



Rockingham
County **NC**

YOU'RE IN A GOOD PLACE

Fiscal Year 2020-2021 Adopted Budget

PO Box 101, Wentworth, NC 27375 | 371 NC 65, Reidsville, NC 27320

Rockingham County, North Carolina

ANNUAL OPERATING BUDGET

FISCAL YEAR 2021

(July 1, 2020 through June 30, 2021)



County Commissioners

Mark F. Richardson, Chairman
Charlie G. Hall III, Vice-Chairman
A. Reece Pyrtle, Jr.
Kevin Berger
T. Craig Travis

County Officials

Lance L. Metzler, County Manager
John M. Morris, County Attorney
Jennifer H. Woods, Clerk to the Board
Pat Galloway, Financial Services Director
Paul Murray, Assistant County Manager
Samuel S. Page, Sheriff
Benjamin J. Curtis, Register of Deeds

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Reidsville, NC 27320
336-342-8100
www.co.rockingham.nc.us



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Rockingham County
North Carolina**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Rockingham County, North Carolina, for its Annual Budget for the fiscal year beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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(Blue text is hyperlink)

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Vision, Mission, and Strategic Focus Areas



Rockingham
County NC

YOU'RE IN A GOOD PLACE

Vision: Provide the best quality of life educationally, economically, and environmentally.

Mission: Rockingham County Government will strive to provide the highest quality of life and the opportunities to achieve it.

Strategic Focus Areas: To accomplish the vision and mission, the Board of Commissioners adopted seven strategic focus areas to serve as a guidepost for which departments and agencies can base their individual strategic and operational plans.

Target Accomplishments: The Board of Commissioners' specific target accomplishments are shown under each strategic focus area. Often, more than one County department can work towards these target accomplishments.

Economic Development

- Create ready economic development sites.
- Examine local government regulations and ordinances.
- Continue to explore options to increase the County's attractiveness to investors, including modeling our program around successes in other counties and/or states.
- Maintain up to date enhancement and implementation plan for water and sewer infrastructure.
- Focus on commercial development.
- Enhance retention and expansion plan of business.
 - Identify ways to showcase local businesses on website, improve web integration, etc.
- Promote and support small business development.
- Collaborate effectively with municipalities.

Organizational Efficiency and Effectiveness

- Continue the HHS (Health and Human Services) consolidation.
- Effectively utilize County owned space and property.
 - Promote disposal of unused County properties.
- Implement a new fleet management system to increase the County's ability to effectively manage these resources.

Public Safety

- Continue to seek a solution for EMS shortage.
- Encourage participation in volunteer fire departments and rescue squads.

Citizen Engagement / Communication

- Increase the number of ways/improve ease of access for citizens to communicate with the County.
 - Increase the County's digital presence.
 - Promote volunteerism.
- Inform citizens about what we have in the County.
- Enhance and promote the County's website.

County Appearance / Environmental Enhancement

- Continue an educational campaign around littering.
 - Partner with schools and County libraries.
- Investigate options to address blighted properties.
- Seek ways to enforce anti-littering laws or regulations.

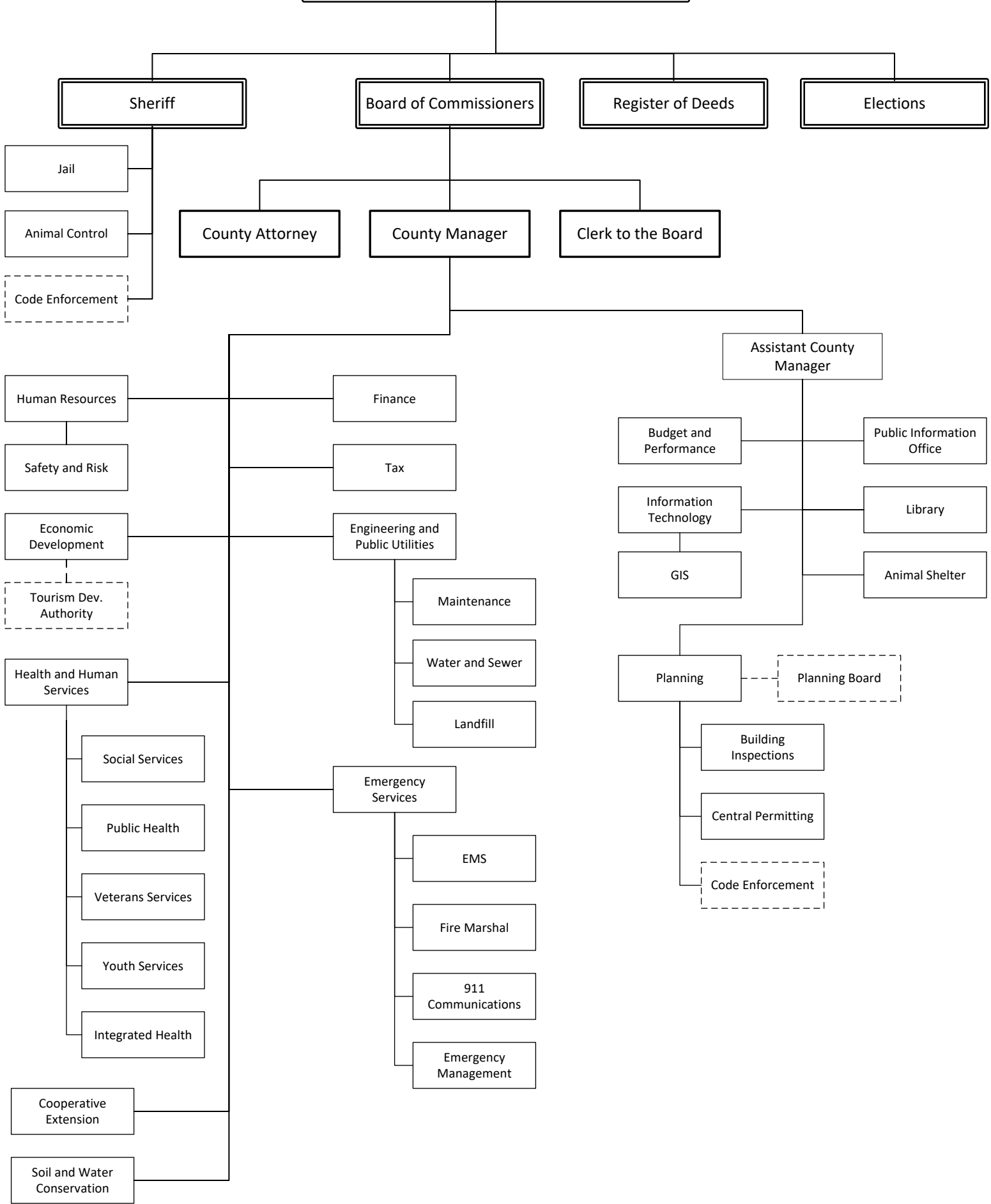
Quality of Life

- Encourage internships and volunteerism.
- Explore recreational opportunities for our rivers.
- Expand outdoor recreational opportunities.
- Promote the development of broadband and cellular service, especially in unserved or underserved areas.
- Promote a high quality residential environment.

Education

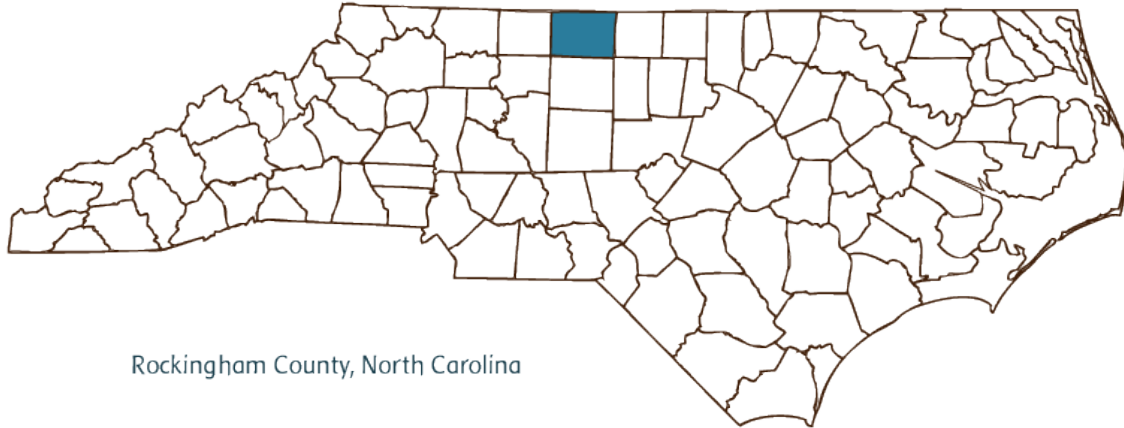
- Promote all educational opportunities in the County.
 - Smart Start
 - Head Start
 - Primary education opportunity and choices
 - Rockingham Community College
 - Workforce Development

Rockingham County Citizens



INTRODUCTION, DEMOGRAPHICS, AND ECONOMY

Rockingham County is bordered by Pittsylvania County, VA to the north, Caswell County to the east, Stokes County to the west, and Guilford County to the south. The county encompasses a land area of approximately 566 square miles. The county's July 2019 population estimate was 91,868. The total population of the unincorporated area of the county is 54,063.



Rockingham County, North Carolina

Located within Rockingham County are six municipalities: Eden (pop. 14,987), Madison (2,169), Mayodan (2,395), Reidsville (14,275), Stoneville (1,260), and Wentworth (2,719) (All population estimates as of July 2019). Rockingham County's total property valuation is \$7,663,013,571 with an approved property tax rate of \$0.695 per \$100 valuation. The county seat for Rockingham County is located in Wentworth, North Carolina.

A detailed county profile including information on demographics, education, housing, income, and employment is included after this narrative.

OVERVIEW OF GOVERNMENTAL ORGANIZATION

Rockingham County is governed by a five-member Board of Commissioners, elected at large to serve four-year terms. Terms are staggered so that every two years, two or three commissioner seats are up for election. Following the November election, the Board takes office at its December meeting, when a Chair and Vice-Chair are elected for a one-year term each.

The Commissioners enact policies such as establishment of the property tax rate, regulation of land use and zoning outside municipal jurisdiction, and adoption of the annual budget. Commissioners meet on the first and third Monday of each month at 6:30 p.m., unless the meeting date is changed due to holidays or other reasons. There is a public comment period at each meeting and citizens wishing to address the Board will be asked to sign up to speak. All meetings are conducted in the Commissioners' Chambers in the Governmental Center in Wentworth, unless otherwise stated, and are open to the public.

Under the leadership of the County Manager, the Commissioners' plans and objectives are carried out. Day-to-day operation of Rockingham County Government is the responsibility of the Manager and his staff. The County Manager has a variety of responsibilities, including the implementation of policies formed by the commissioners, the organization and administration of county departments, and the preparation of the recommended annual budget. The County Manager is currently assisted by various staff departments and offices including County Attorney, Finance, Information Technology, Community Development, Code Enforcement, Engineering and Public Utilities, Emergency Medical Services, Emergency Management, Sheriff, Register of Deeds, Animal Shelter, Social Services, Public Health, Cooperative Extension, and Landfill.

County Profile

Rockingham County (NC)

October 2020

Demographics

Population & Growth

	Population	% Annual Growth
2018 Est Population	91,270	(0.3%)
2010 Census Total Population	93,643	0.2%
Jul2018 NC Certified Population Estimate	91,746	0.3%

Urban/Rural Representation

		Urban/Rural Percent
2010 Census Total Population: Urban	35,636	38.1%
2010 Census Total Population: Rural	58,007	61.9%

Estimated Population by Age

		% Pop by Age
2018 Est Median Age	45	
2018 Est Total Pop 0-19	20,675	22.7%
2018 Est Total Pop 20-24	5,131	5.6%
2018 Est Total Pop 25-34	9,759	10.7%
2018 Est Total Pop 35-44	10,719	11.7%
2018 Est Total Pop 45-54	13,181	14.4%
2018 Est Total Pop 55-64	14,097	15.4%
2018 Est Total Pop 65+	17,708	19.4%

Commuters, Workers Age 16 and Over, 2018 ACS Est

Percent of Workers, By Travel Time

Avg Travel Time, Minutes	25.9
Workers Not Working at Home	37,113
Travel Time to Work: < 10 minutes	15.6%
Travel Time to Work: 10-14 minutes	13.8%
Travel Time to Work: 15-19 minutes	14.2%
Travel Time to Work: 20-24 minutes	11.4%
Travel Time to Work: 25-29 minutes	6.3%
Travel Time to Work: 30-34 minutes	12.7%
Travel Time to Work: 35-44 minutes	9.2%
Travel Time to Work: 45-59 minutes	10.6%
Travel Time to Work: 60+ minutes	6.1%

Workers, By Transportation

Worker Transp, Base	38,606
Work at Home	3.9%
Drove Car/Truck/Van Alone	84.0%
Carpooled Car/Truck/Van	10.2%
Public Transportation	0.1%
Walked	1.3%
Bicycle	0.1%
Taxi, Motorcycle, Other	0.5%

Place of Work

Worked in State/County of Residence	
Worked in State/Outside County of Residence	
Worked Outside State of Residence	

Commuters

23,202
13,435
1,969

Residents

60.1%
34.8%
5.1%

Education

		Pop Age 25+
2019-20 Kindergarten-12th Enrollment	12,317	
2020 Average SAT score (1600 new scale)	1,006	
2020 Percent of Graduates taking SAT	30.2%	
2018-19 Higher Education Completions (Provisional)	428	
2018-19 Higher Education Enrollment (Provisional)	2,205	
2018 Est Education Attainment age 25+, At Least High School Graduate	54,070	82.6%
2018 Est Education Attainment age 25+, At Least Bachelor's Degree	9,789	15.0%

Housing

		% Ann Growth or % Total
2010 Census Total Housing	38,693	
2010 Census Total Households	43,696	
2018 Est Total Housing Units, % annual growth	43,977	0.2%
2018 Est Occupied Housing, % of total	37,201	84.6%
2018 Est Vacant Housing, % of total	6,776	15.4%
2018 Est Median Value of Owner Occupied Housing	\$111,400	
2018 Est Median Gross Rent	\$658	
2018 Est Owner Occupied Housing, % of total	25,695	69.1%
2018 Est Renter Occupied Housing, % of total	11,506	30.9%
2018 Est % Owner Occupied Vacancy Rate	2.5%	
2018 Est % Renter Occupied Vacancy Rate	6.5%	

Income

		% Ann Growth or % Pov
2018 Est Median Family Income	\$53,131	
2018 Median Household Income (SAIPE)	\$41,869	(9.5%)
2018 Est Median Worker Earnings	\$28,196	
2018 Per Capita Income (BEA)	\$37,137	
2018 Est Pop, Income Below Poverty (SAIPE)	16,003	17.9%

Employment / Unemployment

	Currently	2019 Annual
AUG2020 Prelim., 2019 Employment	34,900	38,791
AUG2020 Prelim., 2019 Unemployment	2,839	1,782
AUG2020 Prelim., 2019 Unemployment Rate	7.5%	4.4%
2020Q2YTD, 2019 Announced Job Creation	469	214
2020Q2YTD, 2019 Total Announced Investments (\$mil)	\$109.8	\$26.0

Employment / Wages by Industry

	2020Q1 Employment	2019 Employment	2020Q1 Avg Weekly Wage	2019 Avg Weekly Wage
Total All Industries	21,565	25,046	\$699	\$694
Total Government	678	3,723	\$808	\$765
Total Private Industry	20,887	21,323	\$696	\$682
Agriculture Forestry Fishing & Hunting	53	.	\$725	.
Mining
Utilities	124	133	\$2,702	\$1,990
Construction	1,206	1,339	\$835	\$897
Manufacturing	5,498	5,351	\$881	\$853
Wholesale Trade	1,307	1,336	\$815	\$812
Retail Trade	3,740	3,815	\$490	\$486
Transportation and Warehousing	809	819	\$836	\$838
Information	101	100	\$1,029	\$1,108
Finance and Insurance	389	400	\$1,014	\$924
Real Estate and Rental and Leasing	175	192	\$707	\$615
Professional and Technical Services	408	385	\$711	\$783
Mgt of Companies, Enterprises	.	109	.	\$1,491
Administrative and Waste Services	1,046	1,212	\$563	\$548
Educational Services	2,193	.	\$754	.
Health Care and Social Assistance	3,026	3,105	\$729	\$711
Arts, Entertainment and Recreation	127	175	\$377	\$345
Accommodation and Food Services	2,273	2,270	\$276	\$283
Other Services Ex. Public Admin	568	600	\$494	\$475
Public Administration	1,571	1,590	\$750	\$764
Unclassified	0	0	\$0	\$0

Commercial/Retail/Industrial

Local Business

2020Q2 Available Industrial Buildings	14
2020Q1 Establishments: Total Private Industry	1,604
2020Q1 Establishments: Manufacturing	85
2018 Est Self Employed	2,747

Local Retail Business

2019 Total Retail Sales (With Food/Drink) (\$mil)	\$0.9
2019 Total Retail Businesses (With Food/Drink)	456
2019 Avg Sales/Business Total (with Food/Drink)	\$1,895,079
2020Q2 Available Commercial Buildings (if County reports)	10

Quality of Life

Taxes

FY2020-21 Property Tax Rate per \$100 Value	\$0.6950
FY2019-20 Annual Taxable Retail Sales (\$mil)	\$780.8
2020 Tier designation	1

Childcare

2020Q3 Licensed Child Care Facilities	49
2020Q3 Licensed Child Care Enrollment	1,930

Healthcare Providers

2019 Number of Physicians	93
2019 Physicians/10,000 population	10.1
2019 RNs/10,000 population	44.2
2019 Dentists/10,000 population	2.7
2017 Pharmacists/10,000 population	8.4

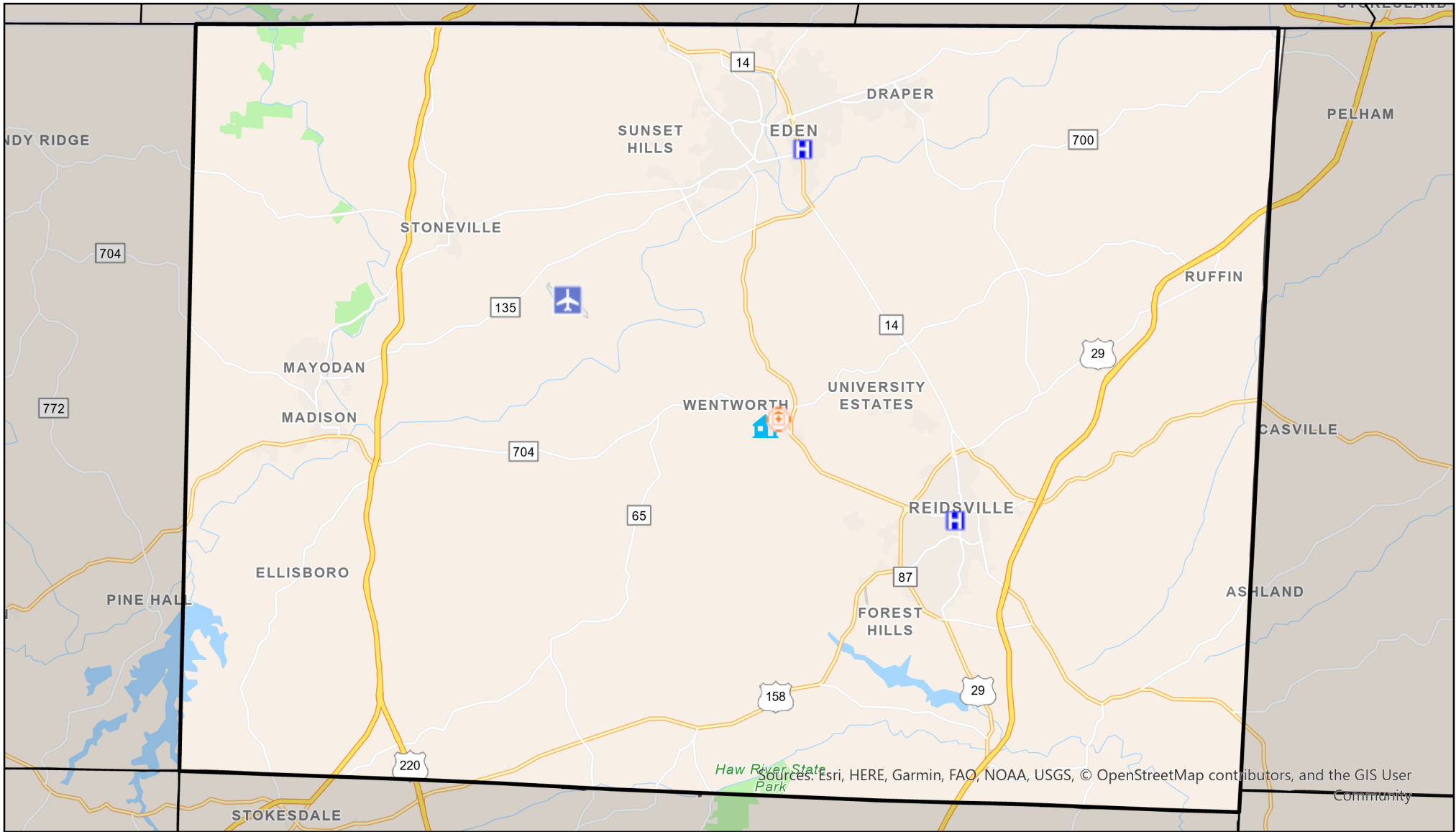
Sources:










Census (2010, ACS 2014-18) for income, commuters, place of work, population, housing, and educational attainment at <https://data.census.gov>. ESRI for retail data at www.ESRI.com. NC Dept. of Education for SAT data by NC county system at <http://www.ncpublicschools.org>. US Dept. of Education, National Center for Education Statistics for higher education data at <https://nces.ed.gov/ipeds/datacenter>. NC Commerce, Labor and Economic Analysis Division for NC tiers, occupational data, employment and unemployment, and wages and establishments by industry at <http://accessnc.nccommerce.com/>. EDPNC for announced new jobs and investment and available buildings at <https://edpnc.com>. NC Dept. of Health & Human Services for childcare data at <http://www.ncdhs.gov/>. UNC Sheps Center for healthcare professions at <https://nchealthworkforce.unc.edu/>. Full datasets and topic dashboards are available at <http://AccessNC.NCCommerce.com>.

Notes:

Data are the latest available at the date the profile was prepared. SAT scores use the new 1600 scoring system started in 2016 and represent county systems. Unemployment data is now the latest month which is preliminary and is subject to change. US Education IPEDs data for Completions and Enrollment is at least Provisional and updated when Final. American Community Survey (ACS) data are estimates, noted 'Est' and are from the 5-year survey; data is as of final year with dollars inflated to final year. Per capita income is a broad measure of income spread over all residents. Worker earnings includes wage income for residents regardless of where they work. Private sector wages are paid by local employers to their employees regardless of where they live. Additional data, reports, and dashboards are available at: <http://accessnc.nccommerce.com/index.html>.

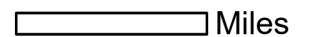
Rockingham County, North Carolina



- Legend**
- | | | |
|---|---|---|
|  Commercial Airports |  Hospitals |  Public Universities |
|  General Aviation |  Public Health Departments |  Independent Colleges and Universities |
|  NC Ports |  Community Colleges |  Military Installations |



4.5 Miles



County History

The North Carolina General Assembly created Rockingham County from the northern portion of Guilford County on December 29, 1785. The new county was named for Charles Watson Wentworth, the Second Marquis of Rockingham, who served as Great Britain's Prime Minister from 1765-1766 and in 1782. In 1786 the first session of the Rockingham County Court of Pleas and Quarter Session convened at the home of Adam Tate at Eagle Falls on the south side of the Dan River. A site for a county seat was secured in 1787 on the land of Constantine Perkins and Charles Gallaway near the center of the county.

The site was located on a high ridge just east of Rockhouse Creek between Bear and Rocky branches. Public buildings were then constructed and the county court convened in the new courthouse in November 1787. Action by the General Assembly in 1798 established the town of "Wentworth" as the county seat.

In early North Carolina, government was largely in the hands of the County Court of Pleas and Quarter Sessions composed of a "board" of Justices of the Peace appointed to the court by the Governor and, in later years, by the General Assembly. In addition to other duties, the responsibilities of the court included:

- hearing civil suits and minor criminal cases,
- providing for public buildings,
- probating decedent's estates,
- ruling on individual cases of lunacy,
- caring for orphans and illegitimate children, and
- maintaining public roads and bridges.

Those appointed to the county court served for life and, as appointments were made with ever-increasing volume during the nineteenth century, the court became quite large. Although up to forty to fifty justices were serving, there were seldom more than four to six justices present whenever quarterly court was in session. Elections for county officers usually brought out most of the justices at least once a year.

The county court appointed other county officers such as:

- the sheriff, the county's chief enforcer of law and in later years the tax collector;
- clerk of court, who recorded all court proceedings;
- trustee, the equivalent of treasurer;
- register of deeds;
- rangers;
- entry taker, who represented the government concerning land grants;
- surveyor;
- road overseers;
- standard keepers, who maintained the system and rate of weights and measurements throughout the county;
- wardens of the poor, who oversaw the county's poor and needy with special attention to the county home;
- coroners, who held inquests into unnatural deaths, and;
- constables, who executed the directives of the justices.

With the passage of the North Carolina Public School of Act of 1839, each county was instructed to appoint a county board of superintendents of the common schools consisting of some five to ten prominent citizens. This board of superintendents was responsible for the numerous school districts in the county and also appointed local committees in each of those districts for the schools therein.

Following the overthrow of the Confederate Government, the North Carolina Constitution was rewritten in 1868, by draftsmen familiar with the forms of local government in states such as Pennsylvania and Ohio. This new constitution greatly changed county government. The position of justice of the peace was retained but the county court was abolished. The court's legal duties were largely assigned to the Superior Court and the administrative duties of the court

were assigned to the newly created board of county commissioners. The board of commissioners was composed of five members elected by the county's voters at large. Moreover, the voters would now elect the sheriff, register, clerk, coroner, surveyor, and treasurer (the office of trustee was abolished).

The county was divided into townships (now numbering eleven) in which the voters therein elected two justices of the peace and a clerk to serve as the governing body of the township. Each township also had one constable. The township system never developed to a great extent in the state and today exists only for administrative purposes.

With the return of the Conservatives (Democrats) to power in the state, the Constitution was again amended in 1875. The board of commissioners was retained, but its members were chosen by the county justices in called session. All other officers, since 1868 elected by the voters, were to be appointed by either the justices or the commissioners. In addition, the office of county treasurer was made optional, allowing the sheriff to serve as treasurer ex officio if the office was abolished, which was the case in Rockingham County after 1890.

Under an act in 1876, the county commissioners constituted the county board of education. Soon, however, the joint sessions of the justices and commissioners elected the board of education. Beginning in 1881, the two boards and the justices elected a county superintendent of public instruction (school superintendent). After 1901 the board of education was elected by the legislature and, beginning in 1918, board members were nominated by the county conventions. Today, school boards are elected by the voters by district.

The state constitution was again amended in 1895. Restoring the elections of the board of commissioners to the voters and the reduction in the powers of the justices were among the many changes made. Briefly the number of the board of commissioners was reduced to three, but was soon returned to the traditional five.

The 20th century witnessed the creation of numerous offices such as county manager, auditor, finance officer, tax supervisor, superintendent of health (originally created to inspect and treat conditions at the county home and jail), and others. Today the county's elected positions include sheriff, commissioners, register of deeds, clerk of court, and school board. The remaining positions are appointed.

TOP 10 - TAXPAYERS AND EMPLOYERS IN ROCKINGHAM COUNTY

Top 10 Taxpayers (2019)

Rank	Taxpayer	Type of Business	Property Value
1	Duke Energy Carolinas LLC	Utilities	\$674,452,541
2	Gildan Activewear Eden Inc	Manufacturing	\$63,747,900
3	Unifi Manufacturing Inc	Textiles	\$56,818,986
4	Commonwealth	Tobacco Products	\$55,289,217
5	Transcontinental Pipeline Co	Utilities	\$44,699,619
6	Walmart	Retail	\$41,852,725
7	Frontier Spinning	Textiles	\$41,044,221
8	Sturm Ruger & Company Inc	Manufacturing	\$40,994,799
9	Henniges	Automotive	\$35,500,262
10	Norfolk Southern	Railroad	\$34,881,096

Top 10 Employers (July 2020)

Rank	Employer	Type of Business	# of Employees
1	Rockingham County School System	Education Services	1,513
2	Wal-Mart Associates, Inc.	Trade, Transportation, and Utilities	821
3	Annie Penn Hospital	Health Services	744
4	UNC Rockingham Health Care	Health Services	730
5	Rockingham County	Public Administration	700
6	Unifi, Inc.	Nylon & Covered Yarns	699
7	Frontier Spinning Mills	Yarn for knitting and weaving trades	492
8	Sturm, Ruger & Co., Inc	Gun Manufacturer	490
9	Gildan	Warehouse Distribution Knitwear	458
10	Dorada Foods	Processed Chicken	435

TO: Rockingham County Board of Commissioners
FROM: Lance L. Metzler, County Manager
RE: Budget Message – Fiscal Year 2020-2021
DATE: May 18, 2020



I am pleased to present my recommended Rockingham County Fiscal Year 2020/2021 Budget in the amount of **\$130,874,220**, with the General Fund constituting **\$92,858,805**. The budget is balanced and in compliance with the North Carolina Local Government Budget and Fiscal Control Act, Generally Accepted Accounting Principles (GAAP), and aligned with the priorities and direction given by the Board of Commissioners.

The purpose of the County's annual budget process is to develop a fiscally responsible plan that enables the organization to accomplish the priorities established by the Board of County Commissioners. The Board's current vision, mission, and strategic focus areas are outlined as follows:

Vision: Provide the best quality of life educationally, economically, and environmentally.

Mission: Rockingham County Government will strive to provide the highest quality of life and the opportunities to achieve it.

Strategic Focus Areas

- Economic Development
- Organizational Efficiency and Effectiveness
- Public Safety
- Citizen Engagement / Communication
- County Appearance / Environmental Enhancement
- Quality of Life
- Education

IMPACT OF COVID-19 ON THE RECOMMENDED BUDGET

The COVID-19 virus continues to have a significant impact on North Carolina citizens as well as County government. As of May 11th, North Carolina has 15,045 cases, 464 people currently hospitalized, and 550 deaths. This virus has altered the way we interact with each other and required that we physically distance ourselves from family, friends, coworkers, and the public. Our County government has implemented solutions to protect its employees and citizens, including setting up intake tents to eliminate waiting areas, allowing eligible employees to work from home or in other county facilities with more space, regular cleaning and disinfecting, and providing personal protective equipment (PPE) for employees and citizens.

Specifically related to the FY 2020/21 Recommended Budget, COVID-19 has had two major impacts. The first of these is revenue uncertainty. COVID-19 and the response from State and Federal leaders is unprecedented. This means the County has no history on how things like sales tax collection, the property tax collection percentage, EMS fees, and building permit revenue will be affected. The second impact is the reallocation of staff time away from budget development to COVID-19 policies and procedures. To ensure the County was aggressive and timely in its response to this disease, key staff in many departments were forced to put their normal duties aside and focus on protecting and informing citizens and employees. I am very proud of the excellent work from staff, and believe this quick action may have slowed the spread of COVID-19 and allowed the County to continue effectively serving citizens with essential services.

Because of these two major impacts, the recommendations on the following pages are based on the best information we have at the present time. Our goal was to be conservative on revenue projections and to delay any large requests for staffing or capital. Even with this, I fully expect for the upcoming fiscal year to require more budget amendments and discussion than in past years. We will continue to work closely as a team to stay on top of economic trends in the coming year, and will make recommendations to the Board of Commissioners as they are prudent.

FISCAL YEAR 2020/21 BUDGET

Next fiscal year’s budget presented many challenges requiring difficult decisions and creative problem solving. My primary goals were to present a balanced budget that included no tax increase, recognized the expected impact of COVID-19, and preserved high quality essential service delivery to citizens as much as possible.

After initial budget requests were submitted by departments and outside agencies to the budget team, we arrived at a General Fund budget deficit of approximately **\$11.5 million**. However, this deficit reflected the anticipated increase in key revenues such as sales tax, interest earnings, and motor vehicle property taxes that were projected prior to COVID-19. After including the reduction in these revenues, the General Fund budget deficit was approximately **\$13 million or 17.3 cents** of the property tax rate. Driving factors behind this shortfall were:

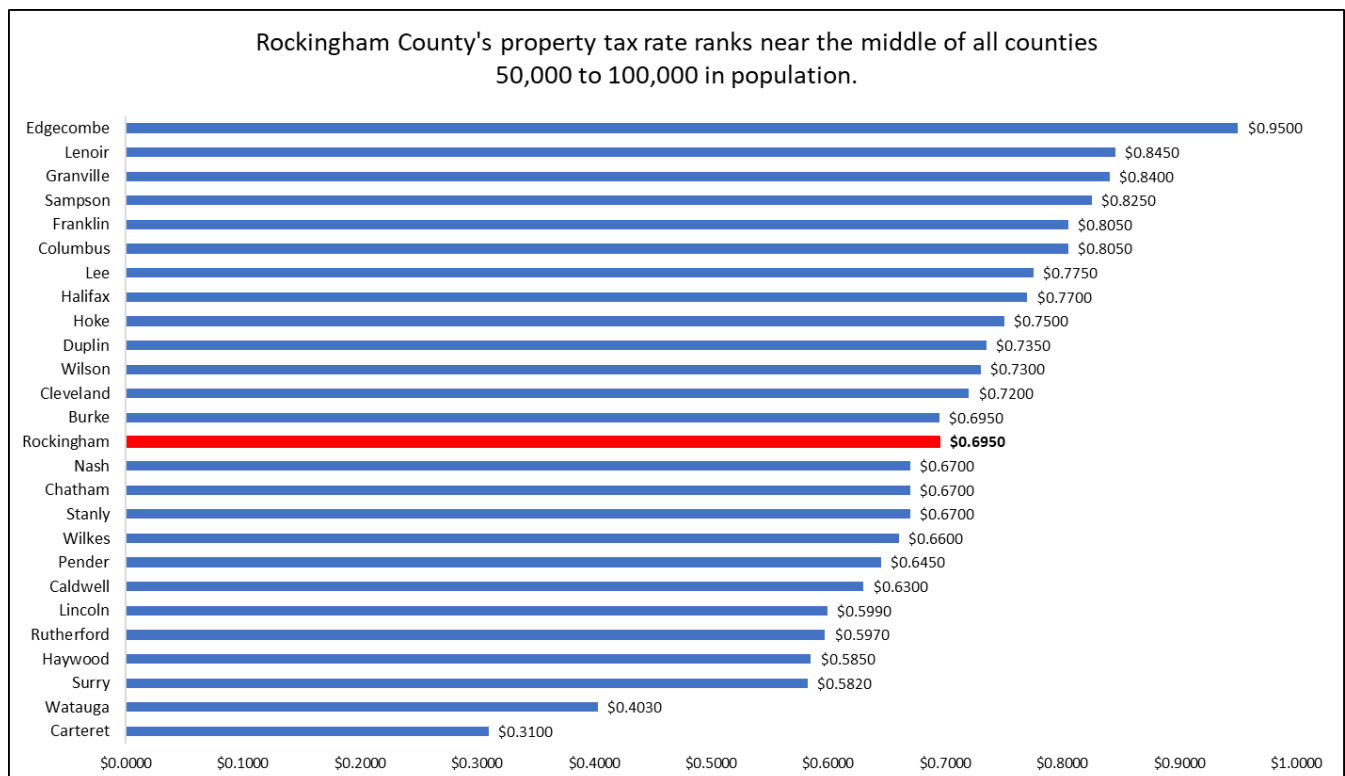
- A \$1.3 million increase in the Sheriff’s Office and Jail, driven by a request for 4 new Road Patrol staff, 1 Investigator, and 2 Detention Officer positions.
- A \$500,000 increase in Capital Outlay in Engineering and Public Utilities.
- A \$570,000 projected net increase in health insurance expenses based on increasing premiums charged to departments by 9.4 percent due to current year claims experience, as well as requests for new staff.
- A \$420,000 projected net increase in mandatory retirement contributions for employees due to a rate increase from the State and requests for new staff.
- A \$250,000 increase from Rockingham Community College for current expense and capital.
- A \$9.5 million requested increase for Rockingham County Schools.

Balancing the budget in light of these requests required thorough analysis of the County’s revenue streams and departmental budgets. Details on my recommendations are found in the following pages.

REVENUES

Ad Valorem (Property Tax)

The Recommended Budget **maintains the current property tax rate** of 69.5 cents per \$100 of property value. If approved, this would mark the **11th consecutive year** with no County property tax rate increase and keep the county in line with the rate levied by others in its population group.



The projected County tax base for Fiscal Year 2020/21 is **\$7.66 billion**, comprised of real and personal property values of \$6 billion, public utility values of \$864 million, and motor vehicle values of \$772 million. This is a **1.5 percent** increase over the current year's adopted tax base. Changes in values compared to the current year adopted budget are described below:

- Real property value is projected to **increase 2.7 percent** or \$140 million next year, driven by actual experience in the current fiscal year.
- Personal property value is projected to **increase 1.7 percent** or \$12 million based on current year collections and historic trends.
- Public Utilities value is projected to **decrease 2 percent** or \$17.3 million based on current year actual experience. Public Utility values are set by the State and not provided to the County until August of each year, making them difficult to project for budget purposes.
- Motor vehicles value is projected to **decrease 2.8 percent** or \$21.9 million due to COVID-19 and its potential economic impacts. This decrease is recommended based on actual experience with motor vehicles during the recession years of 2008, 2009, and 2010. This revenue had been coming in very strong in recent years, and prior to COVID-19 the County was projecting an increase of 6.5 percent or \$51.3 million when compared to current year budgeted values. This is a swing of roughly \$73 million in value.

The Recommended Budget applies a tax collection rate of **98.1 percent** to real property, personal property, and public utilities in accordance with the North Carolina Local Government Budget and Fiscal Control Act. This is a **0.04 percentage point decrease** from the 98.14 percent rate that was budgeted in the current fiscal year. A tax collection rate of 99.72 percent is applied to all motor vehicle property, an increase of 0.26 percentage points from the current year.

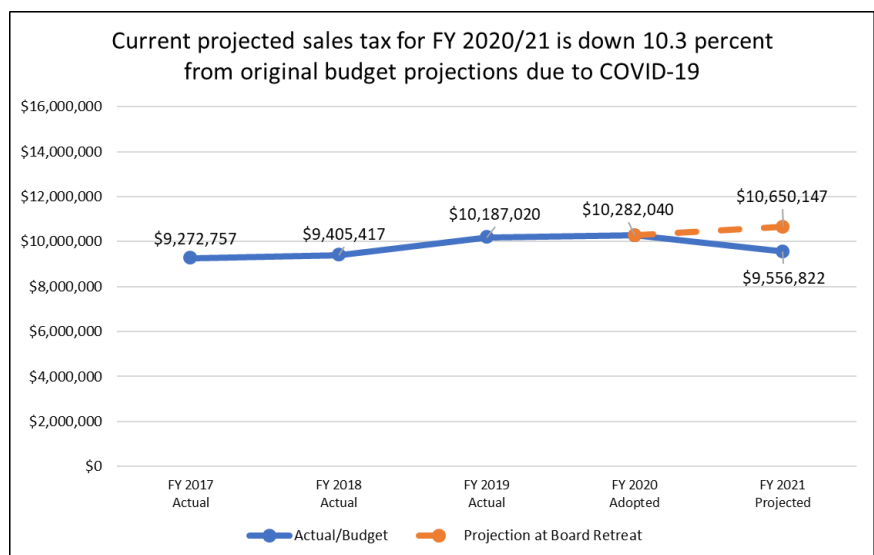
From this growth in tax base, total current year ad valorem revenues are projected to be **\$52,333,005** or an **increase of \$757,886** from FY 2019/20. Of this total current year ad valorem revenue, **\$3,591,776** is dedicated to the County's capital improvement plan and transferred to the General Capital Reserve Fund.

Following these changes, the value of a penny of the property tax rate increases slightly to **\$752,993** from the current year adopted value of \$741,022.

Sales Tax

Rockingham County receives 2.25 cents of the total sales tax rate of 7 cents per one dollar spent. The County shares proceeds from 2 of these cents with the municipalities on a per capita basis. A portion of these same 2 cents is also restricted by General Statute specifically for school capital needs and is therefore recorded directly in the County's Schools Capital Reserve Fund for this purpose. The quarter-cent, newly approved by voters in 2018, is transferred directly to Rockingham Community College. The remaining amount is unrestricted revenue and represents the County's second most significant source of discretionary funding.

COVID-19 has made sales tax revenue impossible to accurately project and therefore warrants a conservative approach for next year. In the current fiscal year, we are projecting a 10 percent reduction in fourth quarter sales tax revenue when compared to the same time period in the previous year.



For next year, the budget projects a 7 percent or \$725,000 reduction from the current year adopted budget. To put this in perspective, original estimates shared with the Board of Commissioners in January before the COVID-19 pandemic projected us to increase \$368,107 or 3.6 percent over the current year adopted. This is therefore an

approximately \$1.1 million swing due to COVID-19. Our hope is that actual revenues will be higher than this and can be added by the Board during the year to fund delayed requests.

Other Key Revenue Changes

Key revenue changes outside property and sales tax are detailed below.

General Fund

- **Election Fees (decrease of \$42,183)** – This revenue represents reimbursement from municipalities for conducting their elections. With no municipal elections next year, this revenue is removed.
- **EMS Fees (Increase of \$400,000)** – This growth in EMS fee revenue is driven by actual experience in the current year, as well as a requested increase in EMS fees to remain within 130 percent of the Medicare allowable rate as is customary.
- **Integrated Health Kate B. Reynolds (KBR) Funding (Increase of \$262,623)** – This revenue marks the final payment from Kate B Reynolds for the Integrated Health Program. This funding is supplemented with designated fund balance (KBR funds received in previous years but not spent) and Mental Health Maintenance of Effort (MOE) funds to balance with expenditures and require **no County funds**. In future years, however, if additional outside sources of revenue are not identified the County will have to begin funding this program.
- **Social Services Administration Revenue (increase of \$1,005,494)** – This is driven by an increase in State/Federal reimbursements for the increases in Retirement and Health Insurance, as well as allocating staff to higher reimbursement programs wherever possible. Staff has done an excellent job in recent years maximizing this revenue by reallocating portions of staff to higher reimbursement sources wherever it is allowable.
- **Interest Earned (decrease of \$181,108)** - This is an area significantly impacted by COVID-19. Prior to this virus, interest revenue was projected to increase by approximately \$70,000 due to strategic investment decisions made during a period of rising interest rates that placed available funds into longer term maturities. During 2019, interest rates were undergoing a slow decline; however, this was not significantly impacting the longer-term investments. With the arrival of COVID-19 and the resulting economic impacts, the Federal Reserve Board made two reductions to interest rates in March 2020 that amounted to a 1.50% decrease. This has resulted in the longer-term maturities being called early and the inability to reinvest at similar rates. This coupled with the expectation of reduced cash flow during the COVID-19 event is impacting investment earning revenue with an approximate 48 percent reduction. This is a \$250,000 swing from our original projections.
- **General Fund Balance (decrease of \$1,630 or 0.06 percent)** – The recommended General Fund Balance appropriated in the FY 2019/20 budget is **\$2,895,594**, which is comprised of the following:
 - **\$2.6 million in expected unspent funds** (surplus) due to the nature of budgeting. Rockingham County projects revenues conservatively to ensure they are realized, as well as fully budgets items like salaries and DSS allocations that may not be totally expended at year-end. To ensure the County does not raise taxes or cut expenditures only to then add significant amounts to fund balance each year, staff annually projects the amount the County as a whole will over-collect/underspend based on actual history. This is then appropriated each year as a “plug” of fund balance that is necessary to balance the budget, but expected not to be needed, during the fiscal year.
 - **\$120,891 in unearned Duke Energy incentive** dollars that are budgeted but not expected to be paid out.
 - **\$131,903 in Public Health Escrow** (assigned fund balance) dollars earned in previous years but not spent. These are appropriated next year for items such as equipment and renovations, as well as a new part-time position in the Dental Clinic.
 - **\$42,800 in Kate B. Reynolds Charitable Trust (KBR)** (assigned fund balance) dollars received in previous years but not spent. These funds are used in combination with the annual contribution from KBR as well as mental health maintenance of effort dollars to ensure the Integrated Health program requires no County funding next year.

Other Funds

- **Water and Sewer Usage Charges (increase of \$120,000)** – This increase is driven by actual collections in the current year. The number of water and sewer customers (primarily water customers), has steadily increased over the past several years, with April 2020 having approximately 8 percent more water customers than April 2019.

EXPENDITURES

PERSONNEL

Position Changes

The Recommended Budget includes **4 new positions**, detailed below:

- **(1) Animal Shelter Technician (total expense - \$39,711; net budget impact \$31,711)** – During a 2019 inspection by the Department of Agriculture, it was noted that Animal Shelter did not have adequate staffing for the number of animals it housed. For calendar year 2019 the shelter averaged 240 animals per day, which was an increase of 40 animals over 2018. The Animal Shelter currently has 7 full-time positions - of which 4 are shelter technicians. Outside of these full-time staff, the shelter has employed part-time temporary employees to help with cleaning on the weekends. The recommended new full-time shelter technician will allow all staff to spend more time caring for each animal, decrease the time from intake to evaluation to reduce the length of stay for the animal, and ensure the Shelter is clean for the animals and public. Since this new full-time employee will take on some of the duties currently filled with part-time help, the Shelter's temporary salaries line item is reduced \$20,000 from its request (\$8,000 from current year adopted budget) to help fund the new position.
- **Social Services Accounting Technician (total expense - \$54,303; net budget impact \$27,152)** – This position will provide much needed capacity to the Social Services accounting staff. It will allow the department to address increasing reporting requirements, audits, and ensure the County is able to draw down all Federal and State allocations for which it is eligible. This position will also serve as a valuable part of the department's succession planning. The net budget impact from this position is 50 percent of the total expense, with the other 50 percent coming from state/federal funds.
- **0.5 FTE Public Health Dental Clinic Administrative Assistant I (total expense \$19,447; net budget impact \$0)** – This 20 hour per week position is recommended to help staff address a rise in the number of patients served. Comparing July – March of each year, the Dental Clinic has seen a 27 percent increase in the unduplicated number of patients. This new position will allow existing staff to focus on serving patients rather than needing to cover the front desk during busy periods. The cost of the first year of this position is recommended to come from Public Health escrow funds (assigned fund balance). These escrow funds are Dental Clinic revenues earned in past years but not spent.
- **(1) Integrated Health Certified Peer Specialist (total expense \$47,686; net budget impact \$0)** – The Integrated Health program currently has a Certified Peer Specialist but in a part-time capacity. Increasing this to a full-time position will provide consistency for clients battling substance abuse, allow the department to create a Post Overdose Response Team to encourage substance abuse treatment for individuals immediately after they require Narcan, and counsel substance abusers in Jail to help combat the opioid crisis. This position is funded through a combination of the existing funding for the part-time position as well as mental health MOE dollars. This position requires **no County funding** next year.

Recommended Reclassifications / Change in FTE

- **Increase EMS Convalescent Scheduler from 29.5 hours (0.7375 FTE) per week to full-time (1.0 FTE) (\$22,857)** – The Board of Commissioners included \$50,000 in the FY 2018/19 Budget for staff to investigate hiring an EMS Scheduler. Following this investigation, the Board approved the hiring of a part-time scheduler position at its February 18, 2019 meeting. The overall goal of hiring this position was to create a more efficient method of assigning convalescent calls to the designated basic life support (BLS) ambulance and the participating rescue squads, thereby freeing up Advance Life Support (ALS) ambulances to run higher level calls.

This position was filled in May of 2019 and since this time has had a significant positive impact on ALS truck availability and reduced the burden on 911 telecommunicators. Since the start of the current fiscal year, this position has scheduled approximately 2,000 convalescent transports, averaging 200 per month. This has helped reduce the number of calls run by ALS units, with these units running 50 percent (from 721 to 360) fewer convalescent calls in July – April of the current fiscal year compared to the same time period the previous year. Given the effectiveness this position has shown, the Recommended Budget includes moving this position from 29.5 hours per week to 40 hours per week.

- **Reclassify existing ITS System Administrator position to ITS Manager (total budget impact - \$4,430)** – Currently, the Information Technology department has two main units, infrastructure and business analysis. While the business analysis unit has a manager responsible for these staff and operations, the infrastructure side does not. By reclassifying an existing ITS System Administrator position to a manager, it will allow for increased oversight of the back-end infrastructure that keeps virtually all County departments running.
- **Reclassify vacant Central Permitting Administrator position to Administrative Assistant II (budget savings of \$12,204)** – The current Central Permitting Administrator position has been vacant since the previous employee retired last year. Through examining the structure and needs of Central Permitting, staff determined that an Administrative Assistant II position would be better fit for the department. This new position will help with items such as budgeting, payroll, daily deposit, and other administrative functions. This position will also assist with departmental separation of duties and can serve as a backup Central Permitting Technician in the event it is needed.

Not Recommended Position Changes

- There are **19** other requested positions that are not recommended at this time due to uncertainty surrounding revenues next year. If during the year these revenues are coming in stronger than projected, I recommend these requests be revisited.
 - 4 Sheriff Deputy II (\$433,860)
 - 1 Sheriff Investigator (\$103,694)
 - 2 Sheriff Detention Officers (\$109,552)
 - 3 Library Permanent Part-time (29.5 hours per week) Assistants (\$69,351)
 - 1 Social Services Public Health Nurse I (\$74,108 expense, \$37,054 net budget impact)
 - 2 Social Worker III (\$131,606 expense, \$65,804 net budget impact)
 - 1 Human Services Planner / Evaluator (\$64,022 expense, \$32,011 net budget impact)
 - 3 Income Maintenance Caseworker II (\$144,210 expense, \$48,071 net budget impact)
 - 1 Income Maintenance Caseworker III (\$52,533 expense, \$13,133 net budget impact)
 - 1 Landfill Equipment Operator (\$48,339)

Employee Pay

Offering some form of raise to employees each year is important to avoid issues of salary compression and falling behind the market rate for positions. We also recognize that COVID-19 has had a profound impact on many of Rockingham County's businesses and citizens and will likely impact County revenue streams. Therefore, the Recommended Budget includes funding for a 1.5 percent cost of living adjustment (COLA) for all employees, but this raise will remain frozen until at least January 1, 2021. I will carefully monitor the continued impact of COVID-19 throughout the year and present a recommendation to the Board of Commissioners in late 2020 to either enact the COLA or postpone. The total General Fund expense for this COLA next year is approximately \$255,000, and after netting out approximately \$30,000 in additional Social Services revenue, the net County budget impact is approximately \$225,000.

1/3 Study

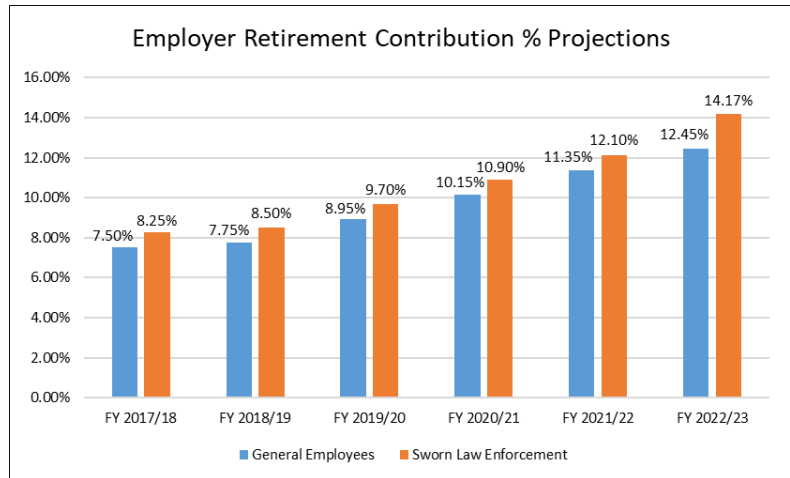
The Recommended Budget also includes \$300,000 to examine approximately 1/3 of the County's positions (or as many as funding will allow) to ensure they are classified correctly and that the salary ranges for the position grades are appropriate. The County has not conducted a broad examination of positions like this since the Springsted study in 2015. Regularly examining our pay scale to that of peer and surrounding counties is critical, because if we fall too far below market rate for

key positions we are likely to lose them to other jurisdictions. This not only hurts service provision to citizens but is costly, as the County bears the burden of training employees only to have them leave for more money once they are fully trained. With some positions taking years to achieve necessary certifications/training, this continual training/turnover cycle only leads to a revolving door of inefficiency.

A majority of the recommended \$300,000 will be used to make salary adjustments discovered in the study. Prior to making any of these adjustments, however, staff will present the plan in its entirety to the Board of Commissioners for review and approval.

Retirement Rate Increase

On January 31, 2019, the State’s Local Government Employees’ Retirement System (LGERS) voted on a plan to increase the percentage that counties must pay into the State retirement system significantly over the coming years. For FY 2020/21, the rate the County must contribute for employee retirement is 10.15 percent of salary for general employees and 10.9 percent for sworn law enforcement. This is a 1.2 percentage point increase from the current year and a significant variation from the incremental 0.25 percent increase previously planned by the LGERS Board of Trustees under the Employer Contribution Rate Stabilization Policy (ECRSP). This increase is projected to have a net budget impact to the County of approximately **\$300,000** next year.



Even more concerning are the planned future increases to this required contribution. The LGERS Board of Trustees has indicated that employer contribution rates are projected to continue increasing by at least 1.1 percentage points for several years, and reach as high as 12.45 percent of general employee’s salaries by FY 2022/23. This is therefore something we expect to create continuing budget challenges each year moving forward if it continues on this path.

Health Insurance Rate Increase

The Recommended Budget includes a 10 percent (\$564,000) increase in employer health insurance rates charged to County departments for active employees as well as an increase in pre-65 and post-65 retiree insurance of \$256,000. The county’s self-insured health plan, in which active employees and pre-65 retirees participate, is experiencing an increase in claims costs between 10 percent and 15 percent in the current fiscal year. The Medicare supplemental plan provided for eligible post-65 retirees saw a 12.8 percent increase at the January 2020 renewal (\$185,000). In addition, the Fiscal Year 2020/21 stop-loss fees will be 13.8 percent (\$80,000) higher than the current year. Fund balance that is available in the County’s Health Insurance Fund is budgeted to cover the shortfall of \$100,000.

CAPITAL

Funding capital needs (*purchases of significant value that have a useful life of greater than one year*) is an aspect of the budget that demands careful consideration during the review process. Some capital needs are predictable based upon normal life cycles for items like vehicles and computers. Others can be large one-time expenses such as significant facility repairs or large technology purchases. It is common to see fluctuations in capital from year to year and many capital requests are typically not funded.

Departments requested approximately **\$2.5 million** in capital for next year’s General Fund budget. After careful review, approximately **\$1.5 million** is recommended. Significant capital expenditures affecting the General Fund are discussed on the next page.

Non-Vehicle Capital

Information Technology

- **Computer/Associated Hardware Replacement (\$69,300)** – This funding is to maintain the County’s annual desktop and laptop replacement cycle. This also includes associated items such as monitors and docking stations as necessary.
- **Core Infrastructure Replacement (\$225,000)** – As in past years, this funding is recommended to be a continual set-aside each year to replace key components of the County’s network infrastructure (servers, switches, power backups, etc). As Rockingham County increasingly implements front-facing technology to increase efficiency and do more with less, the back-end infrastructure that keeps everything running must be maintained as well. For next year, this set aside will be used to continue replacing network switches for all of our buildings to increase the speed for network traffic between all of our locations to handle the increased demand from applications, cameras, etc.

EMS

- **Portable Radio Replacement (\$18,905)** - Under the State's current VIPER Project 25 (P25) system architecture, digital radio operations are supported using the Frequency Division Multiple Access or FDMA technology. As the State completes the migration of the current Motorola Quantar base stations to the replacement GTR base stations, VIPER will be in a position to begin using a new technology - Time Division Multiple Access or TDMA. This will allow each channel on the system that supports voice radio traffic to be divided into two separate talk “paths”, each supporting a unique voice radio conversation. This capability would allow VIPER to potentially support more concurrent voice conversations without adding additional base stations to address the need for growth.

The State has announced several key dates related to this changeover, of which two are:

- January 1, 2020 - No new non-TDMA capable radios will be activated onto the VIPER network.
- July 1, 2025 - All radios currently active on the VIPER system, along with all future additions to the system, must be TDMA enabled.

While the County already has some TDMA compatible radios, we have many across agencies that are not. This funding is therefore recommended to purchase 5 replacement TDMA compatible radios in EMS to gradually phase in this new technology. While this will help with EMS, it is important to note that the County currently has approximately 300 radios that are not TDMA compatible. No set-aside for these radios is recommended at this point due to budget pressures, and it is our hope that the State will allow counties to use new funding streams such as the 911 surcharge to alleviate the cost burden. We plan to meet with the State 911 Board during the fiscal year to present our case for financial relief regarding this significant unfunded mandate.

Sheriff

- **Sediment Trap Backfill at the Firing Range (\$58,338)** – At the completion of the County’s new Firing Range in 2017 there were 8 sediment traps required during construction that needed to be backfilled per the Department of Environmental Quality (DEQ). The County has been backfilling one of these traps per year, and this funding is recommended to continue this trend. As a note, the trap that will be filled next year is the largest of the 8 traps and will leave only 5 remaining for future years.
- **Body Camera Replacement and Associated Equipment (\$38,188)** – Next year will mark the third year of the purchase agreement with Axon for the Sheriff’s Office body cameras. Per the agreement, Axon replaces all body cameras and docks every 2.5 years to ensure proper functioning and that officers have up to date equipment.

Vehicle Replacements

- **EMS (2) Ambulances (\$422,816)** - This funding will allow EMS to rotate two front line ambulances to spares (one projected to have 172,000 miles and one projected to have 175,000 miles by the time they are rotated). The

replacements include one new ambulance and one remount ambulance as well as a new stretcher and cardiac monitor for each. One of these ambulances is recommended to be 4-wheel drive to continue adding this capacity to our fleet in the event of inclement weather. By rotating these front-line trucks to spares, two existing spares projected to have over 260,000 miles will be taken out of the fleet.

- **EMS Dodge Ram (\$32,932)** – Recommended to replace a 2005 Chevrolet 2500 with an estimated 166,000 miles by the end of the fiscal year. This amount includes all necessary lights and equipment as well. This vehicle is for the EMS Training Officer and therefore must be able to run EMS calls when needed.
- **Sheriff's Office Road Patrol and Detectives (\$254,725)** - This will allow the Sheriff's Office to purchase 5 Dodge Chargers and 2 Dodge Durango SUVs to maintain a sustainable replacement cycle for this critical fleet. Six of these vehicles will go to replace front-line patrol vehicles, with one unmarked going to the Detectives division. Those replaced will then rotate down to other non-patrol drivers in the department or function as spares.
- **Building Inspections Ford F-150 4X4 (\$28,258)** – This vehicle is recommended to replace a 2010 Ford F150 with an estimated 185,000 miles at the end of the current fiscal year.
- **Environmental Health Ford Fusion (\$20,680)** – This vehicle will be used by the Food and Lodging staff and is recommended to replace a 2001 Chevrolet Malibu in poor condition.
- **Social Services 4 New Vehicles (\$88,274 total cost, net County cost \$44,137)** – These replacement vehicles consist of (2) Dodge Caravans, (1) Ford Escape S, and (1) Ford Fusion. They will replace older vehicles that range in age from 2001 to 2007 and with an average of 183,000 miles projected by the end of the fiscal year. Having reliable transportation is critical for DSS staff, especially those who are traveling into potentially volatile situations. *Note: These vehicles are budgeted at 50 percent reimbursement from State/Federal sources since they will be used agency-wide.*

Significant capital expenditures in other funds are described below.

Landfill Fund

- **Mack Roll Off Truck (\$180,000)** – This will replace the existing 2005 Mack Roll-Off truck with an estimated 16,000 hours. As the truck designated to operate at the Landfill rather than on the road, it has been subject to harsh conditions. This replacement will ensure the County has two functioning roll-off trucks – one for highway use and one only used at the Landfill. *As a note: this was the Landfill's top capital priority for FY 2020/21.*
- **Automatic Tarping Machine (\$69,637)** – This machine is used to cover trash daily to meet NC DEQ regulations. If the current machine breaks down and cannot be repaired before the end of the day, it causes several employees to work extra hours to manually cover the trash. Additionally, with the opening of Landfill Cell 4 on April 29, 2020, the Landfill is currently putting trash in 2 different cells and needs 2 of these machines. Once Cell 3 is closed, the old machine will then be moved to a backup.

Water and Sewer Funds

- **Lift Station Generator Replacement (\$154,000, paid from Sewer Fund Balance)** – These funds are recommended to complete the generator replacement project started in the current year. These generators are critical to reduce the possibility of a lift station overflow and DEQ penalty during periods when there is a widespread power outage. This is recommended to be funded out of Sewer Fund balance.
- **Water and Sewer Dodge Ram (\$28,385)** – This is recommended to replace a 2011 Ford F150 with a projected 203,000 miles by the end of the current fiscal year.

OTHER NOTABLE GENERAL FUND EXPENDITURES

Transfer to Capital Reserve Fund

Outside of the \$0.0477 of the tax rate dedicated to capital, the Recommended Budget includes a transfer of **\$100,000** from the General Fund to the General Capital Reserve Fund to continue setting aside money for Future Building Renovation / Construction. While this is a reduction from the \$250,000 set aside for this purpose in the current year, it is my intention to set aside as much as possible each year to prepare for these future needs. After adding the recommended \$100,000, the Capital Reserve Fund will have \$650,000 (currently \$250,000 for Future Building Renovation / Construction and \$300,000 for Repaving the Governmental Center Parking Lot) in total set aside for future projects, of which the Board can choose to use for their original purpose or for different projects as it sees fit.

Mental Health MOE Funding

NCGS 122C-115 requires counties to maintain funding for mental health programs. This funding is therefore referred to as maintenance of effort funding or MOE funding for short. Historically, Rockingham County dedicates \$700,000 in MOE funding annually - \$600,000 in dollars and \$100,000 as in-kind for Cardinal Innovations' use of the County owned Daymark facility. A portion of these dollars are managed by Cardinal Innovations (the County's Local Management Entity / Managed Care Organization – LME/MCO), while the remaining portion is managed by the County for local programming. For next year, the locally managed portion of this MOE is **\$288,200**. Funds are included in the budget to support the following programs from this allocation:

- Youth Services Substance Abuse Prevention Program - \$69,200
- Youth Services Trauma Focused Cognitive Behavioral Therapy - \$15,000
- Sheriff's Office Contract with Daymark for Mental Health Services in the Jail - \$65,000
- Integrated Health Peer Support / Substance Abuse Specialist - \$40,000
- Social Services Opioid / Substance Abuse Consultant - \$32,500

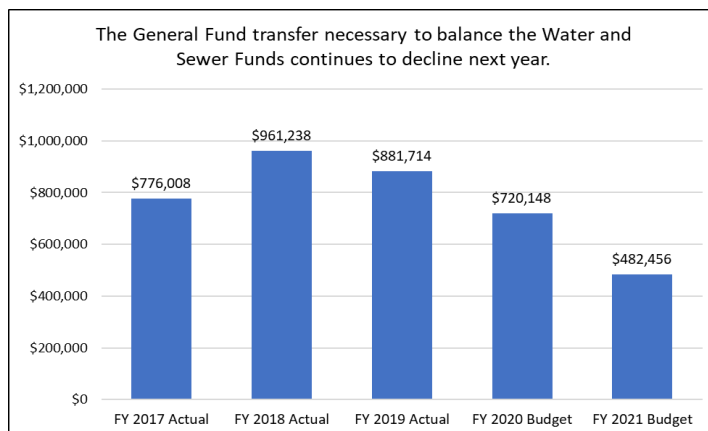
The remaining \$66,500 in locally managed MOE dollars will be dedicated to programs throughout the year such as guardianship and emergency placements, training for the Opioid Task Force, Narcan kits for EMS, and educational materials and marketing. The total amounts needed for these programs may fluctuate during the year, and therefore funding for these efforts will be moved from the Mental Health budget to the appropriate budget during the fiscal year when they are needed.

Landfill Fund Analysis

With the Landfill opening a new cell in the current year and Landfill staff previously discussing the need for a potential tipping fee increase, the Board of Commissioners requested a multi-year financing plan be created to plan for these future expenses. This type of plan will examine things like the current life of the active cells, status of previous site activity, revenue and tonnage projections, future capital needs, regulatory requirements, and other related items to develop a funding plan for the next cells that will be needed. This type of analysis presents an excellent opportunity to have an independent third-party review of our Landfill operations and provide us with a comprehensive report to assist with future planning. Therefore, \$31,000 is included in the Landfill budget to undertake this type of study in FY 2020/21.

General Fund Transfers to Water and Sewer Funds

The County operates a water and sewer system that currently has 524 customers for water, 153 customers for sewer, and 13 customers for both. Expenses and revenues for this system are accounted for in two enterprise funds, a Water Fund and a Sewer Fund. The goal of enterprise funds is for the fees charged for service to meet the expenses for providing the service. However, with the small number of customers currently served and the County still making debt service payments on much of



the water and sewer infrastructure, these Funds require a transfer from the General Fund to balance. For next year, these transfers from the General Fund total \$482,456, which is a \$237,692 **decrease** from the current year adopted budget. This is due to funding a large capital project (Trihalomethane removal systems in 2 water tanks) in the current year, as well as increasing revenue projections for both water and sewer. It is our hope that as revenues continue to increase and the debt payments decline, these two Funds will need progressively less money from the General Fund each year to remain solvent.

Contingency

The Budget includes a contingency amount of \$250,000. These funds are used when things occur during the year that cannot be anticipated and require immediate attention (COVID-19 pandemic good example of when these funds are needed). They also cover items we delay now to address in future years but discover during the year they have to be addressed earlier than expected.

EDUCATION

Rockingham County Schools

Annual Funding

The Rockingham County Board of Education requested a **9.5 percent increase (\$1,500,000)** in its current expense allocation and a **906 percent increase (\$7,993,045)** in capital outlay funding. I am recommending current expense and capital outlay funding remain the same as the current year at \$15,834,840 and \$882,525 respectively.

Restricted Sales Tax Funding Available

A portion of the sales tax Rockingham County receives is restricted by law for schools capital projects. For this reason, these funds are directly budgeted in the Schools Capital Reserve Fund. We currently project that this fund will have approximately \$2 million in available fund balance at the end of this year. Additionally, if no new eligible expenses are approved during next fiscal year, this fund will gain an additional approximate \$1.7 million, bringing the total balance to **\$3.7 million**.

Rockingham Community College

Rockingham Community College (RCC) requested a **9 percent increase (\$193,947)** to its current expense allocation and a **33 percent increase (\$55,909)** to its capital outlay funding. I recommend **maintaining both current expense and capital funding** at their current year appropriations of **\$2,164,473** and **169,091** respectively.

In addition to these normal contributions, the full revenue received from the quarter-cent sales tax approved by voters in 2018 (**\$1,910,000**) is budgeted to go to Rockingham Community College.

FIRE DISTRICTS

One fire district, Casville, requested for the County to increase the fire tax rate charged for their district from **7 cents to 10 cents per \$100 valuation**. This increase would generate an estimated \$7,200 additional per year. In its justification documentation, Casville Volunteer Fire Department listed the need to build a new fire station as well as the need to replace their 33-year-old pumper/tanker truck. This requested increase is included in the Recommended Budget.

LONG RANGE PLANNING

To allow the County to better plan for future service / capital needs and meet the Board of Commissioners request for more long-range planning, earlier this year I directed all department heads to complete a 5-year service plan for their County departments. Staff also worked with all County departments to update our 5-year Capital Improvement Plan. Unfortunately, both of these plans were undertaken prior to the COVID-19 pandemic and were based off anticipated available funding at that time. After budget adoption, staff will update these plans to reflect the new projected financial reality and present to the Board of Commissioners for their review and approval.

CONCLUSION

In my 25 years as a local government manager I have experienced many different disasters, including several serious hurricanes, the 2008 recession, and September 11th. While all of these were difficult, I have never experienced a more challenging disaster than the COVID-19 pandemic. It has changed the way we provide services and do the core functions of our jobs. While we hope to return back to normal soon, we do not know when this will be and what a new normal will look like. We remain, however, dedicated to providing the highest quality services possible to citizens, especially in their times of need.

The Recommended Budget presented will allow us to continue providing these services and prepare for the potential financial impact of COVID-19. While this budget allows us to meet the legal requirement to adopt a balanced budget by June 30th, I expect budget work and analysis to continue into next fiscal year as we carefully evaluate revenues and expenses to ensure they remain in line with projections.

I would like to thank the Board of Commissioners for its support and understanding during this unique budget process, and I look forward to working with each of you in the coming weeks to adopt a budget that serves the needs of our citizens.

Respectfully submitted,

A handwritten signature in black ink that reads "Lance L. Metzler". The signature is written in a cursive style with a large, sweeping flourish at the end of the name.

Lance L. Metzler, County Manager

Budget Process

The annual operating budget is the most important document presented to the Board of Commissioners. The purpose of the budget is to create a financial plan that embodies the mission and goals established by the County Commissioners. The budget shows Rockingham County's commitment to maintaining necessary services and improving the quality of service while keeping the impact of taxes to the citizens at a minimum.

Rockingham County operates under an annual budget adopted by the County Commissioners in accordance with the laws of the State of North Carolina. The budget is the legal basis of the budgetary accounting system and the standard by which proposed expenditures are measured. In accordance to state law, Rockingham County's budget must be adopted prior to the beginning of the fiscal year - July 1. Before the budget can be adopted, the citizens of Rockingham County are allowed to examine the budget and have a public hearing on the budget to discuss any issues. A budget is only considered balanced when net revenue equals appropriations.

Rockingham County creates a budget calendar that is a guide of scheduled events that must occur for the budget to be completed. Department heads' cooperation is essential in creating a balanced budget. The following summary describes the budget cycle that is followed by Rockingham County in the formulation of the budget.

Basis of Budgeting and Accounting

Basis of Budgeting

All funds of the County are budgeted for and accounted for during the year on the modified accrual basis of accounting in accordance with North Carolina General Statute 159-26 (c). Under the modified accrual basis, revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which the costs for goods or services are incurred (except for unmatured principal and interest on long-term debt, which are recognized when due).

The budget is adopted on a departmental basis with departmental appropriations that have not been expended by the end of the fiscal year being returned to the County's fund balance.

Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the combined financial statements.

The governmental funds (General Fund, Special Revenue Funds and Capital Projects Funds) are also presented on a modified accrual basis in the combined financial statement in the Comprehensive Annual Financial Report (CAFR). The accounting records of the County's enterprise and internal service funds are reported on a full accrual basis of accounting. The full accrual basis of accounting recognizes revenues in the period earned and expenses in the period incurred. The financial statements present the status of the County's finances on the basis of generally accepted accounting principles (GAAP).

Budget Process Meeting

Although it is not noted on the budget calendar, the first phase of the budget is a budget process meeting. At this meeting the Assistant County Manager, Deputy Finance Officer, and Finance Director go over the budget calendar and discuss any budget issues. In addition, they set dates and deadlines for each objective on the budget calendar.

Salary and Benefits Projections

During this phase, administration staff computes every employee's projected salary and benefits cost. As a result, department heads do not have to determine any costs for employee salary and benefits.

Departmental Requests and Revenue Estimates

The Assistant County Manager and Finance staff formulate a budget preparation workshop and encourage all department heads to attend. Usually there is a beginners' workshop for those who have little to no budget experience and a veterans' workshop for those who have a significant amount of experience in budgeting. The Assistant County Manager explains how to submit a proper budget that meets the County Commissioners' goals and objectives. After the workshop, department heads are able to begin completing request documentation as well as keying in their budget into the financial software. Departments are required to justify every line item. For many line items, department heads are required to provide an itemized list so the budget staff has the knowledge available to make proper decisions. The main responsibility of the department head is estimating departmental revenues and operating/capital expenditures.

Preliminary Budget

After all departmental requests are submitted and initial revenue projections are complete, the difference between revenues and expenditures is calculated. Departmental requests, goals, and objectives are analyzed to see how they factor into the County Commissioners' goals.

Balance Proposed Budget

During this time, the Deputy Finance Officer, Assistant County Manager, Finance Director, and County Manager meet to start balancing the budget. They make adjustments to revenue and expenditure line items for each department that they feel are warranted. During that time frame they also may meet with each department head individually to obtain any needed information to help with the balancing of the budget. After all necessary department head meetings are complete, they finish balancing the budget.

Department Head Review

The Manager's proposed budget is returned to the department heads for review. Department heads have the option to appeal their budget to the County Manager before the Commissioners' workshop(s).

Board of Commissioners Review

The Manager's recommended budget and budget message are presented to the Board of Commissioners. The Board of Commissioners reviews the budget thoroughly and holds a series of work sessions to discuss requests and review previous year performance data to ensure their adherence to County goals and policies. A copy of the budget is filed with the clerk to the board and made available for public examination. Also, a time is set for the public hearing concerning the budget.

Budget Adoption

The adoption of the annual operating budget is the accumulation of numerous reviews of budget requests by department heads, the County Manager, and the Board of Commissioners. The Budget Ordinance is adopted by the Board of Commissioners and gives legal authority to incur expenditures and levy taxes in the ensuing fiscal year.

Budget Amendments

Any revisions that alter total expenditures must be approved by the County Commissioners through board action. All supplemental appropriations must be reported in a public meeting of the County Commissioners and made a matter of record in the minutes.

BUDGET CALENDAR

FISCAL YEAR 2020/21

January

Prepare salary and benefits projections and revenue/expense forecast.

January 24th

Board of Commissioners' Annual Retreat. Strategic planning, financial forecast, and budget priorities discussed.

February 4th

Distribute budget packets to departments. Open budget system for entry.

February 11th

Departments attend budget preparation workshops. Review process and learn how to submit a proper budget.

March 13th

Deadline for submission of budget requests, including revenue projections and backup documentation.

March

Budget/Finance staff review departmental requests and begin recommendations.

Early April

Preliminary Recommended Budget sent to County Manager for review.

April 13th – April 29th

Complete departmental/agency budget meetings with County Manager and Budget/Finance staff.

Late April to Early May

Budget updates from Manager review. Submit draft Budget Message to County Manager.

Early May

Return revised budgets to departments for review.

May 15th

Manager's Recommended Budget and Budget Message given to the Board of Commissioners. File copy with the Clerk to the Board and advertise that the budget is available for public inspection.

May 18th

Presentation detailing the Manager's Recommended Budget at regular Board of Commissioner's Meeting.

May 26th – 8:00 am

Hold workshop to review and/or amend Recommended Budget and YTD performance data as necessary.

June 1st

Anticipated budget public hearing at regular Board of Commissioners meeting.

June

Additional budget workshops with the Board of Commissioners (as needed).

July 1st

Budget adoption deadline (may be adopted the day of the public hearing or any time following).

ROCKINGHAM COUNTY

2020-21 ADOPTED BUDGET IN BRIEF

Total General Fund:	\$ 92,864,828	Total Property Valuation:	\$ 7,663,013,571
Total Other Funds:	\$ 38,019,415	One Penny Generates:	\$ 752,993
Total Budget:	\$ 130,884,243	Tax Rate (per \$100 valuation):	\$ 0.695
		Estimated Current Year Tax Collections:	\$ 52,333,005

Amounts Approved for Appropriation by Department and Fund

GENERAL FUND

Governing Body	\$	214,577	Airport	\$	86,667
County Manager		474,584	Economic Development		593,089
Public Information Office		143,154	Economic Dev. Projects		1,034,569
Safety & Risk Management		105,051	Other Economic Development		20,000
Human Resources		395,050	Cooperative Extension		321,557
Finance		660,947	Soil Conservation		208,682
Tax		1,789,415	Total Economic Development	\$	2,264,564
Tax - Revaluation Reserve		150,000	Public Schools - Current	\$	15,834,840
Legal		292,143	Public Schools - Capital		882,525
Elections		473,272	Rockingham Comm. College - Current		2,164,473
Register of Deeds		565,211	Rockingham Comm. College - 1/4 Cent		1,910,000
Information Services		2,206,713	Rockingham Comm. College - Capital		169,091
GIS		205,904	Total Education	\$	20,960,929
Engineering and Public Utilities		1,892,493	Library	\$	1,974,193
Non Departmental		2,621,000	Other Cultural		93,320
Total General Government	\$	12,189,514	Total Cultural	\$	2,067,513
Integrated Health	\$	345,423	Transfers to Other Funds	\$	4,611,327
Public Health		6,211,620	Contingency		250,000
Mental Health		311,800	Total Other	\$	4,861,327
Social Services		16,069,901	TOTAL GENERAL FUND	\$	92,864,828
Veterans Services		75,878			
Youth Services		857,539			
ADTS		1,094,832			
Other Human Services		73,949			
Total Human Services	\$	25,040,942			

OTHER FUNDS

Capital Reserve Admin Fund	\$	3,735,276	Capital Reserve - Schools Fund		4,850,660
Fire Districts Fund		4,270,815	Emergency Telephone Fund		314,500
Emergency Management		148,262	Vera Holland - Stoneville Library Fund		20,000
Emergency Services Admin		190,664	Debt Service Fund		7,273,643
Fire Marshal		320,431	Water Enterprise Fund		836,946
911 Communications		1,933,568	Sewer Enterprise Fund		929,510
Inspections		327,537	Landfill Enterprise Fund		4,295,308
Planning		282,060	Self-Funding Insurance Fund		859,630
Code Enforcement		160,342	Workers Compensation Fund		687,666
Central Permitting		176,122	Health Insurance Fund		9,432,061
Medical Examiner		85,000	125 Employee Plan Fund		195,000
Animal Shelter		686,758	Tourism Development Authority Fund		318,400
Other Public Safety		213,500	TOTAL OTHER FUNDS	\$	38,019,415
Total Public Safety	\$	25,480,039			

TOTAL BUDGET - ALL FUNDS \$ 130,884,243

Financial Policies

Rockingham County's financial policies and procedures provide the basic framework for the overall fiscal management of the County. These policies guide the Board of Commissioners and the County Manager as they make decisions to ensure resources are maintained at a level that enable the County to meet the community's needs. The County has several well established financial policies and has received formal board approval of three significant policies; Fund Balance, Debt and Investment policies.

OPERATING BUDGET

- The County's Annual Budget Ordinance shall be balanced in accordance with the Local Government Budget and Fiscal Control Act (NCGS 159-8(a)). The budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations.
- The County's Annual Budget Ordinance shall be adopted by July 1 each year (NCGS 159-13(a)).

Revenues

- The County will estimate revenues in a realistic and conservative manner in order to minimize the adverse impact of revenue shortfall.
- The County will limit the use of one-time revenues or fund balances for continuing expenses. All new and continuing expenses will be based on conservatively projected revenue sources.
- As provided by the North Carolina Budget and Fiscal Control Act (NCGS 159-13), estimated revenue from the Ad Valorem Tax levy will be budgeted as follows:
 - Assessed valuation will be estimated based upon historical trends and growth patterns in a conservative manner.
 - The estimated percentage of collection will not exceed the actual collection percentage of the preceding fiscal year, in accordance with State law.
 - The property tax rate will be set each year based upon the costs of providing general governmental services, meeting debt service obligations and maintaining the reserves in accordance with the fund balance policy.
- The County will use a cost of service approach where possible, which results in user fees, rates and customer charges being sufficient to cover the cost of providing services. Each year, user fees, rate and charges will be reviewed for adjustment to cost of service levels.
- Staff will pursue opportunities for grant funding. Application for grant funding will be made after a grant has been evaluated for consistency with the County's goals and compatibility with County programs and objectives. Grants awarded must be accepted by the Board of Commissioner's at which time the related budget shall be established.
- In recessionary periods of declining revenues, service levels and non-mandated services are evaluated as a means to reduce expenditures. In addition, user fees and other revenue sources are evaluated to ensure the County is achieving the proper non-tax revenues to support services provided.

Expenditures

- The County will maintain a level of expenditures that will provide for the well-being and safety of the citizens of the county.
- Expenditures will be sufficiently estimated, and will be budgeted within the confines of realistically estimated revenues.
- Expenditure budgets shall be monitored throughout the fiscal year by department managers, the Finance Department and the County Manager to ensure continuing budget compliance.
- Budgeted funds will only be spent for the functional purpose for which they are intended.
- Appropriations of debt proceeds will be made only for the purpose for which such debt instrument was issued or the payment of debt principal and interest.
- Donations will be spent only toward the intent for which they were given.
- For continuing contracts, funds will be appropriated in the annual budget ordinance to meet current year obligations arising under the contract.

- Payroll will be processed in accordance with the requirements of Fair Labor Standards Act. Overtime and benefit payments will be made in accordance with the County's Personnel Policy.

Reserves

- Adequate reserve funds (fund balance) enable the county to avoid cash flow interruptions, generate interest income, eliminate the need for short term borrowing, assist in maintaining an investment grade bond rating and to sustain operations during unanticipated emergencies.
- In accordance with State statute, appropriated fund balance in any fund will not exceed the sum of cash and investment less the sum of liabilities, encumbrances and deferred revenues arising from cash receipts.
- The NC State Treasurer office recommends a minimum unassigned fund balance in the general fund of eight percent (8%).
- The County policy is more restrictive by requiring a minimum unassigned general fund balance of sixteen percent (16%) of the total actual expenditures.
- Fund balance appropriated will not exceed an amount management can reasonably expect to save during the year.
- If fund balance is appropriated to balance the following year's budget in an amount that, if spent, would reduce the percentage below sixteen percent (16%), an explanation of the circumstances of the utilization and a plan to save or replenish the fund balance will be included in the transmittal letter of the Comprehensive Annual Financial Report (CAFR).
- The unassigned fund balance may be purposefully drawn down below the minimum required percentage of 16% for emergencies.
- Unassigned fund balance percentages in excess of 18%, calculated at the previous fiscal year-end, may be drawn down for non-recurring expenditures described in the policy.
- If the fund balance falls below the minimum required percentage of 16% for two consecutive fiscal years, the County will replenish funds by direct appropriation beginning in the following year. The County will annually appropriate 25% of the difference between the minimum required percentage level and the actual balance until the minimum required level is met. In the event appropriated 25% is not feasible, the County will appropriate a lesser amount and shall reaffirm its commitment to fully replenish the fund balance over a longer period of time.

Budget Amendment

- In accordance with State statute (NCGS 159-15), the County's annual operating budget ordinance authorizes the County Manager or Financial Services Director to amend the budget, for all departments except the Board of Elections, under the following conditions:
 - Transfer appropriations between objects of expenditures within a department without limitation.
 - Transfer appropriations between departments in a fund and from contingency in conformance with the following guidelines:
 - The County Manager finds they are consistent with operational needs and any Board approved goals
 - Transfers do not exceed \$50,000 each
 - Transfers from Contingency do not exceed \$50,000 each, except this limit may be exceeded when the County Manager determines an emergency exists
 - All such transfers are reported to the Board of Commissioners monthly.
 - The County Manager or Financial Services Director may not transfer amounts between funds, except as approved by the Board of Commissioners in the Budget Ordinance as amended.

DEBT MANAGEMENT

- Debt is issued in accordance with North Carolina General Statutes (NCGS) 160A-19, 160A-20 and 153A-165, and under the guidance and approval of the Local Government Commission, a division of the North Carolina State Treasurer.
- Permissible debt instruments include General Obligation Bonds, Revenue Bonds, Special Obligation Bonds, Certificates of Participation, Limited Obligation Bonds, Installment Purchase Contracts and Guaranteed Energy Savings Contracts.

- The County may issue long term debt for the purpose of acquiring or constructing capital projects, including buildings, machinery, equipment, furniture and fixtures with a minimum useful life of five years.
- Whenever a need for financing is identified, an analysis will be completed to determine the optimum type of financing to be used which will consider issuance costs, required debt service reserves, flexibility of terms and any other factors deemed appropriate.
- The maximum term for any debt incurred shall not exceed the useful life of the asset.
- Per NCGS 159-55(c), net debt shall not exceed eight percent (8%) of the appraised value of property subject to taxation.
- County policy places additional restrictions on the issuance of debt. Local policies adopted include that net direct debt shall:
 - Be below 3% of assessed valuation
 - Not exceed \$1,200 per capita
 - Not exceed fifteen percent (15%) of total Governmental Fund non-capital expenditures
- The County will strive to achieve a payout ratio of 65% of all outstanding principal in ten years.
- Short term debt may be issued for two primary purposes:
 - To cover a gap in financing when capital projects begin before long-term bond proceeds have been received, or
 - To finance short-lived assets such as vehicles

CAPITAL IMPROVEMENT PLAN

- The County includes financial planning for capital needs in the County's Project Plan which includes large, multi-year projects that are capital as well as non-capital in nature.
- Annually, and in advance of the annual operating budget process, the Project Plan is reviewed by the County Commissioner's and updated as needed so that the projects included in the plan meet the goals and objectives of the County.
- Beginning in Fiscal Year 2016, new policy adopted June 15, 2015, the county will annually adopt a Capital Improvement Plan (CIP) to identify and establish an orderly plan to meet the County's infrastructure needs.

FIXED ASSETS

- The capitalization threshold for fixed assets shall be \$2,500. The threshold will be applied to individual fixed assets and not to groups of fixed assets.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING

- The County will maintain accounting systems in compliance with the North Carolina Local Government Budget and Fiscal Control Act. The County will maintain accounting systems that enable the preparation of financial statements in conformity with generally accepted accounting principles (GAAP).
 - The basis of accounting within governmental funds will be modified accrual.
 - The basis of accounting within all Enterprise Funds will be the accrual basis.
- An annual audit will be performed by an independent certified accounting firm which will issue an opinion on the annual financial statements as required by the Local Government Budget and Fiscal Control Act (NCGS 159-34).
- The County will prepare a Comprehensive Annual Financial Report (CAFR). The CAFR will be prepared in compliance with established criteria to obtain the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and will be submitted to that award program each year.
- Full and complete disclosure will be provided in all regulatory reports, financial statements and debt offering statements.
- The County will use the CAFR as the disclosure document for meeting its obligation to provide certain annual financial information to the secondary debt market via various information repositories. The annual disclosure is a condition of certain debt covenants and contracts that are required by SEC Rule 15c2-12.

CASH AND INVESTMENT POLICY

- The objectives of the Cash and Investment Policy are to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow requirements of the county and conforming to all State statutes governing the investment of idle funds.
- This policy applies to all financial assets of the County except authorized petty cash, trust funds administered by the Social Services Director, inmate funds administered by the Sheriff Department, and debt proceeds which are accounted for and invested separately from pooled cash. The County pools the cash resources of its various funds into a single pool in order to maximize investment opportunities and returns. Each fund's portion of total cash and investments is tracked by the financial accounting system.
- Cash receipts will be collected as expediently as reasonably possible to provide secure handling of incoming cash and to move this money into interest bearing accounts and investments.
- All incoming funds will be deposited daily as required by State law (NCGS 159-32).
- The Financial Services Director is designated as investment officer of the County and is responsible for investment decisions and activities. Investment of idle funds is made in accordance with State law (NCGS 159-30).
- In accordance with State law (NCGS 159-31(b)), full collateralization will be required on deposits. The County shall utilize the pooling method of collateralization and shall use only bank institutions approved by the North Carolina State Treasurer's Office (Local Government Commission).
- All investment securities purchased by the County will be held by a third party custodian designated by the Finance Director.
- The County is empowered by NCGS 159-30(c) to invest in certain types of investments. County policy has adopted a more restrictive list of investment types that include:
 - Obligations of the United States
 - Obligations of the United State Agencies such as the Federal Home Loan Banks, Federal Home Loan Mortgage Corporation, Federal Financing Bank, Federal Farm Credit Bank, etc.
 - Obligations of the State of North Carolina
 - Bonds and notes of any North Carolina Local government or public authority that is rate "AA" or better by at least two of the nationally recognized rating services or that carries any "AAA insured" rating
 - Fully collateralized deposits at interest or certificates of deposit with any bank, savings and loan association or trust company that utilized the Pooling Method of collateralization
 - Prime quality commercial paper bearing the highest rating of at least one nationally recognized rating service
 - Banker's acceptance of a commercial bank or its holding company that meet certain criteria defined in the policy
 - Participating shares in a mutual fund for local government investment provided they meet certain criteria defined in the policy. The only mutual fund currently qualified is the North Carolina Capital Management Trust.
- The use of repurchase agreements, collateralized mortgage obligations and any type of securities lending practices is prohibited.
- The Financial Services Director shall ensure proper diversification of the investment portfolio in order to minimize risks brought on by economic and market changes. Finance Director shall report any violation that occurs to the County Manager and the Board of County Commissioners along with a plan to address the violation. Diversification criteria includes:
 - Investments will be diversified by security type and by institution
 - With the exception of United State treasury securities and the North Carolina Capital Management Trust, no more than 35% of the County's total investment portfolio will be invested in a single security type
 - Total investment in commercial paper shall not exceed 30% of the County's total investment portfolio and investment in commercial paper of a single issuer shall not exceed \$3,500,000
 - Investment in bankers' acceptances shall not exceed 5% of the investment portfolio and investment in bankers' acceptances of a single issuer shall not exceed \$2,000,000
- To the extent possible, investment maturities will match anticipated cash flow requirements. Beyond that, investments will be purchased so that maturities are staggered.
- Unless matched to a specific cash flow, the County will not directly invest in securities maturing more than 3 years from the date of purchase.

- The Financial Services Director shall constantly monitor the investment portfolio and make adjustments as necessary.
- The Finance Director shall submit a monthly investment report to the County Manager.
- Any investment held on the date that this policy was adopted, June 15, 2015, that does not meet the guidelines of this policy shall be exempted from the requirements of this policy and at maturity or liquidation, and such monies shall be reinvested only as provided by this policy.

Summary of FY 2020/21 Budget

All Funds Appropriated in the Adopted Budget

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Adopted	% Change from Prior Year Adopted
REVENUES & OTHER SOURCES					
Taxes	\$ 72,909,516	\$ 73,842,308	\$ 73,872,370	\$ 73,962,359	0.2%
Charges	24,392,442	22,963,736	23,146,736	25,168,752	9.6%
Intergovernmental Revenue	15,708,657	14,392,333	15,312,675	15,327,867	6.5%
Other Financing Sources	14,339,953	16,341,694	32,246,147	14,808,486	-9.4%
Non-Operating Revenue	1,518,361	714,008	736,358	687,023	-3.8%
Miscellaneous	1,305,454	599,142	689,442	521,192	-13.0%
License & Permits	366,929	349,300	349,300	349,300	0.0%
Fines, Forfeitures, & Assessments	78,943	68,055	68,055	59,264	-12.9%
Total Revenues	\$ 130,620,255	\$ 129,270,576	\$ 146,421,083	\$ 130,884,243	1.2%
EXPENDITURES & OTHER USES					
<i>Type of Expense</i>					
Personnel Services	\$ 41,874,024	\$ 44,413,140	\$ 44,240,123	\$ 46,459,487	4.6%
Operating Expenses	79,285,762	78,914,547	92,849,204	79,357,059	0.6%
Capital Outlay	5,402,058	5,942,889	9,331,756	5,067,697	-14.7%
Total Expenditures	\$ 126,561,844	\$ 129,270,576	\$ 146,421,083	\$ 130,884,243	1.2%
<i>Service Area</i>					
Public Safety	\$ 27,347,132	\$ 29,311,460	\$ 30,469,846	\$ 30,065,354	2.6%
Human Services	22,049,611	24,015,931	25,305,342	25,040,942	4.3%
Education	21,018,058	23,200,690	24,565,877	22,839,057	-1.6%
Other Financing Uses*	23,958,550	22,445,801	26,498,553	22,790,825	1.5%
General Government	11,125,376	11,691,090	13,473,195	12,189,514	4.3%
Debt Service	9,020,787	8,266,384	8,266,384	7,745,250	-6.3%
Environmental Protection	6,150,135	4,196,444	10,252,667	4,295,308	2.4%
Economic & Physical Development	3,879,253	4,039,464	5,352,221	3,830,480	-5.2%
Cultural & Recreational	2,012,942	2,103,312	2,236,998	2,087,513	-0.8%
Total Expenditures	\$ 126,561,844	\$ 129,270,576	\$ 146,421,083	\$ 130,884,243	1.2%

* Primarily comprised of transfers out, capital reserve funds, and the health insurance fund.

ROCKINGHAM COUNTY

GENERAL FUND REVENUES

2020-21 BUDGET

DEPARTMENT	2018-19 ACTUAL	2019-20 ADOPTED BUDGET	2019-20 AMENDED BUDGET	2020-21 DEPT REQUEST	2020-21 ADOPTED BUDGET	20-21 ADOPTED OVER 19-20 ADOPTED	% Change
Ad Valorem	51,490,994	52,184,019	52,184,019	53,434,629	52,949,505	765,486	1.47%
Dog Taxes	31,359	30,000	30,000	30,000	30,000	-	0.00%
Refund & Discounts Taxes	(35)	-	-	-	-	-	0.00%
Penalties & Interest	442,963	395,000	395,000	395,000	415,000	20,000	5.06%
Sales Tax	11,527,436	12,222,040	12,222,040	12,717,430	11,472,845	(749,195)	-6.13%
Gross Rental Receipt Tax	36,812	35,000	35,000	35,000	35,000	-	0.00%
Tax Collection Fees	117,429	116,578	116,578	116,755	116,755	177	0.15%
Privilege Licenses	3,605	4,300	4,300	4,300	4,300	-	0.00%
Beer & Wine	232,694	235,000	235,000	232,000	232,000	(3,000)	-1.28%
ABC-5 Cent Bottle Tax	25,940	23,500	23,500	27,000	27,000	3,500	14.89%
Facility Fees	128,784	121,000	121,000	135,000	135,000	14,000	11.57%
Election	26	42,183	42,183	-	-	(42,183)	-100.00%
Reg of Deeds Fees	421,984	360,000	360,000	370,000	380,000	20,000	5.56%
Reg of Deeds Stamps	225,492	194,000	194,000	215,000	230,000	36,000	18.56%
GIS Fees	1,906	3,665	3,665	-	-	(3,665)	-100.00%
Sheriff	773,263	673,411	710,643	680,462	680,462	7,051	1.05%
Jail Fees	508,559	466,800	631,800	407,500	607,500	140,700	30.14%
Inspection & Zoning Fees	389,544	387,000	387,000	464,000	389,000	2,000	0.52%
EMS Fees	4,513,496	4,755,000	4,755,000	5,032,443	5,155,000	400,000	8.41%
Emergency Services	195,502	119,720	158,723	65,709	65,709	(54,011)	-45.11%
Animal Shelter	218,836	192,500	192,500	195,000	195,000	2,500	1.30%
Coop Extension	21,128	12,000	12,000	19,000	19,000	7,000	58.33%
Soil Conservation	41,242	32,729	32,979	29,129	33,729	1,000	3.06%
Integrated Health	389,564	-	-	262,623	262,623	262,623	100.00%
Public Health	3,996,945	2,945,954	2,960,774	3,018,485	3,018,485	72,531	2.46%
Social Services	8,527,319	9,718,578	9,723,339	10,884,662	10,785,885	1,067,307	10.98%
ADTS	957,817	928,478	925,590	939,438	939,438	10,960	1.18%
Head Start	1,826,636	-	-	-	-	-	0.00%
Youth Services	380,194	366,025	397,261	422,910	422,910	56,885	15.54%
Library	304,649	259,381	261,381	250,590	250,590	(8,791)	-3.39%
Interest Earned	631,040	381,108	381,108	450,000	200,000	(181,108)	-47.52%
Economic Development	213,324	100,496	781,196	119,615	119,615	19,119	19.02%
Commissions	361,742	373,397	373,397	287,072	287,072	(86,325)	-23.12%
Charges to other Funds	353,094	358,625	358,625	365,828	358,706	81	0.02%
Rents	62,685	62,835	62,835	62,835	62,835	-	0.00%
Sale of Fixed Assets	290,407	-	-	-	-	-	0.00%
ABC	3,702	11,000	11,000	11,000	11,000	-	0.00%
Miscellaneous	284,508	89,914	89,914	77,170	77,270	(12,644)	-14.06%
Transfers From Other Funds	1,420,760	262,508	2,262,695	267,508	-	(262,508)	-100.00%
Fund Balance Appropriated	-	2,897,224	8,007,924	2,620,891	2,895,594	(1,630)	-0.06%
TOTAL	91,353,343	91,360,968	99,443,969	94,645,984	92,864,828	1,503,860	1.65%

Major Revenue Summary

All Appropriated Funds

General Fund

Ad Valorem (Property) Tax - \$52,949,505 (Increase of 1.47 percent from prior year budget)

- Primary source of unrestricted County revenue.
- Growth primarily comes from normal small increases in real and personal property.
- Public Utility values are projected to decrease by approximately 2 percent. These values are set by the State annually.
- The ad valorem tax rate remained at 69.5 cents per \$100 in property value. This rate is allocated between General Fund operations (64.73 cents) and CIP/County Debt Service (4.77 cents)

Sales Tax - \$11,472,845 (Decrease of 6.13 percent from prior year budget)

- Second most significant source of unrestricted revenue for the County.
- Rockingham County receives 2.25 cents of the total State sales tax rate of 7 cents per one dollar spent. The County shares proceeds from 2 of these cents with the municipalities on a per capita basis.
- A portion of this revenue is also restricted by General Statute specifically for school capital needs and is therefore recorded directly in the County's Schools Capital Reserve Fund for this purpose.
- The significant decrease in this revenue is due to conservative budgeting to prepare the County for possible negative revenue effects due to the COVID-19 pandemic.

Social Services Revenue – \$10,785,885 (Increase of 10.98 percent from prior year budget)

- Primarily represents the Federal and State funding received by Social Services for provision of service.
- These revenues can fluctuate from year to year, depending on projected case levels and subsequent reimbursement from State and Federal sources.
- This is driven by an increase in State/Federal reimbursements for the budgeted increases in retirement and health insurance, as well as allocating staff to higher reimbursement programs wherever possible.

EMS Fees - \$5,155,000 - (Increase of 8.41 percent from prior year budget)

- Represents the charges and fees assessed for EMS services.
- The growth in this revenue is driven by actual experience in the current year, as well as an increase in EMS fees to remain within 130 percent of the Medicare allowable rate as is customary.

General Fund Balance - \$2,895,594 – (Decrease of 0.06 percent from the prior year budget)

- General Fund Balance is the accumulated excess of revenues and other financing sources over expenditures and other financing uses for governmental functions.
 - General Fund Balance essentially functions as the County's savings account.
- A majority of this appropriated Fund Balance (\$2.6 million) is to account for normal over-collection of revenues and underspending that occurs from budgeting conservatively. Therefore, while this amount is budgeted up-front, the County does not expect to spend it.

OTHER FUNDS

Landfill Fund - Tipping Fee - \$4,000,000 (Increase of 5.1 percent from prior year budget)

- This is the fee charged for the disposal of waste at the County's Landfill.
- Increase based on the actual collections in past years and year-to-date experience in FY 2019/20.

Health Insurance Fund - Charges to Other Funds - \$9,027,061 (Increase of 16.5 percent from prior year budget)

- This represents the amount charged to County departments and funds for employees/retirees health insurance coverage.
- Increase is due to charging departments more per employee for Health Insurance after reviewing actual claims data and projections for FY 2020/21.

Debt Service Fund - Transfer from Capital Reserves - \$6,755,141 (Decrease of 5 percent from prior year budget)

- This revenue represents the transfers from the Capital Reserve Administration Fund and the Schools Capital Reserve Fund to cover debt obligations for major government facilities, including those for the public schools and community college.
 - The Capital Reserve Administration Fund receives its revenue from the \$0.0477 cents of the property tax rate that is devoted to capital.
 - The Schools Capital Reserve Fund receives its revenue from the portion of sales tax dedicated to school capital needs as well as lottery proceeds from the State.
- The decrease year-over-year is due to declining debt service expense.

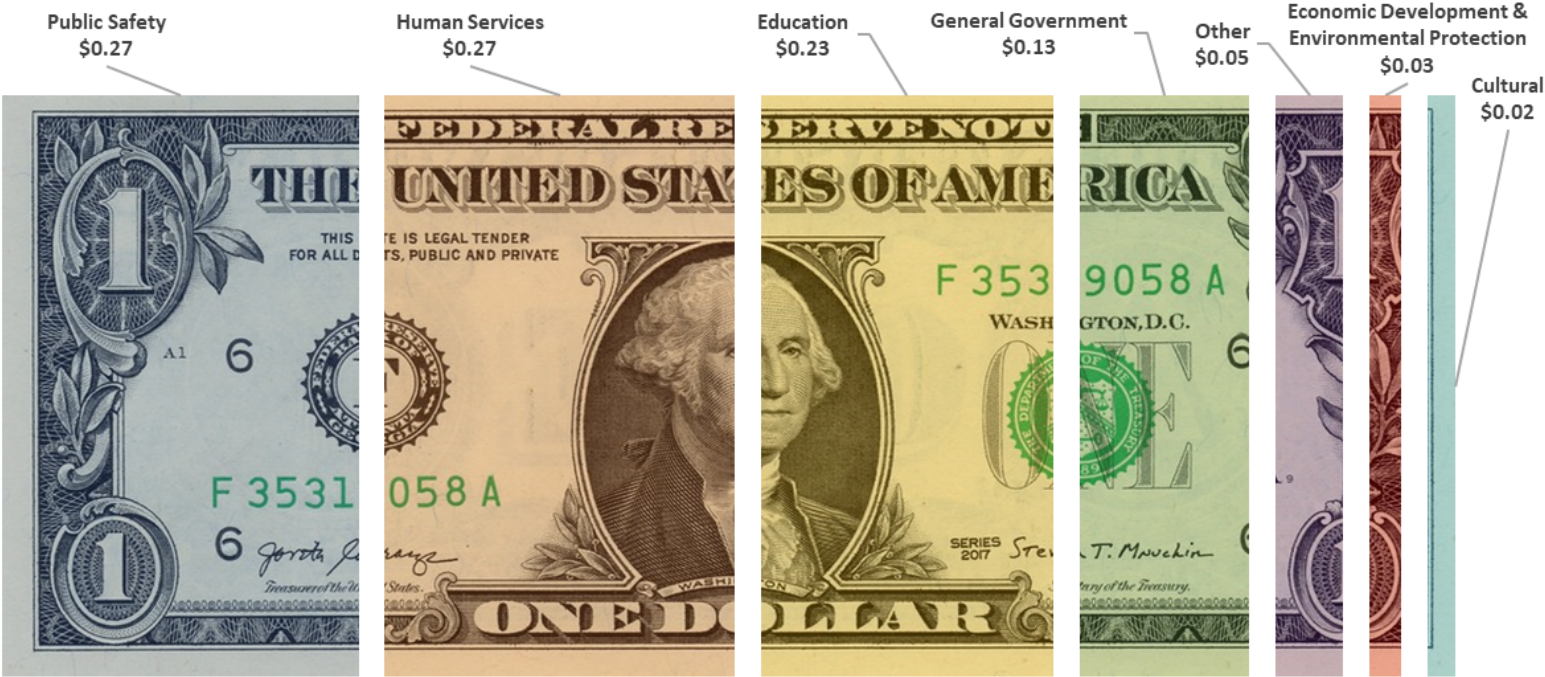
ROCKINGHAM COUNTY

GENERAL FUND EXPENDITURES

2020-21 BUDGET

DEPARTMENT	2018-19 ACTUAL	2019-20 ADOPTED BUDGET	2019-20 AMENDED BUDGET	2020-21 DEPT REQUEST	2020-21 ADOPTED BUDGET	20-21 ADOPTED OVER 19-20 ADOPTED	% Change
Governing Body	228,781	221,882	221,882	216,902	214,577	(7,305)	-3.29%
County Manager	279,833	286,196	286,496	477,288	474,584	188,388	65.82%
Public Information Office	107,333	137,346	137,346	149,652	143,154	5,808	4.23%
Safety & Risk Management	95,955	106,091	106,091	109,875	105,051	(1,040)	-0.98%
Human Resources	369,892	387,199	389,789	397,774	395,050	7,851	2.03%
Budget & Performance	131,822	155,656	155,656	-	-	(155,656)	-100.00%
Finance	609,795	686,488	724,507	680,745	660,947	(25,541)	-3.72%
Tax	1,646,934	1,750,230	1,795,139	1,797,526	1,789,415	39,185	2.24%
Tax Revaluation	130,128	130,000	176,875	200,000	150,000	20,000	15.38%
Legal	283,160	294,511	294,973	298,879	292,143	(2,368)	-0.80%
Elections	464,427	396,721	514,742	519,699	473,272	76,551	19.30%
Register of Deeds	518,429	527,388	533,468	537,887	535,211	7,823	1.48%
Reg of Dds Tech Fd	19,880	20,000	20,000	30,000	30,000	10,000	50.00%
Central Services	44,905	-	-	-	-	-	0.00%
Information Services	2,397,099	2,209,877	2,500,287	2,287,924	2,206,713	(3,164)	-0.14%
GIS	208,042	201,531	201,531	206,764	205,904	4,373	2.17%
Public Services	1,701,783	1,975,841	2,296,016	2,597,963	1,892,493	(83,348)	-4.22%
Non-Departmental	1,876,109	2,204,133	2,631,608	2,314,000	2,621,000	416,867	18.91%
EMS	6,159,803	7,392,495	7,413,846	7,745,497	7,687,538	295,043	3.99%
Fire Marshal	298,739	325,521	359,007	350,794	320,431	(5,090)	-1.56%
Communications	1,590,810	1,868,367	1,890,392	2,034,193	1,933,568	65,201	3.49%
Emergency Management	33,612	139,369	202,561	183,129	148,262	8,893	6.38%
Emergency Services	275,240	191,878	195,878	191,503	190,664	(1,214)	-0.63%
Sheriff	8,457,682	8,625,617	8,757,531	9,619,341	8,680,029	54,412	0.63%
Jail	4,066,666	4,156,674	4,326,205	4,468,751	4,388,902	232,228	5.59%
Animal Control	177,543	218,017	219,074	197,260	199,326	(18,691)	-8.57%
Other Public Safety	185,724	247,050	247,050	258,500	298,500	51,450	20.83%
Animal Shelter	627,819	624,417	890,642	716,531	686,758	62,341	9.98%
Insp/Plann/Code Enfor/Cent Perm	786,640	932,779	1,280,400	999,433	946,061	13,282	1.42%
Airport	237,765	86,667	86,667	86,667	86,667	-	0.00%
Economic Dev & Tourism	558,088	636,879	636,879	623,880	593,089	(43,790)	-6.88%
Econ Dev Projects - Other ED	763,827	1,046,052	1,982,365	1,046,673	1,054,569	8,517	0.81%
Cooperative Extension	294,090	308,188	384,423	323,196	321,557	13,369	4.34%
Soil Conservation	178,625	202,570	202,820	219,408	208,682	6,112	3.02%
Integrated Health	300,537	318,962	379,426	346,884	345,423	26,461	8.30%
Public Health / Cons. HHS	1,398,738	2,914,350	3,155,589	3,482,859	3,193,135	278,785	9.57%
Mental Health - MOE	331,800	423,353	410,241	600,000	311,800	(111,553)	-26.35%
Social Services	3,775,388	5,670,553	6,242,769	5,172,608	5,284,016	(386,537)	-6.82%
Veterans	68,698	72,381	72,381	76,331	75,878	3,497	4.83%
Other Human Service Agencies	66,195	66,195	66,195	78,504	73,949	7,754	11.71%
Youth Services	377,625	438,194	445,910	439,123	434,629	(3,565)	-0.81%
Head Start	1,800,671	-	236,589	-	-	-	0.00%
Library	1,911,299	1,983,492	2,083,716	2,132,770	1,974,193	(9,299)	-0.47%
Other Cultural	92,393	97,320	122,320	107,921	93,320	(4,000)	-4.11%
ADTS	1,097,136	1,081,386	1,079,178	1,123,041	1,094,832	13,446	1.24%
Public Schools	17,344,078	16,717,365	19,717,552	16,717,365	16,717,365	-	0.00%
Community College	3,673,980	4,273,564	4,273,564	4,628,420	4,243,564	(30,000)	-0.70%
Transfers to Other Funds	5,269,978	5,329,666	5,848,893	5,241,781	4,611,327	(718,339)	-13.48%
Contingency	-	250,000	166,126	250,000	250,000	-	0.00%
Sub-total	73,315,496	78,330,411	86,362,595	82,285,241	78,637,548	307,137	0.39%
Human Services							
Public Health							
Total Expenditure	5,364,979	5,860,304	6,116,363	6,501,344	6,211,620	351,316	5.99%
County Funding	(1,398,738)	(2,914,350)	(3,155,589)	(3,482,859)	(3,193,135)	278,785	9.57%
Social Services							
Total Expenditure	12,265,762	15,389,131	15,966,108	16,057,270	16,069,901	680,770	4.42%
County Funding	(3,775,388)	(5,670,553)	(6,242,769)	(5,172,608)	(5,284,016)	(386,537)	-6.82%
Youth Services							
Total Expenditure	753,819	804,219	843,171	862,033	857,539	53,320	6.63%
County Funding	(377,625)	(438,194)	(445,910)	(439,123)	(434,629)	(3,565)	-0.81%
GRAND TOTAL	86,148,305	91,360,968	99,443,969	96,611,298	92,864,828	1,503,860	1.65%

FY 2020/21 – How each \$1.00 in General Fund Expenditures is Spent



Public Safety	Human Services	Education	General Government	Other	Eco. Dev & Env. Prot.	Cultural
<ul style="list-style-type: none"> • Sheriff • Jail • Animal Control • Emergency Management • Emergency Services Administration • Fire Marshal • Inspections • Code Enforcement • Planning 	<ul style="list-style-type: none"> • Integrated Health • Public Health • Mental Health • Social Services • Veterans Services • Youth Services • ADTS • Other Human Services 	<ul style="list-style-type: none"> • Public Schools • Rockingham Community College 	<ul style="list-style-type: none"> • Governing Body • County Manager • Public Information Office • Safety and Risk • Human Resources • Finance • Tax • Legal • Elections • Register of Deeds • Information Technology • GIS • Engineering and Public Utilities • Non Departmental 	<ul style="list-style-type: none"> • Transfers to Other Funds • Contingency 	<ul style="list-style-type: none"> • Airport • Economic Development • Economic Development Projects • Other Economic Development • Cooperative Extension • Soil and Water Conservation 	<ul style="list-style-type: none"> • Library • Other Cultural

FUND STRUCTURE

Rockingham County uses seven major fund types, detailed below:

- **General Fund** - The General Fund accounts for resources traditionally associated with government that are not required legally or by sound financial management to be accounted for in other funds.
- **Special Revenue Funds** - Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes.
- **Debt Service Fund** - The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.
- **Capital Projects Funds** - The Capital Projects Funds are used to account for the acquisition and construction of major capital facilities other than those financed by proprietary funds and trust funds.
- **Enterprise Funds** - The Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.
- **Internal Service Funds** - Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other department or agencies of the County on a cost reimbursement basis.
- **Agency Funds** - Agency Funds are used to account for assets held by the County as an agent for individuals, private organizations, other governments, and/or other funds.

Additionally, the County budgets for one discretely presented component unit – the Tourism Development Authority Fund (TDA). The TDA is a corporate body with powers outlined by the North Carolina General Statutes with the Authority's Board being appointed by the County Commissioners. The Authority is fiscally dependent on the County due to the County providing the administrative and finance functions related to the Authority's operations. The County utilizes a separate Fund in order to provide the finance functions of the Authority.

The easiest way to think about funds is to compare them to bank accounts, where the financial activities of common purposes each have their own bank account. As with a bank account, funds must take in at least as much money as they spend. By law, funds must be balanced, meaning a governmental unit cannot plan to spend more than it will take in.

For Fiscal Year 2020/21, Rockingham County has 15 funds that are appropriated in the budget ordinance (shown on the next page). As a note, more than 15 Funds are shown in the county's end-of-year Comprehensive Annual Financial Report but are not included on the next page since they were either not required to be appropriated through the annual budget ordinance based on their type or did not receive any additional spending authority.

Fund Type	Fund	Description
General	General	The General Fund accounts for resources traditionally associated with government that are not required legally or by sound financial management to be accounted for in other funds.
Special Revenue	Fire Districts	This fund accounts for the ad valorem tax-levies of the fire districts in Rockingham County.
Special Revenue	Emergency Telephone System	This fund accounts for the telephone surcharges to be used for the emergency telephone system.
Special Revenue	Vera Holland Stoneville Library	This fund accounts for the monies donated by Vera Holland to the Stoneville Library for maintenance of the facility.
Capital Project	Capital Reserve Admin	This fund was established in accordance with North Carolina law to account for the accumulation of resources to be used for major capital purchases.
Capital Project	Capital Reserve Schools	This fund was established in accordance with North Carolina law to account for the accumulation of resources to be used for major capital purchases.
Debt Service	Debt Service	The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.
Enterprise	Water	This fund is used to account for the operation of the County's water line system.
Enterprise	Sewer	This fund is used to account for the operation of the County's sewer collection system.
Enterprise	Landfill	This fund is used to account for the operations of the County's solid waste activities.
Internal Service	General Insurance Deductible	This fund is used to account for payment of the County's deductible on its general liability insurance coverage.
Internal Service	Workers Compensation	This fund was established as a self-insurance fund to accumulate claim reserves and to pay claims and administrative fees from workman's compensation liability.
Internal Service	Health Insurance	This fund was established as a self-insurance fund for employee health insurance coverage. The employee's premium and the County's contribution are deposited in this fund.
Internal Service	Cafeteria Plan	This fund was established to account for the employees' 125 plan (flexible spending account (FSA)).
Component Unit	Tourism Development	This fund accounts for the accumulation of resources generated by the Occupancy Tax to be used for the development of tourism.

Functional Area / Fund Relationships

FY 2020/21

Functional Area	General Fund	Capital Project		Special Revenue			Debt Service	Enterprise			Internal Service				Component Unit	Total
	General Fund	Capital Reserve Admin Fund	Capital Reserve - Schools Fund	Fire Districts Fund	Emergency Telephone Fund	Vera Holland - Stoneville Library Fund	Debt Service Fund	Water Enterprise Fund	Sewer Fund	Landfill Fund	Self-Funding Insurance (Non-Health) Fund	Workers Comp. Fund	Health Insurance Fund	125 Employee Plan (FSA) Fund	Tourism Development Authority Fund	
General Government																
Governing Body	214,577															214,577
County Manager	474,584															474,584
Public Information Office	143,154															143,154
Safety & Risk Management	105,051											687,666				792,717
Human Resources	395,050															395,050
Finance	660,947	3,735,276					7,273,643				859,630	9,432,061	195,000			22,156,557
Tax	1,789,415															1,789,415
Tax - Revaluation	150,000															150,000
Legal	292,143															292,143
Elections	473,272															473,272
Register of Deeds	535,211															535,211
Register of Deeds - A&P	30,000															30,000
Information Technology Services	2,206,713															2,206,713
GIS	205,904															205,904
Engineering and Public Utilities	1,892,493							836,946	929,510	4,295,308						7,954,257
Non Departmental	2,621,000															2,621,000
Public Safety																
Emergency Medical Services	7,687,538															7,687,538
Fire Marshal	320,431			4,270,815												4,591,246
Communications	148,262				314,500											462,762
Emergency Management	1,933,568															1,933,568
Emergency Services Admin.	190,664															190,664
Sheriff	8,680,029															8,680,029
Jail	4,388,902															4,388,902
Animal Control	199,326															199,326
Animal Shelter	686,758															686,758
Inspections	327,537															327,537
Planning	282,060															282,060
Code Enforcement	160,342															160,342
Central Permitting	176,122															176,122
Medical Examiner	85,000															85,000
Other Public Safety	213,500															213,500
Economic Development & Environmental Protection																
Economic Development & Tourism	593,089														318,400	911,489
Economic Development Projects	1,034,569															1,034,569
Economic Development - Other	20,000															20,000
Cooperative Extension	321,557															321,557
Soil Conservation	208,682															208,682
Airport	86,667															86,667
Human Services																
Integrated Health Program	345,423															345,423
Public Health	6,211,620															6,211,620
Social Services	16,069,901															16,069,901
Veterans	75,878															75,878
Youth Services	857,539															857,539
Mental Health	311,800															311,800
Aging, Disability, & Transit Svcs	1,094,832															1,094,832
Other Human Services	73,949															73,949
Cultural																
Library	1,974,193					20,000										1,994,193
Other Cultural	93,320															93,320
Education																
Public Schools	16,717,365		4,850,660													21,568,025
Rockingham Community College	4,243,564															4,243,564
Other																
Transfers to Other Funds	4,611,327															4,611,327
Contingency	250,000															250,000
TOTAL	92,864,828	3,735,276	4,850,660	4,270,815	314,500	20,000	7,273,643	836,946	929,510	4,295,308	859,630	687,666	9,432,061	195,000	318,400	130,884,243

Fund Balance Overview

Fund balance is the accumulated excess of revenues and other financing sources over expenditures and other financing uses for governmental functions. North Carolina statutes state a portion of fund balance is not available for appropriation in the following fiscal year. An adequate fund balance is necessary for numerous reasons, such as to have funds available in case of an emergency or unexpected events, to maintain or enhance the County's financial position and related bond ratings, to provide cash for operations prior to receipt of tax revenues, and to maximize investment earnings.

As stated above, not all fund balance is available for appropriation. State statute defines the available amount as "cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipt" in Chapter 159-8. Fund balances may also be reserved for specific purposes, such as in special revenue funds where fund balance is for a designated purpose.

In Fiscal Year 2021, the County appropriated \$2,895,594 of fund balance in the General Fund. This is comprised primarily of the following:

- Expected Fund Balance "Plug" - \$2,600,000
 - The County appropriates all matching funds required for Human Service programs based on the Federal and State awards even though all Federal and State funds are typically not expended in any given year. This leaves an excess of local appropriations that are unused at fiscal year-end.
 - In North Carolina, property tax revenues appropriated can be no higher than the percentage of collection in the previous fiscal year.
 - The County budgets the entire annual cost of each position, unless staff knows during budget development that the position will be vacant during a portion of the fiscal year. While this practice ensures appropriation for a full fiscal year, it also creates a surplus in salary and fringe benefit appropriations for positions that become vacant during the course of the year. The County has historically seen significant unused appropriations in the Public Safety departments due to lapse salaries.
- Duke Energy Unearned Incentive - \$120,891
 - The County budgets the full potential economic development incentive for Duke Energy, however only a portion of this is expected to be earned in FY 2021.
- Kate B. Reynolds Grant Dollars - \$42,800
 - This appropriation represents Kate B. Reynolds grant dollars that were received in past years but not spent. These dollars are therefore applied to help fund the Integrated Health program next fiscal year.
- Public Health Escrow - \$131,903
 - These dollars represent funds previously earned in Public Health but not spent in the year earned. They are therefore earmarked ("Assigned Fund Balance) each year for future public health needs.
 - These are appropriated next year for items such as equipment and renovations, as well as a new part-time position in the Dental Clinic.

Outside of the General Fund, there are several notable changes detailed below.

- The Debt Service Fund indicates a projected \$47,333 or 58 percent increase. This growth was intentional to meet the reserve requirements of the Animal Shelter USDA loan.
- The Fire Districts Fund indicates a fund balance decrease of \$292,424 or 34 percent. This is normal, however, as some districts annually request all of their available fund balance be appropriated (their balances are generated by dedicated tax revenues) rather than keeping a balance with the County.

- The Administrative Capital Reserve Fund indicates a 14 percent or \$100,000 increase in fund balance. This is due to transferring \$100,000 from the General Fund to this fund in the FY 2020/21 budget to be set aside for future public building renovations. While these funds show as being fund balance, they are designated for these future renovation projects.
- The School Capital Reserve Fund indicates a 62 percent or \$1,730,795 increase in fund balance. This is normal, however, as this fund has dedicated revenues (state lottery funding and dedicated sales tax) that must be used for school capital and construction. In years when they are not known projects to match this revenue at budget time, these funds are added to this Fund's fund balance.

Fund	Estimated Fund Balance/Net Assets 6/30/2020	Projected Revenues	Transfers In	Transfers Out	Projected Expenditures	Projected Fund Balance/Net Assets 6/30/2021	Projected Change in Fund Balance/Net Assets
General Fund Types							
General Fund	41,635,768	89,969,234	-	4,611,327	85,532,610	41,461,065	(174,703)
Debt Service Fund	81,091	124,907	7,148,736	-	7,226,310	128,424	47,333
Special Revenue Type Funds							
Administrative Capital Reserve	698,245		3,735,276	3,635,276	-	798,245	100,000
School Capital Reserve	2,769,560	4,850,660	-	3,119,865	-	4,500,355	1,730,795
Fire Districts	858,786	3,978,391	-	-	4,270,815	566,362	(292,424)
Emergency Telephone	567,890	314,500	-	-	314,500	567,890	-
Vera Holland Fund	365,111	20,000	-	-	20,000	365,111	-
Enterprise Fund Types							
Landfill Fund	11,655,737	4,295,308	-	-	3,680,562	12,270,483	614,746
Water Fund	11,307,963	544,000	292,946	-	836,946	11,307,963	-
Sewer Fund	6,007,434	586,000	189,510	-	929,510	5,853,434	(154,000)
Internal Service Fund Type							
General Insurance Deductible	138,591	859,630	-	-	859,630	138,591	-
Worker's Compensation Fund	1,572,141	687,666	-	-	687,666	1,572,141	-
Health Insurance Fund	3,332,762	9,332,061	-	-	9,432,061	3,232,762	(100,000)
Employee 125 Plan Fund	43,096	195,000	-	-	195,000	43,096	-
Component Unit							
Tourism Development Fund	315,594	318,400	-	-	318,400	315,594	-

10 YEAR PERMANENT POSITION HISTORY

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Adopted FY 2021
GENERAL GOVERNMENT										
Governing Body	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
County Manager	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	4.00
Public Information Office	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Safety and Risk Management	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Purchasing/Central Services	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	-	-
Budget & Performance	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	-
Finance	7.00	7.00	7.00	7.00	7.00	7.00	7.00	6.00	8.00	8.00
Tax	27.00	27.00	26.00	26.00	24.00	23.00	23.00	23.00	23.00	23.00
Legal	4.40	4.40	3.40	3.40	3.40	3.40	3.40	3.40	3.40	3.40
Elections	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Register of Deeds	10.00	10.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Information Services	7.00	7.00	7.00	7.00	8.00	7.80	8.80	11.00	12.00	12.00
GIS	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00	2.00	2.00
Engineering & Public Utilities	16.00	15.00	15.00	15.00	11.00	11.70	11.70	11.60	11.60	11.60
Facilities Projects	2.00	-	-	-	-	-	-	-	-	-
Old Wentworth School	0.50	0.50	0.50	0.50	-	-	-	-	-	-
Total General Government	91.90	88.90	83.90	83.90	79.40	78.90	78.90	80.00	81.00	81.00
PUBLIC SAFETY										
Emergency Medical Services	59.00	59.00	59.00	59.00	61.00	63.00	63.00	63.00	67.00	68.00
Fire Marshal	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00
Emergency Management	1.00	1.00	1.00	1.00	1.00	-	-	-	1.00	1.00
Communications	17.00	18.00	18.00	26.00	30.00	31.00	31.00	30.00	30.00	30.00
Emergency Services Admin.	-	-	-	-	-	-	-	1.00	1.00	1.00
Sheriff	88.00	95.00	96.00	96.00	97.00	97.00	98.00	98.00	98.00	98.00
Jail	54.00	47.00	47.00	47.00	46.00	46.00	46.00	46.00	46.40	46.40
Animal Control	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Court Services	3.00	2.00	1.00	1.00	1.00	1.00	-	-	-	-
Animal Shelter	3.00	6.00	6.00	6.00	6.00	7.00	7.00	7.00	7.00	8.00
Inspections	5.00	5.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00
Planning	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Code Enforcement	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Central Permitting	-	-	3.00	3.00	3.00	3.20	3.20	3.20	3.50	3.50
Total Public Safety	242.00	245.00	246.00	254.00	260.00	263.20	263.20	263.20	268.90	270.90
ECONOMIC DEVELOPMENT										
Economic Development	2.00	2.00	2.00	2.00	6.00	6.00	6.00	6.00	6.00	6.00
Business Technology Center	4.00	4.00	4.00	4.00	-	-	-	-	-	-
Cooperative Extension	7.00	7.00	6.25	6.25	6.375	6.50	6.50	6.00	6.00	6.00
Soil Conservation	2.80	2.80	2.80	2.80	2.50	2.50	2.50	3.00	3.00	3.00
Total Economic Development	15.80	15.80	15.05	15.05	14.88	15.00	15.00	15.00	15.00	15.00
HUMAN SERVICES										
Integrated Health	-	-	-	-	-	3.00	3.00	3.00	3.00	4.00
Public Health	79.00	77.00	75.00	74.00	73.00	71.0375	69.7750	70.1750	69.8750	69.8750
Social Services	141.00	139.00	139.00	139.00	140.00	139.20	144.75	144.85	154.15	155.35
Veterans Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Youth Services	8.00	8.00	9.00	9.00	9.00	10.2125	10.2125	10.2125	10.2125	10.2909
Head Start	41.00	41.00	39.00	39.00	39.00	40.00	40.00	40.00	-	-
Total Human Services	270.00	266.00	263.00	262.00	262.00	264.45	268.7375	269.2375	238.2375	240.5159
CULTURAL										
Library	30.50	30.50	31.00	33.00	32.00	27.90	27.90	27.90	27.90	27.90
Total Cultural	30.50	30.50	31.00	33.00	32.00	27.90	27.90	27.90	27.90	27.90
ENTERPRISE FUND										
Landfill	11.00	12.00	12.00	13.00	16.00	15.10	15.10	15.20	14.80	14.80
Water & Sewer	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.70	2.70
Total Enterprise Fund	14.00	16.00	16.00	17.00	20.00	19.10	19.10	19.20	17.50	17.50
TOTAL EMPLOYEES	664.20	662.20	654.95	664.95	668.275	668.55	672.8375	674.5375	648.5375	652.8159
% Change		-0.3%	-1.1%	1.5%	0.5%	0.0%	0.6%	0.3%	-3.9%	0.7%

* The County began using FTE to account for all permanent positions scheduled above 20 hours per week in FY 2016/17. This may explain some differences in position count from prior years.

Long-Range Financial Planning

Long-range financial planning is a process that occurs continuously throughout the fiscal year with a more formal process beginning in January each year. The table at the end of this narrative shows the County's prior year adopted budget, current year adopted budget, and projections for three (3) future planning years. Management determined that given shifts in the economy, assumptions lose validity if the County projects too far into the future. The growth factors for both revenues and expenditures were established based on historical growth and planning estimates the County receives from various sources and indicators each fiscal year.

Fiscal Year 2020/21 budget planning continued the practice of utilizing a base budget baseline and building upon it in a structurally balanced manner. Forecasting for future years has been done in a very conservative manner, given the fact that recessionary trends continue and only minimal signs of recovery exist.

As the economic recovery continues to reveal more signs of positive trends, staff will be better able to project growth trends for planning purposes. Our assumptions will need review and modification and staff will focus on that as we shift back to more normal conditions.

The budget forecast projections are based on the following assumptions:

Revenues

- **Ad Valorem Tax:** Taxable real property values increased 4.39% last fiscal year and the estimated real property value for FY 2020/21 budget is projected to be 1.0% higher. Personal property values decreased 2.02% during the last fiscal year due to previous year's business closures and the continuing removal of machinery and equipment during the past year. FY 2020/21 personal property value is projected to remain stable with no significant increase. Public Utility values increased 0.49% over the previous fiscal year and no increase is included in the FY 2020/21 projection. Motor Vehicle values increased 4.92% over the previous fiscal year and a decrease of 5.0% is projected in the FY 2020/21 budget with the expectation that the COVID19 Pandemic and Statewide "State-At-Home" orders will negatively impact values and the renewal of motor vehicle tags which initiates the creation of the tax bill. Total taxable property values are projected to be 0.40% higher in FY 2020/21. Thereafter, an average growth rate of 1.5% growth rate has been applied based on the average growth rate over the past five fiscal years. The values are closely analyzed for any changes each year to ensure budget estimates are accurate. For FY 2020/21, a 98.10% collection rate on Ad Valorem Tax and a 99.72% collection rate on Motor Vehicle Tax is anticipated.
- **Sales Tax:** As of June 2020, Sales Tax revenues increased over the previous fiscal year by 3.6% on those distributed based on point of sale and by 2.7% on those distributed based on per capita. Due to the COVID19 Pandemic, a statewide "stay-at-home" order was issued in March 2020 and the impact to consumer spending unpredictable during the development of the FY 2020/21 budget; therefore, a decrease of 2.0% - 2.5% was projected. For forecast years, an overall 2.0% growth rate is projected. We track the sales tax revenue on a monthly basis and continually look for trends.

In May 2018, the voters in Rockingham County approved the NC Article 46 Quarter-Cent Sales Tax and in June 2018 the Board of County Commissioners adopted a resolution to implement the new tax effective October 1, 2018. The County received 12 monthly distributions of the new quarter cent sales tax in FY 2020 for total revenue of \$2,020,000. The FY 2020/21 budget projects total NC Article 46 Quarter-Cent Sales Tax of \$1,906,000 with a growth rate of 2% projected for future years. The entire amount of this new sales tax is allocated to Rockingham Community College Workforce Development initiatives which include a new \$19,000,000 Workforce Development Center building. The expected long-term debt financing and future debt service payments have been included in the forecast years beginning in FY 2021/22.

- **Other Taxes and Licenses:** Other Taxes and Licenses have seen no growth in the past several years; therefore, no growth is projected going forward.

- **Restricted Intergovernmental Revenue:** In FY 2020/21 additional Federal and State grant funding was allocated to the County Health and Human Services programs which is reflected in the adopted budget. Based on historical data, Human Services category is projected to grow 1.3% each year and Other category is projected to grow 1% each year.
- **Unrestricted Intergovernmental Revenue:** Based on historical data of little to no growth, the projection includes no growth going forward.
- **Permits and Fees:** Each department performs an annual evaluation of its fee structure to ensure that the fees are not only in line with desired service cost recovery amounts but also comparable to neighboring and peer units of government. Little growth has occurred in previous fiscal year; therefore, no growth is included in the forecast.
- **Sales and Services:** The FY 2020/21 Sales and Service 9.3% increase is mainly due to the \$400,000 increase in EMS Fees that have been projected based on actual experience in FY 2019/20 and approved rate increases in order to remain within 130% of the Medicare allowable rate as is customary. Based on historical data, the Human Services category is projected to grow 1.3% each year thereafter and the Other category is projected to grow 1%.
- **Investment Earnings:** With steady growth in cash balances, the rise in interest rates over the previous years plus taking advantage of longer-term investments options, investment earnings had continually outperformed budget expectations. However, the FY 2020/21 budget was decreased to account for recent reductions in interest rates due to the COVID19 Pandemic. Little to no growth has been projected in the forecast years due to economic forecasts that interest rates should be expected to remain at this level for the foreseeable future.
- **Other Financing Sources:** The Law Enforcement Separation Allowance fund was transferred to the General Fund during FY 2020/21; therefore, other financing sources is no longer included in the forecast years.
- **Fund Balance Appropriated:** Historically, the County has unspent appropriations of approximately \$2.8 million. The County appropriates 100% of all position costs and Human Service program allocations even though not all personnel costs are expended due to vacant positions that occur throughout the year and all Human Service revenues will not be utilized causing an excess of local matching funds appropriated to those programs. For FY 2020/21, an estimate of \$2.6 million is being used as the amount of unspent appropriations. Additionally, this year the County expects to not spend approximately \$120,891 in Duke Energy economic development incentives, as the full potential incentive amount is budgeted but it is not expected the company will achieve this full amount. The County received annual grant funding in advance for its Integrated Health Program where all grant funds received were not spent in the same year. Due to the amount of unspent grant funds held in County restricted fund balance, the granting agency delayed the FY 2019/20 allocation to allow the County to spend down the amount currently on hand. Appropriated Fund Balance includes \$42,800 of restricted fund balance to cover the operating costs of the Integrated Health Program for the year. Public Health earns revenue each year in certain programs that if not used in the year earned are required to be held in escrow and used in future years. The FY 2020/21 fund balance appropriation includes \$131,903 of these restricted funds that are held in escrow. The County annually evaluates the anticipated unused appropriations to ensure that the amount of fund balance appropriated for the new budget year will be not be expended. Amounts appropriated in excess of the anticipated surplus are tied to one-time projects or activities to ensure that annual operating costs are not being covered by fund balance.

Expenditures

- **Salaries & Benefits:** FY 2020/21 Salary and Benefits reflect an average .75% increase to award a 1.5% Cost of Living Adjustment (COLA) in January 2020 if revenues meet the projections that have been made with consideration of how they may be impacted by the COVID19 Pandemic. Effective July 1, 2016, the new pay plan based on a market salary study was implemented. The forecast years include a 2% increase in salary and benefits per year assuming that the Performance Based Merit plan will be re-established in FY 2021/22 and remain in place for future years as a means to keep salaries in line with market value. Benefit increases in FY 2020/21 include 1.2% increase in the employer's required contribution to the Local Government Employees' Retirement System (LGERS) and a 10%

increase in county contributions to the self-insured Health Insurance Plan managed by the county. The retirement system has a State board that determines the contribution rates required by participating entities and the county determines the contribution rates necessary for the health plan based on experience and trends.

- **Operating:** Operating expenditures are forecasted at a growth rate of 1% and are evaluated on an annual basis to ensure projections are reasonable.
- **Education:** For FY 2020/21, the County has continued the same level of funding for education current expense as in the previous fiscal year. School budget requests and enrollment numbers are evaluated annually and the forecast updated as conditions change. The forecast assumes level funding going forward; however, new debt is anticipated to be issued in FY 2021/22 for the construction of the new Community College Workforce Development Center and the amount needed for annual debt service will be deducted from the new quarter cent sales tax under Education and added to Transfers Out to the debt service fund.
- **Capital Outlay:** This category accounts for those capital outlay items that meet one of two criteria. 1) A non-capitalized asset costing between \$500 and \$2,499 and 2) a capitalized asset costing \$2,500 and over and includes assets whether purchases on a pay-as-you-go basis or through the issuance of long-term debt. Multi-year projects resulting in a capital item are accounted for in a Capital Project Fund and not in the General Fund. The County has a policy of replacing two (2) ambulances each fiscal year and appropriates approximately \$250,000-\$300,000 to the Sheriff's department each year for the replacement of ten (10) or more vehicles. These two items are paid with current resources each year. All other capital requests are evaluated, prioritized and included in the budget as resources are identified. Forecast years include funding for the rotating EMS and Sheriff Vehicles plus a small amount of all other General Fund capital items deemed necessary.
- **Transfers Out:** Includes those funds transferred out of the General Operating Funds to the County Capital Reserve Fund and Debt Service Fund (\$0.0477 cents of the tax rate is dedicated to County Capital Reserve, which currently covers the debt service payments on the Judicial Center completed in FY 2012), as well as to the Water and Sewer Funds. Forecast Years beginning FY 2021/22 and forward include an increase for anticipated transfer of sales tax revenue to the debt service fund that will fund debt service on a new Community College Workforce Development building.
- **Debt Service:** All General Fund debt service payments are budgeted for and accounted for in a separate Debt Service Fund. For information and analysis purposes, the amount of general debt service payments (County and School debt) has been included on the forecast schedule. The majority of the County debt is covered by the \$0.0477 cents of the Ad Valorem tax rate that is dedicated for this purpose. The difference is covered with current year revenues. The School debt has historically been covered by restricted Sales Tax revenues and other State resources distributed to the County that are restricted for School Construction or Capital needs. Forecast Years FY 2021/22 and forward include an increase in anticipation of new debt service payments on the construction of the new Community College Workforce Development building.

Long-Term Financial Planning

Estimated General Fund Financial Sources & Uses

	2019-20 Adopted	2020-21 Adopted	2021-22 Forecast	2022-23 Forecast	2023-24 Forecast
Revenues:					
Ad Valorem Taxes-Current Year	51,575,119	52,333,005	53,118,000	53,914,770	54,723,492
Other Ad Valorem Taxes	1,003,900	1,031,500	1,000,000	1,000,000	1,000,000
Sales Taxes	12,222,040	11,472,845	11,702,301.90	11,936,348	12,175,075
Other Taxes and Licenses	263,300	299,300	265,000	265,000	265,000
Restricted Intergovernmental Revenue					
Human Services	12,668,835	13,866,543	14,046,808	14,229,417	14,414,399
Other	1,051,172	1,257,167	1,269,739	1,282,436	1,295,260
Unrestricted Intergovernmental Revenue	235,000	232,000	235,000	235,000	235,000
Permits and Fees	972,600	995,100	975,000	975,000	975,000
Sales and Services					
Human Services	1,282,700	1,282,275	1,298,945	1,315,831	1,332,937
Other	5,581,530	6,102,936	6,163,965	6,225,605	6,287,861
Investment Earnings	381,108	200,000	200,000	250,000	275,000
Miscellaneous Revenues	963,932	896,563	1,000,000	1,000,000	1,000,000
Other Financing Sources	262,508	-	-	-	-
Fund Balance Appropriated	2,897,224	2,895,594	2,502,690	2,333,632	2,191,180
Total Revenues	91,360,968	92,864,828	93,777,449	94,963,038	96,170,204
Expenditures					
General Government					
Salaries & Benefits	7,754,137	8,369,782	8,537,178	8,707,921	8,882,080
Operating Expenses	3,422,059	3,427,141	3,461,412	3,496,027	3,530,987
Public Safety					
Salaries & Benefits	18,044,353	18,605,388	18,977,496	19,357,046	19,744,187
Operating Expenses	5,860,729	5,967,973	6,027,653	6,087,929	6,148,809
Economic & Physical Development					
Salaries & Benefits	912,971	937,162	955,905	975,023	994,524
Operating Expenses	1,350,718	1,310,735	1,323,842	1,337,081	1,350,452
Human Services					
Salaries & Benefits	15,111,991	15,943,207	16,262,071	16,587,313	16,919,059
Operating Expenses	8,713,346	8,906,081	8,995,142	9,085,093	9,175,944
Cultural and Recreation					
Salaries & Benefits	1,422,373	1,417,825	1,446,182	1,475,105	1,504,607
Operating Expenses	647,544	639,488	645,883	652,342	658,865
Education	19,939,313	19,909,313	19,656,565	18,378,135	18,439,260
Capital Outlay					
General Government	514,894	392,591	500,000	500,000	500,000
Public Safety	817,102	906,678	800,000	800,000	800,000
Economic & Physical Development	16,667	16,667	16,667	16,667	16,667
Human Services	190,594	191,654	200,000	200,000	200,000
Cultural and Recreation	10,895	10,200	10,000	10,000	10,000
Education	1,051,616	1,051,616	1,052,000	1,052,000	1,052,000
Contingency	250,000	250,000	250,000	250,000	250,000
Transfer to Co Cap Resrv (CIP Revenue)	4,129,660	3,735,276	3,791,305	3,848,175	3,905,897

Transfer to TDA			-	-	-
Transfer to Debt Svc	479,858	393,595	403,148	1,702,182	1,661,867
Transfer to Water Fund	430,240	292,946	285,000	275,000	265,000
Transfer to Sewer Fund	289,908	189,510	180,000	170,000	160,000
Transfers Out	5,329,666	4,611,327	4,659,453	5,995,357	5,992,764
Total Expenditures	91,360,968	92,864,828	93,777,449	94,963,038	96,170,204
Projected Tax Rate	0.695	0.695	0.695	0.695	0.695
Debt Service-budgeted in Debt Service Fund	7,729,362	7,273,643	7,295,275	8,383,095	8,113,806
Total Debt Service as % of Budget	7.80%	7.26%	7.22%	8.11%	7.78%
Fund Balance Appropriated as % of Budget	3.17%	3.12%	2.67%	2.46%	2.28%
Assessed Property Valuation	7,550,842,151	7,663,013,571	7,777,958,775	7,894,628,157	8,013,047,579
Total Debt	54,785,386	49,395,160	62,047,521	55,893,583	49,720,872
Total Debt as % of Assessed Valuation	0.73%	0.64%	0.80%	0.71%	0.62%

Governing Body

Dept ID: 01

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	228,781	221,882	221,882	216,902	214,577	-3%
TOTAL REVENUES	228,781	221,882	221,882	216,902	214,577	-3%
EXPENSES						
Salaries and Benefits	150,963	146,419	146,419	132,535	132,083	-10%
Operating Expenses	77,818	75,463	75,463	78,867	76,994	2%
Capital Outlay	-	-	-	5,500	5,500	100%
TOTAL EXPENSES	228,781	221,882	221,882	216,902	214,577	-3%
EMPLOYEES						
Full Time Equivalents	1.00	1.00	1.00	1.00	1.00	0%

VISION STATEMENT

Provide the best quality of life educationally, economically, and environmentally.

MISSION STATEMENT

Rockingham County Government will strive to provide the highest quality of life and the opportunities to achieve it.

WHAT WE DO (List of Services)

Board of County Commissioners

The five-member Board of Commissioners is the County's general governing body. The Board's major responsibilities lie in three functions:

- Establishment of overall fiscal policy through its budgetary powers.
- Regulation of private conduct through its ordinance-making powers.
- General administration.

Clerk to the Board

This position is the official and legally accountable Clerk to the Board of County Commissioners and must be appointed and duly sworn into official public office.

- Creates, coordinates, and maintains permanent records of Board actions.
- Requires a high level of discretion and often requires the use and handling of confidential information.

- Prepares agendas for Board meetings, attends all meetings of the Board, composing full and accurate accounts of all actions taken by the Board.
- Officially responsible for the County seal and retention of official records of the Board.
- Responsible for up to date information on County Boards and Committee appointments.
- Schedules and coordinates meetings for the Board.

Clerk to the Board

Goal 1 Bridging the gap between Commissioners and citizens.

Objective 1 Commissioners and the public will have agenda packets at least 7 days prior to each scheduled meeting. These packets contain the agenda and pertinent information on items that will be brought up at the meeting.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	100%	100%	100%	100%	100%	100%
Actual	100%	100%	100%	100%		
Objective Status	✓	✓	✓	✓		

Goal 2 Improve transparency

Objective 1 All approved minutes will be posted to the County’s website within 2 days of the meeting at which they are approved. Often these minutes are available the next day.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	100%	100%	100%	3 days	2 days	2 days
Actual	100%	100%	100%	100%		
Objective Status	✓	✓	✓	✓		

Objective 2 A draft of the upcoming meeting agenda will be ready for review no later than 1 business day after the published internal agenda item deadline.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	1 day	1 day
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 3 Clerk will ensure all meeting minutes from the previous month are available for approval at the second Board of Commissioners meeting the following month.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	100%	100%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 3 Ensure accurate recording of County Commissioner meetings

Objective 1 Ensure 95 percent of minutes are approved by the Board of Commissioners without the need for further amendments (minutes are approved the second meeting of the following month).

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	95%	95%	100%	95%
Actual	N/A	N/A	100%	98%		
Objective Status	⊖	⊖	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							
2.2							
2.3							
3.1							

 Objective aligns with Commissioner Goal

County Manager

Dept ID: 04

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	15,208	25,000	25,000	13,000	13,100	-48%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	396,446	416,852	417,152	464,288	461,484	11%
TOTAL REVENUES	411,654	441,852	442,152	477,288	474,584	7%
EXPENSES						
Salaries and Benefits	394,005	414,972	414,972	439,744	437,040	5%
Operating Expenses	17,650	26,880	27,180	37,544	37,544	40%
Capital Outlay	-	-	-	-	-	0%
TOTAL EXPENSES	411,654	441,852	442,152	477,288	474,584	7%
EMPLOYEES						
Full Time Equivalents	4.00	4.00	4.00	4.00	4.00	0%

DEPARTMENT MISSION STATEMENT

Visionary and responsive leadership of county government.

WHAT WE DO (List of Services)

- Administration.
- Policy and project implementation.
- Countywide administrative oversight.
- Development and preparation of fiscally responsible annual budget.

County Manager

Goal 1 Offer responsive engagement to Rockingham County citizens, businesses, and community organizations.

Objective 1 Respond to at least 99 percent of all questions received through the online "Ask the County Manager" forum within 1 business day of the question.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90% in 2 days	95% in 2 days	98% in 2 days	98% in 2 days	99% in 1 day	99% in 1 day
Actual	100%	100%	100%	100%		
Objective Status	✓	✓	✓	✓		

Goal 2 Improve intergovernmental relations.

Objective 1 The County Manager will attend at least one meeting (6) of each of the municipalities' governing boards. This will provide an opportunity to better understand the issues facing municipalities and interact with citizens who may not attend Board of Commissioner meetings.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	6	6	6	6	6	6
Actual	2	6	6	6		
Objective Status	✗	✓	✓	✓		

Goal 3 Effectively manage the County's budget process.

Objective 1 Present the Manager's Recommended Budget to the Board of Commissioners no later than 2nd regularly scheduled Board of Commissioners meeting in May.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	2nd May Meeting	2nd May Meeting
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 2 Achieve the Government Finance Officer's Association Distinguished Budget Presentation Award. To achieve this award, budget documents must meet high standards as a policy document, an operations guide, a financial plan, and as a communications device.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	Achieve Award	Achieve Award
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 4 Promote recycling in Rockingham County.

Objective 1 To serve as a good example for Rockingham County citizens, at least 25 tons/year of materials will be recycled at County Government buildings.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	15.6	20	18	25	25	25
Actual	21.8	22	28.53	25		
Objective Status	✓	✓	✓	✓		

Goal 5 Understand issues of importance to employees.

Objective 1 Convene a Manager's roundtable at least bi-monthly (6 times per year). The Manager's roundtable is an opportunity for the Manager to randomly select 8-12 County employees to discuss issues of interest to them.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	4	6	6	6
Actual	N/A	N/A	8	8		
Objective Status	⊖	⊖	✓	✓		

Goal 6 Promote economic development.

Objective 1 Meet at least quarterly with the President of Rockingham Community College and Superintendent of Rockingham County Schools to discuss organizational issues and explore areas for partnership.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	6	4	4	4	4	4
Actual	4	4	4	4		
Objective Status	✗	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							
3.1							
3.2							
4.1							
5.1							
6.1							

Objective aligns with Commissioner Goal

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	25,000	25,000	25,000	25,000	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	107,333	112,346	112,346	124,652	118,154	5%
TOTAL REVENUES	107,333	137,346	137,346	149,652	143,154	4%
EXPENSES						
Salaries and Benefits	74,158	73,769	73,769	77,216	76,718	4%
Operating Expenses	33,175	63,577	52,232	72,436	66,436	4%
Capital Outlay	-	-	11,345	-	-	0%
TOTAL EXPENSES	107,333	137,346	137,346	149,652	143,154	4%
EMPLOYEES						
Full Time Equivalents	1.00	1.00	1.00	1.00	1.00	0%

DEPARTMENT MISSION STATEMENT

Provide effective, efficient, two-way communication between Rockingham County Government and stakeholders.

WHAT WE DO (List of Services)

- Internal/external communications: press materials, photos, media relations, crisis communications, on-air radio and television, spokesperson, host monthly public affairs show.
- Communications standards.
- Technical communications support, promotions, marketing, advertising.
- Write, research, edit, proof, referral/informational source.
- Web page, intranet, social media.
- Citizens' Academy liaison.
- Develop and implement special programs and projects.
- Communications staff development.
- Problem solving, community outreach and engagement.

Public Information Office

Goal 1 Enhance County Government's message and reach targeted audiences.

Objective 1 Produce and air at least 30 radio/TV shows. These shows include the Rockingham County 4-1-1 and News and Events segments which highlights relevant issues and services that affect citizens' lives.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	12	12	12	30	30	30
Actual	14	14	57	31		
Objective Status	✓	✓	✓	✓		

Objective 2 To ensure accurate information is released to the public, at least 98 percent of news releases will not require retraction/correction due to Public Information Office error (includes formatting).

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	98%	98%	98%	98%	98%
Actual	99%	98%	98.16%	97.00%		
Objective Status	✓	✓	✓	✗		

Objective 3 To encourage citizen participation on volunteer boards, committees, and the Rockingham County Citizens Academy, the Public Information Office will create at least two campaign per quarter promoting these opportunities.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	4	4	8	8
Actual	N/A	N/A	8	8		
Objective Status	⊖	⊖	✓	✓		

Objective 4 Create at least 2 campaigns per quarter encouraging participation in the county's volunteer rescue squads and fire departments.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	8	8
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 5 To increase awareness of the law and environmental impact of illegal littering and dumping, Public Information Office will partner with the Landfill, county libraries, and schools to produce an awareness campaign with at least 200 littering specific outreach efforts. These efforts may include news stories, community presentations, radio/TV shows,

	FY16	FY17	FY18	FY19	FY20	FY21
Target	20	40	40	75	200	200
Actual	65	161	176	169		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix

Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
1.4							
1.5							

 Objective aligns with Commissioner Goal

Human Resources

Dept ID: 07

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	369,892	387,199	389,789	397,774	395,050	2%
TOTAL REVENUES	369,892	387,199	389,789	397,774	395,050	2%
EXPENSES						
Salaries and Benefits	306,253	320,277	320,277	326,114	324,185	1%
Operating Expenses	61,372	66,922	67,512	71,660	70,865	6%
Capital Outlay	2,267	-	2,000	-	-	0%
TOTAL EXPENSES	369,892	387,199	389,789	397,774	395,050	2%
EMPLOYEES						
Full Time Equivalents	4.00	4.00	4.00	4.00	4.00	0%

DEPARTMENT MISSION STATEMENT

The effective, efficient, and quality provision of personnel services to all County departments in accordance with federal and state laws, and local policies and procedures.

WHAT WE DO (List of Services)

- Administration.
- County policy development and administration.
- Recruitment, selection, orientation, training, and retention of employees.
- Classification and pay management.
- County benefits administration.
- Maintain employee records.

Safety and Risk Management

Dept ID: 06

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	1,353	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	94,602	106,091	106,091	109,875	105,051	-1%
TOTAL REVENUES	95,955	106,091	106,091	109,875	105,051	-1%
EXPENSES						
Salaries and Benefits	84,046	87,196	87,196	90,786	90,187	3%
Operating Expenses	11,909	18,895	18,895	19,089	14,864	-21%
Capital Outlay	-	-	-	-	-	0%
TOTAL EXPENSES	95,955	106,091	106,091	109,875	105,051	-1%
EMPLOYEES						
Full Time Equivalents	1.00	1.00	1.00	1.00	1.00	0%

DEPARTMENT MISSION STATEMENT

Maximize savings through efficient management of workers' compensation claims, return to work program, and an effective, proactive safety program. Develop and implement activities and programs which promote wellness that inspire Rockingham County employees to live a more healthy and productive life.

WHAT WE DO (List of Services)

- Expedite workers' compensation process.
- Coordinate a return to work program.
- Investigate work-related accidents/incidents.
- Recommend changes to the County's self-funding and insurance programs and renew insurance policies for workers compensation, property and liability.
- Oversee safety program.
- Provide OSHA mandated training.
- Manage and direct County wellness program.

Human Resources (Including Safety and Risk)

Goal 1 Provide a comprehensive and user friendly hiring process.

Objective 1 At least 95 percent of new hires will report they are satisfied or highly satisfied with the New Hire Orientation

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	95%	95%	95%	95%	95%
Actual	94%	97%	100%	97%		
Objective Status	✘	✔	✔	✔		

Objective 2 At least 95 percent of departmental hiring managers will be satisfied or highly satisfied with the Human Resources recruitment and selection process. This will be measured by a yearly survey sent to all NEOGOV hiring managers.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	95%	95%	95%	95%	95%
Actual	90%	100%	100%	N/A		
Objective Status	✘	✔	✔	⊖		

Objective 3 Assist County departments in placing at least 3 community college / undergraduate / graduate interns with interested departments.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	3	3	3	3	3
Actual	N/A	3	3	4		
Objective Status	⊖	✔	✔	✔		

Goal 2 Promote healthy Rockingham County employees.

Objective 1 Provide at least 10 wellness programs in identified high risk areas such as heart disease, hypertension, and body mass index (BMI) based on current County health risk assessment results.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	12	12	12	20	20	10
Actual	12	14	16	20		
Objective Status	✔	✔	✔	✔		

Objective 2 At least 200 unique county employees (including those not receiving County health insurance) will participate in at least one of the programs offered through the County's Wellness Program. These may include lunch and learns, walking programs, and no-gain holidays.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	100	100	150	200	200
Actual	N/A	143	260	174		
Objective Status	⊖	✓	✓	✓		

Goal 3 Ensure a safe work environment for all staff and visitors.

Objective 1 Safety and Risk Management will perform a safety audit on at least 50 percent of occupied county facilities to ensure employee and visitor safety; with every occupied facility inspected within 2 years.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	100%	50%	50%	50%
Actual	N/A	N/A	100%	67%		
Objective Status	⊖	⊖	✓	✓		

Objective 2 At least 90 percent of all identified safety abatements will be addressed by departments within the abatement timeframe provided by Safety and Risk Management.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	85%	90%	90%	90%
Actual	N/A	N/A	100%	100%		
Objective Status	⊖	⊖	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
2.1							
2.2							
3.1							
3.2							

Objective aligns with Commissioner Goal

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	654,702	686,488	724,507	680,745	660,947	-4%
TOTAL REVENUES	654,702	686,488	724,507	680,745	660,947	-4%
EXPENSES						
Salaries and Benefits	558,969	595,903	595,903	595,142	591,344	-1%
Operating Expenses	78,029	76,085	110,730	69,603	69,603	-9%
Capital Outlay	17,704	14,500	17,874	16,000	-	-100%
TOTAL EXPENSES	654,702	686,488	724,507	680,745	660,947	-4%
EMPLOYEES						
Full Time Equivalents	7.00	8.00	8.00	8.00	8.00	0%

DEPARTMENT MISSION STATEMENT

Provide exemplary financial management services to County departments and to our citizens and to provide financial information in an accurate, efficient, and timely manner in accordance with applicable federal, state, and local regulations. Budgeting and safeguarding assets of County.

WHAT WE DO (List of Services)

- Administration.
- Accounting for County receipts and disbursements.
- County payroll administration.
- Manage investments.
- Sell bonded debt.
- Manage existing debt.
- Administer financial aspects of capital projects.
- Manage financial assistance received from federal and state sources.
- Maintain fixed asset inventories.
- Bill for County Landfill services.
- Coordinate the annual independent audit.
- Prepare the comprehensive annual financial audit report (CAFR).
- Coordinate the annual budget process.
- Monitor budget/actual revenues and expenditures during the fiscal year.

Finance

Goal 1 Process accounts payable and payroll correctly and efficiently.

Objective 1 Achieve at least 99.5 percent accuracy for all checks issued for the payment of invoices.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	99%	99%	99%	99.5%	99.5%	99.5%
Actual	99.6%	99.4%	99.2%	99.6%		
Objective Status	✓	✓	✓	✓		

Objective 2 Achieve at least 95 percent accuracy for all employee payments.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	99%	99%	99%	99.5%	95%	95%
Actual	99%	99.9%	99.9%	99.0%		
Objective Status	✓	✓	✓	✗		

Goal 2 Create an effective and citizen-friendly Comprehensive Annual Financial Report.

Objective 1 Achieve the Comprehensive Annual Financial Report Award given by the Government Finance Accountability Office. This award recognizes excellence in local government accounting.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	Receive award	Receive award	Receive award	Receive Award	Receive Award	Receive Award
Actual	Award received	Award received	Award received	Award received		
Objective Status	✓	✓	✓	✓		

Goal 3 Ensure Rockingham County vendors are aware of how to do business with the County.

Objective 1 Advertise at least 20 times about becoming a vendor with Rockingham County. Examples include news stories on the County's website and advertisement in local papers.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	6	6	6	20	20	20
Actual	6	7	24	87		
Objective Status	✓	✓	✓	✓		

Objective 2 Contact all vendors on the County's vendor notification list for projects within their requested area within five (5) business days of the release of any applicable Requests for Proposals (RFPs). Vendors can request to be added to the vendor notification list through the County's website or by contacting the Purchasing Office directly.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	5 days	5 days	5 days
Actual	N/A	N/A	N/A	100%		
Objective Status	⊖	⊖	⊖			

Goal 4 Ensure competitive and fair purchasing practices.

Objective 1 Ensure at least three vendor quotes are considered for all purchase order requests over \$10,000 (State statute requires at least three formal bids for purchases over \$90,000). This excludes purchases made through State contract, cooperative purchasing contracts, umbrella purchase orders, sole source vendors, or County Manager approval.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	100%	100%	100%	100%	100%
Actual	N/A	78.6%	89%	100%		
Objective Status	⊖	✗	✗	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							
3.1							
3.2							
4.1							

 Objective aligns with Commissioner Goal

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	117,429	116,578	116,578	116,755	116,755	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	1,529,506	1,633,652	1,678,561	1,680,771	1,672,660	2%
TOTAL REVENUES	1,646,934	1,750,230	1,795,139	1,797,526	1,789,415	2%
EXPENSES						
Salaries and Benefits	1,268,092	1,317,505	1,310,305	1,347,466	1,339,355	2%
Operating Expenses	377,240	432,725	461,668	450,060	450,060	4%
Capital Outlay	1,602	-	23,166	-	-	0%
TOTAL EXPENSES	1,646,934	1,750,230	1,795,139	1,797,526	1,789,415	2%
EMPLOYEES						
Full Time Equivalents	23.00	23.00	23.00	23.00	23.00	0%

DEPARTMENT MISSION STATEMENT

To provide equitable cost effective administration of the property tax in Rockingham County, complying with all legal directives, in an atmosphere citizen-clients can trust.

WHAT WE DO (List of Services)

- Administration.
- Land record research.
- Property tax listings.
- Property tax assessments.
- Property tax billings.
- Property tax collections.
- Provide information to citizens, attorneys, realtors, surveyors, and County departments.

Tax - Revaluation

Dept ID: 1315

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	130,128	130,000	176,875	200,000	150,000	15%
TOTAL REVENUES	130,128	130,000	176,875	200,000	150,000	15%
EXPENSES						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	130,128	130,000	176,875	200,000	150,000	15%
Capital Outlay	-	-	-	-	-	0%
TOTAL EXPENSES	130,128	130,000	176,875	200,000	150,000	15%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

This department was established to account for costs related to the countywide revaluation of property.

Tax

Goal 1 Maximize County revenue.

Objective 1 Collect at least 98.2 percent of the Fiscal Year 2020/21 non-motor vehicle levy.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	98%	98%	98.1%	98.1%	98.2%	98.2%
Actual	98.29%	98.24%	98.14%	98.4%		
Objective Status	✓	✓	✓	✓		

Objective 2 Collect at least 35 percent of all delinquent taxes that are less than 10 years delinquent. By law, the Tax Office can only pursue enforced collection measures for taxes that are less than 10 years delinquent.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	40%	40%	40%	35%	35%	35%
Actual	42.44%	49.09%	40.68%	36.00%		
Objective Status	✓	✓	✓	✓		

Goal 2 Provide quality customer service to taxpayers.

Objective 1 To provide citizens with ample time to review and pay their taxes, tax bills will be mailed by August 1. These bills are statutorily due and payable by September 1, but do not become delinquent until January 6th.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	8/1/2015	8/1/2016	8/1/2017	8/1/2018	8/1/2019	8/1/2020
Actual	8/5/2015	7/25/2016	8/4/2017	7/24/2018		
Objective Status	✗	✓	✗	✓		

Objective 2 At least 99.5 percent of property tax bills will not result in abatement and rebill due to Tax Office errors.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	99%	99%	99.5%	99.5%	99.5%	99.5%
Actual	99.7%	99.89%	99.8%	99.7%		
Objective Status	✓	✓	✓	✓		

Goal 3 Maintain accurate property records.

Objective 1 To ensure the tax base remains up-to-date in advance of the July billing, at least 99 percent of all deeds and plats recorded will be researched and entered into the Tax system by March 1st. In addition to maximizing County revenue, efficient processing of these records helps ensure an accurate GIS system that is used by other County departments and citizens.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	98%	98%	98%	98%	99%	99%
Actual	99.8%	100%	99.9%	100.0%		
Objective Status	✓	✓	✓	✓		

Objective 2 Enter all personal property listing forms (excluding those which require additional research/information) into the Tax system and send notices to current year non-business listers who did not re-list no later than May 1, 2021.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	5/1/2020	5/1/2021
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 3 Complete 98 percent of the assessments of new construction and changes to real estate for the upcoming fiscal years' property tax bills, that are not awaiting further action or information, by April 1st. This facilitates not only change of value notices, but gives us a better read on the revenue to project and work appeals.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	98%	98%	98%	98%	98%	98%
Actual	96%	96.81%	94.42%	99.30%		
Objective Status	✗	✗	✗	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							
2.2							
3.1							
3.2							
3.3							

Objective aligns with Commissioner Goal

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	283,159	294,511	294,973	298,879	292,143	-1%
TOTAL REVENUES	283,159	294,511	294,973	298,879	292,143	-1%
EXPENSES						
Salaries and Benefits	251,053	248,211	248,211	254,794	253,058	2%
Operating Expenses	32,107	46,300	46,762	44,085	39,085	-16%
Capital Outlay	-	-	-	-	-	0%
TOTAL EXPENSES	283,159	294,511	294,973	298,879	292,143	-1%
EMPLOYEES						
Full Time Equivalents	3.40	3.40	3.40	3.40	3.40	0%

DEPARTMENT MISSION STATEMENT

To provide legal advice and representation to the Board of Commissioners and all County departments and agencies in order to assist them in achieving their goals and objectives in accordance with all relevant laws.

WHAT WE DO (List of Services)

- Provide legal representation and a variety of legal services to the Board of Commissioners and County departments and agencies, including attendance at Commissioner and other board meetings, consultation, drafting county policies, ordinances and resolutions, preparation of legal documents, contract review, and management of litigation matters.

Legal

Goal 1 Provide quality service to County departments.

Objective 1 Review at least 95 percent of contracts submitted by departments for review within 5 working days.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90%	85%	95%	95%	95%	95%
Actual	93%	100%	95%	88%		
Objective Status	✓	✓	✓	✗		

Objective 2 At least 98 percent of internal customer respondents will rate Legal department service as "Good" or "Excellent".

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	95%	95%	95%	98%	98%
Actual	99.7%	98%	99%	No survey		
Objective Status	✓	✓	✓	⊖		

Goal 2 Support Economic Development and Tourism Development Authority activities.

Objective 1 Legal will review 100 percent of all Economic Development incentive contracts within three (3) business days upon receiving final details of the project.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	90%	90%	100%	100%
Actual	N/A	N/A	100%	100%		
Objective Status	⊖	⊖	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							

Objective aligns with Commissioner Goal

Elections

Dept ID: 19

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	26	42,183	42,183	-	-	-100%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	464,401	354,538	472,559	519,699	473,272	33%
TOTAL REVENUES	464,427	396,721	514,742	519,699	473,272	19%
EXPENSES						
Salaries and Benefits	336,816	244,151	364,434	343,520	316,433	30%
Operating Expenses	118,914	152,570	150,308	160,221	156,839	3%
Capital Outlay	8,697	-	-	15,958	-	0%
TOTAL EXPENSES	464,427	396,721	514,742	519,699	473,272	19%
EMPLOYEES						
Full Time Equivalents	3.00	3.00	3.00	3.00	3.00	0%

DEPARTMENT MISSION STATEMENT

Promote consistent administration and equal application of all elections and campaign finance laws for all qualified citizens with the opportunity to vote in fair, accurate, and open elections according to constitutional and statutory rights and requirements.

WHAT WE DO (List of Services)

- Maintain voter registration for all Rockingham County voters.
- Conduct elections for Federal, State, County, and municipal offices.
- Educate and assist candidates/treasurers with their campaign reporting.
- Secure compliant and ADA accessible voting locations for all elections.
- Recruit, organize, prepare, and train precinct officials for all elections.
- Investigate any irregularities or complaints filed.
- Certify election results.
- Inform and educate the general public as to voting laws and regulations.

Register of Deeds

Dept ID: 2210

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	605,480	534,000	534,000	555,000	580,000	9%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	(87,052)	(6,612)	(532)	(17,113)	(44,789)	577%
TOTAL REVENUES	518,428	527,388	533,468	537,887	535,211	1%
EXPENSES						
Salaries and Benefits	422,571	428,014	432,939	438,384	435,708	2%
Operating Expenses	89,957	99,374	99,547	99,503	99,503	0%
Capital Outlay	5,901	-	982	-	-	0%
TOTAL EXPENSES	518,428	527,388	533,468	537,887	535,211	1%
EMPLOYEES						
Full Time Equivalents	7.00	7.00	7.00	7.00	7.00	0%

DEPARTMENT MISSION STATEMENT

To serve the public interest of Rockingham County by providing accurate, timely, accessible, and secure management of the County's most important records on which people rely to protect property rights and to prove the occurrence of important life events.

WHAT WE DO (List of Services)

- Real Estate/Vitals Division:
 - Real Estate: Determine that documents meet all statutory and locally adopted prerequisites for recording, then immediately record, scan and make the record available for public viewing and copying. Collect fees for services rendered; generate accounting reports; perform quality control; and process mail.
 - Vitals: Issue certified and uncertified copies of birth records, death records, marriage records, and armed service discharge records. Issue marriage licenses; administer oaths of office to notary publics; prepare and process amendments to birth and death records, legitimations, and delayed birth registrations. Access the North Carolina EBRS system (Electronic Birth Registration System) to assist customers whose birth occurred in another county in North Carolina. Collect fees for services rendered; generate accounting reports; scan documents; perform quality control; and process mail.
- Indexing/Verification Division: Examine each recorded document to extract the indexing information based on the type of instrument and how the indexing laws and rules apply to it. Parties to the document are identified and indexed as a grantor or grantee, or both. Entries are made as to the date registered; document type; reference to the book and page location in the records; and a brief property description are entered into a temporary index within 24 hours of recordation. Blind key verification is performed. A final review is performed to ensure accuracy of indexed data on the permanent index within 30 days of recordation pursuant to statutory laws and the North Carolina Minimum Indexing Standards.

- Records Management: Official custodian for county repository of recorded documents. Provides for public inspection of records. Issues official copies. Provides for, in perpetuity, the preservation and protection of recorded documents. Authenticates records for Court. Maintains or destroys records in compliance with Records Disposition Schedule. Researches and implements new technologies to improve the input, storage and retrieval of information and to expand e-government initiatives.
- Customer Service: Responds to requests and provides assistance.
- Administration.

Register of Deeds Automation and Preservation

Dept ID: 2215

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	41,996	20,000	20,000	30,000	30,000	50%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
A&P Fund Balance	(22,116)	-	36,000	-	-	0%
TOTAL REVENUES	19,880	20,000	56,000	30,000	30,000	50%
EXPENSES						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	19,880	20,000	56,000	30,000	30,000	50%
Capital Outlay	-	-	-	-	-	0%
TOTAL EXPENSES	19,880	20,000	56,000	30,000	30,000	50%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

This department serves to account for monies dedicated to enhancing computer or imaging technology and needs associated with the preservation and storage of public records in the Office of the Register of Deeds. State law mandates that 10 percent of certain fees charged by the Register of Deeds be set aside for this purpose.

Register of Deeds

Goal 1 Maintain accurate and timely records.

Objective 1 Perform quality control on historical land record indexes for the period 1996-2010 by reviewing at least 4 months of indexed data for accuracy.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	12	12	12	6	4	4
Actual	9	5	4	-		
Objective Status	✗	✗	✗	✗		

Objective 2 100 percent of recorded land record documents will appear on the temporary index within 24 hours of recording. This provides the public with the most up-to-date Real Estate records.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	100%	100%	100%	100%	100%	100%
Actual	100%	100%	100%	100%		
Objective Status	✓	✓	✓	✓		

Objective 3 Accurately index 100 percent of Real Estate records on the permanent index within 30 days. This will be measured by not having to record any administrative notices for that specific time period.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	100%	100%	100%	100%	100%	100%
Actual	100%	100%	100%	100%		
Objective Status	✓	✓	✓	✓		


Goal 2 Effectively administer and promote the Register of Deeds Passport Program.

Objective 1 To provide a convenient location for citizens to obtain a passport, Register of Deeds will process at least 500 passport applications (including the application and the required picture).

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	700	700	725	500
Actual	N/A	N/A	693	834		
Objective Status	✓	✓	✗	✓		

Commissioner Goal Matrix

Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
2.1							

 Objective aligns with Commissioner Goal

Information Technology

Dept ID: 28

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	2,397,099	2,209,877	2,500,287	2,287,924	2,206,713	0%
TOTAL REVENUES	2,397,099	2,209,877	2,500,287	2,287,924	2,206,713	0%
EXPENSES						
Salaries and Benefits	842,192	942,827	942,827	969,670	963,459	2%
Operating Expenses	838,085	958,250	1,121,072	924,954	924,954	-3%
Capital Outlay	716,822	308,800	436,388	393,300	318,300	3%
TOTAL EXPENSES	2,397,099	2,209,877	2,500,287	2,287,924	2,206,713	0%
EMPLOYEES						
Full Time Equivalents	11.00	12.00	12.00	12.00	12.00	0%

DEPARTMENT MISSION STATEMENT

Provide Information Technology resources that enable the delivery of quality public services.

WHAT WE DO (List of Services)

- Provide project management, business analysis, and process improvement through technology.
- Manage infrastructure related projects for more than 15 buildings (cameras, badge system, audio/video, cabling).
- Provide 24x7 IT Support to over 850 PT/FT employees.
- Support over 50 critical servers/systems (Windows, Mainframe, etc.).
- Operation and support of more than 80 network devices (routers, switches, WAP) including critical fiber infrastructure/cabling.
- Support more than 525 Cisco VoIP phones (including backend systems).
- Maintain and support more than 700 end devices (PC, Laptop, iPad, Mobile).
- Maintain and support over 75 business related applications.

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	1,906	3,665	3,665	-	-	-100%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	206,135	197,866	197,866	206,764	205,904	4%
TOTAL REVENUES	208,042	201,531	201,531	206,764	205,904	2%
EXPENSES						
Salaries and Benefits	135,555	130,303	130,303	135,927	135,067	4%
Operating Expenses	70,005	71,228	71,228	70,837	70,837	-1%
Capital Outlay	2,482	-	-	-	-	0%
TOTAL EXPENSES	208,042	201,531	201,531	206,764	205,904	2%
EMPLOYEES						
Full Time Equivalents	2.00	2.00	2.00	2.00	2.00	0%

DEPARTMENT MISSION STATEMENT

Provide mapping services and geographical information to all County departments and to the public.

WHAT WE DO (List of Services)

- Maintain parcel property lines in digital maps.
- Maintain various mapping layers (i.e. streets, fire districts, etc.).
- Assist County departments with mapping requests and geographical projects.
- Respond to public requests for mapping information.

Information Technology (including GIS)

Goal 1 Continue efforts to improve service delivery and communication throughout the organization.

Objective 1 Resolve at least 95 percent of priority 1 and 2 (most serious - affect production) incidents within 2 business days.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	90% in 1 day	90% in 1 day	90% in 1 day	90% in 1 day	95% in 2 days
Actual	N/A	78%	76%	94%		
Objective Status	⊖	✗	✗	✓		

Objective 2 Contact helpdesk customers with priority 3 and 4 incidents (break/fix) within 2 business days of initial request at least 93 percent of the time.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	90%	90%	90%	93%	93%
Actual	N/A	89%	91%	94%		
Objective Status	⊖	✗	✓	✓		

Objective 3 Resolve at least 92 percent of all break/fix helpdesk tickets within 5 business days.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90% in 2 days	90% in 5 days	90% in 5 days	90% in 5 days	92% in 5 days	92% in 5 days
Actual	1.5%	95.6%	92.6%	91.0%		
Objective Status	✗	✓	✓	✓		

Objective 4 To improve the appearance, functionality, and ease of use of the County's website, IT will launch a new revamped County website by December 31, 2020.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	3/31/2020	12/31/2020
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 5 At least 93 percent of client respondents will be satisfied or highly satisfied with IT and GIS services as measured through a new customer satisfaction survey distributed countywide at least quarterly.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	85%	85%	90%	93%	93%
Actual	Data not available	100%	100%	97%		
Objective Status	✗	✓	✓	✓		

Focus on increasing the use of GIS (Geographic Information System) resources and improving operational capabilities.

Goal 2

Objective 1 Complete at least 93 percent of digital and custom map requests within 5 work days of the request. These maps are requested by both County departments and citizens.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90%	90%	90%	90%	93%	93%
Actual	100%	92.7%	90.46%	96.00%		
Objective Status	✓	✓	✓	✓		

Objective 2 Create 93 percent of address files within 4 work days of receipt. These address files come from things such as new construction and deed changes and prompt updates allow for effective land record management.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90%	90%	90%	90%	93%	93%
Actual	100%	92.6%	92.5%	94.0%		
Objective Status	✓	✓	✓	✓		

Goal 3 Promote internships to Rockingham County students.

Objective 1 IT will work with local high schools and RCC to have at least one intern.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	1	1	1	1	1
Actual	N/A	2	1	1		
Objective Status	⊖	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
1.4							
1.5							
2.1							
2.2							
3.1							

Objective aligns with Commissioner Goal

Engineering and Public Utilities

Dept ID: 34

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	128,784	121,000	121,000	135,000	135,000	12%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	1,572,998	1,854,841	2,198,754	2,462,963	1,757,493	-5%
TOTAL REVENUES	1,701,782	1,975,841	2,319,754	2,597,963	1,892,493	-4%
EXPENSES						
Salaries and Benefits	646,243	688,468	683,468	723,428	719,145	4%
Operating Expenses	902,358	1,095,779	1,037,018	1,182,757	1,104,557	1%
Capital Outlay	153,182	191,594	599,268	691,778	68,791	-64%
TOTAL EXPENSES	1,701,782	1,975,841	2,319,754	2,597,963	1,892,493	-4%
EMPLOYEES						
Full Time Equivalents	11.60	11.60	11.60	11.60	11.60	0%

DEPARTMENT MISSION STATEMENT

To provide for all maintenance and upkeep of public buildings. Perform this service either with in-house staff or by outsourcing required services.

WHAT WE DO (List of Services)

- Administration over Engineering and Public Utilities.
- Construction projects administration.
- Security system administration and maintenance.
- CDBG grant administration.
- Engineering services.
- Building and grounds maintenance.

Engineering and Public Utilities

Goal 1 Maintain a safe, efficient, and aesthetically pleasing work environment for County stakeholders.

Objective 1 At least 5 percent of all work orders will be for preventative maintenance. Preventative maintenance includes things like HVAC, elevator, and boiler inspections.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	20%	10%	5%	3%	5%	5%
Actual	4%	1.7%	N/A	3.60%		
Objective Status	✗	✗	✗	✓		

Goal 2 Provide prompt service to Public Building work orders.

Objective 1 Respond to at least 75 percent of maintenance work orders (excluding major projects) within 4 business days. For purposes of this measure, response is considered the preliminary action taken to address an issue.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	85% in 2 days	85% in 2 days	85% in 2 days	85% in 3 days	85% in 4 days	75% in 4 days
Actual	87%	84%	73%	72%		
Objective Status	✓	✗	✗	✗		

Objective 2 Maintenance staff will achieve a 95 percent satisfaction rating as measured through a new survey available as a part of the electronic work order system.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	90%	95%	95%	95%
Actual	N/A	N/A	98%	96%		
Objective Status	⊖	⊖	✓	✓		

Goal 3 Efficiently install new signs and repair/replace existing signs as needed.

Objective 1 Complete at least 80 percent of new/repair sign installations within 20 work days of the request.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	95%	85%	85%	90%	80%
Actual	N/A	81%	77%	71%		
Objective Status	⊖	✗	✗	✗		

Goal 4 Maintain a safe environment for all patrons on County property.

Objective 1 Maintenance will either abate or present to the County Manager a plan to abate all severe facility/property hazards as identified by the Safety and Risk Manager within 3 days of notification.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	100% in 10 days	100% in 10 days	100% in 3 days	100% in 3 days
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	✓	⊖		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							
2.2							
3.1							
4.1							

 Objective aligns with Commissioner Goal

Non-Departmental

Dept ID: 36

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	1,876,109	2,204,133	3,019,042	2,314,000	2,621,000	19%
TOTAL REVENUES	1,876,109	2,204,133	3,019,042	2,314,000	2,621,000	19%
EXPENSES						
Retiree Health Insurance	1,926,560	2,000,000	2,000,000	2,256,000	2,256,000	13%
1/3 Salary Study	-	-	-	-	300,000	100%
Precinct Official Set Aside	-	116,122	576	-	-	-100%
Shared Savings / Gainsharing	-	5,000	441,516	-	5,000	0%
COVID-19 Expenses	-	-	447,509	-	-	0%
Other Misc. Expenses	(50,451)	83,011	129,441	58,000	60,000	-28%
TOTAL EXPENSES	1,876,109	2,204,133	3,019,042	2,314,000	2,621,000	19%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

The purpose of this department is to track and record expenses that are not specific to any department. Examples include retiree health insurance and gainsharing.

Transfers Out

Dept ID: 9110

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	5,269,978	5,329,666	5,848,893	5,241,781	4,611,327	-13%
TOTAL REVENUES	5,269,978	5,329,666	5,848,893	5,241,781	4,611,327	-13%
EXPENSES						
To Capital Reserve Fund	3,525,348	4,129,660	4,129,660	3,670,081	3,735,276	-10%
To Capital Project Fund	-	-	174,600	-	-	0%
To Grant Project Fund	143,450	-	-	-	-	0%
To Insurance Fund	84,435	-	13,627	-	-	0%
To Debt Service Fund	635,031	479,858	479,858	473,956	393,595	-18%
To Water Fund	416,818	430,240	761,240	589,463	292,946	-32%
To Sewer Fund	464,896	289,908	289,908	508,281	189,510	-35%
TOTAL EXPENSES	5,269,978	5,329,666	5,848,893	5,241,781	4,611,327	-13%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

Funds are transferred from the General Fund to other Funds or capital projects to offset operating expenditures or expenditures of a particular project.

Contingency

Dept ID: 9910

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	-	250,000	216,126	250,000	250,000	0%
TOTAL REVENUES	-	250,000	216,126	250,000	250,000	0%
EXPENSES						
Contingency	-	250,000	216,126	250,000	250,000	0%
TOTAL EXPENSES	-	250,000	216,126	250,000	250,000	0%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

Contingency serves to allow the County to cover unforeseen events that occur during the Fiscal Year.

Emergency Medical Services

Dept ID: 4010

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	4,513,496	4,755,000	4,755,000	5,032,443	5,155,000	8%
Intergovernmental	109,667	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	1,536,640	2,637,495	2,658,846	2,713,054	2,532,538	-4%
TOTAL REVENUES	6,159,803	7,392,495	7,413,846	7,745,497	7,687,538	4%
EXPENSES						
Salaries and Benefits	4,215,004	5,016,893	4,931,074	5,174,770	5,148,293	3%
Operating Expenses	1,181,087	1,751,729	1,854,091	1,866,837	1,861,116	6%
Contribution to Rescue Squads	276,000	186,000	186,000	186,000	186,000	0%
Capital Outlay	487,712	437,873	442,681	517,890	492,129	12%
TOTAL EXPENSES	6,159,803	7,392,495	7,413,846	7,745,497	7,687,538	4%
EMPLOYEES						
Full Time Equivalents	63.00	67.00	67.7375	68.00	68.00	1%

DEPARTMENT MISSION STATEMENT

Provide the highest quality pre-hospital care, transportation, and injury prevention for employees and County citizenry.

WHAT WE DO (List of Services)

- Countywide pre-hospital emergency care and transport.
- Coordinated response with rescue and fire agencies.
- First response (victim stabilization non-transport).
- Billing and collection services.
- Maintain State certifications.
- Training certifications.
- Drug inventory.
- Vehicle maintenance.
- Public education.

Emergency Services - EMS

Goal 1 Provide a safe work environment.

Objective 1 Achieve a high staff uptime by losing no more than 3 percent of work time due to workplace incidents.

	FY 2016	FY 2017	FY18	FY19	FY20	FY21
Target	N/A	N/A	< 5%	< 3%	< 3%	< 3%
Actual	N/A	N/A	2.14%	N/A		
Objective Status	⊖	⊖	✓	⊖		

Goal 2 Maximize the County's reimbursement rate for providing service.

Objective 1 Ensure no more than 2 percent of all EMS calls are deemed not medically necessary due to EMS error (missing signatures, incomplete documentation, etc). Trips deemed not medically necessary are ineligible for Medicare/Medicaid reimbursement.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	< 2%	< 2%	< 2%	< 1%	< 1%	< 2%
Actual	3.4%	0.4%	0.65%	1.30%		
Objective Status	✗	✓	✓	✗		

Goal 3 Provide a timely and safe response to EMS calls.

Objective 1 Maintain a response time of 12 minutes or less for emergency calls at least 85 percent of the time.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90% < 10 mins	90% < 12 mins	90% < 12 mins	85% < 12 mins	85% < 12 mins	85% < 12 mins
Actual	59%	72%	82.43%	82.00%		
Objective Status	✗	✗	✗	✗		

Objective 2 Maintain a response time of 18 minutes or less for non-emergency calls at least 90 percent of the time.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95% < 18 mins	90% < 18 mins	90% < 18 mins	90% < 18 mins	90% < 18 mins	90% < 18 mins
Actual	81%	83%	92.13%	92.00%		
Objective Status	✗	✗	✓	✓		

Objective 3 Maintain a chute time response of 1 minute or less on all emergency calls at least 90 percent of the time.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	90% < 1 minute	90% < 1 minute	90% < 1 minute	90% < 1 minute	90% < 1 minute
Actual	N/A	64%	83.43%	91.00%		
Objective Status	⊖	✗	✗	✓		

Goal 4 Provide a high level of care on high-risk procedures.

Objective 1 Achieve a 75 percent or greater rate for successful advanced airway procedures.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	65%	65%	65%	75%	75%	75%
Actual	75%	64%	73%	79%		
Objective Status	✓	✗	✓	✓		

Goal 5 Educate the public on proper emergency medical care.

Objective 1 EMS will hold a minimum of 10 classes/demos addressing a minimum of 500 people. These classes will cover topics such as basic first aid care, how to recognize a heart attack, etc.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	> 6 classes > 100 people	> 6 classes > 150 people	> 10 classes > 500 people	> 10 classes > 500 people	> 10 classes > 500 people	> 10 classes > 500 people
Actual	13 classes 1,537 citizens	9 classes 387 people	10 classes 687 people	16 classes; 1,038 people		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							
3.1							
3.2							
3.3							
4.1							
5.1							

Objective aligns with Commissioner Goal

Fire Marshal

Dept ID: 4020

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	1,540	2,100	2,100	2,100	2,100	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	12,000	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	297,199	323,421	342,258	348,694	318,331	-2%
TOTAL REVENUES	298,739	325,521	356,358	350,794	320,431	-2%
EXPENSES						
Salaries and Benefits	157,537	211,905	229,969	237,158	210,781	-1%
Operating Expenses	82,878	94,671	32,188	98,286	94,300	0%
Capital Outlay	58,324	18,945	94,201	15,350	15,350	-19%
TOTAL EXPENSES	298,739	325,521	356,358	350,794	320,431	-2%
EMPLOYEES						
Full Time Equivalents	4.00	3.00	3.00	3.00	3.00	0%

DEPARTMENT MISSION STATEMENT

Minimize the loss of life and property from fires, medical emergencies, and manmade and natural disasters. We will strive to achieve our mission through fire prevention, education, code enforcement, fire suppression, emergency medical response, rescue, and other emergency and non-emergency response. We will actively participate in our county, serve as role models, and strive to efficiently and effectively utilize all that's necessary to accomplish this mission.

WHAT WE DO (List of Services)

- NC statutory fire prevention inspections and permitting.
- Investigate all fires upon request of the incident commander.
- Fire prevention programs/classes for students, organizations and the public.
- Emergency fire suppression response/rescue with rescue and fire agencies.
- County Oil Spill and Hazardous Chemical Response Unit.
- Plan review of non-residential structures (not including Reidsville or Eden).
- Participation and certification in various professional agencies/organizations.
- Evidence collection, photography, scene sketches and interviews at fire scenes.
- Testify in court on origin and causes of incendiary fires or if litigation occurs.
- Coordinate and administer fire department insurance, tax, and response districts.
- Submit annual fire reports to the County Commissioners.
- Attend special events to promote fire/life safety.
- Train fire department personnel about different safety and equipment aspects.
- Fire extinguisher training for industry, business, and government employees.
- Assist with grants coordination.
- Assist with special projects as assigned by the Director.

Emergency Services - Fire Marshal

Ensure effective and prompt response to fire calls in the County. This helps with relieving fire departments and ensuring a high conviction rate in arson cases.

Goal 1

Objective 1 Arrive on scene to at least 90 percent of Fire Marshal dispatches within 30 minutes of the time of notification.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	90%	90%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 2 Mitigate fire risk in structures in the community.

Objective 1 Conduct at least 85 percent of statutory and non-statutory fire inspections according to the State fire code inspection intervals.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	80%	80%	80%	80%	85%	85%
Actual	50%	42.5%	N/A	100.0%		
Objective Status	✗	✗	✗	✓		

Goal 3 Educate the community on dangers of fire.

Objective 1 Produce at least 3 digital outreach efforts (videos, online training, etc.) on the dangers of fire and fire prevention.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	N/A	3
Actual	N/A	N/A	N/A	N/A	N/A	
Objective Status	⊖	⊖	⊖	⊖	⊖	


Goal 4 Effectively investigate arson cases.

Objective 1 100 percent of all arson cases brought to a grand jury by the Fire Marshal's office will receive a true bill of indictment and move forward to trial. While the Fire Marshal's Office does not control the judicial process, a bill of indictment indicates that the presented evidence is sufficient to warrant a trial.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	100%	100%	100%
Actual	N/A	N/A	N/A	100%		
Objective Status	⊖	⊖	⊖	✓		

Commissioner Goal Matrix

Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							
3.1							
4.1							

 Objective aligns with Commissioner Goal

Emergency Management

Dept ID: 4025

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	53,352	53,899	80,902	54,279	54,279	1%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	(19,740)	85,470	124,589	128,850	93,983	100%
TOTAL REVENUES	33,612	139,369	205,491	183,129	148,262	6%
EXPENSES						
Salaries and Benefits	-	71,863	74,793	75,462	74,976	4%
Operating Expenses	33,612	67,506	33,558	79,917	70,286	4%
Capital Outlay	-	-	97,140	27,750	3,000	100%
TOTAL EXPENSES	33,612	139,369	205,491	183,129	148,262	6%
EMPLOYEES						
Full Time Equivalents	0.00	1.00	1.00	1.00	1.00	0%

DEPARTMENT MISSION STATEMENT

It is the mission of Rockingham County Emergency Management to provide the highest level of service to the citizens and visitors of Rockingham County in a professional, effective, and efficient manner.

WHAT WE DO (List of Services)

- Maintains the County Emergency Operation Plans.
- Maintains the County Continuity of Operations Plan.
- Maintains the County Hazard Mitigation Plan.
- Maintains the County Threat and Hazard Identification and Risk Assessment.
- Reviews disaster plans for all licensed care facilities.
- Responsible for the Salamander System (accountability and incident management) (statewide system).
- Responsible for WEB EOC and Share Point updates.
- Responsible for NC Training and Exercise Registration Management (TERMS).
- Responsibilities with the Safer Schools Program.
- Responsibilities with the Dam Safety Program.
- Responsible for TIER II reporting for hazardous materials.
- Responsible for NIMS compliancy for County.
- Responsible for Community Emergency Response Teams (CERT).
- Participates with the School Crisis Team.
- Participates with preparedness outreach programs.
- Responsible for County Incident Management Team.
- Maintains the Emergency Operation Center.
- Maintains emergency management training hours as required by the State.
- Responsible for conducting 3 exercises per year.

- Responsible for resource request to the State and from the municipalities.
- Maintains requirements for a Storm Ready County.
- Participates with the Local Emergency Planning Committee (LEPC).
- Provides a resource guide for all county emergency services for the County and State.
- Maintains all contracts for services during a disaster.
- Provides mutual aid to municipalities or other counties or state as requested.
- Able to deploy with State Incident Management Teams as requested (Up to 30 day deployment and proper credentialing needed).
- Attend emergency management forums.
- Attend emergency management conferences.

Emergency Services - Emergency Management

Goal 1 Provide prompt response to all Emergency Management callouts (natural and manmade disasters).

Objective 1 Arrive on scene to at least 90 percent of Emergency Management calls within 30 minutes of the time of dispatch.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	90%	90%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 2 Ensure the County is prepared to address all manmade and natural disasters.

Objective 1 Successfully conduct at least 5 Emergency Management exercises / real world events to test the County's Emergency Operations Plan. These will include both table-top and full-scale exercises that test areas such as response capabilities, recovery plans, and mitigation efforts.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	3	3	3	3	5	5
Actual	3	2	8	9		
Objective Status	✓	✗	✓	✓		

Goal 3 Educate the public on what to do and who to contact during an emergency.

Objective 1 Provide at least 5 Emergency Management classes reaching at least 100 citizens. These classes are available to groups who request them, and examples of topics covered are emergency preparedness and disaster planning.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	> 5 classes > 50 citizens	> 5 classes > 50 citizens	> 5 classes > 100 citizens	> 5 classes > 100 citizens	> 5 classes > 100 citizens	> 5 classes > 100 citizens
Actual	2 classes 50 participants	3 classes 107 citizens	6 classes 144 participants	6 classes >100 citizens		
Objective Status	✗	✗	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							
3.1							

Objective aligns with Commissioner Goal

911 Communications

Dept ID: 4030

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	30,944	63,721	63,721	9,330	9,330	-85%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	1,559,866	1,804,646	1,826,671	2,024,863	1,924,238	7%
TOTAL REVENUES	1,590,810	1,868,367	1,890,392	2,034,193	1,933,568	3%
EXPENSES						
Salaries and Benefits	1,419,026	1,695,159	1,678,159	1,845,328	1,745,103	3%
Operating Expenses	171,784	173,208	209,377	188,865	188,465	9%
Capital Outlay	-	-	2,856	-	-	0%
TOTAL EXPENSES	1,590,810	1,868,367	1,890,392	2,034,193	1,933,568	3%
EMPLOYEES						
Full Time Equivalents	30.00	30.00	30.00	30.00	30.00	0%

DEPARTMENT MISSION STATEMENT

The mission of Rockingham County Emergency Communications is to provide the crucial link between the citizens of, and those traveling in and through, Rockingham County to emergency services agencies and/or responders. Ensure that resources are rapidly deployed as needed; with the end goal being the increased chance of a successful mitigation of any emergent or perceived emergent situation.

Simply stated, "We link the public to the public safety responders."

WHAT WE DO (List of Services)

- Answering of 9-1-1 calls occurring within or routed to RCEC in accordance with applicable law and regulation.
- Provision of seven (7) digit administrative and non-911 lines and answering of the seven (7) digit administrative and non 9-1-1 lines, as well as other urgent or non-urgent calls for agencies served by RCEC.
- Use of the International Academy of Emergency Dispatch, Emergency Medical Dispatch Protocol call processing systems.
- Professional incident processing and radio dispatch for all Law Enforcement/Fire/EMS/Rescue agencies which operate within Rockingham County, including primary and backup paging systems for fire and EMS.
- Maintenance of response times for each public safety unit, call number generation, and auto distribution of incident times (as needed).
- National Crime Information Center and Division of Criminal Information (NCIC/DCI) monitoring for each law enforcement agency's Originating Routing Identifier (ORI) and broadcast of Attempt to Locate (ATL) messages received from other jurisdictions that are relative to the agencies and/or jurisdictions of the agencies served by RCEC. Upon the request of a "Hit Confirmation" RCEC will contact the entering agency's on-duty supervisor to accurately verify the status of the requested information.

- Prompt NCIC/DCI entry of missing, abducted or wanted persons, stolen vehicles, and suspect information for violent crimes or other emergent and/or non-emergent situations. After-hours entry of urgent orders and warrants as requested by any agency served by RCEC in which RCEC has active "DCI Servicing Agreement" on file.
- Provision of NCIC/DCI information via radio and hard copied (via fax) upon request to eligible personnel.
- Severe weather warning announcements.
- After-hours answering of law enforcement agency administrative lines that "roll over" to RCEC.
- Significant incident tactical channel assignments.
- Informant and urgent messages to agency personnel as applicable.
- Notification and coordination with public utilities, military assets, medical helicopter services, neighboring counties, and the State of NC.
- National Alert and Warning System monitoring.
- Monitoring of significant events occurring within or in close proximity to Rockingham County.
- Notification of key officials of significant events by automatic paging or call down.
- Ensure accurate addressing through the maintenance / dissemination of largely accurate Master Street Addressing Guide, Emergency Service Number index, GIS, and landmark files to include intersections, businesses, and key landmarks.
- Maintenance of business contact information as information is provided by the agencies.
- Maintenance of special information attached to landmarks (fire, hazmat, trespasser and other information) as information is provided by the agencies.
- Coordination, preventive maintenance, repairs and planning for Rockingham County's Emergency Services/Public Safety radio systems.

Emergency Services - 911

Goal 1 Answer and dispatch calls as fast as safely possible.

Objective 1 Answer at least 97 percent of all incoming 911 calls within 10 seconds.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	99%	98.5%	97%	97%	97%	97%
Actual	97%	96.28%	97%	96%		
Objective Status	✗	✗	✓	✗		

Objective 2 Answer at least 97 percent of all administrative calls within 10 seconds.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90% in 30 sec	98% in 10 sec	97% in 10 sec	97% in 10 sec	97% in 10 sec	97% in 10 sec
Actual	99.80%	97.43%	97.78%	97.00%		
Objective Status	✓	✗	✓	✓		

Objective 3 Dispatch at least 93 percent of all emergent calls for service within 90 seconds, with 99 percent dispatched within 120 seconds (excluding "be on the lookout" calls). This is the target dispatch time for all emergent calls for service set by NFPA 1221 (National Fire Protection Association).

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	90% < 90 sec 99% < 120 sec	90% < 90 sec 99% < 120 sec	90% < 90 sec 99% < 120 sec	93% < 90 sec 99% < 120 sec	93% < 90 sec 99% < 120 sec
Actual	N/A	87.8% < 90 sec 93.9% < 120 sec	97.2% < 90 99.2% < 120	96% < 90 sec; 99% < 120 sec		
Objective Status	⊖	✗	✓	✓		

Goal 2 Accurately handle and dispatch calls.

Objective 1 At least 95 percent of audited EMD (Emergency Medical Dispatch) calls will be at least 93 percent compliant with EMD protocols. This is the Q/A standard recommended by the International Academy of Emergency Dispatch.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	95%	95%	95%
Actual	N/A	N/A	N/A	91.00%		
Objective Status	⊖	⊖	⊖	✗		

Objective 2 At least 95 percent of audited EPD (Emergency Police Dispatch) calls will be at least 93 percent compliant with EPD protocols. This is the Q/A standard recommended by the International Academy of Emergency Dispatch.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	95%	95%	95%
Actual	N/A	N/A	N/A	73.00%		
Objective Status	⊖	⊖	⊖	✗		

Goal 3 Provide quality customer service to citizens and public safety agencies.

Objective 1 Maintain a ratio of substantiated complaints to number of calls for service of less than 1 complaint per every 8,000 calls.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	1 per 8,000	1 per 8,000	1 per 8,000	1 per 8,000	1 per 8,000	1 per 8,000
Actual	1 per 18,627	1 per 8,448	1 per 9,146	1 per 14,357		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
2.1							
2.2							
3.1							

 Objective aligns with Commissioner Goal

Emergency Services - Administration

Dept ID: 4035

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	275,240	191,878	196,878	191,503	190,664	-1%
TOTAL REVENUES	275,240	191,878	196,878	191,503	190,664	-1%
EXPENSES						
Salaries and Benefits	183,001	119,088	119,088	123,353	122,514	3%
Operating Expenses	51,730	65,360	65,957	68,150	68,150	4%
Capital Outlay	40,509	7,430	11,833	-	-	-100%
TOTAL EXPENSES	275,240	191,878	196,878	191,503	190,664	-1%
EMPLOYEES						
Full Time Equivalents	1.00	1.00	1.00	1.00	1.00	0%

DEPARTMENT MISSION STATEMENT

Provide management and leadership to all divisions of Rockingham County Emergency Services, which includes 911 Communications, Fire Marshal, EMS, and Emergency Management.

Medical Examiner

Dept ID: 4040

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	90,250	85,000	91,000	85,000	85,000	0%
TOTAL REVENUES	90,250	85,000	91,000	85,000	85,000	0%
EXPENSES						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	90,250	85,000	91,000	85,000	85,000	0%
Capital Outlay	-	-	-	-	-	0%
TOTAL EXPENSES	90,250	85,000	91,000	85,000	85,000	0%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

These funds are used to cover the State mandated costs for Medical Examiner services.

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	457,128	391,000	409,000	382,000	382,000	-2%
Intergovernmental	236,880	212,411	242,543	228,462	228,462	8%
Licenses & Permits	78,005	70,000	70,000	70,000	70,000	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	1,250	-	7,100	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	7,684,419	7,952,206	7,784,380	8,938,879	7,999,567	1%
TOTAL REVENUES	8,457,682	8,625,617	8,513,023	9,619,341	8,680,029	1%
EXPENSES						
Salaries and Benefits	6,580,018	6,867,225	6,860,163	7,543,105	7,108,311	4%
Operating Expenses	1,350,364	1,468,280	1,274,057	1,517,073	1,211,377	-17%
Capital Outlay	527,300	290,112	378,803	559,163	360,341	24%
TOTAL EXPENSES	8,457,682	8,625,617	8,513,023	9,619,341	8,680,029	1%
EMPLOYEES						
Full Time Equivalents	98.00	98.00	98.00	104.40	98.00	0%

DEPARTMENT MISSION STATEMENT

Maintain the trust and support of the citizens by providing the highest level of service possible with the manpower, technology, and equipment that we have available.

WHAT WE DO (List of Services)

- Administration.
- Answer calls for service.
- Enforce state and local laws throughout the County.
- Investigate crimes.
- Record and serve criminal and civil records (process).
- Fingerprinting.
- GREAT programs.
- Crime stoppers program.
- Special victims unit (domestic violence).
- COPS (community oriented policing services).
- Crime prevention education classes.
- Maintain the sex offender registry.

Sheriff - Admin, Civil, & Records

Goal 1 Provide efficient service to citizens by processing purchase permit applications within a timely manner.

Objective 1 Process at least 97 percent of purchase permit applications received through Permitium online gun permit system within 14 days of receipt of application.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90%	93%	97%	97%	97%	97%
Actual	98%	98%	98%	99%		
Objective Status	✓	✓	✓	✓		

Goal 2 Minimize the cost of workplace incidents.

Objective 1 Achieve a high staff uptime by losing no more than 0.5 percent of work time due to workplace incidents (measure applies to all Sheriff's Office staff including Jail and Animal Control).

	FY16	FY17	FY18	FY19	FY20	FY21
Target	5%	5%	1%	1%	0.5%	0.5%
Actual	0.2%	0.04%	0.30%	0.12%		
Objective Status	✓	✓	✓	✓		

Goal 3 Effective service of civil process.

Objective 1 Attempt service of at least 93 percent of civil summons within 45 days of receipt. This timely service expedites the judicial process and is important as summons are only valid for 60 days.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90%	93%	93%	93%	93%	93%
Actual	96%	96%	94%	92%		
Objective Status	✓	✓	✓	✗		

Goal 4 Effective community outreach.

Objective 1 Provide an internship to at least one Rockingham County high school or North Carolina college students to offer first-hand knowledge into Sheriff's Office programs and services.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	5	3	3	1
Actual	N/A	N/A	5	3		
Objective Status	⊖	⊖	✓	✓		

Objective 2 The Sheriff's Office will create and promote two (2) public service announcements around littering and its impact on the County.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	2	2	2	2
Actual	N/A	N/A	8	7		
Objective Status	⊖	⊖	✓	✓		

Goal 5 Effective evidence management.

Objective 1 Through proper evidence management, the Sheriff's Office will experience 0 instances of evidence being declared inadmissible in court due to improper handling and/or storage.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	-	-	-	-
Actual	N/A	N/A	-	-		
Objective Status	⊖	⊖	✓	✓		

Goal 6 Through the Court Services program, expedite appropriate defendant release as an alternative to incarceration.

Objective 1 At least 95 percent of unsecured/secured bond amounts issued by judges will adhere to the bond policy.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	85%	90%	90%	90%	95%	95%
Actual	99%	96%	97%	99%		
Objective Status	✓	✓	✓	✓		

Objective 2 At least 99 percent of defendants who are arrested and have not made bond will be assessed by Court Services staff prior to their first appearance.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90%	95%	99%	99%	99%	99%
Actual	100%	100%	99.1%	99.0%		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix

Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							
3.1							
4.1							
4.2							
5.1							
6.1							
6.2							

 Objective aligns with Commissioner Goal

Sheriff - Detectives

Goal 1 Effectively investigate crime.


Objective 1 Rockingham County Sheriff's Office will exceed the State average case clearance rate for index violent crime. According to 2017 data, the State average case clearance rate for index violent crime was 52.7%.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	53.6%	Exceed state avg	Exceed state avg	Exceed state avg
Actual	N/A	N/A	84%	86%		
Objective Status	⊖	⊖	✓	✓		

Objective 2 At least 95 percent of cases from Detectives that go to a grand jury will receive a true bill of indictment. A true bill of indictment indicates sufficient evidence for the case to continue to trial.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	95%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							

 Objective aligns with Commissioner Goal

Sheriff - Road Patrol

Goal 1 Protect citizens by encouraging compliance with North Carolina motor vehicle laws.

Objective 1 Conduct at least 14 motor vehicle checking stations to ensure compliance with NC motor vehicle law.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	24	16	16	14	14	14
Actual	23	27	8	24		
Objective Status	✗	✓	✗	✓		

Objective 2 Continue to emphasize and improve officer and community safety on roadways by maintaining a ratio of at-fault accident to miles driven of less than 1 per 600,000 miles driven.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	1:300,000	1:400,000	1:600,000	1:600,000
Actual	N/A	N/A	0:827,424	1 per 929,825		
Objective Status	⊖	⊖	✓	✓		

Goal 2 Encourage community relations between law enforcement and citizens/businesses.

Objective 1 Sheriff's Office representatives will participate in 100 percent of Community Watch meetings in which they are invited. Citizens/groups can request this service through the Sheriff's Office Crime Prevention Officer.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	100%	100%	100%	100%	100%	100%
Actual	100%	100%	100%	100%		
Objective Status	✓	✓	✓	✓		

Goal 3 Communicate effectively with student population of Rockingham County through School Resource Officers.

Objective 1 The School Resource Officers will present, at minimum, 100 classes per academic school year to currently enrolled students. Classes will consist of drug abuse education, combating bullying, and other positive reinforcement


	FY16	FY17	FY18	FY19	FY20	FY21
Target	100	150	150	150	250	100
Actual	272	344	242	329		
Objective Status	✓	✓	✓	✓		

Goal 4 Provide specialized training to the Special Response Team (SRT) to maintain effective situational readiness

Objective 1 The Special Response Team (SRT) will receive at least 125 hours of specialized training to maintain situational readiness for response to high risk and critical incidents.

	FY16	FY17	FY18	FY19	FY20	FY20
Target	84	150	150	125	125	125
Actual	173	138	153	142		
Objective Status	✓	✗	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							
3.1							
4.1							

 Objective aligns with Commissioner Goal

Sheriff - Jail

Dept ID: 4320

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	500,785	461,800	626,800	402,500	602,500	30%
Intergovernmental	7,774	5,000	5,000	5,000	5,000	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	3,558,106	3,689,874	3,694,405	4,061,251	3,781,402	2%
TOTAL REVENUES	4,066,665	4,156,674	4,326,205	4,468,751	4,388,902	6%
EXPENSES						
Salaries and Benefits	2,500,704	2,752,578	2,649,978	2,860,811	2,823,772	3%
Operating Expenses	1,468,782	1,404,096	1,667,109	1,561,630	1,561,630	11%
Capital Outlay	97,180	-	9,118	46,310	3,500	100%
TOTAL EXPENSES	4,066,665	4,156,674	4,326,205	4,468,751	4,388,902	6%
EMPLOYEES						
Full Time Equivalents	46.00	46.40	46.40	47.00	46.40	0%

DEPARTMENT MISSION STATEMENT

Maintain the trust and support of the citizens by providing the highest level of service possible with the manpower, technology, and equipment that we have available.

WHAT WE DO (List of Services)

- 24-hour facility operation (max. 232 detainees).
- Provide courtroom order and security.
- Transport prisoners to and from court.
- Transport mental health patients/inmates.

Sheriff - Jail

Goal 1 Effectively manage the medical and mental health needs of the Jail population.

Objective 1 At least 90 percent of inmate medical care incidents will be provided internally through Detention Medical Health Services instead of sending to an outside provider.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90%	93%	90%	92%	90%	90%
Actual	96%	89.78%	86.4%	71.0%		
Objective Status	✓	✗	✗	✗		

Objective 2 At least 95 percent of inmate mental health care incidents will be provided internally through Detention Medical Health Services instead of sending to an outside provider.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	95%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 2 Ensure proper and efficient transportation of inmates.

Objective 1 At least 90 percent of mental health transports be conducted by certified detention staff or sworn detention staff. Additionally, at least 90 percent of hospital trips will be done by sworn detention officers.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	90%	90%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 2 At least 95 percent of inmate transports to other Jail facilities will be conducted by sworn Detention staff rather than other non-Detention Sheriff's Office employees.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	92%	95%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 3 Preserve officer and inmate safety.

Objective 1 Ensure the Jail experiences no more than 1 incident of criminal contraband per 1,000 inmate intakes. This measure only applies to those who have been booked into the jail and housed, not those who are in the middle of the booking process and may be released prior to coming into the Jail.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	1:1,000	1:1,000
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 2 The Jail will experience less than 1 incident of inmate assault on a Detention Officer that requires medical attention per 1,000 inmate intakes.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	1:1,000	1:1,000
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 4 Generate revenue with unused Jail bed space.

Objective 1 Rent an average of at least 20 beds per day to the State Misdemeanant Program and/or other outside agencies. Renting excess bed space generates revenue that helps with other Jail operations.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	11	20	20	20	20	20
Actual	25.37	23.52	23.57	22.00		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							
2.2							
3.1							
3.2							
4.1							

 Objective aligns with Commissioner Goal

Sheriff - Animal Control

Dept ID: 4330

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	177,543	218,017	219,074	197,260	199,326	-9%
TOTAL REVENUES	177,543	218,017	219,074	197,260	199,326	-9%
EXPENSES						
Salaries and Benefits	152,809	160,339	160,339	169,354	168,320	5%
Operating Expenses	24,734	27,087	28,144	27,906	27,906	3%
Capital Outlay	-	30,591	30,591	-	3,100	-90%
TOTAL EXPENSES	177,543	218,017	219,074	197,260	199,326	-9%
EMPLOYEES						
Full Time Equivalents	3.00	3.00	3.00	3.00	3.00	0%

DEPARTMENT MISSION STATEMENT

To provide the greatest level of service with the personnel and equipment available and maintain the support and trust of the citizens of Rockingham County.

WHAT WE DO (List of Services)

- Educate officers and the public on Animal Control issues.
- Respond to safety concerns regarding animals.
- Enforcement of State and local laws.
- Answer calls for service.
- Investigate animal cases.

Sheriff - Animal Control

Goal 1 Provide professional, efficient, and timely Animal Control services.


Objective 1 Animal Control will respond to at least 90 percent of reported dog bites within 30 minutes of receiving the call during business hours. Any reported dog bites after hours are responded to by Road Patrol officers and not counted for the purposes of this measure.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	100% in 1 hour	100% in 1 hour	100% in 1 hour	90% in 30 mins	90% in 30 mins
Actual	N/A	100%	100%	100%		
Objective Status	⊖	✓	✓	✓		

Objective 2 Through appropriate training and equipment, Animal Control will achieve an officer injury-to-call ratio of less than 1 reportable injury per 2,800 calls.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	1 per 250	1 per 250	1 per 1,500	1 per 2,800	1 per 2,800
Actual	N/A	1 per 3,752	1 per 2,868	1 per 1,758		
Objective Status	⊖	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							

 Objective aligns with Commissioner Goal

Other Public Safety

Dept ID: 4410

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	95,474	162,050	177,050	173,500	213,500	32%
TOTAL REVENUES	95,474	162,050	177,050	173,500	213,500	32%
EXPENSES						
Juvenile Detention	27,938	90,000	105,000	100,000	140,000	56%
Jury Selection	3,616	6,050	6,050	5,500	5,500	-9%
Division of Forestry	63,920	66,000	66,000	68,000	68,000	3%
TOTAL EXPENSES	95,474	162,050	177,050	173,500	213,500	32%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

The purpose of this department is to record and track the expenses related to juvenile detention, jury selection, and forestry.

Animal Shelter

Dept ID: 4430

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	163,568	165,500	165,500	166,000	166,000	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	55,268	27,000	27,000	29,000	29,000	7%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	408,982	431,917	698,142	521,531	491,758	14%
TOTAL REVENUES	627,819	624,417	890,642	716,531	686,758	10%
EXPENSES						
Salaries and Benefits	361,582	381,850	390,050	446,349	422,576	11%
Operating Expenses	237,091	242,567	234,367	270,182	264,182	9%
Capital Outlay	29,145	-	266,225	-	-	0%
TOTAL EXPENSES	627,819	624,417	890,642	716,531	686,758	10%
EMPLOYEES						
Full Time Equivalents	7.00	7.00	7.00	8.00	8.00	14%

DEPARTMENT MISSION STATEMENT

Rockingham County Animal Shelter is an open admission shelter that strives to promote and protect the animals of our community by utilizing proper animal care and handling, providing shelter, facilitating adoptions, returning animals to their owners, educating the public about responsible pet ownership, providing a community spay and neuter program, and assisting with animal law enforcement in order to provide efficient and quality animal care and control services that also preserves both public and animal safety.

WHAT WE DO (List of Services)

- Provide shelter for lost and unwanted animals.
- Educate the public about responsible pet ownership and the benefits of spay and neuter.
- Adopt shelter animals to the public and help reunite lost animals with their owners.

Animal Shelter

Goal 1 Promote responsible pet ownership.

Objective 1 To aid in rabies prevention, the Rockingham County Animal Shelter will vaccinate at least 325 individual owned animals throughout the year.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	175	175	175	175	325	325
Actual	307	192	382	368		
Objective Status	✓	✓	✓	✓		

Goal 2 Use euthanization as a method of last resort.

Objective 1 Place, adopt, or owner reclaim at least 93 percent of adoptable animals. Adoptable animals are determined based on medical and temperament evaluations.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90%	90%	90%	90%	93%	93%
Actual	93%	94%	92%	96%		
Objective Status	✓	✓	✓	✓		

Objective 2 At least 93 percent of euthanizations will be out of necessity due to risk of contagious disease, injury, poor quality of life, owner request, or aggressive behavior.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	85%	88%	88%	88%	93%	93%
Actual	94%	95%	94%	95%		
Objective Status	✓	✓	✓	✓		

Goal 3 Offset as much expense as possible through private donations and self-generated revenue.

Objective 1 At least 35 percent of annual operating expenses will be offset by private donations or self-generated revenues.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	35%	38%	38%	38%	35%	35%
Actual	37%	35%	34%	35%		
Objective Status	✓	✗	✗	✗		


Goal 4 Utilize volunteers as much as possible.

Objective 1 Animal Shelter will maintain at least 35 unique volunteers who contribute at least 10 hours per year.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	50	50	50	35
Actual	N/A	N/A	54	58		
Objective Status	⊖	⊖	✓	✓		

Commissioner Goal Matrix

Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							
2.2							
3.1							
4.1							

 Objective aligns with Commissioner Goal

Inspections

Dept ID: 4610

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	285,319	275,000	275,000	325,000	275,000	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	(57,132)	39,366	38,366	6,929	52,537	33%
TOTAL REVENUES	228,187	314,366	313,366	331,929	327,537	4%
EXPENSES						
Salaries and Benefits	201,751	247,078	247,078	262,601	260,951	6%
Operating Expenses	25,056	35,137	34,137	37,328	37,328	6%
Capital Outlay	1,380	32,151	32,151	32,000	29,258	-9%
TOTAL EXPENSES	228,187	314,366	313,366	331,929	327,537	4%
EMPLOYEES						
Full Time Equivalents	3.00	4.00	4.00	4.00	4.00	0%

DEPARTMENT MISSION STATEMENT

Protect the health and safety of citizens with efficient and effective inspections.

WHAT WE DO (List of Services)

- Administer and enforce North Carolina building codes.
- Provide Town of Stoneville building code inspection services.
- Provide Town of Wentworth building code inspection services.
- Provide Town of Mayodan building code inspection services.
- Conduct building plan review and approval.

Inspections

Goal 1 Prompt customer service.

Objective 1 Complete all building inspections within an average of two days from the time the inspection request is logged in the County's Trakit system.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	N/A	2 days
Actual	N/A	N/A	N/A	N/A	N/A	
Objective Status	⊖	⊖	⊖	⊖	⊖	

Objective 2 Review at least 98 percent of all new residential development plans within one business day of plan submittal.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	98% in 1 day 100% in 2 days	98%	98%	98%	99%	98%
Actual	99.6% in 1 day 100% in 2 days	100%	100%	100%		
Objective Status	✓	✓	✓	✓		

Objective 3 Review at least 98 percent of all new commercial development plans within one business day of plan submittal.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	N/A	98%
Actual	N/A	N/A	N/A	N/A	N/A	
Objective Status	⊖	⊖	⊖	⊖	⊖	

Goal 2 Efficient and Effective Government.

Objective 1 Inspections will average at least 8 inspections per business day per inspector.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	10	10	8	8
Actual	N/A	N/A	12	12		
Objective Status	⊖	⊖	✓	✓		


Goal 3 Fiscal Sustainability.

Objective 1 Offset at least 95 percent of the cost to provide Building Inspections with fees collected.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	95%	95%	95%	95%	95%
Actual	106%	129%	99.9%	125%		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix

Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
2.1							
3.1							

 Objective aligns with Commissioner Goal

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	104,225	100,000	100,000	127,000	102,000	2%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	147,421	174,713	522,459	170,082	180,060	3%
TOTAL REVENUES	251,645	274,713	622,459	297,082	282,060	3%
EXPENSES						
Salaries and Benefits	175,516	210,721	210,721	224,496	218,139	4%
Operating Expenses	65,253	63,992	347,617	72,586	63,921	0%
Capital Outlay	10,877	-	64,121	-	-	0%
TOTAL EXPENSES	251,645	274,713	622,459	297,082	282,060	3%
EMPLOYEES						
Full Time Equivalents	3.00	3.00	3.00	3.00	3.00	0%

DEPARTMENT MISSION STATEMENT

Managing orderly growth and land use development that sustains a desirable community in which to live and work. We are committed to providing quality services to all citizens through continuous improvement, innovation, determination, and excellence in customer service.

WHAT WE DO (List of Services)

- Administer the Unified Development Ordinance (UDO).
- Assign E-911 street addresses.
- Coordinate transportation planning projects.
- Develop and maintain County land use and growth management plans.
- Disseminate demographic, zoning, and building information.
- Provide Town of Wentworth planning and zoning services.

Planning

Goal 1 Improve the process for development of property in Rockingham County.

Objective 1 Review 98 percent or more of exempt or minor subdivision plats within five (5) business days of plat submission.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90% in 3 days	90% in 3 days	95% in 3 days	98% in 3 days	98% in 3 days	98% in 5 days
Actual	100%	100%	100%	98%		
Objective Status	✓	✓	✓	✓		

Objective 2 Review 98 percent or more of major subdivision plats within five (5) business days of plat submission.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	98% in 3 days	98% in 5 days
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 3 At least 95 percent of minor, exempt, or major subdivision plats will be submitted digitally. This allows for quicker and more thorough review of these plats.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	75%	80%	85%	95%	95%	95%
Actual	80%	85%	95.3%	98.0%		
Objective Status	✓	✓	✓	✓		

Goal 2 Effectively facilitate an update to the County's Land Use Plan and Unified Development Ordinance

Objective 1 Update the County's Land Use Plan and submit to the Board of Commissioners for consideration by April 2021.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	6/30/2019	10/31/2019	4/1/2021
Actual	N/A	N/A	N/A	Not yet submitted		
Objective Status	⊖	⊖	⊖	✗		

Objective 2 Present the final recommended Unified Development Ordinance (UDO) to the Board of Commissioners for consideration no later than April 30, 2021.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	N/A	4/30/2021
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 3 Promote responsible development.


Objective 1 Meet at least monthly with the County's Economic Development and Tourism department to discuss collaboration on economic development opportunities, recent / upcoming permitting highlights, and local government regulations perceived as non-business friendly.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	12	12	12	12
Actual	N/A	N/A	12	9		
Objective Status	⊖	⊖	✓	⊖		

Objective 2 Provide economic development with a report at least monthly of development updates experienced throughout Community Development.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	N/A	12
Actual	N/A	N/A	N/A	N/A	N/A	
Objective Status	⊖	⊖	⊖	⊖	⊖	

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
2.1							
2.2							
3.1							
3.2							

 Objective aligns with Commissioner Goal

Code Enforcement

Dept ID: 4630

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	12,000	12,000	12,000	12,000	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	141,905	143,671	143,671	149,175	148,342	3%
TOTAL REVENUES	141,905	155,671	155,671	161,175	160,342	3%
EXPENSES						
Salaries and Benefits	122,640	126,722	126,722	132,305	131,472	4%
Operating Expenses	17,994	28,949	28,949	28,870	28,870	0%
Capital Outlay	1,270	-	-	-	-	0%
TOTAL EXPENSES	141,905	155,671	155,671	161,175	160,342	3%
EMPLOYEES						
Full Time Equivalents	2.00	2.00	2.00	2.00	2.00	0%

DEPARTMENT MISSION STATEMENT

To protect the health, safety, welfare, and property values of citizens with efficient and effective Code Enforcement services.

WHAT WE DO (List of Services)

- Enforce Unified Development Ordinance (UDO).
- Enforce solid waste and environmental ordinances.
- Provide Town of Wentworth code enforcement services.
- Perform community education and awareness.
- Provide back-up emergency response and Governmental Center security.

Code Enforcement

Goal 1 Respond to Code Enforcement complaints expediently.

Objective 1 Conduct at least 92 percent of initial site visits within 3 business days of receiving a verifiable complaint.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90% < 4 days	92% < 4 days	92% < 4 days	92% < 3 days	92% < 3 days	92% < 3 days
Actual	95%	96.3%	100%	87%		
Objective Status	✓	✓	✓	✗		

Objective 2 Respond to at least 98 percent of citizens who file a complaint within one business day of the complaint.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	98%	98%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 3 Close at least 95 percent of cases with 4 or less total visits.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	92%	95%	95%	95%	95%	95%
Actual	98%	98%	95%	96%		
Objective Status	✓	✓	✓	✓		

Goal 2 Promote voluntary compliance on all Code Enforcement Cases.

Objective 1 Close at least 96 percent of active cases through voluntary compliance by violators.

	FY 2016	FY 2017	FY18	FY19	FY20	FY21
Target	95%	95%	95%	95%	96%	96%
Actual	96%	99%	99.6%	98.0%		
Objective Status	✓	✓	✓	✓		

Objective 2 At least 95 percent of new open cases will not be from previous violators within the past 2 years.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	90%	94%	94%	94%	95%	95%
Actual	96%	96.3%	97%	97%		
Objective Status	✓	✓	✓	✓		

Goal 3 Reinforce the County's beautification effort.

Objective 1 Code Enforcement will introduce at least one project targeted at reducing littering / county beautification / adressing blighted properties.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	1	1
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
2.1							
2.2							
3.1							

 Objective aligns with Commissioner Goal

Central Permitting

Dept ID: 4640

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	164,903	188,029	188,904	209,247	176,122	-6%
TOTAL REVENUES	164,903	188,029	188,904	209,247	176,122	-6%
EXPENSES						
Salaries and Benefits	160,263	182,932	182,932	203,305	170,180	-7%
Operating Expenses	4,640	5,097	5,972	5,942	5,942	17%
Capital Outlay	-	-	-	-	-	0%
TOTAL EXPENSES	164,903	188,029	188,904	209,247	176,122	-6%
EMPLOYEES						
Full Time Equivalents	3.20	3.50	3.50	4.00	3.50	0%

DEPARTMENT MISSION STATEMENT

Provide a central intake and streamlined efficient and effective process for permitting in Rockingham County.

WHAT WE DO (List of Services)

- Provide the Town of Stoneville with permitting services.
- Provide the Town of Wentworth with permitting services.
- Provide the Town of Mayodan with permitting services.
- Process Rockingham County water and sewer billing and services.
- Process Rockingham County's Environmental Health applications.

Central Permitting

Goal 1 Promote development through excellent customer service.

Objective 1 Central Permitting will schedule, or complete the full application packet (including historical / backup materials) for Environmental Health to schedule, all inspection requests within one business day of receiving a complete application.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	100%	100%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 2 At least 95 percent of all land development applications designated as complete and ready for inspection will require no additional information before an inspection can be performed.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	95%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 3 Central Permitting will have no more than one (1) substantiated customer complaint per 1,000 building permits / inspections scheduled.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	1: 3,000	1: 2,000	1: 5,000	1: 1,000
Actual	N/A	N/A	0: 3,000	0: 3,289		
Objective Status	⊖	⊖	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							

Objective aligns with Commissioner Goal

Airport

Dept ID: 4910

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	237,765	86,667	86,667	86,667	86,667	0%
TOTAL REVENUES	237,765	86,667	86,667	86,667	86,667	0%
EXPENSES						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	70,000	70,000	70,000	70,000	70,000	0%
Capital Outlay	167,765	16,667	16,667	16,667	16,667	0%
TOTAL EXPENSES	237,765	86,667	86,667	86,667	86,667	0%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

The Rockingham County Airport Authority (Airport Authority) exists to provide airline services for the citizens of the County. The members of the Airport Authority's governing board are appointed by the County Commissioners. The Airport Authority is financially dependent on the County to provide sufficient funds for operation.

Economic Development and Tourism

Dept ID: 5010, 5025

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	194,968	100,496	128,346	119,615	119,615	19%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	374,770	536,383	548,150	504,265	473,474	-12%
TOTAL REVENUES	569,738	636,879	676,496	623,880	593,089	-7%
EXPENSES						
Salaries and Benefits	436,860	481,251	481,251	488,801	485,556	1%
Operating Expenses	132,878	155,628	195,245	135,079	107,533	-31%
Capital Outlay	-	-	-	-	-	0%
TOTAL EXPENSES	569,738	636,879	676,496	623,880	593,089	-7%
EMPLOYEES						
Full Time Equivalents	6.00	6.00	6.00	6.00	6.00	0%

DEPARTMENT MISSION STATEMENT

Rockingham County Economic Development and Tourism Office is the lead organization unifying the community to foster a business climate that creates jobs and opportunities for citizens leading to investment in our county.

WHAT WE DO (List of Services)

- Industrial, commercial, and tourism marketing attraction and recruitment.
- Small business coaching and counseling.
- Existing industry retention and call program.
- Maintain a current building and sites inventory.
- Establish and build relationships with ally and partner agencies.
- Maintain contact management system for measurable performance tracking.
- County and internal strategic planning and budgeting.
- Support CED and TDA Boards with administrative planning and staff assistance.
- Maintain website for ED and Tourism with current and real time demographic and community information.
- Assist small businesses with registering company names.

Economic Development Projects

Dept ID: 5020

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	18,356	-	652,850	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	27,850	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	724,354	1,026,052	1,053,298	1,026,673	1,034,569	1%
TOTAL REVENUES	742,710	1,026,052	1,733,998	1,026,673	1,034,569	1%
EXPENSES						
PARTF/DNCR Belews Crk Grnway	3,214	-	-	-	-	0%
PARTF - Planters Rd.	-	-	55,700	-	-	0%
Incentive - Duke Energy	511,083	648,214	648,089	648,214	648,214	0%
Ruger 2013 Phase I	17,612	22,133	22,133	22,133	22,133	0%
Ruger Phase II	15,710	18,709	18,709	18,709	18,709	0%
Ruger Phase III	14,855	17,818	17,818	17,818	17,818	0%
Ruger Phase IV	16,063	17,818	17,818	17,818	17,818	0%
Ruger Phase V	16,063	17,818	17,818	17,818	17,818	0%
Karastan 2015	21,694	25,780	25,780	25,780	25,780	0%
Innofa 2015	2,564	2,565	2,565	-	-	-100%
Gildan 2014	112,180	112,180	112,180	-	-	-100%
Gildan Yarns	-	-	-	23,491	23,491	100%
B M Plastics 2016 Phase I	7,750	10,538	10,538	11,862	11,862	13%
Tiger Tek 2016	-	2,246	4,492	-	-	-100%
Banner GLT 2019	3,125	-	125,000	-	-	0%
Latham Photography-2019	797	638	763	573	573	-10%
SANS Technical Fibers 2019	-	-	-	18,562	18,562	100%
Pella	-	-	525,000	-	-	0%
Pella Corporation Phase I	-	-	-	52,562	52,562	100%
Smith Carolina 2017	-	7,308	7,308	7,308	7,308	0%
Albaad 2018 Phase I	-	91,315	91,315	83,298	83,298	-9%
Albaad 2018 Phase II	-	-	-	30,068	30,068	100%
Southern Finishing	-	-	-	-	7,896	100%
Sanritsu 2019 Phase I	-	30,972	30,972	30,659	30,659	-1%
TOTAL EXPENSES	742,710	1,026,052	1,733,998	1,026,673	1,034,569	1%

DEPARTMENT PURPOSE

This department accounts for County economic development projects.

Economic Development and Tourism

Goal 1 Recruitment and attraction of business, industry, and tourism.

Objective 1 Achieve at least 10 project announcements. These could come from any sector including small businesses, startups, existing / expanding / new industries, commercial development, or tourism related ventures.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	4	10	10	10	10	10
Actual	44	28	12	10		
Objective Status	✓	✓	✓	✓		

Goal 2 Continue to develop the County's workforce.

Objective 1 Coordinate a meeting between major county employers and Rockingham Community College and Rockingham County Schools by March 31, 2021. This meeting will assist in understanding the training and programming needed by local business and industry.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	N/A	3/31/2021
Actual	N/A	N/A	N/A	N/A	N/A	
Objective Status	⊖	⊖	⊖	⊖	⊖	

Objective 2 Assist the Rock-a-Top program in maintaining at least 10 companies actively participating in the apprenticeship program. This program creates a labor force pipeline from the County's high school students to our industries and helps interested students achieve nationally recognized skills (journeyman certificates, etc.).

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	N/A	10
Actual	N/A	N/A	N/A	N/A	N/A	
Objective Status	⊖	⊖	⊖	⊖	⊖	

Goal 3 Effective community development and outreach.

Objective 1 Highlight and promote at least two businesses monthly on social media platforms as well as the GoRockinghamCountyNC and VisitRockinghamNC websites.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	12	12	12	12	24
Actual	N/A	17	12	12		
Objective Status	⊖	✓	✓	✓		

Goal 4 Product development and marketing.

Objective 1 Respond to at least 65 request for proposals (RFPs) / requests for information (RFIs) from EDPNC, site selection consultants, and industrial brokers. While Economic Development works hard to achieve this number of inquiries, this number is also affected by larger trends including the overall US economy and the availability of marketable sites.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	120	65	65
Actual	N/A	N/A	N/A	90		
Objective Status	⊖	⊖	⊖	✗		

Objective 2 Replace all County river access signs with new signage that is consistent throughout the County.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	N/A	100%
Actual	N/A	N/A	N/A	N/A	N/A	
Objective Status	⊖	⊖	⊖	⊖	⊖	

Goal 5 Collaborate effectively with all economic development entities in the County.

Objective 1 Host at least 4 Rockingham County Business Coalition meetings (one per quarter). These meetings provide a venue for all economic development entities in the County to collaborate and share ideas.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	4	4
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							
2.2							
3.1							
4.1							
4.2							
5.1							

Objective aligns with Commissioner Goal

Other Economic Development

Dept ID: 5045

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	9,467	20,000	208,750	20,000	20,000	0%
TOTAL REVENUES	9,467	20,000	208,750	20,000	20,000	0%
EXPENSES						
Reidsville Industrial Park	9,467	20,000	20,000	20,000	20,000	0%
Contribution / Other Agencies	-	-	188,750	-	-	0%
TOTAL EXPENSES	9,467	20,000	208,750	20,000	20,000	0%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

This represents the County's contributions to other economic development agencies/functions.

Cooperative Extension

Dept ID: 54

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	11,128	2,000	2,000	9,000	9,000	350%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	10,000	10,000	10,000	10,000	10,000	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	272,963	296,188	372,423	304,196	302,557	2%
TOTAL REVENUES	294,090	308,188	384,423	323,196	321,557	4%
EXPENSES						
Salaries and Benefits	231,916	253,306	253,306	268,373	266,734	5%
Operating Expenses	62,174	54,882	129,617	54,823	54,823	0%
Capital Outlay	-	-	1,500	-	-	0%
TOTAL EXPENSES	294,090	308,188	384,423	323,196	321,557	4%
EMPLOYEES						
Full Time Equivalents	6.00	6.00	6.00	6.00	6.00	0%

DEPARTMENT MISSION STATEMENT

Rockingham County North Carolina Cooperative Extension gives our residents easy access to the resources and expertise of NC State University and NC A&T State University. Through educational programs, publications, and events, Cooperative Extension field faculty deliver unbiased, research-based information to North Carolina citizens. We can answer your questions on a wide array of topics.

WHAT WE DO (List of Services)

- Administration of Rockingham County Cooperative Extension.
- Teach food safety classes for business certification and individuals.
- Advise and promote local food organizations, markets, and activities.
- Partner with economic development.
- Advise Extension Volunteer organization and Governor's Volunteer Center.
- Coordinate 4-H programs.
- Teach adult and youth nutrition classes.
- Provide training for in-school and after school care initiatives, as well as daycares.
- Problem solving upon request from farmers and other individuals.
- Conduct livestock production/management education programs.
- Provide newsletters to livestock and horse producers.
- Provide certification to animal waste applicators.
- Conduct agricultural field crops production/management programs.
- Provide wildlife damage management education.
- Conduct forestry production/management education programs.
- Conduct beekeeping production/management programs.
- Conduct fruit and vegetable production/management programs.
- Provide pesticide programs and certifications.

Cooperative Extension

Goal 1 Increased focus on farm profitability and sustainability.

Objective 1 At least 300 crop (all plant system) producers will adopt Cooperative Extension best management practices. Examples of these practices include nutrient management (weeds, diseases, and insects), business management, and marketing.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	290	290	290	290	300	300
Actual	330	302	312	312		
Objective Status	✓	✓	✓	✓		

Objective 2 At least 80 animal producers will adopt Cooperative Extension recommended best management practices. Examples of best practices include those related to husbandry, improved planning, marketing, and financial practices.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	75	75	75	75	80	80
Actual	105	81	87	87		
Objective Status	✓	✓	✓	✓		

Objective 3 At least 375 licensed pesticide applicators will receive training and/or recertification credits to maintain and/or renew pesticide licenses.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	368	368	368	368	375	375
Actual	376	386	388	374		
Objective Status	✓	✓	✓	✓		

Goal 2 Increased focus on youth development

Objective 1 At least 2,150 youth will gain knowledge of STEM (Science, Technology, Engineering, and Math) through Cooperative Extension classes and programs.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	2,150	2,150	2,150	2,150	2,150	2,150
Actual	2,234	2,179	2,217	2,207		
Objective Status	✓	✓	✓	✓		

Objective 2 At least 72 teachers will be trained and use 4-H STEM (Science, Technology, Engineering, and Math) curriculum in their classroom.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	65	70	70	70	72	72
Actual	73	72	74	76		
Objective Status	✓	✓	✓	✓		

Objective 3 At least 285 youth will gain career, employment, and entrepreneurial skills through 4-H classes and programs.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	275	275	275	275	285	285
Actual	294	288	287	288		
Objective Status	✓	✓	✓	✓		

Objective 4 At least 210 youth will gain knowledge, skills, and/or aspirations regarding leadership through 4-H classes and programs.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	185	200	200	200	210	210
Actual	202	214	261	212		
Objective Status	✓	✓	✓	✓		

Objective 5 Provide an internship to at least one college student to offer first-hand knowledge into Cooperative Extension and Soil and Water programs and services.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	1	1	1	1	1	1
Actual	1	-	1	1		
Objective Status	✓	✗	✓	✓		

Goal 3 Increase Cooperative Extension fiscal sustainability.

Objective 1 Maximize outside resources acquired for use in adult educational programming and youth scholarships for conferences, camps, and educational programs by collecting at least \$17,000 in outside funding sources.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	\$ 18,850	\$ 20,000	\$ 20,000	\$ 18,000	\$ 17,000	\$ 17,000
Actual	\$ 17,215	\$ 16,863	\$ 16,450	\$ 16,840		
Objective Status	✗	✗	✗	✗		

Goal 4 Leverage volunteers whenever possible in Cooperative Extension services.

Objective 1 Maintain at least 1,750 volunteers in Cooperative Extension efforts. Volunteers are an important part of Extension efforts by helping to plan and implement educational programs.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	1,750	1,750	1,750	1,750	1,750	1,750
Actual	1,837	1,804	1,809	1,915		
Objective Status	✓	✓	✓	✓		

Objective 2 Train at least 50 adults on how to effectively volunteer with Cooperative Extension. Examples of things covered in the training include how to work effectively with youth and how to work in special program areas.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	40	50	50	50	50	50
Actual	48	62	53	53		
Objective Status	✓	✓	✓	✓		

Goal 5 Increase knowledge of environmentally acceptable conservation practices.

Objective 1 Ensure at least 5,000 acres of County cropland is in no-till production, which helps preserve soil and water quality by reducing erosion.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	5,000	5,000	5,000	5,000	5,000	5,000
Actual	5,190	5,217	5,236	5,275		
Objective Status	✓	✓	✓	✓		

Narrative: Represents all cropland currently in no-till production.

Objective 2 At least 55 crop producers will report a reduction in fertilizer usage per acre.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	55	55	55	55	55	55
Actual	62	59	58	58		
Objective Status	✓	✓	✓	✓		

Objective 3 Ensure at least 100 acres where Cooperative Extension recommended waste analysis was used for proper land application of waste.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	100	100	100	100	100	100
Actual	94	108	118	108		
Objective Status	✗	✓	✓	✓		

Goal 6 Improve quality of life in Rockingham County.

Objective 1 At least 525 participants will gain knowledge of healthy eating practices, increase physical activity, and take measure that will lead to a reduction in chronic disease. This will be measured by the number of active participants in Family and Consumer Sciences Programs.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	350	350	350	525	525
Actual	N/A	597	534	374		
Objective Status	⊖	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
2.1							
2.2							
2.3							
2.4							
2.5							
3.1							
4.1							
4.2							
5.1							
5.2							
5.3							
6.1							

 Objective aligns with Commissioner Goal

Soil and Water Conservation

Dept ID: 5610

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	30,745	29,129	29,129	29,129	30,129	3%
Intergovernmental	10,466	3,600	3,600	-	3,600	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	30	-	-	-	-	0%
Non-Operating Revenue	-	-	250	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	137,384	169,841	169,841	190,279	174,953	3%
TOTAL REVENUES	178,625	202,570	202,820	219,408	208,682	3%
EXPENSES						
Salaries and Benefits	147,451	178,414	178,414	194,048	184,872	4%
Operating Expenses	23,449	24,156	24,406	25,360	23,810	-1%
Capital Outlay	7,725	-	-	-	-	0%
TOTAL EXPENSES	178,625	202,570	202,820	219,408	208,682	3%
EMPLOYEES						
Full Time Equivalents	3.00	3.00	3.00	3.00	3.00	0%

DEPARTMENT MISSION STATEMENT

The Rockingham County Soil and Water Conservation District exists to serve the public and to ensure a healthy and productive environment. To this end, its task is to safeguard land, water, and related resources for the benefit of future generations.

WHAT WE DO (List of Services)

- Administration of all programs and contracts.
- Technical and contractual cost-share assistance to landowners/land users.
- Implement state and federal conservation programs.
- Conservation education programs for students in grades K-12.
- Environmental workshops for teachers, landowners, and community groups.

Soil and Water Conservation

Goal 1 Maximize all funding to have the greatest community impact.

Objective 1 Obligate at least 98 percent of all State Best Management Practice (BMP) funds by year-end. Any unobligated State funds are returned to the State at year-end, therefore obligating these funds is crucial to maximize investment in Rockingham County.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	95%	95%	95%	98%	98%
Actual	100%	99.8%	99.9%	99.0%		
Objective Status	✓	✓	✓	✓		

Objective 2 Create or update a Conservation Plan for 100 percent of all Soil and Water Conservation District (SWCD) contracts. These conservation plans are a best practice for addressing Soil and Water issues on an entire property, rather than exclusively focusing on one issue.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	85%	85%	85%	100%	100%	100%
Actual	100%	100%	100%	100%		
Objective Status	✓	✓	✓	✓		

Goal 2 Protect farmland and encourage eco-friendly farming.

Objective 1 At least 350 acres will be planted with the Soil and Water Conservation District's No-Till drill. This drill allows farmers to plant without tilling, which greatly reduces soil erosion, improves soil quality, and saves farmers money.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	300	300	300	300	300	350
Actual	412.6	290	460	369		
Objective Status	✓	✗	✓	✓		

Goal 3 Teach the value of environmental protection and Soil and Water Conservation to Rockingham County youth at a young age.

Objective 1 Reach at least 350 children with information on Soil and Water Conservation through programs such as Project Wild and Wet as well as Food, Land, and People.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	800	1,000	1,000	500	500	350
Actual	1,649	491	110	246		
Objective Status	✓	✗	✗	✗		

Goal 4 Assist citizens with residential soil and water concerns.

Objective 1 Provide 95 percent of technical service requests (non-agriculture related) within five (5) business days.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	95%	95%	95%	95%
Actual	N/A	N/A	98%	99%		
Objective Status	⊖	⊖	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							
3.1							
4.1							

Objective aligns with Commissioner Goal

Integrated Health

Dept ID: 6040

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	389,564	-	-	262,623	262,623	100%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	(89,027)	318,962	379,426	84,261	82,800	-74%
TOTAL REVENUES	300,537	318,962	379,426	346,884	345,423	8%
EXPENSES						
Salaries and Benefits	224,670	246,310	246,310	275,028	273,567	11%
Operating Expenses	54,316	72,652	72,652	71,856	71,856	-1%
Capital Outlay	21,551	-	60,464	-	-	0%
TOTAL EXPENSES	300,537	318,962	379,426	346,884	345,423	8%
EMPLOYEES						
Full Time Equivalents	3.00	3.00	3.00	4.00	4.00	33%

DEPARTMENT MISSION STATEMENT

The Integrated Health Care Program will align existing community resources around medical care, mental health care, medical transportation and other resources to increase effectiveness and efficiency of care through a multi-faceted assessment to generate a shared, integrated care plan for the most vulnerable population in our community.

WHAT WE DO (List of Services)

- Physical, mental, and functional assessments.
- Medication reconciliation.
- Home safety assessments.
- Home-based coordinated care.
- Intensive case management.
- Public education.

HHS - Integrated Health

Goal 1 Provide quality care to identified high utilizers of EMS.

Objective 1 Attempt to contact the top 100 utilizers of EMS services at least once to offer Integrated Health services.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	100	100	100
Actual	N/A	N/A	N/A	100		
Objective Status	⊖	⊖	⊖	✓		

Objective 2 Provide service to at least 20 percent of the County's top 100 utilizers of EMS. Integrated Health is a voluntary program, however staff reaches out to those who may be eligible to encourage participation.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	25%	25%	20%
Actual	N/A	N/A	N/A	42%		
Objective Status	⊖	⊖	⊖	✓		

Objective 3 Achieve at least a 10 percent average decrease in the number of EMS callouts for clients after 90 days of beginning service. This will be determined by comparing the 90 day call volume before and after the start of service.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	10%	10%	10%
Actual	N/A	N/A	N/A	63%		
Objective Status	⊖	⊖	⊖	✓		

Objective 4 Ensure at least 90 percent of all Integrated Health clients have a primary care provider. Having a primary care provider has been shown to encourage patients to use this resource for non-emergency issues rather than EMS.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	75%	75%	90%
Actual	N/A	N/A	N/A	98%		
Objective Status	⊖	⊖	⊖	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
1.4							

Objective aligns with Commissioner Goal

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	2,185,364	1,260,050	1,260,050	1,267,500	1,267,500	1%
Intergovernmental	1,808,181	1,675,904	1,784,857	1,730,585	1,730,585	3%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	3,400	10,000	10,000	20,400	20,400	104%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	1,365,886	2,914,350	3,103,494	3,482,859	3,193,135	10%
TOTAL REVENUES	5,362,831	5,860,304	6,158,401	6,501,344	6,211,620	6%
EXPENSES						
Salaries and Benefits	4,355,302	4,745,228	4,750,625	5,144,448	4,935,218	4%
Operating Expenses	916,647	1,053,414	1,346,114	1,232,836	1,173,022	11%
Capital Outlay	90,882	61,662	61,662	124,060	103,380	68%
TOTAL EXPENSES	5,362,831	5,860,304	6,158,401	6,501,344	6,211,620	6%
EMPLOYEES						
Full Time Equivalents	70.1750	69.8750	69.8750	71.0750	69.8750	0%

DEPARTMENT MISSION STATEMENT

Protect the health, safety, and wellbeing of our customers by providing essential health and human services in the most efficient manner.

WHAT WE DO (List of Services)

- Administration.
- Adult primary care.
- Pediatric primary care.
- Women's preventive health.
- Immunizations.
- Child health services.
- Chronic disease monitoring.
- Pregnancy Care Management (PCM).
- Care Coordination for Children (CC4C).
- Translation services.
- Communicable disease control.
- TB control.
- Public health preparedness program.
- Clinical pharmacy services.
- Prescription assistance programs.
- Medication management.
- Health education services.
- Health promotion.
- Health planning.

- Disease surveillance.
- Healthy Carolinians program.
- Dental health treatment and prevention services.
- New and repair well construction evaluations and permits.
- New and repair septic system construction evaluations and permits.
- Quarterly inspections of food establishments.
- Biannual, annual, and as needed inspections of other institutions.
- New restaurant/institution plan review.
- Facilitate rabies testing.
- Co-sponsor annual rabies clinic with animal shelter.
- Sell radon kits.
- Investigate childhood lead exposures.
- Emergency response and investigation (if warranted).
- Women, Infants and Children (WIC)/nutrition.

HHS - Adult Health

Goal 1 Provide quality medical care for Public Health patients/clients.

Objective 1 In an effort to provide quality and efficient care, at least 92 percent of Preventive/Chronic Disease Management visits that require an interpreter will be less than 120 minutes in duration.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	85%	85%	92%	92%
Actual	N/A	N/A	86%	88%		
Objective Status	⊖	⊖	✓	✓		

Objective 2 Provide breast and cervical cancer screening services to at least 125 women age 21 to 75 who are eligible for the NC Breast and Cervical Cancer Control Program (contingent on Federal funding).

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	80	120	150	125
Actual	N/A	N/A	175	175		
Objective Status	⊖	⊖	✓	✓		

Goal 2 Maintain fiscal sustainability.

Objective 1 Based on efficient coding practices, at least 80 percent of all billed clients will be coded at the highest level to receive maximum reimbursement.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90%	80%	80%	80%	80%	80%
Actual	38%	81%	77%	45%		
Objective Status	✗	✓	✗	✗		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							

Objective aligns with Commissioner Goal

HHS - Child Health

Goal 1 Provide quality care for children.

Objective 1 Child Health will provide at least 85 percent of all Medicaid children (ages 0-2) assigned required vaccinations.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	85%	88%	85%	85%	85%	85%
Actual	89%	81%	85%	85%		
Objective Status	✓	✗	✓	✓		

Objective 2 At least 95 percent of children referred to Child Health by the Division of Social Services will be scheduled for an initial examination within 10 days of the referral.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	97% in 7 days	97% in 10 days	95% in 10 days	95% in 10 days
Actual	N/A	N/A	Data not available	Data not available		
Objective Status	⊖	⊖	✗	⊖		

Objective 3 At least 95 percent of Child Health clients who miss an appointment will receive a follow-up reminder to reschedule within 7 days of their missed appointment

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	95%	95%	95%	95%
Actual	N/A	N/A	94%	100%		
Objective Status	⊖	⊖	✗	✓		

Objective 4 At least 95 percent of parents of Child Health clients ages 0-5 will be counseled on the importance of early literacy and given an age-appropriate book through the Reach Out and Read program.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	95%	95%	95%	95%
Actual	N/A	N/A	91%	97%		
Objective Status	⊖	⊖	✗	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
1.4							

Objective aligns with Commissioner Goal

HHS - Communicable Disease

Public Health will be prepared to respond to any emergency, disaster, or bioterrorism event which could occur within the County. This preparation will ensure the safety of the citizens.

Goal 1

Objective 1 100 percent of staff will complete the FEMA (Federal Emergency Management Agency) ICS (Incident Command System) training. This training is for first responders, homeland security officials, emergency management officials, and private/non-governmental partners.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	95%	95%	95%	100%	100%
Actual	100%	100%	100%	100%		
Objective Status	✓	✓	✓	✓		

Objective 2 The Public Health / All Hazards Coordinator will attend at least 90 percent of all Public Health Preparedness and Response regional in-person trainings and annual Public Health Preparedness and Response conference. This ensures staff is highly trained and maximizes the reimbursement of the funding sources allocated to this program.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	75%	75%	75%	75%	90%	90%
Actual	92%	92%	100%	100%		
Objective Status	✓	✓	✓	✓		

The Communicable Disease Program will work to protect, prevent, and minimize communicable disease transmission within the County.

Goal 2

Objective 1 At least 95 percent of all reportable communicable diseases or conditions will be investigated and reported to the North Carolina Department of Public Health within one month. This investigating / reporting helps protect public safety and allows for the maximum reimbursement from State funding sources.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	100%	100%	95%	95%	95%	95%
Actual	82%	81%	98%	86%		
Objective Status	✗	✗	✓	✗		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							

Objective aligns with Commissioner Goal

HHS - Environmental Health

Goal 1 Improve service quality and productivity.

Objective 1 Conduct at least 95 percent of initial individual site visits for on-site wastewater systems and authorization to construct within 10 working days of site preparation. This will help citizens and developers in need of permits as quickly as possible in order to move forward with their development or construction goals.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90% < 10 days	90% < 9 days	90% < 9 days	95% < 9 days	95% < 9 days	95% < 10 days
Actual	75%	97%	98%	95%		
Objective Status	✗	✓	✓	✓		

Objective 2 Conduct at least 95 percent of site visits for new well construction permits within 10 working days of site preparation. Citizens and developers need these permits as quickly as possible in order to move forward with their development or construction goals.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90% < 10 days	90% < 9 days	90% < 9 days	95% < 9 days	98% < 9 days	95% < 10 days
Actual	82%	97%	98%	95%		
Objective Status	✗	✓	✓	✓		

Goal 2 Improve public safety.

Objective 1 Investigate at least 95 percent of sewage repair applications within 10 working days of site preparation. Timely response to failing septic systems is paramount, as failing septic systems are a direct threat to the health of our citizens and environment, as well as a breeding ground for vectors and diseases.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90% < 10 days	90% < 9 days	90% < 9 days	95% < 9 days	95% < 9 days	95% < 10 days
Actual	86%	99%	98%	91%		
Objective Status	✗	✓	✓	✗		

Objective 2 Conduct inspections on at least 99 percent of permitted food service establishments and lodging establishments that are scheduled by the State for an inspection. For the protection of public health, it is imperative to inspect all regulated establishments. Additional funding from the State is also tied to this standard.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	100%	100%	99%	99%	99%	99%
Actual	84%	96%	99.9%	100.0%		
Objective Status	✗	✗	✓	✓		

Objective 3 Respond to at least 98 percent of complaints related to possible violations of Environmental Health rules and statutes within 10 business days of the complaint. Violations of Environmental Health rules and statutes can put our citizens at risk of disease and timely response is a necessity to protect public health.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90% < 9 days	90% < 9 days	93% < 9 days	95% < 9 days	98% < 9 days	98% < 10 days
Actual	94%	98%	100%	97%		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							
2.2							
2.3							

Objective aligns with Commissioner Goal

HHS - Family Care Coordination

Goal 1 Provide case management services to children ages 0-<5 years (CMARC - Care Management for At-Risk Children program) and pregnant women (CMHRP - Care Management for High Risk Pregnancies program).

Objective 1 At least 10 percent of Medicaid children ages 0-<5 will receive contact by CMARC case managers to meet program quality improvement requirements. (State goal - 5 percent)

	FY16	FY17	FY18	FY19	FY20	FY21
Target	5%	10%	10%	10%	10%	10%
Actual	21%	19.84%	17.74%	6.00%		
Objective Status	✓	✓	✓	✗		

Objective 2 At least 85 percent of priority OB patients will be in active status. These status indicate a more frequent level of contact by CMHRP staff. (State goal - 85 percent)

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	85%	85%	85%
Actual	N/A	N/A	N/A	94.00%		
Objective Status	⊖	⊖	⊖	✓		

Goal 2 Engage priority patients in the CMARC and CMHRP programs.

Objective 1 No more than 5 percent of Medicaid children ages 0-<5 will be deferred from CMARC services for unable to contact. (State goal - no more than 8.5 percent)

	FY16	FY17	FY18	FY19	FY20	FY21
Target	8.5%	5%	5%	5%	5%	5%
Actual	4.8%	4.93%	1.54%	0.00%		
Objective Status	✓	✓	✓	✓		

Objective 2 No more than 4 percent of Medicaid children ages 0-<5 will be deferred from CMARC services for refused services. (State goal - no more than 8.5 percent)

	FY16	FY17	FY18	FY19	FY20	FY21
Target	8.5%	4%	4%	4%	4%	4%
Actual	0.7%	0.45%	0.68%	0.10%		
Objective Status	✓	✓	✓	✓		

Objective 3 CMHRP staff will establish contact with at least 80 percent of priority OB patients every 30 days. CMHRP staff attempt to contact all priority patients within 30 days. (State goal - 80 percent)


	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	80%	80%	80%
Actual	N/A	N/A	N/A	84%		
Objective Status	⊖	⊖	⊖	✓		

Goal 3 Pregnant women and children 0-<5 years of age will receive resources to access needed services.

Objective 1 At least 6 percent of Medicaid children ages 0-<5 in CMARC services will be placed in active case status. (State goal - 5 percent)

	FY16	FY17	FY18	FY19	FY20	FY21
Target	3%	3%	3%	6%	6%	6%
Actual	3.4%	7.27%	8.69%	6.30%		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							
2.2							
2.3							
3.1							

 Objective aligns with Commissioner Goal

HHS - Family Planning

Goal 1 To provide quality, effective, and efficient Family Planning Services to clients and maximize the funding available through the Family Planning Contract Addenda.

Objective 1 Provide at least 5 percent of women aged 15-44 years at risk of unintended pregnancy a long-acting reversible contraceptive (LARC) method (implants or IUD/IUS).

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	5%	5%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 2 To provide quality, effective, and efficient Sexually Transmitted Illness (STI) services to the client which protects the citizens of the County.

Objective 1 At least 95 percent of STI (sexually transmitted illness) clients will receive treatment within 30 day after specimen collection date. In addition to providing a high level of service and reducing the public health risk, this goal allows the maximum allocation to be drawn from funding sources.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	95%	95%	95%	95%	95%
Actual	96%	96%	98%	92%		
Objective Status	✓	✓	✓	✗		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							

Objective aligns with Commissioner Goal

HHS - Health Education

Goal 1 Increase awareness of programs, services, and resources throughout the County.

Objective 1 Provide a minimum of 25 press releases to local media promoting programs and services provided by Rockingham County Division of Public Health.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	16	16	16	16	25	25
Actual	13	23	11	35		
Objective Status	✗	✓	✗	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							

Objective aligns with Commissioner Goal

Mental Health

Dept ID: 6210

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	331,800	423,353	410,241	600,000	311,800	-26%
TOTAL REVENUES	331,800	423,353	410,241	600,000	311,800	-26%
EXPENSES						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	331,800	423,353	410,241	600,000	311,800	-26%
Capital Outlay	-	-	-	-	-	0%
TOTAL EXPENSES	331,800	423,353	410,241	600,000	311,800	-26%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

This represents the County's contribution to Cardinal Innovations Healthcare Solutions for the provision of mental health services.

Social Services

Dept ID: 63

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	20,150	22,650	22,650	14,775	14,775	-35%
Intergovernmental	8,505,769	9,695,928	9,720,689	10,869,887	10,771,110	11%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	1,400	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	3,738,443	5,670,553	6,242,769	5,172,608	5,284,016	-7%
TOTAL REVENUES	12,265,762	15,389,131	15,986,108	16,057,270	16,069,901	4%
EXPENSES						
Salaries and Benefits	8,232,402	9,353,641	9,353,641	9,988,513	9,918,644	6%
Operating Expenses	3,862,503	5,906,558	6,327,763	5,980,483	6,062,983	3%
Capital Outlay	170,857	128,932	304,704	88,274	88,274	-32%
TOTAL EXPENSES	12,265,762	15,389,131	15,986,108	16,057,270	16,069,901	4%
EMPLOYEES						
Full Time Equivalents	144.85	154.15	154.15	154.35	155.35	1%

DEPARTMENT MISSION STATEMENT

To protect and help our most vulnerable children, families, and individuals reach and maintain their maximum potential by providing a continuum of high-quality outcome-driven services, advocacy, and representation.

WHAT WE DO (List of Services)

- Administration.
- Case management.
- Protection and permanence.
- Crisis and emergency response.
- Court and legal.
- Guardianship/representative payee.
- Adult day care.
- Assessment, intake, and processing
- Investigate abuse, neglect, and exploitation.
- Preventative services for cases found to be in need of services.
- Eligibility determination.
- Counseling and treatment.
- Working with foster homes and parents.
- Home studies/visits/interstate.
- Staffing of cases.
- Establishment of child support obligations.
- Establishment of paternity.
- Child support court procedures.
- Monitor and enforce child support payments.

- Interstate parent location services.
- Collection of past-due support.
- Redeterminations and verifications.
- Training.
- Money management.
- Collaboration with outside agencies.
- Program integrity.
- Federal/State audits.
- Interviews face-to-face and telephone.
- Use of State network.
- Hearings.
- Adoption evaluations and completions.
- MAPP training.
- Working with children and parents.
- Develop case plans.
- Representative payee.
- In-home aide services.
- Medicaid billing.
- Collaboration with job resource/RCC.

HHS - Administration

Goal 1 Effectively administer the Public Health division of Health and Human Services.

Objective 1 Ensure that a minimum of 90 percent of all Public Health program audits are in 90 percent compliant with program requirements.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	90%	90%	90%
Actual	N/A	N/A	N/A	91%		
Objective Status	⊖	⊖	⊖	✓		

Objective 2 To obtain the allowed maximum funding, Rockingham County Division of Public Health will ensure that a minimum of 97 percent of all monthly, quarterly, semi-annual, and annual financial required reports are compliant with State, funders, and stakeholders requirements. This will be measured by the percentage of reports yielding 100 percent

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	97%	97%	97%	97%	97%
Actual	96%	92.2%	97%	98%		
Objective Status	✓	✗	✓	✓		

Objective 3 In order to ensure accuracy of patient records, maintain a record scanning error rate of less than 5 percent for all clinical services and units.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	< 5%	< 5%	< 5%	< 5%
Actual	N/A	N/A	2.5%	1.0%		
Objective Status	⊖	⊖	✓	✓		


Goal 2 Effectively administer the Social Services division of Health and Human Services.

Objective 1 To ensure prudent fiscal management and ongoing viability of the Agency, collect at least 93 percent of Federal and State allocations, Medicaid billings, and available grants for all areas of Social Services.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	90%	90%	93%	93%
Actual	N/A	N/A	95%	91%		
Objective Status	⊖	⊖	✓	✓		

Commissioner Goal Matrix

Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
2.1							

 Objective aligns with Commissioner Goal

HHS - Adult Protective Services

Goal 1 Protect at-risk adults in our community from abuse, neglect, and exploitation.

Objective 1 Complete at least 90 percent of Adult Protective Services evaluations involving allegations of exploitation within within 45 days of the report. This exceeds the State's goal of 85 percent.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	90%	90%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 2 Complete at least 95 percent of Adult Protective Services evaluations involving allegations of abuse or neglect within 30 days of the report.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	95%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 3 Process at least 85 percent of Special Assistance for the Aged (SAA) applications within 45 calendar days of the application date.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	85%	85%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 4 Process at least 85 percent of Special Assistance for the Disabled (SAD) applications within 60 days of the application date.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	85%	85%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
1.4							

Objective aligns with Commissioner Goal

HHS - Child Care Subsidy

Goal 1 Provide excellent customer service to Child Care Providers.

Objective 1 At least 95 percent of utilized Child Care Subsidy providers will be satisfied with services provided. Satisfaction levels will be obtained via an annual customer service satisfaction survey.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	95%	95%	95%	95%	95%
Actual	96%	100%	100%	98%		
Objective Status	✓	✓	✓	✓		

Objective 2 Process at least 97 percent of Child Care Subsidy applications within 30 calendar days of the application date.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	97%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							

Objective aligns with Commissioner Goal

HHS - Child Support

Goal 1 Ensure that non-custodial parents acknowledge and accept financial responsibility for their children and reduce dependency on public assistance.

Objective 1 Establish paternities for at least 99 percent of children born out of wedlock. Paternity establishment increases opportunities for financial, medical and emotional support of the child by both parents.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	99%	99%	99%	99%	State goal	99%
Actual	97%	96.8%	96.03%	100.00%		
Objective Status	✗	✗	✗	✓		

Objective 2 Collect at least 95 percent of the State's Child Support Enforcement collection goal. Increasing Child Support collections reduces a family's dependence on other forms of public assistance.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	95%	95%	95%	95% of State goal	95% of State goal
Actual	97%	98.88%	97.38%	97.00%		
Objective Status	✓	✓	✓	✓		

Objective 3 Collect at least 67.62 percent of mandated child support payments. Regular Child Support payments to custodial parents improves their ability to provide for their children, their chances for self-sufficiency and independence of public assistance.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	67%	67%	67%	67%	State goal	67.62%
Actual	69%	69.49%	69.15%	69.00%		
Objective Status	✓	✓	✓	✓		

Objective 4 Ensure at least 87.41 percent of child support cases are under an active order (court required monetary and/or medical support). Active orders ensure accountability of the payers to the custodial parents through the judicial system for support.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	82%	82%	82%	82%	State goal	87.41%
Actual	82%	83.73%	88.23%	88.00%		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix

Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
1.4							

 Objective aligns with Commissioner Goal

HHS - Child Welfare Services

Preserve and strengthen at-risk families through family-centered, child-focused, community-based services.

Goal 1

Objective 1 Initiate at least 95 percent of all screened-in reports within State required time frames.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	95%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 2 Ensure that for all children who were victims of maltreatment during a twelve month period, no more than 9.1 percent receive a subsequent finding of maltreatment (state goal).

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	< 9.1%	< 9.1%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 2 Provide effective foster care services that meet the needs of this vulnerable population.

Objective 1 Ensure at least 80 percent of foster youth have face-to-face visits by the social worker each month.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	80%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 2 Ensure that of the number of children that enter foster care in a 12 month period who were discharged within 12 months to reunification, kinship care, or guardianship, no more than 8.3 percent re-enter foster care within 12 months of their discharge.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	< 8.3%	< 8.3%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 3 Ensure that of all the children who enter foster care in a 12 month period, the rate of placement moves per 1,000 days of foster care will not exceed 4.1 (state goal).


	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	< 4.1	< 4.1
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 3 Provide placement stability for children in the custody of DSS.

Objective 1 At least 40.5 percent of children who enter foster care in a 12 month period are discharged to permanency within 12 months of entering foster care.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	25%	25%	20%	20%	40.5%	40.5%
Actual	41%	29.7%	41%	46%		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							
2.2							
2.3							
3.1							

 Objective aligns with Commissioner Goal

HHS - Organization Wide

Goal 1 Provide exemplary Customer Service to all citizens and HHS service recipients through quality service provision and responsive, positive staff interactions.

Objective 1 At least 95 percent of all Health and Human Services client respondents (both Social Services and Public Health) will rate their experience as satisfied or highly satisfied in a unified departmental survey. Citizen feedback is essential, welcomed, and will be encouraged in a simple survey available to all recipients of HHS Services.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	90%	90%	90%	95%	95%	95%
Actual	94%	99%	98%	99%		
Objective Status	✓	✓	✓	✓		

Goal 2 Inform community citizens of the available services, programs, and resources provided by the Rockingham County Department of Health and Human Services.

Objective 1 Provide at least 60 outreach initiatives to inform citizens of the services and programs provided by both Public Health and Social Services. These initiatives may include press releases, public forums, community presentations, etc.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	20	20	40	40	60	60
Actual	89	178	81	58		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							

Objective aligns with Commissioner Goal

HHS - Prevention Services

Provide a safe, healthy, and stable environment to at-risk children, adults and families by providing quality, lower intensity services for those that do not meet the criteria for APS, CPS, or Foster Care.

Goal 1

Objective 1 At least 97 percent of children receiving prevention and family support services will be able to safely remain in their own homes for at least twelve (12) months after initiating prevention services. Being able to remain at home, or in the least restrictive setting, increases the quality of life and improves the well-being of individuals served.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	97%	97%	97%	97%	97%
Actual	99.5%	96.3%	100%	100%		
Objective Status	✓	✗	✓	✓		

Objective 2 At least 97 percent of adults receiving prevention and family support services will be able to safely remain in their own homes for at least twelve (12) months after initiating prevention services. Being able to remain at home, or in the least restrictive setting, increases the quality of life and improves the well-being of individuals served.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	97%	97%	97%	97%	97%
Actual	99.8%	98.1%	96.49%	94.00%		
Objective Status	✓	✓	✗	✗		

Provide timely and quality assistance to at-risk families and our community's most vulnerable citizens during times of greatest need.

Goal 2

Objective 1 Provide General Assistance services to at least 95 percent of eligible applicants. General Assistance is funded 100 percent with County dollars and is used to purchase essential items such as groceries and medication for low-income families when the household does not qualify for any other assistance programs offered by Health and Human Services or other community partners.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	97%	95%	95%	95%	95%
Actual	96%	97%	100%	100%		
Objective Status	✓	✓	✓	✓		


Objective 2 Process at least 95 percent of Crisis Intervention Program (CIP) applications within one business day for applicants with no heat or cooling source.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	95%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 3 Process at least 96 percent of Crisis Intervention Program (CIP) applications within two business days of the application date for applicants who have a heat or cooling source.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	96%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							
2.2							
2.3							

 Objective aligns with Commissioner Goal

HHS - Program Integrity

Goal 1 Perform timely determinations on program integrity referrals and take appropriate actions in verified cases of public assistance fraud.

Objective 1 Ensure that at least 90 percent of Program Integrity claims are established within 180 days of the date of discovery.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	90%	90%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 2 Effectively prosecute cases of public assistance fraud ensuring that maximum restitution is made to the State and to the County.

Objective 1 Ensure at least 50 percent of the total amount owed in closed fraud cases is either repaid or in active repayment (payment made within past 90 days). While some individuals may enter into voluntary repayment agreements, the goal of the County is to secure the majority of payments through the judicial system, including purge payments, in Court and payments through the Probation and Parole system.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	50%	50%	50%	50%	50%
Actual	N/A	57.72%	59%	68%		
Objective Status	⊖	✓	✓	✓		

Objective 2 Maintain a conviction rate of at least 95 percent for all public assistance fraud cases referred to the Office of the District Attorney. Efforts will be made to minimize the number of cases that go to trial, striving instead for guilty pleas for both misdemeanor and felony cases for grand jury indictments.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	95%	95%	95%	95%	95%	95%
Actual	100%	100%	100%	100%		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							
2.2							

Objective aligns with Commissioner Goal

HHS - Public Assistance

Provide accurate and timely determination for Medicaid Services to individuals and families through effective and efficient management of the program.

Goal 1

Objective 1 Process (approve or deny) at least 98 percent of Family and Children's Medicaid applications within the required timeframe of 45 days from the date of receipt. (This excludes cases with a Help Desk ticket requesting technical assistance for issues with the State's NCFast system). The State's goal is 90 percent for this measure.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	98%	98%	98%	98%	98%	98%
Actual	97%	99%	98%	97%		
Objective Status	✗	✓	✓	✗		

Objective 2 Process (approve or deny) at least 96 percent of Adult Medicaid applications within the required timeframe of 45 days from the date of receipt. (This excludes cases with a Help Desk ticket requesting technical assistance for issues with the State's NCFast system). The State's goal is 90 percent for this measure.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	98%	98%	98%	96%	96%	96%
Actual	95%	96%	96%	96%		
Objective Status	✗	✗	✗	✓		

Objective 3 Process (approve or deny) at least 96 percent of Adult Medicaid Disability applications within the required timeframe of 90 days from the date of receipt. (This excludes cases with a Help Desk ticket requesting technical assistance for issues with the State's NCFast system). The State's goal is 90 percent for this measure.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	98%	98%	98%	98%	96%	96%
Actual	95%	96%	99%	97%		
Objective Status	✗	✗	✓	✗		

Provide accurate and timely determination for Food and Nutrition Services to individuals and families through effective and efficient management of the program.

Goal 2

Objective 1 Process at least 95 percent of expedited FNS applications within 4 calendar days from the date of application.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	95%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		


Objective 2 Process at least 95 percent of regular FNS applications within 25 days from the date of application.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	95%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 3 Ensure at least 95 percent FNS recertifications are processed on time, each month.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	95%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
2.1							
2.2							
2.3							

 Objective aligns with Commissioner Goal

HHS - Work First

Goal 1 Provide quality services to recipients of Work First Family Assistance in order to assist them in becoming and remaining economically independent through employment and self-sufficiency.

Objective 1 Collect documentation from at least 50 percent of all Work-Eligible individuals that demonstrates completion of the required number of hours of federally countable work activities.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	50%	50%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 2 Collect documentation from at least 90 percent of two-parent families with Work-Eligible individuals that verifies that they have completed the required number of hours of federally countable work activities.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	90%	90%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 3 Process at least 95 percent of Work First applications within 45 days of receipt.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	95%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Objective 4 Process at least 95 percent Work First recertifications no later than the last day of the current recertification period.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	95%	95%
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
1.4							

Objective aligns with Commissioner Goal

Veterans Services

Dept ID: 6510

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	2,216	2,500	2,500	2,500	2,500	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	66,481	69,881	69,881	73,831	73,378	5%
TOTAL REVENUES	68,697	72,381	72,381	76,331	75,878	5%
EXPENSES						
Salaries and Benefits	66,360	68,155	68,155	71,072	70,619	4%
Operating Expenses	2,338	4,226	4,226	5,259	5,259	24%
Capital Outlay	-	-	-	-	-	0%
TOTAL EXPENSES	68,697	72,381	72,381	76,331	75,878	5%
EMPLOYEES						
Full Time Equivalents	1.00	1.00	1.00	1.00	1.00	0%

DEPARTMENT MISSION STATEMENT

Provide knowledgeable and courteous service to veterans and their dependents in the processing of claims for State and Federal benefits.

WHAT WE DO (List of Services)

- Provide counseling/services to veterans and their dependents regarding available benefits. This includes completing forms, processing claims, obtaining military and medical records, processing requests for headstones and markers, conducting presentations to civic organizations, ensuring veterans receive appropriate medication, if qualified, and acting as a liaison between the veterans and/or dependent and the Department of Veterans' Affairs benefits office and medical facilities.
- Administration.

Veterans

Goal 1 Provide quality customer service for veterans and their families.

Objective 1 To provide prompt service, Veterans Services will maintain a 3 day or less wait time to be seen at least 90 percent of the time. This wait time is from the original requested appointment time to the first time slot available.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	1	1	3	3	90%	90%
Actual	N/A	N/A	2	2		
Objective Status	⊖	✗	✓	✓		

Goal 2 Provide comprehensive information on programs and services available to Veterans.

Objective 1 Participate in at least 6 outreach efforts to inform the public of the VA benefits available to disabled veterans and their families. These outreach efforts can include digital PSAs, job fairs, home visits, and Citizens Academy.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	6	6	6	6	6	6
Actual	7	6	8	8		
Objective Status	✓	✓	✓	✓		

Objective 2 Provide information on the Department of Veteran's Affairs scholarships available to qualifying children of disabled veterans to 100 percent of high schools in Rockingham County. The Veteran's Office also performs presentations in the schools as requested.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	100%	100%	100%	100%	100%	100%
Actual	100%	100%	100%	100%		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
2.1							
2.2							

Objective aligns with Commissioner Goal

Other Human Services

Dept ID: 6610

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	66,195	66,195	66,195	78,504	73,949	12%
TOTAL REVENUES	66,195	66,195	66,195	78,504	73,949	12%
EXPENSES						
Help, Inc.	36,900	36,900	36,900	50,000	36,900	0%
Redirections of Rockingham Co.	15,750	15,750	15,750	15,750	15,750	0%
REMMSCO	-	-	-	7,754	7,754	100%
Betsy Jeff Penn Ctr - Donations	-	-	-	5,000	-	0%
Project Safe	13,545	13,545	13,545	-	13,545	0%
TOTAL EXPENSES	66,195	66,195	66,195	78,504	73,949	12%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

This department's purpose is to record the County's contributions to other human services agencies.

Youth Services

Dept ID: 67

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	105	-	-	-	-	0%
Intergovernmental	380,089	366,025	402,271	422,910	422,910	16%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	373,626	438,194	422,172	439,123	434,629	-1%
TOTAL REVENUES	753,820	804,219	824,443	862,033	857,539	7%
EXPENSES						
Salaries and Benefits	634,225	698,657	695,668	749,653	745,159	7%
Operating Expenses	102,321	105,562	121,755	112,380	112,380	6%
Capital Outlay	17,274	-	7,020	-	-	0%
TOTAL EXPENSES	753,820	804,219	824,443	862,033	857,539	7%
EMPLOYEES						
Full Time Equivalents	10.2125	10.2125	10.2909	10.2909	10.2909	1%

DEPARTMENT MISSION STATEMENT

Enhance the quality of life and promote productive citizenship in the school-aged youth of Rockingham County.

WHAT WE DO (List of Services)

- Administration.
- Individual counseling
- Family counseling
- Cognitive behavioral therapy
- Trauma-focused therapy
- Anger management
- Parenting classes
- Community Service
- Restitution
- Teen Court
- Substance Abuse Prevention Education
- Fresh Start (intensive services for most at-risk youth)
- Students of Success (after school prevention program)
- Students of Promise (mentoring/tutoring program)
- New Hope Peer Support Group (therapeutic services for trauma victims)

Youth Services

Goal 1 Improve the lives of at-risk youth in Rockingham County.

Objective 1 At least 97 percent of Youth Services clients will not commit unlawful acts or receive convictions on new charges.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	92%	94%	96%	96%	97%	97%
Actual	98%	99%	99%	99%		
Objective Status	✓	✓	✓	✓		

Objective 2 At least 80 percent of participants in Youth Services programs will complete treatment satisfactorily. Participants must achieve at least 75 percent of their treatment goals to satisfactorily complete a program.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	92%	90%	85%	85%	85%	80%
Actual	88%	86%	86%	85%		
Objective Status	✗	✗	✓	✓		

Goal 2 Maximize State and Federal funding sources to provide the service at minimal cost to Rockingham County

Objective 1 At least 60 percent of Youth Services expenditures will be covered by non-County resources.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	70%	70%	60%	60%	60%	60%
Actual	70%	65%	60%	60%		
Objective Status	✓	✗	✓	✓		

Goal 3 Provide a quality customer experience for the youth and families we serve.

Objective 1 At least 95 percent of client survey respondents will indicate they are satisfied or highly satisfied with the quality of the programs provided.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	90%	95%	95%	95%	95%	95%
Actual	100%	100%	98%	99%		
Objective Status	✓	✓	✓	✓		

Goal 4 Engage the community in Youth Services efforts.

Objective 1 Maintain at least 75 unique active community volunteers in Youth Services efforts. These volunteers are critical to the success of programs such as Teen Court, Community Service and Restitution, Students of Success, and Students of Promise.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	225	165	165	165	165	75
Actual	188	158	190	169		
Objective Status	✗	✗	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							
3.1							
4.1							

 Objective aligns with Commissioner Goal

Aging, Disability, and Transit Services

Dept ID: 7110

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	957,817	928,478	965,875	939,438	939,438	1%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	139,319	152,908	153,588	183,603	155,394	2%
TOTAL REVENUES	1,097,136	1,081,386	1,119,463	1,123,041	1,094,832	1%
EXPENSES						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	1,097,136	1,081,386	1,119,463	1,123,041	1,094,832	1%
Capital Outlay	-	-	-	-	-	0%
TOTAL EXPENSES	1,097,136	1,081,386	1,119,463	1,123,041	1,094,832	1%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

This department's purpose is to account for County funds and State grant money that is contributed to the Aging, Disability, and Transit Services of Rockingham County. This agency provides numerous services to senior citizens and citizens with disabilities in Rockingham County.

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	49,334	37,500	37,500	37,500	37,500	0%
Intergovernmental	153,815	148,826	151,826	148,826	148,826	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	22,557	5,000	5,000	5,000	5,000	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	78,943	68,055	68,055	59,264	59,264	-13%
General Fund	1,606,651	1,724,111	1,824,335	1,882,180	1,723,603	0%
TOTAL REVENUES	1,911,300	1,983,492	2,086,716	2,132,770	1,974,193	0%
EXPENSES						
Salaries and Benefits	1,360,833	1,422,373	1,422,373	1,496,402	1,417,825	0%
Operating Expenses	513,774	550,224	555,124	626,168	546,168	-1%
Capital Outlay	36,693	10,895	109,219	10,200	10,200	-6%
TOTAL EXPENSES	1,911,300	1,983,492	2,086,716	2,132,770	1,974,193	0%
EMPLOYEES						
Full Time Equivalents	27.90	27.90	27.90	30.1125	27.90	0%

DEPARTMENT MISSION STATEMENT

Provide informational, educational, and recreational resources, programs and services for the citizens of Rockingham County.

WHAT WE DO (List of Services)

- Administration over library.
- Purchase books and library services.
- Process and catalogue new library materials.
- Courier service to all branches and Governmental Center.
- Automation and technical support for library computers and technology.
- Bookmobile outreach to rural communities and outlying schools.
- Homebound outreach to elderly and infirm citizens.
- Drop-in library outreach to pre-K children.
- Maintain collection of popular and reference print materials.
- Provide a popular collection of books-on-tape, music, movies, digital audiobooks, and video games.
- Story time programs/summer reading program, Reading is Fundamental.
- Provide access to technologies and computer software.
- Workforce development/employment assistance.
- Genealogy Reference Center.
- Provide E-Books and E-Magazines for patrons.
- Participate in NC-Live and NC Digital Kids for patrons.
- Maker space and STEM.
- NC Cardinal (over 30 systems and six million items).
- Adult and teen programs.
- Meeting rooms.
- Exam proctoring.

Library

Goal 1 Provide a resource for job seekers in Rockingham County.

Objective 1 Provide at least 600 efforts in assisting job seekers. This can include classes on computer use, resumes and interviewing, or one on one help sessions with citizens as they request.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	N/A	600
Actual	N/A	N/A	N/A	N/A	N/A	
Objective Status	⊖	⊖	⊖	⊖	⊖	

Objective 2 Achieve at least 60,000 hours of public computer use across all Libraries. These computers serve as a major resource for job seekers by providing high-speed internet access.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	66,600	90,000	110,000	110,000	110,000	60,000
Actual	141,052	138,431	110,753	100,628		
Objective Status	✓	✓	✓	✗		

Goal 2 Provide an educational resource for school age children.

Objective 1 Library will promote reading and help reinforce reading skills in Rockingham County youth by serving at least 2,600 youth through targeted programming.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	4,500	4,500	4,500	4,000	8,000	2,600
Actual	4,899	4,722	5,410	11,724		
Objective Status	✓	✓	✓	✓		

Goal 3 Provide Library resources in areas that are not convenient to a physical location.

Objective 1 Provide wireless internet to areas in need by offering at least 500 hours of free WiFi through the County's bookmobile. This will be measured by counting the hours the bookmobile provides free WiFi at its designated spots throughout the County.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	N/A	500
Actual	N/A	N/A	N/A	N/A	N/A	
Objective Status	⊖	⊖	⊖	⊖	⊖	

Goal 4 Let citizens know about the Library resources available to them.

Objective 1 Staff will promote the Library's programs and resources still available during the COVID-19 pandemic by creating and distributing to the media or social media at least 100 press releases or posts.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	N/A	100
Actual	N/A	N/A	N/A	N/A	N/A	
Objective Status	⊖	⊖	⊖	⊖	⊖	

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
2.1							
3.1							
4.1							

 Objective aligns with Commissioner Goal

Other Cultural

Dept ID: 7010

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	92,393	97,320	122,320	107,921	93,320	-4%
TOTAL REVENUES	92,393	97,320	122,320	107,921	93,320	-4%
EXPENSES						
Historical Society - Museum	50,000	50,000	75,000	50,000	50,000	0%
Dan River Basin Association	6,500	6,320	6,320	6,320	6,320	0%
Roanoke River Basin Association	-	-	-	9,101	-	0%
PEG Channel	26,893	32,000	32,000	32,000	28,000	-13%
Arts Council	8,000	8,000	8,000	8,000	8,000	0%
Fine Arts	1,000	1,000	1,000	2,500	1,000	0%
TOTAL EXPENSES	92,393	97,320	122,320	107,921	93,320	-4%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

This represents the County's contributions to other cultural agencies/functions, including the Rockingham County Arts Council, Historical Society Museum, Fine Arts, PEG Channel, and the Dan River Basin Association.

Rockingham County Schools

Dept ID: 7510

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	17,344,078	16,717,365	19,717,552	26,210,410	16,717,365	0%
TOTAL REVENUES	17,344,078	16,717,365	19,717,552	26,210,410	16,717,365	0%
EXPENSES						
Current Expense	15,834,840	15,834,840	15,834,840	17,334,840	15,834,840	0%
Capital Outlay	1,509,238	882,525	3,882,712	8,875,570	882,525	0%
TOTAL EXPENSES	17,344,078	16,717,365	19,717,552	26,210,410	16,717,365	0%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

This funding is to assist with the current expense and capital needs of Rockingham County Schools. Current expense funding assists with operating needs, while capital funding assists with the construction, renovation, and repair needs of school facilities as well as other capital assets.

Rockingham Community College

Dept ID: 7520

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	1,340,416	1,940,000	1,940,000	2,045,000	1,910,000	-2%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	2,333,564	2,333,564	2,333,564	2,583,420	2,333,564	0%
TOTAL REVENUES	3,673,980	4,273,564	4,273,564	4,628,420	4,243,564	-1%
EXPENSES						
Current Expense	3,504,889	4,104,473	4,104,473	4,403,420	4,074,473	-1%
Capital Outlay	169,091	169,091	169,091	225,000	169,091	0%
TOTAL EXPENSES	3,673,980	4,273,564	4,273,564	4,628,420	4,243,564	-1%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT PURPOSE

This funding is to assist with the current expense and capital needs of Rockingham Community College. Current expense funding assists with operating needs, while capital funding assists with the construction, renovation, and repair needs of facilities as well as other capital assets.

Capital Reserve Fund - Administration

Dept ID: 210

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Interest Earned	4,725	-	-	-	-	0%
Transfer from General Fund	3,525,348	4,129,660	4,129,660	3,670,081	3,735,276	-10%
Fund Balance	41,500	15,231	15,231	-	-	-100%
TOTAL REVENUES	3,571,573	4,144,891	4,144,891	3,670,081	3,735,276	-10%
EXPENSES						
To Debt Service Fund	3,571,573	3,594,891	3,594,891	3,554,915	3,635,276	1%
Parking Lot Repair Project	-	300,000	300,000	-	-	-100%
Future Public Building	-	250,000	250,000	-	100,000	-60%
Reserve Contribution	-	-	-	115,166	-	0%
TOTAL EXPENSES	3,571,573	4,144,891	4,144,891	3,670,081	3,735,276	-10%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

FUND PURPOSE

This fund was established in accordance with North Carolina law to account for the accumulation of resources to be used for major capital purchases.

Capital Reserve Fund - Schools

Fund ID: 220

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Lottery Funds	1,463,533	1,100,000	1,100,000	840,000	840,000	-24%
Interest Earned	17,704	-	-	-	-	0%
Restricted Sales Tax - Article 40	1,344,942	1,533,466	1,533,466	1,666,580	1,323,517	-14%
Restricted Sales Tax - Article 42	2,689,883	2,540,404	2,540,404	2,765,900	2,687,143	6%
Fund Balance	(958,973)	-	365,187	-	-	0%
TOTAL REVENUES	4,557,089	5,173,870	5,539,057	5,272,480	4,850,660	-6%
EXPENSES						
To Debt Service Fund	3,930,376	3,514,109	3,514,109	3,119,865	3,119,865	-11%
Transfer to General Fund	626,713	-	2,000,187	-	-	0%
Reserve Contribution	-	1,659,761	24,761	2,152,615	1,730,795	4%
TOTAL EXPENSES	4,557,089	5,173,870	5,539,057	5,272,480	4,850,660	-6%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

FUND PURPOSE

This fund was established in accordance with North Carolina law to account for the accumulation of resources to be used for major capital purchases for schools.

Fire Districts

Fund ID: 230

		FY 2018/19	FY 2019/20	FY 2019/20	FY 2020/21	FY 2020/21	% Change from
		Actual	Adopted	Amended	Requested	Adopted	Prior Year
REVENUES							
Wentworth	Fire Tax	354,387	323,007	324,007	339,726	339,726	5%
	Fund Balance	(2,620)	-	32,000	-	-	0%
Stokesdale	Fire Tax	239,432	211,423	212,223	224,728	224,728	6%
	Fund Balance	(9,483)	23,000	23,000	37,000	37,000	61%
Bethany	Fire Tax	401,727	369,265	370,265	403,154	403,154	9%
	Fund Balance	9,061	25,000	25,000	19,000	19,000	-24%
Northwest	Fire Tax	146,004	135,677	135,677	137,131	137,131	1%
	Fund Balance	(2,168)	-	11,000	-	-	0%
Huntsville	Fire Tax	356,073	320,034	320,784	342,545	342,545	7%
	Fund Balance	413	40,000	40,000	41,000	41,000	3%
Oregon Hill	Fire Tax	213,220	194,116	194,116	199,749	199,749	3%
	Fund Balance	(4,523)	-	20,200	-	-	0%
Shiloh	Fire Tax	279,859	251,269	251,269	254,335	254,335	1%
	Fund Balance	(718)	25,000	25,000	28,000	28,000	12%
Monroeton	Fire Tax	353,200	322,467	323,067	338,987	338,987	5%
	Fund Balance	3,854	30,000	30,000	34,000	34,000	13%
Williamsburg	Fire Tax	303,632	271,480	271,480	276,462	276,462	2%
	Fund Balance	7,309	29,000	29,250	31,000	31,000	7%
Summerfield	Fire Tax	104,656	94,445	94,845	98,269	98,269	4%
	Fund Balance	(834)	10,000	10,000	15,000	15,000	50%
Yanceyville	Fire Tax	162,359	149,103	149,103	151,672	151,672	2%
	Fund Balance	(3,116)	11,000	11,150	14,000	14,000	27%
Stoneyview	Fire Tax	136,382	117,146	117,146	123,111	123,111	5%
	Fund Balance	19,204	25,000	30,700	4,624	4,624	-82%
Casville	Fire Tax	18,548	16,380	16,380	17,211	24,587	50%
	Fund Balance	(1,656)	1,000	1,030	2,500	2,500	150%
Jacobs Creek	Fire Tax	117,259	107,419	107,919	110,017	110,017	2%
	Fund Balance	2,873	11,500	11,500	11,000	11,000	-4%
Madison/Mayodan	Fire Tax	189,486	160,976	160,976	171,684	171,684	7%
	Fund Balance	(10,270)	30,000	30,200	36,000	36,000	20%
Stokes-Rockingham	Fire Tax	11,316	9,328	9,328	10,143	10,143	9%
	Fund Balance	174	1,800	1,820	1,800	1,800	0%
Ruffin	Fire Tax	158,343	144,357	144,357	147,256	147,256	2%
	Fund Balance	(2,055)	18,000	18,150	17,500	17,500	-3%
Draper	Fire Tax	346,562	289,998	289,998	290,679	290,679	0%
	Fund Balance	(2,285)	-	48,000	-	-	0%
Leaksville	Fire Tax	348,521	320,583	345,583	327,263	327,263	2%
	Fund Balance	10,678	-	9,994	-	-	0%
Pelham	Fire Tax	6,996	6,331	6,343	6,893	6,893	9%
	Fund Balance	270	-	-	-	-	0%
Interest	Interest	11,961	-	-	-	-	0%
TOTAL REVENUES		4,274,031	4,095,104	4,252,860	4,263,439	4,270,815	4%

Fire Districts (contd.)

Fund ID: 230

EXPENSES	FY 2018/19	FY 2019/20	FY 2019/20	FY 2020/21	FY 2020/21	% Change from
	Actual	Adopted	Amended	Requested	Adopted	Prior Year
Wentworth	351,767	323,007	356,007	339,726	339,726	5%
Stokesdale	229,950	234,423	235,223	261,728	261,728	12%
Bethany	410,789	394,265	395,265	422,154	422,154	7%
Northwest	143,836	135,677	146,677	137,131	137,131	1%
Huntsville	356,485	360,034	360,784	383,545	383,545	7%
Oregon Hill	208,697	194,116	214,316	199,749	199,749	3%
Shiloh	279,141	276,269	276,269	282,335	282,335	2%
Monroeton	357,054	352,467	353,067	372,987	372,987	6%
Williamsburg	310,941	300,480	300,730	307,462	307,462	2%
Summerfield	103,822	104,445	104,845	113,269	113,269	8%
Yanceyville	159,243	160,103	160,253	165,672	165,672	3%
Stoneyview	155,586	142,146	147,846	127,735	127,735	-10%
Casville	16,892	17,380	17,410	19,711	27,087	56%
Jacobs Creek	120,132	118,919	119,419	121,017	121,017	2%
Madison/Mayodan	179,216	190,976	191,176	207,684	207,684	9%
Stokes-Rockingham	11,490	11,128	11,148	11,943	11,943	7%
Ruffin	156,288	162,357	162,507	164,756	164,756	1%
Draper	344,277	289,998	337,998	290,679	290,679	0%
Leaksville	359,199	320,583	355,577	327,263	327,263	2%
Pelham	7,266	6,331	6,343	6,893	6,893	9%
Interest to Districts	11,961	-	-	-	-	0%
TOTAL EXPENDITURES	4,274,031	4,095,104	4,252,860	4,263,439	4,270,815	4%

Fund Purpose

This fund accounts for the ad valorem tax levies of the fire districts in Rockingham County.

Emergency Telephone Fund

Fund ID: 240

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Interest Earned	12,762	-	-	-	-	0%
NC 911	236,759	313,581	313,581	314,500	314,500	0%
Fund Balance	175,109	180,591	343,046	-	-	-100%
TOTAL REVENUES	424,630	494,172	656,627	314,500	314,500	-36%
EXPENSES						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	408,275	494,172	651,038	314,500	314,500	-36%
Capital Outlay	16,355	-	5,589	-	-	0%
TOTAL EXPENSES	424,630	494,172	656,627	314,500	314,500	-36%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

FUND PURPOSE

This Fund accounts for the telephone surcharges to be used for the emergency telephone system.

Vera Holland - Stoneville Library Fund

Fund ID: 250

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Interest Earned	6,144	5,300	5,300	5,000	5,000	-6%
Donations/Contributions	16,637	17,200	17,200	15,000	15,000	-13%
Fund Balance	(13,531)	-	5,462	-	-	0%
TOTAL REVENUES	9,249	22,500	27,962	20,000	20,000	-11%
EXPENSES						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	-	22,500	9,500	20,000	20,000	-11%
Capital Outlay	9,249	-	18,462	-	-	0%
TOTAL EXPENSES	9,249	22,500	27,962	20,000	20,000	-11%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

FUND PURPOSE

This Fund accounts for the monies donated by Vera Holland to the Stoneville Library for maintenance of the facility.

Debt Service Fund

Fund ID: 410

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Interest Rebate	162,515	143,512	143,512	124,907	124,907	-13%
Interest Earned	2,753	-	-	-	-	0%
Transfer from General Fund	635,031	479,858	479,858	473,956	393,595	-18%
Transfer from Cap. Reserve Funds	7,501,949	7,109,000	7,109,000	6,674,780	6,755,141	-5%
Fund Balance	(9,796)	-	-	(47,333)	-	0%
TOTAL REVENUES	8,292,452	7,732,370	7,732,370	7,226,310	7,273,643	-6%
EXPENSES						
Principal	5,847,692	5,499,913	5,499,913	5,211,490	5,211,490	-5%
Interest	2,442,850	2,229,457	2,229,457	2,011,820	2,011,820	-10%
Fees	1,910	3,000	3,000	3,000	3,000	0%
Reserve Contribution	-	-	-	-	47,333	100%
TOTAL EXPENSES	8,292,452	7,732,370	7,732,370	7,226,310	7,273,643	-6%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

FUND PURPOSE

The Debt Service Fund is used to account for the payment of principal and interest on debt obligations for major government facilities, including the public schools and community college, service charges, and proceeds or refunding of General Fund debt.

DEBT DISCUSSION

The County issues long-term debt under Constitutional and Legislative law to provide needed facilities for the citizens of the county. The County utilizes limited obligation bonds (certificates of participation) and installment financing arrangements where security is provided by the asset being financed. The County currently holds a bond rating of Aa3 from Moody's and A+ from Standard and Poor's. The County adopted a formal debt policies on June 15, 2015 in order to set parameters and provide guidance to management on when to issue debt, how much can be issued and under what debt structure.

The County did not issue any new long term debt during the previous fiscal year.

In Fiscal Year 2018, the County enacted a new, voter approved, quarter cent sales tax that is authorized by the State of North Carolina. The new sales tax goes into effect October 2018 and has been designated by the Board of County Commissioners for Rockingham Community College (RCC) Workforce Development initiatives. One component of this initiative is the construction of the RCC Center for Workforce Development, a 50,000 square foot building that will house academic workforce training programs. In December 2021, the County anticipates issuing approximately \$18,000,000 in long term debt for this project with the new quarter cent sales tax proceeds being appropriated for the debt service payments.

In Fiscal Year 2006, the County adopted an operating budget that included an increase of \$.05 cents to the ad valorem tax rate and was designated for the Capital Improvement Plan and in particular for a Law Enforcement Center Construction Project (LEC). The County issued \$52,135,000 in Certificates of Participation in July 2008 for the construction of a Courthouse, Sheriff Department, Jail, Emergency Services Building, Communication Tower and an EMS substation. The

designated funds are transferred to the Capital Reserve Fund and ultimately transferred to the Debt Service Fund for the principal and interest payments on this debt. New property values as of January 1, 2011 were used in the calculation of the ad valorem tax rate for the Fiscal Year 2012 budget and the county adopted the revenue neutral tax rate for that budget year. This resulted in a new CIP tax rate of \$0.0477 cents and has remained the CIP rate since that time. Fiscal Year 2020 was also a revaluation budget year; however, with a revenue neutral rate of only 0.5% lower than the previous year rate, the adopted budget maintained the \$0.0477 tax rate designated for CIP.

Legal Debt Margin

North Carolina General Statute 159-55 requires that the net debt of the county not exceed 8% of the appraised value of property subject to taxation. Net debt includes all authorized (issued and unissued) bonded debt and capital lease obligation, less certain deductions. For the fiscal year ending June 30, 2020, the County’s net debt is equal to .68% of the assessed value of taxable property.

Computation of Legal Debt Margin as of June 30, 2020

Assessed value of taxable property *	\$ 7,644,027,820
	<u> x 0.08</u>
Debt limit-8 percent of assessed value	\$ 611,522,226
Gross Debt:	
Certificates of Participation & Limited Obligation Bonds	\$ 37,101,547
Installment Purchase Agreements	<u>\$ 15,209,760</u>
Total	\$ 52,311,307
Less Certain Deductions	<u>\$ 0</u>
Total amount of debt applicable to debt limit	<u>\$ 52,311,307</u>
Legal Debt Margin	<u>\$ 559,210,919</u>

**Indicates estimated assessed property valuation per the annual TR-1 report filed with the State by the County’s Tax Department certifying property values on the 2019 tax levy.*

Governmental Activities Schedule of Debt

Schedule of Long-Term Debt Maturities and Annual Debt Service Requirement for Governmental Activities as of June 30, 2020 is on the following page.

Year Ending Jun 30	General Fund		
	Principle	Interest	Total
2021	\$ 5,211,489.57	\$ 2,011,819.27	\$ 7,223,308.84
2022	\$ 5,217,868.29	\$ 1,775,978.97	\$ 6,993,847.26
2023	\$ 5,243,643.27	\$ 1,530,796.73	\$ 6,774,440.00
2024	\$ 5,245,021.97	\$ 1,294,155.60	\$ 6,539,177.57
2025	\$ 3,523,241.09	\$ 1,068,295.86	\$ 4,591,536.95
2026	\$ 3,393,381.79	\$ 912,441.05	\$ 4,305,822.84
2027	\$ 2,978,334.51	\$ 763,951.18	\$ 3,742,285.69
2028	\$ 2,845,236.60	\$ 621,724.18	\$ 3,466,960.78
2029	\$ 2,775,450.03	\$ 526,906.49	\$ 3,302,356.52
2030	\$ 2,729,366.53	\$ 433,463.11	\$ 3,162,829.64
2031	\$ 2,416,093.19	\$ 338,667.94	\$ 2,754,761.13
2032	\$ 2,389,722.71	\$ 260,466.01	\$ 2,650,188.72
2033	\$ 2,094,688.30	\$ 176,873.70	\$ 2,271,562.00
2034	\$ 2,066,196.56	\$ 108,740.44	\$ 2,174,937.00
2035	\$ 47,755.69	\$ 39,066.31	\$ 86,822.00
2036	\$ 49,367.42	\$ 37,394.58	\$ 86,762.00
2037	\$ 51,033.57	\$ 35,728.43	\$ 86,762.00
2038	\$ 52,755.97	\$ 34,006.03	\$ 86,762.00
2039	\$ 54,536.48	\$ 32,225.52	\$ 86,762.00
2040	\$ 56,377.10	\$ 30,384.90	\$ 86,762.00
2041	\$ 58,279.81	\$ 28,482.19	\$ 86,762.00
2042	\$ 60,246.76	\$ 26,515.24	\$ 86,762.00
2043	\$ 62,280.10	\$ 24,481.90	\$ 86,762.00
2044	\$ 64,382.06	\$ 22,379.94	\$ 86,762.00
2045	\$ 66,554.94	\$ 20,207.06	\$ 86,762.00
2046	\$ 68,801.15	\$ 17,960.85	\$ 86,762.00
2047	\$ 71,123.21	\$ 15,638.79	\$ 86,762.00
2048	\$ 73,523.63	\$ 13,238.37	\$ 86,762.00
2049	\$ 76,005.05	\$ 10,756.95	\$ 86,762.00
2050	\$ 78,570.20	\$ 8,191.80	\$ 86,762.00
2051	\$ 81,221.96	\$ 5,540.04	\$ 86,762.00
2052	\$ 82,927.61	\$ 2,798.82	\$ 85,726.43
	\$ 49,285,477.12	\$ 12,229,278.25	\$ 61,514,755.37

Debt Service - Enterprise Funds - Water and Sewer Funds

The payment of principal and interest on long-term debt obligations for major enterprise fund facilities and equipment are accounted for in the enterprise fund in which the asset financed is in service.

The County has the following outstanding debt issuances in the Enterprise Funds as of June 30, 2020:

	<u>Water</u>	<u>Sewer</u>	<u>Total Enterprise Funds</u>
Limited Obligation Bonds	\$ 229,578	\$ 144,712	\$ 374,290
Installment Purchase Agreements	<u>1,819,237</u>	<u>820,755</u>	<u>2,639,992</u>
Total outstanding	\$ 2,048,815	\$ 965,467	\$ 3,014,282

In Fiscal Year 2021, the County does not plan to issue new long-term debt for Enterprise Activities; however, the County does continue to look for opportunities to expand the Enterprise activities in order to meet the needs of the citizens of the county and will consider long-term financing if a need or opportunity is deemed to be in compliance with the commissioner's goals and approved by the County Commissioners.

Enterprise Activities Schedule of Debt

Schedule of Long-Term Debt Maturities and Annual Debt Service Requirement for Enterprise activities as of June 30, 2020.

Year Ending Jun 30	Enterprise Fund		
	Principle	Interest	Total
2021	\$ 424,099.34	\$ 94,838.72	\$ 518,938.06
2022	\$ 422,006.27	\$ 81,185.40	\$ 503,191.67
2023	\$ 421,719.29	\$ 67,327.58	\$ 489,046.87
2024	\$ 419,037.52	\$ 53,699.83	\$ 472,737.35
2025	\$ 324,782.40	\$ 40,992.89	\$ 365,775.29
2026	\$ 323,638.03	\$ 32,003.78	\$ 355,641.81
2027	\$ 103,000.00	\$ 25,598.30	\$ 128,598.30
2028	\$ 107,000.00	\$ 21,715.20	\$ 128,715.20
2029	\$ 111,000.00	\$ 17,681.30	\$ 128,681.30
2030	\$ 115,000.00	\$ 13,496.60	\$ 128,496.60
2031	\$ 119,000.00	\$ 9,161.10	\$ 128,161.10
2032	\$ 124,000.00	\$ 4,674.80	\$ 128,674.80
	\$ 3,014,282.85	\$ 462,375.50	\$ 3,476,658.35

Water Fund

Fund ID: 510

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	480,210	462,000	462,000	565,000	544,000	18%
Miscellaneous	142	-	-	-	-	0%
Transfer from General Fund	416,818	430,240	761,240	589,463	292,946	-32%
Fund Balance	129,826	133,174	135,462	-	-	-100%
TOTAL REVENUES	1,026,997	1,025,414	1,358,702	1,154,463	836,946	-18%
EXPENSES						
Salaries and Benefits	83,507	75,276	75,276	68,444	79,996	6%
Operating Expenses	522,098	296,953	297,241	306,753	305,753	3%
Debt Service	349,313	348,164	348,164	338,947	338,947	-3%
Capital Outlay	72,078	305,021	638,021	440,319	112,250	-63%
TOTAL EXPENSES	1,026,997	1,025,414	1,358,702	1,154,463	836,946	-18%
EMPLOYEES						
Full Time Equivalents	2.00	1.35	1.35	1.10	1.35	0%

DEPARTMENT MISSION STATEMENT

Provide for the ample supply of safe potable water to users and customers of the County through a well-constructed, operated, up-to-date, and State approved distribution system. Provide for a dependable water supply sufficient for normal general uses as well as emergency and fire uses.

WHAT WE DO (List of Services)

- Maintain water mains, pump stations, extensions, piping and metering devices.
- Ensure compliance with all regulatory requirements and practices.
- Oversee installation of new water taps and service new customers.
- Meter readings.
- Billing/collections of water customers.
- Water quality monitoring and testing.

Sewer Fund

Fund ID: 520

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	590,583	526,000	526,000	606,000	586,000	11%
Miscellaneous	142	-	-	-	-	0%
Transfer from General Fund	464,896	289,908	289,908	508,281	189,510	-35%
Fund Balance	56,150	100,000	102,288	-	154,000	54%
TOTAL REVENUES	1,111,770	915,908	918,196	1,114,281	929,510	1%
EXPENSES						
Salaries and Benefits	82,508	75,276	75,276	68,444	79,997	6%
Operating Expenses	631,828	493,098	483,406	544,880	507,020	3%
Debt Service	379,022	185,850	185,850	179,993	179,993	-3%
Capital Outlay	18,413	161,684	173,664	320,964	162,500	1%
TOTAL EXPENSES	1,111,770	915,908	918,196	1,114,281	929,510	1%
EMPLOYEES						
Full Time Equivalents	2.00	1.35	1.35	1.10	1.35	0%

DEPARTMENT MISSION STATEMENT

Provide for the availability of safe, dependable sewer service to users and customers of the County through a well-constructed, operated, up-to-date, State approved sewage collection system; provide sewer collection system and services which are sufficient for normal general uses and are capable to accommodate extension and waste flow increases for growth associated with residential, commercial and industrial development.

WHAT WE DO (List of Services)

- Oversee sewer mains, extensions, piping, pump stations, and access devices.
- Account billings/collections.
- Training and reporting on the prevailing regulatory requirements and practices.

Water and Sewer

Goal 1 Ensure the County's Water and Sewer systems are operating within State and Federal safety regulations.

Objective 1 Inspect at least 90 percent of all County sewage pump stations and water tanks at least three times per week, with 100 percent inspected at least once weekly to ensure proper functioning. The State's requirement is once per week but the County strives to exceed this minimum.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	100%	100%	90%	90%; 100%	90%; 100%	90%; 100%
Actual	100%	94%	91%	71%		
Objective Status	✓	✗	✓	✗		

Objective 2 Perform water sample tests at least 10 times per week to ensure water quality. State requirements for the County's water system are at least 5 sampling tests per week.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	520	10	10
Actual	N/A	N/A	N/A	1,564		
Objective Status	⊖	⊖	⊖	✓		

Objective 3 Achieve zero Notice of Violations (NOV) from the State. These notice of violations are typically related to paperwork timing.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	-	-	-	-	-	-
Actual	2	-	1	1		
Objective Status	✗	✓	✗	✗		

Goal 2 Provide quality customer service.

Objective 1 Maintain an annual substantiated complaint rate of less than 1 per every 3,000 water/sewer bills sent.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	1 per 500	1 per 500	1 per 500	1 per 3,000	1 per 3,000	1 per 3,000
Actual	1 per 640	1 per 651	1 per 704	1 per 732		
Objective Status	✓	✓	✓	✗		

Objective 2 Ensure 100 percent of meter reports are submitted to billing within 5 business days.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	99%	100%	99%	99%	100%	100%
Actual	100%	100%	100%	100%		
Objective Status	✓	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
2.1							
2.2							

Objective aligns with Commissioner Goal

Landfill Fund

Fund ID: 560

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges	4,020,415	3,837,100	3,837,100	4,217,840	4,031,000	5%
Intergovernmental	9,013	8,250	8,250	8,250	8,250	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	486	-	15,413	-	-	0%
Non-Operating Revenue	243,238	185,000	185,000	75,000	75,000	-59%
Other Financing Sources	-	-	-	-	-	0%
Taxes	188,431	166,094	166,094	176,094	181,058	9%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
Sale of Fixed Assets	310	-	-	-	-	0%
Fund Balance	2,145,824	-	6,046,859	-	-	0%
TOTAL REVENUES	6,607,717	4,196,444	10,258,716	4,477,184	4,295,308	2%
EXPENSES						
Salaries and Benefits	1,016,409	1,016,763	1,016,763	1,098,078	1,026,130	1%
Operating Expenses	4,760,074	2,515,026	8,589,544	2,760,621	2,923,765	16%
Capital Outlay	831,234	664,655	652,409	618,485	345,413	-48%
TOTAL EXPENSES	6,607,717	4,196,444	10,258,716	4,477,184	4,295,308	2%
EMPLOYEES						
Full Time Equivalents	15.20	14.80	14.80	15.80	14.80	0%

DEPARTMENT MISSION STATEMENT

Rockingham County Landfill will provide solid waste management services for Rockingham County that includes planning, development, construction, and operation of State permitted and EPA regulated Subtitle D Landfill facility; provide planning, development, and implementation of ongoing recycling programs and projects; provide cooperation and coordination with the municipalities to carry out and advance waste reduction, recycling, and all other solid waste management efforts for the benefit of all County citizens; provide Solid Waste Enforcement Officer to work cooperatively with the Sheriff's, Code Enforcement, and Environmental Health for solid waste enforcement and activities to address dumping, littering, and other illegal solid waste disposal; provide and help facilitate solid waste management education programs, cleanup programs, regulatory programs, and recycling programs; assist and facilitate with the revision and update of the Comprehensive Solid Waste Management Plan for Rockingham County; and provide and demonstrate to the State and the County compliance with the regulations, laws, and statutes governing solid waste management.

WHAT WE DO (List of Services)

- Daily operation of solid waste management facility.
- Collect clean construction and demolition site materials.
- Collect scrap tires.
- Collect white goods.
- Collect clean wood and mulch and distribute.
- Operate recycling center for oil.
- Collect pesticide containers, paper, plastics, cans, glass, and auto batteries.
- Enforce violations of illegal solid waste activities.
- Provide clean-up programs.
- Provide waste reduction programs.
- Provide educational recycling programs.
- Oversee and revise the comprehensive solid waste management plan.

Landfill and Recycling

Goal 1 Increase environmental / recycling efforts.

Objective 1 Collect at least 80 pounds of single-stream recyclables per unincorporated Rockingham County resident.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	44.3	70.0	70.0	80.0	80.0
Actual	N/A	75.3	92.2	99.0		
Objective Status	⊖	✓	✓	✓		

Objective 2 To set a good example for Rockingham County citizens, at least 25 tons/year of materials will be recycled at County buildings.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	15.6	20	18	25	25	25
Actual	21.8	22.09	24.95	25.00		
Objective Status	✓	✓	✓	✓		

Objective 3 Receive 0 NOVs (Notices of Violation) from the NC Department of Environmental Quality.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	-	-	-
Actual	N/A	N/A	N/A	-		
Objective Status	⊖	⊖	⊖	✓		

Objective 4 Promote and manage at least 2 employee/Commissioner Adopt-a-Highway workdays that will pick up trash along two miles of roadway.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	3	3	3	2	2	2
Actual	2	-	2	1		
Objective Status	✗	✗	✗	✗		

Goal 2 Maximize space at the Landfill.

Objective 1 Maintain an annual compaction rate for waste of at least a 1,400 pounds per cubic yard. This compaction rate measures the density of the materials buried, with a higher compaction rate indicating efficient use of the space. Industry standard compaction rates are 1,200 - 1,300 pounds per cubic yard.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	1,500	1,500	1,500	1,500	1,400	1,400
Actual	Data not available	1,324	1,489	1,219		
Objective Status	✗	✗	✗	✗		

Goal 3 Make the Solid Waste Facility a safer place.

Objective 1 Achieve zero OSHA recordable injuries for Landfill staff.


	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	N/A	N/A	N/A	-	-
Actual	N/A	N/A	N/A	N/A		
Objective Status	⊖	⊖	⊖	⊖		

Goal 4 Encourage internships.

Objective 1 Landfill will offer at least one student internship. Intern will be North Carolina-based and studying engineering, environmental sciences, or a related field.

	FY16	FY17	FY18	FY19	FY20	FY21
Target	N/A	1	1	1	1	1
Actual	N/A	1	1	1		
Objective Status	⊖	✓	✓	✓		

Commissioner Goal Matrix							
Department Goal and Objective	Economic Development	Organizational Efficiency and Effectiveness	Public Safety	Citizen Engagement / Communication	County Appearance / Env. Enhancement	Quality of Life	Education
1.1							
1.2							
1.3							
1.4							
2.1							
3.1							
4.1							

 Objective aligns with Commissioner Goal

Self Funding Insurance Fund

Fund ID: 610

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges to Other Funds	766,782	800,374	800,374	844,588	849,630	6%
Miscellaneous	122,562	20,000	67,037	10,000	10,000	-50%
Interest Earned	2,214	-	-	-	-	0%
Transfer from General Fund	84,435	-	13,627	-	-	0%
Transfer from Enterprise Fund	-	-	6,049	-	-	0%
Fund Balance	(147,170)	-	160,750	-	-	0%
TOTAL REVENUES	828,823	820,374	1,047,837	854,588	859,630	5%
EXPENSES						
Insurance/Reinsurance	705,306	720,374	720,374	754,588	759,630	5%
Claims	72,046	100,000	100,688	100,000	100,000	0%
Transfer Out - Landfill	-	-	12,605	-	-	0%
Capital Outlay	51,471	-	214,170	-	-	0%
TOTAL EXPENSES	828,823	820,374	1,047,837	854,588	859,630	5%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

FUND PURPOSE

This fund is used to account for payment of the County's deductible on its general liability insurance coverage.

Workers Compensation Fund

Fund ID: 620

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges to Other Funds	582,828	666,761	666,761	697,950	679,666	2%
Miscellaneous	1,041	-	-	-	-	0%
Interest Earned	28,769	16,000	16,000	8,000	8,000	-50%
Fund Balance	(226,643)	-	8,700	-	-	0%
TOTAL REVENUES	385,995	682,761	691,461	705,950	687,666	1%
EXPENSES						
Administration Expense	10,500	20,000	28,700	28,700	28,700	44%
Insurance/Reinsurance	116,260	120,000	140,000	130,000	130,000	8%
Claims	259,235	542,761	522,761	547,250	528,966	-3%
TOTAL EXPENSES	385,995	682,761	691,461	705,950	687,666	1%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

FUND PURPOSE

This Fund was established as a self-insurance fund to accumulate claim reserves, and to pay claims and administrative fees from workman's compensation liability.

Health Insurance Fund

Fund ID: 630

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges to Other Funds	8,206,777	7,750,000	7,750,000	9,027,061	9,027,061	16%
Retiree Reimbursement	211,571	220,000	220,000	245,000	245,000	11%
Miscellaneous	231,481	-	-	-	-	0%
Interest Earned	75,409	60,000	60,000	60,000	60,000	0%
Fund Balance	(34,961)	34,000	1,334,000	11,119	100,000	194%
TOTAL REVENUES	8,690,277	8,064,000	9,364,000	9,343,180	9,432,061	17%
EXPENSES						
Administration Expense	83,924	68,300	98,800	70,800	70,800	4%
Insurance/Reinsurance	8,417,790	7,320,700	9,065,200	9,082,380	9,171,261	25%
Wellness Program	175,287	190,000	200,000	190,000	190,000	0%
HRA	13,277	485,000	-	-	-	-100%
TOTAL EXPENSES	8,690,277	8,064,000	9,364,000	9,343,180	9,432,061	17%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

FUND PURPOSE

This Fund was established as a self-insurance fund for employee health insurance coverage. The employee's premium and the County's contribution are deposited in this fund.

Cafeteria (FSA) Plan Fund

Fund ID: 640

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Charges to Employee	197,671	190,000	190,000	195,000	195,000	3%
Miscellaneous	41,188	-	-	-	-	
Transfer from Health Fund	-	-	-	-	-	0%
Fund Balance	(41,627)	-	25,000	-	-	0%
TOTAL REVENUES	197,232	190,000	215,000	195,000	195,000	3%
EXPENSES						
Claims	197,232	190,000	215,000	195,000	195,000	3%
TOTAL EXPENSES	197,232	190,000	215,000	195,000	195,000	3%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

FUND PURPOSE

This Fund was established to account for the employees' 125 plan (flexible spending account (FSA)).

Tourism Development Authority Fund

Dept ID: 760

	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Amended	FY 2020/21 Requested	FY 2020/21 Adopted	% Change from Prior Year
REVENUES						
Non-Operating Revenue	5,515	2,400	2,400	4,000	2,000	-17%
Taxes	413,375	349,400	349,400	372,000	316,400	-9%
Fund Balance	28,774	-	4,000	40,000	-	0%
TOTAL REVENUES	447,665	351,800	355,800	416,000	318,400	-9%
EXPENSES						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	447,665	351,800	355,800	416,000	318,400	-9%
Capital Outlay	-	-	-	-	-	0%
TOTAL EXPENSES	447,665	351,800	355,800	416,000	318,400	-9%
EMPLOYEES						
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0%

DEPARTMENT MISSION STATEMENT

The mission of the Rockingham County Tourism Development Authority is to further the development of travel, tourism, and conventions in the county through State, national, and international advertising and promotion.

WHAT WE DO (List of Services)

- Enhance existing tourism attractions and events and help develop new ones.
- Work with County, local governments, and other organizations to enhance existing tourism assets and spur development of new ones.
- Use tourism assets as part of economic development and to foster job growth.
- Communicate, educate and collaborate.
- Recruiting tourism-related businesses and industries.
- Markets the county through media, advertising, creating marketing materials, website, social media, etc.
- Build and strengthen Rockingham County's outdoor recreation brand.
- Support efforts of cities and town in development of their specific tourism product.
- Work with Piedmont Triad Film Commission to recruit film industry.
- Work with regional and state tourism offices.

Appendix A - Glossary

Accrual	A recognition of revenues or expenditures when they are earned or incurred.
Accumulated Depreciation	Total depreciation pertaining to an asset or group of assets from the time the assets were placed in services until the date of the financial statement.
Agency Fund	Account for assets held by the government in a trustee capacity or as agent or custodian for individuals, private organizations, other governmental units, or other funds.
Appropriation	An authorization granted by the County Commissioners to a specified organization, such as a unit of the County Government, to make expenditures and to incur obligations for specific purposes. An appropriation is limited in dollar amount and as to when it may be spent, usually expiring at the end of the fiscal year.
Assessed Valuation	The official valuation of property as a basis for property taxation.
Balanced Budget	Per the County's Financial Policies, the annual budget ordinance shall be balanced in accordance with the Local Government Budget and Fiscal Control Act (NCGS 159-8(a)). The budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations.
Bond	A financing instrument used by local governments to raise capital for specific projects.
Budget	An annual financial plan that identifies revenues, specifies the type and level of services to be provided and establishes the amount of money which can be spent.
Capital Facilities	Fixed assets, primarily buildings, acquired or constructed by the County (Governmental Center, Sheriff's Office, etc.).
Capital Outlay	Expenditures more than \$500 that are expected to have a useful life of several years. Expenditures of this type over \$2,500 are capitalized. Examples include equipment and vehicles.
Capitalization	The conversion of an expenditure on a capital outlay item to an asset on the balance sheet.
Carryover Funds	Unexpended funds from the previous fiscal year which may be used to make payments in the current fiscal year. Often referred to as part of beginning fund balance.
Cash Basis	A basis of accounting that recognizes revenues and expenditures as the cash is received or expended.
Contingency	An amount budgeted for unforeseen expenditures or to build fund balance for future expenditure needs.
Debt Service	The amount of payments necessary to retire the debt of the County. Debt service includes principal and interest payments.
Debt Service Fund	Debt service funds account for the resources accumulated and payments made for principal and interest on long-term General obligation debt of governmental funds.
Depreciation	Expense allowance made for wear and tear on an asset over its estimated useful life.
EMS	Abbreviation for the Emergency Medical Services department.
EPU	Abbreviation for the Engineering and Public Utility department.
Fiduciary Funds	Fiduciary Funds account for assets held by the government in a trustee capacity or as agent or custodian for individuals, private organizations, other governmental units, or other funds.

Fiscal Year (FY)	A fixed period of time for which expenditures and revenues are provided in Rockingham County. The fiscal year is July 1 through June 30.
Full Time Position (FTE)	An employment position authorized by the County Commissioners.
Fund	An accounting entity with a group of self-balancing accounts.
Fund Balance	The difference between costs and revenue. A negative fund balance is called a deficit.
General Fund	The General operating fund that is used to account for all financial resources except those required to be accounted for in another fund.
General Obligation Debt	A bond secured by a pledge of the issuer's taxing powers either limited or unlimited. Most secure of all municipal debt.
GIS	Abbreviation for Geographic Information System, GIS is a technology that is used to view and analyze data from a geographic perspective. The technology is a piece of an organization's overall information system framework. GIS links location to information (such as people to addresses, buildings to parcels, or streets within a network) and layers that information to give a better understanding of how it all interrelates.
Goal	A broad statement of outcomes to be achieved on behalf of the customers.
Governmental Fund	Governmental funds are used to account for those functions reported as governmental activities in the government-wide financial statements. Most of the County's basic services are accounted for in governmental funds. These funds focus on how assets can readily be converted into cash flow in and out, and what monies are left at year-end that will be available for spending in the next year.
GPS	Acronym for Global Positioning System, a navigational and positioning system.
HHS	Abbreviation for the Health and Human Services department.
Intergovernmental Revenue	Revenue from other governments, such as the State and Federal governments, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.
IT	Acronym for Information Technology.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Modified Accrual	Revenues are recorded when susceptible to accrual, i.e., both measurable and available to finance expenditures of the fiscal period.
Objectives	A statement of results to be achieved by a specific period of time in order to accomplish stated goals. Objectives describe specific measurable outputs within a designated time frame.
Operating Budget	The operating budget contains the annual operating costs of an activity or component, including personnel expenses, maintenance and repair and smaller capital expenses.
O/S Performance	Abbreviation for "Outstanding", meaning unpaid. Used in debt service schedules.
Measurements	Provides continuous feedback and identifies where adjustments or corrective actions are needed.
Personal Property	A category of property, other than real estate, so identified for purposes of taxation. It includes personally owned items, corporate property and business equipment. Examples include:

automobiles, motorcycles, trailers, boats, airplanes, business furnishings, and manufacturing equipment.

Program	This is a plan or unit under which action may be taken towards meeting and individual or set of goal(s) in the provision of a particular service.
Property Tax Rate	The level at which property values are calculated to determine the amount of taxes to be collected.
Proprietary Funds	Proprietary Funds account for operations that are financed in a manner similar to private business enterprises. The Proprietary Funds utilize the accrual basis of accounting where the measurement focus is upon determination of net income.
Public Service Property	Property specifically designated for public service use. This includes property purchased or received as a gift by a government. It includes real property such as land and buildings, and other property, such as computers & copiers.
Real Property	Real estate, including land and improvements (building, fencing, paving, etc.) classified for purposes of tax assessment.
Reassessment	A periodic re-appraisal of the value of property to serve as a basis for taxation.
Reserve	A portion of a fund's assets that is restricted for a certain purpose and not available for appropriation.
Revenue	A source of income that provides an increase in net financial resources, and is used to fund expenditures. Budgeted revenue is categorized according to its source, such as local, state, federal and other financing sources.
Special Revenue Fund	Special revenue funds account for the proceeds of specific revenue sources (other than those derived from special assessments or dedicated for major capital projects) that are legally restricted to expenditures for specified purposes.
Straight Line Method	Accounting method for depreciation that reflects an equal amount of wear and tear during each period of an asset's useful life.

**AN ORDINANCE TO MAKE APPROPRIATIONS FOR THE
CURRENT OPERATIONS OF ROCKINGHAM COUNTY
FOR THE FISCAL YEAR 2020-21**

BE IT ORDAINED by the Board of Commissioners of Rockingham County, North Carolina:

Section 1. It is estimated that the following revenues will be available for the fiscal year beginning July 1, 2020 and ending June 30, 2021:

GENERAL GOVERNMENT TYPE REVENUES

General Fund

Ad Valorem Taxes	\$ 53,364,505
Other Taxes and Licenses	11,772,145
Unrestricted Intergovernmental	232,000
Restricted Intergovernmental	15,123,710
Permits and Fees	995,100
Sales and Services	7,385,211
Investment Earnings	200,000
Miscellaneous	896,563
Other Financing Sources	0
Fund Balance Appropriated	<u>2,895,594</u>

Total Estimated Revenues \$ 92,864,828

Debt Service Fund \$ 7,273,643

SPECIAL REVENUE TYPE REVENUES

Administrative Capital Reserve Fund

Transfer from General Fund	\$ 3,735,276
Fund Balance Appropriated	<u>0</u>
Total Estimated Revenues	\$ 3,735,276

School Capital Reserve Fund

Restricted Sales Tax	\$ 4,010,660
School Capital Fund	<u>840,000</u>
Total Estimated Revenues	\$ 4,850,660

Fire District Funds

Ad Valorem Taxes	\$ 3,978,391
Fund Balance Appropriated	<u>292,424</u>
Total Estimated Revenues	\$ 4,270,815

<u>Emergency Telephone Fund</u>		
911 Surcharge Fees	\$ 314,500	
Fund Balance Appropriated	<u>0</u>	
Total Estimated Revenues		\$ 314,500
<u>Vera Holland Fund</u>		
Interest Distribution / Donations		\$ 20,000
<u>Tourism Development Fund</u>		
Occupancy Tax and Interest Earned		\$ 318,400
<u>ENTERPRISE TYPE REVENUES</u>		
<u>Landfill Enterprise Fund</u>		
Tipping Fees	\$ 4,006,000	
Tire and Appliance Disposal	163,250	
Recycling and Other	6,150	
Interest Earned	75,000	
Solid Waste Disposal Tax	44,908	
Fund Balance Appropriated	<u>0</u>	
Total Estimated Revenues		\$ 4,295,308
<u>Water Enterprise Fund</u>		
Fees and Charges	\$ 544,000	
Fund Balance Appropriated	0	
Transfer from General Fund	<u>292,946</u>	
Total Estimated Revenues		\$ 836,946
<u>Sewer Enterprise Fund</u>		
Fees and Charges	\$ 586,000	
Fund Balance Appropriated	154,000	
Transfer from General Fund	<u>189,510</u>	
Total Estimated Revenues		\$ 929,510
<u>INTERNAL SERVICE TYPE REVENUES</u>		
<u>General Insurance Deductible Fund</u>		
		\$ 859,630
<u>Worker's Compensation Fund</u>		
Charges to other Funds	\$ 679,666	
Interest Earned	<u>8,000</u>	
Total Estimated Revenues		\$ 687,666
<u>Health Insurance Fund</u>		
Charges for services	\$ 9,272,061	
Interest Earned	60,000	

Fund Balance Appropriated	<u>100,000</u>	
Total Estimated Revenues		\$ 9,432,061
<u>Employee 125 Plan</u>		
Employee Charges	<u>\$ 195,000</u>	
Total Estimated Revenues		\$ 195,000

Section 2. The following amounts are hereby appropriated for the operation of the county government and its activities for the fiscal year beginning July 1, 2020 and ending June 30, 2021 in accordance with the chart of accounts heretofore established for the County:

GENERAL GOVERNMENT TYPE EXPENDITURES

General Fund

Governing Body	\$214,577
County Manager	474,584
Public Information Office	143,154
Safety & Risk Management	105,051
Human Resources	395,050
Finance	660,947
Tax/Tax Revaluation	1,939,415
Legal	292,143
Elections	473,272
Register of Deeds	565,211
Information Technology	2,206,713
GIS	205,904
Engineering & Public Utilities	1,413,847
Judicial Center	478,646
Non-Departmental	2,621,000
Emergency Medical Services	7,687,538
Fire Marshal	320,431
Communications	1,933,568
Emergency Management	148,262
Emergency Services Admin	190,664
Medical Examiner	85,000
Sheriff	8,680,029
Jail	4,388,902
Animal Control	199,326
Other Public Safety	213,500
Animal Shelter	686,758
Inspection/Planning/Code Enforce/Permitting	946,061
Airport	86,667
Economic Development & Tourism	593,089
Economic Development Projects	1,034,569
Economic Development Other	20,000
Cooperative Extension	321,557
Soil Conservation	208,682
Integrated Health	345,423
Public Health	6,211,620
Mental Health (MOE)	311,800

DSS	16,069,901	
Veterans	75,878	
Other Human Services	73,949	
Youth Services	857,539	
Library	1,974,193	
ADTS	1,094,832	
Other Cultural	93,320	
Public Schools	16,717,365	
Rockingham Community College	4,243,564	
Transfers to Other Funds	4,611,327	
Contingency	250,000	
	<hr/>	
Total Appropriations		\$ 92,864,828
Debt Service Fund		\$ 7,273,643

SPECIAL REVENUE TYPE EXPENDITURES

Administrative Capital Reserve Fund

Transfer to Debt Service Fund	\$ 3,635,276	
Reserve Contribution	<u>100,000</u>	
		\$ 3,735,276

School Capital Reserve Fund

Transfer to Debt Service Fund	\$ 3,119,865	
Reserve Contribution	<u>1,730,795</u>	
Total Appropriations		\$ 4,850,660

Fire District Fund

Public Safety - Wentworth	\$ 339,726	
Public Safety - Stokesdale	261,728	
Public Safety - Bethany	422,154	
Public Safety - Northwest	137,131	
Public Safety - Huntsville	383,545	
Public Safety - Oregon Hill	199,749	
Public Safety - Shiloh	282,335	
Public Safety - Monroeton	372,987	
Public Safety - Williamsburg	307,462	
Public Safety - Summerfield	113,269	
Public Safety - Yanceyville	165,672	
Public Safety - Stoneyview	127,735	
Public Safety - Casville	27,087	
Public Safety - Jacobs Creek	121,017	
Public Safety - Madison/Mayodan	207,684	
Public Safety - Stokes/Rockingham	11,943	
Public Safety - Ruffin	164,756	
Public Safety - Leaksville	327,263	
Public Safety - Draper	290,679	
Public Safety - Pelham	<u>6,893</u>	
Total Appropriations		\$ 4,270,815

<u>Emergency Telephone Fund</u> Operations	\$ 314,500
<u>Vera Holland Fund</u> Operations	\$ 20,000
<u>Tourism Development Fund</u> Operations	\$ 318,400

ENTERPRISE TYPE EXPENDITURES

<u>Landfill Enterprise Fund</u> Landfill operations	\$ 4,295,308
<u>Water Enterprise Fund</u> Water operations	\$ 836,946
<u>Sewer Enterprise Fund</u> Sewer operations	\$ 929,510

INTERNAL SERVICE TYPE EXPENDITURES

<u>General Insurance Deductible Fund</u> Claims Paid	\$ 100,000
Insurance/Re-Insurance	<u>759,630</u>
	\$ 859,630
<u>Worker's Compensation Fund</u> Worker's Compensation expenditures	\$ 687,666
<u>Health Insurance Fund</u> Health Insurance expenditures	\$ 9,432,061
<u>Employee 125 Plan</u> Claims	\$ 195,000

Section 3. There is hereby levied an ad valorem tax rate of sixty nine and five tenths cents (.695) per one hundred dollars (\$100.00) valuation of property as listed for taxes as of January 1, 2020, for the purpose of raising revenue as set forth in the foregoing estimate of revenues. Four and seventy seven hundredths cents (.0477) of this tax is for the Capital Improvement Plan and will be transferred to a Capital Reserve Fund. This rate of tax is based on an estimated total valuation of property for the purpose of taxation of \$6,890,637,292 for real, personal and public utilities and \$772,376,279 for motor vehicles.

Section 4. There is hereby levied a tax for the Fire Districts for the purpose of raising of revenue for said Special Fire District. The districts' tax rates and valuation of property are:

<u>Fire District</u>	<u>Levied Tax Rate Per \$100 Value</u>	<u>Property Value</u>
Wentworth	\$ 0.09	\$ 383,000,000
Stokesdale	0.10	228,000,000
Bethany	0.11	372,000,000
Northwest	0.115	121,000,000
Huntsville	0.085	409,000,000
Oregon Hill	0.07	289,500,000
Shiloh	0.10	258,000,000
Monroeton	0.10	344,000,000
Williamsburg	0.11	255,000,000
Summerfield	0.0915	109,000,000
Yanceyville	0.09	171,000,000
Stoneyview	0.105	119,000,000
Casville	0.10	24,950,000
Jacobs Creek	0.095	117,500,000
Madison/Mayodan	0.105	166,000,000
Stokes/Rockingham	0.0804	12,800,000
Ruffin	0.13	115,000,000
Leaksville	0.10	332,000,000
Draper	0.07	422,000,000
Pelham	0.0614	11,400,000

Section 5. Appropriations in this budget ordinance are made at the functional level. By statute, any amendments or modifications require Board approval only when amounts are transferred between functions; however, it is the policy of the board that expenditures are to conform to the line item budget approved and modified by the board. The County Manager or Finance Officer is hereby authorized to transfer appropriations, for all departments except the Board of Elections, as contained herein under the following conditions:

- a. The County Manager or Finance Officer may transfer appropriations between objects of expenditures within a department without limitation.
- b. The County Manager or Finance Officer may transfer appropriations between departments in a fund and from contingency in conformance with the following guidelines:
 - 1) The County Manager finds they are consistent with operational needs and any Board approved goals;
 - 2) Transfers do not exceed \$50,000 each;
 - 3) Transfers from Contingency do not exceed \$50,000 each, except this limit may be exceeded when the County Manager determines an emergency exists;
- c. All such transfers are reported to the Board of Commissioners monthly.
- d. The County Manager or Finance Officer may not transfer amounts between funds, except as approved by the Board of Commissioners in the Budget Ordinance as amended.

Section 6. The County Manager, or his designee, is hereby authorized to execute the necessary contractual documents under the following conditions:

- a. To execute grant agreements with governmental units and other public, private, and non-profit organizations unless a grantor requires approval and execution by the Board of Commissioners.
- b. To conduct construction or repair projects that do not require formal competitive bid procedures.
- c. To enter into consultant, professional, or maintenance service agreements within funds included in the Budget Ordinance or other actions of the Board of Commissioners.
- d. To execute contracts, as the lessor or lessee of buildings, land, equipment, vehicles and other property provided that such leases are of one year duration or less and are within budgeted appropriations.
- e. To approve, within budgeted appropriations, all change orders and amendments to contracts previously approved by the Board of Commissioners.
- f. To execute contracts and inter-local agreements the subject and funding of which has been approved by action of the Board of Commissioners;
- g. To approve and execute all non-monetary agreements, memoranda of understanding, business associate agreements;
- h. To execute documents related to the proper dispensation of legal claims, suits or proceedings approved by the County Attorney; and
- i. To approve and execute documents of a routine nature and/or incidental to the work program of the County, its departments or related agencies.

Section 7. Operating funds encumbered by the County as of June 30, 2020, or otherwise designated, are hereby re-appropriated for this fiscal year.

Section 8. Classification pay plan effective July 1, 2020 is hereto attached and incorporated herein by reference.

Section 9. The Chairperson of the Board of Commissioners shall be compensated at an annual rate of \$12,401, paid on a monthly basis. This includes \$3,000 for in-county travel. Members of the Board of Commissioners, other than the Chair, shall be compensated at an annual rate of \$11,201, paid on a monthly basis. This includes \$3,000 for in-county travel. The Chairperson and members shall also be eligible to receive an optional \$50 per month for use of their personal cellular phones for County business if so desired. All out-of-County travel expenses will be handled according to the County's Travel Policy.

Section 10. The Rockingham County Sheriff shall be compensated at a rate of \$111,549.36 annually. Benefits, along with merit increases/cost of living adjustments, will be offered in the same manner as other County employees and as required by law.

Section 11. The Rockingham County Register of Deeds shall be compensated at a rate of \$74,664 annually. Benefits, along with merit increases/cost of living adjustments, will be offered in the same manner as other County employees and as required by law.

Section 12. The Chairperson of the Board of Elections shall be compensated at an annual rate of \$3,300, paid on a monthly basis. Members of the Board of Elections, other than the Chair, shall be compensated at an annual rate of \$2,400, paid on a monthly basis. Additionally, all members shall receive \$300 after the certification of each election. All out-of-County travel expenses will be handled according to the County's Travel Policy.

Section 13. The Health & Human Services Board members shall be compensated at a rate of \$60 per meeting and each member will be reimbursed for mileage according to the County's Travel Policy.

Section 14. The Planning Board members shall be compensated at a rate of \$60 per meeting.

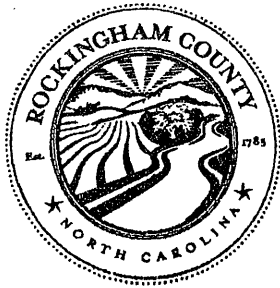
Section 15. The Board of Equalization and Review members shall be compensated at a rate of \$100 per meeting.

Section 16. The Jury Commission members shall be compensated at a rate of \$500 per year.

Section 17. Changes to the County Master Fee Schedule are hereto attached and approved herein by reference.

Section 18. Copies of this Budget Ordinance shall be furnished to the Clerk of the Board of Commissioners and to the Budget Officer and Finance Officer to be kept on file by them for their direction in the disbursement of funds.

Adopted this 1st day of June, 2020



Mark F. Richardson, Chairperson
Rockingham County Board of Commissioners

Jennifer H. Woods, Clerk
Rockingham County Board of Commissioners

FY 2020/21 RECOMMENDED FEE CHANGES

Department	Change Type	Area	Fee Name	Current Charge	New Charge	Justification
EMS	Increase existing fee	EMS Fees	ALS II Comprehensive Transport	\$805.71	\$812.36	Requested to remain 130 percent above Medicare allowable as is customary.
EMS	Increase existing fee	EMS Fees	ALS Emergency Transport	\$556.66	\$561.26	Requested to remain 130 percent above Medicare allowable as is customary.
EMS	Increase existing fee	EMS Fees	ALS Non Emergency Transport	\$351.57	\$354.48	Requested to remain 130 percent above Medicare allowable as is customary.
EMS	Increase existing fee	EMS Fees	BLS Emergency Transport	\$468.77	\$472.64	Requested to remain 130 percent above Medicare allowable as is customary.
EMS	Increase existing fee	EMS Fees	BLS Non Emergency Transport	\$292.98	\$295.40	Requested to remain 130 percent above Medicare allowable as is customary.
EMS	Increase existing fee	EMS Fees	Specialty Care Transport	\$952.19	\$960.05	Requested to remain 130 percent above Medicare allowable as is customary.
Finance	New Fee	Credit Card Reversal	Countywide Credit Card Reversal Fee	N/A	County cost or \$25.00, whichever is higher	Requested to cover cost to the County whenever a cardholder reverses a transaction after it is made. Similar fee already charged for returned checks.
Landfill	Increase existing fee	Construction and Demolition Waste	Clean wood and inert debris	\$21.00 per ton	\$55.00 per ton	Requested to reflect the actual cost of grinding inert debris.
Landfill	Increase existing fee	Scrap Tires Not Approved for Free Disposal	Farm Equipment / Heavy Equipment Tires	\$65.30 / ton	\$400.00 per ton	Requested to reflect County's cost for service.
Landfill	Increase existing fee	Scrap Tires Not Approved for Free Disposal	Passenger Size Tires	\$0.66 each or \$65.30 / ton	\$1.20 per tire or \$120.00 per ton	Requested to reflect County's cost for service.
Landfill	Increase existing fee	Scrap Tires Not Approved for Free Disposal	Tractor Trailer Tires	\$3.30 each or \$65.30 / ton	\$35.00 per tire or \$300.00 per ton	Requested to reflect County's cost for service.
Landfill	Change Fee Structure	Scrap Tires - Additional Rim Removal Fees (scrap tire mounted)	Passenger Size - Rim 1 Truck, Tractor Trailer - Rim 2 Farm - Rim 3 Heavy Equipment - Rim 6 Passenger Tire and Mounted Rim - Rim 7 Additional Rim Removal Fee (all tire categories)	Ranges from \$0.50 per tire for passenger tires to \$10.00 per tire for heavy equipment tires	\$200.00 per ton	Requested to consolidate all scrap tire rim removal fees into one unified fee to reflect the actual cost to the County for this service.
Water and Sewer	Increase existing fee	Leachate	Leachate	\$19.00 per 1,000 gallons of leachate	\$21.00 per 1,000 gallons of leachate	Requested to increase by 10 percent to cover cost of operations.
Water and Sewer	Change Fee Structure	Sewer - Tap Fees	Sewer Tap See justification for fees this replaces	Tap on same side of road as sewer main - \$2,500 Tap on opposite side of road from sewer main - \$6,600	Cost plus 20%	Requested change to ensure Fee covers actual cost of tap. This fee replaces existing sewer tap fees on the fee schedule, regardless of whether the tap is located on the same side or opposite side of the road from the main.

Department	Change Type	Area	Fee Name	Current Charge	New Charge	Justification
Water and Sewer	Change Fee Structure	Water - Tap Fees	Water Tap <i>See justification for fees this replaces</i>	TAP ON SAME SIDE OF ROAD AS MAIN 3/4" line - \$2,200 Larger than 3/4" - Cost plus 20%, minimum \$2,200 TAP ON OPPOSITE SIDE OF ROAD AS MAIN 3/4" line - \$4,000 Larger than 3/4" - Cost plus 20%, minimum \$4,000	Cost plus 20%	Requested change to ensure Fee covers actual cost of tap. This fee replaces existing water tap fees on the fee schedule, regardless of line size or whether the tap is located on the same side or opposite side of the road from the main.
Water and Sewer	Increase existing fee	Water - Volume Used	Total Water Bill	\$9.00 per 1,000 gallons volume used fee + fixed rate fee	\$9.72 per 1,000 gallons volume used fee + fixed rate fee	Requested to increase by 8% due to known/expected increases from the municipalities we purchase water from.
Water and Sewer	Increase existing fee	Water - Volume Used	8" Water Line Total Water Bill	\$4.00 per 1,000 gallons volume used fee + fixed rate fee	\$4.32 per 1,000 gallons volume used fee + fixed rate fee	Requested to increase by 8% due to known/expected increases from the municipalities we purchase water from.
Water and Sewer	Increase existing fee	Water - Volume Used	Irrigation Meter	\$9.00 per 1,000 gallons volume used fee	\$9.72 per 1,000 gallons volume used fee	Requested to increase by 8% due to known/expected increases from the municipalities we purchase water from.

*Requests for Public Health Fee Changes are shown on the next page

Rockingham County Department of Health and Human Services

Dental Clinic

Master Fee Schedule

Effective July 1, 2020

	Description	2019-20 Fees	2020-21 Fees
D0120	Recall Exam	\$ 38.00	\$ 52.00
D0140	Limited Oral Evaluation	\$ 65.00	\$ 70.00
D0145	Oral evaluation for a patient under three years of age and counseling with primary caregiver	\$ 59.00	\$ 72.00
D0150	Initial Oral Exam, new or established	\$ 67.00	\$ 85.00
D0160	Detailed and extensive oral evaluation - problem focused, by report	\$ 88.00	\$ 138.00
D0170	Re-evaluation-limited, problem focused	\$ 60.00	\$ 58.00
D0210	Complete Series X-rays	\$ 95.00	\$ 140.00
D0220	Periapical X-ray - first film	\$ 22.00	\$ 30.00
D0230	Periapical X-ray - two or more	\$ 20.00	\$ 24.00
D0240	Occlusal PA	\$ 30.00	\$ 32.00
D0250	Extraoral - first film	\$ 36.00	\$ 44.00
D0270	Bitewings - Single Film	\$ 22.00	\$ 23.00
D0272	Bitewings x 2	\$ 35.00	\$ 38.00
D0273	Bitewings - Three Films	\$ 42.00	\$ 51.00
D0274	Bitewings x 4	\$ 49.00	\$ 65.00
D0330	Panorex X-ray	\$ 95.00	\$ 120.00
D0470	Diagnostic Casts	\$ 55.00	\$ 55.00
D1110	Prophy (Adult)	\$ 71.00	\$ 77.00
D1120	Prophy (Child)	\$ 54.00	\$ 55.00
D1206	Topical Fluoride Varnish	\$ 49.00	\$ 40.00
D1351	Sealants	\$ 42.00	\$ 50.00
D1354	Silver Diamine Fluoride	\$ 40.00	\$ 50.00
D1510	Space Maint Fixed - Unilateral	\$ 275.00	\$ 375.00
D1516	Space Maint Fixed - Maxillary	\$ 500.00	\$ 520.00
D1517	Space Maint Fixed - Mandibular	\$ 500.00	\$ 520.00
D2140	Amalgam 1 surface	\$ 105.00	\$ 145.00
D2150	Amalgam 2 surface	\$ 130.00	\$ 185.00
D2160	Amalgam 3 surface	\$ 155.00	\$ 215.00
D2161	Amalgam 4 surface or more	\$ 185.00	\$ 235.00
D2330	Resin 1 surface anterior	\$ 118.00	\$ 133.00
D2331	Resin 2 surface anterior	\$ 149.00	\$ 165.00
D2332	Resin 3 surface anterior	\$ 184.00	\$ 195.00
D2335	Resin 4 surface anterior	\$ 215.00	\$ 245.00
D2390	Resin Crown - anterior	\$ 185.00	\$ 350.00
D2391	Resin 1 surface posterior	\$ 135.00	\$ 155.00
D2392	Resin 2 surface posterior	\$ 182.00	\$ 205.00
D2393	Resin 3 surface posterior	\$ 225.00	\$ 250.00
D2394	Resin 4 surface posterior	\$ 268.00	\$ 300.00
D2740	Crown - Porcelain/Ceramic (SFS does not apply)	\$ 1,007.00	\$ 1,007.00
D2750	Crown; Porcelain fused to high noble metal (SFS does not apply)	\$ 1,007.00	\$ 1,007.00
D2790	Crown; full cast high noble metal (SFS does not apply)	\$ 1,007.00	\$ 1,007.00
D2792	Crown; full cast noble metal (SFS does not apply)	\$ 819.00	\$ 819.00
D2930	SSC - Primary	\$ 218.00	\$ 291.00
D2931	SSC - Permanent	\$ 260.00	\$ 315.00
D2932	Prefabricated resin crown	\$ 260.00	\$ 345.00
D2933	Prefabricated stainless steel crown with resin window	\$ 255.00	\$ 380.00
D2934	Prefabricated esthetic coated stainless steel crown	\$ 270.00	\$ 380.00
D2940	Sedative filling	\$ 84.00	\$ 84.00
D2950	Crown Buildup	\$ 205.00	\$ 205.00
D2951	Pin Placement	\$ 46.00	\$ 48.00
D2954	Prefabricated post and core	\$ 350.00	\$ 350.00
D2970	Temporary Crown (fractured tooth)	\$ 155.00	\$ 280.00

Rockingham County Department of Health and Human Services

Dental Clinic

Master Fee Schedule

Effective July 1, 2020

	Description	2019-20 Fees	2020-21 Fees
D3110	Pulp cap-direct (excluding final restoration)	\$ 63.00	\$ 63.00
D3220	Pulpotomy - Excl Rest	\$ 144.00	\$ 165.00
D3222	Partial pulpotomy for apexogenesis - permanent tooth with incomplete root development	\$ 160.00	\$ 160.00
D3230	Pulpal Therapy - Anterior	\$ 250.00	\$ 285.00
D3240	Pulpal Therapy - Posterior	\$ 375.00	\$ 385.00
D3310	RCT - Anterior	\$ 600.00	\$ 600.00
D3320	RCT - Premolar	\$ 700.00	\$ 700.00
D3330	RCT - Molar	\$ 800.00	\$ 800.00
D3351	Apexification/recalcification/pulpal regeneration - initial visit	\$ 230.00	\$ 280.00
D3352	Apexification/recalcification/pulpal regeneration - interim medication replacement	\$ 175.00	\$ 200.00
D3353	Apexification/recalcification - final visit	\$ 360.00	\$ 400.00
D3410	Apicoectomy/periradicular surgery - anterior	\$ 608.00	\$ 608.00
D4210	Gingivectomy - 4 or more teeth	\$ 490.00	\$ 500.00
D4211	Gingivectomy - 1 to 3 teeth	\$ 191.00	\$ 190.00
D4240	Gingival flap procedure, including root planing - four or more contiguous teeth per quadrant	\$ 491.00	\$ 550.00
D4241	Gingival flap procedure, including root planing	\$ 325.00	\$ 500.00
D4341	Periodontal Scaling and root planning - 4 or more teeth	\$ 210.00	\$ 210.00
D4342	Periodontal Scaling and root planning - 1 to 3 teeth	\$ 135.00	\$ 135.00
D4355	Full mount debridement	\$ 140.00	\$ 140.00
D4910	Periodontal Maintenance	\$ 103.00	\$ 100.00
D5110	Complete Denture - Maxillary	\$ 1,210.00	\$ 1,210.00
D5120	Complete Denture - Mandibular	\$ 1,210.00	\$ 1,210.00
D5130	Immediate denture - maxillary	\$ 1,350.00	\$ 1,350.00
D5140	Immediate denture - mandibular	\$ 1,085.00	\$ 1,350.00
D5211	All resin acrylic upper partial - Maxillary	\$ 950.00	\$ 950.00
D5212	All resin acrylic lower partial - Mandibular	\$ 950.00	\$ 950.00
D5213	Cast metal upper partial	\$ 1,320.00	\$ 1,320.00
D5214	Cast metal lower partial	\$ 1,320.00	\$ 1,320.00
D5410	Adjust complete denture - Maxillary	\$ 66.00	\$ 66.00
D5411	Adjust complete denture - Mandibular	\$ 66.00	\$ 66.00
D5421	Adjust partial denture - Maxillary	\$ 66.00	\$ 66.00
D5422	Adjust partial denture - Mandibular	\$ 66.00	\$ 66.00
D5511	Repair broken dentures base - Mandibular	\$ 156.00	\$ 160.00
D5512	Repair broken dentures base - Maxillary	\$ 156.00	\$ 160.00
D5520	Replace missing/broken tooth comp denture	\$ 128.00	\$ 130.00
D5611	Repair resin denture base - Mandibular	\$ 142.00	\$ 160.00
D5612	Repair resin denture base - Maxillary	\$ 142.00	\$ 160.00
D5621	Repair cast framework - Mandibular	\$ 158.00	\$ 212.00
D5622	Repair cast framework - Maxillary	\$ 158.00	\$ 212.00
D5630	Repair or replace broken clasp	\$ 160.00	\$ 275.00
D5640	Replace broken teeth - per tooth	\$ 120.00	\$ 130.00
D5650	Add tooth to existing partial denture	\$ 129.00	\$ 160.00
D5660	Add clasp to existing partial denture	\$ 160.00	\$ 240.00
D5730	Reline complete maxillary denture (chairside)	\$ 278.00	\$ 275.00
D5731	Reline complete mandibular denture (chairside)	\$ 278.00	\$ 275.00
D5740	Reline maxillary partial denture (chairside)	\$ 264.00	\$ 265.00
D5741	Reline mandibular partial denture (chairside)	\$ 264.00	\$ 265.00
D5750	Reline complete maxillary denture (laboratory)	\$ 293.00	\$ 350.00
D5751	Reline complete mandibular denture (laboratory)	\$ 293.00	\$ 350.00
D5760	Reline maxillary partial denture (laboratory)	\$ 297.00	\$ 350.00
D5761	Reline mandibular partial denture (laboratory)	\$ 297.00	\$ 350.00
D6210	Pontic Cast high noble metal (SFS does not apply)	\$ 1,007.00	\$ 1,007.00

Rockingham County Department of Health and Human Services

Dental Clinic

Master Fee Schedule

Effective July 1, 2020

	Description	2019-20 Fees	2020-21 Fees
D6212	Pontic Cast noble metal <i>(SFS does not apply)</i>	\$ 819.00	\$ 819.00
D6240	Pontic Porcelain fused to high noble metal <i>(SFS does not apply)</i>	\$ 1,007.00	\$ 1,007.00
D6245	Pontic porcelain/ceramic <i>(SFS does not apply)</i>	\$ 1,007.00	\$ 1,007.00
D6740	Crown; Porcelain/Ceramic <i>(SFS does not apply)</i>	\$ 1,007.00	\$ 1,007.00
D6750	Crown; Porcelain fused to high noble metal <i>(SFS does not apply)</i>	\$ 1,007.00	\$ 1,007.00
D6790	Crown; full cast high noble metal <i>(SFS does not apply)</i>	\$ 1,007.00	\$ 1,007.00
D6792	Crown; full cast noble metal <i>(SFS does not apply)</i>	\$ 819.00	\$ 819.00
D6985	Pediatric partial denture, fixed	\$ 429.00	\$ 650.00
D7111	Extraction - coronal remnants - deciduous tooth	\$ 95.00	\$ 105.00
D7140	Extraction	\$ 125.00	\$ 150.00
D7210	Surgical Extraction - Erupted	\$ 215.00	\$ 225.00
D7220	Soft tissue impaction	\$ 220.00	\$ 250.00
D7230	Partial bony impaction	\$ 290.00	\$ 335.00
D7240	Bony Impaction	\$ 325.00	\$ 390.00
D7241	Bony Impaction w/Complications	\$ 405.00	\$ 470.00
D7250	Resid Roots - unerupted	\$ 225.00	\$ 250.00
D7260	Oroantral fistula closure	\$ 495.00	\$ 750.00
D7270	Tooth reimplantation	\$ 425.00	\$ 425.00
D7280	Surgical access of an unerupted tooth	\$ 395.00	\$ 395.00
D7285	Biopsy - hard tissue	\$ 185.00	\$ 275.00
D7286	Biopsy - soft tissue	\$ 326.00	\$ 220.00
D7288	Brush biopsy - transepithelial sample collection	\$ 165.00	\$ 220.00
D7310	Alveoplasty - w/extr 4 or more teeth	\$ 221.00	\$ 221.00
D7311	Alveoplasty in conjunction w/extraction	\$ 205.00	\$ 205.00
D7320	Alveoplasty per quad	\$ 225.00	\$ 300.00
D7321	Alveoplasty not in conjunction w/extraction	\$ 300.00	\$ 275.00
D7340	Vestibuloplasty - ridge extension (secondary epithelialization)	\$ 665.00	\$ 950.00
D7350	Vestibuloplasty - ridge extension (including soft tissue grafts)	\$ 1,250.00	\$ 1,500.00
D7410	Excision of benign lesion up to 1.25 cm	\$ 265.00	\$ 325.00
D7411	Excision of benign lesion greater than 1.25 cm	\$ 295.00	\$ 400.00
D7450	Removal of benign odontogenic cyst or tumor - lesion diameter up to 1.25 cm	\$ 330.00	\$ 350.00
D7451	Removal of benign odontogenic cyst or tumor - lesion diameter greater than 1.25 cm	\$ 350.00	\$ 450.00
D7460	Removal of benign nonodontogenic cyst or tumor - lesion diameter up to 1.25 cm	\$ 300.00	\$ 475.00
D7461	Removal of benign nonodontogenic-cyst or tumor - lesion diameter greater than 1.25 cm	\$ 450.00	\$ 650.00
D7465	Destruction of lesion(s) by physical or chemical method, by report	\$ 185.00	\$ 275.00
D7471	Removal of lateral exostosis (maxilla or mandible)	\$ 407.00	\$ 450.00
D7472	Removal of torus palatinus	\$ 525.00	\$ 525.00
D7473	Removal of torus mandibularis	\$ 470.00	\$ 525.00
D7485	Surgical reduction of osseous tuberosity	\$ 390.00	\$ 470.00
D7510	I & D Intra Oral	\$ 200.00	\$ 225.00
D7520	Incision and drainage of abscess - extraoral soft tissue	\$ 567.00	\$ 567.00
D7530	Removal of foreign body, skin, or tissue	\$ 280.00	\$ 280.00
D7540	Removal of reaction producing foreign bodies, musculoskeletal system	\$ 325.00	\$ 470.00
D7550	Partial ostectomy/sequestrectomy for removal of non-vital bone	\$ 385.00	\$ 600.00
D7560	Maxillary sinusotomy for removal of tooth fragment or foreign body	\$ 525.00	\$ 770.00
D7820	Closed reduction of dislocation	\$ 255.00	\$ 350.00
D7910	Suture sm. Trauma	\$ 250.00	\$ 330.00
D7911	Complicated suture - up to 5 cm	\$ 325.00	\$ 500.00
D7912	Complicated suture - greater than 5 cm	\$ 403.00	\$ 600.00
D7920	Skin graft	\$ 1,069.00	\$ 1,500.00
D7960	Frenulectomy - also known as frenectomy or frenotomy - separate procedure not incidental to another procedure	\$ 336.00	\$ 350.00
D7963	Frenuloplasty	\$ 379.00	\$ 500.00

Rockingham County Department of Health and Human Services

Dental Clinic

Master Fee Schedule

Effective July 1, 2020

	Description	2019-20 Fees	2020-21 Fees
D7971	Excision of pericoronal gingiva	\$ 175.00	\$ 300.00
D7972	Surgical reduction of fibrous tuberosity	\$ 350.00	\$ 500.00
D7980	Sialolithotomy	\$ 381.00	\$ 550.00
D9110	Emergency palliative	\$ 95.00	\$ 95.00
D9410	House/extended care facility call	\$ 98.00	\$ 150.00
D9420	Hospital or ambulatory surgical center call	\$ 155.00	\$ 240.00
D9440	Office visit - after regularly scheduled hours	\$ 78.00	\$ 115.00
D9610	Therapeutic parenteral drug, single administration	\$ 48.00	\$ 70.00
D9612	Therapeutic parenteral drugs, two or more administrations, different medications	\$ 75.00	\$ 100.00
D9630	Other drugs and/or medicaments, by report	\$ 19.00	\$ 30.00
D9930	Post op dry socket	\$ 95.00	\$ 95.00
D9944	Occlusal Guard <i>(SFS does not apply)</i>	\$ 275.00	\$ 275.00
D9972	External Bleaching per arch <i>(SFS does not apply)</i>	\$ 280.00	\$ 280.00
	Bleaching Material Refills <i>(SFS does not apply)</i>	\$ 90.00	\$ 90.00

HEALTH AND HUMAN SERVICES - OCCUPATIONAL HEALTH

Occupational Health	Community Prescription Assistance Program	\$2.00 per prescription
	Hourly professional fees	\$40.00
	Health Risk Appraisal	\$3.00
	Diabetes	\$12.00
	Flu	\$29.75 per person
	Pneumonia	\$68.00 per person
	Hepatitis B (Administration Only)	\$7.00
	Tuberculosis testing	\$20.00
	Pharmacy Drug Formulary Co-pay (when applicable)	\$4.00
	Prescription Assistance Program Administration Fee	\$2.00 per prescription

All occupational health fees are recommended to be removed from the fee schedule. These fees are either no longer charged or a part of the Public Health fee schedule and do not need to be stand alone.

ROCKINGHAM COUNTY PAY PLAN - July 1, 2020

Title	Grade	Min	Mid	Max
Library Contingency Worker	1	17,692.31	23,000.00	28,307.69
Recycling Attendant	2	18,576.92	24,150.00	29,723.08
Utility Worker	2	18,576.92	24,150.00	29,723.08
Animal Shelter Technician - Part-time	4	20,481.06	24,150.00	29,723.08
Courier	4	20,481.06	26,625.38	32,769.69
Custodian	4	20,481.06	26,625.38	32,769.69
EMS Scheduler	6	22,580.37	29,354.48	36,128.59
Office Receptionist	7	23,709.38	30,822.20	37,935.02
Animal Shelter Technician	8	24,894.85	32,363.31	39,831.77
Building/Grounds Maintenance Worker	9	26,139.60	33,981.48	41,823.35
Landfill Maintenance Technician	9	26,139.60	33,981.48	41,823.35
Library Assistant	9	26,139.60	33,981.48	41,823.35
Switchboard Relief Operator	9	26,139.60	33,981.48	41,823.35
Community Social Services Technician	10	27,446.58	35,680.55	43,914.52
Foreign Language Interpreter	10	27,446.58	35,680.55	43,914.52
Lead Worker III	10	27,446.58	35,680.55	43,914.52
Temporary Exempt One Year Fellowship	10	27,446.58	35,680.55	43,914.52
Customer Service Technician	11	28,818.90	37,464.58	46,110.25
Land Records Specialist	11	28,818.90	37,464.58	46,110.25
Legal Assistant	11	28,818.90	37,464.58	46,110.25
Practical Nurse I	11	28,818.90	37,464.58	46,110.25
Senior Library Assistant	11	28,818.90	37,464.58	46,110.25
Tax Personal Property Technician	11	28,818.90	37,464.58	46,110.25
Certified Peer Specialist	12	30,259.85	39,337.81	48,415.76
Dental Assistant	12	30,259.85	39,337.81	48,415.76
Deputy Register of Deeds	12	30,259.85	39,337.81	48,415.76
EMT Basic	12	30,259.85	39,337.81	48,415.76
Landfill Equipment Operator	12	30,259.85	39,337.81	48,415.76
Permit Technician	12	30,259.85	39,337.81	48,415.76
Records Clerk	12	30,259.85	39,337.81	48,415.76
Weighmaster	12	30,259.85	39,337.81	48,415.76
Administrative Assistant I	13	31,772.84	41,304.70	50,836.55
Assistant Tax Collector	13	31,772.84	41,304.70	50,836.55
Child Support Agent I	13	31,772.84	41,304.70	50,836.55
EMS Accounting Clerk - PT	13	31,772.84	41,304.70	50,836.55
Income Maintenance Caseworker II	13	31,772.84	41,304.70	50,836.55
Land Records Technician	13	31,772.84	41,304.70	50,836.55
Librarian	13	31,772.84	41,304.70	50,836.55
Library Associate	13	31,772.82	41,304.70	50,836.55
Medical Lab Technician	13	31,772.84	41,304.70	50,836.55
Medical Office Assistant	13	31,772.84	41,304.70	50,836.55
Practical Nurse II	13	31,772.84	41,304.70	50,836.55
Tax Appraisal Technician	13	31,772.84	41,304.70	50,836.55
Telecommunicator	13	31,772.84	41,304.70	50,836.55
Work First Placement Specialist	13	31,772.84	41,304.70	50,836.55
Accounting Assistant	14	33,361.48	43,369.93	53,378.38
Animal Control Officer	14	33,361.48	43,369.93	53,378.38
Assistant Lead Telecommunicator	14	33,361.48	43,369.93	53,378.38
Building Inspector	14	33,361.48	43,369.93	53,378.38
Business Personal Property Tech	14	33,361.48	43,369.93	53,378.38
Code Enforcement Officer	14	33,361.48	43,369.93	53,378.38
County Management Fellow	14	33,361.48	43,369.93	53,378.38

Deputy Elections Director	14	33,361.48	43,369.93	53,378.38
Detention Officer	14	33,361.48	43,369.93	53,378.38
EMT Intermediate	14	33,361.48	43,369.93	53,378.38
Ladybugs Site Coordinator	14	33,361.48	43,369.93	53,378.38
Landfill Mechanic Assistant	14	33,361.48	43,369.93	53,378.38
Program Support Specialist	14	33,361.48	43,369.93	53,378.38
Senior Land Records Tech	14	33,361.48	43,369.93	53,378.38
Senior Landfill Equipment Operator	14	33,361.48	43,369.93	53,378.38
Staff Duty Officer	14	33,361.48	43,369.93	53,378.38
Utility Maintenance Tech	14	33,361.48	43,369.93	53,378.38
Administrative Assistant II	15	35,029.56	45,538.43	56,047.29
Child Support Agent II	15	35,029.56	45,538.43	56,047.29
Evidence Technician	15	35,029.56	45,538.43	56,047.29
Human Resources Specialist	15	35,029.56	45,538.43	56,047.29
Income Maintenance Caseworker III	15	35,029.56	45,538.43	56,047.29
Landfill Mechanic	15	35,029.56	45,538.43	56,047.29
Lead Telecommunicator	15	35,029.56	45,538.43	56,047.29
Paralegal	15	35,029.56	45,538.43	56,047.29
Pretrial Release Case Manager	15	35,029.56	45,538.43	56,047.29
Program Integrity Investigator	15	35,029.56	45,538.43	56,047.29
Quality Assurance/Training Officer	15	35,029.56	45,538.43	56,047.29
Senior Medical Lab Technician	15	35,029.56	45,538.43	56,047.29
Sheriff Mechanic	15	35,029.56	45,538.43	56,047.29
TAC Officer	15	35,029.56	45,538.43	56,047.29
911 Database Coordinator	16	36,781.04	47,815.35	58,849.66
Accounting Technician	16	36,781.04	47,815.35	58,849.66
Animal Shelter Manager	16	36,781.04	47,815.35	58,849.66
Building/Grounds Maintenance Technician	16	36,781.04	47,815.35	58,849.66
EMT Paramedic	16	36,781.04	47,815.35	58,849.66
Lead Child Support Agent	16	36,781.04	47,815.35	58,849.66
Personnel Technician	16	36,781.04	43,369.93	53,378.38
Public Health Education Specialist	16	36,781.04	47,815.35	58,849.66
Senior Deputy Elections Director	16	36,781.04	47,815.35	58,849.66
Sheriff Deputy	16	36,781.04	47,815.35	58,849.66
Therapeutic Enrichment Coordinator	16	36,781.04	47,815.35	58,849.66
Utility Maintenance Crew Leader	16	36,781.04	47,815.35	58,849.66
Administrative Assistant III	17	38,620.09	50,206.12	61,792.14
District Technician	17	38,620.09	50,206.12	61,792.14
Executive Assistant to the County Manager	17	38,620.09	50,206.12	61,792.14
GIS Analyst	17	38,620.09	50,206.12	61,792.14
Income Maintenance Supervisor II	17	38,620.09	50,206.12	61,792.14
Payroll Technician	17	38,620.09	50,206.12	61,792.14
Nutritionist	17	38,620.09	50,206.12	61,792.14
Social Worker II	17	38,620.09	50,206.12	61,792.14
Tax Appraiser	17	38,620.09	50,206.12	61,792.14
Accounting Software Specialist	18	40,551.09	52,716.42	64,881.75
Accounting Specialist	18	40,551.09	52,716.42	64,881.75
Building/Grounds Maintenance Assistant Supervisor	18	40,551.09	52,716.42	64,881.75
Business Officer	18	40,551.09	52,716.42	64,881.75
Child Support Supervisor	18	40,551.09	52,716.42	64,881.75
Dental Hygienist I	18	40,551.09	52,716.42	64,881.75
EMS Lieutenant	18	40,551.09	52,716.42	64,881.75
Environmental Health Specialist	18	40,551.09	52,716.42	64,881.75
IT Systems Specialist	18	40,551.09	52,716.42	64,881.75

Maintenance Technician Supervisor	18	40,551.09	52,716.42	64,881.75
Planner	18	40,551.09	52,716.42	64,881.75
Purchasing Agent	18	40,551.09	52,716.42	64,881.75
Senior Librarian	18	40,551.09	52,716.42	64,881.75
Senior Tax Appraiser	18	40,551.09	52,716.42	64,881.75
Sheriff Investigator	18	40,551.09	52,716.42	64,881.75
Sheriff Training Coordinator	18	40,551.09	52,716.42	64,881.75
Social Services Program Supervisor	18	40,551.09	52,716.42	64,881.75
Substance Abuse Counselor II	18	40,551.09	52,716.42	64,881.75
Teen Court Coordinator	18	40,551.09	52,716.42	64,881.75
Veterans Service Officer	18	40,551.09	52,716.42	64,881.75
Assistant Fire Marshal	19	42,578.65	55,352.24	68,125.84
Business Intelligence Report Developer	19	42,578.65	55,352.24	68,125.84
Emergency Management Coordinator	19	42,578.65	55,352.24	68,125.84
Senior Nutritionist	19	42,578.65	55,352.24	68,125.84
Sheriff Master Deputy	19	42,578.65	55,352.24	68,125.84
Staff Development Specialist II	19	42,578.65	55,352.24	68,125.84
Assistant Register of Deeds	20	44,707.58	58,119.85	71,532.13
Central Permitting Administrator	20	44,707.58	58,119.85	71,532.13
Chief Tax Appraiser	20	44,707.58	58,119.85	71,532.13
Code Enforcement Administrator	20	44,707.58	58,119.85	71,532.13
Deputy Fire Marshal	20	44,707.58	58,119.85	71,532.13
Detention Sergeant	20	44,707.58	58,119.85	71,532.13
Human Resources Analyst	20	44,707.58	58,119.85	71,532.13
Library Branch Manager	20	44,707.58	58,119.85	71,532.13
Senior Planner	20	44,707.58	58,119.85	71,532.13
Senior Public Health Educator	20	44,707.58	58,119.85	71,532.13
Sheriff Sergeant	20	44,707.58	58,119.85	71,532.13
Social Work Supervisor II	20	44,707.58	58,119.85	71,532.13
Social Worker I A & T	20	44,707.58	58,119.85	71,532.13
Social Worker III	20	44,707.58	58,119.85	71,532.13
Tax Collections Supervisor	20	44,707.58	58,119.85	71,532.13
Tax Personal Property Manager	20	44,707.58	58,119.85	71,532.13
Building/Grounds Maintenance Supervisor	21	46,942.96	61,025.85	75,108.74
Clerk to the Board	21	46,942.96	61,025.85	75,108.74
Child Welfare QA/Trainer	21	46,942.96	61,025.85	75,108.74
Counselor	21	46,942.96	61,025.85	75,108.74
District Watershed Conservationist	21	46,942.96	61,025.85	75,108.74
EMS Assistant Training Officer	21	46,942.96	61,025.85	75,108.74
EMS Captain	21	46,942.96	61,025.85	75,108.74
Environmental Health Program Coordinator	21	46,942.96	61,025.85	75,108.74
Environmental Health Programs Specialist	21	46,942.96	61,025.85	75,108.74
GIS Manager	21	46,942.96	61,025.85	75,108.74
Information Technology Business Analyst	21	46,942.96	61,025.85	75,108.74
ITS Systems Administrator	21	46,942.96	61,025.85	75,108.74
Landfill Manager	21	46,942.96	61,025.85	75,108.74
Tourism Manager	21	46,942.96	61,025.85	75,108.74
Animal Shelter Director	22	49,290.11	64,077.14	78,864.17
Business Systems Manager	22	49,290.11	64,077.14	78,864.17
Detention Lieutenant	22	49,290.11	64,077.14	78,864.17
Fire Marshal	22	49,290.11	64,077.14	78,864.17
Marketing Manager	22	49,290.11	64,077.14	78,864.17
Safety & Risk Manager	22	49,290.11	64,077.14	78,864.17
Sheriff Lieutenant	22	49,290.11	64,077.14	78,864.17

Small Business Manager	22	49,290.11	64,077.14	78,864.17
SOS Program Coordinator	22	49,290.11	64,077.14	78,864.17
Chief Building Inspector	23	51,754.61	67,281.00	82,807.38
EMS Shift Supervisor	23	51,754.61	67,281.00	82,807.38
Existing Industry Manager	23	51,754.61	67,281.00	82,807.38
Human Services Coordinator III	23	51,754.61	67,281.00	82,807.38
Public Health Nurse II	23	51,754.61	67,281.00	82,807.38
Public Information Officer	23	51,754.61	67,281.00	82,807.38
Social Worker Supervisor III	23	51,754.61	67,281.00	82,807.38
Solid Waste Program Manager	23	51,754.61	67,281.00	82,807.38
Tax Appraisal Supervisor	23	51,754.61	67,281.00	82,807.38
Detention Captain	24	54,342.34	70,645.05	86,947.75
Environmental Health Supervisor	24	54,342.34	70,645.05	86,947.75
Public Health Nurse III	24	54,342.34	70,645.05	86,947.75
Sheriff Captain	24	54,342.34	70,645.05	86,947.75
Social Worker Program Manager	24	54,342.34	70,645.05	86,947.75
Deputy Economic Development & Tourism Director	25	57,059.46	74,177.30	91,295.14
EMS Training Officer	25	57,059.46	74,177.30	91,295.14
ITS Manager	25	57,059.46	74,177.30	91,295.14
Integrated Health Care Program Manager	25	57,059.46	74,177.30	91,295.14
Public Health Nursing Supervisor I	25	57,059.46	74,177.30	91,295.14
Social Work Program Manager/Health and Human Services Project Administrator	25	57,059.46	74,177.30	91,295.14
Strategic Management Director	25	57,059.46	74,177.30	91,295.14
Deputy Finance Director	26	59,912.43	77,886.16	95,859.89
Elections Director	26	59,912.43	77,886.16	95,859.89
Library Director	27	62,908.06	81,780.47	100,652.89
Public Health Nursing Supervisor II	27	62,908.06	81,780.47	100,652.89
Register of Deeds	27	62,908.06	81,780.47	100,652.89
Youth Services Director	27	62,908.06	81,780.47	100,652.89
Assistant DSS Director	28	66,053.46	85,869.50	105,685.53
Attorney I	28	66,053.46	85,869.50	105,685.53
Community Development Director	28	66,053.46	85,869.50	105,685.53
Sheriff Colonel	28	66,053.46	85,869.50	105,685.53
Emergency Operations Manager	29	69,356.13	90,162.97	110,969.81
Physician Extender	29	69,356.13	90,162.97	110,969.81
Public Health Nursing Director II	29	69,356.13	90,162.97	110,969.81
Pharmacist	30	72,823.94	94,671.12	116,518.30
Tax Administrator	30	72,823.94	94,671.12	116,518.30
Assistant County Manager	31	76,465.13	99,404.67	122,344.21
Economic Development & Tourism Director	31	76,465.13	99,404.67	122,344.21
Engineering and Public Utilities Director	31	76,465.13	99,404.67	122,344.21
Human Resources Director	31	76,465.13	99,404.67	122,344.21
County Attorney	32	80,288.39	104,374.91	128,461.43
Emergency Services Director	32	80,288.39	104,374.91	128,461.43
Finance Director	33	84,302.81	109,593.65	134,884.50
Local Health Director	33	84,302.81	109,593.65	134,884.50
Sheriff	33	84,302.81	109,593.65	134,884.50
Social Services Director	33	84,302.81	109,593.65	134,884.50
Chief Information Officer	34	88,517.95	115,073.34	141,628.72
Health and Human Services Director	35	92,943.85	120,827.00	148,710.16
Dentist	36	97,591.04	126,868.35	156,145.67

Appendix C

Current Major Capital Projects / On-Going Major Capital Projects

Major Capital Projects Approved in FY 2020/21

There were no major capital projects approved in the FY 2020/21 Budget.

Recently Completed / Ongoing Capital Projects

Future Parking Lot Renovations

Need for Project

The existing parking lot is original to Governmental Center dating to the mid 1980's. Parking lot life spans are typically 20 to 30 years. This parking lot has had very little maintenance during that time. In the last several years the County removed and repaved several of the sections that were in failure state. This was followed by sealing of cracks that were in the worse shape. There are still significant areas that need to be repaved. These areas will continue to worsen due to water infiltration and freeze/thaw cycles. These cracks/holes/losses of pavement can present a safety hazard to pedestrians and to vehicles.

Estimated Completion Date

TBD

Total Project One-Time Cost

Approximately \$600,000. The FY 2019/20 budget included a \$300,000 set aside in the General Capital Reserve Fund to begin saving for this project rather than issuing debt.

New Ongoing Expenses

On-going expenses consist of sealing/patching every 5 years. This is expected to cost approximately \$25,000, starting 5 years after the project is complete.



Example of parking lot condition

ROCKINGHAM COUNTY
GENERAL FUND - ADOPTED CAPITAL OUTLAY
2020-21 FISCAL YEAR

DEPARTMENT	CAPITAL OUTLAY ITEM	AMOUNT REQUESTED	AMOUNT ADOPTED
ANIMAL CONTROL	1 Lift for AC Truck	\$ -	3,100
EMERGENCY MANAGEMENT	2 Ipads	\$ 3,000	\$ 3,000
	DJI Mavic Drone	\$ 22,000	\$ -
	Mobile Broadband Deployable Case	2,750	-
		27,750	3,000
ELECTIONS	Security System	\$ 15,958	\$ -
EMERGENCY MEDICAL SERVICES	Airway Manikin	\$ 2,350	\$ 2,350
	Airway Management Trainer Child Manikin	756	756
	Base Furniture	3,500	3,500
	10 EMS Protective Gear	10,870	10,870
	Dodge Ram	42,193	32,932
	5 Portable Radios	18,905	18,905
	Complete Cement Parking Lot Eden Base	16,500	-
	1 F550 4WD Ambulance	207,056	207,056
	2 Radio for Ambulance	16,020	16,020
	2 Stretcher	42,498	42,498
	2 Monitor	53,000	53,000
	Remount E450 Ambulance	104,242	104,242
		\$ 517,890	\$ 492,129
ENGINEERING AND PUBLIC UTILITIES	Replace Windows HVAC Shop	\$ 2,004	\$ -
	Farm Services Fire Protection System Dialer	2,134	2,134
	HVAC Shop Roof Replacement	12,500	-
	Maintenance Shop HVAC Unit Replace	5,130	5,130
	Lobby Renovations @ Gov Center	115,700	-
	Waterproofing @ HVAC Shop	14,500	-
	2020 Chevrolet 2500 HD	38,162	-
	HVAC Shop-New HVAC Unit & Duct Work	10,257	-
	Bush Hog Attachment	6,000	6,000
	Gatormade 82"x22" Tilt Trailer	9,200	9,200
	EDC HVAC Unit	6,500	6,500
	Air Purifier Gov Center	11,823	-
	Farm Services HVAC Unit	6,747	6,747
	Crane for Addressing Truck	16,000	-
	Gov. Center Paving Projection	300,000	-
	A&E Trim Trees	8,550	-
	Daymark HVAC Unit	6,564	6,564
	Air Purifier DSS	7,645	-
	Air Purifier Animal Shelter	4,794	-
	Surge Protection Parking Lot Lights	3,300	3,300
	Excavator Mulcher	21,170	-
	Chevrolet 2500 HD	38,162	-
	Fork Lift	6,000	-
		\$ 652,842	\$ 45,575

DEPARTMENT	CAPITAL OUTLAY ITEM	AMOUNT REQUESTED	AMOUNT ADOPTED
GOVERNING BODY	5 Ipads for Commissioners	\$ 5,500	\$ 5,500
		\$ 5,500	\$ 5,500
FIRE MARSHAL	PPE Investigative/Extrication Gear	\$ 650	\$ 650
	Camera	\$ 700	\$ 700
	Self Contained Breathing Apparatus	\$ 11,000	\$ 11,000
	Complete Set of Full PPE	\$ 3,000	\$ 3,000
		\$ 15,350	\$ 15,350
FINANCE	Kia Rio	\$ 16,000	\$ -
INFORMATION TECHNOLOGY	30 Laptop & Dock Replacements	\$ 35,100	\$ 35,100
	40 Destop Replacement Cycle	26,000	26,000
	10 Monitors Replacement Only	1,200	1,200
	Surface Pro Replacements (No MDTs)	-	7,000
	Mobile Routers & Laptops for EMS units	82,000	-
	ITS Infrastructure Stabilization	225,000	225,000
	Infrastructure Security Upgrades	20,000	20,000
	Hardware/Software Contingency	4,000	4,000
		\$ 393,300	\$ 318,300
INSPECTIONS	1 Ipad	\$ 2,000	\$ 1,000
	1 Ford F150	30,000	28,258
		\$ 32,000	\$ 29,258
JAIL	Mugshot Camera Kit	\$ 3,500	\$ 3,500
	Vehicle	\$ 42,810	\$ -
		\$ 46,310	\$ 3,500
JUDICIAL CENTER	3 Air Handlers Motors 7.5 Motors	\$ 1,896	\$ 1,896
	2 Air Handlers Motors 5 HP 1800 RPM	890	890
	ROD IT Room HVAC Unit	8,750	8,750
	Crane & Power Winch	15,720	-
	RCJC IT Room HVAC Unit	11,680	11,680
		\$ 38,936	\$ 23,216
LIBRARY	Shelving MMPL Library	\$ 900	\$ 900
	4 Laptops	4,400	4,400
	8 Computers	4,900	4,900
		\$ 10,200	\$ 10,200
PUBLIC HEALTH	2 4 Pk Infant CPR Mankins	\$ 1,100	\$ 1,100
	1 Dell Computer	1,300	1,300
	5 Dell Computers	6,500	6,500
	2 Dell Computers	2,600	2,600
	1 Dell Computer	1,300	1,300
	Dell Computer & 4 Wall Mount Systems	5,900	5,900
	3 Dell Computers	4,000	4,000
	Renovation Project for FCC	30,000	30,000
	Ford Fusion	20,680	-
	Ford Fusion	20,680	20,680
	Panorex Software Appliance	30,000	30,000
		\$ 124,060	\$ 103,380

DEPARTMENT	CAPITAL OUTLAY ITEM	AMOUNT REQUESTED	AMOUNT ADOPTED
SHERIFF	4 Covert Tactical GPS Tracker Systems	\$ 4,800	\$ -
	18 Mobile Printers	9,090	9,090
	Body Camera & Equipment	-	38,188
	5 Portable Radios	25,250	-
	Sediment Trap @ Firing Range	58,338	58,338
	4 Vehicles for New Positions	206,960	-
	7 Vehicles	254,725	254,725
		<u>\$ 559,163</u>	<u>\$ 360,341</u>
SOCIAL SERVICES	4 Vehicles	\$ 88,274	\$ 88,274
		<u>\$ 88,274</u>	<u>\$ 88,274</u>
TOTAL		<u>\$ 2,543,533</u>	<u>\$ 1,501,123</u>
OTHER FUNDS			
GENERAL CAP RESERVE	Reserve Contribution	\$ 115,166	\$ -
	Future Public Buildings	-	100,000
		<u>\$ 115,166</u>	<u>\$ 100,000</u>
SCHOOLS CAP RESERVE	Future Schools Capital Projects	\$ 2,152,615	\$ 1,730,795
WATER	20 Water Taps	\$ 44,000	\$ 44,000
	Gold Hill Booster Station Motors & Pumps	19,068	19,068
	Dodge Ram	42,454	28,385
	Red Birch & Huntsville Tank Flow Meters	20,797	20,797
	Replace all Water Meters	314,000	-
		<u>\$ 440,319</u>	<u>\$ 112,250</u>
SEWER	3 Sewer Taps	\$ 8,500	\$ 8,500
	Lift Station Generators	154,000	154,000
	Add Sewer Line to addtl County Bldgs	86,500	-
	Replace Service Bed on Truck	6,964	-
	Add old 911 Bldg on County Sewer Line	65,000	-
	<u>\$ 320,964</u>	<u>\$ 162,500</u>	
LANDFILL	2 AED Machines	\$ 3,188	\$ 3,188
	Rolloff Truck with Galbreath	180,000	180,000
	30x31 Building	6,600	6,600
	John Deere 300G Excavator	268,572	-
	GPS Equip. & Compact Mgmt Software Sys.	50,000	50,000
	2 40 Yard Roll Off Containers	10,100	10,100
	A/C Charge/Recovery Machine	4,500	-
	2 Bull Litter Fence	10,888	10,888
	40' Automatic Tarping Machine & Tarp	69,637	69,637
	IP Camera System (4 Cameras)	15,000	15,000
	<u>\$ 618,485</u>	<u>\$ 345,413</u>	