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CUMBERLAND
★ COUNTY ★
NORTH CAROLINA

BOARD OF COMMISSIONERS

CANDICE WHITE
Clerk to the Board

KELLIE BEAM
Deputy Clerk

MEMORANDUM

TO: Finance Committee Members (Commissioners Council, Edge, Keefe, Lancaster)
FROM: Candice H. White, Clerk to the Board
DATE: December 31, 2015
SUBJECT: Finance Committee Meeting – Thursday, January 7, 2016

There will be a regular meeting of the Finance Committee on Thursday, January 7, 2016 at 9:30 AM in Room 564 of the Cumberland County Courthouse located at 117 Dick Street, Fayetteville, NC.

AGENDA

1. Election of Finance Committee Chairman (**No Materials**)
2. Approval of Minutes – November 5, 2015 Finance Committee Meeting (**Pg. 2**)
3. Consideration of Intergovernmental Support Agreement Between Cumberland County and Fort Bragg for Animal Control Services (**Pg.10**)
4. Consideration of Social Services Budget Revision Reallocating Funding for Overtime and Expansion of Time Limited Positions (**Pg. 28**)
5. Consideration of Internal Audit Plan (**Pg. 31**)
6. Monthly Financial Report (**Pg. 34**)
7. Other Matters of Business (**No Materials**)

cc: Board of Commissioners
County Administration
Vicki Evans, Finance Director
Tammy Gillis, Director of Internal Audit and Wellness Services
County Legal
County Department Head(s)
Sunshine List

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CUMBERLAND COUNTY FINANCE COMMITTEE
COURTHOUSE, 117 DICK STREET, 5TH FLOOR, ROOM 564
NOVEMBER 5, 2015 - 10:30 AM
MINUTES

MEMBERS PRESENT: Commissioner Marshall Faircloth, Chairman
Commissioner Larry Lancaster

MEMBERS ABSENT: Commissioner Jeannette Council

OTHER COMMISSIONERS
PRESENT:

Chairman Kenneth Edge
Commissioner Jimmy Keefe

OTHERS:

Amy Cannon, County Manager
James Lawson, Deputy County Manager
Tracy Jackson, Assistant County Manager
Rick Moorefield, County Attorney
Vicki Evans, Finance Director
Claudia Sievers, Public Information Office
Keith Todd, Chief Information Services Director
Jeffrey Brown, Engineering and Infrastructure Director
Sylvia McLean, Cumberland County Community Development
Director
Dee Taylor, Cumberland County Community Development
Victor Sharpe, City of Fayetteville Community Development
Director
Adolph Thomas, City of Fayetteville Community Development
Kellie Beam, Deputy Clerk to the Board
Press

Commissioner Faircloth called the meeting to order.

1. APPROVAL OF MINUTES – OCTOBER 1, 2015 REGULAR MEETING

MOTION: Commissioner Lancaster moved to approve the October 1, 2015 regular meeting minutes.

SECOND: Commissioner Faircloth

VOTE: UNANIMOUS (2-0)

2. CONSIDERATION OF APPROVAL OF JOINT CITY/COUNTY HOMELESSNESS INITIATIVE

BACKGROUND:

Cumberland County and the City of Fayetteville have adopted strategic plans to address homelessness and both governing bodies have indicated that working cooperatively to end

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homelessness in our community is a key priority. The joint staffs have developed an Interlocal Agreement between the City and County and propose to fill two new positions: 1) a Homeless Coordinator and 2) a Data & Evaluation Analyst both to be assigned to the Cumberland County Community Development Department. The County and City collectively have contributed \$150,000 in FY16 for this endeavor (\$100,000 from the County and \$50,000 from the City). It is estimated that approximately \$63,777.00 will be utilized for salaries and benefits for the remainder of FY16, \$9,000 has been committed to the Homeless Information System needed for compiling data about the homeless, and the remaining \$77,223.00 will be utilized to fill gaps in services for rapid re-housing and preventing homelessness. Approving an interlocal agreement and hiring two homelessness specialists will serve as the starting point for what follows in terms of expanding programs and services for the homeless.

RECOMMENDATION/PROPOSED ACTION:

Staff recommends approval of the following to address homelessness in Cumberland County and the City of Fayetteville:

- Interlocal Agreement
- Homeless Coordinator and Data Evaluation Analyst Positions
- Budget Revision

STRATEGY TO REDUCE HOMELESSNESS OCTOBER 21, 2015

Specific HMIS-Related Activities Involving the Homeless Coordinator and Data & Evaluation Analyst (Local System Administrator)

The main purpose of having a Homeless Coordinator and Data & Evaluation Analyst is to oversee and implement activities that meet the community’s objectives for addressing homelessness. These personnel will monitor the progress in the community by using various tools and reports primarily from the Homeless Management Information System (HMIS). HMIS is a local information technology system used to collect client-level information and data on the provision of housing and services to homeless individuals and families and people at risk of homelessness. Each Continuum of Care (CoC) is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards and for monitoring the data quality. Many CoCs across the nation have utilized this system to:

1. **Measure** the success of their community’s implementation of the performance measures
2. **Assess** the cost effectiveness of various programs or interventions
3. **Assess** capacity, manage staff, allocate resources or prepare budgets and reports
4. **Research** for more resources
5. **Prevent** homelessness by identifying where the homeless come from and who is most likely to become homeless
6. **Measure** outcomes by assessing the impact of service and housing interventions on meeting immediate needs and the long-term goal of ending homelessness

Suggested Steps to Address City/County Strategic Plan on Homelessness

1) Personnel – Coordination, Oversight, and Data Management

- Hire a Homeless Coordinator to implement strategic plan initiatives and data-driven solutions addressing and reducing homelessness through collaboration with local governments and the local CoC; oversee HMIS and evaluate the performance outcomes of agencies and services addressing homelessness; identify and coordinate with various agencies the availability of resources for homeless persons.
- Hire a Data & Evaluation Analyst to manage and analyze data from HMIS to ensure data and reporting accuracy; generate data-driven reports on the activities reported by various agencies; assist with the coordinated intake assessment system; coordinate and disseminate system information to assist in assessing overall performance outcomes of the programs and agencies serving the homeless.
- The proposed positions will be under the authority of the County and under the supervision of Cumberland County Community Development Department.

2) Increase available local funding for homeless services/housing

- Provide financial stability for local homeless initiatives in order to eliminate potential gaps in services by accessing local resources targeted for prevention and rapid-housing of families and individuals at risk, or actually homeless, who do not meet HUD’s definition of homelessness with incomes at or below 80%. This effort can have an immediate and positive impact on preventing and/or reducing long term homelessness for individuals and families.
- Assess available properties for acquisition and renovation to provide additional affordable housing that addresses the lack of affordable housing for low and very low income residents.

What Can HMIS Tell Us?

How many people are homeless in the community;

Who are the homeless;

Where are people receiving housing and services;

Where did people stay prior to seeking shelter and services;

The capacity of the programs that are serving the homeless.

Benefits of HMIS

Decrease in duplicative intakes

Coordinated scope of care

Identify needs and gaps in services

Provides client an outline for program completion

Coordinate services, internally among agency programs, and externally with other providers which can decrease in duplicative intakes

Providers can develop individualized goal plans and track clients’ outcomes

Support coordinated case management

Prepare financial and programmatic reports for funders, boards, and other stakeholders

Ability to measure performance of programs

Improve agency effectiveness through tracking client outcomes

Coordinate services, internally among agency programs, and externally with other providers

Support coordinated Case Management

Prepare financial and programmatic reports for funders, boards, and other stakeholders

Ability to measure performance of programs

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- Increase understanding of the extent and scope of homelessness
- Identify service gaps (i.e. are the services available meeting the needs of clients)
- Inform systems design and policy decisions
- Ability to measure the performance of the community system to prevent and end homelessness
- Develop a forum for addressing community-wide issues
- Provide data for the CoC's plan to reduce Homelessness (available services, service gaps, shelter beds, demographics, and many more)
- Serve as a tool to coordinate services, track utilization and cost
- Evaluate program effectiveness and program outcomes
- Identify at-risk populations and prevent homelessness
- Plan services and programs appropriately to address local needs
- Comply with HUD's mandate to continue to receive funding
- HMIS can be used to check on sheltered populations
- Compare PIT count with information on HMIS data
- Verify missing or incorrect data

NORTH CAROLINA

INTERLOCAL AGREEMENT BETWEEN
CUMBERLAND COUNTY AND THE CITY
OF FAYETTEVILLE TO ADDRESS
HOMELESSNESS

CUMBERLAND COUNTY

Approved by the Cumberland County Board of Commissioners _____
Approved by the Fayetteville City Council _____

This interlocal agreement is made pursuant to Article 20, Chapter 160A of the General Statutes of North Carolina by and between Cumberland County, a body corporate and politic and a political subdivision of the State of North Carolina, and the City of Fayetteville, a municipal corporation existing under the laws of the State of North Carolina.

WITNESSETH:

Whereas, the parties have funded programs and services to address homelessness by their respective community development agencies for a number of years; and

Whereas, the parties desire to establish a partnership that addresses homelessness through the formation of an advisory committee, appropriate programs and services, and the hiring of two new personnel, a Homeless Coordinator and a Data & Evaluation Analyst, to be jointly funded by the parties and assigned to the Cumberland County Community Development Department.

Now therefore, in consideration of the mutual covenants set forth herein, and pursuant to the specific authority granted to them by Article 20, Chapter 160A of the General Statutes of North Carolina, the parties agree as follows:

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(1) The purpose of this agreement is for the parties to jointly undertake the provision of community-wide programs and services that address homelessness (the “undertaking”).

(2) The duration of the agreement shall be for so long as the parties conduct activities pursuant to the undertaking.

(3) The undertaking shall be directed by a committee to be designated the Homeless Initiatives Committee. The committee shall consist of the County Manager or designee, the County’s Governmental Affairs Officer, the City Manager or designee, the Chairman of the Cumberland County Continuum of Care (CoC), the City and County Community Development Directors, and the Homeless Coordinator will meet regularly to coordinate and develop strategies to address homelessness through community-wide programs and services.

(4) Any new personnel necessary to the execution of the undertaking shall be employees of Cumberland County and shall be assigned to the County’s Community Development Department under the supervision of the Community Development Director for Cumberland County.

(5) The parties will jointly fund the new personnel and associated programs and services in a sufficient amount to cover all the costs necessary to the execution of the undertaking in accordance with the budgets approved by the parties’ governing boards.

(6) This agreement may be amended at any time by the execution of an amendment approved by the governing boards of both parties.

(7) This agreement may be terminated at the end of any fiscal year by the vote of either governing board with written notice of such termination being given to the other governing board at least sixty (60) days prior to the date of termination.

This interlocal agreement has been approved by the governing board of each party and entered into the minutes of the meeting at which such action was taken as indicated above.

Amy Cannon, County Manager, stated Cumberland County and the City of Fayetteville have adopted strategic plans to address homelessness and both governing bodies have indicated that working cooperatively to end homelessness in the community is a key priority. Ms. Cannon introduced attendees representing the City and the County Community Development departments. Tracy Jackson, Assistant County Manager, reviewed the background information and recommendation/proposed action as recorded above. Mr. Jackson reviewed an intake referral form and stated the form is key to the Homeless Information System needed for compiling data about the homeless. Mr. Jackson stated it will track the status of the homeless as it relates to such things as housing, mental health, physical health, social situation, potential for substance abuse and available finances.

Chairman Edge inquired regarding a timeline. Ms. Cannon stated if the committee and Board approve the recommendation, the recruitment process can begin immediately. Commissioner Keefe asked whether next year’s budget would contain a double commitment. Ms. Cannon stated the \$77,000 depends on what goals are set for the upcoming year with regard to the services and two positions. Commissioner Faircloth stated the Fayetteville-Cumberland Liaison Committee had substantial discussions about this initiative, it will be an effort towards a census of the homeless in the community and will make a difference with those it can.

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- MOTION: Commissioner Lancaster moved to approve staff recommendations as recorded above.
- SECOND: Commissioner Faircloth
- VOTE: UNANIMOUS (2-0)

Victor Sharpe, Fayetteville Community Development Director, stated it is important to move forward in the most expeditious way in terms of helping the community's homeless population. Mr. Sharpe stated the interlocal agreement will need to be approved by the Fayetteville City Council and will be placed on the next possible agenda.

Commissioner Keefe inquired regarding the number of homeless that have been identified. Mr. Sharpe stated the total number identified is 563 which is broken down into categories such as the chronic homeless and veterans. Mr. Sharpe stated a comparison was done with other cities and Fayetteville is pretty much in line based on its population. Mr. Sharpe stated the intake form, the process and the two positions to keep things coordinated will put Fayetteville ahead of other cities.

3. UPDATE ON THE COUNTY'S BUSINESS INTELLIGENCE INITIATIVE

Ms. Cannon stated during the FY2015-2016, a new philosophy was embraced to look at the County's business processes, to identify ways to operate more efficiently, effectively and also to reduce costs. Ms. Cannon stated County Administration has worked closely with Keith Todd, Chief Information Services Director, who is present to provide an update on the County's business intelligence initiative. Ms. Cannon stated Mr. Todd will return to the Finance Committee in December 2015 or January 2016 to present information about the first review completed by the IS Enterprise Solutions Division.

Mr. Todd stated earlier in the year, the IS Department was reorganized to have a heavier focus on enterprise solutions and business intelligence and business information in order to have a more holistic approach and better understand the County's business needs and requirements. Mr. Todd stated the role of the IS Enterprise Solutions Division is to focus on enterprise solutions which include enterprise systems and our business information initiatives. Mr. Todd stated this division establishes a proactive, strategic, forward thinking direction that drives enterprise development. Mr. Todd stated the goal is to think on the enterprise level and this begins by understanding the business. Mr. Todd stated the goal since establishing this division was first and foremost to fully staff the division.

Mr. Todd provided the following presentation:

The Role of the IS Enterprise Solutions Division

Current Progress

- The hiring process began in July and the Business Analyst positions were filled as of October 5, 2015. We now have a completely staffed Enterprise Solutions Division to fully concentrate on Business Intelligence initiatives.

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- While interviewing for these positions, IS were able to complete the Business Intelligence framework/approach to facilitate the business process reviews and management. This includes a standardized strategy with templates from initiation of the business process review to completion of the business process improvement/monitoring.
- The Business Analysts have been familiarizing themselves with the organization and with our established Business Intelligence framework/approach.
- The business process review, which involves a standardized template, for our Veteran Services department is underway and we are preparing to begin with two other larger departments within the next few weeks.

Mr. Todd stated IS expects to have a feasibility study with findings, solutions and recommendations to bring back to the Finance Committee in December 2015 or January 2016.

Mr. Todd continued his presentation:

PROCESS MANAGEMENT LIFE CYCLE

- Process Planning and Strategy
 - Analysis of Business Processes
 - Design and Modeling of Business Processes
 - Process Implementation
 - Process Monitoring and Controlling
 - Process Refinement
1. Partner with the business units through a series of engagements to identify areas of inefficiency and pain points. Identify and capture baseline measures of the current state of the process.
 2. Analyze current state process against identified issues, concerns, and pain points. Look for areas of inefficiency and opportunities. Document the findings.
 3. New design or model will include Value Stream Mapping, Flowchart, BPMN, Value-add vs. waste. Feasibility Study with recommendations.
 4. Develop and execute the approved processes or solutions. Provide clear steps for implementing recommendations. Follow PM Framework. Training on new processes or solutions, SOP.
 5. Review and evaluate takes the process improvement effort full circle to look at whether the process is meeting goals and objectives and whether additional improvements and/or analysis may be needed.

Mr. Todd stated following a review of other local government entities, there are similar intelligence frameworks and stated Cumberland County's will be somewhat different because of the process management life cycle rather than a process improvement life cycle. Mr. Todd stated success depends on whether the process improvement process is on time and under budget and whether it meets the expectations of the business unit. Mr. Todd stated the proposal is to take this to the next level to monitor processes which will determine whether what has been implemented continues to meet the expectations of the business unit and key performance measures that were identified early in the analysis process or whether additional improvements and/or analysis may be needed.

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Mr. Todd concluded his presentation as follows:

CONCLUSION

- Enterprise Solutions Division fully staffed.
- Established Business Intelligence framework/approach.
- The Business Process Review for Veterans Services is underway with Feasibility Study recommendations expected by the end of November.
- Creating actionable next steps for other departments.

Chairman Edge asked to have staff of the IS Enterprise Solutions Division introduced to the Board. Ms. Cannon stated there was a meeting with the County's Leadership Team in June and she challenged them to identify some efficiencies on their own. Ms. Cannon stated she felt County Administration needed to start the process and it was felt that the mailroom's two full time positions were not being utilized to their abilities or fully challenged. Ms. Cannon stated the Print Shop was also having to turn away jobs because of the lack of staffing that was needed. Ms. Cannon stated as a result, those two divisions were merged and an additional printer was purchased to give the Print Shop additional capabilities. Ms. Cannon stated the benefits of that merger are already being seen. Ms. Cannon provided examples of some of the savings. Ms. Cannon stated the space previously occupied by the mail room will be occupied by Public Information.

Commissioner Keefe encouraged Mr. Todd to talk with citizens to get their input on what would make things easier for them so the County can become more efficient. Mr. Todd stated opportunities are being explored in Veterans Services to find out to engage veterans early on to include website information and other alternatives. Chairman Edge suggested involving the Clerk of Court's office in order to share the positive things that come out of the process and also share with the media in order to let citizens know County government is trying to be more efficient. Commissioner Keefe suggested working on efficiencies with the phone system.

4. OTHER MATTERS OF BUSINESS

Ms. Cannon stated the monthly financial report will be emailed at a later date.

There being no further business, the meeting adjourned at 10:05 a.m.

RICKEY L. MOOREFIELD
County Attorney



PHYLLIS P. JONES
Assistant County Attorney

ROBERT A. HASTY, JR.
Assistant County Attorney

OFFICE OF THE COUNTY ATTORNEY

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MEMO FOR THE JANUARY 7, 2016, FINANCE COMMITTEE AGENDA

TO: FINANCE COMMITTEE MEMBERS
FROM: ROB HASTY, ASSISTANT COUNTY ATTORNEY *RAH*
THROUGH: AMY H. CANNON, COUNTY MANAGER
DATE: DECEMBER 30, 2015
SUBJECT: INTERGOVERNMENTAL SUPPORT AGREEMENT BETWEEN
CUMBERLAND COUNTY AND FORT BRAGG FOR ANIMAL
CONTROL SERVICES

Requested by: Amy Cannon, County Manager

Presenter(s): Rob Hasty, Assistant County Attorney; Dr. John Lauby, Animal Control
Department Director; Tracy Jackson, Assistant County Manager

Estimate of Committee Time Needed: 10 minutes

BACKGROUND: Fort Bragg is seeking to enter into an Intergovernmental Support Agreement (IGSA) with Cumberland County for the provision of Animal Control services on post. Federal law authorizes the Department of Defense to enter into an IGSA on a sole-source basis with a state or local government in order to receive installation support services.

The attached agreement was developed after several meetings between Fort Bragg and County officials to discuss services, costs and procedures. Greg Jackson, the Housing Division Chief with the Directorate of Public Works at Fort Bragg, will be in attendance to answer any questions.

RECOMMENDATION/PROPOSED ACTION: Recommend approval of the Intergovernmental Support Agreement for Animal Control services on Fort Bragg to the full Board of Commissioners at the January 19, 2016, meeting.

INTERGOVERNMENTAL SUPPORT AGREEMENT (IGSA)

BETWEEN THE

UNITED STATES

AND

CUMBERLAND COUNTY, NC

FORT BRAGG ANIMAL CONTROL SERVICES

ORDER # BRAG-IGSA-16-

This is an Intergovernmental Support Agreement (hereafter referred to as the IGSA or Agreement) between the United States and Cumberland County, NC (hereafter COUNTY is used for brevity throughout this model) is entered into pursuant to federal law codified at 10 USC 2679. The statute authorizes the Secretary of the Army to enter into an IGSA on a sole-source basis with a state or local government to receive installation support and services. The Secretary of the Army has delegated authority to IGSA Agreements Officers (hereafter Agreements Officer) to execute agreements on behalf of the United States.

The purpose of this IGSA is to outline the roles and responsibilities of the parties, identify the services to be furnished by the COUNTY, the prices to be paid by the United States, and the appropriate reimbursement and quality control procedures. The parties undertake this Agreement in order to provide services, supplies or construction to the United States, to achieve cost savings for the Department of the Army, and to provide additional revenues to local governments and their work forces.

RESPONSIBILITIES OF THE PARTIES:

The COUNTY shall perform the installation support services as stated in this IGSA. The term "installation support services" only includes services, supplies, resources and support typically provided by a local government for its own needs and without regard to whether such services, supplies resources, and support are provided to its residents generally, except that the term does not include security guard or firefighting services.

This is a non-personal services agreement. Each party is responsible for all costs of its personnel including pay, benefits, support and travel. Each party is responsible for supervision or management of its personnel.

The tasks, duties and responsibilities set forth in this IGSA may not be interpreted or implemented in any manner that results in COUNTY personnel creating or modifying federal policy, obligating appropriated funds of the United States, or overseeing the work of federal employees. Under no circumstances, shall COUNTY employees or contractors be deemed federal employees. If the COUNTY shall provide services through a contract, the contract must be awarded through competitive procedures. (This requirement does not apply to collective bargaining agreements between the

COUNTY and its employees.) Employees of the United States may not perform services for or on behalf of the COUNTY without the approval of the Agreements Officer.

SUMMARY OF SERVICES AND PRICE:

In consideration for the services to be provided by the COUNTY, the United States agrees to pay the COUNTY in accordance with the following amounts:

[1st year: Services

Service	Quantity	Unit	Unit Price	Total
Non-productive Dispatch	673	EA	\$96.00	\$64,608
Productive Dispatch	673	EA	\$223.00	\$150,079
Surrendered Animals to Cumberland County Facility	226	EA	\$30.00	\$6,780
10 Day Quarantine (Partial 7 Days)	Owner, if known is responsible for this cost	EA	\$120.00	

*Note: Totals are based on historical estimates. Actual services performed will be submitted via monthly invoice utilizing unit prices above.

TERM OF AGREEMENT:

The term of this Agreement shall be for one year from the execution of the Agreement by the Agreements Officer, and renewable for successive one year periods for 4 additional years. The United States shall only be obligated for only one year of performance under the agreement, as it has no authority to obligate additional periods of performance without appropriation of adequate funds by the Congress. The United States shall only be obligated for an additional year of performance upon receipt of such funds, and only upon written notice by the Agreement Officer of an intent to award the option for an additional year of performance. The Agreements Officer shall provide notice of the renewal of the IGSA at least 10 days prior to the expiration of the current performance period. The Agreements Officer may condition the renewal upon availability of funds, and may suspend performance of the renewed period at no additional cost to the United States, until adequate funds have been received. If funds are not received, the parties agree that the Agreement can be unilaterally terminated by the Agreements Officer without further liability to the United States.

PAYMENT: The United States shall pay the COUNTY for services based upon satisfactory completion of services on a monthly basis. Payment shall be based for services provided as set forth in this Agreement. The COUNTY shall not include any State or Local taxes in the prices it charges the United States unless approved by the Agreements Officer in advance. The County shall electronically submit invoices or payment requests to the Government’s Coordination Representative (CR) and the Agreements Officer. The Agreements Officer will not authorize payment unless all billed services have

been satisfactorily completed, and may reduce the amount(s) billed for unsatisfactory or partial performance, or for other reasons specified in this Agreement.

The Government will make payment in accordance with the Prompt Payment Act (31 USC 3903) and implementing regulations. Interest shall be paid for late payments as required by the Act, and shall be paid at the rate established by the Secretary of the Treasury for disputes under the Contract Disputes Act of 1978.

Payment will be made by the CR through the General Fund Enterprise Business System (GFEBs). Rates may only be adjusted upon 90 days written notice to the CR and the Agreements Officer. If the CR or his representative disagree, the parties shall discuss the proposed rates, changes in the services, or other modifications to Agreement. Modifications to prices in the Agreement must be reduced to writing and approved and incorporated into the Agreement by the Agreements Officer.

OPEN COMMUNICATIONS AND QUALITY CONTROL: The Parties shall identify and present any issues and concerns that could potentially impede successful performance of the IGSA in a timely and professional manner. The COUNTY shall maintain a quality control plan to ensure all work is completed within the specified timelines and quality standards specified in the Agreement. After its execution, an initial joint meeting of the Parties will be conducted to discuss the terms of the IGSA. The initial meeting shall also discuss orientation of the COUNTY and its employees to work areas on the installation as well a phase-in plan to permit the orderly transition of responsibilities for performance of the services by the COUNTY.

INSPECTION OF SERVICES: The COUNTY will only tender services and goods in conformance with the IGSA. The Fort Bragg Garrison Commander shall appoint a CR who will be responsible for inspecting all services performed. The COUNTY will be notified of the identity of the CR and his alternate, and of any changes. If services are performed outside the installation, the CR shall be granted access to areas where services are performed. The CR shall have the right to inspect and test all services; inspections and tests to be conducted in a manner that will not unduly delay the performance of work.

If the CR determines that services do not conform to the requirements in Agreement, the CR can require the COUNTY to perform the services again, in whole or in part, at no additional cost to the government. Alternately, the CR can reduce the price to be paid for services to reflect the reduced value of the services to be performed. If the services cannot be corrected by re-performance, the CR can reduce the billed price to reflect the reduced value of the services to be performed. The CR may alternately, in his sole discretion, waive price reductions or re-performance of services. Such waivers shall not constitute a waiver of requirements in the IGSA unless approved in writing by the Agreements Officer.

If the COUNTY is unable to perform any of the services due to an occurrence beyond the reasonable control of the parties, such as Acts of God, unusually severe weather, or government activities on the installation which impede the COUNTY's performance, the County shall promptly notify the CR.

In those rare instances in which the COUNTY fails to re-perform services or abandons performance, the United States may perform or contract for performance of the services and charge those costs to the COUNTY. Except in an emergency, the United States will not exercise this authority without providing prior notice to the POC designated by the COUNTY to allow for amicable resolution of issues between the parties. If services are deemed to be deficient and cannot be corrected to the satisfaction of the CR,

the Agreements Officer may terminate the IGSA immediately. Such termination shall not become effective without prior notice and consultation with the COUNTY POC identified in this agreement.

TERMINATION: The IGSA may be terminated by mutual written agreement at any time. Except as otherwise specified in this agreement, either party can unilaterally terminate this IGSA upon 180 days written notice to the POCs designated in this Agreement.

The United States reserves the right to terminate this agreement for its convenience at any time. When notified by the Agreements Officer of the termination, the COUNTY shall immediately stop all work. The government will pay the COUNTY a percentage of the agreed price reflecting the percentage of work performed to the notice. The COUNTY shall not be paid for any work performed or costs incurred which reasonably could have been avoided.

SUSPENSION OF AGREEMENT: The United States reserves the right to suspend performance of the agreement or access to the installation in event of emergencies, mobilizations, national security reasons, or for other reasons outside the control of the United States.

APPLICABLE LAW: The IGSA is subject to the law and regulations of the United States. If any federal statute expressly prescribes policies or requirements that differ from the terms and conditions of this IGSA, the provisions of the statute shall govern.

CLAIMS AND DISPUTES: The parties shall use their best efforts to resolve any disagreement or disputes they may have regarding this Agreement. To minimize disputes, the parties will meet periodically, preferably on a monthly basis, to discuss performance and any other issues they may have. The CR shall represent the Government in such meetings.

If the parties are unable to resolve an issue, the CR or the COUNTY may submit a claim arising out of the Agreement to the Agreements Officer for a final decision. The written submission must specify the nature and basis for the relief requested and include all data that supports the claim, and may designate a COUNTY representative to discuss the claim and its resolution. The Agreements Officer shall issue a final decision within 90 days of receipt of each claim. The parties agree to the above procedures in lieu of litigation in any forum.

If the COUNTY is dissatisfied with the Agreements Officer's decision, it may appeal the matter to the installation commander and must specify the basis of its disagreement. The installation commander or his designee shall issue a final determination on the matter within 60 days of receipt of the appeal. The final determination shall be reduced to writing and provided to the POCs specified in this agreement. All final determinations that result in the payment of additional funds to the COUNTY must be coordinated with the Agreements Officer.

As part of its appeal, the COUNTY may request alternate disputes resolution (ADR) to resolve disputes; the Government may agree to use of ADR in its sole discretion. If ADR procedures are employed, the installation commander shall consider the findings and recommendations of the third party mediator(s) in making his final determination.

NOTICES, POINTS OF CONTACT (POCs), ANNUAL REVIEWS, AND AMENDMENTS TO THE IGSA: The POCs for issues pertaining to this IGSA are as follows:

For the United States, the CR or his designated representative.

For the COUNTY: The Animal Control Director and Governmental Affairs Officer

Unless otherwise specified, all notices under this Agree shall be provided to the POCs specified above.

The POCs and a management official at least one level above the POCs as well as the IGSA Agreements Officer shall meet annually to discuss the IGSA, and consider any amendments to the Agreement.

Any party can propose amendments at any time. All amendments must be reduced to writing and incorporated by amendment to Agreement by the Agreements Officer in order to be effective.

DUTY TO PROTECT GOVERNMENT PROPERTY ON THE INSTALLATION: The COUNTY shall conduct a visit of the installation with the CR prior to performance to satisfy itself of the general and local conditions existing on the installation to include sites where services will be performed. The COUNTY shall prepare an accident avoidance plan and plan to protect Government property on the installation. The County shall take measures to protect and not damage any property of the United States during performance of services. Should the COUNTY damage such property, the COUNTY may replace the item or restore it to its prior condition at its own cost or reimburse the United States for such costs. If the County does not take measures to replace or restore, the United States reserves the right to deduct replacement or restoration costs from amounts billed by the COUNTY each month. The CR shall provide written notice of the Government's intent to offset costs against billings to allow the parties to resolve the matter amicably. Such resolution can include a schedule for payments to cover the loss or restoration of Government property over the term of the current period of performance.

CONTINUITY OF SERVICES: The County recognizes that the services under this Agreement are vital to the United States and must be continued without interruption, and performed even in event of a dispute between the parties. Should the United States terminate this Agreement for any reason, the County agrees to furnish phase-in training to any successor contractor and exercise its best efforts and cooperation to effect an orderly and efficient transition of services.

WAGES AND LABOR LAW PROVISIONS: These provisions apply to the COUNTY and any contractor performing services under this IGSA on behalf of the COUNTY. The COUNTY shall be exempt from federal labor statutes, provided it pays its employees at wage grades or rates normally paid by the COUNTY, and complies with all applicable COUNTY labor laws and standards. In no event, however, shall any employee be paid at wage rate below the minimum wage established in the Fair Labor Standards Act. The COUNTY shall comply with all applicable federal, state and local occupational safety and health requirements and standards. If the COUNTY has knowledge that any actual or potential labor dispute by its employees may delay or threaten to delay performance of the contract, the COUNTY shall immediately notify the CR and the Agreements Officer. The COUNTY shall provide timely updates until the dispute is resolved.

NON-DISCRIMINATION AND SEXUAL ASSAULT/HARASSMENT: This provision applies to COUNTY and its contractors. The COUNTY agrees not to discriminate against any employee based upon race, color, religion, sex, national origin, or sexual orientation, or to allow any employee to engage in discriminatory practices or conduct while performing work under this IGSA. The COUNTY shall not permit employees which engage in sexual assault, sexual harassment or trafficking to perform services under this IGSA. The COUNTY shall not engage in age discrimination, and shall comply with the Americans with

Disabilities Act with respect to the hiring and accommodation of employees performing services under this IGSA.

TRANSFERABILITY: This Agreement is not transferable except with the written authorization of the Agreements Officer.

ACTIONS OF DESIGNEES: Any act described in the IGSA to be performed by an individual or official can be performed of the designee of such individual or official, with the exception of the Agreements Officer.

Signatures and dates of signatures of the parties:

FOR THE UNITED STATES:

FOR CUMBERLAND COUNTY:

BRETT T. FUNCK
COLONEL, U.S. ARMY
GARRISON COMMANDER

MARSHALL FAIRCLOTH
Chairman, Board of Commissioners

Date

Date

ATTACHMENT 1: PERFORMANCE WORK STATEMENT

Scope. Provide animal control services on the Fort Bragg cantonment area to protect the health, safety, and harmonious coexistence of personnel, their family members, and their animals on this installation. Animal control services will ensure that stray animals are controlled on the installation to prevent damage to government property and affect mission accomplishment.

1. Basic Services.

1.1 The COUNTY shall on “request for services”, proceed to the specified area on the Fort Bragg cantonment area and portion of training areas located within the boundaries of Cumberland County, NC which includes all housing areas except Linden Oaks, which is located in Harnett County. The COUNTY shall impound all domestic animals observed as a stray animal as dispatched for. The COUNTY shall transport live captured domestic animals to the Cumberland County Animal Control Shelter or any other premises operated by another entity with which the COUNTY contracts for such purposes. Personnel who are directly involved in capturing and impounding domestic animals will maintain communications with the Fort Bragg Provost Marshal Office via cellular telephone. The key word is “domestic” as all urban wild life is the responsibility of the DPW Wildlife Branch. The COUNTY will not be responsible for removing and/or disposing of dead animals found on Fort Bragg.

1.2 The COUNTY shall be dispatched for a request for service on Fort Bragg by the Fort Bragg Directorate of Emergency Services Integrated 911 Center (FB 911) when domestic animal control issues arise. The COUNTY shall be available to receive and respond to “request for service” 24 hours per day, 7 days a week to include weekends and holidays.

2. STRAY AND FERAL ANIMALS

2.1. During a request for service, the COUNTY shall impound, in a humane manner, all stray domestic and feral animals and transport them to the COUNTY Animal Control Facility.

2.2. The COUNTY shall receive telephonic calls from the FB 911 center to impound domestic animals that have been observed or reported as a stray or feral animal. The COUNTY shall proceed to the specified location according to the call priority standards stated in section 5. of this document. All stray and feral animals captured will be taken to the COUNTY Animal Shelter or any designated facility operated by COUNTY for the purpose of sheltering animals.

2.3. An Animal Control Officer (ACO), upon receiving any animal for impoundment, shall record the description, breed, color, sex, and microchip of the animal and the date and time of impoundment. If the animal is microchipped or if the owner is known, the officer shall enter the name and address of the owner or the microchip number on the impoundment records. If the animal is microchipped and the owner is unknown, the Animal Control Department shall telephone the appropriate microchip company (<http://www.petmicrochiplookup.org/> or see attachment). If the owner is identified, the Animal Control Department will contact the owner. If unsuccessful in attempting to telephone the owner, the ACO will notify the Fort Bragg Veterinary Technician on call (910)988-8002.

2.4. Unless the animal is reclaimed within 72 hours after entering the shelter, Sundays and federal and COUNTY-observed holidays excluded, the animal may be adopted or humanely disposed of by the Department's shelter. Attempts to contact the owner will be recorded on the impoundment record and a copy provided to the Fort Bragg Veterinary office.

2.5. Animals that are reclaimed and reside on Fort Bragg property must meet the requirements of the Fort Bragg Regulation 40-5 before returning to housing. This is done at the owner's expense.

Requirements for dogs: microchip; up to date rabies, distemper, hepatitis, parainfluenza, and parvovirus (DHPP) vaccines; heartworm test annually, on current heartworm preventive; annual fecal exam for intestinal parasites.

Requirements for cats: microchip; up to date rabies, rhinotracheitis, calicivirus, and panleukopenia (FVRCP) vaccines; outdoor cats up to date on feline leukemia (FeLV) vaccine; annual exam for intestinal parasites.

2.6. Any animal which comes into possession of the Department's shelter which is seriously injured, sick or exhibiting symptoms of contagious disease shall be humanely euthanized by the shelter personnel without waiting for the 72 expiration period in which such animal may be placed for adoption. Provided, however, that before such sick, diseased or injured animal is euthanized, the shelter personnel shall contact the animal's owner, if known, to determine the disposition of such animal. If the owner indicates that the animal will be reclaimed, but fails to reclaim the animal within two days of such notification, or if the owner of such animal is not known, the sick or injured animal shall be euthanized by the shelter personnel. The shelter supervisor shall keep a record of such animal, to include breed and sex of the animal, when the animal came into possession of the shelter, the type of injury, disease or sickness of such animal, the date the animal was euthanized, and any other information relevant to the health, condition and description of such animal. Upon observation that a domestic animal, which has been impounded, displays signs of injury, illness, or any other trauma that indicates the domestic animal is in need of immediate medical attention, the COUNTY shall immediately notify the Fort Bragg Animal Health Technician at (910-396-9120).

2.7. If in the course of investigating, apprehending or otherwise taking custody of a potentially dangerous domestic animal, or a domestic animal as to which there is reasonable suspicion to believe is potentially dangerous, such animal is not securely restrained and an ACO or a military law enforcement officer has reasonable cause to believe the animal poses an imminent risk of serious physical injury or death to any person or domestic animal, said officer shall have authority to render such domestic animal

immobile by means of tranquilizers or other safe drugs or, if that is not safely or timely possible under the circumstances, then the officer may humanely dispose of said domestic animal.

2.8. Upon being notified of an area being frequented by stray domestic animals, the COUNTY after exhausting all available capture measures and methods except trapping shall coordinate with DES and DPW to place traps that are specifically designed for the humane capture of domestic animals. DPW pest control shall check all traps at least twice a day to ensure that no trapped animal is subject to extreme weather conditions, lack of food/water, or any adverse conditions that could cause harm or injury to the trapped animal. DPW pest control will be responsible for restocking the trap with fresh food. Wild animals that are captured in traps will be released in the woods by DPW wildlife. Upon capture of a stray domestic animal in a trap, ACO will be notified to collect and transport to COUNTY Animal Shelter.

3. QUARANTINE PROCEDURES / ANIMALS INVOLVED IN BITES

3. Stray animals involved in bites to humans or other animals will be quarantined for 10 days from the initial bite incident. Determination of where the animal will be quarantined rest with the VETCEN. Stray animals whose owner cannot be identified will be taken to County Animal Shelter and become the property of County and are counted as a productive capture.

3.1 Owned animals, in the custody of their owner, involved in a bite or scratch to a human must be presented to the VETCEN by the owner within one business day following the incident to receive an initial quarantine examination. It is the Installation veterinarian's discretion to authorize a 10 day home quarantine or 10 day quarantine at the COUNTY animal control center.

3.2. Owned animals authorized home quarantine will be released to the owner following the initial quarantine examination and confined to their own home and yard. Animals under quarantine should have no contact with outside animals. These pets should not be taken to dog parks, boarding facilities, groomers, or other places where they can contact outside animals. At the end of the ten day quarantine, the animal must be presented to the VETCEN for a follow-up examination and will be released to the owner depending on the results of the examination.

3.3 Owned animals on Fort Bragg property involved in a bite or scratch to a human or another animal that are not granted in-home quarantine will be transported by the owner or COUNTY ACO to COUNTY animal control center to be quarantined. Animals transported by owner must be accompanied by a referral memorandum for record (MFR) from VETCEN. This quarantine will be at the expense of the owner. Animals will receive an initial examination upon entering quarantine. Animals will be confined to an isolated area away from other animals. At the end of the 10 day quarantine, the animal will be examined again and may be released to the owner depending on the results of the examination. All fees associated with the examination, vaccination, and care of quarantined animals will be at the expense of the owner.

4. Surrender of Pets by Owners.

4.1 The COUNTY may accept the surrender of pets by their owners subject to the availability of space in the shelter. Only owners residing in Fort Bragg family housing are eligible to surrender pets under this

IGSA. The COUNTY will verify the owners' residency based on presentation of a signed MFR from VETCEN before accepting any animals. After the three working day holding period, impounded animals surrendered by owners that have not been reclaimed shall be placed for adoption or otherwise disposed of in a humane manner and as required by law. A healthy animal may be retained for an additional period for the purpose of adoption or transferred to an approved local animal adoption or rescue agency at no additional cost to United States.

5. CALL PRIORITY

Priority 1 (Purple) Need an ACO to respond to this call NOW

Person in Danger

Aggressive Animal (currently charging or loose, dangerous dog at large)

Assist Law Enforcement or another ACO

Possible Rabies Exposure (pet fought with raccoon, etc.)

Animal Bites (Including AOA)

Severely Injured or Sick Animal (HBC, bleeding, broken bones, etc.)

Animal on School Property during school hours Extreme or Gross Cruelty/Neglect (close to death, no shelter in freezing temps, being beaten, inside hot car)

Priority 2 (Gold) Need an ACO to go ASAP

Animal Bites (24 hrs or older)

Neglect (suspect animal may be in danger)

Animal on Business Property

Animal on Animal Attack (24 hours or older)

Injured or Sick Animal, not severe

Priority 3 (Green) Need ACO to Complete by End of Shift

Stray Confined Bite Follow Ups

Animal in Trap (personal or CCAC trap) Check Conditions

Animal on Animal Attack(over 48 hours old) Abandonments

Selling or giving away animals on public property Stray Open Yard

Priority 4 or 5 (Black) Normal Routine Calls to be Completed **no more than 24 hrs after request**

Advise Leash Law, Check tags, tethering, barking Stray Roams

Recheck conditions

Owner Surrenders

Trap Requests

Deliveries/ Fueling/CMF/Transporting Animals

ATTACHMENT 2: GENERAL PROVISIONS

COUNTY FURNISHED PROPERTY:

The COUNTY shall furnish all facilities, vehicles, equipment, tools, fuels, materials, dog and cat food and supplies necessary to accomplish all services required by this PWS. The COUNTY shall provide and maintain its own telephones lines necessary to maintain contact with FB911 center.

Acronyms and Definitions:

ACO- Animal Control Officer

ADOPTION- The transfer of a stray or surrendered animal by the animal shelter to a new owner.

COUNTY – Cumberland County

CR- Coordination Representative

FERAL- existing in a wild or uncultivated state, especially after being domestic or cultivated

STRAY ANIMAL- An uncontrolled dog or cat, which is homeless, ownerless, or is a privately owned dog or cat allowed to roam without restriction.

VETCEN – Fort Bragg Veterinarian Center

INSTALLATION SECURITY AND ACCESS REQUIREMENTS

The COUNTY shall not permit employees who are not citizens or lawful immigrants to perform services under this IGSA. Employees who have been convicted of felonies, sex crimes, drug offenses or violent crimes, shall not perform services under this IGSA without the specific approval of the CR. The COUNTY shall not permit any employee to perform work on this IGSA if such person is identified by the CR as a potential threat to the health, safety, security, general well-being or operational mission of the United States. The CR may deny the continued entry of any employee upon receipt of information that indicates that the individual's continued entry to the installation is not in the best interests of national security. All COUNTY vehicles will be identifiable and include the COUNTY's name.

FEDERAL HOLIDAYS: The COUNTY may be required to perform services on recognized federal holidays. However, that requirement is subject to mission execution requirements. The recognized federal holidays include:

New Year's Day

Labor Day

Martin Luther King Jr.'s Birthday

Columbus Day

Washington's Day

Veterans' Day
Memorial Day
Thanksgiving Day
Independence Day
Christmas Day

INSURANCE: The COUNTY is self-insured. It is authorized in lieu of general liability insurance or comprehensive vehicular insurance.

LIABILITY: Liability for loss or damage and for injury or death of persons caused by United States personnel will be determined in accordance with applicable Federal law. Liability for loss or damage and for injury or death caused by County personnel will be determined in accordance with North Carolina law.

DUTY TO COOPERATE IN ACCIDENTS AND DAMAGE: The COUNTY shall fully cooperate with the United States in investigations involving accidents or damage to property or persons on property under federal control. The COUNTY shall timely furnish to the CR reports of investigations it completes regarding such incidents.

MEDICAL CARE IN EMERGENCIES:

In the event emergency treatment is required for COUNTY personnel injured in the performance of this IGSA, the Government will make available emergency medical treatment at Womack Army Medical Center. County shall reimburse the Government for the cost of emergency medical treatment provided to its employees upon receipt of an invoice from the medical facility.

DRUG FREE WORKPLACE ON MILITARY INSTALLATIONS AND FACILITIES: All property under the control of the Department of the Army are drug free areas. Notwithstanding any contrary State or Local law, the County shall notify all individuals performing services on the installation that no controlled substances as specified in the Controlled Substances Act and 21 Code of Federal Regulations shall be sold, distributed, used or consumed on the installation. The CR may direct the COUNTY to bar individuals who violate these laws and policies. Such individuals additionally may be barred from access to the installation by the installation commander.

COUNTY EMPLOYEE REQUIREMENTS: All COUNTY and contractor employees shall comply with all installation security, health and safety conditions. Employees who interface with government personnel shall be able to speak and understand English. All employees shall wear identification badges or distinctive clothing which clearly identifies that they are COUNTY employees. At the conclusion of the IGSA or whenever an employee no longer performs IGSA services, the COUNTY will provide the CR all identification or other credentials furnished by the government.

REGULATIONS INCORPORATED INTO THIS IGSA

FB 40-5 Veterinary Services

CONTRACT REQUIREMENTS PACKAGE ANTITERRORISM/OPERATIONS SECURITY REVIEW COVER SHEET							
Requirements Package Title ___Fort Bragg Animal Control Intergovernmental Support Agreement							
Date _20 November 2015_____							
Section I.							
<p><u>Purpose of cover sheet:</u> To document the review of the requirements package, statement of work (SOW), quality assurance surveillance plan and any applicable source selection evaluation criteria for antiterrorism (AT) and other related protection matters to include, but not limited to: AT, operations security (OPSEC), information assurance (IA)/cyber security, physical security, law enforcement, intelligence, foreign disclosure.</p> <p><u>Army policy requirement:</u> A signed AT/OPSEC cover sheet is required to be included in all requirements packages except for supply contracts under the simplified acquisition level threshold, field ordering officer actions and Government purchase card purchases. Command policy may require this form for supply contracts under the simplified acquisition level threshold.</p> <p><u>Mandatory review and signatures:</u> The requiring activity antiterrorism officer (ATO) must review each requirements package prior to submission to the supporting contracting activity to include coordination with other staff elements for review as appropriate per section II below. If the requiring activity does not have an ATO, the first ATO in the chain of command will review the contract for considerations. An OPSEC officer and Information Officer review is also mandatory.</p>							
Section II. Standard Contract Language Provision/Contract Clause Text Applicability and/or Additional SOW Language. If standard contract or clause language found on page 2 (Section IV) of this form is sufficient to meet specific contract request requirements, check "yes" in block below and include this language in the SOW. If standard contract text (provisions or clauses) or clause language does not apply, check "no." If the standard SOW language applies, but is not in of itself sufficient, check "yes" and "SOW" and include both the standard language and additional contract specific language in the SOW. If standard contract text or clause language is not desired, but there is related contract specific language in the SOW, check "no" and "SOW." If yes is marked for items 1, 3, 4, 7, 8, 12 or 13, training is required. Mandatory training must be measured as a deliverable and evaluated in the QASP.							
1. AT level 1 training (general)	___	YES	___	NO	___	SOW	
2. Access and general protection policy and procedures	___	YES	___	NO	___	SOW	
2a. For contractor requiring Common Access Card (CAC)	___	YES	___	NO	___	SOW	
2b. For contractor not eligible for CAC, but requires access to DoD facility or installation.	___	YES	___	NO	___	SOW	
3. AT awareness training for US based contractor personnel traveling overseas.	___	YES	___	NO	___	SOW	
4. iWATCH training	___	YES	___	NO	___	SOW	

5. Army Training Certification Tracking System (ATCTS) registration for contractor employees who require access to government information systems.	___ YES	___ NO	___ SOW
6. For contracts that require a formal OPSEC program.	___ YES	___ NO	___ SOW
7. Requirement for OPSEC training	___ YES	___ NO	___ SOW
8. Information assurance/information technology training	___ YES	___ NO	___ SOW
9. Information assurance/information technology certification	___ YES	___ NO	___ SOW
10. Contractor Authorized to Accompany the Force clause	___ YES	___ NO	___ SOW
11. Contract requiring performance or delivery in a foreign country	___ YES	___ NO	___ SOW
12. Handling/Access to Classified Information	___ YES	___ NO	___ SOW
13. Threat Awareness Reporting Program	___ YES	___ NO	___ SOW
14. Delivery of Food and Water	___ YES	___ NO	___ SOW

Section III. Remarks:

Antiterrorism Review Signature: I am an ATO (Level II Certified) and have reviewed the requirements package and understand my responsibilities in accordance with Army Regulation 525-13, *Antiterrorism*.

Reviewer _____ _____ Typed or printed name, rank/civ grade	Date _____ Phone Number _____
_____ Signature	

Operations Security Review Signature: I am OPSEC level II certified and have reviewed the requirements package, and it is in compliance with Army Regulation 530-1, *Operations Security*.

Reviewer _____ _____ Typed or printed name, rank/civ grade	Date _____ Phone Number _____
_____ Signature	

Information Assurance Review Signature: I am IAM and IAT level III certified and have reviewed the requirements package and it is in compliance with DOD 8570.01-M and DOD 8580-1 para 4.

Reviewer _____ _____ Typed or printed name, rank/civ grade _____ Signature	Date _____ Phone Number _____
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Section IV. Standard Contract Language/Contract Clause Applicability and/or Additional SOW Language.

1. AT Level I training. *This standard language is for contractor employees with an area of performance within an Army controlled installation, facility or area.* All contractor employees, to include subcontractor employees, requiring access Army installations, facilities and controlled access areas shall complete AT Level I awareness training within 30 calendar days after contract start date or effective date of incorporation of this requirement into the contract, whichever is applicable and annually thereafter. The contractor shall submit certificates of completion for each affected contractor employee and subcontractor employee, to the COR or to the contracting officer, if a COR is not assigned, within 05 calendar days after completion of training by all employees and subcontractor personnel. AT level I awareness training is available at the following website: <http://jko.iten.mil>

2. Access and general protection/security policy and procedures. *This standard language is for contractor employees with an area of performance within Army controlled installation, facility, or area.* Contractor and all associated sub-contractors employees shall provide all information required for background checks to meet installation access requirements to be accomplished by installation Provost Marshal Office, Director of Emergency Services or Security Office. Contractor workforce must comply with all personal identity verification requirements (FAR clause 52.204-9, Personal Identity Verification of Contractor Personnel) as directed by DOD, HQDA and/or local policy. In addition to the changes otherwise authorized by the changes clause of this contract, should the Force Protection Condition (FPCON) at any individual facility or installation change, the Government may require changes in contractor security matters or processes.

2a. For contractors requiring Common Access Card (CAC). Before CAC issuance, the contractor employee requires, at a minimum, a favorably adjudicated National Agency Check with Inquiries (NACI) or an equivalent or higher investigation in accordance with Army Directive 2014-05. The contractor employee will be issued a CAC only if duties involve one of the following: (1) Both physical access to a DoD facility and access, via logon, to DoD networks on-site or remotely; (2) Remote access, via logon, to a DoD network using DoD-approved remote access procedures; or (3) Physical access to multiple DoD facilities or multiple non-DoD federally controlled facilities on behalf of the DoD on a recurring basis for a period of 6 months or more. At the discretion of the sponsoring activity, an initial CAC may be issued based on a favorable review of the FBI fingerprint check and a successfully scheduled NACI at the Office of Personnel Management.

2b. For contractors that do not require CAC, but require access to a DoD facility or installation. Contractor and all associated sub-contractors employees shall comply with adjudication standards and procedures using the National Crime Information Center Interstate Identification Index (NCIC-III) and Terrorist Screening Database (TSDB) (Army Directive 2014-05/AR 190-13), applicable installation, facility and area commander installation/facility access and local security policies and procedures (provided by government representative), or, at OCONUS locations, in accordance with status of forces agreements and other theater regulations.

3. AT Awareness Training for Contractor Personnel Traveling Overseas. This standard language required US based contractor employees and associated sub-contractor employees to make available and to receive government provided area of responsibility (AOR) specific AT awareness training as directed by AR 525-13. Specific AOR training content is directed by the combatant commander with the unit ATO being the local point of contact.

4. iWATCH Training. *This standard language is for contractor employees with an area of performance within an Army controlled installation, facility or area.* The contractor and all associated sub-contractors shall brief all employees on the local iWATCH program (training standards provided by the requiring activity ATO). This locally developed training will be used to inform employees of the types of behavior to watch for and instruct employees to report suspicious activity to the COR. This training shall be completed within 30 calendar days of contract award and within 05 calendar days of new employees commencing performance with the results reported to the COR NLT 30 calendar days after contract award.

5. Army Training Certification Tracking System (ATCTS) registration for contractor employees who require access to government information systems. All contractor employees with access to a government information systems must be registered in the ATCTS (Army Training Certification Tracking System) at commencement of services, and must successfully complete the DOD Information Assurance Awareness prior to access to the IS and then annually thereafter.

6. For contracts that require a formal OPSEC program. The contractor shall develop an OPSEC Standing Operating Procedure (SOP)/Plan within 90 calendar days of contract award, to be reviewed and approved by the responsible Government OPSEC officer. This plan will include a process to identify critical information, where it is located, who is responsible for it, how to protect it and why it needs to be protected. The contractor shall implement OPSEC measures as ordered by the commander. In addition, the contractor shall have an identified certified Level II OPSEC coordinator per AR 530-1.

7. For contracts that require OPSEC Training. Per AR 530-1 *Operations Security*, the contractor employees must complete Level I OPSEC Awareness training. New employees must be trained within 30 calendar days of their reporting for duty and annually thereafter. AT level I awareness training is available at the following website: <http://cdsetrain.dtic.mil/opsec/index.htm>

8. For Cyber Awareness (Information assurance (IA)/information technology (IT)) training. All contractor employees and associated sub-contractor employees must complete the DoD Cyber awareness training before issuance of network access and annually thereafter. All contractor employees working IA/IT functions must comply with DoD and Army training requirements in DoDD 8570.01, DoD 8570.01-M and AR 25-2 within six months of appointment to IA/IT functions. AT level I awareness training is available at the following website: <https://ia.signal.army.mil/DoDIAA/>

9. For Cyber (Information assurance (IA)/information technology (IT)) certification. Per DoD 8570.01-M , DFARS 252.239.7001 and AR 25-2, the contractor employees supporting Cyber (IA/IT) functions shall be appropriately certified upon contract award. The baseline certification as stipulated in DoD 8570.01-M must be completed upon contract award.

10. For contractors authorized to accompany the force. DFARS Clause 252.225-7040, *Contractor Personnel Authorized to Accompany U.S. Armed Forces Deployed Outside the United States*. The clause shall be used in solicitations and contracts that authorize contractor personnel to accompany US Armed Forces deployed outside the US in contingency operations; humanitarian or peacekeeping operations; or other military operations or exercises, when designated by the combatant commander. The clause discusses the following AT/OPSEC related topics: required compliance with laws and regulations, pre-deployment requirements, required training (per combatant command guidance), and personnel data required.

11. For Contract Requiring Performance or Delivery in a Foreign Country, DFARS Clause 252.225-7043, Antiterrorism/Force Protection for Defense Contractors Outside the US. The clause shall be used in solicitations and contracts that require performance or delivery in a foreign country. This clause applies to both contingency and non-contingency support. The key AT requirement is for non-local national contractor personnel to comply with theater clearance requirements and allows the combatant commander to exercise oversight to ensure the contractor's compliance with combatant commander and subordinate task force commander policies and directives.

12. For contracts that require handling or access to classified information. Contractor shall comply with FAR 52.204-2, Security Requirements. This clause involves access to information classified "Confidential," "Secret," or "Top Secret" and requires contractors to comply with— (1) The Security Agreement (DD Form 441), including the National Industrial Security Program Operating Manual (DoD 5220.22-M); (2) any revisions to DOD 5220.22-M, notice of which has been furnished to the contractor.

13. Threat Awareness Reporting Program. For all contractors with security clearances. Per AR 381-12 Threat Awareness and Reporting Program (TARP), contractor employees must receive annual TARP training by a CI agent or other trainer as specified in 2-4b of AR 381-12.

14. For contracts that require delivery of food and water. This standard language is for contractor employees with an area of performance delivering food and water within an Army-controlled installation, facility or area. The supplies delivered under this contract shall be transported in delivery conveyances maintained to prevent tampering with and / or adulteration or contamination of the supplies, and if applicable, equipped to maintain a prescribed temperature. All delivery vehicles will also be subject to inspection at all times and all places by the Contracting Officers Representative, Post Veterinarian, and / or Law enforcement Officials. When the sanitary conditions of the delivery conveyance have led, or may lead to product contamination, adulteration, constitute a health hazard, the delivery conveyance is not equipped to maintain prescribed temperatures or the transport results in product "unfit for intended purpose", supplies tendered for acceptance may be rejected without further inspection. As the holder of a contract with the Department of Defense, it is incumbent upon the awardee to insure that all products and/or packaging have not been tampered or contaminated. Delivery conveyances will be locked or sealed at all times, except when actively loading or unloading. Unsecured vehicles will not be left unattended. All incoming truck drivers will provide adequate identification upon request. In the event of an identified threat to an installation, or a heightened force protection/Homeland Security threat Level, the contractor may be required to adjust delivery routes to minimize vulnerability risks and enable direct delivery to DOD facilities.

BRENDA REID JACKSON
Director

CLARETTA JOHNSON
Assistant Director

VACANT
Deputy Director

BOBBIE REDDING
Managing Attorney



**CUMBERLAND
COUNTY**
NORTH CAROLINA

DEPARTMENT OF SOCIAL SERVICES

MEMORANDUM FOR THE COUNTY FINANCE COMMITTEE
January 7, 2016 - AGENDA

MEMORANDUM

TO: County Finance Committee Members
FROM: Brenda Reid Jackson, CCDSS Director BRJ
DATE: December 30, 2015
SUBJECT: Budget Revision Increase Time Limited Positions

Background: The FY 2015-16 Budget approval decreased our time limited positions from 45 to 35 based on the vacancy rate. The FY 2015-16 Budget revision was approved on October 5, 2015 to convert 13 time limited positions to create 13 new full-time Income Maintenance II positions in the Food and Nutrition Services (FNS) program to assist in our efforts to meet the federal USDA timeliness, accuracy and procedural standards. No additional funding was necessary since retirement and health insurance was previously funded for the time limited positions. This resulted in the reduction of time limited positions from 35 to 22. Also approved was our ability to seek a third party to assist with processing Medicaid cases to address the workload demand and prepare for the Affordable Care Act open enrollment in November 2015.

NC Department of Health and Human Services has informed counties the federal Center for Medicare and Medicaid Services (CMS) is expected to issue a formal notice to North Carolina prohibiting the use of non-merit based third parties to process and determine Medicaid eligibility.

Proposed Action: In anticipation of the federal CMS notice and to prevent any Medicaid federal pay back, we will end our vendor agreement as of February 28, 2016. This will allow the current vendor to fully complete all outstanding work. In light of the recent development and continual federal timeliness and accuracy mandates for Medicaid and threat of losing statewide USDA funding for FNS as early as July 2016, we request the use of unexpended contractual services funding and lapse salary to:

- Increase from 22 time limited positions back to the original 45 through June 30, 2016. This increase would create some workload relief and a hiring pool for vacant full-time positions.

We stand united to strengthen individuals and families and to protect children and vulnerable adults...

December 30, 2015

Page 2 of 2

- We will have no other choice but to reinstitute mandatory overtime but with pay verses compensatory time.
- County Information Services has begun the initial steps of the business solution process starting with the FNS program. We would explore creation of a Training Unit to create a pool of highly qualified and skilled income maintenance staff at all times. Any agreed upon recommendations from the business solution review and cost associated will be outlined in our FY 2016-17 departmental propose budget.

Please find attached a budget revision for this proposed action. Let me know if you have any questions or need any additional information and thank you for your consideration of this request.

BJ

Attachment

Cc: Cumberland County Board of Social Services
CCDSS Management Team
File

**COUNTY OF CUMBERLAND
BUDGET REVISION REQUEST**

Budget Office Use	
Budget Revision No.	<u>B16-178</u>
Date Received	<u>12-30-15</u>
Date Completed	

Fund No. 101 Agency No. 437 Organ. No. 4365
 Organization Name: Social Services

REVENUE

Revenue Source Code	Description	Current Budget	Increase (Decrease)	Revised Budget
		Total	0	0

EXPENDITURES

Object Code	Appr Unit	Description	Current Budget	Increase (Decrease)	Revised Budget
1261	240	SALARIES - TEMP DSS	997,360	237,128	1,234,488
1810	240	FICA MATCH	1,957,616	18,140	1,975,756
1830	240	MEDICAL INS	5,146,570	69,093	5,215,663
1860	240	WORKERS COMP	468,869	7,114	475,983
3390	241	CONTRACTED SERVICES	1,836,527	(331,475)	1,505,052
		Total	10,406,942	-	10,406,942

Justification:

To move budget from contracted services to salaries to fund additional position related to Medicaid and FNS programs

Funding Source: State: _____ Federal: _____ Fees: _____ County: _____ New: _____ Other: _____
 Prior Year: _____

Submitted By: <u>[Signature]</u> Department Representative	Date: <u>12/30/15</u>	Approved By: _____ County Manager _____ Board of County Commissioners Date: _____
Reviewed By: <u>Deborah W. Shaw</u> Budget Analyst	Date: <u>12/30/15</u>	
Reviewed By: <u>Wilkie Evans</u> Finance Director	Date: <u>12/21/15</u>	
Reviewed By: _____ Assistant County Manager	Date: _____	

AMY H. CANNON
County Manager

JAMES E. LAWSON
Deputy County Manager



CUMBERLAND
★ **COUNTY** ★
NORTH CAROLINA

ITEM NO. 5.
MELISSA C. CARDINALI
Assistant County Manager

W. TRACY JACKSON
Assistant County Manager

OFFICE OF THE COUNTY MANAGER

**MEMO FOR THE AGENDA OF THE
January 7, 2016 MEETING OF THE FINANCE COMMITTEE**

TO: FINANCE COMMITTEE MEMBERS
FROM: TAMMY GILLIS, INTERNAL AUDIT DIRECTOR
DATE: DECEMBER 28, 2015
SUBJECT: CONSIDERATION OF INTERNAL AUDIT PLAN

Presenter(s): Tammy Gillis, Internal Audit Director

Estimated of Committee Time Needed: 10 Minutes

BACKGROUND

At the June 15, 2015 Board of Commissioner's meeting, an Audit/Finance Committee Charter was adopted. The Charter requires that an audit plan be submitted to the Audit Committee for approval. The Audit/Finance Committee approved a July – December 2015 audit plan at the September 3, 2015 Finance Committee meeting.

In October 2015 a second internal auditor was hired. A summary of audits/projects completed during the July – December time period and a plan for the January - December 2016 time period are being submitted at this time. In June a plan for the first half of fiscal year 2017 will be submitted.

RECOMMENDATION

Staff recommends accepting the summary of completed July – December 2015 audits/projects report and approving the January – June 2016 Internal Audit Plan.

Cumberland County Internal Audit
Audit Plan
January - June 2016

Audit/Project	Department
Physical inventories	Central Maintenance Facility (CMF) Solid Waste garage Employee Pharmacy
Balance inventory accounts	CMF Solid Waste Employee Pharmacy
Bank accounts	Social Services
Cash receipts procedures review	Sample of depts with petty cash or change funds
Cash counts	Sample of depts with change funds and/or petty cash funds
Preliminary Schedule of Fed & St Expenditures	For FY2015-16 audit
Fee & procedures review	Animal Control
Purchasing card review	Various depts/Finance
Sales tax distribution expenses	Board of Education
Expenditure of County funds	Sample of Outside Agencies

Cumberland County Internal Audit
 Summary of completed audits
 July - December 2015

Audit/Project	Department	Status
Physical inventories	Central Maintenance Facility (CMF)	Complete
	Solid Waste garage	Complete
	Employee Pharmacy	Complete
	Health Department Pharmacy	Complete
	Health Department supply room	Complete
Inventory accounts	CMF	Complete
	Solid Waste	Complete
Bank accounts	Sheriff - Detention Center	Complete
	Social Services	outstanding
Cash receipts	Sample of depts with petty cash or change funds	outstanding
Cash counts	All depts with petty cash or change funds	Partially Complete
Schedule of Federal & State Expenditures	For FY2014-15 audit	Complete
Sales tax research/analysis	Special project	Complete



FINANCE OFFICE

4th Floor, Room No. 451, Courthouse • PO Box 1829 • Fayetteville, North Carolina 28302-1829
(910) 678-7753 • Fax (910) 323-6120

**MEMO FOR AGENDA OF THE JANUARY 7, 2016
MEETING OF THE FINANCE COMMITTEE**

TO: FINANCE COMMITTEE MEMBERS
FROM: VICKI EVANS, FINANCE DIRECTOR *VE*
DATE: DECEMBER 30, 2015
SUBJECT: FINANCIAL REPORT – NOVEMBER YTD FY16

Presenter(s): Vicki Evans, Finance Director
Estimate of Committee Time Needed: 5 minutes

BACKGROUND

The financial report is included as of November 30, 2015. Highlights include:

- Revenues
 - Current real and personal property taxes continue at a pace similar to past years.
 - Motor vehicle tax revenues are similar to last fiscal year.
 - Sales tax collections show slight growth compared to last fiscal year.
- Expenditures
 - General Fund expenditures remain in line with budget and show no unusual patterns.
- Crown center expense summary/prepared food and beverage and motel tax (comparative for FY2015 – FY2016)
 - Expenditures and revenue percentages to date are in line with budget and on trend with last fiscal year.

RECOMMENDATION/PROPOSED ACTION

No action needed – for information purposes only.

Celebrating Our Past...Embracing Our Future

CUMBERLAND COUNTY REVENUE SUMMARY

GENERAL FUND	FY2016							FY2015								
	Actual				Total	Budget	% Recognized	Actual				Total	Budget	% Recognized		
	Jul-Sep	Oct	Nov	Dec				Jul-Sep	Oct	Nov	Dec					
Category 10: Ad Valorem Tax																
Real, Personal, Public - Current	13,642,225	25,359,579	46,584,228		85,586,032	152,104,412	56.27%	14,140,587	22,894,346	47,640,975		84,675,908	150,400,868	56.30%		
Motor Vehicles - Current	6,390	422	9		6,821	0	0.00%	9,467	2,010	565		12,042	0	0.00%		
Motor Vehicle - Tax & Tag	2,970,628	1,362,278	1,468,695		5,801,602	15,771,299	36.79%	2,889,882	1,360,281	1,329,667		5,579,830	14,200,000	39.29%		
Prior Years & Other	868,625	252,619	218,702		1,339,946	3,321,000	40.35%	1,593,412	404,484	215,739		2,213,635	4,263,000	51.93%		
Total	17,487,868	26,974,898	48,271,634	0	92,734,401	171,196,711	54.17%	18,633,349	24,661,121	49,186,945	0	92,481,415	168,863,868	54.77%		
Category 20: Other Taxes																
Sales Tax (1¢ + Art 40 + 42+ 44+ 46)	0	3,368,724	3,482,465		6,851,190	39,702,971	17.26%	0	3,124,139	3,346,524		6,470,663	37,516,061	17.25%		
Pet Registration Fees	44,263	21,305	17,196		82,764	284,837	29.06%	55,634	17,449	13,922		87,005	336,236	25.88%		
Sales Tax Video & Telecommunications	130,347	0	0		130,347	556,500	23.42%	137,147	0	0		137,147	556,500	24.64%		
Other Taxes	219,268	61,832	87,312		368,411	1,011,300	36.43%	243,009	58,295	55,401		356,705	1,034,300	34.49%		
Total	393,878	3,451,861	3,586,973	0	7,432,712	41,555,608	17.89%	435,789	3,199,883	3,415,847	0	7,051,519	39,443,097	17.88%		
Category 30: Unrestricted Intergovernmental																
ABC Store 3.5%	0	209,142	0		209,142	600,000	34.86%	0	198,398	0		198,398	795,056	24.95%		
ABC Store Profit	564,893	0	409,452		974,346	1,100,000	88.58%	0	343,662	0		343,662	1,174,000	29.27%		
Fay Sales Tax Equalization-Original	0	0	0		0	2,218,318	0.00%	0	0	0		0	1,997,800	0.00%		
Fay Sales Tax Equalization	0	0	0		0	4,501,358	0.00%	0	0	0		0	4,084,900	0.00%		
Wade Sales Tax Equalization	0	0	0		0	500	0.00%	0	0	0		0	961	0.00%		
Eastover Sales Tax Equalization	0	0	0		0	0	0.00%	0	0	0		0	0	0.00%		
Stedman Sales Tax Equalization	0	0	0		0	100	0.00%	0	0	0		0	132	0.00%		
Spring Lake Sales Tax Equalization	0	0	0		0	100,000	0.00%	0	0	0		0	308,760	0.00%		
Godwin Sales Tax Equalization	0	0	0		0	1,500	0.00%	0	0	0		0	1,968	0.00%		
Other	204,184	151,889	153,547		509,619	1,429,177	35.66%	91,046	227,104	123,160		441,310	1,011,400	43.63%		
Total	769,077	361,031	562,999	0	1,693,107	9,950,953	17.01%	91,046	769,164	123,160	0	983,370	9,374,977	10.49%		
Category 40: Restricted Intergovernmental																
Health	559,504	477,456	509,613		1,546,573	5,233,576	29.55%	661,540	1,108,781	382,447		2,152,768	5,699,420	37.77%		
Mental Health Consolidation	64,479	23,526	46,672		134,677	327,176	41.16%	15,926	48,157	28,860		92,943	365,130	25.45%		
Social Services	8,018,420	1,695,206	3,532,791		13,246,417	50,153,859	26.41%	7,218,296	1,725,520	5,883,432		14,827,248	45,065,892	32.90%		
Library	194,766	29,689	78,708		303,163	598,800	50.63%	150,617	76,387	44,021		271,025	609,632	44.46%		
Child Support Enforcement	607,008	1,250	309,465		917,723	3,862,607	23.76%	408,097	46,902	597,408		1,052,407	3,506,495	30.01%		
Other	152,172	428,161	58,853		639,186	2,251,452	28.39%	135,566	436,819	166,197		738,582	2,098,586	35.19%		
Total	9,596,349	2,655,288	4,536,103	0	16,787,740	62,427,470	26.89%	8,590,043	3,442,566	7,102,365	0	19,134,974	57,345,155	33.37%		
Category 50: Licenses & Permits																
Register of Deeds	388,125	123,026	103,419		614,570	1,163,232	52.83%	404,445	134,084	104,262		642,791	1,279,169	50.25%		
Inspections	190,740	121,032	59,180		370,952	634,500	58.46%	177,748	61,831	43,333		282,911	566,700	49.92%		
Other	0	0	0		0	0	0.00%	0	0	0		0	0	0.00%		
Total	578,865	121,032	162,599	0	985,522	1,797,732	54.82%	582,192	195,915	147,595	0	925,702	1,845,869	50.15%		
Category 60: Sales & Service																
Animal Control	66,893	27,993	31,631		126,517	277,885	45.53%	68,651	22,411	21,459		112,521	248,316	45.31%		
Health Department	654,447	631,742	432,471		1,718,660	4,359,410	39.42%	938,245	283,266	285,517		1,507,028	4,316,439	34.91%		
Library Fees	50,077	15,572	14,607		80,256	248,117	32.35%	47,245	15,665	12,506		75,416	252,000	29.93%		
Sheriff Fees	220,802	96,045	688,515		1,005,362	3,743,114	26.86%	439,274	262,366	114,856		816,496	3,960,126	20.62%		
Social Services Fees	15,952	7,740	150		23,842	154,587	15.42%	14,350	6,600	8,700		29,650	97,614	30.37%		
Other	70,393	32,261	16,899		119,552	1,370,473	8.72%	62,264	34,241	30,425		126,930	1,304,508	9.73%		
Total	1,078,565	811,352	1,184,272	0	3,074,189	10,153,586	30.28%	1,570,030	624,549	473,463	0	2,668,042	10,179,003	26.21%		
Category 70: Miscellaneous																
Interest Income	15,823	12,250	105,211		133,284	227,993	58.46%	10,754	6,290	83,540		100,584	267,890	37.55%		
CFVMC	3,690,982	0	0		3,690,982	3,721,673	99.18%	3,410,064	311,609	0		3,721,673	3,645,004	102.10%		
Other	216,528	70,137	82,002		368,668	692,666	53.22%	265,812	92,518	61,868		420,198	1,194,509	35.18%		
Total	3,923,334	82,387	187,214	0	4,192,934	4,642,332	90.32%	3,686,630	410,417	145,408	0	4,242,454	5,107,403	83.06%		
Subtotal Category 10-70	33,827,936	34,457,849	58,491,795	0	126,900,605	301,724,392	42.06%	33,589,079	33,303,615	60,594,783	0	127,487,476	292,159,372	43.64%		
Category 90: Other Financing Sources																
Sale of Land & Buildings	983	0	5,855		6,838	0	0.00%	9,734	4,946	0		14,680	0	0.00%		
Gain/Loss	0	0	0		0	0	0.00%	0	0	0		0	0	0.00%		
Sale of Fixed Assets/Cash Proceeds	40,341	0	151,888		192,229	0	0.00%	0	4,294	0		4,294	0	0.00%		
Transfers	0	956,797	0		956,797	5,574,344	17.16%	0	983,932	0		983,932	5,677,009	17.33%		
Installment /Purchase Revenue	0	0	0		0	0	0.00%	0	3,000,000	0		3,000,000	3,000,000	0.00%		
Fund Balance - Former Health	0	0	0		0	0	0.00%	0	0	0		0	0	0.00%		
Fund Balance - Property Revaluations	0	0	0		0	147,696	0.00%	0	0	0		0	25,400	0.00%		
Fund Balance Maintenance/Renovations	0	0	0		0	783,400	0.00%	0	0	0		0	3,100,000	0.00%		
Fund Balance - Health	0	0	0		0	697,481	0.00%	0	0	0		0	434,074	0.00%		
Fund Balance - Special	0	0	0		0	0	0.00%	0	0	0		0	0	0.00%		
Fund Balance - Mental Health Transfer	0	0	0		0	3,066,985	0.00%	0	0	0		0	2,598,786	0.00%		
Fund Balance -Economic Incentives	0	0	0		0	233,711	0.00%	0	0	0		0	804,783	0.00%		
Fund Balance - Water & Sewer	0	0	0		0	500,000	0.00%	0	0	0		0	500,000	0.00%		
Fund Balance Appropriated	0	0	0		0	14,361,463	0.00%	0	0	0		0	14,492,444	0.00%		
Total	41,324	956,797	157,744	0	1,155,865	25,365,080		9,734	3,993,172	0	0	4,002,906	30,632,496			
Total General Fund	33,869,260	35,414,646	58,649,538	0	128,056,471	327,089,472	39.15%	33,598,813	37,296,787	60,594,783	0	131,490,382	322,791,868	40.74%		

GENERAL FUND SUMMARY OF OBLIGATIONS

GENERAL FUND	FY2016							FY2015						
	Actual				Total	Budget	% Obligated	Actual				Total	Budget	% Obligated
	Jul-Sep	Oct	Nov	Dec				Jul-Sep	Oct	Nov	Dec			
General Administration	5,386,168	1,944,514	1,152,689		8,483,370	19,699,406	43.06%	4,555,507	1,543,804	2,011,522		8,110,833	19,528,515	41.53%
Buildings & Grounds	3,392,614	1,002,005	335,870		4,730,489	8,812,323	53.68%	3,602,110	669,061	601,442		4,872,613	8,117,312	60.03%
General Government														
Debt Service	1,040,475	726,018	4,102,851		5,869,343	24,877,001	23.59%	1,141,700	104,737	4,156,958		5,403,395	24,097,524	22.42%
General Government Other	610,682	186,008	198,362		995,052	3,603,786	27.61%	572,464	427,936	218,711		1,219,111	4,153,797	29.35%
Total General Government	1,651,157	912,025	4,301,213	0	6,864,396	28,480,787	24.10%	1,714,164	532,673	4,375,669	0	6,622,506	28,251,321	23.44%
Law Enforcement														
Sheriff	7,113,080	2,487,398	2,087,644		11,688,122	26,105,030	44.77%	6,469,714	1,753,667	3,098,396		11,321,777	24,965,326	45.35%
Jail	6,046,205	2,470,259	1,894,627		10,411,092	23,305,344	44.67%	6,315,358	1,457,095	2,606,051		10,378,504	22,817,145	45.49%
Total Law Enforcement	13,159,285	4,957,657	3,982,271	0	22,099,213	49,410,374	44.73%	12,785,072	3,210,762	5,704,447	0	21,700,281	47,782,471	45.41%
Public Safety	1,864,924	764,870	529,071		3,158,865	7,709,142	40.98%	1,844,015	521,207	779,134		3,144,356	7,333,893	42.87%
Health														
Health All Other	5,746,666	2,430,200	1,951,922		10,128,788	21,959,782	46.12%	6,125,593	1,576,721	2,409,944		10,112,258	21,595,431	46.83%
Total Health Department	5,746,666	2,430,200	1,951,922	0	10,128,788	21,959,782	46.12%	6,125,593	1,576,721	2,409,944	0	10,112,258	21,595,431	46.83%
Mental Health														
Mental Health Other (County)	4,935,800	62,315	46,878		5,044,994	5,814,287	86.77%	5,071,748	1,085,315	80,957		6,238,020	6,600,775	94.50%
Social Services														
Social Services	9,583,286	5,004,824	2,970,699		17,558,809	43,614,329	40.26%	9,104,814	2,816,501	4,167,370		16,088,685	40,536,129	39.69%
Other DSS Programs	5,218,272	2,224,829	2,185,262		9,628,362	28,182,762	34.16%	5,384,731	2,253,815	2,071,406		9,709,952	27,998,004	34.68%
Total Social Services	14,801,558	7,229,653	5,155,961	0	27,187,172	71,797,091	37.87%	14,489,545	5,070,316	6,238,776	0	25,798,637	68,534,133	37.64%
Other Human Services														
Child Support Enforcement	1,371,015	467,291	349,318		2,187,623	4,849,157	45.11%	1,361,286	309,301	471,185		2,141,772	4,785,368	44.76%
Other HS Programs	104,977	40,383	27,142		172,501	405,519	42.54%	115,949	28,183	51,581		195,713	404,578	48.37%
Total Human Services	1,475,992	507,673	376,459	0	2,360,125	5,254,676	44.91%	1,477,235	337,484	522,766	0	2,337,485	5,189,946	45.04%
Library														
Library	3,352,710	1,019,416	786,890		5,159,017	10,884,767	47.40%	3,271,879	679,405	1,064,413		5,015,697	10,654,772	47.07%
Library Other	119,734	28,289	16,643		164,665	452,637	36.38%	110,542	28,846	21,250		160,638	454,850	35.32%
Total Library	3,472,444	1,047,705	803,533	0	5,323,682	11,337,404	46.96%	3,382,420	708,251	1,085,663	0	5,176,334	11,109,622	46.59%
Culture & Recreation	386,003	0	0		386,003	466,129	82.81%	386,799	14,896	6,293		407,988	460,911	88.52%
Economic Development	1,181,699	476,222	402,799		2,060,721	6,311,475	32.65%	1,819,443	351,801	545,740		2,716,984	7,143,491	38.03%
Subtotal	57,454,310	21,272,525	18,991,788	0	97,827,816	237,052,876	41.27%	57,253,651	14,536,976	24,281,395	0	97,238,294	231,647,821	41.98%
Education														
County School Current Exp	19,473,582	6,491,194	6,491,194		32,455,970	77,894,329	41.67%	19,245,720	6,415,240	6,415,240		32,076,200	76,982,883	41.67%
Goodyear Incentive	0	0	0		0	243,613	0.00%	0	0	0		0	269,228	0.00%
Sales Tax Equalization	0	0	0		0	845,128	0.00%	0	0	0		0	746,777	0.00%
FTCC Current Expense	2,526,129	842,043	842,043		4,210,215	10,104,516	41.67%	2,411,982	803,994	803,994		4,019,970	9,647,928	41.67%
FTCC PEG	0	0	0		0	47,397	0.00%	0	0	0		0	47,397	0.00%
FTCC Capital Outlay	0	0	0		0	901,613	0.00%	2,832,465	45,100	0		2,877,565	3,449,834	83.41%
Total Education	21,999,711	7,333,237	7,333,237	0	36,666,185	90,036,596	40.72%	24,490,167	7,264,334	7,219,234	0	38,973,735	91,144,047	42.76%
Total General Fund	79,454,021	28,605,762	26,325,025	0	134,494,001	327,089,472	41.12%	81,743,818	21,801,310	31,500,629	0	136,212,029	322,791,868	42.20%

CROWN CENTER EXPENSE SUMMARY (CUMBERLAND COUNTY)

	FY2016							FY2015						
	Actual					Budget	%	Actual					Budget	%
	Jul-Sep	Oct	Nov	Dec	Total			Jul-Sep	Oct	Nov	Dec	Total		
Operating Expenses														
Other	81,520	(79,931)			1,589	377,600	0.42%	42,383	(34,521)	6,027		13,889	122,088	11.38%
Capital Outlay	-	-			-	-	0.00%	-	18,170	-		18,171	18,171	0.00%
Roof	-	-			-	-	0.00%	-	-	-		52,690	52,690	0.00%
Engineer Fee	-	-			-	-	0.00%	-	-	-		39,000	39,000	0.00%
Global Operating Fee	2,118,284	-			2,118,284	4,236,567	50.00%	1,160,008	1,160,008	-		2,320,016	4,606,975	50.36%
Global Management Fee	32,352	-	16,176		48,528	97,056	50.00%	32,352	8,088	8,088		48,528	97,056	50.00%
Global Incentive Payment	-	-			-	97,056	0.00%	-	-	-		97,056	97,056	0.00%
Total Operating Expenses	2,232,155	(79,931)	16,176	-	2,168,401	4,808,279	45.10%	1,234,743	1,151,745	14,115	-	2,400,603	5,033,036	47.70%
Non-Operating Expenses Debt Service - Coliseum														
Federal Bond Interest Subsidy	-	-	-		-	-		-	12,387	-		12,387	-	0.00%
Prin/Int BAB	-	-	24,404		24,404	246,807	9.89%	-	-	-		-	256,569	0.00%
Prin/Int RZED	-	-	14,026		14,026	141,852	9.89%	-	-	-		-	147,463	0.00%
Prin/Int 09B	-	-	-		-	3,265,663	0.00%	-	-	-		-	3,268,175	0.00%
Prin/Int BTA CIP	-	-	-		-	356,138	0.00%	-	-	-		-	-	0.00%
Prin/Int Energy	-	-	-		-	55,193	0.00%	-	-	-		-	55,193	0.00%
Total Nonoperating Expenses	-	-	38,429	-	38,429	4,065,653	0.95%	-	12,387	-	-	12,387	3,727,400	0.33%

CROWN CENTER FINANCIAL SUMMARY (GLOBAL SPECTRUM)

	FY2016							FY2015						
	Actual					Budget	%	Actual					Budget	%
	Jul-Sep	Oct	Nov	Dec	Total			Jul-Sep	Oct	Nov	Dec	Total		
Event Income														
Direct Event Income	143,137	86,234	112,887		342,258	963,085	35.54%	147,119	31,936	119,893		298,948	1,395,853	21.42%
Ancillary Income	42,779	77,777	73,641		194,197	412,453	47.08%	45,630	38,227	41,677		125,534	448,360	28.00%
Event Operating Income	185,916	164,011	186,528		536,455	1,375,538	39.00%	192,749	70,163	161,570		424,482	1,844,213	23.02%
Signage and Suites Income	36,024	23,046	12,778		71,848	114,867	62.55%	30,593	10,252	12,778		53,623	98,034	54.70%
Miscellaneous Income	20,454	40,992	10,777		72,223	140,000	51.59%	37,738	14,735	25,286		77,759	110,549	70.34%
Total Event Income	242,394	228,049	210,083	-	680,526	1,630,405	41.74%	261,080	95,150	361,204	-	555,864	2,052,796	27.08%
Operating Expenses (Indirect)														
Indirect Expense	1,017,921	410,538	327,439		1,755,898	4,333,623	40.52%	871,882	389,659	374,094		1,635,635	4,912,087	33.30%
Total Operating Expenses	1,017,921	410,538	327,439	-	1,755,898	4,333,623	40.52%	871,882	389,659	374,094	-	1,635,635	4,912,087	33.30%
Event Inc over Operating Exp	(775,527)	(182,489)	(117,356)	-	(1,075,372)	(2,703,218)		(610,802)	(294,509)	(12,890)	-	(1,079,771)	(2,859,291)	

CUMBERLAND COUNTY REVENUE SUMMARY

PREPARED FOOD & BEVERAGE	FY2016							FY2015						
	Actual					Budget	% Recognized	Actual					Budget	% Recognized
	Jul-Sep	Oct	Nov	Dec	Total			Jul-Sep	Oct	Nov	Dec	Total		
Category 10: Ad Valorem Tax														
1225 Interest & Penalty - Food & Occupancy	14,827	3,459	3,509		21,794	50,000	43.59%	18,025	7,238	7,201		32,465	51,499	63.04%
Category 20: Other Taxes														
1015 Food & Beverage Tax	1,573,241	492,555	447,892		2,513,688	5,507,413	45.64%	1,503,701	485,018	461,261		2,449,980	5,331,574	45.95%
1120 Food & Beverage Tax - All Prior	26,711	7,886	1,284		35,881	50,000	71.76%	46,427	4,768	1,814		53,009	42,648	124.30%
Total	1,599,952	500,441	449,176	0	2,549,569	5,557,413	45.88%	1,550,128	489,786	463,075	0	2,502,989	5,374,222	46.57%
Category 70: Miscellaneous														
7002 Interest Income	159	514	444		1,117	350	319.14%	34	0	81		115	1,397	8.23%
7662 Returned Check	-	-	-	-	-	-	0.00%	-	-	-	-	-	-	0.00%
Total	159	514	444	-	1,117	350	319.14%	34	-	81	-	115	1,397	8.23%
Category 90: Other Financing Sources														
9901 Fund Balance Appropriated	-	-	-	-	-	2,102,780	0.00%	-	-	-	-	-	39,000	0.00%
Total Prepared Food & Beverage	1,614,938	504,413	453,129	-	2,572,481	7,710,543	45.87%	1,568,187	497,024	470,358	-	2,535,569	5,466,118	46.72%

CIVIC CENTER MOTEL TAX	FY2016							FY2015						
	Actual					Budget	% Recognized	Actual					Budget	% Recognized
	Jul-Sep	Oct	Nov	Dec	Total			Jul-Sep	Oct	Nov	Dec	Total		
Category 10: Ad Valorem Tax														
1225 Interest & Penalty - Food & Occupancy	-	-	-	-	-	-	0.00%	-	-	-	-	-	-	0.00%
Category 20: Other Taxes														
2600 Room Occupancy Tax - Auditorium	378,855	106,667	115,141	-	600,663	1,190,340	50.46%	381,910	99,781	111,563	-	593,254	1,211,156	48.98%
2605 Room Occupancy Tax - All Prior	-	-	-	-	-	-	0.00%	-	-	-	-	-	-	0.00%
Total	378,855	106,667	115,141	-	600,663	1,190,340	50.46%	381,910	99,781	111,563	-	593,254	1,211,156	48.98%
Category 70: Miscellaneous														
7002 Interest Income	98	248	157	-	503	-	0.00%	15	-	33	-	48	796	6.03%
Category 90: Other Financing Sources														
9901 Fund Balance Appropriated	-	-	-	-	-	27,767	0.00%	-	-	-	-	-	12,116	0.00%
Total Civic Center Motel Tax	378,953	106,915	115,298	-	601,166	1,218,107	50.50%	381,925	99,781	111,596	-	593,302	1,224,068	48.95%