



FY 2019-2020 Recommended Budget

Submitted:
May 20, 2019

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May 20, 2019

Lee County Board of Commissioners

Chair Amy M. Dalrymple
Vice Chairman Kevin Dodson
Robert T. Reives
Dr. Andre Knecht
Cameron Sharpe
Kirk Smith
Arianna Del Palazzo

Re: Budget Message
Fiscal Year 2019-2020 Manager's Recommended Budget

Dear Chair Dalrymple and Board Members:

In accordance with the Local Budget and Fiscal Control Act and the duties as the County's Budget Officer, it is my responsibility to present Lee County's FY 2019-20 Manager's Recommended Budget. This year's budget discussions with the Board of Commissioners will mainly focus on reducing the tax rate, which was the number one stated priority of the Board during the budget retreat in January. Budget guidance to the department heads and agencies that seek funds from the Board of Commissioners asked them to be very conservative in their requests. Even with this guidance, several of the requests were not compatible with the directive given by the Board of Commissioners. The Manager's recommended budget reduced these requests substantially.

The FY 2019-20 recommended budget reflects the new real property values set as part of the January 1, 2019 tax revaluation. As required by the Local Budget and Fiscal Control Act, the Budget Officer is to communicate to the Commissioners and the citizens of Lee County the revenue neutral rate associated with the revaluation. The revenue neutral rate is 77.68 cents. The budget as presented contains a 77.50 tax rate. State Statute NCGS 159-11(e) defines revenue neutral this way: "In each year in which a general reappraisal of real property has been conducted, the budget officer (county manager) shall include in the budget, for comparison purposes, a statement of the revenue-neutral property tax rate for the budget. The revenue-neutral property tax rate is the rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no reappraisal had occurred."

NCGS 159-11(e) also directs the Budget Officer to calculate the revenue neutral rate in this way: "To calculate the revenue neutral tax rate, the budget officer shall first determine a rate that would produce revenues equal to those produced for the current fiscal year and then increase the rate by a growth factor equal to the average annual percentage increase in the tax base due to improvements since the last general reappraisal (2013). This growth factor represents the expected percentage increase in the value of the tax base due to improvements during the next fiscal year. The budget officer shall further adjust the rate to account for annexation, de-annexation, or similar events. The final step of the Revenue Neutral Tax Rate calculation is to calculate the post-revaluation tax base projection. Due to appeals that will be ongoing, this base projection will be influenced by the amount of anticipated appeals which the Tax Administrator will estimate and provide to the Budget Officer." The calculation of the revenue neutral rate was completed as follows:

| | |
|-------------------------|-----------------|
| Current Tax Levy | \$43,965,808 |
| Five-Year Growth Rate | 1.48% |
| 2019-2020 Expected Levy | \$44,616,501 |
| New Tax Base | \$5,743,544,100 |
| Revenue Neutral Rate | \$0.7768 |

The five-year average growth rate was calculated using the growth rates for the preceding five years, from FY 2015 to FY 2019:

| | | |
|----------|-----------------|---------|
| FY 18-19 | \$5,518,529,997 | 4.27 % |
| FY 17-18 | \$5,292,288,759 | 2.12 % |
| FY 16-17 | \$5,182,395,669 | 1.92 % |
| FY 15-16 | \$5,084,832,172 | 0.84 % |
| FY 14-15 | \$5,042,548,673 | -1.74 % |
| FY 13-14 | \$5,131,931,946 | |

Average growth rate = 1.48%

As illustrated above, the average growth rate was negatively impacted by low growth in FY 2014-15 and FY 2015-16. Strong growth in the three most recent years allowed the tax base to grow overall by 4.10 percent in the revaluation. Most of the growth occurred in commercial/industrial property, while after appeals residential values were relatively flat. For comparison purposes, the tax base growth rate in the January 1, 2013 revaluation was 1.77 percent.

Over the last 10 years, the Commissioner's commitment to education, law enforcement, and improving productivity and citizen engagement through technology have been the main drivers of growth in the budget. FY 2019-20's recommended budget continues this trend. Within the budget, the major changes include funding operational expenditures for the W. B. Wicker Elementary School, adding two (2) School Resource Officers and one (1) Community Resource Officer to the Office of the Sheriff, and increasing spending on technology mainly due to the increasing cost of service and maintenance contracts. The total requested budget was \$84,011,912. To fund all

requests would have required an additional 12.16 cents property rate increase. Therefore, to attain the number one goal of the Commissioners to fund the budget at the revenue neutral tax rate from the January 1, 2019 revaluation, over \$6.9 million was cut from the requests. To reach this reduction the main cuts were in additional personnel, technology, facility improvements and capital requests.

This year's presented budget reflects the recent growth in the property tax base and sales tax revenues. The growth of these revenues allows the County to add new operational expenses and address ongoing capital needs. This year's budget contains growth in revenues for the fifth consecutive year. It is important for the Commissioners to remember that for many years the County's two main sources of revenues decreased significantly during the recession and until five years ago were relatively flat. These trends resulted in expenditures being reduced significantly in most areas of the budget. During the economic downturn that started in 2011, the County developed a dependence on fund balance and capital reserve funds to balance the budgets. Conservative estimates for property and sales tax growth will ensure that the County will not have a dependency on fund balance to cover operational expenditures in the future. Fund balance should only be used for one-time expenditures. As our budget grows and our outstanding debt amounts continue to increase, our fund balance will need to grow as well. Therefore being conservative with both revenue and expenditure growth needs to be a priority for the County.

The budget presented shows a conservative sales tax growth rate of four percent. Sales tax growth shows that the County's economy is growing at a significant rate. Growth allows the County to address additional educational, law enforcement and technology expenditures. Developing continual growth in property and sales taxes is important in addressing critical capital and ongoing expense needs for the next three to five years without impacting the property tax rate. In future years, the growth of these revenues will primarily be used to pay for increasing educational, public safety, technology, personnel expenditures and maintenance/capital items. Therefore, as we project forward, the Commissioners must be mindful not to commit to reoccurring obligations that affect the County's ability to address these increasing expenditures in future years.

Budget guidance given to the department heads at the start of the budget process asked them to hold spending at the FY 2018-19 levels except in the salary and benefit areas for existing employees. The guidance also asked them not to request new employees. Even with this guidance, County departments asked for nine (9) new positions, seven (7) of which were in the Sheriff's Office. Even with the current employment market, departments did not ask for employee reclassifications. The coming fiscal year should have been the time for the full update to the County's pay and classification plan. Due to the Commissioners directive to lower the tax rate, this update is being delayed until the FY 2020-21 budget. Going forward, I am concerned about keeping pace with employee pay and benefits in the current market. Several of the departments converted positions to part time staff to deal with the increase demand of services from County citizens. Over the last several years, the County has increased headcount to a level that is greater than the numbers before the major reduction in the FY 2009-10 budget. Most of these increases occurred in law

enforcement with School Resource Officers (SROs), and health and human service areas. To maintain operational costs and keep our tax rate from growing, head count increases must be minimized. Therefore, this budget increases headcount levels by only four FTE, three in the SRO budget of the Office of the Sheriff and one in COLTS that is 75 percent funded by the North Carolina Department of Transportation.

The recommended budget lowers the property tax rate to 77.5 cents from 79.5 cents. The total budget presented is \$77,082,778. This represents an increase of 2.55 percent from the FY 2018-19 original adopted budget. The original adopted FY 2018-19 budget totaled \$75,164,491, and our current amended budget is \$75,836,926. Our budget fluctuates greatly during the year for several reasons. First, during the year, departments may receive one-time revenue that they can spend to help their operations or have revenue taken from them that will cause adjustments to their budget. We typically see these actions in the high service departments of the Sheriff, Jail, Health, Social Services, and Senior Services. Second, un-anticipated maintenance or capital items cause adjustments to the budget.

The total FY 2019-20 recommended budget reflects an increase of 2.55 percent in revenues, bringing total revenues to \$77,082,778. The net revenue increase in the FY 2019-20 budget is \$1,918,287. Human Services Revenues increased \$391,667 while expenses in this area increased \$409,337. The net increase of \$17,670 reflects one of the lowest increases in this area in recent years. Typically, Human Services sees a larger increased burden to the taxpayers of Lee County passed on by the State and Federal Governments.

Property tax revenue is projected to increase 3.90 percent or \$1,656,897 from the FY 2018-19 budget year. This amount is greater than the revenue neutral rate calculation due to growth in vehicle and business personal property taxes. The remaining revenue changes come mainly from sales tax growth and the reduction of the capital reserve transfer for the Central Carolina Community College (CCCC) bonds and the new 2018 Limited Obligation Bonds (LOBs) borrowings. The coming fiscal year brings continued issues with vehicle tax collections. The implementation of the State collecting vehicle taxes has gone well for Lee County from a collection rate standpoint. Tax collection rates have remained at 99 percent or better since the change. However, for the third consecutive year, the budget reflects another significant increase in fees being charged to the County for the State collecting our taxes.

The net increase in spending next year is \$1,918,287. The largest increase is to the Lee County School System (LCSS) for current expense increases. Capital spending for educational purposes had been the number one priority for the County's budgets over the last four years. This trend ends this year. However, the ongoing operations of the new facilities will now require the County to address ongoing current expense items for both the LCSS and CCCC.

The stated goal of the LCSS budget is to ensure that all children graduate high school with more than a high school diploma. Additionally, their budget message states that quality teachers and support staff are the key to effective student learning. To assist the LCSS, the Board of Commissioners committed to a three-year plan to raise certified and

non-certified employee supplements from 7 percent to 10 percent. This commitment was completed in the FY 2017-18 budget. The Board of Education (BOE) has asked for an additional one (1) percent supplement for a second year in a row. Given the commitments to the new elementary school for debt service and the anticipated operational expenses for the school, increasing the supplement will be difficult. I am recommending that the Board of Education K-12 (LCSS) current expense be increased by \$1,050,000 to largely cover the operational expense increases with the W. B. Wicker School opening in August 2019. Remaining funds can be used to address the other priorities listed in their request. The FY 2019-20 LCSS current expense will be \$18,912,278 or an increase of 5.88 percent. Over the last five budgets, the Commissioners have increased current expense funding by \$3,574,000 on an annual basis to LCSS. In the coming budget, the LCSS requested a total of \$20,226,298 in local current expense, which is an increase of \$2,364,020 or 13.23 percent from the FY 2018-19 budget. To fund the entire request, an additional 2.30 cents tax rate increase would be needed. Per pupil spending is a measure used by the State Department of Public Instruction to gage local commitment to current expense funding by counties. Due to the increase in population in the schools and the County holding the line on current expense increases during the recession, the FY 2014-15 spending per pupil was down to \$1,531.97. In the current manager's recommended budget per pupil spending increases to an estimated \$1,901.68 based on 9,945 average daily membership (ADM). For the second consecutive year, ADM in the LCSS went down. On a per pupil basis, the Office of the Sheriff's SRO budget represents additional spending of \$146.03 per pupil for school safety. If the County could afford the new request from the LCSS, per pupil funding would rise to \$2,033.82, not including school safety spending.

The capital request from the LCSS is \$2,492,000. This is an increase of \$459,494 over the approved budget from FY 2018-19. This number includes \$685,000 in Lottery funding. The net amount to the County would be \$1,807,000. The net County amount in the current budget is \$1,347,506. Therefore, the total new County dollars the LCSS is seeking from the County is the entire increase of \$459,494. To balance the budget at the new revenue neutral rate, this increase could not be funded. Therefore, the recommended budget for capital is \$2,032,506 or the same amount as the current fiscal year.

The Community College will see an increase in current expense mainly to fund the additional expenses associated with the completion of the recent bond projects. CCCC's current expense request in FY 2019-20 is \$2,996,031, an increase of \$108,306 or 3.75 percent over the current fiscal year. The manager's recommended budget allocates an amount of \$2,976,031 or \$20,000 less than requested. The capital request from CCCC was \$55,000 or an increase of \$10,000. Capital items include replacing two HVAC units at the Innovation Center, plumbing and landscape equipment and the purchase of a used maintenance truck. The manager's recommended budget reflects the entire capital request from CCCC. The CCCC Civic Center request was the same as last fiscal year or \$64,930, which is fully funded in the budget. The net result for CCCC is that the funds requested in all areas represents an increase in total funding to the Community College of \$98,306. The budget also funds the second year commitment to the college for the Lee College Promise of \$125,000.

The City of Sanford contract agreements continue to be another source of rising costs in our annual budget. The City is facing a 12 percent increase in healthcare cost, which is partially passed onto the County due to the funding formulas in our contracts. In addition, the City is increasing expenditures in the Community Development department to pay a consultant to update the Unified Development Ordinance (UDO). At the current time, this amount is funded in the County's budget. The County recently paid for UDO updates with the Law Firm of Poyner and Spruill. The City did not participate in that expense. The County needs to determine if the UDO updates are necessary for the County's portion of the UDO. Many of the changes the City wants to make will not affect the unincorporated portions of the County.

Per the County's financial policies, a Cost of Living Adjustment (COLA) for employees is determined by a US Department of Labor index. This upcoming year's COLA index is 1.40 percent; in the recommended budget, a 2.0 percent COLA is recommended. The County currently offers three different health plans to employees and retirees. Employees and non-Medicare (pre-age 65) eligible retirees will have the choice of a PPO plan or an HSA plan. After August 1, 2018, new employees are only offered the HSA plan as we continue to phase out the PPO plan. Medicare eligible retirees (post-age 65) will still be provided a Medicare supplement program that actually provides better coverage in most areas than the employee plans. Employee health insurance coverage options will remain the same, with no change in cost being charged to the employees. As part of our continuing health wellness services with Central Carolina Hospital (CCH – Duke/LifePoint), the hospital provides health screenings and programs designed to address high-risk health conditions of our employees. The Hospital also staffs the employee health clinic. As our health wellness plans continue to have a positive impact on our employees' health, our annual insurance premium rates have stabilized, except for the one poor year in FY 2018. The net increase of 4.83 percent over the last six fiscal years is an incredible achievement for our employees who have embraced the HSA plan and health wellness initiatives sponsored by CCH.

In total, the operational budgets for most of the County's internal departments will remain the same with most increases due to personnel costs. The Office of the Sheriff of Lee County will see the second largest increase in the recommended budget. The Office is responsible for five departmental budgets: Sheriff, Animal Control, School Resource Officers, Sheriff Communications and the Jail. The total of these departments in the current FY 2018-19 budget is \$9,271,099. The Sheriff requested an increase of \$1,144,049 or an increase of 12.34 percent. To completely fund the Sheriffs request would require an additional 1.25 cents tax rate increase. The Manager's recommended budget increases the total of these five departments by \$430,929 or 4.65 percent. The total of \$9,702,028 makes the Office of the Sheriff the second highest funded department behind Education and ahead of Social Services.

Economic Development shows a significant increase due to funding additional incentives associated with the Pfizer gene therapy projects and funding a full year of the SPEC building lease. Incentives are being budgeted at \$752,949, which represents the total contractual amount for all current incentive contracts. The County does not typically pay out all of the budgeted incentive amounts. Due to the performance measures in each contract, if a company does not meet those measures, the County

then uses clawbacks to reduce the amount paid to the Company. In addition, in some instances companies change plans and delay the start of a project and may ask for an extension. The County and SAGA staffs go through a tireless process to ensure that all performance measures are addressed before a company is paid an incentive. In addition, the company must be current on their tax payments before an incentive is paid to them. SAGA asked for additional funding of \$7,875, which is less than the funding plan that was presented at the Commissioners retreat in 2017. SAGA simply used a cost of living adjustment to ask for this increase. Lastly, the lease of the SPEC building was increased from half a year to a full year or a total of \$162,500.

Other items of interest in the recommended budget include the impact of the new age for juveniles being tried as adults from 16 to 18 years of age. The number of Lee County juveniles being held in detention centers is anticipated to increase. However, the estimates from the State are extremely high so we have decided to leave the budget unchanged for the coming fiscal year. The County received ten requests from nonprofit agencies for the coming fiscal year, including a new one from the Railroad House Museum. As grant funds from other sources continue to decline, more and more agencies are looking to the County for funding. In addition, our existing partners are seeking increased funding. The recommended budget maintains nonprofit funding at the FY 2018-19 level. The \$10,000 one-time grant to the Handicapped Veteran Memorial at the Veteran's Memorial in Broadway will be rolled into the FY 2019-20 budget.

By law in North Carolina, the County must fund all of its annual debt service obligations. This year, debt service decreased by \$347,629. Total debt service is now \$10,999,542 or 14.27 percent of the annual budget. Under our financial policies, our stated goal is not to exceed 15 percent. As we projected in the FY 2018-19 budget, this percentage was exceeded. However, in the FY 2019-20 budget this amount will now be below this percentage. The County is transferring \$805,388 from the capital reserve. The transfer is being reduced so that the capital reserve will grow so that when the next borrowing occurs it will have less of an impact on the tax rate. In addition, by continuing the transfer of funds to the capital reserve, the County is building debt capacity for future years within our current tax rate. The County needs to find other ways to increase the amount of funds going to capital reserve and eliminating the transfer back to the general fund so that the County becomes self-sufficient in terms of funding debt service. In the future, capital reserves will be used to help fund those projects that can be paid for with cash and contribute to debt service when new debt is added.

The conclusion of the 2018-19 fiscal year will see that the County's fund balance position will increase by over \$1,000,000. This increase is due to many reasons. First, conservative estimates in growth rates for property and sales taxes have been exceeded by the growing economy. In addition, several departments have been very conservative in spending the County's resources. This combination of revenue growth and prudent use of County funds has created the surplus in the current year. The County began the current year with a fund balance appropriation of \$1,943,085, which was in-line with recent budgets. The current fund balance appropriation in the FY 2018-19 budget is \$2,466,663. A portion of this year's fund balance appropriation is for one-time expenses totaling \$1,340,335. This is a significant decrease due to two reasons.

First, with the Commissioner's focus on the tax rate, reducing the dependency on fund balance to pay for ongoing capital equipment such as cars and computers will help reduce the tax rate in the future. Second, due to the increasing amount of capital and debt issues facing the County, the amount of fund balance appropriated needs to decrease so that the balance will grow and the County can use pay as you go funding for smaller capital projects. Keeping a larger fund balance is also important when another recession affects our County. Having significant balances will allow the County to continue to provide services at our current level even during a recession.

The Board's policy states that it will strive for an available fund balance of 24 percent and will not allow reserves to drop below 16 percent. It is anticipated, with the fund balance growth this year our percentage will grow above 21 percent. This level is well below the state average of 30.55 percent and our population category average of 31.51 percent (50,000 to 99,999 population).

The growth of fund balance is needed to supplement the .5 cents of the tax rate that now will go to the Wicker School debt instead of pay as you go projects. Our fund balance position will be critical given the significant amount of debt the County now has outstanding. The County is growing and will need to go to the bond market again in two to five years. Growing the fund balance will be important to maintaining the excellent bond ratings we received with the CCCC bond projects and confirmed with the 2018 borrowing for the W. B. Wicker School, park projects and the renovations at the Courthouse Complex. It will also be important so that we can address projects such as the Government Center Complex renovations, which are badly needed at this time.

North Carolina General Statute (NCGS) 159-13(a) directs that the Budget Ordinance and tax rate adoption take place by July 1, 2019. On the same day that the budget is presented to the governing body, the Budget Officer is required to file a copy of it in the Office of the Clerk to the Board for public inspection and schedule a public hearing. In addition to the Clerk's office, a copy of this proposed FY 2019-20 budget will be available at the Suzanne Reeves Library on Hawkins Avenue in Sanford and online at the County's website, www.leecountync.gov. The public hearing for this recommended budget is scheduled for June 3, 2019, in the Commissioners' Meeting Room at the Lee County Government Center at 6:00 pm. NCGS 159-13 specifies that not earlier than 10 days after the budget is presented to the governing body and not later than July 1, the governing body shall adopt a budget ordinance and levy a tax rate. In the following pages, you will find a more detailed account of this FY 2019-20 recommended budget. I encourage you to review the entire budget and contact me if a specific explanation is required.

A presentation on this document and the proposals contained within is scheduled for Monday, May 20, 2019 at 6:00 pm in the Commissioners' Meeting Room at the Lee County Government Center. After the Manager's budget is presented to the Commissioners, the only remaining budget workshop currently scheduled will take place at 4:00 pm on June 3, 2019. According to our budget schedule, Commissioners may adopt the budget ordinance at any time after the June 3, 2019 public hearing.

The drafting of this recommended budget occurs with a lot of effort from many people within County Government. I wish to thank Lisa Minter, Assistant County Manager/Finance Director, for her assistance in preparing this budget. Without her help, I could not put this document together. Finally, I want to thank all the department heads who understand the challenges we face in this budget and helped balance the budget.

The recent investments in education, public safety, technology and economic development by the Commissioners are just now starting to pay off for the County. As can be seen in the large amount of requests that will go unfunded, the County needs to allow the growth of the County to catch up to the investments that have been made by the Board of Commissioners. The County is in an excellent financial position as confirmed by the bond rating agencies and the success of our recent bond sale. However, our financial capabilities are not infinite, and the Commissioners need to be conservative in their decisions that affect the financial position of the County.

Sincerely,

A handwritten signature in cursive script, appearing to read "John A. Crumpton".

Dr. John A. Crumpton
County Manager/Budget Officer

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Fiscal Year 2019-20 Budget at a Glance

Total Property Valuation: \$5.744 billion
Proposed Tax Rate: \$.775
One Penny Generates: \$569,793

General Fund- Revenues

| | Original 18-19 Budget | Recommended 19-20 Budget | Increase/ (Decrease) | % Increase/ (Decrease) |
|----------------------------|--------------------------|-----------------------------|-------------------------|---------------------------|
| Ad Valorem Taxes | \$43,081,278 | \$44,686,275 | \$1,604,997 | 3.73% |
| Local Option Sales Tax | \$14,830,164 | \$15,609,895 | \$779,731 | 5.26% |
| Other Taxes & Licenses | \$437,707 | \$495,485 | \$57,778 | 13.20% |
| Intergovernmental Revenues | \$9,093,429 | \$9,407,634 | \$314,205 | 3.46% |
| Permits & Fees | \$269,541 | \$261,927 | (\$7,614) | -2.82% |
| Sales & Services | \$2,811,775 | \$2,938,982 | \$127,207 | 4.52% |
| Investment Earnings | \$230,000 | \$300,000 | \$70,000 | 30.43% |
| Miscellaneous | \$400,392 | \$410,387 | \$9,995 | 2.50% |
| Transfers In | \$2,067,120 | \$1,136,502 | (\$930,618) | -45.02% |
| Fund Balance Appropriated | \$1,943,085 | \$1,835,691 | (\$107,394) | -5.53% |
| Total Revenues | \$75,164,491 | \$77,082,778 | \$1,918,287 | 2.55% |

General Fund- Expenditures

| | Original 18-19 Budget | Recommended 19-20 Budget | Increase/ (Decrease) | % Increase/ (Decrease) |
|--|--------------------------|-----------------------------|-------------------------|---------------------------|
| General Government- <i>Total</i> | \$10,185,517 | \$10,428,685 | \$243,168 | 2.39% |
| Public Safety- <i>Total</i> | \$11,070,876 | \$11,542,221 | \$471,345 | 4.26% |
| Economic/Physical Devel.- <i>Total</i> | \$2,084,989 | \$2,138,148 | \$53,159 | 2.55% |
| Health and Welfare- <i>Total</i> | \$14,448,017 | \$14,857,354 | \$409,337 | 2.83% |
| <i>Public Health</i> | \$3,471,254 | \$3,462,248 | (\$9,006) | -0.26% |
| <i>Mental Health</i> | \$240,000 | \$240,000 | \$0 | 0.00% |
| <i>Social Services</i> | \$8,453,562 | \$8,609,236 | \$155,674 | 1.84% |
| Education- <i>Total</i> | \$23,017,439 | \$24,165,745 | \$1,148,306 | 4.99% |
| <i>School Current Expense</i> | \$17,862,278 | \$18,912,278 | \$1,050,000 | 5.88% |
| <i>CCC Current Expense</i> | \$3,012,725 | \$3,101,031 | \$88,306 | 2.93% |
| Cultural and Recreational - <i>Total</i> | \$2,253,482 | \$2,194,083 | (\$59,399) | -2.64% |
| Debt Service- <i>Total</i> | \$11,347,171 | \$10,999,542 | (\$347,629) | -3.06% |
| Reserves- <i>Total</i> | \$757,000 | \$757,000 | \$0 | 0.00% |
| Total Expenditures | \$75,164,491 | \$77,082,778 | \$1,918,287 | 2.55% |

FISCAL YEAR 2019-2020 PROPOSED BUDGET RECOMMENDATIONS

GENERAL FUND REVENUE

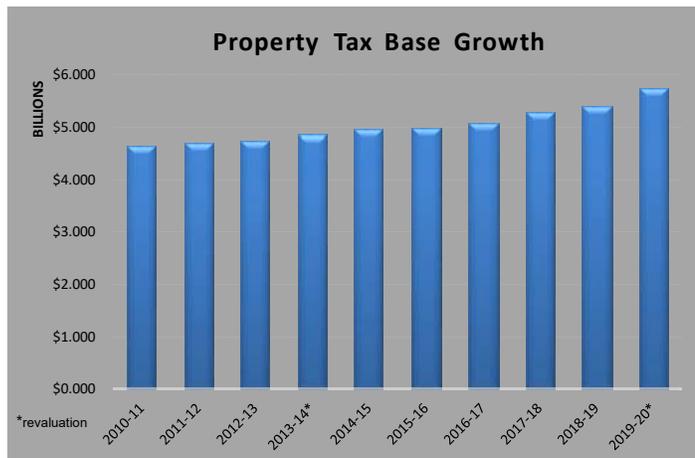
In order to achieve a self-sufficient operation, this proposed budget includes the receipt of \$77,082,778 in revenue to support General Fund activities for the 2019-20 fiscal year. Estimates of revenues for budgetary purposes are gathered from a variety of sources. To estimate revenues for the coming year, the County Manager and Finance Director consult with the Tax Department and other department heads. These individuals play an important role in providing estimates of revenue from program-related fees; State and federal grants; licenses and permits; sales and services; property tax and sales tax. Past trends, current and future economic conditions, along with input from County department heads, were used to establish revenue projections for the coming year.

The majority of the government's revenues are derived from two sources, the property tax and sales taxes. These two revenues account for 78 percent of the County's revenues. Understanding the significance of the projected revenue proceeds is important to the budget process. The following table shows the changes in the two revenue sources and the County's reliance on each as a percentage of total expenditures.

Table #1 – Major Revenue Sources

| | FY 2018-19 | FY 2019-20 | Difference | % Change |
|------------------------|------------------|------------------|----------------|------------|
| Tax base | \$ 5,391,330,000 | \$ 5,743,544,100 | \$ 352,214,100 | 6.53% |
| Tax rate | 0.795 | 0.775 | -0.02 | -2.52% |
| Ad valorem rev. | 42,502,078 | 44,158,975 | 1,656,897 | 3.90% |
| <i>% of total exp.</i> | <i>56.55%</i> | <i>57.29%</i> | <i>0.74%</i> | <i>N/A</i> |
| Sales tax rev. | 14,830,164 | 15,609,895 | 779,731 | 5.26% |
| <i>% of total exp.</i> | <i>19.73%</i> | <i>19.87%</i> | <i>0.14%</i> | <i>N/A</i> |

During FY 2018-19 and effective January 1, 2019, Tax Department staff completed reassessment of real property values and is now working through the appeal process. The natural growth of the tax base along with the revaluation of real property resulted in a 6.53 percent increase over the FY 2018-19 budgeted tax base. Commercial



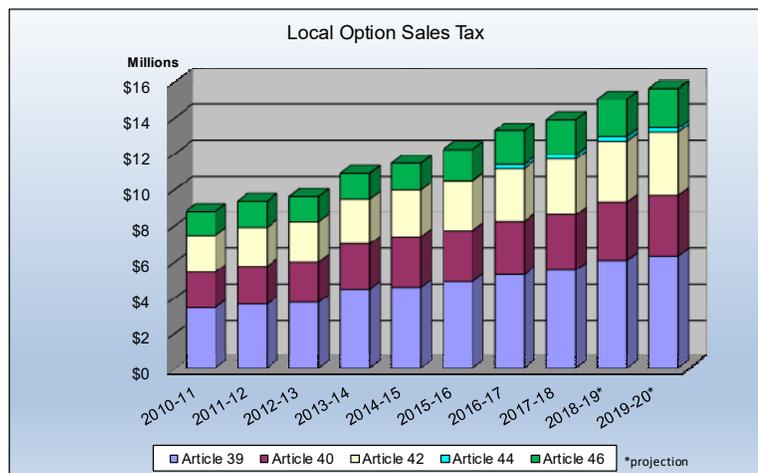
and industrial property contributed heavily to the increase while residential values remained rather flat during the revaluation. The estimated change in the tax base is \$352,214,100. As illustrated in Table #1, the tax rate is recommended to decrease to 77.5 cents per \$100 of valuation which is slightly below the revenue neutral rate of 77.68 cents. The adjusted tax rate and the increased base resulting from growth and revaluation should realize \$1,656,897 of additional ad valorem revenue to support the proposed \$77,082,778 budget.

The Tax Department continues to work diligently on collecting the taxes due to the County. The County had a collection rate of 99.21 percent for the year ended June 30, 2018, which exceeded both our population group average of 98.06 percent and the statewide average of 98.92 percent. The budget for FY 2019-20 has been prepared with the assumption that the Tax Department will continue to collect 99.13 percent of the levy (excluding registered motor vehicles) for FY 2019-20. Collections of registered motor vehicles are being budgeted at a 100 percent collection rate. At these collection rates, the local tax base will produce \$569,793 for each penny of the tax rate levy resulting in a projection of \$44,158,975 in tax revenue for FY 2019-20.

Sales tax revenues are the County's second largest single revenue source. The current sales tax rate in Lee County is 7.00 percent. Of this, 2.25 percent is returned to the County. On April 1, 2013, the Board of County Commissioners voted to switch from the per capita method of sales tax distribution to the ad valorem method. The total countywide sales tax collections are distributed between the City of Sanford, the Town of Broadway and Lee County government based on the prior year's tax levy of all tax levying jurisdictions in the County. The County's share of 1.0 percent is unrestricted. The other one percent is legally split into two .5 percent taxes, Article 40 and Article 42, and has certain restrictions placed on the proceeds by General Statutes. The last .25 percent, approved by the voters of Lee County in November 2009, is not restricted by legislation; however, the Board of Commissioners did approve a resolution to use the proceeds for educational needs beginning with the renovation of Lee County High School.

Currently, 30 percent of the Article 40 sales tax and 60 percent of the Article 42 sales tax must be used for school related projects or debt service related to school projects. School sales tax collections are now used to fund debt service incurred by the County for the Lee County School System.

In the current fiscal year, the County is experiencing a 6 percent increase in sales tax revenues. Based on that growth and an average growth per year of 6.97 percent over the last four years, a 4 percent growth is projected in the FY 2019 -20 budget. The growth factor used is conservative due to the volatility of the distribution



method that the County has chosen. Since the County has switched to the ad valorem method for distribution, our amount is affected by the tax levy set by each taxing unit from year to year, as well as, the tax base in each taxing unit. Total local option sales tax revenue is projected at \$15,609,895, a \$1,656,897 increase from the FY 2018-19 budget amount.

Intergovernmental revenues are up \$314,205 from the FY 2018-19 budget. The majority of the increase is due to the matching funds from the NC Department of Transportation for replacement vans for COLTS. There is a corresponding increase in expenditures.

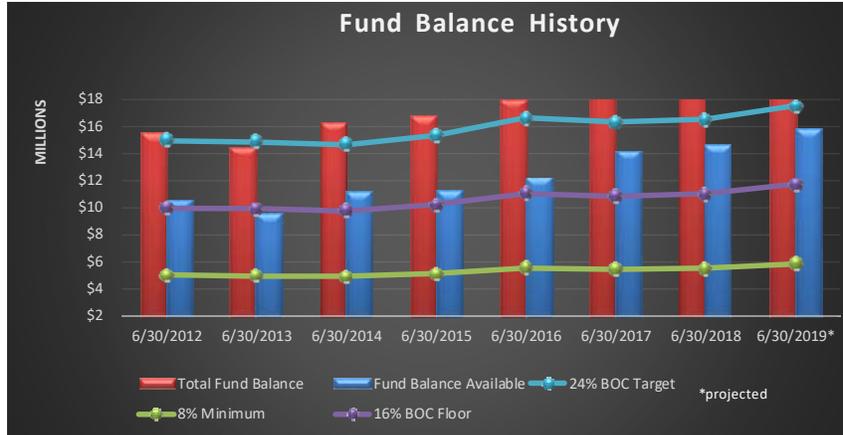
Transfers in reflect a decrease of \$930,618 in the recommended budget for FY 2019-20. The budget for FY 2019-20 continues to follow the financial plan developed by Davenport & Company prior to the sale of the 2018 Limited Obligation Bonds. The plan calls for the previous 7.11 cents tax levy for debt service to be maintained and for the .50 cents that went to capital reserves for one year to be applied to debt service. Those funds along with restricted sales tax revenues left a short fall of \$805,388 for debt service that according to the plan would come from the capital reserves.

During the FY 2018-19, fund balance appropriated increased from the original appropriation of \$1,943,085 to a current number of \$2,466,663. It is anticipated that the year-end 2019 total fund balance will increase by approximately \$1,000,000 and that available fund balance will be 21.58 percent of general fund expenditures. This proposed budget's use of fund balance reserves is significant, but necessary. A fund balance appropriation of \$1,835,691 is included as supplemental revenue for FY 2019-20. This is a decrease of \$107,394 from the originally budgeted appropriation for FY 2018-19. The requested and recommended fund balance uses by category are illustrated in the following table. A detailed list can be found in Exhibit 4.

Table #2 – Fund Balance Uses

| Category | Requested | Recommended |
|-----------------------|------------------|--------------------|
| Capital | \$ 1,633,280 | \$ 775,735 |
| Building Improvements | 3,727,050 | 522,500 |
| Facility Development | <u>42,100</u> | <u>42,100</u> |
| Total | \$ 5,402,430 | \$ 1,340,335 |

While the use of fund balance for one-time expenditures is not in and of itself a negative action, the ongoing annual use of fund balance is cause for contemplation. The County should carefully review the items that fund balance is being used for and reduce its use



for routine vehicle purchases, building improvements and technology purchases. A much better method for funding capital acquisitions is the use of a capital reserve fund. The Board did adopt a capital reserve appropriation policy that requires an annual contribution amount equal to 1 percent of General Fund expenditures, which is included in the proposed budget; however, that \$712,000 will be used in future budgets to cover debt service. Without such a fund, the depletion of fund balance will likely occur. The County needs to be cautious in continuing to appropriate fund balance and increasing its total budget.

GENERAL FUND EXPENDITURES

Expenditures proposed total \$77,082,778, an increase of 2.55 percent or \$1,918,287 more than the FY 2018-19 original budget. The proposed budget for FY 2019-20 continues the funding of many of the Board of Commissioners' goals.

The recommended budget includes the funding of a 2.0 percent Cost of Living Adjustment (COLA) as called for in the competitive employment provision in the County's financial policies. Request for nine new positions were submitted for consideration in the FY 2019-20 budget. This budget proposes the funding of 4 of the requested positions. A complete list of positions requested and those recommended can be found in Table #3.

Table #3 – Position Request Summary

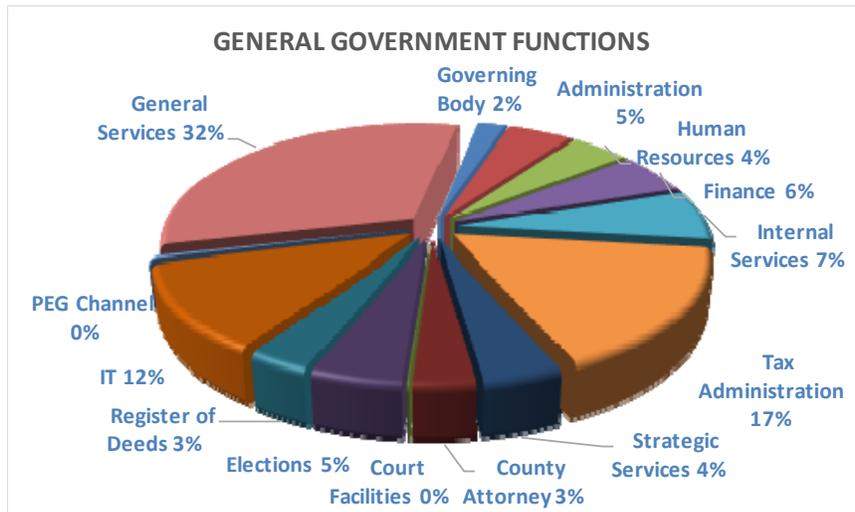
| <u>Department</u> | <u>Position Title</u> | <u>Salary *</u> | <u>Recommended</u> | <u>Notes</u> |
|---|------------------------------|-----------------|--------------------|--------------|
| IT | IT Telecom Systems Engineer | 59,229 | | |
| Sheriff | Deputy Sheriff (4 requested) | 220,340 | | |
| Sheriff - SRO's | SRO (3 requested) | 165,255 | 165,255 | |
| Senior Services - COLTS | Administrative Assistant I | 42,071 | 42,071 | 1 |
| Total requested | 9 | | Total recommended | 4 |
| Notes: * Includes fringes (social security, retirement, 401(K) & insurance) | | | | |
| 1. 25% or less County costs | | | | |

As an agent of the General Assembly, the County provides many mandatory human services programs of which the eligibility and cost are not determined locally. County revenue totaling \$4,990,220 is dedicated to these required services; \$43,080,115 is dedicated to mandatory programs and services outside the human service functions. A detailed list of mandated and non-mandated programs is provided in Exhibits 2 and 3. The County's inability to control the vast majority of the annual budget is an ongoing issue that many outside of daily government affairs do not necessarily comprehend. While legislation approved in 2007 provided relief from the County's required contribution to the State's Medicaid program, counties are now seeing the State shift costs of other federally mandated entitlement programs to the counties by capping the State's contributions to the programs.

Following is a more detailed description of proposed General Fund expenditure activities by functional area. The Board should be aware that the requested operational budgets for the various County departments were very conservative and contained very few unreasonable requests. Appreciation is extended to the department heads for submitting practical proposals that considered the County's mission and its financial status. The Board should extend praise to each for their sincere dedication to the organization and their ability to provide high-quality services on somewhat less than adequate operational budgets.

General Government

General government activities can be viewed as the administrative support and governing activities of the organization. Included in this category are the governing body and administrative management, revenue and finance functions, courthouse



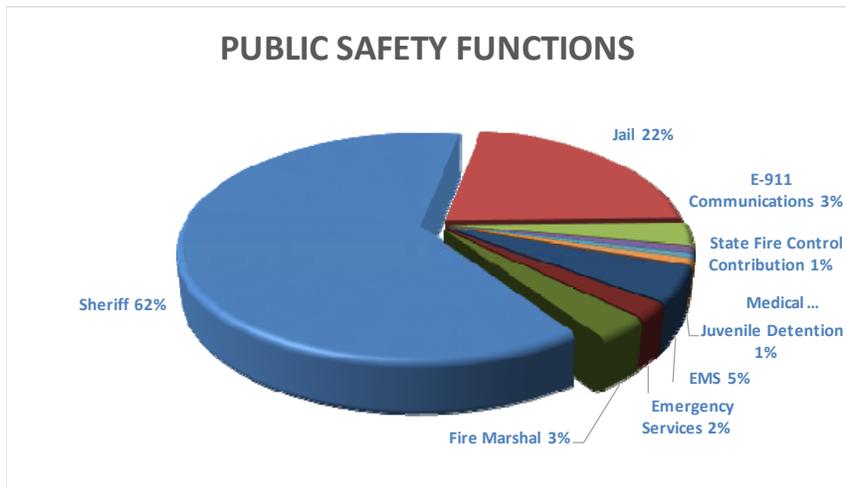
responsibilities, as well as, facility and technology support. Total expenditures in this category are up 2.39 percent or \$243,168. The majority of this increase is attributable to two departments. The General Services department budget is increasing \$139,057 or 4.42 percent in the FY 2019-20 budget. The majority of this increase is in building improvements and capital. Major maintenance and building improvement projects included in the FY 2019-20 recommended budget are \$260,000 to replace the HVAC system at the Daymark facility, \$110,000 for a roof replacement at the juvenile probation facility, and \$46,500 to upgrade electronic door edges on the elevators at the Courthouse and the Courthouse Annex. Even with a \$139,057 increase in the General Services budget \$3,269,550 of building maintenance and improvement projects were not funded. The County needs to

evaluate the conditions of its buildings, especially the Government Center and consider establishing a capital project to fund some of the much needed projects that this budget does not fund. Elections accounts for \$96,105 of the increase. The increase is due to the number of elections that may occur during FY 2019-20.

The responsibility of general government activities can be summarized as support services for the functional areas of county government. These departments provide the revenue, administration, professional and technical support necessary to operate local government. While largely unseen by the public, these services are essential and must receive continued investment of County resources to ensure high achievement standards in all government departments.

Public Safety

Total public safety related expenditures are proposed to increase by 4.26 percent or \$471,345 in the recommended FY 2019-20 budget. The Sheriff submitted a FY 2019-20 combined budget request of \$7,765,601, an increase of \$948,754 or 13.92 percent. The increase is attributable



to the request of seven additional positions, four deputy sheriffs, two school resource officers (SROs), and one community resource officer (CRO). The request also included the necessary equipment for the positions requested. The total recommended budget for the Sheriff’s division is \$7,199,851, an increase of \$383,004 or 5.62 percent. Due to funding restraints, only the two SROs and one CRO are funded. One of the SROs will be placed at the new W. B. Wicker elementary school. The other SRO will serve the high schools allowing there to be two SROs at each high school. The CRO will assist the current CRO with providing security to County buildings. The combined request asked for 15 vehicles in FY 2019-20. The recommended budget funds 9 of the requested vehicles.

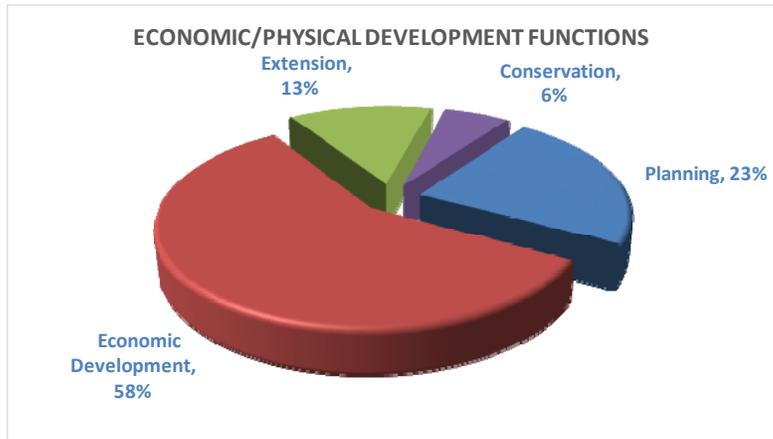
The recommended budget for the Jail totals \$2,502,177, an increase of \$47,925 or 1.95 percent. The department requested a padded cell at \$93,500. The recommended budget does not include funding for the padded cell. The Jail also requested a vehicle that is not funded in the recommended budget.

The E-911 Communications budget is increasing \$12,451 or 3.48 percent. This increase is due to increased personnel related costs.

The Fire Marshal budget is increasing \$52,365 or 16.46 percent. The majority of the increase is related to the request for a four-wheel drive replacement vehicle. The Fire Marshal budget is funded through the fire districts in the County. The vehicle is funded in the recommended budget through reserves that have accumulated from the districts.

Economic and Physical Development

Per contractual relationship with the City of Sanford, it is proposed that the joint Planning and Community Development department’s budget continue to be funded 45 percent by the County. The requested amount submitted by the City for FY 2019-20 totaled \$507,392; a \$45,698 increase from the original budget for the current fiscal year. The



The requested amount includes \$22,500 for the first year of a multi-year update to the Uniform Development Ordinance (UDO). The recommended budget includes this amount, but it is felt that the County should discuss the update with the City and decide if the County wants to participate. The budget request also included \$19,125 for homeless initiatives that is not in the recommended budget at this time. The recommended budget for joint Planning and Community Development is \$488,267, a \$26,573 increase from FY 2018-19.

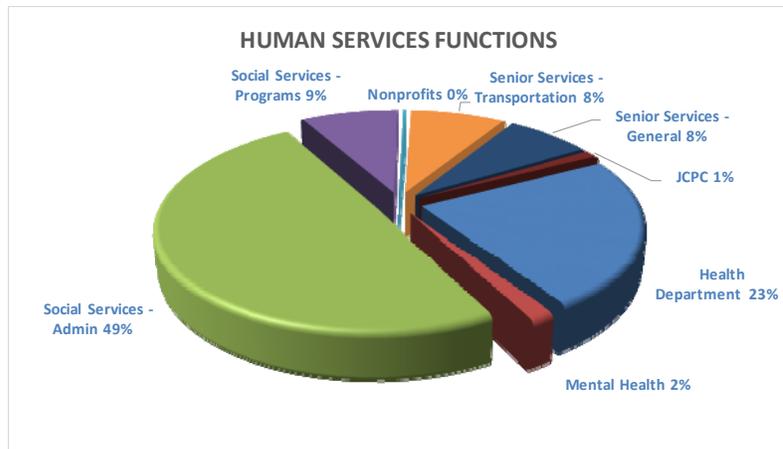
Costs for Economic Development are proposed to increase by \$234,739, or 23.31 percent. The increase is attributable to several items including a \$7,875 adjustment in the amount requested and recommended for the contract with the Sanford Area Growth Alliance (SAGA). This increase brings the County’s contribution to \$322,875. The FY 2019-20 budget also includes \$162,500 for a full year of funding of the County’s commitment to participate in a joint lease with the City of Sanford for use of a spec building in the industrial park for two years. The recommended budget includes \$752,949 for incentives, an increase of \$160,614. The incentives are provided to new and expanding industries that have made a significant investment and employment commitment. A list of approved incentive contracts and the anticipated payment amount is provided in Table #4.

Table #4 – Approved Incentive Contracts

| Company | Annual Incentive | Incentive Expiration Date |
|-----------------------------|------------------|---------------------------|
| Caterpillar | \$ 84,191 | 2024 |
| Coty | \$ 93,214 | 2023 |
| Coremark | \$ 23,016 | 2021 |
| Dowa Thermotech | \$ 8,944 | 2026 |
| Frontier Spinning | \$ 69,762 | 2024 |
| GKN #1 | \$ 25,780 | 2020 |
| GKN #2 | \$ 108,577 | 2022 |
| Pfizer (Wyeth Holdings LLC) | \$ 339,465 | 2022 |

Human Services

Human Services costs are proposed to increase 2.83 percent from the FY 2018-19 budget; a \$409,337 increase. Services budgeted in this category include Mental Health, Health, Senior Services, and Social Services. The services that fall under this umbrella are vast and account for \$14,857,354, or 19.27 percent of the total FY 2019-20 recommended General Fund budget.



The FY 2019-20 budget continues the County's membership with the Sandhills Center for the provision of Mental Health, Developmental Disability, and Substance Abuse (MH/DD/SA) Services. While the County's obligation to the service provider is identical to that of the previous Lee-Harnett MH/DD/SA Authority, the per capita contribution is significantly higher than that of 75 percent of the member counties. For the 2019-20 fiscal year, the Sandhills Center has requested a contribution of \$240,000, which is equal to the amount budgeted in FY 2018-19.

Health Department expenditures are decreasing \$9,006. Revenues for the Health Department are decreasing 0.71 percent or \$11,343 resulting in an overall increase in cost to the County equal to \$2,337. The increase in County costs is due to personnel costs related to the annual cost of living adjustment.

The administrative costs of the Social Services Department for FY 2018-19 are \$7,341,279, a \$104,735 increase from the FY 2018-19 original budget. The increase is related to the COLA and other personnel relate cost adjustments.

Social Services programs in the FY 2019-20 budget are increasing by \$50,939 or 4.19 percent. Social Services revenues are increasing \$175,176 or 3.20 percent in the FY 2019-20 budget. The overall adjustment is a decrease in the costs to the County of \$19,502

Senior Services – Transportation, or COLTS, shows a \$176,281 increase in expenditures for FY 2019-20. The increase is the result of personnel costs related to the annual COLA and the conversion of a part-time position to a full-time Administrative Assistant I position. The cost of the position will be funded 75 percent through North Carolina Department of Transportation (DOT) funds. The FY 2019-20 budget includes five replacement vehicles. DOT will reimburse the County for 90 percent of the cost of the vehicles. The vans will not be purchased if the funding is not provided by DOT.

On May 6, 2019, the Board of Commissioners amended its nonprofit agency funding policy that was originally adopted on February 11, 2011. The County received applications from seven nonprofit human services agencies. Table #5 shows the nonprofit human services agencies that submitted applications, the amount requested and the amount recommended.

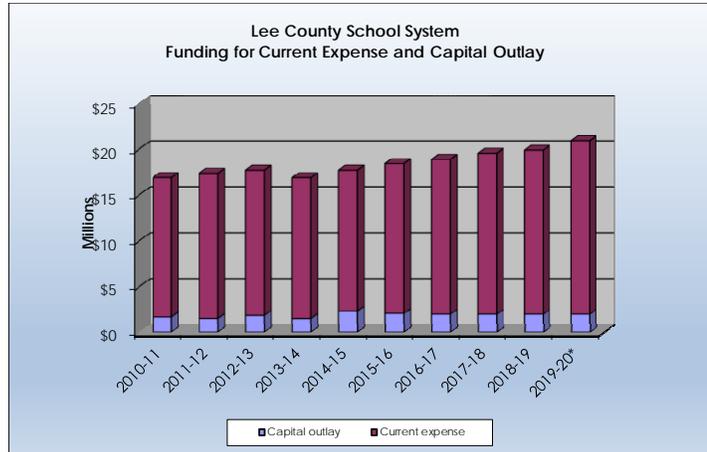
Table #5 – Human Services Nonprofits

| Agency | Requested | Recommended |
|---|------------------|--------------------|
| Johnston Harnett Lee Community Action | \$ 5,000 | \$ 3,000 |
| Lee County Industries | 5,000 | 5,000 |
| HAVEN | 20,000 | 12,000 |
| Boys & Girls Club of Sanford/Lee County, Inc. | 10,000 | 10,000 |
| The Salvation Army | 10,000 | 1,000 |
| Family Promise | 5,000 | 2,000 |
| Another Choice for Black Children, Inc. | <u>500</u> | <u>500</u> |
| Total | \$ 55,500 | \$ 33,500 |

Education

The six expenditure budgets for the Education category are Lee County School System (LCSS) Current Expense, LCSS Capital, Central Carolina Community College (CCCC) Current Expense, CCCC Special Appropriation, CCCC Civic Center and CCCC Capital. These six budgets combined represent 31.35 percent of total General Fund expenditures for FY 2019-2020. The total Education appropriation is \$24,165,745 which is 4.99 percent higher than the 2018-19 fiscal year budget of \$23,017,439.

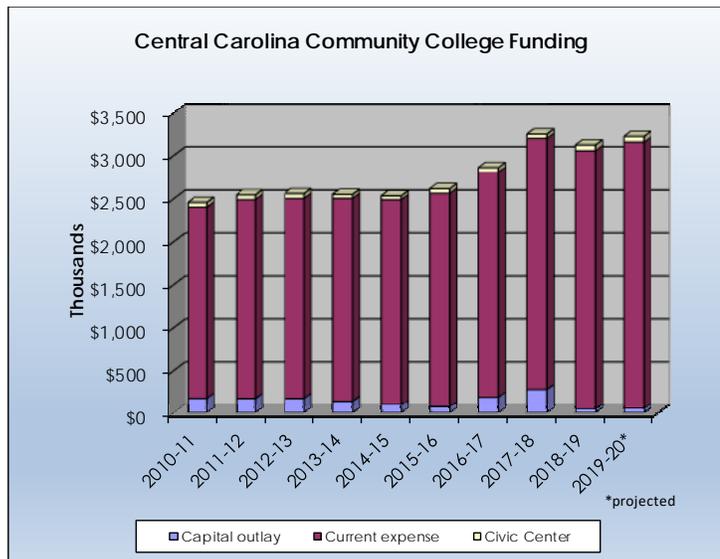
The Lee County Board of Education's submitted budget represents a \$22,718,298 funding request, \$20,226,298 for current expense and \$1,807,000 for capital outlay excluding Lottery proceeds. The current expense budget request is an increase of \$2,364,020. LCSS's capital outlay request reflects an increase of \$459,494. The recommended FY 2019-20 budget maintains the FY 2018-19 funding level and adds \$1,050,000 for the system to use



to cover operating costs associated with the new W. B. Wicker Elementary School and other increases in current expense. Capital outlay funding excluding Lottery proceeds remains the same for FY 2019-20.

While not funding the LCSS at the requested level, the net total education appropriations in this proposed budget are the equivalent of 35.55 cents of the tax rate levy.

Central Carolina Community College (CCCC) requested current expense funding of \$2,996,031 for FY 2019-20, an increase of \$108,306 or 3.75 percent. The majority of the requested increase is due to costs associated with personnel costs, service contracts for equipment in the new buildings, and additional security for the Emergency Services Training Center. The recommended budget funds \$88,306 of the requested increase.



The College requested \$55,000 in capital funds for FY 2019-20. The request is \$10,000 more than FY 2018-19. The College is requesting the \$55,000 for two HVAC units for the Industry Training Center, plumbing equipment, landscaping equipment, and a used maintenance truck. The proposed budget for FY 2019-20 funds the requested increase.

The Community College's request includes \$64,930 in funding for the Dennis A. Wicker Civic Center. This requested amount equals the FY 2018-19 allocation for the Civic Center. The recommended budget also includes \$125,000 to continue funding a K-14 program at the Community College. Including this funding, the total recommended appropriation to the Community College totals \$3,220,961, an increase of \$98,306 from FY 2018-19.

Cultural and Recreational

The Cultural and Recreational category of appropriations for FY 2019-20 reflects a decrease of \$59,399 or 2.64 percent. The Library budget is increasing by \$12,855 or 1.81 percent. Most of the increase is attributed to personnel costs. The Library Director has requested additional part-time staff for the library.

The Parks and Recreation budget decreased by \$72,254 or 4.70 percent. Participation in various activities that Parks and Recreation offers continue to decline which has resulted in reduced revenues. The expenditure budget was reduced to reflect the drop in revenue. Staff has been instructed to continue to offer programs and that the budget would be reviewed when the programs have enough participation.

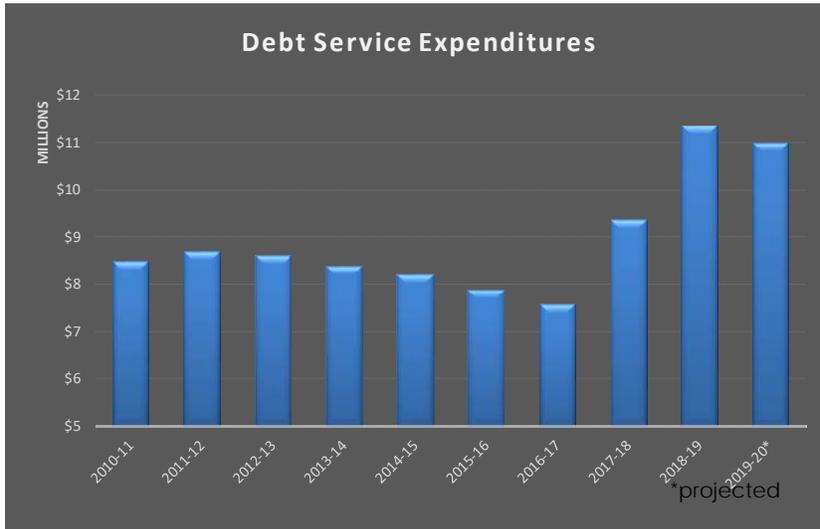
The County received funding requests from three nonprofit agencies that fall in this area. The agencies and the requested and recommended amounts are listed in Table 6.

Table #6 – Cultural and Recreational Nonprofits

| Agency | Requested | Recommended |
|---------------------------------------|------------------|-----------------|
| Lee County Arts Council | \$ 3,500 | \$ 2,000 |
| Temple Theatre | \$ 25,000 | \$ 5,000 |
| Railroad House Historical Association | \$ 3,500 | \$ 0 |
| Total | \$ 32,000 | \$ 7,000 |

Debt Service

This proposed budget includes net debt service totaling \$10,410,825, a decrease of \$298,036 or 2.78 percent. To the right is a graph that illustrates the County's total debt service expenditures over 10 years. Please note that of the County's total debt payment for the coming fiscal year, \$7,661,211 or 73.59 percent is for Lee



County School System facility construction. Funding for FY 2019-20 debt service payments includes ¼-cent sales tax proceeds of \$2,186,154, \$556,455 of interest rebates and \$805,388 from the Capital Reserve Fund based on the County's capital funding plan. The recommended budget continues to follow the financial plan developed by Davenport and Company and dedicates 7.61 cents on the County's tax base to debt service.

Emergency and Contingency

The County maintains an emergency and contingency account to budget for unexpected yet reasonable changes in the operation costs of governmental operations. This year's miscellaneous expense budget includes a noteworthy item, a \$712,000 transfer to the Capital Reserve Fund. This is to fund the one percent of General Fund expenditures transfer to the Capital Reserve Fund in accordance with the Board's adopted financial policies. The adoption and adherence to this goal is a wise decision that will ultimately reduce the Board's reliance on fund balance to pay for capital acquisitions.

A complete accounting of all Emergency and Contingency appropriations is provided in the following table.

Table #7 – Miscellaneous Expense Account Expenditures

| Amount | Purpose |
|------------|--|
| \$ 25,000 | Unemployment insurance contingency |
| \$ 20,000 | Workers' compensation insurance contingency |
| \$ 712,000 | Capital Reserve Fund transfer (per Financial Policy) |

-----End of General Fund-----

ROOM OCCUPANCY TAX FUND

The revenues from this fund are derived from a 3 percent surcharge placed on hotel/motel rooms within Lee County and are dedicated to the operation and capital improvements of the Dennis A. Wicker Civic Center. An appropriation of \$252,313 funds the current expense request for the Civic Center.

CAPITAL RESERVE FUND

An appropriation of \$805,388 is recommended in this fund for the 2019-20 fiscal year to cover debt service costs in the General Fund.

EMERGENCY TELEPHONE SYSTEM FUND

The Board established this fund during the 1996-97 fiscal year to account for the E-911 surcharge revenues collected by Windstream. During FY 2007-08, the State took over the collection of all E-911 surcharges and is distributing the funds to the cities and counties. An appropriation of \$405,106 is being transferred to the City of Sanford to compensate them for leasing equipment and paying other qualified costs for the E-911 Communications Center located in the basement of City Hall. The balance of the funds, \$61,686 will pay for software maintenance and a portion of the salaries for Strategic Services staff that support the addressing and mapping for the E911 system as well as maintenance and other support costs of the backup 911 system located in the basement of the Lee County Courthouse.

AIRPORT TAX RESERVE FUND

On February 20, 2003, the Board of Commissioners approved a funding agreement for the Sanford-Lee County Regional Airport Authority. The agreement establishes a reserve fund based on the amount of property tax collected on personal property located at the airport during each fiscal year. The first priority in the use of the collected funds will be for the operation and maintenance of the airport and airport capital projects. Excess funds may be used for public purposes that benefit both the City and County.

The Airport Authority has requested \$205,000 for FY 2019-20. The request reflects an increase of \$105,000. The request is below the anticipated tax revenues for FY 2019-20.

FIRE DISTRICTS FUNDS

With the establishment of the Lee County Fire Advisory Board (FAB), this proposed budget does not include recommendations for the volunteer fire department budget requests. The FAB presented their recommendation to the Board of Commissioners on May 13, 2019.

DRUG SEIZURE FUND

The Drug Seizure Fund is used to account for federal and State funds received as a result of Lee County deputies seizing illegal drugs in the County. The funds are maintained in a separate fund for reporting purposes. The funds are used for training, supplies, equipment and some personnel costs.

SOLID WASTE FUND

The purpose of this fund is to account for revenues and expenditures in the Solid Waste enterprise budget. Total projected revenues for the fund excluding designated reserves are \$1,527,959 a 1.40 percent increase or \$21,089 more than the current fiscal year. As detailed in Table #8 below, it is recommended that the fees not increase in FY 2019-20.

Table #8 – Solid Waste Fees

| FEE | CURRENT RATE | PROPOSED RATE | DIFFERENCE |
|--------------------|-----------------|-----------------|---------------|
| (1) Disposal fee | \$ 53.75 | \$ 53.75 | \$0.00 |
| (2) Collection fee | <u>\$ 53.75</u> | <u>\$ 53.75</u> | <u>\$0.00</u> |
| Total | \$102.00 | \$107.50 | \$0.00 |

BUDGET SUMMARY - GENERAL FUND

| | 17-18 Actual | Original 18-19 Budget | Requested 19-20 Budget | Recommended 19-20 Budget | Increase/ (Decrease)* | %Increase/ (Decrease)* |
|------------------------------------|-------------------|--------------------------|---------------------------|-----------------------------|--------------------------|---------------------------|
| REVENUES | | | | | | |
| Taxes | | | | | | |
| Property Taxes | | | | | | |
| Current Year | \$ 41,823,231 | \$ 42,502,078 | \$ 44,158,975 | \$ 44,158,975 | \$ 1,656,897 | 3.90% |
| Prior Years | 525,425 | 579,200 | 527,300 | 527,300 | (51,900) | -8.96% |
| Rental Vehicle Tax | 89,914 | 65,000 | 75,000 | 75,000 | 10,000 | 15.38% |
| Privilege License Taxes | 4,076 | 4,000 | 4,000 | 4,000 | - | 0.00% |
| Local Option Sales Tax | 11,105,869 | 11,876,633 | 12,258,770 | 12,494,475 | 617,842 | 5.20% |
| Special School Sales Tax | 2,784,087 | 2,953,531 | 3,055,448 | 3,115,420 | 161,889 | 5.48% |
| Cable TV Franchise Tax | 196,887 | 197,000 | 190,000 | 190,000 | (7,000) | -3.55% |
| Beer & Wine Tax | 63,382 | 65,000 | 65,000 | 65,000 | - | 0.00% |
| Total | 56,592,871 | 58,242,442 | 60,334,493 | 60,630,170 | 2,387,728 | 4.10% |
| General Revenues | | | | | | |
| Investment Earnings | 274,539 | 230,000 | 300,000 | 300,000 | 70,000 | 30.43% |
| Departmental Revenues/Fees | | | | | | |
| Tax | 216,503 | 215,000 | 224,000 | 224,000 | 9,000 | 4.19% |
| Strategic Services | 130,216 | 133,747 | 137,739 | 137,739 | 3,992 | 2.98% |
| Elections | 29,036 | - | 81,543 | 81,543 | 81,543 | N/A |
| Register of Deeds | 489,005 | 441,248 | 473,412 | 488,412 | 47,164 | 10.69% |
| Sheriff/Jail | 754,849 | 687,810 | 741,161 | 741,161 | 53,351 | 7.76% |
| Emergency Management | 234,333 | 113,300 | 114,300 | 114,300 | 1,000 | 0.88% |
| Extension | 5,400 | 3,900 | 4,300 | 4,300 | 400 | 10.26% |
| Library | 132,873 | 129,459 | 129,799 | 129,799 | 340 | 0.26% |
| Recreation | 352,896 | 409,000 | 382,000 | 382,000 | (27,000) | -6.60% |
| ABC Revenues | 142,269 | 142,200 | 143,000 | 143,000 | 800 | 0.56% |
| Other | 1,706,666 | 3,731,566 | 2,839,275 | 2,737,262 | (994,304) | -26.65% |
| Total | 4,468,585 | 6,237,230 | 5,570,529 | 5,483,516 | (753,714) | -12.08% |
| Human Services | | | | | | |
| Health Department | 1,669,757 | 1,606,005 | 1,598,353 | 1,594,662 | (11,343) | -0.71% |
| Social Services | 5,409,143 | 5,481,381 | 5,694,094 | 5,656,557 | 175,176 | 3.20% |
| Senior Services | 1,246,906 | 1,492,577 | 1,720,411 | 1,720,411 | 227,834 | 15.26% |
| Youth & Adult Services | 84,882 | 161,771 | 161,771 | 161,771 | - | 0.00% |
| Total | 8,410,688 | 8,741,734 | 9,174,629 | 9,133,401 | 391,667 | 4.48% |
| Designated Fund Balance | - | 1,943,085 | - | 1,835,691 | (107,394) | -5.53% |
| Total General Fund Revenues | 69,472,144 | 75,164,491 | 75,079,651 | 77,082,778 | 1,918,287 | 2.55% |
| EXPENDITURES | | | | | | |
| General Government | | | | | | |
| Governing Body | 211,437 | 206,383 | 215,494 | 221,990 | 15,607 | 7.56% |
| Administration | 613,000 | 463,725 | 524,616 | 507,203 | 43,478 | 9.38% |
| Human Resources | 318,609 | 447,050 | 465,692 | 463,064 | 16,014 | 3.58% |
| Finance | 485,138 | 562,644 | 563,050 | 571,844 | 9,200 | 1.64% |
| Internal Services | 613,737 | 704,834 | 710,838 | 710,838 | 6,004 | 0.85% |
| Tax Administration | 1,461,245 | 1,679,225 | 1,754,558 | 1,743,978 | 64,753 | 3.86% |
| Strategic Services | 412,016 | 430,853 | 448,027 | 443,647 | 12,794 | 2.97% |
| County Attorney | - | 344,099 | 343,968 | 341,320 | (2,779) | -0.81% |
| Pretrial Release | 72,031 | - | - | - | - | N/A |
| Court Facilities | 9,770 | 41,100 | 13,952 | 13,952 | (27,148) | -66.05% |
| Elections | 390,568 | 415,289 | 570,022 | 511,394 | 96,105 | 23.14% |
| Register of Deeds | 283,036 | 341,219 | 353,156 | 348,776 | 7,557 | 2.21% |
| IT | 1,148,638 | 1,303,769 | 1,461,918 | 1,231,336 | (72,433) | -5.56% |
| PEG Channel | 9,474 | 96,341 | 186,773 | 31,300 | (65,041) | -67.51% |
| General Services | 3,994,325 | 3,148,986 | 6,623,364 | 3,288,043 | 139,057 | 4.42% |
| Total | 10,023,024 | 10,185,517 | 14,235,428 | 10,428,685 | 243,168 | 2.39% |

*Represents change from 2018-2019 Budget to 2019-2020 Recommended

BUDGET SUMMARY - GENERAL FUND - CONTINUED

| | 17-18 Actual | Original 18-19 Budget | Requested 19-20 Budget | Recommended 19-20 Budget | Increase/ (Decrease)* | %Increase/ (Decrease)* |
|--------------------------------------|-------------------|--------------------------|---------------------------|-----------------------------|--------------------------|---------------------------|
| Public Safety | | | | | | |
| Sheriff | 4,690,999 | 4,968,715 | 5,523,912 | 5,025,499 | 56,784 | 1.14% |
| Animal Control Enforcement | 223,647 | 285,614 | 295,696 | 257,174 | (28,440) | -9.96% |
| Sheriff - School Resource Officers | 999,572 | 1,225,927 | 1,580,705 | 1,562,309 | 336,382 | 27.44% |
| Sheriff - Communications | 313,533 | 336,591 | 365,288 | 354,869 | 18,278 | 5.43% |
| Jail | 2,247,335 | 2,454,252 | 2,649,547 | 2,502,177 | 47,925 | 1.95% |
| E-911 Communications | 317,712 | 357,836 | 370,287 | 370,287 | 12,451 | 3.48% |
| State Fire Control Contribution | 83,816 | 100,194 | 100,194 | 100,194 | - | 0.00% |
| Inspections | - | 21,744 | 45,672 | - | (21,744) | -100.00% |
| Medical Examiner | 45,300 | 70,000 | 70,000 | 70,000 | - | 0.00% |
| Juvenile Detention | 76,217 | 75,400 | 100,500 | 100,500 | 25,100 | 33.29% |
| EMS | 659,519 | 573,520 | 581,550 | 581,550 | 8,030 | 1.40% |
| Emergency Services | 321,378 | 281,734 | 299,777 | 245,948 | (35,786) | -12.70% |
| Fire Marshal | 310,555 | 319,349 | 374,342 | 371,714 | 52,365 | 16.40% |
| Total | 10,289,583 | 11,070,876 | 12,357,470 | 11,542,221 | 471,345 | 4.26% |
| Economic/Physical Development | | | | | | |
| Airport | - | 200,000 | - | - | (200,000) | -100.00% |
| Planning | 396,324 | 461,694 | 507,392 | 488,267 | 26,573 | 5.76% |
| Economic Development | 410,889 | 1,007,085 | 1,241,824 | 1,241,824 | 234,739 | 23.31% |
| Extension | 273,696 | 252,271 | 279,479 | 279,479 | 27,208 | 10.79% |
| Conservation | 114,187 | 163,939 | 130,330 | 128,578 | (35,361) | -21.57% |
| Total | 1,195,096 | 2,084,989 | 2,159,025 | 2,138,148 | 53,159 | 2.55% |
| Human services | | | | | | |
| Health Department - Admin | 649,379 | 702,541 | 719,813 | 710,834 | 8,293 | 1.18% |
| Maternal Health | 151,741 | 244,857 | 253,984 | 252,540 | 7,683 | 3.14% |
| Child Health | 206,062 | 215,023 | 222,703 | 221,958 | 6,935 | 3.23% |
| Primary Care | 90,166 | 95,810 | 100,284 | 99,399 | 3,589 | 3.75% |
| Promotion | 111,493 | 124,102 | 128,947 | 127,502 | 3,400 | 2.74% |
| WIC - CS | 240,945 | 208,257 | 189,902 | 190,136 | (18,121) | -8.70% |
| Family Planning | 233,201 | 264,696 | 271,934 | 270,034 | 5,338 | 2.02% |
| Animal Control Shelter | 180,964 | 193,032 | 196,040 | 193,412 | 380 | 0.20% |
| Environmental Health | 405,943 | 489,225 | 476,357 | 473,364 | (15,861) | -3.24% |
| Aids Control | 41,082 | 43,045 | 36,724 | 36,286 | (6,759) | -15.70% |
| Bioterrorism | 40,467 | 41,849 | 41,849 | 41,849 | - | 0.00% |
| WIC - BF | 67,080 | 72,092 | 67,650 | 67,011 | (5,081) | -7.05% |
| Children Services Coordinator | 140,155 | 159,560 | 159,560 | 159,560 | - | 0.00% |
| Communicable Diseases | 233,491 | 248,086 | 245,470 | 243,219 | (4,867) | -1.96% |
| Breast/Cervical Cancer Control | 16,437 | 22,933 | 24,978 | 24,890 | 1,957 | 8.53% |
| Immunizations | 77,493 | 89,487 | 86,525 | 85,649 | (3,838) | -4.29% |
| Pregnancy Care Management | 147,390 | 166,936 | 166,936 | 166,936 | - | 0.00% |
| WIC - GA | 12,790 | 13,612 | 24,712 | 24,065 | 10,453 | 76.79% |
| WIC - NE | 30,115 | 76,111 | 73,637 | 73,604 | (2,507) | -3.29% |
| Mental Health | 240,000 | 240,000 | 240,000 | 240,000 | - | 0.00% |
| Social Services - Admin | 6,524,083 | 7,236,544 | 7,432,383 | 7,341,279 | 104,735 | 1.45% |
| Social Services - Programs | 898,898 | 1,217,018 | 1,267,957 | 1,267,957 | 50,939 | 4.19% |
| Lee County Industries | 5,000 | 5,000 | 5,000 | 5,000 | - | 0.00% |
| Johnston-Lee Community Action | 3,000 | 3,000 | 5,000 | 3,000 | - | 0.00% |
| HAVEN | 12,000 | 12,000 | 20,000 | 12,000 | - | 0.00% |
| Boys & Girls Club | 10,000 | 10,000 | 10,000 | 10,000 | - | 0.00% |
| Salvation Army | 1,000 | 1,000 | 10,000 | 1,000 | - | 0.00% |
| Family Promise | 2,000 | 2,000 | 5,000 | 2,000 | - | 0.00% |
| Another Choice for Black Children | 500 | 500 | 500 | 500 | - | 0.00% |
| Job Express | 500 | - | - | - | - | N/A |
| Veterans Council | - | 10,000 | - | - | (10,000) | -100.00% |
| Senior Services - Transportation | 830,488 | 1,053,343 | 1,233,128 | 1,229,624 | 176,281 | 16.74% |
| Senior Services - General | 916,274 | 1,024,587 | 1,129,735 | 1,120,975 | 96,388 | 9.41% |
| JCPC | 75,618 | 161,771 | 161,771 | 161,771 | - | 0.00% |
| Total | 12,595,755 | 14,448,017 | 15,008,479 | 14,857,354 | 409,337 | 2.83% |

*Represents change from 2018-2019 Budget to 2019-2020 Recommended

BUDGET SUMMARY - GENERAL FUND - CONTINUED

| | 17-18 Actual | Original 18-19 Budget | Requested 19-20 Budget | Recommended 19-20 Budget | Increase/ (Decrease)* | %Increase/ (Decrease)* |
|--|-------------------|--------------------------|---------------------------|-----------------------------|--------------------------|---------------------------|
| Education | | | | | | |
| School Current Expense | 17,512,278 | 17,862,278 | 20,226,298 | 18,912,278 | 1,050,000 | 5.88% |
| School Capital Outlay | 1,347,506 | 2,032,506 | 2,492,000 | 2,032,506 | - | 0.00% |
| CCCC Current Expense | 2,792,860 | 2,887,725 | 2,996,031 | 2,976,031 | 88,306 | 3.06% |
| CCCC Special Appropriation | 115,000 | 125,000 | 125,000 | 125,000 | - | 0.00% |
| CCCC Civic Center | 49,000 | 64,930 | 64,930 | 64,930 | - | 0.00% |
| CCCC Capital Outlay | 290,000 | 45,000 | 55,000 | 55,000 | 10,000 | 22.22% |
| Total | 22,106,644 | 23,017,439 | 25,959,259 | 24,165,745 | 1,148,306 | 4.99% |
| Cultural and Recreational | | | | | | |
| Libraries | 616,404 | 709,689 | 729,552 | 722,544 | 12,855 | 1.81% |
| Parks and Recreation | 1,455,965 | 1,536,793 | 1,555,157 | 1,464,539 | (72,254) | -4.70% |
| Temple Theater | 5,000 | 5,000 | 25,000 | 5,000 | - | 0.00% |
| Arts Council | 2,000 | 2,000 | 3,500 | 2,000 | - | 0.00% |
| Railroad House Historical Association | - | - | 3,500 | - | - | N/A |
| Total | 2,079,369 | 2,253,482 | 2,316,709 | 2,194,083 | (59,399) | -2.64% |
| Debt Service | | | | | | |
| Principal | 6,451,859 | 7,618,859 | 7,542,859 | 7,542,859 | (76,000) | -1.00% |
| Interest and Fees | 2,772,342 | 3,728,312 | 3,456,683 | 3,456,683 | (271,629) | -7.29% |
| Capital Lease Payments | 148,999 | - | - | - | - | N/A |
| Total | 9,373,200 | 11,347,171 | 10,999,542 | 10,999,542 | (347,629) | -3.06% |
| Reserves | 1,076,829 | 757,000 | 976,000 | 757,000 | - | 0.00% |
| Total General Fund Expenditures | 68,739,500 | 75,164,491 | 84,011,912 | 77,082,778 | 1,918,287 | 2.55% |
| Total General Fund Net | 732,644 | - | (8,932,261) | - | - | N/A |

*Represents change from 2018-2019 Budget to 2019-2020 Recommended

BUDGET SUMMARY - OTHER FUNDS

| | 17-18 Actual | Original 18-19 Budget | Requested 19-20 Budget | Recommended 19-20 Budget | Increase/ (Decrease)* | %Increase/ (Decrease)* |
|---|---------------------|--------------------------|---------------------------|-----------------------------|--------------------------|---------------------------|
| <u>Room Occupancy Tax Fund</u> | | | | | | |
| Revenues | \$ 251,716 | \$ 238,000 | \$ 252,313 | \$ 252,313 | \$ 14,313 | 6.01% |
| Expenses | 220,000 | 238,000 | 252,313 | 252,313 | 14,313 | 6.01% |
| Net Excess | \$ 31,716 | \$ - | \$ - | \$ - | \$ - | N/A |
| <u>Capital Reserve Fund</u> | | | | | | |
| Revenues | \$ 1,120,707 | \$ 1,747,771 | \$ 805,388 | \$ 805,388 | \$ (942,383) | -53.92% |
| Expenses | 348,646 | 1,747,771 | 805,388 | 805,388 | (942,383) | -53.92% |
| Net Excess | \$ 772,061 | \$ - | \$ - | \$ - | \$ - | N/A |
| <u>Emergency Telephone System Fund</u> | | | | | | |
| Revenues | \$ 342,994 | \$ 520,055 | \$ 466,792 | \$ 466,792 | \$ (53,263) | -10.24% |
| Expenses | 406,767 | 520,055 | 466,792 | 466,792 | (53,263) | -10.24% |
| Net Excess | \$ (63,773) | \$ - | \$ - | \$ - | \$ - | N/A |
| <u>Airport Tax Reserve Fund</u> | | | | | | |
| Revenues | \$ 235,981 | \$ 100,000 | \$ 205,000 | \$ 205,000 | \$ 105,000 | 105.00% |
| Expenses | 100,000 | 100,000 | 205,000 | 205,000 | 105,000 | 105.00% |
| Net Excess | \$ 135,981 | \$ - | \$ - | \$ - | \$ - | N/A |
| <u>Drug Seizure Fund</u> | | | | | | |
| Revenues | \$ 64,654 | \$ - | \$ - | \$ - | \$ - | N/A |
| Expenses | 68,408 | - | - | - | - | N/A |
| Net Excess | \$ (3,754) | \$ - | \$ - | \$ - | \$ - | N/A |
| <u>Solid Waste Fund</u> | | | | | | |
| Revenues | | | | | | |
| User Fees | \$ 1,288,354 | \$ 1,356,370 | \$ 1,357,459 | \$ 1,357,459 | \$ 1,089 | 0.08% |
| White Goods Disposal Fees | 37,928 | 25,000 | 32,500 | 32,500 | 7,500 | 30.00% |
| 1% Surcharge on Tires | 79,129 | 78,000 | 80,000 | 80,000 | 2,000 | 2.56% |
| Other Revenues | 46,208 | 39,500 | 44,000 | 44,000 | 4,500 | 11.39% |
| Investment Earnings | 14,625 | 8,000 | 14,000 | 14,000 | 6,000 | 75.00% |
| Designated Reserves | - | 89,125 | 163,056 | 159,532 | 70,407 | 79.00% |
| Total Revenues | \$ 1,466,244 | \$ 1,595,995 | \$ 1,691,015 | \$ 1,687,491 | \$ 91,496 | 5.73% |
| Expenses | | | | | | |
| Waste Disposal Operations | \$ 197,401 | \$ 209,380 | \$ 248,572 | \$ 247,696 | \$ 38,316 | 18.30% |
| Waste Collection Operations | 1,193,440 | 1,386,615 | 1,442,443 | 1,439,795 | 53,180 | 3.84% |
| Total Expenses | \$ 1,390,841 | \$ 1,595,995 | \$ 1,691,015 | \$ 1,687,491 | \$ 91,496 | 5.73% |
| Net Excess | \$ 75,403 | \$ - | \$ - | \$ - | \$ - | N/A |

*Represents change from 2018-2019 Budget to 2019-2020 Recommended

Schedule of Mandated Programs

| Department | Notes | FY 2019-20 | | | % of Budget Paid by County | FY 2018-19 |
|---------------------------------------|-------|----------------------|----------------------|--------------------------|-------------------------------|--------------------------|
| | | Budgeted Expense | Budgeted Revenues | Net Expense to County | | Net Expense to County |
| Governing Body | 1 | \$ 221,990 | | \$ 221,990 | 100.00% | \$ 206,383 |
| Administration | 1 | 507,203 | | 507,203 | 100.00% | 463,725 |
| Finance | 1 | 571,844 | | 571,844 | 100.00% | 562,644 |
| Tax Administration | 1 | 1,743,978 | 224,000 | 1,519,978 | 87.16% | 1,464,225 |
| Strategic Services | 1 | 443,647 | 137,739 | 305,908 | 68.95% | 297,106 |
| County Attorney | 1 | 341,320 | | 341,320 | 100.00% | 344,099 |
| Court Facilities | 1 | 13,952 | | 13,952 | 100.00% | 41,100 |
| Elections | 1 | 511,394 | 81,543 | 429,851 | 84.05% | 415,289 |
| Register of Deeds | 1 | 348,776 | 488,412 | (139,636) | -40.04% | (100,029) |
| IT | 1 | 1,231,336 | | 1,231,336 | 100.00% | 1,303,769 |
| Buildings and Grounds | 1 | 3,288,043 | | 3,288,043 | 100.00% | 3,169,570 |
| Sheriff | 1 | 5,025,499 | 204,759 | 4,820,740 | 95.93% | 4,739,336 |
| Sheriff - SROs | 1 | 1,562,309 | 271,352 | 1,290,957 | 82.63% | 942,882 |
| Sheriff - Communications | 1 | 354,869 | | 354,869 | 100.00% | 336,591 |
| Jail | 1 | 2,502,177 | 263,950 | 2,238,227 | 89.45% | 2,248,752 |
| Inspections | 1 | - | | - | 0.00% | 21,744 |
| EMS | 1 | 581,550 | | 581,550 | 100.00% | 573,520 |
| Emergency Services | 1 | 245,948 | 113,000 | 132,948 | 54.06% | 169,734 |
| Fire Marshal | 1 | 371,714 | 371,714 | - | 0.00% | 318,049 |
| Health Dept. - General Admin. | 1 | 710,834 | 88,639 | 622,195 | 87.53% | 613,896 |
| Health - Maternal Health | 1 | 252,540 | 134,932 | 117,608 | 46.57% | 119,519 |
| Health - Child Health | 1 | 221,958 | 186,047 | 35,911 | 16.18% | 34,787 |
| Health - Promotion | 1 | 127,502 | 39,235 | 88,267 | 69.23% | 84,156 |
| Health - WIC - CS | 2 | 190,136 | 190,136 | - | 0.00% | - |
| Health - Family Planning | 1 | 270,034 | 159,684 | 110,350 | 40.87% | 110,759 |
| Health - Animal Control | 1 | 193,412 | 5,621 | 187,791 | 97.09% | 189,483 |
| Health - Environmental Health | 1 | 473,364 | 135,321 | 338,043 | 71.41% | 331,253 |
| Health - Aids Control | 1 | 36,286 | 500 | 35,786 | 98.62% | 42,545 |
| Health - Bioterrorism | 1 | 41,849 | 41,849 | - | 0.00% | - |
| Health - WIC - BF | 2 | 67,011 | 67,011 | - | 0.00% | - |
| Health - Children's Svcs. Coordinator | 1 | 159,560 | 159,560 | - | 0.00% | - |
| Health - Communicable Disease | 1 | 243,219 | 32,250 | 210,969 | 86.74% | 218,654 |
| Health - Breast/Cervical Cancer | 1 | 24,890 | 10,990 | 13,900 | 55.85% | 11,668 |
| Health - Immunization | 1 | 85,649 | 28,928 | 56,721 | 66.22% | 62,271 |
| Health - Pregnancy Care Mgmt. | 1 | 166,936 | 166,936 | - | 0.00% | - |
| Health - WIC - GA | 2 | 24,065 | 24,065 | - | 0.00% | - |
| Health - WIC - NE | 2 | 73,604 | 73,604 | - | 0.00% | - |
| Mental Health | 1 | 240,000 | 20,000 | 220,000 | 91.67% | 221,000 |
| Social Services | 1&2 | 8,609,236 | 5,656,557 | 2,952,679 | 34.30% | 2,972,181 |
| School Current Expense | 1 | 18,912,278 | | 18,912,278 | 100.00% | 17,862,278 |
| School Capital Outlay | 1 | 2,032,506 | 685,000 | 1,347,506 | 66.30% | 1,347,506 |
| Debt Service | 1 | 10,999,542 | 6,695,679 | 4,303,863 | 39.13% | 5,687,296 |
| Total Mandated Programs | | \$ 64,023,960 | \$ 16,759,013 | \$ 47,264,947 | | \$ 47,427,741 |

Mandated Programs account for 83.06% of the total general fund budget.

NOTES

- 1 - DEPARTMENT OR PROGRAM MANDATED BUT THE FUNDING LEVEL IS DETERMINED BY THE COUNTY
2 - DEPARTMENT OR PROGRAM MANDATED AND FUNDING LEVEL SET BY FEDERAL OR STATE AUTHORITY

Schedule of Non-Mandated Programs

| Department | FY 2019-20 | | | | FY 2018-19 Net Expense to County |
|---------------------------------------|----------------------|----------------------|--------------------------|-------------------------------|--|
| | Budgeted Expense | Budgeted Revenues | Net Expense to County | % of Budget Paid by County | |
| Human Resources | \$ 463,064 | | \$ 463,064 | 100.00% | \$ 447,050 |
| Internal Services | 710,838 | 30,000 | 680,838 | 95.78% | 674,834 |
| IT - Peg Channel | 31,300 | 53,000 | (21,700) | -69.33% | 70,741 |
| Sheriff - Animal Control Enforcement | 257,174 | 1,100 | 256,074 | 99.57% | 284,514 |
| E911 Communications | 370,287 | | 370,287 | 100.00% | 357,836 |
| State Fire Control Contribution | 100,194 | | 100,194 | 100.00% | 100,194 |
| Medical Examiner | 70,000 | | 70,000 | 100.00% | 70,000 |
| Juvenile Detention | 100,500 | | 100,500 | 100.00% | 75,400 |
| Airport | - | | - | N/A | 200,000 |
| Planning | 488,267 | | 488,267 | 100.00% | 409,694 |
| Economic Development | 1,241,824 | | 1,241,824 | 100.00% | 1,007,085 |
| Cooperative Extension | 279,479 | 4,300 | 275,179 | 98.46% | 241,235 |
| Conservation | 128,578 | 25,500 | 103,078 | 80.17% | 118,439 |
| Health - Primary Care | 99,399 | 49,354 | 50,045 | 50.35% | 46,258 |
| Lee County Industries | 5,000 | | 5,000 | 100.00% | 5,000 |
| Johnston-Lee-Harnett Community Action | 3,000 | | 3,000 | 100.00% | 3,000 |
| HAVEN | 12,000 | | 12,000 | 100.00% | 12,000 |
| Boys & Girls Club | 10,000 | | 10,000 | 100.00% | 10,000 |
| Salvation Army | 1,000 | | 1,000 | 100.00% | 1,000 |
| Family Promise | 2,000 | | 2,000 | 100.00% | 2,000 |
| Another Choice for Black Children | 500 | | 500 | 100.00% | 500 |
| Veterans Council | - | | - | N/A | 10,000 |
| COLTS | 1,229,624 | 1,170,441 | 59,183 | 4.81% | 48,608 |
| Senior Services | 1,120,975 | 549,970 | 571,005 | 50.94% | 536,745 |
| Juvenile Crime Prevention Council | 161,771 | 161,771 | - | 0.00% | - |
| CCCC Current Expense | 2,976,031 | | 2,976,031 | 100.00% | 2,887,725 |
| CCCC Special Allocation | 125,000 | | 125,000 | 100.00% | 125,000 |
| CCCC Civic Center | 64,930 | | 64,930 | 100.00% | 64,930 |
| CCCC Capital Outlay | 55,000 | | 55,000 | 100.00% | 45,000 |
| Library | 722,544 | 129,799 | 592,745 | 82.04% | 580,230 |
| Parks and Recreation | 1,464,539 | 382,000 | 1,082,539 | 73.92% | 1,127,793 |
| Temple Theatre | 5,000 | | 5,000 | 100.00% | 5,000 |
| Arts Council | 2,000 | | 2,000 | 100.00% | 2,000 |
| Reserves | 757,000 | | 757,000 | 100.00% | 777,000 |
| Total Non-mandated programs | \$ 13,058,818 | \$ 2,557,235 | \$ 10,501,583 | | \$ 10,346,811 |

Non-Mandated programs account for 16.94% of the total general fund budget.

Fund Balance Appropriated

| Department | Description | Requested | Recommended |
|--------------------------|---|-----------|-------------|
| Capital Outlay | | | |
| Commissioners | Technology equipment < \$5,000 per item | \$ 820 | \$ 820 |
| Finance | Technology equipment < \$5,000 per item | 850 | 850 |
| Tax - Listing | Technology equipment < \$5,000 per item | 1,100 | 1,100 |
| County Attorney | Technology equipment < \$5,000 per item | 1,640 | 1,640 |
| Clerk of Court | Capital outlay < \$5,000 per item | 3,587 | 3,587 |
| Elections | Capital outlay < \$5,000 per item | 27,975 | 27,975 |
| Elections | Technology equipment < \$5,000 per item | 56,000 | - |
| IT | Eight passenger cargo van | 23,900 | - |
| IT | Technology equipment < \$5,000 per item | 71,200 | 71,200 |
| IT | Live volume and solid state drive for secondary data center | 120,000 | - |
| IT | Network SIEM appliance | 30,000 | 30,000 |
| IT-PEG Channel | Capital outlay < \$5,000 per item | 1,800 | 1,800 |
| IT-PEG Channel | Components needed for closed captioning | 155,473 | - |
| IT-PEG Channel | Encoder/Decoder set | 10,000 | 10,000 |
| General Services | Capital outlay < \$5,000 per item | 10,650 | 8,450 |
| General Services | Ford F250 Regular cab 4x2 truck | 29,000 | - |
| General Services | F-150 Super cab 4x4 truck | 29,000 | - |
| General Services | Ford Ranger XL super cab truck | 25,000 | - |
| General Services | HVAC Units | 22,000 | 22,000 |
| General Services | Sand Pro equipment for ballfields | 25,000 | 25,000 |
| General Services | Emergency generator day tank for LCGC | 9,000 | 9,000 |
| General Services | Ergonomic chairs and tables for Wicker Room | 11,000 | - |
| General Services | HVAC for Commissioner's Meeting Room | 9,000 | 9,000 |
| General Services | Technology equipment < \$5,000 per item | 1,200 | 1,200 |
| Sheriff | Capital outlay < \$5,000 per item | 92,078 | 58,054 |
| Sheriff | Nissan Maxima (1 requested; 1 recommended) | 27,390 | 27,390 |
| Sheriff | Dodge Durango AWD (5 requested; 4 recommended) | 153,665 | 122,932 |
| Sheriff | Dodge Chargers (4 requested; 0 recommended) | 95,016 | - |
| Sheriff | Technology equipment < \$5,000 per item | 15,200 | 3,600 |
| Sheriff - Animal Control | Capital outlay < \$5,000 per item | 8,550 | 5,822 |
| Sheriff - Animal Control | 2019 Dodge Durango, (1 requested; 0 recommended) | 30,733 | - |
| Sheriff - SROs | Capital outlay < \$5,000 per item | 43,297 | 43,297 |
| Sheriff - SROs | Dodge Chargers (4 requested, 4 recommended) | 101,088 | 101,088 |
| Sheriff - SROs | Technology equipment < \$5,000 per item | 3,400 | 3,400 |
| Jail | Capital outlay < \$5,000 per item | 8,409 | 8,409 |
| Jail | Dodge Durango | 28,438 | - |
| Jail | LiveScan fingerprint machine | 20,875 | 20,875 |
| Jail | Padded cell | 93,500 | - |
| Emergency Services | Capital outlay < \$5,000 per item | 6,600 | - |
| Emergency Services | 4WD 4-door F250 truck | 34,000 | - |
| Emergency Services | Technology equipment < \$5,000 per item | 4,600 | - |
| Fire Marshal | Capital outlay < \$5,000 per item | 6,600 | 6,600 |
| Fire Marshal | 4WD 4-door F250 truck | 34,000 | 34,000 |
| Fire Marshal | Technology equipment < \$5,000 per item | 1,100 | 1,100 |

Fund Balance Appropriated

| Department | Description | Requested | Recommended |
|-------------------------------------|---|---------------------|-------------------|
| Extension | Capital outlay < \$5,000 per item | 2,690 | 2,690 |
| Extension | Technology equipment < \$5,000 per item | 1,045 | 1,045 |
| Health-Health Promotion | Technology equipment < \$5,000 per item | 1,200 | 1,200 |
| Health - Animal Control | Technology equipment < \$5,000 per item | 2,526 | 2,526 |
| Social Services | Capital outlay < \$5,000 per item | 3,000 | 3,000 |
| Social Services | Technology equipment < \$5,000 per item | 26,400 | 26,400 |
| COLTS | Replacement vehicles - 20' LTV light transit vehicle with wheel chair lift(10% match) (5 requested and recommended) | 30,000 | 30,000 |
| Senior Services | Capital outlay < \$5,000 per item | 4,340 | 4,340 |
| Senior Services | Technology equipment < \$5,000 per item | 2,000 | 2,000 |
| Library | Capital outlay < \$5,000 per item | 14,463 | 14,463 |
| Library | Technology equipment < \$5,000 per item | 2,250 | 2,250 |
| Recreation | Capital outlay < \$5,000 per item | 25,632 | 25,632 |
| Recreation | 4-wheel drive tractor with loader bucket and backhoe | 34,000 | - |
| | Total capital outlay | \$ 1,633,280 | \$ 775,735 |
| <u>Building Improvements</u> | | | |
| General Services | Stripe and seal upper LCGC parking lot | \$ 16,000 | \$ - |
| General Services | Stripe, seal and repair concrete CH/Jail parking lot | 40,100 | - |
| General Services | Stripe and seal McSwain Ag. Ext. parking lot | 11,000 | - |
| General Services | Repair, patch and pave county areas as needed | 10,000 | 10,000 |
| General Services | HVAC replacement Daymark facility | 230,000 | 260,000 |
| General Services | HVAC replacement for 2nd, 3rd and 4th floors of the LGC | 1,770,000 | - |
| General Services | HVAC replacement at the Main Library | 500,000 | - |
| General Services | Replace the skylight in the Main Library | 450,000 | 45,000 |
| General Services | Sewer line replacment at Emergency Services and 911 Center | 20,000 | 20,000 |
| General Services | Roof - DSS lower roof | 135,000 | - |
| General Services | Wiring for back up generator at the Summit Building | 18,000 | 18,000 |
| General Services | Coping cap on Hillcrest building | 7,000 | 7,000 |
| General Services | Repair deteriorated mortar joint areas at LCGC | 110,000 | - |
| General Services | Upgrade electronic door edges on the elevators at the Courthouse and the Courthouse Annex | 46,500 | 46,500 |
| General Services | Re-roof concession stand at Dalrymple Park | 6,000 | 6,000 |
| General Services | Re-roof Juvenile Probation facility | 110,000 | 110,000 |
| General Services | Replace flooring on first floor hallways at LCGC | 107,450 | - |
| General Services | LCGC chiller primary pump upgrade | 140,000 | - |
| | Total building improvements | \$ 3,727,050 | \$ 522,500 |

Fund Balance Appropriated

| Department | Description | Requested | Recommended |
|------------------------------------|---|-------------------------|----------------------------|
| <u>Facility Development</u> | | | |
| Recreation | Telescoping bleacher for the Bob Hales Center | 15,600 | 15,600 |
| Recreation | Tip and roll bleachers for the Bob Hales Center | 2,500 | 2,500 |
| Recreation | Exercise floor and carpet for gymnastics | 20,000 | 20,000 |
| Recreation | San-Lee Park - paint ranger house | <u>4,000</u> | <u>4,000</u> |
| | Total facility development | <u>\$ 42,100</u> | <u>\$ 42,100</u> |
| | Capital, building improvements and facility development | | \$ 1,340,335 |
| | Revenue and expenditure float | | <u>495,356</u> |
| | Total fund balance appropriated | | <u>\$ 1,835,691</u> |

Capital Outlay > \$5,000

| Department | Description | Requested | Recommended |
|--------------------------------|---|----------------------------|--------------------------|
| <u>General Fund</u> | | | |
| IT | Eight passenger cargo van | 23,900 | - |
| IT | Technology equipment < \$5,000 per item | 71,200 | 71,200 |
| IT | Live volume and solid state drive for secondary data center | 120,000 | - |
| IT | Network SIEM appliance | 30,000 | 30,000 |
| IT-PEG Channel | Components needed for closed captioning | 155,473 | - |
| IT-PEG Channel | Encoder/Decoder set | 10,000 | 10,000 |
| General Services | Ford F250 Regular cab 4x2 truck | 29,000 | - |
| General Services | F-150 Super cab 4x4 truck | 29,000 | - |
| General Services | Ford Ranger XL super cab truck | 25,000 | - |
| General Services | HVAC Units | 22,000 | 22,000 |
| General Services | Sand Pro equipment for ballfields | 25,000 | 25,000 |
| General Services | Emergency generator day tank for LCGC | 9,000 | 9,000 |
| General Services | Ergonomic chairs and tables for Wicker Room - LCGC | 11,000 | - |
| General Services | HVAC for Commissioner's Meeting Room | 9,000 | 9,000 |
| Sheriff | Nissan Maxima | 27,390 | 27,390 |
| Sheriff | Dodge Durango AWD (5 requested; 4 recommended) | 153,665 | 122,932 |
| Sheriff | Dodge Chargers (4 requested; 0 recommended) | 95,016 | - |
| Sheriff - Animal Control | 2019 Dodge Durango, (1 requested; 0 recommended) | 30,733 | - |
| Sheriff - SROs | Dodge Chargers (4 requested, 4 recommended) | 101,088 | 101,088 |
| Jail | Dodge Durango | 28,438 | - |
| Jail | LiveScan fingerprint machine | 20,875 | 20,875 |
| Jail | Padded cell | 93,500 | - |
| Emergency Services | 4WD 4-door F250 truck | 34,000 | - |
| Fire Marshal | 4WD 4-door F250 truck | 34,000 | 34,000 |
| COLTS | Replacement vehicles - 20' LTV light transit vehicle with | 30,000 | 30,000 |
| Recreation | 4-wheel drive tractor with loader bucket and backhoe | 34,000 | - |
| General Fund Total | | <u>\$ 1,252,278</u> | <u>\$ 512,485</u> |
| <u>Solid Waste Fund</u> | | | |
| Solid Waste | Roof replacement on landfill scalehouse and shop | \$ 18,000 | \$ 18,000 |
| Waste Collections | 2019 Ford pickup truck | 20,000 | 20,000 |
| Solid Waste Fund Total | | <u>\$ 38,000</u> | <u>\$ 38,000</u> |



LEE COUNTY BOARD OF COMMISSIONERS

RESOLUTION

WHEREAS, the Lee County Board of Commissioners met February 7-8, 2005, at the UNC School of Government at Chapel Hill to contemplate future challenges and opportunities that the County will encounter; and,

WHEREAS, the Board of Commissioners is excited and optimistic that the future of Lee County will be one of great prosperity; and,

WHEREAS, Lee County government has a distinct role in guiding the development and improvement of the community and its citizens; and,

WHEREAS, it is imperative that the Board of Commissioners communicate a clear vision for the expectations of County Government and its employees in providing services to the community; and,

NOW, THEREFORE, BE IT RESOLVED, that the Lee County Board of Commissioners, after completing their February 12-13, 2007 Retreat, does hereby adopt and reaffirm the following vision statements for use in leading, directing, and prioritizing the work of Lee County Government:

MOTTO:

Committed Today for a Better Tomorrow

MISSION:

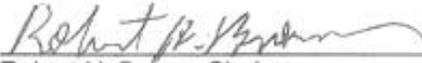
Through vision and leadership, setting the standard for professional local government.

CORE VALUES:

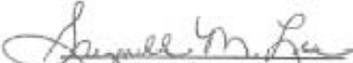
We value:

Our citizens, community, family, business and industry,
Competent, knowledgeable and courteous employees,
Cost effective, high quality service, and
Responsive and cooperative departments.

Adopted this 19th day of February 2007.


Robert H. Brown, Chairman

ATTEST:


Gaynell M. Lee, Clerk



FINANCIAL POLICIES RESOLUTION

WHEREAS, stability in fiscal affairs is a desirable objective but a difficult goal for counties to attain because of many factors some of which are the relationship of the various units of government, mandates, the changing economies and the limited authority of local government; and

WHEREAS, the Board of Commissioners is of the opinion that the statement of minimum standards of fiscal policy would help present and future boards and staff to adapt to the changes that occur and help them to attain a reasonable measure of fiscal stability;

NOW, THEREFORE BE IT RESOLVED, that the Lee County Board of Commissioners does hereby adopt the following financial policies:

Debt

- Debt service will not exceed 15% of general fund expenditures. In any year where the debt service is less than or equal to 14% of general fund expenditures at least 1% of the operating budget will be transferred to capital reserve. This contribution will only be made if available fund balance is at 15% or greater of general fund expenditures.
- Payout of aggregate principal outstanding shall be no less than 50% repaid within 10 years.
- The County will strive to maintain its net bonded debt at a level not to exceed two percent of the assessed valuation of taxable property within the County.

Fees and user charges

- As part of the budget process, the County shall annually review the fees and user charges. All changes to the schedule of fees and charges must be approved by the Board of Commissioners.
- The County should charge other fees when it is allowable, when a limited and specific group of beneficiaries can be identified, when it is feasible to charge beneficiaries for the services rendered, and when there is no reason to subsidize the service wholly or in part. To the extent possible, fee levels should be set to recover the full costs of the services provided, unless it is deemed necessary or desirable to subsidize the service.
- Factors to consider in deciding whether a subsidy is appropriate include the burden on property tax payers, the degree to which the service benefits a particular segment of the population, whether beneficiaries can pay the fee, and whether the service provides a broader benefit to the community.

Fund Balance

- The County will maintain as a floor an available fund balance equal to 16% of the General Fund budget at the end of each fiscal year; however, the County will strive to reach a target of 24%.
- General Fund balances in excess of target levels will be transferred to capital reserve funds to provide equity resources to fund the County's capital improvement plan.

Competitive Employment

- In order to recruit and retain the most qualified employees while ensuring fairness and non-discrimination, Lee County will commit to having the Human Resources Department conduct a comprehensive compensation and classification study of 20 percent of jobs each year with 100 percent being reviewed over a five year period.. The study shall be based on the complexity and relative worth of each job as well as an extensive market comparability analysis which identifies competitive pay rates for jobs similar in content to those of the County in the labor market in which we compete for our labor supply.
- In an effort to maintain competitive rates of pay the County will strive to make annual cost of living adjustments for all employees based on the Consumer Price Index for Urban Wage Earners, Southern Region, Average of All Groups.

Tax rate

- In an effort to stabilize the County's tax rate, the Board of Commissioners will adopt a tax rate that considers the succeeding four years' anticipated expenditures and will strive not to change the rate until the next revaluation.
- The Board of Commissioners prefers to limit the growth of the annual operating budget to an amount which can be accommodated by growth in the tax base as well as other local state and federal revenues, without a tax rate increase, whenever possible.
- In an effort to stabilize the County's tax rate, the County will strive to develop and annually review projections of revenues, expenditures and fund balance for the next five years. Longer range projections should be developed as necessary.
- In an effort to stabilize the County's tax rate, all grant funded positions will be reviewed annually to verify continuation of funding. If grant funds are no longer available for a position, the position will be terminated unless a non-tax related source of revenue is provided to cover the cost of the position.

Adopted this 19th day of March, 2018.

ATTEST:

Jennifer Gamble, Clerk


Amy M. Dalrymple, Chair,
Board of Commissioners

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COUNTY OF LEE
FY 2019-2020 Recommended Budget
General Fund

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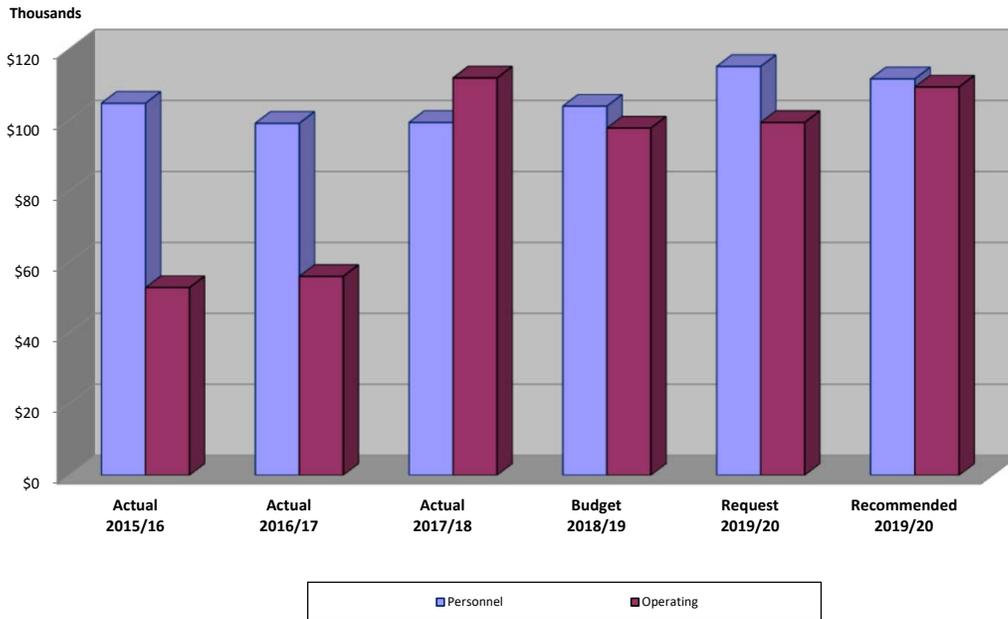
Governing Body

Mission

Through vision and leadership, setting the standard for professional local government.

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 157,720 | \$ 155,256 | \$ 211,437 | \$ 206,383 | \$ 215,494 | \$ 221,990 |
| Total | \$ 157,720 | \$ 155,256 | \$ 211,437 | \$ 206,383 | \$ 215,494 | \$ 221,990 |
| Expenditures | | | | | | |
| Personnel | \$ 104,852 | \$ 99,208 | \$ 99,449 | \$ 104,038 | \$ 115,229 | \$ 111,725 |
| Operating | 52,868 | 56,048 | 111,988 | 97,845 | 99,445 | 109,445 |
| Capital | - | - | - | 4,500 | 820 | 820 |
| Total | \$ 157,720 | \$ 155,256 | \$ 211,437 | \$ 206,383 | \$ 215,494 | \$ 221,990 |



Administration

Mission

The mission of Lee County Administration is to implement the policies of the Board of Commissioners and to provide leadership to all employees in an effort to achieve the highest standards of efficiency, ethics, and community involvement for the maximum benefit of Lee County.

Significant Changes

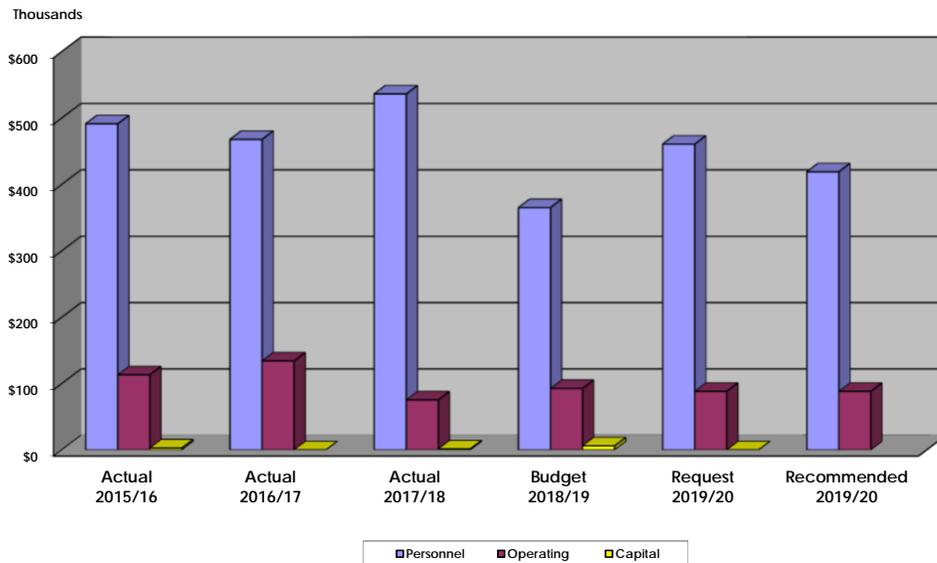
The Community & Government Relations Manager position was added in FY 2017-18. The large decrease in FY 2018-19 is due to the move of the County Attorney and the Clerk of the Board to the County Attorney department.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 5 | 5 | 6 | 4 | 3 | 3 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 607,281 | \$ 601,956 | \$ 613,000 | \$ 463,725 | \$ 548,805 | \$ 507,203 |
| Total | 607,281 | 601,956 | 613,000 | 463,725 | 548,805 | 507,203 |
| Expenditures | | | | | | |
| Personnel | \$ 491,340 | \$ 467,839 | \$ 536,212 | \$ 365,115 | \$ 460,665 | \$ 419,063 |
| Operating | 113,139 | 134,117 | 75,334 | 92,610 | 88,140 | 88,140 |
| Capital | 2,802 | - | 1,454 | 6,000 | - | - |
| Total | 607,281 | 601,956 | 613,000 | 463,725 | 548,805 | 507,203 |



Human Resources

Mission

The mission of Lee County Human Resources is to attract, develop and retain competent, knowledgeable and motivated employees.

Significant Changes

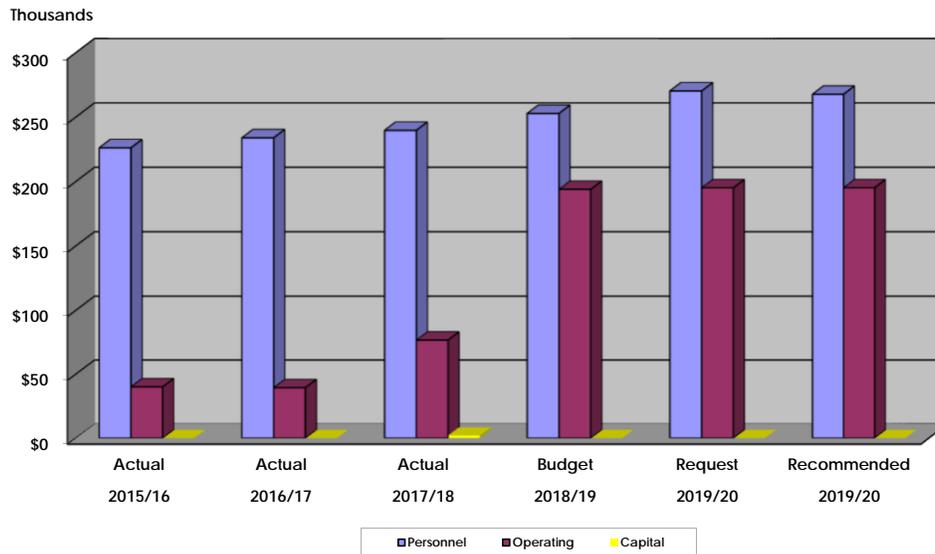
\$50,000 budgeted in FY 2017-18 to begin an employee health clinic in January 2018. A full year of funding for the employee health clinic is included in the FY 2018-19 budget.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 3 | 3 | 3 | 3 | 3 | 3 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 266,468 | \$ 273,536 | \$ 318,610 | \$ 447,050 | \$ 465,692 | \$ 463,064 |
| Total | \$ 266,468 | \$ 273,536 | \$ 318,610 | \$ 447,050 | \$ 465,692 | \$ 463,064 |
| Expenditures | | | | | | |
| Personnel | \$ 226,314 | \$ 234,041 | \$ 239,853 | \$ 252,983 | \$ 270,450 | \$ 267,822 |
| Operating | 40,154 | 39,495 | 76,796 | 194,067 | 195,242 | 195,242 |
| Capital | - | - | 1,961 | - | - | - |
| Total | \$ 266,468 | \$ 273,536 | \$ 318,610 | \$ 447,050 | \$ 465,692 | \$ 463,064 |



Finance

Mission

The mission of the Lee County Finance Department is to provide sound fiscal policies and financial reporting information necessary to effectively manage the fiscal affairs of the County.

Significant Changes

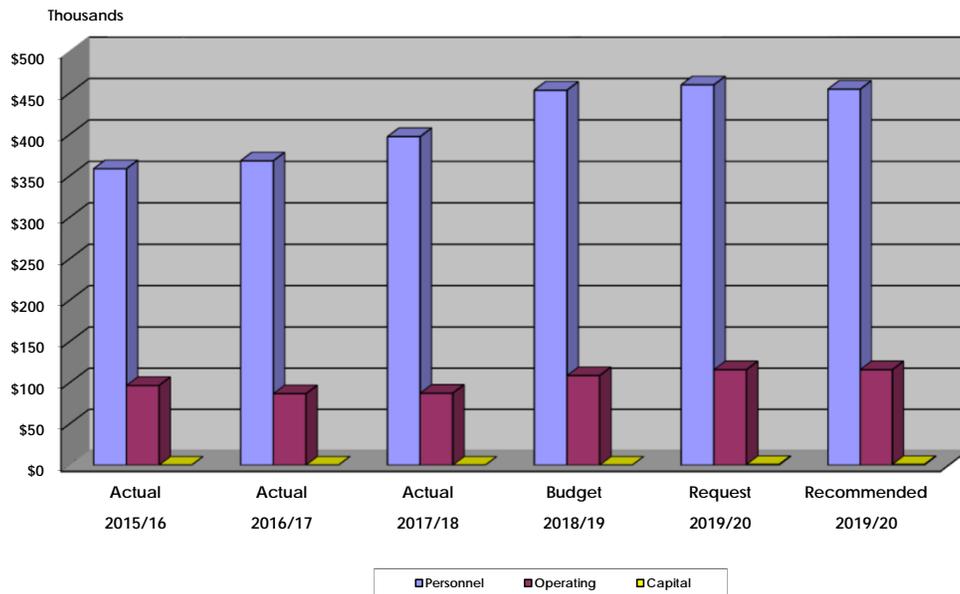
Temporary position for 20 hours a week requested and recommended in FY 2017-18. In FY 2018-19 the 20 hours a week position was converted to a full-time position.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 5 | 5 | 5 | 6 | 6 | 6 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 455,765 | \$ 455,236 | \$ 485,138 | \$ 562,644 | \$ 577,100 | \$ 571,844 |
| Total | \$ 455,765 | \$ 455,236 | \$ 485,138 | \$ 562,644 | \$ 577,100 | \$ 571,844 |
| Expenditures | | | | | | |
| Personnel | \$ 358,915 | \$ 368,410 | \$ 397,619 | \$ 453,768 | \$ 460,149 | \$ 454,893 |
| Operating | 96,850 | 86,826 | 87,519 | 108,876 | 116,101 | 116,101 |
| Capital | - | - | - | - | 850 | 850 |
| Total | \$ 455,765 | \$ 455,236 | \$ 485,138 | \$ 562,644 | \$ 577,100 | \$ 571,844 |



Internal Services

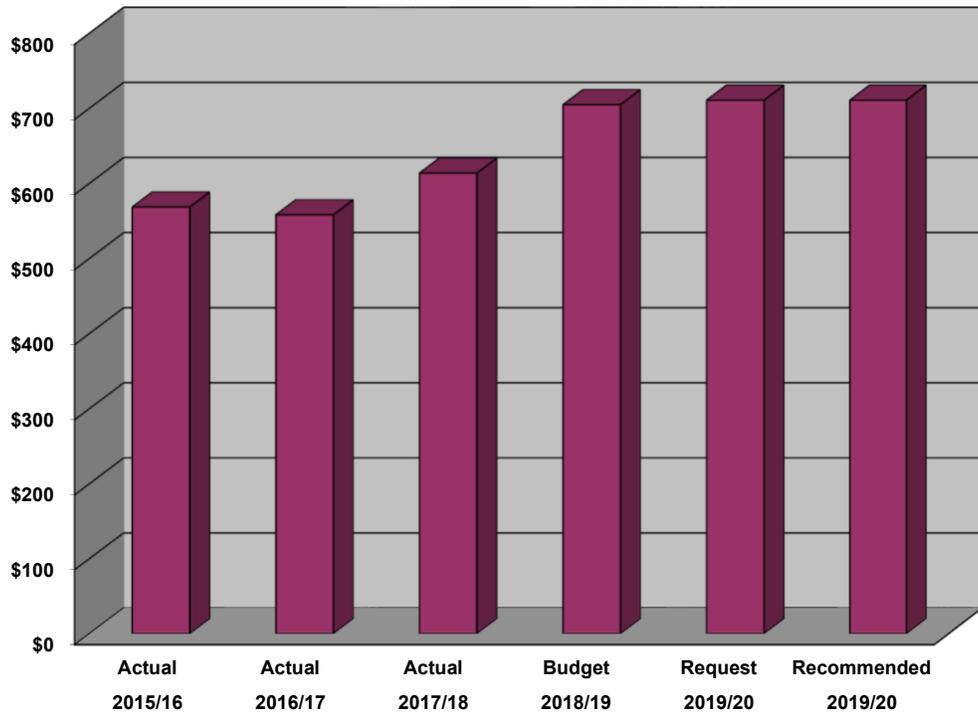
Significant Changes

The FY 15-16 budget includes a partial year of rent and other contracted services related to the occupancy of the Buggy Factory by GIS and Environmental Services. The FY 16 -17 budget includes a full year of the payments related to the Buggy Factory. FY 17-18 includes funds for additional space in the Buggy Factory and renovations to that space.

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ 25,557 | \$ 27,691 | \$ 19,610 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| General Appropriation | 543,024 | 530,538 | 594,127 | 674,834 | 680,838 | 680,838 |
| Total | \$ 568,581 | \$ 558,229 | \$ 613,737 | \$ 704,834 | \$ 710,838 | \$ 710,838 |
| Expenditures | | | | | | |
| Operating | \$ 568,581 | \$ 558,229 | \$ 613,737 | \$ 704,834 | \$ 710,838 | \$ 710,838 |
| Total | \$ 568,581 | \$ 558,229 | \$ 613,737 | \$ 704,834 | \$ 710,838 | \$ 710,838 |

Thousands



■ Operating

Tax Administration

Mission

The mission of the Lee County Tax Department is to provide the equitable and fair assessment, levy, and collection of all taxable property while maintaining quality data and providing excellent customer service.

Significant Changes

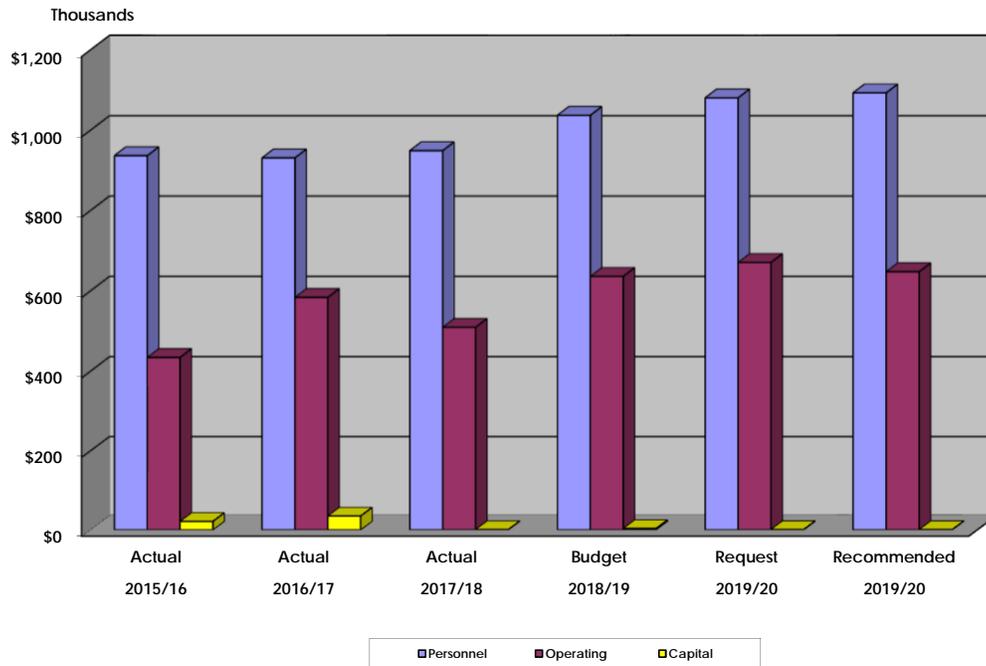
The FY 16-17 budget includes funds to replace two vehicles. Contracted services are included for software to provide enhanced customer service options to the public via our website and software to assist with the next revaluation scheduled for 2019.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 16 | 16 | 16 | 16 | 16 | 16 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ 204,889 | \$ 212,942 | \$ 216,503 | \$ 215,000 | \$ 224,000 | \$ 224,000 |
| General Appropriation | 1,190,032 | 1,339,610 | 1,244,741 | 1,464,225 | 1,530,558 | 1,519,978 |
| Total | \$ 1,394,921 | \$ 1,552,552 | \$ 1,461,244 | \$ 1,679,225 | \$ 1,754,558 | \$ 1,743,978 |
| Expenditures | | | | | | |
| Personnel | \$ 937,679 | \$ 932,232 | \$ 950,121 | \$ 1,038,265 | \$ 1,081,692 | \$ 1,093,952 |
| Operating | 435,430 | 584,957 | 510,223 | 637,252 | 671,766 | 648,926 |
| Capital | 21,812 | 35,363 | 900 | 3,708 | 1,100 | 1,100 |
| Total | \$ 1,394,921 | \$ 1,552,552 | \$ 1,461,244 | \$ 1,679,225 | \$ 1,754,558 | \$ 1,743,978 |



Strategic Services

Mission

The mission of Lee County Strategic Services is to coordinate and support the development and maintenance of a county-wide geographic information system (GIS).

Significant Changes

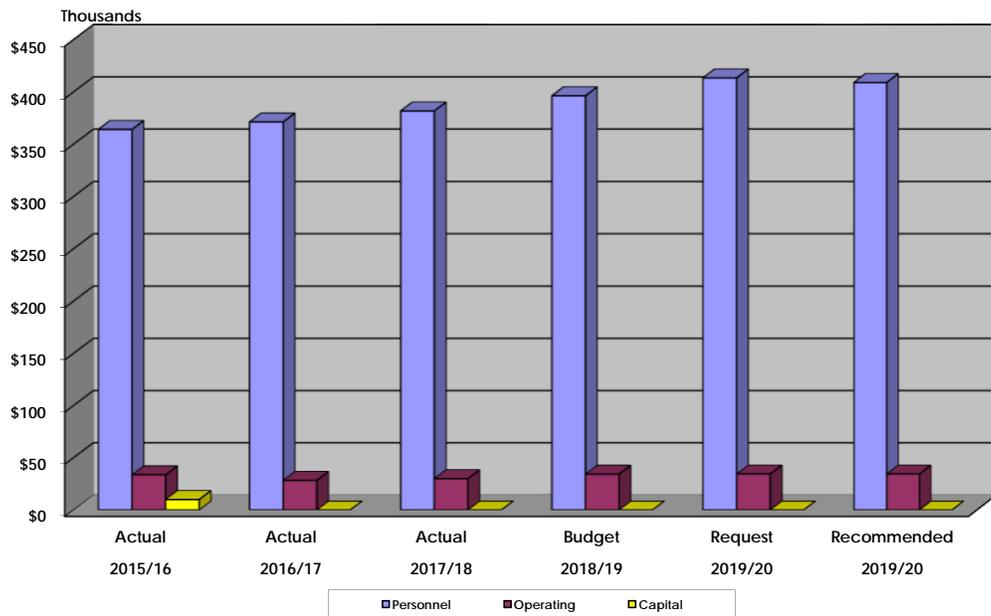
The FY 2015-16 budget includes furniture costs for the move of GIS to the Buggy Factory.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 5 | 5 | 5 | 5 | 5 | 5 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ 119,751 | \$ 126,144 | \$ 130,216 | \$ 133,747 | \$ 137,739 | \$ 137,739 |
| General Appropriation | 288,333 | 273,654 | 281,800 | 297,106 | 310,288 | 305,908 |
| Total | \$ 408,084 | \$ 399,798 | \$ 412,016 | \$ 430,853 | \$ 448,027 | \$ 443,647 |
| Expenditures | | | | | | |
| Personnel | \$ 364,273 | \$ 371,370 | \$ 381,924 | \$ 396,440 | \$ 413,497 | \$ 409,117 |
| Operating | 33,753 | 28,428 | 30,092 | 34,413 | 34,530 | 34,530 |
| Capital | 10,058 | - | - | - | - | - |
| Total | \$ 408,084 | \$ 399,798 | \$ 412,016 | \$ 430,853 | \$ 448,027 | \$ 443,647 |



County Attorney

Significant Changes

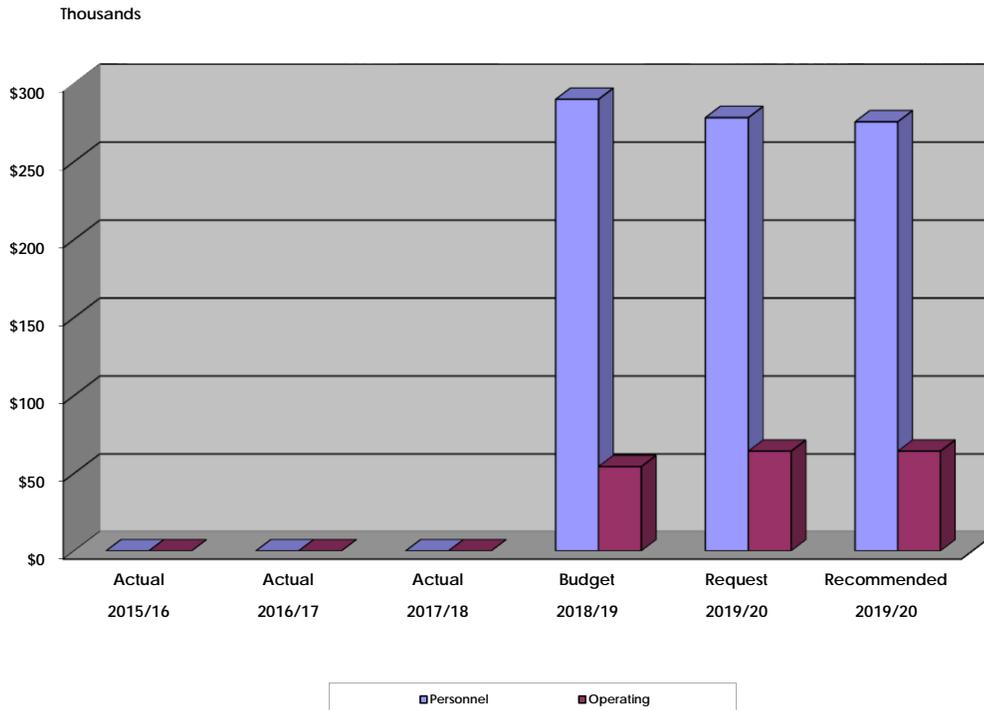
This department is being reestablished in Fiscal Year 2018-2019 to account for the costs related to the County Attorney, Deputy County Attorney and the Pre-trial Coordinator.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 0 | 0 | 0 | 3 | 3 | 3 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ - | \$ - | \$ - | \$ 344,099 | \$ 343,968 | \$ 341,320 |
| Total | \$ - | \$ - | \$ - | \$ 344,099 | \$ 343,968 | \$ 341,320 |
| Expenditures | | | | | | |
| Personnel | \$ - | \$ - | \$ - | \$ 289,853 | \$ 278,138 | \$ 275,490 |
| Operating | - | - | - | 54,246 | 64,190 | 64,190 |
| Capital | - | - | - | - | 1,640 | 1,640 |
| Total | \$ - | \$ - | \$ - | \$ 344,099 | \$ 343,968 | \$ 341,320 |



Court Facilities

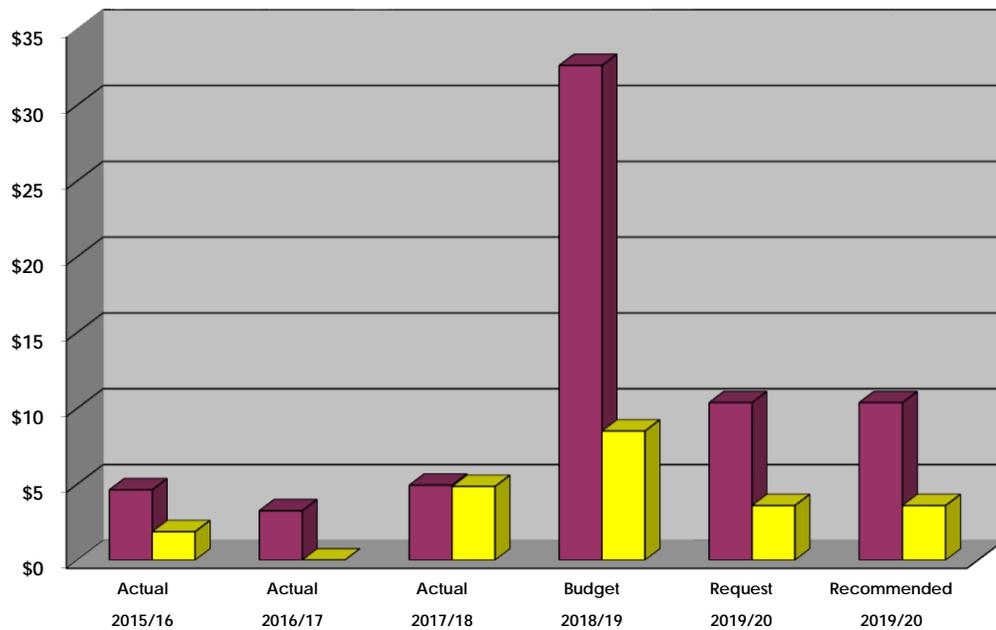
Significant Changes

The Court Facilities budget is up significantly in FY 18-19 due to the needed replacement of furniture in the courtrooms, the jury pool room, and the Clerk of Court office. The existing furniture has been in the courthouse for at least 25 years.

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 6,492 | \$ 3,246 | \$ 9,770 | \$ 41,100 | \$ 13,952 | \$ 13,952 |
| Total | \$ 6,492 | \$ 3,246 | \$ 9,770 | \$ 41,100 | \$ 13,952 | \$ 13,952 |
| Expenditures | | | | | | |
| Operating | \$ 4,623 | \$ 3,246 | \$ 4,925 | \$ 32,609 | \$ 10,365 | \$ 10,365 |
| Capital | 1,869 | - | 4,845 | 8,491 | 3,587 | 3,587 |
| Total | \$ 6,492 | \$ 3,246 | \$ 9,770 | \$ 41,100 | \$ 13,952 | \$ 13,952 |

Thousands



Elections

Mission

The mission of the Lee County Board of Elections is to preserve and promote the election process for citizens of the County.

Significant Changes

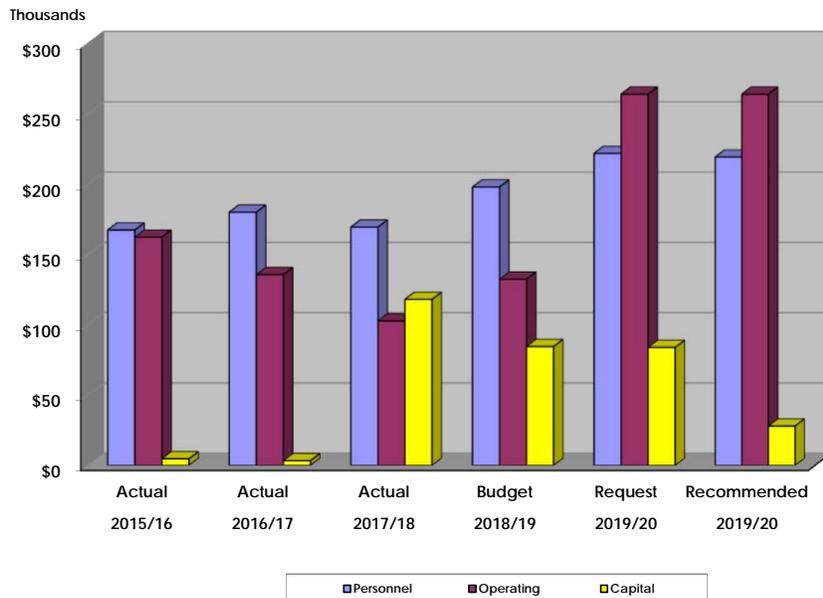
Revenues include reimbursement for municipal elections. FY 17-18 budget includes funds for the purchase of new voting machines. A portion of the equipment budget in FY 17-18 has been rebudgeted in FY 18-19 because equipment was not certified in FY 17-18. The FY 19-20 budget is increased to the municipal elections for Broadway and Sanford and the presidential primary. Voting machines have still not been certified so the machines that were requested again in FY 19-20 were not funded.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ 38,401 | \$ 25 | \$ 29,036 | \$ - | \$ 81,543 | \$ 81,543 |
| General Appropriation | 296,121 | 319,260 | 361,532 | 415,289 | 488,479 | 429,851 |
| Total | \$ 334,522 | \$ 319,285 | \$ 390,568 | \$ 415,289 | \$ 570,022 | \$ 511,394 |
| Expenditures | | | | | | |
| Personnel | \$ 167,479 | \$ 180,187 | \$ 169,548 | \$ 198,087 | \$ 221,967 | \$ 219,339 |
| Operating | 162,433 | 135,808 | 102,825 | 132,562 | 264,080 | 264,080 |
| Capital | 4,610 | 3,290 | 118,195 | 84,640 | 83,975 | 27,975 |
| Total | \$ 334,522 | \$ 319,285 | \$ 390,568 | \$ 415,289 | \$ 570,022 | \$ 511,394 |



Register of Deeds

Mission

The mission of the Lee County Register of Deeds is to maintain, protect, and make accessible all recorded transactions and vital records for the County.

Significant Changes

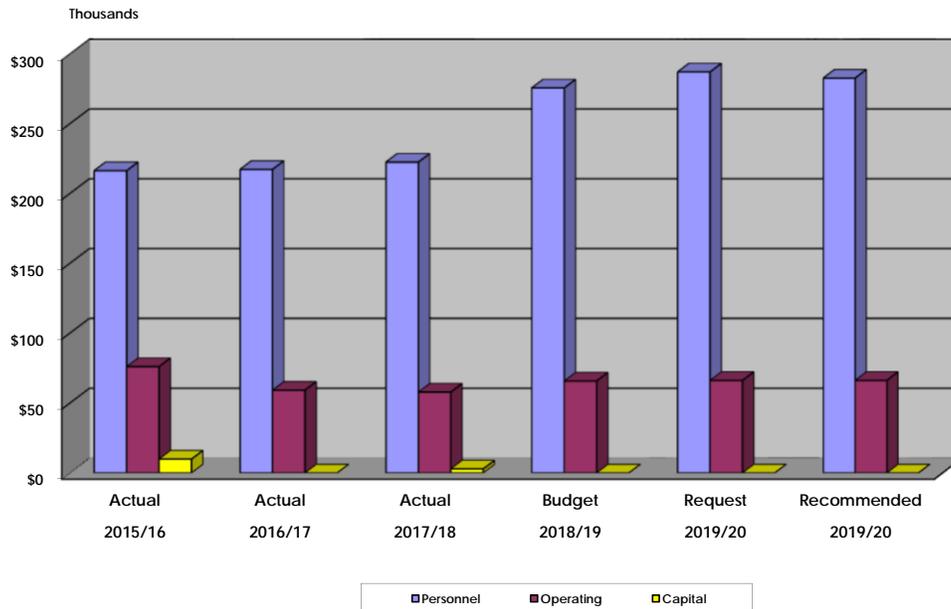
The Register of Deed has requested an additional Deputy Register of Deeds position for FY 18-19. The position is recommended.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 4 | 4 | 4 | 5 | 5 | 5 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Other Taxes and Licenses | \$ 215,651 | \$ 192,897 | \$ 225,904 | \$ 171,707 | \$ 211,485 | \$ 226,485 |
| Permits and Fees | 256,102 | 267,351 | 263,101 | 269,541 | 261,927 | 261,927 |
| General Appropriation | (169,618) | (183,914) | (205,969) | (100,029) | (120,256) | (139,636) |
| Total | \$ 302,135 | \$ 276,334 | \$ 283,036 | \$ 341,219 | \$ 353,156 | \$ 348,776 |
| Expenditures | | | | | | |
| Personnel | \$ 216,284 | \$ 217,181 | \$ 222,385 | \$ 275,519 | \$ 286,986 | \$ 282,606 |
| Operating | 75,971 | 59,153 | 57,792 | 65,700 | 66,170 | 66,170 |
| Capital | 9,880 | - | 2,859 | - | - | - |
| Total | \$ 302,135 | \$ 276,334 | \$ 283,036 | \$ 341,219 | \$ 353,156 | \$ 348,776 |



Information Technology

Mission

The mission of the Information Technology Department is to provide our customers with high quality, cost-effective, innovative, and responsive technical services.

Significant Changes

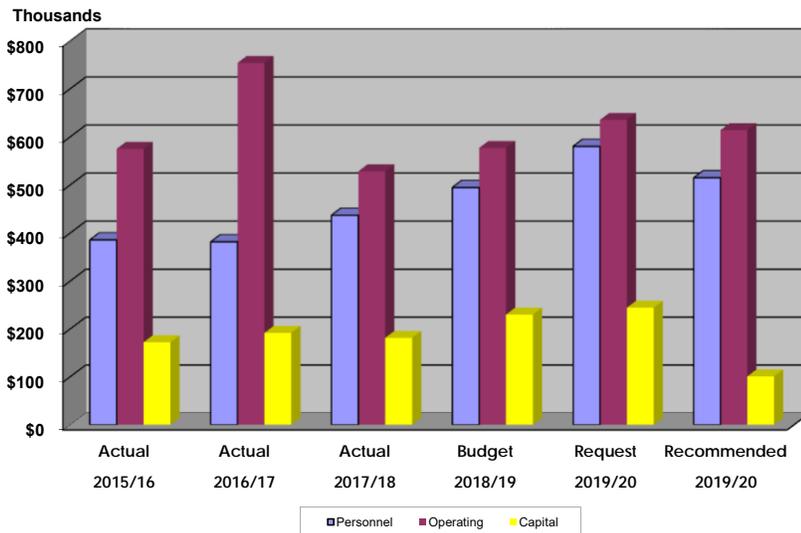
FY 17-18 budget included funding for a Public Safety IT Systems Engineer. Funding was included in FY 16-17 for replacement of the HVAC system in the server room located in the Lee County Government Center. The FY 18-19 request included an IT Telecom/Systems Engineer position. The position is not included in the recommended budget.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 5 | 5 | 6 | 6 | 7 | 6 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 1,134,641 | \$ 1,328,859 | \$ 1,148,638 | \$ 1,303,769 | \$ 1,461,918 | \$ 1,231,336 |
| Total | \$ 1,134,641 | \$ 1,328,859 | \$ 1,148,638 | \$ 1,303,769 | \$ 1,461,918 | \$ 1,231,336 |
| Expenditures | | | | | | |
| Personnel | \$ 386,285 | \$ 382,161 | \$ 437,611 | \$ 495,384 | \$ 580,922 | \$ 515,561 |
| Operating | 575,621 | 754,429 | 528,990 | 577,585 | 635,896 | 614,575 |
| Capital | 172,735 | 192,269 | 182,037 | 230,800 | 245,100 | 101,200 |
| Total | \$ 1,134,641 | \$ 1,328,859 | \$ 1,148,638 | \$ 1,303,769 | \$ 1,461,918 | \$ 1,231,336 |

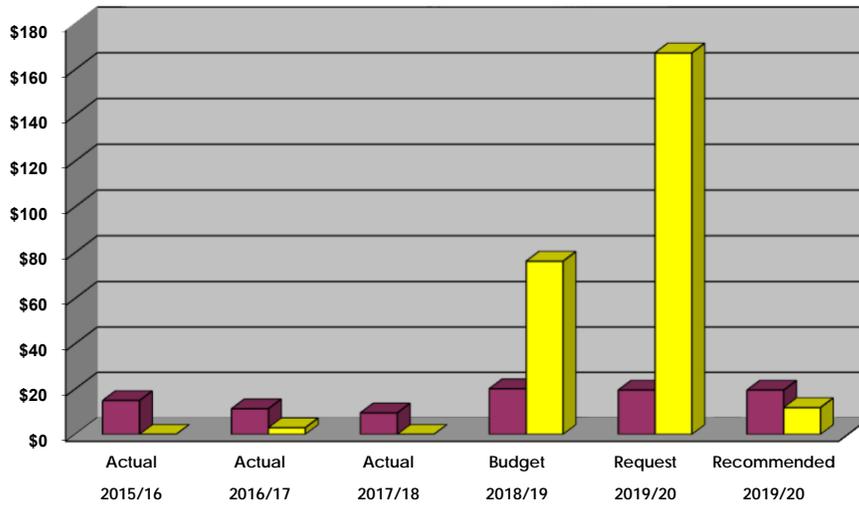


Information Technology - PEG Channel

Budget

| | | 2015/16 | | 2016/17 | | 2017/18 | | 2018/19 | | 2019/20 | | 2019/20 |
|--------------------------|-----------|---------------|-----------|---------------|-----------|--------------|-----------|---------------|-----------|----------------|-----------|---------------|
| | | Actual | | Actual | | Actual | | Budget | | Request | | Recommended |
| Revenue | | | | | | | | | | | | |
| Other Taxes and Licenses | \$ | 56,142 | \$ | 55,365 | \$ | 54,062 | \$ | 54,300 | \$ | 53,000 | \$ | 53,000 |
| General Appropriation | | (41,238) | | (41,158) | | (44,588) | | 42,041 | | 133,773 | | (21,700) |
| Total | \$ | 14,904 | \$ | 14,207 | \$ | 9,474 | \$ | 96,341 | \$ | 186,773 | \$ | 31,300 |
| Expenditures | | | | | | | | | | | | |
| Operating | \$ | 14,904 | \$ | 11,299 | \$ | 9,474 | \$ | 20,124 | \$ | 19,500 | \$ | 19,500 |
| Capital | | - | | 2,908 | | - | | 76,217 | | 167,273 | | 11,800 |
| Total | \$ | 14,904 | \$ | 14,207 | \$ | 9,474 | \$ | 96,341 | \$ | 186,773 | \$ | 31,300 |

Thousands



■ Operating ■ Capital

General Services

Mission

The Lee County Department of General Services is dedicated to providing a better quality of life for County residents through environmentally responsible methods of solid waste management, and clean and safe public facilities.

Significant Changes

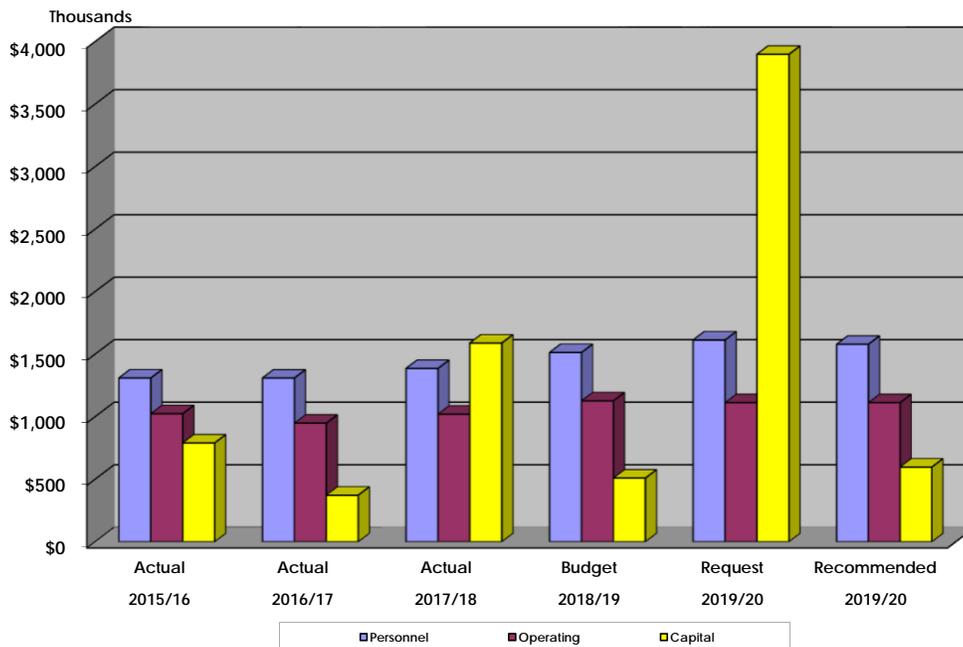
FY 18-19 recommended budget includes funding for two replacement vehicles and building improvements that include a primary pump replacement in the LCGC chiller, HVAC replacements, roof repairs and/or replacement and lighting upgrades. The FY 19-20 requested budget included three replacement vehicles and funds for major repairs to the Lee County Government Center.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 25 | 25 | 25 | 25 | 25 | 25 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 3,122,474 | \$ 2,628,870 | \$ 3,994,326 | \$ 3,148,986 | \$ 6,623,364 | \$ 3,288,043 |
| Total | \$ 3,122,474 | \$ 2,628,870 | \$ 3,994,326 | \$ 3,148,986 | \$ 6,623,364 | \$ 3,288,043 |
| Expenditures | | | | | | |
| Personnel | \$ 1,309,377 | \$ 1,309,106 | \$ 1,385,496 | \$ 1,513,305 | \$ 1,613,389 | \$ 1,578,818 |
| Operating | 1,023,605 | 947,573 | 1,020,150 | 1,126,843 | 1,112,075 | 1,112,075 |
| Capital | 789,492 | 372,191 | 1,588,680 | 508,838 | 3,897,900 | 597,150 |
| Total | \$ 3,122,474 | \$ 2,628,870 | \$ 3,994,326 | \$ 3,148,986 | \$ 6,623,364 | \$ 3,288,043 |



Sheriff

Mission

The Lee County Sheriff's Department's mission is to enforce the law, preserve the peace and protect the values of Lee County citizens by providing communities with a safe and secure environment.

Significant Changes

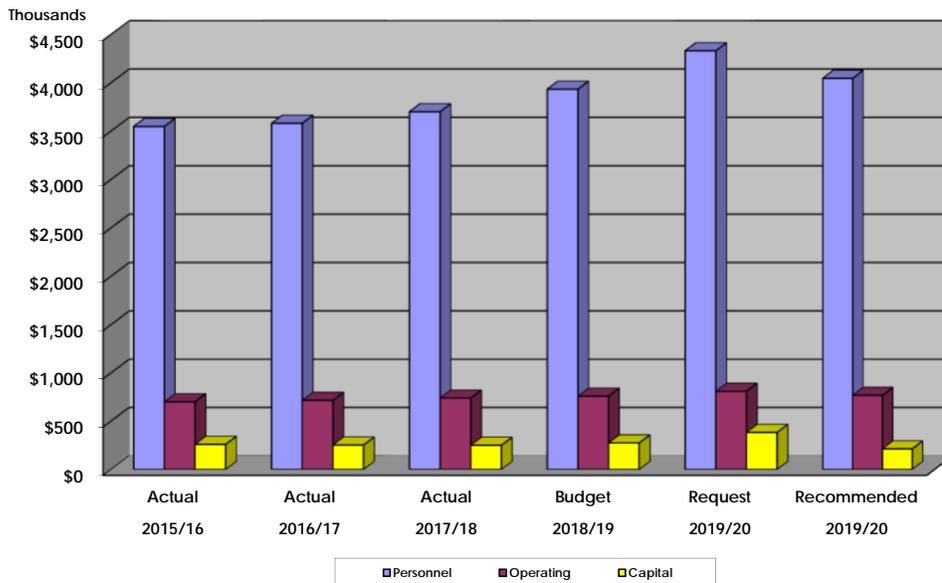
A non-sworn security officer for the courthouse was added to the FY 17-18 budget. Four deputies were requested in FY 19-20 to expand the number of deputies on each shift; however, none of the positions are included in the FY 19-20 recommended budget.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 54 | 54 | 54 | 55 | 59 | 55 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|
| Revenue | | | | | | |
| Intergovernmental Revenues | \$ 63,908 | \$ 61,377 | \$ 68,108 | \$ 63,155 | \$ 63,720 | \$ 63,720 |
| Sales and Services | 156,424 | 136,360 | 148,140 | 146,703 | 131,039 | 141,039 |
| Miscellaneous | - | 10,000 | - | - | - | - |
| Transfers | 38,511 | 13,356 | - | - | - | - |
| General Appropriation | 4,160,787 | 4,298,302 | 4,474,750 | 4,758,857 | 5,329,153 | 4,820,740 |
| Total | \$ 4,419,630 | \$ 4,519,395 | \$ 4,690,998 | \$ 4,968,715 | \$ 5,523,912 | \$ 5,025,499 |
| Expenditures | | | | | | |
| Personnel | \$ 3,549,353 | \$ 3,581,679 | \$ 3,701,548 | \$ 3,934,913 | \$ 4,330,817 | \$ 4,046,359 |
| Operating | 700,641 | 715,409 | 739,623 | 759,656 | 809,746 | 767,164 |
| Capital | 259,401 | 252,219 | 249,827 | 274,146 | 383,349 | 211,976 |
| Total | \$ 4,419,630 | \$ 4,509,395 | \$ 4,690,998 | \$ 4,968,715 | \$ 5,523,912 | \$ 5,025,499 |



Sheriff - Animal Control Enforcement

Significant Changes

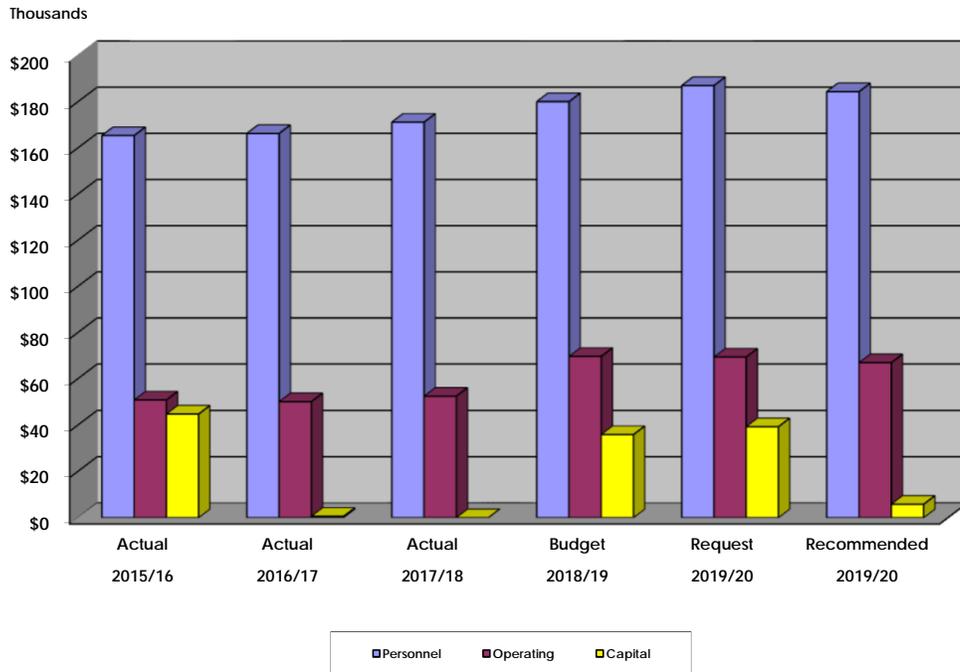
The FY 18-19 recommended budget includes funding for a replacement vehicle.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 3 | 3 | 3 | 3 | 3 | 3 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ 1,425 | \$ 375 | \$ 1,325 | \$ 1,100 | \$ 1,100 | \$ 1,100 |
| General Appropriation | 259,510 | 216,595 | 222,321 | 284,514 | 294,596 | 256,074 |
| Total | \$ 260,935 | \$ 216,970 | \$ 223,646 | \$ 285,614 | \$ 295,696 | \$ 257,174 |
| Expenditures | | | | | | |
| Personnel | \$ 165,353 | \$ 166,278 | \$ 171,160 | \$ 180,078 | \$ 187,040 | \$ 184,392 |
| Operating | 50,839 | 50,107 | 52,486 | 69,654 | 69,373 | 66,960 |
| Capital | 44,743 | 585 | - | 35,882 | 39,283 | 5,822 |
| Total | \$ 260,935 | \$ 216,970 | \$ 223,646 | \$ 285,614 | \$ 295,696 | \$ 257,174 |



Sheriff-School Resource Officers

Significant Changes

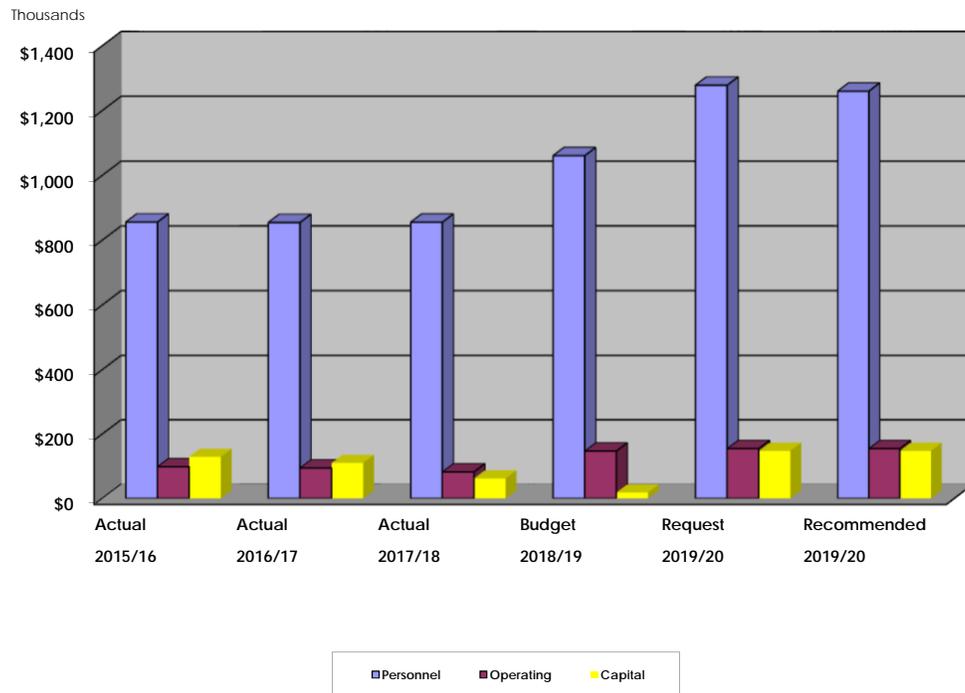
The requested budget for School Resource Officers included funding for two additional school resource officers and one additional community resource officer. The officers are included in the recommended budget.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 16 | 16 | 16 | 18 | 21 | 21 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|---------------------|---------------------|-------------------|---------------------|---------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ 271,352 | \$ 271,352 | \$ 271,352 | \$ 271,352 | \$ 271,352 | \$ 271,352 |
| General Appropriation | 812,045 | 787,612 | 728,220 | 954,575 | 1,309,353 | 1,290,957 |
| Total | \$ 1,083,397 | \$ 1,058,964 | \$ 999,572 | \$ 1,225,927 | \$ 1,580,705 | \$ 1,562,309 |
| Expenditures | | | | | | |
| Personnel | \$ 855,860 | \$ 854,484 | \$ 855,374 | \$ 1,060,849 | \$ 1,278,322 | \$ 1,259,926 |
| Operating | 98,507 | 94,367 | 82,253 | 146,907 | 154,598 | 154,598 |
| Capital | 129,030 | 110,113 | 61,945 | 18,171 | 147,785 | 147,785 |
| Total | \$ 1,083,397 | \$ 1,058,964 | \$ 999,572 | \$ 1,225,927 | \$ 1,580,705 | \$ 1,562,309 |



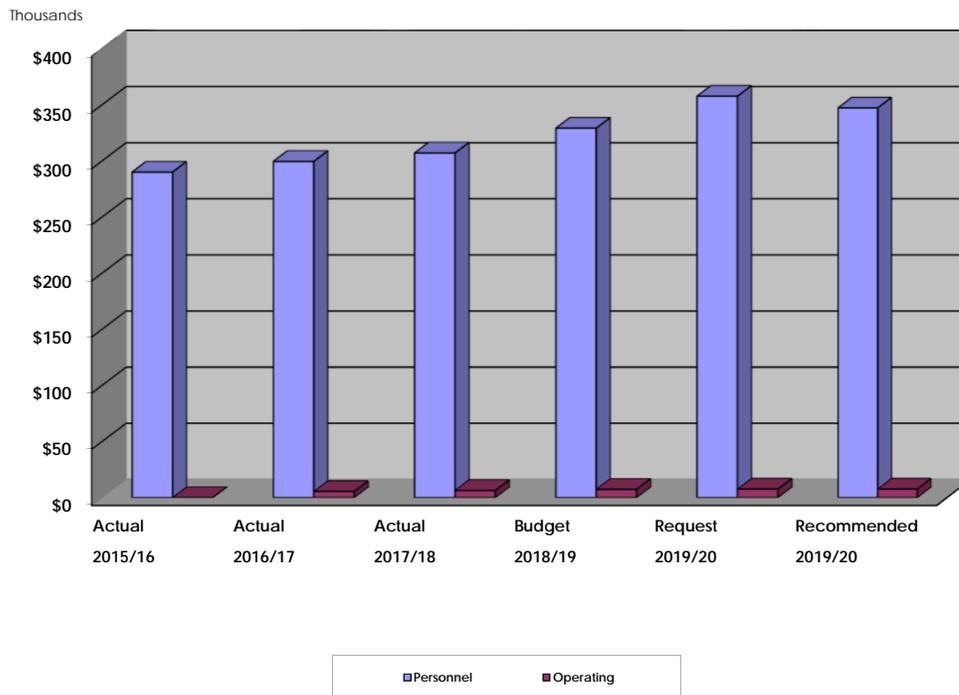
Sheriff-Communications

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 6 | 6 | 6 | 6 | 6 | 6 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 291,180 | \$ 305,088 | \$ 313,533 | \$ 336,591 | \$ 365,288 | \$ 354,869 |
| Total | \$ 291,180 | \$ 305,088 | \$ 313,533 | \$ 336,591 | \$ 365,288 | \$ 354,869 |
| Expenditures | | | | | | |
| Personnel | \$ 290,070 | \$ 299,575 | \$ 307,107 | \$ 329,159 | \$ 357,658 | \$ 347,239 |
| Operating | 55 | 5,513 | 6,426 | 7,432 | 7,630 | 7,630 |
| Capital | 1,055 | - | - | - | - | - |
| Total | \$ 291,180 | \$ 305,088 | \$ 313,533 | \$ 336,591 | \$ 365,288 | \$ 354,869 |



Jail

Significant Changes

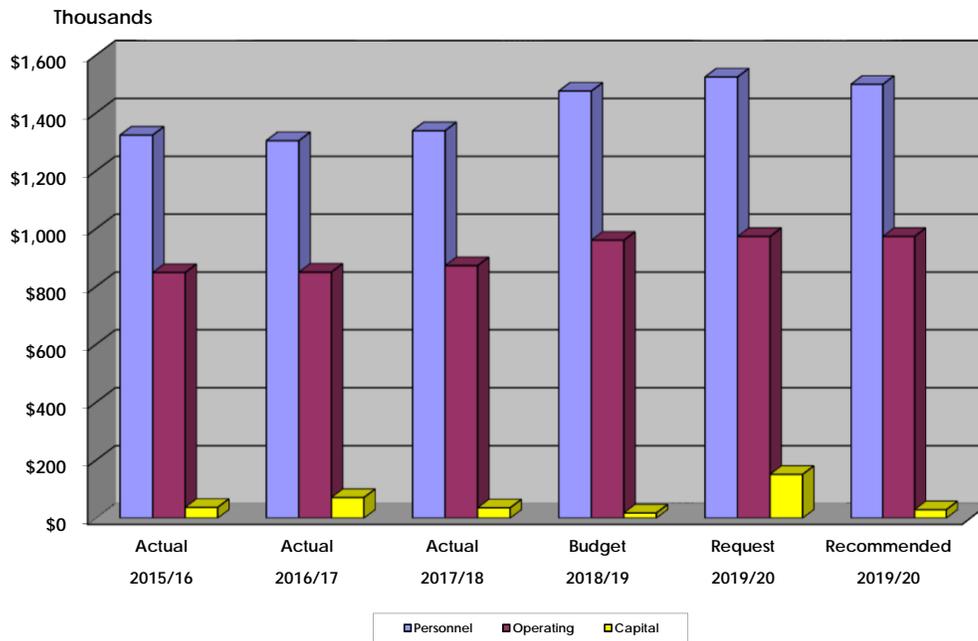
The requested budget includes the addition of a padded cell in the Jail. The recommended budget does not include the padded cell.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 26 | 26 | 26 | 26 | 26 | 26 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ 201,612 | \$ 249,380 | \$ 265,923 | \$ 205,500 | \$ 263,950 | \$ 263,950 |
| General Appropriation | 2,008,231 | 1,976,632 | 1,981,412 | 2,248,752 | 2,385,597 | 2,238,227 |
| Total | \$ 2,209,843 | \$ 2,226,012 | \$ 2,247,335 | \$ 2,454,252 | \$ 2,649,547 | \$ 2,502,177 |
| Expenditures | | | | | | |
| Personnel | \$ 1,323,887 | \$ 1,304,682 | \$ 1,339,137 | \$ 1,475,907 | \$ 1,524,751 | \$ 1,499,319 |
| Operating | 848,799 | 850,150 | 872,635 | 960,470 | 973,574 | 973,574 |
| Capital | 37,157 | 71,180 | 35,563 | 17,875 | 151,222 | 29,284 |
| Total | \$ 2,209,843 | \$ 2,226,012 | \$ 2,247,335 | \$ 2,454,252 | \$ 2,649,547 | \$ 2,502,177 |



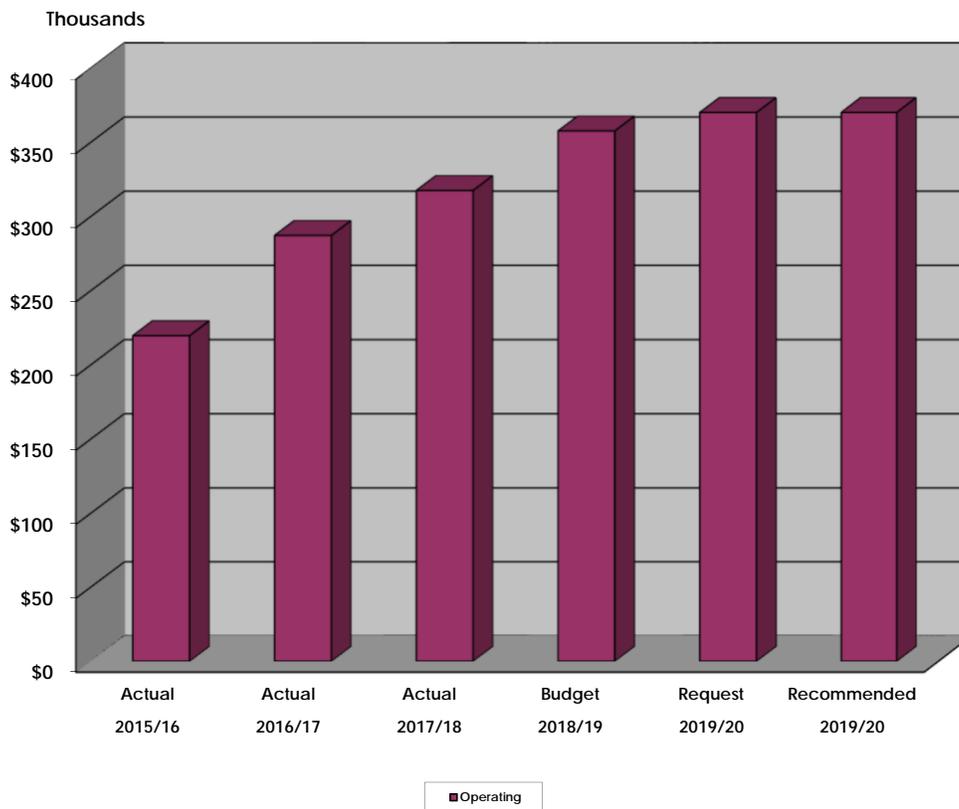
E-911 Communications

Significant Changes

The increase in the actual for FY 16-17 represents an increase in the County's share of the call volume and the addition of two dispatchers by the City of Sanford.

Budget

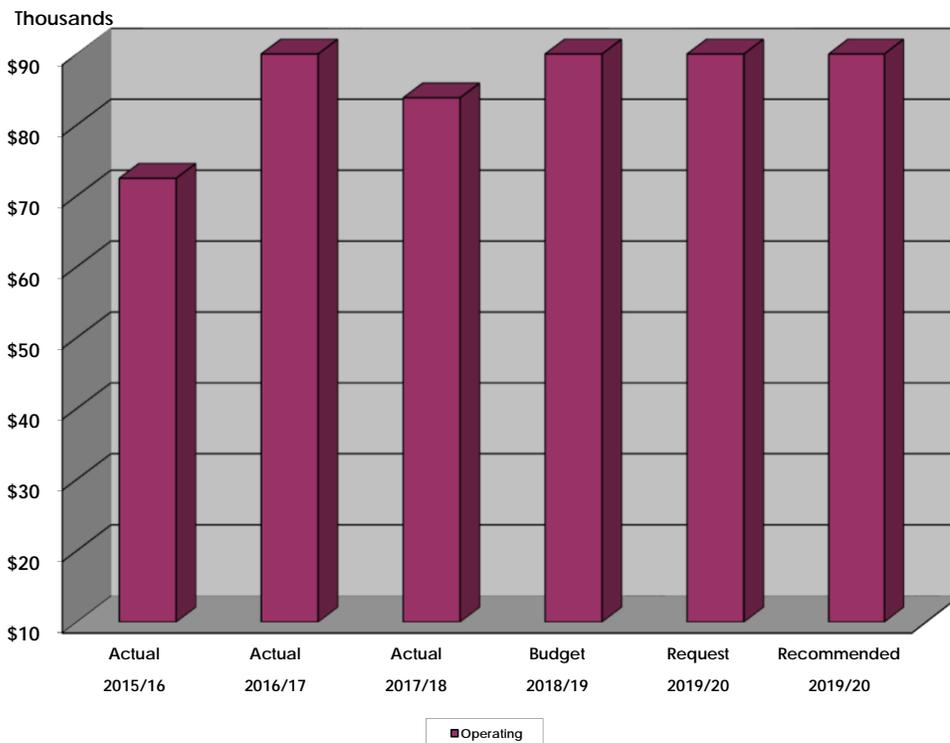
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 219,880 | \$ 287,415 | \$ 317,712 | \$ 357,836 | \$ 370,287 | \$ 370,287 |
| Total | \$ 219,880 | \$ 287,415 | \$ 317,712 | \$ 357,836 | \$ 370,287 | \$ 370,287 |
| Expenditures | | | | | | |
| Operating | \$ 219,880 | \$ 287,415 | \$ 317,712 | \$ 357,836 | \$ 370,287 | \$ 370,287 |
| Total | \$ 219,880 | \$ 287,415 | \$ 317,712 | \$ 357,836 | \$ 370,287 | \$ 370,287 |



State Fire Control

Budget

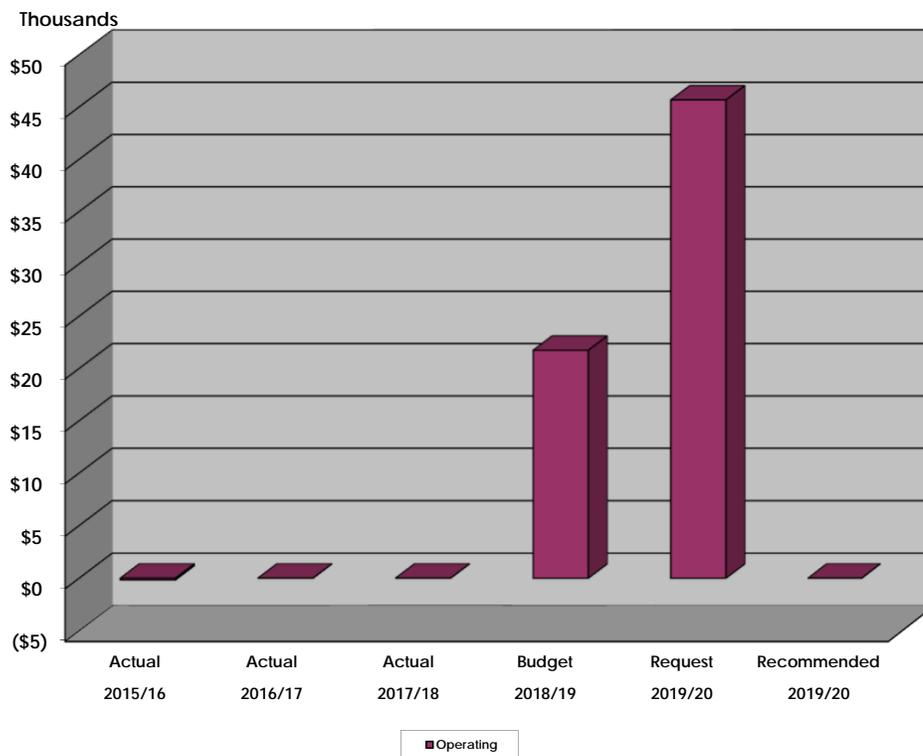
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 72,472 | \$ 90,086 | \$ 83,816 | \$ 100,194 | \$ 100,194 | \$ 100,194 |
| Total | \$ 72,472 | \$ 90,086 | \$ 83,816 | \$ 100,194 | \$ 100,194 | \$ 100,194 |
| Expenditures | | | | | | |
| Operating | \$ 72,472 | \$ 90,086 | \$ 83,816 | \$ 100,194 | \$ 100,194 | \$ 100,194 |
| Total | \$ 72,472 | \$ 90,086 | \$ 83,816 | \$ 100,194 | \$ 100,194 | \$ 100,194 |



Inspections

Budget

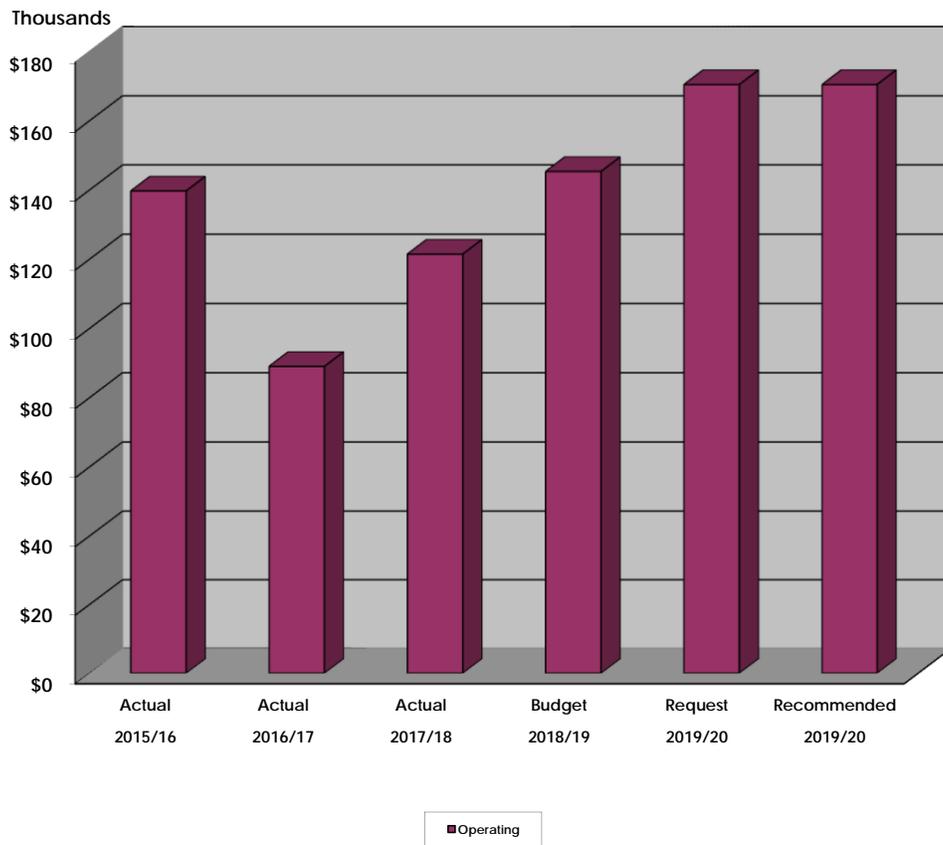
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ (167) | \$ - | - \$ | \$ 21,744 | \$ 45,672 | \$ - |
| Total | \$ (167) | \$ (167) | - \$ | \$ 21,744 | \$ 45,672 | \$ - |
| Expenditures | | | | | | |
| Operating | \$ (167) | - | - | \$ 21,744 | \$ 45,672 | - |
| Total | \$ (167) | \$ - | - \$ | \$ 21,744 | \$ 45,672 | \$ - |



State Services

Budget

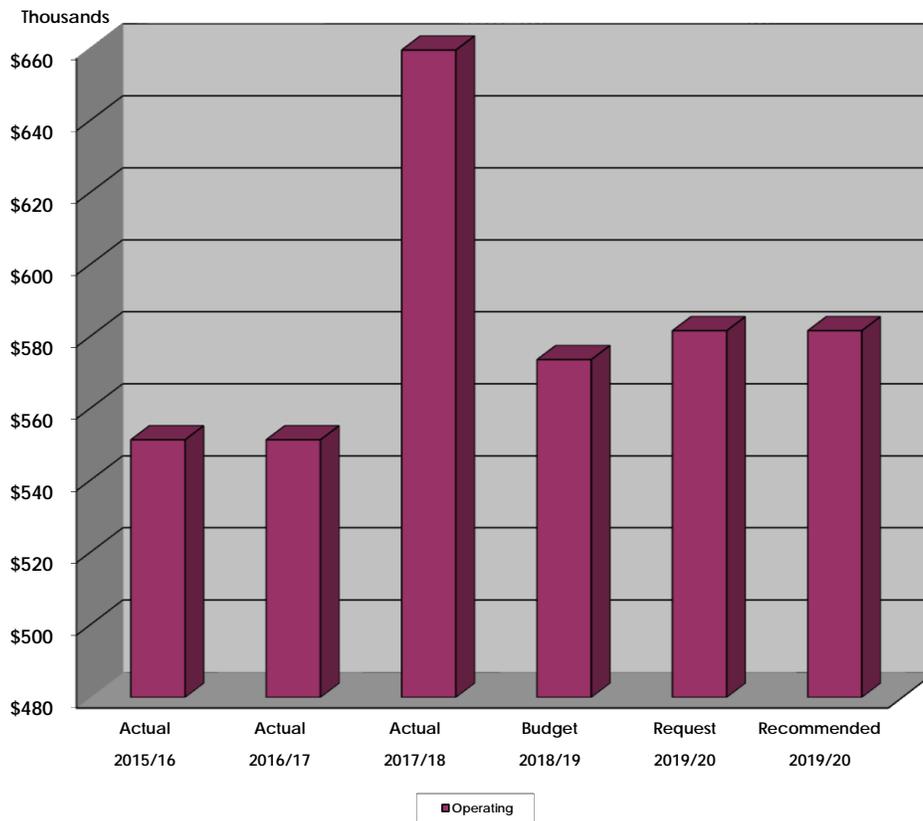
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 139,755 | \$ 89,084 | \$ 121,517 | \$ 145,400 | \$ 170,500 | \$ 170,500 |
| Total | \$ 139,755 | \$ 89,084 | \$ 121,517 | \$ 145,400 | \$ 170,500 | \$ 170,500 |
| Expenditures | | | | | | |
| Operating | \$ 139,755 | \$ 89,084 | \$ 121,517 | \$ 145,400 | \$ 170,500 | \$ 170,500 |
| Total | \$ 139,755 | \$ 89,084 | \$ 121,517 | \$ 145,400 | \$ 170,500 | \$ 170,500 |



Emergency Medical Services

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 551,250 | \$ 551,250 | \$ 659,519 | \$ 573,520 | \$ 581,550 | \$ 581,550 |
| Total | \$ 551,250 | \$ 551,250 | \$ 659,519 | \$ 573,520 | \$ 581,550 | \$ 581,550 |
| Expenditures | | | | | | |
| Operating | \$ 551,250 | \$ 551,250 | \$ 659,519 | \$ 573,520 | \$ 581,550 | \$ 581,550 |
| Total | \$ 551,250 | \$ 551,250 | \$ 659,519 | \$ 573,520 | \$ 581,550 | \$ 581,550 |



Emergency Services

Mission

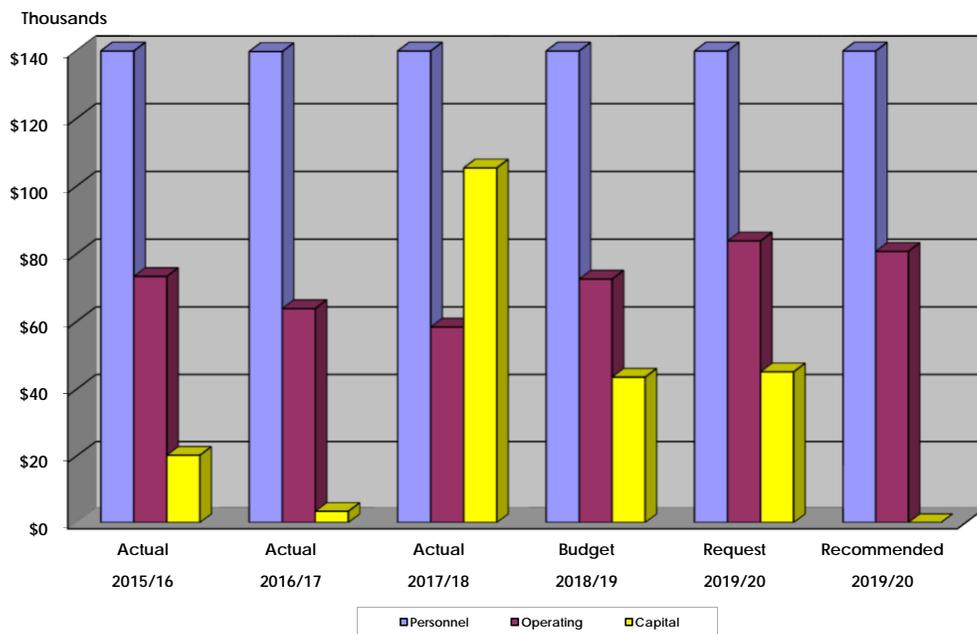
The mission of the Lee County Office of Emergency Services is to develop and maintain a comprehensive emergency management program in order to reduce or eliminate the vulnerability of our citizens to natural and/or man-made hazards and to respond quickly and appropriately to emergencies, if they occur.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 2 | 2 | 2 | 2 | 2 | 2 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 49,208 | \$ 79,860 | \$ 157,707 | \$ 37,000 | \$ 38,000 | \$ 38,000 |
| Miscellaneous | 75,419 | 76,985 | 75,000 | 75,000 | 75,000 | 75,000 |
| General Appropriation | 118,952 | 50,295 | 88,672 | 169,734 | 186,777 | 132,948 |
| Total | \$ 243,579 | \$ 207,140 | \$ 321,379 | \$ 281,734 | \$ 299,777 | \$ 245,948 |
| Expenditures | | | | | | |
| Personnel | \$ 149,872 | \$ 139,841 | \$ 157,485 | \$ 165,450 | \$ 170,684 | \$ 165,165 |
| Operating | 73,415 | 63,918 | 58,455 | 72,634 | 83,893 | 80,783 |
| Capital | 20,292 | 3,381 | 105,439 | 43,650 | 45,200 | - |
| Total | \$ 243,579 | \$ 207,140 | \$ 321,379 | \$ 281,734 | \$ 299,777 | \$ 245,948 |



Fire Marshal

Mission

The mission of the Lee County Fire Marshal is to provide the citizens of Lee County the ability to create safer communities through coordinated training, education, prevention, investigation, emergency response and leadership.

Significant Changes

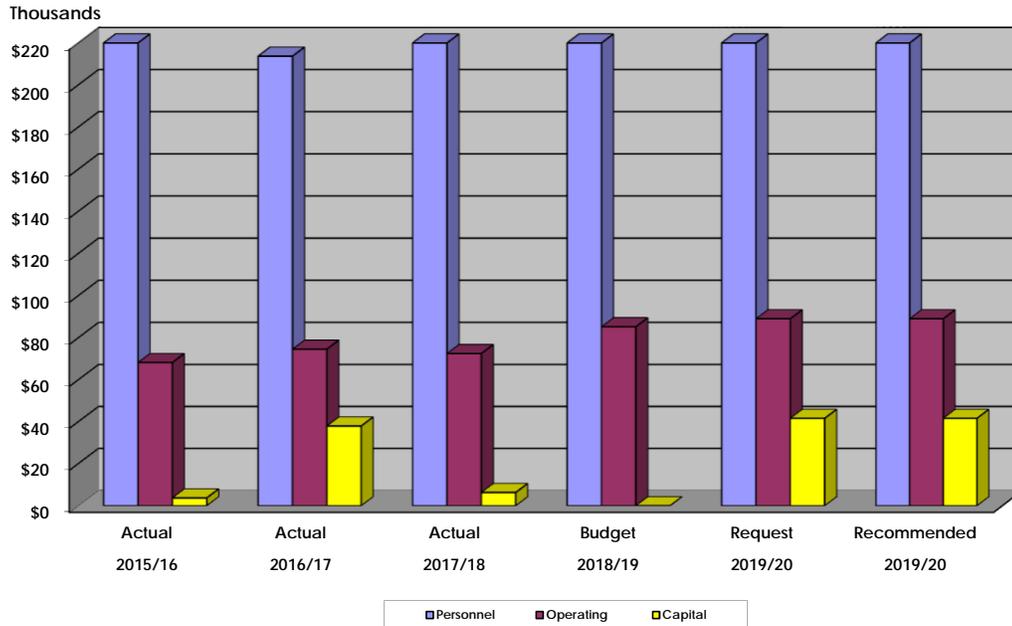
The FY 2016-17 actual included funds to replace a vehicle along with the equipment necessary to equip the vehicle. FY 19-20 request includes the purchase of a replacement vehicle that is included in the recommended budget.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 3 | 3 | 3 | 3 | 3 | 3 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ 1,381 | \$ 2,527 | \$ 1,626 | \$ 1,300 | \$ 1,300 | \$ 1,300 |
| Transfers | 308,917 | 306,924 | 319,253 | 319,349 | 331,114 | 331,114 |
| Fire Marshal Reserves | (17,999) | 16,998 | (10,324) | (1,300) | 41,928 | 39,300 |
| Total | \$ 292,299 | \$ 326,449 | \$ 310,555 | \$ 319,349 | \$ 374,342 | \$ 371,714 |
| Expenditures | | | | | | |
| Personnel | \$ 220,273 | \$ 213,734 | \$ 231,640 | \$ 234,053 | \$ 243,524 | \$ 240,896 |
| Operating | 68,315 | 74,686 | 72,604 | 85,296 | 89,118 | 89,118 |
| Capital | 3,711 | 38,029 | 6,311 | - | 41,700 | 41,700 |
| Total | \$ 292,299 | \$ 326,449 | \$ 310,555 | \$ 319,349 | \$ 374,342 | \$ 371,714 |



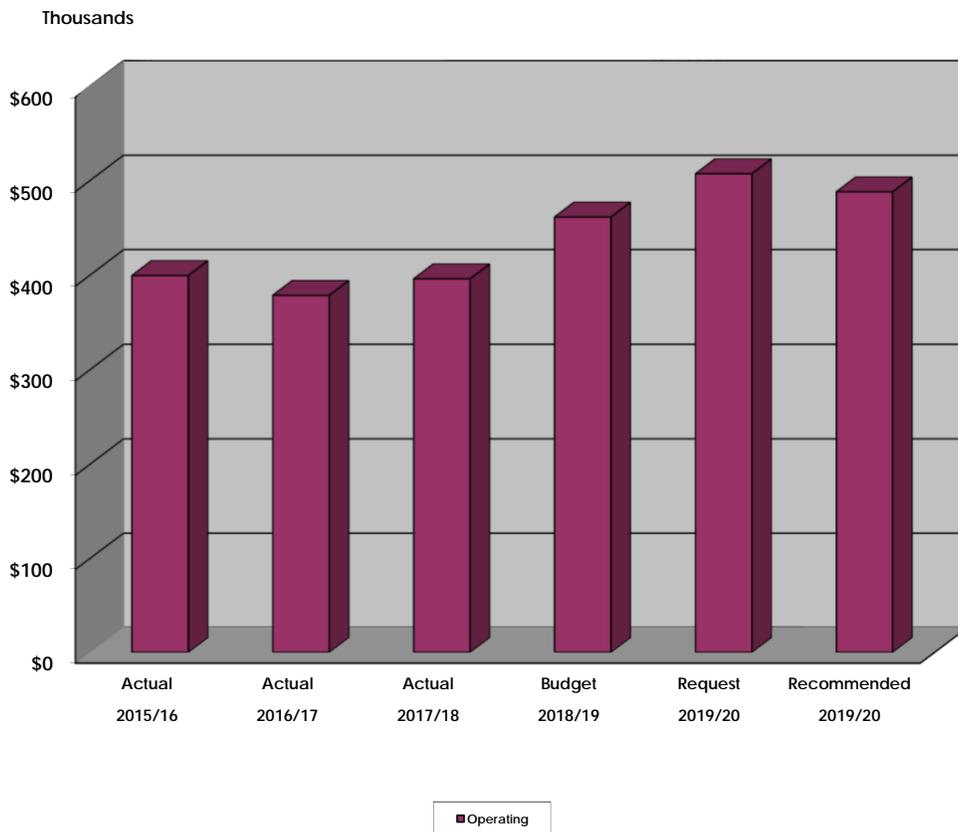
Planning

Significant Changes

The request for FY 19-20 includes for \$19,125 from the County for homeless initiatives and \$22,500 for first year of a comprehensive update of the UDO. The recommended budget includes the funds for the UDO at this time. The homeless initiatives funds are not included because the Board stated when approving homeless initiatives funds in the prior year that it was for one year only.

Budget

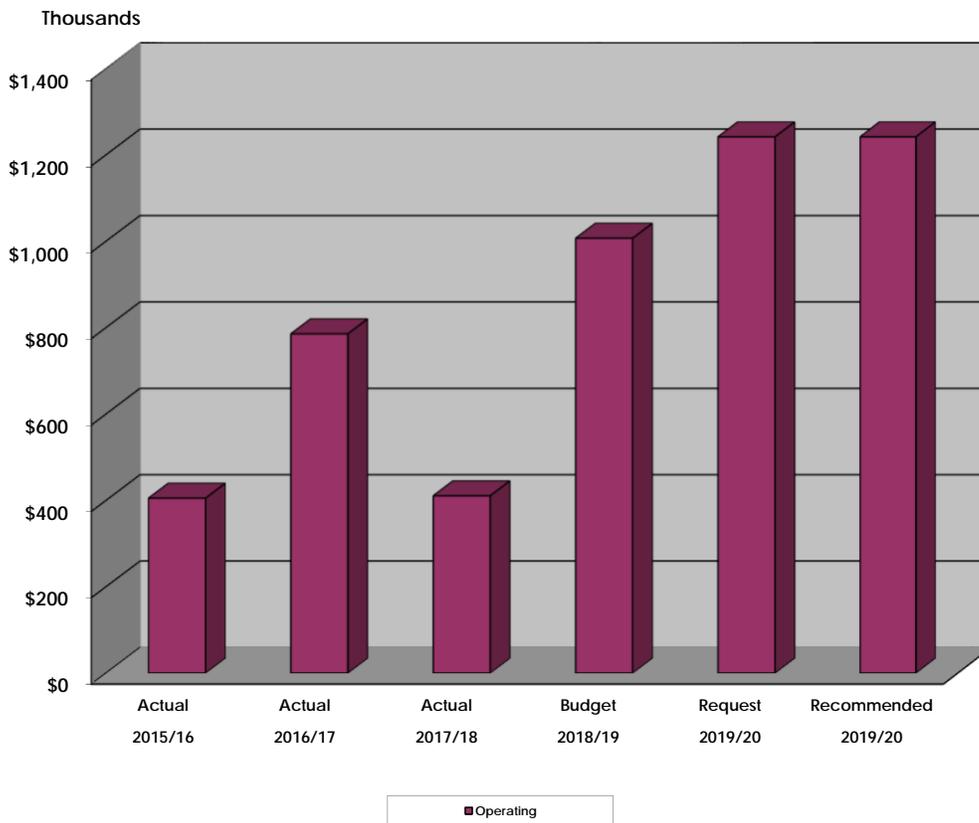
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 399,779 | \$ 378,891 | \$ 396,324 | \$ 461,694 | \$ 507,392 | \$ 488,267 |
| Total | \$ 399,779 | \$ 378,891 | \$ 396,324 | \$ 461,694 | \$ 507,392 | \$ 488,267 |
| Expenditures | | | | | | |
| Operating | \$ 399,779 | \$ 378,891 | \$ 396,324 | \$ 461,694 | \$ 507,392 | \$ 488,267 |
| Total | \$ 399,779 | \$ 378,891 | \$ 396,324 | \$ 461,694 | \$ 507,392 | \$ 488,267 |



Economic Development

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 405,330 | \$ 785,824 | \$ 410,889 | \$ 1,007,085 | \$ 1,241,824 | \$ 1,241,824 |
| Total | \$ 405,330 | \$ 785,824 | \$ 410,889 | \$ 1,007,085 | \$ 1,241,824 | \$ 1,241,824 |
| Expenditures | | | | | | |
| Operating | \$ 405,330 | \$ 785,824 | \$ 410,889 | \$ 1,007,085 | \$ 1,241,824 | \$ 1,241,824 |
| Total | \$ 405,330 | \$ 785,824 | \$ 410,889 | \$ 1,007,085 | \$ 1,241,824 | \$ 1,241,824 |



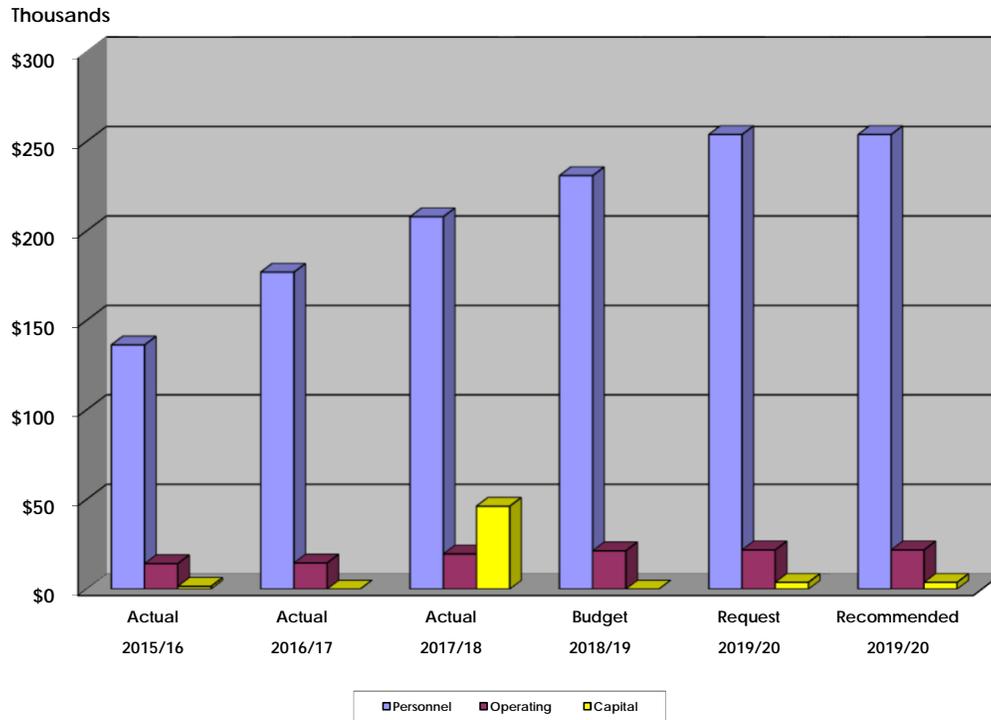
Cooperative Extension

Mission

North Carolina Cooperative Extension is an educational partnership helping people put research-based knowledge to work for economic prosperity, environmental stewardship and an improved quality of life.

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ - | \$ 454 | \$ 1,200 | \$ 400 | \$ 800 | \$ 800 |
| Miscellaneous | 4,103 | 4,101 | 4,200 | 3,500 | 3,500 | 3,500 |
| General Appropriation | 147,888 | 186,952 | 268,295 | 248,371 | 275,179 | 275,179 |
| Total | \$ 151,991 | \$ 191,507 | \$ 273,695 | \$ 252,271 | \$ 279,479 | \$ 279,479 |
| Expenditures | | | | | | |
| Personnel | \$ 136,289 | \$ 176,937 | \$ 207,922 | \$ 230,897 | \$ 253,879 | \$ 253,879 |
| Operating | 14,193 | 14,570 | 19,573 | 21,374 | 21,865 | 21,865 |
| Capital | 1,509 | - | 46,200 | - | 3,735 | 3,735 |
| Total | \$ 151,991 | \$ 191,507 | \$ 273,695 | \$ 252,271 | \$ 279,479 | \$ 279,479 |



Conservation

Mission

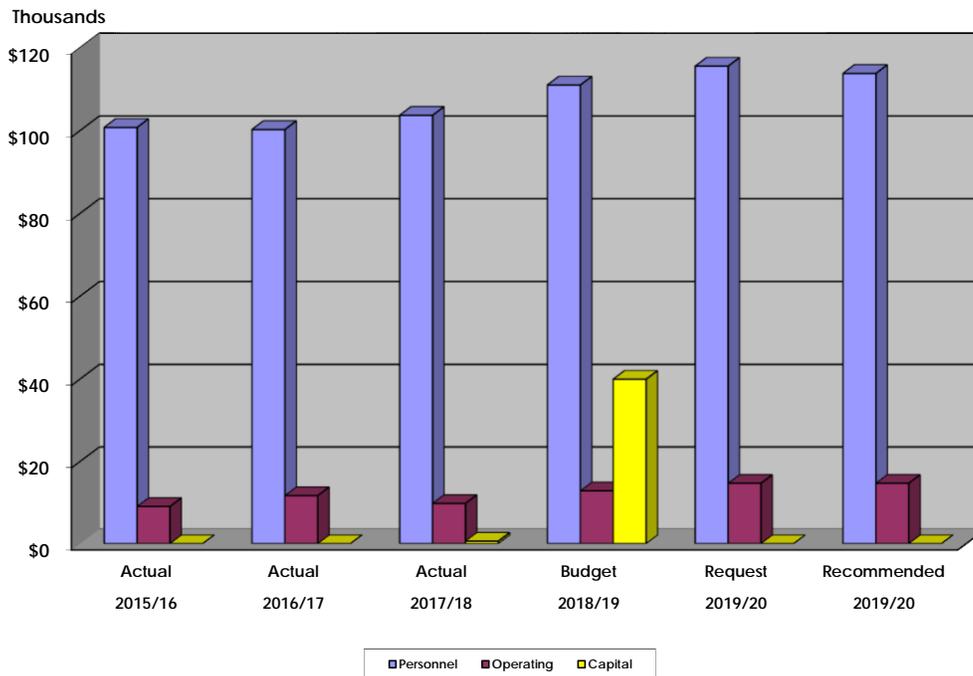
The mission of the Lee Soil & Water Conservation District is to ensure a quality urban and rural environment through protection, restoration, and improvements of our soil, water, and related resources.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 2 | 2 | 2 | 2 | 2 | 2 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Miscellaneous | \$ 25,961 | \$ 26,405 | \$ 25,817 | \$ 25,500 | \$ 25,500 | \$ 25,500 |
| General Appropriation | 83,923 | 85,614 | 88,370 | 138,439 | 104,830 | 103,078 |
| Total | \$ 109,884 | \$ 112,019 | \$ 114,187 | \$ 163,939 | \$ 130,330 | \$ 128,578 |
| Expenditures | | | | | | |
| Personnel | \$ 100,818 | \$ 100,309 | \$ 103,754 | \$ 111,070 | \$ 115,606 | \$ 113,854 |
| Operating | 9,066 | 11,710 | 9,818 | 12,869 | 14,724 | 14,724 |
| Capital | - | - | 615 | 40,000 | - | - |
| Total | \$ 109,884 | \$ 112,019 | \$ 114,187 | \$ 163,939 | \$ 130,330 | \$ 128,578 |



Health Department

Mission

The mission of the Health Department is to promote better health and a safe environment for all Lee County residents.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 36.5 | 43 | 43 | 43 | 43 | 43 |

Divisions

Health Department

Administration

Animal Control

Child Health

Communicable Disease

Environmental Health

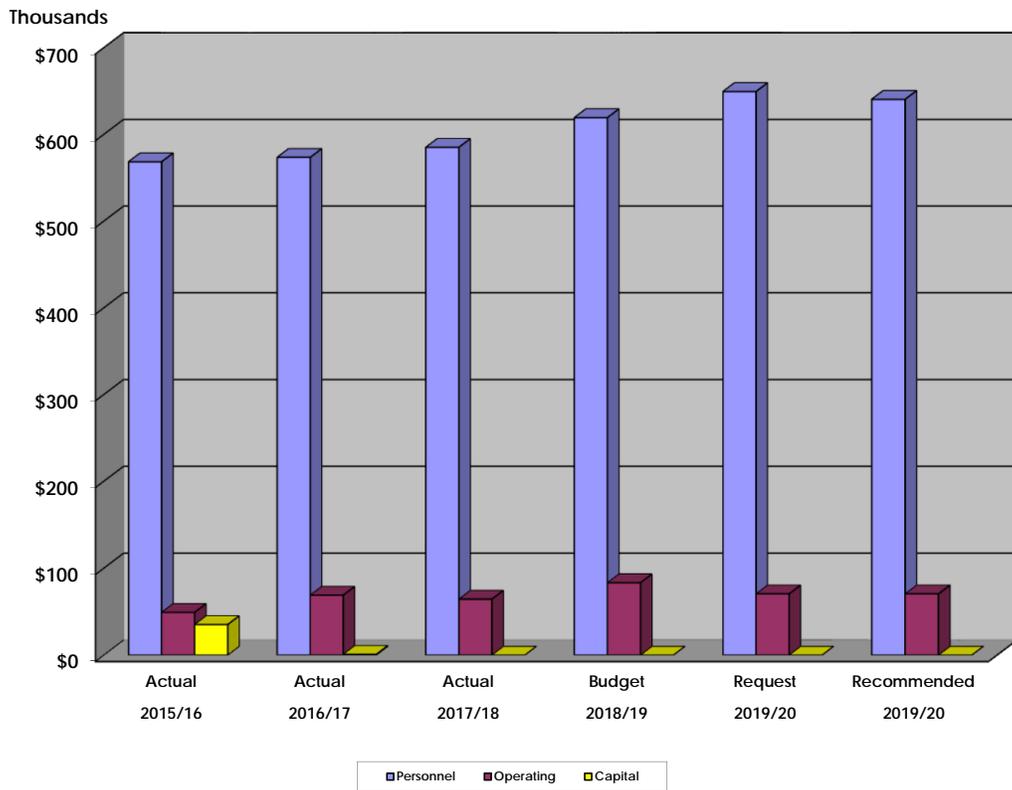
Health Education

WIC/Nutrition

Health - General

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 83,410 | \$ 134,568 | \$ 91,007 | \$ 88,536 | \$ 88,536 | \$ 88,536 |
| Sales and Services | 260 | 994 | 223 | 109 | 103 | 103 |
| General Appropriation | 569,042 | 507,767 | 558,149 | 613,896 | 631,174 | 622,195 |
| Total | \$ 652,712 | \$ 643,329 | \$ 649,379 | \$ 702,541 | \$ 719,813 | \$ 710,834 |
| Expenditures | | | | | | |
| Personnel | \$ 568,340 | \$ 573,411 | \$ 584,996 | \$ 619,277 | \$ 649,385 | \$ 640,406 |
| Operating | 49,220 | 68,967 | 64,383 | 83,264 | 70,428 | 70,428 |
| Capital | 35,152 | 951 | - | - | - | - |
| Total | \$ 652,712 | \$ 643,329 | \$ 649,379 | \$ 702,541 | \$ 719,813 | \$ 710,834 |



Health - Maternal Health

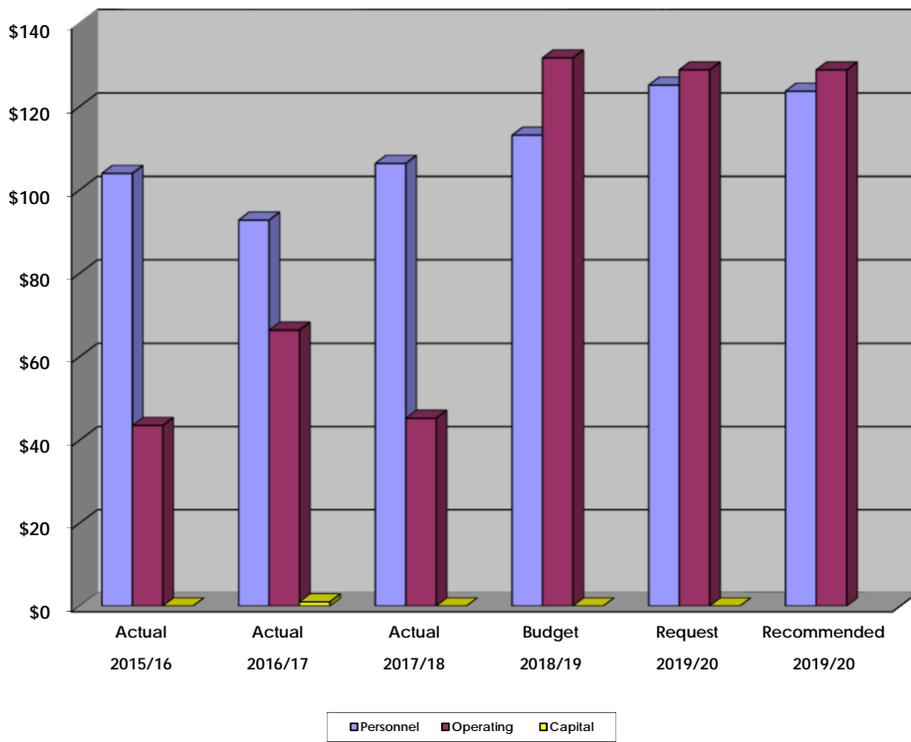
Significant Changes

Reallocation of positions.

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 28,579 | \$ 49,784 | \$ 23,976 | \$ 87,648 | \$ 92,653 | \$ 92,653 |
| Sales and Services | 76,020 | 65,795 | 23,822 | 37,690 | 42,279 | 42,279 |
| General Appropriation | 42,996 | 44,695 | 103,942 | 119,519 | 119,052 | 117,608 |
| Total | \$ 147,595 | \$ 160,274 | \$ 151,740 | \$ 244,857 | \$ 253,984 | \$ 252,540 |
| Expenditures | | | | | | |
| Personnel | \$ 104,016 | \$ 92,814 | \$ 106,413 | \$ 113,171 | \$ 125,174 | \$ 123,730 |
| Operating | 43,579 | 66,451 | 45,327 | 131,686 | 128,810 | 128,810 |
| Capital | - | 1,009 | - | - | - | - |
| Total | \$ 147,595 | \$ 160,274 | \$ 151,740 | \$ 244,857 | \$ 253,984 | \$ 252,540 |

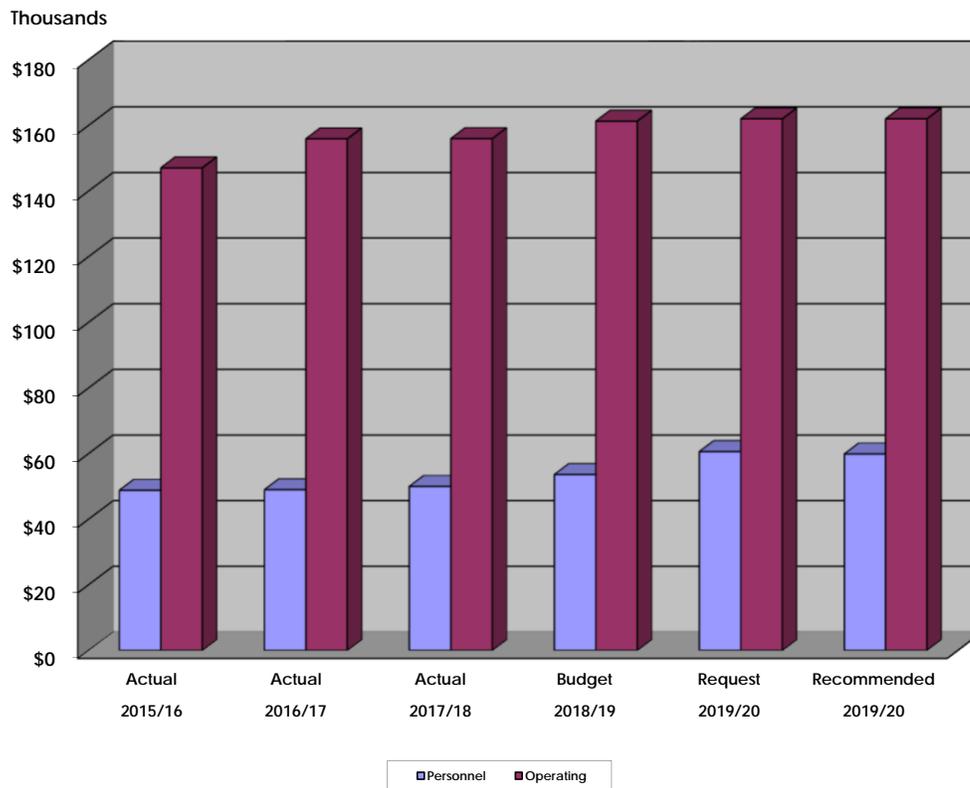
Thousands



Health - Child Health

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 125,583 | \$ 177,581 | \$ 161,587 | \$ 172,576 | \$ 177,581 | \$ 177,581 |
| Sales and Services | 25,653 | 17,595 | 5,156 | 7,660 | 8,466 | 8,466 |
| General Appropriation | 44,713 | 11,282 | 39,320 | 34,787 | 36,656 | 35,911 |
| Total | \$ 195,949 | \$ 206,458 | \$ 206,063 | \$ 215,023 | \$ 222,703 | \$ 221,958 |
| Expenditures | | | | | | |
| Personnel | \$ 48,847 | \$ 49,014 | \$ 50,042 | \$ 53,661 | \$ 60,665 | \$ 59,920 |
| Operating | 147,102 | 155,939 | 156,021 | 161,362 | 162,038 | 162,038 |
| Capital | - | 1,505 | - | - | - | - |
| Total | \$ 195,949 | \$ 206,458 | \$ 206,063 | \$ 215,023 | \$ 222,703 | \$ 221,958 |



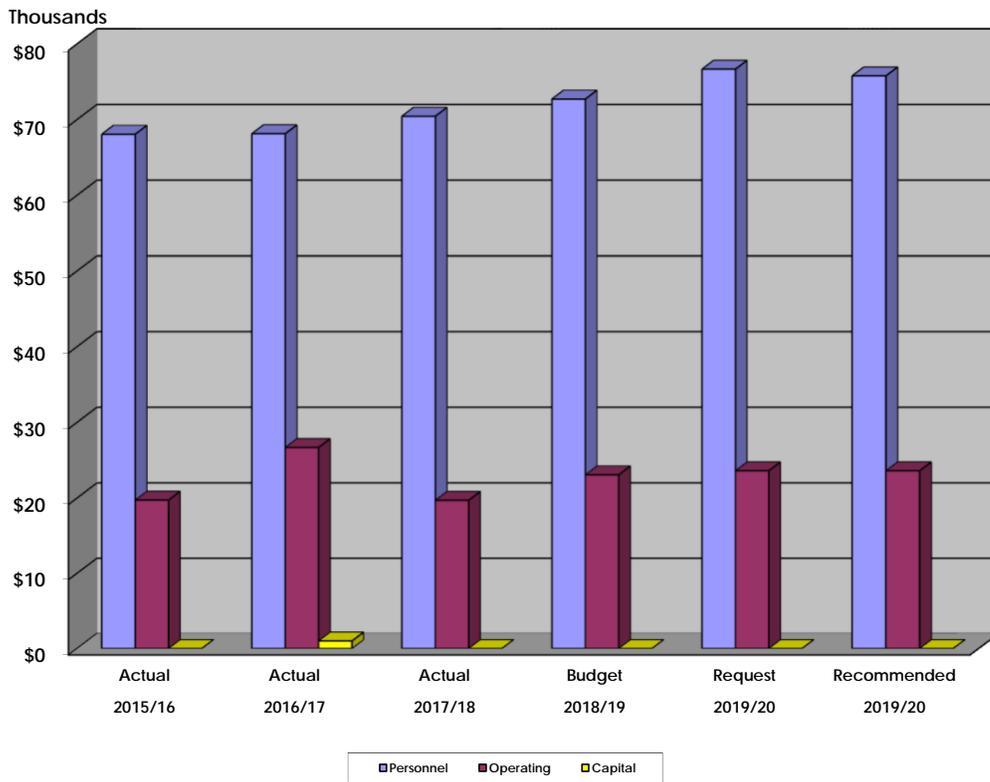
Health - Primary Care

Significant Changes

Reallocation of positions.

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ 56,962 | \$ 48,862 | \$ 45,249 | \$ 49,552 | \$ 49,354 | \$ 49,354 |
| General Appropriation | 30,848 | 46,982 | 44,918 | 46,258 | 50,930 | 50,045 |
| Total | \$ 87,810 | \$ 95,844 | \$ 90,167 | \$ 95,810 | \$ 100,284 | \$ 99,399 |
| Expenditures | | | | | | |
| Personnel | \$ 68,073 | \$ 68,142 | \$ 70,453 | \$ 72,729 | \$ 76,673 | \$ 75,788 |
| Operating | 19,737 | 26,693 | 19,714 | 23,081 | 23,611 | 23,611 |
| Capital | - | 1,009 | - | - | - | - |
| Total | \$ 87,810 | \$ 95,844 | \$ 90,167 | \$ 95,810 | \$ 100,284 | \$ 99,399 |



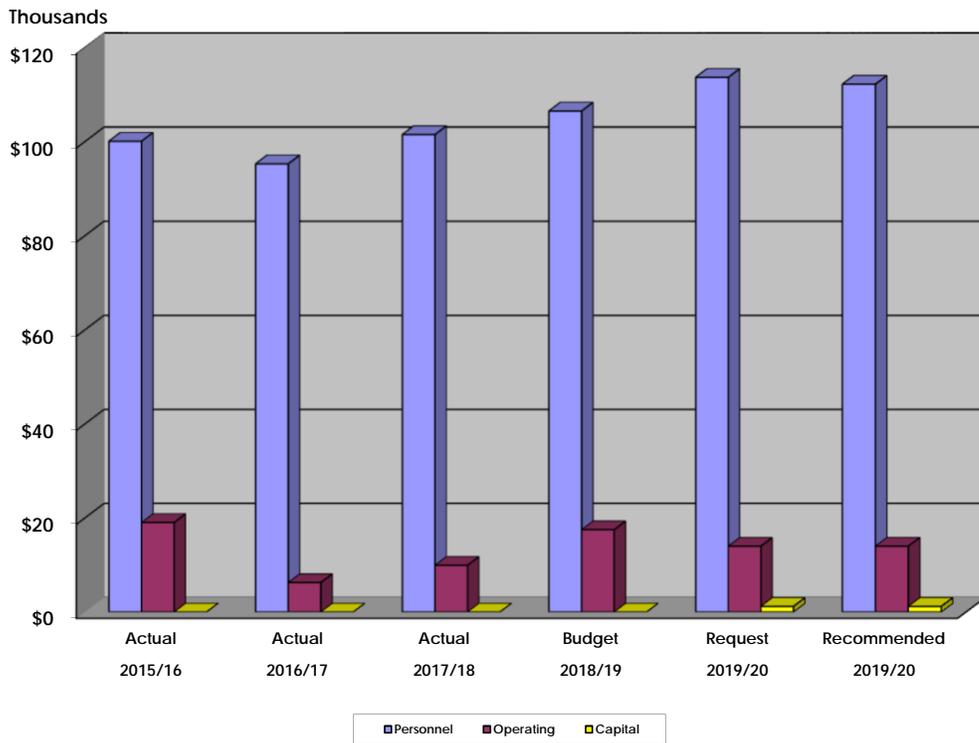
Health - Promotion

Significant Changes

Reallocation of positions.

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 39,678 | \$ 28,031 | \$ 40,984 | \$ 39,946 | \$ 39,235 | \$ 39,235 |
| General Appropriation | 79,546 | 73,577 | 70,508 | 84,156 | 89,712 | 88,267 |
| Total | \$ 119,224 | \$ 101,608 | \$ 111,492 | \$ 124,102 | \$ 128,947 | \$ 127,502 |
| Expenditures | | | | | | |
| Personnel | \$ 100,137 | \$ 95,328 | \$ 101,537 | \$ 106,556 | \$ 113,705 | \$ 112,260 |
| Operating | 19,087 | 6,280 | 9,955 | 17,546 | 14,042 | 14,042 |
| Capital | - | - | - | - | 1,200 | 1,200 |
| Total | \$ 119,224 | \$ 101,608 | \$ 111,492 | \$ 124,102 | \$ 128,947 | \$ 127,502 |



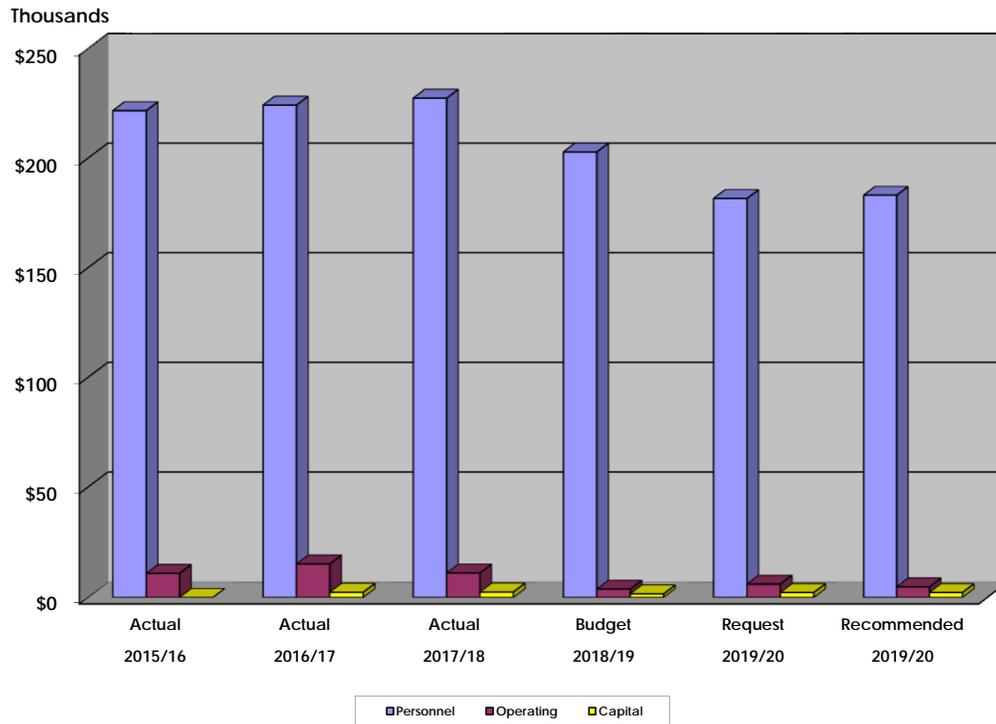
Health - WIC-CS

Significant Changes

Reallocation of positions.

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 232,578 | \$ 241,759 | \$ 240,946 | \$ 208,257 | \$ 189,902 | \$ 190,136 |
| Total | \$ 232,578 | \$ 241,759 | \$ 240,946 | \$ 208,257 | \$ 189,902 | \$ 190,136 |
| Expenditures | | | | | | |
| Personnel | \$ 221,670 | \$ 224,204 | \$ 227,385 | \$ 202,854 | \$ 181,625 | \$ 183,094 |
| Operating | 10,908 | 15,194 | 11,095 | 3,789 | 6,047 | 4,812 |
| Capital | - | 2,361 | 2,466 | 1,614 | 2,230 | 2,230 |
| Total | \$ 232,578 | \$ 241,759 | \$ 240,946 | \$ 208,257 | \$ 189,902 | \$ 190,136 |



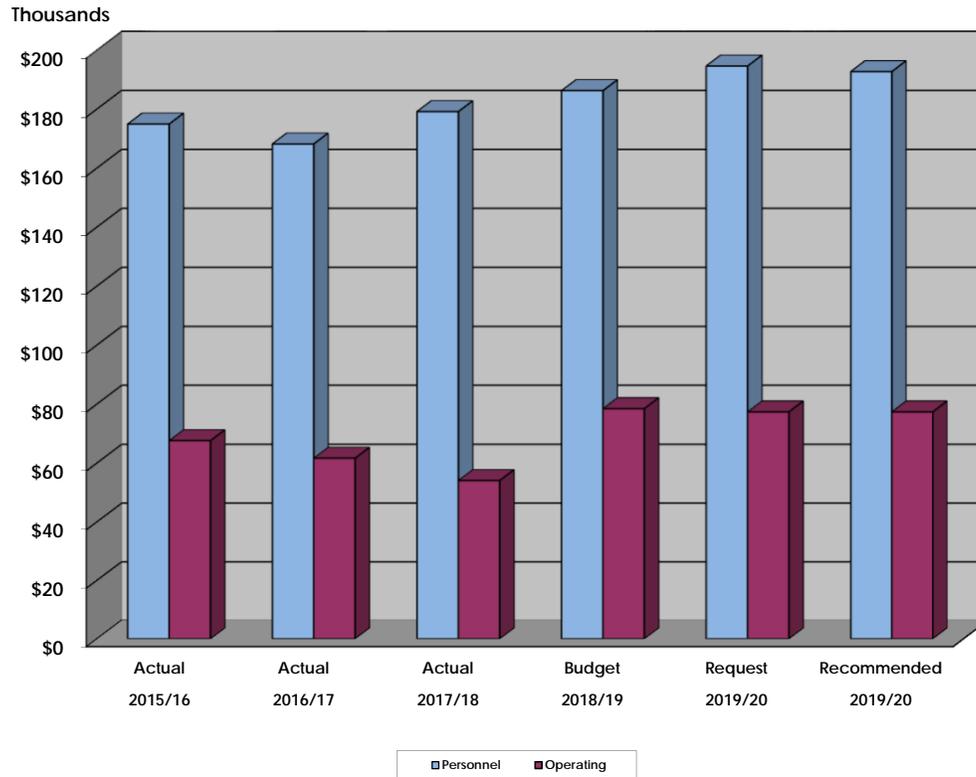
Health - Family Planning

Significant Changes

Reallocation of personnel.

Budget

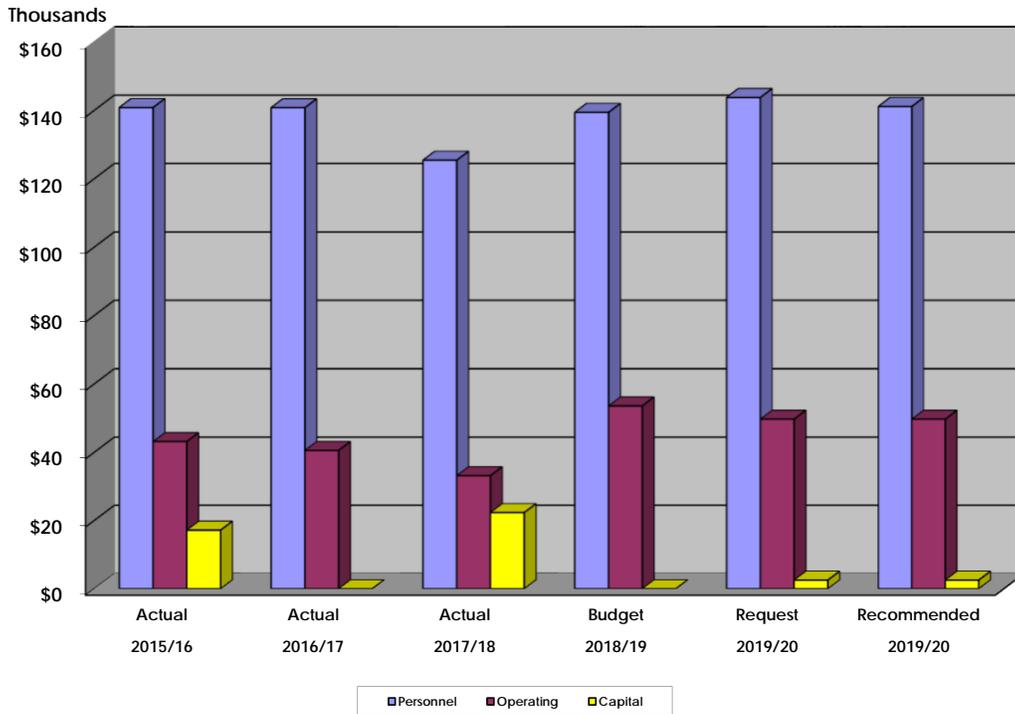
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 82,663 | \$ 79,871 | \$ 83,812 | \$ 86,272 | \$ 91,070 | \$ 91,070 |
| Sales and Services | 93,049 | 76,207 | 39,996 | 67,665 | 68,614 | 68,614 |
| General Appropriation | 66,786 | 74,734 | 109,393 | 110,759 | 112,250 | 110,350 |
| | \$ 242,498 | \$ 230,812 | \$ 233,201 | \$ 264,696 | \$ 271,934 | \$ 270,034 |
| Expenditures | | | | | | |
| Personnel | \$ 174,917 | \$ 168,172 | \$ 179,137 | \$ 186,250 | \$ 194,592 | \$ 192,692 |
| Operating | 67,581 | 61,631 | 54,064 | 78,446 | 77,342 | 77,342 |
| Capital | - | 1,009 | - | - | - | - |
| Total | \$ 242,498 | \$ 230,812 | \$ 233,201 | \$ 264,696 | \$ 271,934 | \$ 270,034 |



Health - Animal Control

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ 5,137 | \$ 4,815 | \$ 4,135 | \$ 3,549 | \$ 5,621 | \$ 5,621 |
| General Appropriation | 196,075 | 176,596 | 176,829 | 189,483 | 190,419 | 187,791 |
| Total | \$ 201,212 | \$ 181,411 | \$ 180,964 | \$ 193,032 | \$ 196,040 | \$ 193,412 |
| Expenditures | | | | | | |
| Personnel | \$ 140,859 | \$ 140,818 | \$ 125,440 | \$ 139,436 | \$ 143,792 | \$ 141,164 |
| Operating | 43,169 | 40,593 | 33,188 | 53,596 | 49,722 | 49,722 |
| Capital | 17,184 | - | 22,336 | - | 2,526 | 2,526 |
| Total | \$ 201,212 | \$ 181,411 | \$ 180,964 | \$ 193,032 | \$ 196,040 | \$ 193,412 |



Health - Environmental Health

Mission

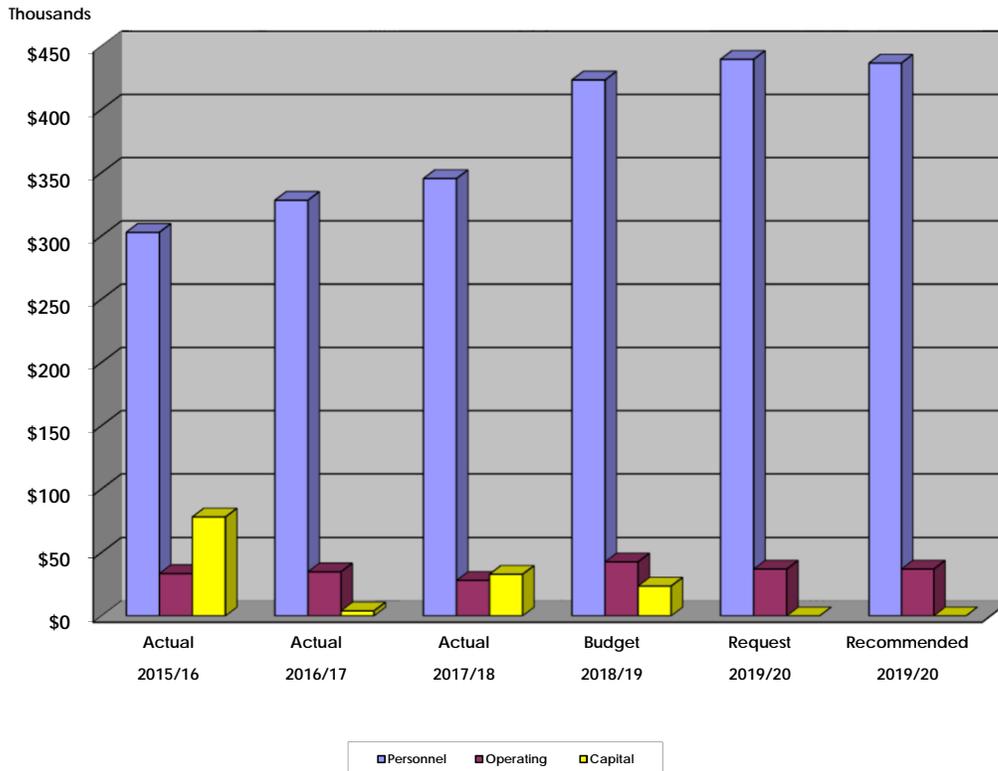
The mission of Lee County Environmental Health is to safeguard life, promote human health and protect the environment.

Significant Changes

FY 17-18 and FY 18-19 include one replacement vehicle.

Budget

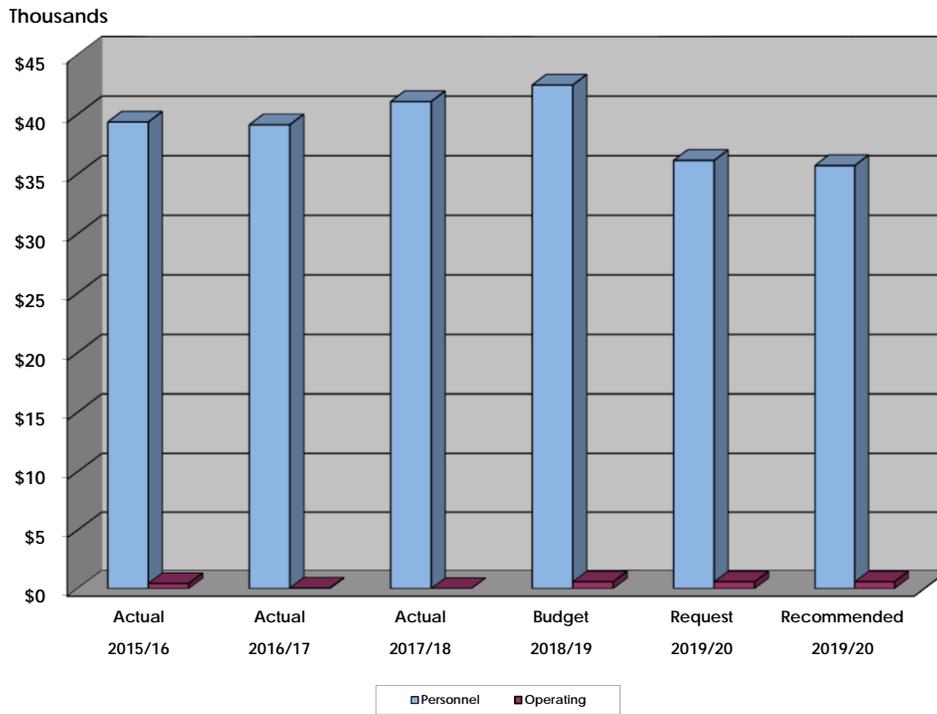
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 21,174 | \$ 21,759 | \$ 21,585 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Sales and Services | 139,129 | 148,111 | 151,027 | 147,972 | 125,321 | 125,321 |
| General Appropriation | 253,655 | 196,918 | 233,331 | 331,253 | 341,036 | 338,043 |
| Total | \$ 413,958 | \$ 366,788 | \$ 405,943 | \$ 489,225 | \$ 476,357 | \$ 473,364 |
| Expenditures | | | | | | |
| Personnel | \$ 302,768 | \$ 328,093 | \$ 345,267 | \$ 423,206 | \$ 439,515 | \$ 436,522 |
| Operating | 33,345 | 34,735 | 27,927 | 42,533 | 36,842 | 36,842 |
| Capital | 77,845 | 3,960 | 32,749 | 23,486 | - | - |
| Total | \$ 413,958 | \$ 366,788 | \$ 405,943 | \$ 489,225 | \$ 476,357 | \$ 473,364 |



Health - Aids Control

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| General Appropriation | 39,296 | 38,676 | 40,582 | 42,545 | 36,224 | 35,786 |
| Total | \$ 39,796 | \$ 39,176 | \$ 41,082 | \$ 43,045 | \$ 36,724 | \$ 36,286 |
| Expenditures | | | | | | |
| Personnel | \$ 39,363 | \$ 39,129 | \$ 41,082 | \$ 42,469 | \$ 36,148 | \$ 35,710 |
| Operating | 433 | 47 | - | 576 | 576 | 576 |
| Total | \$ 39,796 | \$ 39,176 | \$ 41,082 | \$ 43,045 | \$ 36,724 | \$ 36,286 |



Health - Bioterrorism

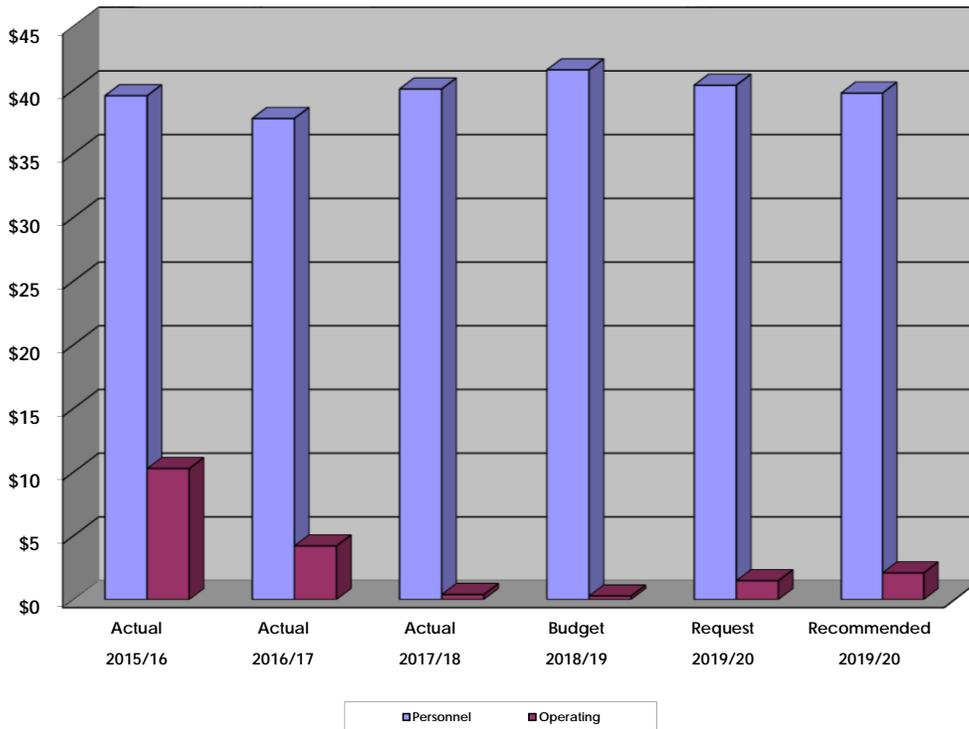
Significant Changes

Reallocation of personnel.

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 41,395 | \$ 44,609 | \$ 41,395 | \$ 41,849 | \$ 41,849 | \$ 41,849 |
| General Appropriation | 8,433 | (2,635) | (928) | - | - | - |
| Total | \$ 49,828 | \$ 41,974 | \$ 40,467 | \$ 41,849 | \$ 41,849 | \$ 41,849 |
| Expenditures | | | | | | |
| Personnel | \$ 39,550 | \$ 37,767 | \$ 40,079 | \$ 41,576 | \$ 40,374 | \$ 39,760 |
| Operating | 10,278 | 4,207 | 388 | 273 | 1,475 | 2,089 |
| Total | \$ 49,828 | \$ 41,974 | \$ 40,467 | \$ 41,849 | \$ 41,849 | \$ 41,849 |

Thousands



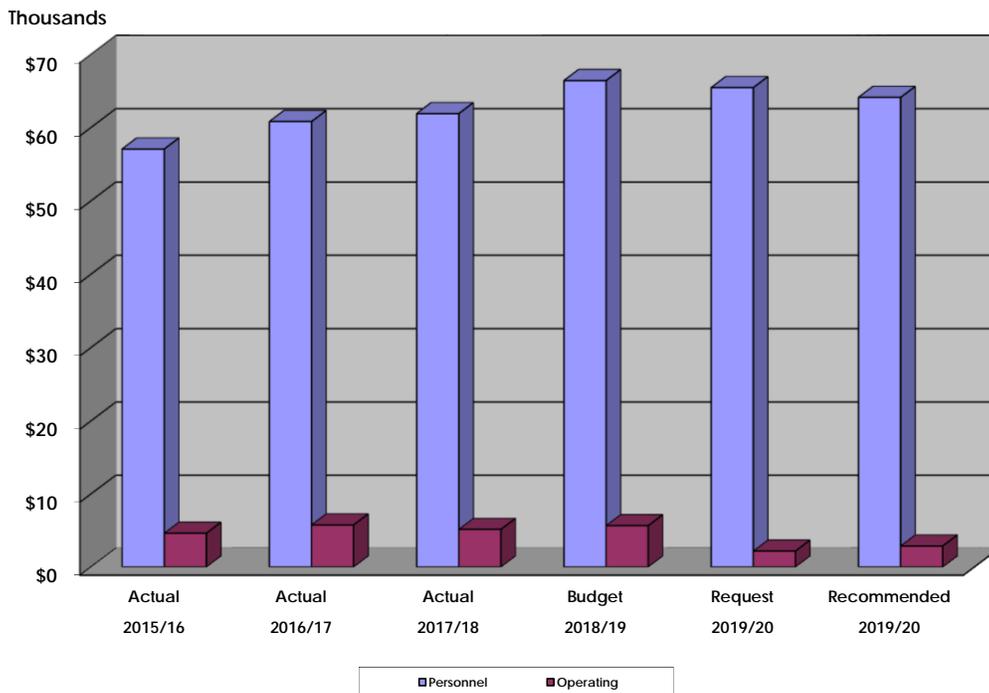
Health - WIC - BF

Significant Changes

Reallocation of personnel.

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 61,727 | \$ 66,613 | \$ 67,080 | \$ 72,902 | \$ 67,650 | \$ 67,011 |
| Total | \$ 61,727 | \$ 66,613 | \$ 67,080 | \$ 72,902 | \$ 67,650 | \$ 67,011 |
| Expenditures | | | | | | |
| Personnel | \$ 57,095 | \$ 60,837 | \$ 61,922 | \$ 66,424 | \$ 65,466 | \$ 64,127 |
| Operating | 4,632 | 5,776 | 5,158 | 5,668 | 2,184 | 2,884 |
| Total | \$ 61,727 | \$ 66,613 | \$ 67,080 | \$ 72,092 | \$ 67,650 | \$ 67,011 |



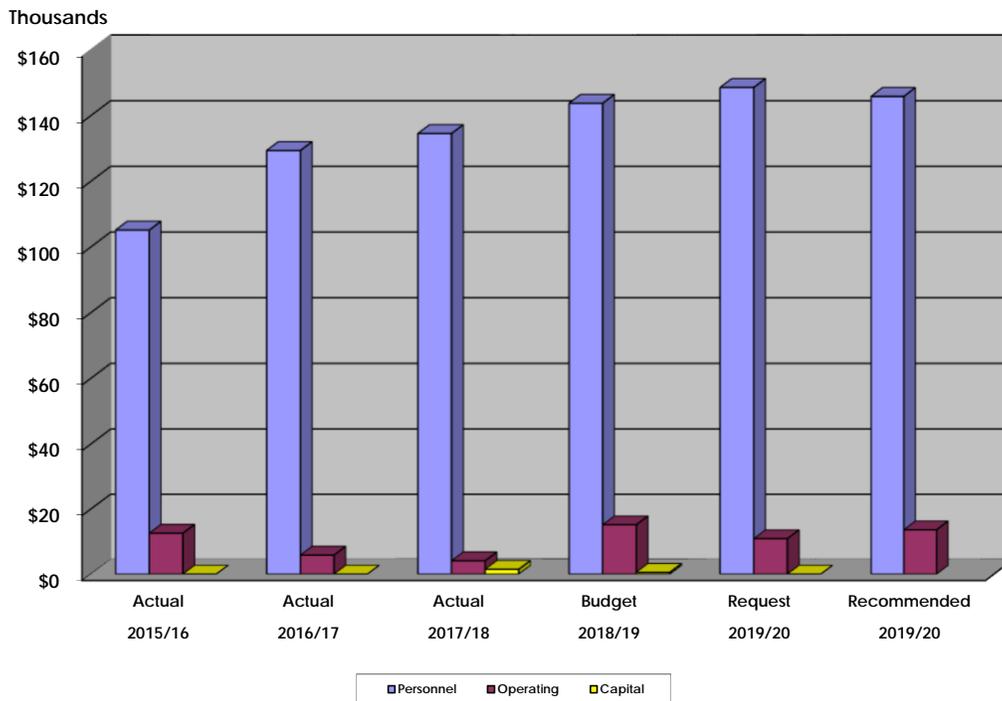
Health - Children Services Coordinator

Significant Changes

Contract positions were moved to regular County positions in FY 2015-16.

Budget

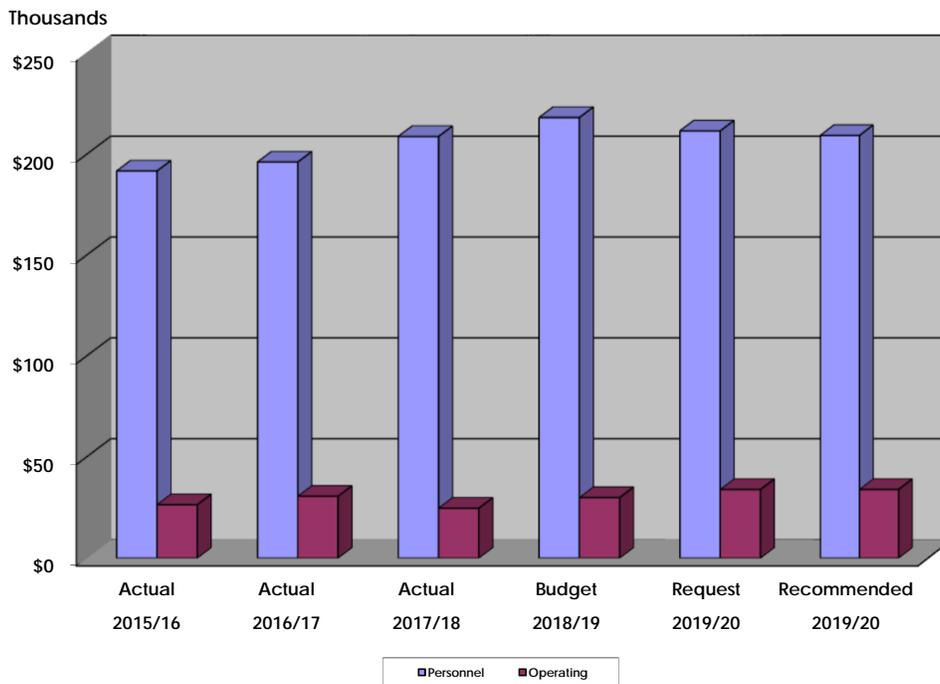
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 2,649 | \$ 2,649 | \$ 2,649 | \$ 2,649 | \$ 2,649 | \$ 2,649 |
| Sales and Services | 145,756 | 145,906 | 147,338 | 156,911 | 156,911 | 156,911 |
| General Appropriation | (30,584) | (13,256) | (9,832) | - | - | - |
| Total | \$ 117,821 | \$ 135,299 | \$ 140,155 | \$ 159,560 | \$ 159,560 | \$ 159,560 |
| Expenditures | | | | | | |
| Personnel | \$ 105,201 | \$ 129,435 | \$ 134,591 | \$ 143,800 | \$ 148,632 | \$ 145,898 |
| Operating | 12,620 | 5,864 | 4,104 | 15,202 | 10,928 | 13,662 |
| Capital | - | - | 1,460 | 558 | - | - |
| Total | \$ 117,821 | \$ 135,299 | \$ 140,155 | \$ 159,560 | \$ 159,560 | \$ 159,560 |



Health - Communicable Diseases

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 14,536 | \$ 18,479 | \$ 14,688 | \$ 15,823 | \$ 15,823 | \$ 15,823 |
| Sales and Services | 10,514 | 12,873 | 11,310 | 13,609 | 16,427 | 16,427 |
| General Appropriation | 193,042 | 196,808 | 207,493 | 218,654 | 213,220 | 210,969 |
| Total | \$ 218,092 | \$ 228,160 | \$ 233,491 | \$ 248,086 | \$ 245,470 | \$ 243,219 |
| Expenditures | | | | | | |
| Personnel | \$ 191,715 | \$ 196,136 | \$ 208,822 | \$ 218,209 | \$ 211,584 | \$ 209,333 |
| Operating | 26,377 | 30,519 | 24,669 | 29,877 | 33,886 | 33,886 |
| Capital | - | 1,505 | - | - | - | - |
| Total | \$ 218,092 | \$ 228,160 | \$ 233,491 | \$ 248,086 | \$ 245,470 | \$ 243,219 |

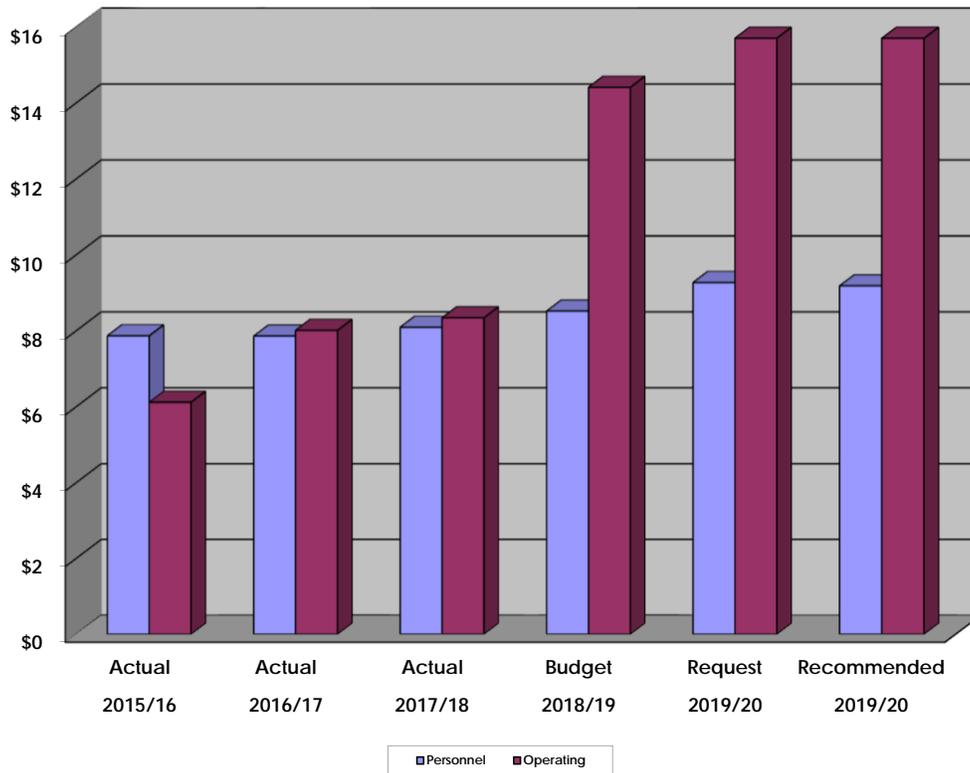


Health - BCCCP

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 17,527 | \$ 12,840 | \$ 11,915 | \$ 11,265 | \$ 10,990 | \$ 10,990 |
| General Appropriation | (3,536) | 3,036 | 4,523 | 11,668 | 13,988 | 13,900 |
| Total | \$ 13,991 | \$ 15,876 | \$ 16,438 | \$ 22,933 | \$ 24,978 | \$ 24,890 |
| Expenditures | | | | | | |
| Personnel | \$ 7,870 | \$ 7,862 | \$ 8,095 | \$ 8,520 | \$ 9,273 | \$ 9,185 |
| Operating | 6,121 | 8,014 | 8,343 | 14,413 | 15,705 | 15,705 |
| Total | \$ 13,991 | \$ 15,876 | \$ 16,438 | \$ 22,933 | \$ 24,978 | \$ 24,890 |

Thousands



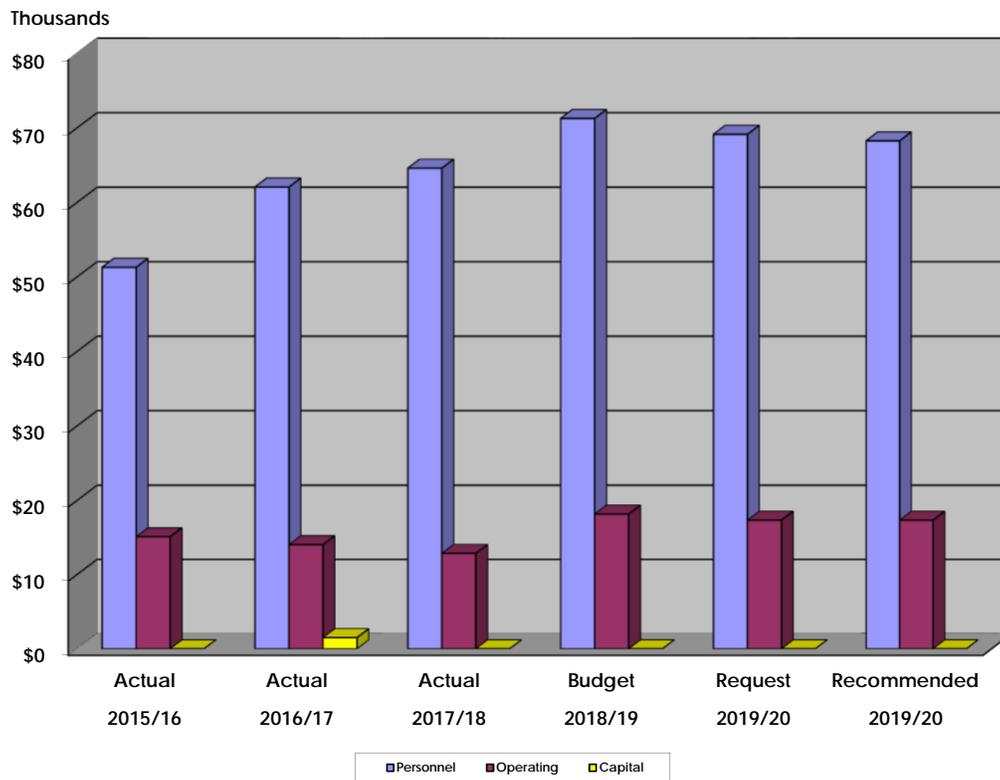
Health - Immunizations

Significant Changes

Reallocation of positions.

Budget

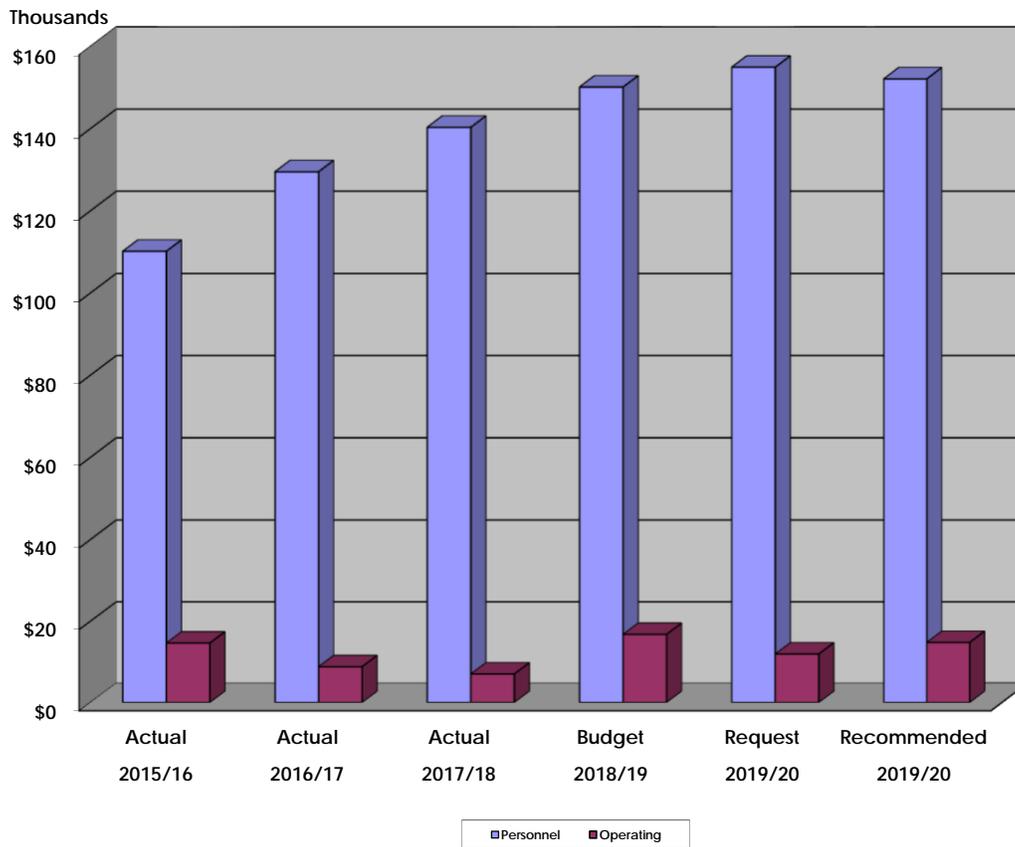
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 13,244 | \$ 17,314 | \$ 17,314 | \$ 17,413 | \$ 17,314 | \$ 17,314 |
| Sales and Services | 12,627 | 9,342 | 8,039 | 9,902 | 11,614 | 11,614 |
| General Appropriation | 40,570 | 51,001 | 52,141 | 62,172 | 57,597 | 56,721 |
| Total | \$ 66,441 | \$ 77,657 | \$ 77,494 | \$ 89,487 | \$ 86,525 | \$ 85,649 |
| Expenditures | | | | | | |
| Personnel | \$ 51,314 | \$ 62,090 | \$ 64,612 | \$ 71,293 | \$ 69,162 | \$ 68,286 |
| Operating | 15,127 | 14,062 | 12,882 | 18,194 | 17,363 | 17,363 |
| Capital | - | 1,505 | - | - | - | - |
| Total | \$ 66,441 | \$ 77,657 | \$ 77,494 | \$ 89,487 | \$ 86,525 | \$ 85,649 |



Health - Pregnancy Care Case Management

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ 149,306 | \$ 151,359 | \$ 155,010 | \$ 166,936 | \$ 166,936 | \$ 166,936 |
| General Appropriation | (24,488) | (13,008) | (7,619) | - | - | - |
| Total | \$ 124,818 | \$ 138,351 | \$ 147,391 | \$ 166,936 | \$ 166,936 | \$ 166,936 |
| Expenditures | | | | | | |
| Personnel | \$ 110,173 | \$ 129,531 | \$ 140,356 | \$ 150,151 | \$ 154,983 | \$ 152,137 |
| Operating | 14,645 | 8,820 | 7,035 | 16,785 | 11,953 | 14,799 |
| Total | \$ 124,818 | \$ 138,351 | \$ 147,391 | \$ 166,936 | \$ 166,936 | \$ 166,936 |

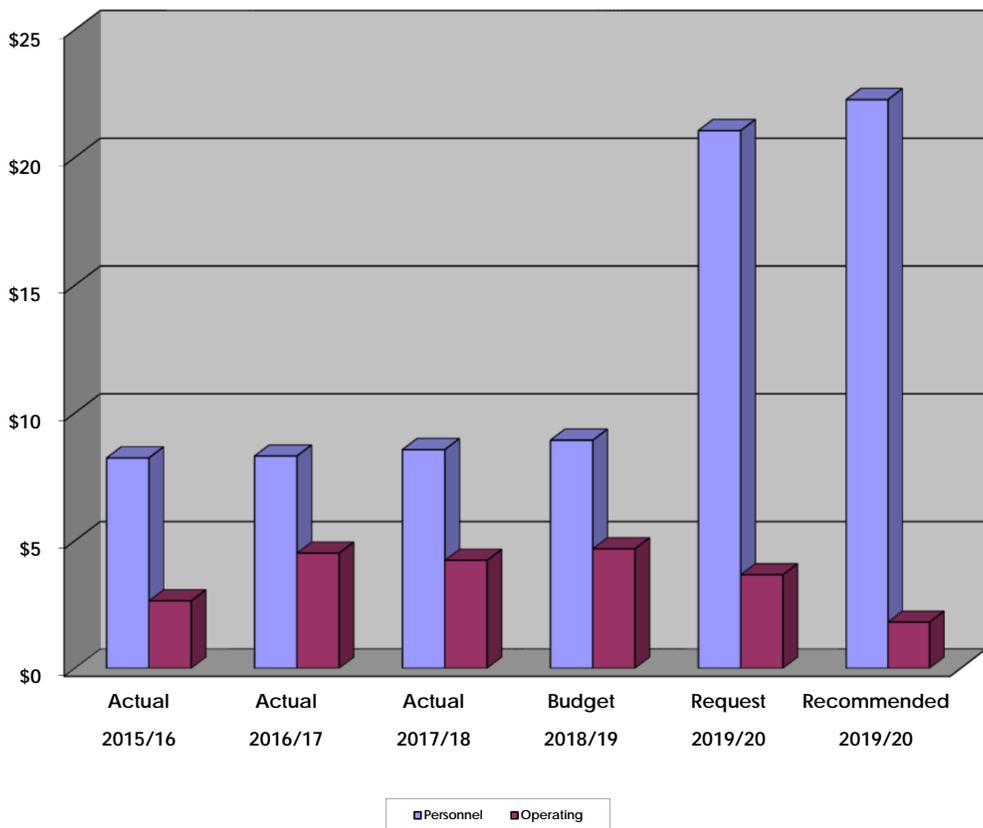


Health - WIC - GA

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 10,875 | \$ 13,824 | \$ 12,790 | \$ 13,612 | \$ 24,712 | \$ 24,065 |
| Total | \$ 10,875 | \$ 13,824 | \$ 12,790 | \$ 13,612 | \$ 24,712 | \$ 24,065 |
| Expenditures | | | | | | |
| Personnel | \$ 8,236 | \$ 8,309 | \$ 8,563 | \$ 8,930 | \$ 21,050 | \$ 22,259 |
| Operating | 2,639 | 4,510 | 4,227 | 4,682 | 3,662 | 1,806 |
| Capital | | 1,005 | - | - | - | - |
| Total | \$ 10,875 | \$ 13,824 | \$ 12,790 | \$ 13,612 | \$ 24,712 | \$ 24,065 |

Thousands



Health - WIC - NE

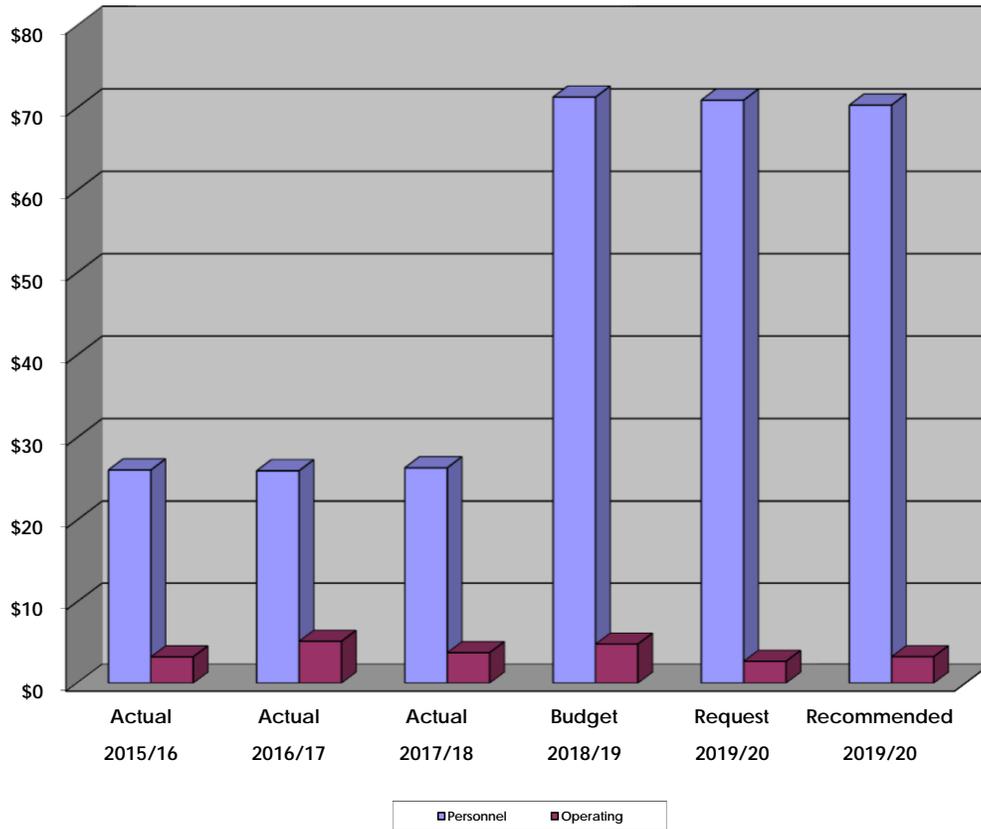
Significant Changes

Reallocation of positions.

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 29,329 | \$ 31,159 | \$ 30,116 | \$ 76,111 | \$ 73,637 | \$ 73,604 |
| Total | \$ 29,329 | \$ 31,159 | \$ 30,116 | \$ 76,111 | \$ 73,637 | \$ 73,604 |
| Expenditures | | | | | | |
| Personnel | \$ 26,093 | \$ 25,999 | \$ 26,362 | \$ 71,307 | \$ 70,945 | \$ 70,350 |
| Operating | 3,236 | 5,160 | 3,754 | 4,804 | 2,692 | 3,254 |
| Total | \$ 29,329 | \$ 31,159 | \$ 30,116 | \$ 76,111 | \$ 73,637 | \$ 73,604 |

Thousands

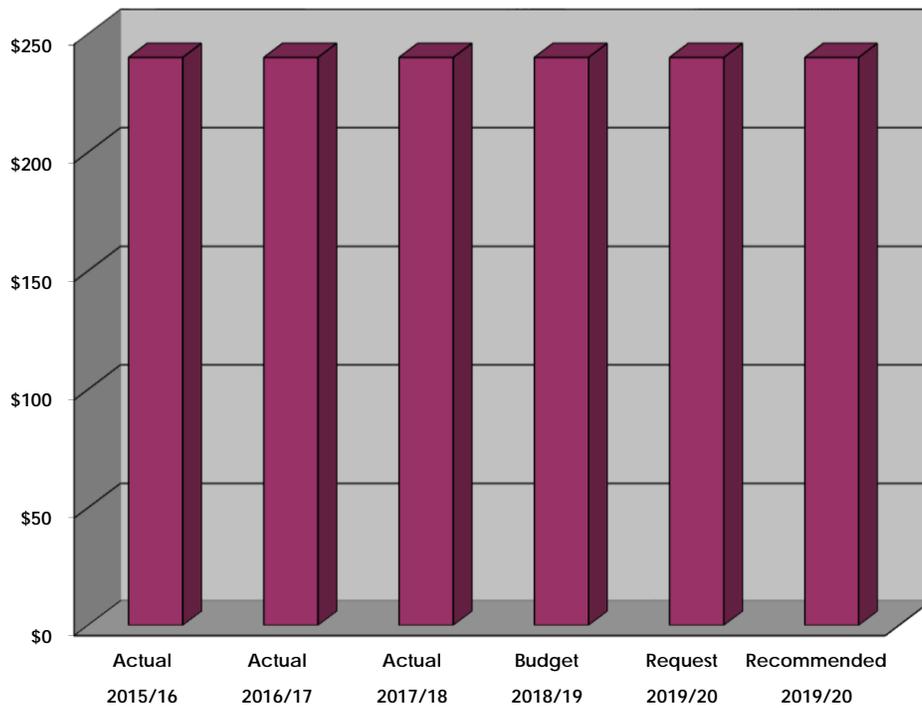


Mental Health

Budget

| | | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|----------------------------|-----------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | | |
| Intergovernmental Revenues | \$ | 17,369 | \$ 18,275 | \$ 19,158 | \$ 19,000 | \$ 20,000 | \$ 20,000 |
| General Appropriation | | 222,631 | 221,725 | 220,842 | 221,000 | 220,000 | 220,000 |
| Total | \$ | 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 |
| Expenditures | | | | | | | |
| Operating | \$ | 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 |
| Total | \$ | 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 |

Thousands



■ Operating

Social Services

Mission

The mission of the Lee County Department of Social Services is to improve the quality of life for Lee County citizens by promoting health and well-being, fostering self-sufficiency, and protecting vulnerable populations.

Significant Changes

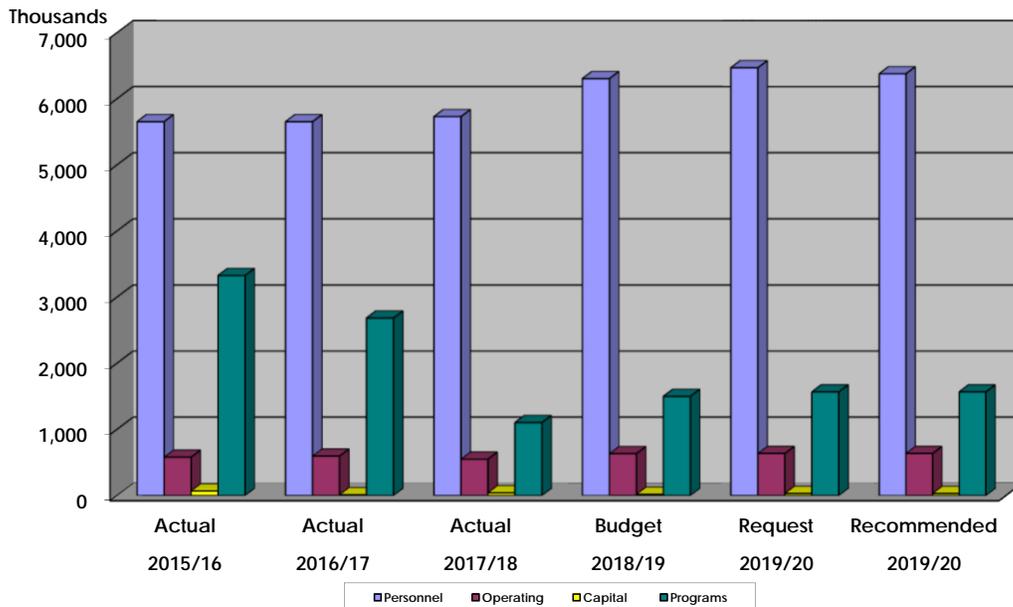
An Income Maintenance Supervisor II and a Social Worker IA&T are requested and recommended in FY 2018-19.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 95 | 100.5 | 102.5 | 104.5 | 104.5 | 104.5 |

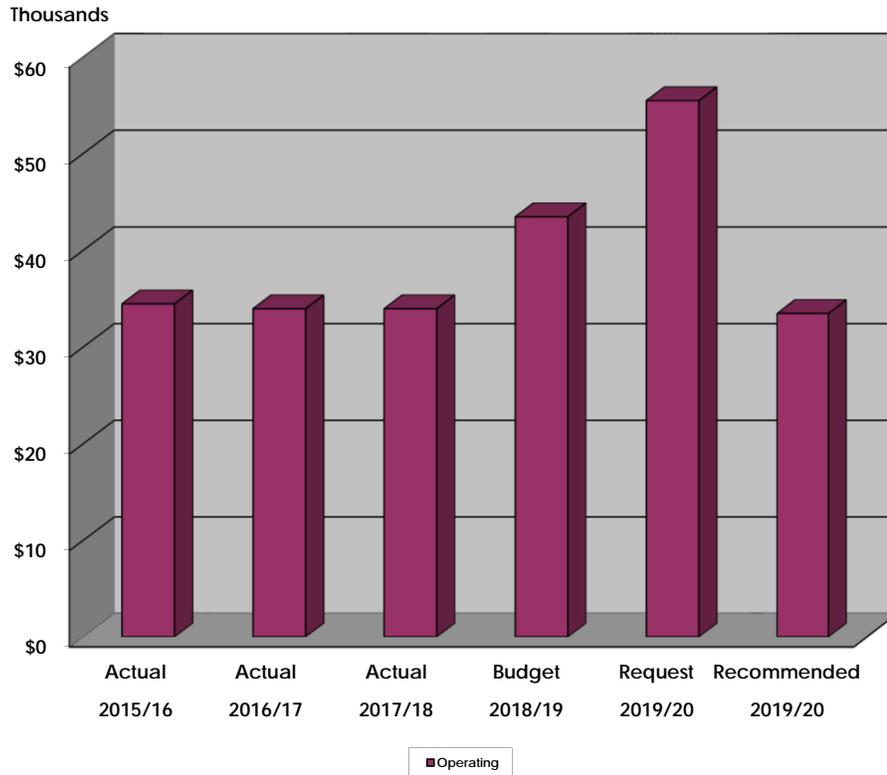
Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|
| Revenue | | | | | | |
| Federal and state grants | \$ 7,145,960 | \$ 6,237,764 | \$ 5,326,925 | \$ 5,392,314 | \$ 5,606,218 | \$ 5,568,681 |
| Other sales and services | 44,832 | 52,234 | 75,594 | 79,417 | 78,776 | 78,776 |
| Miscellaneous | 7,328 | 44,935 | 6,624 | 9,650 | 9,100 | 9,100 |
| General Appropriation | 2,429,212 | 2,608,547 | 2,013,838 | 2,972,181 | 3,006,246 | 2,952,679 |
| Total | \$ 9,627,332 | \$ 8,943,480 | \$ 7,422,981 | \$ 8,453,562 | \$ 8,700,340 | \$ 8,609,236 |
| Expenditures | | | | | | |
| Personnel | \$ 5,654,161 | \$ 5,653,161 | \$ 5,730,023 | \$ 6,305,488 | \$ 6,469,788 | \$ 6,378,684 |
| Operating | 578,559 | 594,991 | 548,590 | 632,249 | 634,582 | 634,582 |
| Capital | 67,683 | 10,981 | 40,744 | 16,300 | 29,400 | 29,400 |
| Programs | 3,326,929 | 2,684,347 | 1,103,624 | 1,499,525 | 1,566,570 | 1,566,570 |
| Total | \$ 9,627,332 | \$ 8,943,480 | \$ 7,422,981 | \$ 8,453,562 | \$ 8,700,340 | \$ 8,609,236 |



Human Services - Nonprofit Agencies

| Budget | | | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
| Revenue | | | | | | |
| General Appropriation | \$ 34,500 | \$ 34,000 | \$ 34,000 | \$ 43,500 | \$ 55,500 | \$ 33,500 |
| Total | \$ 34,500 | \$ 34,000 | \$ 34,000 | \$ 43,500 | \$ 55,500 | \$ 33,500 |
| Expenditures | | | | | | |
| Lee County Industries | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Johnston-Lee-Harnett | | | | | | |
| Community Action | 3,000 | 3,000 | 3,000 | 3,000 | 5,000 | 3,000 |
| HAVEN | 11,500 | 12,000 | 12,000 | 12,000 | 20,000 | 12,000 |
| Boys & Girls Club of Lee County | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| The Salvation Army | - | 1,000 | 1,000 | 1,000 | 10,000 | 1,000 |
| Family Promise | 2,500 | 2,000 | 2,000 | 2,000 | 5,000 | 2,000 |
| Maggie's Outreach | 2,500 | - | - | - | - | - |
| Another Choice for Black | | | | | | |
| Children | - | 500 | 500 | 500 | 500 | 500 |
| Job Express | - | 500 | 500 | - | - | - |
| Veterans Council | - | - | - | 10,000 | - | - |
| Total | \$ 34,500 | \$ 34,000 | \$ 34,000 | \$ 43,500 | \$ 55,500 | \$ 33,500 |



COLTS

Mission

The mission of the County of Lee Transit System is to provide a timely, safe, efficient means of mobility to citizens.

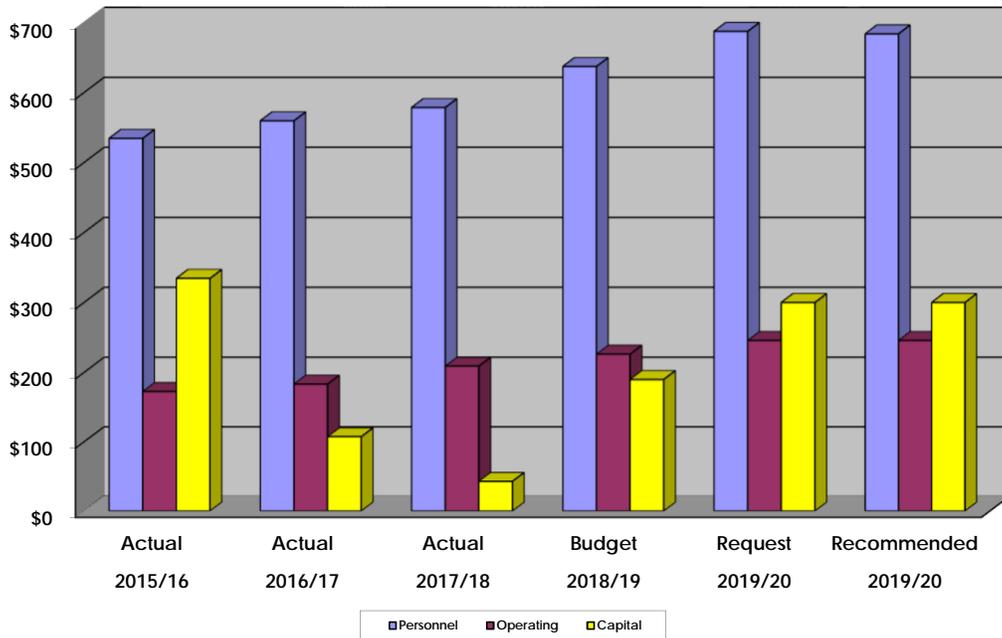
Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 3 | 3 | 3 | 3 | 4 | 4 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|---------------------|-------------------|-------------------|---------------------|---------------------|------------------------|
| Revenue | | | | | | |
| Federal and state grants | \$ 600,522 | \$ 413,480 | \$ 320,944 | \$ 508,888 | \$ 628,560 | \$ 628,560 |
| Other sales and services | 353,158 | 384,526 | 415,030 | 495,847 | 541,881 | 541,881 |
| Miscellaneous | 39,009 | - | 9,202 | - | - | - |
| General Appropriation | 49,036 | 52,510 | 85,312 | 48,608 | 62,687 | 59,183 |
| Total | \$ 1,041,725 | \$ 850,516 | \$ 830,488 | \$ 1,053,343 | \$ 1,233,128 | \$ 1,229,624 |
| Expenditures | | | | | | |
| Personnel | \$ 534,536 | \$ 559,678 | \$ 578,632 | \$ 637,263 | \$ 687,396 | \$ 683,892 |
| Operating | 172,766 | 183,453 | 209,004 | 226,080 | 245,732 | 245,732 |
| Capital | 334,423 | 107,385 | 42,852 | 190,000 | 300,000 | 300,000 |
| Total | \$ 1,041,725 | \$ 850,516 | \$ 830,488 | \$ 1,053,343 | \$ 1,233,128 | \$ 1,229,624 |

Thousands



Senior Services

Mission

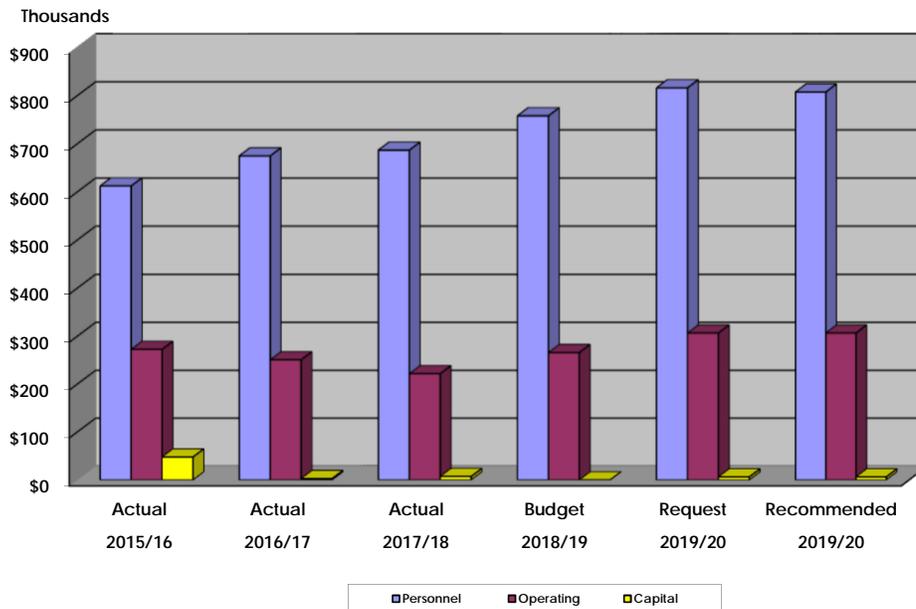
The mission of Lee County Senior Services is to provide a comprehensive assessment of the needs and opportunities associated with older adults and to fashion an achievable vision of successful aging in Lee County. Lee County Senior Services' mission statement is facilitated by the Enrichment Center, a building which serves as a focal point in the community where older adults meet to participate in activities and enhance their involvement in the community. The Center was developed for the purpose of providing an activity center for older adults who can function independently. It is a visible reminder in Lee County of the value and contributions of our older citizens.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 9 | 9 | 9 | 9 | 9 | 9 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|------------------------|
| Revenue | | | | | | |
| Federal and state grants | \$ 447,061 | \$ 463,331 | \$ 452,718 | \$ 435,942 | \$ 499,070 | \$ 499,070 |
| Other sales and services | 43,214 | 47,581 | 48,210 | 51,900 | 50,900 | 50,900 |
| Miscellaneous | 1,524 | 712 | 802 | - | - | - |
| General Appropriation | 441,493 | 417,359 | 414,545 | 536,745 | 579,765 | 571,005 |
| Total | \$ 933,292 | \$ 928,983 | \$ 916,275 | \$ 1,024,587 | \$ 1,129,735 | \$ 1,120,975 |
| Expenditures | | | | | | |
| Personnel | \$ 612,530 | \$ 675,020 | \$ 687,002 | \$ 758,327 | \$ 816,436 | \$ 807,676 |
| Operating | 272,869 | 251,064 | 222,022 | 266,260 | 306,959 | 306,959 |
| Capital | 47,893 | 2,899 | 7,251 | - | 6,340 | 6,340 |
| Total | \$ 933,292 | \$ 928,983 | \$ 916,275 | \$ 1,024,587 | \$ 1,129,735 | \$ 1,120,975 |



Pretrial Release

Significant Changes

The Pretrial Release program is included in the County Attorney budget for FY 18-19.

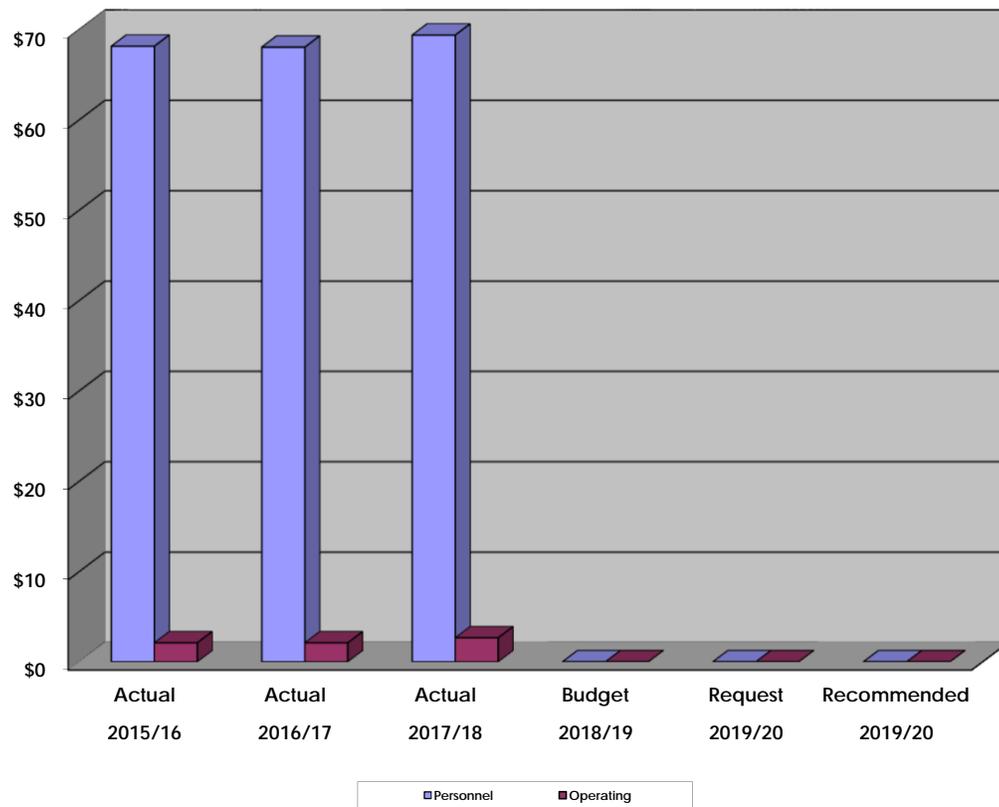
Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 1 | 1 | 1 | 1 | 0 | 0 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 70,256 | \$ 70,144 | \$ 72,032 | \$ - | \$ - | \$ - |
| Total | \$ 70,256 | \$ 70,144 | \$ 72,032 | \$ - | \$ - | \$ - |
| Expenditures | | | | | | |
| Personnel | \$ 68,146 | \$ 68,041 | \$ 69,374 | \$ - | \$ - | \$ - |
| Operating | 2,110 | 2,103 | 2,658 | - | - | - |
| Total | \$ 70,256 | \$ 70,144 | \$ 72,032 | \$ - | \$ - | \$ - |

Thousands

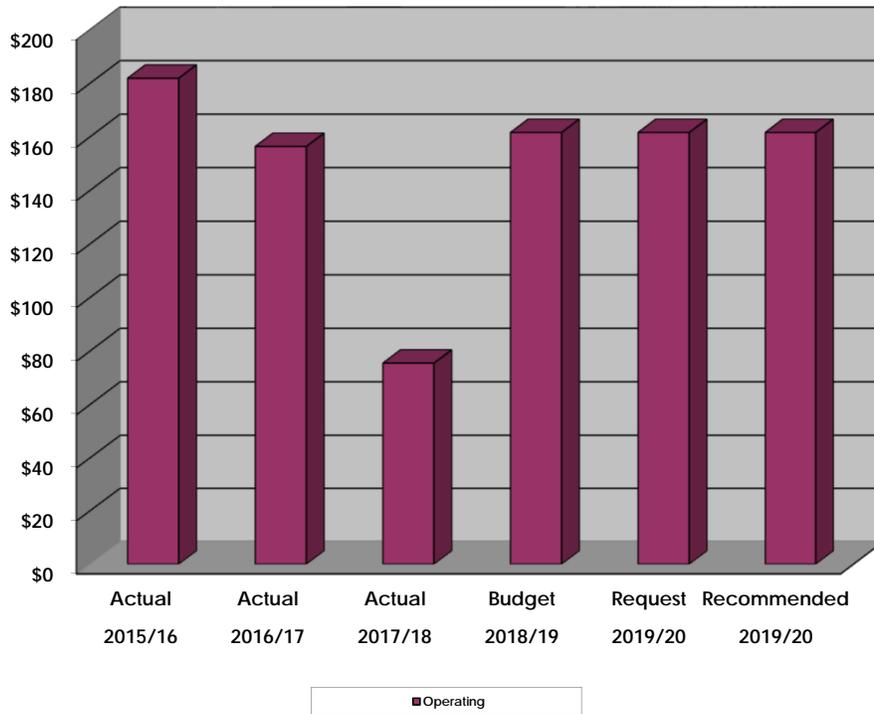


Juvenile Crime Prevention Council

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 185,636 | \$ 154,249 | \$ 84,882 | \$ 161,771 | \$ 161,771 | \$ 161,771 |
| General Appropriation | (3,597) | 2,302 | (9,264) | - | - | - |
| Total | \$ 182,039 | \$ 156,551 | \$ 75,618 | \$ 161,771 | \$ 161,771 | \$ 161,771 |
| Expenditures | | | | | | |
| Operating | \$ 182,039 | \$ 156,551 | \$ 75,618 | \$ 161,771 | \$ 161,771 | \$ 161,771 |
| Total | \$ 182,039 | \$ 156,551 | \$ 75,618 | \$ 161,771 | \$ 161,771 | \$ 161,771 |

Thousands

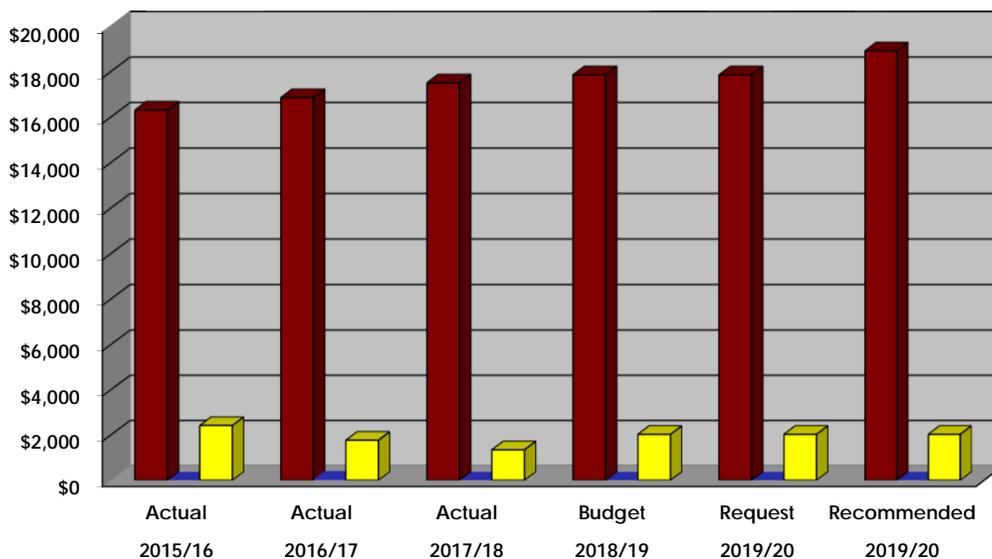


Lee County Schools

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Revenue | | | | | | |
| Intergovernmental Revenues | \$ 642,674 | \$ 862,670 | \$ - | \$ 685,000 | \$ 685,000 | \$ 685,000 |
| General Appropriation | 18,088,837 | 17,812,671 | 18,859,784 | 19,209,784 | 19,209,784 | 20,259,784 |
| Total | \$ 18,088,837 | \$ 18,675,341 | \$ 18,859,784 | \$ 19,894,784 | \$ 19,894,784 | \$ 20,944,784 |
| Expenditures | | | | | | |
| Current Expense | \$ 16,312,278 | \$ 16,862,278 | \$ 17,512,278 | \$ 17,862,278 | \$ 17,862,278 | \$ 18,912,278 |
| Current Expense-Special | - | 42,000 | - | - | - | - |
| Capital | 2,419,233 | 1,771,063 | 1,347,506 | 2,032,506 | 2,032,506 | 2,032,506 |
| Total | \$ 18,731,511 | \$ 18,675,341 | \$ 18,859,784 | \$ 19,894,784 | \$ 19,894,784 | \$ 20,944,784 |

Thousands

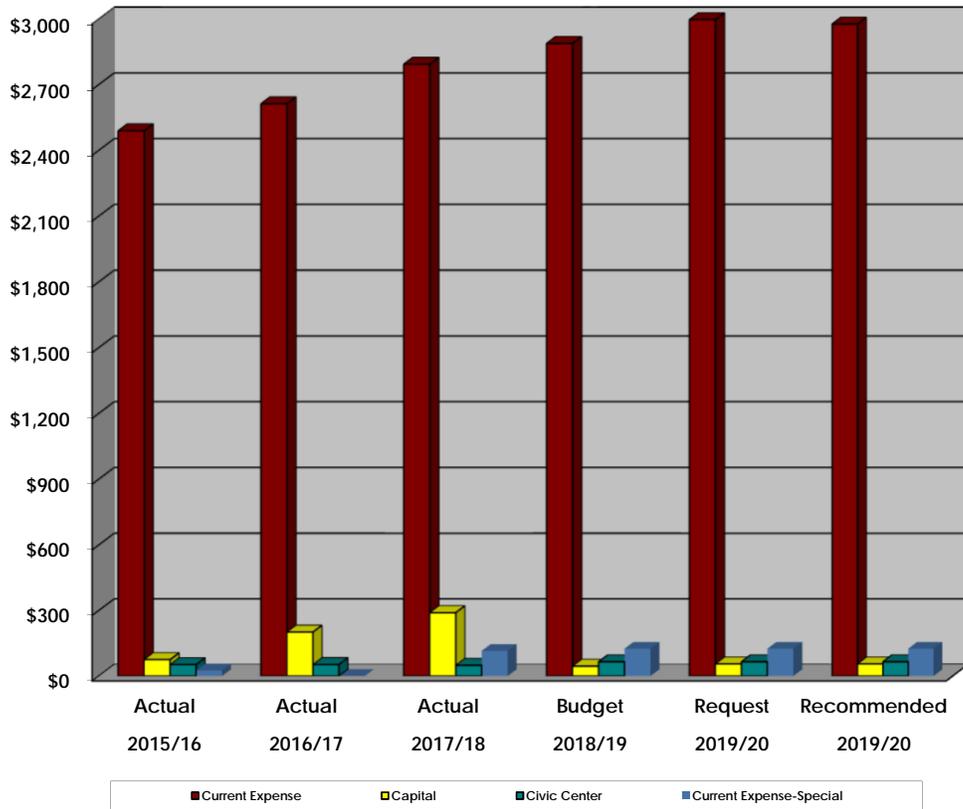


CCCC

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 2,616,048 | \$ 2,865,500 | \$ 3,246,860 | \$ 3,122,655 | \$ 3,240,961 | \$ 3,220,961 |
| Total | \$ 2,616,048 | \$ 2,865,500 | \$ 3,246,860 | \$ 3,122,655 | \$ 3,240,961 | \$ 3,220,961 |
| Expenditures | | | | | | |
| Current Expense | \$ 2,489,000 | \$ 2,612,250 | \$ 2,792,860 | \$ 2,887,725 | \$ 2,996,031 | \$ 2,976,031 |
| Current Expense-Special | 25,000 | - | 115,000 | 125,000 | 125,000 | 125,000 |
| Capital | 75,000 | 201,000 | 290,000 | 45,000 | 55,000 | 55,000 |
| Civic Center | 52,048 | 52,250 | 49,000 | 64,930 | 64,930 | 64,930 |
| Total | \$ 2,616,048 | \$ 2,865,500 | \$ 3,246,860 | \$ 3,122,655 | \$ 3,240,961 | \$ 3,220,961 |

Thousands



Library

Mission

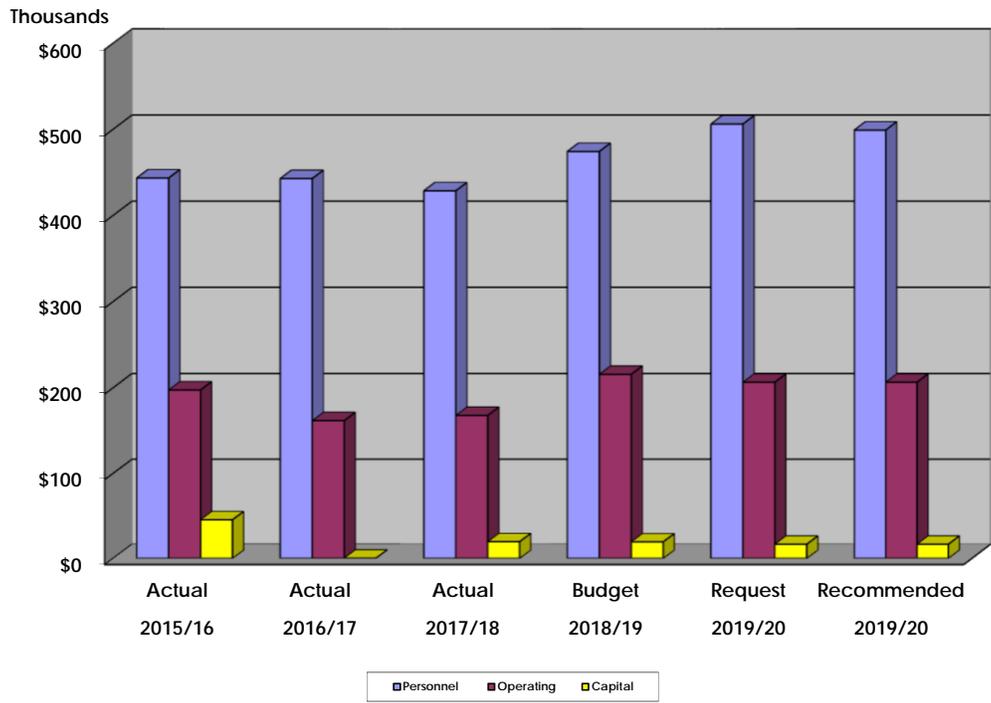
The mission of the Lee County Library is to provide materials, services, and programs to support the educational, informational, cultural, and recreational interest of its patrons.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 8 | 8 | 8 | 8 | 8 | 8 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Federal and State Grants | \$ 150,677 | \$ 110,935 | \$ 114,800 | \$ 111,599 | \$ 111,599 | \$ 111,599 |
| Sales and Services | 22,033 | 20,279 | 17,694 | 16,660 | 17,000 | 17,000 |
| Miscellaneous | 5,296 | 826 | 379 | 1,200 | 1,200 | 1,200 |
| General Appropriation | 508,681 | 473,059 | 483,532 | 580,230 | 599,753 | 592,745 |
| Total | \$ 686,687 | \$ 605,099 | \$ 616,405 | \$ 709,689 | \$ 729,552 | \$ 722,544 |
| Expenditures | | | | | | |
| Personnel | \$ 443,574 | \$ 442,951 | \$ 428,740 | \$ 474,461 | \$ 506,246 | \$ 499,238 |
| Operating | 197,592 | 161,869 | 168,014 | 215,757 | 206,593 | 206,593 |
| Capital | 45,521 | 279 | 19,651 | 19,471 | 16,713 | 16,713 |
| Total | \$ 686,687 | \$ 605,099 | \$ 616,405 | \$ 709,689 | \$ 729,552 | \$ 722,544 |



Parks and Recreation

Mission

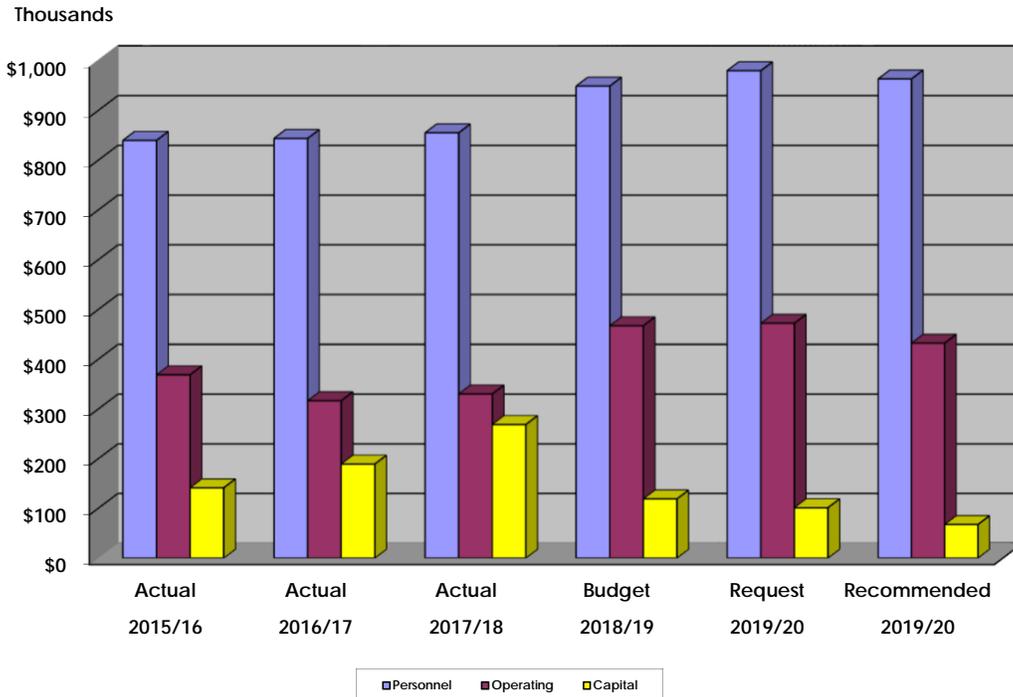
The mission of Lee County Parks and Recreation is to enhance the quality of life in Lee County by providing a broad variety of accessible leisure, recreation, cultural activities and services.

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Regular Full Time Equivalents | 10 | 10 | 10 | 10 | 10 | 10 |

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|
| Revenue | | | | | | |
| Sales and Services | \$ 365,886 | \$ 351,492 | \$ 352,881 | \$ 409,000 | \$ 382,000 | \$ 382,000 |
| Miscellaneous | 1,561 | 4,615 | 15 | - | - | - |
| General Appropriation | 984,360 | 995,285 | 1,103,069 | 1,127,793 | 1,173,157 | 1,082,539 |
| Total | \$ 1,351,807 | \$ 1,351,392 | \$ 1,455,965 | \$ 1,536,793 | \$ 1,555,157 | \$ 1,464,539 |
| Expenditures | | | | | | |
| Personnel | \$ 840,493 | \$ 844,349 | \$ 855,600 | \$ 949,497 | \$ 980,500 | \$ 963,882 |
| Operating | 369,429 | 317,248 | 330,907 | 467,896 | 472,925 | 432,925 |
| Capital | 141,885 | 189,795 | 269,458 | 119,400 | 101,732 | 67,732 |
| Total | \$ 1,351,807 | \$ 1,351,392 | \$ 1,455,965 | \$ 1,536,793 | \$ 1,555,157 | \$ 1,464,539 |

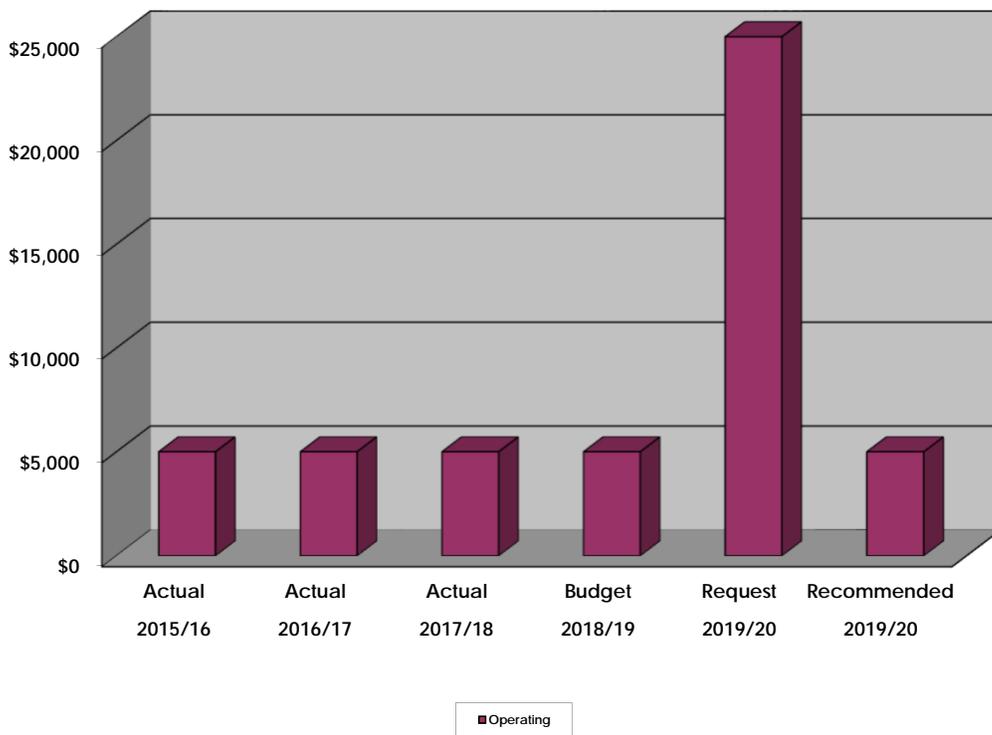


Temple Theater

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ - | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 25,000 | \$ 5,000 |
| Total | \$ - | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 25,000 | \$ 5,000 |
| Expenditures | | | | | | |
| Operating | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 25,000 | \$ 5,000 |
| Total | \$ - | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 25,000 | \$ 5,000 |

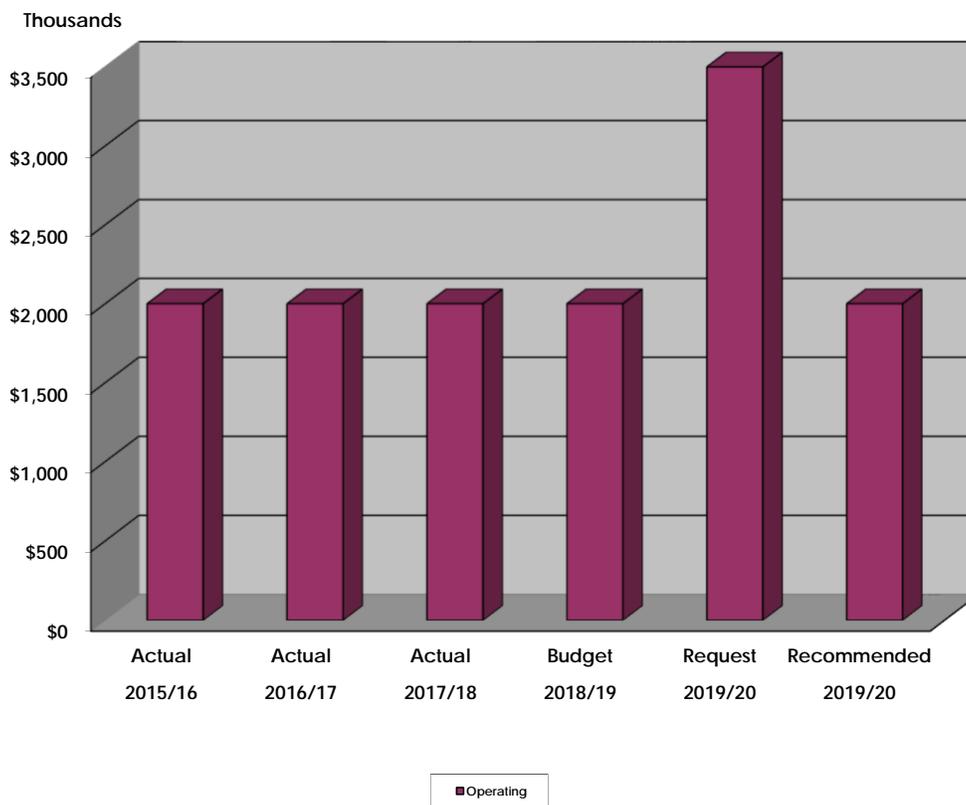
Thousands



Arts Council

Budget

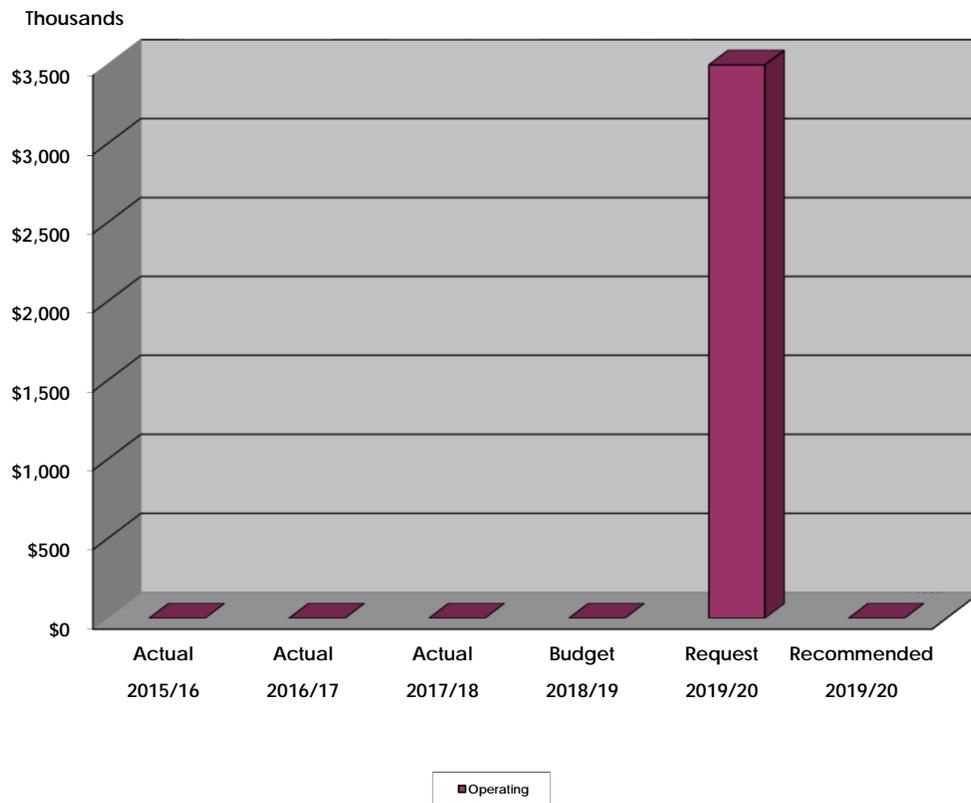
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 3,500 | \$ 2,000 |
| Total | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 3,500 | \$ 2,000 |
| Expenditures | | | | | | |
| Operating | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 3,500 | \$ 2,000 |
| Total | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 3,500 | \$ 2,000 |



Railroad House Historical Association

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ - | \$ - | \$ - | \$ - | \$ 3,500 | \$ - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ 3,500 | \$ - |
| Expenditures | | | | | | |
| Operating | \$ - | \$ - | \$ - | \$ - | \$ 3,500 | \$ - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ 3,500 | \$ - |

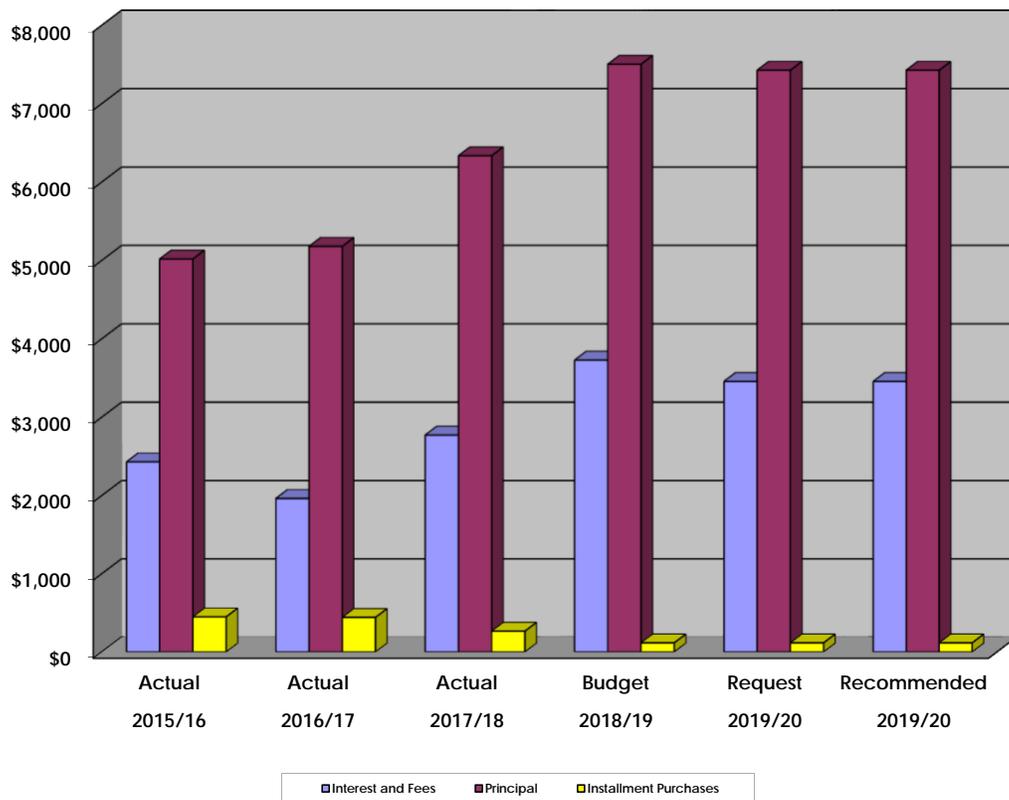


Debt Service

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|--------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|------------------------|
| Revenue | | | | | | |
| Local option sales taxes | \$ 4,227,559 | \$ 4,520,278 | \$ 4,728,127 | \$ 5,021,565 | \$ 5,199,561 | \$ 5,301,574 |
| Unrestricted intergovernmental | 734,939 | 688,006 | 643,929 | 638,310 | 588,717 | 588,717 |
| Transfers | 620,000 | 8,564 | 348,646 | 1,747,771 | 907,401 | 805,388 |
| General Appropriation | 2,314,392 | 2,367,943 | 3,652,499 | 3,939,525 | 4,303,863 | 4,303,863 |
| Total | \$ 7,896,890 | \$ 7,584,791 | \$ 9,373,201 | \$ 11,347,171 | \$ 10,999,542 | \$ 10,999,542 |
| Expenditures | | | | | | |
| Interest and Fees | \$ 2,429,872 | \$ 1,963,375 | \$ 2,772,343 | \$ 3,728,312 | \$ 3,456,683 | \$ 3,456,683 |
| Principal | 5,019,000 | 5,180,000 | 6,336,000 | 7,503,000 | 7,427,000 | 7,427,000 |
| Installment Purchases | 448,018 | 441,416 | 264,858 | 115,859 | 115,859 | 115,859 |
| Total | \$ 7,896,890 | \$ 7,584,791 | \$ 9,373,201 | \$ 11,347,171 | \$ 10,999,542 | \$ 10,999,542 |

Thousands



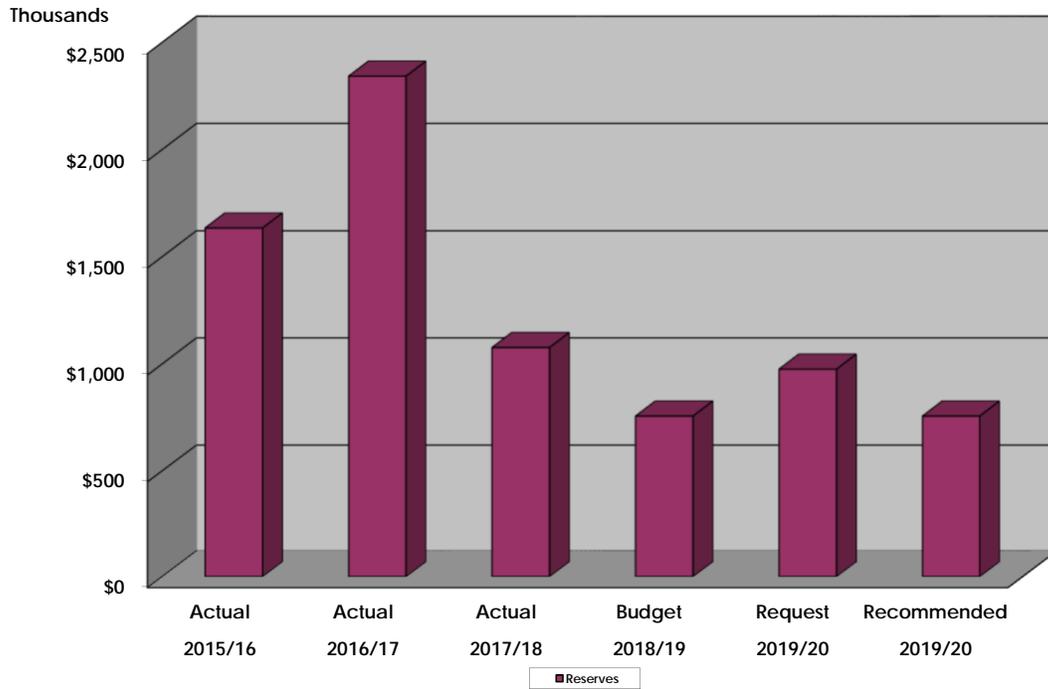
Reserves

Significant Changes

Increase reflects 2.0 cents from the tax levy being put in a capital reserve to fund the debt service for the Community College bonds approved in November 2014.

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|---------------------|---------------------|---------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| General Appropriation | \$ 1,634,228 | \$ 2,342,272 | \$ 1,076,829 | \$ 757,000 | \$ 976,000 | \$ 757,000 |
| Total | \$ 1,634,228 | \$ 2,342,272 | \$ 1,076,829 | \$ 757,000 | \$ 976,000 | \$ 757,000 |
| Expenditures | | | | | | |
| Reserves | \$ 1,634,228 | \$ 2,342,272 | \$ 1,076,829 | \$ 757,000 | \$ 976,000 | \$ 757,000 |
| Total | \$ 1,634,228 | \$ 2,342,272 | \$ 1,076,829 | \$ 757,000 | \$ 976,000 | \$ 757,000 |



**COUNTY OF LEE
FY 2019-2020 Recommended Budget
Other Funds**

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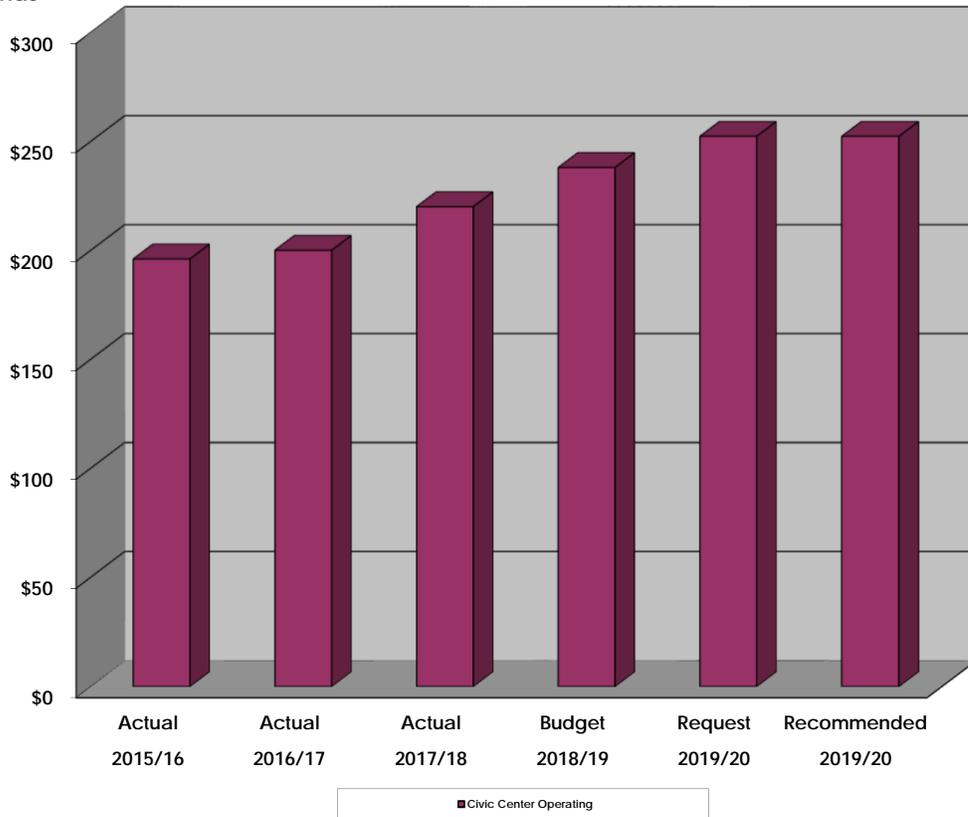
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| Capital Reserve Fund | 110 |
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Room Occupancy Tax Fund

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|----------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Other Taxes and Licenses | \$ 213,477 | \$ 245,476 | \$ 250,137 | \$ 238,000 | \$ 252,313 | \$ 252,313 |
| Investment Earnings | 208 | 650 | 1,579 | - | - | - |
| Fund Balance Appropriation | (17,685) | (46,126) | (31,716) | - | - | - |
| Total | \$ 196,000 | \$ 200,000 | \$ 220,000 | \$ 238,000 | \$ 252,313 | \$ 252,313 |
| Expenditures | | | | | | |
| Civic Center Operating | \$ 196,000 | \$ 200,000 | \$ 220,000 | \$ 238,000 | \$ 252,313 | \$ 252,313 |
| Total | \$ 196,000 | \$ 200,000 | \$ 220,000 | \$ 238,000 | \$ 252,313 | \$ 252,313 |

Thousands

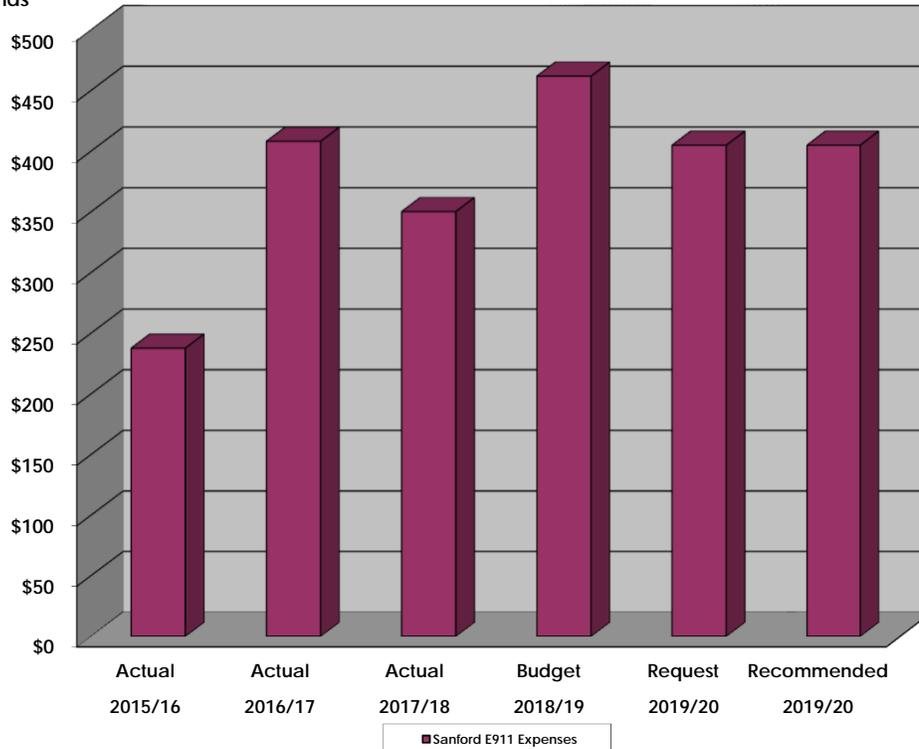


Emergency Telephone System Fund

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|----------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Other Taxes and Licenses | \$ 320,507 | \$ 385,575 | \$ 336,499 | \$ 385,929 | \$ 385,929 | \$ 385,929 |
| Investment Earnings | 2,216 | 4,412 | 6,496 | - | - | - |
| Fund Balance Appropriation | (37,377) | 73,616 | 63,772 | 134,126 | 80,863 | 80,863 |
| Total | \$ 285,346 | \$ 463,603 | \$ 406,767 | \$ 520,055 | \$ 466,792 | \$ 466,792 |
| Expenditures | | | | | | |
| Sanford E911 Expenses | \$ 237,892 | \$ 408,279 | \$ 350,410 | \$ 462,006 | \$ 405,106 | \$ 405,106 |
| Lee County E911 Expenses | 47,454 | 55,324 | 56,357 | 58,049 | 61,686 | 61,686 |
| Total | \$ 285,346 | \$ 463,603 | \$ 406,767 | \$ 520,055 | \$ 466,792 | \$ 466,792 |

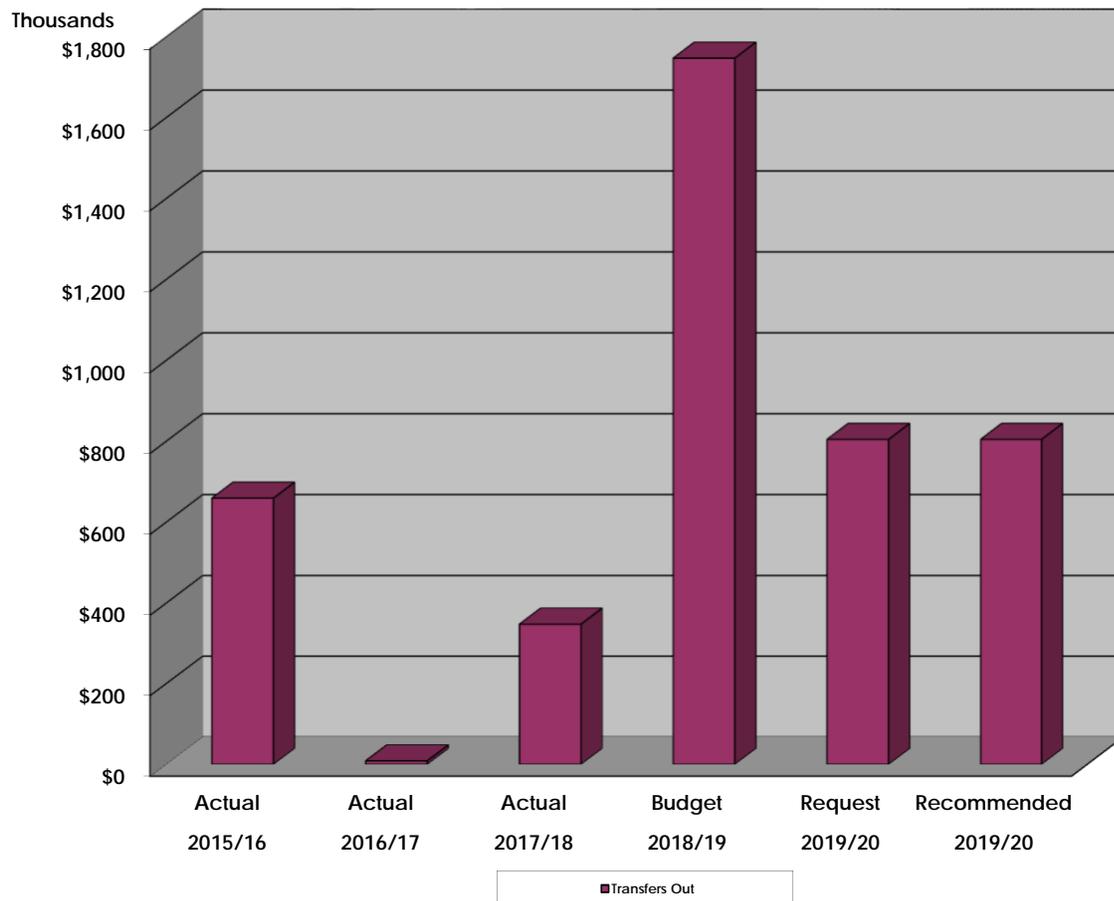
Thousands



Capital Reserve Fund

Budget

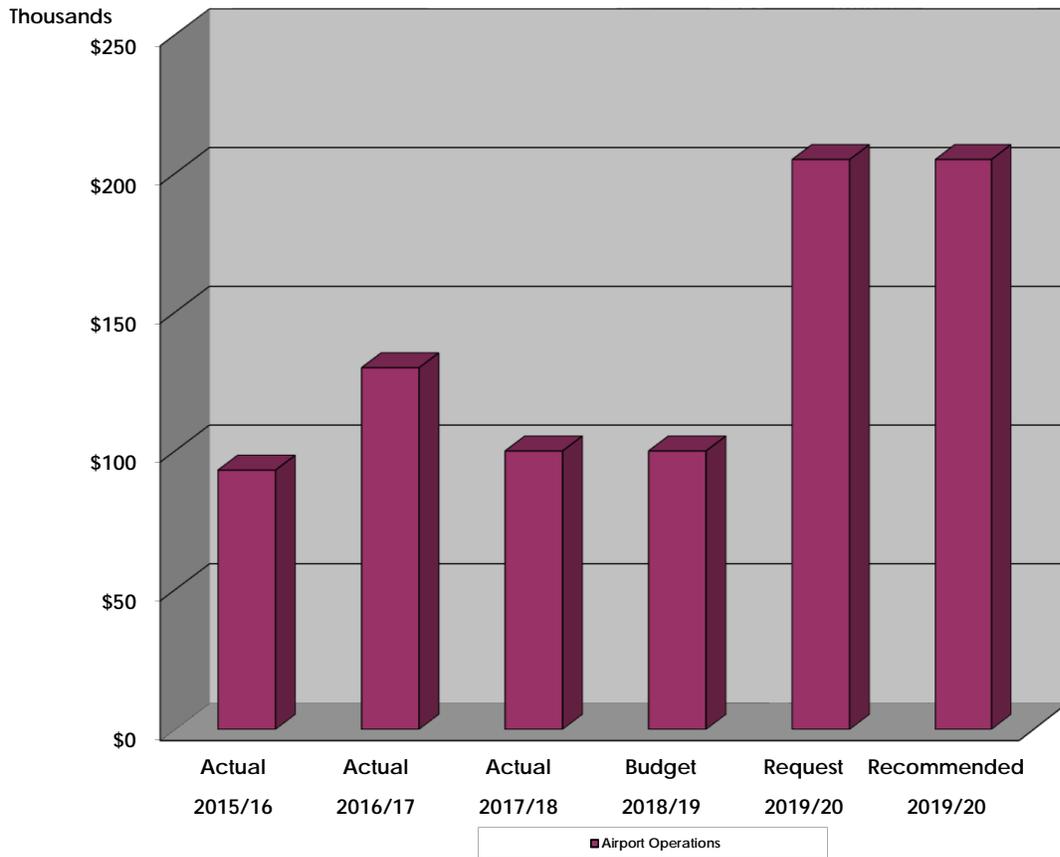
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|---------------------|-------------------|-------------------|-------------------|---------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Investment Earnings | \$ 4,027 | \$ 16,679 | \$ 43,878 | \$ - | \$ - | - |
| Transfers In | 1,634,228 | 1,664,350 | 1,076,829 | 712,000 | 712,000 | 712,000 |
| Fund Balance | (978,255) | (1,672,465) | (772,061) | 1,035,771 | 93,388 | 93,388 |
| Total | \$ 660,000 | \$ 8,564 | \$ 348,646 | \$ 1,747,771 | \$ 805,388 | \$ 805,388 |
| Expenditures | | | | | | |
| Transfers Out | \$ 660,000 | \$ 8,564 | \$ 348,646 | \$ 1,747,771 | \$ 805,388 | \$ 805,388 |
| Total | \$ 660,000 | \$ 8,564 | \$ 348,646 | \$ 1,747,771 | \$ 805,388 | \$ 805,388 |



Airport Tax Reserve Fund

Budget

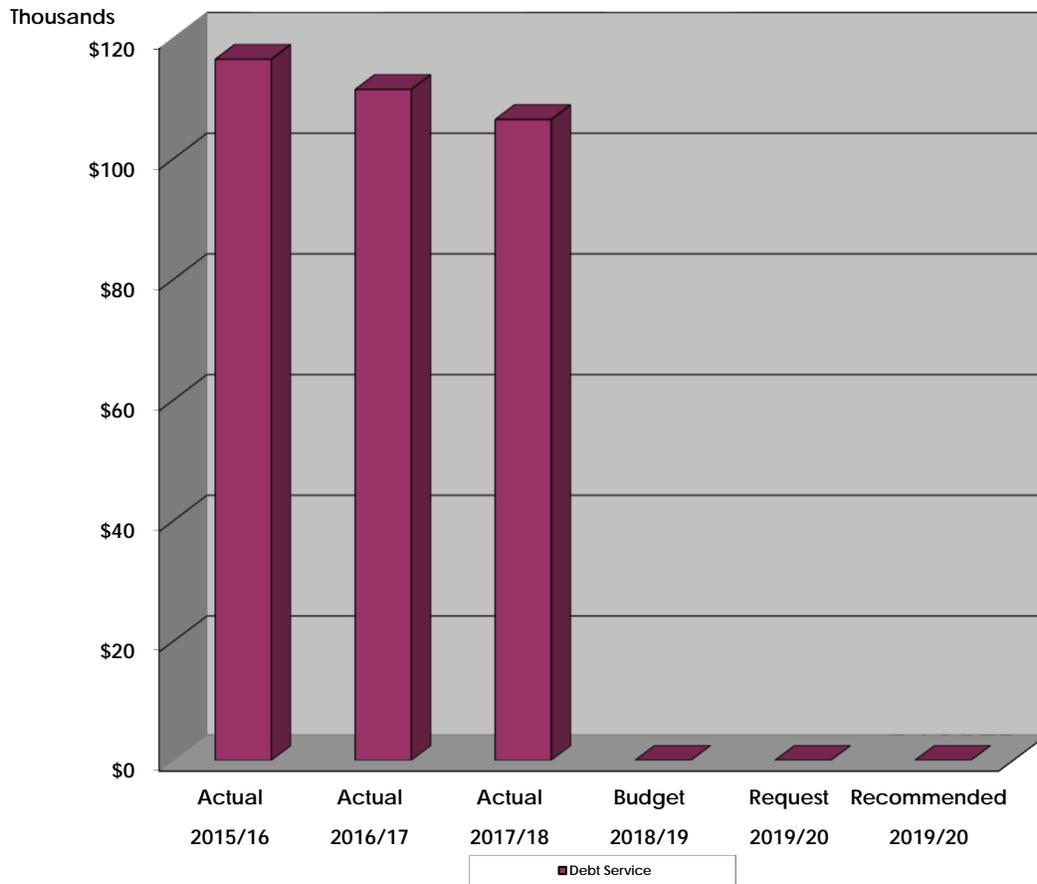
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|----------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Ad Valorem Taxes | \$ 126,269 | \$ 160,304 | \$ 233,138 | \$ 100,000 | \$ 205,000 | \$ 205,000 |
| Investment Earnings | 331 | 845 | 2,843 | - | - | - |
| Fund Balance Appropriation | (33,500) | (31,149) | (135,981) | - | - | - |
| Total | \$ 93,100 | \$ 130,000 | \$ 100,000 | \$ 100,000 | \$ 205,000 | \$ 205,000 |
| Expenditures | | | | | | |
| Airport Operations | \$ 93,100 | \$ 130,000 | \$ 100,000 | \$ 100,000 | \$ 205,000 | \$ 205,000 |
| Total | \$ 93,100 | \$ 130,000 | \$ 100,000 | \$ 100,000 | \$ 205,000 | \$ 205,000 |



Water Debt Service Fund

Budget

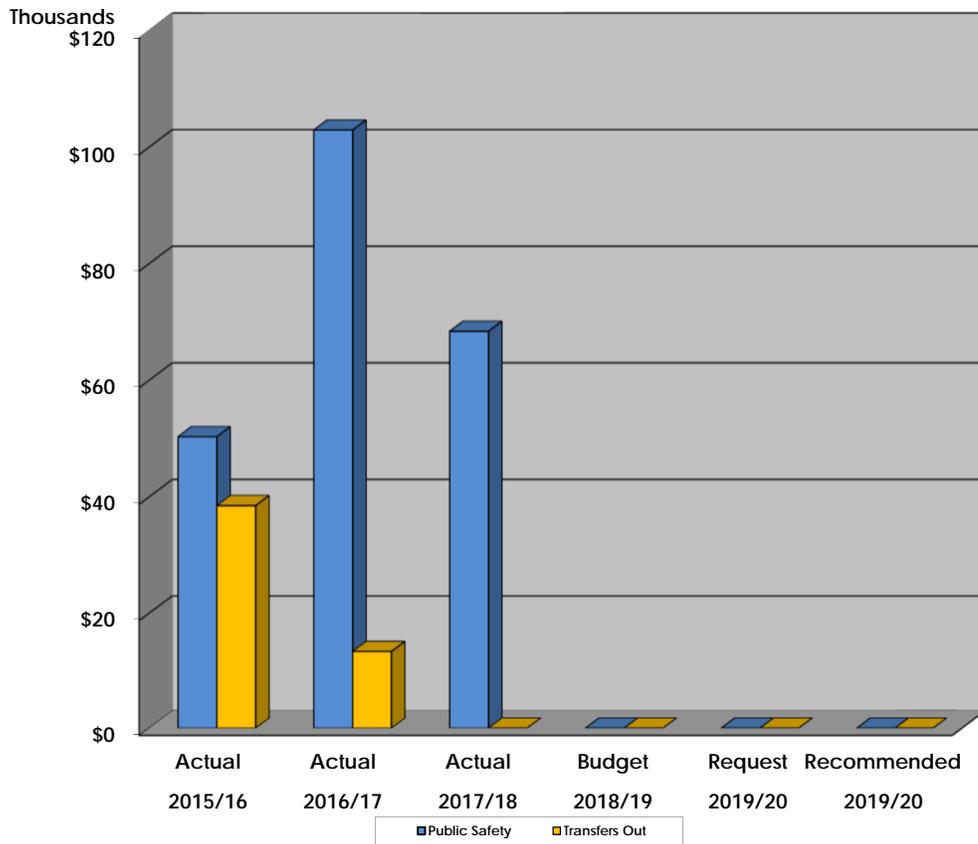
| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|----------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Intergovernmental Revenues | \$ 116,490 | \$ 111,490 | \$ 106,501 | \$ - | \$ - | - |
| Total | \$ 116,490 | \$ 111,490 | \$ 106,501 | \$ - | \$ - | - |
| Expenditures | | | | | | |
| Debt Service | \$ 116,490 | \$ 111,490 | \$ 106,501 | \$ - | \$ - | - |
| Total | \$ 116,490 | \$ 111,490 | \$ 106,501 | \$ - | \$ - | - |



Drug Seizure Fund

Budget

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|----------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | | | | | | |
| Intergovernmental Revenues | \$ 26,504 | \$ 90,051 | \$ 63,768 | \$ - | \$ - | - |
| Investment Earnings | 465 | 549 | 886 | - | - | - |
| Fund Balance | 61,865 | 25,692 | 3,754 | - | - | - |
| Total | \$ 88,834 | \$ 116,292 | \$ 68,408 | \$ - | \$ - | - |
| Expenditures | | | | | | |
| Public Safety | \$ 50,323 | \$ 102,936 | \$ 68,408 | \$ - | \$ - | - |
| Transfers Out | 38,511 | 13,356 | - | - | - | - |
| Total | \$ 88,834 | \$ 116,292 | \$ 68,408 | \$ - | \$ - | - |



Solid Waste Fund

Staffing

| | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Budget | 2019/20 Request | 2019/20 Recommended |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------------|
| Full Time Equivalents | 4 | 4 | 4 | 4 | 4 | 4 |

Budget

| | 2014/15 Actual | 2015/16 Actual | 2016/17 Actual | 2017/18 Budget | 2018/19 Requested | 2018/19 Recommended |
|----------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|------------------------|
| Revenue | | | | | | |
| Charges for Services | \$ 1,216,941 | \$ 1,226,060 | \$ 1,288,354 | \$ 1,356,370 | \$ 1,357,459 | \$ 1,357,459 |
| Other Taxes and Licenses | 122,001 | 126,078 | 140,904 | 128,000 | 137,500 | 137,500 |
| Investment Earnings | 4,459 | 8,373 | 14,625 | 8,000 | 14,000 | 14,000 |
| Miscellaneous | 20,123 | 22,461 | 22,361 | 14,500 | 19,000 | 19,000 |
| Fund Balance Appropriation | 9,899 | (19,474) | (75,402) | 89,125 | 163,056 | 159,532 |
| Total | \$ 1,373,423 | \$ 1,363,498 | \$ 1,390,842 | \$ 1,595,995 | \$ 1,691,015 | \$ 1,687,491 |
| Expenditures | | | | | | |
| Waste Disposal | \$ 217,986 | \$ 223,603 | \$ 197,401 | \$ 209,380 | \$ 248,572 | \$ 247,696 |
| Waste Collections | 1,155,437 | 1,139,895 | 1,193,441 | 1,386,615 | 1,442,443 | 1,439,795 |
| Total | \$ 1,373,423 | \$ 1,363,498 | \$ 1,390,842 | \$ 1,595,995 | \$ 1,691,015 | \$ 1,687,491 |

Thousands

