

# FY23 Budget Workshop Agenda Detailed

January 24<sup>th</sup>, 2022 @ 4PM

## Agenda Items:

1. General Overview of Annual County Budget Preparation Process:
  - a. Budget Calendar (attached)
  - b. Budget Guidelines (Established for Budget Officer by Board) (draft guidelines attached)
  - c. Budget Kickoff Meeting for Departmental Requests (draft agenda attached)
  - d. Budget Notebook/Table of Contents/Request Forms Format (draft TOC/forms attached)
2. Current Fiscal Year Financial Performance Update:
3. Fund Balances (“FB”) Policy & Update:

- a. General Fund (“GF”) FB Policy (20% Unassigned General Fund Balance aka “UGFB”).
  - i. To est. portion of unassigned FB available for potential future allocation (next fiscal year)

	Start w/ audit confirmed UGFB @ end of prior fiscal year		\$7M
-	Subtract total FB allocated in current fiscal year	-\$1.4M =	\$5.6
-	Subtract 20% of current budgeted fiscal year GF expenses (\$16.6M) to maintain minimum per GF FB policy	-\$3.3M =	\$2.3
+/-	est. total year-end estimated net gain or loss in GF (rev – exp)	TBD	TBD
+	any additional/new revenues, grant funds, debt proceeds, transfers from other funds, etc.	TBD	TBD
-	any additional/new expenses (including major capital improvement expenses), grant expenses, debt service, transfers to other funds, etc.	TBD	TBD

- ii. Specific Long Term GFFB Considerations:

-	Loss of annual tax revenue from Gas Pipeline Inventory removed from county. (Actual amount TBD)	-400k	-400k
-	Additional annual expenses from massive 20% increase in employer paid costs for State BCBS Health Insurance Coverage.	-250k	-650k
-	Estimated annual cost of YORE progression	-100k	-750k
-	Estimated increase (\$360k to \$410k) in annual WC Hospital Retirees Pension Plan Contributions	-50k	-800k
+	Additional annual revenues generated by not adopting 82.8 revenue neutral tax rate after 2021 revaluation (84–82.8=1.2 x 95k)	115k	-685k
+	Continuing Estimated Increases in Tax Revenues (\$2.9M Rec’d for FY21; \$2.6M Budgeted for FY22; Currently \$82k ahead of FY21)	285k	-400k
+	Surplus Property Sales	100k	-300
+	One-time special appropriation from state budget for capital outlay	250k	-50k

b. Other Fund Balances (Proprietary/Special Funds)

Fund	Description	Audited Balances 6/30/21
21	School Capital Outlay	\$1,075,969
30	Drainage	\$171,800
33	Sanitation (Enterprise Fund)	(\$388,012)
35	Water (Enterprise Fund)	\$3,046,482
37	EMS (Part of GF but maintained separately)	\$919,394
38	Airport Grants	\$459,983
39	Airport Operations	\$77,256
51	Fiduciary/DSS	\$43,455
55	ARP Fund	\$1,124,640
58	Special Projects Grants	\$20,000
60	CRF Pandemic Recovery	\$0
61	CDBG	\$25,293
63	TTA	\$175,763
69	E911	\$557,708
70	Tax Revaluation	\$45,703

4. Recurring Major Annual Budget Considerations

a. Taxes

- i. Tax Rate Review (FY22: .84 cents) (Revaluation Completed)
- ii. Discount Program (annual cost est. \$65k vs. cash flow values)
- iii. Special Drainage/Watershed Improvement Tax (FY22: .01 cent)
- iv. Sales Taxes

b. General Future Economic Forecast

- i. Inflation

c. General Operating Cost Projections for next fiscal year

- i. Energy Prices Forecast
- ii. Employee Benefits (Retirement, Health Ins., Workers Comp, Property/Liability Ins.)

d. Hospital Pension Contribution (est. for FY23 \$410k)

e. Debt Service

f. Proprietary/Enterprise Funds:

- i. Water: Capital Improvements, Operations, Rates:
- ii. <https://efc.sog.unc.edu/resource/north-carolina-water-and-wastewater-rates-dashboard>
- iii. Landfill/Solid Waste (C&D Expansion, Management/Billing, Fees, Post Closure)

g. EMS: Contract, Revenues, Operations

h. Aviation/Emergency Management Project:

- i. Recreation: Continuation of \$10k annual PARTF allocation/accumulation
- j. Major Contracts: (EMS, Fire, Security, Mowing, Curbside Waste)
- k. Economic Development (Shell Bldg, BB/Agape Grants, Other)
- l. Third Party/Partner Funding:
  - i. School System Funding (Capital Outlay, SROs, Supplements)
  - ii. (MTW Health, Library, VFDs)
  - iii. Commissioner Sponsored Events (FY22:\$8k)
- m. Additional revenue sources or ideas
  - i. ¼ Cent Local Option Sales Tax (est \$380,000)

- n. Additional cost saving measures or ideas
  - i. Shift location of EM/Probation/Strader
  - ii. Fleet Management Program
  - iii. Energy Solutions Audit Program
  - iv. Increase PO Limit to \$1,000
  - v. Modify Travel Policy (per diem and/or board travel docs)

5. Other Budget Items/Discussions:

- a. Capital Improvement Plan: (\$3.5M - \$4M Current Needs)
- b. ARP Fund Spending Plan (\$2.4M)
- c. Personnel Considerations
  - i. DSS Foster Care Position Reclassification
  - ii. Inflation /COLA (Est. \$85k per 1% increase)

6. Budget Guideline Revisions & Other Specific Board Directives/Priorities/Objectives/Projects to Budget Officer:

7. Other Items:

- 8. Closed Session Closed session as permitted by NCGS 143-318.11(a) (3) to consult with an attorney employed or retained by the public body in order to preserve the attorney-client privilege; and NCGS 143-318.11(a)(6) to consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee

## **NOTES/RESOURCES:**

1. A hard copy of the County Audit is provided to each Commissioner, & maintained by the Clerk for Public Inspection. A digital copy is posted online: [https://www.washconc.org/finance\\_office.aspx](https://www.washconc.org/finance_office.aspx)
2. Chapter 20 (Budgeting for Operating and Capital Expenditures) of the UNC School of Government's County Administration Manual is available for your reference and review from the Budget Officer.
3. Slides from a presentation by UNC SOG Professor Gregory Allison entitled "Budgeting and Financial Responsibilities for Elected Officials" are made available by the NCACC for download at:  
<http://www.ncacc.org/DocumentCenter/View/2841/Budgeting-for-County-Commissioners?bidId=>
4. "Local Government Budgeting, a Guide for North Carolina Elected Officials"  
<https://www.sog.unc.edu/publications/books/local-government-budgeting-guide-north-carolina-elected-officials> is available for your reference and review from the Budget Officer, or can be ordered for you by the Clerk.
5. "Budgeting in NC Local Governments" <https://www.sog.unc.edu/publications/books/budgeting-north-carolina-local-governments-0> is available for your reference and review from the Budget Officer, or can be ordered for you by the Clerk.
6. Local Government Commission: Financial Analysis Tools & Reports: <https://www.nctreasurer.com/state-and-local-government-finance-division/local-government-commission/financial-analysis-tools-and-reports>
7. NC Water Rates Dashboard: <https://efc.sog.unc.edu/resource/north-carolina-water-and-wastewater-rates-dashboard>
8. Top 10 Questions About Local Public School Budgeting Process:  
<https://canons.sog.unc.edu/top-ten-questions-about-the-local-public-school-budgeting-process/>

**Budget Calendar**  
**Washington County, North Carolina**  
**Fiscal Year July 1, 2022 - June 30, 2023 (aka FY23)**

<b>2022 DATES</b>		<b>BUDGET PROCEDURES</b>	<b>ACTION BY</b>	
			<b>Responsible Party</b>	<b>Statute Reference</b>
Mon*	1/3	Presentation of Proposed Budget Calendar & Discussion/Scheduling of Budget Workshop	CM/Board	
Mon**	1/24	Budget Planning Workshop Date/Time (TBD)	CM/CFO/Board	
Wed	2/9	<b>Dept. Head Budget Kickoff Meeting</b> Distribution of Budget Forms & Instructions	CM/CFO DHs (MANDATORY)	
	2/10-3/3	<b>Departmental Budget Consultations/Assistance</b> Ask for Assistance if needed	CM/CFO DHs (MANDATORY)	
Fri	3/4	<b>Departmental Budget Request Submission Deadline</b> Includes: Revenues, Expenses, All Supporting Docs/Materials	DHs	159-10 (April 30)
TBD in March between 3/7-4/1		<b>Departmental &amp; External Budget Request Meetings</b> CM/CFO mtgs with Dept Heads, MTW, Library, Fire, other partners/agencies CM/CFO mtgs with School Admin	CM/CFO/DHs/Misc	Budget Ord (Mar 31) 115C-429(a) (May 15)
Thurs	4/14	Update of tax valuation due from Tax Department	Tax	
Tues	4/19	Working Draft Expense Budgets to DHs	CM	
Wed	4/27	Final of tax valuation from Tax Department	Tax	
Fri	4/29	<b>Balancing of Draft Recommended Budget</b>	CM/CFO	
Mon*	5/2	<b>Recommended Budget Published w/ CM's Budget Message</b> Presented to Board Filed with Clerk to the Board Board to Confirm Public Hearing Date	CM Clerk Board	159-11 (June 1) 159-11(b) 159-12(a)
Fri	4/29 deadline for 5/4 publication	Publish notice in newspaper stating that budget has been filed and is open for public inspection & setting time & place for public hearing on budget	Clerk	159-12(a)
TBD**	Between 5/4-6/6	Commissioners work sessions to review budget with departments, agencies, school board as desired	Board CM/CFO/Various	
Mon**	5/16	<b>Official public hearing on the budget</b>	Board/Public	159-12(b)
Mon*	6/6	<b>Adoption of Budget Ordinance</b> <i>Budget Ordinance may not be adopted until (a) ten days have elapsed from date budget is filed &amp; (ii) public hearing is held.</i>	Board	159-13 (July 1)

**NOTES:**

\* = Reg Board Mtg Date

\*\* = Extra or Non-Regular Board Mtg Date

All dates are subject to changes or adjustment as deemed necessary by the Board or County Management

# FY23 Budget Preparation Guidelines

## For the Budget Officer

### From the Washington County Board of Commissioners:

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1. Present a balanced recommended budget to the Board of Commissioners using the same general format developed and used to present the most recent budgets over the last few years including a consolidated budget book divided into key sections and departments, with budget requests and supporting info behind an itemization of each department/fund budget generally divided into three columns reflecting the originally requested allocation amount, Manager's recommendation, and final allocation amount approved by the Board.
2. In balancing the overall budget you should maintain compliance with applicable federal, state, and local laws including the Local Government Budget and Fiscal Control Act and Washington County Fund Balance Policy. Generally attempt to achieve the following:
  - a. Fully fund required annual allocations and/or full pro-rated portions of multi-year allocations, rather than deferring those allocations to future fiscal years.
  - b. Develop and maximize all available revenue sources and minimize unnecessary expenditures while meeting all reasonably required expenses anticipated for the upcoming budget year, and allocate sufficient funds for future capital improvement and/or capital reserve expenses deemed reasonably necessary and prudent to budget for in advance of the anticipate year of actual expenditure.
  - c. Maintain the integrity of each separately designated fund including without limitation the proprietary/enterprise funds, and minimize unjustified and unnecessary inter-fund transfers between separately designated fund budgets.
  - d. Limit the establishment of new services, or expansion of existing services unless new revenue sources are identified to offset additional related expenses.
3. Attempt to avoid any unnecessary or significant increases in the recommended ad-valorem or other tax rates unless otherwise directed by the Board, and:
  - a. Continue offering the same early tax payment discount program as the current fiscal year.
  - b. Try to maintain the .01 cent collected special watershed improvement tax revenue to fund drainage related expenses as recommended by the County Drainage Advisory Board.
  - c. Try to maintain the .04 cents collected tax revenue to fund fire services as recommended by the County Fire Commission.

4. Attempt to continue allocating at least the full recommended annual contribution for the Washington County Hospital Pension Plan as recommended by the most recent actuarial report, and recommend ways to utilize budget allocations to proactively manage and address the growing future pension plan liability.
5. For personnel budgeting purposes, attempt to:
  - a. Avoid creating new positions unless funded by a specific new revenue source, unless the position was previously cut for expense reduction purposes and the benefits of its restoration are considered to outweigh the additional related expenses.
  - b. Identify and propose corrections for any major irregularities or inequities in the Washington County Salary Schedule & Pay Plan during the budget process.
  - c. Pass through any premium increases for spousal/family benefits such as health, dental, vision, etc. to employees.
6. Other Specific Board or Individual Member Guidance: Address the following additional needs:
  - a. Continue developing a capital improvement plan (CIP) to more proactively plan & budget for major future capital improvements and/or maintenance/reserve expenses.
  - b. Develop an ARP spending plan and utilize ARP funding whenever possible and justified to cover major CIP items and priorities unless otherwise specifically directed by the Board.
  - c. Maintain the recent annual allocation of \$10,000 per year toward a future PARTF recreation grant match and continue carrying prior year allocations for this purpose over to combine and build the overall balance of these allocations, and consider including the Senior Center and its outdoor facilities as part of future potential PARTF grant considerations.

# FY23 Budget Kickoff Agenda

Wednesday February 9th, 2022

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\*Denotes the existence of a form to be provided by the Budget Officer of Finance Officer

1. Budget Calendar
2. Budget Workshop Overview
3. FY23 Budget Preparation Guidelines to Budget Officer from BOCC
4. Budget Instructions for Department Heads (Read Carefully & Fully)
  - a. Chart of Accounts: Carefully review and use only current official COA line item titles and corresponding line item codes. If changes to existing COA lines are desired contact Budget Officer ASAP and BEFORE submitting budget requests. New lines may be proposed within the budget request itself but should be clearly marked as “NEW PROPOSED LINE” and include an explanation regarding its need.
  - b. Budget Forms:
    - i. Use only the excel spreadsheet templates provided by the Budget Officer
    - ii. Use DETAILED & UPDATED Justifications
    - iii. Attach Full Supporting Documentation (e.g. contracts, quotes, emails, etc.)
    - iv. Line Item Forms for \*Revenues/\*Expenses/\*Personnel/\*Travel & Training
    - v. \*Contracts Log: Include all known or anticipated contracts paid from your budget (e.g. software charges, leases, 3<sup>rd</sup> party contractors, etc.)
    - vi. \*Grants Log
    - vii. \*Capital Outlay & Improvement Plans (Use new 2021 CIP Forms with detailed explanations/justifications/supporting docs) (5-10 year horizon notes)
      - a. Vehicles, Facility Repairs, Any equipment over \$2000 each or as a group
      - b. \*Facilities, Vehicles, & Equipment Inventory/Needs
5. Capital Project/Purchases Initiation Deadline of March 1<sup>st</sup>
6. General Annual Spending Freeze May 1st of Current Budget Year



# FY23 DEPARTMENTAL BUDGET REQUEST INSTRUCTIONS

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## 1. GENERAL NOTES (FYI):

- a. Pursuant to state law, the County Manager (CM) also serves as the statutorily designated Budget Officer.
- b. Additionally in Washington County, the CM has delegated full authority to the County Finance Officer (CFO) to work with all Department Heads and outside agencies or organizational partners in all aspects of the preparation, review, and analysis of the annual budget including budget requests.
- c. The State of North Carolina and its local governments including Washington County operate on a fiscal year starting July 1<sup>st</sup> and ending June 30<sup>th</sup> of the following calendar year. In contrast, the federal fiscal year runs from October 1 to September 30 of the following calendar year, and other organizations may be using their own established fiscal years.
- d. When a budget, audit or other fiscal item is described as “FYXX”, the XX represents the calendar year in which that fiscal year **ends**. Therefor the **FY23** Budget pertains to the fiscal year beginning 7/1/22 and ending 6/30/**23**.
- e. **A FY23 BUDGET PROJECT WILL BE SET UP AND UTILIZED IN THE ONLINE BASE CAMP PROJECT MANAGEMENT SYSTEM.** Budget instructions, forms, documents, updates, questions and answers, resources, events, and other important information related to the budget process will be posted here. Contact anyone in the CM’s office for assistance accessing or using this FY23 Basecamp Project as early as possible in order to avoid missing important updates, useful resources, or unnecessary last-minute delays.

## 2. GENERAL FORMAT & SUBMISSION PROCESS:

All internal/departamental budget requests **MUST BE PREPARED AND SUBMITTED ELECTRONICALLY** using the official MS Excel workbook entitled “**SAMPLE DEPT FY23 DEPT BUDGET REQ FORMS v1**” provided by the (CM) unless otherwise approved. Carefully read and follow the directions provided in these forms designed to help you organize your request in a uniform format. They will also assist you in providing the necessary information required by the CM, CFO, Board, and citizens to effectively review each request as efficiently as possible making the overall annual budget process faster and more constructively useful and valuable to the county.

Adequate backup documentation such as quotes, estimates, or other explanatory documents should each be clearly labeled with its corresponding budget line item code, and attached to all requests when submitted.

District Agencies/Third Parties: (Health, Mental Health, Schools, Library, Fire Depts, Forestry, Coop Extension, etc.) are required to supply detailed line item budgets and independent audits if available. Contact the Budget Officer or Finance Officer with any questions concerning your request as early as possible.

Any other budget requests submitted to the CM by outside organizations or agencies should at least be typed and organized in the most efficient format to communicate the amount, nature, and detailed justifications for any county funding requested.

## 3. FORMS COMPLETION: It is vital for your budget request to reflect **ACCURATE, DETAILED, & RELEVANT** information.

Taking adequate time to seriously and intentionally understand, and fully participate in the annual budget process each year is not only one of the most important duties of all designated Department Heads, but practically speaking is often your best opportunity to shape and influence the direction of your respective departments and programs.

- a. **FIRST**, obtain a copy of the **MOST RECENT** Statement of Revenues and Expenses for your department(s) and/or other fund(s) you supervise in the budget, and carefully review and understand each and every line. **DO NOT** use older budgets or statements which do not reflect recent transfers or amendments. Always use updated statements.
- b. **SECOND**, review all of the sample request forms to get familiar with each one and how they may interrelate before trying to complete any individual form. Use the more specialized worksheet forms to help you prepare your more general expense request. Ask often and early if you have any questions about any of the sample forms.
- c. **THIRD**, start preparing your request forms and **MAKE SURE** they are organized in the **SAME ORDER** as, and contain the **SAME ACCURATE LINE ITEM DESCRIPTIONS AND CODES** as shown in the financial statements.
  - **DO NOT** submit a request using unorganized or inaccurate line item codes and descriptions
  - **DO NOT** make changes to any codes or descriptions without approval from the CM. If you believe a code or description changes should be made, note this in your request and consult the CM.
  - **DO NOT** simply copy and paste your codes, descriptions, or justification language from previous requests.
  - **DO NOT** submit vague or non-itemized or unjustified requests which obviously require additional information to fully understand, analyze, and review. Such requests may be seen at best to demonstrate a lack of work ethic or performance, or at worst as an attempt to intentionally inflate or “pad” a budget, and will result in your

overall budget request being treated with a much higher degree of scrutiny and potential modification than would otherwise result from submitting an original request with transparent detailed itemizations/justifications.

- d. FOURTH, review the detailed history for your respective revenue and expenditure line items in EDMUNDS for the current fiscal year, and at least one if not two prior fiscal years. This will help you identify and address current budget issues, as well as help you remember to include and update recurring items in your FY23 request.
- e. FIFTH, take time to consider if there are any new revenues opportunities or expenses related to your department(s)/fund(s)/organization(s) and determine where and how to best include these in your request.
- f. SIXTH, take time to carefully and mindfully provide a detailed justification for each line item request including all potentially relevant information to help the CM and CFO fully understand what the total amount requested for in each line includes (break down and show all applicable math and/or multiple items rolled into a single line item request); and also provide info to help the Board and general public fully understand why/how the allocation of public funds for the requested purpose is justified in terms of providing public services.
- g. Additional Notes:
  1. Revenue estimates are required before expense requests will be considered. You are expected to fully understand and review your revenue lines, and to estimate revenues for the upcoming budget year in making your requests.
  2. **CROSS REFERENCE & DESCRIBE RELATED LINE ITEMS:** For any revenues/expenses related in any way to other revenue/expense lines, clearly cross reference & describe the nature/formula of that relationship in the justification for each line to promote a fuller understanding of such relationships and facilitate faster budget review. (For example if you have a designated revenue line for donations as well as a designated line for spending those donations, the justifications for both lines should contain a cross reference to the other related line explaining that the expense line is for spending funds received in the revenue line at 100%. If you receive a grant reimbursing 50% of certain expenditures, this needs to be described in both lines with cross references so that whenever reviewing either line, the full budget picture of such programs and line relationships are more easily understood and accounted for during the budget process; A "Related Rev Lines?#" and "Related Exp Lines?#" field has been added to the revenue and expense line forms for this purpose)
  3. General departmental supply lines need to include office supplies as well as copier paper, toner, printer ribbons and cartridges. (Most departments are under Toshiba services, but you must still list your budgeted lease payment in your request). Departmental vehicle maintenance/fuel and postage should also be itemized separately in each applicable department.
  4. Budgeting for the following will be provided primarily by the Finance Office staff based on your input.

* Salaries & wages	* Workman's compensation
* Social security and Medicare	* 401(k) contribution
* Group insurance	* Insurance and Bonds
* Retirement	* Unemployment
* Longevity	* Service Awards
  5. **Travel & Training Worksheet:** Use the form provided to fully itemize, break down, and justify all training and travel requests. List event locations, registration fees, approximate mileage, etc. Clearly label any expenses related to maintaining any mandatory certifications (certifications required by law, not just recommended) as "MANDATORY". Remember that all expenses related to any training (including travel expenses related to any training) are to be classified as "training" expenses. Any other non-training related travel expenses are considered "travel" expenses, and should not be related in any way to training.
  6. **Contracts Worksheet:** Use the form provided to fully list and itemize ALL existing or anticipated contracts, including without limitation those for maintenance on equipment or software, for independent contractors, or for any other goods or services paid for from your departmental budget, **INCLUDING THE APPLICABLE LINE ITEMS & AMOUNTS.**
    - a. You are responsible for maintaining a duplicate set of your active contracts and actively monitoring their performance by the contractor/vendor as well as monitoring the need to renew, revise, or solicit competitor quotes on an ongoing basis.

- b. All Contracts for the upcoming year need to be finalized and executed by the contractor/provider and ready for County signature no later than June 1<sup>st</sup> of this current year.
  - c. If possible, contact vendors/competitors to see if any contracts can be renegotiated to save funds, or if they are needed at all, and attach any new proposals/revisions/competitor quotes to be discussed with the CM.
  - d. **Remember only the County Manager or Board has the legal authority to change or execute any contract which obligates the County to make any payments using county funds, and all such contracts must be Pre-Audited by the CFO and generally require the attachment of the most recently revised Local Government Rider as a condition of the County.**
7. **Grants Worksheet:** Use the form provided for current and/or anticipated future grants, clearly describe the full applicable project's budget, including all known **local grant matches** and anticipated grant revenues/expenses in your budget request. Make certain that you receive prior written approval of the CM and CFO **BEFORE** you make any application for or approve any receipt of any grant funds. Attach adequate backup documentation to help illustrate the purpose and/or terms of the grant if not easily summarized within the worksheet.
8. **Capital Outlay Worksheet:** Use the form provided to make FY23 capital outlay requests and also to illustrate the continuing or future capital outlay allocation requests anticipated for your department/fund.
- a. The Capital Outlay threshold for this fiscal year will be \$5,000.00. Be sure to itemize every single item or group of similarly related items costing more than this amount in the Capital Outlay sheet.
9. **Personnel Worksheet: (Revisions pending, this sheet will be distributed as a separate document for FY23)**
- a. The Board has directed generally that new positions not be considered for the upcoming fiscal year unless they are to be funded with additional revenue sources, or unless the position is the restoration of a previous position within a department where the estimated benefits or restoring the position clearly outweigh its estimated costs.
  - b. The CM's main focus in personnel during the FY23 budget will be to identify and correct any major pay disparities or inequities within the current pay plan.
  - c. Justify in detail all requests for any increases or new temporary and/or part-time positions, as well as anticipated number of hours requested for each.
10. **FY23 Fee Schedule:** Review the current county fee schedule for any fees related to your department and submit with your budget request any request to change any such fees, or complete the certification on the first "Directions" sheet/tab of the sample forms workbook that no changes are recommended.
4. **Current Fiscal Year Considerations:**
- a. Per Board directive, you are NOT allowed to overspend any line item in your budgets. Review your monthly Budget Reports carefully. Budget Transfers within your departmental budget lines are allowed, and should be made before funds are spent from the correct line item. **All Budget Transfers must have the CM's approval prior to being processed.**
  - b. Current Fiscal Year End expense estimates through June 30, 2022 should be **accurate estimated** figures, not simply a division of 8 or 9 months actual expenditures to date. If there are specific reasons why you are or anticipate being under/over budget for the current budget year, please explain this in detail within the applicable section of your request.
  - c. Questions related to the Budget process should be forwarded to the County Manager/Budget Officer or the Finance Officer. If anything seems wrong or confusing, contact someone ASAP.
  - d. Departments will be contacted for budget review appointments in accordance with the Budget Calendar and are currently tentatively planned to occur during the month of March.
  - e. **All budget requests and supporting materials must be forwarded in the appropriate format to the County Manager/Budget Officer by March 4th, 2022, and should also be copied to the County Finance Officer.**



# WASHINGTON COUNTY FUND BALANCE POLICY

Adopted March 1st, 2021

## AUTHORITY

The Washington County Board of County Commissioners (the "Board") is generally responsible for enacting local legislation and policies to direct county operations and services, including the adoption of major financial policies that govern its financial operations. The County Manager also serves by statute as the County Budget Officer, and is generally responsible for carrying out the legislative and policy directives of the Board as well as for managing the day-to-day operations of most county departments unless otherwise provided by law. The County Manager and Finance Officer are charged with carrying out this policy.

## TERMS & COMPONENTS OF FUND BALANCE

Fund Balance vs. Reserves-"**Fund balance**" is an accounting term defined as the difference between assets and liabilities in a governmental fund. The term "reserves" is often used by public finance practitioners, but is not an actual government accounting term. It refers to the portion of fund balance held in reserve to provide a buffer against financial distress or risk.

In governmental funds, "**reserves**" comprise a portion of total fund balance. Governmental Accounting Standards Board (GASB) Statement No. 54, "*Fund Balance Reporting and Governmental Fund Type Definitions*" governs the descriptions used to report fund balance. The statement focuses on the "extent to which the government is bound to honor constraints on the specific purposes for which amounts in the fund can be spent, and breaks total fund balance into five (5) different components:

- **Non-spendable fund balance.** Fund balance in this category is inherently non-spendable.
- **Restricted fund balance.** This category has externally enforceable limitations on the use of fund balance, imposed by parties such as creditors, grantors, or laws or regulations of other governments.
- **Committed fund balance.** This encompasses limitations imposed by the government on itself at its highest level of decision making (e.g., governing board through a

resolution). For example, the governing board might like to commit a portion of fund balance to a "stabilization fund" to provide a cushion against unknown economic or revenue declines.

- **Assigned fund balance.** This category is for the portion of fund balance that is earmarked for an intended use. The intent is established at either the highest level of decision making or by a body or an official designated for that purpose. For example, a portion of fund balance might be assigned to offset a gap in the budget stemming from a decline in revenues or a portion could be assigned to pay for an upcoming special project. A typical assigned fund balance item is the amount of fund balance that is appropriated in the subsequent year's budget ordinance that is not already classified as restricted or committed.
- **Unassigned fund balance.** This encompasses all fund balances that are left after considering the other four categories. Use is least constrained in this category of fund balance.

The last three components (committed, assigned and unassigned fund balance) together comprise "**unrestricted fund balance**", which is the portion of the fund balance subject to local Board control because unrestricted fund balances are either unconstrained, or the constraints are self-imposed, so they could be lifted in order to make fund balances available for other purposes. Conversely, restricted fund balances or non-spendable fund balances are not suited to many of the purposes a fund balance policy typically is intended to fulfill.

## **GENERAL POLICY PURPOSES**

The Board desires to maintain a prudent level of financial reserves in order to guard the county and its citizens against potential service disruptions that might otherwise result in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenditures.

The accumulation and responsible maintenance of a minimum amount fund balance reserve is partially intended to meet this purpose by providing stability and flexibility to respond to such unexpected adversity, as well as to enable the county to take advantage of certain opportunities that may arise which require unanticipated expenses.

The primary reasons for adopting a fund balance reserve policy are to:

- **Plan for contingencies.** Because of the volatile nature of county revenue sources such as property and sales tax, county governments will always face challenges when it comes to matching planned revenues with actual expenditures. Local events, such as the closure of a major employer, can also negatively affect revenues. Additionally, extreme weather events such as hurricanes can drastically increase operating and/or capital costs. An adequate available fund balance reserve can be used to make up these temporary short falls.
- **Maintain good standing with rating agencies.** Bond rating agencies consider an adequate level of reserves a sign of creditworthiness because it enhances a government's ability to repay debt on time and in full.

- **Avoid interest expenses.** Cash reserves may be used rather than debt to fund capital projects.
- **Generate investment income.** Reserves can be a source for investment revenue, effectively reducing the burden on the property tax rate. To maintain the reserve's value as a risk mitigation device, investments will remain relatively liquid in compliance with the County Investment Policy.
- **Serve as cash flow management tool.** Reserves can be used to cover times of the year that normally experience low levels of cash.
- **Create a shared understanding.** A formal reserve policy clearly outlines appropriate use of the reserves.

## **SPECIFIC FUND BALANCE POLICIES**

### **REQUIRED UNASSIGNED GENERAL FUND BALANCE (“UGFB”) RESERVE**

The Local Government Commission (the “**LGC**”) of the North Carolina Department of State Treasurer recommends a **minimum** unassigned general fund balance (the “**UGFB**”) of at least eight percent (8%) of the anticipated annual general fund expenses be maintained for local governments in North Carolina. This minimum amount is frequently misunderstood to be adequate, and is calculated simply to maintain a minimum cash flow reserve capable of absorbing one month of general fund expenses.

The LGC itself, UNC School of Government, and Government Finance Officers Association (the “**GFOA**”) all emphasize the need for each local government to carefully consider its own unique financial circumstances, and develop its own more appropriate minimum fund balance amount. The GFOA recommends such amount not be less than sixteen percent (16%).

Based on recommendations from its Budget Officer and Finance Officer, after careful consideration, the Board hereby establishes a minimum UGFB reserve amount equal to **twenty percent (20%)** of the total anticipated annual general fund expenditures. This amount shall be reviewed by the Budget Officer and Finance Officer as changes in economic conditions occur, new legislation is enacted or revenue sources change.

### **UGFB RESERVE APPROPRIATIONS**

UGFB appropriations made as amendments during any year, should not exceed an amount management cannot reasonably expect to offset that same year with higher revenue or lower expenditure projections to effectively prevent the UGFB remaining at the end of the fiscal year from falling below the twenty percent (20%) minimum except for emergency situations.

If UGFB is appropriated during the budget process to balance the following year's budget in an amount that, if spent, would reduce the percentage below twenty percent (20%) a detailed justification and plan to replenish the UGFB shall be included in the Manager's Budget Message and/or audit transmittal letter for the Annual Financial Report (AFR).



**EXCESS UGFB RESERVES**

UGFB percentages in excess of twenty percent 20%, calculated at the previous fiscal year-end, may be drawn down for nonrecurring expenditures as follows:


- One-time expenditures that do not increase recurring operating cost that cannot be funded through current revenues. Emphasis will be placed on one-time uses that reduce future operating costs, or
- Start-up expenditures for new programs, provided that such action is approved by the Board and is considered in the context of multi-year projections of revenue and expenditures as prepared by the County Manager, Finance Office, or
- To fund accrued liabilities, including but not limited to debt service, pension, and other post-employment benefits. Priority will be given to those items that relieve budget or financial operating pressure in future periods, or
- To lower the amount of bonds or contributions needed to fund future capital improvement projects or debt service.

**RESERVE REPLENISHMENT**

If the UGFB reserve falls below the minimum required percentage of twenty percent 20% for two consecutive fiscal years, the County will replenish funds by direct appropriation beginning in the following year. In that instance, 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 appropriating 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.


This policy will be reviewed at least annually and updated on an as-needed basis.

ADOPTED this the 1st day March, 2021.



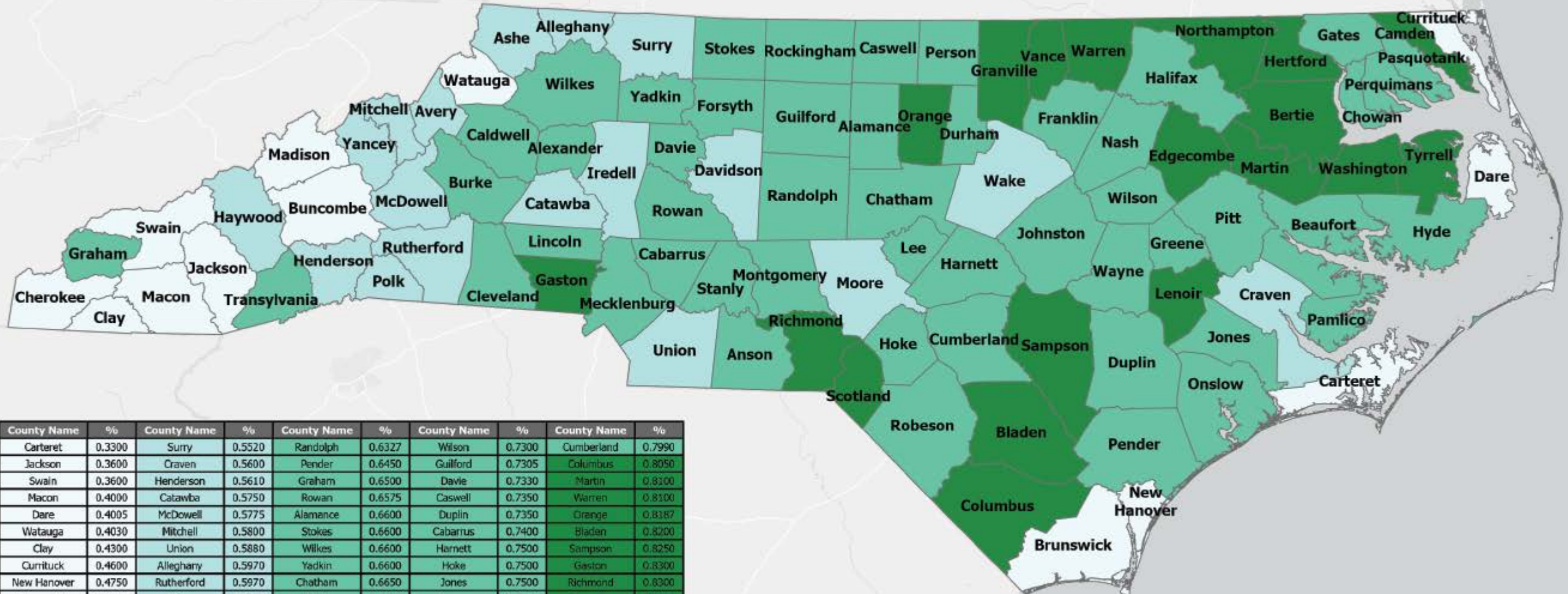
William R. "Bill" Sexton, Jr., Chair  
Washington County Board of Commissioners

ATTEST:

  
Julie J. Bennett, CMC, NCMCC  
Clerk to the Board



# Property Tax Rates



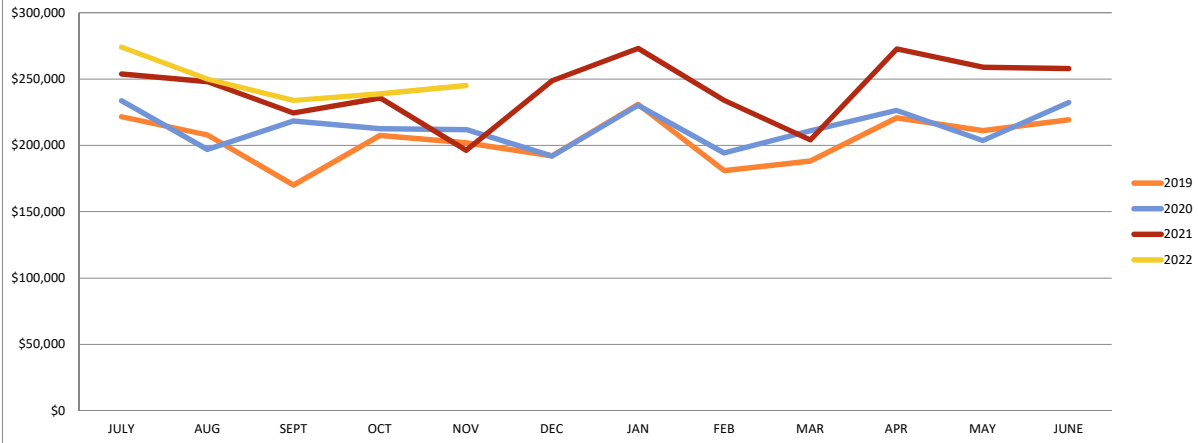
County Name	%	County Name	%	County Name	%	County Name	%	County Name	%
Carteret	0.3300	Surry	0.5520	Randolph	0.6327	Wilson	0.7300	Cumberland	0.7990
Jackson	0.3600	Craven	0.5600	Pender	0.6450	Guilford	0.7305	Columbus	0.8050
Swain	0.3600	Henderson	0.5610	Graham	0.6500	Davie	0.7330	Martin	0.8100
Macon	0.4000	Catawba	0.5750	Rowan	0.6575	Caswell	0.7350	Warren	0.8100
Dare	0.4005	McDowell	0.5775	Alamance	0.6600	Duplin	0.7350	Orange	0.8187
Watauga	0.4030	Mitchell	0.5800	Stokes	0.6600	Cabarrus	0.7400	Bladen	0.8200
Clay	0.4300	Union	0.5880	Wilkes	0.6600	Harnett	0.7500	Sampson	0.8250
Currituck	0.4600	Alleghany	0.5970	Yadkin	0.6600	Hoke	0.7500	Gaston	0.8300
New Hanover	0.4750	Rutherford	0.5970	Chatham	0.6650	Jones	0.7500	Richmond	0.8300
Brunswick	0.4850	Wake	0.6000	Nash	0.6700	Chowan	0.7550	Granville	0.8400
Buncombe	0.4880	Yancey	0.6000	Forsyth	0.6778	Halifax	0.7600	Hertford	0.8400
Cherokee	0.5000	Transylvania	0.6033	Pitt	0.6841	Lee	0.7600	Lenoir	0.8450
Madison	0.5000	Perquimans	0.6100	Cleveland	0.6875	Pasquotank	0.7700	Washington	0.8500
Ashe	0.5100	Stanly	0.6100	Burke	0.6950	Robeson	0.7700	Bertie	0.8650
Moore	0.5100	Montgomery	0.6150	Rockingham	0.6950	Anson	0.7770	Camden	0.8700
Polk	0.5143	Mecklenburg	0.6169	Onslow	0.7050	Greene	0.7860	Vance	0.8900
Haywood	0.5350	Lincoln	0.6190	Wayne	0.7075	Alexander	0.7900	Northampton	0.9050
Iredell	0.5375	Beaufort	0.6250	Person	0.7200	Gates	0.7900	Edgecombe	0.9500
Davidson	0.5400	Pamlico	0.6250	Durham	0.7222	Franklin	0.7950	Tyrrell	0.9500
Avery	0.5500	Caldwell	0.6300	Johnston	0.7300	Hyde	0.7950	Scotland	1.0000

Source: N.C. Dept. of Revenue, Local Government Division, 2021-22 Rates

Note: All 2021-22 property tax rates are per \$100 valuation. 37 counties had a tax rate change in 2021-22, with 11 counties increasing and 26 counties decreasing their rate. 25 counties had revaluations, and the average property tax rate dropped slightly to .6681.



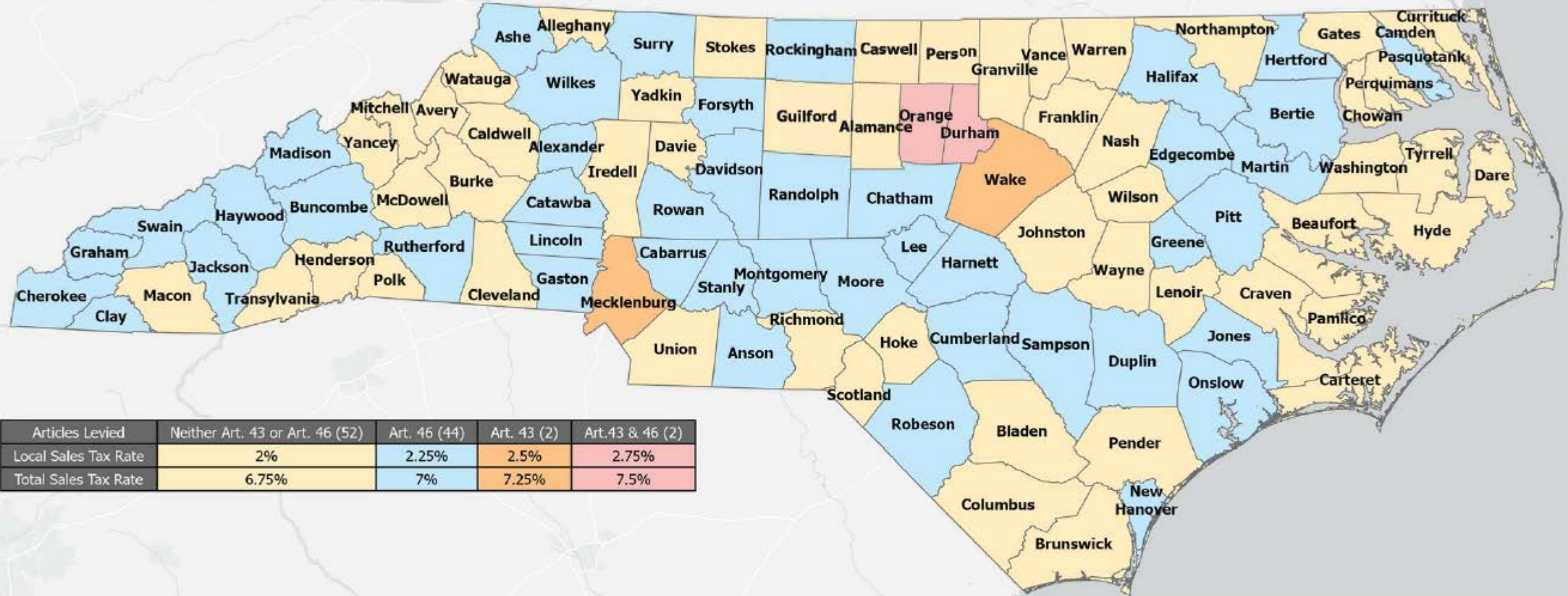
**WASHINGTON COUNTY**  
**MONTHLY SALES & USE TAX COMPARISON**  
**Collections Data to 11/30/21 from January SUT Report**



FISCAL YEAR SUMMARIES							
MONTH	2019	2020	19-20 Diff	2021	20-21 Diff	2022	22-21 - Diff
JULY	\$221,611	\$233,602	\$11,991	\$253,861	\$20,259	\$274,059	\$20,198
AUG	\$207,740	\$196,887	-\$10,853	\$248,156	\$51,269	\$249,997	\$1,841
SEPT	\$170,071	\$218,380	\$48,309	\$224,524	\$6,144	\$233,859	\$9,335
OCT	\$207,508	\$212,492	\$4,984	\$235,694	\$23,202	\$238,889	\$3,195
NOV	\$201,953	\$211,975	\$10,022	\$196,170	-\$15,805	\$245,133	\$48,963
DEC	\$191,990	\$191,846	-\$144	\$248,704	\$56,858		
JAN	\$230,869	\$230,262	-\$607	\$273,098	\$42,836		
FEB	\$181,104	\$194,308	\$13,204	\$233,715	\$39,407		
MAR	\$188,214	\$210,830	\$22,616	\$204,234	-\$6,596		
APR	\$220,915	\$226,419	\$5,504	\$272,618	\$46,199		
MAY	\$211,117	\$203,731	-\$7,386	\$259,016	\$55,285		
JUNE	\$219,292	\$232,298	\$13,006	\$258,059	\$25,761		
Total CY	\$2,452,384	\$2,563,030	\$110,646	\$2,907,849	\$344,819		\$83,532

Figures subject to adjustment via journal entries and audit guidelines, consult audited financial statements for final verified totals

# Counties Levying Sales Tax Articles



Articles Levied	Neither Art. 43 or Art. 46 (52)	Art. 46 (44)	Art. 43 (2)	Art. 43 & 46 (2)
Local Sales Tax Rate	2%	2.25%	2.5%	2.75%
Total Sales Tax Rate	6.75%	7%	7.25%	7.5%

Note: This map shows local and total sales tax rates as of Oct. 1, 2020. The one-half cent Article 43 tax is dedicated to public transit and the one-quarter cent Article 46 tax is general purpose use. All counties levy local sales tax Articles 39, 40, & 42.

**Table 2. Energy Prices**

U.S. Energy Information Administration | Short-Term Energy Outlook - January 2022

	2021				2022				2023				Year		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2021	2022	2023
<b>Crude Oil</b> (dollars per barrel)															
West Texas Intermediate Spot Average .....	<b>58.09</b>	<b>66.19</b>	<b>70.61</b>	<b>77.27</b>	75.29	72.15	71.01	66.98	65.00	64.00	63.00	62.00	<b>68.21</b>	71.32	63.50
Brent Spot Average .....	<b>61.12</b>	<b>68.91</b>	<b>73.45</b>	<b>79.42</b>	78.63	75.65	74.67	70.98	69.00	68.00	67.00	66.00	<b>70.89</b>	74.95	67.50
U.S. Imported Average .....	<b>55.27</b>	<b>64.80</b>	<b>68.33</b>	<b>74.17</b>	72.93	69.65	68.47	64.21	62.25	61.25	60.25	59.25	<b>66.15</b>	68.84	60.74
U.S. Refiner Average Acquisition Cost .....	<b>57.12</b>	<b>66.11</b>	<b>70.27</b>	<b>75.81</b>	73.92	70.66	69.45	65.22	63.25	62.25	61.25	60.25	<b>67.67</b>	69.75	61.72
<b>U.S. Liquid Fuels</b> (cents per gallon)															
<b>Refiner Prices for Resale</b>															
Gasoline .....	<b>180</b>	<b>216</b>	<b>232</b>	<b>239</b>	231	228	222	200	197	206	204	188	<b>218</b>	220	199
Diesel Fuel .....	<b>178</b>	<b>204</b>	<b>219</b>	<b>241</b>	233	227	225	217	207	206	205	204	<b>211</b>	225	206
Fuel Oil .....	<b>162</b>	<b>180</b>	<b>197</b>	<b>222</b>	222	209	203	205	203	192	187	196	<b>197</b>	211	198
<b>Refiner Prices to End Users</b>															
Jet Fuel .....	<b>163</b>	<b>182</b>	<b>199</b>	<b>223</b>	224	221	221	216	207	204	202	203	<b>194</b>	220	204
No. 6 Residual Fuel Oil (a) .....	<b>162</b>	<b>181</b>	<b>194</b>	<b>195</b>	175	171	166	157	165	162	161	159	<b>185</b>	167	162
<b>Retail Prices Including Taxes</b>															
Gasoline Regular Grade (b) .....	<b>256</b>	<b>297</b>	<b>316</b>	<b>333</b>	320	314	304	287	277	289	286	270	<b>302</b>	306	281
Gasoline All Grades (b) .....	<b>265</b>	<b>306</b>	<b>325</b>	<b>343</b>	332	326	317	300	291	303	300	284	<b>311</b>	319	295
On-highway Diesel Fuel .....	<b>290</b>	<b>321</b>	<b>336</b>	<b>366</b>	344	331	331	326	329	329	326	327	<b>329</b>	333	327
Heating Oil .....	<b>272</b>	<b>283</b>	<b>297</b>	<b>344</b>	342	317	299	301	301	285	275	285	<b>300</b>	322	291
<b>Natural Gas</b>															
Henry Hub Spot (dollars per thousand cubic feet) .....	<b>3.70</b>	<b>3.06</b>	<b>4.53</b>	<b>4.96</b>	3.97	3.92	3.96	3.91	3.98	3.65	3.65	3.80	<b>4.06</b>	3.94	3.77
Henry Hub Spot (dollars per million Btu) .....	<b>3.56</b>	<b>2.94</b>	<b>4.36</b>	<b>4.77</b>	3.82	3.78	3.81	3.77	3.83	3.51	3.52	3.66	<b>3.91</b>	3.79	3.63
<b>U.S. Retail Prices</b> (dollars per thousand cubic feet)															
Industrial Sector .....	<b>5.73</b>	<b>4.09</b>	<b>5.10</b>	<b>6.75</b>	5.67	4.98	4.89	5.10	5.42	4.69	4.53	4.90	<b>5.46</b>	5.18	4.90
Commercial Sector .....	<b>7.54</b>	<b>8.85</b>	<b>10.12</b>	<b>10.15</b>	9.31	9.37	9.64	8.58	8.41	8.81	9.14	8.24	<b>8.78</b>	9.14	8.50
Residential Sector .....	<b>9.75</b>	<b>13.87</b>	<b>20.36</b>	<b>14.72</b>	12.44	14.27	18.51	11.62	10.59	13.45	18.05	11.31	<b>12.54</b>	12.88	11.78
<b>U.S. Electricity</b>															
<b>Power Generation Fuel Costs</b> (dollars per million Btu)															
Coal .....	<b>1.91</b>	<b>1.93</b>	<b>2.03</b>	<b>2.03</b>	2.03	2.03	1.88	1.88	1.81	1.82	1.81	1.80	<b>1.98</b>	1.94	1.81
Natural Gas .....	<b>7.24</b>	<b>3.26</b>	<b>4.36</b>	<b>5.03</b>	4.38	4.00	3.98	4.12	4.40	3.68	3.66	4.02	<b>4.88</b>	4.10	3.91
Residual Fuel Oil (c) .....	<b>11.28</b>	<b>13.09</b>	<b>14.22</b>	<b>14.88</b>	14.37	14.81	13.83	13.30	13.05	13.44	12.60	12.26	<b>13.36</b>	14.05	12.81
Distillate Fuel Oil .....	<b>13.54</b>	<b>15.20</b>	<b>16.19</b>	<b>18.33</b>	18.03	17.54	17.31	16.88	16.20	15.97	15.86	15.90	<b>15.57</b>	17.47	15.99
<b>Retail Prices</b> (cents per kilowatthour)															
Industrial Sector .....	<b>7.09</b>	<b>6.92</b>	<b>7.63</b>	<b>7.13</b>	7.11	7.03	7.59	6.99	7.09	7.00	7.54	6.96	<b>7.20</b>	7.19	7.16
Commercial Sector .....	<b>10.99</b>	<b>11.07</b>	<b>11.64</b>	<b>11.23</b>	11.56	11.57	11.98	11.51	11.78	11.70	12.12	11.58	<b>11.26</b>	11.67	11.81
Residential Sector .....	<b>13.10</b>	<b>13.84</b>	<b>14.00</b>	<b>13.85</b>	13.93	14.45	14.38	14.10	13.98	14.55	14.47	14.19	<b>13.70</b>	14.22	14.30

(a) Average for all sulfur contents.

(b) Average self-service cash price.

(c) Includes fuel oils No. 4, No. 5, No. 6, and topped crude.

- = no data available

Notes: EIA completed modeling and analysis for this report on January 6, 2022.

The approximate break between historical and forecast values is shown with historical data printed in bold; estimates and forecasts in italics.

Prices are not adjusted for inflation; prices exclude taxes unless otherwise noted.

**Historical data:** Latest data available from Energy Information Administration databases supporting the following reports: *Petroleum Marketing Monthly*, DOE/EIA-0380;

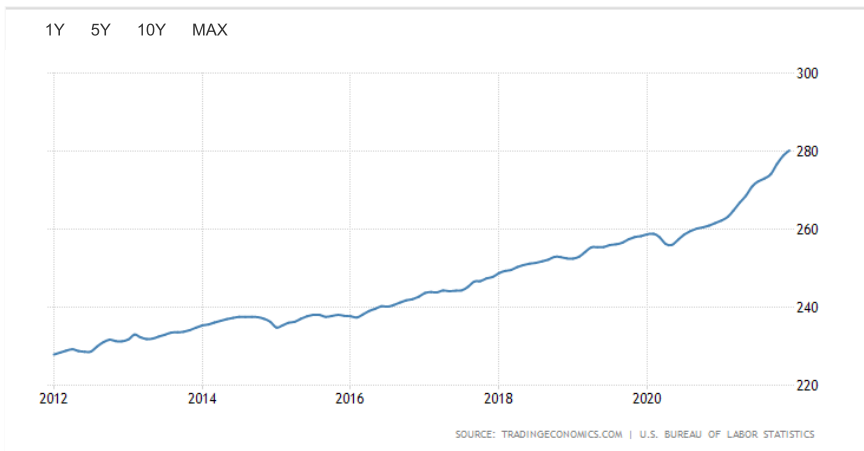
*Weekly Petroleum Status Report*, DOE/EIA-0208; *Natural Gas Monthly*, DOE/EIA-0130; *Electric Power Monthly*, DOE/EIA-0226; and *Monthly Energy Review*, DOE/EIA-0035.

Natural gas Henry Hub and WTI crude oil spot prices from Reuter's News Service (<http://www.reuters.com>).

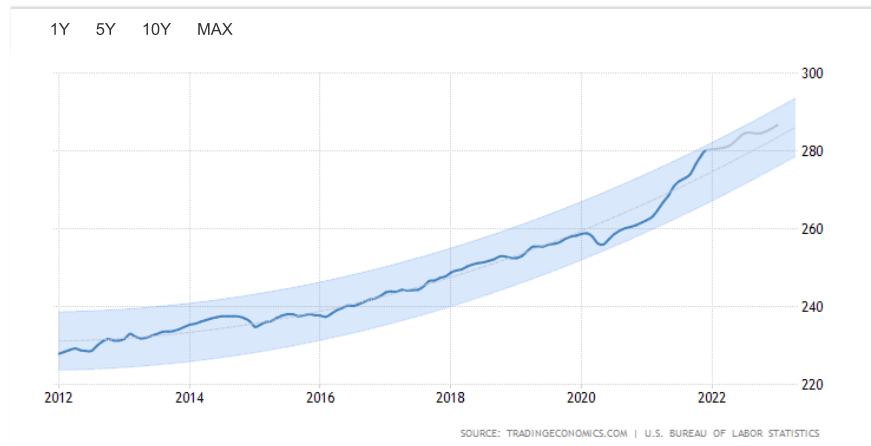
Minor discrepancies with published historical data are due to independent rounding.

**Forecasts:** EIA Short-Term Integrated Forecasting System.

The annual inflation rate in the US accelerated to 7% in the last month of 2021, a fresh high since June of 1982, and compared to 6.8% in November. Figures came in line with market expectations. Energy costs continued to record the biggest gain although prices rose less than in November (29.3% vs 33.3%), namely gasoline (49.6% vs 58.1%). Inflation accelerated however for shelter (4.1% vs 3.8%); food (6.3% vs 6.1%), namely food at home (6.5% vs 6.4%); new vehicles (11.8% vs 11.1%); used cars and trucks (37.3% vs 31.4%); apparel (5.8% vs 5%); and medical care services (2.5% vs 2.1%). Inflation spiked in 2021 due to pandemic-induced supply constraints, soaring energy costs, labour shortages, increasing demand and a low base effect from 2020. Inflationary pressures are likely to last well into the middle of 2022 and Fed Chair Powell recently pledged to do what's necessary to contain an inflation surge including increasing interest rates. source: U.S. Bureau of Labor Statistics



Consumer Price Index CPI in the United States is expected to be 281.21 points by the end of this quarter, according to Trading Economics global macro models and analysts expectations. In the long-term, the United States Consumer Price Index (CPI) is projected to trend around 292.08 points in 2023 and 297.63 points in 2024, according to our econometric models.





Washington County

**Rates Comparison** | Financial Benchmarks | Characteristics | Links

Select residential bill and monthly consumption amount

Water Bill    Sewer Bill    Water + Sewer Bill

3,000 gallons  
401 cubic feet →

**Monthly Water Bill: \$37.00**

Select comparison group: Within 50 miles distance

Comparing to **all utilities within 50 miles of your utility**

54 rate structures compared

Effects of raising rates by: 0%

**Bill Comparison**

Water Bill at  
3,000 gallons  
Median: \$33.00

**\$37.00**

Min \$18.00 | Max \$57.00

**Conservation Signal**

Water Price/1,000 gallons,  
after 10,000 gallons  
Median: \$6.55

**\$13.00**

Min \$0.00 | Max \$13.00

**Cost Recovery**

Operating  
Ratio Incl. Deprec.

**1.32**

**Median Affordability**

Annual Water Bills as % MHI

**1.23%**

Select service provided. (Display will not change if the utility has a combined water and sewer enterprise fund.)

- Water Bill**
- Sewer Bill
- Water + Sewer Bill

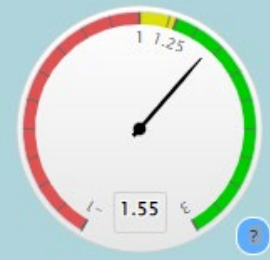
**Ability to cover expenditures and debt service**

**Measures of Liquidity**

Op. Rev. / Op. Expend.



Debt Service Coverage Ratio



Quick Ratio



Days Cash on Hand



**Cost Recovery**

**Leverage**

**Condition of physical assets**

**Net Transfers**

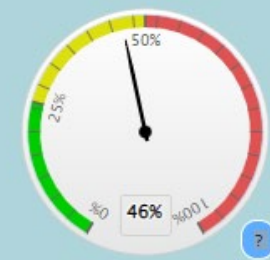
Operating Ratio (Incl. Dep.)



Debt-to-Equity Ratio



Asset Depreciation



Recalculated at .82 based on FY21 Audit

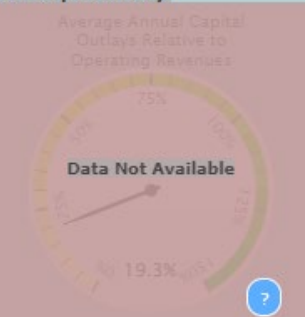
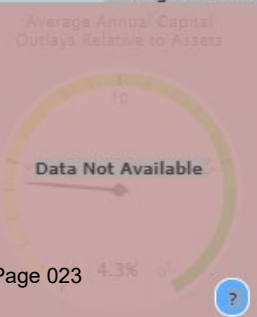
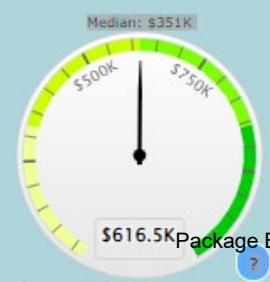
**Cashflow**

**Average Annual Recent Capital Outlay**

Receivables Ratio



Cashflow from Op. Activities



**NC Water and Wastewater Rates Dashboard**
  
**Rates as of January 1, 2022**
  
 Last updated: January 12, 2022

Washington County

	Washington County	Median for all utilities within 50 miles of your utility	Statewide Stats
Ownership type	County District		
Primary County	Washington		
Primary service area	Washington County		
Date Rates Effective	07/01/2015		
<input checked="" type="radio"/> Water <input type="radio"/> Sewer <input type="radio"/> Water + Sewer			
Select comparison group: <input type="text" value="Within 50 miles distance"/>			
Number of Systems	1	54	581
Est. Number of Connections	2,569	1,402	
Est. Service Population	6,413	3,327	
Operating Revenue	\$1,378,935	\$1,318,118	
Operating Expense	\$1,042,372	\$1,456,340	
Current Assests	\$1,194,067	\$1,097,166	
Census Year	2019		2020
Average Household Size	2.37	2.35	
Median Household Income	\$35,979	\$36,707	
Poverty Rate	22.27%	22.95%	



# FY22 CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS LIST

**Priority 1 - Imperative - (must do)** - corrects a danger to public health & safety, meets legal obligations, alleviates immediate service/facility deficiencies, or prevents irreparable damage. *Other criteria used in scoring this priority: Project mandated by local, state, or federal regulations, is a high priority of the Board, and/or substantially reduces losses or increases revenues.*

**Priority 2 - Essential - (should do)** - rehabilitates/replaces obsolete facilities, stimulates economic growth, reduces operating costs, leverages State/Federal funding. *Other criteria used in scoring this priority: Project maintains existing service levels, results in better efficiency or service delivery, reduces operational costs, and/or improves work force morale.*

**Priority 3 - Important - (could do)** - provides new or expanded service, promotes intergovernmental cooperation, reduces energy consumption, enhances cultural or natural resources. *Other criteria used in scoring this priority: Project is not mandated, but improves service levels and/or improves quality of life.*

## GENERAL/ADMIN PROJECTS

DATE	CIP ITEM	FUND	DEPT	DESCRIPTION	TOTAL ESTIMATED PROJECT COST	MGR SCORE	Initial FY22 REC	FY22 GF	FY22 REC Revised GF	ARP FUNDED PROJECTS	FY22 BOARD APPROV	FY23 REC	FY24 REC	FY25 REC	FY26 REC	FUNDING SOURCES	NOTES
1/20/2022	1	10-GF	WATER	Security Fence	80,000	1	20,000	0	0		20,000	TBD	TBD	TBD	TBD	ARP, GF, Water	
1/20/2022	2	35	WATER	SCADA	51,277	1	44,000	0	0		44,000	TBD	TBD	TBD	TBD	ARP, GF, Water	
1/20/2022	3	10-GF	IT	Dell T640 Tower Server Replacement	30,000	1	30,000	30,000	30,000	ARP - TBD	30,000	30,000	30,000	30,000	30,000	GF Balance; ARP?;	Line used for recurring expenses associated with upgrading main county IT server and IT equipment on 3-4 year cycle. FY21 includes Dell T640 Tower Server Replacement
1/20/2022	4	10-GF	IT	Office 365 Migration/IT Services	30,000	2	0	0	0	ARP - TBD	0	TBD	TBD	TBD	TBD	GF Balance; ARP?;	
1/20/2022	5	10-GF	WATER	Interconnection Repairs	200,000	2										ARP, GF	Town of Roper should contribute.
1/20/2022	6	10-GF	TAX	Tax Assessment & Collections Software	180,000	2	180,000	100,000	80,000	0	80,000	80,000	0	0	0	GF Balance; consider spreading over mult yrs	Estimate based on old vendor proposals. MGR Recommends Fall 2021 RFP to solicit more competitive bids for BOCC review and vendor presentations.
1/22/2022	7	10-GF	ROD	Replacement of 1 server, 3PCs, 1 Large Format Scanner	25,000	2	25,000	25,000	25,000	0	25,000	0	0	0	0	GF Balance	Paid from restricted ROD funds already in GF Balance
1/23/2022	8	10-GF	CENTRAL SERVICES	Annual Cost to Replace Old Copiers Countywide	35,000	2	35,000	35,000	35,000		35,000	35,000	35,000	35,000	35,000	GF Balance	RFP in Fall; Est. includes lease and maintenance
1/20/2022	9	10-GF	TAX	Eagleview Pictometry Software	86,000	3	0	0	0	0	0	TBD	TBD	TBD	TBD	General Fund Balance; Potential Grant Funding?	Benefits Tax assessment, GIS, E911, EM; MGR Recommends a fall 2021 RFP for competitive bids and/or presentations to staff and BOCC to demonstrate benefits and discuss costs/CIP inclusion. Prior vendor indicated ability to spread costs over 3 installments
1/20/2022	10	10-GF	IT/CS	Replace County Phone System	30,000	3	30,000	0	0	0	0	30,000	0	0	0	GF Balance	Consider potential grant sources?
1/20/2022	11	10-GF	AIRPORT	Automated Airport Weather Station	300,000	3											
<b>TOTAL THIS SECTION:</b>					<b>916,000</b>		<b>300,000</b>	<b>190,000</b>	<b>170,000</b>	<b>0</b>	<b>170,000</b>	<b>175,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>		

DATE	CIP ITEM	FUND	DEPT	DESCRIPTION	TOTAL ESTIMATED PROJECT COST	MGR SCORE	Initial FY22 REC	FY22 GF	FY22 REC Revised GF	ARP FUNDED PROJECTS	FY22 BOARD APPROV	FY23 REC	FY24 REC	FY25 REC	FY26 REC	FUNDING SOURCES	NOTES
<b>BUILDING &amp; GROUNDS MAINTENANCE PROJECTS</b>																	
1																	
	7	10-GF	FAC	Courthouse Roof Repairs (4 of 6 sections)	150,000	1	150,000	150,000	140,000	0	140,000					GF Balance	To re-roof 4 of 6 sections.
1/20/2022	12	10-GF	JAIL	Replace aging plumbing within detention center	30,000	1	30,000	30,000	0	30,000	0					GF Balance; ARP?; Grant Opportunities?	Consider ARP eligibility;
1/20/2022	13	10-GF	DSS	Repaving - DSS	63,800	2	50,000	50,000	RFP & Review in Fall		0	TBD				State Funding Over 50% recouped on CAP	Attempt to RFP w/ other repaving opportunities in fall of 2021
1/20/2022	14	10-GF	FAC	Courthouse/CMO Stormwater Repair	100,000	2											
1/20/2022	15	10-GF	SENIOR	Repaving - MTW/Senior Center	105,500	2	75,000	75,000	RFP & Review in Fall		0	TBD				Consider Grant Opp	
1/20/2022	16	10-GF	FAC	Dream Care Providers Roof Repairs	30,000	2	0	0	0		0	TBD					
1/20/2022	17	10-GF	FAC	Annual Roof Repairs Reserve	40,000	2	40,000	40,000	40,000		40,000	40,000	40,000	40,000	40,000	GF Balance	Consider separating into Central Services or Sep Fund
1/20/2022	18	10-GF	FAC	Annual HVAC Repair/Replacement Reserve	20,000	2	20,000	20,000	20,000		20,000	20,000	20,000	20,000	20,000	GF Balance	Consider separating into Central Services or Sep Fund
1/20/2022	20	10-GF	FAC	Repaving - Courthouse	50,000	2	0	0	RFP & Review in Fall		0	TBD					Include in RFP as alternate, combine with stormwater repair
1/20/2022	21	10-GF	REC	Handicap Ramp/Access @ Gym	30,000	2	30,000	30,000	0	30,000	0					GF Balance; Grant Opportunities (PARTF)	Consider ARP eligibility due to ability to utilize gym for elections purposes with handicap access
1/20/2022	22	10-GF	FAC	MTW Flooring	50,000	3											
1/20/2022	23	10-GF	FAC	Courthouse Awning	10,000	4	0	0	0	0	0	0	10,000				Roof takes priority
1/20/2022	24	10-GF	DSS	DSS Offices Renovation (Repainting (24k-26k)& Carpet Replacement (66k)	92,000	4	92,000	92,000	0		0	TBD				State Funding Over 50% recouped on CAP; Consider painting w/ inhouse staff	Over 30 years since replaced; Reduced per BOCC directive re prioritization of scoring; Evaluate condition and report back to BOCC in fall FY22
				TOTAL THIS SECTION:	771,300		487,000	487,000	200,000	60,000	200,000	60,000	70,000	60,000	60,000		

DATE	CIP ITEM	FUND	DEPT	DESCRIPTION	TOTAL ESTIMATED PROJECT COST	MGR SCORE	Initial FY22 REC	FY22 GF	FY22 REC Revised GF	ARP FUNDED PROJECTS	FY22 BOARD APPROV	FY23 REC	FY24 REC	FY25 REC	FY26 REC	FUNDING SOURCES	NOTES
<b>VEHICLES &amp; MAJOR EQUIPMENT PROJECTS</b>																	
1/20/2022	25	10-GF	SHERIFF	Upgrading Sheriff Radios for 2024 VIPER Compliance	150,000	1	150,000	0	0	0	0	75,000	75,000			Possibility of E911/State Grant	Exhaust other funding opportunities first before budging from GF Balance
1/20/2022	26	10-GF	SHERIFF	3 Replacement Patrol Cruisers + Upfit	96,326	2	97,500	97,500	97,500		130,000	97,500	97,500	97,500	97,500		
1/20/2022	27	10-GF	RIVERLIGHT	15 Passenger Van	96,500	2	96,500	96,500	96,500		96,500	TBD	TBD	TBD	TBD	State Funding (85%)	
1/20/2022	28	10-GF	CENTRAL SERVICES	CMO Generator	75,000	2					0						
1/20/2022	29	10-GF	JAIL	Comprehensive Monitoring System Upgrade	91,278	3	100,000	20,000	0		0	TBD				GF Balance; ARP?; Grant Opportunities?	Consider ARP eligibility; exhaust funding options and review scope of existing system; MGR Rec based on need to replace several individual items
1/20/2022	30	10-GF	REC	TRACTOR	12,000	3	0	0	0		0	TBD				GF/Grants	Review overall WC needs/resources in fall FY22
1/20/2022	31	10-GF	CENTRAL SERVICES	2 New Vehicles for General Countywide Travel Needs	55,000	3	10,000	10,000	0		0	10,000	10,000	10,000	10,000	GF/Could utilize 5 year lease option	Utilize general fleet vehicles for sporadic travel needs to reduce overhead of individualized dept. travel vehicles.
1/20/2022	32	10-GF	JAIL	Dedicated vehicle for staff transportation	30,000	4	0	0	0		0	0	0	0	0		Use fleet vehicles for sporadic training needs
1/20/2022	33	10-GF	SENIOR	15 Passenger Van	50,683	4	0	0	0		0	0	0	0	0	Grant?	Utilize Riverlight resources for sporadic travel needs related to program travel, or fleet vehicles for staff travel needs
1/20/2022	34	10-GF	REC	DUMP TRAILER	7,000	4	7,000	3,500	0		0	TBD				GF Balance/Grants/Surplus Rec Property	Ask Rec to surplus remainder
DATE				TOTAL THIS SECTION:	663,787		461,000	227,500	194,000	0	226,500	182,500	182,500	107,500	107,500		
<b>NEW FACILITIES OR OTHER MAJOR MISC PROJECTS</b>																	
1/20/2022	35	10-GF Transfer to 58		NEW AV/EM FACILITY @ AIRPORT	5,000,000	2	150,000	150,000	75,000		0	425,000	1,000,000	0	0	\$3M Legis Request; Multiple Grants; \$.5M - \$1M est. local	FY22 REC based on need to begin budgeting for design/engineering/project management costs
1/20/2022	36	10-GF	FAC	STRADER BUILDING DEPT RELOCATION PROJECT	17,000	2	17,000	17,000	17,000		17,000	0	0	0	0	GF Balance - To be offset by reduced rental costs for Probation/Parole	
1/20/2022	37	10-GF		Helicopter Pad	50,000	3											
1/20/2022	38	10-GF		Well @ Fire Department	50,000	3											
1/20/2022	39	10-GF	REC	NEW GYM	TBD	4	0	0	0		0						
1/20/2022	40	10-GF Transfer to 58	REC	PARTF (Parks & Recreation Trust Fund) 50/50 GRANT MATCH	TBD	4	40,000	40,000	40,000		30,000	10,000	10,000	10,000	10,000	50% State Funded	Consider creation of PARTF dept in projects/grants fund to illustrate overall growing project budget and separate from GF
				TOTAL THIS SECTION:	5,117,000		207,000	207,000	132,000	0	47,000	435,000	1,010,000	10,000	10,000		
				TOTAL ALL SECTIONS:	7,468,087		1,455,000	1,111,500	696,000	60,000	643,500	852,500	1,327,500	242,500	242,500		

**DRAFT: FOR REVIEW**

CIP Project Menu

Department		Estimated Cost	
Water	Water Plant Security Fence	\$ 80,000.00	<input checked="" type="checkbox"/>
Water	Supervisory Control and Data Acquisition (SCADA) System	\$ 40,000.00	<input checked="" type="checkbox"/>
Water	Interconnection Repair	\$ 200,000.00	<input checked="" type="checkbox"/>
Water	Stormwater Repair @ Courthouse	\$ 100,000.00	<input checked="" type="checkbox"/>
Recreation	Rec. Center Bathroom/ADA Upgrades	\$ 80,000.00	<input checked="" type="checkbox"/>
			<input type="checkbox"/>
	EM/Aviation Multiuse Building - Level 1	\$ 250,000.00	<input type="checkbox"/>
EM/Multi	EM/Aviation Multiuse Building - Level 2	\$ 500,000.00	<input checked="" type="checkbox"/>
	EM/Aviation Multiuse Building - Level 3	\$ 1,000,000.00	<input type="checkbox"/>
EM/Multi	EM/Aviation Internet Upgrade	\$ 80,000.00	<input checked="" type="checkbox"/>
EM	Helicopter Pad	\$ 50,000.00	<input checked="" type="checkbox"/>
EM	Well @ Fire Department	\$ 40,000.00	<input checked="" type="checkbox"/>
			<input type="checkbox"/>
Facilities	Windows of the World Repairs	\$ 75,000.00	<input checked="" type="checkbox"/>
Detention	Detention Center Plumbing Repairs	\$ 32,000.00	<input checked="" type="checkbox"/>
Sheriff	VIPER Radios	\$ 150,000.00	<input checked="" type="checkbox"/>
IT	County Phone System Upgrade to VOIP	\$ 30,000.00	<input checked="" type="checkbox"/>
IT	County Computer System Upgrade to M365	\$ 30,000.00	<input checked="" type="checkbox"/>
General	Courthouse Generator Connectivity Upgrade	\$ 33,000.00	<input checked="" type="checkbox"/>
General	CMO Generator	\$ 70,000.00	<input checked="" type="checkbox"/>
MTW/Senior	MTW Parking Lot/Covered Walkway	\$ 170,000.00	<input checked="" type="checkbox"/>
MTW	MTW Flooring	\$ 50,000.00	<input checked="" type="checkbox"/>
Detention	Detention Center Camera Replacement/System Upgrades	\$ 55,000.00	<input checked="" type="checkbox"/>
DSS	DSS Parking Lot	\$ 63,784.00	<input checked="" type="checkbox"/>
DSS	DSS Flooring	\$ 67,000.00	<input checked="" type="checkbox"/>
Tax	Tax Software	\$ 180,000.00	<input checked="" type="checkbox"/>
Landfill/IT	Landfill Internet & Security Systems Upgrade	\$ 10,000.00	<input checked="" type="checkbox"/>
			<input type="checkbox"/>

ARP Funds Disbursed \$ 2,249,279.00

Cost of Selections \$ 2,185,784.00

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ARP Funds Available \$ 63,495.00

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**PERCENT ALLOCATED**

**97.18%**