



## COUNTY OF LINCOLN, NORTH CAROLINA

# FY 2019 APPROVED BUDGET and CAPITAL IMPROVEMENTS PROGRAM

PREPARED BY:

COUNTY MANAGER'S OFFICE

& FINANCE DEPARTMENT

May 2018

# **LIST OF OFFICIALS**

## **BOARD OF COMMISSIONERS**

Bill Beam, Chairman  
Anita McCall, Vice Chairman  
Martin Oakes  
Carrol Mitchem  
Rich Permenter

Amy Atkins, Clerk to the Board

## **CONSTITUTIONAL OFFICERS**

Sheriff David Carpenter  
Danny Hester, Register of Deeds

## **COUNTY ADMINISTRATION**

Kelly G. Atkins, County Manager  
Joshua Grant, Program Manager/Assistant to County Manager  
Deanna Rios, CPA, Finance Director  
Scott Cook, Deputy Finance Director  
Candy Burgin, Human Resources Director

## **DEPARTMENT MANAGERS**

Andrew Bryant, Director of Planning and Inspections  
Don Chamblee, P.E., Director of Public Works  
Maggie Dollar, Health Director  
Rodney Emmett, Fire Marshal  
John Henry, Director of Buildings and Maintenance  
Tom Dyson, Director of NC Cooperative Extension Office  
Kathryn Saine, Senior Services Director  
John Davis, Parks & Recreation Director  
Susan Sain, Tax Administrator  
Tony Carpenter, Director of Social Services  
Patty Dellinger, Soil & Water Conservation Manager  
Dante' Patterson, Director of Information Technology  
Bradley Putnam, Director of Elections  
Alex Patton, Veterans Services Officer  
Ron Rombs, Director of EMS & Transportation Lincoln County  
Jennifer Sackett, PhD, Library Director  
Hannah Beaver, Animal Services Director  
Bill Gibbs, Communications Director  
Bill Summers, Emergency Management Director

**County of Lincoln, North Carolina**  
**Budget and Capital Improvement Program**  
**Fiscal Year 2018-2019**  
**Table of Contents**

	<b>Page</b>
<u><a href="#">List of Officials</a></u>	<u><a href="#">List of Officials</a></u>
<u><a href="#">Reader's Guide to the Budget</a></u>	<u><a href="#">Reader's Guide to the Budget</a></u> i - iv
<u><a href="#">Budget Calendar</a></u>	<u><a href="#">Budget Calendar</a></u> v - vi
<u><a href="#">County Manager's Budget Message</a></u>	<u><a href="#">County Manager's Budget Message</a></u> vii - x
<u><a href="#">Organizational Chart</a></u>	<u><a href="#">Organizational Chart</a></u> xi
<u><a href="#">Fund Balance and Working Capital Policy</a></u>	<u><a href="#">Fund Balance and Working Capital Policy</a></u> xii - xiii
<u><a href="#">Resolution #2013-25 – Adequate Fund</a></u>	<u><a href="#">Resolution #2013-25 – Adequate Fund</a></u> xiv
<u><a href="#">Balance County Comparison Information</a></u>	<u><a href="#">Balance County Comparison Information</a></u> xv - xvi
<u><a href="#">Budget Ordinance</a></u>	<u><a href="#">Budget Ordinance</a></u> 1 - 12
<u><a href="#">General Fund</a></u>	<u><a href="#">General Fund</a></u> 13
<u><a href="#">Summary of Revenues and Expenditures</a></u>	<u><a href="#">Summary of Revenues and Expenditures</a></u> 14 - 16
<u><a href="#">Revenues Overview</a></u>	<u><a href="#">Revenues Overview</a></u> 17 - 19
<u><a href="#">Detailed Revenues</a></u>	<u><a href="#">Detailed Revenues</a></u> 20 - 22
<u><a href="#">Expenditures Overview</a></u>	<u><a href="#">Expenditures Overview</a></u> 23 - 25
<u><a href="#">Detailed Expenditures</a></u>	
<u><a href="#">Central Services</a></u>	<u><a href="#">Central Services</a></u> 26
<u><a href="#">Governing Body</a></u>	<u><a href="#">Governing Body</a></u> 27
<u><a href="#">County Manager's Office</a></u>	<u><a href="#">County Manager's Office</a></u> 28
<u><a href="#">Finance Department</a></u>	<u><a href="#">Finance Department</a></u> 29 - 30
<u><a href="#">Human Resources</a></u>	<u><a href="#">Human Resources</a></u> 31 - 32
<u><a href="#">Tax Department</a></u>	<u><a href="#">Tax Department</a></u> 33 - 34
<u><a href="#">Legal/County Attorney</a></u>	<u><a href="#">Legal/County Attorney</a></u> 35
<u><a href="#">Board of Elections</a></u>	<u><a href="#">Board of Elections</a></u> 36
<u><a href="#">Register of Deeds</a></u>	<u><a href="#">Register of Deeds</a></u> 37 - 39
<u><a href="#">Information Technology</a></u>	<u><a href="#">Information Technology</a></u> 40
<u><a href="#">Building Maintenance and Grounds</a></u>	<u><a href="#">Building Maintenance and Grounds</a></u> 41 - 42
<u><a href="#">Sheriff's Office</a></u>	<u><a href="#">Sheriff's Office</a></u> 43 - 45
<u><a href="#">Communications/911 Center</a></u>	<u><a href="#">Communications/911 Center</a></u> 46
<u><a href="#">Emergency Management</a></u>	<u><a href="#">Emergency Management</a></u> 47
<u><a href="#">Fire Marshal</a></u>	<u><a href="#">Fire Marshal</a></u> 48 - 49
<u><a href="#">Planning and Inspections</a></u>	<u><a href="#">Planning and Inspections</a></u> 50 - 52
<u><a href="#">Emergency Medical Services</a></u>	<u><a href="#">Emergency Medical Services</a></u> 53 - 54
<u><a href="#">Animal Services</a></u>	<u><a href="#">Animal Services</a></u> 55
<u><a href="#">Transportation Lincoln County</a></u>	<u><a href="#">Transportation Lincoln County</a></u> 56
<u><a href="#">Soil and Water Conservation</a></u>	<u><a href="#">Soil and Water Conservation</a></u> 57 - 58
<u><a href="#">Cooperative Extension Service</a></u>	<u><a href="#">Cooperative Extension Service</a></u> 59 - 60
<u><a href="#">Health</a></u>	<u><a href="#">Health</a></u> 61 - 65
<u><a href="#">Social Services</a></u>	<u><a href="#">Social Services</a></u> 66 - 68
<u><a href="#">Veterans Services</a></u>	<u><a href="#">Veterans Services</a></u> 69 - 70

**County of Lincoln, North Carolina**  
**Budget and Capital Improvement Program**  
**Fiscal Year 2018-2019**  
**Table of Contents**

<u>Senior Services</u>	71 – 72
<u>Library</u>	73 – 74
<u>Parks and Recreation</u>	75 – 76
<u>Outside Agencies and Other Funding</u>	77 – 81
<u>Interfund Transfers</u>	82
<u>Capital Program Summary</u>	83
<u>Ongoing Capital Projects</u>	84
<u>General Capital Projects Fund</u>	85
<u>Fiscal Year 2019 Capital Improvement Plan</u>	86
<u>Debt Service Repayment Schedule (Non-School)</u>	87 – 90
<u>Debt Service – General Fund</u>	91
 Enterprise Funds	
<u>Water and Sewer Fund</u>	92 – 100
<u>Debt Service – Water and Sewer Fund</u>	101 – 104
<u>Water and Sewer Capital Projects Fund</u>	105 – 106
<u>Solid Waste Fund</u>	107 – 110
<u>Debt Service – Solid Waste Fund</u>	111 – 112
 Other Funds	
<u>School Capital Reserve Fund</u>	113 – 114
<u>Debt Service – Lincoln County Board of Education</u>	115 – 116
<u>Law Enforcement Fund</u>	117
<u>Federal Law Enforcement Fund</u>	118
<u>Emergency Telephone System Fund</u>	119 – 120
<u>Volunteer Fire Districts Fund</u>	121 – 123
<u>Health Insurance Fund</u>	124 – 125
<u>Workers Compensation Fund</u>	126
 Appendix	
<u>Glossary of Terms</u>	127 - 134



## **READERS GUIDE TO THE BUDGET**



## READER'S GUIDE TO THE BUDGET

One of the primary goals in formatting this Budget has been to make it user-friendly. Government budgets by definition are confusing documents, particularly for the first-time reader.

County budgets in North Carolina are governed by three primary sources: a) Generally Accepted Accounting Principles (GAAP) for Governments, which are established nationwide by the Government Accounting Standards Board (GASB); b) the NC Local Government Budget and Fiscal Control Act (LGBFCA), codified as NCGS Chapter 159, Article 3; and c) the NC Uniform Chart of Accounts, which sets out a standard set of accounting codes statewide. GASB requires the use of multiple funds. To further complicate it, some of those fund categories are budgeted, accounted for, and reported in audits using the modified accrual basis of accounting, and some the accrual basis of accounting. *It is very important to note that North Carolina's LGBFCA requires that all budgets be approved and accounted for during the fiscal year using the modified accrual basis of accounting.* Then, at year end, some funds are converted to full accrual accounting in the audit to comply with GASB's Generally Accepted Accounting Principles for Governments.

Most citizens are accustomed to private sector accounting, where a business has one balance sheet and one income statement, both kept on the accrual basis of accounting. Therefore, it is strongly recommended that you take a few moments to review this Reader's Guide before reading the Budget. It should help you better understand the framework of the County's fund structure and accounting system.

Lincoln County will operate with twelve (12) separate funds this year, which makes the county budgeting and accounting considerably different from that in the private sector. Although the County may in most cases legally transfer money from one fund to another, each fund is a separate accounting entity with assets, liabilities, fund equity, revenues, and expenditures. Consequently, there will be twelve separate balance sheets and income statements. Generally Accepted Accounting Principles set out seven different categories, or types of funds, for use by governmental entities. The funds by fund type that will be used in the fiscal year are as follows, and are summarized in the chart on the next page:

### (1) Governmental Funds

**General Fund** – This is the principal fund of the county and is used to account for all activities of the county not included in other specified funds. The General Fund accounts for the normal recurring activities of the County (i.e., general government, sheriff, planning and zoning, finance, parks and recreation, EMS, public health, social services, support for education, and general debt service).



## READER'S GUIDE TO THE BUDGET

**Special Revenue Funds** – Funds used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. Included in the Special Revenue Funds are the Law Enforcement Fund, the Federal Law Enforcement Fund, the Emergency Telephone System Fund, the Grants Fund, and the Fire Districts Fund. The Narrative Section at the front of each Fund explains in detail the purpose of that fund.

**Capital Project Funds** – Funds used to account for financial resources segregated for the acquisition or construction of major capital facilities. The Capital Project Funds include the School Capital Reserve Fund. Again, the Narrative Section at the front of each Fund explains in detail the purpose of that fund.

### (2) Proprietary Funds

**Enterprise Funds** – Funds used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The County has two Enterprise Funds, with one capital project fund associated with them. They are all considered Enterprise Funds as the W&S Capital Projects Fund will be closed into the Water and Sewer Fund at year-end in the audit. The three funds are: the Water and Sewer Fund, the Water and Sewer Capital Projects Fund, and the Solid Waste Fund (formerly titled the Landfill Fund). Again, the Narrative Section at the front of each Fund explains in detail the purpose of that fund.

**Internal Service Funds** – Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to the other government units, on a cost reimbursement (internal fees and charges) basis. The county has two Internal Service Funds, the Health Insurance Fund and the Workers Compensation Insurance Fund. The Narrative Section at the front of these funds explains in detail their purpose.

### (3) Fiduciary Funds

**Agency Funds** – Funds that account for monies collected on behalf of others, or for pension benefits. The county operates two agency funds to collect funds for other agencies. Under NC statutes, they are not budgeted, as the money collected is turned over to the other agencies for their use.



## READER'S GUIDE TO THE BUDGET

Appropriations for all funds lapse at year-end except for the Water and Sewer Capital Projects Fund, the General Capital Projects Fund, and the Special Revenue Grants Fund.

All Governmental Funds are accounted for using the modified accrual basis, which is a hybrid of cash and accrual, where some revenues and expenses are accrued, and some are on a cash basis. These funds reflect only available resources. In addition, this Budget shows all the major capital expenditures for these types of funds in the General Fund, School Capital Reserve Fund or the General Capital Projects Fund. Major capital expenditures are defined as capital assets costing at least \$5,000 and having a useful life in excess of one year. This includes not only land, buildings, and infrastructure, but also vehicles and equipment.

Following this Reader's Guide to the Budget is the County Manager's Budget Message. This message includes a listing of the assumptions used in developing the Budget. It also includes a discussion of the major projects requiring financing that the Board of Commissioners considers, and how this Budget proposes to address them.

Following the County Manager's budget message is an organizational chart that illustrates the internal structure of the Local Government followed by some supplemental information for comparative purposes.

The Budget Ordinance comes next. This is the legal document that is statutorily required by the Local Government Budget and Fiscal Control Act (LGBFCA), codified as Article 3 of Chapter 159 of the North Carolina General Statutes. The ordinance is the document that recognizes revenues, authorizes expenditures and levies taxes for the local unit of government.

Following the Budget Ordinance are separate tabs for the types of funds that were previously described above. They include the General Fund, Enterprise Funds and Other Funds including the School Capital Reserve Fund, Law Enforcement Funds, Emergency Telephone System Fund, Volunteer Fire Districts Fund, Health Insurance Fund and Workers Compensation Fund. These tabs explain the reason for the fund and their characteristics. The General Fund is organized by department and includes narratives, goals and objectives as well as a budget summary for each.

The Capital Program is included throughout the document and is broken down into three areas: General Fund, School Capital Reserve Fund and Enterprise Fund. It is included at the end of each of those sections respectively. The Capital Program includes ongoing projects, a Capital Improvement Plan (CIP) that reflects three years of projects including those funded in FY19 budget and the schedules for debt service on county projects. For the FY 2020 budget, staff plans to develop a consolidated Capital Section that will house all of the County's Major Projects and Capital Expenditures in one location. The new section



## READER'S GUIDE TO THE BUDGET

should serve to make it easier for the reader to see the County's Capital Expenditures across all functions, not just those that are contained within the General Fund.

After the General Fund is covered, the Enterprise Funds and all other funds are shown with summaries of their budgets for the upcoming fiscal year.

Finally, a Glossary of Terms is included within the Appendix. It should be used in governmental budgeting and accounting to assist the first-time reader. It should help clarify new terms that may not be familiar to the reader.

The Appendix is a section within the County Budget document that is transitioning to a supplemental document for the FY20 budget year. This supplemental document will contain all of the appendices that are not included within the budget itself. These documents will include but are not limited to:

- Line Item budgets for any/all departments, affiliates or outside agencies
- Detailed information concerning Capital Improvement Projects, Grant Projects and other Major Expenditures
- Supplemental information concerning Volunteer Fire Departments and their coverage areas, equipment and personnel
- Other supplemental information as required or necessary for the purposes of informing the general public and the citizens of Lincoln County



## BUDGET CALENDAR

<u>Date:</u>	<u>Item or action to be completed:</u>
September 15, 2017	Budget Calendar to Department Managers and Outside Agencies
October 5, 2017	Preparation Manual to Department Managers and Outside Agencies
November 17, 2017	Goals and Objectives, and Narratives Due to County Manager Office
November 17, 2017	CIP forms and Major Budget Requests (MBR) Due to County Manager Office
November 17, 2017	Employee Verification and New Employee Request to Human Resources.
November 17, 2017	All maintenance requests submitted to County Manager Office. All requests will be evaluated and ultimately ranked by the Director of Maintenance. Budget will still need to reflect costs associated with department's maintenance requests.
December 15, 2017	Board of Commissioners Budget Planning Retreat and Health Insurance Update/Projections for FY 19
January 8-11, 2018	HR to meet with Managers to confirm employee verification and new employee requests.
January 12, 2018	HR to submit final Employee salary information and new requests to County Manager.
January 12, 2018	Department & Agency Manager deadline to submit (Operating Budget) Revenues and Expenditures to Finance
January 12, 2018	Deadline for submitting Outside Agency requests to Finance
January 19, 2018	Finance enters all outside requests into Munis and confirms all Department Requests (Expenditure, Revenues, Major Budget Requests, and Capital.)

January 23, 2018	Finance to deliver Fund 11 and 44 via spreadsheet to County Manager
January 25, 2018	BOC and BOE budget planning retreat
February 1, 2018	CM and FD hold meeting with Public Utilities
February 1, 2018	Fire Departments Budgets Due
February 8, 2018	BOC budget meeting with Public Utilities
Feb. 13-16, 2018	CM and FD hold meetings with departments and outside agencies
Feb. 20-23, 2018	CM and FD hold meetings with departments and outside agencies
March 2, 2018	General Fund revenues completed and submitted to BOC
March 6-8, 2018	CM, FM and FD budget meetings with Fire Districts
March 22, 2018	BOC budget retreat (Revenue/Capital/Expenditure) overview
April 5, 2018	BOC budget meetings with the County Departments.
May 1, 2018	Lincoln County Schools budget request due
May 2, 2018	County Manager and Finance Director balance the proposed budget, prepare the narratives, print and distribute to the Board of Commissioners. County Clerk advertises the June 4th Public Hearing on the Proposed FY19 Budget. Send budget to print.
May 21, 2018	County Manager, Program Manager, and Finance Director present the proposed budget to the Board of Commissioners.
May 23, 2018	Proposed Budget and CIP placed on the County's website.
May 24, 2018	Board of Commissioners (Budget Work Session if needed).
June 4, 2018	Public Hearing on the FY19 Budget (BOC may consider adoption)
June 19, 2018	Board of Commissioners considers adoption of the FY19 Budget and Budget Ordinance



# COUNTY OF LINCOLN, NORTH CAROLINA

115 WEST MAIN STREET, 3RD FLOOR CITIZENS CENTER • LINCOLNTON, NORTH CAROLINA 28092

OFFICE OF THE COUNTY MANAGER  
KELLY G. ATKINS, COUNTY MANAGER  
(704) 736-8471  
FAX (704) 736-8820

**May 21, 2018**

The Honorable Board of County Commissioners  
County of Lincoln  
115 West Main Street  
Lincolnton, North Carolina 28092

Re: County Manager's Budget Message and Transmittal of the FY 2019 Proposed Budget

Commissioners:

The Budget Message summarizes the Lincoln County Fiscal Year 2018/19. The fiscal year begins July 1, 2018, and ends June 30, 2019. The Board of Commissioners began the budget process by establishing goals and objectives for the County to achieve in December 2017. Tonight, I present for your consideration the proposed FY 2019 Budget for Lincoln County.

## **Budget in Brief**

**An ad valorem property tax rate of \$.611 per \$100 of assessed valuation is recommended for FY 18/19.**

**The requested budget is \$102,884,364; this represents a budget that is in keeping with the goals and objectives that the Board of Commissioners set forth for FY 18/19.**

- The tax rate of \$0.611 per \$100 of valuation is the 4th lowest tax rate of adjoining counties and we have the 3rd lowest tax rate among similar counties in North Carolina.
- It is projected that the economy will slow slightly but similar improvement as observed during FY 18. It is projected that the economy will produce approximately 2 percent growth for the next year.
- It is expected that inflation will remain similar to recent years with a slight increase.
- Unemployment is expected to vary between 4 and 5 percent in Lincoln County.
- Revenues were projected from a conservative, but realistic, outlook.
- A property tax collection rate of 98.50%. Revenues from property taxes are expected to increase approximately 3 percent; this is primarily due to projected residential and commercial growth.
- The three local option sales taxes are projected to increase 2% over FY 2018.
- Assumes that adequate, available fund balances will be maintained in all operating funds.
- All Proprietary (Enterprise) Funds will be self-supporting without assistance from the General Fund
- Fees & Miscellaneous Revenues will remain unchanged except for proposed increases to the water and sewer fee schedule.

- Pay Study/Adjustment: The County conducted a pay study that allowed the Commissioners the opportunity to understand that Lincoln County Employees salaries are currently well below the surrounding counties (Burke, Caldwell, Catawba, Cleveland, Gaston, and Iredell) that were compared. As a result, the Commissioners have adopted the results of the pay study. The Mean percent of salary increase per department is approximately 8.38%. After the adjustments are made, Lincoln County Government salaries will be considered close to the median of those counties previously mentioned. The sustainability phase of the salary study will be considered in FY 20.
- Assumes that there will be no increase in the County's or Employee's portions of medical insurance premiums for the PPO and the HSA Plan for FY 2019. However, \$350,000.00 will be appropriated from the health fund balance to offset the expected deficit.
- It is anticipated that gasoline will average \$3.00 per gallon and diesel will average \$3.25 per gallon on the open market. The County pays about \$.56 less than that due to its fuel tax exemption.
- It is believed that State support for the Board of Education, Department of Social Services, and the Public Health Department will trend slightly less from the previous year.

**Budget Highlights:**

There are a variety of issues impacting the proposed FY 2019 Budget for Lincoln County. These include:

**Capital Requests:** There were numerous requests for Major Budget Requests and CIP items in FY19 and some are being recommended while others are not. Facility, vehicle, building, and technology-related requests received the highest priority with even some of those needs being delayed if waiting was not seen as detrimental to the department or its service.

**Personnel Requests:** There were a total of Twenty-Eight (28) requested new positions and Nine (9) requests for Part-time positions. **A total of Seven (7) new Full-Time and Seven (7) Part-Time positions are being recommended:**

- 1 Maintenance Worker (Jan 2019)
- 2 P-T 911 Techs to 1 F-T 911 Tech (Jan 2019)
- 1 Building Inspector (Jan 2019)
- 4 P-T Paramedics (Jan 2019)
- 1 Animal Intake Coordinator (July 2018)
- 1 Animal Caretaker (Jan 2019)
- 1 PTR Soil and Water Administrative (July 2018)
- 1 P-T Nurse (May 2019)
- 1 P-T Sr. Physician (May 2019)
- 1 Social Worker IV (Jan 2019)
- 1 Youth Coordinator Library (July 2018)
- 1 P-T to PTR Recreation Staff I (July 2018)

**Healthcare Costs:** Lincoln County health insurance for employees continues to be a challenge. While increasing costs are manageable without increasing the employee's percent, it is obvious that this trend cannot be sustained in future years. In order to combat rising costs, the Board of Commission decided to stop offering the PPO plan as of July 1, 2016; the only option for new

employees is the HSA plan. Existing employees that currently elect the PPO plan, may continue. The board has increased the county HSA contribution once again this year, to \$900.00 per employee. As more employees continue to change to the HSA, premiums would begin to decrease. Furthermore, the board agrees that promoting a healthy workforce will also help reduce rates in the future; as a result, the board continues to fund the county wellness plan. Employees will not see a rate increase during FY 19; however, this was only possible because the board decided to appropriate \$350,000.00 in the health reserves to offset rising costs.

**Solid Waste:** The Solid Waste Department was directed by the Board of Commissioners to make several changes over the past year. First, all convenience sites are now currently operating (7) seven days a week and each offers C&D boxes for convenience. Second, the Commissioners decided to allow electronic monitors at all convenience sites at no additional charge. The cost associated with monitors is approximately \$200,000.00 per year. Third, the Commission has decided to move forward with plans to construct a new convenience site on Optimist Club Road. While it is expected that rising costs can be covered by postponing other capital purchases, this may not be the case for FY 20. It is anticipated that additional measures may have to be examined if costs continue to rise.

**Water and Sewer Capital:** Due to increasing growth in Lincoln County, the number of water and sewer capital projects needed to meet the demands is evident. Several workshops concerning this topic took place during FY 18 and while many options were discussed, the board ultimately decided to move forward with the following projects: (1) Water Treatment Plant Expansion (2) Reepsville Water Line (3) Waste Water Treatment Plant Expansion (4) Water Treatment Plan Line Extension (5) Highway 16 Waterline upgrade (6) Various Sewer Improvements. As a result of these projects moving forward, the board also agreed to increase water and sewer rates by 5 and 15 percent, respectively, for FY 19 and 6 and 15 percent, respectively, in both FY 20 and FY 21. The additional revenues are needed to offset the debt that will be incurred as a result of the capital projects that have been approved to proceed.

**Education Funding:** While Funding for Lincoln County Schools has increased each year for the past several years, the amount needed by the school system continues to outpace those increases. The primary focus of the Board of Education is to meet their strategic budget goals. Goal 1: Provide classroom teachers and instructional supplies. Goal 2: Update operation/classroom technology. Goal 3: Maintain safe and appropriate learning environment. Goal 4: Create opportunities for leadership development. In order to meet these goals, the Board of Commission decided to ask the voters for a  $\frac{1}{4}$  cent sales tax increase. If approved by the voters and levied by the board, the amount expected during a strong economy would be about \$2.2 million dollars. While these additional dollars will not completely fund the school board's goals, it would greatly assist in meeting those objectives. For the purposes of defining a baseline and moving forward, the Current Expense for FY 18 was \$18,320,288 and the Capital Expense was \$1,729,091. The total amount requested for FY 19 is \$22,294,379.

**Fund Balance:** By resolution the Board of Commissioners expects the Fund Balance to remain at or above 15%. The undesignated fund balance is approximately 24% or \$24,512,423; however, it is anticipated that \$3,346,021 will be appropriated during FY 19. As a result of the projected appropriation, the fund balance will likely reduce to approximately 20.6% or \$21,166,402. An appropriation of fund balance to balance a budget should be the exception and not the rule. While the fund balance is expected to reduce, the overall health of the fund

balance will remain strong. Considering that sales tax continues to be strong and revaluation of property will occur during FY 20, it is anticipated that the fund balance will continue to grow.

**Future Challenges/Opportunities:** Health Care Cost, Increasing Employee Counts, Maintenance of existing buildings, Solid Waste Increasing Expenditures, Water Treatment Plant Expansion, Sewer Treatment Plant Expansion, Sewer Pump Station Upgrades, Citizens Center Interior Renovation, Court House Project, Worker's Comp, West Lincoln Library, Fire Marshal and Emergency Management Renovation, Senior Services Renovation Project, Jail Expansion, Animal Services Renovation, Viper Radio System, PSAP 911 New Building, and Increasing Debt.

**County Fire Districts:** All of the fire districts are recommending their respective tax rates to remain the same as FY 19, with the exceptions of Boger City, North 321, and Crouse.

The following denotes the proposed tax rates for the respective fire departments:

	<u>Proposed FY 19</u>	<u>Current Tax Rate FY 18</u>
Alexis-	11.65	11.65
Boger City-	10.50	9.99
Crouse-	8.60	6.40
Denver-	11.50	11.50
East Lincoln-	8.90	8.90
Howards Creek-	12.233	12.233
North 321-	7.00	4.00
North Brook-	10.00	10.00
Pumpkin Center-	9.70	9.70
South Fork-	12.50	12.50
Union-	12.50	12.50

**Conclusion:**

I want to thank the Board of Commissioners for your support and guidance in the preparation of the FY 2019 Proposed Budget. Your comments and directions from all the budget workshops were taken into consideration and incorporated into this budget proposal. I also want to recognize the numerous hours of staff time that have gone into the preparation of this Budget. Every department manager and their staffs are to be commended for their support and efforts during the budget process.

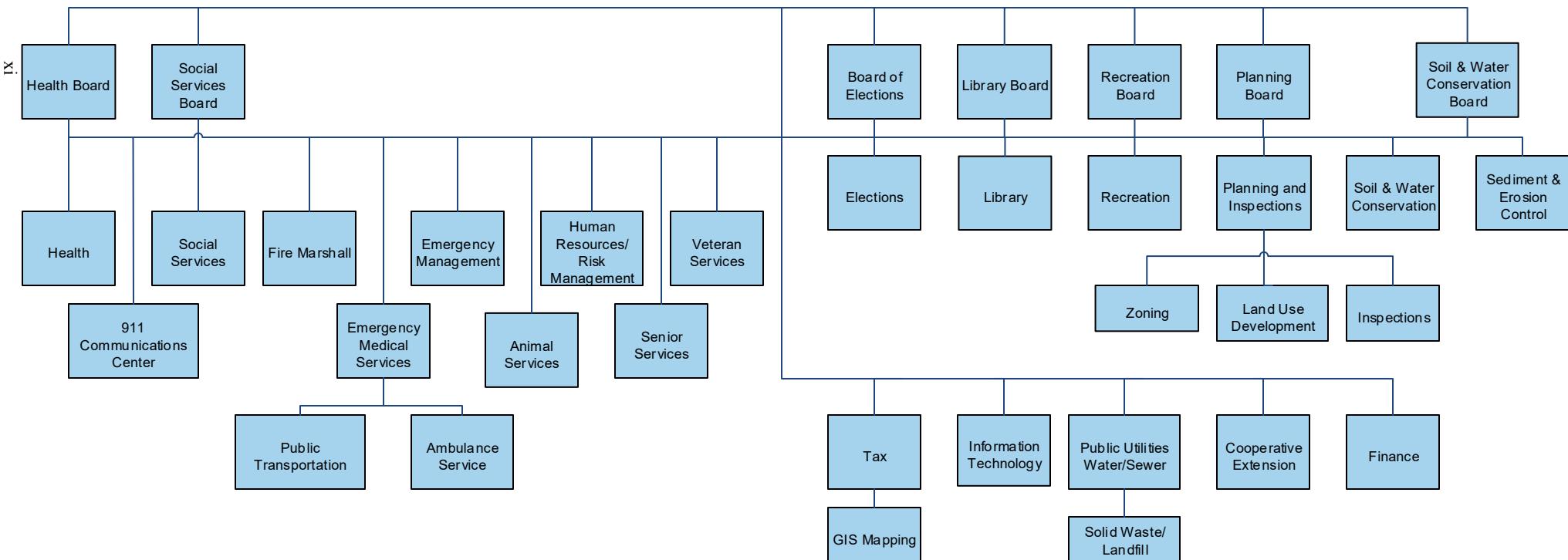
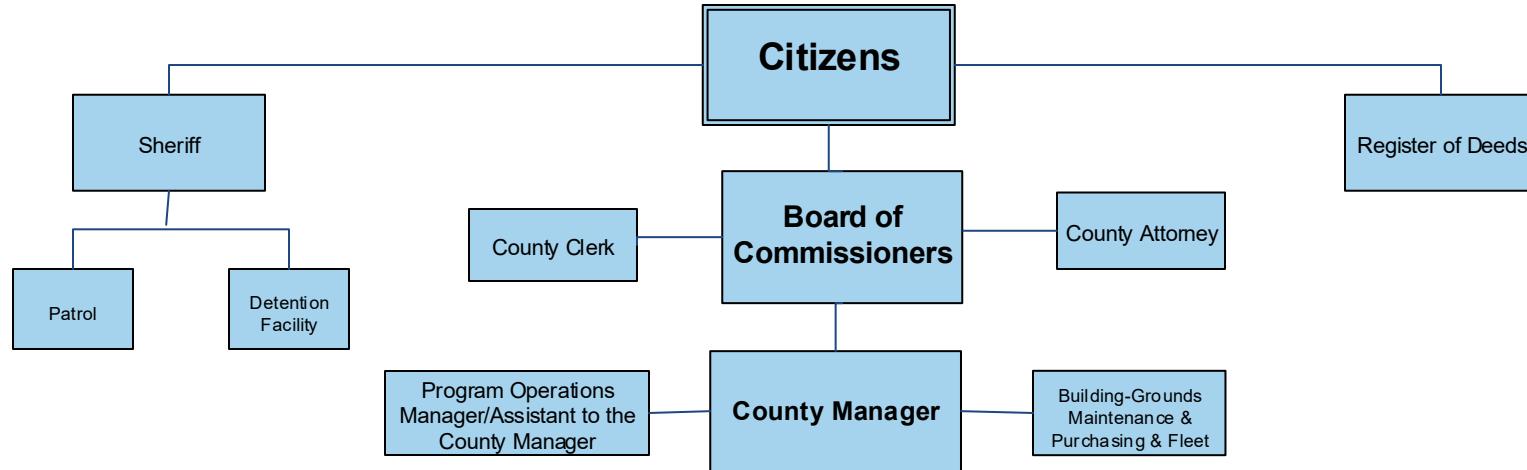
Copies of the proposed Budget will go on file in the County Clerk's Office on May 18, 2018. The Public Hearing on the Budget is scheduled for June 4, 2018, and the adopting Ordinance will be on the Board of Commissioners Meeting Agenda for June 4, 2018. If approved, the FY 19 budget will be effective on July 1, 2018. Please let me know if I can provide any further information as you review the proposed FY 19 Budget.

Respectfully submitted,

*Kelly G. Atkins*

Kelly G. Atkins, County Manager, Lincoln County

# Lincoln County





## FUND BALANCE AND WORKING CAPITAL POLICY

There are several reasons why a county should have an adequate amount of available fund balance in its major operating funds. First, some major revenue sources are not received uniformly over the twelve months. Also, there is a normal delay in converting accounts receivable to cash. Fund balance fills these gaps in cash flow. Second, the fund balance provides a contingency for unanticipated expenses. Third, it provides a means to temporarily replace revenues that may unexpectedly decline due to a poor economy, or that may be seized by the State to balance its budget in difficult times. Fourth, it provides a means to save money for a major project. Finally, it assures bond investors that the county can meet its debt service obligations. This is critical in obtaining favorable credit ratings for bond issues, thereby lowering interest costs.

There are five operating funds that should maintain adequate reserves: the General Fund, the Water and Sewer Fund, the Solid Waste Fund, the Health Benefits Fund, and the Workers Compensation Fund. NCGS 159-8 (a) defines "available fund balance for appropriation" as the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year. The Local Government Commission (LGC), a division of the NC Treasurer's Office, requires that the General Fund's available fund balance at fiscal year-end divided by the expenditures budgeted in the same fiscal year, must not be less than 8%. Any county trending toward a lower level will be contacted to correct this problem. Any county falling below the 8% will not be allowed to issue any further debt.

As recently as FY 2008, the average amount of available fund balance for General Funds in NC counties with populations between 50,000 and 99,999 was 24.81%. Lincoln County believes that 15% is sufficient to meet our statutory, cash flow, and emergency needs in the General Fund, and hereby sets 15% as the target amount of available fund balance to be maintained in the General Fund.

The enterprise funds are accounted for using full accrual accounting, therefore fund balance is not appropriate. The measure in those funds should be available working capital. Working capital is defined as current assets minus current liabilities.

The Water and Sewer Fund and the Solid Waste Fund need sufficient working capital to meet recurring monthly expenses. These funds have fairly consistent cash flows. Lincoln County has determined that three months of working capital should be sufficient to meet our financial obligation in these two funds, and hereby sets a target of 25% working capital as a percentage of the last fiscal year's budgeted expenses.

The Health Insurance Fund can have a bad claims year in which total claims are not capped until 125% of estimated claims are paid. The 100% of estimated claims would be covered by the budget. Consequently, this fund should have working capital of at least 25%, but preferably at 50%, in order to cover this worst case scenario in a single year and not impact

premiums. Lincoln County hereby sets a target of 50% working capital as a percentage of the last fiscal year's budgeted expenses for this fund.

The Workers Compensation Fund can also have a bad claims year that could exceed the premiums transferred in from those departments covering their employees. The County does have the ability to transfer in additional money from those other funds if necessary, so working capital of 25% should be sufficient. Lincoln County hereby sets a target of 25% working capital as a percentage of the last fiscal year's budgeted expenses for this fund.

In any fund where the percentage of available fund balance or working capital falls below the established target, the County Manager shall limit the appropriation of fund balance or retained earnings to no more than 2% of the total fund budget. This should result in rebuilding the reserves to the targeted percentages.

In the event that a severe economic downturn, or the seizing of county revenues by the State, result in a significant loss of anticipated revenues, the County Manager may recommend, and the Board of Commissioners may waive adherence to the 2% appropriation limitation. In such a situation, the Board should be fully informed that it is falling below its targets, and will continue to remain below them for at least another year by waiving this limitation.

The County Manager, with the assistance and advice of the Finance Director, is responsible for seeing that this policy is carried out in annual budget preparation and administration throughout the year. The County Manager is responsible further to make recommendations as to whether any of the established fund targets should be changed.

RESOLUTION #2013-25: A RESOLUTION AMENDING THE FINANCIAL POLICY ON  
ADEQUATE FUND BALANCE AND WORKING CAPITAL IN THE OPERATING FUNDS

THAT WHEREAS, sound financial management requires that Lincoln County preserve adequate financial reserves to cover cash flow variations, economic downturns, loss of revenues from state or federal actions, and new mandated services; and

WHEREAS, adequate financial reserves are one of the major components that bond rating agencies study in determining the creditworthiness of a county government, which can impact the interest rate on any debt issuance; and

WHEREAS, the Local Government Commission, a division of the NC State Treasurer's Office, will not allow the issuance of debt if adequate financial reserves are not maintained; and

WHEREAS, the Lincoln County Board of Commissioners have previously approved a financial policy on adequate reserves, and the County Manager is now recommending an amendment to that policy to increase the reserve target in the Medical Insurance Fund and establish one in the Workers Compensation Fund;

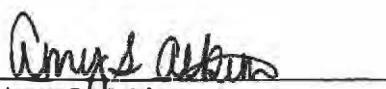
NOW THEREFORE BE IT RESOLVED by the Lincoln County Board of Commissioners that the attached document entitled "Financial Policy on Adequate Fund Balance and Working Capital", and the financial reserve targets established therein, are hereby adopted as the financial policy for Lincoln County on adequate financial reserves.

This resolution shall become effective immediately upon its adoption.

Passed and adopted this 17<sup>th</sup> day of June, 2013.

  
Alex E. Paxton  
Chairman  
Board of Commissioners

ATTEST:

  
Amy S. Atkins  
Clerk to the Board



## COUNTY COMPARISON INFORMATION

### NEIGHBORING COUNTIES

Jurisdiction	2016 Population	FY 2017-2018 Assessed Value	Assessed Value Per Capita	2017 Property Tax Rate
Iredell County	172,916	\$ 22,239,217,847	\$ 125,956	\$ 0.5275
Catawba County	156,459	\$ 16,525,761,688	\$ 105,294	\$ 0.5750
Rutherford County	66,421	\$ 6,103,923,000	\$ 90,034	\$ 0.6070
<b>LINCOLN COUNTY</b>	<b>81,168</b>	<b>\$ 8,696,830,431</b>	<b>\$ 104,465</b>	<b>\$ 0.6110</b>
Caldwell County	81,449	\$ 6,643,555,555	\$ 79,752	\$ 0.6300
Rowan County	139,933	\$ 19,456,712,155	\$ 137,099	\$ 0.6625
Burke County	88,851	\$ 5,956,481,085	\$ 66,003	\$ 0.6950
Cabarrus County	201,590	\$ 22,176,343,745	\$ 107,928	\$ 0.7000
Cleveland County	97,144	\$ 6,195,967,874	\$ 62,852	\$ 0.7200
Union County	226,606	\$ 25,110,447,531	\$ 110,051	\$ 0.7810
Mecklenburg County	1,034,070	\$ 126,400,000,000	\$ 117,330	\$ 0.8157
Gaston County	216,965	\$ 16,298,931,000	\$ 74,585	\$ 0.8700
<b>Twelve County Average</b>	<b>213,631</b>	<b>\$ 23,483,680,993</b>	<b>\$ 98,446</b>	<b>\$ 0.6829</b>

Source: North Carolina Association of County Commissioners (NCACC); US Census Bureau



## COUNTY COMPARISON INFORMATION

### COUNTIES FROM 75,000 TO 100,000 POPULATION

Jurisdiction	2016 Population	FY 2017-2018 Assessed Value	Assessed Value Per Capita	2017 Property Tax Rate
Moore County	97,264	\$ 12,213,976,325	\$ 125,147	\$ 0.4650
<b>LINCOLN COUNTY</b>	<b>81,168</b>	<b>\$ 8,696,830,431</b>	<b>\$ 104,465</b>	<b>\$ 0.6110</b>
Caldwell County	81,449	\$ 6,643,555,555	\$ 79,752	\$ 0.6300
Nash County	94,005	\$ 7,229,000,000	\$ 76,607	\$ 0.6700
Burke County	88,851	\$ 5,956,481,085	\$ 66,003	\$ 0.6950
Rockingham County	91,393	\$ 6,583,526,535	\$ 71,724	\$ 0.6960
Cleveland County	97,144	\$ 6,195,967,874	\$ 62,852	\$ 0.7200
Wilson County	81,661	\$ 6,641,784,477	\$ 80,963	\$ 0.7300
<b>Eight County Average</b>	<b>89,117</b>	<b>\$ 7,520,140,285</b>	<b>\$ 83,439</b>	<b>\$ 0.6521</b>

**Source:** North Carolina Association of County Commissioners (NCACC); US Census Bureau



## **BUDGET ORDINANCE**

**LINCOLN COUNTY  
BUDGET ORDINANCE  
FY 2018-19**

**BE IT ORDAINED** by the Board of County Commissioners of Lincoln County, North Carolina:

**Section 1.** The following amounts are hereby appropriated in the General Fund for the operation of the County government and its activities for the fiscal year beginning July 1, 2018 and ending June 30, 2019, in accordance with the chart of accounts heretofore established for Lincoln County.

<b>GENERAL GOVERNMENT</b>	<b>\$ 12,442,935</b>
Central Services	
Governing Body	
County Manager	
Human Resources	
Finance	
Information Technology	
Safety & Training	
Tax Department	
Legal	
Elections	
Register of Deeds	
Buildings and Grounds	
Forestry	
Outside Agency	
<b>PUBLIC SAFETY</b>	<b>28,424,373</b>
Sheriff	
Communications	
Jail	
Jail Commissary	
Emergency Management	
Fire Marshal	
Volunteer Fire Department	
Planning	
Inspections Division	
Medical Examiner	
Emergency Medical	
Animal Services	
District Court	
Rescue Squads	
Outside Agency	
<b>TRANSPORTATION</b>	<b>1,347,931</b>
Airport Authority	
Transportation TLC	
Gaston Skills	

<b>ECONOMIC AND PHYSICAL DEVELOPMENT</b>	<b>2,434,566</b>
Soil Conservation	
Economic Development	
Cooperative Extension	
Outside Agency	
 <b>HUMAN SERVICES</b>	 <b>17,411,605</b>
Health Department	
Mental Health	
Social Services	
Veterans Services	
Juvenile Crime Prevention	
Senior Services	
Gaston Family Health	
 <b>CULTURAL AND RECREATION</b>	 <b>2,872,894</b>
Library	
Recreation	
Historic Properties	
Outside Agency	
 <b>EDUCATION</b>	 <b>22,542,173</b>
Lincoln Center Gaston College	
Schools Current Expense	
Schools Capital Outlay	
 <b>DEBT SERVICES</b>	 <b>13,036,951</b>
General County	
School System	
 <b>TRANSFER TO CAPITAL PROJECT FUND</b>	 <b>2,340,000</b>
 <b>TRANSFER TO SPECIAL REVENUE FUND</b>	 <b>30,936</b>
 <b>CONTINGENCY</b>	 -
 <b>TOTAL GENERAL FUND</b>	 <b><u>\$ 102,884,364</u></b>

**Section 2.** It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

**AD VALOREM TAXES**

Current Year's Property Taxes	\$ 56,400,000
Prior Year's Property Taxes	1,000,000
	<u>57,400,000</u>

**STATE SHARED TAXES**

Medicaid Hold Harmless	600,000
Local Option 1 cent Sales Tax	7,500,000
Local Option 1st 1/2 cent Sales Tax	5,350,000
Local Option 2nd 1/2 cent Sales Tax	4,250,000
Local Option 1/4 cent Sales Tax	1,800,000
524 Redistribution Sales Tax	1,500,000
Utilities Franchise Tax	230,000
	<u>21,230,000</u>

**FEDERAL REVENUES**

7,047,481

**STATE REVENUES**

1,809,148

**INTERGOVERNMENTAL REVENUES**

528,000

**OTHER TAXES AND LICENSES**

783,000

**SALES AND SERVICES**

9,302,878

**INVESTMENT EARNINGS**

135,000

**MISCELLANEOUS**

802,836

**OTHER FINANCING SOURCES**

500,000

**FUND BALANCE APPROPRIATED**

3,346,021

**TOTAL REVENUES**

\$ 102,884,364

Thirty percent (30%) of the proceeds of the first local half-cent sales and use tax (article 40) and sixty percent (60%) of the proceeds of the second local half-cent sales and use tax (article 42) are hereby declared to be included in the appropriation for school capital projects and/or debt service. Any receipts in excess of capital projects and debt service shall be accumulated in the Capital Reserve Fund for Schools until such time as the funds are appropriated for specific projects or debt service.

The remaining proceeds from the two half cent sales and use taxes are hereby appropriated for other general county needs which may include, but not be limited to, debt service, capital projects, capital outlay and operating expenses.

**Section 3.** The following amounts are hereby appropriated or reserved in the School Capital Reserve Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Transfer to General Fund (Debt Service)	500,000
<b>Total School Capital Reserve Fund Appropriations/Reserve</b>	<b><u>\$ 500,000</u></b>

It is estimated that the following revenues will be available in the Capital Reserve Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Lottery Proceeds	500,000
Fund Balance Appropriated	-
<b>Total School Capital Reserve Fund Revenues</b>	<b><u>\$ 500,000</u></b>

**Section 4.** The following amounts are hereby appropriated in the Law Enforcement Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Operating Expense	20,000
<b>Total</b>	<b>\$ 20,000</b>

It is estimated that the following revenues will be available in the Law Enforcement Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Controlled Substance Excise Tax	19,975
Interest on Investment	25
Fund Balance Appropriated	-
<b>Total</b>	<b>\$ 20,000</b>

**Section 5.** The following amounts are hereby appropriated in the Federal Law Enforcement Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Operating Expense	10,050
<b>Total</b>	<b>\$ 10,050</b>

It is estimated that the following revenues will be available in the Federal Law Enforcement Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Controlled Substance Tax	10,000
Investment Earnings	50
Federal Forfeited Property	-
<b>Total</b>	<b>\$ 10,050</b>

**Section 6.** The following amounts are hereby appropriated in the Emergency Telephone Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Operating Expenses	678,890
Capital Outlay	-
<b>Total Emergency Telephone Fund</b>	<b>\$ 678,890</b>

It is estimated that the following revenues will be available in the Emergency Telephone Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Phone Service Charges	275,858
Interest on Investments	-
Fund Balance Appropriated	403,032
<b>Total Emergency Telephone Fund</b>	<b><u>\$ 678,890</u></b>

**Section 7.** The following amounts are hereby appropriated in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Operating Expenses	3,691,732
Capital Construction	2,510,000
Debt Service	499,302
<b>Total Solid Waste Enterprise Fund Appropriation</b>	<b><u>\$ 6,701,034</u></b>

It is estimated that the following revenues will be available in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

<b>STATE SHARED TAXES</b>	142,109
<b>SALES AND SERVICES</b>	4,508,925
<b>INTEREST REVENUE</b>	50,000
<b>MISCELLANEOUS REVENUES</b>	-
<b>OTHER FINANCING SOURCES</b>	2,000,000
<b>Total Solid Waste Enterprise Fund Revenues</b>	<b><u>\$ 6,701,034</u></b>

**Section 8.** The following amounts are hereby appropriated in the Water and Sewer Enterprise Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Operating Expenses	7,087,934
Debt Service	1,902,346
Capital Outlay	196,100
Transfer to Other Funds	2,702,494
<b>Total Water and Sewer Enterprise Fund Appropriation</b>	<b><u>\$ 11,888,874</u></b>

It is estimated that the following revenues will be available in the Water and Sewer Enterprise Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

<b>SALES AND SERVICES</b>	11,813,874
<b>INTEREST REVENUE</b>	75,000
<b>MISCELLANEOUS REVENUE</b>	-
<b>FUND BALANCE APPROPRIATED</b>	-
<b>Total Water and Sewer Enterprise Fund Revenues</b>	<b><u>\$ 11,888,874</u></b>

**Section 9.** The following amounts are hereby appropriated as continuing multi-year projects in the General County Capital Improvement Project Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Facility Improvement	2,340,000
<b>Total General County Capital Improvement Project Fund Appropriations</b>	<b><u>\$ 2,340,000</u></b>

It is estimated that the following revenues will be available in the General County Capital Improvement Project Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Transfer from General Fund	2,340,000
Grants	-
Debt Proceeds	-
<b>Total General County Capital Improvement Project Fund Revenues</b>	<b><u>\$ 2,340,000</u></b>

**Section 10.** The following amounts are hereby appropriated as continuing multi-year projects in the Water and Sewer Capital Improvement Projects Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Water System Improvements	6,100,000
Sewer System Improvements	250,000
<b>Total Water and Sewer Capital Improvement Project Fund Appropriations</b>	<b><u>\$ 6,350,000</u></b>

It is estimated that the following revenues will be available in the Water and Sewer Capital Improvement Projects Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Transfer from Water Fund	2,702,494
Proceeds of Financing	3,647,506
<b>Total Water and Sewer Capital Improvement Project Fund Revenues</b>	<b><u>\$ 6,350,000</u></b>

**Section 11.** The following amounts are hereby appropriated in the Health Insurance Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Health and Consultant Fees	1,320,000
Health Insurance Claims	6,430,000
Flex Account Expenses	-
Reserve	-
<b>Total Health Insurance Fund Appropriations</b>	<b><u>\$ 7,750,000</u></b>

It is estimated that the following revenues will be available in the Health Insurance Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Health Premiums Employer	6,300,000
Health Premiums Employee	1,100,000
Investment Income	30,000
Fund Balance Appropriated	320,000
<b>Total Health Insurance Fund Revenues</b>	<b><u>\$ 7,750,000</u></b>

**Section 12.** The following amounts are hereby appropriated in the Workers' Compensation Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Administrative Fees	20,000
Professional Fees	135,000
Workers' Compensation Claims	638,686
Reserve	-
<b>Total Workers' Compensation Fund Appropriations</b>	<b><u>\$ 793,686</u></b>

It is estimated that the following revenues will be available in the Workers' Compensation Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

Workers' Compensation Premiums	793,536
Interest Income	150
<b>Total Workers' Compensation Fund Revenues</b>	<b><u>\$ 793,686</u></b>

**Section 13.** There is hereby levied a tax at the rate shown below, per one hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2018; located within the eleven (11) special fire districts for raising of revenue for said special fire districts. Estimated totals of valuation of property for the eleven special fire districts for the purpose of taxation are as follows:

<b>Fire District</b>	<b>Assessed Value</b>	<b>Rate</b>	<b>2018-19 Tax Revenue</b>	<b>2018-19 Tax Appropriations</b>
Alexis	330,900,000	0.1165	379,716	379,716
Boger City	725,100,000	0.1050	746,522	746,522
Crouse	172,800,000	0.0860	146,294	146,294
Denver	2,048,300,000	0.1150	2,320,212	2,320,212
East Lincoln	2,515,200,000	0.0890	2,204,950	2,204,950
Howard's Creek	254,200,000	0.1223	305,621	305,621

North 321	790,400,000	0.0700	544,981	544,981
North Brook	348,100,000	0.1000	342,879	342,879
Pumpkin Center	520,400,000	0.0970	497,216	497,216
South Fork	279,400,000	0.1250	344,011	344,011
Union	269,800,000	0.1250	332,191	332,191

There is appropriated to the special fire districts from the proceeds of this tax the amounts shown under the appropriation column, for use by the special fire districts in such manner and for such expenditures as is permitted by law from the proceeds of this tax. In the event the actual net proceeds from the tax levies exceed or fall short of the appropriated amounts, the actual net proceeds from the tax shall constitute the appropriation from the tax levy.

**Section 14.** There is hereby levied a unified tax at the rate of 61.1 cents per one hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2018, for the purpose of raising the revenue listed as "Current Year's Property Taxes" in the General Fund in Section 2 of this Ordinance.

This rate of tax is based on an estimated total valuation of property for the purpose of taxation of \$9,338,000,000 and an estimated collection rate of 98.5 percent. The estimated rate of collection is based on the fiscal 2017-18 collection rate of 98.5 percent.

**Section 15.** Lincoln County will continue to serve as collection agent for the City of Lincolnton for the collection of property taxes, as long as this is mutually agreeable between Lincolnton and Lincoln County. Lincoln County shall receive a three percent (3%) collection fee (1-1/2% fee for motor vehicles) for this service, plus unusual expenses as agreed by both parties.

**Section 16.** On June 29, 2002, the Board of County Commissioners adopted "Ordinance for Availability and Use Fees for Solid Waste Disposal Facilities Lincoln County, North Carolina." As stated in the ordinance the fees for availability shall remain in effect until amended. The Solid Waste Availability Fee for fiscal year 2018 - 19 is \$99 per unit rate.

**Section 17.** On August 23, 1993, the Board of County Commissioners adopted "Resolution Concerning Use of Room Occupancy and Tourism Tax" which became effective October 1, 1993. This resolution levies a 3% room occupancy tax on the rental of a room, lodging, or accommodation furnished by a hotel, motel, tourist camp, or similar place within the County. The purpose of this tax is to provide a source of revenue to promote travel and tourism within Lincoln County. Included in this budget is estimated revenue of \$102,000 to be derived from this tax. Also included in this budget are allowable expenditures which may be funded from this revenue source: Chamber of Commerce \$17,500, to advertise, print and distribute information on Lincoln County; Downtown Development Association \$7,500; Historical Properties \$4,480; Historical Association \$41,000; Cultural Development Center \$62,500; for a total of \$132,980.

**Section 18.** This Budget Ordinance, effective July 1, 2018 authorizes the mileage reimbursement rate as the standard mileage rate set by the Internal Revenue Service, which may be revised during the fiscal year. Per Diem without receipts will be \$11.00 for breakfast; \$15.00 for lunch; and \$24.00 for dinner for In State Travel, for out of State travel, GSA rates shall be used.

**Section 19.** The funds that are used in this Budget Ordinance to fund certain elements in the Solid Waste and Public Works operations are non-property tax funds.

**Section 20.** The County Manager, or designee, is hereby authorized to transfer appropriations within a fund as contained herein under the following conditions:

- a. He may transfer amounts among objects of expenditure within a department.
- b. He may transfer amounts up to \$50,000 between departments of the same fund.
- c. He may not transfer any amounts between funds nor from the contingency or from any capital reserve appropriations.

**Section 21.** The County Manager, or designee, is hereby authorized to execute contractual documents under the following conditions:

- a. He may execute contracts for construction, repair projects or design services requiring the estimated expenditure of less than \$50,000.
- b. He may execute contracts for: (1) purchases of apparatus, supplies and materials, or equipment which are within budgeted appropriations, (2) leases of personal property for a duration of one year or less and within budgeted appropriations, and (3) services which are within budgeted appropriations.
- c. He may execute grant agreements to or from public and non-profit organizations, which are within budgeted appropriations, unless a grantor organization requires execution by the Board of Commissioners.
- d. He may execute contracts, as the lessor or lessee of real property, which are of one-year duration or less, if funds therefore are within budgeted appropriations.

**Section 22.** It is the intent of the Board of Commissioners that all departments and divisions, including those under the control of the Sheriff, are limited to the specific number of each position classification agreed upon in the budgeting process, and that no changes in those numbers can be made without the express approval of the Board of Commissioners after a recommendation from the County Manager. The list of the specific numbers of each position classification for the Sheriff's Office is approved hereby as set out below:

<b>Position Title</b>	<b>Number of Full Time Positions</b>
Sheriff	1
Major	1
Captain	2
1st Sergeant	5
Sergeant	15
Court Security Officer (considered deputies)	0
Sr. Deputy Sheriff	14
Deputy Sheriff	69
Investigator	21
Lieutenant	7
Financial Manager	1
DCI Specialist	4
Records/Permit Specialist	1
Administrative Assistant	2
Systems Analyst Programmer	1
Logistics Specialist	1
Admin Support Specialist	1
Admin Support Supervisor	1
<hr/>	
<b>TOTAL FOR SHERIFF</b>	<b>147</b>

<b>Position Title</b>	<b>Number of Full Time Positions</b>
Admin. Det. Lieutenant	1
Asst. Det. Admin.	1
Administrative Secretary	1
Classification Officer	1
Corporal Detention	4
Deputy Sheriff - Transport	1
Detention Officer	26
Sergeant - Detention	4
Sr. Detention Officer	5
Pre-Trial Release	0
<b>Total for DETENTION</b>	<b>44</b>

**Section 23.** The annual appropriations for all divisions of the Sheriff's Office shall be allocated by the Finance Department on a quarterly basis, with each quarterly allocation being equal to twenty-five (25%) percent of the annual appropriation in each line item. The County Manager is hereby authorized to exceed such a quarterly appropriation in the event an annual contract requires a pre-payment or earlier payment schedule than quarterly. The intent of this section is to authorize expenditures equal to no more than 25% of the annual appropriations during each quarter of the fiscal year.

**Section 24.** Copies of this Budget Ordinance shall be furnished to the County Manager, Clerk to the Board of Commissioners, Finance Director and the Tax Administrator for direction in carrying out their duties.

Adopted this 4th day of June, 2018.

---

Bill Beam, Chair  
Lincoln County  
Board of Commissioners

**ATTEST:**

---

Amy S. Atkins  
Clerk to the Board



## **GENERAL FUND**



## GENERAL FUND

This fund is used to account for all revenues and expenditures not required to be accounted for in a separate fund. It is the primary fund of the County, and contains most of the revenues and expenditures. In addition to funding most departments and agencies, it also funds the contributions to the Board of Education's budget for both operating expenses and capital outlay. In addition, since there is no debt service fund, all general debt of the County is paid from this fund. That debt is broken down into two components: debt service for the Board of Education, and debt service for County purposes.

The general fund also accounts for certain excise tax funds set aside from the Register of Deeds Office to contribute toward improving the efficiency of the county's transportation network as a result of growth and development.

What follows is a summary of the revenues and expenditures for the entire General Fund along with separate charts illustrating revenues and expenditures. After that, there are summary budgets for the departments and agencies, the school system, and outside agencies.

**GENERAL FUND SUMMARY OF  
REVENUES AND EXPENDITURES  
FY 2018 AND 2019**

	FY 2018	% OF	FY 2019	% INCREASE	FY 2019 CM	% OF CM
	AMENDED	AMENDED	BUDGET	OVER FY	RECOMMENDED	FY 2019
	BUDGET	BUDGET	REQUESTED	2018 BUDGET	BUDGET	BUDGET
<b>REVENUES:</b>						
Property Taxes	\$ 56,300,000	56.1%	\$ 57,200,000	1.6%	\$ 57,400,000	55.8%
Sales Taxes	15,843,000	15.8%	18,000,000	13.6%	20,400,000	19.8%
Medicaid Hold Harmless	310,000	0.3%	450,000	45.2%	600,000	0.6%
Utilities Franchise Tax	230,000	0.2%	230,000	0.0%	230,000	0.2%
Federal Revenues	9,517,435	9.5%	7,044,130	-26.0%	7,047,481	6.8%
State Revenues	1,809,865	1.8%	1,798,913	-0.6%	1,809,148	1.8%
Intergovernmental Revenues	467,000	0.5%	458,000	-1.9%	528,000	0.5%
Other Taxes	759,500	0.8%	782,000	3.0%	783,000	0.8%
Sales and Services	8,574,548	8.5%	9,447,562	10.2%	9,302,878	9.0%
Investment Earnings	80,000	0.1%	135,000	68.8%	135,000	0.1%
Miscellaneous Revenues	966,032	1.0%	773,336	-19.9%	802,836	0.8%
Other Financing Sources	740,173	0.7%	500,000	-32.4%	500,000	0.5%
Fund Balance Appropriated	4,752,002	4.7%	-	-100.0%	3,346,021	3.3%
<b>TOTAL FINANCIAL RESOURCES</b>	<b>\$ 100,349,555</b>		<b>\$ 96,818,941</b>		<b>\$ 102,884,364</b>	
 <b>EXPENDITURES:</b>						
Departmental Expenses:						
Central Services	810,020	0.8%	795,520	-1.8%	795,520	0.8%
Governing Body	289,998	0.3%	275,501	-5.0%	293,457	0.3%
County Manager	371,411	0.4%	429,368	15.6%	424,840	0.4%
Human Resources Department	302,118	0.3%	330,060	9.2%	335,072	0.3%
Finance Department	773,379	0.8%	858,532	11.0%	943,800	0.9%
Information Technology Department	939,223	0.9%	1,023,401	9.0%	1,086,912	1.1%
Safety and Training	30,978	0.0%	30,978	0.0%	30,978	0.0%
Tax Department	2,307,910	2.3%	2,544,476	10.3%	2,550,525	2.5%
Legal Expenses	240,162	0.2%	235,162	-2.1%	235,111	0.2%
Board of Elections	562,305	0.6%	532,999	-5.2%	528,637	0.5%
Register of Deeds	1,143,695	1.1%	1,373,202	20.1%	1,394,306	1.4%
Buildings and Grounds	4,158,164	4.1%	4,086,108	-1.7%	3,616,093	3.5%
Sheriff Department	9,983,710	9.9%	10,955,146	9.7%	10,886,489	10.6%
Communications	1,971,006	2.0%	1,886,741	-4.3%	1,911,875	1.9%
Jail	3,599,351	3.6%	3,682,147	2.3%	3,790,331	3.7%
Jail Commissary	182,963	0.2%	55,000	-69.9%	55,000	0.1%
Emergency Management	262,509	0.3%	251,739	-4.1%	251,729	0.2%

**GENERAL FUND SUMMARY OF  
REVENUES AND EXPENDITURES  
FY 2018 AND 2019**

		FY 2018	% OF	FY 2019	% INCREASE	FY 2019 CM	% OF CM
		AMENDED	AMENDED	BUDGET	OVER FY	RECOMMENDED	FY 2019
		BUDGET	BUDGET	REQUESTED	2018 BUDGET	BUDGET	BUDGET
Fire Marshal		284,432	0.3%	364,579	28.2%	363,065	0.4%
Duke Discretionary		99,000	0.1%	50,000	-49.5%	50,000	0.0%
Volunteer Fire Dept Assistance		187,600	0.2%	191,650	2.2%	189,650	0.2%
Planning Department		675,582	0.7%	813,628	20.4%	618,658	0.6%
Inspections Division		1,380,020	1.4%	1,532,823	11.1%	1,574,869	1.5%
Medical Examiner		46,650	0.0%	48,650	4.3%	48,650	0.0%
Emergency Medical Services		7,265,181	7.2%	7,393,474	1.8%	7,182,468	7.0%
Animal Services		1,268,099	1.3%	1,568,186	23.7%	1,387,539	1.3%
District Court		42,900	0.0%	49,000	14.2%	47,750	0.0%
Transportation TLC		1,181,117	1.2%	1,546,067	30.9%	1,222,460	1.2%
Forestry		77,789	0.1%	78,836	1.3%	80,096	0.1%
Soil & Water Conservation		323,084	0.3%	430,375	33.2%	343,047	0.3%
Rescue Squads		56,450	0.1%	56,300	-0.3%	56,300	0.1%
Economic Development		1,553,723	1.5%	1,691,646	8.9%	1,745,451	1.7%
Cooperative Extension		335,908	0.3%	284,667	-15.3%	287,568	0.3%
Health Department		4,882,340	4.9%	4,908,987	0.5%	5,000,490	4.9%
Mental Health		394,589	0.4%	394,589	0.0%	394,589	0.4%
Social Services		13,215,727	13.2%	10,824,293	-18.1%	11,017,198	10.7%
Veterans Services		130,457	0.1%	131,785	1.0%	158,059	0.2%
Juvenile Crime Prevention Council		178,215	0.2%	173,593	-2.6%	175,371	0.2%
Senior Services		585,197	0.6%	628,140	7.3%	635,898	0.6%
Library		1,545,502	1.5%	1,753,592	13.5%	1,686,800	1.6%
Recreation Department		825,103	0.8%	1,026,702	24.4%	988,114	1.0%
Historical Properties Commission		2,480	0.0%	4,480	80.6%	4,480	0.0%

**GENERAL FUND SUMMARY OF  
REVENUES AND EXPENDITURES  
FY 2018 AND 2019**

	FY 2018	% OF	FY 2019	% INCREASE	FY 2019 CM	% OF CM
	AMENDED	AMENDED	BUDGET	OVER FY	RECOMMENDED	FY 2019
	BUDGET	BUDGET	REQUESTED	2018 BUDGET	BUDGET	BUDGET
Airport Authority	60,000	0.1%	60,000	0.0%	60,000	0.1%
Regional COG Expenses	19,449	0.0%	19,688	1.2%	19,688	0.0%
National Guard Expenses	2,500	0.0%	2,500	0.0%	2,500	0.0%
Lake Norman Commission Expenses	27,000	0.0%	31,000	14.8%	31,000	0.0%
Miscellaneous Grants Expenses	1,900	0.0%	11,900	526.3%	11,900	0.0%
Crime Stoppers	5,000	0.0%	5,000	0.0%	5,000	0.0%
Downtown Development Association	7,500	0.0%	-	-100.0%	7,500	0.0%
Communities In Schools	50,000	0.0%	50,000	0.0%	50,000	0.0%
Hesed House of Hope	10,000	0.0%	10,000	0.0%	10,000	0.0%
Humane Society	10,000	0.0%	10,000	0.0%	10,000	0.0%
Metropolitan Planning Organization	30,464	0.0%	31,000	1.8%	31,000	0.0%
Gaston Skills Expenses	65,471	0.1%	65,471	0.0%	65,471	0.1%
Chamber of Commerce	17,500	0.0%	17,500	0.0%	17,500	0.0%
Arts Council	7,617	0.0%	9,150	20.1%	8,000	0.0%
Cultural Development	62,500	0.1%	70,800	13.3%	62,500	0.1%
Historical Association	41,000	0.0%	51,000	24.4%	41,000	0.0%
Recreation Grants	70,500	0.1%	97,000	37.6%	82,000	0.1%
Gaston College Improvement Grant	30,000	0.0%	50,000	66.7%	30,000	0.0%
Gaston Family Health Services	30,000	0.0%	30,000	0.0%	30,000	0.0%
Contingency Expenses	-	0.0%	-	0.0%	-	0.0%
Public Schools-Current Expenses	18,320,288	18.3%	18,620,288	1.6%	18,230,961	17.7%
Public Schools--Capital Outlay Expenses	2,950,091	2.9%	4,595,091	55.8%	4,063,418	3.9%
Gaston Community College--Current Expenses	203,742	0.2%	230,650	13.2%	217,794	0.2%
Debt Service for Board of Education	11,146,826	11.1%	9,910,844	-11.1%	9,928,844	9.7%
Debt Service for County	1,454,482	1.4%	4,945,754	240.0%	3,108,107	3.0%
<b>TOTAL EXPENDITURES</b>	<b>99,089,877</b>		<b>104,216,758</b>		<b>100,513,428</b>	
TRANSFERS TO OTHER FUNDS						
Transfer to Other Funds	13,250	0.0%	30,936	133.5%	30,936	0.0%
Transfer to General Capital Projects Fund	1,246,428	1.2%	2,340,000	87.7%	2,340,000	2.3%
<b>TOTAL USES OF FINANCIAL RESOURCES</b>	<b>\$ 100,349,555</b>		<b>\$ 106,587,694</b>		<b>\$ 102,884,364</b>	

## **Revenues:**

**Property Taxes:** The primary revenue source for the County is the ad valorem (property) tax. It typically accounts for 50-60% of the County's total revenues and financial resources. The FY 2019 Budget is based upon a 98.5% collection rate. Revenues for this area are expected to increase approximately 2-3%, primarily due to growth. This could change upward or downward in the future depending upon the results of the next property revaluation.

**Sales and Use Taxes:** The County receives portions of three local sales taxes. The State of North Carolina imposes a statewide sales and use tax for state budget purposes of 4.75%. Local governments share some of the other 2.0% from the three local sales taxes with schools. The taxes are authorized by Chapter 105 of the NC General Statutes, in three different articles: Article 39, Article 40, and Article 42.

Article 39 is a 1% tax that is returned from the State to the County where the goods were delivered (i.e., the point of sale). The proceeds are then distributed among the County and the City of Lincolnton on one of two methods: per capita or ad valorem tax basis. The Board of Commissioners makes this determination, and has selected the per capita basis. The County's total population is added to the population of Lincolnton, and each gets the percentage that its population is of this total. This source had steadily declined during the early part of the recession. In FY 2015 it generated \$6,145,225 and for FY 2016 it generated \$6,580,882. In FY 2017 we saw an increase to \$7,223,841. FY 2018 we expected this trend to decrease slightly to \$6,400,000. For FY 2019, we project an increase to \$7,500,000. Article 39 can be a reliable gauge of local sales activity as opposed to statewide sales.

Article 40 is a ½% tax that is pooled at the state level then apportioned among the counties on a per capita basis. The proceeds are then distributed between the County and City of Lincolnton using the per capita method. However, thirty percent (30%) of the County's portion must be used for school capital outlay or debt service. FY 2016 saw growth to \$4,678,724; FY 2017 increased to \$4,895,371 and FY 2018 we expected a slightly lower amount at \$4,678,000. For FY 2019, we project a moderate increase to \$5,350,000. Article 40 is a good gauge of statewide sales activity.

Article 42 is a ½% tax that is pooled at the state level then apportioned among the counties on a per capita basis. Starting in FY 2010, the distribution was changed to 50% on a per capita basis, and 50% on the point of sale basis. However, sixty percent (60%) of the County's portion must be used for school capital outlay or debt service. The change in the formula began in October, 2009. The following 4 years saw very minor increases and an overall detriment to the county. After moderate increases in 2014 and 2015, the FY 2016 amount increased to \$3,599,353 followed by another increase in FY 2017 to \$3,934,652. For FY 2018, we estimated approximately \$3,515,000. For FY 2019, we expect a moderate increase to \$4,250,000.

Article 44 is a ½% tax that was split in half for allocation purposes. Half was allocated to each county based upon the point of delivery on each sale. Half was allocated by pooling at the state level, then splitting it on the per capita basis. Once the total was received, the proceeds were divided among the County and the City of Lincolnton based upon the per capita method, selected by the Board of Commissioners. However, in FY 2010, the

legislation was that counties would give the Article 44 sales and use tax to the State. Both of these events began on October 1, 2009. That is why some revenue is shown in FY 2010, but none in subsequent years. There is a hold harmless provision in the law to assure that the expense reduction will be at least \$500,000 more than the lost revenues in future years. However, the County is obligated under the law to hold the City of Lincolnton harmless for any loss of this sales tax revenue. The negative numbers are due to tax refunds on previous years that are repaid to the merchant. We then have to reimburse the state as well. Slight increases in these revenues have been seen in the past three Fiscal years of FY16-18. Revenue from this sales tax in FY19 is projected at \$1,500,000.

**Administrative Indirect Cost—Water Fund:** Revenues are expected to increase slightly due to the growth trend in FY19.

**Elections Department:** There will be elections during the year in FY 2019 so corresponding fees will follow increase.

**Register of Deeds:** Revenues in this area are expected to increase slightly during FY 2019.

**Sheriff's Office and Detention Center:** The Sheriff's Office and Detention Center expect revenues to remain mostly flat in FY19.

**Emergency Management:** Revenues are expected to remain mostly flat in FY19.

**Fire Marshal's Office:** Revenues are expected to increase slightly during FY19.

**Communication Center Revenues:** Revenues are expected to remain unchanged in FY19.

**Planning and Inspections Development (PID):** Overall revenues are projected to increase in FY 19. While subdivision buildout increases inspections revenues, large tract re-zonings are projected to decrease resulting in some minor decreases in revenue in Planning and Zoning.

**Emergency Medical Services (EMS):** Revenues in FY 19 are estimated to slightly decrease.

**Animal Services:** Revenues in this area are expected to slightly decrease.

**Community Development Block Grant:** These grant dollars are available intermittently. Activity will vary from one fiscal year to another.

**Cooperative Extension Service:** Revenues are not expected to change substantially.

**Soil and Water Conservation:** Revenues are expected to remain mostly flat.

**Natural Resources:** Revenues are expected to remain stable; however, are trending towards a potential increase as development continues to increase.

**Health Department:** Several revenues in this department will remain stable, while others are expected to slightly increase or decrease.

**Department of Social Services:** This department's revenue comes primarily from State allocations for the various federal programs it administers. We are expecting revenues to slightly decrease in FY19.

**Veteran Services Administration:** Revenues will vary depending upon State and Federal programs and funding streams.

**Juvenile Crime Prevention:** Revenues will vary depending upon State and Federal programs and funding streams.

**Senior Services:** Revenues will vary depending upon State and Federal programs and funding streams.

**Transportation Lincoln County (TLC):** Revenues will vary depending upon State and Federal programs and funding streams.

**Library System:** Revenues are expected to remain mostly flat in state aid to libraries and slightly decrease in general revenues in FY 19.

**Recreation:** There are no significant changes in these revenue sources.

**Investment Earnings:** Earnings are expected to remain similar in FY 19.

**Sale of Fixed Assets:** Revenues of this type will vary from year to year and are difficult to predict as it depends on the asset being sold and the price paid to the County for the asset.

**Ad Valorem Collection Fees:** The County charges 3% on real property and 1.5% on personal property collections.

**ABC Distribution:** There are no significant changes anticipated in this revenue source.

**Other Miscellaneous Revenues:** This revenue source is projected to remain somewhat flat in FY19.

**Transfer from School Capital Reserve Fund:** In the past, the three local option sales taxes would be transferred to the School Capital Reserve Fund from the General Fund then later transferred back to the General Fund to help pay the debt service for school debt. This was done to verify the funds had been used for the school debt service as the law required. However, it is not necessary to do this to prove the lawful use of the funds, and it overstates the budgets of both the General Fund and the School Capital Reserve Fund.

**Fund Balance Appropriated:** Fund Balance is the accumulated savings from underspending previous budgets. It is necessary to maintain an adequate fund balance. It is acceptable to appropriate an amount of fund balance for the next year that will not actually be used. That is because revenues should come in slightly higher than projected, and expenditures should come in slightly lower than projected. Currently, the Board of Commissioners recognizes a minimum threshold of 15% in available Fund Balance at all times. Due to estimation for some capital expenses as well as projected salary increases as a result of the 2017-2018 pay and classification study a transfer from fund balance will likely leave the unassigned fund balance around 18%.

<b>GENERAL FUND REVENUES</b>		<b>FY 2017 ACTUAL</b>	<b>FY 2018 BUDGET</b>	<b>FY 2019 RECOMMENDED</b>
<b>ACCOUNT</b>	<b>DESCRIPTION</b>			
<b>AD VALOREM TAXES</b>				
11-0000-00-00-31000-	Current Year Taxes	\$ (47,521,849.77)	\$ (51,300,000)	\$ (51,500,000)
11-0000-00-00-31050-	Prior Year Taxes	(868,742.44)	(1,000,000)	(1,000,000)
11-0000-00-00-31100-	VTS Tax Revenue	(5,013,494.26)	(4,000,000)	(4,900,000)
	<b>TOTAL AD VALOREM TAXES</b>	<b>(53,404,086.47)</b>	<b>(56,300,000)</b>	<b>(57,400,000)</b>
11-0000-00-00-32100-	Medicaid Hold Harmless	(1,124,388.90)	(310,000)	(600,000)
<b>LOCAL OPTION SALES TAX</b>				
11-0000-00-00-32390-	Article 39 Sales Tax	(7,223,841.20)	(6,400,000)	(7,500,000)
11-0000-00-00-32400-	Article 40 Sales Tax	(4,895,371.49)	(4,678,000)	(5,350,000)
11-0000-00-00-32420-	Article 42 Sales Tax	(3,934,652.23)	(3,515,000)	(4,250,000)
11-0000-00-00-32440-	Article 44 Sales Tax	(1,301,948.44)	(1,250,000)	(1,500,000)
11-0000-00-00-32460-	Article 46 Sales Tax	-	-	(1,800,000)
	<b>TOTAL LOCAL OPTION SALES TAX</b>	<b>(17,355,813.36)</b>	<b>(15,843,000)</b>	<b>(20,400,000)</b>
11-0000-00-00-33100-	Utilities Franchise Taxes	(223,349.17)	(230,000)	(230,000)
<b>FEDERAL REVENUES</b>				
11-0000-00-00-34200-	Federal Revenue	(56,140.50)	(108,182)	(56,658)
11-0000-00-00-34252-	Health Communicable Disease	(6,126.27)	(2,000)	(6,000)
11-0000-00-00-34253-	Home Health - Federal	-	-	-
11-0000-00-00-34254-	Home Health - Medicaid	-	-	-
11-0000-00-00-34255-	Immunization Federal Revenues	(14,026.36)	(5,000)	(10,000)
11-0000-00-00-34256-	WIC Federal Revenues	(324,586.16)	(356,504)	(345,628)
11-0000-00-00-34257-	Maternal Health Fed Revenues	(213,975.39)	(141,825)	(141,825)
11-0000-00-00-34258-	Child Health Fed Revenues	(150,048.61)	(125,000)	(125,000)
11-0000-00-00-34259-	Family Planning Federal	(73,531.18)	(15,000)	(15,000)
11-0000-00-00-34260-	Adult Health Federal Revenues	(111,544.33)	(42,500)	(37,500)
11-0000-00-00-34270-	Child Daycare Revenues	(2,029,026.65)	(2,209,325)	-
11-0000-00-00-34271-	DSS Admin Federal Revenues	(5,340,271.27)	(5,707,340)	(5,592,446)
11-0000-00-00-34272-	Child Support Incentives	(108,609.82)	(61,150)	(65,150)
11-0000-00-00-34273-	Title IV-E	(182,076.24)	(308,499)	(235,650)
11-0000-00-00-34275-	Adoption Assist IV-B	(11,719.91)	(15,000)	(15,000)
11-0000-00-00-34277-	HCCBG	(226,432.35)	(250,600)	(237,114)
11-0000-00-00-34278-	Medicaid Transport	(178,126.53)	(12,000)	(7,000)
11-0000-00-00-34279-	LINKS Special Funds	(39,669.67)	(40,000)	(40,000)
11-0000-00-00-34282-	ROAP Funds	(119,765.00)	(117,510)	(117,510)
	<b>TOTAL FEDERAL REVENUES</b>	<b>(9,185,676.24)</b>	<b>(9,517,435)</b>	<b>(7,047,481)</b>
<b>STATE REVENUES</b>				
11-0000-00-00-34300-	State Grant Revenue	(3,597.96)	-	-
11-0000-00-00-34301-	ABC Law Enf Grant	(18,083.72)	(10,000)	(10,000)
11-0000-00-00-34343-	Drug Revenues	(4,176.62)	(7,000)	(7,000)
11-0000-00-00-34351-	Health Revenues - State	(120,520.00)	(100,554)	(100,554)
11-0000-00-00-34352-	Health Communicable Disease	(21,453.14)	(18,194)	(17,602)
11-0000-00-00-34354-	Health Promotion State	(26,708.00)	(39,984)	(39,946)
11-0000-00-00-34355-	Family Planning State Revenues	(39,809.80)	(51,021)	(51,373)
11-0000-00-00-34356-	Immunization State Revenues	(14,104.09)	(18,560)	(18,560)
11-0000-00-00-34357-	Maternal Health Fed Revenues	(35,264.00)	(29,943)	(29,943)
11-0000-00-00-34358-	Child Health State Revenues	(56,837.05)	(57,045)	(56,984)
11-0000-00-00-34359-	Environmental Health State Rev	(18,008.00)	-	-

11-0000-00-00-34360-	School Health Grant	(150,000.00)	(150,000)	(150,000)
11-0000-00-00-34361-	Bioterrorism	(51,754.00)	(43,114)	(43,114)
11-0000-00-00-34371-	DSS Admin State Revenues	(84,994.99)	(65,000)	(65,000)
11-0000-00-00-34372-	Foster Care Revenues	(111,202.02)	(127,250)	(158,123)
11-0000-00-00-34374-	CAP-C	(343,790.75)	(403,609)	(358,475)
11-0000-00-00-34380-	BCCCP State Revenues	(53,040.00)	(51,000)	(47,175)
11-0000-00-00-34381-	Senior Services State Revenues	(336,224.29)	(311,400)	(317,792)
11-0000-00-00-34382-	TLC State Revenues	(190,252.00)	(207,684)	(219,000)
11-0000-00-00-34383-	State Aid to Libraries	(118,507.00)	(118,507)	(118,507)
	TOTAL STATE REVENUES	(1,798,327.43)	(1,809,865)	(1,809,148)
<b>INTERGOVERNMENTAL REVENUES</b>				
11-0000-00-00-34530-	Lincolnton Appropriation	(56,300.00)	(60,000)	(130,000)
11-0000-00-00-34550-	SRO Revenues	(148,310.89)	(140,000)	(148,000)
11-0000-00-00-34551-	Health School Reimbursement	(182,090.45)	(267,000)	(250,000)
	TOTAL INTERGOVERNMENTAL REVENUES	(386,701.34)	(467,000)	(528,000)
<b>OTHER TAXES &amp; LICENSES</b>				
11-0000-00-00-35100-	ABC Taxes	(19,041.70)	(12,500)	(17,000)
11-0000-00-00-35101-	ABC Local Taxes	(231,686.20)	(212,000)	(216,000)
11-0000-00-00-35200-	Local Occupancy Taxes	(121,018.89)	(94,000)	(102,000)
11-0000-00-00-35300-	Vehicle Rental Taxes	(43,016.63)	(32,000)	(39,000)
11-0000-00-00-35400-	Beer & Wine Taxes	(320,620.14)	(307,000)	(307,000)
11-0000-00-00-35500-	Court Facilities Revenues	(105,251.94)	(102,000)	(102,000)
	TOTAL OTHER TAXES & LICENSES	(840,635.50)	(759,500)	(783,000)
<b>SALES AND SERVICES</b>				
11-0000-00-00-36100-	Sales & Services	(182,578.43)	(155,000)	(160,000)
11-0000-00-00-36101-	Filing Fees	(85.00)	(3,000)	-
11-0000-00-00-36102-	Real Prop xfer Tax	(1,380,914.25)	(990,000)	(1,395,000)
11-0000-00-00-36103-	Marriage License Tax	(30,720.00)	(34,860)	(32,860)
11-0000-00-00-36104-	Recording Fees	(456,569.05)	(407,000)	(460,000)
11-0000-00-00-36105-	Automation Fees	(46,428.70)	(44,000)	-
11-0000-00-00-36106-	Fingerprinting Charges	(10,680.00)	(12,000)	(11,000)
11-0000-00-00-36107-	Concealed Carry Revenues	(142,410.00)	(85,000)	(100,000)
11-0000-00-00-36108-	Board of Prisoners	(12,481.20)	(7,500)	(7,500)
11-0000-00-00-36109-	DWI Funds	(5,540.54)	(5,000)	(5,000)
11-0000-00-00-36110-	Officers Revenues	(31,781.99)	(25,000)	(25,000)
11-0000-00-00-36120-	Fire Marshal Revenues	(21,625.00)	(15,000)	(35,000)
11-0000-00-00-36125-	Planning Permits & Fees	(221,172.57)	(106,000)	(125,000)
11-0000-00-00-36126-	Building Permits	(1,854,213.48)	(1,725,000)	(1,955,000)
11-0000-00-00-36127-	Zoning Requests	(37,175.00)	(28,000)	(20,000)
11-0000-00-00-36128-	Road Renaming Fees	(4,600.00)	(3,500)	(1,800)
11-0000-00-00-36129-	Recovery Fee	(1,946.00)	(5,000)	(9,000)
11-0000-00-00-36140-	EMS Billings	(3,223,048.78)	(3,180,000)	(3,189,000)
11-0000-00-00-36142-	Animal Services Revenues	(56,876.47)	(70,000)	(51,000)
11-0000-00-00-36150-	Denver Farmers Market	(2,575.00)	(5,800)	(4,000)
11-0000-00-00-36151-	Lincolnton Farmers Market	(1,905.00)	(2,800)	(2,800)
11-0000-00-00-36152-	Consumer Sciences Revenues	(352.00)	(3,585)	(1,500)
11-0000-00-00-36153-	4H Revenues	(15,000.77)	(12,433)	(11,272)
11-0000-00-00-36154-	Agriculture Education Revenues	(6,604.00)	(8,395)	(2,500)
11-0000-00-00-36155-	Soil Conservation Revenues	(765.14)	(2,500)	(3,000)
11-0000-00-00-36156-	Natural Resources Revenues	50.00	-	-
11-0000-00-00-36160-	Health Department Revenues	(28,314.81)	(19,100)	(3,600)
11-0000-00-00-36161-	Adult Health Revenues	(43,231.07)	(35,000)	(39,000)
11-0000-00-00-36162-	Immunization Revenues	(5,471.46)	(7,500)	(24,000)
11-0000-00-00-36163-	Lab Fees	(12,944.52)	(15,000)	(12,000)
11-0000-00-00-36164-	Home Health Revenues	301.16	-	-

11-0000-00-00-36165-	Family Planning Revenues	(23,343.51)	(8,000)	(7,500)
11-0000-00-00-36166-	Child Health Revenues	(1,987.41)	(1,000)	(1,500)
11-0000-00-00-36167-	Maternal Health Revenues	(5,892.36)	(2,000)	(2,000)
11-0000-00-00-36168-	Day Care Health Revenues	(47,270.34)	(58,565)	(58,565)
11-0000-00-00-36169-	Environmental Health Revenues	(250,281.24)	(155,000)	(220,000)
11-0000-00-00-36170-	DSS Revenues	(49,942.17)	(49,710)	(54,981)
11-0000-00-00-36171-	Veterans Revenues	(8,959.00)	(1,000)	(3,500)
11-0000-00-00-36172-	Senior Services Revenues	(13,352.00)	(10,000)	(12,000)
11-0000-00-00-36173-	TLC Revenues	(814,889.69)	(751,500)	(750,000)
11-0000-00-00-36174-	Library Revenues	(20,462.17)	(19,000)	(12,000)
11-0000-00-00-36175-	Recreation Revenues	(54,674.11)	(55,000)	(56,000)
11-0000-00-00-36176-	Natural Resources Revenues	(124,210.00)	(79,000)	(75,000)
11-0000-00-00-36177-	Health Choice HCWD Fees	(19,550.00)	(21,000)	(21,000)
11-0000-00-00-36178-	DSS Application Fees	(775.00)	(1,000)	(1,000)
11-0000-00-00-36180-	DSS Reimbursements	(65,084.84)	(63,000)	(55,000)
11-0000-00-00-36199-	Ad Valorem Collection Fees	(233,691.56)	(231,800)	(232,000)
11-0000-00-00-36900-	Commissary Revenues	(75,493.55)	(55,000)	(55,000)
TOTAL SALES AND SERVICES		(9,647,518.02)	(8,574,548)	(9,302,878)
<b>INVESTMENT INCOME</b>				
11-0000-00-00-37000-	Interest Revenue	(132,232.61)	(80,000)	(135,000)
<b>MISCELLANEOUS REVENUES</b>				
11-0000-00-00-38100-	Rent Revenue	(79,015.47)	(13,210)	(10,000)
11-0000-00-00-38101-	Recreation Rentals	(15,715.00)	(18,000)	(18,000)
11-0000-00-00-38105-	Indirect Fees	(455,808.00)	(440,000)	(440,000)
11-0000-00-00-38110-	Insurance Settlements	(46,982.16)	(50,000)	-
11-0000-00-00-38170-	Contributions & Donations	(11,505.91)	(9,575)	-
11-0000-00-00-38171-	NADDI Grants	(5.00)	-	-
11-0000-00-00-38172-	Soil Conservation Grants	(30,330.00)	(44,352)	(30,739)
11-0000-00-00-38173-	Senior Services Grants	(13,857.00)	(13,803)	(13,539)
11-0000-00-00-38175-	Duke Discretionary Funds	(59,000.00)	(99,000)	(50,000)
11-0000-00-00-38176-	Susan Komen Grant	(34,490.00)	(45,169)	(36,135)
11-0000-00-00-38177-	Library Donations	(20,380.65)	(5,000)	-
11-0000-00-00-38178-	Comm Development Grants	(51,695.00)	-	-
11-0000-00-00-38179-	Recreation Grants	(4,108.20)	-	-
11-0000-00-00-38180-	Sale of Fixed Assets	(140,460.01)	(25,000)	-
11-0000-00-00-38190-	Miscellaneous Revenues	(202,750.87)	(38,000)	(39,500)
11-0000-00-00-38195-	NSF Fees	(550.00)	-	-
11-0000-00-00-38380-	JCPC Revenues	(164,923.00)	(164,923)	(164,923)
TOTAL MISCELLANEOUS REVENUES		(1,331,576.27)	(966,032)	(802,836)
<b>OTHER FINANCING SOURCES</b>				
11-0000-00-00-39120-	Transfer from Capital Reserve	(600,000.00)	(600,000)	(500,000)
11-0000-00-00-39144-	Transfer from CIP	(1,437,267.59)	-	-
11-0000-00-00-39155-	Transfer from Fund 55	-	-	-
11-0000-00-00-39500-	Proceeds of Financing	(41,470.00)	(140,173)	-
11-0000-00-00-39999-	Fund Balance Appropriated	-	(4,752,002)	(3,346,021)
TOTAL OTHER FINANCING SOURCES		(2,078,737.59)	(5,492,175)	(3,846,021)
<b>TOTAL GENERAL FUND REVENUES</b>		<b>\$ (97,509,042.90)</b>	<b>\$ (100,349,555)</b>	<b>\$ (102,884,364)</b>

## **Expenditures:**

**Governing Body:** Some changes were made to add additional funds for those line items associated with Training and Travel.

**Administration:** To remain mostly flat. Adjusted for Pay Study as well as County Manager and Clerk salary adjustments.

**Tax Department:** An increase is expected due to the additional personnel being recommended.

**Tax Listing/Collection/Mapping:** There are no major changes in this budget.

**Tax Revaluation:** Expenses increased here due to those activities associated with revaluation upcoming during this fiscal year.

**Legal Expenses:** This budget has remained flat due to legal demands from several departments and administration.

**Board of Elections:** To decrease moderately.

**Register of Deeds:** To decrease moderately.

**Central Services:** There are no major changes to this budget.

**Information Technology:** Increases to cover initial startup costs for partnership and provision of services to the City of Lincolnton. These are partially offset by revenues from the City of Lincolnton to cover specific expenditures that are directly related to this service.

**Building and Grounds:** This budget has decreased from the previous budget year; however, remains somewhat inflated primarily due to maintenance issues that have not been addressed in previous years.

**Sheriff's Department:** Additional vehicle replacements and increases in full time salaries has resulted in moderate growth of this budget for FY19.

**Sheriff's Department – Jail:** This budget has increased due to additional positions being filled, food and provisions as well as increases in professional medical services.

**911 Communications Center:** This budget is decreasing moderately due to major budget requests and some capital items being addressed during the previous fiscal year.

**Emergency Management:** This budget has slightly decreased.

**Fire Marshal:** This budget has increased due to a full time position being realized for one full year of salary.

**Safety:** There are no major changes to this budget although there may be savings in the future due to a potential reduction in services needed.

**Planning and Inspections Department:** This department's budget has decreased on the Planning Division due to contracted services being complete. The Inspections aspect of the department has increased due to needed staffing increases for continued growth in Lincoln County.

**Medical Examiner:** There are no major changes to this budget.

**Emergency Medical Services:** This budget will realize a moderate decrease for FY19.

**Rescue Squad:** This budget covers the County's contributions to one (1) rescue squad (West Lincoln).

**Animal Services:** This budget is increasing due to the continued commitments of the Board of Commissioners towards making Animal Services both No Kill and Open Admission. This includes staffing increases and also program enhancements.

**Airport Authority:** The County and the City of Lincolnton fund this authority on a set formula. This formula could likely change this year prior or after to the adoption of the budget reflecting a moderate increase for FY19 and moving forward. A budget adjustment may be needed to reflect any agreement changes.

**Transportation TLC:** There is a minor increase to this budget due to routine maintenance and repair for the vehicles in the fleet.

**Soil and Water Conservation:** There are no major changes in this budget.

**Cooperative Extension Service:** To remain mostly flat.

**Health Department:** This budget has seen moderate decreases due to state and federal funding. However, the new Health Department opening just prior to Fiscal 2019 may require adjustments in the future.

**Social Services Department:** This budget is dependent upon both state and federal revenues to operate. Some programming has received cuts nation-wide, while others have seen minor increases. Due to a capital expenditure in Fiscal 2017 and Fiscal 2018, there has been a moderate reduction in this budget overall.

**Veterans Services:** There are no major changes to this budget.

**Senior Services:** This budget increased slightly due to the new position for oversight of Senior Center. FY19 will see this position fully realized.

**Library:** Increases to this budget result from new positions and equipment that will aid in management of programs and in preparation for new West Lincoln branch of the library system.

**Recreation Department:** This budget has increased due to part time personnel, a replacement vehicle and costs for upkeep and maintenance of two western parks needing some maintenance and repair improvements.

## **Public Schools - Current Expenses**

### **Public Schools - Capital Outlay Expenses**

**Outside Agencies:** The County funds several agencies that are not a part of County government. For FY 2019, nearly all are funded at the same level. See the Narrative in the budget for more detailed information on these:

- Airport Authority
- NC Forestry Service
- National Guard
- Lake Norman Marine Commission
- Centralina Council of Governments
- Gaston-Cleveland-Lincoln Metropolitan Planning Organization (MPO)
- Lincolnton-Lincoln County Chamber of Commerce
- Downtown Development Association
- Gaston Family Health Services
- Communities in Schools
- Gaston Skills (Salem Industries)
- Arts Council
- Cultural Development Center
- Historical Association
- Partners Behavioral Health Management (Mental Health Agency)
- Gaston College-Lincoln Campus

**Debt Service for Board of Education:** This is the amount of principal and interest due on debt for the school system

**Debt Service for County:** This is the amount of principal and interest due on debt for all other debt, except for that of the Water and Sewer Fund and the Solid Waste Fund. The debt for those operations is paid from their financial resources, not the General Fund. It is expected that the debt will increase as the proposed Capital Projects are financed.

**Transfer to General Capital Projects Fund:** It is expected that some projects will be funded from the fund balance.



## CENTRAL SERVICES

### General Government

The Central Services portion of the General Fund accounts for miscellaneous governmental expenditures that do not fall under one of the other departments or special categories within the budget. Included within these lines are funds budgeted for the County's Indirect Cost Plan, Employee Assistance Program, and funds for employee awards and recognition.

The County's Indirect Cost Plan is a formula to monetarily account for the amount of core services used by agencies and departments of the local government equal to the proportion used. Core services are departments that spend at least a portion of their time serving or directing other departments such as Purchasing & Procurement, Finance, Human Resources, and the County Manager's Office.

The Employee Assistance Program is a counseling benefit provided for free to the employees of Lincoln County through a third party service provider. This service has elements that are somewhat related to the field of Human Resources, but is accounted for separately as to avoid confusion with the services that the department within the county provides.

Awards and recognition mainly includes the annual recognition of employees' years of service with the County; starting at five years of service and increasing by five year increments. Also accounted for here annually is the Service Awards for those employees who are retiring from local government.

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	\$ 886,712	\$ 810,020	\$ 795,520	-2%
<b>Expenditure Total</b>	<b>\$ 886,712</b>	<b>\$ 810,020</b>	<b>\$ 795,520</b>	<b>-2%</b>



## Governing Body

### General Government

#### Overview:

The members of the Board of County Commissioners are the government officials as elected by the people of the County of Lincoln, NC. This body serves as the legislative and policy making entity for the county and its citizens. These leaders are charged with adopting ordinances, rules and regulations as may be necessary to promote and protect the health, safety and welfare of the general public.

#### Goals/Objectives:

Commissioners each have their own areas of focus; however, they also collectively develop goals through strategic visioning and workshops. FY19 Objectives include:

- Develop utilities policy and long range land use planning documents that will direct growth and associated infrastructure in the appropriate manner
- Allocate resources toward improving transportation throughout the community
- Focus on efficiency within both departmental processes and budgeting
- Comprehensively address capital and maintenance needs of county facilities through inventory and prioritization
- Recruit industry, create jobs, and bolster the tax base by expanding the county's economic development portfolio
- Continue partnerships with surrounding counties and the City of Lincolnton
- Continued efforts in providing exceptional customer service and service delivery

#### Budget Summary:

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 120,592	\$ 117,103	\$ 121,306	4%
Operations	121,367	172,895	169,651	-2%
Capital	-	-	2,500	100%
<b>Expenditure Total</b>	<b>\$ 241,960</b>	<b>\$ 289,998</b>	<b>\$ 293,457</b>	<b>1%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Part Time	5	5	5	0%
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0%</b>



## County Manager's Office

### General Government

#### Overview:

The County Manager is responsible for the administrative functions within the County and monitors daily operations while carrying out directives of the Governing Board. The County Manager is responsible for preparing the annual budget and capital improvements program, evaluating and supervising department managers, assuring that all policies and ordinances are enforced and to recommend policy changes where appropriate. The department includes the County Manager, Program Manager/Assistant to the County Manager and an Administrative Assistant. This office staff often presents information about Lincoln County Government at various functions throughout the year.

#### Goals/Objectives:

The primary goal of this office is to efficiently manage all County operations and to properly execute policy as directed by the Board of County Commissioners.

FY19 Objectives include:

- Improve both departmental and public communication
- Ensure an orderly property revaluation with Tax Collector
- Ensure an improved internal budget process for FY20
- Continue exploring expansion of utilities into Western Lincoln County
- Improve efficiency in the oversight of county projects
- Seek grant opportunities where feasible

#### Budget Summary:

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	\$ 289,995	\$ 326,601	\$ 380,140	16%
Operations	25,525	43,300	42,200	-3%
Capital	1,767	1,510	2,500	66%
<b>Expenditure Total</b>	<b>\$ 317,288</b>	<b>\$ 371,411</b>	<b>\$ 424,840</b>	<b>14%</b>

Authorized Personnel	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Full Time	3	3	3	0%
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0%</b>



## Finance Department

### General Government

#### Overview:

The Lincoln County Finance Department is a part of the General Fund budget of Lincoln County. The duties of the Finance Officer and those performed by the Finance Office are summarized in G.S. 159-25(a), of the Local Government Budget and Fiscal Control Act. These duties include:

- Maintain the accounts of Lincoln County in accordance with generally accepted principles of accounting and the rules and regulations of the Local Government Commission.
- Disburse all funds in strict compliance with the Budget and Fiscal Control Act and the budget ordinance. Obligations and disbursements are pre-audited. Each year the Finance Office issues over 21,500 checks (and pays over 35,000 invoices) which are drawn from the General Fund and other various funds.
- Prepare and file statements of the financial condition of the County, and complete various reports for the Local Government Commission as well as other state and federal agencies. These other reports include payroll forms to the Internal Revenue Service and Sales Tax Reimbursement forms to the N.C. Department of Revenue.
- Receive and deposit all monies accruing to the County, and supervise the receipt and deposit of money by other authorized employees. In addition, the Finance Department also manages the investments of the County in compliance with the Budget and Fiscal Control Act.
- Maintain all records concerning the bonded debt and other obligations of the County, and determine the amount that will be required for debt service or the payment of other obligations.

The Finance Department also routinely performs a number of other duties and functions. One such duty is to assist in the preparation of the annual budget for Lincoln County, including making estimates as to current year revenues and expenditures, as well as projections for the next fiscal year using all available information.

In addition, the Finance Office also works closely with an outside auditing firm each year to complete a required audit of the financial statements for Lincoln County. Upon completion, a Comprehensive Annual Finance Report (CAFR) is presented to the Board of Commissioners for approval, which is then forwarded to the Local Government Commission for their approval.

The Government Finance Officers Association of the United States and Canada (GFOA) may award local government units a Certificate of Achievement for Excellence in Financial Reporting for publishing an easily readable and efficiently organized CAFR whose contents conform to program standards. The CAFR must satisfy both generally accepted accounting principles and applicable legal requirements. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports. A Certificate of Achievement is valid for a period of one year only. Lincoln County has received a Certificate of

Achievement for the last twenty two consecutive years beginning for the year ended June 30, 1996, including the most recent fiscal year which ended June 30, 2017. We will also submit our FY 2018 CAFR for the award.

**Goals/Objectives:**

- Completed software conversion to Tyler Technologies with adding the Utility Billing Module, started the AR Module, for miscellaneous County billing.
- Continue to look for cost saving opportunities.
- Continue to administer an investment program to further diversify County investments and obtain more investment revenue.
- Look for process improvements in Utility Billing and Collections, now that the Munis Utilities module is functional.

**Budget Summary:**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 619,047	\$ 707,284	\$ 862,467	22%
Operations	82,837	63,095	77,733	23%
Capital	1,016	3,000	3,600	20%
<b>Expenditure Total</b>	<b>\$ 702,900</b>	<b>\$ 773,379</b>	<b>\$ 943,800</b>	<b>22%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	13	13	14	8%
<b>Total</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>8%</b>



## Human Resources

### General Government

#### Overview:

The Human Resources Department provides support and assistance to all County departments. The Department, which is part of Administration, is responsible for:

- Ensuring the County maintains fair and lawful recruitment and personnel practices in accordance with Federal, State, and County regulations and policies.
- Ensuring that the County is providing a stable, drug-free, and competitively compensated workforce through sound personnel practices.
- Promoting the County as an employer to employees and the applicant market.

Some of the major activities of the HR Department include:

- Assisting in the classification, recruitment and selection process of all full-time and part-time positions.
- Overseeing and coordinating all grievance and disciplinary actions.
- Overseeing the reporting and processing of workers' compensation claims, including follow up with employees' medical care, developing return-to-work where possible, attending Court hearings and mediations of disputed claims, and overseeing settlement of all claims.
- Maintaining accurate payroll system information by entering data for all changes, including: changes in deductions, garnishments, address changes, changes in positions, salary adjustment (i.e. probationary/certifications), 401(k) deductions, deferred compensation deductions, and insurance changes.
- Conducting new employee orientation to provide basic knowledge and information about County Personnel Policy, procedures, and employee benefits. Orientations include information concerning benefits offered through Nationwide Retirement Solutions, Mark III Brokerage, Prudential Insurance 401(k), and Employee Assistance Counseling Representatives.
- Administering the County's comprehensive benefit package, which includes retirement, health insurance, 401(k), flexible benefit plans, deferred compensation plan, annual leave, sick leave, civil leave, educational leave, and employee assistance program.
- Overseeing Equal Employment Opportunity policies, practices, reporting, and advertising.

#### Goals/Objectives:

- Continue Identifying training opportunities for staff.
- FY2017-2018- Have no less than 3 staff development training days to incorporate identifying department needs and strengths for stronger organizational structure.
- Implement ID Badge system through Human Resources instead of IT Department to streamline process to eliminate long wait times for obtaining ID Badge for employees.
- Convert forms online to PDF fillable documents for easier access for employees.

- Sites visits to area counties to further improve orientation process and overall departmental processes.
- Host Retirement Training Conference for Lincoln County and invite surrounding counties.
- Research and Identify Human Resources software for FMLA accountability and tracking.

**Budget Summary:**

**Human Resources**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 241,124	\$ 246,573	\$ 280,430	14%
Operations	45,377	54,545	53,642	-2%
Capital	3,112	1,000	1,000	0%
<b>Expenditure Total</b>	<b>\$ 289,612</b>	<b>\$ 302,118</b>	<b>\$ 335,072</b>	<b>11%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	4	4	4	0%
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0%</b>

**Safety and Training**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Operations	\$ 27,938	\$ 30,978	\$ 30,978	0%
<b>Expenditure Total</b>	<b>\$ 27,938</b>	<b>\$ 30,978</b>	<b>\$ 30,978</b>	<b>0%</b>



## Tax Department

### General Government

#### Overview:

Lincoln County Tax Department is responsible for listing, assessing, billing, and collecting all ad valorem property taxes for Lincoln County in accordance with N.C. General Statutes.

The Tax Department maintains tax information on approximately 49,000 real property parcels, 28,000 personal property (boats, business equipment, etc.) assets and 85,000 motor vehicles registered in Lincoln County. The Tax Department consists of five divisions: Revaluation, Land Records, GIS, Listing, and Collections.

#### **Revaluation Division**

All North Carolina counties are required to reappraise all real estate at least once every eight (8) years. Lincoln County usually conducts revaluations every four (4) years. The most recent revaluation was effective January 1, 2015 and the next scheduled revaluation will be effective January 1, 2019. Other responsibilities of this division are: to review all permits issued by the Planning & Inspection Department, complete real estate transfers involving splits and combines, audit and approval/denial of all present-use value applications, appraise all personal property manufactured homes, schedule and hear appeals informally and formally with the Board of Equalization and Review, respond to data requests, and determine the number and type of availability fees on each parcel.

#### **Land Records/Mapping/Addressing Division**

Land records management is the primary function of this division. All plats are reviewed and approved prior to being recorded. All deeds, wills, death certificates, plats, and other recorded documents are reviewed and processed to update ownership on the tax records on a weekly basis. All property splits and combines are mapped and processed. All zoning changes for Lincoln County and the City of Lincolnton are added to the tax maps. This division is also responsible for reviewing building permits for new structures and assigning all new structure addresses in the county, adding new roadways to the centerline files, and making all necessary changes to existing road names and structure addresses. Nightly updates are provided to the 9-1-1 Communications Center while regular updates are made to the other departments who require this information. This division assists with the collection of delinquent taxes and reviews and performs necessary research in connection with and in preparation for the foreclosure of properties because of those delinquent taxes.

#### **GIS Division**

This division is responsible for providing current geospatial information for the tax office, all other county departments, and the public. The GIS division also maintains all hardware and software necessary for land records management. Multiple layers of data from other sources are examined for accuracy, maintained, and kept current. Individual data requests are processed electronically for county and public use. Upon request, GIS can provide hard copy maps and reports.

#### **Tax Listing and Assessing Division**

The annual listing and appraisal of all business personal property, personal property, and registered motor vehicles is handled by this division. This includes, but is not limited to:

aircraft, watercraft, vehicular equipment, mobile homes, machinery and equipment, furniture and fixtures, leasehold improvements, and computer equipment. This division is also responsible for: creating and maintaining all tax notices for real property, personal property, and registered motor vehicles; the straight transfer of all real estate; audit and approval of all exemption applications except present use; hearing appeals for registered motor vehicles, business personal property and personal property; maintaining all taxpayer account information. Approximately 140,000 tax notices are created annually.

### **Tax Collection Division**

This division is responsible for the collection of property taxes. Maintaining a high collection rate is essential to the financial stability of the county. For FY ending June 30, 2017, the overall collection rate was about 98.50%. Established methods to collect delinquent taxes are: payment arrangements, garnishment of wages, attachment of bank accounts, debt set-off, and mortgage style foreclosures.

### **Goals/Objectives:**

- Increase public awareness of all tax relief programs available
- Improve ways to communicate and inform taxpayers by mass mailings, brochures, inserts, websites, articles, speak to civic groups and organizations
- Provide training plan and manuals for each division
- Continue staff cross-training efforts
- Encourage staff to obtain higher level of certifications
- Work with citizens to obtain feedback opportunities
- Prepare and communicate with taxpayers on the upcoming revaluation

### **Budget Summary:**

#### **Listing**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 591,083	\$ 625,372	\$ 670,699	7%
Operations	441,548	560,802	560,890	0%
Capital	13,534	21,000	21,000	0%
<b>Expenditure Total</b>	<b>1,046,166</b>	<b>1,207,174</b>	<b>1,252,589</b>	<b>4%</b>

#### **Mapping**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	382,858	409,566	462,739	13%
Operations	59,845	85,314	84,800	-1%
<b>Expenditure Total</b>	<b>442,703</b>	<b>494,880</b>	<b>547,539</b>	<b>11%</b>

#### **Reval**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	375,691	494,150	589,305	19%
Operations	60,278	111,706	136,092	22%
Capital	22,460	-	25,000	0%
<b>Expenditure Total</b>	<b>\$ 458,429</b>	<b>\$ 605,856</b>	<b>\$ 750,397</b>	<b>24%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	29	29	29	0%
Part Time	2	2	2	0%
<b>Total</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>0%</b>



## Legal / County Attorney

General Government

### Overview:

Legal Counsel is contracted to The Deaton Law Firm located in Denver, NC. The local government unit deals with a variety of complex issues on a daily basis, many of which require careful legal review and advisement. It is important to ensure the legality of not only that work performed by staff, but also those of the decisions that are made by the elected officials.

### Goals/Objectives:

- To continue to utilize the services of legal counsel when and where appropriate.

### Budget Summary:

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Legal Charges	\$ 196,235	\$ 240,000	\$ 235,000	-2%
I&B Professional Liability	162	162	111	-31%
<b>Expenditure Total</b>	<b>\$ 196,396</b>	<b>\$ 240,162</b>	<b>\$ 235,111</b>	<b>-2%</b>



## Board of Elections

### General Government

#### Overview:

The mission of the Board of Elections is to provide the citizens of the county with free, open, honest and professionally managed election services in an efficient and economical manner. The Board of Elections Office is charged with the overall responsibility of administering the elections process, protecting democracy as a concept and form of government, and monitoring all campaign finance disclosures for candidates/committees and elections held in Lincoln County. The Elections department must:

- Provide and maintain Voting Equipment for use in all voting sites
- Maintain voter registration records and administer candidate filing for NC General Assembly and all local candidates/committees
- Educate and train officials to work Election Day and at One-Stop Voting sites
- Provide for and support One-Stop and Election Day voting
- Comply with redistricting local and state boundary lines per census standards
- Report election day results to the public and authorities
- Provide election reports and statistical information to the public and media

#### Goals/Objectives:

- Implementing new election laws as determined by the General Assembly
- Implement new election procedures and laws to comply with General statutes
- Educate and implement new district lines as established by General Assembly
- Educate public and promote increase voter registration/turnout each election
- Prepare and conduct Mid-term Primary and General Elections for 2018
- Administer the local Elections as per local HB504 for the City of Lincolnton

#### Budget Summary:

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	\$ 340,846	\$ 409,255	\$ 382,923	-6%
Operations	129,045	153,050	145,714	-5%
<b>Expenditure Total</b>	<b>\$ 469,891</b>	<b>\$ 562,305</b>	<b>\$ 528,637</b>	<b>-6%</b>

Authorized Personnel	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Full Time	4	4	4	0%
Part Time	31	31	31	0%
<b>Total</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>0%</b>



## Register of Deeds

### General Government

#### Overview:

The Office of the Register of Deeds is responsible for the recording and preserving of public records concerning real estate (deeds, deeds of trust, etc.), Uniform Commercial Code's (UCC), births, deaths, marriages, notaries public and military discharges. The Register of Deeds also issues marriage licenses and delayed birth certificates. They are a high profile, customer driven recording agency that strives to ensure that all documents and maps presented for recordation are cashiered, imaged, indexed, and returned to the customer in the most efficient, accurate, economical, and timely manner.

The Lincoln County Register of Deeds office is bound by NC General Statute to make recorded documents available via a temporary or permanent index within 24 hours. In addition, per statute, documents must be fully indexed on the permanent index within 30 days of the initial recordation. After documents are fully indexed, they are mailed to the customer, usually within two days.

#### Services Provided by the Register of Deeds:

- Recording (deeds, deeds of trust, military discharges, maps, cancellations, UCC's, and all other documents)- G.S. 161-14
- Issuance of marriage licenses, certified copies- G.S. 51-8 and 161-10a(9)
- Issuance of certified birth and death certificates- G.S. 130A-92
- Issuance of notary public oaths, notary public authentications- G.S. 10A-8 and 161-10a(10)
- Imaging (deeds, deeds of trust, military discharges, maps, cancellations, UCC's, marriage licenses, notary public oaths, all other recorded documents)- G.S. 132
- Indexing (deeds, deeds of trusts, maps, cancellations, UCC's, marriage licenses, notary public oaths, all other recorded documents) G.S. 161-22(g) and NC secretary of state, Minimum Standards for Indexing Real Property Instruments
- Information Services (support walk-in customers, provide telephone support)
- Online services (deed books, marriage application, and other web services)

All documents recorded are stored on the county mainframe.

#### *Revenues*

The Register of Deeds office must abide by the following mandates by the North Carolina General Statutes in collection of funds. These are as follows:

#### **Automation Enhancement and Preservation Fund:**

North Carolina General Statute 161-11.3 provides that ten percent (10%) of the fees collected pursuant to General Statute 161-10 and retained by the county shall be set aside annually and placed in a non-reverting Automation Enhancement and Preservation Fund. A total of \$47,015.28 was collected for this fund during FY 2016-17. In accordance with a formula provided by the State Treasurer's Office, "retained by the county" means total revenue collected, less the following: all excise tax; 1.5% retirement fund disbursement;

all state mandated recording fees for deeds and deeds of trust; and all state fees collected for the issuance of marriage licenses. Effective October 1, 2009, with the new fee structure for deeds and deeds of trust, the automation formula changed to allow the county to also retain \$3.20 automation fee for the first page of each deed of trust recorded.

#### *Expenses*

**Supplemental Retirement Fund:** Each month the Register of Deeds is required to remit to the Department of the State Treasurer 1.5% of all fees collected, excluding excise taxes, for the Register of Deeds Supplemental Retirement Fund. Based on the revenue collected during FY 2016-17, a total of \$8,071.84 was remitted to this fund.

**Marriage License - Children's Trust Fund:** Each month the Office is required to remit to the Department of Public Instruction for the Children's Trust Fund five dollars (\$5.00) of each sixty dollars (\$60.00) collected for the issuance of a marriage license. Based on the number of marriage licenses issued during FY 2016-17, a total of \$2,580.00 was remitted to this fund.

**Excise Tax To State:** Effective August 1, 1991, the Excise Tax collected by this office was increased from \$1.00 per \$1,000 of the sales price of real property to \$2.00 per \$1,000 of the sales price. This increase, less one percent (1%) of the total tax collected, which is retained by the County for administrative costs, is remitted to the State Treasurer monthly. Based on the revenue collected during FY 2016-17, a total of \$675,247.00 was remitted to this fund.

**Marriage License -Domestic Violence:** Each month the Register of Deeds is required to remit to the Department of Administration for the benefit of the Domestic Violence Fund thirty dollars (\$30.00) of each sixty dollars (\$60.00) collected for the issuance of a marriage license. Based on the number of marriage licenses issued during FY 2016-17, a total of \$15,480.00 was remitted to this fund.

#### **Goals/Objectives:**

- Continue, through the Register of Deeds Association, to seek ways to keep in our county more of the revenue we collect, rather than sending it to the State government.
- Continue inter-office cross training to better provide the smooth operation of the office procedures even when someone is sick or on vacation. This goal will be an ongoing project.
- To get more active in the Register of Deeds Association to help implement the various ideas to make our service to the citizens of our counties more efficient.
- Continue (as Automation Fund increases) to send off the older books for preservation as needed to keep the records legible and protected. This project will be an ongoing procedure through many years to come based on the number of books in our office.
- Continue the electronic submission of recorded documents to help our citizens buying properties to get the documents recorded faster so they can get moved in without delay. As of now we are averaging 37% of all documents being recorded in this manner.

- Work with the Dept. of Health and Human Services to help initiate the Electronic Death Recording System that will be starting to develop during this fiscal year but will be a multi-year project.

## PERFORMANCE MEASURES & ACTIVITY MEASURES

Measure	2015-16	2016-17	2017-18 Estimated
Documents recorded (includes plats, deeds, deeds of trust, deeds of trust cancellations and other miscellaneous documents)	13,791	15,275	16,100
Certified copies (includes birth, death and marriage certificates)	5,480	5,271	5,350
Marriage Licenses issued	583	516	530
Oath of Office administered for Notaries Public	276	271	270
Revenue collected	\$ 1,464,303	\$ 1,914,717	\$2,100,230

## Budget Summary:

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	\$ 449,845	\$ 501,332	\$ 544,870	9%
Operations	814,941	639,563	846,636	32%
Capital	-	2,800	2,800	0%
<b>Expenditure Total</b>	<b>1,264,786</b>	<b>1,143,695</b>	<b>1,394,306</b>	<b>22%</b>

Revenue by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Sales and Services	1,914,717	1,478,860	1,887,860	28%
<b>Revenue Total</b>	<b>\$ 1,914,717</b>	<b>\$ 1,478,860</b>	<b>\$ 1,887,860</b>	<b>28%</b>

Authorized Personnel	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Full Time	8	8	8	0%
Part Time	1	1	1	0%
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0%</b>



## Information Technology

### General Government

#### Overview:

With a focus on vision, service, and partnership, the Information Technology Office utilizes technology strategies and services to align organizational goals and enhance the delivery of services that facilitate commerce and enhance the quality of life for the citizens of Lincoln County. This vision is intended to be the catalyst for technology strategies and services, which deliver long term benefits in order to create and maintain a safe, healthy, and economically strong County.

IT provides support for all computer, telecommunications, security, and network service throughout Lincoln County Government. IT is responsible for analyzing the technology-driven business requirements of County departments according to mission criticality, required response time, system availability, term storage requirements, and hardware and software services. The department also ensures that adequate technological resources and training is available to County departments.

IT also analyzes, designs, purchases, and maintains the computing and telecommunications infrastructure for Lincoln County. This includes all hardware, software, networking components, telephone, cellular, and paging services.

#### Goals/Objectives:

- Complete conversion of all servers to 2012/2014
- Purchase and conversion of all SQL servers to 2012
- Migrate workstations to Windows 10
- Provide Additional Space for Storage Area Network
- Decide On Future of iSeries Systems and Legacy Programs/Data
- Continue in efforts of City/County I.T. integration

#### Budget Summary:

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	\$ 514,974	\$ 639,406	\$ 749,082	17%
Operations	254,985	269,017	302,030	12%
Capital	72,338	30,800	35,800	16%
<b>Expenditure Total</b>	<b>\$ 842,297</b>	<b>\$ 939,223</b>	<b>\$ 1,086,912</b>	<b>16%</b>

Authorized Personnel	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Full Time	10	10	10	0%
Part Time	1	1	1	0%
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>0%</b>



## Building Maintenance and Grounds

### General Government

#### Overview:

The main purpose of the Maintenance Department is maintaining and keeping in good repair and appearance all the County owned buildings and properties for the use and safety of all Lincoln County employees and citizens. We provide all the janitorial services for all County buildings, excluding the school system.

Building Service Workers are responsible for all inside work, such as vacuuming; mopping; shampooing carpets; waxing, buffing and refinishing floors; emptying all trash; dusting; cleaning office furniture; keeping all restrooms clean and sanitary; keeping windows, blinds, walls and doors clean; and any other housekeeping duties that are necessary.

Building Maintenance Workers are responsible for renovations and repair (adding and removing wall, work stations, doors, reception counters, etc.); building bookshelves, computer desks, cabinets and other office furniture; moving and rearranging office furniture and moving entire offices; provide other general maintenance such as: changing light bulbs; troubleshooting electrical issues; plumbing; painting; remodeling; upkeep of HVAC systems; opening, closing and securing County buildings; raising and lowering flags and setting up meeting rooms. Larger more complex jobs are contracted out following the County's Purchasing Policy.

HVAC Tech is responsible for service, PM and repair of the County's HVAC systems. The HVAC Tech will assist Building Maintenance Workers if all HVAC systems are working properly.

Maintenance Electrician is responsible for service, PM and repair of the County's electrical systems in buildings and on sites. The Electrician will assist Building Maintenance Workers if all electrical systems are working properly.

Assistant Supervisor oversees the major repairs to buildings, mechanical, plumbing, electrical and other maintenance performed by County employees.

Building Service Supervisor oversees cleaning operations of County buildings, delegates work to subordinates, monitors and maintains supply stock.

Supervisor works closely with the director on all contracted projects related to County owned facilities. The Supervisor delegates work orders to his subordinates, tracks employee time, etc.

Maintenance employees are on call 24 hours 7 days to respond to any emergency that arises after normal business hours and weekends. Building Maintenance Workers, Maintenance Electrician and HVAC Tech are part of the County's Snow Removal team and report as assigned.

Building Maintenance provides maintenance and janitorial service for approximately 509,200 sq. ft. of County buildings. Listed below are the facilities that receive maintenance and janitorial service daily:

**Goals/Objectives:**

- Provide maintenance for 179,900 square foot of county facilities.
- Provide Janitorial Services for and manage 689,100 square foot.
- Improve upon efficiency through strategic budgeting and personnel decisions including advances in technology and equipment.
- Complete Comprehensive review and inventory of all county facilities for capital and maintenance needs planning.

**Budget Summary:**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 1,163,211	\$ 1,256,049	\$ 1,380,073	10%
Operations	1,271,898	1,739,514	1,732,030	0%
Capital	722,339	1,162,601	503,990	-57%
<b>Expenditure Total</b>	<b>\$ 3,157,448</b>	<b>\$ 4,158,164</b>	<b>\$ 3,616,093</b>	<b>-13%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	25	25	26	4%
Part Time	1	1	1	0%
<b>Total</b>	<b>26</b>	<b>26</b>	<b>27</b>	<b>4%</b>



## Sheriff's Office

### Public Safety

#### Overview:

The Lincoln County Sheriff's office is responsible for protecting and serving the citizens of Lincoln County. The Lincoln County Sheriff's Office has the following Divisions/Units: Patrol Division, Criminal Investigations/Major Crimes Unit, Narcotics, Civil Division, Courthouse and Administration.

#### Patrol Division

The Patrol Division consists of three Districts including Adam (Western Lincoln County), Baker (Central Lincoln County) and Charlie (Eastern Lincoln County). The patrol officers are responsible for answering all calls for service in their district as well as serving criminal and civil papers, enforcing laws, investigating crimes and by deterring crime by visibility. Each district has unique attributes that require different tactics to insure that these responsibilities are being met. Investigators in each district also work closely with the patrol division in an effort to solve and prevent crime. In addition, each district has a School Resource Officer assigned to all high schools within their district. They help insure the safety of the students and faculty during school hours and during after hour school related events. These officers assist the district in other capacities during the summer break.

#### Criminal Investigation Division

The Criminal Investigation Division investigates all violent and otherwise serious crimes and is responsible for building legitimate, prosecutable cases for the District Attorney's Office. There is a detective on call 24 hours a day, 7 days a week. They process or oversee all crime scenes. They work closely with the Crime Stopper's Program in an effort to obtain as much information as possible to aid in the solving of cases. There are CID investigators assigned to each district and work closely with the officers of the district in order to disseminate vital information. These investigators are supervised by the CID Lieutenant.

#### Narcotics/Vice

The Narcotics/Vice Division is responsible for the many aspects of drug eradication in Lincoln County. Narcotics Officers investigate, interview, collect evidence, arrest, and present information to State and or Federal Prosecutors. They further provide testimony in the prosecution of defendants for violation of the North Carolina Controlled Substance Act, and in violation of United States Controlled Substances. This division works closely with other agencies and with other jurisdictions in an effort to reduce the drug activity in Lincoln County. A Drug Diversion program was implemented several years ago and continues today. This program is focused on collecting both prescription and over the counter medications in one of our 3 drug drop off boxes located at each district office. The collection of old and used medications help prevent the use and abuse of drugs by children and those with addiction issues. This program also monitors suspicious prescription

activity and tracks the purchases of certain drugs which are known to be used in the manufacturing of methamphetamines.

### Detention Center

The Lincoln County Detention Center is capable of housing 168 inmates. The Detention Center provides for the safety and security of inmates who are incarcerated there by fairly and humanely ensuring that their physical, mental, and medical welfare is provided for within the framework of statutes, rules, and procedures as required by State and Federal government.

### **Goals/Objectives:**

- Decrease response time for emergency calls for service
- Deter criminal behavior by being more visible in the communities of each district
- To increase communications between officers and citizens to build positive interactions
- Build a strong working relationship with all Emergency/Public Agencies in each district
- Improve clearance rates for all crimes by providing training/technology to investigators
- Build a cohesive working relationship with all area law enforcement agencies
- Strengthen our Community Watch program and educate business owners on security and loss prevention measures
- Focus on stopping the sale, manufacture and delivery of illicit drugs
- Increase the prosecution and conviction of drug dealers in Lincoln County
- Build a strong working relationship with local, state and federal agencies in our region
- Provide advanced training and technology available in the area of Drug Investigations
- Continue forfeitures and seizures of assets and illicit drugs from suspected drug dealers.
- Provide a 24 hour kiosk in the Lobby of the Sheriff's Office so that family member's may deposit money into an inmate's account for the purchase of medical services, commissary, phone cards and inmate supplies
- Provide video visitation for inmates and family members to help create a safer environment for both the inmate and officer
- Provide excellent medical services to our inmates at a reasonable expense to taxpayers
- Provide well balanced meals as required by state regulations
- Provide a clean, sanitary and safe facility that meets or exceeds state requirements

## Budget Summary:

### **Sheriff**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 7,693,415	\$ 8,138,822	\$ 8,937,703	10%
Operations	1,225,573	1,339,879	1,337,574	0%
Capital	576,305	505,009	611,212	21%
<b>Expenditure Total</b>	<b>9,495,293</b>	<b>9,983,710</b>	<b>10,886,489</b>	<b>9%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
State Revenues	22,260	17,000	17,000	0%
Intergovernmental Revenues	148,311	140,000	148,000	6%
Sales and Services	202,894	134,500	148,500	10%
<b>Revenue Total</b>	<b>\$ 373,465</b>	<b>\$ 291,500</b>	<b>\$ 313,500</b>	<b>8%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	127	127	131	3%
Part Time	36	36	36	0%
<b>Total</b>	<b>163</b>	<b>163</b>	<b>167</b>	<b>2%</b>

### **Detention Center**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 2,272,403	\$ 2,443,008	\$ 2,606,980	7%
Operations	1,074,827	1,083,361	1,131,551	4%
Capital	12,276	72,982	51,800	-29%
<b>Expenditure Total</b>	<b>\$ 3,359,506</b>	<b>\$ 3,599,351</b>	<b>\$ 3,790,331</b>	<b>5%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	44	44	44	0%
Part Time	3	3	3	0%
<b>Total</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>0%</b>

### **Commissary**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Operations	\$ 69,820	\$ 182,963	\$ 55,000	-70%
<b>Expenditure Total</b>	<b>69,820</b>	<b>182,963</b>	<b>55,000</b>	<b>-70%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Sales and Services	75,494	55,000	55,000	0%
<b>Revenue Total</b>	<b>\$ 75,494</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>0%</b>



## Communications / 911 Center

Public Safety

### Overview:

The mission of the Communications Center is to provide prompt and professional emergency service for the citizens of Lincoln County. Lincoln County 9-1-1 strives to provide effective public safety services through the appropriate dispatch of fire, police, and medical units with the least possible delay.

The focus of the department is to:

- Ensure citizens receive prompt emergency and public safety assistance
- Provide courteous and accurate services to the public and first responders
- Continue to work with surrounding local public safety responders to establish radio and emergency interoperability between other agencies

The Communications Center is responsible for all emergency and non-emergency communications for police, fire, medical, and various on call County staff 24/7/365. The Communications Center is also responsible for notification and dispatching of all the special teams that operate within the county, including Swift Water, Land Search, SWAT, High Angle Rescue, HAZMAT, Incident Management, Radiological and Confined Space teams.

### Goals/Objectives:

- Improved and structured training for new hires
- Employee Retention through increased training & lateral advancement
- Transition to NC VIPER 800mhz radio system to improve efficiency on call response and see additional savings in annual county budget
- Cost effectiveness and savings through custom built Console CPUs on the Operations Floor as we transition to a new Primary PSAP and required Backup PSAP within the coming fiscal year

### Budget Summary:

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	\$ 1,119,857	\$ 1,194,603	\$ 1,400,009	17%
Operations	228,327	381,492	498,866	31%
Capital	-	394,911	13,000	-97%
<b>Expenditure Total</b>	<b>\$ 1,348,183</b>	<b>\$ 1,971,006</b>	<b>\$ 1,911,875</b>	<b>-3%</b>

Authorized Personnel	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Full Time	23	23	24	4%
Part Time	2	2	-	-100%
<b>Total</b>	<b>25</b>	<b>25</b>	<b>24</b>	<b>-4%</b>



## Emergency Management

### Public Safety

#### Overview:

Lincoln County Emergency Management is responsible for coordinating the actions that protect our citizens from the effects of disasters, both natural and manmade. They work to assist our community to mitigate against, prepare for, respond to, and recover from all hazards and disasters.

Emergency Management responds quickly with resource allocations to support our community and first responders during emergency operations. Emergency Management coordinates those operations from the Emergency Operations Center located in the County Court House and may dispatch the Mobile Command Center and Mobile Communications Units, which are available to travel to scenes to facilitate the incident management.

They also work to analyze the hazards that may threaten our communities and emergency plans are developed accordingly. Hazard mitigation plans are developed as a responsibility of local Emergency Management to reduce the future impacts of natural and man-made disasters on people and property in Lincoln County.

#### Goals/Objectives:

- Continue financial support of Lincoln County Special Operations Teams.
- Compete for grant funds for training, exercises, radios and infrastructure.
- Continue updating the Hazards Emergency Operations Plan and Supplemental.
- Update the Lincoln County McGuire Nuclear Plan and provide training yearly
- Complete required and optional activities for the NCEM Performance Grant
- Maintain Emergency Operations Center (EOC) in readiness
- Maintain readiness of EM trailers for use in disaster events

#### Budget Summary:

##### **Emergency Management**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 103,167	\$ 149,469	\$ 167,855	12%
Operations	102,253	100,440	83,874	-16%
Capital	44,689	12,600	-	-100%
<b>Expenditure Total</b>	<b>\$ 250,110</b>	<b>\$ 262,509</b>	<b>\$ 251,729</b>	<b>-4%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	3	3	3	0%
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0%</b>

##### **Duke Discretionary**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Operations	\$ 50,908	\$ 50,000	\$ 50,000	0%
Capital	-	49,000	-	-100%
<b>Expenditure Total</b>	<b>50,908</b>	<b>99,000</b>	<b>50,000</b>	<b>-49%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Miscellaneous	59,000	99,000	50,000	-49%
<b>Revenue Total</b>	<b>\$ 59,000</b>	<b>\$ 99,000</b>	<b>\$ 50,000</b>	<b>-49%</b>



## Fire Marshal

### Public Safety

#### Overview:

The Lincoln County Fire Marshal's Office was established in May 1988. The mission of the Fire Marshal's Office is:

- To minimize the risk of fire and other hazards to the life/ property of the citizens of the County.
- To make sure all new and existing commercial and public buildings meet the NC Fire Codes, during plan reviews, construction process and throughout the life of the building.
- To assist the fire departments in the county during fire investigations to help them determine the cause and origins of the fires in their districts.

The Fire Marshal's Office is responsible for the following functions:

**Plan Reviews** - The Fire Marshal's Office must review and approve the construction plans of all commercial and public buildings, sprinkler plans, fire alarm plans, hydrant placement and fire apparatus access around all commercial and public buildings and anything dealing with the NC Fire Codes for those structures before permits can be issued.

**Inspections and Code Enforcement** - The staff inspects new buildings as they are being constructed to ensure that they meet the Fire Prevention portions of the NC Building Codes. Once a building has been issued a certificate of occupancy, the Fire Marshal's Office is responsible for inspecting all existing commercial and public buildings to ensure they meet the NC standards throughout the life of the building. The Fire Marshal's Office is responsible for enforcing the Knox Box program in the County, fire hydrant obstructions, fire lane violations, occupancy violations, occupancy load violations, illegal burns and enforcing the NC Fire Codes.

**Investigations** - The Fire Marshal's staff, in cooperation with local fire departments; along with local and state law enforcement agencies are responsible for investigating fires that occur in Lincoln County to determine the cause and origin if there is a fire injury or death, if there is a fire loss over \$100,000.00, if a fire occurs in a church or government building, or if it is a suspicious fire.

**Volunteer Fire Departments Liaison** - The Fire Marshal's Office serves as the County's liaison with the eleven Fire Departments within the County and also with the City of Lincolnton Fire Department. The Fire Marshal oversees the contracts between the County and Volunteer Fire Departments. The Volunteer Fire Departments are IRS 501(c) (3) non-profit organizations but the tax rates for the Fire Districts are set by the County Commission. The Fire Marshal assists County management in its reviews of the Volunteer Fire Departments' operating budgets. The Fire Marshal's budget includes funds to cover workers compensation for the volunteer fire department volunteers and employees. The budget also includes funds for purchase, repair and maintenance of radios and pagers, and fire software reporting systems to support the departments.

## **Goals/Objectives:**

- Continue fire inspections of businesses, assemblies, and schools.
- Complete the VIPER project.
- Keep updated on code enforcement policies and procedures and enforce them.
- Help maintain and improve ISO ratings in all fire districts.
- Continue a good working relationship with all Fire Departments within the County.
- Continue fire investigations of suspicious fires.

## **Budget Summary:**

### **Fire Marshal**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 179,978	\$ 203,207	\$ 257,982	27%
Operations	79,077	77,475	80,083	3%
Capital	45,285	3,750	25,000	567%
<b>Expenditure Total</b>	<b>304,340</b>	<b>284,432</b>	<b>363,065</b>	<b>28%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Sales and Services	21,625	15,000	35,000	133%
<b>Revenue Total</b>	<b>\$ 21,625</b>	<b>\$ 15,000</b>	<b>\$ 35,000</b>	<b>133%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	4	4	4	0%
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0%</b>

### **Volunteer Fire Departments**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Operations	\$ 161,718	\$ 187,600	\$ 189,650	1%
<b>Expenditure Total</b>	<b>\$ 161,718</b>	<b>\$ 187,600</b>	<b>\$ 189,650</b>	<b>1%</b>



## Planning & Inspections

### Economic & Physical Development

#### Overview:

The mission of the Planning and Inspections Department is to plan, provide and promote orderly growth in Lincoln County. The focus of the department is to:

- Be proactive with planning, building inspections and code enforcement.
- Provide consistent and timely service while positively impacting the health, safety and general welfare.
- Provide education to the public concerning planning and development.
- Provide statistical information to the Board of Commissioners, County Manager, Board of Adjustment, Planning Board and Historic Properties Committee
- Promote economic development and environmental awareness.

The Department has six divisions: Addressing, Administration, Code Enforcement, Inspections, Planning and Zoning.

#### Addressing

The addressing division is responsible for installing and replacing all street signs in the county's unincorporated areas. The addressing division also checks for addressing compliance with the county's addressing ordinance. Finally, this division is also responsible for providing addressing numbers when appropriate to residents in efforts to improve public safety and emergency awareness during response times.

#### Administration

The Administration Division is responsible for receiving and inputting building permits, zoning permits, and an array of other permits. Additionally, the division is responsible for meeting with the public and explaining the various regulations as it relates to construction. Furthermore, this staff is responsible for daily deposit and budget amendments. The administrative staff maintains permit forms and applications, informational brochures/handouts and schedules inspections.

#### Code Enforcement

Code enforcement is responsible for administering and enforcing the county's nuisance ordinances that are not enforced by the Sheriff's Department. This includes junk vehicles and garbage and refuse. This division also inspects properties that have zoning approvals with conditions to make ensure compliance.

#### Inspections

The Inspections Division is responsible for conducting all commercial and residential inspections in Lincoln County. In 2017, more than 29,000 scheduled inspections took place, a 30% increase from the previous year. This averaged out to 14 inspections per inspector, per day. With the increase in the number of inspections the department has added two additional building inspectors to its staff. Commercial plan review has transitioned to almost 100% digital plan review.

### Planning/Zoning

The Planning and Zoning Division is responsible for reviewing and submitting all applications for zoning requests such as rezoning request, conditional use permits, zoning text amendments, conditional zoning and several other requests to the Planning Board and the Board of County Commissioners. Long range planning efforts for growth and development including housing, transportation and area planning are also coordinated through this division. Staff has been or will be involved in the following special projects:

- GCLMPO Comprehensive Transportation Plan
- Comprehensive Land Use Plan Update
- LEDA Development Constraint Mapping
- Essential Single Family Rehabilitation Loan Pool Program (North Carolina Housing Finance Agency)
- Urgent Repair Program ( North Carolina Housing Finance Agency)
- Future Land Use Plan Finalization and Implementation
- Corridor Planning and Small Area Planning

### **Goals/Objectives:**

- Continue replacement program for street signs that no longer meet Federal lettering and retro-reflectivity standards; Aim for 75% of roads with replacements.
- Identify and assist in the correction of addressing issues
- Continue staff cross-training efforts
- Integrate new databases into TRAKiT system
- Roll out online application submittal
- 20% Online Application Submittal by end of FY19
- 80% Commercial Project digital submissions
- Become more proactive in engaging the business community concerning signage standards
- Consolidate nuisance ordinances
- Roll out online code enforcement complaint system
- Continue customer service training efforts
- Encourage inspectors to attain higher levels of certifications
- Finalize implementation of digital plan review throughout county, city and outside agencies
- Maintain < 15 inspections per inspector per day to ensure quality inspections are being completed
- Roll out online land use case tracking
- Continue obtaining citizen feedback opportunities
- Monitor and improve revised Development Review Processes
- Encourage more legislative zoning processes
- Roll out online application submittal

## Budget Summary:

### Planning

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	\$ 408,924	\$ 515,617	\$ 483,971	-6%
Operations	123,913	144,965	119,687	-17%
Capital	10,041	15,000	15,000	0%
<b>Expenditure Total</b>	<b>542,878</b>	<b>675,582</b>	<b>618,658</b>	<b>-8%</b>

Revenue by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Sales and Services	264,894	142,500	155,800	9%
<b>Revenue Total</b>	<b>\$ 264,894</b>	<b>\$ 142,500</b>	<b>\$ 155,800</b>	<b>9%</b>

Authorized Personnel	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Full Time	7	7	7	0%
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0%</b>

### Inspections

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	\$ 928,735	\$ 1,057,677	\$ 1,202,469	14%
Operations	61,544	242,100	287,400	19%
Capital	304,381	80,243	85,000	6%
<b>Expenditure Total</b>	<b>1,294,660</b>	<b>1,380,020</b>	<b>1,574,869</b>	<b>14%</b>

Revenue by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Sales and Services	1,854,213	1,725,000	1,955,000	13%
<b>Revenue Total</b>	<b>\$ 1,854,213</b>	<b>\$ 1,725,000</b>	<b>\$ 1,955,000</b>	<b>13%</b>

Authorized Personnel	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Full Time	17	17	18	6%
<b>Total</b>	<b>17</b>	<b>17</b>	<b>18</b>	<b>6%</b>



## Emergency Medical Services

### Public Safety

#### Overview:

The mission of Lincoln County Emergency Medical Services (LCEMS) is to operate and maintain a cost effective, comprehensive emergency medical services system that meets or exceeds national standards. Lincoln County Emergency Medical Services is one of only 14 EMS Systems statewide to be designated as a “Model EMS System” by the North Carolina Office of Emergency Medical Services. LCEMS includes an Operations Division, Training and Performance Improvement Coordination, and a Special Operations and Response Team. The Department also includes the County Medical Examiner’s Office and oversight of one Rescue Squad.

#### Operations Division

The Operations Division of LCEMS is headed by the Deputy Director, and consists of four shifts of medics that provide continuous paramedic level coverage to the citizens and visitors of Lincoln County 24 hours a day, seven days a week.

#### Training Division

The Training Coordinator and four Field Training Officers oversee the training needs of the Department. They plan, coordinate and implement all of the county-wide pre-hospital emergency medical training programs for all Lincoln County EMS System medical providers. They also develop, maintain and conduct the annual in-service and orientation programs for EMS, fire department and rescue squad responders.

#### Performance Improvement

The Performance Improvement section is under the Training Coordinator and evaluates programs and activities required by federal, state and local authorities. The Coordinator works with the LCEMS Director, Medical Director, Training Coordinator, NC Office of Emergency Medical Services, and Lincoln County EMS System providers to ensure compliance with national, state and local protocols, and compiles demographic and billing data and activity reports of services rendered. The Performance Improvement Coordinator also conducts quality assurance screenings of all patient care reports (ePCR) from all LCEMS system provider agencies.

#### Special Operations and Response (SOAR) Team

The SOAR team members have special qualifications and training to provide paramedic level coverage and treatment for special events, mass gatherings, civic activities, sporting events, and local and state medical disaster responses. The Team also provides tactical medical support for law enforcement officers.

#### Medical Examiner

The Lincoln County Medical Examiner’s Office consists of two registered nurses who are appointed by the State Medical Examiner and are charged with the duty of investigating and certifying specified categories of human deaths in North Carolina. A medical examiner’s authority derives from Article 16 of Section 130A of the North Carolina General Statutes. The Medical Examiner’s primary purpose is to detect, analyze, and document the medical aspects of the deceased.

### **Goals/Objectives:**

- Promote public awareness of EMS through education and prevention programs
- Implement software upgrades (NEMSIS 3) and increase awareness of data collection to maintain and increase revenues
- Implement field data collection hardware solution
- Collaborate with existing Mobile Integrated Healthcare coalitions to provide and implement a Community Paramedicine Program
- Streamline the Quality Assurance processes to enhance workflow and efficiency
- Decrease cost of supplies and limit expiring medication inventories
- Development of a more resilient Critical Incident Stress Management program
- Collaboration with other county agencies to address the nationwide opioid crisis

### **Budget Summary:**

#### **Emergency Medical Services**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 5,237,999	\$ 5,392,454	\$ 5,684,119	5%
Operations	1,089,743	942,351	994,274	6%
Capital	435,296	930,376	504,075	-46%
<b>Expenditure Total</b>	<b>6,763,038</b>	<b>7,265,181</b>	<b>7,182,468</b>	<b>-1%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Sales and Services	3,223,049	3,180,000	3,189,000	0%
<b>Revenue Total</b>	<b>\$ 3,223,049</b>	<b>\$ 3,180,000</b>	<b>\$ 3,189,000</b>	<b>0%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	80	80	80	0%
Part Time	81	81	85	5%
<b>Total</b>	<b>161</b>	<b>161</b>	<b>165</b>	<b>2%</b>

#### **Medical Examiner**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Operations	\$ 51,988	\$ 46,650	\$ 48,650	4%
<b>Expenditure Total</b>	<b>\$ 51,988</b>	<b>\$ 46,650</b>	<b>\$ 48,650</b>	<b>4%</b>



## Animal Services

### Public Safety

#### Overview:

The mission of the Animal Services Department is to provide Animal Control and Animal Sheltering services for the residents and animals of Lincoln County. Special focuses are:

- To provide integrated animal sheltering and animal control services that ensure the health, safety and well-being of humans, pets and the County as a whole.
- To work towards becoming an open admission No Kill Shelter in accordance with the laws and regulations under the NC Department of Agriculture.
- To provide public safety and rabies control for Lincoln County, and enforce the Lincoln County Animal Ordinance.

Animal Services has two main functions: Animal Sheltering, and Animal Control. Animal Control is responsible for Animal Ordinance enforcement during business hours and days, and animal emergencies and bites 24/7 year round. Cases include bites/scratches, cruelty/neglect, wildlife, nuisances, leash law violations, stray animals and injured animals. The Animal Shelter is responsible for the care and disposition of all animals received from the public and from Animal Control Officers.

#### Goals/Objectives:

- Reduce intake to shelter through diversion programs and alternative resources
- Reduce animal length of stay for better animal welfare and reduced care costs
- Continue to increase LRR to over 90% and meet other goals on No Kill Timeline
- Work to increase outside funding from grant funders and donors
- Increase number of programs and services available to the public
- Adopt and implement updated Animal Control Ordinance

#### Budget Summary:

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 600,300	\$ 748,025	\$ 914,482	22%
Operations	354,106	462,244	471,857	2%
Capital	48,404	57,830	1,200	-98%
<b>Expenditure Total</b>	<b>1,002,811</b>	<b>1,268,099</b>	<b>1,387,539</b>	<b>9%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Sales and Services	56,876	70,000	51,000	-27%
<b>Revenue Total</b>	<b>56,876</b>	<b>70,000</b>	<b>51,000</b>	<b>-27%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	19	19	21	11%
Part Time	1	1	1	0%
<b>Total</b>	<b>20</b>	<b>20</b>	<b>22</b>	<b>10%</b>



## Transportation Lincoln County

### Transportation

#### Overview:

Transportation Lincoln County (TLC) is actually a division of the Emergency Medical Services Department. TLC is a fully coordinated, public transportation system that operates as a branch of Lincoln County Government. TLC provides transportation for human service agencies, elderly, disabled, and the general public of Lincoln County.

TLC offers deviated fixed routes, para transit service, and a demand response service between 5:00 a.m. and 6:00 p.m. Monday through Friday, except holidays. With the exception of the fixed routes, requests for services must be made at least 5 days prior to the scheduled trip.

#### Goals/Objectives:

- Implement NCDOT training and education updates
- Implement Lincolnton to Denver Route
- Review and Update Policies and Procedures Manual
- Enhance marketing strategies to increase customer and agency contracts to increase revenues

#### Budget Summary:

##### **Administration**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 160,556	\$ 163,979	\$ 172,567	5%
Operations	144,052	99,095	110,258	11%
<b>Expenditure Total</b>	<b>304,608</b>	<b>263,074</b>	<b>282,825</b>	<b>8%</b>

##### **Operations**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	626,602	764,043	754,335	-1%
Operations	186,533	154,000	185,300	20%
<b>Expenditure Total</b>	<b>813,135</b>	<b>918,043</b>	<b>939,635</b>	<b>2%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Federal Revenues	119,765	117,510	117,510	0%
State Revenues	190,252	207,684	219,000	5%
Sales and Services	814,890	751,500	750,000	0%
<b>Revenue Total</b>	<b>\$ 1,124,907</b>	<b>\$ 1,076,694</b>	<b>\$ 1,086,510</b>	<b>1%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	15	15	15	0%
Part Time	17	17	17	0%
<b>Total</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>0%</b>



## Soil & Water Conservation

### Economic & Physical Development

#### Overview:

The Lincoln Soil and Water Conservation District is a subdivision of State Government. The function is to take available technical, financial and educational resources, whatever their source and focus or coordinate them so that they meet the needs of the local land user for conservation of soil, water and related resources. Soil & Water directs the sub-department Natural Resources and provides office space and assistance to the federal USDA Natural Resources Conservation Service.

To protect the Natural Resources of Lincoln County through the administration and enforcement of the local Soil Erosion and Sedimentation Control Ordinance, by providing technical review of plans, calculations and conservation assistance to commercial contractors and private landowners to enhance our community development and awareness of environmental conservation compliance requirements mandated from the Federal and State Governments, by reducing the environmental impacts of erosion and sedimentation for the protection, welfare and safety of Lincoln County citizens and the environment that we live. Provide federal funds and technical assistance to agricultural operations.

#### Goals/Objectives:

Soil & Water Conservation District Objectives:

- **Education**
  - Promote environmental education by sending a high school student to the Resource Conservation Workshop at NCSU, sponsor essay contest and Conservation Field day for sixth grade students, assist Envirothon teams for Area/State competition and conduct programs for students and adults.
- **Financial/Technical**
  - Administer the NC Agricultural Cost Share & AgWRAP Programs.
  - Administer the federal Environmental Quality Incentive Program.
- **Technical**
  - Administer the Voluntary & Enhanced Agricultural Districts ordinances
  - Assist large farming animal operations with the State 2T Animal Waste Management Regulations.
  - Provide landowners with assistance for storm water drainage, topographic maps, ponds, seeding and soils information and old aerial.
  - Provide technical information to other county, state and federal departments/agencies.
  - Administer the Sedimentation Control Ordinance through the Natural Resources Department.
  - Convert roll over funds from tax removal from land use to land protection
- Create an educational farm/green park.
- Provide assistance for pasture renovation – rent no-till drills
- Digitize old aerials and make available through GIS

Natural Resources Objectives:

- Review sediment & erosion control plans
- Provide technical assistance to contractors, private landowners, developers, engineers and other county, state and federal departments/agencies.
- Educate the citizens about county and state ordinances, laws and regulations pertaining to protecting our natural resources.
- Address complaints initiated by citizens of the county for sedimentation/air/water quality issues.
- Provide training for developers, contractors, engineers and individual landowners for design and compliance requirements to meet State, local and federal natural resource protection regulations.
- Complete the Storm Water Ordinance

**Budget Summary:**

**Soil Conservation**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 133,167	\$ 136,383	\$ 143,102	5%
Operations	16,435	17,205	17,847	4%
<b>Expenditure Total</b>	<b>149,601</b>	<b>153,588</b>	<b>160,949</b>	<b>5%</b>

**Natural Resources**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	148,894	155,959	168,909	8%
Operations	11,756	13,537	13,189	-3%
Capital	31,291	-	-	0%
<b>Expenditure Total</b>	<b>191,941</b>	<b>169,496</b>	<b>182,098</b>	<b>7%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Sales and Services	124,925	81,500	78,000	-4%
Miscellaneous	30,335	44,352	30,739	-31%
<b>Revenue Total</b>	<b>\$ 155,260</b>	<b>\$ 125,852</b>	<b>\$ 108,739</b>	<b>-14%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	6	6	7	17%
<b>Total</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>17%</b>



## Cooperative Extension Service

### Economic & Physical Development

#### **Overview:**

Locally, the North Carolina Cooperative Extension Service is a three-way partnership between Lincoln County, the land-grant universities in our state (North Carolina State and North Carolina A&T State Universities), and U.S. Department of Agriculture. The local Extension faculty delivers educational programs in four basic areas: Agricultural and Natural Resources, Family and Consumer Sciences, 4-H and Youth, and Community and Rural Development. Working together, we achieve much more than we can alone, through research, informal education and local problem solving.

#### **Programming**

Extension programs help to address crucial issues facing Lincoln County citizens. The economy, health and nutrition, food safety, challenges facing youth as they mature, and ever-changing agricultural issues are addressed through relevant educational programs described below.

**ASPIRE** Our 4-H Agent has been trained by the Princeton Review to teach an ACT College Preparatory Course.

Home gardening, commercial vegetable and fruit farming, ornamentals production and application are all addressed by the horticulture agent through Master Gardener programs, public presentations, radio, videos, mailings, field trials and websites.

Cooperation with farmers markets is offered support through Extension, with local foods education, and promotion.

Food science, safety, nutrition, preparation and preservation, etc. are addressed by our Family and Consumer Science agent. Risk of foodborne illness related to improper preparation, process and consumption of home canned food is a great concern that is addressed aggressively.

Field crop producers' needs are addressed extensively through test plots, meetings, field visits, trainings, educational mailings, and extensive troubleshooting.

Advanced technology is used in programs, including digital diagnostics, drone application, radio, and video production.

4-H programing is opening many developmental opportunities for youth in Lincoln County, and we have seen great competitive success regionally and beyond in livestock judging and in speaking competitions.

Extension has greatly increased our role at the Lincoln County Apple Festival in the past three years, organizing and presenting "AG.CITY" as a significant element of the festival.

### **Goals/Objectives:**

- Continue to increase participation in 4-H programs, both in the schools and in the public in general.
- Latest agricultural information will be provided through educational programing, demonstrations, field trial, field visits and troubleshooting.
- Design and construction of the innovative Exploration Simulation Unit for Lincoln County Extension will be completed and placed into operation this fiscal year.
- Increase in consumer horticulture Extension services
- A series of YouTube videos on fruit trees, soil sampling, etc. will be produced and linked to the Lincoln County website through the Lincoln County Cooperative Extension website.

### **Budget Summary:**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 52,231	\$ 58,091	\$ 61,286	5%
Operations	190,652	277,817	226,282	-19%
Capital	1,284	-	-	0%
<b>Expenditure Total</b>	<b>244,167</b>	<b>335,908</b>	<b>287,568</b>	<b>-14%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Sales and Services	21,957	24,413	15,272	-37%
<b>Revenue Total</b>	<b>\$ 21,957</b>	<b>\$ 24,413</b>	<b>\$ 15,272</b>	<b>-37%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	1	1	1	0%
Part Time	1	1	1	0%
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0%</b>



## Health

## Human Services

### Overview:

The mission of the health department is to provide quality health services to promote a healthy community. The vision is to promote healthy lifestyles through prevention, preparedness and education. The health department has six primary divisions: Preventative Medical Services, WIC (Women, Infants and Children) Nutritional Services, Laboratory, Environmental Health and Community Health all supported by the Business Office/Medical Records/ Vital Records/Administration. Services provided by each division are detailed below.

#### Preventative Medical Services:

Provides health services, screenings, nutrition services, treatment, follow-up, referrals and case management to both children and adults as enrolled in a number of more specific programs such as General Clinic, Immunizations, Adult Health, Communicable Disease, Chronic Disease, Maternal Health, Women's Health, Child Health, Care Coordination for Children, Pregnancy Care Management, School Health and Refugee Health.

#### WIC (Women, Infants and Children):

This is a supplemental food program for pregnant and post-partum women, infants, and children up to age 5. The program provides nutrition education and breastfeeding support including equipment and supplies.

#### Laboratory:

The lab provides support to our public health clinical services. The laboratory staff also provides chronic disease testing, communicable disease testing, referral testing for private physicians, educational outreach programs and well water testing. The lab is CLIA certified through the NC State Lab for Public Health's CLIA contract program.

#### Environmental Health:

This division provides state required inspections of day cares, restaurants, hotels, pools, well and septic systems. Also provided are services for water testing and mosquito control.

#### Community Health:

This division focuses on health education and public health preparedness. It is here that the coordination of outbreaks and large health events up to and including bio-terrorism are prepared for and effectively communicated if/upon occurrence. Child Health education and partnerships with the Lincoln County School system stem from this section of the agency.

### Goals/Objectives:

- Solidify the transition of the health department into the new facility and work with county project managers and all divisions of the department to complete the implementation of programs in the new facility.
- Continue scanning of paper medical records for the EMR software system.

- Increase awareness and access to public health services via regularly scheduled community health outreach activities and possible mobile services.
- Continue to serve on County Wellness Committee and prepare for implementation of incentives and clinical implementation of employee wellness program.
- Coordinate with other healthcare providers to assure access to patient care and help support the cost of indigent care by maximizing revenues through 3<sup>rd</sup> party billing and cost based fees.
- Continue to restructure/consolidate where practical programs and divisions to make best use of resources and personnel to effectively implement the programs endorsed and required.

### **Budget Summary:**

#### **Health Administration**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 870,484	\$ 1,052,189	\$ 1,076,060	2%
Operations	238,563	215,315	195,116	-9%
<b>Expenditure Total</b>	<b>1,109,048</b>	<b>1,267,504</b>	<b>1,271,176</b>	<b>0%</b>

#### **Immunization**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	64,131	65,866	73,948	12%
Operations	33,344	39,337	39,386	0%
<b>Expenditure Total</b>	<b>97,476</b>	<b>105,203</b>	<b>113,334</b>	<b>8%</b>

#### **Adult Health**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	114,938	136,229	76,139	-44%
Operations	1,776	4,744	4,492	-5%
<b>Expenditure Total</b>	<b>116,713</b>	<b>140,973</b>	<b>80,631</b>	<b>-43%</b>

#### **BCCCP**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	5,354	-	-	0%
Operations	33,674	68,774	51,000	-26%
<b>Expenditure Total</b>	<b>39,028</b>	<b>68,774</b>	<b>51,000</b>	<b>-26%</b>

#### **Communicable**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	54,922	60,978	62,271	2%
Operations	8,653	10,214	9,921	-3%
<b>Expenditure Total</b>	<b>63,575</b>	<b>71,192</b>	<b>72,192</b>	<b>1%</b>

#### **LAB**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	92,163	97,035	105,193	8%
Operations	39,429	62,644	59,503	-5%
<b>Expenditure Total</b>	<b>131,591</b>	<b>159,679</b>	<b>164,696</b>	<b>3%</b>

### Primary Care

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	528,532	557,716	599,595	8%
Operations	27,738	42,710	42,460	-1%
<b>Expenditure Total</b>	<b>556,271</b>	<b>600,426</b>	<b>642,055</b>	<b>7%</b>

### Health Promotion

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	54,820	56,517	56,463	0%
Operations	5,246	9,219	5,638	-39%
<b>Expenditure Total</b>	<b>60,066</b>	<b>65,736</b>	<b>62,101</b>	<b>-6%</b>

### Day Care

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	55,087	56,852	58,468	3%
Operations	4,849	6,072	6,071	0%
<b>Expenditure Total</b>	<b>59,937</b>	<b>62,924</b>	<b>64,539</b>	<b>3%</b>

### Maternal Care

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	147,323	150,040	167,539	12%
Operations	6,256	7,427	6,598	-11%
<b>Expenditure Total</b>	<b>153,579</b>	<b>157,467</b>	<b>174,137</b>	<b>11%</b>

### Maternal Health Clinic

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	80,095	79,624	88,066	11%
Operations	2,336	8,029	8,078	1%
<b>Expenditure Total</b>	<b>82,431</b>	<b>87,653</b>	<b>96,144</b>	<b>10%</b>

### Family Planning

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	103,425	112,028	119,912	7%
Operations	32,856	36,694	37,942	3%
<b>Expenditure Total</b>	<b>136,281</b>	<b>148,722</b>	<b>157,854</b>	<b>6%</b>

### Child Health

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	127,463	130,883	134,813	3%
Operations	2,236	5,169	4,492	-13%
<b>Expenditure Total</b>	<b>129,699</b>	<b>136,052</b>	<b>139,305</b>	<b>2%</b>

### Child Services Coordinator

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	131,745	156,107	121,018	-22%
Operations	4,845	6,484	7,116	10%
<b>Expenditure Total</b>	<b>136,589</b>	<b>162,591</b>	<b>128,134</b>	<b>-21%</b>

### WIC Administration

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	167,396	178,776	182,531	2%
Operations	11,418	27,656	18,915	-32%
<b>Expenditure Total</b>	<b>178,814</b>	<b>206,432</b>	<b>201,446</b>	<b>-2%</b>

**WIC Nutrition**

<b>Expenditure by Type</b>	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	82,732	88,046	108,663	23%
Operations	887	779	1,200	54%
<b>Expenditure Total</b>	<b>83,619</b>	<b>88,825</b>	<b>109,863</b>	<b>24%</b>

**School Health**

<b>Expenditure by Type</b>	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	458,303	480,845	537,592	12%
Operations	25,668	41,373	35,038	-15%
<b>Expenditure Total</b>	<b>483,971</b>	<b>522,218</b>	<b>572,630</b>	<b>10%</b>

**Peer Counselor**

<b>Expenditure by Type</b>	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	10,859	10,804	12,540	16%
<b>Expenditure Total</b>	<b>10,859</b>	<b>10,804</b>	<b>12,540</b>	<b>16%</b>

**WIC General Admin**

<b>Expenditure by Type</b>	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	22,597	25,446	32,378	27%
Operations	1,755	220	1,830	732%
<b>Expenditure Total</b>	<b>24,352</b>	<b>25,666</b>	<b>34,208</b>	<b>33%</b>

**WIC Breastfeeding**

<b>Expenditure by Type</b>	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	48,512	52,683	65,282	24%
Operations	5,150	4,375	4,800	10%
<b>Expenditure Total</b>	<b>53,662</b>	<b>57,058</b>	<b>70,082</b>	<b>23%</b>

**Pub Health Preparedness**

<b>Expenditure by Type</b>	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	63,665	64,579	72,206	12%
Operations	12,661	5,523	5,930	7%
<b>Expenditure Total</b>	<b>76,326</b>	<b>70,102</b>	<b>78,136</b>	<b>11%</b>

**Environmental Health**

<b>Expenditure by Type</b>	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	545,467	556,982	606,494	9%
Operations	65,972	68,589	69,228	1%
Capital	21,580	-	-	0%
<b>Expenditure Total</b>	<b>633,019</b>	<b>625,571</b>	<b>675,722</b>	<b>8%</b>

**Komen**

<b>Expenditure by Type</b>	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	10,106	4,602	-	-100%
Operations	27,522	36,166	28,565	-21%
<b>Expenditure Total</b>	<b>37,627</b>	<b>40,768</b>	<b>28,565</b>	<b>-30%</b>

**Mental Health**

<b>Expenditure by Type</b>	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	394,589	394,589	394,589	0%
<b>Expenditure Total</b>	<b>394,589</b>	<b>394,589</b>	<b>394,589</b>	<b>0%</b>

<b>Revenue by Type</b>	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Federal Revenues	2,922,865	2,897,154	680,953	-76%
State Revenues	587,498	559,415	555,251	-1%
Intergovernmental Revenues	182,090	267,000	250,000	-6%
Sales and Services	437,986	322,165	389,165	21%
Miscellaneous Revenues	34,490	45,169	36,135	-20%
<b>Revenue Total</b>	<b>\$ 4,164,929</b>	<b>\$ 4,090,903</b>	<b>\$ 1,911,504</b>	<b>-53%</b>

<b>Authorized Personnel</b>	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Full Time	82	82	82	0%
Part Time	10	10	12	20%
<b>Total</b>	<b>92</b>	<b>92</b>	<b>94</b>	<b>2%</b>



## Social Services

### Human Services

#### Overview:

The Lincoln County Department of Social Services (DSS), as established by Federal and State Statute and guided by their policies and procedures, administers an array of programs and services. These programs and services have evolved over time from the limited assistance for the poor and infirm to a very complex system of public assistance and services. The Department is charged with the responsibility of addressing the economic, social, health care, and safety needs of disabled individuals, elderly adults, children, and families. We help ensure citizens have the economic resources to meet their basic needs, can work toward and maintain self-sufficiency, are safe from neglect, abuse, and exploitation, and have the support to live independently.

#### **Goals/Objectives:**

- Increase the accuracy and thoroughness of Child Welfare activities, to provide quality services in a timely manner as required by General Statute and Federal and State policy, to meet the mandate to protect children, and support staff in the implementation of new technology, NC Fast Child Welfare.
- To increase staff retention, reduce the effects of absences due to FMLA and Worker's Compensation, address the timeliness and accuracy requirements set by General Statute, support existing staff, and provide excellent customer service.
- To provide adequate and skilled Supervisors for the social work staff ensuring that programs are practice driven and challenged, that staff are trained and supported, that relationships between staff and families are guided, that the integrity of services are assured and maintaining program compliance is achieved.
- To provide programs and services to individuals and families in a timely manner and with excellent customer service while meeting all program expectations.

#### Budget Summary:

##### **DSS Administration**

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	\$ 849,687	\$ 920,260	\$ 1,013,396	10%
Operations	446,232	658,832	451,469	-31%
Capital	105,149	141,187	47,772	-66%
<b>Expenditure Total</b>	<b>1,401,068</b>	<b>1,720,279</b>	<b>1,512,637</b>	<b>-12%</b>

##### **Children's Services**

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	2,306,973	2,528,563	2,653,277	5%
Operations	859,837	1,096,963	1,087,821	-1%
<b>Expenditure Total</b>	<b>3,166,810</b>	<b>3,625,526</b>	<b>3,741,098</b>	<b>3%</b>

##### **Adolescent Parenting**

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	59,796	61,503	65,673	7%
Operations	3,169	3,362	3,011	-10%
<b>Expenditure Total</b>	<b>62,965</b>	<b>64,865</b>	<b>68,684</b>	<b>6%</b>

**Adult Services**

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	674,780	777,635	767,910	-1%
Operations	419,171	427,581	426,572	0%
<b>Expenditure Total</b>	<b>1,093,951</b>	<b>1,205,216</b>	<b>1,194,482</b>	<b>-1%</b>

**State In-Home**

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	8,562	8,562	8,562	0%
<b>Expenditure Total</b>	<b>8,562</b>	<b>8,562</b>	<b>8,562</b>	<b>0%</b>

**HCCBG**

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	207,480	223,964	210,973	-6%
<b>Expenditure Total</b>	<b>207,480</b>	<b>223,964</b>	<b>210,973</b>	<b>-6%</b>

**Child Support Enforcement**

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	521,704	545,928	560,878	3%
Operations	27,064	21,154	25,497	21%
<b>Expenditure Total</b>	<b>548,768</b>	<b>567,082</b>	<b>586,375</b>	<b>3%</b>

**CAP-C**

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	-	2,995	2,995	0%
<b>Expenditure Total</b>	<b>-</b>	<b>2,995</b>	<b>2,995</b>	<b>0%</b>

**CAP-DA**

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	129,072	142,690	142,690	0%
<b>Expenditure Total</b>	<b>129,072</b>	<b>142,690</b>	<b>142,690</b>	<b>0%</b>

**Work First**

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	359,983	392,964	407,081	4%
Operations	27,601	77,088	77,432	0%
<b>Expenditure Total</b>	<b>387,585</b>	<b>470,052</b>	<b>484,513</b>	<b>3%</b>

**Family Medicaid**

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	667,938	738,933	765,955	4%
Operations	16,998	10,657	12,544	18%
<b>Expenditure Total</b>	<b>684,936</b>	<b>749,590</b>	<b>778,499</b>	<b>4%</b>

**Adult Medicaid**

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	711,951	819,524	865,726	6%
Operations	105,437	20,823	12,962	-38%
<b>Expenditure Total</b>	<b>817,388</b>	<b>840,347</b>	<b>878,688</b>	<b>5%</b>

### Food and Nutrition

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	684,612	771,970	825,985	7%
Operations	507,658	552,328	510,213	-8%
<b>Expenditure Total</b>	<b>1,192,270</b>	<b>1,324,298</b>	<b>1,336,198</b>	<b>1%</b>

### Fraud

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	52,059	53,378	63,054	18%
Operations	417	662	611	-8%
<b>Expenditure Total</b>	<b>52,476</b>	<b>54,040</b>	<b>63,665</b>	<b>18%</b>

### SA Blind

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	3,714	3,714	3,714	0%
<b>Expenditure Total</b>	<b>3,714</b>	<b>3,714</b>	<b>3,714</b>	<b>0%</b>

### Child Daycare

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	2,016,853	2,209,325	-	-100%
<b>Expenditure Total</b>	<b>2,016,853</b>	<b>2,209,325</b>	<b>-</b>	<b>-100%</b>

### SHIIP Grant

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	3,023	3,182	3,425	8%
<b>Expenditure Total</b>	<b>3,023</b>	<b>3,182</b>	<b>3,425</b>	<b>8%</b>

Revenue by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Federal Revenues	\$ 6,086,906	\$ 6,394,589	\$ 6,192,360	-3%
State Revenues	539,988	595,859	581,598	-2%
Sales and Services	115,802	113,710	110,981	-2%
<b>Revenue Total</b>	<b>\$ 6,742,696</b>	<b>\$ 7,104,158</b>	<b>\$ 6,884,939</b>	<b>-3%</b>

Authorized Personnel	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Part Time	127	127	128	1%
Full Time	2	2	2	0%
<b>Total</b>	<b>129</b>	<b>129</b>	<b>130</b>	<b>1%</b>



## Veterans Services

### Human Services

#### Overview:

The mission of the Veteran Services Department is to provide assistance to Veterans and their dependents in Lincoln County. The focus of the department is to:

- Be proactive in all planning, training, and implementation of our services.
- Provide consistent and timely customer service while positively impacting the health, safety and financial welfare of our Veterans.
- Provide education to the public concerning all VA benefits.
- Promote and work with all local Veterans Organizations
- Work to end homelessness in Lincoln County for our Veteran population.

The Department works to obtain benefits in six areas. They are as follows:

#### Compensation

- We review all current recipients to file for increases when warranted
- We help collect pertinent medical records to provide evidence for claim.
- We collect all evidence needed to secure best outcome possible for claimant.
- We file claim and all supporting paperwork to the VA.
- We follow up to ensure claim is moving through VA as it should.

#### Pension

- We work with eligible Veterans to apply for VA pension Benefits. This includes determining eligibility, determining income and net worth, collecting proper medical information and doing all needed research to file a quality claim.

#### Dependency and Indemnity

- Proactively contact spouses of deceased Veterans to check for eligibility for this program.
- We determine basic eligibility for this benefit and file the needed paperwork to assist the spouse or dependent.

#### Survivor Pension

- This benefit is available to spouses of war time Veterans. We check for eligibility, income and net worth.
- We assist in gathering all pertinent information and file the claim for the surviving spouse or dependent.

#### Education Benefits

- We assist Veterans and their families in determining what educational benefits are available to them and assist them in any way needed file the proper paperwork to obtain this benefit.

#### Death Benefits

- We assist dependents of deceased Veterans applying for death benefits such as , burial flags, grave markers, any financial payment due, stopping Veterans compensation once deceased and informing all agencies of Veterans death.

- We connect dependents with available local resources and contacts to assist during this difficult time.
- In addition to the above services, we also order replacement discharge papers, medical records, and personnel records. We order replacement medals and ribbons for our Veterans. We work with local agencies like DSS, United Way, Hesed House, Habitat for Humanities, and Purple Heart Homes to assist Veterans as needed.

### **Goals/Objectives:**

- Increase compensation awards in Lincoln County from \$17 million to \$20 million by the end of the budget year
- Work to increase the percentage of approved VA pension claims by working to get the word out to eligible recipients
- Partner with Senior Citizen facilities to identify potential claimants
- Increase the number of outside events conducted by this office to one per month
- Increase the number of news outlets that feature our monthly articles.
- Continue to build stronger relationships with local Veteran organizations.
- Work with the North Carolina Division of Veteran Affairs, the VA, and other county VSO's to bring regional Veteran and VA events to Lincoln County
- Start a Veteran's coffee program and work with the 4<sup>th</sup> of July committee
- Continue to work with the VA, the Hesed House, DSS, the Continuum of Care and others to end homelessness for Veterans in Lincoln County
- Build better relationships with all local Funeral Homes so they will automatically notify our office when a Veteran passes away
- Continue the goal of being the first stop for all things Veteran related

### **Budget Summary:**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 108,438	\$ 102,708	\$ 129,262	26%
Operations	18,998	24,749	27,797	12%
Capital	-	3,000	1,000	-67%
<b>Expenditure Total</b>	<b>127,436</b>	<b>130,457</b>	<b>158,059</b>	<b>21%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Sales and Services	8,959	1,000	3,500	250%
<b>Revenue Total</b>	<b>\$ 8,959</b>	<b>\$ 1,000</b>	<b>\$ 3,500</b>	<b>250%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	2	2	2	0%
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0%</b>



## Senior Services

### Human Services

#### Overview:

The mission of Lincoln County Senior Services is to enhance the quality of life for all older adults, and to promote their participation in all aspects of the community. Senior Centers serve as a gateway to the nation's aging network by connecting older adults to vital community services that can help them age-in-place, stay healthy and independent. They accomplish their mission by providing the following programs:

#### Information and Assistance

The goal of the Information and Assistance Program is to provide information about services available and place individuals in contact with appropriate services. These resources include: AARP, Red Cross, CMC, Coalition against Domestic Violence, Alzheimer's Association and the Lincoln County Employment Security Commission.

#### Housing and Home Improvement

This program promotes independence and supports aging-in-place seniors by assessing minor home repair needs or home upgrades such as adding grab bars in bathrooms, building wheelchair ramps or addressing heating/cooling issues.

#### Family Caregiver and Support Program

The goal of the Family Caregiver Support Program is to assist Caregivers providing care to a family member or friend 60 years of age or older with information, respite services or supplies such as nutritional supplements or incontinence products. In addition, the Center also provides support groups, trainings and educational seminars to help the caregiver deal with the emotional and physical demands of caring for a sick loved one.

#### Lincoln County Health and Wellness Nutrition (Congregate) Program

The Congregate Meals Program provides vouchers to residents 60 years and older who may be at risk for isolation, depression and/or malnutrition. Having access to a well-balanced and proportional meal will help the older adult maintain adequate nutrition and physical function. This program also provides nutrition education, screening and often is the first step towards utilizing other services.

#### Health Promotion Disease Prevention

The goal of the Health Promotion Disease Prevention program is to empower people to improve their health and provide health promotion programs and services through a variety of evidence based programs.

#### Transportation Services

Transportation Services program provides transportation assistance to facilities such as medical offices, grocery stores, drug stores and human service agencies. Transportation is provided for Lincoln County residents 60 years of age and older. This service is focuses on the needs of the rural elderly and those with greatest economic and social need.

#### NC SHIIP Program

We serve as the SHIIP site for Lincoln County for the North Carolina Seniors' Health Insurance Information Program. We counsel Medicare beneficiaries and pre-enrollees about their plan options, price comparisons and offer unbiased information.

**Lincoln County Senior Center Programs and Services:**

The Lincoln County Senior Center, housed within Lincoln County Senior Services, earned designation as a Center of Excellence through the NC Division of Aging in 2016. Centers achieve this designation by meeting a rigorous set of programming standards which assures the center is offering a wide variety of programs and activities.

**Goals/Objectives:**

- Research/apply for all available Grants that will help fund additional services
- Provide resource for low-income and older adults who need income tax assistance through partnership with AARP and VITA Program
- Work with CMC discharge planners to increase physician referrals
- Increase marketing strategies to the Eastern part of County. Utilize direct mailing to those over the age of 60 to increase the number of Center participants
- Establish a relationship with the Lincoln County Gardening Club to start a community garden at the new Senior Center location
- Completion of SCOPE Recertification in 2021

**Budget Summary:**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 255,055	\$ 285,562	\$ 355,217	24%
Operations	298,251	288,135	280,681	-3%
Capital	2,936	11,500	-	-100%
<b>Expenditure Total</b>	<b>556,242</b>	<b>585,197</b>	<b>635,898</b>	<b>9%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
State Revenues	336,224	311,400	317,792	2%
Sales and Services	13,352	10,000	12,000	20%
Miscellaneous	13,857	13,803	13,539	-2%
<b>Revenue Total</b>	<b>\$ 363,433</b>	<b>\$ 335,203</b>	<b>\$ 343,331</b>	<b>2%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	6	6	6	0%
Part Time	2	2	2	0%
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0%</b>



# Library

## Cultural & Recreation

### Overview:

The Lincoln County Public Library cultivates lifelong learning and facilitates connections that build community. In order to accomplish its mission, the library provides free access to information, knowledge and ideas. It offers a wide range of materials and services for all ages and interests with the intent to inform, educate, entertain and connect the residents of Lincoln County. The Lincoln County Public Library is managed by the Library Director who serves under the Lincoln County Manager. Under supervision of the Library Director, Library Associates oversee the daily operations of the three libraries, technical services department and courier service with the help of Library Assistants. The library has an advisory board comprised of 8 members who are appointed by the Lincoln County Board of Commissioners.

Service Outlets: The Lincoln County Public Library has three service outlets and a courier service:

- Charles R. Jonas Library which is located in downtown Lincolnton serves as the main library, housing the local history collection and administrative offices.
- Florence Soule Shanklin Branch Library located in Denver.
- West Lincoln Branch Library located in Vale.
- Courier service provides on-site access to library materials at nursing homes and retirement communities throughout the county and transfers materials between the library branches.

Lincoln County Public Library's mission is to *cultivate lifelong learners and facilitate connections that build community*. In order to accomplish this purpose, the library has adopted the following service priorities:

- **Connect to the Online World: Public Internet Access:** Residents will have high-speed access to the digital world and opportunities for technology instruction to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.
- **Create Young Readers: Early Literacy:** Children and caregivers will have access to programs and services designed to ensure that children enter school ready to learn to read, write, and listen.
- **Know Your Community: Community Resources and Services:** Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

### Goals/Objectives:

- Build library staff and institutional capacity to provide quality services and better meet community needs
- Expand community partnerships to better leverage local resources
- Strengthen the Library's engagement with local schools and involvement in education
- Provide programs that encourage personal growth, support business, and enhance the quality of life for all

- Increase community awareness and engagement with library programs, services, resources, and collections
- Develop relevant print and digital collections that meet Lincoln County's evolving needs and expectations
- Work with the community to build digital collections that preserve local history for future generations
- Work with architect/contractor to construct new West Lincoln Branch Library

**Budget Summary:**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 801,694	\$ 917,247	\$ 1,048,523	14%
Operations	510,089	549,375	616,277	12%
Capital	37,489	78,880	22,000	-72%
<b>Expenditure Total</b>	<b>1,349,272</b>	<b>1,545,502</b>	<b>1,686,800</b>	<b>9%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
State Revenues	118,507	118,507	118,507	0%
Sales and Services	20,462	19,000	12,000	-37%
Miscellaneous	20,381	5,000	-	-100%
<b>Revenue Total</b>	<b>\$ 159,350</b>	<b>\$ 142,507</b>	<b>\$ 130,507</b>	<b>-8%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	20	20	21	5%
Part Time	6	6	6	0%
<b>Total</b>	<b>26</b>	<b>26</b>	<b>27</b>	<b>4%</b>



## Parks & Recreation

### Cultural & Recreation

#### Overview:

The mission of Lincoln County Parks and Recreation is to provide recreational opportunities for the citizens of Lincoln County through the development and operation of parks and facilities with sponsorship of programs, classes and special events, and by working with others in the preservation of the dwindling open space and natural resources of our County.

This department hosts community center activities, special events, classes, day camps, adult athletic leagues, and senior programs. The Parks and Recreation department also often partners with outside agencies and groups to provide various educational and leisure based activities in the community.

#### Goals/Objectives:

- Establish new, innovative programs for youth, adults and seniors in the community, such as fitness, health, and nature-based
- Develop new collaborations with other county departments and community organizations to expand recreation programming
- Continue to develop the Lincoln County Farmers Markets in Denver and Lincolnton to promote healthy, local foods
- Expansion of trail systems in existing Lincoln County parks including Carolina Thread Trail systems.
- Work with Planning Department to develop a policy on payment in lieu of (in regards to open space or set aside requirements) to be used for park acquisition and development
- Update of Comprehensive Master Plan (originally prepared in 2006) most grants support the need for 5-year updates and/or a new plan

#### Budget Summary:

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Personnel	\$ 477,443	\$ 584,953	\$ 581,374	-1%
Operations	177,723	214,150	191,740	-10%
Capital	-	26,000	215,000	727%
<b>Expenditure Total</b>	<b>655,166</b>	<b>825,103</b>	<b>988,114</b>	<b>20%</b>

<b>Revenue by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Sales and Services	59,154	63,600	62,800	-1%
Miscellaneous	19,823	18,000	18,000	0%
<b>Revenue Total</b>	<b>\$ 78,977</b>	<b>\$ 81,600</b>	<b>\$ 80,800</b>	<b>-1%</b>

<b>Authorized Personnel</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Full Time	6	6	6	0%
Part Time	29	29	29	0%
<b>Total</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>0%</b>



## LINCOLN COUNTY SCHOOLS & GASTON COLLEGE

### Education

This section of the General Fund focuses on the education component of the budget and comprises of two parts: 1) Lincoln County Schools; and 2) Gaston College.

#### **Lincoln County Schools**

The funding in this section contains what is known as the Current Operating Expense and the Capital Expense of the school system. Current Expenses include any locally funded teacher positions, supplies, technology and equipment as well as other materials necessary to carry out the duties of educating the students. Capital Expenses include any construction of buildings and facilities in the system and replacement of their functional components. More information regarding the Lincoln County Schools portion of this budget can be found in the Manager's message within the 'Reader's Guide to the Budget' section.

#### **Gaston College**

The Lincoln Campus of Gaston Community College is funded in part by Lincoln County. Each year the local government unit provides funding to the college for operational assistance. The County also provides roughly \$260,000 dollars in building maintenance at the college within the Building Maintenance Departmental budget.

#### **Budget Summary:**

##### **Schools**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Operations	\$ 17,818,484	\$ 18,320,288	\$ 18,230,961	0%
Capital	2,679,091	2,950,091	4,063,418	38%
<b>Expenditure Total</b>	<b>20,497,575</b>	<b>21,270,379</b>	<b>22,294,379</b>	<b>5%</b>

##### **Community College**

<b>Expenditure by Type</b>	<b>FY17 Actual</b>	<b>FY18 Budgeted</b>	<b>FY19 Budgeted</b>	<b>% Change</b>
Operations	\$ 170,000	\$ 203,742	\$ 217,794	7%
<b>Expenditure Total</b>	<b>\$ 170,000</b>	<b>\$ 203,742</b>	<b>\$ 217,794</b>	<b>7%</b>



## Outside Agencies and Other Funding

North Carolina Forestry Service – Lincoln County (\$80,096) – The Forestry Service provides woods, grass and brush fire protection within the County in coordination with the local volunteer fire departments. County funding provides for operation and manning of two Wildlife Fire Engines in the County along with the availability of all other state wildlife resource, which include helicopters, air tankers and bulldozers. Local Rangers along with an assigned Forester provide forest management planning, water quality protection and environmental education to Lincoln County citizens. Reforestation services are also provided to ensure the viability of the forest industry, which provides over \$ 1.6 million of timber revenue annually to landowners in Lincoln County. The percentage of State and County support is negotiated annually.

National Guard (\$2,500) – A contribution to the local National Guard unit in Lincolnton.

Lake Norman Marine Commission (\$31,000) – The Lake Norman Marine Commission was established in 1969 to make regulations applicable to Lake Norman and its shoreline area concerning all matters relating to or affecting public recreation and water safety. Catawba, Iredell, Mecklenburg and Lincoln Counties are part of the Commission. As boating safety is a primary focus of the Commission, the county funding is primarily used to maintain and install the navigational aid system on Lake Norman. The Commission also promotes boater education, and works to address environmental issues such as the Hydrilla threat.

Centralina Council of Governments (CCOG) (\$19,688) – CCOG is the state designated lead regional organization for our region. It includes 72 local jurisdictions including 9 counties and 63 municipalities and represents a population of close to 1.8 million. Dues for CCOG are set by their Board and are based on population; their dues of \$.25 per person is at the same rate as last year. The CCOG provides a forum for public officials to discuss regional policy and special policy initiatives and provides a platform for collaborative regional action. They sponsor regular meetings for elected officials, county/city managers, and planners and provide current information about regional concerns. CCOG includes the Area Aging Agency, Workforce Development Programs, Community and Economic Development Programs, and local and regional planning. Member dues support match requirements for state and federal aging programs. CCOG provides an allotted amount of technical assistance as a part of membership in the organization. In a separate funding amount in FY18 CCOG provided services for the County's 2017-2018 Pay and Classification Study.

Metropolitan Planning Organization (MPO) (\$31,000) – Lincoln County is a member of the Gaston-Cleveland-Lincoln Metropolitan Planning Organization (GCLMPO). This three county organization including 34 local government entities along with representatives from the North Carolina Department of Transportation (NCDOT) and United States Department of Transportation (USDOT) serves as the planning agency for transportation projects and transportation services to the three county region. This funding covers the fees for participation in the organization and provides for services rendered back to the county by GCLMPO staff.

Lincolnton –Lincoln County Chamber of Commerce (\$17,500) – The Chamber’s mission is to provide an association of community leadership whose purpose is to enhance the quality of life and foster a healthy economic environment in Lincolnton and Lincoln County. Overall funding for the organization is provided by membership dues from businesses, industries, civic clubs, churches, individuals and professionals, and sponsorships and fundraisers. The County’ sponsorship helps support the Chamber’s Visitor Information Center.

Downtown Development Association (\$7,500) –The Downtown Development Association (DDA) assists existing businesses and attracts new businesses to downtown Lincolnton, works to improve the physical appearance of the community, and sponsors promotional activities such as Alive After Five Concert Series and the new Food & Wine Festival.

Gaston Family Health Services (\$30,000) – this is to match state and federal grants to provide primary health care to the underserved population in Lincoln County.

Communities in Schools (\$50,000) – Communities in Schools of Lincoln County (CIS) was established as a not-for-profit corporation in 1991. Their mission is to champion the connection of needed community resources with Schools to help young people successfully learn, stay in school, and prepare for life. The County support for the Communities in Schools program allows them to bring in grant funding to Lincoln County. CIS operates in all four middle schools. They also operate the following programs:

- CIS After School program – supervised program for teens from 3-6 pm
- Sunrise Family Resource Center – offers parenting, child literacy, EL, and GED programs
- Strengthening Families Program – serves court referred youth and their parents
- Kids Café –serves nutritious meals and snacks to children at risk for hunger
- CIS Gives Back Restitution and Mentoring Program –offers juveniles, involved with Juvenile Court, a chance to give back to their community and take classes on anger management, positive decision making, and other learning activities.
- CIS Gang Prevention Outreach Program – works with youth who have been identified as being involved with gangs, at risk for gang involvement, or who have risk factors associated with gang involvement.
- Pathways Program- support to provide needed substance abuse education across a variety of programs serving youth.

Gaston Skills (Salem Industries) (\$65,471) – Salem Industries is a Division of Gaston Skills, Inc. They provide support to individuals with mental and physical disabilities and substance abuse issues and their families. Their programs include:

- Adult Vocational Rehabilitation – Salem industries procures production contracts with local industries to provide on-site contract work opportunities and training.
- Vocational Rehabilitation – support for job placements in the community
- Community Alternative Program – One on one training to individuals with severe disabilities
- Developmental Therapy – One on one individually designed instruction, training or functional developmental intervention activities.

Arts Council (\$8,000) – The Arts Council of Lincoln County provides an outlet to the arts to the citizens of Lincoln County. Their goal is to develop, promote and nurture all art as

creative endeavors to our community. They provide countywide art camps, art classes, art exhibitions, and art competitions.

Cultural Development Center (\$62,500) – The Cultural Development Center is a 501(c) 3 non-profit organization whose mission is to support the cultural enrichment for the citizens of Lincoln County. They provide a home for the arts and history in our community and maintain the historic Lincoln Cultural Center as a positive County asset. County funding is for maintenance of this County owned facility that is leased to the Cultural Center. It helps cover the cost of fire/security system maintenance, elevator maintenance, exterminating, and gas and heating costs.

Historical Association (\$41,000) – The Lincoln County Historical Association operates and manages the collections contained in the Lincoln County Museum of History, now numbering over 500,000 objects and artifacts. The staff also works with the Historic Properties Commission on historic preservation projects such as the Madison-Derr Iron Furnace, Ramseur's Mill Revolutionary War Battle site, Jacob Forney House, Robert Mundy House, Eureka Manufacturing Company Cotton Mill, Mariposa Road Bridget, Shelton –Lowe Farmstead, and four historic cemeteries. This funding will also support the annual Battle of Ramseur Mill celebration and reenactment. Staff also facilitates the process of designating historic properties in Lincoln County. The staff supports numerous community functions including a genealogy workshop, an Archaeological Camp for kids, Arts Crawl in Downtown Lincolnton, and local observance of Historical Preservation Week.

Community Development We are eligible for this Community Development Block grant every other year to pay for qualified home improvements. This funds our Scattered Site Housing program.

Economic Development:

- Lincoln Economic Development Association (\$886,040) – This funding supports the operational expenses and special programming of the Lincolnton/Lincoln County Economic Development Association. This non-profit organization created by the city and county is charged with recruiting new industry and the facilitating the expansion of existing industries to increase jobs and the tax base.
- Economic Development Incentives (\$859,411) - These are economic incentive grants entered into by the County as part of the recruitment of new industries, and expansions of existing industries. The grants never exceed the amount of taxes paid by the corporation in any tax year, and expire at the end of five years.

Partners Behavioral Health Management (Partners BHM) (\$394,589) – (Formerly Pathways) this funding provides mental health services to Lincoln County residents through Partners BHM which is the local management entity LME recognized by the state. We are one of eight Counties participating in this LME. Much of their budget comes from state and federal funding, but each county also contributes some local funding as well. This allocation includes \$10,000 for the Phoenix Halfway House for women in Lincolnton. It is also anticipated that improvements to the waiting area will be completed during FY 19.

Juvenile Crime Prevention Council (JPCC) (\$173,593) - This group administers state grants dealing with juvenile crime prevention. The County contributes in kind services to JPCC, the grant allocations which are made by JCPC are supported by funds.

Gaston College (\$30,000) – In addition to the funding for operational assistance shown in the previous section of this document, Lincoln County is responsible for maintenance of the Gaston College campus located in Lincolnton. The County funds \$30,000 for capital improvements / repair and replacement of core facility infrastructure. Those funds are recognized here as other funding for an outside agency.

Historical Properties Commission (\$4,480) - The Lincoln County Historical Properties Commission (HPC) was created in 1983. Lincoln County established the HPC to safeguard its heritage by preserving any property in the County that embodies important elements of its cultural, social, economic, political, or architectural history. The HPC promotes the use and conservation of such property for the education, pleasure, and enrichment of the residents.

### Outside Agencies

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
General Government	\$ 116,248	\$ 123,349	\$ 127,588	3%
Public Safety	10,000	10,000	10,000	0%
Transportation	60,000	125,471	125,471	0%
Economic Development	30,114	67,964	58,500	-14%
Culture and Recreation	168,513	181,617	193,500	7%
Schools	25,918	30,000	30,000	0%
Human Services	30,000	30,000	30,000	0%
<b>Expenditure Total</b>	<b>440,793</b>	<b>568,401</b>	<b>575,059</b>	<b>1%</b>

### Rescue Squads

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	55,591	56,450	56,300	0%
<b>Expenditure Total</b>	<b>55,591</b>	<b>56,450</b>	<b>56,300</b>	<b>0%</b>

### Juvenile Crime Prevention Council

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Personnel	3,673	7,349	7,349	0%
Operations	161,458	170,866	168,022	-2%
<b>Expenditure Total</b>	<b>165,130</b>	<b>178,215</b>	<b>175,371</b>	<b>-2%</b>

Revenue by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Miscellaneous	164,923	164,923	164,923	0%
<b>Revenue Total</b>	<b>\$ 164,923</b>	<b>\$ 164,923</b>	<b>\$ 164,923</b>	<b>0%</b>

Authorized Personnel	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Part Time	1	1	1	0%
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0%</b>

### Historic Properties

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	\$ 1,159	\$ 2,480	\$ 4,480	81%
<b>Expenditure Total</b>	<b>1,159</b>	<b>2,480</b>	<b>4,480</b>	<b>81%</b>

### Forestry

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	64,339	77,789	80,096	3%
<b>Expenditure Total</b>	<b>64,339</b>	<b>77,789</b>	<b>80,096</b>	<b>3%</b>

### Economic Development

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	1,164,225	1,553,723	1,745,451	12%
<b>Expenditure Total</b>	<b>1,164,225</b>	<b>1,553,723</b>	<b>1,745,451</b>	<b>12%</b>

Revenue by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Miscellaneous	51,695	-	-	0%
<b>Revenue Total</b>	<b>51,695</b>	<b>-</b>	<b>-</b>	<b>0%</b>

### District Court

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Operations	43,621	42,900	47,750	11%
<b>Expenditure Total</b>	<b>43,621</b>	<b>42,900</b>	<b>47,750</b>	<b>11%</b>

Revenue by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Other Taxes and Licenses	105,252	102,000	102,000	0%
<b>Revenue Total</b>	<b>\$ 105,252</b>	<b>\$ 102,000</b>	<b>\$ 102,000</b>	<b>0%</b>



## Interfund Transfers

### Other Financing Uses

Interfund transfers are transfers between the fund(s) receiving sources and the fund(s) through which the resources are to be expended. The transfer to the Capital Projects Fund, for example, transfers the amount of General Fund monies expected to be expended on capital projects during the next fiscal year.

Expenditure by Type	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Transfer to Cap. Projects Fd.	\$ 5,438,272	\$ 1,246,428	\$ 2,340,000	88%
Transfer to Grant Fund	51,998	13,250	30,936	133%
<b>Expenditure Total</b>	<b>\$ 5,490,270</b>	<b>\$ 1,259,678</b>	<b>\$ 2,370,936</b>	<b>88%</b>



## CAPITAL PROGRAM SUMMARY

The Capital Program portion of the budget for the General Fund contains information on the following areas:

### **Ongoing Capital Projects**

The intent of this section is to illustrate the many projects that are funded and either have begun or will begin construction or implementation within the budget year. This includes projects that were initially funded last budget year or in previous budget years and either have been in the study, design, or construction plans development phase.

### **General Capital Projects Fund**

The General Capital Projects Fund serves to accommodate the Capital Expenditures made for major capital projects and fixed assets above \$5,000 dollars.

### **Capital Improvements Plan (CIP)**

This section includes a spreadsheet showing basic financial information and summaries of each project to be completed for the next three years. The first year of the plan is the FY19 budget year and shows funded projects approved to begin during the new fiscal year. The subsequent years within the plan include projects that are on the horizon and need to be adequately planned for including but not limited to studying, design and formal recommendations for refinement of project costs and detailed estimates.

### **Debt Service Schedule**

This document is a detailed spreadsheet that contains a listing of the County's General Fund debt, not including schools. Each project is listed including the term length and interest rate. It contains the values of principal and interest for each project each year and illustrates the length financed for each project.



## ONGOING CAPITAL PROJECTS

Capital Project	Projected Cost/Project Number	FY 17 Financed	FY 17 Fund Balance Appropriation	FY 18 Financed	FY 18 Fund Balance Appropriation	FY 19 New Debt	FY 19 Fund Balance Appropriation
Citizens Center Exterior, Auditorium, Signage, and Audio	\$2,000,000 /4210C	\$1,100,000	\$2,000,000				
WL Library	\$4,198,000 /6110C					\$4,198,000	
Cronland Renovation (Fire Marshall, EM, Backup PSAP)	\$850,000+/- 4210G				\$850,000		
Health Department Renovation	\$7,450,000 4210A			\$6,601,169			
PSAP Communication Center	\$3,964,000 4311C					\$3,964,000	
Senior Services Center Street	\$1,865,584 5860B				\$725,000		\$1,140,584 (FY19 CIP)
Tax Department Renovation 3 <sup>rd</sup> Floor	\$100,000 4170B				\$100,000		
Animal Services Renovation	\$1,100,000 4380C						\$1,100,000 (FY19 CIP)
Viper	\$4,537,831 4335B			\$4,537,831			
<b>Total</b>		<b>\$2,000,000</b>		<b>\$11,139,000</b>	<b>\$1,675,000</b>	<b>\$20,662,000</b>	<b>\$2,240,584</b>



## GENERAL CAPITAL PROJECTS FUND

The General Capital Projects Fund is used to account for the acquisition of general fixed assets of the County. Fixed assets for the water and sewer system are accounted for in a separate fund, the Water and Sewer Capital Projects Fund. Fixed assets for the solid waste system are accounted for in the Solid Waste Fund. Fixed assets for the Department of Social Services are shown in their operating budget, as required for state reimbursement. The first year of the Capital Improvements Plan (CIP) becomes the capital budget for the next fiscal year. It is budgeted in this fund. For purposes of the CIP, a capital project is defined as a fixed asset having a useful life of at least two years, and costing at least \$5,000.

The General Capital Projects Fund receives its revenues from transfers from the General Fund or in some cases from other funds, federal and state grants, loans, general obligation bonds, certificates of participation, capital leases, and other forms of debt issuance. Smaller fixed assets that can be purchased or constructed within the fiscal year are budgeted in the normal budget process.

NCGS 159-13.2 authorizes counties to adopt capital project ordinances for major projects that may take longer than a year to design and build. Such a project ordinance is adopted not for the current fiscal year, but for the time it takes to complete the project. For example, a major building would be budgeted in a capital projects ordinance, and the appropriations would continue over the two and one-half years it took to acquire the property, design the building, bid the construction, and complete the construction.

This fund accounts for numerous smaller capital projects and equipment, as well as the major capital projects. Appropriations do not lapse at year-end, but continue until the asset is purchased. General obligation bonds require approval by referendum in most cases. However, state law allows a county to issue general obligation bonds without voter approval for up to 2/3 of the amount of "net principal" paid off in the previous fiscal year. The net principal amount is determined by taking the amount of debt principal paid off in the previous year, then subtracting the principal added in that year from any new debt issued. For example, if a county paid off \$7,000,000 of principal in a year, but issued new debt of \$4,000,000 in that same year, the "net principal" reduction for the year would be \$3,000,000. The county could issue general obligation bonds up to 2/3 of that amount, or \$2,000,000, without a referendum. This 2/3 bond capacity is not cumulative. If it is not used in that specific fiscal year, the county loses that bond issuance capacity.

NOTES: The proposed Capital Improvements Program, which includes projects for the next three years, contains the Animal Services Renovation/Construction Project, the Design and Construction of a Passive Park at the West Lincoln Library (an approved FY18 project), a Court House Expansion/Construction project, and a potential Detention Center Expansion.

Fiscal Year 2019 Capital Improvement Plan						
			FY 2019	FY 2020	FY 2021	<b>Total Expenses:</b>
Department:		CIP Project:	2018-2019	2019-2020	2020-2021	
<b>Animal Services</b>		<b><u>Shelter:</u></b> Renovations are needed to incorporate Isolation, Quarantine, Intake, and Holding areas, as well as a Surgical Suite, into the shelter. Updates are imperative to animal health and the flow of the animals and to provide Lincoln County residents and aminals the level of services desired.	\$1,000,000.00			<b>\$1,000,000.00</b>
<b>Parks and Recreation</b>		<b><u>Beatty's Ford Park Play Beach Additions:</u></b> Pending Federal approval, Duke Energy will be constructing the play beach and fishing pier at Beatty's Ford Park in the coming years. Additional needed amenities such as restrooms, changing rooms/showers, picnic spaces, concessions, and office space will be county projects. This is also a high priority identified by our Recreation Commission and we. This would serve as a county PARTF grant application project with county funds to match. Planning and design to begin in FY20 per federal approval of proposed Duke Energy plans with construction in FY21.		\$90,000.00	\$270,000.00	<b>\$360,000.00</b>
		<b><u>Passive Park at New WL Library:</u></b> New passive park to accompany new WL Library. Plans include walking trails, covered picnic shelter, multi-generational payground, and outdoor classroom. Approximately 20-25 acre park. Park will share parking with new library. Per the agreement with land donor , our department along with our Recreation Commission have made planning/design of this new park top priority for FY19. Planning/design is needed for construction cost estimates and our 2019 PARTF grant application. The Recreation Commission has identified the Howards Creek area as a high priority for recreation facilities and opportunities in Lincoln County. Plans would include construction to begin in fall of 2019.	\$100,000.00	\$500,000.00		<b>\$600,000.00</b>
<b>Building Maintenance</b>		<b><u>Court House Expansion/New Construction:</u></b> As a result of the long standing issues for district and superior court to have additional space and both improved interior and exterior logistics for daily court operations, this project is quickly being viewed by elected officials as an important capital need in the near future. Currently, the FY18 portion of this project which included a study for space needs and potential options for conceptual design are under way.			\$37,000,000.00	<b>\$37,000,000.00</b>
		<b><u>Expansion of Existing Detention Facility:</u></b> Due to increasing concerns regarding capacity and meeting the state and federal requirements for inmate housing a study is expected to be conducted and formal recommendmation made within the FY19 budget year. This could likely result in a construction/expansion project at the curren facility.			\$8,000,000.00	<b>\$8,000,000.00</b>
<b>Totals</b>			\$1,100,000.00	\$590,000.00	\$45,270,000.00	<b>\$46,960,000.00</b>

**DEBT SERVICE REPAYMENT SCHEDULE  
NON-SCHOOL COUNTY DEBT**

		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
PROJECTED EXPENSES									
<b>2008 Recreation Rock Springs Park State Loan \$1,650,000</b>	Prin	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500
Dated 11/3/08 -- 5/1/28 1.0% Fixed Rate	Int	8,250	7,425	6,600	5,775	4,950	4,125	3,300	2,475
<b>2010A Public Improvement Refunding G.O. Bonds \$2,686,534</b>	Prin	138,474	138,474	136,993	134,031	132,550	308,789	303,605	299,162
Dated 2/9/10 -- 6/1/27 2.0% to 4.0% Fixed Rate	Int	70,030	64,491	58,952	54,294	49,603	44,964	33,770	22,537
<b>2012 Airlie Business Park Installment Financing \$1,100,000</b>	Prin	114,097	117,141	120,268	123,462				
Dated 7/18/12--1/17/22 2.65% Fixed Rate	Int	11,836	8,792	5,668	2,459				
<b>2014 Various Capital Projects Financing \$6,115,000</b>	Prin	407,680	407,680	407,680	407,680	407,680	407,680	407,680	407,680
Dated 6/27/14-6/26/29 3.02% Fixed Rate	Int	132,353	120,041	107,729	95,418	83,106	70,794	58,482	46,170
<b>2016 Carolina Bank Financing \$8,858,000</b>	Prin	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
Dated 7/16/16 - 7/15/36 2.33% Fixed Rate	Int	45,004	42,557	40,111	37,664	35,218	32,771	30,325	27,878
<b>2017 Raymond James Financing \$11,139,000</b>	Prin	1,181,000	1,195,000	1,209,000	1,225,000	1,240,000	577,000	577,000	577,000
Dated 9/19/17 - 10/1/32 2.35% Fixed Rate	Int	247,890	219,972	191,725	163,125	134,162	112,812	99,252	85,693
<b>TOTAL PRINCIPAL PAYMENTS</b>		2,028,751	2,045,795	2,061,441	2,077,673	1,967,730	1,480,969	1,475,785	1,471,342
<b>TOTAL INTEREST PAYMENTS</b>		515,363	463,278	410,784	358,735	307,039	265,466	225,129	184,753
<b>TOTAL EXPENSES</b>		2,544,113	2,509,073	2,472,225	2,436,408	2,274,768	1,746,434	1,700,914	1,656,095
<b>2018 Communications Center \$3,964,000</b>	Prin	99,100	198,200	198,200	198,200	198,200	198,200	198,200	198,200
Dated 2/1/2018 - 1/31/2038 4% for 20 years	Int	79,280	152,614	144,686	136,758	128,830	120,902	112,974	105,046
<b>2019 West Lincoln Library \$4,198,000</b>	Prin	104,950	209,900	209,900	209,900	209,900	209,900	209,900	209,900
Dated 7/1/2018 - 7/1/2038 3.7% for 20 years	Int	77,663	149,501	141,735	133,969	126,202	118,436	110,670	102,903
<b>2019 Government Center \$12,500,000</b>	Prin	312,500	625,000	625,000	625,000	625,000	625,000	625,000	625,000
Dated 7/1/2018 - 7/1/2038 3.7% for 20 years	Int	231,250	445,156	422,031	398,906	375,781	352,656	329,531	306,406
<b>2020 Court Services Building \$22,000,000</b>	Prin		440,000	880,000	880,000	880,000	880,000	880,000	880,000
Dated 7/1/2019 - 7/1/2044 4.5% for 25 years	Int		407,000	789,580	757,020	724,460	691,900	659,340	626,780
<b>2020 Jail Expansion \$9,000,000</b>	Prin		225,000	450,000	450,000	450,000	450,000	450,000	450,000
Dated 7/1/2019 - 7/1/2039 3.7% for 20 years	Int		166,500	320,513	303,863	287,212	270,563	253,912	237,262
<b>TOTAL PRINCIPAL PAYMENTS</b>		2,545,301	3,743,895	4,424,541	4,440,773	4,330,830	3,844,069	3,838,885	3,834,442
<b>TOTAL INTEREST PAYMENTS</b>		903,556	1,784,049	2,229,329	2,089,251	1,949,524	1,819,923	1,691,556	1,563,150
<b>TOTAL EXPENSES</b>		\$3,448,856	\$5,527,944	\$6,653,870	\$6,530,024	\$6,280,353	\$5,663,991	\$5,530,441	\$5,397,592
<i>updated 11/13/17 - dlr</i>									

DEBT SERVICE REPAYMENT SCHEDULE  
NON-SCHOOL COUNTY DEBT

		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
PROJECTED EXPENSES									
<b>2008 Recreation Rock Springs Park State Loan \$1,650,000</b>	Prin	82,500	82,500						
Dated 11/3/08 -- 5/1/28 1.0% Fixed Rate	Int	1,650	825						
<b>2010A Public Improvement Refunding G.O. Bonds \$2,686,534</b>	Prin	293,979							
Dated 2/9/10 -- 6/1/27 2.0% to 4.0% Fixed Rate	Int	11,318							
<b>2012 Airlie Business Park Installment Financing \$1,100,000</b>	Prin								
Dated 7/18/12--1/17/22 2.65% Fixed Rate	Int								
<b>2014 Various Capital Projects Financing \$6,115,000</b>	Prin	407,680	407,680	407,680					
Dated 6/27/14-6/26/29 3.02% Fixed Rate	Int	33,858	21,546	9,234					
<b>2016 Carolina Bank Financing \$8,858,000</b>	Prin	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000
Dated 7/16/16 - 7/15/36 2.33% Fixed Rate	Int	25,444	23,020	20,597	18,174	15,751	13,328	10,904	8,481
<b>2017 Raymond James Financing \$11,139,000</b>	Prin	577,000	576,000	441,000	441,000	441,000	441,000	441,000	441,000
Dated 9/19/17 - 10/1/32 2.35% Fixed Rate	Int	72,133	58,586	46,636	36,272	25,909	15,545	5,182	
<b>TOTAL PRINCIPAL PAYMENTS</b>		1,465,159	1,170,180	952,680	545,000	545,000	545,000	545,000	104,000
<b>TOTAL INTEREST PAYMENTS</b>		144,403	103,977	76,467	54,446	41,660	28,873	16,086	8,481
<b>TOTAL EXPENSES</b>		1,609,562	1,274,157	1,029,147	599,446	586,660	573,873	561,086	112,481
<b>2018 Communications Center \$3,964,000</b>	Prin	198,200	198,200	198,200	198,200	198,200	198,200	198,200	198,200
Dated 2/1/2018 - 1/31/2038 4% for 20 years	Int	97,118	89,190	81,262	73,334	65,406	57,478	49,550	41,622
<b>2019 West Lincoln Library \$4,198,000</b>	Prin	209,900	209,900	209,900	209,900	209,900	209,900	209,900	209,900
Dated 7/1/2018 - 7/1/2038 3.7% for 20 years	Int	95,137	87,371	79,605	71,838	64,072	56,306	48,539	40,773
<b>2019 Government Center \$12,500,000</b>	Prin	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000
Dated 7/1/2018 - 7/1/2038 3.7% for 20 years	Int	283,281	260,156	237,031	213,906	190,781	167,656	144,531	121,406
<b>2020 Court Services Building \$22,000,000</b>	Prin	880,000	880,000	880,000	880,000	880,000	880,000	880,000	880,000
Dated 7/1/2019 - 7/1/2044 4.5% for 25 years	Int	594,220	561,660	529,100	496,540	463,980	431,420	398,860	366,300
<b>2020 Jail Expansion \$9,000,000</b>	Prin	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Dated 7/1/2019 - 7/1/2039 3.7% for 20 years	Int	220,612	203,963	187,313	170,663	154,012	137,362	120,712	104,062
<b>TOTAL PRINCIPAL PAYMENTS</b>		3,828,259	3,533,280	3,315,780	2,908,100	2,908,100	2,908,100	2,908,100	2,467,100
<b>TOTAL INTEREST PAYMENTS</b>		1,434,771	1,306,317	1,190,778	1,080,727	979,911	879,095	778,278	682,644
<b>TOTAL EXPENSES</b>		\$ 5,263,030	\$ 4,839,597	\$ 4,506,558	\$ 3,988,827	\$ 3,888,011	\$ 3,787,195	\$ 3,686,378	\$ 3,149,744

## DEBT SERVICE REPAYMENT SCHEDULE NON-SCHOOL COUNTY DEBT

**DEBT SERVICE REPAYMENT SCHEDULE  
NON-SCHOOL COUNTY DEBT**

		FY 2043	FY 2044	FY 20405		<b>TOTALS</b>
PROJECTED EXPENSES						<b>FY 16-37</b>
<b>2008 Recreation Rock Springs Park State Loan \$1,650,000</b>	Prin					\$ 825,000
Dated 11/3/08 -- 5/1/28 1.0% Fixed Rate	Int					45,375
<b>2010A Public Improvement Refunding G.O. Bonds \$2,686,534</b>	Prin					1,886,054
Dated 2/9/10 -- 6/1/27 2.0% to 4.0% Fixed Rate	Int					409,958
<b>2012 Airlie Business Park Installment Financing \$1,100,000</b>	Prin					474,968
Dated 7/18/12--1/17/22 2.65% Fixed Rate	Int					28,755
<b>2014 Various Capital Projects Financing \$6,115,000</b>	Prin					4,484,480
Dated 6/27/14-6/26/29 3.02% Fixed Rate	Int					778,731
<b>2016 Carolina Bank Financing \$8,858,000</b>	Prin					1,984,000
Dated 7/16/16 - 7/15/36 2.33% Fixed Rate	Int					438,131
<b>2017 Raymond James Financing \$11,139,000</b>	Prin					11,139,000
Dated 9/19/17 - 10/1/32 2.35% Fixed Rate	Int					1,514,894
<b>TOTAL PRINCIPAL PAYMENTS</b>						20,793,502
<b>TOTAL INTEREST PAYMENTS</b>						3,215,844
<b>TOTAL EXPENSES</b>						24,009,346
<b>2018 Communications Center \$3,964,000</b>	Prin					3,964,000
Dated 2/1/2018 - 1/31/2038 4% for 20 years	Int					1,625,240
<b>2019 West Lincoln Library \$4,198,000</b>	Prin					4,198,000
Dated 7/1/2018 - 7/1/2038 3.7% for 20 years	Int					1,592,091
<b>2019 Government Center \$12,500,000</b>	Prin					12,500,000
Dated 7/1/2018 - 7/1/2038 3.7% for 20 years	Int					4,740,620
<b>2020 Court Services Building \$22,000,000</b>	Prin	880,000	880,000	440,000		22,000,000
Dated 7/1/2019 - 7/1/2044 4.5% for 25 years	Int	73,260	40,700	8,140		10,378,500
<b>2020 Jail Expansion \$9,000,000</b>	Prin					9,000,000
Dated 7/1/2019 - 7/1/2039 3.7% for 20 years	Int					3,413,250
<b>TOTAL PRINCIPAL PAYMENTS</b>		880,000	880,000	440,000		24,757,502
<b>TOTAL INTEREST PAYMENTS</b>		73,260	40,700	8,140		4,841,084
<b>TOTAL EXPENSES</b>		\$ 953,260	\$ 920,700	\$ 448,140	\$ -	\$29,598,586
<i>updated 11/13/17 - dlr</i>						

<b>Debt - General Fund</b>		<b>FY 2017 ACTUAL</b>	<b>FY 2018 BUDGET</b>	<b>FY 2019 RECOMMENDED</b>	<b>% CHANGE</b>
Debt - Principal	\$ 1,638,435.83	\$ 278,493	\$ 138,474		-50%
Debt - Interest	348,389.53	102,358	70,030		-32%
Inst Payment Principal	598,378.24	776,188	2,094,327		170%
Inst Payment Interest	179,663.51	335,191	602,276		80%
School Debt Principal	6,638,650.49	8,126,510	7,927,527		-2%
School Debt - Interest	2,334,873.53	3,020,316	1,897,002		-37%
School - Inst Purch Principal	-	-	104,315		100%
Debt Service Charges	2,950.00	3,000	3,000		0%
Bond Issuance Costs	164,788.00	315,429	200,000		-37%
<b>TOTAL SCHOOLS</b>	<b>\$ 11,906,129.13</b>	<b>\$ 12,957,485</b>	<b>\$ 13,036,951</b>		<b>1%</b>



## ENTERPRISE FUNDS



## WATER AND SEWER FUND

### Environmental Protection

This fund is used to account for the activities of the combined water and sewer system. On June 18, 2007, the assets of the ELWS District were transferred into this combined system. In addition, the operating and capital costs of the sewer system have been budgeted from this fund thereafter.

The combined water and sewer system has a number of components. The water system consists of a 3.99 million gallon per day (MGD) water treatment plant located at Lake Norman. The intake structure pumps raw water from the lake to begin the process. Currently, the plant has an average daily use in the winter of about 2.5 MGD, but about 3.3 MGD in the summer. So, the County has about 0.69 MGD of excess capacity not used in the summer peak period. The County is currently in the bidding phase of expanding the plant to 8.00 MGD.

The water system has two 1.0 MGD clearwells at the water treatment plant for storage of processed water. This water is then pumped into the distribution system. The distribution system consists of various size pipes and five elevated storage tanks. Given Lincoln County's topography, the system actually runs on three different water pressure zones: elevation 1,010 ft. in the East; 1,133 ft. in the Pumpkin Center area; and 1,233 ft. in the West. That means that the elevated water tanks are set to run at one of those three elevations. Additional pumping is required to get the water from one of the three systems to the next higher elevation.

The five elevated storage tanks and their capacities are:

Denver	500,000 Gallons
Pumpkin Center	500,000 Gallons
Optimist Club Road	500,000 Gallons
Car Farm Road	750,000 Gallons
Northbrook	250,000 Gallons

With 3.0 million gallons of elevated storage, and 2.0 million gallons in the two clearwells, the system has a maximum of 5.0 million gallons of treated water available if all the tanks and clearwells are full. This is important to maintain water quality, reserve capacity and provide fire protection capabilities.

The water system also has an interconnection with the City of Lincolnton's water system off Bethel Church Road. This interconnection allows us to obtain backup water supplies from the City as necessary. The County has a Water purchase agreement with the City of Lincolnton with approximately 0.25 MGD minimum purchase with up to 2.25 MGD allocation.

The sewer system currently consists of the collection system, with various size gravity lines flowing into 41 lift (pump) stations. It is estimated that 3 to 5 new pump stations will be added to the system in FY 2018 with an equal number added in FY 2019. The County built the Killian Creek WWTP on Killian Creek, which has a stream capacity of up to 8.0 MGD.



## WATER AND SEWER FUND

### Environmental Protection

The current plant capacity is 3.36 MGD. The plant could be expanded in the future to the full 8.0 MGD that the stream can accommodate. The engineering design for expanding the plant began in March 2017 with the proposed expansion to 6.6 MGD. Design is estimated to be completed by September 2018.

There are many opportunities for additional development in Lincoln County. Enhanced planning is needed to plan for anticipated and existing development. We have expended funds to review the system condition, capacity and future growth. A model of the water distribution system was completed in early 2017 and the model of the sewer system is anticipated to be completed in June 2018.

This fund accounts for the operating costs, including the debt service for the water and sewer system. A transfer is made from this Water and Sewer Fund to the W&S Capital Projects Fund to help finance any capital outlay for the water and sewer system.

The Utility customer base and usage has grown consistently. In planning for maintaining quality and quantity operational needs in the system, the Utility is proceeding with improvement projects to double WWTP and WTP capacities as well as line improvements. The budget includes a new Administrative Assistant position for the Administrative Division. Administrative Assistant position is included to assist with required North Carolina Department of Environmental Quality (NCDEQ) reports and technical administrative work. The budget also includes a Water Treatment Plant Operator (Trainee) position to assist with additional NCDEQ sampling requirements to maintain compliance with the Water Treatment Plant Permit. Additionally, the current Cross-Connection Control Technician position is being reclassified to include duties of an inspector to assist with addition of new subdivisions in the county. Staff will investigate apprentice and training programs to improve recruitment and retention of employees. Safe operations for our employees and citizens will remain a focus of the County.

There will also be a focus on providing new services in Lincoln County with public outreach for the areas of need and interest. This will include working with neighboring utilities and a staff seeking grants as available.

A new water and sewer rate study began in FY 2018 to update and maintain funding and economical services to our customers. Changes are included based on recommendations by Raftelis Financial Consultants. These rates are to become effective July 1, 2018.

#### Notes:

Eliminate Deferred Capacity Fees by Attrition.

Changes in rates per the completion of the study completed by Raftelis are reflected in County's list of fees.

## SCHEDULE OF FEES AND CHARGES FOR WATER AND SEWER SERVICES

**TABLE 1 - WATER TAP FEES AND METER FEES**

<b><u>Meter Size:</u></b>	<b><u>Tap Fee:</u></b>	<b><u>Meter Fee:</u></b>
3/4-inch	\$ 960.00	\$ 265.00
1-inch	\$ 1,190.00	\$ 355.00
2-inch	\$ 2,840.00	\$ 1,550.00
3/4 - inch Irrigation tap on Service Line	\$ 480.00	\$ 265.00
3/4 - inch Irrigation tap on Water Main	\$ 960.00	\$ 265.00
1 -inch Irrigation tap on Water Main	\$ 1,190.00	\$ 355.00

**TABLE 2 - CAPACITY DEVELOPMENT FEES FOR ALL WATER CONNECTIONS**

<b><u>WATER METER SIZE</u></b>	<b><u>AVAILABILITY FEE</u></b>
3/4-inch	\$ 3,102.00
1-inch	\$ 5,170.00
2-inch	\$ 16,544.00
3-inch	\$ 33,088.00
4-inch	\$ 51,699.00
6-inch	\$ 103,399.00
8-inch	\$ 165,438.00
10-inch	\$ 434,275.00
12-inch	\$ 548,014.00

<b><u>Class of Service:</u></b>	<b><u>Capacity Development Fee:</u></b>
Single Family Residential	\$ 3,102.00
Interruptible Agricultural	\$ 3,102.00
Commercial/Industrial	Meter Size Table 2

<b><u>Class of Service:</u></b>	<b><u>Capacity Development Fee:</u></b>
Single Family Residential Irrigation	\$ 3,102.00
All Other Irrigation	Meter Size Table 2

### **NOTES:**

1. **Capacity Development Fees must be fully paid before the issuance of the Building Permit for the property being served by the Planning and Inspections Department.**
2. Any applicants under the Deferred Payment Plan will be subject to the Policy at the time of Application.
3. For multi-family dwellings, a Capacity Development Fee shall be paid for each unit regardless of the number of water taps or meters installed.
4. Applicants with multiple dwelling units, multiple unit businesses, or multiple buildings on an individual tract of land may apply for one Water Tap to serve all units. However, applicant shall pay Capacity Development Fees shown in Table 2, in addition to any applicable Tap Fees included in Table 1. All lines connecting more than one building to a single Water Tap will require a permit issued by the North Carolina Department of Environment and Natural Resources.

**TABLE 3- MONTHLY VOLUMETRIC CHARGES FOR WATER**

<i>Residential In-County Rates</i>		
Minimum billing (0-2,500 gallons)	\$	21.20
Each additional 1,000 gallons up to 11,000 gallons	\$	5.00
Each additional 1,000 gallons over 11,000 gallons without drought restrictions	\$	6.06
Each additional 1,000 gallons over 11,000 gallons under voluntary restrictions	\$	7.58
Each additional 1,000 gallons over 11,000 gallons under mandatory restrictions	\$	12.13
Bulk Water Rate per 1,000 gallons	\$	8.48
<i>Commercial In-County Rates</i>		
Minimum billing (0-2,500 gallons)	\$	21.20
Each Additional 1,000 Gallons	\$	6.06
Interruptible Agricultural Rate per 1,000 gallons	\$	4.24
Bulk Water Rate per 1,000 gallons	\$	8.48
<i>Industrial In-County Rates</i>		
Minimum billing (0-2,500 gallons)	\$	21.20
Each additional 1,000 gallons	\$	5.00
<i>Residential Out-of-County Rates</i>		
Minimum billing (0-2,500 gallons)	\$	42.40
Each additional 1,000 gallons up to 11,000 gallons	\$	5.00
Each additional 1,000 gallons over 11,000 gallons without drought restrictions	\$	6.06
Each additional 1,000 gallons over 11,000 gallons under voluntary restrictions	\$	7.58
Each additional 1,000 gallons over 11,000 gallons under mandatory restrictions	\$	12.13
Bulk Water Rate per 1,000 gallons	\$	8.48
<i>Commercial Out-of-County Rates</i>		
Minimum billing (0-2,500 gallons)	\$	42.40
Each additional 1,000 gallons	\$	6.06
Bulk Water Rate per 1,000 gallons	\$	8.48
<i>Industrial Out-of-County Rates</i>		
Minimum billing (0-2,500 gallons)	\$	42.40
Each additional 1,000 gallons	\$	5.00

**TABLE 4- SEWER TAP FEES**

1-1/2-inch Low Pressure Sewer Tap	\$	3,000.00
2-inch Low Pressure Sewer Tap	\$	3,000.00
4-inch Gravity Sewer Tap	\$	3,000.00
6-inch Gravity Sewer Tap	\$	3,000.00

**TABLE 5 - CAPACITY DEVELOPMENT FEES FOR ALL SEWER CONNECTIONS**

<u>WATER METER SIZE</u>	<u>AVAILABILITY FEE</u>
3/4-inch	\$ 1,621.00
1-inch	\$ 2,702.00
2-inch	\$ 8,647.00
3-inch	\$ 17,295.00
4-inch	\$ 27,023.00
6-inch	\$ 54,047.00
8-inch	\$ 86,647.00
10-inch	\$ 226,996.00
12-inch	\$ 286,447.00

**NOTES:**

1. **Capacity Development Fees must be fully paid before the issuance of the Building Permit for the property being served by the Planning and Inspections Department.**
2. Any applicants under the Deferred Payment Plan will be subject to the Policy at the time of Application.
3. For multi-family dwellings, a Capacity Development Fee shall be paid for each unit regardless of the number of sewer taps or meters installed.
4. Applicants with multiple dwelling units, multiple unit businesses, or multiple buildings on an individual tract of land may apply for one Sewer Tap to serve all units. However, applicant shall pay Capacity Development Fees shown in Table 5, in addition to any applicable Tap Fees included in Table 4. All lines connecting more than one building to a single Sewer Tap will require a permit issued by the North Carolina Department of Environment and Natural Resources.

**TABLE 6- MONTHLY VOLUMETRIC CHARGES FOR SEWER**

<i>Residential In-County Rates</i>		
Minimum billing (0-2,500 gallons)	\$	25.30
Each additional 1,000 gallons	\$	5.97
<i>Commercial In-County Rates</i>		
Minimum billing (0-2,500 gallons)	\$	25.30
Each additional 1,000 gallons	\$	6.81
<i>Industrial In-County Rates</i>		
Minimum billing (0-2,500 gallons)	\$	25.30
Each additional 1,000 gallons	\$	6.81

**TABLE 7- MISCELLANEOUS FEES AND CHARGES**

Renter Deposit	\$	75.00
Same Day Service Connection	\$	50.00
Default Fee	\$	50.00
Reconnect Fee	\$	25.00
After Hours Fee (lock list only)	\$	150.00
Return Check Fee	\$	25.00
Late Payment Penalty (\$5.00 or 5% whichever higher)	\$	5.00/5%
Broken Lock Fee	\$	25.00
Broken Meter Box Ears Fee	\$	25.00
Tampering Fine		
First Offense	\$	100.00
Second Offense	\$	250.00
Third and Subsequent Offenses	\$	500.00
Meter Replacement Fee if no malfunction	\$	265.00
Meter Test Fee if no error found	\$	75.00
Account Inactive Fee	\$	25.00
Civil Penalty (for irrigation violations during mandatory drought restrictions)		
First Offense	\$	50.00
Second Offense	\$	250.00
Third and Subsequent Offenses	\$	500.00

WATER AND SEWER FUND		FY 2017 ACTUAL	FY 2018 BUDGET	FY 2019 RECOMMENDED	% CHANGE
ACCOUNT	DESCRIPTION				
<b>REVENUES</b>					
61-0000-00-00-36500-	Water Sales	(6,776,525.71)	(5,850,000)	(6,773,400)	16%
61-0000-00-00-36505-	Bulk Water Sales	(29,351.36)	(20,000)	(20,000)	0%
61-0000-00-00-36510-	Water Tap Fees	(408,555.00)	(200,000)	(200,000)	0%
61-0000-00-00-36520-	Water Capacity Fees	(1,877,731.87)	(1,300,056)	(1,861,200)	43%
61-0000-00-00-36530-	Penalties	(237,818.43)	(130,000)	(195,000)	50%
61-0000-00-00-36540-	Fire Protection Revenues	(15,000.00)	(15,000)	(15,000)	0%
61-0000-00-00-36600-	Sewer Sales	(2,518,947.03)	(1,758,283)	(2,242,500)	28%
61-0000-00-00-36610-	Sewer Tap Fees	(34,200.00)	(27,500)	(30,200)	10%
61-0000-00-00-36620-	Sewer Capacity Fees	(1,572,678.16)	(1,342,865)	(476,574)	-65%
61-0000-00-00-37000-	Interest Revenue	(26,184.87)	(15,000)	(75,000)	400%
61-0000-00-00-38110-	Insurance Settlements	(5,291.60)	-	-	0%
61-0000-00-00-38190-	Miscellaneous Revenues	(5,015.91)	-	-	0%
61-0000-00-00-39164-	Transfer from W/S Capital	(1,247,770.00)	-	-	0%
61-0000-00-00-39500-	Proceeds of Financing	140.00	-	-	0%
61-0000-00-00-39999-	Fund Balance Appropriated	-	(1,978,000)	-	-100%
<b>TOTAL REVENUES</b>		<b>(14,754,929.94)</b>	<b>(12,636,704)</b>	<b>(11,888,874)</b>	<b>-6%</b>
<b>DISTRIBUTION PERSONNEL</b>					
61-7120-54-00-51101-	FT Regular Salaries	553,822.64	656,680	643,152	-2%
61-7120-54-00-51104-	Overtime	291.03	115,735	125,356	8%
61-7120-54-00-51201-	Social Security	39,985.25	50,388	39,250	-22%
61-7120-54-00-51202-	Retirement Expense	39,968.28	50,034	40,644	-19%
61-7120-54-00-51203-	Hospitalization	101,168.11	140,472	113,445	-19%
61-7120-54-00-51204-	Unemployment	-	-	-	0%
61-7120-54-00-51205-	Workers Compensation	14,323.23	11,724	15,039	28%
<b>TOTAL DISTRIBUTION PERSONNEL</b>		<b>749,558.54</b>	<b>1,025,033</b>	<b>976,886</b>	<b>-5%</b>
<b>DISTRIBUTION OPERATIONS</b>					
61-7120-54-00-52101-	Seminar Registration	940.00	6,000	5,000	-17%
61-7120-54-00-52102-	Training, Meals & Lodging	973.78	3,000	2,500	-17%
61-7120-54-00-52103-	Mileage	142.38	500	500	0%
61-7120-54-00-52201-	Telephone	21,887.30	19,102	27,000	41%
61-7120-54-00-52202-	Postage	54,039.71	56,307	59,000	5%
61-7120-54-00-52203-	Electricity & Water	86,201.74	73,157	85,000	16%
61-7120-54-00-52204-	Natural Gas	1,990.12	978	2,600	166%
61-7120-54-00-52208-	Bulk Water Purchase	240,543.89	260,000	300,000	15%
61-7120-54-00-52501-	M & R Buildings	232.93	1,000	1,000	0%
61-7120-54-00-52502-	M & R Vehicles	18,136.83	17,270	17,270	0%
61-7120-54-00-52503-	M & R Equipment	17,373.77	7,000	50,000	614%
61-7120-54-00-52504-	Service & Maint Contracts	49,623.23	150,000	150,000	0%
61-7120-54-00-52505-	Advertising	379.93	1,000	1,000	0%
61-7120-54-00-52506-	Credit Card Fees	38,229.96	19,430	40,000	106%
61-7120-54-00-53101-	Minor Tools & Equipment	9,035.59	14,000	14,000	0%
61-7120-54-00-53102-	Uniforms/Protective Clothing	7,281.07	5,720	6,500	14%
61-7120-54-00-53201-	Fuel	77,639.31	65,000	70,000	8%
61-7120-54-00-53301-	Office Supplies	5,770.12	5,922	6,500	10%
61-7120-54-00-53309-	Other Supplies	525,574.25	397,000	456,500	15%
61-7120-54-00-54102-	Contracted Services	220,886.16	290,000	290,000	0%
61-7120-54-00-54104-	Legal Charges	22,631.16	10,000	20,000	100%
61-7120-54-00-54111-	Permits	2,925.00	20,000	20,000	0%

61-7120-54-00-54120-	Indirect Costs	378,802.00	378,802	378,802	0%
61-7120-54-00-55101-	I & B Vehicles	8,740.00	8,740	10,825	24%
61-7120-54-00-55102-	I & B Professional Liability	2,584.32	2,584	1,494	-42%
61-7120-54-00-55103-	I & B Property	12,005.80	12,006	14,236	19%
61-7120-54-00-56101-	Dues & Subscriptions	10,518.99	12,000	-	-100%
61-7120-54-00-56190-	Cash Over/Short	(1.07)	-	-	0%
61-7120-54-00-56199-	Miscellaneous	99.00	-	-	0%
61-7120-54-00-56500-	Retiree Benefits	14,975.78	45,000	20,000	-56%
TOTAL DISTRIBUTION OPERATIONS		1,830,163.05	1,881,518	2,049,727	9%
<b>DISTRIBUTION CAPITAL</b>					
61-7120-54-00-57401-	Equipment	10,563.00	274,000	-	-100%
61-7120-54-00-57501-	Vehicles	85,273.89	150,000	95,000	-37%
61-7120-54-00-57801-	Water Lines	350,000.00	-	-	0%
61-7120-54-00-57901-	Non-Asset Inventory	-	-	-	0%
TOTAL DISTRIBUTION CAPITAL		445,836.89	424,000	95,000	-78%
<b>WTP PERSONNEL</b>					
61-7125-54-00-51101-	FT Regular Salaries	403,100.70	393,076	492,844	25%
61-7125-54-00-51104-	Overtime	21,564.36	25,027	25,027	0%
61-7125-54-00-51201-	Social Security	30,124.31	28,585	33,572	17%
61-7125-54-00-51202-	Retirement Expense	29,410.37	28,868	35,306	22%
61-7125-54-00-51203-	Hospitalization	89,557.92	87,618	93,003	6%
61-7125-54-00-51205-	Workers Compensation	7,995.43	8,276	8,690	5%
TOTAL WTP PERSONNEL		581,753.09	571,450	688,442	20%
<b>WTP OPERATIONS</b>					
61-7125-54-00-52101-	Seminar Registration	-	1,560	1,200	-23%
61-7125-54-00-52102-	Training, Meals & Lodging	85.00	1,000	800	-20%
61-7125-54-00-52103-	Mileage	-	500	300	-40%
61-7125-54-00-52201-	Telephone	15,761.84	9,500	21,000	121%
61-7125-54-00-52202-	Postage	699.05	1,000	850	-15%
61-7125-54-00-52203-	Electricity & Water	171,492.59	182,700	182,700	0%
61-7125-54-00-52501-	M & R Buildings	18,534.82	42,000	42,000	0%
61-7125-54-00-52502-	M & R Vehicles	458.77	1,500	1,500	0%
61-7125-54-00-52503-	M & R Equipment	97,567.88	121,046	121,046	0%
61-7125-54-00-52504-	Service & Maint Contracts	24,546.39	32,000	31,000	-3%
61-7125-54-00-52505-	Advertising	80.00	156	156	0%
61-7125-54-00-53101-	Minor Tools & Equipment	3,400.25	4,700	4,200	-11%
61-7125-54-00-53102-	Uniforms/Protective Clothing	1,472.83	2,750	2,750	0%
61-7125-54-00-53201-	Fuel	1,546.97	4,900	2,900	-41%
61-7125-54-00-53301-	Office Supplies	3,204.04	2,500	2,500	0%
61-7125-54-00-53309-	Other Supplies	30,234.52	33,000	33,000	0%
61-7125-54-00-53360-	Chemicals	96,567.52	115,731	115,731	0%
61-7125-54-00-54102-	Contracted Services	14,508.81	13,650	13,650	0%
61-7125-54-00-54111-	Permits	1,210.00	3,900	3,900	0%
61-7125-54-00-54112-	Laboratory Services	11,759.71	13,000	23,000	77%
61-7125-54-00-55101-	I & B Vehicles	1,443.00	1,443	1,591	10%
61-7125-54-00-55102-	I & B Professional Liability	1,453.68	1,454	997	-31%
61-7125-54-00-55103-	I & B Property	136.47	136	35	-74%
61-7125-54-00-56101-	Dues & Subscriptions	944.00	3,500	3,500	0%
TOTAL WTP OPERATIONS		497,108.14	593,626	610,306	3%
<b>COLLECTION PERSONNEL</b>					
61-7130-54-00-51101-	FT Regular Salaries	418,162.50	299,172	360,699	21%
61-7130-54-00-51201-	Social Security	29,891.07	23,757	28,410	20%

61-7130-54-00-51202-	Retirement Expense	165,821.29	24,973	29,546	18%
61-7130-54-00-51203-	Hospitalization	78,026.80	76,511	77,655	1%
61-7130-54-00-51205-	Workers Compensation	10,492.37	10,512	11,038	5%
	TOTAL COLLECTION PERSONNEL	702,394.03	434,925	507,348	17%
<b>COLLECTION OPERATIONS</b>					
61-7130-54-00-52101-	Seminar Registration	1,305.00	1,500	1,500	0%
61-7130-54-00-52102-	Training, Meals & Lodging	1,617.83	1,500	1,500	0%
61-7130-54-00-52201-	Telephone	34,035.92	32,502	42,500	31%
61-7130-54-00-52202-	Postage	23.75	400	400	0%
61-7130-54-00-52203-	Electricity & Water	163,355.33	175,000	195,000	11%
61-7130-54-00-52204-	Natural Gas	1,681.37	4,800	4,800	0%
61-7130-54-00-52501-	M & R Buildings	-	1,000	1,000	0%
61-7130-54-00-52502-	M & R Vehicles	15,359.70	12,000	18,000	50%
61-7130-54-00-52503-	M & R Equipment	178,602.85	460,000	250,000	-46%
61-7130-54-00-52504-	Service & Maint Contracts	241,776.77	127,670	160,000	25%
61-7130-54-00-52505-	Advertising	307.59	500	500	0%
61-7130-54-00-53101-	Minor Tools & Equipment	2,560.81	3,000	3,000	0%
61-7130-54-00-53102-	Uniforms/Protective Clothing	3,797.15	3,200	3,200	0%
61-7130-54-00-53201-	Fuel	11,810.01	20,000	38,000	90%
61-7130-54-00-53301-	Office Supplies	-	1,000	1,000	0%
61-7130-54-00-53309-	Other Supplies	88,757.30	110,400	150,000	36%
61-7130-54-00-53360-	Chemicals	92,280.00	95,000	110,000	16%
61-7130-54-00-54102-	Contracted Services	158,213.61	175,000	200,000	14%
61-7130-54-00-54111-	Permits	810.00	4,000	4,000	0%
61-7130-54-00-55101-	I & B Vehicles	1,810.00	1,810	1,716	-5%
61-7130-54-00-55103-	I & B Property	2,384.39	2,384	2,018	-15%
61-7130-54-00-56101-	Dues & Subscriptions	660.91	3,000	3,000	0%
61-7130-54-00-56199-	Miscellaneous	103.51	-	-	0%
	TOTAL COLLECTION OPERATIONS	1,001,253.80	1,235,666	1,191,134	-4%
<b>COLLECTIONS CAPITAL</b>					
61-7130-54-00-57401-	Equipment	151,013.00	-	17,000	0%
61-7130-54-00-57501-	Vehicles	-	-	60,000	0%
61-7130-54-00-57601-	Computer Equipment	36,267.00	-	-	0%
	TOTAL COLLECTIONS CAPITAL	187,280.00	-	77,000	0%
<b>WWTP PERSONNEL</b>					
61-7135-54-00-51101-	FT Regular Salaries	226,636.39	237,979	249,021	5%
61-7135-54-00-51104-	Overtime	12,533.42	11,608	14,378	24%
61-7135-54-00-51201-	Social Security	16,765.20	16,945	17,796	5%
61-7135-54-00-51202-	Retirement Expense	17,304.64	17,469	18,979	9%
61-7135-54-00-51203-	Hospitalization	49,370.08	50,088	57,616	15%
61-7135-54-00-51205-	Workers Compensation	4,603.33	4,958	5,206	5%
	TOTAL WWTP PERSONNEL	327,213.06	339,047	362,996	7%
<b>WWTP OPERATIONS</b>					
61-7135-54-00-52101-	Seminar Registration	775.00	1,200	1,800	50%
61-7135-54-00-52102-	Training, Meals & Lodging	62.00	2,300	18,500	704%
61-7135-54-00-52201-	Telephone	18,818.10	16,500	19,800	20%
61-7135-54-00-52202-	Postage	-	200	200	0%
61-7135-54-00-52203-	Electricity & Water	140,786.20	175,000	175,000	0%
61-7135-54-00-52501-	M & R Buildings	1,901.43	3,500	3,500	0%
61-7135-54-00-52502-	M & R Vehicles	516.65	2,200	1,800	-18%
61-7135-54-00-52503-	M & R Equipment	33,865.61	64,350	60,350	-6%
61-7135-54-00-52504-	Service & Maint Contracts	58,187.07	45,425	45,425	0%

61-7135-54-00-52505-	Advertising	-	200	200	0%
61-7135-54-00-53101-	Minor Tools & Equipment	2,939.35	4,500	4,000	-11%
61-7135-54-00-53102-	Uniforms/Protective Clothing	3,729.20	4,500	4,200	-7%
61-7135-54-00-53201-	Fuel	1,973.93	8,000	5,000	-38%
61-7135-54-00-53301-	Office Supplies	826.98	500	1,200	140%
61-7135-54-00-53309-	Other Supplies	30,166.88	31,000	30,000	-3%
61-7135-54-00-53360-	Chemicals	83,353.82	200,440	178,440	-11%
61-7135-54-00-54102-	Contracted Services	35,229.67	73,000	108,000	48%
61-7135-54-00-54111-	Permits	5,700.00	6,000	6,000	0%
61-7135-54-00-54112-	Laboratory Services	-	-	22,000	0%
61-7135-54-00-55101-	I & B Vehicles	1,426.00	1,426	1,951	37%
61-7135-54-00-55102-	I & B Professional Liability	2,422.80	2,423	1,662	-31%
61-7135-54-00-55103-	I & B Property	9,662.98	9,663	11,067	15%
61-7135-54-00-56101-	Dues & Subscriptions	300.00	1,000	1,000	0%
TOTAL WWTP OPERATIONS		432,643.67	653,327	701,095	7%
<b>WWTP CAPITAL</b>					
61-7135-54-00-57401-	Equipment	-	-	20,000	0%
61-7135-54-00-57501-	Vehicles	51,464.32	-	-	0%
61-7135-54-00-57901-	Non-Asset Inventory	-	-	4,100	0%
TOTAL WWTP CAPITAL		51,464.32	-	24,100	0%
<b>OTHER FINANCING USES</b>					
61-9100-59-00-58100-	Debt - Principal	148,136.59	876,585	1,063,409	21%
61-9100-59-00-58101-	Debt - Interest	275,524.32	306,371	309,330	1%
61-9100-59-00-58110-	Inst Payment Principal	1,195,540.95	564,819	423,703	-25%
61-9100-59-00-58111-	Inst Payment Interest	195,592.63	187,337	105,904	-43%
61-9840-59-00-59162-	Transfer to ELWS	867,014.00	-	-	0%
61-9840-59-00-59164-	Transfer to Water CIP	1,735,867.00	3,543,000	2,702,494	-24%
TOTAL OTHER FINANCING USES		4,417,675.49	5,478,112	4,604,840	-16%
<b>TOTAL WATER/SEWER EXPENSES</b>		<b>11,224,344.08</b>	<b>12,636,704</b>	<b>11,888,874</b>	<b>-6%</b>

**DEBT SERVICE REPAYMENT SCHEDULE  
WATER AND SEWER FUND**

		FY 2019	FY 2020	FY 2021	FY 2022
PROJECTED EXPENSES					
<b>2004 Federal Revolving Loan \$387,438</b>	Prin	\$ 22,791	\$ 22,791	\$ 22,791	\$ 22,784
Dated 5/1/06 -- 5/1/22 2.66% Fixed Rate	Int	2,425	1,819	1,213	607
<b>2002 Federal Revolving Loan \$520,430</b>	Prin	30,614	30,614	30,614	30,614
Dated 5/1/06 -- 5/1/22 2.66% Fixed Rate	Int	3,258	2,443	1,629	815
<b>2007 Federal Revolving Loan \$2,295,067</b>	Prin	135,004	135,004	135,004	135,004
Dated 11/1/07 -- 5/1/24 2.66% Fixed Rate	Int	21,547	17,956	14,365	10,774
<b>2009 Sewer Revolving Loan \$17,500,000</b>	Prin	875,000	875,000	875,000	875,000
Dated 7/31/10 -- 5/1/30 2.48% Fixed Rate	Int	282,100	260,400	238,700	217,000
<b>2012 Installment Financing \$2,706,000</b>	Prin	280,703	288,191	295,879	303,772
Dated 7/18/12 - 1/17/22 2.65% Fixed Rate	Int	29,119	21,631	13,943	6,051
<b>2016 Carolina Bank Financing \$3,468,000</b>	Prin	143,000	146,000	149,000	153,000
Dated 7/16/16 - 7/15/36 2.33% Fixed Rate	Int	76,785	73,418	69,982	66,463
<b>TOTAL PRINCIPAL PAYMENTS</b>		1,487,112	1,497,600	1,508,288	1,520,174
<b>TOTAL INTEREST PAYMENTS</b>		415,234	377,667	339,832	301,710
<b>TOTAL EXPENSES</b>		1,902,346	1,875,267	1,848,120	1,821,884
<b>2018 Revenue Bond Issuance \$60,000,000</b>	Prin	3,000,000	3,000,000	3,000,000	3,000,000
Dated 6/30/18 - 6/30/38 4% Fixed Rate	Int	2,370,000	2,250,000	2,130,000	2,010,000
<b>PROJECTED TOTAL PRINCIPAL PAYMENTS</b>		4,487,112	4,497,600	4,508,288	4,520,174
<b>PROJECTED TOTAL INTEREST PAYMENTS</b>		2,785,234	2,627,667	2,469,832	2,311,710
<b>PROJECTED TOTAL EXPENSES</b>		\$ 7,272,346	\$ 7,125,267	\$ 6,978,120	\$ 6,831,884
<i>updated 11/20/17 - dlr</i>					

**DEBT SERVICE REPAYMENT SCHEDULE  
WATER AND SEWER FUND**

		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>PROJECTED EXPENSES</b>								
<b>2004 Federal Revolving Loan \$387,438</b>	Prin							
Dated 5/1/06 -- 5/1/22 2.66% Fixed Rate	Int							
<b>2002 Federal Revolving Loan \$520,430</b>	Prin							
Dated 5/1/06 -- 5/1/22 2.66% Fixed Rate	Int							
<b>2007 Federal Revolving Loan \$2,295,067</b>	Prin	135,004	135,003					
Dated 11/1/07 -- 5/1/24 2.66% Fixed Rate	Int	7,183	3,592					
<b>2009 Sewer Revolving Loan \$17,500,000</b>	Prin	875,000	875,000	875,000	875,000	875,000	875,000	875,000
Dated 7/31/10 -- 5/1/30 2.48% Fixed Rate	Int	195,300	173,600	151,900	130,200	108,500	86,800	65,100
<b>2012 Installment Financing \$2,706,000</b>	Prin							
Dated 7/18/12 - 1/17/22 2.65% Fixed Rate	Int							
<b>2016 Carolina Bank Financing \$3,468,000</b>	Prin	156,000	160,000	164,000	168,000	172,000	176,000	180,000
Dated 7/16/16 - 7/15/36 2.33% Fixed Rate	Int	62,863	59,182	55,407	51,540	47,579	43,524	39,377
<b>TOTAL PRINCIPAL PAYMENTS</b>		1,166,004	1,170,003	1,039,000	1,043,000	1,047,000	1,051,000	1,055,000
<b>TOTAL INTEREST PAYMENTS</b>		265,346	236,374	207,307	181,740	156,079	130,324	104,477
<b>TOTAL EXPENSES</b>		1,431,350	1,406,377	1,246,307	1,224,740	1,203,079	1,181,324	1,159,477
<b>2018 Revenue Bond Issuance \$60,000,000</b>	Prin	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Dated 6/30/18 - 6/30/38 4% Fixed Rate	Int	1,890,000	1,770,000	1,650,000	1,530,000	1,410,000	1,290,000	1,170,000
<b>PROJECTED TOTAL PRINCIPAL PAYMENTS</b>		4,166,004	4,170,003	4,039,000	4,043,000	4,047,000	4,051,000	4,055,000
<b>PROJECTED TOTAL INTEREST PAYMENTS</b>		2,155,346	2,006,374	1,857,307	1,711,740	1,566,079	1,420,324	1,274,477
<b>PROJECTED TOTAL EXPENSES</b>		\$ 6,321,350	\$ 6,176,377	\$ 5,896,307	\$ 5,754,740	\$ 5,613,079	\$ 5,471,324	\$ 5,329,477
<i>updated 11/20/17 - dlr</i>								

**DEBT SERVICE REPAYMENT SCHEDULE  
WATER AND SEWER FUND**

		FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
<b>PROJECTED EXPENSES</b>								
<b>2004 Federal Revolving Loan \$387,438</b>	Prin							
Dated 5/1/06 -- 5/1/22 2.66% Fixed Rate	Int							
<b>2002 Federal Revolving Loan \$520,430</b>	Prin							
Dated 5/1/06 -- 5/1/22 2.66% Fixed Rate	Int							
<b>2007 Federal Revolving Loan \$2,295,067</b>	Prin							
Dated 11/1/07 -- 5/1/24 2.66% Fixed Rate	Int							
<b>2009 Sewer Revolving Loan \$17,500,000</b>	Prin	875,000	875,000					
Dated 7/31/10 -- 5/1/30 2.48% Fixed Rate	Int	43,400	21,700					
<b>2012 Installment Financing \$2,706,000</b>	Prin							
Dated 7/18/12 - 1/17/22 2.65% Fixed Rate	Int							
<b>2016 Carolina Bank Financing \$3,468,000</b>	Prin	184,000	188,000	193,000	197,000	202,000	207,000	212,000
Dated 7/16/16 - 7/15/36 2.33% Fixed Rate	Int	35,136	30,803	26,364	21,820	17,172	12,407	7,526
<b>TOTAL PRINCIPAL PAYMENTS</b>		1,059,000	1,063,000	193,000	197,000	202,000	207,000	212,000
<b>TOTAL INTEREST PAYMENTS</b>		78,536	52,503	26,364	21,820	17,172	12,407	7,526
<b>TOTAL EXPENSES</b>		1,137,536	1,115,503	219,364	218,820	219,172	219,407	219,526
<b>2018 Revenue Bond Issuance \$60,000,000</b>	Prin	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Dated 6/30/18 - 6/30/38 4% Fixed Rate	Int	1,050,000	930,000	810,000	690,000	570,000	450,000	330,000
<b>PROJECTED TOTAL PRINCIPAL PAYMENTS</b>		4,059,000	4,063,000	3,193,000	3,197,000	3,202,000	3,207,000	3,212,000
<b>PROJECTED TOTAL INTEREST PAYMENTS</b>		1,128,536	982,503	836,364	711,820	587,172	462,407	337,526
<b>PROJECTED TOTAL EXPENSES</b>		\$ 5,187,536	\$ 5,045,503	\$ 4,029,364	\$ 3,908,820	\$ 3,789,172	\$ 3,669,407	\$ 3,549,526
<i>updated 11/20/17 - dlr</i>								

**DEBT SERVICE REPAYMENT SCHEDULE  
WATER AND SEWER FUND**

		FY 2037	FY 2038	FY 2039	FY 2040	<b>TOTALS</b>	
<b>PROJECTED EXPENSES</b>						<b>FY 19-37</b>	
<b>2004 Federal Revolving Loan \$387,438</b>	Prin					<b>\$ 91,157</b>	
Dated 5/1/06 -- 5/1/22 2.66% Fixed Rate	Int					<b>6,064</b>	
<b>2002 Federal Revolving Loan \$520,430</b>	Prin					<b>122,456</b>	
Dated 5/1/06 -- 5/1/22 2.66% Fixed Rate	Int					<b>8,145</b>	
<b>2007 Federal Revolving Loan \$2,295,067</b>	Prin					<b>810,023</b>	
Dated 11/1/07 -- 5/1/24 2.66% Fixed Rate	Int					<b>75,417</b>	
<b>2009 Sewer Revolving Loan \$17,500,000</b>	Prin					<b>11,375,000</b>	
Dated 7/31/10 -- 5/1/30 2.48% Fixed Rate	Int					<b>1,974,700</b>	
<b>2012 Installment Financing \$2,706,000</b>	Prin					<b>1,168,545</b>	
Dated 7/18/12 - 1/17/22 2.65% Fixed Rate	Int					<b>70,744</b>	
<b>2016 Carolina Bank Financing \$3,468,000</b>	Prin	217,000				<b>3,367,000</b>	
Dated 7/16/16 - 7/15/36 2.33% Fixed Rate	Int	2,528				<b>799,876</b>	
<b>TOTAL PRINCIPAL PAYMENTS</b>		217,000	-			<b>16,934,181</b>	
<b>TOTAL INTEREST PAYMENTS</b>		2,528	-			<b>2,934,946</b>	
<b>TOTAL EXPENSES</b>		219,528	-			<b>19,869,127</b>	
<b>2018 Revenue Bond Issuance \$60,000,000</b>	Prin	3,000,000	3,000,000			<b>60,000,000</b>	
Dated 6/30/18 - 6/30/38 4% Fixed Rate	Int	210,000	90,000			<b>24,600,000</b>	
<b>PROJECTED TOTAL PRINCIPAL PAYMENTS</b>		3,217,000	3,000,000	-	-	<b>76,934,181</b>	
<b>PROJECTED TOTAL INTEREST PAYMENTS</b>		212,528	90,000	-	-	<b>27,534,946</b>	
<b>PROJECTED TOTAL EXPENSES</b>		\$ 3,429,528	\$ 3,090,000	\$ -	\$ -	<b>\$ 101,379,127</b>	
<i>updated 11/20/17 - dlr</i>							



## WATER AND SEWER CAPITAL PROJECTS FUND

### Environmental Protection

This fund is used to account for the capital outlays for the water and sewer system. Its revenues come from several sources. First, a transfer is made annually from the Water and Sewer Fund to finance some of the capital outlays. Second, any grants or proceeds of Revolving Fund Loans from State or federal government for capital outlay would be accounted for within this fund. Finally, the proceeds from any bonds, certificates of participation, capital leases, or other debt instruments would be accounted for within this fund. Appropriations from this fund for capital projects do not lapse at the end of a fiscal year. Those appropriations stay in place until the project is completed. A capital project ordinance can be amended should the project cost change.

The following pages contain the multi-year Capital Improvement Plan for the water and sewer system, taking the debt proceeds and the transfers from the Water and Sewer Fund into account.

Bear in mind that as developments expand the water and sewer system, it will also increase the customer base, thereby increasing annual revenues. But, we have been conservative in these projections. The major issue affecting this fund, as noted in the Water and Sewer Fund, is the number of building permits which have a significant impact on water and sewer tap fees and capacity development fees. As residential and commercial construction rebounds, the revenues from these fees should correspondingly improve providing additional funding for capital improvement projects.

The new projects this year will be continued work on Phase III of the Highway 16 business line from Highway 73. The staff will also continue bidding and construction of the WTP expansion to 8 MGD. The staff will also continue design, permitting and construction of the WWTP expansion to 6.6 MGD. The replacement of several large water meters for efficiency and accuracy will continue. Sewer Pump Station #7, along with several deteriorated manholes, will be rehabilitated due to hydrogen sulfide related deterioration. The updating and calibration of the water and sewer hydraulic models to ensure future growth, planning, and system reliability is continued in this year's goals. Work will continue on line improvements along Reepsville Road and Highway 73 with design, permitting and construction. Researching and developing ideas and plans for possible future interconnects with other utilities to improve system reliability and water quality. We also anticipate working with LEDA and developers to support new projects and grants opportunities.

LINCOLN COUNTY, NORTH CAROLINA  
WATER AND SEWER CAPITAL PROJECT FUND

ACCOUNT	DESCRIPTION	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2019 RECOMMENDED	% CHANGE
<b>REVENUES</b>					
64-0000-00-00-39164	Transfer from Water/Sewer	\$ -	\$ (1,565,000)	\$ (2,702,494)	273%
64-0000-00-00-39500	Proceeds of Financing	-	-	(3,647,506)	100%
	<b>TOTAL REVENUES</b>	-	(1,565,000)	(6,350,000)	506%
<b>EXPENDITURES</b>					
64-7120-54-00-57996-7120K	NC 16 Waterline Phase III		1,200,000	-	100%
64-7130-54-00-57996-7130G	Sewer Pump Station Rehab		365,000	-	100%
	Water Treatment Line			6,100,000	100%
	Sewer Upgrades			250,000	100%
	<b>TOTAL EXPENDITURES</b>	\$ -	\$ 1,565,000	\$ 6,350,000	506%



## SOLID WASTE FUND

### Environmental Protection

This fund is used to account for the operations of the convenience and recycling centers and the landfill. The County operates a landfill, as well as seven (7) convenience and recycling centers at the following locations:

Airport  
Car Farm Road  
Northbrook  
Optimist Club Road  
Owl's Den  
Tin Mine Road  
Webb's Road

Lincoln County updated the Solid Waste ordinance in September 2017. The County will also retain a focus on safety of its employees and citizens using our facilities.

These centers collect household garbage, but also provide for recycling by allowing for cardboard, glass bottles, plastics, scrap metals, used motor oil, tires, and other materials to be source separated, then sold to recycling companies. The household garbage is deposited at the County's landfill. The recyclables are separately directly transported to recycling vendors, except for glass, white goods and electronics. Lincoln County is permitted by the State of North Carolina only to accept waste that has been generated inside the County.

The landfill is an NCDENR-approved Subtitle D facility, fully lined with a rubber membrane, a leachate collection system, and monitoring wells. Leachate is the rainwater that seeps through the waste of the landfill then collects in the bottom of the lined landfill. It must be removed and treated at a wastewater treatment plant as it gets mixed with chemicals that have been discarded in the landfill. This protects the surrounding groundwater from contamination. The landfill must meet stringent federal and state environmental regulations regarding proper disposal including daily cover of the garbage that is compacted to the open cell.

This operation is financed principally by two revenue sources. First, every improved parcel in Lincoln County is billed a \$99.00 availability fee for the landfill and the convenience and recycling centers. Citizens are mailed a decal to place in the window of a vehicle showing that they are from Lincoln County and can use these facilities. This has become necessary to keep out-of-county residents from bringing their garbage to our landfill and convenience and recycling centers.

The second source of revenue is the tipping fee for MSW is \$41.00 per ton charged to those companies that haul garbage to the landfill. C&D waste is charged \$32.00 per ton to businesses that bring construction waste. Other fees are outlined in the Solid Waste Operations Manual.

	<b>FY19</b>
<b>MSW</b>	\$41/ton
<b>C&amp;D</b>	\$32/ton
<b>Yard Waste</b>	\$17/ton
<b>Pallets</b>	\$32/ton
<b>Dead Animals</b>	\$41/ton
<b>Asbestos</b>	\$216/ton
\$2 minimum on all loads charged across the scales	

The County does not charge the City of Lincolnton for disposal of its waste in the landfill. In exchange, the City of Lincolnton accepts and treats the leachate collected from the landfill.

**NOTES:**

In a future year, a new scale house and scales will be programmed due to the age of existing scales and small, outdated scale house. The old scale house scales were installed in the early 90's and have outlived their life expectancy. The new scale house will offer scales, weighing area, offices, and a conference area. New scales will be state of the art and will have fewer components, with a newer system for better accuracy.

A new dozer will be purchased to replace the current Caterpillar 963C Track Loader that has high usage and maintenance costs. The new dozer will be more beneficial to the landfill's daily tasks. We also have a scheduled replacement of the second knuckleboom. This past year, Solid Waste purchased a new 2018 roll-off, 2018 knuckleboom and completed a new Fueling Station.

Computers, televisions and other electronics will be accepted at convenience and recycling centers on staged recycling trailers.

Trailers using the convenience and recycling centers will be limited to fourteen (14) foot in length effective July 1, 2018. This will be posted on the website and convenience and recycling centers ahead of the limiting requirement going into effect.

SOLID WASTE FUND		FY 2017 ACTUAL	FY 2018 BUDGET	FY 2019 RECOMMENDED
ACCOUNT	DESCRIPTION			
<b>REVENUES</b>				
66-0000-00-00-33166-	Solid Waste Franchise Tax	\$ (36,491.44)	\$ (35,000)	\$ (35,000)
66-0000-00-00-34366-	Scrap Tire Tax	(108,979.55)	(49,109)	(50,109)
66-0000-00-00-34367-	Solid Waste Disposal Tax	(59,045.70)	(56,000)	(51,000)
66-0000-00-00-34368-	NC Electronics Tax	(6,037.97)	(6,000)	(6,000)
66-0000-00-00-34369-	White Goods	(25,110.09)	-	-
66-0000-00-00-36100-	Sales & Services	(41,288.92)	-	-
66-0000-00-00-36700-	Solid Waste Availability Fee	(3,503,903.11)	(3,441,139)	(3,662,925)
66-0000-00-00-36705-	Tipping Fee Revenue	(598,171.21)	(542,880)	(626,000)
66-0000-00-00-36710-	Recycleable Sales	(252,790.25)	(220,000)	(220,000)
66-0000-00-00-37000-	Interest Revenue	(26,374.47)	(12,000)	(50,000)
66-0000-00-00-38190-	Miscellaneous Revenues	(1,505.48)	-	-
66-0000-00-00-39500-	Proceeds of Financing	(670.00)	(2,000,000)	(2,000,000)
<b>TOTAL REVENUES</b>		<b>(4,660,368.19)</b>	<b>(6,362,128)</b>	<b>(6,701,034)</b>
<b>SOLID WASTE PERSONNEL</b>				
66-4710-54-00-51101-	FT Regular Salaries	918,105.35	999,205	1,163,205
66-4710-54-00-51103-	Temporary Wages	17,851.98	11,341	16,561
66-4710-54-00-51104-	Overtime	1,301.46	2,478	2,478
66-4710-54-00-51201-	Social Security	66,236.42	76,139	75,204
66-4710-54-00-51202-	Retirement Expense	65,031.91	75,039	80,238
66-4710-54-00-51203-	Hospitalization	236,092.36	264,511	245,235
66-4710-54-00-51204-	Unemployment	-	-	-
66-4710-54-00-51205-	Workers Compensation	37,541.80	52,656	55,200
<b>TOTAL SOLID WASTE PERSONNEL</b>		<b>1,342,161.28</b>	<b>1,481,369</b>	<b>1,638,121</b>
<b>SOLID WASTE OPERATIONS</b>				
66-4710-54-00-52101-	Seminar Registration	2,216.44	3,000	2,500
66-4710-54-00-52102-	Training, Meals & Lodging	187.98	500	500
66-4710-54-00-52201-	Telephone	20,824.56	18,562	18,562
66-4710-54-00-52202-	Postage	906.78	500	500
66-4710-54-00-52203-	Electricity & Water	15,684.07	17,000	16,000
66-4710-54-00-52204-	Natural Gas	808.96	2,500	2,500
66-4710-54-00-52501-	M & R Buildings	16,828.56	18,000	17,000
66-4710-54-00-52502-	M & R Vehicles	134,984.70	150,000	150,000
66-4710-54-00-52503-	M & R Equipment	132,534.66	140,000	140,000
66-4710-54-00-52504-	Service & Maint Contracts	25,649.88	8,500	11,000
66-4710-54-00-52505-	Advertising	1,199.82	1,858	1,700
66-4710-54-00-52506-	Credit Card Fees	895.81	1,000	1,000
66-4710-54-00-53101-	Minor Tools & Equipment	6,278.64	3,823	3,823
66-4710-54-00-53102-	Uniforms/Protective Clothing	27,463.98	26,031	26,031
66-4710-54-00-53201-	Fuel	269,345.78	345,000	286,000
66-4710-54-00-53301-	Office Supplies	5,041.98	6,990	7,000
66-4710-54-00-53309-	Other Supplies	25,681.88	26,000	25,000
66-4710-54-00-54102-	Contracted Services	155,995.92	150,000	312,000
66-4710-54-00-54103-	Professional Services	242,913.43	105,000	105,000
66-4710-54-00-54104-	Legal Charges	5,425.00	2,000	2,000
66-4710-54-00-54120-	Indirect Costs	77,006.00	110,000	90,000
66-4710-54-00-54121-	Availability Fee Collection Ch	104,414.77	105,000	105,000
66-4710-54-00-54901-	NC Disposal Tax	90,953.22	125,000	122,000
66-4710-54-00-55101-	I & B Vehicles	16,750.00	15,750	17,747
66-4710-54-00-55102-	I & B Professional Liability	4,199.52	4,200	3,213

66-4710-54-00-55103-	I & B Property	3,092.63	3,093	3,613
66-4710-54-00-56101-	Dues & Subscriptions	515.00	300	300
66-4710-54-00-56102-	Rent	1,015.79	4,500	4,500
66-4710-54-00-56199-	Miscellaneous	15,198.00	8,500	8,500
66-4710-54-00-56500-	Retiree Benefits	45,761.18	30,000	30,000
	TOTAL SOLID WASTE OPERATIONS	1,449,774.94	1,432,607	1,512,989
<b>SOLID WASTE CAPITAL</b>				
66-4710-54-00-57201-	Improvements	2,532,481.05	2,000,000	-
66-4710-54-00-57401-	Equipment	560,888.63	-	350,000
66-4710-54-00-57501-	Vehicles	167,550.84	370,947	-
	TOTAL SOLID WASTE CAPITAL	3,260,920.52	2,370,947	350,000
<b>CONVENIENCE SITE PERSONNEL</b>				
66-4711-54-00-51101-	FT Regular Salaries	38,766.62	46,564	42,460
66-4711-54-00-51103-	Temporary Wages	391,407.21	380,937	365,701
66-4711-54-00-51104-	Overtime	497.21	-	-
66-4711-54-00-51201-	Social Security	32,638.50	32,298	32,113
66-4711-54-00-51202-	Retirement Expense	128,018.21	18,379	3,255
66-4711-54-00-51203-	Hospitalization	13,240.15	14,748	14,351
66-4711-54-00-51204-	Unemployment	-	-	-
66-4711-54-00-51205-	Workers Compensation	25,933.30	25,733	27,020
	TOTAL CONV SITE PERSONNEL	630,501.20	518,659	484,900
<b>CONVENIENCE SITE OPERATIONS</b>				
66-4711-54-00-52201-	Telephone	319.84	1,500	1,500
66-4711-54-00-52203-	Electricity & Water	16,443.61	14,067	14,067
66-4711-54-00-52501-	M & R Buildings	4,215.06	5,000	5,000
66-4711-54-00-52502-	M & R Vehicles	2,121.14	-	-
66-4711-54-00-52503-	M & R Equipment	15,394.57	19,000	16,750
66-4711-54-00-53102-	Uniforms/Protective Clothing	3,739.42	3,100	3,100
66-4711-54-00-53301-	Office Supplies	173.51	500	500
66-4711-54-00-53309-	Other Supplies	3,081.04	3,700	3,700
66-4711-54-00-54102-	Contracted Services	8,302.08	9,000	9,000
66-4711-54-00-55102-	I & B Professional Liability	2,907.36	2,786	2,105
	TOTAL CONV SITE OPERATIONS	56,697.63	58,653	55,722
<b>CONVENIENCE SITE CAPITAL</b>				
66-4711-54-00-57101-	Land	-	-	-
66-4711-54-00-57201-	Improvements	5,500.00	-	2,000,000
66-4711-54-00-57501-	Vehicles	-	-	160,000
	TOTAL CONV SITE CAPITAL	5,500.00	-	2,160,000
<b>OTHER FINANCING USES</b>				
66-9100-59-00-58110-	Inst Payment Principal	111,893.91	376,512	422,159
66-9100-59-00-58111-	Inst Payment Interest	78,348.30	123,381	77,143
	TOTAL OTHER FINANCING USES	190,242.21	499,893	499,302
	<b>TOTAL SOLID WASTE EXPENSES</b>	<b>\$ 6,935,797.78</b>	<b>\$ 6,362,128</b>	<b>\$ 6,701,034</b>

**DEBT SERVICE REPAYMENT SCHEDULE  
SOLID WASTE FUND**

		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
<b>PROJECTED EXPENSES</b>											
<b>FY 14 Installment Purchase Financing \$385,000</b>	Prin	\$ 25,654	\$ 25,654	\$ 25,654	\$ 25,654	\$ 25,654	\$ 25,654	\$ 25,654	\$ 25,654	\$ 25,654	\$ 25,654
Dated 6/27/14 -- 6/26/29 3.02% Fixed Rate	Int	8,328	7,554	6,779	6,004	5,229	4,455	3,680	2,905	2,131	
<b>2015 Installment Purchase Financing \$400,000</b>											
Dated 6/1/15 - 12/1/19 1.859% for 55 months	Prin	89,505	37,787								
	Int	1,606	176								
<b>2016 Installment Purchase Financing \$3,301,000</b>											
Dated 7/16/16 - 7/15/26 2.33% Fixed rate	Prin	307,000	314,000	322,000	329,000	337,000	345,000	353,000	361,000	370,000	
	Int	67,209	59,974	52,565	44,981	37,222	29,276	21,145	12,827	4,311	
<b>TOTAL PRINCIPAL PAYMENTS</b>											
	Prin	422,159	377,441	347,654	354,654	362,654	370,654	378,654	386,654	395,654	
<b>TOTAL INTEREST PAYMENTS</b>											
	Int	77,143	67,704	59,344	50,985	42,451	33,731	24,825	15,732	6,442	
<b>TOTAL EXPENSES</b>											
		499,302	445,145	406,998	405,639	405,105	404,385	403,479	402,386	402,096	
<b>PROJECTED TOTAL PRINCIPAL PAYMENTS</b>											
	Prin	422,159	377,441	347,654	354,654	362,654	370,654	378,654	386,654	395,654	
<b>PROJECTED TOTAL INTEREST PAYMENTS</b>											
	Int	77,143	67,704	59,344	50,985	42,451	33,731	24,825	15,732	6,442	
<b>PROJECTED TOTAL EXPENSES</b>											
	\$	499,302	\$ 445,145	\$ 406,998	\$ 405,639	\$ 405,105	\$ 404,385	\$ 403,479	\$ 402,386	\$ 402,096	
<i>updated 9/8/17 - dlr</i>											

**DEBT SERVICE REPAYMENT SCHEDULE  
SOLID WASTE FUND**

				<b>TOTALS</b>	
		FY 2028	FY 2029	<b>FY 2019-29</b>	
PROJECTED EXPENSES					
<b>FY 14 Installment Purchase Financing \$385,000</b>	Prin	\$ 25,654	\$ 25,654	<b>\$ 282,194</b>	
Dated 6/27/14 -- 6/26/29 3.02% Fixed Rate	Int	1,356	581	<b>49,002</b>	
<b>2015 Installment Purchase Financing \$400,000</b>	Prin			<b>127,292</b>	
Dated 6/1/15 - 12/1/19 1.859% for 55 months	Int			<b>1,782</b>	
<b>2016 Installment Purchase Financing \$3,301,000</b>	Prin			<b>3,038,000</b>	
Dated 7/16/16 - 7/15/26 2.33% Fixed rate	Int			<b>329,510</b>	
<b>TOTAL PRINCIPAL PAYMENTS</b>		25,654	25,654	<b>3,447,486</b>	
<b>TOTAL INTEREST PAYMENTS</b>		1,356	581	<b>380,294</b>	
<b>TOTAL EXPENSES</b>		27,010	26,235	<b>3,827,780</b>	
	Prin			-	
	Int			-	
<b>PROJECTED TOTAL PRINCIPAL PAYMENTS</b>		25,654	25,654	<b>3,447,486</b>	
<b>PROJECTED TOTAL INTEREST PAYMENTS</b>		1,356	581	<b>380,294</b>	
<b>PROJECTED TOTAL EXPENSES</b>		\$ 27,010	\$ 26,235	<b>\$ 3,827,780</b>	
<i>updated 9/8/17 - dlr</i>					



## OTHER FUNDS



## SCHOOL CAPITAL RESERVE FUND

### Education

This fund is used to account for those revenue sources earmarked for school debt service payments or capital outlay. The funds are collected here, and then transferred to the General Fund to pay a portion of the principal and interest of bonds and certificates of participation issued for construction of school facilities.

A  $\frac{1}{2}$  % Sales and Use Tax is authorized by NCGS 105, Article 40. It is pooled at the state level, and then distributed on a per capita basis. This statute requires that 30% of it be set aside for school capital outlay or debt service.

A  $\frac{1}{2}$  % Sales and Use Tax is authorized by NCGS 105, Article 42. It also is pooled at the state level, and then used to be distributed on a per capita basis. Starting in FY 2010, the distribution was changed to 50% on a per capita basis, and 50% on the point of sale basis. This significantly reduced our revenues for FY 2010 and beyond. This statute requires that 60% of the proceeds be set aside for school capital outlay or debt service.

The State School Building Funds are state appropriations funded by a portion of the corporate income tax. These funds are distributed on an ADM (average daily membership) basis, and must be earmarked for school capital outlay or debt service. However, the NC General Assembly seized these funds in FY 2010, 2011, 2012, and 2013 to help balance the State's budget. They are not expected to be returned to counties for some years if at all. This has cost Lincoln County about \$643,000 annually.

The NC Lottery proceeds are apportioned based on average daily attendance and a formula taking effective property tax rates into account. However, the NC General Assembly seized \$823,000 of these funds in FY 2011, 2012, and 2013 to balance the State's budget.

The total amount budgeted for school debt service is broken out from general county debt on the General Fund Expenditure Summary. You can see the details of all existing debt issues for the schools in the Schools Debt Service Schedule located in the Appendix.

In prior years, the sales tax revenues were posted to the General Fund, and then the portion reserved for school debt service was transferred to this fund. Later in the year, the money was transferred back into the General Fund to cover the expenses of schools debt service. This was done to document that we used all the funds for education. However, we currently spend more than \$10,000,000 on school debt, which is far more than this amount. Consequently, we no longer need to transfer the earmarked sales taxes out of, and back into the General Fund to prove we have used the funds correctly. This change was made beginning in FY 2013.



## SCHOOL CAPITAL RESERVE FUND

Education

### NOTES:

A considerable fund balance had built up in this fund. At the same time, the State seized the ADM and Lottery funding. This fund is heavily dependent on the sales tax, and that revenue source is recovering, but still lower than when the recession began. An appropriation of \$699,000.00 was recommended in FY 2016, but needed to continue reducing this reliance on fund balance over the next couple years. Therefore, we are not recommending to continue to deplete this fund balance; as a result, the monies going in this fund will be the only monies going out. In essence, no more fund balance should be appropriated from this fund.

Looking ahead, the sales tax revenues should continue to improve as the economy improves. However, it is doubtful the State will be in a financial position to return to counties anytime in the near term the ADM and Lottery funds seized.

A one quarter cent sales tax option is being placed on the May ballot for the 2018 election for voters to select to support education. This sales tax if passed is expected to generate approximately 2.25 Million dollars annually.

<b>SCHOOL CAPITAL RESERVE FUND</b>		<b>FY 2017 ACTUAL</b>	<b>FY 2018 BUDGET</b>	<b>FY 2019 RECOMMENDED</b>	<b>% CHANGE</b>
<b>ACCOUNT</b>	<b>DESCRIPTION</b>				
21-0000-00-00-34399-	Lottery Revenue	\$ (870,520.00)	\$ (600,000)	\$ (500,000)	-17%
21-0000-00-00-37000-	Interest Revenue	(863.79)	-	-	0%
	<b>TOTAL REVENUES</b>	<b>(871,383.79)</b>	<b>(600,000)</b>	<b>(500,000)</b>	<b>-17%</b>
21-9840-59-00-59111-	Transfer to General Fund	<b>\$ 600,000.00</b>	<b>\$ 600,000</b>	<b>\$ 500,000</b>	<b>-17%</b>

DEBT SERVICE REPAYMENT SCHEDULE  
FOR THE LINCOLN COUNTY BOARD OF EDUCATION

**DEBT SERVICE REPAYMENT SCHEDULE  
FOR THE LINCOLN COUNTY BOARD OF EDUCATION**



## LAW ENFORCEMENT FUND

### Public Safety

This fund is used to account for proceeds from assessments under the State controlled substances excise tax authorized by NCGS 105-113.105, et. seq. These assessments are placed against dealers who engage in illegal drug sales. These statutes state that 75% of the monies collected from these assessments shall be remitted to the State or local law enforcement agencies that conducted the investigation of the dealer that led to the assessment. These funds must be budgeted by the County in the normal budgetary process, but their use is restricted entirely for the law enforcement agency that generated them. In Lincoln County's case, that would be the Sheriff's Department.

These funds must remain segregated from other funds, and any fund balance remaining at year end must be restricted for use by the Sheriff's Department. In addition, the funds cannot be used to supplant the existing budget of the department. The best way to meet these criteria is to set up a separate fund, as has been done. The monies may be used for any purpose to support the operations of the Sheriff's Department. Since this is one-time money, the NC Local Government Commission strongly suggests that it be used for one-time expenditures, such as capital outlay. It should be viewed as a fund to help equip the Sheriff's Department in addition to what is funded in the General Capital Projects Fund. Some nominal amounts can also be spent for operational items such as training.

The recommended uses for FY 2019 are to cover minor tools and equipment, and some supplies and Materials. If assessments are received above this amount in FY 2019, this budget can be amended to purchase additional equipment.

ACCOUNT	DESCRIPTION	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2019 RECOMMENDED	% CHANGE
<b>REVENUES</b>					
22-0000-00-00-34250	Controlled Substance Tax	\$(26,297.66)	\$ (15,000)	\$ (19,975)	33%
22-0000-00-00-37000	Interest Revenue	(255.33)	(25)	(25)	0%
22-0000-00-00-38180	Sale of Fixed Assets	-	-	-	0%
22-0000-00-00-39999	Fund Balance Appropriated	-	(12,000)	-	-100%
<b>TOTAL REVENUES</b>		<b>(26,552.99)</b>	<b>(27,025)</b>	<b>(20,000)</b>	<b>-26%</b>
<b>EXPENDITURES</b>					
22-4310-52-00-53101	Minor Tools & Equipment	32,766.00	5,025	10,000	99%
22-4310-52-00-53309	Other Supplies	5,624.95	10,000	10,000	0%
22-4310-52-00-57501	Vehicles	-	12,000	-	-100%
22-4310-52-00-57601	Computer Equipment	8,320.00	-	-	0%
<b>TOTAL EXPENDITURES</b>		<b>\$ 46,710.95</b>	<b>\$ 27,025</b>	<b>\$ 20,000</b>	<b>-26%</b>



## FEDERAL LAW ENFORCEMENT FUND

### Public Safety

This fund is used to account for proceeds from the federal courts. In the course of conducting federal investigations, the US Attorney may seize property and recommend that a portion of the forfeited property, or its proceeds, be shared with the state or local law enforcement agencies that participated in the acts leading to the seizure or forfeiture of the item. The Sheriff's Department must make application for the seized property or proceeds, and detail how it will be spent.

These funds must be budgeted by the County in the normal budgetary process, but their use is restricted entirely for the Sheriff's Department. Permissible uses include purchase of vehicles, weapons, protective and communication equipment; payment of salaries and overtime, training and travel expenses, reward or "buy" money, and costs associated with the construction, expansion, improvement, or operation of detention facilities.

These funds must not be used to supplant the budget for the Sheriff's Department. They must remain segregated from other funds, and any fund balance remaining at year end must be restricted for use by the Sheriff's Department. The best way to meet these criteria is to set up a separate fund, as has been done. Since this is one-time money, the NC Local Government Commission strongly suggests that it be used for one-time expenditures, such as capital outlay. Just like the Law Enforcement Fund, it should be viewed as a fund to help equip the Sheriff's Department in addition to what is funded in the General Capital Projects Fund.

<b>FEDERAL LAW ENFORCEMENT FUND</b>		<b>FY 2017 ACTUAL</b>	<b>FY 2018 BUDGET</b>	<b>FY 2019 RECOMMENDED</b>	<b>% CHANGE</b>
<b>REVENUES</b>					
23-0000-00-00-34210	Federal Forfeited Revenue	\$ -	\$ -	\$ -	0%
23-0000-00-00-34250	Controlled Substance Tax	(2,627.54)	(10,000)	(10,000)	0%
23-0000-00-00-37000	Interest Revenue	(263.53)	(50)	(50)	0%
23-0000-00-00-38180	Sale of Fixed Assets	-	-	-	0%
23-0000-00-00-39999	Fund Balance Appropriated	-	-	-	0%
<b>TOTAL REVENUES</b>		<b>(2,891.07)</b>	<b>(10,050)</b>	<b>(10,050)</b>	<b>0%</b>
<b>EXPENDITURES</b>					
23-4310-52-00-52101	Seminar Registration	-	1,000	1,000	0%
23-4310-52-00-52502	M & R Vehicles	-	-	-	0%
23-4310-52-00-53101	Minor Tools & Equipment	7,393.84	9,050	9,050	0%
<b>TOTAL EXPENDITURES</b>		<b>\$ 7,393.84</b>	<b>\$ 10,050</b>	<b>\$ 10,050</b>	<b>0%</b>



## EMERGENCY TELEPHONE SYSTEM FUND

### Public Safety

This fund is used to account for funds received from the State 911 Board as the County's portion of the 911 Monthly Service Charge. This charge is currently set at \$.60 on each active voice communications service connection that is capable of accessing the 911 system. The monthly service charge is paid by customers to the local provider, who in turn remits it to the State 911 Board at the end of each month.

The service charge used to be set by the County at \$1.00 per month on all telephone, but not wireless, subscribers. Wireless subscribers paid directly into the State 911 Fund. A 2007 amendment to state law abolished that County fee, and established the new state fee system. The statutes controlling this fund are NCGS Chapter 62A-40 et. seq. The statutes authorize the State 911 Board to set out the formula for distribution to local PSAPs (public safety answering points), which in our case is the E911 Communications Center located in the Sheriff's Department.

Once the funds are allocated, NCGS 62A-46(c) contains specific statutory provisions limiting its use, as follows:

- 1) The lease, purchase, or maintenance of emergency telephone equipment, including necessary computer hardware, software, and database provisioning; addressing; telecommunicator furniture; dispatch equipment located exclusively within a building where a PSAP is located, excluding the costs of base station transmitter, towers, microwave links, and antennae used to dispatch emergency call information from the PSAP; and the nonrecurring costs of establishing a 911 system.
- 2) Expenditures for in-State training of 911 personnel regarding the maintenance and operation of the 911 system. Allowable training expenses include the cost of transportation, lodging, instructors, certifications, improvement programs, quality assurance training, and training associated with call taking, and emergency medical, fire, or law enforcement procedures, and training specific to managing a PSAP or supervising PSAP staff.
- 3) Charges associated with the service supplier's 911 service and other service supplier recurring charges.

EMERGENCY TELEPHONE SYSTEM FUND		FY 2017 ACTUAL	FY 2018 BUDGET	FY 2019 RECOMMENDED	% CHANGE
ACCOUNT	DESCRIPTION				
<b>REVENUES</b>					
26-0000-00-00-34300-	State Grant Revenue	(179,462.92)	-	-	0%
26-0000-00-00-36100-	Sales & Services	(272,662.13)	(309,000)	(275,858)	-11%
26-0000-00-00-37000-	Interest Revenue	(1,760.94)	(1,200)	-	-100%
26-0000-00-00-39111-	Transfer from General Fund	-	-	-	0%
26-0000-00-00-39999-	Fund Balance Appropriated	-	(132,967)	(403,032)	203%
TOTAL REVENUES		(453,885.99)	(443,167)	(678,890)	53%
<b>EXPENDITURES</b>					
26-4312-52-00-52101-	Seminar Registration	365.00	-	1,300	100%
26-4312-52-00-52102-	Training, Meals & Lodging	8,744.42	2,500	21,059	742%
26-4312-52-00-52103-	Mileage	879.21	1,000	1,000	0%
26-4312-52-00-52201-	Telephone	89,699.26	98,295	103,290	5%
26-4312-52-00-52504-	Service & Maint Contracts	120,070.80	196,672	173,000	-12%
26-4312-52-00-53309-	Other Supplies	27,363.79	2,000	2,000	0%
26-4312-52-00-57301-	Buildings	179,462.92	-	-	0%
26-4312-52-00-57401-	Equipment	-	127,300	163,241	28%
26-4312-52-00-57601-	Computer Equipment	39,960.00	15,400	214,000	1290%
26-9840-59-00-59500-	Reserve	-	-	-	0%
TOTAL EXPENDITURES		466,545.40	443,167	678,890	53%



## VOLUNTEER FIRE DISTRICTS FUND

### Public Safety

This fund is used to account for the fire district tax revenues that are assessed and collected on behalf of the 11 fire districts, which were approved by referendums in Lincoln County. These fire districts cover all of Lincoln County except for the City of Lincolnton, which provides its own fire department through city taxes. The fire districts are served by fire departments, which have elected boards of directors that govern them. They are organized as 501(c)(3) non-profit corporations. Each one has entered into a written contract with the Lincoln County Board of Commissioners to provide their services. The fire districts were established under the provisions of NCGS 69-25.1 et. seq.

The 11 fire districts are Alexis, Boger City, Crouse, Denver, East Lincoln, Howard's Creek, North 321, Northbrook, Pumpkin Center, South Fork, and Union. Their coverage area ranges from very rural with little tax base, to increasingly urban with a growing tax base. Consequently, each one needs to be evaluated separately to determine their operational and budgetary needs. The Board of Commissioners is responsible for setting the fire district tax rate, following a review of the requests submitted each year by the respective fire departments' boards of directors.

We have reviewed the budgets of all eleven fire districts, and have discussed them with the 11 districts in detail. Participating in these reviews and meetings were the Fire Marshal, Finance Director, and County Manager. In your consideration of these requests, several issues need to be considered:

- 1) All volunteer fire departments around the country are experiencing problems in providing coverage during normal workday hours. Fewer volunteers are able to leave their full-time jobs to respond to calls Monday through Friday. This raises the issue of whether some full-time employees need to be added to these departments to provide guaranteed minimal staffing during these critical times. Volunteer departments can lose valuable time in responding to a call if no one is already at the fire station to drive the equipment to the fire scene. The other volunteers can respond directly to the fire scene, with turnout gear in their personal vehicles. These departments are responsible for all fire exposures in these districts, including elementary, middle, and high schools, nursing homes, hospitals, office buildings, industrial concerns, hazardous chemical incidents, apartment complexes and condominiums, vehicle accidents, train derailments, and churches, as well as the standard residential homes. This protection is one of the most critical public safety services our citizens need. As the population grows, the number of calls for service also increases.
- 2) The County has entered into contracts with these departments and an effort has been made to decrease the areas that have high ISO ratings. ISO (Insurance Service Office) ratings go from 1 (best protection) to 10 (unprotected). They are used by this arm of the insurance industry to help insurance agents assess the risk of fire loss in an area covered by a fire department. This is used to set the insurance premiums that homeowners and businesses must pay. Most fire departments in the United States are between a 3 and a 9.



## VOLUNTEER FIRE DISTRICTS FUND

### Public Safety

ISO ratings are based upon three major components: a) emergency communications, which includes the E911 Center and whether fire departments have adequate communications; b) the levels of manpower and fire apparatus available to fight specific types of fires; and c) the water supply.

In NC, rather than use the ISO, the Office of State Fire Marshal, a division of the NC Department of Insurance, conducts the reviews and assigns a rating similar to the national ISO rating. To improve these ratings, the department must be radio-dispatched from a 911 center, respond quickly to a fire within a six-mile response area with adequate equipment and manpower, and have access to adequate water. That has required some of them to add fire stations, the fire apparatus for these stations, water points, and possibly manpower as noted above. But, the improvement in the level of fire protection should help reduce homeowners' insurance premiums to help offset the higher cost.

Rural departments face significant challenges not only in terms of funding (limited tax base, with much of it taxed at the lower agricultural use rate), but also of water supply. These areas often do not have a public water supply with hydrants, so they must draft from farm ponds and other water sources, and use tanker trucks to transport the water to the scene of a fire. This is far more difficult than an urbanized area's tactics, where a public water system with hydrants is available.

3) Two of our fire districts are covered by fire departments whose coverage area also includes parts of another county: Alexis and Crouse. Both serve portions of Gaston County as well. We continue to work with the Gaston County Board of Commissioners on the issue of tax equity in the Alexis Fire District.

What follows is each department's budget history including the FY19 requested budget. Also included is the tax rate comparison showing which departments are requesting an increase and the County Manager's recommendations.

### NOTES:

In preparation for FY19, the County and Volunteer Fire Departments agreed to amend the contracts to include specific language to address the following:

- Improved scheduling and due dates for budget process and documentation
- Increase efficiency in which the funds are paid to the fire department from their tax revenues by the Finance Office
- Improvements for transparency with the public for open meetings, notifications, and election of officers
- Several other small changes were made to enhance the relationship between the local government and the fire service agencies



## VOLUNTEER FIRE DISTRICTS FUND

Public Safety

### Budget Summary:

Expenditures	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Alexis VFD	\$ 378,699	\$ 373,616	\$ 379,716	2%
Boger City VFD	672,810	661,052	746,522	13%
Crouse VFD	115,216	108,741	146,294	35%
Denver VFD	2,112,845	2,160,423	2,320,212	7%
East Lincoln VFD	1,928,152	2,032,849	2,204,950	8%
Howard's Creek VFD	304,962	299,174	305,621	2%
North 321 VFD	302,297	302,440	544,981	80%
Northbrook VFD	350,191	344,737	342,879	-1%
Pumpkin Center VFD	484,682	479,439	497,216	4%
South Fork VFD	346,597	341,464	344,011	1%
Union VFD	242,982	331,374	332,191	0%
<b>Expenditure Total</b>	<b>7,239,433</b>	<b>7,435,309</b>	<b>8,164,593</b>	<b>10%</b>

Revenues	FY17 Actual	FY18 Budgeted	FY19 Budgeted	% Change
Alexis VFD	378,699	373,616	379,716	2%
Boger City VFD	672,810	661,052	746,522	13%
Crouse VFD	115,216	108,741	146,294	35%
Denver VFD	2,112,845	2,160,423	2,320,212	7%
East Lincoln VFD	1,928,152	2,032,849	2,204,950	8%
Howard's Creek VFD	304,962	299,174	305,621	2%
North 321 VFD	302,297	302,440	544,981	80%
Northbrook VFD	350,191	344,737	342,879	-1%
Pumpkin Center VFD	484,682	479,439	497,216	4%
South Fork VFD	346,597	341,464	344,011	1%
Union VFD	242,982	331,374	332,191	0%
<b>Revenue Total</b>	<b>\$ 7,239,433</b>	<b>\$ 7,435,309</b>	<b>\$ 8,164,593</b>	<b>10%</b>

### Tax Rate Data:

VFD	Current Rate	Proposed FY19 Rate
Alexis	11.65	11.65
Boger City	9.99	10.50
Crouse	6.40	8.60
Denver	11.50	11.50
East Lincoln	8.90	8.90
Howards Creek	12.233	12.233
North 321	4.00	7.00
Northbrook	10.00	10.00
Pumpkin Center	9.70	9.70
South Fork	12.50	12.50
Union	12.50	12.50



## HEALTH INSURANCE FUND

### General Government

This fund in previous years was used to account for the provision of medical insurance and workers compensation insurance. However, the County shifted to a self-insured program for workers compensation insurance in FY 2011, and those revenues and expenses are now accounted for in a separate fund, the Workers Compensation Insurance Fund. The previous Health Benefits Fund was renamed the Health Insurance Fund. This fund only accounts for the health insurance revenues and expenditures.

The County changed from a premium-based health insurance plan in FY 2009 to a self-insured plan. This is a medical insurance plan in which the County takes on some aspects of self-insurance. A TPA (Third Party Administrator) is hired to administer the plan, such as employee enrollment and claims processing. In this case, the County uses Blue Cross/Blue Shield of NC. Then, the County pays directly all legitimate claims from medical providers. To protect from major losses, specific stop loss re-insurance is purchased. This protects the County from any claim exceeding \$150,000.

The employer share of health insurance has been budgeted within each department or agency. Those funds will be expensed, and the money transferred to this fund as a revenue source. The employee share of medical insurance is payroll deducted. It also is transferred into this fund. Then, the expenditures listed above will be paid from this fund. If claims are less than estimated, any fund balance will remain in this fund as a cushion against a bad-claims year. You will see that listed in the budget as Reserve for Excess Claims.

The County offers employees the opportunity to payroll deduct into a FSA (Flexible Spending Account) to cover their medical and childcare expenses. The advantage to the employee is that they don't have to pay federal or state income tax on this money. The advantage to the County is it doesn't have to pay FICA taxes on this money. Beginning July 1, 2008, the County provided debit cards for this program, which are a more convenient, efficient way to use and account for this money. The savings in FICA taxes offset the cost of this feature.

In FY 2010, the County began offering a Health Savings Account (HSA) option. The primary differences in an HSA and an FSA are that the HSA belongs to the employee, not the employer, and is therefore not forfeited if unused at the end of each year. Any remaining balance stays in the employee's account to offset medical expenses for the next year. The County paid \$500 into each HSA established. Again, with this option, there was no increase in the employee or the County's premiums.

For the next several years, the county and employees both faced several increases of insurance premiums and changes in the plans to offset rising healthcare costs. The county has seen an 18% increase in health insurance coverage over the past five years. Over that same period, Lincoln County employees have seen a 5% increase and marked increases, including deductibles.



## HEALTH INSURANCE FUND

### General Government

While the pause from health insurance increases in FY 16 was good news, we knew that the long-term upward trend would prevail. Medical insurance will continue to increase well above the normal rate of inflation. This is evident due to more usage by employees and their dependents is driving this upward cost, as well as medical inflation.

As of July 1, 2016, Lincoln County no longer offered the PPO option for new employees; the only option for health coverage is HSA. Employees will not see a rate increase during FY 19.

Clearly, the County cannot absorb double-digit increases in the future and will likely have to make more drastic decisions in future years. The plan benefits and percentages of premiums paid, co-pays, and deductibles will have to be reviewed annually to determine how best to counterbalance the increases to a manageable level.

<b>HEALTH INSURANCE FUND</b>		<b>FY 2017 ACTUAL</b>	<b>FY 2018 BUDGET</b>	<b>FY 2019 RECOMMENDED</b>	<b>% CHANGE</b>
<b>REVENUES</b>					
80-0000-00-00-36800- Health Premiums Employer	\$ (6,408,476.31)	\$ (6,300,000)	\$ (6,300,000)		0%
80-0000-00-00-36801- Health Premiums Employee	(1,078,658.74)	(1,100,000)	(1,100,000)		0%
80-0000-00-00-36802- Flex Revenues	-	-	-		0%
80-0000-00-00-37000- Interest Revenue	(14,230.70)	(12,000)	(30,000)		150%
80-0000-00-00-38190- Miscellaneous Revenues	(33,333.33)	-	-		0%
80-0000-00-00-39999- Fund Balance Appropriated	-	(350,000)	(320,000)		-9%
<b>TOTAL REVENUES</b>	<b>(7,534,699.08)</b>	<b>(7,762,000)</b>	<b>(7,750,000)</b>		<b>0%</b>
<b>EXPENDITURES</b>					
80-4000-51-00-56199- Miscellaneous	93,069.00	20,000	20,000		0%
80-4000-51-00-56501- Administrative Fees	1,162,201.59	1,229,000	1,300,000		6%
80-4000-51-00-56502- Flex Account Fees	-	-	-		0%
80-4000-51-00-56503- Claims	5,617,958.26	6,513,000	6,400,000		-2%
80-4000-51-00-56504- Flex Account Expenses	-	-	-		0%
80-4000-51-00-56505- Wellness	-	-	30,000		100%
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,873,228.85</b>	<b>\$ 7,762,000</b>	<b>\$ 7,750,000</b>		<b>0%</b>



## WORKERS COMPENSATION INSURANCE FUND

### General Government

This fund is used to account for the provision of workers compensation insurance. In previous years, workers compensation was accounted for in the Health Benefits Fund, which is now the Health Insurance Fund. The County had used a premium-based insurance plan from the NC Association of County Commissioners. In FY 2011, the Board of Commissioners established this self-insurance plan for workers compensation.

This is an insurance plan in which the County takes on some aspects of self-insurance. A TPA (Third Party Administrator) is hired to administer the plan, investigate claims, represent the County at NC Industrial Commission hearings, and assist us with those few claims requiring legal advice. In this case, the County uses Compensation Claims Solutions of Concord, NC. Then, the County pays directly all legitimate claims. To protect from major losses, specific stop-loss insurance is also purchased.

Each department having personnel is budgeted for the premiums to pay for this program. Those amounts are then transferred on each payroll date to this fund, and are the revenues for this fund. The expenses of the plan listed above are paid from this fund.

Implementing this plan in FY 2011 allowed a budgeted annual savings of about \$200,000 spread over the General Fund, Water and Sewer Fund, and the Solid Waste Fund. That represents a 33% reduction in the cost of the plan compared to FY 2010. It could potentially save more as we have better claims years. The plan ended FY 2013 with a deficit of \$157,722, but ended FY 2014 with a surplus of \$82,828. FY 2015 had several settled claims, and we realized a slight deficit. While there were fewer high claims during FY 16 and FY 17, this fund continues in a deficit balance; therefore, additional funds for premiums is being recommended during FY 19. Clearly, each year rates are determined by the number and types of claims; however, it is expected that the increase will offset the deficit over time.

<b>WORKERS COMPENSATION INSURANCE FUND</b>		<b>FY 2017 ACTUAL</b>	<b>FY 2018 BUDGET</b>	<b>FY 2019 RECOMMENDED</b>	<b>% CHANGE</b>
<b>REVENUES</b>					
81-0000-00-00-36810	Workers Comp Premiums	\$ (584,826.80)	\$ (550,700)	\$ (793,536)	44%
81-0000-00-00-37000	Interest Revenue	(27.29)	(100)	(150)	50%
	<b>TOTAL REVENUES</b>	<b>(584,854.09)</b>	<b>(550,800)</b>	<b>(793,686)</b>	<b>44%</b>
<b>EXPENDITURES</b>					
81-4000-51-00-54103	Professional Services	119,421.00	120,000	135,000	13%
81-4000-51-00-56501	Administrative Fees	18,500.00	20,000	20,000	0%
81-4000-51-00-56503	Claims	667,668.76	350,000	638,686	82%
81-9840-59-00-59500	Reserve	-	60,800	-	-100%
	<b>TOTAL EXPENDITURES</b>	<b>\$ 805,589.76</b>	<b>\$ 550,800</b>	<b>\$ 793,686</b>	<b>44%</b>



## APPENDIX



## Glossary

### Glossary of Terms

**Accrual Basis** – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Activity** – Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

**Ad Valorem Taxes** – Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

**Allot** – To divide an appropriation into amounts, which may be encumbered or expended during an allotment period.

**Annualize** – Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

**Appropriation** – A legal authorization to incur obligations and to make expenditures for specific purposes.

**Assessed Valuation** – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**Assessment Ratio** – The ratio at which the tax rate is applied to the tax base.

**Asset** – Resources owned or held by a government which have monetary value.

**Attrition** – A method of achieving reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

**Authorized Positions** – Employee positions, which are authorized in the adopted budget, to be filled during the year.

**Available Fund Balance** – This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**Base Budget** – Cost of continuing the existing levels of service in the current budget year.

**Bond** – A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**General Obligation (G.O.) Bond** – This type of bond is backed by the full faith, credit and taxing power of the government.



## Glossary

**Revenue Bond** – This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

**Bond Refinancing** – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget** – A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

**Budgetary Basis** – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Budget Calendar** – The schedule of key dates that a government follows in preparation and adoption of the budget.

**Budgetary Control** – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Capital Assets** – Assets of significant value and having a useful life of more than one year. Capital assets are also called fixed assets. The County defines them as assets costing at least \$5,000 and a useful life in excess of one year.

**Capital Budget** – The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**Capital Improvements** – Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure. It also includes vehicle and equipment replacement.

**Capital Improvements Program (CIP)** – A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**Capital Outlay** – Capital assets which have a value of \$5,000 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as capital asset.

**Capital Project** – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

**Capital Reserve** – An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly



## Glossary

equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

Commodities – Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

Constant or Real Dollars – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor. The index issued as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency – A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-living Adjustment (COLA) – An increase in salaries to offset the adverse effect of inflation on compensation.

Debt Service – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Dedicated Tax – A tax levied to support a specific government program or purpose.

Deficit – The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department – The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Development-related Fees – Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees and zoning, platting and subdivision fees.

Disbursement – The expenditure of monies from an account.



## Glossary

**Distinguished Budget Presentation Awards Program** – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Employee (or Fringe) Benefits** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical and life insurance plans.

**Encumbrance** – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Entitlements** – Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

**Expenditure** – The outflow of funds or assets that are incurred, or goods and services obtained, regardless of when the expense is actually paid. This term applies to all funds.

**Expense** – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Fiscal Policy** – A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City's fiscal year is July 1st through June 30th.

**Fixed Assets** – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full Faith and Credit** – A pledge of a government's taxing power to repay debt obligations.

**Full-time Equivalent Position (FTE)** – A part-time position converted to the decimal equivalent of a full-time position based on 2080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

**Function** – A group of related activities aimed at accomplishing a major service of regulatory program for which a government is responsible (e.g., public safety).

**Fund** – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**Fund Balance** – The excess of the assets of a fund over its liabilities, reserves, and carryover.



## Glossary

**GAAP** – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**Goal** – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grants** – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Indirect Cost** – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure** – The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**Interfund Transfers** – The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue** – Funds received from federal, state and other local government sources in the form of grants, shared revenues, and entitlements.

**Internal Service Charges** – The charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.

**Lapsing Appropriation** – An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

**Levy** – To impose taxes for the support of government activities.

**Long-term Debt** – Debt with a maturity of more than one year after the date of issuance.

**Materials and Supplies** – Expendable materials and operating supplies necessary to conduct departmental operations.

**Modified Accrual** – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable except for un-matured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.



## Glossary

**Net Position** – An accounting term used to describe assets plus deferred outflows less liabilities plus deferred inflows reported under the full accrual basis of accounting. Net Position may serve, over time, as a useful indicator of a government's financial position.

**Nominal Dollars** – The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

**Object of Expenditure** – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**Objective** – Something to be accomplished in specific well-defined, and measurable terms and that is achievable within a specific time frame.

**Obligations** – Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Revenue** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operating Expenses** – The cost of personnel, materials and equipment required for a department to function.

**Output Indicator** – A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

**Pay-as-you-go-Basis** – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Budget** – A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Indicators** – Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**Performance Measure** – Data collected to determine how effective or efficient a program is in achieving objectives.

**Personal Services** – Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Prior-Year Encumbrances** – Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for



## Glossary

which a part of the appropriation is reserved. These cease to be encumbrances when the obligations are paid or otherwise terminated.

**Program** – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Program Budget** – A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**Program Performance Budget** – A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

**Program Revenue (Income)** – Revenues earned by a program, including fees for services, license and permit fees, and fines.

**Purpose** – A broad statement of the goals, in terms of meeting public service needs that a department is organized to meet.

**Reserve** – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Resolution** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revenue** – Sources of income financing the operations of government.

**Service Level** – Services or products which comprise actual or expected out-put of a given program. Focus is on results, not measures of workload.

**Source of Revenue** – Revenues are classified according to their source or point of origin.

**Supplemental Appropriation** – An additional appropriation made by the governing body after the budget year or biennium has started.

**Supplemental Requests** – Programs and services, which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.



## Glossary

**Target Budget** – Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues and reserve requirements.

**Tax Levy** – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base (assessed value of all property).

**Taxes** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers In/Out** – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Unassigned Fund Balance** – The portion of fund balance that has not been assigned to another fund or is not restricted, committed, or assigned to a specific purpose and is available for general appropriation within the General Fund.

**Unencumbered Balance** – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**User Charges** – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Variable Cost** – A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of wages.

**Working Capital** – Excess of current assets over current liabilities.

**Workload Indicator** – A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

**Work Years** – The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year round employee. For most categories, this equals 2080 hours per year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2080 to arrive at the equivalent number of "work years" for the position.