



FY 2020-2021 Recommended Budget

Submitted:
June 1, 2020

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June 1, 2020

Lee County Board of Commissioners

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

Re: Budget Message
Fiscal Year 2020-2021 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 2020-21 Manager's Recommended Budget. This year's budget discussions with the Board of Commissioners occurred only four (4) months ago, but seems like years ago. Nearly every goal of the Commissioners discussed at the budget workshop in January will not be achieved in the coming fiscal year. The sudden and dramatic downturn of the local economy caused staff to abandon the budget guidance given to them in the budget workshop. Due to the anticipated loss of sales tax revenues, delays in receiving property tax revenues, and the reduction of nearly every fee-based revenue source in the budget, the budget plans submitted by the departments in early March were essentially scrapped. The Manager's recommended budget is essentially a plan to move the County into a direction of financial stability by concentrating on employee and citizen safety, retaining staff during this difficult time, and being financially conservative.

In preparing the Fiscal Year 2020-21 budget, the strategies used to balance the FY 2009-10 budget during the great recession were revisited and used as a guide to begin addressing the new economic outlook. The County has reduced expenditures and held many expenses at the FY 2019-20 level. The only substantive goal achieved in this budget is the commitment to address the pay inequities with our staff. The annual COLA and 2019 pay study have been addressed in the budget. All operational expenditures were reviewed and where possible kept at

their current levels or reduced. Most outside agency requests were held at the FY 19-20 level. New requests from outside agencies are not recommended for approval. This recommended budget will rely on unused funds from major capital projects to balance the budget. If revenues do not recover by the third quarter of the 20-21 fiscal year, services and ultimately staff will need to be reduced in the FY 21-22 budget. Between our fund balance and capital reserve funds, the County can maintain current service levels for the last quarter of the current budget and in next year's budget (15 months). Beyond July 1, 2021, if economic conditions do not improve, these sources of funds will not be available to support operational expenses. The strategies we used in the FY 2009-10 fiscal year budget to reduce services, headcount and expenses will then be used to balance the FY 2021-22 budget.

Up until March 2020, the County was realizing a phenomenal economic growth period. The County's property tax base again was increasing on top of the new real property values set as part of the January 1, 2019 tax revaluation. The budget as presented maintains the current 77.5 cents property tax rate.

The five-year average growth rate calculation using the growth rates for the preceding five years, from FY 2016 to FY 2020:

FY 19-20	\$5,743,544,100	3.68%
FY 18-19	\$5,540,454,530	4.69 %
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	

Average growth rate = 2.65%
 FY 20-21 Estimated Tax Base = \$5,923,707,300
 Growth Rate FY 19-20 to FY 20-21 = 3.14%

As illustrated above, the FY 20-21 estimated tax base growth rate of 3.14 percent exceeded the five-year average growth rate of 2.65%. The tax base estimate reflects values of all property as of January 1, 2020. The County was expecting strong tax base growth as the real estate market in Lee County was becoming very attractive to new developers for industrial, commercial and residential real estate. Predicting the impact of the economic downturn on the tax base next year will be difficult. During the recession of 2008 to 2010, the tax base did not decline until the FY 2012-13 budget year. During the recession years, the base continued to grow at a modest rate. Predicting the impact on collection rates will be difficult as well. During our last recession, collection rates on real and personal property remained around 99 percent. Vehicle collections were impacted heavily and fell to less than 95 percent under the old system where the County collected vehicle taxes. Under the new tax and tag system run by the State of North Carolina, the impacts are impossible to predict. This is why the County will need to be very conservative working through the new fiscal year. County staff will need to review revenues against expenditures during the year and adjust as needed.

Over the last 10 years, the Commissioner's budgetary commitment priorities were to education, law enforcement, and improving productivity and citizen engagement through technology. FY 2020-21's recommended budget continues the trend for law enforcement and technology. The Board of Education budget and CCCC's recommended budget are being held near the same levels as last year. The County is also addressing the changing work environment by adding staff to deal with impacts from the COVID-19 virus. Lastly, the recommended budget makes changes to the County employee's pay plan to bring our employees closer to market rates. The implementation of this plan does not take all positions to market rate but brings staff's compensation closer to local governments that surround Lee County.

This year's presented budget reflects our best estimates of the impacts of the COVID-19 virus on property tax, sales tax, and fee revenues. The growth in the tax base allows the County to address our staffing requirements. However, the loss of sales tax revenues will not allow the Commissioners to attain their goal of reducing the property tax rate. Uncertainty of the future of sales tax revenues will also make it difficult in future years to lower the tax rate and meet the needs of the citizens of Lee County. The budget presented shows a conservative sales tax growth rate of a negative 5 percent. Sales tax revenues for the current down turn will not be recognized until after the Commissioners pass this budget. We are expecting that sales tax revenues will drop significantly in the month of March and the final quarter of the current fiscal year. The budgeted negative 5 percent growth rate considers our reduced forecast for the final quarter of this year. In total, this has the effect of reducing sales tax revenues by 10 percent year over year. Fiscal year 2020-21 sales tax revenues essentially are reduced to the levels of our actual receipts from the 2018-19 fiscal year.

Commissioners are reminded that for many years the County's sales tax revenues and ultimately property tax revenues decreased significantly as a result of the 2009 recession and until six 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 2009, the County developed a dependence on fund balance and capital reserve funds to balance the annual budgets. This new economic downturn may see the County have this dependency again. Conservative estimates for property and sales tax growth over the last few years allowed the County to build a larger fund balance so that if an economic downturn occurred again, the County would be better prepared to continue to operate at current service levels. The new budget increases the fund balance appropriated from the prior year by \$258,784 and increases capital reserve funds to assist with debt service payments. If the current down turn extends beyond the FY 2020-21 budget year fund balance use will be necessary to address ongoing service and maintenance issues. The County's strong financial position will be an asset going forward in dealing with impacts of the downturn.

The County placed a strong effort on developing continual growth in property and sales taxes over the last several years. The success of these efforts allowed the County to begin addressing critical capital and ongoing expense needs. This

budget addresses very few capital needs for the County. Large expenditures in the recommended budget mainly address ongoing facility maintenance needs and capital replacement. Deferred maintenance will again become an issue if the economic downturn is prolonged. After the current round of major capital projects is completed, the County will need to review future capital spending. The addition of new physical assets requires ongoing maintenance and operational expenses. Therefore, as we project forward, the Commissioners must be mindful not to commit to reoccurring obligations that affect the County's ability to address ongoing operational expenditures in future years.

Budget guidance given to the department heads at the start of the budget process allowed them to address needs based on expected population and revenue growth in the County. Budgets were submitted prior to the start of the impacts from the COVID-19 virus. Due to time constraints, only seven departments were asked to meet virtually with the County Manager to discuss their requests. These departments either were facing substantial reductions to their budget requests or were now facing new challenges due to the impacts of COVID-19. All other department budgets were either accepted as is or reduced to a level consistent with our current budget.

Originally, County departments asked for twenty-two (22) new positions with Sheriff and General Services asking for the majority of the new employees. Departments asked for nine (9) employee reclassifications and one (1) pay adjustment, which were addressed in the pay plan, if recommended for approval. Fiscal Year 2019-20 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 was delayed until the FY 2020-21 budget. The study showed that the County has many employee classification groups that are significantly behind local governments in our region. The original plan submitted by the consultants indicated that we would need to increase payroll between \$1.3 to \$1.6 million to bring our salaries to a competitive level in the region. After reviewing the recommendation and making significant changes, the final cost of the plan in year one is around \$700,000. This means that even after making the investment many employee classifications will remain below market. Going forward, I am concerned about keeping pace with employee pay and benefits even in the changing market. Demand for our services will increase at a greater pace due to the downturn. Keeping qualified employees who produce at a high level will be more critical than ever.

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. Head count requests were addressed and most were not originally recommended. However, in light of the new requirements associated with cleaning and maintenance issues associated with the virus, new positions were created to deal with the current situation. In the end, seven (7) full time positions were added to the budget. Six (6) of the seven (7) positions will be directly involved with our response to increased services required from the COVID-19 response – two bailiffs for security at the Courthouse, two

housekeepers/janitorial staff for cleaning buildings, and two employees in the Health Department to address new requirements and services related to the pandemic response. To maintain operational costs and keep our tax rate from growing, head count increases must be minimized. As we learned in the last recession, demand for our services will go up not down. This will require that we strategically add employees to areas where citizen services are increasing as a result of the pandemic.

The recommended budget maintains the property tax rate of 77.5 cents. The Commissioners' goal of reducing the tax rate further could have been realized if not for the dramatic downturn in the local, state and national economies. Given the financial uncertainties going into next year, it would not be prudent to lower the rate at this time. The total budget presented is \$79,854,656. This represents an increase of 3.48 percent from the FY 2019-20 original adopted budget. The original adopted FY 2019-20 budget totaled \$77,170,272, and our current amended budget is \$81,198,342. 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 3.48 percent in revenues, bringing total revenues to \$79,854,656. The net revenue increase in the FY 2020-21 budget is \$2,684,384. Human Services Revenues increased \$200,740 while expenses in this area increased \$250,645. The net increase of \$49,905 continues a trend in recent years of low increases in net expenditures to the County. Typically, Human Services sees a larger increased burden to the taxpayers of Lee County passed on by the State and Federal Governments. Over the last few years, Human Services staff have worked hard to maximize federal and state revenue sources to keep net increases to the County taxpayers very low.

Property tax revenue is projected to increase 3.01 percent or \$1,329,962 from the FY 2019-20 budget year. The remaining revenue changes come mainly from the reduction of sales tax revenues and the increase use of capital funds from the closeout of the Central Carolina Community College (CCCC) bonds and the W.B. Wicker Elementary School project. These funds represent the savings realized by both entities when the projects were completed. 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 fourth 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 \$2,684,384. The largest increase is due to Lee County General Government expenditures. Increases due to IT related expenses; major maintenance projects for General Services, professional fees for the

strategic plan, payroll changes for COLA, pay study and retirement plan changes, and administration of major capital projects are responsible for the increases. Debt Service and Public Safety are the next major areas for increases. Debt Service increased due to the debt associated with the Bharat Forge project, Courthouse and Government Center Projects. The Sheriff's budget increased mainly due to payroll changes and addressing equipment needs of the department.

Due to the economic downturn, the Lee County School System (LCSS) budget request for current expense is at the current budget amount of \$18,912,278. Lee County made major commitments to the W. B Wicker elementary school for debt service and anticipated operational expenses for the school in the FY 2019-20 budget. Over the last six budgets, the Commissioners have increased current expense funding by \$3,574,000 on an annual basis to LCSS. In the coming budget, the LCSS request will hold funding at the current level helping the County address our own needs. This was a gracious act on behalf of the LCSS and shows their understanding of the economic issues our community faces in the coming year. Per pupil spending is a measure used by the State Department of Public Instruction to gage local commitment to current expense funding by counties. ADM population is not expected to change in the coming school year. This means that current per pupil expenditure amount for current expense will remain around \$1,901.68.

The capital request from the LCSS is \$2,032,506. This is the same amount as the FY 2019-20 budgeted amount. The County Manager has recommended an additional \$253,000 be added to the request to address issues in the Heins Building and parking lot. These funds were requested by General Services in their request and are being moved to the LCSS capital account so they can address these issues. This number includes \$685,000 in Lottery funding. The net amount to the County would be \$1,600,506. 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 \$253,000.

Central Carolina Community College (CCCC) 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 \$3,076,453, an increase of \$100,422 or 3.37 percent over the current fiscal year. The manager's recommended budget allocates an amount of \$3,038,528 or \$37,925 less than requested. The capital request from CCCC was \$75,000 or an increase of \$20,000. The manager's recommended budget reduced the amount back to the current level of \$55,000. The CCCC Civic Center request was influenced by the expected collapse of occupancy tax revenues generated by local hotels. The impacts of the stay at home order have hit the hospitality industry exceptionally hard. At this time, \$177,000 is in the fund balance for the occupancy fund. During the downturn if the Civic Center needs additional funds to operate, then these funds should be used before the County commits general fund dollars. The Budget also funds the third-year commitment to the college for the Lee College Promise in the amount of \$160,000. This is an increase of \$35,000 over last year's budget amount. The Community College asked for the entire \$250,000 commitment in the

Memorandum of Understanding (MOU). Based on current enrollment and the forecasted increase in enrollment due to unemployment caused by the COVID-19 virus, the amount recommended is lower. If enrollment increases over forecast, then the Commissioners will need to address any shortfall after January 1, 2021.

The City of Sanford contract agreements continue to be another source of rising costs in our annual budget. The City is facing another double-digit percentage increase in healthcare costs, 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). New laws passed by the General Assembly in last year's long session require this update. 911 system costs continue to grow as call volume in the unincorporated areas increases. This expense to the City grew at 9.95 percent in the recommended budget.

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 2.10 percent; in the recommended budget, a 2.10 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 less than 4 percent over the last seven 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. As stated before, General Government expenses were up the highest in total. General Service's budget is increasing by \$504,369. This increase mainly covers cost associated with deferred maintenance and housekeeping/janitorial expenses associated with COVID-19. IT expenses are increasing as we continue to expand our technological capabilities to improve employee productivity and citizen engagement. Administration's budget increase addresses the Strategic Plan expenses and enhanced systems to communicate with the public. The Office of the Sheriff increase is mainly due to personnel costs. 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 2019-

20 budget is \$9,702,028. The Sheriff requested an increase of \$891,815 or an increase of 9.19 percent. The Manager's recommended budget increases the total of these five departments by \$357,335 or 3.68 percent. The total of \$10,059,363 keeps the Office of the Sheriff the second highest funded department behind Education in the County's budget. Lastly, in Public Safety, Emergency Management budget increased due to a vehicle replacement and expenses related to the COVID-19 response.

Economic/Physical Development shows a significant decrease due to a reduction in funding for incentives and reducing funding from 12 to 6 months for the SPEC building 2 lease. The decrease in funding of incentives is temporary. We anticipate that this number will increase when Bharat Forge and Audentes are completed with their building projects in calendar year 2021. Incentives are being budgeted at \$676,374, 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 \$19,372. The manager's recommended budget holds funding at the FY 2019-20 level.

The most difficult budget area to work through this year is the Cultural and Recreational budget. Both the Library and Parks and Recreation departments had ambitious goals for the coming fiscal year. New leadership in both department head positions has given new enthusiasm to the programs they provide to our citizens. That enthusiasm in the community is still being felt by both departments. They are creating a loyal following who even with the economic downturn are looking to them to provide services. Issues with social distancing will make providing programs in these areas difficult. Both of these departments requested large increases to address their anticipated new programs and interest from the citizens. Projecting this interest going forward is going to be difficult since staff is unsure as to which programs and at what levels these programs can be offered due to virus concerns. After a lot of thought, the increases were reduced; however, increases remain for both departments. The Library's budget is up \$64,691 or 8.95 percent and Parks and Recreation's budget is up \$57,301. Most of these increases will not be spent unless program participation increases and the fee revenue associated with those programs increase as well. We could have reduced these budget requests further. However, if the economy improves we see these programs being in high demand. Leaving the funding in place will allow the departments to continue their momentum and increased participation. These budgets will be monitored closely during the year.

The County received ten requests from nonprofit agencies for the coming fiscal year. 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 2019-20 level, which is the third consecutive year that non-profit funding will total \$43,500. The \$10,000 one-time grant to the Handicapped Veteran Memorial at the Veteran's Memorial in Broadway will be rolled into the FY 2020-21 budget.

By law in North Carolina, the County must fund all of its annual debt service obligations. This year, debt service increased by \$517,204. Total debt service is now \$11,516,746 or 14.42 percent of the annual budget. Under our financial policies, our stated goal is not to exceed 15 percent. The County is transferring \$1,729,992 from the capital reserve fund. This transfer is planned as part of our financial policies. Building a strong capital reserve allows the County to add additional debt without impacting the property tax rate.

The conclusion of the 2019-20 fiscal year will see that the County's fund balance position will decrease by \$500,000. This decrease is due to many reasons. First, is the County's commitment to economic development and expenditures that came forward due to marketing efforts and the Bharat Forge project. In addition, the acquisition of additional building space for staff reduced fund balance. The purchase of the Douglas Drive building will allow additional space for Human Services at the Government Center while providing better space for IT and COLTS. The County began the current year with a fund balance appropriation of \$1,927,714, which was in-line with recent budgets. The current fund balance appropriation in the FY 2019-20 budget is \$5,444,016. A portion of this year's fund balance appropriation is for one-time expenses totaling \$1,884,844. Growing a larger fund balance was important to our ability to address the current economic downturn. As soon as this downturn is over, the County needs to again reduce the dependency on fund balance to fund current operations. Growing a healthy fund balance within our financial policies allows the County to address needs and opportunities as they arise. Fund balance is needed to adjust to changing economic conditions. Having significant balances will allow the County to continue to provide services at our current levels even during a recession.

The Board's policy states that it will strive for a fund balance of 24 percent and will not allow reserves to drop below 16 percent. It is anticipated, with the fund balance decline this year our percentage will be around 22 percent. This level is well below the state average of 30.43 percent and our population category average of 37.72 percent (50,000 to 99,999 population).

North Carolina General Statute (NCGS) 159-13(a) directs that the Budget Ordinance and tax rate adoption take place by July 1, 2020. 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 2020-21 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 15, 2020, in the Auditorium of the Ruby McSwain Cooperative Extension Building 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 2020-21 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, June 1, 2020 at 6:00 pm. The meeting will take place in the Ruby McSwain Cooperative Extension Building Auditorium. After the Manager's budget is presented to the Commissioners, the Board will need to decide if a budget workshop is needed before the public hearing and the adoption of the budget. With the change in the budget calendar due to the COVID-19 virus, a budget workshop is not currently scheduled. Alternatives for a workshop would be to conduct one at 4:00 pm on June 15, 2020 prior to the regular Commissioners meeting, or on Monday June 8, 2020 at 6:00 pm. According to our revised budget schedule, Commissioners may adopt the budget ordinance at any time after the June 15, 2020 public hearing. Currently, the June 15 meeting is the last scheduled meeting of the Board before the budget adoption deadline of June 30, 2020.

The work in drafting of this recommended budget was very different from our budget processes in past years. With social distancing in place, all of the discussions of this budget occurred over the phone or video conference. The Department Heads deserve many thanks for understanding the changes we needed to make given our current circumstances. 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.

The recent circumstances surrounding the COVID-19 virus and the economic uncertainties we now face going forward, require that staff monitor and manage the fiscal year 2020-21 budget in a new way. Going into the next fiscal year, we will need to keep our new employee hiring freeze in place for positions not directly impacted by the COVID-19 response. I am proposing that all capital expenditures outside of the Government Center and Courthouse projects be held until December when a detailed revenue analysis will be completed so that we can compare our budget revenues with actual receipts. We will be meeting with Departments monthly to monitor their expenditures against revenues and adjust from the very beginning of the year to ensure we are balanced throughout the year.

As can be seen in the large number of requests that will go unfunded, many of the County's needs for the coming year will go unmet with this budget. The about face that was done in the recommended budget was difficult to bring forward knowing all the potential that was before the County up to that point. This abrupt change has shown our County government is flexible and can adapt to any situation. The County remains in an excellent financial position to deal with this economic crisis. As we move forward into Fiscal Year 2020-21, a hiring freeze will remain in place until we know that an economic recovery is underway. In addition, even though funds have been budgeted for training and travel, we do not anticipate using much of this budget until we know that sales tax revenues are recovering. The same will be

true with capital replacement and major maintenance projects. These funds will be held until a review of our financial positions shows that revenues are coming in as projected in the recommended budget.

The current economic crisis has reminded us that our financial capabilities are not infinite. In my discussion with Department Heads and our funding partners, they all are very understanding of our changing financial outlook. I am also sure the Commissioners would direct everyone receiving funds from the County the need to be more conservative than ever in their decisions that affect the financial position of the County. Everyone clearly understands this need. The budget presented begins the movement into a new direction for the County.

Sincerely,

A handwritten signature in cursive script, appearing to read "John A. Crumpton". The signature is written in dark ink and is positioned above the printed name.

Dr. John A. Crumpton
County Manager/Budget Officer

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Fiscal Year 2020-21 Budget at a Glance

Total Property Valuation: \$5.924 billion
Proposed Tax Rate: \$.775
One Penny Generates: \$586,954

General Fund- Revenues

	Original 19-20 Budget	Recommended 20-21 Budget	Increase/ (Decrease)	% Increase/ (Decrease)
Ad Valorem Taxes	\$44,686,275	\$45,942,187	\$1,255,912	2.81%
Local Option Sales Tax	\$15,609,895	\$14,235,492	(\$1,374,403)	-8.80%
Other Taxes & Licenses	\$495,485	\$512,648	\$17,163	3.46%
Intergovernmental Revenues	\$9,403,105	\$9,386,342	(\$16,763)	-0.18%
Permits & Fees	\$261,927	\$264,083	\$2,156	0.82%
Sales & Services	\$2,938,982	\$3,005,039	\$66,057	2.25%
Investment Earnings	\$300,000	\$300,000	\$0	0.00%
Miscellaneous	\$410,387	\$331,195	(\$79,192)	-19.30%
Transfers In	\$1,136,502	\$3,691,172	\$2,554,670	224.78%
Fund Balance Appropriated	\$1,927,714	\$2,186,498	\$258,784	13.42%
Total Revenues	\$77,170,272	\$79,854,656	\$2,684,384	3.48%

General Fund- Expenditures

	Original 19-20 Budget	Recommended 20-21 Budget	Increase/ (Decrease)	% Increase/ (Decrease)
General Government-Total	\$10,547,187	\$11,565,416	\$1,018,229	9.65%
Public Safety-Total	\$11,542,221	\$12,011,593	\$469,372	4.07%
Economic/Physical Devel.-Total	\$2,113,148	\$2,017,593	(\$95,555)	-4.52%
Health and Welfare-Total	\$14,847,846	\$15,098,491	\$250,645	1.69%
<i>Public Health</i>	\$3,452,740	\$3,775,351	\$322,611	9.34%
<i>Mental Health</i>	\$240,000	\$240,000	\$0	0.00%
<i>Social Services</i>	\$8,609,236	\$8,718,821	\$109,585	1.27%
Education- Total	\$24,165,745	\$24,516,242	\$350,497	1.45%
<i>School Current Expense</i>	\$18,912,278	\$18,912,278	\$0	0.00%
<i>CCCC Current Expense</i>	\$3,101,031	\$3,198,528	\$97,497	3.14%
Cultural and Recreational -Total	\$2,197,583	\$2,319,575	\$121,992	5.55%
Debt Service-Total	\$10,999,542	\$11,516,746	\$517,204	4.70%
Reserves- Total	\$757,000	\$809,000	\$52,000	6.87%
Total Expenditures	\$77,170,272	\$79,854,656	\$2,684,384	3.48%

FISCAL YEAR 2020-2021 PROPOSED BUDGET RECOMMENDATIONS

GENERAL FUND REVENUE

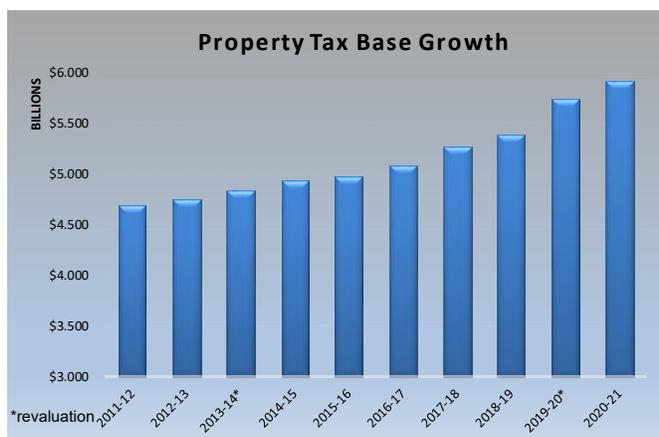
In order to achieve a self-sufficient operation, this proposed budget includes the receipt of \$79,854,656 in revenue to support General Fund activities for the 2020-21 fiscal year. Estimates of revenues for budgetary purposes are gathered from a variety of sources. To estimate revenues for the coming 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 75 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 2019-20	FY 2020-21	Difference	% Change
Tax base	\$ 5,743,544,100	\$ 5,923,707,300	\$ 180,163,200	3.14%
Tax rate	0.775	0.775	0.00	N/A
Ad valorem rev.	44,158,975	45,488,937	1,329,962	3.01%
<i>% of total exp.</i>	<i>57.29%</i>	<i>56.96%</i>	<i>-0.33%</i>	<i>N/A</i>
Sales tax rev.	15,609,895	14,235,492	-1,374,403	-8.80%
<i>% of total exp.</i>	<i>19.87%</i>	<i>17.83%</i>	<i>-2.04%</i>	<i>N/A</i>

The estimated change in the tax base is \$180,163,200 or 3.14 percent. Reviewing the activities of the County's top taxpayers, nine of the businesses invested over \$1 million each in personal property this year. Two of the nine invested over \$15 million, and one invested over \$30 million. As illustrated above, the tax rate for FY 2020-21 is



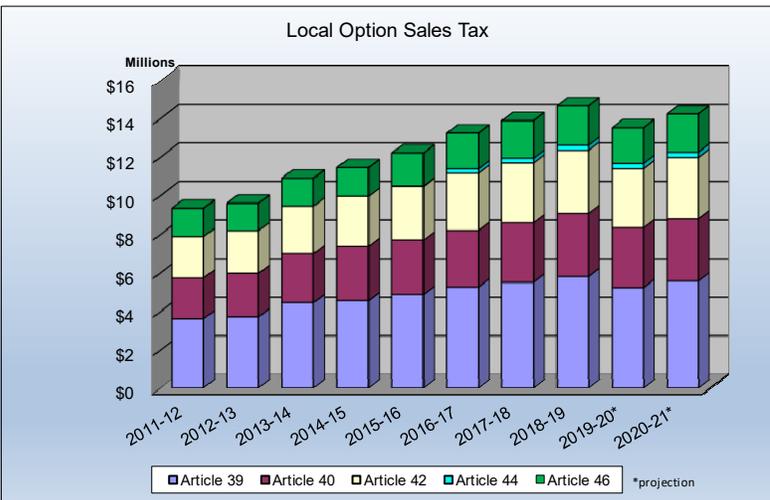
recommended to remain at 77.5 cents per \$100 of valuation. The proposed tax rate and the increased base resulting from growth should realize \$1,329,962 of additional ad valorem revenue to support the proposed \$79,854,656 budget.

The Tax Department continues to work diligently on collecting the taxes due to the County. The County had a collection rate of 99.15 percent for the year ended June 30, 2019, which exceeded both our population group average of 98.10 percent and the statewide average of 99.04 percent. The budget for FY 2020-21 has been prepared with the assumption that the Tax Department will continue to collect 99 percent of the levy (excluding registered motor vehicles) for FY 2020-21. Collections of registered motor vehicles are being budgeted at a 100 percent collection rate. At these collection rates, the local tax base will produce \$586,954 for each penny of the tax rate levy resulting in a projection of \$45,488,937 in tax revenue for FY 2020-21.

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.

Through February 2020 sales, the County was experiencing just under a 5 percent growth in sales tax revenues. However, with the onset of the COVID-19 virus, high unemployment levels, and the closure of many retail establishments in Lee County and throughout North Carolina due to executive orders issued by the Governor of North Carolina, the County is anticipating a marked decrease in sales tax revenues for the rest of year. We are



anticipating sales tax revenues totaling \$13,530,015 in FY 2019-20. This is 13.32 percent below budget in FY 2019-20. For FY 2020-21, we are hopeful that the stay at home orders will be lifted across the nation, that the country will find a way for people to return to work and that retail sales will increase again, but we must be realistic that it will not be until we are well into FY 2020-21. For FY 2020-21, the recommended budget includes \$14,235,492 in sales tax revenues. That amount is \$1,374,403 or 8.80 percent below the budget for FY 2019-20. The number reflects an increase of approximately \$700,000 over the projected revenue for FY 2019-20. We will be monitoring the sales tax revenues very closely over the next year.

Intergovernmental revenues are down \$16,763 from the FY 2019-20 budget. The revenues in this category fluctuate from year to year depending on federal and State funding and to the type of expenditures being funded, i.e. capital versus operations.

Sales and services revenues are projected to increase \$66,057 or 2.25 percent in the FY 2020-21. A \$100,000 decrease in recreation revenues due to an anticipated decrease in program offerings and program participation due to COVID-19 in FY 2020-21 is being offset by a \$45,000 increase in jail fees and a \$115,000 increase in environmental fees due to ongoing growth in Lee County.

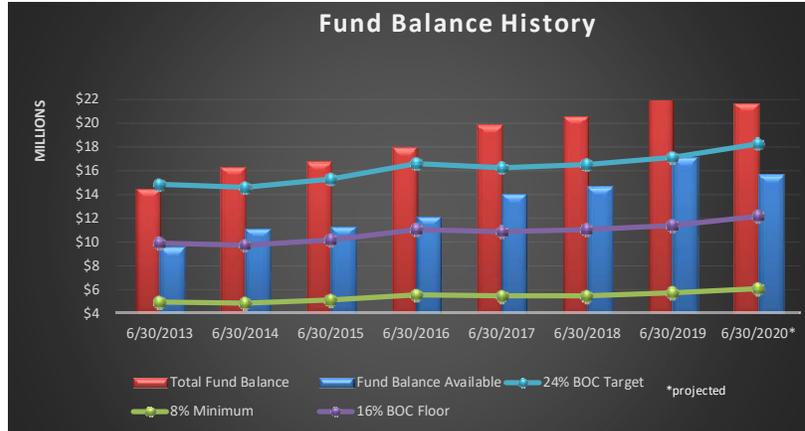
Transfers in reflect an increase of \$2,554,670 in the recommended budget for FY 2020-21. The budget for FY 2020-21 continues to follow the financial plan developed by Davenport & Company prior to the sale of the 2018 Limited Obligation Bonds. The plan calls for the previous 7.11 cents tax levy for debt 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 \$1,729,992 for debt service that according to the plan would come from the capital reserves. The amount for FY 2021 is \$924,604 more than the previous year budgeted number. The difference is attributable to the decrease in sales tax revenues that is anticipated due to the impacts of COVID-19. The budget also includes a transfer of \$1,610,000 from capital project savings and investment earnings. These funds will be used for debt service.

During the FY 2019-20, fund balance appropriated increased from the original appropriation of \$1,927,714 to a current number of \$5,444,016. It is anticipated that the year-end 2020 total fund balance will decrease by approximately \$500,000 and that available fund balance will be 22.01 percent of general fund expenditures. This proposed budget's use of fund balance reserves is significant, but necessary. A fund balance appropriation of \$2,186,498 is included as supplemental revenue for FY 2020-21. This is an increase of \$258,784 from the originally budgeted appropriation for FY 2019-20. The requested and recommended fund balance uses by category are illustrated in Table #2. A detailed list can be found in Exhibit 4.

Table #2 – Fund Balance Uses

Category	Requested	Recommended
Capital	\$ 1,769,671	\$ 1,030,944
Building Improvements	3,805,400	813,200
Facility Development	<u>122,365</u>	<u>40,100</u>
Total	\$ 5,697,436	\$ 1,884,244

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 \$764,000 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 \$79,854,656, an increase of 3.48 percent or \$2,684,384 more than the FY 2019-20 original budget. The proposed budget for FY 2020-21 continues the funding of many of the Board of Commissioners’ goals.

The recommended budget includes the funding of a 2.1 percent Cost of Living Adjustment (COLA) as called for in the competitive employment provision in the County’s financial policies. The FY 2020-21 budget also includes the implementation of a revised pay plan. Per the County’s financial policies, a full update to the County’s pay and classification plan should have been done in FY 2019-20. Due to the Board of Commissioner’s directive to lower the tax rate in the FY 2019-20 budget, the update was delayed. Request for twenty-two new positions were submitted for consideration in the FY 2020-21 budget. This budget proposes the funding of eight (8) positions. The Social Services position is replacing a Social Worker position that is being eliminated which brings the net new positions to seven (7). The two (2) housekeeping assistants and the two (2) deputy sheriff bailiffs will be partially funded

with Coronavirus Relief funding. 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>	
Register of Deeds	Deputy Register of Deeds I	22,447	22,447	1	
General Services	Maintenance Mechanic	48,382			
General Services	Maintenance Worker (3 requested)	129,782			
General Services	HVAC Maintenance Mechanic	52,202			
General Services	Electrical Maintenance Mechanic	52,202			
General Services	Housekeeping Assistant	37,423	74,846	2,3	
General Services	Administrative Assistant II	54,245			
Sheriff	Deputy Sheriff Bailiffs (2 requested)	113,354	113,354	3	
Sheriff	Civil Officer	56,677			
Jail	Detention Officer	48,382			
Health	Public Health Nurse II	72,178	72,178		
Health	Environmental Health Specialist	69,231	69,231		
Social Services	Income Maintenance Administrator I	71,431			
Social Services	Social Work Program Manager AS/CS	77,418			
Social Services	Social Work Program Manager CWS	77,418	77,418	4	
Senior Services	Veteran's Service Officer	54,244		5	
Senior Services	Fitness Wellness Coordinator	50,249			
Library	Librarian I	52,203			
Parks and Recreation	Recreation Program Superintendent	65,953			
Total requested	22	Total recommended	8	Positions eliminated	1
Notes: * Includes fringes (social security, retirement, 401(K) & insurance)					
1. Salary reflects a January 2021 starting date					
2. Due to CDC requirements related to COVID-19, two housekeeping assistants are being recommended to complete necessary cleaning and sanitizing in our buildings.					
3. Eligible for Coronavirus Relief Funding for 6 months.					
4. This position is replacing a Social Worker III position that is vacant.					
5. Requesting to take a 30 hour temporary position to a full-time position.					

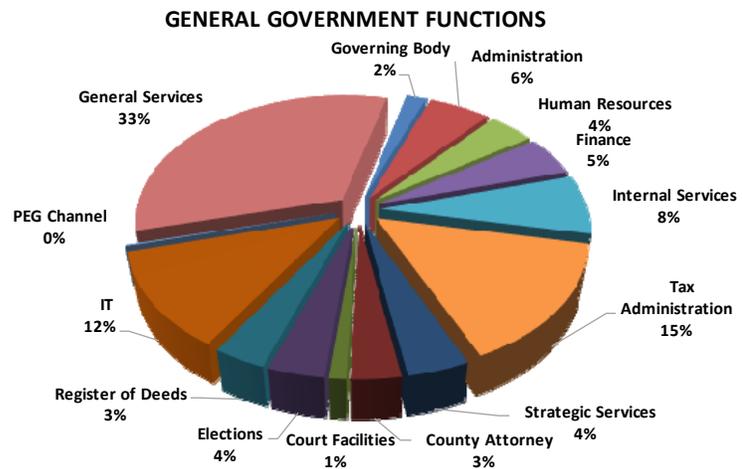
As an agent of the General Assembly, the County provides many mandatory human services programs of which the eligibility and cost are not determined locally. County revenue totaling \$4,993,969 is dedicated to these required services; \$44,106,236 is dedicated to mandatory programs and services outside 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 reasonable

based on the growth that we were experiencing in the economy at the time the budgets were prepared. Appreciation is extended to the department heads for their willingness to accept the changes to their budgets to deal with the impact of the COVID-19 pandemic. 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.



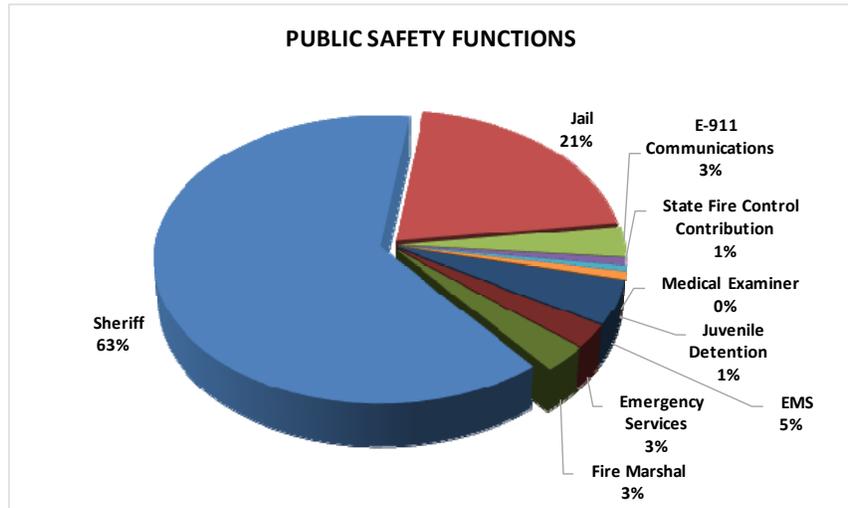
Total expenditures in this category are up 9.65 percent or \$1,018,229. A large portion of the increase is related to the annual COLA, the implementation of the new pay plan, and an increased retirement contribution rate required by the Local Government Employees Retirement System. The General Services department budget is increasing \$504,369 or 15.34 percent in the FY 2020-21 budget. The majority of this increase is in building improvements and capital. Major maintenance and building improvement projects included in the FY 2020-21 recommended budget are \$250,000 to replace the adult probation building roof, \$335,000 for roof replacements at the Lee County Government Center and \$75,000 to replace the roof on the picnic shelter at Kiwanis Family Park. The General Services budget also includes the addition of two housekeeping assistants to meet the new standards related to dealing with COVID-19 pandemic.

The Register of Deeds' budget reflects an increase of \$48,120 or 13.80 percent. The majority of the increase is due to a position being added in January 2021 when the Register of Deeds office will hopefully be in its new facility. The increase is covered by revenues generated by the Register of Deeds office.

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 4.07 percent or \$469,372 in the recommended FY 2020-21 budget. The Sheriff submitted a FY 2020-21 combined budget request of \$7,961,075, an increase of \$761,224 or 10.57 percent. The increase is attributable to the request of three



additional positions, two deputy sheriff bailiffs and one civil officer. The request also included the necessary equipment for the positions requested. The total recommended budget for the Sheriff's division is \$7,565,601, an increase of \$365,750 or 5.08 percent. Due to funding restraints, the two bailiffs were scheduled to start in January 2021 when renovations at the historic courthouse were complete. The civil officer is not recommended in the budget for FY 2020-21. Due to additional procedures being instituted at the courthouse for court to be held during the COVID-19 pandemic, the two bailiffs will likely have to be hired in July with the first six months of pay coming from Coronavirus Relief funds. The combined request asked for 14 vehicles in FY 2020-21. The recommended budget funds 6 of the requested vehicles.

The recommended budget for the Jail totals \$2,493,762, a decrease of \$8,415 or 0.34 percent. The department requested an additional detention officer that is not recommended at this time. The Jail also requested a padded cell at \$93,500 and a vehicle that are not funded in the recommended budget.

The E-911 Communications budget is increasing \$36,839 or 9.95 percent. This is a shared cost with the City of Sanford. The increase is due to increased personnel related costs and an increase in the County's call volume.

The Emergency Services budget is increasing \$75,329 or 30.63 percent. The majority of the increase is related to the request for a four-wheel drive replacement vehicle and the equipment need to outfit the vehicle.

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 2020-21 totaled \$511,126; a \$47,859 increase from the original budget for the current fiscal year. The requested amount includes \$22,500 for the first year of a

multi-year update to the Uniform Development Ordinance (UDO). The requested budget for planning also reflects \$82,000 for homeless initiatives. Only \$10,000 of the \$82,000 is included in the recommended budget. The funds are for rapid rehousing. The inclusion of the \$10,000 brings the total recommended for joint Planning and Community Development budget to \$521,126.

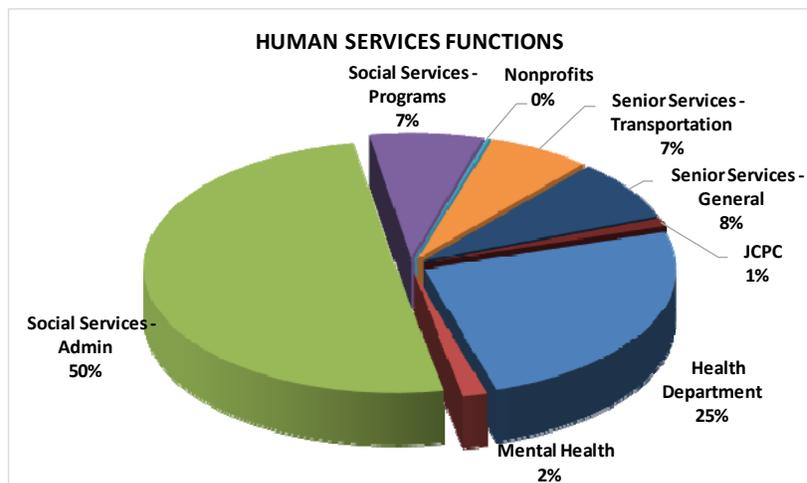
Costs for Economic Development are proposed to decrease by \$157,825, or 12.71 percent. The decrease is attributable to a \$76,575 reduction in incentives for FY 2020-21 and an \$81,250 decrease in the County's contribution to participate in a joint lease with The City of Sanford for use of a spec building in the industrial park for up to two years. Sanford Area Growth Alliance (SAGA) requested a \$19,372 increase to their contract. The increase would bring the total contract cost to \$342,247. The recommended budget for FY 2020-21 does not fund the increase in the contract with SAGA. The recommended budget includes \$676,374 for incentives. While this number is down in FY 2020-21, it will go back up in FY 2021-22 due to outstanding incentive agreements with Bharat Forge and Audentes. The incentives are provided to new and expanding industries that have made a significant investment and employment commitment in Lee County. 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	\$ 86,146	2024
Frontier Spinning	\$ 133,083	2024
GKN #2	\$ 113,705	2022
Pfizer (Wyeth Holdings LLC)	\$ 343,440	2022

Human Services

Human Services costs are proposed to increase 1.69 percent from the FY 2019-20 budget; a \$250,645 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 \$15,098,491, or 18.91 percent of the total FY 2020-21 recommended General Fund budget.



The FY 2020-21 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 2020-21 fiscal year, the Sandhills Center has requested a contribution of \$240,000, which is equal to the amount budgeted in FY 2019-20. The County also provides a facility for use by the Sandhills Center. The County provides this facility at no charge and is responsible for major maintenance repairs to the facility.

Health Department expenditures are increasing \$322,611. Revenues for the Health Department are increasing 13.42 percent or \$213,383 resulting in an overall increase in cost to the County equal to \$109,228. The increase is related to the COLA, the pay plan adjustments, and the addition of a public health nurse II position and an environmental health specialist position. The public health nurse II position is recommended to help the department with the ongoing work revolving around COVID-19. The environmental health specialist position is needed due to the continuing development in the County.

The administrative costs of the Social Services Department for FY 2020-21 are \$7,613,327, a \$272,048 increase from the FY 2019-20 original budget. The increase is related to the COLA, the pay plan adjustments, and the addition of a social work program manager for children's welfare services. It should be noted that the cost of the new position was offset by the elimination of a vacant social worker III position.

Social Services programs in the FY 2020-21 budget are decreasing by \$162,463 or 12.81 percent. Social Services revenues are increasing \$213,772 or 3.78 percent in the FY 2020-21 budget. The overall adjustment is a decrease in the costs to the County of \$104,187.

Senior Services – Transportation, or COLTS, shows a \$234,738 decrease in expenditures for FY 2020-21. The decrease is the result of the FY 2019-20 budget including five replacement vehicles while the FY 2020-21 budget includes no new vehicles.

Senior Services – General shows a \$53,687 increase in the recommended budget for FY 2020-21. The department submitted a requested budget of \$1,220,106 or an increase of \$99,131 over the FY 2020-21 original budget. The request included a fitness and wellness coordinator for the Enrichment Center and taking a part-time veteran's service officer from 30 hours a week to a full-time position working 40 hours. While both positions have their merits, the concern over our recurring revenues lead to the position changes not being recommended. The increase in the budget is related to the COLA and the pay plan adjustments.

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.

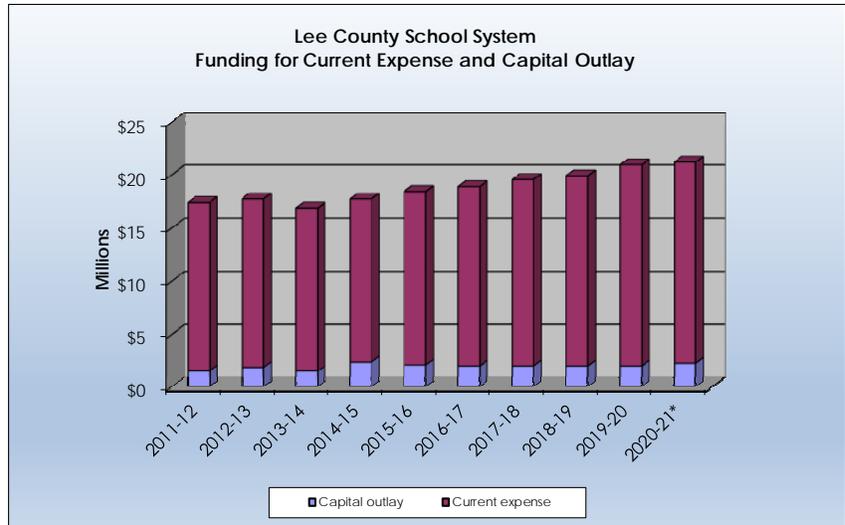
Table #5 – Human Services Nonprofits

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.	28,750	10,000
The Salvation Army	10,000	1,000
Family Promise	5,000	2,000
Hispanic Liaison of Chatham County	<u>8,000</u>	<u>0</u>
Total	\$ 81,750	\$ 33,000

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 30.70 percent of total General Fund expenditures for FY 2020-2021. The total Education appropriation is \$24,516,242 which is 1.45 percent higher than the 2019-20 fiscal year budget of \$24,165,75.

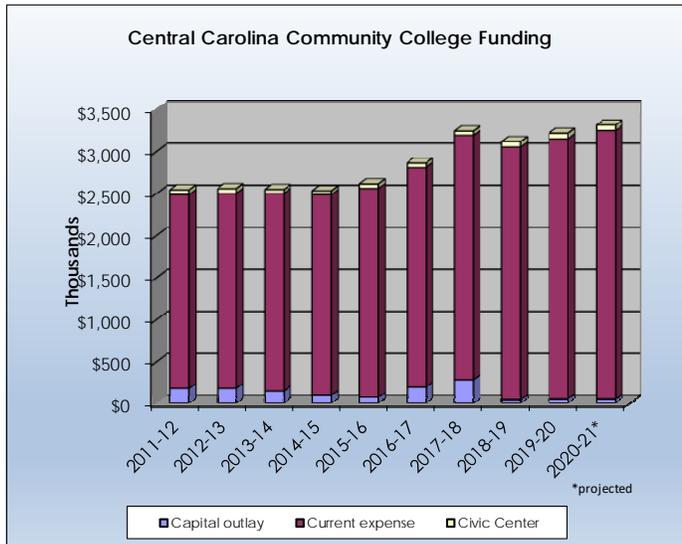
The Lee County Board of Education’s submitted budget represents a \$20,944,784 funding request, \$18,912,278 for current expense and \$1,347,506 for capital outlay excluding Lottery proceeds. The request for FY 2020-21 is equal to the funding in the current year budget. The recommended budget for FY 2020-21 fully funds the current



expense requests. The capital request is fully funded and increased by \$253,000 to address issues in the Heins Building and parking lot. The net total education appropriations in this proposed budget are the equivalent of 34.95 cents of the tax rate levy.

Central Carolina Community College (CCCC) requested current expense funding of \$3,076,453 for FY 2020-21, an increase of \$100,422 or 3.37 percent. The majority of the requested increase is due to costs associated with personnel costs, and additional security for the Emergency Services Training Center. The recommended budget funds \$62,497 of the requested increase.

The College requested \$75,000 in capital funds for FY 2020-21. The request is \$20,000 more than FY 2019-20. The College is requesting the \$75,000 for various HVAC upgrades, a backup generator for the college's server room and minor renovation projects. The proposed budget for FY 2020-21 maintains the current budget's level of funding, \$55,000.



The Community College's request includes \$118,777 in funding for the Dennis A. Wicker Civic Center.

This requested amount represents an increase of \$53,847 over the budget for FY 2020-21. The increase in funds is being requested to cover the uncertainty in revenues due to the COVID-19 pandemic. The recommended budget does not fund the increase. Instead, it is recommended that revenues and expenses be monitored and if a shortfall does occur that the funds be requested from the reserves in the room occupancy tax fund. The recommended budget also includes \$160,000 to continue funding a K-14 program at the Community College. Including this funding, the total recommended appropriation to the Community College totals \$3,318,458, an increase of \$97,497 from FY 2019-20.

Cultural and Recreational

The Cultural and Recreational category of appropriations for FY 2020-21 reflects an increase of \$121,992 or 5.55 percent. The Library budget is increasing by \$64,691 or 8.95 percent. Most of the increase is attributed to personnel costs. The Library Director has requested an additional librarian I position and additional part-time staff for the library. The librarian I is not funded, but the additional part-time staff request is partially funded in FY 2020-21. The actual level of spending will be dependent on the impact of the COVID-19 pandemic and the feasibility of offering programs and services to the public.

The Parks and Recreation budget increased by \$57,301 or 3.91 percent. This department is experiencing a dramatic impact due to the COVID-19 pandemic. Many of the programs are having to be canceled due to social distancing recommendations and the Governor's stay at home orders. The few programs that are being offered are being reduced in size to meet CDC recommendations.

Revenues for the department have been reduced to reflect the loss of participants. The increase in the expenditure budget is due to personnel costs increases related to the COLA, pay plan and retirement rate adjustments. The department requested a recreation program superintendent position, a position that was eliminated in the FY 2009-10 budget. The position is not recommended for FY 2020-21.

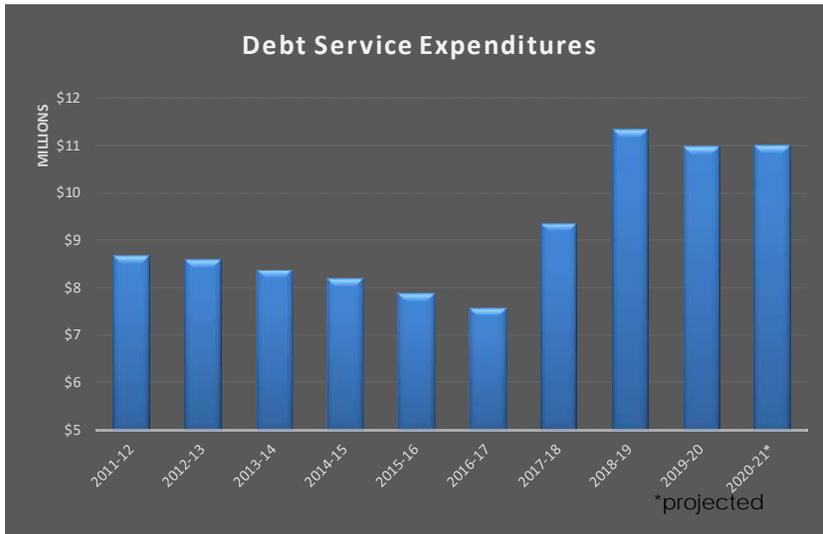
The County received funding requests from three nonprofit agencies that fall in this area. The agencies and the requested and recommended amounts are listed in Table 6.

Table #6 – Cultural and Recreational Nonprofits

Agency	Requested	Recommended
Lee County Arts Council	\$ 3,000	\$ 2,000
Temple Theatre	\$ 25,000	\$ 5,000
Railroad House Historical Association	\$ 3,500	\$ 0
Total	\$ 31,500	\$ 7,000

Debt Service

This proposed budget includes net debt service totaling \$11,016,857, an increase of \$606,032 or 5.82 percent. The majority of the increase is due to the installment financing agreement for the land purchase for economic development purposes, courthouse construction and renovations, and renovations to the Government Center. 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, \$7,457,856 or 67.69 percent is for Lee County School System facility construction. Funding for FY 2020-21 debt service payments includes ¼-cent sales tax proceeds of \$1,977,245, \$499,889 of interest rebates and \$1,729,992 from the Capital Reserve Fund based on the County's capital funding plan.

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 \$764,000 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
\$ 764,000	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 \$1,729,992 is recommended in this fund for the 2020-21 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 \$368,786 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, \$61,442 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 \$130,000 for FY 2020-21. The request reflects a decrease of \$75,000. The request is below the anticipated tax revenues for FY 2020-21.

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 will present their recommendation to the Board of Commissioners on June 1, 2020.

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 \$1,562,579 a 2.27 percent increase or \$34,620 more than the current fiscal year. As detailed in Table #8 below, it is recommended that the fees not increase in FY 2020-21.

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	\$107.50	\$107.50	\$0.00

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BUDGET SUMMARY - GENERAL FUND						
	18-19 Actual	Original 19-20 Budget	Requested 20-21 Budget	Recommended 20-21 Budget	Increase/ (Decrease)*	%Increase/ (Decrease)*
REVENUES						
Taxes						
Property Taxes						
Current Year	\$ 43,695,802	\$ 44,158,975	\$ 45,488,937	\$ 45,488,937	\$ 1,329,962	3.01%
Prior Years	496,638	527,300	453,250	453,250	(74,050)	-14.04%
Rental Vehicle Tax	104,918	75,000	85,000	85,000	10,000	13.33%
Privilege License Taxes	4,494	4,000	4,000	4,000	-	0.00%
Local Option Sales Tax	11,725,165	12,494,475	11,865,598	11,360,371	(1,134,104)	-9.08%
Special School Sales Tax	2,944,035	3,115,420	3,005,865	2,875,121	(240,299)	-7.71%
Cable TV Franchise Tax	190,879	190,000	183,000	183,000	(7,000)	-3.68%
Beer & Wine Tax	63,611	65,000	64,000	64,000	(1,000)	-1.54%
Total	59,225,541	60,630,170	61,149,650	60,513,679	(116,491)	-0.19%
General Revenues						
Investment Earnings	484,941	300,000	300,000	300,000	-	0.00%
Departmental Revenues/Fees						
Tax	241,940	224,000	251,500	251,500	27,500	12.28%
Strategic Services	133,239	137,739	142,372	142,372	4,633	3.36%
Elections	15	81,543	-	-	(81,543)	N/A
Register of Deeds	518,536	488,412	504,731	504,731	16,319	3.34%
Sheriff/Jail	785,573	741,161	718,444	718,444	(22,717)	-3.07%
Emergency Management	182,129	114,300	132,024	132,024	17,724	15.51%
Extension	5,100	4,300	800	800	(3,500)	-81.40%
Library	133,697	129,799	139,608	133,108	3,309	2.55%
Recreation	345,595	382,000	373,450	280,088	(101,912)	-26.68%
ABC Revenues	192,960	143,000	143,000	143,000	-	0.00%
Other	3,029,982	2,737,262	3,375,227	5,219,070	2,481,808	90.67%
Total	6,053,706	5,483,516	6,081,156	7,825,137	2,341,621	42.70%
Human Services						
Health Department	1,707,747	1,590,133	1,777,867	1,803,516	213,383	13.42%
Social Services	5,177,989	5,656,557	5,792,429	5,870,329	213,772	3.78%
Senior Services	1,507,401	1,720,411	1,490,736	1,493,726	(226,685)	-13.18%
Youth & Adult Services	151,288	161,771	161,771	161,771	-	0.00%
Total	8,544,425	9,128,872	9,222,803	9,329,342	200,470	2.20%
Designated Fund Balance	-	1,927,714	-	2,186,498	258,784	13.42%
Total General Fund Revenues	73,823,671	77,170,272	76,453,609	79,854,656	2,684,384	3.48%
EXPENDITURES						
General Government						
Governing Body	195,404	221,990	216,028	216,028	(5,962)	-2.69%
Administration	403,018	507,203	689,995	657,995	150,792	29.73%
Human Resources	421,336	463,064	482,944	484,435	21,371	4.62%
Finance	531,626	571,844	579,815	580,479	8,635	1.51%
Internal Services	647,141	710,838	835,752	860,752	149,914	21.09%
Tax Administration	1,586,931	1,743,978	1,841,391	1,755,104	11,126	0.64%
Strategic Services	426,720	443,647	460,110	470,540	26,893	6.06%
County Attorney	303,959	341,320	372,146	379,592	38,272	11.21%
Court Facilities	3,191	98,952	126,100	126,100	27,148	27.44%
Elections	320,279	511,394	447,304	429,894	(81,500)	-15.94%
Register of Deeds	324,024	348,776	389,556	396,896	48,120	13.80%
IT	1,159,435	1,264,838	1,338,386	1,394,539	129,701	10.25%
PEG Channel	103,825	31,300	20,650	20,650	(10,650)	-34.03%
General Services	2,898,363	3,288,043	7,512,252	3,792,412	504,369	15.34%
Total	9,325,250	10,547,187	15,312,429	11,565,416	1,018,229	9.65%

*Represents change from 2019-2020 Budget to 2020-2021 Recommended

BUDGET SUMMARY - GENERAL FUND - CONTINUED						
	18-19 Actual	Original 19-20 Budget	Requested 20-21 Budget	Recommended 20-21 Budget	Increase/ (Decrease)*	%Increase/ (Decrease)*
Public Safety						
Sheriff	4,800,204	5,025,499	5,792,053	5,379,158	353,659	7.04%
Animal Control Enforcement	240,301	257,174	299,996	272,658	15,484	6.02%
Sheriff - School Resource Officers	1,125,912	1,562,309	1,501,694	1,537,337	(24,972)	-1.60%
Sheriff - Communications	330,909	354,869	367,332	376,448	21,579	6.08%
Jail	2,268,977	2,502,177	2,632,768	2,493,762	(8,415)	-0.34%
E-911 Communications	357,836	370,287	407,126	407,126	36,839	9.95%
State Fire Control Contribution	94,625	100,194	100,194	100,194	-	0.00%
Inspections	-	-	106,378	-	-	N/A
Medical Examiner	49,350	70,000	70,000	70,000	-	0.00%
Juvenile Detention	88,694	100,500	101,000	101,000	500	0.50%
EMS	573,520	581,550	593,763	593,763	12,213	2.10%
Emergency Services	299,141	245,948	320,941	321,277	75,329	30.63%
Fire Marshal	312,517	371,714	351,180	358,870	(12,844)	-3.46%
Total	10,541,987	11,542,221	12,644,425	12,011,593	469,372	4.07%
Economic/Physical Development						
Planning	447,914	463,267	593,126	521,126	57,859	12.49%
Economic Development	573,129	1,241,824	1,184,621	1,083,999	(157,825)	-12.71%
Extension	220,381	279,479	286,385	282,081	2,602	0.93%
Conservation	159,729	128,578	162,057	130,387	1,809	1.41%
Total	1,401,153	2,113,148	2,226,189	2,017,593	(95,555)	-4.52%
Human services						
Health Department - Admin	674,858	710,834	751,029	790,809	79,975	11.25%
Maternal Health	214,011	252,540	264,879	199,678	(52,862)	-20.93%
Child Health	201,804	221,958	229,261	230,287	8,329	3.75%
Primary Care	93,115	99,399	117,196	106,149	6,750	6.79%
Promotion	92,736	117,994	117,550	138,786	20,792	17.62%
WIC - CS	207,611	190,136	200,079	172,519	(17,617)	-9.27%
Family Planning	247,276	270,034	285,382	284,530	14,496	5.37%
Animal Control Shelter	153,783	193,412	192,501	191,548	(1,864)	-0.96%
Environmental Health	488,176	473,364	665,875	694,351	220,987	46.68%
Aids Control	29,617	36,286	40,805	39,303	3,017	8.31%
Bioterrorism	41,736	41,849	41,849	41,395	(454)	-1.08%
WIC - BF	71,387	67,011	65,600	50,583	(16,428)	-24.52%
Children Services Coordinator	139,565	159,560	159,560	161,646	2,086	1.31%
Communicable Diseases	198,964	243,219	268,250	265,010	21,791	8.96%
Breast/Cervical Cancer Control	14,437	24,890	24,819	24,819	(71)	-0.29%
Immunizations	76,803	85,649	107,934	93,375	7,726	9.02%
Pregnancy Care Management	150,521	166,936	166,936	169,391	2,455	1.47%
WIC - GA	11,678	24,065	26,771	23,628	(437)	-1.82%
WIC - NE	53,502	73,604	75,029	97,544	23,940	32.53%
Mental Health	240,000	240,000	240,000	240,000	-	0.00%
Social Services - Admin	6,729,562	7,341,279	7,657,408	7,613,327	272,048	3.71%
Social Services - Programs	779,797	1,267,957	1,105,494	1,105,494	(162,463)	-12.81%
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	28,750	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)	-100.00%
Hispanic Liaison	-	-	8,000	-	-	N/A
Senior Services - Transportation	1,039,206	1,229,624	991,896	994,886	(234,738)	-19.09%
Senior Services - General	990,969	1,120,975	1,220,106	1,174,662	53,687	4.79%
JCPC	150,798	161,771	161,771	161,771	-	0.00%
Total	13,125,413	14,847,846	15,259,730	15,098,491	250,645	1.69%

*Represents change from 2019-2020 Budget to 2020-2021 Recommended

BUDGET SUMMARY - GENERAL FUND - CONTINUED						
	18-19 Actual	Original 19-20 Budget	Requested 20-21 Budget	Recommended 20-21 Budget	Increase/ (Decrease)*	%Increase/ (Decrease)*
Education						
School Current Expense	17,862,278	18,912,278	18,912,278	18,912,278	-	0.00%
School Capital Outlay	1,626,330	2,032,506	2,032,506	2,285,506	253,000	12.45%
CCCC Current Expense	2,887,725	2,976,031	3,076,453	3,038,528	62,497	2.10%
CCCC Special Appropriation	56,459	125,000	250,000	160,000	35,000	28.00%
CCCC Civic Center	64,930	64,930	118,777	64,930	-	0.00%
CCCC Capital Outlay	45,000	55,000	75,000	55,000	-	0.00%
Total	22,542,722	24,165,745	24,465,014	24,516,242	350,497	1.45%
Cultural and Recreational						
Libraries	619,829	722,544	886,570	787,235	64,691	8.95%
Parks and Recreation	1,287,148	1,464,539	1,981,143	1,521,840	57,301	3.91%
Temple Theater	5,000	5,000	25,000	5,000	-	0.00%
Arts Council	2,000	2,000	3,000	2,000	-	0.00%
Railroad House Historical Association	-	3,500	3,500	3,500	-	0.00%
Total	1,913,977	2,197,583	2,899,213	2,319,575	121,992	5.55%
Debt Service						
Principal	7,618,859	7,542,859	7,479,859	7,479,859	(63,000)	-0.84%
Interest and Fees	3,727,021	3,456,683	3,155,373	3,155,373	(301,310)	-8.72%
Capital Lease Payments	-	-	881,514	881,514	881,514	N/A
Total	11,345,880	10,999,542	11,516,746	11,516,746	517,204	4.70%
Reserves	912,000	757,000	809,000	809,000	52,000	6.87%
Total General Fund Expenditures	71,108,381	77,170,272	85,132,746	79,854,656	2,684,384	3.48%
Total General Fund Net	\$ 2,715,290	\$ -	\$ (8,679,137)	\$ -	\$ -	N/A

*Represents change from 2019-2020 Budget to 2020-2021 Recommended

BUDGET SUMMARY - OTHER FUNDS							
	18-19 Actual	Original 19-20 Budget	Requested 20-21 Budget	Recommended 20-21 Budget	Increase/ (Decrease)*	%Increase/ (Decrease)*	
<u>Room Occupancy Tax Fund</u>							
Revenues	\$ 274,433	\$ 252,313	\$ 252,313	\$ 252,313	\$ -	0.00%	
Expenses	238,000	252,313	252,313	252,313	-	0.00%	
Net Excess	\$ 36,433	\$ -	\$ -	\$ -	\$ -	N/A	
<u>Capital Reserve Fund</u>							
Revenues	\$ 813,617	\$ 805,388	\$ 1,729,992	\$ 1,729,992	\$ 924,604	114.80%	
Expenses	1,490,868	805,388	1,729,992	1,729,992	924,604	114.80%	
Net Excess	\$ (677,251)	\$ -	\$ -	\$ -	\$ -	N/A	
<u>Emergency Telephone System Fund</u>							
Revenues	\$ 399,026	\$ 466,792	\$ 430,228	\$ 430,228	\$ (36,564)	-7.83%	
Expenses	357,694	466,792	430,228	430,228	(36,564)	-7.83%	
Net Excess	\$ 41,332	\$ -	\$ -	\$ -	\$ -	N/A	
<u>Airport Tax Reserve Fund</u>							
Revenues	\$ 271,271	\$ 205,000	\$ 130,000	\$ 130,000	\$ (75,000)	-36.59%	
Expenses	318,000	205,000	130,000	130,000	(75,000)	-36.59%	
Net Excess	\$ (46,729)	\$ -	\$ -	\$ -	\$ -	N/A	
<u>Drug Seizure Fund</u>							
Revenues	\$ 85,967	\$ -	\$ -	\$ -	\$ -	N/A	
Expenses	25,686	-	-	-	-	N/A	
Net Excess	\$ 60,281	\$ -	\$ -	\$ -	\$ -	N/A	
<u>Solid Waste Fund</u>							
Revenues							
User Fees	\$ 1,353,538	\$ 1,357,459	\$ 1,388,079	\$ 1,388,079	\$ 30,620	2.26%	
White Goods Disposal Fees	24,527	32,500	25,500	25,500	(7,000)	-21.54%	
1% Surcharge on Tires	84,086	80,000	80,000	80,000	-	0.00%	
Other Revenues	48,025	44,000	45,000	45,000	1,000	2.27%	
Investment Earnings	27,802	14,000	24,000	24,000	10,000	71.43%	
Designated Reserves	-	159,532	344,275	373,950	214,418	134.40%	
Total Revenues	\$ 1,537,978	\$ 1,687,491	\$ 1,906,854	\$ 1,936,529	\$ 249,038	14.76%	
Expenses							
Waste Disposal Operations	\$ 209,723	\$ 247,696	\$ 232,449	\$ 236,159	\$ (11,537)	-4.66%	
Waste Collection Operations	1,313,323	1,439,795	1,674,405	1,700,370	260,575	18.10%	
	\$ 1,523,046	\$ 1,687,491	\$ 1,906,854	\$ 1,936,529	\$ 249,038	14.76%	
Net Excess	\$ 14,932	\$ -	\$ -	\$ -	\$ -	N/A	

*Represents change from 2019-2020 Budget to 2020-2021 Recommended

Schedule of Mandated Programs

Department	Notes	FY 2020-21				FY 2019-20
		Budgeted Expense	Budgeted Revenues	Net Expense to County	% of Budget Paid by County	Net Expense to County
Governing Body	1	\$ 216,028		\$ 216,028	100.00%	\$ 221,990
Administration	1	657,995		657,995	100.00%	507,203
Finance	1	580,479		580,479	100.00%	571,844
Tax Administration	1	1,755,104	251,500	1,503,604	85.67%	1,519,978
Strategic Services	1	470,540	142,372	328,168	69.74%	305,908
County Attorney	1	379,592		379,592	100.00%	341,320
Court Facilities	1	126,100		126,100	100.00%	98,952
Elections	1	429,894	-	429,894	100.00%	429,851
Register of Deeds	1	396,896	504,731	(107,835)	-27.17%	(139,636)
IT	1	1,394,539		1,394,539	100.00%	1,264,838
Buildings and Grounds	1	3,792,412		3,792,412	100.00%	3,288,043
Sheriff	1	5,379,158	208,142	5,171,016	96.13%	4,820,740
Sheriff - SROs	1	1,537,337	271,352	1,265,985	82.35%	1,290,957
Sheriff - Communications	1	376,448		376,448	100.00%	354,869
Jail	1	2,493,762	237,750	2,256,012	90.47%	2,238,227
Inspections	1	-	-	-	N/A	-
EMS	1	593,763		593,763	100.00%	581,550
Emergency Services	1	321,277	126,524	194,753	60.62%	132,948
Fire Marshal	1	358,870	358,870	-	0.00%	-
Health Dept. - General Admin.	1	790,809	89,260	701,549	88.71%	622,195
Health - Maternal Health	1	199,678	80,162	119,516	59.85%	117,608
Health - Child Health	1	230,287	185,884	44,403	19.28%	35,911
Health - Promotion	1	138,786	97,854	40,932	29.49%	83,288
Health - WIC - CS	2	172,519	172,519	-	0.00%	-
Health - Family Planning	1	284,530	188,965	95,565	33.59%	110,350
Health - Animal Control	1	191,548	11,314	180,234	94.09%	187,791
Health - Environmental Health	1	694,351	284,206	410,145	59.07%	338,043
Health - Aids Control	1	39,303	500	38,803	98.73%	35,786
Health - Bioterrorism	1	41,395	41,395	-	0.00%	-
Health - WIC - BF	2	50,583	50,583	-	0.00%	-
Health - Children's Svcs. Coordinator	1	161,646	161,646	-	0.00%	-
Health - Communicable Disease	1	265,010	46,206	218,804	82.56%	210,969
Health - Breast/Cervical Cancer	1	24,819	12,500	12,319	49.64%	13,900
Health - Immunization	1	93,375	29,168	64,207	68.76%	56,721
Health - Pregnancy Care Mgmt.	1	169,391	169,391	-	0.00%	-
Health - WIC - GA	2	23,628	23,628	-	0.00%	-
Health - WIC - NE	2	97,544	97,544	-	0.00%	-
Mental Health	1	240,000	21,000	219,000	91.25%	220,000
Social Services	1&2	8,718,821	5,870,329	2,848,492	32.67%	2,952,679
School Current Expense	1	18,912,278		18,912,278	100.00%	18,912,278
School Capital Outlay	1	2,285,506	685,000	1,600,506	70.03%	1,347,506
Debt Service	1	11,516,746	7,082,247	4,434,499	38.50%	4,303,863
Total Mandated Programs		\$ 66,602,747	\$ 17,502,542	\$ 49,100,205		\$ 47,378,470

Mandated Programs account for 83.39% 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 2020-21				FY 2019-20 Net Expense to County
	Budgeted Expense	Budgeted Revenues	Net Expense to County	% of Budget Paid by County	
Human Resources	\$ 484,435		\$ 484,435	100.00%	\$ 463,064
Internal Services	860,752	30,000	830,752	96.51%	680,838
IT - Peg Channel	20,650	20,650	-	0.00%	(21,700)
Sheriff - Animal Control Enforcement	272,658	1,200	271,458	99.56%	256,074
E911 Communications	407,126		407,126	100.00%	370,287
State Fire Control Contribution	100,194		100,194	100.00%	100,194
Medical Examiner	70,000		70,000	100.00%	70,000
Juvenile Detention	101,000		101,000	100.00%	100,500
Airport	-		-	N/A	-
Planning	521,126		521,126	100.00%	463,267
Economic Development	1,083,999		1,083,999	100.00%	1,241,824
Cooperative Extension	282,081	800	281,281	99.72%	275,179
Conservation	130,387	25,500	104,887	80.44%	103,078
Health - Primary Care	106,149	60,791	45,358	42.73%	50,045
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
COLTS	994,886	956,062	38,824	3.90%	59,183
Senior Services	1,174,662	537,664	636,998	54.23%	571,005
Juvenile Crime Prevention Council	161,771	161,771	-	0.00%	-
CCCC Current Expense	3,038,528		3,038,528	100.00%	2,976,031
CCCC Special Allocation	160,000		160,000	100.00%	125,000
CCCC Civic Center	64,930		64,930	100.00%	64,930
CCCC Capital Outlay	55,000		55,000	100.00%	55,000
Library	787,235	133,108	654,127	83.09%	592,745
Parks and Recreation	1,521,840	280,088	1,241,752	81.60%	1,082,539
Temple Theatre	5,000		5,000	100.00%	5,000
Arts Council	2,000		2,000	100.00%	2,000
Railroad House Historical Association	3,500		3,500	100.00%	3,500
Reserves	809,000		809,000	100.00%	757,000
Total Non-mandated programs	\$ 13,251,909	\$ 2,207,634	\$ 11,044,275		\$ 10,479,583

Non-Mandated programs account for 16.61% of the total general fund budget.

Fund Balance Appropriated

Department	Description	Requested	Recommended
Capital Outlay			
Commissioners	Technology equipment < \$5,000 per item	\$ 1,600	\$ 1,600
Administration	Capital outlay < \$5,000 per item	3,900	3,900
Administration	Vehicle	32,000	-
Finance	Capital outlay < \$5,000 per item	550	550
Tax - Appraisal	Capital outlay < \$5,000 per item	1,100	1,100
Tax - Collections	Capital outlay < \$5,000 per item	500	500
Tax - Collections	Technology equipment < \$5,000 per item	2,400	2,400
Strategic Services	Technology equipment < \$5,000 per item	4,000	4,000
County Attorney	Technology equipment < \$5,000 per item	1,700	1,700
Clerk of Court	Capital outlay < \$5,000 per item	8,491	8,491
Elections	Technology equipment < \$5,000 per item	3,400	3,400
IT	Technology equipment < \$5,000 per item	75,000	75,000
IT	Email archive system replacement	13,600	13,600
IT	Core firewall upgrade	16,900	16,900
General Services	Capital outlay < \$5,000 per item	8,000	8,000
General Services	HVAC Units	23,000	23,000
General Services	2021 Chevrolet Colorado Truck	27,000	-
General Services	2020 Ford F-150 4x2 Supercab Truck	29,000	29,000
General Services	2020 Ford Ranger 4x4 Supercab Truck	28,000	28,000
General Services	2010 Ford 550 Truck with Service Bed (NC DOT surplus)	12,000	-
General Services	2020 Ford 550 Truck with Service Bed	120,000	-
General Services	Technology equipment < \$5,000 per item	1,200	1,200
Sheriff	Capital outlay < \$5,000 per item	85,536	67,367
Sheriff	2020 Dodge Durango AWD (2 requested; 0 recommended)	71,002	-
Sheriff	2020 Dodge Durango AWD (6 requested; 6 recommended)	229,926	229,926
Sheriff	2020 Dodge Durango AWD (4 requested; 0 recommended)	136,668	-
Sheriff	2020 Chevrolet Silverado 1500 Crew Cab 4WD	37,675	-
Sheriff	Technology equipment < \$5,000 per item	16,643	15,448
Sheriff - Animal Control	Capital outlay < \$5,000 per item	2,959	2,250
Sheriff - Animal Control	2020 Dodge Ram 1500 Crew Cab	30,829	-
Sheriff - SROs	Capital outlay < \$5,000 per item	8,090	8,090
Sheriff - SROs	Technology equipment < \$5,000 per item	3,587	3,587
Jail	Capital outlay < \$5,000 per item	5,856	5,147
Jail	2020 Dodge Durango Pursuit	29,281	-
Jail	Padded cell	93,500	-
Emergency Services	Capital outlay < \$5,000 per item	12,610	12,610
Emergency Services	4WD 4-door F250 truck	33,500	33,500
Emergency Services	Kenwood NX-5700K mobile radio	6,250	6,250
Emergency Services	Technology equipment < \$5,000 per item	3,000	3,000
Fire Marshal	Capital outlay < \$5,000 per item	4,000	4,000
Extension	Technology equipment < \$5,000 per item	8,304	4,000
Soil Conservation	4 WD truck	34,000	-
Health - General	2020 Ford Fusion	18,067	18,067
Health - Maternal Health	Capital outlay < \$5,000 per item	3,235	3,235
Health - Maternal Health	Technology equipment < \$5,000 per item	1,537	1,537
Health - Child Health	Capital outlay < \$5,000 per item	949	949
Health - Child Health	Technology equipment < \$5,000 per item	1,536	1,536
Health - WIC - CS	Capital outlay < \$5,000 per item	610	610
Health - Family Planning	Capital outlay < \$5,000 per item	3,235	3,235

Fund Balance Appropriated

Department	Description	Requested	Recommended
Health - Family Planning	Technology equipment < \$5,000 per item	1,537	1,537
Health - Animal Control	Capital outlay < \$5,000 per item	719	719
Health - Environmental	Technology equipment < \$5,000 per item	3,278	5,778
Health - Comm. Disease	Capital outlay < \$5,000 per item	3,235	3,235
Health - Comm. Disease	Technology equipment < \$5,000 per item	1,537	1,537
Health - Immunizations	Capital outlay < \$5,000 per item	2,286	2,286
Health - Immunizations	Technology equipment < \$5,000 per item	1,537	1,537
Social Services	Capital outlay < \$5,000 per item	15,300	12,950
Social Services	Technology equipment < \$5,000 per item	44,190	40,660
COLTS	Capital outlay < \$5,000 per item	472	472
COLTS	Technology equipment < \$5,000 per item	4,422	4,422
Schools	Exterior wall waterproofing and window restoration - Lee County Board of Education	220,000	220,000
Schools	Parking lot drain - Lee County Board of Education	33,000	33,000
Library	Capital outlay < \$5,000 per item	3,900	3,900
Library	Technology equipment < \$5,000 per item	16,001	6,901
Recreation	Capital outlay < \$5,000 per item	49,430	24,725
Recreation	John Deere 1025R Sub-Compact Utility Tractor	22,985	-
Recreation	Lett Family Park Activity Center	19,500	19,500
Recreation	F150 4x2 Crew Cab Truck	28,016	-
Recreation	Technology equipment < \$5,000 per item	2,600	1,100
	Total capital outlay	\$ 1,769,671	\$ 1,030,944
<u>Building Improvements</u>			
General Services	Adult Probation Roof	\$ 250,000	\$ 250,000
General Services	Roof - lower roof LCGC	90,000	90,000
General Services	Roof - lower roof LCGC	150,000	150,000
General Services	Roof - lower roof LCGC	95,000	95,000
General Services	Roof replacement - Parks and Rec - McKinney House	17,000	17,000
General Services	Roof replacement - picnic shelter - Kiwanis Family Park	73,000	73,000
General Services	Roof replacement - gazebo - Kiwanis Family Park	35,000	-
General Services	Repair, seal and stripe parking lot - Kiwanis Family Park	7,500	-
General Services	Replace flooring on second floor - LCGC	75,000	-
General Services	Repair, seal and stripe parking lot - LCGC	30,000	30,000
General Services	Painting exterior of Parks and Recreation - McKinney House	7,200	7,200
General Services	General Services security camera addition	9,700	-
General Services	Seal and stripe parking lot - McSwain Center	12,500	-
General Services	Sump failure inspection - General Services	50,000	50,000
General Services	HVAC, lighting and skylight assessment - Main Library	2,800,000	-
General Services	Repair, patch and seal County parking lots and driveways	10,000	10,000
General Services	Failure of sewer pipes - Courthouse	20,000	20,000
General Services	Automatic gate for fueling station - General Services	21,000	21,000
General Services	Flooring for detective division	14,300	-
General Services	Flooring for Emergency Services and 911 center	38,200	-
	Total building improvements	\$ 3,805,400	\$ 813,200

Fund Balance Appropriated

Department	Description	Requested	Recommended
<u>Facility Development</u>			
Recreation	OT Sloan Park - Fencing for T-Ball complex	18,000	18,000
Recreation	OT Sloan Park - Infield Work for T-Ball complex	13,000	13,000
Recreation	OT Sloan Park - T-Ball complex poly cap for fencing at each of the 4 fields	4,000	4,000
Recreation	Replace decking on entrance ramp at Tramway main office	1,100	1,100
Recreation	San-Lee Park bridge repair	4,000	4,000
Recreation	Telescopic bleachers for the Bob Hales Center	36,000	-
Recreation	Renovate existing restrooms at OT Sloan pool bath	30,015	-
Recreation	Renovate existing restrooms at Bob Hales Center	16,250	-
	Total facility development	<u>\$ 122,365</u>	<u>\$ 40,100</u>
	Capital, building improvements and facility development		\$ 1,884,244
	Revenue and expenditure float		<u>302,254</u>
	Total fund balance appropriated		<u>\$ 2,186,498</u>

Capital Outlay > \$5,000

Department	Description	Requested	Recommended
<u>General Fund</u>			
Administration	Vehicle	\$ 32,000	\$ -
IT	Email archive system replacement	13,600	13,600
IT	Core firewall upgrade	16,900	16,900
General Services	HVAC Units	23,000	23,000
General Services	2021 Chevrolet Colorado Truck	27,000	-
General Services	2020 Ford F-150 4x2 Supercab Truck	29,000	29,000
General Services	2020 Ford Ranger 4x4 Supercab Truck	28,000	28,000
General Services	2010 Ford 550 Truck with Service Bed (NC DOT surplus)	12,000	-
General Services	2020 Ford 550 Truck with Service Bed	120,000	-
Sheriff	2020 Dodge Durango AWD (2 requested; 0 recommended)	71,002	-
Sheriff	2020 Dodge Durango AWD (6 requested; 6 recommended)	229,926	229,926
Sheriff	2020 Dodge Durango AWD (4 requested; 0 recommended)	136,668	-
Sheriff	2020 Chevrolet Silverado 1500 Crew Cab 4WD	37,675	-
Sheriff - Animal Control	2020 Dodge Ram 1500 Crew Cab	30,829	-
Jail	2020 Dodge Durango Pursuit	29,281	-
Jail	Padded cell	93,500	-
Emergency Services	4WD 4-door F250 truck	33,500	33,500
Emergency Services	Kenwood NX-5700K mobile radio	6,250	6,250
Soil Conservation	4 WD truck	34,000	-
Health - General	2020 Ford Fusion	18,067	18,067
Schools	Exterior wall waterproofing and window restoration - Lee County Board of Education	220,000	220,000
Schools	Parking lot drain - Lee County Board of Education	33,000	33,000
Recreation	John Deere 1025R Sub-Compact Utility Tractor	22,985	-
Recreation	Lett Family Park Activity Center	19,500	19,500
Recreation	F150 4x2 Crew Cab Truck	28,016	-
	Total capital outlay	<u>\$ 1,345,699</u>	<u>\$ 670,743</u>
<u>Solid Waste Fund</u>			
Waste Collections	2020 Knuckle boom Truck	\$ 170,000	\$ 170,000
Waste Collections	Trash Compactor - Woodland Trails Convenience Center	<u>25,000</u>	<u>25,000</u>
Solid Waste Fund Total		<u>\$ 195,000</u>	<u>\$ 195,000</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:

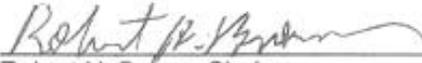
Through vision and leadership, setting the standard for professional local government.

CORE VALUES:

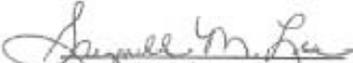
We value:

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 2020-2021 Recommended Budget
 General Fund

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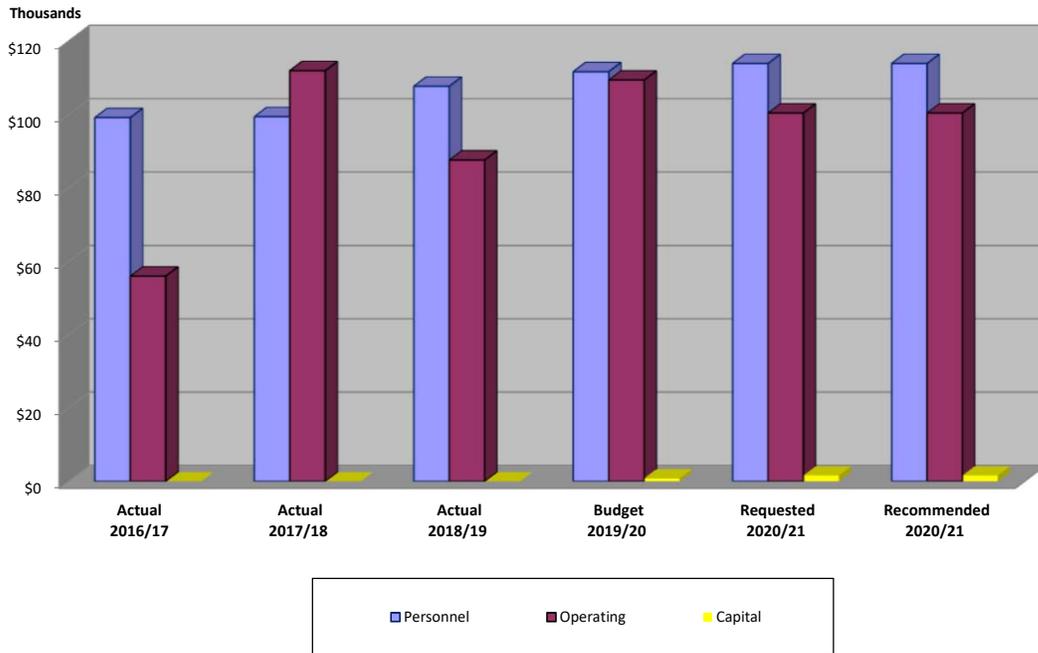
Governing Body

Mission

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

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 155,256	\$ 211,437	\$ 195,404	\$ 221,990	\$ 216,028	\$ 216,028
Total	\$ 155,256	\$ 211,437	\$ 195,404	\$ 221,990	\$ 216,028	\$ 216,028
Expenditures						
Personnel	\$ 99,208	\$ 99,449	\$ 107,739	\$ 111,725	\$ 113,962	\$ 113,962
Operating	56,048	111,988	87,665	109,445	100,466	100,466
Capital	-	-	-	820	1,600	1,600
Total	\$ 155,256	\$ 211,437	\$ 195,404	\$ 221,990	\$ 216,028	\$ 216,028



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

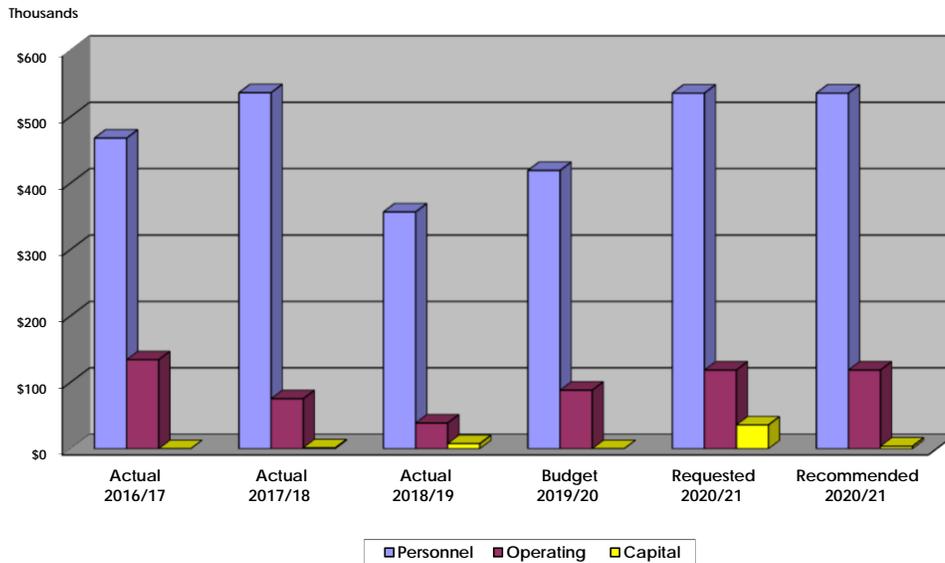
The Community & Government Relations Manager position was added in FY 2017-18. The large decrease in FY 2018-19 is due to the move of the County Attorney and the Clerk of the Board to the County Attorney department. Addition of Development Services Director for administration of major capital projects in FY 20-21 budget.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	5	6	4	3	4	4

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 601,956	\$ 613,000	\$ 403,018	\$ 507,203	\$ 689,995	\$ 657,995
Total	601,956	613,000	403,018	507,203	689,995	657,995
Expenditures						
Personnel	\$ 467,839	\$ 536,212	\$ 356,598	\$ 419,063	\$ 535,545	\$ 535,545
Operating	134,117	75,334	38,738	88,140	118,550	118,550
Capital	-	1,454	7,682	-	35,900	3,900
Total	601,956	613,000	403,018	507,203	689,995	657,995



Human Resources

Mission

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

Significant Changes

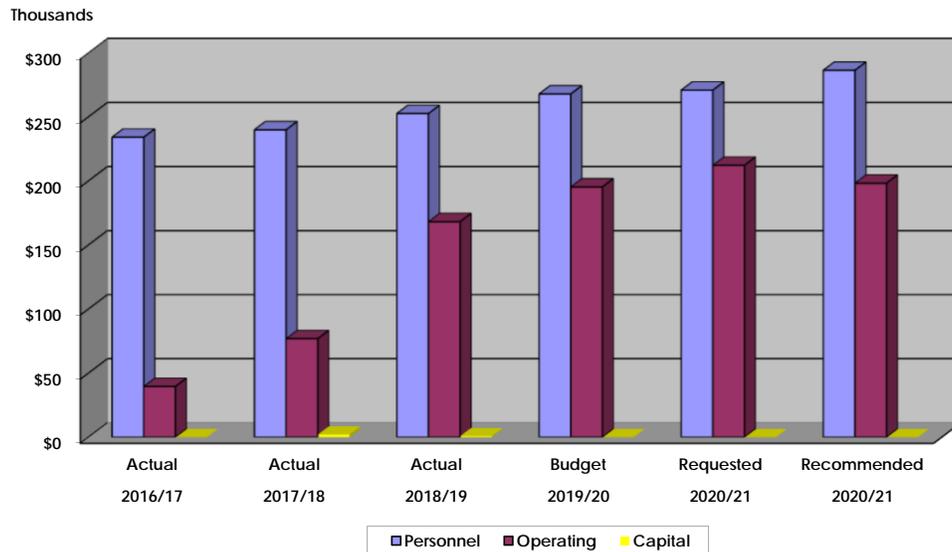
\$50,000 budgeted in FY 2017-18 to begin an employee health clinic in January 2018. A full year of funding for the employee health clinic is included in the FY 2018-19 budget.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	3	3	3	3	3	3

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 273,536	\$ 318,610	\$ 421,336	\$ 463,064	\$ 482,944	\$ 484,435
Total	\$ 273,536	\$ 318,610	\$ 421,336	\$ 463,064	\$ 482,944	\$ 484,435
Expenditures						
Personnel	\$ 234,041	\$ 239,853	\$ 252,482	\$ 267,822	\$ 270,792	\$ 286,283
Operating	39,495	76,796	168,125	195,242	212,152	198,152
Capital	-	1,961	729	-	-	-
Total	\$ 273,536	\$ 318,610	\$ 421,336	\$ 463,064	\$ 482,944	\$ 484,435



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

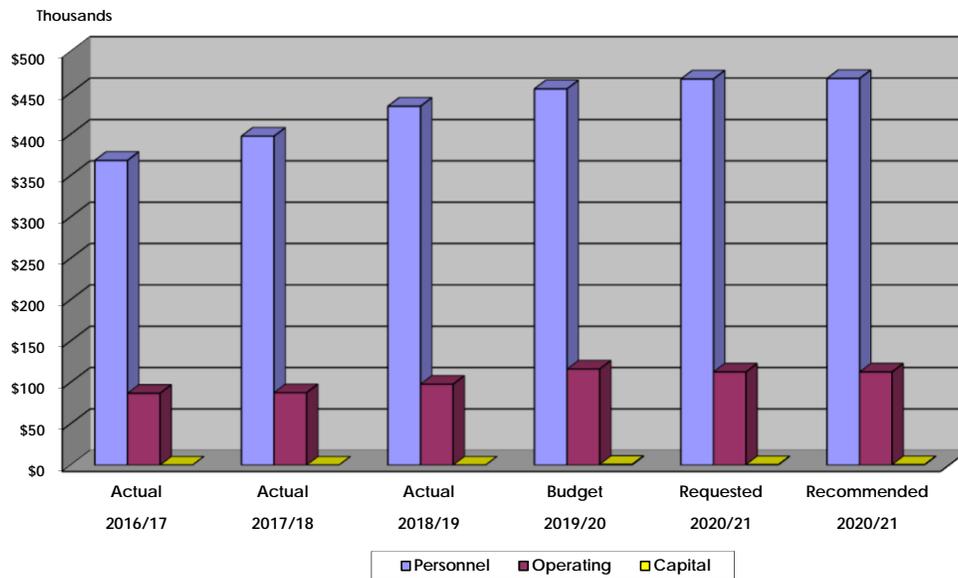
Temporary position for 20 hours a week requested and recommended in FY 2017-18. In FY 2018-19 the 20 hours a week position was converted to a full-time position.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	5	5	6	6	6	6

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 455,236	\$ 485,138	\$ 531,625	\$ 571,844	\$ 579,815	\$ 580,479
Total	\$ 455,236	\$ 485,138	\$ 531,625	\$ 571,844	\$ 579,815	\$ 580,479
Expenditures						
Personnel	\$ 368,410	\$ 397,619	\$ 433,853	\$ 454,893	\$ 466,703	\$ 467,367
Operating	86,826	87,519	97,772	116,101	112,562	112,562
Capital	-	-	-	850	550	550
Total	\$ 455,236	\$ 485,138	\$ 531,625	\$ 571,844	\$ 579,815	\$ 580,479



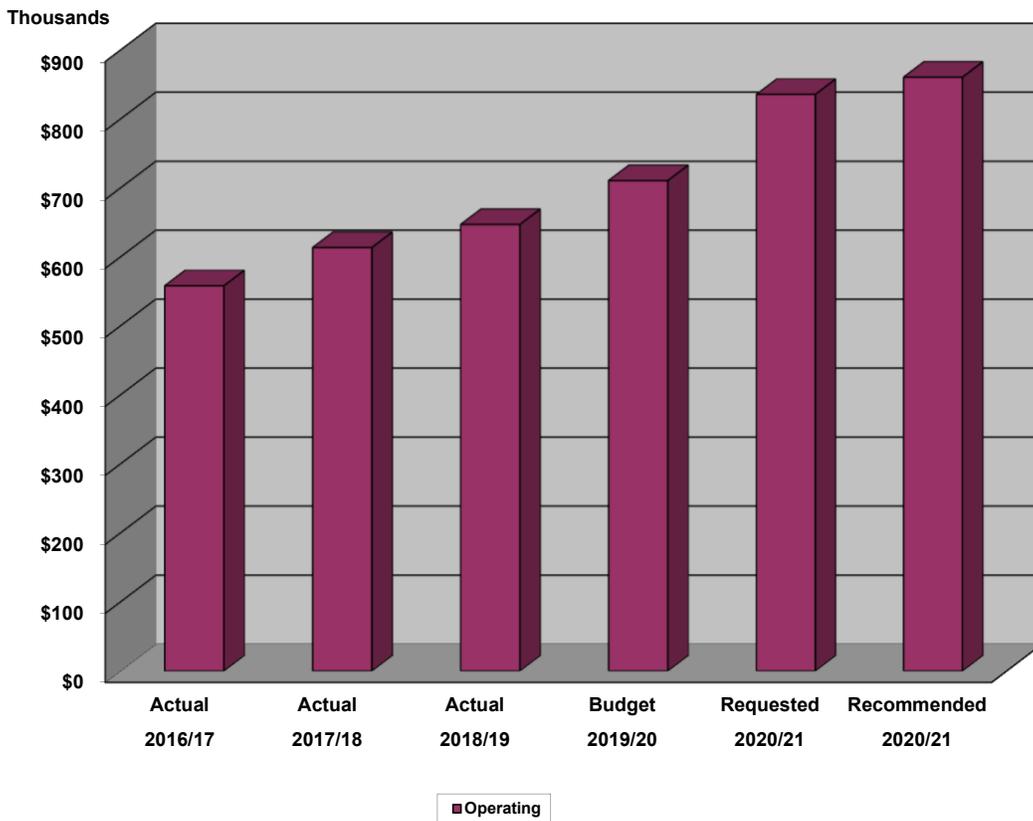
Internal Services

Significant Changes

FY 17-18 includes funds for additional space in the Buggy Factory and renovations to that space. The FY 20-21 budget includes funds for additional space in the Buggy Factory, as well as the annual CPI adjustment. We also have an increased number of people moving to retiree insurance.

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 27,691	\$ 19,610	\$ 14,007	\$ 30,000	\$ 30,000	\$ 30,000
General Appropriation	530,538	594,127	633,134	680,838	805,752	830,752
Total	\$ 558,229	\$ 613,737	\$ 647,141	\$ 710,838	\$ 835,752	\$ 860,752
Expenditures						
Operating	\$ 558,229	\$ 613,737	\$ 647,141	\$ 710,838	\$ 835,752	\$ 860,752
Total	\$ 558,229	\$ 613,737	\$ 647,141	\$ 710,838	\$ 835,752	\$ 860,752



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

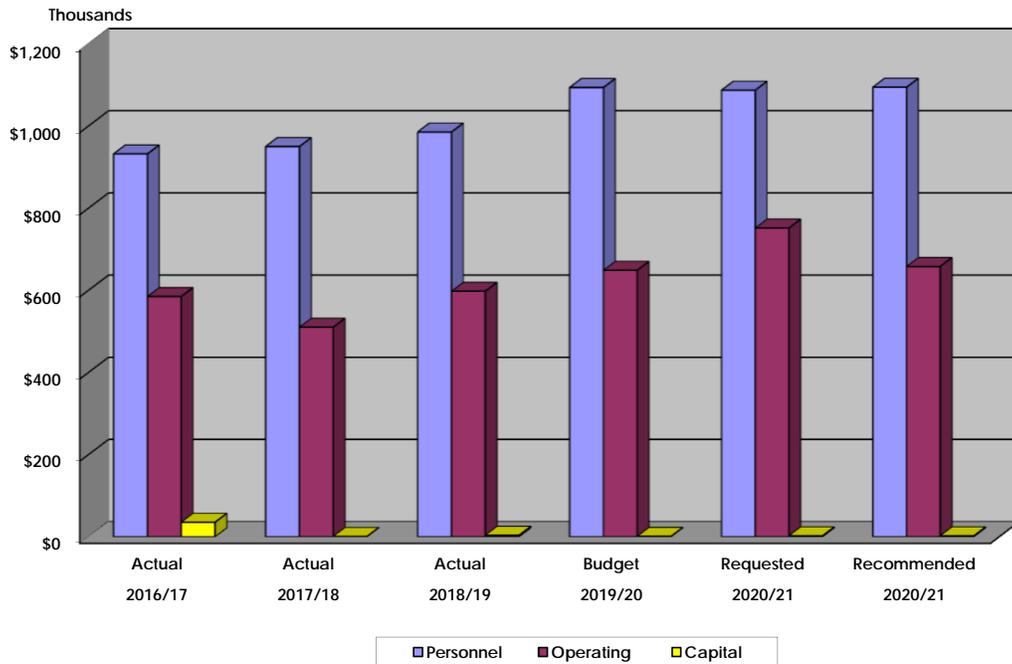
The FY 16-17 budget includes funds to replace two vehicles. Contracted services are included for software to provide enhanced customer service options to the public via our website and software to assist with the next revaluation scheduled for 2019.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	16	16	16	16	16	16

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 212,942	\$ 216,503	\$ 241,940	\$ 224,000	\$ 251,500	\$ 251,500
General Appropriation	1,339,610	1,244,741	1,344,991	1,519,978	1,589,891	1,503,604
Total	\$ 1,552,552	\$ 1,461,244	\$ 1,586,931	\$ 1,743,978	\$ 1,841,391	\$ 1,755,104
Expenditures						
Personnel	\$ 932,232	\$ 950,121	\$ 985,458	\$ 1,093,952	\$ 1,087,328	\$ 1,094,558
Operating	584,957	510,223	597,765	648,926	751,663	658,146
Capital	35,363	900	3,708	1,100	2,400	2,400
Total	\$ 1,552,552	\$ 1,461,244	\$ 1,586,931	\$ 1,743,978	\$ 1,841,391	\$ 1,755,104



Strategic Services

Mission

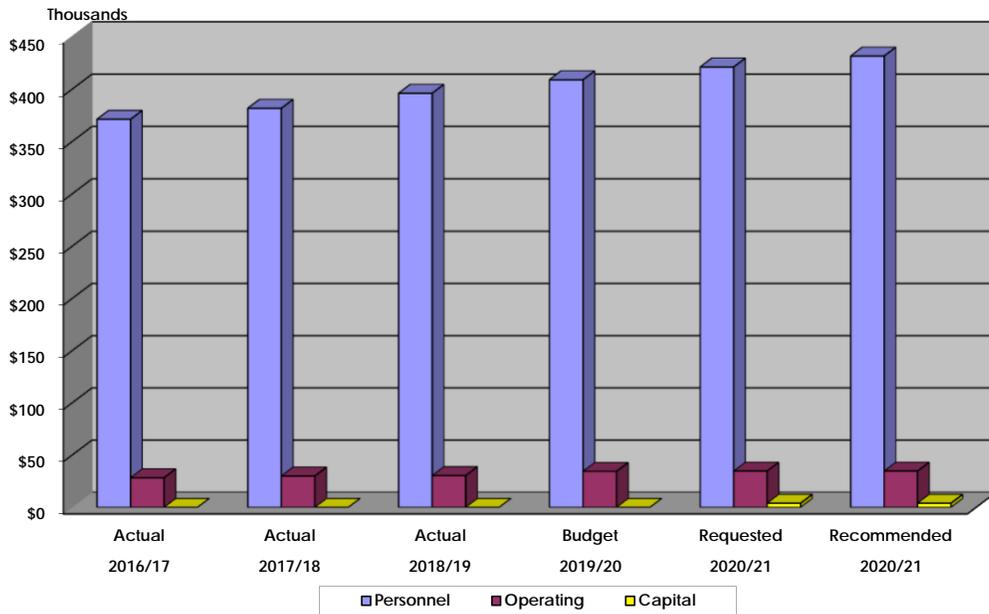
The mission of Lee County Strategic Services is to coordinate and support the development and maintenance of a county-wide geographic information system (GIS).

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	5	5	5	5	5	5

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 126,144	\$ 130,216	\$ 133,239	\$ 137,739	\$ 142,372	\$ 142,372
General Appropriation	273,654	281,800	293,482	305,908	317,738	328,168
Total	\$ 399,798	\$ 412,016	\$ 426,721	\$ 443,647	\$ 460,110	\$ 470,540
Expenditures						
Personnel	\$ 371,370	\$ 381,924	\$ 396,238	\$ 409,117	\$ 421,329	\$ 431,759
Operating	28,428	30,092	30,483	34,530	34,781	34,781
Capital	-	-	-	-	4,000	4,000
Total	\$ 399,798	\$ 412,016	\$ 426,721	\$ 443,647	\$ 460,110	\$ 470,540



County Attorney

Significant Changes

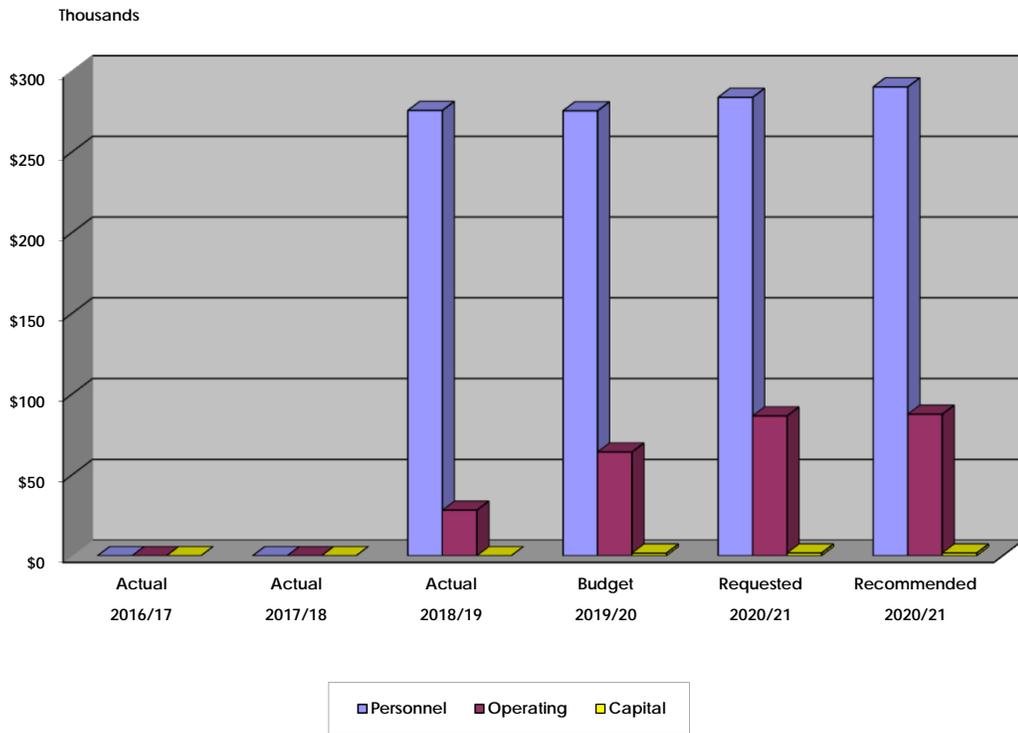
This department is being reestablished in Fiscal Year 2018-2019 to account for the costs related to the County Attorney, Deputy County Attorney and the Pre-trial Coordinator.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	0	0	3	3	3	3

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ -	\$ -	\$ 303,959	\$ 341,320	\$ 372,146	\$ 379,592
Total	\$ -	\$ -	\$ 303,959	\$ 341,320	\$ 372,146	\$ 379,592
Expenditures						
Personnel	\$ -	\$ -	\$ 275,756	\$ 275,490	\$ 283,857	\$ 290,303
Operating	-	-	28,203	64,190	86,589	87,589
Capital	-	-	-	1,640	1,700	1,700
Total	\$ -	\$ -	\$ 303,959	\$ 341,320	\$ 372,146	\$ 379,592



Court Facilities

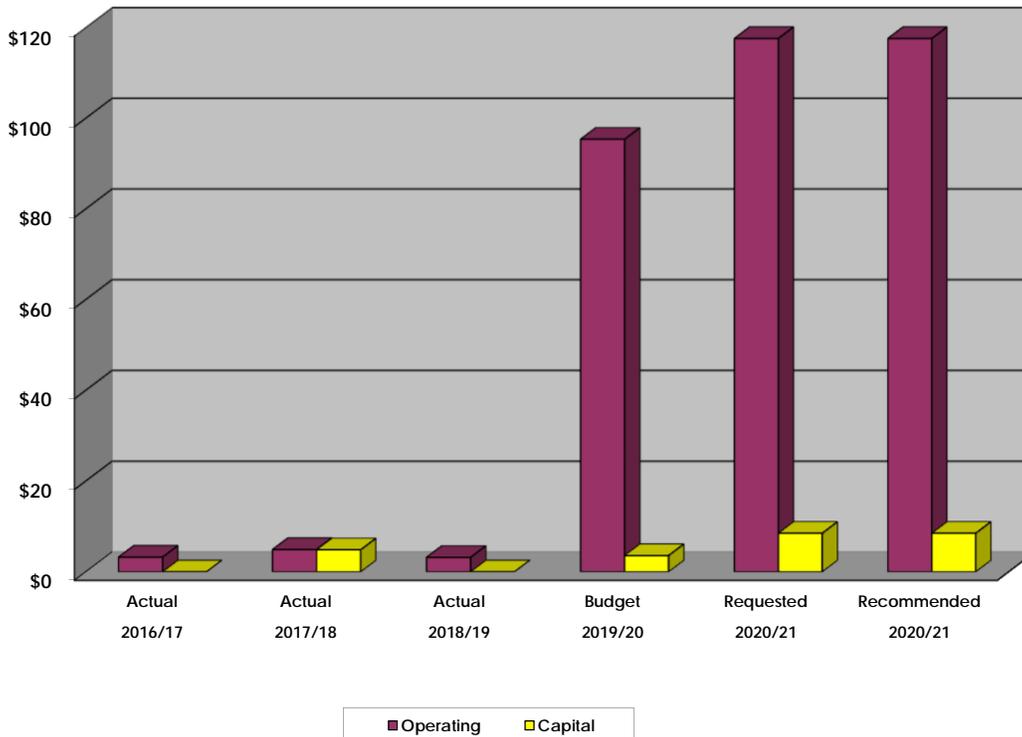
Significant Changes

The Court Facilities budget is up significantly in FY 20-21 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. The FY 20-21 budget continues the County's participation with Harnett County in funding the Veterans Court program.

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 3,246	\$ 9,770	\$ 3,191	\$ 98,952	\$ 126,100	\$ 126,100
Total	\$ 3,246	\$ 9,770	\$ 3,191	\$ 98,952	\$ 126,100	\$ 126,100
Expenditures						
Operating	\$ 3,246	\$ 4,925	\$ 3,191	\$ 95,365	\$ 117,609	\$ 117,609
Capital	-	4,845	-	3,587	8,491	8,491
Total	\$ 3,246	\$ 9,770	\$ 3,191	\$ 98,952	\$ 126,100	\$ 126,100

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

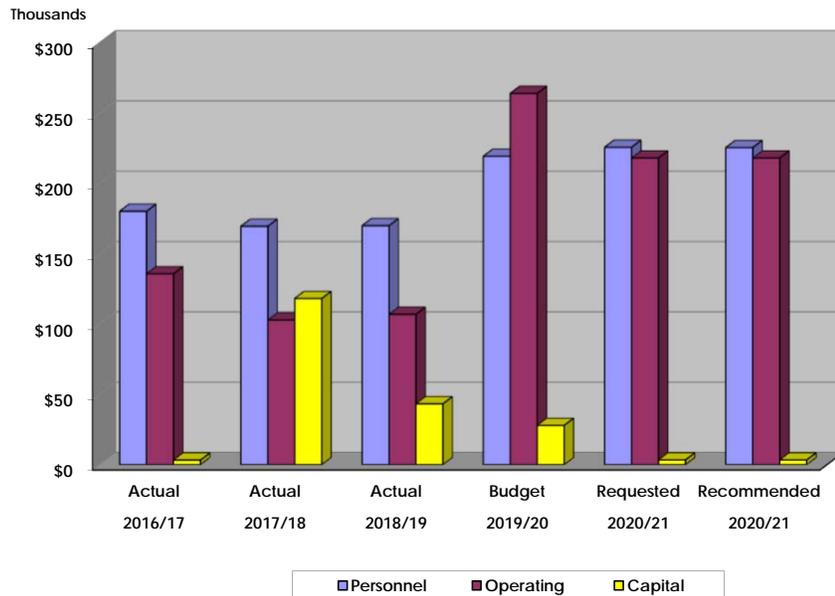
Revenues include reimbursement for municipal elections. The FY 19-20 budget is increased to cover the municipal elections for Broadway and Sanford and the presidential primary.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	3.5	3.5	3.5	3.5	3.5	3.5

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 25	\$ 29,036	\$ 15	\$ 81,543	\$ -	\$ -
General Appropriation	319,260	361,532	320,264	429,851	447,304	447,110
Total	\$ 319,285	\$ 390,568	\$ 320,279	\$ 511,394	\$ 447,304	\$ 447,110
Expenditures						
Personnel	\$ 180,187	\$ 169,548	\$ 170,000	\$ 219,339	\$ 225,757	\$ 225,563
Operating	135,808	102,825	106,958	264,080	218,147	218,147
Capital	3,290	118,195	43,321	27,975	3,400	3,400
Total	\$ 319,285	\$ 390,568	\$ 320,279	\$ 511,394	\$ 447,304	\$ 447,110



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

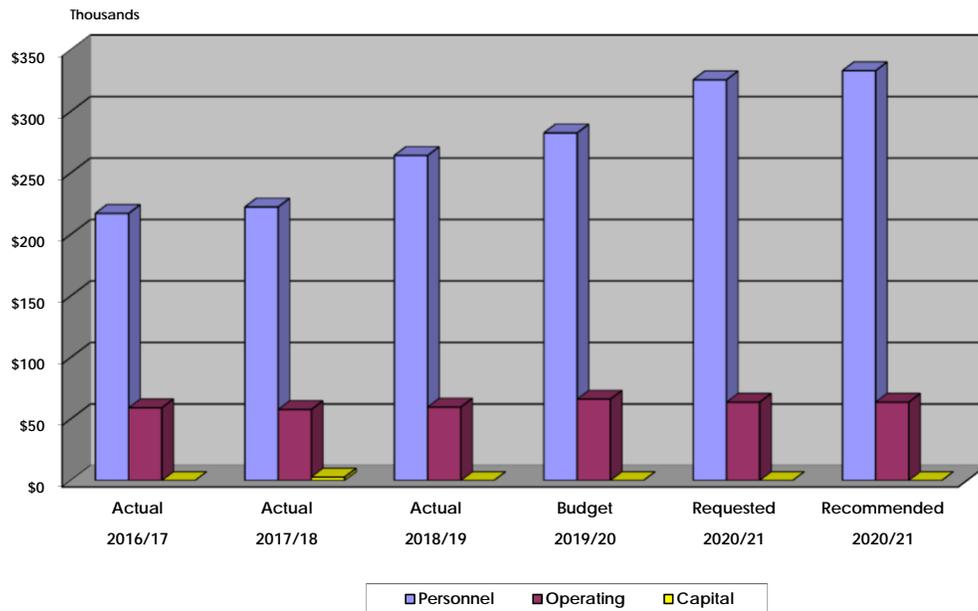
The Register of Deeds has requested an additional Deputy Register of Deeds position for FY 18-19. A Deputy Register of Deeds position was requested for FY 20-21. The position is recommended to begin in January 2021 or when the Register of Deeds office moves into their new facility.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	4	4	5	5	5.5	5.5

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Other Taxes and Licenses	\$ 192,897	\$ 225,904	\$ 255,392	\$ 226,485	\$ 240,648	\$ 240,648
Permits and Fees	267,351	263,101	263,144	261,927	264,083	264,083
General Appropriation	(183,914)	(205,969)	(194,512)	(139,636)	(115,175)	(107,835)
Total	\$ 276,334	\$ 283,036	\$ 324,024	\$ 348,776	\$ 389,556	\$ 396,896
Expenditures						
Personnel	\$ 217,181	\$ 222,385	\$ 264,293	\$ 282,606	\$ 325,836	\$ 333,176
Operating	59,153	57,792	59,731	66,170	63,720	63,720
Capital	-	2,859	-	-	-	-
Total	\$ 276,334	\$ 283,036	\$ 324,024	\$ 348,776	\$ 389,556	\$ 396,896



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

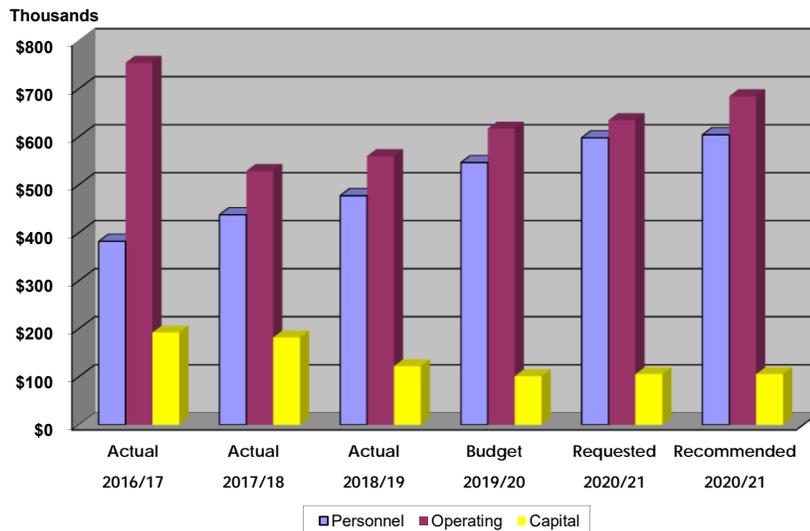
FY 17-18 budget included funding for a Public Safety IT Systems Engineer. Funding was included in FY 16-17 for replacement of the HVAC system in the server room located in the Lee County Government Center. The FY 19-20 budget included an IT Telecom/Systems Engineer position for 1/2 year. The position is fully funded in FY 20-21.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	5	6	6	6.5	7	7

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 1,328,859	\$ 1,148,638	\$ 1,159,435	\$ 1,264,838	\$ 1,338,386	\$ 1,394,539
Total	\$ 1,328,859	\$ 1,148,638	\$ 1,159,435	\$ 1,264,838	\$ 1,338,386	\$ 1,394,539
Expenditures						
Personnel	\$ 382,161	\$ 437,611	\$ 477,480	\$ 546,363	\$ 598,019	\$ 604,132
Operating	754,429	528,990	560,027	617,275	634,867	684,907
Capital	192,269	182,037	121,928	101,200	105,500	105,500
Total	\$ 1,328,859	\$ 1,148,638	\$ 1,159,435	\$ 1,264,838	\$ 1,338,386	\$ 1,394,539

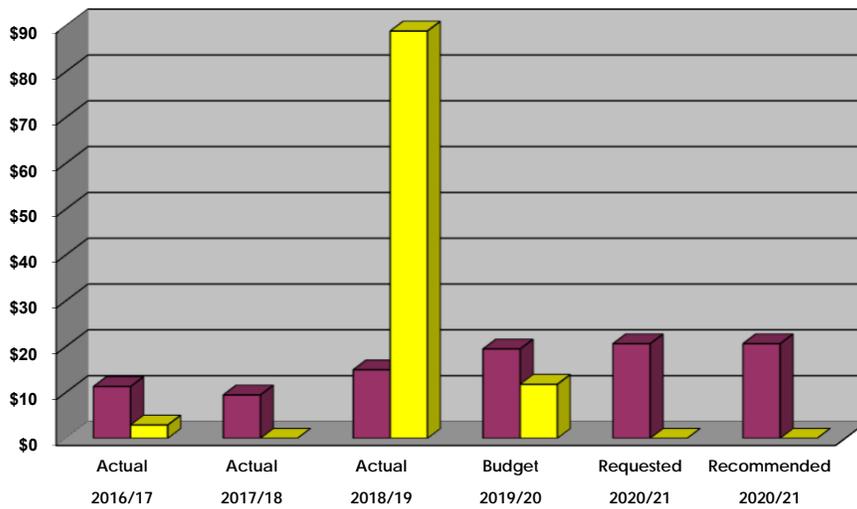


Information Technology - PEG Channel

Budget

		2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue							
Other Taxes and Licenses	\$	56,142	\$ 55,365	\$ 54,062	\$ 54,300	\$ 53,000	\$ 53,000
General Appropriation		(41,935)	(45,891)	49,763	(23,000)	(32,350)	(32,350)
Total	\$	14,207	\$ 9,474	\$ 103,825	\$ 31,300	\$ 20,650	\$ 20,650
Expenditures							
Operating	\$	11,299	\$ 9,474	\$ 14,941	\$ 19,500	\$ 20,650	\$ 20,650
Capital		2,908	-	88,884	11,800	-	-
Total	\$	14,207	\$ 9,474	\$ 103,825	\$ 31,300	\$ 20,650	\$ 20,650

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

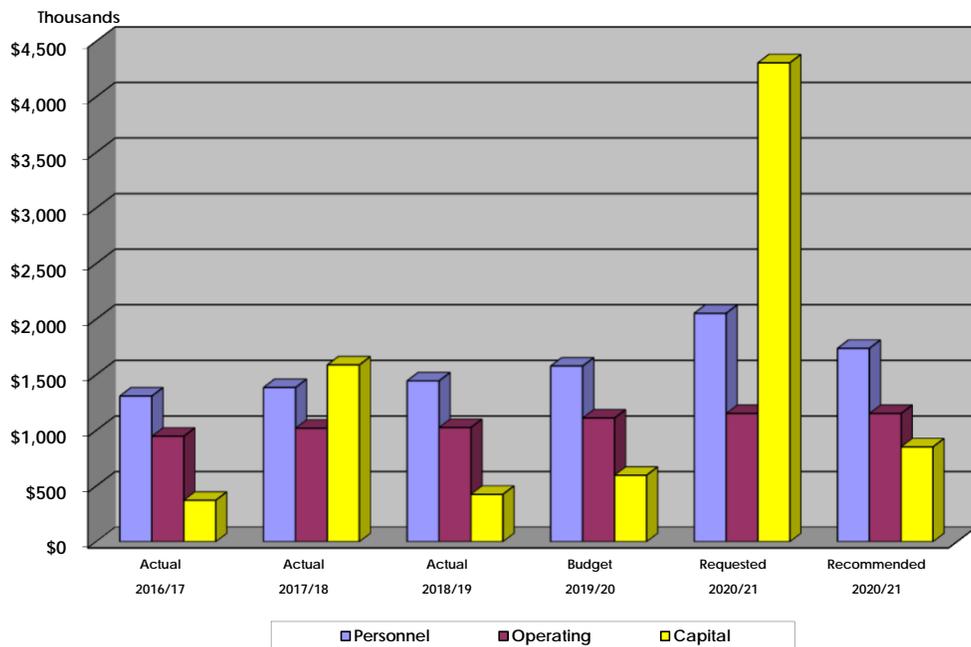
FY 18-19 recommended budget includes funding for two replacement vehicles and building improvements that include a primary pump replacement in the LCGC chiller, HVAC replacements, roof repairs and/or replacement and lighting upgrades. The FY 19-20 requested budget included three replacement vehicles and funds for major repairs to the Lee County Government Center. The FY 20-21 requested budget included 8 new positions. Due to the COVID-19 virus and additional cleaning now required in our buildings and parks, two additional housekeeper/janitorial positions are being recommended.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	25	25	25	25	33	27

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 2,628,870	\$ 3,994,326	\$ 2,898,362	\$ 3,288,043	\$ 7,512,252	\$ 3,742,412
Total	\$ 2,628,870	\$ 3,994,326	\$ 2,898,362	\$ 3,288,043	\$ 7,512,252	\$ 3,742,412
Expenditures						
Personnel	\$ 1,309,106	\$ 1,385,496	\$ 1,445,617	\$ 1,578,818	\$ 2,053,352	\$ 1,737,712
Operating	947,573	1,020,150	1,026,636	1,112,075	1,152,300	1,152,300
Capital	372,191	1,588,680	426,109	597,150	4,306,600	852,400
Total	\$ 2,628,870	\$ 3,994,326	\$ 2,898,362	\$ 3,288,043	\$ 7,512,252	\$ 3,742,412



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

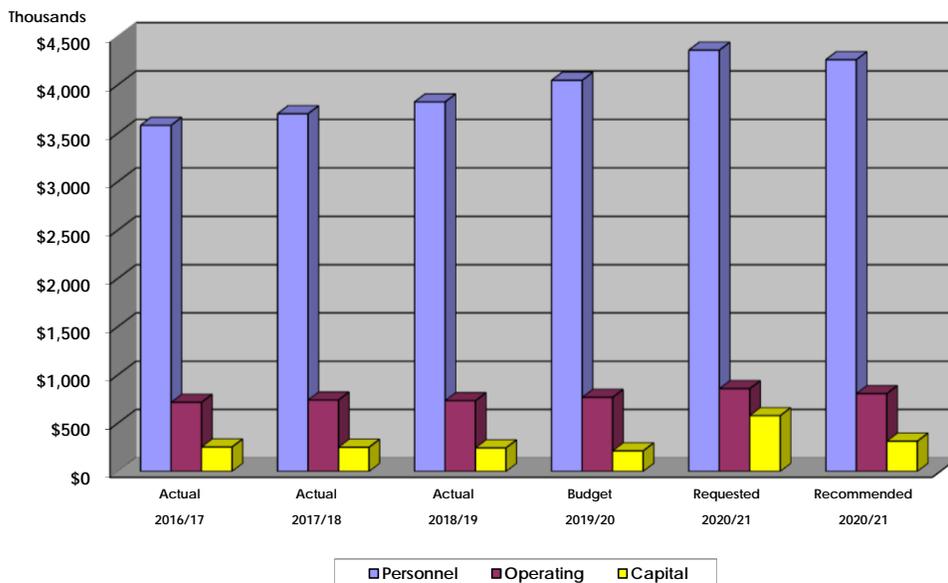
A non-sworn security officer for the courthouse was added to the FY 17-18 budget. Two deputy sheriff bailiffs and a civil officer are requested for FY 20-21. The two bailiffs are recommended to start in January 2021 as courthouse renovations are completed. The civil officer is not recommended at this time.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	54	55	55	55	58	56

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Intergovernmental Revenues	\$ 61,377	\$ 68,108	\$ 62,630	\$ 63,720	\$ 64,000	\$ 64,000
Sales and Services	136,360	148,140	142,991	140,789	144,142	144,142
Miscellaneous	10,000	-	-	-	-	-
Transfers	13,356	-	-	-	-	-
General Appropriation	4,338,214	4,474,750	4,594,583	4,820,990	5,583,911	5,171,016
Total	\$ 4,559,307	\$ 4,690,998	\$ 4,800,204	\$ 5,025,499	\$ 5,792,053	\$ 5,379,158
Expenditures						
Personnel	\$ 3,581,679	\$ 3,701,548	\$ 3,823,664	\$ 4,046,359	\$ 4,357,419	\$ 4,259,799
Operating	715,409	739,623	733,130	767,164	857,184	806,618
Capital	252,219	249,827	243,410	211,976	577,450	312,741
Total	\$ 4,549,307	\$ 4,690,998	\$ 4,800,204	\$ 5,025,499	\$ 5,792,053	\$ 5,379,158



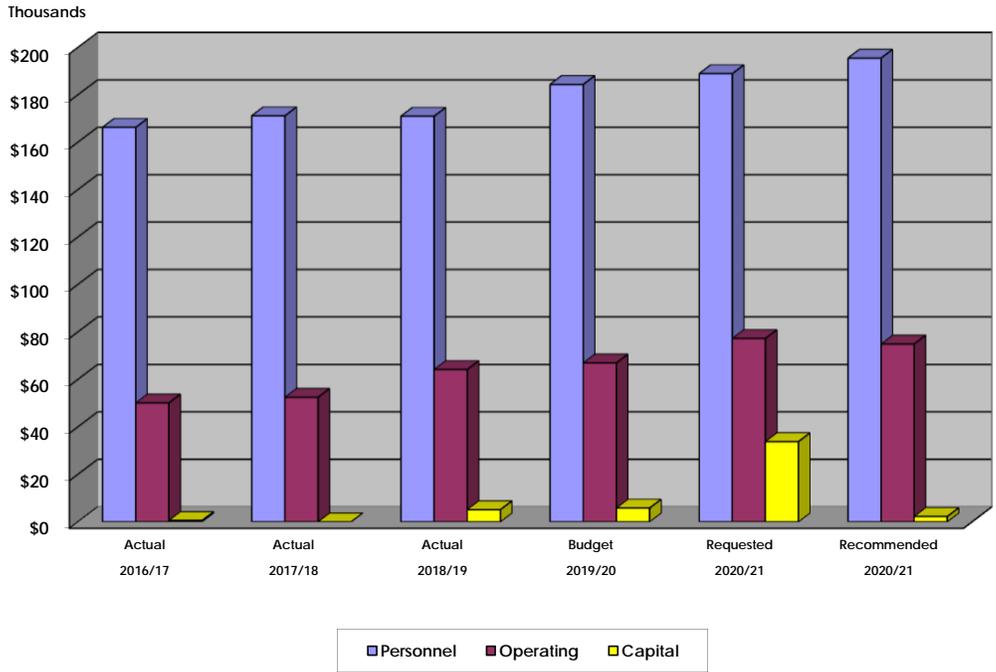
Sheriff - Animal Control Enforcement

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	3	3	3	3	3	3

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 375	\$ 1,325	\$ 1,315	\$ 1,100	\$ 1,200	\$ 1,200
General Appropriation	216,595	222,321	238,987	256,074	298,796	271,458
Total	\$ 216,970	\$ 223,646	\$ 240,302	\$ 257,174	\$ 299,996	\$ 272,658
Expenditures						
Personnel	\$ 166,278	\$ 171,160	\$ 170,974	\$ 184,392	\$ 188,931	\$ 195,496
Operating	50,107	52,486	64,176	66,960	77,277	74,912
Capital	585	-	5,152	5,822	33,788	2,250
Total	\$ 216,970	\$ 223,646	\$ 240,302	\$ 257,174	\$ 299,996	\$ 272,658



Sheriff-School Resource Officers

Significant Changes

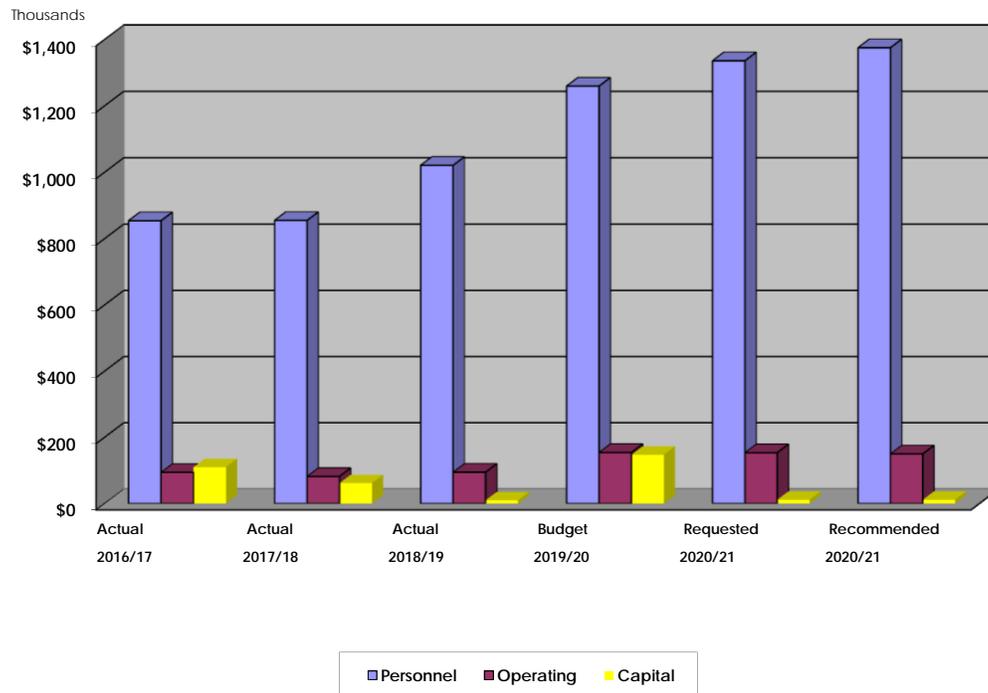
The FY 19-20 budget for School Resource Officers included funding for two additional school resource officers and one additional community resource officer.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	16	16	18	21	21	21

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 271,352	\$ 271,352	\$ 271,352	\$ 271,352	\$ 271,352	\$ 271,352
General Appropriation	787,612	728,220	854,560	1,290,957	1,230,342	1,265,985
Total	\$ 1,058,964	\$ 999,572	\$ 1,125,912	\$ 1,562,309	\$ 1,501,694	\$ 1,537,337
Expenditures						
Personnel	\$ 854,484	\$ 855,374	\$ 1,021,182	\$ 1,259,926	\$ 1,336,155	\$ 1,375,498
Operating	94,367	82,253	94,851	154,598	153,862	150,162
Capital	110,113	61,945	9,879	147,785	11,677	11,677
Total	\$ 1,058,964	\$ 999,572	\$ 1,125,912	\$ 1,562,309	\$ 1,501,694	\$ 1,537,337



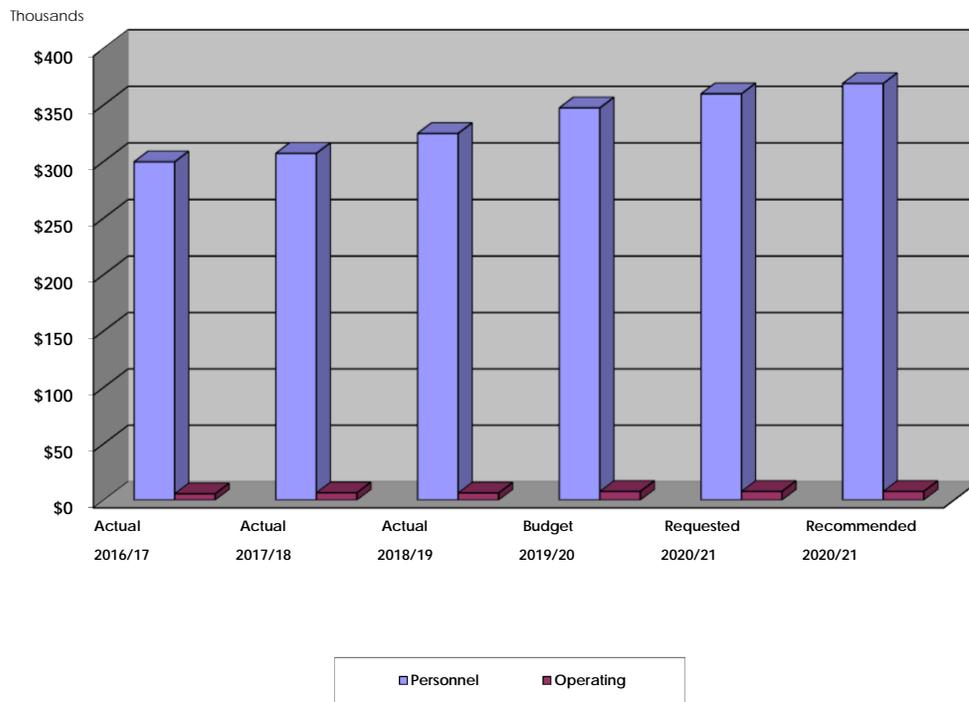
Sheriff-Communications

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	6	6	6	6	6	6

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 305,088	\$ 313,533	\$ 330,909	\$ 354,869	\$ 367,332	\$ 376,448
Total	\$ 305,088	\$ 313,533	\$ 330,909	\$ 354,869	\$ 367,332	\$ 376,448
Expenditures						
Personnel	\$ 299,575	\$ 307,107	\$ 324,704	\$ 347,239	\$ 359,702	\$ 368,818
Operating	5,513	6,426	6,205	7,630	7,630	7,630
Total	\$ 305,088	\$ 313,533	\$ 330,909	\$ 354,869	\$ 367,332	\$ 376,448



Jail

Significant Changes

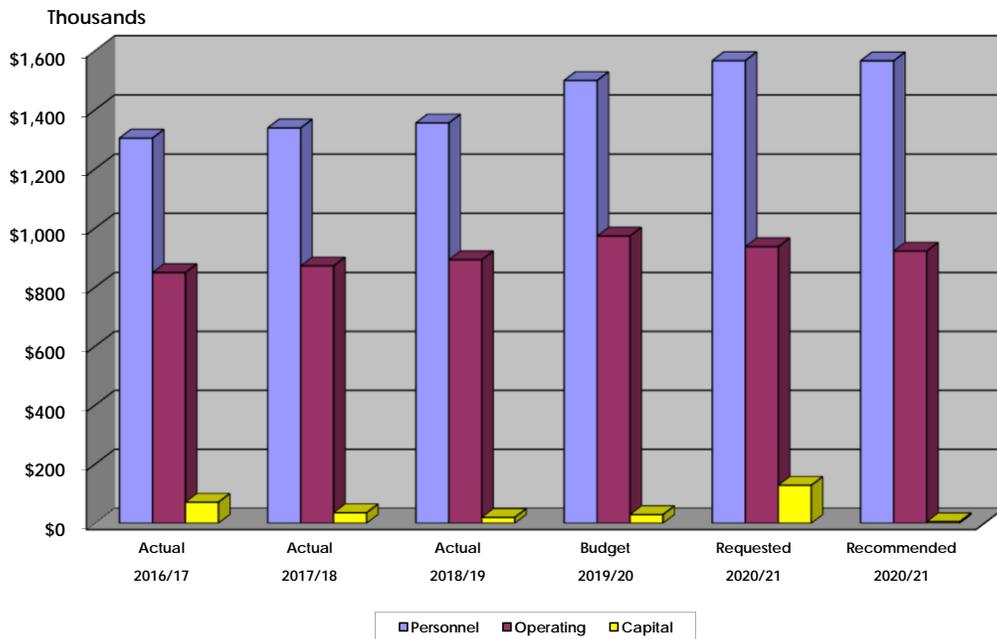
The requested budget includes the addition of a padded cell in the Jail and an additional detention officer. The recommended budget does not include funding for either.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	26	26	26	26	27	26

Budget

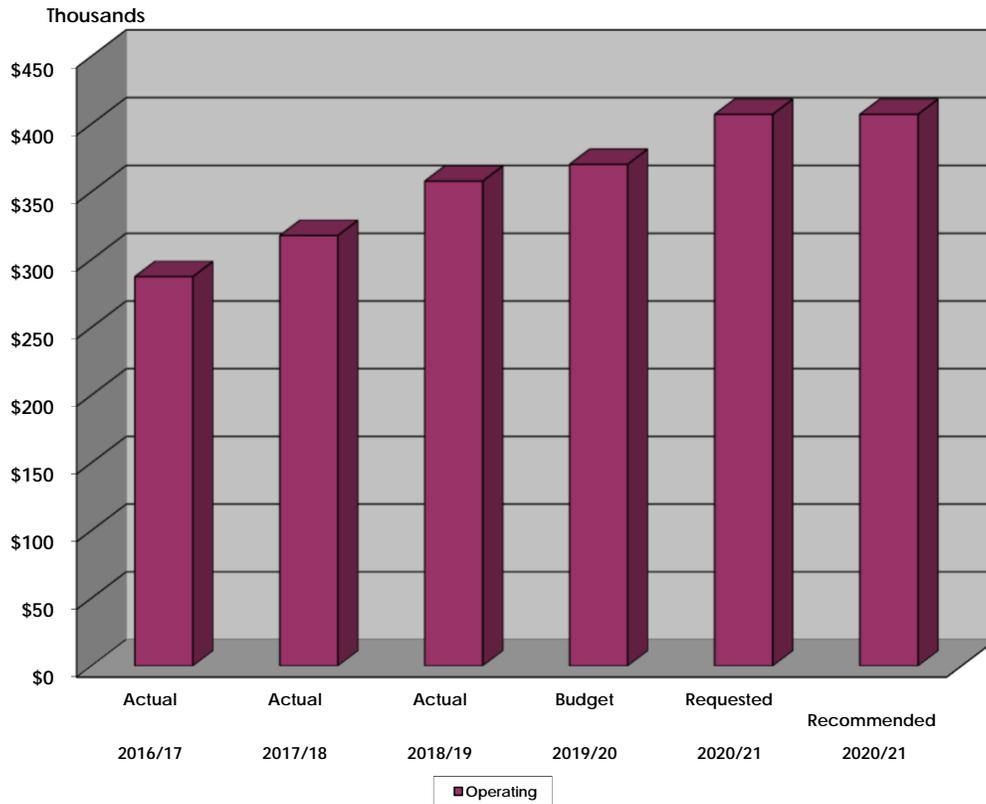
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 249,380	\$ 265,923	\$ 307,285	\$ 264,200	\$ 237,750	\$ 237,750
General Appropriation	1,976,632	1,981,412	1,961,692	2,237,977	2,395,018	2,256,012
Total	\$ 2,226,012	\$ 2,247,335	\$ 2,268,977	\$ 2,502,177	\$ 2,632,768	\$ 2,493,762
Expenditures						
Personnel	\$ 1,304,682	\$ 1,339,137	\$ 1,355,938	\$ 1,499,319	\$ 1,566,472	\$ 1,565,956
Operating	850,150	872,635	893,313	973,574	937,659	922,659
Capital	71,180	35,563	19,726	29,284	128,637	5,147
Total	\$ 2,226,012	\$ 2,247,335	\$ 2,268,977	\$ 2,502,177	\$ 2,632,768	\$ 2,493,762



E-911 Communications

Budget

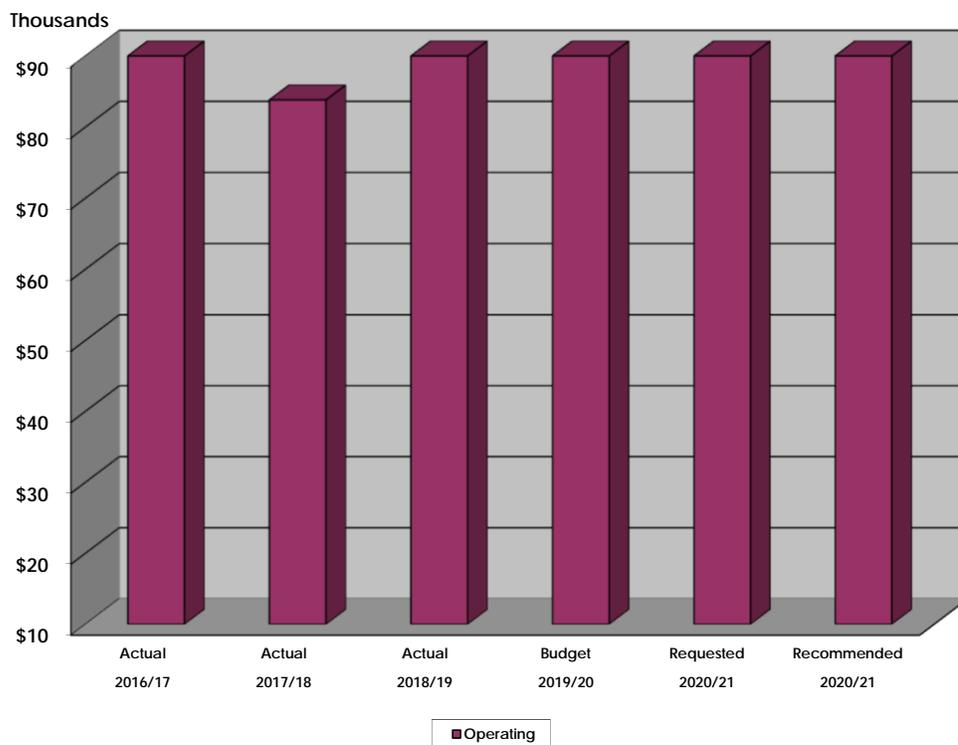
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 287,415	\$ 317,712	\$ 357,836	\$ 370,287	\$ 407,126	\$ 407,126
Total	\$ 287,415	\$ 317,712	\$ 357,836	\$ 370,287	\$ 407,126	\$ 407,126
Expenditures						
Operating	\$ 287,415	\$ 317,712	\$ 357,836	\$ 370,287	\$ 407,126	\$ 407,126
Total	\$ 287,415	\$ 317,712	\$ 357,836	\$ 370,287	\$ 407,126	\$ 407,126



State Fire Control

Budget

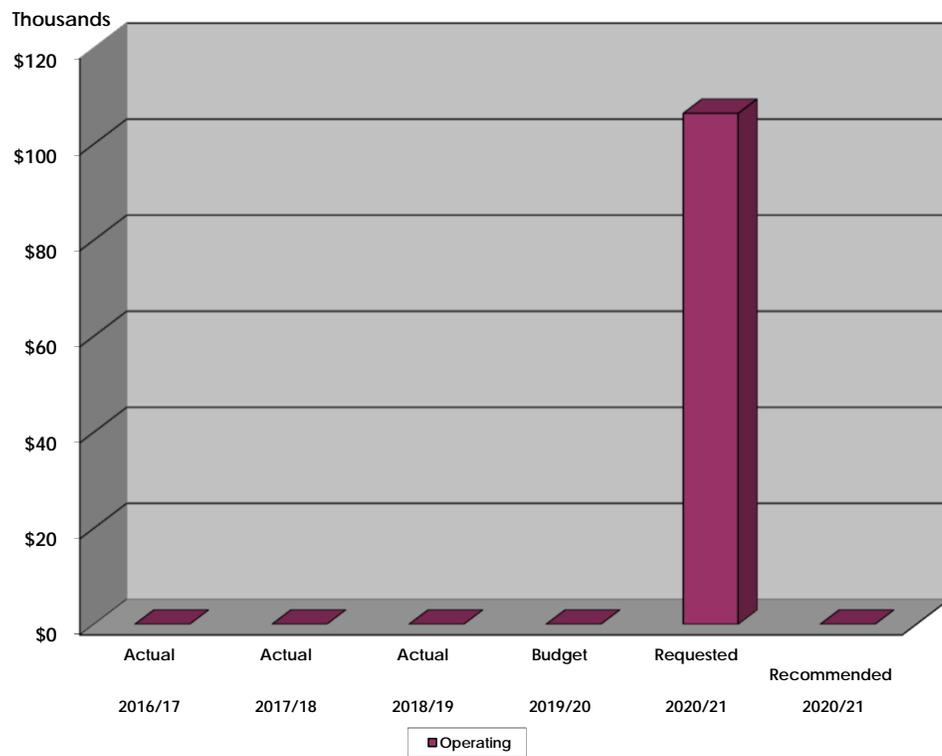
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 90,086	\$ 83,816	\$ 94,625	\$ 100,194	\$ 100,194	\$ 100,194
Total	\$ 90,086	\$ 83,816	\$ 94,625	\$ 100,194	\$ 100,194	\$ 100,194
Expenditures						
Operating	\$ 90,086	\$ 83,816	\$ 94,625	\$ 100,194	\$ 100,194	\$ 100,194
Total	\$ 90,086	\$ 83,816	\$ 94,625	\$ 100,194	\$ 100,194	\$ 100,194



Inspections

Budget

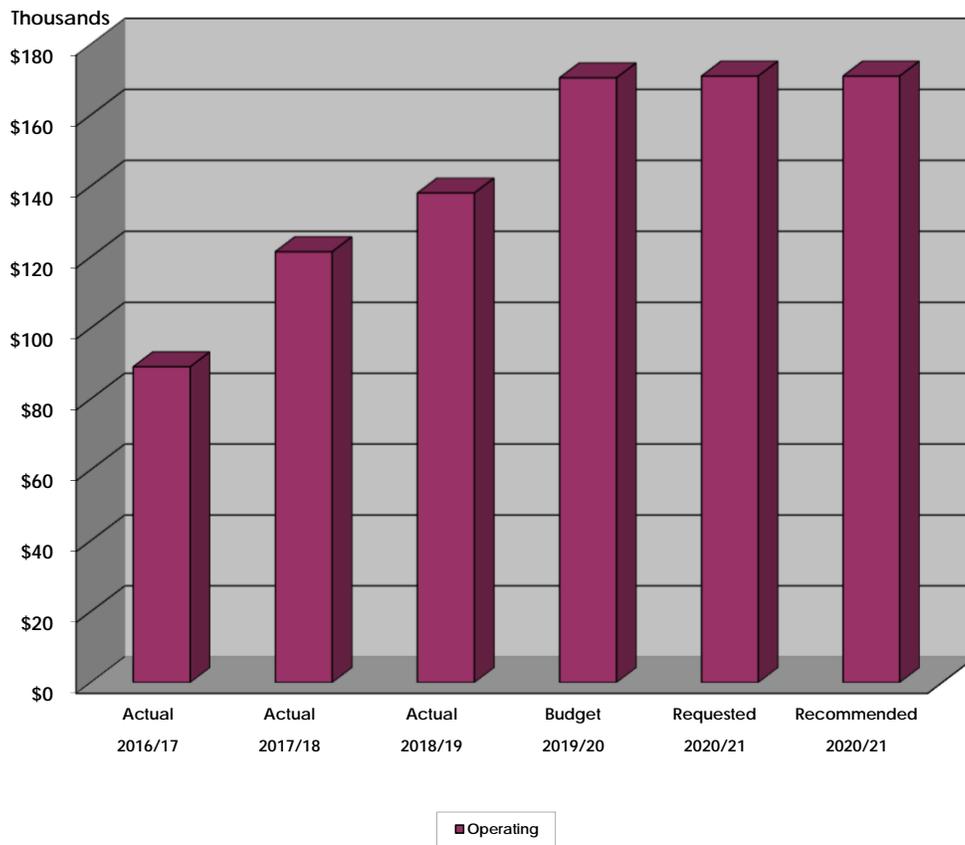
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ -	\$ -	-	-	\$ 106,378	\$ -
Total	\$ -	\$ -	-	-	\$ 106,378	\$ -
Expenditures						
Operating	\$ -	-	-	-	\$ 106,378	\$ -
Total	\$ -	-	-	-	\$ 106,378	\$ -



State Services

Budget

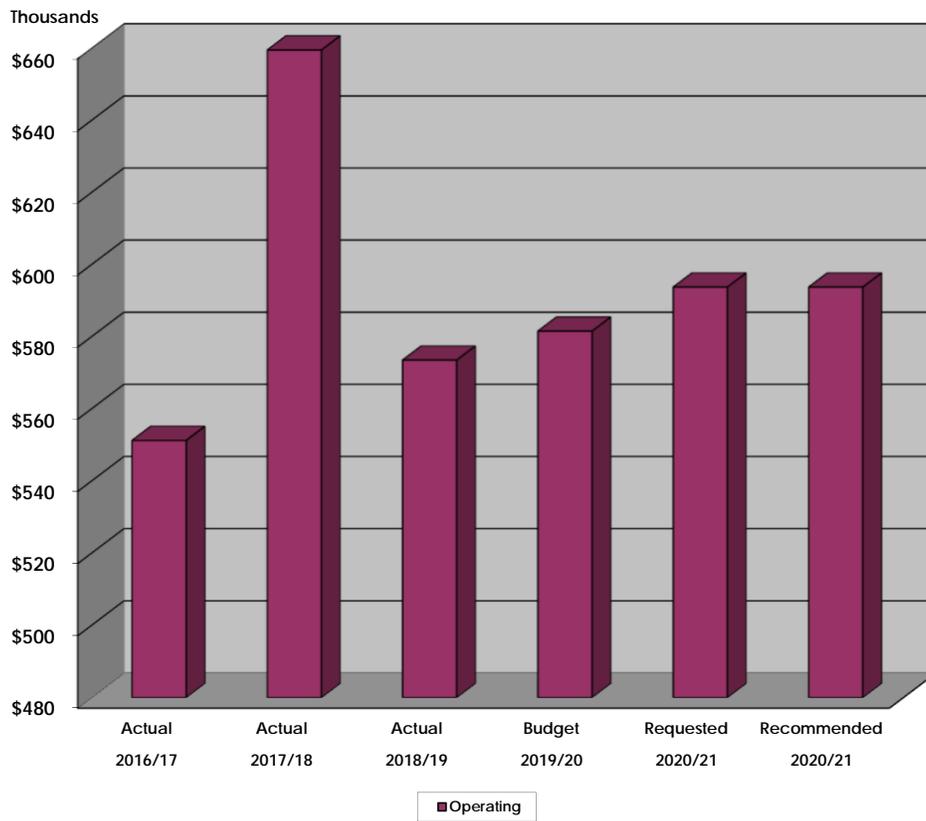
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 89,084	\$ 121,517	\$ 138,044	\$ 170,500	\$ 171,000	\$ 171,000
Total	\$ 89,084	\$ 121,517	\$ 138,044	\$ 170,500	\$ 171,000	\$ 171,000
Expenditures						
Operating	\$ 89,084	\$ 121,517	\$ 138,044	\$ 170,500	\$ 171,000	\$ 171,000
Total	\$ 89,084	\$ 121,517	\$ 138,044	\$ 170,500	\$ 171,000	\$ 171,000



Emergency Medical Services

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 551,250	\$ 659,519	\$ 573,520	\$ 581,550	\$ 593,763	\$ 593,763
Total	\$ 551,250	\$ 659,519	\$ 573,520	\$ 581,550	\$ 593,763	\$ 593,763
Expenditures						
Operating	\$ 551,250	\$ 659,519	\$ 573,520	\$ 581,550	\$ 593,763	\$ 593,763
Total	\$ 551,250	\$ 659,519	\$ 573,520	\$ 581,550	\$ 593,763	\$ 593,763



Emergency Services

Mission

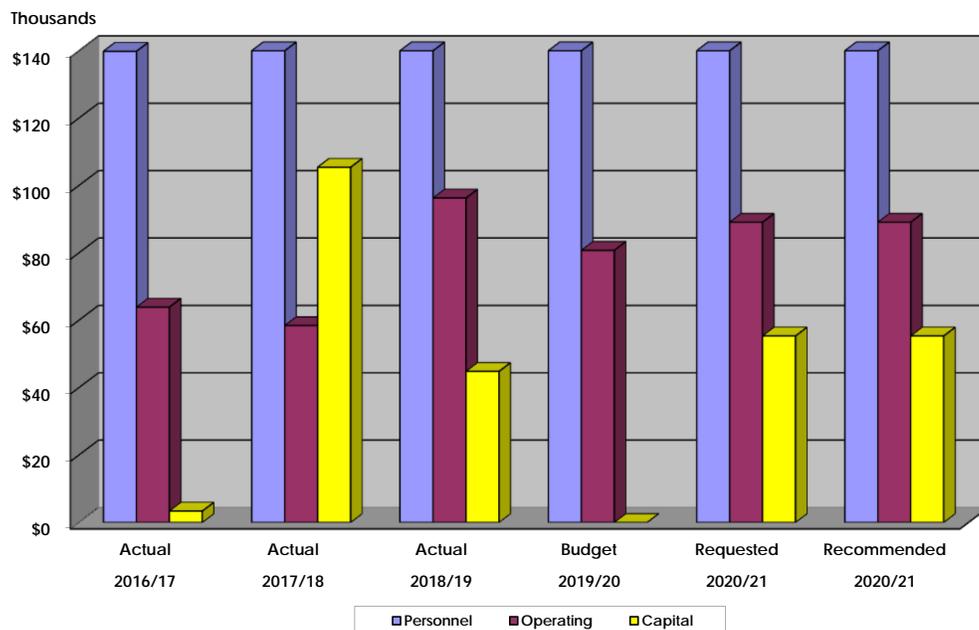
The mission of the Lee County Office of Emergency Services is to develop and maintain a comprehensive emergency management program in order to reduce or eliminate the vulnerability of our citizens to natural and/or man-made hazards and to respond quickly and appropriately to emergencies, if they occur.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	2	2	2	2	2	2

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 79,860	\$ 157,707	\$ 106,285	\$ 38,000	\$ 39,524	\$ 51,524
Miscellaneous	76,985	75,000	75,000	75,000	75,000	75,000
General Appropriation	50,295	88,672	117,856	132,948	206,417	194,753
Total	\$ 207,140	\$ 321,379	\$ 299,141	\$ 245,948	\$ 320,941	\$ 321,277
Expenditures						
Personnel	\$ 139,841	\$ 157,485	\$ 158,013	\$ 165,165	\$ 176,463	\$ 176,799
Operating	63,918	58,455	96,298	80,783	89,118	89,118
Capital	3,381	105,439	44,830	-	55,360	55,360
Total	\$ 207,140	\$ 321,379	\$ 299,141	\$ 245,948	\$ 320,941	\$ 321,277



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

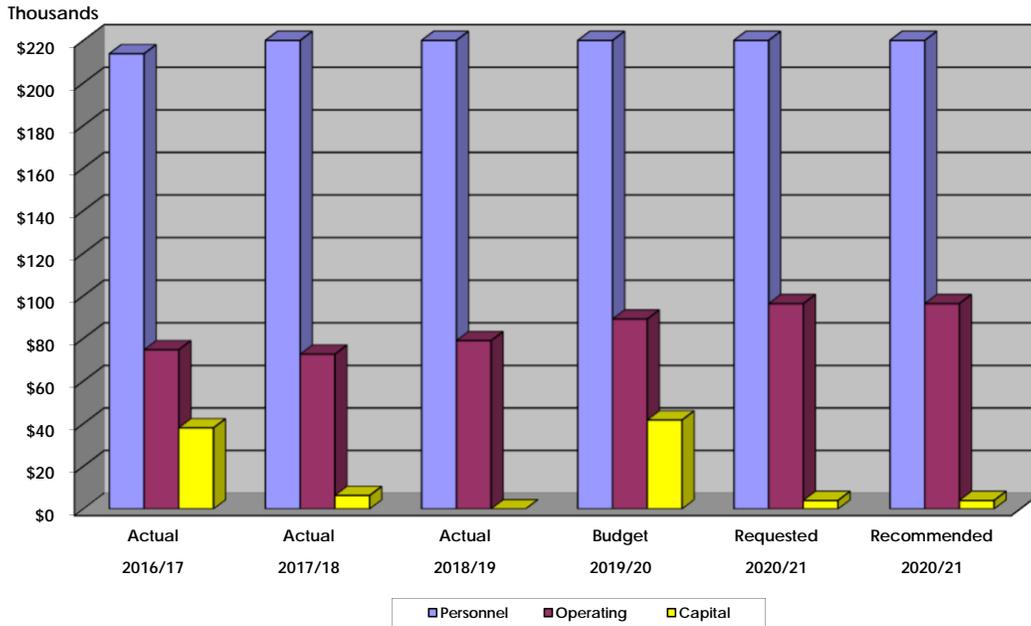
The FY 2016-17 actual included funds to replace a vehicle along with the equipment necessary to equip the vehicle. FY 19-20 budget included the purchase of a replacement vehicle.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	3	3	3	3	3	3

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 2,527	\$ 1,626	\$ 843	\$ 1,300	\$ 5,500	\$ 5,500
Transfers	306,924	319,253	319,349	331,114	351,180	351,180
Fire Marshal Reserves	16,998	(10,324)	(7,675)	39,300	(5,500)	2,190
Total	\$ 326,449	\$ 310,555	\$ 312,517	\$ 371,714	\$ 351,180	\$ 358,870
Expenditures						
Personnel	\$ 213,734	\$ 231,640	\$ 233,554	\$ 240,896	\$ 250,825	\$ 258,515
Operating	74,686	72,604	78,963	89,118	96,355	96,355
Capital	38,029	6,311	-	41,700	4,000	4,000
Total	\$ 326,449	\$ 310,555	\$ 312,517	\$ 371,714	\$ 351,180	\$ 358,870



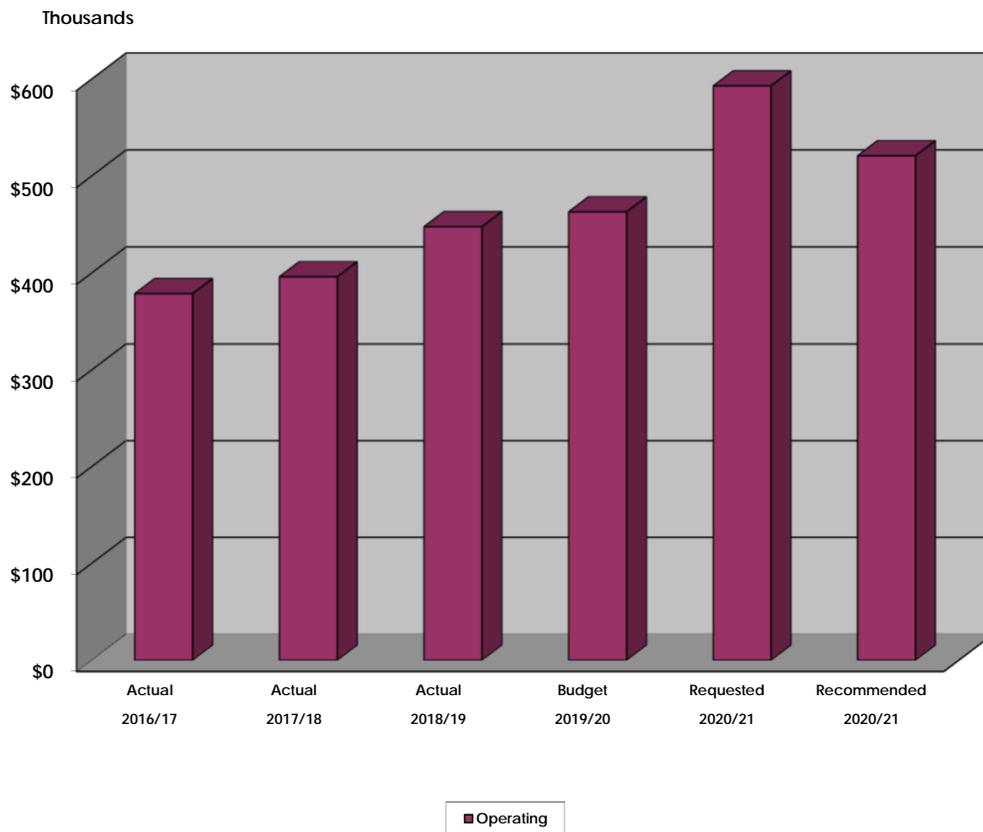
Planning

Significant Changes

The request for FY 20-21 includes for \$82,000 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 recommended budget includes \$10,000 for rapid rehousing funds from the homeless initiatives funds request.

Budget

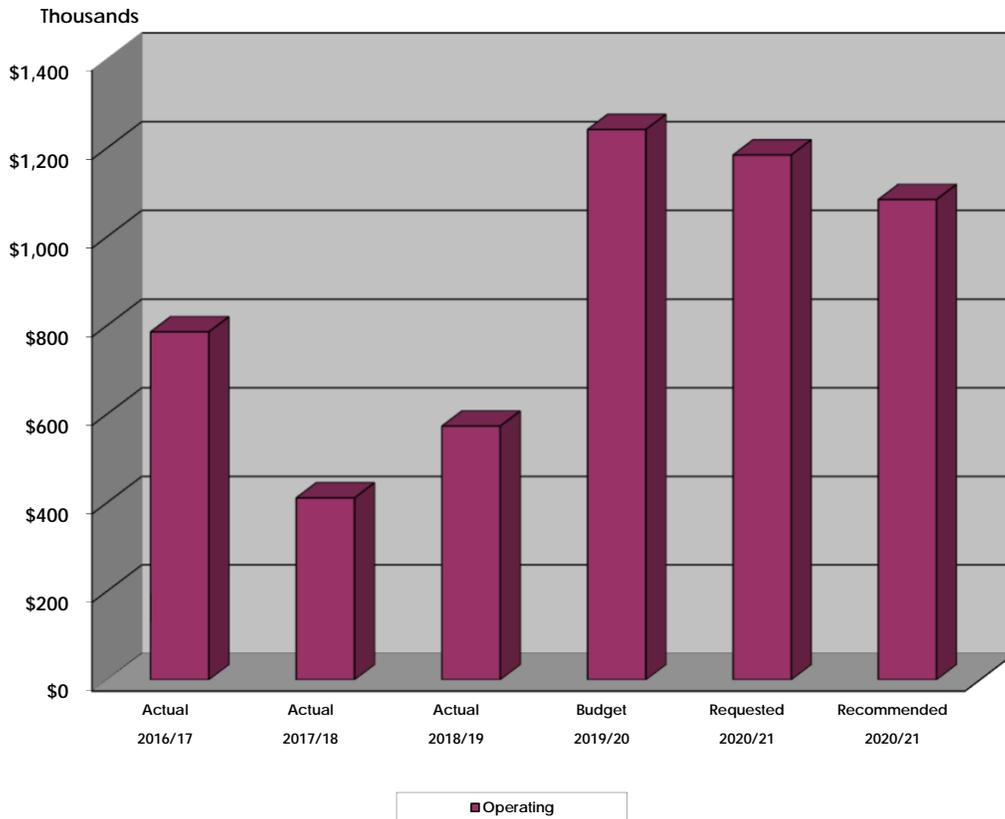
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 378,891	\$ 396,324	\$ 447,914	\$ 463,267	\$ 593,126	\$ 521,126
Total	\$ 378,891	\$ 396,324	\$ 447,914	\$ 463,267	\$ 593,126	\$ 521,126
Expenditures						
Operating	\$ 378,891	\$ 396,324	\$ 447,914	\$ 463,267	\$ 593,126	\$ 521,126
Total	\$ 378,891	\$ 396,324	\$ 447,914	\$ 463,267	\$ 593,126	\$ 521,126



Economic Development

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 785,824	\$ 410,889	\$ 573,129	\$ 1,241,824	\$ 1,184,621	\$ 1,083,999
Total	\$ 785,824	\$ 410,889	\$ 573,129	\$ 1,241,824	\$ 1,184,621	\$ 1,083,999
Expenditures						
Operating	\$ 785,824	\$ 410,889	\$ 573,129	\$ 1,241,824	\$ 1,184,621	\$ 1,083,999
Total	\$ 785,824	\$ 410,889	\$ 573,129	\$ 1,241,824	\$ 1,184,621	\$ 1,083,999



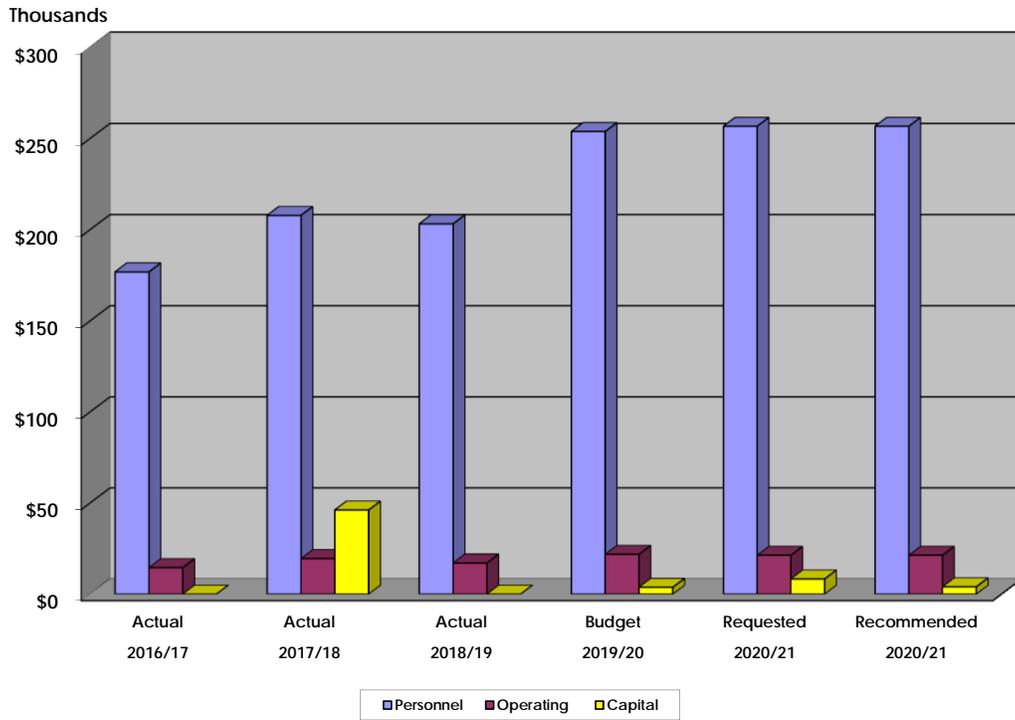
Cooperative Extension

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

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 454	\$ 1,200	\$ 1,600	\$ 800	\$ 800	\$ 800
Miscellaneous	4,102	4,200	3,500	3,500	-	-
General Appropriation	186,951	268,295	215,281	275,179	285,585	281,281
Total	\$ 191,507	\$ 273,695	\$ 220,381	\$ 279,479	\$ 286,385	\$ 282,081
Expenditures						
Personnel	\$ 176,937	\$ 207,922	\$ 203,279	\$ 253,879	\$ 256,750	\$ 256,750
Operating	14,570	19,573	17,102	21,865	21,331	21,331
Capital	-	46,200	-	3,735	8,304	4,000
Total	\$ 191,507	\$ 273,695	\$ 220,381	\$ 279,479	\$ 286,385	\$ 282,081



Conservation

Mission

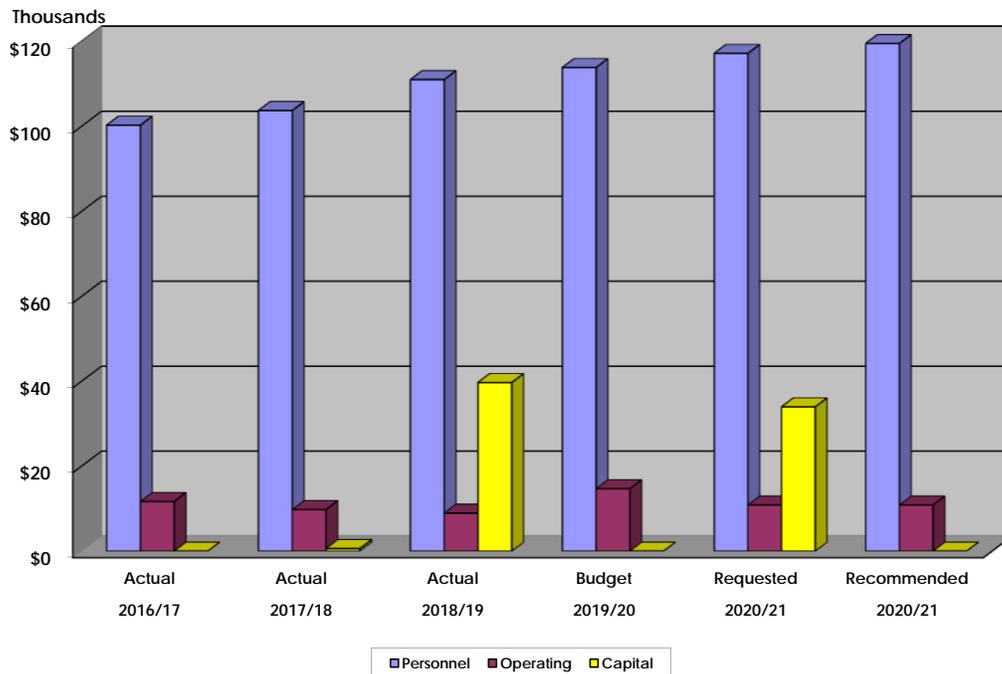
The mission of the Lee Soil & Water Conservation District is to ensure a quality urban and rural environment through protection, restoration, and improvements of our soil, water, and related resources.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	2	2	2	2	2	2

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Miscellaneous	\$ 26,405	\$ 25,817	\$ 25,826	\$ 25,500	\$ 25,500	\$ 25,500
General Appropriation	85,614	88,370	133,903	103,078	136,557	104,887
Total	\$ 112,019	\$ 114,187	\$ 159,729	\$ 128,578	\$ 162,057	\$ 130,387
Expenditures						
Personnel	\$ 100,309	\$ 103,754	\$ 111,023	\$ 113,854	\$ 117,184	\$ 119,514
Operating	11,710	9,818	8,970	14,724	10,873	10,873
Capital	-	615	39,736	-	34,000	-
Total	\$ 112,019	\$ 114,187	\$ 159,729	\$ 128,578	\$ 162,057	\$ 130,387



Health Department

Mission

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

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	43	43	44	43	45	45

Divisions

Health Department

Administration

Animal Control

Child Health

Communicable Disease

Environmental Health

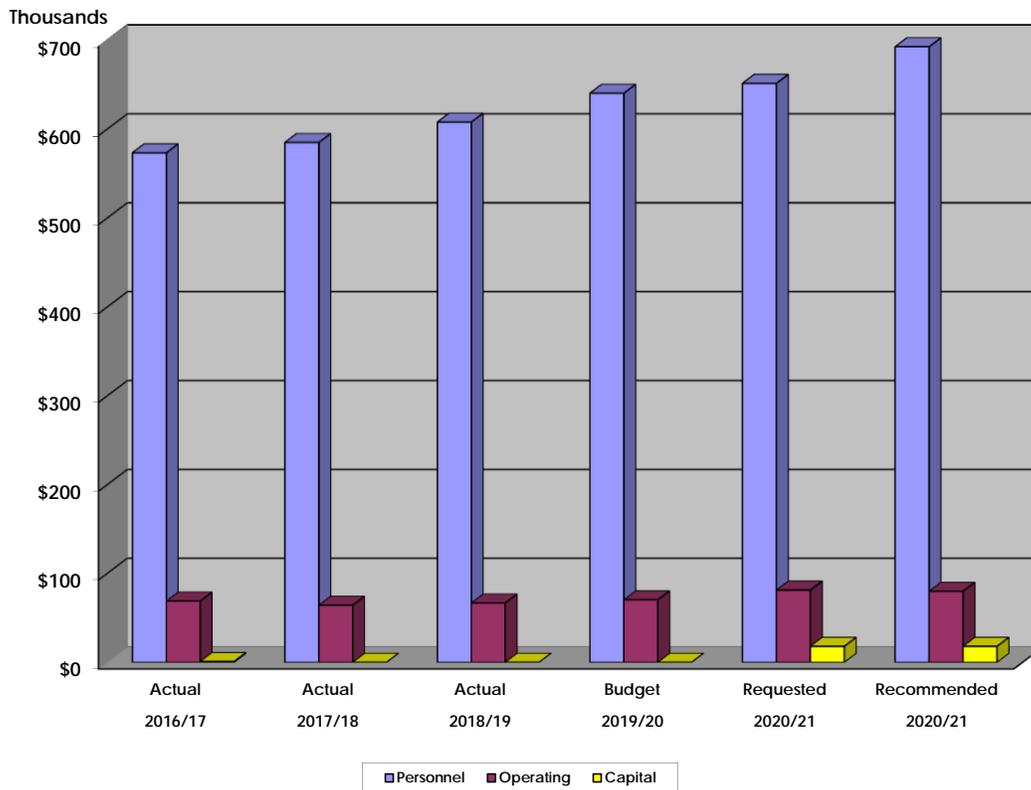
Health Education

WIC/Nutrition

Health - General

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 134,568	\$ 91,007	\$ 88,990	\$ 88,990	\$ 88,990	\$ 88,990
Sales and Services	994	223	172	103	270	270
General Appropriation	507,767	558,149	585,696	621,741	661,769	701,549
Total	\$ 643,329	\$ 649,379	\$ 674,858	\$ 710,834	\$ 751,029	\$ 790,809
Expenditures						
Personnel	\$ 573,411	\$ 584,996	\$ 607,999	\$ 640,406	\$ 651,540	\$ 692,660
Operating	68,967	64,383	66,859	70,428	81,422	80,082
Capital	951	-	-	-	18,067	18,067
Total	\$ 643,329	\$ 649,379	\$ 674,858	\$ 710,834	\$ 751,029	\$ 790,809



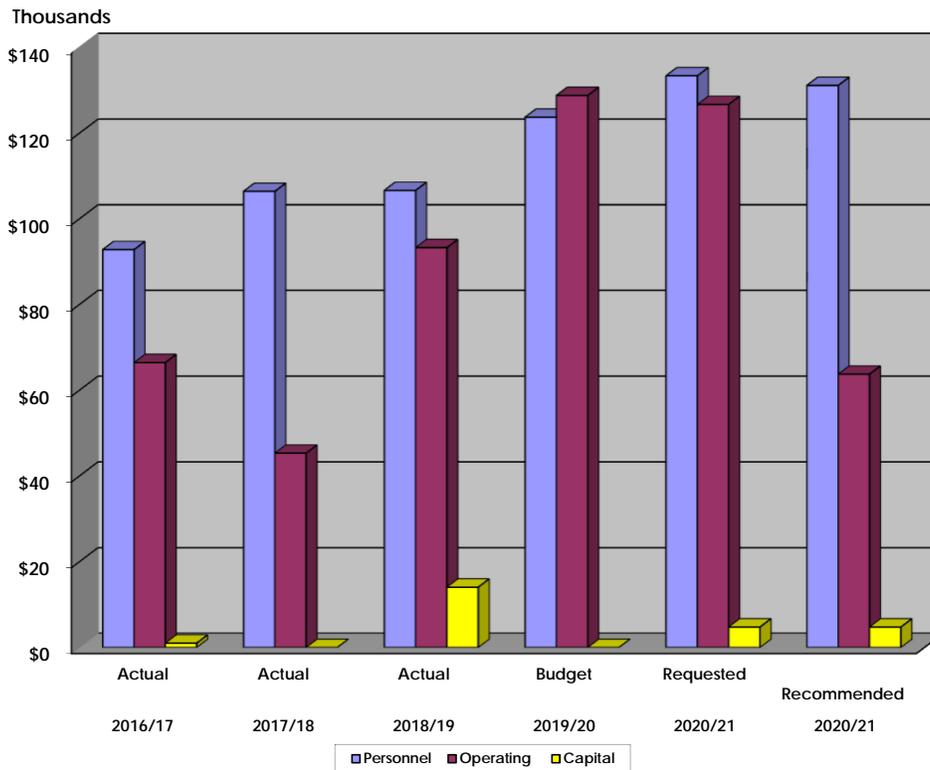
Health - Maternal Health

Significant Changes

Reallocation of positions.

Budget

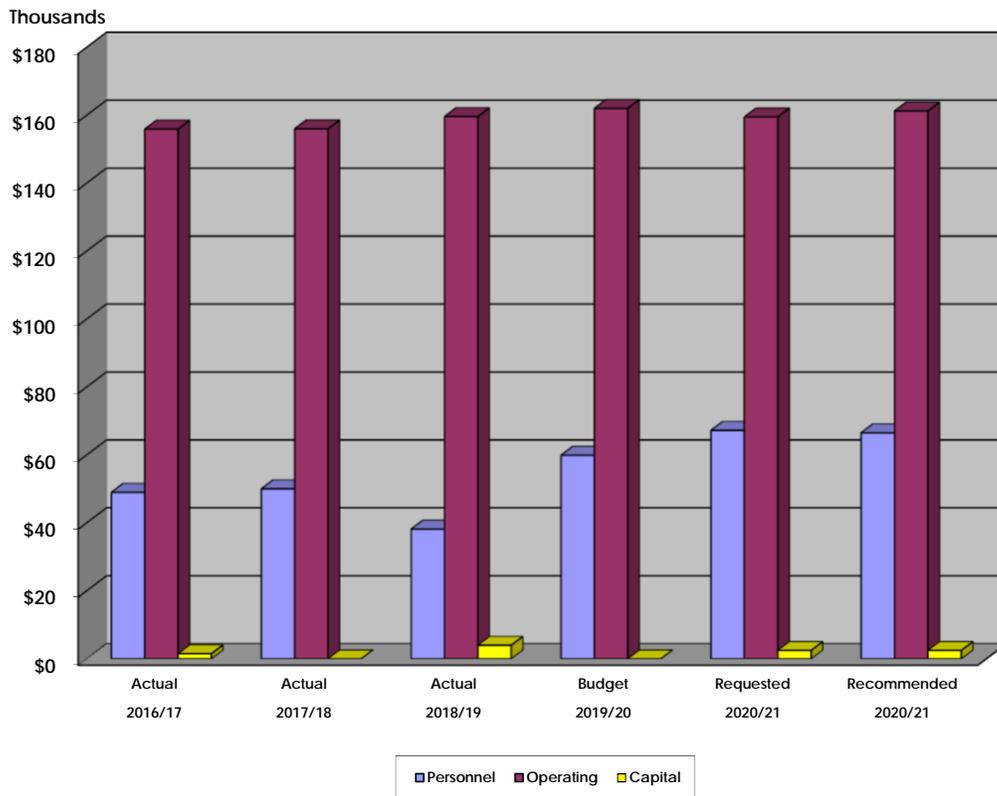
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 49,784	\$ 23,976	\$ 90,265	\$ 92,653	\$ 29,153	\$ 29,153
Sales and Services	65,795	23,822	19,458	41,473	56,585	51,009
General Appropriation	44,695	103,942	104,288	118,414	179,141	119,516
Total	\$ 160,274	\$ 151,740	\$ 214,011	\$ 252,540	\$ 264,879	\$ 199,678
Expenditures						
Personnel	\$ 92,814	\$ 106,413	\$ 106,646	\$ 123,730	\$ 133,397	\$ 131,151
Operating	66,451	45,327	93,296	128,810	126,710	63,755
Capital	1,009	-	14,069	-	4,772	4,772
Total	\$ 160,274	\$ 151,740	\$ 214,011	\$ 252,540	\$ 264,879	\$ 199,678



Health - Child Health

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 177,581	\$ 161,587	\$ 174,407	\$ 177,581	\$ 177,581	\$ 177,581
Sales and Services	17,595	5,156	3,938	7,660	4,874	8,303
General Appropriation	11,282	39,320	23,458	36,717	46,806	44,403
Total	\$ 206,458	\$ 206,063	\$ 201,803	\$ 221,958	\$ 229,261	\$ 230,287
Expenditures						
Personnel	\$ 49,014	\$ 50,042	\$ 38,187	\$ 59,920	\$ 67,252	\$ 66,535
Operating	155,939	156,021	159,631	162,038	159,524	161,267
Capital	1,505	-	3,985	-	2,485	2,485
Total	\$ 206,458	\$ 206,063	\$ 201,803	\$ 221,958	\$ 229,261	\$ 230,287



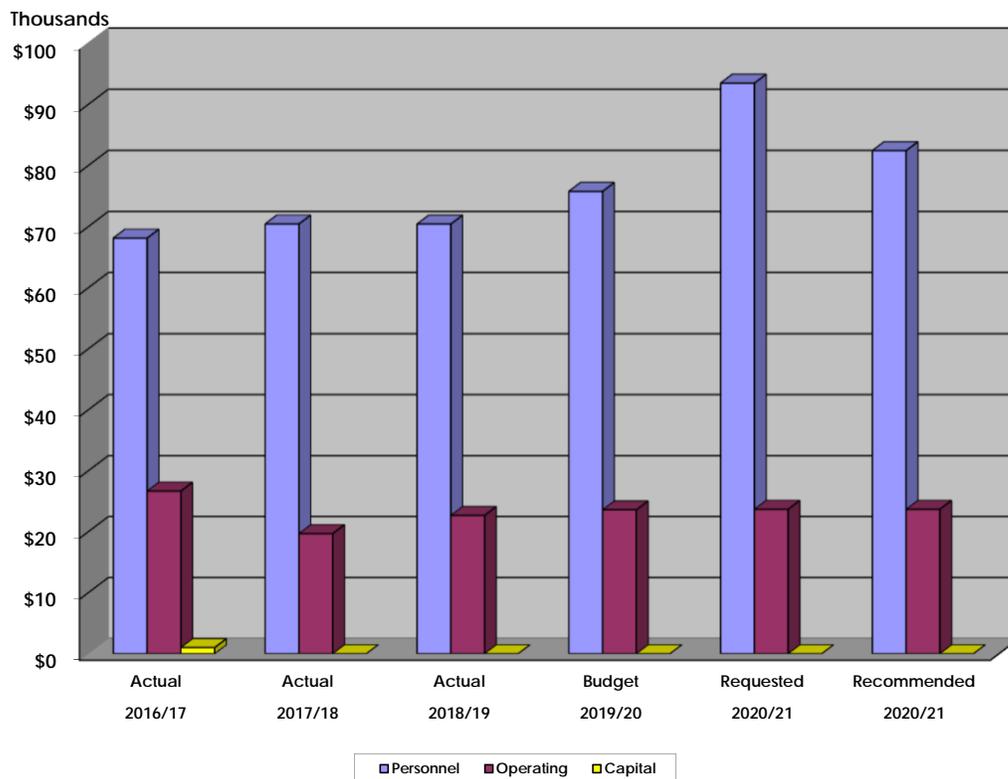
Health - Primary Care

Significant Changes

Reallocation of positions.

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 48,862	\$ 45,249	\$ 55,933	\$ 49,354	\$ 60,430	\$ 60,430
General Appropriation	46,982	44,918	37,182	50,045	56,766	45,719
Total	\$ 95,844	\$ 90,167	\$ 93,115	\$ 99,399	\$ 117,196	\$ 106,149
Expenditures						
Personnel	\$ 68,142	\$ 70,453	\$ 70,430	\$ 75,788	\$ 93,494	\$ 82,447
Operating	26,693	19,714	22,685	23,611	23,702	23,702
Capital	1,009	-	-	-	-	-
Total	\$ 95,844	\$ 90,167	\$ 93,115	\$ 99,399	\$ 117,196	\$ 106,149



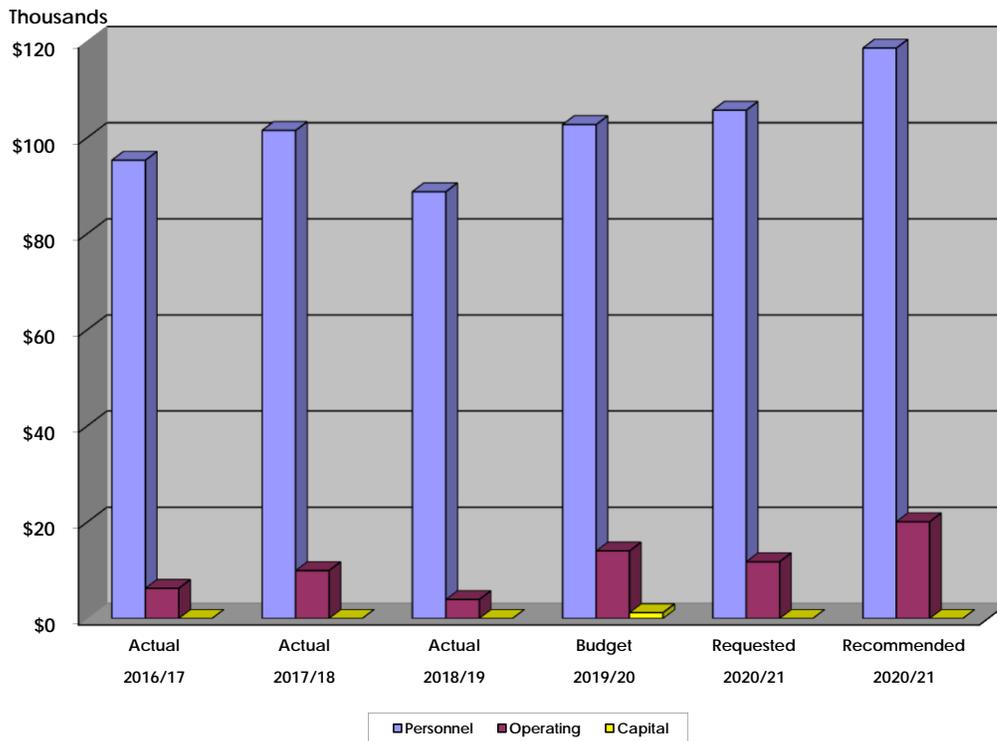
Health - Promotion

Significant Changes

Reallocation of positions.

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 28,208	\$ 40,984	\$ 39,946	\$ 34,706	\$ 97,854	\$ 97,854
General Appropriation	73,400	70,508	52,790	83,288	19,696	40,932
Total	\$ 101,608	\$ 111,492	\$ 92,736	\$ 117,994	\$ 117,550	\$ 138,786
Expenditures						
Personnel	\$ 95,328	\$ 101,537	\$ 88,787	\$ 102,752	\$ 105,744	\$ 118,670
Operating	6,280	9,955	3,949	14,042	11,806	20,116
Capital	-	-	-	1,200	-	-
Total	\$ 101,608	\$ 111,492	\$ 92,736	\$ 117,994	\$ 117,550	\$ 138,786



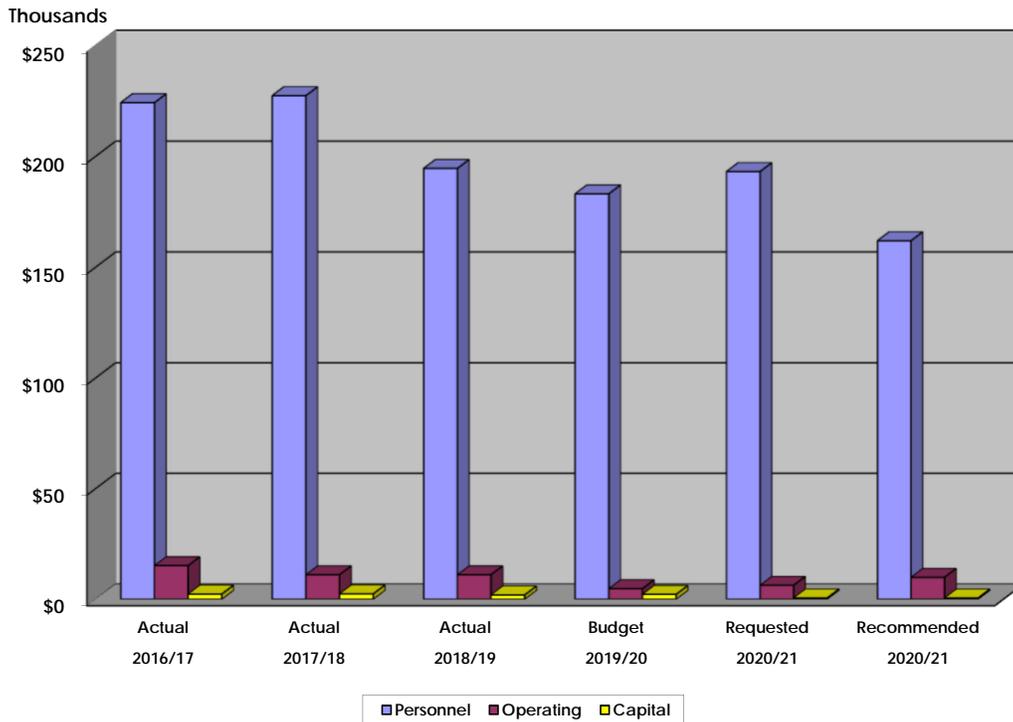
Health - WIC-CS

Significant Changes

Reallocation of positions.

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 241,759	\$ 240,946	\$ 207,612	\$ 190,136	\$ 200,079	\$ 172,519
Total	\$ 241,759	\$ 240,946	\$ 207,612	\$ 190,136	\$ 200,079	\$ 172,519
Expenditures						
Personnel	\$ 224,204	\$ 227,385	\$ 194,555	\$ 183,094	\$ 193,142	\$ 161,950
Operating	15,194	11,095	11,080	4,812	6,327	9,959
Capital	2,361	2,466	1,977	2,230	610	610
Total	\$ 241,759	\$ 240,946	\$ 207,612	\$ 190,136	\$ 200,079	\$ 172,519



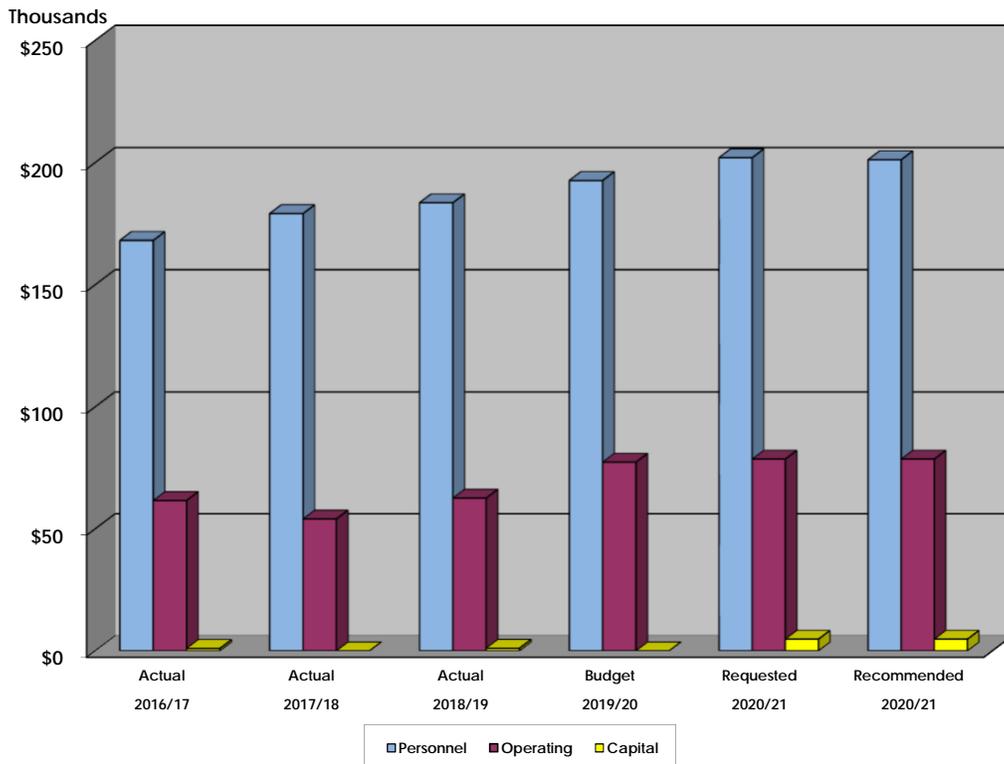
Health - Family Planning

Significant Changes

Reallocation of personnel.

Budget

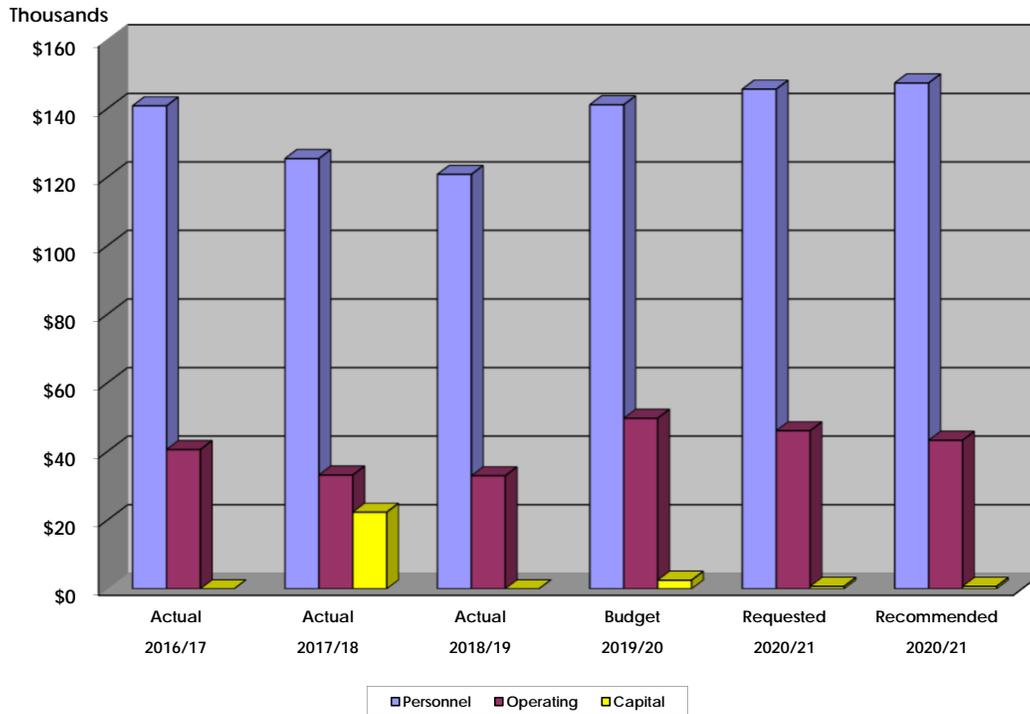
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 79,871	\$ 83,812	\$ 88,007	\$ 91,070	\$ 107,023	\$ 107,023
Sales and Services	76,207	39,996	40,068	67,807	87,939	82,303
General Appropriation	74,734	109,393	119,202	111,157	90,420	95,204
	\$ 230,812	\$ 233,201	\$ 247,277	\$ 270,034	\$ 285,382	\$ 284,530
Expenditures						
Personnel	\$ 168,172	\$ 179,137	\$ 183,570	\$ 192,692	\$ 202,011	\$ 201,159
Operating	61,631	54,064	62,616	77,342	78,599	78,599
Capital	1,009	-	1,091	-	4,772	4,772
Total	\$ 230,812	\$ 233,201	\$ 247,277	\$ 270,034	\$ 285,382	\$ 284,530



Health - Animal Control

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 4,815	\$ 4,135	\$ 7,138	\$ 5,621	\$ 11,314	\$ 11,314
General Appropriation	176,596	176,829	146,645	187,791	181,187	180,234
Total	\$ 181,411	\$ 180,964	\$ 153,783	\$ 193,412	\$ 192,501	\$ 191,548
Expenditures						
Personnel	\$ 140,818	\$ 125,440	\$ 120,830	\$ 141,164	\$ 145,702	\$ 147,512
Operating	40,593	33,188	32,953	49,722	46,080	43,317
Capital	-	22,336	-	2,526	719	719
Total	\$ 181,411	\$ 180,964	\$ 153,783	\$ 193,412	\$ 192,501	\$ 191,548



Health - Environmental Health

Mission

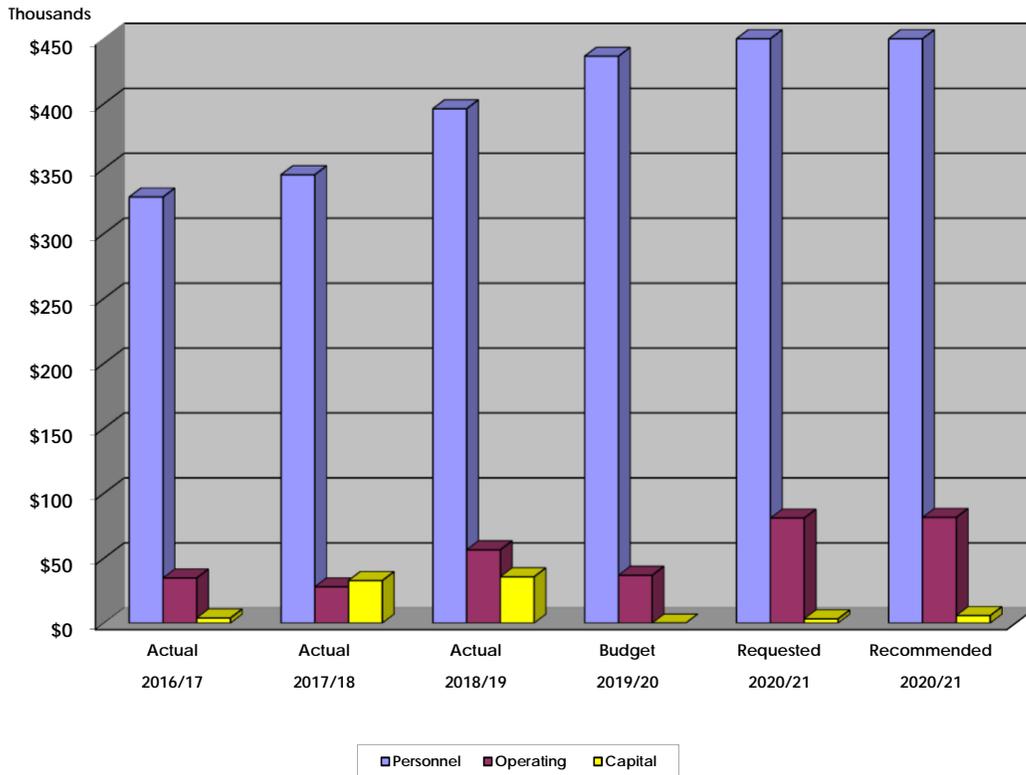
The mission of Lee County Environmental Health is to safeguard life, promote human health and protect the environment.

Significant Changes

FY 17-18 and FY 18-19 include one replacement vehicle. The FY 19-20 budget included the addition of an environmental specialist due to growth in the County. The FY 20-21 includes another environmental health specialist to deal with additional demand of services.

Budget

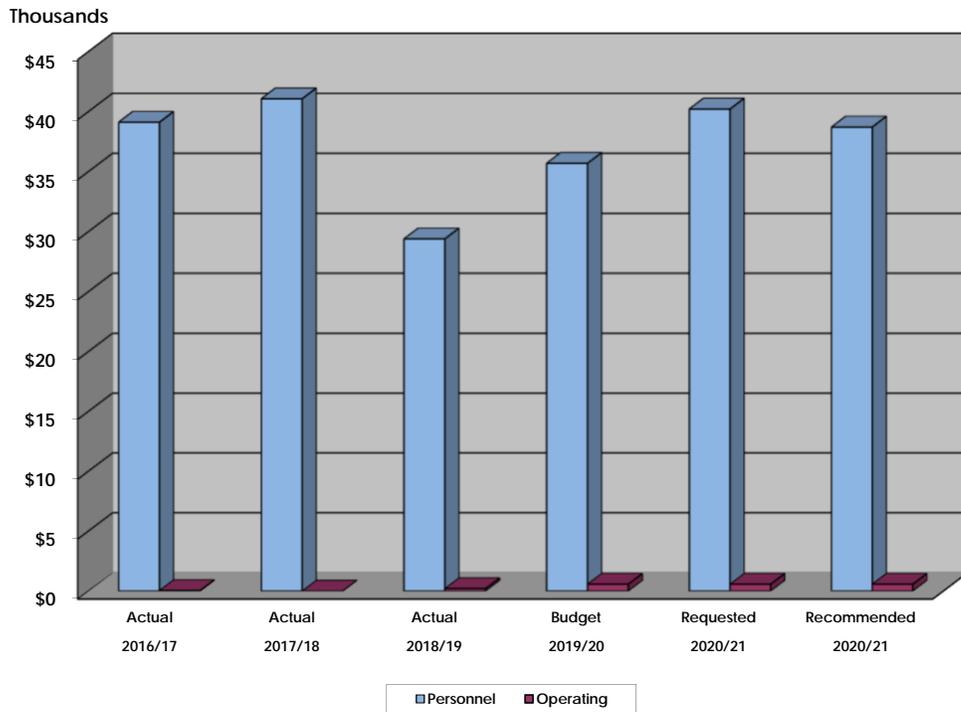
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 21,759	\$ 21,585	\$ 42,490	\$ 10,000	\$ 35,000	\$ 44,105
Sales and Services	148,111	151,027	154,672	125,321	213,852	240,101
General Appropriation	196,918	233,331	291,014	338,043	417,023	410,145
Total	\$ 366,788	\$ 405,943	\$ 488,176	\$ 473,364	\$ 665,875	\$ 694,351
Expenditures						
Personnel	\$ 328,093	\$ 345,267	\$ 396,065	\$ 436,522	\$ 581,750	\$ 607,183
Operating	34,735	27,927	56,461	36,842	80,847	81,390
Capital	3,960	32,749	35,650	-	3,278	5,778
Total	\$ 366,788	\$ 405,943	\$ 488,176	\$ 473,364	\$ 665,875	\$ 694,351



Health - Aids Control

Budget

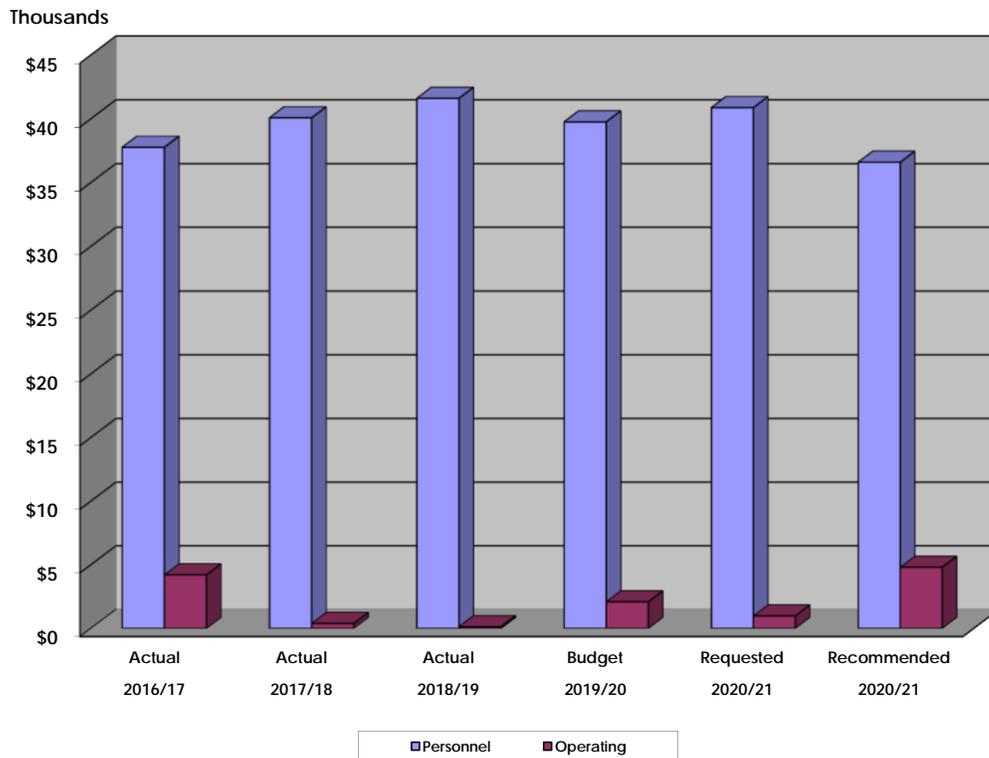
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 500	\$ 500	\$ 700	\$ 500	\$ 500	\$ 500
General Appropriation	38,676	40,582	28,917	35,786	40,305	38,803
Total	\$ 39,176	\$ 41,082	\$ 29,617	\$ 36,286	\$ 40,805	\$ 39,303
Expenditures						
Personnel	\$ 39,129	\$ 41,082	\$ 29,410	\$ 35,710	\$ 40,229	\$ 38,727
Operating	47	-	207	576	576	576
Total	\$ 39,176	\$ 41,082	\$ 29,617	\$ 36,286	\$ 40,805	\$ 39,303



Health - Bioterrorism

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 44,609	\$ 41,395	\$ 41,504	\$ 41,849	\$ 41,849	\$ 41,395
General Appropriation	(2,635)	(928)	232	-	-	-
Total	\$ 41,974	\$ 40,467	\$ 41,736	\$ 41,849	\$ 41,849	\$ 41,395
Expenditures						
Personnel	\$ 37,767	\$ 40,079	\$ 41,600	\$ 39,760	\$ 40,873	\$ 36,596
Operating	4,207	388	136	2,089	976	4,799
Total	\$ 41,974	\$ 40,467	\$ 41,736	\$ 41,849	\$ 41,849	\$ 41,395



Health - WIC - BF

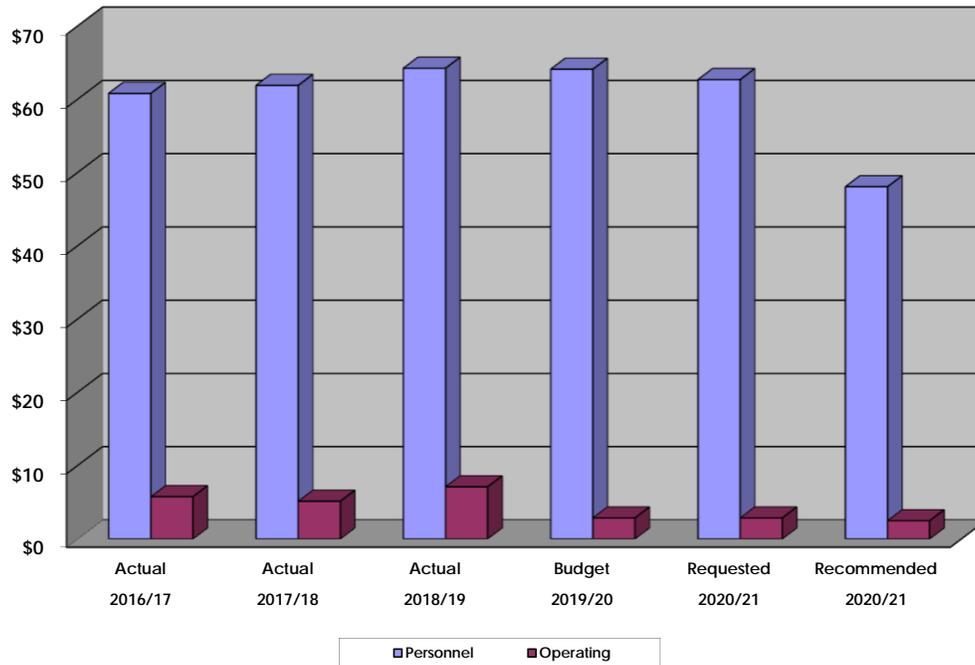
Significant Changes

Reallocation of personnel.

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 66,613	\$ 67,080	\$ 71,387	\$ 67,011	\$ 65,600	\$ 50,583
Total	\$ 66,613	\$ 67,080	\$ 71,387	\$ 67,011	\$ 65,600	\$ 50,583
Expenditures						
Personnel	\$ 60,837	\$ 61,922	\$ 64,260	\$ 64,127	\$ 62,716	\$ 48,083
Operating	5,776	5,158	7,127	2,884	2,884	2,500
Total	\$ 66,613	\$ 67,080	\$ 71,387	\$ 67,011	\$ 65,600	\$ 50,583

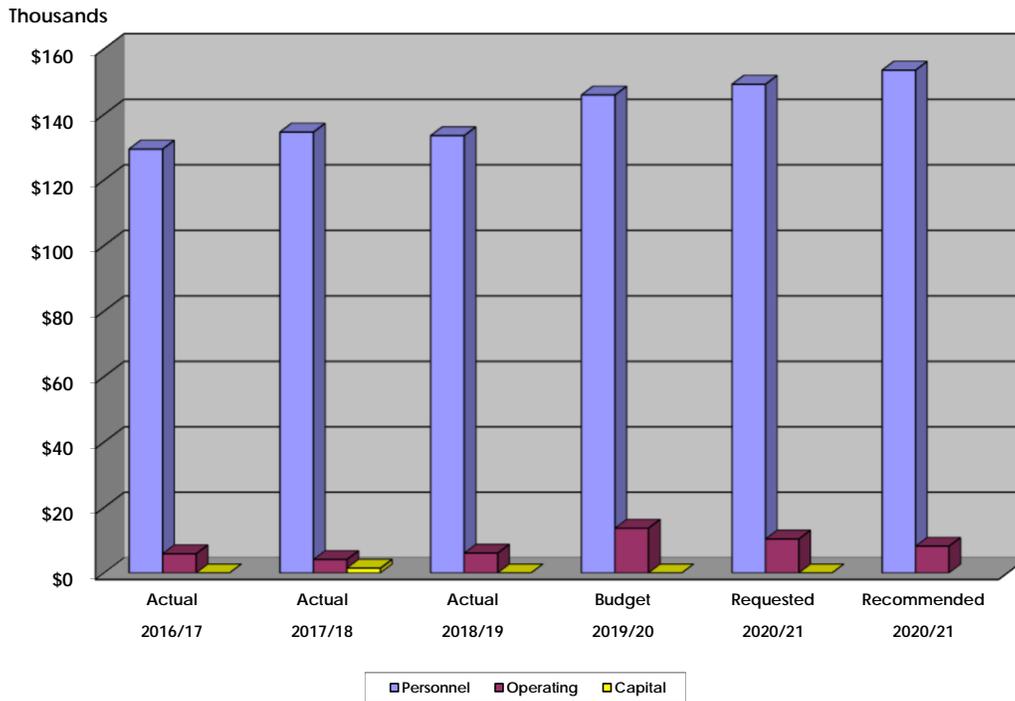
Thousands



Health - Children Services Coordinator

Budget

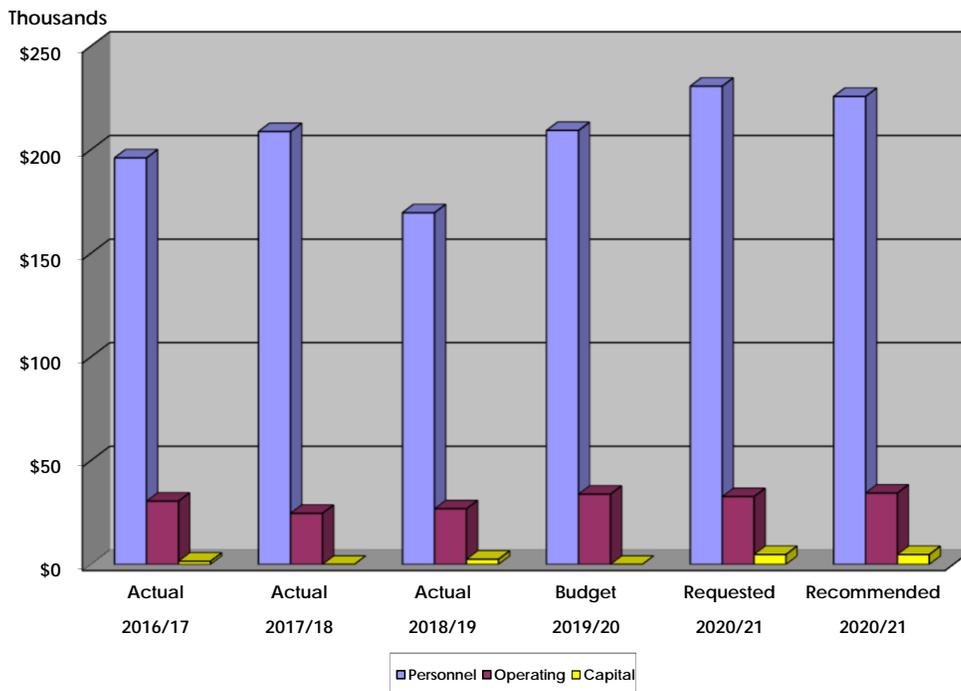
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 2,649	\$ 2,649	\$ 2,649	\$ 2,649	\$ 2,649	\$ 2,649
Sales and Services	145,906	147,338	146,567	156,911	156,911	158,997
General Appropriation	(13,256)	(9,832)	(9,651)	-	-	-
Total	\$ 135,299	\$ 140,155	\$ 139,565	\$ 159,560	\$ 159,560	\$ 161,646
Expenditures						
Personnel	\$ 129,435	\$ 134,591	\$ 133,512	\$ 145,898	\$ 149,186	\$ 153,490
Operating	5,864	4,104	6,053	13,662	10,374	8,156
Capital	-	1,460	-	-	-	-
Total	\$ 135,299	\$ 140,155	\$ 139,565	\$ 159,560	\$ 159,560	\$ 161,646



Health - Communicable Diseases

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 18,479	\$ 14,688	\$ 15,184	\$ 15,823	\$ 15,823	\$ 15,823
Sales and Services	12,873	11,310	12,146	15,620	35,988	30,383
General Appropriation	196,808	207,493	171,634	211,776	216,439	218,804
Total	\$ 228,160	\$ 233,491	\$ 198,964	\$ 243,219	\$ 268,250	\$ 265,010
Expenditures						
Personnel	\$ 196,136	\$ 208,822	\$ 169,691	\$ 209,333	\$ 230,767	\$ 225,784
Operating	30,519	24,669	26,821	33,886	32,711	34,454
Capital	1,505	-	2,452	-	4,772	4,772
Total	\$ 228,160	\$ 233,491	\$ 198,964	\$ 243,219	\$ 268,250	\$ 265,010



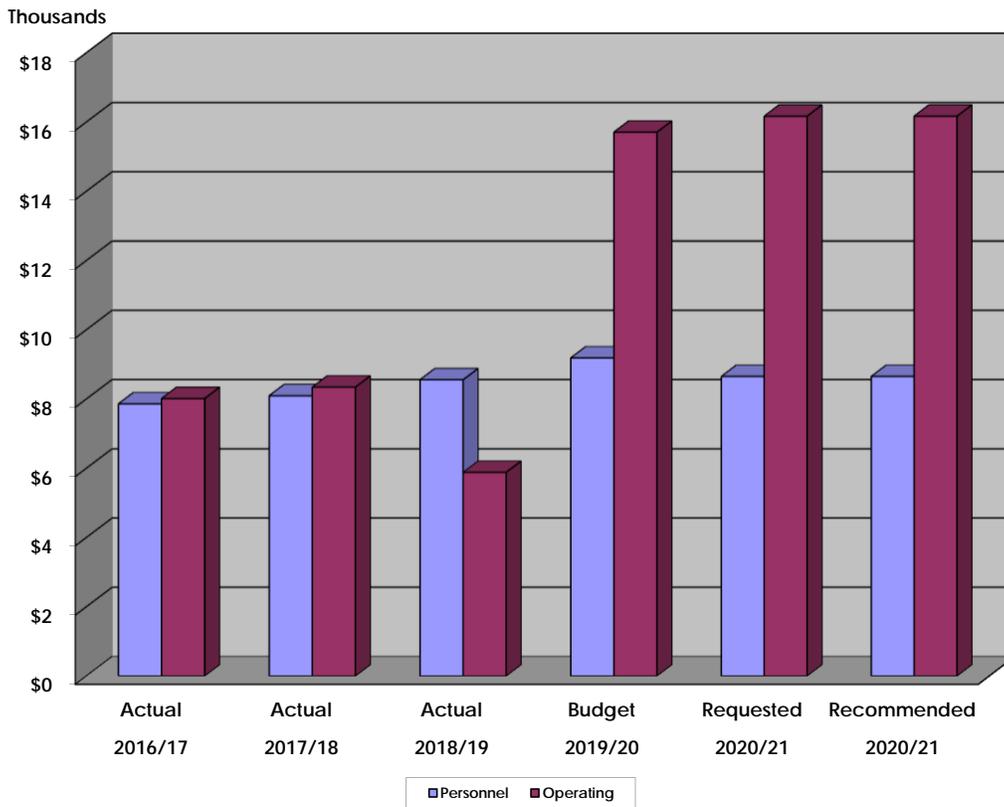
Health - BCCCP

Significant Changes

Reallocation of positions.

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 12,840	\$ 11,915	\$ 8,300	\$ 10,990	\$ 12,500	\$ 12,500
General Appropriation	3,036	4,523	6,137	13,900	12,319	12,319
Total	\$ 15,876	\$ 16,438	\$ 14,437	\$ 24,890	\$ 24,819	\$ 24,819
Expenditures						
Personnel	\$ 7,862	\$ 8,095	\$ 8,555	\$ 9,185	\$ 8,651	\$ 8,651
Operating	8,014	8,343	5,882	15,705	16,168	16,168
Total	\$ 15,876	\$ 16,438	\$ 14,437	\$ 24,890	\$ 24,819	\$ 24,819



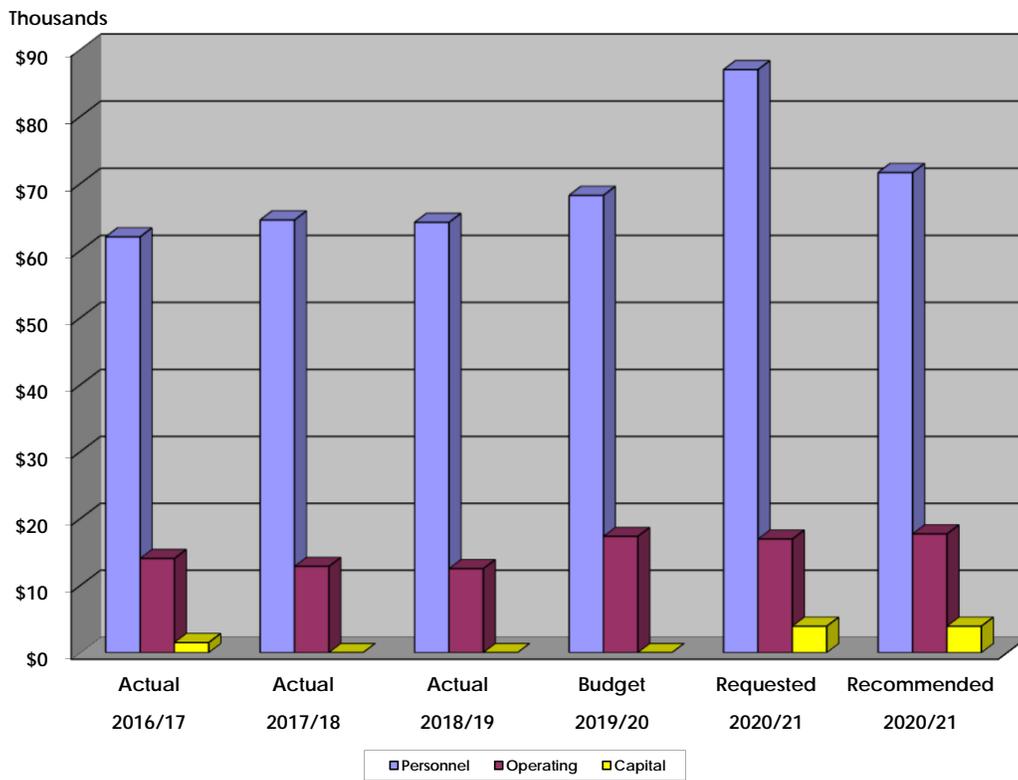
Health - Immunizations

Significant Changes

Reallocation of positions.

Budget

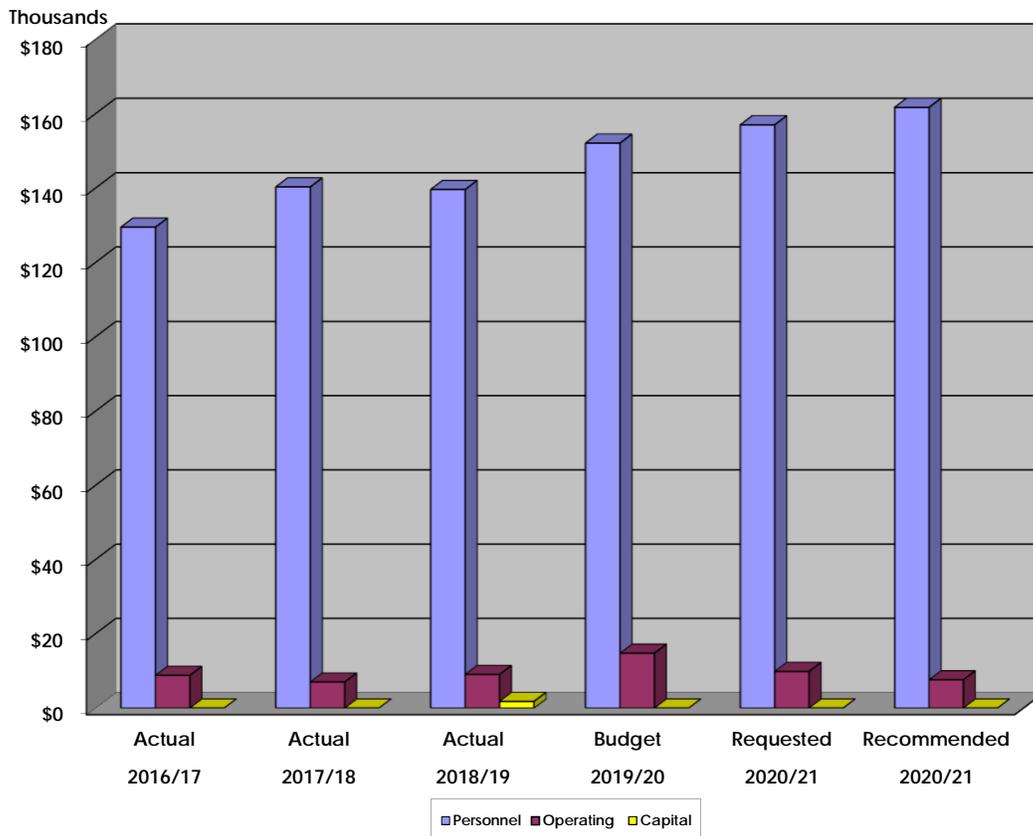
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 17,314	\$ 17,314	\$ 17,514	\$ 17,314	\$ 17,314	\$ 17,314
Sales and Services	9,342	8,039	8,697	11,614	15,238	11,854
General Appropriation	51,001	52,141	50,593	56,721	75,382	64,207
Total	\$ 77,657	\$ 77,494	\$ 76,804	\$ 85,649	\$ 107,934	\$ 93,375
Expenditures						
Personnel	\$ 62,090	\$ 64,612	\$ 64,252	\$ 68,286	\$ 87,016	\$ 71,687
Operating	14,062	12,882	12,552	17,363	16,973	17,743
Capital	1,505	-	-	-	3,945	3,945
Total	\$ 77,657	\$ 77,494	\$ 76,804	\$ 85,649	\$ 107,934	\$ 93,375



Health - Pregnancy Care Case Management

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 151,359	\$ 155,010	\$ 152,039	\$ 166,936	\$ 166,936	\$ 169,391
General Appropriation	(13,008)	(7,619)	(1,517)	-	-	-
Total	\$ 138,351	\$ 147,391	\$ 150,522	\$ 166,936	\$ 166,936	\$ 169,391
Expenditures						
Personnel	\$ 129,531	\$ 140,356	\$ 139,651	\$ 152,137	\$ 157,056	\$ 161,757
Operating	8,820	7,035	9,071	14,799	9,880	7,634
Capital	-	-	1,800	-	-	-
Total	\$ 138,351	\$ 147,391	\$ 150,522	\$ 166,936	\$ 166,936	\$ 169,391

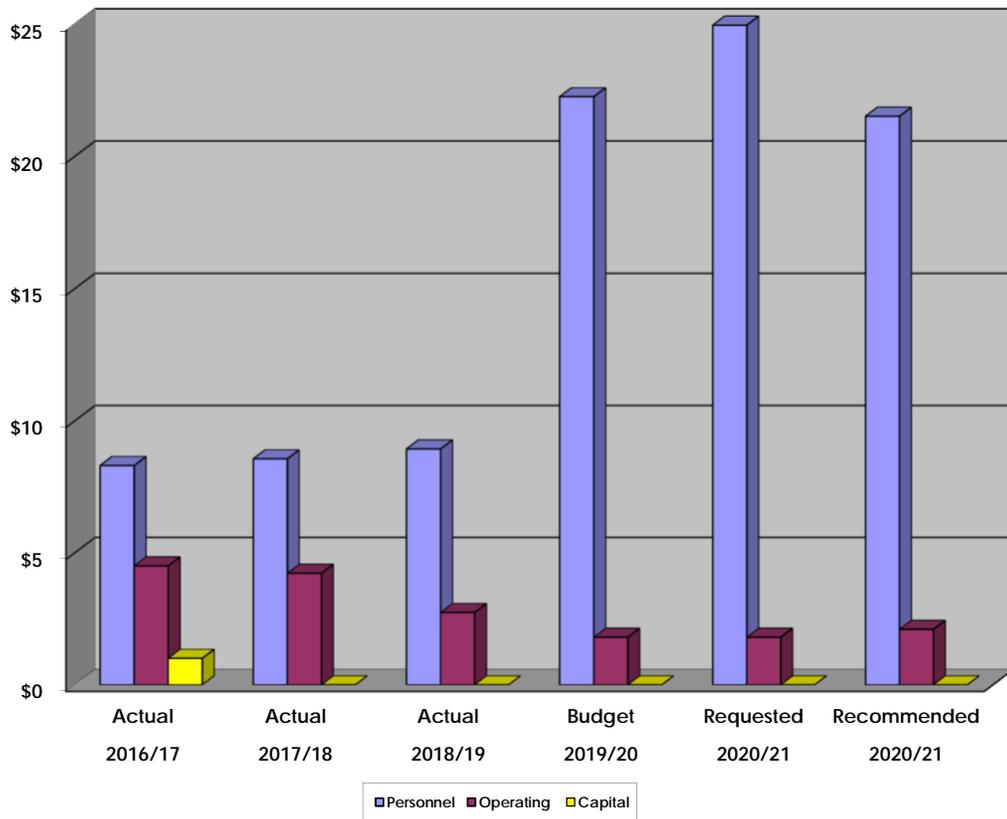


Health - WIC - GA

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 13,824	\$ 12,790	\$ 11,678	\$ 24,065	\$ 26,771	\$ 23,628
Total	\$ 13,824	\$ 12,790	\$ 11,678	\$ 24,065	\$ 26,771	\$ 23,628
Expenditures						
Personnel	\$ 8,309	\$ 8,563	\$ 8,937	\$ 22,259	\$ 24,965	\$ 21,522
Operating	4,510	4,227	2,741	1,806	1,806	2,106
Capital	1,005	-	-	-	-	-
Total	\$ 13,824	\$ 12,790	\$ 11,678	\$ 24,065	\$ 26,771	\$ 23,628

Thousands



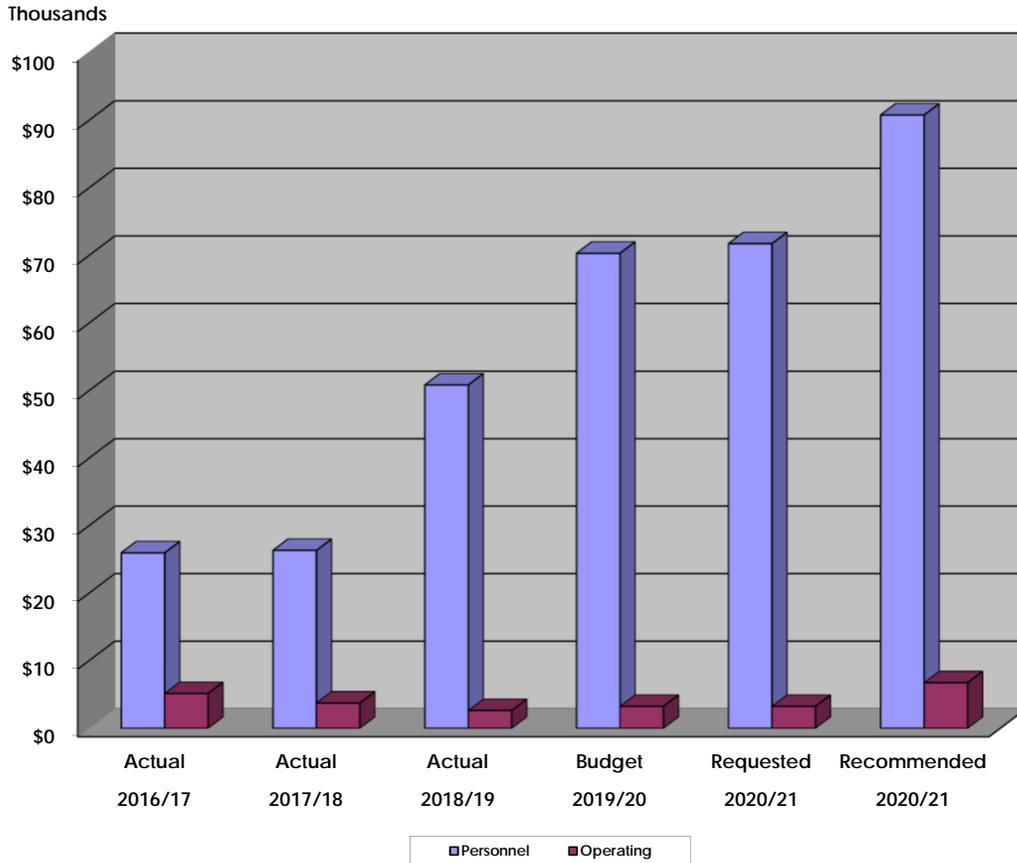
Health - WIC - NE

Significant Changes

Reallocation of positions.

Budget

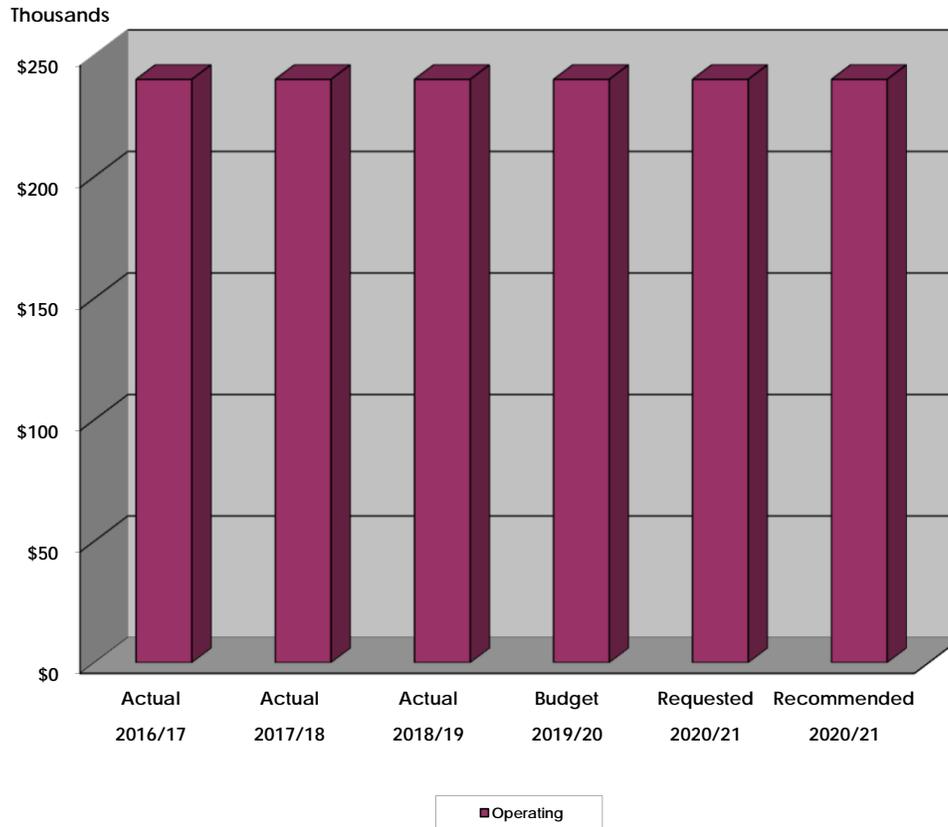
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 31,159	\$ 30,116	\$ 53,501	\$ 73,604	\$ 75,029	\$ 97,544
Total	\$ 31,159	\$ 30,116	\$ 53,501	\$ 73,604	\$ 75,029	\$ 97,544
Expenditures						
Personnel	\$ 25,999	\$ 26,362	\$ 50,866	\$ 70,350	\$ 71,775	\$ 90,799
Operating	5,160	3,754	2,635	3,254	3,254	6,745
Total	\$ 31,159	\$ 30,116	\$ 53,501	\$ 73,604	\$ 75,029	\$ 97,544



Mental Health

Budget

		2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue							
Intergovernmental Revenues	\$	18,275	\$ 19,158	\$ 20,444	\$ 20,000	\$ 21,000	\$ 21,000
General Appropriation		221,725	220,842	219,556	220,000	219,000	219,000
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



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

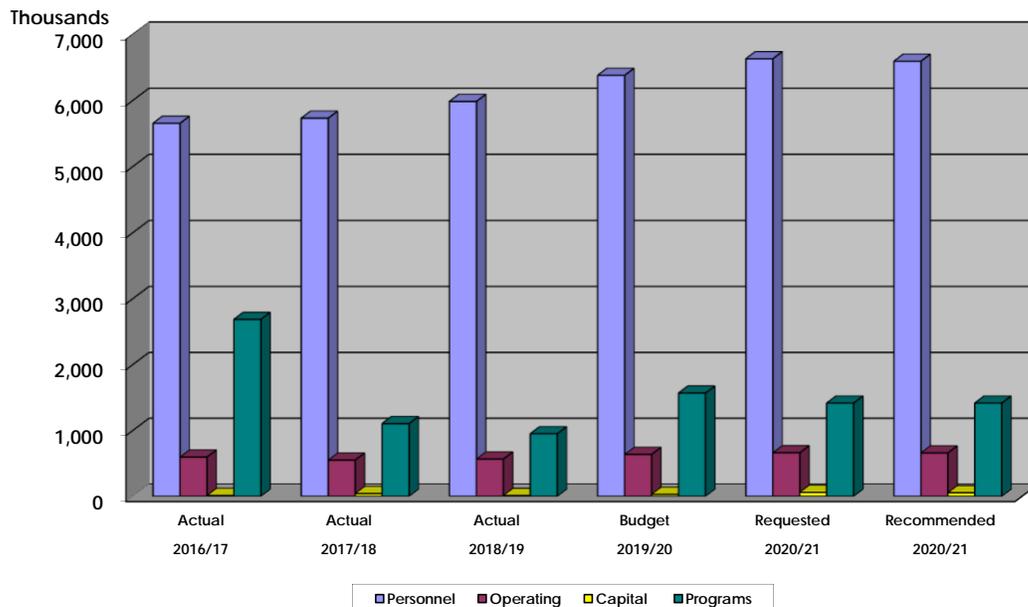
An Income Maintenance Supervisor II and a Social Worker IA&T were added in FY 2018-19. An Income Maintenance Administrator I, a Social Work Program Manager AS/CS and a Social Work Program Manager CWS were requested in FY 20-21. The Social Work Program Manager CWS is recommended with part of the cost being offset by the elimination of a vacant Social Worker III position.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	102.5	102.5	104.5	104.5	106	104

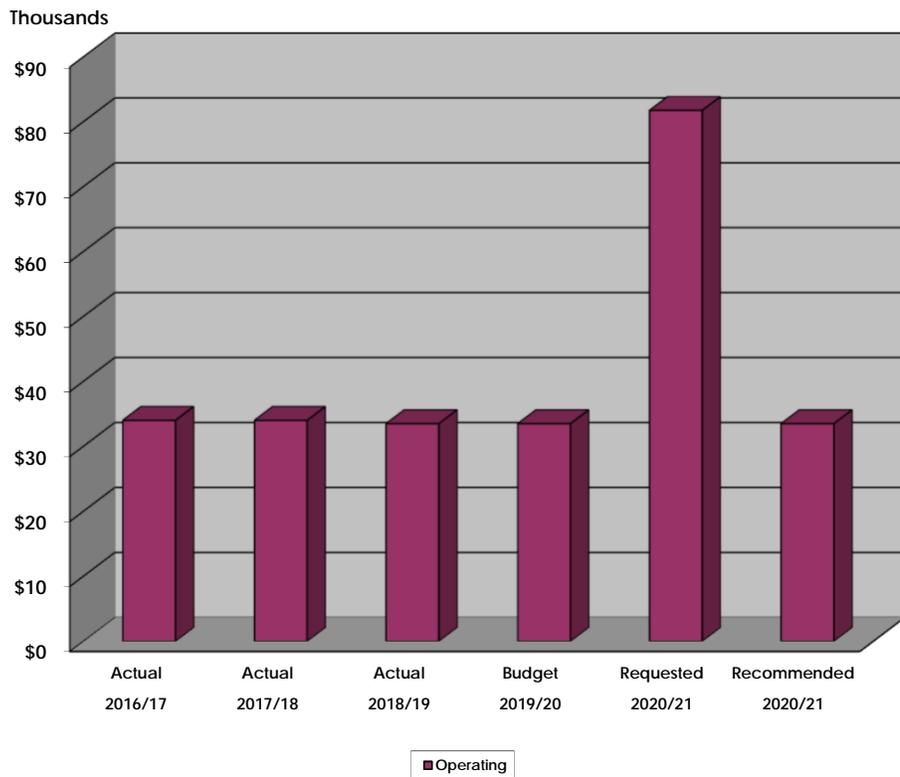
Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and state grants	\$ 6,237,764	\$ 5,326,925	\$ 5,112,118	\$ 5,568,681	\$ 5,705,253	\$ 5,783,153
Other sales and services	52,234	75,594	55,835	78,776	78,276	78,276
Miscellaneous	44,935	6,624	7,036	9,100	8,900	8,900
General Appropriation	2,608,547	2,013,838	2,334,370	2,952,679	2,970,473	2,848,492
Total	\$ 8,943,480	\$ 7,422,981	\$ 7,509,359	\$ 8,609,236	\$ 8,762,902	\$ 8,718,821
Expenditures						
Personnel	\$ 5,653,161	\$ 5,730,023	\$ 5,984,072	\$ 6,378,684	\$ 6,629,037	\$ 6,592,436
Operating	594,991	548,590	565,059	634,582	660,122	658,522
Capital	10,981	40,744	10,767	29,400	59,490	53,610
Programs	2,684,347	1,103,624	949,461	1,566,570	1,414,253	1,414,253
Total	\$ 8,943,480	\$ 7,422,981	\$ 7,509,359	\$ 8,609,236	\$ 8,762,902	\$ 8,718,821



Human Services - Nonprofit Agencies

Budget						
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 34,000	\$ 34,000	\$ 33,500	\$ 33,500	\$ 81,750	\$ 33,500
Total	\$ 34,000	\$ 34,000	\$ 33,500	\$ 33,500	\$ 81,750	\$ 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	12,000	12,000	12,000	12,000	20,000	12,000
Boys & Girls Club of Lee County	10,000	10,000	10,000	10,000	28,750	10,000
The Salvation Army	1,000	1,000	1,000	1,000	10,000	1,000
Family Promise	2,000	2,000	2,000	2,000	5,000	2,000
Another Choice for Black						
Children	500	500	500	500	-	500
Job Express	500	500	-	-	-	-
Hispanic Liaison of Chatham						
County	-	-	-	-	8,000	-
Total	\$ 34,000	\$ 34,000	\$ 33,500	\$ 33,500	\$ 81,750	\$ 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.

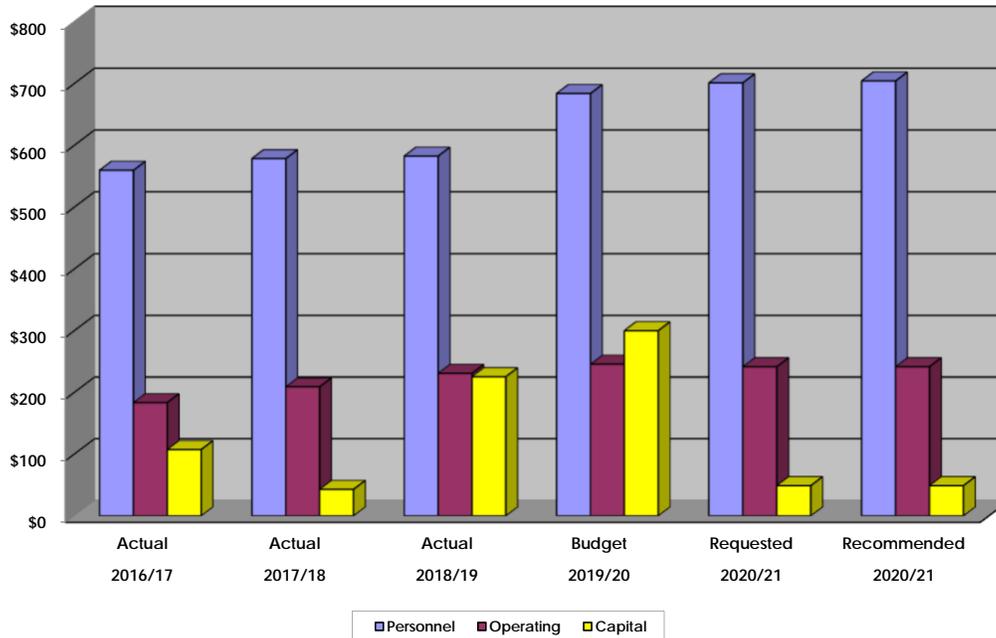
Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	3	3	3	4	4	4

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and state grants	\$ 413,480	\$ 320,944	\$ 526,161	\$ 628,560	\$ 440,922	\$ 440,922
Other sales and services	384,526	415,030	418,962	541,881	512,150	515,140
Miscellaneous	-	9,202	6,187	-	-	-
General Appropriation	52,510	85,312	87,896	59,183	38,824	38,824
Total	\$ 850,516	\$ 830,488	\$ 1,039,206	\$ 1,229,624	\$ 991,896	\$ 994,886
Expenditures						
Personnel	\$ 559,678	\$ 578,632	\$ 582,684	\$ 683,892	\$ 701,236	\$ 704,226
Operating	183,453	209,004	231,038	245,732	241,714	241,714
Capital	107,385	42,852	225,484	300,000	48,946	48,946
Total	\$ 850,516	\$ 830,488	\$ 1,039,206	\$ 1,229,624	\$ 991,896	\$ 994,886

Thousands



Senior Services

Mission

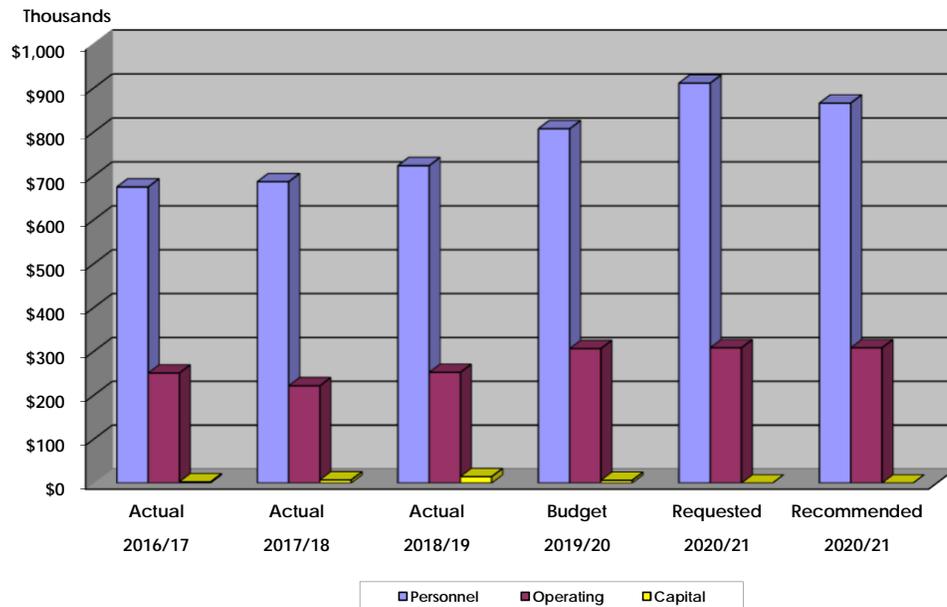
The mission of Lee County Senior Services is to provide a comprehensive assessment of the needs and opportunities associated with older adults and to fashion an achievable vision of successful aging in Lee County. Lee County Senior Services' mission statement is facilitated by the Enrichment Center, 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

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	9	10	10	10	12	10

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and state grants	\$ 463,331	\$ 452,718	\$ 509,869	\$ 499,070	\$ 486,664	\$ 486,664
Other sales and services	47,581	48,210	44,958	50,900	51,000	51,000
Miscellaneous	712	802	1,264	-	-	-
General Appropriation	417,359	414,545	434,878	571,005	682,442	636,998
Total	\$ 928,983	\$ 916,275	\$ 990,969	\$ 1,120,975	\$ 1,220,106	\$ 1,174,662
Expenditures						
Personnel	\$ 675,020	\$ 687,002	\$ 723,610	\$ 807,676	\$ 911,435	\$ 865,991
Operating	251,064	222,022	252,658	306,959	308,671	308,671
Capital	2,899	7,251	14,701	6,340	-	-
Total	\$ 928,983	\$ 916,275	\$ 990,969	\$ 1,120,975	\$ 1,220,106	\$ 1,174,662



Pretrial Release

Significant Changes

The Pretrial Release program was moved into the County Attorney budget in FY 18-19.

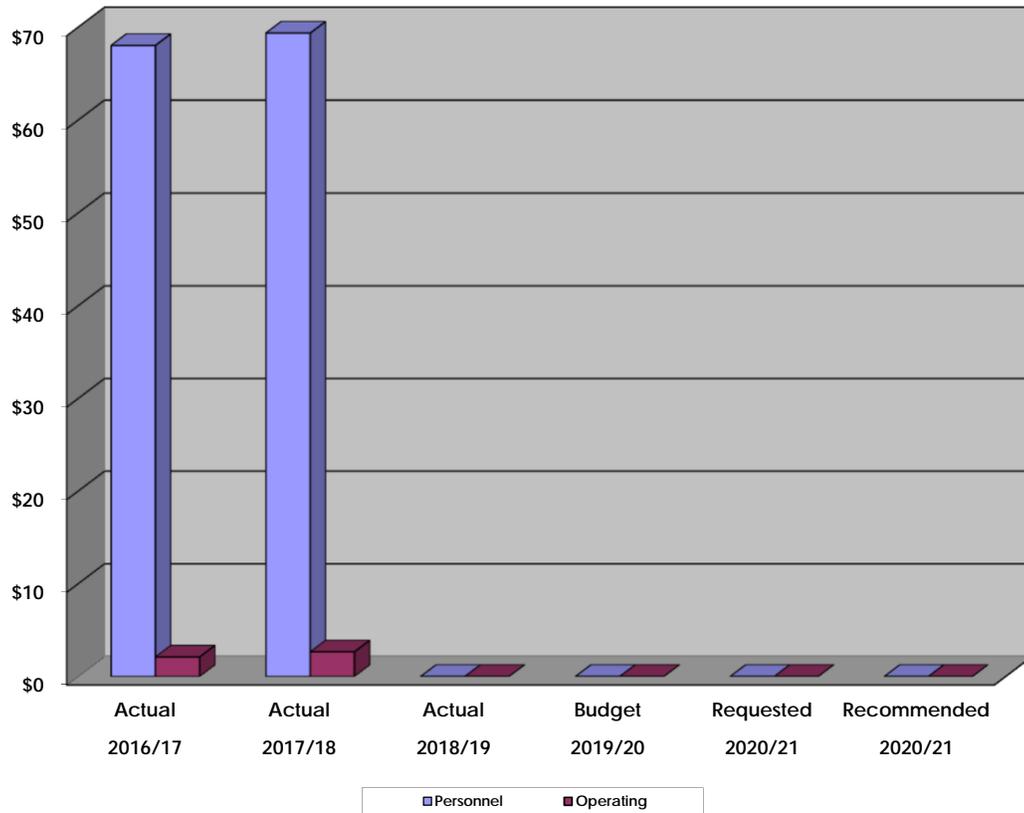
Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	1	1	0	0	0	0

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 70,144	\$ 72,032	\$ -	\$ -	\$ -	\$ -
Total	\$ 70,144	\$ 72,032	\$ -	\$ -	\$ -	\$ -
Expenditures						
Personnel	\$ 68,041	\$ 69,374	\$ -	\$ -	\$ -	\$ -
Operating	2,103	2,658	-	-	-	-
Total	\$ 70,144	\$ 72,032	\$ -	\$ -	\$ -	\$ -

Thousands

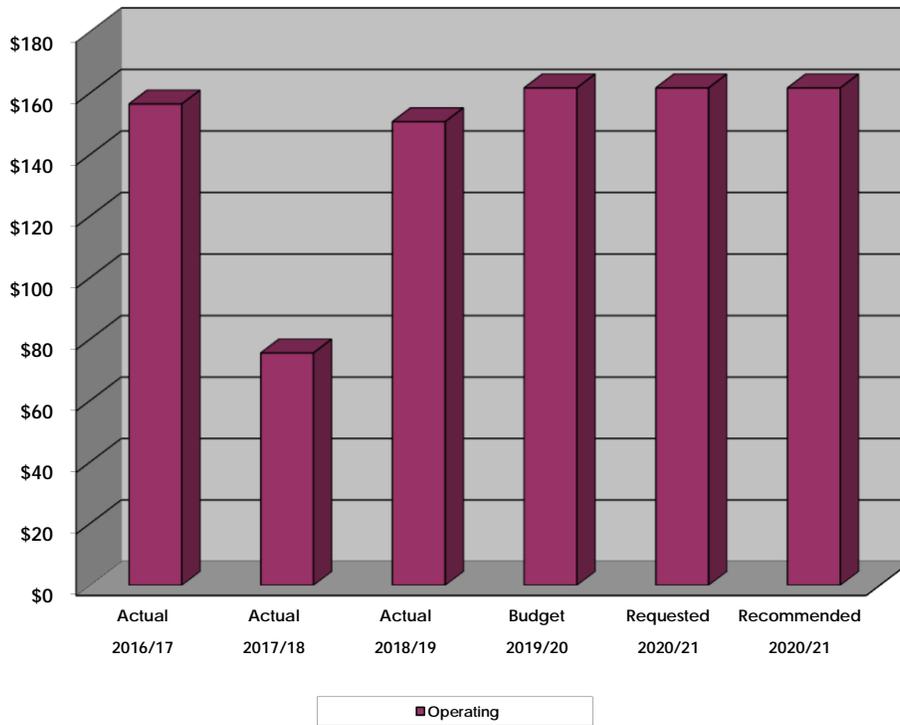


Juvenile Crime Prevention Council

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 154,249	\$ 84,882	\$ 151,288	\$ 161,771	\$ 161,771	\$ 161,771
General Appropriation	2,302	(9,264)	(490)	-	-	-
Total	\$ 156,551	\$ 75,618	\$ 150,798	\$ 161,771	\$ 161,771	\$ 161,771
Expenditures						
Operating	\$ 156,551	\$ 75,618	\$ 150,798	\$ 161,771	\$ 161,771	\$ 161,771
Total	\$ 156,551	\$ 75,618	\$ 150,798	\$ 161,771	\$ 161,771	\$ 161,771

Thousands

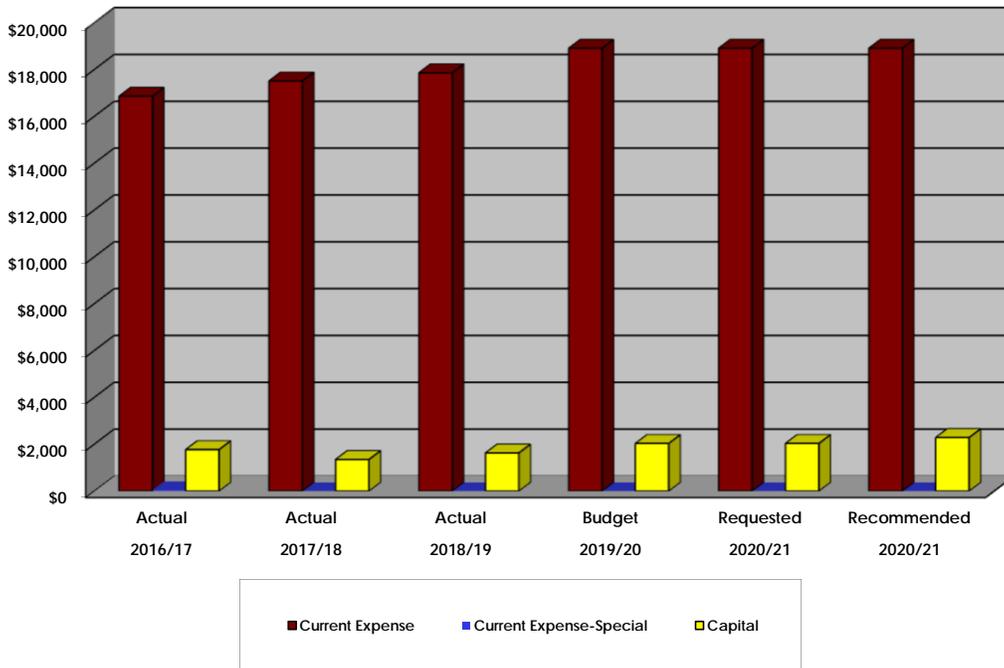


Lee County Schools

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Intergovernmental Revenues	\$ 862,670	\$ -	\$ 278,824	\$ 685,000	\$ 685,000	\$ 685,000
General Appropriation	17,812,671	18,859,784	19,209,784	20,259,784	20,259,784	20,512,784
Total	\$ 17,812,671	\$ 18,859,784	\$ 19,488,608	\$ 20,944,784	\$ 20,944,784	\$ 21,197,784
Expenditures						
Current Expense	\$ 16,862,278	\$ 17,512,278	\$ 17,862,278	\$ 18,912,278	\$ 18,912,278	\$ 18,912,278
Current Expense-Special	42,000	-	-	-	-	-
Capital	1,771,063	1,347,506	1,626,330	2,032,506	2,032,506	2,285,506
Total	\$ 18,675,341	\$ 18,859,784	\$ 19,488,608	\$ 20,944,784	\$ 20,944,784	\$ 21,197,784

Thousands

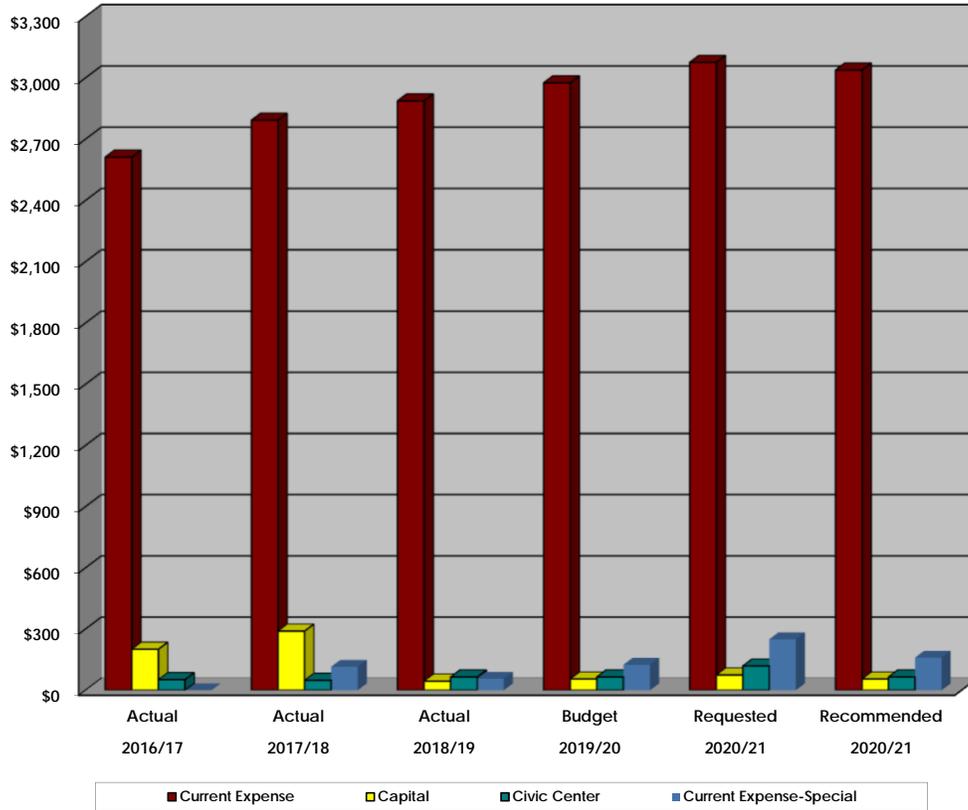


CCCC

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 2,865,500	\$ 3,131,860	\$ 3,054,114	\$ 3,220,961	\$ 3,520,230	\$ 3,318,458
Total	\$ 2,865,500	\$ 3,131,860	\$ 3,054,114	\$ 3,220,961	\$ 3,520,230	\$ 3,318,458
Expenditures						
Current Expense	\$ 2,612,250	\$ 2,792,860	\$ 2,887,725	\$ 2,976,031	\$ 3,076,453	\$ 3,038,528
Current Expense-Special	-	115,000	56,459	125,000	250,000	160,000
Capital	201,000	290,000	45,000	55,000	75,000	55,000
Civic Center	52,250	49,000	64,930	64,930	118,777	64,930
Total	\$ 2,865,500	\$ 3,131,860	\$ 3,054,114	\$ 3,220,961	\$ 3,520,230	\$ 3,318,458

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.

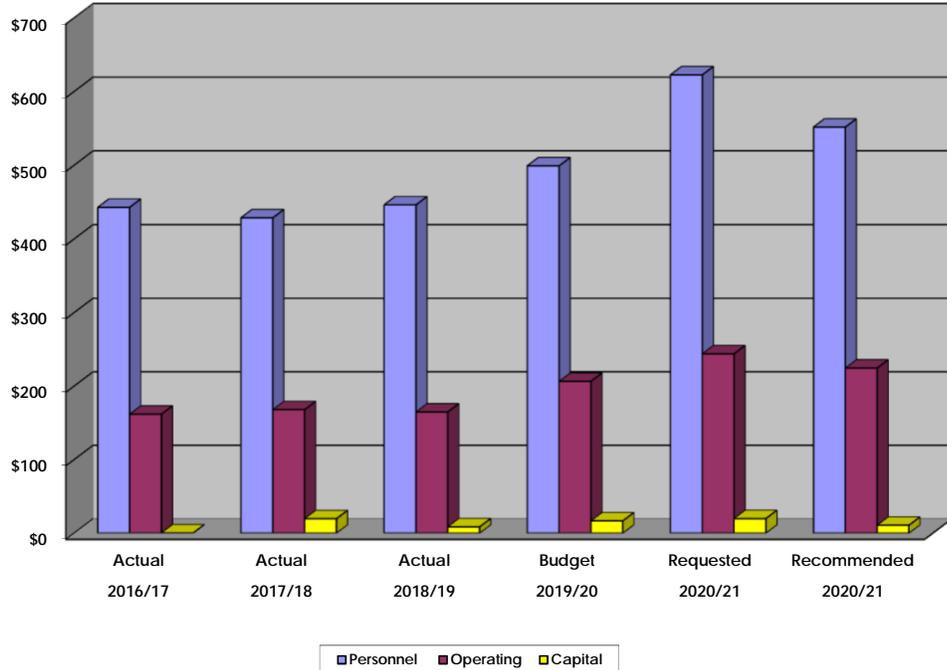
Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	8	8	8	8	9	8

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Federal and State Grants	\$ 110,935	\$ 114,800	\$ 111,755	\$ 111,599	\$ 120,258	\$ 120,258
Sales and Services	20,279	17,694	21,598	17,000	18,600	18,600
Miscellaneous	826	379	343	1,200	750	750
General Appropriation	473,059	483,532	486,133	592,745	746,962	647,627
Total	\$ 605,099	\$ 616,405	\$ 619,829	\$ 722,544	\$ 886,570	\$ 787,235
Expenditures						
Personnel	\$ 442,951	\$ 428,740	\$ 446,316	\$ 499,238	\$ 622,616	\$ 551,787
Operating	161,869	168,014	164,880	206,593	244,053	224,647
Capital	279	19,651	8,633	16,713	19,901	10,801
Total	\$ 605,099	\$ 616,405	\$ 619,829	\$ 722,544	\$ 886,570	\$ 787,235

Thousands



Parks and Recreation

Mission

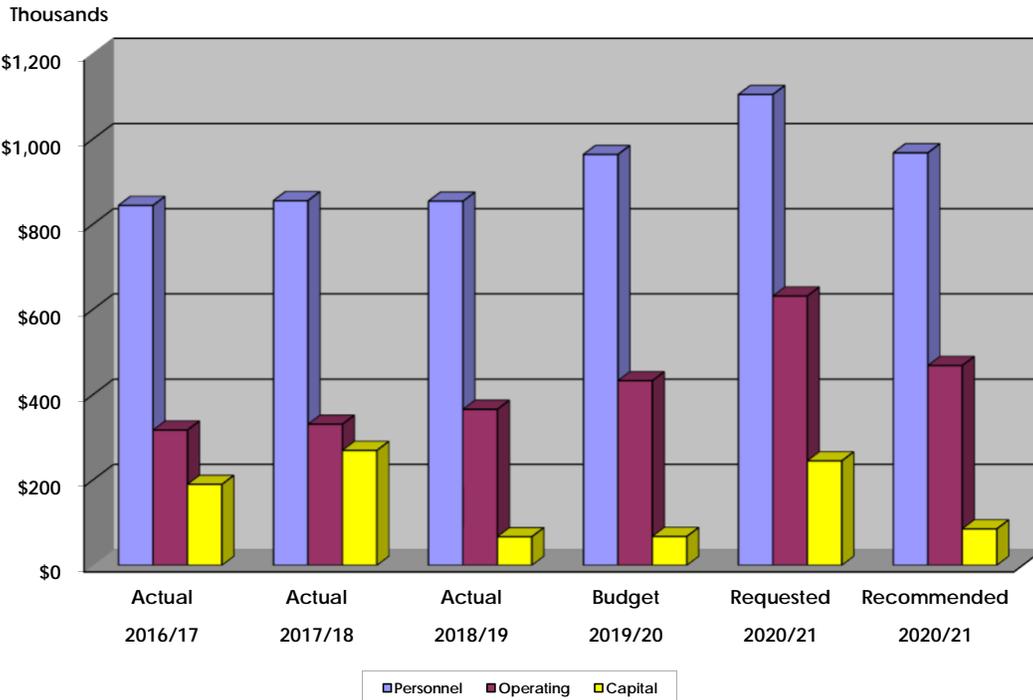
The mission of Lee County Parks and Recreation is to enhance the quality of life in Lee County by providing a broad variety of accessible leisure, recreation, cultural activities and services.

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Regular Full Time Equivalents	10	10	10	10	11	10

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Sales and Services	\$ 351,492	\$ 352,881	\$ 345,565	\$ 382,000	\$ 373,450	\$ 280,088
Miscellaneous	4,615	15	30	-	-	-
General Appropriation	995,285	1,103,069	941,552	1,082,539	1,607,693	1,241,752
Total	\$ 1,351,392	\$ 1,455,965	\$ 1,287,147	\$ 1,464,539	\$ 1,981,143	\$ 1,521,840
Expenditures						
Personnel	\$ 844,349	\$ 855,600	\$ 854,223	\$ 963,882	\$ 1,104,697	\$ 967,857
Operating	317,248	330,907	365,890	432,925	631,550	468,558
Capital	189,795	269,458	67,034	67,732	244,896	85,425
Total	\$ 1,351,392	\$ 1,455,965	\$ 1,287,147	\$ 1,464,539	\$ 1,981,143	\$ 1,521,840

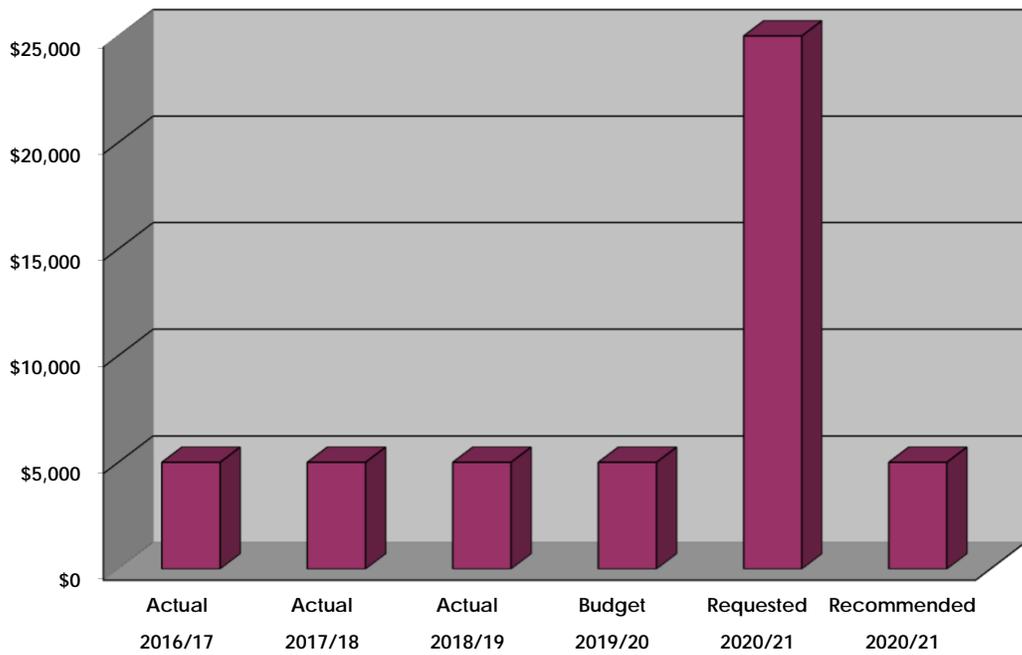


Temple Theater

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000	\$ 5,000
Total	\$ 5,000	\$ 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	\$ 5,000	\$ 25,000	\$ 5,000

Thousands

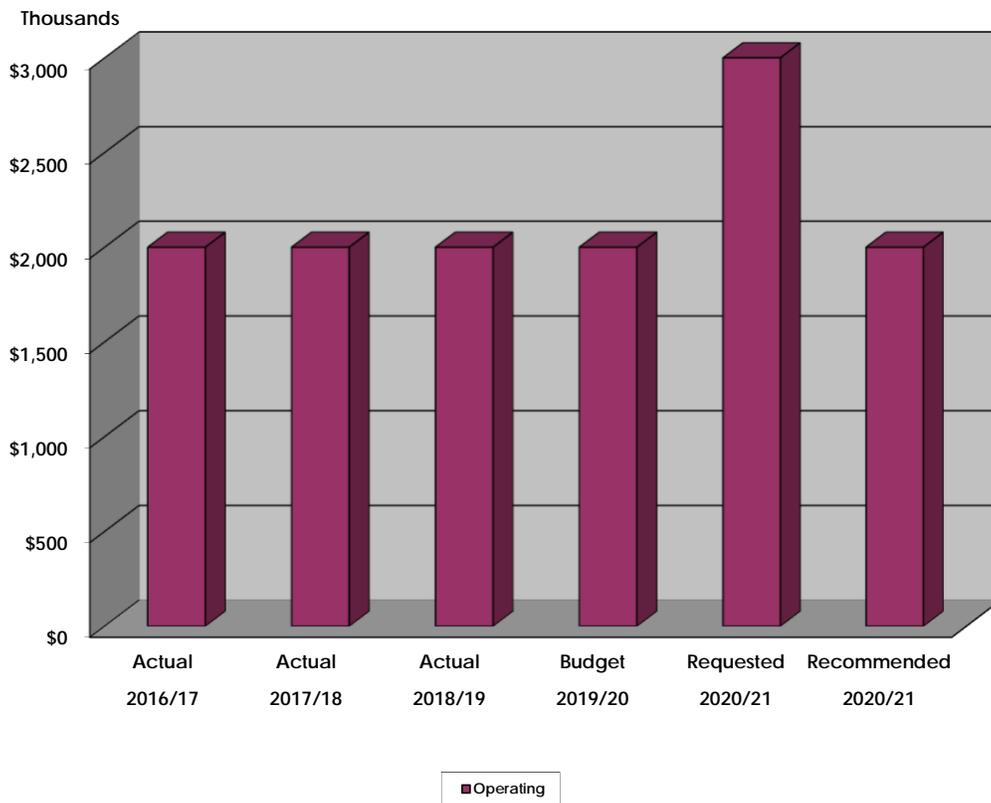


■ Operating

Arts Council

Budget

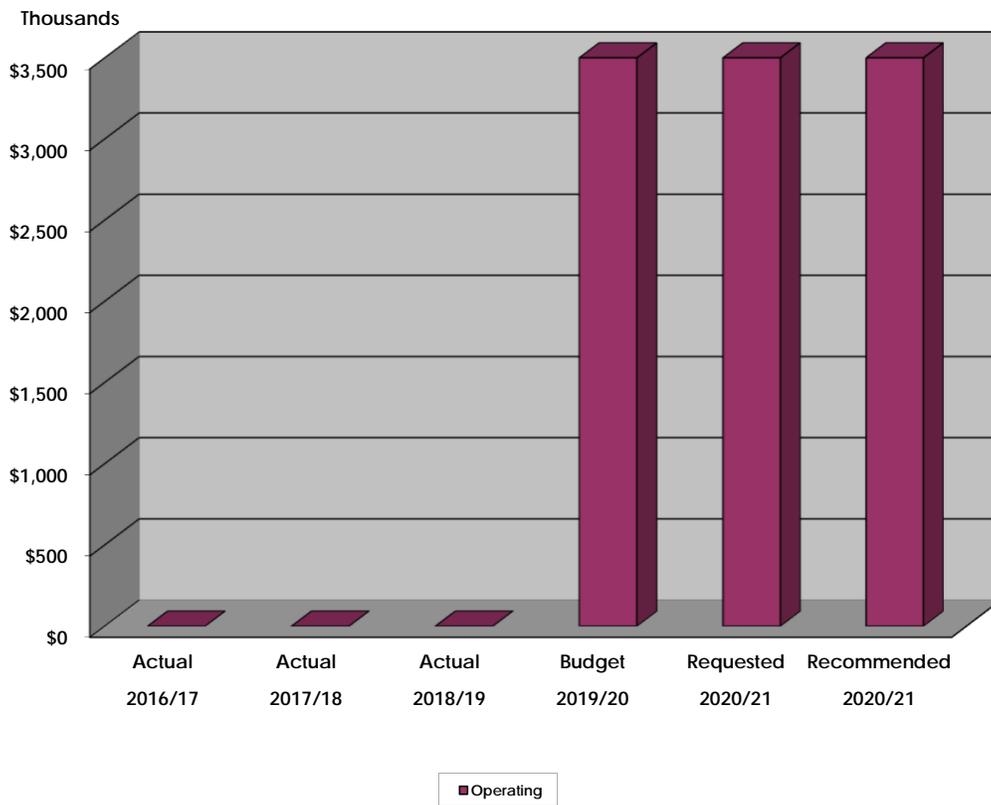
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,000	\$ 2,000
Total	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,000	\$ 2,000
Expenditures						
Operating	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,000	\$ 2,000
Total	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,000	\$ 2,000



Railroad House Historical Association

Budget

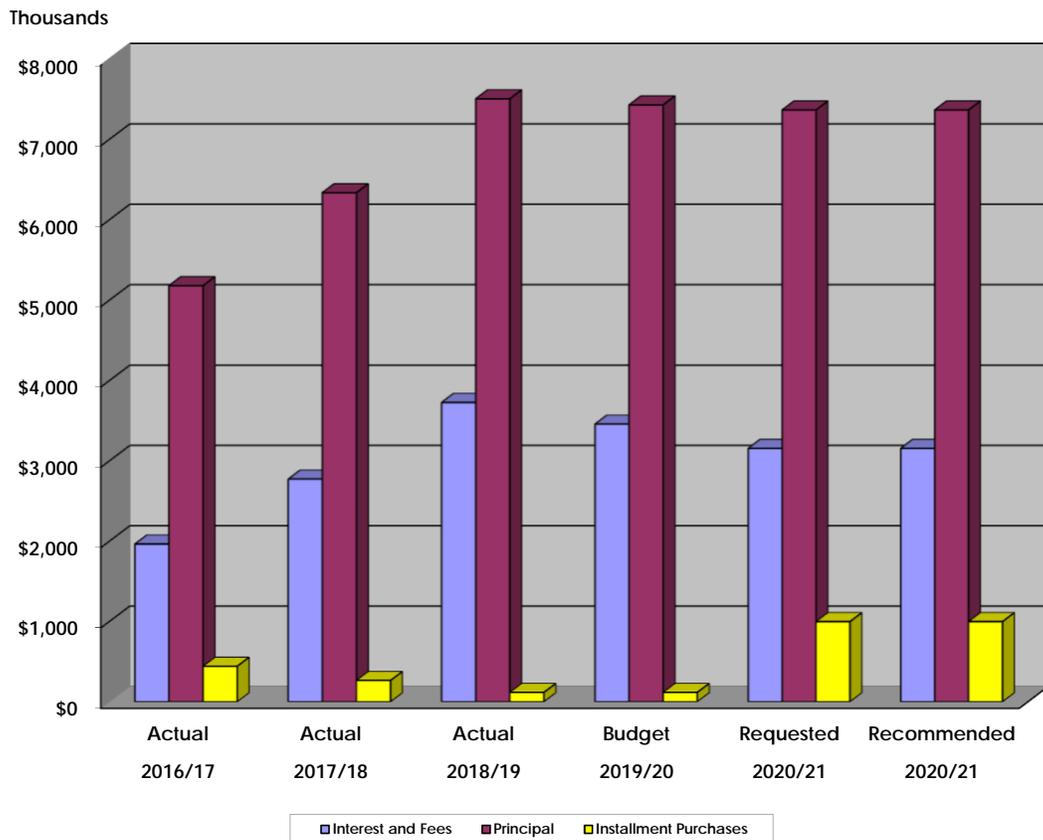
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500	\$ 3,500
Total	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500	\$ 3,500
Expenditures						
Operating	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500	\$ 3,500
Total	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500	\$ 3,500



Debt Service

Budget

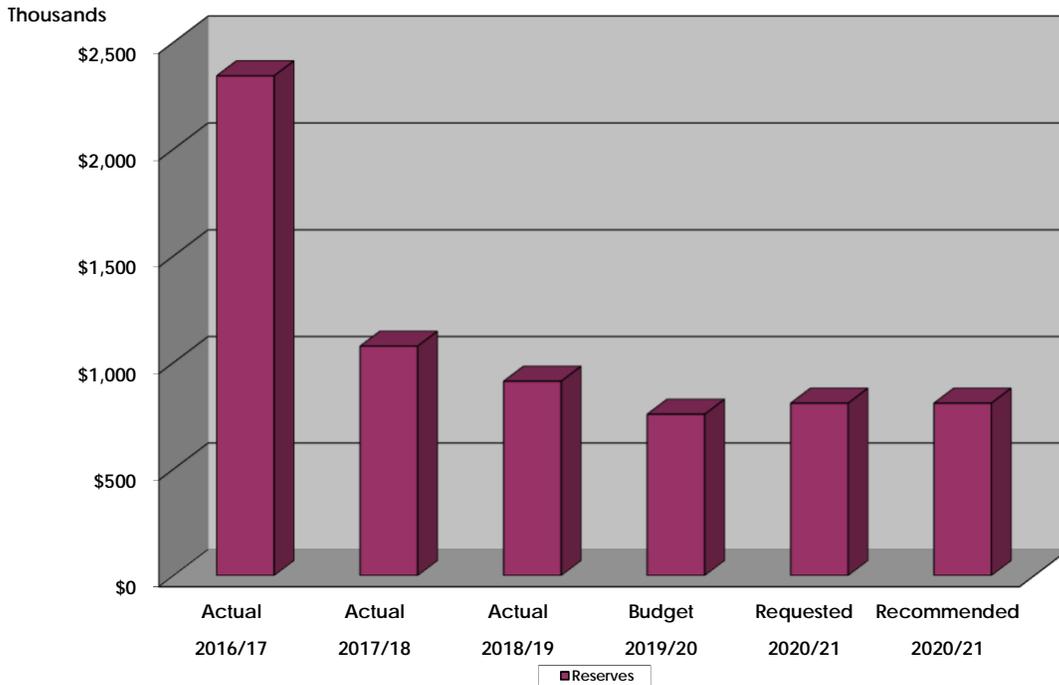
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
Local option sales taxes	\$ 4,520,278	\$ 4,728,127	\$ 4,994,509	\$ 5,301,574	\$ 5,073,382	\$ 4,852,366
Unrestricted intergovernmental	688,006	643,929	601,042	588,717	499,889	499,889
Transfers	8,564	348,646	1,490,868	805,388	1,496,149	1,729,992
General Appropriation	2,367,943	3,652,499	4,259,461	4,303,863	4,447,326	4,434,499
Total	\$ 7,584,791	\$ 9,373,201	\$ 11,345,880	\$ 10,999,542	\$ 11,516,746	\$ 11,516,746
Expenditures						
Interest and Fees	\$ 1,963,375	\$ 2,772,343	\$ 3,727,021	\$ 3,456,683	\$ 3,155,373	\$ 3,155,373
Principal	5,180,000	6,336,000	7,503,000	7,427,000	7,364,000	7,364,000
Installment Purchases	441,416	264,858	115,859	115,859	997,373	997,373
Total	\$ 7,584,791	\$ 9,373,201	\$ 11,345,880	\$ 10,999,542	\$ 11,516,746	\$ 11,516,746



Reserves

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020/21 Recommended
Revenue						
General Appropriation	\$ 2,342,272	\$ 1,076,829	\$ 912,000	\$ 757,000	\$ 809,000	\$ 809,000
Total	\$ 2,342,272	\$ 1,076,829	\$ 912,000	\$ 757,000	\$ 809,000	\$ 809,000
Expenditures						
Reserves	\$ 2,342,272	\$ 1,076,829	\$ 912,000	\$ 757,000	\$ 809,000	\$ 809,000
Total	\$ 2,342,272	\$ 1,076,829	\$ 912,000	\$ 757,000	\$ 809,000	\$ 809,000



COUNTY OF LEE
FY 2020-2021 Recommended Budget
Other Funds

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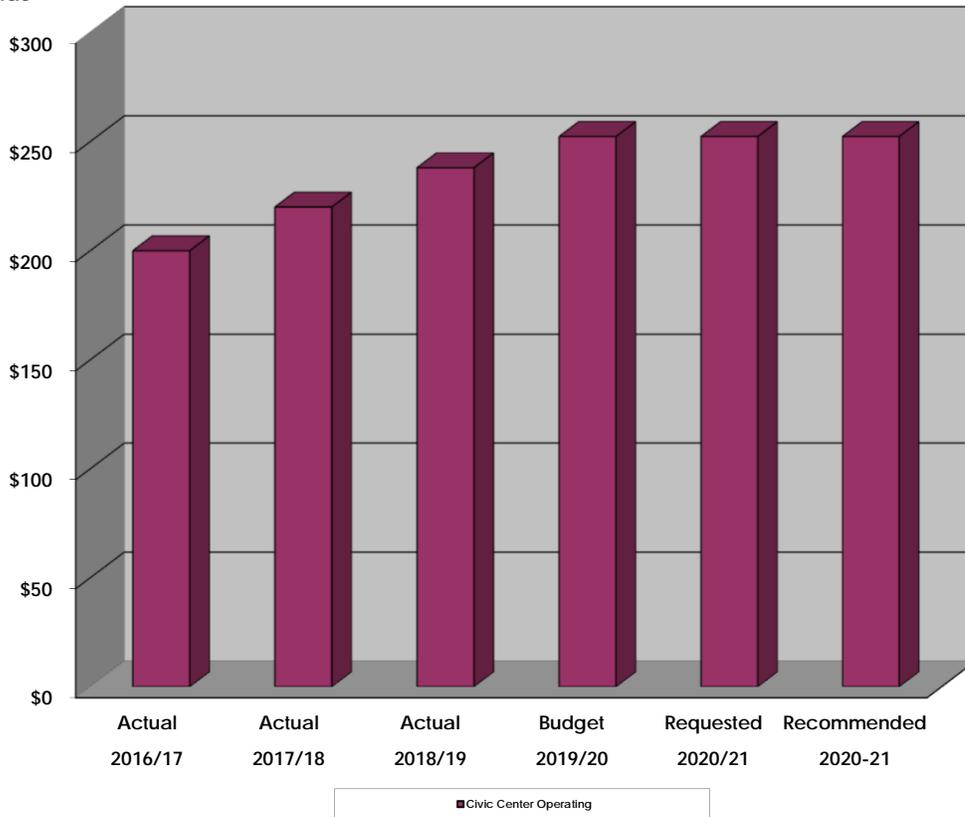
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Room Occupancy Tax Fund

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020-21 Recommended
Revenue						
Other Taxes and Licenses	\$ 245,476	\$ 250,137	\$ 270,577	\$ 252,313	\$ 252,313	\$ 252,313
Investment Earnings	650	1,579	3,856	-	-	-
Fund Balance Appropriation	(46,126)	(31,716)	(36,433)	-	-	-
Total	\$ 200,000	\$ 220,000	\$ 238,000	\$ 252,313	\$ 252,313	\$ 252,313
Expenditures						
Civic Center Operating	\$ 200,000	\$ 220,000	\$ 238,000	\$ 252,313	\$ 252,313	\$ 252,313
Total	\$ 200,000	\$ 220,000	\$ 238,000	\$ 252,313	\$ 252,313	\$ 252,313

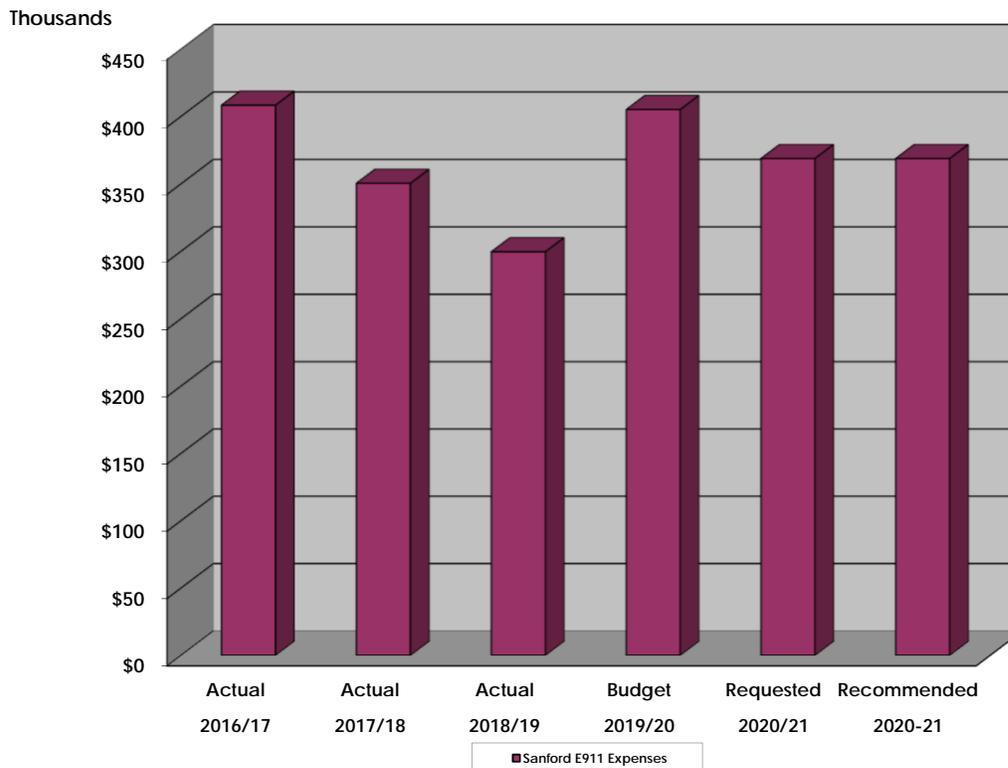
Thousands



Emergency Telephone System Fund

Budget

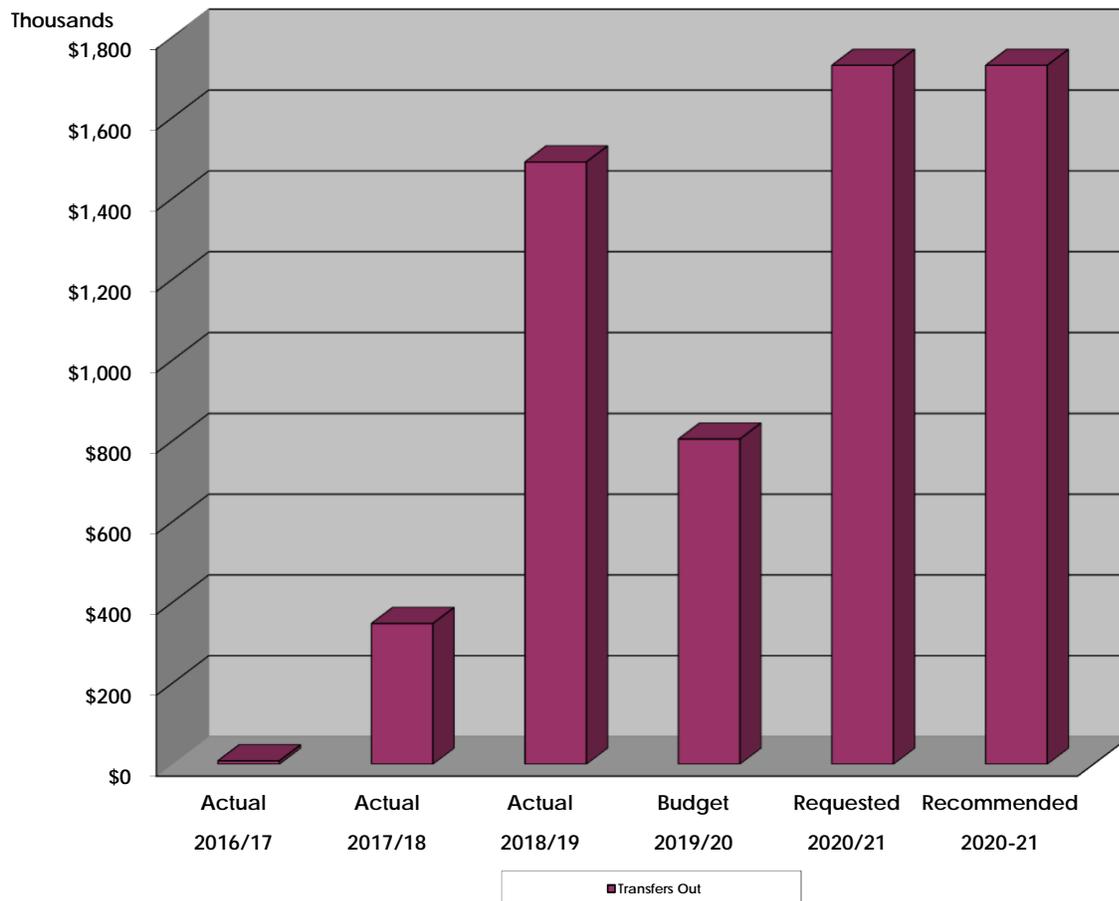
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020-21 Recommended
Revenue						
Other Taxes and Licenses	\$ 385,575	\$ 336,499	\$ 385,929	\$ 385,929	\$ 421,709	\$ 421,709
Investment Earnings	4,412	6,496	13,097	-	-	-
Fund Balance Appropriation	73,616	63,772	(41,332)	80,863	8,519	8,519
Total	\$ 463,603	\$ 406,767	\$ 357,694	\$ 466,792	\$ 430,228	\$ 430,228
Expenditures						
Sanford E911 Expenses	\$ 408,279	\$ 350,410	\$ 299,645	\$ 405,106	\$ 368,786	\$ 368,786
Lee County E911 Expenses	55,324	56,357	58,049	61,686	61,442	61,442
Total	\$ 463,603	\$ 406,767	\$ 357,694	\$ 466,792	\$ 430,228	\$ 430,228



Capital Reserve Fund

Budget

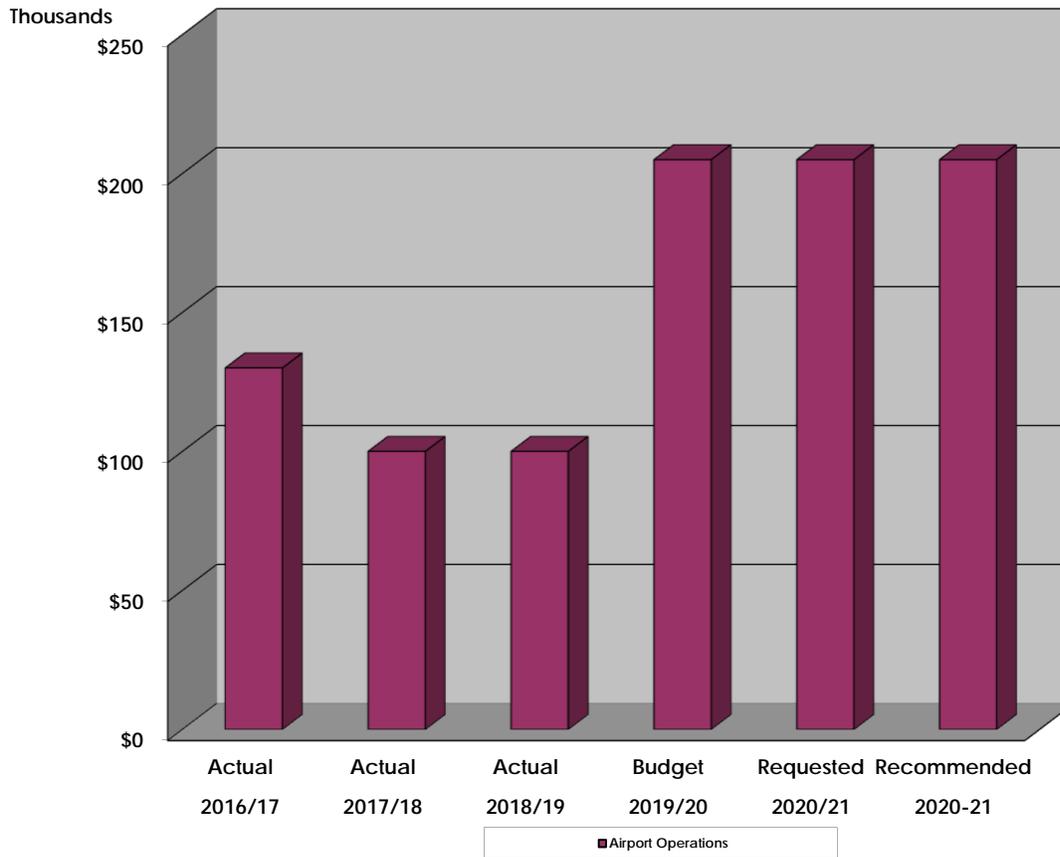
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020-21 Recommended
Revenue						
Investment Earnings	\$ 16,679	\$ 43,878	\$ 101,617	\$ -	\$ -	\$ -
Transfers In	1,664,350	1,076,829	712,000	712,000	764,000	764,000
Fund Balance	(1,672,465)	(772,061)	677,251	93,388	965,992	965,992
Total	\$ 8,564	\$ 348,646	\$ 1,490,868	\$ 805,388	\$ 1,729,992	\$ 1,729,992
Expenditures						
Transfers Out	\$ 8,564	\$ 348,646	\$ 1,490,868	\$ 805,388	\$ 1,729,992	\$ 1,729,992
Total	\$ 8,564	\$ 348,646	\$ 1,490,868	\$ 805,388	\$ 1,729,992	\$ 1,729,992



Airport Tax Reserve Fund

Budget

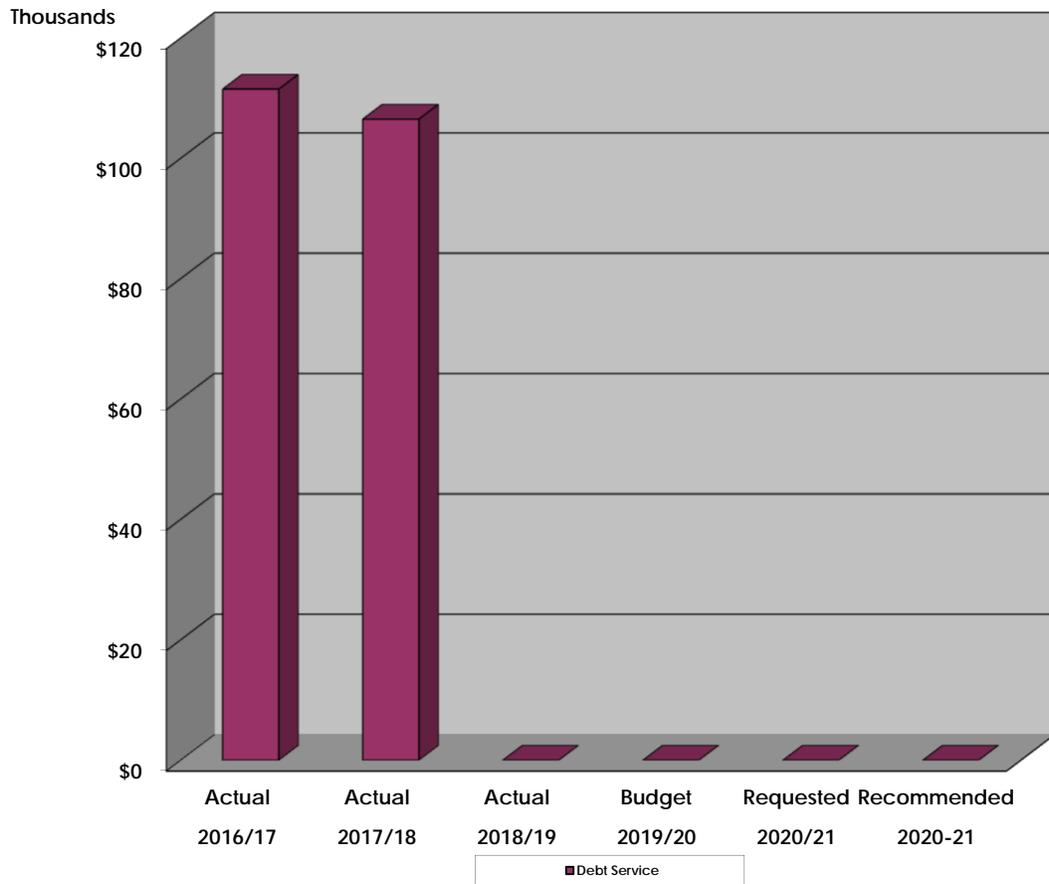
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020-21 Recommended
Revenue						
Ad Valorem Taxes	\$ 160,304	\$ 233,138	\$ 264,861	\$ 205,000	\$ 130,000	\$ 130,000
Investment Earnings	845	2,843	6,410	-	-	-
Fund Balance Appropriation	(31,149)	(135,981)	(171,271)	-	75,000	75,000
Total	\$ 130,000	\$ 100,000	\$ 100,000	\$ 205,000	\$ 205,000	\$ 205,000
Expenditures						
Airport Operations	\$ 130,000	\$ 100,000	\$ 100,000	\$ 205,000	\$ 205,000	\$ 205,000
Total	\$ 130,000	\$ 100,000	\$ 100,000	\$ 205,000	\$ 205,000	\$ 205,000



Water Debt Service Fund

Budget

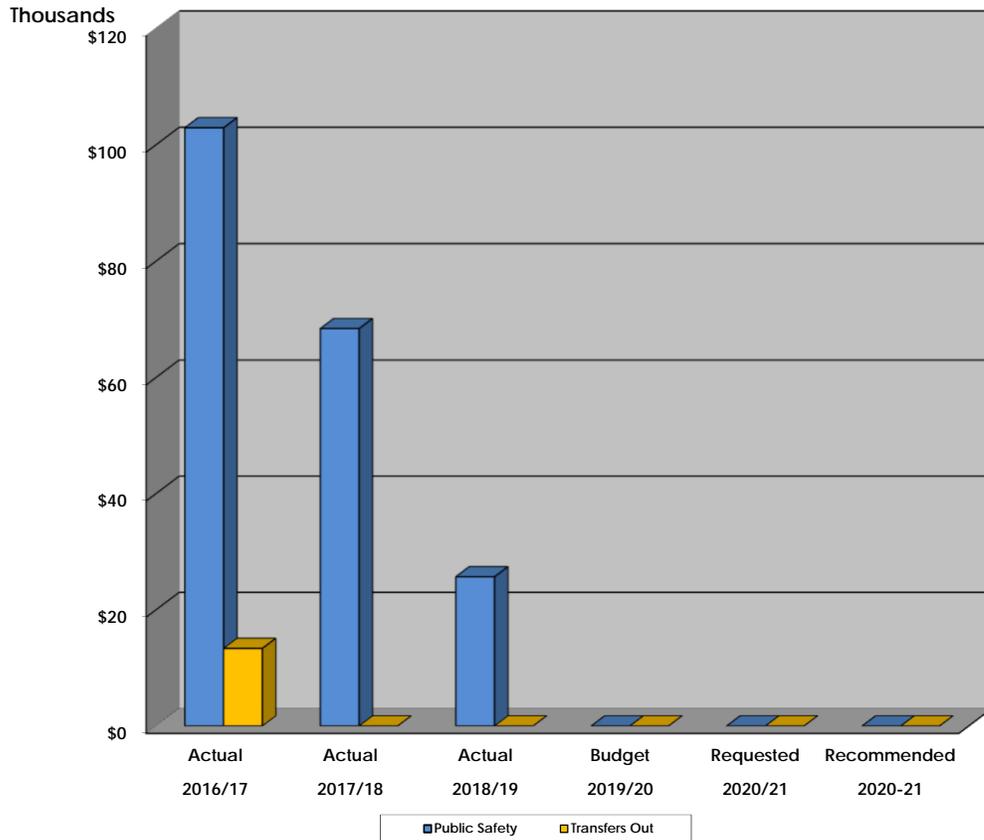
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020-21 Recommended
Revenue						
Intergovernmental Revenues	\$ 111,490	\$ 106,501	\$ -	\$ -	\$ -	\$ -
Total	\$ 111,490	\$ 106,501	\$ -	\$ -	\$ -	\$ -
Expenditures						
Debt Service	\$ 111,490	\$ 106,501	\$ -	\$ -	\$ -	\$ -
Total	\$ 111,490	\$ 106,501	\$ -	\$ -	\$ -	\$ -



Drug Seizure Fund

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020-21 Recommended
Revenue						
Intergovernmental Revenues	\$ 90,051	\$ 63,768	\$ 83,629	\$ -	\$ -	\$ -
Investment Earnings	549	886	2,338	-	-	-
Fund Balance	25,692	3,754	-	-	-	-
Total	\$ 116,292	\$ 68,408	\$ 85,967	\$ -	\$ -	\$ -
Expenditures						
Public Safety	\$ 102,936	\$ 68,408	\$ 25,686	\$ -	\$ -	\$ -
Transfers Out	13,356	-	-	-	-	-
Total	\$ 116,292	\$ 68,408	\$ 25,686	\$ -	\$ -	\$ -



Solid Waste Fund

Staffing

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020-21 Recommended
Full Time Equivalents	4	4	4	4	4	4

Budget

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Requested	2020-21 Recommended
Revenue						
Charges for Services	\$ 1,226,060	\$ 1,288,354	\$ 1,353,538	\$ 1,357,459	\$ 1,388,079	\$ 1,388,079
Other Taxes and Licenses	126,078	140,904	135,587	137,500	133,500	133,500
Investment Earnings	8,373	14,625	27,802	14,000	24,000	24,000
Miscellaneous	22,461	22,361	21,050	19,000	17,000	17,000
Fund Balance Appropriation	(19,474)	(75,402)	(14,931)	159,532	344,275	373,950
Total	\$ 1,363,498	\$ 1,390,842	\$ 1,523,046	\$ 1,687,491	\$ 1,906,854	\$ 1,936,529
Expenditures						
Waste Disposal	\$ 223,603	\$ 197,401	\$ 209,723	\$ 247,696	\$ 232,449	\$ 236,159
Waste Collections	1,139,895	1,193,441	1,313,323	1,439,795	1,674,405	1,700,370
Total	\$ 1,363,498	\$ 1,390,842	\$ 1,523,046	\$ 1,687,491	\$ 1,906,854	\$ 1,936,529

Thousands

