Personnel	2,646,193	2,916,029	3,270,375	2,925,278
Operating	248,052	256,974	494,496	541,102
Capital Outlay	9,199	-	-	-
Transfers	-	-	-	-
273 - MPO ADMIN FUND			0	0
Revenue				
Other			0	(537,987)
Expense				
Personnel			0	537,987
Operating			0	0
274 - MPO DIRECT ATTRIBUTABLE FUND			0	0
Revenue				
Federal or State			0	(625,820)
Other			0	(24,180)
Expense				
Operating			0	650,000
Transfers			0	0
275 - TRANSIT PLANNING	\$ -	\$ -	\$ -	\$ -
Revenue				
Federal or State	(49,696)	(54,956)	(81,457)	(263,636)
Charges and Services	(941)	(1,043)	(1,543)	0
Other	0	0	0	(7,782)
Expense				
Operating	50,637	55,999	83,000	170,000
Transfers			0	101,418
276 - US DOT 104 FUND	\$ 58,092	\$ -	\$ -	\$ -
Revenue				
Federal or State	(251,288)	(298,942)	(568,274)	(549,074)
Charges and Services	(9,543)	(9,137)	(19,541)	0
Other		0	0	(18,801)
Expense				
Operating	318,923	308,079	587,815	172,460
Transfers			0	395,415
277 - NC ELDERLY-HANDI TRANSP FUND	\$ (119,305)	\$ (20,487)	\$ -	\$ -
Revenue				
Federal or State	(819,454)	(580,828)	(960,654)	(1,018,122)
Charges and Services	(135)	(100)	0	25,000
Other	(65,429)	(71,513)	(90,203)	(84,031)
Expense				
Personnel	149,228	156,916	162,862	173,504
Operating	616,486	475,038	887,995	903,649

Notable Accomplishments

- Completed draft of Spring Lake Land Use Plan.
- Drafted and released RFP for Historic Preservation study.
- Implemented ENERGOV online permitting system.
- Updated and restructured RLUAC Bylaws and governing structure.
- Worked with Joint Planning Board update County sign regulations.

FAMPO

- Adopted the Coordinated Public Transit Human Services Transportation Plan.
- Completed the Comprehensive Transportation Plan (CTP) in cooperation with the NC Department of Transportation and the Mid-Carolina Rural Planning Organization.
- Completed the FAMPO Multi-model Congestion Management Process (CMP).
- Completed the FAMPO Quadrennial Federal Certification Review.
- Finalized with the NCDOT Strategic Prioritization (SPOT) 6.0.
- Implemented the FY2022 Unified Planning Work Program (UPWP).
- Secured consultant services for RAISE FHWA grant for road improvements on FT. Bragg.

Notable Accomplishments

- Continue to fine-tune and improve ENERGOV portal and website.
- Begin kickoff to the North Cumberland Land Use Plan.
- Finish Hope Mills Gateway Plan; which will amend the Southwest Cumberland Land Use Plan.
- Begin digitally scanning and archiving all Department files.
- Updating County ordinances to address needed updates to subdivision ordinance.
- Continue to work toward County representation on State and professional organization governing boards.

FAMPO

- Adopted the Coordinated Public Transit Human Services Transportation Plan.
- Completed the Comprehensive Transportation Plan (CTP) in cooperation with the NC Department of Transportation and the Mid-Carolina Rural Planning Organization.

Description

The Public Information Office is responsible for coordinating external and internal communication and effectively telling the County’s story. The department provides the public, media and County employees with timely and accurate news and information through media relations, digital platforms, web content, social media engagement, outreach events and other tools.

Mission: To provide the public, media and County employees with timely and accurate news and information.

Focus Areas

Manages overall department operations and functions; controls the departmental budget, human resource, and development of staff.

Performance Measure: Staying within adopted budget parameters.

Budget Summary

	FY2020	FY2021	FY2022	FY2023
	Actual	Actual	Adopted Budget	Adopted Budget
101 - GENERAL FUND	\$ 1,222,074	\$ 1,398,942	\$ 1,598,193	\$ 1,418,899
Revenue				
Charges and Services	(82,273)	(89,256)	(99,000)	(95,000)
Expense				
Personnel	780,959	832,927	947,448	845,006
Operating	523,408	585,384	749,745	668,893
Capital Outlay	-	69,903	-	-
Debt Service	-	-	-	-

Notable Accomplishments

- Print, Mail, and Design was consolidated into PIO

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Description

As custodians and managers of large numbers of Cumberland County public records, we are proud to provide answers to any questions you may have regarding our office. The Register of Deeds office exists primarily to enable the owner of an interest in property to give public notice of that ownership. Our Land Records date back to 1754, which was the official beginning of Cumberland County.

We also house many other public records, such as notary oaths, births, deaths, and marriage licenses. We are pleased to record military discharges (DD-214's) free of charge to our military veterans.

The Office of the Register of Deeds does not engage in the rendering of legal or professional advice. This database of documents is not a substitute for the advice of an attorney. If you require legal or other expert advice, you should seek the services of an attorney or other professional.

The General Statutes of North Carolina govern the Register of Deeds offices. We are responsible for the maintenance, integrity, and safekeeping of all public records for which we are legally entrusted. Our office is committed to proper enforcement of these laws as we strive to provide the highest level of customer service.

Mission: We are responsible for the maintenance, integrity, and safekeeping of all Cumberland County public records for which we are legally entrusted.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ (952,372)	\$ (1,889,267)	\$ 308,016	\$ 399,953
Revenue				
Federal or State			-	-
Other	-	(271)	-	-
Taxes and Licenses	(1,689,875)	(2,215,078)	(1,000,000)	(1,100,000)
Expense				
Personnel	1,562,483	1,663,470	1,762,505	1,836,998
Operating	873,146	691,683	853,811	870,955
Capital Outlay	-	10,927	-	-

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Description

In the State of North Carolina, Sheriffs are Constitutional Officers elected by the people of their counties. They are on call 24 hours a day, 365 days a year and serve as the chief law enforcement officer for a county and are responsible for the safety of all citizens. Although duties of a sheriff can vary from jurisdiction to jurisdiction, a sheriff's office is generally active in all three branches of criminal justice system: law enforcement, the courts and correction.

The Cumberland County Sheriff's Office is a full-service law enforcement agency consisting of sworn deputies, detention officers and civilian employees that provide services to all of Cumberland County including the cities, towns, communities and military bases of Fayetteville, Fort Bragg, Pope Air Force Base, Eastover, Falcon, Godwin, Hope Mills, Linden, Spring Lake, Stedman, Vander and Wade.

Deputy Services include, but are not limited to K-9 handlers, Crime Scene Investigators, School Resource Officers, Road Patrol, Special Response Team, Narcotics, Courthouse Security, Child Support Enforcement, Sex Offender Registration Enforcement and Civil Process.

Detention services include, but are not limited to inmate housing, booking and release, inmate property, inmate classification, special management, immigration and customs enforcement, medical screenings, visitation, food services, inmate commissary/accounts and chaplain programs. The Detention Center is approximately 311,000 square feet with a maximum capacity of 884 inmates.

Other Sheriff's Office services include, but are not limited to Administrative and Clerical Office Support, Data Processing, Human Resources and Recruitment, Budgeting, Payroll, and Accounting, School Crossing Guards, Gun Permits, Fingerprinting, Background Checks, Records Management, Information Technology and Latent Prints Examinations

Mission: To maintain a high quality of life for all residents and visitors of Cumberland County. We have adopted a philosophy of Community Oriented Law Enforcement working in partnership with citizens to develop policing services to meet the unique needs of the community, while assuring fairness, equal treatment, and protection to all.

Looking Ahead

The Cumberland County Sheriff's Office vision for the future is to become a leader in Law Enforcement through partnerships with the citizens we serve that promote crime prevention, mutual trust, and strategies that ensure a high standard quality of life. Our future vision of Community Oriented Policing is anchored by the idea of establishing and maintaining a partnership with the community we serve.

Sheriff's Office (continued)

Budget Summary

Sheriff's Office, Detention Center, Sheriff Grants, School Law Enforcement, Federal and State Forfeitures and Inmate Canteen.

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 42,592,257	\$ 41,092,115	\$ 51,811,484	\$ 50,341,049
Revenue				
Federal or State	(1,011,625)	(985,250)	(1,285,964)	(1,760,691)
Other	(24,709)	(115,268)	(3,500)	(6,000)
Expense				
Personnel	40,513,711	40,087,821	47,943,353	49,791,798
Operating	6,279,964	5,898,258	7,240,595	6,538,942
Capital Outlay	1,183,868	105,841	2,648,500	525,000
Debt Service	-	-	-	-
204 - FEDERAL DRUG FORFEITURE FUND	\$ 3,969	\$ (297,039)	\$ -	\$ -
Revenue				
Federal or State	(70,906)	(435,245)	(50,000)	(250,000)
Other	(3,458)	(141)	(200,750)	(75)
Expense				
Operating	3,778	33,423	250,750	82,500
Capital Outlay	74,556	104,924	-	167,575
205 - FEDERAL DRUG JUSTICE FUND	\$ 10,454	\$ 57,554	\$ -	\$ -
Revenue				
Federal or State	(45,266)	-	(5,000)	(5,000)
Other	(2,155)	(26)	(26,000)	(20,000)
Expense				
Personnel	-	-	-	-
Operating	57,874	57,580	31,000	25,000
Capital Outlay	-	-	-	-
206 - STATE DRUG FORFEITURE FUND	\$ (11,986)	\$ (10,129)	\$ -	\$ -
Revenue				
Federal or State	(17,651)	(14,897)	(7,500)	(20,000)
Other	(566)	(12)	(250)	(20,000)
Expense				
Operating	6,230	4,781	7,750	40,000
Capital Outlay	-	-	-	-
Transfers	-	-	-	-
207 - INMATE WELFARE FUND	\$ (226,806)	\$ (175,086)	\$ -	\$ -
Revenue				
Charges and Services	(48,657)	(71,963)	(69,777)	(74,000)
Other	(338,231)	(378,924)	(285,000)	(500,800)
Expense				
Personnel	90,510	107,594	121,869	129,800
Operating	69,572	72,482	177,908	145,000
Capital Outlay	-	95,725	55,000	300,000

Description

Cumberland County Department of Social Services (DSS) administers state and federal social human services programs that promote the economic and social well-being of children, adults, and families in the County. The purpose of the programs is to enhance the quality of life for county residents by improving social problems; protecting adults, children and families from abuse and neglect; ensuring that children have permanent families; enabling adults to become self-sufficient through employment; and providing individuals and families with assistance for food, utilities, childcare, and healthcare. In addition, the department provides support services such as voter registration, fishing license, and refugee services.

The Department provides services for ages zero to transition of life with programs like Medicaid for Pregnant Women and burials for unclaimed bodies. The Department provides three non-mandated services: group home services that support teens in foster care and juvenile justice programs; non-emergency Medicaid transportation for medical appointments; and domestic violence services including operating the County's only shelter for battered women. Child and adult protective services, group home and domestic violence shelter services operate 24 hours, 7 days a week including holidays.

The Department staffs disaster shelters for the County, in conjunction with American Red Cross; and when federally mandated, administers the disaster supplemental nutritional assistance program (DSNAP-food stamps). The Department is lead facilitator for unmet needs during disasters and coordinates the Community Partners collaborative efforts to meet the food, clothing, financial, and donation needs of citizens immediately following a disaster.

The Department collaborates with other County Departments and community partners to provide services that enhance its programs and bridge gaps for needs the department is unable to meet.

The Department envisions itself as a catalyst for improving their quality of life through teamwork, partnership, forward thinking, and cutting-edge service delivery. It is worth noting, the Department has received over 21 best practice awards for innovation, efficiency, empowering citizen to self-sufficiency, staff development and community collaboration.

Mission: We stand united to strengthen individuals and families and to protect children and vulnerable adults. We collaborate with our community partners to provide programs and services which engage our customers in improving their quality of life.

Goals & Objectives

- Continue to provide quality service delivery that exceeds the customer's expectation.
- Protection of children and elderly citizens against abuse, neglect and exploitation.
- Continue the implementation of A Model Approach for Change in Child Welfare (AMAC-CW) to improve well-being outcomes for children in foster care especially those aging out.
- Continue to collaborate with community resources to enhance and support service delivery to citizens.

Social Services (continued)

Goals & Objectives (continued)

- Provide services in the most innovative, effective and efficient manner.
- Work in collaboration with County Leadership to improve the recruitment and retention of staff to include supporting remote and virtual service delivery.
- Implement newly mandated federal and state legislative actions ex. Family First Prevention Services Act, Medicaid Transformation and COVID related relief services.
- Continue to collaborate with other County Departments to enhance the County’s service delivery across program areas ex. Public Health, Child Support, Community Development and Public Library.
- Continue to advocate and collaborate with key stakeholders for the delivery of quality mental health services for at-risk adults and children especially those in need of therapeutic residential services community collaboration.

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 23,322,974	\$ 23,039,664	\$ 29,353,818	\$ 32,955,478
Revenue				
Federal or State	(33,289,006)	(31,910,410)	(35,256,875)	(34,820,109)
Other	(63,978)	(61,344)	(56,238)	(56,238)
Expense				
Personnel	36,334,587	36,179,319	42,308,990	45,317,690
Operating	19,982,687	18,618,262	21,804,853	21,930,871
Capital Outlay	122,089	-	150,281	180,000
Debt Service			-	-
Transfers	316,218	235,198	457,873	457,873
245 - JUVENILE CRIME PREVENTION FUND	\$ (908)	\$ 407	\$ -	\$ -
Revenue				
Federal or State	(251,201)	(269,323)	(277,000)	(269,650)
Other	(316,218)	(235,198)	(457,873)	(503,208)
Expense				
Personnel	518,891	461,332	677,793	721,775
Operating	47,620	43,595	57,080	51,083

Notable Accomplishments

- Reduced the number of children in foster care from approximately 1,000 to 733 from calendar year 2018 to 2022 through the A Model Approach for Change in Child Welfare (AMAC-CW) initiative that focuses on internal system and community collaboration around a single focus of improving outcomes for at-risk youth.

Notable Accomplishments (continued)

- The Department sustained service delivery without any major gaps and maintained performance standards during the COVID-19 pandemic by continuing to implement and practice innovative business systems, techniques, and processes.
- Our Energy program has aggressively processed Crisis and Low-Income Energy Assistance Applications, while administering a new Low-Income Household Water Assistance Program to help eligible families afford water and wastewater services.
- The Subsidized Childcare Program cleared the waitlist of 905 children.
- Continued to build on the FY20-21 teleworking success by identifying and equipping additional positions for remote work capability. The telework option has also been incorporated into job descriptions as a recruitment and retention tool.
- Incorporated creative and innovative business practices that have been adopted or adapted for county-wide implementation ex. NeoGov Performance Management and Onboarding, Electronic Time Sheets, Laserfiche, etc.
- Working in conjunction with DSS Finance and County entities to developing a process for supporting the Emergency Rental Assistance Program. Currently there are over 5,000 applications in the queue that were unable to be processed by the established vendor. DSS has been charged with assuming responsibility for this program going forward to provide better support to the citizens of Cumberland County.
- Successfully merged DSS Information Systems operations with County Information Technology Systems. This merger promotes a County wide system enterprise environment, which reduces the amount of IT specific equipment required (i.e., servers, etc.) and streamlines ITS processes for improved support.
- Developed structured onboarding of Child Welfare social workers effective 12/2021 via the Start Training Academy.
- Initiated work with County IT in 2021, using the County' licensed Business Intelligence Platform, Sisense, to develop Child Welfare Data Dashboards for use in improving outcomes for older youth in foster care.

Looking Ahead

- Explore impact of COVID-19 on business operations to include any efficiencies related to teleworking.
- Continue to explore strategies to improve recruitment and retention of social workers and income maintenance employees.
- Balance workloads, improve business management, maintain technological upgrades & advancements, create increased staff mobility, and streamline supervisory oversight.
- Address unfunded mandates, monitoring, and audits.

Looking Ahead (continued)

- Medicaid conducting on average, five audits and monitoring's annually.
- Safely increase permanency and well-being for children in foster care.
- Address impact of new state policies such as new foster care and delinquency age expansion, substance-affected infants, and human trafficking.
- Social impact of the opioid epidemic and erosion of mental health services, especially related to residential care.
- Implementation of the tenets of federal and state laws to include Rylan's Law, Family First Prevention Act and Medicaid Transformation.
- Address court mandated services ex. drug testing, visitations, foster care basic needs, etc.
- Services to support group care and emergency child placement services.
- Protection of children and elderly citizens against abuse, neglect, and exploitation.
- Continue the implementation of A Model Approach for Change in Child Welfare (AMAC-CW) to improve well-being outcomes for children in foster care especially those aging out.
- Continue to collaborate with community resources to enhance and support service delivery to citizens.
- Provide services in the most innovative, effective, and efficient manner.
- Work in collaboration with County Leadership to improve the recruitment and retention of staff to include supporting remote and virtual service delivery.
- Implement newly mandated federal and state legislative actions ex. Family First Prevention Services Act, Medicaid Transformation and COVID related relief services.
- Continue to collaborate with other County Departments to enhance the County's service delivery across program areas ex. Public Health, Child Support, Community Development and Public Library.
- Continue to advocate and collaborate with key stakeholders for the delivery of quality mental health services for at-risk adults and children especially those in need of therapeutic residential services.
- Fiscal impact of the State mandated performance requirements for all program's accuracy and timeliness given the challenges with recruiting and retaining a qualified workforce but specifically for Medicaid. The State Legislature implemented a zero error for Medicaid which is higher than the federal accuracy rate of 3%.
- Implementation of Family First Prevention Services Act (FFPSA) which will limit the number of days a county can claim federal reimbursement for a child placed in a licensed residential congregate care, from unlimited days to 14 days beginning October 1, 2021. The Governor's FY2022 budget bill includes state funding to bridge the fiscal gap for one to two years.

Description

Soil and Water Conservation Districts are agencies of the State of North Carolina that partner with federal, state and local entities to deliver state and federal conservation programs related to water quality practices, farmland protection, wetlands restoration, and wildlife habitat enhancement. The Cumberland Soil & Water Conservation District is governed by a five-member Board of Supervisors, three of which are elected and two that are appointed by the NC Soil and Water Conservation Commission. Board meetings are open to the public and held the second Friday of each month, except during January and July, at 8:30 am in the Cumberland Soil & Water Conservation District office.

Mission: To utilize available technical, financial, and educational resources and administer programs designed to encourage individual responsibility to conserve, improve, and sustain our soil and water resources for future generations.

Services

Soil & Water Districts assist with community conservation planning in natural resource management areas such as:

- Erosion and sediment control
- Storm-water management
- Flood control
- Water use efficiency
- Stream restoration
- Small-plot forestry management
- Restoration efforts after natural disasters

In addition, Soil & Water Districts also offer:

- Consultations to landowners for best management practices
- Voluntary Cost Share Programs to implement best management practices
- Technical assistance to land users
- Technical assistance to units of governments
- Environmental educational programs and information assistance
- Agricultural, Conservation and Environmental Careers scholarship information
- Environmental Competitions for students at local, state and national level
- Resource Conservation Workshop through NCSU for rising seniors in High School
- Workshops providing CEUs and EE credits for Educators
- John Deere and Great Plains grain drill rentals
- Rain Barrels sales
- Pine tree seedlings native to area

Soil & Water Conservation (continued)

Departments

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 105,636	\$ 103,423	\$ (301,098)	\$ 194,251
Revenue				
Federal or State	(68,766)	(96,145)	(2,578,537)	(2,526,632)
Other	(8,811)	(8,637)	(11,500)	(13,435)
Expense				
Personnel	131,782	135,550	135,769	185,928
Operating	51,430	72,655	2,153,170	2,518,890
Capital Outlay	-	-	-	29,500

Notable Accomplishments

Cumberland Soil & Water Conservation District currently holds three Conservation Easements that ensures approximately 80 acres of land in Cumberland County forever remains in conservation practices that protect water quality and promotes wildlife habitat.

Grain Drill rentals in the few years have planted approximately 14,000 acres of no-till crops in the Cumberland area. No-till planting is a best management practice that, along with cover crops, prevents soil erosion, adds nutrients to the soil, and promotes water retention.

Farmers in Cumberland County benefited from approximately \$193,000 in Disaster Relief Funds following Hurricanes Matthew and Florence to help rebuild agricultural pond and non-field farm roads.

Stream Debris Removal in the South River, Sandy Creek, and Deep Creek improving water flow, water quality and stream bank stabilization.

Looking Ahead

- Continued stream debris removal through the Stream Flow Rehabilitation and Assistance Program to help several rivers and streams in Cumberland County.
- Assist landowners through the swine assistance program to close lagoons on hog farms that lost sponsor contracts due to COVID 19 production issues.
- Implement urban conservation through the Community Conservation Assistance Program (CCAP).
- Implement Emergency Watershed Protection Program in Cumberland County, assisting in stream bank stabilization, sediment and vegetative debris removal along creeks and canals.
- Hire additional District Technician to better serve the needs of Cumberland County landowners and the Mission of Cumberland Soil & Water Conservation District.
- Purchase new grain drill to encourage no-till best management practices.
- Increase Outreach and Awareness.

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Description

Solid Waste Management operates the County’s Ann Street Landfill, Wilkes Road Compost Facility, 17 container sites and the Household Hazardous Waste Collection Center.

Solid Waste is an enterprise fund, which means the department receives no tax dollars for its operations. All County homeowners pay a \$56 Solid Waste User Fee, billed annually on their tax bill. This fee allows them to use the County’s landfill, compost facility, container sites, and the Household Hazardous Waste Collection Center for disposal of household kitchen and bathroom garbage, yard waste, and hazardous material, such as oil paint, pesticides, used motor oil, etc. There is a limit of 4 cubic yards of waste per week that is free.

Mission: To provide for efficient use of the sanitary landfill and to further the County's efforts in developing future solid waste disposal programs that will conserve natural resources, reduce the volume of waste through recycling, and dispose of non-recoverable wastes in an environmentally sound manner.

Services

Formed in 1980, Cumberland County Solid Waste Management oversees:

- A Subtitle-D landfill, Construction & Demolition Landfill and landfill technology research projects
- A compost facility, which processes over 50,000 tons of organic material annually
- 17 drop-off container sites
- A recycling and waste reduction program that processes more than 3,000 tons of recyclable material
- A landfill gas collection and control system and 1.8 miles of gas pipeline

These programs are supported by the \$56 Solid Waste User Fee and the tipping fees charged for materials brought to the facilities that are not covered under the Solid Waste User Fee or are brought in by commercial/industrial businesses. Solid Waste also collects revenue for the commodities of biofuel (green waste), biogas, compost, and some recycled materials such as metals, select computer processing units, and clean cardboard.

Each separate area of Solid Waste is permitted by the State of North Carolina and is inspected annually.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
625 - SOLID WASTE FUND	\$ (4,060,569)	\$ (53,249)	\$ -	\$ -
Revenue				
Federal or State	(2,627,021)	(513,208)	(737,500)	(640,000)
Other	(530,034)	(332,444)	(3,493,794)	(3,677,439)
Taxes and Licenses	(5,904,054)	(5,940,494)	(6,039,672)	(6,074,728)
Expense				
Personnel	2,977,470	3,111,925	4,568,966	4,803,654
Operating	6,336,045	7,796,931	8,520,000	8,148,513
Capital Outlay	-	-	2,052,000	2,885,000

Notable Accomplishments

- Completed the landfill master plan and as a result:
 - i. Submitted plans for review to mine the balefill to recover landfill airspace.
 - ii. Completed a preliminary assessment of Milan Yard.
 - iii. Submitted plans for review to reopen the Land-Clearing and Inert Debris (LCID) at Wilkes Road for storm debris storage.
 - iv. Submitted plans for review to expand the construction and demolition capacity at Ann Street.
 - v. Acquisition and operation of the landfill gas pipeline to Cargill.
 - vi. Began Environmental Justice Review screening process and development of a draft plant.
- Pilot testing static aeration at Wilkes Road for quicker composting process.
- Complete the scalehouse improvement project by the end of March.
- Sponsored two Cumberland Clean events with as many as seventy participants at each event and sponsored several Five for Friday events and participated in the Cumberland County Fair.
- Completion of the New Blower Skid project which increases our capacity to extract gas from the wellfield.

Looking Ahead

- Completion of the residential container site at Ann Street.
- Improve the landscape, general aesthetic, and customer experience at Ann Street.
- Development of stormwater treatment for Ann Street.
- PFAS removal pilot test for Ann Street.
- Installation of a sprinkler system at the Baling Facility at Ann Street.
- Study to review the efficiency of the container sites.
- Acquisition of Milan Yards.
- Begin Environmental Justice Public Involvement Plan.

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Description

Tax Administration is responsible for accurately mapping, listing, and appraising all taxable property within the jurisdiction of Cumberland County and its nine municipalities, fairly and equitably, according to the provisions of the North Carolina General Statutes.

Tax Administration maintains records necessary for the listing, appraisal, assessment, billing, and collection of taxes associated with all real and personal property. The department also serves as the staff liaison to the Board of Equalization and Review.

Mission: Inform and assist our citizens with the tax listing, assessment, and billing process; tax exclusions, exemptions, and deferment programs; and the tax collection process, in a courteous and professional manner at all times.

Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted Budget	FY2023 Adopted Budget
101 - GENERAL FUND	\$ 5,562,525	\$ 5,698,603	\$ 6,319,681	\$ 7,170,142
Revenue				
Federal or State		(700)	-	-
Other	(60,900)	(68,379)	(65,411)	(67,455)
Expense				
Personnel	4,307,797	4,238,526	4,592,552	4,989,740
Operating	1,317,354	1,530,302	1,794,540	2,249,857

Notable Accomplishments

- Continued to serve the public throughout the pandemic and maintained a sufficient level of staffing to support the mission of the Tax Department and Cumberland County
- Created and mailed tax bills for 2021
- Mailed individual and business personal property tax listings
- Over 14,495 documents processed from the mapping system directly into the real property records which is an increase of approximately 13% over calendar year 2020
- Completed the review and valuation of real estate parcel changes and additions
- Appraisers reviewed over 6,900 properties in the field and over 4,525 value change notices were created and mailed.
- Tax Relief – program offered by the County to assist eligible taxpayers with property taxes
- For tax year 2021:
 - i. Disabled Veteran/Surviving Spouse Exclusion – 1,001 applications were approved for a total exemption of \$45,043,400.

Notable Accomplishments (continued)

- ii. Elderly/Disabled Exclusion – 212 applications were approved for a total exemption of \$9,798,308.
- iii. Reached out to veteran organizations and senior centers to drop off literature detailing the available tax relief programs.
- iv. Continued to increase payment plan initiatives due to COVID-19, in lieu of more stringent enforcement collection actions.
- v. Increased efforts in publicizing the new drop box used for submitting payments, applications, appeals, etc.
- vi. Turned our storage room into a conference room for interviews and training.
- vii. Created a private space for new mothers.
- viii. Added more visible signs to identify rooms and offices.

Looking Ahead

- Train and begin to implement Mobile Assessor (mobile data collection devices) for appraisal staff
- Start work on the 2025 Revaluation, which involves the conversion of all real estate property data codes to fit the new software system
- Enhance digital transactions and electronic forms to become more online/web friendly and allow for more contactless interaction with the public
- Establish with the software vendor an online property change form for citizens to report changes or corrections to the real property listing
- Design and mail Real Estate Listing Forms
- Establish contracts and implement the use of Pictometry and related programs to assist in locating real property changes and additions for the upcoming 2025 Revaluation which will generate more revenue
- Establish contracts with three separate vendors to provide different valuation services, information, and support for the upcoming 2025 revaluation which will ensure more accurate values and increased revenue
- Employ temporary personnel to assist in the data collection, data analysis and clerical duties in support of the 2025 revaluation
- Design and create a new real estate property listing form
- Mail all taxpayers receiving the disabled veteran exclusion a questionnaire once a year to verify information on file or change in status.

Looking Ahead (continued)

- Implementing an online payment portal on the website that will allow gross receipts (Food & Beverage, Room Occupancy, Rental Vehicles and Heavy Equipment) tax returns and payments to be submitted electronically.
- New mailing vendor selection in progress– work with and move all tax seasonal mailing jobs to include file layout and mapping of bills/letters if new mailing vendor is selected
- Gap Billing-work with collections and mailing vendor to setup monthly gap billing
- Debt setoff-work with collections and Five Star vendor to setup begin using this feature in the North Carolina Property Tax Solution (NCPTS) system

* Dashboards are being created to assist in the tracking and reporting of performance measures.

Description

Veterans Services assists veterans, and their dependents with obtaining benefits to which they are entitled by submitting claims for benefits to the Department of Veterans Affairs (VA); reviewing and following up on decisions of the Department of Veterans Affairs for fairness and accuracy; and writing and submitting appeals to the Board of Veterans Appeals for disputed decisions.

Mission: To Assist Veterans and their families in Cumberland County and obtain benefits from the Department of Veterans Affairs and the State of North Carolina

Services

57,017 veterans live in Cumberland County. Veterans Services provides these veterans with a local place to obtain advice on benefits, as well as assisting veterans with filing and tracking claims. We not only assist the veterans, but we will also aid veteran’s spouses and dependents — the regulations and policies governing veteran’s benefits can be quite confusing. VA benefits and services offered fall into these major categories:

- Disability & Pension Benefits
- Education & Training
- Vocational Rehabilitation
- Home Loan Benefits
- Dependent Benefits
- Life Insurance & Burial Benefits
- Health Care Enrollment

Budget Summary

	FY2020	FY2021	FY2022	FY2023
	Actual	Actual	Adopted Budget	Adopted Budget
101 - GENERAL FUND	\$ 423,952	\$ 435,739	\$ 545,167	\$ 567,737
Revenue				
Federal or State	(2,175)	(2,084)	(2,000)	(2,000)
Expense				
Personnel	412,642	426,161	518,986	545,638
Operating	13,485	11,662	28,181	24,099

Notable Accomplishments

- North Carolina ranks seventh in the U.S. with a Veteran population of 698,183.
- Cumberland County ranks second in North Carolina with a veteran population at 52,017.
- During the COVID-19 Pandemic, Cumberland County Veterans Services was the only county office to remain open and totally functional assisting veterans within Cumberland County and the other surrounding counties.
- Cumberland County Veterans Services remains at Functional Zero for Homeless Veterans.

Notable Accomplishments (continued)

- Cumberland County Veterans Services continues to hold the number one position for Compensation & Pension in North Carolina.
- Cumberland County Veterans Services has been requested to assist the Department of Veterans Affairs Administration (VA Hospital) with assisting their patients and veterans in the claims process.

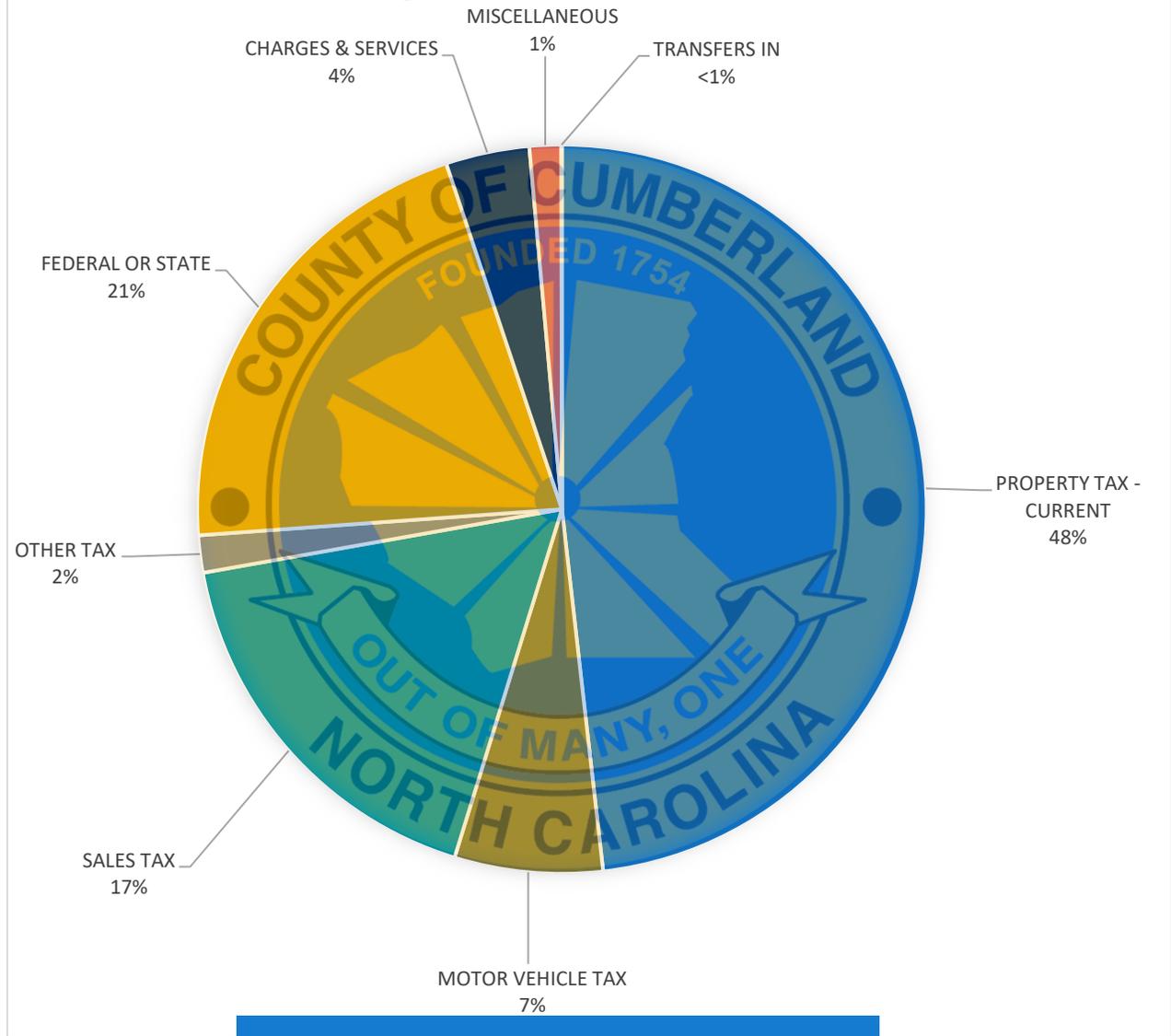
Looking Ahead

- Remain at Functional Zero for Homeless Veterans
- * Dashboards are being created to assist in the tracking and reporting of performance measures.

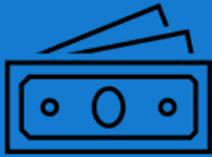
Revenues

General Fund

Fiscal Year 2023 Adopted Budget:



Total General Fund Revenues:
\$354,180,974



The General Fund budget is balanced at **\$362,252,695** by the appropriation of \$8,071,721 of fund balance.

Percentage (%) of Transfers In are negligible and therefore not shown on the graph above.

Revenues

General Fund

Where does the money come from?

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
PROPERTY TAX - CURRENT	\$166,739,244	\$169,200,461	\$168,721,614	\$170,695,791	\$170,695,791	1.2%
MOTOR VEHICLE TAX	20,227,090	23,041,995	22,292,691	23,242,940	23,242,940	4.3%
SALES TAX	47,282,838	55,084,708	53,023,227	61,801,900	61,801,900	16.6%
OTHER TAX	5,139,525	6,467,222	4,829,959	5,846,924	5,846,924	21.1%
RESTRICTED/UNRESTRICTED	61,639,947	70,904,229	65,576,949	74,393,193	74,393,193	13.4%
CHARGES & SERVICES	14,294,549	14,618,559	13,407,090	13,142,707	13,142,707	-2.0%
MISCELLANEOUS	6,720,508	5,860,676	5,202,384	4,966,064	4,966,064	-4.5%
TRANSFERS IN	367,494	111,778	315,520	91,455	91,455	-71.0%
SUBTOTAL	\$322,411,195	\$345,289,628	\$333,369,434	\$354,180,974	\$354,180,974	6.2%
FUND BALANCE APPROPRIATED	-	-	9,159,873	7,996,059	8,071,721	-11.9%
TOTAL GENERAL FUND	\$322,411,195	\$345,289,628	\$342,529,307	\$362,177,033	\$362,252,695	5.8%

Notes on variances

Sales Tax: The budget includes an increase in Sales Tax which is based upon continued growth in actual sales tax collections, exceeding all projections and expectations during FY2022. Direct federal aid to taxpayers and programs like the enhancement of the federal child tax credit put large sums of money into the consumer economy. In FY2023, budget staff took into consideration the impact of a reduction in federal aid to taxpayers and programs like the enhanced child tax credit ending. These programs and aid have been a primary driver of spending on the types of goods that helped spur the recent sales tax growth. Annual growth in local sales tax revenue may be more in line with that experienced prior to March 2020.

Other Tax: Many of the items that make up this category are listing penalties, prior years ad valorem, motor vehicles taxes, tax department processing fees, rental vehicle and equipment receipts, etc. The budget is based on the average revenue from FY2019-FY2021.

Restricted/Unrestricted: This increase is due to the inclusion of an award from the North Carolina Department of Health and Human Services, Division of Public Health, in the amount of \$1,997,255 originally recognized at the December 20, 2021 Board of Commissioners Meeting.

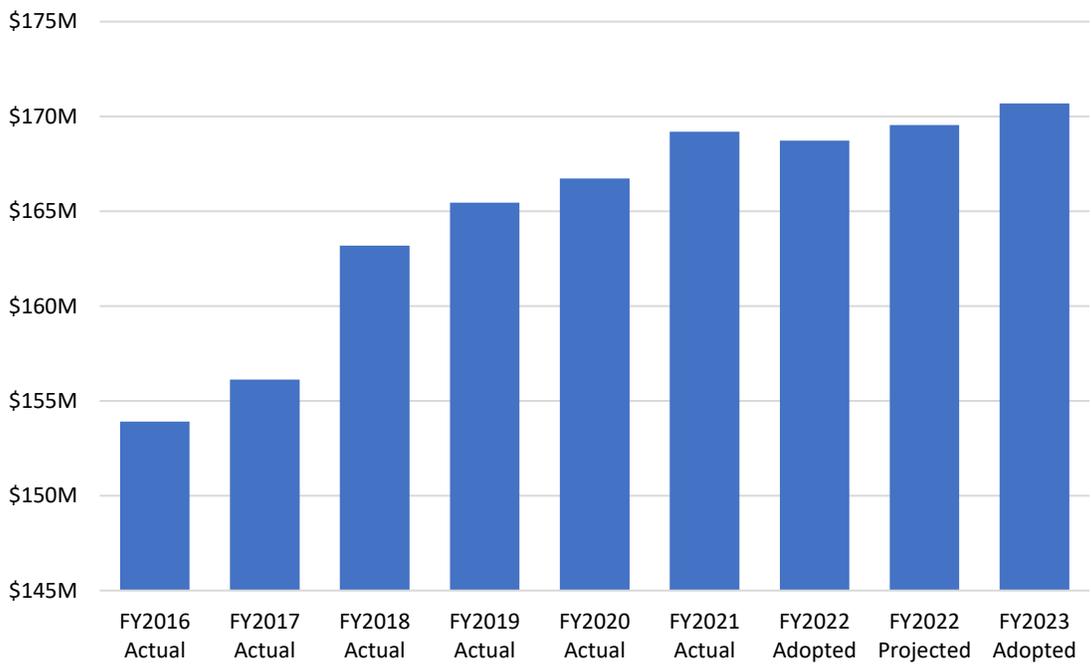
Transfers In: The budget has no Department of Social Services projects requiring a transfer from Capital investment Fund as there was in FY2022. This transfer was budgeted in FY2022 to allow reimbursement of federal/state funds.

Forecasting Major Revenue

Ad Valorem Tax

A vital responsibility of the Budget Division is to monitor and forecast significant revenue sources. There are various methods used for forecasting, including analyzing property values, reviewing historical trends, considering economic impacts, and adjusting for factors that would affect the next fiscal year.

Ad Valorem Collections – Real, Personal & Public Service
(Motor Vehicles Excluded)



Ad valorem tax, or property tax, is the most significant revenue component and represents roughly half of all revenue received for the General Fund. Cumberland County’s tax rate remains at 79.9 cents for every \$100 of property valuation. The graph above illustrates the historical trend of ad valorem tax revenue.

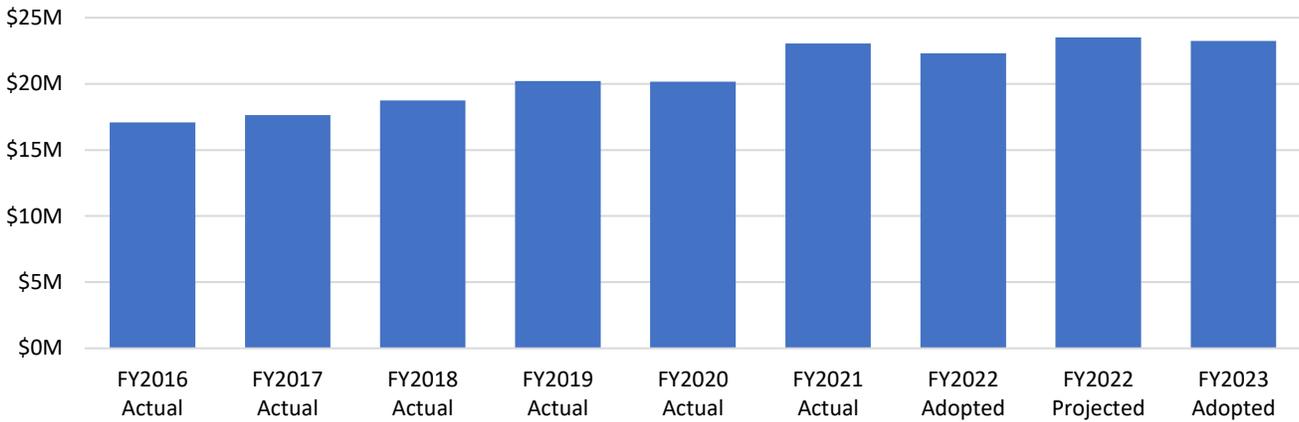
For the Fiscal Year 2023 Adopted Budget, ad valorem tax collections are projected to be \$170,695,791; this represents a 1.2% increase compared to the Fiscal Year 2022 Budget.

Forecasting Major Revenue - continued

Motor Vehicle Tax

The Fiscal Year 2023 Adopted Budget includes \$23,242,940 for motor vehicle collections; this represents a 4.3% increase compared to the Fiscal Year 2022 Adopted Budget. Compared to current year-end projections, the recommended budget represents a 1.1% decline in growth.

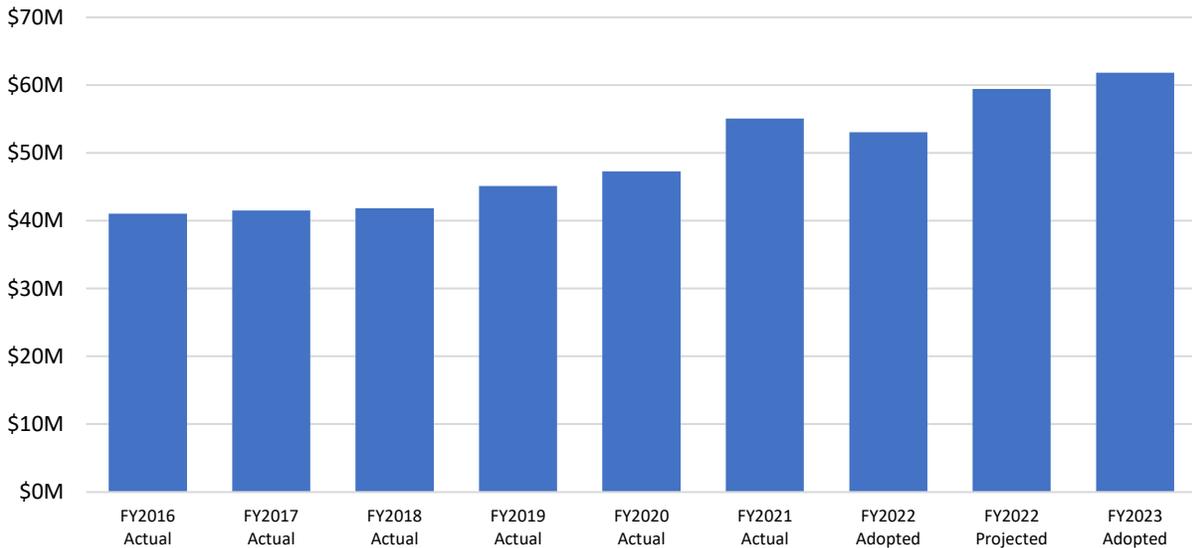
Motor Vehicle Collections



Sales Tax

The Fiscal Year 2023 Adopted Budget includes \$61,801,900 for sales tax revenue; this represents an increase of \$8.8 million dollars compared to the Fiscal Year 2022 Adopted Budget. Compared to current year-end projections, the recommended budget represents an increase of 4% or \$2.4 million dollars.

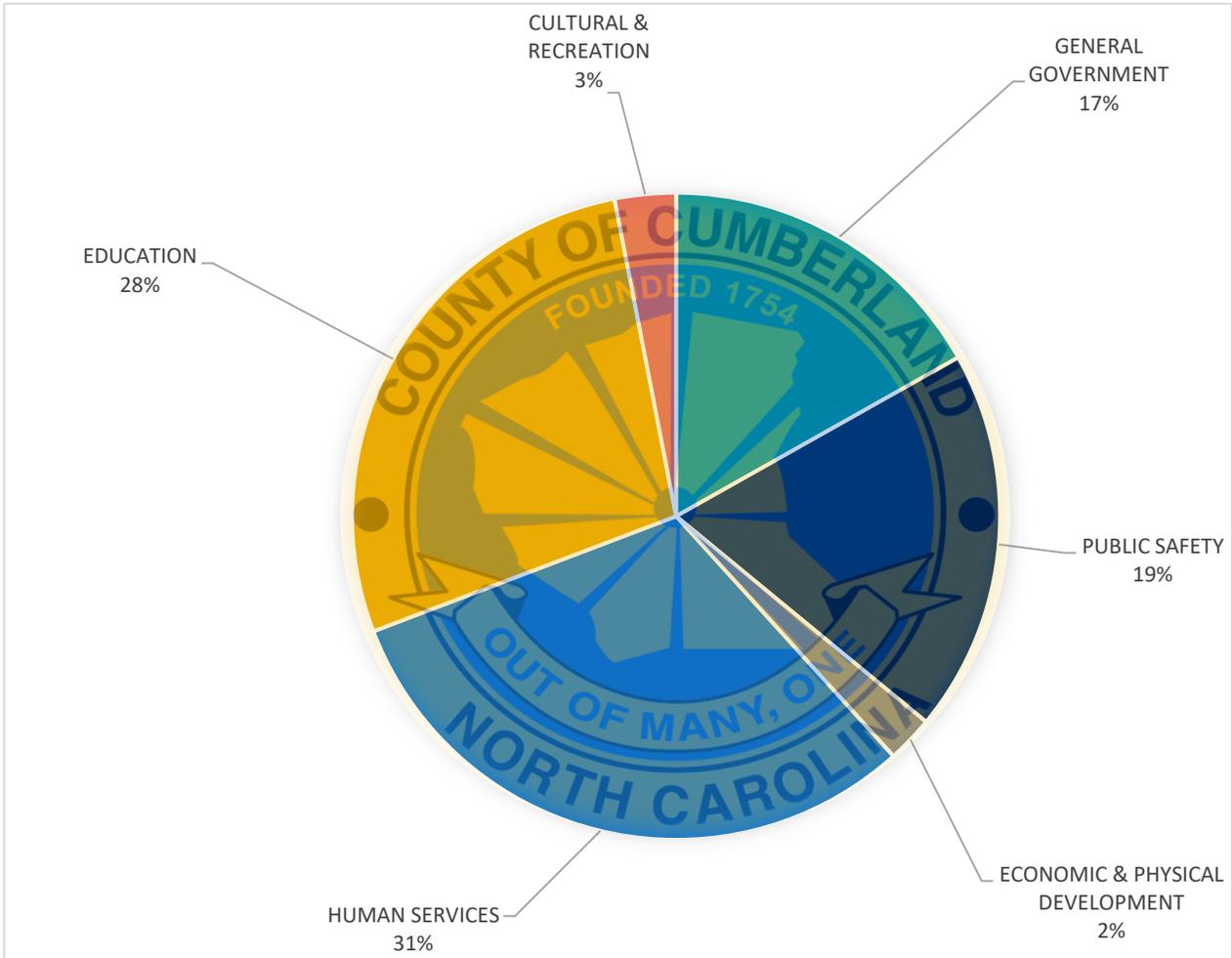
Sales Tax Revenues



Expenditures

General Fund

Fiscal Year 2023 Adopted Budget:



Total General Fund Expenditures:
\$362,252,695



Expenditures

General Fund

Where does the money go?

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
GENERAL GOVERNMENT	\$58,463,884	\$54,295,759	\$54,183,152	\$60,895,521	\$60,971,183	12.5%
PUBLIC SAFETY	57,208,079	55,917,660	68,300,432	69,305,960	69,305,960	1.5%
ECONOMIC & PHYSICAL DEVELOPMENT	5,154,174	5,353,755	8,639,985	8,457,813	8,457,813	-2.1%
HUMAN SERVICES	89,359,632	89,870,039	102,596,533	111,985,135	111,985,135	9.2%
EDUCATION	94,408,174	94,876,432	98,053,453	100,482,263	100,482,263	2.5%
CULTURAL & RECREATIONAL	10,430,131	9,798,936	10,755,752	11,050,341	11,050,341	2.7%
TOTAL GENERAL FUND	\$315,024,074	\$310,112,582	\$342,529,307	\$362,177,033	\$362,252,695	5.8%

Notes on variances

General Government: This increase is primarily due to the movement of vehicle purchases from the Capital Investment Fund to the General Fund in FY2023.

Expenditures

General Fund

General Government

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
GOVERNING BODY	\$612,701	\$612,166	\$682,250	\$729,541	\$731,621	7.2%
ADMINISTRATION	1,682,579	1,678,886	1,992,345	2,477,765	2,477,765	24.4%
PUBLIC INFORMATION	661,051	755,572	916,658	1,513,899	1,513,899	65.2%
PRINT MAIL & DESIGN SERVICES	643,315	732,642	780,535	-	-	-100.0%
COURT FACILITIES	114,371	111,108	144,920	161,920	161,920	11.7%
HUMAN RESOURCES	1,009,127	948,963	1,071,556	1,069,040	1,069,040	-0.2%
FACILITIES MAINTENANCE	967,335	1,209,766	1,158,465	1,263,235	1,263,235	9.0%
LANDSCAPING & GROUNDS	690,228	703,267	800,763	733,903	733,903	-8.3%
CARPENTRY SHOP	211,909	218,864	217,753	228,271	228,271	4.8%
FACILITIES MANAGEMENT	1,259,322	1,471,010	1,556,056	1,577,802	1,577,802	1.4%
PUBLIC BUILDINGS JANITORIAL	784,441	878,654	965,301	1,222,079	1,222,079	26.6%
CENTRAL MAINTENANCE	590,365	704,021	675,219	4,826,432	4,826,432	614.8%
INNOVATION & TECHNOLOGY SERVICES	5,552,861	4,941,565	6,507,246	6,694,008	6,694,008	2.9%
BOARD OF ELECTIONS	1,400,350	1,924,356	1,556,013	1,536,426	1,536,426	-1.3%
FINANCIAL SERVICES	1,299,306	1,366,775	1,378,438	1,594,931	1,594,931	15.7%
LEGAL	631,924	738,495	1,087,181	1,194,665	1,194,665	9.9%
REGISTER OF DEEDS	2,128,976	2,219,718	2,481,316	2,572,953	2,572,953	3.7%
REGISTER OF DEEDS AUTOMATION	306,653	146,364	135,000	135,000	135,000	0.0%
TAX ADMINISTRATION	5,317,583	5,423,658	5,914,603	6,156,743	6,156,743	4.1%
PROPERTY REVALUATION	307,568	345,171	472,489	1,082,854	1,082,854	129.2%
GENERAL GOVERNMENT OTHER	32,291,918	27,164,738	23,689,045	24,124,054	24,197,636	2.1%
TOTAL GENERAL GOVERNMENT	\$58,463,884	\$54,295,759	\$54,183,152	\$60,895,521	\$60,971,183	12.5%

Notes on variances

Administration: The budget includes the movement of the Assistant County Manager of Strategic Management/Governmental Affairs salary, fringe and travel from the Public Information Department to Administration to house all Assistant County Managers within the Administration organization. Also, in-person conferences will resume for management, increasing travel and training expenses. The increase also includes the addition of a Chief Diversity Officer position per Board action at the December 20, 2021 Board of Commissioners meeting.

Public Information: The budget includes combining the Public Information Department and the Print, Mail & Design Department; causing a significant increase.

Print, Mail & Design: The budget includes combining the Public Information and the Print, Mail & Design Departments; causing a significant decrease.

Court Facilities: The increase is due to the need for replacement of jury and attorney chairs in Courtroom 4B, desk and chairs for the District Attorney's area and general furniture for the Court system.

Public Buildings: Increased expenditures are due to the addition of 5 new custodian positions to service the Courthouse in the evening in lieu of the existing cleaning contract. The remaining new position will be at the Emergency Operations Center building.

Central Maintenance: The budget includes centralizing the Central Maintenance/Fleet Maintenance Facility. Fleet Maintenance will be responsible for purchasing general fund vehicles and maintain vehicle insurance, repairs, maintenance and fuel.

Expenditures

General Government (continued)

Notes on variances (continued)

Finance: This increase is due to the restructuring of the Finance Department to allow for succession planning. There were several staff retirements in FY2022 and more are anticipated in FY2023. Increases in travel and training costs are necessary for staff development and certification.

Property Revaluation: The budget includes additional expenditures to streamline the property revaluation process to include Pictometry and two new time-limited real property data collectors.

Expenditures

General Fund

Public Safety

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
SHERIFF	\$25,992,566	\$25,257,628	\$31,679,599	\$28,912,752	\$28,912,752	-8.7%
DETENTION CENTER	16,873,690	16,424,482	20,716,058	21,624,256	21,624,256	4.4%
LEO SEPARATION ALLOWANCE	632,733	678,739	671,116	870,900	870,900	29.8%
SHERIFF GRANTS	152,092	86,548	203,758	967,691	967,691	374.9%
SCHOOL LAW ENFORCEMENT - LOCAL	4,959,194	4,323,264	5,233,033	5,351,041	5,351,041	2.3%
EMERGENCY SERVICES	3,474,011	3,859,560	4,051,026	4,362,082	4,362,082	7.7%
EMERGENCY SERVICES GRANTS	181,967	120,143	139,000	196,800	196,800	41.6%
CRIMINAL JUSTICE UNIT PRETRIAL	563,626	537,704	691,215	764,365	764,365	10.6%
MISDEMEANOR PROGRAM	31,665	30,438	36,687	38,325	38,325	4.5%
ANIMAL SERVICES	3,283,990	3,296,041	3,509,785	3,811,640	3,811,640	8.6%
PUBLIC SAFETY OTHER	1,062,545	1,303,113	1,369,155	2,406,108	2,406,108	75.7%
TOTAL PUBLIC SAFETY	\$57,208,079	\$55,917,660	\$68,300,432	\$69,305,960	\$69,305,960	1.5%

Notes on variances

LEO Separation Allowance: This is a law enforcement supplemental benefit for LEO retirees who are between the ages of 55-62 and have at least 5 years of service; or, have 30 years of service at any age. This expense has increased due to the increased number of retirees who meet this criteria.

Sheriff Grants: The increase in expenditures is due to the inclusion of body-worn camera grant included in the FY2023 budget in the amount of \$700,000. This item was initially approved at the January 18, 2022 Board of Commissioners Meeting.

Emergency Services Grants: In October 2021, Homeland Security Grant was awarded for the purchase of a rehabilitation trailer. The FY2023 budget includes this purchase.

Criminal Justice Unit Pretrial: The budget includes the restructuring of Criminal Justice Unit Pretrial to the Justice Services Department. Due to recruitment purposes and the enhancement of responsibilities of this position, the Justice Services Director salary has increased in FY2023.

Public Safety Other: The increase in expenditures is due to the reimbursement of 1/2 of a HAZMAT vehicle with the City of Fayetteville as part of the interlocal agreement.

Expenditures

General Fund

Economic & Physical Development

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
PLANNING	\$2,711,212	\$2,968,616	\$3,489,338	\$3,250,424	\$3,250,424	-6.8%
ENGINEERING	978,925	409,892	607,937	645,819	645,819	6.2%
NC COOPERATIVE EXTENSION SERVICE	538,286	611,194	763,559	799,223	799,223	4.7%
NC COOPERATIVE EXTENSION PROGRAM	20,284	10,886	76,000	75,100	75,100	-1.2%
LOCATION SERVICES	192,232	204,386	275,533	215,956	215,956	-21.6%
SOIL CONSERVATION DISTRICT	108,222	132,457	2,209,655	2,638,434	2,638,434	19.4%
SOIL CONSERVATION COST SHARE PROGRAM	74,990	75,745	79,284	95,884	95,884	20.9%
PUBLIC UTILITIES	85,110	91,456	96,900	100,241	100,241	3.4%
ECONOMIC PHYSICAL DEVELOPMENT	20,000	20,000	20,000	20,000	20,000	0.0%
INDUSTRIAL PARK	2,220	17,535	4,332	6,106	6,106	41.0%
ECONOMIC INCENTIVES	402,406	632,132	767,447	510,626	510,626	-33.5%
WATER & SEWER DEPARTMENT	20,287	179,456	250,000	100,000	100,000	-60.0%
TOTAL ECONOMIC & PHYSICAL DEVELOPMENT	\$5,154,174	\$5,353,755	\$8,639,985	\$8,457,813	\$8,457,813	-2.1%

Notes on variances

Location Services: The decrease in budgeted expenditures is due to the transfer of a Senior Planner position to the Planning Department.

Soil Conservation District: The budget includes the addition of a new District Technician position.

Soil Conservation Cost Share Program: The FY2023 budget includes increases in both retirement and medical insurance causing an increase in this department that is largely salary related.

Industrial Park: The budget includes a potential rate increase from Duke Energy and the Public Works Commission in the amount of \$1,774 annually.

Economic Incentives: The Goodyear Inducement agreement ended in FY2022 resulting in a decrease in the FY2023 budget.

Water & Sewer Department: Consulting funds were budgeted in FY2022 to assist the newly hired Engineering and Infrastructure Director.

Expenditures

General Fund

Human Services

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
HEALTH DEPT GENERAL	\$12,156,845	\$13,994,999	\$14,164,207	\$19,577,633	\$19,577,633	38.2%
DETENTION CNTR HEALTH PROGRAM	2,822,265	3,049,985	3,402,500	3,452,920	3,452,920	1.5%
ENVIRONMENTAL HEALTH	1,639,679	1,560,854	1,862,231	2,015,321	2,015,321	8.2%
BIO-TERRORISM PREPAREDNESS	73,227	44,980	72,500	72,500	72,500	0.0%
CARE COORDINATION FOR CHILDREN	851,259	726,122	966,992	907,368	907,368	-6.2%
PREGNANCY CARE MANAGEMENT	1,110,805	1,153,900	1,317,777	1,448,723	1,448,723	9.9%
WIC - CLIENT SVCS	2,202,999	2,291,866	2,558,738	2,697,209	2,697,209	5.4%
SCHOOL HEALTH - BOE	559,149	505,376	965,731	1,059,165	1,059,165	9.7%
COMMUNITY TRANSFORMATION GRANT	75,699	122,154	126,155	126,155	126,155	0.0%
COURT ORDERED EVALUATION	181,339	321,367	318,840	318,840	318,840	0.0%
SOBRIETY COURT	94,153	70,103	129,780	43,348	43,348	-66.6%
MENTAL HEALTH OTHER	5,041,498	5,038,133	5,245,547	5,297,296	5,297,296	1.0%
HEALTH OTHER	76,638	80,322	83,771	83,771	83,771	0.0%
DEPARTMENT OF SOCIAL SERVICES	43,419,054	42,928,678	50,702,740	54,522,775	54,522,775	7.5%
SOCIAL SERVICES OTHER	12,898,577	11,639,925	13,427,790	12,737,799	12,737,799	-5.1%
GRANT FAMILY VIOLENCE CARE CENTER	437,951	464,166	591,467	625,860	625,860	5.8%
WELFARE OTHER	333,557	301,052	380,064	380,064	380,064	0.0%
VETERANS SERVICES	426,127	437,822	547,167	569,737	569,737	4.1%
CHILD SUPPORT SERVICES	4,929,306	5,110,079	5,693,462	6,009,577	6,009,577	5.6%
SL RESOURCE CENTER ADMIN	29,503	28,155	39,074	39,074	39,074	0.0%
TOTAL HUMAN SERVICES	\$89,359,632	\$89,870,039	\$102,596,533	\$111,985,135	\$111,985,135	9.2%

Notes on variances

Health Department: The budget includes the hiring of temporary staff based on the Regional Workforce Plan in the amount of \$1,761,651, recognized at the December 20, 2021 Board of Commissioners Meeting. The budget also includes funding for contracted nurses for COVID-19 testing, contact tracing and mitigation in the amount of \$1,833,000 recognized at the September 7, 2021 Board of Commissioners meeting.

Sobriety Court: Effective September 1, 2022, the Sobriety Court grant funding ends. Staff will apply for a renewal of Bureau of Justice Assistance funds to be effective in FY2023.

Expenditures

General Fund

Education

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
SCHOOLS - CURRENT EXPENSE	\$80,550,000	\$80,711,700	\$83,033,918	\$84,305,166	\$84,305,166	1.5%
FTCC - CURRENT EXPENSE	12,184,126	12,283,629	13,278,659	14,213,903	14,213,903	7.0%
OTHER EDUCATION	1,674,048	1,881,103	1,740,876	1,963,194	1,963,194	12.8%
TOTAL EDUCATION	\$94,408,174	\$94,876,432	\$98,053,453	\$100,482,263	\$100,482,263	2.5%

Notes on variances

Other Education: Due to the projected growth of Sales Tax revenue, the Board of Education Sales Tax Equalization expense has also increased, resulting in a \$222,318 increase.

Cultural & Recreation

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
LIBRARY	\$10,010,497	\$9,500,400	\$10,431,034	\$10,789,772	\$10,789,772	3.4%
LIBRARY GRANTS	157,666	37,967	64,149	-	-	-100.0%
STADIUM MAINTENANCE	1,399	-	-	-	-	0.0%
CULTURE RECREATION OTHER	260,569	260,569	260,569	260,569	260,569	0.0%
TOTAL CULTURAL & RECREATION	\$10,430,131	\$9,798,936	\$10,755,752	\$11,050,341	\$11,050,341	2.7%

Notes on variances

Library Grants: Once official awards have been received by the County, the grants will be budgeted in the amount of the award per Cumberland County Financial Policy.

New Items

General Fund

New Vehicles

One-time vehicle purchases are included in the General Fund.

The FY2023 Budget includes funding for vehicles with the highest priority as identified by the Fleet Manager. Key considerations for replacement include employee safety, vehicle age, maintenance cost, mileage, useful life and upcoming tax revaluation.

DEPARTMENT	(A) ADD (R) REPLACE	REQUESTED		ADOPTED		
		QTY	TOTAL COST	QTY	TOTAL COST	STATE OR FEDERAL FUNDING
Animal Services		4	\$140,000	1	\$37,000	\$ -
Truck - F-150	R	3	111,000	1	37,000	-
Cargo Van	R	1	29,000	0	-	-
Detention Center		2	\$156,000	2	\$156,000	\$ -
Ford Interceptor	R	2	156,000	2	156,000	-
Emergency Services		3	\$166,400	1	\$54,000	\$ -
SUV - Tahoe	R	1	58,400	0	-	-
Truck - F-250 Crew Cab	R	2	108,000	1	54,000	-
Facilities Management		1	\$38,700	1	\$38,700	\$ -
Truck - F-250 Crew Cab	R	1	38,700	1	38,700	-
Landscaping & Grounds		1	\$54,800	1	\$54,800	\$ -
Truck - F-350 Crew Cab with Dump Body	R	1	54,800	1	54,800	-
School Law Enforcement - Local		7	\$546,000	0	\$0	\$ -
Ford Interceptor	R	7	546,000	0	-	-
Sheriff's Office		54	\$4,207,500	19	\$1,478,500	\$ -
SUV	A	3	234,000	0	-	-
Truck - F-250 Crew Cab	R	1	74,500	1	74,500	-
Ford Interceptor	R	49	3,822,000	18	1,404,000	-
Truck - F-150 Responder	R	1	77,000	0	-	-
Social Services		4	\$110,000	2	\$55,000	\$27,885
SUV	R	2	54,000	1	27,000	13,689
Transit Passenger Van	R	2	56,000	1	28,000	14,196
Tax Administration		6	\$187,500	5	\$152,000	\$ -
4WD SUV	R	3	106,500	2	71,000	-
Compact SUV	A	3	81,000	3	81,000	-
Total General Fund		82	\$5,606,900	32	\$2,026,000	\$27,885

Total General Fund Net Cost: \$1,998,115
 Total Sheriff's Office Request \$4,909,500
 Total Sheriff's Office Adopted \$1,634,500

New Items

General Fund

Capital Outlay

DEPARTMENT	(A) ADD (R) REPLACE	REQUESTED			ADOPTED		
		QTY	UNIT COST	TOTAL COST	QTY	TOTAL COST	STATE OR FEDERAL FUNDS
Animal Services		1	\$7,000	\$7,000	1	\$7,000	\$ -
Phone Call Recording	A	1	7,000	7,000	1	7,000	-
Court Facilities		1	\$37,000	\$37,000	1	\$37,000	\$ -
Courthouse Improvements	R	1	37,000	37,000	1	37,000	-
Detention Center		50	\$6,100	\$305,000	50	\$305,000	\$ -
Radios	R	50	6,100	305,000	50	305,000	-
Facilities Maintenance		4	\$244,500	\$244,500	4	\$244,500	\$ -
Articulating Boom Lift	R	1	85,000	85,000	1	85,000	-
Trailer for Lift	A	1	9,500	9,500	1	9,500	-
Building Improvements	R	1	70,000	70,000	1	70,000	-
Equipment	R	1	80,000	80,000	1	80,000	-
Soil Conservation District		1	\$29,500	\$29,500	1	\$29,500	\$ -
Grain Drill	R	1	29,500	29,500	1	29,500	-
Total General Fund		57	\$324,100	\$623,000	57	\$623,000	\$ -

Total General Fund Net Cost: \$623,000

Projected Fund Balance

General Fund

	FY 20-21 ACTUAL	ADOPTED FY21-22 BUDGET	FY21-22 PROJECTION	FY22-23 ADOPTED BUDGET
Revenues:				
Ad valorem taxes	\$ 192,242,456	\$ 191,014,305	\$ 192,605,138	\$ 193,938,731
Other taxes	61,551,930	57,853,186	66,132,474	67,648,824
Unrestricted & Restricted intergovernmental	70,904,229	65,537,389	64,620,507	70,390,206
Sales and services	14,618,559	13,407,090	14,003,698	13,142,707
Miscellaneous	5,860,676	5,241,944	8,679,010	8,969,051
Transfers from other funds	111,778	315,520	380,851	91,455
Total Revenue	345,289,628	333,369,434	346,421,678	354,180,974
Expenditures:				
General Government	34,639,512	35,116,983	39,285,832	38,584,090
Public safety	55,917,660	68,300,432	60,656,724	69,305,960
Economic and physical development	5,353,755	8,639,985	8,804,882	8,457,813
Mental Health	5,429,603	5,694,167	5,548,116	5,743,255
Health	23,530,559	25,520,602	24,280,985	31,356,994
Welfare	55,032,769	64,721,997	57,088,428	67,886,434
Other human services	5,877,108	6,659,767	5,818,301	6,998,452
Cultural and recreational	9,798,936	10,755,752	10,690,481	11,050,341
Education	94,876,432	98,053,453	98,427,131	100,482,263
Miscellaneous and transfers	19,656,248	19,066,169	84,899,190	22,387,093
Total expenditures	310,112,582	342,529,307	395,500,070	362,252,695
Restatement				
Net increase (decrease) in fund balance	35,177,046	(9,159,873)	(49,078,392)	(8,071,721)
Fund balance July 1	127,030,969	148,617,221	162,208,015	113,129,623
Fund balance June 30	\$ 162,208,015	\$ 139,457,348	\$ 113,129,623	\$ 105,057,902
Fund balance allocations for FY23 budget:				
12% fund balance unassigned per policy				\$ 43,470,323
Non-spendable inventories and prepaids				200,715
Committed:				
Tax Revaluation				2,296,335
Restricted:				
Stabilization by state statute				31,070,216
Register of Deeds				987,528
Public Health				6,052,823
Assigned for :				
Economic Development Incentives				2,000,000
Subsequent year's expenditures (FY22)				8,071,721
Unassigned				10,908,241
Fund balance June 30, 2022				\$ 105,057,902



**CUMBERLAND
COUNTY**

NORTH CAROLINA

Together, we can.

Summary

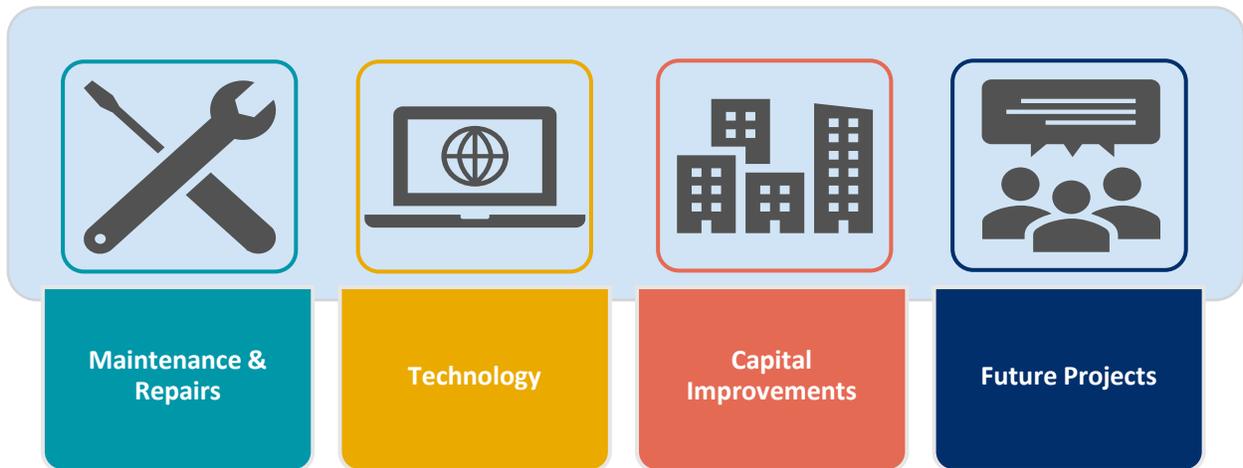
Capital Investment Fund

The Capital Investment Fund (CIF) is the primary fund for investment in Cumberland County’s capital projects. The CIF will fund the current debt service on capital assets previously acquired by debt issuance and will project future resources for facility acquisition. The future acquisition will include debt and PAYGO funded capital assets.

Major expenditures that are funded through the CIF include:

- Maintenance and repair projects
- Technology
- Capital improvement plan
- Future projects – approved by the Board of Commissioners

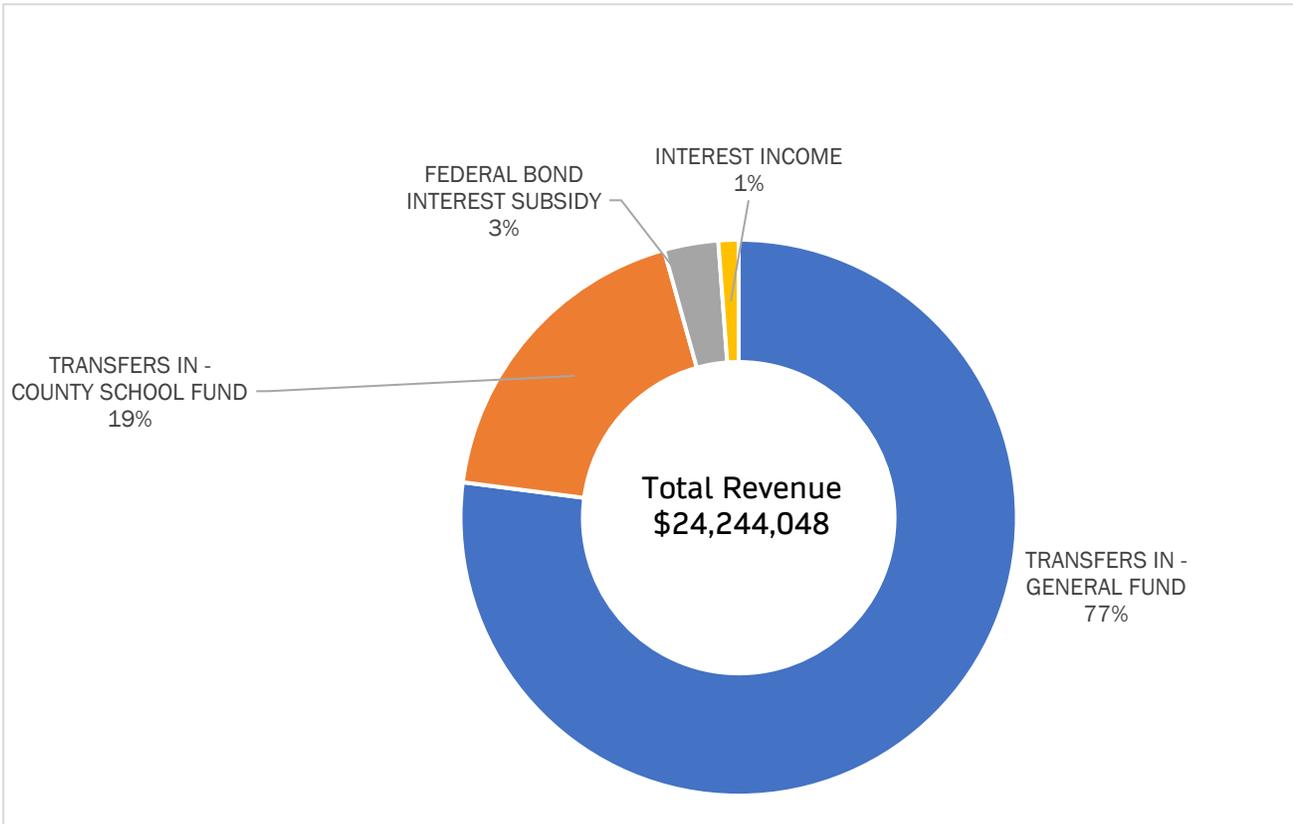
The CIF will be presented to the County Commissioners as part of the annual budget adoption process and at various times throughout the budget year, as needed.



Revenues

Capital Investment Fund

Fiscal Year 2023 Adopted Budget:



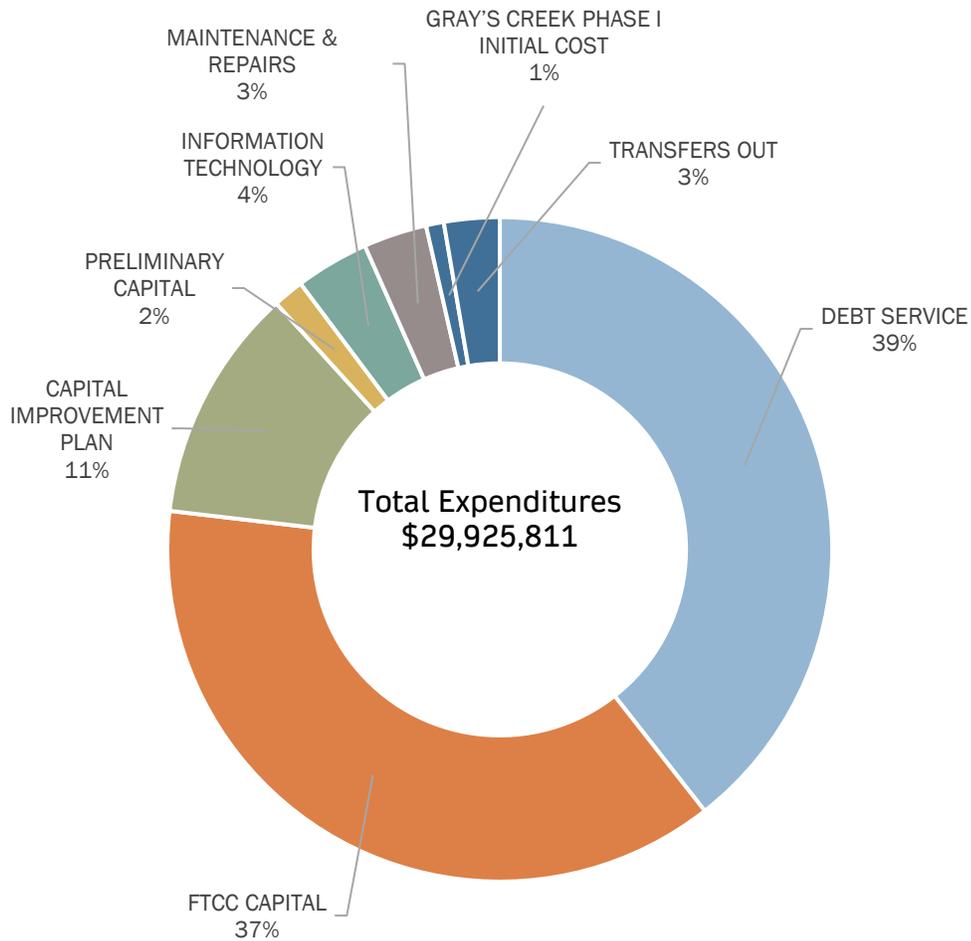
CATEGORY	ADOPTED BUDGET FY2023
TRANSFERS IN - GENERAL FUND	\$18,676,356
TRANSFERS IN - COUNTY SCHOOL FUND	4,517,208
FEDERAL BOND INTEREST SUBSIDY	766,465
INTEREST INCOME	284,019
TOTAL CAPITAL INVESTMENT FUND	\$24,244,048

The Capital Investment Fund budget is balanced at **\$29,925,811** by the appropriation of \$5,681,763 of fund balance.

Expenditures

Capital Investment Fund

Fiscal Year 2023 Adopted Budget:



CATEGORY	ADOPTED BUDGET FY2023
DEBT SERVICE	\$11,798,276
FTCC CAPITAL	11,200,000
CAPITAL IMPROVEMENT PLAN	3,416,000
PRELIMINARY CAPITAL	450,000
TECHNOLOGY	1,070,660
MAINTENANCE & REPAIRS	924,500
GRAY'S CREEK PHASE I INITIAL COST	258,600
TRANSFERS OUT	807,775
TOTAL CAPITAL INVESTMENT FUND	\$29,925,811

Maintenance & Repairs

Capital Investment Fund

Qualifying maintenance and repair items are projects associated with a one-time cost and are anticipated to be completed within the fiscal year. Each request is reviewed and prioritized by designated staff from Internal Services.

Maintenance and repairs categories are: (A)ddition, (M)aintenance and (R)eplacement.

PRIORITY	LOCATION	DESCRIPTION/CATEGORY	A/M/R	DEPARTMENT REQUEST FY2023	ADOPTED BUDGET FY2023
1	Detention Center	Replacement of three sliding steel doors in Intake and Booking.	R	\$65,000	\$70,000
2	Detention Center	Replace sliding gate and controls for sally port where individuals who have been arrested are brought.	R	25,000	30,000
3	Library Locations	Install keyscan on exterior doors and upgrade security cameras for all eight library locations.	A	64,830 #	72,500
4	Multiple County Facilities	Complete maintenance on the switchgear and automatic transfer switches at the facilities that have generators.	M	25,000	25,000
5	Bordeaux Library	Replace skylight.	R	35,000	35,000
6	Judge E Maurice Braswell Courthouse	Replacement of water source heat pumps.	R	90,000	90,000
7	Detention Center	Replace backflow preventer.	R	45,000	45,000
8	Judge E Maurice Braswell Courthouse	Replace backflow preventer.	R	45,000	45,000
9	Public Health	Replace backflow preventer.	R	45,000	45,000
10	Law Enforcement Center	Replace backflow preventer.	R	45,000	45,000
11	Animal Services	Recoat concrete floors in surgical area.	M	9,500	9,500
12	Public Health	Relocate door on first floor in the immunization area.	M	7,000	7,000
13	Bradford	Replace vinyl composite tile (VCT) on the first floor.	R	64,000	85,000
14	Judge E Maurice Braswell Courthouse	Installation of ADA accessible doors at main entrance.	A	18,500	18,500
15	Judge E Maurice Braswell Courthouse	Upgrade elevator cabs for the four main elevators.	M	85,000	85,000
16	Judge E Maurice Braswell Courthouse	Repair and paint the exterior steps on the north and south ends of the facility.	M	20,000	20,000
17	Judge E Maurice Braswell Courthouse	Reconfigure SafeLink (room #340) to account for additional staff.	A	15,000	15,000
18	Judge E Maurice Braswell Courthouse	Renovations to Finance Office to create additional office space to accommodate staff.	M	55,000	55,000
19	Judge E Maurice Braswell Courthouse	Carpet in Register of Deeds.	R	15,000	15,000
20	Bradford	Replace insufficient lighting in restrooms.	R	10,000	10,000
21	Law Enforcement Center	Replace lights in room #2 (Supply) with new LED lights.	R	5,000	5,000
22	Bradford	Repair or replace bathroom partitions as they are rusted and the paint is peeling.	R	15,000	15,000
23	Bradford	Construct walls in the room that was previously used as a file room.	A	8,500	8,500
24	Judge E Maurice Braswell Courthouse	Replace stove and cabinetry in DA's breakroom.	R	8,500	8,500

Maintenance & Repairs

Capital Investment Fund

Qualifying maintenance and repair items are projects associated with a one-time cost and are anticipated to be completed within the fiscal year. Each request is reviewed and prioritized by designated staff from Internal Services.

Maintenance and repairs categories are: (A)ddition, (M)aintenance and (R)eplacement.

PRIORITY	LOCATION	DESCRIPTION/CATEGORY	A/M/R	DEPARTMENT REQUEST FY2023	ADOPTED BUDGET FY2023
25	Cooperative Extension	Install a backsplash behind sink and paint kitchen.	M	\$3,000	\$5,000
26	Alphin House	Demolish kennel and shelter in rear of property.	M	20,000	20,000
27	Dorothy Spainhour	Demolish storage building.	M	5,000	5,000
28	Judge E Maurice Braswell Courthouse	Paint the following areas: Courtroom 2C Courtroom 3A Jury room for 3A Courtroom 3D Jury room for 3D Courtroom 3E (replace wallpaper) and paint Jury room for 3E Room #211	M	35,000	35,000
29	Judge E Maurice Braswell Courthouse	Paint the following areas: District Court Judges' offices Judges Chambers (#224, #225, and #226) District Court Conference Room Custody Mediation suite (room #240)	M	28,500	-
30	Judge E Maurice Braswell Courthouse	Paint the first floor staff women's and men's restrooms (rooms # 106 & #108) in Clerk of Courts area.	M	3,500	-
31	Judge E Maurice Braswell Courthouse	Paint Public Defenders suite.	M	55,000	-
32	Bradford	Clean and paint public and employee entrances into the facility.	M	7,500	-
33	Bradford	Sand, clean, and repaint interior handrails in stairwells.	M	11,000	-
34	Bradford	Interior doors and trim on the fourth floor need to be sanded and repainted.	M	11,000	-
35	Bradford	Sand, clean, and repaint all exterior doors and railings.	M	7,000	-
36	Law Enforcement Center	Paint hallways in the basement.	M	25,000	-
37	Bradford	Clean and paint concrete curbing in parking lot.	M	4,000	-
38	Judge E Maurice Braswell Courthouse	Reconfigure workspace of Public Defender's lobby on second floor.	A	50,000	-
39	Historic Courthouse	Replace existing blinds on the first and second floors.	R	24,000	-
Total Maintenance and Repairs				\$1,110,330	\$924,500

Technology

Capital Investment Fund

One-time technology items are reviewed and prioritized by the Chief Innovation & Technology Services Director. Criteria for qualifying technology items are:

- Innovation and Technology Services initiatives
- Countywide enhancement or impact
- Technology that promotes efficiencies, security or innovation
- Servers or networks
- Hardware or software

PRIORITY	ITEM	DESCRIPTION	DEPARTMENT REQUEST FY2023	ADOPTED BUDGET FY2023
1	Hosted Exchange in the Cloud - Upgrade for Office 365	Move from on-premise exchange to exchange in the cloud to allow for consistent platform across the county, reducing hardware needs, costs, resources, backup requirements, and the ability to utilize outlook from anywhere.	\$160,000	\$160,000
2	Storage/Backup	To accommodate the digitalization of documents across the county. Several departments have begun and or plan to begin the process to convert documents.	350,000	350,000
3	Techlogic Library Check-out System	To upgrade the Techlogic system used to check out equipment. The current system is not able to be updated.	202,160	202,160
4	CCSO Desktops and Monitors	Desktop and monitor refresh for CCSO.	65,000	65,000
5	CCSO Laptop Refresh	Laptop refresh as part of ongoing annual CCSO refresh.	57,500	57,500
6	Application Portfolio Management Software	This application will provide the ability to identify software dependencies, complete risk analysis for change management and identify full app-centric ICM and APM along with a comprehensive inventory of software.	95,000	95,000
7	County Mobile App	To provide a branded mobile app for Cumberland County citizen request management, alerts, ARCGIS integration to keep citizens informed and submittal of service requests.	30,000	30,000
8	CCSO Server Virtualization	Server virtualization to allow for reduction of physical servers and cost over time. Virtualization reduces support hours and maintenance costs as opposed to physical servers.	102,000	102,000
9	Calendly Scheduling Software	Provides the ability to schedule meetings with large groups, multiple departments, and include external attendees. Streamlines the meeting scheduling process and ensures all key members can attend. This is also scalable and measurable.	9,000	9,000
Total Technology			\$1,070,660	\$1,070,660

Capital Improvement Plan

Capital Investment Fund

PRIORITY	CATEGORY	TOTAL BY PROJECT	RECOMMENDED BY E&I	ADOPTED FY2023	FY2024	FY2025	FY2026	FY2027+
1	Law Enforcement Center Switchgear Replacement	\$350,000	\$350,000	\$350,000	\$-	\$-	\$-	\$-
2	Historic Courthouse Switchgear Replacement	350,000	350,000	350,000	-	-	-	-
3	County Facilities Security System Upgrades	700,000	700,000	450,000	250,000	-	-	-
4	Detention Center Second Floor Window Replacement	216,000	216,000	216,000	-	-	-	-
5	Headquarters Library Slope and Parking Lot Repair	700,000	700,000	700,000	-	-	-	-
6	Department of Social Services Pneumatic Controls Replacement	70,000	70,000	70,000	-	-	-	-
7	Community Corrections Center HVAC Replacement	100,000	100,000	50,000	50,000	-	-	-
8	North Regional Library Boiler Replacement	135,000	135,000	135,000	-	-	-	-
9	Animal Services Chiller Replacement	170,000	170,000	170,000	-	-	-	-
10	Headquarters Library Cooling Tower Replacement	165,000	165,000	165,000	-	-	-	-
11	Cliffdale Library Paint Metal Roof Panel in Areas C, D and E	60,000	60,000	60,000	-	-	-	-
12	Public Health Coat Craze Craking in Cap Sheet	75,000	75,000	75,000	-	-	-	-
13	Judge E. Maurice Braswell Courthouse Bathroom Updates	1,775,000	1,775,000	355,000	355,000	355,000	355,000	355,000
14	Judge E. Maurice Braswell Courthouse Carpet Replacement	500,000	500,000	100,000	100,000	100,000	100,000	100,000
15	Detention Center Wireless Pneumatic Controls	200,000	200,000	100,000	100,000	-	-	-
16	East Regional Library Wireless Pneumatic Controls	70,000	70,000	70,000	-	-	-	-
17	East Regional Library Carpet Replacement	180,000	180,000	180,000	-	-	-	-
18	Wellness Building Heat Pump Replacements	180,000	100,000	100,000	20,000	20,000	20,000	20,000
19	Fuller Building HVAC Replacement	210,000	120,000	120,000	30,000	30,000	30,000	-
20	Detention Center Second Floor Carpet Replacement	110,448	110,448	110,448	-	-	-	-
21	Building Maintenance Facility Elevator Modernization	150,000	150,000	-	150,000	-	-	-
22	Headquarters Library Elevator Modernization	155,000	155,000	-	155,000	-	-	-
23	Law Enforcement Center Basement Bathroom Improvements	355,000	355,000	-	355,000	-	-	-
24	Landscaping Parking Lot Repair/Resurfacing	125,000	125,000	-	125,000	-	-	-
25	County Facilities Parking Lot Repair/Resurfacing	100,000	100,000	-	25,000	25,000	25,000	25,000
26	County Facilities Water Cooler Replacement	200,000	200,000	-	200,000	-	-	-
27	Central Maintenance Facility Canopy Enclosure	420,000	420,000	-	420,000	-	-	-
28	Detention Center Elevator Modernization (2)	280,000	280,000	-	280,000	-	-	-
29	Animal Services Boiler Replacement	135,000	135,000	-	135,000	-	-	-
30	North Regional Library Wireless Pneumatic Controls	70,000	70,000	-	70,000	-	-	-
31	Detention Center Building Systems Review	65,000	65,000	-	65,000	-	-	-
32	Hope Mills Library Wireless Pneumatic Controls	70,000	70,000	-	70,000	-	-	-
33	Judge E. Maurice Braswell Courthouse Building Systems Review	45,000	45,000	-	45,000	-	-	-
34	Cooperative Extension Office Elevator Modernization	115,000	115,000	-	115,000	-	-	-
35	Convention & Visitor's Bureau Elevator Modernization	115,000	115,000	-	115,000	-	-	-
36	Bradford Building Elevator Modernization	225,000	225,000	-	225,000	-	-	-
37	Department of Social Services Meeting Room Furniture Replacement	205,000	205,000	-	205,000	-	-	-
38	Judge E. Maurice Braswell Courthouse Cooling Tower Rebuilds	120,000	120,000	-	120,000	-	-	-
39	Law Enforcement Center First Floor Bathroom Improvements	355,000	355,000	-	355,000	-	-	-
40	Law Enforcement Center Parking Deck	1,003,000	1,003,000	-	1,003,000	-	-	-
41	Animal Services Air Handler Replacement (2)	95,000	95,000	-	-	95,000	-	-
42	Law Enforcement Center Building Systems Review	45,000	45,000	-	-	45,000	-	-
43	Law Enforcement Center Second Floor HVAC Air Duct System Replacement	300,000	300,000	-	-	300,000	-	-
44	Sheriff's Range K9 Training Facility	915,000	915,000	-	-	915,000	-	-
45	Health Department Elevator Modernization (3)	330,000	330,000	-	-	-	330,000	-
46	Judge E. Maurice Braswell Courthouse Window Replacement	1,500,000	1,500,000	-	-	-	1,500,000	-
47	Detention Center Warehouse Unit	85,000	85,000	-	-	-	85,000	-
48	Alphin House Driveway	7,500	7,500	-	-	-	-	7,500
49	Building Envelope Assessment for County Facilities	300,000	300,000	-	-	300,000	-	-
50	Judge E. Maurice Braswell Courthouse Busway Replacement	800,000	800,000	-	-	800,000	-	-
51	Historic Courthouse Elevator Modernization	250,000	250,000	-	250,000	-	-	-
52	Veterans Services HVAC and Duct Replacement	365,000	365,000	-	-	-	365,000	-
53	Headquarters Library Facility Renovation Assessment	50,000	50,000	-	50,000	-	-	-
54	Bradford Building Access Management and Security Camera System	250,000	250,000	-	-	250,000	-	-
TOTAL CIP		\$15,916,948	\$15,746,948	\$3,416,000	\$5,438,000	\$3,235,000	\$2,810,000	\$507,500
TOTAL CIP + SHOVEL READY PROJECTS		\$15,916,948	\$15,746,948	\$3,926,448	\$5,438,000	\$3,235,000	\$2,810,000	\$507,500

*Black line indicates availability of funding within the Capital Debt Model

*Red projects are those that Engineering & Infrastructure has deemed "shovel ready", and will be completed upon availability of CIF funds

Debt Service Projections

Capital Investment Fund

DEBT	FY2022 PROJECTIONS	FY2023 ADOPTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Schools					
Qualified School Construction Bonds Series 2009	\$1,192,500	\$1,192,500	\$1,192,500	\$1,192,500	\$1,093,125
Qualified School Construction Bonds Series 2011A	1,890,105	1,890,105	1,890,105	1,890,105	1,438,553
G.O. Refunding Series 2011	516,600	168,300	-	-	-
COPS Refunding Series 2011B (Gray's Creek Middle School)	953,250	-	-	-	-
LOBS Refunding Series 2017 (New Century Elementary)	1,130,094	1,091,917	1,049,499	1,008,456	964,260
LOBS Refunding Series 2017 (Gray's Creek Middle School)	269,931	1,224,869	1,180,319	1,132,413	1,087,398
	<u>5,952,480</u>	<u>5,567,691</u>	<u>5,312,423</u>	<u>5,223,474</u>	<u>4,583,336</u>
Community College					
LOBS Series 2021 (Fire Training Center)	\$889,916	\$812,566	\$795,064	\$775,061	\$755,058
	<u>889,916</u>	<u>812,566</u>	<u>795,064</u>	<u>775,061</u>	<u>755,058</u>
Libraries					
LOBS Refunding Series 2017 (West Regional Branch)	\$348,506	\$336,733	\$323,651	\$310,994	\$297,365
	<u>348,506</u>	<u>336,733</u>	<u>323,651</u>	<u>310,994</u>	<u>297,365</u>
Emergency Operations Center					
LOBS Series 2021	\$987,544	\$901,709	\$882,286	\$860,089	\$837,892
	<u>987,544</u>	<u>901,709</u>	<u>882,286</u>	<u>860,089</u>	<u>837,892</u>
Detention Center					
LOBS Refunding Series 2019	\$1,794,790	\$1,753,913	\$1,713,258	\$1,036,639	\$ -
	<u>1,794,790</u>	<u>1,753,913</u>	<u>1,713,258</u>	<u>1,036,639</u>	<u>\$ -</u>
Public Health Facility					
COPS Refunding Series 2011B	\$1,250,500	\$ -	\$ -	\$ -	\$ -
LOBS Refunding Series 2017	325,369	1,476,431	1,422,731	1,364,987	1,310,727
	<u>1,575,869</u>	<u>1,476,431</u>	<u>1,422,731</u>	<u>1,364,987</u>	<u>1,310,727</u>
Capital Improvement Projects (CIP) Financing					
Installment Financing 2016	\$193,454	\$190,081	\$186,707	\$ -	\$ -
LOBS Refunding Series 2019 (2017 CIP)	771,337	759,152	746,966	734,780	722,595
	<u>964,791</u>	<u>949,233</u>	<u>933,673</u>	<u>734,780</u>	<u>722,595</u>
Capital Investment Fund Debt Service	<u><u>\$12,513,896</u></u>	<u><u>\$11,798,276</u></u>	<u><u>\$11,383,086</u></u>	<u><u>\$10,306,024</u></u>	<u><u>\$8,506,973</u></u>

New Positions

Personnel

General Fund

DEPARTMENT	UNIT COST			REQUESTED		ADOPTED		STATE OR FEDERAL FUNDING
	FT/PT	SALARY	FRINGE BENEFITS	QTY	REQUEST	QTY	TOTAL	
Animal Services				4	\$197,721	1	\$48,973	\$ -
Office Processing Assistant	FT	\$31,200	\$17,168	1	48,368	0	-	-
Animal Services Dispatcher	FT	32,694	17,496	2	100,380	0	-	-
Volunteer Coordinator	FT	31,696	17,277	1	48,973	1	48,973	-
Emergency Services				1	\$67,307	1	\$67,307	\$ -
Assistant Communications Manager	FT	\$45,675	\$21,632	1	67,307	1	67,307	-
Environmental Health				1	\$48,368	1	48,368	
Office Assistant IV	FT	\$31,200	\$17,168	1	48,368	1	48,368	-
Health Department				1	\$53,310	1	53,310	\$ -
Public Health Educator I	FT	\$34,738	\$18,571	1	53,310	1	53,310	-
Human Resources				1	\$48,368	0	\$ -	\$ -
Administrative Support Specialist	FT	\$31,200	\$17,168	1	48,368	0	-	-
Sheriff's Office				10	\$556,419	0	\$ -	\$ -
Administrative Support Specialist	FT	\$31,200	\$17,168	1	48,368	0	-	-
Deputy Sheriff-Evidence Section in Services Division	FT	43,281	21,445	1	64,726	0	-	-
Deputy Sheriff-Civil Section in Services Division	FT	43,281	21,445	1	64,726	0	-	-
Administrative Support Associate	FT	31,200	17,168	2	96,736	0	-	-
Crime Analyst-Detective Division	FT	45,675	21,632	1	67,307	0	-	-
Deputy Service Detective-Sex Offender Unit	FT	47,039	22,413	1	69,452	0	-	-
Office Processing Assistant	FT	31,200	17,168	3	145,104	0	-	-
Soil and Water Conservation				1	\$56,760	1	\$56,760	\$ -
District Technician	FT	\$38,079	\$18,681	1	56,760	1	56,760	-
Tax Department-Property Revaluation				2	\$120,162	2	\$120,162	\$ -
Real Property Data Collector (time limited)	FT	\$39,886	\$20,196	2	120,162	2	120,162	-
Public Buildings Janitorial				6	\$295,446	6	295,446	\$ -
Custodian (Executive Place)	FT	\$31,200	\$18,041	1	49,241	1	49,241	-
Custodian	FT	31,200	18,041	4	196,964	4	196,964	-
Custodian Crew Leader	FT	31,200	18,041	1	49,241	1	49,241	-
Child Support				2	\$116,038	1	\$62,380	\$41,171
Agent I	FT	\$34,739	\$18,919	1	53,658	0	-	-
Quality Assurance Program Train Spec	FT	41,727	20,653	1	62,380	1	62,380	41,171
Social Services				2	\$189,159	1	88,850	\$44,728
Social Worker Program Administrator II	FT	\$72,116	\$28,193	1	100,309	0	-	-
Social Worker Program Manager	FT	62,935	25,915	1	88,850	1	88,850	44,728
Central Permitting/Planning & Inspections				1	\$48,972	0	\$ -	\$ -
Senior Admin Support	FT	\$31,696	\$17,276	1	48,972	0	-	-
Total General Fund				32	\$1,798,030	15	\$841,556	\$85,899

Total General Fund Net Cost: \$755,657

New Positions

Personnel

General Fund (continued) In-Home Case Management and Care Coordination Pilot Program

DEPARTMENT	UNIT COST			REQUESTED	
	FT/PT	SALARY	FRINGE BENEFITS	QTY	REQUEST
Social Services				0	\$ -
Administrative Officer	FT	-	-	0	-
Public Health Educator II	FT	-	-	0	-
Public Health Nurse II	FT	-	-	0	-
Nutritionist II	FT	-	-	0	-
Social Worker II	FT	-	-	0	-
Social Worker III	FT	-	-	0	-
Community Social Services Assistant	FT	-	-	0	-
Income Maintenance Caseworker III	FT	-	-	0	-
Social Work Supervisor II	FT	-	-	0	-
Total Pilot Program				0	\$ -

ADOPTED			STATE OR FEDERAL FUNDING
QTY	TOTAL		
16	\$668,772		\$356,982
1	46,062		28,572
3	122,095		75,735
1	52,602		32,629
1	45,312		28,107
3	129,384		57,693
2	92,356		41,182
3	98,463		49,920
1	36,454		22,613
1	46,044		20,531
16	\$668,772		\$356,982

Total Pilot Program Net Cost: \$311,790

MPO Administration Fund

FUND	UNIT COST			REQUESTED	
	FT/PT	SALARY	FRINGE BENEFITS	QTY	REQUEST
MPO Administration				1	\$68,597
Business Manager I	FT	47,780	20,817	1	68,597
Total MPO Administration Fund				1	\$68,597

ADOPTED			STATE OR FEDERAL FUNDING
QTY	TOTAL		
1	68,597		54,878
1	68,597		54,878
1	\$68,597		54,878

Total MPO Fund Net Cost: \$13,719

NC Elderly-Handicap Transportation Fund

FUND	UNIT COST			REQUESTED	
	FT/PT	SALARY	FRINGE BENEFITS	QTY	REQUEST
NC Elderly-Handicap Transportation				1	\$48,368
Office/Processing Assistant	FT	\$31,200	\$17,168	1	48,368
Total NC Elderly-Handicap Transportation Fund				1	\$48,368

ADOPTED			STATE OR FEDERAL FUNDING
QTY	TOTAL		
1	48,368		24,184
1	48,368		24,184
1	\$48,368		24,184

Total NC Elderly-Handicap Transportation Fund Net Cost: \$24,184

Solid Waste Fund

FUND	UNIT COST			REQUESTED	
	FT/PT	SALARY	FRINGE BENEFITS	QTY	REQUEST
Solid Waste				2	\$98,482
Solid Waste Attendant	FT	\$31,200	\$18,041	2	49,241
Total Solid Waste Fund				2	\$98,482

ADOPTED			STATE OR FEDERAL FUNDING
QTY	TOTAL		
2	\$98,482		\$ -
2	49,241		-
2	\$ 98,482		\$ -

Abolish Positions

The requested abolished positions below have been vacant and are no longer needed. Abolishment requests were reviewed and approved by departments, budget staff, Human Resources and management.

General Fund

REQUESTED			
DEPARTMENT	FT/PT	QTY	SALARY & BENEFITS
Sheriff's Office		6	\$ -
Spring Lake On Call Deputy	FT	6	-
Total General Fund		6	\$ -

ADOPTED	
QTY	TOTAL
6	\$ -
6	-
6	\$ -

Other Funds

REQUESTED			
DEPARTMENT	FT/PT	QTY	SALARY & BENEFITS
Federal Drug Forfeiture - Justice		10	\$ -
Deputy Sheriff	FT	10	-
Senior Aides		3	\$124,894
Administrative Program Officer II	FT	1	71,384
Financial Associate II	FT	1	53,510
Senior Aide	PT	1	-
Workforce Development		7	\$ -
Director Of Workforce Center	FT	1	-
Administrative Program Officer II	FT	1	-
Administrative Coordinator I	FT	1	-
Accountant II	FT	1	-
Business Service Worker Train Rep	FT	1	-
Adult/Dislocated Worker Analysis	FT	1	-
Youth Program Analysis	FT	1	-
Total Other Funds		20	\$124,894

ADOPTED	
QTY	TOTAL
10	\$ -
10	-
3	\$124,894
1	71,384
1	53,510
1	-
7	\$ -
1	-
1	-
1	-
1	-
1	-
1	-
1	-
20	\$124,894

Summary of Positions

Personnel

DEPARTMENT	FY2020	FY2021	FY2022	FY2023		TOTAL POSITIONS	TOTAL FTE
	TOTAL FTE	TOTAL FTE	TOTAL FTE	HOURLY, PART-TIME & TIME-LIMITED	FULL-TIME		
GENERAL FUND							
ADMINISTRATION	13	13	13	16	0	16	16
ANIMAL CONTROL	50.575	50	50	55	3	58	56.1
BOARD OF ELECTIONS	9.45	9.45	9.45	8	7	15	9.45
CENTRAL MAINTENANCE	9	9	9	9	0	9	9
CHILD SUPPORT ENFORCEMENT	73.1	73.1	74.1	75	1	76	75.1
DEPT OF SOCIAL SERVICES	699.2	699.2	689.2	691	22	713	712.1
CARPENTRY SHOP	3	3	3	3	0	3	3
E&I-ENGINEERING	7	6	6	6	0	6	6
FACILITIES MANAGEMENT	20	21	21	20	0	20	20
LANDSCAPING & GROUNDS	11	11	11	11	0	11	11
PUBLIC BLDGS JANITORIAL	9	9	9	16	0	16	16
E&I-PUBLIC UTILITIES	1	1	1	1	0	1	1
EMERGENCY SERVICES MGT	55.5	55.5	55.5	55	5	60	55.5
FINANCIAL SERVICES	16	16	16	15	0	15	15
GOVERNING BODY	9	9	9	9	0	9	9
HUMAN RESOURCES	9.8	10	10	10	0	10	10
INNOVATION & TECHNOLOGY SERVICES	33	38	49	49	0	49	49
LEGAL	8	8	9	9	0	9	9
LIBRARY	155.05	149.525	149.525	145	15	160	151.6
MENTAL HEALTH	2	2	2	2	0	2	2
NC COOPERATIVE EXTENSION	9	9	9	9	0	9	9
PLANNING	44	44	44	39	0	39	39
PLANNING-LOCATION SERVICES	4	4	4	3	0	3	3
PRE TRIAL SERVICES	7	7	8	8	0	8	8
PRINT, MAIL & DESIGN SERVICES	4	4	4	0	0	0	0
PUBLIC INFORMATION	9	9	9	12	0	12	12
PUBLIC HEALTH	242.8	246.175	251.175	260	0	260	251.42
REGISTER OF DEEDS	24.1	25	25	25	0	25	25
SHERIFF'S OFFICE	657.425	652.425	656.425	640	113	753	657.125
SOBRIETY COURT	1	1	1	1	0	1	1
SOIL CONSERVATION	2	2	2	3	0	3	3
TAX ADMINISTRATION	69.95	69.95	69.95	68	3	71	69.95
TAX ADMIN-PROPERTY REVAL	5.95	5.95	5.95	5	4	9	7.95
VETERANS SERVICES	7	7	8	8	0	8	8
TOTAL GENERAL FUND	2,280.90	2,279.28	2,293.28	2,286.00	173.00	2,459.00	2,330.30
OTHER COUNTY FUNDS							
COMMUNITY DEVELOPMENT	9	9	10	10	0	10	10
CD BLOCK GRANT DISASTER RECOVERY	4.25	4.25	4.25	2	2	4	3.5
DEPT OF SOCIAL SVCS GRP CARE	12.5	12.5	12.5	12	5	17	12.5
EMPLOYEE PHARMACY	4.75	4.75	4.75	4	1	5	4.75
EMPLOYEE WELLNESS	1	1	1	1	0	1	1
EMERGENCY RENTAL ASSISTANCE	0	0	0	0	22	22	22
MPO ADMINISTRATION	0	0	0	7	0	7	7
PLANNING - FAMPO	3	3	3	4	0	4	4
RISK MANAGEMENT	3.475	3.475	3.475	3	1	4	3.475
SENIOR AIDES	2.1	2.1	0	0	0	0	0
SHERIFF - FORFEITURE & CANTEEN	12	12	12	2	0	2	2
SOLID WASTE	69	69	69	68	0	68	68
WORKFORCE DEVELOPMENT	7	7	0	0	0	0	0
TOTAL OTHER COUNTY FUNDS	128.08	128.08	119.98	113.00	31.00	144.00	138.23
TOTAL ALL FUNDS	2,408.98	2,407.35	2,413.25	2,399.00	204.00	2,603.00	2,468.52

Salary Schedule

Regular Employee
Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM
55	\$31,824.00	\$35,729.42	\$39,634.84
56	\$31,824.00	\$36,638.78	\$41,453.57
57	\$31,824.00	\$37,588.73	\$43,353.47
58	\$31,824.00	\$38,573.32	\$45,322.65
59	\$31,824.00	\$39,604.47	\$47,384.94
60	\$31,824.00	\$40,703.81	\$49,583.63
61	\$31,824.00	\$41,882.72	\$51,941.45
62	\$32,329.71	\$43,370.78	\$54,411.86
63	\$33,848.56	\$45,408.18	\$56,967.80
64	\$35,433.41	\$47,533.79	\$59,634.16
65	\$37,087.58	\$49,753.04	\$62,418.50
66	\$38,840.24	\$52,103.82	\$65,367.40
67	\$40,682.77	\$54,576.41	\$68,470.04
68	\$42,561.03	\$57,095.55	\$71,630.06
69	\$44,528.05	\$59,734.29	\$74,940.53
70	\$46,588.17	\$62,497.54	\$78,406.90
71	\$48,734.90	\$65,378.24	\$82,021.59
72	\$50,977.97	\$68,386.69	\$85,795.41
73	\$53,334.71	\$71,548.31	\$89,761.92
74	\$55,827.84	\$74,893.43	\$93,959.02
75	\$58,435.75	\$78,391.75	\$98,347.75
76	\$61,136.75	\$82,014.55	\$102,892.35
77	\$63,969.82	\$85,815.98	\$107,662.13
78	\$66,944.71	\$89,806.31	\$112,667.91
79	\$70,056.00	\$93,980.68	\$117,905.36
80	\$73,304.77	\$98,338.00	\$123,371.22
81	\$76,688.87	\$102,877.74	\$129,066.60
82	\$80,258.09	\$107,665.91	\$135,073.73
83	\$84,008.10	\$112,696.60	\$141,385.10
84	\$87,943.22	\$117,975.18	\$148,007.14
85	\$92,038.56	\$123,471.36	\$154,904.17
86	\$96,315.77	\$129,207.87	\$162,099.97
87	\$100,821.41	\$135,251.83	\$169,682.25
88	\$105,535.96	\$141,576.71	\$177,617.46
89	\$110,451.90	\$148,171.15	\$185,890.40
90	\$115,597.32	\$155,074.12	\$194,550.92
91	\$120,996.07	\$162,315.94	\$203,635.81
92	\$126,440.29	\$169,619.46	\$212,798.63
93	\$132,130.25	\$177,252.62	\$222,374.99
94	\$138,075.70	\$185,228.42	\$232,381.14
95	\$144,289.62	\$193,564.17	\$242,838.71

Salary Schedule

Detention and Law Enforcement Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM
64DE	\$40,457.00	\$53,605.20	\$66,753.39
64LE	\$40,457.00	\$53,605.20	\$66,753.39
65DE	\$42,189.56	\$55,929.43	\$69,669.30
65LE	\$42,189.56	\$55,929.43	\$69,669.30
66DE	\$44,000.00	\$58,358.16	\$72,716.33
66LE	\$44,000.00	\$58,358.16	\$72,716.33
67DE	\$45,892.00	\$60,896.28	\$75,900.56
67LE	\$45,892.00	\$60,896.28	\$75,900.56
68DE	\$47,869.14	\$63,548.61	\$79,228.08
68LE	\$47,869.14	\$63,548.61	\$79,228.08
69DE	\$49,935.25	\$66,320.30	\$82,705.35
69LE	\$49,935.25	\$66,320.30	\$82,705.35
70DE	\$52,094.33	\$69,216.71	\$86,339.09
70LE	\$52,094.33	\$69,216.71	\$86,339.09
71DE	\$54,350.57	\$72,243.45	\$90,136.33
71LE	\$54,350.57	\$72,243.45	\$90,136.33
72DE	\$56,708.34	\$75,406.41	\$94,104.47
72LE	\$56,708.34	\$75,406.41	\$94,104.47
73DE	\$59,172.21	\$78,711.69	\$98,251.16
73LE	\$59,172.21	\$78,711.69	\$98,251.16
74DE	\$61,746.96	\$82,165.71	\$102,584.45
74LE	\$61,746.96	\$82,165.71	\$102,584.45
75DE	\$64,437.57	\$85,775.16	\$107,112.74
75LE	\$64,437.57	\$85,775.16	\$107,112.74
76DE	\$65,293.66	\$87,591.44	\$109,889.23
76LE	\$65,293.66	\$87,591.44	\$109,889.23
77DE	\$68,231.87	\$91,533.06	\$114,834.24
77LE	\$68,231.87	\$91,533.06	\$114,834.24
78DE	\$71,302.30	\$95,652.04	\$120,001.78
78LE	\$71,302.30	\$95,652.04	\$120,001.78
79DE	\$74,510.91	\$99,956.38	\$125,401.86
79LE	\$74,510.91	\$99,956.38	\$125,401.86
80DE	\$77,863.90	\$104,454.43	\$131,044.95
80LE	\$77,863.90	\$104,454.43	\$131,044.95
81DE	\$81,367.78	\$109,154.87	\$136,941.97
81LE	\$81,367.78	\$109,154.87	\$136,941.97
82DE	\$85,029.32	\$114,066.83	\$143,104.35
82LE	\$85,029.32	\$114,066.83	\$143,104.35
83DE	\$88,855.64	\$119,199.84	\$149,544.04
83LE	\$88,855.64	\$119,199.84	\$149,544.04

Salary Schedule

Physician Schedule Effective beginning July 3, 2022

CLASSIFICATION	GRADE	MINIMUM	MIDPOINT	MAXIMUM
PHYSICIAN DIRECTOR II-A	10	\$128,670.38	\$172,610.59	\$216,550.80
PHYSICIAN DIRECTOR II-B	12	\$141,525.83	\$189,856.92	\$238,188.02
PHYSICIAN III-A	9	\$122,510.59	\$164,348.45	\$206,186.32
PHYSICIAN III-B	11	\$134,826.92	\$180,870.01	\$226,913.11
PHYSICIAN III-C	12	\$141,525.83	\$189,856.92	\$238,188.02

Executive Schedule Effective beginning July 3, 2022

CLASSIFICATION	PAY BAND	MINIMUM	MAXIMUM
COUNTY MANAGER	A	\$132,130.25	\$280,060.87
DEPUTY COUNTY MANAGER	B	\$105,704.19	\$220,589.12
ASSISTANT COUNTY MANAGER - ENVIRONMENTAL & COMMUNITY SAFETY	C	\$96,315.77	\$212,798.63
ASSISTANT COUNTY MANAGER - COMMUNITY SUPPORT SERVICES	C	\$96,315.77	\$212,798.63
ASSISTANT COUNTY MANAGER - GENERAL GOVERNMENT & STEWARD	C	\$96,315.77	\$212,798.63
ASSISTANT COUNTY MANAGER - STRATEGIC MANAGEMENT & GOVERN	C	\$96,315.77	\$212,798.63
GENERAL MANAGER - HUMAN SERVICES	D	\$87,943.22	\$194,550.92
FINANCE DIRECTOR/GENERAL MANAGER - FINANCIAL SERVICES	D	\$87,943.22	\$194,550.92
CHIEF OF STAFF	E	\$79,852.45	\$140,141.05

Job Classification

Effective beginning July 3, 2022

CLASSIFICATION	GRADE	ANNUAL SALARY RANGE		
		MINIMUM	MID-POINT	MAXIMUM
911 QUALITY ASSURANCE & COMPLIANCE SPECIALIST	69	\$44,528.05	\$59,734.29	\$74,940.53
911 STANDARDS PROGRAM COORDINATOR	71	\$48,734.90	\$65,378.24	\$82,021.59
ACCOUNTANT I*	73	\$53,334.71	\$71,548.31	\$89,761.92
ACCOUNTANT II*	75	\$58,435.75	\$78,391.75	\$98,347.75
ACCOUNTING CLERK IV*	60	\$31,824.00	\$40,703.81	\$49,583.63
ACCOUNTING CLERK V*	62	\$32,329.71	\$43,370.78	\$54,411.86
ACCOUNTING SPECIALIST I*	68	\$42,561.03	\$57,095.55	\$71,630.06
ACCOUNTING SPECIALIST II*	70	\$46,588.17	\$62,497.54	\$78,406.90
ACCOUNTING SUPERVISOR*	78	\$66,944.71	\$89,806.31	\$112,667.91
ACCOUNTING TECHNICIAN I*	60	\$31,824.00	\$40,703.81	\$49,583.63
ACCOUNTING TECHNICIAN II*	62	\$32,329.71	\$43,370.78	\$54,411.86
ACCOUNTING TECHNICIAN III*	64	\$35,433.41	\$47,533.79	\$59,634.16
ACCOUNTING TECHNICIAN IV*	66	\$38,840.24	\$52,103.82	\$65,367.40
ADMINISTRATIVE ASSISTANT I*	64	\$35,433.41	\$47,533.79	\$59,634.16
ADMINISTRATIVE ASSISTANT II*	66	\$38,840.24	\$52,103.82	\$65,367.40
ADMINISTRATIVE ASSISTANT III*	68	\$42,561.03	\$57,095.55	\$71,630.06
ADMINISTRATIVE COORDINATOR I	64	\$35,433.41	\$47,533.79	\$59,634.16
ADMINISTRATIVE COORDINATOR II	66	\$38,840.24	\$52,103.82	\$65,367.40
ADMINISTRATIVE OFFICER I*	68	\$42,561.03	\$57,095.55	\$71,630.06
ADMINISTRATIVE OFFICER II*	71	\$48,734.90	\$65,378.24	\$82,021.59
ADMINISTRATIVE OFFICER III*	73	\$53,334.71	\$71,548.31	\$89,761.92
ADMINISTRATIVE PROGRAM OFFICER I	68	\$42,561.03	\$57,095.55	\$71,630.06
ADMINISTRATIVE PROGRAM OFFICER II	70	\$46,588.17	\$62,497.54	\$78,406.90
ADMINISTRATIVE SERVICES ASSISTANT V*	62	\$32,329.71	\$43,370.78	\$54,411.86
ADMINISTRATIVE SUPPORT II	65	\$37,087.58	\$49,753.04	\$62,418.50
ADMINISTRATIVE SUPPORT SPECIALIST	60	\$31,824.00	\$40,703.81	\$49,583.63
ADVOCATE I*	68	\$42,561.03	\$57,095.55	\$71,630.06
AGENT	68	\$42,561.03	\$57,095.55	\$71,630.06
AMERICAN RESCUE PROGRAM MANAGER	84	\$87,943.22	\$117,975.18	\$148,007.14
ANIMAL SERVICES DIRECTOR	80	\$73,304.77	\$98,338.00	\$123,371.22
ANIMAL SERVICES DISPATCHER	63	\$33,848.56	\$45,408.18	\$56,967.80
ANIMAL SERVICES ENFORCEMENT SUPERVISOR	69	\$44,528.05	\$59,734.29	\$74,940.53
ANIMAL SERVICES OFFICER I	64	\$35,433.41	\$47,533.79	\$59,634.16
ANIMAL SERVICES OFFICER II	66	\$38,840.24	\$52,103.82	\$65,367.40
ANIMAL SHELTER ATTENDANT	60	\$31,824.00	\$40,703.81	\$49,583.63
ANIMAL SHELTER MANAGER	67	\$40,682.77	\$54,576.41	\$68,470.04
APPRAISER	67	\$40,682.77	\$54,576.41	\$68,470.04
ASSISTANT COUNTY ENGINEER	79	\$70,056.00	\$93,980.68	\$117,905.36
ASSISTANT COUNTY MANAGER - COMMUNITY SUPPORT SERVICES		EXECUTIVE SALARY SCHEDULE		
ASSISTANT COUNTY MANAGER - ENVIRONMENTAL & COMMUNITY SAFETY		EXECUTIVE SALARY SCHEDULE		
ASSISTANT COUNTY MANAGER - GENERAL GOVERNMENT & STEWARDSHIP		EXECUTIVE SALARY SCHEDULE		
ASSISTANT COUNTY MANAGER - STRATEGIC MANAGEMENT & GOVERNMENTAL AFFAIRS		EXECUTIVE SALARY SCHEDULE		
ASSISTANT REGISTER OF DEEDS	70	\$46,588.17	\$62,497.54	\$78,406.90
ATTORNEY I*	80	\$73,304.77	\$98,338.00	\$123,371.22
ATTORNEY II*	83	\$84,008.10	\$112,696.60	\$141,385.10
BUDGET & MANAGEMENT ANALYST I	75	\$58,435.75	\$78,391.75	\$98,347.75
BUDGET & MANAGEMENT ANALYST II	76	\$61,136.75	\$82,014.55	\$102,892.35
BUDGET & PERFORMANCE DATA ANALYST	77	\$63,969.82	\$85,815.98	\$107,662.13
BUDGET & PERFORMANCE MANAGER	79	\$70,056.00	\$93,980.68	\$117,905.36
BUILDING & PLUMBING INSPECTOR	68	\$42,561.03	\$57,095.55	\$71,630.06
BUSINESS MANAGER I	71	\$48,734.90	\$65,378.24	\$82,021.59
BUSINESS MANAGER II	73	\$53,334.71	\$71,548.31	\$89,761.92
BUSINESS OFFICER I	75	\$58,435.75	\$78,391.75	\$98,347.75
BUSINESS OFFICER II	77	\$63,969.82	\$85,815.98	\$107,662.13
BUSINESS SYSTEMS MANAGER	72	\$50,977.97	\$68,386.69	\$85,795.41
CARPENTRY SUPERVISOR	67	\$40,682.77	\$54,576.41	\$68,470.04
CHAPLAIN	68	\$42,561.03	\$57,095.55	\$71,630.06
CHIEF BUILDING OFFICIAL	74	\$55,827.84	\$74,893.43	\$93,959.02
CHIEF DEPUTY SHERIFF	83LE	\$88,855.64	\$119,199.84	\$149,544.04
CHIEF DIVERSITY OFFICER	84	\$87,943.22	\$117,975.18	\$148,007.14
CHIEF INFORMATION SECURITY OFFICER	82	\$80,258.09	\$107,665.91	\$135,073.73
CHIEF INNOVATION & TECHNOLOGY SERVICES DIRECTOR	87	\$100,821.41	\$135,251.83	\$169,682.25
CHIEF INSPECTOR	70	\$46,588.17	\$62,497.54	\$78,406.90

Job Classification

Effective beginning July 3, 2022

CLASSIFICATION	GRADE	ANNUAL SALARY RANGE		
		MINIMUM	MID-POINT	MAXIMUM
CHIEF OF ASSESSMENT & COLLECTIONS	76	\$61,136.75	\$82,014.55	\$102,892.35
CHIEF OF REAL ESTATE & MAPPING	77	\$63,969.82	\$85,815.98	\$107,662.13
CHIEF OF STAFF		EXECUTIVE SALARY SCHEDULE		
CHILD SUPPORT AGENT I	64	\$35,433.41	\$47,533.79	\$59,634.16
CHILD SUPPORT AGENT II	66	\$38,840.24	\$52,103.82	\$65,367.40
CHILD SUPPORT AGENT III	67	\$40,682.77	\$54,576.41	\$68,470.04
CHILD SUPPORT ENFORCEMENT DIRECTOR	82	\$80,258.09	\$107,665.91	\$135,073.73
CHILD SUPPORT LEAD AGENT I	67	\$40,682.77	\$54,576.41	\$68,470.04
CHILD SUPPORT LEAD AGENT II	68	\$42,561.03	\$57,095.55	\$71,630.06
CHILD SUPPORT LEGAL MANAGER	81	\$76,688.87	\$102,877.74	\$129,066.60
CHILD SUPPORT PROGRAM MANAGER	76	\$61,136.75	\$82,014.55	\$102,892.35
CHILD SUPPORT QUALITY ASSURANCE PROGRAM TRAINING SPECIALIST	68	\$42,561.03	\$57,095.55	\$71,630.06
CHILD SUPPORT SUPERVISOR I	69	\$44,528.05	\$59,734.29	\$74,940.53
CHILD SUPPORT SUPERVISOR II	70	\$46,588.17	\$62,497.54	\$78,406.90
CLERK TO THE BOARD OF COMMISSIONERS (A)	72	\$50,977.97	\$68,386.69	\$85,795.41
CODE ENFORCEMENT MANAGER	73	\$53,334.71	\$71,548.31	\$89,761.92
CODE ENFORCEMENT OFFICER	66	\$38,840.24	\$52,103.82	\$65,367.40
COMMERCIAL APPRAISER	68	\$42,561.03	\$57,095.55	\$71,630.06
COMMUNICATIONS & OUTREACH COORDINATOR	72	\$50,977.97	\$68,386.69	\$85,795.41
COMMUNICATIONS CERTIFIED TRAINING OFFICER	70	\$46,588.17	\$62,497.54	\$78,406.90
COMMUNITY DEVELOPMENT DIRECTOR	82	\$80,258.09	\$107,665.91	\$135,073.73
COMMUNITY DISEASE CONTROL SPECIALIST II*	66	\$38,840.24	\$52,103.82	\$65,367.40
COMMUNITY HEALTH ASSISTANT*	57	\$31,824.00	\$37,588.73	\$43,353.47
COMMUNITY SERVICES MANAGER	73	\$53,334.71	\$71,548.31	\$89,761.92
COMMUNITY SERVICES SPECIALIST	68	\$42,561.03	\$57,095.55	\$71,630.06
COMMUNITY SOCIAL SERVICES ASSISTANT*	57	\$31,824.00	\$37,588.73	\$43,353.47
COMMUNITY SOCIAL SERVICES TECHNICIAN*	61	\$31,824.00	\$41,882.72	\$51,941.45
COMMUNITY SUPPORT SERVICES SUPERVISOR*	63	\$33,848.56	\$45,408.18	\$56,967.80
COMPUTING CONSULTANT I*	71	\$48,734.90	\$65,378.24	\$82,021.59
COMPUTING CONSULTANT II*	73	\$53,334.71	\$71,548.31	\$89,761.92
COMPUTING CONSULTANT III*	75	\$58,435.75	\$78,391.75	\$98,347.75
COOK	58	\$31,824.00	\$38,573.32	\$45,322.65
COOK SUPERVISOR	61	\$31,824.00	\$41,882.72	\$51,941.45
COTTAGE PARENT I	57	\$31,824.00	\$37,588.73	\$43,353.47
COUNTY ATTORNEY (A)	91	\$120,996.07	\$162,315.94	\$203,635.81
COUNTY ENGINEER	82	\$80,258.09	\$107,665.91	\$135,073.73
COUNTY MANAGER (A)		EXECUTIVE SALARY SCHEDULE		
COUNTY SOCIAL SERVICES BUSINESS OFFICER II*	79	\$70,056.00	\$93,980.68	\$117,905.36
COUNTY SOCIAL SERVICES DIRECTOR*	88	\$105,535.96	\$141,576.71	\$177,617.46
COUNTY SOCIAL SERVICES PROGRAM ADMINISTRATOR I*	77	\$63,969.82	\$85,815.98	\$107,662.13
CRIME ANALYST	70	\$46,588.17	\$62,497.54	\$78,406.90
CUSTODIAN	55	\$31,824.00	\$35,729.42	\$39,634.84
CUSTODIAN CREW LEADER	57	\$31,824.00	\$37,588.73	\$43,353.47
DATA & EVALUATION ANALYST	68	\$42,561.03	\$57,095.55	\$71,630.06
DAY CARE SERVICES COORDINATOR I*	66	\$38,840.24	\$52,103.82	\$65,367.40
DEPARTMENT DATA SYSTEMS SPECIALIST	70	\$46,588.17	\$62,497.54	\$78,406.90
DEPARTMENT GIS & MAPPING TECHNICIAN I	63	\$33,848.56	\$45,408.18	\$56,967.80
DEPARTMENT GIS & MAPPING TECHNICIAN II	66	\$38,840.24	\$52,103.82	\$65,367.40
DEPARTMENT IT SUPPORT SPECIALIST I	70	\$46,588.17	\$62,497.54	\$78,406.90
DEPARTMENT IT SUPPORT SPECIALIST II	72	\$50,977.97	\$68,386.69	\$85,795.41
DEPARTMENT ITS SUPPORT SUPERVISOR	74	\$55,827.84	\$74,893.43	\$93,959.02
DEPARTMENT ITS SUPPORT TECHNICIAN I	64	\$35,433.41	\$47,533.76	\$59,634.16
DEPARTMENT ITS SUPPORT TECHNICIAN II	66	\$38,840.24	\$52,103.82	\$65,367.40
DEPARTMENT PROJECT SPECIALIST	73	\$53,334.71	\$71,548.31	\$89,761.92
DEPUTY CLERK TO THE BOARD	65	\$37,087.58	\$49,753.04	\$62,418.50
DEPUTY COUNTY MANAGER		EXECUTIVE SALARY SCHEDULE		
DEPUTY DETENTION CENTER ADMINISTRATOR	76DE	\$65,293.66	\$87,591.44	\$109,889.23
DEPUTY FINANCE DIRECTOR	80	\$73,304.77	\$98,338.00	\$123,371.22
DEPUTY FIRE MARSHAL	70	\$46,588.17	\$62,497.54	\$78,406.90
DEPUTY INNOVATION & TECHNOLOGY DIRECTOR	83	\$84,008.10	\$112,696.60	\$141,385.10
DEPUTY LIBRARY DIRECTOR	78	\$66,944.71	\$89,806.31	\$112,667.91
DEPUTY PLANNING DIRECTOR	78	\$66,944.71	\$89,806.31	\$112,667.91
DEPUTY REGISTER OF DEEDS I	62	\$32,329.71	\$43,370.78	\$54,411.86

Job Classification

Personnel

Effective beginning July 3, 2022

CLASSIFICATION	GRADE	ANNUAL SALARY RANGE		
		MINIMUM	MID-POINT	MAXIMUM
DEPUTY REGISTER OF DEEDS II	64	\$35,433.41	\$47,533.79	\$59,634.16
DEPUTY REGISTER OF DEEDS III	66	\$38,840.24	\$52,103.82	\$65,367.40
DEPUTY SENIOR ASSISTANT REGISTER OF DEEDS	72	\$50,977.97	\$68,386.69	\$85,795.41
DEPUTY SHERIFF	66LE	\$44,000.00	\$58,358.16	\$72,716.33
DEPUTY SHERIFF CAPTAIN	78LE	\$71,302.30	\$95,652.04	\$120,001.78
DEPUTY SHERIFF CORPORAL	68LE	\$47,869.14	\$63,548.61	\$79,228.08
DEPUTY SHERIFF DETECTIVE	69LE	\$49,935.25	\$66,320.30	\$82,705.35
DEPUTY SHERIFF DETECTIVE LIEUTENANT	75LE	\$64,437.57	\$85,775.16	\$107,112.74
DEPUTY SHERIFF DETECTIVE SERGEANT	71LE	\$54,350.57	\$72,243.45	\$90,136.33
DEPUTY SHERIFF LIEUTENANT	75LE	\$64,437.57	\$85,775.16	\$107,112.74
DEPUTY SHERIFF MAJOR	80LE	\$77,863.90	\$104,454.43	\$131,044.95
DEPUTY SHERIFF SERGEANT	71LE	\$54,350.57	\$72,243.45	\$90,136.33
DETENTION CENTER ADMINISTRATOR	80DE	\$77,863.90	\$104,454.43	\$131,044.95
DETENTION CENTER CORPORAL	66DE	\$44,000.00	\$58,358.16	\$72,716.33
DETENTION CENTER LIEUTENANT	72DE	\$56,708.34	\$75,406.41	\$94,104.47
DETENTION CENTER SERGEANT	68DE	\$47,869.14	\$63,548.61	\$79,228.08
DETENTION OFFICER	64DE	\$40,457.00	\$53,605.20	\$66,753.39
DIRECTOR OF ELECTIONS (A)	82	\$80,258.09	\$107,665.91	\$135,073.73
DISTRICT TECHNICIAN	66	\$38,840.24	\$52,103.82	\$65,367.40
ELECTRIC & MECHANICAL INSPECTOR	68	\$42,561.03	\$57,095.55	\$71,630.06
ELECTRICIAN	66	\$38,840.24	\$52,103.82	\$65,367.40
ELECTRONICS TECHNICIAN	65	\$37,087.58	\$49,753.04	\$62,418.50
EMERGENCY MANAGEMENT PLANNER I	70	\$46,588.17	\$62,497.54	\$78,406.90
EMERGENCY MANAGEMENT PROGRAM COORDINATOR	74	\$55,827.84	\$74,893.43	\$93,959.02
EMERGENCY SERVICES DIRECTOR	82	\$80,258.09	\$107,665.91	\$135,073.73
ENGINEERING TECHNICIAN I	68	\$42,561.03	\$57,095.55	\$71,630.06
ENGINEERING TECHNICIAN II	70	\$46,588.17	\$62,497.54	\$78,406.90
ENVIROMENTAL HEALTH SUPERVISOR I*	70	\$46,588.17	\$62,497.54	\$78,406.90
ENVIROMENTAL HEALTH SUPERVISOR II*	73	\$53,334.71	\$71,548.31	\$89,761.92
ENVIRONMENTAL HEALTH DIRECTOR II*	79	\$70,056.00	\$93,980.68	\$117,905.36
ENVIRONMENTAL HEALTH PROGRAM SPECIALIST*	69	\$44,528.05	\$59,734.29	\$74,940.53
ENVIRONMENTAL HEALTH SPECIALIST*	67	\$40,682.77	\$54,576.41	\$68,470.04
EQUIPMENT INVENTORY & SERVICES COORDINATOR	68	\$42,561.03	\$57,095.55	\$71,630.06
EQUIPMENT OPERATOR	61	\$31,824.00	\$41,882.72	\$51,941.45
EXECUTIVE ASSISTANT	72	\$50,977.97	\$68,386.69	\$85,795.41
FACILITIES AND GROUNDS MANAGER	78	\$66,944.71	\$89,806.31	\$112,667.91
FACILITIES MAINTENANCE COORDINATOR I	63	\$33,848.56	\$45,408.18	\$56,967.80
FACILITIES MAINTENANCE SUPERVISOR	69	\$44,528.05	\$59,734.29	\$74,940.53
FAMPO EXECUTIVE DIRECTOR	77	\$63,969.82	\$85,815.98	\$107,662.13
FEES & SPECIAL ASSESSMENT SPECIALIST	69	\$44,528.05	\$59,734.29	\$74,940.53
FINANCE ACCOUNTANT	75	\$58,435.75	\$78,391.75	\$98,347.75
FINANCE ACCOUNTANT II	76	\$61,136.75	\$82,014.55	\$102,892.35
FINANCE ACCOUNTANT SENIOR	77	\$63,969.82	\$85,815.98	\$107,662.13
FINANCE DIRECTOR/GENERAL MANAGER		EXECUTIVE SALARY SCHEDULE		
FINANCE TECHNICIAN	67	\$40,682.77	\$54,576.41	\$68,470.04
FINANCIAL ASSOCIATE I	62	\$32,329.71	\$43,370.78	\$54,411.86
FINANCIAL ASSOCIATE II	64	\$35,433.41	\$47,533.79	\$59,634.16
FIRE INSPECTOR	68	\$42,561.03	\$57,095.55	\$71,630.06
FIRE INSPECTOR II	70	\$46,588.17	\$62,497.54	\$78,406.90
FIRE MARSHAL	74	\$55,827.84	\$74,893.43	\$93,959.02
FLEET MAINTENANCE FOREMAN	67	\$40,682.77	\$54,576.41	\$68,470.04
FLEET MAINTENANCE TECHNICIAN	64	\$35,433.41	\$47,533.79	\$59,634.16
FLEET MANAGER	74	\$55,827.84	\$74,893.43	\$93,959.02
FOOD SERVICE MANAGER	68	\$42,561.03	\$57,095.55	\$71,630.06
FOREIGN LANGUAGE INTERPRETER I*	60	\$31,824.00	\$40,703.81	\$49,583.63
FOREIGN LANGUAGE INTERPRETER II*	63	\$33,848.56	\$45,408.18	\$56,967.80
FORENSIC MEDIA TECHNICIAN	64	\$35,433.41	\$47,533.79	\$59,634.16
GENERAL MANAGER - HUMAN SERVICES*		EXECUTIVE SALARY SCHEDULE		
GRANTS MANAGER	73	\$53,334.71	\$71,548.31	\$89,761.92
GRAPHIC DESIGN & INFORMATION SPECIALIST I	64	\$35,433.41	\$47,533.79	\$59,634.16
GRAPHIC DESIGN & INFORMATION SPECIALIST II	66	\$38,840.24	\$52,103.82	\$65,367.40
GROUNDS MAINTENANCE LANDSCAPING SUPERVISOR	69	\$44,528.05	\$59,734.29	\$74,940.53
GROUNDS MAINTENANCE OPERATIONS SPECIALIST	65	\$37,087.58	\$49,753.04	\$62,418.50

Job Classification

Effective beginning July 3, 2022

CLASSIFICATION	GRADE	ANNUAL SALARY RANGE		
		MINIMUM	MID-POINT	MAXIMUM
GROUNDS MAINTENANCE TECHNICIAN I	60	\$31,824.00	\$40,703.81	\$49,583.63
GROUNDS MAINTENANCETECHNICIAN II	63	\$33,848.56	\$45,408.18	\$56,967.80
HEAVY EQUIPMENT MAINTENANCE TECHNICIAN	62	\$32,329.71	\$43,370.78	\$54,411.86
HEAVY EQUIPMENT MECHANIC	66	\$38,840.24	\$52,103.82	\$65,367.40
HEAVY EQUIPMENT MECHANIC FOREMAN	70	\$46,588.17	\$62,497.54	\$78,406.90
HOUSE ARREST SPECIALIST	67	\$40,682.77	\$54,576.41	\$68,470.04
HOUSEKEEPER TEAM LEADER*	57	\$31,824.00	\$37,588.73	\$43,353.47
HOUSEKEEPER*	55	\$31,824.00	\$35,729.42	\$39,634.84
HUMAN RESOURCES AIDE*	55	\$31,824.00	\$35,729.42	\$39,634.84
HUMAN RESOURCES ASSOCIATE	63	\$33,848.56	\$45,408.18	\$56,967.80
HUMAN RESOURCES CONSULTANT I	71	\$48,734.90	\$65,378.24	\$82,021.59
HUMAN RESOURCES CONSULTANT II	73	\$53,334.71	\$71,548.31	\$89,761.92
HUMAN RESOURCES DIRECTOR	84	\$87,943.22	\$117,975.18	\$148,007.14
HUMAN RESOURCES PLACEMENT SPECIALIST*	63	\$33,848.56	\$45,408.18	\$56,967.80
HUMAN RESOURCES REPRESENTATIVE	68	\$42,561.03	\$57,095.55	\$71,630.06
HUMAN RESOURCES SPECIALIST	66	\$38,840.24	\$52,103.82	\$65,367.40
HUMAN SERVICES CLINICAL COUNSELOR II*	71	\$48,734.90	\$65,378.24	\$82,021.59
HUMAN SERVICES COORDINATOR III*	70	\$46,588.17	\$62,497.54	\$78,406.90
HUMAN SERVICES DEPUTY DIRECTOR*		NO GRADE		
HUMAN SERVICES PLANNER & EVALUATOR I*	68	\$42,561.03	\$57,095.55	\$71,630.06
HUMAN SERVICES PLANNER & EVALUATOR II*	70	\$46,588.17	\$62,497.54	\$78,406.90
HVAC SUPERVISOR	68	\$42,561.03	\$57,095.55	\$71,630.06
HVAC TECHNICIAN	66	\$38,840.24	\$52,103.82	\$65,367.40
INCOME MAINTENANCE CASEWORKER I*	61	\$31,824.00	\$41,882.72	\$51,941.45
INCOME MAINTENANCE CASEWORKER II*	63	\$33,848.56	\$45,408.18	\$56,967.80
INCOME MAINTENANCE CASEWORKER III*	65	\$37,087.58	\$49,753.04	\$62,418.50
INCOME MAINTENANCE INVESTIGATOR I*	63	\$33,848.56	\$45,408.18	\$56,967.80
INCOME MAINTENANCE INVESTIGATOR II*	65	\$37,087.58	\$49,753.04	\$62,418.50
INCOME MAINTENANCE INVESTIGATOR SUPERVISOR I*	65	\$37,087.58	\$49,753.04	\$62,418.50
INCOME MAINTENANCE INVESTIGATOR SUPERVISOR II*	67	\$40,682.77	\$54,576.41	\$68,470.04
INCOME MAINTENANCE SUPERVISOR I*	65	\$37,087.58	\$49,753.04	\$62,418.50
INCOME MAINTENANCE SUPERVISOR II*	67	\$40,682.77	\$54,576.41	\$68,470.04
INCOME MAINTENANCE SUPERVISOR III*	69	\$44,528.05	\$59,734.29	\$74,940.53
INCOME MAINTENANCE TECHNICIAN*	59	\$31,824.00	\$39,604.47	\$47,384.94
INDUSTRIAL HYGIENE CONSULTANT*	77	\$63,969.82	\$85,815.98	\$107,662.13
INFORMATION SYSTEMS LIAISON I*	69	\$44,528.05	\$59,734.29	\$74,940.53
INFORMATION SYSTEMS MANAGER	77	\$63,969.82	\$85,815.98	\$107,662.13
INTERNAL AUDIT & WELLNESS DIRECTOR	79	\$70,056.00	\$93,980.68	\$117,905.36
INTERNAL AUDITOR	74	\$55,827.84	\$74,893.43	\$93,959.02
INTERNAL SERVICES MANAGER	80	\$73,304.77	\$98,338.00	\$123,371.22
INVESTIGATIVE TECHNICIAN	64	\$35,433.41	\$47,533.79	\$59,634.16
ITS APPLICATIONS ANALYST PROGRAMMER I	75	\$58,435.75	\$78,391.75	\$98,347.75
ITS APPLICATIONS ANALYST PROGRAMMER II	77	\$63,969.82	\$85,815.98	\$107,662.13
ITS APPLICATIONS DEVELOPMENT SUPERVISOR	78	\$66,944.71	\$89,806.31	\$112,667.91
ITS APPLICATIONS MANAGER	81	\$76,688.87	\$102,877.74	\$129,066.60
ITS APPLICATIONS PROGRAMMER	71	\$48,734.90	\$65,378.24	\$82,021.59
ITS APPLICATIONS SUPPORT ANALYST	72	\$50,977.97	\$68,386.69	\$85,795.41
ITS APPLICATIONS SUPPORT ANALYST III	76	\$61,136.75	\$82,014.55	\$102,892.35
ITS APPLICATIONS SUPPORT SUPERVISOR	77	\$63,969.82	\$85,815.98	\$107,662.13
ITS AUDIO/VISUAL SPECIALIST	73	\$53,334.71	\$71,548.31	\$89,761.92
ITS BUSINESS ANALYST	76	\$61,136.75	\$82,014.55	\$102,892.35
ITS BUSINESS INTELLIGENCE DATA ANALYST	77	\$63,969.82	\$85,815.98	\$107,662.13
ITS CLIENT SUPPORT MANAGER	78	\$66,944.71	\$89,806.31	\$112,667.91
ITS DATABASE SYSTEMS PROGRAMMER	77	\$63,969.82	\$85,815.98	\$107,662.13
ITS DATABASE WAREHOUSE PROGRAMMER	77	\$63,969.82	\$85,815.98	\$107,662.13
ITS ENTERPRISE SOLUTIONS MANAGER	81	\$76,688.87	\$102,877.74	\$129,066.60
ITS ERP SYSTEM SPECIALIST	74	\$55,827.84	\$74,893.43	\$93,959.02
ITS GIS ANALYST	70	\$46,588.17	\$62,497.54	\$78,406.90
ITS GIS DEVELOPER	75	\$58,435.75	\$78,391.75	\$98,347.75
ITS GIS MANAGER	77	\$63,969.82	\$85,815.98	\$107,662.13
ITS HELPDESK COORDINATOR	68	\$42,561.03	\$57,095.55	\$71,630.06
ITS INFRASTRUCTURE MANAGER	81	\$76,688.87	\$102,877.74	\$129,066.60
ITS NETWORK SECURITY COORDINATOR	79	\$70,056.00	\$93,980.68	\$117,905.36

Job Classification

Effective beginning July 3, 2022

CLASSIFICATION	GRADE	ANNUAL SALARY RANGE		
		MINIMUM	MID-POINT	MAXIMUM
ITS NETWORKING SPECIALIST	75	\$58,435.75	\$78,391.75	\$98,347.75
ITS PROJECT MANAGER	76	\$61,136.75	\$82,014.55	\$102,892.35
ITS SENIOR TECHNICAL SUPPORT SPECIALIST	74	\$55,827.84	\$74,893.43	\$93,959.02
ITS SYSTEMS SERVER ADMINISTRATOR	77	\$63,969.82	\$85,815.98	\$107,662.13
ITS SYSTEMS SERVER ANALYST I	74	\$55,827.84	\$74,893.43	\$93,959.02
ITS SYSTEMS SERVER ANALYST II	76	\$61,136.75	\$82,014.55	\$102,892.35
ITS TECHNICAL SPECIALIST SUPERVISOR	76	\$61,136.75	\$82,014.55	\$102,892.35
ITS TECHNOLOGY SUPPORT SPECIALIST I	71	\$48,734.90	\$65,378.24	\$82,021.59
ITS TECHNOLOGY SUPPORT SPECIALIST II	73	\$53,334.71	\$71,548.31	\$89,761.92
JUSTICE SERVICES DIRECTOR	87	\$100,821.41	\$135,251.83	\$169,682.25
LANDFILL OPERATIONS MANAGER	72	\$50,977.97	\$68,386.69	\$85,795.41
LATENT PRINT EXAMINER	73	\$53,334.71	\$71,548.31	\$89,761.92
LAUNDRY WASHER OPERATOR	55	\$31,824.00	\$35,729.42	\$39,634.84
LEAD ANIMAL SHELTER ATTENDANT	61	\$31,824.00	\$41,882.72	\$51,941.45
LEAD WORKER III*	59	\$31,824.00	\$39,604.47	\$47,384.94
LEAD WORKER IV*	61	\$31,824.00	\$41,882.72	\$51,941.45
LIBRARIAN I	67	\$40,682.77	\$54,576.41	\$68,470.04
LIBRARIAN II	69	\$44,528.05	\$59,734.29	\$74,940.53
LIBRARIAN III	71	\$48,734.90	\$65,378.24	\$82,021.59
LIBRARIAN IV	73	\$53,334.71	\$71,548.31	\$89,761.92
LIBRARY ASSOCIATE	64	\$35,433.41	\$47,533.79	\$59,634.16
LIBRARY CIRCULATION MANAGER	67	\$40,682.77	\$54,576.41	\$68,470.04
LIBRARY CIRCULATION SUPERVISOR	66	\$38,840.24	\$52,103.82	\$65,367.40
LIBRARY DIGITAL NAVIGATOR	67	\$40,682.77	\$54,576.41	\$68,470.04
LIBRARY DIRECTOR	82	\$80,258.09	\$107,665.91	\$135,073.73
LIBRARY DIVISION MANAGER	75	\$58,435.75	\$78,391.75	\$98,347.75
LIBRARY PAGE	55	\$31,824.00	\$35,729.42	\$39,634.84
LIBRARY TECHNICIAN	57	\$31,824.00	\$37,588.73	\$43,353.47
LOCAL HEALTH DIRECTOR*	88	\$105,535.96	\$141,576.71	\$177,617.46
MAINTENANCE SERVICES COORDINATOR	60	\$31,824.00	\$40,703.81	\$49,583.63
MAINTENANCE SUPERVISOR	65	\$37,087.58	\$49,753.04	\$62,418.50
MAINTENANCE TECHNICIAN	62	\$32,329.71	\$43,370.78	\$54,411.86
MAINTENANCE WORKER	57	\$31,824.00	\$37,588.73	\$43,353.47
MANAGEMENT ANALYST	74	\$55,827.84	\$74,893.43	\$93,959.02
MEDICAL LAB ASSISTANT III*	60	\$31,824.00	\$40,703.81	\$49,583.63
MEDICAL LAB TECHNOLOGIST I*	70	\$46,588.17	\$62,497.54	\$78,406.90
MEDICAL LAB TECHNOLOGIST II*	72	\$50,977.97	\$68,386.69	\$85,795.41
MEDICAL LAB TECHNOLOGIST III*	74	\$55,827.84	\$74,893.43	\$93,959.02
MEDICAL OFFICE ASSISTANT*	60	\$31,824.00	\$40,703.81	\$49,583.63
MEDICAL RECORDS ASSISTANT IV*	60	\$31,824.00	\$40,703.81	\$49,583.63
MEDICAL RECORDS MANAGER II*	68	\$42,561.03	\$57,095.55	\$71,630.06
MISDEMEANOR DIVERSION PROGRAM/ICPC COORDINATOR	68	\$42,561.03	\$57,095.55	\$71,630.06
MULTIMEDIA PRODUCTION SPECIALIST	70	\$46,588.17	\$62,497.54	\$78,406.90
NUTRITION PROGRAM DIRECTOR II	75	\$58,435.75	\$78,391.75	\$98,347.75
NUTRITIONIST I*	66	\$38,840.24	\$52,103.82	\$65,367.40
NUTRITIONIST II*	69	\$44,528.05	\$59,734.29	\$74,940.53
NUTRITIONIST III*	71	\$48,734.90	\$65,378.24	\$82,021.59
OFFICE ASSISTANT III*	58	\$31,824.00	\$38,573.32	\$45,322.65
OFFICE ASSISTANT IV*	60	\$31,824.00	\$40,703.81	\$49,583.63
OFFICE ASSISTANT V*	62	\$32,329.71	\$43,370.78	\$54,411.86
OFFICE PROCESSING ASSISTANT	58	\$31,824.00	\$38,573.32	\$45,322.65
PARALEGAL	67	\$40,682.77	\$54,576.41	\$68,470.04
PARALEGAL I*	67	\$40,682.77	\$54,576.41	\$68,470.04
PATIENT ACCOUNTS REPRESENTATIVE SUPERVISOR*	65	\$37,087.58	\$49,753.04	\$62,418.50
PATIENT RELATIONS REPRESENTATIVE IV	60	\$31,824.00	\$40,703.81	\$49,583.63
PAYROLL MANAGER	72	\$50,977.97	\$68,386.69	\$85,795.41
PAYROLL SPECIALIST I	67	\$40,682.77	\$54,576.41	\$68,470.04
PAYROLL SPECIALIST II	70	\$46,588.17	\$62,497.54	\$78,406.90
PERSONNEL ASSISTANT V*	62	\$32,329.71	\$43,370.78	\$54,411.86
PERSONNEL OFFICER I*	70	\$46,588.17	\$62,497.54	\$78,406.90
PERSONNEL TECHNICIAN I*	63	\$33,848.56	\$45,408.18	\$56,967.80
PERSONNEL TECHNICIAN II*	66	\$38,840.24	\$52,103.82	\$65,367.40
PERSONNEL TECHNICIAN III*	68	\$42,561.03	\$57,095.55	\$71,630.06

Job Classification

Effective beginning July 3, 2022

CLASSIFICATION	GRADE	ANNUAL SALARY RANGE		
		MINIMUM	MID-POINT	MAXIMUM
PHARMACIST	84	\$87,943.22	\$117,975.18	\$148,007.14
PHARMACY MANAGER	87	\$100,821.41	\$135,251.83	\$169,682.25
PHARMACY TECHNICIAN	60	\$31,824.00	\$40,703.81	\$49,583.63
PHYSICIAN DIRECTOR II-A*		PHYSICIAN SALARY SCHEDULE		
PHYSICIAN DIRECTOR II-B*		PHYSICIAN SALARY SCHEDULE		
PHYSICIAN EXTENDER I*	80	\$73,304.77	\$98,338.00	\$123,371.22
PHYSICIAN EXTENDER II*	82	\$80,258.09	\$107,665.91	\$135,073.73
PHYSICIAN EXTENDER III	84	\$87,943.22	\$117,975.18	\$148,007.14
PHYSICIAN III-A*		PHYSICIAN SALARY SCHEDULE		
PHYSICIAN III-B*		PHYSICIAN SALARY SCHEDULE		
PHYSICIAN III-C*		PHYSICIAN SALARY SCHEDULE		
PLANNER	70	\$46,588.17	\$62,497.54	\$78,406.90
PLANNING DIRECTOR	83	\$84,008.10	\$112,696.60	\$141,385.10
PLANNING MANAGER	75	\$58,435.75	\$78,391.75	\$98,347.75
PLUMBING SUPERVISOR	66	\$38,840.24	\$52,103.82	\$65,367.40
PRACTICAL NURSE II*	63	\$33,848.56	\$45,408.18	\$56,967.80
PRETRIAL RELEASE SPECIALIST	65	\$37,087.58	\$49,753.04	\$62,418.50
PRINTING & GRAPHICS SERVICES SUPERVISOR	70	\$46,588.17	\$62,497.54	\$78,406.90
PROCESSING ASSISTANT II*	55	\$31,824.00	\$35,729.42	\$39,634.84
PROCESSING ASSISTANT III*	58	\$31,824.00	\$38,573.32	\$45,322.65
PROCESSING ASSISTANT IV*	60	\$31,824.00	\$40,703.81	\$49,583.63
PROCESSING ASSISTANT V*	62	\$32,329.71	\$43,370.78	\$54,411.86
PROCESSING UNIT SUPERVISOR IV*	60	\$31,824.00	\$40,703.81	\$49,583.63
PROCESSING UNIT SUPERVISOR V*	62	\$32,329.71	\$43,370.78	\$54,411.86
PROGRAM ASSISTANT IV*	60	\$31,824.00	\$40,703.81	\$49,583.63
PROGRAM ASSISTANT V*	62	\$32,329.71	\$43,370.78	\$54,411.86
PUBLIC HEALTH EDUCATOR I*	64	\$35,433.41	\$47,533.79	\$59,634.16
PUBLIC HEALTH EDUCATOR II*	68	\$42,561.03	\$57,095.55	\$71,630.06
PUBLIC HEALTH EDUCATOR SUPERVISOR*	70	\$46,588.17	\$62,497.54	\$78,406.90
PUBLIC HEALTH NURSE I*	71	\$48,734.90	\$65,378.24	\$82,021.59
PUBLIC HEALTH NURSE II*	73	\$53,334.71	\$71,548.31	\$89,761.92
PUBLIC HEALTH NURSE III*	74	\$55,827.84	\$74,893.43	\$93,959.02
PUBLIC HEALTH NURSING DIRECTOR III*	82	\$80,258.09	\$107,665.91	\$135,073.73
PUBLIC HEALTH NURSING SUPERVISOR I*	75	\$58,435.75	\$78,391.75	\$98,347.75
PUBLIC HEALTH NURSING SUPERVISOR II*	77	\$63,969.82	\$85,815.98	\$107,662.13
PUBLIC INFORMATION ASSISTANT III*	58	\$31,824.00	\$38,573.32	\$45,322.65
PUBLIC INFORMATION ASSISTANT IV*	60	\$31,824.00	\$40,703.81	\$49,583.63
PUBLIC INFORMATION DEPUTY DIRECTOR	78	\$66,944.71	\$89,806.31	\$112,667.91
PUBLIC INFORMATION SPECIALIST	68	\$42,561.03	\$57,095.55	\$71,630.06
PUBLIC UTILITIES SPECIALIST	70	\$46,588.17	\$62,497.54	\$78,406.90
PURCHASING MANAGER	72	\$50,977.97	\$68,386.69	\$85,795.41
REAL ESTATE APPRAISAL MANAGER	76	\$61,136.75	\$82,014.55	\$102,892.35
REAL ESTATE APPRAISAL SUPERVISOR	74	\$55,827.84	\$74,893.43	\$93,959.02
REAL PROPERTY DATA COLLECTOR	67	\$40,682.77	\$54,576.41	\$68,470.04
RECYCLING VEHICLE OPERATOR	60	\$31,824.00	\$40,703.81	\$49,583.63
REGISTER OF DEEDS (E)		NO GRADE		
RISK MANAGEMENT CONSULTANT	72	\$50,977.97	\$68,386.69	\$85,795.41
SAFETY TECHNICIAN	64	\$35,433.41	\$47,533.79	\$59,634.16
SENIOR ADMINISTRATIVE SUPPORT SPECIALIST	62	\$32,329.71	\$43,370.78	\$54,411.86
SENIOR ANIMAL SERVICES OFFICER I	65	\$37,087.58	\$49,753.04	\$62,418.50
SENIOR APPRAISAL SPECIALIST	71	\$48,734.90	\$65,378.24	\$82,021.59
SENIOR APPRAISER	69	\$44,528.05	\$59,734.29	\$74,940.53
SENIOR ASSISTANT REGISTER OF DEEDS	76	\$61,136.75	\$82,014.55	\$102,892.35
SENIOR BUDGET & MANAGEMENT ANALYST	77	\$63,969.82	\$85,815.98	\$107,662.13
SENIOR DEPARTMENT GIS & MAPPING TECHNICIAN II	68	\$42,561.03	\$57,095.55	\$71,630.06
SENIOR PLANNER	73	\$53,334.71	\$71,548.31	\$89,761.92
SHERIFF (E)		NO GRADE		
SHERIFFS LEGAL ADVISOR (A)		NO GRADE		
SOBRIETY TREATMENT & COURT CASE COORDINATOR	67	\$40,682.77	\$54,576.41	\$68,470.04
SOCIAL WORK CLINICAL SPECIALIST*	74	\$55,827.84	\$74,893.43	\$93,959.02
SOCIAL WORK PROGRAM ADMINISTRATOR I*	77	\$63,969.82	\$85,815.98	\$107,662.13
SOCIAL WORK PROGRAM ADMINISTRATOR II*	79	\$70,056.00	\$93,980.68	\$117,905.36
SOCIAL WORK PROGRAM MANAGER*	76	\$61,136.75	\$82,014.55	\$102,892.35

Job Classification

Personnel

Effective beginning July 3, 2022

CLASSIFICATION	GRADE	ANNUAL SALARY RANGE		
		MINIMUM	MID-POINT	MAXIMUM
SOCIAL WORK SUPERVISOR I*	69	\$44,528.05	\$59,734.29	\$74,940.53
SOCIAL WORK SUPERVISOR II*	72	\$50,977.97	\$68,386.69	\$85,795.41
SOCIAL WORK SUPERVISOR III*	75	\$58,435.75	\$78,391.75	\$98,347.75
SOCIAL WORKER I*	65	\$37,087.58	\$49,753.04	\$62,418.50
SOCIAL WORKER II*	69	\$44,528.05	\$59,734.29	\$74,940.53
SOCIAL WORKER III*	71	\$48,734.90	\$65,378.24	\$82,021.59
SOCIAL WORKER-INVESTIGATIVE-ASSESSMENT & TREATMENT*	71	\$48,734.90	\$65,378.24	\$82,021.59
SOIL & WATER CONSERVATIONIST	69	\$44,528.05	\$59,734.29	\$74,940.53
SOIL SCIENTIST I	73	\$53,334.71	\$71,548.31	\$89,761.92
SOLID WASTE ATTENDANT	57	\$31,824.00	\$37,588.73	\$43,353.47
SOLID WASTE DIRECTOR	82	\$80,258.09	\$107,665.91	\$135,073.73
SOLID WASTE ENVIRONMENT ENFORCEMENT INSPECTOR	65	\$37,087.58	\$49,753.04	\$62,418.50
SOLID WASTE EQUIPMENT OPERATOR I	63	\$33,848.56	\$45,408.18	\$56,967.80
SOLID WASTE EQUIPMENT OPERATOR II	65	\$37,087.58	\$49,753.04	\$62,418.50
SOLID WASTE GAS TECHNICIAN	66	\$38,840.24	\$52,103.82	\$65,367.40
SOLID WASTE SUPERVISOR	68	\$42,561.03	\$57,095.55	\$71,630.06
SOLID WASTE SUPERVISOR II	70	\$46,588.17	\$62,497.54	\$78,406.90
SOLID WASTE TRUCK DRIVER	63	\$33,848.56	\$45,408.18	\$56,967.80
STAFF ATTORNEY I	79	\$70,056.00	\$93,980.68	\$117,905.36
STAFF ATTORNEY II	82	\$80,258.09	\$107,665.91	\$135,073.73
STAFF DEVELOPMENT SPECIALIST I*	67	\$40,682.77	\$54,576.41	\$68,470.04
STAFF DEVELOPMENT SPECIALIST II*	69	\$44,528.05	\$59,734.29	\$74,940.53
STAFF DEVELOPMENT SPECIALIST III*	71	\$48,734.90	\$65,378.24	\$82,021.59
STAFF NURSE*	71	\$48,734.90	\$65,378.24	\$82,021.59
STAFF PSYCHOLOGIST II	73	\$53,334.71	\$71,548.31	\$89,761.92
STREET SIGN SUPERVISOR	66	\$38,840.24	\$52,103.82	\$65,367.40
STREET SIGN TECHNICIAN I	63	\$33,848.56	\$45,408.18	\$56,967.80
STREET SIGN TECHNICIAN II	65	\$37,087.58	\$49,753.04	\$62,418.50
SUBSTANCE ABUSE COUNSELOR II*	67	\$40,682.77	\$54,576.41	\$68,470.04
SUPPLY CONTROL OFFICER	69	\$44,528.05	\$59,734.29	\$74,940.53
TAX ADMINISTRATOR (A)	84	\$87,943.22	\$117,975.18	\$148,007.14
TAX ANALYST	64	\$35,433.41	\$47,533.79	\$59,634.16
TAX ASSISTANT	62	\$32,329.71	\$43,370.78	\$54,411.86
TAX AUDITOR	68	\$42,561.03	\$57,095.55	\$71,630.06
TAX PROGRAM COORDINATOR	65	\$37,087.58	\$49,753.04	\$62,418.50
TAX PROGRAM MANAGER	75	\$58,435.75	\$78,391.75	\$98,347.75
TAX PROGRAM SUPERVISOR	72	\$50,977.97	\$68,386.69	\$85,795.41
TELECOMMUNICATIONS ASSISTANT MANAGER	70	\$46,588.17	\$62,497.54	\$78,406.90
TELECOMMUNICATIONS MANAGER	77	\$63,969.82	\$85,815.98	\$107,662.13
TELECOMMUNICATIONS SUPERVISOR	68	\$42,561.03	\$57,095.55	\$71,630.06
TELECOMMUNICATOR I	64	\$35,433.41	\$47,533.79	\$59,634.16
TELECOMMUNICATOR II	65	\$37,087.58	\$49,753.04	\$62,418.50
TELECOMMUNICATOR III	66	\$38,840.24	\$52,103.82	\$65,367.40
VEHICLE OPERATOR	58	\$31,824.00	\$38,573.32	\$45,322.65
VETERAN SERVICES DIRECTOR	74	\$55,827.84	\$74,893.43	\$93,959.02
VETERAN SERVICES OFFICER	65	\$37,087.58	\$49,753.04	\$62,418.50
VETERINARIAN	79	\$70,056.00	\$93,980.68	\$117,905.36
VETERINARY HEALTH CARE TECHNICIAN	63	\$33,848.56	\$45,408.18	\$56,967.80
WEIGHMASTER	63	\$33,848.56	\$45,408.18	\$56,967.80
YOUTH HOME SUPERVISOR*	67	\$40,682.77	\$54,576.41	\$68,470.04
YOUTH PROGRAM ASSISTANT II*	63	\$33,848.56	\$45,408.18	\$56,967.80

Job Classification

Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM	CLASSIFICATION
55	\$31,824.00	\$35,729.42	\$39,634.84	CUSTODIAN HOUSEKEEPER* HUMAN RESOURCES AIDE* LAUNDRY WASHER OPERATOR LIBRARY PAGE PROCESSING ASSISTANT II*
57	\$31,824.00	\$37,588.73	\$43,353.47	COMMUNITY HEALTH ASSISTANT* COMMUNITY SOCIAL SERVICES ASSISTANT* COTTAGE PARENT I CUSTODIAN CREW LEADER HOUSEKEEPER TEAM LEADER* LIBRARY TECHNICIAN MAINTENANCE WORKER SOLID WASTE ATTENDANT
58	\$31,824.00	\$38,573.32	\$45,322.65	COOK OFFICE ASSISTANT III* OFFICE PROCESSING ASSISTANT PROCESSING ASSISTANT III* PUBLIC INFORMATION ASSISTANT III* VEHICLE OPERATOR
59	\$31,824.00	\$39,604.47	\$47,384.94	INCOME MAINTENANCE TECHNICIAN* LEAD WORKER III*
60	\$31,824.00	\$40,703.81	\$49,583.63	ACCOUNTING CLERK IV* ACCOUNTING TECHNICIAN I* ADMINISTRATIVE SUPPORT SPECIALIST ANIMAL SHELTER ATTENDANT FOREIGN LANGUAGE INTERPRETER I* GROUNDS MAINTENANCE TECHNICIAN I MAINTENANCE SERVICES COORDINATOR MEDICAL LAB ASSISTANT III* MEDICAL OFFICE ASSISTANT* MEDICAL RECORDS ASSISTANT IV* OFFICE ASSISTANT IV* PATIENT RELATIONS REPRESENTATIVE IV PHARMACY TECHNICIAN PROCESSING ASSISTANT IV* PROCESSING UNIT SUPERVISOR IV* PROGRAM ASSISTANT IV* PUBLIC INFORMATION ASSISTANT IV* RECYCLING VEHICLE OPERATOR
61	\$31,824.00	\$41,882.72	\$51,941.45	COMMUNITY SOCIAL SERVICES TECHNICIAN* COOK SUPERVISOR EQUIPMENT OPERATOR INCOME MAINTENANCE CASEWORKER I* LEAD ANIMAL SHELTER ATTENDANT LEAD WORKER IV*

Job Classification

Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM	CLASSIFICATION
62	\$32,329.71	\$43,370.78	\$54,411.86	ACCOUNTING CLERK V* ACCOUNTING TECHNICIAN II* ADMINISTRATIVE SERVICES ASSISTANT V* DEPUTY REGISTER OF DEEDS I FINANCIAL ASSOCIATE I HEAVY EQUIPMENT MAINTENANCE TECHNICIAN MAINTENANCE TECHNICIAN OFFICE ASSISTANT V* PATIENT RELATIONS REPRESENTATIVE V* PERSONNEL ASSISTANT V* PROCESSING ASSISTANT V* PROCESSING UNIT SUPERVISOR V* PROGRAM ASSISTANT V* SENIOR ADMINISTRATIVE SUPPORT SPECIALIST TAX ASSISTANT
63	\$33,848.56	\$45,408.18	\$56,967.80	ANIMAL SERVICES DISPATCHER COMMUNITY SUPPORT SERVICES SUPERVISOR* DEPARTMENT GIS & MAPPING TECHNICIAN I FACILITIES MAINTENANCE COORDINATOR I FOREIGN LANGUAGE INTERPRETER II* GROUNDS MAINTENANCE TECHNICIAN II HUMAN RESOURCES ASSOCIATE HUMAN RESOURCES PLACEMENT SPECIALIST* INCOME MAINTENANCE CASEWORKER II* INCOME MAINTENANCE INVESTIGATOR I* PERSONNEL TECHNICIAN I* PRACTICAL NURSE II* SOLID WASTE EQUIPMENT OPERATOR I SOLID WASTE TRUCK DRIVER STREET SIGN TECHNICIAN I VETERINARY HEALTH CARE TECHNICIAN WEIGHMASTER YOUTH PROGRAM ASSISTANT II*
64	\$35,433.41	\$47,533.79	\$59,634.16	ACCOUNTING TECHNICIAN III* ADMINISTRATIVE ASSISTANT I* ADMINISTRATIVE COORDINATOR I ANIMAL SERVICES OFFICER I CHILD SUPPORT AGENT I DEPUTY REGISTER OF DEEDS II FINANCIAL ASSOCIATE II FLEET MAINTENANCE TECHNICIAN FORENSIC MEDIA TECHNICIAN GRAPHIC DESIGN & INFORMATION SPECIALIST I INVESTIGATIVE TECHNICIAN LIBRARY ASSOCIATE PUBLIC HEALTH EDUCATOR I* SAFETY TECHNICIAN TAX ANALYST TELECOMMUNICATOR I

Job Classification

Personnel

Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM	CLASSIFICATION
65	\$37,087.58	\$49,753.04	\$62,418.50	ADMINISTRATIVE SUPPORT II DEPUTY CLERK TO THE BOARD ELECTRONICS TECHNICIAN GROUNDS MAINTENANCE OPERATIONS SPECIALIST INCOME MAINTENANCE CASEWORKER III* INCOME MAINTENANCE INVESTIGATOR II* INCOME MAINTENANCE INVESTIGATOR SUPERVISOR I* INCOME MAINTENANCE SUPERVISOR I* MAINTENANCE SUPERVISOR PATIENT ACCOUNTS REPRESENTATIVE SUPERVISOR* PRETRIAL RELEASE SPECIALIST SENIOR ANIMAL SERVICES OFFICER I SOCIAL WORKER I* SOLID WASTE ENVIROMENT ENFORCEMENT INSPECTOR SOLID WASTE EQUIPMENT OPERATOR II STREET SIGN TECHNICIAN II TAX PROGRAM COORDINATOR TELECOMMUNICATOR II VETERAN SERVICES OFFICER
66	\$38,840.24	\$52,103.82	\$65,367.40	ACCOUNTING TECHNICIAN IV* ADMINISTRATIVE ASSISTANT II* ADMINISTRATIVE COORDINATOR II ANIMAL SERVICES OFFICER II CHILD SUPPORT AGENT II CODE ENFORCEMENT OFFICER COMMUNITY DISEASE CONTROL SPECIALIST II* DAY CARE SERVICES COORDINATOR I* DEPARTMENT GIS & MAPPING TECHNICIAN II DEPUTY REGISTER OF DEEDS III ELECTRICIAN GRAPHIC DESIGN & INFORMATION SPECIALIST II HEAVY EQUIPMENT MECHANIC HUMAN RESOURCES SPECIALIST HVAC TECHNICIAN LIBRARY CIRCULATION SUPERVISOR NUTRITIONIST I* PERSONNEL TECHNICIAN II* PLUMBING SUPERVISOR SOLID WASTE GAS TECHNICIAN STREET SIGN SUPERVISOR TELECOMMUNICATOR III

Job Classification

Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM	CLASSIFICATION				
67	\$40,682.77	\$54,576.41	\$68,470.04	ANIMAL SHELTER MANAGER				
				APPRAISER				
				CARPENTRY SUPERVISOR				
				CHILD SUPPORT AGENT III				
				CHILD SUPPORT LEAD AGENT I				
				ENVIRONMENTAL HEALTH SPECIALIST*				
				FINANCE TECHNICIAN				
				FLEET MAINTENANCE FOREMAN				
				HOUSE ARREST SPECIALIST				
				INCOME MAINTENANCE INVESTIGATOR SUPERVISOR II*				
				INCOME MAINTENANCE SUPERVISOR II*				
				LIBRARIAN I				
				LIBRARY CIRCULATION MANAGER				
				LIBRARY DIGITAL NAVIGATOR				
				PARALEGAL				
				PARALEGAL I*				
				PAYROLL SPECIALIST I				
				REAL PROPERTY DATA COLLECTOR				
				SOBRIETY TREATMENT & COURT CASE COORDINATOR				
				STAFF DEVELOPMENT SPECIALIST I*				
				SUBSTANCE ABUSE COUNSELOR II*				
				YOUTH HOME SUPERVISOR*				
				68	\$42,561.03	\$57,095.55	\$71,630.06	ACCOUNTING SPECIALIST I*
								ADMINISTRATIVE ASSISTANT III*
								ADMINISTRATIVE OFFICER I*
ADMINISTRATIVE PROGRAM OFFICER I								
ADVOCATE I*								
AGENT								
BUILDING & PLUMBING INSPECTOR								
CHAPLAIN								
CHILD SUPPORT LEAD AGENT II								
CHILD SUPPORT QUALITY ASSURANCE PROGRAM TRAINING SPECIALIST								
COMMERCIAL APPRAISER								
COMMUNITY SERVICES SPECIALIST								
DATA & EVALUATION ANALYST								
ELECTRIC & MECHANICAL INSPECTOR								
ENGINEERING TECHNICIAN I								
EQUIPMENT INVENTORY & SERVICES COORDINATOR								
FIRE INSPECTOR								
FOOD SERVICE MANAGER								
HUMAN RESOURCES REPRESENTATIVE								
HUMAN SERVICES PLANNER & EVALUATOR I*								
HVAC SUPERVISOR								
ITS HELPDESK COORDINATOR								
MEDICAL RECORDS MANAGER II*								
MISDEMEANOR DIVERSION PROGRAM/JCPC COORDINATOR								
PERSONNEL TECHNICIAN III*								
PUBLIC HEALTH EDUCATOR II*								
PUBLIC INFORMATION SPECIALIST								
SENIOR DEPARTMENT GIS & MAPPING TECHNICIAN II								
SOLID WASTE SUPERVISOR								
TAX AUDITOR								
TELECOMMUNICATIONS SUPERVISOR								

Job Classification

Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM	CLASSIFICATION
69	\$44,528.05	\$59,734.29	\$74,940.53	911 QUALITY ASSURANCE & COMPLIANCE SPECIALIST ANIMAL SERVICES ENFORCEMENT SUPERVISOR CHILD SUPPORT SUPERVISOR I ENVIRONMENTAL HEALTH PROGRAM SPECIALIST* FACILITIES MAINTENANCE SUPERVISOR FEES & SPECIAL ASSESSMENT SPECIALIST GROUNDS MAINTENANCE LANDSCAPING SUPERVISOR INCOME MAINTENANCE SUPERVISOR III* INFORMATION SYSTEMS LIAISON I* LIBRARIAN II NUTRITIONIST II* SENIOR APPRAISER SOCIAL WORK SUPERVISOR I* SOCIAL WORKER II* SOIL & WATER CONSERVATIONIST STAFF DEVELOPMENT SPECIALIST II* SUPPLY CONTROL OFFICER
70	\$46,588.17	\$62,497.54	\$78,406.90	ACCOUNTING SPECIALIST II* ADMINISTRATIVE PROGRAM OFFICER II ASSISTANT REGISTER OF DEEDS CHIEF INSPECTOR CHILD SUPPORT SUPERVISOR II COMMUNICATIONS CERTIFIED TRAINING OFFICER CRIME ANALYST DEPARTMENT DATA SYSTEMS SPECIALIST DEPARTMENT IT SUPPORT SPECIALIST I DEPUTY FIRE MARSHAL EMERGENCY MANAGEMENT PLANNER I ENGINEERING TECHNICIAN II ENVIROMENTAL HEALTH SUPERVISOR I* FIRE INSPECTOR II HEAVY EQUIPMENT MECHANIC FOREMAN HUMAN SERVICES COORDINATOR III* HUMAN SERVICES PLANNER & EVALUATOR II* ITS GIS ANALYST MEDICAL LAB TECHNOLOGIST I* MULTIMEDIA PRODUCTION SPECIALIST PAYROLL SPECIALIST II PERSONNEL OFFICER I* PLANNER PRINTING & GRAPHICS SERVICES SUPERVISOR PUBLIC HEALTH EDUCATOR SUPERVISOR* PUBLIC UTILITIES SPECIALIST SOLID WASTE SUPERVISOR II TELECOMMUNICATIONS ASSISTANT MANAGER

Job Classification

Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM	CLASSIFICATION
71	\$48,734.90	\$65,378.24	\$82,021.59	911 STANDARDS PROGRAM COORDINATOR ADMINISTRATIVE OFFICER II* BUSINESS MANAGER I COMPUTING CONSULTANT I* HUMAN RESOURCES CONSULTANT I HUMAN SERVICES CLINICAL COUNSELOR II* ITS APPLICATIONS PROGRAMMER ITS TECHNOLOGY SUPPORT SPECIALIST I LIBRARIAN III NUTRITIONIST III* PUBLIC HEALTH NURSE I* SENIOR APPRAISAL SPECIALIST SOCIAL WORKER III* SOCIAL WORKER-INVESTIGATIVE-ASSESSMENT & TREATMENT* STAFF DEVELOPMENT SPECIALIST III* STAFF NURSE*
72	\$50,977.97	\$68,386.69	\$85,795.41	BUSINESS SYSTEMS MANAGER CLERK TO THE BOARD OF COMMISSIONERS (A) COMMUNICATIONS & OUTREACH COORDINATOR DEPARTMENT IT SUPPORT SPECIALIST II DEPUTY SENIOR ASSISTANT REGISTER OF DEEDS EXECUTIVE ASSISTANT ITS APPLICATIONS SUPPORT ANALYST LANDFILL OPERATIONS MANAGER MEDICAL LAB TECHNOLOGIST II* PAYROLL MANAGER PURCHASING MANAGER RISK MANAGEMENT CONSULTANT SOCIAL WORK SUPERVISOR II* TAX PROGRAM SUPERVISOR
73	\$53,334.71	\$71,548.31	\$89,761.92	ACCOUNTANT I* ADMINISTRATIVE OFFICER III* BUSINESS MANAGER II CODE ENFORCEMENT MANAGER COMMUNITY SERVICES MANAGER COMPUTING CONSULTANT II* DEPARTMENT PROJECT SPECIALIST ENVIROMENTAL HEALTH SUPERVISOR II* GRANTS MANAGER HUMAN RESOURCES CONSULTANT II ITS AUDIO/VISUAL SPECIALIST ITS TECHNICAL SUPPORT SPECIALIST II LATENT PRINT EXAMINER LIBRARIAN IV PUBLIC HEALTH NURSE II* SENIOR PLANNER SOIL SCIENTIST I STAFF PSYCHOLOGIST II

Job Classification

Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM	CLASSIFICATION
74	\$55,827.84	\$74,893.43	\$93,959.02	CHIEF BUILDING OFFICIAL DEPARTMENT ITS SUPPORT SUPERVISOR EMERGENCY MANAGEMENT PROGRAM COORDINATOR FIRE MARSHAL FLEET MANAGER INTERNAL AUDITOR ITS ERP SYSTEM SPECIALIST ITS SENIOR TECHNICAL SUPPORT SPECIALIST ITS SYSTEMS SERVER ANALYST I MANAGEMENT ANALYST MEDICAL LAB TECHNOLOGIST III* PUBLIC HEALTH NURSE III* REAL ESTATE APPRAISAL SUPERVISOR SOCIAL WORK CLINICAL SPECIALIST* VETERAN SERVICES DIRECTOR
75	\$58,435.75	\$78,391.75	\$98,347.75	ACCOUNTANT II* BUDGET & MANAGEMENT ANALYST I BUSINESS OFFICER I COMPUTING CONSULTANT III* FINANCE ACCOUNTANT I ITS APPLICATIONS ANALYST PROGRAMMER I ITS GIS DEVELOPER ITS NETWORKING SPECIALIST LIBRARY DIVISION MANAGER NUTRITION PROGRAM DIRECTOR II PLANNING MANAGER PUBLIC HEALTH NURSING SUPERVISOR I* SOCIAL WORK SUPERVISOR III* TAX PROGRAM MANAGER
76	\$61,136.75	\$82,014.55	\$102,892.35	BUDGET & MANAGEMENT ANALYST II CHIEF OF ASSESSMENT & COLLECTIONS CHILD SUPPORT PROGRAM MANAGER FINANCE ACCOUNTANT II ITS APPLICATIONS SUPPORT ANALYST III ITS BUSINESS ANALYST ITS PROJECT MANAGER ITS SYSTEMS SERVER ANALYST II ITS TECHNICAL SPECIALIST SUPERVISOR REAL ESTATE APPRAISAL MANAGER SENIOR ASSISTANT REGISTER OF DEEDS SOCIAL WORK PROGRAM MANAGER*

Job Classification

Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM	CLASSIFICATION
77	\$63,969.82	\$85,815.98	\$107,662.13	BUDGET & PERFORMANCE DATA ANALYST BUSINESS OFFICER II CHIEF OF REAL ESTATE & MAPPING COUNTY SOCIAL SERVICES PROGRAM ADMINISTRATOR I* FAMPO EXECUTIVE DIRECTOR FINANCE ACCOUNTANT SENIOR INDUSTRIAL HYGIENE CONSULTANT* INFORMATION SYSTEMS MANAGER ITS APPLICATIONS ANALYST PROGRAMMER II ITS APPLICATIONS SUPPORT SUPERVISOR ITS BUSINESS INTELLIGENCE DATA ANALYST ITS DATABASE SYSTEMS PROGRAMMER ITS DATABASE WAREHOUSE PROGRAMMER ITS GIS MANAGER ITS SYSTEMS SERVER ADMINISTRATOR PUBLIC HEALTH NURSING SUPERVISOR II* SENIOR BUDGET & MANAGEMENT ANALYST SOCIAL WORK PROGRAM ADMINISTRATOR I* TELECOMMUNICATIONS MANAGER
78	\$66,944.71	\$89,806.31	\$112,667.91	ACCOUNTING SUPERVISOR* DEPUTY LIBRARY DIRECTOR DEPUTY PLANNING DIRECTOR FACILITIES AND GROUNDS MANAGER ITS APPLICATIONS DEVELOPMENT SUPERVISOR ITS CLIENT SUPPORT MANAGER PUBLIC INFORMATION DEPUTY DIRECTOR
79	\$70,056.00	\$93,980.68	\$117,905.36	ASSISTANT COUNTY ENGINEER BUDGET & PERFORMANCE MANAGER COUNTY SOCIAL SERVICES BUSINESS OFFICER II* ENVIRONMENTAL HEALTH DIRECTOR II* INTERNAL AUDIT & WELLNESS DIRECTOR ITS NETWORK SECURITY COORDINATOR SOCIAL WORK PROGRAM ADMINISTRATOR II* STAFF ATTORNEY I VETERINARIAN
80	\$73,304.77	\$98,338.00	\$123,371.22	ANIMAL SERVICES DIRECTOR ATTORNEY I* DEPUTY FINANCE DIRECTOR INTERNAL SERVICES MANAGER PHYSICIAN EXTENDER I*
81	\$76,688.87	\$102,877.74	\$129,066.60	CHILD SUPPORT LEGAL MANAGER ITS APPLICATIONS MANAGER ITS ENTERPRISE SOLUTIONS MANAGER ITS INFRASTRUCTURE MANAGER

Job Classification

Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM	CLASSIFICATION
82	\$80,258.09	\$107,665.91	\$135,073.73	CHIEF INFORMATION SECURITY OFFICER CHILD SUPPORT ENFORCEMENT DIRECTOR COMMUNITY DEVELOPMENT DIRECTOR COUNTY ENGINEER DIRECTOR OF ELECTIONS (A) EMERGENCY SERVICES DIRECTOR LIBRARY DIRECTOR PHYSICIAN EXTENDER II* PUBLIC HEALTH NURSING DIRECTOR III* SOLID WASTE DIRECTOR STAFF ATTORNEY II
83	\$84,008.10	\$112,696.60	\$141,385.10	ATTORNEY II* DEPUTY INNOVATION & TECHNOLOGY DIRECTOR PLANNING DIRECTOR
84	\$87,943.22	\$117,975.18	\$148,007.14	AMERICAN RESCUE PROGRAM MANAGER CHIEF DIVERSITY OFFICER HUMAN RESOURCES DIRECTOR PHARMACIST PHYSICIAN EXTENDER III TAX ADMINISTRATOR (A)
87	\$100,821.41	\$135,251.83	\$169,682.25	CHIEF INNOVATION & TECHNOLOGY SERVICES DIRECTOR JUSTICE SERVICES DIRECTOR PHARMACY MANAGER
88	\$105,535.96	\$141,576.71	\$177,617.46	COUNTY SOCIAL SERVICES DIRECTOR* LOCAL HEALTH DIRECTOR*
91	\$120,996.07	\$162,315.94	\$203,635.81	COUNTY ATTORNEY (A)
64DE	\$40,457.00	\$53,605.20	\$66,753.39	DETENTION OFFICER
66DE/LE	\$44,000.00	\$58,358.16	\$72,716.33	DETENTION CENTER CORPORAL DEPUTY SHERIFF
68DE/LE	\$47,869.14	\$63,548.61	\$79,228.08	DETENTION CENTER SERGEANT DEPUTY SHERIFF CORPORAL
69LE	\$49,935.25	\$66,320.30	\$82,705.35	DEPUTY SHERIFF DETECTIVE
71LE	\$54,350.57	\$72,243.45	\$90,136.33	DEPUTY SHERIFF DETECTIVE SERGEANT DEPUTY SHERIFF SERGEANT
72DE	\$56,708.34	\$75,406.41	\$94,104.47	DETENTION CENTER LIEUTENANT
75LE	\$64,437.57	\$85,775.16	\$107,112.74	DEPUTY SHERIFF DETECTIVE LIEUTENANT DEPUTY SHERIFF LIEUTENANT
76DE	\$65,293.66	\$87,591.44	\$109,889.23	DEPUTY DETENTION CENTER ADMINISTRATOR
78LE	\$71,302.30	\$95,652.04	\$120,001.78	DEPUTY SHERIFF CAPTAIN

Job Classification

Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM	CLASSIFICATION
80DELE	\$77,863.90	\$104,454.43	\$131,044.95	DETENTION CENTER ADMINISTRATOR DEPUTY SHERIFF MAJOR
83LE	\$88,855.64	\$119,199.84	\$149,544.04	CHIEF DEPUTY SHERIFF
EXECUTIVE SALARY SCHEDULE				ASSISTANT COUNTY MANAGER - COMMUNITY SUPPORT SERVICES ASSISTANT COUNTY MANAGER - ENVIRONMENTAL & COMMUNITY SAFETY ASSISTANT COUNTY MANAGER - GENERAL GOVERNMENT & STEWARDSHIP ASSISTANT COUNTY MANAGER - STRATEGIC MANAGEMENT & GOVERNMENTAL AFFAIRS CHIEF OF STAFF COUNTY MANAGER (A) DEPUTY COUNTY MANAGER FINANCE DIRECTOR/GENERAL MANAGER - FINANCIAL SERVICES GENERAL MANAGER - HUMAN SERVICES*
NO GRADE				HUMAN SERVICES DEPUTY DIRECTOR* REGISTER OF DEEDS (E) SHERIFF (E) SHERIFFS LEGAL ADVISOR (A)
PHYSICIAN SALARY SCHEDULE				PHYSICIAN DIRECTOR II-A* PHYSICIAN DIRECTOR II-B* PHYSICIAN III-A* PHYSICIAN III-B* PHYSICIAN III-C*

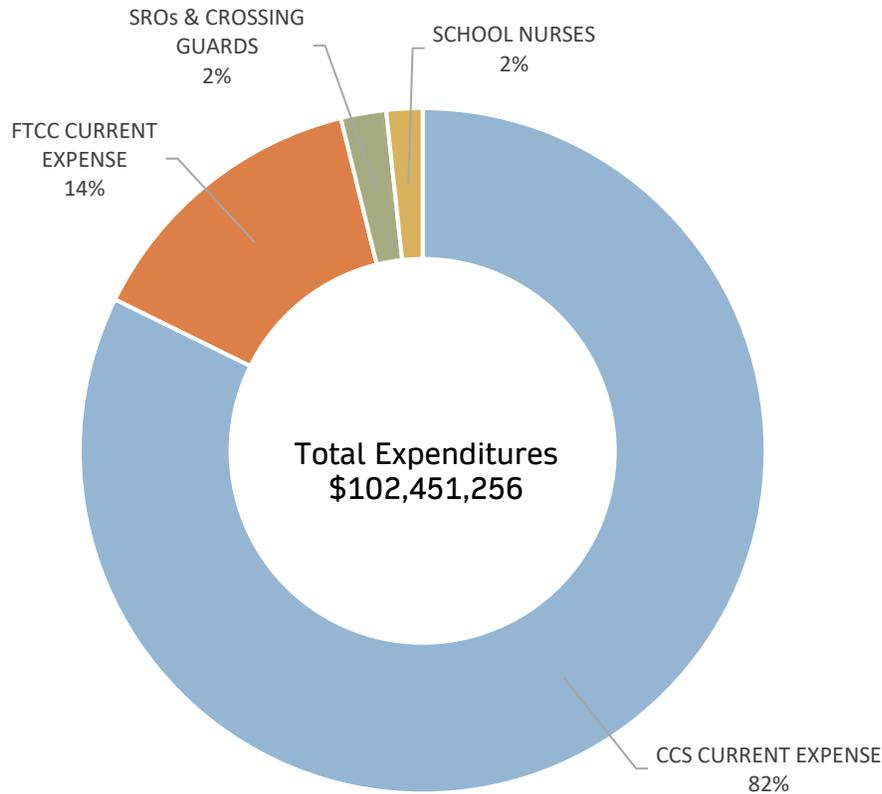
School Funding

North Carolina counties are required to fund school capital expenses and provide operating support.

Per § 115C-426(e), the funding of school operations, known as “current expense”, is provided through the state; however, counties provide supplemental funding. Additionally, per § 115C-408(b), facility requirements (capital needs) for the schools are also met by county governments.

Cumberland County provides funding for the schools’ current expense to fund items such as teacher salaries, supplies and materials, computers, nutrition and transportation. Funding is allocated to both Cumberland County Schools and Fayetteville Technical Community College.

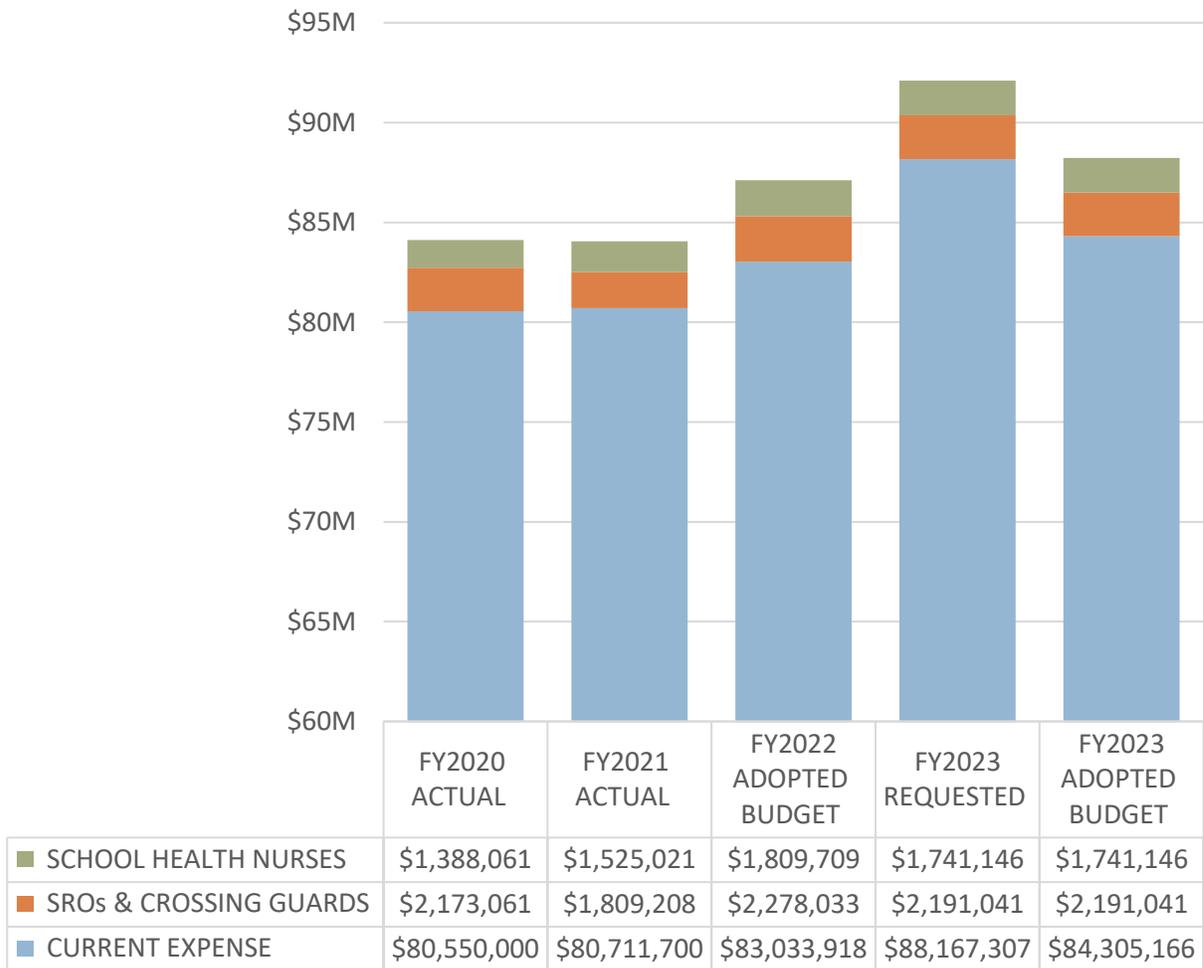
Fiscal Year 2023 Adopted Budget General Fund Operating Costs for Education



Cumberland County Public Schools

Cumberland County provides funding to the Cumberland County Public Schools for such items as school health nurses, school resource officers, crossing guards and current expenses. The current expense for public schools includes items such as teacher salaries, supplies and materials, computers, nutrition and transportation.

Fiscal Year 2023 Adopted Budget
Funding for Cumberland County Public Schools

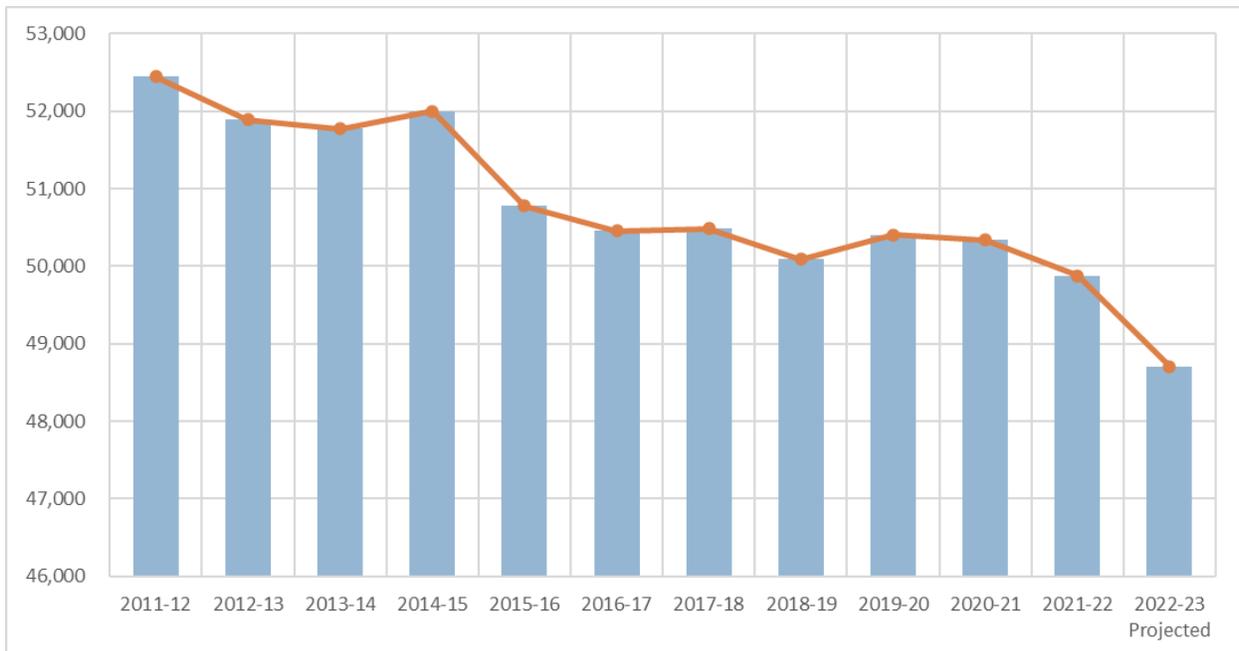


Cumberland County Public Schools

Average daily membership, or ADM, is the average number of students enrolled in school each day over a certain time period. The figures below represent Allotted ADM which is based on the higher of: (1) actual ADM from the prior year or (2) projected ADM of the current year. In many cases, ADM statistics are used for reporting and can determine funding for districts.

Per the Superintendent’s Recommended 2022-2023 Budget, the projected enrollment for next year is 48,705.

Cumberland County Schools Allotted ADM History



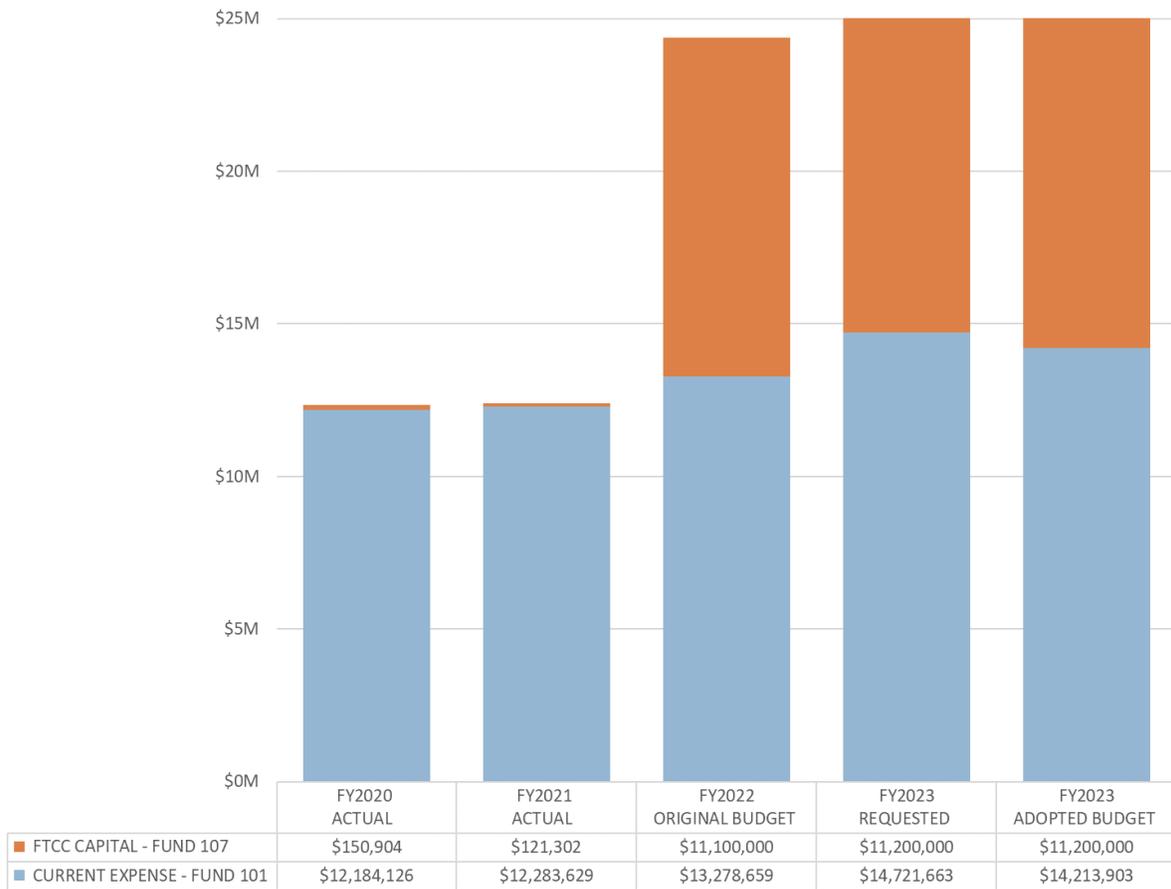
Capital Needs

Capital projects such as new construction, renovation or equipment are funded through the allocation of sales tax revenue. Article 40 and 42 of sales tax allows for a ½ cent tax for every retail dollar, of which, a portion is used to fund school capital needs.

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
REVENUE						
SCHOOL SPECIAL SALES TAX	\$13,336,567	\$15,404,720	\$1,646,694	\$1,260,218	\$1,260,218	-23.5%
SCHOOL C.O. CATEGORY I	145,265	1,941	7,148,930	10,535,407	10,535,407	47.4%
SCHOOL C.O. CATEGORY II	-	-	2,359,375	2,359,375	2,359,375	0.0%
SCHOOL C.O. CATEGORY III	-	-	750,000	750,000	750,000	0.0%
SCHOOL C.O. LOTTERY	3,416,888	3,349,297	3,281,839	3,256,990	3,256,990	-0.8%
TOTAL REVENUE	\$16,898,720	\$18,755,958	\$15,186,838	\$18,161,990	\$18,161,990	19.6%
EXPENSE						
SCHOOL SPECIAL SALES TAX	\$1,806,441	\$1,705,800	\$1,646,694	\$1,260,218	\$1,260,218	-23.5%
SCHOOL C.O. CATEGORY I	10,085,545	9,517,693	7,148,930	10,535,407	10,535,407	47.4%
SCHOOL C.O. CATEGORY II	2,335,000	1,795,554	2,359,375	2,359,375	2,359,375	0.0%
SCHOOL C.O. CATEGORY III	320,979	208,660	750,000	750,000	750,000	0.0%
SCHOOL C.O. LOTTERY	3,416,887	3,248,818	3,281,839	3,256,990	3,256,990	-0.8%
TOTAL EXPENSE	\$17,964,852	\$16,476,524	\$15,186,838	\$18,161,990	\$18,161,990	19.6%

Cumberland County provides funding to Fayetteville Technical Community College to fund items such as supplies and materials, computers, utilities and engineering services. Cumberland County also historically allocates funding for capital projects or items.

Fiscal Year 2023 Adopted Budget
Funding for Fayetteville Technical Community College





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Outside Agency Requests

Community Funding

The Fiscal Year 2023 Adopted Budget includes funding for the following non-profit agencies below:

AGENCY	ORIGINAL BUDGET FY2022	AGENCY REQUEST FY2023	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023
AIRBORNE & SPECIAL OPERATIONS MUSEUM FOUNDATION	\$ 170,000	\$ 220,000	\$ 170,000	\$ 170,000
ARTS COUNCIL	68,000	75,000	68,000	35,000
BOYS & GIRLS CLUB	10,000	10,000	10,000	10,000
CAPE FEAR BOTANICAL GARDENS	5,646	24,200	5,646	5,646
CAPE FEAR REGIONAL BUREAU FOR COMMUNITY ACTION	10,328	10,328	10,328	10,328
CAPE FEAR RIVER ASSEMBLY	9,923	9,923	9,923	9,923
CHILD ADVOCACY CENTER	39,768	50,000	39,768	39,768
CUMBERLAND COUNTY COORDINATING COUNCIL ON OLDER ADULTS	100,215	100,215	100,215	100,215
CUMBERLAND COUNTY VETERANS COUNCIL	7,000	9,650	7,000	7,000
CUMBERLAND HEALTHNET		41,600	-	30,000
HIV TASK FORCE	5,081	5,122	5,081	5,081
NORTH CAROLINA SYMPHONY SOCIETY		5,000	-	-
SALVATION ARMY	29,750	30,000	29,750	29,750
SECOND HARVEST FOOD BANK OF SOUTHEAST NC	12,750	17,000	12,750	12,750
TEEN INVOLVEMENT PROGRAM	5,081	5,081	5,081	5,081
UNITED WAY 211	5,500	5,750	5,500	5,500
VISION RESOURCE CENTER	7,000	10,000	7,000	10,000
TOTAL	\$ 486,042	\$ 628,869	\$ 486,042	\$ 486,042

Airborne & Special Operations Museum Foundation

The mission of the Airborne and Special Operations Museum Foundation is to provide a unique educational experience on United States history and basic core values through preservation, interpretation and recognition of both the U.S. Airborne and Special Operations history, equipment, technology, legend, art, and weaponry.

The Arts Council of Fayetteville/Cumberland County, Inc.

The mission of the Arts Council is to provide operating & project support for local agencies. The Council will also provide grants to Cumberland County public and private schools and grants to regional artists. They provide community arts programs and services to include the following: exhibits, Fourth Fridays, International Folk Festival, A Dickens Holiday, and other events.

Boys & Girls Club

The mission of the Boys & Girls Club of Cumberland County, Inc. is to inspire youth to become productive, responsible, and caring citizens. The goal of the Boys and Girls Club is to provide youth with the necessary skills in making informed decisions when they are faced with adversity. Programs in the areas of Education & Career Development, Character & Leadership Development, Arts, Health & Life skills, and Fitness & Recreation are offered.

Cape Fear Botanical Garden

The mission of Cape Fear Botanical Garden is to transform people’s relationship with plants and the natural world. By creating and sustaining a national caliber institution with gardens and programs of exceptional quality, the Garden is the premier destination in the region for people to connect with nature and to expand their horizons through educational and cultural programs.

Cape Fear Regional Bureau for Community Action

The Cape Fear Regional Bureau for Community Action, Inc. is a community organization that assists the homeless, indigent, working class, disenfranchised, underserved and health uninsured citizens in Cumberland County through direct and indirect services, i.e., health screenings, housing, job placements, medicine and transportation to non-medical and medical facilities. Advocacy and community empowerment are a major mission for these targeted populations.

Cape Fear River Assembly

The mission of the Cape Fear River Assembly is to provide the highest quality of life possible for the residents of the Cape Fear River Basin through the proper management of the Cape Fear River, its tributaries, and adjacent land uses. This mission will be accomplished through cooperative efforts to investigate, educate, and effectuate. Scientific study coupled with economic analysis will provide the information needed to make the best possible decisions regarding this river system and its uses. Education will provide for a better-informed public and thereby improved stewardship of the river system as a resource. Then finally, development of policy will bring into effect the benefits of the information and education.

Child Advocacy Center

The mission of the Child Advocacy Center is providing a safe and child friendly center that supports the prevention, investigation, and prosecution of child abuse. The Center is here to increase awareness of child abuse within our community through the provision of community education and awareness programs. One of the main goals is to increase the capacity of child abuse investigators and conduct joint interviews at the time a report of child abuse is received.

Cumberland County Coordinating Council on Older Adults

The mission of Cumberland County Council on Older Adults is to promote independent living for older adults living in Cumberland County. Home and community-based supportive services intended to help the older adult "age in place" with dignity are provided.

Cumberland County Veterans Council

The mission of the Cumberland County Veterans Council is to gather, consolidate, and promote the aims, interests and efforts of the military veterans of Cumberland County.

Cumberland HealthNET

The mission of the Cumberland HealthNET is to create a coordinated system of care for the uninsured residents of Cumberland and surrounding counties, resulting in healthier residents with a better quality of life.

HIV Task Force

The mission of the HIV Task Force is to function as a clearinghouse for information and education on HIV/AIDS to County residents. The HIV Task Force coordinates HIV referrals to support groups, health care providers and case managers.

Salvation Army

The Pathway of Hope program is an emergency shelter (inclement weather shelter as well) serving families with children and single men with a desire to take action to break the cycle of crisis and enable a path out of intergenerational poverty. The shelter will serve residents for 90 days- providing them with free meals each day, a safe environment to reside and case management services to assist in obtaining self-sufficiency. It is open 24 hours a day, 365 days a year.

Second Harvest Food Bank of Southeast NC

The mission of Second Harvest Food Bank of Southeast NC is to feed the hungry by retrieving unmarketable, yet wholesome surplus food from major industries and to solicit public and private donations. Second Harvest judiciously distributes food and grocery products and serves our network of member agencies that provide on-site emergency feeding to those in need.

Teen Involvement Program

The mission of Teen Involvement is to provide meaningful activities for youth that will empower them to develop positive self-esteem, career goals, life coping and decision-making skills, and to help prevent juvenile delinquency, substance abuse, teen pregnancy, academic failure, negative peer pressure and gang violence.

United Way 211

The mission of United Way 211 is to improve the quality of lives in Cumberland County by addressing critical human needs. 211 is an easy to remember phone number that connects individuals with resources in their community. 211 is available 24/7, 365 days a year and offers multi-lingual access.

Vision Resource Center

The Vision Resource Center (VRC) enhances the lives of adults and children with visual impairments (VI) by advocating for their needs, skill development, wellness, education and socialization opportunities. VRC's goal is to ensure that wellness is a positive approach to living for people with vision loss. VRC has two programs: Healthy Living & Wellness for Adults and Healthy Living & Wellness for Youth (ages 6-19). VRC is the only program of its kind in Cumberland and surrounding counties.



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Solid Waste Management

Summary

Cumberland County Solid Waste Management operates the County's Ann Street Landfill, Wilkes Road Compost Facility, 16 container sites and the Household Hazardous Waste Collection Center.

Cumberland County Solid Waste is an enterprise fund, which means the department receives no tax dollars for its operations and is instead funded through user fees. All County homeowners pay a \$56 Solid Waste User Fee, billed annually on their tax bill. This fee allows them to use the County's landfill, compost facility, container sites, and the Household Hazardous Waste Collection Center for disposal of household kitchen and bathroom garbage, yard waste, and hazardous material such as oil paint, pesticides, used motor oil, etc. There is a limit of 4 cubic yards of waste per week that is free.

Formed in 1980, Cumberland County Solid Waste Management oversees:

- A Subtitle-D Landfill, Construction & Demolition Landfill and Landfill technology research projects
- A compost facility, which processes over 50,000 tons of organic material annually
- 16 drop-off container sites
- A recycling and waste reduction program that processes more than 3,000 tons of recyclable material

These programs are supported by the \$56 Solid Waste User Fee and the tipping fees charged for materials brought to the facilities that are not covered under the Solid Waste User Fee or are brought in by commercial/industrial businesses.

Each separate area of Solid Waste is permitted by the State of North Carolina and is inspected annually.

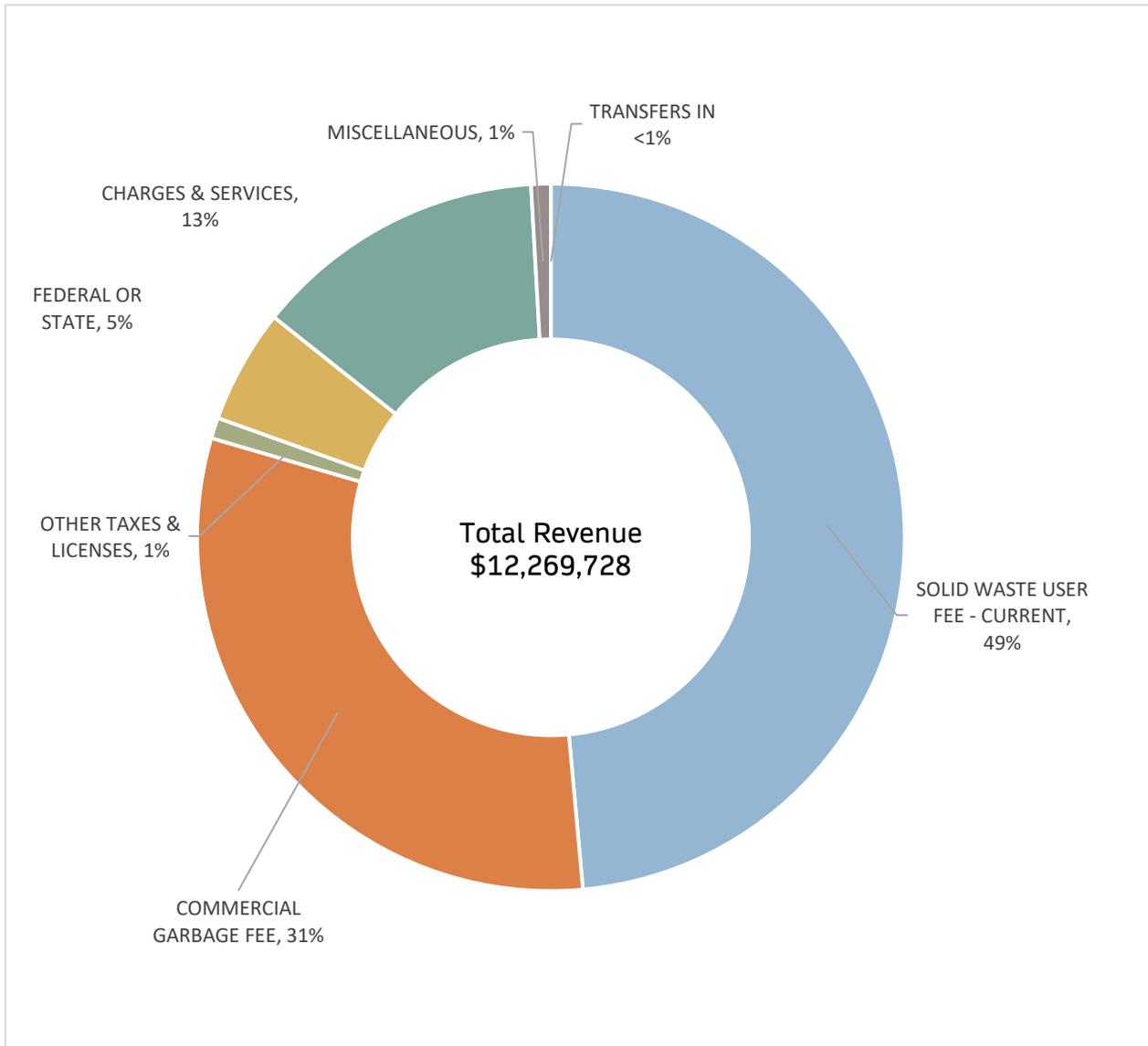


Mission

The Solid Waste Management Department's mission is to provide for efficient use of the County's landfills and to advance Solid Waste Management to Resource Management through programs that conserve natural resources and reduce the volume of waste through recycling.

Solid Waste Revenues

Fiscal Year 2023 Adopted Budget:



The Solid Waste Fund budget has been balanced at **\$15,837,167** by the appropriation of \$3,567,439 of Solid Waste fund balance.

Solid Waste Revenues

Enterprise Funds

Where does the money come from?

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
SOLID WASTE USER FEE - CURRENT	\$5,820,625	\$5,797,166	\$5,929,672	\$5,957,728	\$5,957,728	0.5%
COMMERCIAL GARBAGE FEE	3,765,902	3,465,506	3,950,000	3,800,000	3,800,000	-3.8%
OTHER TAXES & LICENSES	83,429	143,328	110,000	117,000	117,000	6.4%
FEDERAL OR STATE	2,627,021	513,208	737,500	640,000	640,000	-13.2%
CHARGES & SERVICES	547,072	710,453	920,000	1,645,000	1,645,000	78.8%
MISCELLANEOUS	631,568	20,523	118,500	110,000	110,000	-7.2%
TRANSFERS IN	(101,534)	311,921	3,375,294	-	-	-100.0%
SUBTOTAL	\$13,374,083	\$10,962,105	\$15,140,966	\$12,269,728	\$12,269,728	-26.2%
FUND BALANCE APPROPRIATED				3,567,439	3,567,439	
TOTAL SOLID WASTE FUND	\$13,374,083	\$10,962,105	\$15,140,966	\$15,837,167	\$15,837,167	4.6%

Notes on variances

Federal or State: The recommended budget includes a decrease in projected White Goods and Solid Waste Disposal Tax revenue.

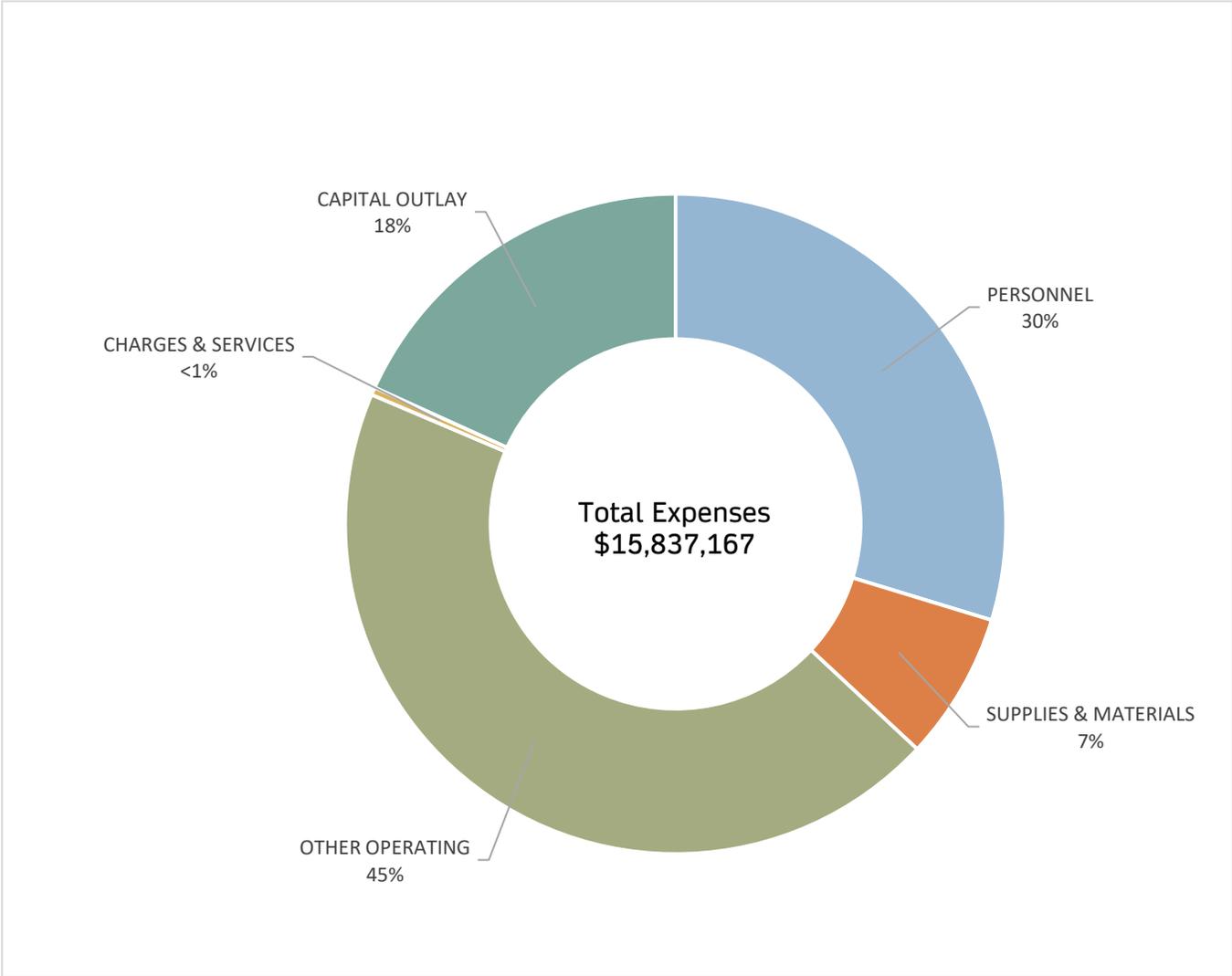
Charges & Services: Gas extraction lease revenue is projected to be higher in FY2023 than in FY2022.

Transfers In: Fund balance appropriated was shown in the transfers in category in FY2022.

Solid Waste Expenses

Enterprise Funds

Fiscal Year 2023 Adopted Budget:



Solid Waste Expenses

Enterprise Funds

Where does the money go?

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
PERSONNEL	\$2,977,470	\$3,111,925	\$4,568,966	\$4,705,172	\$4,803,654	3.0%
SUPPLIES & MATERIALS	716,147	678,375	1,065,938	1,146,540	1,146,540	7.6%
OTHER OPERATING	5,588,240	7,077,317	7,404,062	7,040,455	6,941,973	-4.9%
CHARGES & SERVICES	31,658	41,238	50,000	60,000	60,000	20.0%
CAPITAL OUTLAY	-	-	2,052,000	2,885,000	2,885,000	40.6%
TRANSFERS OUT	-	-	-	-	-	0.0%
TOTAL SOLID WASTE FUND	\$9,313,515	\$10,908,856	\$15,140,966	\$15,837,167	\$15,837,167	4.6%

Notes on variances

Supplies and Materials: The budget includes additional funding for fuel and supplies.

Charges & Services: The increase represents a rise in the projected Electronics Maintenance Program expense included in the recommended budget.

Capital Outlay: The budget includes an increase in capital outlay purchases which can be viewed in detail in the Solid Waste New Items section of the budget document.

Solid Waste New Items

Enterprise Funds

New Vehicles

DEPARTMENT	REQUESTED			ADOPTED		
	(A) ADD (R) REPLACE	QTY	COST	QTY	COST	STATE OR FEDERAL FUNDING
Solid Waste		2	\$135,000	1	\$135,000	\$ -
Water Truck	R	1	100,000	1	100,000	-
4x4 Truck	A	1	35,000	1	35,000	-
Total Solid Waste Fund		2	\$135,000	1	\$135,000	\$ -

Capital Outlay

DEPARTMENT	REQUESTED				ADOPTED	
	(A) ADD (R) REPLACE	QTY	UNIT COST	TOTAL COST	QTY	TOTAL COST
Solid Waste		4	\$2,550,000	\$2,550,000	4	\$2,550,000
Compactor	R	1	1,000,000	1,000,000	1	1,000,000
Compactor (used)	R	1	500,000	500,000	1	500,000
Compactor (rebuild)	R	1	500,000	500,000	1	500,000
336 Excavator	A	1	550,000	550,000	1	550,000
Total Solid Waste Fund		4	\$2,550,000	2,550,000	4	\$2,550,000

Capital Improvement Plan

DESCRIPTION	TOTAL BY PROJECT	FY23	FY24	FY25	FY26	FY27+
Borrow Pit Excavation	\$100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Gas Collection System	975,000	50,000	700,000	-	100,000	
Landfill Master Planning	100,000	100,000	-	-	-	
Landfill Road Improvements	600,000	100,000	100,000	200,000	100,000	
Maintenance Shed at Wilkes		200,000	-	-	-	
Convenience Center Site Improvements		100,000	100,000	100,000	-	
Ann Street Environmental Campus Development		200,000	100,000	-	-	
Landfill Expansion Evaluation and Pilot Studies		200,000	200,000	200,000	200,000	200,000
Perimeter Road - Wilkes	450,000	150,000	-	-	-	
Total Solid Waste CIP	\$2,225,000	\$1,100,000	\$1,200,000	\$500,000	\$400,000	\$200,000

Crown Center Summary

Summary

Located in the heart of Cumberland County, the Crown Center is a state-of-the-art, five-venue complex comprised of a 4,500-seat arena, a 9,200-square foot ballroom, a 10,880-seat coliseum, an exposition center with 60,000 square feet of unobstructed space, and a 2,440-seat theatre.

The flagship venue of the Crown Complex, the Coliseum, opened in October of 1997 and has continued to set records. This versatile facility contains an ice floor for hockey and ice shows, and easily converts into the ideal venue for world-class concerts, sporting events and other performances.

The Crown Expo Center is designed as a full-service, multi-purpose exhibit and meeting facility. The Expo boasts 60,000 square feet of unobstructed event space that can be adjusted in size to meet the needs of any client.

The Ballroom and Hospitality area is a 9,200-square foot space utilized for meetings and gatherings. Easily adaptable to theatre or classroom style seating for speaking presentations, the Ballroom is also an ideal location for wedding receptions, proms, anniversary dinners and more. An in-house, connected kitchen provides complete food service to all facilities throughout the Complex.

The Crown Theatre seats over 2,400 and showcases a wide range of theatrical events, concerts and comedy shows. The theatre hosts concerts, family and special entertainment as well as a variety of Broadway productions to compliment an assortment of community events.

The Crown Arena has the capability to meet the needs of a wide range of activities including catered functions, exhibitions, banquets, rodeos, circuses, basketball, wrestling, concerts and other sporting events. The Arena seats up to 4,500 and provides 11,552 square feet of unobstructed space. The Crown Arena is host to a tenant roller derby team, the Rogue Rollergirls.

Revenue from Food and Beverage taxes are used to support the Crown Center.



Crown Center Fund Summary

Enterprise Funds

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
CROWN CENTER - REVENUE						
FEDERAL OR STATE	\$17,840	\$434,670	\$ -	\$ -	\$ -	0.0%
MISCELLANEOUS	15,115	16,337	-	-	-	0.0%
TRANSFERS IN	5,090,540	5,753,980	8,615,191	10,565,037	10,565,037	22.6%
TOTAL REVENUE	\$5,123,495	\$6,204,986	\$8,615,191	\$10,565,037	\$10,565,037	22.6%
CROWN CENTER - EXPENSE						
OPERATING	\$1,989,951	\$1,911,622	\$140,687	\$152,228	\$152,228	8.2%
MAINTENANCE & REPAIRS	647,371	698,142	2,973,000	-	-	-100.0%
CHARGES & FEES	2,980,763	2,972,691	4,674,504	5,002,809	5,002,809	7.0%
CAPITAL OUTLAY	-	-	827,000	5,410,000	5,410,000	554.2%
TOTAL EXPENSE	\$5,618,085	\$5,582,455	\$8,615,191	\$10,565,037	\$10,565,037	22.6%
TOTAL CROWN CENTER FUND	\$494,590	(\$622,531)	\$ -	\$ -	\$ -	0.0%

Notes on variances

Transfers In: The budget includes an increase in the transfer from the Food and Beverage Fund in the amount of \$1.9 million dollars.

Operating: For FY2023, insurance and bonds are projected to increase by \$11,641.

Maintenance & Repairs: The FY2022 budget included maintenance and repair items not included in the FY2023 budget.

Capital Outlay: The Crown Center budget includes \$5,410,000 in the Capital Improvement Plan items. The detail of the projects is shown in the Crown Center New Items.

Crown Center New Items

Enterprise Funds

Capital Improvement Plan

PRIORITY	CATEGORY	TOTAL BY PROJECT	RECOMMENDED	ADOPTED	FY2024	FY2025	FY2026	FY2027+
			BY E&I	FY2023				
1	Coliseum Ballroom & Pre-function Renovation	\$1,500,000	\$1,500,000	\$1,500,000	\$-	\$-	\$-	\$-
	Coliseum LED Sports Lighting/Control System Upgrade	700,000	700,000	700,000	-	-	-	-
2	Coliseum Bathrooms Remodel	400,000	400,000	400,000	250,000	250,000	-	-
3	Coliseum Elevator Modernization	750,000	750,000	750,000	-	-	-	-
4	Expo Center Cooling Tower Replacement	125,000	125,000	125,000	-	-	-	-
5	Coliseum Chiller Replacements	1,500,000	1,500,000	1,500,000	-	-	-	-
6	Coliseum Video Board DMPs	60,000	60,000	60,000	-	-	-	-
	Coliseum Replace Refrigerant Lines and Condenser Units	75,000	75,000	75,000	-	-	-	-
7	Expo Center Replace Air Handlers	150,000	150,000	150,000	-	-	-	-
8	Coliseum Suite Wall Resurfacing	50,000	50,000	50,000	-	-	-	-
9	Unidentified Capital Improvement Needs	500,000	500,000	100,000	100,000	100,000	100,000	100,000
10	Coliseum Loading Dock Repairs	1,400,000	1,400,000	-	1,400,000	-	-	-
11	Coliseum New Stage	150,000	150,000	-	150,000	-	-	-
12	Coliseum Repair Sound Walls	350,000	350,000	-	350,000	-	-	-
13	Coliseum Replace Air Handlers	350,000	350,000	-	350,000	-	-	-
14	Coliseum Replace Dance Floor	30,000	30,000	-	30,000	-	-	-
15	Expo Replace Black Banquet Chairs	125,000	125,000	-	125,000	-	-	-
16	Coliseum Replace Folding Blue Padded Chairs	125,000	125,000	-	125,000	-	-	-
17	Coliseum Riding Scrubbers for Floors	60,000	60,000	-	60,000	-	-	-
18	Expo Center Generator	100,000	100,000	-	-	100,000	-	-
19	Expo Center Remodel Bathrooms	100,000	100,000	-	100,000	-	-	-
20	Expo Center Replace Air Walls	575,000	575,000	-	575,000	-	-	-
21	Expo Center Replace Doors	100,000	100,000	-	100,000	-	-	-
22	Expo Center Sealant and Panel Painting	310,000	310,000	-	-	310,000	-	-
Total Crown Center CIP		\$9,585,000	\$9,585,000	\$5,410,000	\$3,715,000	\$760,000	\$100,000	\$100,000

Debt Service Projections

DEBT	FY2022 PROJECTIONS	FY2023 ADOPTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Crown Center					
LOBS Refunding Series 2019	\$4,358,517	\$4,266,207	\$4,174,316	\$2,891,394	\$934,229
Total Crown Center	\$4,358,517	\$4,266,207	\$4,174,316	\$2,891,394	\$934,229

Fee Changes

Other Funds

DEPARTMENT/DESCRIPTION	CURRENT FEE FY2022	REQUESTED FEE CHANGE FY2023	ADOPTED FEE FY2023	NOTES
Public Utilities				
Kelly Hills/Slocomb Road Sanitary Sewer Rates				
Operations and Maintenance Fee	\$6.30	\$6.62	\$6.62	The Board of Commissioners approved a multi-year progressive rate increase on 4/20/2020 which took effect on 7/1/2021.
Flat Rate Usage Charge	\$45.68	\$47.96	\$47.96	The Board of Commissioners approved a multi-year progressive rate increase on 4/20/2020 which took effect on 7/1/2021.
Southpoint Water Rates				
Operations and Maintenance Fee	\$2.63	\$2.76	\$2.76	The Board of Commissioners approved a multi-year progressive rate increase on 4/20/2020 which took effect on 7/1/2021.
Residential Rate First 2,000 gallons	\$12.08 minimum	\$12.68 minimum	12.68 minimum	The Board of Commissioners approved a multi-year progressive rate increase on 4/20/2020 which took effect on 7/1/2021.
Remove all Commerical Rate information		remove item	\$0.00	Southpoint Water System does not have commercial rates

Revenues

All Funds Summary

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023
GENERAL FUNDS					
101 - GENERAL FUND	\$322,411,194	\$345,289,628	\$342,529,307	\$362,177,033	\$362,252,695
106 - COUNTY SCHOOL FUND	16,898,720	18,755,958	15,186,838	18,161,990	18,161,990
107 - CAPITAL INVESTMENT FUND	48,467,533	41,715,068	33,998,291	29,925,811	29,925,811
GENERAL FUNDS TOTAL	\$387,777,447	\$405,760,653	\$391,714,436	\$410,264,834	\$410,340,496
SPECIAL REVENUE FUNDS					
200 - FOOD AND BEVERAGE FUND	\$6,952,348	\$7,802,855	\$9,286,280	\$12,572,345	\$12,572,345
201 - INTERGOVERNMENTAL FUND	-	2,814,546	2,110,746	2,992,263	2,992,263
204 - FEDERAL DRUG FORFEITURE FUND	74,364	435,386	250,750	250,075	250,075
205 - FEDERAL DRUG JUSTICE FUND	47,420	26	31,000	25,000	25,000
206 - STATE DRUG FORFEITURE FUND	18,216	14,909	7,750	40,000	40,000
207 - INMATE WELFARE FUND	386,887	450,887	354,777	574,800	574,800
210 - SCHOOL FINES & FORFEITURES	-	16,750	20,500	16,500	16,500
215 - ANIMAL MEDICAL FUND	1,768	405	4,000	10,000	10,000
220 - SPECIAL FIRE DISTRICT FUND	10,915,361	11,496,386	11,407,437	11,603,074	11,603,074
240 - AMERICAN RESCUE PLAN ACT FUND	-	-	32,584,345	-	-
241 - INNOVATIVE COURT PROGRAM FUND	-	-	-	230,000	230,000
242 - HUMAN TRAFFICKING WORTH FUND	-	-	-	100,000	100,000
243 - STREAM RESTORATION GRANT FUND	-	-	-	1,000,000	1,000,000
244 - SCIF HOMELESS GRANT FUND	-	-	-	500,000	500,000
245 - JUVENILE CRIME PREVENTION FUND	1,846,916	1,915,616	2,238,113	2,162,554	2,162,554
248 - FLEA HILL FUND	-	15	-	-	-
250 - RECREATION FUND	4,406,373	4,584,557	5,192,749	5,256,482	5,256,482
255 - WORKFORCE INVEST OPPORT ACT	2,152,218	3,854,212	-	-	-
256 - SENIOR AIDES FUND	511,252	494,129	-	-	-
258 - CORONAVIRUS RELIEF FUND	2,194,936	10,334,225	-	-	-
260 - EMERGENCY TELEPHONE SYSTEM	823,920	899,517	1,487,174	690,042	690,042
264 - CDBG-DISASTER RECOVERY	597,686	127,757	2,000,000	2,681,184	2,681,184
265 - COUNTY COMMUNITY DEVELOPMENT	896,085	2,303,907	3,428,531	1,499,327	1,499,327
266 - COMMUNITY DEVEL HOME FUND	920,998	1,218,923	673,193	3,723,738	3,723,738
267 - COMMUNITY DEVEL SUPPORT HOUSING	258,970	249,072	697,138	644,473	644,473
268 - PATH	-	-	-	-	-
269 - EMERGENCY RENTAL ASSIST FUND	-	1,280	-	10,000,000	10,000,000
273 - MPO ADMIN FUND	-	-	-	586,355	537,987
274 - MPO DIRECT ATTRIBUTABLE FUND	-	-	-	450,000	650,000
275 - TRANSIT PLANNING	50,637	55,999	83,000	271,418	271,418
276 - US DOT 104 FUND	260,831	308,079	587,815	567,875	567,875
277 - NC ELDERLY-HANDICAP TRANSPORTATION	885,019	697,002	1,050,857	1,077,153	1,577,153
280 - REPRESENTATIVE PAYEE FUNDS	-	897,137	1,038,200	1,038,200	1,038,200
285 - TOURISM DEVELOPMENT AUTHORITY FUND	6,028,353	6,565,569	6,542,050	8,976,047	8,976,047
SPECIAL REVENUE FUNDS TOTAL	\$40,230,558	\$57,539,146	\$81,076,405	\$69,538,905	\$70,190,537

Revenues

All Funds Summary

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023
PERMANENT FUNDS					
510 - CEMETERY TRUST FUND	\$4,265	\$8,413	\$29,300	\$2,800	\$2,800
PERMANENT FUNDS TOTAL	\$4,265	\$8,413	\$29,300	\$2,800	\$2,800
ENTERPRISE FUNDS					
600 - CROWN CENTER FUND	\$5,123,495	\$6,204,986	\$8,615,191	\$10,565,037	\$10,565,037
601 - CROWN MOTEL FUND	1,506,523	1,606,887	3,752,839	2,195,752	2,195,752
602 - CROWN DEBT SERVICE FUND	3,474,970	4,449,270	4,358,517	4,266,207	4,266,207
605 - NORCRESS WATER AND SEWER FUND	442,127	367,578	1,380,392	1,421,364	1,421,364
606 - KELLY HILLS WATER & SEWER FUND	79,363	94,655	117,227	114,658	114,658
607 - SOUTHPOINT WATER & SEWER FUND	40,204	44,564	39,957	44,483	44,483
608 - OVERHILLS WATER & SEWER FUND	111,684	139,513	149,066	145,048	145,048
609 - BRAGG ESTATES WATER & SEWER FUND	-	50,000	-	-	-
625 - SOLID WASTE FUND	13,374,083	10,962,105	15,140,966	15,837,167	15,837,167
ENTERPRISE FUNDS TOTAL	\$24,152,450	\$23,919,558	\$33,554,155	\$34,589,716	\$34,589,716
INTERNAL SERVICE FUNDS					
800 - WORKERS COMPENSATION FUND	\$2,027,392	\$2,036,701	\$1,970,701	\$2,167,513	\$2,167,513
801 - GROUP INSURANCE FUND	26,231,690	25,973,519	29,550,975	34,706,138	34,706,138
802 - EMPLOYEE BENEFIT FUND	456,106	391,343	425,010	460,000	460,000
803 - VEHICLE INSURANCE FUND	1,004,937	1,100,143	1,100,000	1,100,000	1,100,000
806 - GENERAL LITIGATION FUND	108,220	100,145	100,283	100,205	100,205
INTERNAL SERVICE FUNDS TOTAL	\$29,828,346	\$29,601,851	\$33,146,969	\$38,533,856	\$38,533,856
TOTAL ALL FUNDS	\$481,993,065	\$516,829,622	\$539,521,265	\$552,930,111	\$553,657,405

Expenditures

All Funds Summary

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023
GENERAL FUNDS					
101 - GENERAL FUND	\$315,024,073	\$310,112,582	\$342,529,307	\$362,177,033	\$362,252,695
106 - COUNTY SCHOOL FUND	17,964,852	16,476,524	15,186,838	18,161,990	18,161,990
107 - CAPITAL INVESTMENT FUND	33,334,316	16,403,138	33,998,291	29,925,811	29,925,811
GENERAL FUNDS TOTAL	\$366,323,241	\$342,992,244	\$391,714,436	\$410,264,834	\$410,340,496
SPECIAL REVENUE FUNDS					
200 - FOOD AND BEVERAGE FUND	\$7,422,205	\$8,863,029	\$9,286,280	\$12,572,345	\$12,572,345
201 - INTERGOVERNMENTAL FUND	-	2,749,476	2,110,746	2,992,263	2,992,263
204 - FEDERAL DRUG FORFEITURE FUND	78,334	138,347	250,750	250,075	250,075
205 - FEDERAL DRUG JUSTICE FUND	57,874	57,580	31,000	25,000	25,000
206 - STATE DRUG FORFEITURE FUND	6,230	4,781	7,750	40,000	40,000
207 - INMATE WELFARE FUND	160,082	275,801	354,777	574,800	574,800
210 - SCHOOL FINES & FORFEITURES	-	16,650	20,500	16,500	16,500
215 - ANIMAL MEDICAL FUND	5,948	2,176	4,000	10,000	10,000
220 - SPECIAL FIRE DISTRICT FUND	9,839,793	10,891,244	11,407,437	11,603,074	11,603,074
240 - AMERICAN RESCUE PLAN ACT FUND	-	-	32,584,345	-	-
241 - INNOVATIVE COURT PROGRAM FUND	-	-	-	230,000	230,000
242 - HUMAN TRAFFICKING WORTH FUND	-	-	-	100,000	100,000
243 - STREAM RESTORATION GRANT FUND	-	-	-	1,000,000	1,000,000
244 - SCIF HOMELESS GRANT FUND	-	-	-	500,000	500,000
245 - JUVENILE CRIME PREVENTION FUND	1,855,999	1,916,023	2,238,113	2,162,554	2,162,554
248 - FLEA HILL FUND	-	-	-	-	-
250 - RECREATION FUND	4,358,412	4,558,629	5,192,749	5,256,482	5,256,482
255 - WORKFORCE INVEST OPPORT ACT	2,108,767	3,344,216	-	-	-
256 - SENIOR AIDES FUND	532,032	525,347	-	-	-
258 - CORONAVIRUS RELIEF FUND	2,194,936	10,333,922	-	-	-
260 - EMERGENCY TELEPHONE SYSTEM	487,747	367,408	1,487,174	690,042	690,042
264 - CDBG-DISASTER RECOVERY	625,617	87,405	2,000,000	2,681,184	2,681,184
265 - COUNTY COMMUNITY DEVELOPMENT	913,014	2,303,644	3,428,531	1,499,327	1,499,327
266 - COMMUNITY DEVEL HOME FUND	269,263	171,169	673,193	3,723,738	3,723,738
267 - COMMUNITY DEVEL SUPPORT HOUSING	227,447	220,152	697,138	644,473	644,473
268 - PATH FUND	-	-	-	-	-
269 - EMERGENCY RENTAL ASSIST FUND	-	999	-	10,000,000	10,000,000
273 - MPO ADMIN FUND	-	-	-	586,355	537,987
274 - MPO DIRECT ATTRIBUTABLE FUND	-	-	-	450,000	650,000
275 - TRANSIT PLANNING	50,637	55,999	83,000	271,418	271,418
276 - US DOT 104 FUND	318,923	308,079	587,815	567,875	567,875
277 - NC ELDERLY-HANDICAP TRANSPORTATION	765,714	644,364	1,050,857	1,077,153	1,577,153
280 - REPRESENTATIVE PAYEE FUNDS	-	931,494	1,038,200	1,038,200	1,038,200
285 - TOURISM DEVELOPMENT AUTHORITY FUND	5,922,599	6,327,122	6,542,050	8,976,047	8,976,047
SPECIAL REVENUE FUNDS TOTAL	\$38,201,572	\$55,095,056	\$81,076,405	\$69,538,905	\$70,190,537

Expenditures

All Funds Summary

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	RECOMMENDED BUDGET FY2023	ADOPTED BUDGET FY2023
PERMANENT FUNDS					
510 - CEMETERY TRUST FUND	\$2,800	\$2,796	\$29,300	\$2,800	\$2,800
PERMANENT FUNDS TOTAL	\$2,800	\$2,796	\$29,300	\$2,800	\$2,800
ENTERPRISE FUNDS					
600 - CROWN COMPLEX FUND	\$5,618,084	\$5,582,455	\$8,615,191	\$10,565,037	\$10,565,037
601 - CROWN MOTEL FUND	1,286,340	1,398,071	3,752,839	2,195,752	2,195,752
602 - CROWN DEBT SERVICE FUND	674,811	378,822	4,358,517	4,266,207	4,266,207
605 - NORCRESS WATER AND SEWER FUND	719,660	655,659	1,380,392	1,421,364	1,421,364
606 - KELLY HILLS WATER & SEWER FUND	107,610	99,996	117,227	114,658	114,658
607 - SOUTHPOINT WATER & SEWER FUND	24,356	21,711	39,957	44,483	44,483
608 - OVERHILLS WATER & SEWER FUND	68,318	103,207	149,066	145,048	145,048
609 - BRAGG ESTATES WATER & SEWER FUND	-	320	-	-	-
625 - SOLID WASTE FUND	9,313,515	10,908,855	15,140,966	15,837,167	15,837,167
ENTERPRISE FUNDS TOTAL	\$17,812,694	\$19,149,096	\$33,554,155	\$34,589,716	\$34,589,716
INTERNAL SERVICE FUNDS					
800 - WORKERS COMPENSATION FUND	\$1,829,830	\$1,241,632	\$1,970,701	\$2,167,513	\$2,167,513
801 - GROUP INSURANCE FUND	24,004,051	26,254,797	29,550,975	34,706,138	34,706,138
802 - EMPLOYEE BENEFIT FUND	453,101	440,927	425,010	460,000	460,000
803 - VEHICLE INSURANCE FUND	900,207	1,005,796	1,100,000	1,100,000	1,100,000
806 - GENERAL LITIGATION FUND	100,828	108,405	100,283	100,205	100,205
INTERNAL SERVICE FUNDS TOTAL	\$27,288,017	\$29,051,557	\$33,146,969	\$38,533,856	\$38,533,856
TOTAL ALL FUNDS	\$449,628,323	\$446,290,749	\$539,521,265	\$552,930,111	\$553,657,405

Capital Outlay

All Funds Summary

DEPARTMENT	(A) ADD (R) REPLACE	QTY	REQUESTED		ADOPTED	
			UNIT COST	TOTAL COST	QTY	TOTAL COST
Federal Drug Forfeiture		4	167,575	167,575	4	167,575
Surveillance Equipment	A	1	37,575	37,575	1	37,575
Bomb Suit and Riot Gear	A	1	100,000	100,000	1	100,000
Taser Replacements	R	1	10,000	10,000	1	10,000
Duty Weapons	A	1	20,000	20,000	1	20,000
Inmate Canteen		4	300,000	300,000	4	300,000
Laundry Equipment	R	1	55,000	55,000	1	55,000
Kitchen Equipment	R	1	150,000	150,000	1	150,000
Camera Equipment	R	1	75,000	75,000	1	75,000
Other Equipment	R	1	20,000	20,000	1	20,000
Parks and Recreation		1	\$721,643	\$721,643	1	\$721,643
Parks and Recreation Projects	A	1	721,643	721,643	1	721,643
Cemetery Trust		1	\$26,500	\$26,500	1	\$26,500
Parking Lot Improvement	R	1	26,500	26,500	1	26,500
Total Other Funds		10	\$1,215,718	\$1,215,718	10	\$1,215,718



**CUMBERLAND
COUNTY**

NORTH CAROLINA

Together, we can.

Cumberland County

Section I – Board Approved Policies

Subsection 3: Cumberland County Financial / Audit

Policy No. 3-1: Financial Policies

1.0 PURPOSE

The County of Cumberland has established comprehensive financial policies supporting management of our financial resources by providing effective control, prudent decision making and compliance with legal requirements.

2.0 SCOPE

The essential goals to be accomplished through consistent application of these policies include:

- To align long-term financial planning with short-term daily operations and decision-making.
- To maintain and improve the County’s financial position.
- To maintain the County’s credit ratings by meeting or exceeding the requirements of rating agencies through sound, conservative financial decision making.
- To comply with the North Carolina Budget and Fiscal Control Act and the policies of the North Carolina Local Government Commission (the “LGC”).
- To ensure cost effective, efficient and timely procurement of necessary goods and services to enable County departments in achieving their mission of effective service delivery to all citizens.
- To provide credibility to the citizens of the County regarding financial operations through active investment, debt and procurement management as well as financial planning and monitoring.

3.0 STATEMENT OF POLICIES

The financial policies are broken into three separate categories: Operating Budget / Fund Balance Policies, Asset Liability Management Policies and Accounting, Auditing and Financing Reporting Policies.

The Cumberland County Board of Commissioners (the “Board”) is a seven-member board, with each member serving a four-year term. The Finance Committee serves as the Audit Committee of the County and makes recommendations to the full Board upon review of issues that have a fiscal impact upon the County. Periodically, the Finance Director updates the Board on the financial condition of the County as a part of their monthly reporting included in the agenda. The annual audit is presented in detail to the Board annually at a night meeting which is televised on a local

channel for the citizens of Cumberland County and is also available through multiple internet/web connections.

1. OPERATING BUDGET / FUND BALANCE POLICIES

2. Budget Guidelines

- 4.1.1 The County's Annual Budget Ordinance will be balanced in accordance with the Local Government Budget and Fiscal Control Act (G.S. 159-8(a)).
- 4.1.2 The County's operating budget will be prepared in accordance with Generally Accepted Accounting Principles.
- 4.1.3 The County's Annual Budget Ordinance will be adopted by each July 1 (G.S. 159-13(a)).
- 4.1.4 The annual budget shall be developed as a financial plan to achieve long-term and short-term goals adopted by the Governing Board and as an operational guide for provision of programs and services to the community.

4.2 Revenue Policy

- 4.2.1 Ad Valorem Tax – As provided by the North Carolina Budget and Fiscal Control Act, estimated revenue from the Ad Valorem Tax levy will be budgeted as follows:
 - a. Assessed valuation will be estimated based upon historical trends and growth patterns in a conservative manner.
 - b. The estimated percentage of collection will not exceed the actual collection percentage of the preceding fiscal year, in accordance with State law.
 - c. The property tax rate will be set each year based upon the costs of providing general governmental services, meeting debt service obligations and maintaining any reserves or fund balances the Board deems necessary.
- 4.2.2 Economically Sensitive Revenues – The County has certain revenues, specifically occupancy, food and beverage, and sales taxes that can be adversely affected by regional and national economic conditions and military deployments. These revenues shall be budgeted in a conservative manner.
- 4.2.3 User Fees – The Board will establish all user fees annually. The user fees will maximize charges for services that can be individually identified and

where costs are directly related to the provision of or to the level of service provided.

Emphasis on user fees results in the following benefits:

- The burden on the Ad Valorem tax is reduced.
- User fees are paid by all users, including those exempt from property taxes.
- User fees help minimize subsidization in any instance where there are requirements in order to qualify for the use of the service and the service is not provided to the general public.
- User fees produce information on the demand level for services and help to make a connection between the amount paid and the services rendered.

4.2.4 Interest Income – Interest income is subject to variability based upon changes in prevailing interest rates, which cannot be predicted with certainty. Such revenue shall therefore be budgeted in a conservative manner within the Annual Budget Ordinance and shall comply with Section III of this policy regarding Asset – Liability Management.

4.2.5 Grant Funding – Staff will pursue opportunities for grant funding. Application for grant funding will be made after a grant has been evaluated for consistency with the Board’s goals and compatibility with County programs and objectives. Staff must have prior approval from the County Manager to apply for a grant. All awarded grants can only be accepted by Board action at which time the related budget shall be established.

- a. Grants that have been awarded in prior years and are recurring in nature will be included and addressed through the annual budget process.
- b. Grants that fund operating expenditures but have a funding termination date must fully disclose that fact to the Board prior to acceptance.
- c. The grant manager for each grant shall be the related department head. The grant manager is responsible for all grant monitoring, compliance and reporting. The departmental grant manager will provide copies of all documents to the County Grants Writer/Manager who will maintain a grant file by fiscal year for each active grant.
- d. Existing exceptions that relate to annual allocation amounts must be approved by the Budget Officer/County Manager.

4.3 Expenditure Policy – Expenditures will be processed in accordance with the requirements of G.S. 159-28, Budgetary Accounting for Appropriations.

- 4.3.1 Expenditure budgets shall be monitored throughout the fiscal year by department heads, the Budget Division, and the County Manager. Budget compliance is the responsibility of the department head and the Budget Division.
- 4.3.2 Budgeted funds will only be spent for categorical purposes for which they are intended. The annual operating budget ordinance defines staff authorization for operating budget adjustments. Appropriations of debt proceeds will be made only for the purpose for which such debt instrument was issued or for the payment of debt principal and interest. Donations will be spent only toward the intent for which they were given.
- 4.3.3 For continuing contracts, funds will be appropriated in the annual budget ordinance to meet current year obligations arising under the contract, in accordance with G.S. 160A-17.
- 4.3.4 Payroll will be processed in accordance with the requirements of the Fair Labor Standards Act. Overtime and benefit payments will be made in accordance with the County's Personnel Ordinance.
- 4.3.5 The County will fund current expenditures with current resources and will strive to avoid balancing budgets utilizing one-time revenues, in accordance with the Fund Balance Policy below.
- 4.3.6 The Finance Officer will use resources in the following hierarchy: bond proceeds, federal funds, state funds, local fees, and then county funds. For purposes of fund balance classification, expenditures are to be spent from restricted fund balance first, followed in-order by committed fund balance, assigned fund balance and lastly unassigned fund balance. The Finance Officer has the authority to deviate from this policy if it is in the best interest of the County.

4.4 Reserve / Fund Balance Policy

- 4.4.1 In accordance with State statute, appropriated fund balance in any fund will not exceed the sum of cash and investments less the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts.
- 4.4.2 The County will maintain a General Fund unassigned fund balance between 12-15% of annual expenditures. This percentage range exceeds the minimum eight percent (8%) recommended by the LGC and is a sufficient amount to sustain cash flows for operations in the event of natural disasters or unexpected downturns in the economy. The annual appropriation for subsequent years' expenditures should not exceed 3% of budgeted recurring general fund expenditures.

If the unassigned fund balance falls below 15% for two consecutive fiscal years, the County will replenish funds by direct appropriation beginning in the following fiscal year. In that instance, the County will annually appropriate 20% of the difference between the target percentage level and the actual balance until the target level is met.

- 4.4.3 Any General Fund unassigned fund balance that exceeds 15% shall be transferred to the Capital Investment Fund to support future capital projects or debt service, authorized through an approved budget ordinance amendment after the annual financial audit presentation to the Board of Commissioners.
- 4.4.4 The County will appropriate within the annual budget a General Fund Contingency appropriation each fiscal year of at least \$500,000.
- 4.4.5 The County shall maintain a School Capital Reserve account and all funds accumulated shall be used for debt service on school related debt and other school capital needs.
 - a. Based on the North Carolina Association of County Commissioner’s methodology for calculating statutory Article 40 and 42 set asides for school construction, the Board has committed these sales tax funds to the purposes listed immediately above.
 - b. All Public School Building Capital Fund (“ADM money”) and Lottery proceeds shall be budgeted within the School Capital Reserve account and shall be used for debt service for school related debt and for school construction needs as appropriate.
- 4.4.6 Assigned for subsequent years’ expenditures is the portion of fund balance that has been approved by formal action of the Board of County Commissioners for appropriation into the next fiscal year. A modification of this amount requires action by the Board. The Board may at its discretion, make other assignments of fund balance. The Board authorizes the County Manager to amend these assigned amounts to comply with the County’s fund balance percentage policies.

1. ASSET LIABILITY MANAGEMENT POLICIES

2.Capital Investment and Debt Policy (further supported by Policy No. 3-6: Capital Investment Fund Policy)

5.1.1 Capital Improvements Plan

- a. The County will update a five-year capital improvement plan (CIP) which projects capital needs and details the estimated costs, description and anticipated funding sources for capital projects.

- b. The annual update of the CIP will be presented at the Board's Budget Planning retreat and included in the annual operating budget process.
- c. The first year of the five-year CIP will be the basis of formal fiscal year appropriations during the annual budget process.
- d. The CIP will generally address those capital assets with a value of \$100,000 or more and a useful life of five years or more.
- e. The County includes equipment and furnishings as well as projected annual operating costs in the appropriate year in the CIP.
- f. The County acknowledges pay-as-you-go financing as a significant capital financing source, but will ultimately determine the most appropriate financing structure for each capital project on an individual basis after examining all relevant factors of the project.

5.1.2 Ten Year School Facilities Plan

The County requires an annual update from the Cumberland County Board of Education of its Ten Year School Facilities Plan. The County fully expects to see all new capital projects first appear in the ninth or tenth year of the school facilities plan unless dictated otherwise by State or Federal mandates of new sources of funds, such as a State bond issue for local consideration.

5.1.3 Fixed Assets

The capitalization threshold for fixed assets shall be \$5,000 and \$7,500 for capital improvements. The threshold will be applied to individual fixed assets and not to groups of fixed assets. Fixed assets will be capitalized if they have a useful life of one year or more following the date of acquisition.

5.1.4 Debt Policy

- a. Debt will only be incurred for financing capital assets that, because of their long-term nature or because of budgetary restraints, cannot be acquired from current or budgeted resources. Debt will not be used for operational needs. Debt financing can include general obligation bonds, revenue bonds, certificates of participation, lease/purchase agreements, special obligation bonds, or any other financing instrument allowed under North Carolina law.
- b. The County will seek to structure debt and to determine the best type of financing for each financing need based on the flexibility needed to meet project needs, the timing of the project, taxpayer or rate payer equity, and the structure that will provide the lowest interest

cost in the circumstances. The following guidelines will be used when structuring debt:

- 1) Debt will be amortized on a level principal or level principal and interest basis, depending upon the specific nature of the financing.
 - 2) Maximum term of amortization of principal will be twenty-five years, twenty years for general obligation debt. Average life of outstanding debt will not exceed fifteen years.
 - 3) For general obligation debt, fifty percent of the total outstanding debt will be amortized in the first ten years of total debt outstanding.
 - 4) Fixed rate will be the predominant interest rate for County issuance. Variable rate debt will be considered on a case-by-case basis and will not exceed fifteen percent of total outstanding debt of the County. Issuance of variable rate debt will be undertaken after considering interest rate risk, ability to hedge risk in the annual budget, internal levels of fund balance, and other elements of interest rate risk management.
- c. Debt financing will be considered in conjunction with the County's CIP. Debt financing will also be considered in the Board's review of facility plans presented by the Board of Education.
- d. Upon Board approval of a capital project and a determination that the project will be financed through issuance of debt, The Board will increase the property tax rate in an amount equivalent to the additional annual operating costs and principal and interest payments in the upcoming fiscal year, if deemed necessary.
- e. The County will strive to maintain a high level of pay-as-you-go financing for its capital improvements.
- f. Debt Affordability
- 1) The net debt of the County, as defined in G.S. 159-55, is statutorily limited to eight percent of the assessed valuation of the taxable property within the County. The County will utilize a self-imposed ceiling of 4%.
 - 2) Total General Fund debt service will not exceed the limits imposed by the LGC. As a guide, formulas established by the LGC and rating agencies will be monitored and appropriately applied by the County. Debt service as a

percentage of the general fund budget will be targeted not to exceed 15%.

- g. The County will seek to structure debt in the best and most appropriate manner to be consistent with Asset – Liability Management policies.
- h. The County will seek to employ the best and most appropriate strategy to respond to a declining interest rate environment. That strategy may include, but does not have to be limited to, delaying the planned issuance of fixed rate debt, examining the potential for refunding of outstanding fixed rate debt, and the issuance of variable rate debt. The County will seek to employ the best and most appropriate strategy to respond to an increasing interest rate environment. That strategy may include, but does not have to be limited to, the issuance of variable rate debt (a historically lower interest cost), or any other methodology deemed appropriate.
- i. The County will monitor the municipal bond market for opportunities to obtain interest rate savings by refunding on a current or advance basis for outstanding debt. The estimation of net present value savings for a traditional fixed rate refunding should be, at a minimum, in the range of 2.5% to 3% of the refunded maturities before a refunding process begins.
- j. The County will strive for the highest possible bond ratings in order to minimize the County’s interest costs.
- k. The County will normally obtain at least two ratings (Moody’s and Standard & Poor’s) for all publicly sold debt issues.
- l. While some form of outstanding debt exists, the County will strive to have a portion of that debt in the form of general obligation debt.
- m. The County will provide annual information updates to each of the debt rating agencies.
- n. The County will use the Annual Comprehensive Financial Report (the “ACFR”) as the disclosure document for meeting its obligation to provide certain annual financial information to the secondary debt market via various information repositories, including the Electronic Municipal Market Access (EMMA). The annual disclosure is a condition of certain debt covenants and contracts that are required by SEC Rule 15c2-12. In addition to annual reporting disclosure, disclosure is also to be made within ten days of encountering a material event, such as a bond rating change or a bond call.

5.2 Cash Management and Investment Policy

5.2.1 Receipts

- a. Cash receipts will be collected as expediently as reasonably possible to provide secure handling of incoming cash and to move these monies into interest bearing accounts and investments. All incoming funds will be deposited daily as required by State law.
- b. The Finance Director is responsible for coordinating at least two random or risk based internal audits of cash receipting locations per fiscal year.
- c. Funds received from the American Rescue Plan Act of 2021 (ARPA) are not subject to the requirements of the Federal Cash Management Improvement Act and Treasury's implementing regulations at 31 CFR part 205 or 2 CFR 200.305(b)(8)-(9). The County is not required to remit these funds back to the U.S. Treasury, nor are the interest earnings required to be utilized for ARPA eligible expenditures. Therefore, Cumberland County's ARPA funds will be placed in interest-bearing accounts. The June 30 end of fiscal year balance of interest earnings of the ARPA fund will be budgeted and transferred into the county's general fund the following fiscal year. These funds may be utilized for any public purpose and are not restricted.

5.2.2 Cash Disbursements – All disbursements will be made in accordance with the Expenditure Policy (Section 4.3). Electronic payment transactions are allowed.

- a. The County's objective is to retain monies for investment for the longest appropriate period of time.
- b. Disbursements will be made timely in advance of or on the agreed-upon contractual date of payment unless earlier payment provides greater economic benefit to the County.
- c. Inventories and supplies will be maintained at minimally appropriate levels for operations in order to increase cash availability for investment purposes.
- d. Dual signatures are required for County checks. Electronic signature of checks is approved.

5.2.3 Investment Policy

- a. Policy

It is the policy of the County to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow requirements of the

County and conforming to all State statutes governing the investment of idle funds.

b. Scope

This investment policy applies to all financial assets of the County except authorized petty cash, trust funds administered by the Social Services Director, and debt proceeds, which are accounted for and invested separately from pooled cash. The County pools the cash resources of its various funds and participating component units into a single pool in order to maximize investment opportunities and returns. Each fund's and participating component unit's portion of total cash and investments is tracked by the financial accounting system.

c. Prudence

- 1) The standard of prudence to be used by authorized staff shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence would exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.
- 2) Authorized staff acting in accordance with procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

d. Authorized Staff

- 1) G.S. 159-25(a)6 delegates management responsibility for the investment program to the Finance Director. The Finance Director will establish and maintain procedures for the operation of the investment program that are consistent with this policy. Such procedures will include delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director. The Finance Director will be responsible for all transactions undertaken and will establish and maintain a system of controls to regulate the activities of subordinates.

- 2) In the absence of the Finance Director and those to which he or she has delegated investment authority, the County Manager or his or her designee is authorized to execute investment activities.

e. Objectives

The County's objectives in managing the investment portfolio, in order of priority, are safety, liquidity, and yield.

- 1) 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. To best mitigate against credit risk (the risk of loss due to the failure of the security issuer) diversification is required. To best mitigate against interest rate risk (the risk that changes in interest rates will adversely affect the market value of a security and that the security will have to be liquidated and the loss realized) the second objective, adequate liquidity, must be met.

- 2) Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating and debt service cash requirements that may be reasonably anticipated. The portfolio will be structured so that securities mature concurrent with cash needs (static liquidity), with securities with an active secondary market (dynamic liquidity), and with deposits and investments in highly liquid money market and mutual fund accounts.

- 3) Yield

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

f. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose to the County

Manager any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial or investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individuals with whom business is conducted on behalf of the County.

g. Authorized Financial Dealers and Financial Institutions

The Finance Director will maintain a list of financial institutions that are authorized to provide investment services. Authorized financial institutions will be selected by credit worthiness. These may include “primary” dealers or regional dealers that qualify under SEC Rule 15C3-1 (uniform net capital rule).

h. Any financial institutions and broker dealers that desire to become qualified to conduct investment transactions with the County must supply the Finance Director with the following:

- 1) Audited financial statements;
- 2) Proof of National Association of Securities Dealers certification;
- 3) Proof of State registration; and
- 4) Certification of having read the County’s Investment Policy.

i. Any previously qualified financial institution that fails to comply or is unable to comply with the above items upon request will be removed from the list of qualified financial institutions.

j. The Finance Director shall have discretion in determining the number of authorized financial institutions and may limit that number based upon the practicality of efficiently conducting the investment program. The Finance Director shall also have the discretion to add or remove authorized financial institutions based upon potential or past performance.

1) Internal Control

The Finance Director is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be

derived and that the valuation of costs and benefits requires the use of estimates and judgments by management.

2) Collateralization

Collateralization is required for certificates of deposit. North Carolina General Statutes allow the State Treasurer and the Local Government Commission to prescribe rules to regulate the collateralization of public deposits in North Carolina banks. These rules are codified in the North Carolina Administrative Code – Title 20, Chapter 7 (20 NCAC 7). The Pooling Method of collateralization under 20 NCAC 7 allows depositories to use an escrow account established with the State Treasurer to secure the deposits of all units of local government. This method transfers the responsibility for monitoring each bank’s collateralization and financial condition from the County to the State Treasurer. The County will only maintain deposits with institutions using the Pooling Method of collateralization.

3) Delivery and Custody

All investment security transactions entered into by the County shall be conducted on a delivery versus payment basis. Securities will be held by a third party custodian designated by the Finance Director and each transaction will be evidenced by safekeeping receipts and tickets.

4) Authorized Investments

A. The County is empowered by North Carolina G.S. 159-30(c) to invest in certain types of investments. The Board of Commissioners approves the use of the following types, the list of which is more restrictive than G.S. 159-30(c):

- 1) Obligations of the United States or obligations fully guaranteed as to both principal and interest by the United States.
- 2) Obligations of the Federal Financing Bank, the Federal Farm Credit Bank, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Housing Administration, and the United States Postal Service.

- 3) Obligations of the State of North Carolina.
- 4) Bonds and notes of any North Carolina local government or public authority that is rated “AA” or better by at least two of the nationally recognized ratings services or that carries any “AAA insured” rating.
- 5) Fully collateralized deposits at interest or certificates of deposit with any bank, savings and loan association or trust company that utilizes the Pooling Method of collateralization.
- 6) Prime quality commercial paper bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest by any nationally recognized rating service which rates the particular obligation.
- 7) Bankers’ acceptance of a commercial bank or its holding company provided that the bank or its holding company is either (i) incorporated in the State of North Carolina or (ii) has outstanding publicly held obligations bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest by any nationally recognized rating service which rates the particular obligations.
- 8) Participating shares in a mutual fund for local government investment, provided that the investments of the fund are limited to those qualifying for investment under G.S. 150-30(c) and that said fund is certified by the LGC. (The only such certified fund is the North Carolina Capital Management Trust.)

B. Prohibited Forms of Investments

- 1) The use of repurchase agreements in the normal investment portfolio (not debt proceeds) is prohibited.
- 2) The use of collateralized mortgage obligations is prohibited.
- 3) The use of any type of securities lending practices is prohibited.

5) Diversification

- A. Investments will be diversified by security type and by institution.
- B. The total investment in certificates of deposit shall not exceed 25% of the County's total investment portfolio and the investment in certificates of deposit with a single financial institution shall not exceed \$3,000,000.
- C. The total investment in commercial paper shall not exceed 10% of the County's total investment portfolio and the investment in commercial paper of a single issuer shall not exceed \$4,000,000.
- D. The total investment in bankers' acceptances shall not exceed 10% of the County's total investment portfolio and the investment in bankers' acceptances of a single issuer shall not exceed \$7,000,000.
- E. The Finance Director is responsible for monitoring compliance with the above restrictions. If a violation occurs, the Finance Director shall report such to the County Manager and to the Board along with a plan to address the violation.

6) Maximum Maturities

- A. To the extent possible, the County will attempt to match its investments with anticipated cash flow requirements. Beyond identified cash flow needs, investments will be purchased so that maturities are staggered.

B. The following maturity limits are set for the County's investment portfolio:

- 1) No investment will have a maturity of more than two years without authorization from the County Manager.
- 2) No more than 10% of the total investment portfolio will be invested with a maturity longer than one year but less than two years. Because the total investment portfolio may fluctuate due to cash flow needs, investments with a maturity up to two years may exceed the calculated total. If this should occur, investments should not be liquidated to comply with this policy but future investing with maturities up to two years shall be avoided until the designated level is achieved.

7) Selection of Securities

The Finance Director or his or her designee will determine which investments shall be purchased and sold and the desired maturity date(s) that are in the best interest of the County. The selection of an investment will involve the evaluation of, but not limited to, the following factors: cash flow projections and requirements; current market conditions; and overall portfolio balance and makeup.

8) Responses to Changes in Short Term Interest Rates

- A. The County will seek to employ the best and most appropriate strategy to respond to a declining short-term interest rate environment. The strategy may include, but does not have to be limited to, purchases of callable "cushion" bonds, lengthening of maturities in the portfolio, and increases in the percentage of ownership of treasury notes relative to that of treasury bills.
- B. The County will seek to employ the best and most appropriate strategy to respond to an increasing short-term interest rate environment. That strategy may include, but does not have to be limited to, purchases of "step-up" securities, shortening of maturities in the portfolio, the use of floating rate investments, and increases in the percentage of

ownership of treasury bills relative to that of treasury notes.

9) Performance Standards

- A. The investment portfolio will be managed in accordance with the parameters specified within this policy. The investment portfolio will strive to obtain a market average rate of return within the constraints of the county's investment risk profile and cash flow needs.
- B. The performance benchmarks for the performance of the portfolio will be rates of return on 90-day commercial paper and on three-year treasury notes.

10) Active Trading of Securities

It is the County's intent, at the time of purchase, to hold all investments until maturity to ensure the return of all invested principal. However, if economic or market conditions change making it in the County's best interest to sell or to trade a security before maturity, that action may be taken.

11) Pooled Cash and Allocation of Interest Income

All monies earned and collected from investments other than bond proceeds will be allocated monthly to the various participating funds and component units based upon the average cash balance of each fund and component unit as a percentage of the total pooled portfolio. Earnings on bond proceeds will be directly credited to the same proceeds.

12) Market to Market

A report of the market value of the portfolio will be generated annually by the Finance Director. The Finance Director will use the reports to review the investment portfolio in terms of value and price volatility, as well as for compliance with GASB Statement #31.

1. ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

2. General Policy

- 6.1.1 The County will maintain accounting systems in compliance with the North Carolina Local Government Budget and Fiscal Control Act. The County will maintain accounting systems that enable the preparation of financial statements in conformity with generally accepted accounting principals (GAAP).
 - a. The basis of accounting within governmental funds will be modified accrual.
 - b. The basis for accounting within all Enterprise and Internal Service Funds will be the accrual basis.
- 6.1.2 Financial systems will be maintained to enable the continuous monitoring of revenues and expenditures or expenses with immediate access to real-time information to all users of the financial system. Financial summaries will be provided to the Board at their regularly scheduled Agenda Session meetings. Online, real time, access to the financial system will be made available to department heads and departmental staff. On a periodic basis an interim financial update will be provided to the Board of County Commissioners.
- 6.1.3 The County will place emphasis on maintenance of an accounting system which provides strong internal budgetary and financial controls designed to provide reasonable, but not absolute, assurance regarding both the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and reports, as well as the accountability of assets.
- 6.1.4 An annual audit will be performed by an independent certified public accounting firm that will issue an opinion on the annual financial statements as required by the Local Government Budget and Fiscal Control Act.
- 6.1.5 The County will solicit proposals from qualified independent certified public accounting firms for audit services. The principal factor in the audit procurement process will be the auditor's ability to perform a quality audit. The County will enter into a multiyear agreement with the selected firm. Firms are not barred from consecutive contract awards.

- 6.1.6 The Finance Committee of the Board will serve as the standing audit committee. The committee will oversee the independent audit of the county's financial statements, from the selection of the auditor to the resolution of any audit findings. A staff report concerning the annual audit will be presented annually to the Board of County Commissioners.
- 6.1.7 The Finance Department/Internal Auditor will conduct some form of internal audit procedures at least one time per year, specifically focusing upon cash receipts procedures.
- 6.1.8 The County will prepare an ACFR. The ACFR will be prepared in compliance with established criteria to obtain the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and will be submitted to that award program each year.
- 6.1.9 Full and complete disclosure will be provided in all regulatory reports, financial statements and debt offering statements.
- 10. The County will use the ACFR as the disclosure document for meeting its obligation to provide certain annual financial information to the secondary debt market via various information repositories. The annual disclosure is a condition of certain debt covenants and contracts that are required by SEC Rule 15c2-12.
- 11. The Finance Department will maintain a Financial Procedures Manual as a central reference point and handbook for all financial, accounting and recording procedures.
- 12. The Information Technology Department will establish, document and maintain a Computer Disaster Recovery Plan and will provide for the daily backup of data and the offsite storage of the same.

7.0 SWAP POLICY

Use of synthetic debt transactions by use of swaps is permitted by Local Government Commission policy for selected counties and cities. Currently the County does not view synthetic debt transactions as consistent with its overall financial policies. The County will continue to review the potential for synthetic debt transactions using swaps and will adopt a formal swap policy to the extent needed in the future.

(Adopted 2-2-08) (Finance Cmte; 3-3-11; Adopted 3-21-11) (Finance Cmte. 6-7-18; Adopted 6-18-18)(ARPA committee 1-11-22; Agenda Session 1-13-22; Adopted 1-18-22) (Special Mtg 3-17-22)

<END>

Subsection 3
Policy No. 3-1



**CUMBERLAND
COUNTY**

NORTH CAROLINA

Together, we can.



CUMBERLAND COUNTY

NORTH CAROLINA

Schedule of Fees Fiscal Year 2023

The following fees have been approved for the year.
For your convenience, fee changes from the previous
year have been highlighted in **red**.

Fee and Other Charge Type	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges	Notes
Animal Control			
Impound Fees:			
Impoundment	\$30 first day; \$10 everyday thereafter	\$30 first day; \$10 everyday thereafter	
Euthanasia request	\$25	\$25	
Adoption Fees:			
Heartworm test	\$10	\$10	
Dog	\$100	\$100	
Cat	\$70	\$70	
Licensing Fees:			
Regular license	no fee	no fee	
Senior license (up to 3 dogs/cats/or any combination)	no fee	no fee	
Permits:			
Litter	\$100	\$100	
Hunting Pack (up to 14 animals)	\$150	remove item	
Hunting Pack (15 and over)	\$150	remove item	
Return to Owner:			
Dogs less than 75lbs:			
Spay	\$75	\$80	
Neuter	\$75	\$80	
Dogs greater than 75lbs:			
Spay	\$140	\$155	
Neuter	\$140	\$155	
Dogs greater than 150lbs:			
Spay	\$0	\$180	
Neuter	\$0	\$180	
Cat:			
Spay	\$0	\$60	
Neuter	\$0	\$25	
Microchip	\$20	\$20	
Rabies vaccination	\$5	\$5	
Violations:			
Unpermitted Litter	\$300	\$300	
Abandonment C.C. Sec. 3-23	\$100	\$100	
Cruelty C.C. Sec 3-23	\$100	\$100	
Running at large C.C. Sec 3-19	\$100	\$100	
No rabies vaccination C.C. Sec 3-40	\$100	\$100	
Failure to wear rabies tag C.C. Sec 3-40	\$100	\$100	
Tethering violation C.C. 3-23	\$100	\$100	
Nuisance C.C. Sec 3-15	\$100	\$100	
Board of Elections			
CD	\$25	\$25	
E-mail	no charge	no charge	
Campaign finance reports and related elections records	\$.20 per page	\$.20 per page	
Filing Fees:			
City of Fayetteville	Mayor; Council Member	Mayor; Council Member	Filing fees are calculated prior to filing, 1% of salary
Town of Eastover, Falcon, Godwin, Linden, Stedman, Wade	Mayor \$5; Commissioner \$5	Mayor \$5; Commissioner \$5	
Town of Hope Mills	Mayor \$10; Commissioner \$5	Mayor \$10; Commissioner \$5	
Town of Spring Lake	Mayor \$15; Alderman \$15	Mayor \$15; Alderman \$15	
Eastover Sanitary District	\$5	\$5	
Child Support			
Application Fee	\$25 non-public assistance case (can be reduced to \$10 if the applicant is considered indigent)	\$25 non-public assistance case (can be reduced to \$10 if the applicant is considered indigent)	
Paternity Testing (DNA Fees)	\$25 per participant	\$25 per participant	
Non-Public Assistance Case	\$35 - charged once yearly. \$550 is collected per case	\$35 - charged once yearly. \$550 is collected per case	
Community Development			
Investor Application Fee	\$50 non-refundable	\$50 non-refundable	
Return Check Fee	\$25 money orders or cashier's check	\$25 money orders or cashier's check	
Late Payment Fee	5% of the monthly payment	5% of the monthly payment	
Cooperative Extension			
Master Gardener Training Program	\$130 - 14 week program- meet 1 time per week	\$130 - 14 week program- meet 1 time per week	
Baby Think It Over Program	\$5 per student (supports the program)	\$5 per student (supports the program)	
County Attorney			
Road Closing Fee	\$750	\$750	
County Manager			
Reproduction on CD or DVD	\$750	\$750	

Fee and Other Charge Type	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges	Notes
Copies	\$.05 per page b/w; \$.10 per page color	\$.05 per page b/w; \$.10 per page color	
Emergency Services			
Fines:			
Code Violation (1st Offense)	\$100	\$100	
Code Violation (2nd Offense)	\$250	\$250	
Code Violation (for each subsequent offense in the period of one year - 365 calendar days - since the last offense date)	\$500	\$500	
Excessive false fire alarms per article III-A Cumberland County Ordinances Fire Alarm Systems Regulations; Excessive False Alarms (per offense starting at the fourth offense in a calendar year)	\$250	\$250	
Exit Violation (1st offense)	\$500	\$500	
Exit Violation (for each subsequent offense in the period of one year - 365 calendar days - since the last offense date)	\$1,000	\$1,000	
Installation or alteration of equipment without approved permit (per offense)	\$500	\$500	
Occupying a building without an issued certificate of occupancy or compliance (per offense)	\$500	\$500	
Overcrowding violation (per person over the assigned occupant load)	\$100	\$100	
Fire Inspection Fees are collected thru Central Permitting in the Planning Dept.	Refer to Exhibit A	Refer to Exhibit A	
Engineering			
Floodplain Development Permit Fee	\$35	\$35	
Flood Damage Prevention Ordinance Violation Penalty	Up to \$500 fine C.C. Chapter 6.5-24 Article III	Up to \$500 fine C.C. Chapter 6.5-24 Article III	
Finance			
Copies	\$.05 per page b/w; \$.10 per page color	\$.05 per page b/w; \$.10 per page color	
Return Check Fee (assessed by all County Departments)	\$35	\$35	Per N.C.G.S. 25-3-506
Health			
Health Service fee schedule is voluminous. Refer to exhibit #3 of this document for the Health Fee structures.	Refer to Exhibit B	Refer to Exhibit B	
Library			
Library card	\$25 non-resident fee	\$25 non-resident fee (exception, employees no charge)	
Late Renewal Fees:			
All materials except Playaway devices	\$.20 per day per item with a maximum charge of \$5 per item per transaction, and fees are not collected until the fee reaches \$1 per item.	fees waived	
Playaway devices only	\$1 per day per item with a maximum charge of \$25 per item per transaction.	\$1 per day per item with a maximum charge of \$25 per item per transaction.	
Lost/Stolen or Long Overdue Items:			
Lost or Stolen Items:	Actual purchase price plus \$4 processing fee	Actual purchase price plus \$4 processing fee	For long overdue items, for which the price is no longer available in the database, the purchase price will be based on the average cost.
Adult & Teen hardback (fiction & non-fiction)	\$25	\$25	
Adult & Teen paperback (fiction & non-fiction)	\$7	\$7	
Juvenile hardback (easy, junior fiction and non-fiction)	\$15	\$15	
Juvenile paperback (easy, junior fiction & junior non-fiction) and boardbooks	\$5	\$5	
Music CD	\$15	\$15	
DVD	\$20	\$20	
Audio Book (CD Only)	\$35	\$35	
Playaway Views	\$100	\$100	
High theft items	\$25	\$25	
Interlibrary loan	\$3	\$3	

Fee and Other Charge Type	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges	Notes
Unique Management collection fee	\$10 (assessed after \$25 or more in fines or fees) accrue against account	\$10 (assessed after \$25 or more in fines or fees) accrue against account	
Damage Fees:			
Books and Magazines	Full price + processing	Full price + processing	
Audiovisual (destroyed)	Full price + processing	Full price + processing	
Audiovisual (slight damage)	\$5	\$5	
Audiovisual (major damage)	\$15	\$15	
Adapter missing (Launchpad)	\$10	\$10	
Charger missing (Playaway view)	\$15	\$15	
Cord missing (Launchpad)	\$7	\$7	
Missing insert (all A/V items)	\$5	\$5	
Playaway launchpad	\$130	\$130	
Planning Department			
Planning and Inspection Fees	Refer to Exhibit C	Refer to Exhibit C	
Location Services and Other Fees	Refer to Exhibit D	Refer to Exhibit D	
Public Information Office			
Copies	\$.05 per page b/w; \$.10 per page color	\$.05 per page b/w; \$.10 per page color	
CDs/DVDs	\$1 per disc	\$1 per disc	
Register of Deeds			
Deeds and Other Instruments (except plats, deeds of trust and mortgages):			
Up to 15 pages	\$26	\$26	
Each additional page	\$4	\$4	
Additional fee for each multiple instrument	\$10	\$10	
Deed of Trust and Mortgages:			
Up to 35 pages	\$64	\$64	
Each additional page	\$4	\$4	
Plat Recording	\$21 each sheet	\$21 each sheet	
State Highway Right-of Way Plans	\$21 first page; \$5 each additional page	\$21 first page; \$5 each additional page	
Plat/Map copies	\$.25 - \$4 per page	\$.25 - \$4 per page	
Map recording	\$21 per page	remove item	
Excise tax on deeds	\$2 per \$1,000 (based on purchase price)	\$2 per \$1,000 (based on purchase price)	
Nonstandard document	\$25	\$25	
Multiple instruments as one each	\$10	\$10	
Additional assignment instrument index reference	\$10 each	\$10 each	
Additional party to index in excess of 20 each	\$2	\$2	
Satisfaction	No fee	No fee	
Certified copies unless statute otherwise provides	\$5 first page; \$2 each additional page	\$5 first page; \$2 each additional page	
UCC (Fixture Filing):			
1 to 2 pages	\$38	\$38	
3 to 10 pages	\$45 (up to 10 pages)	\$45 (up to 10 pages)	
10+ pages, each additional page	\$2	\$2	
1 to 2 pages filed electronically (if permitted)	\$38	\$38	
3 to 10 pages filed electronically (if permitted)	\$45 (up to 10 pages)	\$45 (up to 10 pages)	
10+ pages, each additional page filed electronically (if permitted)	\$2	\$2	
Response to written request for information	\$38	remove item	
Copy of statement	\$2 each page	remove item	
Vital Record Fees:			
Marriage licenses	\$60	\$60	
Delayed marriage certificate, with one certified copy	\$20	\$20	
Application or license correction with one certified copy	\$10	\$10	
Marriage license certified copy	\$10	\$10	
On-line vitals shipping and handling fee	\$1	\$1	
On-line vital records international shipping and handling fee	\$0	\$2	
Other Records:			
Recording military discharge	no fee	no fee	
Military discharge certified copy as authorized	no fee	no fee	
Birth certificate certified copy	\$10	\$10	
Birth certificate Legitimations	\$25	\$25	
Birth certificate Amendments	\$25	\$25	

Fee and Other Charge Type	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges	Notes
Delayed Births:			
Birth certificate after one year or more for same county with one certified copy	\$20	\$20	
Papers for birth certificate in another county one year or more after birth	\$10	\$10	
Birth certificate for papers from another county one year or more after birth	\$10	\$10	
Other Services:			
Death certificate certified copy	\$10	\$10	
Birth record amendment	\$10	\$10	
Death record amendment	\$10	\$10	
Legitimations	\$10	\$10	
Uncertified copies	Cost as posted	Cost as posted	
Notary public oath	\$10	\$10	
Notary authentications	\$5 per notary page	\$5 per notary page	
Comparing copy for certification	\$5	\$5	
State vital records automated search	\$14	\$14	
State vital records automated search copy	\$10	\$10	
Miscellaneous services	Cost as posted	Cost as posted	
Sheriff's Office			
Pistol handgun purchase permit fee	\$5/permit	\$5/permit	
Concealed Weapons Fees: GS 14-415			
First application	\$80	\$80	
Renewal	\$75	\$75	
Retired LEO application	\$45	\$45	
Retired LEO application renewal	\$40	\$40	
Duplicate	\$15	\$15	
Concealed handgun fingerprint	\$10	\$10	
Civil Process Fees: GS 162-14			
Uniform	\$30	\$30	
Out-of-State	\$50	\$50	
Miscellaneous Fees:			
Background check	\$8	\$8	
Fingerprint fee	\$12	\$12	
Administrative dispatch fee	\$15	\$15	
Precious Metal Permit Fees:			
Dealer/co-owner	\$180	\$180	
Special occasion dealer	\$180	\$180	
Employee permit	\$60	\$60	
Employee renewal permit fee	\$3	\$3	
Sheriff's Office - Detention Center Inmate Fees			
Administrative Fees:			
I.D. Cards	\$5	\$5	
Notary Fee	\$3	\$3	
Checks to release funds for non-court related purposes	\$5	\$5	
Damage to County property other than normal wear and tear:			
Writing or drawing on walls	\$12	\$12	
Damage to walls or other surfaces requiring painting	\$20	\$20	
Damage to sprinkler heads resulting in activation	\$500	\$500	
Clogging toilet requiring Maintenance Staff Assistance	\$10	\$10	
Sheet	\$4.20	\$4.20	
Pillowcase	\$1.85	\$1.85	
Mattress Cover	\$7.70	\$7.70	
Blanket	\$14	\$14	
Towel	\$2.80	\$2.80	
Inmate Uniform	\$17.85	\$17.85	
Inmate Sandal	1.85	1.85	
Mattress Cover	\$40	\$40	
Pillow	\$6.95	\$6.95	
Food Tray	\$36.50	\$36.50	
Cup	\$2	\$2	
Spork	\$.35	\$.35	
Other County property	Actual cost of repair or replacement	Actual cost of repair or replacement	
Medical and Dental Services:			
Nurse - sickcall	\$5	\$5	

Fee and Other Charge Type	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges	Notes
Physician - sick call	\$10	\$10	
Dental Service	\$10	\$10	
Psychiatric Service	\$10	\$10	
X-Ray	\$5	\$5	
Prescriptions	\$2 per prescription	\$2 per prescription	
Over the counter medications:			
Tylenol	\$.35 (not more than 5 packs (2pr/pack)	\$.35 (not more than 5 packs (2pr/pack)	
Sudodrin	\$.25 (not more than 5 packs (2pr/pack)	\$.25 (not more than 5 packs (2pr/pack)	
Ibuprofen	\$.25 (not more than 5 packs (2pr/pack)	\$.25 (not more than 5 packs (2pr/pack)	
Anti-Fungal cream	\$.25 (not more than 5 packs (1pr/pack)	\$.25 (not more than 5 packs (1pr/pack)	
Coughdrops	\$.10 (not more than 10 drops (1 each)	\$.10 (not more than 10 drops (1 each)	
Antacid tablets	\$.25 (not more than 10 packs (2pr/pack)	\$.25 (not more than 10 packs (2pr/pack)	
Effergrip denture cream 2.5 oz.	\$4.45 (1each)	\$4.45 (1 each)	
Saline nasal spray 1.5 oz	\$1.75 (1each)	\$1.75 (1 each)	
Artificial tears .5 oz.	\$2.15 (1each)	\$2.15 (1 each)	
Debrox ear drops 1/2 oz.	\$2.10 (1each)	\$2.10 (1 each)	
Social Services			
Adoption Services:			
Adopt intermediary fees	\$400	\$400	
Independent adoption	\$600	\$600	
Pre-placement assessment	\$400	\$400	
Court report	\$200	\$200	
Petition and all other documentation	\$900	\$900	
Step-parent relative adoption - court report	\$200	\$200	
Custody investigation	single family \$450; multi family \$500	single family \$450; multi family \$500	
Homestudy fee	\$200	\$200	
Other Fees:			
Health coverage for workers w/disabilities	\$50	\$50	
NC Health Choice fee	\$50/\$100	\$50/\$100	
Resolve fee (domestic violence)	\$175	\$175	
Transportation (One Way/Out of Town)	\$5	\$5	
Employees-Replacement Key	\$1.50-2.75	\$1.50-2.75	
Employees-Proximity Card	\$3	\$3	
Copies	\$.25 per page	\$.25 per page	
Soil and Water Conservation District			
Rain barrel	\$40	\$40	
Longleaf Pine tree	\$5/bundle of 15	\$5/bundle of 15	
Loblolly Pine tree	\$5/bundle of 20	\$5/bundle of 20	
Eastern Red Cedar tree	\$5/bundle of 5	\$5/bundle of 5	
Rental Equipment:			
Great Plains no-till grain drill	\$25 per day or \$5 per acre, whichever is greater	\$25 per day or \$5 per acre, whichever is greater	Deposit is required at pick-up. Late fee of \$10/hour will be charged, unless other arrangements are made with office staff.
John Deere no-till grain drill	\$50 per day or \$8 per acre, whichever is greater	\$50 per day or \$8 per acre, whichever is greater	
Solid Waste			
Refer to extended schedules of this document for the Solid Waste feeschedule.	Refer to Exhibit E	Refer to Exhibit E	
Tax Administration			
Property record card:			
At Counter	\$1 + 50¢ for each additional building	\$1 + 50¢ for each additional building	
Mailed	\$1 + 50¢ for each additional building	\$1 + 50¢ for each additional building	
Faxed/E-Mailed	no fee	no fee	
8 1/2" x 11" map	\$2	\$2	
11" x 17" map	\$4	\$4	
17" x 22" map	\$6	\$6	
22" x 34" map	8	8	
33" x 44" map	10	10	
8 1/2" x 11" copies - black and white	5 cents, per page	5 cents, per page	
8 1/2" x 11" copies - color	10 cents, per page	10 cents, per page	
Greenbar printout	\$1 per page	\$1 per page	
CD's/tapes etc.	Dependent on request	Dependent on request	
Standard data file request	\$80	\$80	
Sales data file	\$30 - \$50 (depends on request)	\$30 - \$50 (depends on request)	
Utilities			
Kelly Hills/Slocomb Road Sanitary Sewer	Refer to Exhibit F	Refer to Exhibit F	
NORCRESS Water & Sewer	Refer to Exhibit G	Refer to Exhibit G	
Overhills Water & Sewer	Refer to Exhibit H	Refer to Exhibit H	

Fee and Other Charge Type	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges	Notes
Southpoint Water & Sewer	Refer to Exhibit I	Refer to Exhibit I	

			Exhibit A - Fire Inspections
Fee and Other Charge Type	SquareFootage	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges
Fire Inspections			
Assembly - Place of: A-1, A-2, A-3, A-4, A-5			
	Up to 2,500	\$75	\$75
	2,501 - 10,000	\$100	\$100
	10,001 - 50,000	\$150	\$150
	50,001 - 100,000	\$200	\$200
	100,001 - 150,000	\$250	\$250
	150,001 - 200,000	\$300	\$300
	Over - 200,000	\$350	\$350
Factory/Industrial:			
	Up to 2,500	\$75	\$75
	2,501 - 10,000	\$100	\$100
	10,001 - 50,000	\$150	\$150
	50,001 - 100,000	\$200	\$200
	100,001 - 150,000	\$250	\$250
	150,001 - 200,000	\$300	\$300
	Over - 200,000	\$350	\$350
Educational: Day Cares (not in residential homes) and Private Schools			
	Up to 2,500	\$75	\$75
	2,501 - 10,000	\$100	\$100
	10,001 - 50,000	\$150	\$150
	50,001 - 100,000	\$200	\$200
	100,001 - 150,000	\$250	\$250
	150,001 - 200,000	\$300	\$300
	Over - 200,000	\$350	\$350
Hazardous:			
	Up to 2,500	\$75	\$75
	2,501 - 10,000	\$100	\$100
	10,001 - 50,000	\$150	\$150
	50,001 - 100,000	\$200	\$200
	100,001 - 150,000	\$250	\$250
	150,001 - 200,000	\$300	\$300
	Over - 200,000	\$350	\$350
Institutional:			
Nursing home, hospital, mental	Up to 2,500	\$75	\$75
Health facility, jail or detox center	2,501 - 10,000	\$100	\$100
	10,001 - 50,000	\$150	\$150
	50,001 - 100,000	\$200	\$200
	100,001 - 150,000	\$250	\$250
	150,001 - 200,000	\$300	\$300
	Over - 200,000	\$350	\$350
High Rise:			
	Up to 2,500	\$75	\$75
	2,501 - 10,000	\$100	\$100
	10,001 - 50,000	\$150	\$150
	50,001 - 100,000	\$200	\$200
	100,001 - 150,000	\$250	\$250
	150,001 - 200,000	\$300	\$300
	Over - 200,000	\$350	\$350
Residential:			
Group homes	Per visit	\$75	\$75
Day cares (in a residence)	Per visit	\$75	\$75
Foster care (less than 11 units)	Per visit	\$75	\$75
Foster care (11 - 20 units)	Per visit	\$100	\$100
Foster care (21 - 40 units)	Per visit	\$125	\$125
Foster care (41 - 100 units)	Per visit	\$150	\$150
Foster care (101 - 200 units)	Per visit	\$200	\$200
Foster care (201 - 300 units)	Per visit	\$250	\$250
Foster care (301 - 400 units)	Per visit	\$300	\$300
Foster care (401 - 500 units)	Per visit	\$350	\$350
Foster care (over 500 units)	Per visit	\$400	\$400
Three-Year Inspection Fee: businesses/miscellaneous			
Business, Mercantile, Storage	Up to 2,500	\$75	\$75
Church/synagogue, Misc (Group U)	2,501 - 10,000	\$100	\$100
	10,001 - 50,000	\$150	\$150
	50,001 - 100,000	\$200	\$200
	100,001 - 150,000	\$250	\$250
	150,001 - 200,000	\$300	\$300
	Over - 200,000	\$350	\$350
Other Fees and Permits:			

			Exhibit A - Fire Inspections
Fee and Other Charge Type	SquareFootage	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges
Fire Inspections			
Re-inspection fee	Per visit	\$50	\$50
A.L.E. (NC ABC license)	Per visit	\$75	\$75
Amusement buildings	Per visit	\$75	\$75
Carnival and Fair	Per visit	\$75	\$75
Circus tent		\$250	\$250
Courtesy/requested inspection	Per visit	\$75	\$75
Covered mall building displays	Per visit	\$75	\$75
Exhibits/trade shows	Per visit	\$75	\$75
Fireworks/explosives permit		\$250	\$250
LP or gas equipment in assemble	Per visit	\$75	\$75
Tent permit	Per visit	\$75	\$75
Plan Reviews and Construction Permits:			
Alarm detection systems equipment		\$75	\$5 per initiating device (\$75 minimum)
All Commercial Building Construction (fire trade) reviews	Up to 5,000	\$100	Standard Fee (Total Job Cost) x (0.00125) = Fire Fee (\$100 Minimum)
All Commercial Building Construction (fire trade) reviews	5,000 - 10,000	\$150	
All Commercial Building Construction (fire trade) reviews	Over 10,000	\$300	
Compressed gas		\$75	\$75
Fire pump and related material		\$75	\$75
Hazardous material install/abandon repair		\$75	\$75
Industrial oven install		\$75	\$75
Private fire hydrants		\$75	\$75
Sprinkler auto extinguisher system			
- 1.05 per spinkler head minimum		\$50	\$75 minimum
Spray rooms/booth dipping operations		\$75	\$75
Stand pipe install/modify		\$75	\$75
Tanks, pumps, piping new construction		\$75	\$100

Exhibit B - Public Health
Department

Fee and Other Charge Type	Procedure Code	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges
Public Health			
Dental Services-Performed in Child Health:			
Oral evaluation < 3 years old	D0145	\$40	\$58
Topical fluoride varnish	D1206	\$20	\$26
Injections/Medications:			
Epinphrine 001 mg	J0171	\$1	\$1
Zithromax State Supplied	J0456	\$0	\$0
Penicillin G Benzathine	J0561	\$15	\$15
Rocephine	J0696	\$15	\$15
DEPO Provera 1 mg	J1050	\$1	\$1
Rhogam	J2790	\$90	\$90
Solumedrol 80ml	J2930	\$5	\$5
Emergency Contra Plan B	J3490	\$15	\$15
Liletta	J7297	Acquisition Cost	Acquisition Cost
Mirena	J7298	Acquisition Cost	Acquisition Cost
IUD Paragard	J7300	Acquisition Cost	Acquisition Cost
Skyla	J7301	Acquisition Cost	Acquisition Cost
Nuvaring	J7303	\$40	\$40
Implant- Nexplanon	J7307	Acquisition Cost	Acquisition Cost
Contraceptive Pills	S4993	\$10.00	\$10.00
Vaccines:			
Admin Fee Flu	G0008	\$24	\$24
Admin Fee Pneumonia	G0009	\$24	\$24
Admin Fee Hep B	G0010	\$24	\$24
Admin Fee vaccines	90471	\$24	\$24
Admin Fee 2 or more vaccines	90472	\$16	\$21
Admin Fee oral	90473	\$21	\$21
Admin Fee intranasal	90474	\$21	\$21
Bexsero Meningitis	90620	\$172	\$207
Fluzone Quad 18-64 ages	90630	\$23	\$23
Hepatitis A Adult	90632	\$71	\$82
Hepatitis A Pediatric and Adolescent	90633	\$40	\$40
Hepatitis B combo	90636	\$100	\$120
HIB (influenza) 3 dose	90647	\$30	\$30
HIB (influenza) PRP-T 4 dose	90648	\$21	\$21
HPV-Gardasil	90649	\$185	\$185
Gardasil	90651	\$274	\$274
Fluzone- high dose	90662	\$50	\$62
Prevnar 13	90670	\$169	\$236
Flumist 2-49 years	90672	\$25	\$25
Flublok	90673	\$0	\$0
Rabies	90675	\$295	\$417
Rotavirus	90680	\$95	\$98
Flublok 50-64 years	90682	\$45	\$62
Flu/Quad/Preservative Free 36 month and up	90686	\$19	\$20
Typhoid	90691	\$73	\$73
Kinrix	90696	\$60	\$60
Pentacel-DTAP	90698	\$109	\$109
DTAP (Diphtheria/Tetanus/Pertussis)	90700	\$30	\$30
DT (Diphtheria/Tetanus)	90702	\$30	\$64
MMR (Measles/Mumps/Rubella)	90707	\$79	\$93
PROQUAD	90710	\$235	\$268
(Inactivated virus) Polio	90713	\$34	\$38
Tetanus Diphtheria	90714	\$34	\$38
TDAP	90715	\$41	\$45
Varicella	90716	\$139	\$163
Yellow Fever	90717	\$161	\$161
DTAP/HB/IP	90723	\$85	\$94
Pneumococcal	90732	\$92	\$127
Meningococcal over 55 years	90733	\$90	\$90
Meningococcal 2-55 years	90734	\$111	\$151
Zostavax	90736	\$210	\$230
Hep B newborn	90744	\$30	\$30
Hep B 19 and above	90746	\$60	\$68
Shingrix	90750	\$160	\$176
Lab Services:			
Venipuncture 3 years and older	36410	\$25	\$25
Venipuncture	36415	\$10	\$10
Basic metabolic panel	80048	\$15	\$15
Comprehensive metabolic panel	80053	\$15	\$15
LIPID profile	80061	\$20	\$26
Acute Hepatitis panel	80074	\$60	\$88
Hepatic function panel	80076	\$15	\$15
Tegretol	80156	\$20	\$28

Exhibit B - Public Health
Department

Fee and Other Charge Type	Procedure Code	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges
Public Health			
Digoxin	80162	\$20	\$25
Assay of Digoxin free	80163	\$20	\$20
Valproic acid	80164	\$20	\$26
Dilantin	80185	\$20	\$25
Theophylline level	80198	\$20	\$31
Quantitation of drug	80299	\$20	\$26
Drug Screen - Urine (DSS)	80301	\$20	\$20
Urine with micro	81001	\$10	\$10
Urine with micro	81002	\$10	\$10
Urine with dipstick	81003	\$10	\$10
Microscopic Only Urinalysis	81015	\$5	\$5
Pregnancy test - dipstick	81025	\$15	\$15
Adrenocorticotropic	82024	\$50	\$73
Albumin/urine	82043	\$10	\$11
AFP serum	82105	\$25	\$32
Amylase	82150	\$10	\$13
Bile acids	82239	\$25	\$31
Bilirubin	82247	\$15	\$15
Bilirubin Direct	82248	\$15	\$15
Hemocult	82270	\$10	\$10
Calcifediol	82306	\$40	\$56
Calcium total	82310	\$10	\$10
Total cortisol	82533	\$25	\$31
Creatine	82540	\$10	\$10
Keppra	82542	\$25	\$34
Creatine kinase	82550	\$10	\$13
Serum creatine	82565	\$10	\$10
Creatine, other source	82570	\$10	\$10
B-12	82607	\$20	\$29
Estradiol	82670	\$35	\$45
Ferritin	82728	\$20	\$26
Folic acid	82746	\$20	\$28
Gammaglobulin	82784	\$15	\$18
Gammaglobulin IGE	82785	\$25	\$31
Glucose	82947	\$10	\$10
Glucose tolerance 1 hour	82948	\$10	\$10
Glucose test	82950	\$10	\$10
Glucose tolerate test	82951	\$20	\$25
Glucose tolerance 3 hour	82952	\$20	\$20
Blood glucose	82962	\$10	\$10
GAMM glutamyl	82977	\$10	\$10
Follicle stimulating horomone	83001	\$25	\$35
Luteinizing horomone	83002	\$25	\$25
Sickle cell	83020	\$25	\$25
Hemoglobin A1C	83036	\$25	\$25
Insulin	83525	\$15	\$15
Assay of iron	83540	\$10	\$13
Iron binding test	83550	\$15	\$17
Lactic Acid	83605	\$15	\$20
Lactates dehydrogenase	83615	\$10	\$12
Venous lead	83655	\$20	\$23
Assay of lipase	83690	\$10	\$13
Magnesium	83735	\$10	\$13
Natriuretic peptide	83880	\$45	\$64
Parathormone	83970	\$55	\$78
Alkaline Phosphatase	84075	\$10	\$10
Phosporus	84100	\$10	\$10
Potassium serum	84132	\$10	\$10
Prolactin	84146	\$25	\$37
Prostate specific antigen	84153	\$25	\$35
Protein	84156	\$5	\$7
Electrophoretic	84166	\$25	\$25
Vitamin B6 complex	84207	\$40	\$53
Assay of Renin	84244	\$30	\$42
Thiocynate	84430	\$10	\$11
Throxine total	84436	\$10	\$11
Thyroxine T4	84439	\$15	\$17
Thyroid stim hormone	84443	\$25	\$31
Assay of TSI	84445	\$65	\$96
Transferase - Aspartate amino	84450	\$15	\$15
Transferase - Alanine amino	84460	\$10	\$10
Thyroid horomone T3 and T4	84479	\$10	\$12
Tridothyronine	84481	\$25	\$32

Exhibit B - Public Health
Department

Fee and Other Charge Type	Procedure Code	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges
Public Health			
Uricacid	84550	\$10	\$10
Zinc	84630	\$15	\$22
Gonadotropin	84702	\$15	\$17
Serum pregnancy test	84703	\$10	\$15
Hemotocrit	85014	\$5	\$5
Hemoglobin	85018	\$5	\$5
CBC	85025	\$20	\$20
CBC auto differential	85027	\$15	\$15
Reticulocyte county	85045	\$10	\$10
Leukocyte	85048	\$10	\$10
Blood count platelet	85049	\$10	\$10
Clotting factor	85245	\$30	\$43
Prothrombin	85610	\$10	\$10
Sedimentation rate	85651	\$10	\$10
Sicling Cell screen	85660	\$10	\$10
Thromboplastin time	85730	\$10	\$10
Allergen immunoglobulin	86003	\$10	\$10
Antinuclear	86038	\$20	\$23
Antistreptolysin O titer	86060	\$10	\$14
C reactive protein (CRP)	86140	\$10	\$10
Total hemolytic	86162	\$30	\$38
Anti CCP IgG/IgA	86200	\$20	\$20
Anti-Dnase B	86215	\$20	\$25
DNAanitbody	86225	\$20	\$26
Mono test	86308	\$15	\$15
Absolute CD4 county	86361	\$35	\$51
Microsomal antibodies	86376	\$20	\$26
Rheumatoid factor qualitative	86430	\$10	\$11
Rheumatoid factor quantitative	86431	\$10	\$11
TB sensitivity test	86580	\$15	\$15
Syphilis precipitation	86592	\$10	\$10
Syphilis quantity	86593	\$10	\$10
Lyme Disease Test	86617	\$20	\$23
Antibody lyme	86618	\$20	\$28
Mono test	86663	\$20	\$25
Epstein BARR	86664	\$20	\$28
Epstein BARR VCA	86665	\$25	\$31
Helicobacter	86677	\$20	\$28
Herpes Simplex	86694	\$20	\$27
Herpes Simplex type 1	86695	\$20	\$25
Herpes Simples type 2	86696	\$25	\$37
HIV 1	86701	\$15	\$17
REP B profile	86704	\$15	\$22
IGM antibody	86705	\$15	\$22
Hepatitis B	86706	\$15	\$21
Mumps Antibody	86735	\$20	\$25
Rickettsia	86757	\$25	\$37
Rubella	86762	\$20	\$27
Rubeola	86765	\$20	\$25
Toxoplasma	86777	\$20	\$27
Pallidum antibody	86780	\$20	\$26
Varicella zoster	86787	\$20	\$25
Virus antibody NOS	86790	\$20	\$25
Thyroglobulin	86800	\$25	\$30
Hepatitis C Antibody	86803	\$20	\$27
Antibody ID	86870	\$30	\$39
Blood typing ABO	86900	\$5	\$6
Blood typing RH	86901	\$15	\$15
Antigen testing donor blood	86902	\$5	\$8
Blood culture for bacteria	87040	\$15	\$20
Culture bacterial feces	87045	\$15	\$18
Stool culture	87046	\$15	\$18
Culture wound	87070	\$15	\$17
Routine culture any	87081	\$15	\$15
Urine culture with sensitivity	87086	\$20	\$20
Sputum lab test	87116	\$15	\$15
Culture typing ident	87149	\$30	\$38
OVA and parasites	87177	\$15	\$17
Sensitivity test	87184	\$10	\$13
Gram culture smear Stat male	87205	\$10	\$10
Comp stain OVA and paratsites	87209	\$30	\$30
WE mount smear	87210	\$10	\$10
Virus isolation, with ID	87255	\$35	\$46

Exhibit B - Public Health
Department

Fee and Other Charge Type	Procedure Code	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges
Public Health			
Herpes antigen detection	87274	\$15	\$22
Hepatitis B surface antigen	87340	\$15	\$18
Hepatitis BE antigen HBEAG	87350	\$15	\$21
Oral HIV1 antigen test	87389	\$35	\$35
Covid/Flu/RSV	87428	\$0	\$65
Chlamydia trachomatis	87491	\$35	\$46
REP C amplified probe	87521	\$35	\$46
REP C RNA quan	87522	\$45	\$61
HIV 1 quan	87536	\$70	\$100
Neisseria gonorrhoea	87591	\$35	\$46
HPV High Risk	87624	\$35	\$46
HPV Genotype 16/18 reflex	87625	\$35	\$35
Amplified probe technique	87798	\$35	\$46
Infectious agent detection	87801	\$65	\$92
Influenza antigen	87804	\$15	\$22
RSV Respiratory Syncytial Virus	87807	\$15	\$22
GC Culture	87850	\$15	\$22
Throat rapid strep	87880	\$25	\$25
Hepatitis C virus	87902	\$100	\$100
Cytopathology smears	88108	\$60	\$60
Cytopathology cellular	88112	\$85	\$85
PAP smear	88142	\$30	\$38
Nasal smear for eosinophil	89190	\$10	\$10
Hepatitis B Immune Globulin	90371	\$155	\$155
RHO (D) Immune Globulin	90384	\$100	\$100
Evoked Otoacoustic Emissions, Limited	92587	\$70	\$70
Reading of TB Skin Test not administered at HD	RecTB	\$13	\$13
Medical Services:			
PMH Pregnancy risk screening	50280	\$50	\$50
PMH postpartum assessment	50281	\$150	\$150
Childbirth education	59442	\$20	\$20
STD/TB/CTRL TX	T1002	\$56	\$56
Insertion of Nexplanon	11981	\$145	\$150
Removal of Nexplanon	11982	\$170	\$173
Removal with reinsertion of Nexplanon	11983	\$255	\$269
Destruction of Lesion Anus	46924	\$495	\$529
Destruction of lesions male	54050	\$130	\$146
Destruction of lesions male extensive	54065	\$185	\$248
Destruction of Lesions Female	56501	\$150	\$150
Destruction of Lesions Female Extensive	56515	\$240	\$253
Destruction of Vaginal Lesions	57061	\$130	\$130
Insert IUD	58300	\$110	\$110
Remove IUD	58301	\$120	\$120
Antepartum Care	59425	\$450	\$501
Antepartum Care 7 or more visits	59426	\$750	\$895
Postpartum Care Only	59430	\$160	\$160
Foreign body ear	69200	\$135	\$135
Cerumen impacted	69210	\$55	\$55
Hearing screening	92551	\$15	\$15
Hearing test	92552	\$20	\$25
EKG and interpretation	93000	\$30	\$30
Spirometry	94010	\$27	\$29
Spirometry before and after	94060	\$65	\$68
Inhalation TXNP	94640	\$15	\$16
Inhalation TX	94644	\$40	\$40
Inhalation TX - Asthma Educ	94664	\$15	\$17
Oximetry	94760	\$5	\$5
Developmental Screening with Scoring	96110	\$15	\$15
PHQ-9 Brief Emotional Assessment	96127	\$10	\$10
Administration of patient focused health risk	96160	\$10	\$10
Administration of caregiver health risk	96161	\$10	\$10
Therapeutic Injection	96372	\$25	\$25
Med Nutrition Therapy	97802	\$25	\$37
Med Nutrition Therapy Reassessment	97803	\$25	\$32
Vision Screening	99173	\$15	\$15
New brief office visit	99201	\$65	\$92
New limited office visit	99202	\$95	\$137
New intermediate office visit	99203	\$135	\$195
New extended office visit	99204	\$195	\$287
New comprehensive office visit	99205	\$245	\$360
Established minimal office visit	99211	\$35	\$51
Established brief office visit	99212	\$60	\$84
Established limited office visit	99213	\$80	\$116

Exhibit B - Public Health
Department

Fee and Other Charge Type	Procedure Code	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges
Public Health			
Established intermediate office visit	99214	\$125	\$180
Established comprehensive office visit	99215	\$185	\$268
Initial exam under 1 year	99381	\$120	\$133
New patient 1-4 years	99382	\$130	\$133
New patient 5-11 years	99383	\$154	\$227
New patient 12-17 years	99384	\$169	\$249
New patient 18-39 years	99385	\$170	\$246
New patient 40-64 years	99386	\$200	\$293
New patient exam 65+	99387	\$215	\$317
Established under 1 year	99391	\$90	\$133
Established 1-4 years	99392	\$105	\$133
Established 5-11 years	99393	\$100	\$133
Established 12-17 years	99394	\$146	\$215
Established 18-39 years	99395	\$145	\$209
Established 40-64 years	99396	\$160	\$233
Established exam 65+	99397	\$175	\$258
Smoking Cessation Counseling 3-10 min	99406	\$15	\$18
Smoking Cessation Counseling > 10 min	99407	\$0	\$34
Alcohol/Substance Abuse Screening	99408	\$35	\$46
Home visit postnatal assessment	99501	\$135	\$135
Home visit newborn care	99502	\$185	\$185
Medical Records Reproduction Fee Schedule:			
Pages 1-100		\$1	\$1
Over 100 pages		\$0	\$0
Copy of Medical Record Voc Rehab		\$10	\$10
Copy of Medical Record In State Disability		\$12	\$12
Copy of Medical Record Out of State Disability		\$15	\$15
Environmental Health Fee Schedule:			
Septic tank permit and soil evaluation/expansion permit		\$400	\$400
Repair permit		\$25	\$25
Redraw plot plan without visit		\$25	\$25
Redraw plot plan with visit		\$125	\$125
Call back fee		\$75	\$75
New well permit (irrigation/agricultural) no water sample		\$275	\$275
Well driller call back fee		\$75	\$75
Expansion with pool or room addition		\$230	\$230
New well permit, inspection & water samples		\$320	\$320
Water sample - compliane bacteriological		\$100	\$100
Water sample - bacteriological		\$45	\$45
Water sample - organic		\$100	\$100
Water sample - petroleum/pesticide		\$100	\$100
Water sample - nitrate		\$40	\$40
Inspection of existing septic tank in mobile home park (AIW)		\$90	\$90
Inspection of existing septic tank in mobile home for relocation (occupancy)		\$90	\$90
Inspection of existing septic tank for reuse or change of use		\$90	\$90
Engineered Options Permit		\$120	\$120
Public swimming pool/seasonal		\$200	\$200
Public swimming pool/year round		\$225	\$225
Public swimming pool plan review		\$150	\$150
Swimming pool call back fee		\$75	\$75
Tattoo license - permanent location		\$250	\$250
Tattoo license - conventions		\$75	\$75
Tattoo Call Back Fee		\$0	\$75
Solid waste transporter permit		\$50	\$50
Inspection per Vehicle		\$10	\$10
Building Demolition/Relocation (Rodent Inspection)		\$50	\$50
Rabies Clinic		\$10	\$10
Plan Review Food Establishment and Food Stands		\$200	\$250
Temporary Food Establishment (TFE) and Renewals		\$75	\$75
Plan Review Remodels		\$200	\$200
Plan Review Limited Food Service		\$200	\$200
Plan Review Mobile Food Units		\$175	\$200
Plan Review Push Carts		\$125	\$150
Plan Review Seafood Market		\$0	\$200
Setback Compliance (in office review)		\$0	\$25
Setback Compliance (on site review)		\$0	\$90

Exhibit C - Planning & Inspections Fees

Fee and Other Charge Type	FY2022 Adopted Fee		FY2023 Adopted Fee	
Planning and Inspections				
Permits				
Zoning Permit (all)	\$50		\$50	
Sign Permit	\$50		\$50	
Special Use Permit	\$250		\$250	
Special Use Permit Amendment	\$100		\$100	
Zoning Verification Letter	\$35		\$35	
ABC Zoning Permit Verification	\$75		\$75	
Rezoning and Appeals²				
Rezoning – Requested Residential (Including: Res., Agri., and Conservancy Districts)	General \$250 – Up to 5 acres \$20 – Each additional acre above 5 acres ³	Conditional⁴ (DD/CZ) \$400 – up to 5 acres \$20 – Each additional acre above 5 acres ³	General \$250 – Up to 5 acres \$20 – Each additional acre above 5 acres ³	Conditional⁴ (DD/CZ) \$400 – up to 5 acres \$20 – Each additional acre above 5 acres ³
Rezoning – Requested All Other Districts	General \$450 – Up to 5 acres \$25 – Each additional acre above 5 acres ³	Conditional⁴ (PND/CZ/MXD) \$700 – up to 5 acres \$25 – Each additional acre above 5 acres ³	General \$450 – Up to 5 acres \$25 – Each additional acre above 5 acres ³	Conditional⁴ (PND/CZ/MXD) \$700 – up to 5 acres \$25 – Each additional acre above 5 acres ³
Modification of Conditional Zoning Conditions	\$400		\$400	
Variance (includes Watershed and Floodplain)	\$250		\$250	
Appeal of Administrative Official	\$150		\$150	
<p>(1) Stated fees are for services provided by Cumberland County and does not include any additional fees that may be charged by the Towns. All fees are cumulative based upon the services provided or otherwise stated.</p> <p>(2) If more than one zoning district is requested in the same application, the highest fee for the district(s) requested shall apply.</p> <p>(3) In the event of fraction calculations, any number equating at or above .5 shall be rounded up the next whole number.</p> <p>(4) If a general rezoning is requested and based on recommendations of the Joint Planning Board or County Commissioners, a conditional zoning district and permit application is to be filed, the original application fee will be credited toward the conditional zoning district and permit application fee.</p>				
Subdivisions, Plans and Text Changes				
Preliminary Plat	5 Lots or Less: \$100 Greater than 5 Lots: \$250		5 Lots or Less: \$100 Greater than 5 Lots: \$250	
Major Plat – Final Record Plat (each phase)	\$100		\$100	
Exempt or Recombination Plats	No Fee		No Fee	
Waiver (Subdivision, Group Development Standards, MIA Standards, Nonconforming Use)	\$200		\$200	
Group Developments	5 Units or Less: \$50 Greater than 5 Units: \$200		5 Units or Less: \$50 Greater than 5 Units: \$200	
Site Plan Review				
All nonresidential uses	\$150		\$150	
Wireless Communication Facility	New Tower: \$3,000 Co-Location: \$500 (per facility)		New Tower: \$3,000 Co-Location: \$500 (per facility)	
Group Development, Subdivision, Site Plan Extension or Revision	\$50		\$50	
Sketch Plan Review	No Fee		No Fee	
Text Amendments	\$400		\$400	
Building Inspections - Nonresidential⁽⁶⁾				
Building Permits				
New Const., Addition, Renovation/Upfit, Accessory structure, Pools and Spas, Misc. (e.g. Signs) ^(*)	0-\$50,000 = \$250 \$50,001 - \$75,000 = \$500 \$75,001- \$150,000 = \$750 \$150,001 and over = .5% (.005) of total cost of project		0-\$50,000 = \$250 \$50,001 - \$75,000 = \$500 \$75,001- \$150,000 = \$750 \$150,001 and over = .5% (.005) of total cost of project	
Change of Occupancy	\$100		\$100	
Reinspection	\$75		\$75	
Contractor Change	\$25 per trade		\$25 per trade	
Pre-Scheduled, After Hours Inspection ^(9c)	\$500 per Inspector, per Visit		\$500 per Inspector, per Visit	
Electrical Permits				
New Construction/Additional Amps	\$200/200Amp + 0.75/additional Amp		\$200/200Amp + 0.75/additional Amp	
Pole Service	\$100		\$100	
Temporary Power/Occupancy	\$200		\$200	
Farm Building	\$200/200Amp + 0.75/additional Amp		\$200/200Amp + 0.75/additional Amp	

**Exhibit C - Planning & Inspections
Fees**

Fee and Other Charge Type	FY2022 Adopted Fee	FY2023 Adopted Fee
Planning and Inspections		
Solar Equipment	\$200 = 0.50/panel	\$200 = 0.50/panel
Solar Farms	\$200/Service + 0.50/panel	\$200/Service + 0.50/panel
Temporary Service Pole	\$50	\$50
Camper/Recreational Sites	\$100/service + \$20/pedestal	\$100/service + \$20/pedestal
Generator ^(*)	\$200	\$200
Miscellaneous	\$200	\$200
Mechanical Permits		
New Construction/Addition	\$200.00/unit	\$200.00/unit
Gas Piping Permit	\$200	\$200
HVAC Changeout	\$200/unit	\$200/unit
Refrigeration	\$100 + \$50/unit or rack	\$100 + \$50/unit or rack
Miscellaneous	\$200	\$200
Plumbing Permits		
New/Addition	\$200 + \$10/fixture	\$200 + \$10/fixture
Camper/Recreational Sites	\$100 + \$20/site	\$100 + \$20/site
Miscellaneous	\$200	\$200
Other		
Demolition	\$200	\$200
Permit Reactivation Fee	\$200	\$200
<p>* All permits and plan review fees included + Additional fees apply as needed for additional inspections # All fees based upon valuation shall be calculated using a signed contract for work. Absent a contract, the valuation shall be calculated using the most recent Building Valuation Data table by the International Code Council (ICC), as amended % Scheduling shall be at the discretion of the InspectionsManager</p>		
Building Inspections - Residential^(#)		
Building Permits		
Site-Built Home ^(*)	0 to 1,500 Sq. ft. = \$500, 1,500 sq. ft and over = \$500 + Sq. Ft over 1,500 x .20	0 to 1,500 Sq. ft. = \$500, 1,500 sq. ft and over = \$500 + Sq. Ft over 1,500 x .20
Accessory Structure, Add. to Primary Structure, Renovations, Pools and Spas ^(*)	0-\$25,000 = \$150 \$25,001 – \$50,000 = \$250 \$50,001 - \$75,000 = \$500 \$75,001-\$150,000 = \$750 \$150,001 and over = .5% (.005) of total cost of project	0-\$25,000 = \$150 \$25,001 – \$50,000 = \$250 \$50,001 - \$75,000 = \$500 \$75,001-\$150,000 = \$750 \$150,001 and over = .5% (.005) of total cost of project
Minor Renovation (Building Only)	\$100	\$100
Modular Home ^(*)	\$500	\$500
Single-Wide Manufactured Home ^(*)	\$200	\$200
Double-Wide Manufactured Home ^(*)	\$300	\$300
Miscellaneous ^(*)	\$100	\$100
Change of Occupancy	\$100	\$100
Reinspection	\$75	\$75
Contractor Change	\$25 per trade	\$25 per trade
Electrical Permits		
Stand-Alone Permit	\$100	\$100
Temporary Power/Temporary Occupancy	\$100	\$100
Pole Service	\$100	\$100
Solar Equipment	\$100 + 0.50/panel	\$100 + 0.50/panel
Temporary Service Pole	\$50	\$50
Camper Service	\$100	\$100
Generator ^(*)	\$100	\$100
Miscellaneous	\$100	\$100
Mechanical Permits		
Stand-Alone Permit	\$100	\$100
Miscellaneous ^(*)	\$100	\$100
Gas Piping Permit	\$100	\$100
HVAC Change out (incl. Mech. and Elec.)	\$100/unit	\$100/unit
Plumbing Permits		
Stand-Alone Permit	\$100	\$100
Miscellaneous (e.g. irrigation system) ^(*)	\$100	\$100
Other		

		Exhibit C - Planning & Inspections Fees	
Fee and Other Charge Type	FY2022 Adopted Fee	FY2023 Adopted Fee	
Planning and Inspections			
Demolition Permit	\$100	\$100	
Permit Modification/Change of Contractor	\$50	\$50	
Permit Reactivation Fee	\$100	\$100	
<p>* All permits and plan review fees included + Additional fees apply as needed for additional inspections # All fees based upon valuation shall be calculated using a signed contract for work. Absent a contract, the valuation shall be calculated using the most recent Building Valuation Data table by the International Code Council (ICC), as amended % Scheduling shall be at the discretion of the Inspections Manager</p>			
Street Naming Request			
Street Naming Request	\$0	\$250	

Exhibit D - Location Services

Fee and Other Charge Type	FY2022 Adopted Fee	FY2023 Adopted Fee
Location Services		
Sign Blades (includes tape and marking)		
Sign Shop	24x6: \$50	24x6: \$50
	30x6: \$60	30x6: \$60
	36x6: \$70	36x6: \$70
	42x6: \$80	42x6: \$80
	48x6: \$80	48x6: \$80
	54x6: \$85	54x6: \$85
	24x9: \$55	24x9: \$55
	30x9: \$70	30x9: \$70
	36x9: \$80	36x9: \$80
	42x9: \$95	42x9: \$95
	48x9: \$110	48x9: \$110
	54x9: \$120	54x9: \$120
60x9: \$130	60x9: \$130	
Hardware		
Galvanized square sign pole	\$50	\$50
Galvanized square sign sleeve	\$25	\$25
Caps	\$10	\$10
Cross	\$10	\$10
Hardware (including corner bolts)	\$5	\$5
Specialty Signs or Projects		
Handicap Sign	\$20	\$20
Handicap Sign w/plate for fine	\$25	\$25
Stop Sign	\$50	\$50
Stop Sign Package (washers, hardware, pole, 811 coord., sleeve, 2-trip installation)	\$165	\$165
Other		
County Projects:		
In house, by employees	Planning & Inspection fees waived	Planning & Inspection fees waived
Contracted by outside agent	Per Fee Schedule	Per Fee Schedule
Building Inspection - work without a permit	Double Permit Fee	Double Permit Fee
Large wall maps	18x24: \$10	18x24: \$10
	24x36: \$15	24x36: \$15
	36x36: \$15	36x36: \$15
	36x46: \$20	36x46: \$20
Copies (per page):		
8.5x11	\$0.10	\$0.10
Plotter copies	\$2	\$2
Zoning ordinance, hard copy	\$30	\$30
Homeowner recovery fee	\$10	\$10

Exhibit E - Solid Waste Management

Fee and Other Charge Type	FY2022 Adopted Fee and Other Charges	FY2023 Adopted Fee and Other Charges	Notes	
Solid Waste Management				
Disposal Fees:				
Household Fee (SW User Fee on annual taxbill)	\$56	\$56	i.Yard waste (limbs, brush, etc. not to exceed 3 inches diameter, 3 feet in length) amount not to exceed 4 cubic yards (one pickup truck load) per household per week ii.Household garbage (kitchen, bath, etc.) amount not to exceed 4 cubic yards (one pickup truck load) per household per week iii.10 gallons or 80 lbs of household hazardous waste material per household on 2nd & 4th Saturday of each month (as scheduled)	
Apartments/Condos/Townhomes that do not pay the SW User Fee annually are considered commercial and therefore pay for all debris brought to the landfill	See Tipping Fees	See Tipping Fees		
Pick-up trucks, cars, SUVs, and vans not pulling a trailer (vehicles paying the flat rate fee remain on concrete the whole time at the landfill and do not have to wait in line for weighing/reweighing, thereby cutting down on time at the landfill and on damage to vehicles) Household garbage is still no charge unless mixed with chargeable items, then load is charged the flat rate fee)	\$20 (flat rate fee)	\$20 (flat rate fee)		
Tipping Fees:				
MSW (Commercial & industrial waste, household waste larger than household fee above)	\$38 per ton or \$1.90 per 100lbs	\$38 per ton or \$1.90 per 100lbs		
Inert debris (clean)	\$18 per ton or \$0.90 per 100lbs as markets allow	\$18 per ton or \$0.90 per 100lbs as markets allow	Subject to market availability. Applies to "clean" debris (no rebar, no paint nor other waste) brick, cement, dirt, rock or asphalt.	
Inert debris (dirty)	\$36 per ton or \$1.80 per 100lbs as markets allow	\$36 per ton or \$1.80 per 100lbs as markets allow	Subject to market availability. Applies to "dirty" debris (contains rebar, paint or other waste) brick, cement, dirt, rock or asphalt.	
Mixed debris (garbage with construction or other debris)	\$40 per ton or \$2 per 100lbs	\$40 per ton or \$2 per 100lbs		
Clean shingles (no paper/plastic/wood/vent caps, etc.)	\$22 per ton or \$1 per 100lbs as markets allow	\$22 per ton or \$1 per 100lbs as markets allow		
Mixed shingles (includes other debris)	\$36 per ton or \$1.80 per 100lbs	\$36 per ton or \$1.80 per 100lbs		
C&D loads containing carpet or furniture (upholstery)	\$300 per load	\$300 per load		
Flat Rates (in the event of scale failure, charge per vehicle):				
	C&D/Wilkes	MSW	C&D/Wilkes	MSW
Pickup trucks, towed trailers (single axle)	\$20	\$20	\$20	\$20
Small flatbed trucks (single axle), step van	\$96	\$108	\$96	\$108
Large flatbed trucks (double axle), fifth wheel trailers	\$192	\$216	\$192	\$216
Roll-off trucks (container boxes) 20-yard box or smaller	\$160	\$216	\$160	\$216
Roll-off trucks (container boxes) 21-30 yardbox	\$228	\$252	\$228	\$252
Roll-off trucks (container boxes) 31-40 yardbox	\$304	\$324	\$304	\$324

Exhibit E - Solid Waste Management

Fee and Other Charge Type	FY2022 Adopted Fee and Other Charges		FY2023 Adopted Fee and Other Charges		Notes
Solid Waste Management					
Compactor boxes (all), front loader/rearloader	\$288	\$324	\$288	\$324	
Front loader truck	\$288	\$324	\$288	\$324	
18-Wheeler	\$720/\$370	\$760	\$720/\$370	\$760	
Scrap Tire Disposal:					
Free disposals (eligible commercial business, homeowners and farms)	\$0		\$0		Eligibility for: Commercial business - must prove payment of NC tire tax. Homeowners & farms - up to 5 times per year.
Tires with rims	\$1 per tire		\$1 per tire		
All other tires not eligible for free disposal	\$61 per ton or \$3.05 per 100lbs		\$61 per ton or \$3.05 per 100lbs		
Yard Waste and Other Waste Materials:					
Land clearing debris containing no soil	\$18.50 per ton or \$0.93 per 100lbs		\$18.50 per ton or \$0.93 per 100lbs		
Mixed loads of yard waste & land clearing debris containing soil	\$30 per ton or \$1.50 per 100lbs		\$30 per ton or \$1.50 per 100lbs		
Wooden pallets, clean lumber, clean logs (no leaves or pine straw)	\$9.25 per ton or \$0.47 per 100lbs		\$9.25 per ton or \$0.47 per 100lbs		Clean logs should be 3" or greater in diameter, greater than 3" in length. Does not include 18-wheeler trucks.
18-wheeler trucks: wooden pallets, clean lumber, clean logs (no leaves or pine straw)	\$370		\$370		Clean logs should be 3" or greater in diameter, greater than 3" in length.
Bulky waste (large items such as furniture and mattresses/mattress sets)	\$10 per item \$20 max charge for a pick-up truck load		\$10 per item \$20 max charge for a pick-up truck load		
Items Provided for Sale (based on availability):					
Sale of crushed rock	\$14 per ton or \$0.70 per 100lbs as supply allows		\$14 per ton or \$0.70 per 100lbs as supply allows		
Sale of mulch/red mulch/compost	\$25 per vehicle (per cubic yard) \$60 per pick-up truck load \$40 per cubic yard bag		\$25 per vehicle (per cubic yard) \$60 per pick-up truck load \$40 per cubic yard bag		
Other Services:					
Recyclable materials	no charge		no charge		Applies to designated recyclable materials only.
Shredding	\$0.35 per lb		\$0.35 per lb		Available for households only - no businesses.
Enforcement, Penalties, Charges and Fees:					
Charge on past due balances (account holders)	1.5%		1.5%		
Special handling fee (SHF) charge per vehicle, trailer or container	\$100		\$100		
Illegal dumping at landfills	First offense: \$100 Second offense: \$300 Third and subsequent offenses: \$500		First offense: \$100 Second offense: \$300 Third and subsequent offenses: \$500		Each offense/fine will also include SHF of \$100 for each occurrence.
Written NOV/citation	\$50 - \$2,500		\$50 - \$2,500		This is a graduated fee of \$50 to \$2,500 depending on the number of bags and/or weight of debris
Landfill speed violations	First offense: \$25 Second offense: \$50 Third and subsequent offenses: \$100		First offense: \$25 Second offense: \$50 Third and subsequent offenses: \$100		After the third offense, the driver will be banned from the landfill for 30 days.
Uncovered loads surcharge per load	Cars, pick-ups or trailers: \$10 Commercial and all other vehicles: \$25		Cars, pick-ups or trailers: \$10 Commercial and all other vehicles: \$25		
Smoking violations	Enforced per Cumberland County policy sec. 9.5-97		Enforced per Cumberland County policy sec. 9.5-97		

Exhibit F - Utilities Kelly Hills

Fee and Other Charge Type

Kelly Hills/Slocomb Road Sanitary Sewer Rate Schedule

The monthly wastewater bill shall be the sum of the Availability Fee, Administration Fee and Flat Monthly Usage Fee.

<u>Residential Sanitary Sewer Rate Schedule</u>	<u>Monthly Rate</u>
Availability Fee - All Customers (As referenced in the Cumberland County Water and Sewer Ordinance)	\$10
Administration Fee - All Customers	\$2
Residential Sewer Flat Charge - Connected Customers	\$47.96
Operations and Maintenance Fee	\$6.62

Other Fees:

Deposit	\$100
Late payment fee	\$10
Processing Fee per Collection Action	\$30
Administrative Filing Fee per Collection Action	\$100
Reconnect Fee - Business Hours (Mon-Fri 8am-5pm)	\$25
Disconnect Fee	\$25
After-Hours Reconnect Fee (Available until 9:00pm)	\$75
Court Costs	Actual
Elder Valve	Actual
Returned Bank Item	\$25

Connection Fees and Charges:

Standard Tap Fee:

The Standard Tap Fee will be based on the customer's water meter size.

<u>Size of Water Meter</u>	<u>Application Fee</u>
5/8"	\$720
1"	\$1,800
1-1/2"	\$3,600
2"	\$5,760

Standard Tap Fees for water meter sizes 3" or larger shall be determined by an engineering estimate.

Lateral Fee:

Applicant will pay prior to installation all charges including labor, equipment, and materials required for installation of the specified pipe size or sizes.

Main Extension Charges:

Applicant will pay prior to installation all charges including labor, equipment, and materials required for installation of the specified pipe size or sizes.

Debt Charge:

Applicant will pay prior to installation the sum of the Availability Charges that would have been paid had the customer connected when the main was first available.

Exhibit G - Utilities NORCRESS Water & Sewer

Fee and Other Charge Type
NORCRESS Sanitary Sewer Fees/Charges

The monthly wastewater bill shall be the sum of the Availability Fee, Operation and Maintenance Fee, Administration Fee, Town Fee and Usage Charge.

<u>Residential Sanitary Sewer Rate Schedule</u>	<u>Monthly Rate</u>
Availability Fee - All Customers (As referenced in the Cumberland County Water and Sewer Ordinance)	\$9.65 per customer
Operation and Maintenance Fee - All Customers	\$3.00 per customer
Administration Fee - All Customers	\$2.00 per customer
Town Fee - All Customers	\$1.75 per customer
Residential Sewer Usage Charge - Connected Customers (Usage Charges per 1,000 gallons = 1 MGAL)	\$7.50 per MGAL
<u>Commercial Sanitary Sewer Rate Schedule</u>	<u>Monthly Rate</u>
Availability Fee - All Customers (As referenced in the Cumberland County Water and Sewer Ordinance)	\$1.00 per MGAL
Operation and Maintenance Fee - All Customers	\$2.00 per MGAL
Administration Fee - All Customers	\$2.00 per customer
Town Fee - All Customers	\$1.75 per customer
Commercial Sewer Usage Charge - Connected Customers (Usage Charges per 1,000 gallons = 1 MGAL)	\$8.00 per MGAL

NORCRESS Sanitary Sewer Fees/Charges:

<u>Zero Usage Commercial Sanitary Sewer Rate Schedule</u>	<u>Monthly Rate</u>
Availability Fee - All Customers (As referenced in the Cumberland County Water and Sewer Ordinance)	\$9.65 per customer
Operation and Maintenance Fee - All Customers	\$3.00 per customer
Administration Fee - All Customers	\$2.00 per customer
Town Fee - All Customers	\$1.75 per customer
<u>Flat Rate Sanitary Sewer Rate Schedule</u>	<u>Monthly Rate</u>
Availability Fee - All Customers (As referenced in the Cumberland County Water and Sewer Ordinance)	\$9.65 per customer
Operation and Maintenance Fee - All Customers	\$3.00 per customer

Exhibit G - Utilities NORCRESS Water & Sewer

NORCRESS Sanitary Sewer Fees/Charges	Fee and Other Charge Type
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Administration Fee - All Customers	\$2.00 per customer
Town Fee - All Customers	\$1.75 per customer
Residential Sewer Usage Charge - Connected Customers	\$33.42 per customer

Other Fees:

Deposit	\$100
Late payment fee	\$10
Processing Fee per Collection Action	\$30
Administrative Filing Fee per Collection Action	\$100
Reconnect Fee - Business Hours (Mon-Fri 8am-5pm)	\$25
Disconnect Fee	\$25
After-Hours Reconnect Fee (Available until 9:00pm)	\$75
Court Costs	Actual
Elder Valve	Actual plus 10%
Returned Bank Item	\$25

NORCRESS Sanitary Sewer Fees/Charges:

Connection Fees and Charges:

Standard Tap Fee:

The Standard Tap Fee will be based on the customer's water meter size.

<u>Size of Water Meter</u>	<u>Standard Tap Fee</u>
5/8"	\$670
1"	\$1,670
1-1/2"	\$3,350
2"	\$5,360
3"	\$11,720
4"	\$20,100
6"	\$41,880
8"	\$60,310

Lateral Fee:

Applicant will pay prior to installation all charges including labor, equipment, and materials required for installation of the specified pipe size or sizes.

Main Extension Charges:

Applicant will pay prior to installation all charges including labor, equipment, and materials required for installation of the specified pipe size or sizes

Exhibit G - Utilities NORCRESS Water & Sewer

	Fee and Other Charge Type
NORCRESS Sanitary Sewer Fees/Charges	

Debt Charge:

Applicant will pay prior to installation the sum of the Availability Charges that would have been paid had the customer connected when the main was first available.

Exhibit H - Utilities Overhills Water & Sewer

Fee and Other Charge Type

Overhills Sewer Rate Schedule

The monthly wastewater bill shall be the sum of the Availability Fee, Operation and Maintenance Fee, Administration Fee and Flat Monthly Usage Fee.

Residential Sanitary Sewer Rate Schedule

Monthly Rate

Availability Fee - All Customers (As referenced in the Cumberland County Water and Sewer Ordinance)	\$17 per customer
Operation and Maintenance Fee - All Customers	\$10.50 per customer
Administration Fee - All Customers	\$2 per customer
Residential Sewer Flat Charge - Connected Customers	\$24.50 per customer

Other Fees:

Deposit	\$100
Late payment fee	\$10
Processing Fee per Collection Action	\$30
Administrative Filing Fee per Collection Action	\$100
Reconnect Fee - Business Hours (Mon-Fri 8am-5pm)	\$25
Disconnect Fee	\$25
After-Hours Reconnect Fee (Available until 9:00pm)	\$75
Court Costs	Actual
Returned Bank Item	\$25

Connection Fees and Charges:

Lateral Fee:

Applicant will pay prior to installation all charges including labor, equipment, and materials required for installation of the specified pipe size or sizes.

Main Extension Charges:

Applicant will pay prior to installation all charges including labor, equipment, and materials required for installation of the specified pipe or sizes.

Exhibit I - Utilities Southpoint Water & Sewer

	Fee and Other Charge Type
Southpoint Water Rate Schedule	

Availability Fee - Non-connected customers	\$12	per month
Operations and Maintenance Fee	\$2.76	
(As referenced in the Cumberland County Water & Sewer Ordinance)		

	<u>Residential Rate</u>	<u>Monthly Rate</u>
First	2,000 gallons	\$12.68 minimum
Next	4,000 gallons	\$11 per 1,000 gallons
Next	2,000 gallons	\$12 per 1,000 gallons
Next	2,000 gallons	\$13 per 1,000 gallons
Next	40,000 gallons	\$14 per 1,000 gallons
Next	50,000 gallons	\$15 per 1,000 gallons
All over	100,000 gallons	\$16 per 1,000 gallons

Tap-on Fees:

Lateral Fee: Applicant will pay prior to installation all charges including labor, equipment, and materials required for installation of the specified pipe size or sizes.

Main Extension Charges:

Applicant will pay prior to installation all charges including labor, equipment, and materials required for installation of the specified pipe size or sizes.

Other Fees:

Deposit	\$100
Late payment fee	\$10
Processing Fee per Collection Action	\$30
Administrative Filing Fee per Collection Action	\$100
Activation/Transfer Fee	\$20
Reconnect Fee - Business Hours (Mon-Fri 8am-5pm)	\$25
Disconnect Fee	\$25

Southpoint Water Rate Schedule:

After-Hours Reconnect Fee (Available until 9:00pm)	\$75
Special Meter Reading	\$10
Meter Verification Fee	\$50
(No charge if meter over-registers by more than 5%)	
Flow Test	\$50
Court Costs	Actual
Returned Bank Item	\$25

- AA** – Agreement Addendum
- AAL** – American Arena League
- AAR’s** – After Action Reports
- ADM** – Average Daily Membership
- AHP** – Affordable Housing Program
- AMAC** – A Model Approach for Change
- AMAC – CW** – A Model Approach for Change in Child Welfare
- APAP** – Annual Progress and Action Plan
- APCO** – Association of Public Safety Communications
- APM** – Administration, Planning, and Management
- ARP** – American Rescue Plan
- ARRA** – American Recovery and Reinvestment Act
- ASIST** – Applied Suicide Intervention Skills
- AVL** – Automated Vehicle Locator
- BABS** – Build American Bonds
- BCCCP** – Breast Cancer and Cervical Cancer Prevention
- BI** – Business Intelligence
- BOCC** – Board of County Commissioners
- BOE** – Board of Education
- CAFR** – Comprehensive Annual Financial Report
- CAD** – Computer Aided Dispatch
- CALM** – Counseling for Access to Lethal Means
- CCAP** – Community Conservation Assistance Program
- CCDPH** – Cumberland County Department of Public Health
- CCNC-TV** – Cumberland County, North Carolina Television. 24-hour channel airing on Spectrum Cable Channel 5.
- CCPL** –Cumberland County Public Library
- CCS** – Cumberland County Schools
- CDBG** – Community Development Block Grant
- CDBGDR** – Community Development Block Grant Disaster Recovery
- CDB** – Communicable Disease Nurse
- CDC** – Centers for Disease Control and Prevention
- CDC Tips** – Tips from Former Smokers
- CDL** – Commercial Driver’s License
- CDO** – Chief Diversity Officer
- C&D** - Construction and Demolition
- CDS** – Community Development Strategy
- CERT** – Community Emergency Response Team
- CEU** – Continuing Education Unit

CFVH – Cape Fear Valley Health

CIF – Capital Investment Fund. This is an extension of the General Fund and is based on a model approved by the Board of Commissioners each year. The model lists various capital projects that will be funded over the course of time.

CIP – Capital Improvement Plan consisting of capital assets with a value of \$100,000 or more.

CMARC – Care Management for At-Risk Children

CMP – Congestion Management Process

COLA – Cost-of-Living Adjustment

COOP – Continuity of Operations Planning

COPS – Certificates of Participation Bonds

COVID – Coronavirus Disease

CPSE – Centers for Public Safety Excellence

CRS – Community Rating System

CSC Facilities – Clerk of Superior Court Facilities

CSS – Citizen Self Service

CTP – Comprehensive Transportation Plan

DAP – Down-payment Assistance Program

DOD - Department of Defense

DOT – Department of Transportation

DSNAP – Disaster Supplemental Nutritional Assistance Program

DSS – Department of Social Services

DTAs – Designated Tobacco Areas

DUI – Driving under the Influence

DWI – Driving While Impaired

E&I – Engineering and Infrastructure

EDS – Employment Development Strategy

EDSS – Electronic Disease Surveillance System

EDTAP – Elderly and Disabled Transportation Assistance Program

EE – Educator Education

EHR – Electronic Health Record

EMC – Electric Membership Corporation

EMS – Emergency Medical Services

EOC – Emergency Operations Center

EPCRA – Emergency Planning and Community Right-to-Know Act

ERA – Emergency Rental Assistance

ERAP – Emergency Rental Assistance Program

FACT – Families and Courts Together

FAMPO – Fayetteville Area Metropolitan Planning Organization

FASB – Financial Accounting Standards Board

FEMA – Federal Emergency Management Agency

FFPSA – Family First Prevention Services Act

Fixed Assets – The capitalization threshold for Cumberland County is as follows: \$5,000 for fixed assets, \$7,500 for capital improvements.

FM – Fire Marshal

FMCSA – Federal Motor Carrier Safety Administration

FMIS – Fleet Management Information System

Fund Balance – A surplus of cash that has accumulated as a result of actual revenues exceeding actual expenditures; is sometimes referred to as the “savings account” of an organization. [G.S. 159-8(a)]. Cumberland County will maintain a General Fund Balance of 10% or more, exceeding the minimum recommended by the Local Government Commission of 8%.

FTCC – Fayetteville Technical Community College

FTE – Full-Time Equivalent

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

GFOA – Governmental Finance Officers Association

GIS – Geographic Information Systems

G.O. – General Obligation

HOM – Homeless Strategy

HOME Grant – Housing and Urban Development Home Investment Partnership Program

HSS – Housing Strategy

HMO – Health Maintenance Organization. In terms of Health Insurance, HMOs are a network of service providers (typically doctors) that are available within your insurance plan.

HR – Human Resources

HRIS – Human Resources Information System

HSEEP – Homeland Security Exercise and Evaluation Program

HSP – Health and Safety Plan

HUD – Housing and Urban Development

HVAC – Heating, Ventilation and Air Conditioning

IAED – International Academies of Emergency Dispatch

IBNR – Incurred but not Reported

ICC – International Code Council

ICPC – Interstate Compact on Placement of Children

IS – Information Services

IS ERP – Information Services Enterprise Resource Planning

IT – Information Technology

ITS – Information Technology Systems

JCPC – Juvenile Crime Prevention Council

JV – Journal Voucher (journal entry)

KPI – Key Performance Indicators.

LCID – Land-Clearing and Inert Debris
LEO – Law Enforcement Officer
LEPC – Local Emergency Planning Committee
LGBFCA – Local Government Budget and Fiscal Control Act
LGC – Local Government Commission
LGERS – Local Government Retirement System
LHD – Local Health Department
LOBS – Limited Obligation Bond Series
M & R – Maintenance and Repairs
MCM – Medical Countermeasure
M & R – Maintenance and Repairs
MCM – Medical Countermeasure
MPO – Metropolitan Planning Organization
MSW – Municipal Solid Waste
NCACC – North Carolina Association of County Commissioners
NCIR – North Carolina Immunization Registry
NCPTS – North Carolina Property Tax Solutions
NCSU – North Carolina State University
NC AFDC – North Carolina Aid for Dependent Children
NC BCCCP – North Carolina Breast/Cervical Cancer Control Program
NC CCDF – North Carolina Child Care and Development Fund
NC CDC TB Project – North Carolina Centers for Disease Control Tuberculosis Project
NC CSE – North Carolina Child Support Enforcement
NC CTP Grant – North Carolina Community Transportation Program
NC DETECT – North Carolina Disease Event Tracking and Epidemiological Collection Tool
NC DHHS – North Carolina Department of Health and Human Services
NC DMA – North Carolina Division of Medical Assistance
NC FVPSA – North Carolina Family Violence and Prevention Services Act
NC JCP – North Carolina Juvenile Crime Prevention
NC JCP JAC – North Carolina Juvenile Crime Prevention Juvenile Assessment Center
NC LEPC – North Carolina Local Emergency Planning Committee
NC RGP Grants – North Carolina Rural General Public
NC SSBE – North Carolina Social Services Block Grant
NC TANF – North Carolina Temporary Assistance to Needy Families
NC WIC – North Carolina Women, Infants, and Children
NOAA – National Oceanic and Atmospheric Administration
NORCRESS – Northern Cumberland Regional Sewer System
NOV – Notice of Violation
OP-ed – Opposite the editorial

- OPEB** – Other Post-Employment Benefit
- OSH** – Office on Smoking and Health
- PATH** – Project for Assistance in Transition from Homelessness
- PAYGO** – “Pay as you go” expenditures are financed with available funds rather than borrowed funds.
- PBS** – Public Broadcasting Service
- PCP** – Primary Care Physician
- PFAS** – Per and polyfluoroalkyl substances (GenX)
- PHEP-ORR** – Public Health Emergency Preparedness Operational Readiness Review
- PHP&R** – Public Health Preparedness and Response
- PM** – Project Manager
- PMO** – Project Management Office
- PPO** – Preferred Provider Organization. In terms of Health Insurance, PPO plans allow patients to select their designated provider (typically doctors) that are not restricted to the network of physicians within the insurance plan.
- PRIDE** – Professionalism, Respect, Integrity with Accountability, Diversity, Equity & Inclusion, Excellent Customer Service
- PSAP** – Public Safety Answering Point
- PSE** – Policy, Systems, and Environmental
- QPR** – Question, Persuade, and Refer
- QR** – Quick Response
- QSCB** – Qualified School Construction Bonds
- RFA** – Request for Application
- RFP** – Request for Proposal
- RLUAC** – Regional Land Use Advisory Committee
- RZED** – Recovery Zone Economic Development
- SAMS** – Secure Access Management Service
- SCIF** – State Capital Infrastructure Fund
- SE Lab Animal Farm** – Southeast Lab Animal Farm
- SBER** – Specialized Board of Equalization and Review
- SHF** – Special Handling Fee
- SNFI** – School Nurse Funding Initiative
- SPHL** – Southern Professional Hockey League
- SPOT** - Strategic Prioritization
- STD** – Sexually Transmitted Disease
- STD ERRN** – Sexually Transmitted Disease Enhanced Role Registered Nurse
- STEM** – Science Technology Engineering Mathematics
- Stop-Loss** – Stop-loss insurance is available to agencies who are self-funded, and it provides protection against catastrophic or unpredictable events.
- TANF** – Temporary Assistance for Needy Families
- TATP** - Technical Assistance and Training Program

Acronyms and Glossary

Reference

- TDA** – Tourism Development Authority
- TNVR** – Trap, Neuter, Vaccinate and Return
- TPCB** – Tobacco Prevention and Control Branch
- Tri-ACE** – Triple Accredited Center of Excellence
- UPWP** – Unified Planning Work Program
- USDA** – United States Department of Agriculture
- VA** – Veterans Affairs
- WIC** – Women, Infants, and Children
- WORTH** – We Overcome Recidivism Through Healing
- WRN** – Weather Ready Nation