Cumberland County

Recommended Annual Budget

Fiscal Year 2022

Amy Cannon, County Manager

May 27, 2021

Fiscal Year 2022 Recommended Budget

$501,993,003 All annual funds

$340,591,324 General Fund

$2,390,667 Value of a penny

79.9¢ Tax rate per $100 of assessed valuation

Reflections:
COVID-19 Pandemic

COVID-19 Reshaped Our Lives

Social Challenges

- Social isolation
- Balancing work & families
- School closures/home schooling
- Stress of contracting virus
- Lives lost to the pandemic

Impact on Local Governments & Service Delivery

- Providing services while closed
- Mitigating the spread of the virus
- New responsibilities beyond normal duties

Pandemic Operations

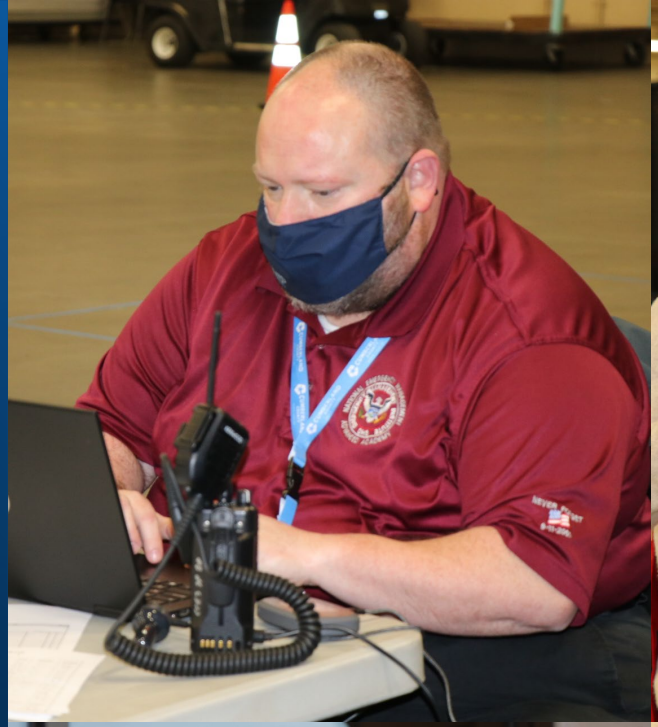
The County's Experience with Natural Disasters is Much Different Compared to a Pandemic

Public Health Department Quickly Shifts Responsibilities

- Contact tracing for positive cases
- Community COVID-19 testing
- Mass vaccination clinic
- Continue providing regular clinic services & mandated services
- Monitor CDC & DHHS to keep the public informed

Pandemic Operations

A Team Effort



Pandemic Operations – Team Effort

- Board of Elections
- Budget
- Building Maintenance
- Child Support
- Community Development
- Cooperative Extension
- Court System
- Cumberland County Schools
- Emergency Management
- Employee Pharmacy
- Engineering
- Finance
- Fire Marshal
- Human Resources
- IS Technology
- Legal
- Planning
- Print, Mail & Design
- Public Health
- Public Information
- Public Library
- Sheriff's Office
- Social Services
- Solid Waste
- Spectra Venue Management
- Tax Administration
- Veterans Services

Community Support:

- Alliance Health
- Civil Air Patrol
- Community Emergency Response Team (CERT)
- City of Fayetteville Fire Department
- Continuum of Care
- Cumberland Healthnet
- FSU
- FTCC
- Homeless Community Partners
- Methodist University
- National Guard
- Second Harvest Food Bank
- Team Rubicon

Pandemic Operations – By The Numbers

336,438 PPE distributed to departments

145,000 Pounds of food distributed to the community

63,257 Hotline & appointment phone calls

47,512 Vaccines administered

23,682 Absentee ballots received & cured

3,269 COVID-19 tests provided

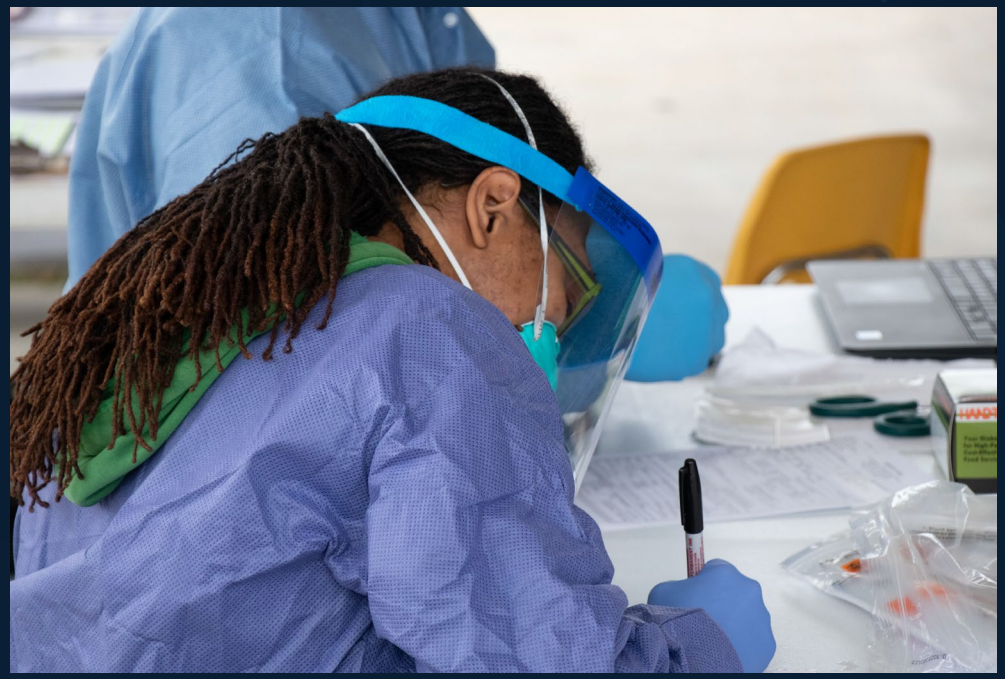
378 Barriers installed

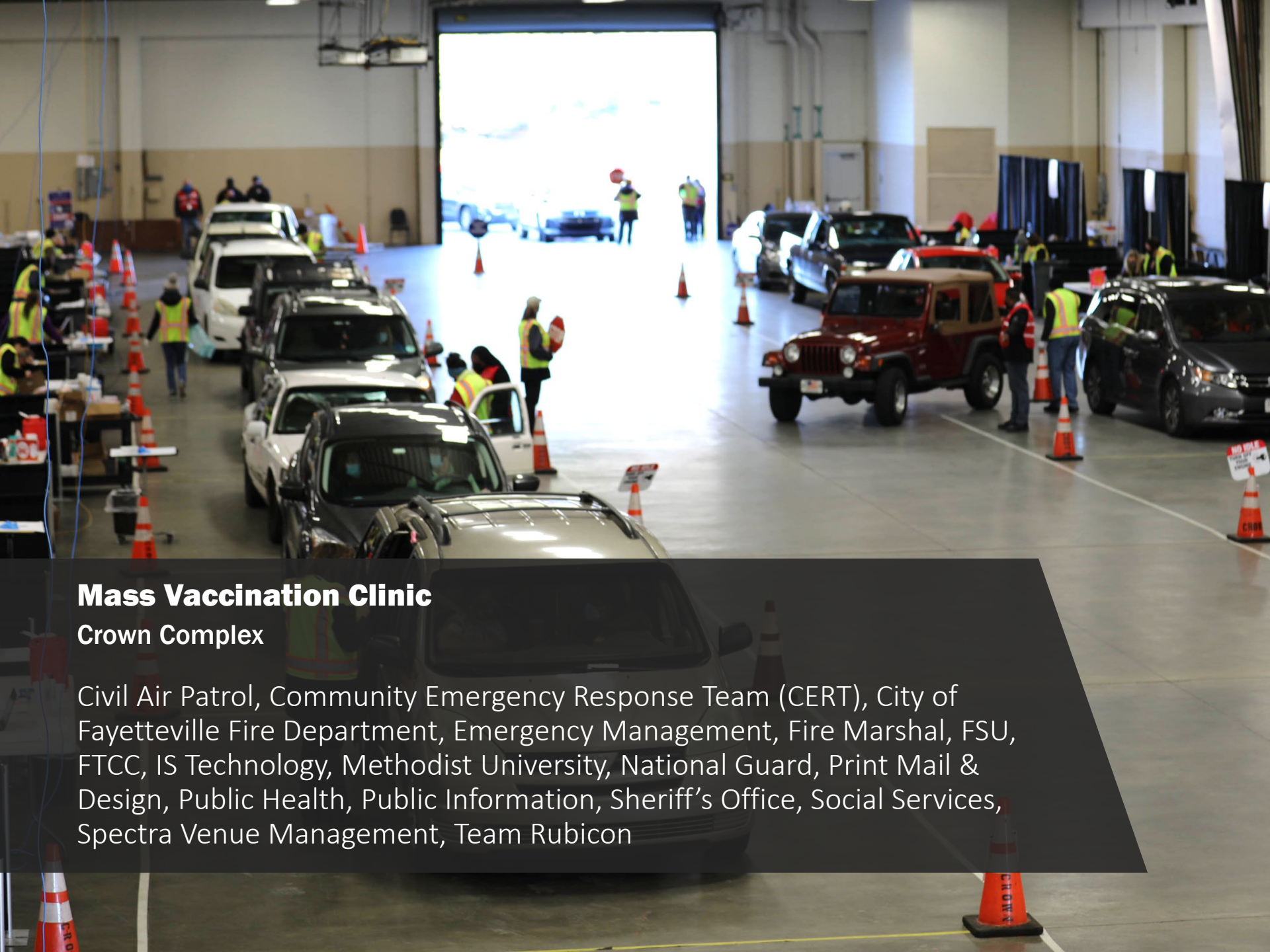
43 Homeless individuals housed

23 Businesses approved for Small Business Resiliency funds

COVID-19 Testing & Vaccine Efforts

Emergency Management, Fire Marshal, IS Technology, Print Mail & Design, Public Health, Sheriff's Office, Social Services, Spectra Venue Management





Mass Vaccination Clinic

Crown Complex

Civil Air Patrol, Community Emergency Response Team (CERT), City of Fayetteville Fire Department, Emergency Management, Fire Marshal, FSU, FTCC, IS Technology, Methodist University, National Guard, Print Mail & Design, Public Health, Public Information, Sheriff's Office, Social Services, Spectra Venue Management, Team Rubicon

Pandemic Operations

Logistics/Distribution:

- Cooperative Extension
- Emergency Management
- Public Information
- Sheriff's Office
- Spectra Venue Management

Community Support:

- National Guard
- Second Harvest Food Bank

Community Food Distributions

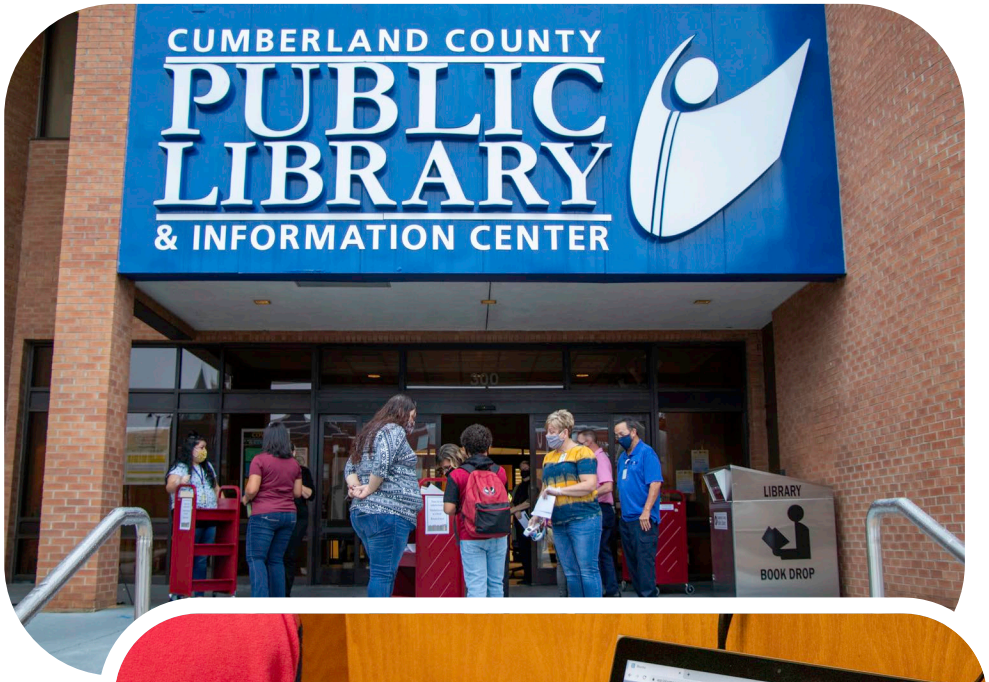
Crown Complex & Social Services

Pandemic Operations

Barriers/Cleaning Protocols

- Building Maintenance
- Custodial Services
- Engineering

Pandemic Operations



Virtual Learning Centers

- Budget
- Cooperative Extension
- County Management
- Cumberland County Schools
- Finance
- Legal
- Public Health
- Public Library
- Social Services

Pandemic Operations

Areas Quickly Adjusted to a New Work Environment

- **Board of Elections** – unprecedented absentee ballots, new rules and safety protocols
- **Employee Pharmacy** – text messaging and touchless prescriptions
- **Human Resources** – online orientations, managed emergency paid sick leave & paid family leave
- **IS Technology** – equipment & infrastructure to support employees working from home
- **Public Information/IS Technology** – live streaming of virtual board meetings for Board of Commissioners, Board of Elections, Planning, Public Health, Public Library & Workforce Development
- **Solid Waste** – 40% tonnage increase during Stay-At-Home
- **Veteran Services** – only office regionally to remain open & functional zero homeless veterans

Drive-Thru Paternity Testing

Child Support

Drive-Thru Graduation Parade, Social Services

May 20, 2021

NC LINKS Program for foster children ages 13-21, assists youth who are aging out of foster care. This annual event recognizes the hard work & dedication to overcome challenges & graduate from high school.

Class of 2021 consisted of 20 foster children graduating from local schools in Cumberland County & surrounding areas.

Pandemic Operations

Support Network

Board of Commissioners

Leadership Team

Entire Workforce

Community Partners

Pandemic Operations

Staff Accomplishments in Addition to COVID-19 Projects:

- Diversity, Equity & Inclusion Initiative
- Justice Services Advisory Council Development
- Transition of Workforce Development & Senior Employment Services
- Comprehensive Solid Waste Master Plan
- Issued Debt for Emergency Center & FTCC Fire Training Center
- County Government Channel (CCNC-TV) & Website Redesign
- Continuation of Fleet Utilization Study
- Grant Applications & Awards for $1.6M Emergency Watershed Protection
- Partnership with Alliance Health for Level 3 Child Residential Treatment Services

Economic Outlook & Budget Development

Economic Outlook

Last Year Budget Planning Changed Dramatically

- Pandemic presented unknown impacts
- Conservative local revenue projections
  - Guidance based on NCACC & federal shutdown historic trends

Actual Trends

- Revenue decline did not materialize – local revenue remains strong
- Best indicator: Sales Taxes
  - Projected to exceed budget by $9.9M

Factors

- Federal stimulus payments
- Enhanced unemployment benefits
- Military component

Budget Development Goals

Priorities Established During Goal Setting:

- Performing arts center
- Gray's Creek public water access
- Countywide public water
- Homelessness
- Government communication
- Economic development
- County facility asset inventory & audit

Continuing Priorities:

- Completion of emergency services center
- New high school discussions
- School funding
- Mental health
- Public health
- County employee recruitment & retention

Budget Development Goals

Recommended Budget Achieves the Following:

- Maintains tax rate
- Provides core, mandated services
- Phase III of recruitment & retention
- Merges decentralized information technology functions
- Advances diversity, equity & inclusion
- Protects our technology & infrastructure
- Multiyear review of fleet management operation
- Advances public health education & environmental health capacity
- Manages American Rescue Plan & federal grant opportunities
- Address public safety recruitment & capital needs

General Fund

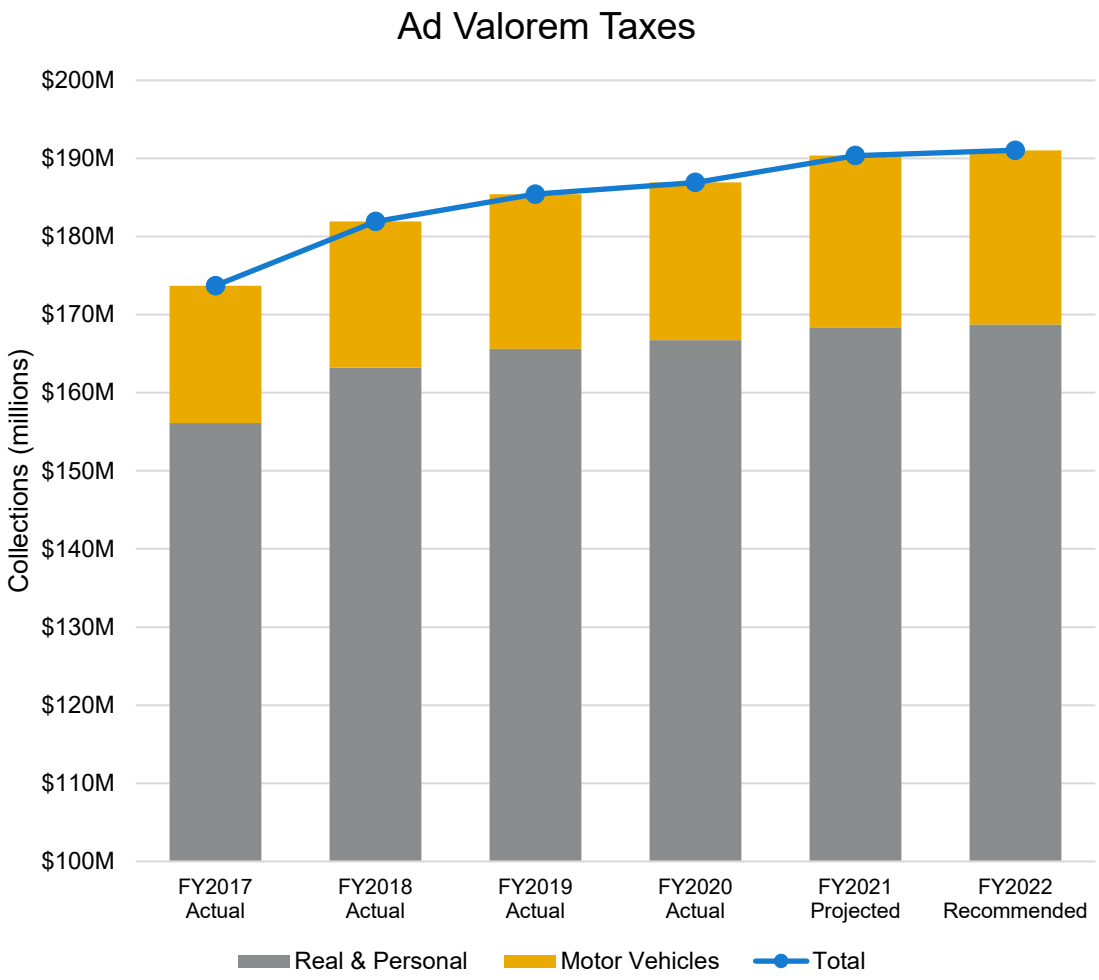
Revenue & Expenditure Highlights

General Fund Revenue

Ad Valorem
(+$5.3M)

$168,721,614
Real & personal property tax (+$2.8M)

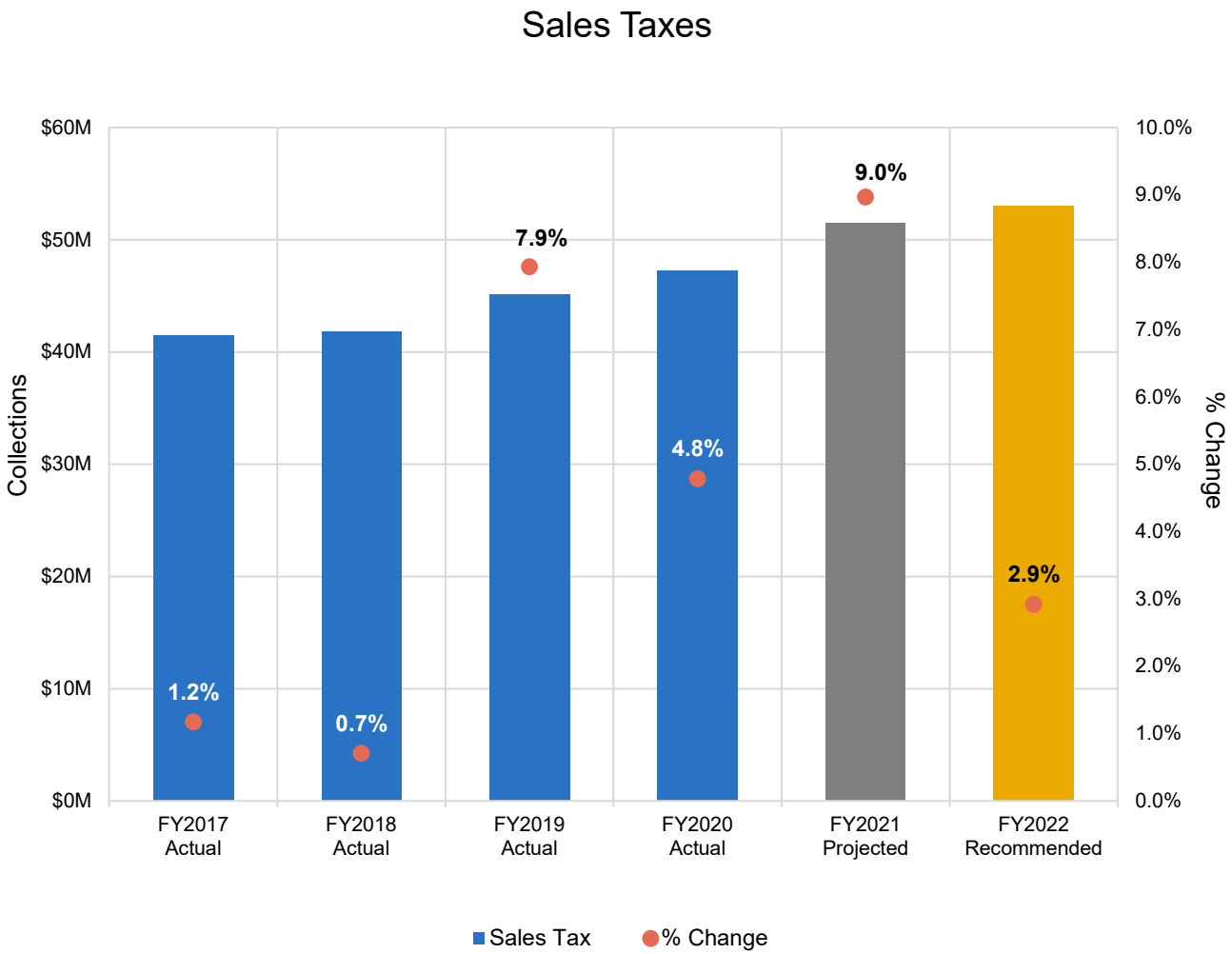
$22,292,691
Motor vehicles (+$2.5M)



General Fund Revenue

Sales Taxes

$53,023,227
(+$9.9M)



General Fund Revenue

Fund Balance Appropriation

$7,505,952 (-$1.2M)

- ➥ No more than 3% of recurring expenditures
- ➥ Less than 10% of unassigned fund balance

General Fund Expenditure Highlights

New Initiatives

- Involuntary Commitment Transportation
- Justice Services
- Dedicated Assistant Public Defender
- Management Analyst Reclassification
- Merge County I.T. Functions

Mandates

- LGERS Retirement Increase $1.2M

General Fund Expenditure Highlights

New Items

$548,254 New positions (10 positions)

$2,788,598 Capital outlay

- $2,640,000 Body cameras for Sheriff's Office ($310,000 for associated technology in CIF)

Agency Funding

$486,042 Community Funding

- Same amount as last year

General Fund Expenditure Highlights

Education – Cumberland County Schools (CCS)

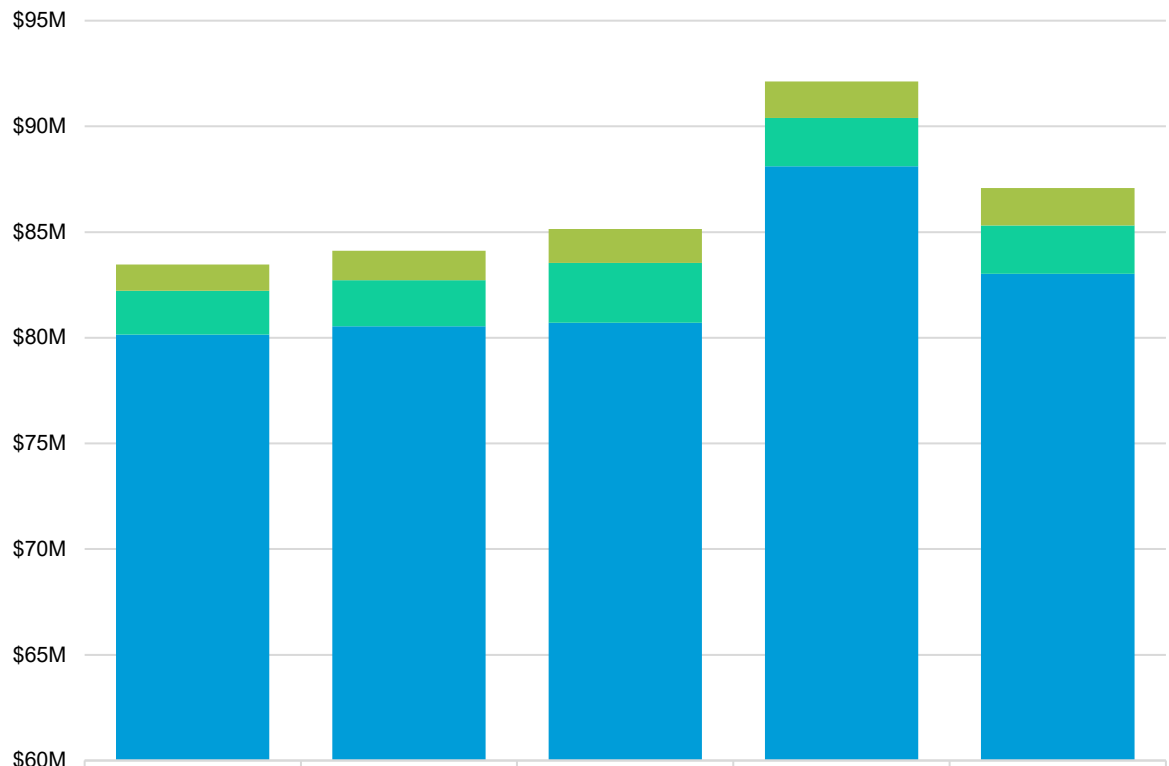
$83,033,918

Recommended current expense (+$2.3M)

- ➥ 43.47% of ad valorem revenue

$87,080,417

Total CCS funding



	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED BUDGET	FY2022 REQUESTED	FY2022 RECOMMENDED BUDGET
SCHOOL HEALTH NURSES	$1,238,139	$1,388,061	$1,609,238	$1,718,074	$1,770,449
SROs & CROSSING GUARDS	$2,078,863	$2,173,061	$2,828,366	$2,293,409	$2,276,050
CURRENT EXPENSE	$80,150,000	$80,550,000	$80,711,700	$88,111,166	$83,033,918

General Fund Expenditure Highlights

Education – Fayetteville Technical Community College (FTCC)

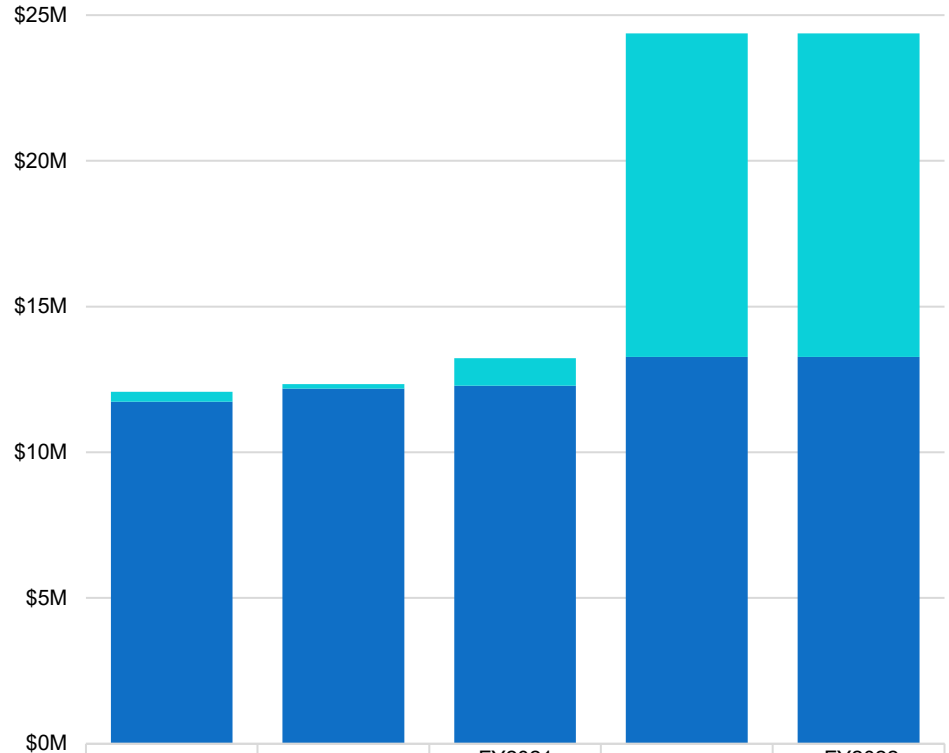
$13,278,659

Recommended current expense (+$995,000)

$11,100,000

Recommended capital funding

- Debt issued for FTCC Fire Training Center



	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ORIGINAL BUDGET	FY2022 REQUESTED	FY2022 RECOMMENDED BUDGET
FTCC CAPITAL - FUND 107	$341,431	$150,904	$945,000	$11,100,000	$11,100,000
CURRENT EXPENSE - FUND 101	$11,735,900	$12,184,126	$12,283,629	$13,278,659	$13,278,659

General Fund Expenditure Highlights

Recruitment & Retention

FY2019 Discoveries:

- Significant deficiencies in pay practices
- Have not kept pace with consumer price index/inflation
- Minimum pay significantly lower in many classifications

FY2020 Initiative:

- Adopted 2% COLA
- Recommend consistent COLA adjustments
- Market adjustments for heavily underpaid classifications

General Fund Expenditure Highlights

Recruitment & Retention

FY2021 Deferred Many Initiatives:

- Due to projected revenue shortfalls – no COLA adjustment
- Issued one-time payments of $1,700

Current Year Figures

- 16.5% turnover rate
- 18.5% Countywide vacancy rate
  - ➥ 20% - 53% for Detention Officers, School Health Nurses & Social Workers

General Fund Expenditure Highlights

Recruitment & Retention

FY2022 Recommendation:

- 3% COLA adjustment - $3.1M
- Phase III market adjustments - $1.1M
- Law Enforcement hiring/training incentive - $400,000

Other Funds – Funding Priorities

Capital Investment Fund

Fleet Management Review

- Currently 589 vehicles
- Average age: 11.1 years for all departments
- Large portion is Sheriff's Office:
  - Average age: 9.8 years
  - Average mileage: 102,000 miles
  - Average replacement (past 7 years): 18 vehicles

FY2022 Recommendation:

- $2.9M to replace 45 vehicles (34 for CCSO)

Other Funds – Funding Priorities

Community Development Fund

Addressing Homelessness – Partnership with Community Development & CommuniCare

- State issued a request for application for PATH grant opportunity – Projects for Assistance in Transition from Homelessness
- Seeking expertise in homelessness & mental health support
- CommuniCare received grant award
- Community Development will support Homeless Street Outreach

FY2022 Recommendation:

- 2 new positions funded through this grant

Other Funds – Funding Priorities

Solid Waste Fund

FY2022 Recommendation:

- $14.6M for Solid Waste Operations (+$405,000)

Long-Term Solid Waste Master Plan:

- Evaluation of landfill life
- Capacity analysis
- Gas value study & opportunities
- Soil deficiencies
- Land acquisition
- Availability fee analysis
- Environmental justice study

Other Funds – Funding Priorities

Crown Complex

Revenue Sources Supporting the Crown Complex

- Event revenue
- Food & beverage tax
- Occupancy tax

Minimal Event Revenue Since March 2020

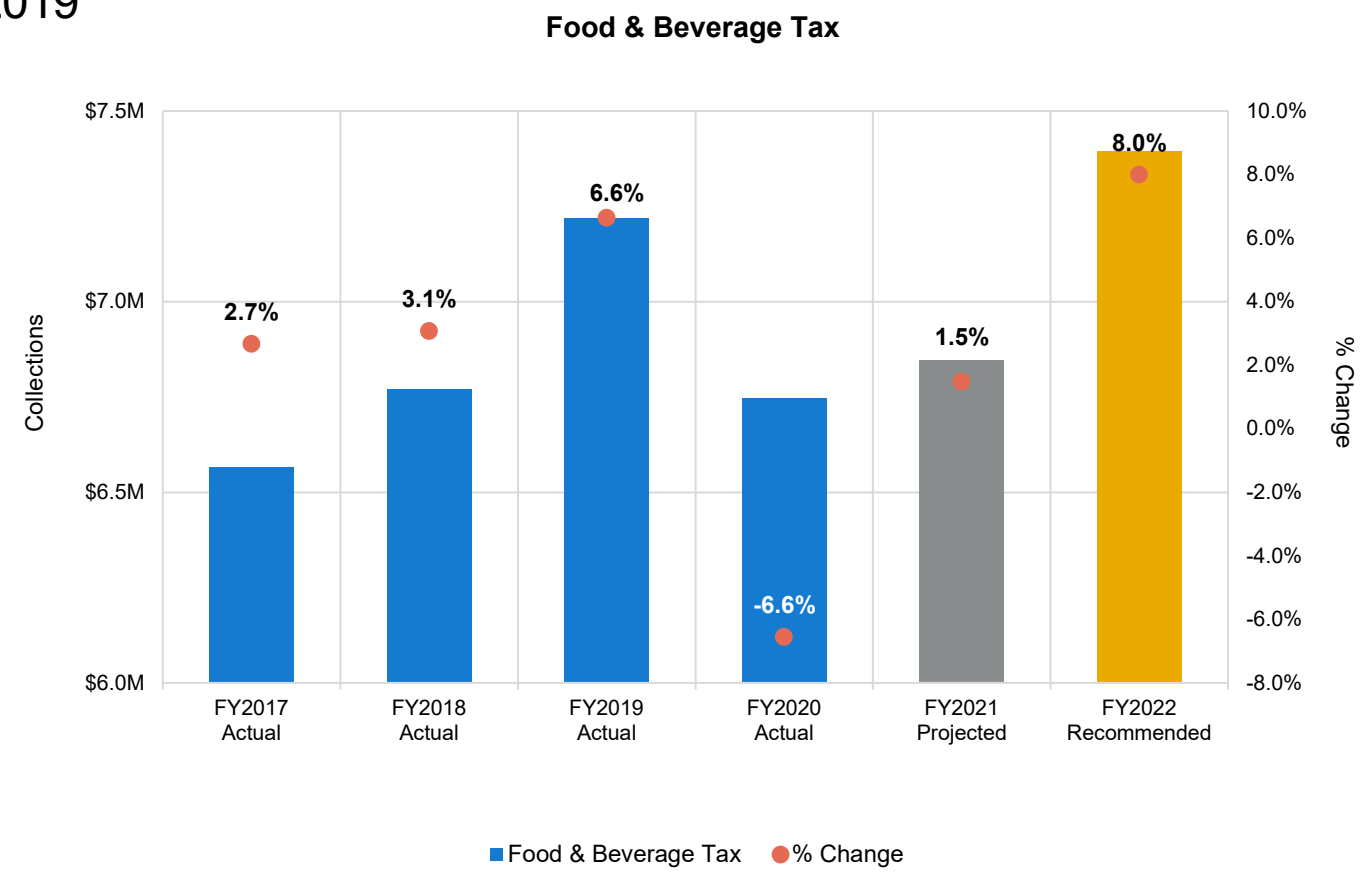
Efforts of Spectra Venue Management to Adjust/Lower Operational Costs Have Prevented Overspending the Budget

Other Funds – Funding Priorities

Food & Beverage Tax

$7,393,357 (+$1.3M)

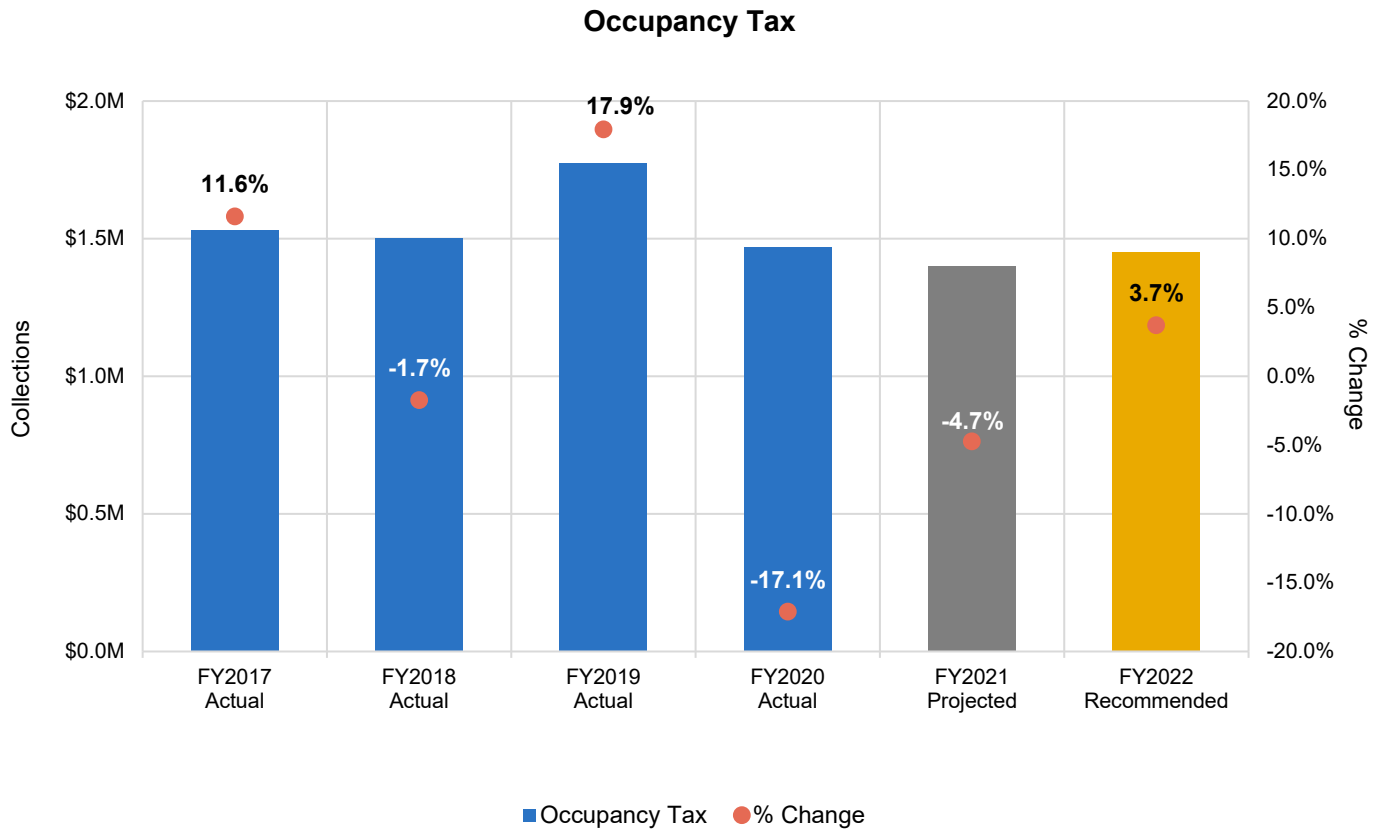
Comparable to FY2019 Levels



Other Funds – Funding Priorities

Occupancy Tax

$1,451,839
(+$106,000)



Budget Meeting Schedule

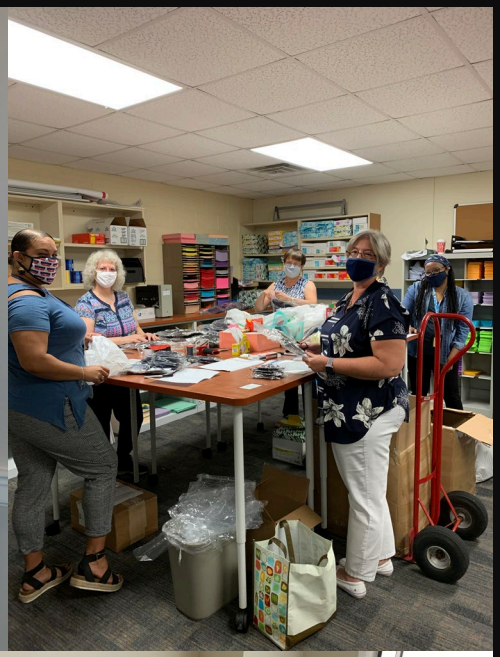
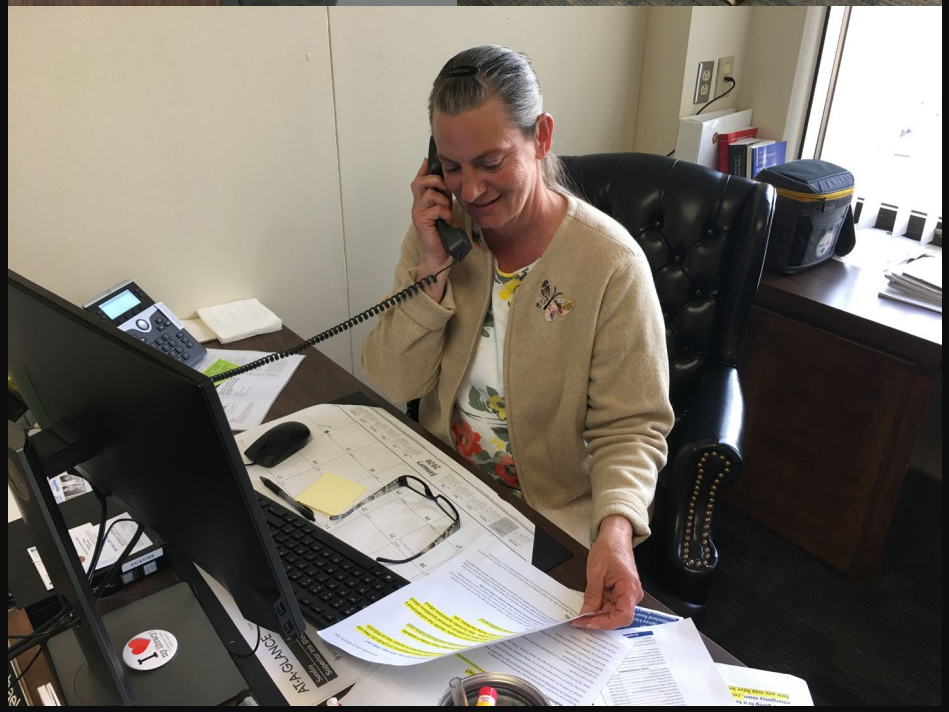
Date	Time	Meeting	Location
Thursday **May 27**	7:00 p.m.	FY2022 Recommended Budget Presentation	Room 118
Wednesday **June 2**	5:30 p.m.	Budget Work Session	Room 564
Monday **June 7**	7:00 p.m.	Public Hearing/Optional Budget Work Session	Room 118
Wednesday **June 9**	5:30 p.m.	Budget Work Session	Room 564
Monday **June 14**	5:30 p.m.	Budget Work Session	Room 564
Wednesday **June 16**	5:30 p.m.	Budget Work Session (if needed)	Room 564

Thank you!

Thank you to all employees, Leadership Team and the Board of Commissioners for their continuing support.

As an organization, their efforts and resiliency have been the key to a successful operation this past year.

They have persevered through personal sacrifice and dedication throughout this unprecedented event.

They are truly our greatest asset.

- Amy Cannon