

CUMBERLAND ★ COUNTY ★ NORTH CAROLINA

FY2021 RECOMMENDED ANNUAL BUDGET

CUMBERLAND COUNTY NORTH CAROLINA FISCAL YEAR 2021 RECOMMENDED ANNUAL BUDGET



Board of County Commissioners

W. Marshall Faircloth, Chairman
Glenn Adams, Vice Chairman
Michael C. Boose
Dr. Jeannette M. Council
Charles Evans
Jimmy Keefe
Larry L. Lancaster

County Management

Amy H. Cannon, County Manager
Duane T. Holder, Deputy County Manager
Melissa C. Cardinali, Assistant County Manager
W. Tracy Jackson, Assistant County Manager
Sally S. Shutt, Assistant County Manager

Budget Staff

Heather Harris, Budget and Performance Data Analyst
Andrew Jakubiak, Budget and Management Analyst
Deborah Shaw, Senior Budget and Management Analyst

Commissioners pictured above, from left to right:

Top row: Charles Evans, Larry L. Lancaster, Glenn Adams, Jimmy Keefe

Bottom row: Dr. Jeannette M. Council, W. Marshall Faircloth, Michael C. Boose

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Cumberland County Mission, Vision & Core Values

MISSION STATEMENT

To provide quality services to our citizens while being fiscally responsible.

VISION STATEMENT

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

CORE VALUES

Serving Cumberland County citizens with **PRIDE**

Professionalism

Respect

Integrity with accountability

Diversity






Excellent Customer Service

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



Board of Commissioners Priorities

Established February 13, 2020





GOALS: SHORT-TERM

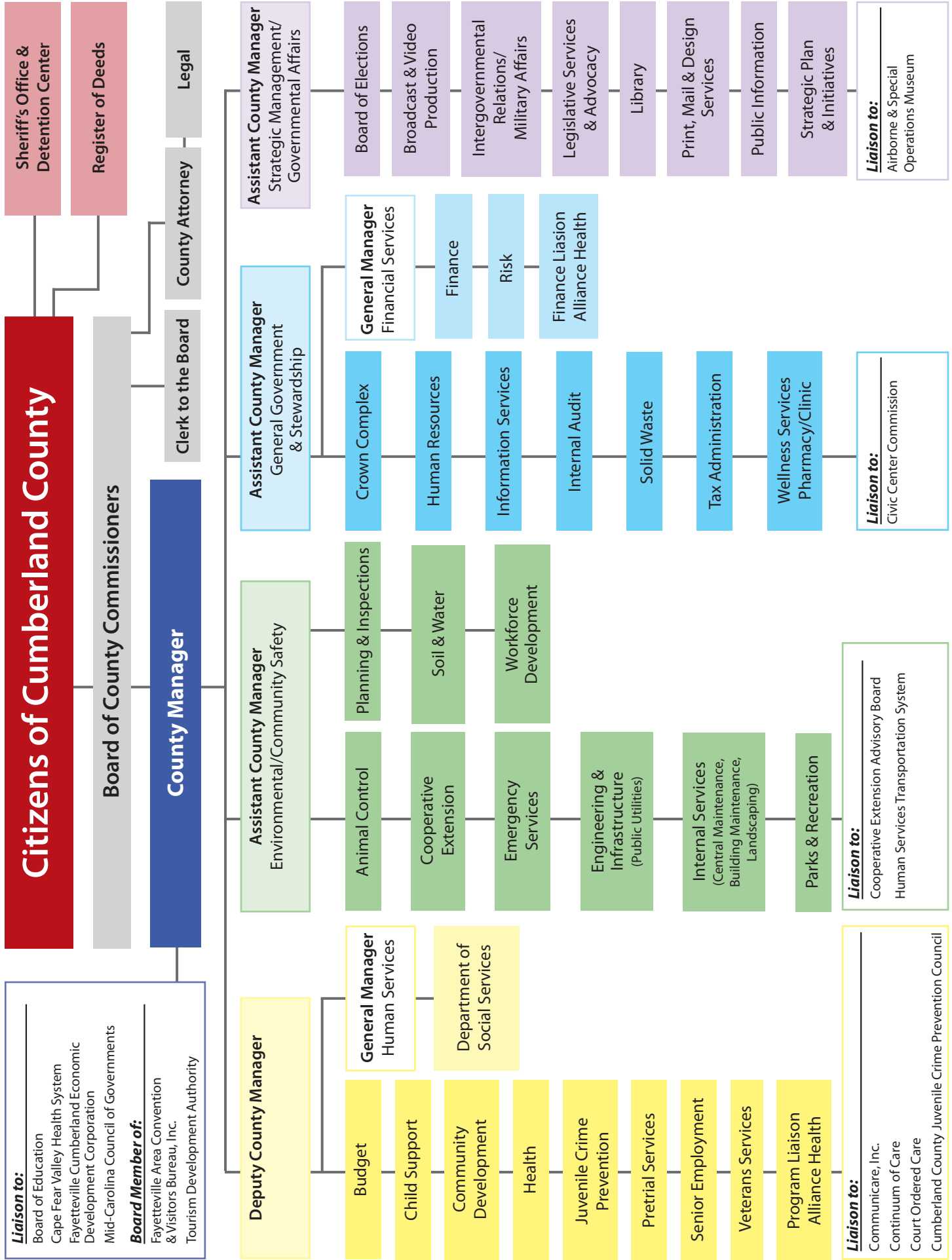
	<ul style="list-style-type: none">• Public water expansion in Gray's Creek
	<ul style="list-style-type: none">• Completion of Emergency Services Center
	<ul style="list-style-type: none">• Performing Arts Center study
	<ul style="list-style-type: none">• Discussion about a new high school (Cumberland County Schools and Fort Bragg)
	<ul style="list-style-type: none">• Feasibility study for a new county governmental services complex

GOALS: LONG-TERM

	<ul style="list-style-type: none">• Countywide water expansion
	<ul style="list-style-type: none">• Construction of a county governmental services complex

BUDGET PRIORITIES: FY2021

	<ul style="list-style-type: none">• School Funding
	<ul style="list-style-type: none">• Mental Health
	<ul style="list-style-type: none">• Public Health
	<ul style="list-style-type: none">• County employee recruitment and retention



HOW ARE YOUR TAX DOLLARS SPENT?

Property taxes are associated with real property (residential and commercial), personal property (individual and business) and motor vehicles. Property taxes represent over half of the county's general fund revenue.

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

The Board of County Commissioners may propose changes and will ultimately adopt the budget in a manner that will best serve the community.

Below is a breakdown of the major services your tax dollars support.

Cumberland County Recommended Budget FY2021



For every \$1 in property tax, the following services are funded:

30 cents	Human Services	Department of Social Services, Health Department, Veterans Services and Child Support Enforcement
29 cents	Education	Cumberland County Schools and Fayetteville Technical Community College
20 cents	Public Safety	Sheriff's Office, Detention Center, School Resource Officers, Emergency Services, Animal Control, and Pre-Trial Services
16 cents	General Government	Facilities, Tax Administration, Register of Deeds, Information Services, Finance and Debt Service
3 cents	Cultural & Recreation	Libraries and various community agencies
2 cents	Economic & Physical Development	Planning, Engineering, Soil & Water Conservation, Public Utilities, Cooperative Extension and Community Development

CUMBERLAND COUNTY'S HISTORY

Cumberland County began as a settlement in the Upper Cape Fear Valley by European migrants known as Highland Scots between 1729 - 1736. The area became a vital transportation link to other major settlements. A distribution settlement was later established on the Cape Fear River and named Campbellton.

In 1746, the English Army - commanded by William Augustus, Duke of Cumberland, defeated the Jacobite Army in Inverness, Scotland. The confrontation was known as the Battle of Culloden and Jacobite forces were comprised mostly of Highland Scot clans. After their defeat, many of the survivors fled to what is known today as Cumberland, North Carolina. There, they established colonies, however to their dismay, the English forced the settlers to adopt the name of Cumberland as a reminder of their defeat.

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

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



BOARD OF COMMISSIONERS

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

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

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

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

The Board of Commissioners meets twice a month. Scheduled meeting days are the first Monday of each month at 9:00 a.m. and the third Monday of each month at 6:45 p.m. During the second monthly meeting (6:45 p.m. meeting) 15 minutes are allotted as an open forum for citizens to address the Board on any topic.



W. Marshall Faircloth
Chairman
District 2



Glenn Adams
Vice Chairman
District 1



Michael C. Boose
Commissioner
District 2



Dr. Jeannette M. Council
Commissioner
District 1



Charles Evans
Commissioner
At-Large



Jimmy Keefe
Commissioner
District 2



Larry L. Lancaster
Commissioner
At-Large

BUDGET PROCESS

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

1. In January 2020, the Budget Division began the budget process using the Tyler Munis software program. Each department was asked to submit its budget along with any additional requests. These requests were entered into Munis by the departments and reviewed by the Budget Division. All departments, other than the public schools, were required to submit to the County Manager their budget requests and revenue estimates for the next fiscal year by April 30¹.
2. Cumberland County Schools and Fayetteville Technical Community College must submit their proposed budgets and requests for county appropriations no later than May 15.
3. In the April-May time frame, through many budget meetings, a recommended annual operating budget is developed. The County Manager submits the recommended budget, including a budget message, to the Board of County Commissioners no later than June 1. N.C.G.S. 159-11 requires the recommended budget be balanced unless the Board of County Commissioners insists that an unbalanced budget be submitted.
4. On the same day that the County Manager submits the budget to the Board of County Commissioners, a copy is also filed with the Clerk to the Board for public inspection. The budget is also posted to the County's web site at www.co.cumberland.nc.us. Additional copies are made available to the news media. The Clerk to the Board must publish a notice that the recommended budget has been delivered and is available.
5. From the time the budget is received until its adoption, the Board may conduct its review during special budget review sessions or at regular meetings. These meetings are always open to the public. Before adopting the budget ordinance, the Board of Commissioners must hold at least one public hearing for citizen comments on the proposed budget.
6. Prior to July 1, but no earlier than 10 days after the recommended budget is submitted to the Board, the governing body shall adopt a budget ordinance. The budget ordinance must contain the appropriation, the estimated revenues, the property tax rate and appropriation to the County's school system for current expense. The ordinance that is approved allows for all adjustments from the Board from the initial adoption date plus any subsequent adjustments approved through June 30 to include personnel costs. Any shortfalls or other adjustments in revenues or expenditures created by changes made shall be adjusted by a like amount appropriation from the fund balance of the County or an adjustment to contingency or other revenue or expenditure line item to ensure the fiscal year budget is balanced pursuant to Chapter 159 of the North Carolina General Statutes.

¹Per NCGS 159-10, before April 30 of each fiscal year (or an earlier date fixed by the budget officer), each department head shall transmit to the budget officer the budget requests and revenue estimates for his department for the budget year.

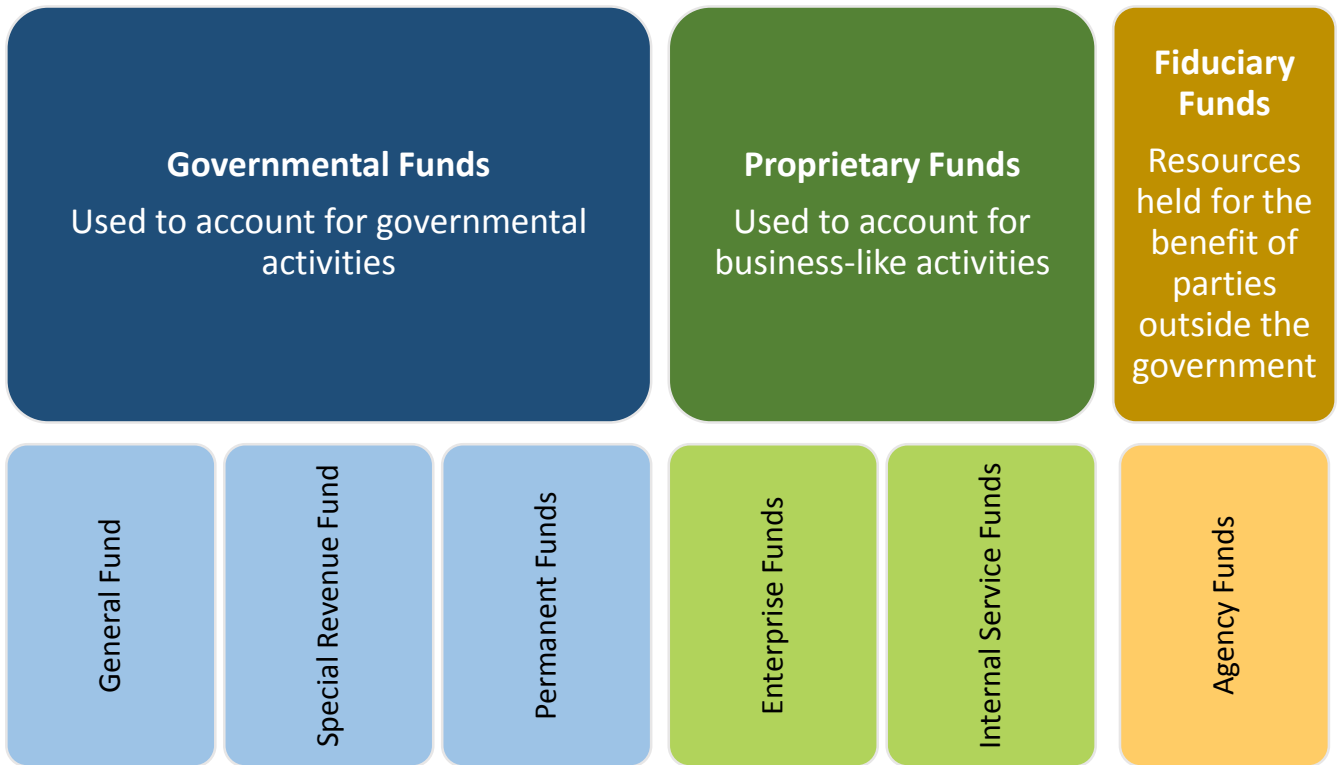
BUDGET PROCESS - CONTINUED

7. The Board of County Commissioners adopts the budget for each year at the department level including any multiple organizations within a department. Unexpended grant funds previously approved and budgeted by the Board will be re-appropriated in the new fiscal year. Spending is controlled at the appropriation unit level for each organization. The financial system will reject a requisition or invoice that exceeds the total available funds for the appropriation unit (for example: personnel expenditures, general operating, and capital are the three major appropriation units). Departments can spend beyond the budgeted amount on any line item (object) within an appropriation unit, but cannot overspend the total authorized for the appropriation unit.
8. During the year, departments can amend their budget as a result of increases/decreases in revenues (i.e., receipt of a new grant, change in state or federal funding, etc.); a request for use of contingency funds; or the transfer of funds between appropriation units (i.e., personnel, operating or capital expenditures) or between other departments and funds. A department is required to submit a budget revision which states why the revision is needed along with the appropriate revenue and/or expenditure account information. A budget revision (other than an appropriation of contingency by the County Manager) that increases regular salaries/wages, changes a department's "bottom line" or requires transfers between departments and funds must be approved by the Commissioners - all other revisions are approved by the County Manager. Per N.C.G.S. 159-13, the governing board may authorize the County Manager to authorize expenditures from contingency appropriations subject to such limitations and procedures as it may prescribe. Any such expenditures shall be reported to the board at its next regular meeting and recorded in the minutes.
9. Detailed expenditure and revenue reports are available to departments at any time. Authorized users can access the Tyler Munis financial system remotely 24 hours a day.
10. Employees of the budget division are authorized to post budget revisions to the financial system. On occasion these employees will prepare a budget revision and send it through the appropriate work flow. However, in all cases the revisions are approved by the County Manager or approved by the Board of County Commissioners.

FUND STRUCTURE

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

Cumberland County is comprised of the following types of funds:



FUND STRUCTURE - CONTINUED

Below are the various funds that make up the annual budget:

General Funds

- General Fund (101)
- Capital Investment (107)
- County Schools (106)
- Tax Collector (109)

Special Revenue Funds

- Community Development (264 - 268)
- Emergency Telephone System (260)
- Federal Drug Forfeiture (204)
- Federal Drug Justice (205)
- Fire Districts (220 - 237)
- Food and Beverage (200)
- Injured Animal (215)
- Inmate Welfare (207)
- Juvenile Crime Prevention (245)
- NC Elderly Handicap Transportation (277)
- Recreation (250)
- Senior Aides (256)
- State Drug Forfeiture (206)
- Surface Transportation (278)
- Tourism Development Authority (285)
- Transit Planning (275)
- Undesignated Special Revenue (299)
- US Department of Transportation (276)
- Workforce Development (255)

Permanent Funds

- Cemetery Trust Fund (510)

General Fund (101)

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

Separate General Funds

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

Special Revenue Funds

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

Permanent Funds

These funds are used toward the upkeep of the County's cemetery grounds.

FUND STRUCTURE - CONTINUED

Below are the various funds that make up the annual budget:

Enterprise Funds

- Crown Center (600)
- Crown Debt (602)
- Crown Motel (601)
- Kelly Hills Water and Sewer (606)
- NORCRESS Water and Sewer (605)
- Overhills Water and Sewer (608)
- Solid Waste (625)
- Southpoint Water and Sewer (607)

Enterprise Funds

These revenues stem from service fees charged for the associated services.

Internal Service Funds

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

Fiduciary Funds

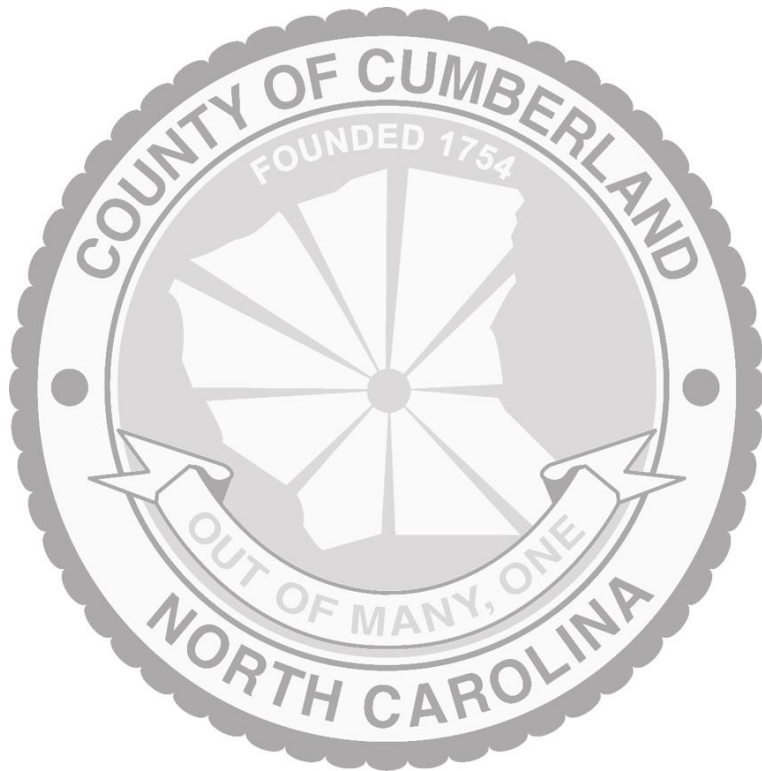
These funds are used to account for resources held for the benefit of parties outside the government - whereas the County holds these assets in a fiduciary capacity such as a trustee or agent.

Internal Service Funds

- Employee Benefits (802)
- General Litigation (806)
- Group Insurance (801)
- Vehicle Insurance (803)
- Worker's Compensation (800)

Fiduciary Funds

- NC 3% Vehicle Interest (730)



AMY H. CANNON
County Manager

DUANE T. HOLDER
Deputy County Manager



MELISSA C. CARDINALI
Assistant County Manager

TRACY JACKSON
Assistant County Manager

SALLY S. SHUTT
Assistant County Manager

OFFICE OF THE COUNTY MANAGER

June 1, 2020

TO THE CUMBERLAND COUNTY BOARD OF COMMISSIONERS:

In accordance with the North Carolina Local Government Budget and Fiscal Control Act, I am pleased to present for your consideration the Fiscal Year (FY) 2021 Recommended Annual Budget for Cumberland County. The budget is balanced, identifies revenue and expenditure estimates for FY2021, and attempts to maintain the County's core value of providing excellent customer service utilizing available resources and in accordance with fiscal policies adopted by the Board.

The recommended budget provides \$467,667,572 in total expenditures across all funds, with a General Fund total of \$325,269,845. This budget document does not include multiyear funds, such as capital projects, since these multiyear budgets have previously been approved by the Board of Commissioners. The proposed tax rate to support the FY2021 budget remains constant at 79.9 cents per \$100 of assessed valuation. The value of one penny on the tax rate is \$2,323,807.

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

- ❖ Global COVID-19 Pandemic
- ❖ Economic Outlook
- ❖ Budget Considerations
- ❖ FY2021 Budget Development Goals
- ❖ Current Year Revenue Considerations
- ❖ FY2021 Revenue Considerations – General Fund
- ❖ FY2021 Expenditure Highlights
- ❖ Other Funds – Funding Priorities
- ❖ Enterprise Funds
- ❖ FY2021 Revenue Considerations – Other Funds
- ❖ Other FY2021 Initiatives
- ❖ Conclusion

Global COVID-19 Pandemic

COVID-19 is a novel infectious disease caused by severe acute respiratory syndrome coronavirus. This invisible enemy was first identified in Wuhan, China, in December of 2019 and spread to the United States (U.S.) in January 2020. Local transmission in the U.S. had started by January with deaths occurring in February. By the end of March, cases were reported in all 50 states. As of May 22, 2020, the United States has 1.6 million confirmed active cases and 95,087 deaths, both of which are the highest in the world.

On March 11, 2020, the World Health Organization declared COVID-19 a global pandemic. Following that announcement, the President of the United States took executive action on March 13 and declared the ongoing pandemic of sufficient severity and magnitude to warrant an emergency declaration. In addition, during the month of March, the White House advised against gatherings of more than 10 people and urged U.S. citizens to avoid all international travel.

These federal actions led to state and local responses to the outbreak. For the state of North Carolina, the Governor signed the first of many executive orders to coordinate a statewide response addressing this public health emergency and providing for the health and safety of all residents. On March 14, 2020, the Governor issued the first executive order to mitigate the spread of the coronavirus by prohibiting mass gatherings and closing all public schools. On March 27, additional steps were taken to reduce the burden on the state's health care providers and facilities and to limit person-to-person contact in the workplace and communities. That executive order is best known as the "Stay-at-Home" declaration which closed most retail businesses as well as salons, gyms, bars and restaurants.

The impact of the coronavirus extends well beyond an individual's physical health. The magnitude of this pandemic has reshaped our society and dramatically changed our lives forever. The scale of this health crisis calls to mind impacts of 9/11 or the 2008 financial crisis, but the coronavirus has uprooted how we conduct business, government, the economy and literally every aspect of how we live each day.

Economic Outlook

Budget planning and preparation changed dramatically as a result of the coronavirus pandemic which forced a significant slowdown of the economy both at the national and local level. Efforts to mitigate the spread of the virus have significantly impacted local revenues. Those primary General Fund revenues subject to the effects of the slowdown are ad valorem, motor vehicle and sales taxes. These revenues comprise of almost 72% of total budgeted revenue. Prior to this slowdown, our local revenues were strong and were projected to surpass original budget estimates. As a result of the Stay-at-Home order, we are projecting a significant decline in these General Fund revenue sources in the 4th quarter of FY2020 and well into FY2021. Our projections are based upon statewide guidance from the North Carolina Association of County Commissioners modified by the local dynamics of our community.

Budget Considerations

Before the onset of COVID-19, we had laid the groundwork for a recommended budget that included growth and funding of several key initiatives. Once the financial impact of the pandemic became a reality, our budget preparations were thwarted. Many local governments are looking at severe budget reductions including reducing services and eliminating positions. Fortunately, Cumberland County is not facing these types of drastic actions to balance this budget.

We are poised and ready to weather this financial crisis and economic storm caused by this invisible enemy. Cumberland County has been here before, but this time is different. We learned from those prior economic storms and downturns and we have been intentional over the last six budget years in making long-term financial sustainability our guiding principle.

Our local economy was minimally impacted immediately after the 2008 financial crisis due to the presence of the military in our community. Our downturn was felt a few years later in FY2014 during the federal government shutdown, sequestration, federal budget issues and most importantly with the reduction of deployed troops. While other North Carolina counties were experiencing significant growth, our local sales declined dramatically. Our sales tax revenue remained sluggish through FY2017. Financial stability was further eroded when property revaluation yielded a loss in values.

These events highlighted the County's need to concentrate on long-term financial sustainability creating resiliency and enhancing our financial position. Since 2014, our focus has centered around the following parameters which have been the foundation of creating a resilient organization:

- Maintain solid financial position and honor fiscal policies
- Focus on core, mandated services
- Streamline operations through investments in technology
- Maintain facilities through a proactive, long-term capital plan
- Implement Business Intelligence strategy to review and streamline our business processes to maximize efficiencies
- Create a Capital Investment Fund as a mechanism for future capital planning within available, recurring resources
- Merge decentralized county internal service functions such as Information Technology and Public Information
- Prioritize our investment in our county workforce and implement strategies for recruitment and retention

As a result of the Board's commitment to these key strategies, we have enhanced our financial condition and we are in a strong position to manage this financial crisis. We have created that resiliency through our fund balance reserves in the General Fund and in the Capital Investment Fund. The Fund Balance policy adopted by the Board sets forth a minimum unassigned fund balance of 10%. We project that our unassigned fund balance at June 30, 2020 will be 11%, which leaves \$4.4M above the policy threshold. In accordance with the Board's adopted fund balance policy, we have transferred a total of \$24M of unassigned fund balance in the General Fund to the Capital Investment Fund between FY2019 and FY2020. Our dedication to fiscal discipline has created the availability of this \$28.4M to offset the anticipated loss in revenue in FY2021 and beyond if necessary.

FY2021 Budget Development Goals

The FY2021 recommended budget was developed to achieve the following:

- Continue providing core, mandated services to our citizens at FY2020 levels
- Maintain current workforce levels without disruption of employee benefits
- Implement Phase II Recruitment and Retention plan
- Utilize available fund balance to offset anticipated revenue shortfall due to COVID-19
- Continue priorities established by the Board in the Capital Investment Fund
- Maintain the current property tax rate

In addition, the recommended budget preserves and advances the following priorities established by the Board in February 2020.

Board of Commissioners Priorities – Established February 13, 2020

Goals: Short-Term

- Public water expansion in Gray's Creek
- Completion of Emergency Services Center
- Performing arts center study
- Discussion about a new high school (Cumberland County Schools and Fort Bragg)
- Feasibility study for a new county governmental services complex

Goals: Long-Term

- Countywide water expansion
- Construction of a county governmental services complex

Budget Priorities: FY2021

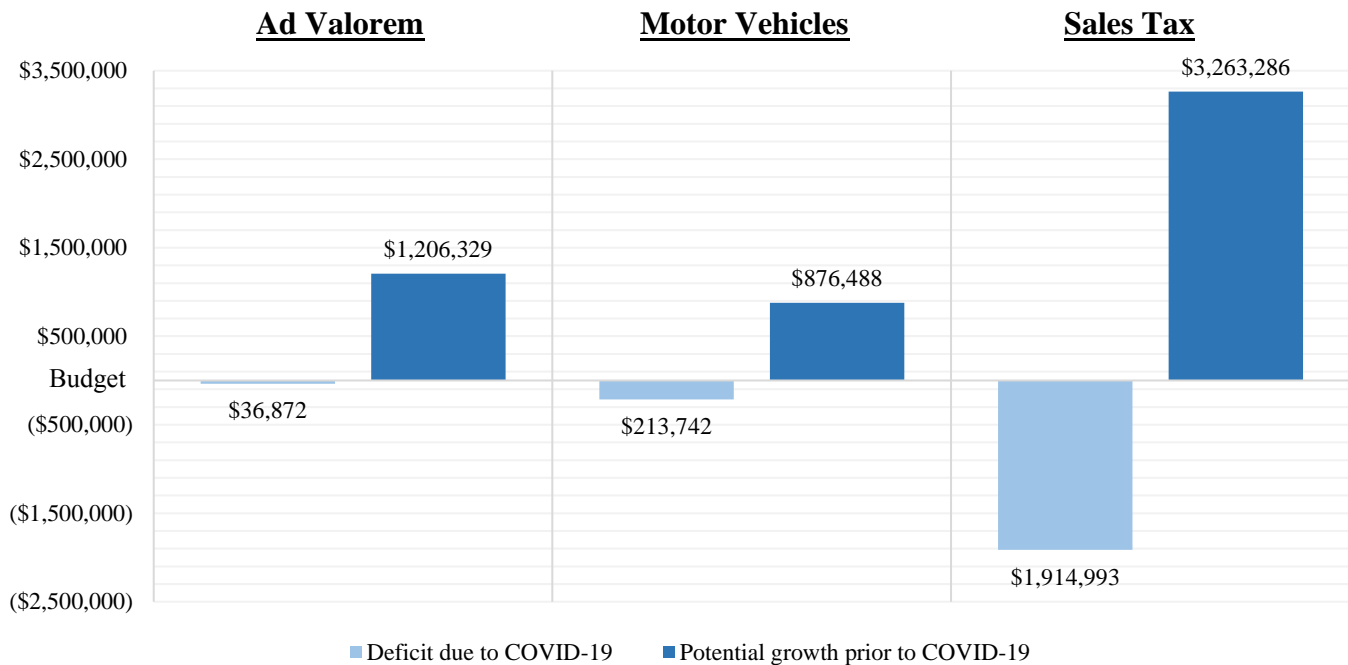
- School funding
- Mental health
- Public health
- County employee recruitment and retention

Current Year Revenue Considerations

Prior to the onset of COVID-19, our collection of ad valorem, motor vehicle and sales tax revenues were projected to significantly outperform the original budget estimates. Due to the economic slowdown, we anticipate a total revenue shortfall in these categories of \$7.5M.

Projected Revenue Shortfall

➤	Ad Valorem	\$1,243,201
➤	Motor Vehicle	1,090,230
➤	Sales Tax Revenues	<u>5,178,279</u>
		<u>\$7,511,710</u>



FY2021 Revenue Considerations – General Fund

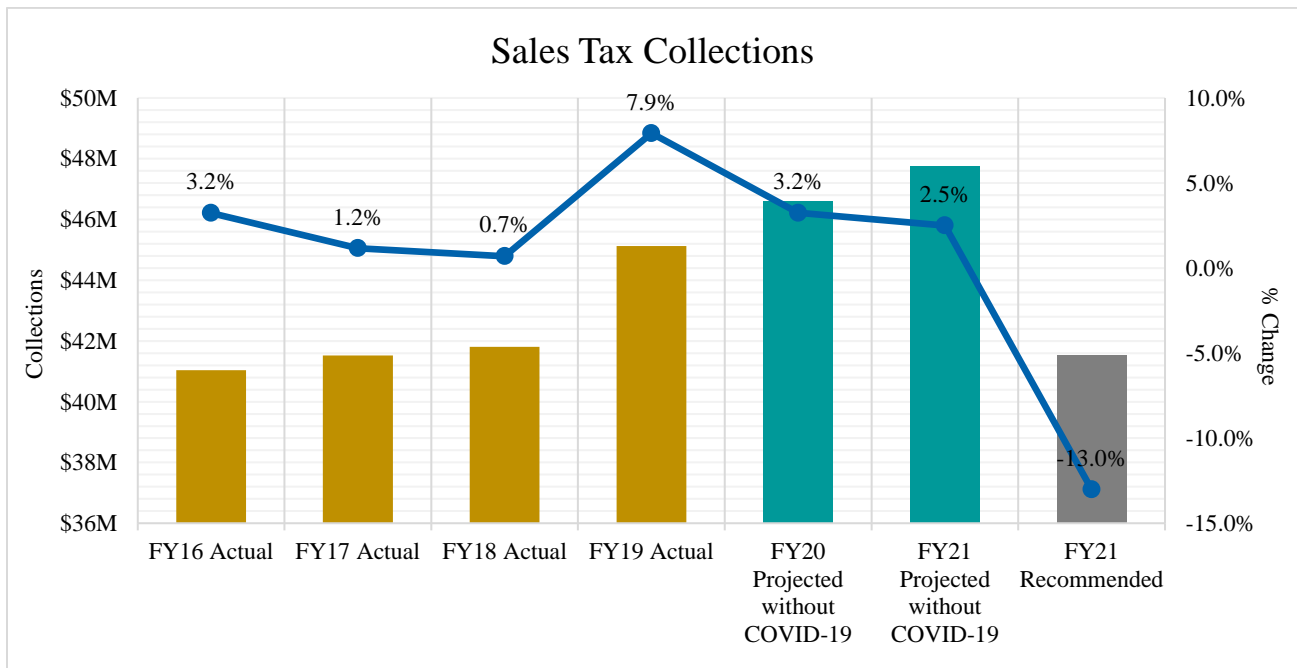
Our revenue projections have been developed with the assumption that our local revenue base will continue to be impacted by COVID-19. We project the impact on our largest General Fund revenue sources will result in \$9.2M less than projections would be without the existence of the coronavirus as shown in the following chart.

FY2021 Revenue Considerations with COVID-19

<u>FY2021 Revenue</u>	<u>COVID-19 Impact</u>	<u>Without COVID-19</u>	
	<u>Recommended Budget</u>	<u>Projected FY2021</u>	<u>Shortfall</u>
Ad Valorem	\$165,908,675	\$167,161,455	\$1,252,780
Motor Vehicles	19,763,512	21,585,509	1,821,997
Sales Tax	41,542,711	47,757,719	6,215,008
Total	\$227,214,898	\$236,504,683	\$9,289,785

The full impact of the Stay-at-Home order on FY2020 revenues is difficult to predict since there is an approximate 75-day lag between sales tax paid in retail settings and the reporting and distribution to the County. Even more challenging is predicting the impact of COVID-19 on FY2021 revenue projections for the year end June 30, 2021. It is anticipated that the lingering health crisis will evolve to a financial crisis leading to another recession. What remains to be seen is whether there will be another surge of the virus and whether local businesses will recover from losses sustained by the recent shutdown.

Unfortunately, very little data exists regarding what a recovery might look like particularly since each county and region of the country are unique. The presence of the military in our community may provide a more rapid recovery. As shown in the sales tax graph below, our projections indicate that FY2021 sales tax will reduce to the level of actual sales tax collections in FY2016. This translates to a loss of average growth of 3.25% gained over the last four years. As mentioned earlier, our local economy had a downturn in FY2013 which was a delayed reaction to the 2008 financial crisis and impacts of federal budget actions. The recovery of our local revenues began in FY2016. Although the circumstances during that time were much different, this may be the best comparison and benchmark for FY2021 sales tax levels.



With the transition of leadership in the Planning and Inspections Department last year, the new Director was charged with examining all aspects of that operation. The recommended budget includes a complete realignment of fees for Planning and Inspections. A detailed review indicates the current fee structure does not cover the cost of providing services which means property taxes are subsidizing costs ordinarily covered by user fees. The proposed fees were developed by analyzing fees charged by comparable counties. Additionally, proposed fees remain lower than fees charged by contiguous counties. Our current fee structure has not been revised in over a decade. Based upon current economic conditions related to COVID-19, it is recommended that we delay the implementation of these fees until January 1, 2021.

The recommended budget was balanced with an appropriation of fund balance in the amount of \$9,689,868. This amount exceeds the amount appropriated in the prior fiscal year but remains within the policy adopted by the Board which limits the appropriation to no more than three percent of recurring expenditures.

FY2021 Expenditure Highlights

Local Government Employee's Retirement System (LGERS) – Employer Rates

Under the direction of the State Treasurer's Office, the LGERS Board voted in 2019 to increase the system's employer contribution rates by 1.2% for three consecutive years beginning in FY2020. This action addresses a significant system funding shortfall expected in future years. The recommended budget includes additional funds in the amount of \$1,193,495 which represents the second year of a 1.2% increase.

Recruitment and Retention

The FY2020 budget included the findings related to an outside assessment of our recruitment and retention challenges. Multiple strategies were identified and implemented last year. One significant deficiency noted was our current pay practices. The FY2020 budget included recommendations in two areas: COLAs and market adjustments. County COLAs have not kept pace with the Consumer Price Index or pay adjustments awarded by competing employers over the years. In fact, the data revealed that COLA adjustments were approved only five years out of the prior 10-year period. The FY2020 budget included a recommendation of consistent application of COLAs annually to recognize inflation. A two percent COLA was approved by the Board of Commissioners in FY2020. Due to projected revenue losses in this fiscal year and in FY2021, a COLA has not been included in the FY2021 budget. It is recommended that we revisit a midyear COLA adjustment after we have more data on the revenue impact of COVID-19.

Market data for high turnover classifications revealed that our minimum pay was significantly lower when compared to our counterparts. The cost and complexity of addressing competitive salaries are significant and was recommended to be accomplished in a phased approach over a three-year period. The recommended budget includes \$772,074 for Phase II.

New Position Requests

Departments requested 16 new positions totaling \$948,817. Two full-time positions are recommended at a County cost of \$115,101. The two positions are a Social Worker II in the Public Health Department and a Deputy Register of Deeds III. The recommended budget also includes abolishing 12 positions for a savings of \$600,926.

Capital Outlay

Requested capital outlay by County departments totaled \$202,506. The recommended budget includes funding in the amount of \$41,600 to replace tasers in the Detention Center.

Fleet Management Review

The FY2020 recommended budget included funding to conduct a review of our fleet management operation to continue our goal of identifying operational efficiencies. Vehicles are necessary for many County departments to fulfill their mission in providing services to the public. The County has a significant investment in a fleet of 584 vehicles with an average age of 9.9 years. These vehicles are maintained by the Central Maintenance Facility (CMF). The first phase of the fleet study identified strategies to optimize fleet performance and maximize the County's investment.

With completion of the fleet management review, the next phase is implementation of the many strategies identified in this study. The most significant recommendation for improving overall performance is centralizing all aspects of fleet procurement, management and utilization. Funding in the amount of \$49,380 is included in the FY2021 recommended budget to have a fleet management consultant assist the County in addressing the recommendations identified to improve the operational efficiency and effectiveness of the CMF. The budget also includes funding to implement a tool allowance (\$4,500) and develop a training program (\$5,400).

Departments requested a total of 66 new vehicles at a cost of \$4.4M. The recommended budget includes \$977,000 to replace 18 vehicles. Without a formal vehicle replacement policy, the recommendation in the FY2021 budget was limited to available recurring funding and replacement was based upon a weighted average of mileage, age and maintenance costs. It is recommended that \$3M of available fund balance in the Capital Investment Fund be assigned to conduct a vehicle utilization study and for future vehicle replacement once formal fleet management and replacement policies are developed.

Social Services Adult Guardianship Cases

Currently the County serves as the guardian for 15 adults who require a high level of care and supervision due to significant mental health and intellectual and developmental disabilities. Since the divestiture of our Local Mental Health Entity, Alliance Health (Alliance) has funded group care living for these clients as well as wrap-around, developmental services. Due to continuing state revenue reductions and the requirement to reduce fund balance, all Managed Care Organizations (MCOs) are reducing the level of services to this population.

Our Social Services department has been collaborating with Durham, Johnston and Wake Counties in this transition with Alliance to ensure consistent services are provided to these clients. Alliance initially requested the counties begin paying all costs related to housing, supervision and developmental services which would have been almost \$500,000 for Cumberland County. Through this coordinated effort, this amount has been reduced to \$100,000 which will provide intensive housing and supervision services to two clients who require a very high level of care. Alliance will continue to provide developmental services to those clients that have the potential of benefiting and improving as a result of these services.

Crisis Services – Law Enforcement

Under the previous Roxie Avenue Crisis Services model, five deputy positions were budgeted at a cost of \$355,694 to provide a law enforcement presence for the drop-off center. Alliance conducted a Request for Proposals for these services in FY2019 and RI International was chosen as the new provider. Their approach does not include an on-site law enforcement component since their treatment philosophy is “there is no wrong door” to seeking services. The FY2021 budget includes a reduction of \$355,694 for these five vacant deputy positions.

Community Funding

Outside agencies requested FY2021 funding totaling \$528,966 which represents an increase of \$42,924. Due to expected revenue shortfalls related to COVID-19, the recommended budget does not include any requested increases.

Education Funding

The Board of Education requested current expense funding of \$84,744,171, an increase of \$4,194,171. The recommended budget includes an appropriation of \$80,711,700, which represents 43.47% of the projected ad valorem and motor vehicle tax collections. This appropriation was computed to provide funding at the FY2020 percentage of projected collections, which continues the methodology employed under the previous funding agreements.

During FY2020, discussion continued between the County and the Board of Education on developing a new school funding agreement as well as the funding related to the school system’s strategic plan. As of our last meeting in February with School representatives, the funding needed to achieve the strategic plan goals had not been finalized by the Superintendent or the Board of Education. The workgroup agreed that funding agreement discussions would resume after July 2020 once the strategic plan funding was completed.

Fayetteville Technical Community College requested funding in the amount of \$12,915,174 which is an increase of \$731,048. The recommended budget includes funding in the amount of \$12,283,629 representing an increase of \$99,503. The debt service and capital funding for the Community College are included in the Capital Investment Fund.

Other Funds – Funding Priorities

Capital Investment Fund

With the development of the Capital Planning Model two years ago, several key expenditure categories were moved from the General Fund to the Capital Investment Fund (CIF). The expenditures budgeted through the CIF are capital, debt service, maintenance and repairs and technology expenditures. A detail of the recommended expenditures from the FY2021 Capital Investment Fund is below.

Capital Investment Fund

Expenditure Category	Recommended FY2021
FTCC Capital	\$945,000
Maintenance and Repairs	936,000
Information Technology	1,395,025
Capital Improvement Plan	1,890,000
Preliminary Capital	750,000
Debt Service	12,701,142
Future Projects	6,112,151
Total Expenditures	\$24,729,318

The recommended budget for the CIF includes continued funding for the Board's priorities of exploring expansion of water in the Gray's Creek District and for completion of the Emergency Services Center. Spectra is leading the feasibility study for a Performing Arts Center to replace the Crown Theatre. The study began in early 2020 and has been delayed due to COVID-19. It is anticipated that the study will be finalized and presented in the fall of 2020.

Enterprise Funds

Crown Coliseum Complex

Three major revenue sources support the Crown Complex (Crown) operations, debt service and capital expenses. Those revenue sources are event revenue, food & beverage and occupancy taxes. These Crown revenues have been significantly impacted by COVID-19 and the Governor's Executive Order on March 14, 2020 prohibiting mass gatherings. All events at the Crown Complex scheduled through September 30, 2020 were canceled.

Current Year Revenue Considerations

Event Revenue

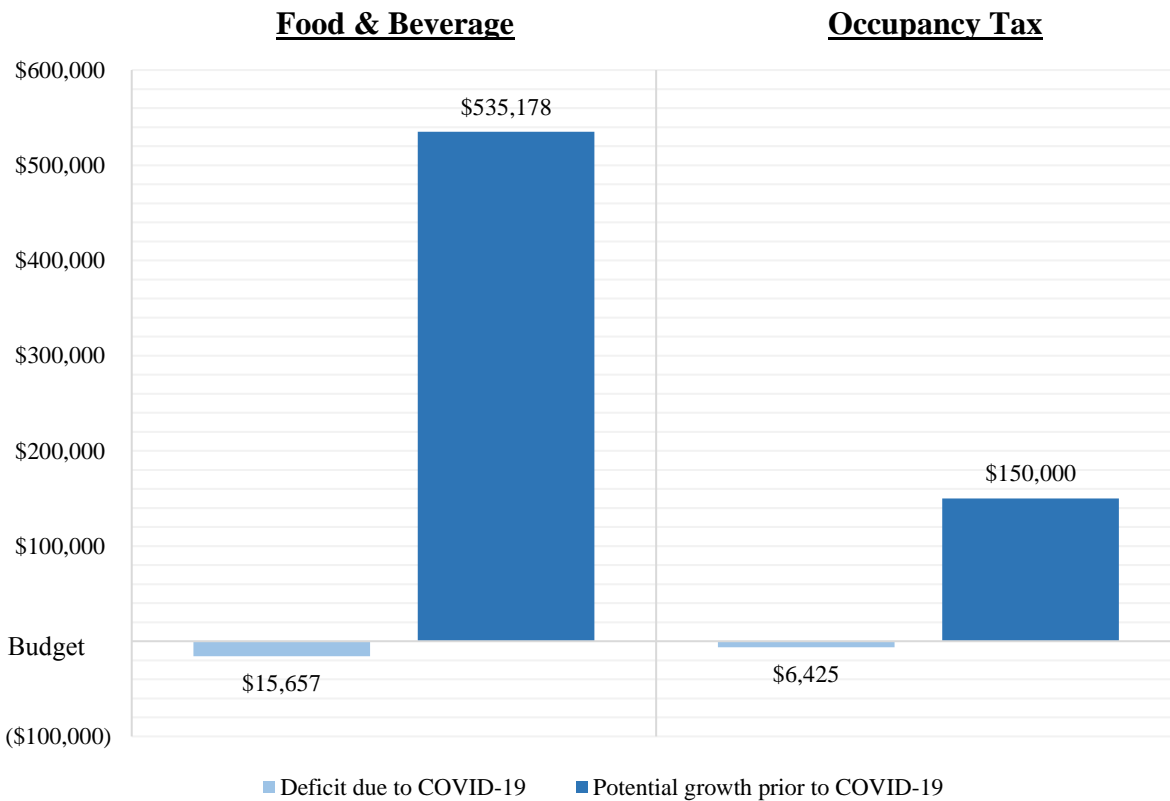
Prior to the onset of the virus, event revenue was continuing an upward trend and projections indicated FY2020 would be historically the best year since Spectra began managing the complex. As Spectra staff began working with promoters on event cancellations, they simultaneously began developing plans to minimize operating costs at the complex to stay within the original budget and projected end of year financial position.

Food & Beverage and Occupancy Tax

Collection of Food & Beverage and Occupancy Taxes was projected to outperform original budget estimates before the arrival of COVID-19. Due to the economic slowdown, we anticipate a total revenue shortfall of \$707,260 in the Crown Enterprise Fund.

Projected Revenue Shortfall

➤	Food & Beverage	\$550,835
➤	Occupancy Tax	<u>156,425</u>
		<u>\$707,260</u>



FY2021 Revenue Considerations – Other Funds

Crown Event Revenue

The FY2021 Crown budget has been prepared under the premise that events will not resume until after October 1, 2020, resulting in a projected reduction of event revenue and corresponding increase in the net operating loss of approximately \$168,000.

Spectra Venue Management has developed a reopening plan with guidelines and best practices that address current and future challenges to ensure the long-term success of the Crown. To address our specific market and local issues, the General Manager is creating a local task force comprised of venue staff, county leaders, health department staff, and other key community leaders. These projections are very fluid and will need to be monitored and adjusted based upon the reopening time frame and continuing restrictions that impact event attendance.

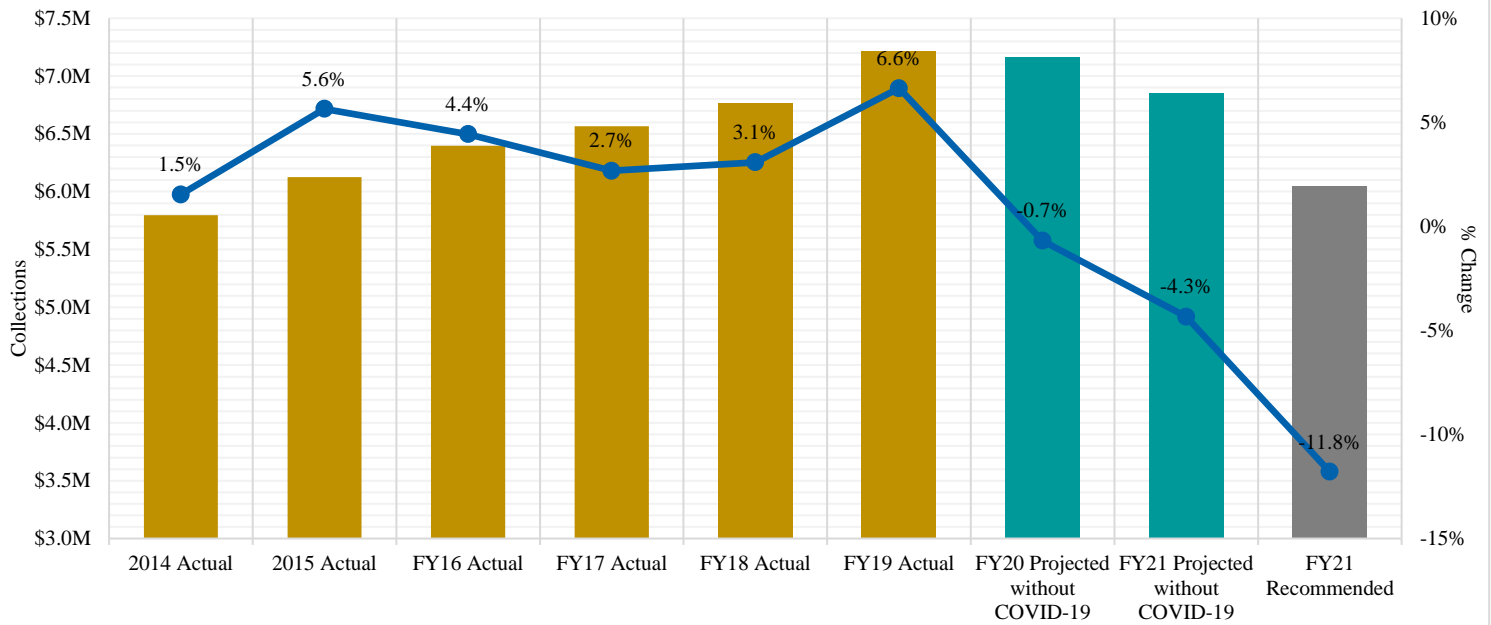
Food & Beverage and Occupancy Tax

FY2021 Revenue Considerations with COVID-19

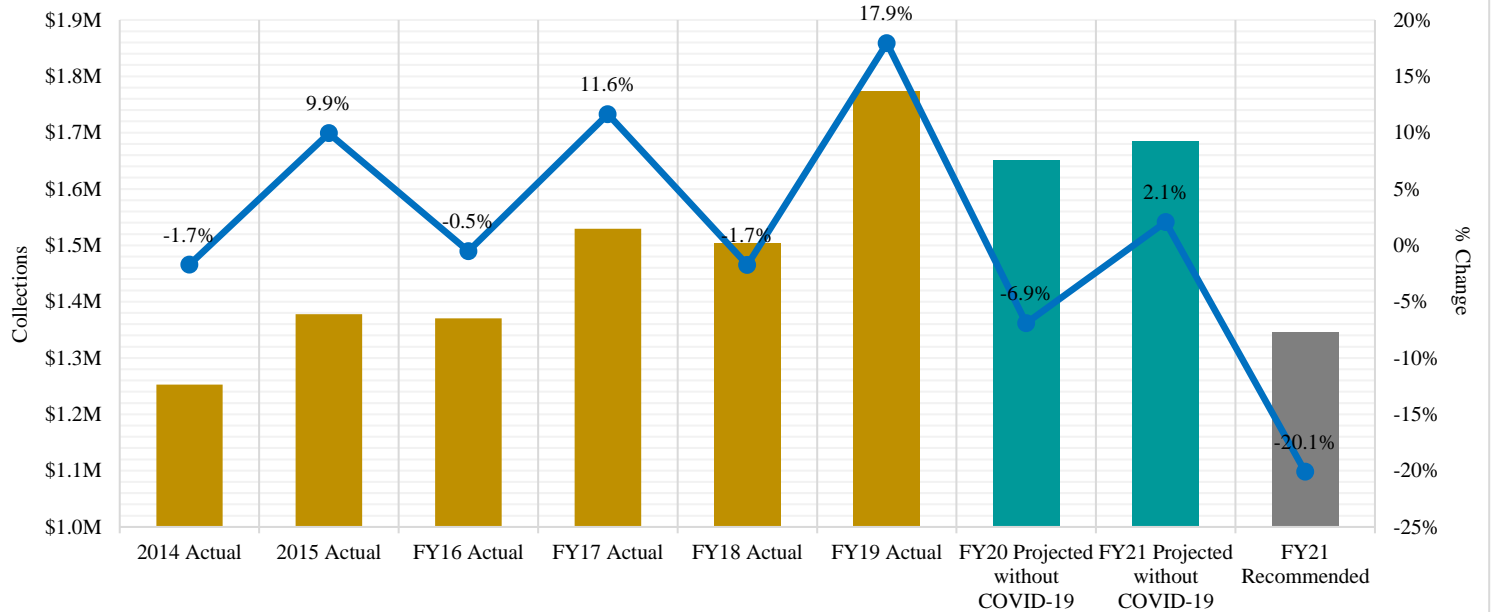
	<u>COVID-19 Impact</u>	<u>Without COVID-19</u>	
<u>FY2021 Revenue</u>	<u>Recommended</u>	<u>Projected</u>	
	<u>Budget</u>	<u>FY2021</u>	<u>Shortfall</u>
Food and Beverage	\$6,048,595	\$6,857,385	\$808,790
Occupancy Tax	1,345,281	1,683,983	338,702
Total	\$7,393,876	\$8,541,368	\$1,147,492

The projection for Crown revenues has been developed with the assumption that local revenues will continue to be impacted by COVID-19. The impact of COVID-19 on these local revenues is a loss of combined projected growth of \$1.1M taking recommended revenues back to FY2014-2015 levels as shown in the following graphs. This is consistent with projections of local revenues in the General Fund.

Food & Beverage Collections



Occupancy Tax Collections



Solid Waste Enterprise Fund

COVID-19 has created unique and challenging issues for the Solid Waste department since the Stay-at-Home order was established in March. Sheltering in place has provided the opportunity for citizens to do renovation projects, clean out their homes and garages and do yard work resulting in a tremendous increase in the volume of yard waste, construction and demolition (C&D) and municipal solid waste. Our tonnage has been up as much as 40% over normal volume. This has been difficult to manage from a staffing perspective as employee and customer safety has remained a priority during this health crisis and has required creation of unique solutions including triaging customers at the gate and outsourcing a portion of hauling from container sites.

The budget for the Solid Waste Fund is recommended at \$14,219,233 which represents an increase of 2% over the prior year adopted budget. The budget for supplies and materials is approximately \$292,000 more than the prior year due to fuel increases for larger equipment required for compaction. The recommended budget also includes \$1.9M for capital outlay which includes the purchase of equipment, fencing to secure the perimeter of the landfill and replacement of the fire suppression system in the former baling facility which is now used for recycling services. These improvements are required under the North Carolina State Fire Code (NCSFC). Hurricane Florence FEMA reimbursement funds are budgeted to cover the cost of these capital expenses.

The Solid Waste Director is continuing a review of operations to identify cost savings and efficiencies. Included in the FY2021 budget is the recommendation to close the Cliffdale Convenience site which will provide annual cost savings of approximately \$100,000. This site was previously an open landfill in the western part of the county that was eventually closed, but the site remained open as a convenience center even after that area was annexed by the City of Fayetteville. All other convenience sites were established for residents in the unincorporated area where municipal trash service is not provided. It is recommended that this site be closed October 1, 2020, which will allow sufficient time to fully communicate this change to residents who utilize this facility.

In addition, the Solid Waste Director is recommending an adjustment in several fees charged at the landfill. The most significant change is the proposal of a new fee or surcharge for C&D loads mixed with furniture or carpet. This surcharge is proposed to encourage the separation of C&D materials to address concerns related to furniture and carpet materials contributing to the contamination of our water supply due to the existence of perfluorooctanoic acid (PFAS/PFOA). Furniture and carpet must be properly disposed of in a lined Subtitle D Landfill.

Other FY2021 Initiatives

Merger of County Functions

Over the last several years, our focus has been on consolidating decentralized county functions. Thus far, we have successfully merged the Public Health IT function with County IT and the merger of the Library Community Relations Division with County Public Information. Both consolidations have created efficiencies and additional capacity. The next step for FY2021 is the merging of the Library IT function with County IT. This will result in a consolidation of data centers and elimination of redundant technology. A consolidation of the Department of Social Services IT function is planned for FY2022.

Application Modernization

As part of our Mainframe Application modernization efforts, which focused on moving all applications from the mainframe, the remaining application is the Permits system utilized by the Planning and Inspections Department. The county acquired Energov, a comprehensive software solution for permitting. This software will provide much needed “hand-offs” between central permits, inspections, code enforcement, land use and parcel/address management, creating a single system with one streamlined approach. This will enhance customer service by allowing on-line scheduling of inspections, on-line payment and tracking of permits and inspection status and the ability to submit electronic plan reviews. This project is scheduled to be complete by the third quarter of FY2021.

Facility Options

During FY2021, management will be developing alternate options to house the Child Support function. This department is currently housed in the old Highsmith Rainey building known as the “Bradford Avenue” building. This building needs significant repairs and maintenance and has ongoing environmental issues. Options will be developed regarding housing the Child Support Department and will be provided for the Board’s consideration during FY2021.

Coordination of Criminal Justice Services

Currently, criminal justice services are provided throughout the county in a decentralized and somewhat uncoordinated manner by Pre-Trial Services, Specialty Courts, Juvenile Crime Prevention Council, etc. Individually each of these entities provides essential services but greater efficiency and effectiveness in citizen outcomes can be achieved through coordinated oversight and centralization of services. During FY2021, management will establish a workgroup or task force to begin discussing the needs, challenges and future structure of a coordinated criminal justice system.

Conclusion

This FY2021 Recommended Budget is presented for your review and consideration as you develop an adopted budget. Our original budget plans included the recognition of significant revenue growth and the ability to fund the Board's priorities and key initiatives. Preparing a budget in the midst of a national pandemic was very challenging since COVID-19 has created unprecedented economic uncertainty while increasing pressure on local governments to provide human service and public safety functions to help protect the health, safety and economic well-being of citizens. Prior actions and decisions by the Board to create long-term sustainability and resiliency have placed the County in a strong financial position to manage this crisis and continue meeting the needs of our citizens. Our citizens need their local government now, more than ever.

Our employees are working on the "front lines" each day to battle this invisible enemy and protect the health and safety of our citizens. I am proud of all that has been done through sacrifice and unselfish leadership at all levels of county government. My special thanks to our Budget Division, Finance Director, and Management Team in developing this recommended budget in the most extreme and unique circumstances.

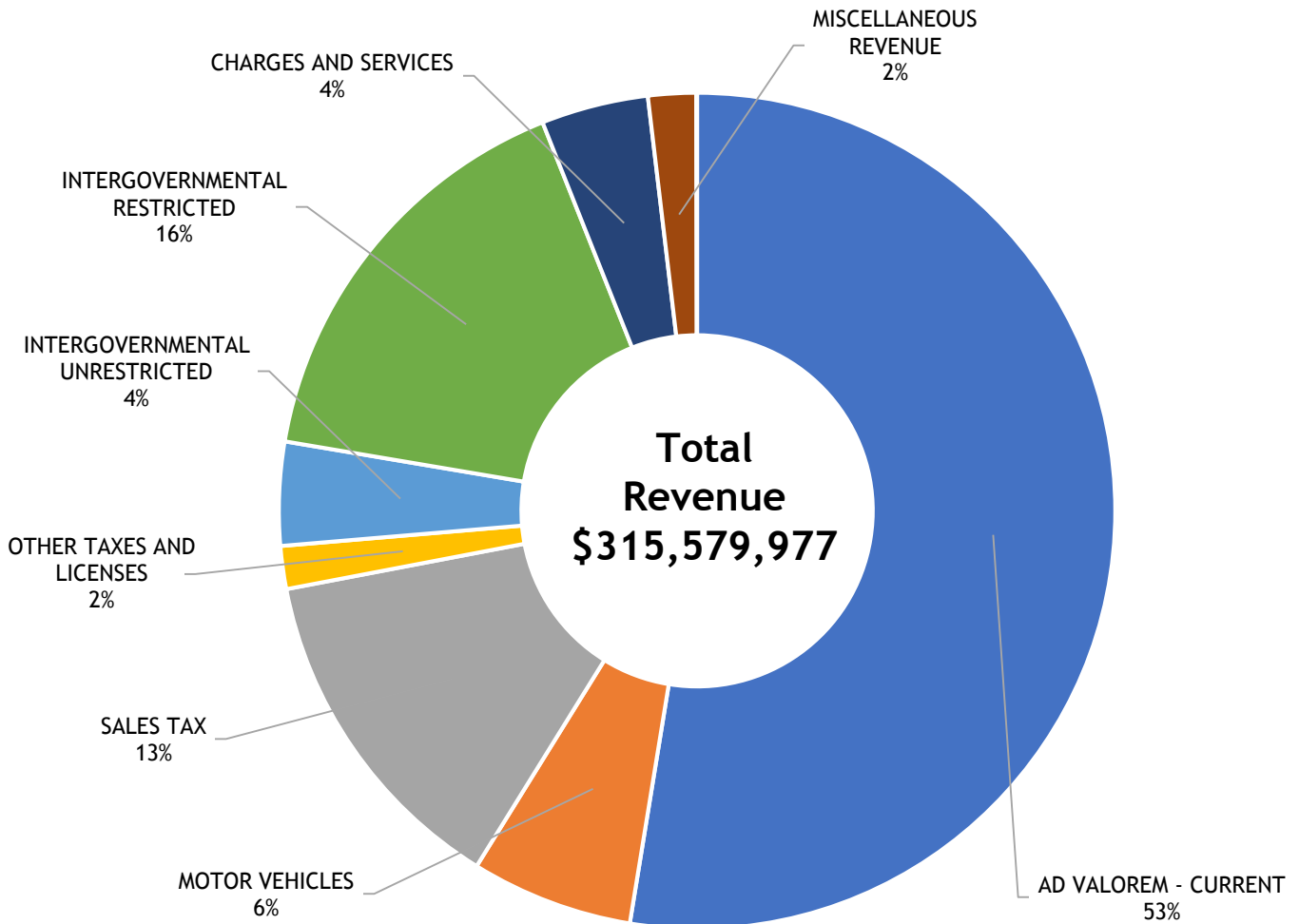
Respectfully submitted,



Amy H. Cannon
County Manager

REVENUES

FY2021 Recommended Budget

**Note**

The Budget has been balanced at \$325,269,845 by the appropriation of \$9,689,868 of fund balance.

GENERAL FUND

REVENUES - SUMMARY

Category	Actual FY2018	Actual FY2019	Original Budget FY2020	Year-End Projection FY2020	% Change FY2020 Original vs FY2021 Recommended	
					Recommended FY2021	
AD VALOREM - CURRENT	\$ 163,194,457	\$ 165,634,524	\$ 165,517,000	\$ 165,480,128	\$ 165,908,675	0.2%
MOTOR VEHICLES	18,705,639	19,910,527	19,802,832	19,589,090	19,763,512	-0.2%
SALES TAX	41,809,642	45,124,462	43,327,484	41,412,491	41,542,711	-4.1%
OTHER TAXES AND LICENSES	5,021,929	5,435,927	4,685,726	4,894,746	5,235,000	11.7%
INTERGOVERNMENTAL UNRESTRICTED	12,671,665	12,829,696	11,560,613	12,839,882	12,624,989	9.2%
INTERGOVERNMENTAL RESTRICTED	51,827,378	46,907,956	50,596,910	53,191,290	51,496,821	1.8%
CHARGES AND SERVICES	13,624,998	14,159,872	13,242,398	12,538,100	13,067,456	-1.3%
MISCELLANEOUS REVENUE	34,692,465	7,260,140	6,014,587	7,583,192	5,852,035	-2.7%
TRANSFERS	5,546,213	235,132	539,637	294,687	88,778	-83.5%
SUBTOTAL GENERAL FUND REVENUE	\$ 347,094,386	\$ 317,498,236	\$ 315,287,187	\$ 317,823,606	\$ 315,579,977	0.1%
FUND BALANCE APPROPRIATED	-	-	8,667,646	203,090	9,689,868	11.8%
TOTAL GENERAL FUND	\$ 347,094,386	\$ 317,498,236	\$ 323,954,833	\$ 318,026,696	\$ 325,269,845	0.4%

FY2021 Anomalies:

Other Taxes and Licenses: Per recommendation by the County's external auditing firm, the real estate transfer tax was moved from the general government other category to other taxes and licenses. This results in no overall revenue increase.

Intergovernmental Unrestricted: Based on historical trends and year-end projections, the projected revenue for ABC 3.5% and ABC Store Profit was increased by \$681,000. NC Prisoner Housing increased by \$305,000.

Transfers: The FY2020 Original Budget included a transfer of \$455,500 from the Capital Investment Fund. This represents Maintenance and Repair projects for Child Support in the amount of \$107,500 and carpet replacement for Social Services in the amount of \$348,000. This transfer was necessary in order to draw down federal/state reimbursements.

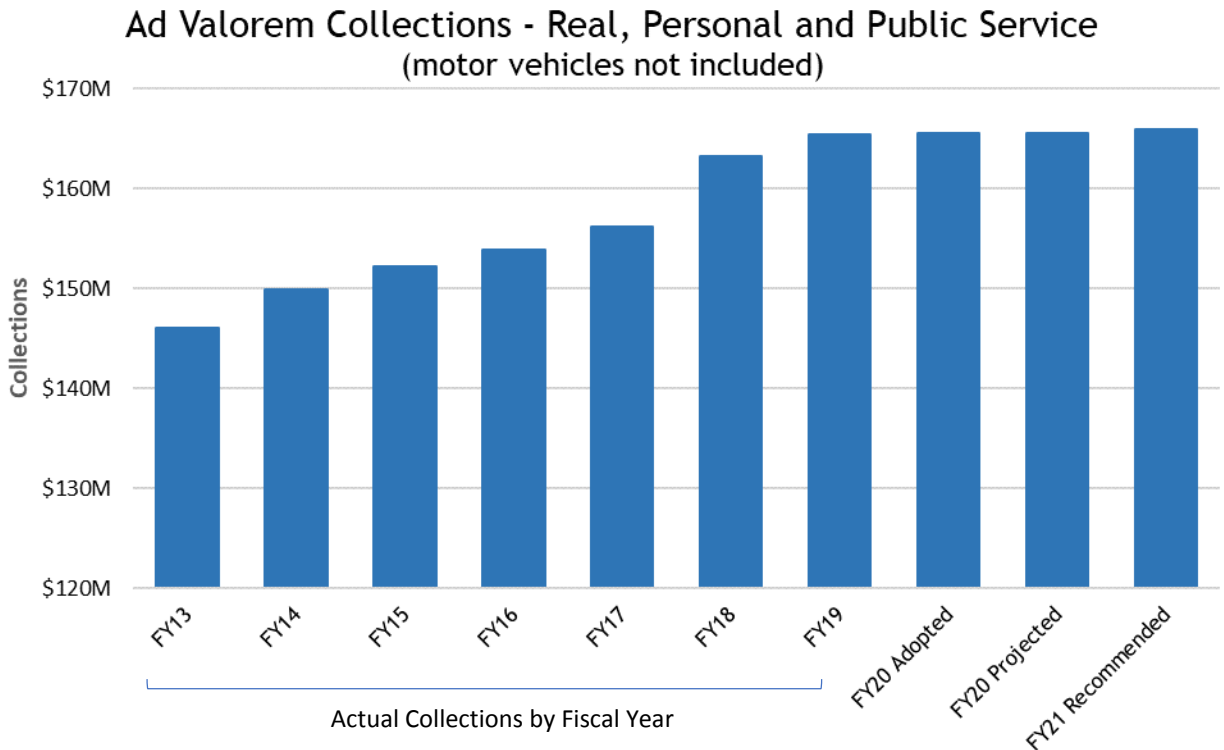
FORECASTING MAJOR REVENUE

A key responsibility for budget staff is to monitor and forecast major revenue sources. There are a variety of methods used for forecasting, including analyzing upcoming property values, reviewing historical trends, and making adjustments for factors that would impact the next fiscal year.

Due to unknown impacts from the COVID-19 pandemic, formulations used for forecasting major revenue were based on guidance published by the North Carolina Association of County Commissioners (NCACC). Moderately conservative estimates have been factored below for each major revenue source.

Ad Valorem Tax

Property tax is the largest revenue component and represents over half of all revenue received for the general fund. Cumberland County's tax rate remains at 79.9 cents for every \$100 of property valuation. The graph below illustrates the historical trend of ad valorem revenue.



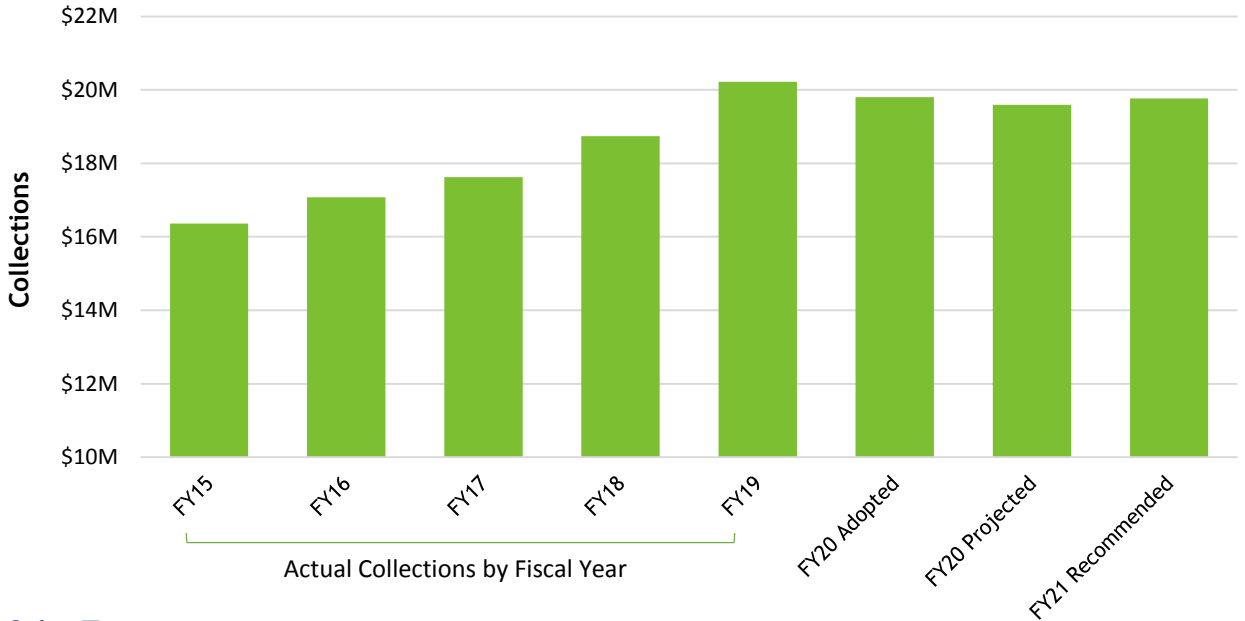
For fiscal year 2021, current ad valorem taxes are projected to be \$165,908,675. Property values are expected to increase by less than one percent compared to fiscal year 2020. Revenue from ad valorem collections is projected to be flat compared to the fiscal year 2020 Adopted Budget.

FORECASTING MAJOR REVENUE - CONTINUED

Motor Vehicle Tax

For fiscal year 2021, motor vehicle collections are projected to be \$19,763,512. This represents a slight 0.2% decline compared to the fiscal year 2020 Adopted Budget.

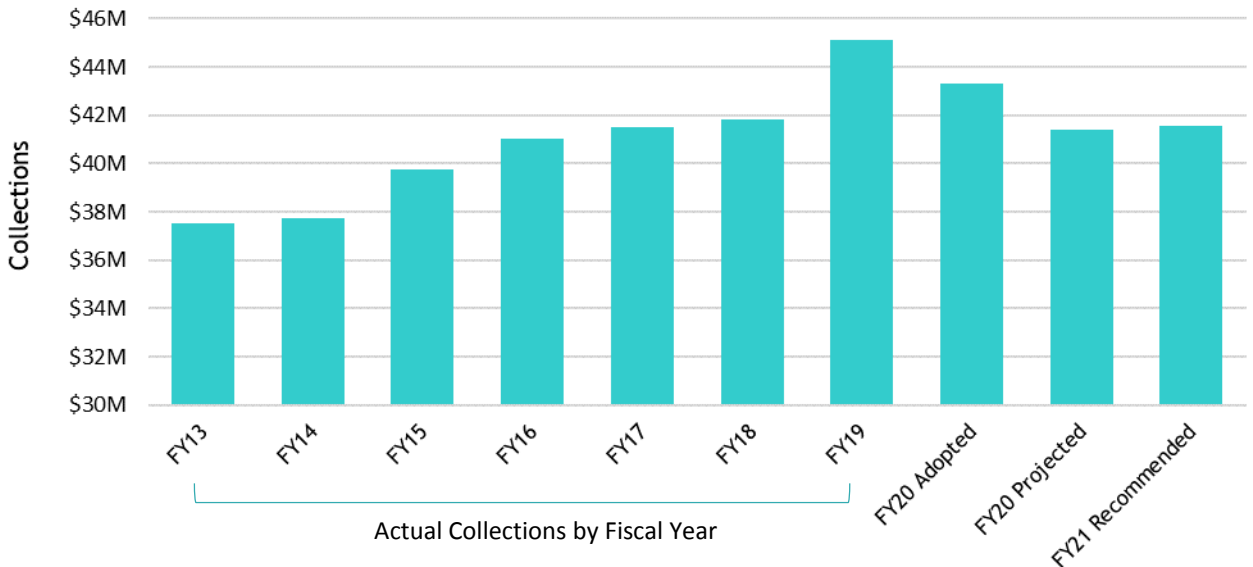
Motor Vehicle Collections



Sales Tax

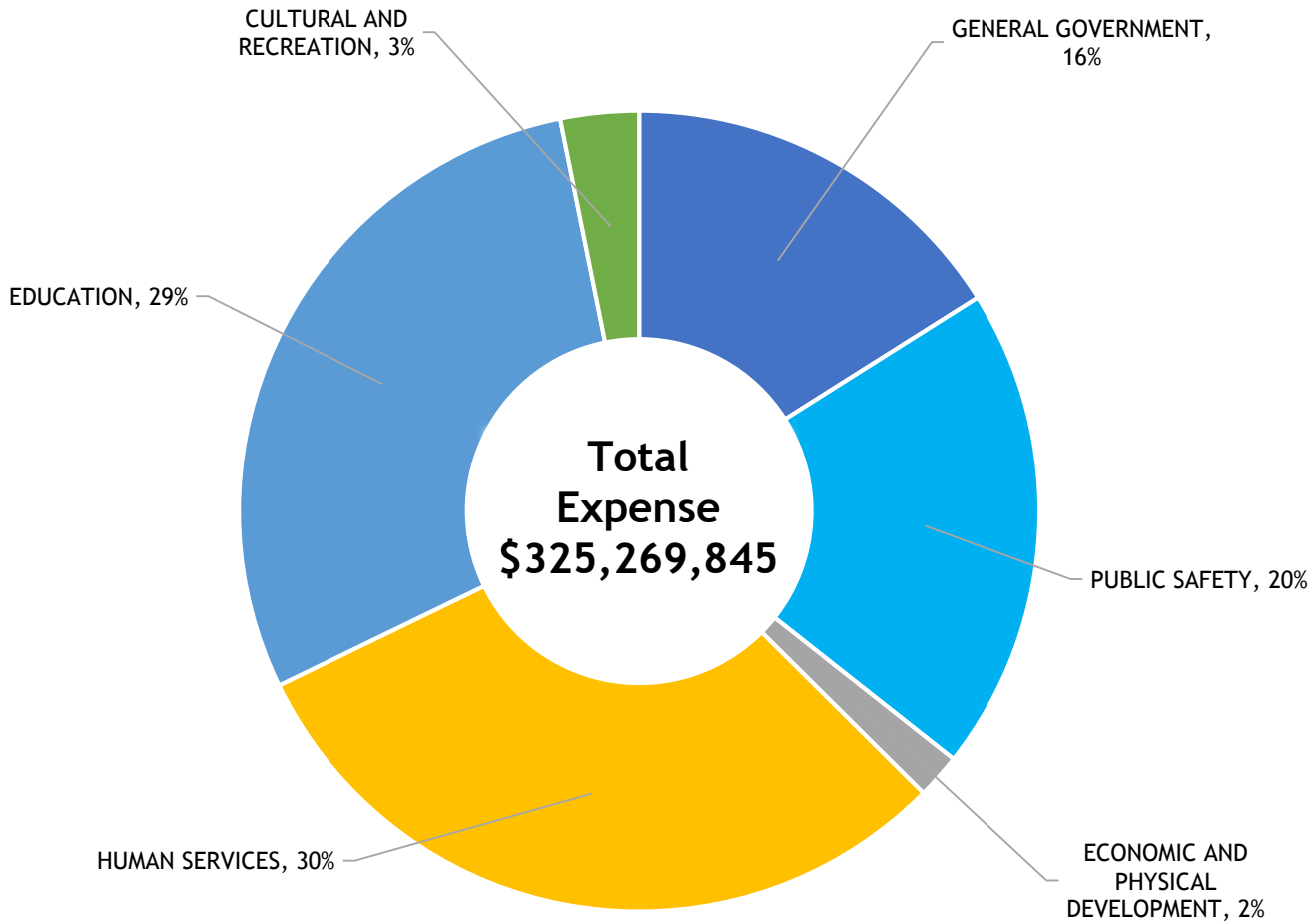
Sales Tax is projected at \$41,542,711. As a result of the current economic slowdown, there is a 4.1% decline compared to the fiscal year 2020 Adopted Budget.

Sales Tax



EXPENDITURES

FY2021 Recommended Budget



GENERAL FUND

EXPENDITURES – SUMMARY

Category					% Change	
			Original	Year-End	FY 2020 Original	
	Actual	Actual	Budget	Projection	Recommended	vs FY 2021
	FY 2018	FY 2019	FY 2020	FY 2020	FY 2021	Recommended
GENERAL GOVERNMENT	\$ 82,159,704	\$ 60,947,684	\$ 51,088,894	\$ 61,085,505	\$ 52,091,529	2.0%
PUBLIC SAFETY	54,785,947	56,351,346	63,562,115	57,679,226	63,748,742	0.3%
ECONOMIC AND PHYSICAL DEVELOPMENT	5,676,280	5,580,866	6,026,442	5,105,051	5,886,937	-2.3%
HUMAN SERVICES	88,944,654	89,494,233	98,220,226	90,206,660	98,834,831	0.6%
EDUCATION	93,830,717	93,502,807	94,047,126	94,271,387	94,411,029	0.4%
CULTURAL AND RECREATION	10,537,180	10,568,893	11,010,030	10,631,913	10,296,777	-6.5%
TOTAL GENERAL FUND EXPENDITURE	\$ 335,934,482	\$ 316,445,829	\$ 323,954,833	\$ 318,979,742	\$ 325,269,845	0.4%

GENERAL FUND

EXPENDITURES – BY DEPARTMENT

Category					% Change	
			Original	Year-End	FY2020 Original	
	Actual	Actual	Budget	Projection	Recommended	vs FY2021
	FY 2018	FY 2019	FY 2020	FY 2020	FY 2021	Recommended
GENERAL GOVERNMENT						
GOVERNING BODY	\$ 574,959	\$ 610,121	\$ 662,458	\$ 617,055	\$ 674,975	1.9%
ADMINISTRATION	1,395,666	1,448,887	1,837,782	1,694,134	1,814,947	-1.2%
PUBLIC AFFAIRS/EDUCATION	470,475	455,570	847,376	685,625	885,902	4.5%
PRINT MAIL & DESIGN SERVICES	690,408	719,586	775,255	680,451	756,378	-2.4%
COURT FACILITIES	150,183	121,286	203,470	116,059	156,220	-23.2%
HUMAN RESOURCES	803,599	893,308	1,169,176	1,027,217	1,009,875	-13.6%
FACILITIES MAINTENANCE	1,812,003	808,708	1,102,362	1,023,651	1,202,491	9.1%
LANDSCAPING & GROUNDS	591,282	622,743	724,187	698,431	702,394	-3.0%
CARPENTRY SHOP	184,325	152,063	230,045	230,637	228,058	-0.9%
FACILITIES MANAGEMENT	1,233,496	1,172,046	1,435,808	1,367,985	1,523,436	6.1%
PUBLIC BUILDINGS JANITORIAL	705,450	680,038	857,847	798,660	870,951	1.5%
CENTRAL MAINTENANCE	613,017	881,695	706,587	668,591	870,222	23.2%
INFORMATION SERVICES	3,425,808	4,455,373	4,812,492	6,551,029	5,323,420	10.6%
BOARD OF ELECTIONS	1,148,659	1,618,420	2,022,011	1,690,724	1,673,589	-17.2%
FINANCE	1,156,051	1,175,657	1,412,532	1,298,244	1,418,140	0.4%
LEGAL	715,602	705,449	873,883	643,232	807,290	-7.6%
REGISTER OF DEEDS	1,938,685	1,978,938	2,327,240	2,712,074	2,391,950	2.8%
REGISTER OF DEEDS AUTOMATION	32,434	116,548	135,000	369,000	135,000	0.0%
TAX ADMINISTRATION	4,864,655	5,279,783	5,427,515	5,296,532	5,797,029	6.8%
PROPERTY REVALUATION	289,968	270,719	486,021	304,090	474,796	-2.3%
DEBT SERVICE	48,980,039	-	-	-	-	n/a
GENERAL GOVERNMENT OTHER	10,382,940	36,780,746	23,039,847	32,612,084	23,374,466	1.5%
GENERAL GOVERNMENT TOTAL	\$ 82,159,704	\$ 60,947,684	\$ 51,088,894	\$ 61,085,505	\$ 52,091,529	2.0%

FY2021 Anomalies:

Court Facilities: The FY2020 budget included \$60,700 in furniture and equipment items for the courts (Clerk of Court office chairs and desks for Juvenile Courts). No additional items were requested in the FY2021 budget.

Human Resources: In FY2020, during the budget process, the Board approved a new position for a full-time Human Resources Consultant II. This new position was contingent on the future abolishment of the part-time Human Resources Consultant II position. Therefore, FY2021 includes a reduction in personnel expenses.

EXPENDITURES – BY DEPARTMENT

Facilities Maintenance: The FY2021 budget includes Automated External Defibrillators to be placed in all County buildings at a cost of \$58,650.

Central Maintenance: The FY2021 budget includes the second phase of a fleet study at a cost of \$49,380 as well as the replacement of three Animal Control trucks, two Community Development trucks, and one Cooperative Extension van at a cost of \$197,500.

Information Services: The FY2021 budget includes personnel increases totaling approximately \$350,000 which represents the merger of five employees from the Library Information Technology Department.

Board of Elections: The FY2020 budget included \$350,000 for municipal election expenses. There is no municipal election in FY2021 and therefore this expense is not budgeted.

EXPENDITURES – BY DEPARTMENT

Category					% Change	
	Actual FY 2018	Actual FY 2019	Original Budget FY 2020	Year-End Projection FY 2020	Recommended FY 2021	FY 2020 Original vs FY 2021 Recommended
PUBLIC SAFETY						
SHERIFF	\$ 25,427,024	\$ 25,788,272	\$ 27,927,957	\$ 25,716,681	\$ 27,625,012	-1.1%
JAIL	16,517,649	16,960,343	19,760,821	17,347,068	20,256,851	2.5%
ROXIE CRISIS INTERVENTION CNTR	304,726	343,232	374,181	-	-	-100.0%
LEO SEPARATION ALLOWANCE	550,387	574,139	559,080	558,580	552,100	-1.2%
SHERIFF GRANTS	233,997	288,970	320,266	248,631	140,829	-56.0%
SCHOOL LAW ENFORCEMENT - LOCAL	4,069,957	4,372,032	5,171,874	5,012,907	5,553,866	7.4%
EMERGENCY SERVICES	3,005,225	3,312,822	3,795,111	3,446,813	3,897,907	2.7%
EMERGENCY SERVICES GRANTS	13,525	25,005	11,000	73,344	399,993	3536.3%
CRIMINAL JUSTICE UNIT PRETRIAL	447,799	491,622	587,684	603,204	588,662	0.2%
YOUTH DIVERSION PROGRAM	9,549	22,768	37,027	29,282	35,671	-3.7%
ANIMAL CONTROL	2,909,358	3,101,494	3,462,878	3,511,088	3,484,642	0.6%
PUBLIC SAFETY OTHER	1,296,751	1,070,647	1,554,236	1,131,628	1,213,209	-21.9%
PUBLIC SAFETY TOTAL	\$ 54,785,947	\$ 56,351,346	\$ 63,562,115	\$ 57,679,226	\$ 63,748,742	0.3%

FY2021 Anomalies:

Roxie Crisis Intervention Center: The FY2021 budget includes five abolished deputy positions that have been assigned to Roxie Crisis Intervention Center in the past. On April 26, 2019, Alliance Health notified RI International of their successful bid for crisis services at the Roxie Avenue Facility. RI International will continue to use their CrisisNow model and will not be employing sheriff deputies within the facility.

Sheriff Grants: Grants can be awarded any time throughout the year. The BYRNE grant is a federal grant and the amount for FY2021 is unknown at this time. Therefore, only the amounts that are known have been budgeted for FY2021.

Emergency Services Grants: The FY2021 budget includes \$215,211 of the remaining North Carolina Hazard Mitigation Funds awarded by the North Carolina Department of Public Safety - Division of Emergency Management. This item was approved at the August 19, 2019 Board of County Commissioners' meeting. \$169,782 has been budgeted for the remaining funds from the Hurricane Florence Hazard Mitigation Grant award from the North Carolina Department of Public Safety - Division of Emergency Management. These funds were originally approved at the October 7, 2019 Board of County Commissioners' meeting.

Public Safety Other: The North Carolina Youth Detention Subsidy is budgeted at \$357,313 less than the FY2020 budget. Juveniles are retained in custody by the Judge's decision on a case-by-case basis.

GENERAL FUND

EXPENDITURES – BY DEPARTMENT

Category							% Change	
	Actual FY2018	Actual FY2019	Original Budget FY2020	Year-End Projection FY2020	Recommended FY2021		FY2020 Original vs FY2021 Recommended	
ECONOMIC & PHYSICAL DEVELOPMENT								
PLANNING	\$ 2,888,049	\$ 2,910,536	\$ 3,315,834	\$ 2,681,147	\$ 3,271,297		-1.3%	
ENGINEERING	1,171,023	1,113,724	699,048	986,065	585,162		-16.3%	
NC COOPERATIVE EXTENSION	550,814	602,184	773,148	570,164	799,384		3.4%	
LOCATION SERVICES	304,055	176,925	211,911	192,669	257,796		21.7%	
SOIL CONSERVATION	142,709	194,175	145,291	147,471	151,537		4.5%	
PUBLIC UTILITIES	89,168	83,287	88,106	87,043	87,602		-0.6%	
ECONOMIC PHYSICAL DEVEL OTHER	20,000	20,000	20,000	-	20,000		0.0%	
INDUSTRIAL PARK	1,117	9,020	1,427	3,815	2,212		55.0%	
ECONOMIC INCENTIVES	462,345	429,724	521,677	436,677	461,947		-11.4%	
WATER AND SEWER DEPARTMENT	47,000	41,291	250,000	-	250,000		0.0%	
ECONOMIC & PHYSICAL DEVELOPMENT TOTAL	\$ 5,676,280	\$ 5,580,866	\$ 6,026,442	\$ 5,105,051	\$ 5,886,937		-2.3%	

FY2021 Anomalies:

Engineering: A position was transferred to the Facilities Management Department to allow for additional supervision.

Location Services: At the request of the new Planning Director, a position that has not been funded in the past several years is requested to be funded in the FY2021 budget. The Location Services Division is modifying processes to provide two employees in the field and one remaining in the office to ensure work orders are on schedule.

Industrial Park: The FY2021 budget includes an increase of \$785 for anticipated utility costs for the year.

Economic Incentives: The FY2020 budget included a one-time \$60,000 incentive for ENG Mobile Systems.

GENERAL FUND

EXPENDITURES – BY DEPARTMENT

Category					Original		Year-End		% Change	
	Actual	Actual	Original	Year-End	Budget	Projection	Recommended	FY2020 Original	vs FY2021	
	FY2018	FY2019	FY2020	FY2020			FY2021	Recommended		
HUMAN SERVICES										
HEALTH DEPARTMENT GENERAL	\$ 11,479,804	\$ 11,960,982	\$ 12,983,057	\$ 12,286,348	\$ 13,768,828				6.1%	
JAIL HEALTH PROGRAM	3,190,381	3,105,331	3,461,178	2,959,382	3,406,500				-1.6%	
ENVIRONMENTAL HEALTH	1,630,566	1,692,341	1,796,029	1,699,630	1,722,868				-4.1%	
BIO-TERRORISM PREPAREDNESS	63,331	67,866	72,500	81,276	72,500				0.0%	
CARE COORDINATION FOR CHILDREN	788,287	1,033,607	816,417	795,198	971,676				19.0%	
PREGNANCY CARE MANAGEMENT	998,205	1,977,574	1,199,101	1,170,414	1,298,966				8.3%	
WIC - CLIENT SVCS	2,225,360	2,324,027	2,639,169	2,122,296	2,454,049				-7.0%	
WISEWOMAN	8,493	-	-	-	-				n/a	
SCHOOL HEALTH - BOARD OF EDUCATION	658,201	585,514	635,589	591,875	939,637				47.8%	
COMMUNITY TRANSFORMATION GRANT	157,110	160,672	138,761	82,872	82,872				-40.3%	
COURT ORDERED EVALUATION	154,360	181,696	318,832	206,471	318,832				0.0%	
SOBRIETY COURT	84,616	77,841	86,021	101,783	135,201				57.2%	
MENTAL HEALTH OTHER	2,859,282	5,031,247	5,064,095	5,054,801	5,065,222				0.0%	
HEALTH OTHER	81,929	82,771	83,771	76,638	83,771				0.0%	
DEPARTMENT OF SOCIAL SERVICES	40,294,152	42,146,114	48,304,948	43,671,555	47,312,497				-2.1%	
SOCIAL SERVICES OTHER	18,295,628	13,051,575	13,781,970	12,995,611	14,288,347				3.7%	
GRANT FAMILY VIOLENCE CARE CENTER	437,726	456,317	557,856	451,582	586,834				5.2%	
WELFARE OTHER	365,099	353,351	380,064	369,569	380,064				0.0%	
VETERANS SERVICES	383,191	369,584	454,308	426,548	452,713				-0.4%	
CHILD SUPPORT ENFORCEMENT	4,757,955	4,805,597	5,412,018	5,028,479	5,458,912				0.9%	
SPRING LAKE RESOURCE CENTER ADMIN	30,978	30,226	34,542	34,332	34,542				0.0%	
HUMAN SERVICES TOTAL	\$ 88,944,654	\$ 89,494,233	\$ 98,220,226	\$ 90,206,660	\$ 98,834,831				0.6%	

FY2021 Anomalies:

Care Coordination for Children: The FY2021 budget includes an increase to fund additional temporary case managers. This will reduce caseloads and ensure compliance with program benchmarks. This increase was recommended by the State of North Carolina - Department of Health and Human Services and is paid for by the Health Department's fund balance.

School Health - Board of Education: The FY2021 budget includes an increase as a result of Cumberland County Schools increasing their funding for four additional school health nurses. This item was approved on October 21, 2019 by the Board of County Commissioners.

Community Transformation Grant: A position that was grant funded has ended; therefore, a request to abolish the Public Health Educator II position is included in the recommended budget.

Sobriety Court: The FY2021 budget includes a grant awarded from the Department of Justice's Bureau of Justice Assistance. This grant provides 75% of total program costs and was adopted by the Board of Commissioners on October 7, 2019.

GENERAL FUND

EXPENDITURES – BY DEPARTMENT

Category	Actual FY2018	Actual FY2019	Original Budget FY2020	Year-End Projection FY2020	Recommended FY2021	% Change FY2020 Original vs FY2021 Recommended
EDUCATION						
SCHOOLS - CURRENT EXPENSE	\$ 80,961,835	\$ 80,150,000	\$ 80,550,000	\$ 80,550,000	\$ 80,711,700	0.2%
FTCC CURRENT EXPENSE	11,172,379	11,735,900	12,184,126	12,184,126	12,283,629	0.8%
OTHER EDUCATION	1,696,503	1,616,907	1,313,000	1,537,261	1,415,700	7.8%
EDUCATION TOTAL	\$ 93,830,717	\$ 93,502,807	\$ 94,047,126	\$ 94,271,387	\$ 94,411,029	0.4%
CULTURAL AND RECREATION						
LIBRARY	\$ 10,176,826	\$ 10,215,040	\$ 10,739,461	\$ 10,370,344	\$ 10,036,208	-6.5%
STADIUM MAINTENANCE	92,285	93,284	10,000	1,000	-	-100.0%
CULTURE RECREATION OTHER	268,069	260,569	260,569	260,569	260,569	0.0%
CULTURAL AND RECREATION TOTAL	\$ 10,537,180	\$ 10,568,893	\$ 11,010,030	\$ 10,631,913	\$ 10,296,777	-6.5%
TOTAL GENERAL FUND	\$ 335,934,482	\$ 316,445,829	\$ 323,954,833	\$ 318,979,742	\$ 325,269,845	0.4%

FY2021 Anomalies:

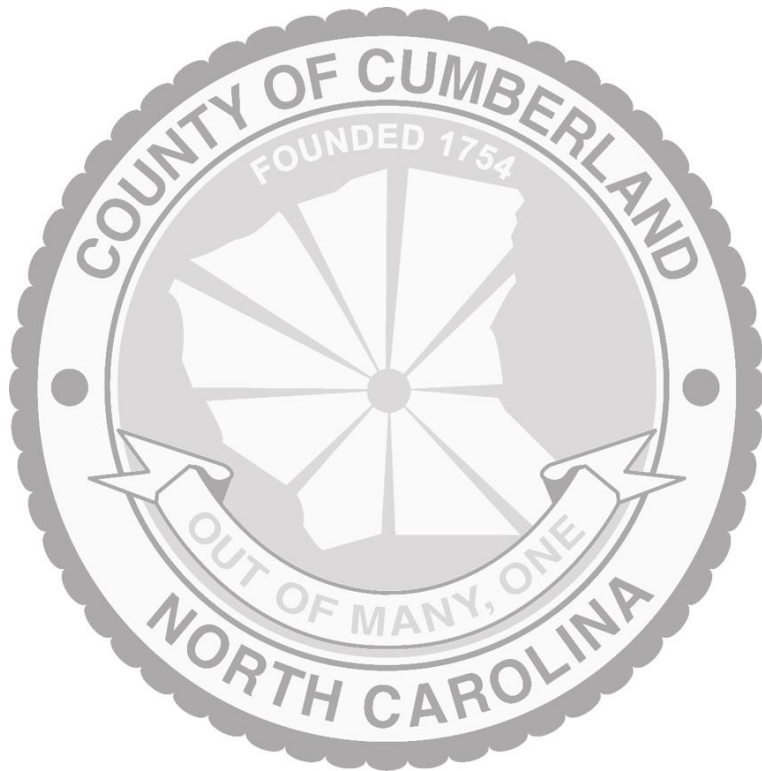
Library: Library Information Technology Services personnel expenses were reduced by approximately \$350,000 due to those employees being merged into the Information Services Department.

Stadium Maintenance: This property was transferred to Fayetteville Technical Community College at the December 17, 2018 Board of County Commissioners' meeting.

GENERAL FUND

PROJECTED FUND BALANCE

	FY 18 - 19 Actual	Original FY 19 - 20 Budget	Revised FY 19-20 Budget	FY 19 - 20 Projection	FY 20 - 21 Recommended Budget
Revenues:					
Ad valorem taxes	\$ 188,639,659	\$ 185,319,832	\$ 185,319,832	\$ 185,069,218	\$ 185,672,187
Other taxes	47,465,781	48,013,210	48,013,210	46,307,237	46,777,711
Unrestricted intergovernmental	12,829,696	11,560,613	11,706,113	12,839,882	12,624,989
Restricted intergovernmental	46,907,956	50,596,910	53,242,014	53,191,290	51,732,970
Sales and services	14,159,872	13,242,398	13,696,834	12,538,100	13,067,456
Miscellaneous	7,260,140	6,014,587	6,128,154	7,583,192	5,615,886
Debt proceeds	-	-	-	-	-
Transfers from other funds	235,132	539,637	539,637	294,687	88,778
Total Revenue	317,498,236	315,287,187	318,645,794	317,823,606	315,579,977
Expenditures:					
General Government	27,462,065	31,272,612	35,869,140	31,792,389	33,093,652
Public safety	56,351,352	63,582,115	65,443,993	57,679,226	63,748,742
Economic and physical development	5,539,575	6,026,442	6,894,588	5,105,051	5,886,937
Mental Health	5,290,784	5,552,719	5,714,694	5,439,693	5,603,026
Health	22,490,691	23,241,801	23,971,712	21,308,281	24,217,896
Welfare	56,140,776	62,155,206	63,151,020	56,799,431	61,744,984
Other human services	5,205,409	6,280,932	6,280,932	5,858,928	6,326,231
Cultural and recreational	10,568,893	11,010,030	11,222,765	10,631,913	10,296,777
Education	93,502,807	94,047,126	94,047,126	94,271,387	94,411,029
Miscellaneous and transfers	33,893,477	20,785,850	30,531,830	30,093,443	19,940,571
Total expenditures	316,445,829	323,954,833	343,127,800	318,979,742	325,269,845
Restatement	-				
Net increase (decrease) in fund balance	1,052,407	(8,667,646)	(24,482,006)	(1,156,136)	(9,689,868)
Fund balance July 1	118,591,441	115,042,605	111,193,464	119,643,848	118,487,712
Fund balance June 30	\$ 119,643,848	\$ 106,374,959	\$ 86,711,458	\$ 118,487,712	\$ 108,797,844
Fund balance allocations for FY21 budget:					
10% fund balance unassigned per policy					\$ 32,526,985
Committed - property revaluation					1,979,245
Committed - law enforcement separation allowance					1,756,982
Committed - Capital Investment Fund					20,940,072
Stabilization by state statute					33,205,082
Restricted for Register of Deeds					999,148
Restricted for Public Health					3,255,543
Assigned for :					
Subsequent year's expenditures (FY20)					9,689,868
Unassigned					4,444,919
Fund balance June 30, 2021					\$ 108,797,844



PERSONNEL

NEW POSITION REQUESTS – GENERAL FUND

Department	FT/PT	Unit Cost		Requested		Recommended		State or Federal Funding
		Salary	Fringe Benefits	Qty	Request	Qty	Total	
Animal Control		\$75,795	\$34,770	2	\$110,565	0	\$ -	\$ -
Humane Law Enforcement Officer	FT	43,100	18,678	1	61,778	0	-	-
Veterinary Healthcare Technician	FT	32,695	16,092	1	48,787	0	-	-
Public Health		\$163,533	\$71,465	6	\$329,015	1	\$60,860	\$ -
Medical Office Assistant	FT	28,456	14,923	2	86,758	0	-	-
Public Health Nurse II	FT	38,142	17,607	3	167,247	0	-	-
Case Manager/Social Worker II	FT	43,010	17,850	0	-	1	60,860	-
Public Health Nurse III	FT	53,925	21,085	1	75,010	0	-	-
Public Health-Adult Health Clinic		\$202,668	\$77,558	4	\$280,226	0	\$ -	\$ -
Medical Office Assistant	FT	28,456	14,923	1	43,379	0	-	-
Physician Extender II	FT	90,000	27,299	1	117,299	0	-	-
Practical Nurse II	FT	32,695	15,775	1	48,470	0	-	-
Public Health Nurse II	FT	51,517	19,561	1	71,078	0	-	-
Register of Deeds		\$37,516	\$16,725	1	\$54,241	1	\$54,241	\$ -
Deputy Register of Deeds III	FT	37,516	16,725	1	54,241	1	54,241	-
Soil Conservation District		\$37,516	\$16,725	1	\$54,241	0	\$ -	\$ -
District Technician	FT	37,516	16,725	1	54,241	0	-	-
Detention Center		\$41,521	\$18,148	1	\$59,669	0	\$ -	\$ -
Chaplain	FT	41,521	18,148	1	59,669	0	-	-
Social Services		\$43,010	\$17,850	1	\$60,860	0	\$ -	\$ -
Social Worker II	FT	43,010	17,850	1	60,860	0	-	-
Total - General Fund		\$601,559	\$253,241	16	\$948,817	2	\$115,101	\$ -

PERSONNEL

ABOLISH POSITION REQUESTS – GENERAL FUND

Department	FT/PT	Qty	Salary/Benefits	Qty	Total
Animal Control		2	\$23,447	2	\$23,447
Administrative Program Officer I	PT	1	23,447	1	23,447
Animal Control Director	PT	1	-	1	-
Environmental Health		1	\$51,314	1	\$51,314
Administrative Assistant I	FT	1	51,314	1	51,314
Human Resources		1	\$58,683	1	\$58,683
Human Resources Consultant 2	PT	1	58,683	1	58,683
Public Health		2	\$111,788	2	\$111,788
Public Health Educator I	FT	1	51,170	1	51,170
Public Health Educator II	FT	1	60,618	1	60,618
Register of Deeds		1	\$ -	1	\$ -
Deputy Register of Deeds I	PT	1	-	1	-
Detention Center		2	\$107,459	0	\$ -
Detention Officer	FT	2	107,459	0	-
Roxie Crisis Intervention Center		0	\$ -	5	\$355,694
Deputy Sheriff	FT	0	-	5	355,694
Total - General Fund		9	\$352,691	12	\$600,926

Notes:

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

Animal Control: The Program Officer I position was created to aid in new employee training which has now been completed. The Animal Control Director position was previously a part-time contracted position but is now full-time.

Environmental Health: This position was tied to grant funding which has now ended.

Human Resources: In FY2020, during the budget process, the Board approved a new position for a full-time Human Resources Consultant II. This new position was contingent on the future abolishment of the part-time Human Resources Consultant II position. Therefore, FY2021 includes a reduction in personnel expenses.

ABOLISH POSITION REQUESTS – GENERAL FUND (CONTINUED)

Notes:

Public Health: These two positions were tied to grant funding which has now ended.

Register of Deeds: The FY2021 budget includes a new position for a full-time Deputy Register of Deeds III, this will eliminate the need for the existing part-time Deputy Register of Deeds I position.

Roxie Crisis Intervention Center: The FY2021 budget includes five abolished deputy positions that have been assigned to the Roxie Crisis intervention center in the past. On April 26, 2019, Alliance Health notified RI International of their successful bid for crisis services at the Roxie Avenue facility. RI International will continue to use their CrisisNow model and will not be employing sheriff deputies within the facility.

SALARY SCHEDULE

Effective July 6, 2020

GRADE	MINIMUM	MID-POINT	MAXIMUM
55	\$22,747.14	\$30,515.29	\$38,283.44
56	\$23,790.70	\$31,915.42	\$40,040.15
57	\$24,881.31	\$33,378.29	\$41,875.27
58	\$26,011.66	\$34,894.48	\$43,777.31
59	\$27,195.34	\$36,482.31	\$45,769.28
60	\$28,456.40	\$38,174.70	\$47,893.00
61	\$29,809.47	\$39,989.95	\$50,170.43
62	\$31,227.38	\$41,892.00	\$52,556.61
63	\$32,694.44	\$43,859.92	\$55,025.40
64	\$34,225.26	\$45,913.05	\$57,600.85
65	\$35,823.02	\$48,056.64	\$60,290.26
66	\$37,515.93	\$50,327.27	\$63,138.61
67	\$39,295.64	\$52,715.55	\$66,135.46
68	\$41,109.85	\$55,148.79	\$69,187.73
69	\$43,009.80	\$57,697.56	\$72,385.33
70	\$44,999.68	\$60,366.59	\$75,733.51
71	\$47,073.21	\$63,149.08	\$79,224.95
72	\$49,239.80	\$66,054.95	\$82,870.10
73	\$51,516.19	\$69,108.78	\$86,701.36
74	\$53,924.32	\$72,339.84	\$90,755.36
75	\$56,443.30	\$75,718.87	\$94,994.44
76	\$59,052.21	\$79,218.15	\$99,384.09
77	\$61,788.68	\$82,889.96	\$103,991.24
78	\$64,662.14	\$86,744.24	\$108,826.34
79	\$67,667.34	\$90,776.27	\$113,885.21
80	\$70,805.34	\$94,985.03	\$119,164.71
81	\$74,074.06	\$99,369.97	\$124,665.89
82	\$77,521.58	\$103,994.89	\$130,468.21
83	\$81,143.72	\$108,854.05	\$136,564.37
84	\$84,944.67	\$113,952.65	\$142,960.63
85	\$88,900.37	\$119,261.43	\$149,622.49
86	\$93,031.75	\$124,802.35	\$156,572.95
87	\$97,383.76	\$130,640.23	\$163,896.70
88	\$101,937.57	\$136,749.46	\$171,561.34
89	\$106,685.89	\$143,119.05	\$179,552.21
90	\$111,655.87	\$149,786.66	\$187,917.44
91	\$116,870.54	\$156,781.55	\$196,692.56
92	\$122,129.13	\$163,836.05	\$205,542.97
93	\$127,625.08	\$171,208.95	\$214,792.81
94	\$133,367.81	\$178,912.80	\$224,457.78
95	\$139,369.86	\$186,964.33	\$234,558.79

SALARY SCHEDULE - CONTINUED

Effective July 6, 2020

SALARY SCHEDULE FOR PHYSICIANS

CLASSIFICATION	GRADE	MINIMUM	MIDPOINT	MAXIMUM
PHYSICIAN DIRECTOR II-A	10	\$124,283.18	\$166,725.18	\$209,167.20
PHYSICIAN DIRECTOR II-B	12	\$136,700.31	\$183,383.49	\$230,066.67
PHYSICIAN III-A	9	\$118,333.42	\$158,744.76	\$199,156.11
PHYSICIAN III-B	11	\$130,229.80	\$174,703.00	\$219,176.19
PHYSICIAN III-C	12	\$136,700.31	\$183,383.49	\$230,066.67

EXECUTIVE SALARY SCHEDULE

CLASSIFICATION	PAY BAND	MINIMUM	MAXIMUM
COUNTY MANAGER	A	\$127,625.08	\$270,511.80
DEPUTY COUNTY MANAGER	B	\$102,100.06	\$213,067.82
ASSISTANT COUNTY MANAGER - ENVIRONMENTAL & COMMUNITY SAFETY	C	\$93,031.75	\$205,542.97
ASSISTANT COUNTY MANAGER - COMMUNITY SUPPORT	C	\$93,031.75	\$205,542.97
ASSISTANT COUNTY MANAGER - GENERAL GOVERNMENT & STEWARDSHIP	C	\$93,031.75	\$205,542.97
ASSISTANT COUNTY MANAGER - STRATEGIC MANAGEMENT & GOVERNMENTAL AFFAIRS	C	\$93,031.75	\$205,542.97
GENERAL MANAGER - HUMAN SERVICES	D	\$84,944.67	\$187,917.44
FINANCE DIRECTOR/GENERAL MANAGER - FINANCIAL	D	\$84,944.67	\$187,917.44

PERSONNEL

JOB CLASSIFICATION

Effective July 6, 2020

Job Class	Job Description	Grade	ANNUAL SALARY RANGE		
			Minimum	Midpoint	Maximum
6317	911 QUAL ASSUR/COMPLIANCE SPEC	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
6305	911 STANDARDS PROGRAM COORDINATOR	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
701	ACCOUNTANT I	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
702	ACCOUNTANT II	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
470	ACCOUNTING CLERK IV	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
471	ACCOUNTING CLERK V	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
726	ACCOUNTING MANAGER	82	\$ 77,521.58	\$ 103,994.89	\$ 130,468.21
714	ACCOUNTING SPECIALIST I	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
715	ACCOUNTING SPECIALIST II	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
725	ACCOUNTING SUPERVISOR	78	\$ 64,662.14	\$ 86,744.24	\$ 108,826.34
126	ACCOUNTING TECHNICIAN I	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
127	ACCOUNTING TECHNICIAN II	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
128	ACCOUNTING TECHNICIAN III	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
129	ACCOUNTING TECHNICIAN IV	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
1601	ADMINISTRATIVE ASSISTANT I	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
1602	ADMINISTRATIVE ASSISTANT II	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
1603	ADMINISTRATIVE ASSISTANT III	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
1608	ADMINISTRATIVE COORDINATOR I	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
1609	ADMINISTRATIVE COORDINATOR II	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
1605	ADMINISTRATIVE OFFICER I	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
1606	ADMINISTRATIVE OFFICER II	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
1631	ADMINISTRATIVE OFFICER III	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
1629	ADMINISTRATIVE PROGRAM OFFICER I	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
1630	ADMINISTRATIVE PROGRAM OFFICER II	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
409	ADMINISTRATIVE SERVICES ASSISTANT V	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
1604	ADMINISTRATIVE SUPPORT II	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
412	ADMINISTRATIVE SUPPORT SPECIALIST	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
4222	ADULT/DISLOCATED WORKER ANALYST	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
4019	ADVOCATE I	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
3845	ANIMAL CONTROL ASSISTANT DIRECTOR	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
3850	ANIMAL CONTROL DIRECTOR	78	\$ 64,662.14	\$ 86,744.24	\$ 108,826.34
3825	ANIMAL CONTROL ENFORCEMENT SUPERVISOR	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
3853	ANIMAL CONTROL OFFICER I	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
3854	ANIMAL CONTROL OFFICER II	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
3852	ANIMAL SHELTER ATTENDANT	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
3851	ANIMAL SHELTER MANAGER	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
2214	APPLICATIONS PROGRAMMER II	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
904	APPRAISER	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
912	APPRAISER TRAINEE	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
7440	ASSISTANT COUNTY ENGINEER	79	\$ 67,667.34	\$ 90,776.27	\$ 113,885.21
1705	ASSISTANT COUNTY MANAGER - COMMUNITY SUPPORT SERVICES	EXECUTIVE SALARY SCHEDULE			
1704	ASSISTANT COUNTY MANAGER - ENVIRONMENTAL & COMMUNITY SAFETY	EXECUTIVE SALARY SCHEDULE			
1706	ASSISTANT COUNTY MANAGER - GENERAL GOVERNMENT & STEWARDSHIP	EXECUTIVE SALARY SCHEDULE			
1707	ASSISTANT COUNTY MANAGER - STRATEGIC MANAGEMENT & GOVERNMENTAL AFFAIRS	EXECUTIVE SALARY SCHEDULE			
5059	ASSISTANT DIRECTOR OF NURSING SERVICES	78	\$ 64,662.14	\$ 86,744.24	\$ 108,826.34
804	ASSISTANT REGISTER OF DEEDS	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
925	ASSISTANT TAX ADMINISTRATOR	78	\$ 64,662.14	\$ 86,744.24	\$ 108,826.34
1411	ATTORNEY I	80	\$ 70,805.34	\$ 94,985.03	\$ 119,164.71
1412	ATTORNEY II	83	\$ 81,143.72	\$ 108,854.05	\$ 136,564.37
741	BUDGET & MANAGEMENT ANALYST I	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
742	BUDGET & MANAGEMENT ANALYST II	76	\$ 59,052.21	\$ 79,218.15	\$ 99,384.09

PERSONNEL

JOB CLASSIFICATION - CONTINUED

Effective July 6, 2020

Job Class	Job Description	Grade	ANNUAL SALARY RANGE		
			Minimum	Midpoint	Maximum
744	BUDGET & PERFORMANCE DATA ANALYST	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
8601	BUILDING/PLUMBING INSPECTOR	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
707	BUSINESS MANAGER I	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
706	BUSINESS MANAGER II	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
4220	BUSINESS SERVICES/INCUMBENT WORKER TRAINING REPRESENTATIVE	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
922	BUSINESS SYSTEMS MANAGER	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
7427	CARPENTRY SUPERVISOR	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
3915	CERTIFIED PEER SUPPORT SPECIALIST	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
8628	CHIEF BUILDING OFFICIAL	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
5925	CHIEF DEPUTY SHERIFF	83	\$ 81,143.72	\$ 108,854.05	\$ 136,564.37
2250	CHIEF INFORMATION SERVICES DIRECTOR	87	\$ 97,383.76	\$ 130,640.23	\$ 163,896.70
8625	CHIEF INSPECTOR	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
926	CHIEF OF ASSESSMENT & COLLECTIONS	76	\$ 59,052.21	\$ 79,218.15	\$ 99,384.09
927	CHIEF OF REAL ESTATE & MAPPING	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
4086	CHILD SUPPORT ELIGIBILITY SPECIALIST	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
4087	CHILD SUPPORT ENFORCEMENT AGENT	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
4050	CHILD SUPPORT ENFORCEMENT DIRECTOR	82	\$ 77,521.58	\$ 103,994.89	\$ 130,468.21
4090	CHILD SUPPORT ENFORCEMENT SUPERVISOR	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
4088	CHILD SUPPORT Q/A - PROGRAM TRAINING SPECIALIST	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
2105	CLERK TO THE BOARD (A)	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
4164	CLINICAL SOCIAL WORKER	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
8626	CODE ENFORCEMENT MANAGER	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
8603	CODE ENFORCEMENT OFFICER	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
907	COMMERCIAL APPRAISER	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
2910	COMMUNICATIONS & OUTREACH COORDINATOR	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
6304	COMMUNICATIONS CERTIFIED TRAINING OFFICER	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
3950	COMMUNITY DEVELOPMENT DIRECTOR	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
5672	COMMUNITY DISEASE CONTROL SPECIALIST I	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
5673	COMMUNITY DISEASE CONTROL SPECIALIST II	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
5346	COMMUNITY HEALTH ASSISTANT	57	\$ 24,881.31	\$ 33,378.29	\$ 41,875.27
3925	COMMUNITY SERVICES MANAGER	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
3910	COMMUNITY SERVICES SPECIALIST	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
5335	COMMUNITY SOCIAL SERVICES ASSISTANT	57	\$ 24,881.31	\$ 33,378.29	\$ 41,875.27
5365	COMMUNITY SOCIAL SERVICES TECHNICIAN	61	\$ 29,809.47	\$ 39,989.95	\$ 50,170.43
5342	COMMUNITY SUPPORT SERVICES SUPERVISOR	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
2268	COMPUTER SYSTEMS ADMINISTRATOR I	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
2269	COMPUTER SYSTEMS ADMINISTRATOR II	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
2270	COMPUTER SYSTEMS ADMINISTRATOR III	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
2226	COMPUTING CONSULTANT I	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
2227	COMPUTING CONSULTANT II	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
2228	COMPUTING CONSULTANT III	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
2296	COMPUTING SUPPORT TECHNICIAN I	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
2297	COMPUTING SUPPORT TECHNICIAN II	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
6803	COOK	58	\$ 26,011.66	\$ 34,894.48	\$ 43,777.31
6814	COOK SUPERVISOR	61	\$ 29,809.47	\$ 39,989.95	\$ 50,170.43
5361	COTTAGE PARENT I	57	\$ 24,881.31	\$ 33,378.29	\$ 41,875.27
1450	COUNTY ATTORNEY (A)	91	\$ 116,870.54	\$ 156,781.55	\$ 196,692.56
1700	COUNTY MANAGER (A)	EXECUTIVE SALARY SCHEDULE			
1519	COUNTY SOCIAL SERVICES BUSINESS OFFICER II	79	\$ 67,667.34	\$ 90,776.27	\$ 113,885.21
4150	COUNTY SOCIAL SERVICES DIRECTOR	88	\$ 101,937.57	\$ 136,749.46	\$ 171,561.34
1673	COUNTY SOCIAL SERVICES PROGRAM ADMINISTRATOR I	76	\$ 59,052.21	\$ 79,218.15	\$ 99,384.09
5916	CRIME ANALYST	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51

PERSONNEL

JOB CLASSIFICATION - CONTINUED

Effective July 6, 2020

Job Class	Job Description	Grade	ANNUAL SALARY RANGE		
			Minimum	Midpoint	Maximum
6150	CRIMINAL JUSTICE SYSTEM SUPPORT DIRECTOR	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
6617	CUSTODIAN	55	\$ 22,747.14	\$ 30,515.29	\$ 38,283.44
6618	CUSTODIAN CREW LEADER	57	\$ 24,881.31	\$ 33,378.29	\$ 41,875.27
3911	DATA & EVALUATION ANALYST	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
4010	DAY CARE SERVICES COORDINATOR I	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
2101	DEPARTMENT GIS/MAPPING TECHNICIAN I	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
2102	DEPARTMENT GIS/MAPPING TECHNICIAN II	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
2207	DEPARTMENT IT SUPPORT SPECIALIST I	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
2208	DEPARTMENT IT SUPPORT SPECIALIST II	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
2209	DEPARTMENT IT SUPPORT SUPERVISOR	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
2210	DEPARTMENT IT SUPPORT TECHNICIAN I	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
2211	DEPARTMENT IT SUPPORT TECHNICIAN II	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
2106	DEPUTY CLERK TO THE BOARD	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
1703	DEPUTY COUNTY MANAGER		EXECUTIVE SALARY SCHEDULE		
6025	DEPUTY DETENTION CENTER ADMINISTRATOR	76	\$ 59,052.21	\$ 79,218.15	\$ 99,384.09
2249	DEPUTY INFO SVS DIRECTOR	82	\$ 77,521.58	\$ 103,994.89	\$ 130,468.21
2225	DEPUTY IS DIRECTOR	82	\$ 77,521.58	\$ 103,994.89	\$ 130,468.21
3125	DEPUTY LIBRARY DIRECTOR	78	\$ 64,662.14	\$ 86,744.24	\$ 108,826.34
8725	DEPUTY PLANNING DIRECTOR	78	\$ 64,662.14	\$ 86,744.24	\$ 108,826.34
801	DEPUTY REGISTER OF DEEDS I	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
802	DEPUTY REGISTER OF DEEDS II	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
803	DEPUTY REGISTER OF DEEDS III	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
805	DEPUTY SENIOR ASSISTANT REGISTER OF DEEDS	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
5900	DEPUTY SHERIFF	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
5915	DEPUTY SHERIFF CAPTAIN	78	\$ 64,662.14	\$ 86,744.24	\$ 108,826.34
5905	DEPUTY SHERIFF CORPORAL	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
5907	DEPUTY SHERIFF DETECTIVE	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
5911	DEPUTY SHERIFF DETECTIVE LIEUTENANT	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
5909	DEPUTY SHERIFF DETECTIVE SERGEANT	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
5910	DEPUTY SHERIFF LIEUTENANT	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
5920	DEPUTY SHERIFF MAJOR	80	\$ 70,805.34	\$ 94,985.03	\$ 119,164.71
5908	DEPUTY SHERIFF SERGEANT	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
6050	DETENTION CENTER ADMINISTRATOR	80	\$ 70,805.34	\$ 94,985.03	\$ 119,164.71
6005	DETENTION CENTER CORPORAL	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
6010	DETENTION CENTER LIEUTENANT	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
6008	DETENTION CENTER SERGEANT	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
6000	DETENTION OFFICER	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
3750	DIRECTOR OF ELECTIONS (A)	78	\$ 64,662.14	\$ 86,744.24	\$ 108,826.34
4250	DIRECTOR OF WORKFORCE DEVELOPMENT BOARD/CENTER	76	\$ 59,052.21	\$ 79,218.15	\$ 99,384.09
3722	ELECTIONS TECHNICIAN	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
8602	ELECTRICAL/MECHANICAL INSPECTOR	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
7415	ELECTRICIAN	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
7561	ELECTRONICS TECHNICIAN	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
6300	EMERGENCY MANAGEMENT PLANNER I	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
6303	EMERGENCY MANAGEMENT PROGRAM COORDINATOR	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
6350	EMERGENCY SERVICES DIRECTOR	82	\$ 77,521.58	\$ 103,994.89	\$ 130,468.21
7401	ENGINEERING TECHNICIAN I	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
7402	ENGINEERING TECHNICIAN II	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
5703	ENVIRONMENTAL HEALTH DIRECTOR II	79	\$ 67,667.34	\$ 90,776.27	\$ 113,885.21
5654	ENVIRONMENTAL HEALTH PROGRAM SPECIALIST	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
5653	ENVIRONMENTAL HEALTH SPECIALIST	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
5676	ENVIRONMENTAL HEALTH SUPERVISOR I	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51

PERSONNEL

JOB CLASSIFICATION - CONTINUED

Effective July 6, 2020

Job Class	Job Description	Grade	ANNUAL SALARY RANGE		
			Minimum	Midpoint	Maximum
5677	ENVIRONMENTAL HEALTH SUPERVISOR II	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
7307	EQUIPMENT INVENTORY & SERVICES COORDINATOR	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
7111	EQUIPMENT OPERATOR	61	\$ 29,809.47	\$ 39,989.95	\$ 50,170.43
1612	EXECUTIVE ASSISTANT	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
7430	FACILITIES AND GROUNDS MANAGER	78	\$ 64,662.14	\$ 86,744.24	\$ 108,826.34
7405	FACILITIES MAINTENANCE COORDINATOR I	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
7425	FACILITIES MAINTENANCE MANAGER	76	\$ 59,052.21	\$ 79,218.15	\$ 99,384.09
7407	FACILITIES MAINTENANCE SUPERVISOR	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
8703	FAMPO EXECUTIVE DIRECTOR	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
908	FEES & SPECIAL ASSESSMENT SPECIALIST	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
704	FINANCE ACCOUNTANT	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
1709	FINANCE DIRECTOR/GENERAL MANAGER - FINANCIAL SERVICES	EXECUTIVE SALARY SCHEDULE			
708	FINANCE TECHNICIAN	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
102	FINANCIAL ASSISTANT	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
103	FINANCIAL ASSOCIATE I	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
104	FINANCIAL ASSOCIATE II	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
703	FINANCIAL SPECIALIST	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
8606	FIRE INSPECTOR	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
6307	FIRE MARSHAL	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
7310	FLEET MAINTENANCE FOREMAN	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
7303	FLEET MAINTENANCE MASTER TECHNICIAN	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
7350	FLEET MAINTENANCE SUPERINTENDENT	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
7319	FLEET MAINTENANCE TECHNICIAN	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
6839	FOOD SERVICE MANAGER	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
447	FOREIGN LANGUAGE INTERPRETER I	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
448	FOREIGN LANGUAGE INTERPRETER II	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
5912	FORENSIC MEDIA TECHNICIAN	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
1710	GENERAL MANAGER - HUMAN SERVICES	EXECUTIVE SALARY SCHEDULE			
711	GRANTS MANAGER	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
2901	GRAPHIC DESIGN/INFORMATION SPECIALIST I	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
2902	GRAPHIC DESIGN/INFORMATION SPECIALIST II	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
7426	GROUNDS MAINTENANCE LANDSCAPING SUPERVISOR	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
7410	GROUNDS MAINTENANCE TECHNICIAN I	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
7411	GROUNDS MAINTENANCE TECHNICIAN II	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
7305	HEAVY EQUIP MECHANIC I	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
7306	HEAVY EQUIP MECHANIC II	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
7301	HEAVY EQUIPMENT MAINTENANCE TECHNICIAN	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
7302	HEAVY EQUIPMENT MASTER MECHANIC	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
7308	HEAVY EQUIPMENT MECHANIC	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
7304	HEAVY EQUIPMENT MECHANIC FOREMAN	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
6102	HOUSE ARREST SPECIALIST	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
6622	HOUSEKEEPER	55	\$ 22,747.14	\$ 30,515.29	\$ 38,283.44
6623	HOUSEKEEPER TEAM LEADER	57	\$ 24,881.31	\$ 33,378.29	\$ 41,875.27
5345	HUMAN RESOURCES AIDE	55	\$ 22,747.14	\$ 30,515.29	\$ 38,283.44
1810	HUMAN RESOURCES ASSOCIATE	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
1820	HUMAN RESOURCES CONSULTANT I	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
1821	HUMAN RESOURCES CONSULTANT II	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
1850	HUMAN RESOURCES DIRECTOR	82	\$ 77,521.58	\$ 103,994.89	\$ 130,468.21
4105	HUMAN RESOURCES PLACEMENT SPECIALIST	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
1807	HUMAN RESOURCES REPRESENTATIVE	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
1808	HUMAN RESOURCES SPECIALIST	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61

PERSONNEL

JOB CLASSIFICATION - CONTINUED

Effective July 6, 2020

Job Class	Job Description	Grade	ANNUAL SALARY RANGE		
			Minimum	Midpoint	Maximum
4178	HUMAN SERVICES CLINICAL COUNSELOR I	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
4179	HUMAN SERVICES CLINICAL COUNSELOR II	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
4075	HUMAN SERVICES COORDINATOR III	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
5125	HUMAN SERVICES DEPUTY DIRECTOR		NO GRADE		
8881	HUMAN SERVICES PLANNER/EVALUATOR I	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
8882	HUMAN SERVICES PLANNER/EVALUATOR II	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
7404	HVAC SUPERVISOR	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
7414	HVAC SUPERVISOR TRAINEE	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
7403	HVAC TECHNICIAN	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
210	INCOME MAINTENANCE CASEWORKER I	61	\$ 29,809.47	\$ 39,989.95	\$ 50,170.43
211	INCOME MAINTENANCE CASEWORKER II	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
295	INCOME MAINTENANCE CASEWORKER III	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
296	INCOME MAINTENANCE INVESTIGATOR I	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
297	INCOME MAINTENANCE INVESTIGATOR II	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
219	INCOME MAINTENANCE INVESTIGATOR SUPERVISOR I	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
220	INCOME MAINTENANCE INVESTIGATOR SUPERVISOR II	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
298	INCOME MAINTENANCE SUPERVISOR I	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
299	INCOME MAINTENANCE SUPERVISOR II	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
218	INCOME MAINTENANCE SUPERVISOR III	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
209	INCOME MAINTENANCE TECHNICIAN	59	\$ 27,195.34	\$ 36,482.31	\$ 45,769.28
5767	INDUSTRIAL HYGIENE CONSULTANT	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
2289	INFORMATION SYSTEMS LIAISON I	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
2298	INFORMATION SYSTEMS MANAGER	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
8627	INSPECTIONS MANAGER	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
752	INTERNAL AUDIT & WELLNESS DIRECTOR	79	\$ 67,667.34	\$ 90,776.27	\$ 113,885.21
713	INTERNAL AUDITOR	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
1712	INTERNAL SERVICES MANAGER	80	\$ 70,805.34	\$ 94,985.03	\$ 119,164.71
5913	INVESTIGATIVE TECHNICIAN	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
1510	INVESTMENT OFFICER	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
2217	IS APPLICATIONS ANALYST PROGRAMMER I	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
2218	IS APPLICATIONS ANALYST PROGRAMMER II	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
2223	IS APPLICATIONS MANAGER	81	\$ 74,074.06	\$ 99,369.97	\$ 124,665.89
2213	IS APPLICATIONS PROGRAMMER	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
2222	IS APPLICATIONS SUPPORT ANALYST	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
2212	IS BUSINESS ANALYST	76	\$ 59,052.21	\$ 79,218.15	\$ 99,384.09
2221	IS BUSINESS INTELLIGENCE DATA ANALYST	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
2299	IS DATABASE SYSTEMS PROGRAMMER	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
2219	IS ENTERPRISE SOLUTIONS MANAGER	81	\$ 74,074.06	\$ 99,369.97	\$ 124,665.89
2201	IS ERP SYSTEMS SPECIALIST	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
2215	IS GIS ANALYST	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
2216	IS GIS MANAGER	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
2203	IS HELPDESK COORDINATOR	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
2224	IS INFRASTRUCTURE MANAGER	81	\$ 74,074.06	\$ 99,369.97	\$ 124,665.89
2204	IS NETWORK SECURITY COORDINATOR	79	\$ 67,667.34	\$ 90,776.27	\$ 113,885.21
2205	IS NETWORKING SPECIALIST	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
2220	IS PROJECT MANAGER	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
2232	IS SENIOR TECHNICAL SUPPORT SPECIALIST	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
2240	IS SYSTEMS PROGRAMMER	79	\$ 67,667.34	\$ 90,776.27	\$ 113,885.21
2230	IS SYSTEMS SERVER ADMINISTRATOR	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
2231	IS SYSTEMS SERVER ANALYST	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
2234	IS SYSTEMS SERVER ANALYST II	76	\$ 59,052.21	\$ 79,218.15	\$ 99,384.09
2206	IS TECHNICAL SUPPORT SPECIALIST	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
7127	LANDFILL OPERATIONS MANAGER	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10

PERSONNEL

JOB CLASSIFICATION - CONTINUED

Effective July 6, 2020

Job Class	Job Description	Grade	ANNUAL SALARY RANGE		
			Minimum	Midpoint	Maximum
7126	LANDFILL OPERATIONS SUPERVISOR	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
5901	LATENT PRINT EXAMINER	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
6001	LAUNDRY WASHER OPERATOR	55	\$ 22,747.14	\$ 30,515.29	\$ 38,283.44
3855	LEAD ANIMAL SHELTER ATTENDANT	61	\$ 29,809.47	\$ 39,989.95	\$ 50,170.43
417	LEAD WORKER III	59	\$ 27,195.34	\$ 36,482.31	\$ 45,769.28
419	LEAD WORKER IV	61	\$ 29,809.47	\$ 39,989.95	\$ 50,170.43
3130	LIBRARIAN I	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
3129	LIBRARIAN II	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
3128	LIBRARIAN III	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
3127	LIBRARIAN IV	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
3103	LIBRARY ASSOCIATE	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
3115	LIBRARY CIRCULATION MANAGER	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
3114	LIBRARY CIRCULATION SUPERVISOR	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
3150	LIBRARY DIRECTOR	82	\$ 77,521.58	\$103,994.89	\$130,468.21
3126	LIBRARY DIVISION MANAGER	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
3101	LIBRARY PAGE	55	\$ 22,747.14	\$ 30,515.29	\$ 38,283.44
3102	LIBRARY TECHNICIAN	57	\$ 24,881.31	\$ 33,378.29	\$ 41,875.27
4020	LICENSED CLINICAL COUNSELOR	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
5150	LOCAL HEALTH DIRECTOR	88	\$101,937.57	\$136,749.46	\$171,561.34
1687	LOCAL PUBLIC HEALTH ADMINISTRATOR I	76	\$ 59,052.21	\$ 79,218.15	\$ 99,384.09
7420	MAINTENANCE SERVICES COORDINATOR	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
7406	MAINTENANCE SUPERVISOR	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
7408	MAINTENANCE TECHNICIAN	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
7409	MAINTENANCE WORKER	57	\$ 24,881.31	\$ 33,378.29	\$ 41,875.27
1711	MANAGEMENT FELLOW	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
4691	MEDICAL LAB ASSISTANT III	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
4675	MEDICAL LAB TECHNOLOGIST I	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
4678	MEDICAL LAB TECHNOLOGIST II	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
4680	MEDICAL LAB TECHNOLOGIST III	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
562	MEDICAL OFFICE ASSISTANT	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
492	MEDICAL RECORDS ASSISTANT IV	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
3255	MEDICAL RECORDS MANAGER II	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
6105	MISDEMEANOR DIVERSION PROGRAM/JCPC COORDINATOR	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
2904	MULTIMEDIA PRODUCTION SPEC	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
5310	NURSING ASSISTANT II	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
5245	NUTRITION PROGRAM DIRECTOR II	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
5241	NUTRITIONIST I	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
5242	NUTRITIONIST II	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
5243	NUTRITIONIST III	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
403	OFFICE ASSISTANT III	58	\$ 26,011.66	\$ 34,894.48	\$ 43,777.31
404	OFFICE ASSISTANT IV	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
400	OFFICE ASSISTANT V	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
421	OFFICE/PROCESSING ASSISTANT	58	\$ 26,011.66	\$ 34,894.48	\$ 43,777.31
1423	PARALEGAL	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
1422	PARALEGAL I	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
156	PATIENT ACCOUNT REPRESENTATIVE SUPERVISOR	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
506	PATIENT RELATIONS REPRESENTATIVE IV	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
509	PATIENT RELATIONS REPRESENTATIVE V	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
125	PAYROLL MANAGER	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
115	PAYROLL SPECIALIST I	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
116	PAYROLL SPECIALIST II	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
540	PERSONNEL ASSISTANT V	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61

PERSONNEL

JOB CLASSIFICATION - CONTINUED

Effective July 6, 2020

Job Class	Job Description	Grade	ANNUAL SALARY RANGE		
			Minimum	Midpoint	Maximum
1831	PERSONNEL OFFICER I	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
1811	PERSONNEL TECHNICIAN I	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
1812	PERSONNEL TECHNICIAN II	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
1813	PERSONNEL TECHNICIAN III	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
4920	PHARMACIST	84	\$ 84,944.67	\$ 113,952.65	\$ 142,960.63
4829	PHARMACY TECHNICIAN	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
4942	PHYSICIAN DIRECTOR II-A	PHYSICIAN SALARY SCHEDULE			
4943	PHYSICIAN DIRECTOR II-B	PHYSICIAN SALARY SCHEDULE			
4889	PHYSICIAN EXTENDER I	80	\$ 70,805.34	\$ 94,985.03	\$ 119,164.71
4890	PHYSICIAN EXTENDER II	82	\$ 77,521.58	\$ 103,994.89	\$ 130,468.21
4891	PHYSICIAN EXTENDER III	84	\$ 84,944.67	\$ 113,952.65	\$ 142,960.63
4906	PHYSICIAN III-A	PHYSICIAN SALARY SCHEDULE			
4907	PHYSICIAN III-B	PHYSICIAN SALARY SCHEDULE			
4908	PHYSICIAN III-C	PHYSICIAN SALARY SCHEDULE			
8710	PLANNER	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
8750	PLANNING DIRECTOR	83	\$ 81,143.72	\$ 108,854.05	\$ 136,564.37
8720	PLANNING MANAGER	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
7416	PLUMBING SUPERVISOR	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
5328	PRACTICAL NURSE II	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
6103	PRETRIAL RELEASE SPECIALIST	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
2925	PRINTING & GRAPHICS SERVICES SUPERVISOR	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
439	PROCESSING ASSISTANT II	55	\$ 22,747.14	\$ 30,515.29	\$ 38,283.44
440	PROCESSING ASSISTANT III	58	\$ 26,011.66	\$ 34,894.48	\$ 43,777.31
441	PROCESSING ASSISTANT IV	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
442	PROCESSING ASSISTANT V	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
450	PROCESSING UNIT SUPERVISOR IV	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
456	PROCESSING UNIT SUPERVISOR V	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
406	PROGRAM ASSISTANT IV	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
410	PROGRAM ASSISTANT V	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
2961	PUBLIC HEALTH EDUCATOR I	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
2962	PUBLIC HEALTH EDUCATOR II	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
2964	PUBLIC HEALTH EDUCATOR SUPERVISOR	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
5007	PUBLIC HEALTH NURSE I	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
5014	PUBLIC HEALTH NURSE II	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
5016	PUBLIC HEALTH NURSE III	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
5089	PUBLIC HEALTH NURSING DIRECTOR III	82	\$ 77,521.58	\$ 103,994.89	\$ 130,468.21
5038	PUBLIC HEALTH NURSING SUPERVISOR I	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
5039	PUBLIC HEALTH NURSING SUPERVISOR II	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
435	PUBLIC INFORMATION ASSISTANT III	58	\$ 26,011.66	\$ 34,894.48	\$ 43,777.31
436	PUBLIC INFORMATION ASSISTANT IV	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
2914	PUBLIC INFORMATION SPECIALIST	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
7625	PUBLIC UTILITIES SPECIALIST	70	\$ 44,999.68	\$ 60,366.59	\$ 75,733.51
705	PURCHASING MANAGER	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
928	REAL ESTATE APPRAISAL MANAGER	76	\$ 59,052.21	\$ 79,218.15	\$ 99,384.09
916	REAL ESTATE APPRAISAL SUPERVISOR	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
7113	RECYCLING VEHICLE OPERATOR	60	\$ 28,456.40	\$ 38,174.70	\$ 47,893.00
850	REGISTER OF DEEDS (E)	NO GRADE			
5510	RISK MANAGEMENT & SAFETY ANALYST	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
5551	SAFETY TECHNICIAN	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
411	SENIOR ADMINISTRATIVE SUPPORT SPECIALIST	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
906	SENIOR APPRAISAL SPECIALIST	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
905	SENIOR APPRAISER	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33

PERSONNEL

JOB CLASSIFICATION - CONTINUED

Effective July 6, 2020

Job Class	Job Description	Grade	ANNUAL SALARY RANGE		
			Minimum	Midpoint	Maximum
825	SENIOR ASSISTANT REGISTER OF DEEDS	76	\$ 59,052.21	\$ 79,218.15	\$ 99,384.09
743	SENIOR BUDGET & MANAGEMENT ANALYST	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
8715	SENIOR PLANNER	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
5950	SHERIFF (E)		NO GRADE		
5914	SHERIFFS LEGAL ADVISOR (A)		NO GRADE		
6104	SOBRIETY TREATMENT COURT CASE COORDINATOR	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
4040	SOCIAL WORK CLINICAL SPECIALIST	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
4023	SOCIAL WORK PROGRAM ADMINISTRATOR I	77	\$ 61,788.68	\$ 82,889.96	\$ 103,991.24
4024	SOCIAL WORK PROGRAM ADMINISTRATOR II	79	\$ 67,667.34	\$ 90,776.27	\$ 113,885.21
4017	SOCIAL WORK PROGRAM MANAGER	76	\$ 59,052.21	\$ 79,218.15	\$ 99,384.09
4083	SOCIAL WORK SUPERVISOR I	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
4016	SOCIAL WORK SUPERVISOR II	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
4085	SOCIAL WORK SUPERVISOR III	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
4034	SOCIAL WORKER - INVESTIGATIVE/ASSESSMENT & TREATMENT	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
4011	SOCIAL WORKER I	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
4012	SOCIAL WORKER II	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
4033	SOCIAL WORKER III	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
9301	SOIL & WATER CONSERVATIONIST	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
8460	SOIL SCIENTIST I	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
7102	SOLID WASTE ATTENDANT	57	\$ 24,881.31	\$ 33,378.29	\$ 41,875.27
7125	SOLID WASTE COLLECTIONS MANAGER	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
7115	SOLID WASTE COLLECTIONS SUPERVISOR	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
7150	SOLID WASTE DIRECTOR	82	\$ 77,521.58	\$ 103,994.89	\$ 130,468.21
7109	SOLID WASTE ENVIRONMENTAL ENFORCEMENT INSPECTOR	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
7108	SOLID WASTE EQUIPMENT OPERATOR II	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
7107	SOLID WASTE EQUIPMENT SUPERVISOR	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
7129	SOLID WASTE GAS TECHNICIAN	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
7130	SOLID WASTE SUPERVISOR	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
7112	SOLID WASTE TRUCK DRIVER	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
1413	STAFF ATTORNEY I	79	\$ 67,667.34	\$ 90,776.27	\$ 113,885.21
1414	STAFF ATTORNEY II	82	\$ 77,521.58	\$ 103,994.89	\$ 130,468.21
1891	STAFF DEVELOPMENT SPECIALIST I	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
1892	STAFF DEVELOPMENT SPECIALIST II	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
5001	STAFF NURSE	71	\$ 47,073.21	\$ 63,149.08	\$ 79,224.95
4553	STAFF PSYCHOLOGIST II	73	\$ 51,516.19	\$ 69,108.78	\$ 86,701.36
8706	STREET SIGN SUPERVISOR	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
8704	STREET SIGN TECHNICIAN I	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
8705	STREET SIGN TECHNICIAN II	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
4058	SUBSTANCE ABUSE COUNSELOR II	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
6051	SUPPLY CONTROL OFFICER	69	\$ 43,009.80	\$ 57,697.56	\$ 72,385.33
7114	SW EQUIP OPERATOR II	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
950	TAX ADMINISTRATOR (A)	84	\$ 84,944.67	\$ 113,952.65	\$ 142,960.63
902	TAX ANALYST	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
901	TAX ASSISTANT	62	\$ 31,227.38	\$ 41,892.00	\$ 52,556.61
903	TAX AUDITOR	68	\$ 41,109.85	\$ 55,148.79	\$ 69,187.73
910	TAX PROGRAM COORDINATOR	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
920	TAX PROGRAM MANAGER	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
915	TAX PROGRAM SUPERVISOR	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10
6326	TELECOMMUNICATIONS MANAGER	75	\$ 56,443.30	\$ 75,718.87	\$ 94,994.44
6315	TELECOMMUNICATIONS SUPERVISOR	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
6301	TELECOMMUNICATOR	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
8719	TRANSPORTATION PROGRAM COORDINATOR	72	\$ 49,239.80	\$ 66,054.95	\$ 82,870.10

PERSONNEL

JOB CLASSIFICATION - CONTINUED

Effective July 6, 2020

Job Class	Job Description	Grade	ANNUAL SALARY RANGE		
			Minimum	Midpoint	Maximum
7418	VEHICLE OPERATOR	58	\$ 26,011.66	\$ 34,894.48	\$ 43,777.31
1350	VETERAN SERVICES DIRECTOR	74	\$ 53,924.32	\$ 72,339.84	\$ 90,755.36
1310	VETERAN SERVICES OFFICER	65	\$ 35,823.02	\$ 48,056.64	\$ 60,290.26
3849	VETERINARIAN	79	\$ 67,667.34	\$ 90,776.27	\$ 113,885.21
3848	VETERINARY HEALTH CARE TECHNIC	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40
7117	WEIGHMASTER	64	\$ 34,225.26	\$ 45,913.05	\$ 57,600.85
4043	YOUTH HOME SUPERVISOR	67	\$ 39,295.64	\$ 52,715.55	\$ 66,135.46
4221	YOUTH PROGRAM ANALYST	66	\$ 37,515.93	\$ 50,327.27	\$ 63,138.61
4029	YOUTH PROGRAM ASSISTANT II	63	\$ 32,694.44	\$ 43,859.92	\$ 55,025.40

NEW REQUESTS

NEW VEHICLE REQUESTS – GENERAL FUND

Department	New or Replace	Requested		Recommended		State or Federal Funding
		Qty	Cost	Qty	Cost	
Animal Control		5	\$207,500	3	\$114,000	\$ -
SUV	Replace	1	26,500	0		-
Truck - F150	Replace	3	114,000	3	114,000	-
Sedan	New	1	67,000	0		-
Central Maintenance		1	\$24,000	0	\$ -	\$ -
Sedan Hybrid	Replace	1	24,000	0	-	-
Community Development		2	\$50,000	2	\$50,000	\$ -
Ranger	Replace	2	50,000	2	50,000	-
NC Cooperative Extension		1	\$33,500	1	\$33,500	\$ -
15 Passenger Van	Replace	1	33,500	1	33,500	-
Sheriff's Office		32	\$2,355,000	6	\$441,000	\$ -
SUV	Replace	31	2,278,500	6	441,000	-
K9	Replace	1	76,500	0		-
Sheriff's Office/Detention Center		5	\$378,000	1	\$72,000	\$ -
SUV	Replace	3	216,000	1	72,000	-
Transport Van	Replace	2	162,000	0		-
Sheriff's Office/School Law Enforcement		18	\$1,323,000	3	\$220,500	\$ -
SUV	Replace	18	1,323,000	3	220,500	-
Social Services		2	\$46,000	2	\$46,000	\$23,000
Minivan	Replace	2	46,000	2	46,000	23000
Total - General Fund		66	\$4,417,000	18	\$977,000	\$23,000

Total Sheriff's Office Request \$4,056,000
Total Sheriff's Office Recommended \$733,500

Total Net Cost - General Fund \$954,000

Notes:

Vehicle Prioritization: Vehicle requests were prioritized using a weighted average of mileage, age, and maintenance costs to produce a standardized risk factor. This risk factor was applied to Sheriff's Office and Non- Sheriff's Office vehicles to fund vehicle requests in these categories at approximately the average level for the past 5 years.

NEW REQUESTS

NEW VEHICLE REQUESTS – OTHER FUNDS

Department	New or Replace	Requested		Recommended		State or Federal Funding
		Qty	Cost	Qty	Cost	
Solid Waste Container Sites		1	\$175,000	0	\$ -	\$ -
Roll Off Truck	Replace	1	175,000	0	-	-
Total - All Funds		67	\$4,592,000	18	\$977,000	\$23,000

NEW REQUESTS

CAPITAL OUTLAY REQUESTS

General Fund

Department	(A) Addition or (R) Replacement	Qty	Requested		Recommended	
			Unit Cost	Total Cost	Qty	Total Cost
Animal Control		2	\$1,825	\$1,825	0	\$ -
Humane Law Enforcement Officer Weapon/Pistol	A	1	525	525	0	-
Humane Law Enforcement Officer Weapon/Taser	A	1	1,300	1,300	0	-
Central Maintenance		1	\$18,000	\$18,000	0	\$ -
Diagnostic Tool	A	1	18,000	18,000	0	-
Department of Social Services		1	\$10,000	\$10,000	0	\$ -
Golf Cart	A	1	10,000	10,000	0	-
Sheriff's Office		5	\$53,681	\$53,681	0	\$ -
Filtration System for Evidence	A	1	15,000	15,000	0	-
Boat Trailer for Zodiac Boat	A	1	3,000	3,000	0	-
X-Ray Generator for Bomb Squad	A	1	6,000	6,000	0	-
Tool Kit for Bomb Squad	A	1	14,036	14,036	0	-
Throwbot for Special Response Team	A	1	15,645	15,645	0	-
Detention Center		32	\$1,300	\$41,600	32	\$41,600
Replacement of Tasers	R	32	1,300	41,600	32	41,600
Library		8	\$9,675	\$77,400	0	\$ -
Theft Protection Barrier	R	8	9,675	77,400	0	-
Total General Fund		49	\$94,481	\$202,506	32	\$41,600

NEW REQUESTS

CAPITAL OUTLAY REQUESTS - CONTINUED

Other Funds

Department	(A) Addition or (R) Replacement	Qty	<u>Requested</u>		<u>Recommended</u>	
			Unit Cost	Total Cost	Qty	Total Cost
Solid Waste		5	\$1,989,000	\$1,989,000	5	\$1,989,000
D5 Dozer	R	1	339,000	339,000	1	339,000
330 Excavator	R	1	306,000	306,000	1	306,000
Dump Truck	R	1	435,000	435,000	1	435,000
Fencing	A	1	108,000	108,000	1	108,000
Fire Suppression System	A	1	801,000	801,000	1	801,000
Inmate Welfare Fund		4	\$55,000	\$110,000	4	\$110,000
Commercial Washing Machine	R	2	30,000	60,000	2	60,000
Commercial Dryer	R	2	25,000	50,000	2	50,000
Federal Drug Forefiture		1	\$32,000	\$32,000	1	\$32,000
Drone for Organized Crime Unit	A	1	32,000	32,000	1	32,000
Total All Funds		59	\$2,170,481	\$2,333,506	42	\$2,172,600

NEW REQUESTS

PROPOSED FEE SCHEDULE CHANGES

General Fund

Department/Category	Current Fee	Proposed Fee	Notes
Planning and Inspections			Effective January 1, 2021
Permits			
Zoning Permit (All)	\$30 - \$50	\$50	Consolidating multiple zoning permit fee categories into one flat fee to increase predictability and alignment with comparable counties.
Special Use Permit	\$200	\$250	
Zoning Verification Letter	\$0	\$35	To cover administrative costs.
Rezoning and Appeals			
General Rezoning - Requested Residential (Including: Res., Agri., and Conservancy Districts)	\$200 - \$500	\$250 - up to 5 acres \$20 - each additional acre above 5 acres	Consolidating fee structure using a graduated scale.
Conditional Rezoning - Requested Residential (DD/CZ)	\$500	\$400 - up to 5 acres \$20 - each additional acre above 5 acres	
General Rezoning - Requested All Other Districts	\$400 - \$800	\$450 - up to 5 acres \$25 - each additional acre above 5 acres	
Conditional Rezoning - Requested All Other Districts (PND/CZ/MXD)	\$700 - \$800	\$700 - up to 5 acres \$25 - each additional acre above 5 acres	
Variance (includes Watershed and Floodplain)	\$200	\$250	
Appeal of Administrative Official	\$100	\$150	
Subdivision, Plans, and Text Changes			
Preliminary Plat - Greater than 5 lots	\$200	\$250	
Major Plat - Final Record Plat (each phase)	\$25	\$100	Site Plan Review: The County has not previously charged site plan review fees for cell towers and associated technology.
Group Developments - 5 Units or Less	\$25	\$50	
Group Developments - Greater than 5 Units	\$50	\$200	
Site Plan Review - All Nonresidential Uses	\$50	\$150	
Site Plan Review - Wireless Communication Facility (New Tower)	\$0	\$3,000	
Site Plan Review - Wireless Communication Facility (Co-Location)	\$0	\$500 per facility	
Group Development, Subdivision, Site Plan Extension or Revision	\$25-\$50	\$50	Consolidating multiple fees to one fee to increase cost predictability for the customer.
Text Amendments	\$100	\$400	

Note:

Unless otherwise noted, Planning and Inspections fee changes are based on analysis of comparable counties. Bolded items in notes are new proposed fees. Planning and Inspections fees are recommended to be implemented January 1, 2021.

NEW REQUESTS

PROPOSED FEE SCHEDULE CHANGES - CONTINUED

General Fund

Department/Category	Current Fee	Proposed Fee	Notes
Planning and Inspections			Effective January 1, 2021
Nonresidential - Building Permits			
Building Permits - New Const., Addition, Renovation/Upfit, Accessory structure, Pools and Spas, Misc. (e.g. Signs)	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	<i>Documented Project Cost</i> \$0 - \$50,000 = \$250 \$50,001 - \$75,000 = \$500 \$75,001 - \$150,000 = \$750 \$150,001 and over = .5% (.005) of total cost of project	Consolidating fee structure and using new graduated scale requiring documentation to verify project value amounts. Proposed fee is all-inclusive.
Change of Occupancy	\$80	\$100	
Reinspection	\$45	\$75	
Contractor Change	\$20	\$25 per trade	
Pre-scheduled, After Hours Inspection	\$0	\$500 per Inspector per visit	A fee proposed to aid in commercial development allowing for an accelerated inspection time. Inspection scheduling is based on staff availability.
Nonresidential - Electrical Permits			
New Construction/Additional Amps	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$200 per 200 amp + \$0.75 per additional amp	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Pole Service	\$35	\$100	
Temporary Power/Occupancy	\$35	\$200	
Farm Building	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$200 per 200 amp + \$0.75 per additional amp	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Solar Equipment	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$200 + \$0.50 per panel	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Solar Farms	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$200 per service + \$0.50 per panel	Fee is proposed to be all-inclusive to improve cost predictability for the customer.

NEW REQUESTS

PROPOSED FEE SCHEDULE CHANGES - CONTINUED

General Fund

Department/Category	Current Fee	Proposed Fee	Notes
Planning and Inspections			Effective January 1, 2021
Temporary Service Pole	\$35	\$50	
Camper/Recreational Sites	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$100 per Service + \$20 per pedestal	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Generator	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$200	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Miscellaneous Nonresidential Electrical Permit	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$200	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Nonresidential - Mechanical Permits			
New Construction/Addition	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$200 per unit	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Gas Piping Permit	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$200	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
HVAC Changeout	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$200 per unit	Fee is proposed to be all-inclusive to improve cost predictability for the customer.

NEW REQUESTS

PROPOSED FEE SCHEDULE CHANGES - CONTINUED

General Fund

Department/Category	Current Fee	Proposed Fee	Notes
Planning and Inspections			Effective January 1, 2021
Refrigeration	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$100 + \$50 per unit or rack	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Miscellaneous Mechanical Permit	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$200	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Nonresidential - Plumbing Permit			
New/Addition	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145	\$200 + \$10 per fixture	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Camper/Recreational Sites	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$100 + \$20 per site	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Miscellaneous Plumbing Permit	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$200	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Nonresidential - Other			
Nonresidential Demolition	\$50	\$200	
Permit Reactivation Fee	\$0	\$200	When a permit expires, the review process must restart under the latest edition of the planning code.

NEW REQUESTS

PROPOSED FEE SCHEDULE CHANGES - CONTINUED

General Fund

Department/Category	Current Fee	Proposed Fee	Notes
Planning and Inspections			Effective January 1, 2021
Residential - Building Permits			
Accessory Structure, Addition to Primary Structure, Renovations, Pools and Spas	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	<i>Documented Project Cost</i> \$0-\$25,000 = \$150 \$25,001 - \$50,000 = \$250 \$50,001 - \$75,000 = \$500 \$75,001 - \$150,000 = \$750 \$150,001 and over = .5% (.005) of total cost of project	
Minor Renovation (Building Only, One Trade, Small Project)	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$100	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Modular Home	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$500	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Single-Wide Manufactured Home	\$155	\$200	
Double-Wide Manufactured Home	\$200	\$300	
Miscellaneous Residential Building Permit	<i>Estimated Project Cost</i> \$0 - 2,500 = \$50 \$2,501 - \$10,000 = \$75 \$10,001 - \$25,000 = \$100 \$25,001 - \$50,000 = \$145 \$50,001 + = \$3.50 per \$1,000	\$100	Fee is proposed to be all-inclusive to improve cost predictability for the customer.
Change of Occupancy	\$80	\$100	
Reinspection	\$45	\$75	
Contractor Change	\$20	\$25 per trade	

NEW REQUESTS

PROPOSED FEE SCHEDULE CHANGES - CONTINUED

General Fund

Department/Category	Current Fee	Proposed Fee	Notes
Planning and Inspections			Effective January 1, 2021
Residential - Electrical Permits			
Stand-Alone Permit	\$35	\$100	
Temporary Power/Temporary Occupancy	\$35	\$100	
Pole Service	\$40	\$100	
Solar Equipment	\$40	\$100 + \$0.50 per panel	
Temporary Service Pole	\$35	\$50	
Camper Service			
	<i>Estimated Project Cost</i>		
	\$0 - 2,500 = \$50		
	\$2,501 - \$10,000 = \$75		
	\$10,001 - \$25,000 = \$100		
	\$25,001 - \$50,000 = \$145		
	\$50,001 + = \$3.50 per \$1,000		
Generator	\$40	\$100	
Miscellaneous	\$35	\$100	
Residential - Mechanical Permits			
Stand-Alone Permit	\$35	\$100	
Miscellaneous Residential Mechanical Permit	\$35	\$100	
Gas Piping Permit	\$35	\$100	
HVAC Change out (incl. Mech. and Elec.)	\$40	\$100 per unit	
Residential - Plumbing Permits			
Stand-Alone Permit	\$35	\$100	
Miscellaneous Residential Plumbing (e.g. irrigation system)	\$35	\$100	
Residential - Other			
Demolition Permit	\$50	\$100	
Permit Modification	\$20	\$50	
Permit Reactivation Fee	\$0	\$100	Permit Reactivation Fee: When a permit expires, the review process must restart under the latest edition of the planning code.
Copies			
Large Wall Maps		\$8-\$19	18X24: \$10 24X36: \$15 36X36: \$15 36X46: \$20
Plotter Copies	\$1 per page		\$2 per page
Zoning Ordinance Hard Copy	\$10		\$30

NEW REQUESTS

PROPOSED FEE SCHEDULE CHANGES - CONTINUED

General Fund

Department/Category	Current Fee	Proposed Fee	Notes
Location Services			
Sign Shop			
	24X6: \$20	24X6: \$50	The present fee schedule has no readily identifiable date of adoption. Currently, fees are based upon wholesale cost of materials and minimal staff time. The proposed fees are also based upon cost of materials and basic staff time. However, the proposed fees are based upon comparable operations with the City of Fayetteville.
	30X6: \$24	30X6: \$60	
	36X6: \$27	36X6: \$70	
	42X6: \$30	42X6: \$80	
	48X6: \$33	48X6: \$80	
	54X6: \$36	54X6: \$85	
Sign Blades (includes Tape and Marking)	24X9: \$24	24X9: \$55	
	30X9: \$28	30X9: \$70	
	36X9: \$31	36X9: \$80	
	42X9: \$36	42X9: \$95	
	48X9: \$39	48X9: \$110	
	54X9: \$51	54X9: \$120	
	60X9: \$58	60X9: \$130	The proposed fees are (overall) slightly lower than the City. The proposed schedule does not charge a dedicated fee for staff time and vehicles as they do in the City. That cost is included in the sign price for a "one-stop-shop" charge.
Galvanized Square Sign Pole	\$40	\$50	
Galvanized Square Sign Sleeve	\$16	\$25	
Caps	\$7.50	\$10	
Cross	\$7.50	\$10	
Handicap Sign	\$14	\$20	
Handicap Sign w/plate for fine	\$18	\$25	
Stop Sign	\$46	\$50	

NEW REQUESTS

PROPOSED FEE SCHEDULE CHANGES - CONTINUED

General Fund

Department/Category	Current Fee	Proposed Fee	Notes
Public Health			
Vaccines			
Hepatitis A	\$45	\$71	The following fee changes for the Health Department were approved by the Board of Health January 21, 2020.
Hepatitis B Combo	\$90	\$100	
Pentacel	\$105	\$109	
MMR-Measles/Mumps/Rubella	\$68	\$79	
Polio	\$30	\$34	
Tetanus Diphtheria	\$30	\$34	The following elements were used in determining the proposed fees: Medicaid rates, Medicare rates, Blue Cross Blue Shield contract rates, rates comparable to other Health Departments and the cost to perform the service.
TDAP- Tetanus/Diphtheria/Pertussis	\$40	\$41	
Varicella	\$130	\$139	
Hepatitis B 19 and above	\$55	\$60	
Health Clinic Services			
Spirometry	\$26	\$27	
New Patient Eval 5-11 years	\$125	\$154	
New Patient Eval 12-17 years	\$135	\$169	
Established Patient Eval 12-17 years	\$110	\$146	
Long acting reversible contraceptives			
Skyla	\$235	Acquisition Cost	Requested fee change moves fee from current price of drug to "acquisition cost" to ensure the department qualifies for reimbursement as drug prices fluctuate with market changes.
Nexplanon	\$399	Acquisition Cost	
Liletta	\$50	Acquisition Cost	
Mirena	\$337	Acquisition Cost	
Paragard	\$264	Acquisition Cost	

NEW REQUESTS

PROPOSED FEE SCHEDULE CHANGES - CONTINUED

General Fund

Department/Category	Current Fee	Proposed Fee	Notes
Fire Inspection			
Education			
Public Schools	<i>Square Feet of Building</i> 0 - 2,500 = \$75 2,501 - 10,000 = \$100 10,001 - 50,000 = \$150 50,001 - 100,000 = \$200 100,001 - 150,000 = \$250 150,001 - 200,000 = \$300 200,000 + = \$351	Fee Waived	Adds cost exemption for Cumberland County Public Schools per county comparison.
3-Year Inspection Fee			
Fire Departments	<i>Square Feet of Building</i> 0 - 2,500 = \$75 2,501 - 10,000 = \$100 10,001 - 50,000 = \$150 50,001 - 100,000 = \$200 100,001 - 150,000 = \$250 150,001 - 200,000 = \$300 200,000 + = \$351	Fee Waived	Adds cost exemption for Fire Departments per county comparison.
Plan Review Buildings	<i>Square Feet of Building</i> 1-5,000 = \$0 5,000 to 10,000 = \$0 Greater than 10,001 = \$0	<i>Square Feet of Building</i> 1-5,000 = \$100 5,000 to 10,000 = \$150 Greater than 10,001 = \$300	Adding fee for service that is not currently being charged to be more consistent with other departmental charges and comparable agencies.
Finance			
Returned check fee	\$25	\$35	Per N.C.G.S. 25-3-506
Register of Deeds			
UCC Fixture Filing			
Filed Electronically if Permitted	\$38	1 to 2 Pages \$38 3 to 10 Pages \$45 (up to 10 pages) Each additional page over 10 pages \$2	Per NC Register of Deeds Guidebook

NEW REQUESTS

PROPOSED FEE SCHEDULE CHANGES - CONTINUED

Solid Waste Fund

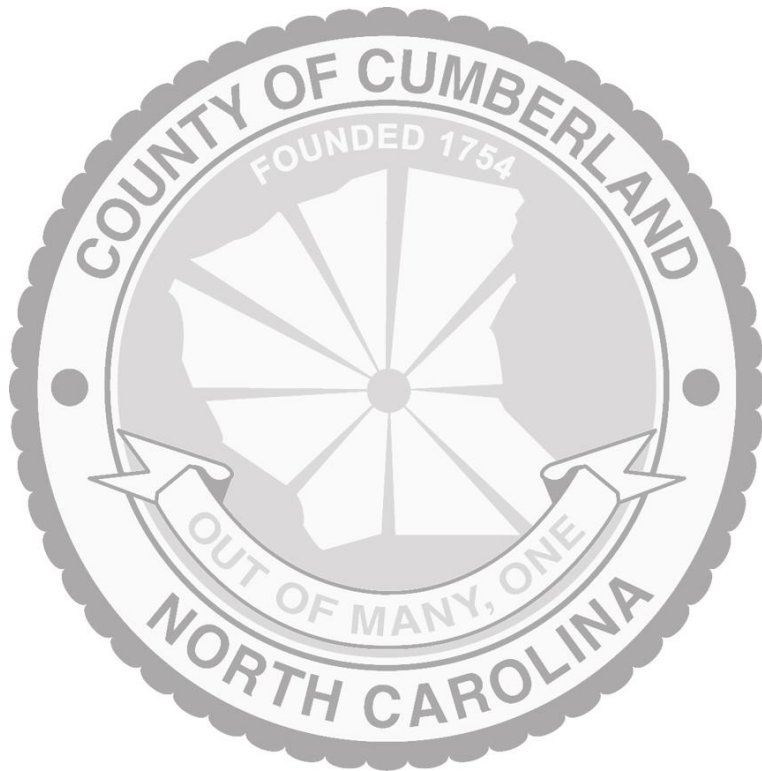
Department/Category	Current Fee	Proposed Fee	Notes
Solid Waste			
Tipping Fees			
Inert Debris (brick, cement, dirt, rock)	\$18 per ton	\$18 per ton as markets allow	The inert debris rate is subject to market availability.
Recycling			
Clean shingles	\$15 per ton	\$22 per ton as markets allow	The standard C&D fee is \$36 per ton. We recognize the need to maintain a reduced rate for clean shingles to divert materials and save airspace, but are proposing a \$7 rate increase capture recycling sale losses.
Flat Rate -Charge per vehicle in the event of scale failure			
Pickup trucks, towed trailers (single axles), C&D	\$48	\$20	Pickups are already subject to a \$20 flat fee regardless of scale weight. This fee sets a consistent charge for pickup trucks.
Small flatbed trucks (Single axle), step van, C&D	\$108	\$96	This proposed change clarifies the different scale failure rates at different Solid Waste locations. C&D and Wilkes rates are cheaper than MSW rates. These flat rates are rarely used but are needed in case of scale malfunction.
Small flatbed trucks (Single axle), step van, MSW	\$96	\$108	
Large flatbed trucks (double axle), fifth wheel trailers, C&D	\$216	\$192	
Large flatbed trucks (double axle), fifth wheel trailers, MSW	\$192	\$216	
20-yard container box or smaller, C&D	\$216	\$160	
20-yard container box or smaller, MSW	\$160	\$216	
21-30 container yard box, C&D	\$252	\$228	
21-30 container yard box, MSW	\$228	\$252	
31-40 container yard box, C&D	\$324	\$304	
31-40 container yard box, MSW	\$304	\$324	
Front-Loader Truck, C&D	\$324	\$288	
Front-Loader Truck, MSW	\$288	\$324	

NEW REQUESTS

PROPOSED FEE SCHEDULE CHANGES - CONTINUED

Solid Waste Fund

Department/Category	Current Fee	Proposed Fee	Notes
Solid Waste			
Wooden pallets, Clean Lumber, Clean Logs (no leaves or pine straw)	\$18.50 per load	\$9.25 per load	Rate is reduced to incentivize intake of materials that will produce better boiler fuel.
Surcharge for C&D Loads with Carpet or Furniture (Upholstery)	Currently subject to \$100 special handling fee	\$300 per load	<p>This surcharge is proposed for all customers to address concerns of PFAS/PFOA (Polyfluoroalkyl substances/Perfluorooctanoic acid) entering an unlined landfill.</p> <p>This fee encourages separation of C&D (construction and demolition) loads to place furniture and carpet in a lined Subtitle D Landfill.</p>
Bulky Waste			
Large items such as furniture and mattresses/mattress sets	subject to \$20 flat rate	\$10 per item; \$20 max charge for a pickup truck load	Rate is reduced for a single item instead of a full flat rate.
Yard Waste			
Land Clearing Debris containing no soil	\$30 per ton	\$18.50 per ton	This requested change clarifies the price difference for yard waste that is free of soil.
Sale of Mulch			
Red Mulch	\$60 per pick-up truck load \$25 per larger vehicle (per cubic yard)	\$40 per cubic yard bag	This requested fee change reflects the sale of bagged mulch in cubic yard totes that can be cleanly loaded into a personal vehicle or truck.
Bagged Compost	\$10 per cubic yard	\$40 per cubic yard bag	
Sale of Crushed Rock	\$14 per ton	\$14 per ton as supply allows	This requested change notes that sale of crushed rock depends on the availability of the product.



OUTSIDE AGENCY REQUESTS

General Fund

Agency	Adopted FY2020	Requested FY2021	Recommended FY2021
Airborne and Special Operations Museum Foundation	\$ 170,000	\$ 170,000	\$ 170,000
Arts Council	68,000	68,000	68,000
Boys and Girls Club	10,000	10,000	10,000
Cape Fear Botanical Gardens	5,646	20,631	5,646
Cape Fear Regional Bureau for Community Action	10,328	10,328	10,328
Cape Fear River Assembly	9,923	9,923	9,923
Child Advocacy Center	39,768	39,768	39,768
Cumberland County Coordinating Council on Older Adults	100,215	100,215	100,215
Cumberland County Veterans Council	7,000	7,260	7,000
HIV Task Force	5,081	5,510	5,081
Salvation Army	29,750	29,750	29,750
Second Harvest Food Bank of Southeast NC	12,750	40,000	12,750
Teen Involvement Program	5,081	5,081	5,081
United Way 211	5,500	5,500	5,500
Vision Resource Center	7,000	7,000	7,000
Total Community Funding	\$ 486,042	\$ 528,966	\$ 486,042

Airborne & Special Operations Museum Foundation

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

Arts Council

The mission of the Arts Council is to provide operating & project support for local agencies. The Council will also provide grants to Cumberland County public and private schools and grants to regional artists. New programs that were piloted in FY18-19 and will continue include: Cultural Arts and Military Opportunities (CAMO) and Cumberland Makers and Creatives (CMAC). They provide community arts programs and services to include the following: exhibits, Fourth Fridays, International Folk Festival, A Dickens Holiday, and other events.

OUTSIDE AGENCY REQUESTS - CONTINUED

General Fund

Boys and Girls Club

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

Cape Fear Botanical Gardens

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

Cape Fear Regional Bureau for Community Action

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

Cape Fear River Assembly

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

Child Advocacy Center

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

Cumberland County Coordinating Council on Older Adults

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

Cumberland County Veterans Council

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

OUTSIDE AGENCY REQUESTS - CONTINUED

General Fund

HIV Task Force

The mission of the HIV Task Force is to function as a clearinghouse for information and education on HIV/AIDS to County residents. The HIV Task Force coordinates HIV referrals to support groups, health care providers, and case managers.

Salvation Army

The Pathway of Hope program is an emergency shelter (inclement weather shelter as well) serving families with children and single men with a desire to take action to break the cycle of crisis and enable a path out of intergenerational poverty. The shelter will serve residents for 90 days- providing them with free meals each day, a safe environment to reside and case management services to assist in obtaining self-sufficiency. It is open 24 hours a day, 365 days a year.

Second Harvest Food Bank of Southeast NC

The mission of Second Harvest Food Bank of Southeast NC is to feed the hungry by retrieving unmarketable, yet wholesome surplus food from major industries and to solicit public and private donations. Second Harvest judiciously distributes food and grocery products and service our network of member agencies to whom provides on-site emergency feeding to those in need.

Teen Involvement Program

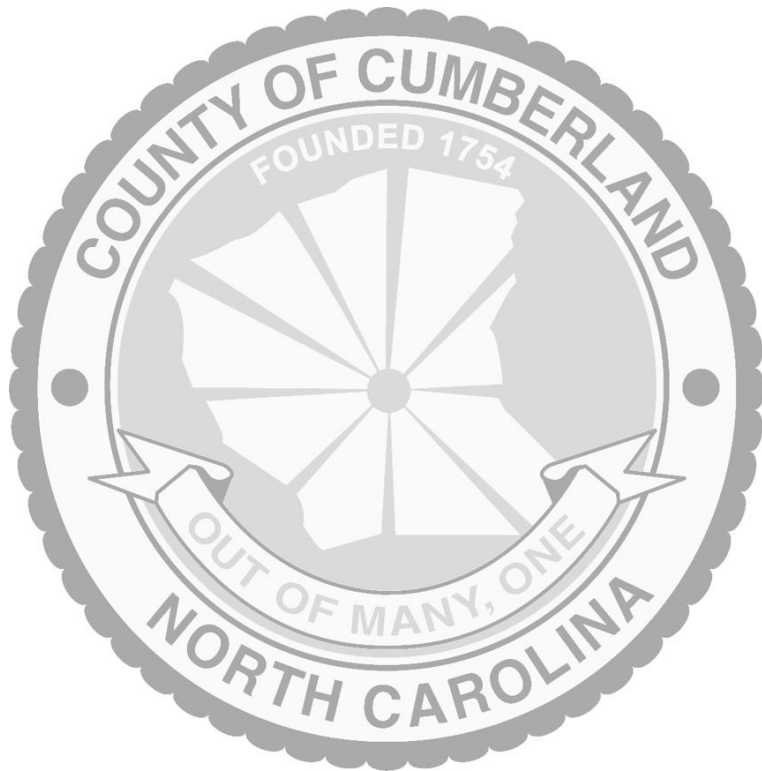
The mission of Teen Involvement is to provide meaningful activities for youth that will empower them to develop positive self-esteem, career goals, life coping and decision making skills, and to help prevent juvenile delinquency, substance abuse, teen pregnancy, academic failure, negative peer pressure, and gang violence.

United Way 211

The mission of United Way-211 is to improve the quality of lives in Cumberland County by addressing critical human needs. 211 is an easy to remember phone number that connects individual with resources in their community. 211 is available 24/7 365 days a year and multi-lingual access.

Vision Resource Center

The Vision Resource Center (VRC) enhances the lives of adults and children with visual impairments (VI) by advocating for their needs, skill development, wellness, education and socialization opportunities. VRC's goal is to ensure that wellness is a positive approach to living for people with vision loss. VRC has two programs: Healthy Living & Wellness for Adults and Healthy Living & Wellness for Youth (ages 6-19). VRC is the only program of its kind in Cumberland and surrounding counties.



Summary

The Capital Investment Fund (CIF) is the primary fund for investment in Cumberland County's capital facilities. The CIF will fund the current debt service on capital assets previously acquired by debt issuance and will project future resources for facility acquisition. The future acquisition will include debt and paygo funded capital assets. Maintenance and repairs along with major technology improvements are part of the CIF.

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

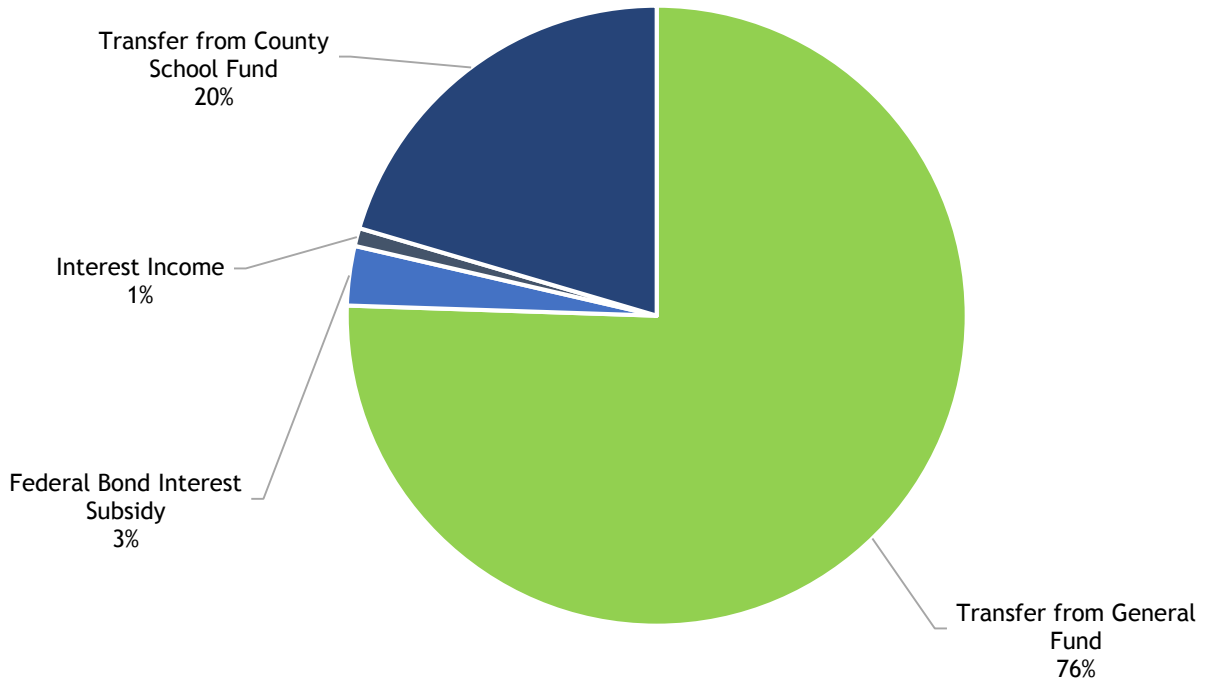
Technology items are also associated with a one-time cost. Each request is reviewed and prioritized by the Information Services Director. Criteria for qualifying technology items include:

- County wide enhancement or impact
- Information Services initiatives
- Servers/networks
- Hardware/software
- Technology that promotes efficiencies, security or innovation

The CIF will be presented to the County Commissioners as part of the annual budget adoption process and other times within a budget year, as needed.

REVENUES

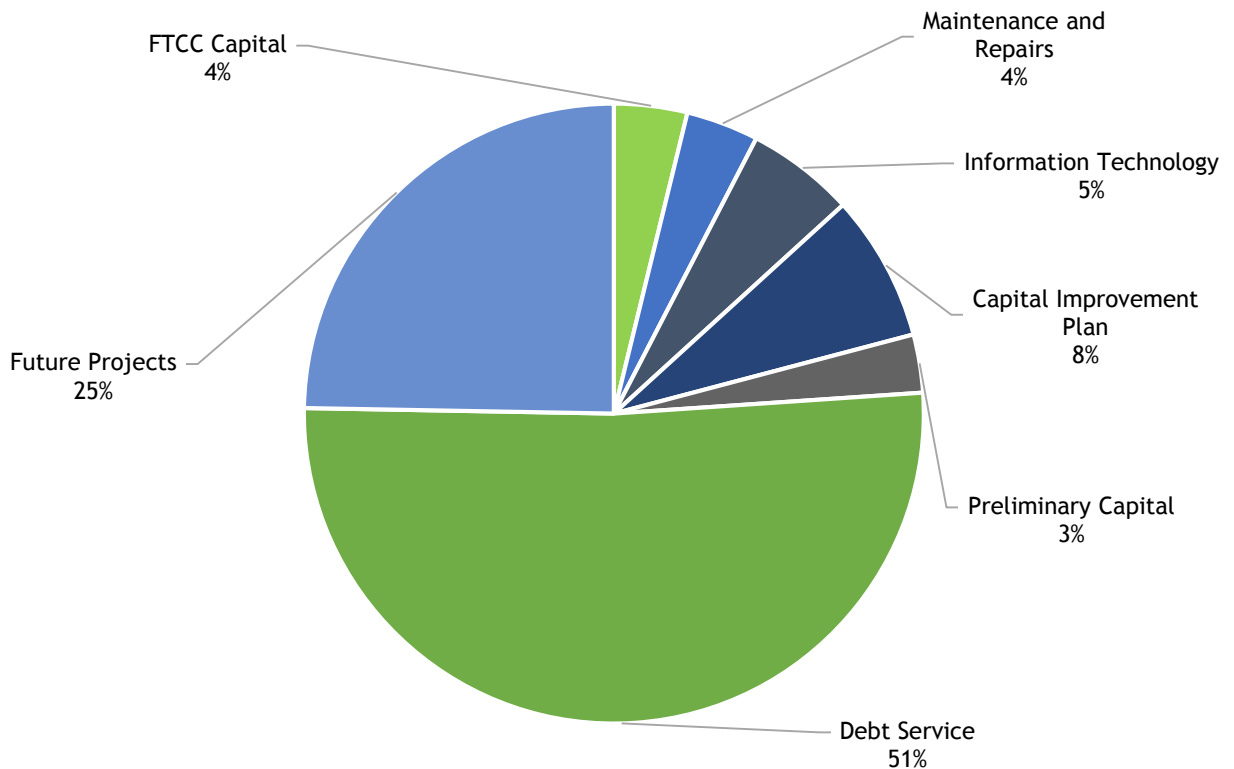
FY2021 Recommended Budget



Category	Recommended FY2021
Transfer from General Fund	\$ 18,676,356
Federal Bond Interest Subsidy	764,840
Interest Income	233,025
Transfer from County School Fund	5,055,097
Total Revenue	\$24,729,318

EXPENDITURES

FY2021 Recommended Budget



Category	Recommended FY2021
FTCC Capital	\$ 945,000
Maintenance and Repairs	936,000
Information Technology	1,395,025
Capital Improvement Plan	1,890,000
Preliminary Capital	750,000
Debt Service	12,701,142
Future Projects	6,112,151
Total Expenditures	\$24,729,318

MAINTENANCE AND REPAIRS

Categories: (A)ddition, (M)aintenance or (R)eplacement

Priority	Location	Description	Category	Department Request	Recommended
1	Building Maintenance Facility	Recoat metal roof	M	\$75,000	\$75,000
2	Bordeaux Library	Building exterior repairs	M	60,000	60,000
3	Judge E. Maurice Braswell Cumberland County Courthouse	Infrared scanning of the electrical busway	M	15,000	15,000
4	West Regional Library	Water repellant to glulam beams and decking/sealant repairs	M	55,000	55,000
5	Law Enforcement Center	Seal leaking windows in suites 215 & 224	M	15,000	15,000
6	Detention Center	Replace air compressor for security door system	R	15,000	15,000
7	Law Enforcement Center	Clean air ducts throughout facility (Basement, 1 & 2)	M	50,000	50,000
8	Detention Center	Replace padding in booking cells	R	75,000	75,000
9	Cliffdale Library	Repair and repaint exterior insulation finishing system (EIFS)	M	80,000	80,000
10	Historic Courthouse	First floor interior repairs and renovations	M	75,000	75,000
11	Historic Courthouse	Second floor interior repairs and renovations	M	75,000	75,000
12	Law Enforcement Center	Replace carpet in suites 119, 203, 209A, 212 & 213	R	50,000	50,000
13	Judge E. Maurice Braswell Cumberland County Courthouse	Replace carpet in 4A Jury Room	R	3,000	3,000
14	Judge E. Maurice Braswell Cumberland County Courthouse	Replace carpet in 4B Judge's Chamber	R	3,000	3,000
15	Law Enforcement Center	Replace ceiling tiles in suites 104, 105A, 105B, 108, 109, 110, 112, 116, 118, 119, 120, 124 & 125	R	25,000	25,000
16	Law Enforcement Center	Replace ceiling tiles in evidence lobby	R	10,000	10,000
17	Public Health	Modify main entrances to reduce air flow	R	80,000	80,000
18	Detention Center	Replace doors, frames and hardware in kitchen & staff dining room	R	40,000	40,000
19	Law Enforcement Center	Replace lighting in sally port with LED lighting	R	20,000	20,000
20	Law Enforcement Center	Replaces desks with cubicles in Records, Gun Permits, Human Resources & Civil	R	90,000	90,000

MAINTENANCE AND REPAIRS

Categories: (A)ddition, (M)aintenance or (R)eplacement

Priority	Location	Description	Category	Department Request	Recommended
21	Animal Control	Modify storage room for animal surgical suite	A	\$25,000	\$25,000
22	Central Maintenance Facility	Sheriff's building exterior repairs	A	90,000	-
23	Sheriff Earl R Butler Training Center	Replace carpet	R	75,000	-
24	Judge E. Maurice Braswell Cumberland County Courthouse - Clerk of Courts	Add doors in Criminal Division at staff breakroom and filing cabinets leading to rear of Room #112	A	7,500	-
25	Community Corrections Center	Renovate drug lab to create more office space	R	35,000	-
26	Law Enforcement Center	Replace window in Human Resources with larger sliding window	R	10,000	-
27	Headquarters Library	Replace circular window	R	25,000	-
28	Law Enforcement Center	Replace window tint	R	90,000	-
29	Law Enforcement Center	Remove (18) four foot block walls from evidence lobby on 3rd Floor	M	20,000	-
30	Sheriff's Annex	Insulate and install HVAC in evidence storage building	A	55,000	-
31	Sheriff's Annex	Replace windows	R	90,000	-
32	Law Enforcement Center	Install wall, 36 inch door and 15x15 drop ceiling to Locksmith Office	A	7,500	-
33	Sheriff's Annex	Install air exchange units and heat fans in bay	A	75,000	-
Grand Total				\$1,516,000	\$936,000

TECHNOLOGY

Priority	Item	Justification	Department Request	Recommended
1	Replace 9 Hosts in Production Area for 24 Core	Servers are nearing their end of life.	\$105,000	\$105,000
2	40 Microsoft Datacenter Licenses	Purchase 40 additional licenses to bring total licenses to 200.	10,200	10,200
3	Sheriff's Office - 500 Microsoft Exchange Server 2019 User CALS	The Sheriff's Office is currently running Exchange 2010 on Server 2008R2, however Microsoft will no longer support that version in January 2020. 250 Client Access Licenses (CAL's) were purchased in FY20 however, an additional 500 is needed to meet the agency's needs.	32,500	32,500
4	Sheriff's Office - 5 Microsoft Exchange Server 2019 Standard Licenses	Licenses for the 5 requested servers. If licenses are not purchased for the new servers, this could become a compliance issue with Microsoft.	3,325	3,325
5	Expand and Replace WIFI at Courthouse, DSS, Health, CCSO and Animal Control	Health WIFI needs are due to HIPAA data compliance. Library: expansion for citizens and regular daily usage. DSS: Conference rooms and training. Courthouse: Departmental conference rooms and expanding coverage in hallway areas.	60,000	60,000
6	Sheriff's Office - 5 Rack Servers	The Sheriff's Office currently has 8 servers that are over 6 years old and need to be replaced due to difficulty in obtaining replacement parts to maintain operability. This will continue the effort to update all servers (5 were approved in FY20).	25,500	25,500
7	Sheriff's Office - Microsoft SQL Server Standard License	SQL licenses needed for 5 new servers being requested.	19,000	19,000
8	Sheriff's Office - Central Square ONE Solution MCT	The current MCT solution is outdated and requires extra time to configure, setup and maintain a mobile solution for our users. The upgraded version would allow for automatic updates, enhancements and mobile usage. All agencies will eventually convert to this solution.	10,000	10,000
9	Time Keeping and Tracking System	Implement electronic timesheets, digitize, streamline, automate time keeping, enhance time tracking and comprehensive reporting.	220,000	220,000
10	Docusign	Implement electronic signatures.	60,000	60,000
11	Sheriff's Office - Bi-Directional Amplifiers	Bi-Directional Amplifiers/Repeaters in the Detention Center, Courthouse, and LEC to accommodate the transition to a 925 NC State Viper Radio Network.	680,000	680,000
12	Sheriff's Office - To replace 40 desktops within the Sheriff's Office that are 8 to 10 years old. Year 2 of desktop computer refresh	This is Year 2 of desktop computer refresh. 30 systems were approved for replacement in FY20, 40 more are being requested. The current computers are 8-10 years old, far beyond their life expectancy.	30,000	30,000
13	Additional Router Switches at all Libraries	PWC switches are currently located at the libraries. Having County switches will allow us to manage devices, upgrade WIFI devices, and will prepare us for alternative fiber providers.	65,000	65,000
14	Sheriff's Office - Purchase of 250 Windows 10 Desktop Licenses	Required for compliance with Microsoft.	67,500	67,500
15	Sheriff's Office - Purchase of 250 User CAL's server 2019	CALS for mobile units, this is necessary to ensure proper licensing with Microsoft.	7,000	7,000
Grand Total			\$1,395,025	\$1,395,025

CAPITAL INVESTMENT FUND

CAPITAL IMPROVEMENT PLAN

(*) Items marked with an asterisk, indicate projects that were identified by departments. All other projects have been identified by Engineering and Infrastructure.

	Total by Project	Recommended by E&I	FY21	FY22	FY23	FY24	FY25+
General Government - CIF Fund 107							
226 Bradford Renovation	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Animal Control - Building Expansion*	550,000	550,000	-	-	-	550,000	-
Animal Control - K9 Turfgrass*	125,000	160,000	-	-	-	160,000	-
Animal Control Boiler Replacement	100,000	100,000	-	-	100,000	-	-
Animal Control Chiller Replacement	120,000	120,000	-	-	120,000	-	-
Building Envelope Assessment	250,000	250,000	-	-	250,000	-	-
Building Exterior Improvements	500,000	500,000	-	375,000	75,000	25,000	25,000
CCSO K9 Training Facility*	915,000	-	-	-	-	-	-
Cliffdale Library Carpet Replacement*	200,000	200,000	200,000	-	-	-	-
Detention Center Heating Boilers	600,000	600,000	-	300,000	300,000	-	-
Detention Center Pneumatic Controls	200,000	200,000	-	100,000	100,000	-	-
Detention Center Shower Repairs	225,000	225,000	225,000	-	-	-	-
Detention Center Warehouse Unit	110,000	110,000	-	-	-	110,000	-
DSS - Camera Replacement*	200,000	200,000	200,000	-	-	-	-
DSS Pneumatic Controls Replacement	215,000	215,000	70,000	70,000	75,000	-	-
East Regional Carpet Replacement*	160,000	160,000	-	-	160,000	-	-
Elevators	2,145,000	2,145,000	230,000	480,000	450,000	985,000	-
Headquarters Library Boiler Replacement	115,000	115,000	-	115,000	-	-	-
HVAC Replacement at C5 Building	160,000	160,000	-	45,000	55,000	60,000	-
HVAC Replacement at Veterans Services	210,000	210,000	-	210,000	-	-	-
Judge E. Maurice Braswell Courthouse	350,000	350,000	-	350,000	-	-	-
Judge E. Maurice Braswell Courthouse Bathrooms	500,000	500,000	-	-	250,000	250,000	-
Judge E. Maurice Braswell Courthouse Carpet	350,000	350,000	50,000	-	300,000	-	-
Judge E. Maurice Braswell Courthouse Cooling Tower Rebuilds	120,000	120,000	-	-	120,000	-	-
Judge E. Maurice Braswell Courthouse Windows	1,500,000	1,500,000	-	-	-	-	1,500,000
LEC 3rd and 4th Floor Renovation*	8,000,000	-	-	-	-	-	-
Minor Building Systems	1,335,000	1,240,000	345,000	510,000	130,000	150,000	105,000
North Regional Library Boiler Replacement	100,000	100,000	-	100,000	-	-	-
Parking Lot Repair/Resurfacing	1,265,000	1,265,000	15,000	215,000	25,000	975,000	35,000
Public Health Access Management and Security Camera System	200,000	200,000	200,000	-	-	-	-
Roof Repair/Replacement	1,880,000	1,880,000	-	1,570,000	210,000	50,000	50,000
SLFRC Chiller Replacement	255,000	255,000	255,000	-	-	-	-
General Government - Total	\$ 23,055,000	\$ 14,080,000	\$ 1,890,000	\$ 4,440,000	\$ 2,720,000	\$ 3,315,000	\$ 1,715,000

DEBT SERVICE PROJECTIONS

Debt	FY2020 Projections	FY2021 Recommended	FY2022 Projected	FY2023 Projected	FY2024 Projected
Schools					
COPS Series 2009A (New Century Elementary)	\$ 919,911	\$ -	\$ -	\$ -	\$ -
Qualified School Construction Bonds Series 2009	1,192,500	1,192,500	1,192,500	1,192,500	1,192,500
Qualified School Construction Bonds Series 2011A	1,890,105	1,890,105	1,890,105	1,890,105	1,890,105
G.O. Refunding Series 2011	2,605,975	2,368,725	516,600	168,300	-
COPS Refunding Series 2011B (Gray's Creek Middle	1,035,750	994,625	953,250	-	-
LOBS Refunding Series 2017 (New Century Elementary)	332,929	1,171,825	1,130,094	1,091,917	1,049,498
LOBS Refunding Series 2017 (Gray's Creek Middle School)	269,931	269,931	269,931	1,224,869	1,180,319
	<u>8,247,101</u>	<u>7,887,711</u>	<u>5,952,480</u>	<u>5,567,691</u>	<u>5,312,422</u>
Community College					
FTCC Building Acquisition 2014	\$ 607,726	\$ -	\$ -	\$ -	\$ -
	<u>607,726</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Libraries					
COPS Series 2009A (West Regional Branch)	\$ 283,689	\$ -	\$ -	\$ -	\$ -
LOBS Refunding Series 2017 (West Regional Branch)	102,671	361,375	348,506	336,733	323,652
	<u>386,360</u>	<u>361,375</u>	<u>348,506</u>	<u>336,733</u>	<u>323,652</u>
Detention Center					
COPS Refunding Series 2009B	\$ 2,255,319	\$ -	\$ -	\$ -	\$ -
LOBS Financing Series 2019	76,873	1,834,837	1,794,790	1,753,913	1,713,258
	<u>2,332,192</u>	<u>1,834,837</u>	<u>1,794,790</u>	<u>1,753,913</u>	<u>1,713,258</u>
Public Health Facility					
COPS Refunding Series 2011B	\$ 1,372,500	\$ 1,311,500	\$ 1,250,500	\$ -	\$ -
LOBS Refunding Series 2017	325,369	325,369	325,369	1,476,431	1,422,731
	<u>1,697,869</u>	<u>1,636,869</u>	<u>1,575,869</u>	<u>1,476,431</u>	<u>1,422,731</u>
Capital Improvement Projects (CIP) Financing					
Installment Financing 2016	\$ 200,200	\$ 196,828	\$ 193,453	\$ 190,080	\$ 186,707
Capital Improvement Draw Program 2017	4,918,630	-	-	-	-
LOBS Financing Series 2019 (2017 CIP)	53,525	783,522	771,337	759,152	746,966
	<u>5,172,355</u>	<u>980,350</u>	<u>964,790</u>	<u>949,232</u>	<u>933,673</u>
Capital Investment Fund Debt Service	<u>\$ 18,443,603</u>	<u>\$ 12,701,142</u>	<u>\$ 10,636,435</u>	<u>\$ 10,084,000</u>	<u>\$ 9,705,736</u>

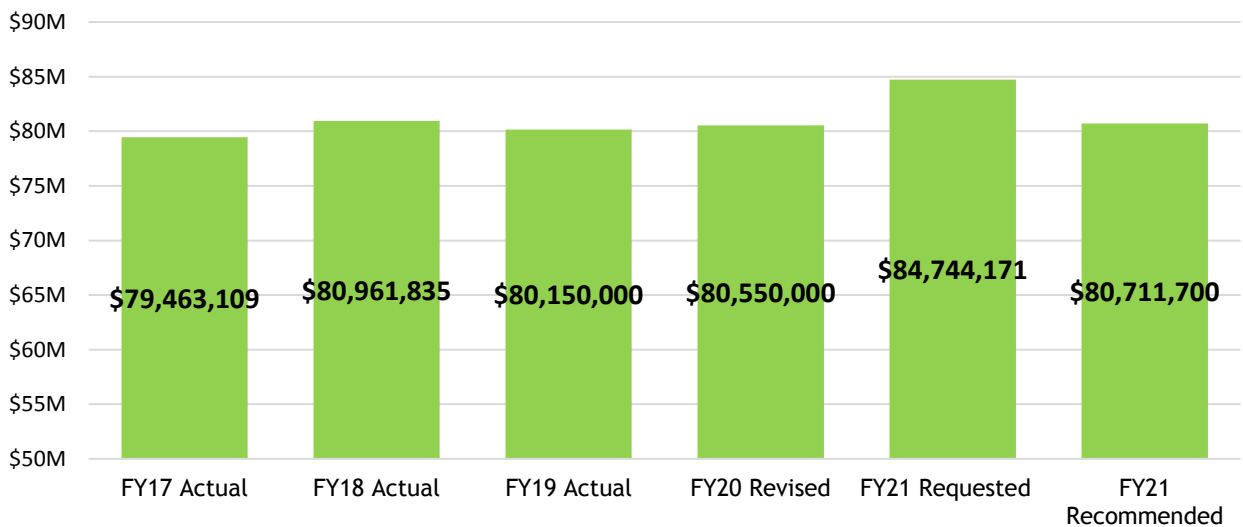
SCHOOL FUNDING

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

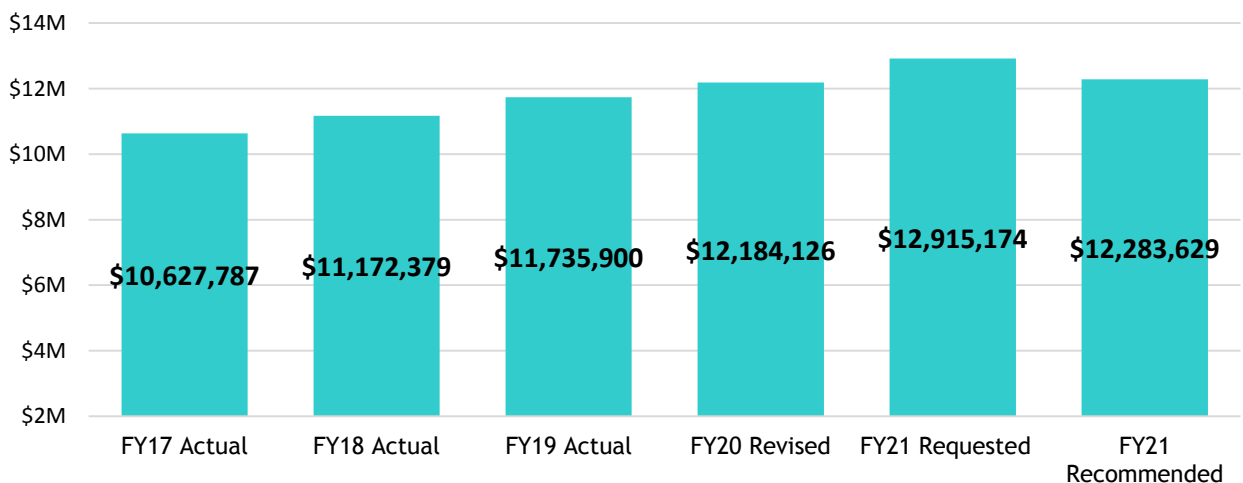
Current Expense

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

Current Expense Funding - Cumberland County Schools



Current Expense Funding - Fayetteville Technical Community College



SCHOOL FUNDING - CONTINUED

Capital Needs

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

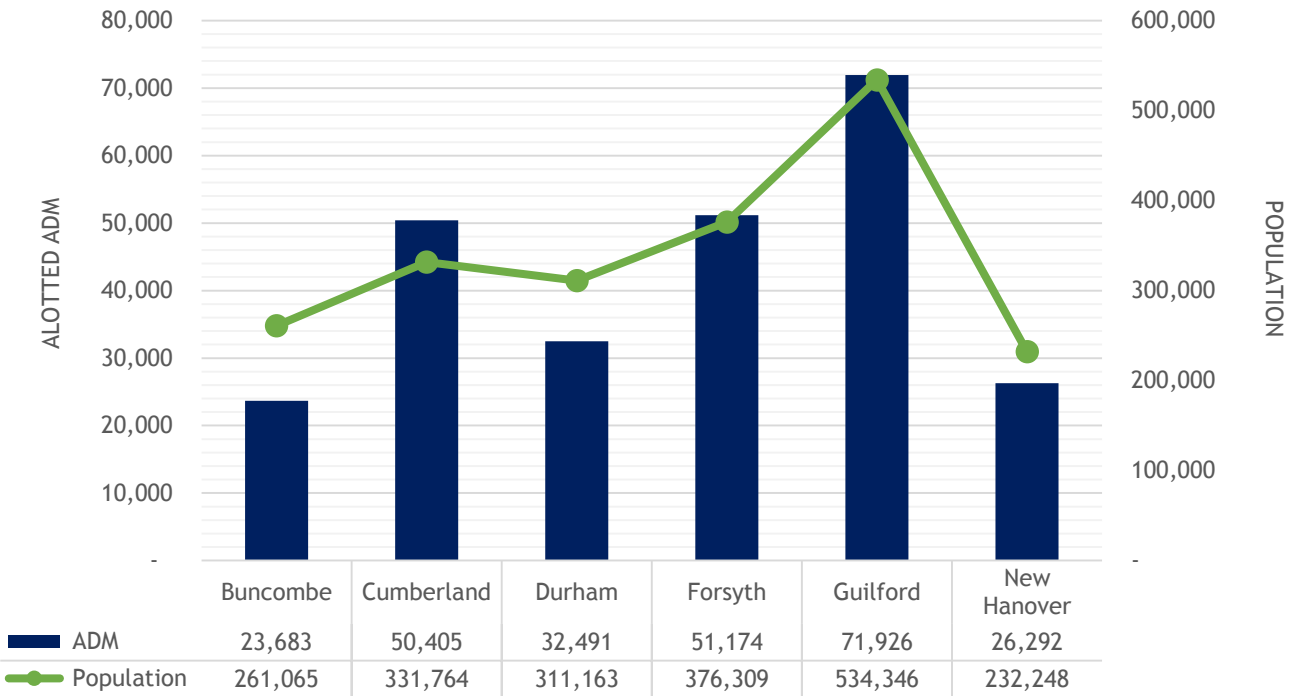
Category			Original	Year-End	Recommended	% Change	
	Actual	Actual	Budget	Projection		FY2020 Original	
	FY2018	FY2019	FY2020	FY2020	FY2021	vs FY2021	Recommended
Revenue							
SCHOOL SPECIAL SALES TAX	\$ (11,945,175)	\$ (12,760,824)	\$ (1,806,441)	\$ (12,638,712)	\$ (1,705,800)	-5.6%	
SCHOOL C.O. CATEGORY I	(82,920)	(214,350)	(5,360,000)	(180,000)	(5,360,000)	0.0%	
SCHOOL C.O. CATEGORY II	-	-	(4,516,970)	-	(4,516,970)	0.0%	
SCHOOL C.O. CATEGORY III	-	-	(350,000)	-	(350,000)	0.0%	
SCHOOL CAPITAL OUTLAY LOTTERY	(3,592,098)	(3,485,206)	(3,416,075)	(3,416,887)	(3,349,297)	-2.0%	
Revenue Total	\$ (15,620,193)	\$ (16,460,380)	\$ (15,449,486)	\$ (16,235,599)	\$ (15,282,067)	-1.1%	
Expense							
SCHOOL SPECIAL SALES TAX	\$ 1,901,622	\$ 1,861,327	\$ 1,806,441	\$ 1,806,441	\$ 1,705,800	-5.6%	
SCHOOL C.O. CATEGORY I	6,224,334	8,292,389	5,360,000	11,500,000	5,360,000	0.0%	
SCHOOL C.O. CATEGORY II	4,627,751	6,014,711	4,516,970	2,250,000	4,516,970	0.0%	
SCHOOL C.O. CATEGORY III	177,133	702,724	350,000	700,000	350,000	0.0%	
SCHOOL CAPITAL OUTLAY LOTTERY	3,564,185	3,485,206	3,416,075	3,416,887	3,349,297	-2.0%	
Expense Total	\$ 16,495,025	\$ 20,356,357	\$ 15,449,486	\$ 19,673,328	\$ 15,282,067	-1.1%	

PUPIL ACCOUNTING

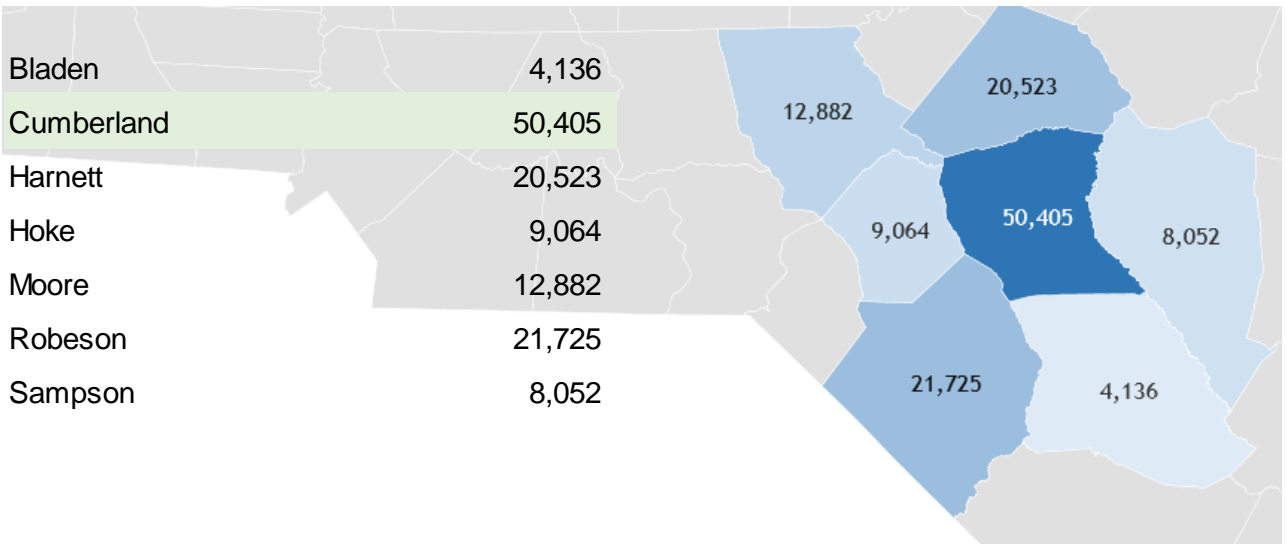
Allotted Average Daily Membership (ADM)

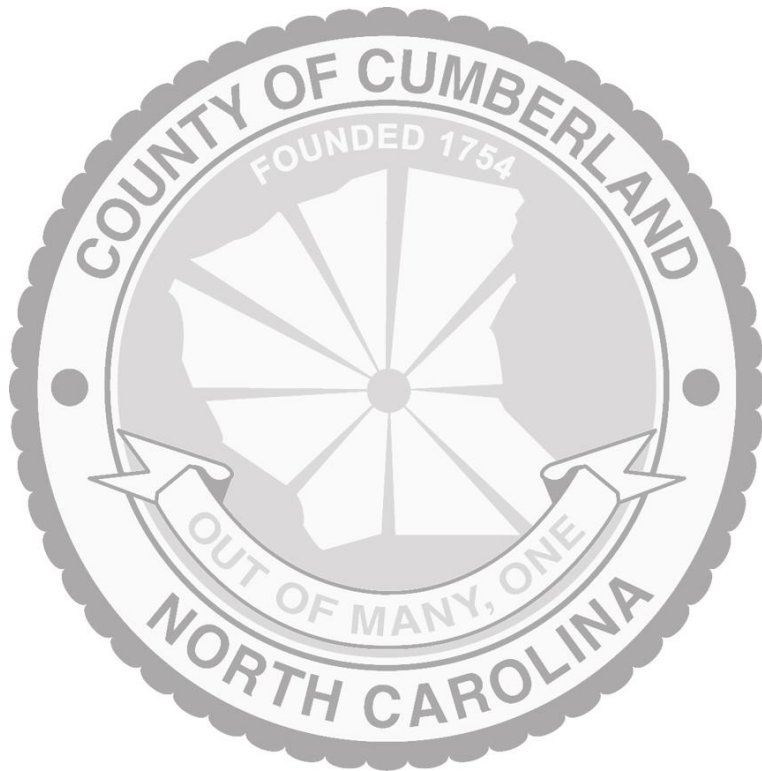
Below are comparisons of ADM to similar sized counties and neighboring counties. Amounts do not include charter or specialty schools.

FY2020 ADM Comparable Counties, Based on Per Capita



FY2020 ADM- Neighboring Counties





SOLID WASTE MANAGEMENT

Summary

Cumberland County Solid Waste Management operates the County's Ann Street Landfill, Wilkes Road Compost Facility, 17 container sites and the Household Hazardous Waste Collection Center.

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

Formed in 1980, Cumberland County Solid Waste Management oversees:

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

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

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

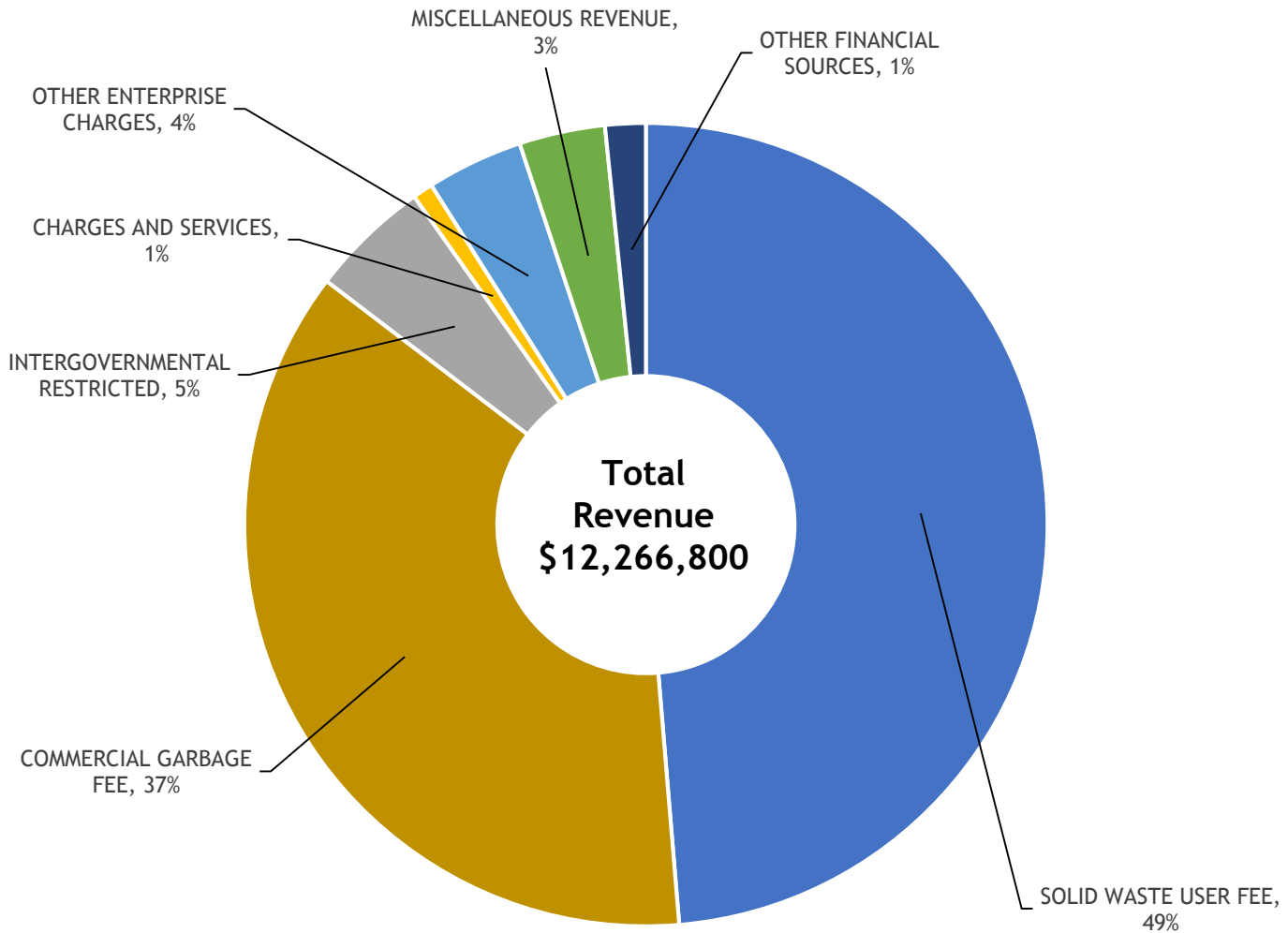


Mission

The Solid Waste Management Department's mission is to provide for efficient use of the sanitary landfill and to further the County's efforts in developing future solid waste disposal programs that will conserve natural resources, reduce the volume of waste through recycling, and dispose of non-recoverable wastes in an environmentally sound manner.

SOLID WASTE REVENUES

FY2021 Recommended Budget



Note

The Budget has been balanced at \$14,219,233 by the appropriation of \$1,952,433 of fund balance.

SOLID WASTE REVENUES - SUMMARY

Category	Actual FY2018	Actual FY2019	Original Budget FY2020	Year-End Projection FY2020	Recommended FY2021	% Change FY2020 Original vs FY2021 Recommended
SOLID WASTE USER FEE	\$ 5,862,719	\$ 5,883,726	\$ 5,987,764	\$ 5,965,257	\$ 5,971,042	-0.3%
COMMERCIAL GARBAGE FEE	3,622,523	4,075,775	3,700,000	4,000,000	4,501,283	21.7%
INTERGOVERNMENTAL RESTRICTED	734,831	520,453	704,839	2,448,544	594,000	-15.7%
CHARGES AND SERVICES	11,388	47,012	50,000	50,000	100,000	100.0%
OTHER ENTERPRISE CHARGES	576,315	633,810	486,000	420,000	476,000	-2.1%
MISCELLANEOUS REVENUE	455,845	837,685	430,975	431,160	424,475	-1.5%
OTHER FINANCIAL SOURCES	69,988	299,654	-	-	200,000	n/a
SUBTOTAL SOLID WASTE FUND	\$ 11,333,609	\$ 12,298,115	\$ 11,359,578	\$ 13,314,961	\$ 12,266,800	8.0%
FUND BALANCE APPROPRIATED	-	-	2,623,294	-	1,952,433	-25.6%
TOTAL SOLID WASTE FUND	\$ 11,333,609	\$ 12,298,115	\$ 13,982,872	\$ 13,314,961	\$ 14,219,233	1.7%

FY2021 Anomalies:

Commercial Garbage Fee: Based on FY2019 actual revenue, in addition to continued improvements to the landfill and scale house, revenue is projected to increase.

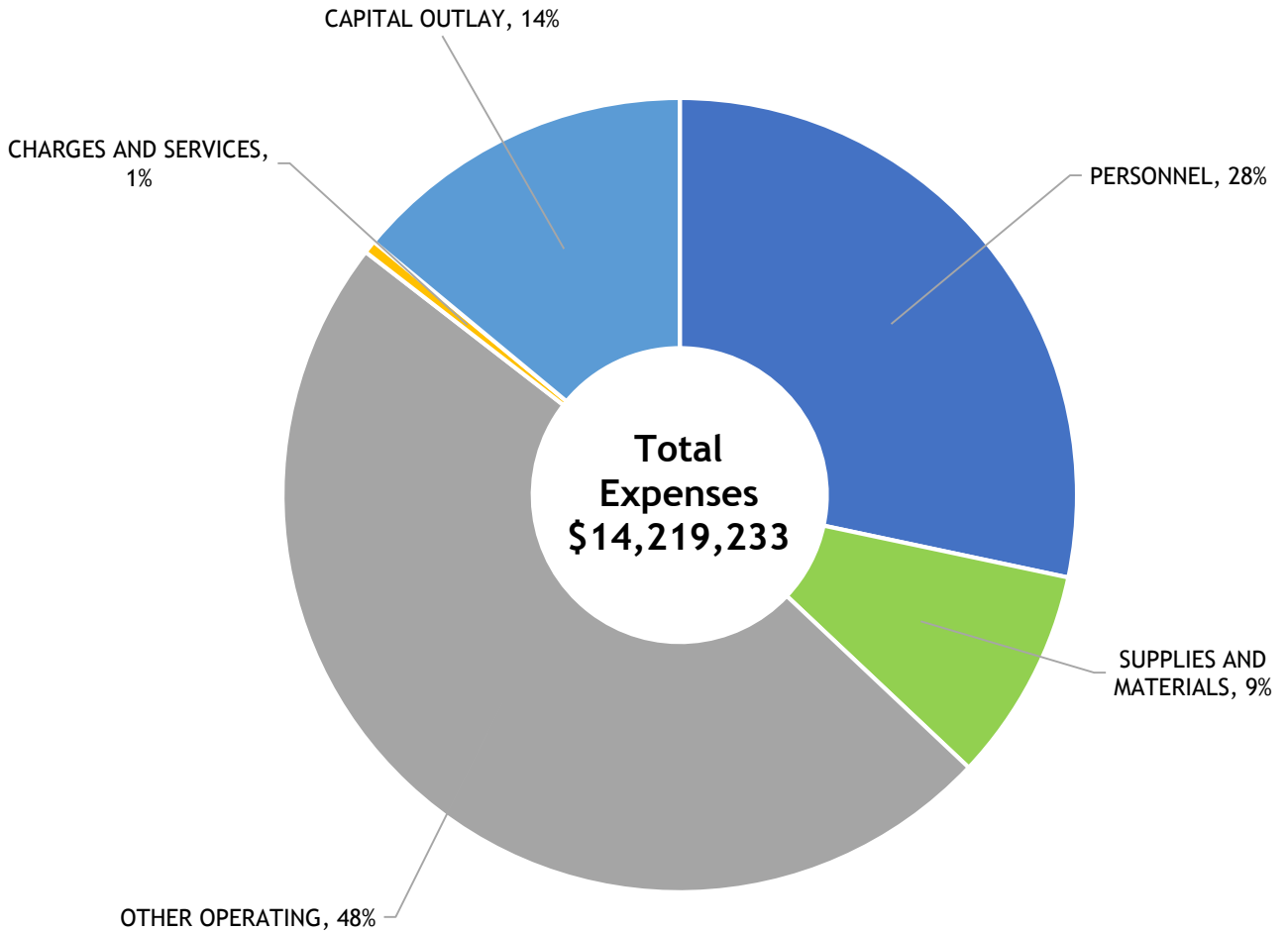
Intergovernmental Restricted: Tire disposal revenue is projected to decline by \$124,000. This revenue is received through state reimbursements which have experienced a continual decrease.

Charges and Services: Repairs to the gas system related to programming and valve malfunctions were made in FY2020, therefore FY2021 revenue is expected to increase by \$50,000.

Fund Balance Appropriated: FEMA funds of \$1,743,833 were received and will become part of fund balance on June 30, 2020. Reappropriation of those FEMA funds will be used to purchase new capital outlay equipment in FY2021.

SOLID WASTE EXPENSES

FY2021 Recommended Budget



SOLID WASTE EXPENSES - SUMMARY

Category	Actual FY2018	Actual FY2019	Original Budget FY2020	Year-End Projection FY2020	% Change FY2020 Original vs FY2021 Recommended	
					Recommended FY2021	
PERSONNEL	\$ 3,260,356	\$ 2,804,054	\$ 4,194,067	\$ 3,239,656	\$ 4,028,027	-4%
SUPPLIES AND MATERIALS	915,612	936,120	945,543	941,855	1,238,071	31%
OTHER OPERATING	6,823,699	5,978,701	6,339,762	6,530,053	6,889,135	9%
CHARGES AND SERVICES	55,393	37,182	85,000	50,000	75,000	-12%
CAPITAL OUTLAY	38,819	75,437	2,418,500	3,461,257	1,989,000	-18%
TRANSFERS	306,523	5,436,343	-	-	-	n/a
TOTAL SOLID WASTE FUND	\$ 11,400,402	\$ 15,267,837	\$ 13,982,872	\$ 14,222,821	\$ 14,219,233	2%

FY2021 Anomalies:

Supplies and Materials: Fuel was increased by \$244,000 for FY2021. This increase is necessary as heavier compactors are being utilized more frequently and have a higher fuel consumption compared to smaller older models.

Charges and Services: A \$10,000 decline is projected for electronics recycling based on a decrease in demand.

Capital Outlay: This budget includes new equipment requests in the amount of \$1,989,000. Fund balance appropriation from FEMA reimbursements will be used towards these purchases.

ENTERPRISE FUNDS

CAPITAL IMPROVEMENT PLAN

Solid Waste

	Total by Project	Recommended by E&I	FY21	FY22	FY23	FY24	FY25+
Solid Waste							
Borrow Pit Excavation	\$ 200,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -
Gas Collection System	375,000	375,000	-	125,000	-	250,000	-
Landfill Master Planning	250,000	250,000	150,000	-	100,000	-	-
Landfill Road Improvements	200,000	200,000	-	100,000	-	100,000	-
Perimeter Road - Wilkes	300,000	300,000	-	300,000	-	-	-
Solid Waste - Total	\$ 1,325,000	\$ 1,325,000	\$ 250,000	\$ 625,000	\$ 100,000	\$ 350,000	\$ -

ENTERPRISE FUNDS

CAPITAL IMPROVEMENT PLAN - CONTINUED

Crown Complex

	Total by Project	Recommended by E&I	FY21	FY22	FY23	FY24	FY25+
Crown Complex							
Building Assessment	\$ 75,000	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -
Building Exterior Improvements	1,710,000	1,710,000	-	1,710,000	-	-	-
General Maintenance	3,320,000	3,320,000	375,000	2,945,000	-	-	-
Parking Lot Repair/Resurfacing	575,000	575,000	-	500,000	75,000	-	-
Repair/Replacement Projects	6,955,000	6,955,000	145,000	3,450,000	2,600,000	480,000	280,000
Crown Complex - Total	\$ 12,635,000	\$ 12,635,000	\$ 520,000	\$ 8,680,000	\$ 2,675,000	\$ 480,000	\$ 280,000

ENTERPRISE FUNDS

DEBT SERVICE PROJECTIONS

Debt	FY2020 Projections	FY2021 Recommended	FY2022 Projected	FY2023 Projected	FY2024 Projected
Crown Complex					
COPS Refunding Series 2009B	\$ 2,952,188	\$ -	\$ -	\$ -	\$ -
Build America Bonds 2010	207,762	-	-	-	-
Recovery Zone Economic Development Bonds 2010	119,411	-	-	-	-
Capital Improvement Projects 2017	6,359,034	-	-	-	-
2019 Refunding LOBS (2009B Ref COPS)	143,967	3,436,272	3,361,271	3,287,716	3,208,579
2019 Refunding LOBS (2017 CIP)	69,201	1,013,000	997,246	981,491	965,737
Total Crown Complex	9,851,563	4,449,272	4,358,517	4,269,207	4,174,316
Water & Sewer Projects					
Overhills Park Water and Sewer Revenue Bonds 2018	28,552	53,552	53,040	52,529	53,018
NORCRESS	65,570	65,622	65,632	65,600	65,528
Southpoint Water	4,996	4,996	4,996	4,996	4,996
Total Water & Sewer Projects	99,118	124,170	123,668	123,125	123,542
Enterprise Funds Debt Service	\$ 9,950,681	\$ 4,573,442	\$ 4,482,185	\$ 4,392,332	\$ 4,297,858

ALL FUNDS SUMMARY

REVENUES

Category/Fund	Actual FY2018	Actual FY2019	Original Budget FY2020	Year-End Projection FY2020	Recommended FY2021
GENERAL FUNDS					
101 - GENERAL FUND	\$ (347,094,386)	\$ (317,498,236)	\$ (323,954,833)	\$ (318,026,696)	\$ (325,269,845)
106 - COUNTY SCHOOL FUND	(15,620,193)	(16,460,380)	(15,449,486)	(16,235,599)	(15,282,067)
107 - CAPITAL INVESTMENT FUND	(8,090,585)	(39,607,190)	(24,871,383)	(48,274,295)	(24,729,318)
GENERAL FUNDS TOTAL	\$ (370,805,164)	\$ (373,565,806)	\$ (364,275,702)	\$ (382,536,590)	\$ (365,281,230)
SPECIAL REVENUE FUNDS					
200 - FOOD AND BEVERAGE FUND	\$ (6,900,911)	\$ (7,524,986)	\$ (9,492,776)	\$ (6,836,121)	\$ (8,863,030)
204 - FEDERAL DRUG FORFEITURE FUND	(112,795)	(25,144)	(50,000)	(121,278)	(50,500)
205 - FEDERAL DRUG JUSTICE FUND	(12,563)	(92,268)	(75,000)	(59,750)	(74,500)
206 - STATE DRUG FORFEITURE FUND	(46,850)	(35,113)	(36,250)	(15,670)	(13,000)
207 - INMATE WELFARE FUND	(240,503)	(373,996)	(240,859)	(381,750)	(387,919)
215 - INJURED ANIMAL FUND	(14,914)	(1,562)	(6,000)	(933)	(7,500)
220 - SPECIAL FIRE DISTRICT FUND	(893,315)	(915,954)	(10,992,741)	(11,002,725)	(12,071,265)
221 - BEAVER DAM FIRE DISTRICT FUND	(184,594)	(192,334)	-	-	-
222 - BETHANY FIRE DISTRICT FUND	(226,803)	(234,745)	-	-	-
223 - BONNIE DOONE FIRE DISTRICT FD	(2,374)	(2,348)	-	-	-
224 - COTTON FIRE DISTRICT FUND	(990,828)	(1,014,939)	-	-	-
225 - CUMBERLAND ROAD FIRE DISTRICT	(466,939)	(473,584)	-	-	-
226 - EASTOVER FIRE DISTRICT FUND	(223,277)	(242,103)	-	-	-
227 - GODWIN FIRE DISTRICT FUND	(94,580)	(96,705)	-	-	-
228 - GRAYS CREEK FIRE DISTRICT FUND	(787,151)	(838,152)	-	-	-
229 - LAFAYETTE VILLAGE FIRE DISTR	(4)	(4)	-	-	-
230 - LAKE RIM FIRE DISTRICT	(10,664)	(6,121)	-	-	-
231 - MANCHESTER FIRE DISTRICT FUND	(77,248)	(77,446)	-	-	-
232 - PEARCES MILL FIRE DISTRICT FD	(821,220)	(791,875)	-	-	-
233 - STEDMAN FIRE DISTRICT FUND	(140,798)	(149,032)	-	-	-
234 - STONEY POINT FIRE DISTRICT	(956,009)	(969,727)	-	-	-
235 - VANDER FIRE DISTRICT FUND	(892,250)	(909,025)	-	-	-
236 - WADE FIRE DISTRICT FUND	(94,194)	(96,290)	-	-	-
237 - WESTAREA FIRE DISTRICT FUND	(1,212,303)	(1,225,442)	-	-	-
245 - JUVENILE CRIME PREVENTION FUND	(1,639,927)	(1,515,277)	(1,762,387)	(2,025,147)	(2,095,151)
250 - RECREATION FUND	(4,496,900)	(5,020,229)	(4,814,657)	(4,839,567)	(5,067,041)
255 - WORKFORCE INVEST OPPORT ACT	(2,977,211)	(3,521,285)	(3,857,759)	(6,757,158)	(2,724,334)
256 - SENIOR AIDES FUND	(547,836)	(524,291)	(547,065)	(430,823)	(556,979)
260 - EMERGENCY TELEPHONE SYS FUND	(702,426)	(837,514)	(890,919)	(890,919)	(759,956)
264 - CDBG-DISASTER RECOVERY	(42,014)	(717,942)	(24,765,664)	(576,751)	(3,546,000)
265 - COUNTY CD FUND	(1,055,232)	(953,990)	(1,216,429)	(1,205,508)	(1,510,266)
266 - CD HOME FUND	(645,980)	(485,250)	(655,938)	(905,247)	(688,253)
267 - CD SUPPORT HOUSING FUND	(192,311)	(418,716)	(476,811)	(275,902)	(473,757)
268 - PATH FUND	-	-	-	-	-
275 - TRANSIT PLANNING	(66,401)	(46,956)	(83,000)	(83,000)	(83,000)
276 - US DOT 104 FUND	(508,669)	(373,045)	(653,090)	(520,161)	(431,542)
277 - NC ELDERLY-HANDI TRANSP FUND	(806,477)	(846,796)	(1,095,521)	(1,068,669)	(1,054,761)
278 - SURFACE TRANSPORTATION FUND	-	-	-	-	-
285 - TOURISM DEVELOP AUTHORITY FUND	(6,148,291)	(7,267,327)	(6,571,210)	(6,073,944)	(4,668,918)
299 - UNDESIGNATED SPEC REV FUND	-	-	-	-	-
SPECIAL REVENUE FUNDS TOTAL	\$ (35,232,762)	\$ (38,817,513)	\$ (68,284,076)	\$ (44,071,023)	\$ (45,127,672)

ALL FUNDS SUMMARY

REVENUES - CONTINUED

Category/Fund	Actual FY2018	Actual FY2019	Original Budget FY2020	Year-End Projection FY2020	Recommended FY 2021
CEMETERY PERMANENT FUND					
510 - CEMETERY TRUST FUND	\$ (2,190)	\$ (5,732)	\$ (2,800)	\$ (2,673)	\$ (2,800)
CEMETERY PERMANENT FUND TOTAL	\$ (2,190)	\$ (5,732)	\$ (2,800)	\$ (2,673)	\$ (2,800)
ENTERPRISE FUNDS					
600 - CROWN CENTER FUND	\$ (3,478,499)	\$ (5,209,173)	\$ (7,188,719)	\$ (5,614,612)	\$ (5,745,682)
601 - CROWN MOTEL FUND	(1,519,769)	(1,817,478)	(1,500,000)	(1,493,575)	(1,396,702)
602 - CROWN DEBT SERVICE FUND	(3,631,757)	(3,656,220)	(3,743,920)	(3,780,995)	(4,449,272)
605 - NORCRESS WATER AND SEWER FUND	(352,502)	(514,684)	(499,658)	(431,863)	(645,175)
606 - KELLY HILLS WATER & SEWER FD	(80,730)	(80,010)	(86,806)	(79,396)	(103,520)
607 - SOUTHPOINT WATER & SEWER FD	(37,290)	(35,698)	(34,110)	(38,240)	(36,302)
608 - OVERHILLS WATER & SEWER FD	(149)	(35)	(124,511)	(107,433)	(163,558)
625 - SOLID WASTE FUND	(11,333,609)	(12,298,116)	(13,982,872)	(13,314,961)	(14,219,233)
ENTERPRISE FUNDS TOTAL	\$ (20,434,305)	\$ (23,611,414)	\$ (27,160,596)	\$ (24,861,075)	\$ (26,759,444)
FIDUCIARY FUNDS					
730 - NC 3% VEHICLE INTEREST	\$ (5)	\$ -	\$ -	\$ -	\$ -
785 - LEO SEPARATION FUND	(17,203)	-	-	-	-
FIDUCIARY FUNDS TOTAL	\$ (17,208)	\$ -	\$ -	\$ -	\$ -
INTERNAL SERVICE FUNDS					
800 - WORKERS COMPENSATION FUND	\$ (2,519,231)	\$ (2,029,894)	\$ (1,924,515)	\$ (2,630,573)	\$ (1,973,668)
801 - GROUP INSURANCE FUND	(25,653,010)	(26,749,442)	(27,617,019)	(25,502,269)	(26,714,558)
802 - EMPLOYEE BENEFIT FUND	(347,461)	(511,827)	(600,100)	(490,300)	(600,200)
803 - VEHICLE INSURANCE FUND	(854,958)	(914,155)	(1,000,000)	(1,004,502)	(1,100,000)
806 - GENERAL LITIGATION FUND	(104,206)	(110,357)	(104,200)	(109,000)	(108,000)
INTERNAL SERVICE FUNDS TOTAL	\$ (29,478,866)	\$ (30,315,675)	\$ (31,245,834)	\$ (29,736,644)	\$ (30,496,426)
Total All Funds	\$ (455,970,495)	\$ (466,316,140)	\$ (490,969,008)	\$ (481,208,005)	\$ (467,667,572)

ALL FUNDS SUMMARY

EXPENDITURES

Category/Fund	Actual FY2018	Actual FY2019	Original Budget FY2020	Year-End Projection FY2020	Recommended FY2021
GENERAL FUNDS					
101 - GENERAL FUND	\$ 335,934,482	\$ 316,445,829	\$ 323,954,833	\$ 318,979,742	\$ 325,269,845
106 - COUNTY SCHOOL FUND	16,495,025	20,356,357	15,449,486	19,673,328	15,282,067
107 - CAPITAL INVESTMENT FUND	-	26,757,704	24,871,383	36,813,585	24,729,318
GENERAL FUNDS TOTAL	\$ 352,429,507	\$ 363,559,890	\$ 364,275,702	\$ 375,466,655	\$ 365,281,230
SPECIAL REVENUE FUNDS					
200 - FOOD AND BEVERAGE FUND	\$ 5,794,269	\$ 8,214,434	\$ 9,492,776	\$ 7,792,776	\$ 8,863,030
204 - FEDERAL DRUG FORFEITURE FUND	117,072	-	50,000	121,278	50,500
205 - FEDERAL DRUG JUSTICE FUND	59,856	59,640	75,000	59,750	74,500
206 - STATE DRUG FORFEITURE FUND	21,555	326,924	36,250	15,670	13,000
207 - INMATE WELFARE FUND	319,614	280,902	240,859	185,596	387,919
215 - INJURED ANIMAL FUND	26,200	5,289	6,000	5,000	7,500
220 - SPECIAL FIRE DISTRICT FUND	896,061	1,014,828	10,992,741	9,849,531	12,071,265
221 - BEAVER DAM FIRE DISTRICT FUND	184,811	193,463	-	-	-
222 - BETHANY FIRE DISTRICT FUND	227,180	237,414	-	-	-
223 - BONNIE DOONE FIRE DISTRICT FD	2,537	2,358	-	-	-
224 - COTTON FIRE DISTRICT FUND	987,306	1,031,735	-	-	-
225 - CUMBERLAND ROAD FIRE DISTRICT	473,453	477,962	-	-	-
226 - EASTOVER FIRE DISTRICT FUND	219,248	243,842	-	-	-
227 - GODWIN FIRE DISTRICT FUND	94,550	97,334	-	-	-
228 - GRAYS CREEK FIRE DISTRICT FUND	787,406	848,500	-	-	-
229 - LAFAYETTE VILLAGE FIRE DISTR	-	4	-	-	-
230 - LAKE RIM FIRE DISTRICT	10,715	6,125	-	-	-
231 - MANCHESTER FIRE DISTRICT FUND	77,265	78,494	-	-	-
232 - PEARCES MILL FIRE DISTRICT FD	819,800	801,899	-	-	-
233 - STEDMAN FIRE DISTRICT FUND	141,252	150,480	-	-	-
234 - STONEY POINT FIRE DISTRICT	955,353	978,638	-	-	-
235 - VANDER FIRE DISTRICT FUND	891,855	919,174	-	-	-
236 - WADE FIRE DISTRICT FUND	94,256	96,909	-	-	-
237 - WESTAREA FIRE DISTRICT FUND	1,213,631	1,234,093	-	-	-
245 - JUVENILE CRIME PREVENTION FUND	1,659,191	1,514,461	1,762,387	2,025,147	2,095,151
250 - RECREATION FUND	4,462,958	4,752,845	4,814,657	4,839,567	5,067,041
255 - WORKFORCE INVEST OPPORT ACT	3,194,454	3,621,596	3,857,759	6,645,307	2,724,334
256 - SENIOR AIDES FUND	553,249	528,115	547,065	441,161	556,979
260 - EMERGENCY TELEPHONE SYS FUND	659,950	913,415	890,919	516,220	759,956
264 - CDBG-DISASTER RECOVERY	42,014	756,638	24,765,664	576,751	3,546,000
265 - COUNTY CD FUND	1,049,786	932,565	1,216,429	1,215,003	1,510,266
266 - CD HOME FUND	667,438	507,387	655,938	905,411	688,253
267 - CD SUPPORT HOUSING FUND	219,014	400,957	476,811	275,902	473,757
268 - PATH FUND	17,668	-	-	-	-
275 - TRANSIT PLANNING	66,401	46,956	83,000	83,000	83,000
276 - US DOT 104 FUND	509,584	315,633	653,090	513,770	431,542
277 - NC ELDERLY-HANDI TRANSP FUND	801,703	850,658	1,095,521	1,074,528	1,054,761
278 - SURFACE TRANSPORTATION FUND	-	-	-	-	-
285 - TOURISM DEVELOP AUTHORITY FUND	6,158,129	7,187,478	6,571,210	6,073,944	4,668,918
299 - UNDESIGNATED SPEC REV FUND	-	-	-	-	-
SPECIAL REVENUE FUNDS TOTAL	\$ 34,476,784	\$ 39,629,145	\$ 68,284,076	\$ 43,215,312	\$ 45,127,672

ALL FUNDS SUMMARY

EXPENDITURES - CONTINUED

Category/Fund	Actual FY2018	Actual FY2019	Original Budget FY2020	Year-End Projection FY2020	Recommended FY 2021
CEMETERY PERMANENT FUND					
510 - CEMETERY TRUST FUND	\$ 2,590	\$ 2,741	\$ 2,800	\$ 2,800	\$ 2,800
CEMETERY PERMANENT FUND TOTAL	\$ 2,590	\$ 2,741	\$ 2,800	\$ 2,800	\$ 2,800
ENTERPRISE FUNDS					
600 - CROWN CENTER FUND	\$ 5,119,622	\$ 5,522,418	\$ 7,188,719	\$ 5,817,754	\$ 5,745,682
601 - CROWN MOTEL FUND	1,306,393	1,503,038	1,500,000	1,493,575	1,396,702
602 - CROWN DEBT SERVICE FUND	1,042,803	966,298	3,743,920	9,892,873	4,449,272
605 - NORCRESS WATER AND SEWER FUND	601,087	657,830	499,658	552,120	645,175
606 - KELLY HILLS WATER & SEWER FD	108,803	138,067	86,806	39,987	103,520
607 - SOUTHPOINT WATER & SEWER FD	21,420	21,918	34,110	14,993	36,302
608 - OVERHILLS WATER & SEWER FD	2,033	29,127	124,511	67,443	163,558
625 - SOLID WASTE FUND	11,400,402	15,267,837	13,982,872	14,222,821	14,219,233
ENTERPRISE FUNDS TOTAL	\$ 19,602,563	\$ 24,106,533	\$ 27,160,596	\$ 32,101,566	\$ 26,759,444
FIDUCIARY FUNDS					
785 - LEO SEPARATION FUND	\$ -	\$ -	\$ -	\$ -	\$ -
FIDUCIARY FUNDS TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -
INTERNAL SERVICE FUNDS					
800 - WORKERS COMPENSATION FUND	\$ 1,523,609	\$ 1,364,008	\$ 1,924,515	\$ 2,457,624	\$ 1,973,668
801 - GROUP INSURANCE FUND	24,480,194	26,750,001	27,617,019	24,528,626	26,714,558
802 - EMPLOYEE BENEFIT FUND	363,401	511,291	600,100	502,150	600,200
803 - VEHICLE INSURANCE FUND	829,309	830,924	1,000,000	921,385	1,100,000
806 - GENERAL LITIGATION FUND	41,089	41,217	104,200	161,223	108,000
INTERNAL SERVICE FUNDS TOTAL	\$ 27,237,602	\$ 29,497,441	\$ 31,245,834	\$ 28,571,008	\$ 30,496,426
Total All Funds	\$ 433,749,046	\$ 456,795,750	\$ 490,969,008	\$ 479,357,341	\$ 467,667,572

ACRONYMS AND GLOSSARY

ADM - Average Daily Membership

ARRA - American Recovery and Reinvestment Act

AVL - Automated Vehicle Locator

BABS - Build American Bonds

BOCC - Board of County Commissioners

BOE - Board of Education

CAFR - Comprehensive Annual Financial Report

CDBG - Community Development Block Grant

CDBGDR - Community Development Block Grant Disaster Recovery

C&D - Construction and Demolition

CFVH - Cape Fear Valley Hospital

CIF - Capital Investment Fund. This is an extension of the general fund and is based on a model approved by the Board of Commissioners' each year. The model lists various capital projects that will be funded over the course of time.

CIP - Capital Improvement Plan consisting of capital assets with a value of \$100,000 or more.

COPS - Certificates of Participation Bonds

CSC Facilities - Clerk of Superior Court facilities

EDTAP - Elderly and Disabled Transportation Assistance Program

FACT - Families and Courts Together

FASB - Financial Accounting Standards Board

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

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

FTCC - Fayetteville Technical Community College

GAAP - Generally Accepted Accounting Principles

GASB - Governmental Accounting Standards Board

GFOA - Governmental Finance Officer's Association

GIS - Geographic Information Systems

G.O. - General Obligation

ACRONYMS AND GLOSSARY - CONTINUED

HOME Grant - Housing and Urban Development Home Investment Partnership Program

HMO - Health Maintenance Organization. In terms of Health Insurance, HMO's are a network of service providers (typically doctors) that are available within your insurance plan.

HUD - Housing and Urban Development

HVAC - Heating, Ventilation and Air Conditioning

IBNR - Incurred but not Reported

IS - Information Services

IS ERP - Information Services Enterprise Resource Planning

JCPC - Juvenile Crime Prevention Council

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

KPI - Key Performance Indicators. KPI's are quantifiable data that is often used to measure how an organization is performing.

LEO - Law Enforcement Officer

LGBFCA - Local Government Budget and Fiscal Control Act

LGC - Local Government Commission

LGRS - Local Government Retirement System

M & R - Maintenance and Repairs

MSW - Municipal Solid Waste

NC AFDC - North Carolina Aid for Dependent Children

NCACC - North Carolina Association of County Commissioners

NC BCCCP - North Carolina Breast/Cervical Cancer Control Program

NC CCDF - North Carolina Child Care and Development Fund

NC CDC TB Project - North Carolina Centers for Disease Control Tuberculosis Project

NC CSE - North Carolina Child Support Enforcement

NC CTP Grant - North Carolina Community Transportation Program

NC DMA - North Carolina Division of Medical Assistance

NC FVPSA - North Carolina Family Violence and Prevention Services Act

NC JCP - North Carolina Juvenile Crime Prevention

NC JCP JAC - North Carolina Juvenile Crime Prevention Juvenile Assessment Center

NC LEPC - North Carolina Local Emergency Planning Committee

NC RGP Grants - North Carolina Rural General Public

NC SSBE - North Carolina Social Services Block Grant

ACRONYMS AND GLOSSARY - CONTINUED

NC TANF - North Carolina Temporary Assistance to Needy Families

NC WDC WIA - North Carolina Workforce Development Council, Workforce Investment Act

NC WIA - North Carolina Workforce Investment Act (N.C. Dept. of Commerce)

NC WIC - North Carolina Women, Infants, and Children

NORCRESS - Northern Cumberland Regional Sewer System

OPEB - Other Post-Employment Benefit

PCP - Primary Care Physician

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

QSCB - Qualified School Construction Bonds

RZED - Recovery Zone Economic Development

SE Lab Animal Farm - Southeast Lab Animal Farm

SBER - Specialized Board of Equalization and Review

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

TDA - Tourism Development Authority

USDA - United States Department of Agriculture

WIOA - Workforce Investment Opportunity Act

WIC - Women Infants and Children



