

W. MARSHALL FAIRCLOTH  
Chairman

GLENN B. ADAMS  
Vice Chairman

JEANNETTE M. COUNCIL  
KENNETH S. EDGE  
CHARLES E. EVANS  
JIMMY KEEFE  
LARRY L. LANCASTER



**CUMBERLAND**  
★ **COUNTY** ★  
NORTH CAROLINA

**BOARD OF COMMISSIONERS**

CANDICE WHITE  
Clerk to the Board

KELLIE BEAM  
Deputy Clerk

**MEMORANDUM**

TO: Finance Committee Members (Chairman Lancaster, Council, Edge and Keefe)

FROM: Candice H. White, Clerk to the Board

DATE: September 30, 2016

SUBJECT: Finance Committee Meeting – Thursday, October 6, 2016

**There will be a regular meeting of the Finance Committee on Thursday, October 6, 2016 at 9:30 AM in Room 564 of the Cumberland County Courthouse located at 117 Dick Street, Fayetteville, NC.**

**AGENDA**

1. Approval of Minutes – September 1, 2016 Finance Committee Regular Meeting (**Pg. 2**)
2. 2017 Revaluation – Overview of Schedule of Values and Timeline (**Pg. 18**)
3. Consideration of Approval of Internal Audit Report and Plan (**Pg. 32**)
4. Consideration of Approval of Request to Surplus Solid Waste Equipment (**Pg. 35**)
5. Update on DSS Business Intelligence Process and Implementation (**Pg. 38**)
6. Joint 911 Center Consulting Services for the Purpose of Grant Application and Consolidation Planning (**Pg. 41**)
7. Monthly Financial Report (**Pg. 50**)
8. Other Items 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

# DRAFT

CUMBERLAND COUNTY FINANCE COMMITTEE  
COURTHOUSE, 117 DICK STREET, 5TH FLOOR, ROOM 564  
SEPTEMBER 1, 2016 – 9:30 AM  
REGULAR MEETING MINUTES

MEMBERS PRESENT: Commissioner Larry Lancaster, Chairman  
Commissioner Jeannette Council  
Commissioner Kenneth Edge  
Commissioner Jimmy Keefe

OTHER COMMISSIONERS

PRESENT: Commissioner Glenn Adams  
Commissioner Marshall Faircloth

OTHERS: Amy Cannon, County Manager  
James Lawson, Deputy County Manager  
Tracy Jackson, Assistant County Manager  
Melissa Cardinali, Assistant County Manager  
Sally Shutt, Governmental Affairs Officer  
Rick Moorefield, County Attorney  
Phyllis Jones, Assistant County Attorney  
Deborah Shaw, Budget Analyst  
Kim Cribb, Budget Analyst and Grants Coordinator  
Keith Todd, Information Services Director  
Kim Honan, Enterprise Solutions Division Manager  
Lynn Smith, Business Analyst  
Sabrina Patterson, Business Analyst  
Jimmy Platter, Business Analyst  
Jeffrey Brown, Engineering and Infrastructure Director  
Brenda Jackson, Social Services Director  
Candice H. White, Clerk to the Board  
Press

Commissioner Lancaster called the meeting to order.

In the interest of time, Amy Cannon, County Manager, requested the removal from the agenda of Item 4. 2017 Revaluation-Overview of Schedule of Values and Timeline and the addition under Item 9. Other Matters of Business of a Closed Session for Attorney/Client Matter(s) pursuant to NCGS 143-318.11(a)(3). Ms. Cannon stated the 2017 revaluation overview can be moved to the October meeting of the Finance Committee.

MOTION: Commissioner Edge moved to approve the agenda to include the changes as requested by the county manager.

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

# DRAFT

## 1. APPROVAL OF MINUTES – AUGUST 4, 2016 FINANCE COMMITTEE SPECIAL MEETING

MOTION: Commissioner Edge moved to approve the August 4, 2016 special meeting minutes.

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

## 2. PRESENTATION BY ALLIANCE BEHAVIORAL HEALTHCARE

### BACKGROUND:

Rob Robinson, Chief Executive Officer, Alliance Behavioral Healthcare will be presenting a financial update as well as the latest information on Medicaid reform.

### RECOMMENDATION/PROPOSED ACTION:

No action is required by the Committee. Presentation is for informational purposes only.

\*\*\*\*\*

Ms. Cannon recognized Rob Robinson, Alliance Behavioral Healthcare Chief Executive Officer, and Kelly Goodfellow, Alliance Behavioral Healthcare Chief Financial Officer.

Ms. Goodfellow reviewed Alliance Funding below and stated the decrease between FY16 and FY17 is mostly due to Medicaid because during the course of any year, the Alliance receives a lot of retroactive Medicaid which, by the end of the year, causes the budget to be increased. Ms. Goodfellow stated the Alliance anticipates by the end of the year that amount for FY17 will be in line with the amount for FY16.

### Alliance Funding

Source	FY16	% of Total	FY17	% of Total
Medicaid	\$433,888,665	82%	\$392,551,423	80%
State	\$60,132,706	11%	\$59,573,096	12%
Local	\$36,294,009	7%	\$37,243,884	8%
Total	\$530,515,380		\$489,368,403	

Ms. Goodfellow reviewed the service spending breakdown below for state/federal and Cumberland County funds the Alliance receives and stated state/federal dollars are utilized before tapping into local dollars. Ms. Goodfellow stated the Alliance uses almost all of the dollars allocated by Cumberland County which is \$4.8 million.

# DRAFT

## Service Spending

Alliance Cumberland County - Service Expenses			
Period Ending	State/Federal Portion	County Portion	Total
6/30/2014	\$6,965,480	\$3,573,821	\$10,539,302
6/30/2015	\$6,447,818	\$2,039,373	\$ 8,487,191
5/31/2016	\$4,614,571	\$4,796,000	\$ 9,410,571

Commissioner Keefe asked why the county's portion dropped so drastically in FY15. Ms. Goodfellow stated about that time there was a shift in the provider network and Cape Fear Valley increased its outpatient behavioral healthcare services. Ms. Goodfellow stated the Alliance is now definitely back in line as far as services provided. Commissioner Keefe inquired about the reduction in the state/federal portion for FY16. Ms. Goodfellow stated the reduction could have been from pressure put on those dollars by increased services provided by any of the other three communities across the Alliance's catchment area. Ms. Goodfellow explained at the beginning of each year, the Alliance allocates dollars across its four catchment areas according to historical spending; however, throughout the course of the year pressure will be put on state dollars if increased services are provided in any of the four catchment areas.

Commissioner Adams asked who determines how dollars are allocated when increased services are provided. Ms. Goodfellow stated state dollars are allocated by the Alliance based on need and the challenge for the Alliance is that the state dollars it receives are not allocated by catchment area. Ms. Goodfellow stated the Alliance still has the remainder of FY16 to account for as well as end of year adjustments, and she anticipates the number will go up closer to that of FY15 because spending increased in Cumberland County.

Commissioner Adams requested service spending to include state/federal portions and county portions for the other three counties in the Alliance's catchment area for purposes of comparison. Ms. Goodfellow stated this can be provided for the entire fiscal year once the books close. Commissioner Council stated if the allocations do not appear equitable at the end of the fiscal year, she would like the Alliance to provide a plan to make the allocations equitable. Ms. Goodfellow stated there was also a \$9 million state legislative reduction this year and what is not reflected in the state/federal portion is the amount of money the Alliance takes from its fund balance to cover the state services. Ms. Goodfellow stated this is another part of why an increase will be seen when the books close and the fund balance is allocated.

With regard to the Alliance Cumberland Fund Balance below, Ms. Goodfellow stated the Alliance anticipates spending all of the \$5 million from FY15 in FY16, and through the course of the first two years, the provider network was challenged and Cape Fear Valley Hospital System began its crisis and behavioral services. Ms. Goodfellow stated this year appears more normalized and a normal trend of utilizing all allocated dollars will continue.



# DRAFT

## Alliance Cumberland Fund Balance

Period Ending	Receipts	Disbursements	Balance
6/30/2013	\$1,200,000		
6/30/2014	\$4,800,000	\$3,573,821	\$2,426,179
6/30/2015	\$4,800,000	\$2,039,373	\$5,186,806
5/31/2016	\$4,800,000	\$4,796,000	\$5,190,806

Ms. Goodfellow stated the Alliance worked with the county on various plans for utilization of the fund balance and outlined the fund balance plan below to utilize the \$5 million fund balance. Mr. Robinson stated the funds will remain in Fayetteville/Cumberland County.

### Fund Balance Plan

- \$1.3M for renovation of Alliance office space
- \$2.25M to fund FY17
- \$800K for Roxie improvements
- \$1.17M remaining will cover current and expansion of services; ability to reinvest in the community

Ms. Goodfellow briefly reviewed how the Alliance is adhering to its state contractual requirements and its senate bill requirements as outlined below and stated the goal of the Alliance is to spend as much of the revenue it receives on services.

### Financial Requirements

- SB208 as of May 31
  - Current Ratio (assets to liabilities) – 2.76 (1.00 is requirement)
  - Percent Paid – 99.69% (90% payment of claims is requirement)
- State Contract as of May 31
  - Defensive Interval – 99.21 (30 is requirement for days on hand for cash)
  - Medical Loss Ratio – 84.75% (85% is requirement for service dollars spent for revenue received; ebbs and flows through year; % is cumulative)

Ms. Goodfellow stated one of the main goals of the Medicaid waiver is to be able to save money and reinvest in the community and the Alliance spent the better part of the fiscal year focusing on how it can use its fund balance to reinvest in the community by using a gap needs assessment, working with stakeholders and talking with its Board and CFAC members. Ms. Goodfellow outlined the reinvestment plan below that came out of this process.

### Reinvestment Plan for Fund Balance

- As we invest in developing quality services, we continue to save
- Plan will address unmet needs
- Sustainable plan through future fund balance and service dollars
- Strong management oversight will allow us to make adjustments as needed

Ms. Goodfellow also outlined focus areas of the reinvestment plan below.

# DRAFT

## Focus Areas

- Develop/expand community-based services
- Manage utilization of high-cost services
- Improve access to services
- Provider stability through rate increases
- Incentivize evidence based practices
- Reduce ED admissions and wait times
- Integrated care activities
- Opiate/benzodiazepine misuse

Ms. Goodfellow provided highlights of the reinvestment plan outlined below and stated part of the \$29 million reinvestment plan below includes \$6 million for a Wake Crisis Center that will begin construction this fiscal year; Behavioral Healthcare Urgent Care pilot program for all four counties for \$2 million that will attribute to keeping clients out of the emergency department and focus on behavioral health needs; Child Facility Based Crisis regional plan at \$5 million to help keep children out the hospital; and \$6.3 million for additional service rate increases to stabilize the provider network; as of July 1 to allow for residential services to provide for the intellectual disability population, for increases for basic outpatient and for high need community services. Ms. Goodfellow stated the Alliance has heard time and time again that its rates were not sufficient so it was excited to be able to increase service rates for its providers.

## Reinvestment Plan

Description	FY17 Funding Amount	Projected Implementation
Wake Crisis Facility	\$ 6,000,000	7/1/2017
NC START	\$ 650,000	7/1/2016
Integrated Care/Expansion	\$ 750,000	7/1/2016
Enhanced Therapeutic Foster Care	\$ 905,000	7/1/2016
Trauma-informed Therapeutic Foster Care	\$ 100,000	12/1/2016
ICF Transitions with B3 Funds	\$ 1,000,000	7/1/2016
Technology-Enabled Homes	\$ 25,000	7/1/2016
Short-term PRTF beds	\$ 900,000	7/1/2016
First Responders Reimbursement	\$ 310,000	9/1/2016
Mobile Crisis	\$ 700,000	8/1/2016
BH Urgent Care	\$ 2,000,000	10/1/2016
Child Facility Based Crisis	\$ 5,000,000	10/1/2017
Peer Respite	\$ 300,000	1/1/2017
Rapid Response	\$ 240,000	9/1/2016
Peer Transition Teams	\$ 200,000	3/1/2017
IDD Crisis Respite Facility	\$ 985,500	10/1/2016
Intensive Wrap Around	\$ 302,400	9/1/2016
Group Living Step Down	\$ 191,625	7/1/2016
Additional Service Rate Increases	\$ 6,300,000	7/1/2016
Durham Crisis Facility Renovation	\$ 2,000,000	1/1/2017
Supportive Housing	\$ 500,000	7/1/2016
<b>Total</b>	<b>\$ 29,359,525</b>	

Commissioner Keefe asked how much of the reinvestment plan was Cumberland County based. Ms. Goodfellow provided highlights of the reinvestment plan's impact to Cumberland County:



# DRAFT

Rate increases cover entire Alliance catchment area

- NC START is a regionally-based program
- Most services cover entire catchment area
  - Expanded PRTF beds, enhanced Therapeutic Foster Care, Rapid Response beds, etc.
- Mobile Crisis redesign will benefit entire catchment area
- Rate increase for suboxone, specifically for Cumberland County addressing opiates

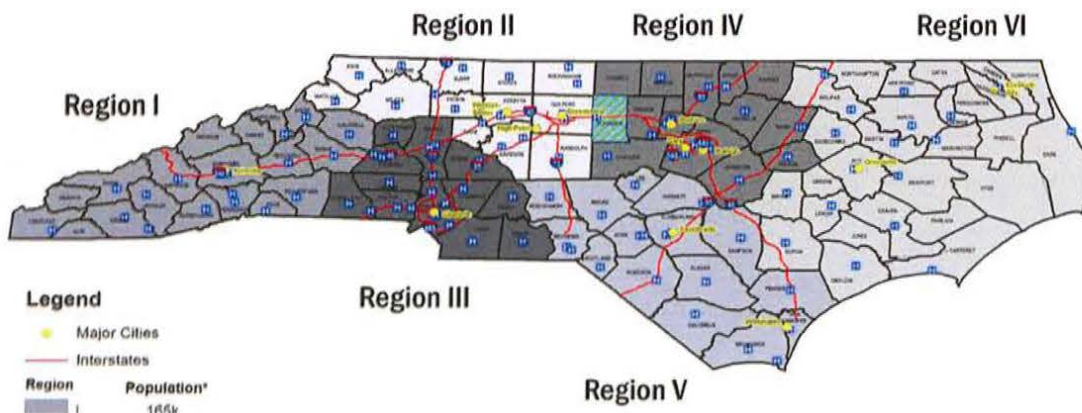
Commissioner Council stated the Board wants providers that are located in and investing in services in Cumberland County so the expectation is that clients will not receive services from providers based in other counties. Mr. Robinson stated the Alliance has done a lot to redesign the system and expand providers in Cumberland County but a lot of communities do not have services such as state hospitals, residential placements, and services for high need and high complex clients are scattered throughout the state and on occasion clients have to be placed out of state. Commissioner Adams stated he receives calls that services are being provided in Cumberland County by providers that come in from other counties and that the state gives local providers the necessary paperwork but the Alliance will not open up the network for placements. Commissioner Edge spoke to the tightening of requirements for providers and the credentials and certifications that have become necessary over time. Commissioner Edge stated the services being provided in Cumberland County now are far better than before the existence of the MCO and more services are being provided for less dollars.

Mr. Robinson provided highlights of the state's Medicaid Reform Plan and stated private commercial MCOs will be brought in through an RFP process to manage the physical health side and the Provider Lead Entities (PLEs) or hospitals will be determined based on the market and what the providers decide to do.

## Medicaid Reform Plan

- Six regions across state
- Three commercial MCOs and up to 12 PLEs
- Timeline
  - DHHS to submit Waiver by June 1, 2016
  - CMS approval anticipated January 1, 2018
  - PHP (PLE and MCOs) "go-live" July 1, 2019
  - LME/MCO system left as is until July 1, 2023

## Proposed Regions



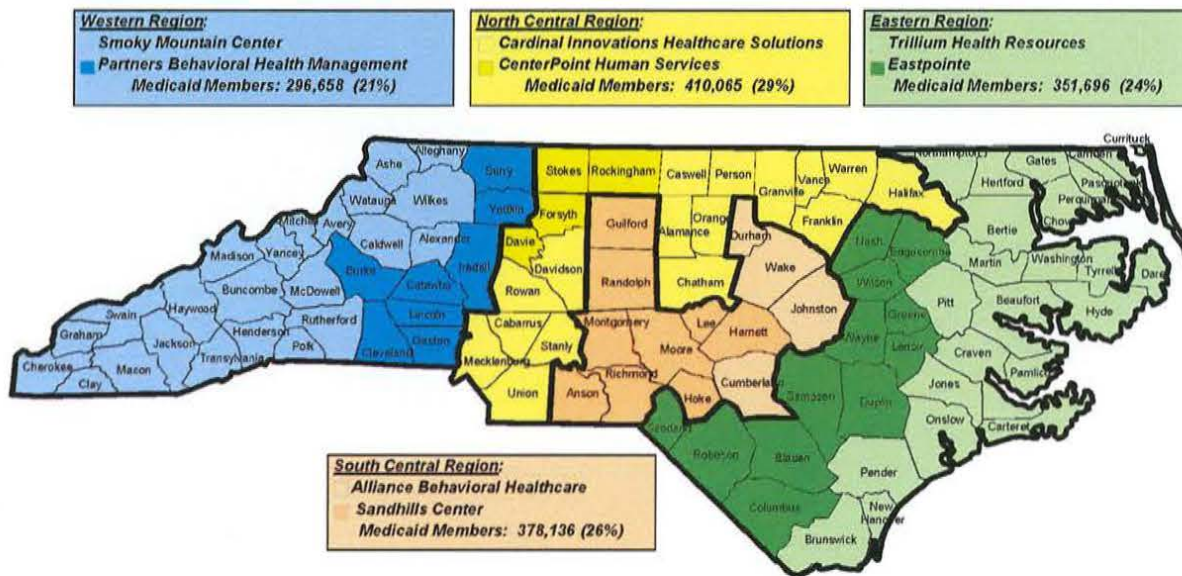
# DRAFT

Mr. Robinson stated behavioral healthcare will remain as is for seven to eight years and there is some movement to stay as it currently is longer than that; however, commercial managed care companies are pushing hard to take over current LME/MCO functions. Mr. Robinson reviewed the following and stated the four proposed regions are open for change due to factors other than geography. Mr. Robinson noted the behavioral health system does not line up with the physical health side so there will be crossover into multiple catchment areas. Mr. Robinson stated as for mergers, the state would like to further reduce the seven MCOs down to four. Mr. Robinson stated the Alliance has been partnered with the Sandhills Center but Sandhills is not willing to merge, so at this point the DHHS Secretary is working with all the MCOs to figure out how to get down to four. Mr. Robinson stated the job before the Alliance at this time is to keep moving forward, show its value to the system and show it is indispensable moving forward.

## New Developments

- Four specialty health regions for behavioral health
- Alliance to merge with Sandhills to form South Central Region
- LME/MCO implantation plans to be developed and submitted by end of summer

## Proposed Regions



## 3. CONSIDERATION OF N.C. CIVIL WAR HISTORY CENTER RESOLUTION

### BACKGROUND:

The N.C. Civil War History Center (the Center) is seeking to develop a history center in the Haymount area of Fayetteville. The plans for the Center have been approved by the State of North Carolina. To assist in leveraging State funds for this project, the N.C. Civil War History Center is seeking local government support.

The Center has provided the resolution recorded below for consideration. The resolution commits the Board of Commissioners to making a good-faith effort to identify resources to fund \$7.5 million of the \$15 million needed in local government support. Funding is needed over a two to three year period.



# DRAFT

## RECOMMENDATION/PROPOSED ACTION:

The N.C. Civil War History Center is seeking approval of the resolution recorded below which commits the Board of Commissioners to make a good-faith effort to identify resources to fund \$7.5 million and release the funds contingent upon receiving matching state support. The Center also requests the funds of \$7.5 million be identified no later than January 15, 2017.

## RESOLUTION ON \_\_\_\_\_

Whereas more than \$2,000,000 in state and private monies have been expended over the past eight years toward the creation of the North Carolina Civil War History Center;

Whereas those plans demonstrate a major economic benefit to the community including attracting up to 130,000 new tourists annually, creating more than 200 permanent new jobs, and generating almost \$20,000,000 in new economic activity;

Whereas the development of the \$65,000,000 History Center will serve as a catalyst for major economic development resulting in a substantial increase in property values in the Haymount area;

Whereas the citizens of Fayetteville and Cumberland County have raised almost \$6,000,000 from local businesses, foundations, and individuals toward the History Center;

Whereas in May 2015 the City of Fayetteville pledged \$1,000,000 to the History Center;

Whereas the plans for the Center have been approved by the State of North Carolina;

Whereas funds from the State of North Carolina in combination with admissions, rentals, food and beverages, and endowment income will cover the annual operating expenses;

Whereas the City or County can realize all the benefits of the History Center without being responsible for the annual operating expenses;

Whereas \$15,000,000 in local government support is deemed necessary to leverage sufficient state funds to realize the plans and the projected economic benefits;

Whereas state legislative leadership has indicated that it will only consider providing significant state monies after demonstration of significant local governmental support;

Whereas local government support will only be provided after the state of North Carolina makes its commitment to the project; and

Whereas state funds likely will be secured incrementally over a two- to three-year period commencing in 2018, and the local governmental monies will follow the state monies.

Now, therefore, be it resolved:

# DRAFT

That the Cumberland County Commissioners will commit to making a good-faith effort to identify the necessary resources to fund \$7.5 million of the \$15 million needed in local government support and;

That release of these funds is contingent upon receiving matching state support and that county funds will be released incrementally, 25 cents on every state dollar, as state funds are committed and;

Assuming that the county funds are identified, the Cumberland County Commissioners will make this commitment by no later than January 15, 2017.

\*\*\*\*\*

Melissa Cardinali, Assistant County Manager, stated county management received a request from Mac Healy, Chairman of the N.C. Civil War History Center Foundation, to present a resolution regarding funding for the N.C. Civil War History Center. Ms. Cardinali recognized Mr. Healy who read and expanded on the resolution recorded above.

Ms. Cannon stated she would feel remise in her role as the county manager if she did not speak to the multiple other “asks” that have come to her level and not yet risen to the Board level that equate to \$41 million, which includes the \$7.5 million “ask” for the N.C. Civil War History Center. Ms. Cannon stated it is difficult to make a commitment by resolution for one project out of total asks of \$41 million, and it is exceptionally difficult because the county does not know what the 2017 revaluation revenue potential will be. Ms. Cannon stated although the county will not know the bottom line at the beginning of 2017, it should have a better idea of its standing with revaluation and other revenue sources and be able to look at all of the “asks” together. Ms. Cannon stated although the county is already working on its FY18 budget and putting together a list, budget requests are not normally presented September 1. Ms. Cannon apologized for dropping \$41 million worth of “asks” on the table at once and stated it is not meant to show a lack of support for much needed community projects or to show disrespect towards any members of the N.C. Civil War History Foundation who should be commended for their efforts. Discussion followed. No action was taken.

4. REMOVED FROM AGENDA

5. CONSIDERATION OF REQUEST TO SURPLUS SOLID WASTE EQUIPMENT AT THE WILKES ROAD PROCESSING FACILITY

## BACKGROUND:

Last fiscal year, the Solid Waste Department purchased a new Morbark horizontal grinder for the Wilkes Road Processing facility to replace one of the two Morbark tub grinders at the site. Although, this piece of equipment is no longer in service at the facility, it is still a functional piece of equipment after minor repairs were made.

Over the last couple of months, several vendors have expressed interest in the tub grinder. Therefore, it would be advantageous for the Department if the machine were to be declared surplus property and placed on GovDeals.com to be sold as the County typically does with other

# DRAFT

equipment that no longer serves a useful purpose for the organization. Since this machine has a value of over \$30,000, it requires the Board of Commissioners to declare the property surplus.

## RECOMMENDATION/PROPOSED ACTION:

The Interim Solid Waste Director along with County Management recommend that the Finance Committee approve the Solid Waste Department's request to declare the Morbark tub grinder (Serial No. 575-025, Model 1400) as surplus property and forward it to the Board of Commissioners for its consideration at their September 6<sup>th</sup> meeting.

\*\*\*\*\*

Jeffrey Brown, Engineering and Infrastructure Director, reviewed the background information recorded above.

MOTION: Commissioner Edge moved to approve the Solid Waste Department's request to declare the Morbark tub grinder as surplus property.

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

6. UPDATE REGARDING THE OVERHILLS PARK WATER AND SEWER DISTRICT RESOLUTION AUTHORIZING THE ISSUANCE AND SALE OF REVENUE BOND ANTICIPATION NOTE IN THE PRINCIPAL AMOUNT OF \$1,379,000

## BACKGROUND:

In late July 2016, the Local Government Commission (LGC) solicited proposals for the revenue bond anticipation notes (RBANs). Three banks submitted letters of commitment, with Carter Bank and Trust coming in with the lowest rate. On August 15, 2016, the Board approved the bond order and note resolution which authorized the issuance and sale of water and sewer system RBANs. The next scheduled step was to close with the bank. However, prior to the closing the bank withdrew their letter of commitment when it was brought to their attention the commitment would be with Overhills Park Water and Sewer District, not Cumberland County.

The LGC has since made contact with PNC Bank who had the second lowest rate. PNC has agreed to the commitment with the district at a rate of 1.36% per annum. The resolution will be brought back to the Board of Commissioners because the resolutions are specific to the bank as well as their interest rates. In anticipation of the resolution approval, the bank closing has been scheduled for September 8 which falls within the project's bid expiration timeframe and will cause no further delays.

The finance director and county management will be recommending approval of the resolution during the September 6 meeting of the Overhills Park Water and Sewer District Board.

## RECOMMENDATION/PROPOSED ACTION:

No action needed – for information purposes only.

\*\*\*\*\*

# DRAFT

Melissa Cardinali, Assistant County Manager, reviewed the background information recorded above. No action was taken.

## 7. PRESENTATION ON BUSINESS PROCESS RECOMMENDATIONS FOR THE FOOD AND NUTRITION SERVICES PROGRAM AT THE DEPARTMENT OF SOCIAL SERVICES

### BACKGROUND:

As a part of the Board of Commissioners approved Business Intelligence Initiative, the Enterprise Solutions Division within Information Services recently conducted a comprehensive business process review for the Department of Social Services. The business process review concentrated on the Food and Nutrition Services within the Economic Services Division. Through this business process review, several opportunities for business process improvements were discovered.

Lynn Smith will provide a presentation to review the current processes, business process improvement opportunities, and recommended solutions to improve these business processes in the area of FNS Recertifications.

### RECOMMENDATION/PROPOSED ACTION:

Information Services asks that the Finance Committee endorse the Enterprise Solutions Divisions' continued work on a phased-in approach and monitoring of the business process improvements for FNS Recertifications and provide monthly reports to the Finance Committee.

\*\*\*\*\*

James Lawson, Assistant County Manager reviewed the background information recorded above and stated recommendations for applications were broken down into seven phases for implementation, and since last month a template was developed as a guide for timelines, action steps, potential challenges and which staff are to be involved in the various processes. Mr. Lawson stated conversations have gone on throughout the month between DSS Director Brenda Jackson, Information Services Director Keith Todd and himself to organize the implementation plan. Mr. Lawson stated a kick off was held during which an overview of the plan was presented, a steering committee was organized and staff were assigned to workgroups for the each of the seven phases. Mr. Lawson stated a biweekly meeting schedule was also developed to review progress, identify challenges and strategize. Mr. Lawson stated the workgroups will act as boots on the ground and report back to the steering committee that will in turn provide reports to Ms. Jackson, Mr. Todd and himself.

Mr. Lawson recognized Lynn Smith, Business Analyst, who provided the following presentation beginning with a review of the agenda.

## FOOD AND NUTRITION SERVICES RECERTIFICATIONS BUSINESS PROCESS REVIEW



# DRAFT

## Agenda

- Recertifications Organizational Structure
- Fact Findings
- Recertifications Comparison (6 Month Period)
- Percentage of Population Receiving FNS Benefits
- Recertifications Staffing Analysis
- Recertifications Recommendations
- Value Added Summary
- Recommended Rollout Phases
- OST Comments
- Client Tracking

Ms. Smith reviewed the recertifications/organization structure at the time of observation and fact findings as follows:

## Recertifications / Organizational Structure

- Program Manager
- 3 – Supervisors
- 39 – Case Workers
- 3 – Time Limited Staff
- 3 – Medicaid Workers Assisting

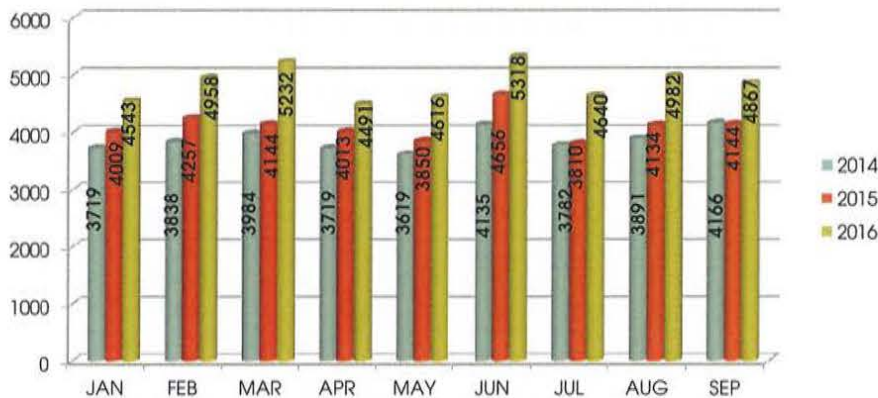
## Fact Findings

- Recertifications received by the 15<sup>th</sup> of the month must be completed by the end of the month. Recertifications received after the 15<sup>th</sup> of the month must be completed within 30 days following receipt.
- Any recertification received after the 30<sup>th</sup> of the month is considered late and becomes an expedite. Case workers must key a new (shorter version) application for these cases.
- Receptionists (Processing Assistant III's) do not make changes in NCFast (North Carolina Families Accessing Services through Technology).
- Some case workers take laptops home so they can work in the evenings.
- FNS workers are having to work Saturdays (1 out of 3 per month is mandatory) to keep up with recertifications. (Approved overtime from January 8 through June 30, 2016)
- Changes include change of address, household dynamic, change in job/salary, etc. At the time of these observations, changes were behind 111 for December and 847 for January. Changes are now current.
- There is a 8% projected increase in the number of recertifications from 2015 to 2016.
- Customers are directed from the 3<sup>rd</sup> floor to the 1st floor to have their paperwork scanned.
- There is no standard for dictation (template).

Ms. Smith highlighted recertification comparisons below and stated recertification comparisons for January through March are actual numbers taken from end-of-day reports in addition to client tracking information when clients check in, and April through September numbers came from a report through NCFast that shows the number of cases coming up for recertification for those months.

# DRAFT

## Recertifications Comparison January through September 2014-2016

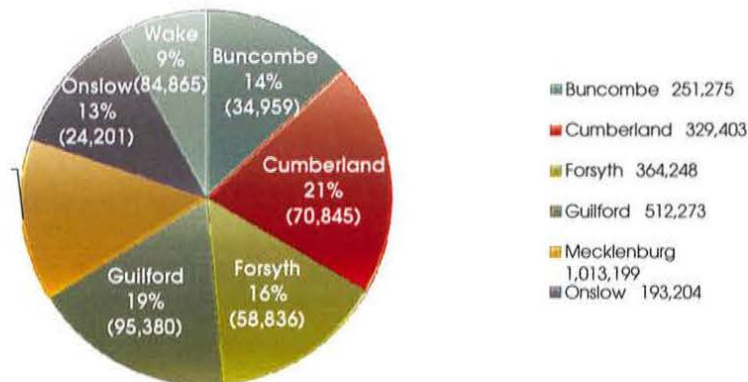


Source: End-of-Day Reports plus Client Tracking Information  
Totals: 2014 – 37,387 ; 2015 – 36,189; 2016 – 39,104 (+8%)

Ms. Smith displayed the chart below and stated 21% of the Cumberland County population or 70,845 individuals are receiving FNS benefits.

### Percentage Populations Receiving FNS Benefits

Mecklenburg – 15% - (150,874)



Ms. Smith stated the staffing analysis does not take into account all of the staff of the Economic Services Division and was conducted on FNS alone. Ms. Smith stated a business process review will need to be completed on all areas of Economic Services Division before staff recommendations can be determined. Ms. Smith explained the staffing formula to determine the number of staff required and provided highlights of the staffing analysis below.

# DRAFT

## Recertifications Staffing Analysis

CY 2015	Recerts	Total Time	Changes	Total Time	Staff Required	Current Staffing	Staffing Differential	Staffing Differential with all 42 Positions Filled
January	4934	0.83	1031	0.5	37	33	-4	5
February	5228	0.83	803	0.5	38	33	-5	4
March	5090	0.83	1057	0.5	38	33	-5	4
April	4924	0.83	1073	0.5	37	33	-4	5
May	4717	0.83	946	0.5	35	33	-2	7
June	5623	0.83	1272	0.5	42	33	-9	0
July	4717	0.83	1073	0.5	35	33	-2	7
August	5104	0.83	987	0.5	38	33	-5	4
September	5116	0.83	946	0.5	37	33	-4	5
October	4829	0.83	1098	0.5	36	33	-3	6
November	4596	0.83	713	0.5	33	36	3	9
December	5407	0.83	705	0.5	38	36	-2	4
AVERAGE	5024	0.83	975	0.5	37	34	-3	5

Ms. Smith reviewed recertifications recommendations and recertifications value added summary:

- Add 1 additional scanner to Reception Desk #32
- Add 2 phones to the intake area
- Create a Change Team of 2 or 3 dedicated employees
- Create a standard dictation template
- Add a Customer Service Survey to the DSS website
- Add recertification and change forms to DSS website
- Reclassify Processing Assistants at the reception areas

### Recertifications Value Added Summary

Process Improvement	Value Added
Add a scanner to Reception Desk #32	Improves customer service – Customers will no longer have to go to the 1 <sup>st</sup> floor to have documents scanned.
Add 2 additional phones to the Intake area	Eliminates non-value added steps which is a time savings for the Intake Workers.
Create a Change Team	Process timely changes. Reduces duplicated work. Ensures data in NCFast is more consistent and up to date. Change team can process cases once changes for the day are completed.
Create a standard dictation template	Makes information easier to find for the next worker. Ensures all information is gathered and properly noted.
Add a Customer Service Survey to the DSS website	Better understand the needs of the customer. Increase managements' knowledge of the public's perception.
Add recertification and change forms to DSS website	Customer convenience. Forms will be more readily accessible to customers.
Reclassify and train the Processing Assistants so that they can scan, conduct the interview and pend cases in NCFast	Obtains timely interviews and decreases processing time for case workers. Able to assist during busy periods. Supports the elimination of drop boxes.

# DRAFT

Ms. Smith then reviewed the recommended rollout phases below and shared the Operational Support Team's (OST) comments.

Rollout Phases	Recommendations
1st	Add a scanner to Reception Desk #32 and phones to intake areas
2nd	Create a Change Team
3rd	Add a Customer Service Survey to the DSS website Add recertification and change forms to the DSS website
4th	Create a standard dictation template
5th	Reclassify and train the Processing Assistants

Ms. Smith stated future considerations include Client Tracking and further analysis will be conducted on Client Tracking to evaluate it for replacement, and other areas of DSS that utilize Client Tracking need to be reviewed before any analysis can be completed. Ms. Smith stated Laserfiche will be researched to replace FNS process for Client Tracking which is used for the following:

- End-of-Day report from Central Records for recertifications received by mail or drop box
- Employees' Day Sheets
- Signing in and out for work
- Supervisors utilize it to check employees attendance before assigning cases
- Tracking the amount of time spent on a case
- Allows Intake Workers to monitor when customers are waiting to be seen

Consensus was to endorse the Enterprise Solutions Divisions' continued work on a phased-in approach and monitoring of the business process improvements for FNS Recertifications and provide monthly reports to the Finance Committee.

## 8. MONTHLY FINANCIAL REPORT

### BACKGROUND:

The financial report is for fiscal year 2016, June year-to-date, as of August 15. Highlights include:

- Revenues
  - Ad Valorem tax collections finished out strong for the year at 99.25% of the tax 1 levy and 1.18% over budget
  - Sales tax collections are strong (Note: the FY16 total is short two collection months compared to the FY15 total which was short only one month)
  - Restricted Intergovernmental – Health is slightly lower in total because of a pending entry that will be offset by charges and services and an period adjustment entry that is forthcoming
  - Interest income is showing a negative amount for the period because of the timing of the interest allocation to other funds



# DRAFT

- Expenditures
  - General Fund expenditures remain in line with budget and previous year patterns
- Crown center expense summary/prepared food and beverage and motel tax
  - Income and expenses remain in line with budget and last year's actuals

## RECOMMENDATION/PROPOSED ACTION:

No action needed – for information purposes only.

\*\*\*\*\*

Ms. Cardinali reviewed the financial report highlights as recorded above.

## 9. OTHER MATTERS OF BUSINESS

MOTION: Commissioner Keefe moved to go into closed session for Attorney-Client Matter(s) pursuant to NCGS 143-318.11(a)(3).

SECOND: Commissioner Council

VOTE: UNANIMOUS (6-0)

MOTION: Commissioner Lancaster moved to reconvene in open session.

SECOND: Commissioner Council

VOTE: UNANIMOUS (6-0)

MOTION: Commissioner Edge moved to adjourn.

SECOND: Commissioner Council

VOTE: UNANIMOUS (6-0)

There were no other matters of business.

There being no further business, the meeting adjourned at 11:45 a.m.

JOSEPH R. UTLEY, JR.  
Tax Administrator



**CUMBERLAND**  
★ **COUNTY** ★  
NORTH CAROLINA

ITEM NO. 2  
AMY B. KINLAW  
Chief of Assessment and Collections

TAMI K. BOTELLO  
Chief of Real Estate and Mapping

**OFFICE OF THE TAX ADMINISTRATOR**

**MEMO FOR THE AGENDA OF THE OCTOBER 6, 2016  
MEETING OF THE FINANCE COMMITTEE**

**TO:** FINANCE COMMITTEE MEMBERS

**FROM:** JOSEPH R. UTLEY, JR., TAX ADMINISTRATOR

**THROUGH:** MELISSA CARDINALI, ASSISTANT COUNTY MANAGER FOR  
FINANCE AND ADMINISTRATIVE SERVICES

**DATE:** SEPTEMBER 23, 2016

**SUBJECT:** 2017 REVALUATION – OVERVIEW OF SCHEDULE OF VALUES  
AND TIMELINE

**Presenter:** Joseph R. Utley, Jr., Tax Administrator

**Estimate of Committee Time Needed:** 10 Minutes

**BACKGROUND**

NCGS 105-286 requires counties to reappraise all real property every 8 years. Cumberland County's next general reappraisal is scheduled for January 1, 2017.

This is the second of two presentations meant to serve as informational sessions prior to the October 17, 2016 Board of Commissioner's meeting. This presentation will inform the Finance Committee members about the schedule of values and future timeline.

**RECOMMENDATION/PROPOSED ACTION**

This presentation is for informational purposes only. No action by the Finance Committee is required.





# 2017 Revaluation

## Overview of Schedule of Values and Timeline

October 6, 2016  
Finance Committee

Joe Utley, Tax Administrator  
Cumberland County Tax Administration





# Today's Presentation

---

- Overview of the 2017 Schedules, Standards and Rules
- Timeline for Revaluation



# 2017 Schedules, Standards and Rules

## ➤ Statutory Requirement

- ✓ North Carolina General Statute 105-317 is the statute that governs the appraisal of real property and the adoption of the schedule of values
- ✓ North Carolina General Statute 105-317(b)(1) requires that uniform schedules of values, standards, and rules be prepared for each revaluation of real property



CUMBERLAND  
★ COUNTY ★  
NORTH CAROLINA



# 2017 Schedules, Standards and Rules

## ➤ Statutory Requirement

- ✓ Paragraph C of 105-317 states the schedule of values, standards and rules be adopted by January 1<sup>st</sup> of the year of the reappraisal
- ✓ North Carolina General Statute 105-317(c)(1) requires that uniform schedules of values, standards, and rules be presented to the board of county commissioners not less than 21 days before the meeting in which they will be considered





# 2017 Schedules, Standards and Rules

- The Schedule of Values (SOV) represents a uniform schedule for values, standards, and guidelines to be used in appraising real property to determine “fair market” value.
- The purpose of the manual is to describe the methodology and procedures for appraising all Cumberland County real property at market value and present use value at the time of the county’s most recent General Reappraisal (2017).

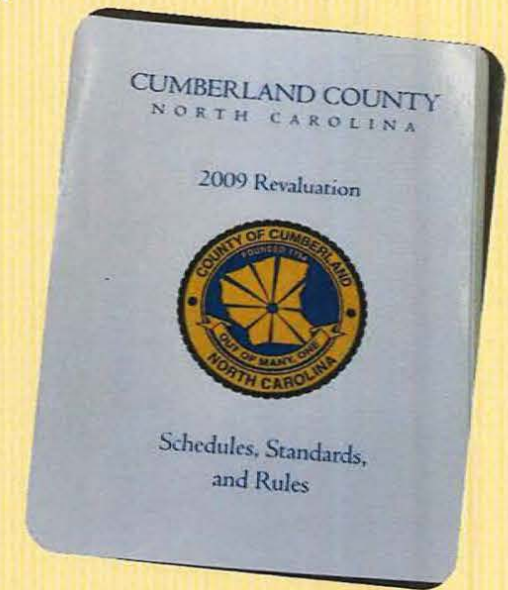


CUMBERLAND  
★ COUNTY ★  
NORTH CAROLINA



# 2017 Schedules, Standards and Rules

- Once the Schedule of Values is adopted the rates will be applied until the next revaluation.
- We are responsible for appraising about 140,000 individual properties all at one time. This is referred to as **mass appraisal**.



CUMBERLAND  
★ COUNTY ★  
NORTH CAROLINA



## 2017 Schedules, Standards and Rules

- General reappraisals are conducted by applying mass appraisal techniques, with thorough analysis from appraisal staff and the use of a computer-assisted mass appraisal (CAMA) software system. The sales comparison, cost, and income approaches to value are all considered when applicable to appraise all real property.
- Industry standards have been developed for mass appraisal, just as they have been for single-property appraisals, to produce property values that are both reasonable and reliable.





## 2017 Schedules, Standards and Rules

- The SOV establishes the procedures and processes to be used in the valuation of land and various types of construction.
- The challenge is to develop tables that correlate the physical property data on file with the sales data to help predict values for all properties, including those that did not sell.





# Market Value Schedules, Standards & Rules

- Sections in the SOV
  - Introduction to SOV; applicable General Statutes; mass appraisal standards; description of the County's CAMA software program; and general demographic information
  - Discussion of methods used to arrive at land values
  - Discussion of the three approaches to value
  - Cost Approach modeling and calculations for valuing all real property
  - Market Approach modeling and calculations for valuing residential properties





# **Market Value Schedules, Standards & Rules**

- Sections in the SOV
  - Income modeling and valuation process for appraising certain income producing properties
  - The Appeals Process
  - Analysis of residential, commercial, industrial and manufactured home costs when compared to sales
  - Appendix
    - Classification of real versus personal property
    - Building material cost information





## **Timetable for Revaluation**

- **October 17, 2016 –Schedule of Values (SOV) Presented**
  - Newspaper ad announces that the Assessor has submitted the SOV, which is available for public inspection in the Assessor's office, and the time and place of a public hearing on the SOV
- **November 7, 2016 – Public Hearing on SOV**
- **November 21, 2016 – Recommend Adoption of the SOV by the Board of Commissioners**
  - Newspaper ad announces the adoption of the SOV and the procedures for appealing the SOV to the Property Tax Commission (4 successive Tuesdays starting Nov. 22)





## Timetable for Revaluation

- December 2016 – Value Expectations to be Presented
- January 2017 Time Frame – **2017 notices** are mailed
- February/March 2017 – Informal hearings begin
- April 2017 – Board of Equalization and Review (BER) convenes
- August 2017 – **Bills** for 2017 are mailed
- January 5, 2018 – Last Day to pay 2017 bill without penalty





# Questions



**CUMBERLAND**  
★ COUNTY ★  
NORTH CAROLINA



AMY H. CANNON  
County Manager

JAMES E. LAWSON  
Deputy County Manager



**CUMBERLAND**  
★ **COUNTY** ★  
NORTH CAROLINA

ITEM NO. 3

MELISSA C. CARDINALI  
Assistant County Manager

W. TRACY JACKSON  
Assistant County Manager

**OFFICE OF THE COUNTY MANAGER**

**MEMO FOR THE AGENDA OF THE  
OCTOBER 6, 2016 MEETING OF THE FINANCE COMMITTEE**

**TO:** FINANCE COMMITTEE MEMBERS

**FROM:** TAMMY GILLIS, INTERNAL AUDIT DIRECTOR *Tammy*

**DATE:** SEPTEMBER 26, 2016

**SUBJECT:** CONSIDERATION OF APPROVAL OF INTERNAL AUDIT REPORT  
AND 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 January - June 2016 audit plan at the January 7, 2016 Finance Committee meeting.

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

**RECOMMENDATION**

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

Cumberland County Internal Audit  
Audit Tasks Complete  
January – June 2016

<b>Audit/Project</b>	<b>Department</b>
✓ Physical Inventories (Jan & Jun)	Central Maintenance Facility (CMF) Solid Waste Garage Health/Jail Dept 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
✓ Fee and procedures review	Animal Control
✓ Review of Invoices for 3-5 years	Solid Waste
✓ Sales tax distribution expenses	Board of Education
✓ Expenditures of County Funds	Sample of Outside Agencies



Cumberland County Internal Audit  
Audit Plan  
July - December 2016

<b>Audit/Project</b>	<b>Department</b>
Physical inventories	Central Maintenance Facility (CMF) Solid Waste garage Employee Pharmacy Health Department Pharmacy Health Department supply room
Inventory account reconciliations	CMF Solid Waste
Bank accounts	Sheriff - Detention Center Social Services
Cash counts	Sample of depts with petty cash or change funds
Review of procedures	Detention Center Finance Division
Schedule of Federal & State Expenditures	For FY2015-16 audit
Single Audit with Cherry Bekaert, CPA firm	For FY2015-16 audit



## CUMBERLAND COUNTY NORTH CAROLINA

### SOLID WASTE MANAGEMENT

#### MEMO FOR THE AGENDA OF THE OCTOBER 6, 2016 MEETING OF THE FINANCE COMMITTEE

**TO:** FINANCE COMMITTEE MEMBERS

**FROM:** JEFFERY P. BROWN, PE, INTERIM SOLID WASTE DIRECTOR

**DATE:** SEPTEMBER 29, 2016

**SUBJECT:** CONSIDERATION OF APPROVAL OF REQUEST TO SURPLUS  
SOLID WASTE EQUIPMENT

**Requested by:** JEFFERY P. BROWN, PE, INTERIM SOLID WASTE DIRECTOR

**Presenter(s):** JEFFERY P. BROWN, PE, INTERIM SOLID WASTE DIRECTOR

**Estimate of Committee Time Needed:** 5 MINUTES

#### BACKGROUND:

Over the years, the Solid Waste Department has compiled quite a bit of equipment that has been taken out of service. The majority of this equipment is not in working condition and is located at both the Ann Street and Wilkes Road sites. In an effort to improve the functionality of the space as well as improving the aesthetics at each of these sites, it is my recommendation that this equipment be declared surplus property and then sold. A list of this equipment is attached.

Typically, the County utilizes GovDeals.com for selling surplus equipment. GovDeals.com requires extensive individual information be listed for equipment. Therefore, the Department is evaluating the possibility of having a public auction for this equipment. A public auction would be more efficient since it will take less time for staff to prepare and manage. It is my understanding that prior to utilizing GovDeals.com, the County did hold public auctions to sell surplus equipment.

#### RECOMMENDATION/PROPOSED ACTION:

The Interim Solid Waste Director along with County Management recommend that the Finance Committee approve the Solid Waste Department's request to declare the attached list of equipment surplus property and authorize the sale of the equipment.

## Solid Waste Surplus Equipment/Vehicle List

	VEHICLE/ EQUIPMENT #	VEHICLE/EQUIPMENT DESCRIPTION	VIN #	LOCATION
1		5 Bay Dual Axle 5th Wheel Dump Trailer		Ann Street
2	41	Mack Truck Model MR6855 (old water truck w/out tank)	1M2K127C5EM006938	Ann Street
3	31	89 Volvo Rolloff Truck w/out lift		Ann Street
4	36	94 White International 3800 DT466 school bus; driver & one other seat, handicap lift	1HVBBAAM43H675973	Ann Street
5	37	GM Milk truck with tommy lift on back		Ann Street
6	48	98 Ford F250 pick-up with tommy lift and cage	1FTPF27L5WKC3673	Ann Street
7	55	99 Ford Ranger with tool box, bed liner	1FTYR10V3XUB78773	Ann Street
8	3	2000 white Dodge pick-up no bed	1B7HC164X15200533	Ann Street
9	23	White Chevy pick-up with no bed	1GCFR24HF373848	Ann Street
10	84	Green Military 4x4 Chevrolet pick-up truck	1GCGD34J7EF341830	Ann Street
11	7	2000 Ford Ranger	1FTYR14V2YTB38699	Ann Street
12	17	2001 Ford F-250 Quad-cab 4x4 pick-up	1FTNW21LXiEB81671	Ann Street
13	20	92 Ford F-250 custom work truck	1FTHF25H9NNA91243	Ann Street
14	47	98 Ford F-150 V8 Triton, no seat	1FTRF17W6XNA74199	Ann Street
15	54	96 Ford Ranger XL, no bed, no back wheels	1FTCR10U8TUC07812	Ann Street
16	53	96 Ford Ranger XL pick-up	1FTCR10UXTUC07813	Ann Street
17		Red custom deluxe Chevy pick-up		Ann Street
18	74	Ford Ranger CL pick-up	1FTCR10U4TPB60180	Ann Street
19	115	D7H LGP Caterpillar Dozer		Ann Street
20	2	Red Mule 2500 Kawasaki dump bed		Ann Street
21	112	175 John Deere 2155 Tractor ID# L02155A613630		Ann Street
22		Flat bed for truck		Ann Street
23		Holmes 600 wrecker bed serial# A89BJ8491		Ann Street
24		Auto Crane serial # 320300-53CCT0999		Ann Street
25		Air Compressor 276387		Ann Street
26		#200 Air Diesel Deutz water pump		Ann Street
27		#227 Diesel Deutz on trailer model# F3L912		Ann Street
28		#225 ConCover sprayer bed		Ann Street
29		Roll off lift		Ann Street
30		#532 Power Boss Sweeper model# TSS/88-LD Serial# 1895118		Ann Street
31		Sand Blaster on black metal trailer		Ann Street
32		#242 Generator Model A265		Ann Street



## Solid Waste Surplus Equipment/Vehicle List

	VEHICLE/ EQUIPMENT #	VEHICLE/EQUIPMENT DESCRIPTION	VIN #	LOCATION
33		Air Compressor 1350 Intek series NAPA model 828236T serial# 00008978		Ann Street
34		NAPA Air Compressor model# 821033GTH serial# HOP279723		Ann Street
35		INGERSOLL RAND Air Compressor model 2475 serial# 8036635		Ann Street
36		Commercial 60" Riding John Deere F935 mower		Ann Street
37		#210 Amida light model 5.00-2MH serial 8811A0101		Ann Street
38		#231 John Deere 48" push mower serial# GX1383XO		Ann Street
39		#201 96" pull behind electric magnet model 47085 serial 47082-19		Ann Street
40		#108 Bobcat model 853 serial# 510250244		Ann Street
41		#228 Bobcat Sweeper attachment serial# 434704200		Ann Street
42		Bobcat forks		Ann Street
43		John Deere 613 bush hog		Ann Street
44		#271 5 ft box blade		Ann Street
45		White Truck bed		Ann Street
46		Blue & Grey Truck bed		Ann Street
47		#10 Military Wrecker truck ID# 05198C70-10577		Ann Street
48		#250 Military Compressor unit model# P250-W-D-M-H268 serial 155571		Ann Street
49		Diesel Tank Truck bed serial# 362T1009 serial# 282T1010		Ann Street
50		Diesel Tank Truck bed with ext. serial# 282T1010		Ann Street
51		16 -- 8 yard boxes		Ann Street
52		8 -- 1,000 gallon metal tanks		Ann Street - Cherokee Bldg
53	121	JCB Backhoe serial # AB577669V		Ann Street - Cherokee Bldg
54	103	Rex Trash Master		Ann Street - Cherokee Bldg
55	160	Mega 300-III Daewood Loader rubber wheel Machine name: MG300-III Serial 0135		Ann Street - Cherokee Bldg
56	106	1978 Crane RT 300 ton HYDRAULIC model MC2500 serial 6245/72		Ann Street - White Goods Lot
57	111	Motor Grader		Wilkes Road
58	43	1992 Ford F-250XL serial# 1FTEF25N6PLA42884		Wilkes Road
59	110	Caterpillar Grader serial# 99E10948		Wilkes Road

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 OCTOBER 6, 2016  
MEETING OF THE FINANCE COMMITTEE**

**TO: FINANCE COMMITTEE**  
**FROM: JAMES LAWSON, DEPUTY COUNTY MANAGER**  
**DATE: SEPTEMBER 29, 2016**  
**SUBJECT: UPDATE ON DSS BUSINESS INTELLIGENCE PROCESS AND  
IMPLEMENTATION**

**Requested by: James Lawson**  
**Presenter(s): James Lawson**  
**Estimate of Committee Time Needed: 10 Minutes**

**BACKGROUND**

As you are aware, the Finance Committee has approved recommendations from the Enterprise Solutions Division (ESD) regarding business process improvements in the DSS Food and Nutrition Services (FNS) program. Recommendations were approved for the FNS Application and Recertification areas in August and September, respectively. The attached chart summarizes the action plan developed by the Business Intelligence Steering Committee and the steps completed in implementing the approved process improvements.

Please note that a report and recommendation regarding the training component of FNS will be the next presentation to the Finance Committee. Currently, the ESD team is conducting a follow-up review of this area. Part of this follow-up will include a review of recent changes in the FNS training protocol. We expect to make a presentation on FNS Training at the November Finance Committee meeting. While this presentation has been delayed by one month, recently established protocols are expected to prevent or minimize future delays.

In addition to structured meeting schedules, we have established the expectation that staff remain accessible to one another to support continual communication and collaboration to ensure ongoing progress throughout the review and implementation processes.

**RECOMMENDATION**

No action required, for informational purposes only.



## DSS ACTION PLAN STATUS UPDATE – FNS APPLICATIONS

*Note: Items in bold are primary items to be completed before testing. Non-Bold items are included in every recommendation as part of the full process.*

Rollout Phases	Approved Recommendations	Action Plan	Status
1 <sup>st</sup>	Continue to implement Laserfiche  Tentative Deadline: TBD (Ongoing)	<input checked="" type="checkbox"/> <b>Obtain approval of design document from DSS Management.</b> <input checked="" type="checkbox"/> <b>Submit design document to One Source.</b> <input type="checkbox"/> Coordinate testing and implementation. <input type="checkbox"/> Complete testing phase. <input type="checkbox"/> Complete implementation phase. <input type="checkbox"/> Go-Live with Laserfiche. <input type="checkbox"/> Monitor and Control (3, 6, 9, 12 month evaluations).	✓ Completed [09/19/16]. ✓ Completed [09/19/16]. • Pending action by One Source (vendor) to begin testing and implementation of design for document imaging and 1 <sup>st</sup> workflow. • Estimated start: Early Nov or Dec
2 <sup>nd</sup>	Add NCFast Help Desk Administrators to the internal help desk system (Spiceworks)  Tentative Deadline: 10/21/16	<input checked="" type="checkbox"/> <b>Create separate SpiceWorks Help Desk system.</b> <input checked="" type="checkbox"/> <b>Add NCFast Help Desk Administrators as users.</b> <input type="checkbox"/> Coordinate testing and implementation. <input type="checkbox"/> Complete testing phase. <input type="checkbox"/> Complete implementation phase. <input type="checkbox"/> Go-Live with SpiceWorks Help Desk system. <input type="checkbox"/> Monitor and Control (3, 6, 9, 12 month evaluations).	✓ Completed [09/12/16]. ✓ Completed [09/12/16]. • Start Date: Oct 10.
3 <sup>rd</sup>	Develop a Phone Interview and a Pending Applications Team  Tentative Deadline: 10/13/16	<input type="checkbox"/> <b>Select 5 staff members to participate in test group.</b> <input type="checkbox"/> <b>Identify phone interview questions that include all scenarios.</b> <input type="checkbox"/> <b>Create phone interview question template (script).</b> <input type="checkbox"/> Coordinate testing and implementation. <input type="checkbox"/> Complete testing phase. <input type="checkbox"/> Complete implementation phase. <input type="checkbox"/> Go-Live with Phone Interview and Pending Applications teams. <input type="checkbox"/> Monitor and Control (3, 6, 9, 12 month evaluations).	• Planning "Drop Zone" (DSS sub-group). • In progress (DSS sub-group). • In progress (DSS sub-group). <b>Note:</b> DSS began discussing processes, work-flows, incl drop zone prior to approval of formal recommendations. Intent of drop zone is to route customers for immed processing to teams; the related processes & work-flows under development. The BISC will review progress and complete implement-tation IAW the approved recommendations.
4 <sup>th</sup>	Develop an Expedite Team for the 2 <sup>nd</sup> floor  Tentative Deadline: 10/27/16	<input checked="" type="checkbox"/> <b>Select 4-6 staff members to participate in test group.</b> <input type="checkbox"/> <b>Identify processes to be involved.</b> <input type="checkbox"/> <b>Develop workflow to include tie-ins.</b> <input type="checkbox"/> Coordinate testing and implementation. <input type="checkbox"/> Complete testing phase. <input type="checkbox"/> Complete implementation phase. <input type="checkbox"/> Go-Live with Expedite Team for 2 <sup>nd</sup> floor. <input type="checkbox"/> Monitor and Control (3, 6, 9, 12 month evaluations).	✓ Completed [9/14/16]. • In progress (DSS sub-group). • In progress (DSS sub-group). Also see note above re: phase 3



## DSS ACTION PLAN STATUS UPDATE – FNS APPLICATIONS

*Note: Items in bold are primary items to be completed before testing. Non-Bold items are included in every recommendation as part of the full process.*

5 <sup>th</sup>	Train employees in two programs (FNS and FCH/Adult Medicaid)  Tentative Deadline: 12/01/16	<input type="checkbox"/> Identify employees with knowledge of 2 or more programs. <input type="checkbox"/> Identify employees with knowledge of 2 or more processes. <input type="checkbox"/> Select programs and processes to be included in testing. <input type="checkbox"/> Select 4-6 staff members to participate in test group. <input type="checkbox"/> Coordinate refresher training as needed. <input type="checkbox"/> Coordinate testing and implementation. <input type="checkbox"/> Complete testing phase. <input type="checkbox"/> Complete implementation phase. <input type="checkbox"/> Go-Live with Modified/Integrated Worker. <input type="checkbox"/> Monitor and Control (3, 6, 9, 12 month evaluations).	<ul style="list-style-type: none"> <li>● In discussions (BISC).</li> <li>● In discussions (BISC).</li> <li>● In discussions (BISC).</li> </ul>
6 <sup>th</sup>	Phase out internal and external drop boxes*  Tentative Deadline: 02/16/17	<input checked="" type="checkbox"/> Identify staff members to participate in test group. <input checked="" type="checkbox"/> Identify processes to be involved. <input checked="" type="checkbox"/> Develop workflow to include tie-ins. <input type="checkbox"/> Identify and coordinate notifications (fliers, press release, etc.). <input type="checkbox"/> Coordinate testing and implementation. <input type="checkbox"/> Complete testing phase. <input type="checkbox"/> Complete implementation phase. <input type="checkbox"/> Go-Live with Internal Drop Box elimination. <input type="checkbox"/> Monitor and Control (3, 6, 9, 12 month evaluations).	<ul style="list-style-type: none"> <li>✓ Completed [09/14/16].</li> <li>✓ Completed [09/14/16].</li> <li>✓ Completed [09/14/16].</li> <li>● In progress (DSS sub-group).</li> <li>● In progress (DSS sub-group).</li> </ul> <p><b>Note:</b> Internal drop boxes eliminated; customers routed to drop zone. The elimination of external drop boxes is pending. The BISC will review progress &amp; complete implementation of this phase IAW the approved recommendations.</p>
7 <sup>th</sup>	Create a NCFAS problem solving manual  Tentative Deadline: 12/01/16	<input type="checkbox"/> Identify staff members responsible for maintaining manual. <input type="checkbox"/> Collect history of help desk tickets with resolution information. <input type="checkbox"/> Identify issues to be included in manual. <input type="checkbox"/> Develop draft of manual. <input type="checkbox"/> Collaborate to develop final draft for management review. <input type="checkbox"/> Coordinate testing and implementation. <input type="checkbox"/> Complete testing phase. <input type="checkbox"/> Complete implementation phase. <input type="checkbox"/> Go-Live with NCFAS Problem Solving Manual. <input type="checkbox"/> Monitor and Control (3, 6, 9, 12 month evaluations).	<p><b>Note:</b> Preliminary discussions have taken place re: the problem solving manual. Will resume discussions as other phases are completed.</p>

**DSS – FNS APPLICATIONS ACTION PLAN ESTIMATED TIME OF COMPLETION: FEBRUARY 28, 2017**

(Evaluations: May 31, August 31, Nov 30, 2017, February 28, 2018)

Legend	
✓	Completed
●	In progress
BISC	BI Steering Committee

AMY H. CANNON  
County Manager

JAMES E. LAWSON  
Deputy County Manager



**CUMBERLAND**  
★ **COUNTY** ★  
NORTH CAROLINA

ITEM NO. 6.  
MELISSA C. CARDINALI  
Assistant County Manager

W. TRACY JACKSON  
Assistant County Manager

**OFFICE OF THE COUNTY MANAGER**

**MEMO FOR THE AGENDA OF THE OCTOBER 6, 2016  
MEETING OF THE FINANCE COMMITTEE**

**TO:** FINANCE COMMITTEE MEMBERS

**FROM:** W. TRACY JACKSON, ASST. COUNTY MANAGER (TJ)

**THROUGH:** AMY H. CANNON, COUNTY MANAGER

**DATE:** SEPTEMBER 23, 2016

**SUBJECT:** JOINT 911 CENTER CONSULTING SERVICES FOR THE PURPOSE OF  
GRANT APPLICATION AND CONSOLIDATION PLANNING

**Requested By:** W. Tracy Jackson, Asst. County Manager

**Presenter(s):** W. Tracy Jackson, Asst. County Manager

**Estimate of Committee Time Needed:** 10 Minutes

**BACKGROUND**

At the Joint City-County Meeting held on September 16<sup>th</sup>, staff presented information to both governing bodies regarding continuation of the Joint 911 Center Project. In a subsequent meeting held later on September 16<sup>th</sup>, the Joint 911 Steering Committee held its organizational meeting. Staff presented information at both meetings requesting to extend the contract of Mission Critical Partners (MCP) who did the preliminary feasibility study regarding a Joint 911 Center for Cumberland County and the City of Fayetteville. In order to fully develop a plan for consolidating the separately existing City and County 911 Center's, and apply for the next round of NC 911 Fund grants, it is necessary to obtain further assistance from MCP. Attached is a copy of the most recent MCP proposal that includes a description of the work to be accomplished at an estimated cost of \$104,000. It is proposed that the City and County do a 50/50 cost share for these services. The City of Fayetteville plans to address this at its October 10<sup>th</sup> City Council Meeting.

**RECOMMENDATION/PROPOSED ACTION:**

Staff recommends approval of a budget revision in the amount of \$52,000 so the County can participate in funding the cost of MCP's continued work on the Joint 911 Center Project.





September 9, 2016

Mr. Tracy Jackson, Asst. County Manager for Support Services  
Cumberland County  
Cumberland County Courthouse  
117 Dick Street  
Fayetteville, NC 28301

Mr. Kristoff T. Bauer, Deputy City Manager  
City of Fayetteville  
City Hall  
433 Hay Street  
Fayetteville, NC 28302

**Subject: Consultative Services for Grant Support and Consolidation Master Plan**

Dear Mr. Jackson and Mr. Bauer:

Mission Critical Partners, Inc. (MCP) appreciates the opportunity to offer Cumberland County (County) and the City of Fayetteville (City) consultative public safety communications services.

Attached is an Amendment to the professional services agreement. If you should have any questions or comments, please do not hesitate to contact me via my cell phone, 919-210-5255, or e-mail [PhilipPenny@mcp911.com](mailto:PhilipPenny@mcp911.com).

Kind regards,

MISSION CRITICAL PARTNERS, INC.

  
Philip L. Penny  
Public Safety Consultant

**MissionCriticalPartners**

4801 Glenwood Ave, Suite 200 | Raleigh, NC 27612 | 888.8.MCP:911 or 919-390-0321 | [www.MCP911.com](http://www.MCP911.com)





---

## BACKGROUND

Cumberland County and the City of Fayetteville have identified the need to maintain a professional services agreement with Mission Critical Partners to assist them as they move forward with developing a strategic plan to consolidate their respective public safety answering points (PSAPs) into a single county-wide PSAP that would serve most public safety agencies throughout Cumberland County. Mission Critical Partners, Inc. (MCP) team is proposing to provide consultative expertise for defining a programmatic approach and alternatives relative to purpose, scope, cost and schedule associated with the County's and City's communications mission.

## SCOPE OF WORK

MCP has completed numerous consolidation projects and assisted multiple jurisdictions to expand regionalized 911 services throughout a county region. In order to identify the most appropriate plan, MCP has conducted joint programming studies to determine the cost and strategy for constructing a new PSAP and Emergency Operations Center (EOC) that would integrate public safety functions. MCP has supported a number of successful North Carolina 911 grant applications, led the implementation of the approved consolidation plan, as well as bid, award and overall management of the project through coordination of the Project Team members on behalf of the client. These services included coordination of facility design, systems and telecommunications technology, migration of operations and staff, and assistance to PSAP leadership in the implementation and transition of the project.

MCP's leadership will result in the development of an overall consolidation master plan, revised facility programming, grant application, proposed budget and high-level proposed schedule for all facets of the project by tying together all of the components necessary for a successful consolidation. At the request of the County and City, MCP will serve as the facilitator at the LEC meetings to accomplish the identified goals and objectives.

Schrader Group Architecture (SGA), in concert with MCP and the County and City, will work to modify the building program that was developed as part of the previous overall programming and planning study. SGA will facilitate a follow-up workshop to modify the building program spreadsheet only. It is understood at this time that the concept building diagrams and concept site diagrams do not require modification. Following the workshop, SGA will verify and review the documents developed at the workshop and will return it to MCP and the County and City to use for development of the grant application.

MCP will work at the direction of the County and City and will provide a single point of contact. We employ a Project Management Institute (PMI) approach to projects and tasks where appropriate. The services to be provided to the County and City via this agreement include:

- Master Planning
  - Consolidation Budget and Fiscal Needs
  - Strategic Consolidation Master Plan



- 
- o Grant Preparation Assistance and Submittal
  - Project Management Activities
    - o Architectural Programming Services in concert with SGA
    - o LEC Meeting Facilitator
  - Consolidation Operational Planning
    - o Organizational Structures (for programming and spacing needs)
    - o Staffing (for building layouts and master plan)
    - o Technology (for grant submittal)
    - o Operational Review (for grant and master plan)
    - o Event Processing (for grant and master plan)

## PROJECT PRICING

Professional services outlined in the above scope of services will be provided as a fixed fee of \$103,921, including expenses. These services offered to the County and City will be effective through April 30, 2017.

The fee is fully loaded, and MCP recognizes that it is responsible for costs related to travel, housing, transportation, per diems, communications devices, and computer equipment. Any additional services would be performed based on the then-current fee schedule. Prior to initiating any such additional work, MCP would require a formal letter of authorization from the City of Fayetteville.





ADDENDUM #1  
TO  
MASTER SERVICE AGREEMENT

BETWEEN

CITY OF FAYETTEVILLE, NORTH CAROLINA  
AND  
MISSION CRITICAL PARTNERS, INC.

THIS ADDENDUM #1, made as of the date written below by and between the City of Fayetteville, North Carolina hereinafter referred to as "COF", doing business at 433 Hay Street, Fayetteville, NC 28301, and Mission Critical Partners, Inc. hereinafter referred to as "VENDOR", both hereinafter also referred to individually and collectively as "Party" or "Parties."

**RECITALS**

Whereas, the COF and VENDOR are parties to a Master Service Agreement dated August 7, 2015 (Mission Critical Partners Project #15-156) for Project Scope and Professional Engineering Design for Professional Architectural Services to Complete a Needs Assessment and Feasibility Study for Co-location of the Fayetteville and Cumberland County 911 Public Safety Answering Points (PSAPs) and Emergency Operations Center (EOC) (Master Agreement).

Whereas, the COF desires to employ VENDOR to provide additional consultative expertise for defining a programmatic approach to Consolidation relative to purpose, scope, cost and schedule associated with the County's and City's communications mission; and

NOW, THEREFORE, COF AND VENDOR, in consideration of the mutual promises and covenants contained in the Master Agreement, the parties hereto do mutually agree as follows:

**1. PURPOSE – ADDITIONAL SERVICES**

The purpose(s) of this Addendum #1 to the Master Agreement is to provide consultative expertise for defining a programmatic approach to Consolidation relative to purpose, scope, cost and schedule associated with the County's and City's communications mission, as detailed in Schedule A – Scope of Work. These Additional Services are effective through April 30, 2017.

**2. COMPENSATION**

For and in consideration of the Additional Services described in this Addendum #1 to the Master Agreement, COF agrees to pay VENDOR a fixed fee of \$103,921, including expenses.



IN WITNESS WHEREOF, the Parties have executed this Addendum #1 to Master Agreement effective the day and year below written.

City of Fayetteville, North Carolina  
(CLIENT)

By: \_\_\_\_\_

Date: \_\_\_\_\_

Attestation of City Clerk:  
\_\_\_\_\_  
  
This instrument has been preaudited in the manner required by the local government budget and fiscal control act.  
  
\_\_\_\_\_

Witness:

Mission Critical Partners, Inc.  
(PROVIDER)

 By: \_\_\_\_\_

  
John L. Spearly, Director of Administration

Date: September 9, 2016





## SCHEDULE A—SCOPE OF WORK

### SCOPE OF WORK

MCP has completed numerous consolidation projects and assisted multiple jurisdictions to expand regionalized 911 services throughout a county region. In order to identify the most appropriate plan, MCP has conducted joint programming studies to determine the cost and strategy for constructing a new PSAP and Emergency Operations Center (EOC) that would integrate public safety functions. MCP has supported a number of successful North Carolina 911 grant applications, led the implementation of the approved consolidation plan, as well as bid, award and overall management of the project through coordination of the Project Team members on behalf of the client. These services included coordination of facility design, systems and telecommunications technology, migration of operations and staff, and assistance to PSAP leadership in the implementation and transition of the project.

MCP's leadership will result in the development of an overall consolidation master plan, revised facility programming, grant application, proposed budget and high-level proposed schedule for all facets of the project by tying together all of the components necessary for a successful consolidation. At the request of the County and City, MCP will serve as the facilitator at the LEC meetings to accomplish the identified goals and objectives.

Schrader Group Architecture (SGA), in concert with MCP and the County and City, will work to modify the building program that was developed as part of the previous overall programming and planning study. SGA will facilitate a follow-up workshop to modify the building program spreadsheet only. It is understood at this time that the concept building diagrams and concept site diagrams do not require modification. Following the workshop, SGA will verify and review the documents developed at the workshop and will return it to MCP and the County and City to use for development of the grant application.

MCP will work at the direction of the County and City and will provide a single point of contact. We employ a Project Management Institute (PMI) approach to projects and tasks where appropriate. The services to be provided to the County and City via this agreement include:

- Master Planning
  - Consolidation Budget and Fiscal Needs
  - Strategic Consolidation Master Plan
  - Grant Preparation Assistance and Submittal
- Project Management Activities
  - Architectural Programming Services in concert with SGA
  - LEC Meeting Facilitator



- Consolidation Operational Planning
  - o Organizational Structures (for programming and spacing needs)
  - o Staffing (for building layouts and master plan)
  - o Technology (for grant submittal)
  - o Operational Review (for grant and master plan)
  - o Event Processing (for grant and master plan)





## Appendix B—Hourly Rates

### MISSION CRITICAL PARTNERS, INC. 2016 Rate Schedule — Including Expenses

<u>Titles</u>	<u>Rate/Hr</u>
Support Specialist	\$ 85.00
Support Specialist I	\$ 91.00
Support Specialist II	\$109.00
Support Specialist III	\$114.00
Emergency Number Specialist	\$122.00
Public Safety Specialist	\$140.00
Policy Specialist/Technical Writer	\$140.00
Public Safety Specialist II	\$152.00
Communications Specialist	\$165.00
Planner	\$175.00
Assistant Project Manager	\$176.00
Technology Specialist I	\$188.00
Project Manager	\$194.00
Consultant	\$200.00
Lead Policy Consultant	\$200.00
Operations Specialist I	\$200.00
Technology Specialist II	\$200.00
Operations Specialist II	\$212.00
Emergency Response Specialist	\$212.00
Sr. Technology Specialist	\$212.00
Sr. Project Manager	\$218.00
Sr. Consultant	\$225.00
Program Manager	\$230.00
Forensics Analyst	\$237.00
Sr. Program Manager	\$257.00
Consulting Manager	\$257.00
Principal	\$268.00



FINANCE OFFICE

4<sup>th</sup> Floor, Room No. 45I, Courthouse • PO Box 1829 • Fayetteville, North Carolina 28302-1829  
(910) 678-7753 • Fax (910) 323-6120

**MEMO FOR THE AGENDA OF THE OCTOBER 6, 2016  
MEETING OF THE FINANCE COMMITTEE**

**TO:** FINANCE COMMITTEE  
**FROM:** VICKI EVANS, FINANCE DIRECTOR *VE*  
**DATE:** SEPTEMBER 27, 2016  
**SUBJECT:** MONTHLY FINANCIAL REPORT – JUNE YTD FY16

**Presenter(s):** Vicki Evans, Finance Director

**Estimate of Committee Time Needed:** 5 Minutes

**BACKGROUND**

The attached financial report is for fiscal year 2016, June year-to-date, 13<sup>th</sup> period. The report run date was September 20 and final amounts are still subject to change as we are still in the process of closing out the year as we go through the financial audit.

Highlights of the 13<sup>th</sup> period include:

- Revenues
  - Sales tax - the FY16 total amount is short by the final collection month of the fiscal year. The funding had not been received as of the report run date. However, as of today's memorandum date, we do know the sales tax total came in slightly over \$41 million.
- Expenditures
  - The 13<sup>th</sup> period reflects final adjustments which are typical when reconciling prior to closing out the fiscal year.
- Crown center expense summary/prepared food and beverage and motel tax
  - Previously provided during the September 1 finance committee meeting.

**RECOMMENDATION/PROPOSED ACTION**

No action needed – for information purposes only.



**CUMBERLAND COUNTY REVENUE SUMMARY**

GENERAL FUND	FY2016							FY2015						
	Jul-May	June	13th	14th	Total	Budget	% Recognized	Jul-May	June	13th	14th	Total	Budget	% Recognized
<b>Category 10: Ad Valorem Tax (41: TAXES AND LICENSES)</b>														
Real, Personal, Public - Current	153,470,030	432,595	0		153,902,625	152,104,412	101.18%	151,751,129	442,447	0		152,193,576	150,400,868	101.19%
Motor Vehicles - Current	20,479	1,624	(262)		21,841	0	0.00%	15,250	138	0		15,388	0	0.00%
Motor Vehicle - Tax & Tag	13,907,823	3,146,739	0		17,054,562	15,771,299	108.14%	13,462,656	1,446,888	1,438,255		16,347,799	14,200,000	115.13%
Prior Years & Other	2,794,895	189,831	0		2,984,726	3,321,000	89.87%	3,799,833	180,596	0		3,980,429	4,263,000	93.37%
<b>Total</b>	<b>170,193,227</b>	<b>3,770,789</b>	<b>(262)</b>	<b>0</b>	<b>173,963,754</b>	<b>171,196,711</b>	<b>101.62%</b>	<b>169,028,867</b>	<b>2,070,069</b>	<b>1,438,255</b>	<b>0</b>	<b>172,537,191</b>	<b>168,863,868</b>	<b>102.18%</b>
<b>Category 20: Other Taxes (41: TAXES &amp; LICENSES)</b>														
Sales Tax (1¢ + Art 40 + 42+ 44+ 46)	26,757,230	7,094,115	3,506,596		37,357,941	39,702,971	94.09%	26,565,839	2,928,531	6,606,916		36,101,286	37,516,061	96.23%
Pet Registration Fees	192,954	20,538	0		213,492	284,837	74.95%	189,810	15,101	0		204,911	336,236	60.94%
Sales Tax Video & Telecommunications	378,166	130,859	0		509,025	556,500	91.47%	399,645	126,105	0		525,750	556,500	94.47%
Other Taxes	1,159,655	101,138	(1)		1,260,792	1,011,300	124.67%	1,200,899	88,649	0		1,289,548	1,034,300	124.68%
<b>Total</b>	<b>28,488,005</b>	<b>7,346,650</b>	<b>3,506,595</b>	<b>0</b>	<b>39,341,250</b>	<b>41,555,608</b>	<b>94.67%</b>	<b>28,356,193</b>	<b>3,158,386</b>	<b>6,606,916</b>	<b>0</b>	<b>38,121,495</b>	<b>39,443,097</b>	<b>96.65%</b>
<b>Category 30: Unrestricted Intergovernmental (42: INTERGOVERN UNRESTRICTED)</b>														
ABC Store 3.5%	693,115	231,000	0		924,115	600,000	154.02%	446,191	0	214,611		660,802	795,056	83.11%
ABC Store Profit	2,149,272	0	0		2,149,272	1,100,000	195.39%	1,459,360	0	0		1,459,360	1,174,000	124.31%
Fay Sales Tax Equalization-Original	1,143,575	539,314	0		1,682,889	2,218,318	75.86%	1,105,759	521,952	0		1,627,711	1,997,800	81.48%
Fay Sales Tax Equalization	2,292,926	1,081,353	0		3,374,279	4,501,358	74.96%	2,243,090	1,058,808	0		3,301,898	4,084,900	80.83%
Wade Sales Tax Equalization	550	260	0		810	500	162.00%	532	251	0		783	961	81.48%
Eastover Sales Tax Equalization	0	0	0		0	0	0.00%	0	0	0		0	0	0.00%
Stedman Sales Tax Equalization	75	36	0		111	100	111.00%	73	34	0		107	132	81.06%
Spring Lake Sales Tax Equalization	89,210	96,014	87,352		272,576	100,000	272.58%	179,099	0	0		179,099	308,760	58.01%
Godwin Sales Tax Equalization	1,195	0	563		1,758	1,500	117.20%	1,742	0	544		2,286	1,968	116.18%
Other	1,317,138	196,892	27,491		1,541,521	1,484,177	103.86%	1,067,426	73,403	128,995		1,269,824	1,011,400	125.55%
<b>Total</b>	<b>7,687,056</b>	<b>2,144,869</b>	<b>115,406</b>	<b>0</b>	<b>9,947,331</b>	<b>10,005,953</b>	<b>99.41%</b>	<b>6,503,271</b>	<b>1,654,448</b>	<b>344,150</b>	<b>0</b>	<b>8,501,869</b>	<b>9,374,977</b>	<b>90.69%</b>
<b>Category 40: Restricted Intergovernmental (43: INTERGOVERN RESTRICTED)</b>														
Health	4,996,297	(640,891)	273,852		4,629,258	5,446,257	85.00%	4,102,037	626,416	278,232		5,006,685	5,521,622	90.67%
Mental Health Consolidation	335,700	31,410	0		367,110	327,176	112.21%	275,458	8,524	7,590		291,572	365,130	79.85%
Social Services	35,830,955	10,837,962	1,390,352		48,059,269	50,299,975	95.55%	35,998,802	4,188,002	6,632,006		46,818,811	45,976,385	101.83%
Library	569,071	63,231	5,000		637,302	638,618	99.79%	523,644	91,816	(917)		614,543	611,964	100.42%
Child Support Enforcement	2,864,819	1,261,914	0		4,126,733	3,862,607	106.84%	2,627,003	806,621	527,552		3,961,175	3,512,006	112.79%
Other	1,971,194	335,959	0		2,307,153	2,325,752	99.20%	2,845,376	88,263	74,184		3,007,823	2,813,856	106.89%
<b>Total</b>	<b>46,568,036</b>	<b>11,889,585</b>	<b>1,669,204</b>	<b>0</b>	<b>60,126,825</b>	<b>62,900,385</b>	<b>95.59%</b>	<b>46,372,320</b>	<b>5,809,643</b>	<b>7,518,647</b>	<b>0</b>	<b>59,700,609</b>	<b>58,800,963</b>	<b>101.53%</b>
<b>Category 50: Licenses &amp; Permits (44: CHARGES &amp; SVCS)</b>														
Register of Deeds	1,366,030	141,043	0		1,507,073	1,163,232	129.56%	1,396,382	139,900	0		1,536,282	1,279,169	120.10%
Inspections	703,776	38,036	0		741,812	634,500	116.91%	667,562	60,113	0		727,675	566,700	128.41%
Other	0	0	0		0	0	0.00%	0	0	0		0	0	0.00%
<b>Total</b>	<b>2,069,806</b>	<b>38,036</b>	<b>0</b>	<b>0</b>	<b>2,248,885</b>	<b>1,797,732</b>	<b>125.10%</b>	<b>2,063,943</b>	<b>200,013</b>	<b>0</b>	<b>0</b>	<b>2,263,956</b>	<b>1,845,869</b>	<b>122.65%</b>
<b>Category 60: Sales &amp; Service (44 &amp; 47: CHARGES &amp; SVCS)</b>														
Animal Control	254,405	29,920	0		284,325	259,885	109.40%	253,336	21,825	0		275,161	253,116	108.71%
Health Department	3,825,451	1,484,656	0		5,310,107	4,722,124	112.45%	4,399,003	368,066	8,994		4,776,063	4,362,776	109.47%
Library Fees	188,332	17,503	195		206,030	248,117	83.04%	179,507	18,453	0		197,960	275,500	71.85%
Sheriff Fees	2,914,081	651,981	158,255		3,724,317	3,743,114	99.50%	3,482,687	250,171	155,801		3,888,659	3,960,126	98.20%
Social Services Fees	64,481	29,755	6,605		100,841	154,587	65.23%	62,371	19,670	11,363		93,403	101,984	91.59%
Other	931,828	569,007	228		1,501,063	1,370,473	109.53%	610,819	100,595	681,460		1,392,874	1,324,508	105.16%
<b>Total</b>	<b>8,178,578</b>	<b>2,782,822</b>	<b>165,283</b>	<b>0</b>	<b>11,126,683</b>	<b>10,498,300</b>	<b>105.99%</b>	<b>8,987,722</b>	<b>778,780</b>	<b>857,619</b>	<b>0</b>	<b>10,624,121</b>	<b>10,278,010</b>	<b>103.37%</b>
<b>Category 70: Miscellaneous (46 &amp; 48: MISC GENERAL)</b>														
Interest Income	212,986	(4,843)	(311)		207,832	227,993	91.16%	155,040	15,400	11,997		182,437	267,890	68.10%
CFVMC	3,690,982	0	0		3,690,982	3,721,673	99.18%	3,721,673	0	0		3,721,673	3,645,004	102.10%
Other	872,676	149,289	(669)		1,021,296	794,729	128.51%	1,018,978	89,089	10,677		1,118,744	1,272,142	87.94%
<b>Total</b>	<b>4,776,644</b>	<b>144,446</b>	<b>(980)</b>	<b>0</b>	<b>4,920,110</b>	<b>4,744,395</b>	<b>103.70%</b>	<b>4,895,691</b>	<b>104,489</b>	<b>22,674</b>	<b>0</b>	<b>5,022,853</b>	<b>5,185,036</b>	<b>96.87%</b>
<b>Subtotal Category 10-70</b>	<b>267,961,352</b>	<b>28,117,197</b>	<b>5,455,246</b>	<b>0</b>	<b>301,674,838</b>	<b>302,699,084</b>	<b>99.66%</b>	<b>266,208,007</b>	<b>13,775,828</b>	<b>16,788,260</b>	<b>0</b>	<b>296,772,094</b>	<b>293,791,820</b>	<b>101.01%</b>
<b>Category 90: Other Financing Sources (49: OTHER FINANCIAL SVC)</b>														
Sale of Land & Buildings	37,198	117	0		37,315	0	0.00%	246,764	6,548	0		253,312	214,375	0.00%
Gain/Loss	0	0	0		0	0	0.00%	0	0	225,203		225,203	0	0.00%
Sale of Fixed Assets/Cash Proceeds	213,320	22,804	0		236,124	51,727	456.48%	49,719	7,148	(258,977)		(202,110)	49,109	0.00%
Transfers	4,063,682	2,723,292	0		6,786,974	6,796,728	99.86%	4,456,870	1,196,138	24,000		5,677,008	5,677,009	100.00%
Installment /Purchase Revenue	0	0	0		0	0	0.00%	3,000,000	0	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	767,714	0.00%	0	0	0		0	533,437	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	804,763	0.00%
Fund Balance - Water & Sewer	0	0	0		0	530,000	0.00%	0	0	0		0	500,000	0.00%
Fund Balance Appropriated	0	0	0		0	21,023,456	0.00%	0	0	0		0	18,013,851	0.00%
<b>Total</b>	<b>4,314,200</b>	<b>2,746,213</b>	<b>0</b>	<b>0</b>	<b>7,060,413</b>	<b>33,401,417</b>		<b>7,753,353</b>	<b>1,209,834</b>	<b>(9,774)</b>	<b>0</b>	<b>8,953,413</b>	<b>34,516,750</b>	
<b>Total General Fund</b>	<b>272,275,552</b>	<b>30,863,410</b>	<b>5,455,246</b>	<b>0</b>	<b>308,735,251</b>	<b>336,100,501</b>	<b>91.86%</b>	<b>273,961,360</b>	<b>14,985,662</b>	<b>16,778,486</b>	<b>0</b>	<b>305,725,509</b>	<b>328,308,570</b>	<b>93.12%</b>



**GENERAL FUND SUMMARY OF OBLIGATIONS**

GENERAL FUND	FY2016							FY2015						
	Jul-May	June	Actual 13th	14th	Total	Budget	% Obligated	Jul-May	June	Actual 13th	14th	Total	Budget	% Obligated
General Administration (410)	16,141,159	1,713,503	(150,450)		17,704,212	19,956,574	88.71%	16,413,322	1,156,441	347,746		17,917,509	19,808,794	90.45%
Buildings & Grounds (411)	7,416,804	767,507	3,061		8,187,372	8,910,238	91.89%	7,687,698	370,625	96,389		8,154,712	8,487,266	96.08%
General Government (412)														
Debt Service	22,926,520	1,200,244	0		24,126,764	24,877,001	96.98%	22,810,688	1,341,957	0		24,152,645	24,152,717	100.00%
General Government Other	6,304,980	476,812	2,439,907		9,221,699	10,164,539	90.72%	2,143,797	2,459,826	221,123		4,824,746	6,773,301	71.23%
Total General Government	29,231,500	1,677,056	2,439,907	0	33,348,463	35,041,540	95.17%	24,954,485	3,801,783	221,123	0	28,977,391	30,926,018	93.70%
Law Enforcement (422)														
Sheriff	22,810,310	2,321,638	(4,922)		25,127,026	26,175,440	95.99%	22,438,751	1,794,191	337,535		24,570,477	25,047,715	98.09%
Jail	20,358,288	2,002,290	(2,195)		22,358,383	23,404,959	95.53%	20,438,095	1,447,418	252,826		22,138,338	23,118,478	95.76%
Total Law Enforcement	43,168,598	4,323,928	(7,117)	0	47,485,409	49,580,399	95.77%	42,876,846	3,241,609	590,361	0	46,708,815	48,166,193	96.97%
Public Safety (420, 424, 426, 429)	6,556,726	724,551	253		7,281,530	7,930,518	91.82%	6,322,948	488,180	171,373		6,982,500	7,504,408	93.05%
Health (431, 432)														
Health All Other	19,429,094	1,723,752	149,919		21,302,765	22,935,709	92.88%	18,835,205	1,322,238	255,970		20,413,413	21,637,570	94.34%
Total Health Department	19,429,094	1,723,752	149,919	0	21,302,765	22,935,709	92.88%	18,835,205	1,322,238	255,970	0	20,413,413	21,637,570	94.34%
Mental Health (435)														
Mental Health Other (County)	5,322,267	74,448	198		5,396,913	5,814,287	92.82%	6,464,648	69,980	(103,000)		6,431,628	6,600,775	97.44%
Social Services (437)														
Social Services	36,630,288	3,600,994	8,535		40,239,817	43,609,293	92.27%	36,116,967	2,868,771	936,708		39,922,447	41,423,275	96.38%
Other DSS Programs	23,555,752	4,563,230	137,029		28,256,011	28,396,518	99.51%	22,276,010	2,327,852	2,283,659		26,887,521	28,027,161	95.93%
Total Social Services	60,186,040	8,164,224	145,564	0	68,495,828	72,005,811	95.13%	58,392,977	5,196,623	3,220,368	0	66,809,968	69,450,436	96.20%
Other Human Services (439)														
Child Support Enforcement	4,302,376	439,528	23		4,741,927	4,869,649	97.38%	4,200,832	310,169	174,886		4,685,887	4,790,879	97.81%
Other HS Programs	343,039	39,130	0		382,169	405,519	94.24%	361,090	24,620	5,316		391,026	404,578	96.65%
Total Human Services	4,645,415	478,658	23	0	5,124,096	5,275,168	97.14%	4,561,922	334,788	180,203	0	5,076,913	5,195,457	97.72%
Library (440)														
Library	9,763,654	866,950	(25,089)		10,605,515	10,896,141	97.33%	9,485,404	759,106	100,971		10,345,481	10,651,244	97.13%
Library Other	328,274	25,045	(235)		353,084	481,081	73.39%	341,277	27,017	858		369,152	460,710	80.13%
Total Library	10,091,928	891,995	(25,324)	0	10,958,599	11,377,222	96.32%	9,826,681	786,123	101,829	0	10,714,633	11,111,954	96.42%
Culture & Recreation (442)	399,949	16,912	0		416,861	466,129	89.43%	444,615	10,044	4,445		459,104	463,911	98.96%
Economic Development (450, 452,	4,667,009	490,509	(27,943)		5,129,575	6,317,310	81.20%	5,607,297	375,945	53,971		6,037,212	7,275,088	82.98%
Subtotal	207,256,489	20,972,595	2,528,091	0	230,831,623	245,610,905	93.98%	202,388,644	17,084,400	5,243,776	0	224,683,799	236,627,870	94.95%
Education (470)														
County School Current Exp	77,894,329	342,584	0		78,236,913	78,347,329	99.86%	70,567,640	6,415,243	0		76,982,883	76,982,883	100.00%
Goodyear Incentive	241,651	0	0		241,651	243,613	0.00%	251,368	0	0		251,368	251,368	0.00%
Sales Tax Equalization	0	0	0		0	845,128	0.00%	0	0	0		0	830,906	0.00%
FTCC Current Expense	10,104,516	0	0		10,104,516	10,104,516	100.00%	8,843,934	803,994	0		9,647,928	9,647,928	100.00%
FTCC PEG	13,986	28,219	0		42,205	47,397	0.00%	15,797	0	0		15,797	47,397	0.00%
FTCC Capital Outlay	32,766	0	0		32,766	901,613	0.00%	3,015,656	2,950	0		3,018,605	3,920,218	77.00%
Total Education	88,287,248	370,803	0	0	88,658,051	90,489,596	97.98%	82,694,395	7,222,187	0	0	89,916,581	91,680,700	98.08%
Total General Fund	295,543,737	21,343,398	2,528,091	0	319,489,674	336,100,501	95.06%	285,083,039	24,306,586	5,243,776	0	314,600,381	328,308,570	95.82%