

Fiscal Year 2022 Adopted Annual Budget



Board of County Commissioners

(Ordered as pictured above)

Larry L. Lancaster
Commissioner

Dr. Jeannette M. Council
Commissioner

Michael C. Boose
Commissioner

Dr. Toni Stewart
Commissioner

Jimmy Keefe
Commissioner

Charles Evans
Chairman

Glenn Adams
Vice Chairman



NORTH CAROLINA

Together, we can.

Management Team



Amy H. Cannon
County Manager



Duane T. Holder
Deputy County Manager



W. Tracy Jackson
Assistant County Manager,
Environmental/Community
Safety



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



Angel Wright-Lanier
Assistant County Manager,
General Government
& Stewardship

Budget Division

Heather Harris
Budget & Performance
Data Analyst

Andrew Jakubiak
Budget & Management
Analyst

Deborah Shaw
Senior Budget &
Management Analyst



Together, we can.

Table of Contents

INTRODUCTION	1	CAPITAL INVESTMENT FUND	111
Mission, Vision & Core Values	1	Revenue Summary	112
Board of Commissioners' Priorities	2	Expenditure Summary.....	113
Organizational Chart	3	New Vehicles	114
How Your Tax Dollars Are Spent.....	4	Maintenance & Repairs.....	115
Cumberland County History	5	Technology	116
Community Profile.....	6	Capital Improvement Plan	117
Board of Commissioners.....	8	Debt Service Projections.....	118
Budget Process.....	10		
Fund Structure	12	PERSONNEL	119
		New Positions	119
BUDGET MESSAGE	15	Abolish Positions.....	121
		Summary of Positions	122
BUDGET ORDINANCE	33	Salary Schedule	123
Adjustments to Recommended Budget ...	36	Job Classification	126
Revenue by Fund & Source	38		
Expenditure by Department.....	53	EDUCATION	147
		School Funding Summary	147
DEPARTMENTS	59	Cumberland County Schools.....	148
Administration	59	Fayetteville Technical Community	
Animal Services	60	College.....	150
Board of Elections.....	62	Capital Needs	151
Child Support	63		
Community Development.....	64	COMMUNITY FUNDING	153
Cooperative Extension	66		
Department of Social Services	68	ENTERPRISE FUNDS	157
Emergency Services	70	Solid Waste Summary.....	157
Financial Services	72	Solid Waste Revenues.....	158
Governing Body	74	Solid Waste Expenses	159
Health Department.....	75	Solid Waste New Items	161
Human Resources	77	Crown Complex Summary	162
Innovation & Technology.....	78	Crown Complex New Items.....	164
Internal Services	80		
Library.....	81	ALL FUNDS SUMMARY	165
Planning & Inspections.....	82	Revenues.....	165
Pretrial Services.....	85	Expenditures.....	167
Print, Mail & Design.....	86		
Public Information	87	REFERENCE	169
Register of Deeds	88	Financial Policies	169
Sheriff's Office.....	89	Fee Schedule.....	189
Sobriety Court.....	92	Acronyms & Glossary.....	214
Solid Waste.....	93		
Soil & Water	94		
Tax Administration	95		
Veterans Services.....	97		
GENERAL FUND	99		
Revenue Summary	99		
Forecasting Major Revenue	101		
Expenditure Summary.....	103		
New Items.....	109		
Projected Fund Balance.....	110		





**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' Priorities FY 2022

Approved April 19, 2021

Priorities & Objectives			Homelessness
	Performing Arts 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



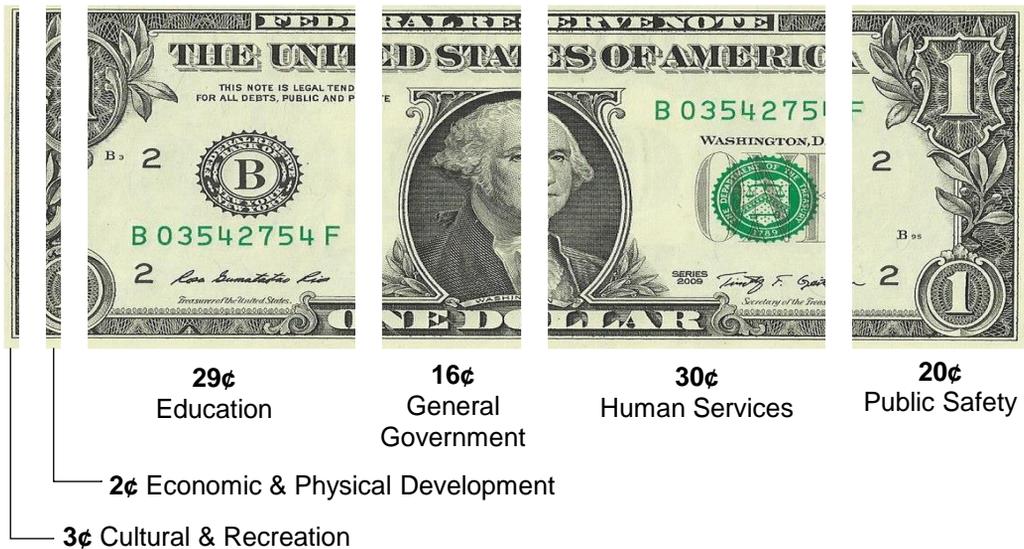
How Your Tax Dollars Are Spent

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 propose changes to the County Manager’s recommendation during multiple budget work sessions and allow an opportunity for public comment. 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 your tax dollars support.



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



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



Education
Cumberland County Schools and Fayetteville Technical Community College



Cultural & Recreation
Libraries and various community agencies



Public Safety
Cumberland County Schools and Fayetteville Technical Community College



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

Cumberland County began as a settlement in the Upper Cape Fear Valley by European migrants known as Highland Scots between 1729 – 1736. 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

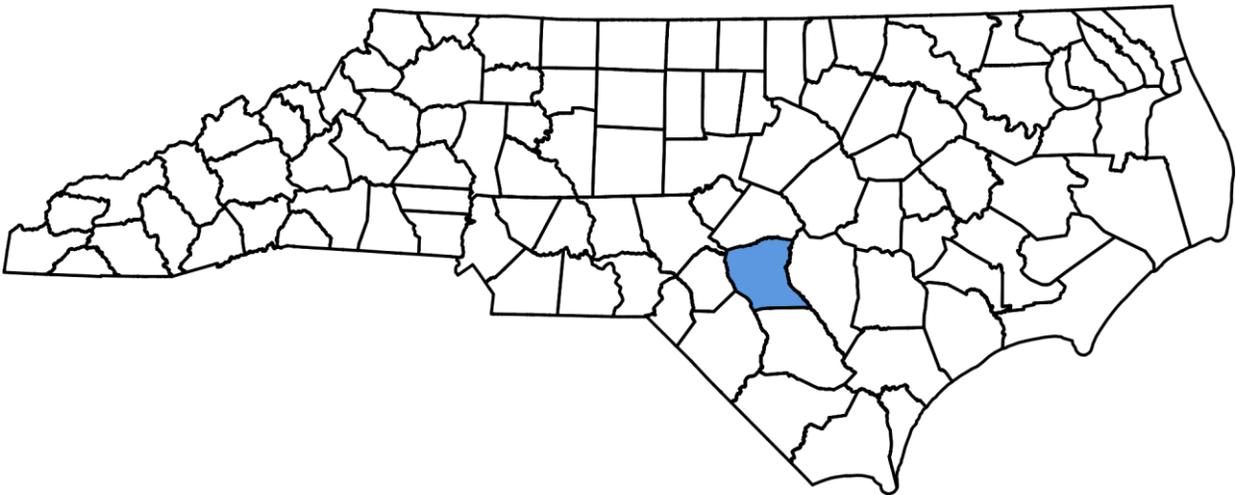
Cumberland County is located in Southeastern North Carolina with an area of approximately 652 square miles. Nestled in what is colloquially known as the Sandhills, the most recent population estimates rank the County as the fifth largest county in the State by population, with an estimated 333,323 residents in 2021. Cumberland County houses the City of Fayetteville, the sixth largest municipality in the state with a 2019 estimated population of 208,878 residents. Cumberland County is approximately 65 miles south of Raleigh, the State capital, and 200 miles west of the City of Charlotte. Interstate Highway 95 runs through Cumberland County, linking it to major urban centers like Charleston, 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 332 sworn officers 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 often move hand in hand with the economic conditions of the region. The unemployment rate in Cumberland County increased sharply in 2020, rising from an average of 5% in 2019 to an average of 9.5%. Both rates are higher than the state average during these periods. This increase in unemployment is likely due to the impacts of the COVID-19 pandemic, which has adversely affected retail and food service employees, especially those in less advantaged groups.



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

Taxable Sales

Year	Cumberland County	% Change
2016	\$ 3,848,869,911	4.22%
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%

Per North Carolina Department of Revenue

Population

Area	2010	2019 Estimate		2021 Estimate		2025 Projected	
	Population	Population	% Change from 2010	Population	%Change from 2019	Population	%Change from 2021
Cumberland County	327,195	332,392	1.59%	333,323	0.28%	334,207	0.26%
North Carolina	9,547,293	10,487,088	9.84%	10,658,717	1.61%	11,108,479	4.05%

Per North Carolina Office of State Budget and Management

Cumberland County Inspections

Calendar Year	New Residential		New Nonresidential	
	Number	Value	Number	Value
2015	664	\$ 190,410,991	107	\$ 124,135,762
2016	586	\$ 96,476,647	106	\$ 86,432,613
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

Per Cumberland County Planning & Inspections Department

Unemployment Rate

Year	Cumberland County	State
2016	6.4%	5.1%
2017	5.8%	4.5%
2018	5.3%	4.0%
2019	5.0%	3.8%
2020	9.5%	7.4%

Per United States Bureau of Labor Statistics

Data was subject to revision on March 3, 2021.

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.



Charles Evans
Chairman
At-Large



Glenn Adams
Vice Chairman
District 1



Michael C. Boose
Commissioner
District 2



**Dr. Jeannette M.
Council**
Commissioner
District 1



Jimmy Keefe
Commissioner
District 2



Larry L. Lancaster
Commissioner
At-Large



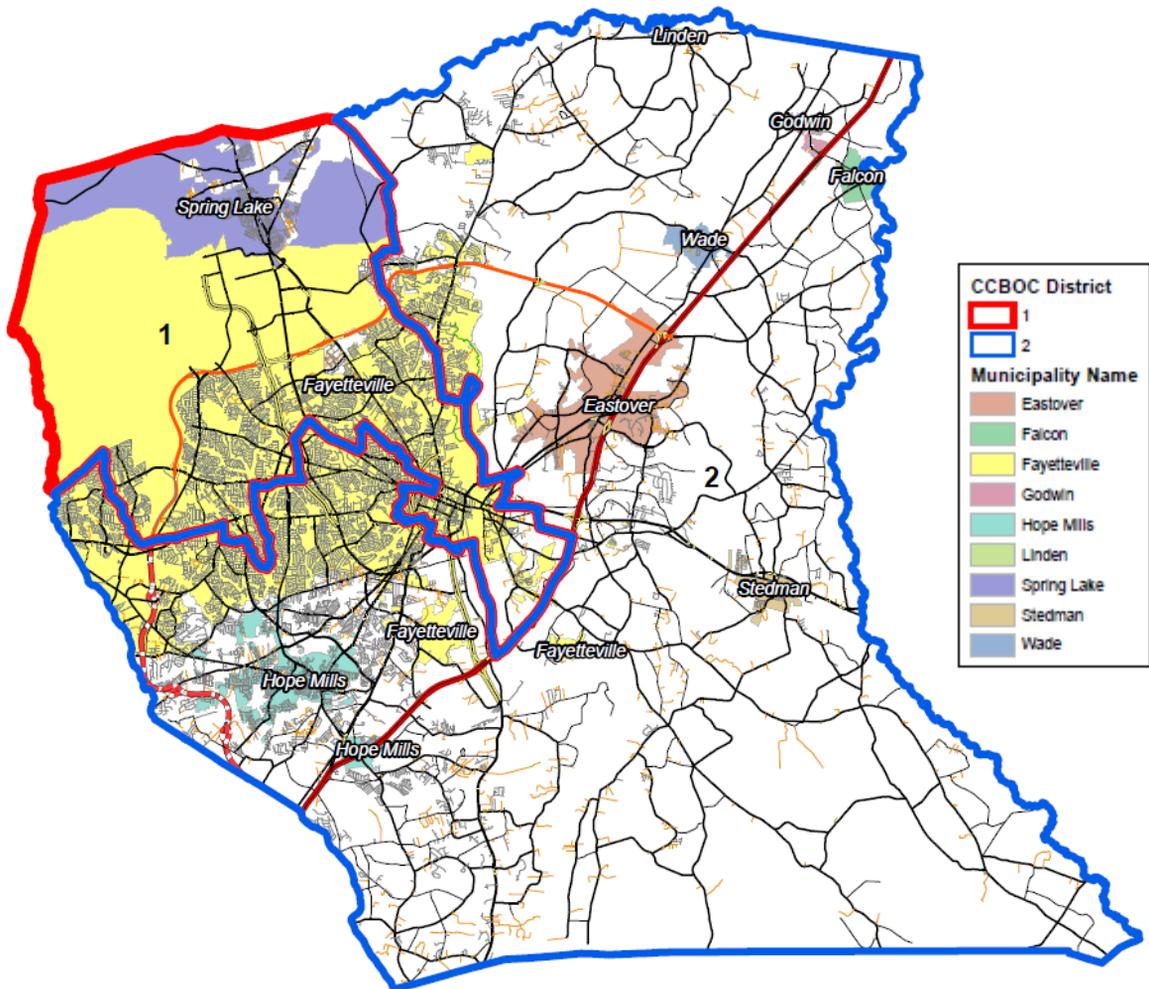
Dr. Toni Stewart
Commissioner
District 2

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 streamed online.

Cumberland County Board of Commissioners Districts



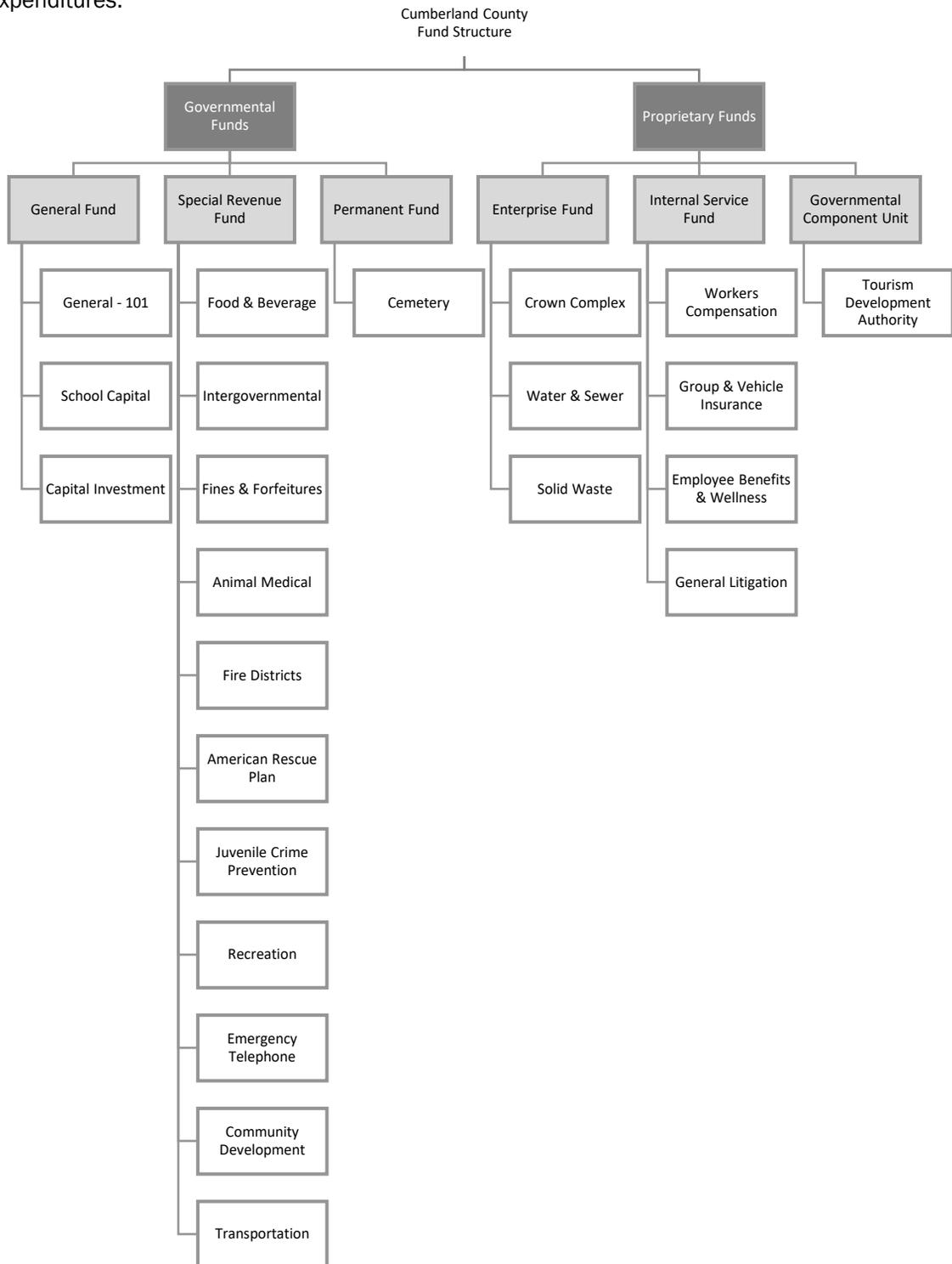
Visit the Cumberland County Board of Elections website for further information regarding elections and polling sites:
<https://www.cumberlandcountync.gov/departments/election-group/elections>

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 at www.cumberlandcountync.gov. 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.); a request for use of contingency funds; or the transfer of 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 budget is divided into two main funding categories: **Governmental** and **Proprietary**. Within those two categories are various fund types.

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 – School Capital 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 Fund

245 – Juvenile Crime Prevention 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

275 – Transit Planning Fund

276 – US DOT 104 Fund

277 – NC Elderly Handicap Transportation Fund

280 – Representative Payee 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 Fund

These revenues stem from service fees charged for associated services.

- 600 – Crown Complex 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
- 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

Governmental Component Unit

Component units are legally separate entities for which the primary government is financially accountable. The fund below is reported as a discretely presented component unit meaning they are legally separate from the primary government.

- 285 – Tourism Development Authority Fund (presented as a proprietary fund)

Amy H. Cannon
County Manager

Duane T. Holder
Deputy County Manager



Tracy Jackson
Assistant County Manager

Sally S. Shutt
Assistant County Manager

Angel Wright-Lanier
Assistant County Manager

Office of the County Manager

May 27, 2021

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) 2022 Recommended Annual Budget for Cumberland County. The budget is balanced, identifies revenue and expenditure estimates for FY2022, 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.

The recommended budget provides \$501,993,003 in total expenditures across all funds, with a General Fund total of \$340,591,324. This budget document does not include multiyear funds, such as capital projects since these multiyear budgets have previously been approved by the Board of Commissioners. The proposed tax rate to support the FY2022 budget remains constant at 79.9 cents per \$100 of assessed valuation. The value of one penny on the tax rate is \$2,390,667.

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:

- ❖ COVID-19 Pandemic Reflections
- ❖ Accomplishments: Pandemic Operational Projects
- ❖ Economic Outlook
- ❖ FY2022 Budget Development Goals
- ❖ FY2022 General Fund Revenue
- ❖ FY2022 General Fund Expenditure Highlights
- ❖ Other Funds – Funding Priorities
- ❖ Enterprise Funds
- ❖ Conclusion

COVID-19 Pandemic Reflections

The magnitude of this pandemic has reshaped our society and dramatically changed our lives forever. COVID-19 has uprooted how we conduct business, government, the economy and literally every aspect of how we live each day. We have been personally challenged to learn new routines within our social isolation. Families have struggled to balance maintaining their jobs with the education of their children at home while schools were closed. Our stress and anxieties have been peaked by the fear of contracting the virus as we saw the numbers of positive cases rise each day from COVID-19. We have mourned the loss of 583,596 lives in the United States to the virus and 304 deaths locally in Cumberland County.

This pandemic has had a profound impact on local governments and the delivery of services. On March 27, 2020, the Governor issued an executive order best known as the “Stay-at-Home” declaration which closed most retail businesses as well as salons, gyms, bars and restaurants. To comply with this order, the County closed most of its facilities to employees and the public. Although most in-person services were not offered during this period, County departments continued to provide services remotely by telephone and electronically. In May 2020, operational plans were developed to bring employees back to the office in limited numbers through rotating shifts to limit the spread of the virus among our workforce. In-person services remained limited to appointments only for the protection of employees and our citizens, until the full reopening of County buildings and services on May 3, 2021.

Operationally, we have faced the challenge of creating new methods of providing services and meeting the needs of our citizens with our facilities closed to mitigate the spread of the virus. The pandemic created new responsibilities beyond our normal mission and work plans for all County departments. Cumberland County has been successful in meeting those new pandemic challenges.

The Board of Commissioners has been intentional in creating resiliency and that has served us well in managing this unprecedented event. Beyond resilient, as an organization we are agile, adapting new plans quickly through frequent reassessment of internal and external factors. The professionalism of our Leadership Team and the dedication of our entire workforce has been the key to successful operational transitions over the past year.

Accomplishments: Pandemic Operational Projects

Cumberland County has experienced the impacts and aftermath of tornadoes and several hurricanes in the last decade. The experience with natural disasters is much different than the struggles encountered in a public health emergency such as a pandemic, but the County’s success can be found in the collaboration between cross-functional teams within our organization.

The Public Health Department had to quickly take on new responsibilities that exceeded their internal capacity as a result of the virus. Very early, they had to begin contact tracing on all positive COVID cases and develop a process for community COVID testing. In addition, once the vaccine was available, the Health Department was charged with creating a mass vaccination clinic, while continuing contact tracing and providing the normal state-mandated clinic services. Health Director Dr. Jennifer Green and her staff have been the point of contact for citizens, community partners and the entirety of County Government in providing guidance for all aspects of the pandemic based upon the information from the Centers for Disease Control (CDC) and the North Carolina Department of Health and Human Services (NCDHHS). Many other County departments have provided staff support to Public Health over the last year in managing these significant responsibilities.

The following are examples of the County’s accomplishments in meeting new challenges created by a global pandemic and the collaborative efforts among County departments:

County Departmental Operational Projects During COVID-19 Pandemic	
Public Health Social Services Emergency Management	Developed detailed COVID-19 sheltering plan for hurricanes or other potential natural disasters with protocols to mitigate the spread of the virus.
Public Health Social Services Emergency Management Community Development County Finance Community Stakeholders: Alliance Health Continuum of Care Cumberland Healthnet Homeless Community Partners	Created a process for COVID-19 testing for the homeless population and an intake process for non-congregate sheltering and transportation of the homeless who tested positive or needed to be quarantined or isolated.
Public Health Emergency Management Public Information Sheriff’s Office Print, Mail & Design	Established a process for drive-up COVID-19 testing in multiple locations in the County. Provided staff to support the Public Health Department in the COVID-19 clinics.
Public Health Emergency Management Public Information IS Technology Spectra Venue Management Sheriff’s Office Social Services Fire Marshal Print, Mail & Design	Established a mass drive-through vaccination clinic at the Crown Complex that has been recognized and replicated statewide as a very successful, efficient and safe process. Provided staff to support the Public Health Department in the vaccination clinics.
IS Technology	Designed and implemented one of the first on-line vaccination appointment systems in the State.

Public Information Public Library IS Technology	Developed and staffed a COVID-19 information line to answer questions from citizens thereby reducing the call volume at Public Health.
IS Technology Public Library	Created and staffed a call center for citizens to make vaccination appointments by phone.
Emergency Management	Responsible for logistics, storage and distribution of PPE to County departments, agencies and for Election voting sites.
Emergency Management Spectra Venue Management Sheriff's Office Public Information	Provided oversight, logistics, planning and staffing for multiple food distribution events.
Community Development County Finance Legal Public Information	Responsible for development of a process to distribute \$944,404 of Small Business Resiliency Funds and \$3,735,545 of Emergency Rental Assistance Funds.
County Finance Budget County Management	Developed a process to manage and distribute \$12,220,383 of CARES Funding under the established federal regulations.
Public Library County Management County Finance Budget Legal Public Health Social Services Cooperative Extension Cumberland County Schools	Created a Virtual Learning Center for children of County employees following COVID-19 protocols and NCDHHS regulations.
Human Resources	Transitioned new employee orientation from in-person to an online system. Managed and assisted employees with the Family First Coronavirus Act providing for Emergency Paid Sick Leave and Emergency Paid Family Medical Leave Act.
Veterans Services	Remained open by appointment and was the only office open in this region and one of the few statewide to continue providing services over the past year. Maintained functional zero of homeless veterans.
Solid Waste	Managed a 40% increase in tonnage during the Governor's Stay-at-Home Order.
Public Library	Developed curbside services, contactless printing, scanning and copy services, a mobile printing option, virtual programming and virtual reference desk through email and text messaging.
Child Support	Designed and implemented drive-up paternity testing system following COVID-19 protocols.

Employee Pharmacy	Created text messaging system for better communication and developed a remote payment option and "touchless" prescription pickup.
Cooperative Extension	Provided and distributed PPE to farmers and provided guidance to farmers with COVID-19 protocols on congregate living care.
Public Health Cooperative Extension	Collaborated on contacting and setting up appointments for agricultural workers to receive the vaccine.
Social Services Court System	Facilitated virtual parent visitation sessions for children in Foster Care.
Social Services	Created a "drive through" graduation parade for our foster care children.
Board of Elections	Developed COVID-19 safety protocols to protect citizens and managed a successful election process under revised election rules and procedures and an unprecedented number of absentee ballots.
Building Maintenance	Developed daily COVID-19 cleaning protocols and procured vendor for weekly disinfection of County facilities.
Engineering Department	Surveyed County departments on COVID-19 barrier needs and managed the process for bidding, procurement and installation.
Public Information Print Shop	Designed, developed and updated signage for all county facilities as guidelines changed. Distributed social distancing markers to County departments
Public Information	Managed the live streaming of virtual Board of Health, Board of Elections, Planning Board, Library Board of Trustees and Workforce Development meetings over the last year.
Public Information IS Technology	Procured broadcasting equipment for Meeting Room 564 and implemented procedures to live stream through CCNC-TV.

These Pandemic Operational Projects are significant in scope and complexity and in most cases had to be accomplished under time constraints. Each of these additional responsibilities were completed successfully through support of the Board of Commissioners and the partnership and dedication of cross-functional teams within the County.

In addition to these new COVID projects, County staff accomplished the following:

- Advanced the Board’s initiative of Diversity, Equity and Inclusion
- Recruited key leadership positions; Assistant County Manager, County Engineer, Library Director, Human Resources Director, Fleet Manager and Facilities and Grounds Manager

- Advanced the Justice Services initiative through development of the Justice Services Advisory Council
- Worked with Mid-Carolina Council of Governments and Division of Workforce Solutions on Workforce Development and Senior Employment Services Transition
- Initiated first phase of Comprehensive Solid Waste Master Plan
- Continued County Fleet Utilization Study
- Launched County Government TV Channel – CCNC-TV
- Advanced the internal re-design of the County Website
- Issued debt for the County’s EOC and 911 Center and the FTCC Fire Training Center
- Continued implementation of EnerGov Planning, Inspection and Permitting software solution
- Applied for and received over \$1.6M in Emergency Watershed Protection Grant funds for stream debris clearing and mitigation
- Applied for and received \$315,000 of Phase I Volkswagen Mitigation Grant funds for replacement of three Solid Waste Trucks
- Finalized plans for Level 3 Child Residential Treatment Services in Cumberland County in partnership with Alliance Health

Throughout COVID-19, the County has continued to provide our normal services, adapt rapidly to new pandemic driven projects, and start or continue many key initiatives despite the many challenges created by the ongoing impacts of the virus. This has only been accomplished through the sheer strength found within our organization and workforce and our ability to quickly adapt to the rapidly changing events and circumstances.

Economic Outlook

In May 2020, COVID-19 was destroying the health and well-being of our community and posing a significant threat to our financial well-being. Last year’s budget planning changed dramatically because of the pandemic which forced a slowdown of the economy both at the national and local levels creating great uncertainty about our economic future.

To prepare for this “unknown” pandemic impact, we were very conservative in our local revenue projections. The primary General Fund revenue sources are ad valorem and sales taxes which represent over 70% of total budgeted revenue. Our FY2021 revenue projections were based on published guidance from the North Carolina Association of County Commissioners (NCACC) as well as our experience during FY2014 and FY2015 when our sales tax dropped due to federal budget issues, sequestration and the federal government shutdown.

The good news is our forecasted revenue decline did not materialize and in fact, our local revenues have remained strong and are projected to exceed our prudent, conservative budget estimates. The best indicator of our economy is sales tax, and we project the sales tax revenue to exceed the FY2021 budget by \$9.9M. Federal stimulus payments and enhanced unemployment benefits contributed to increased retail spending, but the presence of Fort Bragg is another key component of our resilient local economy.

FY2021 revenue performance indicates our economy is recovering from the many impacts of the pandemic. However, uncertainty still exists about the future impacts of the pandemic from a health and well-being and financial perspective. We should remain steadfast on the Board's principles of long-term financial sustainability, creating resiliency and maintaining our strong financial position.

FY2022 Budget Development Goals

The Board of Commissioners met in February 2021 to establish priorities for the upcoming fiscal year. From there, objectives and action steps were developed for each priority. Those established priorities are:

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

In addition, the 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

Several years ago, the Capital Investment Fund (CIF) was created as the budget mechanism for Debt Service, Capital Projects, Repairs and Maintenance, Technology and most recently added Vehicle replacement costs. With the implementation of the CIF, the General Fund now only contains personnel, operational and minor capital expenses. As a part of building this recommended budget, our budget staff analyzed operational spending trends within the operating budgets. This was our first step in rightsizing our budget to reflect historical expenditure levels allowing funds to be repurposed.

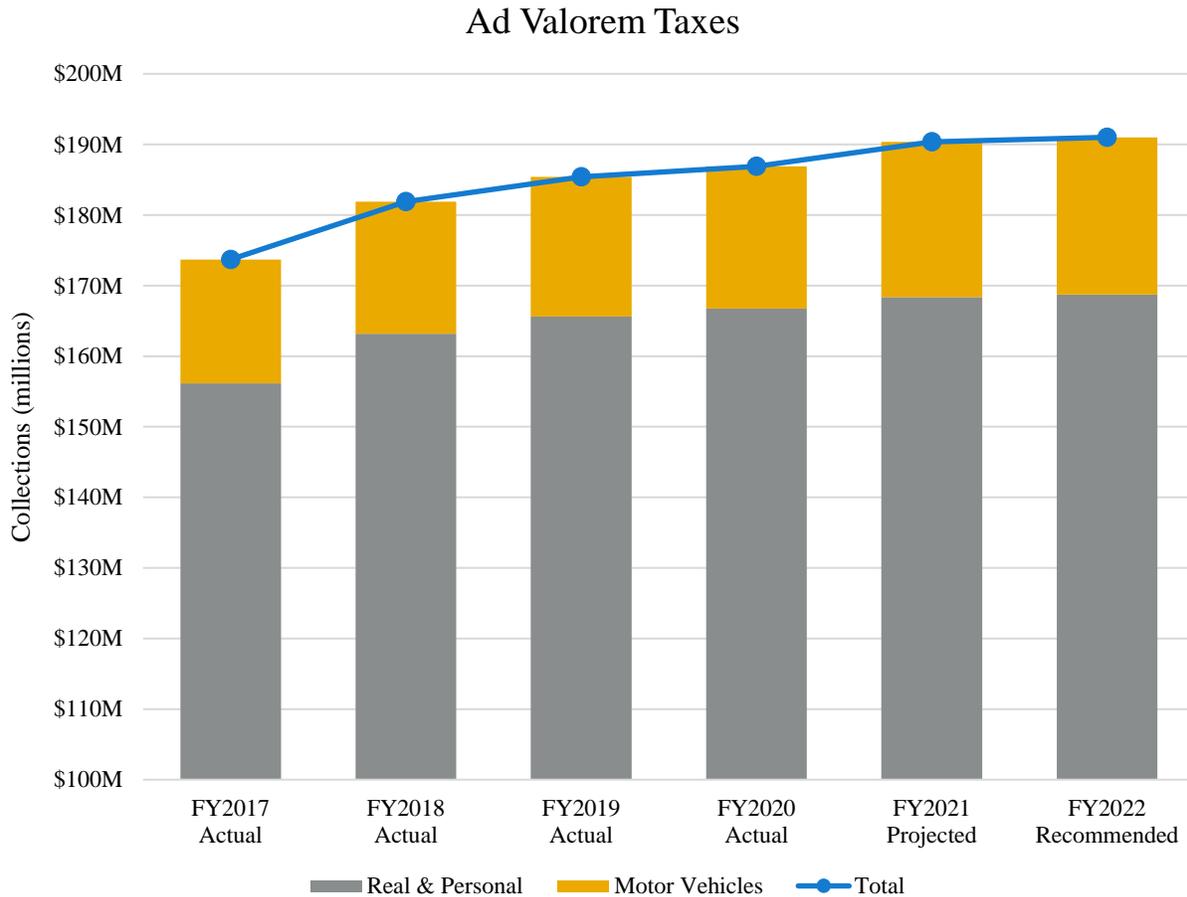
The recommended budget was developed to support the Board's goals and priorities and to achieve the following:

- Maintain the current property tax rate
- Continue providing core, mandated services to our citizens
- Advance the Diversity, Equity and Inclusion initiative

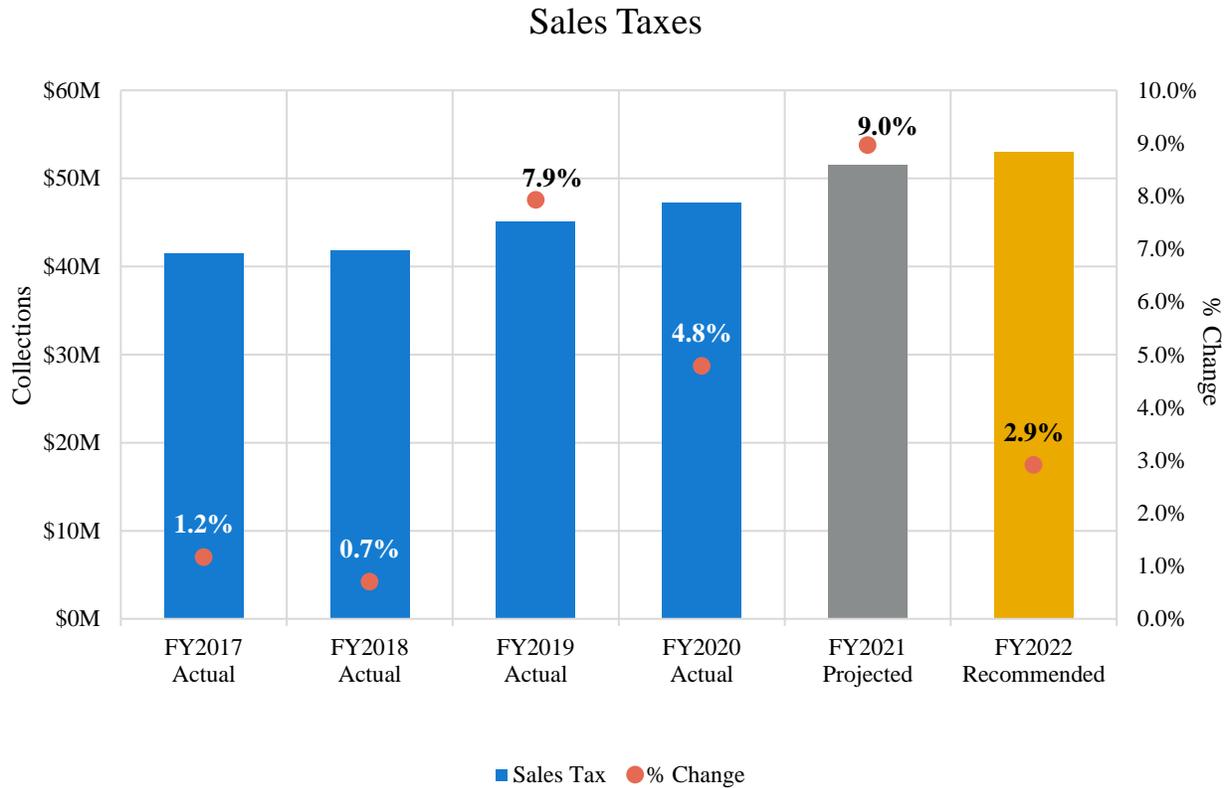
- Implement Phase III of the Recruitment and Retention Plan
- Continue merger of decentralized Information Technology functions
- Protect our Information Technology Infrastructure
- Address Public Safety recruitment and capital needs
- Continue multiyear review and implementation of Fleet Management Operation
- Advance Public Health education and mandated environmental health capacity
- Create the infrastructure to manage American Rescue Plan and federal grant opportunities

FY2022 General Fund Revenue

❖ **Ad Valorem Taxes:** The largest revenue source in the General Fund is ad valorem taxes representing almost 51% of total budgeted revenue. These taxes are based on the combined values for real property, personal property and motor vehicles of \$191,014,305. Real and Personal Property taxes for FY2022 is budgeted at \$168,721,614, an increase of \$2.8M (1.7%) over the FY2021 budgeted amount. Motor vehicle collections are anticipated to reach \$22,292,691 representing an increase of \$2.5M (12.8%) over the prior year budget.



- ❖ **Sales Taxes:** Sales taxes are budgeted at \$53,023,227, which represents an increase of \$11M (27.6%) over the FY2021 budget due to the conservative projections last year in anticipation of a drop in retail sales because of the pandemic. The recommended budget for FY2022 is \$1.5M (2.9%) above the FY2021 projected collections of \$51M.



- ❖ **Fund Balance Appropriated:** The fund balance appropriation of \$7,505,952 for recurring expenditures is within the policy previously adopted by the Board, which limits the appropriation to no more than 3% of recurring expenditures. In addition, our policy sets forth a minimum unassigned fund balance goal of 10%.

As mentioned earlier, our revenue has exceeded the conservative pandemic estimates for the current year ending June 30, 2021. Our projected expenditures for this year are less than the current year budget due to anticipated underspending related largely to COVID-19 and our continuing challenge with employee recruitment and retention. In addition, the County received \$12,220,383 in CARES funding to offset COVID related expenses and the Health Department received \$5,353,478 in federal COVID funding, both of which reduced the use of previously budgeted County funds. We anticipate that fund balance will increase by \$21M on June 30, 2021. We recommend these funds be assigned for one-time expenditures or transferred to the CIF.

FY2022 General Fund Expenditure Highlights

Local Government Employee Retirement System (LGERS) – Employer Rates

Under the direction of the State Treasurer’s Office, the LGERS Board voted in 2019 to increase the system’s employer contribution rates by 1.2% for three consecutive years beginning in FY2020. This action addresses a significant system funding shortfall expected in future years. The recommended budget includes additional funds in the amount of \$1.2M which represents the third year of the state-mandated increase.

Recruitment and Retention

The outside assessment conducted during FY2019 of our recruitment and retention challenges identified significant deficiencies in our pay practices. The FY2020 budget included recommendations in two areas: Cost of Living Adjustments (COLAs) and market adjustments. The study found our COLAs have not kept pace with the Consumer Price Index or pay adjustments awarded by competing employers over the years. The FY2020 budget included a recommendation of consistent application of COLAs annually to recognize inflation. Due to projected revenue losses related to COVID in FY2021, a COLA was not budgeted but a one-time payment of \$1,700 was included in the adopted FY2021 budget. The FY2022 recommended budget includes funding in the amount of \$3.1M for a 3% COLA.

The outside assessment also revealed that our starting salaries are lower in some classifications as compared to our counterparts, thus adding to our recruitment challenges. The recommended budget includes \$1.1M for Phase III of these market adjustments, addressing those classifications with competitive entry pay issues.

Our employee turnover remains high at 16.5% which speaks to our retention challenges. More concerning is the County’s vacancy rate which correlates with recruitment. From a countywide perspective our vacancy rate is 18.5%. However, if you examine departmental rates or specific functions or classifications such as School Health Nurses, Detention Officers and DSS Social Workers, we find vacancy rates that range as high as 20% to 53%.

Law Enforcement locally and nationally has struggled with both recruitment and retention. Many agencies are developing creative strategies such as sign-on bonuses, paid moving expenses and new policies as part of their outreach efforts in recruitment. Our Sheriff’s Office and Detention Center are one of the areas experiencing vacancy rates above the countywide average. To address the recruitment challenges in the Sheriff’s Office and the Detention Center, the recommended budget includes \$400,000 to establish a training incentive for those who are seeking to be trained to become deputies and detention officers or for those who wish to pursue additional training to advance their skills, education, training and compensation.

The following employees would qualify to receive a payment of \$1,400:

- Each new trainee (whether in BLET or Field Training for those who are experienced officers in a lateral transfer); and
- Each officer having been trained for 12 months or more who seeks to attend additional training, approved by the Sheriff and likely to benefit the functions of the Sheriff's Office or the Detention Center.
- As part of qualifying, the officer must sign a contract for a graduated reimbursement of the training incentive if the employee leaves prior to the expiration of 48 months.

We have significant challenges in recruiting and must develop strategies to remain competitive with compensation, benefits and work/life balance opportunities for our workforce. We continue to lose employees to other counties and agencies offering higher salaries with fewer responsibilities and hours. Our employees are our greatest asset and the avenue to providing excellent customer service to the citizens.

New Positions

Departments requested 33 new positions totaling \$1.8M. The recommended budget includes 10 new positions at a net county cost of \$548,254. These positions are added to support our core, mandated human service functions, IS Technology and Fleet Electronics.

Capital Outlay

Requested capital funding by County departments totaled \$2,851,098 and I am recommending full funding of these one-time capital requests. Of that amount, \$2,640,000 is recommended to purchase body worn cameras for the Sheriff's Office. In addition, \$310,000 is budgeted in the Capital Investment Fund for software and technology expenses that support body worn cameras for the Sheriff's Office. We are currently exploring grant opportunities with our federal lobbyist to fund the capital costs associated with these cameras.

Community Funding

Currently funded outside agencies requested FY2022 funding totaling \$595,987 which represents an increase of \$109,945. In addition, a new request was received from Orange Street School in the amount of \$18,400. The FY2022 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

The Board of Education requested current expense funding of \$88,111,166, an increase of \$7,399,466. The recommended budget includes an appropriation of \$83,033,918, which represents an increase of \$2,322,218 and is 43.47% of the projected ad valorem collections. This appropriation was computed to provide funding at the FY2021 percentage of projected collections, which continues the methodology employed under the previous funding agreements.

In addition to the appropriation of the \$83M, the recommended budget includes \$1,770,449 for School Health Nurses and \$2,276,050 for School Resource Officers and School Crossing Guards. The total recommended local current expense funding budgeted in support of the school system for FY2022 is \$87,080,417.

During FY2020, discussion continued between the County and the Board of Education on developing a new school funding agreement as well as funding related to the school system's strategic plan. However, due to COVID -19 those discussions have been postponed. It is anticipated that meetings with this workgroup will resume in the Fall of 2021.

Fayetteville Technical Community College (FTCC) requested funding in the amount of \$13,278,659 which is an increase of \$995,030. Due to expected revenue shortfalls related to COVID-19 during FY2021, funding last year for FTCC was limited to an increase of \$99,503 or 0.8%. The FY2022 recommended budget includes funding at the requested level of \$13,278,659.

New Initiatives

- **Involuntary Commitment Transportation** - Funding in the amount of \$175,000 is included in the recommended budget to contract with a vendor to assist the Sheriff's Office with the provision of this transport. A Request for Proposal was developed and issued in April for these services.
- **Justice Services Advisory Council** - Justice Services are provided throughout the County in a decentralized manner by Pre-Trial Services, Specialty Courts, Juvenile Crime Prevention, etc. In August of 2020, management established the Justice Services Advisory Council which has met consistently over the last 10 months. A consultant has been acquired through a grant to assist the Council in developing a strategic plan. The previous Pre-Trial Services Director position has been upgraded to a Criminal Justice Support Director to assist in the development, oversight and centralization of services to achieve enhanced coordination, efficiency and effectiveness in outcomes.
- **Dedicated Assistant Public Defender/Cumberland County Detention Center** - The recommended budget includes \$84,000 for an Assistant Public Defender position to assist with jail population management. Since July 1, 2020, the Public Defender's Office has increased efforts to respond to the daily jail population and other issues related to the Detention Center. They have staffed jail court every day, reviewed the daily jail list identifying cases that can be accelerated or have bonds revisited and coordinated with the

District Attorney's Office and jail personnel prior to court each day. The combined efforts of these offices have been successful in managing the jail population especially during the pandemic. The Public Defender has been able to staff this new endeavor since courts have been operating at reduced capacity during COVID-19. However, as court operations are starting back in earnest, they do not have the staffing capacity to sustain these efforts.

- **Management Analyst** - Included in the recommended budget is the reclassification of an existing Management Fellow position in the County Manager's Office to a Management Analyst. This position will provide support to the Manager's Office through organizational and performance strategies. Immediately, this position will play a critical role in assisting the American Rescue Plan (ARP) committee, County Management and Departments in the planning, organizing and management of the significant federal dollars and grant opportunities for the County. Additionally, this position will play a key role in the collection, analysis and reporting of the Board's goals, priorities and objectives.
- **Merger of County IT Functions** - Over the last several years, our focus has been on consolidating decentralized county functions. Thus far, we have successfully merged the Public Health and Library IT functions with County IT. The recommended budget includes the merger of the Social Services IT function with County IT. This will continue efforts to consolidate data centers, increase network security and eliminate redundant technology.

Fleet Management

In FY2020, we began a multi-year review of our fleet management operation. In the FY2021 adopted budget, \$3M of available fund balance in the Capital Investment Fund (CIF) was assigned to develop a fleet profile, begin a vehicle utilization study, and to provide for future vehicle replacement. Over the past year, progress has been made in formalizing fleet policies and in developing the fleet profile which examined all aspects of these critical assets.

We have 589 vehicles in our fleet with an average age of 11.1 years. The average age of the Sheriff's fleet is 9.8 years with average mileage of 102,000. Because of the age and condition of our fleet, in many cases the cost of repairs is exceeding the value of the vehicle and stretching internal resources in the Central Maintenance Facility. Over the last seven years, we have replaced on average 26 vehicles per year with 18 of those for the Sheriff's Office. To create capacity in updating our aging fleet, vehicle replacements have been moved to the Capital Investment Fund. The recommended budget includes \$2,978,558 to replace 45 of the 64 vehicles requested by Departments and recommended by our Fleet Manager.

Other Funds – Funding Priorities

Capital Investment Fund

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

CATEGORY	RECOMMENDED BUDGET FY2022
DEBT SERVICE	\$ 12,513,896
FTCC CAPITAL	11,100,000
CAPITAL IMPROVEMENT PLAN	4,795,000
PRELIMINARY CAPITAL	250,000
VEHICLES	3,043,336
INFORMATION TECHNOLOGY	499,450
MAINTENANCE & REPAIRS	885,500
TRANSFERS OUT	226,109
TOTAL CAPITAL INVESTMENT FUND	\$ 33,313,291

Community Development

The Board of Commissioners has established homelessness as a priority. Early in 2021, the State sent a Request for Application (RFA) to Charlotte, Durham, Fayetteville and Wilmington as notification of a grant opportunity. The grant is PATH – Projects for Assistance in Transition from Homelessness. The State was seeking an entity or a partnership among entities that have experience in homelessness as well as licensed clinicians who have mental health experience. Community Development will be supporting Homeless Street Outreach activities in partnership with CommuniCare, which applied for and received this PATH grant. Two positions funded through this grant are included in the recommended budget for Community Development.

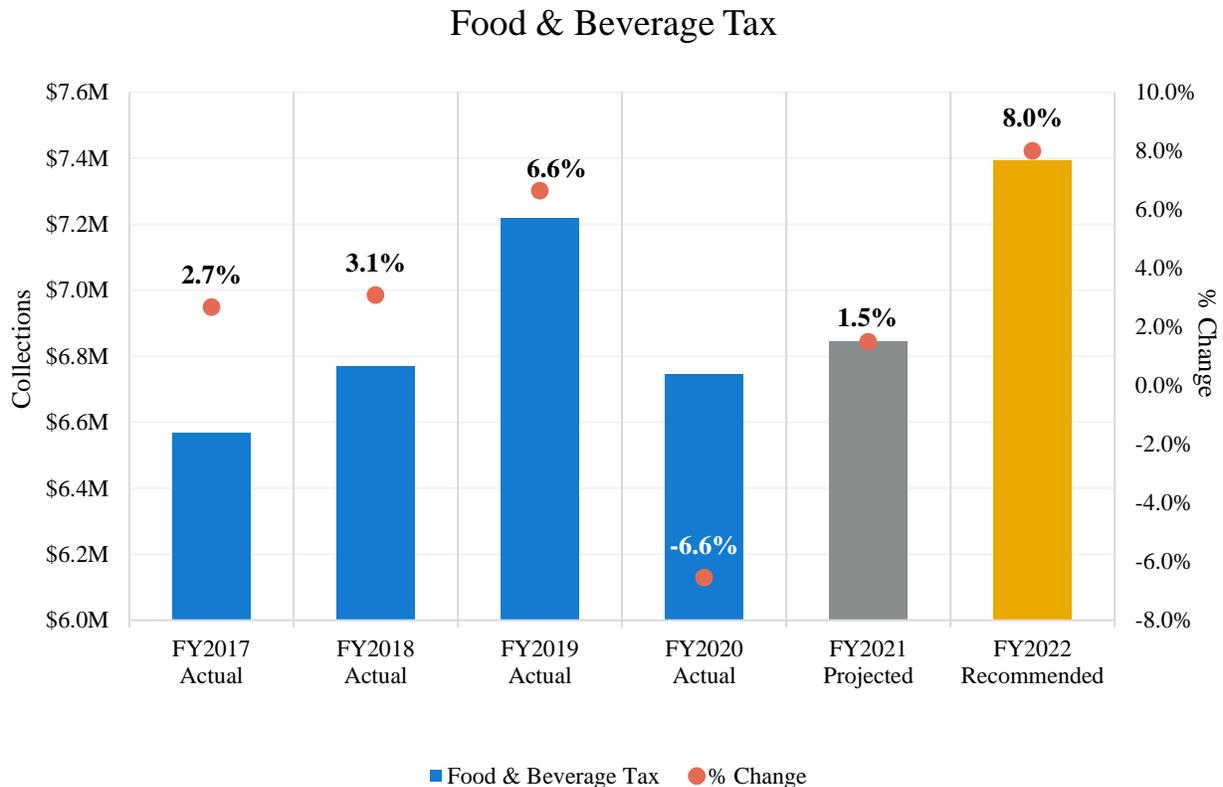
Enterprise Funds

Crown Complex

Three major revenue sources support the Crown Complex (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 have been significantly limited at the Crown since March of 2020 thus event revenue has been minimal. However, due to the ongoing efforts of Spectra Venue Management who has proactively managed the operational costs, Crown operating costs have not exceeded the FY2021 budget.

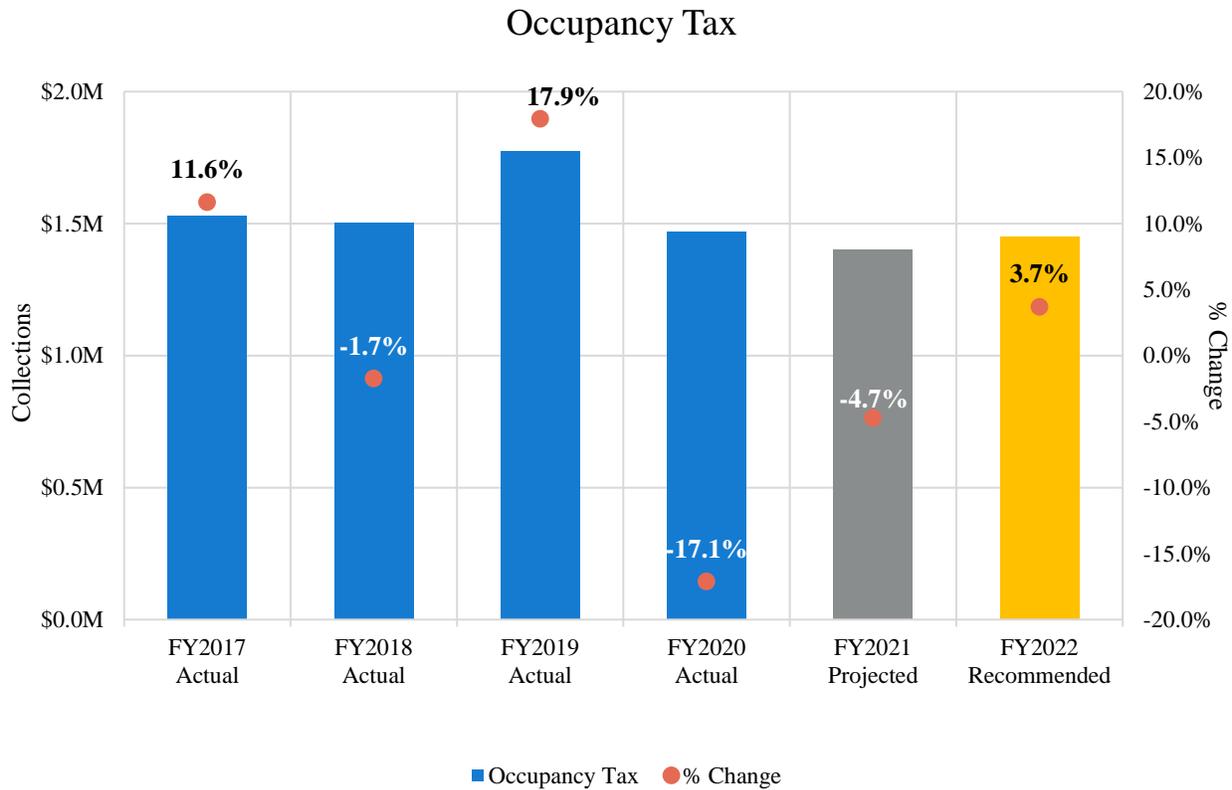
Food & Beverage Tax

Like sales tax, food & beverage tax revenue collections for FY2021 outperformed the conservative budget projections by \$797,106 (13%) as we anticipated a drop in revenue due to the Governor's restrictions for restaurants and bars. The FY2021 collections for Food and Beverage taxes are budgeted at \$7,393,357, which represents an increase of \$1.3M (22%) over the FY2021 budget.



Occupancy Tax

Unlike sales tax and food & beverage tax, the occupancy tax has been hit hard by COVID-19. The actual collections for FY2020 were \$1,469,474 (17.1%) less than FY2019. In the last quarter of FY2021, we are finally seeing an improvement in the occupancy tax collections at \$1,400,000 (4.1%) above our original projections. With the lifting of most COVID-19 restrictions, we believe that trend will continue. The recommended budget for FY2022 is \$1,451,839.



Solid Waste Enterprise Fund

The recommended budget for the Solid Waste Fund is \$14,624,399 which represents an increase of 2.8% over the prior year adopted budget. Included in the budget is \$1.7M for equipment and vehicle replacement.

Funds were set aside last year to begin the development 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. The key components of the master plan are as follows:

- Evaluation of Landfill life
- Capacity Analysis
- Landfill Gas Opportunities
- Landfill Gas Value Study
- Soil Deficiencies/Borrow Sources
- Wilkes Road Compost
- Availability Fee Analysis
- Land Acquisition
- Balefill Mining
- Environmental Justice Study

Completion of these different steps are critical in long-term planning for this critical operation. The different phases will continue to be presented to the Board over the next year.

Conclusion

This FY2022 Recommended Budget is presented for your review and consideration as you develop an adopted budget. This budget continues our philosophy of being fiscally conservative, prioritizes the Board's goals and preserves our core services given the unknown longer-term economic impacts of COVID-19. This public health crisis extended beyond individuals' physical health, it also threatened the financial well-being of entities both large and small. The Board of Commissioners' commitment to resiliency, fiscal prudence and long-term sustainability has proven to be the stabilizing factor in our ability to retain our strong financial position through this pandemic.

COVID-19 has uprooted how we conduct business and literally every aspect of how we live and work each day. Our employees have had to adapt to these personal changes as well as a new workload created by the pandemic while managing their normal daily workload. Navigating this crisis has been a team effort and we have persevered through the personal sacrifice and dedication of our workforce. I cannot thank our employees enough for their hard work and willingness to serve and protect our community. They truly are our greatest asset.

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

Respectfully submitted,



Amy H. Cannon
County Manager



**CUMBERLAND
COUNTY**

NORTH CAROLINA

Together, we can.

Budget Ordinance

The Board of County Commissioners hereby adopts and enacts the proposed 2022 fiscal year budget as recommended by the County Manager with amendments incorporated herein as the County of Cumberland's budget for FY2022 under the following terms and conditions:

SECTION I. ADOPTION OF FISCAL YEAR 2022

- 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 \$83,033,918.
- b. Fayetteville Technical Community College's current expense appropriation is adopted at \$13,278,659.

SECTION IV. PERSONNEL

- a. Cost of Living Increase – a 3% cost of living increase will be implemented for all permanent full-time and part-time employees who are active on July 1, 2021, to be effective with pay period beginning July 4, 2021.
- 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 \$30,194 and (6) Commissioners at \$22,619 each.	\$165,908
(7) Commissioners: 3% Cost of Living Adjustment effective with pay period beginning July 4, 2021	\$4,978

Travel Allowance:

(1) Chairman at \$8,400 and (6) Commissioners at \$7,200 each.	\$51,600
--	----------

Total Compensation and Allowances:	\$222,486
------------------------------------	-----------

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 2022 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.
 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.

Budget Ordinance

This ordinance is hereby adopted the 7th day of June 2021.



Charles Evans, Chairman



Amy H. Cannon, County Manager

Adjustments to the Recommended Budget

Attachment A

Fund	Expenditure Increase/(Decrease)	Revenue (Increase)/Decrease
101 - General Fund Recommended Budget	\$340,591,324	(\$340,591,324)
Sheriff's Office Pay Adjustments	744,282	
Detention Center Pay Adjustments	347,497	
Register of Deeds Adjustments	18,735	
General Government Other: Incentives	(400,000)	
General Government Other: FCEDC	96,000	
Grades 55-61 Pay Adjustments	1,124,879	(284,062)
Transfer to Community Transportation Program Fund 277 Grades 55-61	6,590	
Fund Balance Appropriation		(1,653,921)
Total Amended General Fund:	\$342,529,307	(\$342,529,307)
107 - Capital Investment Fund Recommended Budget	\$33,313,291	(\$33,313,291)
Transfer to NORCRESS Fund 605 Capital Items	685,000	
Fund Balance Appropriation		(685,000)
Total Amended Capital Investment Fund:	\$33,998,291	(\$33,998,291)
207 - Inmate Welfare Fund Recommended Budget	\$342,000	(\$342,000)
Grades 55-61 Pay Adjustments	12,777	
Visitation Commission		(12,777)
Total Amended Inmate Welfare Fund:	\$354,777	(\$354,777)
240 - American Rescue Plan Fund Recommended Budget	\$0	\$0
American Rescue Plan Operating Expenditures	32,584,345	
American Rescue Plan Round 1		(32,584,345)
Total Amended American Rescue Plan Fund:	\$32,584,345	(\$32,584,345)
277 - NC Elderly Handicap Transportation Fund Recommended Budget	\$1,044,267	(\$1,044,267)
Grades 55-61 Pay Adjustments	6,590	
Transfer from General Fund 101		(6,590)
Total Amended NC Elderly Handicap Transportation Fund Budget:	\$1,050,857	(\$1,050,857)
605 - NORCRESS Water & Sewer Fund Recommended Budget	\$695,392	(\$695,392)
Phase I Capital Improvement Plan	685,000	
Transfer from Capital Investment Fund 107		(685,000)
Total Amended NORCRESS Water & Sewer Fund:	\$1,380,392	(\$1,380,392)
625 - Solid Waste Fund Recommended Budget	\$14,624,399	(\$14,624,399)
Grades 55-61 Pay Adjustments	91,123	
Capital Outlay Gas Line System	425,444	
Fund Balance Appropriation		(516,567)
Total Amended Solid Waste Fund:	\$15,140,966	(\$15,140,966)

Adjustments to the Recommended Budget

Attachment A

Fund	Expenditure Increase/(Decrease)	Revenue (Increase)/Decrease
801 - Group Insurance Fund Recommended Budget	\$28,450,975	(\$28,450,975)
Provide Deductible Reimbursement for BCBS Plan Members (max \$1,000 individual, \$3,000 family)	1,100,000	
Fund Balance Appropriation		(1,100,000)
Total Amended Group Insurance Fund:	\$29,550,975	(\$29,550,975)

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
101 - GENERAL FUND		
41 - TAXES AND LICENSES		
411000 - TAXES CURRENT YEAR	\$168,721,614	
411001 - TAXES 1ST PRIOR YEAR	600,000	
411002 - TAXES 2ND PRIOR YEAR	138,000	
411009 - TAXES ALL PRIOR YEARS	90,000	
411100 - MOTOR VEH TAG & TAX - DOR	22,292,691	
411198 - MOTOR VEH TAX ALL PRIOR YEARS	56,000	
411200 - ADVERTISING CHARGES	40,000	
411201 - INTEREST	500,000	
411235 - LATE LISTING PENALTY	78,000	
411250 - PROCESS FEES-TAX DEPT	26,959	
411500 - PET REGISTRATION FEES	41,000	
411550 - REAL ESTATE TRANSFER TAX	1,600,000	
411575 - BEER AND WINE TAXES	383,000	
411600 - SALES TAX ART 39 1C	21,287,766	
411601 - SALES TAX ART 40 1/2C	12,052,622	
411602 - SALES TAX ART 42 1/2C	7,234,020	
411605 - SALES TAX ART 44 REP	36,209	
411606 - SALES TAX ART 46 1/4C	12,412,610	
411650 - SALES TAX VIDEO & TELECOMM	449,000	
411750 - RENTAL VEH RECEIPTS CUR YR	613,000	
411760 - RENTAL EQUIP RECEIPTS CUR YR	215,000	
42 - INTERGOVERNMENTAL UNRESTRICTED		
422000 - FEDERAL PRISONERS HOUSING	20,000	
422020 - SOCIAL SECURITY INCENTIVE PMT	15,000	
422100 - NC PRISONER HOUSING	500,000	
422110 - INVESTIGATION SUPPORT	30,000	
422130 - SAFE ROADS ACT (DWI)	11,200	
422200 - FAYETTEVILLE TAX COLLECTION	346,500	
422201 - FAY SALES TAX EQUALIZATION	2,712,476	
422202 - FAY ST EQUALIZATION	5,764,012	
422203 - WADE ST EQUALIZATION	1,280	
422205 - STEDMAN ST EQUALIZATION	175	
422206 - SPRING LK ST EQUALIZATION	401,941	
422207 - GODWIN ST EQUALIZATION	2,860	
422208 - FALCON ST EQUALIZATION	200	
422209 - HOPE MILLS ST EQUALIZATION	400	
422300 - MUNICIPALITIES TAX COLLECTION	286,810	
422302 - CITY OF FAYETTEVILLE	204,000	
422303 - TOWN OF FALCON	1,300	
422304 - TOWN OF GODWIN	1,000	
422305 - TOWN OF HOPE MILLS	301,321	
422306 - TOWN OF LINDEN	1,800	
422307 - TOWN OF SPRING LAKE	204,778	
422308 - TOWN OF STEDMAN	1,600	
422309 - TOWN OF WADE	1,000	
422310 - TOWN OF EASTOVER	79,600	
422400 - ABC 3 1/2%	1,479,314	
422401 - ABC STORE PROFIT	2,500,000	
422500 - FTCC REIMBURSEMENT	6,000	

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
43 - INTERGOVERNMENTAL RESTRICTED		
433012 - USDA NATURAL RES CONSERV GRNT	\$2,133,645	
433065 - STATE CRIMINAL ALIEN ASSIST	\$50,000	
433070 - CHILD SUPPORT ENFORCE INCENT	500,000	
433071 - CHILD SUPPORT ENFORCEMENT IV-D	3,533,420	
433076 - BYRNE GRANTS	203,758	
433089 - ADULT SOBRIETY COURT	97,335	
433095 - AFDO GRANTS	3,000	
433100 - NC HEALTH SERVICES	233,260	
433101 - NC BREASTFEEDING PEER COUNSELR	119,220	
433102 - NC HEALTH PROMOTION	34,354	
433103 - NC TB PROJECT	111,652	
433105 - NC COMMUNICABLE DESEASE	60,778	
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	180,000	
433113 - NC WIC NUTRITION EDUCATION	475,000	
433114 - NC WIC CLIENT SERVICES	1,644,518	
433115 - NC WIC BREASTFEEDING PROGRAM	140,000	
433118 - NC CHILD HEALTH	196,604	
433119 - NC CHILD CARE COORDINATION	50,573	
433120 - NC MATERNAL HEALTH	198,910	
433121 - NC BREAST & CERVICAL CANCER	46,150	
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	299,265	
433140 - IPC REGIONAL TEAM COVID	248,030	
433141 - NC PARTNERSHIP CHILD-CCHC	216,914	
433201 - WORKFIRST	80,000	
433300 - SSBG OTHER SVCS & TRAINING	2,175,876	
433302 - FOOD STMP RCVRY INCENTIVE	303,498	
433303 - FOOD STAMP ADMIN	5,076,406	
433304 - DMA MEDCD REIMB TRANS	1,275,000	
433305 - CCDF - ADMIN	880,879	
433306 - PERMANENCY PLANNING-REG	99,108	
433307 - SHARE THE WARMTH	4,842	
433310 - CSE SHARES-IVE	7,500	
433311 - CSE SHARES-SFHF	100,000	
433312 - FOSTER CARE BOARD	4,274,991	
433313 - DIVORCE FILING FEES	20,000	
433314 - IV - E ADMINISTRATION	3,540,313	
433315 - ADOPT ASSIST IV-B NAS	48,179	
433316 - EMERGENCY SHELTER GRANT	22,940	
433317 - SPECIAL LINKS	50,000	
433318 - ENERGY PROGRAM	287,926	
433319 - DOMESTIC VIOLENCE GRANT	\$20,000	

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
433320 - ADULT PROTECTIVE SERVICES	\$31,199	
433321 - HEALTH CHOICE	136,799	
433323 - FAMILY VIOLENCE GRANT	46,292	
433324 - MEDICAL ASSIST ADMIN	6,061,959	
433326 - TANF	5,252,352	
433330 - FVPSA	30,786	
433331 - ADULT DAY CARE	129,020	
433332 - LINKS	140,073	
433333 - CRISIS INTERVENTION	3,659,660	
433334 - WORKFIRST TRANS	850	
433335 - CHILD WELFARE IN HOME	656,417	
433337 - FAMILY REUNIFICATION	236,617	
433338 - MISCELLANEOUS	7,500	
433500 - NC LIBRARY PROGRAMS GRANT	305,979	
433620 - NC SOIL CONSERV COST SHARE PGM	29,940	
433626 - NC DISASTER RECOVER ACT2018	414,952	
433635 - NC C5 RENT	39,560	
433670 - NC VETERANS SERVICE	2,000	
433673 - CRIME COMMISSION GRANT	149,893	
433681 - NC PREPAREDNESS GRANT	90,696	
433682 - LEPC - HAZARD MATERIALS PLAN	8,000	
433687 - NC LEPC TIER II GRANT	1,000	
433689 - NC HAZARD MITIGATION	130,000	
433700 - ADVISORY COUNCIL	6,800	
433701 - HORTICULTURE	7,500	
433703 - FIELD CROPS	4,500	
433704 - FAMILY & CONSUMER SCIENCES	10,000	
433705 - 4-H	24,500	
433706 - COOP EXT FUNDRAISERS	7,500	
433707 - COMMERCIAL HORTICULTURE	5,000	
433708 - LIVESTOCK	2,000	
433709 - BETTER LIVING	6,500	
433710 - FARM APP	1,700	
433715 - AMERICAN PUBL HEALTH ASSOC	50,000	
433721 - FTCC - SPRING LAKE LIBRARY	57,054	
433730 - CSC FACILITIES FEES	283,830	
433746 - CONTRIBUTIONS TO SHERIFF	7,000	
433750 - CC SCHOOL HEALTH	965,731	
433760 - ABC 5 CENTS TAX REVENUE	138,180	
433761 - ABC PROFIT FOR EDUCATION	278,700	
433768 - DUKE ENDOWMENT GRANT FUND	450,000	
433772 - OTHER MUNICIPALITIES PLANNING	100,000	
433775 - E-RATE FUNDS LOCAL	61,149	
433803 - COURT ORDERED FORFEITED FUNDS	500	
433805 - CONCEALED WEAPON PERMIT	250,000	
433810 - NC PRECIOUS METALS	750	
433820 - STORM WATER UTILITY	69,474	
44 - CHARGES AND SERVICES		
444000 - SINGLE FAMILY DWELLING	360,000	
444001 - MANUFACTURED HOME	22,000	
444002 - BUILDING INSPECTION	150,000	

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
444003 - ELECTRICAL INSPECTION	\$50,000	
444004 - HEATING A/C INSPECTION	62,000	
444005 - PLUMBING INSPECTION	15,000	
444006 - ZONING	13,000	
444008 - GEN. CONTRACTOR PERMIT FEE	5,000	
444009 - COUNTY DEMOLITION	20,000	
444012 - MISCELLANEOUS INSPECTN/PERMIT	12,000	
444025 - PLANNING REZONING FEES	35,000	
444026 - PLANNING PROJECTS FEES	246,331	
444050 - MARRIAGE LICENSE	75,623	
444055 - REGISTER OF DEEDS FEES	1,229,150	
444056 - MAILING FEES	1,000	
444060 - NCVR CERTIFIED COPY	2,527	
444100 - ESCROW NC TB CONTROL	3,000	
444101 - EW NC STD/CD	170,000	
444102 - ESCROW EXPRESS CARE	151,000	
444104 - EXPRESS CARE FEES	275,000	
444105 - PLOT PLANS	135,000	
444106 - RABIES CLINIC	13,200	
444107 - ENVIRONMENTEL HEALTH FEES	220,000	
444108 - MEDICAL CLINIC	2,000	
444109 - CAROLINA ACCESS CAPITATION FEE	70,000	
444110 - LAB FEES	186,000	
444111 - FAMILY PLANNING FEES	50,000	
444112 - CASE MANAGEMENT FEES	1,935,155	
444113 - BCCCP FEES	100	
444115 - TB CLINIC FEES	52,000	
444117 - CHILD HEALTH FEES	25,000	
444118 - MATERNAL HEALTH FEES	14,000	
444120 - MEDICAL RECORD FEES	3,500	
444121 - COMMUNICABLE DISEASE FEES	5,000	
444122 - MISCELLANEOUS	1,500	
444124 - HEALTHNET FEES	40,000	
444125 - ESCROW NC CHILD/MATERNAL HLTH	747,000	
444126 - PHARMACY SERVICES	407,916	
444200 - BOOK FINES	112,000	
444201 - NON-RESIDENT LIBRARY FEES	1,125	
444400 - PROCESS FEES	700,000	
444401 - DETENTION CENTER FEES	65,000	
444402 - ID FEES	225,000	
444403 - SECURITY - DSS	80,000	
444404 - SECURITY - HEALTH DEPT	84,000	
444405 - SECURITY - BOARD OF ED	2,950,000	
444408 - CSC OFFICER FEES	40,000	
444409 - CUMB CO CHILD SPT ENFORCEMENT	560,000	
444412 - CSC RESTITUTION	2,500	
444413 - COMMISSION PROPERTY SALE	15,000	
444417 - CSC DRUG LAB FEES	10,000	
444500 - CFVH ELIGIBILITY SPECIALIST	35,000	
444501 - DSS ENROLLMENT FEES	1,500	
444502 - ADOPTION INTERMEDIARY SVC FEE	2,400	
444503 - RELATIVE ADOPTION	1,000	

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
444504 - INDEPENDENT PLACEMENT STUDY	\$1,500	
444507 - ENERGY NEIGHBORS	13,666	
444600 - PRINTING FEES	99,000	
444610 - CSE NPA COLLECTION FEES	60,000	
444611 - CHILD SUPPORT ENFORCE FEES	7,500	
444612 - CHILD SUPPORT PATERNITY LOCAL	500	
444624 - FIRE PLANS REVIEW FEES	5,000	
444625 - INSPECTION FEES	20,000	
444626 - FIRE PERMIT FEES	10,000	
444630 - ANIMAL SHELTER FEES	25,000	
444632 - SPAY/NEUTER	35,000	
444634 - MICROCHIP FEES RECLAIM	9,200	
444635 - EUTHANASIA FEES	1,000	
444636 - FT. BRAGG SERVICE CONTRACT	160,000	
444637 - ADOPTION FEES	175,000	
444650 - GARAGE LABOR FEES	150,000	
444651 - SUPPLY FEES	720	
444680 - EMERGENCY 911 REIMB	150,000	
444690 - TAX SUPERVISOR COPIES	2,000	
444695 - COUNTY DEPT SIGN FEE	7,500	
444697 - CANDIDATE FILING FEES	12,000	
444999 - INDIRECT COST CHARGES	772,977	
46 - SPECIAL ASSESSMENTS		
466004 - BULLARD CIRCLE WATER	10,000	
466999 - INTEREST SPECIAL ASSESSMENTS	2,000	
47 - CAPITAL CONTRIBUTION & GRANTS		
477000 - LIBRARY - PRIVATE GRANTS	3,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	75,000	
488030 - PNC REBATE	10,000	
488100 - RENT BUILDINGS	148,464	
488101 - RENT DIV OF SOCIAL SERVICES	56,238	
488103 - LEASE/RENT INDUSTRIAL PARK	10,495	
488104 - LEASE LAND CFVMC	4,313,522	
488105 - LEASE WINDING CREEK ALLIANCE	203,940	
488107 - SNACK BAR RENTAL FEES	14,000	
488108 - RENT NO TILL DRILL	7,500	
488110 - UTILITIES REIMBURSEMENT	44,000	
488233 - PET SMART CHARITIES	10,000	
488234 - SOIL AND WATER FUNDRAISER	4,000	
488354 - ANIMAL SERVICES DONATIONS	4,500	
488400 - MISCELLANEOUS	77,600	
488406 - FIRE CHIEF'S ASSOCIATION	8,625	
488411 - POSTAGE	195,000	
49 - OTHER FINANCIAL SOURCES		
499107 - TRANSFER FROM FUND 107	226,109	
499200 - TRANSFER FROM FUND 200	65,411	
499220 - TRANSFER FROM FUND 220	24,000	

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
499901 - FUND BALANCE APPROPRIATED	\$8,388,251	
499903 - FUND BALANCE APPROP - HEALTH	583,622	
499909 - FUND BAL APPR - WATER/SEWER	188,000	
101 - GENERAL FUND Total		\$342,529,307
106 - COUNTY SCHOOL FUND		
41 - TAXES AND LICENSES		
411603 - SALES TAX 1/2 SCH ART 40	\$3,633,333	
411604 - SALES TAX 1/2 SCH ART 42	7,266,667	
42 - INTERGOVERNMENTAL UNRESTRICTED		
422201 - FAY SALES TAX EQUALIZATION	930,000	
43 - INTERGOVERNMENTAL RESTRICTED		
433605 - NC EDUCATION LOTTERY PROCEEDS	3,281,839	
48 - MISCELLANEOUS GENERAL REVENUE		
488075 - SALES TAX REFUND	74,999	
106 - COUNTY SCHOOL FUND Total		\$15,186,838
107 - CAPITAL INVESTMENT FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433075 - FEDERAL BOND INTEREST SUBSIDY	\$766,465	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	257,482	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	18,706,356	
499106 - TRANSFER FROM FUND 106	4,928,533	
499901 - FUND BALANCE APPROPRIATED	9,339,455	
107 - CAPITAL INVESTMENT FUND Total		\$33,998,291
200 - FOOD AND BEVERAGE FUND		
41 - TAXES AND LICENSES		
411720 - FOOD & BEVERAGE TAX	\$7,393,357	
411729 - FOOD & BEVERAGE TAX ALL PRIOR	60,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	1,000	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	1,831,923	
200 - FOOD AND BEVERAGE FUND Total		\$9,286,280
201 - INTERGOVERNMENTAL FUND		
41 - TAXES AND LICENSES		
411550 - REAL ESTATE TRANSFER TAX	\$1,600,000	

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
43 - INTERGOVERNMENTAL RESTRICTED		
433600 - STATE TREASURERS ALLOCATION	\$154,873	
433805 - CONCEALED WEAPON PERMIT	250,000	
44 - CHARGES AND SERVICES		
444050 - MARRIAGE LICENSE	105,873	
201 - INTERGOVERNMENTAL FUND Total		\$2,110,746
204 - FEDERAL DRUG FORFEITURE FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433055 - FEDERAL DRUG FORFEITURES	\$50,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	750	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	200,000	
204 - FEDERAL DRUG FORFEITURE FUND Total		\$250,750
205 - FEDERAL DRUG JUSTICE FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433055 - FEDERAL DRUG FORFEITURES	\$5,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	500	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	25,500	
205 - FEDERAL DRUG JUSTICE FUND Total		\$31,000
206 - STATE DRUG FORFEITURE FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433674 - NC CONTROLLED SUBSTANC	\$7,500	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	250	
206 - STATE DRUG FORFEITURE FUND Total		\$7,750
207 - INMATE WELFARE FUND		
44 - CHARGES AND SERVICES		
444123 - DET CTR HEALTH FEES	\$7,000	
444418 - VISITATION COMMISSION	37,777	
444419 - TABLET COMMISSION	25,000	

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
48 - MISCELLANEOUS GENERAL REVENUE		
488201 - COMMISSIONS TELEPHONE	\$120,000	
488231 - SALES CANTEEN	160,000	
488400 - MISCELLANEOUS	5,000	
207 - INMATE WELFARE FUND Total		\$354,777
210 - SCHOOL FINES & FORFEITURES		
43 - INTERGOVERNMENTAL RESTRICTED		
433751 - SCHOOL FINES & FORFEITURES	\$20,500	
210 - SCHOOL FINES & FORFEITURES Total		\$20,500
215 - ANIMAL MEDICAL FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433825 - INJURED ANIMAL STABILIZATION	\$200	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	3,800	
215 - ANIMAL MEDICAL FUND Total		\$4,000
220 - SPECIAL FIRE DISTRICT FUND		
41 - TAXES AND LICENSES		
411000 - TAXES CURRENT YEAR	\$10,074,405	
411001 - TAXES 1ST PRIOR YEAR	33,224	
411002 - TAXES 2ND PRIOR YEAR	14,491	
411100 - MOTOR VEH TAG & TAX - DOR	1,238,587	
411198 - MOTOR VEH TAX ALL PRIOR YEARS	5,197	
411199 - MOTOR VEH TAX CY - COUNTY	3,995	
411201 - INTEREST	22,424	
411235 - LATE LISTING PENALTY	7,786	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	7,328	
220 - SPECIAL FIRE DISTRICT FUND Total		\$11,407,437
240 - AMERICAN RESCUE PLAN ACT FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433093 - AMERICAN RESCUE PLAN ACT	\$32,584,345	
240 - AMERICAN RESCUE PLAN ACT FUND Total		\$32,584,345
245 - JUVENILE CRIME PREVENTION FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433312 - FOSTER CARE BOARD	\$130,000	
433399 - UNALLOCATED JCPC REVENUE	456,345	
433400 - NC JCP FIND-A-FRIEND	99,864	
433402 - NC JCP JUVENILE ASSESSMENT CTR	277,078	
433404 - NC JCP FAMILIES & COURTS TOGET	180,000	
433405 - NC JCP DISPUTE RESOLUTION	90,829	

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
433406 - NC JCP RESTITUTION	\$53,255	
433409 - JCP RESIDENTIAL GROUP HOME	147,000	
433412 - NC JCP FIND A FRIEND CRP	48,543	
433415 - NC JCP PICKENS PEACE PROJECT	86,066	
44 - CHARGES AND SERVICES		
444705 - STAFF SUPPORT	15,500	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	653,633	
245 - JUVENILE CRIME PREVENTION FUND Total		\$2,238,113
250 - RECREATION FUND		
41 - TAXES AND LICENSES		
411000 - TAXES CURRENT YEAR	\$4,485,724	
411001 - TAXES 1ST PRIOR YEAR	15,199	
411002 - TAXES 2ND PRIOR YEAR	1,835	
411009 - TAXES ALL PRIOR YEARS	13,005	
411100 - MOTOR VEH TAG & TAX - DOR	516,223	
411198 - MOTOR VEH TAX ALL PRIOR YEARS	2,837	
411199 - MOTOR VEH TAX CY - COUNTY	1,745	
411201 - INTEREST	11,635	
411235 - LATE LISTING PENALTY	4,546	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	\$140,000	
250 - RECREATION FUND Total		\$5,192,749
260 - EMERGENCY TELEPHONE SYS FUND		
42 - INTERGOVERNMENTAL UNRESTRICTED		
422302 - CITY OF FAYETTEVILLE	\$4,752	
43 - INTERGOVERNMENTAL RESTRICTED		
433686 - NC 911 BOARD (WIRELESS)	373,382	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	1,109,040	
260 - EMERGENCY TELEPHONE SYS FUND Total		\$1,487,174
264 - CDBG-DISASTER RECOVERY		
43 - INTERGOVERNMENTAL RESTRICTED		
433697 - NC CDBG-DR	\$2,000,000	
264 - CDBG-DISASTER RECOVERY Total		\$2,000,000
265 - COUNTY CD FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433042 - CDBG ENTITLEMENT (FEDERAL)	\$822,179	
433082 - CARES GRANT	300,000	

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
433092 - EMERGENCY RENTAL ASSISTANCE	\$1,867,772	
433765 - PROGRAM INCOME ECON DEVEL	100,000	
433766 - PROGRAM INCOME HOUSING REHAB	72,887	
48 - MISCELLANEOUS GENERAL REVENUE		
4B3001 - TIER 3 MISCELLANEOUS	38,900	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	226,793	
265 - COUNTY CD FUND Total		\$3,428,531
266 - CD HOME FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433041 - H.O.M.E GRANT (FEDERAL)	\$378,554	
433755 - PROGRAM INCOME AFFORD HOUSING	100,000	
433766 - PROGRAM INCOME HOUSING REHAB	80,000	
433767 - PROGRAM INCOME 1ST TIME HOME	20,000	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	94,639	
266 - CD HOME FUND Total		\$673,193
267 - CD SUPPORT HOUSING FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433040 - CONTINUUM OF CARE HUD GRANTS	\$304,809	
48 - MISCELLANEOUS GENERAL REVENUE		
488053 - FAYETTEVILLE REIMBURSEMENT	100,000	
488056 - COMMUNICARE REIMBURSEMENT	139,911	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	152,418	
267 - CD SUPPORT HOUSING FUND Total		\$697,138
275 - TRANSIT PLANNING		
43 - INTERGOVERNMENTAL RESTRICTED		
433000 - FEDERAL TRANSIT PLANNING	\$66,400	
433655 - TRANSIT PLANNING	8,300	
433770 - FAYETTEVILLE PLANNING DEPT	4,474	
433772 - OTHER MUNICIPALITIES PLANNING	2,283	
44 - CHARGES AND SERVICES		
444027 - IN-KIND PLANNING DEPARTMENT	1,543	
275 - TRANSIT PLANNING Total		\$83,000
276 - US DOT 104 FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433656 - NC DOT GRANT PL 112	\$470,252	

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
433770 - FAYETTEVILLE PLANNING DEPT	\$56,629	
433771 - FAYETTEVILLE IN KIND	12,500	
433772 - OTHER MUNICIPALITIES PLANNING	28,893	
44 - CHARGES AND SERVICES		
444027 - IN-KIND PLANNING DEPARTMENT	19,541	
276 - US DOT 104 FUND Total		\$587,815
277 - NC ELDERLY-HANDI TRANSP FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433334 - WORKFIRST TRANS	\$85,199	
433658 - NC ELDERLY-HANDICAPPED TRANS	184,334	
433659 - NC RURAL GENERAL PUBLIC GRANT	88,780	
433660 - NC 5310 GRANT NONMEDICAL TRANS	206,474	
433662 - NC COMMUNITY TRANS PROG GRANT	162,992	
433663 - TRANSPORTATION REIMBURSEMENT	232,875	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	90,203	
277 - NC ELDERLY-HANDI TRANSP FUND Total		\$1,050,857
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	\$6,542,050	
285 - TOURISM DEVELOP AUTHORITY FUND Total		\$6,542,050
510 - CEMETERY TRUST FUND		
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	\$25	
488402 - BURIAL FEES	2,775	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	26,500	
510 - CEMETERY TRUST FUND Total		\$29,300

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
600 - CROWN CENTER FUND		
49 - OTHER FINANCIAL SOURCES		
499200 - TRANSFER FROM FUND 200	\$8,615,191	
600 - CROWN CENTER FUND Total		\$8,615,191
601 - CROWN MOTEL FUND		
41 - TAXES AND LICENSES		
411700 - ROOM OCCUPANCY TAX CROWN	\$1,451,839	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	1,000	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	2,300,000	
601 - CROWN MOTEL FUND Total		\$3,752,839
602 - CROWN DEBT SERVICE FUND		
49 - OTHER FINANCIAL SOURCES		
499200 - TRANSFER FROM FUND 200	\$605,678	
499601 - TRANSFER FROM FUND 601	3,752,839	
602 - CROWN DEBT SERVICE FUND Total		\$4,358,517
605 - NORCRESS WATER AND SEWER FUND		
43 - INTERGOVERNMENTAL RESTRICTED		
433725 - DEBT SERVICE FEE	\$76,800	
433727 - PUBLIC UTILITIES ADMIN FEE	15,360	
433728 - LIFT STATION FEES	118,070	
433795 - FACILITY INVESTMENT FEE (FIF)	670	
45 - ENTERPRISE CHARGES		
455205 - SEWER FEES - NORCRESS	441,551	
455208 - LATERAL/TAP CONSTRUCTION FEES	10,000	
455209 - CHEMICAL SURCHARGE FEE	32,288	
455214 - PUBLIC UTILITIES GENERAL FEES	653	
49 - OTHER FINANCIAL SOURCES		
499107 - TRANSFER FROM FUND 107	685,000	
605 - NORCRESS WATER AND SEWER FUND Total		\$1,380,392
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	59,202	
455208 - LATERAL/TAP CONSTRUCTION FEES	10,000	
455213 - ELDER VALVE FEE	3,000	

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
455214 - PUBLIC UTILITIES GENERAL FEES	\$1,968	
455216 - OPERATION & MAINT FEE-OVERHILL	12,701	
48 - MISCELLANEOUS GENERAL REVENUE		
455212 - LATE FEES	6,024	
488401 - RETURN CHECK FEE	140	
606 - KELLY HILLS WATER & SEWER FD Total		\$117,227
607 - SOUTHPOINT WATER & SEWER FD		
43 - INTERGOVERNMENTAL RESTRICTED		
433727 - PUBLIC UTILITIES ADMIN FEE	\$2,472	
45 - ENTERPRISE CHARGES		
455200 - WATER SALES	17,809	
455201 - WATER AVAILABILITY FEE	12,360	
455207 - TAP FEES	1,100	
455214 - PUBLIC UTILITIES GENERAL FEES	820	
455216 - OPERATION & MAINT FEE-OVERHILL	3,251	
48 - MISCELLANEOUS GENERAL REVENUE		
455212 - LATE FEES	2,040	
488401 - RETURN CHECK FEE	105	
607 - SOUTHPOINT WATER & SEWER FD Total		\$39,957
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	21,168	
455214 - PUBLIC UTILITIES GENERAL FEES	3,180	
455216 - OPERATION & MAINT FEE-OVERHILL	39,942	
48 - MISCELLANEOUS GENERAL REVENUE		
455212 - LATE FEES	12,360	
488401 - RETURN CHECK FEE	140	
608 - OVERHILLS WATER & SEWER FD Total		\$149,066
625 - SOLID WASTE FUND		
41 - TAXES AND LICENSES		
411201 - INTEREST	\$30,000	
411340 - SOLID WASTE USER CURRENT	5,929,672	
411341 - SOLID WASTE USER 1 PRIOR	60,000	
411342 - SOLID WASTE USER 2 PRIOR	12,000	
411349 - SOLID WASTE USER ALL PRIOR	8,000	
43 - INTERGOVERNMENTAL RESTRICTED		
433690 - ELECTRONICS MANAGEMENT PROGRAM	12,500	

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
433692 - NC TIRE DISPOSAL	\$450,000	
433693 - NC WHITE GOODS DISPOSAL	175,000	
433694 - NC SOLID WASTE DISPOSAL TAX	100,000	
44 - CHARGES AND SERVICES		
444699 - GAS EXTRACTION LEASE	350,000	
45 - ENTERPRISE CHARGES		
455001 - SOLID WASTE SERVICES - COUNTY	200,000	
455002 - SALE OF RECYCLABLE MATERIALS	370,000	
455003 - COMMERCIAL GARBAGE FEES	3,950,000	
48 - MISCELLANEOUS GENERAL REVENUE		
455212 - LATE FEES	10,000	
488000 - INTEREST INCOME	100,000	
488352 - ENVIRONMENTAL ENFORCEMENT	4,500	
488400 - MISCELLANEOUS	4,000	
49 - OTHER FINANCIAL SOURCES		
499000 - SALE OF F/A	50,000	
499901 - FUND BALANCE APPROPRIATED	3,325,294	
625 - SOLID WASTE FUND Total		\$15,140,966
800 - WORKERS COMPENSATION FUND		
48 - MISCELLANEOUS GENERAL REVENUE		
488410 - WORKERS' COMPENSATION	\$1,970,701	
800 - WORKERS COMPENSATION FUND Total		\$1,970,701
801 - GROUP INSURANCE FUND		
44 - CHARGES AND SERVICES		
444126 - PHARMACY SERVICES	\$200,000	
444127 - PHARMACY OTC	30,000	
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	5,000	
488235 - DRUGS REBATE	1,000	
488300 - PPO EMPLOYER	15,500,286	
488301 - PPO EMPLOYEE	1,800,000	
488302 - NON-PARTICIPATING BCBS MATCH	6,000,000	
488303 - PREMIUMS RETIREES	178,000	
488404 - INSURANCE REIMBURSEMENT	2,900,000	
49 - OTHER FINANCIAL SOURCES		
499901 - FUND BALANCE APPROPRIATED	2,936,689	
801 - GROUP INSURANCE FUND Total		\$29,550,975

Revenue by Fund and Source

Attachment B

DESCRIPTION	REVENUE	FY2022 ADOPTED BUDGET
802 - EMPLOYEE BENEFIT FUND		
48 - MISCELLANEOUS GENERAL REVENUE		
488000 - INTEREST INCOME	\$10	
488407 - EMPLOYEE SALARY DEDUCTIONS	400,000	
49 - OTHER FINANCIAL SOURCES		
499801 - TRANSFER FROM FUND 801	25,000	
802 - EMPLOYEE BENEFIT FUND Total		\$425,010
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	\$283	
49 - OTHER FINANCIAL SOURCES		
499101 - TRANSFER FROM FUND 101	100,000	
806 - GENERAL LITIGATION FUND Total		\$100,283
TOTAL FUNDS		\$539,521,265

Expenditures by Department

Attachment C

DESCRIPTION	EXPENSE	FY2022 ADOPTED BUDGET
101 - GENERAL FUND		
1014100 - GOVERNING BODY	\$682,250	
1014105 - ADMINISTRATION	1,992,345	
1014107 - PUBLIC INFORMATION	916,658	
1014108 - PRINT MAIL & DESIGN SERVICES	780,535	
1014110 - COURT FACILITIES	144,920	
1014111 - HUMAN RESOURCES	1,071,556	
1014112 - FACILITIES MAINTENANCE	1,158,465	
1014113 - LANDSCAPING & GROUNDS	800,763	
1014116 - CARPENTRY SHOP	217,753	
1014117 - FACILITIES MANAGEMENT	1,556,056	
1014118 - PUBLIC BUILDINGS JANITORIAL	965,301	
1014119 - CENTRAL MAINTENANCE	675,219	
1014120 - INNOVATION & TECHNOLOGY SVCS	6,507,246	
1014125 - BOARD OF ELECTIONS	1,556,013	
1014130 - FINANCIAL SERVICES	1,378,438	
1014135 - LEGAL	1,087,181	
1014145 - REGISTER OF DEEDS	2,481,316	
1014146 - REGISTER OF DEEDS AUTOMATION	135,000	
1014152 - TAX ADMINISTRATION	5,914,603	
1014153 - PROPERTY REVALUATION	472,489	
1014195 - GENERAL GOVERNMENT OTHER	23,689,045	
1014200 - SHERIFF	31,679,599	
1014203 - DETENTION CENTER	20,716,058	
1014214 - LEO SEPARATION ALLOWANCE	671,116	
1014218 - SHERIFF GRANTS	203,758	
101422F - SCHOOL LAW ENFORCEMENT - LOCAL	5,233,033	
1014240 - EMERGENCY SERVICES	4,051,026	
1014245 - EMERGENCY SERVICES GRANTS	139,000	
1014247 - CRIMINAL JUSTICE UNIT PRETRIAL	691,215	
1014248 - MISDEMEANOR PROGRAM	36,687	
1014250 - ANIMAL SERVICES	3,509,785	
1014295 - PUBLIC SAFETY OTHER	1,369,155	
1014301 - HEALTH DEPT GENERAL	14,164,207	
1014306 - DETENTION CNTR HEALTH PROGRAM	3,402,500	
1014310 - ENVIRONMENTAL HEALTH	1,862,231	
101432B - BIO-TERRORISM PREPAREDNESS	72,500	
101432N - CARE COORDINATION FOR CHILDREN	966,992	
101432P - PREGNANCY CARE MANAGEMENT	1,317,777	
1014334 - WIC - CLIENT SVCS	2,558,738	
101433F - SCHOOL HEALTH - BOE	965,731	
101433M - COMMUNITY TRANSFORMATION GRANT	126,155	
1014340 - COURT ORDERED EVALUATION	318,840	
1014341 - SOBRIETY COURT	129,780	
1014342 - MENTAL HEALTH OTHER	5,245,547	
1014350 - HEALTH OTHER	83,771	
1014365 - DEPARTMENT OF SOCIAL SERVICES	50,702,740	
1014366 - SOCIAL SERVICES OTHER	13,427,790	
1014367 - GRANT FAMILY VIOLENCE CARE CTR	591,467	
1014380 - WELFARE OTHER	380,064	
1014395 - VETERANS SERVICES	547,167	
1014396 - CHILD SUPPORT ENFORCEMENT	5,693,462	

Expenditures by Department

Attachment C

DESCRIPTION	EXPENSE	FY2022 ADOPTED BUDGET
1014398 - SL RESOURCE CENTER ADMIN	\$39,074	
1014402 - LIBRARY	10,431,034	
1014408 - LIBRARY GRANTS	64,149	
1014440 - CULTURE RECREATION OTHER	260,569	
1014502 - PLANNING	3,489,338	
1014504 - ENGINEERING	607,937	
1014506 - NC COOPERATIVE EXTENSION SRV	763,559	
1014507 - NC COOPERATIVE EXTENSION PROG	76,000	
1014508 - LOCATION SERVICES	275,533	
1014509 - SOIL CONSERVATION DISTRICT	2,209,655	
1014511 - SOIL CONSERV/COST SHARE PROG	79,284	
101451A - PUBLIC UTILITES	96,900	
1014520 - ECONOMIC PHYSICAL DEVEL OTHER	20,000	
1014526 - INDUSTRIAL PARK	4,332	
1014529 - ECONOMIC INCENTIVES	767,447	
1014590 - WATER AND SEWER DEPARTMENT	250,000	
1014702 - EDUCATION	98,053,453	
101 - GENERAL FUND Total		\$342,529,307
106 - COUNTY SCHOOL FUND		
1064703 - SCHOOL SPECIAL SALES TAX	\$1,646,694	
1064704 - SCHOOL C.O. CATEGORY I	7,148,930	
1064706 - SCHOOL C.O. CATEGORY II	2,359,375	
1064708 - SCHOOL C.O. CATEGORY III	750,000	
1064718 - SCHOOL CAPITAL OUTLAY LOTTERY	3,281,839	
106 - COUNTY SCHOOL FUND Total		\$15,186,838
107 - CAPITAL INVESTMENT FUND		
1074182 - VEHICLES CIF	\$3,043,336	
1074183 - FTCC CAPITAL CIF	11,100,000	
1074184 - MAINTENANCE & REPAIR CIF	885,500	
1074185 - CAPITAL IMPROVEMENT PLAN CIF	5,021,109	
1074186 - PRELIMINARY CAPITAL CIF	250,000	
1074187 - INFORMATION TECHNOLOGY CIF	499,450	
1074190 - CAPITAL INVESTMENTS	685,000	
1074194 - DEBT SERVICE CIF	12,513,896	
107 - CAPITAL INVESTMENT FUND Total		\$33,998,291
200 - FOOD AND BEVERAGE FUND		
2004109 - PREPARED FOOD & BEVERAGE TAX	\$9,286,280	
200 - FOOD AND BEVERAGE FUND Total		\$9,286,280
201 - INTERGOVERNMENTAL FUND		
2014201 - SHERIFF	\$250,000	
2014364 - DOMESTIC VIOLENCE CENTER	105,873	
2014450 - EXCISE TAX ON DEEDS	1,754,873	
201 - INTERGOVERNMENTAL FUND Total		\$2,110,746
204 - FEDERAL DRUG FORFEITURE FUND		
204422R - FEDERAL DRUG FORFEITURE	\$250,750	
204 - FEDERAL DRUG FORFEITURE FUND Total		\$250,750

Expenditures by Department

Attachment C

DESCRIPTION	EXPENSE	FY2022 ADOPTED BUDGET
205 - FEDERAL DRUG JUSTICE FUND		
205422P - FEDERAL FORFEITURE - JUSTICE	\$31,000	
205 - FEDERAL DRUG JUSTICE FUND Total		\$31,000
206 - STATE DRUG FORFEITURE FUND		
2064208 - STATE DRUG FORFEITURE	\$7,750	
206 - STATE DRUG FORFEITURE FUND Total		\$7,750
207 - INMATE WELFARE FUND		
2074205 - INMATE CANTEEN	\$354,777	
207 - INMATE WELFARE FUND Total		\$354,777
210 - SCHOOL FINES & FORFEITURES		
2104712 - SCHOOL FINES & FORFEITURES	\$20,500	
210 - SCHOOL FINES & FORFEITURES Total		\$20,500
215 - ANIMAL MEDICAL FUND		
2154251 - ANIMAL MEDICAL	\$4,000	
215 - ANIMAL MEDICAL FUND Total		\$4,000
220 - SPECIAL FIRE DISTRICT FUND		
2204259 - FIRE DISTRICTS INCENTIVES	\$2,778,174	
2204260 - BEAVER DAM FIRE DISTRICT	141,035	
2204261 - FIRE DISTRICT - SPECIAL	965,881	
2204262 - BETHANY FIRE DISTRICT	250,789	
2204264 - BONNIE DOONE FIRE DISTRICT	2,339	
2204266 - COTTON FIRE DISTRICT	1,065,250	
2204268 - CUMBERLAND ROAD FIRE DISTRICT	499,438	
2204270 - EASTOVER FIRE DITRICT	286,118	
2204272 - GODWIN-FALCON FIRE DISTRICT	101,877	
2204274 - GRAYS CREEK FIRE DEPT #18	458,447	
2204275 - GRAYS CREEK FIRE DEPT #24	458,447	
2204276 - LAFAYETTE VILLAGE FIRE DISTRIC	4	
2204278 - LAKE RIM FIRE DISTRICT	5,407	
2204282 - MANCHESTER FIRE DISTRICT	78,516	
2204284 - PEARCES MILL FIRE DISTRICT	823,969	
2204288 - STEDMAN FIRE DISTRICT	152,089	
2204290 - STONEY POINT FIRE DISTRICT	989,133	
2204292 - VANDER FIRE DISTRICT	993,321	
2204294 - WADE FIRE DISTRICT FUND	109,325	
2204296 - WESTAREA FIRE DEPARTMENT	1,020,091	
2204297 - WESTAREA FIRE DEPARTMENT #10	227,787	
220 - SPECIAL FIRE DISTRICT FUND Total		\$11,407,437
240 - AMERICAN RESCUE PLAN ACT FUND		
2404552 - AMERICAN RESCUE PLAN ACT	\$32,584,345	
240 - AMERICAN RESCUE PLAN ACT FUND Total		\$32,584,345

Expenditures by Department

Attachment C

DESCRIPTION	EXPENSE	FY2022 ADOPTED BUDGET
245 - JUVENILE CRIME PREVENTION FUND		
2454385 - JUVENILE CRIME PREVENTION	\$1,446,516	
2454386 - JUVENILE CRIME PREV ADMIN	56,724	
2454388 - JCP RESIDENTIAL GROUP HOME	734,873	
245 - JUVENILE CRIME PREVENTION FUND Total		\$2,238,113
250 - RECREATION FUND		
2504438 - HOPE MILLS RECREATION	\$624,022	
2504441 - PARKS AND RECREATION	4,568,727	
250 - RECREATION FUND Total		\$5,192,749
260 - EMERGENCY TELEPHONE SYS FUND		
2604595 - EMERGENCY TELEPHONE SYS	\$1,487,174	
260 - EMERGENCY TELEPHONE SYS FUND Total		\$1,487,174
264 - CDBG-DISASTER RECOVERY		
2644577 - CDBG-DR	\$2,000,000	
264 - CDBG-DISASTER RECOVERY Total		\$2,000,000
265 - COUNTY CD FUND		
2654576 - COUNTY COMMUNITY DEVEL ADMIN	\$463,016	
2654580 - HOUSING ACTIVITIES	574,416	
2654581 - ECONOMIC DEVELOPMENT	25,000	
2654582 - PUBLIC FACILITIES	75,000	
2654583 - PUBLIC SERVICES	123,327	
265458A - CD MISCELLANEOUS GRANTS	300,000	
2654592 - EMERGENCY RENTAL ASSISTANCE	1,867,772	
265 - COUNTY CD FUND Total		\$3,428,531
266 - CD HOME FUND		
2664586 - HOME ADMINISTRATION	\$57,855	
2664587 - HOME HOUSING ACTIVITY	615,338	
266 - CD HOME FUND Total		\$673,193
267 - CD SUPPORT HOUSING FUND		
2674589 - SUPPORT HOUSING PROGRAM GRANTS	\$697,138	
267 - CD SUPPORT HOUSING FUND Total		\$697,138
275 - TRANSIT PLANNING		
2754503 - PLANNING GRANTS	\$83,000	
275 - TRANSIT PLANNING Total		\$83,000
276 - US DOT 104 FUND		
2764571 - US DOT 104 (F)	\$587,815	
276 - US DOT 104 FUND Total		\$587,815
277 - NC ELDERLY-HANDI TRANSP FUND		
277457A - COMMUNITY TRANSPORTATION PRG	\$202,320	
277457B - RURAL OPERATION ASSIST PROG	358,313	
277457D - MID CAROLINA SENIOR TRANS	258,750	
277457E - 5310- NON-MEDICAL TRANSPORT GR	231,474	
277 - NC ELDERLY-HANDI TRANSP FUND Total		\$1,050,857

Expenditures by Department

Attachment C

DESCRIPTION	EXPENSE	FY2022 ADOPTED BUDGET
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	\$6,542,050	
285 - TOURISM DEVELOP AUTHORITY FUND Total		\$6,542,050
510 - CEMETERY TRUST FUND		
5104160 - CEMETERY TRUST	\$29,300	
510 - CEMETERY TRUST FUND Total		\$29,300
600 - CROWN CENTER FUND		
6004442 - CROWN COMPLEX	\$8,615,191	
600 - CROWN CENTER FUND Total		\$8,615,191
601 - CROWN MOTEL FUND		
6014443 - CROWN MOTEL TAX	\$3,752,839	
601 - CROWN MOTEL FUND Total		\$3,752,839
602 - CROWN DEBT SERVICE FUND		
6024447 - DEBT SERVICE- CROWN	\$4,358,517	
602 - CROWN DEBT SERVICE FUND Total		\$4,358,517
605 - NORCRESS WATER AND SEWER FUND		
605450E - NORCRESS WATER AND SEWER	\$1,380,392	
605 - NORCRESS WATER AND SEWER FUND Total		\$1,380,392
606 - KELLY HILLS WATER & SEWER FD		
606450F - KELLY HILLS WATER AND SEWER	\$117,227	
606 - KELLY HILLS WATER & SEWER FD Total		\$117,227
607 - SOUTHPOINT WATER & SEWER FD		
607450M - SOUTHPOINT WATER	\$39,957	
607 - SOUTHPOINT WATER & SEWER FD Total		\$39,957
608 - OVERHILLS WATER & SEWER FD		
608450S - OVERHILLS WATER & SEWER	\$149,066	
608 - OVERHILLS WATER & SEWER FD Total		\$149,066
625 - SOLID WASTE FUND		
6254602 - SOLID WASTE ADMINISTRATION	\$5,290,647	
6254606 - SOLID WASTE ANN STREET	4,971,968	
6254607 - SOLID WASTE WILKES ROAD	1,798,973	
6254608 - SOLID WASTE CONTAINER SITES	2,456,922	
6254611 - SOLID WASTE MAINTENANCE	505,945	
6254613 - SOLID WASTE WHITE GOODS	116,511	
625 - SOLID WASTE FUND Total		\$15,140,966
800 - WORKERS COMPENSATION FUND		
8004106 - WORKERS COMPENSATION	\$1,970,701	
800 - WORKERS COMPENSATION FUND Total		\$1,970,701

Expenditures by Department

Attachment C

DESCRIPTION	EXPENSE	FY2022 ADOPTED BUDGET
801 - GROUP INSURANCE FUND		
8014191 - GROUP INSURANCE	\$18,352,172	
8014193 - RETIREE HEALTH INSURANCE	6,652,020	
8014197 - EMPLOYEE PHARMACY	3,827,340	
8014198 - EMPLOYEE CLINIC	471,750	
8014199 - EMPLOYEE WELLNESS	247,693	
801 - GROUP INSURANCE FUND Total		\$29,550,975
802 - EMPLOYEE BENEFIT FUND		
8024196 - EMPLOYEE FLEXIBLE BENEFITS	\$425,010	
802 - EMPLOYEE BENEFIT FUND Total		\$425,010
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	\$100,283	
806 - GENERAL LITIGATION FUND Total		\$100,283
TOTAL FUNDS		\$539,521,265

Cumberland 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 recommended annual County budget, preparing and publishing the agenda for board meetings, and providing all other management services necessary to assure the efficient and effective operation of County government. Other divisions of the County Manager's Office include Internal Audit, Budget Division and Grants Management.

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.*

Notable Accomplishments

- Pandemic operations: establishing collaboration between cross-functional teams/departments within the County to address operational needs for the community due to the pandemic
- Advanced the Board’s initiative of Diversity, Equity and Inclusion
- Recruited key leadership positions; Assistant County Manager, County Engineer, Library Director, Human Resources Director, Fleet Manager and Facilities and Grounds Manager
- Advanced the Justice Services initiative through development of the Justice Services Advisory Council
- Worked with Mid-Carolina Council of Governments and Division of Workforce Solutions on Workforce Development and Senior Employment Services Transition per the Board’s direction
- Continued County Fleet Utilization Study
- Issued debt for the County’s EOC and 911 Center and the FTCC Fire Training Center
- Finalized plans for Level 3 Child Residential Treatment Services in Cumberland County in partnership with Alliance Health

Budget Summary

	FY2019	FY2020	FY2021	FY2022
	Actual	Actual	Adopted Budget	Adopted Budget
101 - GENERAL FUND	\$ 1,448,887	\$ 1,682,576	\$ 1,814,947	\$ 1,992,345
Revenue				
Other	-	(3)	-	-
Expense				
Personnel	1,369,871	1,624,748	1,741,237	1,930,545
Operating	79,017	57,831	73,710	61,800

Looking Ahead

- Continue monitoring recruitment and retention
- Continue merger of decentralized Information Technology functions
- Protect our Information Technology Infrastructure
- Address Public Safety recruitment and capital needs
- Continue multiyear review and implementation of Fleet Management Operation
- Advance Public Health education and mandated environmental health capacity
- Create the infrastructure to manage American Rescue Plan and federal grant opportunities
- Continue providing core, mandated services to our citizens

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.*

Notable Accomplishments

- Received second year grant of \$60,000 from Petco Foundation to provide lifesaving services to animals
- Received grant from Maddie's Fund (\$10,000) to pay for heartworm treatment for foster dogs
- Took delivery of new Mobile Adoption Center
- Sterilized and vaccinated over 1,000 feral cats through TNVR program
- Succeeded in drastically reducing our euthanasia rate on cats and dogs in the shelter, by incorporating managed intake and TNVR programs

Goals and Objectives

- To fully re-open the shelter once COVID restrictions are lifted
- To develop a robust and successful volunteer program
- To expand veterinary diagnostic and treatment capabilities within the shelter
- To successfully Trap, Neuter, Vaccinate and Return (TNVR) over 1,000 cats per year
- To maintain or improve our Live Release Rate after an improvement of 14% over the previous year
- To eliminate unnecessary euthanasia within our shelter

Budget Summary

Animal Services & Injured Animal Medical

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 2,527,417	\$ 2,595,100	\$ 2,933,642	\$ 3,045,885
Revenue				
Federal or State	-	(181,500)	-	-
Charges and Services	(379,585)	(279,485)	(361,000)	(408,400)
Other	(62,331)	(150,606)	(68,000)	(14,500)
Taxes and Licenses	(132,161)	(77,299)	(122,000)	(41,000)
Expense				
Personnel	2,413,935	2,556,305	2,674,710	2,809,865
Operating	687,559	660,648	809,932	699,920
Capital Outlay	-	67,037	-	-
215 - ANIMAL MEDICAL FUND	\$ 3,727	\$ 4,180	\$ -	\$ -
Revenue				
Federal or State	(883)	(1,316)	(700)	(200)
Other	(680)	(452)	(6,800)	(3,800)
Expense				
Operating	5,289	5,948	7,500	4,000

Looking Ahead

Animal Services staff are consistently striving to improve the welfare of animals and the safety of people in our community through the development of forward-thinking programs and policies. While in the past the department primarily focused on enforcement and punitive measures to achieve compliance, we are shifting to a more collaborative approach to assist caring pet owners in becoming compliant with the applicable laws and ordinances. This enables more pets to stay in their homes rather than being surrendered to the shelter.

The TNVR program has been very successful in developing community support and has made an excellent start in reducing the feral cat population. It is anticipated that at least three years of ongoing work will be needed before the impact is observed in the community. An immediate improvement in staff morale and decreased expenses for housing feral cats have been seen.

Although COVID-19 has affected shelter operations significantly, we have implemented programs to correspondingly reduce animal intakes, including TNVR and managed intake in order to ensure that animals are not unnecessarily euthanized due to lack of space. Managed intake will continue as a program to help pets stay in their existing homes via counseling of owners who ask to surrender their pets. We have not seen any increases in stray or abandoned animals in the community due to this change in policy.

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 conducting 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 individuals and felons from these records.*

Notable Accomplishments

- Number of registered voters:
 - March – 209,359
 - October municipal – 31,109
 - November municipal – 149,849
- Percentage of voters casting primary ballots:
 - March – 24.54%
 - October municipal – 3%
- Percentage of voters casting general ballots:
 - November municipal – 9.54%
- Number of early voters:
 - March – 4,865
 - October municipal – 1,617
 - November municipal – 51
- Number of mail-in ballots (requested/returned):
 - March – 753/377
 - October municipal – 354/8
 - November municipal – 459/89
- Number of elections held: 3
- Number of early voting sites: 7

Budget Summary

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 1,610,535	\$ 1,206,259	\$ 1,672,089	\$ 1,315,913
Revenue				
Federal or State	(2,334)	(180,693)	-	(228,100)
Charges and Services	(710)	(8,399)	(1,500)	(12,000)
Other	(4,841)	(5,000)	-	-
Expense				
Personnel	664,591	765,948	912,890	872,386
Operating	439,089	634,402	466,394	683,627
Capital Outlay	514,740	-	294,305	-

Looking Ahead

A key initiative for next year is to focus on redistricting in our system to reflect current redistricting lines.

Child Support provides the following services:

- Noncustodial Parent Location
- Establishment of Paternity
- Establishment of Child Support Obligation
- Collection of Child Support Payments
- Enforcement of Child Support Obligations

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.

Notable Accomplishments

- Developed a process to replace our previous procedure of weekly DNA sample collection with a single Saturday collection event each month without impeding services to customers
- Discontinued sanctions imposed on custodians that may experience hardships due to COVID19
- Exceeded total money collected over previous years
- Improved Cases Under Order by 2 percentage points
- Completed bulk scanning case files into Laserfiche
- Equipped Child Support Agents with laptops for use in court allowing each of them access to the case management system, Laserfiche, and shared network documents
- Developed a departmental policy manual
- Created a departmental Emergency Response Plan

Goals and Objectives

- Paternity Establishment—99.00%
- Order Establishment—79.81%
- Collections of Current Support—66.86%
- Collections of Cases with Arrears—66.24%
- Total Collections—\$39,826,602

Budget Summary

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 683,208	\$ 913,808	\$ 1,460,981	\$ 1,592,042
Revenue				
Federal or State	(4,051,795)	(3,950,065)	(4,055,858)	(4,033,420)
Charges and Services	(70,580)	(65,433)	(78,800)	(68,000)
Other	(15)	-	-	-
Expense				
Personnel	3,997,431	4,122,847	4,559,639	4,653,648
Operating	808,166	806,459	1,036,000	1,039,814

Looking Ahead

- Completely digitize our files and obtain approval from NC Department of Natural and Cultural Resources to destroy paper files that have been stored in Laserfiche
- Improve our legal proficiency with the addition of a second paralegal and enabling our agency to have all court orders composed by legally trained staff
- Develop and utilize a flexible work schedule for staff
- Increase our Current Support Collections by improving our direct contact with noncompliant participants

Community Development's main priorities include affordable housing, homelessness, special needs, community development, economic development, administration and planning.

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

Notable Accomplishments

- Began construction of the Robin's Meadow Permanent Supportive Housing Program
- Utilized additional CDBG funds made possible through HUD's CARES grant to:
 - Subcontract with local nonprofits to provide rental/mortgage assistance to low-moderate income residents
 - Subcontract with Public Health Department to expand health services
 - Developed a new economic development program (Small Business Resiliency Program) to provide grants up to \$10,000 to small businesses with the ultimate goal to create/retain jobs
- Initiatives to address homelessness:
 - In March 2021, the County hired a consultant, to assist with the development of a three-year homelessness strategic plan:
 - The consultant conducted an assessment of the community needs (through surveys); held a retreat with community providers and leaders; developed a gap analysis report; and developed a three-year homelessness strategic plan that included actionable goals for the County
 - Three-year homelessness strategies include:
 - Improve access to assistance;
 - Expand affordable housing options;
 - Improve connections to supportive services for households to achieve self-sufficiency successfully; and
 - Expand community partnerships to leverage and increase funding and resources
- Emergency Rental Assistance Program:
 - Cumberland County was awarded approximately \$3.7M of Emergency Rental Assistance Program funds by the U.S. Treasury Department
 - The County hired a third-party company to administer the Emergency Rental Assistance Program and began accepting applications on June 1, 2021
 - As of July 13, 2021, 274 applications were submitted by tenants (Cumberland County residents only)

Budget Summary

CDBG Disaster Recovery, County Community Development, Community Development Home, Community Development Support Housing

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
264 - CDBG-DISASTER RECOVERY	\$ 38,696	\$ 27,932	\$ -	\$ -
Revenue				
Federal or State	(717,942)	(597,686)	(3,546,000)	(2,000,000)
Expense				
Personnel	165,643	79,455	35,333	35,332
Operating	590,995	546,162	3,510,667	1,964,668
Capital Outlay	0	0	0	0
265 - COUNTY CD FUND	\$ (21,425)	\$ 16,929	\$ -	\$ -
Revenue				
Federal or State	(851,472)	(749,677)	(1,294,804)	(3,162,838)
Other	(102,518)	(146,408)	(215,462)	(265,693)
Expense				
Personnel	406,158	464,941	597,068	566,854
Operating	526,407	438,632	913,198	2,861,677
Capital Outlay	0	9,441	0	0
Transfers	0	0	0	0
266 - CD HOME FUND	\$ 22,137	\$ (651,734)	\$ -	\$ -
Revenue				
Federal or State	(441,717)	(899,477)	(598,574)	(578,554)
Other	(43,533)	(21,520)	(89,679)	(94,639)
Expense				
Personnel	10,276	18,131	31,459	29,460
Operating	497,111	251,132	656,794	643,733
267 - CD SUPPORT HOUSING FUND	\$ (17,759)	\$ (31,522)	\$ -	\$ -
Revenue				
Federal or State	(124,801)	(131,041)	(304,805)	(304,809)
Other	(293,915)	(127,928)	(168,952)	(392,329)
Expense				
Personnel	0	0	0	139,911
Operating	400,957	227,447	473,757	557,227

Looking Ahead

- Strengthen partnerships and seek additional funding sources to leverage costs to expand affordable housing projects
- Expand small, energy efficient/LEED homes especially for special populations (disabled, elderly, homeless, veterans or large families)
- Seek additional funding to expand infrastructure and/or public facilities especially in Neighborhood Revitalization Strategy Area (NRSA)
- Promote Homebuyer Program
- Promote Rental Rehab Program
- Promote Economic Development activities
- Provide emergency rental assistance to at least 1,000 eligible tenants by September 2022 and expend at least \$3M by September 2022

North Carolina Cooperative Extension is a collaborative effort between the state's land-grant universities—North Carolina State University and North Carolina A&T 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 partners with communities to deliver education and technology that enrich the lives, land and economy of North Carolinians

Notable Accomplishments

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

- Assisted farmers with agronomic crop concerns and provided technical assistance and recommendations
- Provided agriculture training for special operations and transitioning soldiers (basic livestock production, livestock handling, vegetable production, and crop production)
- Provided the Extension Master Gardener Volunteer training course. 78 Cumberland County Extension Master Gardeners provided 4,477 volunteer hours, reaching 17,545 citizens, and earned 1,570 hours of gardening education hours (Master Gardener Hotline, Plant Sale, and multiple gardening events)
- Distributed: 10,000+ masks and over 1,000 bottles of hand sanitizer to farm workers
- Coordinated COVID vaccine appointments for farm workers and H2A workers
- Provided Virtual Embryology reaching over 20,000 people
- Joined the statewide Visit NC Farms App incentive and launched App for county residents to use

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
- Provided 84 hours of live virtual programming for county youth
- Created 50 asynchronous learning science kits for youth with online connectivity issues to participate

Family & Consumer Sciences: provides foods and nutrition educational programs:

- Partners with Cumberland County Schools to provide the Steps to Health program. Program provides weekly classes to students on the importance of eating healthy and physical activity
- Distributed 1450 educational packets to local food distribution sites
- Provided Tasty Tuesday Home Edition virtual nutrition/cooking classes
- Better Living Series provides 22 research-based workshops and tours that teach citizens gardening, healthy food preparation and home food preservation
- County Employee Healthy Cooking Classes

Budget Summary

NC Cooperative Extension Service & NC Cooperative Extension Program

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 575,036	\$ 536,533	\$ 717,984	\$ 763,559
Revenue				
Federal or State	(27,148)	(22,036)	(81,300)	(76,000)
Other	-	-	(100)	-
Expense				
Personnel	206,092	209,069	231,670	272,607
Operating	396,092	349,500	567,714	560,152
Capital Outlay	-	-	-	6,800

Looking Ahead

- Continue to provide outreach in regards to access of the COVID vaccine for agricultural community
- Establish a Vets to Ag program: one-stop shop approach
- Provide a hybrid approach for educational classes virtual/face to face
- Foster community partnerships to begin 4-H opportunities for underserved populations
- Align with Cumberland County Strategic Goals
- Utilize resources at NC State and NC A&T to address broadband concerns, water concerns, etc.
- Provide relevant and high-quality programming content to our citizens
- Address the community concern with access to local foods

Cumberland County Department of Social Services 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.

Notable Accomplishments

- Reduced the number of children in foster care from approximately 1000 to 860 from calendar year 2018 to 2020 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.
- The Department sustained service delivery without any major gaps and maintained performance standards during the COVID-19 pandemic by creating innovative business systems and processes.
- Supported and collaborated with other County Operations to enhance service delivery to citizens ex. Co-Location of WIC & Medicaid in Public Health & DSS, Public Health Lab Services for DSS Court Ordered Drug Testing, Virtual Learning Center, COVID-19 Contact Tracing, COVID-19 Vaccination Clinic, and Disaster Shelter Pandemic Plan.
- Brought local and statewide attention to the plight of foster children who lack critical crisis residential services which has resulted in Alliance Health LME/MCO creating a local residential crisis group home specifically for Cumberland County foster children and NC Department of Health and Human services creating a state response team to address the needs of foster children needing crisis residential services. Work was done in collaborative effort with the County Commissioners, County Management, Alliance LME/MCO, Chief District Court Judge, Cape Fear Valley Hospital and Juvenile Justice.
- 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.

Goals and 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.
- 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.

Budget Summary

Department of Social Services, Social Services Other, Grant Family Violence Care Center & JCPC Residential Group Home

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 21,653,912	\$ 23,322,974	\$ 23,316,776	\$ 29,353,818
Revenue				
Federal or State	(34,161,705)	(33,289,006)	(39,800,038)	(35,256,875)
Charges and Services	(88,277)	(79,624)	(187,163)	(55,066)
Other	(98,111)	(63,978)	(56,238)	(56,238)
Expense				
Personnel	35,345,707	36,334,587	40,815,589	42,308,990
Operating	20,386,806	19,982,687	22,037,287	21,804,853
Capital Outlay	54,909	122,089	46,000	150,281
Transfers	214,584	316,218	461,339	457,873
245 - JUVENILE CRIME PREVENTION FUND	\$ 30	\$ (908)	\$ -	\$ -
Revenue				
Federal or State	(356,171)	(251,201)	(278,000)	(277,000)
Other	(214,584)	(316,218)	(461,339)	(457,873)
Expense				
Personnel	518,355	518,891	679,613	677,793
Operating	52,430	47,620	59,726	57,080

Looking Ahead

- 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.
- Continued focus on staff recruitment and retention to address issues for competing with other areas for key positions including social work, human resources, and accounting due to better salaries, benefits and workloads.

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, in an effort to be sustainable during all threats and hazards.

Mission: *It is the mission of the Cumberland County Emergency Services to protect all citizens from injury and loss by any direct or indirect threats to life and property. Our department is committed to this mission by providing rapid professional services essential to the health, safety and protection of our community. This mission will be accomplished through E-911 Communications, Fire Code Enforcement, Emergency Management, Training and Public Education. We will actively participate with our community, serve as role models and strive to effectively and efficiently utilize all resources available to provide excellent customer service to the citizens of Cumberland County and its visitors.*

Notable Accomplishments

- Tri-Ace accredited in Emergency Medical Dispatch
- Awarded a \$5,000 grant for smoke detectors for the community
- Support to internal and external departments for COVID- 19 PPE distribution including delivery to rest home providers and local Emergency Services Departments
- Conducted logistical operations to the Board of Elections and PPE storage and distribution for PPE and protective supplies
- Support to CC Public Health with Vaccination site operations, logistics, and volunteer management
- Conducted Radiological Hazard Material Exercise with Cape Fear Valley Medical Center and the Local Emergency Planning Committee
- Supported multiple food distribution sites for Second Harvest Food Bank
- Coordinated non-congregate sheltering for homeless with Public Health, Alliance Health, and Cumberland HealthNet
- Supported PPE regional distribution in Robeson County

Budget Summary

Emergency Services, Emergency Services Grants & Emergency Telephone System

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 2,815,687	\$ 3,161,247	\$ 3,422,350	\$ 3,557,362
Revenue				
Federal or State	(458,805)	(453,668)	(850,032)	(589,039)
Charges and Services	(48,577)	(33,240)	(30,000)	(35,000)
Other	(14,758)	(7,823)	(8,214)	(8,625)
Expense				
Personnel	2,770,581	3,097,474	3,496,819	3,650,855
Operating	301,460	558,504	813,777	539,171
Capital Outlay	265,786	-	-	-
260 - EMERGENCY TELEPHONE SYS FUND	\$ 75,901	\$ (336,173)	\$ -	\$ -
Revenue				
Federal or State	(797,204)	(794,154)	(759,956)	(378,134)
Charges and Services	-	-	-	-
Other	(40,310)	(29,766)	-	(1,109,040)
Expense				
Operating	552,081	487,747	759,956	487,174
Capital Outlay	361,334	-	-	-
Transfers				1,000,000

Looking Ahead

Emergency Services will continue to strive to provide elite services to our partners and stakeholders. We will do this by adding new accomplishments. One of our most notable is continued planning and renovation of a new Emergency Services Center.

The 911 Division would like to pursue APCO 33 accreditation, as well as increase depth of the team through cross-training and professional development. Cross-training and professional development will support resiliency and aid to reduce turnover.

Emergency Management plans to pursue aligning policy, procedures, and plan development leading to future accreditation in Emergency Management via the Emergency Management Accreditation Program. One of our top priorities this year is to strengthen the logistical planning and capabilities for the Emergency Services department.

Financial Services

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, purchasing as well as budgetary guidance. 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:** The mission of Cumberland County Financial Services is to 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.*

Notable Accomplishments

- For the 29th 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 (CAFR) for fiscal year ending June 30, 2019.
- January 28, 2021, Moody's Investors Service reviewed and assigned a rating of Aa2 to Cumberland County, NC, Limited Obligation Bonds, Series 2021
- January 29, 2021, S&P Global Ratings reviewed and assigned a rating of AA to Cumberland County, NC, Limited Obligation Bonds, Series 2021
- February 10, 2021 – Lowest cost financing in recent history, achieved for 2021 Limited Obligation Bonds, 20-year financing at 1.53% all-in total interest cost.
- For fiscal year ended June 30, 2020, processed and accounted for:
 - 75 formal bids/requests for proposals
 - 355 contracts
 - 1,577 requisitions
 - 18,911 accounts payable checks
 - 5,208 accounts payable EFT
 - 6,000 purchasing card transactions totaling \$967,692
 - \$2,608,729 in FEMA reimbursements
 - \$5,708,842 in Coronavirus Relief Funding reimbursements
 - \$15,133,217 increase in fund balance of capital investment fund
 - \$7,387,121 increase in fund balance of general fund
 - \$898,464 investment earnings
 - 12 monthly bank reconciliations completed within 45 days of month-end close
 - \$348,670,546 total value of county-wide capital assets – governmental
 - \$195,064,081 total value of county-wide capital assets, net of depreciation – governmental
 - \$163,356,109 total value of county-wide capital assets – enterprise
 - \$82,520,967 total value of county-wide capital assets, net of depreciation – enterprise
 - \$55,645,633 total outstanding debt – governmental
 - \$23,525,142 total outstanding debt – enterprise
 - 40 open workers compensation claims
 - 337 new enrollees added to benefits platform
 - 1,307 benefit changes through open enrollment
 - 66 new employee retirements into the Local Government Employee Retirement System

Budget Summary

Financial Services, Workers Compensation, Group Insurance, Retiree Health Insurance & Vehicle Insurance

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 1,158,855	\$ 1,256,806	\$ 1,408,140	\$ 1,368,438
Revenue				
Other	(16,802)	(42,500)	(10,000)	(10,000)
Expense				
Personnel	1,125,627	1,250,325	1,351,080	1,321,098
Operating	50,030	48,981	67,060	57,340
800 - WORKERS COMPENSATION FUND	\$ (665,886)	\$ (197,562)	\$ -	\$ -
Revenue				
Other	(2,029,894)	(2,027,392)	(1,973,668)	(1,970,701)
Expense				
Personnel	1,352,860	1,826,856	1,962,319	1,958,001
Operating	11,148	2,974	11,349	12,700
801 - GROUP INSURANCE FUND	\$ (984,461)	\$ (3,284,081)	\$ (2,049,258)	\$ (1,415,783)
Revenue				
Other	(23,443,476)	(23,671,461)	(24,284,558)	(26,419,975)
Expense				
Personnel	22,362,660	20,378,378	22,043,300	24,889,192
Operating	96,354	9,002	192,000	90,000
Transfers	0	0	0	25,000
803 - VEHICLE INSURANCE FUND	\$ (83,231)	\$ (104,730)	\$ -	\$ -
Other	(914,155)	(1,004,937)	(1,100,000)	(1,100,000)
Expense				
Operating	830,924	900,207	1,100,000	1,100,000

Looking Ahead

- Implement GASB 87 – Lease Accounting
- Streamline contract review/approval process
- Maximize vendors being paid by EFT
- Munis upgrade to 2021
- Implement new timekeeping system

The Cumberland County Governing Body consists of seven Cumberland County Board of Commissioners and the Clerks to the Board.

The Cumberland County Commissioners are elected to a four-term appointment by the citizens. The Commissioners establish 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 Board is appointed by the Board of Commissioners, performs any duties that may be required by law or by the Board of Commissioners and serves at the pleasure of the Board. The Clerk 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.*

Notable Accomplishments

- Investing in clean water and public water expansion
- Diversity, Equity and Inclusion Committee to advise and guide County government to ensure integration of diversity, equity and inclusion with the County's mission, operations, strategies, and business objectives
- Approval of CARES funding plan to determine allocation of federally awarded funds from the Coronavirus Aid, Relief and Economic Security Act
- Transition with Mid-Carolina Council of Governments and Division of Workforce Solutions on Workforce Development and Senior Employment Services

Budget Summary

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 610,121	\$ 612,701	\$ 674,975	\$ 682,250
Expense				
Personnel	427,746	439,083	446,520	450,795
Operating	182,375	173,619	228,455	231,455

Looking Ahead

- Completion of the Emergency Services Center
- Discussion of a new high school with Cumberland County Schools and Fort Bragg
- Explore school funding agreement
- Expansion of services for mental health and public health
- Continuation of employee recruitment and retention

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.

Major areas in which the Public Health Department specializes include:

- Clinical services such as Communicable Disease, Family Planning, Maternity, Immunizations and Child Health
- Environmental Health
- School Health
- Women, Infants and Children (WIC)
- Care Management for At-Risk Children and Care Management for High-Risk Pregnancies
- Newborn home visiting
- Laboratory
- Health Education
- Regional programs including Tobacco and Opioid Response and Prevention

Notable Accomplishments

In late 2019 health officials first identified a disease, Coronavirus 2019 (COVID-19), that would later be declared a pandemic on March 11, 2020, by the World Health Organization (WHO). Cumberland County Commissioners declared a State of Emergency as a proactive measure in advance of the first Cumberland County cases on March 19, 2020.

Local health departments, including Cumberland County Department of Public Health (CCDPH) spent 2020 on the frontlines, alongside our partners in healthcare, fighting to slow the spread of COVID-19. CCDPH staff have conducted contact tracing for positive COVID-19 cases, performed diagnostic COVID-19 tests, administered vaccinations, and provided guidance for schools, businesses, and other agencies protecting the public from COVID-19. By April 2021, the Health Department responded to more than 27,000 positive COVID-19 cases and administered 45,000 vaccinations.

CCDPH maintained our other public health services throughout the pandemic. We maintained socially distanced in-person environmental health inspections, laboratory and clinical services while also increasing the availability of telehealth and virtual services in WIC, clinical services, and home visiting and care management.

In 2020, we launched new Health Department initiatives including the Healthiest Cities and Counties Challenge, funded by the Aetna Foundation, to address food access and insecurity in Cumberland County. We also began efforts toward developing a department wide two-year Strategic Plan and a Quality Improvement Plan.

Budget Summary

Health Department General, Environmental Health, Bio-Terrorism Preparedness, Care Coordination for Children, Pregnancy Care Management, WIC Client Services, School Health & Community Transformation Grant

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 7,997,311	\$ 7,493,193	\$ 10,154,137	\$ 10,347,787
Revenue				
Federal or State	(5,755,894)	(5,587,550)	(6,054,396)	(6,587,085)
Charges and Services	(6,043,492)	(5,579,512)	(4,591,607)	(4,515,837)
Other	(5,884)	(9,408)	(511,256)	(583,622)
Expense				
Personnel	14,178,939	14,587,237	16,500,720	17,279,422
Operating	5,046,058	3,549,729	4,310,676	4,254,909
Capital Outlay	77,585	32,697	-	-
Transfers	500,000	500,000	500,000	500,000

Looking Ahead

As we look toward our work in FY2022 our COVID-19 response efforts will shift toward vaccinations, while we prepare for the statewide launch of Medicaid Transformation, the implementation of new technology in our clinical services and environmental health departments, and the 2021 Community Needs Assessment. We will continue our work in implementing the Health Department's Strategic Plan and Quality Improvement Plan.

Cumberland County Human Resources Department recognizes that employees are our most valuable asset and values of continuous improvement, teamwork, customer service and achieving results are woven into every aspect of human resource management. We strive to lead organizational improvement, one that provides a continuous learning environment and values the input, knowledge, talents, skills, and abilities of employees as they work toward accomplishing the County's mission. The primary work of the department is carried out in the following five areas of specialization:

- Recruitment & Selection
- Classification and Compensation
- Employee Development
- Performance Management
- Employee Relations

Notable Accomplishments

The biggest accomplishment of the past year and what consumed most of our time and energy was assisting County management, department heads, supervisors, and employees to successfully negotiate the difficulties of maintaining operations during a worldwide pandemic. We had to navigate the complexities of employee safety and well-being, compliance with numerous state and local orders, CDC guidelines and mandates all while trying to maintain a working staff able to deliver citizen services during a worldwide pandemic.

- Assisted County management in all areas of compliance with Families First Coronavirus Relief Act (FFCRA)
- Processed over 600 applications for Emergency Paid Sick Leave and Emergency Family Medical Leave
- Implemented a remote process so that new employees could be onboarded in a safe manner without sacrificing content or coverage while getting employees in their departments and working in their jobs in a timelier manner
- Implemented phase II of the County's retention plan
- Launched the third cohort of 30 employees in the Leadership Development Program
- Launched the LEARN training software for all departments
- Began implementation of PERFORM performance management software for all county departments
- 206 positions reviewed from 19 departments
- Conducted 21 salary surveys
- Assisted IS with consolidation and merger of DSS IS staff

Budget Summary

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 893,308	\$ 1,009,127	\$ 1,009,875	\$ 1,071,556
Expense				
Personnel	738,816	829,947	825,328	882,360
Operating	154,492	179,180	184,547	189,196

The Innovation and Technology Services Department consists of a workforce of 49 dedicated staff members who deliver a vital, integral service for more than 30 county departments. We are organized into six major divisions: Applications, Client Support, Enterprise Solutions, Geospatial Services, Infrastructure, and Project Management. Our continuous journey to excellence incorporates a strong focus on innovation, performance management, and continuous improvement.

Mission: *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 County services*

Notable Accomplishments

- GIS COVID Response Hub and dashboards
- Moved to a four-year replacement plan for all computers within the County domain
- Replaced the 911 technology Infrastructure
- Replaced UPS's for key infrastructure systems
- Implemented email encryption software
- Invested in a county wide collaboration system - implementation in progress
- Implemented Multifactor Authentication Solution for all remote workers
- Deployed 370 new laptops using CARES funding
- Consolidated Library IT with County IT (Innovations and Technology)
- Three additional products in vetting process for Time Keeping Solution, Digital Signature Solution and County Citizen Portal Solution
- Created an Intranet
- Developed web version of School Health database (emergency conversion from application to web-based)
- Converted Health Department Asset Tracking from Access database to web-based
- Converted CC4C / PCM case management tracking from Access database to web-based
- Created the Environmental Health Establishment Codes generator
- Created a Point-of-Sale system for Health Education for the Baby Store
- Converted Medical Record's Records Request Access database to web-based
- Converted Vital Record's Access database to web-based
- Created new webapp to replace Streets database application in the Planning department
- Created the Library Community Resources Application
- Setup COVID testing and vaccine forms and reporting linked to current website
- Assisted with CISCO phones software change and develop ETL process to bring new Cloud-based data into our Intranet Rolodex

Budget Summary

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 4,315,956	\$ 5,397,917	\$ 5,213,745	\$ 6,369,246
Revenue				
Charges and Services	(91,417)	(97,914)	(61,675)	(90,000)
Other	(48,000)	(57,030)	(48,000)	(48,000)
Expense				
Personnel	2,523,824	2,576,224	3,196,244	4,171,822
Operating	1,903,248	2,976,637	2,127,176	2,335,424
Capital Outlay	28,302	-	-	-

Looking Ahead

- Implement Positive Reinforcement Evaluation System for staff
- Consolidate Asset Management
- Consolidate Software License Management
- Implement GIS Enterprise Portal
- Move All ArcMap Users to ArcGIS Pro
- Continue Ongoing GIS initiatives
- Socialize the Rebranding of GIS to Geospatial Services (GS).
- Consolidate and Optimize Application Services
- Create Spaces for innovation, testing and development
- Continue to expand document management
- Adopt industry standards and best practices such as COBIT and ITIL for critical IT processes
- Eliminate IBM Mainframe, software and backup services
- Continue Efforts to enhance operational efficiencies

The Internal Services Department consists of the following divisions: Facilities Management, Fleet Management, and Landscaping & Grounds. The Department is responsible for the comprehensive facilities and grounds maintenance of the County's 45 facility sites that have an average age of 35 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. The Department works closely with all County Departments to ensure that their assigned building location adequately meets their needs and the needs of the citizens in which they are serving.

Mission: *To ensure that County Facilities & Grounds along with County 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.*

Notable Accomplishments

- Successfully able to fill two critical positions (Facilities & Grounds Manager and Fleet Manager) within the Department that had been vacant for over a year
- Implemented disinfectant protocol for County facilities to effectively respond to the COVID-19 pandemic
- Replaced the air-cooled chiller and heating boiler at the Spring Lake Library
- Continued efforts to make facilities more energy efficient through the replacement of building controls and replacing older building lighting with new LED lights
- Implemented a tool reimbursement policy for Fleet Technicians and Fleet Foremen
- Completed a Fleet Utilization Study using a fleet consultant that evaluated the utilization of County owned vehicles assigned to various Departments along with analyzing reimbursements to County employees for the use of their own personal vehicle for conducting County business

Budget Summary

Court Facilities, Facilities Maintenance, Landscaping & Grounds, Carpentry Shop, Facilities Management, Public Buildings Janitorial, Central Maintenance (Fleet), Spring Lake Resource Center Administration and Cemetery Trust

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 4,312,911	\$ 4,497,631	\$ 5,229,314	\$ 5,406,831
Revenue				
Charges and Services	(153,954)	(142,634)	(161,500)	(150,720)
Other	(1,939)	(7,210)	-	-
Expense				
Personnel	2,497,656	2,574,074	3,028,515	3,221,654
Operating	1,629,858	1,858,529	2,145,299	2,078,099
Capital Outlay	341,291	214,872	217,000	257,798
510 - CEMETERY TRUST FUND	(2,991)	(1,465)	-	-
Revenue				
Other	(5,732)	(4,265)	(2,800)	(29,300)
Expense				
Operating	2,741	2,800	2,800	2,800
Capital Outlay	-	-	-	26,500

Looking Ahead

Our Department will continue to identify corrective actions that are needed to County facilities, grounds, and fleet assets. The Department will continue efforts to improve the condition of the County's fleet by working to develop a fleet replacement plan to bring the average age of the County's fleet back within industry standards.

The Cumberland County Public Library (CCPL) serves as the heart of Cumberland County by providing access to services, programs and resources (both digital and in print). These resources and services support the educational and recreational needs of our community. We partner with county organizations to support literacy development for our county's youth. We also partner with organizations to provide county residents with job and career information. Our customers are provided rich and meaningful cultural programs throughout the year.

Mission: *The library opens windows to the world by encouraging expression, enlightenment, and exploration.*

Notable Accomplishments

- For FY2021 the library has worked very hard to provide the quality customer service that our customers have come to expect. We have provided over 38,000 customers with curbside materials
- We have also copied, printed, scanned or faxed over 3,500 items since August 2020
- Over 60 staff members are now first aid/CPR/AED certified.
- The library has shifted to providing virtual programming to our customers. Programs have been offered such as: a live virtual jazz program, story times, craft programs, and teen programs. These have all been well received on our social media page- averaging over 3,900 reaches. This number has steadily increased since the library started providing virtual programs to our public.

Budget Summary

Library & Library Grants

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 9,598,427	\$ 9,574,302	\$ 9,477,936	\$ 9,948,876
Revenue				
Federal or State	(451,151)	(480,501)	(429,672)	(430,182)
Charges and Services	(150,207)	(102,259)	(123,600)	(113,125)
Other	(15,255)	(11,101)	(5,000)	(3,000)
Expense				
Personnel	7,912,507	7,850,594	7,741,733	8,182,623
Operating	2,302,533	2,213,232	2,294,475	2,312,560
Capital Outlay	-	104,337	-	-

Looking Ahead

- Our customers will continue to benefit from curbside service and virtual programming. Funds have been budgeted for WebEX, which will enable the library staff to offer live virtual programming.
- We are examining how we can safely resume the coding camps. These were a value-add to our underserved communities.

The Department 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 living, changing and continuous 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.*

Notable Accomplishments

- Completed staff review and drafts of required 160D Zoning and Subdivision updates to comply with State Statutes
- Completed Stedman Area Land Use Plan
- Completed Bethany Area Land Use Plan
- Applied and received preliminary approval for a historic preservation grant for \$90,000 to complete a historical resources survey for the County
- Completed training and internal restructuring for EnerGov permitting system implementation.
- Updated Department fee schedule
- Coordinated the County's inclusion into the Triangle Trails Initiative; a regional greenway and trails clearinghouse and support organization
- Worked jointly to complete RLUAC Joint Land Use Study Implementation Program
- Secured County representation on International Code Council (ICC) committees

FAMPO:

- Updated the Coordinated Public Transit Human Services Transportation Plan
- Finalized the Comprehensive Transportation Plan (CTP) in cooperation with the NC Department of Transportation and the Mid-Carolina Rural Planning Organization
- Secured a consultant to develop the FAMPO Multi-modal Congestion Management Process (CMP)
- Participated in the FAMPO Quadrennial Federal Certification Review
- Worked with the NCDOT Strategic Prioritization (SPOT) 6.0 cycle in the development of the upcoming Metropolitan Transportation Improvement Program (MTIP)
- Developed and secured approval of the FY2022 Unified Planning Work Program (UPWP)

Budget Summary

Planning, Location Services, Planning Grants, US DOT 104(FAMPO), Community Transportation Program, Rural Operation Assistance Program, Mid Carolina Senior Transportation & 5310 Non-Medical Transportation Grant

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 1,766,010	\$ 1,684,741	\$ 2,354,293	\$ 2,606,940
Revenue				
Federal or State	(270,489)	(125,873)	(100,000)	(100,000)
Charges and Services	(1,050,853)	(1,092,818)	(1,074,700)	(1,057,831)
Other	(110)	(13)	(100)	(100)
Expense				
Personnel	2,685,204	2,646,193	3,133,680	3,270,375
Operating	402,257	248,052	395,413	494,496
Capital Outlay	-	9,199	-	-
275 - TRANSIT PLANNING	\$ -	\$ -	\$ -	\$ -
Revenue				
Federal or State	(46,084)	(49,696)	(81,457)	(81,457)
Charges and Services	(872)	(941)	(1,543)	(1,543)
Expense				
Operating	46,956	50,637	83,000	83,000
276 - US DOT 104 FUND	\$ (57,412)	\$ 58,092	\$ -	\$ -
Revenue				
Federal or State	(363,646)	(251,288)	(417,814)	(568,274)
Charges and Services	(9,399)	(9,543)	(13,728)	(19,541)
Expense				
Operating	315,633	318,923	431,542	587,815
277 - NC ELDERLY-HANDI TRANSP FUND	\$ 3,862	\$ (119,305)	\$ -	\$ -
Revenue				
Federal or State	(776,754)	(819,454)	(975,730)	(960,654)
Charges and Services	(95)	(135)	-	-
Other	(69,948)	(65,429)	(85,246)	(90,203)
Expense				
Personnel	134,591	149,228	156,489	162,862
Operating	716,067	616,486	904,487	887,995

Looking Ahead

- Implement EnerGov permitting system
- Begin update to Spring Lake Land Use Plan
- Begin consolidation and update of the North Central and North Fayetteville Land Use Plans
- Work jointly with State of NC and Hope Mills to complete Hope Mills Gateway Plan; which will amend the Southwest Cumberland Land Use Plan
- Continue to work jointly in implementing RLUAC Joint Land Use Study Implementation Program
- Begin consultant research and work to complete County historic resources survey
- Work towards digitally scanning and archiving Department files
- Updating County ordinances to address plan implementation requirements; including rural preservation, subdivision, and signs
- Continue to work toward County representation on State and professional organization governing boards

FAMPO:

- Complete the FAMPO Multi-modal Congestion Management Process
- Begin Phase II of the Fayetteville to Raleigh Rail Study in partnership with the Capital Area Metropolitan Planning Organization (CAMPO)
- Acquire consulting services and begin preparation for the upcoming 2050 Metropolitan Transportation Plan (MTP)
- Develop and secure approval of the FY2023 Unified Planning Work Program
- Work on the NCDOT Strategic Prioritization (SPOT) cycle and coordinate with NCDOT and local governments in development of the Metropolitan Transportation Improvement Program (MTIP)
- Participate on various committees in the community to include the Fayetteville Area Committee on Transit (FACT), the Transportation Advisory Board (TAB) and the Air Quality Stakeholders
- Conduct quarterly meetings for the Citizen Advisory Committee (CAC), the Transportation Coordinating Committee (TCC), and the Transportation Policy Board (TPB)

Pretrial Services is composed of two main functions:

1. Pretrial Release Program - Designed for individuals who have a minimal criminal history and are not a danger to the community. They receive moderate supervision - no ankle monitor, daily call-ins, weekly office visits, gainfully employed, and or attend school, stable residence and may have a curfew assigned by Judge or Pretrial.
2. Electronic Monitoring - (GPS) - Designed for individuals who have an extensive criminal history, require intensive supervision. These individuals are confined to their residence, monitored with a tracking device, and have no curfew. They must be at their residence 24/7 and must be approved by court to work or go to school.

Mission: *To serve the criminal justice population by providing supervision for those released to the program from the detention center with pending criminal charges. These individuals are awaiting completion of their case and are placed in our program to reduce incarceration costs by reducing the jail population and providing safety to the community.*

Notable Accomplishments

During the pandemic, Pretrial Services worked with the Detention Center to help keep the jail population down by allowing more defendants to be released into the program.

Budget Summary

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 491,622	\$ 563,626	\$ 588,662	\$ 691,215
Expense				
Personnel	369,541	408,560	409,031	513,180
Operating	122,081	155,066	179,631	178,035

Mission: To provide print, mail and design services internally to County Departments in an efficient way, in order to provide a cost savings to the County.

Notable Accomplishments

- Introduced “Every Door Direct Mail’ as an option for County mailings; providing substantial postage savings
- All employees have been trained in digital layout and production, to provide the most effective staff and eliminate any down time
- Our department staff was diligent in keeping the COVID clinic stocked with all their printing and signage needs
- Our department staff was instrumental in the new branding rollout. We were able to serve as support to PIO in the design of the Branding Guide, all County documents and marketing items, as well as completing the printing of the new branded documents for all County departments
- Department staff has completely utilized gangup-printing on 95% of projects to cut copier printing prices in half in most instances
- Staff has pushed out USPS mailing guidelines to all departments in order to train every County employee preparing mail in proper mail formatting, in order to greatly reduce the amount of undeliverable mail, and to standardize and professionalize the appearance of County mail

Budget Summary

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 622,341	\$ 561,022	\$ 657,178	\$ 681,535
Revenue				
Charges and Services	(97,246)	(82,273)	(99,200)	(99,000)
Other	-	(20)	-	-
Expense				
Personnel	218,432	210,829	220,981	242,316
Operating	478,331	432,487	535,397	538,219
Capital Outlay	22,823	-	-	-

Looking Ahead

- Adding ‘print shop use’ to County Orientation for new employees
- Updates to the print shop helpdesk to improve usability for everyone
- Training for at least one employee in in-depth graphic design and use of illustration and photo editing
- Further automation of County mail and printing processes, by researching latest technology

The Public Information Department 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.

Notable Accomplishments

- Launched CCNC-TV, the County's government access TV Channel on Spectrum Channel 5
- Launched redesigned County website created in-house by the Public Information and Innovation and Technology Services Departments with a new domain – cumberlandcountync.gov
- With ITS, purchased broadcasting equipment for Meeting Room 564 and began live streaming the Board of Commissioners monthly Agenda Sessions through CCNC-TV and YouTube Channel
- Managed the live streaming of virtual advisory board meetings such as the Board of Health, Board of Elections, Planning Board, Library Board of Trustees and Workforce Development Board, in addition to the Board of Commissioners' meetings
- Produced communications products and managed media relations on Cumberland County's COVID-19 response including media releases, social media and video production
- Designed, produced, updated and distributed COVID-19 related signage for County facilities
- Supported Public Health and Emergency Services in promoting testing sites and vaccination clinics
- Produced 179 media releases in FY2021
- 622 Completed Helpdesk Requests
- Launched Cumberland Matters monthly radio show on WIDU

Budget Summary

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 455,570	\$ 661,051	\$ 885,902	\$ 916,658
Expense				
Personnel	366,906	570,130	665,590	705,132
Operating	88,664	90,921	220,312	211,526

Looking Ahead

- Accomplish the action steps outlined under the Government Communication priority in the Board of Commissioners' 2021-2022 Priorities & Objectives plan. Continue to build the County's internal and external communication channels and overall reach. Highlights include:
 - Improve internal communication by upgrading the Intranet
 - Coordinate monthly departmental presentations to commissioners and create other content spotlighting departments for internal and external use
 - Develop and implement countywide social media strategy in accordance with best practices and policy
 - Develop a comprehensive communications plan/program that includes how citizens contact and engage with county departments (email, website, social media, future mobile apps, telephone and other channels)
 - Develop an updated comprehensive communications plan for sharing information to citizens through various outlets (website, print, radio, TV, billboards, in-house Countywide digital signage, telephone, text messaging, etc.)
 - Improve and expand digital media production for CCNC-TV and web channels
 - Complete creation of Cablecast Screenweave app for on-demand and streaming service on multiple platforms
 - Improve intergovernmental communication and maintain strong relationships with municipal, regional, state and federal officials

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.

Notable Accomplishments

During the closure of County offices due to the COVID-19 pandemic, our offices continued to provide all of the services needed by our citizens with the implementation of glass shields and door modifications, ensuring the protection of our staff as well as our citizens.

Our office implemented the capability to electronically file real estate records over 10 years ago in 2010 which was a huge benefit during the pandemic, ensuring the economic vibrancy of our community.

"Get Certificate Now" a service that provides on-line requests of certified copies of vital records for Cumberland County.

Budget Summary

Register of Deeds and Register of Deeds Automation

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ (778,473)	\$ (952,372)	\$ 619,250	\$ 308,016
Revenue				
Charges and Services	(1,522,614)	(1,698,126)	(1,207,700)	(1,308,300)
Other	(60)	-	-	-
Taxes and Licenses	(1,351,286)	(1,689,875)	(700,000)	(1,000,000)
Expense				
Personnel	1,447,124	1,562,483	1,678,949	1,762,505
Operating	648,362	873,146	848,001	853,811

Looking Ahead

In an effort to better serve our citizens we will continue to evaluate the footprint and layout of our office to provide the most fluid delivery of services.

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: *The mission of the Cumberland County Sheriff's Office is 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.*

Notable Accomplishments

- In June 2020, the Cumberland County Sheriff's Office was awarded the Best Dressed Public Safety Award by the North American Association of Uniform Manufacturers and Distributors (NAUMD).
- In November 2020, the Sheriff's Office was awarded National Accreditation for Law Enforcement Agencies by the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- In December 2020, Shop with A Sheriff Foundation celebrated its 25th Anniversary. The pandemic created challenges but we persevered, instead of a one-day shopping event, our Community Policing Unit shopped every day from October 30, 2020 through December 21, 2020 spending \$30,608.79 an average of \$201.37 per child. 152 children from 53 families benefited from Shop with A Sheriff Foundation.
- After the county shutdown in response to the COVID-19 pandemic, the Sheriff's Office continued to respond to the community's needs. In addition, we took on new duties and responsibilities and provided additional support to community partners by participating in COVID testing sites, meal and laptop distributions for virtual learning, and COVID vaccination clinics. Community Policing Meetings were attended telephonically and virtually. In addition, we provided escorts for 1,228 funerals which is 209 more than the prior year.
- The Detention Center navigated through the pandemic by implementing new policies and procedures to ensure a safe working environment. Due to the courthouse being closed to the public, the detention center held court hearings via WebEx and incorporated a new Global Tele-Link System that provides professional visits for detainees.

Notable Accomplishments - continued

- Detention Officers and employees of the Detention Center endured mandatory overtime and sustained numerous COVID- 19 testing in order to provide constant care and support of detainees within the Cumberland County Detention Center.
- \$46,259.01 was remitted to the Cumberland County Board of Education from items sold from auctions.

Budget Summary

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

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 42,476,658	\$ 42,592,257	\$ 47,562,979	\$ 51,811,484
Revenue				
Federal or State	(842,671)	(1,011,625)	(950,079)	(1,285,964)
Charges and Services	(4,013,537)	(4,348,952)	(4,326,500)	(4,731,500)
Other	(76,752)	(24,709)	(3,500)	(3,500)
Expense				
Personnel	40,111,749	40,513,711	45,435,454	47,943,353
Operating	6,381,996	6,279,964	7,366,004	7,240,595
Capital Outlay	915,874	1,183,868	41,600	2,648,500
204 - FEDERAL DRUG FORFEITURE FUND	\$ (25,144)	\$ 3,969	\$ -	\$ -
Revenue				
Federal or State	(19,972)	(70,906)	(15,000)	(50,000)
Other	(5,172)	(3,458)	(35,500)	(200,750)
Expense				
Operating	0	3,778	18,500	250,750
Capital Outlay	0	74,556	32,000	0
205 - FEDERAL DRUG JUSTICE FUND	\$ (32,627)	\$ 10,454	\$ -	\$ -
Revenue				
Federal or State	(89,470)	(45,266)	(40,000)	(5,000)
Other	(2,797)	(2,155)	(34,500)	(26,000)
Expense				
Operating	59,640	57,874	74,500	31,000
Capital Outlay	0	0	0	0
206 - STATE DRUG FORFEITURE FUND	\$ 291,811	\$ (11,986)	\$ -	\$ -
Revenue				
Federal or State	(33,511)	(17,651)	(12,200)	(7,500)
Other	(1,602)	(566)	(800)	(250)
Expense				
Operating	35,350	6,230	13,000	7,750
Capital Outlay	291,574	0	0	0
Transfers	0	0	0	0
207 - INMATE WELFARE FUND	\$ (93,094)	\$ (226,806)	\$ -	\$ -
Revenue				
Charges and Services	(55,595)	(48,657)	(49,000)	(69,777)
Other	(318,400)	(338,231)	(338,919)	(285,000)
Expense				
Personnel	78,753	90,510	97,412	121,869
Operating	129,719	69,572	180,507	177,908
Capital Outlay	72,430	0	110,000	55,000

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.

The goal of Sobriety Court is to help participants become clean and sober. Neither positive drug/alcohol tests nor setbacks in treatment result in immediate termination from the program, but sanctions (punishment) will be given for each offense. The Sobriety Court Team will make all decisions regarding sanctions and termination.

Mission: *The mission of the Cumberland County Sobriety Court is to stop the abuse of drugs and alcohol and related crime and to provide support to addicted offenders in their recovery process.*

Notable Accomplishments

- Sobriety Court has seen a reduction in 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 its first State and County Proclamation by Governor Cooper and County Commissioners promoting State and County Drug and Alcohol Awareness

Budget Summary

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ (17,695)	\$ 63,613	\$ 33,536	\$ 32,445
Revenue				
Federal or State	(95,536)	(30,540)	(101,665)	(97,335)
Expense				
Personnel	62,302	75,407	64,931	68,365
Operating	15,539	18,746	70,270	61,415

Looking Ahead

- Continue to be active in the community and Fort Bragg by education 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

Cumberland County Solid Waste Management operates the County's Ann Street Landfill, Wilkes Road Compost Facility, 17 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. 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
- 17 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 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.*

Budget Summary

Solid Waste Administration, Ann Street, Wilkes Road, Container Sites, Maintenance, White Goods and Unallocated Revenue

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
625 - SOLID WASTE FUND	\$ 3,088,325	\$ (4,060,569)	\$ -	\$ -
Revenue				
Federal or State	(520,453)	(2,627,021)	(594,000)	(737,500)
Charges and Services	(4,756,598)	(4,312,974)	(5,077,283)	(4,870,000)
Other	(1,137,339)	(530,034)	(2,576,908)	(3,493,794)
Taxes and Licenses	(5,883,726)	(5,904,054)	(5,971,042)	(6,039,672)
Expense				
Personnel	2,804,054	2,977,470	4,028,027	4,568,966
Operating	7,070,607	6,336,045	8,202,206	8,520,000
Capital Outlay	75,437	-	1,989,000	2,052,000
Transfers	5,436,343	-	-	-

Cumberland County Soil and Water Conservation District is an agency of the State of North Carolina organized to exercise public powers conferred under provisions of the Soil and Water Conservation district Laws of North Carolina of 1937, as amended. The District's purpose is to protect and promote the health, safety and general welfare of its people by conserving the soil, water and related natural resources within the District. Our District boundaries are the same as Cumberland County.

District Organization

A five-member Board of Supervisors governs the Cumberland Soil and Water Conservation District. There are three supervisors elected in the general election; and there are two supervisors appointed by the North Carolina Soil and Water Conservation Commission. Their terms of office are for four years and are staggered. The terms of office begin on the first Monday in December following election or appointment. The District elects its officers at the December meeting. The Chairman presides over the business. The vice-chairman serves in the absence of the Chairman, and the Secretary-Treasurer manages the monetary affairs of the board in accordance with its decisions. The Cumberland SWCD Board of Supervisors hold their meetings the second Friday in each month, except January and July, at 8:30 a.m. in the District office at 301 East Mountain Drive, Suite 229, Fayetteville, NC. The Chairman may call a special meeting to take care of business with a deadline. The meetings are open to the public and a notice of the meeting are posted on the public bulletin board of the Agriculture Center building at 301 East Mountain Drive and the Information Board in the Cumberland County Courthouse.

District Services

The Cumberland County Soil and Water Conservation District, with the assistance of the USDA-Natural Resources Conservation Service, offers county residents and or landowners the following:

- Consultative assistance to landowners
- Technical assistance to land users
- Technical assistance to units of governments
- Conservation educational programs and information assistance
- Best management practices through cost share programs
- Maintain John Deere and Great Plains grain drills
- Sell refurbished pickle barrels to harvest rain
- Sell pine tree seedlings native to area
- Manage grants for "Stream Debris Removal" due to Hurricanes

Mission: 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.

Budget Summary

Soil Conservation District and Soil Conservation/Cost Share Program

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 101,476	\$ 105,636	\$ 115,487	\$ (301,098)
Revenue				
Federal or State	(84,842)	(68,766)	(26,550)	(2,578,537)
Other	(7,857)	(8,811)	(9,500)	(11,500)
Expense				
Personnel	125,555	131,782	130,938	135,769
Operating	68,619	51,430	20,599	2,153,170

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.*

Notable Accomplishments

- Continued to serve the public throughout the pandemic, while many county departments were closed. Maintained a sufficient level of staffing to support the mission of the Tax Department and Cumberland County
- Procured laptops for a portion of the staff, enabling them to tele-work in case of future shutdowns
- Successfully completed many tasks for the first time using the new tax software system.
- Created and mailed tax bills for 2020
- Mailed individual and business personal property tax listings
- Over 12,500 documents processed from the mapping system directly into the real property records
- Completed the review and valuation of real estate parcel changes and additions
- Created over 4,000 value change notices
- Tax Relief – program offered by the County to assist eligible taxpayers with property taxes. For tax year 2020:
 - Disabled Veteran/Surviving Spouse Exclusion – 907 applications were approved for a total exemption of \$40,476,765
 - Elderly/Disabled Exclusion – 185 applications were approved for a total exemption of \$8,734,993
 - Reached out to veteran organizations and senior centers to drop off literature detailing the available tax relief programs
- Designed and created a new business personal property listing form
- New counters were installed for the cashiers in Collections to provide for more efficient workflow and interaction with the customer
- New glass barriers were installed for the cashiers, customer service and mapping to provide better protection and safety for both the public and tax office staff
- Increased payment plan initiatives due to COVID-19, in lieu of more stringent enforcement collection actions
- Changed processes and procedures for payment and mobile home certifications for citizens who wanted a more contactless transaction.
- Installation of a new drop-off box outside of the Courthouse building, but on the premises, for payments and other tax documents, to allow for contactless transactions

Budget Summary

Tax Administration and Property Revaluation

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 5,488,240	\$ 5,562,525	\$ 6,204,847	\$ 6,319,681
Revenue				
Charges and Services	(3,033)	(1,726)	(2,200)	(2,000)
Other	(59,229)	(60,900)	(64,778)	(65,411)
Expense				
Personnel	4,133,666	4,307,797	4,511,741	4,592,552
Operating	1,416,836	1,317,354	1,760,084	1,794,540

Looking Ahead

- Implement Mobile Assessor (mobile data collection devices) for appraisal staff
- Begin on the 2025 Revaluation, which involves the conversion of all real estate property data codes to fit the new software system
- Enhance digital transactions to become more online/web friendly and allow for more contactless interaction with the public
- Establish an online listing system for personal property listings
- Install doors at the end of counters in mapping, customer service and collections, allowing for better security and reduced access to work areas due to COVID related issues
- Complete a contract with a new vendor to assist in locating property owners that will generate a higher collection rate
- Establish a relationship with a new third-party online payment vendor, thus reducing fees for taxpayers paying with credit cards
- Establish a relationship with a vendor for processing mortgage payments on behalf of larger lenders, to reduce work for our staff for refunds, duplicates

The Cumberland County Veterans Services Office assists veterans and their dependents obtain benefits to which they are entitled by submitting claims for benefits to the Department of Veterans Affairs; 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.

More than 60,000 veterans live in Cumberland County. The Cumberland County Veterans Services Department 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 provide assistance to veterans spouses and dependents – the regulations and policies governing veterans benefits can be quite confusing. VA benefits and services offered fall into these major categories:

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

Notable Accomplishments

- FY2019 Geographic Distribution of VA Expenditures (GDx)
 - North Carolina ranks sixth in the U.S. for veteran population 725,313
 - Cumberland County ranks first in North Carolina for veteran population 60,509
- During the pandemic, the Cumberland County Veterans Services office was the only regional office to remain open and functional zero homeless veterans

Budget Summary

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget
101 - GENERAL FUND	\$ 369,584	\$ 423,952	\$ 452,713	\$ 545,167
Revenue				
Federal or State	-	(2,175)	-	(2,000)
Expense				
Personnel	356,051	412,642	432,243	518,986
Operating	13,533	13,485	20,470	28,181

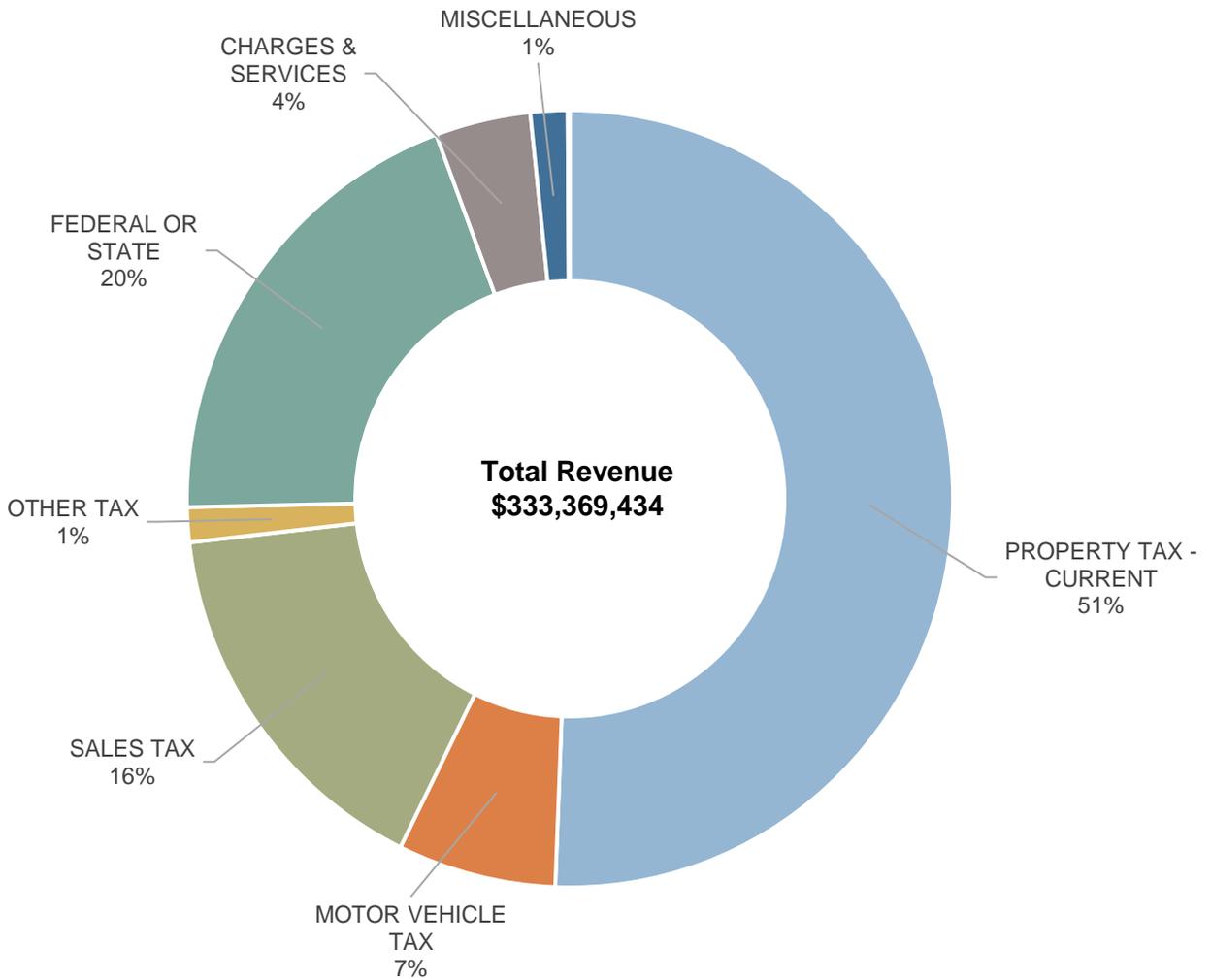


**CUMBERLAND
COUNTY**

NORTH CAROLINA

Together, we can.

Fiscal Year 2022 Adopted Budget:



The General Fund budget is balanced at **\$342,529,307** by the appropriation of **\$9,159,873** of fund balance.

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

Where does the money come from?

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
PROPERTY TAX - CURRENT	\$165,634,524	\$166,739,244	\$165,908,675	\$ 168,721,614	\$ 168,721,614	1.7%
MOTOR VEHICLE TAX	19,910,527	20,227,090	19,763,512	22,292,691	22,292,691	12.8%
SALES TAX	45,124,462	47,282,838	41,542,711	53,023,227	53,023,227	27.6%
OTHER TAX	5,435,927	5,139,525	5,235,000	4,829,959	4,829,959	-7.7%
FEDERAL OR STATE	59,737,652	61,639,947	64,794,422	65,298,031	65,576,949	1.2%
CHARGES & SERVICES	14,159,872	14,294,549	13,067,456	13,401,946	13,407,090	2.6%
MISCELLANEOUS	7,260,140	6,720,508	9,210,877	5,202,384	5,202,384	-43.5%
TRANSFERS IN	235,132	367,494	111,778	315,520	315,520	182.3%
SUBTOTAL	\$317,498,236	\$322,411,195	\$319,634,431	\$ 333,085,372	\$ 333,369,434	4.3%
FUND BALANCE APPROPRIATED	-	-	8,663,701	7,505,952	9,159,873	5.7%
TOTAL	\$317,498,236	\$322,411,195	\$328,298,132	\$ 340,591,324	\$ 342,529,307	4.3%

Notes on variances

Motor Vehicle Tax: FY2021 budget included a projected revenue loss due to COVID - however actual collections have indicated that there has been no COVID impact. Motor vehicle collections for the year have shown steady growth.

Sales Tax: FY2021 budget included a projected revenue loss due to COVID - however actual collections have shown there has been no COVID impact. Sales tax collections for the year have shown notable growth.

Miscellaneous: FY2021 budget included reimbursements from the Coronavirus Relief Fund for \$3.4M.

Transfers In: The adopted budget includes a transfer of \$226,109 from the Capital Investment Fund. This represents items for the Department of Social Services: \$146,968 for carpet replacement, \$4,000 for a hydrometer, \$62,500 for audio/video equipment and \$12,641 for a minivan. This transfer is necessary in order to draw down federal/state reimbursements.

Forecasting Major Revenue

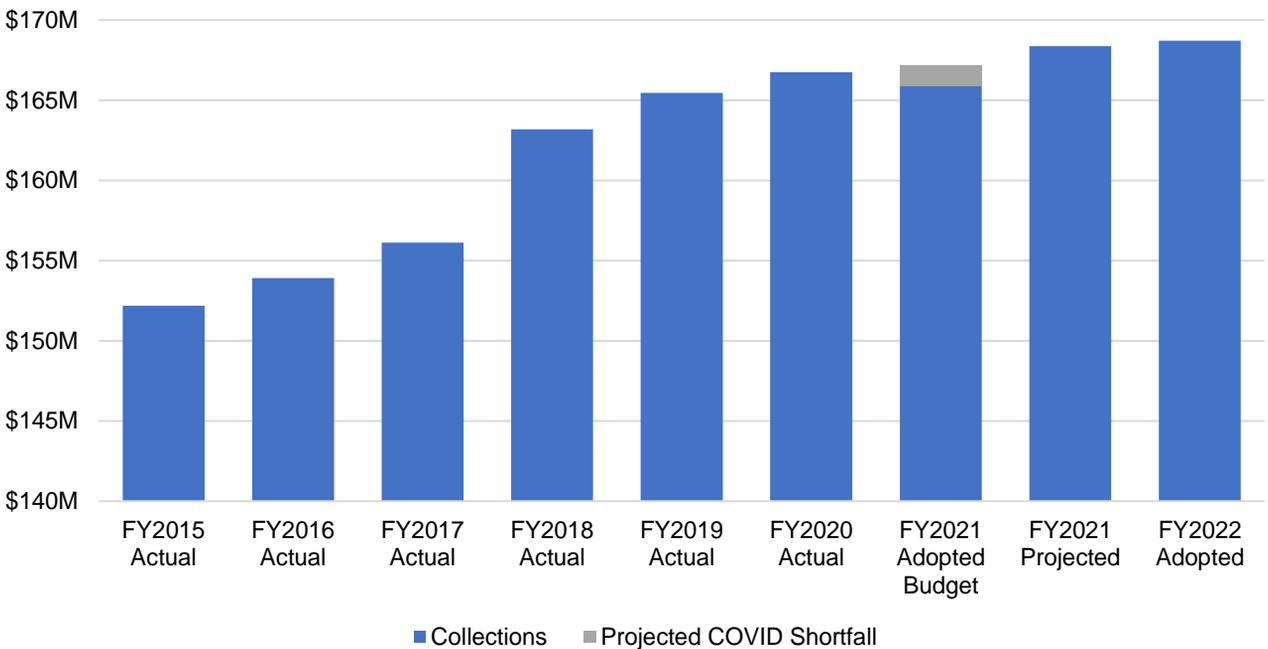
Ad Valorem Tax

A key responsibility for budget staff is to monitor and forecast major revenue sources. There are a variety of 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.

During the compilation of the FY2021 budget, the COVID pandemic was just introduced to the nation and the impact toward the local economy was vastly unknown. Formulas used for forecasting major revenue during that time were based on guidance published by the North Carolina Association of County Commissioners (NCACC). As a result, the FY2021 collections are outperforming budget for the major revenue categories within the General Fund.

Based on these trends for the current year collections, revenue projections for the FY2022 Adopted Budget do not reflect any anticipated negative impact due to COVID.

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



Ad valorem tax or property tax is the largest 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 revenue.

For the FY2022 Adopted Budget, ad valorem tax collections are projected to be **\$168,721,614**, this represents a 1.7% growth rate compared to the FY2021 Adopted Budget.

Forecasting Major Revenue - continued

Motor Vehicle Tax

The FY2022 Adopted Budget includes \$22,292,691 for motor vehicle collections. This represents a 12.8% increase compared to the FY2021 Adopted Budget, which was based on conservative COVID-impacted estimates. However, compared to current year-end projections, the adopted budget represents a 1.5% growth rate.

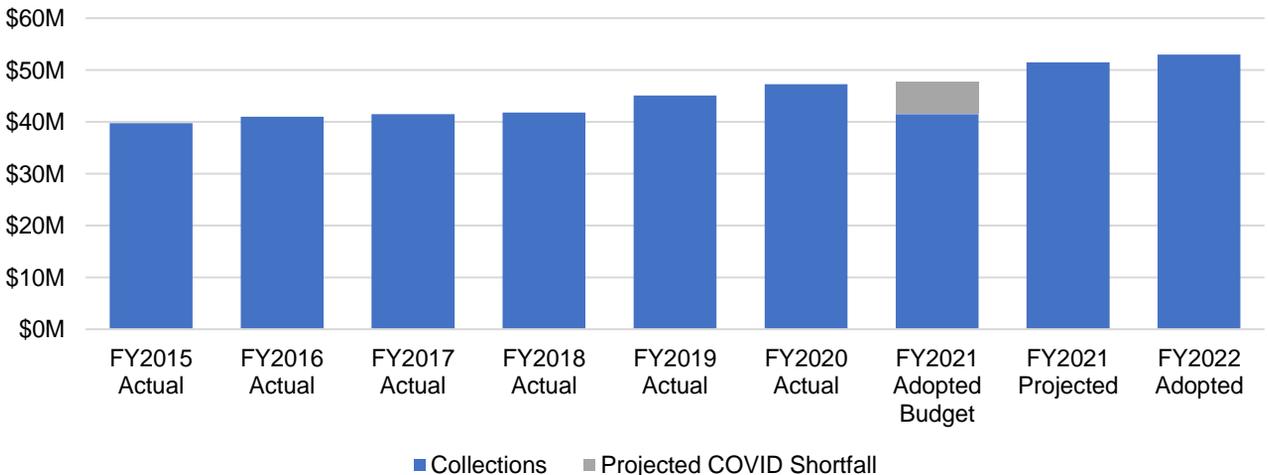
Motor Vehicle Collections



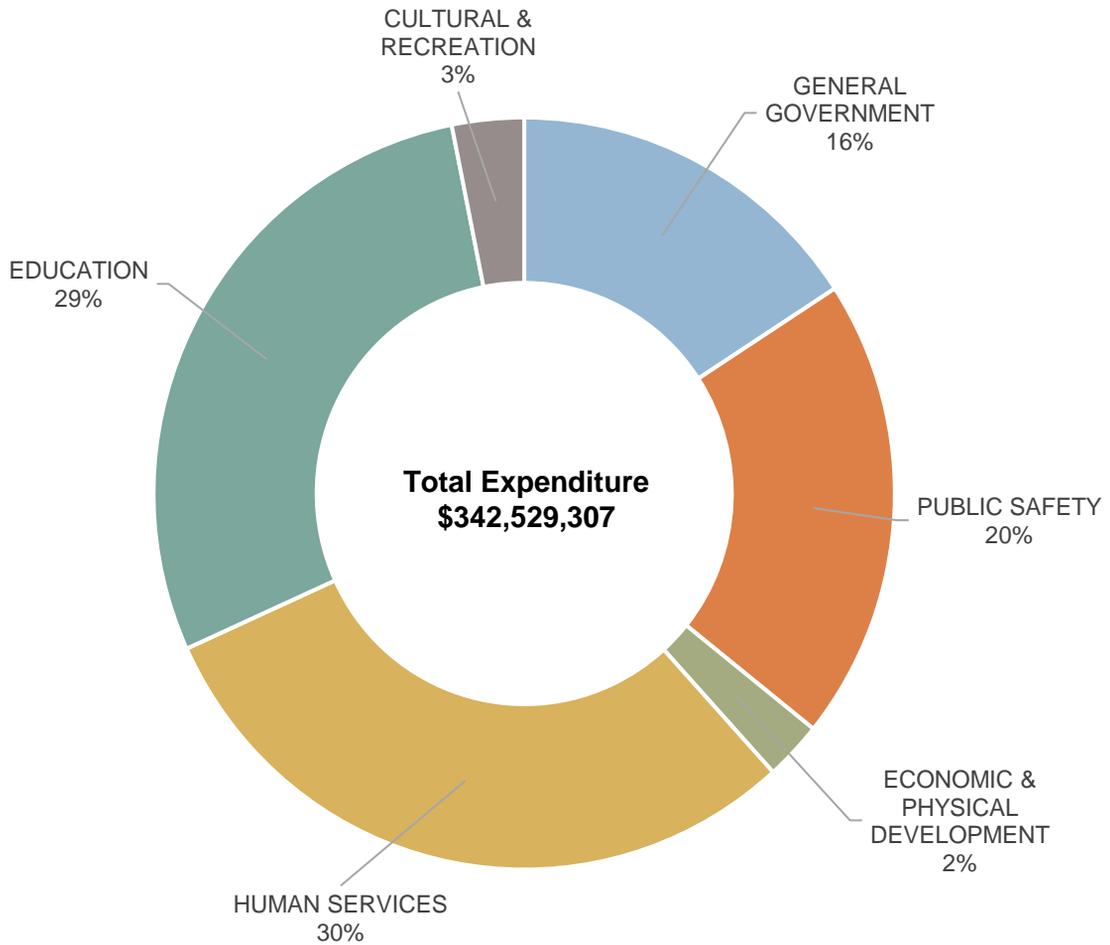
Sales Tax

Perhaps the most surprising growth during the pandemic was within sales tax revenue. Based on current year projections, there appears to be no negative impact due to COVID. The FY2022 Adopted Budget includes \$53,023,227 for sales tax revenue. This represents an increase of \$11.4 million dollars compared to the FY2021 Adopted Budget, which was based on conservative COVID-impacted estimates. However, compared to current year-end projections, the adopted budget represents an increase of 2.9% or \$1.5 million dollars.

Sales Tax Revenues



Fiscal Year 2022 Adopted Budget:



General Government

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
GOVERNING BODY	\$ 610,121	\$ 612,701	\$ 674,975	\$ 682,250	\$ 682,250	1.1%
ADMINISTRATION	1,448,887	1,682,579	1,814,947	1,988,214	1,992,345	9.8%
PUBLIC INFORMATION	455,570	661,051	885,902	916,658	916,658	3.5%
PRINT MAIL & DESIGN SERVICES	719,586	643,315	756,378	776,810	780,535	3.2%
COURT FACILITIES	121,286	114,371	156,220	144,920	144,920	-7.2%
HUMAN RESOURCES	893,308	1,009,127	1,009,875	1,071,556	1,071,556	6.1%
FACILITIES MAINTENANCE	808,708	967,335	1,202,491	1,158,465	1,158,465	-3.7%
LANDSCAPING & GROUNDS	622,743	690,228	702,394	793,350	800,763	14.0%
CARPENTRY SHOP	152,063	211,909	228,058	217,753	217,753	-4.5%
FACILITIES MANAGEMENT	1,172,046	1,259,322	1,523,436	1,556,056	1,556,056	2.1%
PUBLIC BUILDINGS JANITORIAL	680,038	784,441	870,951	919,296	965,301	10.8%
CENTRAL MAINTENANCE	881,695	590,365	672,722	671,154	675,219	0.4%
INNOVATION & TECHNOLOGY SERVICES	4,455,373	5,552,861	5,323,420	6,422,426	6,507,246	22.2%
BOARD OF ELECTIONS	1,618,420	1,400,350	1,673,589	1,554,062	1,556,013	-7.0%
FINANCIAL SERVICES	1,175,657	1,299,306	1,418,140	1,378,438	1,378,438	-2.8%
LEGAL	705,449	631,924	807,290	1,082,569	1,087,181	34.7%
REGISTER OF DEEDS	1,978,938	2,128,976	2,391,950	2,462,581	2,481,316	3.7%
REGISTER OF DEEDS AUTOMATION	116,548	306,653	135,000	135,000	135,000	0.0%
TAX ADMINISTRATION	5,279,783	5,317,583	5,797,029	5,914,603	5,914,603	2.0%
PROPERTY REVALUATION	270,719	307,568	474,796	472,489	472,489	-0.5%
GENERAL GOVERNMENT OTHER	36,780,746	32,291,918	26,011,793	23,990,586	23,689,045	-8.9%
TOTAL GENERAL GOVERNMENT	\$ 60,947,684	\$ 58,463,884	\$ 54,531,356	\$ 54,309,236	\$ 54,183,152	-0.6%

Notes on variances

Landscaping & Grounds: This increase is due to the need for additional overtime expenses as a result of staff vacancies, replacement of a hurricane blower and a skid steer and security repairs for the fence at the landscaping facility.

Innovation & Technology Services: 9 technology positions were merged from the Department of Social Services. The adopted budget includes additional personnel expenses.

Legal: The Board of Commissioners approved funding for an additional staff attorney position during the September 21, 2020, regular meeting. The adopted budget includes additional personnel expenses and associated operating costs for the new attorney.

Public Safety

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
SHERIFF	\$ 25,788,273	\$ 25,992,566	\$ 27,184,012	\$ 30,852,108	\$ 31,679,599	16.5%
DETENTION CENTER	16,960,343	16,873,690	20,184,851	20,261,840	20,716,058	2.6%
ROXIE CRISIS INTERVENTION CENTER	343,232	-	-	-	-	0.0%
LEO SEPARATION ALLOWANCE	574,139	632,733	552,100	671,116	671,116	21.6%
SHERIFF GRANTS	288,970	152,092	140,829	203,758	203,758	44.7%
SCHOOL LAW ENFORCEMENT - LOCAL	4,372,032	4,959,194	5,333,366	5,231,050	5,233,033	-1.9%
EMERGENCY SERVICES	3,312,822	3,474,011	3,910,603	4,049,607	4,051,026	3.6%
EMERGENCY SERVICES GRANTS	25,005	181,967	399,993	139,000	139,000	-65.2%
CRIMINAL JUSTICE UNIT PRETRIAL	491,622	563,626	588,662	691,215	691,215	17.4%
MISDEMEANOR PROGRAM	22,768	31,665	35,671	36,687	36,687	2.8%
ANIMAL SERVICES	3,101,494	3,283,990	3,484,642	3,463,633	3,509,785	0.7%
PUBLIC SAFETY OTHER	1,070,647	1,062,545	1,213,209	1,369,155	1,369,155	12.9%
TOTAL PUBLIC SAFETY	\$ 56,351,346	\$ 57,208,079	\$ 63,027,938	\$ 66,969,169	\$ 68,300,432	8.4%

Notes on variances

Sheriff: The adopted budget includes \$2.6M in capital outlay equipment for the purchase of body cameras.

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: During the September 8, 2020, Board of Commissioners Regular Meeting, the Board approved a budget ordinance amendment to re-appropriate Byrne grant funding in the amount of \$62,929. The adopted budget includes these grant funds.

Emergency Services Grant: The FY2021 Budget included the NC Hazard Mitigation Grant Agreement for FEMA approved projects for approximately \$260,000. These projects are expected to be completed by the end of the fiscal year and are not included in the adopted budget.

Criminal Justice Unit Pretrial: Increased expenditures are due to the addition of a Pretrial Release Specialist transferred from the Detention Center as well as funds budgeted for a Justice Services Director.

Public Safety Other: The adopted budget includes funding for an Assistant Public Defender to provide critical services to the Cumberland County Detention population. This position is expected to yield improved inmate outcomes and a cost savings.

Economic & Physical Development

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
PLANNING	\$ 2,910,536	\$ 2,711,212	\$ 3,271,297	\$ 3,487,355	\$ 3,489,338	6.7%
ENGINEERING	1,113,724	978,925	585,162	607,937	607,937	3.9%
NC COOPERATIVE EXTENSION SERVICE	578,409	538,286	718,084	748,875	763,559	6.3%
NC COOPERATIVE EXTENSION PROGRAM	23,775	20,284	81,300	76,000	76,000	-6.5%
LOCATION SERVICES	176,925	192,232	257,796	275,533	275,533	6.9%
SOIL CONSERVATION DISTRICT	122,483	108,222	75,670	2,209,655	2,209,655	2820.1%
SOIL CONSERVATION COST SHARE PROGRAM	71,693	74,990	75,867	79,284	79,284	4.5%
PUBLIC UTILITES	83,287	85,110	87,602	96,900	96,900	10.6%
ECONOMIC PHYSICAL DEVELOPMENT	20,000	20,000	20,000	20,000	20,000	0.0%
INDUSTRIAL PARK	9,020	2,220	2,212	4,332	4,332	95.8%
ECONOMIC INCENTIVES	429,724	402,406	461,947	767,447	767,447	66.1%
WATER & SEWER DEPARTMENT	41,291	20,287	250,000	250,000	250,000	0.0%
TOTAL ECONOMIC & PHYSICAL DEVELOPMENT	\$ 5,580,866	\$ 5,154,174	\$ 5,886,937	\$ 8,623,318	\$ 8,639,985	46.8%

Notes on variances

Soil Conservation District: The budget includes the grant award of USDA Natural Resources Conservation Service and the NC Disaster Recovery Act 2018.

Public Utilities: The budget includes an interim salary adjustment due to the vacancy of the County Engineer position for most of FY2021.

Industrial Park: The adopted budget includes a potential rate increase from Duke Energy and Public Works Utility of \$2,120 annually.

Economic Incentives: During the September 21, 2020, Board of Commissioners Regular Meeting a budget ordinance amendment was approved in the amount of \$248,000 for Campbell Soup Supply Company LLC. This incentive became due in March 2021 and will continue for 7 years.

Human Services

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
HEALTH DEPT GENERAL	\$ 11,960,982	\$ 12,156,845	\$ 13,768,828	\$ 14,097,583	\$ 14,164,207	2.9%
DETENTION CNTR HEALTH PROGRAM	3,105,331	2,822,265	3,406,500	3,402,500	3,402,500	-0.1%
ENVIRONMENTAL HEALTH	1,692,341	1,639,679	1,722,868	1,856,896	1,862,231	8.1%
BIO-TERRORISM PREPAREDNESS	67,866	73,227	72,500	72,500	72,500	0.0%
CARE COORDINATION FOR CHILDREN	1,033,607	851,259	971,676	965,573	966,992	-0.5%
PREGNANCY CARE MANAGEMENT	1,977,574	1,110,805	1,298,966	1,314,052	1,317,777	1.4%
WIC - CLIENT SVCS	2,324,027	2,202,999	2,454,049	2,532,604	2,558,738	4.3%
SCHOOL HEALTH - BOE	585,514	559,149	939,637	965,731	965,731	2.8%
COMMUNITY TRANSFORMATION GRANT	160,672	75,699	82,872	126,155	126,155	52.2%
COURT ORDERED EVALUATION	181,696	181,339	318,832	318,840	318,840	0.0%
SOBRIETY COURT	77,841	94,153	135,201	129,780	129,780	-4.0%
MENTAL HEALTH OTHER	5,031,247	5,041,498	5,065,222	5,245,547	5,245,547	3.6%
HEALTH OTHER	82,771	76,638	83,771	83,771	83,771	0.0%
DEPARTMENT OF SOCIAL SERVICES	42,146,114	43,419,054	48,466,389	50,297,147	50,702,740	4.6%
SOCIAL SERVICES OTHER	13,051,576	12,898,577	14,306,992	13,427,790	13,427,790	-6.1%
GRANT FAMILY VIOLENCE CARE CENTER	456,317	437,951	586,834	589,652	591,467	0.8%
WELFARE OTHER	353,351	333,557	380,064	380,064	380,064	0.0%
VETERANS SERVICES	369,584	426,127	452,713	544,861	547,167	20.9%
CHILD SUPPORT ENFORCEMENT	4,805,597	4,929,306	5,595,639	5,681,980	5,693,462	1.7%
SL RESOURCE CENTER ADMIN	30,226	29,503	34,542	39,074	39,074	13.1%
TOTAL HUMAN SERVICES	\$ 89,494,233	\$ 89,359,632	\$100,144,095	\$ 102,072,100	\$ 102,596,533	2.4%

Notes on variances

Community Transformation Grant: On September 8, 2020 the Board of Commissioners approved a budget ordinance amendment in the amount of \$38,709 to address tobacco use by the active-duty population.

Veterans Services: The adopted budget includes a new position in the amount of \$61,872 for a Veterans Services Officer.

Spring Lake Resource Center Administration: The adopted budget includes an additional \$4,532 in contracted services for cleaning services to expand to 45 hours a week for 52 weeks.

Education

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
SCHOOLS - CURRENT EXPENSE	\$ 80,150,000	\$ 80,550,000	\$ 80,711,700	\$ 83,033,918	\$ 83,033,918	2.9%
FTCC - CURRENT EXPENSE	11,735,900	12,184,126	12,283,629	13,278,659	13,278,659	8.1%
OTHER EDUCATION	1,616,907	1,674,048	1,415,700	1,740,876	1,740,876	23.0%
TOTAL EDUCATION	\$ 93,502,807	\$ 94,408,174	\$ 94,411,029	\$ 98,053,453	\$ 98,053,453	3.9%

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 by \$995,030.

Cultural & Recreation

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
LIBRARY	\$ 10,143,839	\$ 10,010,497	\$ 9,965,901	\$ 10,239,330	\$ 10,431,034	4.7%
LIBRARY GRANTS	71,201	157,666	70,307	64,149	64,149	-8.8%
STADIUM MAINTENANCE	93,284	1,399	-	-	-	0.0%
CULTURE RECREATION OTHER	260,569	260,569	260,569	260,569	260,569	0.0%
TOTAL CULTURAL & RECREATION	\$ 10,568,893	\$ 10,430,131	\$ 10,296,777	\$ 10,564,048	\$ 10,755,752	4.5%
TOTAL GENERAL FUND	\$316,445,829	\$315,024,074	\$328,298,132	\$ 340,591,324	\$ 342,529,307	4.3%

New Vehicles

The majority of new vehicle purchases within the General Fund are funded through the Capital Investment Fund. However, the vehicle listed below is eligible to receive state or federal reimbursements and must be funded within that respective department.

DEPARTMENT	REQUESTED			ADOPTED		
	NEW OR REPLACE	QTY	UNIT COST	QTY	TOTAL COST	STATE OR FEDERAL FUNDS
Social Services		1	\$ 25,281	1	\$ 25,281	\$ 12,641
Minivan	Replace	1	25,281	1	25,281	12,641
TOTAL		1	\$ 25,281	1	\$ 25,281	\$ 12,641

Total General Fund Net Cost: \$ 12,641

Maintenance & Repairs

Most maintenance and repair projects within the General Fund are funded through the Capital Investment Fund. However, the project listed below is eligible to receive state or federal reimbursements and must be funded within that respective department.

LOCATION	DESCRIPTION/CATEGORY	ADD OR REPLACE	REQUESTED	ADOPTED	STATE OR FEDERAL FUNDS
Department of Social Services	Hydrometer for irrigation system	Add	\$ 8,000	\$ 8,000	\$ 4,000
TOTAL			\$ 8,000	\$ 8,000	\$ 4,000

Total General Fund Net Cost: \$ 4,000

Capital Outlay

DEPARTMENT	(A) ADD OR (R) REPLACE	QTY	REQUESTED		ADOPTED		
			UNIT COST	TOTAL COST	QTY	TOTAL COST	STATE OR FEDERAL FUNDS
Cooperative Extension		1	\$ 6,800	\$ 6,800	1	\$ 6,800	\$ -
Projector Screen	R	1	6,800	6,800	1	6,800	-
Department of Social Services		2	\$ 135,000	\$ 135,000	1	\$ 125,000	\$ 62,500
Golf Cart	A	1	10,000	10,000	0	-	-
Audio/Video Equipment - Meeting Room	R	1	125,000	125,000	1	125,000	62,500
Landscaping and Grounds		2	\$ 62,139	\$ 62,139	2	\$ 62,139	\$ -
Hurricane Z3 Blower	A	1	11,299	11,299	1	11,299	-
Skid Steer	R	1	50,840	50,840	1	50,840	-
Sheriff's Office		2	\$2,648,500	\$2,648,500	2	\$2,648,500	\$ -
Narcotic K-9	R	1	8,500	8,500	1	8,500	-
Body Cameras	A	1	2,640,000	2,640,000	1	2,640,000	-
Facilities Maintenance		1	\$ 8,659	\$ 8,659	1	\$ 8,659	\$ -
Drain Camera	A	1	8,659	8,659	1	8,659	-
TOTAL		8	\$ 2,861,098	\$ 2,861,098	7	\$ 2,851,098	\$ 62,500

Total General Fund Net Cost: \$ 2,788,598

Projected Fund Balance

General Fund

Projected Fund Balance Fund 101 Only

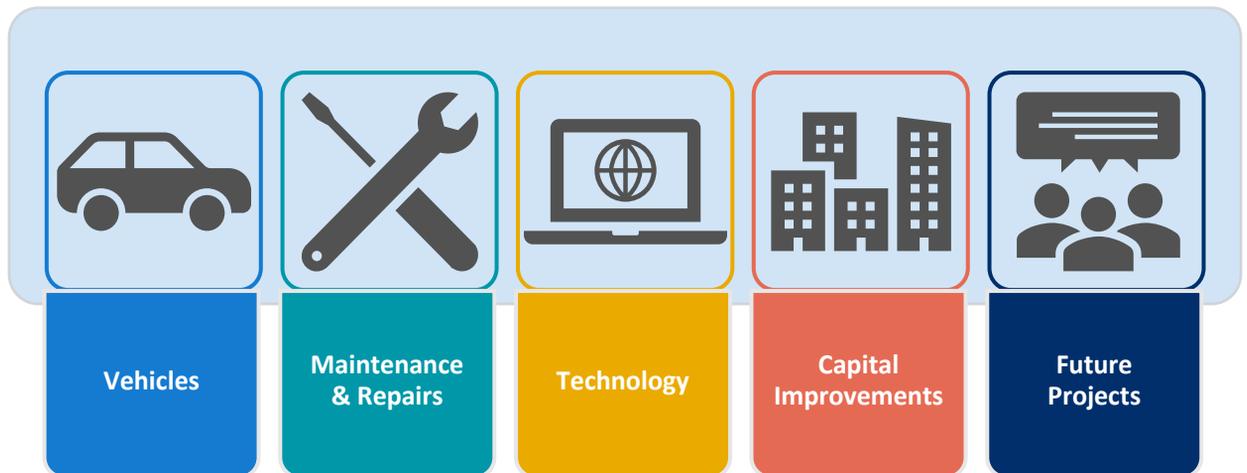
	FY19-20 Actual	Adopted FY20-21 Budget	Revised FY20-21 Budget	FY20-21 Projection	FY21-22 Adopted Budget
Revenues:					
Ad valorem taxes	\$ 189,506,426	\$ 185,672,187	\$ 185,672,187	\$ 190,346,493	\$ 191,014,305
Other taxes	49,882,272	46,777,711	46,777,711	57,142,828	57,853,186
Unrestricted intergovernmental	14,085,013	12,624,989	12,630,989	15,616,247	14,874,567
Restricted intergovernmental	47,352,882	55,764,424	63,278,334	57,140,199	50,699,382
Sales and services	14,524,383	13,067,456	13,067,456	12,008,408	13,410,090
Miscellaneous	6,692,728	5,615,886	5,961,764	6,801,104	5,202,384
Transfers from other funds	367,494	111,778	111,778	88,778	315,520
Total Revenue	322,411,198	319,634,431	327,500,219	339,144,057	333,369,434
Expenditures:					
General Government	29,148,576	35,533,479	41,557,492	37,747,125	35,039,079
Public safety	57,208,085	63,027,938	64,982,819	56,467,195	68,306,751
Economic and physical development	5,154,169	5,886,937	8,960,641	5,306,442	8,640,156
Mental Health	5,316,988	5,603,026	5,608,260	5,470,977	5,694,167
Health	21,068,569	24,217,896	27,655,006	23,942,289	25,521,114
Welfare	56,772,920	62,898,876	64,256,421	58,152,745	64,797,726
Other human services	5,384,940	6,462,958	6,473,315	6,161,214	6,659,767
Cultural and recreational	10,430,128	10,296,777	10,759,853	9,905,130	10,757,515
Education	94,408,174	94,411,029	94,411,029	94,600,199	98,053,453
Miscellaneous and transfers	30,131,528	19,959,216	21,140,442	19,804,489	19,059,579
Total expenditures	315,024,077	328,298,132	345,805,278	317,557,805	342,529,307
Restatement					
Net increase (decrease) in fund balance	7,387,121	(8,663,701)	(18,305,059)	21,586,252	(9,159,873)
Fund balance July 1	119,643,848	118,487,712	118,487,712	127,030,969	148,617,221
Fund balance June 30	<u>\$ 127,030,969</u>	<u>\$ 109,824,011</u>	<u>\$ 100,182,653</u>	<u>\$ 148,617,221</u>	<u>\$ 139,457,348</u>
Fund balance allocations for FY22 budget:					
10% fund balance unassigned per policy					\$ 34,252,931
Non-spendable inventories and prepaids					153,388
Restricted Stabilization by State Statute					30,357,652
Restricted for Register of Deeds					925,163
Restricted for Public Health					4,728,362
Committed - Property Revaluation					2,158,423
Assigned Economic development incentives					2,000,000
Assigned Subsequent year's expenditures (FY21)					9,159,873
Unassigned					55,721,556
Fund balance June 30, 2021					<u>\$ 139,457,348</u>

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.

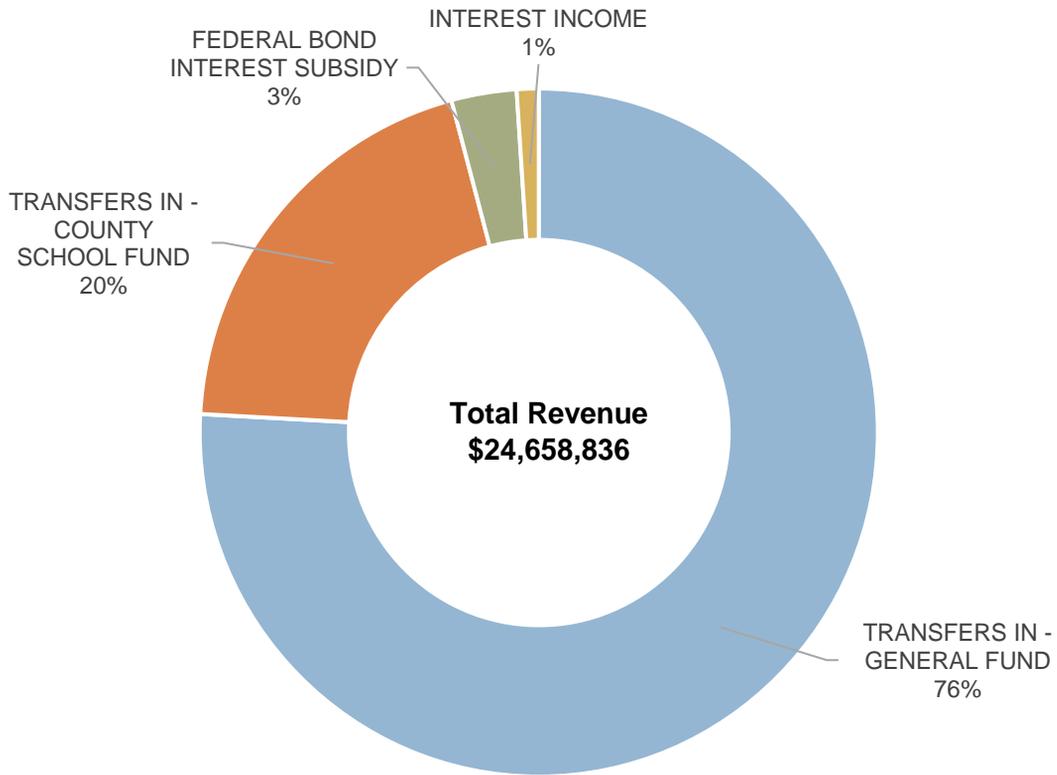
Major expenditures that are funded through the CIF include:

- Vehicles
- 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.



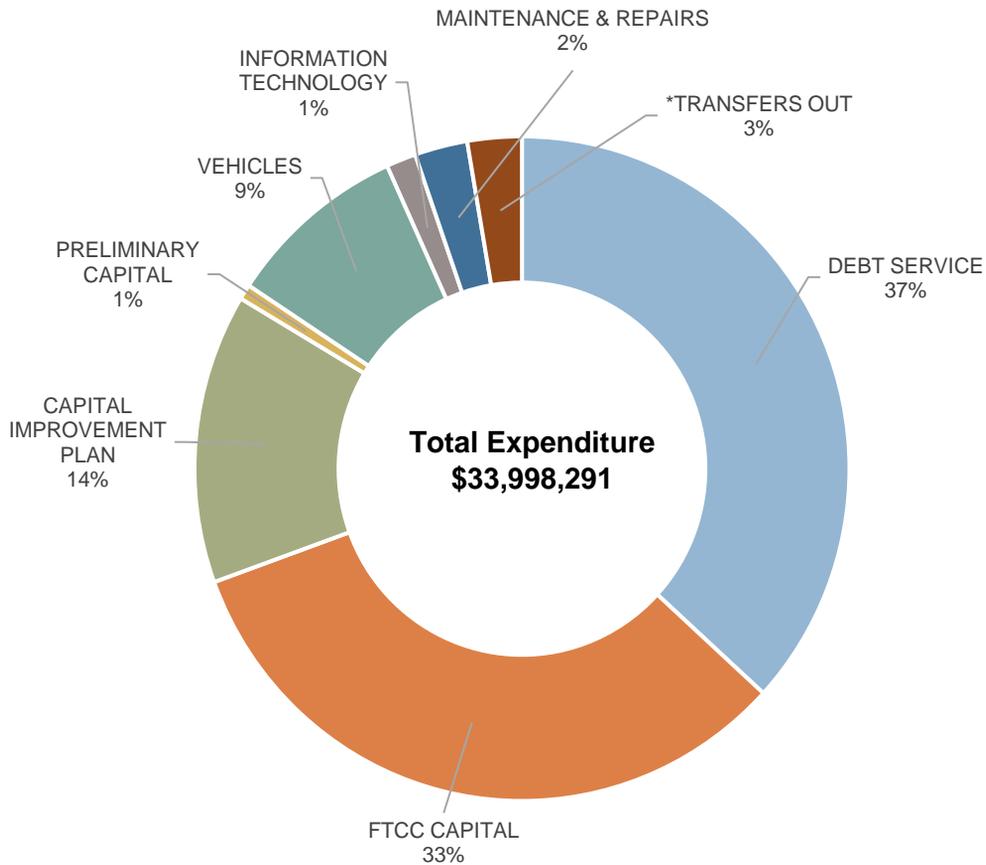
Fiscal Year 2022 Adopted Budget:



CATEGORY	ADOPTED BUDGET FY2022
TRANSFERS IN - GENERAL FUND	\$ 18,706,356
TRANSFERS IN - COUNTY SCHOOL FUND	4,928,533
FEDERAL BOND INTEREST SUBSIDY	766,465
INTEREST INCOME	257,482
TOTAL	\$ 24,658,836

The Capital Investment Fund budget is balanced at **\$33,998,291** by the appropriation of **\$9,339,455** of fund balance.

Fiscal Year 2022 Adopted Budget:



CATEGORY	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022
DEBT SERVICE	\$12,513,896	\$12,513,896
FTCC CAPITAL	11,100,000	11,100,000
CAPITAL IMPROVEMENT PLAN	4,795,000	4,795,000
PRELIMINARY CAPITAL	250,000	250,000
VEHICLES	3,043,336	3,043,336
INFORMATION TECHNOLOGY	499,450	499,450
MAINTENANCE & REPAIRS	885,500	885,500
*TRANSFERS OUT	226,109	911,109
TOTAL CAPITAL INVESTMENT FUND	\$33,313,291	\$33,998,291

(*)The adopted budget includes a transfer of \$226,109 from the Capital Investment Fund to the General Fund. This represents items for the Department of Social Services: \$146,968 for carpet replacement, \$4,000 for a hydrometer, \$62,500 for audio/video equipment and \$12,641 for a minivan. This transfer is necessary in order to draw down partial costs to allow for federal/state reimbursements.

One-time vehicle purchases (that do not include any federal or state reimbursements) are included in the Capital Investment Fund.

The FY2022 Adopted 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 and useful life.

The adopted budget also includes funding for a fleet replacement study in the amount of \$34,778. This study will consider fleet management practices, resource requirements, fleet utilization levels, fleet size and composition in order to develop a systematic replacement plan.

DEPARTMENT	NEW OR REPLACE	REQUESTED		ADOPTED	
		QTY	COST	QTY	COST
Animal Services		4	\$ 140,000	1	\$ 29,000
SUV	Replace	1	29,000	1	29,000
Truck - F-150	Replace	3	111,000	0	-
Carpentry Shop		2	\$ 57,250	2	\$ 57,250
Truck - F-150	Replace	2	57,250	2	57,250
Central Maintenance		2	\$ 61,050	2	\$ 61,050
Minivan	Replace	1	33,050	1	33,050
SUV	Replace	1	28,000	1	28,000
Emergency Services		2	\$ 73,200	2	\$ 73,200
SUV - Tahoe	Replace	1	36,600	1	36,600
Truck - F-250	Replace	1	36,600	1	36,600
Landscaping & Grounds		1	\$ 35,000	1	\$ 35,000
Truck - F-350	Replace	1	35,000	1	35,000
Location Services		1	\$ 42,000	1	\$ 42,000
F-250	Replace	1	42,000	1	42,000
Planning		1	\$ 29,000	1	\$ 29,000
SUV	Replace	1	29,000	1	29,000
Public Information		1	\$ 28,000	1	\$ 28,000
SUV	New	1	28,000	1	28,000
Sheriff's Office		37	\$ 2,871,565	33	\$ 2,558,424
SUV	Replace	37	2,871,565	33	2,558,424
Sheriff's Office/Detention Center		3	\$ 196,902	1	\$ 65,634
SUV	Replace	3	196,902	1	65,634
Sheriff's Office/School Law Enforcement		10	\$ 775,280	0	\$ -
SUV	Replace	10	775,280	0	-
TOTAL		64	\$ 4,309,247	45	\$ 2,978,558

Total Sheriff's Office Request: \$ 3,843,747
 Total Sheriff's Office Adopted: \$ 2,624,058

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 Engineering and Infrastructure.

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

PRIORITY	LOCATION	DESCRIPTION/CATEGORY		DEPARTMENT REQUEST FY2022	ADOPTED BUDGET FY2022
1	Judge E. Maurice Braswell Courthouse	Replace fire pump	R	\$ 90,000	\$ 90,000
2	Headquarters Library	Replace control panel & expansion valve for chiller	R	30,000	30,000
3	Law Enforcement Center	Back-up air conditioner in server room	R	40,000	40,000
4	Earl "Moose" Butler Law Enforcement Training Center	Repairs to HVAC system	M	16,000	16,000
5	Judge E. Maurice Braswell Courthouse	Contacts from the generator panel to the elevator control rooms	M	35,000	35,000
6	Judge E. Maurice Braswell Courthouse	Replace elevator car operating panels and hall fixtures	R	61,000	61,000
7	Department of Social Services Group Home	Security system upgrade for group home	M	8,000	8,000
8	Landscaping	Additional security beams	A	5,000	5,000
9	Animal Services	Replace backflow preventers	R	14,000	14,000
10	Bradford Building	Replace backflow preventers	R	14,000	14,000
11	Detention Center	Reconfigure/remodel of Fugitive Office on 2nd floor	A	40,000	40,000
12	Judge E. Maurice Braswell Courthouse	Sound system for room 4A	R	20,000	20,000
13	Central Maintenance	Building renovation to move parts & tires to one area	A	65,000	65,000
14	Landscaping	Shelter for equipment	A	48,500	48,500
15	Central Maintenance	Protective coating for floors throughout facility	M	90,000	90,000
16	Central Maintenance	Close-in carport	A	60,000	60,000
17	Sheriff's Annex	Install HVAC unit for evidence building	A	70,000	70,000
18	Animal Services	Paint interior doors and frames throughout facility & touch up walls	M	20,000	20,000
19	Winding Creek Annex/Community Development	Paint hallways and entrance	M	6,000	6,000
20	Cooperative Extension Office	Replace blinds	R	17,000	17,000
21	Law Enforcement Center	Drainage collection system	A	24,000	24,000
22	Winding Creek Annex/Community Development	Awning for staff entry door	A	2,500	2,500
23	Law Enforcement Center	Remove block walls from evidence lobby & replace ceiling tiles in office	A	25,000	25,000
24	Law Enforcement Center	Replace service window in Human Resources with sliding window	R	10,000	10,000
25	Earl "Moose" Butler Law Enforcement Training Center	Replace glass with bullet resistant glass for indoor range	R	5,500	5,500
26	Earl "Moose" Butler Law Enforcement Training Center	Replace carpet in 3 classrooms and 9 offices	R	45,000	45,000
27	Clerk of Court	Add doors in Criminal Division at staff breakroom and filing cabinets	A	4,000	4,000
28	Headquarters Library	Replace circular window	R	20,000	20,000
TOTAL				\$ 885,500	\$ 885,500

One-time technology items are reviewed and prioritized by the Innovation and 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 FY2022	ADOPTED BUDGET FY2022
1	Sheriff's Office - Body/In Car Camera Program	Due to concerns regarding race relations, fair treatment by law enforcement, and other items; both Cumberland County citizens and the Sheriff's Office are requesting that body cameras be immediately implemented. This will ensure all parties are protected and justice is properly served.	\$ 310,000	\$ 310,000
2	vRealize Software	Enable capacity planning and storage analytics.	28,000	28,000
3	Financial Software	Required for compliance with the new GASB 87 statement requirements. There is a pervasive change in accounting and reporting leases, this software is necessary for implementation.	30,000	30,000
4	Tetration	Verifies user identities and establishes device trust. Zero trust application security, monitors traffic on both local and cloud platforms. Tetration forces policies across on-premise and hosted systems.	50,000	50,000
5	Sheriff's Office - Replace RMS and JMS (Records Management System & Jail Management System)	Replacement is requested as the OSSI/Sungard PS platform for daily use of RMS/JMS and MCT is slowly being transitioned away by the vendor and will eventually be obsolete.	1,248,165	-
6	Sheriff's Office - Replacement of two Livescan Fingerprint Machines, includes barcode scanner upgrade	Gun Permits Fingerprinting equipment that is nearing end of life and cannot upgrade to Windows 10 OS. The Barcode Scanner is an add-on that will greatly improve efficiency.	9,000	9,000
7	Sheriff's Office - Replacement/Upgrade of 30 laptops	Continuation of the laptop refresh program - replacing laptops more than 7 years old. This request will replace 30 outdated or non-repairable laptops.	57,450	57,450
8	Expand/Replace WIFI	Expand and replace WIFI.	15,000	15,000
9	Sheriff's Office - Permanent Mounted Temperature Scanning/Facial Detection and Recognition Solution	Permanent solution for temperature scanning, facial detection, and recognition in a centralized model at four Sheriff's office buildings.	425,000	-
10	Sheriff's Office - Pen-Point PLX 10 Pack Mobile App Program	Annual cost that allows for expanded access to Penlink surveillance system currently in use (from 2 to 12 users) to improve investigations in real time.	9,060	-
11	Sheriff's Office - Additional Storage for Nimble Storage Array System	This expansion will provide adequate storage for current and future projects and eliminate the need for future servers. This is a long-term storage solution.	105,850	-
12	Sheriff's Office - Two DL360 Servers and One DL380 Server	These new servers will replace 2 DL360 servers which are aging out (last replaced in 2012) and to add an additional DL380 server for redundancy purposes.	40,000	-
13	Sheriff's Office - Avigilon Camera Software Upgrade	LEC cameras, the current license is limited to 5 users - upgrading will allow for unlimited user licenses to provide adequate security.	9,000	-
14	Sheriff's Office - Microsoft SQL Server 2019 Standard Licenses	This license is needed for the additional DL380 server requested.	19,000	-
15	Sheriff's Office - Desktop and Monitor Refresh	This is a continuation of desktop refresh program. Requesting to upgrade/replace 45 units.	38,000	-
16	Sheriff's Office - Griffeye DI Pro Facial Detection Software	This software has the ability to select a face from an image or video and scan additional images for the same/like faces. It would be used by investigators to identify suspects and victims. This software can be installed on 2 computers and combines all like images into one container thereby being more efficient and reducing repeated files.	2,800	-
TOTAL			\$ 2,396,325	\$ 499,450

Capital Improvement Plan

Capital Investment Fund

CATEGORY	TOTAL BY PROJECT	RECOMMENDED BY E&I	FY2022	FY2023	FY2024	FY2025	FY2026+
Animal Services Artificial Turf Install	\$ 117,753	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -
Animal Services Boiler Replacement	100,000	100,000	-	100,000	-	-	-
Animal Services Chiller Replacement	120,000	120,000	-	120,000	-	-	-
Animal Services Kennel Coating	98,000	120,000	120,000	-	-	-	-
Bradford Building Access Management and Security Camera System	200,000	200,000	-	-	200,000	-	-
Bradford Building Elevators	225,000	225,000	-	-	225,000	-	-
Building Envelope Assessment	250,000	250,000	-	250,000	-	-	-
Building Exterior Improvements	225,000	225,000	10,000	165,000	25,000	25,000	-
Building Maintenance Elevators	115,000	115,000	-	115,000	-	-	-
Community Corrections Center HVAC Replacement	160,000	160,000	45,000	55,000	60,000	-	-
Convention & Visitor's Bureau Elevators	115,000	115,000	-	-	115,000	-	-
Cooperative Extension Office Elevators	115,000	115,000	-	-	115,000	-	-
Cooperative Extension Office Exterior Building Maintenance	65,000	100,000	100,000	-	-	-	-
Courtroom Carpet Replacement	350,000	350,000	75,000	100,000	100,000	75,000	-
Department of Social Services Meeting Room Furniture Replacement	178,500	205,000	-	-	205,000	-	-
Department of Social Services Pneumatic Controls Replacement	145,000	145,000	70,000	75,000	-	-	-
Detention Center Elevators	230,000	230,000	-	230,000	-	-	-
Detention Center Heating Boilers	600,000	600,000	300,000	300,000	-	-	-
Detention Center Window Replacement	160,000	160,000	160,000	-	-	-	-
Detention Center Wireless Pneumatic Controls	200,000	200,000	-	100,000	100,000	-	-
East Regional Library Boiler Replacement	95,000	95,000	95,000	-	-	-	-
East Regional Library Carpet Replacement	160,000	160,000	-	160,000	-	-	-
Headquarters Library Boiler Replacement	150,000	150,000	150,000	-	-	-	-
Headquarters Library Elevators	125,000	120,000	-	120,000	-	-	-
Health Department Elevators	330,000	330,000	-	-	-	-	330,000
Historic Courthouse Elevators	250,000	250,000	250,000	-	-	-	-
Judge E. Maurice Braswell Courthouse Access Management and Security Camera System	500,000	500,000	500,000	-	-	-	-
Judge E. Maurice Braswell Courthouse Bathroom Updates	500,000	355,000	200,000	155,000	-	-	-
Judge E. Maurice Braswell Courthouse Cooling Tower Rebuilds	120,000	120,000	-	-	120,000	-	-
Judge E. Maurice Braswell Courthouse Electric Boiler Replacement	100,000	100,000	100,000	-	-	-	-
Judge E. Maurice Braswell Courthouse Window Replacement	1,500,000	1,500,000	-	-	-	-	1,500,000
Minor Building Systems	740,000	740,000	-	440,000	140,000	90,000	70,000
North Regional Library Boiler Replacement	100,000	100,000	-	100,000	-	-	-
Parking Lot Repair/Resurfacing	1,360,000	1,360,000	150,000	185,000	975,000	25,000	25,000
Roof Repair/Replacement	2,434,599	2,905,000	2,275,000	420,000	160,000	50,000	-
Sheriff's Range K9 Training Facility	915,000	915,000	-	-	-	915,000	-
Various County Facility Building Automation and Control Systems	70,000	70,000	70,000	-	-	-	-
TOTAL	\$ 13,218,852	\$ 13,630,000	\$ 4,795,000	\$ 3,190,000	\$ 2,540,000	\$ 1,180,000	\$ 1,925,000

Debt Service Projections

Capital Investment Fund

DEBT	FY2021 PROJECTIONS	FY2022 ADOPTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
Schools					
Qualified School Construction Bonds Series 2009	\$ 1,192,500	\$ 1,192,500	\$ 1,192,500	\$ 1,192,500	\$ 1,192,500
Qualified School Construction Bonds Series 2011A	1,890,105	1,890,105	1,890,105	1,890,105	1,890,105
G.O. Refunding Series 2011	2,368,725	516,600	168,300	-	-
COPS Refunding Series 2011B (Gray's Creek Middle School)	994,625	953,250	-	-	-
LOBS Refunding Series 2017 (New Century Elementary)	1,171,825	1,130,094	1,091,917	1,049,499	1,008,456
LOBS Refunding Series 2017 (Gray's Creek Middle School)	269,931	269,931	1,224,869	1,180,319	1,132,413
	<u>\$ 7,887,711</u>	<u>\$ 5,952,480</u>	<u>\$ 5,567,691</u>	<u>\$ 5,312,423</u>	<u>\$ 5,223,474</u>
Community College					
LOBS Series 2021 (Fire Training Center)	\$ -	\$ 889,916	\$ 812,566	\$ 795,064	\$ 775,061
	<u>\$ -</u>	<u>\$ 889,916</u>	<u>\$ 812,566</u>	<u>\$ 795,064</u>	<u>\$ 775,061</u>
Libraries					
LOBS Refunding Series 2017 (West Regional Branch)	\$ 361,375	\$ 348,506	\$ 336,733	\$ 323,651	\$ 310,994
	<u>\$ 361,375</u>	<u>\$ 348,506</u>	<u>\$ 336,733</u>	<u>\$ 323,651</u>	<u>\$ 310,994</u>
Emergency Operations Center					
LOBS Series 2021	\$ -	\$ 987,544	\$ 901,709	\$ 882,286	\$ 860,089
	<u>\$ -</u>	<u>\$ 987,544</u>	<u>\$ 901,709</u>	<u>\$ 882,286</u>	<u>\$ 860,089</u>
Detention Center					
LOBS Refunding Series 2019	\$ 1,834,837	\$ 1,794,790	\$ 1,753,911	\$ 1,713,257	\$ 1,036,639
	<u>\$ 1,834,837</u>	<u>\$ 1,794,790</u>	<u>\$ 1,753,911</u>	<u>\$ 1,713,257</u>	<u>\$ 1,036,639</u>
Public Health Facility					
COPS Refunding Series 2011B	\$ 1,311,500	\$ 1,250,500	\$ -	\$ -	\$ -
LOBS Refunding Series 2017	325,369	325,369	1,476,431	1,422,731	1,364,987
	<u>\$ 1,636,869</u>	<u>\$ 1,575,869</u>	<u>\$ 1,476,431</u>	<u>\$ 1,422,731</u>	<u>\$ 1,364,987</u>
Capital Improvement Projects (CIP) Financing					
Installment Financing 2016	\$ 196,828	\$ 193,454	\$ 190,080	\$ 186,707	\$ -
LOBS Refunding Series 2019 (2017 CIP)	783,522	771,337	759,152	746,966	734,780
	<u>\$ 980,350</u>	<u>\$ 964,791</u>	<u>\$ 949,232</u>	<u>\$ 933,673</u>	<u>\$ 734,780</u>
Capital Investment Fund Debt Service	<u>\$ 12,701,142</u>	<u>\$ 12,513,896</u>	<u>\$ 11,798,273</u>	<u>\$ 11,383,085</u>	<u>\$ 10,306,024</u>

General Fund

DEPARTMENT	FT/PT	UNIT COST		REQUESTED		ADOPTED		
		SALARY	FRINGE BENEFITS	QTY	REQUEST	QTY	TOTAL	STATE OR FEDERAL FUNDS
Animal Services		\$ 63,921	\$ 31,875	2	\$ 95,796	0	\$ -	\$ -
Veterinary Health Care Technician	FT	32,694	16,092	1	48,786	0	-	-
Senior Administrative Support Specialist	FT	31,227	15,783	1	47,010	0	-	-
Child Support Enforcement		\$ 296,676	\$ 132,225	9	\$ 541,669	1	\$ 81,751	\$ 52,321
Child Support Agent II	FT	37,516	17,778	2	110,586	0	-	-
Child Support Agent III	FT	39,296	18,184	1	57,479	0	-	-
Child Support Lead Agent I	FT	39,296	18,184	2	114,958	0	-	-
Child Support Lead Agent II	FT	41,110	18,598	1	59,708	0	-	-
Paralegal	FT	39,296	18,184	1	57,479	0	-	-
Child Support Program Manager	FT	59,052	22,699	1	81,751	1	81,751	52,321
Quality Assurance Program Training Specialist	FT	41,110	18,598	1	59,708	0	-	-
Emergency Services		\$ 45,000	\$ 19,487	1	\$ 64,487	0	\$ -	\$ -
Emergency Management Planner I	FT	45,000	19,487	1	64,487	0	-	-
Environmental Health		\$ 39,296	\$ 18,184	2	\$ 114,958	2	\$ 114,958	\$ -
Environmental Health Specialist	FT	39,296	18,184	2	114,958	2	114,958	-
Health Department		\$ 133,177	\$ 57,447	4	\$ 246,371	1	\$ 59,865	\$ 59,865
Public Health Nurse II	FT	38,142	17,606	2	111,496	0	-	-
Public Health Nurse III- Team Lead	FT	53,925	21,086	1	75,010	0	-	-
Public Health Educator II	FT	41,110	18,755	1	59,865	1	59,865	59,865
Human Resources		\$ 27,058	\$ 14,628	1	\$ 41,686	0	\$ -	\$ -
Office/Processing Assistant	FT	27,058	14,628	1	41,686	0	-	-
Innovation & Technology Services		\$ 173,109	\$ 62,329	3	\$ 235,437	2	\$ 161,494	\$ -
Network Security Coordinator	FT	67,668	22,775	1	90,443	1	90,443	-
Innovation and Training Coordinator	FT	53,925	20,019	1	73,943	0	-	-
Audio/Visual Specialist	FT	51,516	19,535	1	71,051	1	71,051	-
Sheriff's Office		\$ 214,799	\$ 91,804	8	\$ 366,700	3	\$ 180,500	\$ -
Office/Processing Assistant	FT	27,060	14,941	3	126,000	0	-	-
Office/Processing Assistant	PT	20,295	4,106	1	24,400	0	-	-
Admin Support Specialist	FT	28,456	15,244	1	43,700	0	-	-
Electronics Technician	FT	35,823	16,377	2	104,400	2	104,400	-
Information Services Technical Support Specialist II	FT	49,240	18,961	1	68,200	0	-	-
Project Specialist	FT	53,925	22,175	0	-	1	76,100	-
Soil and Water Conservation		\$ 37,516	\$ 16,722	1	\$ 54,238	0	\$ -	\$ -
District Technician	FT	37,516	16,722	1	54,238	0	-	-
Veterans Services		\$ 43,875	\$ 17,997	2	\$ 123,744	1	\$ 61,872	\$ -
Veterans Services Officer	FT	43,875	17,997	2	123,744	1	61,872	-
TOTAL		\$1,074,427	\$ 462,698	33	\$ 1,885,086	10	\$ 660,440	\$ 112,186

Total General Fund Net Cost: \$ 548,254

Community Development Support Housing Fund

DEPARTMENT	FT/PT	UNIT COST		REQUESTED		ADOPTED		
		SALARY	FRINGE BENEFITS	QTY	REQUEST	QTY	TOTAL	STATE OR FEDERAL FUNDS
Support Housing Program Grant		\$ 98,294	\$ 41,617	2	\$ 139,911	2	\$ 139,911	\$ 139,911
Social Worker II	FT	49,328	21,016	1	70,344	1	70,344	70,344
Social Worker II	FT	48,966	20,601	1	69,567	1	69,567	69,567
TOTAL		\$ 98,294	\$ 41,617	2	\$ 139,911	2	\$ 139,911	\$ 139,911

Total All Funds Net Cost: \$ 636,274

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

DEPARTMENT	FT/PT	REQUESTED		ADOPTED	
		QTY	SALARY & BENEFITS	QTY	TOTAL
Department of Social Services		1	\$ -	1	\$ -
Personal Services Contract	PT	1	-	1	-
Grant Family Violence Care Center		1	\$ -	1	\$ -
Resolve Facilitator	PT	1	-	1	-

Personal Services Contract: This unfunded position consisted of multiple hourly employees, many of which were rehired retirees. These hourly positions were phased out and have not been filled since FY2019.

Resolve Facilitator: This is an unfunded hourly position that is no longer utilized. This position has not been filled since FY2015.

Community Development Fund

DEPARTMENT	FT/PT	REQUESTED		ADOPTED	
		QTY	SALARY & BENEFITS	QTY	TOTAL
Community Development		1	\$ 63,054	1	\$ 63,054
Administrative Program Officer II	FT	1	63,054	1	63,054

Administrative Program Officer II: This position is requested to be abolished to provide funds for departmental restructuring which includes the reclassification of a Business Manager I to Business Manager II and Office Processing Assistant to Senior Administrative Support Specialist.

Summary of Positions

Personnel

DEPARTMENT	FY2019	FY2020	FY2021	FY2022			TOTAL FTE
	TOTAL FTE	TOTAL FTE	TOTAL FTE	FULL-TIME	HOURLY, PART-TIME & TIME-LIMITED	TOTAL POSITIONS	
GENERAL FUND							
ADMINISTRATION	10	13	13	11	2	13	13
ANIMAL CONTROL	49.575	50.575	50	49	2	51	50
BOARD OF ELECTIONS	9.975	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	73.1	74	1	75	74.1
DEPT OF SOCIAL SERVICES	692.2	699.2	699.2	665	24	689	689.2
E&I-CARPENTRY SHOP	3	3	3	3	0	3	3
E&I-ENGINEERING	7	7	6	6	0	6	6
E&I-FACILITIES MANAGEMENT	20	20	21	21	0	21	21
E&I-LANDSCAPING & GROUNDS	11	11	11	11	0	11	11
E&I-PUBLIC BLDGS JANITORIAL	7	9	9	9	0	9	9
E&I-PUBLIC UTILITIES	1	1	1	1	0	1	1
EMERGENCY SERVICES MGT	52.5	55.5	55.5	55	5	60	55.5
FINANCIAL SERVICES	17	16	16	16	0	16	16
GOVERNING BODY	9	9	9	9	0	9	9
HUMAN RESOURCES	8.8	9.8	10	10	0	10	10
INNOVATION & TECHNOLOGY SERVICES	33	33	38	49	0	49	49
LEGAL	8	8	8	9	0	9	9
LIBRARY	161.575	155.05	149.525	143	15	158	149.525
MENTAL HEALTH	2	2	2	2	0	2	2
NC COOPERATIVE EXTENSION	9	9	9	9	0	9	9
PLANNING	44	44	44	44	0	44	44
PLANNING-LOCATION SERVICES	5	4	4	4	0	4	4
PRETRIAL SERVICES	6	7	7	8	0	8	8
PRINT, MAIL & DESIGN SERVICES	4	4	4	4	0	4	4
PUBLIC INFORMATION	4	9	9	9	0	9	9
PUBLIC HEALTH	236.175	242.8	246.175	222	36	258	251.175
REGISTER OF DEEDS	24.1	24.1	25	25	0	25	25
SHERIFF'S OFFICE	648.9	657.425	652.425	639	119	758	656.425
SOBRIETY COURT	1	1	1	1	0	1	1
SOIL CONSERVATION	2	2	2	2	0	2	2
TAX ADMINISTRATION	69.95	69.95	69.95	68	3	71	69.95
TAX ADMIN-PROPERTY REVAL	5.95	5.95	5.95	5	2	7	5.95
VETERANS SERVICES	7	7	7	8	0	8	8
YOUTH DIVERSION	1	0	0	0	0	0	0
TOTAL GENERAL FUND	2,252.80	2,280.90	2,279.28	2,208.00	216.00	2,424.00	2,293.28
OTHER COUNTY FUNDS							
COMMUNITY DEVELOPMENT	9	9	9	10	0	10	10
CD BLOCK GRANT DISASTER RECOVERY	4.25	4.25	4.25	2	3	5	4.25
DEPT OF SOCIAL SVCS GRP CARE	13.1	12.5	12.5	12	5	17	12.5
EMPLOYEE PHARMACY	4	4.75	4.75	4	1	5	4.75
EMPLOYEE WELLNESS	1	1	1	1	0	1	1
PLANNING - FAMPO	2.75	3	3	3	0	3	3
RISK MANAGEMENT	3.475	3.475	3.475	3	1	4	3.475
SENIOR AIDES	2.1	2.1	2.1	0	0	0	0
SHERIFF - FORFEITURE & CANTEEN	12	12	12	12	0	12	12
SOLID WASTE	69	69	69	69	0	69	69
WORKFORCE DEVELOPMENT	7	7	7	0	0	0	0
TOTAL OTHER COUNTY FUNDS	127.68	128.08	128.08	116.00	10.00	126.00	119.98
TOTAL ALL FUNDS	2,380.48	2,408.98	2,407.35	2,324.00	226.00	2,550.00	2,413.25

Salary Schedule

Regular Employees Effective: July 5, 2021

GRADE	MINIMUM	MID-POINT	MAXIMUM
*55	\$ 31,200.00	\$ 35,256.00	\$ 38,857.69
*56	\$ 31,200.00	\$ 35,961.12	\$ 40,640.75
*57	\$ 31,200.00	\$ 36,680.34	\$ 42,503.40
*58	\$ 31,200.00	\$ 37,413.95	\$ 44,433.97
*59	\$ 31,200.00	\$ 38,162.23	\$ 46,455.82
*60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
*61	\$ 31,200.00	\$ 39,703.98	\$ 50,922.99
62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85
77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
78	\$ 65,632.07	\$ 88,045.40	\$ 110,458.74
79	\$ 68,682.35	\$ 92,137.91	\$ 115,593.49
80	\$ 71,867.42	\$ 96,409.81	\$ 120,952.18
81	\$ 75,185.17	\$ 100,860.52	\$ 126,535.88
82	\$ 78,684.40	\$ 105,554.81	\$ 132,425.23
83	\$ 82,360.88	\$ 110,486.86	\$ 138,612.84
84	\$ 86,218.84	\$ 115,661.94	\$ 145,105.04
85	\$ 90,233.88	\$ 121,050.35	\$ 151,866.83
86	\$ 94,427.23	\$ 126,674.39	\$ 158,921.54
87	\$ 98,844.52	\$ 132,599.83	\$ 166,355.15
88	\$ 103,466.63	\$ 138,800.70	\$ 174,134.76
89	\$ 108,286.18	\$ 145,265.84	\$ 182,245.49
90	\$ 113,330.71	\$ 152,033.46	\$ 190,736.20
91	\$ 118,623.60	\$ 159,133.27	\$ 199,642.95
92	\$ 123,961.07	\$ 166,293.59	\$ 208,626.11
93	\$ 129,539.46	\$ 173,777.08	\$ 218,014.70
94	\$ 135,368.33	\$ 181,596.49	\$ 227,824.65
95	\$ 141,460.41	\$ 189,768.79	\$ 238,077.17

*11/5/2021 - Reprinted to reflect the County Commissioners' adopted initiative that no county employee will make less than \$15 per hour effective 7/18/2021.

Salary Schedule

Detention and Law Enforcement Effective: July 5, 2021

GRADE	MINIMUM	MID-POINT	MAXIMUM
64DE	\$ 37,746.39	\$ 50,636.78	\$ 63,527.17
64LE	\$ 37,746.39	\$ 50,636.78	\$ 63,527.17
65DE	\$ 39,444.98	\$ 52,915.44	\$ 66,385.90
65LE	\$ 39,444.98	\$ 52,915.44	\$ 66,385.90
66DE	\$ 41,220.00	\$ 55,296.63	\$ 69,373.26
66LE	\$ 41,220.00	\$ 55,296.63	\$ 69,373.26
67DE	\$ 43,074.90	\$ 57,784.98	\$ 72,495.06
67LE	\$ 43,074.90	\$ 57,784.98	\$ 72,495.06
68DE	\$ 45,013.27	\$ 60,385.30	\$ 75,757.33
68LE	\$ 45,013.27	\$ 60,385.30	\$ 75,757.33
69DE	\$ 47,038.87	\$ 63,102.65	\$ 79,166.42
69LE	\$ 47,038.87	\$ 63,102.65	\$ 79,166.42
70DE	\$ 49,155.62	\$ 65,942.27	\$ 82,728.91
70LE	\$ 49,155.62	\$ 65,942.27	\$ 82,728.91
71DE	\$ 51,367.62	\$ 68,909.66	\$ 86,451.70
71LE	\$ 51,367.62	\$ 68,909.66	\$ 86,451.70
72DE	\$ 53,679.16	\$ 72,010.60	\$ 90,342.03
72LE	\$ 53,679.16	\$ 72,010.60	\$ 90,342.03
73DE	\$ 56,094.72	\$ 75,251.07	\$ 94,407.41
73LE	\$ 56,094.72	\$ 75,251.07	\$ 94,407.41
74DE	\$ 58,618.98	\$ 78,637.36	\$ 98,655.74
74LE	\$ 58,618.98	\$ 78,637.36	\$ 98,655.74
75DE	\$ 61,256.83	\$ 82,176.04	\$ 103,095.24
75LE	\$ 61,256.83	\$ 82,176.04	\$ 103,095.24
76DE	\$ 64,013.39	\$ 85,873.97	\$ 107,734.54
76LE	\$ 64,013.39	\$ 85,873.97	\$ 107,734.54
77DE	\$ 66,893.99	\$ 89,738.29	\$ 112,582.59
77LE	\$ 66,893.99	\$ 89,738.29	\$ 112,582.59
78DE	\$ 69,904.22	\$ 93,776.51	\$ 117,648.80
78LE	\$ 69,904.22	\$ 93,776.51	\$ 117,648.80
79DE	\$ 73,049.91	\$ 97,996.46	\$ 122,943.00
79LE	\$ 73,049.91	\$ 97,996.46	\$ 122,943.00
80DE	\$ 76,337.16	\$ 102,406.30	\$ 128,475.44
80LE	\$ 76,337.16	\$ 102,406.30	\$ 128,475.44
81DE	\$ 79,772.33	\$ 107,014.58	\$ 134,256.83
81LE	\$ 79,772.33	\$ 107,014.58	\$ 134,256.83
82DE	\$ 83,362.08	\$ 111,830.23	\$ 140,298.38
82LE	\$ 83,362.08	\$ 111,830.23	\$ 140,298.38
83DE	\$ 87,113.37	\$ 116,862.59	\$ 146,611.80
83LE	\$ 87,113.37	\$ 116,862.59	\$ 146,611.80

Physicians
Effective: July 5, 2021

CLASSIFICATION	GRADE	MINIMUM	MIDPOINT	MAXIMUM
PHYSICIAN DIRECTOR II-A	10	\$ 126,147.43	\$ 169,226.06	\$ 212,304.71
PHYSICIAN DIRECTOR II-B	12	\$ 138,750.81	\$ 186,134.24	\$ 233,517.67
PHYSICIAN III-A	9	\$ 120,108.42	\$ 161,125.93	\$ 202,143.45
PHYSICIAN III-B	11	\$ 132,183.25	\$ 177,323.55	\$ 222,463.83
PHYSICIAN III-C	12	\$ 138,750.81	\$ 186,134.24	\$ 233,517.67

Executive Salary Schedule
Effective: July 5, 2021

CLASSIFICATION	PAY BAND	MINIMUM	MAXIMUM
COUNTY MANAGER	A	\$129,539.46	\$274,569.48
DEPUTY COUNTY MANAGER	B	\$103,631.56	\$216,263.84
ASSISTANT COUNTY MANAGER - ENVIRONMENTAL & COMMUNITY SAFETY	C	\$94,427.23	\$208,626.11
ASSISTANT COUNTY MANAGER - COMMUNITY SUPPORT SERVICES	C	\$94,427.23	\$208,626.11
ASSISTANT COUNTY MANAGER - GENERAL GOVERNMENT & STEWARDSHIP	C	\$94,427.23	\$208,626.11
ASSISTANT COUNTY MANAGER - STRATEGIC MANAGEMENT & GOVERNMENTAL AFFAIRS	C	\$94,427.23	\$208,626.11
GENERAL MANAGER - HUMAN SERVICES	D	\$86,218.84	\$190,736.20
FINANCE DIRECTOR/GENERAL MANAGER - FINANCIAL SERVICES	D	\$86,218.84	\$190,736.20

Job Classification List – Alphabetical Order Effective: July 5, 2021

JOB CLASS	JOB TITLE	GRADE	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
6317	911 QUAL ASSUR/COMPLIANCE SPEC	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
6305	911 STANDARDS PROGRAM COORDINATOR	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
0701	ACCOUNTANT I *	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
0702	ACCOUNTANT II	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
0470	ACCOUNTING CLERK IV *	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
0471	ACCOUNTING CLERK V *	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
0714	ACCOUNTING SPECIALIST I *	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
0715	ACCOUNTING SPECIALIST II *	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
0725	ACCOUNTING SUPERVISOR	78	\$ 65,632.07	\$ 88,045.40	\$ 110,458.74
0126	ACCOUNTING TECHNICIAN I *	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
0127	ACCOUNTING TECHNICIAN II *	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
0128	ACCOUNTING TECHNICIAN III *	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
0129	ACCOUNTING TECHNICIAN IV *	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
1601	ADMINISTRATIVE ASSISTANT I *	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
1602	ADMINISTRATIVE ASSISTANT II *	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
1603	ADMINISTRATIVE ASSISTANT III *	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
1608	ADMINISTRATIVE COORDINATOR I	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
1609	ADMINISTRATIVE COORDINATOR II	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
1605	ADMINISTRATIVE OFFICER I *	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
1606	ADMINISTRATIVE OFFICER II *	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
1631	ADMINISTRATIVE OFFICER III *	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
1629	ADMINISTRATIVE PROGRAM OFFICER I	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
1630	ADMINISTRATIVE PROGRAM OFFICER II	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
0409	ADMINISTRATIVE SERVICES ASSISTANT V *	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
1604	ADMINISTRATIVE SUPPORT II	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
0412	ADMINISTRATIVE SUPPORT SPECIALIST	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
4222	ADULT/DISLOCATED WORKER ANALYST	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
4019	ADVOCATE I *	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
3850	ANIMAL SERVICES DIRECTOR	80	\$ 71,867.42	\$ 96,409.81	\$ 120,952.18
3825	ANIMAL SERVICES ENFORCEMENT SUPERVISOR	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
3853	ANIMAL SERVICES OFFICER I	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
3854	ANIMAL SERVICES OFFICER II	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
3852	ANIMAL SHELTER ATTENDANT	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
3851	ANIMAL SHELTER MANAGER	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
2214	APPLICATIONS PROGRAMMER II *	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
0904	APPRAISER	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
7440	ASSISTANT COUNTY ENGINEER	79	\$ 68,682.35	\$ 92,137.91	\$ 115,593.49
1705	ASSISTANT COUNTY MANAGER - COMMUNITY SUPPORT SERVICES	EXECUTIVE SALARY SCHEDULE			
1704	ASSISTANT COUNTY MANAGER - ENVIRONMENTAL & COMMUNITY SAFETY	EXECUTIVE SALARY SCHEDULE			
1706	ASSISTANT COUNTY MANAGER - GENERAL GOVERNMENT & STEWARDSHIP	EXECUTIVE SALARY SCHEDULE			
1707	ASSISTANT COUNTY MANAGER - STRATEGIC MANAGEMENT & GOVERNMENTAL AFFAIRS	EXECUTIVE SALARY SCHEDULE			
5059	ASSISTANT DIRECTOR OF NURSING SERVICES *	78	\$ 65,632.07	\$ 88,045.40	\$ 110,458.74
0804	ASSISTANT REGISTER OF DEEDS	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
1411	ATTORNEY I *	80	\$ 71,867.42	\$ 96,409.81	\$ 120,952.18
1412	ATTORNEY II *	83	\$ 82,360.88	\$ 110,486.86	\$ 138,612.84

(*) Title for use by state agencies only

Job Classification List – Alphabetical Order Effective: July 5, 2021

JOB CLASS	JOB TITLE	GRADE	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
0741	BUDGET & MANAGEMENT ANALYST I	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
0742	BUDGET & MANAGEMENT ANALYST II	76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85
0744	BUDGET & PERFORMANCE DATA ANALYST	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
8601	BUILDING/PLUMBING INSPECTOR	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
0707	BUSINESS MANAGER I	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
0706	BUSINESS MANAGER II	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
4220	BUSINESS SERVICES/INCUMBENT WORKER TRAINING REPRESENTATIVE	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
0922	BUSINESS SYSTEMS MANAGER	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
7427	CARPENTRY SUPERVISOR	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
6015	CHAPLAIN	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
8628	CHIEF BUILDING OFFICIAL	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
5925	CHIEF DEPUTY SHERIFF	83LE	\$ 82,360.88	\$ 110,486.86	\$ 138,612.84
2229	CHIEF INFORMATION SECURITY OFFICER	82	\$ 78,684.40	\$ 105,554.81	\$ 132,425.23
2250	CHIEF INNOVATION AND TECHNOLOGY DIRECTOR	87	\$ 98,844.52	\$ 132,599.83	\$ 166,355.15
8625	CHIEF INSPECTOR	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
0926	CHIEF OF ASSESSMENT & COLLECTIONS	76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85
0927	CHIEF OF REAL ESTATE & MAPPING	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
4091	CHILD SUPPORT AGENT I	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
4092	CHILD SUPPORT AGENT II	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
4093	CHILD SUPPORT AGENT III	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
4050	CHILD SUPPORT ENFORCEMENT DIRECTOR	82	\$ 78,684.40	\$ 105,554.81	\$ 132,425.23
4094	CHILD SUPPORT LEAD AGENT I	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
4095	CHILD SUPPORT LEAD AGENT II	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
1415	CHILD SUPPORT LEGAL MANAGER	81	\$ 75,185.17	\$ 100,860.52	\$ 126,535.88
4089	CHILD SUPPORT PROGRAM MANAGER	76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85
4088	CHILD SUPPORT Q/A - PROGRAM TRAINING SPECIALIST	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
4096	CHILD SUPPORT SUPERVISOR I	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
4097	CHILD SUPPORT SUPERVISOR II	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
2105	CLERK TO THE BOARD (A)	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
4164	CLINICAL SOCIAL WORKER *	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
8626	CODE ENFORCEMENT MANAGER	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
8603	CODE ENFORCEMENT OFFICER	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
0907	COMMERCIAL APPRAISER	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
2910	COMMUNICATIONS & OUTREACH COORDINATOR	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
6304	COMMUNICATIONS CERTIFIED TRAINING OFFICER	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
3950	COMMUNITY DEVELOPMENT DIRECTOR	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
5673	COMMUNITY DISEASE CONTROL SPECIALIST II *	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
5346	COMMUNITY HEALTH ASSISTANT *	57	\$ 31,200.00	\$ 36,680.34	\$ 42,503.40
3925	COMMUNITY SERVICES MANAGER	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
3910	COMMUNITY SERVICES SPECIALIST	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
5335	COMMUNITY SOCIAL SERVICES ASSISTANT *	57	\$ 31,200.00	\$ 36,680.34	\$ 42,503.40
5365	COMMUNITY SOCIAL SERVICES TECHNICIAN *	61	\$ 31,200.00	\$ 39,703.98	\$ 50,922.99
5342	COMMUNITY SUPPORT SERVICES SUPERVISOR *	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
2268	COMPUTER SYSTEMS ADMINISTRATOR I *	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
2269	COMPUTER SYSTEMS ADMINISTRATOR II *	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
2270	COMPUTER SYSTEMS ADMINISTRATOR III *	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
2226	COMPUTING CONSULTANT I *	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32

(*) Title for use by state agencies only

Job Classification List – Alphabetical Order Effective: July 5, 2021

JOB CLASS	JOB TITLE	GRADE	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
2227	COMPUTING CONSULTANT II *	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
2228	COMPUTING CONSULTANT III *	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
2296	COMPUTING SUPPORT TECHNICIAN I *	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
2297	COMPUTING SUPPORT TECHNICIAN II *	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
6803	COOK	58	\$ 31,200.00	\$ 37,413.95	\$ 44,433.97
6814	COOK SUPERVISOR	61	\$ 31,200.00	\$ 39,703.98	\$ 50,922.99
5361	COTTAGE PARENT I *	57	\$ 31,200.00	\$ 36,680.34	\$ 42,503.40
1450	COUNTY ATTORNEY (A)	91	\$118,623.60	\$159,133.27	\$199,642.95
7400	COUNTY ENGINEER	82	\$ 78,684.40	\$105,554.81	\$132,425.23
1700	COUNTY MANAGER (A)	EXECUTIVE SALARY SCHEDULE			
1519	COUNTY SOCIAL SERVICES BUSINESS OFFICER II *	79	\$ 68,682.35	\$ 92,137.91	\$115,593.49
4150	COUNTY SOCIAL SERVICES DIRECTOR *	88	\$103,466.63	\$138,800.70	\$174,134.76
1673	COUNTY SOCIAL SERVICES PROGRAM ADMINISTRATOR I *	76	\$ 59,937.99	\$ 80,406.42	\$100,874.85
5916	CRIME ANALYST	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
6150	CRIMINAL JUSTICE SYSTEM SUPPORT DIRECTOR	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
6617	CUSTODIAN	55	\$ 31,200.00	\$ 35,256.00	\$ 38,857.69
6618	CUSTODIAN CREW LEADER	57	\$ 31,200.00	\$ 36,680.34	\$ 42,503.40
3911	DATA & EVALUATION ANALYST	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
4010	DAY CARE SERVICES COORDINATOR I *	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
2101	DEPARTMENT GIS/MAPPING TECHNICIAN I	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
2102	DEPARTMENT GIS/MAPPING TECHNICIAN II	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
2207	DEPARTMENT IT SUPPORT SPECIALIST I	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
2208	DEPARTMENT IT SUPPORT SPECIALIST II	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
2209	DEPARTMENT IT SUPPORT SUPERVISOR	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
2210	DEPARTMENT IT SUPPORT TECHNICIAN I	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
2211	DEPARTMENT IT SUPPORT TECHNICIAN II	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
2243	DEPARTMENT PROJECT SPECIALIST	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
2106	DEPUTY CLERK TO THE BOARD	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
1703	DEPUTY COUNTY MANAGER	EXECUTIVE SALARY SCHEDULE			
6025	DEPUTY DETENTION CENTER ADMINISTRATOR	76DE	\$ 59,937.99	\$ 80,406.42	\$100,874.85
2249	DEPUTY INNOVATION AND TECHNOLOGY DIRECTOR	83	\$ 82,360.88	\$110,486.86	\$138,612.84
3125	DEPUTY LIBRARY DIRECTOR	78	\$ 65,632.07	\$ 88,045.40	\$110,458.74
8725	DEPUTY PLANNING DIRECTOR	78	\$ 65,632.07	\$ 88,045.40	\$110,458.74
0801	DEPUTY REGISTER OF DEEDS I	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
0802	DEPUTY REGISTER OF DEEDS II	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
0803	DEPUTY REGISTER OF DEEDS III	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
0805	DEPUTY SENIOR ASSISTANT REGISTER OF DEEDS	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
5900	DEPUTY SHERIFF	66LE	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
5915	DEPUTY SHERIFF CAPTAIN	78LE	\$ 65,632.07	\$ 88,045.40	\$110,458.74
5905	DEPUTY SHERIFF CORPORAL	68LE	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
5907	DEPUTY SHERIFF DETECTIVE	69LE	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
5911	DEPUTY SHERIFF DETECTIVE LIEUTENANT	75LE	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
5909	DEPUTY SHERIFF DETECTIVE SERGEANT	71LE	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
5910	DEPUTY SHERIFF LIEUTENANT	75LE	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
5920	DEPUTY SHERIFF MAJOR	80LE	\$ 71,867.42	\$ 96,409.81	\$120,952.18
5908	DEPUTY SHERIFF SERGEANT	71LE	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
6050	DETENTION CENTER ADMINISTRATOR	80DE	\$ 71,867.42	\$ 96,409.81	\$120,952.18
6005	DETENTION CENTER CORPORAL	66DE	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69

(*) Title for use by state agencies only

Job Classification List – Alphabetical Order Effective: July 5, 2021

JOB CLASS	JOB TITLE	GRADE	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
6010	DETENTION CENTER LIEUTENANT	72DE	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
6008	DETENTION CENTER SERGEANT	68DE	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
6000	DETENTION OFFICER	64DE	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
3750	DIRECTOR OF ELECTIONS (A)	78	\$ 65,632.07	\$ 88,045.40	\$ 110,458.74
4250	DIRECTOR OF WORKFORCE DEVELOPMENT BOARD/CENTER	76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85
8602	ELECTRICAL/MECHANICAL INSPECTOR	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
7415	ELECTRICIAN	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
7561	ELECTRONICS TECHNICIAN	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
6300	EMERGENCY MANAGEMENT PLANNER I	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
6303	EMERGENCY MANAGEMENT PROGRAM COORDINATOR	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
6350	EMERGENCY SERVICES DIRECTOR	82	\$ 78,684.40	\$ 105,554.81	\$ 132,425.23
7401	ENGINEERING TECHNICIAN I	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
7402	ENGINEERING TECHNICIAN II	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
5703	ENVIRONMENTAL HEALTH DIRECTOR II *	79	\$ 68,682.35	\$ 92,137.91	\$ 115,593.49
5654	ENVIRONMENTAL HEALTH PROGRAM SPECIALIST *	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
5653	ENVIRONMENTAL HEALTH SPECIALIST *	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
5676	ENVIRONMENTAL HEALTH SUPERVISOR I *	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
5677	ENVIRONMENTAL HEALTH SUPERVISOR II *	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
7307	EQUIPMENT INVENTORY & SERVICES COORDINATOR	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
7111	EQUIPMENT OPERATOR	61	\$ 31,200.00	\$ 39,703.98	\$ 50,922.99
1612	EXECUTIVE ASSISTANT	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
7430	FACILITIES AND GROUNDS MANAGER	78	\$ 65,632.07	\$ 88,045.40	\$ 110,458.74
7405	FACILITIES MAINTENANCE COORDINATOR I	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
7407	FACILITIES MAINTENANCE SUPERVISOR	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
8703	FAMPO EXECUTIVE DIRECTOR	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
0908	FEES & SPECIAL ASSESSMENT SPECIALIST	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
0704	FINANCE ACCOUNTANT	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
1709	FINANCE DIRECTOR/GENRA MANAGER - FINANCIAL SERVICES	EXECUTIVE SALARY SCHEDULE			
0708	FINANCE TECHNICIAN	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
0103	FINANCIAL ASSOCIATE I	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
0104	FINANCIAL ASSOCIATE II	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
8606	FIRE INSPECTOR	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
6307	FIRE MARSHAL	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
7310	FLEET MAINTENANCE FOREMAN	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
7319	FLEET MAINTENANCE TECHNICIAN	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
7350	FLEET MANAGER	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
6839	FOOD SERVICE MANAGER	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
0447	FOREIGN LANGUAGE INTERPRETER I *	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
0448	FOREIGN LANGUAGE INTERPRETER II *	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
5912	FORENSIC MEDIA TECHNICIAN	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
1710	GENERAL MANAGER - HUMAN SERVICES	EXECUTIVE SALARY SCHEDULE			
0711	GRANTS MANAGER	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
2901	GRAPHIC DESIGN/INFORMATION SPECIALIST I	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
2902	GRAPHIC DESIGN/INFORMATION SPECIALIST II	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
7426	GROUNDS MAINTENANCE LANDSCAPING SUPERVISOR	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
7412	GROUNDS MAINTENANCE OPERATIONS SPECIALIST	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
7410	GROUNDS MAINTENANCE TECHNICIAN I	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40

(*) Title for use by state agencies only

Job Classification List – Alphabetical Order Effective: July 5, 2021

JOB CLASS	JOB TITLE	GRADE	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
7411	GROUNDS MAINTENANCE TECHNICIAN II	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
7301	HEAVY EQUIPMENT MAINTENANCE TECHNICIAN	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
7308	HEAVY EQUIPMENT MECHANIC	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
7304	HEAVY EQUIPMENT MECHANIC FOREMAN	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
6102	HOUSE ARREST SPECIALIST	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
6622	HOUSEKEEPER *	55	\$ 31,200.00	\$ 35,256.00	\$ 38,857.69
6623	HOUSEKEEPER TEAM LEADER *	57	\$ 31,200.00	\$ 36,680.34	\$ 42,503.40
5345	HUMAN RESOURCES AIDE *	55	\$ 31,200.00	\$ 35,256.00	\$ 38,857.69
1810	HUMAN RESOURCES ASSOCIATE	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
1820	HUMAN RESOURCES CONSULTANT I	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
1821	HUMAN RESOURCES CONSULTANT II	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
1850	HUMAN RESOURCES DIRECTOR	84	\$ 86,218.84	\$ 115,661.94	\$ 145,105.04
4105	HUMAN RESOURCES PLACEMENT SPECIALIST *	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
1807	HUMAN RESOURCES REPRESENTATIVE	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
1808	HUMAN RESOURCES SPECIALIST	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
4178	HUMAN SERVICES CLINICAL COUNSELOR I *	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
4179	HUMAN SERVICES CLINICAL COUNSELOR II *	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
4075	HUMAN SERVICES COORDINATOR III *	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
5125	HUMAN SERVICES DEPUTY DIRECTOR *	NO GRADE			
8881	HUMAN SERVICES PLANNER/EVALUATOR I *	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
8882	HUMAN SERVICES PLANNER/EVALUATOR II *	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
7404	HVAC SUPERVISOR	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
7403	HVAC TECHNICIAN	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
0210	INCOME MAINTENANCE CASEWORKER I *	61	\$ 31,200.00	\$ 39,703.98	\$ 50,922.99
0211	INCOME MAINTENANCE CASEWORKER II *	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
0295	INCOME MAINTENANCE CASEWORKER III *	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
0296	INCOME MAINTENANCE INVESTIGATOR I *	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
0297	INCOME MAINTENANCE INVESTIGATOR II *	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
0219	INCOME MAINTENANCE INVESTIGATOR SUPERVISOR I *	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
0220	INCOME MAINTENANCE INVESTIGATOR SUPERVISOR II *	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
0298	INCOME MAINTENANCE SUPERVISOR I *	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
0299	INCOME MAINTENANCE SUPERVISOR II *	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
0218	INCOME MAINTENANCE SUPERVISOR III *	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
0209	INCOME MAINTENANCE TECHNICIAN *	59	\$ 31,200.00	\$ 38,162.23	\$ 46,455.82
5767	INDUSTRIAL HYGIENE CONSULTANT *	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
2289	INFORMATION SYSTEMS LIAISON I *	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
2298	INFORMATION SYSTEMS MANAGER	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
0752	INTERNAL AUDIT & WELLNESS DIRECTOR	79	\$ 68,682.35	\$ 92,137.91	\$ 115,593.49
0713	INTERNAL AUDITOR	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
1712	INTERNAL SERVICES MANAGER	80	\$ 71,867.42	\$ 96,409.81	\$ 120,952.18
5913	INVESTIGATIVE TECHNICIAN	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
2217	ITS APPLICATIONS ANALYST PROGRAMMER I	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
2218	ITS APPLICATIONS ANALYST PROGRAMMER II	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
2241	ITS APPLICATIONS DEVELOPMENT SUPERVISOR	78	\$ 65,632.07	\$ 88,045.40	\$ 110,458.74
2223	ITS APPLICATIONS MANAGER	81	\$ 75,185.17	\$ 100,860.52	\$ 126,535.88
2213	ITS APPLICATIONS PROGRAMMER	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
2222	ITS APPLICATIONS SUPPORT ANALYST	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
2242	ITS APPLICATIONS SUPPORT SUPERVISOR	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11

(*) Title for use by state agencies only

Job Classification List – Alphabetical Order Effective: July 5, 2021

JOB CLASS	JOB TITLE	GRADE	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
2239	ITS AUDIO/VISUAL SPECIALIST	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
2212	ITS BUSINESS ANALYST	76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85
2221	ITS BUSINESS INTELLIGENCE DATA ANALYST	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
2237	ITS CLIENT SUPPORT MANAGER	78	\$ 65,632.07	\$ 88,045.40	\$ 110,458.74
2299	ITS DATABASE SYSTEMS PROGRAMMER	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
2238	ITS DATABASE WAREHOUSE PROGRAMMER	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
2219	ITS ENTERPRISE SOLUTIONS MANAGER	81	\$ 75,185.17	\$ 100,860.52	\$ 126,535.88
2201	ITS ERP SYSTEMS SPECIALIST	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
2215	ITS GIS ANALYST	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
2216	ITS GIS MANAGER	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
2203	ITS HELPDESK COORDINATOR	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
2224	ITS INFRASTRUCTURE MANAGER	81	\$ 75,185.17	\$ 100,860.52	\$ 126,535.88
2204	ITS NETWORK SECURITY COORDINATOR	79	\$ 68,682.35	\$ 92,137.91	\$ 115,593.49
2205	ITS NETWORKING SPECIALIST	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
2220	ITS PROJECT MANAGER	76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85
2232	ITS SENIOR TECHNICAL SUPPORT SPECIALIST	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
2230	ITS SYSTEMS SERVER ADMINISTRATOR	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
2233	ITS SYSTEMS SERVER ANALYST I	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
2234	ITS SYSTEMS SERVER ANALYST II	76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85
2235	ITS TECHNICAL SUPPORT SPECIALIST I	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
2236	ITS TECHNICAL SUPPORT SPECIALIST II	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
7127	LANDFILL OPERATIONS MANAGER	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
5901	LATENT PRINT EXAMINER	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
6001	LAUNDRY WASHER OPERATOR	55	\$ 31,200.00	\$ 35,256.00	\$ 38,857.69
3855	LEAD ANIMAL SHELTER ATTENDANT	61	\$ 31,200.00	\$ 39,703.98	\$ 50,922.99
0417	LEAD WORKER III *	59	\$ 31,200.00	\$ 38,162.23	\$ 46,455.82
0419	LEAD WORKER IV *	61	\$ 31,200.00	\$ 39,703.98	\$ 50,922.99
3130	LIBRARIAN I	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
3129	LIBRARIAN II	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
3128	LIBRARIAN III	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
3127	LIBRARIAN IV	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
3103	LIBRARY ASSOCIATE	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
3115	LIBRARY CIRCULATION MANAGER	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
3114	LIBRARY CIRCULATION SUPERVISOR	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
3150	LIBRARY DIRECTOR	82	\$ 78,684.40	\$ 105,554.81	\$ 132,425.23
3126	LIBRARY DIVISION MANAGER	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
3101	LIBRARY PAGE	55	\$ 31,200.00	\$ 35,256.00	\$ 38,857.69
3102	LIBRARY TECHNICIAN	57	\$ 31,200.00	\$ 36,680.34	\$ 42,503.40
5150	LOCAL HEALTH DIRECTOR *	88	\$ 103,466.63	\$ 138,800.70	\$ 174,134.76
1687	LOCAL PUBLIC HEALTH ADMINISTRATOR I *	76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85
7420	MAINTENANCE SERVICES COORDINATOR	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
7406	MAINTENANCE SUPERVISOR	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
7408	MAINTENANCE TECHNICIAN	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
7409	MAINTENANCE WORKER	57	\$ 31,200.00	\$ 36,680.34	\$ 42,503.40
1713	MANAGEMENT ANALYST	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
1711	MANAGEMENT FELLOW	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
4691	MEDICAL LAB ASSISTANT III *	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
4675	MEDICAL LAB TECHNOLOGIST I *	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51

(*) Title for use by state agencies only

Job Classification List – Alphabetical Order Effective: July 5, 2021

JOB CLASS	JOB TITLE	GRADE	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
4678	MEDICAL LAB TECHNOLOGIST II *	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
4680	MEDICAL LAB TECHNOLOGIST III *	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
0562	MEDICAL OFFICE ASSISTANT *	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
0492	MEDICAL RECORDS ASSISTANT IV *	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
3255	MEDICAL RECORDS MANAGER II *	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
6105	MISDEMEANOR DIVERSION PROGRAM/JCPC COORDINATOR	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
2904	MULTIMEDIA PRODUCTION SPEC	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
5245	NUTRITION PROGRAM DIRECTOR II *	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
5241	NUTRITIONIST I *	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
5242	NUTRITIONIST II *	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
5243	NUTRITIONIST III *	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
0403	OFFICE ASSISTANT III *	58	\$ 31,200.00	\$ 37,413.95	\$ 44,433.97
0404	OFFICE ASSISTANT IV *	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
0400	OFFICE ASSISTANT V *	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
0421	OFFICE/PROCESSING ASSISTANT	58	\$ 31,200.00	\$ 37,413.95	\$ 44,433.97
1423	PARALEGAL	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
1422	PARALEGAL I *	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
0156	PATIENT ACCOUNT REPRESENTATIVE SUPERVISOR *	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
0506	PATIENT RELATIONS REPRESENTATIVE IV *	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
0509	PATIENT RELATIONS REPRESENTATIVE V *	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
0125	PAYROLL MANAGER	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
0115	PAYROLL SPECIALIST I	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
0116	PAYROLL SPECIALIST II	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
0540	PERSONNEL ASSISTANT V *	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
1831	PERSONNEL OFFICER I *	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
1811	PERSONNEL TECHNICIAN I *	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
1812	PERSONNEL TECHNICIAN II *	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
1813	PERSONNEL TECHNICIAN III *	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
4920	PHARMACIST	84	\$ 86,218.84	\$ 115,661.94	\$ 145,105.04
4921	PHARMACY MANAGER	87	\$ 98,844.52	\$ 132,599.83	\$ 166,355.15
4829	PHARMACY TECHNICIAN	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
4942	PHYSICIAN DIRECTOR II-A	PHYSICIAN SALARY SCHEDULE			
4943	PHYSICIAN DIRECTOR II-B	PHYSICIAN SALARY SCHEDULE			
4889	PHYSICIAN EXTENDER I *	80	\$ 71,867.42	\$ 96,409.81	\$ 120,952.18
4890	PHYSICIAN EXTENDER II *	82	\$ 78,684.40	\$ 105,554.81	\$ 132,425.23
4891	PHYSICIAN EXTENDER III *	84	\$ 86,218.84	\$ 115,661.94	\$ 145,105.04
4906	PHYSICIAN III-A	PHYSICIAN SALARY SCHEDULE			
4907	PHYSICIAN III-B	PHYSICIAN SALARY SCHEDULE			
4908	PHYSICIAN III-C	PHYSICIAN SALARY SCHEDULE			
8710	PLANNER	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
8750	PLANNING DIRECTOR	83	\$ 82,360.88	\$ 110,486.86	\$ 138,612.84
8720	PLANNING MANAGER	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
7416	PLUMBING SUPERVISOR	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
5328	PRACTICAL NURSE II *	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
6103	PRETRIAL RELEASE SPECIALIST	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
2925	PRINTING & GRAPHICS SERVICES SUPERVISOR	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
0439	PROCESSING ASSISTANT II *	55	\$ 31,200.00	\$ 35,256.00	\$ 38,857.69
0440	PROCESSING ASSISTANT III *	58	\$ 31,200.00	\$ 37,413.95	\$ 44,433.97

(*) Title for use by state agencies only

Job Classification List – Alphabetical Order Effective: July 5, 2021

JOB CLASS	JOB TITLE	GRADE	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
0441	PROCESSING ASSISTANT IV *	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
0442	PROCESSING ASSISTANT V *	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
0450	PROCESSING UNIT SUPERVISOR IV *	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
0456	PROCESSING UNIT SUPERVISOR V *	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
0406	PROGRAM ASSISTANT IV *	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
0410	PROGRAM ASSISTANT V *	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
2961	PUBLIC HEALTH EDUCATOR I *	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
2962	PUBLIC HEALTH EDUCATOR II *	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
2964	PUBLIC HEALTH EDUCATOR SUPERVISOR *	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
5007	PUBLIC HEALTH NURSE I *	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
5014	PUBLIC HEALTH NURSE II *	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
5016	PUBLIC HEALTH NURSE III *	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
5089	PUBLIC HEALTH NURSING DIRECTOR III *	82	\$ 78,684.40	\$ 105,554.81	\$ 132,425.23
5038	PUBLIC HEALTH NURSING SUPERVISOR I *	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
5039	PUBLIC HEALTH NURSING SUPERVISOR II *	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
0435	PUBLIC INFORMATION ASSISTANT III *	58	\$ 31,200.00	\$ 37,413.95	\$ 44,433.97
0436	PUBLIC INFORMATION ASSISTANT IV *	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
2914	PUBLIC INFORMATION SPECIALIST	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
7625	PUBLIC UTILITIES SPECIALIST	70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51
0705	PURCHASING MANAGER	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
0928	REAL ESTATE APPRAISAL MANAGER	76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85
0916	REAL ESTATE APPRAISAL SUPERVISOR	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
7113	RECYCLING VEHICLE OPERATOR	60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40
0850	REGISTER OF DEEDS (E)	NO GRADE			
5512	RISK MANAGEMENT CONSULTANT	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
5551	SAFETY TECHNICIAN	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
0411	SENIOR ADMINISTRATIVE SUPPORT SPECIALIST	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
3856	SENIOR ANIMAL SERVICES OFFICER I	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
0906	SENIOR APPRAISAL SPECIALIST	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
0905	SENIOR APPRAISER	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
0825	SENIOR ASSISTANT REGISTER OF DEEDS	76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85
0743	SENIOR BUDGET & MANAGEMENT ANALYST	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
2103	SENIOR DEPARTMENT GIS/MAPPING TECHNICIAN II	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
8715	SENIOR PLANNER	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
5950	SHERRIF (E)	NO GRADE			
5914	SHERRIF'S LEGAL ADVISOR (A)	NO GRADE			
6104	SOBRIETY TREATMENT COURT CASE COORDINATOR	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
4040	SOCIAL WORK CLINICAL SPECIALIST *	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
4023	SOCIAL WORK PROGRAM ADMINISTRATOR I *	77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11
4024	SOCIAL WORK PROGRAM ADMINISTRATOR II *	79	\$ 68,682.35	\$ 92,137.91	\$ 115,593.49
4017	SOCIAL WORK PROGRAM MANAGER *	76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85
4083	SOCIAL WORK SUPERVISOR I *	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
4016	SOCIAL WORK SUPERVISOR II *	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
4085	SOCIAL WORK SUPERVISOR III *	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
4034	SOCIAL WORKER - INVESTIGATIVE/ASSESSMENT & TREATMENT *	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
4011	SOCIAL WORKER I *	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
4012	SOCIAL WORKER II *	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11

(*) Title for use by state agencies only

Job Classification List – Alphabetical Order Effective: July 5, 2021

JOB CLASS	JOB TITLE	GRADE	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
4033	SOCIAL WORKER III *	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
9301	SOIL & WATER CONSERVATIONIST	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
8460	SOIL SCIENTIST I *	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
7102	SOLID WASTE ATTENDANT	57	\$ 31,200.00	\$ 36,680.34	\$ 42,503.40
7150	SOLID WASTE DIRECTOR	82	\$ 78,684.40	\$105,554.81	\$132,425.23
7109	SOLID WASTE ENVIRONMENTAL ENFORCEMENT INSPECTOR	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
7108	SOLID WASTE EQUIPMENT OPERATOR I	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
7114	SOLID WASTE EQUIPMENT OPERATOR II	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
7129	SOLID WASTE GAS TECHNICIAN	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
7130	SOLID WASTE SUPERVISOR	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
7112	SOLID WASTE TRUCK DRIVER	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
1413	STAFF ATTORNEY I	79	\$ 68,682.35	\$ 92,137.91	\$ 115,593.49
1414	STAFF ATTORNEY II	82	\$ 78,684.40	\$105,554.81	\$132,425.23
1891	STAFF DEVELOPMENT SPECIALIST I *	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
1892	STAFF DEVELOPMENT SPECIALIST II *	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
5001	STAFF NURSE *	71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32
4553	STAFF PSYCHOLOGIST II	73	\$ 52,288.93	\$ 70,145.41	\$ 88,001.88
8706	STREET SIGN SUPERVISOR	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
8704	STREET SIGN TECHNICIAN I	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
8705	STREET SIGN TECHNICIAN II	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
4058	SUBSTANCE ABUSE COUNSELOR II *	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
6051	SUPPLY CONTROL OFFICER	69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11
0950	TAX ADMINISTRATOR (A)	84	\$ 86,218.84	\$115,661.94	\$145,105.04
0902	TAX ANALYST	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
0901	TAX ASSISTANT	62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96
0903	TAX AUDITOR	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
0910	TAX PROGRAM COORDINATOR	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
0920	TAX PROGRAM MANAGER	75	\$ 57,289.95	\$ 76,854.65	\$ 96,419.36
0915	TAX PROGRAM SUPERVISOR	72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15
6326	TELECOMMUNICATIONS MANAGER	77	\$ 62,715.51	\$ 84,133.31	\$105,551.11
6315	TELECOMMUNICATIONS SUPERVISOR	68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55
6311	TELECOMMUNICATOR I	64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86
6312	TELECOMMUNICATOR II	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
6313	TELECOMMUNICATOR III	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
7418	VEHICLE OPERATOR	58	\$ 31,200.00	\$ 37,413.95	\$ 44,433.97
1350	VETERAN SERVICES DIRECTOR	74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69
1310	VETERAN SERVICES OFFICER	65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61
3849	VETERINARIAN	79	\$ 68,682.35	\$ 92,137.91	\$ 115,593.49
3848	VETERINARY HEALTH CARE TECHNICIAN	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
7117	WEIGHMASTER	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78
4043	YOUTH HOME SUPERVISOR *	67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49
4221	YOUTH PROGRAM ANALYST	66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69
4029	YOUTH PROGRAM ASSISTANT II *	63	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78

(*) Title for use by state agencies only

Job Classification List –Grade Order Effective: July 5, 2021

(**) On June 7, 2021, the Board of Commissioners approved the Fiscal Year 2022 annual budget. As a part of the budget, County Commissioners adopted an initiative that no county employee will make less than \$15 per hour. As a result, grades 55-61 will have an entry rate of \$31,200 effective July 18, 2021.

GRADE	MINIMUM	MID-POINT	MAXIMUM	JOB TITLE
**55	\$ 31,200.00	\$ 35,256.00	\$ 38,857.69	CUSTODIAN HOUSEKEEPER * HUMAN RESOURCES AIDE * LAUNDRY WASHER OPERATOR LIBRARY PAGE PROCESSING ASSISTANT II *
**57	\$ 31,200.00	\$ 36,680.34	\$ 42,503.40	COMMUNITY HEALTH ASSISTANT * COMMUNITY SOCIAL SERVICES ASSISTANT * COTTAGE PARENT I * CUSTODIAN CREW LEADER HOUSEKEEPER TEAM LEADER * LIBRARY TECHNICIAN MAINTENANCE WORKER SOLID WASTE ATTENDANT
**58	\$ 31,200.00	\$ 37,413.95	\$ 44,433.97	COOK OFFICE ASSISTANT III * OFFICE/PROCESSING ASSISTANT PROCESSING ASSISTANT III * PUBLIC INFORMATION ASSISTANT III * VEHICLE OPERATOR
**59	\$ 31,200.00	\$ 38,162.23	\$ 46,455.82	INCOME MAINTENANCE TECHNICIAN * LEAD WORKER III *
**60	\$ 31,200.00	\$ 38,925.47	\$ 48,611.40	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

(*) Title for use by state agencies only

Job Classification List –Grade Order Effective: July 5, 2021

(**) On June 7, 2021, the Board of Commissioners approved the Fiscal Year 2022 annual budget. As a part of the budget, County Commissioners adopted an initiative that no county employee will make less than \$15 per hour. As a result, grades 55-61 will have an entry rate of \$31,200 effective July 18, 2021.

GRADE	MINIMUM	MID-POINT	MAXIMUM	JOB TITLE
**61	\$ 31,200.00	\$ 39,703.98	\$ 50,922.99	COMMUNITY SOCIAL SERVICES TECHNICIAN * COOK SUPERVISOR EQUIPMENT OPERATOR INCOME MAINTENANCE CASEWORKER I * LEAD ANIMAL SHELTER ATTENDANT LEAD WORKER IV *
62	\$ 31,695.79	\$ 42,520.38	\$ 53,344.96	ACCOUNTING CLERK V * ACCOUNTING TECHNICIAN II * ADMINISTRATIVE SERVICES ASSISTANT V * COMPUTING SUPPORT TECHNICIAN I * 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	\$ 33,184.86	\$ 44,517.82	\$ 55,850.78	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 *

(*) Title for use by state agencies only

**Job Classification List –Grade Order
Effective: July 5, 2021**

GRADE	MINIMUM	MID-POINT	MAXIMUM	JOB TITLE				
64	\$ 34,738.64	\$ 46,601.75	\$ 58,464.86	ACCOUNTING TECHNICIAN III *				
				ADMINISTRATIVE ASSISTANT I *				
				ADMINISTRATIVE COORDINATOR I				
				ANIMAL SERVICES OFFICER I				
				CHILD SUPPORT AGENT I				
				COMPUTING SUPPORT TECHNICIAN II *				
				DEPARTMENT IT SUPPORT TECHNICIAN 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				
				65	\$ 36,360.37	\$ 48,777.49	\$ 61,194.61	ADMINISTRATIVE SUPPORT II
								DEPUTY CLERK TO THE BOARD
ELECTRONICS TECHNICIAN								
GROUPS MAINTENANCE OPERATIONS SPECIALIST								
INCOME MAINTENANCE CASEWORKER III *								
INCOME MAINTENANCE INVESTIGATOR II *								
INCOME MAINTENANCE INVESTIGATOR SUPERVISOR I *								
INCOME MAINTENANCE SUPERVISOR I *								
MAINTENANCE SUPERVISOR								
PATIENT ACCOUNT REPRESENTATIVE SUPERVISOR *								
PRETRIAL RELEASE SPECIALIST								
SENIOR ANIMAL SERVICES OFFICER I								
SOCIAL WORKER I *								
SOLID WASTE ENVIRONMENTAL ENFORCEMENT INSPECTOR								
SOLID WASTE EQUIPMENT OPERATOR II								
STREET SIGN TECHNICIAN II								
TAX PROGRAM COORDINATOR								
TELECOMMUNICATOR II								
VETERAN SERVICES OFFICER								

(*) Title for use by state agencies only

Job Classification List –Grade Order Effective: July 5, 2021

GRADE	MINIMUM	MID-POINT	MAXIMUM	JOB TITLE				
66	\$ 38,078.67	\$ 51,082.18	\$ 64,085.69	ACCOUNTING TECHNICIAN IV *				
				ADMINISTRATIVE ASSISTANT II *				
				ADMINISTRATIVE COORDINATOR II				
				ADULT/DISLOCATED WORKER ANALYST				
				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				
				DEPARTMENT IT SUPPORT 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				
				YOUTH PROGRAM ANALYST				
				67	\$ 39,885.07	\$ 53,506.28	\$ 67,127.49	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								
PARALEGAL								
PARALEGAL I *								
PAYROLL SPECIALIST I								
SENIOR DEPARTMENT GIS/MAPPING TECHNICIAN II								
SOBRIETY TREATMENT COURT CASE COORDINATOR								
STAFF DEVELOPMENT SPECIALIST I *								
SUBSTANCE ABUSE COUNSELOR II *								
YOUTH HOME SUPERVISOR *								

(*) Title for use by state agencies only

Job Classification List –Grade Order
Effective: July 5, 2021

GRADE	MINIMUM	MID-POINT	MAXIMUM	JOB TITLE				
68	\$ 41,726.50	\$ 55,976.02	\$ 70,225.55	ACCOUNTING SPECIALIST I *				
				ADMINISTRATIVE ASSISTANT III *				
				ADMINISTRATIVE OFFICER I *				
				ADMINISTRATIVE PROGRAM OFFICER I				
				ADVOCATE I *				
				BUILDING/PLUMBING INSPECTOR				
				CHAPLAIN				
				CHILD SUPPORT LEAD AGENT II				
				CHILD SUPPORT Q/A - PROGRAM TRAINING SPECIALIST				
				COMMERCIAL APPRAISER				
				COMMUNITY SERVICES SPECIALIST				
				DATA & EVALUATION ANALYST				
				ELECTRICAL/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				
				SOLID WASTE SUPERVISOR				
				TAX AUDITOR				
				TELECOMMUNICATIONS SUPERVISOR				
				69	\$ 43,654.95	\$ 58,563.02	\$ 73,471.11	911 QUAL ASSUR/COMPLIANCE SPEC
								ANIMAL SERVICES ENFORCEMENT SUPERVISOR
								CHILD SUPPORT SUPERVISOR I
								COMPUTER SYSTEMS ADMINISTRATOR I *
								ENVIRONMENTAL HEALTH PROGRAM SPECIALIST *
								FACILITIES MAINTENANCE SUPERVISOR
FEES & SPECIAL ASSESSMENT SPECIALIST								
GROUNDS MAINTENANCE LANDSCAPING SUPERVISOR								
HUMAN SERVICES CLINICAL COUNSELOR I *								
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								

(*) Title for use by state agencies only

Job Classification List –Grade Order Effective: July 5, 2021

GRADE	MINIMUM	MID-POINT	MAXIMUM	JOB TITLE				
70	\$ 45,674.68	\$ 61,272.09	\$ 76,869.51	ACCOUNTING SPECIALIST II *				
				ADMINISTRATIVE PROGRAM OFFICER II				
				ASSISTANT REGISTER OF DEEDS				
				CHIEF INSPECTOR				
				CHILD SUPPORT SUPERVISOR II				
				COMMUNICATIONS CERTIFIED TRAINING OFFICER				
				CRIME ANALYST				
				DEPARTMENT IT SUPPORT SPECIALIST I				
				EMERGENCY MANAGEMENT PLANNER I				
				ENGINEERING TECHNICIAN II				
				ENVIRONMENTAL HEALTH SUPERVISOR I *				
				HEAVY EQUIPMENT MECHANIC FOREMAN				
				HUMAN SERVICES COORDINATOR III *				
				HUMAN SERVICES PLANNER/EVALUATOR II *				
				ITS GIS ANALYST				
				MEDICAL LAB TECHNOLOGIST I *				
				MULTIMEDIA PRODUCTION SPEC				
				PAYROLL SPECIALIST II				
				PERSONNEL OFFICER I *				
				PLANNER				
				PRINTING & GRAPHICS SERVICES SUPERVISOR				
				PUBLIC HEALTH EDUCATOR SUPERVISOR *				
				PUBLIC UTILITIES SPECIALIST				
				71	\$ 47,779.31	\$ 64,096.32	\$ 80,413.32	911 STANDARDS PROGRAM COORDINATOR
								ADMINISTRATIVE OFFICER II *
								BUSINESS MANAGER I
COMPUTER SYSTEMS ADMINISTRATOR II *								
COMPUTING CONSULTANT I *								
HUMAN RESOURCES CONSULTANT I								
HUMAN SERVICES CLINICAL COUNSELOR II *								
ITS APPLICATIONS PROGRAMMER								
ITS TECHNICAL SUPPORT SPECIALIST I								
LIBRARIAN III								
NUTRITIONIST III *								
PUBLIC HEALTH NURSE I *								
SENIOR APPRAISAL SPECIALIST								
SOCIAL WORKER - INVESTIGATIVE/ASSESSMENT & TREATMENT *								
SOCIAL WORKER III *								
STAFF NURSE *								

(*) Title for use by state agencies only

Job Classification List –Grade Order Effective: July 5, 2021

GRADE	MINIMUM	MID-POINT	MAXIMUM	JOB TITLE
72	\$ 49,978.40	\$ 67,045.77	\$ 84,113.15	BUSINESS SYSTEMS MANAGER
				CLERK TO THE BOARD (A)
				CLINICAL SOCIAL WORKER *
				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
ADMINISTRATIVE OFFICER III *				
BUSINESS MANAGER II				
BUSINESS SERVICES/INCUMBENT WORKER TRAINING REPRESENTATIVE				
CODE ENFORCEMENT MANAGER				
COMMUNITY SERVICES MANAGER				
COMPUTER SYSTEMS ADMINISTRATOR III *				
COMPUTING CONSULTANT II *				
DEPARTMENT PROJECT SPECIALIST				
ENVIRONMENTAL 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				

(*) Title for use by state agencies only

Job Classification List –Grade Order Effective: July 5, 2021

GRADE	MINIMUM	MID-POINT	MAXIMUM	JOB TITLE
74	\$ 54,733.18	\$ 73,424.94	\$ 92,116.69	CHIEF BUILDING OFFICIAL
				CRIMINAL JUSTICE SYSTEM SUPPORT DIRECTOR
				DEPARTMENT IT SUPPORT SUPERVISOR
				EMERGENCY MANAGEMENT PROGRAM COORDINATOR
				FIRE MARSHAL
				FLEET MANAGER
				INTERNAL AUDITOR
				ITS ERP SYSTEMS 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
APPLICATIONS PROGRAMMER II *				
BUDGET & MANAGEMENT ANALYST I				
COMPUTING CONSULTANT III *				
FINANCE ACCOUNTANT				
ITS APPLICATIONS ANALYST PROGRAMMER I				
ITS NETWORKING SPECIALIST				
LIBRARY DIVISION MANAGER				
MANAGEMENT FELLOW				
NUTRITION PROGRAM DIRECTOR II *				
PLANNING MANAGER				
PUBLIC HEALTH NURSING SUPERVISOR I *				
SOCIAL WORK SUPERVISOR III *				
TAX PROGRAM MANAGER				
76	\$ 59,937.99	\$ 80,406.42	\$ 100,874.85	BUDGET & MANAGEMENT ANALYST II
				CHIEF OF ASSESSMENT & COLLECTIONS
				CHILD SUPPORT PROGRAM MANAGER
				COUNTY SOCIAL SERVICES PROGRAM ADMINISTRATOR I *
				DIRECTOR OF WORKFORCE DEVELOPMENT BOARD/CENTER
				ITS BUSINESS ANALYST
				ITS PROJECT MANAGER
				ITS SYSTEMS SERVER ANALYST II
				LOCAL PUBLIC HEALTH ADMINISTRATOR I *
				REAL ESTATE APPRAISAL MANAGER
				SENIOR ASSISTANT REGISTER OF DEEDS
				SOCIAL WORK PROGRAM MANAGER *

(*) Title for use by state agencies only

Job Classification List –Grade Order
Effective: July 5, 2021

GRADE	MINIMUM	MID-POINT	MAXIMUM	JOB TITLE
77	\$ 62,715.51	\$ 84,133.31	\$ 105,551.11	BUDGET & PERFORMANCE DATA ANALYST CHIEF OF REAL ESTATE & MAPPING COMMUNITY DEVELOPMENT DIRECTOR FAMPO EXECUTIVE DIRECTOR 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	\$ 65,632.07	\$ 88,045.40	\$ 110,458.74	ACCOUNTING SUPERVISOR ASSISTANT DIRECTOR OF NURSING SERVICES * DEPUTY LIBRARY DIRECTOR DEPUTY PLANNING DIRECTOR DIRECTOR OF ELECTIONS (A) FACILITIES AND GROUNDS MANAGER ITS APPLICATIONS DEVELOPMENT SUPERVISOR ITS CLIENT SUPPORT MANAGER
79	\$ 68,682.35	\$ 92,137.91	\$ 115,593.49	ASSISTANT COUNTY ENGINEER 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	\$ 71,867.42	\$ 96,409.81	\$ 120,952.18	ANIMAL SERVICES DIRECTOR ATTORNEY I * INTERNAL SERVICES MANAGER PHYSICIAN EXTENDER I *
81	\$ 75,185.17	\$ 100,860.52	\$ 126,535.88	CHILD SUPPORT LEGAL MANAGER ITS APPLICATIONS MANAGER ITS ENTERPRISE SOLUTIONS MANAGER ITS INFRASTRUCTURE MANAGER

(*) Title for use by state agencies only

Job Classification List –Grade Order Effective: July 5, 2021

GRADE	MINIMUM	MID-POINT	MAXIMUM	JOB TITLE
82	\$ 78,684.40	\$ 105,554.81	\$ 132,425.23	CHIEF INFORMATION SECURITY OFFICER CHILD SUPPORT ENFORCEMENT DIRECTOR COUNTY ENGINEER EMERGENCY SERVICES DIRECTOR LIBRARY DIRECTOR PHYSICIAN EXTENDER II * PUBLIC HEALTH NURSING DIRECTOR III * SOLID WASTE DIRECTOR STAFF ATTORNEY II
83	\$ 82,360.88	\$ 110,486.86	\$ 138,612.84	ATTORNEY II * DEPUTY INNOVATION AND TECHNOLOGY DIRECTOR PLANNING DIRECTOR
84	\$ 86,218.84	\$ 115,661.94	\$ 145,105.04	HUMAN RESOURCES DIRECTOR PHARMACIST PHYSICIAN EXTENDER III * TAX ADMINISTRATOR (A)
87	\$ 98,844.52	\$ 132,599.83	\$ 166,355.15	CHIEF INNOVATION AND TECHNOLOGY DIRECTOR PHARMACY MANAGER
88	\$ 103,466.63	\$ 138,800.70	\$ 174,134.76	COUNTY SOCIAL SERVICES DIRECTOR * LOCAL HEALTH DIRECTOR *
91	\$ 118,623.60	\$ 159,133.27	\$ 199,642.95	COUNTY ATTORNEY (A)
64DE	\$ 37,746.39	\$ 50,636.78	\$ 63,527.17	DETENTION OFFICER
66DE/LE	\$ 41,220.00	\$ 55,296.63	\$ 69,373.26	DETENTION CENTER CORPORAL DEPUTY SHERIFF
68DE/LE	\$ 45,013.27	\$ 60,385.30	\$ 75,757.33	DETENTION CENTER SERGEANT DEPUTY SHERIFF CORPORAL
69LE	\$ 47,038.87	\$ 63,102.65	\$ 79,166.42	DEPUTY SHERIFF DETECTIVE
71LE	\$ 51,367.62	\$ 68,909.66	\$ 86,451.70	DEPUTY SHERIFF DETECTIVE SERGEANT DEPUTY SHERIFF SERGEANT
72DE	\$ 53,679.16	\$ 72,010.60	\$ 90,342.03	DETENTION CENTER LIEUTENANT
75LE	\$ 61,256.83	\$ 82,176.04	\$ 103,095.24	DEPUTY SHERIFF DETECTIVE LIEUTENANT DEPUTY SHERIFF LIEUTENANT
76DE	\$ 64,013.39	\$ 85,873.97	\$ 107,734.54	DEPUTY DETENTION CENTER ADMINISTRATOR
78LE	\$ 69,904.22	\$ 93,776.51	\$ 117,648.80	DEPUTY SHERIFF CAPTAIN

(*) Title for use by state agencies only

**Job Classification List –Grade Order
Effective: July 5, 2021**

GRADE	MINIMUM	MID-POINT	MAXIMUM	JOB TITLE
80DE/LE	\$ 76,337.16	\$ 102,406.30	\$ 128,475.44	DETENTION CENTER ADMINISTRATOR DEPUTY SHERIFF MAJOR

83LE	\$ 87,113.37	\$ 116,862.59	\$ 146,611.80	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
 COUNTY MANAGER (A)
 DEPUTY COUNTY MANAGER
 FINANCE DIRECTOR/GENRA MANAGER - FINANCIAL SERVICES
 GENERAL MANAGER - HUMAN SERVICES

NO GRADE

HUMAN SERVICES DEPUTY DIRECTOR *
 REGISTER OF DEEDS (E)
 SHERRIF (E)
 SHERRIF'S LEGAL ADVISOR (A)

PHYSICIAN SALARY SCHEDULE

PHYSICIAN DIRECTOR II-A
 PHYSICIAN DIRECTOR II-B
 PHYSICIAN III-A
 PHYSICIAN III-B
 PHYSICIAN III-C

(*) Title for use by state agencies only



**CUMBERLAND
COUNTY**

NORTH CAROLINA

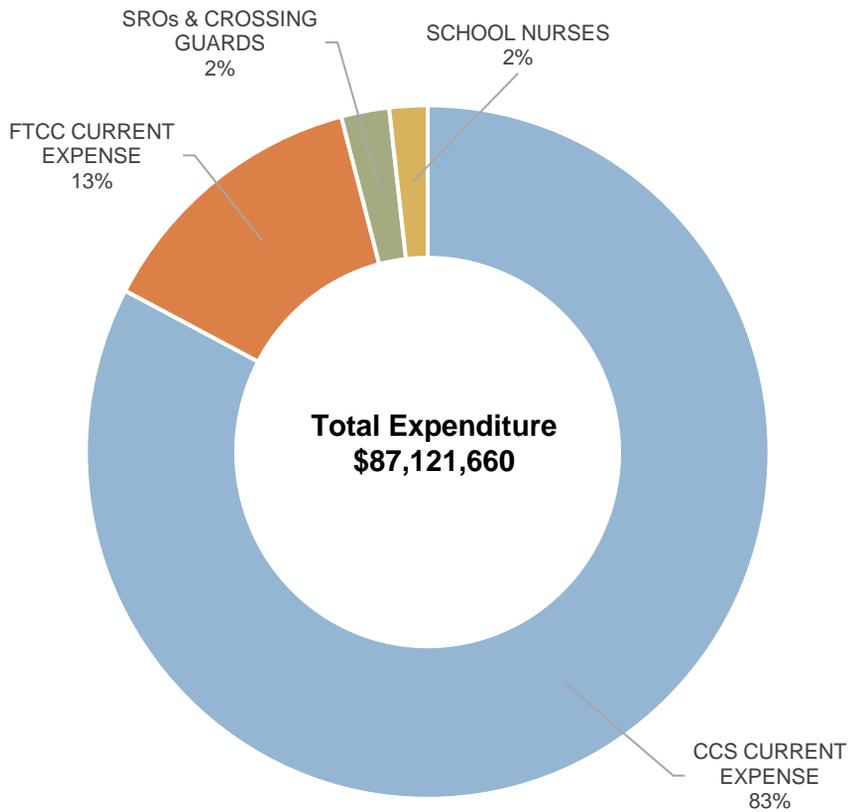
Together, we can.

North Carolina counties are required to fund schools for both operating and capital expenses.

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.

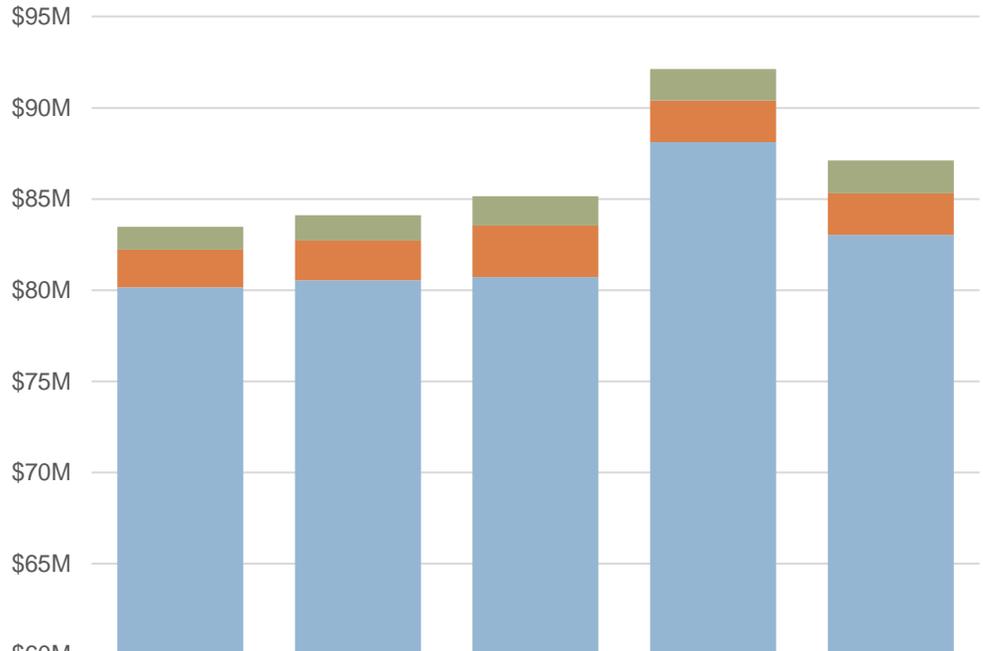
Cumberland County provides funding for the schools’ current expense to fund items such as teacher salaries, supplies and materials, computers, nutrition and transportation. Funding is allocated to both Cumberland County Schools and Fayetteville Technical Community College.

Fiscal Year 2022 Adopted Budget General Fund Operating Costs for Education



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 2022 Adopted Budget Funding for Cumberland County Public Schools

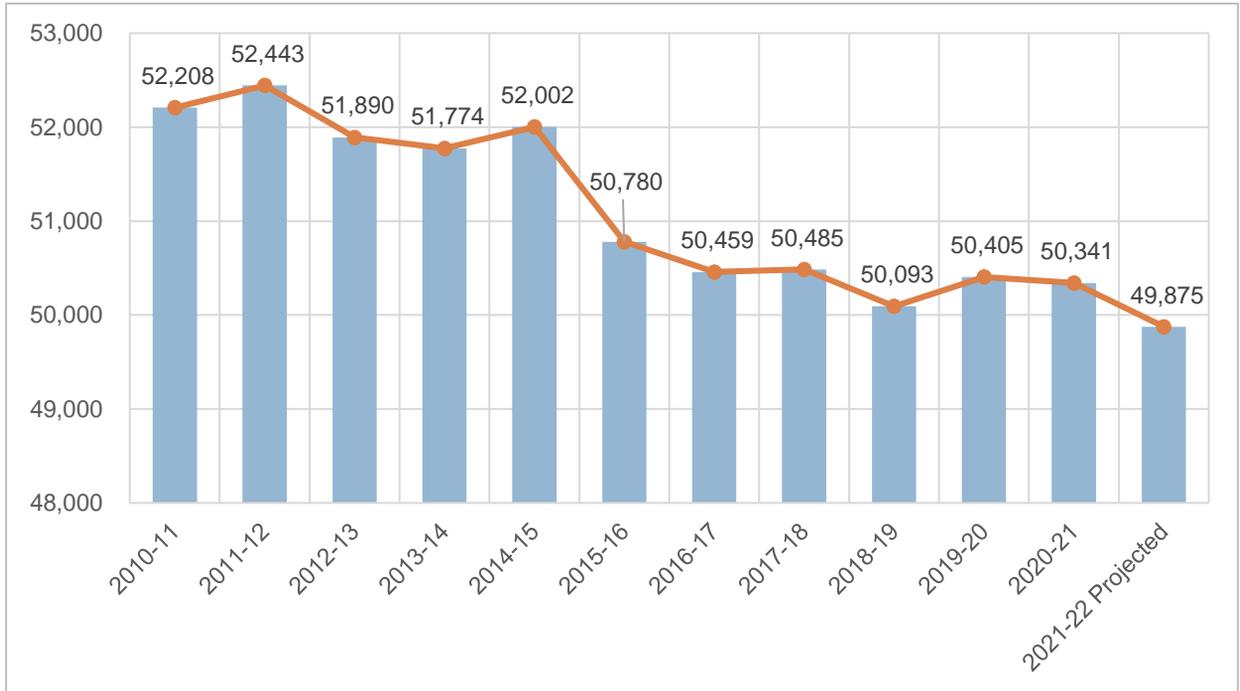


	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED BUDGET	FY2022 REQUESTED	ADOPTED BUDGET
SCHOOL HEALTH NURSES	\$1,238,139	\$1,388,061	\$1,609,238	\$1,718,074	\$1,809,709
SROs & CROSSING GUARDS	\$2,078,863	\$2,173,061	\$2,828,366	\$2,293,409	\$2,278,033
CURRENT EXPENSE	\$80,150,000	\$80,550,000	\$80,711,700	\$88,111,166	\$83,033,918

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.

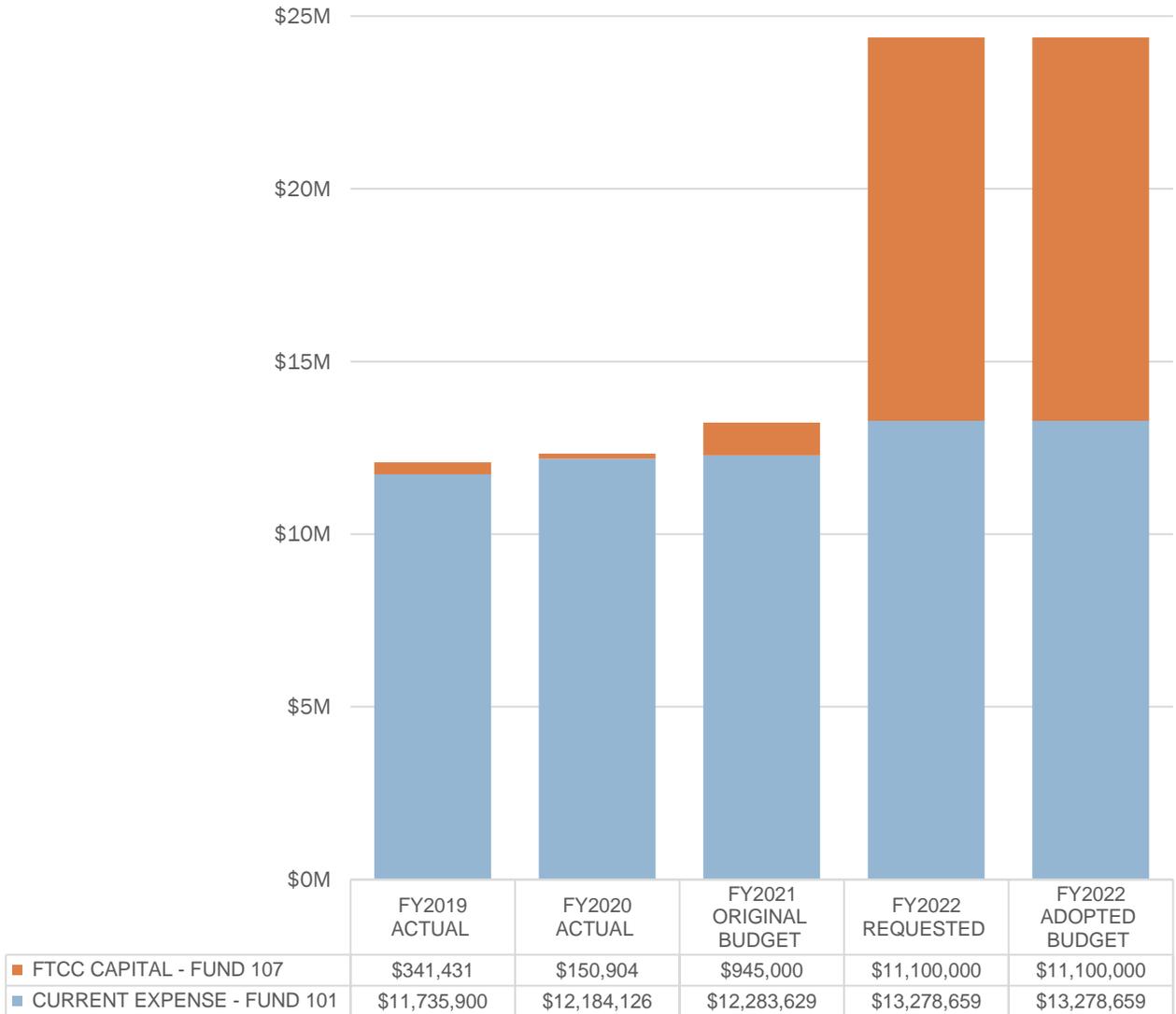
Per the Superintendent's Recommended 2021-2022 Budget, the projected enrollment for next year is 49,875.

Cumberland County Schools Allotted ADM History



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 2022 Adopted Budget Funding for Fayetteville Technical Community College



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 half-cent tax for every retail dollar, of which, a portion is used to fund school capital needs.

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
REVENUE						
SCHOOL SPECIAL SALES TAX	\$12,760,824	\$13,336,567	\$ 1,705,800	\$ 1,646,694	\$ 1,646,694	-3.5%
SCHOOL C.O. CATEGORY I	214,350	145,265	5,360,000	7,148,930	7,148,930	33.4%
SCHOOL C.O. CATEGORY II	-	-	4,516,970	2,359,375	2,359,375	-47.8%
SCHOOL C.O. CATEGORY III	-	-	350,000	750,000	750,000	114.3%
SCHOOL CAPITAL OUTLAY LOTTERY	3,485,206	3,416,888	3,349,297	3,281,839	3,281,839	-2.0%
TOTAL REVENUE	\$16,460,380	\$16,898,720	\$15,282,067	\$ 15,186,838	\$ 15,186,838	-0.6%
EXPENSE						
SCHOOL SPECIAL SALES TAX	\$ 1,861,327	\$ 1,806,441	\$ 1,705,800	\$ 1,646,694	\$ 1,646,694	-3.5%
SCHOOL C.O. CATEGORY I	8,292,389	10,085,545	5,360,000	7,148,930	7,148,930	33.4%
SCHOOL C.O. CATEGORY II	6,014,711	2,335,000	4,516,970	2,359,375	2,359,375	-47.8%
SCHOOL C.O. CATEGORY III	702,724	320,979	350,000	750,000	750,000	114.3%
SCHOOL CAPITAL OUTLAY LOTTERY	3,485,206	3,416,887	3,349,297	3,281,839	3,281,839	-2.0%
TOTAL EXPENSE	\$20,356,356	\$17,964,852	\$15,282,067	\$ 15,186,838	\$ 15,186,838	-0.6%



**CUMBERLAND
COUNTY**

NORTH CAROLINA

Together, we can.

The FY2022 Adopted Budget includes funding for the following non-profit agencies below:

AGENCY	ORIGINAL BUDGET FY2021	AGENCY REQUEST FY2022	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022
AIRBORNE & SPECIAL OPERATIONS MUSEUM FOUNDATION	\$ 170,000	\$ 220,000	\$ 170,000	\$ 170,000
ARTS COUNCIL	68,000	75,000	68,000	68,000
BOYS & GIRLS CLUB	10,000	10,000	10,000	10,000
CAPE FEAR BOTANICAL GARDENS	5,646	22,369	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	7,340	7,000	7,000
HIV TASK FORCE	5,081	5,081	5,081	5,081
ORANGE STREET SCHOOL	-	18,400	-	-
SALVATION ARMY	29,750	29,750	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	5,500	5,500	5,500
VISION RESOURCE CENTER	7,000	10,000	7,000	7,000
TOTAL	\$ 486,042	\$ 595,987	\$ 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.

Arts Council

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. New programs that were piloted in FY2018 - FY2019 and will continue include: Cultural Arts and Military Opportunities (CAMO) and Cumberland Makers and Creatives (CMAC). 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.

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.

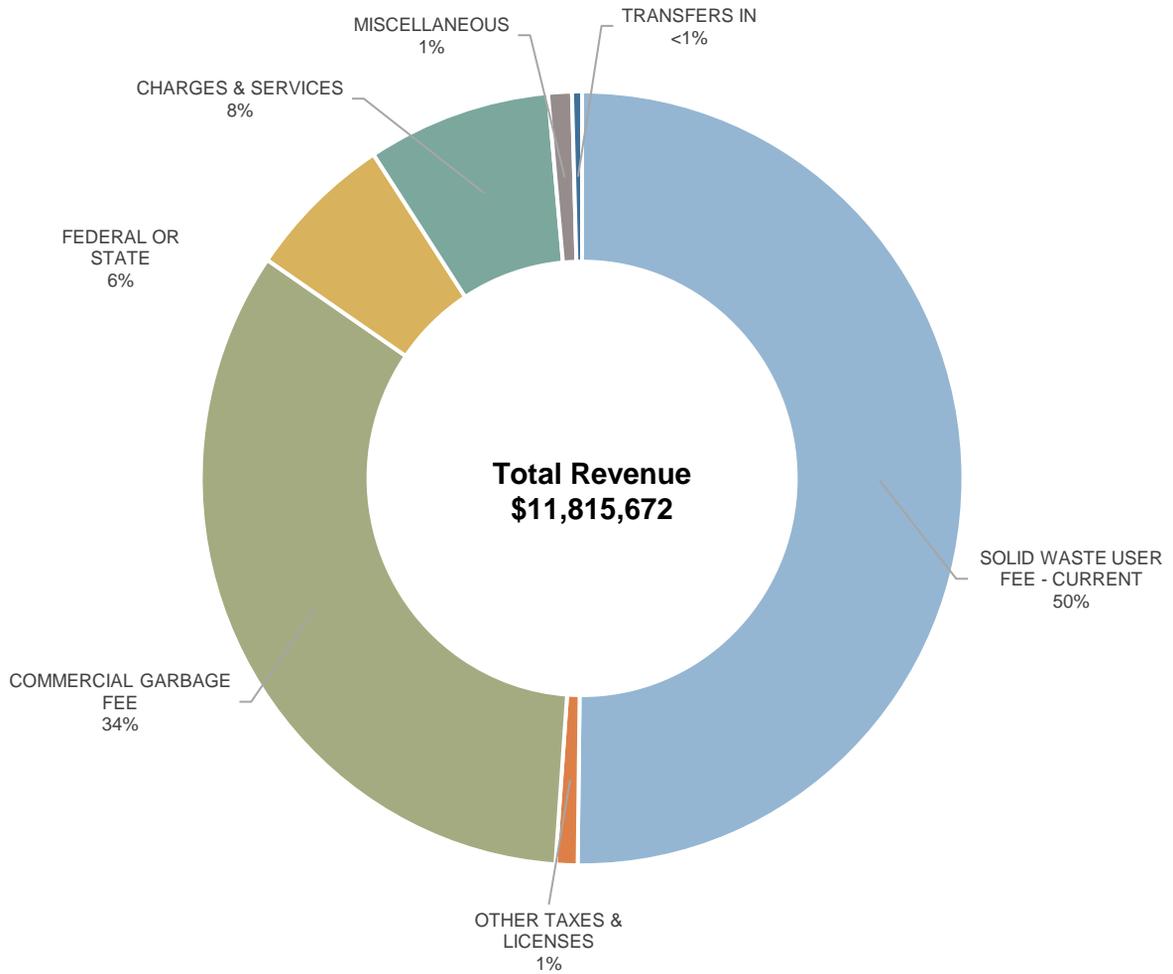


**CUMBERLAND
COUNTY**

NORTH CAROLINA

Together, we can.

Fiscal Year 2022 Adopted Budget:



The Solid Waste Fund budget has been balanced at **\$15,140,966** by the appropriation of **\$3,325,294** of fund balance.

Where does the money come from?

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
SOLID WASTE USER FEE - CURRENT	\$ 5,775,592	\$ 5,820,625	\$ 5,882,000	\$ 5,929,672	\$ 5,929,672	0.8%
COMMERCIAL GARBAGE FEE	4,075,775	3,765,902	4,501,283	3,950,000	3,950,000	-12.2%
OTHER TAXES & LICENSES	108,134	83,429	89,042	110,000	110,000	23.5%
FEDERAL OR STATE	520,453	2,627,021	594,000	737,500	737,500	24.2%
CHARGES & SERVICES	680,822	547,072	576,000	920,000	920,000	59.7%
MISCELLANEOUS	837,685	631,568	424,475	118,500	118,500	-72.1%
TRANSFERS IN	299,654	(101,534)	200,000	50,000	50,000	-75.0%
SUBTOTAL	\$ 12,298,115	\$ 13,374,083	\$ 12,266,800	\$ 11,815,672	\$ 11,815,672	-3.7%
FUND BALANCE APPROPRIATED			1,952,433	2,808,727	3,325,294	70.3%
TOTAL SOLID WASTE FUND	\$ 12,298,115	\$ 13,374,083	\$ 14,219,233	\$ 14,624,399	\$ 15,140,966	6.5%

Notes on variances

Commercial Garbage Fee: Actual commercial garbage collections have shown a gradual decline from year to year. The budget includes a decrease of \$551,283 based on historic trends.

Other Taxes & Licenses: Prior year Solid Waste User Fee collections have increased based on current year actuals. The budget includes the continuing collection trend.

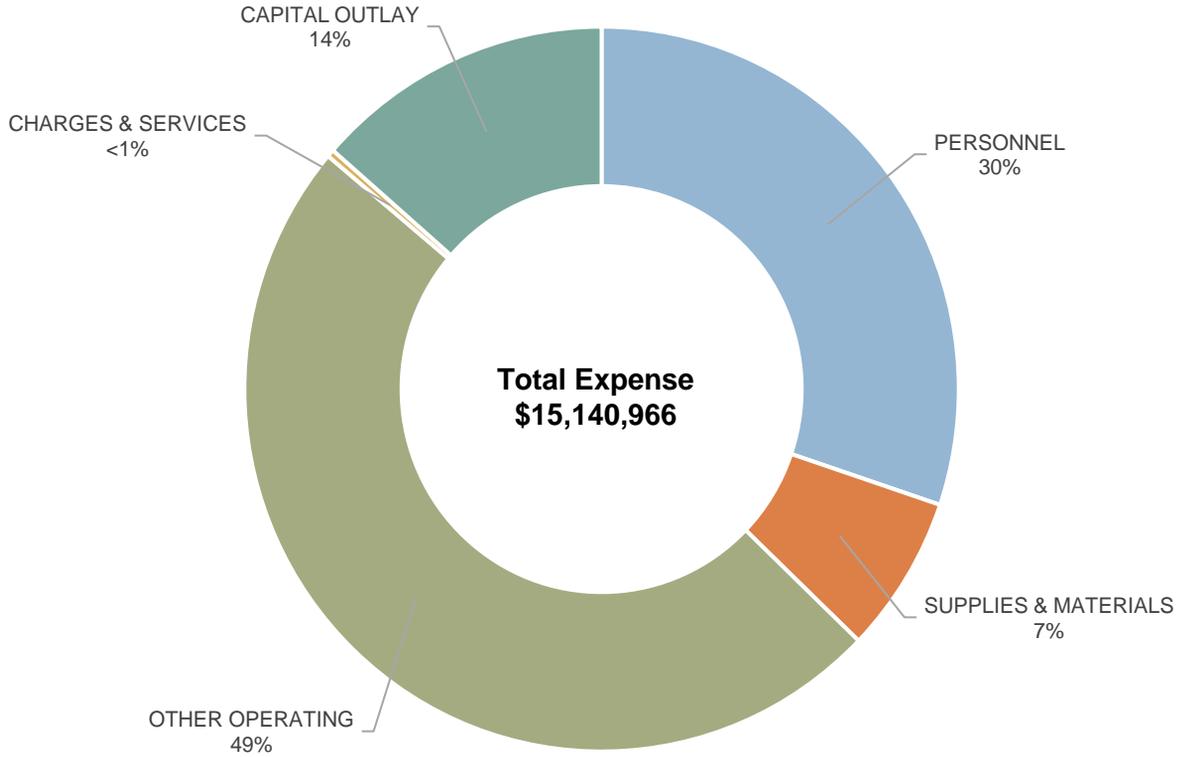
Federal or State: The budget includes an additional \$151,000 for Tire Disposal and Solid Waste Disposal Tax. Due to the increased amounts of tires and commercial & demolition (C&D) waste being sent to the landfill, expenses charged by the state have also increased.

Charges & Services: Due to anticipated contractual changes, revenue from gas extractions are expected to increase by \$250,000.

Miscellaneous: Due to significantly lower interest rates, a decrease of \$300,000 in interest income has been projected for FY2022.

Transfers In: The FY2021 Adopted Budget included \$200,000 for the sale of fixed assets (capital outlay equipment). The budget includes \$50,000 for equipment sales – a decrease of \$150,000.

Fiscal Year 2022 Adopted Budget:



Where does the money go?

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
PERSONNEL	\$ 2,804,054	\$2,977,470	\$ 4,028,027	\$ 4,477,843	\$ 4,568,966	13.4%
SUPPLIES & MATERIALS	936,120	716,147	1,238,071	1,065,938	1,065,938	-13.9%
OTHER OPERATING	5,978,701	5,588,240	6,889,135	7,328,618	7,404,062	7.5%
CHARGES & SERVICES	37,182	31,658	75,000	50,000	50,000	-33.3%
CAPITAL OUTLAY	75,437	-	1,989,000	1,702,000	2,052,000	3.2%
TRANSFERS OUT	5,436,343	-	-	-	-	0.0%
TOTAL SOLID WASTE FUND	\$15,267,837	\$9,313,515	\$14,219,233	\$ 14,624,399	\$ 15,140,966	6.5%

Notes on variances

Personnel: Salaries and benefits have increased due to market adjustments for grades 55-59.

Supplies & Materials: A decrease in vehicle fuel for \$183,500 is projected for FY2022. As old vehicles and equipment are being replaced, actual figures are showing a cost savings in fuel.

Charges & Services: Charges for the Electronics Management Program have steadily declined. FY2022 represents a decrease of \$25,000 based on historic trends.

New Vehicles

DEPARTMENT	NEW OR REPLACE	REQUESTED		ADOPTED	
		QTY	UNIT COST	QTY	TOTAL COST
Solid Waste Ann Street		2	\$ 32,500	2	\$ 65,000
Truck	Replace	2	32,500	2	65,000
Solid Waste Maintenance		1	\$ 200,000	1	\$ 200,000
Fuel Truck	Replace	1	200,000	1	200,000
TOTAL		3	\$ 232,500	3	\$ 265,000

Capital Outlay

DEPARTMENT	(A) ADD OR (R) REPLACE	QTY	REQUESTED		ADOPTED	
			UNIT COST	TOTAL COST	QTY	TOTAL COST
Solid Waste		7	\$1,393,500	\$1,437,000	8	\$1,862,444
Gas Line System	A	-	-	-	1	425,444
963 Loader	A	1	463,000	463,000	1	463,000
D6T Dozer	R	1	580,000	580,000	1	580,000
Mowers	R	3	21,750	65,250	3	65,250
Pre-Crusher	A	1	307,000	307,000	1	307,000
Remote Mower	A	1	21,750	21,750	1	21,750
TOTAL		7	\$ 1,393,500	\$ 1,437,000	8	\$ 1,862,444

Capital Improvement Plan

CATEGORY	TOTAL BY PROJECT	FY2022	FY2023	FY2024	FY2025	FY2026+
Borrow Pit Excavation	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Gas Collection System	375,000	125,000	-	250,000	-	-
Landfill Master Planning	100,000	-	100,000	-	-	-
Landfill Road Improvements	200,000	100,000	-	100,000	-	-
Perimeter Road - Wilkes	300,000	300,000	-	-	-	-
TOTAL	\$ 1,075,000	\$ 625,000	\$ 100,000	\$ 350,000	\$ -	\$ -

Summary

Located in the heart of Cumberland County, the Crown Complex 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 a number of 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 Complex.



Crown Complex Summary

Enterprise Funds

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
CROWN CENTER - REVENUE						
FEDERAL OR STATE	\$ 372,459	\$ 17,840	\$ -	\$ -	\$ -	0.0%
MISCELLANEOUS	44,377	15,115	-	-	-	0.0%
TRANSFERS IN	4,792,336	5,090,540	5,745,682	8,615,191	8,615,191	49.9%
TOTAL REVENUE	\$ 5,209,172	\$ 5,123,495	\$ 5,745,682	\$ 8,615,191	\$ 8,615,191	49.9%
CROWN CENTER - EXPENSE						
OPERATING	\$ 1,937,663	\$ 1,989,951	\$ 88,987	\$ 140,687	\$ 140,687	58.1%
MAINTENANCE & REPAIRS	245,019	647,371	375,000	2,945,000	2,945,000	685.3%
CHARGES & FEES	2,989,737	2,980,763	5,136,695	4,674,504	4,674,504	-9.0%
CAPITAL OUTLAY	350,000	-	145,000	855,000	855,000	489.7%
TOTAL EXPENSE	\$ 5,522,419	\$ 5,618,085	\$ 5,745,682	\$ 8,615,191	\$ 8,615,191	49.9%
TOTAL CROWN CENTER FUND	\$ 313,247	\$ 494,590	\$ -	\$ -	\$ -	0.0%

Notes on variances

Transfers In: The budget includes a transfer of \$2.8 million dollars from the Food & Beverage Fund for capital improvement projects.

Operating: For FY2022, property and vehicle insurance is projected to increase by \$53,452.

Maintenance & Repairs/Capital Outlay: This variance represents capital improvement projects in the amount of \$3,772,000 and maintenance & repairs in the amount of \$28,000. Due to the COVID-19 pandemic, many projects that would have occurred in FY2021 were deferred to FY2022.

Maintenance & Repairs

LOCATION	DESCRIPTION/CATEGORY	ADD OR REPLACE	REQUESTED	ADOPTED
Crown	Replace backflow preventers	Replace	\$ 20,000	\$ 28,000
TOTAL			\$ 20,000	\$ 28,000

Capital Improvement Plan

CATEGORY	TOTAL BY PROJECT	RECOMMENDED BY E&I	FY2022	FY2023	FY2024	FY2025	FY2026+
Air handlers for Coliseum	\$ 350,000	\$ 350,000	\$ -	\$ 350,000	\$ -	\$ -	\$ -
Area 1 & 2 parking lots	462,000	462,000	462,000	-	-	-	-
Building Assessment	75,000	75,000	75,000	-	-	-	-
Coliseum burner upgrade	90,000	90,000	90,000	-	-	-	-
Coliseum elevator modernization	750,000	750,000	-	750,000	-	-	-
Coliseum refrigerant lines & condenser units	75,000	75,000	-	75,000	-	-	-
Crown Ballroom, Pre-function & Suite renovation	700,000	700,000	-	700,000	-	-	-
Crown Coliseum Loading Dock repairs	1,400,000	1,400,000	-	1,400,000	-	-	-
Crown Expo Center sealant & panel painting	310,000	310,000	-	310,000	-	-	-
Folding blue padded chairs for Coliseum	125,000	125,000	-	125,000	-	-	-
General Maintenance (ADA)	2,945,000	2,945,000	2,945,000	-	-	-	-
Generator for Expo Center	100,000	100,000	-	-	-	100,000	-
LED Sports lighting/control system upgrade	700,000	700,000	-	700,000	-	-	-
New stage	150,000	150,000	-	-	150,000	-	-
Olympia machine	135,000	135,000	135,000	-	-	-	-
Remodel Coliseum bathrooms	250,000	250,000	-	250,000	-	-	-
Remodel Expo Center bathrooms	100,000	100,000	-	100,000	-	-	-
Repair sound walls at Coliseum	350,000	350,000	-	-	350,000	-	-
Replace air handlers in Expo Center	150,000	150,000	-	150,000	-	-	-
Replace air walls in Expo Center	575,000	575,000	-	575,000	-	-	-
Replace basketball court	115,000	115,000	-	115,000	-	-	-
Replace chillers at Coliseum	1,500,000	1,500,000	-	750,000	750,000	-	-
Replace dance floor	30,000	30,000	-	-	30,000	-	-
Replace doors at Expo Center	100,000	100,000	-	-	100,000	-	-
Replace Expo cooling tower	125,000	125,000	-	125,000	-	-	-
Re-tube boiler	65,000	65,000	65,000	-	-	-	-
Riding scrubbers for floors	60,000	60,000	-	60,000	-	-	-
Sealant/crackseal	75,000	75,000	-	75,000	-	-	-
Suite wall resurfacing	50,000	50,000	-	50,000	-	-	-
Unidentified Capital Improvement needs	400,000	400,000	-	100,000	100,000	100,000	100,000
TOTAL	\$ 12,312,000	\$ 12,312,000	\$ 3,772,000	\$ 6,760,000	\$ 1,480,000	\$ 200,000	\$ 100,000

Debt Service Projections

DEBT	FY2021 PROJECTIONS	FY2022 ADOPTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
Crown Complex					
LOBS Refunding Series 2019	\$ 4,449,271	\$ 4,358,517	\$ 4,266,207	\$ 4,174,316	\$ 2,891,394
Total Crown Complex	\$ 4,449,271	\$ 4,358,517	\$ 4,266,207	\$ 4,174,316	\$ 2,891,394

Revenues

All Funds

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022
GENERAL FUNDS					
101 - GENERAL FUND	\$ (317,498,236)	\$ (322,411,194)	\$ (328,298,132)	\$ (340,591,324)	\$ (342,529,307)
106 - COUNTY SCHOOL FUND	(16,460,380)	(16,898,720)	(15,282,067)	(15,186,838)	(15,186,838)
107 - CAPITAL INVESTMENT FUND	(39,607,190)	(48,467,533)	(24,729,318)	(33,313,291)	(33,998,291)
GENERAL FUNDS TOTAL	\$ (373,565,806)	\$ (387,777,447)	\$ (368,309,517)	\$ (389,091,453)	\$ (391,714,436)
SPECIAL REVENUE FUNDS					
200 - FOOD AND BEVERAGE FUND	\$ (7,524,986)	\$ (6,952,348)	\$ (8,863,030)	\$ (9,286,280)	\$ (9,286,280)
201 - INTERGOVERNMENTAL FUND	-	-	-	(2,110,746)	(2,110,746)
204 - FEDERAL DRUG FORFEITURE FUND	(25,144)	(74,364)	(50,500)	(250,750)	(250,750)
205 - FEDERAL DRUG JUSTICE FUND	(92,268)	(47,420)	(74,500)	(31,000)	(31,000)
206 - STATE DRUG FORFEITURE FUND	(35,113)	(18,216)	(13,000)	(7,750)	(7,750)
207 - INMATE WELFARE FUND	(373,996)	(386,887)	(387,919)	(342,000)	(354,777)
210 - SCHOOL FINES & FORFEITURES	-	-	-	(20,500)	(20,500)
215 - ANIMAL MEDICAL FUND	(1,562)	(1,768)	(7,500)	(4,000)	(4,000)
220 - SPECIAL FIRE DISTRICT FUND	(915,954)	(10,915,361)	(12,071,265)	(11,407,437)	(11,407,437)
221 - BEAVER DAM FIRE DISTRICT FUND	(192,334)	-	-	-	-
222 - BETHANY FIRE DISTRICT FUND	(234,745)	-	-	-	-
223 - BONNIE DOONE FIRE DISTRICT FUND	(2,348)	-	-	-	-
224 - COTTON FIRE DISTRICT FUND	(1,014,939)	-	-	-	-
225 - CUMBERLAND ROAD FIRE DISTRICT	(473,584)	-	-	-	-
226 - EASTOVER FIRE DISTRICT FUND	(242,103)	-	-	-	-
227 - GODWIN FIRE DISTRICT FUND	(96,705)	-	-	-	-
228 - GRAYS CREEK FIRE DISTRICT FUND	(838,152)	-	-	-	-
229 - LAFAYETTE VILLAGE FIRE DISTRCT	(4)	-	-	-	-
230 - LAKE RIM FIRE DISTRICT	(6,121)	-	-	-	-
231 - MANCHESTER FIRE DISTRICT FUND	(77,446)	-	-	-	-
232 - PEARCES MILL FIRE DISTRICT	(791,875)	-	-	-	-
233 - STEDMAN FIRE DISTRICT FUND	(149,032)	-	-	-	-
234 - STONEY POINT FIRE DISTRICT	(969,727)	-	-	-	-
235 - VANDER FIRE DISTRICT FUND	(909,025)	-	-	-	-
236 - WADE FIRE DISTRICT FUND	(96,290)	-	-	-	-
237 - WESTAREA FIRE DISTRICT FUND	(1,225,442)	-	-	-	-
240 - AMERICAN RESCUE PLAN ACT FUND	-	-	-	-	(32,584,345)
245 - JUVENILE CRIME PREVENTION FUND	(1,515,277)	(1,846,916)	(2,113,796)	(2,238,113)	(2,238,113)
250 - RECREATION FUND	(5,020,229)	(4,406,373)	(5,067,041)	(5,192,749)	(5,192,749)
255 - WORKFORCE INVEST OPPORT ACT	(3,521,285)	(2,152,218)	(2,724,334)	-	-
256 - SENIOR AIDES FUND	(524,291)	(511,252)	(561,122)	-	-
258 - CORONAVIRUS RELIEF FUND	-	(2,194,936)	(4,708,842)	-	-
260 - EMERGENCY TELEPHONE SYSTEM	(837,514)	(823,920)	(759,956)	(1,487,174)	(1,487,174)
264 - CDBG-DISASTER RECOVERY	(717,942)	(597,686)	(3,546,000)	(2,000,000)	(2,000,000)
265 - COUNTY COMMUNITY DEVELOPMENT	(953,990)	(896,085)	(1,510,266)	(3,428,531)	(3,428,531)
266 - COMMUNITY DEVEL HOME FUND	(485,250)	(920,998)	(688,253)	(673,193)	(673,193)
267 - COMMUNITY DEVEL SUPPORT HOUSING	(418,716)	(258,970)	(473,757)	(697,138)	(697,138)
275 - TRANSIT PLANNING	(46,956)	(50,637)	(83,000)	(83,000)	(83,000)
276 - US DOT 104 FUND	(373,045)	(260,831)	(431,542)	(587,815)	(587,815)
277 - NC ELDERLY-HANDICAP TRANSPORTATION	(846,796)	(885,019)	(1,060,976)	(1,044,267)	(1,050,857)
280 - REPRESENTATIVE PAYEE FUNDS	-	-	-	(1,038,200)	(1,038,200)
285 - TOURISM DEVELOPMENT AUTHORITY	(7,267,327)	(6,028,353)	(4,668,918)	(6,542,050)	(6,542,050)
SPECIAL REVENUE FUNDS TOTAL	\$ (38,817,513)	\$ (40,230,558)	\$ (49,865,517)	\$ (48,472,693)	\$ (81,076,405)

Revenues

All Funds

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022
PERMANENT FUNDS					
510 - CEMETERY TRUST FUND	\$ (5,732)	\$ (4,265)	\$ (2,800)	\$ (29,300)	\$ (29,300)
PERMANENT FUNDS TOTAL	\$ (5,732)	\$ (4,265)	\$ (2,800)	\$ (29,300)	\$ (29,300)
ENTERPRISE FUNDS					
600 - CROWN COMPLEX FUND	\$ (5,209,173)	\$ (5,123,495)	\$ (5,745,682)	\$ (8,615,191)	\$ (8,615,191)
601 - CROWN MOTEL FUND	(1,817,478)	(1,506,523)	(1,396,702)	(3,752,839)	(3,752,839)
602 - CROWN DEBT SERVICE FUND	(3,656,220)	(3,474,970)	(4,449,272)	(4,358,517)	(4,358,517)
605 - NORCRESS WATER AND SEWER FUND	(514,684)	(442,127)	(645,175)	(695,392)	(1,380,392)
606 - KELLY HILLS WATER & SEWER FUND	(80,010)	(79,363)	(103,520)	(117,227)	(117,227)
607 - SOUTHPOINT WATER & SEWER FUND	(35,698)	(40,204)	(36,302)	(39,957)	(39,957)
608 - OVERHILLS WATER & SEWER FUND	(35)	(111,684)	(163,558)	(149,066)	(149,066)
625 - SOLID WASTE FUND	(12,298,116)	(13,374,083)	(14,219,233)	(14,624,399)	(15,140,966)
ENTERPRISE FUNDS TOTAL	\$ (23,611,414)	\$ (24,152,450)	\$ (26,759,444)	\$ (32,352,588)	\$ (33,554,155)
INTERNAL SERVICE FUNDS					
800 - WORKERS COMPENSATION FUND	\$ (2,029,894)	\$ (2,027,392)	\$ (1,973,668)	\$ (1,970,701)	\$ (1,970,701)
801 - GROUP INSURANCE FUND	(26,749,442)	(26,231,690)	(26,714,558)	(28,450,975)	(29,550,975)
802 - EMPLOYEE BENEFIT FUND	(511,827)	(456,106)	(600,200)	(425,010)	(425,010)
803 - VEHICLE INSURANCE FUND	(914,155)	(1,004,937)	(1,100,000)	(1,100,000)	(1,100,000)
806 - GENERAL LITIGATION FUND	(110,357)	(108,220)	(108,000)	(100,283)	(100,283)
INTERNAL SERVICE FUNDS TOTAL	\$ (30,315,675)	\$ (29,828,346)	\$ (30,496,426)	\$ (32,046,969)	\$ (33,146,969)
TOTAL ALL FUNDS	\$ (466,316,140)	\$ (481,993,065)	\$ (475,433,704)	\$ (501,993,003)	\$ (539,521,265)

Expenditures

All Funds

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022
GENERAL FUNDS					
101 - GENERAL FUND	\$ 316,445,829	\$ 315,024,073	\$ 328,298,132	\$ 340,591,324	\$ 342,529,307
106 - COUNTY SCHOOL FUND	20,356,357	17,964,852	15,282,067	15,186,838	15,186,838
107 - CAPITAL INVESTMENT FUND	26,757,704	33,334,316	24,729,318	33,313,291	33,998,291
GENERAL FUNDS TOTAL	\$ 363,559,890	\$ 366,323,241	\$ 368,309,517	\$ 389,091,453	\$ 391,714,436
SPECIAL REVENUE FUNDS					
200 - FOOD AND BEVERAGE FUND	\$ 8,214,434	\$ 7,422,205	\$ 8,863,030	\$ 9,286,280	\$ 9,286,280
201 - INTERGOVERNMENTAL FUND	-	-	-	2,110,746	2,110,746
204 - FEDERAL DRUG FORFEITURE FUND	-	78,334	50,500	250,750	250,750
205 - FEDERAL DRUG JUSTICE FUND	59,640	57,874	74,500	31,000	31,000
206 - STATE DRUG FORFEITURE FUND	326,924	6,230	13,000	7,750	7,750
207 - INMATE WELFARE FUND	280,902	160,082	387,919	342,000	354,777
210 - SCHOOL FINES & FORFEITURES	-	-	-	20,500	20,500
215 - ANIMAL MEDICAL FUND	5,289	5,948	7,500	4,000	4,000
220 - SPECIAL FIRE DISTRICT FUND	1,014,828	9,839,793	12,071,265	11,407,437	11,407,437
221 - BEAVER DAM FIRE DISTRICT FUND	193,463	-	-	-	-
222 - BETHANY FIRE DISTRICT FUND	237,414	-	-	-	-
223 - BONNIE DOONE FIRE DISTRICT FUND	2,358	-	-	-	-
224 - COTTON FIRE DISTRICT FUND	1,031,735	-	-	-	-
225 - CUMBERLAND ROAD FIRE DISTRICT	477,962	-	-	-	-
226 - EASTOVER FIRE DISTRICT FUND	243,842	-	-	-	-
227 - GODWIN FIRE DISTRICT FUND	97,334	-	-	-	-
228 - GRAYS CREEK FIRE DISTRICT FUND	848,500	-	-	-	-
229 - LAFAYETTE VILLAGE FIRE DISTRICT	4	-	-	-	-
230 - LAKE RIM FIRE DISTRICT	6,125	-	-	-	-
231 - MANCHESTER FIRE DISTRICT FUND	78,494	-	-	-	-
232 - PEARCES MILL FIRE DISTRICT	801,899	-	-	-	-
233 - STEDMAN FIRE DISTRICT FUND	150,480	-	-	-	-
234 - STONEY POINT FIRE DISTRICT	978,638	-	-	-	-
235 - VANDER FIRE DISTRICT FUND	919,174	-	-	-	-
236 - WADE FIRE DISTRICT FUND	96,909	-	-	-	-
237 - WESTAREA FIRE DISTRICT FUND	1,234,093	-	-	-	-
240 - AMERICAN RESCUE PLAN ACT FUND	-	-	-	-	32,584,345
245 - JUVENILE CRIME PREVENTION FUND	1,514,461	1,855,999	2,113,796	2,238,113	2,238,113
250 - RECREATION FUND	4,752,845	4,358,412	5,067,041	5,192,749	5,192,749
255 - WORKFORCE INVEST OPPORT ACT	3,621,596	2,108,767	2,724,334	-	-
256 - SENIOR AIDES FUND	528,115	532,032	561,122	-	-
258 - CORONAVIRUS RELIEF FUND	-	2,194,936	4,708,842	-	-
260 - EMERGENCY TELEPHONE SYSTEM	913,415	487,747	759,956	1,487,174	1,487,174
264 - CDBG-DISASTER RECOVERY	756,638	625,617	3,546,000	2,000,000	2,000,000
265 - COUNTY COMMUNITY DEVELOPMENT	932,565	913,014	1,510,266	3,428,531	3,428,531
266 - COMMUNITY DEVEL HOME FUND	507,387	269,263	688,253	673,193	673,193
267 - COMMUNITY DEVEL SUPPORT HOUSING	400,957	227,447	473,757	697,138	697,138
268 - PATH FUND	-	-	-	-	-
275 - TRANSIT PLANNING	46,956	50,637	83,000	83,000	83,000
276 - US DOT 104 FUND	315,633	318,923	431,542	587,815	587,815
277 - NC ELDERLY-HANDICAP TRANSPORTATION	850,658	765,714	1,060,976	1,044,267	1,050,857
280 - REPRESENTATIVE PAYEE FUNDS	-	-	-	1,038,200	1,038,200
285 - TOURISM DEVELOPMENT AUTHORITY	7,187,478	5,922,599	4,668,918	6,542,050	6,542,050
SPECIAL REVENUE FUNDS TOTAL	\$ 39,629,145	\$ 38,201,572	\$ 49,865,517	\$ 48,472,693	\$ 81,076,405

Expenditures

All Funds

CATEGORY	ACTUAL FY2019	ACTUAL FY2020	ADOPTED BUDGET FY2021	RECOMMENDED BUDGET FY2022	ADOPTED BUDGET FY2022
PERMANENT FUNDS					
510 - CEMETERY TRUST FUND	\$ 2,741	\$ 2,800	\$ 2,800	\$ 29,300	\$ 29,300
PERMANENT FUNDS TOTAL	\$ 2,741	\$ 2,800	\$ 2,800	\$ 29,300	\$ 29,300
ENTERPRISE FUNDS					
600 - CROWN COMPLEX FUND	\$ 5,522,418	\$ 5,618,084	\$ 5,745,682	\$ 8,615,191	\$ 8,615,191
601 - CROWN MOTEL FUND	1,503,038	1,286,340	1,396,702	3,752,839	3,752,839
602 - CROWN DEBT SERVICE FUND	966,298	674,811	4,449,272	4,358,517	4,358,517
605 - NORCRESS WATER AND SEWER FUND	657,830	719,660	645,175	695,392	1,380,392
606 - KELLY HILLS WATER & SEWER FUND	138,067	107,610	103,520	117,227	117,227
607 - SOUTHPOINT WATER & SEWER FUND	21,918	24,356	36,302	39,957	39,957
608 - OVERHILLS WATER & SEWER FUND	29,127	68,318	163,558	149,066	149,066
625 - SOLID WASTE FUND	15,267,837	9,313,515	14,219,233	14,624,399	15,140,966
ENTERPRISE FUNDS TOTAL	\$ 24,106,533	\$ 17,812,694	\$ 26,759,444	\$ 32,352,588	\$ 33,554,155
INTERNAL SERVICE FUNDS					
800 - WORKERS COMPENSATION FUND	\$ 1,364,008	\$ 1,829,830	\$ 1,973,668	\$ 1,970,701	\$ 1,970,701
801 - GROUP INSURANCE FUND	26,750,001	24,004,051	26,714,558	28,450,975	29,550,975
802 - EMPLOYEE BENEFIT FUND	511,291	453,101	600,200	425,010	425,010
803 - VEHICLE INSURANCE FUND	830,924	900,207	1,100,000	1,100,000	1,100,000
806 - GENERAL LITIGATION FUND	41,217	100,828	108,000	100,283	100,283
INTERNAL SERVICE FUNDS TOTAL	\$ 29,497,441	\$ 27,288,017	\$ 30,496,426	\$ 32,046,969	\$ 33,146,969
TOTAL ALL FUNDS	\$ 456,795,751	\$ 449,628,323	\$ 475,433,704	\$ 501,993,003	\$ 539,521,265

Cumberland County

Section I – Board Approved Policies

Subsection 3: Cumberland County Financial / Audit

Policy No. 3-1: Financial Policies

The original submission of the Cumberland County Financial Policies was approved by the Board of Commissioners on September 2, 2008. The Financial Policies were brought back for revision and approved by the Finance Committee on March 3, 2011 and approved at the March 21, 2011 Board of Commissioners Meeting. The Financial Policies were brought back for revision and approved by the Finance Committee on June 7, 2018 and approved at the June 18, 2018 Board of Commissioners Meeting.

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. To enhance communication and effective decision making, four subcommittees of the Board have been in existence for many years. These three-member subcommittees have been structured to focus on the following areas; Finance, Policy, Personnel, and Facilities issues. Each committee meets monthly as needed, in a published, open meeting. 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 Committee on the financial condition of the County as a part of their monthly 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.

4.0 OPERATING BUDGET / FUND BALANCE POLICIES

4.1 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 grant manager will provide copies of all documents to the Finance Department. The Finance Department 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 County Finance

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 Finance Department and the County Manager. Budget compliance is the responsibility of the department head and the Finance Director.
- 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 County will employ the use of the carryover method for re-appropriating outstanding purchase orders and contracts as of the end of each fiscal year into the new fiscal year. The process shall be explained in detail in each year’s budget ordinance. Cumberland County has a revenue spending policy that provides guidance for programs with multiple revenue sources. 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 of no less than 10% which exceeds the minimum eight percent (8%) recommended by the LGC. Additionally, the target goal for total spendable fund balance will be at least 15% of total expenditures for the fiscal year. The annual appropriation for subsequent years' expenditures should not exceed 3% of budgeted recurring general fund expenditures.
 - a. Purpose of Reserve: These funds will be utilized to avoid cash flow interruptions, generate interest income, eliminate the need for short-term borrowing, and maintain the County's credit ratings.
 - b. Reserve Draw Downs: The fund balance may be purposefully drawn down below the target percentage for emergencies, nonrecurring expenditures, or major capital projects.
 - c. Reserve Replenishment: If the fund balance falls below the target percentage 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 the 10% target goal may be reserved for onetime future projects.
- 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.

5.0 ASSET LIABILITY MANAGEMENT POLICIES

5.1 Capital Investment and Debt 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

Subsection 3
Policy No. 3-1

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 Comprehensive Annual Financial Report (the "CAFR") 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.

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.

- b. All incoming funds will be deposited daily as required by State law.
- c. The Finance Director is responsible for coordinating at least two random or risk based internal audits of cash receipting locations per fiscal year.

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.

6.0 ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

6.1 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 monthly reports provided to the County Manager and the Finance Director. Financial summaries will be provided to the Finance Committee at their regularly scheduled meetings. Monthly expenditure/expense reports will be provided to each director and department head for their functional area and online, real time, view only, access to the financial system will be made available to department heads and other staff as much as practical and its use encouraged. 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 to the Committee and 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 a CAFR. The CAFR 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.
- 6.1.10 The County will use the CAFR 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.
- 6.1.11 The Finance Department will maintain a Financial Procedures Manual as a central reference point and handbook for all financial, accounting and recording procedures.
- 6.1.12 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.

<END>



CUMBERLAND
COUNTY
NORTH CAROLINA

Schedule of Fees

Fiscal Year 2022

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	FY2021 Adopted Fee and Other Charges	FY2022 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	\$20	\$25		
Adoption Fees:				
Heartworm test	\$10	\$10		
Dog	\$86 - \$117	\$100		
Cat	\$68 - \$83	\$70		
Licensing Fees:				
Regular license	\$7 altered animal; \$25 unaltered animal	no fee		
Senior license (up to 3 dogs/cats/or any combination)	\$0	no fee		
Permits:				
Litter	\$50	\$100		
Hunting Pack (up to 14 animals)	\$100	\$150		
Hunting Pack (15 and over)	\$150	\$150		
Tethering	\$10 (temporary)/\$50 (3 years)	remove item		
Exotic Animals	\$100	remove item		
Return to Owner:				
Dogs less than 50lbs:				
Spay	\$75	\$75		
Neuter	\$58	\$75		
Dogs greater than 50lbs:				
Spay	\$89	\$140		
Neuter	\$65	\$140		
Microchip	\$11	\$20		
Rabies vaccination	\$10	\$5		
Violations:				
Unpermitted Litter	\$300	\$300		
Abandonment C.C. Sec. 3-23	\$100	\$100		
Bite off property C.C. Sec 3-19	\$500	remove item		
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	These violations are all \$100 civil citations for the first offense then doubled if cited for a second offense and triple for a third offense if charged/cited within the same calendar year.	
Failure to wear rabies tag C.C. Sec 3-40	\$100	\$100		
No county license C.C. Sec 3-50	\$100	remove item		
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 Members	Mayor; Council Members	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	\$1 per CD or DVD	\$750		

Fee and Other Charge Type	FY2021 Adopted Fee and Other Charges	FY2022 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		
Lost library card	\$2		
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.	\$.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.	
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	
Adult & Teen hardback (fiction & non-fiction)	\$25	\$25	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 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 board books	\$5	\$5	
Music CD	\$15	\$15	
DVD	\$20	\$20	
Audio Book (CD Only)	\$35	\$35	
PlayawayViews	\$100	\$100	
High theft items	\$25	\$25	
Interlibrary loan	\$3	\$3	

Fee and Other Charge Type	FY2021 Adopted Fee and Other Charges	FY2022 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	
Plats	\$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	
Map copies	\$.25 - \$4 per page	\$.25 - \$4 per page	
Map recording	\$21 per page	\$21 per page	
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	\$38	
Copy of statement	\$2 each page	\$2 each page	
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	
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	
Delayed Births:			

Fee and Other Charge Type	FY2021 Adopted Fee and Other Charges	FY2022 Adopted Fee and Other Charges	Notes
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	
Pillow Case	\$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:			

Fee and Other Charge Type	FY2021 Adopted Fee and Other Charges	FY2022 Adopted Fee and Other Charges	Notes
Nurse - sick call	\$5	\$5	
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))	
Cough drops	\$.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 dentuire cream 2.5 oz.	\$4.45 (1 each)	\$4.45 (1 each)	
Saline nasal spray 1.5 oz	\$1.75 (1 each)	\$1.75 (1 each)	
Artificial tears .5 oz.	\$2.15 (1 each)	\$2.15 (1 each)	
Debrox ear drops 1/2 oz.	\$2.10 (1 each)	\$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 fee schedule.	Refer to Exhibit E	Refer to Exhibit E	
Tax Administration			
Property record card:			
At Counter	\$1	\$1 + 50¢ for each additional building	
Mailed	\$1	\$1 + 50¢ for each additional building	
Faxed/E-Mailed	\$4	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/Slocumb Road Sanitary Sewer	Refer to Exhibit F	Refer to Exhibit F	

Fee and Other Charge Type	FY2021 Adopted Fee and Other Charges	FY2022 Adopted Fee and Other Charges	Notes
NORCRESS Sanitary Sewer	Refer to Exhibit G	Refer to Exhibit G	
Overhills Park	Refer to Exhibit H	Refer to Exhibit H	
Southpoint Water	Refer to Exhibit I	Refer to Exhibit I	

			Exhibit A - Fire Inspections	
Fee and Other Charge Type	Square Footage	FY2021 Adopted Fee and Other Charges	FY2022 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	

			Exhibit A - Fire Inspections	
Fee and Other Charge Type	Square Footage	FY2021 Adopted Fee and Other Charges	FY2022 Adopted Fee and Other Charges	
Fire Inspections				
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:				
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		\$75
Buildings - small	Up to 5,000	\$100		\$100
Buildings - medium	5,000 - 10,000	\$150		\$150
Buildings - large	Over 10,000	\$300		\$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		\$50
Spray rooms/booth dipping operations		\$75		\$75
Stand pipe install/modify		\$75		\$75
Tanks,pumps, piping new construction		\$75		\$75

Exhibit B - Public Health Department

Fee and Other Charge Type	Procedure Code	FY2021 Adopted Fee and Other Charges	FY2022 Adopted Fee and Other Charges
Public Health			
Dental Services-Performed in Child Health:			
Oral evaluation < 3 years old	D0145	\$40	\$40
Topical fluoride varnish	D1206	\$20	\$20
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 80 ml	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	\$16
Admin Fee oral	90473	\$21	\$21
Admin Fee intranasal	90474	\$21	\$21
Bexsero Meningitis	90620	\$172	\$172
Fluzone Quad 18-64 ages	90630	\$23	\$23
Hepatitis A Adult	90632	\$71	\$71
Hepatitis A Pediatric and Adolescent	90633	\$40	\$40
Hepatitis B combo	90636	\$100	\$100
HIB (influenza) 3 dose	90647	\$30	\$30
HIB (influenza) PRP-T 4 dose	90648	\$21	\$21
HPV-Gardasil	90649	\$185	\$185
Fluzone- high dose	90662	\$50	\$50
Pevnar 13	90670	\$169	\$169
Flumist 2-49 years	90672	\$25	\$25
Flublok	90673	\$0	\$0
Rabies	90675	\$295	\$295
Rotavirus	90680	\$95	\$95
Flublok 50-64 years	90682	\$45	\$45
Flu/Quad/Preservative Free 36 month and up	90686	\$19	\$19
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	\$30
MMR (Measles/Mumps/Rubella)	90707	\$79	\$79
PROQUAD	90710	\$235	\$235
(Inactivated virus) Polio	90713	\$34	\$34
Tetanus Diphtheria	90714	\$34	\$34
TDAP	90715	\$41	\$41
Varicella	90716	\$139	\$139
Yellow Fever	90717	\$161	\$161
DTAP/HB/IP	90723	\$85	\$85
Pneumococcal	90732	\$92	\$92
Meningococcal over 55 years	90733	\$90	\$90
Meningococcal 2-55 years	90734	\$111	\$111
Zostavax	90736	\$210	\$210
Hep B newborn	90744	\$30	\$30
Hep B 19 and above	90746	\$60	\$60
Shingrix	90750	\$160	\$160
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	\$20
Acute Hepatitis panel	80074	\$60	\$60
Hepatic function panel	80076	\$15	\$15
Tegretol	80156	\$20	\$20
Digoxin	80162	\$20	\$20

Exhibit B - Public Health Department

Fee and Other Charge Type	Procedure Code	FY2021 Adopted Fee and Other Charges	FY2022 Adopted Fee and Other Charges
Public Health			
Assay of Digoxin free	80163	\$20	\$20
Valproic acid	80164	\$20	\$20
Dilantin	80185	\$20	\$20
Theophylline level	80198	\$20	\$20
Quantitation of drug	80299	\$20	\$20
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	\$50
Albumin/urine	82043	\$10	\$10
AFP serum	82105	\$25	\$25
Amylase	82150	\$10	\$10
Bile acids	82239	\$25	\$25
Bilirubin	82247	\$15	\$15
Bilirubin Direct	82248	\$15	\$15
Hemocult	82270	\$10	\$10
Calcifediol	82306	\$40	\$40
Calcium total	82310	\$10	\$10
Total cortisol	82533	\$25	\$25
Creatine	82540	\$10	\$10
Keppra	82542	\$25	\$25
Creatine kinase	82550	\$10	\$10
Serum creatine	82565	\$10	\$10
Creatine, other source	82570	\$10	\$10
B-12	82607	\$20	\$20
Estradiol	82670	\$35	\$35
Ferritin	82728	\$20	\$20
Folic acid	82746	\$20	\$20
Gammaglobulin	82784	\$15	\$15
Gammaglobulin IGE	82785	\$25	\$25
Glucose	82947	\$10	\$10
Glucose tolerance 1 hour	82948	\$10	\$10
Glucose test	82950	\$10	\$10
Glucose tolerate test	82951	\$20	\$20
Glucose tolerance 3 hour	82952	\$20	\$20
Blood glucose	82962	\$10	\$10
GAMM glutamyl	82977	\$10	\$10
Follicle stimulating hormone	83001	\$25	\$25
Luteinizing hormone	83002	\$25	\$25
Sickle cell	83020	\$25	\$25
Hemoglobin A1C	83036	\$25	\$25
Insulin	83525	\$15	\$15
Assay of iron	83540	\$10	\$10
Iron binding test	83550	\$15	\$15
Lactic Acid	83605	\$15	\$15
Lactates dehydrogenase	83615	\$10	\$10
Venous lead	83655	\$20	\$20
Assay of lipase	83690	\$10	\$10
Magnesium	83735	\$10	\$10
Natriuretic peptide	83880	\$45	\$45
Parathormone	83970	\$55	\$55
Alkaline Phosphatase	84075	\$10	\$10
Phosphorus	84100	\$10	\$10
Potassium serum	84132	\$10	\$10
Prolactin	84146	\$25	\$25
Prostate specific antigen	84153	\$25	\$25
Protein	84156	\$5	\$5
Electrophoretic	84166	\$25	\$25
Vitamin B6 complex	84207	\$40	\$40
Assay of Renin	84244	\$30	\$30
Thiocyanate	84430	\$10	\$10
Throxine total	84436	\$10	\$10
Thyroxine T4	84439	\$15	\$15
Thyroid stim hormone	84443	\$25	\$25
Assay of TSI	84445	\$65	\$65
Transferase - Aspartate amino	84450	\$15	\$15
Transferase - Alanine amino	84460	\$10	\$10
Thyroid hormone T3 and T4	84479	\$10	\$10
Tridothyronine	84481	\$25	\$25
Uric acid	84550	\$10	\$10

Exhibit B - Public Health Department

Fee and Other Charge Type	Procedure Code	FY2021 Adopted Fee and Other Charges	FY2022 Adopted Fee and Other Charges
Public Health			
Zinc	84630	\$15	\$15
Gonadotropin	84702	\$15	\$15
Serum pregnancy test	84703	\$10	\$10
Hematocrit	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	\$30
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	\$20
Antistreptolysin O titer	86060	\$10	\$10
C reactive protein (CRP)	86140	\$10	\$10
Total hemolytic	86162	\$30	\$30
Anti CCP IgG/IgA	86200	\$20	\$20
Anti-Dnase B	86215	\$20	\$20
DNA anitbody	86225	\$20	\$20
Mono test	86308	\$15	\$15
Absolute CD4 county	86361	\$35	\$35
Microsomal antibodies	86376	\$20	\$20
Rheumatoid factor qualitative	86430	\$10	\$10
Rheumatoid factor quantitative	86431	\$10	\$10
TB sensitivity test	86580	\$15	\$15
Syphilis precipitation	86592	\$10	\$10
Syphilis quantity	86593	\$10	\$10
Lyme Disease Test	86617	\$20	\$20
Antibody lyme	86618	\$20	\$20
Mono test	86663	\$20	\$20
Epstein BARR	86664	\$20	\$20
Epstein BARR VCA	86665	\$25	\$25
Helicobacter	86677	\$20	\$20
Herpes Simplex	86694	\$20	\$20
Herpes Simplex type 1	86695	\$20	\$20
Herpes Simples type 2	86696	\$25	\$25
HIV 1	86701	\$15	\$15
REP B profile	86704	\$15	\$15
IGM antibody	86705	\$15	\$15
Hepatitis B	86706	\$15	\$15
Mumps Antibody	86735	\$20	\$20
Rickettsia	86757	\$25	\$25
Rubella	86762	\$20	\$20
Rubeola	86765	\$20	\$20
Toxoplasma	86777	\$20	\$20
Pallidum antibody	86780	\$20	\$20
Varicella zoster	86787	\$20	\$20
Virus antibody NOS	86790	\$20	\$20
Thyroglobulin	86800	\$25	\$25
Hepatitis C Antibody	86803	\$20	\$20
Antibody ID	86870	\$30	\$30
Blood typing ABO	86900	\$5	\$5
Blood typing RH	86901	\$15	\$15
Antigen testing donor blood	86902	\$5	\$5
Blood culture for bacteria	87040	\$15	\$15
Culture bacterial feces	87045	\$15	\$15
Stool culture	87046	\$15	\$15
Culture wound	87070	\$15	\$15
Routine culture any	87081	\$15	\$15
Urine culture with sensitivity	87086	\$20	\$20
Sputum lab test	87116	\$15	\$15
Culture typing ident	87149	\$30	\$30
OVA and parasites	87177	\$15	\$15
Sensitivity test	87184	\$10	\$10
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	\$35
Herpes antigen detection	87274	\$15	\$15

Exhibit B - Public Health Department

Fee and Other Charge Type	Procedure Code	FY2021 Adopted Fee and Other Charges	FY2022 Adopted Fee and Other Charges
Public Health			
Hepatitis B surface antigen	87340	\$15	\$15
Hepatitis BE antigen HBEAG	87350	\$15	\$15
Oral HIV1 antigen test	87389	\$35	\$35
Chlamydia trachomatis	87491	\$35	\$35
REP C amplified probe	87521	\$35	\$35
REP C RNA quan	87522	\$45	\$45
HIV 1 quan	87536	\$70	\$70
Neisseria gonorrhoea	87591	\$35	\$35
HPV High Risk	87624	\$35	\$35
HPV Genotype 16/18 reflex	87625	\$35	\$35
Amplified probe technique	87798	\$35	\$35
Infectious agent detection	87801	\$65	\$65
Influenza antigen	87804	\$15	\$15
RSV Respiratory Syncytial Virus	87807	\$15	\$15
GC Culture	87850	\$15	\$15
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	\$30
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	\$145
Removal of Nexplanon	11982	\$170	\$170
Removal with reinsertion of Nexplanon	11983	\$255	\$255
Destruction of Lesion Anus	46924	\$495	\$495
Destruction of lesions male	54050	\$130	\$130
Destruction of lesions male extensive	54065	\$185	\$185
Destruction of Lesions Female	56501	\$150	\$150
Destruction of Lesions Female Extensive	56515	\$240	\$240
Destruction of Vaginal Lesions	57061	\$130	\$130
Insert IUD	58300	\$110	\$110
Remove IUD	58301	\$120	\$120
Antepartum Care	59425	\$450	\$450
Antepartum Care 7 or more visits	59426	\$750	\$750
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	\$20
EKG and interpretation	93000	\$30	\$30
Spirometry	94010	\$27	\$27
Spirometry before and after	94060	\$65	\$65
Inhalation TX NP	94640	\$15	\$15
Inhalation TX	94644	\$40	\$40
Inhalation TX - Asthma Educ	94664	\$15	\$15
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	\$25
Med Nutrition Therapy Reassessment	97803	\$25	\$25
Vision Screening	99173	\$15	\$15
New brief office visit	99201	\$65	\$65
New limited office visit	99202	\$95	\$95
New intermediate office visit	99203	\$135	\$135
New extended office visit	99204	\$195	\$195
New comprehensive office visit	99205	\$245	\$245
Established minimal office visit	99211	\$35	\$35
Established brief office visit	99212	\$60	\$60
Established limited office visit	99213	\$80	\$80
Established intermediate office visit	99214	\$125	\$125
Established comprehensive office visit	99215	\$185	\$185

Exhibit B - Public Health Department

Fee and Other Charge Type	Procedure Code	FY2021 Adopted Fee and Other Charges	FY2022 Adopted Fee and Other Charges
Public Health			
Initial exam under 1 year	99381	\$120	\$120
New patient 1-4 years	99382	\$130	\$130
New patient 5-11 years	99383	\$154	\$154
New patient 12-17 years	99384	\$169	\$169
New patient 18-39 years	99385	\$170	\$170
New patient 40-64 years	99386	\$200	\$200
New patient exam 65+	99387	\$215	\$215
Established under 1 year	99391	\$90	\$90
Established 1-4 years	99392	\$105	\$105
Established 5-11 years	99393	\$100	\$100
Established 12-17 years	99394	\$146	\$146
Established 18-39 years	99395	\$145	\$145
Established 40-64 years	99396	\$160	\$160
Established exan 65+	99397	\$175	\$175
Smoking Cessation Counseling 3-10 min	99406	\$15	\$15
Alcohol/Substance Abuse Screening	99408	\$35	\$35
Home visit potnatal 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 soild 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		\$0	\$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 - bateriological		\$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
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	\$200
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	\$175
Plan Review Push Carts		\$125	\$125

Exhibit C - Planning & Inspections Fees C - Planning & Inspections Fees

Fee and Other Charge Type	FY2021 Adopted Fee	FY2022 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)	<u>General</u> \$250 – Up to 5 acres \$20 – Each additional acre above 5 acres ³	<u>Conditional⁴</u> <u>(DD/CZ)</u> \$400 – up to 5 acres \$20 – Each additional acre above 5 acres ³	<u>General</u> \$250 – Up to 5 acres \$20 – Each additional acre above 5 acres ³	<u>Conditional⁴</u> <u>(DD/CZ)</u> \$400 – up to 5 acres \$20 – Each additional acre above 5 acres ³
Rezoning – Requested All Other Districts	<u>General</u> \$450 – Up to 5 acres \$25 – Each additional acre above 5 acres ³	<u>Conditional⁴</u> <u>(PND/CZ/MXD)</u> \$700 – up to 5 acres \$25 – Each additional acre above 5 acres ³	<u>General</u> \$450 – Up to 5 acres \$25 – Each additional acre above 5 acres ³	<u>Conditional⁴</u> <u>(PND/CZ/MXD)</u> \$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		
(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. (2) If more than one zoning district is requested in the same application, the highest fee for the district(s) requested shall apply. (3) In the event of fraction calculations, any number equating at or above .5 shall be rounded up the next whole number. (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.				
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		
* 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				
Building Inspections - Nonresidential^(#)				
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		

Exhibit C - Planning & Inspections Fees C - Planning & Inspections Fees

Fee and Other Charge Type	FY2021 Adopted Fee	FY2022 Adopted Fee
Planning and Inspections		
Pre-Scheduled, After Hours Inspection ^(%)	\$500 per Inspector, per Visit	\$500 per Inspector, per Visit
<u>Electrical Permits</u>		
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
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
<u>Mechanical Permits</u>		
New Construction/Addition	\$200/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
<u>Plumbing Permits</u>		
New/Addition	\$200 + \$10/fixture	\$200 + \$10/fixture
Camper/Recreational Sites	\$100 + \$20/site	\$100 + \$20/site
Miscellaneous	\$200	\$200
<u>Other</u>		
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 Inspections Manager</p>		
Building Inspections - Residential^(#)		
<u>Building Permits</u>		
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
<u>Electrical Permits</u>		
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

Exhibit C - Planning & Inspections Fees C - Planning & Inspections Fees

Fee and Other Charge Type	FY2021 Adopted Fee	FY2022 Adopted Fee
Planning and Inspections		
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		
Demolition Permit	\$100	\$100
Permit Modification/Change of Contractor	\$50	\$50
Permit Reactivation Fee	\$100	\$100

* 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

Exhibit D - Location Services and Other Fees, and Other Fees

Fee and Other Charge Type	FY2021 Adopted Fee	FY2022 Adopted Fee
Location Services		
<u>Sign Blades (includes tape and marking)</u>		
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
<u>Hardware</u>		
Galvanized square sign pole	\$50	\$50
Galvanized square sign sleeve	\$25	\$25
Caps	\$10	\$10
Cross	\$10	\$10
Hardware (including corner bolts)	\$5	\$5
<u>Specialty Signs or Projects</u>		
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
<u>Other</u>		
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	FY2021 Adopted Fee and Other Charges	FY2022 Adopted Fee and Other Charges	Notes		
Solid Waste Management					
Disposal Fees:					
Household Fee (SW User Fee on annual tax bill)	\$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.)	\$15 per ton or \$0.75 per 100lbs	\$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):					
	<u>C&D/Wilkes</u>	<u>MSW</u>	<u>C&D/Wilkes</u>	<u>MSW</u>	
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 yard box	\$228	\$252	\$228	\$252	
Roll-off trucks (container boxes) 31-40 yard box	\$304	\$324	\$304	\$324	

Exhibit E - Solid Waste Management

Fee and Other Charge Type	FY2021 Adopted Fee and Other Charges	FY2022 Adopted Fee and Other Charges	Notes		
Solid Waste Management					
Compactor boxes (all), front loader/rear loader	\$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.

Residential Sanitary Sewer Rate Schedule

Monthly Rate

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	\$43.68
Operations and Maintenance Fee	\$6.30

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>Standard Tap 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

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.

Residential Sanitary Sewer Rate Schedule

Monthly Rate

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

Commercial Sanitary Sewer Rate Schedule

Monthly Rate

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:

Zero Usage Commercial Sanitary Sewer Rate Schedule

Monthly Rate

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

Flat Rate Sanitary Sewer Rate Schedule

Monthly Rate

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

Exhibit H - Utilities Overhills

Fee and Other Charge Type

Overhills Park 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 size or sizes.

Exhibit I - Utilities Southpoint

Fee and Other Charge Type

Southpoint Water Rate Schedule

Availability Fee - Non-connected customers	\$12	per month
Operations and Maintenance Fee	\$2.63	
(As referenced in the Cumberland County Water & Sewer Ordinance)		

	<u>Residential Rate</u>	<u>Monthly Rate</u>
First	2,000 gallons	\$12.08 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

	<u>Commercial Rate</u>	<u>Monthly Rate</u>
	User fee	\$33.50 per month
First	50,000 gallons	\$13 per 1,000 gallons
Next	50,000 gallons	\$14 per 1,000 gallons
Next	900,000 gallons	\$15 per 1,000 gallons
All over	1,000,000 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

ADM – Average Daily Membership

ARP – American Rescue Plan

ARRA – American Recovery and Reinvestment Act

AVL – Automated Vehicle Locator

BABS – Build American Bonds

BOCC – Board of County Commissioners

BOE – Board of Education

CCNC-TV – Cumberland County, North Carolina Television. 24-hour channel airing on Spectrum Cable Channel 5.

CCS – Cumberland County Schools

CDBG – Community Development Block Grant

CDBGDR – Community Development Block Grant Disaster Recovery

CDC – Centers for Disease Control and Prevention

C&D - Construction and Demolition

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.

COLA – Cost-of-Living Adjustment

COPS – Certificates of Participation Bonds

CSC Facilities – Clerk of Superior Court facilities

EDTAP – Elderly and Disabled Transportation Assistance Program

EOC – Emergency Operations Center

FACT – Families and Courts Together

FASB – Financial Accounting Standards Board

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

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

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

GFOA – Governmental Finance Officers Association

GIS – Geographic Information Systems

G.O. – General Obligation

HOME Grant – Housing and Urban Development Home Investment Partnership Program

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.

HUD – Housing and Urban Development

HVAC – Heating, Ventilation and Air Conditioning

IBNR – Incurred but not Reported

IS – Information Services

IS ERP – Information Services Enterprise Resource Planning

JCPC – Juvenile Crime Prevention Council

JV – Journal Voucher. Sometimes referred to as a journal entry.

KPI – Key Performance Indicators. KPIs are quantifiable data that is often used to measure how an organization is performing.

LEO – Law Enforcement Officer

LGBFCA – Local Government Budget and Fiscal Control Act

LGC – Local Government Commission

LGERS – Local Government Retirement System

M & R – Maintenance and Repairs

MSW – Municipal Solid Waste

NC AFDC – North Carolina Aid for Dependent Children

NCACC – North Carolina Association of County Commissioners

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 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

NORCRESS – Northern Cumberland Regional Sewer System

OPEB – Other Post-Employment Benefit

PATH – Project for Assistance in Transition from Homelessness

PAYGO – “Pay as you go” expenditures are financed with available funds rather than borrowed funds.

PCP – Primary Care Physician

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.

QSCB – Qualified School Construction Bonds

RFA – Request for application

RZED – Recovery Zone Economic Development

SE Lab Animal Farm – Southeast Lab Animal Farm

SBER – Specialized Board of Equalization and Review

Stop-Loss – Stop-loss insurance is available to agencies who are self-funded, and it provides protection against catastrophic or unpredictable events.

TDA – Tourism Development Authority

USDA – United States Department of Agriculture

WIC – Women, Infants, and Children