

# ADOPTED COUNTY BUDGET

# FY23

## ROCKINGHAM COUNTY, NC





Rockingham  
County **NC**

YOU'RE IN A GOOD PLACE

# **Fiscal Year 2022-2023 Adopted Budget**

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

# **Rockingham County, North Carolina**

## **ANNUAL OPERATING BUDGET**

**FISCAL YEAR 2023**

(July 1, 2022 through June 30, 2023)



### **County Commissioners**

Kevin Berger, Chairman  
Mark F. Richardson, Vice Chair  
Charlie G. Hall  
Don Powell  
T. Craig Travis

### **County Officials**

Lance L. Metzler, County Manager  
Derek Southern, Assistant County Manager  
Susan Washburn, Clerk to the Board  
Pat Galloway, Financial Services Director  
Samuel S. Page, Sheriff  
Benjamin J. Curtis, Register of Deeds  
John M. Morris, County Attorney

371 NC Hwy 65  
Reidsville, NC 27320  
336-342-8100  
[www.rockinghamcountync.gov](http://www.rockinghamcountync.gov)





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Rockingham County  
North Carolina**

For the Fiscal Year Beginning

**July 01, 2021**

*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, 2020. 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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# Vision, Mission, and Strategic Focus Areas



**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.
- 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.
- Focus on efficient County recordkeeping, including digitizing paper files where possible and disposing of records according to the appropriate record retention schedules.

## 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

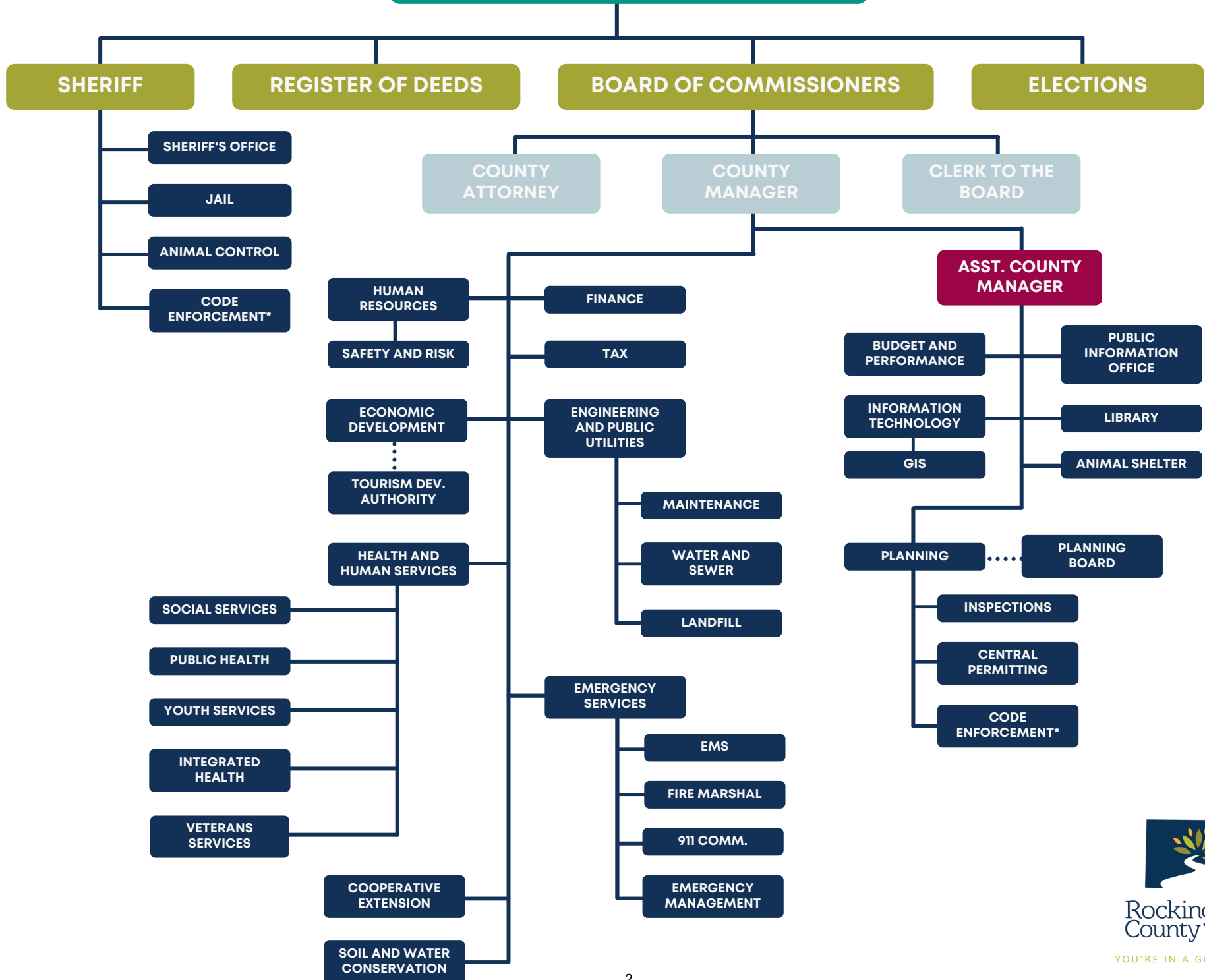
- Encourage internships and volunteerism.
- Explore recreational opportunities for our rivers.
- Expand outdoor recreational opportunities.
- Promote the expansion of broadband and cellular service throughout all of Rockingham County.
- Promote a high quality residential environment.

## Education

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

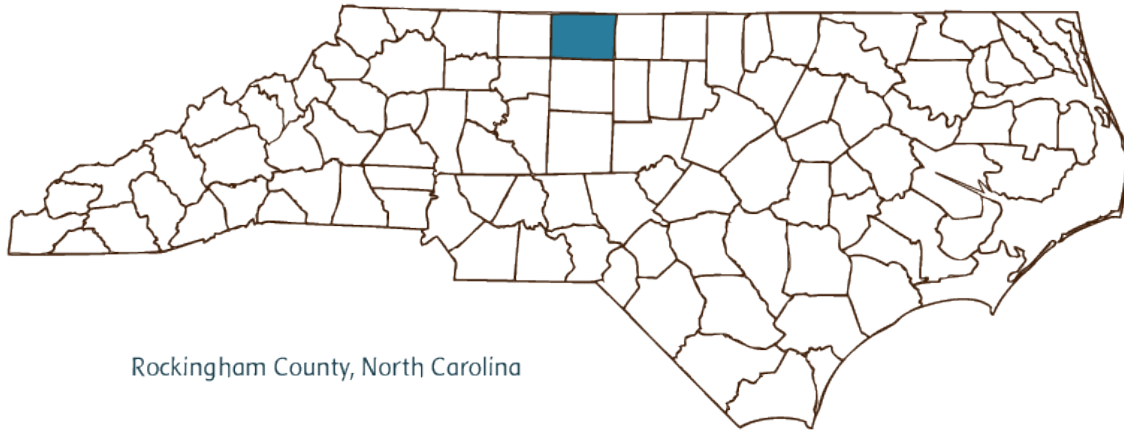


# ROCKINGHAM COUNTY CITIZENS



# 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 2022 population estimate was 91,157. The total population of the unincorporated area of the county is 52,608.



Located within Rockingham County are six municipalities: Eden (pop. 15,433), Madison (2,130), Mayodan (2,420), Reidsville (14,593), Stoneville (1,309), and Wentworth (2,664) (All population estimates as of July 2022). Rockingham County's total property valuation is \$8,167,984,657 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)

May 2022

### Demographics

#### Population & Growth

	Population	% Annual Growth
2019 Est Population	91,077	( 0.2%)
2020 Census Total Population	91,096	( 0.3%)
Jul2020 NC Certified Population Estimate	91,157	( 0.8%)

#### 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
2019 Est Median Age	45	
2019 Est Total Pop 0-19	20,542	22.5%
2019 Est Total Pop 20-24	5,064	5.6%
2019 Est Total Pop 25-34	9,787	10.7%
2019 Est Total Pop 35-44	10,533	11.6%
2019 Est Total Pop 45-54	12,894	14.2%
2019 Est Total Pop 55-64	14,144	15.6%
2019 Est Total Pop 65+	18,113	19.9%

### Commuters, Workers Age 16 and Over, 2019 Census ACS Est

#### Percent of Workers, By Travel Time

Avg Travel Time, Minutes	26.4
Workers Not Working at Home	37,105
Travel Time to Work: < 10 minutes	15.4%
Travel Time to Work: 10-14 minutes	13.6%
Travel Time to Work: 15-19 minutes	13.8%
Travel Time to Work: 20-24 minutes	11.3%
Travel Time to Work: 25-29 minutes	6.5%
Travel Time to Work: 30-34 minutes	12.9%
Travel Time to Work: 35-44 minutes	9.3%
Travel Time to Work: 45-59 minutes	10.6%
Travel Time to Work: 60+ minutes	6.6%

#### Workers, By Transportation

Worker Transp, Base	38,494
Work at Home	3.6%
Drove Car/Truck/Van Alone	84.5%
Carpooled Car/Truck/Van	10.0%
Public Transportation	0.2%
Walked	1.0%
Bicycle	0.0%
Taxi, Motorcycle, Other	0.7%

#### Place of Work

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

#### Commuters

22,519
13,819
2,194

#### Residents

58.5%
35.9%
5.7%

### Education

		Pop Age 25+
2020-21 Kindergarten-12th Enrollment	11,552	
2020 Average SAT score (1600 scale)	1,006	
2020 Percent of Graduates taking SAT	30.2%	
2019-20 (Provisional) Higher Education Completions	406	
2019-20 (Provisional) Higher Education Enrollment	2,519	
2019 Est Education Attainment age 25+, At Least High School Graduate	54,127	82.7%
2019 Est Education Attainment age 25+, At Least Bachelor's Degree	9,864	15.1%





## Housing

		% Ann Growth or % Total
2020 Census Total Housing Units, % annual growth	43,431	( 0.1%)
2020 Census Occupied Housing, % of total	38,740	89.2%
2020 Census Vacant Housing, % of total	4,691	10.8%
2019 Est Median Value of Owner Occupied Housing	\$112,800	
2019 Est Median Gross Rent	\$672	
2019 Est Owner Occupied Housing, % of total	26,008	69.6%
2019 Est Renter Occupied Housing, % of total	11,380	30.4%
2019 Est % Owner Occupied Vacancy Rate	2.1%	
2019 Est % Renter Occupied Vacancy Rate	5.7%	

## Income

		% Ann Growth or % Pov
2019 Est Median Family Income	\$54,720	
2020 Median Household Income (SAIPE)	\$50,388	12.8%
2019 Est Median Worker Earnings	\$29,925	
2020 Per Capita Income (BEA)	\$40,672	
2020 Est Pop, Income Below Poverty (SAIPE)	12,458	13.8%

## Employment / Unemployment

	Currently	2021 Annual
Mar2022 Prelim., 2021 Employment	37,811	35,723
Mar2022 Prelim., 2021 Unemployment	1,597	3,260
Mar2022 Prelim., 2021 Unemployment Rate	4.1%	8.4%
2021Q4YTD, 2021 Announced Job Creation	15	15
2021Q4YTD, 2021 Total Announced Investments (\$mil)	\$1.3	\$1.3

### Employment / Wages by Industry

	2021Q4 Employment	2021 Employment	2021Q4 Avg Weekly Wage	2021 Avg Weekly Wage
Total All Industries	.	23,577	.	\$735
Total Government	.	3,561	.	\$818
Total Private Industry	.	20,016	.	\$720
Agriculture Forestry Fishing & Hunting	.	.	.	.
Mining	.	.	.	.
Utilities	.	.	.	.
Construction	.	1,193	.	\$893
Manufacturing	.	5,080	.	\$888
Wholesale Trade	.	1,213	.	\$854
Retail Trade	.	3,902	.	\$509
Transportation and Warehousing	.	771	.	\$860
Information	.	101	.	\$1,309
Finance and Insurance	.	384	.	\$1,036
Real Estate and Rental and Leasing	.	173	.	\$738
Professional and Technical Services	.	382	.	\$825
Mgt of Companies, Enterprises	.	93	.	\$1,322
Administrative and Waste Services	.	1,046	.	\$600
Educational Services	.	1,875	.	\$816
Health Care and Social Assistance	.	2,894	.	\$791
Arts, Entertainment and Recreation	.	145	.	\$347
Accommodation and Food Services	.	2,018	.	\$295
Other Services Ex. Public Admin	.	517	.	\$547
Public Administration	.	1,522	.	\$804
Unclassified	.	0	.	\$0



## Commercial/Retail/Industrial

### Local Business

2021Q4 Available Industrial Buildings	.
2021Q4 Establishments: Total Private Industry	.
2021Q4 Establishments: Manufacturing	.
2019 Est Self Employed	2,464

### Local Retail Business

2021 Total Retail Sales (With Food/Drink) (\$mil)	\$1,155.3
2021 Total Retail Businesses (With Food/Drink)	602
2021 Avg Sales/Business Total (with Food/Drink)	\$1,919,180
2021Q4 Available Commercial Buildings (if County reports)	.

## Quality of Life

### Taxes

FY2021-22 Property Tax Rate per \$100 Value	\$0.6950
FY2020-21 Annual Taxable Retail Sales (\$mil)	\$949.1
2021 Tier designation	1

### Childcare

2022Q1 Licensed Child Care Facilities	.
2022Q1 Licensed Child Care Enrollment	.

### Healthcare Providers

2019 Number of Physicians	93
2019 Physicians/10,000 population	10.1
2020 RNs/10,000 population	43.1
2020 Dentists/10,000 population	2.4
2020 Pharmacists/10,000 population	5.0

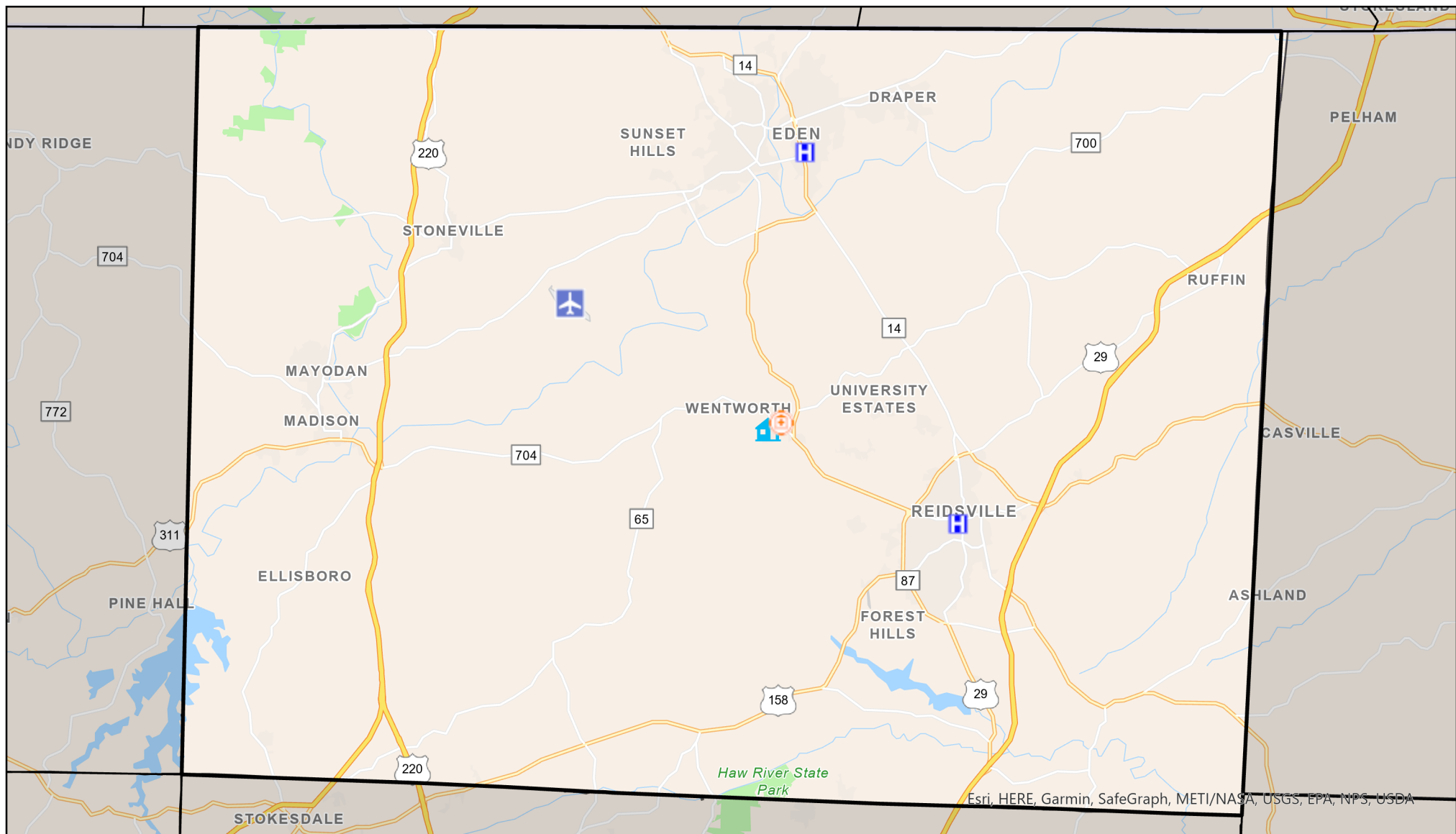
### Sources:




Census (2020, ACS 2015-19) for income, commuters, place of work, population, housing, and educational attainment at <https://data.census.gov>. AGS for retail data at [www.AppliedGeographic.com](http://www.AppliedGeographic.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 <https://d4.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.ncdhhs.gov/>. UNC Sheps Center for healthcare professions at <https://nchealthworkforce.unc.edu/>. For more data resources, see <https://d4.nccommerce.com/>.

### Notes:




Data are the latest available at the date the profile was prepared. A period means the data is not available. SAT scores use the 1600 scoring system 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. Census' 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 resources are available at: <https://d4.nccommerce.com/>.

# Rockingham County, North Carolina



-  Commercial Airports
-  General Aviation
-  NC Ports

-  Hospitals
-  Public Health Departments
-  Community Colleges

-  Public Universities
-  Independent Colleges and Universities
-  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 20<sup>th</sup> 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 (2022)

Rank	Taxpayer	Type of Business	Property Value
1	Duke Energy Carolinas LLC	Utilities	\$730,053,159
2	Gildan Activewear Eden Inc	Manufacturing	\$79,092,366
3	Transcontinental Pipeline Co	Utilities	\$59,823,833
4	Sturm Ruger & Company Inc	Manufacturing	\$55,914,215
5	Unifi Manufacturing Inc	Textiles	\$47,331,507
6	Frontier Spinning	Textiles	\$40,435,045
7	Walmart	Retail	\$40,287,785
8	Piedmont Natural Gas	Utilities	\$39,044,474
9	Henniges	Automotive	\$34,980,555
10	Northfolk Southern	Railroad	\$33,383,693

### Top 10 Employers (2022)

Rank	Employer	Type of Business	# of Employees
1	Rockingham County School System	Education Services	1,509
2	Wal-Mart Associates, Inc.	Retail	821
3	Unifi, Inc.	Nylon & Covered Yarns	794
4	Sturm, Ruger & Co., Inc	Gun Manufacturer	754
5	Rockingham County	Public Administration	650
6	UNC Rockingham Health Care	Health Services	631
7	Annie Penn Hospital	Health Services	594
8	Gildan Yarns (Former Frontier Spinning)	Yarn for knitting and weaving trades	575
9	Gildan	Warehouse Distribution Knitwear	427
10	Dorada Foods	Processed Chicken	404

# COUNTY MANAGER'S BUDGET MESSAGE

## RECOMMENDED FISCAL YEAR 2022/23 BUDGET



Rockingham County Board of County Commissioners and Citizens,

I am pleased to present my recommended Rockingham County Fiscal Year 2022/2023 Budget in the amount of **\$156,595,050**, with the General Fund constituting **\$108,458,658**. 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

### FISCAL YEAR 2022/23 BUDGET

The upcoming year's budget presented different challenges and opportunities than we have experienced in years past. Both the public and private sectors nationwide are experiencing employee shortages, and Rockingham County has been no different. My primary goals throughout this process were to present a balanced budget that 1) includes no tax increase, 2) appropriately plans for necessary current and future large capital expenses, and 3) creates a competitive pay structure to help retain and recruit employees.

After initial budget requests were submitted by departments and outside agencies, we arrived at a General Fund budget deficit of approximately **\$32 million**, the equivalent to **39.6 cents** of the property tax rate. Driving factors for this shortfall were:

- A requested \$22 million increase from Rockingham County Schools for capital outlay.
- A \$3.1 million increase in requested Social Services County funds.
- A \$2.75 million increase in Engineering and Public Utilities, primarily for capital outlay (such as new roofs and renovations) and increased facility maintenance.
- \$1.5 million to replace all County public safety radios that are not compliant with the State's new TDMA technology.

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

## REVENUES

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### ***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 **13<sup>th</sup> consecutive year with no County property tax rate increase.**

The projected County tax base for Fiscal Year 2022/23 is **\$8.17 billion**, comprised of real and personal property values of \$6.23 billion, public utility values of \$955 million, and motor vehicle values of \$979 million. This is a **3.7 percent** increase over the current year's adopted tax base (\$7.9 billion). Real and personal property values are based on the actual property values billed the previous year with a normal growth percentage applied. These are then adjusted for any current year new listing and/or decommissioning of property that would have a significant impact to the overall property values. Changes in values compared to the current year adopted budget are described below:

- Real property value is projected to **increase 2.2 percent** or \$120 million next year, driven by actual experience in the current fiscal year and continued growth in housing construction.
- Personal property value is projected to **increase 2.4 percent** or \$17.8 million based on current year collections and new industries such as Ontex and Purina listing a significant amount of property for the first time.
- Public Utilities value is projected to **increase 3.3 percent** or \$31 million based on current year actual experience and normal growth. 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 **increase 14.6 percent** or \$125 million due to continued strong vehicle sales. The FY 2021/22 budget projected a 2.5 percent increase from anticipated previous year actuals. If current trends continue, however, the actual increase will be approximately 14.5 percent. It is unknown how long this upward trend will continue, and to remain conservative the budget projects an additional 2.5 percent increase to expected actual collections this year.

The Recommended Budget applies a tax collection rate of **98.44 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 increase** from the 98.4 percent rate that was budgeted in the current fiscal year. A tax collection rate of **99.36 percent** is applied to all motor vehicle property, a **decrease of 0.07 percentage points** from the current year.

From this growth in tax base and changes in collection rate, FY 2022/23 ad valorem revenues are projected to be **\$55,944,539** or an **increase of \$2.03 million** from FY 2021/22.

Of this total current year ad valorem revenue, **\$4,427,266** or **5.5 cents** of the property tax rate is dedicated to the County's Capital Improvement Plan and transferred to the General Capital Reserve Fund.

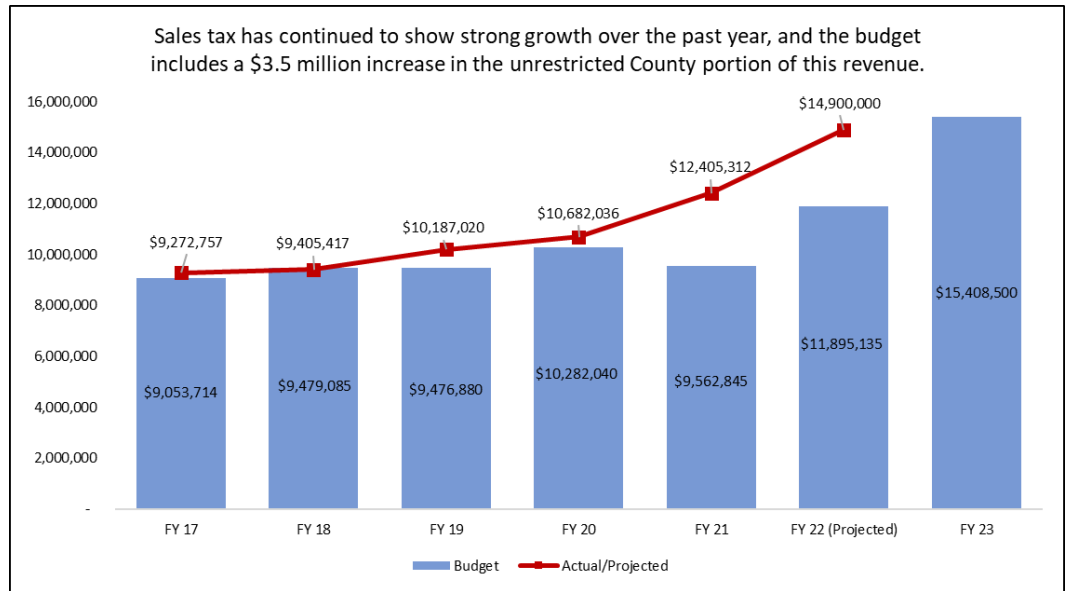
Following these changes, the value of a penny of the property tax rate increases to **\$804,957** from the current year adopted value of \$775,693.

### ***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, approved by voters in 2018, is dedicated fully to Rockingham Community College (RCC). The remaining amount is unrestricted revenue and represents the County's second most significant source of discretionary funding.

Sales tax has continued to show unprecedented growth in the current year. Prior to the COVID-19 pandemic, the County anticipated normal sales tax growth between 1 to 5 percent each year. Between FY 2019/20 and FY 2020/21 however, actual unrestricted County sales tax collections increased 16.1 percent. We currently project that between FY 2020/21 and the end of FY 2021/22, this growth percentage will be another **20.1 percent**.

Rockingham County is not alone in this trend, as many other rural counties are experiencing a significant increase in sales tax collections. This growth is believed to be primarily due to a rise in online shopping during the pandemic. Rather than traveling to larger metropolitan areas such as Greensboro and Winston Salem, many people resorted to purchasing more items online to limit their exposure to the virus. With North Carolina



distributing a portion of sales tax revenue to counties based on the point of sale, this trend allowed for more Rockingham County citizen sales tax dollars to stay within the County.

In preparing the FY 2021/22 budget, it was unclear whether this new move to online shopping would continue or if sales tax would decline once COVID-19 restrictions were lifted. To remain conservative, we budgeted slightly less than what we expected to actually collect by the end of that year (FY 2020/21). Rather than decline, however, sales tax has continued to grow even stronger in FY 2021/22. It appears now that while this level of growth will not continue indefinitely, these higher collections are most likely the County's new normal. The FY 2022/23 budget therefore projects increases of **3.75 percent in the point of sale portion of sales tax and 3 percent in the per capita portion over projected year-end actual collections** this fiscal year. This translates to an increase of **\$3.5 million or 30 percent in this revenue** when comparing budget to budget.

### Other Key Revenue Changes

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

#### General Fund

- **Election Fees (decrease of \$42,183 or 100 percent)** – This revenue is eliminated since there will be no municipal elections in FY 2022/23.
- **Register of Deeds Fees (increase of \$75,000 or 12.6 percent)** – Rockingham County has experienced significant growth in real estate / development over the past several fiscal years. One measure of this growth is the revenues collected by the Register of Deeds for things such as recording deeds and excise stamps (State set tax on the sale of property). Actual collections in the Register of Deeds Office are projected to significantly exceed budget in the current year, and are therefore conservatively increased next fiscal year.
- **EMS Fees (increase of \$160,014 or 3.4 percent)** – These revenues are projected to increase based on experience in the current year, as well as requested fee changes to stay within 130 percent of the Medicare allowable rate as is recommended by the County's contract EMS billing company.
- **Building Inspection Fees (increase of \$50,000 or 14.3 percent)** – Rockingham County has experienced a significant increase in development related activity over the past several years. This has translated into significant increases in the number of building permits issued and number of inspections performed, both of which generate revenue used to cover the cost of building inspections. This increase is recommended based on current year collections, with the revenue going to fund a new Deputy Building Inspector position discussed later in this message.



- **Hold Harmless Reimbursement (increase of \$1,000,000 or 100 percent)** – In 2007, the State enacted legislation to keep a portion of the sales tax previously remitted to counties in exchange for the State assuming the non-administrative costs of Medicaid. As a part of this exchange, the State agreed to reimburse counties (“hold harmless”) if the revenues received under this portion of the sales tax exceeded the State’s expenses for Medicaid. Historically, sales tax collections have not been high enough to fully cover these State expenses, and therefore the County did not receive any hold harmless payments. With the dramatic growth in sales tax seen in the last several years, however, this is no longer the case. The County has collected over \$1.2 million from this revenue so far this fiscal year, and with sales tax collections remaining strong, the Recommended Budget anticipates this revenue moving forward.
- **Transfer from Capital Reserve (increase of \$875,968 or 49.1 percent)** – This transfer is to pay for Capital Improvement Plan (CIP) projects recommended in the General Fund next year. These projects are discussed in more detail later in this message.
- **General Fund Balance (increase of \$835,073 or 23.7 percent)** – The recommended General Fund Balance appropriated in the FY 2022/23 budget is **\$4,356,916**, which is comprised of the following:
  - **\$2.5 million in expected unspent funds due to the nature of budgeting** (surplus) - Rockingham County annually 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.
  - **\$452,106** to fund a portion of DSS renovation costs recommended next fiscal year. The total cost of this project is \$1,048,683, with the remaining funding coming from the General Capital Reserve Fund. This project is discussed in more detail later in this message.
  - **\$175,000** to pay for new radios for the county’s Rescue Squads. These radios are required due to a State mandated technology update and are discussed in more detail later in this message.
  - **\$300,000** to fund a new County Manager’s discretionary facility maintenance account in Engineering and Public Utilities. These funds, which will require County Manager approval before being spent, will be used for small facility improvements such as new painting, deep cleaning, flooring, aesthetic improvements, and similar items that do not rise to the level of a standalone capital improvement plan project but are a part of our long-range facility management program.
  - **\$211,824** to fund small one-time capital projects in the Recommended Budget, including replacing / installing security cameras at the Libraries and Jail, replacing flooring in the front of the Animal Shelter, purchasing a larger truck in Engineering and Public Utilities for safely towing heavy trailers and equipment, and repairing/relocating County fiber lines.
  - **\$290,169 in anticipated unearned incentive** dollars for Duke Energy, Albaad, and Ontex that are budgeted as a part of the County’s incentive agreement but not expected to be earned next fiscal year.
  - **\$20,000 in Public Health Escrow** (assigned fund balance) dollars earned in previous years but not spent. This amount next year is for painting in the 1<sup>st</sup> floor clinic.
  - **\$198,482 in Kate B. Reynolds Charitable Trust (KBR) and mental health dollars** (assigned fund balance) received in previous years but not spent. These funds are appropriated to fully cover the expense of Integrated Health program next year.
  - **\$200,000 in MOE funds (assigned fund balance)** received from Cardinal Innovations in the current year. A portion of these funds are re-appropriated next year for eligible expenses in the Social Services budget.
  - **\$9,335 in dedicated grant revenues** (assigned fund balance) received in the current year for a Public Health COVID-19 response program that were not fully spent and needed to continue the program next year.

#### *Other Funds*

- **Landfill Tipping Fees (Increase of \$105,000)** – To ensure the Landfill Fund is able to prepare for large upcoming expenses such as the construction of future cells, as well as maintain a sufficient amount in reserves for closure/post closure of cells, the Recommended Budget includes a \$1.00 per ton tipping fee increase.

- **Health Insurance Fund Revenues (Decrease of \$2.3 million or 18.1 percent)** – Following an unprecedented increase in FY 2020/21, actual health insurance claims expenses for FY 2021/22 have begun returning to normal levels. Based on actual experience this year, the budget projects a decrease of \$2,331,600 or 24 percent in expected claims next year. To match this reduction in expense, the Health Insurance Fund does not apply any fund balance, eliminates the \$500,000 transfer from the General Fund, and reduces expected stop loss reimbursement revenue.

## EXPENDITURES

### PERSONNEL

#### *Recommended Position Changes*

The Recommended Budget includes **4.7 new FTE** and eliminates **3.475 FTE**. This, along with the elimination of 2.0 FTE and addition of 1.0 FTE that already occurred during the current fiscal year, increases the County's total position count by **0.225 FTE** compared to the current year adopted budget. These changes are discussed below.

#### New Positions Recommended

- **(1.0 FTE) Deputy Chief Building Inspector (\$94,205 salary/benefits; \$36,000 operating/capital)** – This position is recommended to 1) assist with the division's workload coming from a growth in development and 2) provide additional capacity for inspections that require a higher level of certification. As discussed earlier, Rockingham County has been experiencing significant development over the past several years. Building inspections and permits have increased substantially, with July through April of FY 2022 having 16 percent more inspections and 14 percent more permits issued than the same time period in FY 2020.

The County's Building Inspections division is currently staffed by one Chief Building Inspector and three Building Inspectors. Before performing certain types of inspections in the field, Building Inspectors must first obtain the proper certifications in each type of inspection. These certifications range from a probationary level 1 (which means they can perform limited inspections under a certified level 1 inspector), to a full level 3 (which means they can inspect virtually any size/type facility for that trade). Below are the current certification levels for each inspector.

Position	Trade Type			
	Building	Electrical	Mechanical	Plumbing
Chief Building Inspector	Level 3	Level 3	Level 3	Level 3
Building Inspector 1	Probationary Level 2	Probationary Level 2	Probationary Level 2	Probationary Level 2
Building Inspector 2	Probationary Level 1	Level 1	Level 1	Level 1
Building Inspector 3	Vacant	Vacant	Vacant	Vacant

These certification levels take years to achieve, and ideally the County wants to have at least one position with a level three certification in all trades and all other positions with at least a level 2 certification in most/all trades. The County's current Building Inspectors are actively studying/training to achieve higher levels of certifications, and the County has an incentive structure in place to encourage this growth.

To help provide additional capacity to this division, a new Deputy Chief Building Inspector position is recommended. This position is new on the County's play plan and will require at least a full level 2 certification in each trade. The \$36,000 shown for operating/capital above is for the purchase of a new truck and associated equipment.

- **(3.0 FTE) DSS Foster Care – 1 Social Worker Supervisor III and 2 Social Worker IIIs (total expense \$217,611; net budget impact of \$108,806)** – These positions are recommended to help address the growth of the number of children in foster care, as well as the increasing complexity and severity of the cases. The County currently exceeds the State recommended number of cases per foster care worker, as well as the number of foster care workers per

supervisor. These recommended positions will put the County closer in line with recommended caseloads per worker, improve service delivery, and hopefully reduce turnover. All three of these positions are able to draw down at least 50 percent of their cost to State/Federal revenue sources.

#### Increases to Existing Positions / Reclassifications / Moves

- **Increase existing Dental Clinic Administrative Assistant from 0.5 FTE to 1.0 FTE (additional expense of \$31,778)** – The Dental Clinic has been expanding services in the current year and plans to continue furthering this effort with a grant-funded mobile dental clinic in the upcoming fiscal year. Dental revenues have significantly increased as a result of these efforts, with the budget including a \$100,000 or 28.6 percent increase in Dental Clinic 3<sup>rd</sup> Party revenues. Given this growth, the budget includes expanding the existing 0.5 FTE Administrative Assistant to a full-time 1.0 FTE. This position assists with client scheduling, billing, and other office type work, thereby allowing the other Dental staff to focus on patient care.
- **Correct Physician Extender FTE from 0.8 FTE to 1.0 FTE (additional expense of \$18,706)** – In the current year's budget, a Physician Extender position was budgeted as a 0.8 FTE due to the hours worked by the employee in the position. Following this employee's departure, a new Physician Extender was hired back at the normal 1.0 FTE. The budget therefore corrects this moving forward.
- **Reclassify existing 911 Database Coordinator to 911 PSAP Manager (additional expense of \$9,289)** – Currently, the 911 Database Coordinator serves as the second-in-command for the 911 Center behind the Emergency Services Director. The 911 PSAP Manager position previously existed several years ago, but was removed from the pay plan when the current Emergency Services Director was promoted and assumed both the department director and 911 Manager duties. This reclass is recommended to allow the 911 Center to have a dedicated director, and will allow the Emergency Services Director to provide equal oversight over the four divisions of Emergency Services.
- **Reclassify existing Integrated Health Program Manager to Social Work Program Manager and move to Social Services (no expense increase, net budget impact of \$21,138)** – The upcoming fiscal year is the last year Integrated Health will be fully funded by previously received Kate B. Reynolds grant dollars. The County is currently in the process of examining this division's mission, and how it may be adapted in the future to provide a more prominent role in responding to the ongoing opioid epidemic. Given this, the budget includes moving the current Integrated Health Program Manager (which has been vacant for over a year) to Social Services and reclassifying it as a Social Work Program Manager. In addition to continuing to supervise Integrated Health staff, this position will also assist with disaster response/preparedness activities as well as programming responsibilities for Adult Services. The new budget impact shown is from this position going from 100 percent funded from the KBR grant to now being 25 percent County funded and 75 percent State/Federal funded.
- **Reclassify Existing Practical Nurse II (LPN) to a Public Health Nurse II (RN) (additional expense of \$23,979)** – This reclassification is recommended to provide a higher level of care in the Family Planning and Adult Health clinics, as well as to improve the County's ability to recruit for vacancies. The current vacant Practical Health Nurse II position has been vacant for approximately 2 years, and the only other remaining Practical Health II nurse is scheduled for retirement at the end of the current fiscal year. Public Health Nurse positions can provide a much higher level of care than a Practical Nurse, including making clinical judgements, performing physical assessments, and discussing medical advice with patients. With this being a higher-level position, the department believes it will be more attractive to prospective candidates.

#### Positions Eliminated / Frozen

- **(-1.0 FTE) Public Health Administrative Assistant (reduction of \$52,220)** – This vacant position that was assigned to the WIC division of Public Health was requested to be eliminated, with its duties absorbed by other existing staff.
- **(-1.475 FTE) 2 Permanent Part-Time Library Assistants (reduction of \$48,244, no net budget impact)** – This eliminates 2 permanent-part time Library Assistant positions and instead adds additional part-time temporary hours to the Library's budget. This will provide the department with additional scheduling flexibility while furthering the County goal of limiting permanent part-time positions.
- **(-1.0 FTE) Freeze Vacant Chief Tax Appraiser Position (reduction of \$68,758, net budget impact of -\$23,758)** – This position freeze is requested by the department due to the demands of the upcoming 2024 revaluation of property combined with high turnover in the current year. Rather than attempt to hire and train this vacant position now with limited staff, a portion of these funds (\$45,000) will be used to contract with Piner Appraisal Services to cover duties

that previously were the responsibility of this County staff person. In FY 2023/24, the department plans to eliminate this outside contract and request to rehire this position at a lower classification/salary.

#### Requested Positions Not Recommended

- There were **13** other requested positions that are not recommended at this time, shown below.
  - 2 Building Inspectors (\$193,354)
  - 1 Human Resources Specialist (\$53,608)
  - 1 Human Resources Analyst (\$65,217)
  - 1 Landfill Equipment Operator I (\$55,735)
  - 4 Sheriff Road Patrol Deputies (\$544,408)
  - 1 Environmental Health Specialist (\$97,988)
  - 1 Human Services Planner/Evaluator III (\$65,191)
  - 1 Social Worker II – Adult Services (total expense of \$62,151, net County impact of \$31,075)
  - 1 Social Worker III – Adult Services (total expense of \$70,120, net County impact of \$35,060)

#### **Employee Pay**

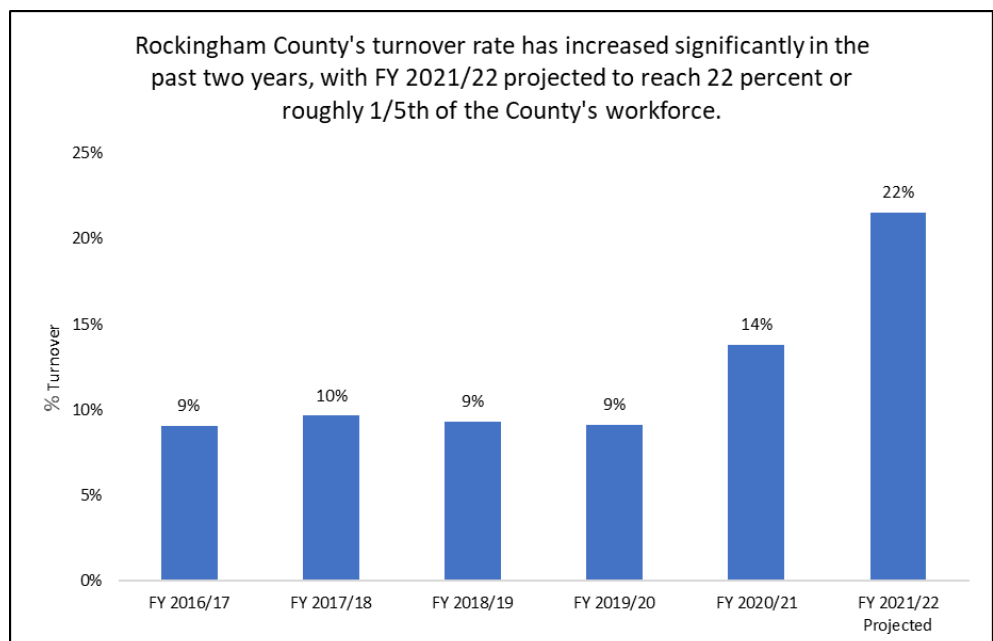
Local governments have experienced the same difficulty in recruiting and retaining qualified staff that has burdened private businesses over the last several years. With many employers raising their starting pay and reevaluating business practices during the pandemic, counties and cities are now losing employees to sectors they have not in the past. Additionally, the aging workforce (colloquially known as the “silver tsunami”) and COVID-19 pandemic have led to increased retirements, further compounding turnover and adding to remaining employees’ already extended workloads. In response to this nationwide problem, local governments across country have begun changing compensation structures and increasing employee pay. This has further increased the County’s competition for trained employees and has led to many vacant positions remaining unfilled for extended periods.

Rockingham County is no exception to these trends, with turnover in the last several years being at the highest in recent memory. A normal turnover percentage for the County is around 9 percent each year. Projecting out for the remainder of this fiscal year, the turnover rate for FY 2021/22 will be at least 22 percent.

As a part of this turnover, retirements have increased to their highest rates in over five years. The number of employees retiring from the County has increased from 15 in FY 2016/17, to an estimated 37 by the end of the current fiscal

year. This in turn has led to an overall drop in the experience of the workforce, and assuming all current vacancies were filled as of May 1st, approximately **40 percent of employees would have less than 2 years of experience** with Rockingham County. This increases to approximately **53 percent when looking at employees with less than 5 years of experience**.

This loss of employees and experience has strained service provision to its breaking points in some areas. As a short-term fix, the Board of Commissioners has approved several targeted initiatives in the current year designed to stymie turnover and encourage overtime in critical areas such as EMS and Environmental Health. While these initiatives have helped, the County

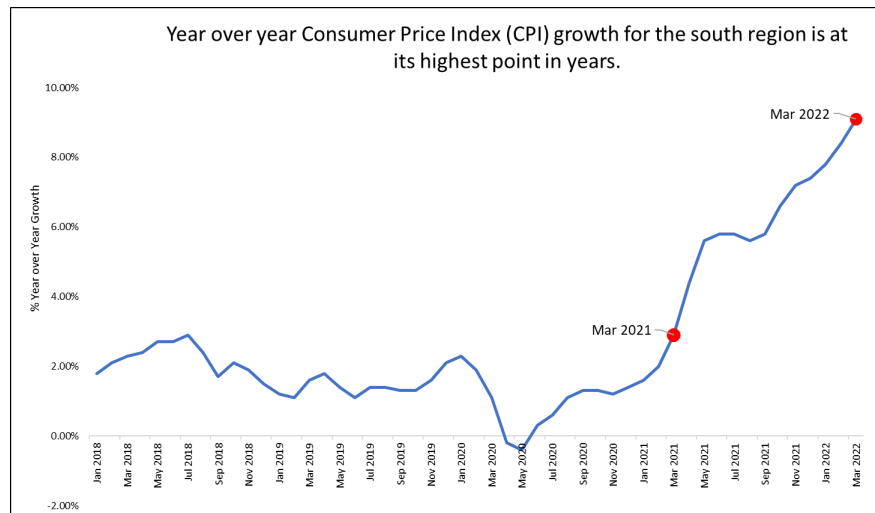


must look at revamping its compensation strategy if we are to remain competitive in this current environment and preserve the service levels citizens expect.

Below are my recommendations for employee pay next year. These are intended to keep the County competitive in this rapidly changing labor market, and allow us to improve both employee retention and recruitment. I do not, however, expect these to be the end of the County's compensation efforts and will continue to make recommendations to the Board of Commissioners as the situation dictates.

#### *Cost-of-Living Adjustment (COLA)*

My recommended budget includes a **2 percent cost-of-living adjustment (COLA)** for all permanent employees, effective July 1. Inflation nationwide is at its highest point in years, with the March 2022 consumer price index for the U.S. South region 9.1 percent higher than in March 2021. While the recommended COLA alone does not fully address this significant increase in CPI, this in combination with the merit raises and classification and compensation study discussed below are targeted at reducing the impact to employees as much as possible.



#### *Merit Raises*

In addition to a cost of living increase, offering performance-based raises to employees each year is critical to recognizing high performance and avoiding issues of salary compression. Therefore, the Recommended Budget includes funding for an up to **4 percent merit raise** for eligible permanent employees based on the employee's score on their performance evaluation. To encourage high performance and give supervisors the ability to better recognize top employees, I recommend to structure next year's raise as follows.

- Overall score lower than 3.25 – No merit raise.
- Overall score of 3.25 to 3.499 – \$400 one-time bonus not added to base pay.
- Overall score of 3.5 or higher – 3 percent raise added to base pay and distributed bi-weekly in the employee's paycheck.

In addition to the scale above, department heads are given a limited number of 4 percent merit raises, equivalent to 20 percent of their permanent staff, that they may give out to employees who score a 3.5 or higher. These higher raises are reserved for employees who have gone above and beyond in the previous year, and may be given by the department head at any time after the employee receives their evaluation.

The total General Fund expense for this COLA and merit raise next year is approximately \$1.22 million, and after netting out approximately \$150,000 in additional Social Services revenue, the net County budget impact is approximately \$1.07 million.

#### *Classification and Compensation Study*

With the increased competition for employees and significant changes in the labor market, the County mid-year accelerated its plan to study existing positions for competitiveness. Rather than studying 1/3 of all positions as was originally planned, the County's contract agency performing these studies – Piedmont Triad Regional Council of Governments – was asked to study all positions at once. This study is examining the County's pay plan for positions in comparison to surrounding jurisdictions, as well as current employee's progression throughout that pay plan based on years of service/experience.

The results of this study are not yet available, but given the results of recent similar studies by peer local governments we anticipate the findings to be significant. The Recommended Budget therefore dedicates **\$2,266,485** towards implementing this study next fiscal year. This, along with past years' funding that will roll forward, brings the total amount available to implement the study's findings to approximately **\$2.8 million**. While we are unsure whether this funding will be adequate, this set-aside will prove valuable as the Board of Commissioners considers the study's findings.

## GENERAL FUND SIGNIFICANT 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.

This year marks the second year using the County's 5 Year Capital Improvement Plan (CIP). Significant capital expenses below are shown in 2 categories: 1) smaller annual capital (less than \$50,000 or normal annual expenses) and 2) CIP capital (over \$50,000 and typically non-recurring).

### Annual Capital

#### *Information Technology*

- **Computer/Associated Hardware Replacement (\$74,000)** – 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 (\$250,000)** – 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). Next year's funding will focus on the replacement of network switches, as well as servers in the County's primary data center.
- **Replacing Remaining Analog Security Cameras in the Jail (\$20,000)** – This will replace the remaining analog security cameras in and around the jail with new digital cameras. The current camera technology is obsolete and no longer supported.
- **Cherokee Camp Road Fiber Replacement and NC 65 Fiber Pole Replacement (\$22,000)** – This will repair a damaged County fiber line on Cherokee Camp Rd., as well as permanently re-install the County's fiber lines on the taller power poles Duke Power placed on NC 65 in the current fiscal year.

#### *Engineering and Public Utilities*

- **HVAC Replacements (\$48,676)** – This funding is to replace several HVAC units at the Economic Development Building and Reidsville EMS Base. These replacements are recommended as a part of normal facility maintenance due to the age/condition of the existing equipment.
- **Excavator Mulcher (\$23,100)** – This piece of equipment is used to grind debris for normal grounds maintenance and after inclement weather. Purchasing this piece of equipment will save money within a few years, as staff have been spending approximately \$15-\$17k per year renting both an excavator and this piece of equipment together. While maintenance will need to pay a fair market rate for using the Landfill's excavator for this equipment, the Landfill will also use this new mulcher, with the rental fees from each Fund expected to offset.
- **Chevrolet Silverado 5500 4X4 (\$76,769)** – Currently, staff are pulling the large maintenance equipment trailer with Chevrolet Silverado 3500 model trucks. When factoring in the service bodies on these trucks and the weight of the trailer and equipment, the total load amount is too much for these smaller vehicles. In addition to safety concerns, this also leads to significant wear on the vehicles and shortens their lifespan. The Recommended Budget therefore recommends a larger 5500 model, equipped with a service body. This truck's increased towing/hauling capacity will allow it to better tow the maintenance trailer, as well as other departmental trailers such as the mobile dental clinic that is currently being investigated by Public Health.
- **Animal Shelter Flooring (\$40,000)** – Several years ago, the flooring in the back of the Animal Shelter was replaced with a durable epoxy that is better suited to the daily cleaning and animal traffic of the shelter. This has worked very



well, and this project would be to remove the peeling linoleum in the front of the shelter, offices, and bathrooms and replace it with the same durable epoxy.

#### *EMS*

- **(2) Ambulances (\$500,327)** - This funding will allow EMS to rotate two front line ambulances to spares (one projected to have 170,000 miles and one projected to have 181,000 miles by the time they are rotated). The replacements include one new ambulance and one remount ambulance as well as a new stretcher, cardiac monitor, and power loader for each.

#### *Sheriff's Office & Jail*

- **(7) Sheriff's Office Road Patrol and Detectives Vehicles (\$286,710)** - This will allow the Sheriff's Office to purchase 6 Dodge Chargers and 1 Dodge Durango SUV to maintain a sustainable replacement cycle for this critical fleet. These will go to replace 7 front-line patrol/detective vehicles, with the 1 SUV recommended for a K9 unit. Those replaced will then rotate down to other non-patrol drivers in the department or function as spares.
- **Body Camera Replacement and Associated Equipment (\$38,188)** – Next year will mark the fifth 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.
- **Axon Signal Sidearm (\$17,430)** – This new equipment will automatically turn on an officer's body camera any time their sidearm is removed from its holster. It will also create an audit trail showing each time this occurs without any officer input.
- **Jail Transport Van (\$41,060 vehicle cost, \$28,220 upfit)** – This will replace a current Jail transport vehicle with an estimated 162,000 miles by the time it is taken out of front-line service.

#### *Animal Control*

- **Animal Control Truck (\$40,645)** – This will replace a 2016 Ford F-150 with an estimated 175,000 miles by the time it is taken out of service. The expense includes vehicle upfit, radio, and the cost of a new lift for heavy animals.

#### *Economic Development*

- **Ford Explorer or similar - (\$30,125)** – This is recommended to replace the existing 2015 Dodge Journey with an estimated 70,000 miles at year-end. The existing Journey is recommended to be offered to the Rockingham County Airport Authority so it has a reliable vehicle for corporate clients visiting the County.

#### *Public Health*

- **Environmental Health Chevrolet Colorado (\$23,566)** – This is recommended to replace an existing 2005 Ford Ranger in poor condition.

#### *Social Services*

- **(1) Ford Escape and (3) Chevrolet Traverse (total expense of \$118,036, net budget impact of \$59,018)** – These recommended vehicles will replace 3 Dodge vans (2 2012 models and 1 2017 model) with anticipated mileages between 185,000 and 200,000 by the time they are replaced. Additionally, a newer 2016 Dodge Caravan with cost-prohibitive transmission issues is recommended for replacement as well.

#### **Capital Improvement Plan (CIP) Capital**

As discussed earlier in this message, the Recommended Budget designates **5.5 cents** of the property tax rate, equivalent to **\$4,467,966** (when including tax year revenue and prior years' back tax collections), to the Capital Improvement Plan for future capital projects and debt. In addition to this annual funding, there is **\$794,000** in previously dedicated project funding that is recommended to be undesignated and appropriated for future projects. The projects recommended to be closed, along with projects recommended for next year, are shown starting on the next page.

General Capital Reserve Fund – Projects Recommended to Close and Move Balances to Unrestricted				
Projects to Close	Budget	Committed	Balance to make unrestricted	Reason for Closing
MARC HVAC	\$625,000	\$487,500	\$137,500	As a part of appropriating these funds in the current fiscal year, the Board of Commissioners stated this was the total amount it was willing to commit.
DSS ADA Compliant Facilities	\$70,000	\$0	\$70,000	The larger DSS renovation project described below will include these upgrades.
Ag Center Roof	\$212,000	\$0	\$212,000	The price to complete the Governmental Center and DSS roofs came in far less than anticipated in the current year, and this project was therefore completed as well.
Emergency Management Equipment Shelter	\$100,000	\$0	\$70,000	Emergency Management is currently pursuing a grant for this equipment shelter. \$30,000 is recommended to stay in the project in case a grant match is needed.
Future Public Buildings Set Aside	\$184,500	0	\$184,500	This repurposes previous future public building set-asides to undertake specific public building projects next year.
Human Resources Timekeeping Software	\$75,000	0	\$75,000	This would be a part of a proposed new Finance/Human Resources Software that staff is exploring in the current year.
Information Technology MDT Replacements	\$45,000	0	\$45,000	Since this will be an on-going annual cost, this will be budgeted each year in the IT operating budget rather than in the Capital Reserve Fund.
<b>Total Recommended</b>	<b>\$1,311,500</b>	<b>\$487,500</b>	<b>\$794,000</b>	

FY 2022/23 Recommended CIP Projects			
Project	Cost	Funding Source(s)	Description of Project
Elections Automarks	\$85,000	Recommended closed projects	The NC State Board of Elections is expecting to approve new firmware for the voting machines by the end of 2022. If approved, the current Automark (ADA Voting Machines) will not accept this new firmware and new machines / equipment would need to be purchased.
Ruggedized EMS Laptops (part of prior MDT project)	\$24,000	Recommended closed projects	Some EMS processes require carrying laptops out of the vehicle. Given the harsh environment EMS typically works in, these ruggedized laptops are recommended to replace standard ones.
Conversion of Warehouse to Storage	\$148,210	Recommended closed projects	Conversion of existing warehouse on Cherokee Camp Rd. to full time file storage for County departments. Project involves installation of wire cages as well as new shelving and lighting.
DSS Renovations	\$1,048,683	\$596,577 from annual 5.5 cent transfer \$452,106 from General Fund Balance	Project involves a complete renovation of the Social Services building. This includes new cubicles, furniture, painting, carpeting/flooring, etc. This renovation will provide a more professional work environment for staff and clients, and improve privacy when handling sensitive information by adding doors to each cubicle rather than the current shower curtains.
County TDMA Radio Replacements	\$1,497,681	\$1,050,000 in past year's project funding \$447,681 from recommended closed projects	Starting July 1, 2025, all public safety radios that will be on the State's VIPER radio system must be Time Division Multiple Access (TDMA) compliant. While recently purchased radios are compliant with this technology, a majority of County radios are not. Given the significant production/shipping delays we have seen in other areas, the Recommended Budget includes fully funding this project next year to ensure adequate time before the deadline.

Project	Cost	Funding Source(s)	Description of Project
Rescue Squad TDMA Radios	\$175,000	General Fund Balance	As with the County's radios, all rescue squad and fire district radios must be TDMA compliant by July 1, 2025. Unlike fire districts, however, rescue squads do not have a tax rate with which to generate additional revenue. Therefore, the Budget appropriates General Fund balance to provide funding to replace these non-compliant devices.
Government Center Flooring	\$308,000	\$89,109 from recommended closed projects \$218,891 from General Capital Reserve Fund Balance	This project is to complete the flooring project started in the current year. Includes carpet and/or LVP flooring for the entire Governmental Center.
Tax Software Replacement	\$200,000	Annual 5.5 cent transfer	The current tax software system has been used since 1996-1997 and while there are not currently any issues, given the projected cost of new software it is prudent to begin setting aside funds for its eventual replacement.
<b>Total Recommended</b>	<b>\$3,486,574</b>		

### Landfill Fund Significant Capital

In the current year, the County began the process of developing a Request for Proposals (RFP) for contracting out Landfill operations and maintenance. This RFP was released to the public on April 21, 2022, and responses are due back to the County by May 18<sup>th</sup>. Given the uncertainty surrounding the County's role in operations at the Landfill next year, no large capital equipment is recommended. The budget does, however, continue sending a set aside of \$650,000 to the Landfill Capital Reserve Fund for future year cell construction.

## EDUCATION

### Rockingham County Schools

#### *Annual Funding*

The Rockingham County Board of Education requested no increase in its current expense allocation and a **2,481 percent increase (\$21,893,205)** 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 **\$825,000** 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 **\$3.4 million**, bringing the total balance to **\$4.2 million**.

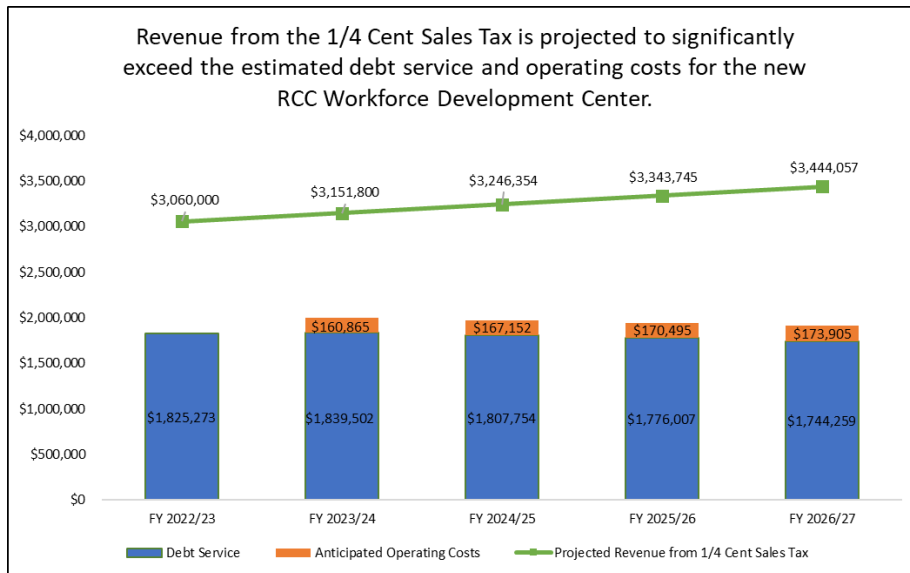
### Rockingham Community College

Rockingham Community College (RCC) requested a **12.1 percent increase (\$261,797)** to its current expense allocation and a **1.6 percent increase (\$2,065)** to its capital outlay funding. I recommend **maintaining current expense funding** at its current year appropriation of **\$2,164,473**, and increasing the capital appropriation to the requested **\$127,436**. This small increase in capital outlay is due to a matching decrease in debt service for the RCC Science Labs project.

## Workforce Development Center

The upcoming fiscal year marks the beginning of construction on the new Workforce Development Center at RCC. This project has been in the preliminary design/approval phase since the voters approved the ¼ cent sales tax in 2018. The County was recently approved to move forward with issuing the \$21,160,000 in debt to construct the facility by the Local Government Commission (State agency that must approve local government debt issuance) at its May 3, 2022 meeting. This debt issuance officially closed on May 5<sup>th</sup>.

The Recommended Budget therefore appropriates \$1,827,654 of the quarter cent sales tax revenue for Workforce Development Center debt service, with the remaining \$1,232,346 transferred directly to the Rockingham Community College for other needs, which may include any additional project costs in excess of the amount financed, as needed. It should be noted that even with the new debt service and operating expense, the amount of ¼ cent sales tax revenue will continue to far exceed expected costs for the Workforce Development Center into the future.



## FIRE DISTRICTS

No fire districts requested to change their tax rates for FY 2022/23 and no changes in rate are recommended.

## CONTINGENCY

The Budget includes a contingency amount of \$350,000, an increase of \$100,000. These funds are used for unanticipated items that require immediate attention during the year. They also cover delayed items that must be addressed sooner than expected. The increase requested next year is **to allow for a fuel reserve** for departments in the event prices continue increasing as in the current year. We will evaluate this reserve year to year moving forward depending on fuel prices.

## OTHER NOTABLE BUDGET ITEMS

### *New Budgeting Method in Social Services and Public Health*

Prior to this year, a majority of Social Services administrative revenues were budgeted under one line-item, and a majority of Public Health staff were budgeted in one cost center. To provide increased **transparency and accountability**, these revenues and expenses are split out into the appropriate separate divisions and accounts. As an example, prior to this change Public Health budgeted for its salaries in only four separate divisions. For next year, staff have further broken this out by program and are now budgeting for staff in 17 separate divisions. While these programs do not yet show history in their line-items, after several years of budgeting this way they will provide much better information from which to make budgetary decisions.

## CONCLUSION

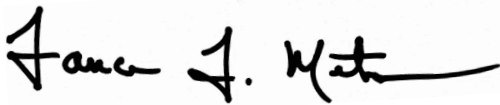
Developing this budget presented unique challenges very different to those experienced in the past few years. On the positive side, revenue growth continues to be strong, development is booming, and the 5.5 cents dedicated to the Capital

Improvement Plan has allowed the County to make much needed facility improvements. On the negative side, the highest inflation in years coupled with increased competition from the private sector has created significant recruitment and retention problems. This is a serious challenge that we must address, as many of the services provided by the County focus on the safety and well-being of thousands of citizens.

This Recommended Budget takes big steps to increase Rockingham County's competitiveness in today's job market, as well as ensuring existing employees are adequately compensated for their experience and good performance. These recommendations will not be the end of this process, and we will continue working with the Piedmont Triad Council of Governments to ensure the County remains an attractive place for high quality employees.

I would like to thank the Board of Commissioners for its support, 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, reading "Lance L. Metzler". The signature is written in a cursive style with a long horizontal flourish at the end.

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 2022/23

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## **January**

Prepare salary and benefits projections and revenue/expense forecast.

## **February 7<sup>th</sup> at 1:30 pm**

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

[Click here for link to video.](#)

## **February 9<sup>th</sup>**

Distribute budget packets to departments.

## **February 11<sup>th</sup>**

Departments attend budget preparation workshops (virtual). Review process and learn/refresh tools on how to submit a proper budget.

## **March 11<sup>th</sup>**

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

## **March/April**

Management team review of departmental requests and begin recommendations.

## **April 13<sup>th</sup> – April 20<sup>th</sup>**

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

## **Late April**

Finalize outstanding budget decisions and begin writing County Manager's Budget Message.

## **April 29<sup>th</sup>**

Return revised budgets to departments for review.

## **May 13<sup>th</sup>**

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

## **May 16<sup>th</sup>**

Manager Recommended Budget overview at regular board meeting. [Click here for link to video.](#)

## **June 1<sup>th</sup> at 8:00 am**

Hold workshop to review and/or amend Recommended Budget and YTD performance data as necessary. [Click here for link to video.](#)

## **June 6<sup>th</sup>**

Budget public hearing at regular Board of Commissioner meeting. [Click here for link to video.](#)

## **June**

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

## **June 30<sup>th</sup>**

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

# ROCKINGHAM COUNTY

## FY 2022/23 ADOPTED BUDGET IN BRIEF

<b>Total Property Valuation:</b>	\$ 8,167,984,657	<b>Tax Rate (per \$100 valuation):</b>	\$ 0.6950
<b>Estimated Current Year Collections:</b>	\$ 55,944,539	<b>One Penny Generates:</b>	\$ 804,957

### Amounts Approved for Appropriation by Department and Fund

#### GENERAL FUND

Governing Body	\$ 214,837
County Manager	536,316
Public Information Office	168,961
Safety & Risk Management	112,460
Human Resources	440,958
Finance	752,523
Tax	2,088,544
Legal	302,590
Elections	592,139
Register of Deeds	602,142
Information Services	2,790,631
GIS	216,591
Engineering and Public Utilities	4,128,623
Non Departmental	5,186,485
<b>Total General Government</b>	<b>\$ 18,133,800</b>

EMS	\$ 8,535,608
Fire Marshal	386,099
Emergency Management	260,434
911 Communications	2,336,606
Emergency Services Admin	212,093
Medical Examiner	100,000
Sheriff	10,502,478
Jail	5,267,700
Animal Control	263,199
Other Public Safety	295,116
Animal Shelter	815,689
Inspections	483,855
Planning	326,001
Code Enforcement	178,251
Central Permitting	217,101
<b>Total Public Safety</b>	<b>\$ 30,180,230</b>

Integrated Health	\$ 198,482
Public Health	6,783,175
Mental Health	311,800
Social Services	17,859,210
Veterans Services	89,021
Other Human Services	66,195
Youth Services	794,496
ADTS	1,064,649
<b>Total Human Services</b>	<b>\$ 27,167,028</b>

Airport	\$ 86,667
Economic Development	659,483
Economic Dev. Projects	1,955,021
Other Economic Development	20,000
Cooperative Extension	351,378
Soil Conservation	240,117
<b>Total Economic Development</b>	<b>\$ 3,312,666</b>

Public Schools	\$ 16,717,365
Rockingham Community College	3,524,255
<b>Total Education</b>	<b>\$ 20,241,620</b>

Library	\$ 2,146,567
Other Cultural	93,320
<b>Total Cultural</b>	<b>\$ 2,239,887</b>

Transfers to Other Funds	\$ 6,833,427
Contingency	350,000
<b>Total Other</b>	<b>\$ 7,183,427</b>

**TOTAL GENERAL FUND \$ 108,458,658**

#### OTHER FUNDS

Capital Reserve - Admin	\$ 6,530,857
Capital Reserve - Landfill	650,000
Capital Reserve - Schools	6,350,000
Fire Districts	4,657,852
Emergency Telephone	407,313
Vera Holland - Stoneville Library	16,000
Vera Holland - Vera Holland Center	10,750
Register of Deeds Fees	599,500
Fines and Forfeitures	600,000
DSS Representative Payee	800,000
Airport Grants	16,667
Debt Service	8,511,573
Water Enterprise	951,995
Sewer Enterprise	731,822
Landfill Enterprise	4,604,430
Self-Funding Insurance	1,032,511
Workers Compensation	697,122
Health Insurance	10,370,000
125 Employee Plan	210,000
Tourism Development Authority	388,000

**TOTAL OTHER FUNDS \$ 48,136,392**

**TOTAL BUDGET - ALL FUNDS \$ 156,595,050**

## 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 Commissioners 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 an Annual Comprehensive Financial Report (ACFR). The ACFR 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 ACFR 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 2022/23 Budget

*All Funds Appropriated in the Adopted Budget*

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Adopted	% Change from Prior Year Adopted
<b>REVENUES &amp; OTHER SOURCES</b>					
Taxes	\$ 80,589,675	\$ 78,911,725	\$ 79,964,200	\$ 86,450,099	9.6%
Charges	25,450,562	26,794,397	27,243,801	27,420,921	2.3%
Intergovernmental Revenue	16,166,434	15,492,859	45,758,847	17,074,921	10.2%
Other Financing Sources	18,161,021	22,077,101	49,845,305	23,626,441	7.0%
Non-Operating Revenue	1,650,365	225,650	2,512,818	241,650	7.1%
Miscellaneous	2,242,745	1,107,051	3,957,332	614,754	-44.5%
Fines, Forfeitures, & Assessments	276,771	659,264	659,264	659,264	0.0%
License & Permits	520,986	441,000	441,000	507,000	15.0%
<b>Total Revenues</b>	<b>\$ 145,058,557</b>	<b>\$ 145,709,047</b>	<b>\$ 210,382,567</b>	<b>\$ 156,595,050</b>	<b>7.5%</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<i>Type of Expense</i>					
Personnel Services	\$ 42,179,357	\$ 48,842,348	\$ 50,898,656	\$ 53,088,754	8.7%
Operating Expenses	100,634,722	88,517,623	136,148,263	92,698,522	4.7%
Capital Outlay	2,223,606	8,349,076	23,335,648	10,807,774	29.4%
<b>Total Expenditures</b>	<b>\$ 145,037,685</b>	<b>\$ 145,709,047</b>	<b>\$ 210,382,567</b>	<b>\$ 156,595,050</b>	<b>7.5%</b>
<i>Service Area</i>					
Public Safety	\$ 30,977,305	\$ 31,497,544	\$ 33,487,977	\$ 35,245,395	11.9%
Human Services	22,218,674	26,513,828	31,841,497	27,967,028	5.5%
Education	23,185,170	24,713,024	28,802,598	24,529,254	-0.7%
Other Financing Uses*	31,282,542	29,129,927	45,569,736	29,338,664	0.7%
General Government	16,171,705	15,288,116	39,658,471	18,733,300	22.5%
Debt Service	12,301,950	7,385,734	7,421,740	8,985,274	21.7%
Environmental Protection	2,508,227	5,089,889	6,217,970	4,604,430	-9.5%
Economic & Physical Development	4,390,108	3,850,046	14,546,681	4,925,068	27.9%
Cultural & Recreational	2,002,005	2,240,939	2,835,897	2,266,637	1.1%
<b>Total Expenditures</b>	<b>\$ 145,037,685</b>	<b>\$ 145,709,047</b>	<b>\$ 210,382,567</b>	<b>\$ 156,595,050</b>	<b>7.5%</b>

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

# Major Revenue Summary

## *All Appropriated Funds*

### General Fund

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**Ad Valorem (Property) Tax** - \$56,529,239 (Increase of 3.5 percent from prior year budget)

- Primary source of County revenue.
- Growth primarily comes from normal increases in new construction and personal property.
- Public Utility values are projected to increase by approximately 3.3 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 cents) and CIP/County Debt Service (5.5 cents).

**Sales Tax** - \$18,468,500 (Increase of 30.51 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. The remaining quarter cent is sent directly to Rockingham Community College.
- A portion of sales tax revenue is 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.

**Social Services Revenue** – \$10,617,000 (Increase of 4.51 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.

**EMS Fees** - \$4,933,011 - (Increase of 3.35 percent from prior year budget)

- Represents the charges and fees assessed for EMS services.
- Based on actual collections in the current year.
- Increase in revenue projections due to requested fee increase changes to stay within 130 percent of the Medicare allowable rate as is recommended by the County's contract EMS billing company.

**General Fund Balance** - \$4,356,916 – (Increase of 23.71 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 (\$2.5 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.
- In accordance with the County's Fund Balance policy, fund balance in excess of 18% of general fund expenditures can be appropriated for one-time costs.

## OTHER FUNDS

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### **Landfill Fund - Tipping Fee - \$4,308,430 (Increase of 4.57 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 approved tipping fee increases.

### **Health Insurance Fund - Charges to Other Funds - \$9,960,000 (Decrease of 2.17 percent from prior year budget)**

- This represents the amount charged to County departments and funds for employees/retirees health insurance coverage.
- Decrease is due to expected actual Fiscal Year 2021-2022 revenues from charging operating funds for employee coverage and this reduction is primarily driven by the number of vacancies and the length of time the positions are vacant.

### **Debt Service Fund - Transfer from Capital Reserves - \$6,519,677 (Decrease of 2.92 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 \$0.055 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. Funds that are not transferred remain dedicated to future projects / debt.

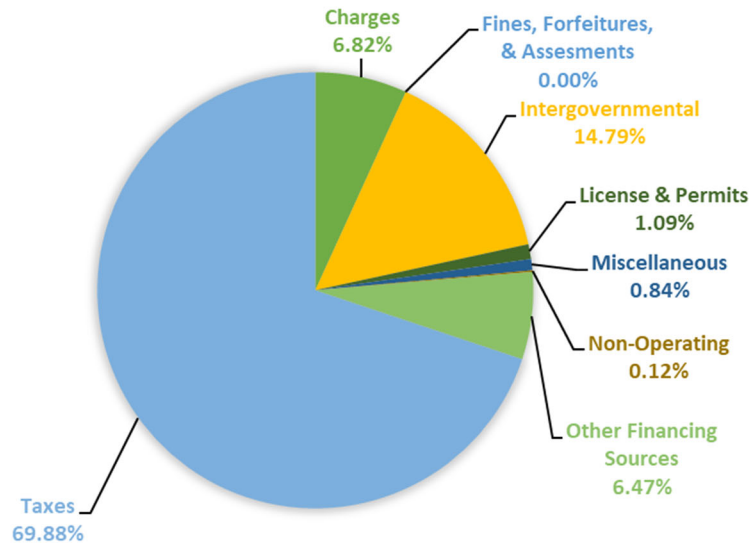
### **General Capital Reserve Fund – Transfer from General Fund - \$4,467,966 (Increase of 8.16% from prior year budget)**

- This represents transferring the 5.5 cents of the property tax rate dedicated to the General Capital Reserve Fund.
- The increase year-over-year is due to a new funding formula needed to fund the County's approved Capital Improvement Plan.

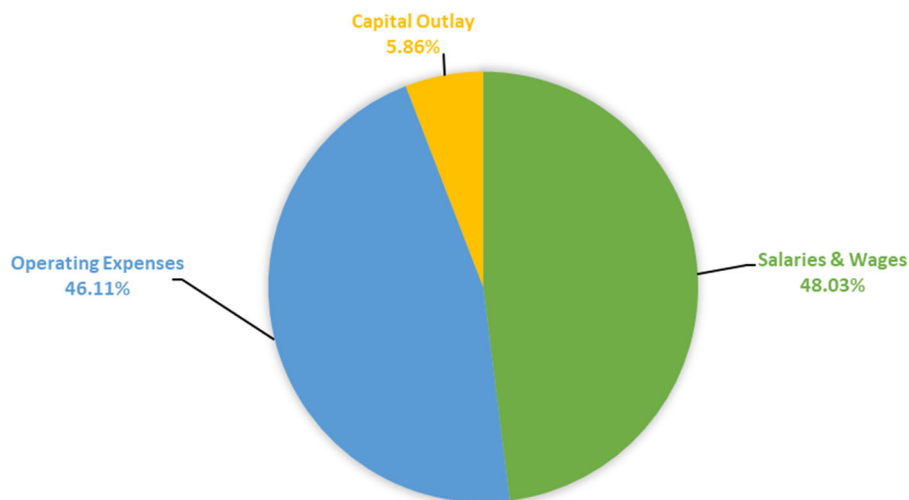
# GENERAL FUND SUMMARY

The following graphs depict revenues to and expenditures for the General Fund. General Fund expenditures for operating expenses and wages/salaries are roughly equal, constituting 46.11% and 48.03% of expenditures respectively. Capital outlay makes up the remaining 5.86%. Taxes, intergovernmental revenues, and charges constitute the majority (91.49%) of General Fund revenues. The remaining 8.51% of revenues come from fines, forfeitures, and assessments; licenses and permits; non-operating revenues; miscellaneous revenues; and other financing sources.

## GENERAL FUND REVENUES BY TYPE



## GENERAL FUND EXPENDITURES BY TYPE



# ROCKINGHAM COUNTY

## GENERAL FUND REVENUES 2022-23 ADOPTED BUDGET

DEPARTMENT	2020-21 ACTUAL	2021-22 ADOPTED BUDGET	2021-22 AMENDED BUDGET	2022-23 DEPT REQUEST	2022-23 ADOPTED BUDGET	22-23 ADOPTED OVER 21-22 ADOPTED	% Change
Ad Valorem	54,770,840	54,611,256	54,611,256	56,321,255	56,529,239	1,917,983	3.51%
Dog Taxes	24,875	25,000	25,000	25,000	25,000	-	0.00%
Ad Valorem Refunds	1,062	-	-	-	-	-	0.00%
Penalties & Interest	424,785	420,000	420,000	430,000	415,000	(5,000)	-1.19%
Sales Tax	15,271,555	14,151,135	15,151,135	18,839,000	19,468,500	5,317,365	37.58%
Gross Rental Receipt Tax	42,259	35,000	35,000	38,000	38,000	3,000	8.57%
Tax Collection Fees	119,110	117,885	117,885	120,000	120,000	2,115	1.79%
Privilege Licenses	5,186	3,000	3,000	4,000	4,000	1,000	33.33%
Beer & Wine	225,780	230,000	230,000	220,000	220,000	(10,000)	-4.35%
ABC-5 Cent Bottle Tax	29,232	30,000	30,000	25,000	25,000	(5,000)	-16.67%
Facility Fees	103,912	100,000	100,000	115,000	115,000	15,000	15.00%
Local Government Fellowship	13,100	21,700	21,700	-	-	(21,700)	-100.00%
PEG Channel	19,915	28,000	28,000	26,000	26,000	(2,000)	-7.14%
Peg Municipal Contributions	-	-	-	-	32,400	32,400	100.00%
Board of Elections	232,333	42,183	42,183	-	-	(42,183)	-100.00%
Register of Deeds Fees	879,666	625,000	625,000	675,000	700,000	75,000	12.00%
GIS Fees	155	-	-	-	-	-	0.00%
EMS Fees	4,345,459	4,772,997	4,772,997	4,933,011	4,933,011	160,014	3.35%
Emergency Management	51,837	53,000	439,716	65,948	65,948	12,948	24.43%
Fire Marshal	1,625	1,500	1,500	-	1,500	-	0.00%
911 Communications	9,436	9,436	9,436	9,476	9,476	40	0.42%
Sheriff	725,850	704,109	884,585	700,040	677,040	(27,069)	-3.84%
Jail Fees	539,272	608,000	608,000	608,000	508,000	(100,000)	-16.45%
Animal Shelter	203,083	180,000	182,500	183,500	178,500	(1,500)	-0.83%
Inspection & Zoning Fees	509,455	494,000	494,000	554,000	554,000	60,000	12.15%
Economic Development	662,484	119,920	2,077,051	-	110,519	(9,401)	-7.84%
Cooperative Extension	38,476	19,000	27,210	19,000	19,000	-	0.00%
Soil Conservation	34,725	32,687	35,187	32,687	32,687	-	0.00%
Integrated Health	262,623	-	-	-	-	-	0.00%
Public Health	4,316,259	3,123,451	4,812,808	3,962,658	3,543,181	419,730	13.44%
Social Services	8,795,450	10,158,838	12,425,813	8,362,176	10,605,000	446,162	4.39%
Veterans Services	2,084	2,500	2,500	2,500	2,500	-	0.00%
ADTS	622,467	896,954	901,832	901,832	901,832	4,878	0.54%
Youth Services	414,614	427,294	432,870	434,874	434,874	7,580	1.77%
Library	237,693	325,920	370,745	328,367	262,367	(63,553)	-19.50%
Interest Earned	157,432	100,000	100,000	100,000	125,000	25,000	25.00%
Loan Payments - Airport	9,757	-	-	-	-	-	0.00%
Loan Payments - Other Govts	36,669	17,727	17,727	35,182	35,182	17,455	98.47%
Commissions	231,573	290,319	290,319	290,210	290,210	(109)	-0.04%
Charges to other Funds	358,531	380,497	380,497	366,835	365,965	(14,532)	-3.82%
Rents	32,884	30,960	30,960	-	29,468	(1,492)	-4.82%
Cell Tower Lease	31,844	31,875	31,875	-	31,875	-	0.00%
ABC	7,697	6,000	6,000	-	7,000	1,000	16.67%
Sale of Fixed Assets	25,449	-	-	-	-	-	0.00%
Miscellaneous	109,260	-	-	-	-	-	0.00%
Investment Market Value Adjustment	(181,096)	-	-	-	-	-	0.00%
Broadband	-	-	2,500,000	-	-	-	0.00%
Transfers From Other Funds	1,575,474	1,783,500	17,094,133	-	2,659,468	875,968	49.12%
Fund Balance Appropriated	-	3,521,843	10,031,773	2,817,004	4,356,916	835,073	23.71%
	<b>96,332,131</b>	<b>98,532,486</b>	<b>130,402,193</b>	<b>101,545,555</b>	<b>108,458,658</b>	<b>9,926,172</b>	<b>10.07%</b>

# ROCKINGHAM COUNTY

## GENERAL FUND EXPENDITURES

### 2022-23 ADOPTED BUDGET

DEPARTMENT	2020-21 ACTUAL	2021-22 ADOPTED BUDGET	2021-22 AMENDED BUDGET	2022-23 DEPT REQUEST	2022-23 ADOPTED BUDGET	22-23 ADOPTED OVER	% Change
						21-22 ADOPTED	
Governing Body	195,536	212,951	212,951	207,940	214,837	1,886	0.89%
County Manager	482,835	538,684	538,684	533,816	536,316	(2,368)	-0.44%
Public Information Office	103,744	145,496	150,496	138,561	110,561	(34,935)	-24.01%
Peg Channel	-	-	-	-	58,400	58,400	100.00%
Safety & Risk Management	98,090	107,859	107,859	112,885	112,460	4,601	4.27%
Human Resources	387,163	423,034	424,588	559,583	440,958	17,924	4.24%
Finance	648,793	706,144	717,616	750,523	752,523	46,379	6.57%
Tax	1,724,771	1,871,014	1,891,825	1,949,519	1,888,544	17,530	0.94%
Tax Revaluation	1,735	-	1,320,001	200,000	200,000	200,000	100.00%
Legal	243,403	293,093	293,093	307,590	302,590	9,497	3.24%
Elections	544,006	442,209	498,959	625,764	592,139	149,930	33.90%
Register of Deeds	510,045	551,468	554,664	592,142	572,142	20,674	3.75%
Register of Deeds A&P	49,754	30,000	59,896	30,000	30,000	-	0.00%
Information Technology	2,039,780	2,795,408	3,210,614	3,650,698	2,790,631	(4,777)	-0.17%
Information Tech. - Broadband	-	-	5,750,000	-	-	-	0.00%
GIS	203,425	213,723	213,723	216,591	216,591	2,868	1.34%
Engineering and Public Utilities	1,952,778	3,327,533	3,817,399	6,076,969	4,128,623	801,090	24.07%
Non-Departmental	2,930,123	3,195,000	12,545,065	3,620,000	5,186,485	1,991,485	62.33%
EMS	6,866,992	7,922,947	8,243,168	8,472,907	8,535,608	612,661	7.73%
Fire Marshal	293,690	330,239	334,861	432,481	386,099	55,860	16.92%
Emergency Management	211,967	146,825	246,168	285,434	260,434	113,609	77.38%
911 Communications	1,780,074	2,034,157	2,060,377	2,324,818	2,336,606	302,449	14.87%
Emergency Services Admin	177,412	195,557	196,157	212,593	212,093	16,536	8.46%
Medical Examiner	92,000	100,000	100,000	100,000	100,000	-	0.00%
Sheriff	7,814,001	9,079,119	9,294,206	10,997,118	10,502,478	1,423,359	15.68%
Jail	3,727,817	4,763,756	4,915,719	5,329,067	5,267,700	503,944	10.58%
Animal Control	192,707	209,050	209,050	255,199	263,199	54,149	25.90%
Other Public Safety	223,001	220,516	329,597	307,116	295,116	74,600	33.83%
Animal Shelter	778,119	745,186	749,339	843,754	815,689	70,503	9.46%
Building Inspections	327,540	307,200	332,700	649,986	483,855	176,655	57.50%
Planning	415,981	293,975	317,632	326,001	326,001	32,026	10.89%
Code Enforcement	142,609	167,589	168,289	179,991	178,251	10,662	6.36%
Central Permitting	182,735	199,590	200,995	217,101	217,101	17,511	8.77%
Airport	86,667	86,667	86,667	86,667	86,667	-	0.00%
Economic Dev & Tourism	577,462	607,565	595,426	635,358	659,483	51,918	8.55%
Economic Dev Projects	1,292,101	1,119,680	3,116,389	1,494,021	1,955,021	835,341	74.61%
Other Economic Development	25,447	20,000	54,170	20,000	20,000	-	0.00%
Cooperative Extension	325,058	331,887	433,637	355,058	351,378	19,491	5.87%
Soil Conservation	204,528	220,865	223,365	240,117	240,117	19,252	8.72%
Integrated Health	204,927	308,706	345,850	198,482	198,482	(110,224)	-35.71%
Public Health	5,932,359	6,406,021	8,299,322	7,605,852	6,783,175	377,154	5.89%
Consolidated HHS	450	-	6,028	-	-	-	0.00%
Mental Health - MOE	311,800	311,800	311,800	311,800	311,800	-	0.00%
Social Services	13,299,013	16,725,491	19,627,439	18,015,903	17,859,210	1,133,719	6.78%
Veterans Services	72,986	80,873	80,873	87,473	89,021	8,148	10.08%
Other Human Service Agencies	72,159	66,195	66,195	102,295	66,195	-	0.00%
Youth Services	643,651	761,296	766,965	794,496	794,496	33,200	4.36%
Library	1,820,950	2,121,619	2,223,077	2,177,074	2,146,567	24,948	1.18%
Other Cultural	93,037	93,320	580,820	94,820	93,320	-	0.00%
ADTS	765,816	1,053,446	1,061,025	1,089,737	1,064,649	11,203	1.06%
Public Schools	18,126,839	16,717,365	21,540,498	38,610,570	16,717,365	-	0.00%
Community College	4,827,936	4,545,844	5,545,844	5,583,706	3,524,255	(1,021,589)	-22.47%
Transfers to Other Funds	9,338,128	5,134,524	5,209,289	5,178,071	6,833,427	1,698,903	33.09%
Contingency	-	250,000	221,823	250,000	350,000	100,000	40.00%
<b>GRAND TOTAL</b>	<b>93,363,940</b>	<b>98,532,486</b>	<b>130,402,193</b>	<b>133,437,647</b>	<b>108,458,658</b>	<b>9,926,172</b>	<b>10.07%</b>



# FY 2022/23 – 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"> <li>EMS</li> <li>Fire Marshal</li> <li>Emergency Management</li> <li>911 Communications</li> <li>Emergency Services Admin</li> <li>Medical Examiner</li> <li>Sheriff</li> <li>Jail</li> <li>Animal Control</li> <li>Other Public Safety</li> <li>Animal Shelter</li> <li>Building Inspections</li> <li>Planning</li> <li>Code Enforcement</li> <li>Central Permitting</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Health</li> <li>Public Health</li> <li>Mental Health</li> <li>Social Services</li> <li>Veterans Services</li> <li>Youth Services</li> <li>ADTS</li> <li>Other Human Services</li> </ul>	<ul style="list-style-type: none"> <li>Public Schools</li> <li>Rockingham Community College</li> </ul>	<ul style="list-style-type: none"> <li>Governing Body</li> <li>County Manager</li> <li>Public Information Office</li> <li>Safety and Risk</li> <li>Human Resources</li> <li>Finance</li> <li>Tax</li> <li>Legal</li> <li>Elections</li> <li>Register of Deeds</li> <li>Information Technology</li> <li>GIS</li> <li>Engineering and Public Utilities</li> <li>Non Departmental</li> </ul>	<ul style="list-style-type: none"> <li>Transfers to Other Funds</li> <li>Contingency</li> </ul>	<ul style="list-style-type: none"> <li>Airport</li> <li>Economic Development</li> <li>Economic Development Projects</li> <li>Other Economic Development</li> <li>Cooperative Extension</li> <li>Soil and Water Conservation</li> </ul>	<ul style="list-style-type: none"> <li>Library</li> <li>Other Cultural</li> </ul>

# FUND STRUCTURE

Rockingham County annually budgets for six 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.

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 2022/23, Rockingham County has 21 funds that are appropriated in the budget ordinance (shown on the next page). As a note, more than 21 Funds are shown in the county's end-of-year Comprehensive Annual Financial Report but are not included below 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.

## GENERAL

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- **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

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- **Fire Districts** - This fund accounts for the ad valorem tax-levies of the fire districts in Rockingham County.
- **Emergency Telephone System** - This fund accounts for the telephone surcharges to be used for the emergency telephone system.

- **Vera Holland - Stoneville Library** - This fund accounts for the monies donated by Vera Holland to the Stoneville Library for maintenance of the facility.
- **Vera Holland - Vera Holland Center** - This fund accounts for the monies donated by Vera Holland to the Vera Holland Center for maintenance of the facility.
- **Register of Deeds Fees** - This fund accounts for monies collected by the Register of Deeds that are designated and remitted to various State agencies.
- **Fines and Forfeitures** - This fund accounts for monies collected by the Courts that are designated and remitted to the County School System.
- **DSS Representative Payee** - This fund accounts for monies held by the Social Services Department for the benefit of certain individuals in the County.
- **Airport Capital Projects Fund** – This fund is used to account for the construction of a runway and taxi-way improvements at the local airport.

## DEBT SERVICE

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- **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

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- **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 governmental capital purchases.
- **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 school capital purchases.
- **Capital Reserve Landfill** – This fund was established in accordance with North Carolina law to account for the accumulation of resources to be used for major landfill capital purchases.

## ENTERPRISE FUNDS

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- **Water Fund** - This fund is used to account for the operation of the County's water line system.
- **Sewer Fund** - This fund is used to account for the operation of the County's sewer collection system.
- **Landfill Fund** - This fund is used to account for the operations of the County's solid waste activities.

## INTERNAL SERVICE FUNDS

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- **Self-Funding Insurance** - This fund is used to account for payment of the County's deductible on its general liability insurance coverage.
- **Workers Compensation Fund** - 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** - 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.
- **125 Employee Plan Fund** - This fund was established to account for the employees' 125 plan (flexible spending account (FSA)).

## COMPONENT UNITS

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- **Tourism Development Authority** - 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 2022/23

	General Fund	Capital Project			Special Revenue								Debt Service	Enterprise			Internal Service				Component Unit	
Functional Area	110 - General Fund	210 - Capital Reserve Admin Fund	220 - Capital Reserve Schools Fund	216 - Capital Reserve Landfill	230 - Fire Districts Fund	240 - Emergency Telephone Fund	250 - Vera Holland Stoneville Library Fund	251 - Vera Holland - Vera Holland Center Fund	260 - Register of Deeds Fees	261 - Fines and Forfeitures	265 - DSS Representative Payee	290 - Airport Grants	410 - Debt Service Fund	510 - Water Enterprise Fund	520 - Sewer Fund	560 - Landfill Fund	610 - Self-Funding Insurance (Non-Health) Fund	620 - Workers Comp. Fund	630 - Health Insurance Fund	640 - 125 Employee Plan (FSA) Fund	760 - Tourism Development Authority Fund	Total
General Government																						
Governing Body	214,837																					214,837
County Manager	536,316																					536,316
Public Information Office	168,961																					168,961
Safety & Risk Management	112,460																	697,122				809,582
Human Resources	440,958																					440,958
Finance	752,523	6,530,857											8,511,573				1,032,511		10,370,000	210,000		27,407,464
Tax	2,088,544																					2,088,544
Tax - Revaluation	-																					-
Legal	302,590																					302,590
Elections	592,139																					592,139
Register of Deeds	572,142								599,500													1,171,642
Register of Deeds - A&P	30,000																					30,000
Information Technology Services	2,790,631																					2,790,631
GIS	216,591																					216,591
Engineering and Public Utilities	4,128,623			650,000										951,995	731,822	4,604,430						11,066,870
Non Departmental	5,186,485																					5,186,485
Public Safety																						
EMS	8,535,608																					8,535,608
Fire Marshal	386,099				4,657,852																	5,043,951
Communications	2,336,606					407,313																2,743,919
Emergency Management	260,434																					260,434
Emergency Services Admin.	212,093																					212,093
Sheriff	10,502,478																					10,502,478
Jail	5,267,700																					5,267,700
Animal Control	263,199																					263,199
Animal Shelter	815,689																					815,689
Inspections	483,855																					483,855
Planning	326,001																					326,001
Code Enforcement	178,251																					178,251
Central Permitting	217,101																					217,101
Medical Examiner	100,000																					100,000
Other Public Safety	295,116																					295,116
Economic Development & Environmental Protection																						
Economic Development & Tourism	659,483																				388,000	1,047,483
Economic Development Projects	1,955,021																					1,955,021
Economic Development - Other	20,000																					20,000
Cooperative Extension	351,378																					351,378
Soil Conservation	240,117																					240,117
Airport	86,667											16,667										103,334
Human Services																						
Integrated Health Program	198,482																					198,482
Public Health	6,783,175																					6,783,175
Social Services	17,859,210										800,000											18,659,210
Veterans	89,021																					89,021
Youth Services	794,496																					794,496
Mental Health	311,800																					311,800
Aging, Disability, & Transit Svcs	1,064,649																					1,064,649
Other Human Services	66,195																					66,195
Cultural																						
Library	2,146,567						16,000	10,750														2,173,317
Other Cultural	93,320																					93,320
Education																						
Public Schools	16,717,365		6,350,000							600,000												23,667,365
Rockingham Community College	3,524,255																					3,524,255
Other																						
Transfers to Other Funds	6,833,427																					6,833,427
Contingency	350,000																					350,000
TOTAL	108,458,658	6,530,857	6,350,000	650,000	4,657,852	407,313	16,000	10,750	599,500	600,000	800,000	16,667	8,511,573	951,995	731,822	4,604,430	1,032,511	697,122	10,370,000	210,000	388,000	156,595,050

# 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 2022-2023, the County appropriated \$4,356,916 of fund balance in the General Fund. This is comprised primarily of the following:

- Expected Fund Balance "Plug" - \$2,500,000
  - 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.
- Unearned Economic Incentives - \$290,169
  - The County budgets the full potential economic development incentive commitments; however only a portion is expected to be earned in FY 2022-2023. The amount of unearned incentives are as follows:

▪ Duke Energy	\$ 128,522
▪ Ontex	44,500
▪ Albaad	<u>117,147</u>
Total	<u>\$ 290,169</u>
- Kate B. Reynolds Grant Dollars - \$198,482
  - This appropriation represents Kate B. Reynolds grant dollars that were received in previous fiscal years but not spent. These dollars are therefore applied to help fund the Integrated Health program in the upcoming fiscal year.
- Public Health KBR - \$9,335
  - Revenues for these expenses were received in previous fiscal years; however, the program expenses are expected to be incurred during Fiscal Year 2022-2023.
- Public Health Escrow - \$20,000
  - 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. A portion of these funds are appropriated in the upcoming budget for painting the first-floor clinic.
- Mental Health - \$200,000
  - Appropriates a portion of the lump sum Maintenance of Effort (MOE) dollars received from Cardinal in Fiscal Year 2021-2022 but not spent. These funds will go to offset eligible expenditures in the DSS budget, including overtime for Child Protective Services workers due to being short staffed

- Fund Balance is appropriated for one-time project and equipment costs as follows:

DEPARTMENT	DESCRIPTION	AMOUNT
EMS Rescue Squads	Contribution to the volunteer rescue squads for purchase of State mandated TDMA Radios	\$175,000
Engineering & Public Buildings	Renovations to County buildings	300,000
Engineering & Public Buildings	Purchase of mulcher attachment for excavator to maintain county properties	23,100
Engineering & Public Buildings	Purchase of a larger truck to safely pull heavy trailers	76,769
Department of Social Services	Building renovations to improve employee workspace with additional funds being provided by the Capital Reserve Fund	452,106
Animal Shelter	Front office flooring	40,000
Library	Security cameras at two library branches	29,955
Information Technology	Fiber power pole relocation and fiber line repair	22,000
Detention Center	Security Cameras	20,000
Total One-Time Costs		<u>\$1,138,930</u>

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

- The Fire Districts Fund indicates a fund balance decrease of \$408,805 or 39 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 42 percent or \$1,862,891 decrease in fund balance. A 5-Year Capital Improvement Plan was adopted in June 2021 and partially funded with available fund balance from the general fund at that time. The net decrease in the fund is due to the transfer of reserve funds to the general fund for projects approved in the Fiscal Year 2022-2023 adopted budget. Fund balance remaining in this fund is designated for future capital needs as approved in the 5-Year Capital Improvement Plan.
- The School Capital Reserve Fund indicates a 54 percent or \$3,485,253 increase in fund balance. This fund accumulates restricted sales tax revenue that is required to be used for school capital and construction. In years when there are no new projects to match this revenue at budget time, these funds are added to this Fund's fund balance. The school board will approve priority capital needs during the year and will request use of these funds at that time.
- A Landfill Capital Reserve Fund was created in the prior fiscal year to accumulate funds for future landfill cell construction. A portion of the Landfill operating revenues are included in the budget as transfers to the new capital reserve fund. For Fiscal Year 2022-2023, \$650,000 is budgeted as a transfer to the Landfill Capital Reserve Fund.
- The county incurred a significant increase in health claims during Fiscal Year 2020-2021 due to an extraordinary number of high cost claimants. The County has seen a significant reduction in claims during Fiscal Year 2021-2022. After receiving stop loss revenue on the high cost claimants and implementing a rate increase in Fiscal Year 2021-2022, the health insurance fund balance is expected to increase approximately \$1 million dollars at June 30, 2022. The Fiscal Year 2022-2023 budget was developed estimating a decrease in claim costs and funding the cost through maintaining the current premium rates. The county is closely watching claims cost and is actively exploring numerous ways to reduce the fund's overall cost.

Fund	Estimated Fund Balance/Net Assets 6/30/2022	Projected Revenues	Transfers In	Transfers Out	Projected Expenditures	Projected Fund Balance/Net Assets 6/30/2023	Projected Change in Fund Balance/Net Assets
<b>General Fund Types</b>							
General Fund	65,796,225	101,442,274	2,659,468	6,833,427	101,625,231	61,439,309	(4,356,916)
Debt Service Fund	437,166	31,495	8,480,078	-	8,511,573	437,166	-
<b>Special Revenue Type Funds</b>							
Administrative Capital Reserve	4,445,059	-	4,467,966	6,330,857	-	2,582,168	(1,862,891)
School Capital Reserve	6,492,352	6,350,000	-	2,864,747	-	9,977,605	3,485,253
Fire Districts	1,057,111	4,249,047	-	-	4,657,852	648,306	(408,805)
Emergency Telephone	529,492	407,313	-	-	407,313	529,492	-
Stoneville Library V Holland Fund	412,235	16,000	-	-	16,000	412,235	-
Vera Holland Center Fund	125,807	10,750	-	-	10,750	125,807	-
Register of Deeds Fund	-	599,500	-	-	599,500	-	-
Fines & Forfeitures Fund	-	600,000	-	-	600,000	-	-
DSS Representative Payee Fund	124,980	800,000	-	-	800,000	124,980	-
Airport Fund	637,222	16,667	-	-	-	653,889	16,667
<b>Enterprise Fund Types</b>							
Landfill Fund	11,897,705	4,604,430	-	650,000	3,954,430	11,897,705	-
Landfill Capital Reserve Fund	2,318,433	-	650,000	-	-	2,968,433	650,000
Water Fund	17,652,869	633,500	183,238	-	951,995	17,517,612	(135,257)
Sewer Fund	8,384,008	510,000	221,822	-	731,822	8,384,008	-
<b>Internal Service Fund Type</b>							
General Insurance Deductible	245,615	1,032,511	-	-	1,032,511	245,615	-
Worker's Compensation Fund	2,126,569	697,122	-	-	697,122	2,126,569	-
Health Insurance Fund	3,278,800	10,370,000	-	-	10,370,000	3,278,800	-
Employee 125 Plan Fund	47,653	210,000	-	-	210,000	47,653	-
<b>Component Unit</b>							
Tourism Development Fund	452,964	388,000	-	-	388,000	452,964	-

# 10 YEAR PERMANENT POSITION HISTORY

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>GENERAL GOVERNMENT</b>										
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	4.00	4.00	3.00
Public Information Office	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.425
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	-	-	-	-
Budget & Performance	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	6.00	8.00	8.00	8.00	8.00
Tax	26.00	26.00	24.00	23.00	23.00	23.00	23.00	23.00	23.00	22.00
Legal	3.40	3.40	3.40	3.40	3.40	3.40	3.40	3.40	3.00	3.00
Elections	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Register of Deeds	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Information Services	7.00	7.00	8.00	7.80	8.80	11.00	12.00	12.00	12.00	11.575
GIS	3.00	3.00	3.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00
Engineering & Public Utilities	15.00	15.00	11.00	11.70	11.70	11.60	11.60	11.60	11.60	11.60
Old Wentworth School	0.50	0.50	-	-	-	-	-	-	-	-
<b>Total General Government</b>	<b>83.90</b>	<b>83.90</b>	<b>79.40</b>	<b>78.90</b>	<b>78.90</b>	<b>80.00</b>	<b>81.00</b>	<b>81.00</b>	<b>80.60</b>	<b>78.60</b>
<b>PUBLIC SAFETY</b>										
Emergency Medical Services	59.00	59.00	61.00	63.00	63.00	63.00	67.00	68.00	68.00	68.00
Fire Marshal	4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00	3.00
Emergency Management	1.00	1.00	1.00	-	-	-	1.00	1.00	1.00	1.00
Communications	18.00	26.00	30.00	31.00	31.00	30.00	30.00	30.00	30.00	30.00
Emergency Services Admin.	-	-	-	-	-	1.00	1.00	1.00	1.00	1.00
Sheriff	96.00	96.00	97.00	97.00	98.00	98.00	98.00	98.00	98.00	95.00
Jail	47.00	47.00	46.00	46.00	46.00	46.00	46.40	46.40	50.00	53.00
Animal Control	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Court Services	1.00	1.00	1.00	1.00	-	-	-	-	-	-
Animal Shelter	6.00	6.00	6.00	7.00	7.00	7.00	7.00	8.00	8.00	8.00
Inspections	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	5.00
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	3.50	3.50
<b>Total Public Safety</b>	<b>246.00</b>	<b>254.00</b>	<b>260.00</b>	<b>263.20</b>	<b>263.20</b>	<b>263.20</b>	<b>268.90</b>	<b>270.90</b>	<b>274.50</b>	<b>275.50</b>
<b>ECONOMIC DEVELOPMENT</b>										
Economic Development	2.00	2.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	5.00
Business Technology Center	4.00	4.00	-	-	-	-	-	-	-	-
Cooperative Extension	6.25	6.25	6.375	6.50	6.50	6.00	6.00	6.00	6.00	6.00
Soil Conservation	2.80	2.80	2.50	2.50	2.50	3.00	3.00	3.00	3.00	3.00
<b>Total Economic Development</b>	<b>15.05</b>	<b>15.05</b>	<b>14.88</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>14.00</b>
<b>HUMAN SERVICES</b>										
Integrated Health	-	-	-	3.00	3.00	3.00	3.00	4.00	3.00	2.00
Public Health	75.00	74.00	73.00	71.0375	69.7750	70.1750	69.8750	69.8750	70.8750	70.5750
Social Services	139.00	139.00	140.00	139.20	144.75	144.85	154.15	155.35	157.35	162.35
Veterans Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Youth Services	9.00	9.00	9.00	10.2125	10.2125	10.2125	10.2125	10.2909	8.00	8.00
Head Start	39.00	39.00	39.00	40.00	40.00	40.00	-	-	-	-
<b>Total Human Services</b>	<b>263.00</b>	<b>262.00</b>	<b>262.00</b>	<b>264.45</b>	<b>268.7375</b>	<b>269.2375</b>	<b>238.2375</b>	<b>240.5159</b>	<b>240.2250</b>	<b>243.9250</b>
<b>CULTURAL</b>										
Library	31.00	33.00	32.00	27.90	27.90	27.90	27.90	27.90	27.90	26.425
<b>Total Cultural</b>	<b>31.00</b>	<b>33.00</b>	<b>32.00</b>	<b>27.90</b>	<b>27.90</b>	<b>27.90</b>	<b>27.90</b>	<b>27.90</b>	<b>27.90</b>	<b>26.425</b>
<b>ENTERPRISE FUND</b>										
Landfill	12.00	13.00	16.00	15.10	15.10	15.20	14.80	14.80	13.20	13.20
Water & Sewer	4.00	4.00	4.00	4.00	4.00	4.00	2.70	2.70	0.70	0.70
<b>Total Enterprise Fund</b>	<b>16.00</b>	<b>17.00</b>	<b>20.00</b>	<b>19.10</b>	<b>19.10</b>	<b>19.20</b>	<b>17.50</b>	<b>17.50</b>	<b>13.90</b>	<b>13.90</b>
<b>TOTAL EMPLOYEES</b>	<b>654.95</b>	<b>664.95</b>	<b>668.275</b>	<b>668.55</b>	<b>672.8375</b>	<b>674.5375</b>	<b>648.5375</b>	<b>652.8159</b>	<b>652.125</b>	<b>652.350</b>
<b>% Change</b>		<b>1.5%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>0.3%</b>	<b>-3.9%</b>	<b>0.7%</b>	<b>-0.1%</b>	<b>0.03%</b>

\* 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 2022/23 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.

The budget forecast projections are based on the following assumptions:

## Revenues

- **Ad Valorem Tax:** Taxable real property values increased 1.43% last fiscal year and the estimated real property value for FY 2022/23 budget is projected to be 1.82% higher. Personal property values increased .60% and the estimated personal property value for FY 2022/23 is projected to be 2.31% higher. Public Utility values increased 3.33% over the previous fiscal year and a 1.5% increase is included in the FY 2022/23 projection. Motor Vehicle values increased 14.61% over the previous fiscal year and an increase of 2.5% is projected in the FY 2022/23 budget. Total taxable property values are projected to be 1.91% higher in FY 2022/23. Thereafter, an average growth rate of 2.0% 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 2022/23, a 98.44% collection rate on Ad Valorem Tax and a 99.36% collection rate on Motor Vehicle Tax is anticipated.
- **Sales Tax:** As of June 2022, Sales Tax revenues increased over the previous fiscal year by 16.09% on those distributed based on point of sale and by 15.84% on those distributed based on per capita. The significant increase experienced is attributed to the COVID19 Pandemic and the statewide "stay-at-home" order that was issued in March 2020. Being a rural county, the increase in on-line shopping directed more local sales tax dollars to the County and away from the surrounding urban counties. Even after the "stay-at-home" orders were lifted during FY 2021/22 and retail shopping opened back up in the surrounding counties, the County has continued to experience unprecedented growth in sales tax revenues. During FY 2021/22, various U.S. economic conditions such as worker shortages and supply chain disruptions caused the rate of inflation to increase at levels not seen in several decades with the June 2022 Consumer Price Index twelve-month percentage change being 9.1%. Understanding that the increase in sales tax revenue is also impacted by the increase in price of goods and uncertain of how this increase will impact consumer spending, the County projected a conservative growth in sales tax revenue for FY 2022/23 of 3.75%. For forecast years, an overall 3.0% 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 saw a 19.14% growth in this revenue in FY 2021/22. A 3% growth is projected for the FY 2022/23 budget. For forecast years, an overall 3.0% growth rate is projected. The entire amount of this new sales tax is allocated to Rockingham Community College Workforce Development initiatives which include the construction of a new Workforce Development Center building. An installment financing contract in the amount of \$21,160,000 was entered into on May 5, 2022 for the construction project and the scheduled debt service payments have been included in the FY2022/23 budget and all forecast years. Funds in excess of the amount needed for annual debt service are remitted directly to the community college to cover costs associated with other workforce development initiatives.

- **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:** 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. Recent increases in these revenue categories are attributable to grant funding awarded to address the COVID-19 pandemic and are being monitored to determine changes that occur through the different stages of the pandemic.
- **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 significant growth is included in the forecast.
- **Sales and Services:** Sales and Service increase in FY2021/22 is mainly due to increase in services provided by Public Health and EMS. EMS Fees have been projected based on actual experience in FY 2021/22 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:** The reduction in interest rates during the pandemic caused a significant decrease in investment earnings. Little growth was projected in the development of the FY 2022/23 budget due to the uncertainty of future interest rate hikes at that point in time. With the more recent rise in rates along with higher cash reserves due to one-time pandemic grant funds that will be spent over the course of 2-4 years, an increase in investment earnings has been projected for the forecast years.
- **Other Financing Sources:** The county adopted a Capital Improvement Plan in June 2021 and partially funded the plan by transferring available fund balance to the Capital Reserve Fund. Other Financing Sources of \$2,659,468 is the transfer from Capital Reserve Fund for the FY 2022/23 approved projects. The approved projects are reflected in the Capital Outlay portion of the schedule and are mostly in the General Government function. Future projects will be included when full funding is achieved and the board gives final approval to undertake the activity.
- **Fund Balance Appropriated:** Historically, the County has unspent appropriations of approximately \$2.5 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 2022/23, an estimate of \$2.5 million is being used as the amount of unspent appropriations. Additionally, the county budgets the full potential economic incentive amounts although certain companies are not expected to achieve performance measures required to earn the full amount. This year, the County expects to not spend \$290,169 of these economic incentives. 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. Appropriated Fund Balance includes \$207,817 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 2022/23 fund balance appropriation includes \$20,000 of these restricted funds that are held in escrow. In FY 2021/22, the County received a lump sum payment from the Local Management Entity/Managed Care Organization (LME/MCO), Cardinal Health, in the amount of \$1,548,360 be used as needed by the County in addressing foster care program needs. In FY2022/23, \$200,000 of these funds are appropriated. The County's Fund Balance Policy requires a minimum available fund balance of 16% of general fund expenditures and allows the use of available fund balance in excess of 18% for one-time costs. In compliance with this policy, the FY 2022/23 budget includes an appropriation of \$1,138,930 of available fund balance for one-time project costs. Since the amount of fund balance available for this purpose is an annual calculation, no one-time use of fund balance has been included in the forecast years. 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:** The FY 2022/23 Salary and Benefits includes funding for a 4% Cost of Living Adjustment (COLA), a 3%-4% merit raise for eligible permanent employees on their anniversary date as well as \$2.2 million to implement the county-wide classification and compensation pay plan. Benefit increases in FY 2021/22 include 0.75% rate increase in the employer's required contribution to the Local Government Employees' Retirement System (LERS). 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. Forecast years include a 5% annual increase in Salaries and Benefits.
- **Operating:** Operating expenditures are forecasted at a growth rate of 3% and are evaluated on an annual basis to ensure projections are reasonable.
- **Education:** For FY 2022/23, 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 was issued in FY 2021/22 for the construction of the new Community College Workforce Development Center. Debt service payments on this project begin in FY 2022/23 and the amount needed for annual debt service are 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. The significant increase in general government capital outlay in FY 2022/23 are projects approved in the adopted 5-Year Capital Improvement Plan with funding for these projects being a transfer from Capital Reserve Fund included in Other Financing Sources.
- **Transfers Out:** Includes those funds transferred out of the General Operating Funds to the County Capital Reserve Fund and Debt Service Fund (\$0.055 cents of the tax rate is dedicated to County Capital Reserve, which covers county debt service payments and funding for the 5-Year Capital Improvement Plan), as well as to the Water and Sewer Funds.
- **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 annual County debt service payments are covered by the \$0.055 cents of the Ad Valorem tax rate that is dedicated for this purpose. 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.

# Long-Term Financial Planning

## Estimated General Fund Financial Sources & Uses

	2021-22 Adopted	2022-23 Adopted	2023-24 Forecast	2024-25 Forecast	2025-26 Forecast
<b>Revenues:</b>					
Ad Valorem Taxes-Current Year	53,910,656	55,944,539	57,063,430	59,345,967	60,532,886
Other Ad Valorem Taxes	1,120,600	999,700	1,000,000	1,100,000	1,100,000
Sales Taxes	14,151,135	18,468,500	19,022,555	19,593,232	20,181,029
Other Taxes and Licenses	308,000	377,000	380,000	380,000	380,000
Restricted Intergovernmental Revenue					
Human Services	13,208,412	13,901,487	14,082,206	14,265,275	14,450,724
Other	1,307,865	1,921,188	1,940,400	1,959,804	1,979,402
Unrestricted Intergovernmental Revenue	230,000	220,000	235,000	235,000	235,000
Permits and Fees	1,101,500	1,183,000	1,100,000	1,100,000	1,100,000
Sales and Services					
Human Services	1,380,225	1,700,503	1,722,610	1,745,003	1,767,689
Other	5,501,187	5,695,081	5,752,032	5,809,552	5,867,648
Investment Earnings	100,000	125,000	700,000	700,000	700,000
Miscellaneous Revenues	907,563	906,276	1,000,000	1,000,000	1,000,000
Other Financing Sources	1,783,500	2,659,468	-	-	-
Fund Balance Appropriated	3,521,843	4,356,916	3,002,745	1,955,055	2,276,761
<b>Total Revenues</b>	<b>98,532,486</b>	<b>108,458,658</b>	<b>107,000,977</b>	<b>109,188,888</b>	<b>111,571,137</b>
<b>Expenditures</b>					
General Government					
Salaries & Benefits	9,271,118	11,365,611	11,933,892	12,530,586	13,157,115
Operating Expenses	3,401,582	4,490,072	4,624,774	4,763,517	4,906,423
Public Safety					
Salaries & Benefits	19,614,294	20,842,331	21,259,178	21,684,361	22,118,048
Operating Expenses	6,118,284	6,540,846	6,737,071	6,939,184	7,147,359
Economic & Physical Development					
Salaries & Benefits	981,433	1,014,790	1,035,086	1,055,788	1,076,903
Operating Expenses	1,388,564	2,246,084	2,313,467	2,382,871	2,454,357
Human Services					
Salaries & Benefits	16,495,961	17,337,020	17,683,760	18,037,436	18,398,184
Operating Expenses	9,128,106	9,651,206	9,940,742	10,238,964	10,546,133
Cultural and Recreation					
Salaries & Benefits	1,474,760	1,528,497	1,559,067	1,590,248	1,622,053
Operating Expenses	632,779	672,075	692,237	713,004	734,395
Education	20,255,313	19,231,659	19,327,485	19,453,787	19,582,925
Capital Outlay					
General Government	2,180,916	2,278,117	600,000	600,000	600,000
Public Safety	983,128	2,797,053	1,100,000	1,100,000	1,100,000
Economic & Physical Development	16,667	51,792	16,667	16,667	16,667
Human Services	89,761	178,802	200,000	200,000	200,000
Cultural and Recreation	107,400	39,315	50,000	50,000	50,000
Education	1,007,896	1,009,961	1,009,000	1,009,000	1,009,000
Contingency	250,000	350,000	350,000	350,000	350,000
Transfer to Co Cap Resrv (CIP Revenue)	4,130,759	4,467,966	4,557,325	4,648,472	4,741,441
Transfer to Insurance Fund	500,000	-	-	-	-
Transfer to Debt Svc	135,553	1,960,401	1,823,628	1,791,880	1,760,133
Transfer to Water Sewer Fund	368,212	405,060	187,598	33,123	-
Transfers Out	5,134,524	6,833,427	6,568,551	6,473,475	6,501,574
<b>Total Expenditures</b>	<b>98,532,486</b>	<b>108,458,658</b>	<b>107,000,977</b>	<b>109,188,888</b>	<b>111,571,137</b>
Projected Tax Rate	0.695	0.695	0.695	0.695	0.695
<b>Debt Service-budgeted in Debt Service Fund</b>					
	6,892,132	8,506,192	8,291,439	6,318,439	6,008,469
<b>Total Debt Service as % of Budget</b>	6.54%	7.27%	7.19%	5.47%	5.11%
<b>Fund Balance Appropriated as % of Budget</b>	3.57%	4.02%	2.81%	1.79%	2.04%
<b>Assessed Property Valuation</b>	7,874,113,256	8,167,984,657	8,331,344,350	8,497,971,237	8,667,930,662
<b>Total Debt</b>	44,129,821	60,031,769	53,344,942	46,664,737	41,715,313
<b>Total Debt as % of Assessed Valuation</b>	0.56%	0.73%	0.64%	0.55%	0.48%

# Governing Body

Dept ID: 01

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	195,536	212,951	212,951	207,940	214,837	1%
<b>TOTAL REVENUES</b>	<b>195,536</b>	<b>212,951</b>	<b>212,951</b>	<b>207,940</b>	<b>214,837</b>	<b>1%</b>
<b>EXPENSES</b>						
Salaries and Benefits	135,768	137,997	137,997	133,365	133,365	-3%
Operating Expenses	59,768	74,954	74,954	74,575	81,472	9%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>195,536</b>	<b>212,951</b>	<b>212,951</b>	<b>207,940</b>	<b>214,837</b>	<b>1%</b>
<b>EMPLOYEES</b>						
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' Goal - CEC, OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	100%	100%	100%	100%	100%
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

## Goal 2 - Improve transparency

### Objective 1

*Commissioners' Goal - CEC, OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	3 days	2 days	2 days	2 days	100% in 2 days
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

### Objective 2

*Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	1 day	1 day	1 day	100% in 1 day
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

### Objective 3

*Commissioners' Goal - OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	N/A	100%	100%	100%	100%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

## Goal 3 - Ensure accurate recording of County Commissioner meetings

### Objective 1

*Commissioners' Goal - OEE*

Ensure at least 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).

	FY19	FY20	FY21	FY22	FY23
Target	95%	100%	95%	95%	95%
Actual	98%	N/A	100%		
Status	✓	⊖	✓		

### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

OEE – Organizational Efficiency and Effectiveness

PS – Public Safety

CEC – Citizen Engagement / Communication

CAEE – County Appearance / Env. Enhancement

QL – Quality of Life

ED – Education

# County Manager

Dept ID: 04

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	13,100	21,700	21,700	-	-	-100%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	469,735	516,984	516,984	533,816	536,316	4%
<b>TOTAL REVENUES</b>	<b>482,835</b>	<b>538,684</b>	<b>538,684</b>	<b>533,816</b>	<b>536,316</b>	<b>0%</b>
<b>EXPENSES</b>						
Salaries and Benefits	461,596	495,442	476,511	480,065	480,065	-3%
Operating Expenses	20,264	43,242	62,173	53,751	56,251	30%
Capital Outlay	976	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>482,835</b>	<b>538,684</b>	<b>538,684</b>	<b>533,816</b>	<b>536,316</b>	<b>0%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	4.00	4.00	4.00	3.00	3.00	-25%

## 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 *Commissioners' Goal - CEC*

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.

	FY19	FY20	FY21	FY22	FY23
Target	98% in 2 days	99% in 1 day	99% in 1 day	99% in 1 day	99% in 1 day
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

## Goal 2 - Improve intergovernmental relations

### Objective 1 *Commissioners' Goal - ED, OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	6	6	6	6	6
Actual	6	N/A	-		
Status	✓	⊖	⊖		

## Goal 3 - Effectively manage the County's budget process

### Objective 1 *Commissioners' Goal - CAEE, OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	N/A	2nd May Meeting	2nd May Meeting	2nd May Meeting	2nd May Meeting
Actual	N/A	N/A	5/17/2021		
Status	⊖	⊖	✓		

### Objective 2 *Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	Achieve Award	Achieve Award	Achieve Award	Achieve Award
Actual	N/A	N/A	Achieved		
Status	⊖	⊖	✓		

## Goal 4 - Promote recycling in Rockingham County.

### Objective 1 *Commissioners' Goal - CAEE, OEE*

To serve as a good example for Rockingham County citizens, at least 21 tons/year of materials will be recycled at County Government buildings.

	FY19	FY20	FY21	FY22	FY23
Target	25	25	25	25	21
Actual	25	N/A	25.29		
Status	✓	⊖	✓		

## Goal 5 - Understand issues of importance to employees.

### Objective 1 *Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	6	6	6	6	6
Actual	8	N/A	3		
Status	✓	⊖	✗		

## Goal 6 - Promote economic development.

### Objective 1 *Commissioners' Goal - ED, ECON*

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.

	FY19	FY20	FY21	FY22	FY23
Target	4	4	4	4	4
Actual	4	N/A	4		
Status	✓	⊖	✓		

### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

OEE – Organizational Efficiency and Effectiveness

PS – Public Safety

CEC – Citizen Engagement / Communication

CAEE – County Appearance / Env. Enhancement

QL – Quality of Life

ED – Education

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	-	-	-	-	32,400	100%
Intergovernmental	19,915	28,000	28,000	26,000	26,000	-7%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	83,830	117,496	122,496	112,561	110,561	-6%
<b>TOTAL REVENUES</b>	<b>103,744</b>	<b>145,496</b>	<b>150,496</b>	<b>138,561</b>	<b>168,961</b>	<b>16%</b>
<b>EXPENSES</b>						
Salaries and Benefits	77,140	80,669	80,669	75,840	111,316	38%
Operating Expenses	23,906	64,827	69,827	62,721	57,645	-11%
Capital Outlay	2,698	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>103,744</b>	<b>145,496</b>	<b>150,496</b>	<b>138,561</b>	<b>168,961</b>	<b>16%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	1.00	1.00	1.00	1.00	1.425	43%

**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

*Commissioners' Goal - CEC, QL*

Produce and air at least 15 informational shows. These may include the Rockingham County Today and other news and event segment shows which highlights relevant issues and services that affect citizens' lives. Dropping the goal from 30 to 15 ensures that the PIO is producing high-quality (rather than high-quantity) content.

	FY19	FY20	FY21	FY22	FY23
Target	30	30	30	30	15
Actual	31	N/A	100		
Status	✓	⊖	✓		

### Objective 2

*Commissioners' Goal - CEC, OEE*

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).

	FY19	FY20	FY21	FY22	FY23
Target	98%	98%	98%	98%	98%
Actual	97.00%	N/A	N/A		
Status	✗	⊖	⊖		

### Objective 3

*Commissioners' Goal - CEC, QL*

To encourage citizen participation on volunteer boards, committees, and the Rockingham County Citizens Academy, the Public Information Office will create at least four campaigns per year promoting these opportunities.

	FY19	FY20	FY21	FY22	FY23
Target	4	8	8	4	4
Actual	8	N/A	10		
Status	✓	⊖	✓		

### Objective 4

*Commissioners' Goal - PS, CEC*

Create at least four campaigns per year encouraging participation in the county's volunteer rescue squads and fire departments.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	8	8	4	4
Actual	N/A	N/A	10		
Status	⊖	⊖	✓		

### Objective 5

*Commissioners' Goal - CEC, CAEE*

To increase awareness of the law and environmental impact of illegal littering and dumping as well as to highlight the benefits of keeping the County clean, the Public Information Office will produce 50 press releases, social media posts, or videos related to littering and environmental enhancement.

	FY19	FY20	FY21	FY22	FY23
Target	75	200	200	100	50
Actual	169	N/A	236		
Status	✓	⊖	✓		

### Objective 6

*Commissioners' Goal - CEC*

To ensure adequate distribution of County information, the Public Information Office will contact four different departments each quarter to discuss opportunities for sharing information to the public.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	16
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 7

*Commissioners' Goal - CEC*

The PIO will reinstate the Citizen of the Month award via the County website and social media. Each month where at least one qualified citizen is nominated, the PIO will choose a Citizen of the Month and will share their name and picture on social media and the PEG channel.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	100%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

## Goal 2 - Increase Social Media Engagement

### Objective 1

*Commissioners' Goal - CEC*

To increase engagement through Facebook, at least 50% of Facebook posts will reach 1,200 people.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	85%	50%
Actual	N/A	N/A	N/A		
Status	⊖	⊖	⊖		

### Objective 2

*Commissioners' Goal - CEC*

To increase engagement through Facebook, posts will average 50 likes.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	15	50
Actual	N/A	N/A	N/A		
Status	⊖	⊖	⊖		

### Objective 3

*Commissioners' Goal - CEC*

The Public Information Officer will reactivate the County Twitter account by December 31, 2022.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	12/31/2022
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Board of Commissioners' Goal Abbreviation

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# Safety and Risk Management

Dept ID: 06

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	98,090	107,859	107,859	112,885	112,460	4%
<b>TOTAL REVENUES</b>	<b>98,090</b>	<b>107,859</b>	<b>107,859</b>	<b>112,885</b>	<b>112,460</b>	<b>4%</b>
<b>EXPENSES</b>						
Salaries and Benefits	90,283	94,494	94,494	99,358	99,358	5%
Operating Expenses	7,808	13,365	13,365	13,527	13,102	-2%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>98,090</b>	<b>107,859</b>	<b>107,859</b>	<b>112,885</b>	<b>112,460</b>	<b>4%</b>
<b>EMPLOYEES</b>						
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

Dept ID: 07

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	387,163	423,034	424,588	559,583	440,958	4%
<b>TOTAL REVENUES</b>	<b>387,163</b>	<b>423,034</b>	<b>424,588</b>	<b>559,583</b>	<b>440,958</b>	<b>4%</b>
<b>EXPENSES</b>						
Salaries and Benefits	326,669	348,244	348,244	482,913	362,788	4%
Operating Expenses	60,493	74,790	76,344	76,670	78,170	5%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>387,163</b>	<b>423,034</b>	<b>424,588</b>	<b>559,583</b>	<b>440,958</b>	<b>4%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	4.00	4.00	4.00	6.00	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.

# Human Resources (Including Safety and Risk)

## Goal 1 - Provide a comprehensive and user friendly hiring process.

### Objective 1

Commissioners' Goal - OEE

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

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	97%	N/A	-		
Status	✓	⊖	✗		

### Objective 2

Commissioners' Goal - OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	N/A	N/A	-		
Status	⊖	⊖	✗		

### Objective 3

Commissioners' Goal - ED, QL

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

	FY19	FY20	FY21	FY22	FY23
Target	3	3	3	3	3
Actual	4	N/A	-		
Status	✓	⊖	⊖		

### Objective 4

Commissioners' Goal - ED, QL

Host or participate in at least one job fair each quarter to attract and recruit employees to Rockingham County.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	4
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

## Goal 2 - Promote healthy Rockingham County employees.

### Objective 1

Commissioners' Goal - OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	20	20	10	10	10
Actual	20	N/A	22		
Status	✓	⊖	✓		

### Objective 2

Commissioners' Goal - OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	150	200	200	200	200
Actual	174	N/A	> 200		
Status	✓	⊖	✓		

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

### Objective 1

Commissioners' Goal - OEE, PS

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.

	FY19	FY20	FY21	FY22	FY23
Target	50%	50%	50%	50%	50%
Actual	67%	N/A	-		
Status	✓	⊖	⊖		

### Objective 2

Commissioners' Goal - OEE, PS

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

	FY19	FY20	FY21	FY22	FY23
Target	90%	90%	90%	90%	90%
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

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ED – Education

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	648,793	706,144	717,616	750,523	752,523	7%
<b>TOTAL REVENUES</b>	<b>648,793</b>	<b>706,144</b>	<b>717,616</b>	<b>750,523</b>	<b>752,523</b>	<b>7%</b>
<b>EXPENSES</b>						
Salaries and Benefits	593,013	626,322	626,322	639,907	639,907	2%
Operating Expenses	55,780	79,822	91,294	110,616	112,616	41%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>648,793</b>	<b>706,144</b>	<b>717,616</b>	<b>750,523</b>	<b>752,523</b>	<b>7%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	8.00	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** *Commissioners' Goal - OEE*  
Achieve at least 99.5 percent accuracy for all checks issued for the payment of invoices.

	FY19	FY20	FY21	FY22	FY23
Target	99.5%	99.5%	99.5%	99.5%	99.5%
Actual	99.6%	N/A	99.2%		
Status	✓	⊖	✗		

**Objective 2** *Commissioners' Goal - OEE*  
Achieve at least 97 percent accuracy for all employee payments. This measures the number of manual checks written due to Finance error.

	FY19	FY20	FY21	FY22	FY23
Target	99.5%	95%	95%	95%	97%
Actual	99.0%	N/A	98.5%		
Status	✗	⊖	✓		

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

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

	FY19	FY20	FY21	FY22	FY23
Target	Receive Award	Receive Award	Receive Award	Receive Award	Receive Award
Actual	Award received	N/A	Received		
Status	✓	⊖	✓		

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

**Objective 1** *Commissioners' Goal - OEE*  
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.

	FY19	FY20	FY21	FY22	FY23
Target	20	20	20	20	20
Actual	87	N/A	> 20		
Status	✓	⊖	✓		

**Objective 2** *Commissioners' Goal - OEE*  
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.

	FY19	FY20	FY21	FY22	FY23
Target	100% in 5 days	100% in 5 days	100% in 5 days	100% in 5 days	100% in 5 days
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

## Goal 4 - Ensure competitive and fair purchasing practices.

**Objective 1** *Commissioners' Goal - OEE*  
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.

	FY19	FY20	FY21	FY22	FY23
Target	100%	100%	100%	100%	100%
Actual	100%	N/A	92%		
Status	✓	⊖	✗		

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	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	119,110	117,885	117,885	120,000	120,000	2%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	5,186	3,000	3,000	4,000	4,000	33%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	466,479	455,000	455,000	468,000	453,000	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	1,133,997	1,295,129	1,315,940	1,357,519	1,311,544	1%
<b>TOTAL REVENUES</b>	<b>1,724,771</b>	<b>1,871,014</b>	<b>1,891,825</b>	<b>1,949,519</b>	<b>1,888,544</b>	<b>1%</b>
<b>EXPENSES</b>						
Salaries and Benefits	1,296,722	1,410,778	1,375,778	1,419,290	1,358,315	-4%
Operating Expenses	428,049	460,236	516,047	530,229	530,229	15%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>1,724,771</b>	<b>1,871,014</b>	<b>1,891,825</b>	<b>1,949,519</b>	<b>1,888,544</b>	<b>1%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	23.00	23.00	23.00	23.00	22.00	-4%

**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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	1,735	-	1,320,001	200,000	200,000	100%
<b>TOTAL REVENUES</b>	<b>1,735</b>	<b>-</b>	<b>1,320,001</b>	<b>200,000</b>	<b>200,000</b>	<b>100%</b>
<b>EXPENSES</b>						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	1,735	-	1,320,001	200,000	200,000	100%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>1,735</b>	<b>-</b>	<b>1,320,001</b>	<b>200,000</b>	<b>200,000</b>	<b>100%</b>

## 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

Commissioners' Goal - OEE

Collect at least 98.35 percent of the Fiscal Year 2022/23 non-motor vehicle levy.

	FY19	FY20	FY21	FY22	FY23
Target	98.1%	98.2%	98.2%	98.3%	98.35%
Actual	98.4%	N/A	98.43%		
Status	✓	⊖	✓		

### Objective 2

Commissioners' Goal - OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	35%	35%	35%	35%	35%
Actual	36.00%	N/A	37%		
Status	✓	⊖	✓		

## Goal 2 - Provide quality customer service to taxpayers.

### Objective 1

Commissioners' Goal - CEC, OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	8/1/2018	8/1/2019	8/1/2020	8/1/2021	8/1/2022
Actual	7/24/2018	N/A	7/28/2020		
Status	✓	⊖	✓		

### Objective 2

Commissioners' Goal - OEE

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

	FY19	FY20	FY21	FY22	FY23
Target	99.5%	99.5%	99.5%	99.5%	99.5%
Actual	99.7%	N/A	99.9%		
Status	✓	⊖	✓		

## Goal 3 - Maintain accurate property records.

### Objective 1

Commissioners' Goal - OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	98%	99%	99%	99%	99% by March 1
Actual	100.0%	N/A	100%		
Status	✓	⊖	✓		

### Objective 2

Commissioners' Goal - OEE

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, 2023.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	5/1/2020	5/1/2021	5/1/2022	5/1/2023
Actual	N/A	N/A	4/19/2021		
Status	⊖	⊖	✓		

### Objective 3

Commissioners' Goal - OEE

Complete at least 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.

	FY19	FY20	FY21	FY22	FY23
Target	98%	98%	98%	98%	98% by April 1
Actual	99.30%	N/A	98%		
Status	✓	⊖	✓		

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QL – Quality of Life

ED – Education

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	243,403	293,093	293,093	307,590	302,590	3%
<b>TOTAL REVENUES</b>	<b>243,403</b>	<b>293,093</b>	<b>293,093</b>	<b>307,590</b>	<b>302,590</b>	<b>3%</b>
<b>EXPENSES</b>						
Salaries and Benefits	236,791	259,951	259,951	274,075	274,075	5%
Operating Expenses	6,612	33,142	33,142	33,515	28,515	-14%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>243,403</b>	<b>293,093</b>	<b>293,093</b>	<b>307,590</b>	<b>302,590</b>	<b>3%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	3.40	3.00	3.00	3.00	3.00	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 *Commissioners' Goal - OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95% in 5 days
Actual	88%	N/A	95%		
Status	✗	⊖	✓		

### Objective 2 *Commissioners' Goal - OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	95%	98%	98%	98%	98%
Actual	No survey	N/A	98%		
Status	⊖	⊖	✓		

### Objective 3 *Commissioners' Goal - OEE*

At least once a year, Legal will provide updates to department heads regarding relevant law changes and other legal matters.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	1
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

## Goal 2 - Support Economic Development and Tourism Development Authority activities.

### Objective 1 *Commissioners' Goal - ECON, OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	90%	100%	100%	100%	100% in 3 days
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

OEE – Organizational Efficiency and Effectiveness

PS – Public Safety

CEC – Citizen Engagement / Communication

CAEE – County Appearance / Env. Enhancement

QL – Quality of Life

ED – Education

# Elections

Dept ID: 19

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	-	42,183	42,183	-	-	-100%
Intergovernmental	232,333	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	311,673	400,026	456,776	625,764	592,139	48%
<b>TOTAL REVENUES</b>	<b>544,006</b>	<b>442,209</b>	<b>498,959</b>	<b>625,764</b>	<b>592,139</b>	<b>34%</b>
<b>EXPENSES</b>						
Salaries and Benefits	328,572	296,548	310,748	327,760	327,760	11%
Operating Expenses	179,638	145,661	131,461	189,004	179,379	23%
Capital Outlay	35,796	-	56,750	109,000	85,000	100%
<b>TOTAL EXPENSES</b>	<b>544,006</b>	<b>442,209</b>	<b>498,959</b>	<b>625,764</b>	<b>592,139</b>	<b>34%</b>
<b>EMPLOYEES</b>						
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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	829,144	595,000	595,000	645,000	670,000	13%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	(319,099)	(43,532)	(40,336)	(52,858)	(97,858)	125%
<b>TOTAL REVENUES</b>	<b>510,045</b>	<b>551,468</b>	<b>554,664</b>	<b>592,142</b>	<b>572,142</b>	<b>4%</b>
<b>EXPENSES</b>						
Salaries and Benefits	423,732	452,224	452,224	471,624	471,624	4%
Operating Expenses	84,175	99,244	96,269	120,518	100,518	1%
Capital Outlay	2,138	-	6,171	-	-	0%
<b>TOTAL EXPENSES</b>	<b>510,045</b>	<b>551,468</b>	<b>554,664</b>	<b>592,142</b>	<b>572,142</b>	<b>4%</b>
<b>EMPLOYEES</b>						
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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	50,522	30,000	30,000	30,000	30,000	0%
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	(769)	-	29,896	-	-	0%
<b>TOTAL REVENUES</b>	<b>49,754</b>	<b>30,000</b>	<b>59,896</b>	<b>30,000</b>	<b>30,000</b>	<b>0%</b>
<b>EXPENSES</b>						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	49,754	30,000	59,896	30,000	30,000	0%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>49,754</b>	<b>30,000</b>	<b>59,896</b>	<b>30,000</b>	<b>30,000</b>	<b>0%</b>

## 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

Commissioners' Goal - OEE

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

	FY19	FY20	FY21	FY22	FY23
Target	6	4	4	4	4
Actual	-	N/A	2.5		
Status	✗	⊖	✗		

### Objective 2

Commissioners' Goal - QL, OEE, ECON

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.

	FY19	FY20	FY21	FY22	FY23
Target	100%	100%	100%	100%	100% in 24 hours
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

### Objective 3

Commissioners' Goal - OEE, ECON

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.

	FY19	FY20	FY21	FY22	FY23
Target	100%	100%	100%	100%	100% in 30 days
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

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

### Objective 1

Commissioners' Goal - QL, OEE

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).

	FY19	FY20	FY21	FY22	FY23
Target	700	725	500	500	500
Actual	834	N/A	375		
Status	✓	⊖	✗		

### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

OEE – Organizational Efficiency and Effectiveness

PS – Public Safety

CEC – Citizen Engagement / Communication

CAEE – County Appearance / Env. Enhancement

QL – Quality of Life

ED – Education

# Information Technology

Dept ID: 28

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	2,039,780	2,795,408	8,960,614	3,650,698	2,790,631	0%
<b>TOTAL REVENUES</b>	<b>2,039,780</b>	<b>2,795,408</b>	<b>8,960,614</b>	<b>3,650,698</b>	<b>2,790,631</b>	<b>0%</b>
<b>EXPENSES</b>						
Salaries and Benefits	948,068	1,032,514	1,032,514	1,066,709	1,031,692	0%
Operating Expenses	834,312	988,794	6,868,179	1,308,739	1,308,689	32%
Capital Outlay	257,400	294,100	579,921	370,000	370,000	26%
Capital Outlay - CIP		480,000	480,000	905,250	80,250	-83%
<b>TOTAL EXPENSES</b>	<b>2,039,780</b>	<b>2,795,408</b>	<b>8,960,614</b>	<b>3,650,698</b>	<b>2,790,631</b>	<b>0%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	12.00	12.00	12.00	12.00	11.575	-4%

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	155	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	203,270	213,723	213,723	216,591	216,591	1%
<b>TOTAL REVENUES</b>	<b>203,425</b>	<b>213,723</b>	<b>213,723</b>	<b>216,591</b>	<b>216,591</b>	<b>1%</b>
<b>EXPENSES</b>						
Salaries and Benefits	135,799	142,620	142,620	143,145	143,145	0%
Operating Expenses	67,626	71,103	71,103	73,446	73,446	3%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>203,425</b>	<b>213,723</b>	<b>213,723</b>	<b>216,591</b>	<b>216,591</b>	<b>1%</b>
<b>EMPLOYEES</b>						
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 *Commissioners' Goal - OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	90% in 1 day	90% in 1 day	95% in 2 days	95% in 2 days	95% in 2 days
Actual	94%	N/A	95%		
Status	✓	⊖	✓		

### Objective 2 *Commissioners' Goal - OEE*

Contact helpdesk customers with priority 3 and 4 incidents (break/fix) within 2 business days of initial request at least 95 percent of the time.

	FY19	FY20	FY21	FY22	FY23
Target	90%	93%	93%	93%	95% in 2 days
Actual	94%	N/A	99%		
Status	✓	⊖	✓		

### Objective 3 *Commissioners' Goal - OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	90% in 5 days	92% in 5 days	92% in 5 days	92% in 5 days	92% in 5 days
Actual	91.0%	N/A	91.0%		
Status	✓	⊖	✗		

### Objective 4 *Commissioners' Goal - OEE*

At least 95 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.

	FY19	FY20	FY21	FY22	FY23
Target	90%	93%	93%	93%	95%
Actual	97%	N/A	98%		
Status	✓	⊖	✓		

## Goal 2 - Focus on increasing the use of GIS (Geographic Information System) resources and improving operational capabilities.

### Objective 1 *Commissioners' Goal - CEC, OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	90%	93%	93%	93%	93% in 5 days
Actual	96.00%	N/A	96.50%		
Status	✓	⊖	✓		

### Objective 2 *Commissioners' Goal - ECON, OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	90%	93%	93%	93%	93% in 4 days
Actual	94.0%	N/A	96.0%		
Status	✓	⊖	✓		

## Goal 3 - Promote internships to Rockingham County students.

### Objective 1 *Commissioners' Goal - ED, OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	1	1	1	1	1
Actual	1	N/A	-		
Status	✓	⊖	⊖		

### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

OEE – Organizational Efficiency and Effectiveness

PS – Public Safety

CEC – Citizen Engagement / Communication

CAEE – County Appearance / Env. Enhancement

QL – Quality of Life

ED – Education

# Engineering and Public Utilities

Dept ID: 34

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	103,912	100,000	100,000	115,000	115,000	15%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	20,838	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	1,828,028	3,227,533	3,717,399	5,961,969	4,013,623	24%
<b>TOTAL REVENUES</b>	<b>1,952,778</b>	<b>3,327,533</b>	<b>3,817,399</b>	<b>6,076,969</b>	<b>4,128,623</b>	<b>24%</b>
<b>EXPENSES</b>						
Salaries and Benefits	677,910	762,315	762,315	808,112	805,716	6%
Operating Expenses	1,059,364	1,158,402	1,137,731	1,865,220	1,580,040	36%
Capital Outlay	215,504	129,316	637,175	663,109	237,974	84%
Capital Outlay - CIP	-	1,277,500	1,280,178	2,740,528	1,504,893	18%
<b>TOTAL EXPENSES</b>	<b>1,952,778</b>	<b>3,327,533</b>	<b>3,817,399</b>	<b>6,076,969</b>	<b>4,128,623</b>	<b>24%</b>
<b>EMPLOYEES</b>						
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 *Commissioners' Goal - OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	3%	5%	5%	5%	5%
Actual	3.60%	N/A	6%		
Status	✓	⊖	✓		

## Goal 2 - Provide prompt service to Public Building work orders.

### Objective 1 *Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	85% in 3 days	85% in 4 days	75% in 4 days	75% in 4 days	75% in 4 days
Actual	72%	N/A	71%		
Status	✗	⊖	✗		

### Objective 2 *Commissioners' Goal - OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	96%	N/A	98.5%		
Status	✓	⊖	✓		

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

### Objective 1 *Commissioners' Goal - CAEE, PS, OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	85%	90%	80%	80%	80% in 20 days
Actual	71%	N/A	75%		
Status	✗	⊖	✗		

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

### Objective 1 *Commissioners' Goal - PS*

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.

	FY19	FY20	FY21	FY22	FY23
Target	100% in 10 days	100% in 3 days	100% in 3 days	100% in 3 days	100% in 3 days
Actual	N/A	N/A	-		
Status	⊖	⊖	✓		

### Board of Commissioners' Goal Abbreviation

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QL – Quality of Life

ED – Education

# Non-Departmental

Dept ID: 36

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	2,930,122	3,195,000	12,545,065	3,620,000	5,186,485	62%
<b>TOTAL REVENUES</b>	<b>2,930,122</b>	<b>3,195,000</b>	<b>12,545,065</b>	<b>3,620,000</b>	<b>5,186,485</b>	<b>62%</b>
<b>EXPENSES</b>						
Salaries and Benefits	2,248,464	3,131,000	3,450,000	3,560,000	5,126,485	64%
Operating Expenses	279,762	64,000	8,989,625	60,000	60,000	-6%
Capital Outlay	401,896	-	105,440	-	-	0%
<b>TOTAL EXPENSES</b>	<b>2,930,122</b>	<b>3,195,000</b>	<b>12,545,065</b>	<b>3,620,000</b>	<b>5,186,485</b>	<b>62%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	9,338,128	5,134,524	5,209,289	5,178,071	6,833,427	33%
<b>TOTAL REVENUES</b>	<b>9,338,128</b>	<b>5,134,524</b>	<b>5,209,289</b>	<b>5,178,071</b>	<b>6,833,427</b>	<b>33%</b>
<b>EXPENSES</b>						
To Capital Reserve Fund	8,358,588	4,130,759	4,697,015	4,451,507	4,467,966	8%
To Capital Project Fund	22,500	-	-	-	-	0%
To 911 Fund	-	-	8,509	-	-	0%
To Insurance Fund	42,989	500,000	-	-	-	-100%
To FSA Fund	25,000	-	-	-	-	0%
To Debt Service Fund	417,137	135,553	135,553	132,747	1,960,401	1346%
To Water Fund	284,722	210,022	210,022	351,995	183,238	-13%
To Sewer Fund	187,192	158,190	158,190	241,822	221,822	40%
<b>TOTAL EXPENSES</b>	<b>9,338,128</b>	<b>5,134,524</b>	<b>5,209,289</b>	<b>5,178,071</b>	<b>6,833,427</b>	<b>33%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	221,823	250,000	350,000	40%
<b>TOTAL REVENUES</b>	-	<b>250,000</b>	<b>221,823</b>	<b>250,000</b>	<b>350,000</b>	<b>40%</b>
<b>EXPENSES</b>						
Contingency	-	250,000	221,823	250,000	350,000	40%
<b>TOTAL EXPENSES</b>	-	<b>250,000</b>	<b>221,823</b>	<b>250,000</b>	<b>350,000</b>	<b>40%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	4,345,459	4,772,997	4,772,997	4,933,011	4,933,011	3%
Intergovernmental	572	-	319,421	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	1,050	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	2,519,911	3,149,950	3,150,750	3,539,896	3,602,597	14%
<b>TOTAL REVENUES</b>	<b>6,866,992</b>	<b>7,922,947</b>	<b>8,243,168</b>	<b>8,472,907</b>	<b>8,535,608</b>	<b>8%</b>
<b>EXPENSES</b>						
Salaries and Benefits	4,697,344	5,319,989	5,228,330	5,532,901	5,532,901	4%
Operating Expenses	1,605,085	2,092,499	2,498,859	2,226,109	2,216,348	6%
Capital Outlay	564,563	510,459	515,979	713,897	786,359	54%
<b>TOTAL EXPENSES</b>	<b>6,866,992</b>	<b>7,922,947</b>	<b>8,243,168</b>	<b>8,472,907</b>	<b>8,535,608</b>	<b>8%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	68.00	68.00	68.00	68.00	68.00	0%

## 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** *Commissioners' Goal - PS, OEE*  
Achieve a high staff uptime by losing no more than 3 percent of work time due to workplace incidents.

	FY19	FY20	FY21	FY22	FY23
Target	< 3%	< 3%	< 3%	< 3%	< 3%
Actual	N/A	N/A	N/A		
Status	⊖	⊖	✗		

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

**Objective 1** *Commissioners' Goal - PS, OEE*  
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.

	FY19	FY20	FY21	FY22	FY23
Target	< 1%	< 1%	< 2%	< 2%	< 2%
Actual	1.30%	N/A	1.97%		
Status	✗	⊖	✓		

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

**Objective 1** *Commissioners' Goal - PS, OEE*  
Maintain a response time of 12 minutes or less for emergency calls at least 85 percent of the time.

	FY19	FY20	FY21	FY22	FY23
Target	85% < 12 mins	85% < 12 mins	85% < 12 mins	85% < 12 mins	85% < 12 mins
Actual	82.00%	N/A	75.8%		
Status	✗	⊖	✗		

**Objective 2** *Commissioners' Goal - PS, OEE*  
Maintain a response time of 18 minutes or less for non-emergency calls at least 90 percent of the time.

	FY19	FY20	FY21	FY22	FY23
Target	90% < 18 mins	90% < 18 mins	90% < 18 mins	90% < 18 mins	90% < 18 mins
Actual	92.00%	N/A	90.5%		
Status	✓	⊖	✓		

**Objective 3** *Commissioners' Goal - PS, OEE*  
Maintain a chute time response of 1 minute or less on all emergency calls at least 90 percent of the time.

	FY19	FY20	FY21	FY22	FY23
Target	90% < 1 min	90% < 1 min	90% < 1 min	90% < 1 min	90% < 1 min
Actual	91%	N/A	90.39%		
Status	✓	⊖	✓		

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

**Objective 1** *Commissioners' Goal - PS*  
Achieve a 75 percent or greater rate for successful advanced airway procedures.

	FY19	FY20	FY21	FY22	FY23
Target	75%	75%	75%	75%	75%
Actual	79%	N/A	76.09%		
Status	✓	⊖	✓		

## Goal 5 - Educate the public on proper emergency medical care.

**Objective 1** *Commissioners' Goal - PS, CAEE*  
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.

	FY19	FY20	FY21	FY22	FY23
Target	> 10 classes > 500 people	> 10 classes > 500 people	> 10 classes > 500 people	> 10 classes > 500 people	> 10 classes > 500 people
Actual	16 classes 1,038 people	N/A	-		
Status	✓	⊖	⊖		

### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

OEE – Organizational Efficiency and Effectiveness

PS – Public Safety

CEC – Citizen Engagement / Communication

CAEE – County Appearance / Env. Enhancement

QL – Quality of Life

ED – Education

# Fire Marshal

Dept ID: 4020

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	1,625	1,500	1,500	-	1,500	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	1,000	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	292,065	328,739	332,361	432,481	384,599	17%
<b>TOTAL REVENUES</b>	<b>293,690</b>	<b>330,239</b>	<b>334,861</b>	<b>432,481</b>	<b>386,099</b>	<b>17%</b>
<b>EXPENSES</b>						
Salaries and Benefits	186,753	222,778	222,778	234,360	237,875	7%
Operating Expenses	90,673	98,771	103,822	106,846	106,846	8%
Capital Outlay	16,263	8,690	8,261	91,275	41,378	376%
<b>TOTAL EXPENSES</b>	<b>293,690</b>	<b>330,239</b>	<b>334,861</b>	<b>432,481</b>	<b>386,099</b>	<b>17%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	3.00	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

## Goal 1 - 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

### Objective 1

Commissioners' Goal - PS

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

	FY19	FY20	FY21	FY22	FY23
Target	N/A	90%	90%	90%	90% in 30 min
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

## Goal 2 - Mitigate fire risk in structures in the community.

### Objective 1

Commissioners' Goal - PS

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

	FY19	FY20	FY21	FY22	FY23
Target	80%	85%	85%	85%	85%
Actual	100.0%	N/A	100%		
Status	✓	⊖	✓		

## Goal 3 - Educate the community on dangers of fire.

### Objective 1

Commissioners' Goal - CEC, PS

Conduct at least 20 educational outreach programs or events each quarter on the dangers of fire and the importance of fire prevention.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	80
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

## Goal 4 - Effectively investigate arson cases.

### Objective 1

Commissioners' Goal - PS

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.

	FY19	FY20	FY21	FY22	FY23
Target	100%	100%	100%	100%	100%
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

OEE – Organizational Efficiency and Effectiveness

PS – Public Safety

CEC – Citizen Engagement / Communication

CAEE – County Appearance / Env. Enhancement

QL – Quality of Life

ED – Education

# Emergency Management

Dept ID: 4025

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	-	-	-	-	-	0%
Intergovernmental	50,216	53,000	119,295	65,948	65,948	24%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	161,751	93,825	126,873	219,486	194,486	100%
<b>TOTAL REVENUES</b>	<b>211,967</b>	<b>146,825</b>	<b>246,168</b>	<b>285,434</b>	<b>260,434</b>	<b>77%</b>
<b>EXPENSES</b>						
Salaries and Benefits	75,300	76,778	76,778	82,989	82,989	8%
Operating Expenses	57,272	70,047	150,570	85,990	85,990	23%
Capital Outlay	79,394	-	18,820	116,455	91,455	100%
<b>TOTAL EXPENSES</b>	<b>211,967</b>	<b>146,825</b>	<b>246,168</b>	<b>285,434</b>	<b>260,434</b>	<b>77%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	1.00	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 *Commissioners' Goal - OEE, PS*

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

	FY19	FY20	FY21	FY22	FY23
Target	N/A	90%	90%	90%	90% in 30 mins
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

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

### Objective 1 *Commissioners' Goal - PS*

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.

	FY19	FY20	FY21	FY22	FY23
Target	3	5	5	5	5
Actual	9	N/A	11		
Status	✓	⊖	✓		

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

### Objective 1 *Commissioners' Goal - CEC, ED, PS*

Provide at least 2 outreach efforts each quarter that educate the public on emergency preparedness and disaster planning.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	8
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

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QL – Quality of Life

ED – Education

# 911 Communications

Dept ID: 4030

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	9,436	9,436	9,436	9,476	9,476	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	1,770,638	2,024,721	2,050,941	2,315,342	2,327,130	15%
<b>TOTAL REVENUES</b>	<b>1,780,074</b>	<b>2,034,157</b>	<b>2,060,377</b>	<b>2,324,818</b>	<b>2,336,606</b>	<b>15%</b>
<b>EXPENSES</b>						
Salaries and Benefits	1,577,088	1,843,858	1,808,133	1,962,736	1,972,024	7%
Operating Expenses	197,474	190,299	246,623	208,977	211,477	11%
Capital Outlay	5,512	-	5,621	153,105	153,105	100%
<b>TOTAL EXPENSES</b>	<b>1,780,074</b>	<b>2,034,157</b>	<b>2,060,377</b>	<b>2,324,818</b>	<b>2,336,606</b>	<b>15%</b>
<b>EMPLOYEES</b>						
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** *Commissioners' Goal - OEE, PS*  
Answer at least 97 percent of all incoming 911 calls within 10 seconds.

	FY19	FY20	FY21	FY22	FY23
Target	97%	97%	97%	97%	97% in 10 sec
Actual	96%	N/A	96.15%		
Status	✗	⊖	✗		

**Objective 2** *Commissioners' Goal - OEE, PS*  
Answer at least 97 percent of all administrative calls within 10 seconds.

	FY19	FY20	FY21	FY22	FY23
Target	97%	97%	97%	97%	97% in 10 sec
Actual	97.00%	N/A	98.15%		
Status	✓	⊖	✓		

**Objective 3** *Commissioners' Goal - OEE, PS*  
Dispatch at least 93 percent of all emergent calls for service within 90 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).

	FY19	FY20	FY21	FY22	FY23
Target	90% < 90 sec	93% < 90 sec	93% < 90 sec	93% < 90 sec	93% < 90 sec
Actual	96% < 90 sec	N/A	93.7%		
Status	✓	⊖	✓		

**Objective 4** *Commissioners' Goal - OEE, PS*  
Dispatch at least 99 percent of all emergent calls 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).

	FY19	FY20	FY21	FY22	FY23
Target	99% < 120 sec	99% < 120 sec	99% < 120 sec	99% < 120 sec	99% < 120 sec
Actual	99% < 120 sec	N/A	97.4%		
Status	✓	⊖	✗		

## Goal 2 - Accurately handle and dispatch calls.

**Objective 1** *Commissioners' Goal - OEE, PS*  
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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	91.00%	N/A	84.03%		
Status	✗	⊖	✗		

**Objective 2** *Commissioners' Goal - OEE, PS*  
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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	73.00%	N/A	85.9%		
Status	✗	⊖	✗		

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

**Objective 1** *Commissioners' Goal - OEE, PS*  
Maintain a ratio of substantiated complaints to number of calls for service of less than 1 complaint per every 8,000 calls.

	FY19	FY20	FY21	FY22	FY23
Target	1 per 8,000	1 per 8,000	1 per 8,000	1 per 8,000	1 per 8,000
Actual	1 per 14,357	N/A	1:9,031		
Status	✓	⊖	✓		

### Board of Commissioners' Goal Abbreviation

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ED – Education

# Emergency Services - Administration

Dept ID: 4035

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	177,412	195,557	196,157	212,593	212,093	8%
<b>TOTAL REVENUES</b>	<b>177,412</b>	<b>195,557</b>	<b>196,157</b>	<b>212,593</b>	<b>212,093</b>	<b>8%</b>
<b>EXPENSES</b>						
Salaries and Benefits	122,787	127,307	127,307	137,444	137,444	8%
Operating Expenses	53,176	68,250	68,850	75,149	74,649	9%
Capital Outlay	1,449	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>177,412</b>	<b>195,557</b>	<b>196,157</b>	<b>212,593</b>	<b>212,093</b>	<b>8%</b>
<b>EMPLOYEES</b>						
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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	92,000	100,000	100,000	100,000	100,000	0%
<b>TOTAL REVENUES</b>	<b>92,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0%</b>
<b>EXPENSES</b>						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	92,000	100,000	100,000	100,000	100,000	0%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>92,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0%</b>

## DEPARTMENT PURPOSE

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

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	286,672	372,000	372,000	370,916	294,916	-21%
Intergovernmental	279,433	244,109	381,867	259,124	279,124	14%
Licenses & Permits	139,095	88,000	88,000	70,000	103,000	17%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	20,530	-	42,718	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	7,088,271	8,375,010	8,409,621	10,297,078	9,825,438	17%
<b>TOTAL REVENUES</b>	<b>7,814,001</b>	<b>9,079,119</b>	<b>9,294,206</b>	<b>10,997,118</b>	<b>10,502,478</b>	<b>16%</b>
<b>EXPENSES</b>						
Salaries and Benefits	6,259,853	7,425,122	7,333,754	7,847,843	7,587,845	2%
Operating Expenses	1,121,090	1,257,594	1,364,222	1,267,267	1,335,802	6%
Capital Outlay	433,059	396,403	596,230	1,882,008	1,578,831	298%
<b>TOTAL EXPENSES</b>	<b>7,814,001</b>	<b>9,079,119</b>	<b>9,294,206</b>	<b>10,997,118</b>	<b>10,502,478</b>	<b>16%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	98.00	98.00	98.00	99.00	95.00	-3%

## 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

Commissioners' Goal - OEE

Process at least 98 percent of purchase permit applications received through Permitium online gun permit system within 14 days of receipt of application.

	FY19	FY20	FY21	FY22	FY23
Target	97%	97%	97%	97%	98% in 14 days
Actual	99%	N/A	99.7%		
Status	✓	⊖	✓		

## Goal 2 - Minimize the cost of workplace incidents.

### Objective 1

Commissioners' Goal - OEE

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).

	FY19	FY20	FY21	FY22	FY23
Target	1%	0.5%	0.5%	0.5%	0.5%
Actual	0.12%	N/A	0.40%		
Status	✓	⊖	✓		

## Goal 3 - Effective service of civil process.

### Objective 1

Commissioners' Goal - OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	93%	93%	93%	93%	93% in 45 days
Actual	92%	N/A	94%		
Status	✗	⊖	✓		

## Goal 4 - Effective community outreach.

### Objective 1

Commissioners' Goal - ED, OEE

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

	FY19	FY20	FY21	FY22	FY23
Target	3	3	1	1	1
Actual	3	N/A	1		
Status	✓	⊖	✓		

### Objective 2

Commissioners' Goal - ED, OEE, CAEE

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

	FY19	FY20	FY21	FY22	FY23
Target	2	2	2	2	2
Actual	7	N/A	4		
Status	✓	⊖	✓		

## Goal 5 - Effective evidence management.

### Objective 1

Commissioners' Goal - PS, OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	-	-	-	-	-
Actual	-	N/A	-		
Status	✓	⊖	✓		

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

### Objective 1

Commissioners' Goal - PS, OEE

At least 97% percent of unsecured/secured bond amounts issued by judges will adhere to the bond policy.

	FY19	FY20	FY21	FY22	FY23
Target	90%	95%	95%	95%	97%
Actual	99%	N/A	99.9%		
Status	✓	⊖	✓		

### Objective 2

Commissioners' Goal - PS, OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	99%	99%	99%	99%	99%
Actual	99.0%	N/A	100%		
Status	✓	⊖	✓		

### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

OEE – Organizational Efficiency and Effectiveness

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CAEE – County Appearance / Env. Enhancement

QL – Quality of Life

ED – Education



# Sheriff - Detectives

## Goal 1 - Effectively investigate crime.

### Objective 1

*Commissioners' Goal - PS, OEE*

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%.

	FY19	FY20	FY21	FY22	FY23
Target	Exceed state avg	Exceed state avg	Exceed state avg	Exceed state avg	Exceed state avg
Actual	86%	N/A	93%		
Status	✓	⊖	✓		

### Objective 2

*Commissioners' Goal - PS, OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	95%	95%	95%	95%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

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# Sheriff - Road Patrol

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

### Objective 1 *Commissioners' Goal - PS*

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

	FY19	FY20	FY21	FY22	FY23
Target	14	14	14	14	14
Actual	24	N/A	-		
Status	✓	⊖	✗		

### Objective 2 *Commissioners' Goal - PS, OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	1 : 400,000	1 : 600,000	1 : 600,000	1 : 600,000	1 : 600,000
Actual	1 : 929,825	N/A	0 : 797,023		
Status	✓	⊖	✓		

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

### Objective 1 *Commissioners' Goal - PS, CEC*

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.

	FY19	FY20	FY21	FY22	FY23
Target	100%	100%	100%	100%	100%
Actual	100%	N/A	0%		
Status	✓	⊖	⊖		

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

### Objective 1 *Commissioners' Goal - PS, ED*

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 strategies.

	FY19	FY20	FY21	FY22	FY23
Target	150	250	100	100	100
Actual	329	N/A	-		
Status	✓	⊖	⊖		

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

### Objective 1 *Commissioners' Goal - OEE, PS*

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.

	FY19	FY20	FY21	FY22	FY23
Target	125	125	125	125	125
Actual	142	N/A	120		
Status	✓	⊖	✗		

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# Sheriff - Jail

Dept ID: 4320

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	539,392	603,000	603,000	603,000	503,000	-17%
Intergovernmental	-	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	3,188,425	4,155,756	4,307,719	4,721,067	4,759,700	15%
<b>TOTAL REVENUES</b>	<b>3,727,817</b>	<b>4,763,756</b>	<b>4,915,719</b>	<b>5,329,067</b>	<b>5,267,700</b>	<b>11%</b>
<b>EXPENSES</b>						
Salaries and Benefits	2,298,106	3,138,070	3,138,070	3,604,944	3,594,179	15%
Operating Expenses	1,421,526	1,558,110	1,559,610	1,610,321	1,604,241	3%
Capital Outlay	8,185	67,576	218,039	113,802	69,280	3%
<b>TOTAL EXPENSES</b>	<b>3,727,817</b>	<b>4,763,756</b>	<b>4,915,719</b>	<b>5,329,067</b>	<b>5,267,700</b>	<b>11%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	46.40	50.00	50.00	50.00	53.00	6%

## 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 *Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	92%	90%	90%	90%	90%
Actual	71.0%	N/A	95%		
Status	✗	⊖	✓		

### Objective 2 *Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	95%	95%	95%	95%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

## Goal 2 - Ensure proper and efficient transportation of inmates.

### Objective 1 *Commissioners' Goal - OEE, PS*

At least 92 percent of mental health transports will be conducted by certified detention staff or sworn detention staff.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	90%	90%	90%	92%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

### Objective 2 *Commissioners' Goal - OEE, PS*

At least 92 percent of hospital transports will be performed by sworn detention officers.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	90%	90%	92%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

### Objective 3 *Commissioners' Goal - OEE, PS*

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.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	92%	95%	95%	95%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

## Goal 3 - Preserve officer and inmate safety.

### Objective 1 *Commissioners' Goal - OEE, PS*

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.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	1:1,000	1:1,000	1:1,000	1:1,000
Actual	N/A	N/A	1:2,779		
Status	⊖	⊖	✓		

### Objective 2 *Commissioners' Goal - OEE, PS*

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

	FY19	FY20	FY21	FY22	FY23
Target	N/A	1:1,000	1:1,000	1:1,000	1:1,000
Actual	N/A	N/A	-		
Status	⊖	⊖	✓		

## Goal 4 - Generate revenue with unused Jail bed space.

### Objective 1 *Commissioners' Goal - OEE, PS*

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.

	FY19	FY20	FY21	FY22	FY23
Target	20	20	15	20	20
Actual	22.00	N/A	13.5		
Status	✓	⊖	✗		

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# Sheriff - Animal Control

Dept ID: 4330

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	192,707	209,050	209,050	255,199	263,199	26%
<b>TOTAL REVENUES</b>	<b>192,707</b>	<b>209,050</b>	<b>209,050</b>	<b>255,199</b>	<b>263,199</b>	<b>26%</b>
<b>EXPENSES</b>						
Salaries and Benefits	167,683	178,478	178,478	187,475	187,475	5%
Operating Expenses	22,033	30,572	30,572	32,079	35,079	15%
Capital Outlay	2,991	-	-	35,645	40,645	100%
<b>TOTAL EXPENSES</b>	<b>192,707</b>	<b>209,050</b>	<b>209,050</b>	<b>255,199</b>	<b>263,199</b>	<b>26%</b>
<b>EMPLOYEES</b>						
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

*Commissioners' Goal - PS*

Animal Control will respond to at least 92 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.

	FY19	FY20	FY21	FY22	FY23
Target	100% in 1 hour	90% in 30 mins	90% in 30 mins	90% in 30 mins	92% in 30 mins
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

### Objective 2

*Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	1 per 1,500	1 per 2,800	1 per 2,800	1 per 2,800	1 per 2,800
Actual	1 per 1,758	N/A	0 per 3,625		
Status	✓	⊖	✓		

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# Other Public Safety

Dept ID: 4410

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	223,001	220,516	329,597	307,116	295,116	34%
<b>TOTAL REVENUES</b>	<b>223,001</b>	<b>220,516</b>	<b>329,597</b>	<b>307,116</b>	<b>295,116</b>	<b>34%</b>
<b>EXPENSES</b>						
Juvenile Detention	166,774	125,000	225,000	200,000	210,000	68%
Jury Selection	3,616	5,116	5,116	5,116	5,116	0%
Division of Forestry	52,611	90,400	99,481	102,000	80,000	-12%
<b>TOTAL EXPENSES</b>	<b>223,001</b>	<b>220,516</b>	<b>329,597</b>	<b>307,116</b>	<b>295,116</b>	<b>34%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	141,569	150,000	151,000	151,500	146,500	-2%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	61,513	30,000	31,500	32,000	32,000	7%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	575,036	565,186	566,839	660,254	637,189	13%
<b>TOTAL REVENUES</b>	<b>778,119</b>	<b>745,186</b>	<b>749,339</b>	<b>843,754</b>	<b>815,689</b>	<b>9%</b>
<b>EXPENSES</b>						
Salaries and Benefits	409,894	446,004	442,504	496,153	485,388	9%
Operating Expenses	278,874	299,182	305,335	347,601	330,301	10%
Capital Outlay	89,352	-	1,500	-	-	0%
<b>TOTAL EXPENSES</b>	<b>778,119</b>	<b>745,186</b>	<b>749,339</b>	<b>843,754</b>	<b>815,689</b>	<b>9%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	8.00	8.00	8.00	8.00	8.00	0%

## 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

Commissioners' Goal - PS

To aid in rabies prevention, the Rockingham County Animal Shelter will vaccinate at least 350 individual owned animals throughout the year.

	FY19	FY20	FY21	FY22	FY23
Target	175	325	325	325	350
Actual	368	N/A	347		
Status	✓	⊖	✓		

## Goal 2 - Use euthanization as a method of last resort.

### Objective 1

Commissioners' Goal - OEE

Place, adopt, or owner reclaim at least 95 percent of adoptable animals. Adoptable animals are determined based on medical and temperament evaluations.

	FY19	FY20	FY21	FY22	FY23
Target	90%	93%	93%	93%	95%
Actual	96%	N/A	98%		
Status	✓	⊖	✓		

### Objective 2

Commissioners' Goal - OEE, PS

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.

	FY19	FY20	FY21	FY22	FY23
Target	88%	93%	93%	93%	93%
Actual	95%	N/A	97%		
Status	✓	⊖	✓		

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

### Objective 1

Commissioners' Goal - CEC, OEE

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

	FY19	FY20	FY21	FY22	FY23
Target	38%	35%	35%	35%	35%
Actual	35%	N/A	30%		
Status	✗	⊖	✗		

## Goal 4 - Utilize volunteers as much as possible.

### Objective 1

Commissioners' Goal - QL

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

	FY19	FY20	FY21	FY22	FY23
Target	50	50	35	35	35
Actual	58	N/A	47		
Status	✓	⊖	✓		

### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

OEE – Organizational Efficiency and Effectiveness

PS – Public Safety

CEC – Citizen Engagement / Communication

CAEE – County Appearance / Env. Enhancement

QL – Quality of Life

ED – Education

# Inspections

Dept ID: 4610

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	376,705	350,000	350,000	400,000	400,000	14%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	(49,165)	(42,800)	(17,300)	249,986	83,855	100%
<b>TOTAL REVENUES</b>	<b>327,540</b>	<b>307,200</b>	<b>332,700</b>	<b>649,986</b>	<b>483,855</b>	<b>58%</b>
<b>EXPENSES</b>						
Salaries and Benefits	241,111	271,308	271,308	488,364	400,533	48%
Operating Expenses	25,686	35,892	35,892	53,622	47,322	32%
Capital Outlay	60,742	-	25,500	108,000	36,000	100%
<b>TOTAL EXPENSES</b>	<b>327,540</b>	<b>307,200</b>	<b>332,700</b>	<b>649,986</b>	<b>483,855</b>	<b>58%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	4.00	4.00	4.00	7.00	5.00	25%

## 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 *Commissioners' Goal - ED, OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	2 days	2 days	2 days
Actual	N/A	N/A	2 days		
Status	⊖	⊖	✓		

### Objective 2 *Commissioners' Goal - ED, OEE*

Review at least 90 percent of all new residential development plans within three business day of plan submittal.

	FY19	FY20	FY21	FY22	FY23
Target	98%	99%	98%	98%	90% in 3 days
Actual	100%	N/A	-		
Status	✓	⊖	✗		

### Objective 3 *Commissioners' Goal - ED, OEE*

Review at least 90 percent of all new commercial development plans within five business days of plan submittal.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	98%	90%	90%
Actual	N/A	N/A	-		
Status	⊖	⊖	✗		

## Goal 2 - Efficient and effective government.

### Objective 1 *Commissioners' Goal - ED, OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	10	8	8	8	8
Actual	12	N/A	10.7		
Status	✓	⊖	✓		

## Goal 3 - Fiscal sustainability.

### Objective 1 *Commissioners' Goal - OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	125%	N/A	115%		
Status	✓	⊖	✓		

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ED – Education

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	132,750	132,000	132,000	142,000	142,000	8%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	283,231	161,975	185,632	184,001	184,001	14%
<b>TOTAL REVENUES</b>	<b>415,981</b>	<b>293,975</b>	<b>317,632</b>	<b>326,001</b>	<b>326,001</b>	<b>11%</b>
<b>EXPENSES</b>						
Salaries and Benefits	171,637	230,683	225,683	266,526	266,526	16%
Operating Expenses	244,344	63,292	91,012	59,475	59,475	-6%
Capital Outlay	-	-	937	-	-	0%
<b>TOTAL EXPENSES</b>	<b>415,981</b>	<b>293,975</b>	<b>317,632</b>	<b>326,001</b>	<b>326,001</b>	<b>11%</b>
<b>EMPLOYEES</b>						
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** *Commissioners' Goal - ECON, OEE*  
Review 98 percent or more of exempt or minor subdivision plats within five (5) business days of plat submission.

	FY19	FY20	FY21	FY22	FY23
Target	98% in 3 days	98% in 3 days	98% in 5 days	98% in 5 days	98% in 5 days
Actual	98%	N/A	95%		
Status	✓	⊖	✗		

**Objective 2** *Commissioners' Goal - ECON, OEE*  
Review 98 percent or more of major subdivision plats within five (5) business days of plat submission.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	98% in 3 days	98% in 5 days	98% in 5 days	98% in 5 days
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

**Objective 3** *Commissioners' Goal - ECON, OEE*  
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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	98.0%	N/A	-		
Status	✓	⊖	✗		

## Goal 2 - Promote responsible development

**Objective 1** *Commissioners' Goal - ECON, OEE*  
Meet at least quarterly 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.

	FY19	FY20	FY21	FY22	FY23
Target	12	12	12	12	4
Actual	9	N/A	-		
Status	⊖	⊖	✗		

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# Code Enforcement

Dept ID: 4630

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	142,609	155,589	156,289	167,991	166,251	7%
<b>TOTAL REVENUES</b>	<b>142,609</b>	<b>167,589</b>	<b>168,289</b>	<b>179,991</b>	<b>178,251</b>	<b>6%</b>
<b>EXPENSES</b>						
Salaries and Benefits	131,416	140,122	140,122	147,124	147,124	5%
Operating Expenses	11,193	27,467	27,218	32,867	31,127	13%
Capital Outlay	-	-	949	-	-	0%
<b>TOTAL EXPENSES</b>	<b>142,609</b>	<b>167,589</b>	<b>168,289</b>	<b>179,991</b>	<b>178,251</b>	<b>6%</b>
<b>EMPLOYEES</b>						
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 *Commissioners' Goal - CAEE, OEE, QL*

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

	FY19	FY20	FY21	FY22	FY23
Target	92% < 3 days	92% < 3 days	92% < 3 days	92% in 3 days	92% in 3 days
Actual	87%	N/A	90%		
Status	✗	⊖	✗		

### Objective 2 *Commissioners' Goal - CEC, OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	N/A	98%	98%	98% in 1 day	98% in 1 day
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

### Objective 3 *Commissioners' Goal - OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	96%	N/A	95%		
Status	✓	⊖	✓		

## Goal 2 - Promote voluntary compliance on all Code Enforcement cases.

### Objective 1 *Commissioners' Goal - CAEE, OEE*

85% of property violations will be corrected by the property owner after only one (1) notice.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	85%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 2 *Commissioners' Goal - CAEE, OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	94%	95%	95%	95%	95%
Actual	97%	N/A	99%		
Status	✓	⊖	✓		

## Goal 3 - Reinforce the County's beautification effort.

### Objective 1 *Commissioners' Goal - CAEE, QL*

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

	FY19	FY20	FY21	FY22	FY23
Target	N/A	1	1	1	1
Actual	N/A	N/A	1		
Status	⊖	⊖	✓		

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# Central Permitting

Dept ID: 4640

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	182,735	199,590	200,995	217,101	217,101	9%
<b>TOTAL REVENUES</b>	<b>182,735</b>	<b>199,590</b>	<b>200,995</b>	<b>217,101</b>	<b>217,101</b>	<b>9%</b>
<b>EXPENSES</b>						
Salaries and Benefits	174,659	193,797	193,797	210,028	210,028	8%
Operating Expenses	8,076	5,793	7,198	7,073	7,073	22%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>182,735</b>	<b>199,590</b>	<b>200,995</b>	<b>217,101</b>	<b>217,101</b>	<b>9%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	3.50	3.50	3.50	3.50	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

*Commissioners' Goal - ED, OEE*

Central Permitting will complete 100 percent of historical record requests for Environmental Health within 5 business days of the request.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	100%	100% in 5 days
Actual	N/A	N/A	N/A		
Status	⊖	⊖	⊖		

### Objective 2

*Commissioners' Goal - ED, OEE*

Central Permitting will respond to customer calls and emails within 1 business day at least 95 percent of the time. This will be measured by randomly auditing at least 50 emails/voicemails from citizens each quarter for compliance.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	95% in 1 day	95% in 1 day
Actual	N/A	N/A	N/A		
Status	⊖	⊖	⊖		

### Objective 3

*Commissioners' Goal - ED, OEE, CEC*

Central Permitting will have no more than one (1) substantiated customer complaint per 500 building permits issued.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	1 per 500	1 per 500
Actual	N/A	N/A	N/A		
Status	⊖	⊖	⊖		

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# Airport

Dept ID: 4910

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	86,667	86,667	86,667	86,667	86,667	0%
<b>TOTAL REVENUES</b>	<b>86,667</b>	<b>86,667</b>	<b>86,667</b>	<b>86,667</b>	<b>86,667</b>	<b>0%</b>
<b>EXPENSES</b>						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	70,000	70,000	70,000	70,000	70,000	0%
Capital Outlay	16,667	16,667	16,667	16,667	16,667	0%
<b>TOTAL EXPENSES</b>	<b>86,667</b>	<b>86,667</b>	<b>86,667</b>	<b>86,667</b>	<b>86,667</b>	<b>0%</b>

## 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

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	119,615	119,920	89,920	-	110,519	-8%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	457,847	487,645	505,506	635,358	548,964	13%
<b>TOTAL REVENUES</b>	<b>577,462</b>	<b>607,565</b>	<b>595,426</b>	<b>635,358</b>	<b>659,483</b>	<b>9%</b>
<b>EXPENSES</b>						
Salaries and Benefits	500,273	508,985	478,985	510,630	510,630	0%
Operating Expenses	77,189	98,580	115,311	114,728	113,728	15%
Capital Outlay	-	-	1,130	10,000	35,125	100%
<b>TOTAL EXPENSES</b>	<b>577,462</b>	<b>607,565</b>	<b>595,426</b>	<b>635,358</b>	<b>659,483</b>	<b>9%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	6.00	6.00	5.00	5.00	5.00	-17%

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	-	-	-	-	-	0%
Intergovernmental	509,000	-	1,960,850	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	16,190	-	24,281	-	-	0%
Non-Operating Revenue	17,679	-	2,000	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	749,233	1,119,680	1,129,258	1,494,021	1,955,021	75%
<b>TOTAL REVENUES</b>	<b>1,292,102</b>	<b>1,119,680</b>	<b>3,116,389</b>	<b>1,494,021</b>	<b>1,955,021</b>	<b>75%</b>
<b>EXPENSES</b>						
ACES, Inc Phase I	-	20,016	20,016	-	-	-100%
Albaad 2018 Phase I	63,389	74,389	74,389	66,371	66,371	-11%
Albaad 2018 Phase II	21,182	27,061	27,061	23,720	23,720	-12%
Albaad 2018 Phase III	-	35,079	35,079	66,649	66,649	90%
B M Plastics 2016 Phase I	10,051	3,972	3,972	2,648	2,648	-33%
DOC Grnt-Blow Molded Solutions	-	-	200,000	-	-	0%
DOC Grnt-Ruger	-	-	650,000	-	-	0%
Farmina	-	-	-	-	100,000	
Gildan Yarns	23,491	22,268	22,268	20,892	20,892	-6%
Golden Leaf Grant	-	-	992,000	-	-	0%
Gregory Pallet Rural Ctr Grant	-	-	100,000	-	-	0%
Gregory Pallet	-	-	-	9,953	9,953	
Incentive - Duke Energy	490,530	648,214	648,214	648,214	648,214	0%
Latham Photography-2019	572	382	382	191	191	-50%
Nestle Purina 2020	-	-	-	139,000	500,000	100%
Ontex 2020 Phase I	-	-	-	222,476	222,476	100%
PARTF - Planters Rd.	24,690	-	43,131	-	-	0%
Pella Corporation Phase I	27,562	49,890	49,890	47,217	47,217	-5%
Pella Corporation Phase II	-	29,066	29,066	27,389	27,389	-6%
PJR Piedmont-Pella	500,000	-	-	-	-	0%
Ruger 2013 Phase I	17,612	22,133	22,133	22,133	22,133	0%
Ruger 2020	-	52,762	52,762	49,762	49,762	-6%
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	16,259	17,818	17,818	17,818	17,818	0%
Ruger Phase V	16,063	17,818	17,818	17,818	17,818	0%
Sanritsu 2019 Phase I	29,842	30,659	30,659	30,311	30,311	-1%
SANS Technical Fibers 2019	12,985	16,706	16,706	14,643	14,643	-12%
Smith Carolina 2017	7,308	7,308	7,308	7,308	7,308	0%
Southern Finishing	-	7,612	19,190	22,981	22,981	202%
<b>TOTAL EXPENSES</b>	<b>1,292,102</b>	<b>1,119,680</b>	<b>3,116,389</b>	<b>1,494,021</b>	<b>1,955,021</b>	<b>75%</b>

## 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 *Commissioners' Goal - ECON, QL*

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.

	FY19	FY20	FY21	FY22	FY23
Target	10	10	10	10	10
Actual	10	N/A	13		
Status	✓	⊖	✓		

## Goal 2 - Effective community, and partner/ally development

### Objective 1 *Commissioners' Goal - ECON, CEC*

Host and/or participate in 10 community and partner/ally meetings providing updates on countywide economic, small business, and/or tourism efforts to foster collaboration, strengthen relationships, and reduce duplication of efforts.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	10
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 2 *Commissioners' Goal - ECON, CEC*

Meet with all of the county's current industrial employers with more than 100 employees annually (currently 22), and at least 10 smaller industrial businesses, to ensure they have the support to continue to operate and/or expand in the county, along with learning of any workforce needs they may have.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	100% > 100 10 smaller
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 3 *Commissioners' Goal - ECON, ED*

Meet bi-monthly (6 times annually) with workforce development partner(s) which may include RCC, NC Works/PTRC, RCPS, and others, to share industrial workforce concerns and ensure that workforce needs are being met.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	6
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 4 *Commissioners' Goal - ECON, OEE*

Meet at least quarterly with the County's Community Development team to discuss collaboration on economic development opportunities, recent / upcoming permitting highlights, and local government regulations perceived as non-business friendly.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	4
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

## Goal 3 - Entrepreneurial and Small Business Assistance

### Objective 1 *Commissioners' Goal - ECON, CEC*

Assist 30 entrepreneurs and/or small business owners on their efforts to either open or grow their businesses.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	30
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 2 *Commissioners' Goal - ECON, ED, CEC*

Partner with Rockingham Community College, or other small business training providers, on offering bi-monthly Small Business and Entrepreneur Training on topics such as business formation methods, accounting methods, marketing tips, and more.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	6
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

## Goal 4 - Productive development and marketing

### Objective 1 *Commissioners' Goal - ECON, OEE*

Respond to all request for proposals (RFPs) / requests for information (RFIs) from EDPNC, site selection consultants, and industrial brokers, where applicable, no later than the due date requested. While Economic Development works hard to achieve a high number of inquiries, this number is also affected by larger trends including the overall US economy and the availability of marketable sites.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	100%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Board of Commissioners' Goal Abbreviation

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**Objective 2***Commissioners' Goal - ECON, QL*

Update the County's Visitor Guide and Quilt Trail Guide to reflect new Blueway Branding and create an online Wedding Venue Guide that can be easily edited to ensure its accuracy by June 30, 2023.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	6/30/2023
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

**Objective 3***Commissioners' Goal - ECON, CEC*

Highlight and promote 100 businesses annually on social media platforms as well as the GoRockinghamCountyNC and VisitNCRockinghamNC websites to assist with the marketing of these businesses.

	FY19	FY20	FY21	FY22	FY23
Target	12	12	24	24	100
Actual	12	12	N/A	127	
Status	✓	✓	⊖	✓	

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# Other Economic Development

Dept ID: 5045

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	7,847	20,000	32,153	20,000	20,000	0%
<b>TOTAL REVENUES</b>	<b>7,847</b>	<b>20,000</b>	<b>32,153</b>	<b>20,000</b>	<b>20,000</b>	<b>0%</b>
<b>EXPENSES</b>						
Reidsville Industrial Park	7,847	20,000	32,153	20,000	20,000	0%
<b>TOTAL EXPENSES</b>	<b>7,847</b>	<b>20,000</b>	<b>32,153</b>	<b>20,000</b>	<b>20,000</b>	<b>0%</b>

## DEPARTMENT PURPOSE

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

# Cooperative Extension

Dept ID: 54

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	25,301	9,000	9,000	9,000	9,000	0%
Intergovernmental	5,325	-	8,210	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	7,850	10,000	10,000	10,000	10,000	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	286,582	312,887	406,427	336,058	332,378	6%
<b>TOTAL REVENUES</b>	<b>325,058</b>	<b>331,887</b>	<b>433,637</b>	<b>355,058</b>	<b>351,378</b>	<b>6%</b>
<b>EXPENSES</b>						
Salaries and Benefits	265,403	275,901	275,901	293,329	293,329	6%
Operating Expenses	56,088	55,986	150,628	61,729	58,049	4%
Capital Outlay	3,567	-	7,108	-	-	0%
<b>TOTAL EXPENSES</b>	<b>325,058</b>	<b>331,887</b>	<b>433,637</b>	<b>355,058</b>	<b>351,378</b>	<b>6%</b>
<b>EMPLOYEES</b>						
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 *Commissioners' Goal - ED, OEE, CAEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	290	300	300	300	300
Actual	312	N/A	311		
Status	✓	⊖	✓		

### Objective 2 *Commissioners' Goal - ED, OEE, CAEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	75	80	80	80	80
Actual	87	N/A	86		
Status	✓	⊖	✓		

### Objective 3 *Commissioners' Goal - OEE, CAEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	368	375	375	375	375
Actual	374	N/A	387		
Status	✓	⊖	✓		

## Goal 2 - Increased focus on youth development

### Objective 1 *Commissioners' Goal - ED*

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

	FY19	FY20	FY21	FY22	FY23
Target	2,150	2,150	2,150	2,150	2,150
Actual	2,207	N/A	1,684		
Status	✓	⊖	✗		

### Objective 2 *Commissioners' Goal - ED*

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

	FY19	FY20	FY21	FY22	FY23
Target	70	72	72	72	72
Actual	76	N/A	81		
Status	✓	⊖	✓		

### Objective 3 *Commissioners' Goal - ED*

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

	FY19	FY20	FY21	FY22	FY23
Target	275	285	285	285	285
Actual	288	N/A	64		
Status	✓	⊖	⊖		

### Objective 4 *Commissioners' Goal - ED*

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

	FY19	FY20	FY21	FY22	FY23
Target	200	210	210	210	210
Actual	212	N/A	71		
Status	✓	⊖	⊖		

### Objective 5 *Commissioners' Goal - ED*

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

	FY19	FY20	FY21	FY22	FY23
Target	1	1	1	1	1
Actual	1	N/A	0		
Status	✓	⊖	⊖		

## Goal 3 - Increase Cooperative Extension fiscal sustainability.

### Objective 1 *Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	\$ 18,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000
Actual	\$ 16,840	N/A	\$ 17,835		
Status	✗	⊖	✓		

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#### Goal 4 - Leverage volunteers whenever possible in Cooperative Extension services.

**Objective 1** *Commissioners' Goal - OEE, CEC, ED*  
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.

	FY19	FY20	FY21	FY22	FY23
Target	1,750	1,750	1,750	1,750	1,750
Actual	1,915	N/A	1,788		
Status	✓	⊖	✓		

**Objective 2** *Commissioners' Goal - OEE, CEC, ED*  
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.

	FY19	FY20	FY21	FY22	FY23
Target	50	50	50	50	50
Actual	53	N/A	57		
Status	✓	⊖	✓		

#### Goal 5 - Increase knowledge of environmentally acceptable conservation practices.

**Objective 1** *Commissioners' Goal - CAEE*  
Ensure at least 5,100 acres of County cropland is in no-till production, which helps preserve soil and water quality by reducing erosion.

	FY19	FY20	FY21	FY22	FY23
Target	5,000	5,000	5,000	5,000	5,100
Actual	5,275	N/A	5,265		
Status	✓	⊖	✓		

**Objective 2** *Commissioners' Goal - CAEE*  
At least 55 crop producers will report a reduction in fertilizer usage per acre.

	FY19	FY20	FY21	FY22	FY23
Target	55	55	55	55	55
Actual	58	N/A	62		
Status	✓	⊖	✓		

**Objective 3** *Commissioners' Goal - CAEE*  
Ensure at least 100 acres where Cooperative Extension recommended waste analysis was used for proper land application of waste.

	FY19	FY20	FY21	FY22	FY23
Target	100	100	100	100	100
Actual	108	N/A	113		
Status	✓	⊖	✓		

#### Goal 6 - Improve quality of life in Rockingham County.

**Objective 1** *Commissioners' Goal - QL, ED*  
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.

	FY19	FY20	FY21	FY22	FY23
Target	350	525	525	525	525
Actual	374	N/A	541		
Status	✓	⊖	✓		

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# Soil and Water Conservation

Dept ID: 5610

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	31,033	29,087	3,500	29,087	29,087	0%
Intergovernmental	3,600	3,600	29,187	3,600	3,600	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	92	-	-	-	-	0%
Non-Operating Revenue	-	-	2,500	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	169,802	188,178	188,178	207,430	207,430	10%
<b>TOTAL REVENUES</b>	<b>204,528</b>	<b>220,865</b>	<b>223,365</b>	<b>240,117</b>	<b>240,117</b>	<b>9%</b>
<b>EXPENSES</b>						
Salaries and Benefits	187,274	196,547	196,547	210,831	210,831	7%
Operating Expenses	17,253	24,318	26,818	29,286	29,286	20%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>204,528</b>	<b>220,865</b>	<b>223,365</b>	<b>240,117</b>	<b>240,117</b>	<b>9%</b>
<b>EMPLOYEES</b>						
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

Commissioners' Goal - OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	98%	98%	98%	98%
Actual	99.0%	N/A	99%		
Status	✓	⊖	✓		

### Objective 2

Commissioners' Goal - CAEE, OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	100%	100%	100%	100%	100%
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

## Goal 2 - Protect farmland and encourage eco-friendly farming.

### Objective 1

Commissioners' Goal - CAEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	300	300	350	350	350
Actual	369	N/A	301.8		
Status	✓	⊖	✗		

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

### Objective 1

Commissioners' Goal - ED

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.

	FY19	FY20	FY21	FY22	FY23
Target	500	500	350	350	350
Actual	246	N/A	-		
Status	✗	⊖	⊖		

## Goal 4 - Assist citizens with residential soil and water concerns.

### Objective 1

Commissioners' Goal - OEE, CEC

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

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	99%	N/A	95%		
Status	✓	⊖	✓		

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	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	262,623	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	(57,696)	308,706	345,850	198,482	198,482	-36%
<b>TOTAL REVENUES</b>	<b>204,927</b>	<b>308,706</b>	<b>345,850</b>	<b>198,482</b>	<b>198,482</b>	<b>-36%</b>
<b>EXPENSES</b>						
Salaries and Benefits	158,427	236,850	236,850	144,839	144,839	-39%
Operating Expenses	46,499	71,856	71,856	53,643	53,643	-25%
Capital Outlay	-	-	37,144	-	-	0%
<b>TOTAL EXPENSES</b>	<b>204,927</b>	<b>308,706</b>	<b>345,850</b>	<b>198,482</b>	<b>198,482</b>	<b>-36%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	4.00	3.00	3.00	2.00	2.00	-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.

# Integrated Health

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

### Objective 1

Commissioners' Goal - CEC, OEE

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

	FY19	FY20	FY21	FY22	FY23
Target	100	100	100	100	100
Actual	100	N/A	80		
Status	✓	⊖	✗		

### Objective 2

Commissioners' Goal - CEC, OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	10%	10%	10%	10%	10%
Actual	63%	N/A	1.2% increase		
Status	✓	⊖	✗		

### Objective 3

Commissioners' Goal - CEC, QL

At least 90 percent of clients' life satisfaction surveys will increase by at least five points between the first intake at 45 days and the second intake at 90 days. Clients will take a life satisfaction survey at each intake with possible scores between 5-35.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	90%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 4

Commissioners' Goal - CEC, QL

At least 90 percent of clients with diabetes that receive services will see a 2% decrease in A1C levels within 120 days from their baseline lab report.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	90%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 5

Commissioners' Goal - CEC, QL

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.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	90%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 6

Commissioners' Goal - CEC, QL

At least 90 percent of clients with hypertension that receive services will see a 10 point decrease in the Systolic and/or Diastolic blood pressure reading after 90 days of onset of treatment. For example, an initial reading of 150/90 should decrease to 140/90, 150/80, or 140/80 after 90 days from onset of treatment.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	90%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

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# Public Health

Dept ID: 61

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	1,825,619	1,367,060	1,605,851	1,459,000	1,679,000	23%
Intergovernmental	2,466,090	1,735,991	3,007,307	2,369,008	1,838,781	6%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	24,550	20,400	199,650	134,650	25,400	25%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	1,616,101	3,282,570	3,486,514	3,643,194	3,239,994	-1%
<b>TOTAL REVENUES</b>	<b>5,932,360</b>	<b>6,406,021</b>	<b>8,299,322</b>	<b>7,605,852</b>	<b>6,783,175</b>	<b>6%</b>
<b>EXPENSES</b>						
Salaries and Benefits	4,786,494	5,264,558	6,204,263	6,214,671	5,524,501	5%
Operating Expenses	1,005,062	1,103,853	1,598,980	1,228,283	1,197,908	9%
Capital Outlay	140,804	37,610	496,079	162,898	60,766	62%
<b>TOTAL EXPENSES</b>	<b>5,932,360</b>	<b>6,406,021</b>	<b>8,299,322</b>	<b>7,605,852</b>	<b>6,783,175</b>	<b>6%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	69.8750	70.8750	70.8750	71.5750	70.5750	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

### Objective 1 *Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	85%	92%	92%	92%	92%
Actual	88%	N/A	93%		
Status	✓	⊖	✓		

### Objective 2 *Commissioners' Goal - QL, OEE*

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).

	FY19	FY20	FY21	FY22	FY23
Target	120	150	125	125	125
Actual	175	N/A	105		
Status	✓	⊖	✗		

## Goal 2 - Maintain fiscal sustainability.

### Objective 1 *Commissioners' Goal - OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	80%	80%	80%	80%	80%
Actual	45%	N/A	67%		
Status	✗	⊖	✗		

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# HHS - Child Health

## Goal 1 - Provide quality care for children.

### Objective 1

*Commissioners' Goal - OEE, PS*

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

	FY19	FY20	FY21	FY22	FY23
Target	85%	85%	85%	85%	85%
Actual	85%	N/A	98%		
Status	✓	⊖	✓		

### Objective 2

*Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	97% in 10 days	95% in 10 days	95% in 10 days	95% in 10 days	95% in 10 days
Actual	Not available	N/A	74%		
Status	⊖	⊖	✗		

### Objective 3

*Commissioners' Goal - OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	100%	N/A	97%		
Status	✓	⊖	✓		

### Objective 4

*Commissioners' Goal - OEE, CEC, ED*

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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	97%	N/A	98%		
Status	✓	⊖	✓		

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# HHS - Communicable Disease

**Goal 1 - 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.**

**Objective 1**

*Commissioners' Goal - OEE, PS*

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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	100%	100%	100%	100%
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

**Objective 2**

*Commissioners' Goal - QL, OEE, PS*

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.

	FY19	FY20	FY21	FY22	FY23
Target	75%	90%	90%	90%	90%
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

**Goal 2 - The Communicable Disease Program will work to protect, prevent, and minimize communicable disease transmission within the County.**

**Objective 1**

*Commissioners' Goal - OEE, PS*

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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	86%	N/A	98%		
Status	✗	⊖	✓		

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# HHS - Environmental Health

## Goal 1 - Improve service quality and productivity.

### Objective 1

*Commissioners' Goal - ECON, OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	95% < 9 days	95% < 9 days	95% < 10 days	95% < 10 days	95% < 10 days
Actual	95%	N/A	51%		
Status	✓	⊖	✗		

### Objective 2

*Commissioners' Goal - ECON, OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	95% < 9 days	98% < 9 days	95% < 10 days	95% < 10 days	95% < 10 days
Actual	95%	N/A	51%		
Status	✓	⊖	✗		

## Goal 2 - Improve public safety.

### Objective 1

*Commissioners' Goal - ECON, PS*

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.

	FY19	FY20	FY21	FY22	FY23
Target	95% < 9 days	95% < 9 days	95% < 10 days	95% < 10 days	95% < 10 days
Actual	91%	N/A	57%		
Status	✗	⊖	✗		

### Objective 2

*Commissioners' Goal - PS*

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.

	FY19	FY20	FY21	FY22	FY23
Target	99%	99%	99%	99%	99%
Actual	100.0%	N/A	93.0%		
Status	✓	⊖	✗		

### Objective 3

*Commissioners' Goal - OEE, PS, ECE, QL*

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.

	FY19	FY20	FY21	FY22	FY23
Target	95% < 9 days	98% < 9 days	98% < 10 days	98% < 10 days	98% < 10 days
Actual	97%	N/A	94%		
Status	✓	⊖	✗		

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# HHS - Family Care Coordination

## Goal 1 - Provide case management services to children ages 0-<5 years (CMARC - Care Management for At-Risk Children program).

### Objective 1 *Commissioners' Goal - OEE*

At least 85% of members engaged in care management will have a care plan signed within 30 days of being engaged in a CMARC episode.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	85%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 2 *Commissioners' Goal - OEE*

At least 85% of members referred for care management will have a completed care management encounter within 7 days or will have three attempted encounters within 7 business days of their current case being opened.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	85%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 3 *Commissioners' Goal - OEE*

At least 1.85% of children in the Medicaid population aged 0-5 will have a completed CMARC encounter.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	1.85%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

## Goal 2 - Provide case management services to pregnant women (CMHRP - Care Management for High Risk Pregnancies Program)

### Objective 1 *Commissioners' Goal - OEE*

At least 85% of members engaged in care management will have a care plan signed within 15 days of being engaged in a CMHRP episode.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	85%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 2 *Commissioners' Goal - OEE*

At least 85% of members referred for care management will have a completed care management encounter within 7 days or will have three attempted encounters within 7 business days of their current case being opened.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	85%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

### Objective 3 *Commissioners' Goal - OEE*

At least 1.23% of women aged 14-44 in an OB episode will have a completed CMHRP encounter.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	1.23%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

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# HHS - Family Planning

## Goal 1 - Provide quality, effective, and efficient family planning services to clients and maximize the funding available through the Family Planning Contract Addenda.

### Objective 1

*Commissioners' Goal - OEE*

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).

	FY19	FY20	FY21	FY22	FY23
Target	N/A	5%	5%	5%	5%
Actual	N/A	N/A	10%		
Status	⊖	⊖	✓		

## Goal 2 - Provide quality, effective, and efficient sexually transmitted illness (STI) services to the client which protects the citizens of the County.

### Objective 1

*Commissioners' Goal - PS, OEE*

At least 95 percent of STI (sexually transmitted illness) clients will receive treatment within 30 days 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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	92%	N/A	98%		
Status	✗	⊖	✓		

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# HHS - Health Education

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

### Objective 1

*Commissioners' Goal - CEC*

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

	FY19	FY20	FY21	FY22	FY23
Target	16	25	25	25	25
Actual	35	N/A	54		
Status	✓	⊖	✓		

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# Mental Health

Dept ID: 6210

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	311,800	311,800	311,800	311,800	311,800	0%
<b>TOTAL REVENUES</b>	<b>311,800</b>	<b>311,800</b>	<b>311,800</b>	<b>311,800</b>	<b>311,800</b>	<b>0%</b>
<b>EXPENSES</b>						
Maintenance of Effort	311,800	311,800	311,800	311,800	311,800	0%
<b>TOTAL EXPENSES</b>	<b>311,800</b>	<b>311,800</b>	<b>311,800</b>	<b>311,800</b>	<b>311,800</b>	<b>0%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	(50)	-	-	758	758	100%
Intergovernmental	8,787,086	10,158,838	11,368,613	8,361,418	10,604,242	4%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	8,413	-	-	-	-	0%
Non-Operating Revenue	-	-	1,057,200	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	4,503,563	6,566,653	7,201,626	9,653,727	7,254,210	10%
<b>TOTAL REVENUES</b>	<b>13,299,013</b>	<b>16,725,491</b>	<b>19,627,439</b>	<b>18,015,903</b>	<b>17,859,210</b>	<b>7%</b>
<b>EXPENSES</b>						
Salaries and Benefits	8,850,711	10,274,004	10,274,004	11,082,254	10,926,024	6%
Operating Expenses	4,342,201	6,399,336	9,123,606	6,815,613	6,815,150	6%
Capital Outlay	106,101	52,151	229,829	118,036	118,036	126%
<b>TOTAL EXPENSES</b>	<b>13,299,013</b>	<b>16,725,491</b>	<b>19,627,439</b>	<b>18,015,903</b>	<b>17,859,210</b>	<b>7%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	155.35	157.35	158.35	164.35	162.35	3%

## 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

*Commissioners' Goal - PS, OEE*

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

	FY19	FY20	FY21	FY22	FY23
Target	90%	90%	90%	90%	90%
Actual	91%	N/A	97%		
Status	✓	⊖	✓		

### Objective 2

*Commissioners' Goal - OEE*

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 compliancy.

	FY19	FY20	FY21	FY22	FY23
Target	97%	97%	97%	97%	97%
Actual	98%	N/A	100%		
Status	✓	⊖	✓		

### Objective 3

*Commissioners' Goal - OEE, PS*

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

	FY19	FY20	FY21	FY22	FY23
Target	< 5%	< 5%	< 5%	< 5%	< 5%
Actual	1.0%	N/A	2%		
Status	✓	⊖	✓		

## Goal 2 - Effectively administer the Social Services division of Health and Human Services.

### Objective 1

*Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	90%	93%	93%	93%	93%
Actual	91%	N/A	89%		
Status	✓	⊖	⊖		

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# HHS - Adult Protective Services

## Goal 1 - Protect at-risk adults in our community from abuse, neglect, and exploitation.

### Objective 1

*Commissioners' Goal - PS, OEE*

Complete at least 90 percent of Adult Protective Services evaluations involving allegations of exploitation within 45 days of the report. This exceeds the State's goal of 85 percent.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	90%	90%	90%	90%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

### Objective 2

*Commissioners' Goal - OEE, PS*

Complete at least 95 percent of Adult Protective Services evaluations involving allegations of abuse or neglect within 30 days of the report.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	95%	95%	95%	95%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

### Objective 3

*Commissioners' Goal - OEE, PS*

Process at least 85 percent of Special Assistance for the Aged (SAA) applications within 45 days of the application date.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	85%	85%	85%	85%
Actual	N/A	N/A	97%		
Status	⊖	⊖	✓		

### Objective 4

*Commissioners' Goal - OEE, PS*

Process at least 85 percent of Special Assistance for the Disabled (SAD) applications within 60 days of the application date.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	85%	85%	85%	85%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

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# HHS - Child Care Subsidy

## Goal 1 - Provide excellent customer service to child care providers.

### Objective 1 *Commissioners' Goal - ECON, CEC, ED*

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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	98%	N/A	100%		
Status	✓	⊖	✓		

### Objective 2 *Commissioners' Goal - ECON, OEE, ED*

Process at least 97 percent of Child Care Subsidy applications within 30 calendar days of the application date.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	95%	97%	97%	97%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

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# HHS - Child Support

## Goal 1 - Protect at-risk children in our community from abuse, neglect, and exploitation.

### Objective 1

*Commissioners' Goal - OEE, QL*

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.

	FY19	FY20	FY21	FY22	FY23
Target	99%	State goal	99%	99%	99%
Actual	100.00%	N/A	102%		
Status	✓	⊖	✓		

### Objective 2

*Commissioners' Goal - OEE, QL*

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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95% of State goal	95% of State goal	95% of State goal	95% of State goal
Actual	97.00%	N/A	105%		
Status	✓	⊖	✓		

### Objective 3

*Commissioners' Goal - OEE, QL*

Achieve or exceed the State goal for the percentage of child support cases 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.

	FY19	FY20	FY21	FY22	FY23
Target	82%	State goal	State goal	State goal	State goal
Actual	88.00%	N/A	86%		
Status	✓	⊖	✗		

#### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

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# HHS - Child Welfare Services

## Goal 1 - Preserve and strengthen at-risk families through family-centered, child-focused, community-based services.

### Objective 1 *Commissioners' Goal - PS, OEE*

Initiate at least 95 percent of all screened-in reports within State required time frames.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	95%	95%	95%	95%
Actual	N/A	N/A	94%		
Status	⊖	⊖	✗		

### Objective 2 *Commissioners' Goal - PS, OEE*

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).

	FY19	FY20	FY21	FY22	FY23
Target	N/A	< 9.1%	< 9.1%	< 9.1%	< 9.1%
Actual	N/A	N/A	0.6%		
Status	⊖	⊖	✓		

## Goal 2 - Provide effective foster care services that meet the needs of this vulnerable population.

### Objective 1 *Commissioners' Goal - PS, OEE, CEC*

Ensure at least 80 percent of foster youth have face-to-face visits by the social worker each month.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	95%	80%	80%	80%
Actual	N/A	N/A	92%		
Status	⊖	⊖	✓		

### Objective 2 *Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	< 8.3%	< 8.3%	< 8.3%	< 8.3%
Actual	N/A	N/A	1.8%		
Status	⊖	⊖	✓		

### Objective 3 *Commissioners' Goal - OEE*

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).

	FY19	FY20	FY21	FY22	FY23
Target	N/A	< 4.1	< 4.1	< 4.1	< 4.1
Actual	N/A	N/A	N/A		
Status	⊖	⊖	⊖		

## Goal 3 - Provide placement stability for children in the custody of DSS.

### Objective 1 *Commissioners' Goal - OEE*

At least 40.5 percent of children who enter foster care in a 12 month period will be discharged to permanency within 12 months of entering foster care.

	FY19	FY20	FY21	FY22	FY23
Target	20%	40.5%	40.5%	40.5%	40.5%
Actual	46%	N/A	68%		
Status	✓	⊖	✓		

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# 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

*Commissioners' Goal - OEE, CEC*

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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	99%	N/A	99%		
Status	✓	⊖	✓		

## Goal 2 - Inform citizens of the available services, programs, and resources provided by the Rockingham County Department of Health and Human Services.

### Objective 1

*Commissioners' Goal - ED, CEC*

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.

	FY19	FY20	FY21	FY22	FY23
Target	40	60	60	60	60
Actual	58	N/A	63		
Status	✓	⊖	✓		

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# HHS - Prevention Services

## Goal 1 - 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.

### Objective 1

*Commissioners' Goal - OEE, QL*

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.

	FY19	FY20	FY21	FY22	FY23
Target	97%	97%	97%	97%	97%
Actual	100%	N/A	98%		
Status	✓	⊖	✓		

### Objective 2

*Commissioners' Goal - OEE, QL*

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.

	FY19	FY20	FY21	FY22	FY23
Target	97%	97%	97%	97%	97%
Actual	94.00%	N/A	96%		
Status	✗	⊖	✗		

## Goal 2 - Provide timely and quality assistance to at-risk families and our community's most vulnerable citizens during times of greatest need.

### Objective 1

*Commissioners' Goal - OEE, PS, QL*

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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

### Objective 2

*Commissioners' Goal - OEE, PS, QL*

Process at least 95 percent of Crisis Intervention Program (CIP) applications within one business day.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	95%	95%	95%	95%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

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# 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

Commissioners' Goal - OEE

Ensure that at least 90 percent of Program Integrity claims are established within 180 days of the date of discovery.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	90%	90%	90%	90%
Actual	N/A	N/A	100%		
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

Commissioners' Goal - OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	50%	50%	50%	50%	50%
Actual	68%	N/A	-		
Status	✓	⊖	⊖		

### Objective 2

Commissioners' Goal - OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	100%	N/A	93%		
Status	✓	⊖	✗		

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# HHS - Public Assistance

## Goal 1 - Provide accurate and timely determination for Medicaid Services to individuals and families through effective and efficient management of the program.

### Objective 1 *Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	98%	98%	98%	98%	98%
Actual	97%	N/A	98%		
Status	✗	⊖	✓		

### Objective 2 *Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	96%	96%	96%	96%	96%
Actual	96%	N/A	98%		
Status	✓	⊖	✓		

### Objective 3 *Commissioners' Goal - OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	98%	96%	96%	96%	96%
Actual	97%	N/A	98%		
Status	✗	⊖	✓		

## Goal 2 - Provide accurate and timely determination for Food and Nutrition Services (FNS) to individuals and families through effective and efficient management of the program.

### Objective 1 *Commissioners' Goal - OEE*

Process at least 95 percent of expedited FNS applications within 4 calendar days from the date of application.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	95%	95%	95%	95%
Actual	N/A	N/A	97%		
Status	⊖	⊖	✓		

### Objective 2 *Commissioners' Goal - OEE*

Process at least 95 percent of regular FNS applications within 25 days from the date of application.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	95%	95%	95%	95%
Actual	N/A	N/A	99%		
Status	⊖	⊖	✓		

### Objective 3 *Commissioners' Goal - OEE*

Ensure at least 95 percent FNS recertifications are processed on time, each month.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	95%	95%	95%	95%
Actual	N/A	N/A	99%		
Status	⊖	⊖	✓		

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# 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 *Commissioners' Goal - ECON, OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	50%	50%	50%	50%
Actual	N/A	N/A	-		
Status	⊖	⊖	⊖		

### Objective 2 *Commissioners' Goal - ECON, OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	90%	90%	90%	90%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

### Objective 3 *Commissioners' Goal - OEE*

Process at least 95 percent of Work First applications within 45 days of receipt.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	95%	95%	95%	95% in 45 days
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

### Objective 4 *Commissioners' Goal - OEE*

Process at least 95 percent of Work First recertifications no later than the last day of the current recertification period.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	95%	95%	95%	95%
Actual	N/A	N/A	100%		
Status	⊖	⊖	✓		

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# Veterans Services

Dept ID: 6510

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	-	-	-	-	-	0%
Intergovernmental	2,084	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	70,902	78,373	78,373	84,973	86,521	10%
<b>TOTAL REVENUES</b>	<b>72,986</b>	<b>80,873</b>	<b>80,873</b>	<b>87,473</b>	<b>89,021</b>	<b>10%</b>
<b>EXPENSES</b>						
Salaries and Benefits	70,725	74,372	74,372	75,341	77,889	5%
Operating Expenses	2,261	6,501	6,501	12,132	11,132	71%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>72,986</b>	<b>80,873</b>	<b>80,873</b>	<b>87,473</b>	<b>89,021</b>	<b>10%</b>
<b>EMPLOYEES</b>						
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' Services

## Goal 1 - Provide quality customer service for veterans and their families.

### Objective 1

Commissioners' Goal - OEE

To provide prompt service, Veterans' Services will maintain a 3 day or less wait time to be seen at least 92 percent of the time. This wait time is from the original requested appointment time to the first time slot available.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	90%	90%	90%	92%
Actual	N/A	N/A	96%		
Status	⊖	⊖	✓		

## Goal 2 - Provide comprehensive information on programs and services available to veterans.

### Objective 1

Commissioners' Goal - OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	6	6	6	6	6
Actual	8	N/A	1		
Status	✓	⊖	✗		

### Objective 2

Commissioners' Goal - ED, OEE

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.

	FY19	FY20	FY21	FY22	FY23
Target	100%	100%	100%	100%	100%
Actual	100%	N/A	100%		
Status	✓	⊖	✓		

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# Other Human Services

Dept ID: 6610

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	72,159	66,195	66,195	102,295	66,195	0%
<b>TOTAL REVENUES</b>	<b>72,159</b>	<b>66,195</b>	<b>66,195</b>	<b>102,295</b>	<b>66,195</b>	<b>0%</b>
<b>EXPENSES</b>						
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	5,964	-	-	13,000	-	0%
Project Safe	13,545	13,545	13,545	13,545	13,545	0%
Betsy Jeff Penn Center	-	-	-	10,000	-	0%
<b>TOTAL EXPENSES</b>	<b>72,159</b>	<b>66,195</b>	<b>66,195</b>	<b>102,295</b>	<b>66,195</b>	<b>0%</b>

## DEPARTMENT PURPOSE

This department's purpose is to record the County's contributions to other human services agencies.

# Youth Services

Dept ID: 67

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	6,093	13,165	13,165	20,745	20,745	58%
Intergovernmental	408,521	414,129	419,705	414,129	414,129	0%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	229,038	334,002	334,095	359,622	359,622	8%
<b>TOTAL REVENUES</b>	<b>643,652</b>	<b>761,296</b>	<b>766,965</b>	<b>794,496</b>	<b>794,496</b>	<b>4%</b>
<b>EXPENSES</b>						
Salaries and Benefits	551,664	646,177	612,418	663,767	663,767	3%
Operating Expenses	88,172	115,119	134,007	130,729	130,729	14%
Capital Outlay	3,816	-	20,540	-	-	0%
<b>TOTAL EXPENSES</b>	<b>643,652</b>	<b>761,296</b>	<b>766,965</b>	<b>794,496</b>	<b>794,496</b>	<b>4%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	10.2909	8.00	8.00	8.00	8.00	0%

## DEPARTMENT MISSION STATEMENT

Prevent and reduce the juvenile court involvement of at-risk and court-involved children and youth by providing a continuum of high-quality prevention and intervention services.

## WHAT WE DO (List of Services)

- Administration.
- Individual Counseling.
- Family Counseling.
- Cognitive Behavioral Therapy.
- Trauma Focused Cognitive Behavioral Therapy.
- Trauma Intensive Comprehensive Clinical Assessments.
- Eye Movement Desensitization & Reprocessing.
- Anger Management.
- Substance Use Prevention.
- Life Skills/Independent Living Skills.
- Community Service.
- Restitution.
- Teen Court.
- Mentoring.
- Tutoring.
- Parenting Classes.
- Temporary Shelter.



# Youth Services

## Goal 1 - Improve the lives of at-risk youth in Rockingham County.

### Objective 1 *Commissioners' Goal - PS, OEE*

At least 97 percent of Youth Services clients will not commit unlawful acts or receive convictions on new charges.

	FY19	FY20	FY21	FY22	FY23
Target	96%	97%	97%	97%	97%
Actual	99%	N/A	99%		
Status	✓	⊖	✓		

### Objective 2 *Commissioners' Goal - PS, OEE*

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.

	FY19	FY20	FY21	FY22	FY23
Target	85%	85%	80%	80%	80%
Actual	85%	N/A	78%		
Status	✓	⊖	✗		

## Goal 2 - Maximize State and Federal funding sources to provide the service at minimal cost to Rockingham County.

### Objective 1 *Commissioners' Goal - OEE*

At least 60 percent of Youth Services expenditures will be covered by non-County resources.

	FY19	FY20	FY21	FY22	FY23
Target	60%	60%	60%	60%	60%
Actual	60%	N/A	76%		
Status	✓	⊖	✓		

## Goal 3 - Provide a quality customer experience for the youth and families we serve.

### Objective 1 *Commissioners' Goal - OEE, CEC*

At least 95 percent of client survey respondents will indicate they are satisfied or highly satisfied with the quality of the programs provided.

	FY19	FY20	FY21	FY22	FY23
Target	95%	95%	95%	95%	95%
Actual	99%	N/A	100%		
Status	✓	⊖	✓		

## Goal 4 - Engage the community in Youth Services efforts.

### Objective 1 *Commissioners' Goal - CEC*

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.

	FY19	FY20	FY21	FY22	FY23
Target	165	165	75	75	75
Actual	169	N/A	52		
Status	✓	⊖	⊖		

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# Aging, Disability, and Transit Services

Dept ID: 7110

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	-	-	-	-	-	0%
Intergovernmental	622,467	896,954	901,832	901,832	901,832	1%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
General Fund	143,349	156,492	159,193	187,905	162,817	4%
<b>TOTAL REVENUES</b>	<b>765,816</b>	<b>1,053,446</b>	<b>1,061,025</b>	<b>1,089,737</b>	<b>1,064,649</b>	<b>1%</b>
<b>EXPENSES</b>						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	765,816	1,053,446	1,061,025	1,089,737	1,064,649	1%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>765,816</b>	<b>1,053,446</b>	<b>1,061,025</b>	<b>1,089,737</b>	<b>1,064,649</b>	<b>1%</b>

## 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.

# Library

Dept ID: 6910

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	23,630	37,500	37,500	37,500	37,500	0%
Intergovernmental	161,948	224,156	268,981	226,603	160,603	-28%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	5,739	5,000	5,000	5,000	5,000	0%
Non-Operating Revenue	-	-	-	-	-	0%
Other Financing Sources	-	-	-	-	-	0%
Taxes	-	-	-	-	-	0%
Fines, Forfeitures, & Assessments	46,375	59,264	59,264	59,264	59,264	0%
General Fund	1,583,257	1,795,699	1,852,332	1,848,707	1,884,200	5%
<b>TOTAL REVENUES</b>	<b>1,820,950</b>	<b>2,121,619</b>	<b>2,223,077</b>	<b>2,177,074</b>	<b>2,146,567</b>	<b>1%</b>
<b>EXPENSES</b>						
Salaries and Benefits	1,323,720	1,474,760	1,474,760	1,542,879	1,528,497	4%
Operating Expenses	486,368	539,459	540,317	566,123	578,755	7%
Capital Outlay	10,862	107,400	208,000	68,072	39,315	-63%
<b>TOTAL EXPENSES</b>	<b>1,820,950</b>	<b>2,121,619</b>	<b>2,223,077</b>	<b>2,177,074</b>	<b>2,146,567</b>	<b>1%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	27.90	27.90	27.90	26.425	26.425	-5%

## 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** *Commissioners' Goal - ECON, QL, ED*  
Provide at least 1,200 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.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	600	1,000	1,200
Actual	N/A	N/A	1,661		
Status	⊖	⊖	✓		

**Objective 2** *Commissioners' Goal - ECON*  
Achieve at least 50,000 hours of public computer use across all Libraries. These computers serve as a major resource for job seekers by providing high-speed internet access and access to a wireless network.

	FY19	FY20	FY21	FY22	FY23
Target	110,000	110,000	60,000	50,000	50,000
Actual	100,628	N/A	20,500		
Status	✗	⊖	✗		

## Goal 2 - Provide an educational resource for school age children.

**Objective 1** *Commissioners' Goal - CEC, QL, ED*  
Library will promote reading and help reinforce reading skills in Rockingham County youth by serving at least 5,000 youth through targeted programming.

	FY19	FY20	FY21	FY22	FY23
Target	4,000	8,000	2,600	3,000	5,000
Actual	11,724	N/A	3,739		
Status	✓	⊖	✓		

## Goal 3 - Provide Library resources in areas that are not convenient to a physical location.

**Objective 1** *Commissioners' Goal - ECON, CEC, QL, ED*  
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.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	500	500	500
Actual	N/A	N/A	583		
Status	⊖	⊖	✓		

## Goal 4 - Let citizens know about the Library resources available to them.

**Objective 1** *Commissioners' Goal - CEC, QL, ED*  
Staff will promote the Library's programs and resources, such as its new self-service systems, by creating and distributing to the media or social media at least 300 press releases or posts.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	100	150	300
Actual	N/A	N/A	398		
Status	⊖	⊖	✓		

## Goal 5 - Provide effective self-service options to citizens.

**Objective 1** *Commissioners' Goal - OEE*  
At least ten percent of all materials checked out from the Library will be through a new self-checkout system. This will be measured starting from the time this system becomes operational.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	10%	10%
Actual	N/A	N/A	N/A		
Status	⊖	⊖	⊖		

### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

OEE – Organizational Efficiency and Effectiveness

PS – Public Safety

CEC – Citizen Engagement / Communication

CAEE – County Appearance / Env. Enhancement

QL – Quality of Life

ED – Education

# Other Cultural

Dept ID: 7010

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	93,037	93,320	580,820	94,820	93,320	0%
<b>TOTAL REVENUES</b>	<b>93,037</b>	<b>93,320</b>	<b>580,820</b>	<b>94,820</b>	<b>93,320</b>	<b>0%</b>
<b>EXPENSES</b>						
Historical Society - Museum	50,000	50,000	537,500	50,000	50,000	0%
Dan River Basin Association	6,320	6,320	6,320	6,320	6,320	0%
PEG Channel - RCC	26,717	28,000	28,000	28,000	28,000	0%
Arts Council	8,000	8,000	8,000	8,000	8,000	0%
Fine Arts	2,000	1,000	1,000	2,500	1,000	0%
<b>TOTAL EXPENSES</b>	<b>93,037</b>	<b>93,320</b>	<b>580,820</b>	<b>94,820</b>	<b>93,320</b>	<b>0%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	18,126,839	16,717,365	21,540,498	38,610,570	16,717,365	0%
<b>TOTAL REVENUES</b>	<b>18,126,839</b>	<b>16,717,365</b>	<b>21,540,498</b>	<b>38,610,570</b>	<b>16,717,365</b>	<b>0%</b>
<b>EXPENSES</b>						
Current Expense	15,834,840	15,834,840	15,834,840	15,834,840	15,834,840	0%
Capital Outlay	2,291,999	882,525	5,705,658	22,775,730	882,525	0%
<b>TOTAL EXPENSES</b>	<b>18,126,839</b>	<b>16,717,365</b>	<b>21,540,498</b>	<b>38,610,570</b>	<b>16,717,365</b>	<b>0%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
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	4,827,936	4,545,844	5,545,844	5,583,706	3,524,255	-22%
<b>TOTAL REVENUES</b>	<b>4,827,936</b>	<b>4,545,844</b>	<b>5,545,844</b>	<b>5,583,706</b>	<b>3,524,255</b>	<b>-22%</b>
<b>EXPENSES</b>						
Current Expense	2,164,473	2,164,473	2,164,473	2,426,270	2,164,473	0%
Current Expense - 1/4 Cent	2,494,372	2,256,000	3,256,000	3,030,000	1,232,346	-45%
Capital Outlay	169,091	125,371	125,371	127,436	127,436	2%
<b>TOTAL EXPENSES</b>	<b>4,827,936</b>	<b>4,545,844</b>	<b>5,545,844</b>	<b>5,583,706</b>	<b>3,524,255</b>	<b>-22%</b>

## 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.





# General Capital Reserve Fund

Dept ID: 210

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Interest Earned	1,685	-	-	-	-	0%
Transfer from General Fund	8,358,588	4,130,759	4,697,015	4,451,507	4,467,966	8%
Fund Balance	(4,724,998)	1,948,472	2,435,972	-	2,062,891	6%
<b>TOTAL REVENUES</b>	<b>3,635,276</b>	<b>6,079,231</b>	<b>7,132,987</b>	<b>4,451,507</b>	<b>6,530,857</b>	<b>7%</b>
<b>EXPENSES</b>						
Transfer to General Fund	-	1,783,500	2,271,000	-	2,675,927	50%
Transfer to Debt Service Fund	3,635,276	3,745,731	3,745,731	3,654,930	3,654,930	-2%
Reserve Contribution	-	550,000	1,116,256	796,577	200,000	-64%
<b>TOTAL EXPENSES</b>	<b>3,635,276</b>	<b>6,079,231</b>	<b>7,132,987</b>	<b>4,451,507</b>	<b>6,530,857</b>	<b>7%</b>

## 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 - Landfill

Dept ID: 216

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Interest Earned	581	-	-	-	-	0%
Transfer from Cap. Project	1,464,613	-	-	-	-	0%
Transfer from Enterprise Fund	-	850,000	850,000	-	650,000	-24%
Fund Balance	(1,465,194)	-	-	-	-	0%
<b>TOTAL REVENUES</b>	-	<b>850,000</b>	<b>850,000</b>	-	<b>650,000</b>	<b>-24%</b>
<b>EXPENSES</b>						
Reserve - Future Landfill Cells	-	650,000	650,000	-	650,000	0%
Reserve - Bulldozer	-	200,000	200,000	-	-	-100%
<b>TOTAL EXPENSES</b>	-	<b>850,000</b>	<b>850,000</b>	-	<b>650,000</b>	<b>-24%</b>

## FUND PURPOSE

This fund was established in accordance with North Carolina law to account for the accumulation of resources to be used for major Landfill capital purchases.

# Capital Reserve Fund - Schools

Fund ID: 220

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Lottery Funds	756,583	840,000	840,000	900,000	900,000	7%
Interest Earned	7,864	-	-	-	-	0%
Restricted Sales Tax - Article 40	1,580,529	1,462,000	1,462,000	1,798,000	1,798,000	23%
Restricted Sales Tax - Article 42	3,161,058	2,968,000	2,968,000	3,652,000	3,652,000	23%
Fund Balance	(1,168,289)	-	2,523,318	-	-	0%
<b>TOTAL REVENUES</b>	<b>4,337,745</b>	<b>5,270,000</b>	<b>7,793,318</b>	<b>6,350,000</b>	<b>6,350,000</b>	<b>20%</b>
<b>EXPENSES</b>						
To Debt Service Fund	3,093,271	2,970,185	2,970,185	2,864,747	2,864,747	-4%
Transfer to General Fund	1,244,474	-	4,823,133	-	-	0%
Reserve Contribution	-	2,299,815	-	3,485,253	3,485,253	52%
<b>TOTAL EXPENSES</b>	<b>4,337,745</b>	<b>5,270,000</b>	<b>7,793,318</b>	<b>6,350,000</b>	<b>6,350,000</b>	<b>20%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>							
Wentworth	Fire Tax	377,664	345,000	345,000	359,269	359,269	4%
	Fund Balance	7,198	-	40,000	-	-	0%
Stokesdale	Fire Tax	268,694	231,590	231,990	244,454	244,454	6%
	Fund Balance	(6,752)	37,000	37,000	45,000	45,000	22%
Bethany	Fire Tax	463,071	420,459	420,959	446,585	446,585	6%
	Fund Balance	(40,548)	55,000	55,000	63,000	63,000	15%
Northwest	Fire Tax	154,047	138,251	138,501	145,083	145,083	5%
	Fund Balance	(5,850)	-	20,000	-	-	0%
Huntsville	Fire Tax	404,705	357,598	357,898	381,147	381,147	7%
	Fund Balance	(20,824)	55,000	55,000	63,000	63,000	15%
Oregon Hill	Fire Tax	223,293	202,128	202,128	213,209	213,209	5%
	Fund Balance	(3,489)	-	28,000	-	-	0%
Shiloh	Fire Tax	287,012	255,765	255,765	271,096	271,096	6%
	Fund Balance	(4,627)	28,000	28,000	35,000	35,000	25%
Monroeton	Fire Tax	381,052	340,938	341,238	356,786	356,786	5%
	Fund Balance	(7,812)	45,000	45,000	46,000	46,000	2%
Williamsburg	Fire Tax	339,451	284,008	284,258	307,921	307,921	8%
	Fund Balance	(31,817)	38,000	38,000	60,000	60,000	58%
Summerfield	Fire Tax	111,674	99,617	99,767	103,701	103,701	4%
	Fund Balance	1,666	15,000	15,000	12,000	12,000	-20%
Yanceyville	Fire Tax	172,264	152,545	152,545	162,338	162,338	6%
	Fund Balance	(6,523)	18,000	18,000	22,000	22,000	22%
Stoneyview	Fire Tax	150,420	125,179	125,179	129,347	129,347	3%
	Fund Balance	(13,621)	3,459	10,459	7,758	7,758	124%
Casville	Fire Tax	27,479	24,683	24,683	25,134	25,134	2%
	Fund Balance	(391)	2,500	2,500	2,500	2,500	0%
Jacobs Creek	Fire Tax	125,984	112,342	112,492	118,454	118,454	5%
	Fund Balance	(4,942)	16,000	16,000	16,000	16,000	0%
Madison/Mayodan	Fire Tax	190,670	172,728	172,728	172,778	172,778	0%
	Fund Balance	17,049	36,000	36,000	16,000	16,000	-56%
Stokes-Rockingham	Fire Tax	11,830	10,222	10,222	10,224	10,224	0%
	Fund Balance	93	1,800	1,800	1,800	1,047	-42%
Ruffin	Fire Tax	166,824	148,025	148,175	151,269	151,269	2%
	Fund Balance	(2,031)	17,500	17,500	18,000	18,000	3%
Draper	Fire Tax	325,399	290,746	290,746	299,814	299,814	3%
	Fund Balance	28,697	-	40,630	-	-	0%
Leaksville	Fire Tax	363,543	328,197	328,197	343,058	343,058	5%
	Fund Balance	(17,166)	-	51,421	-	-	0%
Pelham	Fire Tax	7,882	7,014	7,039	7,380	7,380	5%
	Fund Balance	(989)	-	-	1,500	1,500	100%
Interest	Interest	2,092	-	-	-	-	0%
<b>TOTAL REVENUES</b>		<b>4,442,371</b>	<b>4,415,294</b>	<b>4,604,820</b>	<b>4,658,605</b>	<b>4,657,852</b>	<b>5%</b>

## Fire Districts (contd.)

Fund ID: 230

EXPENSES		FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
Wentworth		384,862	345,000	385,000	359,269	359,269	4%
Stokesdale		261,942	268,590	268,990	289,454	289,454	8%
Bethany		422,523	475,459	475,959	509,585	509,585	7%
Northwest		148,197	138,251	158,501	145,083	145,083	5%
Huntsville		383,881	412,598	412,898	444,147	444,147	8%
Oregon Hill		219,804	202,128	230,128	213,209	213,209	5%
Shiloh		282,386	283,765	283,765	306,096	306,096	8%
Monroeton		373,240	385,938	386,238	402,786	402,786	4%
Williamsburg		307,634	322,008	322,258	367,921	367,921	14%
Summerfield		113,340	114,617	114,767	115,701	115,701	1%
Yanceyville		165,741	170,545	170,545	184,338	184,338	8%
Stoneyview		136,799	128,638	135,638	137,105	137,105	7%
Casville		27,088	27,183	27,183	27,634	27,634	2%
Jacobs Creek		121,042	128,342	128,492	134,454	134,454	5%
Madison/Mayodan		207,719	208,728	208,728	188,778	188,778	-10%
Stokes-Rockingham		11,923	12,022	12,022	12,024	11,271	-6%
Ruffin		164,793	165,525	165,675	169,269	169,269	2%
Draper		354,096	290,746	331,376	299,814	299,814	3%
Leaksville		346,377	328,197	379,618	343,058	343,058	5%
Pelham		6,893	7,014	7,039	8,880	8,880	27%
Interest to Districts		2,092	-	-	-	-	0%
<b>TOTAL EXPENDITURES</b>		<b>4,442,371</b>	<b>4,415,294</b>	<b>4,604,820</b>	<b>4,658,605</b>	<b>4,657,852</b>	<b>5%</b>

### 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Interest Earned	1,216	-	-	-	-	0%
NC 911	352,961	366,544	366,544	407,313	407,313	11%
Transfer from the General Fund	-	-	8,509	-	-	0%
Fund Balance	20,707	-	44,178	-	-	0%
<b>TOTAL REVENUES</b>	<b>374,883</b>	<b>366,544</b>	<b>419,231</b>	<b>407,313</b>	<b>407,313</b>	<b>11%</b>
<b>EXPENSES</b>						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	360,483	366,544	419,231	407,313	407,313	11%
Capital Outlay	14,400	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>374,883</b>	<b>366,544</b>	<b>419,231</b>	<b>407,313</b>	<b>407,313</b>	<b>11%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Interest Earned	977	1,000	1,000	1,000	1,000	0%
Donations/Contributions	16,947	15,000	15,000	15,000	15,000	0%
Fund Balance	(17,924)	-	-	-	-	0%
<b>TOTAL REVENUES</b>	<b>-</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>0%</b>
<b>EXPENSES</b>						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	-	16,000	16,000	16,000	16,000	0%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>-</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>0%</b>

## FUND PURPOSE

This Fund accounts for the monies donated by Vera Holland to the Stoneville Library for maintenance of the facility.

# Vera Holland - Vera Holland Center Fund

Fund ID: 251

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Interest Earned	316	250	250	250	250	0%
Rents	660	1,250	1,250	2,500	2,500	100%
Donations/Contributions	9,125	8,500	8,500	8,000	8,000	-6%
Fund Balance	6,785	-	-	-	-	0%
<b>TOTAL REVENUES</b>	<b>16,886</b>	<b>10,000</b>	<b>10,000</b>	<b>10,750</b>	<b>10,750</b>	<b>8%</b>
<b>EXPENSES</b>						
Stoneville Community Center	16,886	10,000	10,000	10,750	10,750	8%
<b>TOTAL EXPENSES</b>	<b>16,886</b>	<b>10,000</b>	<b>10,000</b>	<b>10,750</b>	<b>10,750</b>	<b>8%</b>

## FUND PURPOSE

This Fund accounts for revenue received from the Vera Holland Memorial Community Fund Trust that is required to be expended on the Vera Holland Community Center.



# Register of Deeds Fees Fund

Fund ID: 260

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	453,677	434,500	619,500	599,500	599,500	38%
Fund Balance	-	-	-	-	-	0%
<b>TOTAL REVENUES</b>	<b>453,677</b>	<b>434,500</b>	<b>619,500</b>	<b>599,500</b>	<b>599,500</b>	<b>38%</b>
<b>EXPENSES</b>						
ROD - Excise Tax	370,719	350,000	525,000	510,000	510,000	46%
ROD - NC Children Fund	3,350	3,500	3,500	3,500	3,500	0%
ROD - NC Domestic Violence Fund	20,100	21,000	21,000	21,000	21,000	0%
ROD - Deed of Trust	59,508	60,000	70,000	65,000	65,000	8%
<b>TOTAL EXPENSES</b>	<b>453,677</b>	<b>434,500</b>	<b>619,500</b>	<b>599,500</b>	<b>599,500</b>	<b>38%</b>

## FUND PURPOSE

This Fund accounts for the portion of fees that are set by NC General Statutes and are required by statute to be remitted to other State Agencies.

# Fines and Forfeitures Fund

Fund ID: 261

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Fines and Forfeitures	230,396	600,000	600,000	600,000	600,000	0%
Fund Balance	-	-	-	-	-	0%
<b>TOTAL REVENUES</b>	<b>230,396</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>0%</b>
<b>EXPENSES</b>						
To Schools	230,396	600,000	600,000	600,000	600,000	0%
<b>TOTAL EXPENSES</b>	<b>230,396</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>0%</b>

## FUND PURPOSE

This Fund accounts for fine and forfeiture revenue collected by the county that NC General Statute requires to be remitted to the school system.

# DSS Representative Payee Fund

Fund ID: 265

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Intergovernmental Revenue	646,742	800,000	800,000	800,000	800,000	0%
Fund Balance	(2,181)	-	-	-	-	0%
<b>TOTAL REVENUES</b>	<b>644,561</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>0%</b>
<b>EXPENSES</b>						
DSS Representative Payee	644,561	800,000	800,000	800,000	800,000	0%
<b>TOTAL EXPENSES</b>	<b>644,561</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>0%</b>

## FUND PURPOSE

This Fund accounts for Federal and State Government funds received on behalf of certain individuals where the county Department of Social Services provides payment management of the funds.

# Airport Grants Fund

Fund ID: 290

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Intergovernmental Revenue	90,333	16,667	910,138	16,667	16,667	0%
Interest Earned	967	-	-	-	-	0%
Fund Balance	(2,726)	-	13,220	-	-	0%
<b>TOTAL REVENUES</b>	<b>88,573</b>	<b>16,667</b>	<b>923,358</b>	<b>16,667</b>	<b>16,667</b>	<b>0%</b>
<b>EXPENSES</b>						
County Contribution	-	16,667	16,667	16,667	16,667	0%
Runway Pavement Rehab	(202,092)	-	260,326	-	-	0%
Fuel Farm	(12,507)	-	105,673	-	-	0%
Rehab Lighting	132,691	-	27,829	-	-	0%
CARES Act Funding	30,000	-	-	-	-	0%
NCGA Improvements	-	-	500,000	-	-	0%
Hangar Replacement and Repair	111,581	-	12,419	-	-	0%
Runway Signs	28,900	-	444	-	-	0%
<b>TOTAL EXPENSES</b>	<b>88,573</b>	<b>16,667</b>	<b>923,358</b>	<b>16,667</b>	<b>16,667</b>	<b>0%</b>

## FUND PURPOSE

To account for Federal and State grant funds that the County administers on behalf of the Rockingham County Airport Authority (Shiloh Airport).

# Debt Service Fund

Fund ID: 410

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Interest Rebate	89,867	43,665	43,665	31,495	31,495	-28%
Interest Earned	512		-			0%
Transfer from General Fund	417,137	135,553	135,553	132,747	1,960,401	1346%
Transfer from Cap. Reserve Funds	6,728,547	6,715,914	6,715,914	6,519,677	6,519,677	-3%
Proceeds of Debt	3,368,000	-	-	-	-	0%
Fund Balance	(52,861)	-	-	-	-	0%
<b>TOTAL REVENUES</b>	<b>10,551,203</b>	<b>6,895,132</b>	<b>6,895,132</b>	<b>6,683,919</b>	<b>8,511,573</b>	<b>23%</b>
<b>EXPENSES</b>						
Principal	8,523,657	5,258,054	5,258,054	5,276,830	6,686,830	27%
Interest	1,976,625	1,634,078	1,634,078	1,404,089	1,819,362	11%
Fees	1,910	3,000	3,000	3,000	3,000	0%
Cost of Issuance	49,011	-	-	-	-	0%
Reserve Contribution	-	-	-	-	2,381	100%
<b>TOTAL EXPENSES</b>	<b>10,551,203</b>	<b>6,895,132</b>	<b>6,895,132</b>	<b>6,683,919</b>	<b>8,511,573</b>	<b>23%</b>

## 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 Aa2 from Moody's and AA- from Standard and Poor's. The County adopted a formal debt policy on June 15, 2015 in order to set parameter and provide guidance to management on when to issue debt, how much can be issued and under what debt structure.

When in a declining interest rate environment, the County analyzes all outstanding debt for potential savings through debt refinancing.

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 went into effect October 2018 and was 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. On May 5, 2022 the County entered into a \$21,160,000 Installment Financing Contract (IFC) to fund the construction of this new facility. Semi-annual debt service payments begin in fiscal year 2022-2023 and are fully funded by the quarter-cent sales tax revenue with excess revenue that will be remitted to the community college for other workforce development needs.

Beginning in fiscal year 2021, the County has adopted annual operating budgets that include \$0.055 cents of the ad valorem tax rate being designated for capital improvement costs. This revenue will fully fund the existing general fund annual debt service payments as well as provide stable funding for the adopted 5-Year Capital Improvement Plan.

#### Legal Debt Margin

##### Computation of Legal Debt Margin as of June 30, 2022

Assessed value of taxable property *	\$ 8,074,337,451
	<u>          x 0.08</u>
Debt limit-8 percent of assessed value	\$ 645,946,996
Gross Debt:	
Certificates of Participation & Limited Obligation Bonds	\$ 31,426,647
Installment Purchase Agreements	32,905,945
Lease Liability	<u>142,806</u>
Total	\$ 64,475,398
Less Certain Deductions	\$ <u>          0</u>
Total amount of debt applicable to debt limit	\$ <u>64,475,398</u>
Legal Debt Margin	\$ <u>581,471,598</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 2021 tax levy.*

#### Governmental Activities Schedule of Debt

The County has the following outstanding debt issuances in the Governmental Activities Fund as of June 30, 2022:

Limited Obligation Bonds	\$ 30,918,242
Installment Purchase Agreements	<u>29,113,527</u>
Total Outstanding	\$ 60,031,769

Schedule of Long-Term Debt Maturities and Annual Debt Service Requirement for Governmental Activities, excluding leases and bond premium amounts, as of June 30, 2022.

Year Ending Jun 30	General Fund		
	Principle	Interest	Total
2023	\$ 6,686,826.60	\$ 1,819,358.95	\$ 8,506,185.55
2024	\$ 6,680,205.30	\$ 1,611,234.29	\$ 8,291,439.59
2025	\$ 4,949,424.42	\$ 1,369,014.24	\$ 6,318,438.66
2026	\$ 4,811,565.12	\$ 1,196,904.40	\$ 6,008,469.52
2027	\$ 4,388,517.84	\$ 1,032,247.26	\$ 5,420,765.10
2028	\$ 4,245,419.93	\$ 873,969.99	\$ 5,119,389.92
2029	\$ 4,167,633.36	\$ 763,189.78	\$ 4,930,823.14
2030	\$ 4,112,732.87	\$ 653,187.17	\$ 4,765,920.04
2031	\$ 3,824,093.19	\$ 543,881.14	\$ 4,367,974.33
2032	\$ 3,797,722.71	\$ 434,415.61	\$ 4,232,138.32
2033	\$ 3,505,688.30	\$ 319,647.45	\$ 3,825,335.75
2034	\$ 3,476,196.56	\$ 219,777.94	\$ 3,695,974.50
2035	\$ 1,457,755.69	\$ 118,378.81	\$ 1,576,134.50
2036	\$ 1,459,367.42	\$ 84,982.08	\$ 1,544,349.50
2037	\$ 1,461,033.57	\$ 51,590.93	\$ 1,512,624.50
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
	\$ 60,031,768.91	\$ 11,384,588.44	\$ 71,416,357.35

### 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, 2022:

	<u>Water</u>	<u>Sewer</u>	<u>Total Enterprise Funds</u>
Limited Obligation Bonds	\$ 114,378	\$ 72,096	\$ 186,474
Installment Purchase Agreements	<u>1,393,530</u>	<u>594,176</u>	<u>1,987,706</u>
Total Outstanding	\$ 1,507,908	\$ 666,272	\$ 2,174,180

In Fiscal Year 2023, 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 Commissioners' 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, 2022.

<b>Year Ending</b>	<b>Enterprise Fund</b>		
<b>Jun 30</b>	<b>Principle</b>	<b>Interest</b>	<b>Total</b>
2023	\$ 431,719.29	\$ 44,358.78	\$ 476,078.07
2024	\$ 427,037.52	\$ 32,482.53	\$ 459,520.05
2025	\$ 330,782.40	\$ 21,623.99	\$ 352,406.39
2026	\$ 327,638.03	\$ 14,572.08	\$ 342,210.11
2027	\$ 105,000.00	\$ 10,222.20	\$ 115,222.20
2028	\$ 107,000.00	\$ 8,513.10	\$ 115,513.10
2029	\$ 109,000.00	\$ 6,763.50	\$ 115,763.50
2030	\$ 110,000.00	\$ 4,997.70	\$ 114,997.70
2031	\$ 112,000.00	\$ 3,207.60	\$ 115,207.60
2032	\$ 114,000.00	\$ 1,385.10	\$ 115,385.10
	\$ 2,174,177.24	\$ 148,126.58	\$ 2,322,303.82



# Water Fund

Fund ID: 510

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	571,700	584,000	584,000	650,000	633,500	8%
Intergovernmental Revenue		-	150,000	-	-	0%
Miscellaneous	18	-	-	-	-	0%
Transfer from General Fund	284,722	210,022	210,022	351,995	183,238	-13%
Transfer from Capital Proj. Fund	232,955	-	-	-	-	0%
Proceeds of Debt	982,800	-	-	-	-	0%
Fund Balance	816,942	-	58,972	-	135,257	100%
<b>TOTAL REVENUES</b>	<b>2,889,137</b>	<b>794,022</b>	<b>1,002,994</b>	<b>1,001,995</b>	<b>951,995</b>	<b>20%</b>
<b>EXPENSES</b>						
Salaries and Benefits	29,877	18,593	18,593	20,195	20,195	9%
Operating Expenses	1,093,660	415,953	567,914	569,535	519,535	25%
Debt Service	1,287,683	319,476	319,476	310,665	310,665	-3%
Capital Outlay	477,916	40,000	97,011	101,600	101,600	154%
<b>TOTAL EXPENSES</b>	<b>2,889,137</b>	<b>794,022</b>	<b>1,002,994</b>	<b>1,001,995</b>	<b>951,995</b>	<b>20%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	1.35	0.35	0.35	0.35	0.35	-74%

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	573,035	620,000	620,000	620,000	510,000	-18%
Transfer from General Fund	187,192	158,190	158,190	241,822	221,822	40%
Proceeds of Debt	277,200	-	-	-	-	0%
Fund Balance	400,262	15,000	79,686	-	-	-100%
<b>TOTAL REVENUES</b>	<b>1,437,689</b>	<b>793,190</b>	<b>857,876</b>	<b>861,822</b>	<b>731,822</b>	<b>-8%</b>
<b>EXPENSES</b>						
Salaries and Benefits	25,315	18,593	18,593	20,195	20,195	9%
Operating Expenses	836,218	579,971	580,412	662,710	532,710	-8%
Debt Service	444,751	171,126	171,126	165,417	165,417	-3%
Capital Outlay	131,404	23,500	87,745	13,500	13,500	-43%
<b>TOTAL EXPENSES</b>	<b>1,437,689</b>	<b>793,190</b>	<b>857,876</b>	<b>861,822</b>	<b>731,822</b>	<b>-8%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	1.35	0.35	0.35	0.35	0.35	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 *Commissioners' Goal - OEE, PS, QL*

Achieve zero Notice of Violations (NOV) from the State. These notice of violations are typically related to paperwork timing.

	FY19	FY20	FY21	FY22	FY23
Target	-	-	-	-	-
Actual	1	N/A	9		
Status	✗	⊖	✗		

### Objective 2 *Commissioners' Goal - OEE, PS, QL*

Ensure that a minimum of 10% of the wastewater system lines have preventative maintenance performed on it during the year. This is a requirement by the State of North Carolina. Currently our system has approximately 19.55 miles of sewer lines.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	10%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

## Goal 2 - Ensure efficient and accurate reading of meters

### Objective 1 *Commissioners' Goal - OEE, QL*

Replace a minimum of 10% of existing water meters with new radio read meters. The water system currently has 600 meters total and 450 need replacing.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	N/A	N/A	N/A	10%
Actual	N/A	N/A	N/A	N/A	
Status	⊖	⊖	⊖	⊖	

#### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

OEE – Organizational Efficiency and Effectiveness

PS – Public Safety

CEC – Citizen Engagement / Communication

CAEE – County Appearance / Env. Enhancement

QL – Quality of Life

ED – Education

# Landfill Fund

Fund ID: 560

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges	4,288,522	4,160,000	4,160,000	4,160,000	4,348,430	5%
Intergovernmental	6,804	8,250	8,250	6,000	6,000	-27%
Licenses & Permits	-	-	-	-	-	0%
Miscellaneous	9,914	-	-	-	-	0%
Non-Operating Revenue	30,723	30,000	30,000	15,000	15,000	-50%
Other Financing Sources	78,320	-	-	-	-	0%
Taxes	231,724	216,150	216,150	215,000	235,000	9%
Fines, Forfeitures, & Assessments	-	-	-	-	-	0%
Fund Balance	2,029,807	675,489	1,803,831	(379,006)	-	-100%
<b>TOTAL REVENUES</b>	<b>6,675,814</b>	<b>5,089,889</b>	<b>6,218,231</b>	<b>4,016,994</b>	<b>4,604,430</b>	<b>-10%</b>
<b>EXPENSES</b>						
Salaries and Benefits	935,314	967,596	967,596	984,336	960,115	-1%
Operating Expenses	5,143,233	2,472,300	2,541,414	2,494,690	2,394,315	-3%
Reserve Contribution	-	600,000	600,000	-	600,000	0%
Transfer to Capital Reserve	-	850,000	850,000	-	650,000	-24%
Capital Outlay	597,268	199,993	1,259,221	537,968	-	-100%
<b>TOTAL EXPENSES</b>	<b>6,675,814</b>	<b>5,089,889</b>	<b>6,218,231</b>	<b>4,016,994</b>	<b>4,604,430</b>	<b>-10%</b>
<b>EMPLOYEES</b>						
Full Time Equivalents	14.80	13.20	13.20	13.20	13.20	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 educational recycling programs.
- Oversee and revise the comprehensive solid waste management plan.

# Landfill and Recycling

## Goal 1 - Increase environmental / recycling efforts.

### Objective 1 *Commissioners' Goal - CAEE, QL*

Collect at least 80 pounds of single-stream recyclables per unincorporated Rockingham County resident.

	FY19	FY20	FY21	FY22	FY23
Target	70.0	80.0	80.0	80.0	80.0
Actual	99.0	N/A	119.7		
Status	✓	⊖	✓		

### Objective 2 *Commissioners' Goal - CAEE*

To set a good example for Rockingham County citizens, at least 21 tons/year of materials will be recycled at County buildings.

	FY19	FY20	FY21	FY22	FY23
Target	25	25	25	25	21
Actual	25.00	N/A	25.29		
Status	✓	⊖	✓		

### Objective 3 *Commissioners' Goal - CAEE, OEE, CEC*

Receive 0 NOVs (Notices of Violation) from the NC Department of Environmental Quality.

	FY19	FY20	FY21	FY22	FY23
Target	-	-	-	-	-
Actual	-	N/A	-		
Status	✓	⊖	✓		

### Objective 4 *Commissioners' Goal - CAEE*

Promote and manage at least 2 employee/Commissioner Adopt-a-Highway workdays that will pick up trash along two miles of roadway.

	FY19	FY20	FY21	FY22	FY23
Target	2	2	2	2	2
Actual	1	N/A	1		
Status	✗	⊖	✗		

## Goal 2 - Maximize space at the Landfill.

### Objective 1 *Commissioners' Goal - OEE*

Maintain an annual compaction rate for waste of at least a 1,500 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.

	FY19	FY20	FY21	FY22	FY23
Target	1,500	1,400	1,400	1,500	1,500
Actual	1,219	N/A	1,204		
Status	✗	⊖	✗		

## Goal 3 - Make the Solid Waste Facility a safer place.

### Objective 1 *Commissioners' Goal - OEE, PS*

Achieve zero OSHA recordable injuries for Landfill staff.

	FY19	FY20	FY21	FY22	FY23
Target	N/A	-	-	-	-
Actual	N/A	N/A	-		
Status	⊖	⊖	✓		

## Goal 4 - Encourage internships.

### Objective 1 *Commissioners' Goal - ED*

Landfill will offer at least one student internship. Intern will be North Carolina-based and studying engineering, environmental sciences, or a related field.

	FY19	FY20	FY21	FY22	FY23
Target	1	1	1	1	1
Actual	1	N/A	-		
Status	✓	⊖	⊖		

### Board of Commissioners' Goal Abbreviation

ECON – Economic Development

OEE – Organizational Efficiency and Effectiveness

PS – Public Safety

CEC – Citizen Engagement / Communication

CAEE – County Appearance / Env. Enhancement

QL – Quality of Life

ED – Education

# Self Funding Insurance Fund

Fund ID: 610

	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges to Other Funds	849,430	879,283	879,283	974,082	1,022,511	16%
Miscellaneous	187,777	10,000	10,000	10,000	10,000	0%
Interest Earned	1,098	-	-	-	-	0%
Transfer from General Fund	42,989	-	-	-	-	0%
Fund Balance	(234,276)	-	217,383	-	-	0%
<b>TOTAL REVENUES</b>	<b>847,018</b>	<b>889,283</b>	<b>1,106,666</b>	<b>984,082</b>	<b>1,032,511</b>	<b>16%</b>
<b>EXPENSES</b>						
Insurance/Reinsurance	763,813	789,283	849,283	889,431	900,000	14%
Claims	26,205	100,000	94,651	94,651	132,511	33%
Capital Outlay	57,000	-	162,732	-	-	0%
<b>TOTAL EXPENSES</b>	<b>847,018</b>	<b>889,283</b>	<b>1,106,666</b>	<b>984,082</b>	<b>1,032,511</b>	<b>16%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges to Other Funds	679,666	643,604	643,604	-	692,122	8%
Miscellaneous	4,401	-	-	-	-	0%
Interest Earned	6,305	5,000	5,000	-	5,000	0%
Fund Balance	(293,606)	-	75,000	-	-	0%
<b>TOTAL REVENUES</b>	<b>396,766</b>	<b>648,604</b>	<b>723,604</b>	<b>-</b>	<b>697,122</b>	<b>7%</b>
<b>EXPENSES</b>						
Administration Expense	20,075	28,700	28,700	-	30,000	5%
Insurance/Reinsurance	158,043	180,000	182,600	-	200,000	11%
Claims	218,648	439,904	512,304	-	467,122	6%
<b>TOTAL EXPENSES</b>	<b>396,766</b>	<b>648,604</b>	<b>723,604</b>	<b>-</b>	<b>697,122</b>	<b>7%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges to Other Funds	8,731,803	10,181,000	10,181,000	9,960,000	9,960,000	-2%
Retiree Reimbursement	269,791	313,000	313,000	305,000	305,000	-3%
Miscellaneous	1,078,606	600,000	700,000	100,000	100,000	-83%
Interest Earned	8,261	5,000	5,000	5,000	5,000	0%
Transfer from General Fund	-	500,000	-	-	-	-100%
Transfer from ARPA Fund	-	-	400,000	-	-	0%
Fund Balance	1,515,337	1,064,100	1,064,100	-	-	-100%
<b>TOTAL REVENUES</b>	<b>11,603,799</b>	<b>12,663,100</b>	<b>12,663,100</b>	<b>10,370,000</b>	<b>10,370,000</b>	<b>-18%</b>
<b>EXPENSES</b>						
Administration Expense	83,094	78,800	78,800	200,600	200,600	155%
Insurance/Reinsurance	11,340,842	823,700	823,700	752,640	815,000	-1%
Wellness Program	179,863	190,000	190,000	190,000	190,000	0%
Medical/Rx Claims	-	9,790,000	9,790,000	7,520,760	7,458,400	-24%
Medicare-Post 65 Premiums	-	1,065,600	1,065,600	1,041,000	1,041,000	-2%
Dental Claims	-	600,000	600,000	550,000	550,000	-8%
Vision Premium	-	100,000	100,000	100,000	100,000	0%
Life Insurance Premium	-	15,000	15,000	15,000	15,000	0%
<b>TOTAL EXPENSES</b>	<b>11,603,799</b>	<b>12,663,100</b>	<b>12,663,100</b>	<b>10,370,000</b>	<b>10,370,000</b>	<b>-18%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Charges to Employee	183,411	195,000	195,000	210,000	210,000	8%
Transfer from Health Fund	25,000	-	-	-	-	0%
Fund Balance	(6,091)	-	-	-	-	0%
<b>TOTAL REVENUES</b>	<b>202,319</b>	<b>195,000</b>	<b>195,000</b>	<b>210,000</b>	<b>210,000</b>	<b>8%</b>
<b>EXPENSES</b>						
Claims	202,319	195,000	195,000	210,000	210,000	8%
<b>TOTAL EXPENSES</b>	<b>202,319</b>	<b>195,000</b>	<b>195,000</b>	<b>210,000</b>	<b>210,000</b>	<b>8%</b>

## 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Amended	FY 2022/23 Requested	FY 2022/23 Adopted	% Change from Prior Year
<b>REVENUES</b>						
Intergovernmental Revenue	18,000	-	-	-	-	0%
Interest Earned	638	500	500	-	-	-100%
Taxes	371,506	349,605	349,605	388,000	388,000	11%
Fund Balance	(66,184)	-	61,000	-	-	0%
<b>TOTAL REVENUES</b>	<b>323,960</b>	<b>350,105</b>	<b>411,105</b>	<b>388,000</b>	<b>388,000</b>	<b>11%</b>
<b>EXPENSES</b>						
Salaries and Benefits	-	-	-	-	-	0%
Operating Expenses	323,960	350,105	411,105	388,000	388,000	11%
Capital Outlay	-	-	-	-	-	0%
<b>TOTAL EXPENSES</b>	<b>323,960</b>	<b>350,105</b>	<b>411,105</b>	<b>388,000</b>	<b>388,000</b>	<b>11%</b>

## 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

<b>Accrual</b>	A recognition of revenues or expenditures when they are earned or incurred.
<b>Accumulated Depreciation</b>	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.
<b>Agency Fund</b>	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.
<b>Appropriation</b>	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.
<b>Assessed Valuation</b>	The official valuation of property as a basis for property taxation.
<b>Audit</b>	Refers to the annual inspection of the County's financial accounts and financial procedures, performed by an outside independent auditing firm.
<b>Balanced Budget</b>	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.
<b>Bond</b>	A financing instrument used by local governments to raise capital for specific projects.
<b>Budget</b>	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.
<b>Capital Facilities</b>	Fixed assets, primarily buildings, acquired or constructed by the County (Governmental Center, Sheriff's Office, etc.).
<b>Capital Outlay</b>	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.
<b>Capitalization</b>	The conversion of an expenditure on a capital outlay item to an asset on the balance sheet.
<b>Carryover Funds</b>	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.
<b>Cash Basis</b>	A basis of accounting that recognizes revenues and expenditures as the cash is received or expended.
<b>Component Unit</b>	Legally separate entities for which the County is financially accountable.
<b>Contingency</b>	An amount budgeted for unforeseen expenditures or to build fund balance for future expenditure needs.
<b>Debt Service</b>	The amount of payments necessary to retire the debt of the County. Debt service includes principal and interest payments.
<b>Debt Service Fund</b>	Debt service funds account for the resources accumulated and payments made for principal and interest on long-term General obligation debt of governmental funds.

<b>Depreciation</b>	Expense allowance made for wear and tear on an asset over its estimated useful life.
<b>Enterprise Fund</b>	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.
<b>Fiduciary Fund</b>	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.
<b>Fiscal Year (FY)</b>	A fixed period of time for which expenditures and revenues are provided in Rockingham County. The fiscal year is July 1 through June 30.
<b>Full Time Position (FTE)</b>	An employment position authorized by the County Commissioners.
<b>Fund</b>	An accounting entity with a group of self-balancing accounts.
<b>Fund Balance</b>	The difference between costs and revenue. A negative fund balance is called a deficit.
<b>GAAP</b>	Acronym for Generally Accepted Accounting Principles.
<b>GFOA</b>	Acronym for the Government Finance Officers Association.
<b>General Fund</b>	The General operating fund that is used to account for all financial resources except those required to be accounted for in another fund.
<b>General Obligation Debt</b>	A bond secured by a pledge of the issuer's taxing powers either limited or unlimited. Most secure of all municipal debt.
<b>GIS</b>	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.
<b>Goal</b>	A broad statement of outcomes to be achieved on behalf of the customers.
<b>Governmental Fund</b>	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.
<b>Intergovernmental Revenue</b>	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.
<b>IT</b>	Acronym for Information Technology.
<b>Long-Term Debt</b>	Debt with a maturity of more than one year after the date of issuance.
<b>Major Fund</b>	Major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. Any other fund may be reported as a major fund if the government's officials believe that fund is particularly important to financial statement users.

<b>Modified Accrual</b>	Revenues are recorded when susceptible to accrual, i.e., both measurable and available to finance expenditures of the fiscal period.
<b>Objectives</b>	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.
<b>Operating Budget</b>	The operating budget contains the annual operating costs of an activity or component, including personnel expenses, maintenance and repair and smaller capital expenses.
<b>Performance Measurements</b>	Provides continuous feedback and identifies where adjustments or corrective actions are needed.
<b>Personal Property</b>	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.
<b>Program</b>	This is a plan or unit under which action may be taken towards meeting an individual or set of goal(s) in the provision of a particular service.
<b>Property Tax Rate</b>	The level at which property values are calculated to determine the amount of taxes to be collected.
<b>Proprietary Funds</b>	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.
<b>Public Service Property</b>	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.
<b>Real Property</b>	Real estate, including land and improvements (building, fencing, paving, etc.) classified for purposes of tax assessment.
<b>Reassessment</b>	A periodic re-appraisal of the value of property to serve as a basis for taxation.
<b>Reserve</b>	A portion of a fund's assets that is restricted for a certain purpose and not available for appropriation.
<b>Revenue</b>	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.
<b>Special Revenue Fund</b>	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.
<b>Straight Line Method</b>	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 2022-23**

**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, 2022 and ending June 30, 2023:

**GENERAL GOVERNMENT TYPE REVENUES**

General Fund

Ad Valorem Taxes	\$ 56,944,239
Other Taxes and Licenses	18,845,500
Unrestricted Intergovernmental	220,000
Restricted Intergovernmental	15,822,675
Permits and Fees	1,183,000
Sales and Services	7,395,584
Investment Earnings	125,000
Miscellaneous	906,276
Other Financing Sources	2,659,468
Fund Balance Appropriated	<u>4,356,916</u>

Total Estimated Revenues	\$ 108,458,658
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Debt Service Fund	\$ 8,511,573
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**SPECIAL REVENUE TYPE REVENUES**

Administrative Capital Reserve Fund

Transfer from General Fund	\$ 4,467,966	
Fund Balance Appropriated	<u>2,062,891</u>	
Total Estimated Revenues		\$ 6,530,857

Landfill Capital Reserve Fund

Transfer from Enterprise Fund	\$ 650,000	
Fund Balance Appropriated	<u>0</u>	
Total Estimated Revenues		\$ 650,000

School Capital Reserve Fund

Restricted Sales Tax	\$ 5,450,000	
School Capital Fund	<u>900,000</u>	
Total Estimated Revenues		\$ 6,350,000

<u>Fire District Funds</u>		
Ad Valorem Taxes	\$ 4,249,047	
Fund Balance Appropriated	<u>408,805</u>	
Total Estimated Revenues		\$ 4,657,852
<u>Emergency Telephone Fund</u>		
911 Surcharge Fees	\$ 407,313	
Fund Balance Appropriated	<u>0</u>	
Total Estimated Revenues		\$ 407,313
<u>Stoneville Library-Vera Holland Fund</u>		
Interest Distribution / Donations / Rents		\$ 16,000
<u>Vera Holland Ctr-V Holland Fund</u>		
Interest Distribution / Donations		\$ 10,750
<u>Register of Deeds Fees Fund</u>		
ROD Fees		\$ 599,500
<u>Fines &amp; Forfeitures Fund</u>		
Fines & Forfeitures		\$ 600,000
<u>DSS-Representative Payee Fund</u>		
DSS-Rep Payee Rev.		\$ 800,000
<u>Airport Fund</u>		
Transfer from General Fund		\$ 16,667
<u>Tourism Development Fund</u>		
Occupancy Tax and Interest Earned		\$ 388,000
<b><u>ENTERPRISE TYPE REVENUES</u></b>		
<u>Landfill Enterprise Fund</u>		
Tipping Fees	\$ 4,323,430	
Tire and Appliance Disposal	211,000	
Recycling and Other	5,000	
Interest Earned	15,000	
Solid Waste Disposal Tax	50,000	
Fund Balance Appropriated	<u>0</u>	
Total Estimated Revenues		\$ 4,604,430
<u>Water Enterprise Fund</u>		
Fees and Charges	\$ 633,500	
Fund Balance Appropriated	135,257	
Transfer from General Fund	<u>183,238</u>	
Total Estimated Revenues		\$ 951,995



Sewer Enterprise Fund

Fees and Charges	\$ 510,000
Fund Balance Appropriated	0
Transfer from General Fund	<u>221,822</u>

Total Estimated Revenues \$ 731,822

**INTERNAL SERVICE TYPE REVENUES**

General Insurance Deductible Fund \$ 1,032,511

Worker's Compensation Fund

Charges to other Funds	\$ 692,122
Interest Earned	<u>5,000</u>

Total Estimated Revenues \$ 697,122

Health Insurance Fund

Charges for services	\$ 9,960,000
Retiree Reimbursement	305,000
Interest Earned	5,000
Miscellaneous	100,000
Transfer from General Fund	0
Fund Balance Appropriated	<u>0</u>
Total Estimated Revenues	\$ 10,370,000

Employee 125 Plan

Employee Charges	<u>\$ 210,000</u>
Total Estimated Revenues	\$ 210,000

**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, 2022 and ending June 30, 2023 in accordance with the chart of accounts heretofore established for the County:

## **GENERAL GOVERNMENT TYPE EXPENDITURES**

### **General Fund**

Governing Body	\$214,837
County Manager	536,316
Public Information Office	110,561
Peg Channel	58,400
Safety & Risk Management	112,460
Human Resources	440,958
Finance	752,523
Tax/Tax Revaluation	2,088,544
Legal	302,590
Elections	592,139
Register of Deeds	602,142
Information Technology	2,790,631
GIS	216,591
Engineering & Public Utilities	3,600,842
Judicial Center	527,781
Non-Departmental	5,186,485
Emergency Medical Services	8,535,608
Fire Marshal	386,099
Communications	2,336,606
Emergency Management	260,434
Emergency Services Admin	212,093
Medical Examiner	100,000
Sheriff	10,502,478
Jail	5,267,700
Animal Control	263,199
Other Public Safety	295,116
Animal Shelter	815,689
Inspection/Planning/Code Enforce/Permitting	1,205,208
Airport	86,667
Economic Development & Tourism	659,483
Economic Development Projects	1,955,021
Economic Development Other	20,000
Cooperative Extension	351,378
Soil Conservation	240,117
Integrated Health	198,482
Public Health	6,783,175
Mental Health (MOE)	311,800

DSS	17,859,210	
Veterans	89,021	
Other Human Services	66,195	
Youth Services	794,496	
Library	2,146,567	
ADTS	1,064,649	
Other Cultural	93,320	
Public Schools	16,717,365	
Rockingham Community College	3,524,255	
Transfers to Other Funds	6,833,427	
Contingency	350,000	
	<hr/>	
Total Appropriations		\$ 108,458,658
Debt Service Fund		\$ 8,511,573

### **SPECIAL REVENUE TYPE EXPENDITURES**

#### Administrative Capital Reserve Fund

Transfer to Debt Service Fund	\$ 3,654,930	
Transfer to General Fund	2,675,927	
Reserve Contribution	<u>200,000</u>	
		\$ 6,530,857

#### Landfill Capital Reserve Fund

Reserve for Future Cell	\$ 650,000	
Reserve for Bulldozer	<u>0</u>	
		\$ 650,000

#### School Capital Reserve Fund

Transfer to Debt Service Fund	\$ 2,864,747	
Reserve Contribution	<u>3,485,253</u>	
Total Appropriations		\$ 6,350,000

#### Fire District Fund

Public Safety - Wentworth	\$ 359,269
Public Safety - Stokesdale	289,454
Public Safety - Bethany	509,585
Public Safety - Northwest	145,083
Public Safety - Huntsville	444,147
Public Safety - Oregon Hill	213,209
Public Safety - Shiloh	306,096
Public Safety - Monroeton	402,786
Public Safety - Williamsburg	367,921
Public Safety - Summerfield	115,701
Public Safety - Yanceyville	184,338
Public Safety - Stoneyview	137,105
Public Safety - Casville	27,634
Public Safety - Jacobs Creek	134,454
Public Safety - Madison/Mayodan	188,778

Public Safety - Stokes/Rockingham	11,271	
Public Safety - Ruffin	169,269	
Public Safety - Leaksville	343,058	
Public Safety - Draper	299,814	
Public Safety – Pelham	<u>8,880</u>	
Total Appropriations		\$ 4,657,852

<u>Emergency Telephone Fund</u>		
Operations		\$ 407,313

<u>Stoneville Library-Vera Holland Fund</u>		
Operations		\$ 16,000

<u>Vera Holland Ctr-V Holland Fund</u>		
Operations		\$ 10,750

<u>Register of Deeds Fees Fund</u>		
Operations		\$ 599,500

<u>Fines &amp; Forfeitures Fund</u>		
To Schools		\$ 600,000

<u>DSS Representative Payee Fund</u>		
To DSS Rep. Payees		\$ 800,000

<u>Airport Fund</u>		
Grant Match Reserve		\$ 16,667

<u>Tourism Development Fund</u>		
Operations		\$ 388,000

#### **ENTERPRISE TYPE EXPENDITURES**

<u>Landfill Enterprise Fund</u>		
Landfill operations		\$ 4,604,430

<u>Water Enterprise Fund</u>		
Water operations		\$ 951,995

<u>Sewer Enterprise Fund</u>		
Sewer operations		\$ 731,822

#### **INTERNAL SERVICE TYPE EXPENDITURES**

<u>General Insurance Deductible Fund</u>		
Claims Paid		\$ 132,511
Insurance/Re-Insurance		<u>900,000</u>
		\$ 1,032,511

<u>Worker's Compensation Fund</u>		
Worker's Compensation expenditures		\$ 697,122

Health Insurance Fund

Health Insurance expenditures

\$ 10,370,000

Employee 125 Plan

Claims

\$ 210,000

**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, 2022, for the purpose of raising revenue as set forth in the foregoing estimate of revenues. Five and five tenths cents (.055) 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 \$7,188,668,514 for real, personal and public utilities and \$979,316,143 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	\$ 405,000,000
Stokesdale	0.10	248,000,000
Bethany	0.11	412,000,000
Northwest	0.115	128,000,000
Huntsville	0.085	455,000,000
Oregon Hill	0.07	309,000,000
Shiloh	0.10	275,000,000
Monroeton	0.10	362,000,000
Williamsburg	0.11	284,000,000
Summerfield	0.0915	115,000,000
Yanceyville	0.09	183,000,000
Stoneyview	0.105	125,000,000
Casville	0.10	25,500,000
Jacobs Creek	0.095	126,500,000
Madison/Mayodan	0.105	167,000,000
Stokes/Rockingham	0.0804	12,900,000
Ruffin	0.13	118,100,000
Leaksville	0.10	348,000,000
Draper	0.07	435,000,000
Pelham	0.0614	12,200,000

**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 and/or land, provided that such leases are one year duration or less and are within budgeted appropriations. The County Manager may execute leases for equipment, vehicles, and other personal property that span multiple fiscal years provided that such leases have a total value less than \$50,000 over the life of the lease.
- 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, 2022, or otherwise designated, are hereby re-appropriated for this fiscal year.

**Section 8.** Classification pay plan effective July 1, 2022 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 current Rockingham County Sheriff, as of the effective date of this ordinance, shall be compensated at a rate of \$116,619.27 annually. Benefits, along with pay increases such as merit raises, cost of living adjustments, and classification and compensation study increases will be offered in the same manner as other County employees and as required by law. Future Sheriff's shall be compensated according to the adopted Rockingham County Pay Plan.

**Section 11.** The current Rockingham County Register of Deeds, as of the effective day of this ordinance, shall be compensated at a rate of \$78,057.47 annually. Benefits, along with pay increases such as merit raises, cost of living adjustments, and classification and compensation study increases will be offered in the same manner as other County employees and as required by law. Future Registers of Deeds shall be compensated according to the adopted Rockingham County Pay Plan.

**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.

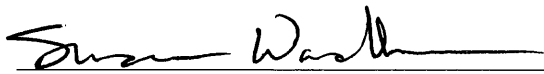
**Section 17.** Changes to the County Master Fee Schedule are hereto attached and approved herein by reference.

**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 6<sup>th</sup> day of June, 2022



  
Kevin Berger, Chairperson  
Rockingham County Board of Commissioners

  
Susan Washburn, Clerk  
Rockingham County Board of Commissioners

# ROCKINGHAM COUNTY PAY PLAN

Effective 07/01/2022

Title	Grade	Min	Mid	Max
911 Database Coordinator	19	\$44,281.79	\$57,566.33	\$70,850.87
911 PSAP Manager	26	\$62,308.93	\$81,001.61	\$99,694.29
Accounting Assistant	14	\$34,695.94	\$45,104.73	\$55,513.51
Accounting Software Specialist	18	\$42,173.14	\$54,825.08	\$67,477.02
Accounting Specialist	18	\$42,173.14	\$54,825.08	\$67,477.02
Accounting Technician	16	\$38,252.28	\$49,727.96	\$61,203.65
Administrative Assistant I	13	\$33,043.76	\$42,956.88	\$52,870.01
Administrative Assistant II	15	\$36,430.74	\$47,359.96	\$58,289.19
Administrative Assistant III	17	\$40,164.89	\$52,214.36	\$64,263.83
Animal Control Officer	14	\$34,695.94	\$45,104.73	\$55,513.51
Animal Shelter Director	22	\$51,261.71	\$66,640.23	\$82,018.74
Animal Shelter Manager	16	\$38,252.28	\$49,727.96	\$61,203.65
Animal Shelter Technician	8	\$25,890.65	\$33,657.84	\$41,425.04
Animal Shelter Technician - Part-time	4	\$21,300.30	\$27,690.39	\$34,080.48
Assistant County Manager	31	\$79,523.74	\$103,380.86	\$127,237.98
Assistant DSS Director	28	\$68,695.60	\$89,304.28	\$109,912.95
Assistant Fire Marshal	19	\$44,281.79	\$57,566.33	\$70,850.87
Assistant Lead Telecommunicator	14	\$34,695.94	\$45,104.73	\$55,513.51
Assistant Register of Deeds	20	\$46,495.88	\$60,444.65	\$74,393.41
Assistant Tax Collector	11	\$29,971.66	\$38,963.16	\$47,954.66
Attorney I	28	\$68,695.60	\$89,304.28	\$109,912.95
Building Inspector	17	\$40,164.89	\$52,214.36	\$64,263.83
Building/Grounds Maintenance Assistant Supervisor	18	\$42,173.14	\$54,825.08	\$67,477.02
Building/Grounds Maintenance Supervisor	21	\$48,820.68	\$63,466.88	\$78,113.08
Building/Grounds Maintenance Technician	16	\$38,252.28	\$49,727.96	\$61,203.65
Building/Grounds Maintenance Worker	9	\$27,185.18	\$35,340.73	\$43,496.29
Business Intelligence Report Developer	19	\$44,281.79	\$57,566.33	\$70,850.87
Business Officer	18	\$42,173.14	\$54,825.08	\$67,477.02
Business Personal Property Tech	14	\$34,695.94	\$45,104.73	\$55,513.51
Business Systems Manager	22	\$51,261.71	\$66,640.23	\$82,018.74
Central Permitting Administrator	21	\$48,820.68	\$63,466.88	\$78,113.08
Certified Assistant Tax Collector	13	\$33,043.76	\$42,956.88	\$52,870.01
Certified Peer Specialist	12	\$31,470.24	\$40,911.32	\$50,352.39
Chief Building Inspector	26	\$62,308.93	\$81,001.61	\$99,694.29
Chief Information Officer	34	\$92,058.67	\$119,676.27	\$147,293.87
Chief Tax Appraiser	20	\$46,495.88	\$60,444.65	\$74,393.41
Child Support Agent I	13	\$33,043.76	\$42,956.88	\$52,870.01
Child Support Agent II	15	\$36,430.74	\$47,359.96	\$58,289.19
Child Support Supervisor	18	\$42,173.14	\$54,825.08	\$67,477.02
Child Welfare QA/Trainer	21	\$48,820.68	\$63,466.88	\$78,113.08
Clerk to the Board	21	\$48,820.68	\$63,466.88	\$78,113.08
Code Enforcement Administrator	20	\$46,495.88	\$60,444.65	\$74,393.41
Code Enforcement Officer	14	\$34,695.94	\$45,104.73	\$55,513.51
Community Development Director	28	\$68,695.60	\$89,304.28	\$109,912.95
Community Paramedic	16	\$38,252.28	\$49,727.96	\$61,203.65
Community Social Services Technician	10	\$28,544.44	\$37,107.77	\$45,671.10



Counselor	21	\$48,820.68	\$63,466.88	\$78,113.08
County Attorney	32	\$83,499.93	\$108,549.90	\$133,599.88
County Management Fellow	10	\$28,544.44	\$37,107.77	\$45,671.10
Courier	4	\$21,300.30	\$27,690.39	\$34,080.48
Court Services Records Clerk	12	\$31,470.24	\$40,911.32	\$50,352.39
Custodian	4	\$21,300.30	\$27,690.39	\$34,080.48
Customer Service Technician	11	\$29,971.66	\$38,963.16	\$47,954.66
Dental Assistant	13	\$33,043.76	\$42,956.88	\$52,870.01
Dental Hygienist	20	\$46,495.88	\$60,444.65	\$74,393.41
Dentist I	36	\$101,494.68	\$131,943.09	\$162,391.49
Dentist II	37	\$106,569.42	\$138,540.24	\$170,511.07
Dentist III	38	\$111,897.89	\$145,467.25	\$179,036.62
Deputy Chief Building Inspector	24	\$56,516.04	\$73,470.85	\$90,425.66
Deputy Economic Development & Tourism Director	25	\$59,341.84	\$77,144.39	\$94,946.94
Deputy Elections Director	14	\$34,695.94	\$45,104.73	\$55,513.51
Deputy Finance Director	26	\$62,308.93	\$81,001.61	\$99,694.29
Deputy Fire Marshal	20	\$46,495.88	\$60,444.65	\$74,393.41
Deputy Register of Deeds	12	\$31,470.24	\$40,911.32	\$50,352.39
Detention Captain	26	\$62,308.93	\$81,001.61	\$99,694.29
Detention Lieutenant	23	\$53,824.80	\$69,972.24	\$86,119.68
Detention Officer	16	\$38,252.28	\$49,727.96	\$61,203.65
Detention Officer, Corporal	18	\$42,173.14	\$54,825.08	\$67,477.02
Detention Sergeant	21	\$48,820.68	\$63,466.88	\$78,113.08
Director of Consolidated Human Services	35	\$96,661.60	\$125,660.08	\$154,658.56
District Technician	17	\$40,164.89	\$52,214.36	\$64,263.83
District Watershed Conservationist	21	\$48,820.68	\$63,466.88	\$78,113.08
Economic Development & Tourism Director	35	\$96,661.60	\$125,660.08	\$154,658.56
Elections Director	26	\$62,308.93	\$81,001.61	\$99,694.29
Emergency Management Coordinator	19	\$44,281.79	\$57,566.33	\$70,850.87
Emergency Operations Manager	29	\$72,130.38	\$93,769.49	\$115,408.60
Emergency Services Director	32	\$83,499.93	\$108,549.90	\$133,599.88
EMS Accounting Clerk - PT	13	\$33,043.76	\$42,956.88	\$52,870.01
EMS Assistant Training Officer	21	\$48,820.68	\$63,466.88	\$78,113.08
EMS Call Scheduler	6	\$23,483.58	\$30,528.65	\$37,573.73
EMS Captain	21	\$48,820.68	\$63,466.88	\$78,113.08
EMS Lieutenant	18	\$42,173.14	\$54,825.08	\$67,477.02
EMS Shift Supervisor	23	\$53,824.80	\$69,972.24	\$86,119.68
EMS Training Officer	25	\$59,341.84	\$77,144.39	\$94,946.94
EMT Basic	13	\$33,043.76	\$42,956.88	\$52,870.01
EMT Intermediate	15	\$36,430.74	\$47,359.96	\$58,289.19
EMT Paramedic	17	\$40,164.89	\$52,214.36	\$64,263.83
Engineering and Public Utilities Director	31	\$79,523.74	\$103,380.86	\$127,237.98
Environmental Health Program Coordinator	23	\$53,824.80	\$69,972.24	\$86,119.68
Environmental Health Programs Specialist	21	\$48,820.68	\$63,466.88	\$78,113.08
Environmental Health Specialist	19	\$44,281.79	\$57,566.33	\$70,850.87
Environmental Health Supervisor II	26	\$62,308.93	\$81,001.61	\$99,694.29
Evidence Technician	15	\$36,430.74	\$47,359.96	\$58,289.19
Executive Assistant to the County Manager	17	\$40,164.89	\$52,214.36	\$64,263.83
Existing Industry Manager	23	\$53,824.80	\$69,972.24	\$86,119.68

Finance Director	33	\$87,674.92	\$113,977.40	\$140,279.88
Fire Marshal	22	\$51,261.71	\$66,640.23	\$82,018.74
Foreign Language Interpreter	10	\$28,544.44	\$37,107.77	\$45,671.10
GIS Analyst	17	\$40,164.89	\$52,214.36	\$64,263.83
GIS Manager	21	\$48,820.68	\$63,466.88	\$78,113.08
Human Resources Analyst	20	\$46,495.88	\$60,444.65	\$74,393.41
Human Resources Director	31	\$79,523.74	\$103,380.86	\$127,237.98
Human Resources Specialist	15	\$36,430.74	\$47,359.96	\$58,289.19
Human Services Coordinator III	23	\$53,824.80	\$69,972.24	\$86,119.68
Income Maintenance Caseworker II	13	\$33,043.76	\$42,956.88	\$52,870.01
Income Maintenance Caseworker III	15	\$36,430.74	\$47,359.96	\$58,289.19
Income Maintenance Supervisor I	16	\$38,252.28	\$49,727.96	\$61,203.65
Income Maintenance Supervisor II	18	\$42,173.14	\$54,825.08	\$67,477.02
Information Technology Business Analyst	21	\$48,820.68	\$63,466.88	\$78,113.08
Integrated Health Care Program Manager	25	\$59,341.84	\$77,144.39	\$94,946.94
IT Systems Specialist	18	\$42,173.14	\$54,825.08	\$67,477.02
ITS Manager	25	\$59,341.84	\$77,144.39	\$94,946.94
ITS Systems Administrator	21	\$48,820.68	\$63,466.88	\$78,113.08
Land Records Specialist	11	\$29,971.66	\$38,963.16	\$47,954.66
Land Records Technician	13	\$33,043.76	\$42,956.88	\$52,870.01
Landfill Equipment Operator	12	\$31,470.24	\$40,911.32	\$50,352.39
Landfill Maintenance Technician	9	\$27,185.18	\$35,340.73	\$43,496.29
Landfill Manager	21	\$48,820.68	\$63,466.88	\$78,113.08
Landfill Mechanic	15	\$36,430.74	\$47,359.96	\$58,289.19
Landfill Mechanic Assistant	14	\$34,695.94	\$45,104.73	\$55,513.51
Lead Child Support Agent	16	\$38,252.28	\$49,727.96	\$61,203.65
Lead Worker III	10	\$28,544.44	\$37,107.77	\$45,671.10
Legal Assistant	11	\$29,971.66	\$38,963.16	\$47,954.66
Librarian	13	\$33,043.76	\$42,956.88	\$52,870.01
Library Assistant	9	\$27,185.18	\$35,340.73	\$43,496.29
Library Associate	13	\$33,043.76	\$42,956.88	\$52,870.01
Library Branch Manager	20	\$46,495.88	\$60,444.65	\$74,393.41
Library Contingency Worker	1	\$18,400.00	\$23,920.00	\$29,440.00
Library Director	27	\$65,424.38	\$85,051.69	\$104,679.00
Local Health Director	33	\$87,674.92	\$113,977.40	\$140,279.88
Maintenance Technician Supervisor	18	\$42,173.14	\$54,825.08	\$67,477.02
Maintenance Worker I	9	\$27,185.18	\$35,340.73	\$43,496.29
Marketing Manager	22	\$51,261.71	\$66,640.23	\$82,018.74
Medical Lab Technician	13	\$33,043.76	\$42,956.88	\$52,870.01
Medical Office Assistant	13	\$33,043.76	\$42,956.88	\$52,870.01
Nutritionist	17	\$40,164.89	\$52,214.36	\$64,263.83
Office Receptionist	7	\$24,657.76	\$32,055.09	\$39,452.42
Paralegal	15	\$36,430.74	\$47,359.96	\$58,289.19
Payroll Technician	17	\$40,164.89	\$52,214.36	\$64,263.83
Permit Technician	14	\$34,695.94	\$45,104.73	\$55,513.51
Personnel Technician	16	\$38,252.28	\$49,727.96	\$61,203.65
Pharmacist	30	\$75,736.89	\$98,457.96	\$121,179.03
Physician Extender	29	\$72,130.38	\$93,769.49	\$115,408.60
Planner	20	\$46,495.88	\$60,444.65	\$74,393.41

Practical Nurse I	11	\$29,971.66	\$38,963.16	\$47,954.66
Practical Nurse II	14	\$34,695.94	\$45,104.73	\$55,513.51
Pretrial Release Case Manager	15	\$36,430.74	\$47,359.96	\$58,289.19
Program Integrity Investigator	15	\$36,430.74	\$47,359.96	\$58,289.19
Program Support Specialist	14	\$34,695.94	\$45,104.73	\$55,513.51
Public Health Education Specialist	16	\$38,252.28	\$49,727.96	\$61,203.65
Public Health Nurse II	23	\$53,824.80	\$69,972.24	\$86,119.68
Public Health Nurse III	24	\$56,516.04	\$73,470.85	\$90,425.66
Public Health Nursing Director II	29	\$72,130.38	\$93,769.49	\$115,408.60
Public Health Nursing Supervisor I	25	\$59,341.84	\$77,144.39	\$94,946.94
Public Health Nursing Supervisor II	27	\$65,424.38	\$85,051.69	\$104,679.00
Public Health Program Supervisor	19	\$44,281.79	\$57,566.33	\$70,850.87
Public Information Officer	23	\$53,824.80	\$69,972.24	\$86,119.68
Purchasing Agent	18	\$42,173.14	\$54,825.08	\$67,477.02
Quality Assurance Specialist	17	\$40,164.89	\$52,214.36	\$64,263.83
Quality Assurance/Training Officer	15	\$36,430.74	\$47,359.96	\$58,289.19
Records Clerk	12	\$31,470.24	\$40,911.32	\$50,352.39
Recycling Attendant	2	\$19,320.00	\$25,116.00	\$30,912.00
Register of Deeds	27	\$65,424.38	\$85,051.69	\$104,679.00
Safety & Risk Manager	22	\$51,261.71	\$66,640.23	\$82,018.74
Senior Deputy Elections Director	16	\$38,252.28	\$49,727.96	\$61,203.65
Senior Land Records Tech	14	\$34,695.94	\$45,104.73	\$55,513.51
Senior Landfill Equipment Operator	14	\$34,695.94	\$45,104.73	\$55,513.51
Senior Librarian	18	\$42,173.14	\$54,825.08	\$67,477.02
Senior Library Assistant	11	\$29,971.66	\$38,963.16	\$47,954.66
Senior Medical Lab Technician	15	\$36,430.74	\$47,359.96	\$58,289.19
Senior Nutritionist	19	\$44,281.79	\$57,566.33	\$70,850.87
Senior Planner	20	\$46,495.88	\$60,444.65	\$74,393.41
Senior Public Health Educator	20	\$46,495.88	\$60,444.65	\$74,393.41
Senior Public Health Nursing Supervisor	27	\$65,424.38	\$85,051.69	\$104,679.00
Senior Tax Appraiser	18	\$42,173.14	\$54,825.08	\$67,477.02
Senior Telecommunicator	16	\$38,252.28	\$49,727.96	\$61,203.65
Sheriff	33	\$87,674.92	\$113,977.40	\$140,279.88
Sheriff Captain	24	\$56,516.04	\$73,470.85	\$90,425.66
Sheriff Colonel	28	\$68,695.60	\$89,304.28	\$109,912.95
Sheriff Deputy	17	\$40,164.89	\$52,214.36	\$64,263.83
Sheriff Investigator	18	\$42,173.14	\$54,825.08	\$67,477.02
Sheriff Lieutenant	22	\$51,261.71	\$66,640.23	\$82,018.74
Sheriff Master Deputy	19	\$44,281.79	\$57,566.33	\$70,850.87
Sheriff Mechanic	15	\$36,430.74	\$47,359.96	\$58,289.19
Sheriff Sergeant	20	\$46,495.88	\$60,444.65	\$74,393.41
Sheriff Training Coordinator	18	\$42,173.14	\$54,825.08	\$67,477.02
Shift Supervisor	18	\$42,173.14	\$54,825.08	\$67,477.02
Small Business & Economic Development Coordinator	19	\$44,281.79	\$57,566.33	\$70,850.87
Small Business Manager	22	\$51,261.71	\$66,640.23	\$82,018.74
Social Services Director	33	\$87,674.92	\$113,977.40	\$140,279.88
Social Services Program Supervisor	18	\$42,173.14	\$54,825.08	\$67,477.02
Social Work Program Manager/Health and Human Services Project Ad	25	\$59,341.84	\$77,144.39	\$94,946.94
Social Worker I A & T	20	\$46,495.88	\$60,444.65	\$74,393.41

Social Worker II	17	\$40,164.89	\$52,214.36	\$64,263.83
Social Worker III	20	\$46,495.88	\$60,444.65	\$74,393.41
Social Worker Program Manager	24	\$56,516.04	\$73,470.85	\$90,425.66
Social Worker Supervisor II	20	\$46,495.88	\$60,444.65	\$74,393.41
Social Worker Supervisor III	23	\$53,824.80	\$69,972.24	\$86,119.68
Solid Waste Program Manager	23	\$53,824.80	\$69,972.24	\$86,119.68
SOS Program Coordinator	22	\$51,261.71	\$66,640.23	\$82,018.74
Staff Development Specialist II	19	\$44,281.79	\$57,566.33	\$70,850.87
Staff Duty Officer	14	\$34,695.94	\$45,104.73	\$55,513.51
Strategic Management Director	25	\$59,341.84	\$77,144.39	\$94,946.94
Substance Abuse Counselor II	18	\$42,173.14	\$54,825.08	\$67,477.02
Switchboard Relief Operator	9	\$27,185.18	\$35,340.73	\$43,496.29
TAC Officer	15	\$36,430.74	\$47,359.96	\$58,289.19
Tax Administrator	30	\$75,736.89	\$98,457.96	\$121,179.03
Tax Appraisal Supervisor	23	\$53,824.80	\$69,972.24	\$86,119.68
Tax Appraisal Technician	13	\$33,043.76	\$42,956.88	\$52,870.01
Tax Appraiser	17	\$40,164.89	\$52,214.36	\$64,263.83
Tax Business Personal Property Tech	14	\$34,695.94	\$45,104.73	\$55,513.51
Tax Collections Supervisor	20	\$46,495.88	\$60,444.65	\$74,393.41
Tax Personal Property Manager	20	\$46,495.88	\$60,444.65	\$74,393.41
Tax Personal Property Technician	11	\$29,971.66	\$38,963.16	\$47,954.66
Teen Court Coordinator	18	\$42,173.14	\$54,825.08	\$67,477.02
Telecommunicator	14	\$34,695.94	\$45,104.73	\$55,513.51
Therapeutic Enrichment Coordinator	16	\$38,252.28	\$49,727.96	\$61,203.65
Tourism Manager	21	\$48,820.68	\$63,466.88	\$78,113.08
Utility Maintenance Crew Leader	16	\$38,252.28	\$49,727.96	\$61,203.65
Utility Maintenance Tech	14	\$34,695.94	\$45,104.73	\$55,513.51
Utility Worker	2	\$19,320.00	\$25,116.00	\$30,912.00
Veterans Service Officer	18	\$42,173.14	\$54,825.08	\$67,477.02
Weighmaster	12	\$31,470.24	\$40,911.32	\$50,352.39
Work First Placement Specialist	13	\$33,043.76	\$42,956.88	\$52,870.01
Youth Services Director	27	\$65,424.38	\$85,051.69	\$104,679.00

## FY 2022/23 Adopted Fee Schedule Changes

Department/Division	Fee Change	Current Fee Name (if applicable)	New Fee Name	Current Fee Amount (if applicable)	New Fee Amount	Justification for change
Animal Shelter	Change Existing Fee	Cat Low Cost Spay & Neuter Clinic	Cat Low Cost Spay & Neuter Clinic	\$65.00	\$80.00	The spay and neuter clinic increased their fees March 1st for surgical procedures due to rising cost of supplies.
Animal Shelter	Change Existing Fee	Dog low cost spay and neuter	Dog low cost spay and neuter - Dogs - Up To 59lbs	\$75.00	\$90.00	The spay and neuter clinic increased their fees March 1st for surgical procedures due to rising cost of supplies.
Animal Shelter	Change Existing Fee	Dog low cost spay and neuter	Dog low cost spay and neuter - Dogs - 60lbs to 99lbs	\$75.00	\$120.00	The spay and neuter clinic increased their fees March 1st for surgical procedures due to rising cost of supplies.
Animal Shelter	Change Existing Fee	Dog low cost spay and neuter	Dog low cost spay and neuter - Dogs - 100lbs - 120lbs	\$75.00	\$150.00	The spay and neuter clinic increased their fees March 1st for surgical procedures due to rising cost of supplies.
Animal Shelter	New Fee	N/A	Microchipping	N/A	\$25.00	We have the ability to microchip during clinics and the public has been requesting the service.
Animal Shelter	New Fee	N/A	Pregnant Animal Surcharge	N/A	\$40.00	The spay and neuter clinic increased their fees March 1st and for surgical procedures due to rising cost of supplies.
Central Permitting	Remove Fee	Historical Records Request	N/A	\$10	\$0	Fee has never been charged for these records.
EMS	Change Existing Fee	ALS II Comprehensive Transport	ALS II Comprehensive Transport	\$812.36	\$854.20	Recommendation from EMSMC 130% above Medicare Allowable
EMS	Change Existing Fee	ALS Emergency Transport	ALS Emergency Transport	\$561.26	\$590.17	Recommendation from EMSMC 130% above Medicare Allowable
EMS	Change Existing Fee	ALS Non-Emergency Transport	ALS Non-Emergency Transport	\$354.48	\$372.64	Recommendation from EMSMC 130% above Medicare Allowable
EMS	Change Existing Fee	BLS Non Emergency Transport	BLS Non Emergency Transport	\$295.40	\$310.62	Recommendation From EMSMC 130% above Medicare Allowable
EMS	Change Existing Fee	BLS Emergency Transport	BLS Emergency Transport	\$472.64	\$496.99	Recommendation From EMSMC 130% above Medicare Allowable
EMS	Change Existing Fee	Specialty Care Transport	Specialty Care Transport	\$960.05	\$1,009.52	Recommendation From EMSMC 130% above Medicare Allowable
Landfill	Change Existing Fee	MSW Tipping Fee	MSW Tipping Fee	\$37.00 per ton + \$2.00 per ton State tax	\$38.00 per ton + \$2.00 per ton State tax	Per Landfill Consultant, fee needs to be increased to meet revenue needs for closure/post closure costs, new cell construction and equipment needs.
Landfill	Change Existing Fee	Clean wood and inert debris	Clean wood and inert debris	\$55.00 per ton	\$60.00 per ton	Vendor has raised price to grind and haul inert debris.
Landfill	Change Existing Fee	Individual vehicles with 6 or more wheels or 4 wheels with a trailer	Individual vehicles with 6 or more wheels or 4 wheels with a trailer	\$37.00 per ton + \$2.00 per ton State tax	\$38.00 per ton + \$2.00 per ton State tax	Per Landfill Consultant, fee needs to be increased to meet revenue needs for closure/post closure costs, new cell construction and equipment needs.
Public Health	New Fee	N/A	Vaxelis	N/A	\$161	New vaccine

Department/Division	Fee Change	Current Fee Name (if applicable)	New Fee Name	Current Fee Amount (if applicable)	New Fee Amount	Justification for change
Public Health	New Fee	N/A	MenQuadfi	N/A	\$173	New vaccine that is replacing an older one.
Public Health - Dental	New Fee	N/A	D2920 - Re-cement/Re-bond crown	N/A	\$110	Dentist wanted to offer more services
Public Health - Dental	New Fee	N/A	D5282 - Removable Unilateral Partial Denture - cast metal, Maxillary	N/A	\$728	Dentist wanted to offer more services
Public Health - Dental	New Fee	N/A	D5283 - Removable Unilateral Partial Denture - cast metal, Mandibular	N/A	\$728	Dentist wanted to offer more services
Public Health - Dental	New Fee	N/A	D5284 - Removable Unilateral Partial Denture - Flexible base per quadrant	N/A	\$752	Dentist wanted to offer more services
Public Health - Dental	New Fee	N/A	D5286 - Removable Unilateral Partial Denture - Resin per quadrant	N/A	\$695	Dentist wanted to offer more services
Public Health - Dental	New Fee	N/A	D5820 - Interim Partial Denture Maxillary	N/A	\$600	Dentist wanted to offer more services
Public Health - Dental	New Fee	N/A	D5821 - Interim Partial Denture Mandibular	N/A	\$600	Dentist wanted to offer more services
Water and Sewer	Change Existing Fee	Total Water Bill	Total Water Bill	\$9.72 per 1,000 gallons volume used fee + fixed rate fee	\$10.20 per 1,000 gallons volume used fee + fixed rate fee	Increase fees to cover increased cost of operations.
Water and Sewer	Change Existing Fee	8" Water Line Total Water Bill	8" Water Line Total Water Bill	\$4.32 per 1,000 gallons volume used + fixed rate fee	\$4.54 per 1,000 gallons volume used fee + fixed rate fee	Increased cost of operations
Water and Sewer	Change Existing Fee	Irrigation Meter	Irrigation Meter	\$9.72 per 1,000 gallons volume used fee	\$10.20 per 1,000 gallons volume used fee	Increased cost of operations
Water and Sewer	Change Existing Fee	Sewer - Volume Used, Schools and Governmental Customers, 0 - 15,000 gallons per month	Sewer - Volume Used, Schools and Governmental Customers, 0 - 15,000 gallons per month	\$9.00 per 1,000 gallons of water through system	\$9.45 per 1,000 gallons of water through system	Increased costs of operations
Water and Sewer	Change Existing Fee	Sewer - Volume Used, Schools and Governmental Customers Over 15,000 gallons per month	Sewer - Volume Used, Schools and Governmental Customers Over 15,000 gallons per month	\$31.00 per 1,000 gallons of water through system	\$32.55 per 1,000 gallons of water through system	Increased costs of operations
Water and Sewer	Change Existing Fee	Sewer - Volume Used, Other Customers 0-15,000 Gallons per Month	Sewer - Volume Used, Other Customers 0-15,000 Gallons per Month	\$9.00 per 1,000 gallons of water through system	\$9.45 per 1,000 gallons of water through system	Increased costs of operations
Water and Sewer	Change Existing Fee	Sewer - Volume Used, Other Customers Over 15,000 Gallons per Month	Sewer - Volume Used, Other Customers Over 15,000 Gallons per Month	\$13.00 per 1,000 gallons of water through system	\$13.65 per 1,000 gallons of water through system	Increased costs of operations
Water and Sewer	Change Existing Fee	Sewer - Customers with Wells, Flat Fee for Customers with Wells	Sewer - Customers with Wells, Flat Fee for Customers with Wells	\$49.00 per month or \$98.00 per billing period	\$51.45 per month or \$102.90 per billing period	Increased costs of operations
Water and Sewer	Change Existing Fee	Leachate Customers	Leachate Customers	\$21.00 per 1,000 gallons of leachate	\$22.05 per 1,000 gallons of leachate	Increased costs of operations
Youth Services	Change Existing Fee	Family Therapy	Family Therapy	\$75	\$85	The Sandhills reimbursement rate for this service is \$81.57.

**ROCKINGHAM COUNTY**  
**GENERAL FUND - CAPITAL OUTLAY REQUESTS/RECOMMENDATIONS**  
**2022-23 FISCAL YEAR**

DEPARTMENT	CAPITAL OUTLAY ITEM	AMOUNT REQUESTED	AMOUNT ADOPTED
ANIMAL CONTROL	Animal Control Truck	\$ 35,645	\$ 40,645
COMMUNICATIONS	Hosted Call Handling Solution 911 Phone Tech.	\$ 19,742	\$ 19,741
	8 Portable Radios	\$ 23,183	\$ 23,184
	12 Consolettes Replaced in Viper Tower House	\$ 110,180	\$ 110,180
		\$ 153,105	\$ 153,105
EDC	Large Conference Room Upfit	\$ 10,000	\$ 5,000
	Ford Explorer	\$ -	\$ 30,125
		\$ 10,000	\$ 35,125
ELECTIONS	Gutter & Roof Replacement	\$ 24,000	\$ -
25	Express Voting BMD Terminals	\$ 85,000	\$ 85,000
		\$ 109,000	\$ 85,000
EMERGENCY MANAGEMENT	Upgrade both Variable Message Boards	\$ 25,000	\$ -
	23 Radios, 2 Bank Chargers, & 6 Desk Chargers	\$ 91,455	\$ 91,455
		\$ 116,455	\$ 91,455
EMS	12 EMS Protective Gear	\$ 16,788	\$ 16,788
	Rescue Jennifer 12 Yr Old Manikin	\$ 1,200	\$ 1,200
	Ambu Junior/Intraosseous Leg	\$ 1,300	\$ 1,300
	Base Furniture	\$ 4,000	\$ 4,000
	Life Form Crisis Complete Manikin	\$ 4,400	\$ 4,400
	Ford E450 Ambulance	\$ 180,380	\$ 180,380
	2 TDMA Radio	\$ 18,446	\$ 18,446
	2 Stretcher	\$ 46,938	\$ 46,938
	2 Monitor	\$ 75,380	\$ 75,380
	2 Stryker power Load Lift	\$ 54,032	\$ 54,032
	Remount Ford E450 Ambulance	\$ 125,151	\$ 125,213
	Ford F250 Super Cab	\$ 54,600	\$ -
	64 Ballistic Vests for EMS Staff	\$ 48,000	\$ -
	TDMA Radios Rescue Squads	\$ -	\$ 175,000
	11 APX4000 Portable Radios	\$ 45,947	\$ 45,947
	3 APX7500 Radios QRVs	\$ 22,752	\$ 22,752
	APX8500 Radio	\$ 9,223	\$ 9,223
	8 TDMA Flash Radios	\$ 5,360	\$ 5,360
		\$ 713,897	\$ 786,359
EPU	Land Plane Bobcat Attachment	\$ 1,345	\$ 1,345
	Bobcat Bigfoot Trencher	\$ 4,970	\$ -
	6 Farm Services Mini Splits (HVAC Units)	\$ 28,613	\$ -
	Eden EMS Base New Roof	\$ 48,000	\$ -
	Help Inc Bldg Renovations	\$ 8,255	\$ -
	Reidsville EMS Base HVAC Replacement	\$ 25,000	\$ 25,000
	EDC HVAC Unit 1	\$ 11,380	\$ 11,380
	EDC HVAC Unit 6	\$ 12,296	\$ 12,296
	Excavator Mulcher	\$ 23,100	\$ 23,100
	Nu Life Clubhouse Addressable Fire Alarm System	\$ 15,960	\$ -
	Reidsville Library Roof Replacement	\$ 75,000	\$ -
	Animal Shelter Flooring (Lobby, Bathrooms, Offices)	\$ 40,000	\$ 40,000

DEPARTMENT	CAPITAL OUTLAY ITEM	AMOUNT REQUESTED	AMOUNT ADOPTED
	Stump Grinder	\$ 3,795	\$ -
	2022 Chevy Silverado 5500 4x4	\$ 76,769	\$ 76,769
	Help Inc Bldg HVAC Unit	\$ 8,645	\$ -
	Installation & Wiring for Generator	\$ 83,800	\$ -
	New Natural Gas Hanging Heater (Snow Plow Room)	\$ 4,025	\$ -
	Gov Center 2 Main Lug Panels	\$ 22,000	\$ 22,000
	Jobsite Tit-Top Equipment Trailer	\$ 9,074	\$ -
	DSS Building Renovations Second Floor	\$ 750,000	\$ 1,048,683
	Maintenance Shop Parking Lot	\$ 89,468	\$ -
	Debris Cutter Head	\$ 72,850	\$ -
	Equipment Shelter	\$ 400,000	\$ -
	Consolidated Maintenance Shop	\$ 875,000	\$ -
	Eden Library Building Renovations (Roof & Flooring)	\$ 190,000	\$ -
	Trailer Storage Facility	\$ 215,000	\$ -
	Convert Warehouse to Storage Facility	\$ 148,210	\$ 148,210
	Governmental Center Flooring	\$ -	\$ 308,000
		\$ 3,242,555	\$ 1,716,783
FIRE MARSHAL	4 Fire Sniffers	\$ 7,400	\$ 7,400
	Turnout Gear	\$ 3,000	\$ 3,000
	4 Body Armor	\$ 3,000	\$ -
	Ford F250 Super Cab	\$ 46,898	\$ -
	3 APX6000XE Portable Radios	\$ 17,692	\$ 17,692
	3 APX4500 Mobile Radios	\$ 13,286	\$ 13,286
		\$ 91,275	\$ 41,378
INSPECTION	3 Vehciles & Equipment	\$ 108,000	\$ 36,000
IT	30 Desktop Replacements	\$ 24,000	\$ 24,000
	40 Laptop & Dock Replacements	\$ 48,000	\$ 48,000
	10 Monitors	\$ 2,000	\$ 2,000
	Replace analog cameras	\$ 20,000	\$ 20,000
	Fiber repair and NC 65 Fiber pole replacement	\$ 22,000	\$ 22,000
	Hardware/Software Contingency	\$ 4,000	\$ 4,000
	ITS Infrastructure Stabilization	\$ 250,000	\$ 250,000
	25 Mobile Data Terminal Replacements	\$ 56,250	\$ 56,250
	EMS Rugged Laptops	\$ 24,000	\$ 24,000
	Finance/HR ERP System	\$ 750,000	\$ -
	Doc. Mgmt-Scanning Hardware/Server Memory	\$ 75,000	\$ -
		\$ 1,275,250	\$ 450,250
JAIL	2023 Ford Transit Cargo Van	\$ 69,280	\$ 69,280
	Jail Transport Vehicle	\$ 44,522	\$ -
		\$ 113,802	\$ 69,280
JUDICIAL CENTER	2 Air Handlers Motors Toshiba 5HP	\$ 1,500	\$ 1,500
	3 Air handlers Motors Toshiba 7.5	\$ 2,600	\$ 2,600
	C-397 1.5 Ton Mitsubishi P series A/C System	\$ 8,243	\$ -
	Data & Phones Rm 1.5 Ton Mitsubishi P A/C System	\$ 10,504	\$ 10,504
	Parking Lot Pavement repairs	\$ 90,650	\$ -
	C-171 1.5 Ton Mitsubishi P Series A/C System	\$ 8,868	\$ -
	C-254 1.5 Ton Mitsubishi P Series A/C System	\$ 11,480	\$ 11,480
	C-398 1.5 Ton Mitsubishi P Series A/C System	\$ 8,243	\$ -
	Winch for RCJC Jail Side	\$ 18,994	\$ -
		\$ 161,082	\$ 26,084



DEPARTMENT	CAPITAL OUTLAY ITEM	AMOUNT REQUESTED	AMOUNT ADOPTED
LIBRARY	8 Monitors	\$ 1,360	\$ 1,360
	10 Replacement Computers	\$ 8,000	\$ 8,000
	5 Patriot Systems-Panice Buttons	\$ 10,625	\$ -
	IP Video System Eden Library	\$ 16,017	\$ 16,017
	IP Video System Reidsville Library	\$ 13,938	\$ 13,938
	Envisionware-Maintenance & Subscription	\$ 13,632	\$ -
	Veeam - backups and replicas per ITS	\$ 4,500	\$ -
		<b>\$ 68,072</b>	<b>\$ 39,315</b>
PUBLIC HEALTH	Painting First Floor	\$ 20,000	\$ -
	New Cubby & Desk for New Employee	\$ 5,000	\$ -
	Cubicle	\$ 5,000	\$ 5,000
	Vision Screener	\$ 8,200	\$ 8,200
	FCC Renovation Project	\$ 30,000	\$ -
	ArcGIS Collector Software	\$ 14,000	\$ 14,000
	3 2022 Colorado Ext 4wd	\$ 70,698	\$ 23,566
	Autoclave	\$ 10,000	\$ 10,000
		<b>\$ 162,898</b>	<b>\$ 60,766</b>
SHERIFF	70 Axon Signal Sidearm Device on Cameras	\$ 17,430	\$ 17,430
	4 Body Cameras	\$ 3,600	\$ -
	70 Auto Tagging Feature to Axon Body Cameras	\$ 7,560	\$ 7,560
	4 Weapons & Ammunition	\$ 4,000	\$ -
	Axon Taser Plan Year 2 Payment	\$ 9,891	\$ 9,891
	Body Camera Replacement & Equipment (Axon Yr 5)	\$ 38,188	\$ 38,188
	4 Tasers	\$ 7,400	\$ -
	4 Portable Radios	\$ 30,040	\$ -
	7 Vehicles	\$ 286,710	\$ 286,710
	4 Vehicles	\$ 240,802	\$ -
	Storage Building @ Evidence Lot	\$ 10,450	\$ 10,450
	Storage Device for Forensic Software	\$ 15,000	\$ 15,000
	Sediment Trap Backfill @ County Firing Range	\$ 35,000	\$ 35,000
	OneSolution Police-to-Citizen Subscription	\$ 17,335	\$ -
	98 Portable & 110 Mobile Radios	\$ 1,158,602	\$ 1,158,602
		<b>\$ 1,882,008</b>	<b>\$ 1,578,831</b>
SOCIAL SERVICES	4 Vehicles	\$ 118,036	\$ 118,036
		<b>\$ 8,361,080</b>	<b>\$ 5,328,412</b>
<b>OTHER FUNDS</b>			
GENERAL CAP RESERVE	Future Public Facility Projects	\$ 796,577	\$ -
	Tax Replacement Software		\$ 200,000
	Unused Funds from CY Revenue Projections		\$ -
		<b>\$ 796,577</b>	<b>\$ 200,000</b>
LANDFILL CAPITAL RESERVE	Future Landfill Cell Construction		\$ 650,000
	Future Landfill Bulldozer		
		<b>\$ -</b>	<b>\$ 650,000</b>
SCHOOLS CAPITAL RESERVE	Future Schools Projects	<b>\$ 3,485,253</b>	<b>\$ 3,485,253</b>
WATER	25 Water Taps	\$ 62,500	\$ 62,500

DEPARTMENT	CAPITAL OUTLAY ITEM	AMOUNT REQUESTED	AMOUNT ADOPTED
	Bethany Tank	\$ 39,100	\$ 39,100
		<b>\$ 101,600</b>	<b>\$ 101,600</b>
SEWER	3 Sewer Taps	\$ 13,500	\$ 13,500
		<b>\$ 13,500</b>	<b>\$ 13,500</b>
LANDFILL	Excavator-John Deere 300G	\$ 297,874	\$ -
	UTV Gas Bobcat	\$ 14,052	\$ -
	John Deere 700L Crawler Dozer	\$ 199,826	\$ -
	2 Forty Cubic Yard Heavy Duty Rectangular Containers	\$ 26,216	\$ -
		<b>\$ 537,968</b>	<b>\$ -</b>

# GENERAL CAPITAL PROJECTS

## Capital Improvement Plan (CIP) FY 2023 - FY 2027



EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
<b>PROJECT EXPENSES (One-Time)</b>									
Elections - ADA Voting Machines	\$85,000	-	-	-	-	\$85,000	-	\$85,000	\$85,000
<i>EPU - County Trailer Storage</i>	-	-	\$245,000	-	-	\$245,000	-	\$245,000	\$245,000
EPU - DSS Renovation	\$1,048,683	-	-	-	-	\$1,048,683	-	\$1,048,683	\$1,048,683
EPU - Eden EMS Update	-	\$55,000	-	-	-	\$55,000	-	\$55,000	\$55,000
EPU - Eden Library Updates	-	-	\$171,000	-	-	\$171,000	-	\$171,000	\$171,000
EPU - ES Building Updates	-	-	-	\$135,000	-	\$135,000	-	\$135,000	\$135,000
EPU - Gov Center Flooring	\$308,000	-	-	-	-	\$308,000	\$21,792	\$329,792	\$329,792
<i>EPU - HHS Interconnect</i>	-	\$494,356	\$661,581	\$1,253,414	\$950,649	\$3,360,000	-	\$3,360,000	\$3,360,000
EPU - RCJC Updates	-	\$66,000	-	\$130,000	-	\$196,000	-	\$196,000	\$196,000
EPU - Reidsville EMS Update	-	\$69,000	-	-	-	\$69,000	-	\$69,000	\$69,000
EPU - Reidsville Library Update	-	\$93,500	-	-	-	\$93,500	-	\$93,500	\$93,500
<i>EPU - Warehouse Storage Area</i>	\$148,210	-	-	-	-	\$148,210	-	\$148,210	\$148,210
ES - County Radio Replacement	\$447,681	-	-	-	-	\$447,681	\$1,050,000	\$1,497,681	\$1,497,681
ES - Rescue Radio Replacement	\$175,000	-	-	-	-	\$175,000	-	\$175,000	\$175,000
<i>IT - EMS MDTs</i>	\$24,000	-	-	-	-	\$24,000	\$80,000	\$104,000	\$104,000
<i>Sheriff - 3D Forensic Scanner</i>	-	\$63,900	-	-	-	\$63,900	-	\$63,900	\$63,900
Tax - Replacement Software	\$200,000	\$200,000	\$200,000	-	-	\$600,000	\$400,000	\$1,000,000	\$1,000,000
<i>Future Public Facility Projects</i>	-	-	-	-	\$842,846	\$842,846	-	\$842,846	\$842,846
<b>Total Project Expenses</b>	<b>\$2,436,574</b>	<b>\$1,041,756</b>	<b>\$1,277,581</b>	<b>\$1,518,414</b>	<b>\$1,793,495</b>	<b>\$8,067,820</b>	<b>\$1,551,792</b>	<b>\$9,619,612</b>	<b>\$9,619,612</b>
<i>*Italic font signifies new equipment/project rather than replacement or repair of an existing item.</i>									
<b>DEBT SERVICE (Principal and Interest)</b>									
ABM Energy	\$240,942	\$240,942	\$240,942	\$240,942	\$240,942	\$1,204,710			
Animal Shelter	\$86,763	\$86,762	\$86,762	\$86,762	\$86,762	\$433,811			
DSS HVAC & RCC Science Labs	\$135,162	\$131,717	\$128,295	\$124,898	\$122,516	\$642,588			
EMS Reidsville Base	\$42,986	\$41,193	\$39,562	\$37,807	-	\$161,548			
Judicial Center/EOC/EMS	\$3,196,732	\$3,097,981	\$3,003,981	\$2,909,231	\$2,813,731	\$15,021,656			
Madison Mayodan Library	\$82,091	\$80,367	\$78,644	\$76,920	\$75,273	\$393,295			
RCC Workforce Dev. Center	\$1,825,273	\$1,839,502	\$1,807,754	\$1,776,007	\$1,744,259	\$8,992,795			
Debt Service Fees	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$15,000			
<b>Total County Debt Service</b>	<b>\$5,612,949</b>	<b>\$5,521,464</b>	<b>\$5,388,940</b>	<b>\$5,255,567</b>	<b>\$5,086,483</b>	<b>\$26,865,403</b>			
<b>GRAND TOTAL EXPENSES</b>	<b>\$8,049,523</b>	<b>\$6,563,220</b>	<b>\$6,666,521</b>	<b>\$6,773,981</b>	<b>\$6,879,978</b>	<b>\$34,933,223</b>			

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Dedicated Property Tax (5.5 cents)	\$4,467,966	\$4,602,005	\$4,740,065	\$4,882,267	\$5,028,735	\$23,721,038
Capital Reserve Fund	\$996,431	-	-	-	-	\$996,431
General Fund	\$627,106	-	-	-	-	\$627,106
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
1/4 Cent Sales Tax	\$1,825,273	\$1,839,502	\$1,807,754	\$1,776,007	\$1,744,259	\$8,992,795
RCC Reduction for Science Labs Debt	\$97,565	\$87,275	\$85,008	\$82,757	\$81,179	\$433,784
Madison/Mayodan for MMLP Debt	\$35,182	\$34,438	\$33,694	\$32,950	\$25,805	\$162,069
<b>GRAND TOTAL REVENUES</b>	<b>\$8,049,523</b>	<b>\$6,563,220</b>	<b>\$6,666,521</b>	<b>\$6,773,981</b>	<b>\$6,879,978</b>	<b>\$34,933,223</b>

# ELECTIONS - ADA VOTING MACHINES (AUTOMARKS)

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Equipment/Furnishing	\$85,000	-	-	-	-	\$85,000	-	\$85,000	\$85,000
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>PROJECT COST</b>	<b>\$85,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$85,000</b>	<b>-</b>	<b>\$85,000</b>	<b>\$85,000</b>

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	-	-	-	-	-
General Capital Reserve Fund	\$85,000	-	-	-	-	\$85,000
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	<b>\$85,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$85,000</b>

## Project Description

The NC State Board of Elections is expecting to approve new firmware for the voting machines by the end of 2022. If the new firmware is approved, the current Automark (ADA voting machines) are no longer compatible. This funding is therefore to purchase new ADA voting machines/equipment.

# EPU - COUNTY TRAILER STORAGE FACILITY

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	\$15,000	-	-	\$15,000	-	\$15,000	\$15,000
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	\$230,000	-	-	\$230,000	-	\$230,000	\$230,000
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>PROJECT COST</b>	-	-	\$245,000	-	-	\$245,000	-	\$245,000	\$245,000

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	-	\$245,000	-	-	\$245,000
General Capital Reserve Fund	-	-	-	-	-	-
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	-	-	\$245,000	-	-	\$245,000

## Project Description

Design and construction of new facility to store County trailers. Plan is for an open structure with minimum electrical and plumbing, to be enclosed with fencing for security. Maintenance currently has 17 trailers that are kept outside without cover. Public Health is in the process of purchasing mobile health trailers that will need to be housed under a cover to preserve their life span.

# EPU - DSS RENOVATION

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	\$1,048,683	-	-	-	-	\$1,048,683	-	\$1,048,683	\$1,048,683
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>PROJECT COST</b>	<b>\$1,048,683</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,048,683</b>	<b>-</b>	<b>\$1,048,683</b>	<b>\$1,048,683</b>

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	\$596,577	-	-	-	-	\$596,577
General Capital Reserve Fund	-	-	-	-	-	-
General Fund	\$452,106	-	-	-	-	\$452,106
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	<b>\$1,048,683</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,048,683</b>

## Project Description

Project includes: new cubicles on second floor (61 total) new carpet second floor, painting on second floor, lighting upgrades on second floor, electrical and data to new cubicles on second floor. New carpet on first floor, new LVP flooring in aiseways first floor, painting on first floor, updating lobby on second floor.

No State/Federal revenue is shown for this project, however DSS may be able to draw down a small percentage of the cost of this project each year in its annual indirect cost plan. These type of expenses are eligible for a 50 percent reimbursement, paid over 20 years (2.5% each year). Since this revenue is typically small and occurs over a long period of time, it is recommended to be absorbed into Social Services normal operating revenue projections each year to reduce the department's annual General Fund contribution.

# EPU - EDEN EMS BASE UPDATES

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	\$55,000	-	-	-	\$55,000	-	\$55,000	\$55,000
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
PROJECT COST	-	\$55,000	-	-	-	\$55,000	-	\$55,000	\$55,000

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	\$55,000	-	-	-	\$55,000
General Capital Reserve Fund	-	-	-	-	-	-
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
PROJECT REVENUE	-	\$55,000	-	-	-	\$55,000

**Project Description**

Consists of \$48,000 for a new roof (removal of existing shingles, repair to sheathing, new synthetic felt, new shingles) as well as \$7,000 for sealing and re-stripping the parking lot.

# EPU - EDEN LIBRARY UPDATES

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	\$171,000	-	-	\$171,000	-	\$171,000	\$171,000
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
PROJECT COST	-	-	\$171,000	-	-	\$171,000	-	\$171,000	\$171,000

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	-	\$171,000	-	-	\$171,000
General Capital Reserve Fund	-	-	-	-	-	-
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
PROJECT REVENUE	-	-	\$171,000	-	-	\$171,000

Project Description

Removal of the existing roof (22 plus years old) and installation of new rubber membrane roof, and replacement of the flooring.



# EPU - EMERGENCY SERVICES BUILDING UPDATES

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	-	\$135,000	-	\$135,000	-	\$135,000	\$135,000
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
PROJECT COST	-	-	-	\$135,000	-	\$135,000	-	\$135,000	\$135,000

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	-	-	\$135,000	-	\$135,000
General Capital Reserve Fund	-	-	-	-	-	-
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
PROJECT REVENUE	-	-	-	\$135,000	-	\$135,000

**Project Description**

Project consists of replacing the roof (\$98,500) and painting the interior of the facility (\$36,500).

# EPU - GOVERNMENTAL CENTER FLOORING

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Equipment/Furnishing	\$308,000	-	-	-	-	\$308,000	\$21,792	\$329,792	\$329,792
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
PROJECT COST	\$308,000	-	-	-	-	\$308,000	\$21,792	\$329,792	\$329,792

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	-	-	-	-	-
General Capital Reserve Fund	\$308,000	-	-	-	-	\$308,000
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
PROJECT REVENUE	\$308,000	-	-	-	-	\$308,000

**Project Description**

Replaces existing flooring (carpet/tile/LVP) in the Governmental Center.

# EPU - HEALTH AND HUMAN SERVICES INTERCONNECT

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	\$250,000	-	-	-	\$250,000	-	\$250,000	\$250,000
Land	-	-	-	-	-	-	-	-	-
Construction	-	\$244,356	\$661,581	\$1,253,414	\$950,649	\$3,110,000	-	\$3,110,000	\$3,110,000
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>PROJECT COST</b>	<b>-</b>	<b>\$494,356</b>	<b>\$661,581</b>	<b>\$1,253,414</b>	<b>\$950,649</b>	<b>\$3,360,000</b>	<b>-</b>	<b>\$3,360,000</b>	<b>\$3,360,000</b>

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	\$494,356	\$661,581	\$1,253,414	\$950,649	\$3,360,000
General Capital Reserve Fund	-	-	-	-	-	-
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	<b>-</b>	<b>\$494,356</b>	<b>\$661,581</b>	<b>\$1,253,414</b>	<b>\$950,649</b>	<b>\$3,360,000</b>

## Project Description

Design and construct an interconnection between Social Services and Public Health. This interconnecting structure would be approximately 11,200 sq. ft. The structure would partially fill in the area between Social Services and Public Health and extend across the back of the entire Public Health building, thereby aligning it with the front of Social Services.

# EPU - JUSTICE CENTER UPDATES

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	\$66,000	-	\$130,000	-	\$196,000	-	\$196,000	\$196,000
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
PROJECT COST	-	\$66,000	-	\$130,000	-	\$196,000	-	\$196,000	\$196,000

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	\$66,000	-	\$130,000	-	\$196,000
General Capital Reserve Fund	-	-	-	-	-	-
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
PROJECT REVENUE	-	\$66,000	-	\$130,000	-	\$196,000

### Project Description

Consists of the following: \$120,000 to recoat the existing roof, \$66,000 to reseal parking lot, and \$10,000 for touch up painting on interior.

# EPU - REIDSVILLE EMS BASE UPDATES

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	\$69,000	-	-	-	\$69,000	-	\$69,000	\$69,000
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
PROJECT COST	-	\$69,000	-	-	-	\$69,000	-	\$69,000	\$69,000

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	\$69,000	-	-	-	\$69,000
General Capital Reserve Fund	-	-	-	-	-	-
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
PROJECT REVENUE	-	\$69,000	-	-	-	\$69,000

Project Description

Upgrades to Reidsville EMS Base include: new shingle roof at \$49,000, new HVAC unit #1 at \$10,000 and new HVAC unit #2 at \$10,000.

# EPU - REIDSVILLE LIBRARY UPDATES

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	\$93,500	-	-	-	\$93,500	-	\$93,500	\$93,500
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
PROJECT COST	-	\$93,500	-	-	-	\$93,500	-	\$93,500	\$93,500

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	\$93,500	-	-	-	\$93,500
General Capital Reserve Fund	-	-	-	-	-	-
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
PROJECT REVENUE	-	\$93,500	-	-	-	\$93,500

Project Description

Removal of existing 40 plus year roof and replace with new rubber membrane roof (\$75,000); new flooring throughout (\$18,500).

# EPU - WAREHOUSE STORAGE AREA

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	\$148,210	-	-	-	-	\$148,210	-	\$148,210	\$148,210
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>PROJECT COST</b>	<b>\$148,210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$148,210</b>	<b>-</b>	<b>\$148,210</b>	<b>\$148,210</b>

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	-	-	-	-	-
General Capital Reserve Fund	\$148,210	-	-	-	-	\$148,210
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	<b>\$148,210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$148,210</b>

## Project Description

Project would be conversion of the warehouse on Cherokee Camp Road to full time file storage for County departments. Work would include: removal of unused or surplus items in the warehouse, installation of wire cages for department storage, installation of storage shelving units for file storage, and lighting upgrades inside the warehouse.

# EMERGENCY SERVICES - COUNTY RADIO REPLACEMENT

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Equipment/Furnishing	\$447,681	-	-	-	-	\$447,681	\$1,050,000	\$1,497,681	\$1,497,681
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>PROJECT COST</b>	<b>\$447,681</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$447,681</b>	<b>\$1,050,000</b>	<b>\$1,497,681</b>	<b>\$1,497,681</b>

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	-	-	-	-	-
General Capital Reserve Fund	\$447,681	-	-	-	-	\$447,681
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	<b>\$447,681</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$447,681</b>

## Project Description

Under the State's current VIPER Project 25 (P25) system architecture, digital 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 support P25 Phase 2 operation utilizing Time Division Multiple Access or TDMA operation. TDMA 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 deadline for all radios on the VIPER system to be TDMA enabled is July 1, 2025. This project is to replace all non-compliant radios in County departments (EMS, Sheriff, Fire Marshal, etc). This requested amount does not cover the expense of the municipalities, fire districts, or rescue squads replacing their radios.



# EMERGENCY SERVICES - RESCUE SQUAD RADIO REPLACEMENT

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Equipment/Furnishing	\$175,000	-	-	-	-	\$175,000	-	\$175,000	\$175,000
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>PROJECT COST</b>	<b>\$175,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$175,000</b>	<b>-</b>	<b>\$175,000</b>	<b>\$175,000</b>

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	-	-	-	-	-
General Capital Reserve Fund	-	-	-	-	-	-
General Fund	\$175,000	-	-	-	-	\$175,000
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	<b>\$175,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$175,000</b>

## Project Description

This project is to replace the Rescue Squads' non-TDMA compliant radios. More information about the need for this changeover is included in the project sheet for County radio replacements.

# IT - EMS MOBILE DATA TERMINALS (MDTs)

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Equipment/Furnishing	\$24,000	-	-	-	-	\$24,000	\$80,000	\$104,000	\$104,000
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
PROJECT COST	\$24,000	-	-	-	-	\$24,000	\$80,000	\$104,000	\$104,000

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	-	-	-	-	-
General Capital Reserve Fund	\$24,000	-	-	-	-	\$24,000
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
PROJECT REVENUE	\$24,000	-	-	-	-	\$24,000

Project Description

This funding is to complete the EMS MDT project by purchasing ruggedized laptops for EMS units.

# SHERIFF - 3D FORENSIC SCENE RECONSTRUCTION SCANNER

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Equipment/Furnishing	-	\$48,400	-	-	-	\$48,400	-	\$48,400	\$48,400
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	\$15,500	-	-	-	\$15,500	-	\$15,500	\$15,500
<b>PROJECT COST</b>	-	<b>\$63,900</b>	-	-	-	<b>\$63,900</b>	-	<b>\$63,900</b>	<b>\$63,900</b>

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	-	\$63,900	-	-	-	\$63,900
General Capital Reserve Fund	-	-	-	-	-	-
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	-	<b>\$63,900</b>	-	-	-	<b>\$63,900</b>

OPERATING EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Salaries/Benefits	-	-	-	-	-	-
Operating Expenses	-	-	\$2,000	\$2,000	\$2,000	\$6,000
Capital (non-project)	-	-	-	-	-	-
<b>OPERATING COST</b>	-	-	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$6,000</b>

## Project Description

Purchase laser scanner, operating equipment, software, maintenance, warranty and training to be used by Detective Division for 3D forensic crime scene reconstruction . Will enable Detectives to use measurements from many different sources to analyze scenes, create accurate 2D and 3D diagrams, present compelling walk-throughs and animations. Can be used for indoor and outdoor measurements. Operating expenses include annual maintenance for software, product updates/upgrades.

# TAX - REPLACE TAX SOFTWARE

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other (Software)	\$200,000	\$200,000	\$200,000	-	-	\$600,000	\$400,000	\$1,000,000	\$1,000,000
<b>PROJECT COST</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>-</b>	<b>-</b>	<b>\$600,000</b>	<b>\$400,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Dedicated Property Tax (5.5 cents)	\$200,000	\$200,000	\$200,000	-	-	\$600,000
General Capital Reserve Fund	-	-	-	-	-	-
General Fund	-	-	-	-	-	-
State/Federal Funds	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>-</b>	<b>-</b>	<b>\$600,000</b>

## Project Description

The Tax department and IT are exploring options in tax software such as NCPTS. The current software is functional and there are no current issues. We have had this software since 1996-1997. We are researching to determine its longevity and to determine how much longer this software will be supported. Cost is an estimate only based on conversations with other counties who have converted software systems.

# LANDFILL PROJECTS

## Capital Improvement Plan (CIP) FY 2023 - FY 2027



EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
<b>PROJECT EXPENSES (One-Time)</b>									
Bulldozer	-	\$440,000	\$73,809	-	-	\$513,809	\$200,000	\$713,809	\$713,809
Compactor	-	-	\$400,000	-	-	\$400,000	-	\$400,000	\$400,000
Track Loader	-	\$117,500	-	-	-	\$117,500	-	\$117,500	\$117,500
New Cell #5	\$650,000	\$600,000	-	-	-	\$1,250,000	\$2,050,000	\$3,300,000	\$3,300,000
New Cell #6	-	-	-	\$650,000	\$650,000	\$1,300,000	-	\$1,300,000	\$3,850,000
<b>Total Project Expenses</b>	<b>\$650,000</b>	<b>\$1,157,500</b>	<b>\$473,809</b>	<b>\$650,000</b>	<b>\$650,000</b>	<b>\$3,581,309</b>	<b>\$2,250,000</b>	<b>\$5,831,309</b>	<b>\$8,381,309</b>
<i>*Italic font signifies new equipment/project rather than replacement or repair of an existing item.</i>									
<b>Operating Expenses</b>									
Salary and Benefits	\$960,115	\$998,520	\$1,038,460	\$1,079,999	\$1,123,199	\$5,200,293			
Operating Expenses	\$2,394,315	\$2,466,144	\$2,540,129	\$2,616,333	\$2,694,823	\$12,711,744			
Closure/Post Closure Set Aside	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000			
Non-CIP Project Capital	-	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000			
<b>Total Operating Expenses</b>	<b>\$3,954,430</b>	<b>\$4,114,664</b>	<b>\$4,228,589</b>	<b>\$4,346,331</b>	<b>\$4,468,021</b>	<b>\$21,112,036</b>			
<b>GRAND TOTAL EXPENSES</b>	<b>\$4,604,430</b>	<b>\$5,272,164</b>	<b>\$4,702,398</b>	<b>\$4,996,331</b>	<b>\$5,118,021</b>	<b>\$24,693,345</b>			

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Tipping Fees	\$4,218,430	\$4,250,000	\$4,250,000	\$4,250,000	\$4,250,000	\$21,218,430
Tip Fee Increase Revenue*	\$105,000	\$315,000	\$420,000	\$525,000	\$525,000	\$1,890,000
White Goods	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
State Tax Distributions	\$235,000	\$235,000	\$235,000	\$235,000	\$235,000	\$1,175,000
State Grants	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$30,000
Interest	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Landfill Fund Balance	-	\$426,164	\$(248,602)	\$(59,669)	\$62,021	\$179,915
<b>GRAND TOTAL REVENUES</b>	<b>\$4,604,430</b>	<b>\$5,272,164</b>	<b>\$4,702,398</b>	<b>\$4,996,331</b>	<b>\$5,118,021</b>	<b>\$24,693,345</b>

<b>FUND BALANCES</b>					
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Unassigned / Available	\$1,700,000	\$1,273,836	\$1,522,438	\$1,582,106	\$1,520,085
Closure/Post Closure	\$9,346,746	\$9,946,746	\$10,546,746	\$11,146,746	\$11,746,746

\* Each \$1.00 increase in tipping fees generates approximately \$105,000.

# LANDFILL - BULLDOZER

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Equipment/Furnishing	-	\$440,000	\$73,809	-	-	\$513,809	\$200,000	\$713,809	\$713,809
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>PROJECT COST</b>	-	\$440,000	\$73,809	-	-	\$513,809	\$200,000	\$713,809	\$713,809

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Landfill Fund	-	\$440,000	\$73,809	-	-	\$513,809
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	-	\$440,000	\$73,809	-	-	\$513,809

OPERATING EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Salaries/Benefits	-	-	-	-	-	-
Operating Expenses	-	\$500	\$1,000	\$1,500	\$2,000	\$5,000
Capital (non-project)	-	-	-	-	-	-
<b>OPERATING COST</b>	-	\$500	\$1,000	\$1,500	\$2,000	\$5,000

## Project Description

The purchase of a new Caterpillar C8 dozer in FY 2024 is a part of the recommended equipment right-sizing study conducted by Carlson Environmental Consultants. An existing Caterpillar C6k dozer is recommended to be rebuilt in FY 2025 based on estimated hours. Rebuilding the equipment is generally around half the cost of buying new, and should allow the Landfill to get another 10,000 hours out of the equipment.

The yearly costs are estimates are for small repairs that are not eligible under warranty.

# LANDFILL - COMPACTOR

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Equipment/Furnishing	-	-	\$400,000	-	-	\$400,000	-	\$400,000	\$400,000
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>PROJECT COST</b>	-	-	\$400,000	-	-	\$400,000	-	\$400,000	\$400,000

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Landfill Fund	-	-	\$400,000	-	-	\$400,000
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	-	-	\$400,000	-	-	\$400,000

## Project Description

Rebuilding a Caterpillar compactor in FY 2025 is a part of the recommended equipment right-sizing study conducted by Carlson Environmental Consultants. This piece of equipment is projected to have approximately 12,000 hours at that time. Rebuilding the equipment is generally around half the cost of buying new, and should allow the Landfill to get another 10,000 hours out of the equipment.

# LANDFILL - TRACK LOADER

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Equipment/Furnishing	-	\$117,500	-	-	-	\$117,500	-	\$117,500	\$117,500
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>PROJECT COST</b>	-	\$117,500	-	-	-	\$117,500	-	\$117,500	\$117,500

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Landfill Fund	-	\$117,500	-	-	-	\$117,500
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	-	\$117,500	-	-	-	\$117,500

OPERATING EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Salaries/Benefits	-	-	-	-	-	-
Operating Expenses	-	-	\$500	\$1,000	\$1,500	\$3,000
Capital (non-project)	-	-	-	-	-	-
<b>OPERATING COST</b>	-	-	\$500	\$1,000	\$1,500	\$3,000

## Project Description

The track loader is used daily as part of cover operations. Current loader is a 2011 and has close to 10,000 hours of use. This machine is used daily to cover dirt over trash, push trash from trucks to compactor locations. With stricter DEQ requirements for cover this piece gets used more than in the past.

This expense is to rebuild this piece of equipment based on projected hours. Rebuilding equipment is approximately half the cost of purchasing new, and should allow the Landfill to get another 12,000 hours of use before the equipment must be retired.



# LANDFILL - NEW CELL #5

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Construction	\$650,000	\$600,000	-	-	-	\$1,250,000	\$2,050,000	\$3,300,000	\$3,300,000
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>PROJECT COST</b>	<b>\$650,000</b>	<b>\$600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,250,000</b>	<b>\$2,050,000</b>	<b>\$3,300,000</b>	<b>\$3,300,000</b>

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Landfill Fund	\$650,000	\$600,000	-	-	-	\$1,250,000
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	<b>\$650,000</b>	<b>\$600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,250,000</b>

## Project Description

Cell # 5 is an expansion of existing cells 1 - 4 and adjacent to these. This expansion is approximately 9 acres with a projected cost of \$600,000 for design and permitting (these costs are higher due to having to permit a change in our operations for more waste, normal design and permitting costs are around 200k) and \$2,700,000 in construction costs. These estimates were based upon costs seen in the last cell construction. Design and permitting would need to start in FY23 with construction starting in FY24 to ensure completion of the project to avoid airspace issues. NOTE: these dates are all subject to change based upon the tonnage totals over this timeframe.

# LANDFILL - NEW CELL #6

PROJECT EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
Design/Engineering	-	-	-	\$200,000	-	\$200,000	-	\$200,000	\$200,000
Land	-	-	-	-	-	-	-	-	-
Construction	-	-	-	\$450,000	\$650,000	\$1,100,000	-	\$1,100,000	\$3,650,000
Equipment/Furnishing	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>PROJECT COST</b>	-	-	-	\$650,000	\$650,000	\$1,300,000	-	\$1,300,000	\$3,850,000

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total
Landfill Fund	-	-	-	\$650,000	\$650,000	\$1,300,000
Debt Financing	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>PROJECT REVENUE</b>	-	-	-	\$650,000	\$650,000	\$1,300,000

## Project Description

This project is design, permitting and construction of Cell # 6 adjacent to existing cells 1 - 5. The new cell 6 would be approximately 10.5 acres and have an estimated cost for design and permitting of \$200,000 and a construction estimate of \$3,650,000. Design and permitting estimated start time is FY28 and construction estimated start time is FY30 - FY31. NOTE: these dates are subject to change based upon the yearly waste tonnage totals.

# WATER AND SEWER PROJECTS

Capital Improvement Plan (CIP) FY 2023 - FY 2027



EXPENSES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5 Year Total	Prior Years' Funding	All Years Total	Total Project Cost
<b>PROJECT EXPENSES (One-Time)</b>									
No Recommended Projects	-	-	-	-	-	-	-	-	-
<b>Total Project Expenses</b>	-	-	-	-	-	-	-	-	-
<b>Debt Service</b>									
2011 Refunding	\$101,866	\$96,687	-	-	-	\$198,553			
Southwest Water and Sewer	\$258,448	\$247,670	\$237,863	\$227,311	-	\$971,292			
NTE Water and Wastewater	\$115,768	\$115,163	\$114,543	\$114,899	\$115,222	\$575,595			
<b>Total Operating Expenses</b>	<b>\$476,082</b>	<b>\$459,520</b>	<b>\$352,406</b>	<b>\$342,210</b>	<b>\$115,222</b>	<b>\$1,745,440</b>			
<b>Operating Expenses</b>									
Salary and Benefits	\$40,390	\$42,006	\$43,686	\$45,433	\$47,251	\$218,765			
Operating Expenses	\$1,052,245	\$1,083,812	\$1,116,327	\$1,149,817	\$1,184,311	\$5,586,512			
Non-CIP Project Capital	\$115,100	\$100,000	\$100,000	\$100,000	\$100,000	\$515,100			
<b>Total Operating Expenses</b>	<b>\$1,207,735</b>	<b>\$1,225,818</b>	<b>\$1,260,013</b>	<b>\$1,295,250</b>	<b>\$1,331,562</b>	<b>\$6,320,377</b>			
<b>GRAND TOTAL EXPENSES</b>	<b>\$1,683,817</b>	<b>\$1,685,338</b>	<b>\$1,612,419</b>	<b>\$1,637,460</b>	<b>\$1,446,784</b>	<b>\$6,320,377</b>			

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Water Charges	\$633,500	\$665,175	\$698,434	\$733,355	\$770,023	\$3,500,487
Sewer Charges	\$510,000	\$515,100	\$520,251	\$525,454	\$530,708	\$2,601,513
Water Fund Balance	\$135,257	-	-	-	-	\$135,257
Sewer Fund Balance	-	-	-	-	-	-
Transfer from General Fund	\$405,060	\$505,063	\$393,734	\$378,651	\$146,052	\$1,828,560
<b>GRAND TOTAL REVENUES</b>	<b>\$1,683,817</b>	<b>\$1,685,338</b>	<b>\$1,612,419</b>	<b>\$1,637,460</b>	<b>\$1,446,784</b>	<b>\$8,065,817</b>

One-Time Revenue Balances	
	<b>FY 2023</b>
Assigned ARPA Dollars	\$12,800,000
Water/Sewer State Appropriation	\$10,000,000
Water Fund Balance	\$594,743
Sewer Fund Balance	\$190,000
<b>TOTAL</b>	<b>\$23,584,743</b>

## **FY 2022/23 – Changes from Manager Recommended Budget**

As a result of the Board accepting the Manager's Recommended Budget for Fiscal Year 2022-2023, there were no changes from the Manager's Recommended Budget to the Adopted Budget.