



CUMBERLAND
COUNTY

NORTH CAROLINA

Fiscal Year 2024 Recommended Annual Budget



Fiscal Year 2024

Recommended Annual Budget

July 1, 2023 – June 30, 2024

Board of County Commissioners

Dr. Toni Stewart, Chairwoman
Glenn Adams, Vice Chairman
Michael C. Boose
Dr. Jeannette M. Council
W. Marshall Faircloth
Veronica B. Jones
Jimmy Keefe

County Manager

Clarence Grier

Assistant County Managers

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Heather Skeens, Community Support
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**CUMBERLAND
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NORTH CAROLINA

Together, we can.

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Board of Commissioners

Introduction

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 hiring subordinate department managers.

The Board of Commissioners meets twice a month. Scheduled meeting days are 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 monthly meeting (6:45 p.m. meeting) 15 minutes are allotted as an open forum for citizens to address the Board on any topic.



Dr. Toni Stewart
Chairwoman
District 2



Glenn Adams
Vice Chairman
District 1



Michael C. Boose
Commissioner
District 2



Dr. Jeannette M. Council
Commissioner
District 1



W. Marshall Faircloth
Commissioner
At-Large



Veronica B. Jones
Commissioner
At-Large



Jimmy Keefe
Commissioner
District 2

Cumberland County Priorities and Objectives

This section provides a summary of the goals and ongoing priorities. This is meant to provide clarity to the public and staff on the intent of the goals but is not considered to be comprehensive.



Gray's Creek Water Access

Develop a long-term financially sustainable water system to address GenX contamination in the Gray's Creek District.



Government Communication

Continue to build the county's internal and external communication channels and overall outreach.



Mental Health

Increase behavioral health services and facilities.



Countywide Public Water

Develop a long-term plan to extend public water throughout the County to address contamination.



Landfill Expansion

Extend the life of the Ann Street Landfill through expansion and diversion.



Crown Event Center

Construct a state-of-the-art entertainment venue to replace the Crown Theatre.



Homelessness

Work and support the construction of a Homeless Support Center.



Economic Development

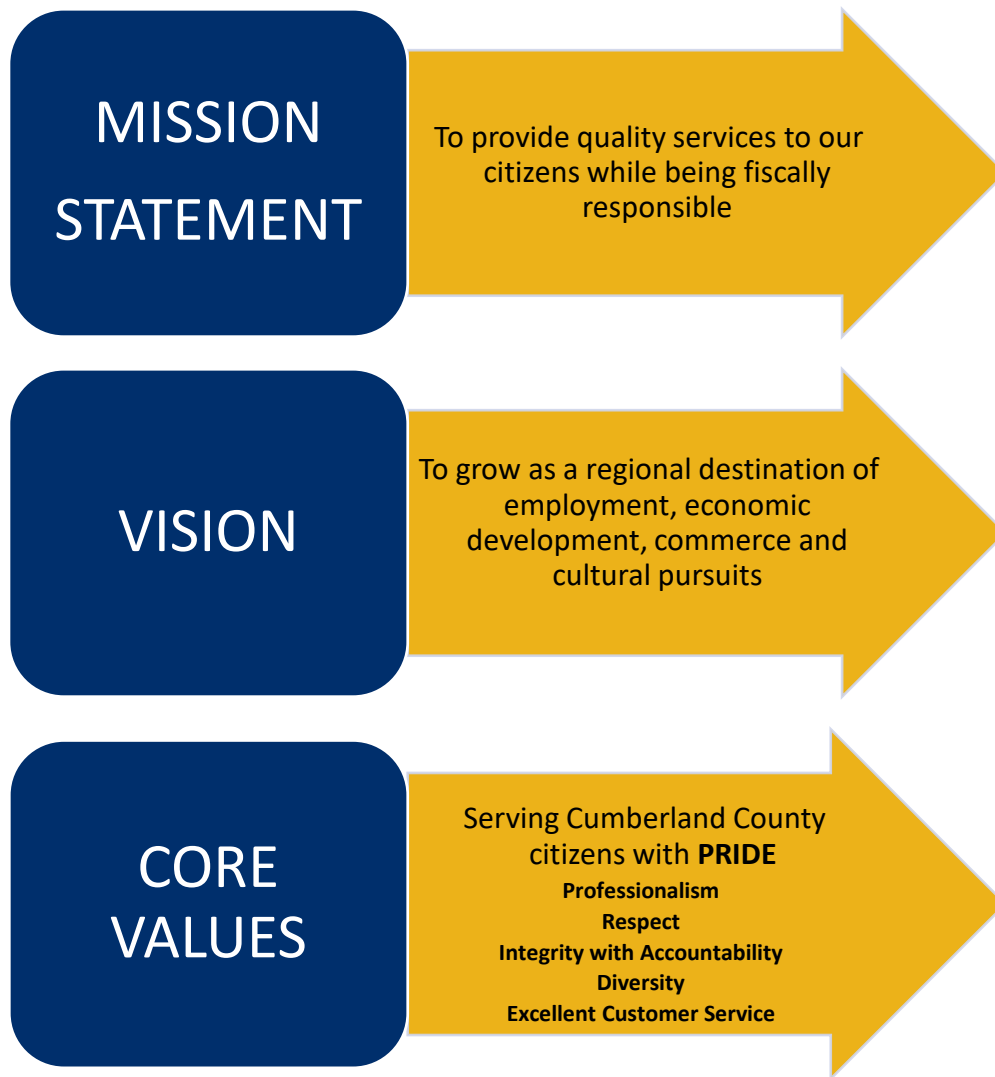
Generate improved and broadly shared economic well-being and quality of life for the county.



Recruitment and Retention

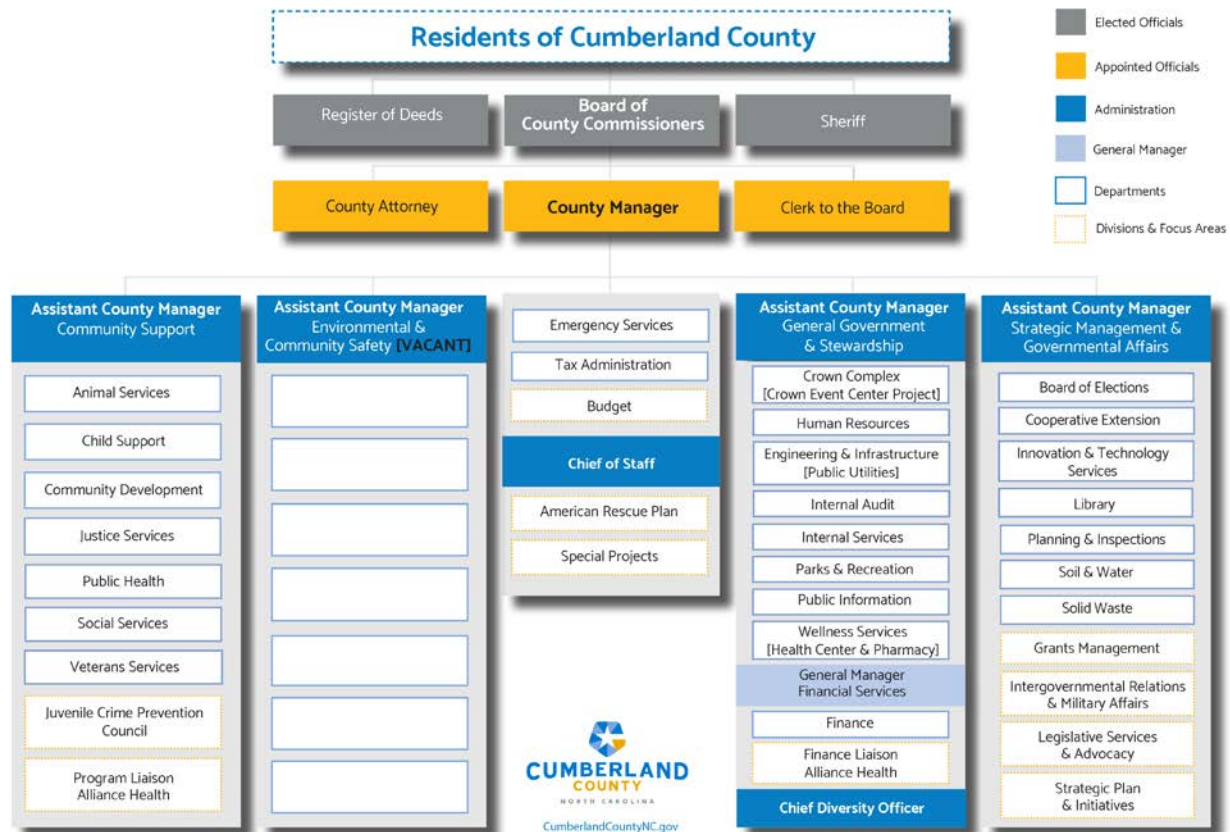
Address ability to hire and retain employees.

Mission, Vision, & Core Values



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).

Organizational Structure - Cumberland County, NC



This is where your money goes

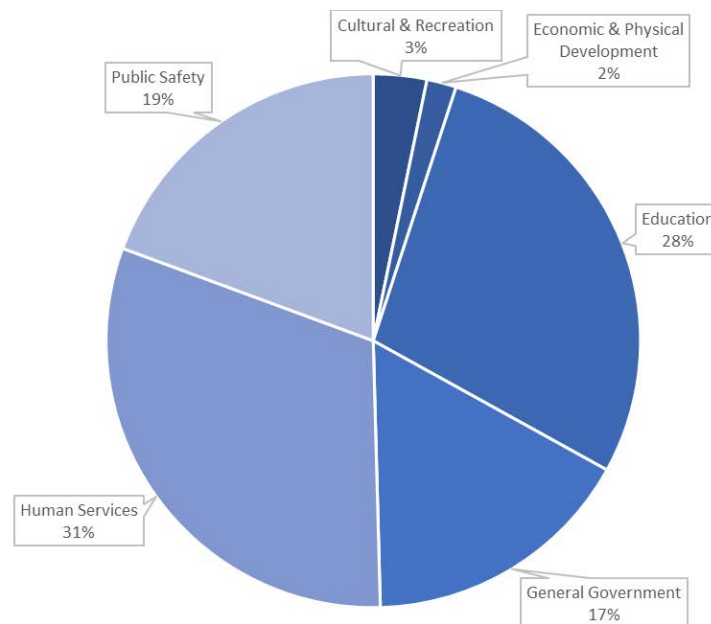
Introduction

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.



For every \$1 in property tax, the following services are funded:		
31 cents	Human Services	Department of Social Services, Health Department, Veterans Services and Child Support Enforcement
28 cents	Education	Cumberland County Schools and Fayetteville Technical Community College
19 cents	Public Safety	Sheriff's Office, Detention Center, School Resource Officers, Emergency Services, Animal Services, and Justice Services
17 cents	General Government	Facilities, Tax Administration, Register of Deeds, Innovation and Technology Services, Finance and Debt Service
3 cents	Cultural & Recreation	Libraries and various community agencies
2 cents	Economic & Physical Development	Planning and Inspections, Engineering, Soil & Water Conservation, Public Utilities, Cooperative Extension and Community Development

Cumberland County History

Introduction

Formed in 1754, Cumberland County is North Carolina's fifth-most populous county with an estimated population of 335,508 (2021)

Source: United States Census Bureau

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. During a ceremony this year, Fort Bragg will be redesignated to Fort Liberty. Fort Liberty's population grew to become the largest military installation in the country and plays a vital role in Cumberland County's economy.



In addition to the City of Fayetteville, Cumberland County's communities include Fort Liberty and eight municipalities.

- Eastover
- Falcon
- Godwin
- Hope Mills
- Linden
- Spring Lake
- Stedman
- Wade

Demographics

Introduction

General

Incorporated in
1754

Form of Government
Commission-Manager



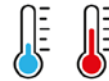
Land Area
652.6 SQ MI

People per square mile
514.1

Largest City
Fayetteville



Climate ranges from:
35°F to 91°F



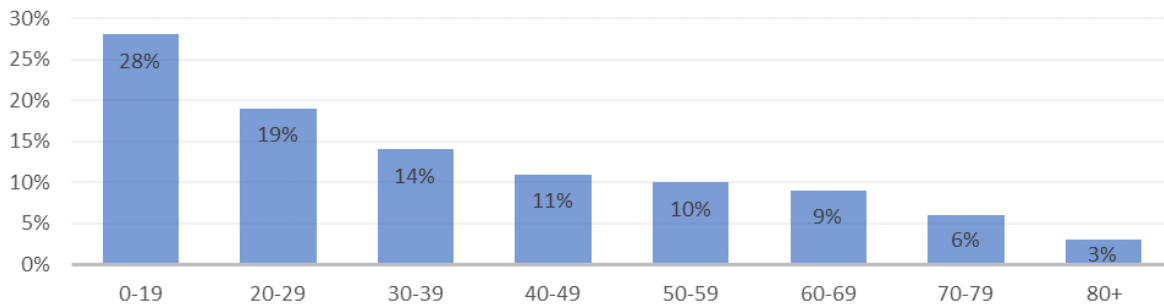
Source: weatherspark.com

General Statistics

Population by age range



31.8
Median Age



Source: censusreporter.org

Education

9 Universities,
colleges or higher
education

50 Elementary Schools
17 Middle Schools
17 High Schools
2 Virtual



8 Library
Locations



Source: countyoffice.org

Source: ccs.k12.nc.us

Public Safety

Sheriff Protection

5

Stations



Fire Protection

21

County Fire Department



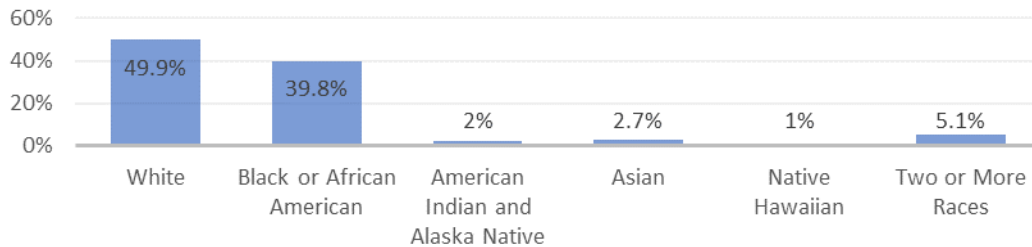
Diversity in the Workplace

Cumberland County has a Diversity, Equity and Inclusion Advisory Committee



The DEI Advisory Committee recommended a strategic plan focused on advancing diversity, equity and inclusion in the areas of policy, training, staff recruitment and retention, internal operations and community outreach/engagement that has been adopted by the Board of County Commissioners.

Diversity in the Community



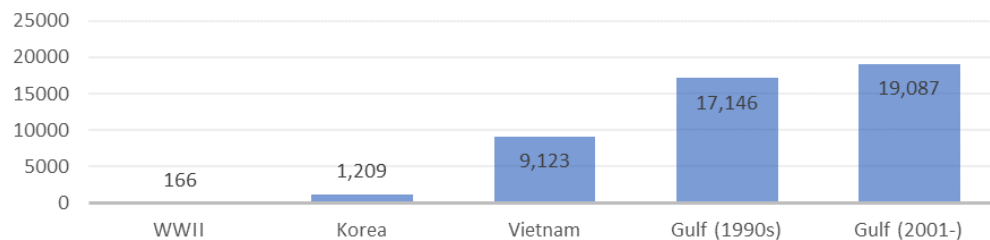
Source: census.gov

Veterans

The Cumberland County Veterans Services Department provides veterans with a local place to obtain advice on benefits, as well as assisting veterans with filing and tracking claims. This includes spouse and dependents.

18.7%

Population
with veteran
status



Source: censusreporter.org

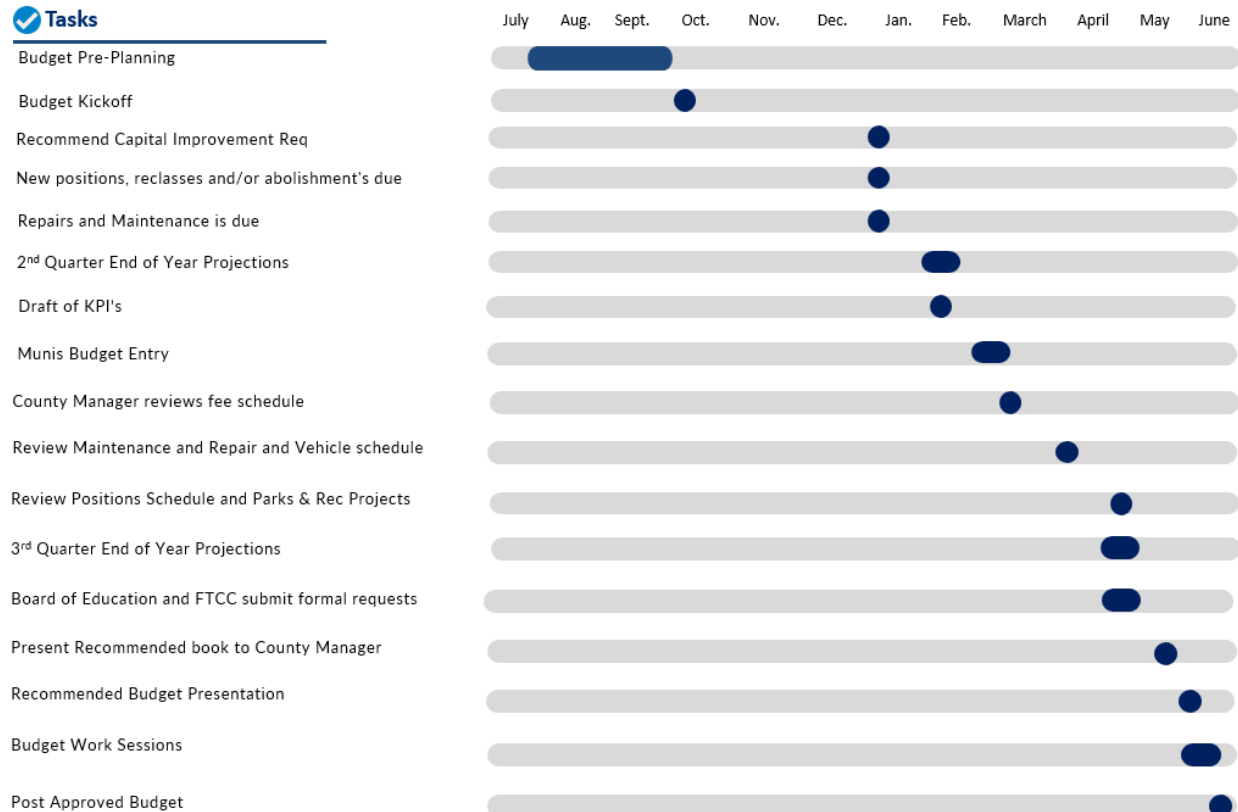
North Carolina counties budget and spend money in accordance with the Local Government Budget and Fiscal Control Act (LGBFCA), as adopted by the North Carolina General Assembly. The major effects of the LGBFCA on the budgetary process are as follows:

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 begins compiling projections by using the Tyler Munis software program. Each department is asked to submit its budget along with any additional requests. These requests are entered into Munis by the departments and reviewed by budget staff. All departments are 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 March-April 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/country-manager-group/country-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.

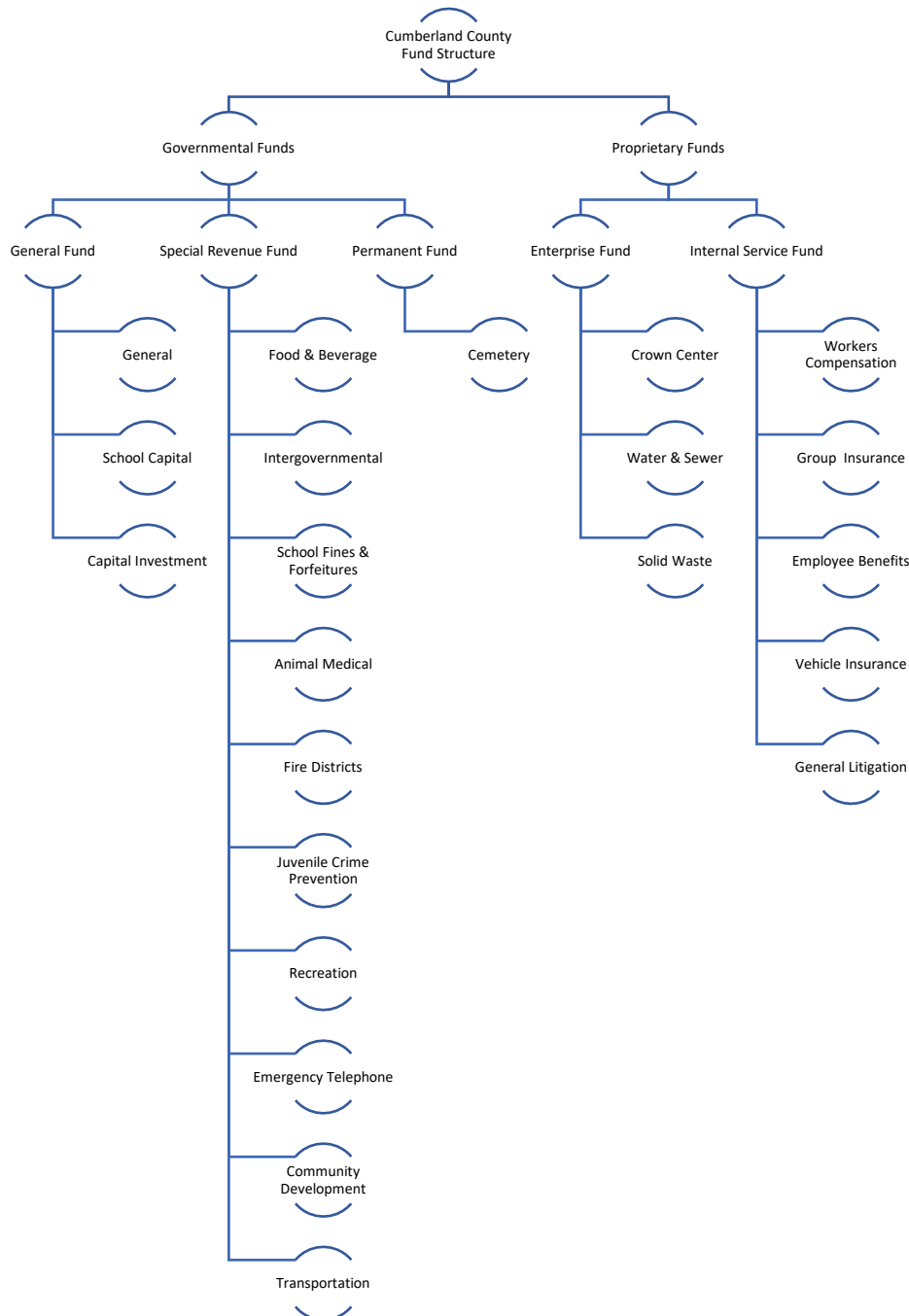
FY 2023-24 Budget Calendar

Tasks



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 2024 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

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

247 – Linden Little River Park Grant Fund

248 – Flea Hill Drainage Fund

250 – Recreation Fund

252 – Cumberland Industrial Center Sewer 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

Special Revenue Funds – continued

- 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



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NORTH CAROLINA

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Clarence G. Grier
County Manager

Brian Haney
Assistant County Manager



Sally S. Shutt
Assistant County Manager

Heather Skeens
Assistant County Manager

May 25, 2023

TO THE CUMBERLAND COUNTY BOARD OF COMMISSIONERS:

I am honored to present for your consideration the Fiscal Year (FY) 2024 Recommended Annual Budget for Cumberland County Government. This recommended budget is balanced and prepared in accordance with the North Carolina Local Government Budget and Fiscal Control Act.

The recommended annual budget provides \$566,932,686 in total expenditures across all funds, with a General Fund total of \$373,224,337. The General Fund budget represents a 3% increase over the FY2023 Adopted Budget. This document does not include the budget for the previously approved Capital and Grant Project Ordinances.

The proposed property tax rate to support the FY2024 budget remains 79.9 cents per \$100 assessed valuation. The value of one penny on the tax rate is \$2,520,016.

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

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

Economic Outlook

In the aftermath of the COVID-19 public health emergency, Cumberland County faces ongoing challenges, including opioid addiction, a mental health crisis, and labor market upheaval resulting from the Great Resignation. A stronger than usual economy due to wage growth has caused inflation and supply chain issues.

As we navigate through the uncertainty of the “new normal” resulting from the pandemic, Cumberland County has been strategic and adaptive in managing the increased costs, delayed operational and capital projects, vacancies and ever-changing rules and regulations that we must implement to provide the vital services our residents require of the County. Additionally, we must provide these services in a fiscally and financially sound manner as we commence many transformational initiatives and projects for our County.

Our employees have endured challenges over the past three years. Staff shortages, strained resources, and ever-changing mandates from the national and state levels added to their daily workloads and delivery of services. Still, our approximately 2,000 employees continue to provide services and implement the Board of Commissioners’ priorities with professionalism, respect, integrity with accountability, valuing diversity, equity and inclusion, and excellent customer service.

The new normal is still evolving. This budget focuses on continuing the adaptive nature of the County and ensuring our ability to tackle persistent and evolving circumstances, impacts, and challenges of the upcoming fiscal year and beyond. The Board of Commissioners’ commitment to fiscal discipline and prudence while strategically providing the necessary leadership to maintain service levels continues to provide a roadmap for the organization and community for the future.

Local Indicators

The best indicator of our local economy continues to be sales tax. For the last three years, sales tax revenue has exceeded all projections and expectations. Federal stimulus funds and the federal childcare tax credit provided enhanced disposable income for taxpayers. While many of those programs have ended, the growth in wages has maintained consumer spending. Although sales tax has remained strong during FY2023, growth may be beginning to stall due to recent actions taken by the Federal Reserve to slow the economy.

The leading factor that continues to drive the economy is inflation. The Consumer Price Index Summary indicates an inflation rate of 5.3%, down from 8.5% last fiscal year. To combat inflation, the Federal Reserve has continuously increased interest rates. Most recently the Federal Reserve raised interest rates an additional .25% in May 2023. 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. While rising fuel prices have stabilized and the availability of raw materials has increased, optimism about the economy is

beginning to show a decline, and fears of a recession are starting to grow locally, statewide, and nationally. The resilience of the economy will be tested in FY2024.

Budget Development Goals

During FY2024, the County will continue advancing the Board's ongoing priorities established in FY2021.

- ❖ Crown Event Center
- ❖ Gray's Creek Public Water Access
- ❖ Countywide Public Water
- ❖ Homelessness
- ❖ Government Communication
- ❖ Economic Development

In addition, budget priorities identified from FY2022 remain a part of the Board's strategic goals:

- ❖ County employee recruitment and retention
- ❖ Discussion about a new high school with Cumberland County Schools and Fort Liberty
- ❖ School Funding
- ❖ Mental Health
- ❖ Public Health

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

- ❖ Maintain the current property tax rate.
- ❖ Preserve the fiscal health of the County.
- ❖ Provide sufficient funding for education.
- ❖ 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.
- ❖ Research the causes and issues of maternal mortality.
- ❖ Extend the life of the Ann Street Landfill through expansion and diversion.

General Fund Revenue Projections

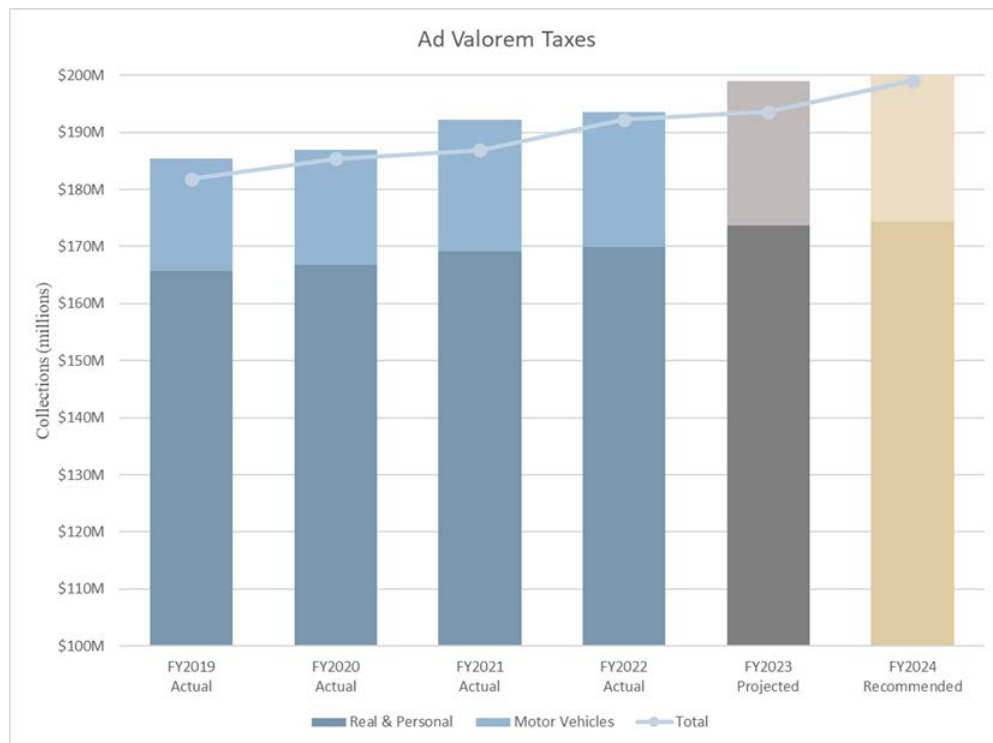
Ad Valorem Taxes

Ad valorem taxes provide the largest revenue source in the General Fund, representing almost 55% of total budgeted revenue.

Current year ad valorem taxes for FY2024 are budgeted at \$201,349,280 and are based on the combined values for real property, personal property and motor vehicles.

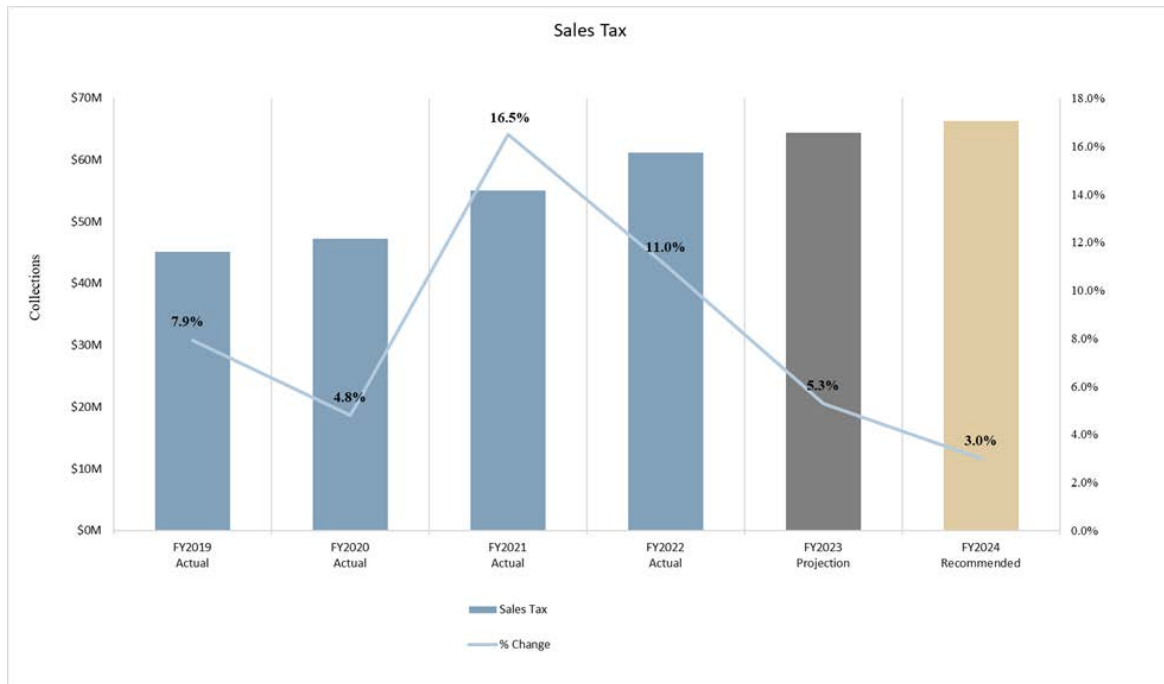
Real and Personal Property taxes for FY2024 are budgeted at \$174,316,451, an increase of \$3.6M (2.1%) over the FY2023 budgeted amount.

Motor vehicle collections are budgeted at \$27,032,829. Due to consistent growth in motor vehicle values, motor vehicle tax collections are budgeted at an increase of 16.3% over the prior year's budget.



Sales Tax

Sales tax revenues continue to be strong amid this strange economy and concerns of a potential recession. For FY2024 sales tax projections, we built in a growth factor of 3% on top of the growth expected for FY2023. The average pre-pandemic sales tax growth was 3.3%. The following chart shows sales tax collections during FY2021 and FY2022 experienced historic growth with an average of 13.75%. FY2023 projections show a 5.3% growth. As previously stated, the elimination of federal stimulus funding and rising inflation were offset by continued wage growth, which caused increases in disposable income during FY2023. We project that annual growth will be higher than FY2023 levels. These factors have led to a recommended budget of \$66,330,475 for FY2024 representing a 3% growth from projected FY2023 collections.



Fund Balance Appropriated

The fund balance appropriation of \$6,616,204 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. The FY2024 budget reduces the use of fund balance by \$1,455,517, which is 18% lower than the FY2023 adopted budget.

General Fund Expenditure Summary

Departments submitted \$9,439,126 in one-time or recurring requests beyond the base budget, which is \$977,003 less than the FY2023 requests. The supplemental budget includes requests for 9 new positions, 89 vehicles and capital outlay.

Due to the need to fund major initiatives, increases in mandated expenditures and to address compensation, management had to make tough decisions in balancing this recommended annual budget.

Mandates

The FY2024 base budget development began with using the prior year's adopted budget, less any one-time expenditures. The next step was identifying mandates that increase the base budget. For FY2024, mandated increases require additional resources to maintain current service levels. Those increases are attributable to retirement system employer contributions and property and cyber security insurance. In addition, the North Carolina Department of Public Safety (DPS) continued its multi-year plan to bring the County share of youth detention facility costs in line with current operating costs. The County share for FY2024 will increase from the current rate of \$135 per day (per youth) to \$150 per day effective July 1, 2023. DPS will make additional adjustments in future years to ensure detention rates reflect 50% of detention operating expenditures.

Board of Commissioners' Ongoing Priorities

After consideration of mandated expenditure increases, staff prioritized the continuation of the strategic goals and projects established by the Board. Below is a summary of the work plans and funding for FY2024 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. Recently the Board of County Commissioners selected TA Loving and Metcon as construction-manager-at-risk for the construction of the Crown Event Center. During FY2024, MBP, TA Loving and Metcon will begin the construction of the new entertainment facility with an estimated completion date of October 2025. Additionally, the estimated costs of the new event center will be \$131M.

Gray's Creek Public Water Access

The recommended annual budget includes \$9,788,782 in the Capital Investment Fund for development of a water system in the Gray's Creek Water District to address GENX and PFAS contamination. The initiative will include source water supply development, treatment, and distribution. The County is conducting hydrogeologic studies for well field construction. The initial phase may include service to two elementary schools.

Homelessness

The budget includes \$80,000 for contracted services for a provider during White Flag conditions.

The budget also includes repurposing an existing position to a housing coordinator who will report to the County Manager in accordance with the Commissioners' Affordable Housing Plan resolution approved in February 2023.

During FY2024, the County will advance work on a Homeless Support Center.

Mental Health Funding

Local funding for mental health services to Alliance Health has remained at the same amount as FY2023, with funding at \$4.8M. Alliance has approximately \$3.6M of County funds in its fund balance and during FY2024 I will work with Alliance to devise a plan to spend down that fund balance.

Public Health

Prevention Services Pilot Program

Cumberland County continues to rank in the lower middle range of North Carolina counties for health outcomes and health factors. In December 2022, a three-year Pilot Project: Prevention Services through In-Home Case Management and Care Coordination was launched as a collaborative effort between the Department of Social Services (DSS) and the Public Health Department. The program has focused on primary prevention strategies utilizing the whole person/family approach by addressing the social determinants of health.

The FY2024 budget continues the pilot program with \$1,091,468 for positions and operating costs.

Transportation for Public Health Clients

The FY2024 budget includes \$50,000 for the second year of the Public Health Department pilot patient transportation program started last year using Uber Health and Lyft Business for Healthcare. Access to transportation is a barrier for many citizens receiving health care services, and the department is trying to address an average no-show rate of 25% for patient appointments.

Other Expenditures

New Positions

Departments requested 9 new positions totaling \$470,412. Due to limited funding and the impending results of the class and compensation study, the recommended annual budget includes 1 new position budgeted at a net County cost of \$50,897. The new recommended position is for:

❖ **Spring Lake Resource Center Custodian Crew Leader**

The contracted service personnel retired, and this position was deemed essential. After obtaining quotes for services to be provided at this center, it was deemed cost effective to hire an employee instead of contracting and incurring higher costs for the services to be provided.

In addition to the recommended position above, the recommended annual budget includes the abolishment of 10 positions at a net savings of \$114,830.

Capital Outlay

Requested capital funding by County departments totaled \$504,300. I am recommending funding these one-time capital requests. Of that amount, \$176,000 is recommended to purchase climate-controlled cages for the Animal Services vehicles to ensure the health and safety of animals and to comply with the animal welfare regulations.

Vehicles

Departments requested a total of 89 vehicles at a cost of \$6.9M. The recommended annual budget includes \$1.4M to replace 21 vehicles. However, we are continuing the effort to procure the recommended vehicles, but the supply chain issues, dealers' lack of quantity, and demand are not expected to improve soon. Additionally, as we move through FY2024, we will evaluate the need and bring forth a recommendation for developing a vehicle fleet for the Department of Social Services.

Community Funding

Outside agencies requested \$756,589 for FY2024, which represents an increase of \$270,547. There was one new request from the North Carolina Symphony Society for \$5,000. I am not recommending community funding requests for any new agencies.

The FY2024 recommended amount is \$480,961, which is decreased by \$5,081 from FY2023 due to the Teen Involvement Program not seeking assistance this year.

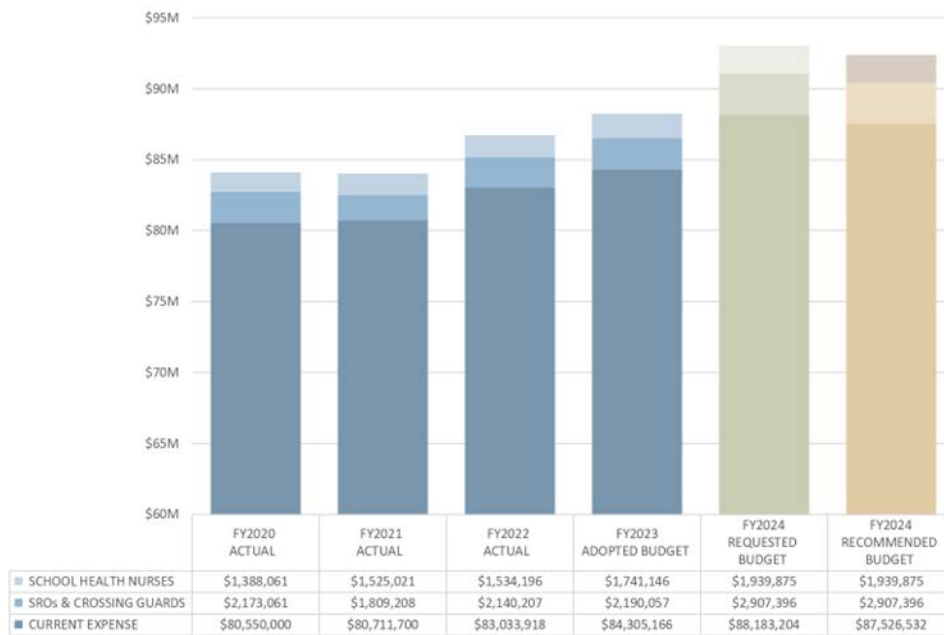
Public Safety

The County opened its new Emergency Services Center in October 2022. The budget includes \$346,867 for the creation of a 911 Backup Center in the Law Enforcement Center to ensure continuity of services.

Education Funding

Cumberland County Schools

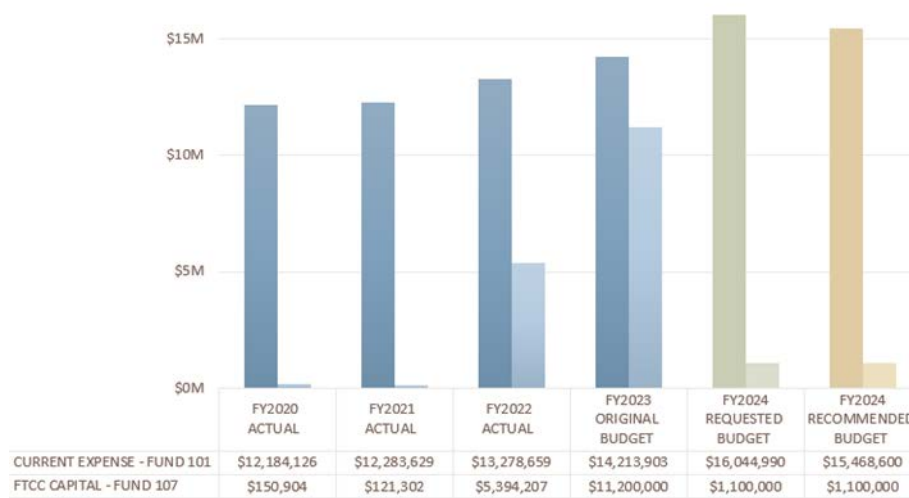
The Board of Education requested an increase of \$3.9M in funding it receives from the County. This increase will allow the school district to address internal and market salary compression issues for teachers and staff, anticipated legislative salary increases, and an inflationary rise in necessary operating expenses.



The recommended annual budget includes an appropriation of \$87,526,532, an increase of \$3,221,366, which is 43.47% of the projected ad valorem collections. In addition, to the appropriation of \$87.5M, the recommended budget includes \$1.9M for School Health Nurses and \$2.9M for School Resource Officers and School Crossing Guards. The total recommended local current expense funding budgeted in support of the school system for FY2024 is \$92,373,803.

Fayetteville Technical Community College

Fayetteville Technical Community College (FTCC) requested current expense funding in the amount of \$16,044,990 which is an increase of \$1,831,087. This FY2024 recommended annual budget includes funding in the amount of \$15,468,600, which is an increase of \$1.2M.



County Employee Recruitment and Retention

Cost of Living Adjustment – Early Implementation of Compensation Study Recommendations

During FY2023, the adopted budget included funding for an organizational wide compensation study. The anticipated recommendations from the study are expected in August 2023. We anticipate the total recommended adjustment to compensation to be in the range of 7.5% to 10%.

As a good faith commitment to employees, the recommended annual budget includes funding for a 4% interim step/cost-of-living adjustment for all County employees as a preliminary implementation step for the compensation plan.

Law Enforcement Compensation Incentives

Nationally, law enforcement agencies continue to struggle 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. We continue to monitor the compensation market for law enforcement in conjunction with our high turnover in the Sheriff's Office.

The turnover rate at the detention center remains high with a vacancy rate hovering around 79% for detention officers. To remain competitive locally and regionally, the recommended budget includes the implementation of a bonus program similarly implemented in other jurisdictions.

- The first incentive would be to implement a hiring bonus for new Sheriff Deputies and Detention Officers. The bonus would be \$2,500 and would be recouped if the employee leaves before three years of service. We have included \$100,000 in this budget for this incentive program.
- The second incentive would be to implement a recruitment bonus of \$2,500 for current Sheriff Deputies and Detention Officers who make a recommendation for a potential hired employee. That hired employee must stay employed with the Sheriff's Office for at least three years. We have budgeted \$100,000 in this budget for this incentive program.

New Initiatives

Maternal Mortality

North Carolina's Maternal Mortality Review Committee, established by the General Assembly in December of 2015, began reviewing deaths that occurred from the calendar year 2014 forward. The multi-disciplinary review committee, appointed by the Secretary of the North Carolina Department of Health and Human Services, is currently reviewing all maternal deaths in the State. Black women in our state have a maternal mortality rate of 56.8 deaths per 100,000 births, nearly two times that of White women. Statewide data indicate the majority occur within the first 42 days postpartum and 63% of pregnancy related deaths were preventable. Addressing social determinants of health and improving access to high-quality care before, during, and after pregnancy can prevent maternal mortality and morbidity.

This proposal draws upon evidence-based strategies outlined in the North Carolina Perinatal Health Strategic Plan and the North Carolina Maternal Mortality Review Report. This proposal seeks to enhance the Public Health Department's services and lend organizational support to other providers in the community. The Public Health Department will implement the following initiatives: printing and distributing Urgent Warning Signs posters, flyers and magnets to pregnant and postpartum persons served in the Maternity Clinic; implementing a digital media campaign; providing health equity, implicit bias and cultural competency training and technical assistance for obstetrician practices in Cumberland County; offering Supportive Pregnancy and Childbirth Classes fully in Spanish and giving incentive gift cards to participants.

Funding for this initiative in the FY2024 budget totals \$100,090 for the initial evaluation and study.

Healthy Conversations

The Public Health Department is requesting to expand Health Education services by promoting health education in barbershops and salons within Cumberland County. Studies have shown that people are dying from preventable diseases disproportionately. The Public Health Department is proposing to implement a program to train barbers and stylists to advocate for positive health behaviors in areas that disproportionately impact Cumberland County residents. The proposal will address prostate cancer, chronic diseases and contributing behaviors (hypertension and tobacco use), sexually transmitted diseases including HIV, as well as Mental Health and substance misuse disorder.

Funding for this initiative in the FY2024 budget totals \$134,601.

Café West

Café West at West Regional Library, in partnership with Service Source's Works for Me and Community Inclusion programs, will create a coffee shop at West Regional Library. It will provide hands-on job learning and experience for young people and adults with intellectual and developmental disabilities. The coffee shop will provide workforce training and development for community members in a nurturing, welcoming environment. This project will meet the County's and Library's strategic initiatives of promoting diversity, equity and inclusion while also providing educational and job development opportunities for members of our community.

The budgeted costs for this initiative in the FY2024 budget will be \$25,000.

Historic Orange Street School

The budget includes \$350,000 in one-time funding to Fayetteville-Cumberland County Parks and Recreation for the Historic Orange Street School restoration project. This funding is for furniture, appliances, miscellaneous supplies, technology and recording studio equipment. Parks and Recreation plans to utilize the renovated Orange Street School to host cultural arts and Science, Technology, Engineering and Math (STEM) based programs targeted toward community youth.

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 CIF are below.

CATEGORY	RECOMMENDED
	BUDGET FY2024
Debt Service	\$ 11,383,087
FTCC Capital	1,100,000
Capital Improvement Plan	5,438,000
Preliminary Capital	8,036,475
Technology	939,818
Maintenance and Repairs	947,700
Gray's Creek Water	9,788,782
Transfers Out	160,500
Total Capital Investment Fund	\$ 37,794,362

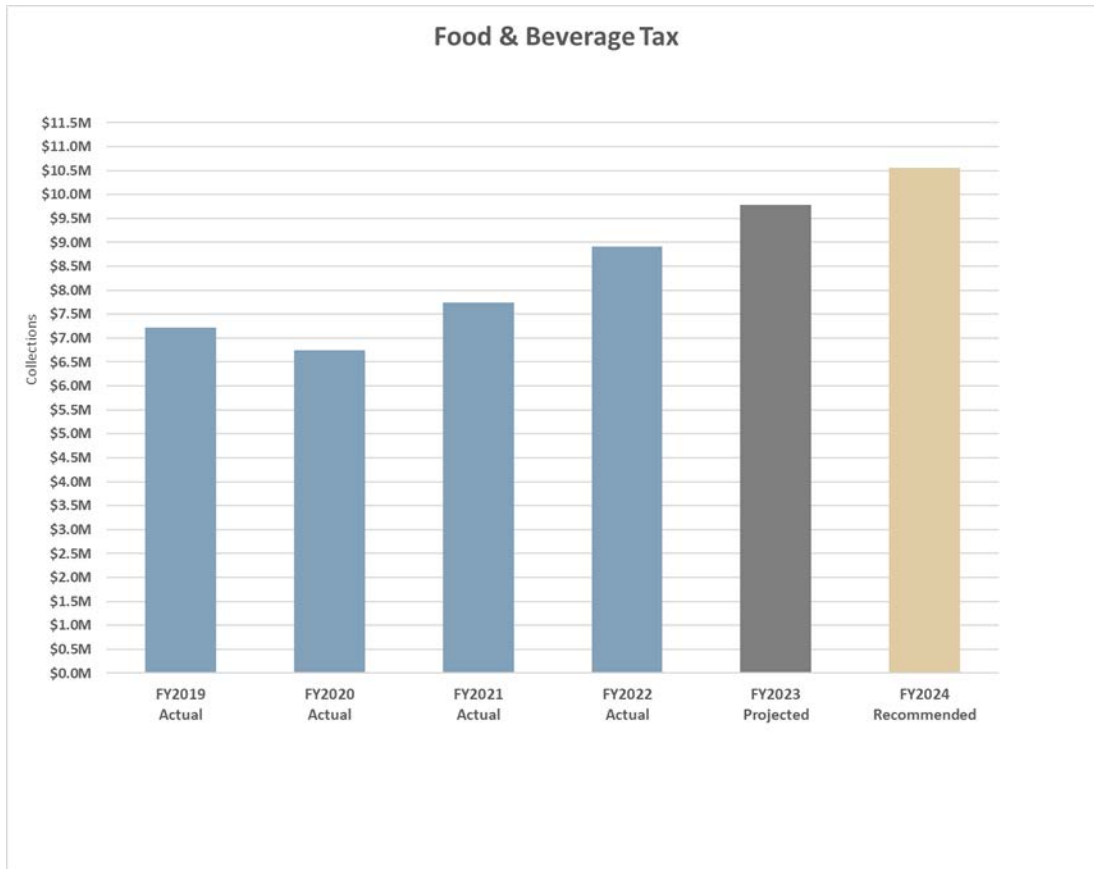
Enterprise Funds

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.

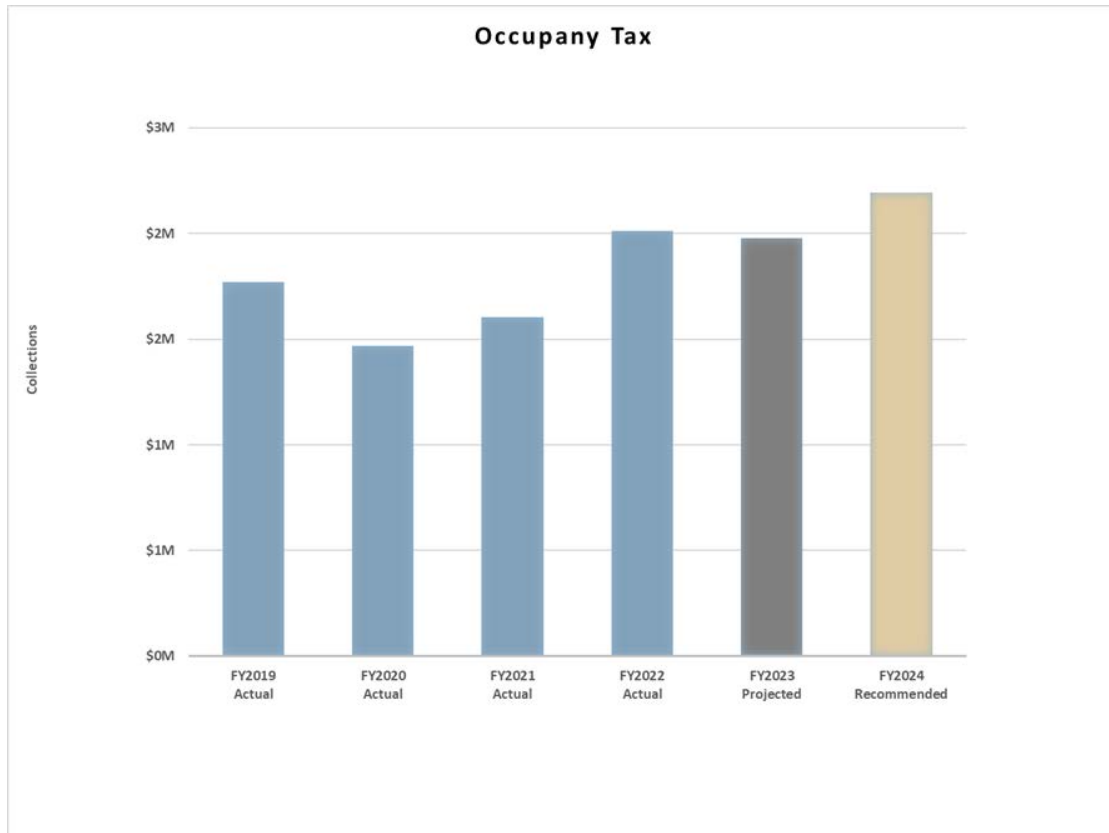
Food & Beverage Tax

Food & beverage tax revenue collections have rebounded from the pandemic slowdown in FY2020. We project FY2023 collections will increase 9.9% or \$879,987. The FY2024 collections for food and beverage taxes are budgeted at \$10,559,609, which represents an increase of \$1,264,419 (13.6%) over the FY2023 budget.



Occupancy Tax

The occupancy tax has improved overall from the pandemic drop in FY2020. We project FY2023 collections will decrease 1.8% or \$36,362. However, we project an increase in occupancy tax collections for FY2024. The FY2024 collections are budgeted at \$2,193,971, which represents an increase of \$216,303 (10.9%) over FY2023 projected collections.



Solid Waste Enterprise Fund

The recommended annual budget for the Solid Waste Fund is \$27,219,737 which represents an increase of 71.9% over the prior year's adopted budget.

The budget includes \$5.8M for equipment and vehicle replacement.

Ann Street Landfill

The Ann Street Landfill is running out of space and is expected to reach capacity in seven years. Because landfill permitting and construction can take several years, the County is currently planning for waste disposal beyond 2030. The plan to accomplish long-term waste disposal includes constructing a transfer station and transferring 50% of the incoming garbage to a regional landfill. The recommended budget includes \$6M for the transfer station construction.

The plan also includes extending onto County property that adjoins the landfill to the west. Most of the property is a former unlined landfill, specifically a balefill. The budget includes \$1.94M in funding for the balefill mining project, which could add 20 years of capacity. That total includes \$1.5M for equipment. Using the transfer station will ease the burden on the current landfill while the County permits and constructs the landfill expansion to the west. Permitting and construction are expected to take about five years. Once the first section of the westward extension is ready, the County will gradually decrease the use of the transfer station while increasing the use of the expansion area.

The budget includes \$250,000 for mitigation strategies following a community engagement process for the construction of the transfer station and mining of the balefill.

Fee Increases

The Solid Waste Enterprise Fund uses an availability fee and tipping fees as sources of revenue. The recommended annual budget includes increases for both types of fees.

The annual Solid Waste Fee charged to residential properties with 7 or fewer units is \$56 per year and accounts for \$5,996,872 of the operating revenue. The recommended annual budget includes an increase to \$130. For the past several years, fund balance has been used to fund capital expenditures. The \$74 increase will provide funding for current operational needs, construction of the transfer station, expected transfer costs to a regional landfill, needed major improvements to the Wilkes Road Treatment and Processing Facility, the balefill mining project and equipment replacement.

Current availability and tipping fees are lower than those charged by other regional counties. The recommended budget includes a \$2 increase per ton on Municipal Solid Waste (MSW), Construction and Demolition (C&D) and Mixed Loads. For yard waste at the Wilkes Road facility, we are recommending a \$4 increase in tipping fees.

Proposed Tipping Fee Increases

Waste Stream	Current Fee/Per Ton	Proposed Fee/Per Ton	Estimated Tonnage Assessed Annually	Estimated Increase in Revenue
MSW	\$38.00	\$40.00	40,000	\$80,000
C & D	\$36.00	\$38.00	47,000	\$94,000
Mix Loads	\$40.00	\$42.00	10,000	\$20,000
Yard Waste	\$18.50	\$22.50	15,000	\$60,000
Total				\$254,000

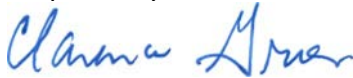
Conclusion

The FY2024 Recommended Annual Budget is presented for your review and consideration as you develop the adopted budget. This budget advances the Board's strategic initiatives in a fiscally prudent and financially sound manner. This budget addresses health disparities, health education, public safety, increased funding at the local and community college educational levels, and the operational and capital needs of the organization and community, while providing flexibility to address emerging issues that may arise in FY2024. The Board of Commissioners' continued commitment to fiscal pragmatism and long-term financial and operational sustainability has been and continues to be the stabilizing factor in creating and preserving our strong financial position.

As we move forward through the next fiscal year, there are several issues regarding the economy, labor forces, compensation, National and State level issues which are both operational and capital related that may affect the County. As an organization, we have continued to meet all challenges due to the resiliency of our staff's commitment to serve the public with Professionalism, Respect, Integrity, and accountability, embracing Diversity and inclusion, while all the time providing Excellent customer service (PRIDE).

I would like to thank the County departments, our Budget & Performance Department, Finance Department, Public Information Office, and the Executive Management Team for their assistance in developing this recommended annual budget during a year of transition and continued evolving circumstances.

Respectfully submitted,



Clarence Grier
County Manager



CUMBERLAND COUNTY

NORTH CAROLINA

Together, we can.

Revenues

General Fund

Where does the money come from?

CATEGORY	ACTUAL FY2021	ACTUAL FY2022	ADOPTED BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED BUDGET FY2024	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
Property Tax - Current	\$ 169,200,461	\$ 169,937,874	\$ 170,695,791	\$ 173,705,887	\$ 174,316,451	2.1%
Motor Vehicle Tax	23,041,995	23,716,490	23,242,940	25,342,930	27,032,829	16.3%
Sales Tax	55,084,708	61,168,963	61,801,900	64,398,518	66,330,475	7.3%
Other Tax	6,467,222	7,486,334	5,846,924	6,979,869	6,211,316	6.2%
Restricted/Unrestricted	70,904,229	67,872,255	74,393,193	79,215,540	72,175,730	-3.0%
Charges & Services	14,618,559	15,857,790	13,142,707	13,537,758	13,380,678	1.8%
Miscellaneous	5,860,676	9,617,632	4,966,064	23,325,988	6,904,437	39.0%
Transfers In	111,778	380,851	91,455	531,161	256,217	180.2%
Subtotal	\$ 345,289,628	\$ 356,038,189	\$ 354,180,974	\$ 387,037,651	\$ 366,608,133	3.5%
Fund Balance Appropriated	-	-	8,071,721	-	6,616,204	-18.0%
Total General Fund	\$ 345,289,628	\$ 356,038,189	\$ 362,252,695	\$ 387,037,651	\$ 373,224,337	3.0%

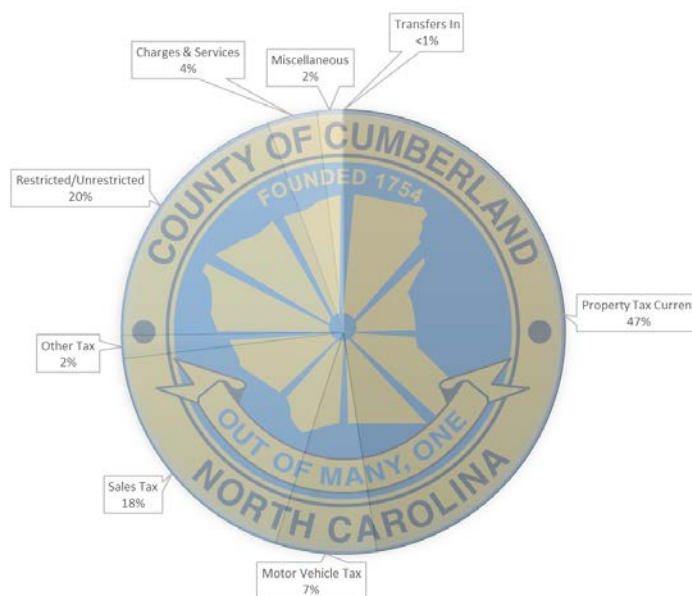
Notes on variances:

Motor Vehicles: The budget includes an increase for motor vehicle tax. Due to consistent growth in motor vehicle values, motor vehicle tax collections are budgeted at an increase of \$3,789,889 over the FY2023 adopted budget.

Miscellaneous: The \$1,938,373 increase in the FY2024 budget is due to interest income, reimbursements from the potential COLA from the federal and state governments and the Cape Fear Valley Hospital lease.

Transfers In: The recommended budget includes a \$160,500 increase due to the Department of Social Services projects requiring a transfer from the Capital investment Fund to allow reimbursement of federal/state funds. A transfer was not needed for this purpose in FY2023.

The General Fund budget is balanced at **\$373,224,337** by the appropriation of \$6,616,204 of fund balance.



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 2024 Recommended Budget, ad valorem tax collections are projected to be \$174,316,451.

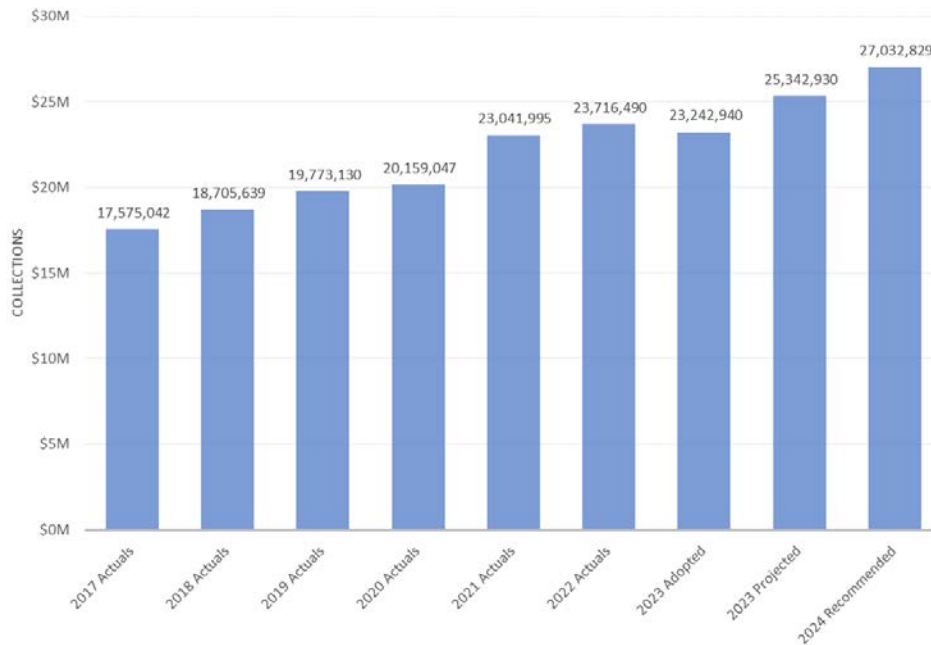
Revenues

General Fund

Forecasting Major Revenue - continued

Motor Vehicle Tax

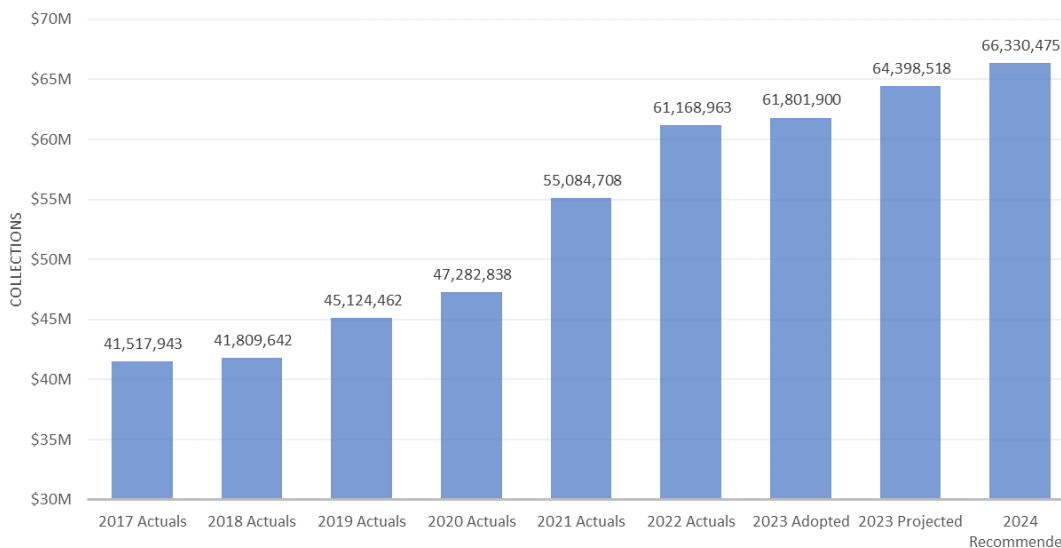
The Fiscal Year 2024 Recommended Budget includes \$27,032,829 for motor vehicle collections.



Sales Tax

The Fiscal Year 2024 Recommended Budget includes \$66,330,475 for sales tax revenue; this represents an increase of \$4.5 million dollars compared to the Fiscal Year 2023 Adopted Budget.

Sales Tax Revenues



Expenditures

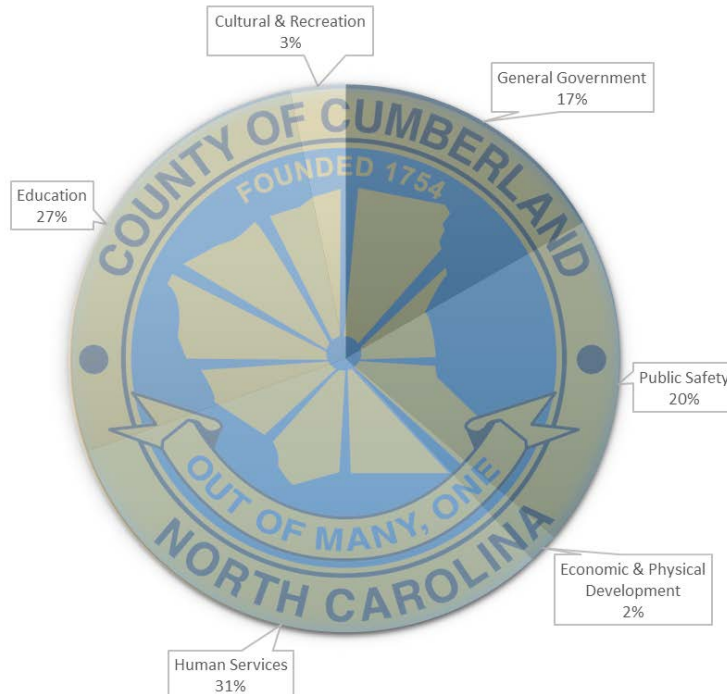
General Fund

Where does the money go?

CATEGORY	ACTUAL FY2021	ACTUAL FY2022	ADOPTED BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED BUDGET FY2024	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
General Government	\$ 54,295,759	\$ 119,193,860	\$ 60,971,183	\$ 58,153,237	\$ 61,694,867	1.2%
Public Safety	55,917,660	57,003,443	69,305,960	66,118,685	72,290,319	4.3%
Economic & Physical Development	5,353,755	5,999,470	8,457,813	8,178,987	6,670,637	-21.1%
Human Services	89,870,039	90,545,890	111,985,135	99,323,098	115,907,219	3.5%
Education	94,876,432	98,134,608	100,482,263	100,482,263	104,595,132	4.1%
Cultural & Recreational	9,798,936	10,369,601	11,050,341	12,124,269	12,066,163	9.2%
Total General Fund	\$ 310,112,582	\$ 381,246,872	\$ 362,252,695	\$ 344,380,539	\$ 373,224,337	3.0%

Notes on variances:

Economic & Physical Development: The decrease is primarily due to not budgeting existing grants in FY2024 and waiting to reappropriate them during the fiscal year.



Expenditures

General Fund

General Government

CATEGORY	ACTUAL FY2021	ACTUAL FY2022	ADOPTED BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED BUDGET FY2024	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
Governing Body	\$ 612,166	\$ 643,556	\$ 731,621	\$ 758,547	\$ 737,485	0.8%
Administration	1,678,886	1,545,377	2,477,765	2,345,222	2,981,741	20.3%
Public Information	755,572	810,920	1,513,899	1,461,434	1,789,756	18.2%
Print Mail & Design Services	732,642	604,619	-	-	-	0.0%
Court Facilities	111,108	109,890	161,920	116,580	144,720	-10.6%
Human Resources	948,963	866,284	1,069,040	1,133,189	1,350,074	26.3%
Facilities Maintenance	1,209,766	994,256	1,263,235	1,221,453	1,261,435	-0.1%
Landscaping & Grounds	703,267	701,454	733,903	854,785	789,040	7.5%
Carpentry Shop	218,864	194,157	228,271	219,917	234,055	2.5%
Facilities Management	1,471,010	1,422,683	1,577,802	1,606,809	1,595,264	1.1%
Public Buildings Janitorial	878,654	924,415	1,222,079	1,030,149	1,276,630	4.5%
Central Maintenance	704,021	679,908	4,826,432	3,709,857	4,423,015	-8.4%
Innovation & Technology Services	4,941,565	5,810,123	6,694,008	6,790,066	9,229,693	37.9%
Board Of Elections	1,924,356	1,129,321	1,536,426	1,284,278	1,885,321	22.7%
Financial Services	1,366,775	1,376,589	1,594,931	1,625,841	1,568,394	-1.7%
Legal	738,495	883,476	1,194,665	1,119,765	1,321,291	10.6%
Register Of Deeds	2,219,718	2,224,801	2,572,953	2,527,059	2,664,411	3.6%
Register Of Deeds Automation	146,364	250,950	135,000	336,475	135,000	0.0%
Tax Administration	5,423,658	5,548,181	6,156,743	6,244,797	6,432,467	4.5%
Property Revaluation	345,171	337,155	1,082,854	1,004,689	892,749	-17.6%
General Government Other	27,164,738	92,135,745	24,197,636	22,762,325	20,982,326	-13.3%
Total General Government	\$ 54,295,759	\$ 119,193,860	\$ 60,971,183	\$ 58,153,237	\$ 61,694,867	1.2%

Notes on variances:

Administration: The FY2024 recommended budget includes two positions that were repurposed from another department to assist the County Manager with future projects. The cost of the positions with salaries, benefits and operating total approximately \$202,000. Administration incurred other salary increases during the FY2023.

Public Information: The \$275,857 increase in the FY2024 budget is due to a reclassification of a Print and Graphics Supervisor to a Communication Director during the FY2023 budget year. Also, there was an increase to the hiring range for the position of Deputy Director.

Court Facilities: The budget includes fewer items that have been identified by the Court System than in the FY2023 adopted budget.

Human Resources: The FY2024 recommended budget includes a \$281,034 increase due to a new Human Resource Consultant position that was repurposed from another department (\$72K for salary and benefits), an increase for the addition of new software, an increase for the addition of a career fair and food and provisions (\$10K) and an increase for a software contract and contracted services. The new software is NeoGov Employee Import (\$6,300) and JDXpert (\$10,000).

Innovation & Technology Services: The \$2.5M increase from the FY2023 adopted budget includes pay enhancements for the department that were identified and approved by the Board of County Commissioners on September 6, 2022 and increases to the operating budget such as software, hardware, and contracted services.

Expenditures

General Fund

General Government (continued)

Notes on variances:

Board of Elections: The FY2024 recommended budget includes an increase of \$348,895 due to municipal expenses for the fall elections. This includes one additional one-stop site for the City of Fayetteville elections. One-stop sites run about \$20,000 to \$30,000 depending on the number of people working and the hours of operation.

Legal: The budget includes an increase due to the addition of a new County Attorney that was approved by the Board of County Commissioners at the November 21, 2022 meeting.

Property Revaluation: The FY2023 adopted budget included the purchase of Pictometry to streamline the property revaluation process.

General Government Other: The FY2023 adopted budget included a transfer to the Group Health Insurance Fund in the amount of \$2M.

Expenditures

General Fund

Public Safety

CATEGORY	ACTUAL FY2021	ACTUAL FY2022	ADOPTED BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED BUDGET FY2024	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
Sheriff	\$ 25,257,628	\$ 26,446,250	\$ 28,913,736	\$ 30,967,830	\$ 32,015,700	10.7%
Detention Center	16,424,482	15,277,086	21,624,256	16,898,276	21,218,294	-1.9%
Leo Separation Allowance	678,739	822,386	870,900	864,300	870,900	0.0%
Sheriff Grants	86,548	206,486	967,691	939,024	38,158	-96.1%
School Law Enforcement - Local	4,323,264	4,782,207	5,350,057	4,868,730	5,762,396	7.7%
Emergency Services	3,859,560	3,840,590	4,362,082	4,368,444	4,894,520	12.2%
Emergency Services Grants	120,143	58,195	196,800	69,202	182,300	-7.4%
Justice Services	537,704	508,043	764,365	657,995	742,383	-2.9%
Misdemeanor Program	30,438	32,581	38,325	39,134	37,691	-1.7%
Animal Services	3,296,041	3,324,166	3,811,640	3,953,270	4,493,335	17.9%
Public Safety Other	1,303,113	1,705,453	2,406,108	2,492,480	2,034,642	-15.4%
Total Public Safety	\$ 55,917,660	\$ 57,003,443	\$ 69,305,960	\$ 66,118,685	\$ 72,290,319	4.3%

Notes on variances:

Sheriff: In the FY2023 adopted budget, \$1.7M was withheld from the salaries and benefits to fund the cost-of-living adjustment based on their vacancy rate. In the FY2024 recommended budget, \$200,000 has been included as incentives and the remaining difference is the increase in retirement, insurance and bonds, and accreditation.

Sheriff Grants: The FY2024 recommended budget does not include any Byrne grants that may be awarded in the future.

Emergency Services: The FY2024 budget reflects an increase due to the addition of the 911 backup center.

Animal Services: The recommended budget includes an increase in the department supplies and materials as well as a new special entry rate for the enforcement and shelter employees implemented in August 2022.

Public Safety Other: The FY2023 adopted budget included a 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 FY2021	ACTUAL FY2022	ADOPTED BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED BUDGET FY2024	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
Planning	\$ 2,968,616	\$ 3,199,929	\$ 3,250,424	\$ 3,279,146	\$ 3,606,363	11.0%
Engineering	409,892	599,820	645,819	563,810	677,932	5.0%
NC Cooperative Extension Service	611,194	620,931	799,223	680,707	787,386	-1.5%
NC Cooperative Extension Program	10,886	9,606	75,100	13,826	78,000	3.9%
Location Services	204,386	148,999	215,956	246,507	237,473	10.0%
Soil Conservation District	132,457	421,595	2,638,434	2,922,870	500,815	-81.0%
Soil Conservation Cost Share Program	75,745	78,027	95,884	94,768	89,819	-6.3%
Public Utilities	91,456	93,375	100,241	99,673	104,723	4.5%
Economic Physical Development	20,000	153,531	20,000	20,000	20,000	0.0%
Industrial Park	17,535	3,893	6,106	-	-	-100.0%
Economic Incentives	632,132	613,541	510,626	256,653	468,126	-8.3%
Water & Sewer Department	179,456	56,223	100,000	1,027	100,000	0.0%
Total Economic & Physical Development	\$ 5,353,755	\$ 5,999,470	\$ 8,457,813	\$ 8,178,987	\$ 6,670,637	-21.1%

Notes on variances:

Planning: The FY2024 budget reflects the remaining amount of the North Carolina Department of Natural and Cultural Resources Emergency Supplemental Historic Preservation Fund in the amount of \$69,460. The original amount was \$90,000 and was approved at the November 7, 2022 Board of Commissioners meeting. Also, in the FY2023 adopted budget, \$110,000 was withheld from Planning salaries to help fund the cost-of-living adjustment based on vacancies.

Location Services: This recommended budget reflects an increase due to the rising cost of supplies and materials to make the signs.

Soil Conservation District: The FY2023 adopted budget reflected the grants for the USDA Natural Resources Conservation Grants. These grants will be reappropriated during FY2024.

Industrial Park: The County no longer owns this property and should not have been budgeted for in FY2023.

Economic Incentives: The FY2024 recommended budgeted doesn't reflect the E-N-G Mobile Systems incentive. The incentive was paid in FY2022 and refunded back to Cumberland County in FY2023 due to the business being unsustainable.

Expenditures

General Fund

Human Services

CATEGORY	ACTUAL FY2021	ACTUAL FY2022	ADOPTED BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED BUDGET FY2024	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
Health Dept General	\$ 13,994,999	\$ 13,587,927	\$ 19,577,633	\$ 17,587,700	\$ 20,895,807	6.7%
Detention Center Health Program	3,049,985	3,020,156	3,452,920	3,450,241	3,504,625	1.5%
Environmental Health	1,560,854	1,649,318	2,015,321	1,859,234	2,288,421	13.6%
Bio-Terrorism Preparedness	44,980	50,177	72,500	61,518	61,312	-15.4%
Care Coordination For Children	726,122	715,652	907,368	808,268	964,057	6.2%
Pregnancy Care Management	1,153,900	1,141,051	1,448,723	1,292,589	1,464,739	1.1%
WIC - Client Svcs	2,291,866	2,220,022	2,697,209	2,215,054	2,766,927	2.6%
School Health - BOE	505,376	652,249	1,059,165	817,462	1,076,594	1.6%
Community Transformation Grant	122,154	118,071	126,155	126,155	144,155	14.3%
Court Ordered Evaluation	321,367	318,840	318,840	318,840	318,840	0.0%
Sobriety Court	70,103	81,879	43,348	140,064	101,469	134.1%
Mental Health Other	5,038,133	5,039,692	5,297,296	5,100,619	5,296,890	0.0%
Health Other	80,322	79,639	83,771	83,771	83,771	0.0%
Department Of Social Services	42,928,678	44,588,701	54,522,775	47,944,897	56,349,348	3.4%
Social Services Other	11,639,925	11,202,155	12,737,799	10,169,391	12,734,551	0.0%
Grant Family Violence Care Center	464,166	456,198	625,860	641,628	588,326	-6.0%
Welfare Other	301,052	334,626	380,064	380,064	374,983	-1.3%
Veterans Services	437,822	499,932	569,737	585,568	603,701	6.0%
Child Support Services	5,110,079	4,756,643	6,009,577	5,707,109	6,227,054	3.6%
SL Resource Center Admin	28,155	32,962	39,074	32,926	61,649	57.8%
Total Human Services	\$ 89,870,039	\$ 90,545,890	\$ 111,985,135	\$ 99,323,098	\$ 115,907,219	3.5%

Notes on variances:

Environmental Health: The FY2024 budget includes the repurposing of a position from another department to create a Environmental Health Supervisor position for food and lodging. Also, included in this budget is \$160,000 for contracted services for onsite evaluations.

Bio-Terrorism Preparedness: The North Carolina Bio-Terrorism Preparedness Team Grant was reduced by \$11,188 for the FY2024 recommended budget.

Community Transformation Grant: The Community Anti-Drug Coalition Grant was awarded for the FY2024 budget year.

Sobriety Court: The FY2024 recommended budget includes the remaining funds that must be utilized by September 30, 2023.

Spring Lake Resource Center: The recommended budget includes an increase due to the addition of the new Custodian Crew Leader position in lieu of the existing contract.

Expenditures

General Fund

Education

CATEGORY	ACTUAL FY2021	ACTUAL FY2022	ADOPTED BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED BUDGET FY2024	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
Schools - Current Expense	\$ 80,711,700	\$ 83,033,918	\$ 84,305,166	\$ 84,305,166	\$ 87,526,532	3.8%
FTCC - Current Expense	12,283,629	13,278,659	14,213,903	14,213,903	15,468,600	8.8%
Other Education	1,881,103	1,822,031	1,963,194	1,963,194	1,600,000	-18.5%
Total Education	\$ 94,876,432	\$ 98,134,608	\$ 100,482,263	\$ 100,482,263	\$ 104,595,132	4.1%

Notes on variances:

Other Education: The decrease in the recommended budget stems from the GoodYear Incentive Agreement ending in FY2022.

Cultural & Recreation

CATEGORY	ACTUAL FY2021	ACTUAL FY2022	ADOPTED BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED BUDGET FY2024	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
Library	\$ 9,500,400	\$ 9,957,752	\$ 10,789,772	\$ 11,367,285	\$ 11,440,510	6.0%
Library Grants	37,967	151,280	-	496,415	15,084	0.0%
Culture Recreation Other	260,569	260,569	260,569	260,569	610,569	134.3%
Total Cultural & Recreation	\$ 9,798,936	\$ 10,369,601	\$ 11,050,341	\$ 12,124,269	\$ 12,066,163	9.2%
Total General Fund	\$ 310,112,582	\$ 381,246,872	\$ 362,252,695	\$ 344,380,539	\$ 373,224,337	3.0%

Notes on variances:

Cultural Recreation Other: The FY2024 recommended budget includes one time funding for Orange Street School project in the amount of \$350,000 approved at the March 20, 2023 Board of Commissioner's meeting.

New Items

General Fund

New Vehicles

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

The FY2024 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	\$ 248,000	1	\$ 62,000	\$ -
Truck - F-150	R	4	248,000	1	62,000	-
Detention Center		7	\$ 737,186	2	\$ 209,062	\$ -
Ford Interceptor	R	4	320,000	1	70,000	-
F-350 Transit Van		3	417,186	1	139,062	-
Emergency Services		2	\$ 142,500	1	\$ 67,000	\$ -
SUV - Tahoe	R	1	75,500	0	-	-
Truck - F-250 Crew Cab	R	1	67,000	1	67,000	-
Facilities Management		1	\$ 95,000	1	\$ 95,000	\$ -
F-550 Box Truck	R	1	95,000	1	95,000	-
Public Library		1	\$ 25,000	1	\$ 25,000	\$ -
Ford Escape	R	1	25,000	1	25,000	-
Sheriff's Office		70	\$ 5,600,000	12	\$ 860,000	\$ -
Ford Interceptor	R	65	5,200,000	10	700,000	-
Truck - F-150 Responder	R	5	400,000	2	160,000	-
Social Services		4	\$ 115,000	3	\$ 90,000	\$ 45,000
Ford Escape	R	3	75,000	2	50,000	25,000
Ford Explorer	R	1	40,000	1	40,000	20,000
Total General Fund		89	\$ 6,962,686	21	\$ 1,408,062	\$ 45,000

Total General Fund Net Cost: \$ 1,363,062

New Items

General Fund

Capital Outlay

DEPARTMENT	(A) ADD (R) REPLACE	QTY	REQUESTED		QTY	RECOMMENDED		STATE OR FEDERAL FUNDING
			UNIT COST	TOTAL COST		TOTAL COST		
Animal Services		8	\$ 22,000	\$ 176,000	8	\$ 176,000		\$ -
Climate Controlled Cages	A	8	22,000	176,000	8	176,000		-
Court Facilities		1	\$ 37,000	\$ 37,000	1	\$ 37,000		\$ -
Courthouse Improvements	R	1	37,000	37,000	1	37,000		-
Facilities Maintenance		2	\$ 150,000	\$ 150,000	2	\$ 150,000		\$ -
Replacement Equipment	R	1	80,000	80,000	1	80,000		-
Building Improvements	R	1	70,000	70,000	1	70,000		-
Department of Social Services		1	\$ 125,000	\$ 125,000	1	\$ 125,000	\$ 62,500	
Cell Phone Booster	A	1	125,000	125,000	1	125,000	62,500	
Human Resources		2	\$ 16,300	\$ 16,300	2	\$ 16,300		\$ -
NeoGov Import Software	A	1	10,000	10,000	1	10,000		-
JDXpert Implementation	A	1	6,300	6,300	1	6,300		-
Total General Fund				\$ 504,300		\$ 504,300	\$ 62,500	

Total General Fund Net Cost: \$ 441,800

Fee Changes

General Fund

DEPARTMENT/DESCRIPTION	CURRENT FEE FY2023	REQUESTED FEE CHANGE FY2024	RECOMMENDED FEE FY2024	NOTES
Planning and Inspections				
Permits				
Watershed Permit (Low Density)	\$0.00	\$50 per project	\$50.00	New fee to cover admin costs for review
Watershed Permit (High Density)	\$0.00	\$150 per project	\$150.00	New fee to cover admin costs for review
Building Inspections - Nonresidential				
Reinspections	\$75.00	\$75 per trip	\$75 per trip	Clarifying that the fee is "per trip" on the schedule
Job Not Ready	\$0.00	\$75 per trip	\$75 per trip	New fee to cover costs for being called out to site by the applicant and the job is not ready or prepared for inspection. Different from a reinspection fee which entails work has been done but did not meet code at the time.
Enhanced Plan Review	\$0.00	\$500 per Review Session	\$500.00	New service proposal for customers. Client can meet with senior Inspections staff for a full, hands-on markup plan review for their project at one time. Would include all trades.
Plan Review	\$0.00	\$100 + .01 x Total Building Sq. Ft. (Max. \$2,500)	\$100 + .01 x Total Building Sq. Ft. (Max. \$2,500)	Implementing standard plan review fees in accordance with standard industry practices for governments
1st Plan Re-review	\$0.00	No Fee	No Fee	and to recoup costs for time and materials of staff.
2nd Re-review	\$0.00	\$100.00	\$100.00	
Each Re-review Thereafter	\$0.00	\$200.00	\$200.00	
Building Inspections - Residential				
Reinspections	\$75.00	\$75 per trip	\$75 per trip	Clarifying that the fee is "per trip" on the schedule
Job Not Ready	\$0.00	\$75 per trip	\$75 per trip	New fee to cover costs for being called out to site by the applicant and the job is not ready or prepared for inspection. Different from a reinspection fee which entails work has been done but did not meet code at the time.
Pre-scheduled, After-Hours Inspection (%)	\$0.00	\$500 per Inspector per Visit	\$500 per Inspector per Visit	Proposing to offer the same service to our residential customers as we currently do for our non-residential customers
Plan Review (One and Two Family)	\$0.00	No Fee	No Fee	
Plan Review	\$0.00	\$100 + .01 x Total Building Sq. Ft. (Max. \$2,500)	\$100 + .01 x Total Building Sq. Ft. (Max. \$2,500)	Implementing standard plan review fees in accordance with standard industry practices for governments
1st Plan Re-review	\$0.00	No Fee	No Fee	and to recoup costs for time and materials of staff.
2nd Re-review	\$0.00	\$100.00	\$100.00	
Each Re-review Thereafter	\$0.00	\$200.00	\$200.00	
Enhanced Plan Review	\$0.00	\$500 per Review Session	\$500 per Review Session	New service proposal for customers. Client can meet with senior Inspections staff for a full, hands-on markup plan review for their project at one time. Would include all trades.
Refund Processing Fee	\$0.00	\$20.00	\$20.00	Fee for administrative costs for processing refunds after permit issuance.

Fee Changes

General Fund

		CURRENT FEE	REQUESTED FEE CHANGE		
DEPARTMENT/DESCRIPTION		FY2023	FY2024	RECOMMENDED FEE	NOTES
FY2024					
Location Services					
Sign Blades (includes Tape and Marking)					
24X6		\$50.00	\$55.00	\$55.00	All fee increase proposals in Location Services reflective of sharp rise in material costs and inflation over the last fiscal year.
30X6		\$60.00	\$66.00	\$66.00	
36X6		\$70.00	\$77.00	\$77.00	
42X6		\$80.00	\$88.00	\$88.00	
48X6		\$80.00	\$99.00	\$99.00	
54X6		\$85.00	\$110.00	\$110.00	
24X9		\$55.00	\$61.00	\$61.00	
30X9		\$70.00	\$77.00	\$77.00	
36X9		\$80.00	\$88.00	\$88.00	
42X9		\$95.00	\$105.00	\$105.00	
48X9		\$110.00	\$121.00	\$121.00	
54X9		\$120.00	\$132.00	\$132.00	
60X9		\$130.00	\$143.00	\$143.00	
Hardware					
Galvanized Square Sign Pole		\$50.00	\$85.00	\$85.00	
Galvanized Square Sign Sleeve		\$25.00	\$30.00	\$30.00	
Caps		\$10.00	\$12.00	\$12.00	
Cross		\$10.00	\$12.00	\$12.00	
Hardware (including corner bolts)		\$5.00	\$6.00	\$6.00	
Specialty Signs or Projects					
Handicap Sign		\$20.00	\$25.00	\$25.00	
Handicap Sign w/plate for fine		\$25.00	\$30.00	\$30.00	
Stop Sign		\$50.00	\$70.00	\$70.00	
Stop Sign Package (washers, hardware, pole, 811 coord., sleeve, 2-trip installation)		\$165.00	\$225.00	\$225.00	
Library					
Lost or Stolen Items (Playaway Views/Launchpads)	\$100 +\$4 processing fee	Replacement cost of device (\$99.95-\$179.95) +\$4 processing fee	Replacement cost of device (\$99.95-\$179.95) +\$4 processing fee	Cost to replace items does not resemble the flat fee of \$100.	
Lost or Stolen Items (Hotspots)	\$0.00	\$80 + \$4 processing fee	\$80 + \$4 processing fee	Hotspots	
Lost or Stolen Items (Power Adapter for Hotspots)	\$0.00	\$25 + \$4 processing fee	\$25 + \$4 processing fee	Hotspots	
Damage Fees:					
Hotspot Device	\$0.00	\$80 + \$4 processing fee	\$80 + \$4 processing fee	Addition to budget for Hotspots	
Power Adapter (for Hotspot)	\$0.00	\$25 +\$4 processing fee	\$25 +\$4 processing fee	Addition to budget for Hotspots	
Damaged Playaway/Launchpad	\$130.00	Replacement cost of device (\$99.95-\$179.95) +\$4 processing fee	Replacement cost of device (\$99.95-\$179.95) +\$4 processing fee	Cost to replace items does not represent the flat fee of \$130.	
Library Card	\$25 non-resident fee (exception, employees no charge)	No Change	No Change		
Lost or stolen Library card	\$2 replacement fee	Waive replacement fee	Waive replacement fee	The library would like to reduce barriers by removing the \$2 replacement fee for customers.	
Public Health					
Medical Services					
PMH Pregnancy risk screening	\$50.00	\$75.00	\$75.00	Medicaid rate	
PMH postpartum assessment	\$150.00	\$225.00	\$225.00	Medicaid rate	
Insertion of device	\$150.00	\$80.00	\$80.00	Medicaid rate	
Removal of device	\$173.00	\$183.00	\$183.00	Medicaid rate	
Removal with reinsertion of device	\$269.00	\$182.00	\$182.00	Medicaid rate	
Destruction of lesion anus	\$529.00	\$360.00	\$360.00	Medicaid rate	

Fee Changes

General Fund

DEPARTMENT/DESCRIPTION	CURRENT FEE FY2023	REQUESTED FEE CHANGE FY2024	RECOMMENDED FEE FY2024	NOTES
Public Health Continued				
Destruction of lesions male	\$146.00	\$100.00	\$100.00	Medicaid rate
Destruction of lesions male extensive	\$248.00	\$170.00	\$170.00	Medicaid rate
Destruction of lesions female	\$150.00	\$101.00	\$101.00	Medicaid rate
Destruction of lesions female extensive	\$253.00	\$172.00	\$172.00	Medicaid rate
Destruction of vaginal lesions	\$130.00	\$88.00	\$88.00	Medicaid rate
Insert IUD	\$110.00	\$61.00	\$61.00	Medicaid rate
Remove IUD	\$120.00	\$75.00	\$75.00	Medicaid rate
Antepartum Care	\$501.00	\$567.00	\$567.00	Medicaid rate
Antepartum Care 7 or more visits	\$895.00	\$1,013.00	\$1,013.00	Medicaid rate
Postpartum Care Only	\$160.00	\$161.00	\$161.00	Medicaid rate
Foreign body ear	\$135.00	\$89.00	\$89.00	Medicaid rate
Cerumen impacted	\$55.00	\$38.00	\$38.00	Medicaid rate
EKG and interpretation	\$30.00	\$17.00	\$17.00	Medicaid rate
Spirometry	\$29.00	\$27.00	\$27.00	Medicaid rate
Spirometry before and after	\$68.00	\$47.00	\$47.00	Medicaid rate
Inhalation TX NP	\$16.00	\$11.00	\$11.00	Medicaid rate
Inhalation TX	\$40.00	\$27.00	\$27.00	Medicaid rate
Inhalation TX - Asthma Educ	\$17.00	\$12.00	\$12.00	Medicaid rate
Therapeutic Injection	\$25.00	\$18.00	\$18.00	Medicaid rate
Med Nutrition Therapy	\$37.00	\$25.00	\$25.00	Medicaid rate
Med Nutrition Therapy Reassessment	\$32.00	\$22.00	\$22.00	Medicaid rate
New limited office visit	\$137.00	\$100.00	\$100.00	Medicaid rate
New intermediate office visit	\$195.00	\$135.00	\$135.00	Medicaid rate
New extended office visit	\$287.00	\$195.00	\$195.00	Medicaid rate
New comprehensive office visit	\$360.00	\$245.00	\$245.00	Medicaid rate
Established minimal office visit	\$51.00	\$35.00	\$35.00	Medicaid rate
Established brief office visit	\$84.00	\$60.00	\$60.00	Medicaid rate
Established limited office visit	\$116.00	\$90.00	\$90.00	Medicaid rate
Established intermediate office visit	\$180.00	\$125.00	\$125.00	Medicaid rate
Established comprehensive office visit	\$268.00	\$180.00	\$180.00	Medicaid rate
Initial exam under 1 year	\$133.00	\$90.00	\$90.00	Medicaid rate
New patient 1-4 years	\$133.00	\$90.00	\$90.00	Medicaid rate
New patient 5-11 years	\$227.00	\$155.00	\$155.00	Medicaid rate
New patient 12-17 years	\$249.00	\$170.00	\$170.00	Medicaid rate
New patient 18-39 years	\$246.00	\$170.00	\$170.00	Medicaid rate
New patient 40-64 years	\$293.00	\$200.00	\$200.00	Medicaid rate
New patient exam 65+	\$317.00	\$215.00	\$215.00	Medicaid rate
Established under 1 year	\$133.00	\$90.00	\$90.00	Medicaid rate
Established 1-4 years	\$133.00	\$90.00	\$90.00	Medicaid rate
Established 5-11 years	\$133.00	\$150.00	\$150.00	Medicaid rate
Established 12-17 years	\$215.00	\$150.00	\$150.00	Medicaid rate
Established 18-39 years	\$209.00	\$145.00	\$145.00	Medicaid rate
Established 40-64 years	\$233.00	\$160.00	\$160.00	Medicaid rate
Established exam 65+	\$258.00	\$175.00	\$175.00	Medicaid rate
Smoking Cessation Counseling 3-10 min	\$18.00	\$12.00	\$12.00	Medicaid rate
Smoking Cessation Counseling > 10 min	\$34.00	\$24.00	\$24.00	Medicaid rate
Alcohol/Substance Abuse Screening	\$46.00	\$31.00	\$31.00	Medicaid rate
Vaccines				
Covid Admin Fee	\$0.00	\$65.00	\$65.00	Medicaid rate- not charged to uninsured
Prevnar 13	\$236.00	\$240.00	\$240.00	Medicaid rate
Flublok 50-64 years	\$62.00	\$63.00	\$63.00	Medicaid rate
Typhoid	\$73.00	\$120.00	\$120.00	Cost to purchase vaccine
Kinrix	\$60.00	\$65.00	\$65.00	3rd party reimbursement rate- VFC Vaccine
Pentacel-DTAP	\$109.00	\$121.00	\$121.00	3rd party reimbursement rate- VFC Vaccine

Fee Changes

General Fund

DEPARTMENT/DESCRIPTION	CURRENT FEE FY2023	REQUESTED FEE CHANGE FY2024	RECOMMENDED FEE FY2024	NOTES
Public Health Continued				
DTAP (Diphtheria/Tetanus/Pertussis)	\$30.00	\$31.00	\$31.00	3rd party reimbursement rate- VFC Vaccine
(Inactivated virus) Polio	\$38.00	\$40.00	\$40.00	3rd party reimbursement rate- VFC Vaccine
TDAP	\$45.00	\$50.00	\$50.00	3rd party reimbursement rate- VFC Vaccine
Varicella	\$163.00	\$165.00	\$165.00	3rd party reimbursement rate- VFC Vaccine
DTAP/HB/IP	\$94.00	\$102.00	\$102.00	3rd party reimbursement rate- VFC Vaccine
Meningococcal 2-55 years	\$151.00	\$162.00	\$162.00	Medicaid rate
Shingrix	\$176.00	\$177.00	\$177.00	Medicaid rate
Covid Vaccines	\$0.00	\$0.00	\$0.00	Establishing service code- no charge because vaccine is free to Health Department
Injection/Medications				
Penicillin G Benzathine	\$15.00	Acquisition	Acquisition	340b acquisition cost
Rocephin	\$15.00	Acquisition	Acquisition	340b acquisition cost
DEPO Provera 1 mg	\$1.00	Acquisition	Acquisition	340b acquisition cost
NuvaRing	\$40.00	Acquisition	Acquisition	340b acquisition cost
Environmental Health Fee Schedule:				
AOWE (Authorized On-Site Wastewater Evaluator)/Licensed Soil Scientist	\$0.00	\$120.00	\$120.00	Maximum allowed by General Statute 130A-336.2.(n)
Migrant Home/Camp Inspections	\$0.00	\$90.00	\$90.00	Based on cost to perform service
Follow-up Water Sample	\$0.00	\$45.00	\$45.00	Based on cost to perform service
Soil and Water Conservation District				
Rental Equipment				
10 Ft. John Deere Grain Drill Rental	\$50 per day or \$8 per acre, whichever is greater	\$75 per day or \$12 per acre, whichever is greater	\$75 per day or \$12 per acre, whichever is greater	Rental price has remained same for 10 years.
7 Ft. Great Plains Grain Drill Rental	\$25 per day or \$5 per acre, whichever is greater	\$50 per day or \$8 per acre, whichever is greater	\$50 per day or \$8 per acre, whichever is greater	Rental price has never been raised- other SWCD rent for as much as \$17.00/acre with \$75-\$100 minimums
Rain Barrels	\$40.00	\$50.00	\$50.00	Increasingly difficult to get quality parts at a profitable cost. Cost to create rain barrels has risen. Parts difficult to get or discontinued so more expensive parts must be obtained.

Projected Fund Balance

General Fund

	FY 21-22 ACTUAL	FY22-23 ADOPTED BUDGET	FY22-23 PROJECTION	FY23-24 RECOMMENDED BUDGET
Revenues:				
Ad valorem taxes	\$ 193,654,364	\$ 193,938,731	\$ 199,048,817	\$ 201,349,280
Other taxes	68,655,297	67,648,824	71,378,387	72,541,791
Unrestricted & Restricted intergovernmental	67,872,255	70,390,206	79,215,540	72,175,730
Sales and services	15,857,790	13,142,707	13,537,758	13,380,678
Miscellaneous	10,383,630	8,969,051	23,325,988	6,904,437
Transfers from other funds	380,851	91,455	531,161	256,217
Total Revenue	<u>356,804,187</u>	<u>354,180,974</u>	<u>387,037,651</u>	<u>366,608,133</u>
Expenditures:				
General Government	34,739,285	38,584,090	36,258,915	40,867,604
Public safety	57,003,443	69,305,960	66,118,685	72,290,319
Economic and physical development	5,999,470	8,457,813	8,178,987	6,670,637
Human Services	89,812,648	111,985,135	99,323,098	115,907,219
Cultural and recreational	10,369,601	11,050,341	12,124,269	12,066,163
Education	98,134,608	100,482,263	100,482,263	104,595,132
Miscellaneous and transfers	85,953,815	22,387,093	21,894,322	20,827,263
Total expenditures	<u>382,012,870</u>	<u>362,252,695</u>	<u>344,380,539</u>	<u>373,224,337</u>
Restatement				
Net increase (decrease) in fund balance	(25,208,683)	(8,071,721)	42,657,112	(6,616,204)
Fund balance July 1	<u>162,208,015</u>	<u>148,617,221</u>	<u>136,999,332</u>	<u>179,656,444</u>
Fund balance June 30	<u>\$ 136,999,332</u>	<u>\$ 140,545,500</u>	<u>\$ 179,656,444</u>	<u>\$ 173,040,240</u>
Fund balance allocations for FY24 budget:				
12% fund balance unassigned per policy				\$ 44,786,920
Non-spendable inventories and prepaids				223,390
Committed:				
Tax Revaluation				2,431,671
Restricted:				
Stabilization by state statute				40,054,240
Register of Deeds				1,018,697
Public Health				7,451,692
Assigned for :				
Economic Development Incentives				2,000,000
Subsequent year's expenditures (FY24)				6,616,204
Unassigned				<u>68,457,426</u>
Fund balance June 30, 2024				<u>\$ 173,040,240</u>



CUMBERLAND COUNTY

NORTH CAROLINA

Together, we can.

Capital Investment Summary

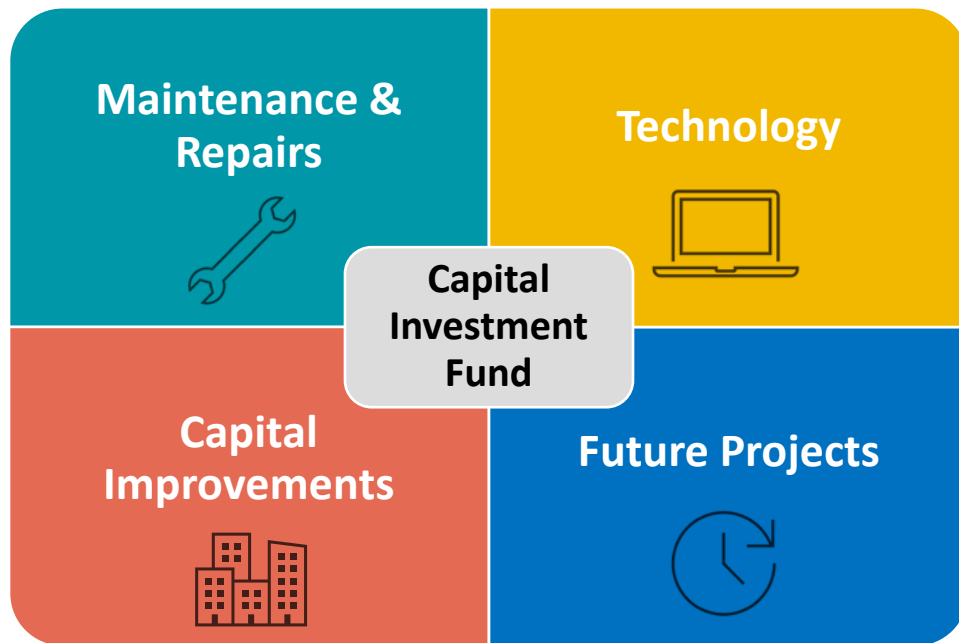
Capital Investment Fund

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.

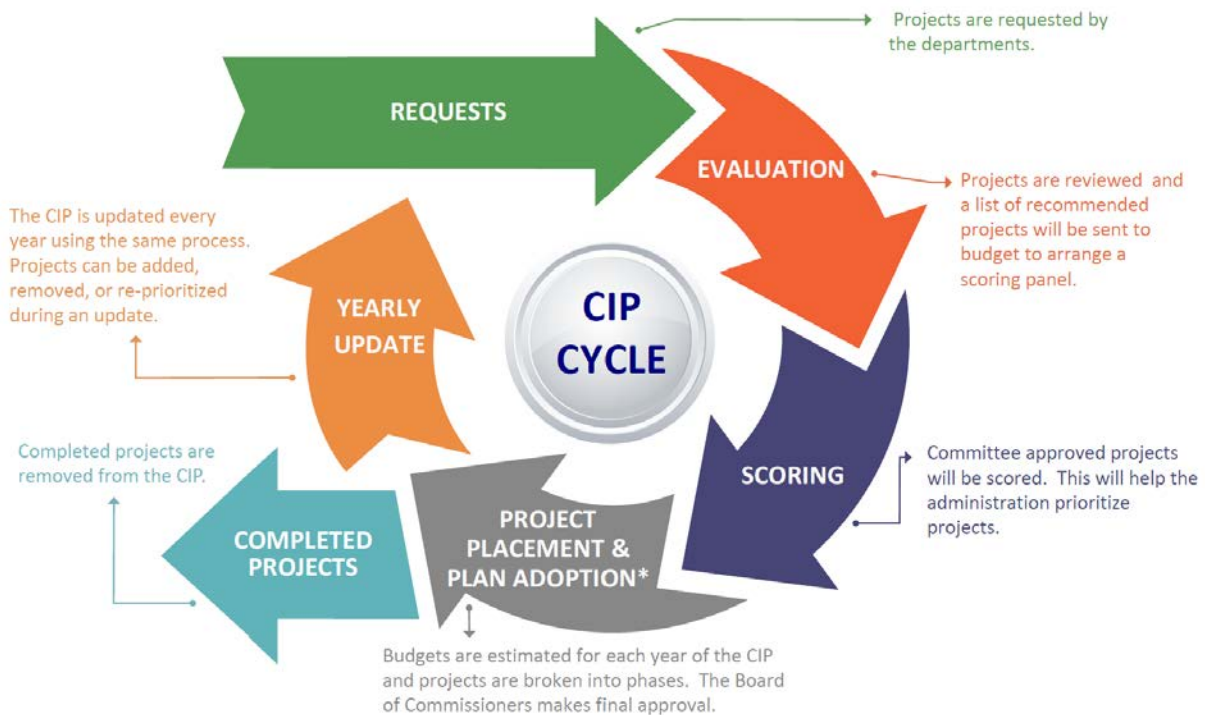


The Cumberland County Capital Improvement Plan (CIP) is a long-range plan for analysis and approval of proposed capital improvement projects that includes estimated project costs and funding sources the County expects to carry out over five years. Projects will be consistent with County priorities and address needs for maintenance and expansion of infrastructure and capital assets. While major maintenance can result in a capital request of its own, most maintenance and outlay for capital projects is budgeted within the annual operating budget of the department associated with the project.

A capital project is defined as construction, renovation, or demolition project, or acquisition of land or other assets, valued in excess of \$100,000, and with a useful life of at least five years. This includes significant capital maintenance projects and information technology projects. Improvements to or expansions of existing assets must increase appraised value or add to life expectancy to qualify as a capital project.

CAPITAL IMPROVEMENT PLAN (CIP): HOW IT WORKS

The CIP is designed as a multi-year capital plan to provide a transparent process for project evaluation, prioritization, funding, and construction.



Capital Improvement Plan

Capital Investment Fund

PRIORITY	LOCATION	TOTAL BY PROJECT	RECOMMENDED BY E&I	FY24	FY25	FY26	FY27	FY28
1	Judge E. Maurice Braswell Courthouse Fire Panel Replacement	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -
2	Judge E. Maurice Braswell Courthouse Cooling Tower Rebuilds	140,000	140,000	140,000	-	-	-	-
3	Law Enforcement Center Parking Deck	1,250,000	1,250,000	1,250,000	-	-	-	-
4	Animal Services Boiler Replacement	137,000	137,000	137,000	-	-	-	-
5	Historic Courthouse Elevator Modernization	280,000	280,000	280,000	-	-	-	-
6	Bradford Building Elevator Modernization (2)	560,000	560,000	560,000	-	-	-	-
7	Detention Center Wireless Pneumatic Controls	100,000	100,000	100,000	-	-	-	-
8	Community Corrections Center HVAC Replacement	50,000	100,000	50,000	-	-	-	-
9	Agri-Expo Cooperative Extension Roof Recovering	350,000	350,000	350,000	-	-	-	-
10	Detention Center Elevators Modernization (2)	560,000	560,000	560,000	-	-	-	-
11	County Facilities Security System Upgrades	275,000	700,000	275,000	-	-	-	-
12	Fuller Building HVAC Replacement	230,000	230,000	46,000	46,000	46,000	46,000	46,000
13	North Regional Library Wireless Pneumatic Controls	70,000	70,000	70,000	-	-	-	-
14	Hope Mills Library Wireless Pneumatic Controls	70,000	70,000	70,000	-	-	-	-
15	Wellness Building Heat Pump Replacements	200,000	200,000	50,000	50,000	50,000	50,000	-
16	Central Maintenance Facility Canopy Enclosure	420,000	420,000	420,000	-	-	-	-
17	County Facilities Parking Lot Repair/Resurfacing	125,000	125,000	25,000	25,000	25,000	25,000	25,000
18	Judge E. Maurice Braswell Courthouse Bathroom Updates	1,420,000	1,775,000	355,000	355,000	355,000	355,000	-
19	Judge E. Maurice Braswell Courthouse Interior Painting	500,000	600,000	100,000	100,000	100,000	100,000	100,000
20	Judge E. Maurice Braswell Courthouse Carpet Replacement	500,000	500,000	100,000	100,000	100,000	100,000	100,000

Capital Improvement Plan

Capital Investment Fund

PRIORITY	LOCATION	TOTAL BY PROJECT	RECOMMENDED BY E&I	FY24	FY25	FY26	FY27	FY28
21	Agri-Expo Cooperative Extension Office Elevator Modernization	370,000	370,000	-	370,000	-	-	-
22	Alphin House Driveway	10,000	10,000	-	-	-	10,000	-
23	Animal Services Air Handler Replacements (2)	120,000	120,000	-	120,000	-	-	-
24	Building Envelope Assessment County Facilities	350,000	350,000	-	350,000	-	-	-
25	Building Maintenance Facility Elevator Modernization	370,000	370,000	-	370,000	-	-	-
26	Fayetteville Area Convention & Visitors Bureau Elevator Modernization	370,000	370,000	-	370,000	-	-	-
27	County Facilities Replace Water Coolers	200,000	200,000	-	200,000	-	-	-
28	Detention Center Building Systems Review	65,000	65,000	-	65,000	-	-	-
29	Detention Center Warehouse Unit	95,000	95,000	-	-	95,000	-	-
30	Headquarters Library Elevator Modernization	275,000	275,000	-	275,000	-	-	-
31	Headquarters Library Facility Renovation Assessment	50,000	50,000	-	50,000	-	-	-
32	Health Department Elevators Modernization (3)	1,100,000	1,100,000	-	-	1,100,000	-	-
33	Judge E. Maurice Braswell Courthouse Building Systems Review	55,000	55,000	-	55,000	-	-	-
34	Judge E. Maurice Braswell Courthouse Busway Replacement	900,000	900,000	-	900,000	-	-	-
35	Judge E. Maurice Braswell Courthouse Window Replacement	1,500,000	1,500,000	-	-	-	1,500,000	-
36	Law Enforcement Center Basement Bathroom Improvements	355,000	355,000	-	355,000	-	-	-
37	Law Enforcement Center Building Systems Review	55,000	55,000	-	55,000	-	-	-
38	Law Enforcement Center First Floor Bathroom Improvements	250,000	250,000	-	250,000	-	-	-
39	Law Enforcement Center Second Floor Replace HVAC Air Duct System	300,000	300,000	-	300,000	-	-	-
40	Sheriff's Range K9 Training Facility	1,500,000	1,500,000	-	1,500,000	-	-	-
41	Veterans Services HVAC and Duct Replacement	365,000	365,000	-	-	365,000	-	-
Total CIP		\$ 16,392,000	\$ 17,322,000	\$ 5,438,000	\$ 6,261,000	\$ 2,236,000	\$ 2,186,000	\$ 271,000

Technology

Capital Investment Fund

One-time technology items are presented by the Chief Innovation & Technology Services Director to a panel representative of County Management and the Budget Division. The panel reviews and prioritizes the items. 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 FY2024	RECOMMENDED BUDGET FY2024
1	HP Laserjet Printers	Replacement printers for older equipment in Board of Elections.	\$ 38,893	\$ 38,893
2	Laptops	Refresh the laptops in Board of Elections that was last completed in June 2016.	135,000	135,000
3	Printers	Replacement of printers at One Stop Sites for Board of Elections.	6,075	6,075
4	Call Recording System	911 and radio recording system.	85,000	85,000
5	NovusAgenda Upgrade	Granicus is in the process of phasing out NovusAgenda software. The upgrade will provide better support.	45,000	45,000
6	Cisco Security Analytics and Logging	The security analytics and logging (sal) solution brings the best of perimeter-based protection and detection with the power of visibility, security analytics over the entire network and integration with our current Cisco Security products.	35,000	35,000
7	Laptop Refresh	To replace 30 laptops in the Sheriff's Office that are over 8 years old.	54,300	54,300
8	Desktop Refresh	To replace 50 desktops agency wide that are 7 years old in the Sheriff's Office.	72,000	72,000
9	BDA & DAS Replacement	Bi-Directional Amplifier and Distributed Antenna System (BDA & DAS) system helps ensure that first responders remain in contact with each other during an emergency. It also provides better cellular coverage for staff and patrons, creating a better customer experience. Current system at the Health Department is outdated and not functioning.	368,550	368,550
10	Toughbook Laptops	The request will fund the switch-out of all desktop computers in the Code Enforcement and Building Inspection Divisions to allow for field inspections.	55,000	55,000
11	Sound System for Historic Courthouse	The request is to replace the sound system in the historic courtroom. This includes the microphones, speakers, and all supporting equipment.	45,000	45,000
Total Technology			\$ 939,818	\$ 939,818

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	R/M/A	DEPARTMENT REQUEST		RECOMMENDED BUDGET FY2024
					FY2024	
1	Detention Center	Install 12kVA UPS battery back up system in HSA 118.	R	\$	82,107	\$ 100,000
2	Judge E. Maurice Braswell Courthouse	Replace rusting and degraded fire sprinkler couplings, valves, and heads throughout the facility.	M		20,000	20,000
3	Animal Services	Replace obsolete Simplex fire panel.	R		60,000	60,000
4	East Regional Library	Replace obsolete Simplex fire panel.	R		35,000	35,000
5	Spring Lake Family Resource Center	Replace obsolete Simplex fire panel.	R		35,000	35,000
6	Dept. Social Services	Install intercom and access system on ground floor where domestic violence victims seek assistance.	A		7,000	9,500
7	Dept. Social Services	Install 6' wooden privacy fence and gate for domestic violence shelter.	A		11,000	11,000
8	Law Enforcement Center	Install three security bollards on Dick Street sidewalk next to LEC.	A		5,000	8,200
9	Animal Services	Install UV filtration on air handlers to prevent spread of airborne viruses/bacteria.	A		20,000	20,000
10	Sheriff's Annex	Replace rotted wooden stairs leading from parking lot to facility.	R		25,000	25,000
11	Detention Center	Replace Veeder-Root controller, low voltage wiring, and conduit to underground fuel storage tank.	R		75,000	75,000
12	Judge E. Maurice Braswell Courthouse	Replace end of life water-source heat pumps.	R		90,000	90,000
13	Bradford Building	Replace building pump #1.	R		45,000	45,000
14	Cooperative Extension	Replace backflow preventer and install bypass.	R		45,000	45,000
15	Central Maintenance Facility	Replace two air compressors and install new electrical feed.	R		30,000	30,000
16	Bradford Building	Replace Federal Pacific electrical disconnects and panels in mechanical room.	R		25,000	25,000
17	Detention Center	Replace coiling Thermiser doors at the vehicle sallyport located at intake and booking.	R		62,347	75,000
18	Animal Services	Install trap interceptor in floor below washing machine drains to protect sewer main.	A		20,000	20,000
19	Judge E. Maurice Braswell Courthouse	Replace both sets of emergency exit doors on 1st floor.	R		80,000	80,000
20	Animal Services	Repair exterior building cladding that has corroded from animal urine.	M		10,000	20,000
21	Dept. Social Services	Replace laminate flooring throughout facility and repair subfloor as needed at the domestic violence shelter.	R		21,000	28,000
22	Historic Courthouse	Change three hallway water fountains to bottle filling stations with filters.	A		5,400	6,000
23	Judge E. Maurice Braswell Courthouse - Clerk of Courts	Widen entrance to bookkeeping for employees, security, and custodial staff.	A		12,000	12,000
24	Judge E. Maurice Braswell Courthouse - Clerk of Courts	Remove transaction counter and add four new workstations in Civil Room 107.	A		25,000	25,000
25	Judge E. Maurice Braswell Courthouse - Clerk of Courts	Reconfigure criminal district area for more effective flow of service and add five transaction counters to serve the public.	A		25,000	25,000
26	Public Health	Create new conference room where Webex Kit is installed in Environmental Health Section.	A		10,000	18,000
27	Sheriff's Annex	Install additional toilet in women's restroom.	A		5,000	5,000

Maintenance & Repairs

Capital Investment Fund

PRIORITY	LOCATION	DESCRIPTION/CATEGORY	R/M/A	DEPARTMENT REQUEST FY2024	RECOMMENDED BUDGET FY2024
28	Judge E. Maurice Braswell Courthouse	Install safety shields at all three entrances to the Courthouse to keep individuals out of the Courthouse until safety checks are complete.	A	50,000	-
29	Safe Landing Group Home	Replace frayed and damaged carpet throughout the house.	R	28,000	-
30	Judge E. Maurice Braswell Courthouse - Public Defender's office	Reconfigure front reception area.	R	15,000	-
31	Detention Center	Remove wall in fugitive's office.	R	35,000	-
32	Judge E. Maurice Braswell Courthouse	Repaint Courtrooms 3C, 3B, 4A, and 4B.	M	40,000	-
33	Judge E. Maurice Braswell Courthouse	Replace wallpaper in rooms 323 and 324.	R	10,000	-
34	Judge E. Maurice Braswell Courthouse	Replace carpet in courtroom 4B.	R	10,000	-
35	Judge E. Maurice Braswell Courthouse	Replace carpet throughout Superior Court Judge's office.	R	5,000	-
36	Animal Services	Replace two metal exterior doors due to wear and tear.	R	5,000	-
37	Bradford Building	Repair and repaint several offices, bathrooms, halls, interior doors, and trim.	M	15,000	-
38	Judge E. Maurice Braswell Courthouse	Replace carpet in Judge's chamber room 459 behind 4A.	R	5,000	-
39	Cooperative Extension	Replace flooring, paint walls, replace moldings, replace lighting with LEDs and upgrade speakers in the auditorium.	M	48,000	-
40	Judge E. Maurice Braswell Courthouse	Replace tile in bathroom in room 314.	R	4,000	-
41	Judge E. Maurice Braswell Courthouse	Repaint 5th floor elevator lobby and hallways.	M	25,000	-
42	Bradford Building	Replace carpet in 3rd and 4th floor breakrooms.	R	20,000	-
43	Bradford Building	Repaint all exterior doors and railings.	M	10,000	-
44	Law Enforcement Center	Paint interior walls of the entire facility.	M	50,000	-
45	Judge E. Maurice Braswell Courthouse - Public Defender's office	Replace outdated kitchen cabinets in breakroom.	R	15,000	-
46	Judge E. Maurice Braswell Courthouse	Install exhaust fans in Jury bathrooms for Courtroom 3B, 3C, 4A, and 4B.	A	2,500	-
47	Public Health	Replace flooring on 1st floor patient waiting areas approximately 7,800 square feet.	R	85,000	-
48	Law Enforcement Center	Pressure wash exterior of the entire facility.	M	25,000	-
49	Animal Services	Replace two metal signs in front of building.	R	2,000	-
50	Bradford Building	Paint railings in stairwells.	M	4,000	-
51	Historic Courthouse	Install irrigation system.	A	15,000	-
52	Fayetteville Area Convention & Visitors Bureau	Install irrigation system.	A	12,000	-
53	Emergency Services	Replace vinyl composite tile flooring in bathrooms with something more water resistant.	R	20,000	-
54	Veterans Services	Pressure wash exterior of the entire facility.	M	1,000	-
55	Bradford Building	Clean and repaint curbing and sidewalk around parking lot.	M	2,000	-
56	Cumberland Cemetery	Install new 6' pointed aluminum fence around entire perimeter.	A	80,000	-
57	Judge E. Maurice Braswell Courthouse	Install color-changing LEDs in front of building.	A	30,000	-
58	Veterans Services	Install flag-pole at front entrance.	A	850	-
Total Maintenance & Repairs				\$ 1,555,204	\$ 947,700

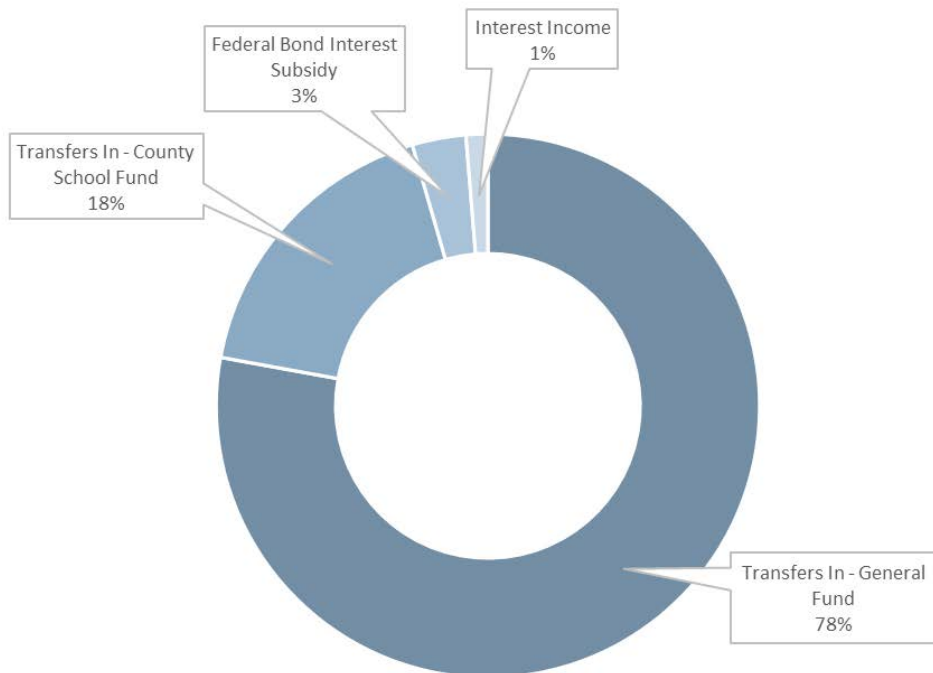
Revenues

Capital Investment Fund

Capital Investment Fund - Revenues:

CATEGORY	RECOMMENDED BUDGET FY2024
Transfers In - General Fund	\$18,676,356
Transfers In - County School Fund	4,236,119
Federal Bond Interest Subsidy	766,465
Interest Income	309,839
Total Capital Investment Fund	\$23,988,779

The Capital Investment Fund budget is balanced at **\$37,794,362** by the appropriation of \$13,805,583 of fund balance.

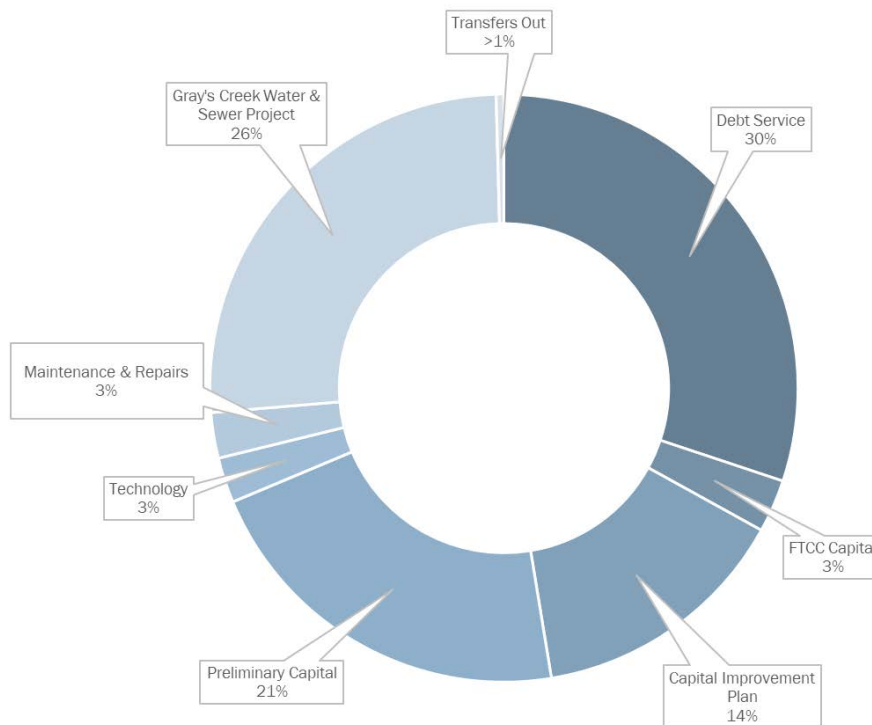


Expenditures

Capital Investment Fund

Capital Investment Fund - Expenditures:

CATEGORY	RECOMMENDED BUDGET FY2024
Debt Service	\$11,383,087
FTCC Capital	1,100,000
Capital Improvement Plan	5,438,000
Preliminary Capital	8,036,475
Technology	939,818
Maintenance & Repairs	947,700
Gray's Creek Water	9,788,782
Transfers Out	160,500
Total Capital Investment Fund	\$37,794,362



Debt Service Projections

Capital Investment Fund

Debt Service is an accounting function established to record retirement of the County's debt obligations. Costs associated with each type of debt (general obligation debt, lease purchase payments, and other long-term financing) include principal and interest payments as well as administrative cost associated with selling bonds. The following schedules detail debt service requirements, as well as anticipated General Fund debt service resulting from the Capital Improvement Program (CIP).

DEBT	FY2023 PROJECTIONS	FY2024 RECOMMENDED	FY2025 PROJECTED	FY2026 PROJECTED	FY2027 PROJECTED
Schools					
Qualified School Construction Bonds Series 2009	\$ 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	1,438,553	-
G.O. Refunding Series 2011	168,300	-	-	-	-
LOBS Refunding Series 2017 (New Century Elementary)	1,091,917	1,049,499	1,008,456	964,260	919,453
LOBS Refunding Series 2017 (Gray's Creek Middle School)	1,224,869	1,180,319	1,132,413	1,087,398	1,039,447
	<u>5,567,691</u>	<u>5,312,423</u>	<u>5,223,474</u>	<u>4,583,336</u>	<u>1,958,900</u>
Community College					
LOBS Series 2021 (Fire Training Center)	\$ 812,566	\$ 795,064	\$ 775,061	\$ 755,058	\$ 735,056
	<u>812,566</u>	<u>795,064</u>	<u>775,061</u>	<u>755,058</u>	<u>735,056</u>
Libraries					
LOBS Refunding Series 2017 (West Regional Branch)	\$ 336,733	\$ 323,651	\$ 310,994	\$ 297,365	\$ 283,547
	<u>336,733</u>	<u>323,651</u>	<u>310,994</u>	<u>297,365</u>	<u>283,547</u>
Emergency Operations Center					
LOBS Series 2021	\$ 901,709	\$ 882,286	\$ 860,089	\$ 837,892	\$ 815,695
	<u>901,709</u>	<u>882,286</u>	<u>860,089</u>	<u>837,892</u>	<u>815,695</u>
Detention Center					
LOBS Refunding Series 2019	\$ 1,753,913	\$ 1,713,258	\$ 1,036,639	\$ -	\$ -
	<u>1,753,913</u>	<u>1,713,258</u>	<u>1,036,639</u>	<u>-</u>	<u>-</u>
Public Health Facility					
LOBS Refunding Series 2017	\$ 1,476,431	\$ 1,422,731	\$ 1,364,987	\$ 1,310,727	\$ 1,252,928
	<u>1,476,431</u>	<u>1,422,731</u>	<u>1,364,987</u>	<u>1,310,727</u>	<u>1,252,928</u>
Capital Improvement Projects (CIP) Financing					
Installment Financing 2016	\$ 190,081	\$ 186,708	\$ -	\$ -	\$ -
LOBS Refunding Series 2019 (2017 CIP)	759,152	746,966	734,780	722,595	708,248
	<u>949,233</u>	<u>933,674</u>	<u>734,780</u>	<u>722,595</u>	<u>708,248</u>
Capital Investment Fund Debt Service	\$ 11,798,276	\$ 11,383,087	\$ 10,306,024	\$ 8,506,973	\$ 5,754,374

New Positions

Personnel

General Fund

DEPARTMENT	FT/PT	UNIT COST		REQUESTED		RECOMMENDED		
		SALARY	FRINGE BENEFITS	QTY	REQUEST	QTY	TOTAL	STATE OR FEDERAL FUNDING
Human Resources				1	\$ 52,335	0	\$ -	\$ -
Human Resources Associate	FT	\$ 33,849	\$ 18,486	1	52,335	0	\$ -	-
Sheriff's Office				3	\$ 149,733	0	\$ -	\$ -
Office Processing Assistant	FT	\$ 31,824	\$ 18,087	3	49,911	0	\$ -	-
Justice Services				1	\$ 55,334	0	\$ -	\$ -
Administrative Coordinator I	FT	\$ 35,434	\$ 19,900	1	55,334	0	\$ -	-
Veterans Services				1	\$ 56,305	0	\$ -	\$ -
Veterans Services Officer	FT	\$ 37,088	\$ 19,217	1	56,305	0	\$ -	-
Child Support				1	\$ 55,334	0	\$ -	\$ -
Child Support Agent I	FT	\$ 35,434	\$ 19,900	1	55,334	0	\$ -	-
Spring Lake Resource Center				1	\$ 50,897	1	\$ 50,897	\$ -
Custodian Crew Leader	FT	\$ 31,824	\$ 19,073	1	50,897	1	\$ 50,897	-
Planning Department				1	\$ 50,474	0	\$ -	\$ -
Senior Administrative Support Specialist	FT	\$ 32,330	\$ 18,144	1	50,474	0	\$ -	-
Total General Fund				9	\$ 470,412	1	\$ 50,897	\$ -

Total General Fund Net Cost: \$ 50,897

Other Funds

DEPARTMENT	FT/PT	UNIT COST		REQUESTED		RECOMMENDED		
		SALARY	FRINGE BENEFITS	QTY	REQUEST	QTY	TOTAL	STATE OR FEDERAL FUNDING
Pharmacy Services				1	\$ 58,523	0	\$ -	\$ -
Pharmacy Tech Admin Specialist	FT	\$ 38,840	\$ 19,683	1	58,523	0	\$ -	-
Total Pharmacy Services				1	\$ 58,523	0	\$ -	\$ -

Total Group Insurance Fund Net Cost: \$ -

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

DEPARTMENT	FT/PT	REQUESTED		Qty	RECOMMENDED	
		QTY	SALARY/BENEFITS		TOTAL	
Emergency Services		5	\$ -	5	\$ -	-
Telecommunicator On Call	PT	5	-	5	-	-
Health Department		1	\$ 60,487	1	\$ 60,487	60,487
Nutritionist I	FT	1	60,487	1	60,487	60,487
Library		3	\$ -	3	\$ -	-
PLA/ALA AIDE	PT	1	-	1	-	-
Librarian I	FT	1	-	1	-	-
Library Associate	FT	1	-	1	-	-
Department of Social Services		1	\$ 54,343	1	\$ 54,343	54,343
Administrative Assistant I	FT	1	54,343	1	54,343	54,343
Total General Fund		10	\$ 114,830	10	\$ 114,830	

Other Funds

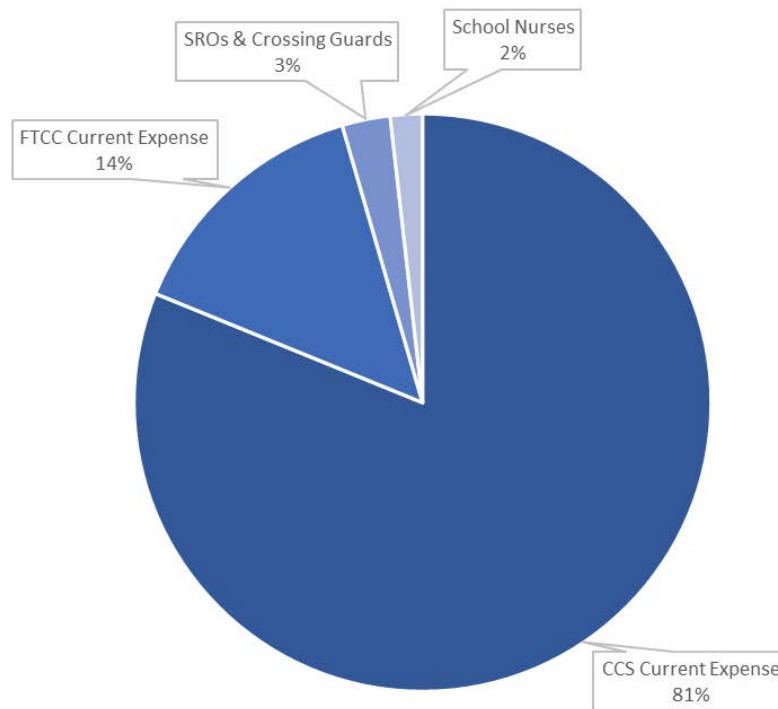
DEPARTMENT	FT/PT	REQUESTED		QTY	RECOMMENDED	
		QTY	SALARY/BENEFITS		TOTAL	
Comm Dev Block Grant Disaster Recov		2	\$ 114,198	2	\$ 114,198	114,198
Community Services Specialist	PT	1	64,284	1	64,284	64,284
Administrative Support Specialist	FT	1	49,914	1	49,914	49,914
Total Other Funds		2	\$ 114,198	2	\$ 114,198	

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.

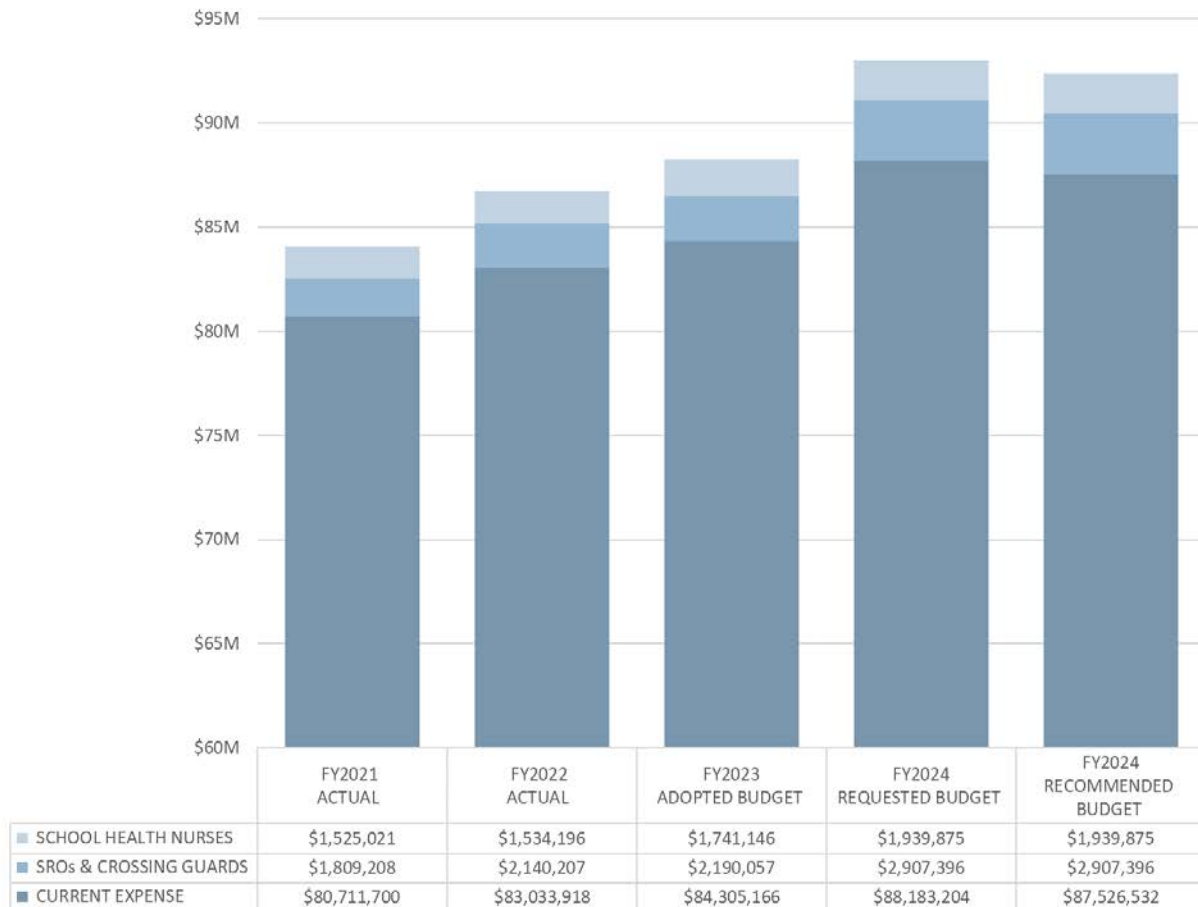
Cumberland County provides funding for the schools’ current expense to fund items such as teacher salaries, supplies and materials, computers, nutrition and transportation. Funding is allocated to both Cumberland County Schools and Fayetteville Technical Community College.

Fiscal Year 2024 Recommended Budget
General Fund Operating Costs for Education



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

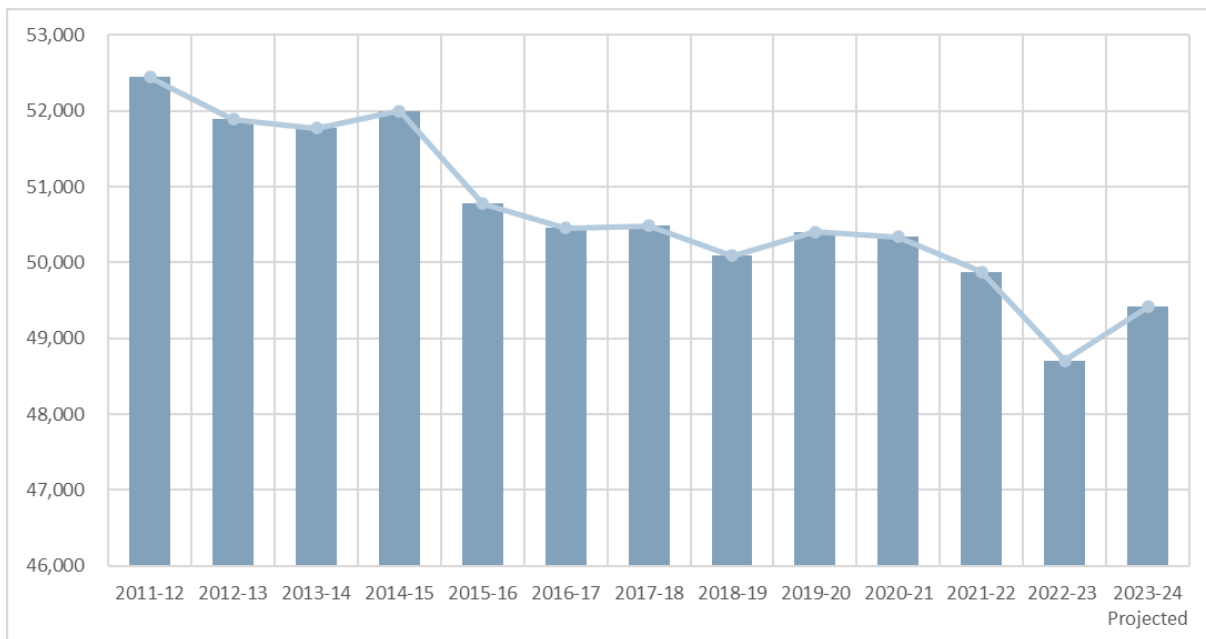
Fiscal Year 2024 Recommended Budget Funding for Cumberland County Public Schools



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.

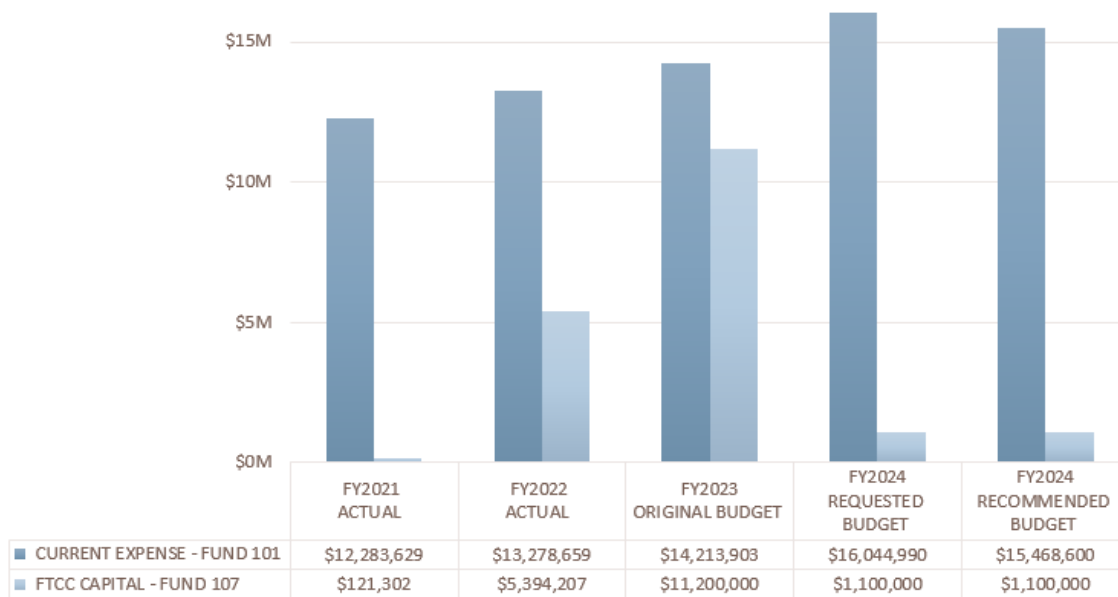
Per the Superintendent's Recommended 2023-2024 Budget, the projected enrollment for next year is 49,416.

Cumberland County Schools
Allotted ADM History



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

Fiscal Year 2024 Recommended Budget
Funding for Fayetteville Technical Community College



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 FY2021	ACTUAL FY2022	ADOPTED BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED BUDGET FY2024	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
Revenue						
School Special Sales Tax	\$ 15,404,720	\$ 17,541,238	\$ 1,260,218	\$ 18,851,713	\$ 1,049,499	-16.7%
School C.O. Category I	1,941	11,793	10,535,407	-	10,535,407	0.0%
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	3,349,297	3,281,839	3,256,990	3,846,100	3,186,620	-2.2%
Total Revenue	\$ 18,755,958	\$ 20,834,870	\$ 18,161,990	\$ 22,697,813	\$ 17,880,901	-1.5%
Expense						
School Special Sales Tax	\$ 1,705,800	\$ 1,646,694	\$ 1,260,218	\$ 1,260,218	\$ 1,049,499	-16.7%
School C.O. Category I	9,517,693	9,038,133	10,535,407	10,535,407	10,535,407	0.0%
School C.O. Category II	1,795,554	1,581,296	2,359,375	2,359,375	2,359,375	0.0%
School C.O. Category III	208,660	352,598	750,000	750,000	750,000	0.0%
School C.O. Lottery	3,248,818	3,281,839	3,256,990	3,846,100	3,186,620	-2.2%
Total Expense	\$ 16,476,524	\$ 15,900,560	\$ 18,161,990	\$ 18,751,100	\$ 17,880,901	-1.5%



CUMBERLAND COUNTY

NORTH CAROLINA

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Outside Agency Requests

Community Funding

The Fiscal Year 2024 Recommended Budget includes funding for the following non-profit agencies below:

AGENCY	ORIGINAL BUDGET FY2023	AGENCY REQUEST	RECOMMENDED BUDGET FY2024
Airborne & Special Operations Museum Foundation	\$ 170,000	\$ 200,000	\$ 170,000
The Arts Council of Fayetteville/Cumberland County, Inc.	35,000	68,000	35,000
Boys & Girls Club	10,000	100,000	10,000
Cape Fear Botanical Garden	5,646	38,965	5,646
Cape Fear Regional Bureau for Community Action	10,328	25,000	10,328
Cape Fear River Assembly	9,923	9,923	9,923
Child Advocacy Center	39,768	48,746	39,768
Cumberland County Coordinating Council on Older Adults	100,215	120,085	100,215
Cumberland County Veterans Council	7,000	8,675	7,000
Cumberland Healthnet	30,000	30,000	30,000
HIV Task Force	5,081	6,500	5,081
North Carolina Symphony Society	-	5,000	-
Salvation Army	29,750	59,000	29,750
Second Harvest Food Bank of Southeast NC	12,750	15,000	12,750
Teen Involvement Program	5,081	-	-
United Way 211	5,500	6,695	5,500
Vision Resource Center	10,000	15,000	10,000
Total Community Funding	\$ 486,042	\$ 756,589	\$ 480,961

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, Holidays on Hay...A Season of Light, 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.

Outside Agency Requests

Community Funding

Cape Fear Regional Bureau for Community Action

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

Cape Fear River Assembly

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

Child Advocacy Center

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

Cumberland County Coordinating Council on Older Adults

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

Cumberland County Veterans Council

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

Cumberland Healthnet

The mission of the Cumberland Healthnet is to provide access to holistic wraparound services and improve outcomes for individuals with health inequities. Their vision is optimal quality of life in the community.

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 mission of the Salvation Army is to provide 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.

Outside Agency Requests

Community Funding

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 Teen Involvement Program would like to thank the Board of Commissioners for their support over the years but have decided not to submit the request for funding for FY2024.

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 mission of the Vision Resource Center (VRC) is to enhance 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.





Solid Waste Management

Enterprise Funds

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.



Solid Waste Revenues

Enterprise Funds

Solid Waste Revenues

CATEGORY	ACTUAL FY2021	ACTUAL FY2022	ADOPTED BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED BUDGET FY2024	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
Solid Waste User Fee - Current	\$ 5,797,166	\$ 5,838,003	\$ 5,957,728	\$ 5,957,728	\$ 13,921,310	133.7%
Commercial Garbage Fee	3,465,506	3,544,086	3,800,000	4,165,349	4,775,000	25.7%
Other Taxes & Licenses	143,328	117,780	117,000	118,012	115,000	-1.7%
Federal Or State	513,208	1,755,983	640,000	822,644	1,689,105	163.9%
Charges & Services	710,453	1,205,752	1,645,000	1,124,924	1,605,000	-2.4%
Miscellaneous	332,444	132,253	110,000	534,934	213,700	94.3%
Transfers In	-	-	-	-	-	-
Subtotal	\$ 10,962,105	\$ 12,593,857	\$ 12,269,728	\$ 12,723,591	\$ 22,319,115	81.9%
Fund Balance Appropriated			3,567,439	-	4,900,622	
Total Solid Waste Fund	\$ 10,962,105	\$ 12,593,857	\$ 15,837,167	\$ 12,723,591	\$ 27,219,737	71.9%

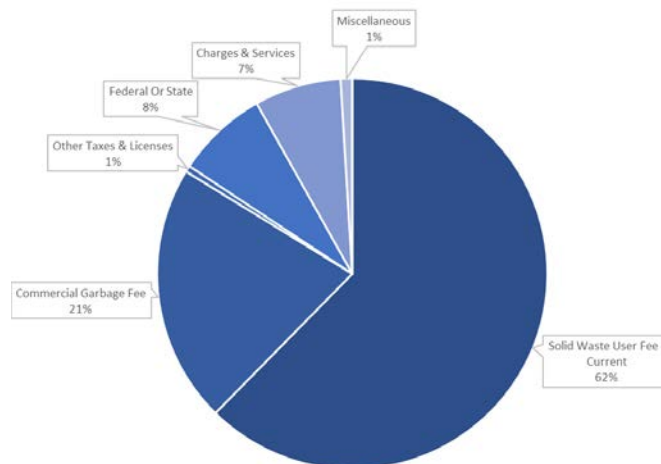
Notes on variances:

Solid Waste User Fee: The budget includes an increase in user fee revenue. The annual Solid Waste Fee charged to residential units is \$56 per year and the recommended budget includes an increase to \$130 per year. The \$74 increase will provide funding for current operational needs, construction of the transfer station, expected transfer costs to a regional landfill, major needed improvements to Wilkes Road and equipment replacement.

Commercial Garbage Fee: The budget includes a recommended increase in Municipal Solid Waste fees from per \$38/ton to \$40/ton.

Federal or State: The budget includes an increase of \$1,049,105, primarily due to new grants. Solid Waste received a \$183,950 Diesel Emission Reduction Act (DERA) grant from the North Carolina Department of Environmental Quality (DEQ) and a \$112,500 Building Resilient Infrastructure & Communities (BRIC) grant from FEMA for implementation of a Comprehensive Vegetation Waste Management plan. During FY23, Solid Waste received a Volkswagen Settlement Clean Heavy-Duty Equipment and Vehicle Program from North Carolina Department of Environment Quality in the amount of \$812,655..

Miscellaneous: Items that make up this category include environmental enforcement fines, violations, interest, etc. The \$103,700 increase in the FY2024 budget is due to the increase in the Environmental Enforcement of \$3,700 and interest income of \$100,000.



Solid Waste Expenditures

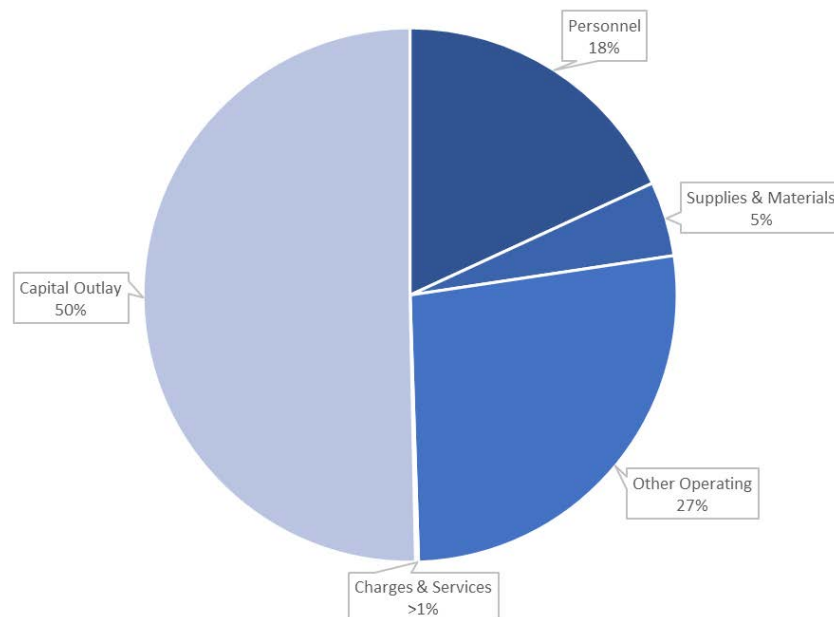
Enterprise Funds

Solid Waste Expenditures

CATEGORY	ACTUAL FY2021	ACTUAL FY2022	ADOPTED BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED BUDGET FY2024	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
Personnel	\$ 3,111,925	\$ 2,555,703	\$ 4,803,654	\$ 4,337,611	\$ 4,931,639	2.7%
Supplies & Materials	678,375	1,143,402	1,146,540	1,210,138	1,229,125	7.2%
Other Operating	7,077,317	8,877,606	6,941,973	5,694,027	7,310,486	5.3%
Charges & Services	41,238	36,904	60,000	25,000	50,000	-16.7%
Capital Outlay	-	-	2,885,000	2,979,625	13,698,487	374.8%
Transfers Out	-	-	-	-	-	-
Total Solid Waste Fund	\$ 10,908,856	\$ 12,613,615	\$ 15,837,167	\$ 14,246,401	\$ 27,219,737	71.9%

Notes on variances:

Capital Outlay: The budget includes an increase in capital outlay purchases including \$6M for a transfer station at the Ann Street location and \$1.2M for a grinder. Funding is also included for multiple vehicle and equipment purchases which are partially funded by grants and 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	(A) ADD (R) REPLACE	REQUESTED	
		QTY	COST
Solid Waste		7	\$ 1,164,655
Water Truck - Wilkes Road	A	1	100,000
Front End Loader	R	1	334,720
Grapple Truck	R	1	205,270
Box Truck	R	1	105,971
Rolloff Container	R	1	102,000
Fuel Truck	R	1	156,169
Service Truck	R	1	160,525
Total Solid Waste Fund		7	\$ 1,164,655

QTY	COST	RECOMMENDED	
		STATE OR FEDERAL FUNDING	
7	\$ 1,164,655	\$	962,655
1	100,000		-
1	334,720		334,720
1	205,270		205,270
1	105,971		105,971
1	102,000		-
1	156,169		156,169
1	160,525		160,525
7	\$ 1,164,655	\$	962,655

Total Net Cost: \$ 202,000

Capital Outlay

DEPARTMENT	(A) ADD (R) REPLACE	REQUESTED		
		QTY	UNIT COST	TOTAL COST
Solid Waste		9	\$ 4,633,832	\$ 4,633,832
Backhoe (Transfer Station)	A	1	167,000	167,000
Yard Spotter (Transfer Station)	A	1	125,000	125,000
Loader	A	1	923,000	923,000
Wheeled Excavator (Transfer Station)	A	1	345,000	345,000
Track Loader - DERA Grant to cover 25%	R	1	315,836	315,836
Trommel	A	1	568,000	568,000
D6T Bulldozer	R	1	570,000	570,000
Grinder	R	1	1,200,000	1,200,000
Grader - DERA Grant to cover 25%	R	1	419,996	419,996
Total Solid Waste Fund			\$ 4,633,832	

QTY	TOTAL COST	RECOMMENDED	
		STATE OR FEDERAL FUNDING	
9	\$ 4,633,832	\$	183,959
1	167,000		
1	125,000		
1	923,000		
1	345,000		
1	315,836		78,959
1	568,000		
1	570,000		
1	1,200,000		
1	419,996		105,000
9	\$ 4,633,832	\$	183,959

Total Net Cost: \$ 4,449,873

Capital Improvement Plan

LOCATION	TOTAL BY PROJECT	FY				STATE OR FEDERAL FUNDING
		FY24	FY25	FY26	FY27+	
Gas Collection System	\$ 1,500,000	\$ 700,000	\$ 700,000	\$ -	\$ 100,000	\$ -
Wilkes Road Vegetation Plan (BRIC Grant)	150,000	150,000	-	-	-	112,500
Landfill Road Improvements	400,000	-	100,000	200,000	100,000	-
Assembly Court Container Site	500,000	500,000	-	-	-	-
Convenience Center Site Improvements	400,000	200,000	100,000	100,000	-	-
Ann Street Environmental Campus Development	100,000	-	100,000	-	-	-
Landfill Expansion Evaluation and Pilot Studies	600,000	-	200,000	200,000	200,000	-
Gates/Fencing Wilkes Road	50,000	50,000	-	-	-	-
Access Roads for Compost Piles - Wilkes	300,000	300,000	-	-	-	-
Ann Street Transfer Station	6,000,000	6,000,000	-	-	-	-
Total Solid Waste CIP	\$ 10,000,000	\$ 7,900,000	\$ 1,200,000	\$ 500,000	\$ 400,000	\$ 112,500

Total Net Cost: \$ 7,787,500

Crown Center Summary

Enterprise Funds

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

The flagship venue of the Crown Center, 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.

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



Crown Center Fund Summary

Enterprise Funds

CATEGORY	ACTUAL FY2021	ACTUAL FY2022	ADOPTED BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED BUDGET FY2024	% CHANGE FROM PRIOR YEAR ADOPTED BUDGET
Crown Center - Revenue						
Federal Or State	\$ 434,670	\$ -	\$ -	\$ 9,173	\$ -	0.0%
Miscellaneous	16,337	4,229	-	58,400	35,000	0.0%
Transfers In	5,753,980	8,615,191	10,565,037	10,434,435	9,462,698	-10.4%
Total Revenue	\$ 6,204,986	\$ 8,619,420	\$ 10,565,037	\$ 10,502,008	\$ 9,497,698	-10.1%
Crown Center - Expense						
Operating	\$ 1,911,622	\$ 2,099,310	\$ 152,228	\$ 138,829	\$ 172,037	13.0%
Maintenance & Repairs	698,142	195,751	-	71,348	-	0.0%
Charges & Services	2,972,691	3,095,127	5,002,809	5,002,809	5,610,661	12.2%
Capital Outlay	-	166,229	5,410,000	921,634	3,715,000	-31.3%
Total Expense	\$ 5,582,455	\$ 5,556,417	\$ 10,565,037	\$ 6,134,620	\$ 9,497,698	-10.1%
Total Crown Center Fund	\$ 622,531	\$ 3,063,003	\$ -	\$ 4,367,388	\$ -	0.0%

Notes on variances:

Transfers In: The budget includes a decrease of \$1,102,339 due to a reduction in funding from the Food and Beverage Fund.

Operating: For FY2024, insurance and bonds is projected to increase by \$19,809.

Charges and Services: The budget includes an increase of \$607,852. This includes an increase in the Global Spectrum operating (\$527,359) and management (\$6,831) fees, the Global Incentives (\$13,662) and the Crown Event Center consulting expense (\$60,000).

Capital Outlay: The FY2023 budget included \$5,410,000 in the Capital Improvement Plan items. The FY2024 budget includes a reduced amount of \$3,715,000. The detail of the projects is shown in the Crown Center New Items.

Crown Center New Items

Enterprise Funds

Capital Investment Fund

PRIORITY	LOCATION	TOTAL BY PROJECT	RECOMMENDED BY E&I	FY24	FY25	FY26	FY27	FY28
1	Crown Replace Dry Pipe System	\$ 70,000	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -
2	Coliseum Loading Dock repairs	2,150,000	2,150,000	2,150,000	-	-	-	-
3	Coliseum Elevator Modernization	750,000	750,000	750,000	-	-	-	-
4	Expo Replace Folding Black Padded Chairs	100,000	100,000	100,000	-	-	-	-
5	Expo Replace Doors	100,000	100,000	100,000	-	-	-	-
6	Unidentified Capital Improvement Needs	500,000	500,000	100,000	100,000	100,000	100,000	100,000
7	Coliseum Riding Scrubbers for Floors	60,000	60,000	60,000	-	-	-	-
8	Coliseum Ballroom Replace Dance Floor	35,000	35,000	35,000	-	-	-	-
9	Crown Carpet Replacement	200,000	200,000	200,000	-	-	-	-
10	Crown Interior Painting	200,000	200,000	100,000	100,000	-	-	-
11	Parking Lot Light Pole Painting	50,000	50,000	50,000	-	-	-	-
12	Coliseum Bathrooms Remodel	250,000	250,000	-	250,000	-	-	-
13	Coliseum New Stage	150,000	150,000	-	150,000	-	-	-
14	Coliseum Replace Refrigerant Lines and Condenser Units	150,000	225,000	-	75,000	75,000	-	-
15	Crown Admin Offices/Box Office Renovation	200,000	200,000	-	200,000	-	-	-
16	Crown Ceiling Tile Replacement	300,000	300,000	-	-	100,000	100,000	100,000
17	Expo Chiller Replacement	400,000	400,000	-	400,000	-	-	-
18	Expo Generator Study	100,000	100,000	-	100,000	-	-	-
19	Expo Remodel Bathrooms	200,000	200,000	-	200,000	-	-	-
20	Expo Replace Air Walls	900,000	900,000	-	900,000	-	-	-
21	Expo Security Cameras	300,000	300,000	-	300,000	-	-	-
22	Landscaping and Irrigation Replacement	900,000	900,000	-	-	900,000	-	-
Total Crown CIP		\$ 8,065,000	\$ 8,140,000	\$ 3,715,000	\$ 2,775,000	\$ 1,175,000	\$ 200,000	\$ 200,000

Debt Service Projections

Enterprise Funds

Debt Service Projections

DEBT	FY2023 PROJECTIONS	FY2024 RECOMMENDED	FY2025 PROJECTED	FY2026 PROJECTED	FY2027 PROJECTED
Crown Complex					
LOBS Refunding Series 2019	\$ 4,266,207	\$ 4,174,316	\$ 2,891,394	\$ 934,229	\$ 915,679
Total Crown Complex	4,266,207	4,174,316	2,891,394	934,229	915,679
Water & Sewer Projects					
Overhills Park Water and Sewer Revenue Bonds 2018	\$ 52,529	\$ 53,018	\$ 52,483	\$ 52,948	\$ 53,397
NORCRESS	65,600	65,528	66,414	66,218	65,980
Southpoint Water	4,996	4,996	4,996	4,996	4,996
Total Water & Sewer Projects	123,125	123,542	123,893	124,162	124,373
Enterprise Funds Debt Service	\$ 4,389,332	\$ 4,297,858	\$ 3,015,287	\$ 1,058,391	\$ 1,040,052

Fee Changes

Enterprise Funds

Other Funds

DEPARTMENT/DESCRIPTION	CURRENT FEE FY2023	REQUESTED FEE CHANGE FY2024	RECOMMENDED FEE FY2024	NOTES
Solid Waste				
Construction & Demolition Rates	\$36 per ton	\$38 per ton	\$38 per ton	Operational expenses continue to increase and rate increases are needed to offset these costs.
MSW - Mix Rates	\$40 per ton	\$42 per ton	\$42 per ton	
MSW Rates	\$38 per ton	\$40 per ton	\$40 per ton	
Yard Waste Rate	\$18.50 per ton	\$22.50 per ton	\$22.50 per ton	
County Availability Fee	\$56.00	\$130.00	\$130.00	This proposed increase is to maintain long-term viability of the fund for expansion, construction of a transfer station, equipment replacement, closure and post closure care costs.



CUMBERLAND COUNTY

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Revenues

All Funds Summary

CATEGORY/FUND	ACTUAL FY2021	ACTUAL FY2022	ORIGINAL BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED FY2024
General Funds					
101 - General Fund	\$ 345,289,628	\$ 356,038,189	\$ 362,252,695	\$ 387,037,651	\$ 373,224,337
106 - County School Fund	18,755,958	20,834,870	18,161,990	22,697,813	17,880,901
107 - Capital Investment Fund	41,715,068	94,987,990	29,925,811	41,932,760	37,794,362
General Funds Total	\$ 405,760,654	\$ 471,861,049	\$ 410,340,496	\$ 451,668,224	\$ 428,899,600
Special Revenue Funds					
200 - Food And Beverage Fund	\$ 7,802,855	\$ 8,991,878	\$ 12,572,345	\$ 9,837,128	\$ 11,512,979
201 - Intergovernmental Fund	2,814,546	3,868,853	2,992,263	2,566,873	2,691,005
204 - Federal Drug Forfeiture Fund	435,386	296,094	250,075	257,950	247,500
205 - Federal Drug Justice Fund	26	8,147	25,000	19,625	29,500
206 - State Drug Forfeiture Fund	14,909	40,127	40,000	66,750	36,000
207 - Inmate Welfare Fund	450,887	499,880	574,800	468,778	377,994
210 - School Fines & Forfeitures Fund	16,750	14,600	16,500	23,000	16,500
215 - Injured Animal Fund	405	591	10,000	5,910	10,000
220 - Special Fire District Fund	11,496,386	11,523,802	11,603,074	11,890,603	12,050,274
241 - Innovative Court Program Fund	-	230,062	230,000	116,262	-
242 - Human Trafficking Worth Fund	-	225,130	100,000	1,203	-
243 - Stream Restoration Grant Fund	-	-	1,000,000	2,003,120	-
244 - SCIF Homeless Grant Fund	-	1,000,000	500,000	63,170	-
245 - Juvenile Crime Prevention Fund	1,915,616	2,122,677	2,162,554	2,194,286	2,614,546
247 - Linden Little River Park Fund	-	-	-	100,167	-
248 - Flea Hill Fund	15	85	-	772	-
250 - Recreation Fund	4,584,557	4,590,956	5,256,482	5,289,855	5,559,917
252 - Cumberland Industrial Center Sewer Fund	-	-	-	-	-
255 - Workforce Invest Oport Act Fund	3,854,212	-	-	-	-
256 - Senior Aides Fund	494,129	-	-	-	-
258 - Coronavirus Relief Fund	10,334,225	-	-	-	-
260 - Emergency Telephone System Fund	899,517	666,124	690,042	991,232	690,743
264 - CDBG-Disaster Recovery Fund	127,757	103,408	2,681,184	49,104	-
265 - County CD Fund	2,303,907	1,669,182	1,499,327	1,383,177	1,442,754
266 - CD Home Fund	1,218,923	193,792	3,723,738	525,895	3,869,667
267 - CD Support Housing Fund	249,072	334,690	644,473	367,556	668,889
269 - Emergency Rental Assist Fund	1,280	7,782,015	10,000,000	9,417,478	350,000
273 - MPO Admin Fund	-	-	537,987	284,578	603,389
274 - MPO Direct Attributable Fund	-	-	650,000	68,750	800,000
275 - Transit Planning Fund	55,999	75,106	271,418	76,752	146,332
276 - US DOT 104 Fund	308,079	494,787	567,875	425,328	668,950
277 - NC Elderly-Handi Transport Fund	697,002	794,252	1,577,153	1,107,773	1,359,623
280 - Representative Payee Fund	897,137	745,774	1,038,200	-	1,062,200
285 - Tourism Develop Authority Fund	6,565,569	8,232,704	8,976,047	8,143,928	8,976,047
Special Revenue Funds Total	\$ 57,539,146	\$ 54,504,716	\$ 70,190,537	\$ 57,747,003	\$ 55,784,809

Revenues

All Funds Summary

CATEGORY/FUND	ACTUAL FY2021	ACTUAL FY2022	ORIGINAL BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED FY2024
Permanent Fund					
510 - Cemetery Trust Fund	\$ 8,413	\$ 4,864	\$ 2,800	\$ 5,198	\$ 2,800
Permanent Fund Total	\$ 8,413	\$ 4,864	\$ 2,800	\$ 5,198	\$ 2,800
Enterprise Funds					
600 - Crown Center Fund	\$ 6,204,986	\$ 8,621,445	\$ 10,565,037	\$ 10,502,008	\$ 9,497,698
601 - Crown Motel Fund	1,606,887	2,015,528	2,195,752	1,990,595	2,194,971
602 - Crown Debt Service Fund	4,449,270	4,358,515	4,266,207	4,271,742	4,174,316
605 - Norcross Water And Sewer Fund	367,578	1,106,315	1,421,364	1,431,053	767,983
606 - Kelly Hills Water & Sewer Fund	94,655	99,995	114,658	105,412	117,947
607 - Southpoint Water & Sewer Fund	44,564	70,918	44,483	62,783	48,068
608 - Overhills Water & Sewer Fund	139,513	146,932	145,048	150,663	153,207
609 - Bragg Estates Water & Sewer Fund	50,000	124,114	-	82	-
625 - Solid Waste Fund	10,962,105	12,593,857	15,837,167	12,723,591	27,219,737
Enterprise Funds Total	\$ 23,919,558	\$ 29,137,619	\$ 34,589,716	\$ 31,237,929	\$ 44,173,927
Internal Service Funds					
800 - Workers Compensation Fund	\$ 2,036,701	\$ 2,093,228	\$ 2,167,513	\$ 2,242,923	2,575,595.00
801 - Group Insurance Fund	25,973,519	27,223,292	34,706,138	36,704,964	33,756,755.00
802 - Employee Benefit Fund	391,343	417,892	460,000	415,015	460,000.00
803 - Vehicle Insurance Fund	1,100,143	1,024,510	1,100,000	1,106,504	1,175,000.00
806 - General Litigation Fund	100,145	100,661	100,205	106,555	104,200.00
Internal Service Funds Total	\$ 29,601,851	\$ 30,859,583	\$ 38,533,856	\$ 40,575,961	\$ 38,071,550
Total All Funds	\$ 516,829,622	\$ 586,367,831	\$ 553,657,405	\$ 581,234,315	\$ 566,932,686

Expenditures

All Funds Summary

CATEGORY/FUND	ACTUAL FY2021	ACTUAL FY2022	ORIGINAL BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED FY2024
General Funds					
101 - General Fund	\$ 310,112,582	\$ 381,246,872	\$ 362,252,695	\$ 344,380,539	\$ 373,224,337
106 - County School Fund	16,476,524	15,900,560	18,161,990	18,751,100	17,880,901
107 - Capital Investment Fund	16,403,138	29,260,766	29,925,811	27,412,055	37,794,362
General Funds Total	\$ 342,992,244	\$ 426,408,198	\$ 410,340,496	\$ 390,543,694	\$ 428,899,600
Special Revenue Funds					
200 - Food And Beverage Fund	\$ 8,863,029	\$ 11,786,280	\$ 12,572,345	\$ 12,572,345	\$ 11,512,979
201 - Intergovernmental Fund	2,749,476	3,832,065	2,992,263	2,601,873	2,691,005
204 - Federal Drug Forfeiture Fund	138,347	66,804	250,075	289,945	247,500
205 - Federal Drug Justice Fund	57,580	14,395	25,000	19,625	29,500
206 - State Drug Forfeiture Fund	4,781	-	40,000	40,000	36,000
207 - Inmate Welfare Fund	275,801	252,263	574,800	468,778	377,994
210 - School Fines & Forfeitures Fund	16,650	14,600	16,500	23,000	16,500
215 - Injured Animal Fund	2,176	2,066	10,000	10,000	10,000
220 - Special Fire District Fund	10,891,244	11,118,446	11,603,074	11,800,872	12,050,274
241 - Innovative Court Program Fund	-	102,918	230,000	357,083	-
242 - Human Trafficking Worth Fund	-	8,430	100,000	291,570	-
243 - Stream Restoration Grant Fund	-	-	1,000,000	2,000,000	-
244 - SCIF Homeless Grant Fund	-	-	500,000	63,170	-
245 - Juvenile Crime Prevention Fund	1,916,023	2,127,643	2,162,554	2,192,347	2,614,546
247 - Linden Little River Park Fund	-	-	-	100,000	-
248 - Flea Hill Fund	-	-	-	-	-
250 - Recreation Fund	4,558,629	4,575,828	5,256,482	5,126,050	5,559,917
252 - Cumberland Industrial Center Sewer Fund	-	155,389	-	150,000	-
255 - Workforce Invest Opport Act Fund	3,344,216	-	-	-	-
256 - Senior Aides Fund	525,347	-	-	-	-
258 - Coronavirus Relief Fund	10,333,922	-	-	-	-
260 - Emergency Telephone System Fund	367,408	2,156,417	690,042	1,784,670	690,743
264 - CDBG-Disaster Recovery Fund	87,405	102,100	2,681,184	49,104	-
265 - County CD Fund	2,303,644	1,528,872	1,499,327	1,383,177	1,442,754
266 - CD Home Fund	171,169	310,426	3,723,738	525,895	3,869,667
267 - CD Support Housing Fund	220,152	318,192	644,473	367,556	668,889
269 - Emergency Rental Assist Fund	999	7,775,965	10,000,000	9,410,311	350,000
273 - MPO Admin Fund	-	-	537,987	393,217	603,389
274 - MPO Direct Attributable Fund	-	-	650,000	87,500	800,000
275 - Transit Planning Fund	55,999	75,106	271,418	92,500	146,332
276 - UD DOT 104 Fund	308,079	495,106	567,875	375,176	668,950
277 - NC Elderly-Handi Transport Fund	644,364	836,229	1,577,153	1,057,881	1,359,623
280 - Representative Payee Fund	931,494	766,908	1,038,200	-	1,062,200
285 - Tourism Develop Authority Fund	6,327,122	8,043,026	8,976,047	8,088,106	8,976,047
Special Revenue Funds Total	\$ 55,095,056	\$ 56,465,474	\$ 70,190,537	\$ 61,721,751	\$ 55,784,809

Expenditures

All Funds Summary

CATEGORY/FUND	ACTUAL FY2021	ACTUAL FY2022	ORIGINAL BUDGET FY2023	YEAR-END PROJECTION FY2023	RECOMMENDED FY2024
Permanent Fund					
510 - Cemetery Trust Fund	\$ 2,796	\$ 2,133	\$ 2,800	\$ 2,800	\$ 2,800
Permanent Fund Total	\$ 2,796	\$ 2,133	\$ 2,800	\$ 2,800	\$ 2,800
Enterprise Funds					
600 - Crown Center Fund	\$ 5,582,455	\$ 5,556,417	\$ 10,565,037	\$ 6,134,620	\$ 9,497,698
601 - Crown Motel Fund	1,398,071	3,752,879	2,195,752	2,195,752	2,194,971
602 - Crown Debt Service Fund	378,822	312,871	4,266,207	4,266,207	4,174,316
605 - Norcross Water And Sewer Fund	655,659	645,889	1,421,364	961,060	767,983
606 - Kelly Hills Water & Sewer Fund	99,996	93,367	114,658	40,369	117,947
607 - Southpoint Water & Sewer Fund	21,711	31,424	44,483	17,383	48,068
608 - Overhills Water & Sewer Fund	103,207	86,140	145,048	84,550	153,207
609 - Bragg Estates Water & Sewer Fund	320	-	-	-	-
625 - Solid Waste Fund	10,908,855	12,613,615	15,837,167	14,246,401	27,219,737
Enterprise Funds Total	\$ 19,149,096	\$ 23,092,602	\$ 34,589,716	\$ 27,946,342	\$ 44,173,927
Internal Service Funds					
800 - Workers Compensation Fund	\$ 1,241,632	\$ 1,047,106	\$ 2,167,513	\$ 2,191,138	\$ 2,575,595
801 - Group Insurance Fund	26,254,797	30,349,756	34,706,138	36,524,202	33,756,755
802 - Employee Benefit Fund	440,927	404,694	460,000	408,000	460,000
803 - Vehicle Insurance Fund	1,005,796	896,234	1,100,000	1,046,118	1,175,000
806 - General Litigation Fund	108,405	28,532	100,205	135,205	104,200
Internal Service Funds Total	\$ 29,051,557	\$ 32,726,322	\$ 38,533,856	\$ 40,304,663	\$ 38,071,550
Total All Funds	\$ 446,290,749	\$ 538,694,729	\$ 553,657,405	\$ 520,519,250	\$ 566,932,686

Capital Outlay

All Funds Summary

Other Funds

DEPARTMENT	(A) ADD (R) REPLACE	QTY	REQUESTED			RECOMMENDED	
			UNIT COST	TOTAL COST		QTY	TOTAL COST
Federal Drug Forfeiture		5	\$ 122,500	\$ 122,500		5	\$ 122,500
Surveillance Equipment	A	1	25,000	25,000		1	25,000
Fitness Equipment for Training Center Cadets	A	1	20,000	20,000		1	20,000
Taser Replacements	R	1	15,000	15,000		1	15,000
Tru Narc-Narcotics Analyzer	A	1	32,500	32,500		1	32,500
Replacement Rifles	R	1	30,000	30,000		1	30,000
Inmate Canteen		4	\$ 98,500	\$ 98,500		4	\$ 98,500
Laundry Equipment	R	1	30,000	30,000		1	30,000
Kitchen Equipment	R	1	50,000	50,000		1	50,000
Exhaust Fan	R	1	8,500	8,500		1	8,500
Surveillance Equipment	R	1	10,000	10,000		1	10,000
Parks and Recreation		1	\$ 1,063,715	\$ 1,063,715		1	\$ 1,063,715
Parks and Recreation Projects	A	1	1,063,715	1,063,715		1	1,063,715
Total Other Funds				\$ 1,284,715		10	\$ 1,284,715



CUMBERLAND COUNTY

NORTH CAROLINA

Together, we can.

Acronyms and Glossary

Reference

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
CDDPH – 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.

Acronyms and Glossary

Reference

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

EKG – Electrocardiogram

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

Acronyms and Glossary

Reference

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

ICC – International Code Council

ICPC – Interstate Compact on Placement of Children

IS ERP – Information Services Enterprise Resource Planning

ITS – Innovation and Technology Services

IUD – Intrauterine Device

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

Acronyms and Glossary

Reference

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

Acronyms and Glossary

Reference

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

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