

Fiscal Year 2023 Recommended Annual Budget



Board of County Commissioners

(Ordered as pictured above)

Larry L. Lancaster
Commissioner

Dr. Jeannette M. Council
Commissioner

Michael C. Boose
Commissioner

Jimmy Keefe
Commissioner

Dr. Toni Stewart
Vice Chairwoman

Glenn Adams
Chairman

Charles Evans
Commissioner



Together, we can.

Management Team



Amy H. Cannon
County Manager



J. Brian Haney
Assistant County Manager
General Government
& Stewardship



W. Tracy Jackson
Assistant County Manager
Environmental/Community Safety



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



Tye B. Vaught
Management Analyst

Budget Division

Deborah W. Shaw
*Budget & Performance
Manager*

Andrew S. Jakubiak
*Budget & Management
Analyst*

Kelly A. Autry
*Budget & Management
Analyst*

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CUMBERLAND COUNTY

NORTH CAROLINA

Together, we can.



Mission, Vision & Core Values

MISSION STATEMENT

To provide quality services to our citizens
while being fiscally responsible

VISION STATEMENT

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

CORE VALUES

Serving Cumberland County citizens with **PRIDE**

Professionalism

Respect

Integrity With Accountability

Diversity



Excellent Customer Service

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





Board of Commissioners' Ongoing Priorities

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

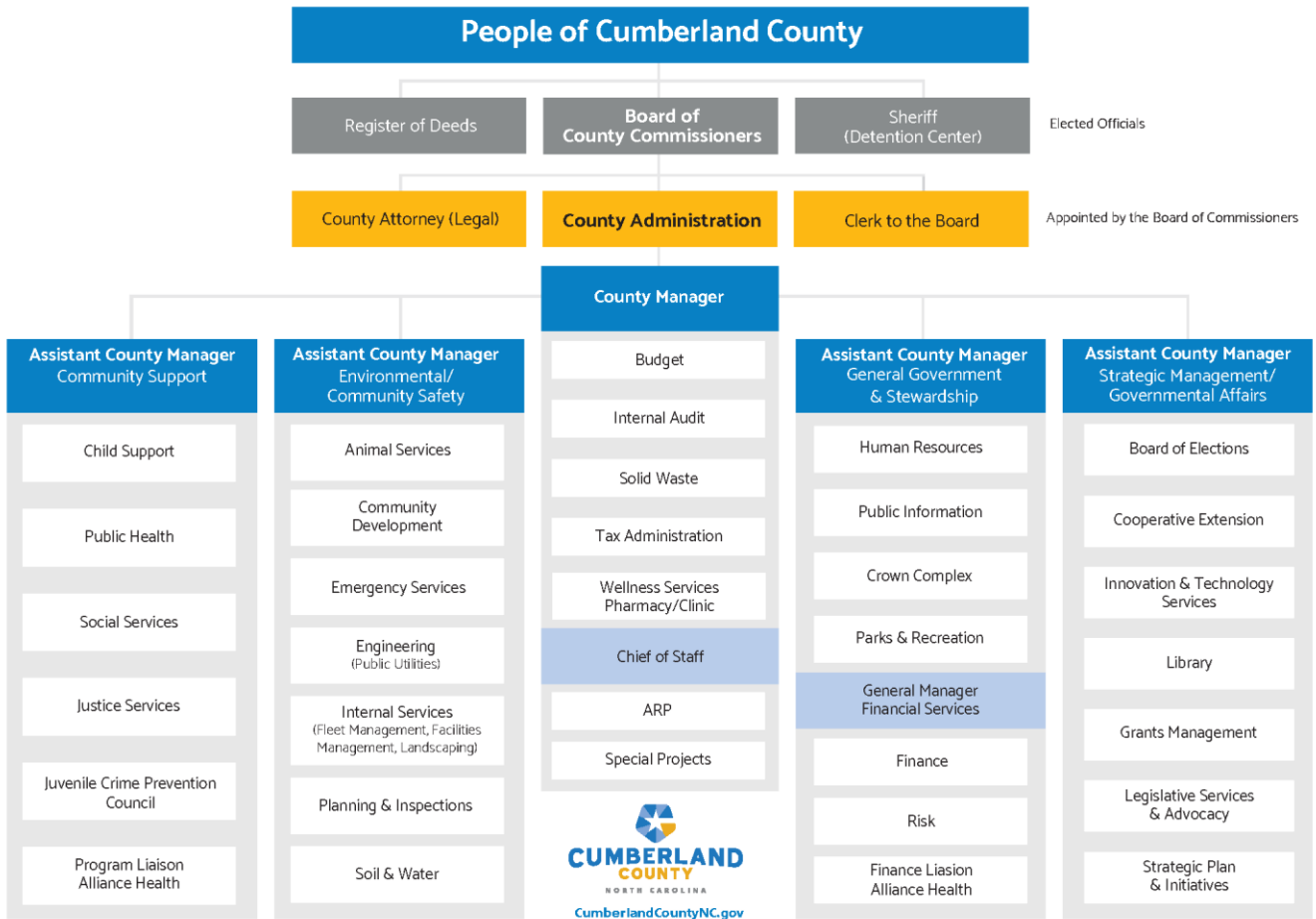
Continued Priorities from FY 2021

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

Continued Budget Priorities from FY 2021

	School Funding
	Mental Health
	Public Health
	County employee recruitment and retention

Organizational Structure - Cumberland County, NC



Frequently Asked Questions

What is the County's property tax rate?

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

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

The amount of property tax revenue Cumberland County projects to receive is \$170,695,791. 55% of the General Fund budget is supported by ad valorem taxes. All General Fund revenues can be seen on page 37.

What is the population of Cumberland County?

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

How many positions does Cumberland County support?

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

How much money goes to each department?

Expenses by department can be found on page 43.



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How Your Tax Dollars Are Spent

Introduction

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

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

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

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



31¢ Human Services

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



17¢ General Government

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



28¢ Education

Cumberland County Schools and Fayetteville Technical Community College



3¢ Cultural & Recreation

Libraries and various community agencies



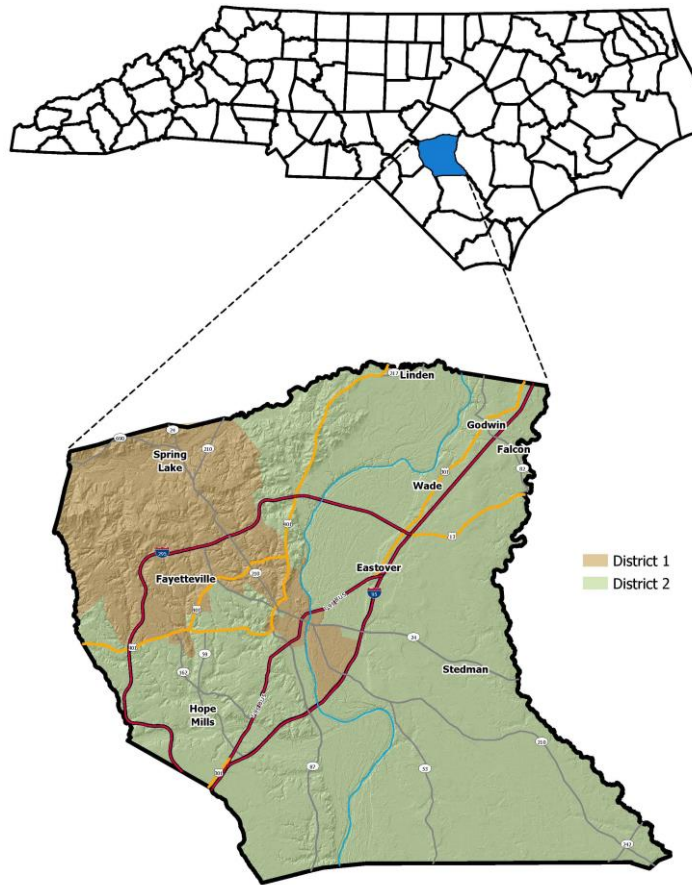
19¢ Public Safety

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



2¢ Economic & Physical Development

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



Cumberland County, North Carolina

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

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

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

Cumberland County Community Profile

Introduction

Background

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

Services

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

Economy

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



Cumberland County Community Profile

Introduction

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

Taxable Sales

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

Per North Carolina Department of Revenue

* Based on taxable sales July 2021 - February 2022

Population

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

Per North Carolina Office of State Budget and Management

Cumberland County Inspections

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

* Based on data from January - April 2022

Unemployment Rate

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

Per United States Bureau of Labor Statistics

*Data based on January - March 2022



Glenn Adams
Chairman
District 1



Dr. Toni Stewart
Vice Chairwoman
District 2



Michael C. Boose
Commissioner
District 2



Dr. Jeannette M. Council
Commissioner
District 1



Charles Evans
Commissioner
At-Large



Jimmy Keefe
Commissioner
District 2



Larry L. Lancaster
Commissioner
At-Large

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

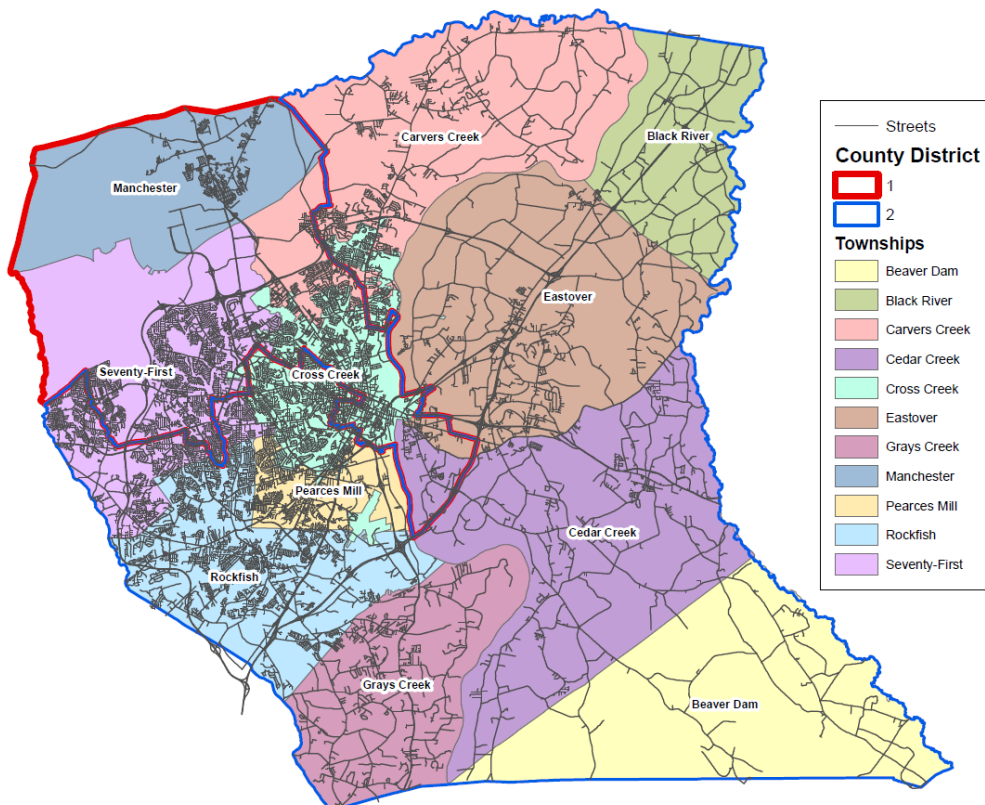
Each board member is elected to a four-year term. Terms are staggered with two members from District 1 and two members at large in a biennial general election, and three members from District 2 elected two years later. The Board elects their own Chairman and Vice Chairman each year.

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

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

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

Cumberland County Board of Commissioners Districts

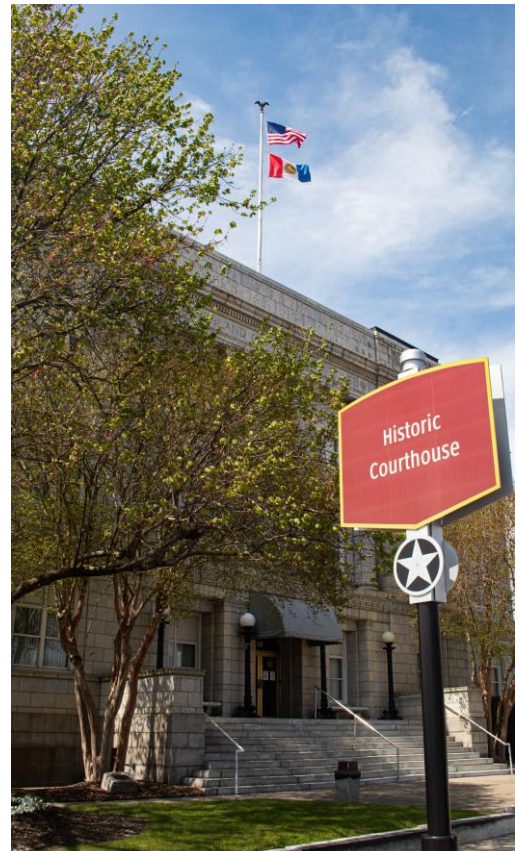


Visit the Cumberland County Board of Elections website for further information regarding elections and polling sites: <https://www.cumberlandcountync.gov/departments/election-group/elections>

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

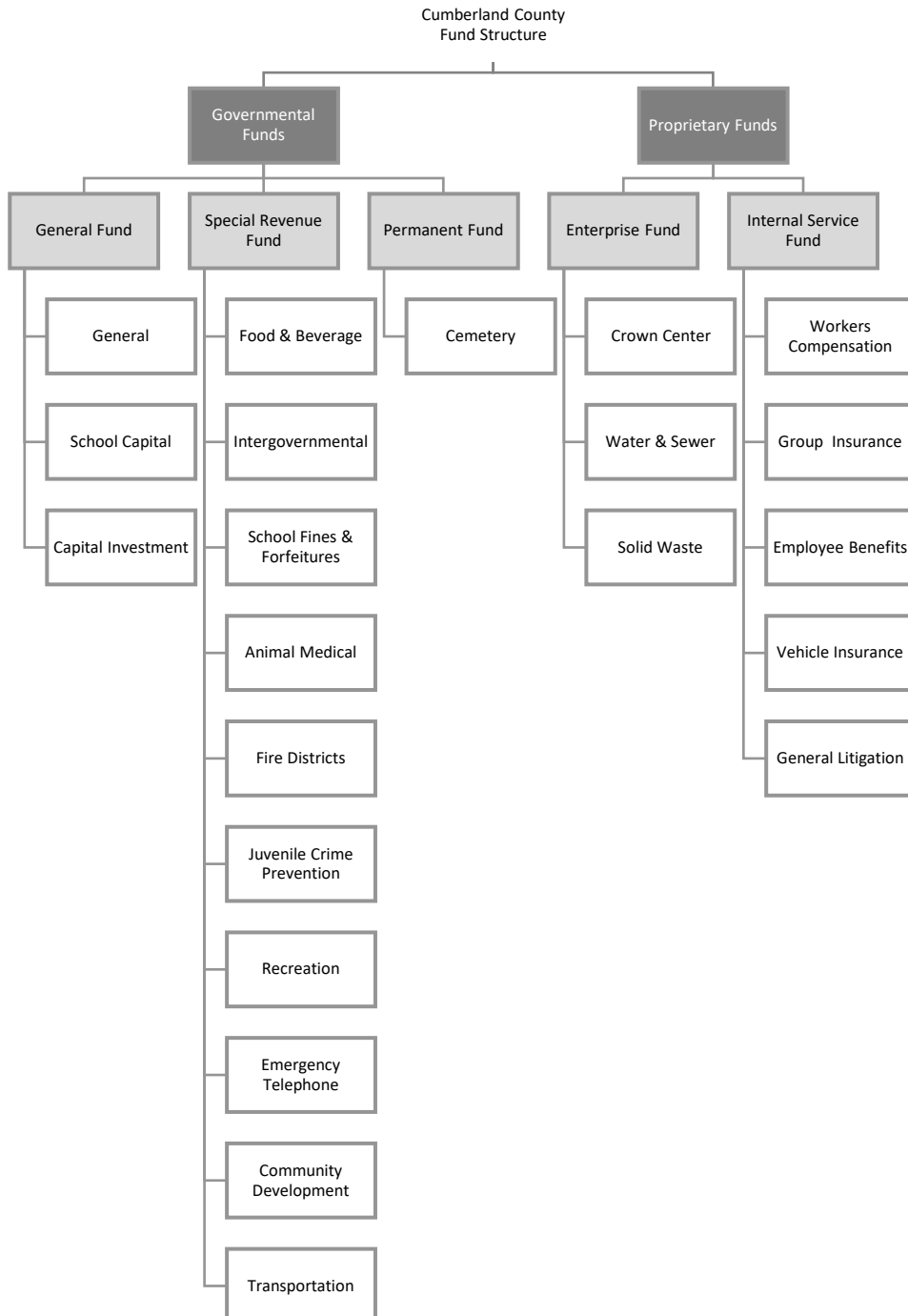
1. During late summer or early fall, the Budget Division begins the planning process for the next fiscal year by providing kick-off overview sessions and gathering new departmental requests. In January, the Budget Division began compiling projections by using the Tyler Munis software program. Each department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

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



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

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



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

Governmental Funds:

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

General Fund

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

101 – General Fund

Separate General Funds

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

106 – County School Fund

107 – Capital Investment Fund

Special Revenue Funds

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

200 – Food & Beverage Fund

201 – Intergovernmental Fund

204 – Federal Drug Forfeiture Fund

205 – Federal Drug Justice Fund

206 – State Drug Forfeiture Fund

207 – Inmate Welfare Fund

210 – School Fines & Forfeitures Fund

215 – Animal Medical Fund

220 – Special Fire District Fund

240 – American Rescue Plan Act Fund

241 – Innovative Court Program Fund

242 – Human Trafficking WORTH Fund

243 – Stream Restoration Grant Fund

244 – State Capital Infrastructure Homeless Grant Fund (SCIF)

245 – Juvenile Crime Prevention Fund

248 – Flea Hill Drainage Fund

250 – Recreation Fund

260 – Emergency Telephone System Fund

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

265 – County Community Development Fund

266 – Community Development Home Fund

267 – Community Development Support Housing Fund

269 – Emergency Rental Assistance (ERA) Fund

273 – MPO Administration Fund

274 – MPO Direct Attributable Fund

275 – Transit Planning Fund

276 – US DOT 104 Fund

277 – NC Elderly Handicap Transportation Fund

280 – Representative Payee Fund

285 – Tourism Development Authority Fund

Permanent Fund

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

510 – Cemetery Trust Fund

Proprietary Funds:

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

Enterprise Funds

These revenues stem from service fees charged for associated services.

600 – Crown Center Fund

601 – Crown Motel Fund

602 – Crown Debt Service Fund

605 – NORCRESS Water & Sewer Fund

606 – Kelly Hills Water & Sewer Fund

607 – Southpoint Water & Sewer Fund

608 – Overhills Water & Sewer Fund

609 – Bragg Estates Water & Sewer Fund

625 – Solid Waste Fund

Internal Service Funds

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

800 – Workers Compensation Fund

801 – Group Insurance Fund

802 – Employee Benefit Fund

803 – Vehicle Insurance Fund

806 – General Litigation Fund



CUMBERLAND COUNTY

NORTH CAROLINA

Together, we can.



Office of the County Manager

May 26, 2022

TO THE CUMBERLAND COUNTY BOARD OF COMMISSIONERS:

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

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

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

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

The “New Normal”

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

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

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

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

Economic Outlook

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

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

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

Budget Development Goals

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

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

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

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

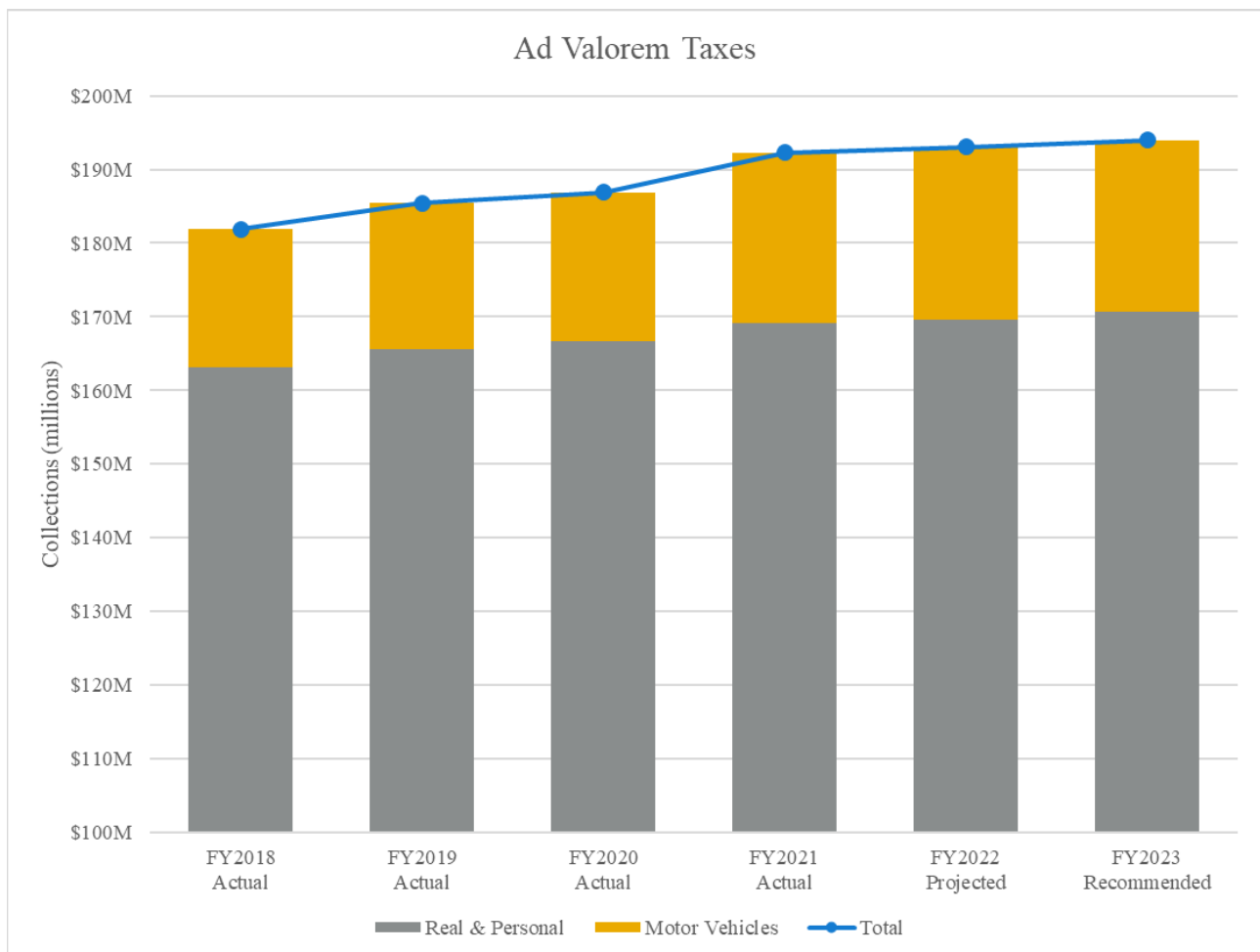
The recommended budget was developed to advance these priorities and to achieve the following:

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

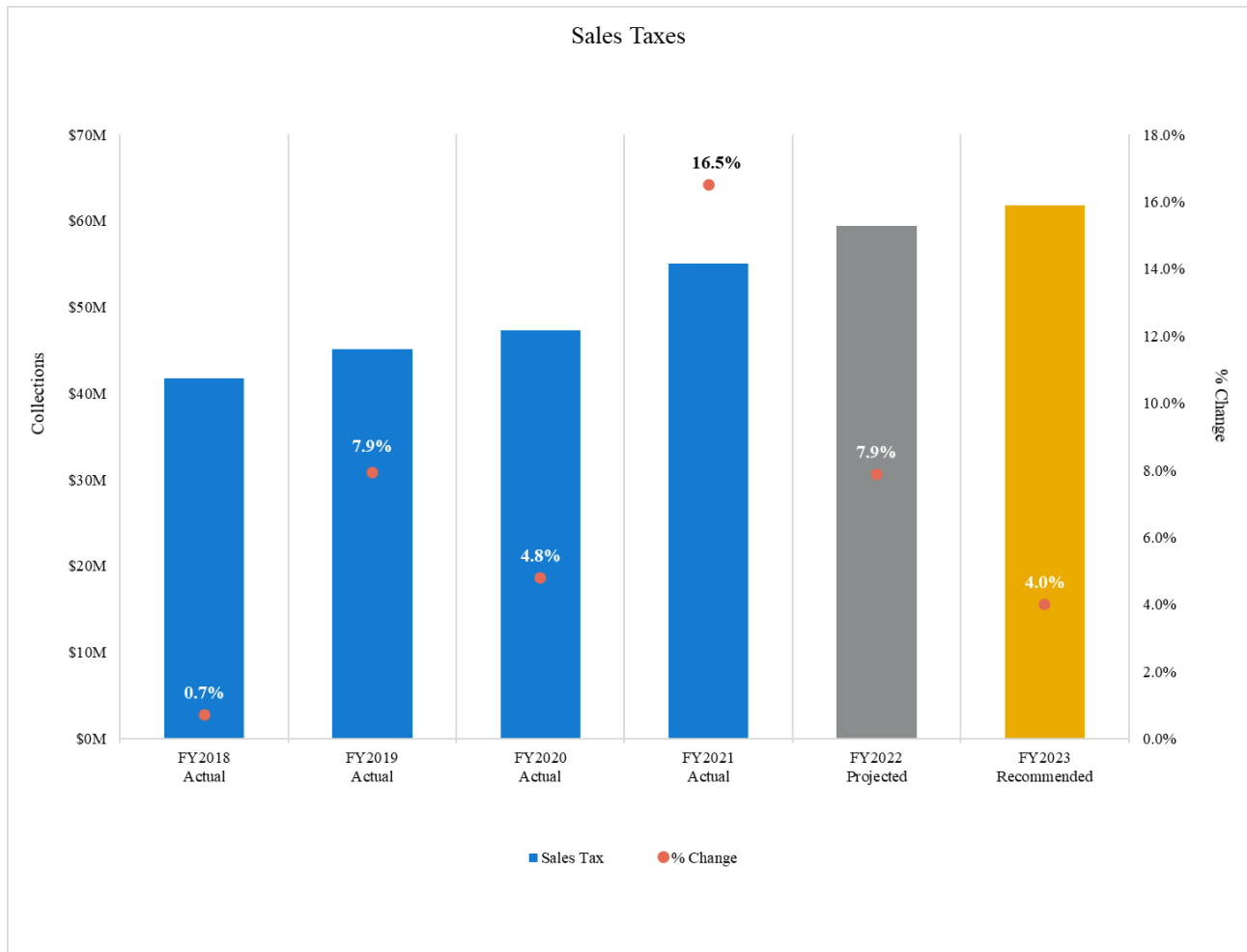
General Fund Revenue

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

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



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



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

General Fund Expenditure Summary

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

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

Mandates

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

Board of Commissioners' Ongoing Priorities

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

Crown Event Center

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

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

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

Gray's Creek Public Water Access

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

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

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

Homelessness

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

County Facility Study and Asset Inventory

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

Mental Health Funding

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

Public Health

Prevention Services through In-Home case management

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

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

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

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

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

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

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

Patient Transportation for Public Health Clients

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

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

Other Expenditures

New Positions

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

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

- **Tax Office Data Collectors**

The Tax Office is preparing for the 2025 Property Revaluation. We are recommending two time-limited Data Collector positions to assist with on-site reviews.

- **Public Buildings Custodial Services**

For the last three years, we have relied on a contractual agency to provide evening cleaning services for all offices within the Judge E. Maurice Braswell Courthouse. Funding is recommended to add five new positions to improve the consistency and cleanliness within this building. The contract will not be renewed, and the net cost is \$57,205. One additional position is recommended at \$49,241 for the new 911 center.

- **Child Support Quality Assurance Program Training Specialist**

The Child Support program is complex, and it takes months for a new agent to become proficient. Currently, Child Support has one position dedicated to training and quality assurance. New case managers receive about 12 weeks of intermittent training but receive little follow-up after completion of the required training. Exit interviews of agents that stayed only briefly after training, revealed these employees did not believe training was adequate, and follow-up was minimal once they were assigned a case load. With the addition of a training specialist, new employees will receive more individualized training, creating greater confidence in their new duties, leading to improved performance and reduced turnover.

- **Department of Social Services Program Manager**

Social Services was awarded grants to develop the program: A Model Approach for Change for foster children aging out of the program. Previously this effort was led by a consultant through a contractual agreement. The Social Services Director has requested this new position to manage the program in-house. This position will also provide professional development for all social workers within the agency. Adding this staff position and canceling the contract will have a net savings of \$172,597.

- **Other Positions**

In addition to the 15 positions outlined above, the recommended budget includes the 16 positions under the In-Home Case Management and Care Coordination Pilot Program, bringing the total of new positions to 31.

Capital Outlay

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

Vehicles

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

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

Community Funding

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

Education Funding

Cumberland County Schools

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

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

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

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

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

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

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

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

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

Fayetteville Technical Community College

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

County Employee Recruitment and Retention

Classification and Salary Study

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

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

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

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

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

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

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

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

Cost of Living Adjustment

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

Law Enforcement Market Adjustment

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

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

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

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

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

New Initiatives

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

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

Permanent Remote Work – Social Workers

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

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

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

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

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

Centralization of Fleet Management

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

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

Emergency Shelter Generators

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

Other Funds – Funding Priorities

Capital Investment Fund

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

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

Fayetteville Area Metropolitan Planning Organization (FAMPO)

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

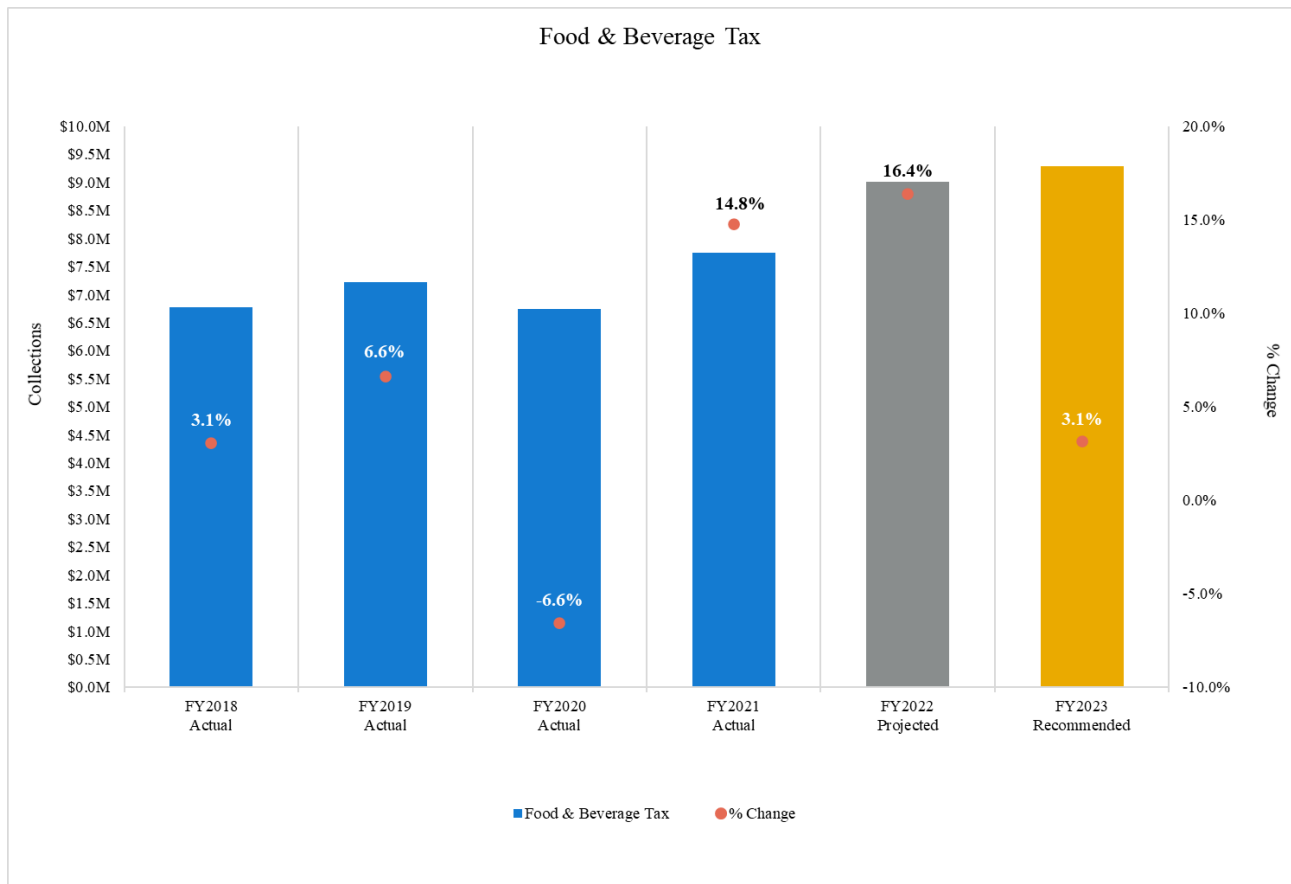
Enterprise Funds Considerations

Crown Center

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

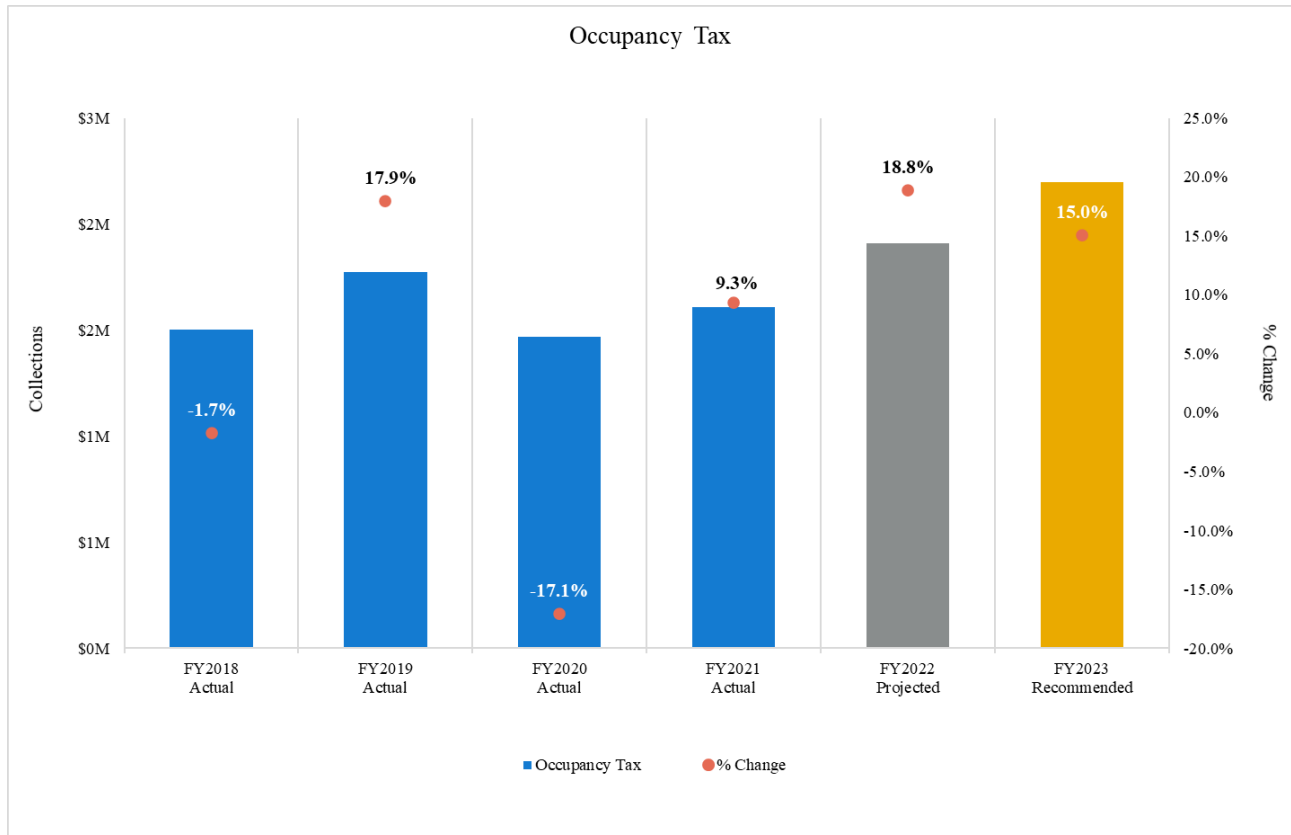
Food & Beverage Tax

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



Occupancy Tax

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



Solid Waste Enterprise Fund

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

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

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

Conclusion

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

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

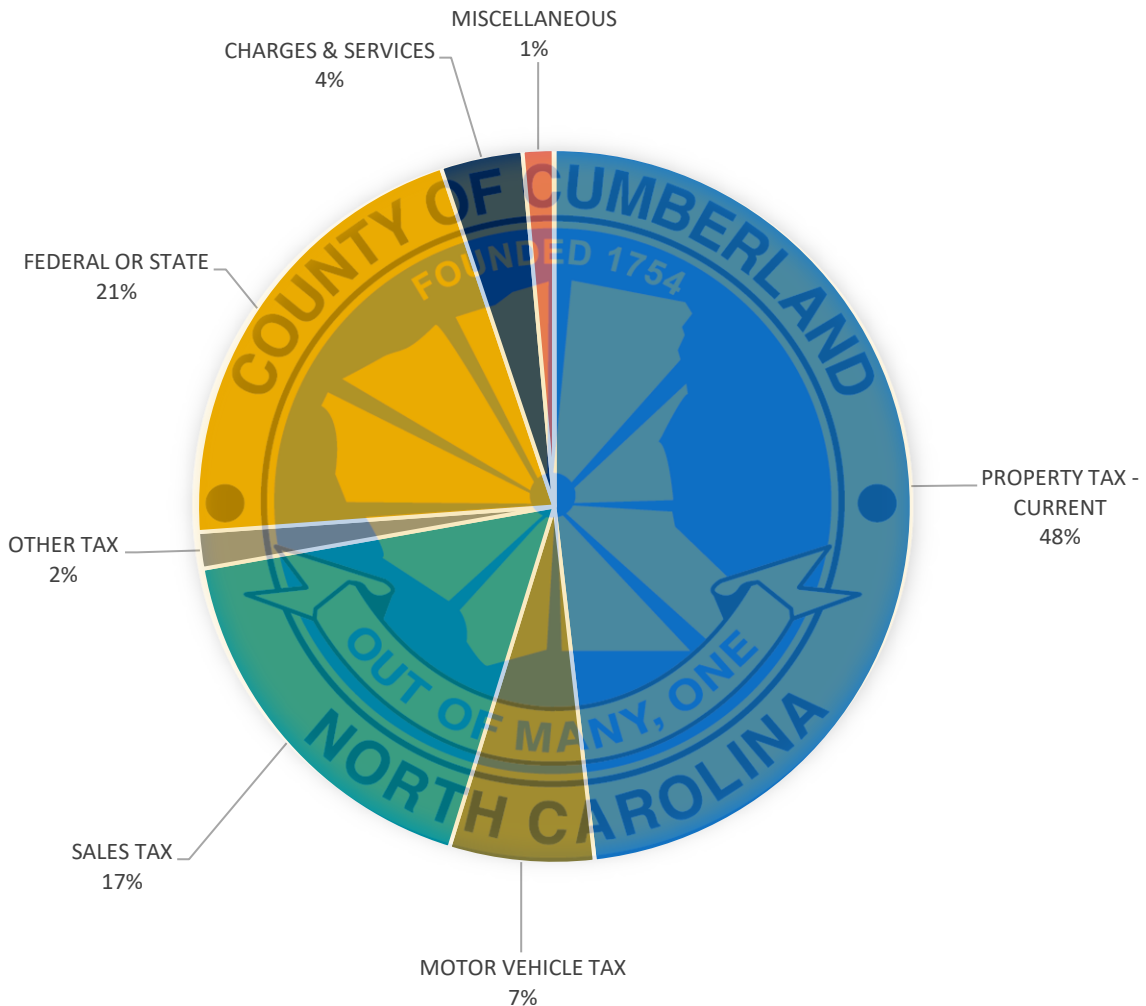
Thank you to County departments, our Budget Division, Finance Director, Public Information Office and the Management Team in developing this recommended budget under continued unprecedented circumstances.

Respectfully submitted,

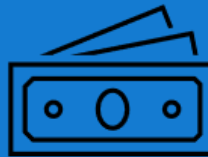


Amy H. Cannon
County Manager

Fiscal Year 2023 Recommended Budget:



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



The General Fund budget is balanced at **\$362,177,033** by the appropriation of \$7,996,059 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 FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
PROPERTY TAX - CURRENT	\$166,739,244	\$169,200,461	\$168,721,614	\$169,103,007	\$170,695,791	1.2%
MOTOR VEHICLE TAX	20,227,090	23,041,995	22,292,691	23,502,131	23,242,940	4.3%
SALES TAX	47,282,838	55,084,708	53,023,227	59,424,903	61,801,900	16.6%
OTHER TAX	5,139,525	6,467,222	4,829,959	6,707,571	5,846,924	21.1%
RESTRICTED/UNRESTRICTED	61,639,947	70,904,229	65,576,949	67,638,553	74,393,193	13.4%
CHARGES & SERVICES	14,294,549	14,618,559	13,407,090	14,003,698	13,142,707	-2.0%
MISCELLANEOUS	6,720,508	5,860,676	5,202,384	5,660,964	4,966,064	-4.5%
TRANSFERS IN	367,494	111,778	315,520	380,851	91,455	-71.0%
SUBTOTAL	\$322,411,195	\$345,289,628	\$333,369,434	\$346,421,678	\$354,180,974	6.2%
FUND BALANCE APPROPRIATED	-	-	9,159,873	-	7,996,059	-12.7%
TOTAL GENERAL FUND	\$322,411,195	\$345,289,628	\$342,529,307	\$346,421,678	\$362,177,033	5.7%

Notes on variances

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

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

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

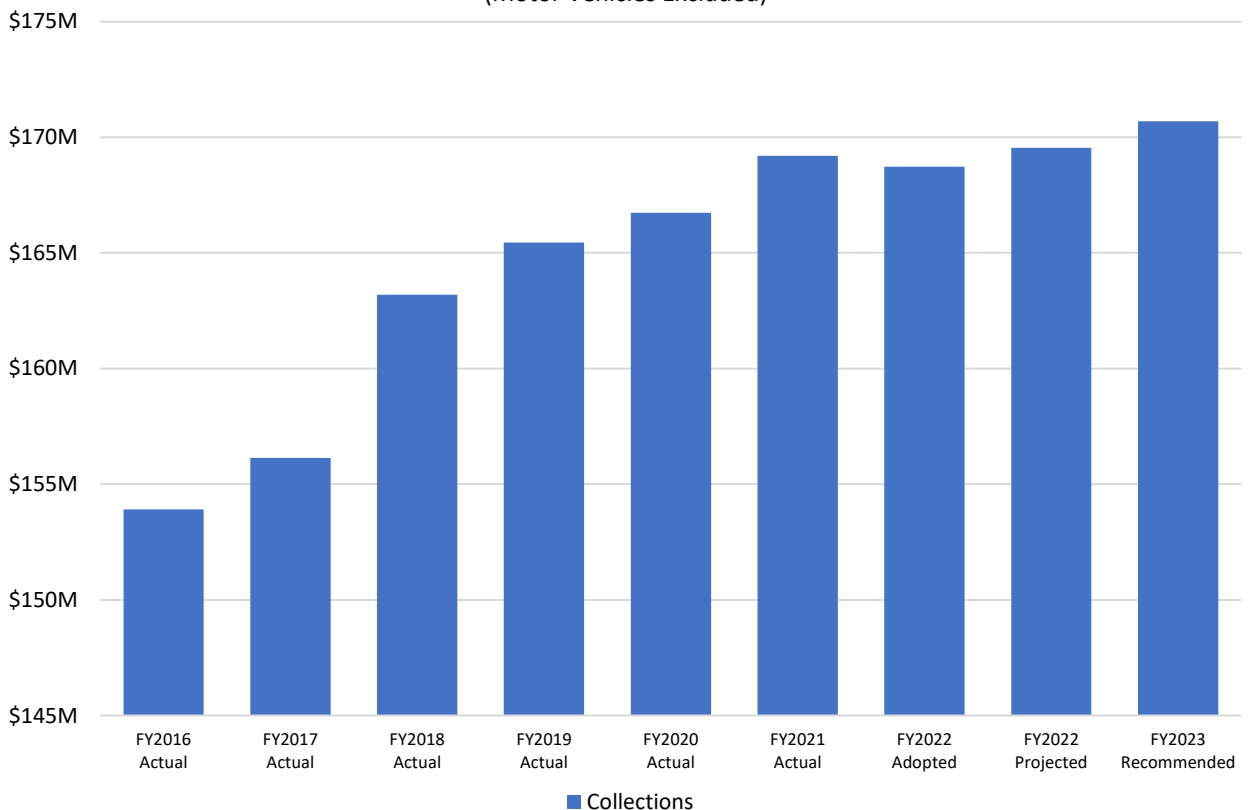
Transfers In: The budget has no Department of Social Services projects requiring a transfer from Capital investment Fund as there was in FY2022. This transfer was budgeted in FY2022 to allow reimbursement of federal/state funds.

Forecasting Major Revenue

Ad Valorem Tax

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

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



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

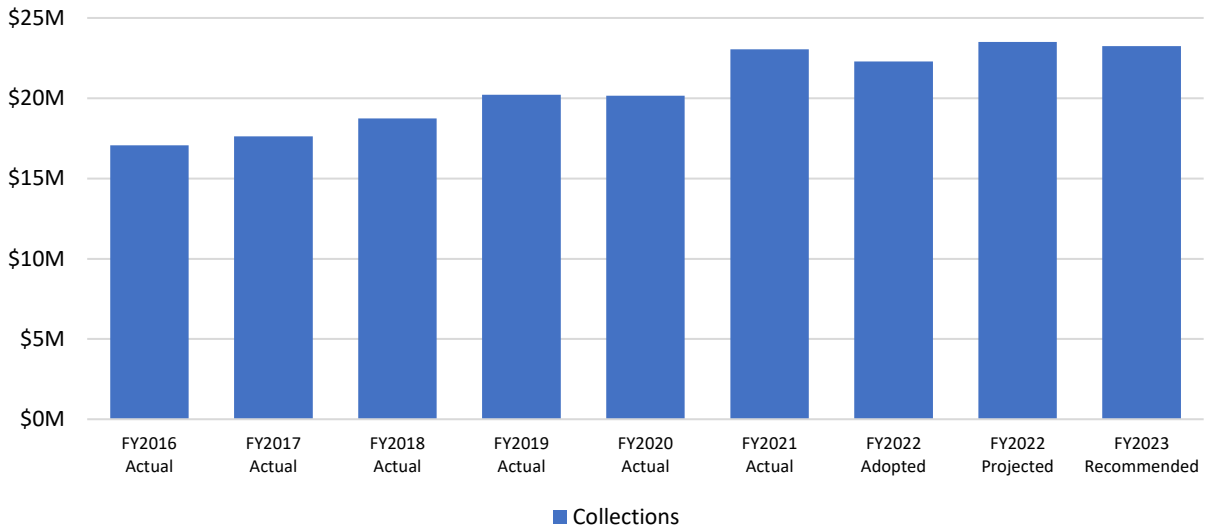
For the Fiscal Year 2023 Recommended Budget, ad valorem tax collections are projected to be \$170,695,791; this represents a 1.2% increase compared to the Fiscal Year 2022 Budget.

Forecasting Major Revenue - continued

Motor Vehicle Tax

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

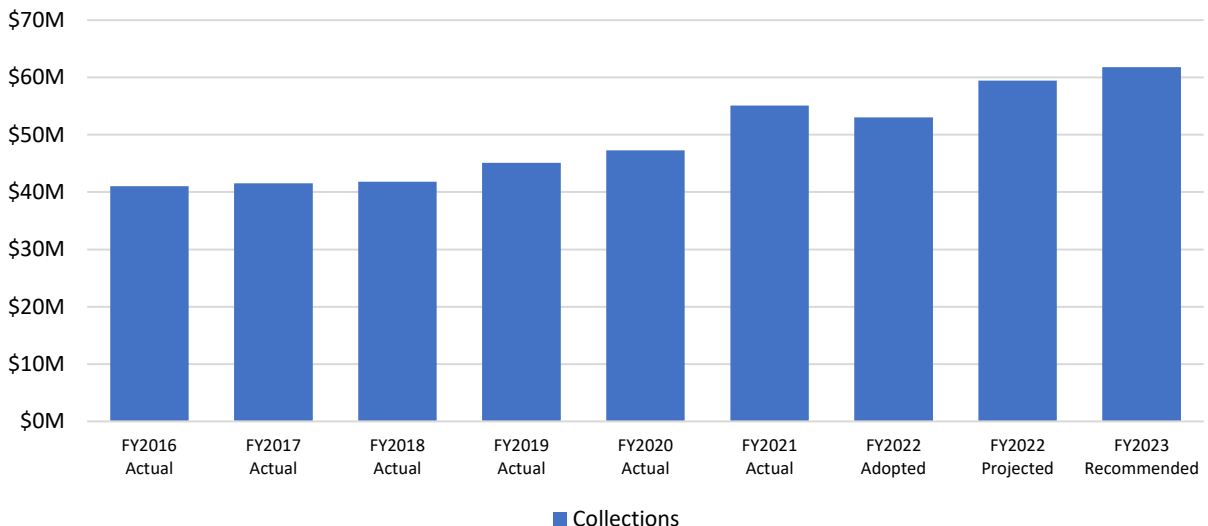
Motor Vehicle Collections



Sales Tax

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

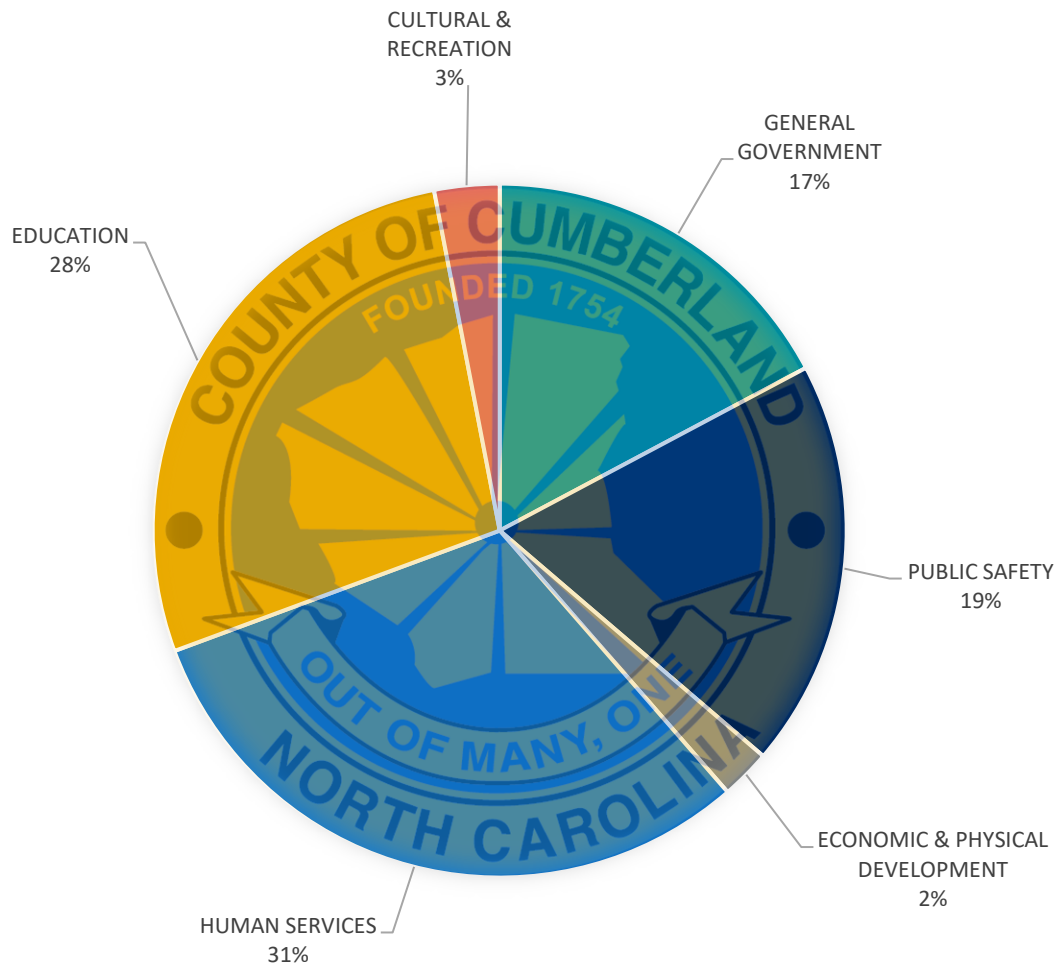
Sales Tax Revenues



Expenditures

General Fund

Fiscal Year 2023 Recommended Budget:



Total General Fund Expenditures:
\$362,177,033



Expenditures

General Fund

Where does the money go?

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023 ADOPTED BUDGET	% CHANGE FROM PRIOR YEAR
GENERAL GOVERNMENT	\$58,463,884	\$54,295,759	\$54,183,152	\$124,185,022	\$60,895,521	12.4%
PUBLIC SAFETY	57,208,079	55,917,660	68,300,432	60,656,724	69,305,960	1.5%
ECONOMIC & PHYSICAL DEVELOPMENT	5,154,174	5,353,755	8,639,985	8,804,882	8,457,813	-2.1%
HUMAN SERVICES	89,359,632	89,870,039	102,596,533	92,735,830	111,985,135	9.2%
EDUCATION	94,408,174	94,876,432	98,053,453	98,427,131	100,482,263	2.5%
CULTURAL & RECREATIONAL	10,430,131	9,798,936	10,755,752	10,690,481	11,050,341	2.7%
TOTAL GENERAL FUND	\$315,024,074	\$310,112,582	\$342,529,307	\$395,500,070	\$362,177,033	5.7%

Notes on variances

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

Expenditures

General Fund

General Government

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
GOVERNING BODY	\$612,701	\$612,166	\$682,250	\$685,968	\$729,541	6.9%
ADMINISTRATION	1,682,579	1,678,886	1,992,345	1,472,011	2,477,765	24.4%
PUBLIC INFORMATION	661,051	755,572	916,658	847,292	1,513,899	65.2%
PRINT MAIL & DESIGN SERVICES	643,315	732,642	780,535	704,744	-	-100.0%
COURT FACILITIES	114,371	111,108	144,920	124,420	161,920	11.7%
HUMAN RESOURCES	1,009,127	948,963	1,071,556	969,466	1,069,040	-0.2%
FACILITIES MAINTENANCE	967,335	1,209,766	1,158,465	1,145,163	1,263,235	9.0%
LANDSCAPING & GROUNDS	690,228	703,267	800,763	757,177	733,903	-8.3%
CARPENTRY SHOP	211,909	218,864	217,753	187,617	228,271	4.8%
FACILITIES MANAGEMENT	1,259,322	1,471,010	1,556,056	1,441,487	1,577,802	1.4%
PUBLIC BUILDINGS JANITORIAL	784,441	878,654	965,301	962,597	1,222,079	26.6%
CENTRAL MAINTENANCE	590,365	704,021	675,219	738,517	4,826,432	614.8%
INNOVATION & TECHNOLOGY SERVICES	5,552,861	4,941,565	6,507,246	6,461,073	6,694,008	2.9%
BOARD OF ELECTIONS	1,400,350	1,924,356	1,556,013	2,109,149	1,536,426	-1.3%
FINANCIAL SERVICES	1,299,306	1,366,775	1,378,438	1,398,524	1,594,931	15.7%
LEGAL	631,924	738,495	1,087,181	933,030	1,194,665	9.9%
REGISTER OF DEEDS	2,128,976	2,219,718	2,481,316	2,829,495	2,572,953	3.7%
REGISTER OF DEEDS AUTOMATION	306,653	146,364	135,000	375,331	135,000	0.0%
TAX ADMINISTRATION	5,317,583	5,423,658	5,914,603	5,837,037	6,156,743	4.1%
PROPERTY REVALUATION	307,568	345,171	472,489	388,072	1,082,854	129.2%
GENERAL GOVERNMENT OTHER	32,291,918	27,164,738	23,689,045	93,816,852	24,124,054	1.8%
TOTAL GENERAL GOVERNMENT	\$58,463,884	\$54,295,759	\$54,183,152	\$124,185,022	\$60,895,521	12.4%

Notes on variances

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

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

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

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

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

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

Expenditures

General Fund

General Government (continued)

Notes on variances (continued)

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

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

Expenditures

General Fund

Public Safety

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
SHERIFF	\$25,992,566	\$25,257,628	\$31,679,599	\$29,806,316	\$28,912,752	-8.7%
DETENTION CENTER	16,873,690	16,424,482	20,716,058	15,384,696	21,624,256	4.4%
LEO SEPARATION ALLOWANCE	632,733	678,739	671,116	789,800	870,900	29.8%
SHERIFF GRANTS	152,092	86,548	203,758	266,915	967,691	374.9%
SCHOOL LAW ENFORCEMENT - LOCAL	4,959,194	4,323,264	5,233,033	4,769,214	5,351,041	2.3%
EMERGENCY SERVICES	3,474,011	3,859,560	4,051,026	3,771,265	4,362,082	7.7%
EMERGENCY SERVICES GRANTS	181,967	120,143	139,000	103,998	196,800	41.6%
CRIMINAL JUSTICE UNIT PRETRIAL	563,626	537,704	691,215	530,488	764,365	10.6%
MISDEMEANOR PROGRAM	31,665	30,438	36,687	36,812	38,325	4.5%
ANIMAL SERVICES	3,283,990	3,296,041	3,509,785	3,369,249	3,811,640	8.6%
PUBLIC SAFETY OTHER	1,062,545	1,303,113	1,369,155	1,827,971	2,406,108	75.7%
TOTAL PUBLIC SAFETY	\$57,208,079	\$55,917,660	\$68,300,432	\$60,656,724	\$69,305,960	1.5%

Notes on variances

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

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

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

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

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

Expenditures

General Fund

Economic & Physical Development

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
PLANNING	\$2,711,212	\$2,968,616	\$3,489,338	\$3,217,150	\$3,250,424	-6.8%
ENGINEERING	978,925	409,892	607,937	579,096	645,819	6.2%
NC COOPERATIVE EXTENSION SERVICE	538,286	611,194	763,559	629,828	799,223	4.7%
NC COOPERATIVE EXTENSION PROGRAM	20,284	10,886	76,000	7,901	75,100	-1.2%
LOCATION SERVICES	192,232	204,386	275,533	155,072	215,956	-21.6%
SOIL CONSERVATION DISTRICT	108,222	132,457	2,209,655	2,567,341	2,638,434	19.4%
SOIL CONSERVATION COST SHARE PROGRAM	74,990	75,745	79,284	80,784	95,884	20.9%
PUBLIC UTILITIES	85,110	91,456	96,900	91,098	100,241	3.4%
ECONOMIC PHYSICAL DEVELOPMENT	20,000	20,000	20,000	20,000	20,000	0.0%
INDUSTRIAL PARK	2,220	17,535	4,332	4,371	6,106	41.0%
ECONOMIC INCENTIVES	402,406	632,132	767,447	1,352,241	510,626	-33.5%
WATER & SEWER DEPARTMENT	20,287	179,456	250,000	100,000	100,000	-60.0%
TOTAL ECONOMIC & PHYSICAL DEVELOPMENT	\$5,154,174	\$5,353,755	\$8,639,985	\$8,804,882	\$8,457,813	-2.1%

Notes on variances

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

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

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

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

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

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

Expenditures

General Fund

Human Services

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
HEALTH DEPT GENERAL	\$12,156,845	\$13,994,999	\$14,164,207	\$14,166,770	\$19,577,633	38.2%
DETENTION CNTR HEALTH PROGRAM	2,822,265	3,049,985	3,402,500	3,101,565	3,452,920	1.5%
ENVIRONMENTAL HEALTH	1,639,679	1,560,854	1,862,231	1,677,495	2,015,321	8.2%
BIO-TERRORISM PREPAREDNESS	73,227	44,980	72,500	48,122	72,500	0.0%
CARE COORDINATION FOR CHILDREN	851,259	726,122	966,992	789,480	907,368	-6.2%
PREGNANCY CARE MANAGEMENT	1,110,805	1,153,900	1,317,777	1,213,189	1,448,723	9.9%
WIC - CLIENT SVCS	2,202,999	2,291,866	2,558,738	2,437,959	2,697,209	5.4%
SCHOOL HEALTH - BOE	559,149	505,376	965,731	720,250	1,059,165	9.7%
COMMUNITY TRANSFORMATION GRANT	75,699	122,154	126,155	126,155	126,155	0.0%
COURT ORDERED EVALUATION	181,339	321,367	318,840	318,840	318,840	0.0%
SOBRIETY COURT	94,153	70,103	129,780	88,648	43,348	-66.6%
MENTAL HEALTH OTHER	5,041,498	5,038,133	5,245,547	5,056,857	5,297,296	1.0%
HEALTH OTHER	76,638	80,322	83,771	83,771	83,771	0.0%
DEPARTMENT OF SOCIAL SERVICES	43,419,054	42,928,678	50,702,740	45,235,634	54,522,775	7.5%
SOCIAL SERVICES OTHER	12,898,577	11,639,925	13,427,790	11,493,195	12,737,799	-5.1%
GRANT FAMILY VIOLENCE CARE CENTER	437,951	464,166	591,467	359,599	625,860	5.8%
WELFARE OTHER	333,557	301,052	380,064	380,064	380,064	0.0%
VETERANS SERVICES	426,127	437,822	547,167	507,757	569,737	4.1%
CHILD SUPPORT SERVICES	4,929,306	5,110,079	5,693,462	4,891,406	6,009,577	5.6%
SL RESOURCE CENTER ADMIN	29,503	28,155	39,074	39,074	39,074	0.0%
TOTAL HUMAN SERVICES	\$89,359,632	\$89,870,039	\$102,596,533	\$92,735,830	\$111,985,135	9.2%

Notes on variances

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

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

Expenditures

General Fund

Education

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
SCHOOLS - CURRENT EXPENSE	\$80,550,000	\$80,711,700	\$83,033,918	\$83,325,031	\$84,305,166	1.5%
FTCC - CURRENT EXPENSE	12,184,126	12,283,629	13,278,659	13,278,659	14,213,903	7.0%
OTHER EDUCATION	1,674,048	1,881,103	1,740,876	1,823,441	1,963,194	12.8%
TOTAL EDUCATION	\$94,408,174	\$94,876,432	\$98,053,453	\$98,427,131	\$100,482,263	2.5%

Notes on variances

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

Cultural & Recreation

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
LIBRARY	\$10,010,497	\$9,500,400	\$10,431,034	\$10,270,496	\$10,789,772	3.4%
LIBRARY GRANTS	157,666	37,967	64,149	159,416	-	-100.0%
STADIUM MAINTENANCE	1,399	-	-	-	-	0.0%
CULTURE RECREATION OTHER	260,569	260,569	260,569	260,569	260,569	0.0%
TOTAL CULTURAL & RECREATION	\$10,430,131	\$9,798,936	\$10,755,752	\$10,690,481	\$11,050,341	2.7%
TOTAL GENERAL FUND	\$315,024,074	\$310,112,582	\$342,529,307	\$395,500,070	\$362,177,033	5.7%

Notes on variances

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

New Items

General Fund

New Vehicles

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

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

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

Total General Fund Net Cost: \$1,998,115

Total Sheriff's Office Request \$4,909,500

Total Sheriff's Office Recommended \$1,634,500

New Items

General Fund

Capital Outlay

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

Total General Fund Net Cost: \$623,000

Fee Changes

General Fund

DEPARTMENT/DESCRIPTION	CURRENT FEE FY2022	REQUESTED FEE CHANGE FY2023	RECOMMENDED FEE FY2023	NOTES
Animal Services				
Permits				
Hunting Pack Permit (up to 14 animals)	\$150.00	remove item	\$0.00	Hunting Pack Permits were created to make licensing easy and affordable for hunters, but need to be removed as licensing fees were removed in FY22.
Hunting Pack Permit (over 15 animals)	\$150.00	remove item	\$0.00	Hunting Pack Permits were created to make licensing easy and affordable for hunters, but need to be removed as licensing fees were removed in FY22.
Return to Owner				
Dogs less than 75 lbs; spay or neuter	\$75.00	\$80.00	\$80.00	Requested to match the contract price with Spay/Neuter Veterinary Clinic of the Sandhills and adjust weight threshold.
Dogs 75 lbs or more; spay or neuter	\$140.00	\$155.00	\$155.00	Requested to match the contract price with Spay/Neuter Veterinary Clinic of the Sandhills and adjust weight threshold.
Dogs 150 lbs or more; spay or neuter	\$0.00	\$180.00	\$180.00	Requested to match the contract price with Spay/Neuter Veterinary Clinic of the Sandhills.
Cat Neuter	\$0.00	\$25.00	\$25.00	Requested to match the contract price with Spay/Neuter Veterinary Clinic of the Sandhills.
Cat Spay	\$0.00	\$60.00	\$60.00	Requested to match the contract price with Spay/Neuter Veterinary Clinic of the Sandhills.
Emergency Services				
Plan Reviews and Construction Permits				
Fire Alarm Detection Systems	\$75.00	\$5 per initiating device (\$75 minimum)	\$5 per initiating device (\$75 minimum)	This allows us to adequately recover cost for larger fire alarm systems that take much longer due to increased complexity.
Sprinkler Systems	\$1.05 per head - \$50 minimum	\$1.05 per head (\$75 minimum)	\$1.05 per head (\$75 minimum)	\$75.00 will recover cost of a basic sprinkler submittal as well as time associated with inspections in alignment with City of Fayetteville.
Tanks, pumps, piping new construction	\$75.00 per tank (or) piping system	\$100 per tank (or) piping system	\$100 per tank (or) piping system	Due to extensive review and onsite time with removing and installing tanks, \$100.00 per tank is needed instead of \$75.00 per tank to cover inspection time.
Fire Plan Review for New/Renovation of Buildings Requiring a Building Permit				
All Commercial Building Construction (fire trade) Reviews	1-5,000 sqft = \$100.00 5,001-10,000 sqft = \$150.00 Above 10,000 = \$300.00	Standard Fee (Total Job Cost) X (0.00125) = Fire Fee (\$100 Minimum)	Standard Fee (Total Job Cost) X (0.00125) = Fire Fee (\$100 Minimum)	This will bring the fire trade to the same standard that building, electrical, mechanical and plumbing are currently utilizing to make fees consistent across all 5 building trades.
Planning				
Street Naming Request				
Street Naming Request	\$0.00	\$250.00	\$250.00	Initiating a fee to cover staff and materials costs associated with the Street renaming process.

Fee Changes

General Fund

DEPARTMENT/DESCRIPTION	CURRENT FEE FY2022	REQUESTED FEE CHANGE FY2023	RECOMMENDED FEE FY2023	NOTES
Public Health/Environmental Health				
Public Health/Environmental Health				
Plan Review Food Establishment and Food Stands	\$200.00	\$250.00	\$250.00	Increasing to the maximum allowed by NCGS 130A-248(f)- Requesting to rename to Foodservice Plan Review Fees to eliminate confusion by customers.
Plan Review Mobile Food Units	\$175.00	\$200.00	\$200.00	Compared current fees to other Health Departments. Our fee was lower than the other counties.
Plan Review Push Carts	\$125.00	\$150.00	\$150.00	Compared current fees to other Health Departments. Our fee was lower than the other counties.
Plan Review Seafood Market	\$0.00	\$200.00	\$200.00	Cumberland County is one of few counties that has local seafood regulations. Currently, there is no fee for this plan review.
Tattoo Call Back Fee	\$0.00	\$75.00	\$75.00	This fee is similar to the call back fee for septic and well. It will be applied to artists who request a permit but are not ready for the initial inspection once the inspector makes the first visit, requiring a return visit.
Setback Compliance (in office review)	\$0.00	\$25.00	\$25.00	Fee for when pools, rooms, sheds, etc. are requested and a usable system layout for the septic system is on file in our office. An approval could be issued without a site visit.
Setback Compliance (on site review)	\$0.00	\$90.00	\$90.00	Fee for when pools, rooms, sheds, etc. are requested but a usable system layout for the septic system is not on file with our office. This will require a site visit after the owner has a septic contractor clearly mark the existing system and it appears the new structure will not encroach on any part of the system. No expansion permit will be needed.
Register of Deeds				
Trusts and Mortgages				
Plat Recording	\$21 per sheet	\$21 per sheet	\$21 per sheet	Added "Recording" to the fee description.
Plat/Map Copies	\$.25 - 4 per page	\$.25 - 4 per page	\$.25 - 4 per page	Added "Plat" to the fee description.
Map recording	\$21 per page	remove item	\$0.00	Service no longer provided by Register of Deeds.
UCC (Fixture Filing)				
Response to Written Request for Information	\$38.00	remove item	\$0.00	Service no longer provided by Register of Deeds.
Copy of Statement	\$2 per page	remove item	\$0.00	Service no longer provided by Register of Deeds.
Vital Records Fees				
Online Vital Records International Shipping and Handling Fee	\$0.00	\$2.00	\$2.00	This is a new fee added requested for Vital Records. This fee covers international mailing charges for requested documents.

Projected Fund Balance

General Fund

	FY 20-21 ACTUAL	ADOPTED FY21-22 BUDGET	FY21-22 PROJECTION	FY22-23 RECOMMENDED BUDGET
Revenues:				
Ad valorem taxes	\$ 192,242,456	\$ 191,014,305	\$ 192,605,138	\$ 193,938,731
Other taxes	61,551,930	57,853,186	66,132,474	67,648,824
Unrestricted & Restricted intergovernmental	70,904,229	65,537,389	64,620,507	70,390,206
Sales and services	14,618,559	13,407,090	14,003,698	13,142,707
Miscellaneous	5,860,676	5,241,944	8,679,010	8,969,051
Transfers from other funds	111,778	315,520	380,851	91,455
Total Revenue	<u>345,289,628</u>	<u>333,369,434</u>	<u>346,421,678</u>	<u>354,180,974</u>
Expenditures:				
General Government	34,639,512	35,116,983	39,285,832	38,582,010
Public safety	55,917,660	68,300,432	60,656,724	69,305,960
Economic and physical development	5,353,755	8,639,985	8,804,882	8,457,813
Mental Health	5,429,603	5,694,167	5,548,116	5,743,255
Health	23,530,559	25,520,602	24,280,985	31,356,994
Welfare	55,032,769	64,721,997	57,088,428	67,886,434
Other human services	5,877,108	6,659,767	5,818,301	6,998,452
Cultural and recreational	9,798,936	10,755,752	10,690,481	11,050,341
Education	94,876,432	98,053,453	98,427,131	100,482,263
Miscellaneous and transfers	19,656,248	19,066,169	84,899,190	22,313,511
Total expenditures	<u>310,112,582</u>	<u>342,529,307</u>	<u>395,500,070</u>	<u>362,177,033</u>
Restatement				
Net increase (decrease) in fund balance	35,177,046	(9,159,873)	(49,078,392)	(7,996,059)
Fund balance July 1	<u>127,030,969</u>	<u>148,617,221</u>	<u>162,208,015</u>	<u>113,129,623</u>
Fund balance June 30	<u>\$ 162,208,015</u>	<u>\$ 139,457,348</u>	<u>\$ 113,129,623</u>	<u>\$ 105,133,564</u>
Fund balance allocations for FY23 budget:				
12% fund balance unassigned per policy				\$ 43,461,244
Non-spendable inventories and prepaids				200,715
Committed:				
Tax Revaluation				2,296,335
Restricted:				
Stabilization by state statute				31,070,216
Register of Deeds				987,528
Public Health				6,052,823
Assigned for :				
Economic Development Incentives				2,000,000
Subsequent year's expenditures (FY22)				7,996,059
Unassigned				<u>11,068,644</u>
Fund balance June 30, 2022				<u>\$ 105,133,564</u>



CUMBERLAND COUNTY

NORTH CAROLINA

Together, we can.

Summary

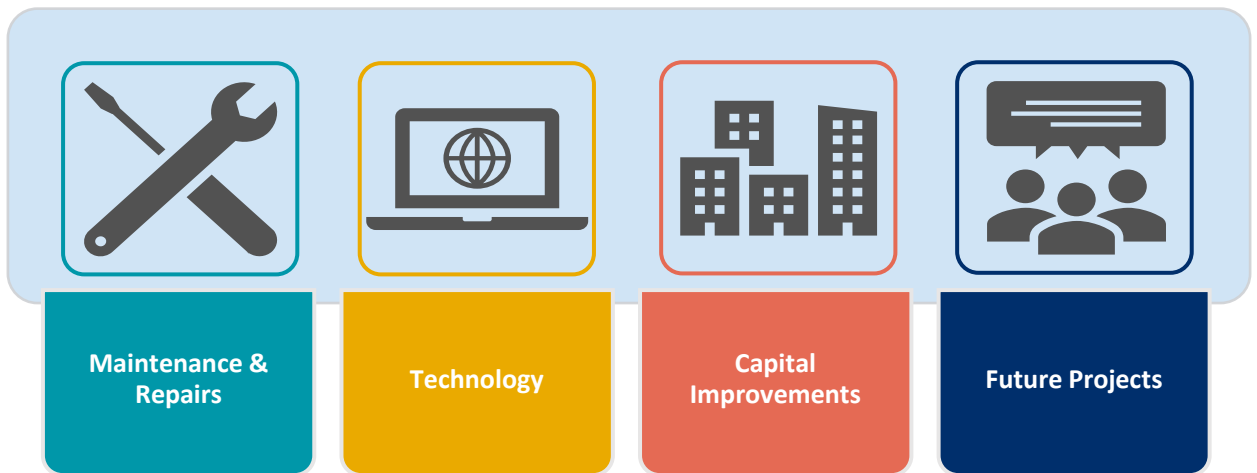
Capital Investment Fund

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

Major expenditures that are funded through the CIF include:

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

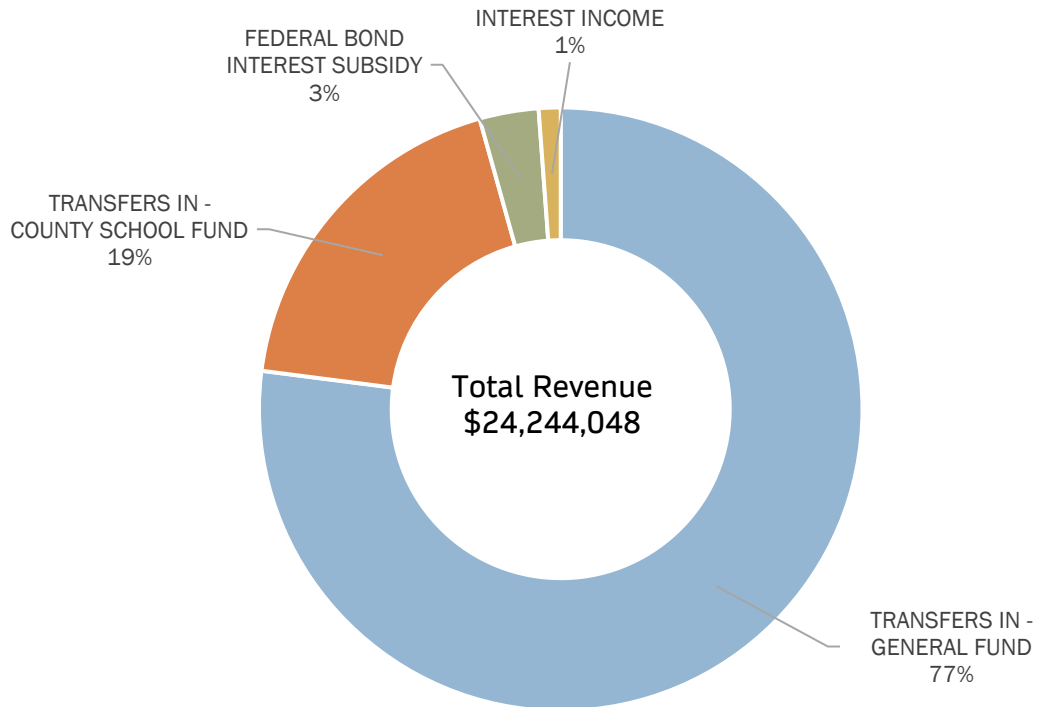
The CIF will be presented to the County Commissioners as part of the annual budget adoption process and at various times throughout the budget year, as needed.



Revenues

Capital Investment Fund

Fiscal Year 2023 Recommended Budget:



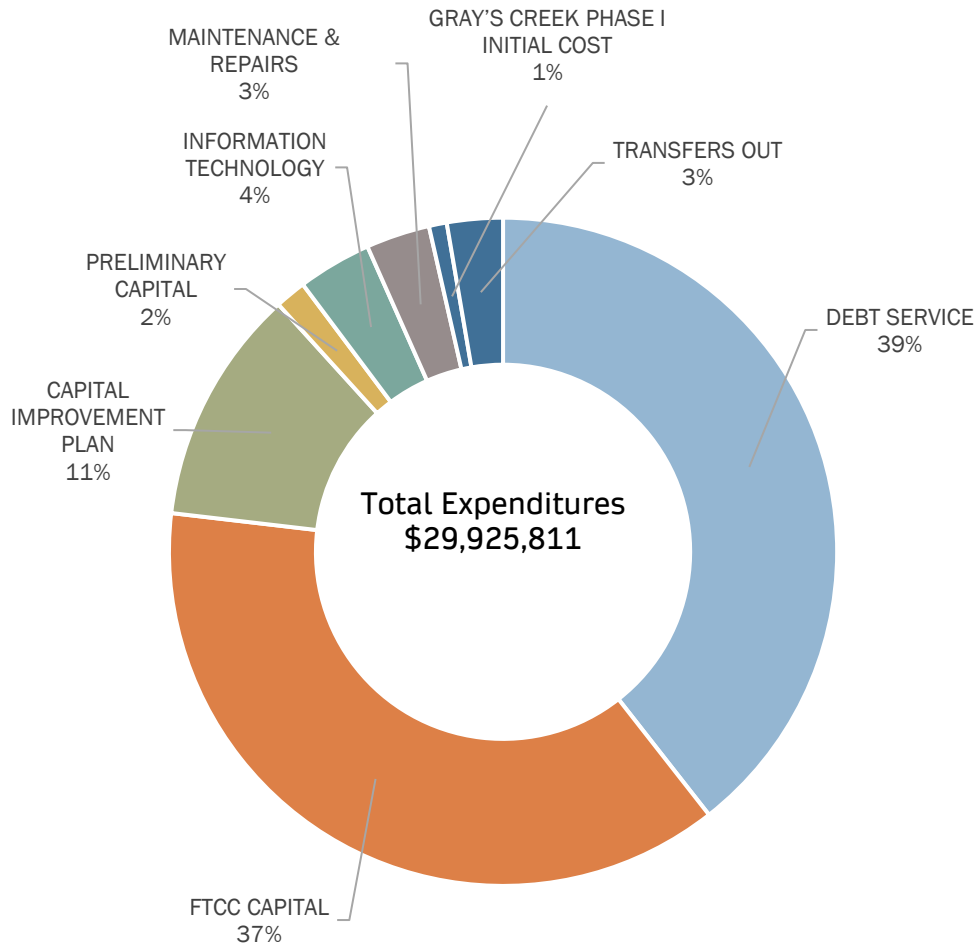
CATEGORY	RECOMMENDED BUDGET FY2023
TRANSFERS IN - GENERAL FUND	\$18,676,356
TRANSFERS IN - COUNTY SCHOOL FUND	4,517,208
FEDERAL BOND INTEREST SUBSIDY	766,465
INTEREST INCOME	284,019
TOTAL CAPITAL INVESTMENT FUND	\$24,244,048

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

Expenditures

Capital Investment Fund

Fiscal Year 2023 Recommended Budget:



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

Maintenance & Repairs

Capital Investment Fund

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

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

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

Maintenance & Repairs

Capital Investment Fund

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

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

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

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

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

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

Capital Improvement Plan

Capital Investment Fund

PRIORITY	CATEGORY	TOTAL BY PROJECT	RECOMMENDED BY E&I	FY23	FY24	FY25	FY26	FY27+
1	Law Enforcement Center Switchgear Replacement	\$350,000	\$350,000	\$350,000	\$-	\$-	\$-	\$-
2	Historic Courthouse Switchgear Replacement	350,000	350,000	350,000	-	-	-	-
3	County Facilities Security System Upgrades	700,000	700,000	450,000	250,000	-	-	-
4	Detention Center Second Floor Window Replacement	216,000	216,000	216,000	-	-	-	-
5	Headquarters Library Slope and Parking Lot Repair	700,000	700,000	700,000	-	-	-	-
6	Department of Social Services Pneumatic Controls Replacement	70,000	70,000	70,000	-	-	-	-
7	Community Corrections Center HVAC Replacement	100,000	100,000	50,000	50,000	-	-	-
8	North Regional Library Boiler Replacement	135,000	135,000	135,000	-	-	-	-
9	Animal Services Chiller Replacement	170,000	170,000	170,000	-	-	-	-
10	Headquarters Library Cooling Tower Replacement	165,000	165,000	165,000	-	-	-	-
11	Cliffdale Library Paint Metal Roof Panel in Areas C, D and E	60,000	60,000	60,000	-	-	-	-
12	Public Health Coat Craze Craking in Cap Sheet	75,000	75,000	75,000	-	-	-	-
13	Judge E. Maurice Braswell Courthouse Bathroom Updates	1,775,000	1,775,000	355,000	355,000	355,000	355,000	355,000
14	Judge E. Maurice Braswell Courthouse Carpet Replacement	500,000	500,000	100,000	100,000	100,000	100,000	100,000
15	Detention Center Wireless Pneumatic Controls	200,000	200,000	100,000	100,000	-	-	-
16	East Regional Library Wireless Pneumatic Controls	70,000	70,000	70,000	-	-	-	-
17	East Regional Library Carpet Replacement	180,000	180,000	180,000	-	-	-	-
18	Wellness Building Heat Pump Replacements	180,000	100,000	100,000	20,000	20,000	20,000	20,000
19	Fuller Building HVAC Replacement	210,000	120,000	120,000	30,000	30,000	30,000	-
20	Detention Center Second Floor Carpet Replacement	110,448	110,448	110,448	-	-	-	-
21	Building Maintenance Facility Elevator Modernization	150,000	150,000	-	150,000	-	-	-
22	Headquarters Library Elevator Modernization	155,000	155,000	-	155,000	-	-	-
23	Law Enforcement Center Basement Bathroom Improvements	355,000	355,000	-	355,000	-	-	-
24	Landscaping Parking Lot Repair/Resurfacing	125,000	125,000	-	125,000	-	-	-
25	County Facilities Parking Lot Repair/Resurfacing	100,000	100,000	-	25,000	25,000	25,000	25,000
26	County Facilities Water Cooler Replacement	200,000	200,000	-	200,000	-	-	-
27	Central Maintenance Facility Canopy Enclosure	420,000	420,000	-	420,000	-	-	-
28	Detention Center Elevator Modernization (2)	280,000	280,000	-	280,000	-	-	-
29	Animal Services Boiler Replacement	135,000	135,000	-	135,000	-	-	-
30	North Regional Library Wireless Pneumatic Controls	70,000	70,000	-	70,000	-	-	-
31	Detention Center Building Systems Review	65,000	65,000	-	65,000	-	-	-
32	Hope Mills Library Wireless Pneumatic Controls	70,000	70,000	-	70,000	-	-	-
33	Judge E. Maurice Braswell Courthouse Building Systems Review	45,000	45,000	-	45,000	-	-	-
34	Cooperative Extension Office Elevator Modernization	115,000	115,000	-	115,000	-	-	-
35	Convention & Visitor's Bureau Elevator Modernization	115,000	115,000	-	115,000	-	-	-
36	Bradford Building Elevator Modernization	225,000	225,000	-	225,000	-	-	-
37	Department of Social Services Meeting Room Furniture Replacement	205,000	205,000	-	205,000	-	-	-
38	Judge E. Maurice Braswell Courthouse Cooling Tower Rebuilds	120,000	120,000	-	120,000	-	-	-
39	Law Enforcement Center First Floor Bathroom Improvements	355,000	355,000	-	355,000	-	-	-
40	Law Enforcement Center Parking Deck	1,003,000	1,003,000	-	1,003,000	-	-	-
41	Animal Services Air Handler Replacement (2)	95,000	95,000	-	-	95,000	-	-
42	Law Enforcement Center Building Systems Review	45,000	45,000	-	-	45,000	-	-
43	Law Enforcement Center Second Floor HVAC Air Duct System Replacement	300,000	300,000	-	-	300,000	-	-
44	Sheriff's Range K9 Training Facility	915,000	915,000	-	-	915,000	-	-
45	Health Department Elevator Modernization (3)	330,000	330,000	-	-	-	330,000	-
46	Judge E. Maurice Braswell Courthouse Window Replacement	1,500,000	1,500,000	-	-	-	1,500,000	-
47	Detention Center Warehouse Unit	85,000	85,000	-	-	-	85,000	-
48	Alphin House Driveway	7,500	7,500	-	-	-	-	7,500
49	Building Envelope Assessment for County Facilities	300,000	300,000	-	-	300,000	-	-
50	Judge E. Maurice Braswell Courthouse Busway Replacement	800,000	800,000	-	-	800,000	-	-
51	Historic Courthouse Elevator Modernization	250,000	250,000	-	250,000	-	-	-
52	Veterans Services HVAC and Duct Replacement	365,000	365,000	-	-	-	365,000	-
53	Headquarters Library Facility Renovation Assessment	50,000	50,000	-	50,000	-	-	-
54	Bradford Building Access Management and Security Camera System	250,000	250,000	-	-	250,000	-	-
TOTAL CIP		\$15,916,948	\$15,746,948	\$3,416,000	\$5,438,000	\$3,235,000	\$2,810,000	\$507,500
TOTAL CIP + SHOVEL READY PROJECTS		\$15,916,948	\$15,746,948	\$3,926,448	\$5,438,000	\$3,235,000	\$2,810,000	\$507,500

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

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

Debt Service Projections

Capital Investment Fund

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

New Positions

Personnel

General Fund

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

Total General Fund Net Cost: \$755,657

New Positions

Personnel

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

UNIT COST				REQUESTED		RECOMMENDED		
DEPARTMENT	FT/PT	SALARY	FRINGE BENEFITS	QTY	REQUEST	QTY	TOTAL	STATE OR FEDERAL FUNDING
Social Services				0	\$ -	16	\$668,772	\$356,982
Administrative Officer	FT	-	-	0	-	1	46,062	28,572
Public Health Educator II	FT	-	-	0	-	3	122,095	75,735
Public Health Nurse II	FT	-	-	0	-	1	52,602	32,629
Nutritionist II	FT	-	-	0	-	1	45,312	28,107
Social Worker II	FT	-	-	0	-	3	129,384	57,693
Social Worker III	FT	-	-	0	-	2	92,356	41,182
Community Social Services Assistant	FT	-	-	0	-	3	98,463	49,920
Income Maintenance Caseworker III	FT	-	-	0	-	1	36,454	22,613
Social Work Supervisor II	FT	-	-	0	-	1	46,044	20,531
Total Pilot Program				0	\$ -	16	\$668,772	\$356,982

Total Pilot Program Net Cost: \$311,790

Solid Waste Fund

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

MPO Administration Fund

UNIT COST				REQUESTED		RECOMMENDED		
FUND	FT/PT	SALARY	FRINGE BENEFITS	QTY	REQUEST	QTY	TOTAL	STATE OR FEDERAL FUNDING
MPO Administration				2	\$116,965	2	\$116,965	\$93,572
Office/Processing Assistant	FT	\$31,200	\$17,168	1	48,368	1	48,368	38,694
Business Manager I	FT	47,780	20,817	1	68,597	1	68,597	54,878
Total MPO Administration Fund				1	\$116,965	2	\$116,965	\$93,572

Total MPO Fund Net Cost \$23,393

Abolish Positions

Personnel

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

General Fund

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

RECOMMENDED	
QTY	TOTAL
6	\$ -
6	-
6	\$ -

Other Funds

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

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

Salary Schedule

Personnel

Regular Employee

Effective beginning July 3, 2022

GRADE	MINIMUM	MID-POINT	MAXIMUM
55	\$31,824	\$35,729	\$39,635
56	\$31,824	\$36,639	\$41,454
57	\$31,824	\$37,589	\$43,353
58	\$31,824	\$38,573	\$45,323
59	\$31,824	\$39,604	\$47,385
60	\$31,824	\$40,704	\$49,584
61	\$31,824	\$41,883	\$51,941
62	\$32,330	\$43,371	\$54,412
63	\$33,849	\$45,408	\$56,968
64	\$35,433	\$47,534	\$59,634
65	\$37,088	\$49,753	\$62,419
66	\$38,840	\$52,104	\$65,367
67	\$40,683	\$54,576	\$68,470
68	\$42,561	\$57,096	\$71,630
69	\$44,528	\$59,734	\$74,941
70	\$46,588	\$62,498	\$78,407
71	\$48,735	\$65,378	\$82,022
72	\$50,978	\$68,387	\$85,795
73	\$53,335	\$71,548	\$89,762
74	\$55,828	\$74,893	\$93,959
75	\$58,436	\$78,392	\$98,348
76	\$61,137	\$82,015	\$102,892
77	\$63,970	\$85,816	\$107,662
78	\$66,945	\$89,806	\$112,668
79	\$70,056	\$93,981	\$117,905
80	\$73,305	\$98,338	\$123,371
81	\$76,689	\$102,878	\$129,067
82	\$80,258	\$107,666	\$135,074
83	\$84,008	\$112,697	\$141,385
84	\$87,943	\$117,975	\$148,007
85	\$92,039	\$123,471	\$154,904
86	\$96,316	\$129,208	\$162,100
87	\$100,821	\$135,252	\$169,682
88	\$105,536	\$141,577	\$177,617
89	\$110,452	\$148,171	\$185,890
90	\$115,597	\$155,074	\$194,551
91	\$120,996	\$162,316	\$203,636
92	\$126,440	\$169,619	\$212,799
93	\$132,130	\$177,253	\$222,375
94	\$138,076	\$185,228	\$232,381
95	\$144,290	\$193,564	\$242,839

Salary Schedule

Personnel

Detention and Law Enforcement

Effective beginning July 3, 2022

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

Salary Schedule

Personnel

Physician Schedule

Effective beginning July 3, 2022

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

Executive Schedule

Effective beginning July 3, 2022

CLASSIFICATION	GRADE	MINIMUM	MAXIMUM
COUNTY MANAGER	A	\$ 132,130.25	\$ 280,060.87
DEPUTY COUNTY MANAGER	B	\$ 105,704.19	\$ 220,589.12
ASSISTANT COUNTY MANAGER - ENVIRONMENTAL & COMMUNITY SAFETY	C	\$ 96,315.77	\$ 212,798.63
ASSISTANT COUNTY MANAGER - COMMUNITY SUPPORT SERVICES	C	\$ 96,315.77	\$ 212,798.63
ASSISTANT COUNTY MANAGER - GENERAL GOVERNMENT & STEWARDSHIP	C	\$ 96,315.77	\$ 212,798.63
ASSISTANT COUNTY MANAGER - STRATEGIC MANAGEMENT & GOVERNMENTAL AFFAIRS	C	\$ 96,315.77	\$ 212,798.63
GENERAL MANAGER - HUMAN SERVICES	D	\$ 87,943.22	\$ 194,550.92
FINANCE DIRECTOR/GENERAL MANAGER - FINANCIAL SERVICES	D	\$ 87,943.22	\$ 194,550.92

Job Classification

Personnel

Effective beginning July 3, 2022

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

Job Classification

Personnel

Effective beginning July 3, 2022

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

Job Classification

Personnel

Effective beginning July 3, 2022

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

Job Classification

Personnel

Effective beginning July 3, 2022

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

Job Classification

Personnel

Effective beginning July 3, 2022

CLASSIFICATION	GRADE	ANNUAL SALARY RANGE		
		MINIMUM	MID-POINT	MAXIMUM
ITS SYSTEMS SERVER ADMINISTRATOR	77	\$63,969.82	\$85,815.98	\$107,662.13
ITS SYSTEMS SERVER ANALYST I	74	\$55,827.84	\$74,893.43	\$93,959.02
ITS SYSTEMS SERVER ANALYST II	76	\$61,136.75	\$82,014.55	\$102,892.35
ITS TECHNICAL SPECIALIST SUPERVISOR	76	\$61,136.75	\$82,014.55	\$102,892.35
ITS TECHNOLOGY SUPPORT SPECIALIST I	71	\$48,734.90	\$65,378.24	\$82,021.59
ITS TECHNOLOGY SUPPORT SPECIALIST II	73	\$53,334.71	\$71,548.31	\$89,761.92
JUSTICE SERVICES DIRECTOR	87	\$100,821.41	\$135,251.83	\$169,682.25
LANDFILL OPERATIONS MANAGER	72	\$50,977.97	\$68,386.69	\$85,795.41
LATENT PRINT EXAMINER	73	\$53,334.71	\$71,548.31	\$89,761.92
LAUNDRY WASHER OPERATOR	55	\$31,824.00	\$35,729.42	\$39,634.84
LEAD ANIMAL SHELTER ATTENDANT	61	\$31,824.00	\$41,882.72	\$51,941.45
LEAD WORKER III	59	\$31,824.00	\$39,604.47	\$47,384.94
LEAD WORKER IV	61	\$31,824.00	\$41,882.72	\$51,941.45
LIBRARIAN I	67	\$40,682.77	\$54,576.41	\$68,470.04
LIBRARIAN II	69	\$44,528.05	\$59,734.29	\$74,940.53
LIBRARIAN III	71	\$48,734.90	\$65,378.24	\$82,021.59
LIBRARIAN IV	73	\$53,334.71	\$71,548.31	\$89,761.92
LIBRARY ASSOCIATE	64	\$35,433.41	\$47,533.79	\$59,634.16
LIBRARY CIRCULATION MANAGER	67	\$40,682.77	\$54,576.41	\$68,470.04
LIBRARY CIRCULATION SUPERVISOR	66	\$38,840.24	\$52,103.82	\$65,367.40
LIBRARY DIGITAL NAVIGATOR	67	\$40,682.77	\$54,576.41	\$68,470.04
LIBRARY DIRECTOR	82	\$80,258.09	\$107,665.91	\$135,073.73
LIBRARY DIVISION MANAGER	75	\$58,435.75	\$78,391.75	\$98,347.75
LIBRARY PAGE	55	\$31,824.00	\$35,729.42	\$39,634.84
LIBRARY TECHNICIAN	57	\$31,824.00	\$37,588.73	\$43,353.47
LOCAL HEALTH DIRECTOR	88	\$105,535.96	\$141,576.71	\$177,617.46
MAINTENANCE SERVICES COORDINATOR	60	\$31,824.00	\$40,703.81	\$49,583.63
MAINTENANCE SUPERVISOR	65	\$37,087.58	\$49,753.04	\$62,418.50
MAINTENANCE TECHNICIAN	62	\$32,329.71	\$43,370.78	\$54,411.86
MAINTENANCE WORKER	57	\$31,824.00	\$37,588.73	\$43,353.47
MANAGEMENT ANALYST	74	\$55,827.84	\$74,893.43	\$93,959.02
MEDICAL LAB ASSISTANT III	60	\$31,824.00	\$40,703.81	\$49,583.63
MEDICAL LAB TECHNOLOGIST I	70	\$46,588.17	\$62,497.54	\$78,406.90
MEDICAL LAB TECHNOLOGIST II	72	\$50,977.97	\$68,386.69	\$85,795.41
MEDICAL LAB TECHNOLOGIST III	74	\$55,827.84	\$74,893.43	\$93,959.02
MEDICAL OFFICE ASSISTANT	60	\$31,824.00	\$40,703.81	\$49,583.63
MEDICAL RECORDS ASSISTANT IV	60	\$31,824.00	\$40,703.81	\$49,583.63
MEDICAL RECORDS MANAGER II	68	\$42,561.03	\$57,095.55	\$71,630.06
MISDEMEANOR DIVERSION PROGRAM/JCPC COORDINATOR	68	\$42,561.03	\$57,095.55	\$71,630.06
MULTIMEDIA PRODUCTION SPECIALIST	70	\$46,588.17	\$62,497.54	\$78,406.90
NUTRITIONIST I	66	\$38,840.24	\$52,103.82	\$65,367.40
NUTRITIONIST II	69	\$44,528.05	\$59,734.29	\$74,940.53
NUTRITIONIST III	71	\$48,734.90	\$65,378.24	\$82,021.59
OFFICE ASSISTANT III	58	\$31,824.00	\$38,573.32	\$45,322.65
OFFICE ASSISTANT IV	60	\$31,824.00	\$40,703.81	\$49,583.63
OFFICE ASSISTANT V	62	\$32,329.71	\$43,370.78	\$54,411.86
OFFICE PROCESSING ASSISTANT	58	\$31,824.00	\$38,573.32	\$45,322.65
PARALEGAL	67	\$40,682.77	\$54,576.41	\$68,470.04
PARALEGAL I	67	\$40,682.77	\$54,576.41	\$68,470.04
PARALEGAL II	68	\$42,561.03	\$57,095.55	\$71,630.06
PARALEGAL III	69	\$44,528.05	\$59,734.29	\$74,940.53
PATIENT ACCOUNTS REPRESENTATIVE SUPERVISOR	65	\$37,087.58	\$49,753.04	\$62,418.50
PATIENT RELATIONS REPRESENTATIVE V	62	\$32,329.71	\$43,370.78	\$54,411.86
PAYROLL MANAGER	72	\$50,977.97	\$68,386.69	\$85,795.41
PAYROLL SPECIALIST I	67	\$40,682.77	\$54,576.41	\$68,470.04
PAYROLL SPECIALIST II	70	\$46,588.17	\$62,497.54	\$78,406.90
PERSONNEL ASSISTANT V	62	\$32,329.71	\$43,370.78	\$54,411.86
PERSONNEL OFFICER I	70	\$46,588.17	\$62,497.54	\$78,406.90
PERSONNEL TECHNICIAN I	63	\$33,848.56	\$45,408.18	\$56,967.80
PERSONNEL TECHNICIAN II	66	\$38,840.24	\$52,103.82	\$65,367.40
PERSONNEL TECHNICIAN III	68	\$42,561.03	\$57,095.55	\$71,630.06
PHARMACIST	84	\$87,943.22	\$117,975.18	\$148,007.14
PHARMACY MANAGER	87	\$100,821.41	\$135,251.83	\$169,682.25

Job Classification

Personnel

Effective beginning July 3, 2022

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

Job Classification

Personnel

Effective beginning July 3, 2022

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



CUMBERLAND COUNTY

NORTH CAROLINA

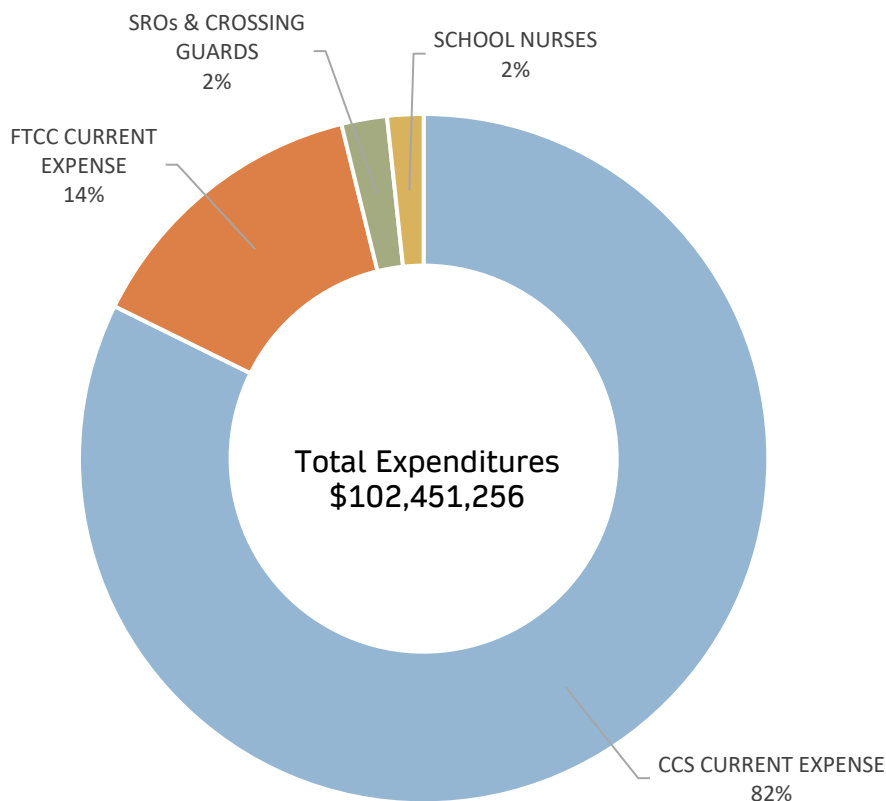
Together, we can.

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

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

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

**Fiscal Year 2023 Recommended Budget
General Fund Operating Costs for Education**

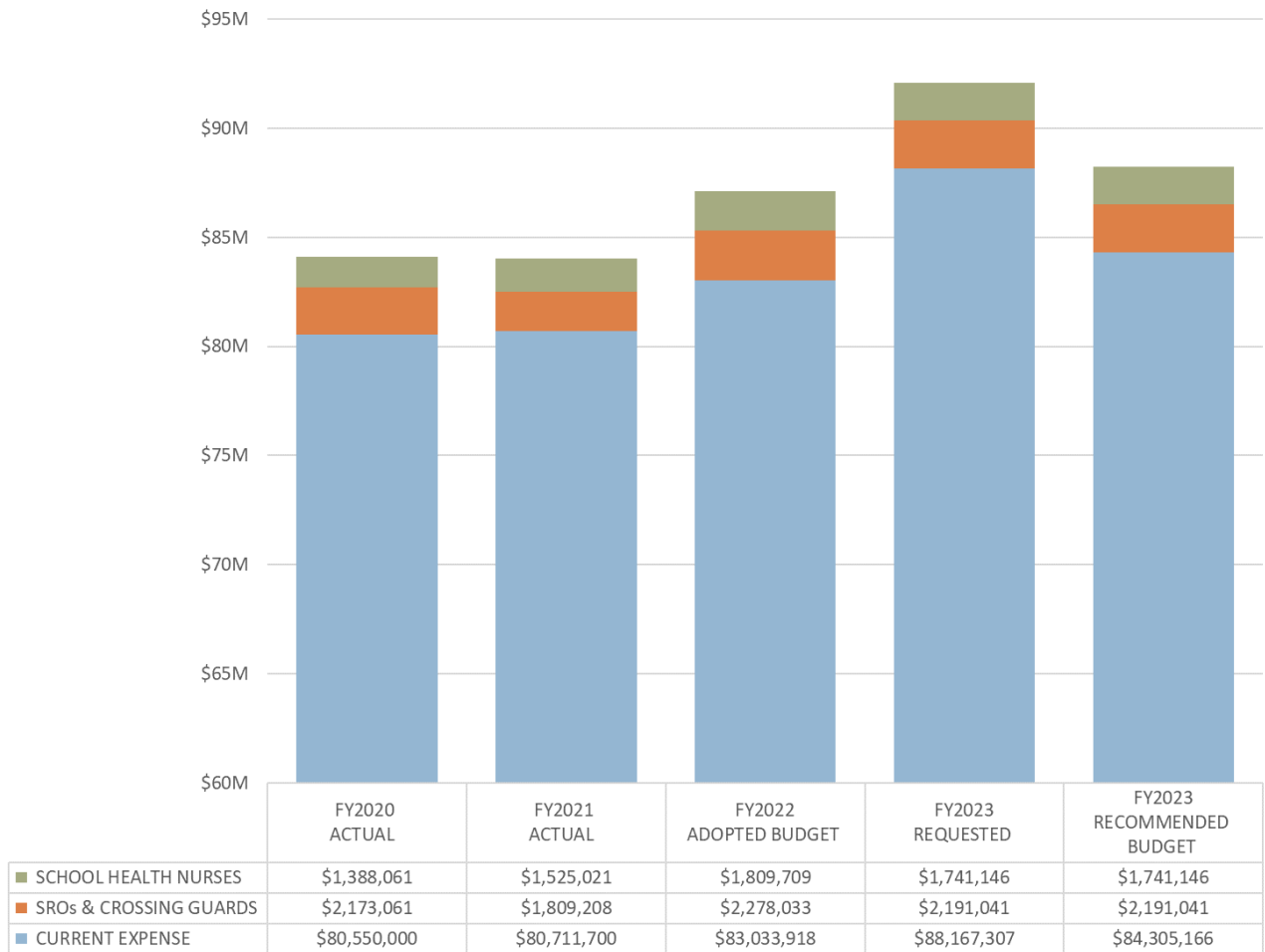


Cumberland County Public Schools

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.

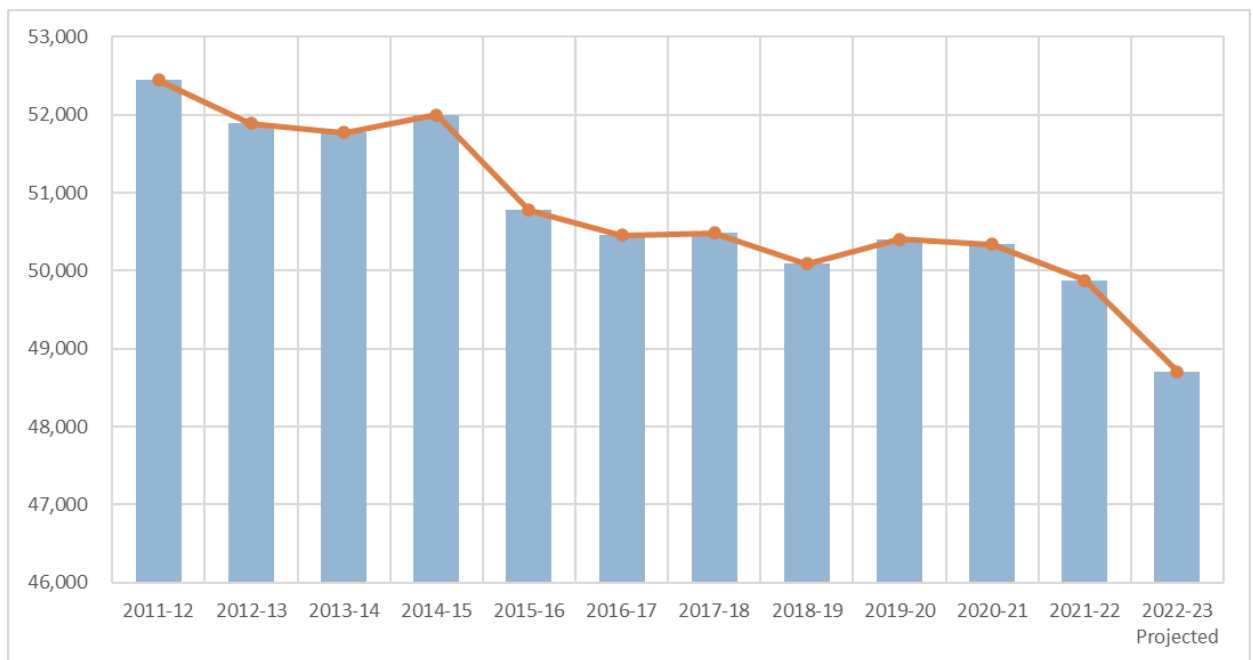
**Fiscal Year 2023 Recommended Budget
Funding for Cumberland County Public Schools**



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

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

Cumberland County Schools
Allotted ADM History



Capital Needs

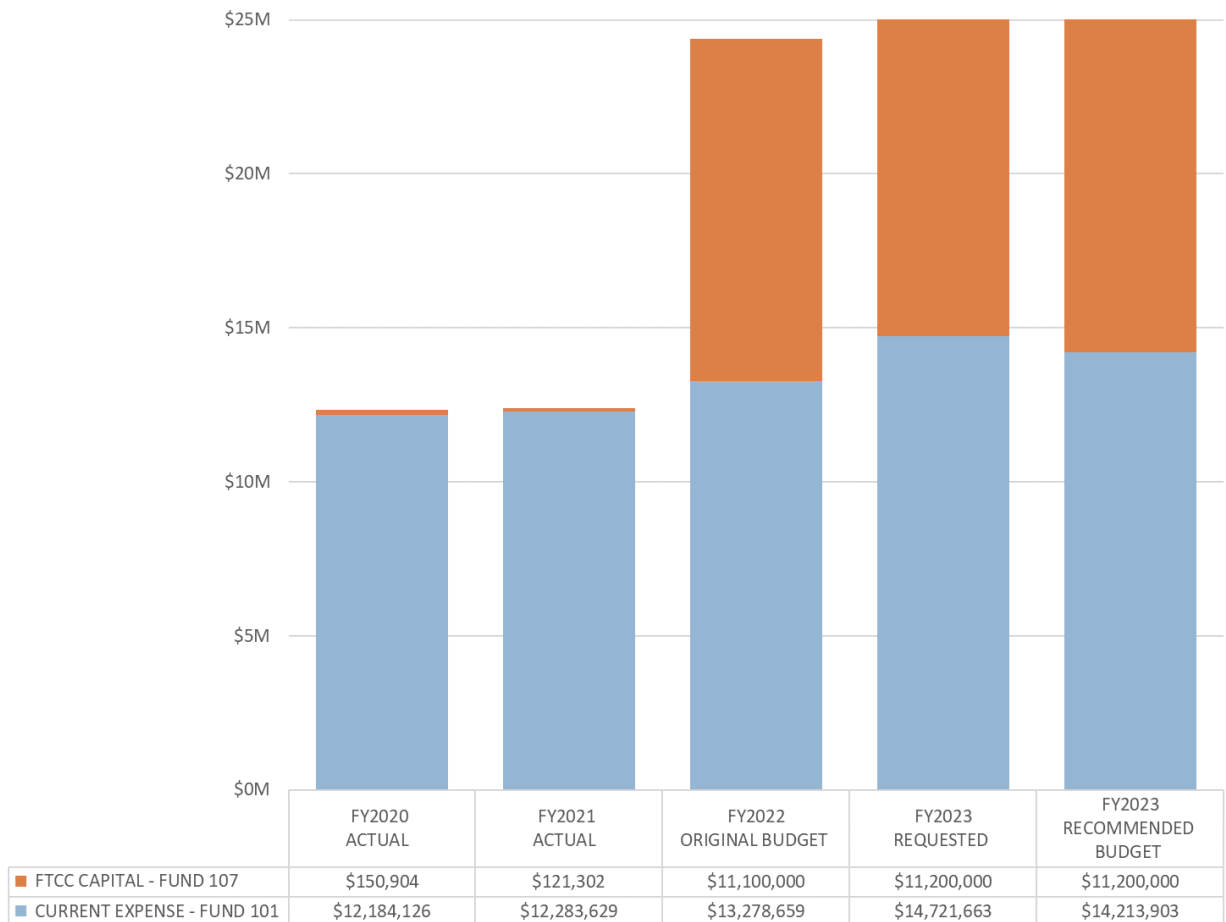
Education

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

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
REVENUE						
SCHOOL SPECIAL SALES TAX	\$13,336,567	\$15,404,720	\$1,646,694	\$16,580,584	\$1,260,218	-23.5%
SCHOOL C.O. CATEGORY I	145,265	1,941	7,148,930	875	10,535,407	47.4%
SCHOOL C.O. CATEGORY II	-	-	2,359,375	-	2,359,375	0.0%
SCHOOL C.O. CATEGORY III	-	-	750,000	-	750,000	0.0%
SCHOOL C.O. LOTTERY	3,416,888	3,349,297	3,281,839	3,281,839	3,256,990	-0.8%
TOTAL REVENUE	\$16,898,720	\$18,755,958	\$15,186,838	\$19,863,298	\$18,161,990	19.6%
EXPENSE						
SCHOOL SPECIAL SALES TAX	\$1,806,441	\$1,705,800	\$1,646,694	\$1,646,694	\$1,260,218	-23.5%
SCHOOL C.O. CATEGORY I	10,085,545	9,517,693	7,148,930	9,975,000	10,535,407	47.4%
SCHOOL C.O. CATEGORY II	2,335,000	1,795,554	2,359,375	2,025,000	2,359,375	0.0%
SCHOOL C.O. CATEGORY III	320,979	208,660	750,000	375,000	750,000	0.0%
SCHOOL C.O. LOTTERY	3,416,887	3,248,818	3,281,839	3,281,839	3,256,990	-0.8%
TOTAL EXPENSE	\$17,964,852	\$16,476,524	\$15,186,838	\$17,303,533	\$18,161,990	19.6%

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

Fiscal Year 2023 Recommended Budget Funding for Fayetteville Technical Community College





CUMBERLAND COUNTY

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Outside Agency Requests

Community Funding

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

AGENCY	ORIGINAL BUDGET FY2022	Agency Request	RECOMMENDED BUDGET FY2023
Airborne & Special Operations Museum Foundation	\$170,000	\$220,000	\$170,000
The Arts Council of Fayetteville/Cumberland County, Inc.	68,000	75,000	68,000
Boys & Girls Club	10,000	10,000	10,000
Cape Fear Botanical Garden	5,646	24,200	5,646
Cape Fear Regional Bureau For Community Action	10,328	10,328	10,328
Cape Fear River Assembly	9,923	9,923	9,923
Child Advocacy Center	39,768	50,000	39,768
Cumberland County Coordinating Council On Older Adults	100,215	100,215	100,215
Cumberland County Veterans Council	7,000	9,650	7,000
Cumberland Healthnet	-	41,600	-
HIV Task Force	5,081	5,122	5,081
North Carolina Symphony Society	-	5,000	-
Salvation Army	29,750	30,000	29,750
Second Harvest Food Bank Of Southeast NC	12,750	17,000	12,750
Teen Involvement Program	5,081	5,081	5,081
United Way 211	5,500	5,750	5,500
Vision Resource Center	7,000	10,000	7,000
TOTAL	\$486,042	\$628,869	\$486,042

Airborne & Special Operations Museum Foundation

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

The Arts Council of Fayetteville/Cumberland County, Inc.

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

Boys & Girls Club

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

Cape Fear Botanical Garden

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

Cape Fear Regional Bureau for Community Action

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

Cape Fear River Assembly

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

Child Advocacy Center

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

Cumberland County Coordinating Council on Older Adults

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

Cumberland County Veterans Council

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

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

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Summary

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

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

Formed in 1980, Cumberland County Solid Waste Management oversees:

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

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

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



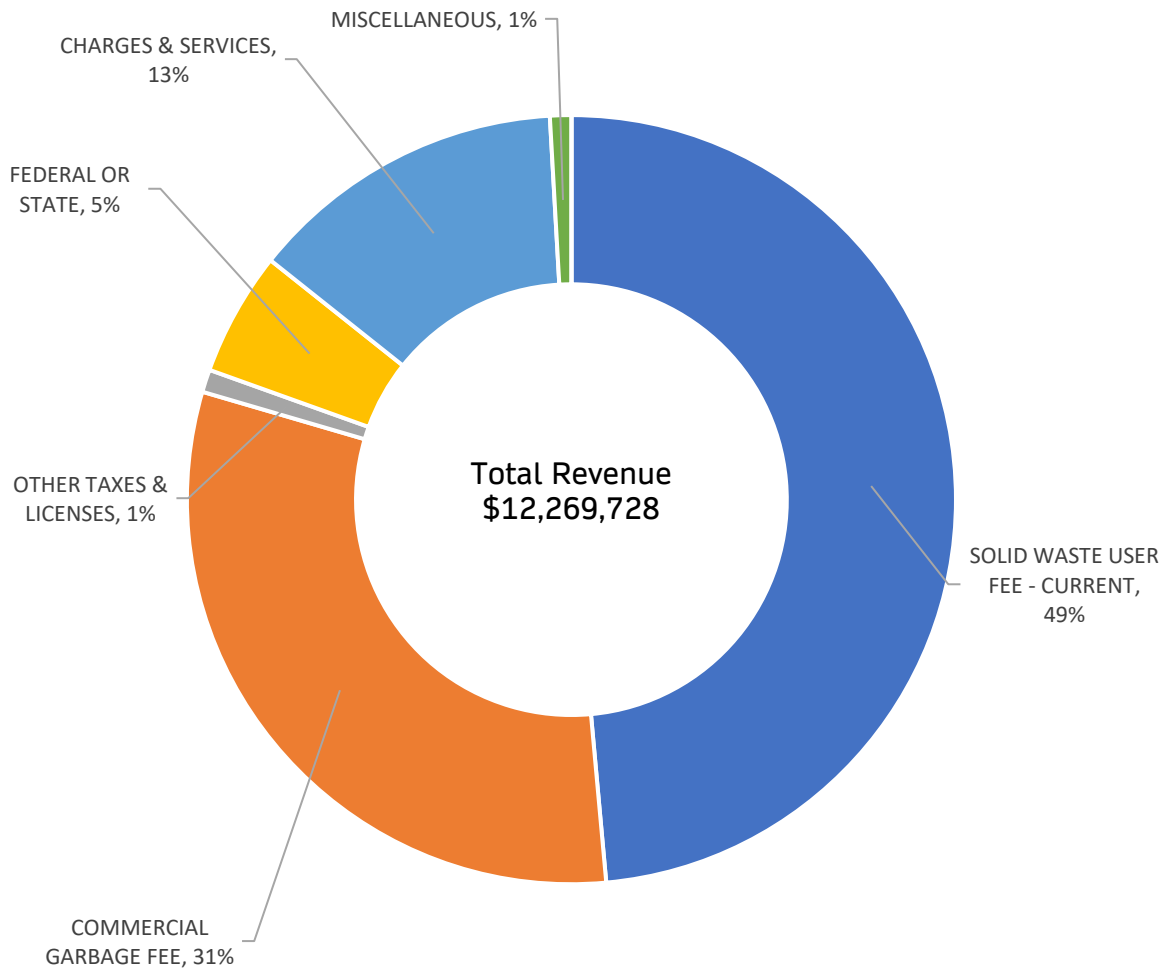
Mission

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

Solid Waste Revenues

Enterprise Funds

Fiscal Year 2023 Recommended Budget:



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

Solid Waste Revenues

Enterprise Funds

Where does the money come from?

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
SOLID WASTE USER FEE - CURRENT	\$5,820,625	\$5,797,166	\$5,929,672	\$5,750,000	\$5,957,728	0.5%
COMMERCIAL GARBAGE FEE	3,765,902	3,465,506	3,950,000	3,250,000	3,800,000	-3.8%
OTHER TAXES & LICENSES	83,429	143,328	110,000	110,000	117,000	6.4%
FEDERAL OR STATE	2,627,021	513,208	737,500	1,741,610	640,000	-13.2%
CHARGES & SERVICES	547,072	710,453	920,000	1,186,425	1,645,000	78.8%
MISCELLANEOUS	631,568	20,523	118,500	31,734	110,000	-7.2%
TRANSFERS IN	(101,534)	311,921	3,375,294	60,775	-	-100.0%
SUBTOTAL	\$13,374,083	\$10,962,105	\$15,140,966	\$12,130,544	\$12,269,728	-26.2%
FUND BALANCE APPROPRIATED				-	3,567,439	
TOTAL SOLID WASTE FUND	\$13,374,083	\$10,962,105	\$15,140,966	\$12,130,544	\$15,837,167	4.6%

Notes on variances

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

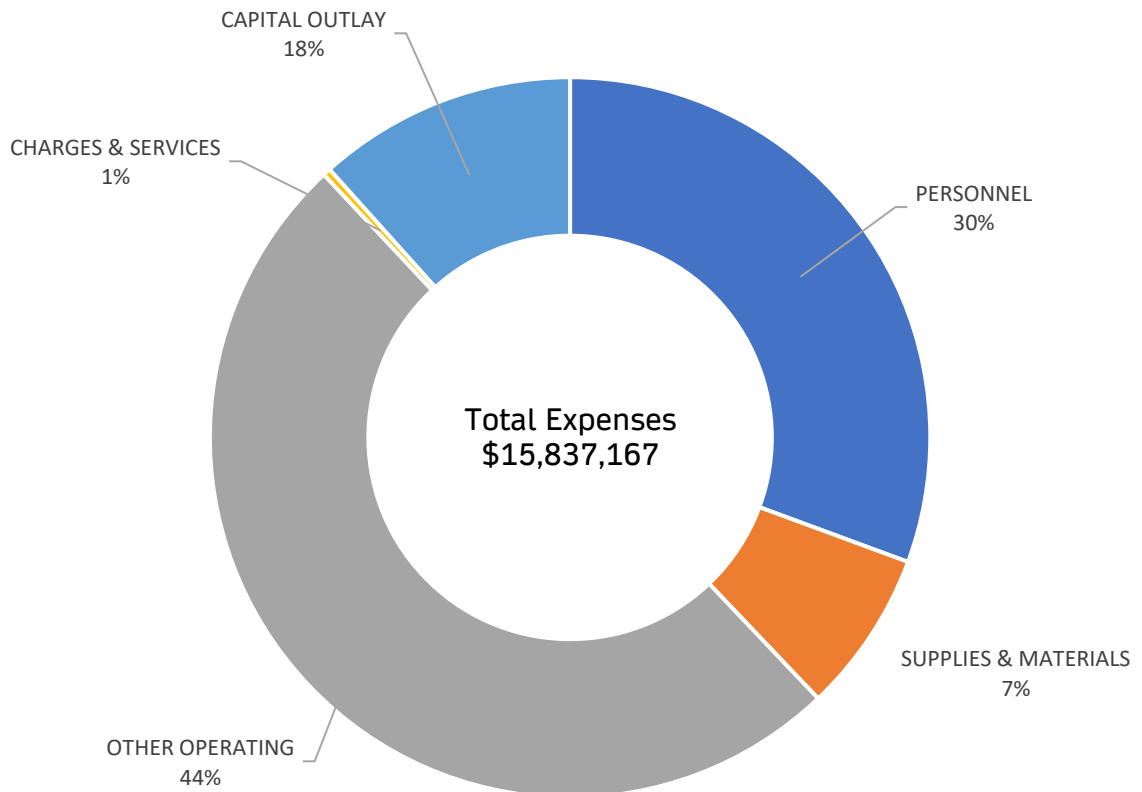
Charges & Services: Gas extraction lease revenue is projected to be higher in FY2023 than in FY2022.

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

Solid Waste Expenses

Enterprise Funds

Fiscal Year 2023 Recommended Budget:



Solid Waste Expenses

Enterprise Funds

Where does the money go?

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
PERSONNEL	\$2,977,470	\$3,111,925	\$4,568,966	\$4,007,754	\$4,705,172	3.0%
SUPPLIES & MATERIALS	716,147	678,375	1,065,938	1,094,522	1,146,540	7.6%
OTHER OPERATING	5,588,240	7,077,317	7,404,062	5,508,065	7,040,455	-4.9%
CHARGES & SERVICES	31,658	41,238	50,000	97,157	60,000	20.0%
CAPITAL OUTLAY	-	-	2,052,000	3,547,344	2,885,000	40.6%
TRANSFERS OUT	-	-	-	-	-	0.0%
TOTAL SOLID WASTE FUND	\$9,313,515	\$10,908,856	\$15,140,966	\$14,254,842	\$15,837,167	4.6%

Notes on variances

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

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

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

Solid Waste New Items

Enterprise Funds

New Vehicles

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

RECOMMENDED			STATE OR FEDERAL FUNDING
QTY	COST		
1	\$135,000		\$ -
1	100,000		-
1	35,000		-
1	\$135,000		\$ -

Capital Outlay

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

Capital Improvement Plan

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

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 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 Center Fund Summary

Enterprise Funds

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023	% CHANGE FROM PRIOR YEAR
CROWN CENTER - REVENUE						
FEDERAL OR STATE	\$17,840	\$434,670	\$ -	\$113,812	\$ -	0.0%
MISCELLANEOUS	15,115	16,337	-	-	-	0.0%
TRANSFERS IN	5,090,540	5,753,980	8,615,191	7,115,191	10,565,037	22.6%
TOTAL REVENUE	\$5,123,495	\$6,204,986	\$8,615,191	\$7,229,003	\$10,565,037	22.6%
CROWN CENTER - EXPENSE						
OPERATING	\$1,989,951	\$1,911,622	\$140,687	\$133,835	\$152,228	8.2%
MAINTENANCE & REPAIRS	647,371	698,142	2,973,000	3,346,439	-	-100.0%
CHARGES & FEES	2,980,763	2,972,691	4,674,504	4,687,684	5,002,809	7.0%
CAPITAL OUTLAY	-	-	827,000	874,355	5,410,000	554.2%
TOTAL EXPENSE	\$5,618,085	\$5,582,455	\$8,615,191	\$9,042,313	\$10,565,037	22.6%
TOTAL CROWN CENTER FUND	\$494,590	(\$622,531)	\$ -	\$1,813,310	\$ -	0.0%

Notes on variances

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

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

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

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

Crown Center New Items

Enterprise Funds

Capital Improvement Plan

RECOMMENDED									
PRIORITY	CATEGORY	TOTAL BY PROJECT	BY E&I	FY23	FY24	FY25	FY26	FY27 +	
1	Coliseum Ballroom & Pre-function Renovation	\$1,500,000	\$1,500,000	\$1,500,000	\$-	\$-	\$-	\$-	
2	Coliseum LED Sports Lighting/Control System Upgrade	700,000	700,000	700,000	-	-	-	-	
3	Coliseum Bathrooms Remodel	400,000	400,000	400,000	250,000	250,000	-	-	
4	Coliseum Elevator Modernization	750,000	750,000	750,000	-	-	-	-	
5	Expo Center Cooling Tower Replacement	125,000	125,000	125,000	-	-	-	-	
6	Coliseum Chiller Replacements	1,500,000	1,500,000	1,500,000	-	-	-	-	
7	Coliseum Video Board DMPs	60,000	60,000	60,000	-	-	-	-	
8	Coliseum Replace Refrigerant Lines and Condenser Units	75,000	75,000	75,000	-	-	-	-	
9	Expo Center Replace Air Handlers	150,000	150,000	150,000	-	-	-	-	
10	Coliseum Suite Wall Resurfacing	50,000	50,000	50,000	-	-	-	-	
11	Unidentified Capital Improvement Needs	500,000	500,000	100,000	100,000	100,000	100,000	100,000	
12	Coliseum Loading Dock Repairs	1,400,000	1,400,000	-	1,400,000	-	-	-	
13	Coliseum New Stage	150,000	150,000	-	150,000	-	-	-	
14	Coliseum Repair Sound Walls	350,000	350,000	-	350,000	-	-	-	
15	Coliseum Replace Air Handlers	350,000	350,000	-	350,000	-	-	-	
16	Coliseum Replace Dance Floor	30,000	30,000	-	30,000	-	-	-	
17	Expo Replace Black Banquet Chairs	125,000	125,000	-	125,000	-	-	-	
18	Coliseum Replace Folding Blue Padded Chairs	125,000	125,000	-	125,000	-	-	-	
19	Coliseum Riding Scrubbers for Floors	60,000	60,000	-	60,000	-	-	-	
20	Expo Center Generator	100,000	100,000	-	-	100,000	-	-	
21	Expo Center Remodel Bathrooms	100,000	100,000	-	100,000	-	-	-	
22	Expo Center Replace Air Walls	575,000	575,000	-	575,000	-	-	-	
23	Expo Center Replace Doors	100,000	100,000	-	100,000	-	-	-	
24	Expo Center Sealant and Panel Painting	310,000	310,000	-	-	310,000	-	-	
Total Crown Center CIP		\$9,585,000	\$9,585,000	\$5,410,000	\$3,715,000	\$760,000	\$100,000	\$100,000	

Debt Service Projections

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

Fee Changes

Enterprise Funds

Other Funds

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

Revenues

All Funds Summary

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023
GENERAL FUNDS					
101 - GENERAL FUND	\$322,411,194	\$345,289,628	\$342,529,307	\$346,421,678	\$362,177,033
106 - COUNTY SCHOOL FUND	16,898,720	18,755,958	15,186,838	19,863,298	18,161,990
107 - CAPITAL INVESTMENT FUND	48,467,533	41,715,068	33,998,291	108,060,626	29,925,811
GENERAL FUNDS TOTAL	\$387,777,447	\$405,760,653	\$391,714,436	\$474,345,602	\$410,264,834
SPECIAL REVENUE FUNDS					
200 - FOOD AND BEVERAGE FUND	\$6,952,348	\$7,802,855	\$9,286,280	\$9,062,318	\$12,572,345
201 - INTERGOVERNMENTAL FUND	-	2,814,546	2,110,746	3,883,379	2,992,263
204 - FEDERAL DRUG FORFEITURE FUND	74,364	435,386	250,750	245,075	250,075
205 - FEDERAL DRUG JUSTICE FUND	47,420	26	31,000	26,400	25,000
206 - STATE DRUG FORFEITURE FUND	18,216	14,909	7,750	44,010	40,000
207 - INMATE WELFARE FUND	386,887	450,887	354,777	498,779	574,800
210 - SCHOOL FINES & FORFEITURES	-	16,750	20,500	16,100	16,500
215 - ANIMAL MEDICAL FUND	1,768	405	4,000	560	10,000
220 - SPECIAL FIRE DISTRICT FUND	10,915,361	11,496,386	11,407,437	11,437,073	11,603,074
240 - AMERICAN RESCUE PLAN ACT FUND	-	-	32,584,345	-	-
241 - INNOVATIVE COURT PROGRAM FUND	-	-	-	-	230,000
242 - HUMAN TRAFFICKING WORTH FUND	-	-	-	-	100,000
243 - STREAM RESTORATION GRANT FUND	-	-	-	-	1,000,000
244 - SCIF HOMELESS GRANT FUND	-	-	-	-	500,000
245 - JUVENILE CRIME PREVENTION FUND	1,846,916	1,915,616	2,238,113	1,971,503	2,162,554
248 - FLEA HILL FUND	-	15	-	6	-
250 - RECREATION FUND	4,406,373	4,584,557	5,192,749	5,291,865	5,256,482
255 - WORKFORCE INVEST OPPORT ACT	2,152,218	3,854,212	-	-	-
256 - SENIOR AIDES FUND	511,252	494,129	-	-	-
258 - CORONAVIRUS RELIEF FUND	2,194,936	10,334,225	-	-	-
260 - EMERGENCY TELEPHONE SYSTEM	823,920	899,517	1,487,174	1,488,720	690,042
264 - CDBG-DISASTER RECOVERY	597,686	127,757	2,000,000	102,100	2,681,184
265 - COUNTY COMMUNITY DEVELOPMENT	896,085	2,303,907	3,428,531	1,631,335	1,499,327
266 - COMMUNITY DEVEL HOME FUND	920,998	1,218,923	673,193	185,460	3,723,738
267 - COMMUNITY DEVEL SUPPORT HOUSING	258,970	249,072	697,138	353,602	644,473
268 - PATH	-	-	-	-	-
269 - EMERGENCY RENTAL ASSIST FUND	-	1,280	-	8,435,940	10,000,000
273 - MPO ADMIN FUND	-	-	-	-	586,355
274 - MPO DIRECT ATTRIBUTABLE FUND	-	-	-	-	450,000
275 - TRANSIT PLANNING	50,637	55,999	83,000	83,000	271,418
276 - US DOT 104 FUND	260,831	308,079	587,815	596,060	567,875
277 - NC ELDERLY-HANDICAP TRANSPORTATION	885,019	697,002	1,050,857	1,004,537	1,077,153
280 - REPRESENTATIVE PAYEE FUNDS	-	897,137	1,038,200	-	1,038,200
285 - TOURISM DEVELOPMENT AUTHORITY FUND	6,028,353	6,565,569	6,542,050	8,027,720	8,976,047
SPECIAL REVENUE FUNDS TOTAL	\$40,230,558	\$57,539,146	\$81,076,405	\$54,385,542	\$69,538,905

Revenues

All Funds Summary

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023
PERMANENT FUNDS					
510 - CEMETERY TRUST FUND	\$4,265	\$8,413	\$29,300	\$2,405	\$2,800
PERMANENT FUNDS TOTAL	\$4,265	\$8,413	\$29,300	\$2,405	\$2,800
ENTERPRISE FUNDS					
600 - CROWN CENTER FUND	\$5,123,495	\$6,204,986	\$8,615,191	\$7,229,003	\$10,565,037
601 - CROWN MOTEL FUND	1,506,523	1,606,887	3,752,839	1,908,921	2,195,752
602 - CROWN DEBT SERVICE FUND	3,474,970	4,449,270	4,358,517	4,358,517	4,266,207
605 - NORCRESS WATER AND SEWER FUND	442,127	367,578	1,380,392	414,542	1,421,364
606 - KELLY HILLS WATER & SEWER FUND	79,363	94,655	117,227	97,221	114,658
607 - SOUTHPOINT WATER & SEWER FUND	40,204	44,564	39,957	50,229	44,483
608 - OVERHILLS WATER & SEWER FUND	111,684	139,513	149,066	145,932	145,048
609 - BRAGG ESTATES WATER & SEWER FUND	-	50,000	-	-	-
625 - SOLID WASTE FUND	13,374,083	10,962,105	15,140,966	12,130,544	15,837,167
ENTERPRISE FUNDS TOTAL	\$24,152,450	\$23,919,558	\$33,554,155	\$26,334,909	\$34,589,716
INTERNAL SERVICE FUNDS					
800 - WORKERS COMPENSATION FUND	\$2,027,392	\$2,036,701	\$1,970,701	\$1,970,951	\$2,167,513
801 - GROUP INSURANCE FUND	26,231,690	25,973,519	29,550,975	28,679,291	34,706,138
802 - EMPLOYEE BENEFIT FUND	456,106	391,343	425,010	435,005	460,000
803 - VEHICLE INSURANCE FUND	1,004,937	1,100,143	1,100,000	1,022,712	1,100,000
806 - GENERAL LITIGATION FUND	108,220	100,145	100,283	100,060	100,205
INTERNAL SERVICE FUNDS TOTAL	\$29,828,346	\$29,601,851	\$33,146,969	\$32,208,019	\$38,533,856
TOTAL ALL FUNDS	\$481,993,065	\$516,829,622	\$539,521,265	\$587,276,477	\$552,930,111

Expenditures

All Funds Summary

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023
GENERAL FUNDS					
101 - GENERAL FUND	\$315,024,073	\$310,112,582	\$342,529,307	\$395,500,070	\$362,177,033
106 - COUNTY SCHOOL FUND	17,964,852	16,476,524	15,186,838	17,303,533	18,161,990
107 - CAPITAL INVESTMENT FUND	33,334,316	16,403,138	33,998,291	29,661,170	29,925,811
GENERAL FUNDS TOTAL	\$366,323,241	\$342,992,244	\$391,714,436	\$442,464,773	\$410,264,834
SPECIAL REVENUE FUNDS					
200 - FOOD AND BEVERAGE FUND	\$7,422,205	\$8,863,029	\$9,286,280	\$9,286,280	\$12,572,345
201 - INTERGOVERNMENTAL FUND	-	2,749,476	2,110,746	3,883,129	2,992,263
204 - FEDERAL DRUG FORFEITURE FUND	78,334	138,347	250,750	152,000	250,075
205 - FEDERAL DRUG JUSTICE FUND	57,874	57,580	31,000	26,400	25,000
206 - STATE DRUG FORFEITURE FUND	6,230	4,781	7,750	10,760	40,000
207 - INMATE WELFARE FUND	160,082	275,801	354,777	498,779	574,800
210 - SCHOOL FINES & FORFEITURES	-	16,650	20,500	16,100	16,500
215 - ANIMAL MEDICAL FUND	5,948	2,176	4,000	4,000	10,000
220 - SPECIAL FIRE DISTRICT FUND	9,839,793	10,891,244	11,407,437	11,219,145	11,603,074
240 - AMERICAN RESCUE PLAN ACT FUND	-	-	32,584,345	-	-
241 - INNOVATIVE COURT PROGRAM FUND	-	-	-	-	230,000
242 - HUMAN TRAFFICKING WORTH FUND	-	-	-	-	100,000
243 - STREAM RESTORATION GRANT FUND	-	-	-	-	1,000,000
244 - SCIF HOMELESS GRANT FUND	-	-	-	-	500,000
245 - JUVENILE CRIME PREVENTION FUND	1,855,999	1,916,023	2,238,113	2,297,301	2,162,554
248 - FLEA HILL FUND	-	-	-	-	-
250 - RECREATION FUND	4,358,412	4,558,629	5,192,749	5,291,865	5,256,482
255 - WORKFORCE INVEST OPPORT ACT	2,108,767	3,344,216	-	-	-
256 - SENIOR AIDES FUND	532,032	525,347	-	-	-
258 - CORONAVIRUS RELIEF FUND	2,194,936	10,333,922	-	-	-
260 - EMERGENCY TELEPHONE SYSTEM	487,747	367,408	1,487,174	1,414,181	690,042
264 - CDBG-DISASTER RECOVERY	625,617	87,405	2,000,000	102,100	2,681,184
265 - COUNTY COMMUNITY DEVELOPMENT	913,014	2,303,644	3,428,531	1,631,335	1,499,327
266 - COMMUNITY DEVEL HOME FUND	269,263	171,169	673,193	185,460	3,723,738
267 - COMMUNITY DEVEL SUPPORT HOUSING	227,447	220,152	697,138	353,602	644,473
268 - PATH FUND	-	-	-	-	-
269 - EMERGENCY RENTAL ASSIST FUND	-	999	-	8,435,940	10,000,000
273 - MPO ADMIN FUND	-	-	-	-	586,355
274 - MPO DIRECT ATTRIBUTABLE FUND	-	-	-	-	450,000
275 - TRANSIT PLANNING	50,637	55,999	83,000	83,000	271,418
276 - US DOT 104 FUND	318,923	308,079	587,815	612,715	567,875
277 - NC ELDERLY-HANDICAP TRANSPORTATION	765,714	644,364	1,050,857	1,036,618	1,077,153
280 - REPRESENTATIVE PAYEE FUNDS	-	931,494	1,038,200	-	1,038,200
285 - TOURISM DEVELOPMENT AUTHORITY FUND	5,922,599	6,327,122	6,542,050	7,805,258	8,976,047
SPECIAL REVENUE FUNDS TOTAL	\$38,201,572	\$55,095,056	\$81,076,405	\$54,345,968	\$69,538,905

Expenditures

All Funds Summary

CATEGORY	ACTUAL FY2020	ACTUAL FY2021	ADOPTED BUDGET FY2022	YEAR-END PROJECTION FY2022	RECOMMENDED BUDGET FY2023
PERMANENT FUNDS					
510 - CEMETERY TRUST FUND	\$2,800	\$2,796	\$29,300	\$2,800	\$2,800
PERMANENT FUNDS TOTAL	\$2,800	\$2,796	\$29,300	\$2,800	\$2,800
ENTERPRISE FUNDS					
600 - CROWN CENTER FUND	\$5,618,084	\$5,582,455	\$8,615,191	\$9,042,313	\$10,565,037
601 - CROWN MOTEL FUND	1,286,340	1,398,071	3,752,839	3,752,839	2,195,752
602 - CROWN DEBT SERVICE FUND	674,811	378,822	4,358,517	4,358,517	4,266,207
605 - NORCRESS WATER AND SEWER FUND	719,660	655,659	1,380,392	1,112,726	1,421,364
606 - KELLY HILLS WATER & SEWER FUND	107,610	99,996	117,227	24,411	114,658
607 - SOUTHPOINT WATER & SEWER FUND	24,356	21,711	39,957	29,205	44,483
608 - OVERHILLS WATER & SEWER FUND	68,318	103,207	149,066	108,503	145,048
609 - BRAGG ESTATES WATER & SEWER FUND	-	320	-	-	-
625 - SOLID WASTE FUND	9,313,515	10,908,855	15,140,966	14,254,842	15,837,167
ENTERPRISE FUNDS TOTAL	\$17,812,694	\$19,149,096	\$33,554,155	\$32,683,356	\$34,589,716
INTERNAL SERVICE FUNDS					
800 - WORKERS COMPENSATION FUND	\$1,829,830	\$1,241,632	\$1,970,701	\$1,898,969	\$2,167,513
801 - GROUP INSURANCE FUND	24,004,051	26,254,797	29,550,975	35,249,403	34,706,138
802 - EMPLOYEE BENEFIT FUND	453,101	440,927	425,010	435,100	460,000
803 - VEHICLE INSURANCE FUND	900,207	1,005,796	1,100,000	942,457	1,100,000
806 - GENERAL LITIGATION FUND	100,828	108,405	100,283	100,060	100,205
INTERNAL SERVICE FUNDS TOTAL	\$27,288,017	\$29,051,557	\$33,146,969	\$38,625,989	\$38,533,856
TOTAL ALL FUNDS	\$449,628,323	\$446,290,749	\$539,521,265	\$568,122,886	\$552,930,111

Capital Outlay

All Funds Summary

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



CUMBERLAND COUNTY

NORTH CAROLINA

Together, we can.

AA	– Agreement Addendum
AAL	– American Arena League
AAR's	– After Action Reports
ADM	– Average Daily Membership
AMAC	– A Model Approach for Change
AMAC – CW	– A Model Approach for Change in Child Welfare
APAP	– Annual Progress and Action Plan
APCO	– Association of Public Safety Communications
ARP	– American Rescue Plan
ARRA	– American Recovery and Reinvestment Act
ASIST	– Applied Suicide Intervention Skills
AVL	– Automated Vehicle Locator
BABS	– Build American Bonds
BCCCP	– Breast Cancer and Cervical Cancer Prevention
BOCC	– Board of County Commissioners
BOE	– Board of Education
CAFR	– Comprehensive Annual Financial Report
CAD	– Computer Aided Dispatch
CALM	– Counseling for Access to Lethal Means
CCDPH	– Cumberland County Department of Public Health
CCNC-TV	– Cumberland County, North Carolina Television. 24-hour channel airing on Spectrum Cable Channel 5.
CCPL	–Cumberland County Public Library
CCS	– Cumberland County Schools
CDBG	– Community Development Block Grant
CDBGDR	– Community Development Block Grant Disaster Recovery
CDB	– Communicable Disease Nurse
CDC	– Centers for Disease Control and Prevention
CDC Tips	– Tips from Former Smokers
CDL	– Commercial Driver's License
CDO	– Chief Diversity Officer
C&D	- Construction and Demolition
CERT	– Community Emergency Response Team
CEU	– Continuing Education Unit
CFVH	– Cape Fear Valley Health
CIF	– Capital Investment Fund. This is an extension of the General Fund and is based on a model approved by the Board of Commissioners each year. The model lists various capital projects that will be funded over the course of time.
CIP	– Capital Improvement Plan consisting of capital assets with a value of \$100,000 or more.

CMARC – Care Management for At-Risk Children

CMP – Congestion Management Process

COLA – Cost-of-Living Adjustment

COPS – Certificates of Participation Bonds

COVID – Coronavirus Disease

CPSE – Centers for Public Safety Excellence

CRS – Community Rating System

CSC Facilities – Clerk of Superior Court Facilities

CSS – Citizen Self Service

CTP – Comprehensive Transportation Plan

DAP – Down-payment Assistance Program

DOD - Department of Defense

DOT – Department of Transportation

DSNAP – Disaster Supplemental Nutritional Assistance Program

DTAs – Designated Tobacco Areas

DUI – Driving under the Influence

DWI – Driving While Impaired

E&I – Engineering and Infrastructure

EDSS – Electronic Disease Surveillance System

EDTAP – Elderly and Disabled Transportation Assistance Program

EE – Educator Education

EHR – Electronic Health Record

EMC – Electric Membership Corporation

EMS – Emergency Medical Services

EOC – Emergency Operations Center

ERA – Emergency Rental Assistance

ERAP – Emergency Rental Assistance Program

FACT – Families and Courts Together

FAMPO – Fayetteville Area Metropolitan Planning Organization

FASB – Financial Accounting Standards Board

FEMA – Federal Emergency Management Agency

FFPSA – Family First Prevention Services Act

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

FM – Fire Marshal

FMCSA – Federal Motor Carrier Safety Administration

FMIS – Fleet Management Information System

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

FTCC – Fayetteville Technical Community College

FTE – Full-Time Equivalent

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

GFOA – Governmental Finance Officers Association

GIS – Geographic Information Systems

G.O. – General Obligation

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.

HRIS – Human Resources Information System

HSEEP – Homeland Security Exercise and Evaluation Program

HSP – Health and Safety Plan

HUD – Housing and Urban Development

HVAC – Heating, Ventilation and Air Conditioning

IAED – International Academies of Emergency Dispatch

IBNR – Incurred but not Reported

ICPC – Interstate Compact on Placement of Children

IS – Information Services

IS ERP – Information Services Enterprise Resource Planning

IT – Information Technology

ITS – Information Technology Systems

JCPC – Juvenile Crime Prevention Council

JV – Journal Voucher (journal entry)

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

LEO – Law Enforcement Officer

LEPC – Local Emergency Planning Committee

LGBFCA – Local Government Budget and Fiscal Control Act

LGC – Local Government Commission

LGERS – Local Government Retirement System

LHD – Local Health Department

LOBS – Limited Obligation Bond Series

M & R – Maintenance and Repairs

MCM	– Medical Countermeasure
M & R	– Maintenance and Repairs
MCM	– Medical Countermeasure
MPO	– Metropolitan Planning Organization
MSW	– Municipal Solid Waste
NCACC	– North Carolina Association of County Commissioners
NCIR	– North Carolina Immunization Registry
NCPTS	– North Carolina Property Tax Solutions
NCSU	– North Carolina State University
NC AFDC	– North Carolina Aid for Dependent Children
NC BCCCP	– North Carolina Breast/Cervical Cancer Control Program
NC CCDF	– North Carolina Child Care and Development Fund
NC CDC TB Project	– North Carolina Centers for Disease Control Tuberculosis Project
NC CSE	– North Carolina Child Support Enforcement
NC CTP Grant	– North Carolina Community Transportation Program
NC DETECT	– North Carolina Disease Event Tracking and Epidemiological Collection Tool
NC DHHS	– North Carolina Department of Health and Human Services
NC DMA	– North Carolina Division of Medical Assistance
NC FVPSA	– North Carolina Family Violence and Prevention Services Act
NC JCP	– North Carolina Juvenile Crime Prevention
NC JCP JAC	– North Carolina Juvenile Crime Prevention Juvenile Assessment Center
NC LEPC	– North Carolina Local Emergency Planning Committee
NC RGP Grants	– North Carolina Rural General Public
NC SSBE	– North Carolina Social Services Block Grant
NC TANF	– North Carolina Temporary Assistance to Needy Families
NC WIC	– North Carolina Women, Infants, and Children
NOAA	– National Oceanic and Atmospheric Administration
NORCRESS	– Northern Cumberland Regional Sewer System
OP-ed	– Opposite the editorial
OPEB	– Other Post-Employment Benefit
OSH	– Office on Smoking and Health
PATH	– Project for Assistance in Transition from Homelessness
PAYGO	– “Pay as you go” expenditures are financed with available funds rather than borrowed funds.
PBS	– Public Broadcasting Service
PCP	– Primary Care Physician
PFAS	– Per and polyfluoroalkyl substances (GenX)
PHEP-ORR	– Public Health Emergency Preparedness Operational Readiness Review
PHP&R	– Public Health Preparedness and Response

PPO – Preferred Provider Organization. In terms of Health Insurance, PPO plans allow patients to select their designated provider (typically doctors) that are not restricted to the network of physicians within the insurance plan.

PRIDE – Professionalism, Respect, Integrity with Accountability, Diversity, Equity & Inclusion, Excellent Customer Service

PSAP – Public Safety Answering Point

PSE – Policy, Systems, and Environmental

QPR – Question, Persuade, and Refer

QSCB – Qualified School Construction Bonds

RFA – Request for Application

RFP – Request for Proposal

RLUAC – Regional Land Use Advisory Committee

RZED – Recovery Zone Economic Development

SAMS – Secure Access Management Service

SCIF – State Capital Infrastructure Fund

SE Lab Animal Farm – Southeast Lab Animal Farm

SBER – Specialized Board of Equalization and Review

SNFI – School Nurse Funding Initiative

SPHL – Southern Professional Hockey League

SPOT - Strategic Prioritization

STD – Sexually Transmitted Disease

STD ERRN – Sexually Transmitted Disease Enhanced Role Registered Nurse

STEM – Science Technology Engineering Mathematics

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

TANF – Temporary Assistance for Needy Families

TATP - Technical Assistance and Training Program

TDA – Tourism Development Authority

TNVR – Trap, Neuter, Vaccinate and Return

TPCB – Tobacco Prevention and Control Branch

Tri-ACE – Triple Accredited Center of Excellence

UPWP – Unified Planning Work Program

USDA – United States Department of Agriculture

VA – Veterans Affairs

WIC – Women, Infants, and Children

WORTH – We Overcome Recidivism Through Healing

WRN – Weather Ready Nation



CUMBERLAND COUNTY

NORTH CAROLINA

Together, we can.