RANDOLPH COUNTY, NORTH CAROLINA
2016-2017 PROPOSED BUDGET

County Commissioners
Darrell L. Frye, *Chairman*
Phil D. Kemp, *Vice Chairman*
David Allen
Stan Haywood
Arnold Lanier

County Manager
Hal C. Johnson

Assistant County Manager / Finance Officer
William L. Massie

Deputy Finance Officer
Suzanne Dale

A copy of this document is available on the County website: www.co.randolph.nc.us

Randolph County 2016-2017 Budget Schedule

Tuesday, May 31	6:00 - 6:40 p.m.	Proposed County Budget Presented to Commissioners
	6:40 - 7:00 p.m.	Asheboro City Schools
	7:00 - 7:20 p.m.	Randolph County Schools
	7:20 - 7:40 p.m.	Randolph Community College
	7:40 - 8:00 p.m.	Sandhills Mental Health

Monday, June 6	6:00 p.m.	Regular June Commissioners Meeting
	7:00 p.m.	Zoning Public Hearing

Note: No Budget presentations will be scheduled at this meeting.

Thursday, June 9	6:00 - 8:00 p.m.	All County Departments
Monday, June 13	6:00 – 6:30 p.m.	Community Agencies Requesting Financial Assistance
	6:30 p.m.	Fire Department Presentations
		Public Hearing on County Budget
Monday, June 20	6:00 p.m.	Approve Close-out Budget Amendments for FY 15-16
		Discussion of Capital Improvement Plan
		Budget Discussion
		Adopt School and Fire District Tax Rates
		Adopt Fee Schedules
		Adoption of Final 2016-17 Budget

Randolph County

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RANDOLPH COUNTY, NORTH CAROLINA

1779

RANDOLPH COUNTY, NORTH CAROLINA

2016-17 Proposed Budget

Readers' Guide

In addition to reporting the upcoming financial plan for Randolph County government, this budget is designed to assist the reader in understanding the responsibilities placed on the County, the relevant issues surrounding the budgeting process, the priorities identified in the allocating of limited county resources, goals and objectives determined for departmental operations, and results of services offered. It is intended to supply information to various readers, the most important of whom are our citizens. Please read the following information to gain a better understanding of the presentation and format of this budget document.

The budget document is divided into several sections:

Introductory - This section is designed to provide general information on the format of this budget document, the County's organizational structure, financial reporting, and the annual budget process in Randolph County.

Overview - This section is designed to provide summary financial information on the proposed and adopted budgets, current priorities of this local government, the budget ordinance, and other organization-wide information. Budget issues and the resulting decisions are identified in the Proposed Budget Message. County goals and policies provide further information on fiscal responsibility.

General Fund - Budget information for most County operations are found in this section, including descriptions of services and performance goals.

Other Funds With Annual Budgets - Funds other than the General Fund that have annually adopted budgets are contained in this section.

Capital Improvement Plan - This section documents significant capital needs within the County. Approved projects identify the financing method and future operating costs. Unapproved capital needs that have not been authorized are also listed. The County's debt service schedule for outstanding debt is also included.

Other Information - This section provides supplementary statistical information that may be helpful to the reader. The Glossary of terms is found here.

Funds

The accounts of the County are organized and operated on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. This document contains the annual budgets for the following funds:

The General Fund is the general operating fund of the County. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. It is the only major annually budgeted fund of the County.

Special Revenue Funds account for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The County maintains three annually budgeted Special Revenue Funds:

Emergency Telephone System Fund is required under state regulations to account for the proceeds and use of the emergency telephone tax. The taxes are assessed to provide resources only for the installation, lease, purchase or maintenance of the emergency telephone system, which locates the origin of the distress call.

Landfill Closure Fund accounts for monies set aside to pay for post-closure costs of the County's closed landfill. Federal and state environmental regulations require the County to perform monitoring procedures on the landfill site for thirty years.

Fire Districts Fund accounts for the collection and distribution of voter approved property taxes, levied to provide fire protection for nineteen special fire districts. The Board of Commissioners set each district tax rate during the annual budget process.

Enterprise Funds account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The County has one annually budgeted enterprise fund:

Water Fund accounts for bulk sales of water to municipal providers. Randolph County is a member of the Piedmont Triad Regional Water Authority and receives an allotment of treated water, which is sold to municipal water systems for final delivery to consumers.

RANDOLPH COUNTY, NORTH CAROLINA

2016-17 Proposed Budget

Readers' Guide

Organization

To effectively manage the delivery of services, County government is divided into departments. These departments are also the primary organizational unit within the General Fund budget. Departments provide specific services to our citizens, other local governments, community service organizations, or other County departments. The Board of Commissioners authorize funding and personnel limits at this level.

However, to better understand the various operations conducted, we have developed organizational levels within each department for purposes of presenting budgeted information and tracking the results of operations. Each department has organized its operations into "*Service Areas,*" which are groups of services with similar goals and objectives. For example, the Tax Department is divided into five service areas: Appraisal, Billing, Collections, Customer Service, and Mapping. Some of the larger departments also have an intermediate "*Division*" level.

Requested, Proposed and Final Budgets

The County's budgets are adopted as required by the North Carolina General Statutes. G.S. 159-8 requires that "each local government and public authority shall operate under an annual balanced budget ordinance adopted and administered in accordance with this Article. A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations."

Each department or agency prepares a budget request, which is based on their financial needs to provide existing services during the upcoming year, plus additional funding for improvements or expansion of services to accomplish specific goals. These requests are given to the Assistant County Manager, who serves as the Budget Officer. The Budget Officer is required by state law to propose a budget to the county commissioners and comment on the issues influencing his recommendations.

However, due to requests from the public, supported agencies, or other factors, the Board may decide to change the recommendations of the Budget Officer to arrive at the final approved budget. This may result in information in the budget message which does not correspond to the final budget ordinance.

In this document, the requested, proposed, and final budgets for next year are presented, along with comparative budget information from the current budget year and actual financial results from the most recent completed fiscal year. This provides the reader with data for three fiscal years, found in both summary and detail information.

Format

The budget pages for the General Fund consist of financial information at the department level and performance data for each service area within the department. Departments are identified with the following heading. Detailed budget information is found on these pages:

NAME OF DEPARTMENT

For a few large departments, there are Division pages. These help divide the larger departments into easy to understand groups of service areas. Divisions are not necessary for most departments.

Service Area pages disclose specific performance data and are indicated with a white text box. These pages disclose the mission, goals, staffing, and performance of that service area:

Department	**NAME OF DEPARTMENT**
Division	**Name of Division**
Service Area	**Name of Service Area**

General County Revenues

This is a concept to identify those revenues accounted for in the General Fund that are not related to specific operations. Many departments obtain revenues to directly support their services, such as user fees or federal or state grant assistance. By contrast, General County Revenues are those resources, including property taxes and local option sales taxes, which are available to support any governmental activity. By segregating these revenues, we can see how they are used. Each department identifies the amount of General County Revenues it needs to operate under the various budgets.

Policy Objectives and Service Goals

This document reflects our effort to show a relationship between budgeted costs with the goals and objectives related to services provided. Accordingly, certain statistics, commonly referred to as performance measures, are reported to assist the reader in understanding the department's plan for meeting our community's needs efficiently and effectively.

RANDOLPH COUNTY, NORTH CAROLINA

2016-17 Proposed Budget

Readers' Guide

Below is a general outline of the revenue and expenditure categories included in the budget. Not all funds will utilize each type of revenue, and expenditure types will vary by fund.

Revenues By Type

The revenue types supporting the funds are divided into ten categories as follows:

Ad Valorem Property Taxes

These revenues represent assessed taxes on the value of property owned within the County. The primary source of County revenues, property taxes are approximately 56% of total General Fund revenues and 100% of Fire District Fund revenues.

Local Option Sales Taxes

These revenues represent a retail sales and use tax, which is available to local governments. Approximately 15% of the Proposed General Fund budget comes from sales tax collections.

Other Taxes and Licenses

Certain other assessed taxes, including occupancy and scrap tire tax collections.

Intergovernmental Revenues

Funds received from federal, state or other local governments in the form of grants and shared revenues. These funds may be restricted for a legally defined purpose. Over 16% of General Fund revenues are from federal and state grants, primarily for human service programs.

Permits and Fees

These revenues come from the County's register of deeds fees, franchise licenses to cable television companies, and inspection services to enforce compliance with minimum code requirements for building and operating safety.

Charges for Sales and Services

These revenues represent collections received for services performed by various County departments, including ambulance fees, solid waste tipping fees, and health fees.

Investment Earnings

Interest generated from a fund's share of the County's pooled cash reserves.

Miscellaneous Revenue

This category is comprised of revenue sources that do not fit the other categories.

Other Financing Sources:

Appropriated Fund Balance

The amount of available fund balance remaining from the prior year which has been designated as an other financing source within the budget.

Interfund Transfers In

Amounts transferred from another fund to assist in financing the services for the recipient fund.

Expenditures By Function

Departmental budgets and appropriations to other agencies with similar function and/or customers are presented in the following categories of expenditures:

General Government

This category contains the budgets for the County's elective, administrative and support services, including the Governing Body, Administration, Computer Services, Tax, Register of Deeds, Elections, and Public Buildings.

Public Safety

This category contains Sheriff, Emergency Management, Building Inspections and the Day Reporting Center. It also includes contributions to other organizations to provide public safety services such as fire protection and rescue.

Economic and Physical Development

Included in this category are Planning and Zoning, Cooperative Extension Service, and Soil and Water Conservation. It also includes contributions to organizations such as the Randolph County Economic Development Corporation.

Environmental Protection

This category contains the Public Works Department, which is responsible for solid waste

Human Services

This category contains the Public Health, Social Services, Veterans Office, and Child Support Enforcement departments. It also includes contributions to health and welfare organizations such as the Randolph County Senior Adults Association and Sandhills Center.

Cultural and Recreational

This category contains the Public Library and contributions to certain other cultural organizations

Education

Counties in North Carolina are required to provide local financial assistance to supplement State support for public schools and its community college.

Debt Service

The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. Debt is issued for construction and renovation of public buildings and other capital assets.

Other Financing Uses:

Interfund Transfers Out

Amounts transferred to another fund to assist in financing the services for the recipient fund.

Expenditure Classifications

Each fund is made up of accounts for maintaining fiscal control. For budget presentation, these accounts are grouped into expenditure classifications, as follows:

Salaries

Expenses for salaries, wages, per diem or other compensation, fees, or allowances for travel expenses, paid to any officer or employee for services rendered.

Fringe Benefits

Social Security taxes, health insurance, and retirement employee benefits.

Operating Expenditures

Operating costs such as office supplies, program supplies, and repair and maintenance, postage, contractual services, leases, utilities and communications, and employee training and travel.

Capital Outlay

Purchases of fixed assets which have a value of $5,000 or more and have a useful economic lifetime of more than one year.

Randolph County, North Carolina
Budget Process

Statutory Requirements - In accordance with North Carolina General Statutes, the County maintains a fiscal year from July 1 to June 30. The County's operating budgets are adopted as required by the statutes. An annual budget is adopted for the general fund, three special revenue funds, and the enterprise fund. All annual appropriations lapse at fiscal year-end. G.S. 159-8 requires that "each local government and public authority shall operate under an annual balanced budget ordinance adopted and administered in accordance with this Article. A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations."

A budget calendar is included in the North Carolina General Statutes, which prescribes the last day on which certain steps of the budget procedure are to be performed. The following schedule lists the tasks to be performed and the date by which each is required to be completed.

April 30 - Each department head will transmit to the budget officer the budget requests and revenue estimates for their department for the budget year.

June 1 - The budget and the budget message shall be submitted to the governing board. The public hearing on the budget should be scheduled at this time.

July 1 - The budget ordinance shall be adopted by the governing board.

Budgetary Basis - All budgets are prepared using the modified accrual basis of accounting. An annual budget is adopted for the general, three special revenue funds, and the enterprise fund. All annual appropriations lapse at fiscal year-end. Under the County's budgetary process, outstanding encumbrances are reported as reservations of fund balances and do not constitute expenditures or liabilities since the commitments will be reappropriated and honored the subsequent fiscal year.

Randolph County, North Carolina
Budget Process

Continued

Budget Development - The budget development process begins in the first quarter of the calendar year at the Board of County Commissioners retreat, where certain priorities and strategic goals are established. Following that, departments evaluate programs and allocation of resources, resulting in a requested budget for the upcoming year. Department heads discussed their requested budgets with the Budget Officer during early April. The Proposed Budget was completed by the Budget Officer during April and May.

The Proposed Budget was presented to the Board of Commissioners at a specially scheduled May meeting. During the month of June, the Board of Commissioners scheduled meetings with various department heads and representatives of the many organizations that requested funding. At these sessions, the Commissioners reviewed the Proposed Budget, considered requested new positions, discussed proposed service levels, and offered changes to departmental budgets; they often ask that further information be provided.

Budget Message - The Budget Officer is also required to submit a Budget Message. G.S. 159-11 states "the budget message should contain a concise explanation of the governmental goals fixed by the budget for the budget year, should explain important features of the activities anticipated in the budget, should set forth the reasons for stated changes from the previous year in program goals, programs, and appropriation levels, and should explain any major changes in fiscal policy." The Budget Message can be found in the Overview section of this document, as well as a reconciliation between the Proposed and Final Adopted budgets.

Budget Adoption - A public hearing allows citizens the opportunity to voice their opinion on issues related to the budget. Public comment includes discussion of requested fire district tax rates. Adoption of the final budget ordinance occurs no later than July 1, or the governing board must adopt an interim budget that covers that time until the annual ordinance can be adopted. At the same time as the budget ordinance is adopted, the Commissioners set the county-wide property tax rate as well as tax rates for eighteen fire districts and two school districts.

Budget Amendments - During the year, amendments to the original budget may be necessary. Expenditures may not legally exceed appropriations at the departmental level for the general fund and special revenue funds, and the project level for capital ordinances. The County Manager is authorized to transfer appropriations within a department; however, any revisions that alter the total expenditures of any department must be approved by the governing board. Budgetary control is maintained at the individual expenditure account level by the review of all requisitions of estimated purchase amounts prior to the release of purchase orders to vendors.

Randolph County, North Carolina
Financial Structure

Fund Accounting - The accounts of the County are organized and operated on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements.

The County utilizes encumbrance accounting for its governmental fund types, under which purchase orders, contracts and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

Basis of Accounting - The accounting and budgeting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. In accordance with North Carolina General Statutes, all funds of the County are maintained during the year using the modified accrual basis of accounting for both budgeting and reporting purposes.

Under the modified accrual basis, revenues are recognized in the accounting period when they become susceptible to accrual (i.e., when they are "measurable" and "available") to pay the liabilities of the current period. The County considers all revenues available if they are collected within 90 days after year-end, except for property taxes. Ad valorem property taxes are not accrued as revenue because the amount is not susceptible to accrual.

In addition, expenditures are recorded when the related fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt, which is recognized when due, and certain compensated absences and claims and judgments, which are recognized when the obligations are expected to be liquidated with expendable available financial resources.

The Comprehensive Annual Financial Report (CAFR) shows the status of the County's finances on a basis of generally accepted accounting principles (GAAP). In most cases this conforms to the way the County prepares its budget. The CAFR shows fund expenditures and revenues on both a GAAP basis and Budget Basis for comparison purposes.

Annually Budgeted Funds of Randolph County

	General Fund (a major fund)		Water Fund
Description:	The primary operating fund for Randolph County services. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund.		Enterprise fund to account for bulk sales of water to municipal providers. Randolph County is a member of the Piedmont Triad Regional Water Authority and receives an allotment of treated water.
Primary Revenues:	▪Property Taxes ▪Sales Taxes ▪Federal and State grants		▪Bulk water sales to municipal water systems
Primary Expenditures:	▪Employee Salaries and Benefits ▪Appropriations to Public Schools and Community College ▪Interest and Principal on Outstanding Debt		▪Purchase of bulk water from Piedmont Triad Regional Water Authority

	Emergency Telephone System Fund	Landfill Closure Fund	Fire Districts Fund
Description:	Required under state regulations to account for the proceeds and use of the surcharge fees on telephone service. The taxes are assessed to provide resources for the installation, lease, purchase or maintenance of the emergency telephone system, which locates the origin of the distress call.	Accounts for monies set aside to pay for post-closure costs of the County's closed landfill. Federal and state environmental regulations require the County to perform monitoring procedures on the landfill site for thirty years.	Accounts for the collection and distribution of voter approved property taxes, levied to provide fire protection for nineteen special fire districts. The Board of Commissioners set each district tax rate during the annual budget process.
Primary Revenues:	Distributions of telephone surcharge fees collected by the State of NC and remitted to the County	Interest earnings	Special district ad valorem property taxes
Primary Expenditures:	▪Purchase of emergency telephone equipment ▪Computer hardware and software ▪Addressing database maintenance	Engineering and other monitoring costs	Distributions to volunteer fire departments for fire protection services in the designated districts

Fund
- Function
  - *Department*

General Fund
- General Government
  - *Governing Body*
  - *Administration*
  - *Information Technology*
  - *Tax*
  - *Elections*
  - *Register of Deeds*
  - *Public Buildings*
- Public Safety
  - *Sheriff and Jail*
  - *Emergency Services*
  - *Building Inspections*
  - *Adult Day Reporting Center*
  - *Juvenile Day Reporting Center*
  - *Other Public Safety Appropriations*
- Economic and Physical Development
  - *Planning and Zoning*
  - *Cooperative Extension Service*
  - *Soil and Water Conservation*
  - *Other Economic Development Appropriations*
- Environmental Protection
  - *Public Works*
- Human Services
  - *Public Health*
  - *Social Services*
  - *Veteran Services*
  - *Child Support Services*
  - *Other Human Services Appropriations*
- Cultural and Recreational
  - *Public Library*
  - *Other Cultural and Recreational Appropriations*
- Education
- Debt Service
- Interfund Transfers

Other Funds

Emergency Telephone System Fund
- Public Safety

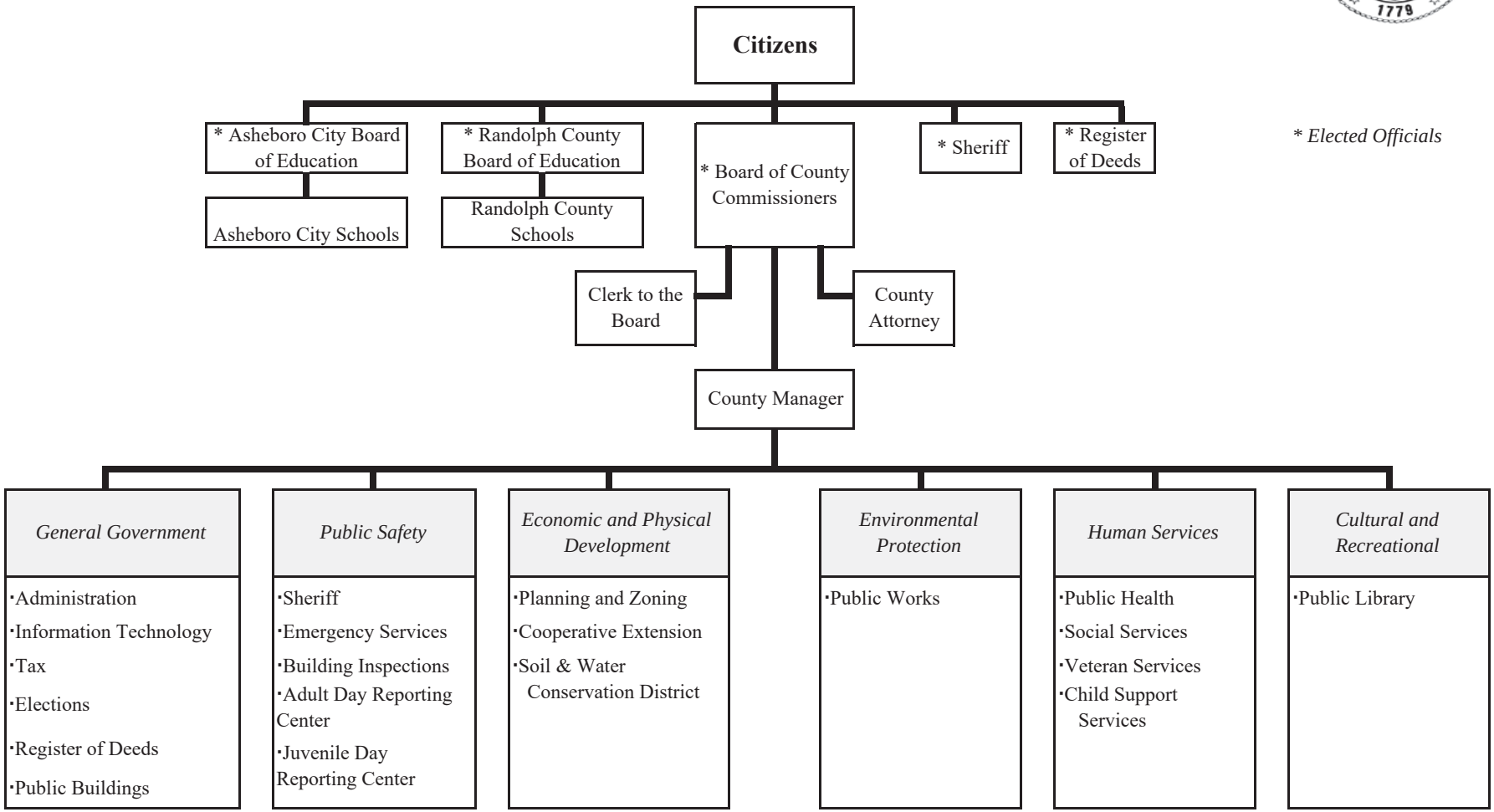
Landfill Closure Fund
- Environmental Protection

Fire Districts Fund
- Public Safety

Water Fund
- Utility

RANDOLPH COUNTY, NORTH CAROLINA

ORGANIZATION CHART



** Elected Officials*

Randolph County, North Carolina
List of Principal Officials

<u>Elected Officials</u>	
County Commissioner	Darrell L. Frye, *Chairman*
County Commissioner	Phil Kemp, *Vice Chairman*
County Commissioner	David Allen
County Commissioner	Stan Haywood
County Commissioner	Arnold Lanier
Sheriff	Robert Graves
Register of Deeds	Krista Lowe
<u>Appointed County Officials</u>	
County Manager	Hal Johnson
Assistant County Manager / Finance Officer	William Massie
Associate County Attorney	Aimee Scotton
Tax Administrator	Debra Hill
<u>Department Heads</u>	
Building Inspections	David Bryant
Child Support Services	Damon Brown
Cooperative Extension	Jonathan Black
Adult Day Reporting Center	Pam Smith
Juvenile Day Reporting Center	Megan McKinnon
Information Technology	Michael Rowland
Elections	Melissa Johnson
Emergency Services	Donovan Davis
Planning /Zoning	Jay Dale
Public Buildings	James Chriscoe
Public Health	Susan Hayes
Public Library	Ross Holt
Public Works	Paxton Arthurs
Soil & Water Conservation District	Jenny Parks
Social Services	Beth Duncan
Veteran Services	Terry Van Vliet

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Randolph County

North Carolina

For the Fiscal Year Beginning

July 1, 2015

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA)

Distinguished Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Randolph County, North Carolina for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

2016-2017 Proposed Budget Message

TO: The Board of County Commissioners
Randolph County, North Carolina

In accordance with the Local Government Budget and Fiscal Control Act, the proposed budget for Randolph County for the fiscal year beginning July 1, 2016 and ending June 30, 2017 is presented herewith for your consideration. The law specifies that the budget ordinance be adopted by July 1, 2016.

Each June, it is our responsibility to present the citizens of Randolph County and their elected Board of Commissioners a balanced budget for the next fiscal year. A budget is a financial plan that balances our area's priorities with the resources available. The Proposed Budget is presented to the Board of Commissioners as an adoptable financial plan for the upcoming year. It maintains services at necessary levels and utilizes resources to address the most urgent needs. In fiscal terms, the budget protects the County's financial condition. In legal terms, this plan complies with statutory requirements and our responsibilities as County government. In policy terms, this fiscal plan fulfills commitments made by the Board of County Commissioners and the County government on behalf of our residents, our businesses, our employees, and other organizations which rely upon us.

The Budget Message is our opportunity to describe the underlying factors behind our evaluation of issues and our setting of financial priorities. It provides a historical perspective on several issues and how they will affect the upcoming year.

Status of Local Economy

Randolph County's local economy has improved over the past few years. The local unemployment rate (5.2%) was below the state average (5.5%) in March 2016. Randolph County has long been a successful manufacturing area (over a third of our workforce is still in manufacturing), and this sector remains critical to our local economy. Randolph County continues to benefit from substantial corporate investment, which expands the tax base and creates critically needed new jobs.

For the past several years, Randolph County has worked with regional partners to develop a large industrial site suitable for a large advanced manufacturer. Quite a lot has happened during the past year to move this project forward. Randolph County has purchased 425 acres and the NC Railroad has committed to purchase another 875 acres. The new non-profit entity called the Greensboro-Randolph Megasite Foundation Inc. was formed to assist with the land acquisition and holds another 60 acres. Official certification of the site is underway and should be completed in a few months. The City of Greensboro, a major partner in this project, is completing the engineering design to extend water and sewer to the site. The Golden Leaf Foundation announced their decision to support a megasite project in the state by setting aside $50 million for infrastructure and workforce development.

While there are many other such sites available, we believe the Greensboro-Randolph Mega-Site has distinct advantages that will make it successful. This is a complex project that requires preparation, research, and effort at each stage, before we carefully move forward. While this project is important in our economic development efforts, it will not be the only initiative necessary to move our county forward.

Workforce development is one of the major issues that continues to be discussed locally and regionally. Randolph County needs to ensure that our citizens understand the career opportunities awaiting them and can develop the knowledge and skills needed by our local industries and institutions. It is good to see cooperation between both public school systems, the community college, and business leaders, including the expanding Pathways to Prosperity Initiative.

Randolph County has many strengths that will promote consistent economic growth for many years. We have a strong agricultural tradition, with state rankings in the top ten in beef cattle, milk cows, chickens and broilers. Tourism continues to play a vital role in the County's economy, adding diversification and creating jobs for our citizens.

Legislative Changes

State Budget – At this time, the North Carolina General Assembly is in session to adjust the State's 2015-17 biennial budget. Randolph County will likely adopt its budget before the effects of the state budget are known. Many legislative changes increase the costs that are borne by County taxpayers.

Other Legislation – In addition, the General Assembly has removed the original statutory allocation of lottery proceeds, making it unclear what financial resources will be available for school construction and the debt already incurred for such projects. With a cap on lottery distributions, our annual allocation declines as our student enrollment declines.

Last year, the General Assembly discussed various ways to redistribute sales taxes from urban areas (where strong sales tax collections take place) to rural areas where there has been stagnant economic growth. The final state budget enacted a new Article 44 sales tax which comes from expansion of the sales tax base and redistribution of existing sales tax collections. There is already legislation proposed in the General Assembly which would change this redistribution.

Strategic Planning

Randolph County will face many changes in the coming decades of the 21st century. Challenges facing both Randolph County and municipalities will continue to increase as local government continues to focus limited resources on long-term issues impacting Randolph County's Health, Safety, and Well-Being.

Recognizing the need to address current and anticipate future challenges, in July, 2015, the Board of County Commissioners approved a formal, comprehensive process that would enable our community to understand and manage these changes. This is the first strategic planning initiative completed by Randolph County since 1995.

The 2016 Strategic Planning initiative was designed from the beginning to be inclusive and to involve local governments, organizations, and citizens from across the county. The County Strategic Planning Steering Committee consisted of 60 appointed individuals including the County Commissioner Chairman, mayors, city managers, health care professionals, educators, human service providers, public safety providers, chambers of commerce, economic development, agriculture, tourism, and other citizens with perspectives which contribute to the rich diversity of the Randolph County community. Over 100 citizens eventually participated in three task forces (Public Health, Public Safety, and Well-Being) with various subcommittees that met monthly to openly discuss strengths, weaknesses, problems, and opportunities that may confront Randolph County.

Technical support and facilitation for the 2016 Strategic Planning initiative was provided by the Piedmont Triad Regional Council (PTRC), in addition to designated Randolph County staff. The PTRC prepared a detailed Environment Scan (Statistical Profile) that was used by the Steering Committee and Task Forces to help identify long term strategic issues.

The planning process allowed the Steering Committee to identify long term strategic issues impacting the Randolph County community and local governments. Goals and strategies were then developed by multiple task forces and sub-committees which gave more opportunity for citizens to be involved in this process.

While the goals and strategies identified in the Strategic Plan are not binding upon the County or its municipalities, they are the result of debate and negotiation often representing a compromise in which opposing points of view have supported acceptable alternatives.

The formal 2016 Strategic Plan was completed and presented at a special meeting of the Steering Committee and Board of County Commissioners on May 17, 2016. Mayors, other elected officials, and citizens were invited to attend this special presentation.

Common themes emerging from the 2016 Strategic Planning initiative include:

- Economic Development Recruitment - Expand the capability and organization of our Economic Development Corporation (EDC) to enhance recruitment of business and industry throughout the county. This may require an additional EDC staff person devoted specifically to recruitment while also recognizing the resources of local chambers of commerce in creating expanded economic development efforts.
- Workforce Development – Create opportunities for our citizens to develop their special talents through support of new and innovative workforce development programs that support existing businesses, entrepreneurships, on-the-job training initiatives, internships, and apprenticeships.
- Behavioral/Special Needs/ & Health Challenges – Develop proactive prevention programs to reduce the debilitating and costly effects of existing and emerging community health and mental health challenges. Recruitment of primary health care providers and related facilities should be expanded as a vital component of the strategic health challenges strategy.
- Supporting a culture of Well-Being - The well-being of a community involves many components that can improve the overall quality of life for our citizens. Examples of well-being initiatives could include:

  -Access to and improvement of transportation, nature trails, parks and various types of recreation would support healthy lifestyles and have a positive impact on growth, economic development recruitment and overall quality of life.

  -The proposed Agri-Business Civic Center will have a major effect on our agricultural community as well as on economic development and tourism.

Meaningful and effective implementation is key to any strategic planning process. In order to address some of the goals & strategies in the upcoming year, we are recommending that the new $1 million revenue source from the Regional Landfill be committed toward implementation of several of these initiatives. We are also requesting that a *Strategic Planning Implementation Committee* be appointed by the County Commissioners to work with the office of the County Manager and make recommendations to the County Commissioners on allocation of available funds as specific programs are identified and organized.

Funds from the landfill revenue will be placed in reserves out of the General Fund, to be utilized as needed and approved by the Board of County Commissioners. We are proposing the following allocation:

Economic Development:	**$40%**
Health & Well-Being:	**$40%**
Workforce Development:	**$20%**

Budget Development

Recent Budget Trends

Like every other entity, Randolph County government regularly evaluates its operations to find cost savings and efficiencies. Departments always work diligently to provide quality services to taxpayers within the budget appropriations they are given. County government continues to search for ways to utilize our resources to maximize effectiveness. Because we don't have a "use it or lose it" mentality, departments are proud to leave unspent monies at year end. Unlike some businesses, however, demand for most county services has greatly increased over the past few years. Inflation affects the County just as it does family budgets and eats away at funding over time.

For many years Randolph County maintained fiscal discipline, "kicking the can down the road" one year after another, by saving instead of spending on needs. We let several "bubbles" build up that were getting very difficult to manage. Thanks to the support of the Commissioners, we began to address the worst of these issues last year. In many departments, additional staff is necessary to handle the growing workload. One other area is overdue replacement of essential equipment and vehicles that has been delayed as long as possible. Still another is deferred maintenance and upkeep of our public buildings. Several departments have specific staffing and capital outlay needs, which are detailed in the requests. The Proposed Budget continues to address some of these issues.

Emergency Services Modernization

For many years, the Emergency Services department reported the need to upgrade its personnel, equipment, and facilities to effectively process 911 calls and respond with timely ambulance services. Response times to the southern half of the county were inadequate, since there was no base south of Asheboro. New bases require new crews, which are an expensive recurring cost.

We are very proud of the progress made the past few years to improve public safety. Beginning in 2014-15, the County began to devote resources to these needs in the budget. A 1.5 cent property tax increase was adopted to fund the one-time facility construction costs and related equipment upgrades, along with the additional recurring personnel costs. Early one-time costs have been reallocated toward debt service on the new Emergency Services Headquarters, currently under construction.

Year One of the plan included construction of two ambulance bases (Uwharrie and Liberty), one new EMT crew (6 positions) for Uwharrie, new 911 personnel, and other capital costs. Year Two (2015-16) saw additional personnel costs due to a full year of operations for the Uwharrie Base, plus the additional crew for the new Southeast Base beginning January 1. The former capital budget funding will now be used for the recurring personnel costs.

Year Three (2016-17), the final phase of implementation, will see additional personnel costs due to a full year of operations for the Southeast Base. No new bases will be constructed. Actual debt service on the new Emergency Services Headquarters will be $1,215,891 for the full year.

County Facility Maintenance

At the past several Board retreats, County departments updated the Commissioners on the backlog of capital replacement, building maintenance, and future facility needs. We are now funding more for replacement and repair costs in the annual budget in order to keep the backlog from getting any larger.

School Facility Maintenance

In the past, Randolph County has devoted substantial resources toward facility expansions and construction of new schools. Both public school systems have developed plans to address overdue maintenance roof repairs, ventilation system replacements, flooring maintenance, and other necessary upgrades of their existing school buildings. Last year, the County increased the appropriations for these needs; the same level of funding continues in 2016-17.

Appropriated Fund Balance

Fund balances are accumulated reserves which serve many purposes, including cash flow, as an emergency reserve and a source for one-time "pay-as-you-go" projects. For many years, when the recession had a negative impact on revenues, the Board depended on appropriations of fund balance as a financing tool to balance our budget. Now that both property tax revenues and sales tax collections are stronger, our use of fund balance for recurring operating costs needs to be avoided. Our Fiscal Policy provides that any excess balance be transferred to the capital reserve to help finance one-time construction projects.

2016-17 Goals and Priorities

The Proposed General Fund budget was developed under long-term policy goals, found in the Overview section of this document. Elected and appointed officials have the responsibility to find the right balance between meeting the public's demand for services and the public's desire to pay for them. Every year, different challenges and opportunities are considered while developing a financial plan for the County. For the 2016-17 budget, the following short-term budget priorities were established:

- Do not increase the existing property tax burden for our citizens.
- Fund departmental operations at the level necessary to maintain public safety and other critical services that citizens require.
- Identify existing cost savings and reallocate resources to address critical needs in other departments.
- Include Year Three of the Emergency Services Modernization Plan.
- Fund the County pay plan to improve employee recruitment and retention.
- Improve current level of financial assistance to public schools and the community college.
- Limit any use of appropriated fund balance for recurring costs.
- Commit new revenue stream from landfill towards accomplishing strategic planning recommendations rather than county operations.

The 2016-2017 Proposed Budget

General Fund

Randolph County government always operates conservatively, responsibly providing essential services that our citizens need. We have traditionally maintained a low tax burden for our citizens. However, we understand that some issues need to be managed proactively, because prevention is less expensive than reacting after a crisis arises. Randolph County is the 19th largest county by population, and will continue to face issues that will put additional pressure on our property tax rate.

The Proposed Budget for next year totals $122,398,805 which is an increase of $4,135,888, or 3.5% above the 2015-16 adopted budget. Despite the increase, the Proposed General Fund Budget is presented with a quarter-cent decrease to the property tax rate (to 65.25 cents per $100). This will save our taxpayers $259,875 on the property tax levy in 2016-17. While this is not a large adjustment, it is made with the intention of sustaining the new tax rate. It makes no sense to drop the property tax rate dramatically if you have to adjust it up equally in the next year or so.

The County's 2016-17 General County Revenues have some major changes, all positive. Property valuations are higher than expected, along with better collection of motor vehicle taxes. Sales tax collections are growing as a result of economic recovery, and the additional tax base brought on by legislative changes and participation by on-line merchants. For next year, there are also additional sales taxes as a result of legislative action by the NC General Assembly in 2015. However, this tax distribution is subject to legislative changes.

The Proposed Budget covers many of the requests from departments and primarily focused resources on maintaining rather than enhancing services. There were additional total appropriations to public schools and the community college. The Emergency Services Modernization initiative is fully funded for year three. The 2016-17 Proposed Budget funds efficient services and continues our overdue improvements to facilities.

Several years ago, we began exploring the possibility of operating a regional landfill. The initial permitting process is complete, and the County has chosen Waste Management as the operating partner. The construction of this facility has begun. When Waste Management opens their regional landfill in early 2017, our Public Works department will stop operating the scalehouse and transfer station; our tipping fees (and related costs) will cease.

General Fund	2015-16 Final Approved	2016-17 Requested Budget	2016-17 **Proposed Budget**
Revenues:			
Ad Valorem Property Taxes	$ 67,537,867	$ 70,912,483	**$ 68,447,375**
Local Option Sales Tax	19,131,651	22,300,000	**22,300,000**
Other Taxes and Licenses	1,520,000	1,588,000	**1,588,000**
Unrestricted Intergovenmental	405,000	350,000	**350,000**
Restricted Intergovernmental	19,313,189	19,399,602	**19,399,602**
Permits and Fees	973,000	1,025,800	**1,025,800**
Sales and Services	8,800,365	8,711,782	**8,711,782**
Investment Earnings	85,000	101,000	**101,000**
Miscellaneous Receipts	344,892	274,410	**274,410**
Total Revenues	118,110,964	124,663,077	**122,197,969**
Other Financing Sources:			
Appropriated Fund Balance	96,328	139,586	**139,586**
Interfund Transfers In	55,625	61,250	**61,250**
Total Other Financing Sources	151,953	200,836	**200,836**
Total Budgeted Revenues and Other Financing Sources	$ 118,262,917	$ 124,863,913	**$ 122,398,805**

General Fund	2015-16 Final Approved	2016-17 Requested Budget	2016-17 **Proposed Budget**
Expenditures			
General Government	$ 11,429,015	$ 11,688,399	**$ 11,688,399**
Public Safety	25,304,153	27,120,643	**26,371,043**
Economic and Physical Development	2,588,562	2,717,490	**2,717,490**
Environmental Protection	2,504,795	2,451,656	**2,451,656**
Human Services	29,196,400	29,863,905	**29,863,905**
Cultural and Recreational	1,896,181	1,998,988	**1,998,988**
Education	28,921,400	31,175,408	**29,199,900**
Debt Service	12,363,616	12,337,424	**12,337,424**
Contingency	-	1,110,000	**1,370,000**
Total Expenditures	114,204,122	120,463,913	**117,998,805**
Other Financing Uses			
Interfund Transfers Out	4,058,795	4,400,000	**4,400,000**
Total Budgeted Expenditures and Other Financing Uses	$ 118,262,917	$ 124,863,913	**$ 122,398,805**

General Fund Revenues

The following summarizes our primary revenues for next year.

Property Taxes
The property valuation for 2016-17 is estimated to be $10,500,000,000. Next year's Proposed Budget tax levy of $67,827,375 is based on the reduced property tax rate of 65.25 cents per $100 valuation and a collection rate of 99.0%. At the current valuation and collection rate, one cent on the tax rate produces $1,039,500. To fund the entire Requested Budget this year, a property tax rate of 67.62 cents would have been necessary.

Local Option Sales Taxes
In addition to the growth in consumer sales, last year's legislative changes to expand the tax base and reallocate collections will have a favorable effect upon County sales tax collections. Based upon state estimates, the N.C. Association of County Commissioners projected county sales tax growth at 4.6 percent next year, depending on local economic conditions. Since most of the sales tax is distributed based upon point of sale, local spending is the key factor in estimating future revenues. As of the date of this message, we have received sales tax distributions through February 2016 sales, which requires us to project the remaining four months of the fiscal year. Excluding the new Article 44 sales tax, which is set statutorily, next year's sales tax collections were budgeted three percent over the current year's (2015-16) revised revenue projections.

Other Revenues
Other Taxes are budgeted higher as a result of strong occupancy tax collections. Permits and Fees are primarily a reflection of any changes in new property development and the real estate market. Now that residential and commercial development has recovered a little, this will have an effect on many of our fees, such as zoning permits, building inspection fees, and well and septic permits.

Restricted Intergovernmental Revenues are expected to increase slightly. Sales and Services reflect a small decrease, with many fees going in opposite directions. Ambulance fees are budgeted nearly the same as the current fiscal year. The Public Works Department has recommended that the solid waste tipping fee remain at $50 per ton for this final year.

Randolph County, like other governments, invests available funds to gain a reasonable return. The Federal Reserve has maintained the Federal Discount rate near zero for the past few years, which reduces the interest earnings available to us. Our current average return is a small fraction of a percent. The Federal Reserve made a small change to the discount rate in December, the first increase in many years. The Fed is not expected to continue raising interest rates until the economy shows additional strength. Only $101,000 in interest income is budgeted for 2016-17.

Appropriated Fund Balance
Randolph County should maintain our fund balance above our minimum fund balance policy of 20%. The 2016-17 Proposed Budget does not require any use of fund balance to subsidize expenditures, other than $118,886 restricted for health program costs and $20,700 for law enforcement purposes.

General Fund Expenditures

County Services - Departments have operated with lean operating budgets over the past eight years. During the budget process, department heads will update the Board on the status of their operations and the pressures they are facing. The Proposed Budget included additional costs where warranted, primarily for public safety. The routine capital outlay requests funded annually include replacement of Sheriff's vehicles, two ambulances, and other vehicles.

Operating Expenditures
Most departments requested nearly the same operating budgets. After careful review, additional facility maintenance was included in the Proposed Budget.

Employee Pay Plan and Employee Benefits
The County is first and foremost, a service organization that requires qualified individuals to carry out its statutory responsibilities to our citizens. We are experiencing both high turnover and difficulty recruiting people with the skills we need to provide services. The Board of County Commissioners have supported reasonable efforts to financially reward our personnel for their hard work and dedication to public service. In the 2016-17 Proposed Budget, management recommends a 1.0% cost of living adjustment (COLA) which will cost $370,000. In addition, we recommend a 2.0% pay plan adjustment ($740,000) to bring our compensation closer to the regional market, where we compete with other governments to fill some positions and with private industry for others. This funding will improve our ability to recruit and retain those qualified individuals. We have also included funds for a classification study, so that we can review one-third of our positions every year to keep them updated.

Randolph County is self-insured with regard to its employee health plan. In recent years, the County adjusted health plan benefits and offered a second plan with a health savings account in order to control medical care costs. Along with wellness programs, these initiatives have helped the County to manage its health care costs effectively. We are pleased to report that the health plan costs for the 2015-16 year are very satisfactory. As a result, overall health plan expenses are budgeted the same for next year. Retirement contributions are actuarially determined; for the upcoming year, rates increased 3.8% for general employees and 6.0% for law enforcement.

Requests for New Positions / Reclassifications
Overall, most Randolph County departments are adequately staffed to meet the demand for services. However, eight new positions are proposed to increase efficiency, preserve effective services, and maintain our facilities. There are unfunded requests for another nine new full time positions which would enhance our ability to serve the public.

These seventeen departmental positions are listed on the Requests for New Positions page of the Overview section. The Proposed Budget has 793 full-time and 31 part-time allocated positions.

Contributions to Community Organizations – Nearly all outside organizations were funded at current levels. The annual appropriation to Sandhills Center was reduced by the in-kind value of the leased space in Asheboro, provided without charge by the County.

Education – The 2016-17 Proposed Budget includes a 1% increase in total allocations for the public schools. Total average daily membership (ADM), or student enrollment in the K-12 grades, is projected to decline countywide by 265 students for next year (down 1.17%). This

continues a trend of a declining number of students in the County Schools. The ratio of average daily membership between the Randolph County Schools and the Asheboro City Schools shifted for fiscal year 2016-17, resulting in more Current Expense and Current Capital funding apportioned to the Asheboro City Schools. Both public school systems have stressed the importance of County funding for major maintenance of their existing school buildings.

		Requested	Proposed
Randolph County Schools	Current Expense	$ 19,064,995	$ 17,637,691
	Current Capital	$ 2,206,883	$ 2,204,366
	Construction Capital	$ 750,000	$ 750,000
Asheboro City Schools	Current Expense	$ 5,075,000	$ 4,733,809
	Current Capital	$ 757,750	$ 591,634
	Construction Capital	$ 350,000	$ 350,000
Randolph Community College	Current Expense	$ 2,495,780	$ 2,460,000
	Current Capital	$ 405,000	$ 402,400

Current direct appropriations for Education make up 24% of the proposed 2016-17 budget. Including the portion of debt service paid by the County for school facilities and the transfer to the RCC Capital Project, the County's commitment to Education is 34% of total expenditures.

Interfund Transfers Out – The $2,600,000 transfer to the Randolph Community College Capital Project represents the entire expected proceeds of the Article 46 sales tax. The $1,800,000 transfer to the Water Fund provides cash flow for the County's commitment to the Piedmont Triad Regional Water Authority.

Debt Service - The $12,337,424 needed to fund our debt service requirements for fiscal year 2016-17 is 10% of this Proposed Budget; our Debt Policy limits this ratio to 15%. Seventy-eight percent of existing debt is related to educational facilities; the remainder is for county facilities and water projects. In January 2016, the County issued debt for the new Emergency Services Headquarters; an entire year of debt service is included in the Proposed Budget. A schedule of future maturities of all debt is available in the Capital Improvement section of this document.

Water Fund

Randolph County is a member of the Piedmont Triad Regional Water Authority. Randolph County intends to sell its allocation of 1.25 million gallons per day to municipal partners. Due to expiration of the agreement with the City of Archdale, there are no bulk water sales budgeted.

Emergency Telephone System Fund

The Emergency Telephone System Fund budget includes increased distributions from the NC 911 Board, from $581,017 to $659,358 for normal eligible costs, plus another $1,179,020 for one-time technology costs related to the new Emergency Services Headquarters building.

Solid Waste Management Fund

The Solid Waste Management Fund, formerly called the Landfill Closure Fund, has a total budget of $146,500. These expenditures are funded by investment earnings of $2,000 and appropriated fund balance of $144,500.

Fire District Fund

This budget book includes information on the requests by area fire departments regarding fire district tax rates. Five fire districts asked for their district property tax rate to increase (Bennett, Farmer, Franklinville, Northeast, and Westside).

School District Tax Rates

The Asheboro City School District requested their current district property tax rate remain at $0.15. The Archdale-Trinity School District also requests their current $0.0954 district tax rate.

Capital Improvement Plan

As other governments have done, Randolph County has developed a strategy for dealing with major capital needs of our county. A Capital Improvement Plan (CIP) allows us to maintain a long-range capital planning process that can incorporate new issues as they arise. To prevent a backlog of projects, we have a process to determine our priorities, select financing methods, and establish construction timelines. These decisions are summarized in the CIP section of this document. The Board can review the CIP and discuss new facility projects as part of the budget process, because related operating and debt service costs have an impact on our budget.

Under state law, counties are responsible for construction of public school buildings and community college facilities. Every March, the County Commissioners hear the future capital needs of the two public schools systems and the community college. In the past, the Randolph County Board of Commissioners authorized debt to address capital needs and school overcrowding in Randolph County Schools and Asheboro City Schools. Seventy-eight percent of the County's outstanding debt is for educational facilities.

To provide an understanding of the various capital needs facing the County, a Summary of Future Capital Needs is included in the Capital Improvement Plan section of this document. These projects are listed for information and are not currently included in the actual CIP; if the Board chooses, additional projects could be scheduled in the four-year CIP for planning purposes.

A well-qualified workforce is a key ingredient in any successful operation, and critical to recruit corporations to Randolph County. In March 2010, Randolph County held a successful referendum on an additional quarter-cent sales tax; these funds have been committed to be used for Randolph Community College (RCC) facility needs. This approach allows RCC to initiate projects on a pay-as-you-go schedule rather than debt financing, thus avoiding interest costs. With this funding, their facilities can be upgraded to meet the growing demand for modern skills without any debt burden on our citizens.

The current CIP includes the Emergency Services Headquarters project and expansion of our Animal Shelter. The County has established capital project funds for these projects. The Randolph Community College Capital Project Fund accounts for their current CIP projects: construction of the new Cosmetology Center and renovation of the Photography Department. The Site Development Capital Project accounts for the acquisition of significant acres of land for economic development, to be made available a major advanced manufacturer. The other current capital project is the Technology Capital Project Fund, which accounts for the transfer of monies from the General Fund to make major upgrades to the County's technology systems.

Distinguished Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Randolph County, North Carolina for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

We would like to express appreciation to all of the Randolph County Department Heads and their staff who helped work through this budget. Their leadership is essential in maintaining our high quality of services despite limited resources. County departments continue to examine how we deliver service to determine if the practices of the past will meet the needs of the future.

Finally, we would also like to thank the members of the Board of Commissioners for their leadership, their dedication to the citizens of Randolph County and for their continued interest and support throughout the past fiscal year. Through the Board's direction, Randolph County will always try to maintain a realistic balance between the need for services and our citizens' ability to pay for them.

Respectfully,

Hal C. Johnson

Hal C. Johnson
County Manager

William L. Massie

William L. Massie
Assistant County Manager / Finance Officer

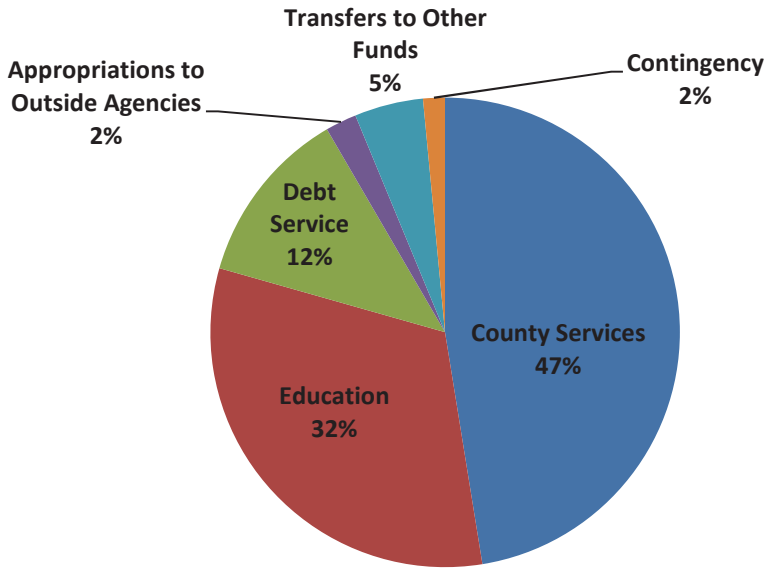
May 31, 2016

RANDOLPH COUNTY, NORTH CAROLINA
1779

Randolph County
Budget at a Glance

Proposed 2016-17 General Fund Budget
By Purpose

	Budgeted Expenditures	Departmental Revenues and Restricted Resources	Remainder Funded By General County Revenues	
County Services	$ 71,083,341	$ 27,701,223	$ 43,382,118	*47%*
Education	29,199,900	-	$ 29,199,900	*32%*
Debt Service	12,337,424	1,173,507	$ 11,163,917	*12%*
Appropriations to Outside Agencies	4,008,140	2,045,495	$ 1,962,645	*2%*
Transfers to Other Funds	4,400,000	61,250	$ 4,338,750	*5%*
Contingency	1,370,000	-	$ 1,370,000	*1%*
	$ 122,398,805	$ 30,981,475	$ 91,417,330	



How General County Revenues Are Spent

POLICY GOALS

The following long-term goals were reviewed and approved by Department Heads to guide the development of departmental budgets. These goals reflect the focus of County departments in their allocation of resources to the most important areas. All departments are aware that these goals are dependent on available financial and staffing resources. Many of these goals are continuing in nature and do not imply the end will be achieved within the current budget period. There are seven functional policy goals, outlining the focus of services provided directly by the County and educational organizations that receive substantial financial assistance. Many County services satisfy more than one policy goal. In addition, there are three goals designed to promote quality of service; service standards that are expected from all county departments and that clarify our fiscal responsibilities to citizens.

Functional Policy Goals

General Government – Provide policy leadership and manage public resources to enable the efficient delivery of County services to citizens.
Administration - Oversee the implementation of public policy as determined by elected officials. Deliver operational support to all county departments as well as coordinate effectively with federal and state agencies and local organizations. Information Technology - Enhance the delivery of County governmental services to the public through the effective use of technology. Tax - Accurately identify, list, appraise and bill all taxable real and personal property in Randolph County as governed by North Carolina General Statutes. Effectively collect Randolph County property taxes, ambulance charges and other tax assessments and exercise the enforced collection remedies considered necessary and appropriate under North Carolina General Statutes. Elections - Provide fair and honest administration of all federal, state and local elections, and enforce campaign finance laws, rules, and regulations. Register of Deeds - Maintain the security, integrity, and public access to land, vital and other public records entrusted to the Register of Deeds. Public Buildings - Provide safe and functional facilities for the employees and citizens of Randolph County and properly maintain the named-road sign program for the 911 emergency system.

Public Safety - Provide a safe community for all Randolph County citizens and visitors.

Sheriff - Protect and serve the citizens of Randolph County by relentlessly prosecuting criminals, while supporting the rights of all citizens to liberty, equality, and justice. Provide safe public educational facilities for the children of Randolph County by maintaining the established partnership with the schools and their officials in the deployment of school resource officers.

Emergency Services - Protect our community by preventing and minimizing loss of life, pain and suffering, property loss, and environmental damage from fire, natural disasters, and medical emergencies by offering education, prevention, and emergency response. Promote a responsive public safety communications center with employees that are highly skilled in responding to the emergency needs of citizens and visitors.

Building Inspections - Promote the public safety, health, and general welfare of the citizens and visitors to Randolph County through the administration and enforcement of the State Building, Electrical, Mechanical, and Plumbing Codes.

Adult Day Reporting Center - Provide structured supervised programs for court-involved adults in a cost-effective and efficient manner to increase public safety and assist participants to progress toward achievement and accomplishment as productive members of the community.

Juvenile Day Reporting Center - Provide multiple services to court-involved youth, at risk youth, and their families to help ensure the safety of the community, the well-being of the juveniles, and to help the juveniles make positive life decisions in the future.

Economic and Physical Development - Manage the County's growth and improve the standard of living through sustainable economic and infrastructure development as well as support and encouragement of traditional commerce.

Planning & Zoning - Develop and administer a comprehensive and strategic planning program designed to maintain quality and sustainable growth within Randolph County.

Cooperative Extension - Partner with North Carolina Cooperative Extension to deliver education and technical assistance that enriches the lives, land and economy of citizens. Extension professionals provide education based on research from North Carolina's land-grant universities, NC State University and NC A&T State University.

Soil & Water Conservation - Develop and carry out programs for the conservation, protection and development of soil, water and related plant and animal resources within Randolph County by cooperating with the USDA-Natural Resources Conservation, working hand in hand with the American people to conserve natural resources on private lands. Promote environmental stewardship on farms, in forests, on public lands, in communities and at home through conservation education and other best management practices for water, air and soil quality.

Environmental Protection – Protect the environment for future generations and provide sustainable solutions to current demands.
Public Works - Protect the environment through safe and efficient solid waste disposal, solid waste reduction and other disposal methods for all types of solid waste. Assist in the development of safe, comfortable and efficient facilities for all departments, economical development projects and Board of Commissioners requests through quality engineering practices.

Human Services - Improve the quality of life and ensure the personal health and welfare of all Randolph County citizens, including determination of available state and federal programs that address individual needs.
Public Health - Preserve, protect, and improve the health of the community by the collection and dissemination of health information, education and service programs aimed at the prevention of disease, protection of the environment, and improvement of the quality of life for our citizens. Improve access to health care, increase preventive services, reduce lifestyle-related risks, and reduce outbreaks of infectious disease and other public health threats. Social Services - Provide residents access to programs that promote economic independence and family stability and still preserve the dignity of the family/individual. Enroll citizens in social economic programs that assist with basic subsistence needs. Child Support Services - Assist families with children by enforcing the collection of child support payments. Veterans Services – Provide technical assistance to Randolph County veterans and their dependents, assuring that all VA claimants have consistent availability of qualified representation and assistance in obtaining benefits administered by the U.S. Department of Veterans Affairs.

Cultural and Recreational – Promote literacy and other programs that improve our citizens' enjoyment of life.
Public Library - Provide for the informational and reading needs of citizens at library sites, through remote access, and to homebound and institutional patrons.

Education - Improve the standard of living for Randolph County citizens through educational opportunities.
Provide supplemental financial support for the current operating expenses and capital needs of public schools. Provide supplemental financial support for the current operating expenses and capital needs of Randolph Community College.

Service Delivery Goals

Advance efficient operation of County business through investment in electronic technology.

- Enhance the County's technology resources to provide greater public access, efficient internal operations, and improved electronic communications.
- Expand and enhance departmental web sites to ensure the public's awareness of all services provided by County departments, as well as keeping the public informed of decisions and/or policies made by County officials.
- Continue the use of the Internet and Geographic Information System (GIS) resources to support E911, Planning, Tax, Inspection, and data exchange services and provide support services to initiatives involving mapping, disaster planning and response, and health service programs.

Maintain prompt, courteous, and professional services from all County employees

- Ensure satisfaction with County services by encouraging and educating employees to respond to services and/or inquiries requested by the public, or by other County departments, in a prompt, courteous, and professional manner.
- Support a competitive compensation and benefits package that will ensure our ability to attract, recruit and retain highly competent employees in our marketplace.
- Ensure that qualified and skilled personnel are recruited and hired for all job vacancies.
- Maximize productivity and improve efficiencies by providing appropriate training to employees, including awareness and understanding of County policies and procedures.
- Promote safety by providing routine maintenance and safety inspections of County facilities and equipment, as well as offering safety training to all employees.

Ensure the County's financial stability, promote fiscal responsibility, and protect public resources.

- Maintain the property tax rate as low as economically possible while providing essential services to citizens of Randolph County.
- Encourage all departments to closely monitor expenditures through regular review of operational and administrative costs and to initiate cost-cutting efforts.
- Encourage all departments to aggressively collect revenue due to the County and seek alternate forms of revenue whenever possible, such as grants and user fees.
- Maintain an unassigned fund balance of at least 20 percent of the total General Fund budget in order to have adequate reserves to offset revenue volatility, to maintain liquidity despite the timing of cash inflows/outflows, and to meet unforeseen contingencies.
- Incorporate discussion of capital improvement needs as an integral part of the annual budget process.
- Maintain or improve the current bond ratings with Moody's and Standard and Poor's.
- Schedule debt for repayment on the basis of the entire outstanding debt, not just the individual issue, in a manner which seeks to reduce fluctuation in the total tax rate.
- Protect the County through legal documents that minimize litigation.
- Continue risk management to reduce uncertainties regarding potential losses to assets, maintain continuity of services to the public, and support the integrity of the budget.
- Continue to achieve at least a 99 percent collection rate of ad valorem property taxes.

Matrix Linking Policy Goals with County Departments

POLICY GOAL:	General Government	Public Safety	Economic and Physical Development	Environmental Protection	Human Services	Cultural and Recreational	Education	Efficiency Through Electronic Technology	Prompt, Courteous & Professional Service	Financial Stability
General Government:										
Governing Body	x	x	x	x	x	x	x	x	x	x
Administration	x							x	x	x
Information Technology	x							x	x	x
Tax	x							x	x	x
Elections	x							x	x	x
Register of Deeds	x							x	x	x
Public Buildings	x							x	x	x
Public Safety:										
Sheriff		x						x	x	x
Emergency Services		x						x	x	x
Building Inspections		x						x	x	x
Adult Day Reporting Center		x						x	x	x
Juvenile Day Reporting Center		x						x	x	x
Other Public Safety Appropriations		x								
Economic and Physical Development:										
Planning and Zoning			x					x	x	x
Cooperative Extension Services			x					x	x	x
Soil and Water Conservation			x					x	x	x
Other Economic and Physical Development Appropriations			x							
Enviormental Protection:										
Public Works				x				x	x	x
Human Services:										
Public Health					x			x	x	x
Social Services					x			x	x	x
Veteran Services					x			x	x	x
Child Support Services					x			x	x	x
Other Human Services Appropriations					x					
Cultural and Recreational:										
Public Library						x		x	x	x
Other Cultural and Recreational Appropriations						x				
Education:										
Education Appropriations							x			

RANDOLPH COUNTY
Summary of Allocated Positions

	2014-15		2015-16		2016-17					
	Final Amended		Final Amended		Department Request		Manager Proposed		Final Approved	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
GENERAL FUND										
General Government										
Governing Body										
Administration	21.0	-	21.0	-	21.0	1.0	21.0	1.0		
Information Technology	15.0	-	16.0	-	17.0	-	17.0	-		
Tax	32.0	-	31.0	-	31.0	-	31.0	-		
Elections	4.0	1.0	4.0	1.0	4.0	1.0	4.0	1.0		
Register of Deeds	9.0	-	9.0	-	9.0	-	9.0	-		
Public Buildings	14.0	1.0	18.0	1.0	20.0	-	20.0	-		
			-	-						
Public Safety			-	-						
Sheriff	231.0	12.0	232.0	12.0	238.0	12.0	234.0	12.0		
Emergency Services	89.0	7.0	98.0	7.0	104.0	7.0	99.0	7.0		
Inspections	9.0	-	9.0	-	9.0	-	9.0	-		
Adult Day Reporting Center	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0		
Juvenile Day Reporting Center	6.0	1.0	6.0	1.0	6.0	1.0	6.0	1.0		
			-	-						
Economic and Physical Development			-	-						
Planning and Zoning	9.0	-	9.0	-	9.0	-	9.0	-		
Cooperative Extension Service (a)	10.0	-	9.0	-	10.0	-	10.0	-		
Soil and Water Conservation	3.0	-	3.0	-	3.0	-	3.0	-		
			-	-						
Environmental Protection			-	-						
Public Works	5.0	-	5.0	-	5.0	-	5.0	-		
			-	-						
Human Services			-	-						
Public Health	91.0	4.0	90.0	4.0	90.0	4.0	90.0	4.0		
Social Services	177.0	-	179.0	-	179.0	-	179.0	-		
Veteran Services	2.0	-	2.0	-	2.0	-	2.0	-		
Child Support Services	13.0	-	13.0	-	14.0	-	14.0	-		
			-	-						
Cultural and Recreational			-	-						
Public Library	28.0	4.0	29.0	3.0	29.0	3.0	29.0	3.0		
Total General Fund	770.0	32.0	785.0	31.0	802.0	31.0	793.0	31.0	-	-

FT - Full Time PT - Part Time

(a) Includes state employees funded partially by County

RANDOLPH COUNTY
Requests for New Positions
FY 2016-2017

Requested New Positions - Included in the Departmental Budgets

Fund / Department / Position	# of positions	Beg. Date	Salary	FICA	Retirement	Health Insurance	Total	General County Revenues Required (a)	Included in Budget: Requested	Proposed	Final
General Fund											
Information Technology											
Infrastructure Svcs Spec I	1	7/1	39,231	3,002	3,665	6,840	52,738	52,738	✓	✓	
Public Buildings											
Maintenance Worker	1	7/1	30,728	2,351	2,317	6,840	42,236	42,236	✓	✓	
Maintenance Technician	1	7/1	35,573	2,722	2,682	6,840	47,817	47,817	✓	✓	
			66,301	5,073	4,999	13,680	90,053	90,053			
Emergency Services											
Em Mgt Coordinator	1	7/1	52,302	4,001	4,885	6,840	68,028	68,028	✓	✓	
EMS Manager	1	7/1	55,188	4,222	5,155	6,840	71,405	71,405	✓		
Community Paramedics	4	1/1	78,460	6,002	7,328	13,680	105,470	105,470	✓		
			185,950	14,225	17,368	27,360	244,903	244,903			
Sheriff											
Deputy Sheriffs	4	7/1	161,020	12,320	21,083	27,360	221,783	221,783	✓		
Captain - Standards	1	7/1	65,410	5,004	8,460	6,840	85,714	85,714	✓	✓	
Clerk III	1	7/1	29,378	2,249	2,745	6,840	41,212	41,212	✓	✓	
			255,808	19,573	32,288	41,040	126,926	126,926	✓		
Cooperative Extension											
Livestock Extension Agent	1	7/1	49,392	3,779	3,378	6,840	$ 63,389	$ 62,121	✓	✓	
Child Support Services											
Office Assistant III	1	7/1	26,540	2,031	2,479	6,840	37,890	12,883	✓	✓	
Total Additions:											
In Requested Budget	**17**		**623,222**	**47,683**	**64,177**	**102,600**	**615,899**	**589,624**	✓		
In Proposed Budget	**8**		**328,554**	**25,139**	**30,611**	**54,720**	**439,024**	**412,749**		✓	
In Final Budget											

RANDOLPH COUNTY

Appropriated Fund Balances

Fiscal Year 2016-2017

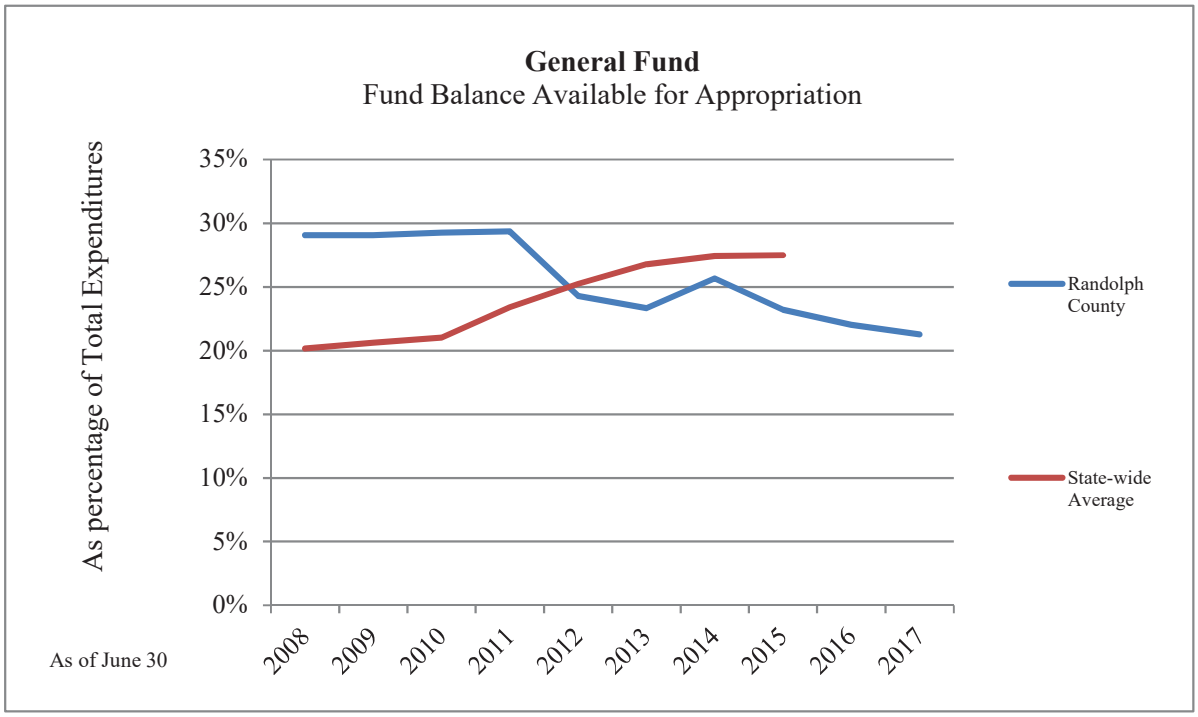
Fund balances are maintained in all funds to supply emergency reserves, to provide resources during periods when disbursements exceed cash deposits, and to generate investment earnings. The County attempts to maintain an unassigned fund balance of at least twenty percent of the total General Fund budget in order to have adequate reserves to offset revenue volatility, to maintain liquidity despite the timing of cash inflows/outflows, and to meet unforeseen contingencies. As of June 30, 2014, the County will have an unassigned fund balance of approximately twenty percent.

Occasionally, fund balances may be appropriated in the budget to fund anticipated expenditures beyond those possible with current revenues. In the General Fund, usually those expenditures are non-recurring, such as capital items or economic development incentives. For the Emergency Telephone System Fund and the Landfill Closure Fund, special revenues collected but not used in prior years have accumulated as fund balance. The fund balances available in those funds are frequently appropriated to fund their respective operations beyond those possible with current resources.

Under state law, only a portion of fund balance is available for appropriation. G.S. Statute 159-8 defines fund balance available for appropriation as "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 following summarizes the amount of appropriated fund balance in the Proposed 2016-17 Budget:

General Fund		
For Law Enforcement - Restricted Funds	$	20,700
For Health Appropriations from Restricted Medicaid Funds		118,886
For Departmental Operations		-
Total Appropriated Fund Balance - General Fund	$	139,586
Emergency Telephone System Fund		
Total Appropriated Fund Balance - Emergency Telephone	$	-
Landfill Closure Fund		
Total Appropriated Fund Balance - Landfill Closure	$	144,500



Data is for actual year-end fund balances except for 2016 and 2017, which are estimated.

Randolph County has an official policy to maintain an undesignated fund balance of at least twenty percent of the General Fund budget, which would cover cash flow needs for 2.5 months. For several years, the Board of County Commissioners has elected to budget the use of fund balance reserves for operations. In addition, a portion of reserves have been set aside for land acquisition for our megasite. As a result, Randolph County's reserves have fallen below the state-wide average for all counties.

In June 2014, Randolph County received an up-front lease payment from a company who was granted a franchise to operate a regional landfill. The $3,500,000 payment was transferrred to a capital project in November 2014. This explains the temporary rise in 2014.

As the county budget increases every year but the amount of fund balance remains flat, the overall percentage of fund balance to budget declines. As we add back fund balance due to favorable operating results, the percentage should rise.

RANDOLPH COUNTY

Interfund Transfers

Fiscal Year 2016-2017

Although each fund is a separate accounting entity, there are often transfers of financial resources between them. These transactions are generally transfers for operating purposes, not a loan or reimbursement. The disbursing fund budgets an interfund transfer out (similar to an expenditure) and the receiving fund recognizes an interfund transfer in (similar to a revenue).

The transfer to the Water Fund provides cash flow for the operating expenses and debt service payments owed the the Piedmont Triad Regional Water Authority. The Authority's water treatment plant was completed in 2010; the participating governments purchase treated water based upon a pre-determined share, according to a uniform rate structure set by the Authority.

In March 2010, voters approved a referendum to raise the County sales tax by one-quarter of a percent. These tax proceeds will be transferred from the General Fund to the Randolph Community College Capital Project to finance improvements to community college facilities.

	Interfund Transfers	
	In	Out
General Fund		
To Water Fund	$ 1,800,000	
To Randolph Community College Capital Project	2,600,000	
Total General Fund	$ 4,400,000	$ -

RANDOLPH COUNTY, NORTH CAROLINA
Long-Range Planning Processes

FISCAL PLANNING

Elected officials and county management take fiscal responsibility to our citizens very seriously and maintain a realistic balance between the need for services and our citizens' willingness to pay for them. Long-range strategic planning provides critical information upon which to make tactical operational decisions which are in accordance with future goals.

Multi-year Financial Forecasting - Long-term strategies are critical to provide an adequate, effective, and sustainable level of services. Management prepares five-year financial projections in order to prepare for changes in operating expenditures or variances in available resources. Realistic economic projections create the proper foundation for effective operating budgets and assist in the determination of clear priorities. These projections are also used for capital budgeting and consideration of further debt. The County regularly monitors actual revenues and expenditures in comparison with budgeted or estimated amounts.

Assumptions in multi-year financial projections

Revenues:

Tax rate of 65.25 cents remains constant through 2022
Next property reappraisal will occur on 1/1/19 (FY 2020)
Property valuation growth of .75 percent per year through 2022
Sales taxes growth of 2.5 percent per year
No growth in Lottery proceeds for school construction
No changes in Restricted, Unrestricted Intergovernmental Revenues
No changes in Sales & Services

Expenditures:

Annual compensation adjustments of one percent for County employees
Maintains existing level of funding for departmental operating costs
Annual one percent additional current expense funding for public schools
Annual one percent additional current expense funding for community college
Contingency reflects decline in debt service, which could be available for new debt or other initiatives

Effects from Capital Improvement Plan:

New debt was issued in 2015-16 for Emergency Services Headquarters
No other debt issuances are projected
Any additional operating expenses are incorporated in the projections

Randolph County, North Carolina

General Fund

Projected Future Annual Budgets

Fiscal Years 2018-2022

	Future Budget Projections				
	FY 2018	FY 2019	FY 2020 (1)	FY 2021	FY 2022
Revenue					
300 - Ad Valorem Taxes	$ 68,956,080	$ 69,468,601	$ 69,984,965	$ 70,505,203	$ 71,029,342
310 - Local Option Sales Taxes	22,877,500	23,469,438	24,076,174	24,698,078	25,335,530
320 - Other Taxes and Licenses	1,588,000	1,588,000	1,588,000	1,588,000	1,588,000
330 - Unrestricted Intergovernmental	350,000	350,000	350,000	350,000	350,000
340 - Restricted Intergovernmental	19,399,602	19,399,602	19,399,602	19,399,602	19,399,602
350 - Permits and Fees	1,025,800	1,025,800	1,025,800	1,025,800	1,025,800
360 - Sales and Services	8,711,782	8,711,782	8,711,782	8,711,782	8,711,782
370 - Investment Earnings	101,000	126,250	157,813	197,266	295,899
380 - Miscellaneous Revenues	274,410	274,410	274,410	274,410	274,410
390 - Other Financing Sources	200,836	220,836	220,836	220,836	220,836
Revenue Totals	123,485,010	124,634,719	125,789,382	126,970,977	128,231,201
Expenditures					
400 - Personal Services	34,715,579	35,062,735	35,413,362	35,767,496	36,125,171
420 - Fringe Benefits	11,843,397	12,217,712	12,606,987	13,012,263	13,433,948
500 - Operating Expenditures	25,147,916	25,147,916	25,147,916	25,147,916	25,147,916
700 - Capital Outlay	1,322,783	1,322,783	1,322,783	1,322,783	1,322,783
800 - Debt Service	11,451,994	10,790,719	10,392,167	9,978,726	9,527,316
850 - Appropriations to Other Agencies	33,592,230	33,843,028	34,096,334	34,352,173	34,610,571
900 - Transfers to Other Funds	4,510,000	4,622,750	4,738,319	4,856,777	4,978,197
980 - Contingency	901,111	1,627,076	2,071,514	2,532,843	3,085,299
Expenditure Totals	123,485,010	124,634,719	125,789,382	126,970,977	128,231,201
Excess revenues (expenditures)					
Growth in expenditures	0.9%	0.9%	0.9%	0.9%	1.0%
Projected Property Tax Rate	0.6525	0.6525	0.6525	0.6525 (1)	0.6525
Debt service as % of expenditures	9.27%	8.66%	8.26%	7.86%	7.43%
Unassigned Fund Balance	$25,020,549	$24,924,221	$24,827,893	$24,731,566	$24,635,238
Unassigned Fund Balance as % of Total Expenditures	**20.3%**	**20.0%**	**19.7%**	**19.5%**	**19.2%**

(1) Year of real property reappraisal; current tax rate is maintained.

There will usually be differences between the forecasted and actual results, because events and circumstances frequently do not occur as expected, and those differences may be material.

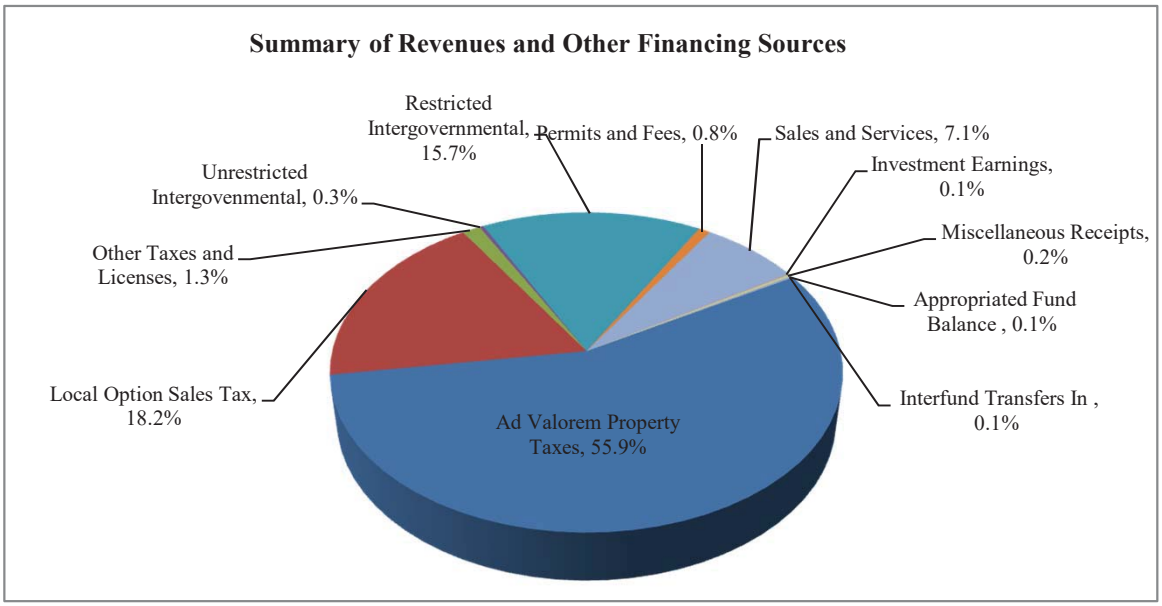
RANDOLPH COUNTY

General Fund

Budget Summary for Revenues and Other Financing Sources

Fiscal Year 2016-2017

	2014-15	2015-16	2016-17		
	Actual	Final Approved	Department Request	Proposed	Final Approved
Revenues:					
Ad Valorem Property Taxes	$ 67,848,811	$ 67,537,867	$ 70,912,483	$ 68,447,375	$ -
Local Option Sales Tax	19,272,541	19,131,651	22,300,000	22,300,000	-
Other Taxes and Licenses	1,613,749	1,520,000	1,588,000	1,588,000	-
Unrestricted Intergovenmental	402,916	405,000	350,000	350,000	-
Restricted Intergovernmental	19,971,968	19,313,189	19,399,602	19,399,602	-
Permits and Fees	1,079,217	973,000	1,025,800	1,025,800	-
Sales and Services	9,162,777	8,800,365	8,711,782	8,711,782	-
Investment Earnings	80,831	85,000	101,000	101,000	-
Miscellaneous Receipts	362,477	344,892	274,410	274,410	-
Total Revenues	119,795,287	118,110,964	124,663,077	122,197,969	-
Other Financing Sources:					
Appropriated Fund Balance	-	96,328	139,586	139,586	-
Interfund Transfers In	160,157	55,625	61,250	61,250	-
Proceeds of Debt	826,267	-	-	-	-
Total Other Financing Sources	986,424	151,953	200,836	200,836	-
Total Budgeted Revenues and Other Financing Sources	$120,781,711	$118,262,917	$124,863,913	$122,398,805	$ -



RANDOLPH COUNTY

General Fund
Schedule of Revenues and Other Financing Sources
By Type and Function
Fiscal Year 2016-2017
With Comparative Totals from Fiscal Year 2015-2016

Revenues and Other Sources By Type	Revenues and Other Sources By Function					
	General County Revenues	General Government	Public Safety	Economic & Physical Development	Environmental Protection	Human Services
Revenues:						
Ad Valorem Taxes	$ 68,447,375	$ -	$ -	$ -	$ -	$ -
Sales Taxes	22,300,000					
Other Taxes	110,000	270,000		900,000	308,000	
Intergovernmental:						
Unrestricted	350,000					
Restricted		210,000	405,622	21,720	-	17,382,404
Permits and Fees	-	515,000	354,800	8,600	-	147,400
Sales and Services	46,152	587,629	4,889,586	42,000	1,934,430	1,061,627
Investment Earnings	101,000					
Miscellaneous	62,803	15,000	113,000	27,100	-	8,000
Total Revenues	91,417,330	1,597,629	5,763,008	999,420	2,242,430	18,599,431
Other Financing Sources:						
Appropriated Fund Balance	-		20,700			118,886
Interfund Transfers In				61,250		
Total Revenues and Other Financing Sources	$ 91,417,330	$ 1,597,629	$ 5,783,708	$ 1,060,670	$ 2,242,430	$ 18,718,317

Revenues and Other Sources By Type	Revenues and Other Sources By Function					
	Cultural & Recreational	Education	Debt Service	2016-17 Proposed Budget	*2015-16 Approved Budget*	*Percent Change*
Revenues:						
Ad Valorem Taxes	$ -	$ -	$ -	$ 68,447,375	*$ 67,537,867*	*1.35%*
Sales Taxes				22,300,000	*19,131,651*	*16.56%*
Other Taxes				1,588,000	*1,520,000*	*4.47%*
Intergovernmental:						
Unrestricted				350,000	*405,000*	*-13.58%*
Restricted	254,856		1,125,000	19,399,602	*19,313,189*	*0.45%*
Permits and Fees	-			1,025,800	*973,000*	*5.43%*
Sales and Services	150,358			8,711,782	*8,800,365*	*-1.01%*
Investment Earnings				101,000	*85,000*	*18.82%*
Miscellaneous	-		48,507	274,410	*344,892*	*-20.44%*
Total Revenues	405,214	-	1,173,507	122,197,969	*118,110,964*	
Other Financing Sources:						
Appropriated Fund Balance				139,586	*96,328*	*44.91%*
Interfund Transfers In			-	61,250	*55,625*	*10.11%*
Total Revenues and Other Financing Sources	$ 405,214	$ -	$ 1,173,507	$ 122,398,805	*$ 118,262,917*	*3.50%*

General County Revenues

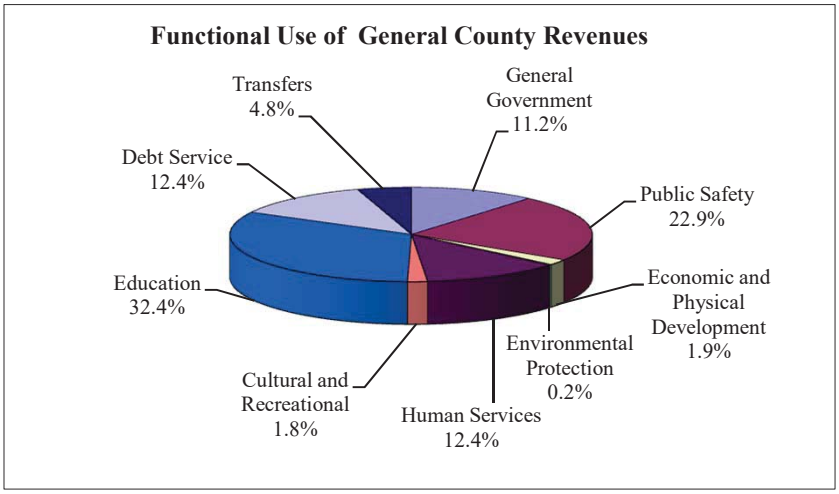
There are many sources of revenue available to the County which are not directly related to specific programs nor generated by departments through user fees or grant assistance. We refer to these as General County Revenues, which can be used for any public purpose authorized by the Board of County Commissioners. These funds represent the majority of the revenue resources available to the County. Some of these revenues are determined by the County; others are merely collections, outside of the County's ability to control. Regardless, they are critical in providing the funds necessary for the County to meet its responsibilities to its citizens. The primary General County Revenues are described below.

Ad Valorem Property Taxes - levies on real and personal property (including motor vehicles) which is not specifically exempted by statute. The total value of all such taxable property becomes the tax base. The County Commissioners set a tax rate per $100 of valuation. The proposed tax rate is 65.25¢ per $100. This tax is the largest revenue in the budget and provides the greatest flexibility in meeting the financial needs of the County.

Local Option Sales Taxes - proceeds from the local portion of the tax on retail sales. Merchants collect state and local sales taxes and remit the total amount to the state. The local sales tax portion is distributed to local governments monthly. Currently, the County receives 2.25% on retail sales transactions. Most of the tax is unrestricted; however, a portion of the Articles 40 and 42 taxes are restricted for school construction or debt service on obligations related to school construction. The Article 44 sales tax is specifically reallocated from the primary tax collections and has purpose restrictions. The Article 46 sales tax is committed to community college capital improvements. The remainder is available for unrestricted purposes.

	Tax on retail sales	Percent of tax Unrestricted	Percent of tax Restricted	Committed Purpose	Restricted Purpose
Article 39	1 percent	100%	0%		n/a
Article 40	½ percent	70%	30%		Public School Capital
Article 42	½ percent	40%	60%		Public School Capital
Article 44	statutory allocation	0%	100%		Economic Development, Public Schools, or Community College
Article 46	¼ percent	100%	0%	Community College Capital	n/a

The following graph shows how these general dollars are utilized, by function.



RANDOLPH COUNTY

Summary of Budgeted General County Revenues
Fiscal Year 2016-2017
With Comparative Amounts For 2014-2015 and 2015-2016

Description	2014-15	2015-16	2016-17		
	Actual	Final Approved	Department Request	Proposed	Final Approved
Ad valorem property taxes:					
Current Year Levy	$ 66,786,786	$ 66,607,867	$ 70,292,483	$ 67,827,375	$ -
Prior Year Taxes	699,225	700,000	370,000	370,000	-
Interest and Penalties	362,800	230,000	250,000	250,000	-
Local Option Sales Tax:					
1% Unrestricted Article 39	5,604,881	5,681,651	6,150,000	6,150,000	-
1/2% Unrestricted Article 40	4,883,712	4,930,000	5,279,000	5,279,000	-
1/2% Restricted Article 40	1,745,490	1,810,000	1,950,000	1,950,000	-
1/2% Unrestricted Article 42	663,742	700,000	751,000	751,000	-
1/2% Restricted Article 42	3,490,980	3,510,000	3,770,000	3,770,000	-
Restricted Article 44	(764)	-	1,800,000	1,800,000	-
1/4% Unrestricted Article 46	2,328,281	2,500,000	2,600,000	2,600,000	-
Hold Harmless payments	556,219	-	-	-	-
Other Taxes and Licenses:					
Animal Tax	77,046	75,000	75,000	75,000	-
Gross receipts tax - lease/rent	36,182	30,000	35,000	35,000	-
Unrestricted intergovenmental:					
Payment in lieu of taxes	22,874	25,000	-	-	-
Telecommunication revenue	380,042	380,000	350,000	350,000	-
Sales and services:					
Rent - Sandhills Center	101,400	-	-	-	-
Other Rents	46,038	46,152	46,152	46,152	-
Investment earnings:					
Interest on Investments	80,831	85,000	101,000	101,000	-
Miscellaneous receipts:					
Miscellaneous revenues	48,663	31,840	32,803	32,803	-
Sale of County Property	26,919	30,000	30,000	30,000	-
Total Revenues	87,941,347	87,372,510	93,882,438	91,417,330	-
Other Financing Sources:					
Appropriated Fund Balance	-	-	-	-	-
Total General County Revenues	$ 87,941,347	$ 87,372,510	$ 93,882,438	$ 91,417,330	$ -

RANDOLPH COUNTY, NORTH CAROLINA

Analysis of Countywide Property Valuation

Fiscal Year Ended June 30	Real Property	Personal Property	Public Service Companies	Motor Vehicles	Total	Percent Change from Prior Year
2010	$7,895,889,427	$1,099,632,522	$ 250,137,533	$ 971,670,165	$ 10,217,329,647	0.23%
2011	8,020,568,764	984,257,278	248,750,002	945,826,716	10,199,402,760	-0.18%
2012	8,057,399,018	960,919,340	247,184,679	980,141,249	10,245,644,286	0.45%
2013	8,030,298,050	1,061,347,363	256,231,298	993,232,521	10,341,109,232	0.93%
2014	8,089,333,722	1,113,122,995	252,279,849	1,280,211,889	10,734,948,455	3.81%
2015	8,126,261,517	953,675,104	257,901,896	1,059,798,259	10,397,636,776	reappraisal
2016	7,949,000,000	1,089,000,000	263,000,000	1,023,000,000	10,324,000,000	-0.71%
2017	8,054,000,000	1,166,000,000	274,000,000	1,006,000,000	10,500,000,000	1.70%

Note: Valuations for FY 2016 and 2017 are estimates.

RANDOLPH COUNTY, NORTH CAROLINA

PRINCIPAL TAXPAYERS

2015-16 Levy

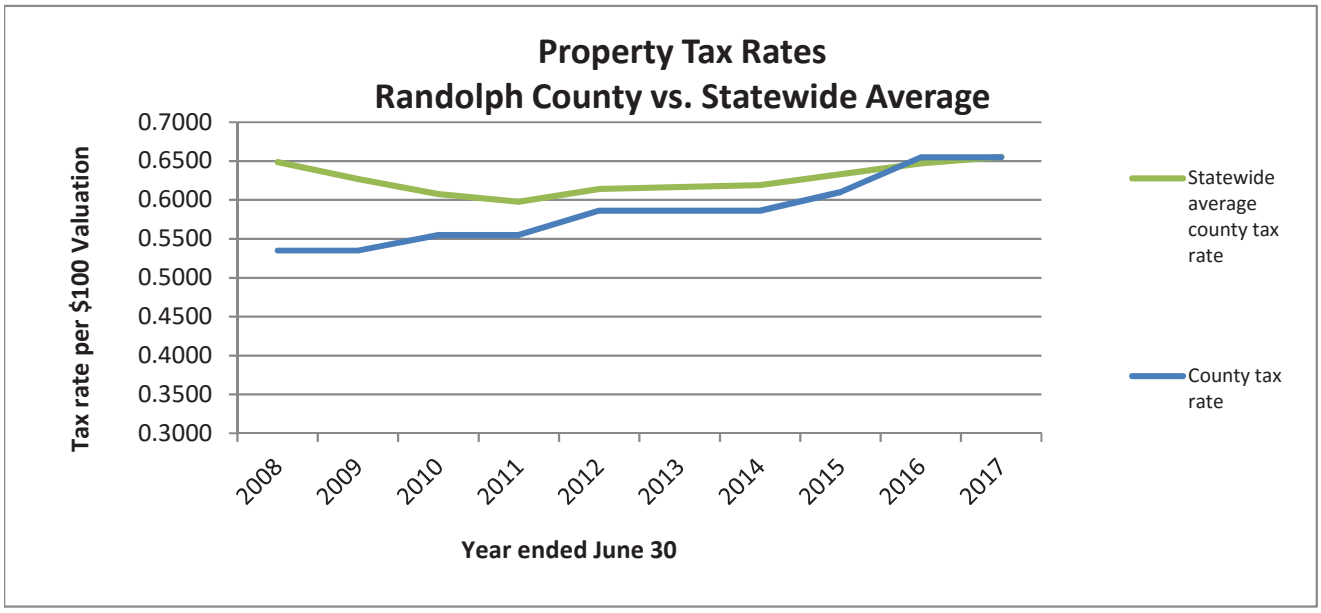
Taxpayer	Type of Business	Assessed Valuation	Percentage of Total Assessed Valuation	change from prior yr
Post / MOM Brands	Cereal Production	$ 193,293,095	1.84%	-2.76%
Energizer	Battery Manufacturer	$ 97,899,143	0.93%	-4.15%
Duke Progress Energy	Public Electric Company	$ 71,597,826	0.68%	3.57%
Technimark	Plastics- Injection Molding	$ 67,606,267	0.64%	16.75%
Duke Energy Corp.	Public Electric Company	$ 60,119,337	0.57%	7.29%
Randolph Electric Membership	Membership Electric Company	$ 53,880,342	0.51%	-0.14%
Dart Container	Foodservice Packaging	$ 48,185,891	0.46%	-3.46%
Klaussner Furniture Industries	Furniture Manufacturer	$ 46,860,078	0.45%	1.19%
Timken Company (The)	Bearings Manufacturer	$ 41,316,309	0.39%	-5.86%
Starpet	Food Service Containers	$ 37,780,772	0.36%	-9.46%

Comparison of Tax Rates with Neighboring Counties

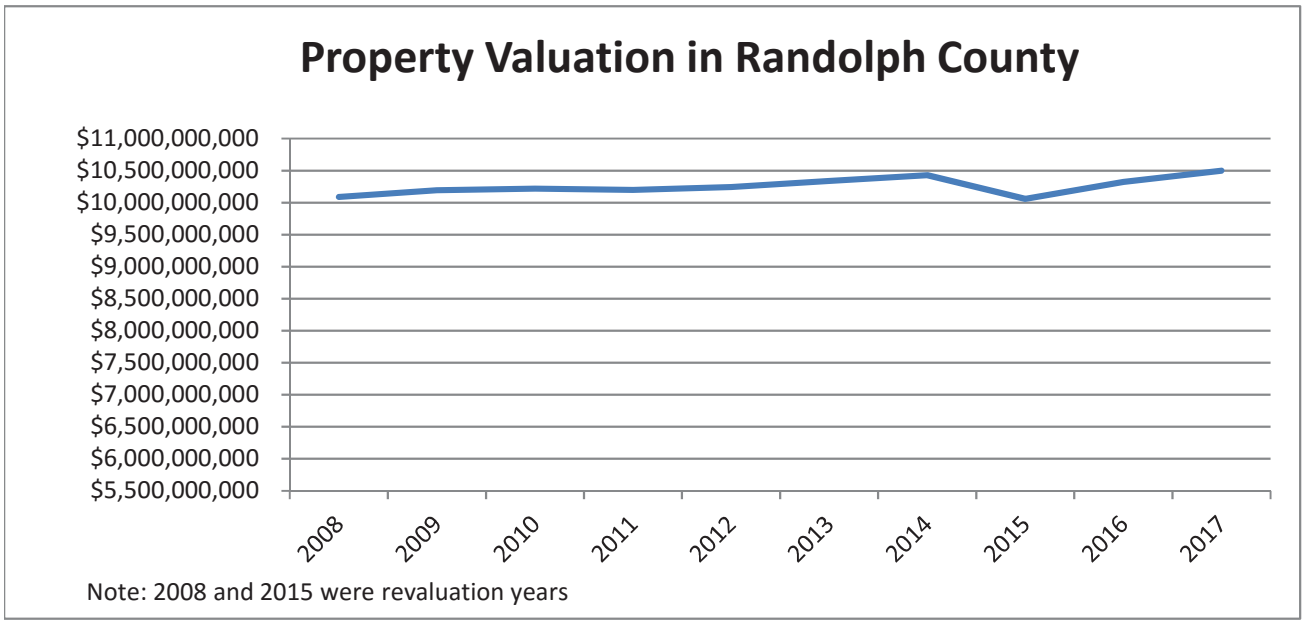
2015-2016 Tax Rate per $100 Valuation

	County-wide Rate	State-wide Rank*
Guilford	$ 0.7600	73
Forsyth	$ 0.7310	68
Rockingham	$ 0.6960	59
Stanly	$ 0.6700	50
Randolph	**$ 0.6550**	44
Chatham	$ 0.6219	40
Montgomery	$ 0.6200	38
Alamance	$ 0.5800	30
Davidson	$ 0.5400	25
Moore	$ 0.4650	12
Regional Average	$ 0.6339	
Statewide Average	$ 0.6554	

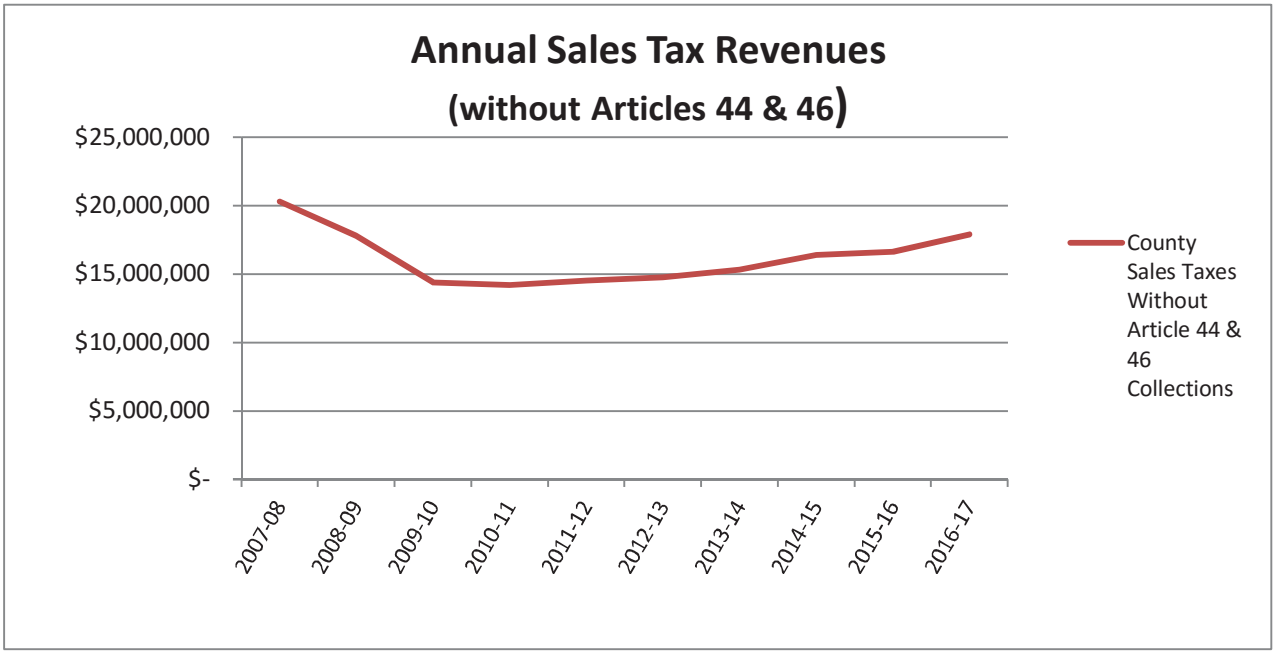
* Rank as lowest tax rate out of NC's 100 counties



Randolph County has traditionally maintained a low property tax rate, attempting to keep our citizens' tax burden low. The rise in rates over the past five years corresponds primarily to the growth in debt service for school construction and additional appropriations for school operating costs. In addition, in 2014-15 the Board approved a 1.5 cent rate increase to finance the Emergency Services modernization program. The 2016-17 Budget reduces the property tax rate from 65.5 cents per $100 valuation to 65.25 cents..

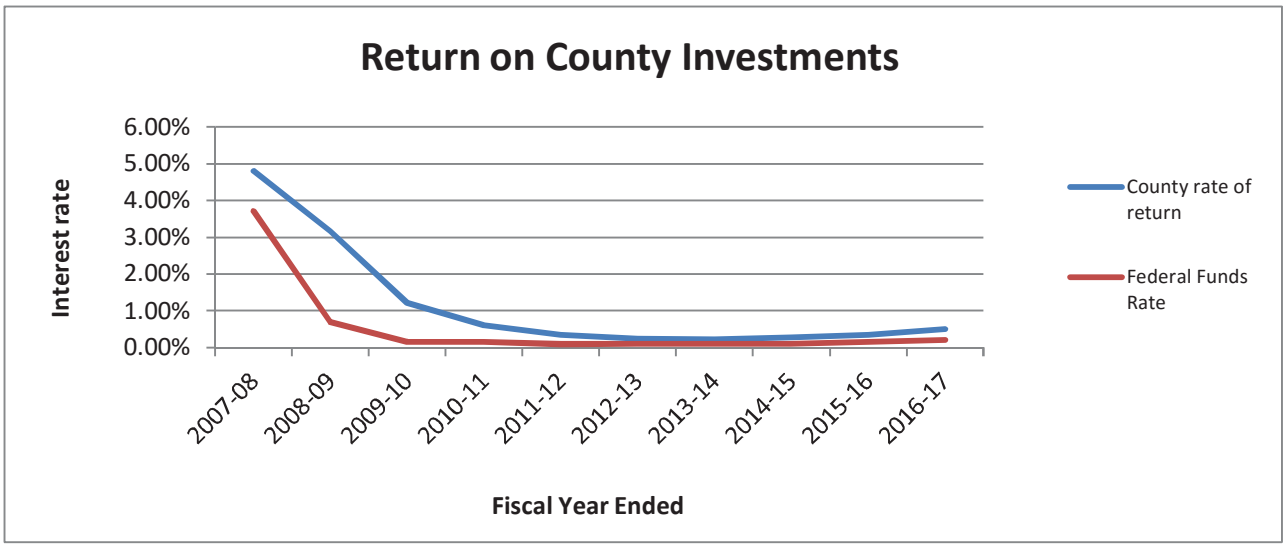


Under state law, reappraisal of real property values occurs at least once every eight years, in order to update the tax base to market value. The most recent property reappraisal took effect on January 1, 2014,which was used in the 2015 fiscal year's budget. Randolph County Tax Department has projected an estimated taxable value of $10.500 billion for the 2016-17 fiscal year, a 1.7% increase from the prior year.



Data is for actual revenues except for 2015-16 and 2016-17, which are estimated amounts.

Sales taxes have been a critical financial resource to the County; for many years, it represented 20% of the total revenues available in a year. . Beginning in 2008, the State of N.C. took over the County's share of Medicaid costs, in exchange for the County's Article 44 sales taxes. There was also a change in the method of distributing the Article 42 portion. Counties must hold municipalities harmless for the changes, further reducing our collections. The new Article 46 sales tax is committed directly to RCC capital needs. In February 2014, a major on-line retailer began collecting local sales taxes. In addition, state legislation in 2014 expanded the sales tax base to include ticket sales and other items; in 2016, the base will include certain services as well . Due to the addition of the Article 44 sales tax, the 2016-17 Proposed Budget reflects a sixteen percent increase compared with the prior year budget, but only seven percent increase due to growth.



The Federal Reserve began decreasing the federal funds rate dramatically during 2008, as a result of the financial crisis. As a result, our interest income has dropped substantially. The investment income included in the budget is $101,000, now that the Federal Reserve has begun raising key rates.

Program Revenues

Many County departments are able to generate sources of revenue through user fees or grant assistance. These revenues represent a significant resource to pay for services. The departmental budgets reflect these program-generated resources and how much they pay for service costs. However, some of these program revenues are not controlled by the County, such as the level of available state and federal grants. The most important of these are described below:

Restricted Intergovernmental - Federal and state financial assistance is often provided to local governments for restricted purposes. Often, these funds help cover costs associated with mandated services, such as health and social service assistance programs. Grant revenues have remained nearly the same over the past few years. Estimated revenues are based upon a) notification of next year's funding levels by grantor agencies or b) current year amounts.

	2014-15	2015-16	2016-17
	Actual	Final Approved	Proposed
Percent of Total Budget	16.54%	16.33%	15.54%

Permits and Fees - Certain services are provided due to regulatory requirements. The person being regulated is generally required to reimburse the government through a permit fee or license. Sometimes the fee is set by or is limited by statute. These fees may be used for any public purpose, although they are intended to fund the cost of regulation and are budgeted as a program revenue for the applicable department. Register of Deeds fees have remained high due to mortgage refinancings. Other permit revenues have shown little growth during the past few years. Estimated revenues for the upcoming year are based primarily upon current collection levels.

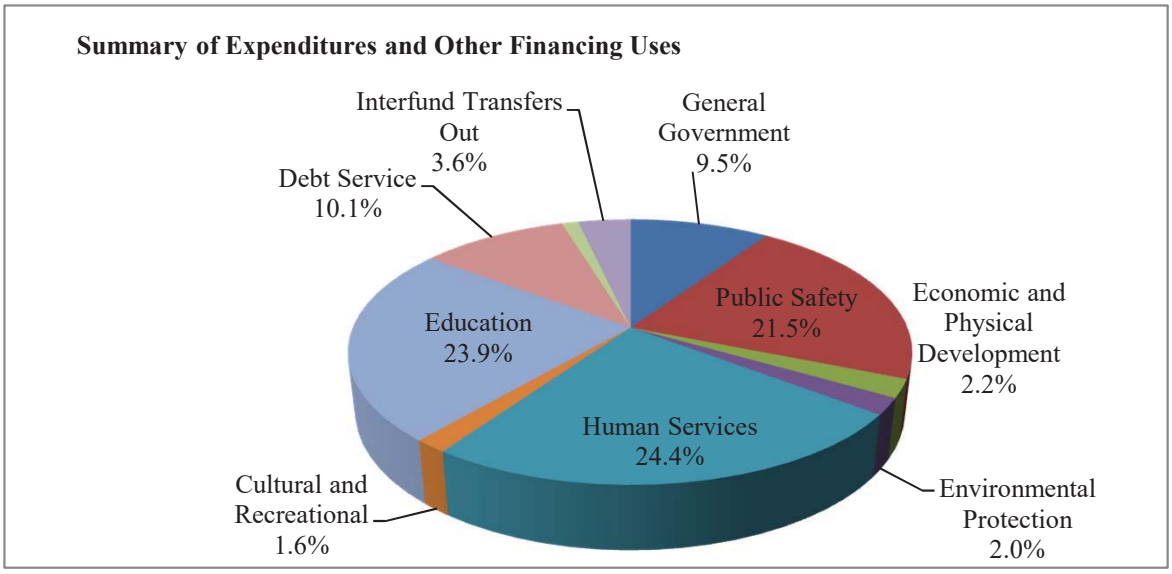
	2014-15	2015-16	2016-17
	Actual	Final Approved	Proposed
Percent of Total Budget	0.89%	0.82%	0.82%

Sales and Services - Certain services are provided to citizens, other agencies, or businesses upon request. The related costs can be substantially recovered by user fees, thus charging the cost to the parties which benefit from the service. The North Carolina General Statutes authorize a local governmental unit to engage in and charge for various activities. Subject to these statutes, any service that can be divisible into units and is delivered to an identifiable user may be appropriate for user fee financing. Randolph County receives reimbursements for inmate housing and school resource officers, charges for ambulance billings, solid waste tipping fees, and collections of patient fees from health services. Estimated revenues for the upcoming year are based primarily upon current collection levels.

	2014-15	2015-16	2016-17
	Actual	Final Approved	Proposed
Percent of Total Budget	7.59%	7.44%	6.98%

Randolph County
General Fund
Budget Summary for Expenditures and Other Financing Uses
Fiscal Year 2016-2017

	2014-15	2015-16	2016-17		
	Actual	Final Approved	Department Request	Proposed	Final Approved
Expenditures					
General Government	$ 10,544,384	$ 11,429,015	$ 11,688,399	$ 11,688,399	$ -
Public Safety	23,887,928	25,304,153	27,120,643	26,371,043	-
Economic and Physical Development	2,392,966	2,588,562	2,717,490	2,717,490	-
Environmental Protection	2,419,588	2,504,795	2,451,656	2,451,656	-
Human Services	26,726,065	29,196,400	29,863,905	29,863,905	-
Cultural and Recreational	1,879,390	1,896,181	1,998,988	1,998,988	-
Education	28,861,995	28,921,400	31,175,408	29,199,900	-
Debt Service	14,542,880	12,363,616	12,337,424	12,337,424	-
Contingency	-	-	1,110,000	1,370,000	-
Total Expenditures	111,255,196	114,204,122	120,463,913	117,998,805	-
Other Financing Uses					
Interfund Transfers Out	10,679,581	4,058,795	4,400,000	4,400,000	-
	10,679,581	4,058,795	4,400,000	4,400,000	-
Total Budgeted Expenditures and Other Financing Uses	$121,934,777	$118,262,917	$124,863,913	$ 122,398,805	$ -



RANDOLPH COUNTY

General Fund
Schedule of Expenditures and Other Financing Uses
By Department and Category
Fiscal Year 2016-2017

Department	Expenditures and Other Uses By Category					
	Salaries	Fringe Benefits	Other Operating Expenditures	Capital Outlay	Other Appropriations	Totals
Expenditures:						
General Government						
Governing Body	$ 69,900	$ 25,870	$ 76,000	$ -	$ -	$ 171,770
Administration	1,166,877	490,674	1,421,846	-		3,079,397
Information Technology	849,624	266,356	799,294	-		1,915,274
Tax	1,275,092	433,364	734,140	-		2,442,596
Elections	196,121	55,687	249,800	25,000		526,608
Register of Deeds	370,154	139,414	159,083	65,000		733,651
Public Buildings	597,508	221,285	1,909,310	91,000		2,819,103
Public Safety						
Sheriff and Jail	9,946,416	3,590,311	2,686,658	638,183		16,861,568
Emergency Services	4,734,229	1,463,676	1,335,665	461,000		7,994,570
Building Inspections	415,890	131,403	116,300	42,600		706,193
Adult Day Reporting Center	132,110	32,548	20,900	-		185,558
Juvenile Day Reporting Center	240,628	78,754	50,562			369,944
Other Public Safety Appropriations			122,250		130,960	253,210
Economic and Physical Development						
Planning and Zoning	422,321	132,189	80,515	-		635,025
Cooperative Extension Service	288,225	92,622	107,065	-		487,912
Soil and Water Conservation	130,323	41,632	29,348	-		201,303
Other Economic Development Appropriations					1,393,250	1,393,250
Environmental Protection						
Public Works	204,838	67,286	2,179,532	-		2,451,656
Human Services						
Public Health	3,330,805	1,162,619	645,341	-	250,000	5,388,765
Social Services	7,075,710	2,428,785	11,549,434	-		21,053,929
Veteran Services	73,187	26,117	3,889			103,193
Child Support Services	477,575	175,913	322,850	-		976,338
Other Human Services Appropriations					2,341,680	2,341,680
Cultural and Recreational						
Public Library	1,264,327	426,527	288,134	-		1,978,988
Other Cultural and Recreational Appropriations					20,000	20,000
Education					29,199,900	29,199,900
Debt Service					12,337,424	12,337,424
Contingency	1,110,000		260,000			1,370,000
Other Financing Uses:						
Interfund Transfers Out					4,400,000	4,400,000
	$ 34,371,860	$ 11,483,032	$ 25,147,916	$ 1,322,783	$ 50,073,214	$ 122,398,805

RANDOLPH COUNTY

General Fund
Capital Outlay Requests
Fiscal Year 2016-2017 Budget

	Requested		Proposed		Approved	
	Quantity	Cost	Quantity	Cost	Quantity	Cost
Elections						
Tabulators	4	$ 25,000	4	$ 25,000		$ -
Register of Deeds						
Automation technology and services		$ 65,000		$ 65,000		$ -
Public Buildings						
Vehicle	1	$ 26,000	1	$ 26,000		
RCOB Improvements (Sheriff's Office)		$ 50,000		$ 50,000		
Facility Improvements		15,000		15,000		
		$ 91,000		$ 91,000		$ -
Sheriff						
Unmarked vehicles	6	$ 153,324	6	$ 153,324		
Marked vehicles	16	431,296	12	323,472		
Transportation vehicles - Jail	2	53,018	2	53,018		
SUV - Investigations	3	108,369	3	108,369		
		$ 746,007		$ 638,183		$ -
Emergency Services						
Radio Consolettes	2	$ 31,000	2	$ 31,000		
Ambulances	3	450,000	2	300,000		
SUV replacements	2	90,000	2	90,000		
Vehicles - community parmedics	2	60,000		-		
Fire Inspector truck	1	40,000	1	40,000		
		$ 671,000		$ 461,000		$ -
Building Inspections						
Trucks	2	$ 42,600	2	$ 42,600		$ -
Totals		**$ 1,640,607**		**$ 1,322,783**		**$ -**

Note: The above items are primarily replacement of existing capital assets. Operating costs for these capital items are already included in departmental budgets.

Comparative Budgets
Requested, Recommended, and Approved Budgets
Expenditures, Revenues, and County Revenues Needed
Fiscal Year 2016-2017
With Comparative Approved Budget From 2015-2016

The following schedule reports the departmental budgets for expenditures and revenues; many expenditures are funded at least partially with federal and state grants or service fees. The difference is the amount of additional funding needed to support those services, which is provided with General County Revenues. This presentation identifies the various departmental operations and other appropriations which require the use of general financial resources.

The primary uses of General County Revenues are appropriations for public schools, the community college, debt service, and the Sheriff's Office.

The amount of total General County Revenues Provided (Needed) on the bottom of page 49 equals the total budgeted General County Revenues listed on page 33.

RANDOLPH COUNTY

General Fund

Comparative Budgets

Department	Expenditures			
	2015-16	2016-17		
	Final Approved	Department Request	Proposed	Final Approved
General Government				
Governing Body	161,694	171,770	171,770	-
Administration	3,012,199	3,079,397	3,079,397	-
Information Technology	1,919,163	1,915,274	1,915,274	-
Tax	2,444,706	2,442,596	2,442,596	-
Elections	560,720	526,608	526,608	-
Register of deeds	693,024	733,651	733,651	-
Public Buildings	2,637,509	2,819,103	2,819,103	-
	11,429,015	11,688,399	11,688,399	-
Public Safety				
Sheriff	16,379,438	17,241,044	16,861,568	-
Emergency Services	7,437,045	8,364,694	7,994,570	-
Building Inspections	661,548	706,193	706,193	-
Adult Day Reporting Center	174,763	185,558	185,558	-
Juvenile Day Reporting Center	393,969	369,944	369,944	-
Other Public Safety Appropriations:				
Juvenile Detention Services	45,600	40,250	40,250	-
Jury Commission	12,000	12,000	12,000	-
Medical Examiner	70,000	70,000	70,000	-
Forest Service	112,840	114,010	114,010	-
Ashe-Rand Rescue	16,000	16,000	16,000	-
Piedmont Triad Ambulance Svc	950	950	950	-
	25,304,153	27,120,643	26,371,043	-
Economic and Physical Development				
Planning and Zoning	601,458	635,025	635,025	-
Cooperative Extension Service	468,184	487,912	487,912	-
Soil and Water Conservation	189,538	201,303	201,303	-
Other Economic and Physical Development Appropriations:				
Randolph Economic Development Corporation	226,257	234,500	234,500	-
Economic Development Incentives	253,125	258,750	258,750	-
Randolph County Tourism Development Authority	850,000	900,000	900,000	-
	2,588,562	2,717,490	2,717,490	-
Environmental Protection				
Public Works	2,504,795	2,451,656	2,451,656	-

RANDOLPH COUNTY

General Fund

Comparative Budgets

Department	Expenditures			
	2015-16	2016-17		
	Final Approved	Department Request	Proposed	Final Approved
Human Services				
Public Health	5,205,345	5,388,765	5,388,765	-
Social Services	20,530,508	21,053,929	21,053,929	-
Veteran Services	96,051	103,193	103,193	-
Child Support Services	959,378	976,338	976,338	-
Other Human Services Appropriations:				
Randolph Senior Adults Association	267,585	267,585	267,585	-
RCSAA - Capital	100,000	100,000	100,000	-
Family Crisis Center	41,000	41,000	41,000	-
Sandhills Center for Mental Health	844,000	742,600	742,600	-
Randolph Vocational Industries	20,000	20,000	20,000	-
Central Boys and Girls Club	25,000	25,000	25,000	-
Passthrough grants - HCCBG	860,212	880,935	880,935	-
Passthrough grants - ROAP	247,321	264,560	264,560	-
	29,196,400	29,863,905	29,863,905	-
Cultural and Recreational				
Public Library	1,876,181	1,978,988	1,978,988	-
Other Cultural & Recreational Appropriations:				
Randolph Arts Guild	20,000	20,000	20,000	-
	1,896,181	1,998,988	1,998,988	-
Education				
Asheboro City Schools	5,606,122	6,182,750	5,675,443	-
Randolph County Schools	20,439,878	22,021,878	20,592,057	-
Randolph Community College	2,805,400	2,900,780	2,862,400	-
Other Education Appropriations:				
Communities in Schools	70,000	70,000	70,000	-
	28,921,400	31,175,408	29,199,900	-
Debt Service	12,363,616	12,337,424	12,337,424	-
Contingency	-	1,110,000	1,370,000	-
Other Financing Sources and Uses:				
Appropriated Fund Balance - Restricted				
Interfund Transfers	4,058,795	4,400,000	4,400,000	-
Totals	118,262,917	124,863,913	122,398,805	-

RANDOLPH COUNTY

General Fund

Comparative Budgets

Department	Revenues			
	2015-16	2016-17		
	Final Approved	Department Request	Proposed	Final Approved
General Government				
Governing Body	-	-	-	-
Administration	40,000	40,000	40,000	-
Information Technology	21,129	21,129	21,129	-
Tax	533,250	539,000	539,000	-
Elections	32,000	2,500	2,500	-
Register of deeds	785,000	785,000	785,000	-
Public Buildings	210,000	210,000	210,000	-
	1,621,379	1,597,629	1,597,629	-
Public Safety				
Sheriff	1,626,333	1,634,930	1,634,930	-
Emergency Services	3,442,156	3,417,156	3,417,156	-
Building Inspections	325,300	350,300	350,300	-
Adult Day Reporting Center	32,150	37,000	37,000	-
Juvenile Day Reporting Center	393,969	323,622	323,622	-
Other Public Safety Appropriations:				
Juvenile Detention Services				
Jury Commission				
Medical Examiner				
Forest Service				
Ashe-Rand Rescue				
Piedmont Triad Ambulance Svc				
	5,819,908	5,763,008	5,763,008	-
Economic and Physical Development				
Planning and Zoning	38,600	38,600	38,600	-
Cooperative Extension Service	31,500	34,500	34,500	-
Soil and Water Conservation	26,320	26,320	26,320	-
Other Economic and Physical Development Appropriations:				
Randolph Economic Development Corporation				
Economic Development Incentives				
Randolph County Tourism Development Authority	850,000	900,000	900,000	-
	946,420	999,420	999,420	-
Environmental Protection				
Public Works	2,294,000	2,242,430	2,242,430	-

RANDOLPH COUNTY

General Fund

Comparative Budgets

Department	Revenues			
	2015-16	2016-17		
	Final Approved	Department Request	Proposed	Final Approved
Human Services				
Public Health	2,698,596	2,728,071	2,728,071	-
Social Services	13,571,158	13,902,298	13,902,298	-
Veteran Services	-	-	-	-
Child Support Services	748,501	823,567	823,567	-
Other Human Services Appropriations:				
Randolph Senior Adults Association				
RCSAA - Capital				
Family Crisis Center				
Sandhills Center for Mental Health				
Randolph Vocational Industries				
Central Boys and Girls Club				
Passthrough grants - HCCBG	860,212	880,935	880,935	-
Passthrough grants - ROAP	247,321	264,560	264,560	-
	18,125,788	18,599,431	18,599,431	-
Cultural and Recreational				
Public Library	381,354	405,214	405,214	-
Other Cultural & Recreational Appropriations:				
Randolph Arts Guild				
	381,354	405,214	405,214	-
Education				
Asheboro City Schools				
Randolph County Schools				
Randolph Community College				
Other Education Appropriations:				
Communities in Schools				
	-	-	-	-
Debt Service	1,549,605	1,173,507	1,173,507	-
Contingency	-	-	-	-
Other Financing Sources and Uses:				
Appropriated Fund Balance - Restricted	96,328	139,586	139,586	-
Interfund Transfers	55,625	61,250	61,250	-
Totals	30,890,407	30,981,475	30,981,475	-

RANDOLPH COUNTY

General Fund

Comparative Budgets

Department	General County Revenues Provided (Needed)			
	2015-16	2016-17		
	Final Approved	Department Request	Proposed	Final Approved
General Government				
Governing Body	(161,694)	(171,770)	(171,770)	-
Administration	(2,972,199)	(3,039,397)	(3,039,397)	-
Information Technology	(1,898,034)	(1,894,145)	(1,894,145)	-
Tax	(1,911,456)	(1,903,596)	(1,903,596)	-
Elections	(528,720)	(524,108)	(524,108)	-
Register of deeds	91,976	51,349	51,349	-
Public Buildings	(2,427,509)	(2,609,103)	(2,609,103)	-
	(9,807,636)	(10,090,770)	(10,090,770)	-
Public Safety				
Sheriff	(14,753,105)	(15,606,114)	(15,226,638)	-
Emergency Services	(3,994,889)	(4,947,538)	(4,577,414)	-
Building Inspections	(336,248)	(355,893)	(355,893)	-
Adult Day Reporting Center	(142,613)	(148,558)	(148,558)	-
Juvenile Day Reporting Center	-	(46,322)	(46,322)	-
Other Public Safety Appropriations:				
Juvenile Detention Services	(45,600)	(40,250)	(40,250)	-
Jury Commission	(12,000)	(12,000)	(12,000)	-
Medical Examiner	(70,000)	(70,000)	(70,000)	-
Forest Service	(112,840)	(114,010)	(114,010)	-
Ashe-Rand Rescue	(16,000)	(16,000)	(16,000)	-
Piedmont Triad Ambulance Svc	(950)	(950)	(950)	-
	(19,484,245)	(21,357,635)	(20,608,035)	-
Economic and Physical Development				
Planning and Zoning	(562,858)	(596,425)	(596,425)	-
Cooperative Extension Service	(436,684)	(453,412)	(453,412)	-
Soil and Water Conservation	(163,218)	(174,983)	(174,983)	-
Other Economic and Physical Development Appropriations:				
Randolph Economic Development Corporation	(226,257)	(234,500)	(234,500)	-
Economic Development Incentives	(253,125)	(258,750)	(258,750)	-
Randolph County Tourism Development Authority	-	-	-	-
	(1,642,142)	(1,718,070)	(1,718,070)	-
Environmental Protection				
Public Works	(210,795)	(209,226)	(209,226)	-

RANDOLPH COUNTY

General Fund

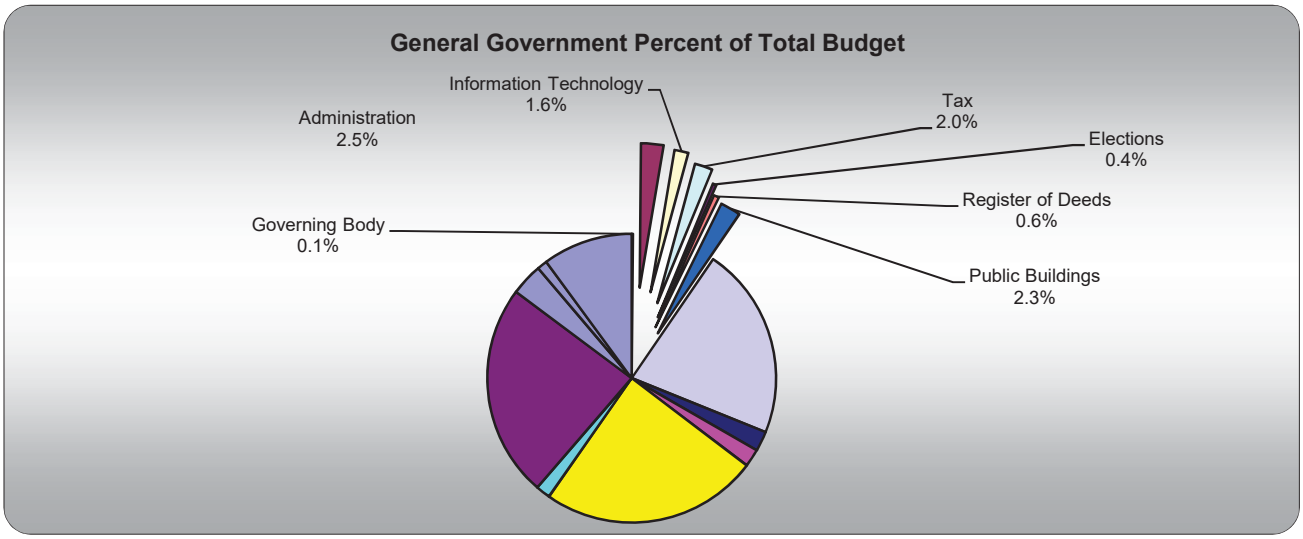
Comparative Budgets

Department	General County Revenues Provided (Needed)			
	2015-16	2016-17		
	Final Approved	Department Request	Proposed	Final Approved
Human Services				
Public Health	(2,506,749)	(2,660,694)	(2,660,694)	-
Social Services	(6,959,350)	(7,151,631)	(7,151,631)	-
Veteran Services	(96,051)	(103,193)	(103,193)	-
Child Support Services	(210,877)	(152,771)	(152,771)	-
Other Human Services Appropriations:				
Randolph Senior Adults Association	(267,585)	(267,585)	(267,585)	-
RCSAA - Capital	(100,000)	(100,000)	(100,000)	-
Family Crisis Center	(41,000)	(41,000)	(41,000)	-
Sandhills Center for Mental Health	(844,000)	(742,600)	(742,600)	-
Randolph Vocational Industries	(20,000)	(20,000)	(20,000)	-
Central Boys and Girls Club	(25,000)	(25,000)	(25,000)	-
Passthrough grants - HCCBG	-	-	-	-
Passthrough grants - ROAP	-	-	-	-
	(11,070,612)	(11,264,474)	(11,264,474)	-
Cultural and Recreational				
Public Library	(1,494,827)	(1,573,774)	(1,573,774)	-
Other Cultural & Recreational Appropriations:				
Randolph Arts Guild	(20,000)	(20,000)	(20,000)	-
	(1,514,827)	(1,593,774)	(1,593,774)	-
Education				
Asheboro City Schools	(5,606,122)	(6,182,750)	(5,675,443)	-
Randolph County Schools	(20,439,878)	(22,021,878)	(20,592,057)	-
Randolph Community College	(2,805,400)	(2,900,780)	(2,862,400)	-
Other Education Appropriations:	-	-	-	-
Communities in Schools	(70,000)	(70,000)	(70,000)	-
	(28,921,400)	(31,175,408)	(29,199,900)	-
Debt Service	(10,814,011)	(11,163,917)	(11,163,917)	-
Contingency	-	(1,110,000)	(1,370,000)	-
Other Financing Sources and Uses:				
Appropriated Fund Balance - Restricted	96,328	139,586	139,586	-
Interfund Transfers	(4,003,170)	(4,338,750)	(4,338,750)	-
Totals	(87,372,510)	(93,882,438)	(91,417,330)	-

General Government

Summary of General Government Budgets

	Page number	2014-15 Actual	2015-16 Final Approved	2016-17 Department Request	2016-17 Proposed	2016-17 Final Approved
Expenditures:						
Governing Body	*52*	150,730	161,694	171,770	171,770	-
Administration	*53*	2,728,105	3,012,199	3,079,397	3,079,397	-
Information Technology	*62*	1,655,914	1,919,163	1,915,274	1,915,274	-
Tax	*67*	2,305,059	2,444,706	2,442,596	2,442,596	-
Elections	*74*	356,077	560,720	526,608	526,608	-
Register of Deeds	*76*	642,162	693,024	733,651	733,651	-
Public Buildings	*81*	2,706,337	2,637,509	2,819,103	2,819,103	-
Total Expenditures		10,544,384	11,429,015	11,688,399	11,688,399	-
Revenues:						
Other Taxes		366,215	270,000	270,000	270,000	-
Restricted Intergovernmental		232,103	210,000	210,000	210,000	-
Permits and Fees		530,240	515,000	515,000	515,000	-
Sales and Services		587,771	611,379	587,629	587,629	-
Miscellaneous		8,234	15,000	15,000	15,000	-
Total Revenues		1,724,563	1,621,379	1,597,629	1,597,629	-
General County Revenues Provided (Needed)		(8,819,821)	(9,807,636)	(10,090,770)	(10,090,770)	-



Governing Body

Department Mission
The Board of County Commissioners is committed to providing quality service to the citizens of Randolph County in a courteous and efficient manner and to constantly assess service delivery to ensure that the needs of the citizens are met with the highest return on the tax dollar.

Department Summary
The five County Commissioners represent districts but are elected at-large by a countywide election held in November, serving a staggered four-year term of office. The board makes policy for the administration and operation of County government within the framework of the laws of the State of North Carolina. The Board is responsible for adopting the annual budget, establishing a tax rate, enacting local ordinances, making final decisions on zoning issues and appointing citizens to various advisory boards and commissions. Regular public board meetings are held on the first Monday of each month at the historic county courthouse.

Policy Goals Supported by Department
Randolph County Commissioners direct the following Policy Goals: General Government – Provide policy leadership and manage public resources to enable the efficient delivery of County services to citizens; Public Safety - Provide a safe community for all Randolph County citizens and visitors; Economic and Physical Development - Manage the County's growth and improve the standard of living through sustainable economic and infrastructure development as well as support and encouragement of traditional commerce; Environmental Protection – Protect the environment for future generations and provide sustainable solutions to current demands; Human Services - Improve the quality of life and ensure the personal health and welfare of all Randolph County citizens, including determination of available state and federal programs that address individual needs; Cultural and Recreational – Promote literacy and other programs that improve our citizens' enjoyment of life; Education - Improve the standard of living for Randolph County citizens through educational opportunities; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Budget Highlights
Prior to FY15, the last market adjustment to Commissioner salaries was in July 2004. When comparing NC counties over 100,000 in population, a Randolph County Commissioner was compensated less than one-half of the average commissioner pay. Over the past three years, compensation has been adjusted to bring it closer to the average.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 56,000	$ 62,400	$ 69,900	$ 69,900	$ -
	Fringe Benefits	22,694	25,294	25,870	25,870	-
	Other Expenditures	72,036	74,000	76,000	76,000	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**150,730**	**161,694**	**171,770**	**171,770**	**-**
Revenues	Restricted Intergovernmental					
	Permits and Fees					
	Sales and Services					
	Miscellaneous					
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$(150,730)	$(161,694)	$(171,770)	$(171,770)	$ -

Administration

Department Mission
To oversee the implementation of public policy as determined by elected officials. This involves operational support to all county departments as well as coordination with federal and state agencies and local organizations.

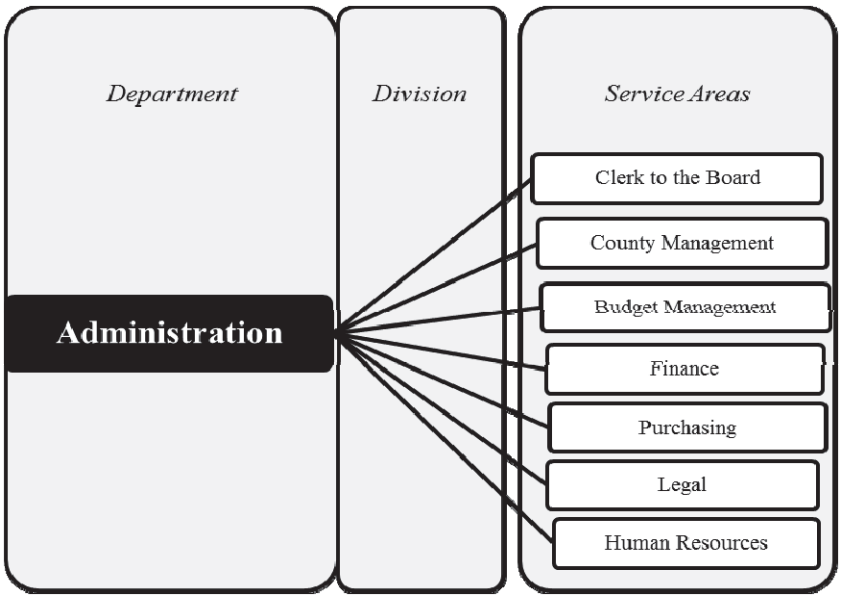
Department Summary
This department coordinates the efforts of the entire organization by implementing the directives and policies of the Board of County Commissioners. It is responsible for providing administrative and clerical support to the Board, coordinating department activities, managing the organization's finances, administering personnel services, and providing legal assistance. This department also works closely with federal, state and local agencies and serves as a liaison between the County and the citizens.

Policy Goals Supported by Department
Randolph County Administration supports the following Policy Goals: General Government – Provide policy leadership and manage public resources to enable the efficient delivery of County services to citizens; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	21.00	21.00	21.00	21.00	21.00	-
Part Time	-	-	1.00	1.00	1.00	-
	21.00	21.00	22.00	22.00	22.00	-

Service Areas



Budget Highlights

Most operating expenses were left unchanged for 2016-17. Unemployment insurance requirements continue to decline due to economic recovery. This savings mostly offset the $16,000 added to Human Resources for a classification study of one-third of our positions each year. This will keep everything updated better and help ensure we are in compliance with labor laws.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 1,052,884	$ 1,131,135	$ 1,166,877	$ 1,166,877	$ -
	Fringe Benefits	306,564	473,576	493,174	493,174	-
	Other Expenditures	1,368,659	1,407,488	1,419,346	1,419,346	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**2,728,107**	**3,012,199**	**3,079,397**	**3,079,397**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	23,143	25,000	25,000	25,000	-
	Miscellaneous	8,234	15,000	15,000	15,000	-
	Total Revenues	**31,377**	**40,000**	**40,000**	**40,000**	**-**
General County Revenues Provided (Needed)		$ (2,696,730)	$ (2,972,199)	$ (3,039,397)	$ (3,039,397)	$ -

Comparative Budgets By Service Area

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures						
	Clerk to the Board	$ 70,004	$ 65,759	$ 59,425	$ 59,425	$ -
	County Management	310,385	396,597	411,585	411,585	-
	Budget Management	118,777	127,555	140,354	140,354	-
	Finance	1,704,316	1,788,706	1,822,985	1,822,985	-
	Purchasing	54,480	55,510	56,722	56,722	-
	Legal	128,978	135,005	136,536	136,536	-
	Personnel, Safety and Training	341,167	443,067	451,790	451,790	-
	Total Expenditures	$ 2,728,107	$ 3,012,199	$ 3,079,397	$ 3,079,397	$ -
Revenues						
	Clerk to the Board	-	-	-	-	-
	County Management	-	-	-	-	-
	Budget Management	-	-	-	-	-
	Finance	23,143	25,000	25,000	25,000	-
	Purchasing	-	-	-	-	-
	Legal	-	-	-	-	-
	Personnel, Safety and Training	8,234	15,000	15,000	15,000	-
	Total Revenues	$ 31,377	$ 40,000	$ 40,000	$ 40,000	$ -

Mission

To provide administrative and clerical support to the Board of County Commissioners. This involves creating and maintaining permanent, official records of Board actions and serving as liaison between the Board and the public.

Service Area Summary

The Clerk to the Board prepares agendas and minutes for all Board of County Commissioners meetings; provides staff support for all board members; serves as liaison between the Board, citizens, department heads and other agencies; maintains complete and accurate records of all proceedings; and serves as custodian of all permanent records.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.00	1.00	1.00	1.00	1.00	
Part Time	-	-	-	-	-	
	1.00	1.00	1.00	1.00	1.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide Commissioners and press with upcoming meeting agendas and supporting information for their review			
• Percent of time agenda package was delivered to Commissioners no later than three days prior to scheduled meeting	100%	100%	100%
Goal: To prepare the official documentation of Board actions by recording concise, accurate minutes			
• Percent of time draft minutes were prepared within two weeks following Board meeting	100%	100%	100%
Goal: To maintain accurate listing of all Commissioner-appointed boards and commissions			
• Percent of time Commissioners and applicable parties were notified one month prior to term expiration	100%	100%	100%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 43,657	$ 38,967	$ 39,751	$ 39,751	$ -
	Fringe Benefits	13,512	13,240	13,598	13,598	-
	Other Expenditures	12,835	13,552	6,076	6,076	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**70,004**	**65,759**	**59,425**	**59,425**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (70,004)	$ (65,759)	$ (59,425)	$ (59,425)	$ -

ADMINISTRATION

Service Area **County Management**

Mission

To implement the decisions and directives of County Commissioners through the development of progressive and innovative solutions, including the direction of both current operations and long-range planning so that departments can fulfill their responsibilities to our citizens.

Service Area Summary

This area coordinates the efforts of all departments of County government with those of other local agencies; provides administrative support for County Commissioner meetings and executes policies, orders, ordinances and resolutions decreed by the Board. It also provides information to and serves as liason between County government and the citizens of Randolph County.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	2.33	2.33	2.33	2.33	2.33	
Part Time	-	-	-	-	-	
	2.33	2.33	2.33	2.33	2.33	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To manage the day-to-day operations of all County services by communicating and overseeing the directives of County Commissioners to departments.			
● County Manager to hold monthly department head meetings, as needed.	7	9	7
● Percent of time County Manager met with individual department heads within 3 working days of department head's request for meeting	100%	100%	100%
Goal: To respond in a timely manner to citizens' request for information or assistance.			
● Percent of all inquiries responded to within 2 working days	100%	100%	100%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 230,165	$ 198,393	$ 199,548	$ 199,548	$ -
	Fringe Benefits	73,015	189,404	198,237	198,237	-
	Other Expenditures	7,205	8,800	13,800	13,800	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**310,385**	**396,597**	**411,585**	**411,585**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (310,385)	$ (396,597)	$ (411,585)	$ (411,585)	$ -

Mission

To advance responsible financial planning, encourage practical fiscal management and promote accountability of the County's financial resources, in order for departments to provide essential, efficient, and effective services to the citizens of Randolph County.

Service Area Summary

Budget Management is responsible for promoting the overall financial health of County government, assisting in the development of organizational priorities, and monitoring the use of its financial resources. The Internal Auditor provides technical assistance to departments and monitors their operational performance. In addition, services include assisting departments with their management information systems and coordinating the compilation and reporting of this data. The Budget Officer is legally responsible for developing and proposing the annual budget ordinance to the County Commissioners for their consideration. Development of an annual budget includes trend analysis of significant revenues and expenditures. Randolph County has qualified for the Distinguished Budget Presentation Award presented by the Government Finance Officers Association since fiscal year 2004-05.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.48	1.48	1.48	1.48	1.48	
Part Time	-	-	-	-	-	
	1.48	1.48	1.48	1.48	1.48	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To develop a financial plan that can be adopted as an annual budget ordinance			
• Proposed budget presented to Commissioners in accordance with G.S. 159	YES	YES	YES
Goal: To provide effective budget development assistance and innovative solutions to financial issues, such as internal controls, reporting, and data collection			
• Percent of department evaluations that rate services as satisfactory or higher	100%	100%	100%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 92,995	$ 96,319	$ 107,297	$ 107,297	$ -
	Fringe Benefits	24,498	25,936	28,357	28,357	-
	Other Expenditures	1,284	5,300	4,700	4,700	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**118,777**	**127,555**	**140,354**	**140,354**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (118,777)	$ (127,555)	$ (140,354)	$ (140,354)	$ -

Mission

To conduct the County's financial affairs in accordance with the Local Government Budget and Fiscal Control Act and other laws and regulations, in support of the organization's service objectives and responsibilities to the citizens of Randolph County.

Service Area Summary

Finance is responsible for compliance with the Local Government Budget and Fiscal Control Act and other North Carolina General Statutes, and federal laws and regulations, which promote conservative fiscal practices. Finance is also responsible for the collecting and disbursing of County resources and recording these transactions in the accounting system, including remitting vendor payments, compensation to County employees, and disbursements to other organizations. Monthly property tax collections are also remitted to nineteen fire districts, two special school districts, and eleven municipalities.

Finance personnel prepare financial reports for internal management purposes as well as for federal and state grantor agencies. State law requires all governments to be audited annually. Finance prepares the financial statements and assists independent auditors by providing a variety of schedules and other data. The Government Finance Officers Association has awarded Randolph County a Certificate of Achievement in Financial Reporting for nineteen consecutive years.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	7.24	8.24	8.24	8.24	8.24	
Part Time	-	-	1.00	1.00	1.00	
	7.24	8.24	9.24	9.24	9.24	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To process invoices in order to provide prompt, accurate payments to appropriate vendors			
• Number of checks prepared	20,452	22,000	22,000
• Number of invoices processed	32,968	35,500	34,500
• Percent of vendor payments processed accurately	100%	100%	100%
Goal: To report annual financial information in accordance with generally accepted governmental accounting standards			
• Obtain an unqualified audit opinion on annual financial statements	YES	YES	YES
Goal: To continue to qualify for the GFOA Certificate of Achievement in Financial Reporting			
• Obtain GFOA Certificate of Achievement	YES	YES	YES

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 323,386	$ 373,303	$ 408,732	$ 408,732	$ -
	Fringe Benefits	102,310	122,403	130,744	130,744	-
	Other Expenditures	1,278,620	1,293,000	1,283,509	1,283,509	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**1,704,316**	**1,788,706**	**1,822,985**	**1,822,985**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	23,143	25,000	25,000	25,000	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**23,143**	**25,000**	**25,000**	**25,000**	**-**
General County Revenues Provided (Needed)		$ (1,681,173)	$ (1,763,706)	$ (1,797,985)	$ (1,797,985)	$ -

Mission

To oversee the cost-effective, efficient, and timely procurement of goods and services necessary to enable all County departments to achieve their mission and fulfill their responsibilities to our citizens.

Service Area Summary

It is the responsibility of Purchasing to ensure that all procurement activity is conducted in compliance with applicable laws, regulations, local ordinances, approved policies and established procedures. Purchasing ensures compliance with competitive bidding requirements in accordance with G.S. 143. By evaluating vendor proposals, Purchasing obtains the most cost–effective prices for supplies, materials, and apparatus requested by departments. Staff is responsible for developing the County's purchasing policies and procedures. Purchasing maintains fixed asset records and manages the disposal of surplus property.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	0.95	0.95	0.95	0.95	0.95	
Part Time	-	-	-	-	-	
	0.95	0.95	0.95	0.95	0.95	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To obtain informal bids on materials and equipment in accordance with state purchasing laws			
• Percent of time bids are solicited within two weeks for all items whose value is between $5,000 and $30,000.	100%	100%	100%
Goal: To identify, inventory, and auction any surplus County property			
• Make surplus property available to public through online auction	YES	YES	YES
• Total proceeds from auction sales	$36,181	$40,000	$40,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 43,423	$ 41,820	$ 42,663	$ 42,663	$ -
	Fringe Benefits	10,246	12,868	13,237	13,237	-
	Other Expenditures	811	822	822	822	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**54,480**	**55,510**	**56,722**	**56,722**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (54,480)	$ (55,510)	$ (56,722)	$ (56,722)	$ -

Administration	**ADMINISTRATION**
Service Area	**Legal**

Mission

To interpret and apply the laws of the United States and the State of North Carolina for Randolph County government in order to ensure that County departments serve our citizens legally and responsibly.

Service Area Summary

The Legal Division provides legal services and advice to the County Manager and to various departments in Randolph County government.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.00	1.00	1.00	1.00	1.00	
Part Time	-	-	-	-	-	-
	1.00	1.00	1.00	1.00	1.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide legal advice and departmental assistance on legal issues to Randolph County department heads, supervisors and employees.			
● Number of requests for assistance.	772	570	640
● Percent of requests for legal assistance completed within time frame	99%	100%	100%
Goal: To assist the County Manager, County Commissioners and Department Heads in developing and writing County policy and ordinances.			
● Percent of County policies/ordinances that legal provided assistance with.	100%	100%	100%
Goal: To ensure that all contracts are processed by Legal and achieve the objectives of and protect the interests of Randolph County while complying with state and federal law.			
● Number of contracts processed	212	230	240
● Percent of contracts drafted/reviewed within specified time frame.	100%	100%	100%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 86,575	$ 87,696	$ 88,570	$ 88,570	$ -
	Fringe Benefits	20,856	21,234	21,891	21,891	-
	Other Expenditures	21,547	26,075	26,075	26,075	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**128,978**	**135,005**	**136,536**	**136,536**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (128,978)	$ (135,005)	$ (136,536)	$ (136,536)	$ -

Mission

To provide and administer personnel services for Randolph County Government consistent with federal, state, and local regulations, including administration of all policies, recruitment and selection, personnel records, benefits, classification and pay, safety and training.

Service Area Summary

Human Resources maintains all personnel records and files; advertises, screens, and refers qualified candidates for vacant positions; administers the employee benefit package including hospitalization, retirement, life, dental, cancer, deferred compensation, etc.; maintains the classification and pay plan; conducts pay surveys; and processes all personnel action forms and time sheets in order to meet payroll deadlines. In addition, Human Resources consults with department heads and supervisors concerning County policy, legal issues, disciplinary action, and other administrative areas such as FMLA, FLSA, OSHA, ADA, etc. Information concerning employment opportunities, pay, benefits and policies are maintained on the County website.

Safety activities include completing and analyzing worker's compensation and accident reports to reduce risks as well as on-site inspections, defensive driving classes, etc. Employees and supervisors are trained in the areas of policy and procedures such as performance evaluation, ergonomics, sexual harassment, and workplace violence. New Employee Orientation sessions are conducted to reflect the wide array of training services offered.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	6.00	6.00	6.00	6.00	6.00	
Part Time	-	-	-	-	-	
	6.00	6.00	6.00	6.00	6.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To process candidates for all vacancies			
● Percent of recruitments forwarded to the department for review within three business days of vacancy closing	100%	95%	95%
● Number of vacancies posted	98	50	60
● Number of vacancies filled	122	80	80
● Number of candidates	1,473	1,200	1,200
Goal: Introduce and educate new employees to County policies and procedures through Employee Orientation Training			
● Percent of new employees attending and completing New Employee Orientation training within 60 days of their appointment	100%	90%	90%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 232,683	$ 294,637	$ 280,316	$ 280,316	$ -
	Fringe Benefits	62,127	88,491	87,110	87,110	-
	Other Expenditures	46,357	59,939	84,364	84,364	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**341,167**	**443,067**	**451,790**	**451,790**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	8,234	15,000	15,000	15,000	-
	Total Revenues	**8,234**	**15,000**	**15,000**	**15,000**	**-**
General County Revenues Provided (Needed)		$ (332,933)	$ (428,067)	$ (436,790)	$ (436,790)	$ -

Information Technology

Department Mission
To enhance the delivery of County governmental services through the effective use of technology.

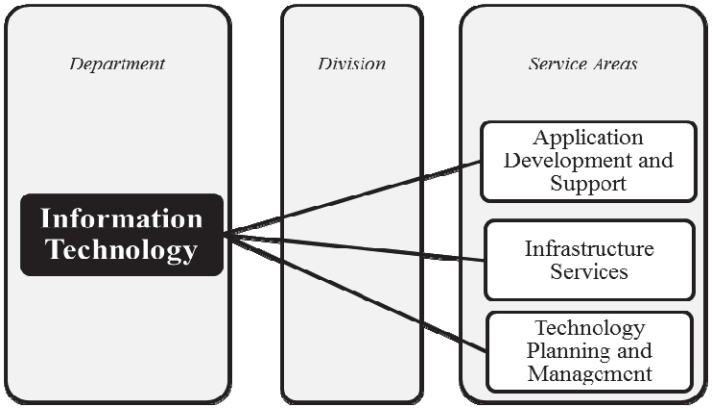
Department Summary
Information Technology supports voice and data technology within Randolph County government. Services provided include Help Desk support, in-house programming, Web development, database management, Geographic Information Systems (GIS), vendor negotiations, technology purchases, network management, telephone service/support, and project management. The Department also serves as the Electronic Public Records Office as required by the State of North Carolina. Information Technology projects this past year include the completion of the second year of the technology maintenance plan, the migration and upgrade of the public safety system, the upgrade of the document imaging system and assisting with the design of the new Emergency Services building.

Policy Goals Supported by Department
Randolph County Information Technology supports the following Policy Goals: General Government – Provide policy leadership and manage public resources to enable the efficient delivery of County services to citizens; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	15.00	16.00	16.00	17.00	17.00	-
Part Time	-	-	-	-	-	-
	15.00	16.00	16.00	17.00	17.00	-

Service Areas



Budget Highlights

The IT operating and maintenance budget is smaller this year. This can partly be attributed to a cost savings realized after migrating the public safety system to newer hardware. The IT budget is also benefitting from lower costs in the third year of the technology maintenance plan. However, these costs should return to normal in the 2017-2018 budget and be more in line with past budgets. The annual software and hardware maintenance budget increased only slightly this year despite larger maintenance increases seen in some of our enterprise applications.

Additionally, the 2016-2017 IT budget requests funds for a new position. This position is needed in Infrastructure Services to provide additional support to our helpdesk. Infrastructure maintenance projects have steadily grown in scope and complexity over the years. This has increased the workload of the helpdesk and is impacting our ability to provide timely support to our users.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 719,205	$ 796,408	$ 849,624	$ 849,624	$ -
	Fringe Benefits	210,892	246,180	266,356	266,356	-
	Other Expenditures	725,818	876,575	799,294	799,294	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**1,655,915**	**1,919,163**	**1,915,274**	**1,915,274**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	275	21,129	21,129	21,129	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**275**	**21,129**	**21,129**	**21,129**	**-**
General County Revenues Provided (Needed)		$ (1,655,640)	$ (1,898,034)	$ (1,894,145)	$ (1,894,145)	$ -

Comparative Budgets By Service Area

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures						
	Application Development and Support	$ 398,001	$ 501,890	$ 570,855	$ 570,855	$ -
	Infrastructure Services	298,162	314,500	315,651	315,651	-
	Technology Planning & Management	959,752	1,102,773	1,028,768	1,028,768	-
	Total Expenditures	$ 1,655,915	$ 1,919,163	$ 1,915,274	$ 1,915,274	$ -
Revenues						
	Application Development and Support	-	21,129	21,129	21,129	-
	Infrastructure Services	-	-	-	-	-
	Technology Planning & Management	275	-	-	-	-
	Total Revenues	$ 275	$ 21,129	$ 21,129	$ 21,129	$ -

Department	**INFORMATION TECHNOLOGY**
Service Area	**Application Development**

Mission

To provide software application support for end-users through analysis, research, evaluation, development, and integration of software applications.

Service Area Summary

This service area provides software support for end-user applications. Programmer/Analysts provide in-house programming services as well as work with vendors for off-the-shelf commercial software to ensure the end-users' needs are addressed. This group is responsible for maintaining and supporting all enterprise applications and databases such as those for Public Safety, GIS, Finance, HR, Tax, Central Permitting, web and document imaging.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	6.60	7.60	7.60	7.60	7.60	
Part Time	-	-	-	-	-	-
	6.60	7.60	7.60	7.60	7.60	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To develop and/or implement new applications or make modifications within the targeted time frame			
• Total number of new projects received during fiscal year	77	96	82
• Number of projects completed during fiscal year	65	60	50
• Percentage completed on or before deadline	100%	100%	100%
Goal: To provide timely and effective technical assistance to County departments and related agencies			
• Percent of department evaluations that rate services as satisfactory or higher	98%	98%	98%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 306,989	$ 377,020	$ 424,750	$ 424,750	$ -
	Fringe Benefits	87,836	113,870	131,005	131,005	-
	Other Expenditures	3,176	11,000	15,100	15,100	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**398,001**	**501,890**	**570,855**	**570,855**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	21,129	21,129	21,129	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**21,129**	**21,129**	**21,129**	**-**
General County Revenues Provided (Needed)		$ (398,001)	$ (480,761)	$ (549,726)	$ (549,726)	$ -

Department	**INFORMATION TECHNOLOGY**
Service Area	**Infrastructure Services**

Mission

To provide an efficient, secure, and reliable network infrastructure that supports data and/or voice requirements for County service delivery initiatives and to offer timely and efficient technical support.

Service Area Summary

Infrastructure Services is responsible for maintaining all aspects of our critical technology infrastructure. This includes the network, storage, servers, virtual environment, email and phones. It provides technical support to end-users of the County's technology resources and telephone system. This service area also assists with client software and hardware research, purchases and implementation.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	4.80	4.80	4.80	5.80	5.80	
Part Time	-	-	-	-	-	-
	4.80	4.80	4.80	5.80	5.80	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To maintain network infrastructure accessibility and integrity within our local area network			
● Average percent of up-time for network infrastructure	100%	99%	100%
Goal: To maintain servers' accessibility and integrity			
● Average percent of up-time for production servers	100%	99%	98%
Goal: To maintain security procedures and applications that minimize the risk of corruptions			
● Total number of security incidents	21	16	12
Goal: To provide effective and timely technical support.			
● Total number of helpdesk tickets	4,067	3,878	4,300
● Total number of calls to the helpdesk	3,439	3,500	4,200
● Average turnaround time per ticket (hours)	22.13	20	20
● Percent of all tickets resolved within severity level requirements	92%	90%	88%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 218,501	$ 223,091	$ 224,400	$ 224,400	$ -
	Fringe Benefits	63,335	69,309	71,651	71,651	-
	Other Expenditures	16,326	22,100	19,600	19,600	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**298,162**	**314,500**	**315,651**	**315,651**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (298,162)	$ (314,500)	$ (315,651)	$ (315,651)	$ -

Department	**INFORMATION TECHNOLOGY**
Service Area	**Technology Planning and Management**

Mission

To provide effective management of the County's technical resources through resource tracking, project management, clerical assistance, and managerial support.

Service Area Summary

Personnel supervision, project management, technology procurement, telephone service management, departmental finance and resource support are provided within this area. Other duties include technology planning and vendor negotiations.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	3.60	3.60	3.60	3.60	3.60	
Part Time	-	-	-	-	-	-
	3.60	3.60	3.60	3.60	3.60	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To research, compare prices, and order new technology			
● Total number of requests for purchase	1,971	2,500	2,200
● Percentage of requests executed within one week	98%	98%	98%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 193,715	$ 196,297	$ 200,474	$ 200,474	$ -
	Fringe Benefits	59,721	63,001	63,700	63,700	-
	Other Expenditures	706,316	843,475	764,594	764,594	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**959,752**	**1,102,773**	**1,028,768**	**1,028,768**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	275	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**275**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (959,477)	$ (1,102,773)	$ (1,028,768)	$ (1,028,768)	$ -

Tax

Department Mission
To accurately indentify, list, appraise and bill all taxable real and personal property in Randolph County as governed by North Carolina General Statutes. To effectively collect Randolph County property taxes, ambulance charges and other tax assessments and exercise the enforced collection remedies considered necessary and appropriate under North Carolina General Statutes.

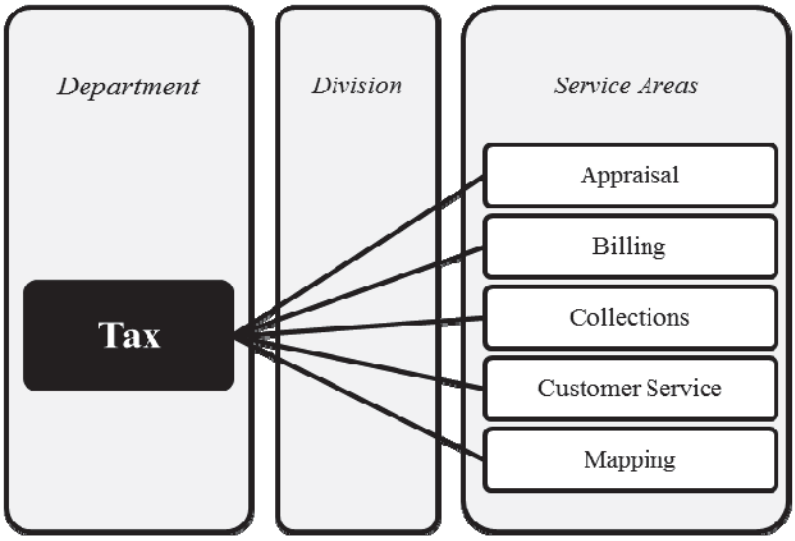
Department Summary
The Randolph County Tax Department maintains a commitment to billing and collecting revenue, as well as determining accurate and uniform values on all taxable property located in Randolph County as governed by the North Carolina Machinery Act. An obligation to collect all outstanding taxes using whatever remedies the general statutes offer is also maintained.

Policy Goals Supported by Department
Randolph County Tax Department supports the following Policy Goals: General Government – Provide policy leadership and manage public resources to enable the efficient delivery of County services to citizens; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	32.00	32.00	32.00	31.00	31.00	-
Part Time	-	-	-	-	-	-
	32.00	32.00	32.00	31.00	31.00	-

Service Areas



Budget Highlights

There are marginal changes to the operating expenses in the 2016-2017 fiscal year budget for the Tax Department. There was an increase in the property tax collection fees for LPA(License Plate Agency) which increased VTS collection cost. An increase in the cost of conferences and training is required for continuing education requirements for real property appraisers and new staff members. The number of phone calls and questions at Customer Service has declined since Tag & Tax Together became effective. A vacant Tax Information Specialist position has been eliminated in this year's budget because of the reduction of inquiries concerning registered motor vehicles.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 1,177,815	$ 1,280,795	$ 1,275,092	$ 1,275,092	$ -
	Fringe Benefits	379,852	436,471	433,364	433,364	-
	Other Expenditures	729,098	727,440	734,140	734,140	-
	Capital Outlay	18,293	-	-	-	-
	Total Expenditures	**2,305,058**	**2,444,706**	**2,442,596**	**2,442,596**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	561,533	533,250	539,000	539,000	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**561,533**	**533,250**	**539,000**	**539,000**	**-**
General County Revenues Provided (Needed)		$ (1,743,525)	(1,911,456)	(1,903,596)	$ (1,903,596)	$ -

Comparative Budgets By Service Area

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Appraisal	$ 576,708	$ 660,695	$ 649,041	$ 649,041	$ -
	Billing	692,943	675,206	684,263	684,263	-
	Collections	684,120	680,251	707,744	707,744	-
	Customer Service	135,275	169,692	137,225	137,225	-
	Mapping	216,012	258,862	264,323	264,323	-
	Total Expenditures	$ 2,305,058	$ 2,444,706	$ 2,442,596	$ 2,442,596	$ -
Revenues	Appraisal	-	-	-	-	-
	Billing	-	-	-	-	-
	Collections	561,533	533,250	539,000	539,000	-
	Customer Service	-	-	-	-	-
	Mapping	-	-	-	-	-
	Total Revenues	$ 561,533	$ 533,250	$ 539,000	$ 539,000	$ -

Department	**TAX**
Service Area	**Appraisal**

Mission

To determine the true value of all land and buildings in Randolph County by applying the uniform schedule of values, standards and rules used in appraising real property at its true value.

Service Area Summary

The listing and appraising of all types of real properties in Randolph County is accomplished by collecting pertinent data about real property improvements, such as size and type of improvement, quality of materials and construction, functional, physical and economic depreciation, including superadequacy, external and internal features, accessibility, location, and inspecting land and maps to determine size, shape, accessibility, topography, location and other related data. Sales and market data is collected and qualified for analysis and used in making continuous evaluation of the schedule of values and the adjustments needed to arrive at true market value. This work is reviewed for consistency, accuracy and compliance with the current schedule of values, standards, and rules that the North Carolina Machinery Act and Standard 6 of the Uniform Standards of Professional Appraisal Practice.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	7.80	7.80	7.80	7.80	7.80	
Part Time	-	-	-	-	-	-
	7.80	7.80	7.80	7.80	7.80	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To visit, list and appraise new construction identified through building permits, listing forms, and other documents			
● Number of parcels flagged for visits	1,200	2,500	2,500
● Number of visits to new construction sites per appraiser each day	15	15	15
Goal: To assign value to new parcels created by deed transactions / land records			
● Number of property records to be created, valued and verified	1,200	1,500	1,250
Goal: To track current market trends, cost and sales for the schedule of value for the next revaluation			
● Assessment to Sales Ratio	96%	97%	96%

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 379,337	$ 422,481	$ 418,949	$ 418,949	$ -
	Fringe Benefits	111,583	134,414	130,792	130,792	-
	Other Expenditures	67,495	103,800	99,300	99,300	-
	Capital Outlay	18,293	-	-	-	-
	Total Expenditures	**576,708**	**660,695**	**649,041**	**649,041**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (576,708)	$ (660,695)	$ (649,041)	$ (649,041)	$ -

Department	**TAX**
Service Area	**Billing**

Mission

To provide all owners of property in Randolph County fair taxation through equitable appraisal of personal property and to bill all property, both real and personal.

Service Area Summary

The listing, mass appraisal and data entry of all personal property taxable in Randolph County is accomplished by this service area. The valuation of personal property includes motor vehicles (both registered and unregistered), boats, motors, mobile homes, farm equipment and businesses with machinery and equipment located in Randolph County. The billing of approximately 75,000 parcels of land, 53,000 personal property abstracts per year and 155,000 registered motor vehicles per year is performed. Approximately 600 emergency medical services and 100 Ashe/Rand Rescue trips are billed each month. Auditing services are divided into 3 types: farm deferred, business personal property and exempt properties. All applications are either accepted or denied based on North Carolina General Statutes, with the taxpayer being informed of this departmental decision.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	7.80	7.80	7.80	7.80	7.80	
Part Time	-	-	-	-	-	-
	7.80	7.80	7.80	7.80	7.80	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To appraise personal property at market value or at what it could cost to replace with like property, using trending tables published by the North Carolina Department of Revenue and those developed in-house			
• Percent of time that mass appraisal was completed by February 15th of each year	100%	100%	100%
Goal: To audit business personal property, farm deferred parcels and exempt properties to ensure accuracy of levy			
• Number of business audits per year	100	110	110
• Number of farm deferred parcels audited	400	425	425
• Number of exempt properties audited	400	400	400

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 277,128	$ 279,350	$ 288,394	$ 288,394	$ -
	Fringe Benefits	86,428	90,536	95,049	95,049	-
	Other Expenditures	329,387	305,320	300,820	300,820	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**692,943**	**675,206**	**684,263**	**684,263**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (692,943)	$ (675,206)	$ (684,263)	$ (684,263)	$ -

Department	**TAX**
Service Area	**Collections**

Mission

To effectively collect Randolph County property taxes, ambulance charges and other tax assessments, utilizing both comprehensive and objective measures as allowed by the N.C. General Statutes for the greatest equality to all taxpayers and patrons.

Service Area Summary

Deputy tax collectors post payments to property tax bills and ambulance charges, initiate enforcement procedures on delinquent taxes and ambulance bills, including attachments of wages and bank accounts as well as initiate foreclosures on real property. Corrections of errors in billing or payment postings are performed and responses are given to questions about payments and balances due. Daily bank deposits are prepared and collection reports are generated with copies for the County Finance Office. Month-end and year-end processes are completed for reporting to the Tax Administrator and local Tax Commission, municipalities, fire districts, school districts and the annual settlement report to the County Commissioners.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	7.80	7.80	7.80	7.80	7.80	
Part Time	-	-	-	-	-	-
	7.80	7.80	7.80	7.80	7.80	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To maximize the collection of current tax levy			
• Collection percentage	97%	98%	96%
Goal: To reduce the amount of delinquent taxes on real and personal property			
• Percent reduction in the amount of delinquent taxes	40%	35%	35%
Goal: To maximize revenue collected for ambulance charges			
• Amount Collected	$20,000.00	$10,000	$10,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 271,695	$ 276,923	$ 285,023	$ 285,023	$ -
	Fringe Benefits	90,141	96,228	100,621	100,621	-
	Other Expenditures	322,284	307,100	322,100	322,100	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**684,120**	**680,251**	**707,744**	**707,744**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	561,533	533,250	539,000	539,000	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**561,533**	**533,250**	**539,000**	**539,000**	**-**
General County Revenues Provided (Needed)		$ (122,587)	$ (147,001)	$ (168,744)	$ (168,744)	$ -

Department	**TAX**
Service Area	**Customer Service**

Mission

To efficiently provide information to property owners, patients and the general public from the Randolph County tax records and ambulance charges for Randolph County EMS and Ash-Rand EMS and Rescue.

Service Area Summary

Requests for information, such as ownership and value of real and personal property; location and size of real property; payment of property taxes and ambulance charges; collection procedures on unpaid tax and ambulance bills; and referral of questions when further explanation or correction is needed are addressed. If requested, copies of Randolph County maps are printed and photo copies of large items like blueprints are made. Notices from the bankruptcy courts by researching accounts are prepared; bill-coding to prevent enforced collection is performed; claims for court-filing are prepared; and maintenance of all bankruptcy files is performed .

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	3.80	3.80	3.80	2.80	2.80	
Part Time	-	-	-	-	-	-
	3.80	3.80	3.80	2.80	2.80	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide prompt and courteous information to public inquiries by immediately answering all questions within customer services's authority or referring all other questions to proper service area for resolution			
• Number of walk-in inquiries not responded to within five minutes	15	15	15
Goal: To prepare and file claims with the bankruptcy courts for unpaid taxes and ambulance fees in order to prevent enforced collection as required by the automatic stay and to receive payments from the courts on some of these bills			
• Amount of payments received from bankruptcy courts during the last fiscal year	$ 40,000	$35,000	$35,000
• Amount of unpaid current property taxes (excluding vehicle taxes) under the protection of the automatic stay which prohibits enforced collection	$ 95,000	$250,000	$250,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 101,003	$ 120,620	$ 96,318	$ 96,318	$ -
	Fringe Benefits	31,904	43,842	34,977	34,977	-
	Other Expenditures	2,368	5,230	5,930	5,930	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**135,275**	**169,692**	**137,225**	**137,225**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (135,275)	$ (169,692)	$ (137,225)	$ (137,225)	$ -

Department	**TAX**
Service Area	**Mapping**

Mission

To continually maintain accurate real property records and maps through recorded documents and assistance from the public.

Service Area Summary

Property tax records are processed from recorded deeds and plats. Additionally, assistance from the public helps us maintain accurate records. Data is keyed into the computer pertaining to recorded deeds and other changes in order to maintain, organize and properly store accurate records. Recorded deed descriptions are plotted to determine where the property is to be placed on maps, updating the mapping system with splits, merges, new subdivisions, surveys, plats and highway projects as needed. Countywide coverage in the mapping system pertaining to city limits, fire districts and school districts is maintained.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	4.80	4.80	4.80	4.80	4.80	
Part Time	-	-	-	-	-	-
	4.80	4.80	4.80	4.80	4.80	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To obtain recorded deeds and plats from Register of Deeds and process into tax records			
• Elapsed time from date a deed was recorded to date it was processed as a land record in the tax system	5-120	5-120	5-120
• Number of tax parcels	11	n/a	-80
Goal: To enter all new boundary lines into the digital mapping system based on all new information prepared from manual maps			
• Elapsed time from receipt of new information to update of digital maps	6 months-5 days	5-120	5-120

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 148,652	$ 181,421	$ 186,408	$ 186,408	$ -
	Fringe Benefits	59,796	71,451	71,925	71,925	-
	Other Expenditures	7,564	5,990	5,990	5,990	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**216,012**	**258,862**	**264,323**	**264,323**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (216,012)	$ (258,862)	$ (264,323)	$ (264,323)	$ -

Elections

Department Mission
To conduct equitable and accessible elections, enfranchise eligible residents, and assure the integrity of the electoral process.

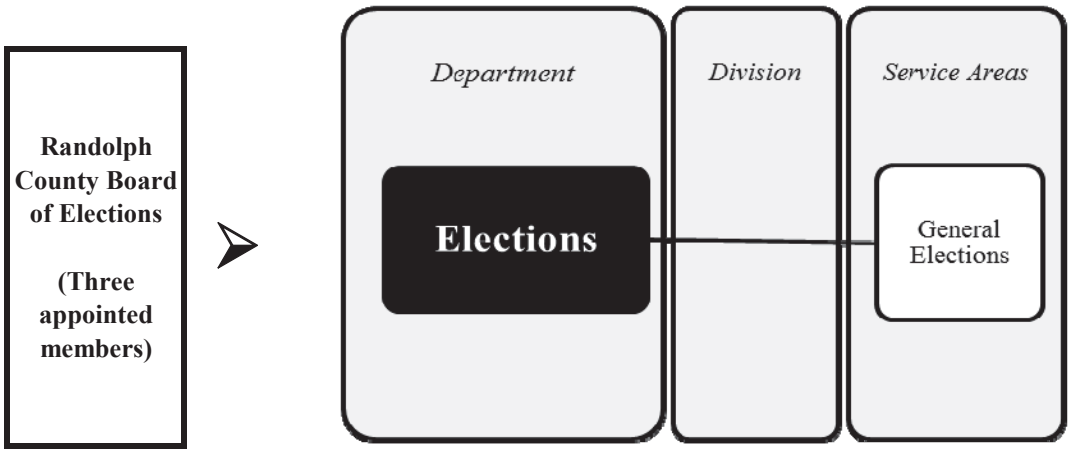
Department Summary
The Board of Elections (BOE) maintains the integrity of elections and ensures accuracy of voting results through equitable application of election laws for all participants in the electoral process. It maintains County voter registration records pursuant to the requirements of federal and state statutes. The BOE conducts all federal, state, county and municipal elections, including special elections required for constitutional amendments, bond referenda, and other called elections. Staff processes voter registrations, answers citizens' questions, and provides information on polling locations and scheduled elections. BOE recruits and trains precinct officials and maintains technical systems to support voting and ballot tabulation. BOE is responsible for establishing precincts and polling places. It confers with candidates and political action committees to ensure compliance with campaign finance laws.

Policy Goals Supported by Department
Randolph County Elections supports the following Policy Goals: General Government – Provide policy leadership and manage public resources to enable the efficient delivery of County services to citizens; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	4.00	4.00	4.00	4.00	4.00	
Part Time	1.00	1.00	1.00	1.00	1.00	
	5.00	5.00	5.00	5.00	5.00	-

Service Areas



ELECTIONS

Budget Highlights

Recent changes in legislation resulted in three mandated elections this fiscal year. The Board of Elections conducted eight Municipal Elections in November 2015 and a Primary Election in March 2016 that included a statewide bond referendum and a new election for City of Trinity. The March elections had a high voter turnout. Due to redistricting, the Board is preparing to conduct a Congressional Primary, along with three local ABC elections, on June 7, 2016.

Elections prepared for and implemented Voter ID legislation, including extra training for staff and 150 precinct officials per election. With Voter ID and additional voter assistance to care facilities, the State Board of Elections requires additional precinct officials, materials, training and updated procedures. Due to these changes, and the need for newer technology, the Board of Elections is planning to purchase additional new tabulators, replace laptops and voting booths, and explore improved software to serve voters more efficiently and cost effectively. The Board will continue using a new printer to save money on ballots while testing ballot-on-demand technology. Elections will also look at moving at least one polling place and making other accommodations to shorten wait times for voters.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 176,074	$ 196,270	$ 196,121	$ 196,121	$ -
	Fringe Benefits	47,222	53,600	55,687	55,687	-
	Other Expenditures	132,781	285,850	249,800	249,800	-
	Capital Outlay	-	25,000	25,000	25,000	-
	Total Expenditures	**356,077**	**560,720**	**526,608**	**526,608**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees					
	Sales and Services	2,820	32,000	2,500	2,500	-
	Miscellaneous					
	Total Revenues	**2,820**	**32,000**	**2,500**	**2,500**	**-**
General County Revenues Provided (Needed)		$ (353,257)	$ (528,720)	$ (524,108)	$ (524,108)	$ -

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Maintain accurate Voter Registration records			
● Total registered voters	89,324	90,000	90,000
● Number of verification cards mailed	22,502	30,000	30,000
● Number of voter registration transactions	71,311	20,000	20,000
Goal: Conduct fair and accessible elections for all voters			
● Number of elections per fiscal year	2	4	1
● Total ballots cast in November General Election	37,003	3,063	60,000
● Total ballots cast in all elections (fiscal year)	40,411	31,363	60,000
● Voter turnout - % of registered voters voting in November Election	40.93%	10.29%	66.00%
● Number of election judges recruited & trained for General Election	202	62	175
Goal: Reduce wait times at Election Day polling places			
● Total voting at one-stop early voting sites	14,197	6,000	30,000
● % of total voting at one-stop early voting sites	21.00%	40.00%	50.00%
Goal: Increase use of voter services to improve registration and voter involvement during all elections			
● Number of voter awareness programs concerning election laws and voting	5	6	6

Register of Deeds

Department Mission
To maintain the security, integrity, and public access to land, vital and other records entrusted to the Register of Deeds while providing efficient and timely service.

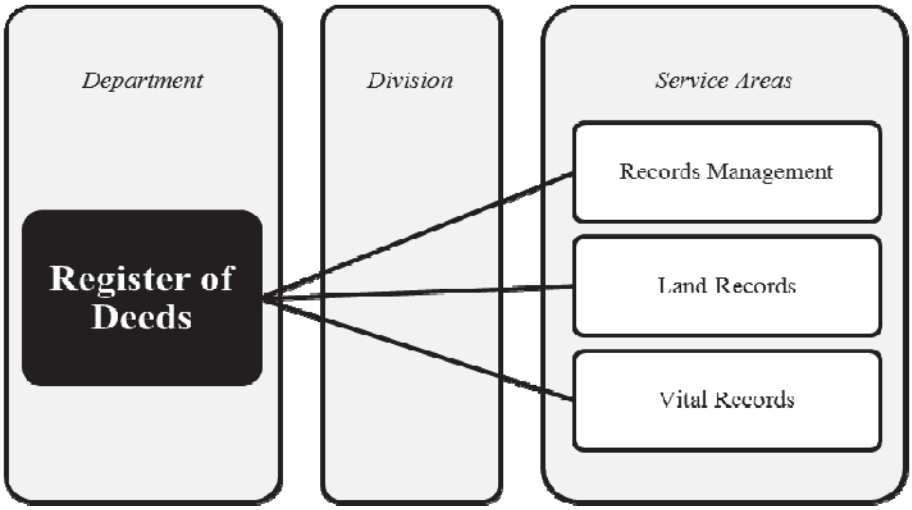
Department Summary
The Register of Deeds office is charged with recording and maintaining all real estate-related documents for the citizens of Randolph County. In addition to real estate records, the Register of Deeds office issues marriage licenses and maintains birth, death, and marriage records for the County. Notaries public from Randolph County must be sworn in by the Register of Deeds, and armed forces discharges are filed in the office. Procedures are prescribed by the NC General Statutes, codes and local ordinances. Customer service is a top priority of the Randolph County Register of Deeds.

Policy Goals Supported by Department
Randolph County Register of Deeds supports the following Policy Goals: General Government – Provide policy leadership and manage public resources to enable the efficient delivery of County services to citizens; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	9.00	9.00	9.00	9.00	9.00	-
Part Time	-	-	-	-	-	-
	9.00	9.00	9.00	9.00	9.00	-

Service Areas



Department **REGISTER OF DEEDS**

Budget Highlights

The 2016-17 budget for the Register of Deeds Office will continue to maintain expenditures at the same level as we have since the 2007-08 budget. The office has kept operating expenses as minimal as possible while continuing to provide quality service to the citizens. Some of our new services that we will be adding include a marriage kiosk for those individuals that prefer to enter their application information digitally and a "Thank You for Your Service" Veterans Discount Program. There is also an on-going conservation and preservation project for our historical books, as prescribed by law. Because of the rapid deterioration of our permanent records, this preservation program is an investment for the future of our county.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 327,359	$ 349,058	$ 370,154	$ 370,154	$ -
	Fringe Benefits	115,622	119,883	139,414	139,414	-
	Other Expenditures	158,767	159,083	159,083	159,083	-
	Capital Outlay	40,414	65,000	65,000	65,000	-
	Total Expenditures	**642,162**	**693,024**	**733,651**	**733,651**	**-**
Revenues	Other Taxes and Licenses	366,215	270,000	270,000	270,000	-
	Permits and Fees	530,240	515,000	515,000	515,000	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**896,455**	**785,000**	**785,000**	**785,000**	**-**
General County Revenues Provided (Needed)		$ 254,293	$ 91,976	$ 51,349	$ 51,349	$ -

Comparative Budgets By Service Area

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures						
	Records Management	$ 104,444	$ 106,182	$ 116,327	$ 116,327	$ -
	Land Records	449,970	490,427	515,517	515,517	-
	Vital Records	87,748	96,415	101,807	101,807	-
	Total Expenditures	$ 642,162	$ 693,024	$ 733,651	$ 733,651	$ -
Revenues						
	Records Management	$ -	$ -	$ -	$ -	$ -
	Land Records	786,153	685,000	685,000	685,000	-
	Vital Records	110,302	100,000	100,000	100,000	-
	Total Revenues	$ 896,455	$ 785,000	$ 785,000	$ 785,000	$ -

Department	**REGISTER OF DEEDS**
Service Area	**Records Management**

Mission

To insure the efficient operation of the Register of Deeds office for the benefit of Randolph County and the people we serve.

Service Area Summary

Internal services to staff (personnel, purchasing, training) is provided, technological and procedural needs of the office are determined; and statutory changes are communicated to staff and users.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.20	1.20	1.20	1.20	1.20	
Part Time	-	-	-	-	-	-
	1.20	1.20	1.20	1.20	1.20	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To insure that the Register of Deeds office has sufficient technology to manage the office in a cost- effective manner and still meet demands brought on by increased volume and statutory changes			
• Percent of time all documents recorded on a given day are returned to recipient on the next working day	100%	100%	100%
Goal: To track number of documents recorded and number of pages scanned in order to determine needs of the office and production time			
• Average number of documents / pages processed per day	81 doc/ 344 pg	77 doc/ 326 pg	79 doc/ 332 pg

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 79,253	$ 80,690	$ 81,837	$ 81,837	$ -
	Fringe Benefits	23,273	21,454	28,957	28,957	-
	Other Expenditures	1,918	4,038	5,533	5,533	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**104,444**	**106,182**	**116,327**	**116,327**	**-**
Revenues	Other Taxes and Licenses	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (104,444)	$ (106,182)	$ (116,327)	$ (116,327)	$ -

Department	**REGISTER OF DEEDS**
Service Area	**Land Records**

Mission

To efficiently and accurately record and process documents pertaining to land records; to provide precise information to customers, within the boundaries of the law.

Service Area Summary

Documents are examined and it is determined whether they can be recorded; fee(s) are collected and recording information is assigned; all recorded documents are indexed and scanned into permanent record; deeds of trust are examined and cancelled as appropriate; customers are assisted in finding recorded documents, and as much information as possible is provided without engaging in the practice of law.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	5.80	5.80	5.80	5.80	5.80	
Part Time	-	-	-	-	-	-
	5.80	5.80	5.80	5.80	5.80	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To insure that real estate-related documents are processed and returned to customers in a timely manner			
• Percent of time all documents recorded on a given day are returned to recipient on the next working day	100%	100%	100%
Goal: To index all real estate-related documents according to Minimum Standards for Indexing Real Property Instruments			
• Percent accuracy in permanent land records index	100%	100%	100%
Goal: To scan all real estate-related documents efficiently and accurately			
• Percent accuracy in scan verification process	100%	100%	100%
Goal: To evaluate the number of deeds and deeds of trust recorded to monitor the economic activity within the County			
• Number of deeds recorded	4,554	3,957	4,257
• Number of deeds of trust recorded	3,577	3,842	3,792

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 185,466	$ 198,670	$ 217,441	$ 217,441	$ -
	Fringe Benefits	68,299	73,462	81,776	81,776	-
	Other Expenditures	155,791	153,295	151,300	151,300	-
	Capital Outlay	40,414	65,000	65,000	65,000	-
	Total Expenditures	**449,970**	**490,427**	**515,517**	**515,517**	**-**
Revenues	Other Taxes and Licenses	366,215	270,000	270,000	270,000	-
	Permits and Fees	419,938	415,000	415,000	415,000	-
	Sales and Services					
	Miscellaneous					
	Total Revenues	**786,153**	**685,000**	**685,000**	**685,000**	**-**
General County Revenues Provided (Needed)		$ 336,183	$ 194,573	$ 169,483	$ 169,483	$ -

Department	**REGISTER OF DEEDS**
Service Area	**Vital Records**

Mission

To accurately file all vital records maintained in the Register of Deeds office; to provide documentation of vital records to all who properly request it.

Service Area Summary

Certified copies of birth, death, or marriage records are filed and issued; eligibility is determined and marriage licenses are issued to qualified applicants; customers are assisted in the search for vital information, within the boundaries of the law.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	2.00	2.00	2.00	2.00	2.00	
Part Time	-	-	-			
	2.00	2.00	2.00	2.00	2.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To file and process death certificates as quickly as possible			
• Percent of mailed requests for death certificates returned within 24 hours of receipt of certificate	100%	100%	100%
Goal: To forward Vital Records copy of each marriage license			
• Number of marriage licenses during year	761	698	730

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 62,640	$ 69,698	$ 70,876	$ 70,876	$ -
	Fringe Benefits	24,050	24,967	28,681	28,681	-
	Other Expenditures	1,058	1,750	2,250	2,250	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**87,748**	**96,415**	**101,807**	**101,807**	**-**
Revenues	Other Taxes and Licenses	-	-	-	-	-
	Permits and Fees	110,302	100,000	100,000	100,000	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**110,302**	**100,000**	**100,000**	**100,000**	**-**
General County Revenues Provided (Needed)		$ 22,554	$ 3,585	$ (1,807)	$ (1,807)	$ -

Public Buildings

Department Mission
To provide safe and functional facilities for the employees and citizens of Randolph County and to provide the service for properly maintaining the named-road sign program for the 911 emergency system.

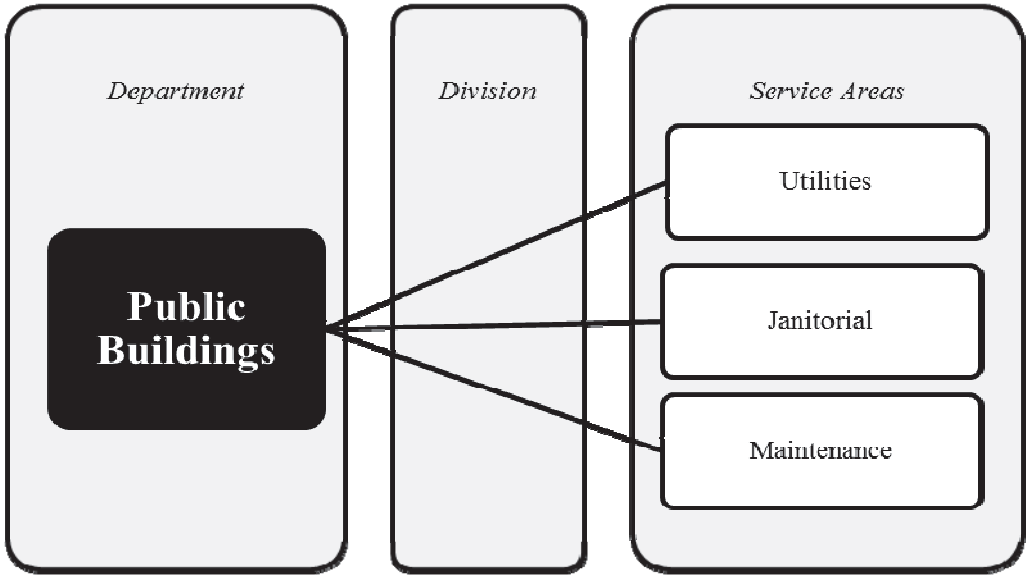
Department Summary
Public Buildings includes the total power, water, natural gas and telephone utility costs for all County facilities. Staff provide preventative maintenance when time permits and repair equipment as needed for the daily operation of all County-owned buildings and equipment. They provide staff and contract services to keep facilities clean and free of any hazardous situations.

Policy Goals Supported by Department
Randolph County Public Buildings supports the following Policy Goals: General Government – Provide policy leadership and manage public resources to enable the efficient delivery of County services to citizens; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	14.00	17.00	18.00	20.00	20.00	-
Part Time	1.00	1.00	-	-	-	-
	15.00	18.00	18.00	20.00	20.00	-

Service Areas



Department **PUBLIC BUILDINGS**

Budget Highlights

Public Buildings maintains all county owned buildings in the most cost effective ways possible. Most of the County buildings are older, and as such, maintainance on them continues to increase in both cost and time. In addition to the current buildings, the County has added some much needed facilities during the past year. The County has added three new ambulance bases and purchased an existing building to house Child Support Services and the STEP Center. This building required extensive renovations before these two departments could move in and begin providing services. The new Randolph County Emergency Headquarters should be completed no later than January 2017.

The federal government has mandated that everyone convert to more cost effective, LED lighting and has phased out most all of the lighting our buildings currently use. Several buildings have already been updated to the new LED lighting. As lighting in other County buildings requires replacement, Public Buildings has been upgrading them to the LED lights, and will continue to work towards updating all lights to the new requirement. This LED lighting is scheduled to be installed in public parking lots to replace this outdated lighting in the upcoming fiscal year. Although the initial conversion is an expense to the County, once completed, it will increase our overall energy efficiency and reduce our utility costs.

The interior and exterior of many of our structures are in need of painting. We are accommodating many departmental needs for more space by doing remodeling projects, such as adding walls for office space, removing walls to make areas larger and making outside access to buildings more accommodating. Several county buildings will need new roofs in the not so distant future; a number of areas require new carpeting due to safety concerns; an updated air conditioning system is needed at the Community Service Building in Archdale; and various parking lots are in need of resurfacing. We are also continuing with the program of replacing all county road signs to meet the Federal Highway Administration requirements for reflectivity and visibility. The new budget includes a request to hire two more staff to focus on the overdue painting needs in our buildings.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 464,198	$ 557,358	$ 597,508	$ 597,508	$ -
	Fringe Benefits	161,204	204,966	221,285	221,285	-
	Other Expenditures	1,488,856	1,834,185	1,909,310	1,909,310	-
	Capital Outlay	592,078	41,000	91,000	91,000	-
	Total Expenditures	**2,706,336**	**2,637,509**	**2,819,103**	**2,819,103**	**-**
Revenues	Restricted Intergovernmental	$ 232,104	$ 210,000	$ 210,000	$ 210,000	$ -
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**232,104**	**210,000**	**210,000**	**210,000**	**-**
General County Revenues Provided (Needed)		$ (2,474,232)	$ (2,427,509)	$ (2,609,103)	$ (2,609,103)	$ -

Comparative Budgets By Service Area

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures						
	Utilities	$ 984,844	$ 1,126,000	$ 1,146,000	$ 1,146,000	$ -
	Janitorial	359,658	431,300	428,474	428,474	-
	Maintenance	1,361,834	1,080,209	1,244,629	1,244,629	-
	Total Expenditures	$ 2,706,336	$ 2,637,509	$ 2,819,103	$ 2,819,103	$ -
Revenues						
	Utilities	$ 232,104	$ 210,000	$ 210,000	$ 210,000	$ -
	Janitorial	-	-	-	-	-
	Maintenance	-	-	-	-	-
	Total Revenues	$ 232,104	$ 210,000	$ 210,000	$ 210,000	$ -

Department	**PUBLIC BUILDINGS**
Service Area	**Utilities**

Mission

To oversee all budgeted utility costs and appropriate funds to areas that require the most immediate attention, keeping in mind the safety and well-being of all employees and visitors to all Randolph County buildings.

Service Area Summary

This service area includes the electricity, natural gas, water, and telephone utility costs of County facilities.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	-	-	-	-	-	-
Part Time	-	-	-	-	-	-
	-	-	-	-	-	-

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries					
	Fringe Benefits					
	Other Expenditures	984,844	1,126,000	1,146,000	1,146,000	-
	Capital Outlay					
	Total Expenditures	**984,844**	**1,126,000**	**1,146,000**	**1,146,000**	**-**
Revenues	Restricted Intergovernmental	232,104	210,000	210,000	210,000	-
	Permits and Fees					
	Sales and Services					
	Miscellaneous					
	Total Revenues	**232,104**	**210,000**	**210,000**	**210,000**	**-**
General County Revenues Provided (Needed)		$ (752,740)	$ (916,000)	$ (936,000)	$ (936,000)	$ -

Department	**PUBLIC BUILDINGS**
Service Area	**Janitorial**

Mission

To provide safe and functional facilities for the employees and citizens of Randolph County and to provide the service for properly maintaining the cleanliness of all buildings to function more efficiently.

Service Area Summary

We strive to keep all facilities clean and free of hazardous situations that might cause accidents, using the most cost-effective materials available. The majority of County buildings are cleaned by hired contract cleaning companies. After years of using this method, we have found contracting out the cleaning of the buildings is cost effective and efficient.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	5.00	6.00	6.00	6.00	6.00	
Part Time	-	-	-	-	-	-
	5.00	6.00	6.00	6.00	6.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To maintain cleanliness of all buildings			
• Number of buildings cleaned daily	25	25	25
• Total square footage of County buildings cleaned	247,488	347,488	347,488

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 131,019	$ 153,249	$ 150,850	$ 150,850	$ -
	Fringe Benefits	50,772	65,551	65,124	65,124	-
	Other Expenditures	177,867	212,500	212,500	212,500	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**359,658**	**431,300**	**428,474**	**428,474**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (359,658)	$ (431,300)	$ (428,474)	$ (428,474)	$ -

Department	**PUBLIC BUILDINGS**
Service Area	**Maintenance**

Mission

To provide safe and functional facilities for the employees and citizens of Randolph County and to properly maintain the named-road sign program for the 911 emergency system.

Service Area Summary

Staff is responsible for the daily maintenance of numerous County-owned buildings in Randolph County. This accounts for the complete function of the buildings, including all heating and air conditioning, plumbing and electrical maintenance, roof maintenance, and groundskeeping.

Randolph County's 911 named-road sign program is maintained by the Maintenance Department staff. Downed signs are identified for replacement or repair as quickly as possible. The road sign repair/replacement program works closely with Emergency Services and the County Addressing Department to assure proper placement as efficiently as possible.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	9.00	11.00	12.00	14.00	14.00	
Part Time	1.00	1.00	-	-	-	
	10.00	12.00	12.00	14.00	14.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide quality workmanship to all facility needs in a timely manner			
• Percent of requests completed within 3 working days	92%	90%	90%
• Total number of requests	1,007	1,250	1,100
Goal: To collect and evaluate all data needed to plan special projects and complete in the most cost-effective manner			
• Number of projects planned	3	10	5
• Number of projects completed	2	9	5
Goal: To maintain the road signs throughout the county			
• Number of signs replaced within five working days	81	350	85
• Number of signs replaced from six days to ten working days	59	75	60

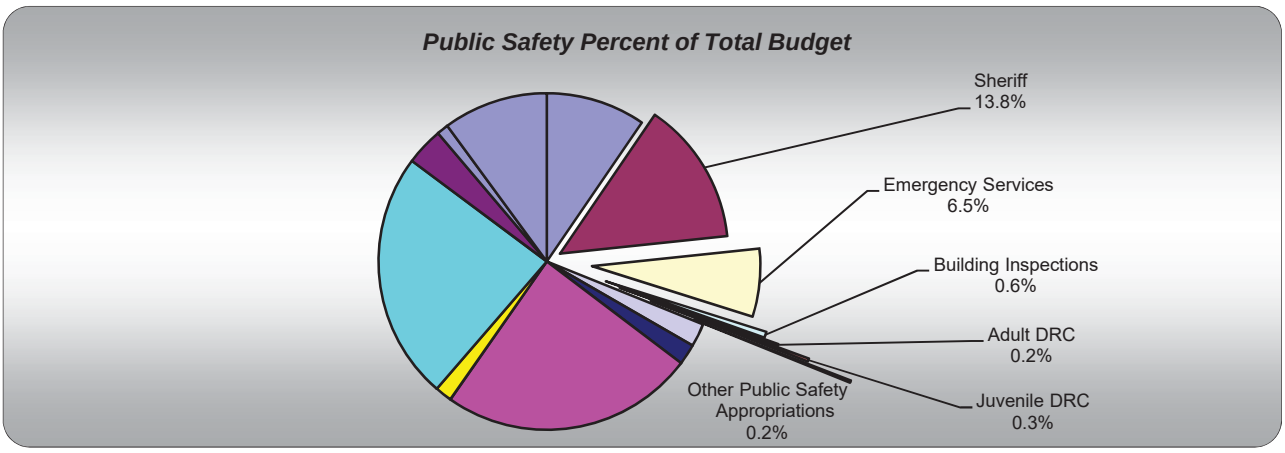
Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 333,179	$ 404,109	$ 446,658	$ 446,658	$ -
	Fringe Benefits	110,432	139,415	156,161	156,161	-
	Other Expenditures	326,145	495,685	550,810	550,810	-
	Capital Outlay	592,078	41,000	91,000	91,000	-
	Total Expenditures	**1,361,834**	**1,080,209**	**1,244,629**	**1,244,629**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (1,361,834)	$ (1,080,209)	$ (1,244,629)	$ (1,244,629)	$ -

Public Safety

Summary of Public Safety Budgets

	Page number	2014-15 Actual	2015-16 Final Approved	2016-17 Department Request	2016-17 Proposed	2016-17 Final Approved
Expenditures:						
Sheriff	*88*	15,655,403	16,379,438	17,241,044	16,861,568	-
Emergency Services	*100*	6,912,927	7,437,045	8,364,694	7,994,570	-
Building Inspections	*106*	616,347	661,548	706,193	706,193	-
Adult Day Reporting Center	*111*	155,310	174,763	185,558	185,558	-
Juvenile Day Reporting Center	*113*	353,531	393,969	369,944	369,944	-
Other Public Safety Appropriations	*115*	194,410	257,390	253,210	253,210	-
Total Expenditures		23,887,928	25,304,153	27,120,643	26,371,043	-
Revenues:						
Restricted Intergovernmental		948,016	429,772	405,622	405,622	-
Permits and Fees		390,296	329,800	354,800	354,800	-
Sales and Services		5,111,555	4,883,989	4,889,586	4,889,586	-
Miscellaneous		184,952	176,347	113,000	113,000	-
Total Revenues		6,634,819	5,819,908	5,763,008	5,763,008	-
General County Revenues Provided (Needed)		(17,253,109)	(19,484,245)	(21,357,635)	(20,608,035)	-
Other Financing Sources:						
Appropriated Fund Balance		-	18,800	20,700	20,700	-
Net General County Revenues (Needed)		$ (17,253,109)	$ (19,465,445)	$ (21,336,935)	$ (20,587,335)	$ -



Sheriff

Department Mission

It shall be the mission of the Randolph County Sheriff's Office to protect and serve the citizens of Randolph County. We will strive on every front to be diligent to our duties, swift in our response, and fair to our citizens. We will have no compromise for crime and will relentlessly prosecute criminals. We support the rights of all citizens to liberty, equality, and justice.

Department Summary

Administrative - Supervises all operations of the Sheriff's Office. **Court Security** - Provides security for the entire Courthouse complex and courtrooms. **Investigations** - Follows up on all reported criminal activity in Randolph County. **Jail** Provides a secure facility to incarcerate all suspected and convicted criminals. **Legal Process** - Serves all criminal and civil papers issued by the courts. **Patrol** - Initially answers all citizens' calls for assistance through 911 and patrols the county roads. **Records/Permitting** - Records Sheriff's crime reports, sex offender registry, issues concealed carry permits and handgun purchase permits. **School-Based Programs** - School Resource Officers at County Schools, Community College and Charter Academy, D.A.R.E., C.A.R.E., and Junior Sheriff's Academy. **Special Units -** Criminal Interdiction Team, Vice & Narcotics Unit, and Crime Prevention.

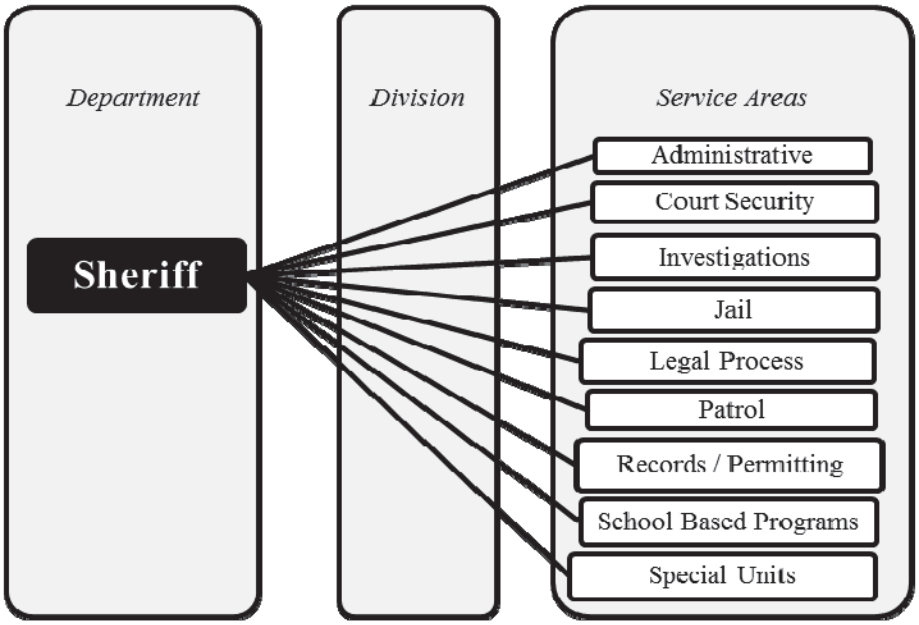
Policy Goals Supported by Department

Randolph County Sheriff's Office supports the following Policy Goals: Public Safety - Provide a safe community for all Randolph County citizens and visitors; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	231.00	232.00	232.00	238.00	234.00	-
Part Time	12.00	12.00	12.00	12.00	12.00	-
	243.00	244.00	244.00	250.00	246.00	-

Service Areas



Department **SHERIFF**

Budget Highlights

For the 2017 budget year, our focus will be on requesting six new positions, as well as increasing the operating expenses and capital outlay.

As for the six new positions, we request one professional standards investigator with a rank of captain ($77,264), four additional deputy sheriffs for patrol ($200,952) and one law enforcement clerk for records ($37,529).

Our focuses for operating expenses are directed towards the cost for uniforms, conferences-training, professional services, maintenance contracts and jailer food supplies. These requests are a reflection of inflation on goods and services for the fiscal year. In addition, the cost for new requested personnel is included.

For the new personne, the total operating cost is $70,700. Other operating expenses have increased by $92,764. Our largest increase can be viewed in professional services and maintenance contracts which come to $29,924. Training expenses have risen by $13,620 due to conferences and meal reimbursement increasing. Jail food supplies have increased due to price surges; this in return has increased our costs by $25,000. These requests are a reflection of price increases on goods and services for the fiscal year.

For Capital Outlay, we are requesting $746,007 to purchase twenty-seven vehicles, which is an increase of $131,765 from last year. Four new vehicles for the new personnel will cost $107,824.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 9,085,060	$ 9,727,580	$ 10,090,184	$ 9,946,416	$ -
	Fringe Benefits	3,090,120	3,443,722	3,647,495	3,590,311	-
	Other Expenditures	2,707,336	2,593,894	2,757,358	2,686,658	-
	Capital Outlay	772,888	614,242	746,007	638,183	-
	Total Expenditures	**15,655,404**	**16,379,438**	**17,241,044**	**16,861,568**	**-**
Revenues	Restricted Intergovernmental	367,869	59,000	30,000	30,000	-
	Permits and Fees	4,060	4,500	4,500	4,500	-
	Sales and Services	1,429,063	1,476,833	1,507,430	1,507,430	-
	Miscellaneous	93,365	86,000	93,000	93,000	-
	Total Revenues	**1,894,357**	**1,626,333**	**1,634,930**	**1,634,930**	**-**
General County Revenues Provided (Needed)		$(13,761,047)	$(14,753,105)	$(15,606,114)	$(15,226,638)	$ -
	Appropriated Fund Balance	-	18,800	20,700	20,700	-
	Total Other Financing Sources	**-**	**18,800**	**20,700**	**20,700**	**-**
Net General County Revenues Provided (Needed)		$ (13,761,047)	$(14,734,305)	$(15,585,414)	$ (15,205,938)	$ -

Comparative Budgets By Service Area						
		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures						
	Administrative	$ 1,096,047	$ 1,101,507	$ 1,212,631	$ 1,212,631	$ -
	Court Security	1,073,457	1,243,263	1,379,244	1,379,244	-
	Investigations	1,547,854	1,631,648	1,878,693	1,878,693	-
	Jail	5,013,551	5,057,540	5,103,976	5,103,976	-
	Legal Process	786,585	849,107	860,022	860,022	-
	Patrol	3,198,696	3,338,410	3,763,145	3,383,669	-
	Record / Permitting	514,979	560,342	658,073	658,073	-
	School-Based Programs	1,156,150	1,324,155	1,306,919	1,306,919	-
	Special Units	1,268,085	1,273,466	1,078,341	1,078,341	-
	Total Expenditures	$ 15,655,404	$ 16,379,438	$ 17,241,044	$ 16,861,568	$ -
Revenues						
	Administrative	10,771	10,000	10,000	10,000	-
	Court Security	300	600	600	600	-
	Investigations	703	-	-	-	-
	Jail	457,199	456,000	449,000	449,000	-
	Legal Process	250,484	258,500	262,500	262,500	-
	Patrol	45,921	49,215	49,215	49,215	-
	Record / Permitting	97,675	94,500	112,500	112,500	-
	School-Based Programs	692,584	752,018	750,615	750,615	-
	Special Units	338,720	15,500	10,500	10,500	-
	Total Revenues	$ 1,894,357	$ 1,636,333	$ 1,644,930	$ 1,644,930	$ -

Department	**SHERIFF**
Service Area	**Administrative**

Mission
To supervise all operations of the Sheriff's Department, including the budget and personnel matters.

Service Area Summary
Administrative - supervises all operations of the Sheriff's Department and administers budget and personnel.

Allocated Positions						
	2014-15	**2015-16**		**2016-17**		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	9.00	9.00	9.50	10.50	10.50	
Part Time	2.00	2.00	2.00	2.00	2.00	
	11.00	11.00	11.50	12.50	12.50	-

Service Area Budget						
		2014-15	**2015-16**	**2016-17**		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 586,522	$ 748,277	$ 817,845	$ 817,845	$ -
	Fringe Benefits	196,637	245,287	276,393	276,393	-
	Other Expenditures	209,936	107,943	118,393	118,393	-
	Capital Outlay	102,952	-	-	-	-
	Total Expenditures	**1,096,047**	**1,101,507**	**1,212,631**	**1,212,631**	**-**
Revenues	Restricted Intergovernmental	10,771	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Other Financing Sources	-	10,000	10,000	10,000	-
	Total Revenues	**10,771**	**10,000**	**10,000**	**10,000**	**-**
General County Revenues Provided (Needed)		$ (1,085,276)	$ (1,091,507)	$(1,202,631)	$ (1,202,631)	$ -

Department	**SHERIFF**
Service Area	**Court Security**

Mission
To provide a secure courthouse and courtrooms for all users of the Courthouse.

Service Area Summary
Court Security - provides security for the entire Courthouse complex and courtrooms.

Allocated Positions						
	2014-15	**2015-16**		**2016-17**		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	23.00	23.00	23.50	23.50	23.50	
Part Time	5.50	5.50	5.00	5.00	5.00	
	28.50	28.50	28.50	28.50	28.50	-

Service Area Budget						
		2014-15	**2015-16**	**2016-17**		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 778,533	$ 895,850	$ 989,277	$ 989,277	$ -
	Fringe Benefits	267,001	317,413	354,467	354,467	-
	Other Expenditures	27,923	30,000	35,500	35,500	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**1,073,457**	**1,243,263**	**1,379,244**	**1,379,244**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	300	600	600	600	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**300**	**600**	**600**	**600**	**-**
General County Revenues Provided (Needed)		$ (1,073,157)	$ (1,242,663)	$(1,378,644)	$ (1,378,644)	$ -

Department	**SHERIFF**
Service Area	**Investigations**

Mission
To provide investigative follow-up on all criminal activity reported to the Sheriff's Department.

Service Area Summary
Investigations - follows up all reported criminal activity in Randolph County. A Breaking and Entering Task Force is assigned to this area.

Allocated Positions						
	2014-15	**2015-16**		**2016-17**		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	24.00	24.00	27.00	27.00	27.00	
Part Time	-	-	-	-	-	
	24.00	24.00	27.00	27.00	27.00	-

Service Area Budget						
		2014-15	**2015-16**	**2016-17**		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 1,005,053	$ 1,020,232	$ 1,174,813	$ 1,174,813	$ -
	Fringe Benefits	345,530	362,738	424,125	424,125	-
	Other Expenditures	119,932	158,188	171,386	171,386	-
	Capital Outlay	77,339	90,490	108,369	108,369	-
	Total Expenditures	**1,547,854**	**1,631,648**	**1,878,693**	**1,878,693**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	703	-	-	-	-
	Total Revenues	**703**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (1,547,151)	$ (1,631,648)	$(1,878,693)	$ (1,878,693)	$ -

Department	**SHERIFF**
Service Area	**Jail**

Mission
To provide a secure facility to incarcerate all suspected and convicted criminals.

Service Area Summary
Jail - provides a secure facility to incarcerate all suspected and convicted criminals.

Allocated Positions

	2014-15	**2015-16**		**2016-17**		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	69.00	69.00	68.00	68.00	68.00	
Part Time	4.00	4.00	4.00	4.00	4.00	
	73.00	73.00	72.00	72.00	72.00	-

Service Area Budget

		2014-15	**2015-16**	**2016-17**		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 2,584,963	$ 2,754,841	$ 2,739,069	$ 2,739,069	$ -
	Fringe Benefits	829,139	939,655	953,275	953,275	-
	Other Expenditures	1,465,887	1,312,138	1,358,614	1,358,614	-
	Capital Outlay	133,562	50,906	53,018	53,018	-
	Total Expenditures	**5,013,551**	**5,057,540**	**5,103,976**	**5,103,976**	**-**
Revenues	Restricted Intergovernmental	18,418	54,000	30,000	30,000	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	366,840	348,000	356,000	356,000	-
	Miscellaneous	71,941	54,000	63,000	63,000	-
	Total Revenues	**457,199**	**456,000**	**449,000**	**449,000**	**-**
General County Revenues Provided (Needed)		$ (4,556,352)	$ (4,601,540)	$(4,654,976)	$ (4,654,976)	$ -

Department	**SHERIFF**
Service Area	**Legal Process**

Mission
To serve all criminal and civil papers issued by the courts.

Service Area Summary
Legal Process - serves all criminal and civil papers issued by the courts.

Allocated Positions						
	2014-15	**2015-16**		**2016-17**		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	14.00	14.00	14.00	14.00	14.00	
Part Time	-	-	-	-	-	
	14.00	14.00	14.00	14.00	14.00	-

Service Area Budget						
		2014-15	**2015-16**	**2016-17**		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 525,923	$ 543,126	$ 546,226	$ 546,226	$ -
	Fringe Benefits	187,525	202,112	207,927	207,927	-
	Other Expenditures	73,137	103,869	105,869	105,869	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**786,585**	**849,107**	**860,022**	**860,022**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	249,507	257,000	260,000	260,000	-
	Miscellaneous	977	1,500	2,500	2,500	-
	Total Revenues	**250,484**	**258,500**	**262,500**	**262,500**	**-**
General County Revenues Provided (Needed)		$ (536,101)	$ (590,607)	$ (597,522)	$ (597,522)	$ -

Department	**SHERIFF**
Service Area	**Patrol**

Mission
To answer all citizens' calls for assistance and patrol the County.

Service Area Summary
Patrol - initially answers all citizens' calls for assistance through 911 and patrols the County roads.

Allocated Positions						
	2014-15	**2015-16**		**2016-17**		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	42.00	42.00	42.00	46.00	42.00	
Part Time	-	-	-	-	-	
	42.00	42.00	42.00	46.00	42.00	-

Service Area Budget						
		2014-15	**2015-16**	**2016-17**		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 1,678,132	$ 1,724,569	$ 1,884,413	$ 1,740,645	$ -
	Fringe Benefits	580,817	627,350	705,317	648,133	-
	Other Expenditures	500,792	513,645	588,795	518,095	-
	Capital Outlay	438,955	472,846	584,620	476,796	-
	Total Expenditures	**3,198,696**	**3,338,410**	**3,763,145**	**3,383,669**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	45,921	49,215	49,215	49,215	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**45,921**	**49,215**	**49,215**	**49,215**	**-**
General County Revenues Provided (Needed)		$ (3,152,775)	$ (3,289,195)	$(3,713,930)	$ (3,334,454)	$ -

Department	**SHERIFF**
Service Area	**Records / Permitting**

Mission
To keep accurate records of all crime reports and warrants and to issue concealed carry and handgun purchase permits.

Service Area Summary
Records/Permitting - records all Sheriff's crime reports, sex offender registry, issues concealed carry and handgun purchase permits.

Allocated Positions

	2014-15	**2015-16**		**2016-17**		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	10.00	10.00	11.50	12.50	12.50	
Part Time	-	-	-	-	-	
	10.00	10.00	11.50	12.50	12.50	-

Service Area Budget

		2014-15	**2015-16**	**2016-17**		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 358,476	$ 373,998	$ 443,772	$ 443,772	$ -
	Fringe Benefits	128,255	145,894	172,961	172,961	-
	Other Expenditures	28,248	40,450	41,340	41,340	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**514,979**	**560,342**	**658,073**	**658,073**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	4,060	4,500	4,500	4,500	-
	Sales and Services	93,615	90,000	108,000	108,000	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**97,675**	**94,500**	**112,500**	**112,500**	**-**
General County Revenues Provided (Needed)		$ (417,304)	$ (465,842)	$ (545,573)	$ (545,573)	$ -

Department	**SHERIFF**
Service Area	**School-Based Programs**

Mission
To provide security for county high schools and middle schools, and to provide drug and child abuse education programs to school children of selected grade levels.

Service Area Summary
School-Based Programs - School Resource Officers, Charter Academy, D.A.R.E, C.A.R.E, and Junior Sheriff's Academy.

Allocated Positions

	2014-15	**2015-16**		**2016-17**		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	21.00	22.00	21.50	21.50	21.50	
Part Time	0.50	0.50	1.00	1.00	1.00	
	21.50	22.50	22.50	22.50	22.50	-

Service Area Budget

		2014-15	**2015-16**	**2016-17**		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 773,642	$ 865,074	$ 843,682	$ 843,682	$ -
	Fringe Benefits	279,592	319,396	319,752	319,752	-
	Other Expenditures	102,916	139,685	143,485	143,485	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**1,156,150**	**1,324,155**	**1,306,919**	**1,306,919**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	672,880	732,018	733,615	733,615	-
	Miscellaneous	19,704	20,000	17,000	17,000	-
	Total Revenues	**692,584**	**752,018**	**750,615**	**750,615**	**-**
General County Revenues Provided (Needed)		$ (463,566)	$ (572,137)	$ (556,304)	$ (556,304)	$ -

Department	**SHERIFF**
Service Area	**Special Units**

Mission
To supplement standard law enforcement through special crime fighting resources.

Service Area Summary
The mission of the Special Units will be to bring the three special units of the Sheriff's Department under the leadership of one supervisor. This will allow for better coordination of activities which require a special response, and will allow the three units to operate more efficiently and compliment each other better. Vice-Narcotics is responsible for all drug and other vice related investigations in Randolph County. The Criminal Interdiction Team works traffic in Randolph County looking for violations of traffic law and other serious crimes. The Community Crime Prevention provides educational programs to make citizen more aware of criminal activities.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	19.00	19.00	15.00	15.00	15.00	
Part Time	-	-	-	-	-	
	19.00	19.00	15.00	15.00	15.00	-

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 793,816	$ 801,613	$ 651,087	$ 651,087	$ -
	Fringe Benefits	275,624	283,877	233,278	233,278	-
	Other Expenditures	178,565	187,976	193,976	193,976	-
	Capital Outlay	20,080	-	-	-	-
	Total Expenditures	**1,268,085**	**1,273,466**	**1,078,341**	**1,078,341**	**-**
Revenues	Restricted Intergovernmental	338,680	5,000	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	40	10,500	10,500	10,500	-
	Other Financing Sources	-	8,800	10,700	10,700	-
	Total Revenues	**338,720**	**15,500**	**10,500**	**10,500**	**-**
General County Revenues Provided (Needed)		$ (929,365)	$ (1,257,966)	$(1,067,841)	$ (1,067,841)	$ -

Emergency Services

Department Mission
To provide service to the community by preventing and minimizing loss of life, pain and suffering, property loss, and environmental damage from fire, natural disasters, and medical emergencies by offering education, prevention, and emergency response.

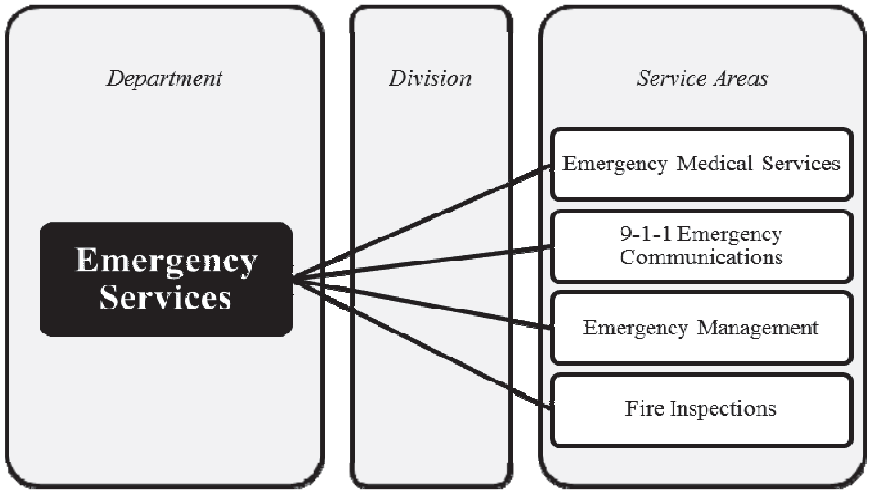
Department Summary
Emergency Services includes fire inspection and enforcement of the N.C. State Building Codes, fire investigation, answer and dispatch of all emergency and non-emergency calls for assistance through 9-1-1 for all public safety agencies in the County, and response to and provision for appropriate pre-hospital medical care and transport. Prevention services include public education, mitigation measures through pre-planning, and disaster planning. This department operates 24 hours per day, 365 days a year.

Policy Goals Supported by Department
Randolph County Emergency Services supports the following Policy Goals: Public Safety - Provide a safe community for all Randolph County citizens and visitors; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	88.00	95.00	97.00	103.00	98.00	-
Part Time	7.00	7.00	7.00	7.00	7.00	-
	95.00	102.00	104.00	110.00	105.00	-

Service Areas



Department

EMERGENCY SERVICES

Budget Highlights

In 2015 the NC General Assembly approved new legislation that will require additional local responsibilities in the area of Emergency Management (EM). The local EM office will now be required to review, inspect and exercise each public and charter school within our jurisdiction annually (approximately 60 facilities). Similarly, local EM will have to review, inspect and approve emergency plans for each nursing home, assisted living, and group home facility within its jurisdiction (approximately 50 facilities). To handle these new responsibilities we are requesting the addition of one (1) Emergency Management Coordinator position in the EM service area.

The federal Affordable Care Act (ACA) will also bring about new challenges and a new direction for our EMS. The Institute for Healthcare Improvement Triple Aim is to improve patient outcomes, including their experience of care, improve the health of the population and reduce healthcare costs. Through an innovative partnership with our community partners we hope to develop and implement a Community Paramedic that will serve in expanded roles in an effort to connect underutilized resources to underserved populations, help fill gaps in the local healthcare delivery system and help reduce healthcare costs. This has led us to develop a sound business plan to implement the Community Paramedicine program. This will require the addition of one (1) EMS Captain and four (4) Community Paramedic positions. This new program is reflected within the requested budget, but not the proposed budget.

We are again requesting $43,000 to add an emergency reverse (911) calling system to provide advisory and emergency information to our citizens. We are also requesting two (2) SUV's to replace older vehicles in EMS, and one (1) pickup truck for the Fire Marshal's Office (new Inspector). Call-volume in the EMS and 9-1-1 service areas continue to increase each year. In 2015, EMS responded to 1,978 more calls than in 2014. Our 9-1-1 Telecommunicators answered and dispatched over 2,500 additional calls in 2015. This increase has been steady with each year.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 3,699,541	$ 4,091,667	$ 4,853,558	$ 4,734,229	$ -
	Fringe Benefits	1,063,066	1,334,093	1,504,471	1,463,676	-
	Other Expenditures	1,220,014	1,101,285	1,335,665	1,335,665	-
	Capital Outlay	930,305	910,000	671,000	461,000	-
	Total Expenditures	**6,912,926**	**7,437,045**	**8,364,694**	**7,994,570**	**-**
Revenues	Restricted Intergovernmental	277,951	35,000	35,000	35,000	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	3,682,492	3,407,156	3,382,156	3,382,156	-
	Miscellaneous	5,241	-	-	-	-
	Total Revenues	**3,965,684**	**3,442,156**	**3,417,156**	**3,417,156**	**-**
General County Revenues Provided (Needed)		$ (2,947,242)	$ (3,994,889)	$ (4,947,538)	$ (4,577,414)	$ -

Comparative Budgets By Service Area

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures						
	Emergency Medical Services	$ 4,811,908	$ 5,172,453	$ 5,667,813	$ 5,297,689	$ -
	9-1-1 Emergency Communications	1,342,581	1,657,313	1,819,571	1,819,571	-
	Emergency Management	395,472	299,035	480,027	480,027	-
	Fire Inspection	362,965	308,244	397,283	397,283	-
	Total Expenditures	6,912,926	7,437,045	8,364,694	7,994,570	-
Revenues						
	Emergency Medical Services	3,471,836	3,161,500	3,136,500	3,136,500	-
	9-1-1 Emergency Communications	210,656	210,656	210,656	210,656	-
	Emergency Management	283,192	70,000	70,000	70,000	-
	Fire Inspection	-	-	-	-	-
	Total Revenues	$ 3,965,684	$ 3,442,156	$ 3,417,156	$ 3,417,156	$ -

Department	**EMERGENCY SERVICES**
Service Area	**Emergency Medical Services**

Mission

To provide emergency medical technician-paramedic level pre-hospital care and transport services to the citizens and visitors of Randolph County.

Service Area Summary

The 24-hour per day on-call division provides state-of-the-art pre-hospital care with skill, compassion and dignity to those who are ill or injured.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	53.88	59.88	60.88	65.88	60.88	
Part Time	4.00	4.00	4.00	4.00	4.00	
	57.88	63.88	64.88	69.88	64.88	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide pre-hospital care to the citizens and visitors of Randolph County in a timely manner			
• EMS average enroute time until arrival at the scene or patient location (minutes)	N/A	14	14
• Number of emergency medical dispatches	20,473	20,300	22,000
• Number of emergency medical transports	15,211	10,200	16,000
Goal: To ensure all consumers of our service receive the highest standard of care possible			
• Percent of scene times less than 15 minutes for SREMI patients	80%	80%	80%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 2,379,334	$ 2,482,742	$ 3,053,664	$ 2,934,335	$ -
	Fringe Benefits	676,717	841,111	948,899	908,104	-
	Other Expenditures	935,288	938,600	1,034,250	1,034,250	-
	Capital Outlay	820,569	910,000	631,000	421,000	-
	Total Expenditures	**4,811,908**	**5,172,453**	**5,667,813**	**5,297,689**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	3,471,836	3,161,500	3,136,500	3,136,500	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**3,471,836**	**3,161,500**	**3,136,500**	**3,136,500**	**-**
General County Revenues Provided (Needed)		$ (1,340,072)	$ (2,010,953)	$ (2,531,313)	$ (2,161,189)	$ -

Department	**EMERGENCY SERVICES**
Service Area	**9-1-1 Emergency Communications**

Mission

To provide citizens and visitors rapid and convenient 9-1-1 access and dispatch service to the outside agencies of law enforcement, fire, emergency medical, rescue, and human services.

Service Area Summary

Randolph County 9-1-1 provides fast, easy access to Emergency Services, Law Enforcement, Fire, Emergency Management and other public services as deemed necessary. Staff answer and prioritize requests for emergency and non-emergency assistance and dispatch law enforcement, emergency medical service, fire and rescue in a timely manner in order to prevent or minimize loss of property and life. Pre-arrival instructions are given to callers with medical emergencies until responders arrive. Coordination and information relay of operations among different agencies is conducted on a daily basis. Public education to the community through presentations/demonstrations in schools, churches, and/or social organizations is provided upon request. The 9-1-1 Center is staffed 24 hours per day, 365 days per year.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	26.77	26.77	26.77	26.77	26.77	
Part Time	3.00	3.00	3.00	3.00	3.00	
	29.77	29.77	29.77	29.77	29.77	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To ensure 90% of calls for service are completed in less than one minute.			
● Number of incoming 911 calls	92,639	150,000	120,000
● Number of calls entered for dispatch	77,979	250,000	90,000
● Percent of incoming 911 calls completed within (1) minute	22%	40%	35%
● Percent of incoming 911 calls completed within (2) minutes	62%	85%	75%
● Percent of incoming 911 calls completed within (3) minutes	85%	95%	90%
Goal: To ensure that 90% of calls for EMS service are being dispatched within 90 seconds.			
Percent of EMS calls from time of phone answer to dispatch:			
● less than 1 minute	64%	75%	70%
● more than 1 minute and less than 90 seconds	79%	95%	85%
● more than 90 seconds and less than 3 minutes	94%	10%	94%
● more than 3 minutes and less than 10 minutes	98%	10%	94%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 1,023,707	$ 1,223,364	$ 1,288,571	$ 1,288,571	$ -
	Fringe Benefits	296,822	367,444	389,765	389,765	-
	Other Expenditures	22,052	66,505	141,235	141,235	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**1,342,581**	**1,657,313**	**1,819,571**	**1,819,571**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	210,656	210,656	210,656	210,656	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**210,656**	**210,656**	**210,656**	**210,656**	**-**
General County Revenues Provided (Needed)		$ (1,131,925)	$ (1,446,657)	$ (1,608,915)	$ (1,608,915)	$ -

Department	**EMERGENCY SERVICES**
Service Area	**Emergency Management**

Mission

To enhance the quality of life by assisting citizens, visitors and public safety agencies to effectively prepare for, respond to, recover from and mitigate against all hazards and disasters.

Service Area Summary

Emergency Management has staff on-call 24 hours per day, 365 days per year to respond to, prepare for, mitigate against and recover from disasters and emergencies within Randolph County.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	3.24	4.24	4.24	5.24	5.24	
Part Time	-	-	-	-	-	-
	3.24	4.24	4.24	5.24	5.24	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To develop, exercise, and evaluate the ability of Randolph County to respond to natural or man-made disasters that may threaten the County			
• Conduct an annual exercise involving local responders and key officials	100%	100%	100%
• Conduct quarterly Local Emergency Planning Committee (LEPC) meetings	100%	100%	100%
• Percent of County employees that complete training in the National Incident Management System (NIMS)	85%	85%	85%
• Respond to EM calls within 60 minutes	100%	100%	100%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 118,176	$ 204,016	$ 300,400	$ 300,400	$ -
	Fringe Benefits	32,067	62,493	92,101	92,101	-
	Other Expenditures	234,934	32,526	87,526	87,526	-
	Capital Outlay	10,295	-	-	-	-
	Total Expenditures	**395,472**	**299,035**	**480,027**	**480,027**	**-**
Revenues	Restricted Intergovernmental	277,951	35,000	35,000	35,000	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	35,000	35,000	35,000	-
	Miscellaneous	5,241	-	-	-	-
	Total Revenues	**283,192**	**70,000**	**70,000**	**70,000**	**-**
General County Revenues Provided (Needed)		$ (112,280)	$ (229,035)	$ (410,027)	$ (410,027)	$ -

Department	**EMERGENCY SERVICES**
Service Area	**Fire Inspections**

Mission

To enforce the N.C. State Building Code - Fire Prevention throughout Randolph County and to provide fire-related services at the request of the citizens, fire departments, or outside agencies, within our means.

Service Area Summary

Fire Inspections has NC State-certified Fire Inspectors that work Monday – Friday, 8:00 a.m. to 5:00 p.m. During these hours the inspectors inspect businesses, churches and schools throughout Randolph County following the North Carolina State Building Code. Each week two Inspectors are on-call to respond to and assist fire departments on fire-related calls to determine the cause and/or source.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	4.11	4.11	5.11	5.11	5.11	
Part Time	-	-	-	-	-	-
	4.11	4.11	5.11	5.11	5.11	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide fire safety inspections to all businesses, schools, daycares, and churches			
• Number of inspections due	603	675	700
• Number of inspections performed	634	675	700
• Number of follow-up inspections required	235	160	245
• Percentage of inspections performed	105%	100%	100%
Goal: To investigate all suspicious fires, and determine cause and origin			
• Total number of suspicious fires	54	100	100
• Number for which cause and origin are determined	83	90	90
• Percent of suspicious fires which cause and origin are determined	95%	90%	90%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 178,324	$ 181,545	$ 210,923	$ 210,923	$ -
	Fringe Benefits	57,460	63,045	73,706	73,706	-
	Other Expenditures	27,740	63,654	72,654	72,654	-
	Capital Outlay	99,441	-	40,000	40,000	-
	Total Expenditures	**362,965**	**308,244**	**397,283**	**397,283**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (362,965)	$ (308,244)	$ (397,283)	$ (397,283)	$ -

Building Inspections

Department Mission
To protect the public safety, health, and general welfare of the citizens and visitors to Randolph County through the administration and enforcement of the North Carolina State Building, Electrical, Mechanical, Plumbing, Energy and Accessibility Codes and Randolph County's Unified Development Ordinance.

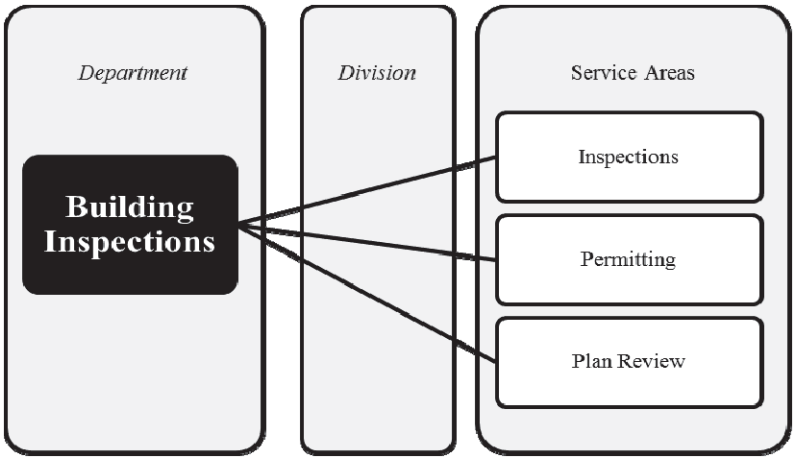
Department Summary
Permits for building, electrical, mechanical, plumbing, and insulation work are issued and inspections are made at various stages of construction in each trade. State law mandates this process and all work is inspected for compliance with the North Carolina State Building Codes and Randolph County's Unified Development Ordinance. All Inspectors that work for the department are required to be certified by the North Carolina Code Officials Qualification Board and must attend yearly continuing education classes in each trade to maintain their certifications. The Inspection Department is located in the Central Permitting Office Building located at 204 East Academy Street in Asheboro. Office hours are Monday through Friday from 8 a.m. to 5 p.m. Inspectors can be reached between 8 and 9 a.m. and between 4 and 5 p.m. Monday through Friday.

Policy Goals Supported by Department
Randolph County Building Inspections supports the following Policy Goals: Public Safety - Provide a safe community for all Randolph County citizens and visitors; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	9.00	9.00	9.00	9.00	9.00	-
Part Time	-	-	-	-	-	-
	9.00	9.00	9.00	9.00	9.00	-

Service Areas



Department

BUILDING INSPECTIONS

Budget Highlights

This year's budget is the same as last year's budget with the exception of two new requests. I have requested two new trucks to replace two trucks that will be donated to other county departments. These two trucks have between 100,000 & 130,000 miles, which would be beneficial to other county departments that does less driving than the Inspections Department. Also in this budget, I have requested an additional $50,000.00 to be used for the demolition of a few nuisance structures that pose a risk to public safety, health or the general welfare of Randolph County Citizens. With guidance from the County Manager, we have created a committee, "Abandoned Structures Safety Committee" (A.S.S.C.), to oversee this process. This committee will consist of one member from each of the following departments: Building Inspections, Public Health, Public Works, Fire Marshal's Office, Planning & Zoning, Tax Department and the Associate County Attorney. The County Manager can appoint additional members from other county departments that will be beneficial to this process. This committee will evaluate homes considered for this process. The committee will have guidelines outlining the eligibility of structures to be demolished.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 407,326	$ 414,628	$ 415,890	$ 415,890	$ -
	Fringe Benefits	120,630	129,620	131,403	131,403	-
	Other Expenditures	54,930	66,300	116,300	116,300	-
	Capital Outlay	33,461	51,000	42,600	42,600	-
	Total Expenditures	**616,347**	**661,548**	**706,193**	**706,193**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	386,236	325,300	350,300	350,300	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**386,236**	**325,300**	**350,300**	**350,300**	**-**
General County Revenues Provided (Needed)		$ (230,111)	$ (336,248)	$ (355,893)	$ (355,893)	$ -

Comparative Budgets By Service Area

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures						
	Inspections	$ 496,067	$ 538,467	$ 574,120	$ 574,120	$ -
	Permitting	51,097	52,957	67,518	67,518	-
	Plan review	69,183	70,124	64,555	64,555	-
	Total Expenditures	$ 616,347	$ 661,548	$ 706,193	$ 706,193	$ -
Revenues						
	Inspections	385,985	325,000	350,000	350,000	-
	Permitting	251	300	300	300	-
	Plan review	-	-	-	-	-
	Total Revenues	$ 386,236	$ 325,300	$ 350,300	$ 350,300	$ -

Department	**BUILDING INSPECTIONS**
Service Area	**Inspections**

Mission

To provide courteous, timely and accurate inspections of permitted work to ensure compliance with the North Carolina State Building Codes and Randolph County's Unified Development Ordinance.

Service Area Summary

The Inspections service area is responsible for providing inspections on new and existing buildings and equipment to ensure compliance with the North Carolina State Building Codes and Randolph County's Unified Development Ordinance. Documenting results, maintaining records and reports in accordance with State Law and providing a continued resource for the general public pertaining to code issues. There are a total of 6 full-time Inspectors in the County's jurisdiction. Two of these inspect building & insulation, two inspect plumbing & mechanical, and two inspect electrical work. Additional inspections are made by the Plan Reviewer and Director as required.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	6.40	6.40	6.40	6.40	6.40	
Part Time	-	-	-	-	-	-
	6.40	6.40	6.40	6.40	6.40	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide a timely and accurate inspection of buildings for compliance with the State Plumbing, Mechanical, Electrical, and Building Codes			
• Total number of inspections performed	10,082	9,000	9,000
• Average number of inspections per Inspector per day	7	7	7
• Number of inspections that are re-inspections	1,797	1,800	1,800
• Number of customer surveys returned meeting department standards	22	40	40
• Number of customer surveys returned NOT meeting department standards	0	5	5

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 314,598	$ 320,655	$ 315,864	$ 315,864	$ -
	Fringe Benefits	93,078	100,512	99,356	99,356	-
	Other Expenditures	54,930	66,300	116,300	116,300	-
	Capital Outlay	33,461	51,000	42,600	42,600	-
	Total Expenditures	**496,067**	**538,467**	**574,120**	**574,120**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	385,985	325,000	350,000	350,000	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**385,985**	**325,000**	**350,000**	**350,000**	**-**
General County Revenues Provided (Needed)		$ (110,082)	$ (213,467)	$ (224,120)	$ (224,120)	$ -

Department	**BUILDING INSPECTIONS**
Service Area	**Permitting**

Mission

To provide courteous customer service and respond to citizens, homeowners and contractors request for information in a timely manner. Maintain records in accordance with State Law and assist the public throughout the permitting process.

Service Area Summary

The permitting service area is responsible for assisting with administrative and financial tasks, reviewing all paperwork, maintaining various permitting files and assisting Inspection staff with research, communication drafts, etc. and assisting citizens, homeowners and contractors throughout the permitting process. This area is the primary duty of one Technician who works in the Asheboro office with involvement by the Director.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.40	1.40	1.40	1.40	1.40	
Part Time	-	-	-	-	-	-
	1.40	1.40	1.40	1.40	1.40	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide a quick and convenient process for applicants to obtain the various electrical, plumbing, and mechanical permits			
• Number of permits issued	4,319	4,000	4,000
• Total value of permits sold to applicants	385,985	300,000	325,000
• Value of total construction permits issued in millions (Not including Mechanical, Electrical or Plumbing permits)	81	70	75
• Number of Commercial General Construction permits issued	94	100	100
• Number of Residential General Construction permits issued	488	450	450

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 38,835	$ 39,613	$ 50,695	$ 50,695	$ -
	Fringe Benefits	12,262	13,344	16,823	16,823	-
	Other Expenditures	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**51,097**	**52,957**	**67,518**	**67,518**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	251	300	300	300	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**251**	**300**	**300**	**300**	**-**
General County Revenues Provided (Needed)		$ (50,846)	$ (52,657)	$ (67,218)	$ (67,218)	$ -

Department	**BUILDING INSPECTIONS**
Service Area	**Plan Review**

Mission

The mission of the Plan Review area is to verify code compliance and identify code deficiencies prior to construction by providing a timely and thorough plan review of both commercial and residential projects. Plan Review also offers weekly preliminary construction meetings Property Development Advisory Team (P.D.A.T.) meetings in conjunction with representatives from Planning & Zoning, Environmental Health and the Fire Marshals Office for Engineers, Architects, Contractors, Homeowners and Citizens to ensure compliance with the North Carolina State Building Codes and Randolph County's Unified Development Ordinance.

Service Area Summary

The Plan Review service area is responsible for reviewing construction drawings to ensure compliance with the North Carolina State Building Codes and Randolph County's Unified Development Ordinance. Plan Review organizes submitted drawings, maintains records and reports and guides applicants throughout the permitting process. The Plan reviewer also assists with field inspections, performs consultation inspections and offers weekly P.D.A.T. meetings. This area is the responsibility of one designated Plan Reviewer who works from the Asheboro office with support by the Director.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.20	1.20	1.20	1.20	1.20	
Part Time	-	-	-	-	-	-
	1.20	1.20	1.20	1.20	1.20	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To guide citizens in the plan review and permitting process and to discuss requirements			
● Number of customer surveys sent to applicants.	120	120	120
● Number of customer surveys returned meeting department standards.	20	30	30
Goal: To review plans to ensure compliance with State Building Codes			
● Percent of plans reviewed within three working days	99%	99%	99%
● Number of residential plans reviewed	18	20	20
● Number of commercial plans reviewed	97	100	100
● Number of P.D.A.T. meetings provided to customers.	14	20	20

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 53,893	$ 54,360	$ 49,331	$ 49,331	$ -
	Fringe Benefits	15,290	15,764	15,224	15,224	-
	Other Expenditures	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**69,183**	**70,124**	**64,555**	**64,555**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (69,183)	$ (70,124)	$ (64,555)	$ (64,555)	$ -

Adult Day Reporting Center

Department Mission

The Adult Day Reporting Center (ADRC) Pre-Trial Release (PTR) program offers an alternative to incarceration as well as reducing the overcrowding jail population for non-violent offenders incarcerated at the Randolph County Jail. The Pre-Trial Release program also creates a significant cost reduction for the state and local government, a reduction in local taxes, as well as reserving jail and prison space for repeat and violent offenders.

Department Summary

The Adult Day Reporting Center (ADRC) Pre-Trial Release (PTR) program is operated to provide a cost-effective alternative to reduce the commitment rate in jails and prisons. The Adult DRC PTR program provides close supervision, case management and works in close coordination with the judges, district attorney, probation officers, area law enforcement and state agencies. A variety of services are provided to offenders at no cost including but not limited to: Substance abuse assessments, Substance abuse counseling, Intensive Outpatient Substance Abuse Treatment (IOP) and Regular Outpatient Substance Abuse Treatment (ROP), Individual counseling, Weekly urine drug screening, and Transportation. Adult DRC PTR partners with Randolph Community College for Cognitive Behavioral Intervention (CBI) Classes, Employment enhancement opportunities, Adult Basic Education services and General Education Services. Adult DRC PTR also partners with Piedmont Health Services and Sickle Cell Agency in High Point to provide free testing and education services regarding STD's, HIV and Hepatitis C.

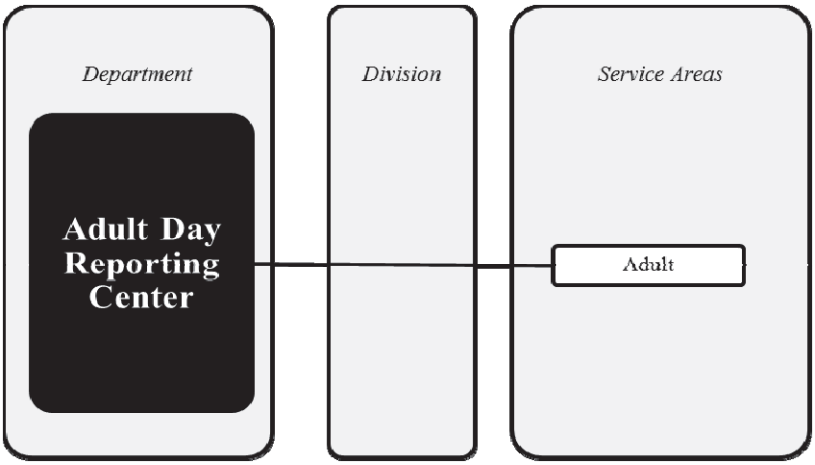
Policy Goals Supported by Department

Randolph County Adult Day Reporting Center supports the following Policy Goals: Public Safety - Provide a safe community for all Randolph County citizens and visitors; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and ensure the County's financial security, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	2.00	2.00	2.00	2.00	2.00	
Part Time	1.00	2.00	2.00	2.00	2.00	
	3.00	4.00	4.00	4.00	4.00	-

Service Areas



Department **ADULT DAY REPORTING CENTER**

Budget Highlights

The Randolph County Adult DRC PTR Program has served 238 participants within the first 8 months of FY 2015-16, with a cost savings of $1,901,315 to the taxpayers by reducing the overcrowding jail population for non-violent offenders. The program anticipates serving 330 or more participants by the end of the FY 2015-16. This has been a continuous trend that we have witnessed over the last several years. The number of participants served means these individuals are not being housed in our jail while in the program; with the goal of keeping them out of the system in the future. One important required service used to monitor these participants is weekly urine drug screens, which are a vital and effective tool that determines if the client is using any drugs and needs substance abuse treatment. Due to the increasing numbers of participants in our program, the Adult DRC PTR program is requesting extra monies this fiscal year to purchase more urine drug screening kits.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 105,047	$ 127,603	$ 132,110	$ 132,110	$ -
	Fringe Benefits	27,057	31,260	32,548	32,548	-
	Other Expenditures	23,206	15,900	20,900	20,900	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**155,310**	**174,763**	**185,558**	**185,558**	**-**
Revenues	Restricted Intergovernmental	15,012	12,150	17,000	17,000	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	16,000	20,000	20,000	20,000	-
	Total Revenues	**31,012**	**32,150**	**37,000**	**37,000**	**-**
General County Revenues Provided (Needed)		$ (124,298)	$ (142,613)	$ (148,558)	$ (148,558)	$ -

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To decrease criminal recidivism rate and keep the community safe.			
• Number of program participants who were served at the Adult Day Reporting Center for fiscal year	332	330	330
• Percent of participants who submit random UDS weekly	100%	100%	100%
• Percent of participants completing required on-site visits, call-ins and weekly monitoring	100%	100%	100%
• Percent of participants not re-arrested while in the program	88%	85%	85%
• Percent of participants who do not receive active prison or jail time after	93%	90%	90%
Goal: PTR assists Judicial System, DA's, local law enforcement with admittance of eligible defendants by providing needs assessment, case plan and initiate services. PTR strives for a 60% success rate.			
• Percent of participants who successfully complete this service	50%	60%	60%
Goal: PTR participants will be required to obtain and maintain employment or utilize other services provided by PTR.			
• Percent of participants who obtain or maintain a job while in the PTR Program	61%	60%	60%
• Percent of participants receiving substance abuse treatment services	90%	85%	85%
• Percent of participants receiving mental health services	6%	5%	5%

Juvenile Day Reporting Center

Department Mission

To provide multiple services to court-involved youth, at risk youth, and their families to help ensure the safety of the community, the well being of the juveniles, and to help the juveniles make positive life decisions in the future.

Department Summary

Three juvenile programs are operated to provide cost-effective, community-based alternatives to reduce the commitment rate in jails, prisons and youth training schools. JDRC programs work in close coordination with judges, the district attorney, probation officers, juvenile court counselors, area law enforcement, state agencies and school administrators. All JDRC programs provide a variety of free services to clients to include social skill building, Strengthening Family classes, and behavior management skills.

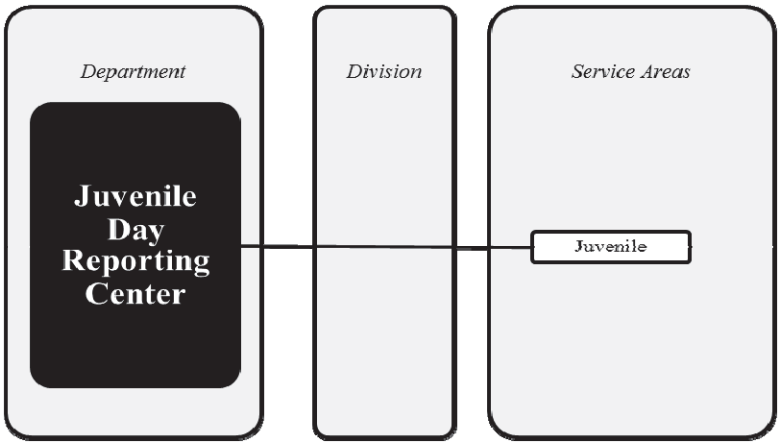
Policy Goals Supported by Department

Randolph County Juvenile Day Reporting Center supports the following Policy Goals: Public Safety - Provide a safe community for all Randolph County citizens and visitors; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	6.00	6.00	6.00	6.00	6.00	
Part Time	1.00	1.00	1.00	1.00	1.00	-
	7.00	7.00	7.00	7.00	7.00	-

Service Areas



Department **JUVENILE DAY REPORTING CENTER**

Budget Highlights

The Randolph County Juvenile Day Reporting Center (JDRC) provides services through the STEP program, Restitution, Teen Court, and Psychological to Randolph County youth that are referred to these programs. Montgomery County has contracted with the Randolph County JDRC in the past to provide these same services to their youth in need of these programs. In the 2016-17 budget year, Montgomery County decided to provide these services within their county, therefore we will no longer be receiving funding to provide JCPC programs to Montgomery County. To maintain the current level of service to our youth in Randolph County, and since we will no longer be receiving the funding from Montgomery County, we are requesting that Randolph County fund a portion of a position with local funding. All other expenditures are 100% grant funded.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 224,108	$ 242,898	$ 240,628	$ 240,628	$ -
	Fringe Benefits	70,484	77,648	78,754	78,754	-
	Other Expenditures	58,939	73,423	50,562	50,562	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**353,531**	**393,969**	**369,944**	**369,944**	**-**
Revenues	Restricted Intergovernmental	287,184	323,622	323,622	323,622	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	70,347	70,347	-	-	-
	Total Revenues	**357,531**	**393,969**	**323,622**	**323,622**	**-**
General County Revenues Provided (Needed)		$ 4,000	$ -	$ (46,322)	$ (46,322)	$ -

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide transportation to and from the program to all participants and families at no charge.			
● Percentage of juveniles and families receiving transportation	100%	100%	100%
Goal: To have direct impact on reducing the juvenile criminal recidivism rate in the community.			
● Percentage of participants not committing any new crimes while in the program	91%	80%	80%
Goal: To provide Evidence Based Curriculum to all participants.			
● Percentage of participants receiving evidenced based curriculum.	100%	100%	100%
Goal: To provide a safe learning enviroment to at-risk and court involved youth.			
● Number of program participants atteding the Juvenile Day Reporting Center.	134	150	150

Other Public Safety Appropriations

Policy Goals Supported by Appropriations
These appropriations support the following Policy Goals: Public Safety - Provide a safe community for all Randolph County citizens and visitors. Policy goals can be found in the Overview Section of this document.

CONTRACTS

Juvenile Detention Services

Contracted services to provide for the temporary disposition of juvenile offenders that are awaiting sentencing.

Jury Commission

Fees and costs associated with jury pool selection for the Court system.

Medical Examiner

Contracted services to provide autopsy services to determine cause of death.

CONTRIBUTIONS TO OTHER AGENCIES

North Carolina Forest Service www.dfr.state.nc.us

The Division of Forest Resources has the responsibility for protecting state- and privately-owned forest land from forest fires. The program is managed on a cooperative basis with the counties. All one hundred counties participate in the forest fire protection program. Emphasis in the fire program includes fire prevention efforts, presuppression activities (including extensive training of Division and non-Division personnel), aggressive suppression efforts on all wildfires, and law enforcement follow-up.

Ash-Rand Rescue www.ashrandrescue.com

Ash-Rand Rescue Squad & EMS, Inc. proudly protects 130,000 people living in an area of 800 square miles. It operates out of 3 stations that protect a primarily rural area and is a private department whose members are on a combination of paid and volunteer status. It is divided into four areas of service: Rescue, EMS, Search & Rescue Team, Dive Rescue Team. Ash-Rand is also requesting a five year capital commitment of $25,000 per year.

Piedmont Triad Ambulance Service www.ptarinc.com

Piedmont Triad Ambulance Service, formerly High Point Rescue Squad, provides a staffed ambulance for non-emergency response in the Asheboro area Monday-Saturday between the hours of 9:00 am - 6:00 pm. This unit provides routine transports between the nursing facilities, hospital and doctors' offices daily. It is also used to supplement the County service during busy times. The ambulance is based in Asheboro and dispatched by the County 9-1-1 center.

BUDGET HIGHLIGHTS

Financial assistance to public safety organizations was maintained for 2016-2017. These appropriations are fully funded by General County Revenues.

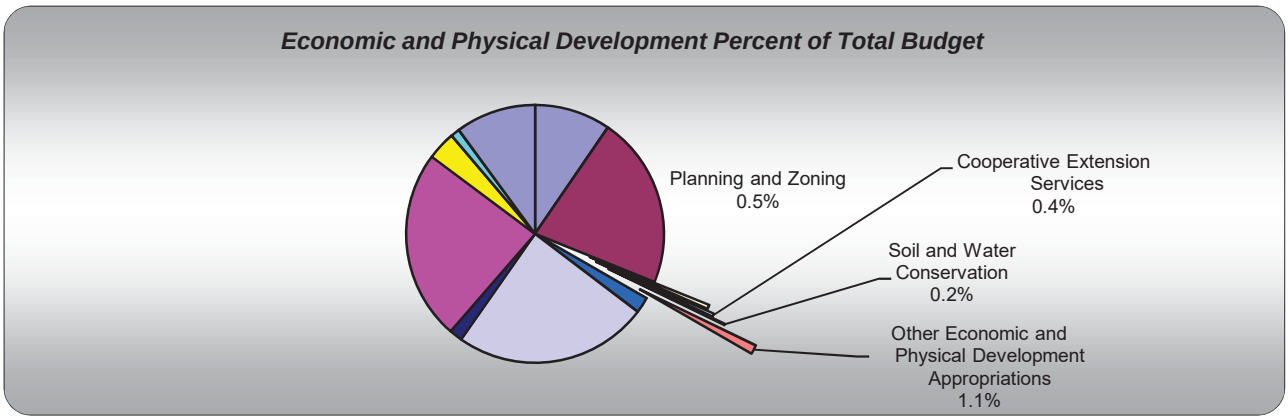
TOTAL DEPARTMENT BUDGET

	2014-15	2015-16	2016-17		
	Final Actual	Final Approved	Agency Request	Proposed	Final Approved
Expenditures					
Contracts:					
Juvenile Detention Services	$ 17,202	$ 45,600	$ 40,250	$ 40,250	$ -
Jury Commission	5,950	12,000	12,000	12,000	-
Medical Examiner	46,150	70,000	70,000	70,000	-
Total Contracts	69,302	127,600	122,250	122,250	-
Contributions:					
Forest Service	108,158	112,840	114,010	114,010	-
Ash-Rand Rescue	16,000	16,000	16,000	16,000	-
Piedmont Triad Ambulance Service	950	950	950	950	-
Total Contributions	125,108	129,790	130,960	130,960	-
Total Expenditures	194,410	257,390	253,210	253,210	-
Revenues					
Total Revenues	-	-	-	-	-
General County Revenues Provided (Needed)	$ (194,410)	$ (257,390)	$ (253,210)	$ (253,210)	$ -

Economic and Physical Development

Summary of Economic and Physical Development Budgets

	Page number	2014-15 Actual	2015-16 Final Approved	2016-17 Department Request	2016-17 Proposed	2016-17 Final Approved
Expenditures:						
Planning and Zoning	*118*	538,300	601,458	635,025	635,025	-
Cooperative Extension Services	*123*	361,167	468,184	487,912	487,912	-
Soil and Water Conservation	*129*	159,231	189,538	201,303	201,303	-
Other Economic and Physical Development Appropriations	*131*	1,334,269	1,329,382	1,393,250	1,393,250	-
Total Expenditures		2,392,967	2,588,562	2,717,490	2,717,490	-
Revenues:						
Other Taxes		827,906	850,000	900,000	900,000	-
Restricted Intergovernmental		150,353	21,720	21,720	21,720	-
Permits and Fees		8,948	8,600	8,600	8,600	-
Sales and Services		2,500	42,000	42,000	42,000	-
Miscellaneous		19,546	24,100	27,100	27,100	-
Total Revenues		1,009,253	946,420	999,420	999,420	-
General County Revenues Provided (Needed)		(1,383,714)	(1,642,142)	(1,718,070)	(1,718,070)	-
Other Financing Sources:						
Interfund Transfer In		160,157	55,625	61,250	61,250	-
Net General County Revenues (Needed)		$ (1,223,557)	$ (1,586,517)	$ (1,656,820)	$ (1,656,820)	$ -



Planning & Zoning

Department Mission
To develop and administer a comprehensive and strategic planning program designed to maintain quality and sustainable growth within Randolph County.

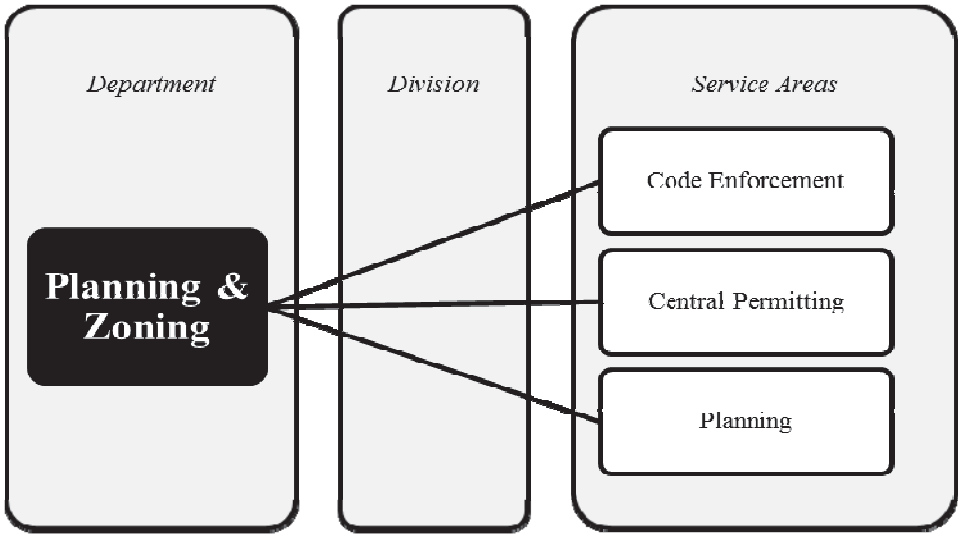
Department Summary
The administration and legal enforcement of land use is managed along with related development regulations. Planning issue analysis and related staff support is provided to the Board of Commissioners, the Planning Board, and related committees and organizations on public matters involving physical and strategic growth in Randolph County.

Policy Goals Supported by Department
Randolph County Planning and Zoning supports the following Policy Goals: Economic and Physical Development - Manage the County's growth and improve the standard of living through sustainable economic and infrastructure development as well as support and encouragement of traditional commerce; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	9.00	9.00	9.00	9.00	9.00	-
Part Time	-	-	-	-	-	-
	9.00	9.00	9.00	9.00	9.00	-

Service Areas



Department

PLANNING & ZONING

Budget Highlights

The Randolph County Planning and Zoning department continues to effectively and efficiently provide mandated services to the public with no requested increase in fees or expenditures. Our department strives to use the latest technology to provide quick and accurate data to general public inquiries, boards and other interested parties. We continue to train staff and obtain certifications that allow us to keep up to date on changing legislation and also provide better, more efficient service to our citizens. The director and another staff member are Certified Floodplain Managers, which allows Randolph County citizens the opportunity to receive flood insurnace at a lower rate. Finally, the department maintains memberships in the High Point Metropolitan Organization (MPO), Piedmont Triad Stormwater Smart Program (NPDS Phase II), and the Randleman Lake Water Quality Partnerships as mandated by law.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 363,882	$ 396,335	$ 422,321	$ 422,321	$ -
	Fringe Benefits	106,905	124,608	132,189	132,189	-
	Other Expenditures	67,514	80,515	80,515	80,515	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**538,301**	**601,458**	**635,025**	**635,025**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	8,948	8,600	8,600	8,600	-
	Sales and Services	-	30,000	30,000	30,000	-
	Miscellaneous	20	-	-	-	-
	Total Revenues	**8,968**	**38,600**	**38,600**	**38,600**	**-**
General County Revenues Provided (Needed)		$ (529,333)	$ (562,858)	$ (596,425)	$ (596,425)	$ -

Comparative Budgets By Service Area

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures						
	Code Enforcement	$ 113,735	$ 118,066	$ 144,072	$ 144,072	$ -
	Central Permitting	186,531	240,772	244,884	244,884	-
	Planning	238,035	242,620	246,069	246,069	-
	Total Expenditures	$ 538,301	$ 601,458	$ 635,025	$ 635,025	$ -
Revenues						
	Code Enforcement	-	-	-	-	-
	Central Permitting	4,840	35,000	35,000	35,000	-
	Planning	4,128	3,600	3,600	3,600	-
	Total Revenues	$ 8,968	$ 38,600	$ 38,600	$ 38,600	$ -

Department	**PLANNING & ZONING**
Service Area	**Code Enforcement**

Mission

To inspect, monitor, and investigate complaints and initiate legal enforcement procedures concerning all applicable Randolph County development regulations.

Service Area Summary

Appropriate field inspections are performed to ensure compliance with the following Randolph County and related development regulations: zoning, flood standards, subdivision regulations, stormwater and related erosion standards, property addressing, junk vehicles, solid waste and illegal dumping enforcement, and related growth management policies and standards. Citizen consultation, both by telephone and by office/residence visits, legal preparation with County Attorney, and court-related evidence preparation, which includes on-site posting of property violations, are all components of this service area.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.75	1.75	1.75	1.45	1.45	
Part Time	-	-	-	-	-	-
	1.75	1.75	1.75	1.45	1.45	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To enforce Randolph County junk vehicle regulations			
• Number of cases referred for legal action	10	10	5
• Number of enforcement cases achieving statutory compliance	35	35	110
• Number of vehicles moved	103	100	150
Goal: To conduct impartial and consistent enforcement of standards and regulations contained in the County Unified Development			
• Number of complaints brought into compliance	25	30	40
• Number of cases referred for legal action	1	8	10
Goal: To enhance the environment for Randolph County citizens while deterring unlawful disposal of solid waste and abating illegal dump sites			
• Number of solid waste dumping complaints	155	125	120
• Number of dumps cleaned up by County Code Enforcement Officers	38	25	30
• Number of dumps cleaned up by waste owner or property owner	87	90	90

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 83,324	$ 81,255	$ 103,081	$ 103,081	$ -
	Fringe Benefits	24,630	25,311	29,491	29,491	-
	Other Expenditures	5,781	11,500	11,500	11,500	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**113,735**	**118,066**	**144,072**	**144,072**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (113,735)	$ (118,066)	$ (144,072)	$ (144,072)	$ -

Department	**PLANNING & ZONING**
Service Area	**Central Permitting**

Mission

To streamline the development permit process in Randolph County while ensuring that the system is more convenient and accessible to the public.

Service Area Summary

The County's computer capabilities are maximized while utilizing the general maintenance of a parcel database and property development application as they relate to each of the following stages of permitting: addressing, zoning, septic tank applications, well applications, building, electrical, plumbing, heating, air conditioning, watershed development permits, and miscellaneous environmental health applications.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	4.55	4.55	4.55	4.45	4.45	
Part Time	-	-	-	-		-
	4.55	4.55	4.55	4.45	4.45	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To streamline the development permit process while making the total permit system more convenient and accessible to the public.			
• Number of applications or permits issued	8,349	8,000	8,000
• Percent of time a permit or application is fully processed within thirty minutes or less	50%	60%	60%
Goal: To give citizens individual and personal attention in a safe and comfortable environment. Services will be provided accurately and in a timely manner.			
• Maximum number of service complaints considered acceptable	5	5	5
• Number of complaints	0	0	0
Goal: To maintain a countywide addressing system that is an integral part of E911 and coordinate efficiently with the U.S. Postal Service.			
• Total number of requests/updates of new and existing structures and roads	676	1,000	900
• Total number of notifications forwarded requiring address changes or correct address postings.	39	35	25

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 141,329	$ 179,269	$ 181,898	$ 181,898	$ -
	Fringe Benefits	43,658	59,403	60,886	60,886	-
	Other Expenditures	1,544	2,100	2,100	2,100	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**186,531**	**240,772**	**244,884**	**244,884**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	4,820	5,000	5,000	5,000	-
	Sales and Services	-	30,000	30,000	30,000	-
	Miscellaneous	20	-	-	-	-
	Total Revenues	**4,840**	**35,000**	**35,000**	**35,000**	**-**
General County Revenues Provided (Needed)		$ (181,691)	$ (205,772)	$ (209,884)	$ (209,884)	$ -

Department	**PLANNING & ZONING**
Service Area	**Planning**

Mission

To develop and administer programs related to the physical and strategic growth of Randolph County that are designed to allow the County to maintain quality and substainable growth.

Service Area Summary

Specific development ordinance amendments are identified and drafted to implement County growth management objectives. Public Facilities Impact Analyses are prepared, related neighborhood information meetings are facilitated, and formal technical review is performed in furtherance of County growth management objectives. Technical review to facilitate public hearings is also coordinated and staff support is provided on all related issues to the Randolph County Planning Board and the Board of County Commissioners. Technical and program support is also provided in the specialized areas of stormwater education, watershed management, urban and rural transportation planning, natural heritage resource management, tourism development, County recreational planning, and Historic Landmark Preservation.

Allocated Positions

	2014-15	**2015-16**		**2016-17**		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	2.70	2.70	2.70	3.10	3.10	
Part Time	-	-	-	-	-	-
	2.70	2.70	2.70	3.10	3.10	-

Performance Measures

	2014-15 Actual	**2015-16** Estimated	**2016-17** Estimated
Goal: To allow for citizen participation and input into land use and growth management.			
● Number of applications filed	29	20	20
Goal: To provide technical assistance to non-professionals who are developing property.			
● Number of individuals/groups assisted through the property development assistance for non-professionals program	18	10	10
Goal: To determine the feasibility of a residential development project based on the relationship of the planned growth to the capacity of Randolph County to provide adequate public facilities.			
● Number of major subdivision plans received	3	2	2

Service Area Budget

		2014-15	**2015-16**	**2016-17**		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 139,229	$ 135,811	$ 137,342	$ 137,342	$ -
	Fringe Benefits	38,617	39,894	41,812	41,812	-
	Other Expenditures	60,189	66,915	66,915	66,915	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**238,035**	**242,620**	**246,069**	**246,069**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	4,128	3,600	3,600	3,600	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**4,128**	**3,600**	**3,600**	**3,600**	**-**
General County Revenues Provided		$ (233,907)	$ (239,020)	$ (242,469)	$ (242,469)	$ -

Cooperative Extension

Department Mission

North Carolina Cooperative Extension partners with communities to deliver education and technology that enriches the lives, land and economy of North Carolina. Extension professionals provide education and technical assistance based on research from North Carolina's land-grant universities, NC State University and NC A&T State University.

Department Summary

Cooperative Extension is the outreach effort of NC State University and A&T State University. County staff are field faculty of these two universities. Volunteer advisory committees assist in the total program planning process, marketing, and resource development. Cooperative Extension trains, develops, and manages volunteers for program expansion and outreach.

Collaborative efforts with other agencies and organizations further extend educational programs throughout the County. In addition, over 500 volunteers work to provide service through Cooperative Extension.

Cooperative Extension focuses educational information around three strategic priorities: to strengthen the economy through profitable, sustainable, and safe food, forest, and green industry systems, to protect the environment and natural resources, and to empower youth and families to lead healthier lives and become community leaders.

Cooperative Extension programs are open to any citizen in Randolph County for minimal or no fee.

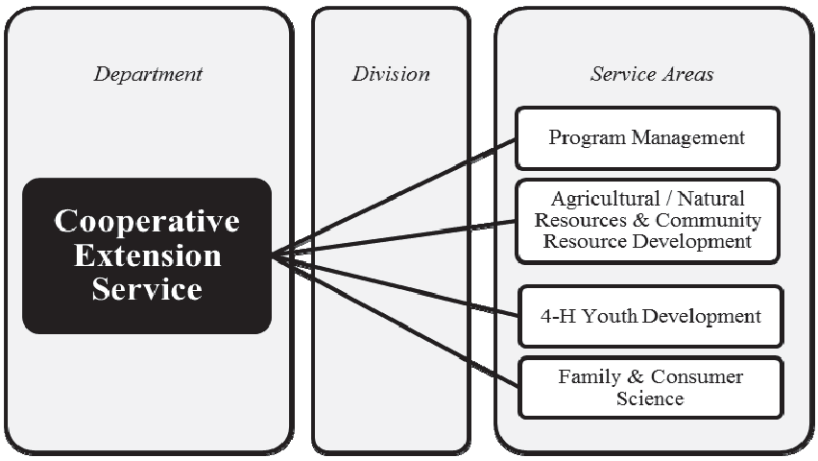
Policy Goals Supported by Department

Randolph County Cooperative Extension Service supports the following Policy Goals: Economic and Physical Development - Manage the County's growth and improve the standard of living through sustainable economic and infrastructure development as well as support and encouragement of traditional commerce; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time - State/County	8.00	8.00	7.00	7.00	7.00	-
Full Time - County only	2.00	2.00	3.00	3.00	3.00	
Part Time - State/County	-	-	-	-	-	-
	10.00	10.00	10.00	10.00	10.00	-

Service Areas



Department

COOPERATIVE EXTENSION SERVICE

Budget Highlights

Cooperative Extension will continue to provide vital research-based information to Randolph County citizens in the 2016-2017 budget year. Emphasis will be placed on agricultural profitability, farmland preservation, health and nutrition education, and 4-H youth development. This will be accomplished by allocating resources towards field days and demonstrations, the farm-to-table program, nutrition programs, 4-H programs, and other educational activities. Cooperative Extension is requesting a Livestock Extension Agent position be funded through cooperation with NC State Extension to help Randolph County citizens increase the profitability of their livestock operations.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 216,342	$ 275,565	$ 288,225	$ 288,225	$ -
	Fringe Benefits	69,354	88,554	92,622	92,622	-
	Other Expenditures	75,470	104,065	107,065	107,065	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**$ 361,166**	**$ 468,184**	**$ 487,912**	**$ 487,912**	**$ -**
Revenues	Restricted Intergovernmental	-	4,000	4,000	4,000	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	2,500	8,000	8,000	8,000	-
	Miscellaneous	12,526	19,500	22,500	22,500	-
	Total Revenues	**15,026**	**31,500**	**34,500**	**34,500**	**-**
General County Revenues Provided (Needed)		$ (346,140)	$ (436,684)	$ (453,412)	$ (453,412)	$ -

Comparative Budgets By Service Area

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures						
	Program Management	$ 97,908	$ 153,721	$ 139,239	$ 139,239	$ -
	Agriculture / Natural Resources and	96,459	109,100	150,559	150,559	-
	4H Youth Development	137,611	174,463	139,514	139,514	-
	Family and Consumer Science	29,188	30,900	58,600	58,600	-
	Total Expenditures	$ 361,166	$ 468,184	$ 487,912	$ 487,912	$ -
Revenues						
	Program Management	-	5,000	5,000	5,000	-
	Agriculture / Natural Resources and	5,100	9,000	9,000	9,000	-
	4H Youth Development	9,926	15,000	18,000	18,000	-
	Family and Consumer Science	-	2,500	2,500	2,500	-
	Total Revenues	$ 15,026	$ 31,500	$ 34,500	$ 34,500	$ -

Department	**COOPERATIVE EXTENSION SERVICE**
Service Area	**Program Management**

Mission

To provide support and coordination services to Cooperative Extension-Randolph County Center professional and volunteer staff, in delivering research-based, quality educational information utilizing effective customer service principles.

Service Area Summary

The County Extension Director is responsible for program management. Program management includes, but is not limited to: community needs assessment, quality assurance and customer service, budget preparation and maintenance, public relations and marketing, facilities management, personnel supervision, long-range and annual planning, and volunteer involvement. The Randolph Director position provides program management in addition to subject matter responsibilities. Ten staff members are located in the Randolph County office. Two area agents are housed in Chatham County and serve Randolph County in their assigned areas of responsibility. At various times throughout the year, a number of part-time and volunteer staff are a part of the Cooperative Extension staff.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	3.70	3.70	3.70	2.60	2.60	
Part Time	-	-	-	-	-	-
	3.70	3.70	3.70	2.60	2.60	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Customers will receive relevant, research-based educational information in an effective and efficient manner.			
• Number of different educational programs	850	750	750
• Number of telephone calls received	4,419	5,000	5,000
• Number of office visits by clients	739	775	775
Goal: Advisory Council members will increase knowledge of Extension			
• Number of volunteers participating in programs	923	900	900
Goal: Citizens will increase awareness of Extension resources			
• Number of community outreach efforts	417	300	300
• Number of face to face contacts	27,625	35,000	35,000
Goal: Farmers enroll their land in the Voluntary Ag District			
• Acres of farmland accepted in VAD or EVAD	342	1,000	1,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 41,478	$ 70,819	$ 59,598	$ 59,598	$ -
	Fringe Benefits	16,668	24,745	21,484	21,484	-
	Other Expenditures	39,762	58,157	58,157	58,157	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**97,908**	**153,721**	**139,239**	**139,239**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	2,000	2,000	2,000	-
	Miscellaneous	-	3,000	3,000	3,000	-
	Total Revenues	**-**	**5,000**	**5,000**	**5,000**	**-**
General County Revenues Provided (Needed)		$ (97,908)	$ (148,721)	$ (134,239)	$ (134,239)	$ -

Department	**COOPERATIVE EXTENSION SERVICE**
Service Area	**Agricultural / Natural Resources & Community Resource Development**

Mission

To provide agricultural producers, agri-businesses, and related organizations and individuals educational information to improve economic prosperity, environmental stewardship, and quality of life.

Service Area Summary

Extension Agriculture and Community Resource Development staff teach people practical application of research about existing or improved practices or technologies, environmental stewardship, and community leadership skills. Educational information is distributed through a variety of methods including, but not limited to: workshops, mass media, publications, newsletters, web sites, and on-site demonstrations. Technical assistance is provided on marketing, best management practices, latest research findings and technological advances, production, land use, alternative agriculture, and environmental issues. Extension works to promote local foods and sustainable agriculture.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	2.10	3.05	3.05	3.40	3.40	
Part Time	-	-	-	-	-	
	2.10	3.05	3.05	3.40	3.40	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Agriculture producers will implement economic and environmentally sound management practices			
● Number of agricultural Education programs	99	50	50
● Number of producers increasing knowledge of practices or enterprises that achieve individual or family goals related to profitability and quality of life	1091	800	800
● Percent of producers adopting best management practices	100%	80%	80%
Goal: Citizens will increase knowledge about a variety of horticulture best management practices			
● Number of horticulture program participants	475	500	500
● Percent of participants increasing knowledge	99%	95%	95%
Goal: Youth and adults will develop leadership, communication and community development skills			
● Number of program participants	152	150	150
● Percent of participants increasing knowledge	100%	95%	95%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 65,374	$ 72,500	$ 104,892	$ 104,892	$ -
	Fringe Benefits	21,447	21,700	30,767	30,767	-
	Other Expenditures	9,638	14,900	14,900	14,900	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**96,459**	**109,100**	**150,559**	**150,559**	**-**
Revenues	Restricted Intergovernmental	-	4,000	4,000	4,000	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	5,100	5,000	5,000	5,000	-
	Total Revenues	**5,100**	**9,000**	**9,000**	**9,000**	**-**
General County Revenues Provided (Needed)		$ (91,359)	$ (100,100)	$ (141,559)	$ (141,559)	$ -

Department	**COOPERATIVE EXTENSION SERVICE**
Service Area	**4-H Youth Development**

Mission

To assist youth and adults in becoming competent, coping, and contributing members of a global society while developing essential "life skills" through planned "learn by doing" experience.

Service Area Summary

4-H is an educational youth program for boys and girls ages 5 to 19. Youth and adults: 1) work together in family and community environments creating real-life learning laboratories that help youth practice skills needed today, as well as in the future; 2) experience unique "hands-on" learning opportunities suited to their needs in their own neighborhoods and communities; 3) address current youth issues through positive prevention programs; 4) are involved in significant decision-making and participation in community roles; and 5) experience positive adult/youth mentor relationships. To accomplish the 4-H mission, volunteers are trained to work with youth and lead community groups.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	2.35	2.25	2.25	3.00	3.00	
Part Time	-	-	-	-	-	-
	2.35	2.25	2.25	3.00	3.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: 4-H clubs will develop competent youth by building internal and external assets through life skill development.			
• Number of youth enrolled in Community Clubs	265	250	250
• Number of youth completing project records and presentations	190	40	100
• Number of youth completing community service learning projects	243	80	200
Goal: Youth involved in school enrichment 4H programs will demonstrate increased life skill knowledge & subject matter skill			
• Number of youth completing the Health Rocks program	796	350	350
• Number of youth enrolled in embryology programs	1,500	1,200	1,200
Goal: 4-H Special Interest Programs will meet the life skill needs of participants			
• Number of youth enrolled in Summer Adventure Programs	660	300	300
• Number of youth increasing communication through summer classes	1,160	150	150

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 91,105	$ 115,246	$ 85,335	$ 85,335	$ -
	Fringe Benefits	25,641	36,809	28,771	28,771	-
	Other Expenditures	20,865	22,408	25,408	25,408	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**137,611**	**174,463**	**139,514**	**139,514**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	2,500	4,000	4,000	4,000	-
	Miscellaneous	7,426	11,000	14,000	14,000	-
	Total Revenues	**9,926**	**15,000**	**18,000**	**18,000**	**-**
General County Revenues Provided (Needed)		$ (127,685)	$ (159,463)	$ (121,514)	$ (121,514)	$ -

Department	**COOPERATIVE EXTENSION SERVICE**
Service Area	**Family & Consumer Science**

Mission

To provide individuals, families, and communities with issue-driven education to foster informed decision-making about human and environmental concerns in a changing world.

Service Area Summary

Family and Consumer Science staff and trained volunteers teach people how to make informed decisions about home, family, and consumer issues affecting their lives. Strengthening the family, in its diverse forms, is a major goal. Educational programs focus on prevention, health and wellness, nutrition, food safety, food preservation, community engagement, enhancement of economic and personal well-being, and increased knowledge. Programming efforts and educational delivery methods have evolved with changing needs and issues of the times.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.85	1.00	1.00	1.00	1.00	
Part Time	-	-	-	-	-	-
	1.85	1.00	1.00	1.00	1.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Children will learn healthy eating			
● Number of nutrition classes taught for children	149	300	300
● Number of participants taking nutrition/cooking classes	361	500	400
Goal: Individuals will increase knowledge of health & wellness issues			
● # of participants reached through health fairs and community events	114	500	500
● Percent of participants reporting increased knowledge	90%	90%	90%
Goal: Volunteers will develop leadership skills & take action to maximize development and use of community resources.			
● Value of volunteer hours donated	$368,055	$303,750	$303,750
● Number of volunteer hours donated	16,624	15,000	15,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 18,385	$ 17,000	$ 38,400	$ 38,400	$ -
	Fringe Benefits	5,598	5,300	11,600	11,600	-
	Other Expenditures	5,205	8,600	8,600	8,600	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**29,188**	**30,900**	**58,600**	**58,600**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	2,000	2,000	2,000	-
	Miscellaneous	-	500	500	500	-
	Total Revenues	**-**	**2,500**	**2,500**	**2,500**	**-**
General County Revenues Provided (Needed)		$ (29,188)	$ (28,400)	$ (56,100)	$ (56,100)	$ -

Soil & Water Conservation

Department Mission

To develop and carry out programs for the conservation, protection and development of soil, water and related plant and animal resources within Randolph County by cooperating with the USDA-Natural Resources Conservation in working hand in hand with the American people to conserve natural resources on private lands.

Department Summary

Conservation assistance includes providing planning assistance, application assistance, practice-system maintenance and follow-up, administrative assistance, and communications and relations to employees, partners, stakeholders and private landowners in the community. The SWCD is currently administering 4 state cost share programs and 1 special project that assist private landowners with the installation of conservation measures (BMPs) on private lands.

Conservation Reserve Enhancement Program (CREP): CREP utilizes federal and state resources to achieve long-term voluntary protection of enviromentally sensitive cropland and marginal pasture land. These voluntary protection measures are accomplished through 10, 15 and 30 year permanent conservation easements. Participants receive annual federal payments, state easement payments, and cost share up to 100% for the installation of eligible practices. (50% state, 50% federal)

The Randolph County Quilt Trail began in 2010 as a project of the Piedmont Conservation Council, with grant funding from the Natural Resource Conservation Service; and continues to grow each year.

NCASP: The Randolph District Board continues to keep water quality as the highest priority for the allocation of NC Agriculture Cost Share Program funds. These funds are available to assist producers with the installation of conservation practices which helps decrease the amount of sediment, nitrogen, phosphorous, chemicals and other pollutants in the surface and ground water.

The Agricultural Water Resources Assistance Program (AgWRAP) was authorized through Session Law 2011-145. The program will be administered by the NC Soil and Water Conservation Commission through local soil and water conservation districts.

CCAP: The supervisors of the SWCD have agreed to participate in the Community Conservation Assistance Program administered by the Division of Soil and Water Conservation. Funds are available for non-agricultural land to install conservation practices to protect and improve water quality.

Policy Goals Supported by Department

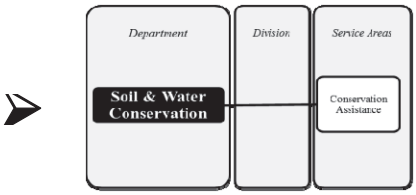
Randolph County Soil and Water Conservation District supports the following Policy Goals: Economic and Physical Development - Manage the County's growth and improve the standard of living through sustainable economic and infrastructure development as well as support and encouragement of traditional commerce; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	3.00	3.00	3.00	3.00	3.00	
Part Time	-	-	-	-	-	-
	3.00	3.00	3.00	3.00	3.00	-

Service Areas

Randoph County Soil & Water Conservation Board of Supervisors (Three elected members)



Department **SOIL & WATER CONSERVATION**

Budget Highlights

RSWCD continues to be successful with administering the Quilt Trail Program. Staff has updated the Quilt Trail brochure to add all of the newly approved quilt squares. The Soil and Water District held its Fourth Annual Farmer Appreciation Day Celebration at Eastern Randolph High School with approximately 200 in attendance. Our 2016 Budget reflects the absence of an Engineer for several months. The Engineer position should be filled by July 1, 2016 or sooner. Our office received a grant to purchase AutoCad Civil 3D and this software will be purchased by July 1, 2016, saving the county several thousands of dollars. The Administrative Position was elected to become the President of the North Carolina District Employees Association, this position will take office in August 2016 - duties will be added to this position to lead the soil and water district employees across the state of North Carolina. This will be a two year term. Our office continues to grow with the education programs that we offer.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 106,314	$ 124,246	$ 130,323	$ 130,323	$ -
	Fringe Benefits	29,554	37,744	41,632	41,632	-
	Other Expenditures	23,363	27,548	29,348	29,348	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**159,231**	**189,538**	**201,303**	**201,303**	**-**
Revenues	Restricted Intergovernmental	30,360	21,720	21,720	21,720	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	7,000	4,600	4,600	4,600	-
	Total Revenues	**37,360**	**26,320**	**26,320**	**26,320**	**-**
General County Revenues Provided (Needed)		$ (121,871)	$ (163,218)	$ (174,983)	$ (174,983)	$ -

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To develop and implement a Community Conservation Program for Randolph County on non-ag land			
• Number of community conservation grants applied for	0	1	1
• Percent of community conservation grants received	0%	100%	100%
Goal: To develop and present conservation information for employees, partners, clients, and stakeholders			
• Number of clients provided conservation information	40	500	550
• Percent of clients provided technical information on on-site inventory and evaluations (I&E's) within one work week	95%	97%	95%

Other Economic and Physical Development Appropriations

Policy Goals Supported by Appropriations
These appropriations support the following Policy Goals: Economic and Physical Development - Manage the County's growth and improve the standard of living through sustainable economic and infrastructure development as well as support and encouragement of traditional commerce. Policy goals can be found in the Overview Section of this document.

CONTRIBUTIONS TO OTHER AGENCIES

Randolph County Economic Development Corporation www.rcedc.com

The Randolph County Economic Development Corporation (EDC) is a non-profit organization utilizing public and private funds to promote Randolph County's economic future. The EDC works with new and existing industry for the creation of new jobs, expanded tax base in the county, and a stronger local economy.

Economic Development Incentive Payments

Section 158-7.1 of the North Carolina General Statutes authorizes a county to undertake an economic development project by extending assistance to a company in order to cause the company to locate or expand its operations within the county. A performance-based economic incentives package is often developed. The property taxes generated from the new value/investment in real and personal property always results in full repayment within a few years. The funding will be paid in annual installments contingent on the company's satisfaction of specific performance requirements for investment and job creation. Those requirements are formalized in an economic incentives agreement.

PASS-THROUGH COLLECTIONS REMITTED TO OTHER AGENCIES

Randolph County Tourism Development Authority www.HeartofNorthCarolina.com

The Randolph County Tourism Development Authority was created in 1997 to promote travel and tourism within the County. The Authority is governed by a nine-member board, all of whom are appointed by the Randolph County Board of Commissioners. Its primary revenue is a 5% room occupancy tax which is assessed by the County. Randolph County collects the occupancy tax and performs certain administrative functions for the Authority. In accordance with its enabling legislation, the Authority uses these funds to promote tourism within Randolph County.

OTHER ECONOMIC AND PHYSICAL DEVELOPMENT APPROPRIATIONS

BUDGET HIGHLIGHTS

Financial assistance to the Randolph County Economic Development Corp. was increased slightly as requested. The economic development incentives are per the performance agreements and are based upon satisfactory investment and job creation.

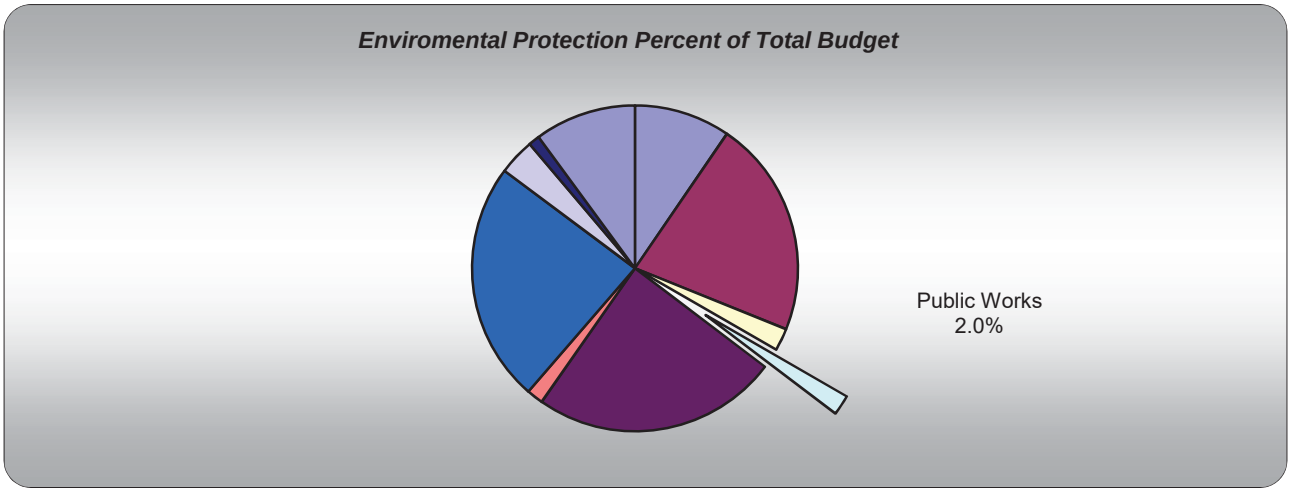
TOTAL DEPARTMENT BUDGET

	2014-15	2015-16	2016-17		
	Final Actual	Final Approved	Agency Request	Proposed	Final Approved
Expenditures:					
Contributions:					
Randolph County Economic Development Corporation	$ 226,213	$ 226,257	$ 234,500	$ 234,500	$ -
Randolph EDC - Debt Service	98,127	-	-	-	-
Economic Development Incentives	62,030	253,125	258,750	258,750	-
Passthrough Collections:					
Rural Center Building Reuse Grant	119,993	-	-	-	-
Randolph County Tourism Development Authority	827,906	850,000	900,000	900,000	-
Total Expenditures	1,334,269	1,329,382	1,393,250	1,393,250	-
Revenues:					
Other Taxes	827,906	850,000	900,000	900,000	-
Restricted Intergovernmental	119,993	-	-	-	-
Total Revenues	947,899	850,000	900,000	900,000	-
Transfer from Economic Dev. Reserve	160,157	55,625	61,250	61,250	-
Total Other Financing Sources	160,157	55,625	61,250	61,250	-
General County Revenues Provided (Needed)	$ (226,213)	$ (423,757)	$ (432,000)	$ (432,000)	$ -

Environmental Protection

Summary of Environmental Protection Budgets

	Page number	2014-15 Actual	2015-16 Final Approved	2016-17 Department Request	2016-17 Proposed	2016-17 Final Approved
Expenditures:						
Public Works	*134*	$ 2,419,588	$ 2,504,795	$ 2,451,656	$ 2,451,656	$ -
Total Expenditures		2,419,588	2,504,795	2,451,656	2,451,656	-
Revenues:						
Other Taxes		306,400	295,000	308,000	308,000	-
Restricted Intergovernmental		-	-	-	-	-
Sales and Services		2,042,659	1,999,000	1,934,430	1,934,430	-
Miscellaneous		-	-	-	-	-
Total Revenues		2,349,059	2,294,000	2,242,430	2,242,430	-
General County Revenues Provided (Needed)		(70,529)	(210,795)	(209,226)	(209,226)	-



Public Works

Department Mission

To protect the environment through the safe and efficient disposal, reduction and reycling methods for all types of solid waste. To assist in the development of safe, comfortable and efficient facilities for all departments. To provide assistance on Economic Development Corporation projects, Board of Commissioners requests and various County projects through quality planning and engineering practices.

Department Summary

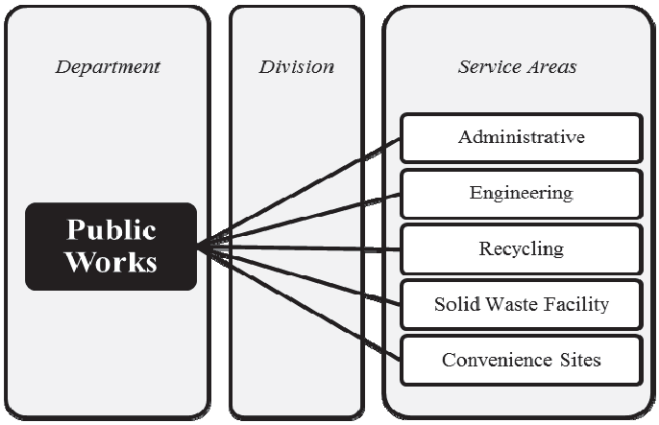
We work to accomplish our mission through effective and efficient delivery of the following services: 1) solid waste disposal, 2) recyclable collection and marketing, 3) convenience site operations, and 4) environmental education for citizens and employees of Randolph County. We also strive to provide solutions for the inherent problems that arise from construction and management of County facilities, as well as provide engineering services for utility systems and grant administration for various projects for the County, Economical Development Corporation and its local municipalities. The Public Works Department continues to strive to work with the industries, schools and the citizens of Randolph County to find the most effective way to provide water and/or sewer through the use of Federal and State grants while encouraging economic growth for the entire county.

Policy Goals Supported by Department

Randolph County Public Works supports the following Policy Goals: Environmental Protection – Protect the environment for future generations and provide sustainable solutions to current demands; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	5.00	5.00	5.00	5.00	5.00	-
Part Time	-	-	-	-	-	-
	5.00	5.00	5.00	5.00	5.00	-

Service Areas



Department **PUBLIC WORKS**

Budget Highlights

The Public Works Department will be in transition in the coming budget year. Operations will continue as usual for the first half of the year; however, with the opening of the Great Oak Landfill, the Department will transition into more of an Engineering role, with a focus on oversight and project management. Although current operations are only expected to continue until mid year, the full year is being funded in the budget based on the assumption that expenditures will be offset by revenues and any changes will balance out.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 206,983	$ 198,714	$ 204,838	$ 204,838	$ -
	Fringe Benefits	64,168	65,119	67,286	67,286	-
	Other Expenditures	2,148,438	2,240,962	2,179,532	2,179,532	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**2,419,589**	**2,504,795**	**2,451,656**	**2,451,656**	**-**
Revenues	Other taxes	306,400	295,000	308,000	308,000	-
	Restricted Intergovernmental	-	-	-	-	-
	Sales and Services	2,042,659	1,999,000	1,934,430	1,934,430	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**2,349,059**	**2,294,000**	**2,242,430**	**2,242,430**	**-**
General County Revenues Provided (Needed)		$ (70,530)	$ (210,795)	$ (209,226)	$ (209,226)	$ -

Comparative Budgets By Service Area

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures						
	Administrative	$ 46,763	$ 43,244	$ 48,014	$ 48,014	$ -
	Engineering	26,765	28,760	29,135	29,135	-
	Recycling	246,655	299,736	348,536	348,536	-
	Solid Waste Facility	1,940,827	1,969,667	1,882,147	1,882,147	-
	Convenience Sites	158,579	163,388	143,824	143,824	-
	Total Expenditures	$ 2,419,589	$ 2,504,795	$ 2,451,656	$ 2,451,656	$ -
Revenues						
	Administrative	-	-	-	-	-
	Engineering	-	-	-	-	-
	Recycling	245,685	229,000	239,000	239,000	-
	Solid Waste Facility	1,945,963	1,909,500	1,847,930	1,847,930	-
	Convenience Sites	157,411	155,500	155,500	155,500	-
	Total Revenues	$ 2,349,059	$ 2,294,000	$ 2,242,430	$ 2,242,430	$ -

Department	**PUBLIC WORKS**
Service Area	**Administrative**

Mission

To provide for the most efficient and consistent reporting to the Department of Environment and Natural Resources and maintain integrity in the Accounts Receivable for the users of the Solid Waste Facility.

Service Area Summary

The Administrative area continues to provide effective and efficient solid waste disposal support and coordination services which include finance, short- and long-range planning, program management, record keeping, reporting for all staff of the Public Works Department and to assist in reaching overall missions and program objectives. This area continues to grow with the new financial system & the complexity of the solid waste billings due to environmental fees, fuel surcharge, new state mandated taxes which we have to charge to our solid waste customers.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.00	1.00	1.00	1.00	1.00	
Part Time	-	-	-	-	-	-
	1.00	1.00	1.00	1.00	1.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To issue statements to charge customers in a timely manner to ensure ample time to submit payment before interest charges are incurred.			
• Monthly statements mailed out by the 10th day of the month.	56	52	54
Goal: To manage contract processing to ensure that all contract are processed following the contract procedures and to oversee the contract approval process to ensure			
• Number of contracts processed.	231	220	225

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 30,223	$ 25,096	$ 29,051	$ 29,051	$ -
	Fringe Benefits	8,876	7,898	8,713	8,713	-
	Other Expenditures	7,664	10,250	10,250	10,250	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**46,763**	**43,244**	**48,014**	**48,014**	**-**
Revenues	Other taxes	-	-	-	-	-
	Restricted Intergovernmental	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (46,763)	$ (43,244)	$ (48,014)	$ (48,014)	$ -

Department	**PUBLIC WORKS**
Service Area	**Engineering**

Mission

To coordinate and manage engineering and community development services in a manner in which the citizens of Randolph County can work, live and recreate in a clean and safe environment.

Service Area Summary

The Engineering area has changed dramatically over the past few years. Although the (CDBG) Housing Rehabilitation Program has been turned over to the Building Inspections Department, we continue to assist governmental agencies and other County Departments with planning and associated engineering projects. This planning serves to assist the development and expansion of County managed assets and with improving Economic Development opportunities. The Engineering area may also provide administration of various grants that become available and continues to oversee the prospect of a new Solid Waste Facility which will benefit the citizens of Randolph County.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	0.40	0.40	0.40	0.40	0.40	
Part Time	-	-	-	-		-
	0.40	0.40	0.40	0.40	0.40	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To assist govermental agencies and other County Departments with planning and engineering projects.			
● Number of projects that were assisted with each quarter.	13	12	13

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 21,326	$ 21,601	$ 21,816	$ 21,816	$ -
	Fringe Benefits	5,002	5,259	5,419	5,419	-
	Other Expenditures	437	1,900	1,900	1,900	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**26,765**	**28,760**	**29,135**	**29,135**	**-**
Revenues	Other taxes	-	-	-	-	-
	Restricted Intergovernmental	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (26,765)	$ (28,760)	$ (29,135)	$ (29,135)	$ -

Department	**PUBLIC WORKS**
Service Area	**Recycling**

Mission

To help Randolph County reduce solid waste production through recycling, reusing and re-purchasing options for all County agencies.

Service Area Summary

The Recycling division continues to provide infrastructure in which recyclables can be recovered, therefore reducing the volume of the solid waste going into sanitary landfills. Environmental education plays an important roll in this service area's effort. Presentations increase community knowledge and understanding of the recycling process. This involves raising the awareness of young children so we can promote a generation of environmentally conscientious adults for whom recycling and waste reduction is second nature. The County has an Electronic Recycling Building at the landfill where citizens of Randolph County can bring their old electronics for disposal at no charge. The N.C. General Assembly passed a law requiring all electronics to be recycled starting July 1, 2011. The Public Works department continues to apply for available grants to assist in all forms of recycling in Randolph County at all 4 convenience sites and at the solid waste facility. In January 2015, the County partnered with Waste Management of Carolinas for our recycling services and to provide an outlet for recycled materials.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	0.85	0.85	0.85	0.85	0.85	
Part Time	-	-	-	-	-	-
	0.85	0.85	0.85	0.85	0.85	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide for convenient disposal and recovery of recyclables.			
● Tonnage of Recyclables Recovered at Facilities (not listed below)	565	380	450
● Tonnage of Tires Recovered at Facilities	2,401	2,100	2,200
● Tonnage of White Goods Recovered	123	160	150
● Tonnage of Electronic Recovered	128	120	125

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 43,556	$ 43,051	$ 43,526	$ 43,526	$ -
	Fringe Benefits	13,101	13,590	13,915	13,915	-
	Other Expenditures	189,998	243,095	291,095	291,095	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**246,655**	**299,736**	**348,536**	**348,536**	**-**
Revenues	Other taxes	236,520	223,000	236,000	236,000	-
	Restricted Intergovernmental	-	-	-	-	-
	Sales and Services	9,165	6,000	3,000	3,000	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**245,685**	**229,000**	**239,000**	**239,000**	**-**
General County Revenues Provided (Needed)		$ (970)	$ (70,736)	$ (109,536)	$ (109,536)	$ -

Department	**PUBLIC WORKS**
Service Area	**Solid Waste Facility**

Mission

To protect the environment and sustain the quality of life for all citizens of Randolph County through effective and efficient solid waste disposal.

Service Area Summary

The purpose of this division is to provide for efficient use of the solid waste facility by providing adequate solid waste disposal programs that will conserve natural resources and reduce the volume of solid waste in an environmentally sound manner. With increased environmental regulations, the "host" fee became effective several years ago and we are passing this cost onto the solid waste customers directly. In addition, with the sharp increases in diesel fuel we also have to "pass through" a fuel surcharge to the customers. Also, a $2.00/per ton tax is collected for the State of North Carolina. In January 2015, the County partnered with Waste Management of Carolinas to take over operatoions of the trasfer station and to permit and develop a new regional landfill.

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	2.15	2.15	2.15	2.15	2.15	
Part Time	-	-	-	-	-	-
	2.15	2.15	2.15	2.15	2.15	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide for convenient environmentally sound disposal of solid waste received at the Randolph County Transfer Station.			
● Number of tons received at the County Solid Waste Facility	26,873	34,000	40,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 90,197	$ 88,137	$ 89,344	$ 89,344	$ -
	Fringe Benefits	30,299	31,323	32,026	32,026	-
	Other Expenditures	1,820,331	1,850,207	1,760,777	1,760,777	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**1,940,827**	**1,969,667**	**1,882,147**	**1,882,147**	**-**
Revenues	Other Taxes	69,880	72,000	72,000	72,000	-
	Restricted Intergovernmental	-	-	-	-	-
	Sales and Services	1,876,083	1,837,500	1,775,930	1,775,930	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**1,945,963**	**1,909,500**	**1,847,930**	**1,847,930**	**-**
General County Revenues Provided (Needed)		$ 5,136	$ (60,167)	$ (34,217)	$ (34,217)	$ -

Department	**PUBLIC WORKS**
Service Area	**Convenience Sites**

Mission

To protect our environment by providing convenient disposal facilities throughout the County in addition to the existing transfer station and to manage and handle the solid waste at these locations.

Service Area Summary

This service area operates the 4 convenience centers that collect solid waste from the citizens of the County, as well as provides recycling opportunities. Public Works is going to add another service, collection of used vegetable oil/grease, to our recycling areas at the Convenience Sites and the Solid Waste Facility. The environment and pollution are of global concern and affects the quality of life for each and every one of us in the County. Public Works will continue to update and improve the convenience centers to handle more recyclables by applying for grants when applicable.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	0.60	0.60	0.60	0.60	0.60	
Part Time	-	-	-	-	-	-
	0.60	0.60	0.60	0.60	0.60	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide convenient, environmentally sound disposal methods of solid waste and recyclables for Randolph County citizens.			
● Tonnage of trash received at convenience centers	863	1,200	1,000

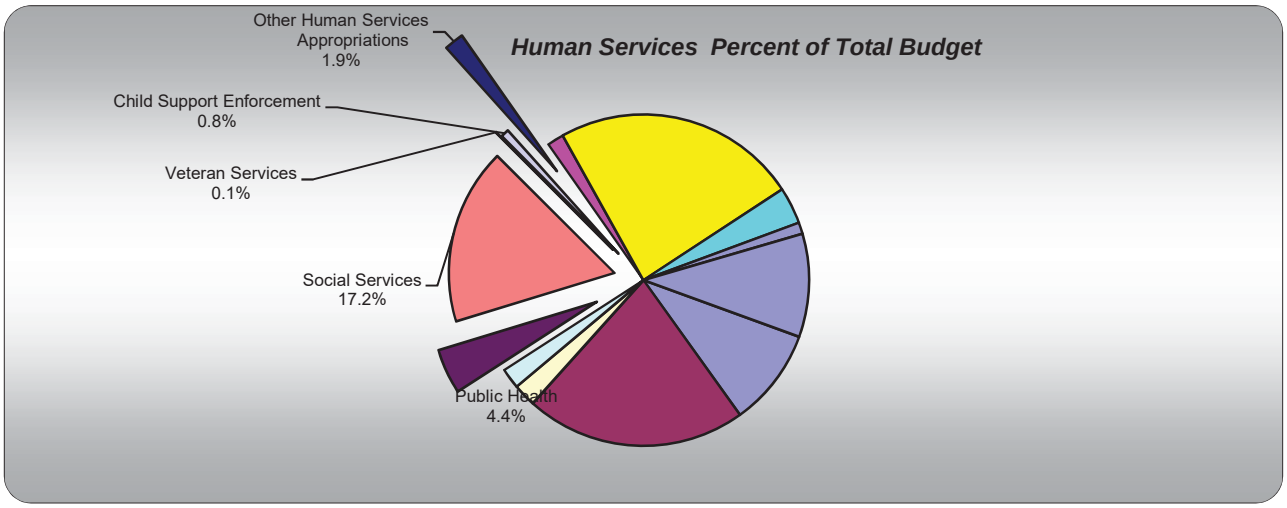
Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 21,681	$ 20,829	$ 21,101	$ 21,101	$ -
	Fringe Benefits	6,890	7,049	7,213	7,213	-
	Other Expenditures	130,008	135,510	115,510	115,510	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**158,579**	**163,388**	**143,824**	**143,824**	**-**
Revenues	Other taxes	-	-	-	-	-
	Restricted Intergovernmental	-	-	-	-	-
	Sales and Services	157,411	155,500	155,500	155,500	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**157,411**	**155,500**	**155,500**	**155,500**	**-**
General County Revenues Provided (Needed)		$ (1,168)	$ (7,888)	$ 11,676	$ 11,676	$ -

Human Services

Summary of Human Service Budgets

	Page number	2014-15 Actual	2015-16 Final Approved	2016-17 Department Request	2016-17 Proposed	2016-17 Final Approved
Expenditures:						
Public Health	*142*	5,096,488	5,205,345	5,388,765	5,388,765	-
Social Services	*171*	18,273,126	20,530,508	21,053,929	21,053,929	-
Veteran Services	*191*	96,429	96,051	103,193	103,193	-
Child Support Services	*193*	876,927	959,378	976,338	976,338	-
Other Human Services Appropriations	*195*	2,373,095	2,405,118	2,341,680	2,341,680	-
Total Expenditures		26,716,065	29,196,400	29,863,905	29,863,905	-
Revenues:						
Restricted Intergovernmental		16,903,139	16,913,658	17,382,404	17,382,404	-
Permits and Fees		149,733	119,600	147,400	147,400	-
Sales and Services		1,150,322	1,074,530	1,061,627	1,061,627	-
Miscellaneous		23,463	18,000	8,000	8,000	-
Total Revenues		18,226,657	18,125,788	18,599,431	18,599,431	-
General County Revenues Provided (Needed)		(8,489,408)	(11,070,612)	(11,264,474)	(11,264,474)	-
Other Financing Sources:						
Appropriated Fund Balance		-	77,528	118,886	118,886	-
Net General County Revenues (Needed)		$ (8,489,408)	$ (10,993,084)	$ (11,145,588)	$ (11,145,588)	$ -



Public Health

Department Mission

To preserve, protect, and improve the health of the community by the collection and dissemination of health information, education and service programs aimed at the prevention of disease, protection of the environment, and improvement of the quality of life for our citizens.

Department Summary

The Health Department has many functions that include monitoring health status to identify community health problems, developing strategies for addressing problems independently and in partnership with other community entities, informing, educating and empowering people about health issues, enforcing laws and regulations that protect health and ensure safety, assuring the provision of health care in the community, and guaranteeing that a competent team of public health professionals is available to the community.

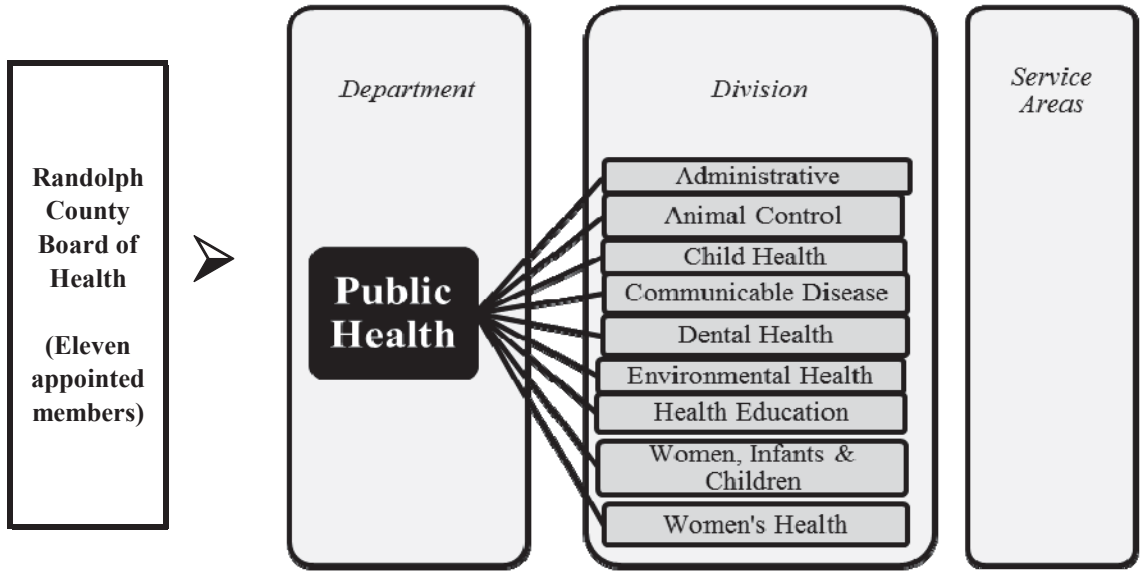
Policy Goals Supported by Department

Randolph County Health Department supports the following Policy Goals: Human Services - Improve the quality of life and ensure the personal health and welfare of all Randolph County citizens, including determination of available state and federal programs that address individual needs; advance efficient operation of County business through investment in electronic technology; maintain prompt, courteous, and professional services from all County employees; and ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	91.00	90.00	90.00	90.00	90.00	-
Part Time	3.00	4.00	4.00	4.00	4.00	-
	94.00	94.00	94.00	94.00	94.00	-

Divisions



Department **PUBLIC HEALTH**

Budget Highlights

Public Health has worked hard to hold expenses as close to the previous year as possible. State funding continues to flutuate and is difficult to fully predict. State perfomance requirements are shifting focus somewhat by requiring more community education and policy change strategies. Consequently, with only one health educator on staff, we have had to rearrange our revenues for FY2016-17 to include an additional health educator in this budget. Thankfully we are now fully staffed in the nursing and environmental health areas. This is timely since emerging communicable diseases will most likely continue to dominate public health in the future. On the Women's Health side, we have had to discontiue Breast and Cervical Cancer Control services due to dwindling client numbers last fiscal year.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 3,152,231	$ 3,244,295	$ 3,330,805	$ 3,330,805	$ -
	Fringe Benefits	1,009,393	1,117,879	1,162,619	1,162,619	-
	Other Expenditures	684,864	593,171	645,341	645,341	-
	Capital Outlay	-	-	-	-	-
	Other Appropriations	250,000	250,000	250,000	250,000	-
	Total Expenditures	**5,096,488**	**5,205,345**	**5,388,765**	**5,388,765**	**-**
Revenues	Restricted Intergovernmental	1,718,018	1,543,766	1,566,344	1,566,344	-
	Permits and Fees	149,733	119,600	147,400	147,400	-
	Sales and Services	1,032,692	1,017,230	1,006,327	1,006,327	-
	Miscellaneous	16,242	18,000	8,000	8,000	-
	Total Revenues	**2,916,685**	**2,698,596**	**2,728,071**	**2,728,071**	**-**
General County Revenues Provided (Needed)		$ (2,179,803)	$ (2,506,749)	$ (2,660,694)	$ (2,660,694)	$ -
	Appropriated Fund Balance	-	77,528	118,886	118,886	-
	Total Other Financing Sources	**$ -**	**$ 77,528**	**$ 118,886**	**$ 118,886**	**$ -**
Net General County Revenues Provided (Needed		$ (2,179,803)	$ (2,429,221)	$ (2,541,808)	$ (2,541,808)	$ -

Department **PUBLIC HEALTH**

Comparative Budgets By Service Area					
Expenditures	**2014-15**	**2015-16**	**2016-17**		
	Actual	Final Approved	Requested	Proposed	Final Approved
Administrative					
Program Support	$ 660,538	$ 605,547	$ 696,902	$ 696,902	$ -
Animal Control					
Shelter Operations	295,910	242,084	247,669	247,669	-
Field Operations	243,329	241,664	234,233	234,233	-
Child Health					
Child Care / School Health	75,234	75,673	78,921	78,921	-
Care Coordination for Children	322,930	319,952	341,456	341,456	-
School Nurse	250,000	250,000	250,000	250,000	-
Communicable Disease					
Disease Prevention and Control	503,053	482,068	472,809	472,809	-
Preparedness	63,492	63,997	69,473	69,473	-
Dental Health					
Education & Screening	47,181	48,521	49,573	49,573	-
Clinical Services	116,029	142,220	142,847	142,847	-
Environmental Health					
Food, Lodging, & Institutions	322,466	386,021	391,830	391,830	-
On-site Wastewater & Well Program	435,547	448,282	453,703	453,703	-
Health Education					
Community Education	58,882	58,584	105,780	105,780	-
WIC / Nutrition					
Women, Infants & Children	811,613	762,331	759,185	759,185	-
Women's Health					
Family Planning	600,448	752,059	720,595	720,595	-
Pregnancy Care Management	289,836	326,342	373,789	373,789	-
Total Expenditures	$ 5,096,488	$ 5,205,345	$ 5,388,765	$ 5,388,765	$ -

Comparative Budgets By Service Area

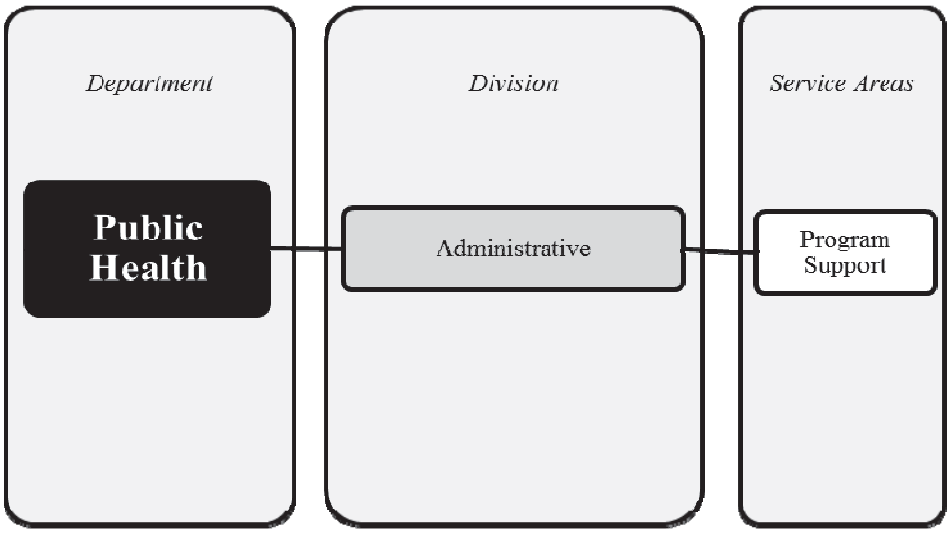
Revenues and Other Financing Sources	2014-15 Actual	2015-16 Final Approved	2016-17 Requested	2016-17 Proposed	2016-17 Final Approved
Administrative					
Program Support	$ 108,466	$ 108,552	$ 108,442	$ 108,442	$ -
Animal Control					
Shelter Operations	68,005	76,870	59,500	59,500	-
Field Operations	77,787	16,220	18,464	18,464	-
Child's Health					
Child Care / School Health	75,228	75,673	78,921	78,921	-
Care Coordination for Children	338,579	319,952	310,393	310,393	-
School Nurse	250,000	250,000	250,000	250,000	-
Communicable Disease					
Disease Prevention and Control	103,676	86,107	99,484	99,484	-
Preparedness	43,545	43,545	48,545	48,545	-
Dental Health					
Education & Screening	-	-	-	-	-
Clinical Services	82,755	79,000	82,000	82,000	-
Environmental Health					
Food, Lodging, & Institutions	35,465	23,600	24,400	24,400	-
On-site Wastewater & Well Program	133,317	116,000	140,000	140,000	-
Health Education					
Community Education	31,332	30,832	32,208	32,208	-
WIC / Nutrition					
Women, Infants & Children	874,530	762,331	759,185	759,185	-
Women's Health					
Family Planning	353,004	383,572	380,563	380,563	-
Pregnancy Care Management	340,996	326,342	335,966	335,966	-
Total Revenues and Other Financing Sources	$ 2,916,685	$ 2,698,596	$ 2,728,071	$ 2,728,071	$ -

Department	**PUBLIC HEALTH**
Division	**Administrative**

Division Mission
To assist the Randolph County Board of Health and the staff of the Health Department to provide quality public health services with efficiency using good customer service principles.

Division Summary
Support and coordination services (finance, personnel supervision, short- and long-range planning, program management, record keeping, etc.) are provided to Health Department staff to assist in reaching the overall objectives.

Service Areas within Division



Department	**PUBLIC HEALTH**
Division	**Administrative**
Service Area	**Program Support**

Mission

To assess the community's public health needs and adapt programs and services accordingly in order to provide quality public health service in a manner that exceeds the client's and the community's expectations.

Service Area Summary

The Health Director and administrative staff facilitate staff relations, program planning and evaluation, selection of personnel and in-service training, purchasing of Health Department equipment and supplies and laboratory support for all programs. The Health Director and staff also prepare and manage the budget and work closely with the Board of Health, official agencies and the public. Randolph County's community assessment is coordinated with the State Health Director's assessment of public health needs in North Carolina every four years. This assessment includes detailed input from public health staff and various community resources and representatives. Program staff continually assess and adapt services according to feedback and information received from clients and the community.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	11.08	8.20	8.20	9.05	9.05	
Part Time	-	-	-	-	-	-

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide quality service that satisfies Health Department			
• Percent of client/customer surveys that rate services as satisfactory or higher. *There were 1,001 client satisfaction surveys distributed. 84% of those were returned and 93% of surveys returned rated servises satisfactory or higher.*	93%	100%	100%
Goal: To thoroughly and promptly investigate complaints received.			
• Percent of complaints thoroughly and promptly investigated. *There were a total of 13 public health related complaints. All were responed to promptly.*	100%	100%	100%

Service Area Budget

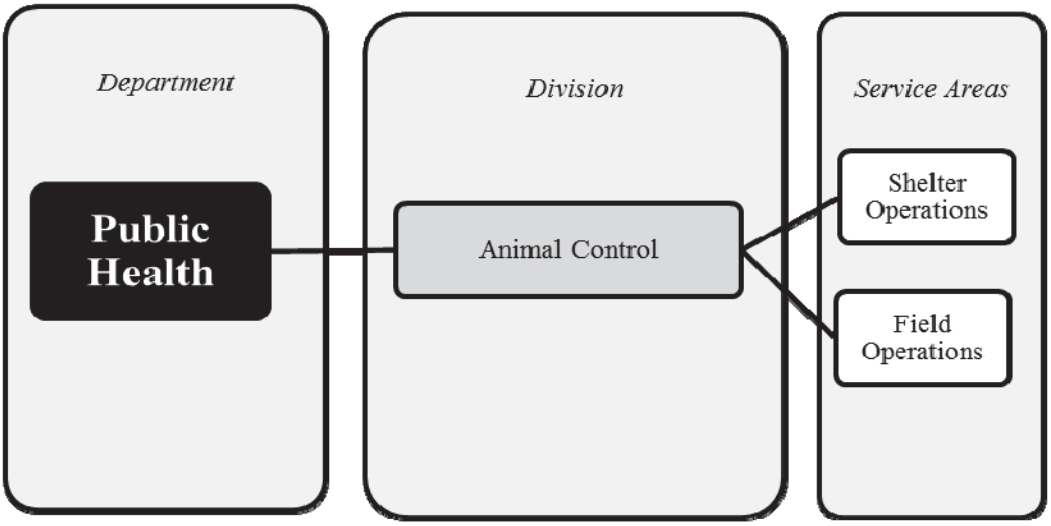
		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 412,055	$ 337,424	$ 407,377	$ 407,377	$ -
	Fringe Benefits	145,615	125,976	158,220	158,220	-
	Other Expenditures	102,868	142,147	131,305	131,305	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**660,538**	**605,547**	**696,902**	**696,902**	**-**
Revenues	Restricted Intergovernmental	108,466	108,552	108,442	108,442	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**108,466**	**108,552**	**108,442**	**108,442**	**-**
General County Revenues Provided (Needed)		$ (552,072)	$ (496,995)	$ (588,460)	$ (588,460)	$ -

Department	**PUBLIC HEALTH**
Division	**Animal Control**

Division Mission
To prevent the spread of rabies in Randolph County.

Division Summary
Animal Control strives to ensure rabies prevention, including animal shelter management, bite investigation and follow-up, rabies prevention education and sponsorship of quarterly rabies clinics.

Service Areas within Division



Department	**PUBLIC HEALTH**
Division	**Animal Control**
Service Area	**Shelter Operations**

Mission

To create and maintain a healthy environment for impounded animals and to assure rabies prevention in the community.

Service Area Summary

Shelter operations include shelter management, humane euthanasia of animals that are unwanted, sick or suspected of having rabies, bite investigation, assurance of bite animal confinement and follow-up on confirmed or possible rabies cases, response to animal complaints from the community, responsible animal adoption, and the provision and maintenance of animal traps for use by the public.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	5.00	5.50	5.50	5.50	5.50	
Part Time	-	-	-	0.50	0.50	
	5.00	5.50	5.50	6.00	6.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To investigate and resolve customer service complaints.			
● To fully investigate 100% of customer complaints regarding poor customer service. *New measure data for FY2015-16 will be the first complete year.*	100%	100%	100%
Goal: To investigate all animal bites according to pubic health law.			
● 100% of reported animal bites will be investigated, including appropriate quarantine and medical referral as indicated. *There were 352 animal bites in FY 2014-15. 100% were fully investigated.*	100%	100%	100%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 150,934	$ 135,925	$ 132,758	$ 132,758	$ -
	Fringe Benefits	49,541	53,089	53,337	53,337	-
	Other Expenditures	95,435	53,070	61,574	61,574	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**295,910**	**242,084**	**247,669**	**247,669**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	51,763	58,870	51,500	51,500	-
	Miscellaneous	16,242	18,000	8,000	8,000	-
	Total Revenues	**68,005**	**76,870**	**59,500**	**59,500**	**-**
General County Revenues Provided (Needed)		$ (227,905)	$ (165,214)	$ (188,169)	$ (188,169)	$ -

Department	**PUBLIC HEALTH**
Division	**Animal Control**
Service Area	**Field Operations**

Mission

To respond to all animal control complaints by taking the necessary action always in a humane manner.

Service Area Summary

Animal control officers respond to complaints received by the animal shelter. They assist the Health Director in the enforcement of animal control laws. Situation and circumstance govern the type of response, but the aim is always to respond in the most humane manner possible.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	5.00	5.50	5.50	5.50	5.50	
Part Time	-	-	-	0.50	0.50	
	5.00	5.50	5.50	6.00	6.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Reduce duplicate animal contorl visits for the same complaint.			
• 80% of Animal Control compliants will be resolved within the first visit from the Animal Control Officer. *Data limited 2015-16 was the first full year to measure this objective.*	89%	100%	100%

Service Area Budget

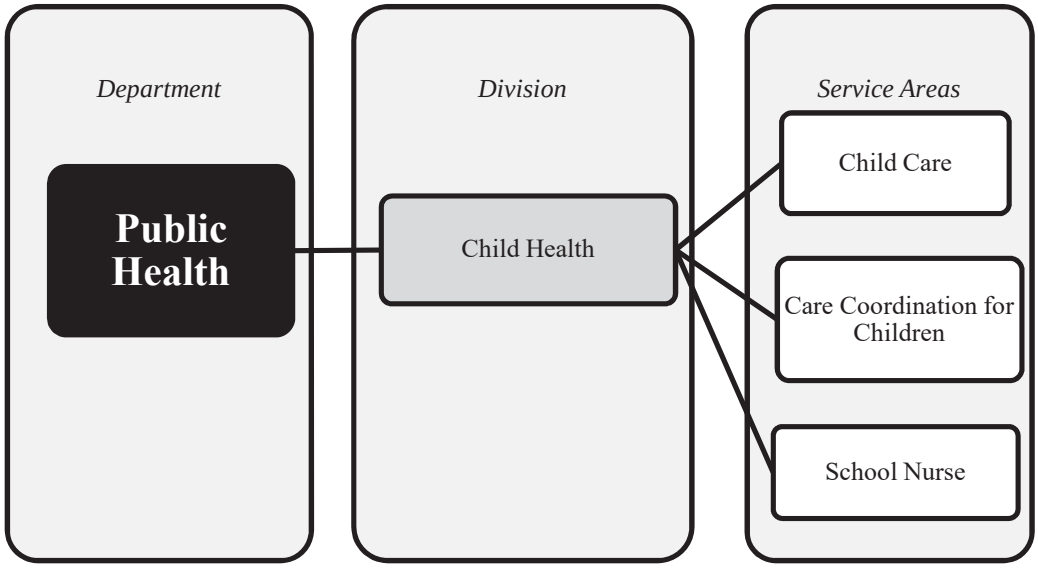
		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 155,178	$ 145,925	$ 142,758	$ 142,758	$ -
	Fringe Benefits	53,666	53,089	53,337	53,337	-
	Other Expenditures	34,485	42,650	38,138	38,138	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**243,329**	**241,664**	**234,233**	**234,233**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	77,787	16,220	18,464	18,464	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**77,787**	**16,220**	**18,464**	**18,464**	**-**
General County Revenues Provided (Needed)		$ (165,542)	$ (225,444)	$ (215,769)	$ (215,769)	$ -

Department	**PUBLIC HEALTH**
Division	**Child Health**

Division Mission
To provide preventive services to children and providers in the home, at school, and in the child care setting.

Division Summary
Child Health provides case management intervention and consultative services regarding public health services and immunizations to schools, parents, children and child care providers. Care Coordination services provide case management interventions aimed at improving continuity of care and care quality. Care Coordination focuses on the organization of services and resources in response to the needs of families, including emotional support; guidance and educational information, is also provided. School Nurse is a pass-through program that supports child health in the public schools.

Service Areas within Division



Department	**PUBLIC HEALTH**
Division	**Child Health**
Service Area	**Child Care / School Health**

Mission

To provide preventive health services to children enrolled in licensed day care and Headstart classes in Randolph County and to serve as a consultant/liaison regarding public health issues for students, faculty and Boards of Education for the Randolph County and Asheboro City Schools.

Service Area Summary

This service area provides special screenings for disease prevention and assists the schools and child daycares in meeting immunization and health assessment requirements. This area also provides consultation regarding communicable disease for child care providers and public and private schools as needed.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	2.00	2.00	2.00	1.00	1.00	
Part Time	-	-	-	-	-	-
	2.00	2.00	2.00	1.00	1.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To meet the needs of childcare providers, children and parents by providing education and training.			
● Percent of childcare establishments that will receive the required number of site visits. *There were 52 required visits made, with a total of 52 over all. A total of 107 visits were made.*	100%	100%	100%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 55,545	$ 55,545	$ 58,364	$ 58,364	$ -
	Fringe Benefits	15,408	16,543	17,065	17,065	-
	Other Expenditures	4,281	3,585	3,492	3,492	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**75,234**	**75,673**	**78,921**	**78,921**	**-**
Revenues	Restricted Intergovernmental	75,228	75,673	78,921	78,921	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**75,228**	**75,673**	**78,921**	**78,921**	**-**
General County Revenues Provided (Needed)		$ (6)	$ -	$ -	$ -	$ -

Department	**PUBLIC HEALTH**
Division	**Child Health**
Service Area	**Care Coordination for Children (CC4C)**

Mission

To maximize health outcomes by targeting services to the highest risk, highest cost individuals, therby reducing cost and improving quality of care for participants. Overall the program seeks to improve health outcomes for eligible children.

Service Area Summary

Care Coordination nurses provide case management interventions aimed at improving continuity of care, and improving care quality. CC4C care managers can help with finding medical care, transportation, childcare and /or financial aid.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	5.12	4.60	4.60	5.24	5.24	
Part Time	-	0.50	0.50	-	-	-
	5.12	5.10	5.10	5.24	5.24	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide interventions and activities that will result in improved continuity of care and quality of care for the highest risk children.			
● To decrease the percentage of Medicaid children ages 0 to <5 with a completed or attempted task deferred for "unable to contact" (target is zero). *Of the 2148 children, 121 were deferred for "unable to contact" (or 6% the percentage in the previous year was 30%)*	0%	0%	0%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 243,407	$ 236,496	$ 252,325	$ 252,325	$ -
	Fringe Benefits	66,345	67,220	74,831	74,831	-
	Other Expenditures	13,178	16,236	14,300	14,300	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**322,930**	**319,952**	**341,456**	**341,456**	**-**
Revenues	Restricted Intergovernmental	14,621	14,396	14,396	14,396	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	323,958	305,556	295,997	295,997	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**338,579**	**319,952**	**310,393**	**310,393**	**-**
General County Revenues Provided (Needed)		$ 15,649	$ -	$ (31,063)	$ (31,063)	$ -

Department	**PUBLIC HEALTH**
Division	**Child Health**
Service Area	**School Nurse**

Mission

To improve the school nurse to student ratio in Randolph County Schools and Asheboro City Schools in order to have a positive impact on improving children's health and their readiness to learn.

Service Area Summary

Funds are used by both Randolph County school districts to increase their current nationally certified nursing resources. Randolph County Schools uses their portion of the funding to employ 3 certified school nurses. Asheboro City Schools employs 2 additional certified school nurses.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	-	-	-	-	-	-
Part Time	-	-	-	-	-	-
	-	-	-	-	-	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Passthrough Grant *These funds go to support school health nurses in both Randolph County Schools and Asheboro City Schools.*	N/A	N/A	N/A

Service Area Budget

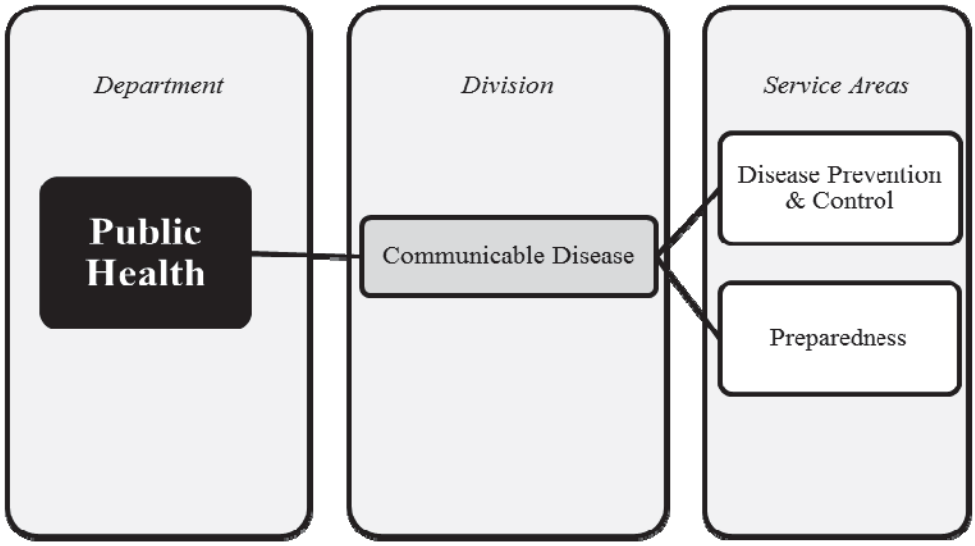
		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries					
	Fringe Benefits					
	Other Expenditures					
	Appropriations to Other Agencies	250,000	250,000	250,000	250,000	-
	Total Expenditures	**250,000**	**250,000**	**250,000**	**250,000**	**-**
Revenues	Restricted Intergovernmental	250,000	250,000	250,000	250,000	-
	Permits and Fees					
	Sales and Services					
	Miscellaneous					
	Total Revenues	**250,000**	**250,000**	**250,000**	**250,000**	**-**
General County Revenues Provided (Needed)		$ -	$ -	$ -	$ -	$ -

Department	**PUBLIC HEALTH**
Division	**Communicable Disease**

Division Mission
To control and prevent communicable and chronic disease through proper screening, identification, referral, treatment, follow-up and implementation of control measures.

Division Summary
This division provides screening and treatment for communicable disease, including investigation and implementation of control measures for reportable communicable disease. Disease prevention services, including immunizations, employee safety, infection control, and disease outbreak readiness are also provided.

Service Areas within Division



Department	**PUBLIC HEALTH**
Division	**Communicable Disease**
Service Area	**Disease Prevention and Control**

Mission

To prevent disease through screening, referral, outbreak preparedness, employee safety and infection control and to control disease through screening, proper identification, treatment, follow-up and implementation of control measures.

Service Area Summary

Chronic disease screening and referral is provided. Staff prepare for disease outbreaks and public health disasters and work to prevent employee accidents and exposures to communicable disease in the work setting. Disease control provides immunizations, screening, preventive treatment, testing, surveillance and follow-up for communicable disease.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	10.80	8.85	8.85	8.68	8.68	
Part Time	-	-	-	-	-	-
	10.80	8.85	8.85	8.68	8.68	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To prevent vaccine-preventable disease in Randolph County children.			
● Percent of children age 2 and under who are known to the health department that are age-appropriately immunized. *In FY 2014-15 there were 109 children under age 2 known to the health department, of those 98 were age appropriately immunized.*	90%	95%	95%
Goal: To identify people with communicable disease in order to control the disease in the individuals and their contacts and prevent additional contacts.			
● Percent of individuals identified with communicable disease receiving follow-up, treatment, and control measures. *There were 729 communicable diseases reported in the county during FY 2014-15.*	94%	100%	100%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 331,067	$ 329,711	$ 321,294	$ 321,294	$ -
	Fringe Benefits	107,810	116,012	112,091	112,091	-
	Other Expenditures	64,176	36,345	39,424	39,424	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**503,053**	**482,068**	**472,809**	**472,809**	**-**
Revenues	Restricted Intergovernmental	72,481	54,607	70,084	70,084	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	31,195	31,500	29,400	29,400	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**103,676**	**86,107**	**99,484**	**99,484**	**-**
General County Revenues Provided (Needed)		$ (399,377)	$ (395,961)	$ (373,325)	$ (373,325)	$ -

Department	**PUBLIC HEALTH**
Division	**Communicable Disease**
Service Area	**Preparedness**

Mission

To prepare Health Department staff to work with other agencies and respond in the event of a natural or man-made disaster.

Service Area Summary

In public health, staff will prepare for communicable disease outbreaks (intentional or unintentional). We will forge team work relationships with other response agencies such as Emergency Medical Services, fire departments, law enforcement, and others so that we will be prepared to prevent problems when we can or react to problems as they occur.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.00	1.00	1.00	1.00	1.00	
Part Time	-	-	-	-	-	-
	1.00	1.00	1.00	1.00	1.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Prepare for infectious disease outbreaks and other public health disasters through the development, exercise, and evaluation of a comprehensive public health emergency preparedness and response plans.			
● Conduct at least one public health preparedness and response plan exercise yearly . *Staff participated in two (2) exercises.*	100%	100%	100%

Service Area Budget

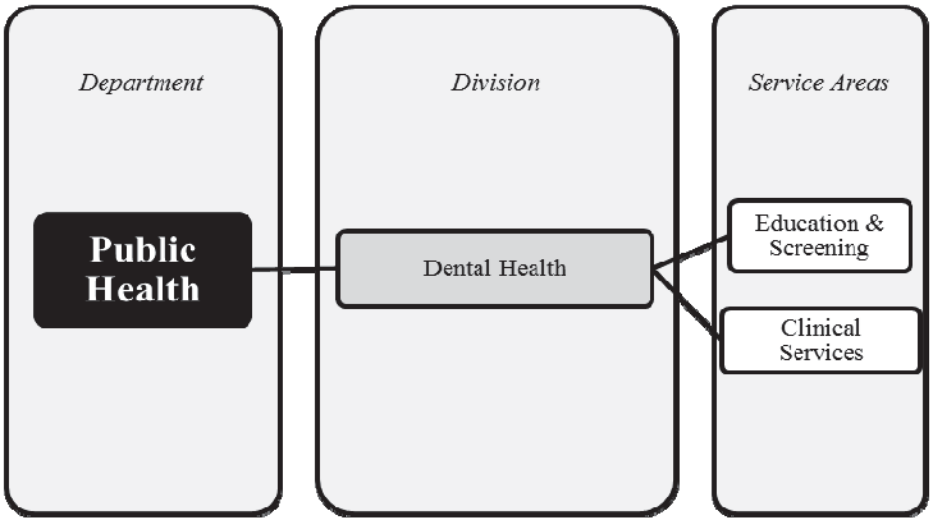
		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 46,896	$ 47,809	$ 47,909	$ 47,909	$ -
	Fringe Benefits	13,571	14,688	14,964	14,964	-
	Other Expenditures	3,025	1,500	6,600	6,600	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**63,492**	**63,997**	**69,473**	**69,473**	**-**
Revenues	Restricted Intergovernmental	43,545	43,545	48,545	48,545	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**43,545**	**43,545**	**48,545**	**48,545**	**-**
General County Revenues Provided (Needed)		$ (19,947)	$ (20,452)	$ (20,928)	$ (20,928)	$ -

Department	**PUBLIC HEALTH**
Division	**Dental Health**

Division Mission
To improve the oral health of Randolph County citizens by providing educational, preventive and clinical community oral health services.

Division Summary
The Dental Program provides screening, preventive education and clinical dental care for preschool and school-age children.

Service Areas within Division



Department	**PUBLIC HEALTH**
Division	**Dental Health**
Service Area	**Education & Screening**

Mission

To screen and refer children found to have dental needs and to educate children and adults how to prevent dental problems and improve dental health.

Service Area Summary

Dental Health provides education, screening and referral for preschool and school-age children (Preschool/Kindergarten).

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Part Time	0.70	0.70	0.70	0.70	0.70	
	-	-	-	-	-	-
	0.70	0.70	0.70	0.70	0.70	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To detect students with dental needs and determine who is receiving dental care			
• Percent of students receiving screening in grades Kindergarten. *In 2014-15 1,556 children received dental screening.*	95%	95%	95%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 35,310	$ 36,019	$ 36,742	$ 36,742	$ -
	Fringe Benefits	10,073	10,702	11,031	11,031	-
	Other Expenditures	1,798	1,800	1,800	1,800	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**47,181**	**48,521**	**49,573**	**49,573**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (47,181)	$ (48,521)	$ (49,573)	$ (49,573)	$ -

Department	**PUBLIC HEALTH**
Division	**Dental Health**
Service Area	**Clinical Services**

Mission

To provide restorative treatment and follow-up for preschool and school age children with dental needs.

Service Area Summary

This service area provides clinical treatment, education and follow-up for children in need.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.30	1.30	1.30	1.30	1.30	
Part Time	-	-	-	-	-	-
	1.30	1.30	1.30	1.30	1.30	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To follow clinical patients to ensure dental health maintenance			
• Percent of children scheduled for follow-up will keep their appointments. *There were 659 children scheduled for follow-up, of those 569 children kept that appointment.*	86%	95%	95%

Service Area Budget

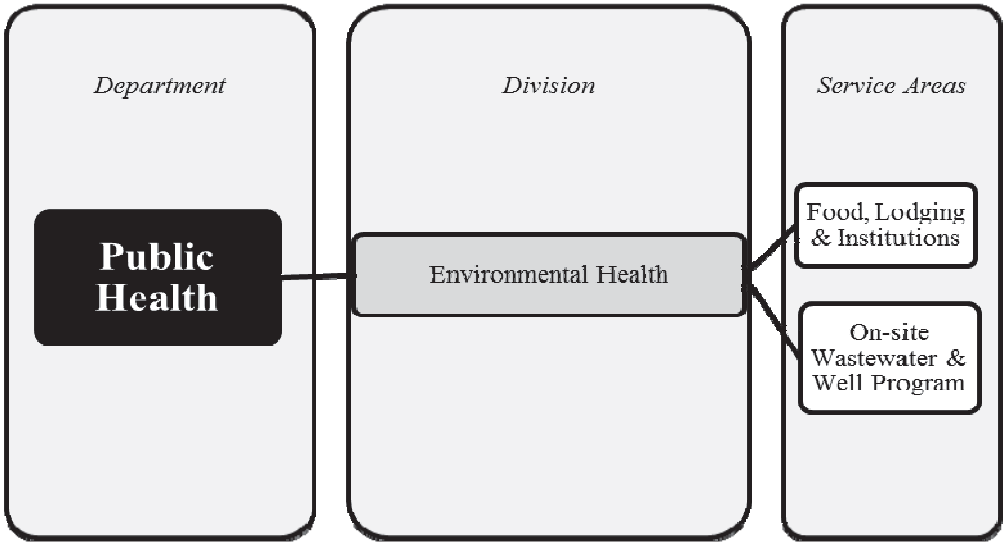
		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	
Expenditures	Salaries	$ 44,066	$ 44,949	$ 45,263	$ 45,263	$ -
	Fringe Benefits	14,922	16,271	16,584	16,584	-
	Other Expenditures	57,041	81,000	81,000	81,000	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**116,029**	**142,220**	**142,847**	**142,847**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	82,755	79,000	82,000	82,000	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**82,755**	**79,000**	**82,000**	**82,000**	**-**
General County Revenues Provided (Needed)		$ (33,274)	$ (63,220)	$ (60,847)	$ (60,847)	$ -

Department	**PUBLIC HEALTH**
Division	**Environmental Health**

Division Mission
To protect and preserve the health of the public and the environment through program of services involving evaluation, inspection, and management of County resources.

Division Summary
Environmental Health evaluates restaurants and other food and lodging establishments and evaluates property for the purpose of permitting subsurface sewage disposal systems. The program provides inspection of existing septic tank systems, issues permits for new septic tank systems and ensures the protection of public and private water supplies. They participate in investigations for communicable disease outbreaks and solid and hazardous waste problems and help to provide education for the prevention of such.

Service Areas



Department	**PUBLIC HEALTH**
Division	**Environmental Health**
Service Area	**Food, Lodging, & Institutions**

Mission

To assure the public of sanitary conditions in food-service establishments, lodging facilities and institutions and to eliminate or decrease the spread of communicable disease.

Service Area Summary

Food, Lodging and Institution service includes inspection of facilitites according to law; posting inspection grade cards for public view; assurance that facilities are being constructed to meet North Carolina sanitation guidelines; investigation of complaints and foodborne illness outbreaks; the provision of food sanitation and safety education for food handlers; and the provision of environmental investigations fo determine the source of lead exposure in children reported to have elevated blood lead levels.

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	6.50	6.50	6.50	6.50	6.50	
Part Time	-	-	-	-	-	-
	6.50	6.50	6.50	6.50	6.50	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
.			
Goal: To ensure that sanitary practices are being followed to protect the public's health.			
● Percent of food establishments will receive the recommended number of sanitation inspections. *There were 1,152 recommended inspections made. There were a total of 1,173 inspections completed.*	80%	100%	100%
Goal: To resolve complaints related to Food and Lodging.			
● Percent of complaints responded to within 48 hrs. *There were 95 Food and Lodging complaints in FY 2014-15, 95 were responded to within 48 hours.*	96%	100%	100%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 226,254	$ 267,852	$ 268,073	$ 268,073	$ -
	Fringe Benefits	67,465	88,419	90,007	90,007	-
	Other Expenditures	28,747	29,750	33,750	33,750	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**322,466**	**386,021**	**391,830**	**391,830**	**-**
Revenues	Restricted Intergovernmental	15,049	16,000	17,000	17,000	-
	Permits and Fees	20,416	7,600	7,400	7,400	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**35,465**	**23,600**	**24,400**	**24,400**	**-**
General County Revenues Provided (Needed)		$ (287,001)	$ (362,421)	$ (367,430)	$ (367,430)	$ -

Department	**PUBLIC HEALTH**
Division	**Environmental Health**
Service Area	**On-site Wastewater and Well Program**

Mission

To protect the public health and groundwater through the proper construction, abandonment, and monitoring of private well water supplies and to prevent the spread of disease through the proper treatment and disposal of wastewater.

Service Area Summary

This service area permits private well construction, regulates well repair and abandonment, inspects newly constructed wells and wells located on lands that are known to change ownership. Staff monitor groundwater through well water sampling and provide education regarding the importance of proper well construction, proper treatment, and disposal of wastewater. They assist Emergency Services in evaluating the impact of spills on well-water supplies and the local environment, conduct soil evaluations to determine suitability of property for subsurface wastewater treatment and disposal, design and permit subsurface wastewater treatment and disposal systems and inspect final system installations. Above-ground inspections of existing wastewater treatment and disposal systems are conducted before authorizing new connections to these systems. Complaints concerning wastewater are investigated.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	7.95	6.95	6.95	6.95	6.95	
Part Time	-	-	-	-	-	-
	7.95	6.95	6.95	6.95	6.95	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To properly evaluate properties and issue/deny septic permits appropriately.			
● Percent site evaluations for new septic systems and system expansions within 1 week of initial visit. *230 initial site visits were made in FY 20114-15. Of those, 184 properly prepared sites received a permit or denial within one week.*	100%	100%	100%
Goal: To verify and abate sewage problems.			
● Percent of initial visits made to verify the presence or absence of a sewage problem within 3 days of assignment. *Staff responded to 165 sewage complaints within 3 days. There were a total of 165 complaints.*	100%	100%	100%
Goal: To properly evaluate properties and issue or deny a well permit.			
● Percent of initial visits to evaluate property for new wells performed within 2 weeks of assignment. *There were 211 wel permit site evaluation visits made for FY2014-15; 209 of those visits were responded to within 2 weeks.*	99%	100%	100%

Service Area Budget

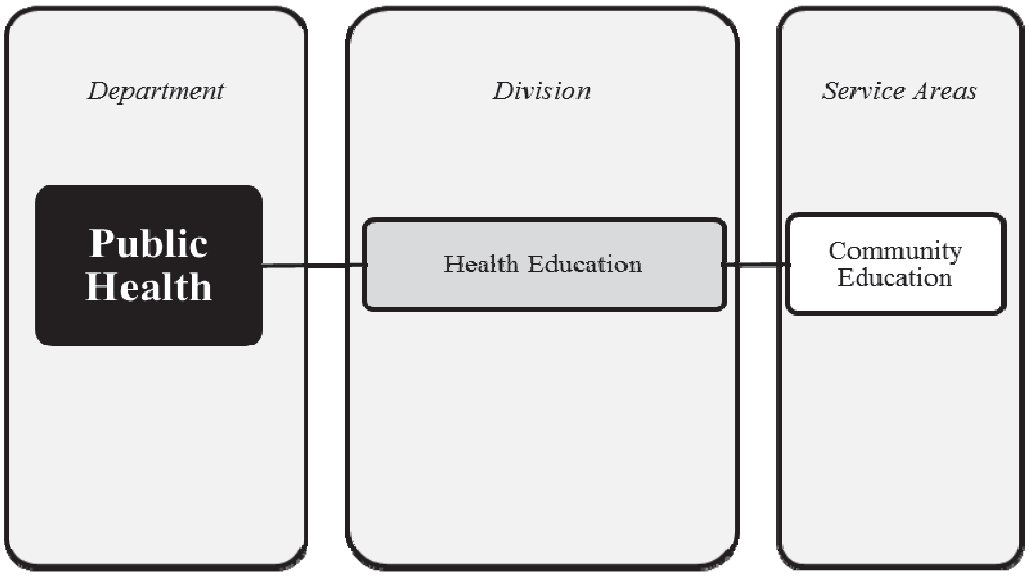
		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 303,494	$ 308,574	$ 311,850	$ 311,850	$ -
	Fringe Benefits	93,426	98,008	100,353	100,353	-
	Other Expenditures	38,627	41,700	41,500	41,500	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**435,547**	**448,282**	**453,703**	**453,703**	**-**
Revenues	Restricted Intergovernmental	4,000	4,000	-	-	-
	Permits and Fees	129,317	112,000	140,000	140,000	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**133,317**	**116,000**	**140,000**	**140,000**	**-**
General County Revenues Provided (Needed)		$ (302,230)	$ (332,282)	$ (313,703)	$ (313,703)	$ -

Department	**PUBLIC HEALTH**
Division	**Health Education**

Division Mission
To ensure the provision of current health information to individuals and to the community on an understanding level equal to that of the intended audience and to participate and organize community resources in a manner that allows the greatest impact on multifaceted health problems.

Division Summary
Community and client education is provided in the form of group programs, worksite health promotion, special events and media messages. Education in schools regarding health promotion and disease prevention is also provided. Car Seat Safety clinics are conducted. Employee motivation activities are held. Community leadership in public health issues and information is demonstrated.

Service Areas within Division



Department	**PUBLIC HEALTH**
Division	**Health Education**
Service Area	**Community Education**

Mission

To organize community resources and provide community education in a manner that allows the greatest impact on multifaceted health problems.

Service Area Summary

This service area provides health promotion and disease prevention education in the community and promotes the services of the Health Department.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	0.90	0.90	0.90	1.90	1.90	
Part Time	-	-	-	-	-	
	0.90	0.90	0.90	1.90	1.90	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Protect children (birth to age 18) from unintentional, preventable childhood injuries and resulting deaths.			
● 100 families will receive proper child safety seat intallation education. *There were 52 families that received child safety seat installation* ***education.***	100%	100%	100%
Goal: To develop community partnerships and initiatives that work to improve the health and well-being of Randolph County residents.			
● Implement one community health promotion policy change in Randolph County. *There was one community health promotion policy change implemented in FY2014-15 which involved healthy food options being offered in a corner store of a food desert in the southeast corner of the county.*	100%	100%	100%

Service Area Budget

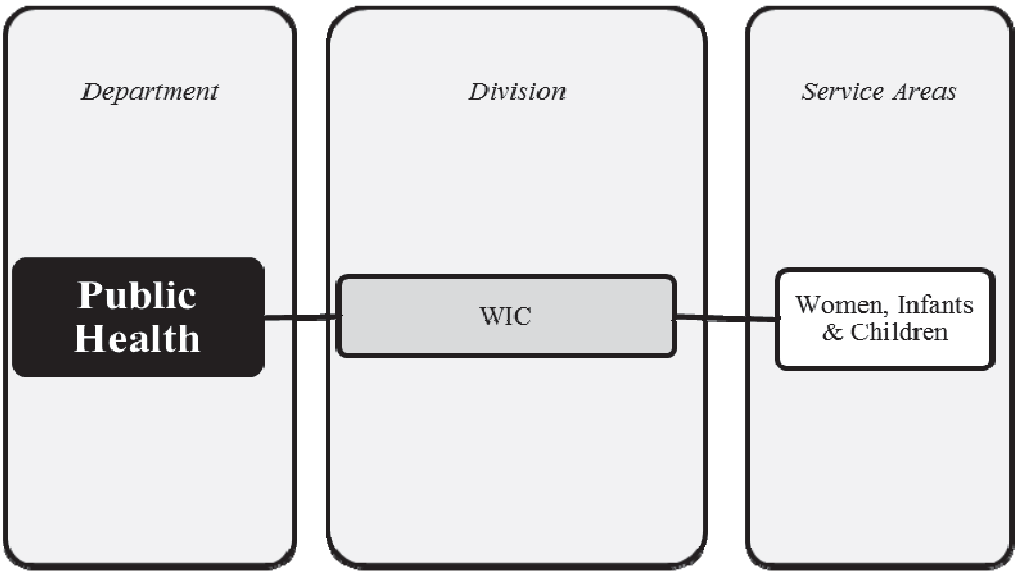
		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 36,922	$ 37,305	$ 71,379	$ 71,379	$ -
	Fringe Benefits	11,681	12,279	23,901	23,901	-
	Other Expenditures	10,279	9,000	10,500	10,500	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**58,882**	**58,584**	**105,780**	**105,780**	**-**
Revenues	Restricted Intergovernmental	31,332	30,832	32,208	32,208	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**31,332**	**30,832**	**32,208**	**32,208**	**-**
General County Revenues Provided (Needed)		$ (27,550)	$ (27,752)	$ (73,572)	$ (73,572)	$ -

Department	**PUBLIC HEALTH**
Division	**WIC / Nutrition**

Division Mission
To improve the health of clients in the community throughout the lifecycle by providing therapeutic nutrition counseling, community and client nutrition education, and nutritious supplemental foods.

Division Summary
The WIC/Nutrition Program identifies income-eligible pregnant and postpartum women, infants, and children up to age five who are at nutritional risk and provides vouchers for foods that are good sources of the nutrients that are most likely to be lacking in the diets of participants (proteins, iron, calcium, vitamin A and vitamin C). Staff also provides nutrition education directed toward achieving positive changes in eating awareness and behaviors and promoting the routine use of preventive health care services.

Service Areas within Division



Department	**PUBLIC HEALTH**
Division	**WIC**
Service Area	**Women, Infants & Children**

Mission

To provide nutrition services to pregnant women, postpartum women, and infants and children up to age five at nutritional risk.

Service Area Summary

This program determines eligibility and certifies clients for nutrition, breastfeeding support and education.

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	18.25	19.25	19.25	18.25	18.25	
Part Time	3.00	3.00	3.00	2.00	2.00	
	21.25	22.25	22.25	20.25	20.25	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide nutrition services to pregnant women and children at nutritional risk			
• Percent of base caseload maintaining active client participation. *The assigned participant caseload for the WIC Program was 3,963. The Program actually provided services to 3,910 participants during FY2015-15.*	99%	97%	97%
Goal: To promote and provide support for breastfeeding			
• Percent of breastfeeding mothers that receive appropriate contact and support from the breastfeeding peer counselor. *This involves 68 out of 73 breastfeeding clients.*	93%	95%	95%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 528,100	$ 518,346	$ 498,188	$ 498,188	$ -
	Fringe Benefits	191,065	201,311	195,750	195,750	-
	Other Expenditures	92,448	42,674	65,247	65,247	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**811,613**	**762,331**	**759,185**	**759,185**	**-**
Revenues	Restricted Intergovernmental	874,530	762,331	759,185	759,185	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**874,530**	**762,331**	**759,185**	**759,185**	**-**
General County Revenues Provided (Needed)		$ 62,917	$ -	$ -	$ -	$ -

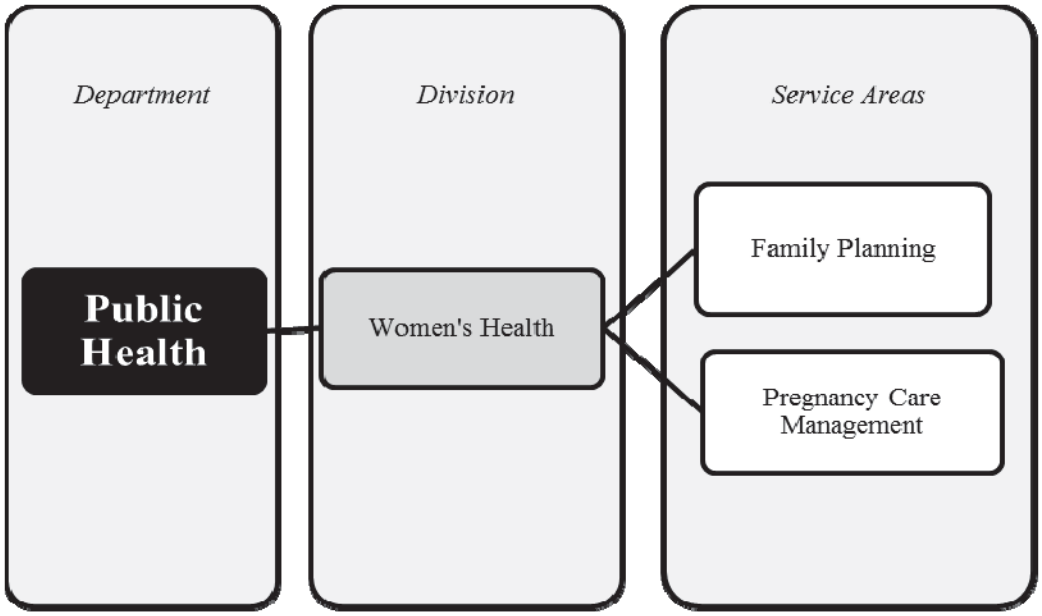
PUBLIC HEALTH

Women's Health

Division Mission
To provide women's preventative health services.

Division Summary
This program provides breast and cervical cancer screening, referral and follow-up as well as general well-woman services and referral. Family planning services and sexually transmitted disease detection and treatment is also provided.

Service Areas within Division



Department	**PUBLIC HEALTH**
Division	**Women's Health**
Service Area	**Family Planning**

Mission

To assist women of childbearing age in the planning and spacing of their children.

Service Area Summary

Clinical and education services are provided, including education concerning birth control methods and women's health issues, physical exams and birth control method selection. Birth control supplies and referral and follow-up for problems are also provided. The program has special emphasis on reaching families in financial need and those age nineteen or less who need services.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	8.70	12.55	12.55	12.66	12.66	
Part Time	-	-	-	1.00	1.00	
	8.70	12.55	12.55	13.66	13.66	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To Provide family planning clinical services to low- income women of childbearing age.			
● Percent of clients from the target population receiving family planning services. *Family planning services were provided to 1,242 individuals during FY2014-15; of those 867 were at or below 150% of poverty level.*	70%	75%	75%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 367,819	$ 502,698	$ 462,754	$ 462,754	$ -
	Fringe Benefits	107,201	168,339	155,430	155,430	-
	Other Expenditures	125,428	81,022	102,411	102,411	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**600,448**	**752,059**	**720,595**	**720,595**	**-**
Revenues	Restricted Intergovernmental	228,766	183,830	187,563	187,563	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	124,238	199,742	193,000	193,000	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**353,004**	**383,572**	**380,563**	**380,563**	**-**
General County Revenues Provided (Needed)		$ (247,444)	$ (368,487)	$ (340,032)	$ (340,032)	$ -

Department	**PUBLIC HEALTH**
Division	**Women's Health**
Service Area	**Pregnancy Care Management**

Mission

To maximize health outcomes by targeting services to the highest risk, highest cost individuals, therby reducing cost and improving quality of care for participants.

Service Area Summary

Pregnancy Care Management is a program designed for Medicaid eligible women with increased risk for poor birth outcomes. Nurses provide case management interventions aimed at improving the continutiy of care and prenatal care quality.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	6.70	6.20	6.20	5.77	5.77	
Part Time		0.50	0.50	-	-	-
	6.70	6.70	6.70	5.77	5.77	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To improve the quality of maternity care, improve birth outcomes, and provice continutiy of care for eligible women.			
● Decrease the percentage of priority OB Medicaid clients deferred for "refused services" within 60 days of initial risk screening. (target is 0-5%)	4%	0%	0%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 215,184	$ 239,717	$ 273,771	$ 273,771	$ -
	Fringe Benefits	61,604	75,933	85,718	85,718	-
	Other Expenditures	13,048	10,692	14,300	14,300	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**289,836**	**326,342**	**373,789**	**373,789**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	340,996	326,342	335,966	335,966	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**340,996**	**326,342**	**335,966**	**335,966**	**-**
General County Revenues Provided (Needed)		$ 51,160	$ -	$ (37,823)	$ (37,823)	$ -

Social Services

Department Mission

The Randolph County Department of Social Services provides residents of Randolph County access to programs that promote economic independence and family stability. We seek to preserve the dignity of the family/individual and to provide good customer service in an efficient, cost-effective, timely and professional manner.

Department Summary

Services are provided to the citizens of Randolph County that will assist families and individuals to live in safe environments & to remain self sufficient. The programs administered by this department are funded by a combination of Federal, State, & County funds. Federally mandated programs include Income Maintenance programs such as Medicaid, Food & Nutrition Services, Work First (Temporary Assistance for Needy Families), & Crisis Assistance. Program eligibility is based on citizen income, fund reserves, & household size.

Other service programs that are federally mandated (but not income-based) are Child Welfare Services, including Child Protective Services, Foster Care, and Adoptions and Adult and Family Services, which include Child and Adult Day Care, Work First Employment Services, In-Home Aide Services and Adult Protective Services.

The department is also involved in a variety of other related services and coordinates with many community agencies to provide the most appropriate services to citizens in Randolph County.

The department benefits from the guidance of an advisory board consisting of five members: two appointed by the NC Social Services Commission, two appointed by the County Commissioners, and the fifth member appointed by the other four members.

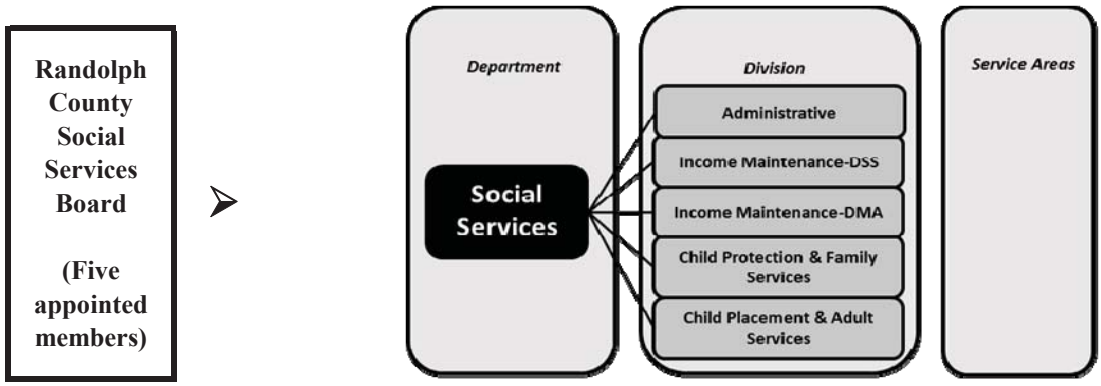
Policy Goals Supported by Department

Randolph County Social Services supports the following Policy Goals: Human Services - Improve the quality of life and ensure the personal health and well being of all Randolph County citizens, including determination of available state and federal programs that address individual needs; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	177.00	179.00	179.00	179.00	179.00	-
Part Time	-	-	-	-	-	-
	177.00	179.00	179.00	179.00	179.00	-

Divisions



Department **SOCIAL SERVICES**

Budget Highlights

In 2015/2016, the hot topic was potential Medicaid expansion in NC. The Governor declined to expand Medicaid until the program underwent reform. Meanwhile, changes have occurred in many of the programs administered by the Department of Social Services (DSS). State actions to "roll-forward" the eligibility of Medicaid cases created a statewide backlog. This practice was done with federal approval in order to prevent counties from having to review these cases under the old rules prior to the Affordable Care Act and then again under the new rules. RCDSS worked 1,412 hours of overtime (1/15-2/16) to overcome the backlog. Current NC Department of Health and Human Services initiatives include: Medicaid reform; the Governor's Task Force on Mental Health and Substance Use; Local Management Entities and Managed Care Organizations alignment; and Food and Nutrition Services (FNS) program timelines. These initiatives may be strengthened or changed drastically - depending upon the November 2016 NC leadership election results. Regardless of the election outcome, RCDSS will be impacted. Adjustments will occur, particularly with how resources are aligned to serve our citizens. The NC General Assembly asked for Medicaid reform to provide more cost-predictability and improve access to quality medical services. Today, the Medicaid program is a fee-for-service program. Plans are to move toward "capitation" where providers receive a set amount of money per patient per month while being tasked to provide all services for that amount. NC's plan will require medical providers to meet performance benchmarks. The focus will be on creating a healthy community - which dovetails nicely with our Randolph County Strategic Plan. For broad changes to the Medicaid program, NC must obtain a federal waiver (to be submitted 6/1/16) from the Centers for Medicare and Medicaid Services and demonstrate innovative approaches to providing community-based health care with higher health outcomes. Those outcome standards are expected to align across systems including behavioral health and physical health. With regard to FNS program timelines, the US Department of Agriculture notified NC that the state must achieve and maintain high processing rates to ensure FNS applicants are provided timely food benefits (within 7 days for emergency benefits or within 30 days for non-expedited benefits). Failure to meet the federally-prescribed processing rates could subject the state and counties to a collective loss of $80 million in federal administrative funds. RCDSS has consistently performed within the required timeframes. In conclusion, this requested budget takes into consideration the forecasted programmatic and staffing needs anticipated in carrying out mandated services to empower, protect and educate citizens who cannot take care of themselves.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 6,235,891	$ 6,933,792	$ 7,075,710	$ 7,075,710	$ -
	Fringe Benefits	1,960,202	2,353,289	2,428,785	2,428,785	-
	Other Expenditures	10,077,033	11,243,427	11,549,434	11,549,434	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**18,273,126**	**20,530,508**	**21,053,929**	**21,053,929**	**-**
Revenues	Restricted Intergovernmental	13,297,085	13,518,158	13,851,298	13,851,298	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	112,210	53,000	51,000	51,000	-
	Miscellaneous	2,220	-	-	-	-
	Total Revenues	**13,411,515**	**13,571,158**	**13,902,298**	**13,902,298**	**-**
General County Revenues Provided (Needed)		$ (4,861,611)	$ (6,959,350)	$ (7,151,631)	$ (7,151,631)	$ -

Department **SOCIAL SERVICES**

Comparative Budgets By Service Area

Expenditures	**2014-15**	**2015-16**	**2016-17**		
	Actual	Final Approved	Requested	Proposed	Final Approved
Administrative					
Managerial	$ 1,078,783	$ 1,190,193	$ 1,383,049	$ 1,383,049	$ -
Support	360,384	447,801	444,983	444,983	-
Income Maintenance - Services					
Food & Nutrition	995,207	1,153,711	1,175,062	1,175,062	-
Energy Programs	1,143,760	1,414,644	1,396,528	1,396,528	-
Work First	590,027	680,013	680,618	680,618	-
Income Maintenance - DMA					
Medicaid	2,934,752	3,394,020	3,372,096	3,372,096	-
Child Protection & Family Services					
Child Care & Family Services	5,644,540	5,568,039	5,910,464	5,910,464	-
Child Protective Services	1,869,708	2,065,081	2,082,316	2,082,316	-
Child Placement & Adult Services					
Adoption & Home Finding	763,551	911,254	911,731	911,731	-
Adult Services	495,309	537,302	545,235	545,235	-
Foster Care	2,397,105	3,168,450	3,151,847	3,151,847	-
Total Expenditures	$ 18,273,126	$ 20,530,508	$ 21,053,929	$ 21,053,929	$ -

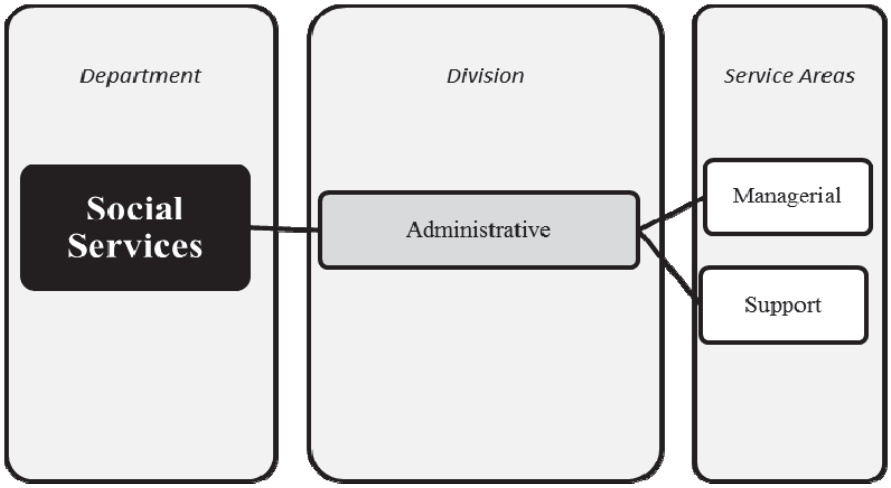
Revenues	**2014-15**	**2015-16**	**2016-17**		
	Actual	Final Approved	Requested	Proposed	Final Approved
Administrative					
Managerial	$ 6,971,726	$ 6,832,525	$ 6,840,018	$ 6,840,018	$ -
Support	-	-	-	-	-
Income Maintenance - Services					
Food & Nutrition	-	-	-	-	-
Energy Programs	-	-	-	-	-
Work First	-	-	-	-	-
Income Maintenance - DMA					
Medicaid	53,010	53,000	51,000	51,000	-
Child Protection & Family Services					
Child Care & Family Services	5,155,033	5,033,694	5,365,719	5,365,719	-
Child Protective Services	-	-	-	-	-
Child Placement & Adult Services					
Adoption & Home Finding	80,318	93,750	93,750	93,750	-
Adult Services	-	-	-	-	-
Foster Care	1,151,428	1,558,189	1,551,811	1,551,811	-
Total Revenues	$ 13,411,515	$ 13,571,158	$ 13,902,298	$ 13,902,298	$ -

Department	**SOCIAL SERVICES**
Division	**Administrative**

Division Mission
The purpose of the Administrative Division is to provide the managerial and supportive services for the entire staff in order to accomplish departmental goals.

Division Summary
The Administrative Division is responsible for the administrative support and management of the entire agency. It is the responsibility of this division to provide all managerial services including budgeting, accounting, contracting, purchasing, personnel, office management, security, legal services, and technology services. This division also provides all supportive services for the staff, including reception, records management, mail services, and maintaining an adequate level forms; provide confidentiality and security training (for various computer systems).

Service Areas within Division



Department	**SOCIAL SERVICES**
Division	**Administrative**
Service Area	**Managerial**

Mission

The purpose of the Managerial Service Area is to provide the necessary financial support, personnel services, legal services, technology services, equipment and supplies in order for the agency staff to complete their work.

Service Area Summary

The managerial staff provides the agency with a safe, well equipped, and organized working environment. This area is responsible for all financial matters to enable the agency to operate on a daily basis as well as providing the necessary materials and equipment to assist the agency employees. Legal and technology services are provided through this area to assist staff in their jobs.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	11.00	11.00	11.00	11.00	11.00	
Part Time	-	-	-	-	-	-
	11.00	11.00	11.00	11.00	11.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Organize, equip, train, and lead staff in a manner that enables them to accurately attract and retain a positively engaged staff sufficient to maintain staff work hour capacity at 98%.			
• Capacity usage ratio (actual hours / budgeted hours)		**98%**	**98%**
Goal: Organize, equip, train, and lead staff in a manner that enables them to accurately establish capability and train excellence to maintain productive work hours at 80% or above.			
• Productivity Index (indirect hours / total hours worked)		**80%**	**80%**
Goal: Organize, equip, train, and lead staff in a manner that enables them to accurately effectively budget, expend, and maximize revenues to ensure a budget performance ratio of 66%.			
• Budget performance ratio		**66%**	**66%**

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 462,621	$ 479,397	$ 648,114	$ 648,114	$ -
	Fringe Benefits	153,091	184,563	212,113	212,113	-
	Other Expenditures	463,071	526,233	522,822	522,822	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**1,078,783**	**1,190,193**	**1,383,049**	**1,383,049**	**-**
Revenues	Restricted Intergovernmental	6,969,506	6,832,525	6,840,018	6,840,018	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	2,220	-	-	-	-
	Total Revenues	**6,971,726**	**6,832,525**	**6,840,018**	**6,840,018**	**-**
General County Revenues Provided (Needed)		$ 5,892,943	$ 5,642,332	$ 5,456,969	$ 5,456,969	$ -

Department	**SOCIAL SERVICES**
Division	**Administrative**
Service Area	**Support**

Mission

The Administrative Support Service Area provides the initial assessment of client needs and the essential resources needed by

Service Area Summary

The Support Service Area provides reception services to the public and staff of the agency. The staff members handle all

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	9.00	9.00	9.00	9.00	9.00	
Part Time	-	-	-	-	-	-
	9.00	9.00	9.00	9.00	9.00	-

Performance Measures

Performance measures for Managerial and Support staff are included in the program specific goals and measurements. Success of the department is based on the success of each program. Outcomes are based on the expected, required, mandated, legal, and ethical outcomes for each of the major program areas.

Service Area Budget

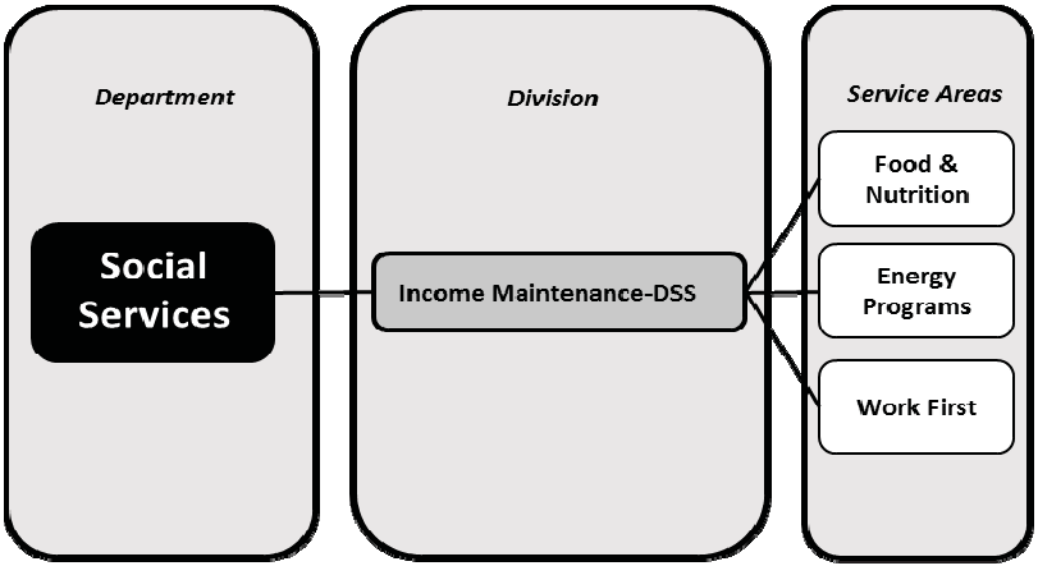
		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 257,121	$ 311,816	$ 307,762	$ 307,762	$ -
	Fringe Benefits	99,524	131,835	133,071	133,071	-
	Other Expenditures	3,739	4,150	4,150	4,150	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**360,384**	**447,801**	**444,983**	**444,983**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (360,384)	$ (447,801)	$ (444,983)	$ (444,983)	$ -

Department	**SOCIAL SERVICES**
Division	**Income Maintenance - DSS**

Division Mission
To determine timely and accurate level of benefits based on income and assets of families or individuals for federal and state mandated programs with a specific focus on NC Division of Social Services Programs.

Division Summary
The Income Maintenance - DSS Division is responsible for administering applications and reviews for Federal and/or State-mandated, means-tested programs: Food and Nutrition Services, Energy Programs, and Work First. This division is also responsible for Universal Intake for eligibility programs at Asheboro and Archdale offices.

Service Areas within Division



Department	**SOCIAL SERVICES**
Division	**Income Maintenance - DSS**
Service Area	**Food & Nutrition**

Mission

The Food and Nutrition Services staff provides households with timely and accurate benefit eligibility determination.

Service Area Summary

The purpose of Food and Nutrition Services (FNS) is to end hunger and improve nutrition and health. It helps eligible low-income households buy the food they need for a nutritionally adequate diet. FNS is a federal food assistance program that helps low-income families. In North Carolina monthly allotments of FNS benefits are issued via Electronic Benefit Transfer cards (EBT cards). This area also houses the Program Integrity staff. Under North Carolina law, persons must give caseworkers all information needed to decide if they can receive benefits such as Work First Family Assistance, Food and Nutrition Services, Medicaid, Energy Assistance, Special and Emergency Assistance. Those who do not report correctly, commit a crime. The investigators seek reimbursement through client repayment, tax refund intercept, lottery winnings intercept, other administrative procedures, or other legal actions.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	22.40	22.65	22.65	22.65	22.65	
Part Time	-	-	-	-	-	-
	22.40	22.65	22.65	22.65	22.65	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Organize, equip, train, and lead staff in a manner that enables them to accurately process 93% of FNS transactions (applications, recertifications, and fraud referrals) before the maximum allowed timeframe.			
• Percentage of regular applications processed by day 25.		100%	
• Percentage of emergency applications processed by day 4.		100%	
• Percent of recertifications processed before last day of the certification end date		100%	
• Percent of fraud referrals processed timely (within 180 days)		100%	
• FNS Caseload		13,000	
• Participation rate of FNS staff in quarterly training		100%	
• Percent of Case Reviews determined correct by FNS QC Case Report		93%	

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 720,069	$ 816,827	$ 827,930	$ 827,930	$ -
	Fringe Benefits	240,025	288,484	298,732	298,732	-
	Other Expenditures	35,113	48,400	48,400	48,400	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**995,207**	**1,153,711**	**1,175,062**	**1,175,062**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (995,207)	$ (1,153,711)	$ (1,175,062)	$ (1,175,062)	$ -

Department	**SOCIAL SERVICES**
Division	**Income Maintenance - DSS**
Service Area	**Energy Programs**

Mission

The purpose of the energy programs is to help families stay warm in the winter and cool in the summer. By doing so, this reduces the risk of health and safety problems such as illness, fire, or eviction.

Service Area Summary

The Crisis Intervention Program (CIP) is a Federally-funded program that provides assistance to eligible households that are in a heating or cooling related emergency. The Low Income Energy Assistance Program (LIEAP) is a Federally-funded program that provides for a one-time vendor payment to help eligible households pay their heating bills.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	3.50	3.75	3.75	3.75	3.75	
Part Time	-	-	-	-	-	-
	3.50	3.75	3.75	3.75	3.75	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Organize, equip, train, and lead staff in a manner that enables them to accurately process Energy Assistance Program transactions within 48 hours.			
• Percent of applications processed within 48 hours		100%	
• Percentage of cases determined correctly by supervisor review		100%	

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 123,360	$ 131,037	$ 132,834	$ 132,834	$ -
	Fringe Benefits	34,691	44,429	48,026	48,026	-
	Other Expenditures	985,709	1,239,178	1,215,668	1,215,668	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**1,143,760**	**1,414,644**	**1,396,528**	**1,396,528**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (1,143,760)	$ (1,414,644)	$ (1,396,528)	$ (1,396,528)	$ -

Department	**SOCIAL SERVICES**
Division	**Income Maintenance - DSS**
Service Area	**Work First**

Mission

North Carolina 's Temporary Assistance for Needy Families (TANF) program, called Work First, is based on the premise that parents have a responsibility to support themselves and their children.

Service Area Summary

Through Work First, parents can get short-term training and other services to help them become employed and self-sufficient. The services provided may include, but are not limited to: employment related services, transportation to/from work, post-employment short-term skills training, child and family enrichment services. Anyone receiving these services must cooperate with the Child Support Enforcement Agency. The state time limit is 24 months, after this they must remain off WFFA for 36 months. There is a federal time limit of 60 months in a lifetime.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	10.20	10.45	10.45	10.45	10.45	
Part Time	-	-	-	-	-	-
	10.20	10.45	10.45	10.45	10.45	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Organize, equip, train, and lead staff in a manner that enables them to accurately process 93% of Work First transactions (applications and recertifications) 5 days before the maximum allowed timeframe; schedule 50% of WFES participants in activities each month; and achieve a 60% client completion rate in Job Readiness Class.			
• Percent of applications processed within 40 days		93%	
• Percent of recertifications processed 5 days before last day of the		93%	
• Percent of WFES participants scheduled for work activity		50%	
• Percentage of participants completing Job Readiness Class		60%	
• Participation rate of Work First staff in quarterly training		100%	
• Percentage of case reviews determined correct		93%	

Service Area Budget

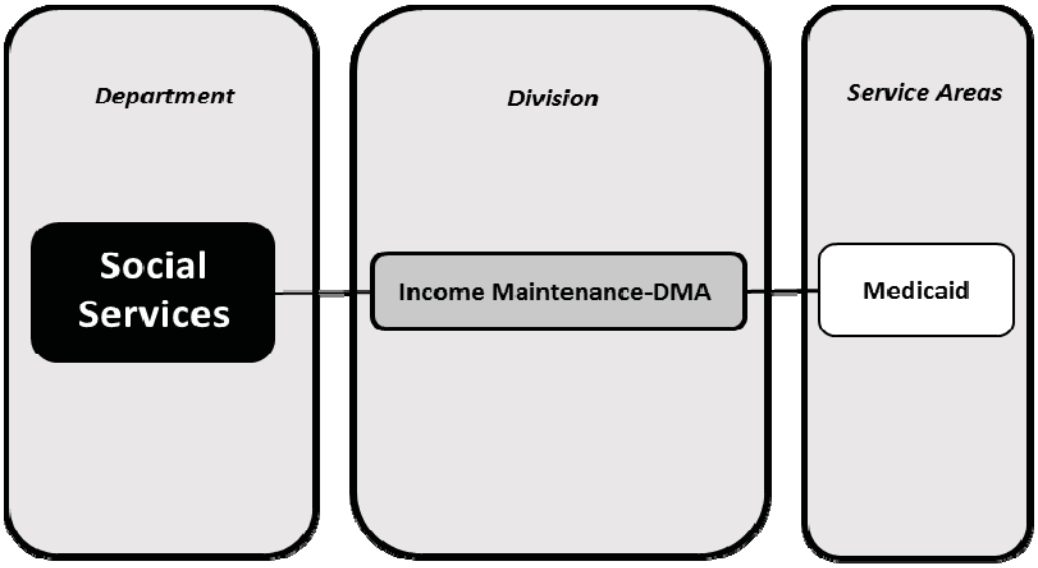
		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 330,613	$ 349,586	$ 345,100	$ 345,100	$ -
	Fringe Benefits	108,407	118,927	120,607	120,607	-
	Other Expenditures	151,007	211,500	214,911	214,911	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**590,027**	**680,013**	**680,618**	**680,618**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (590,027)	$ (680,013)	$ (680,618)	$ (680,618)	$ -

Department	**SOCIAL SERVICES**
Division	**Income Maintenance - DMA**

Division Mission
To determine timely and accurate level of benefits based on income and assets of families or individuals for federal and state mandated programs with a specific focus on NC Division of Medical Assistance Programs.

Division Summary
The Income Maintenance - DMA Division is responsible for administering applications and reviews for Federal and/or State-mandated Medicaid Programs including Special Assistance, Long Term Care, Adult Medicaid, and Family and Children's Medicaid.

Service Areas within Division



Department	**SOCIAL SERVICES**
Division	**Income Maintenance - DMA**
Service Area	**Medicaid**

Mission

The Medicaid eligibility staff provides individuals with accurate and timely medical assistance eligibility determination.

Service Area Summary

Medicaid is a health insurance program for low-income individuals and families who cannot afford health care costs.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	51.40	51.65	51.65	51.65	51.65	
Part Time	-	-	-	-	-	-
	51.40	51.65	51.65	51.65	51.65	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Organize, equip, train, and lead staff in a manner that enables them to accurately process 90% of all Medicaid transactions (applications and recertifications) before the maximum allowed timeframe.			
• Percent of applications processed by the due date		90%	
• Percent of recertifications processed before last day of the certification		90%	
• Medicaid caseload		28,000	
• Participation rate of Medicaid staff in quarterly training		100%	
• Percentage of Case Reviews determined correct by DMA QC Reports		93%	

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 1,480,564	$ 1,731,804	$ 1,703,649	$ 1,703,649	$ -
	Fringe Benefits	478,991	613,615	619,846	619,846	-
	Other Expenditures	975,197	1,048,601	1,048,601	1,048,601	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**2,934,752**	**3,394,020**	**3,372,096**	**3,372,096**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	53,010	53,000	51,000	51,000	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**53,010**	**53,000**	**51,000**	**51,000**	**-**
General County Revenues Provided (Needed)		$ (2,881,742)	$ (3,341,020)	$ (3,321,096)	$ (3,321,096)	$ -

Department	SOCIAL SERVICES
Division	Child Protection and Family Services

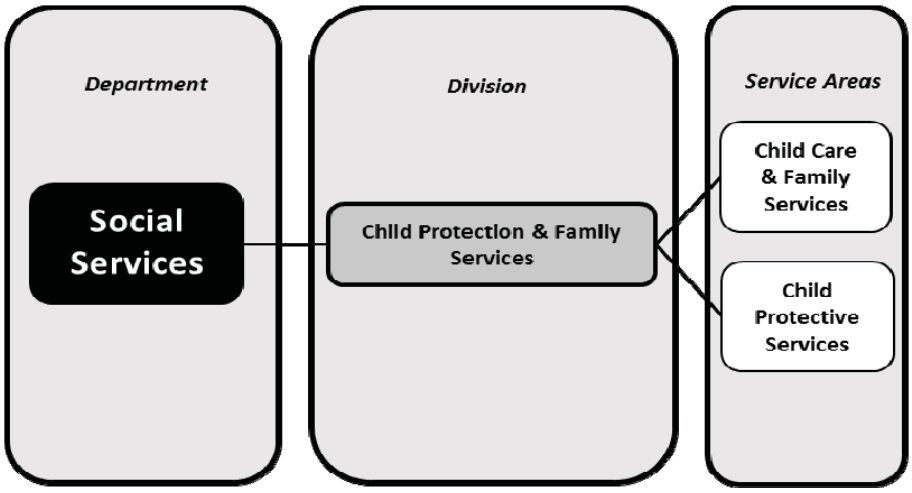
Division Mission

To ensure the citizen of Randolph County receive legally mandated services that ensure the safety, protection and well-being of children and families. To ensure that services are provided to families that meet the eligibility requirement for assistance with child care services to support employment as well as providing Medicaid transportation and emergency assistance when needed.

Division Summary

The Child Protection and Family Services Division provides social work services to the children and families of Randolph County who have been identified as being at risk of harm. Concerns of safety and need for services comes from individuals themselves as well other professionals and service providers in the community. This area completes family assessments, locates resources, refers families for services and monitors progress. The programs in this Division are also responsible for determining eligibility for child care services to support family employment and self sufficiency. The child care program is s not an entitlement program but is instead one where a determined amount of subsidized funds become available each year. This area monitors and administers those funds for the child care program and establishes a waiting list when funds are exhausted. The Child Protection and Family Services Division is a combination of staff, volunteers and a contractor that schedules and provides Medicaid transportation and social workers who provide Child Welfare Services.

Service Areas within Division



Department	**SOCIAL SERVICES**
Division	**Child Protection and Family Services**
Service Area	**Child Care & Family Services**

Mission

To determine eligibility for child care assistance, medical transportation and emergency assistance as the needs are identified by the department.

Service Area Summary

The Family Services program area determines eligibility for working families in need of assistance with paying child care expenses. The Department of Social Services Board establishes a priority list of services. ***Depending on available funding***, child care assistance ***may*** also be available to parents in school or training programs. Assistance may also be provided on a short-term basis for parents seeking employment, who were already approved to receive subsidy funds. The Family Services program also determines eligibility for non-emergency medical transportation services.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	9.65	9.85	9.85	9.85	9.85	
Part Time	-	-	-	-	-	-
	9.65	9.85	9.85	9.85	9.85	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Organize, equip, and lead staff in a manner that enables them to accurately complete 93% of child care subsidy applications 10 days prior to maximum allowed timeframe and recertifications 5 days before the maximum allowed timeframe and use 99.5% of annually allocated funds for eligible children.			
• Percentage of all applications processed by goal date		93%	93%
• Percentage of all recertifications processed by goal date		93%	93%
Goal: Organize, equip, and lead staff in a manner that enables them to accurately process 95% of Non-Emergency Medical Transportation applications and recertification's; complete 93% of recertification's 10 days prior to certification end date			
• Percentage of recertifications processed by goal date		93%	93%
• Percentage of applications processed accurately		95%	93%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 296,521	$ 321,127	$ 324,603	$ 324,603	$ -
	Fringe Benefits	101,325	117,768	124,692	124,692	-
	Other Expenditures	5,246,694	5,129,144	5,461,169	5,461,169	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**5,644,540**	**5,568,039**	**5,910,464**	**5,910,464**	**-**
Revenues	Restricted Intergovernmental	5,155,033	5,033,694	5,365,719	5,365,719	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**5,155,033**	**5,033,694**	**5,365,719**	**5,365,719**	**-**
General County Revenues Provided (Needed)		$ (489,507)	$ (534,345)	$ (544,745)	$ (544,745)	$ -

Department	**SOCIAL SERVICES**
Division	**Child Protection and Family Services**
Service Area	**Child Protective Services**

Mission

To ensure the safety and well-being of children and familes who have been identified as at risk of abuse, neglect and/or dependency. To improve parents, guardians and caretakers' abilities to provide safe, secure and nurturing homes for children by providing appropriate services to the families to lower the risk of future abuse, neglect and/or dependency.

Service Area Summary

The Child Protection programs provide social work services to the children and families of Randolph County who have been identified as being in need. Referrals for services come from the individual themselves as well other professionals and service providers in th e community.

Child Protective Services are legally mandated, non-voluntary, non-income based services for families that are geared for children who have been exposed to abuse, neglect, and/or dependency and who are at imminent risk of harm due to the actions of, or lack of protection by their parent, guardian, or caretaker. These specialized services are designed to protect children from future harm and to help improve the parent, guardian, or caretaker's ability to provide proper care, supervision and a safe home for the children. DSS is required to provide protective services 24 hours a day/7 days a week. The department receives approximately 1200 child protective services reports a year alleging abuse, neglect or dependency. In the event safety of children cannot be achieved in the family home and no reasonable alternative is available a petition is filed with the court and temporary living arrangements are made with relatives or foster care while services are being provided.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	31.95	32.15	32.15	32.15	32.15	
Part Time	-	-	-	-	-	-
	31.95	32.15	32.15	32.15	32.15	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Organize, equip, train and lead staff in a manner that enables them to complete CPS assessments and investigations an average of 1 day before the maximum allowed timeframe			
● average days of completion of assessments		29 Days	29
● average days of completion of investigations		44 Days	44
Goal: Organize, equip, train and lead staff in a manner that enables them to accurately initiate In- Home services within 1-week of receiving case and complete services for 60% of In Home cases (with no court involvement) within 9 months of the service being opened.			
● Percentage of all In Home cases completed by goal date		60%	60%
● Percentage of all In-Home cases services initiated within 1-week		90%	90%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 1,344,637	$ 1,498,241	$ 1,503,795	$ 1,503,795	$ -
	Fringe Benefits	386,866	459,040	470,721	470,721	-
	Other Expenditures	138,205	107,800	107,800	107,800	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**1,869,708**	**2,065,081**	**2,082,316**	**2,082,316**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (1,869,708)	$ (2,065,081)	$ (2,082,316)	$ (2,082,316)	$ -

Department	**SOCIAL SERVICES**
Division	
Service Area	**Volunteer Services**

Mission

To serve the citizens of Ranolph County through the use of voulunterrs to meet the needs to the agency and clients of the agency.

Service Area Summary

The agency recruits and trains volunteers to provide services to the agency staff and to clients of the agency. These are services that the

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time		-	-	-	-	
Part Time	-	-	-	-	-	-
	-	-	-	-	-	-

Performance Measures

The Volunteer Services Unit programs were rolled in to the Family Services Unit at the end of SFY 2014-2015. Budget items have been incorporated there.

Service Area Budget

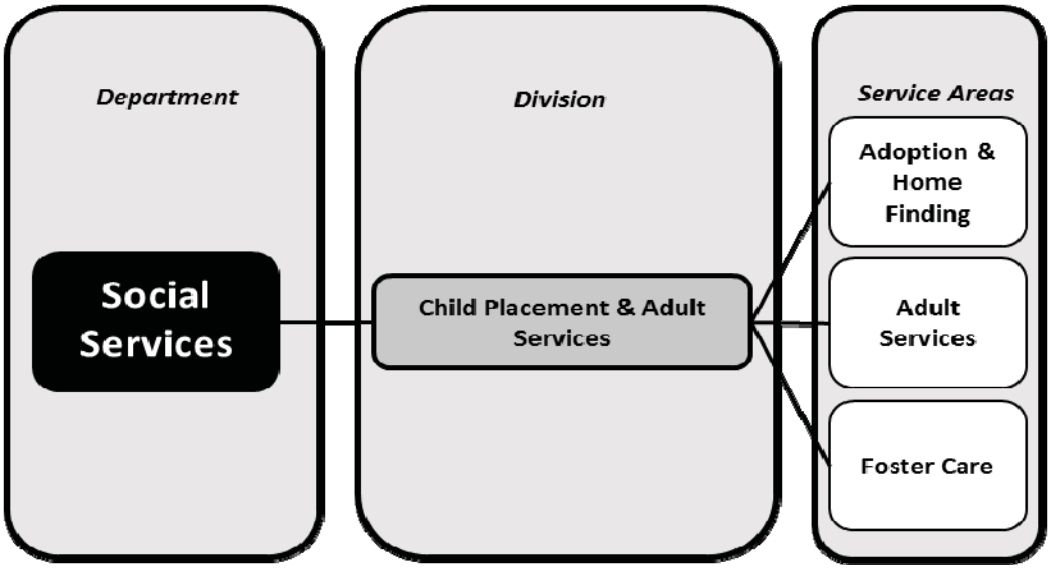
		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries					
	Fringe Benefits					
	Other Expenditures					
	Capital Outlay					
	Total Expenditures	-	-	-	-	-
Revenues	Restricted Intergovernmental					
	Permits and Fees					
	Sales and Services					
	Miscellaneous					
	Total Revenues	-	-	-	-	-
General County Revenues Provided (Needed)		$ -	$ -	$ -	$ -	$ -

Department	**SOCIAL SERVICES**
Division	**Child Placement and Adult Services**

Division Mission
To provide social work services to individuals and families according to law and policy to promote safety, independence, and stability.

Division Summary
The Child Placement and Adult Services Division provides social work services to adults, children and families identified to the agency as being in need. Referrals for services come from the individual themselves as well as the professionals and other service providers in the community. Many services, such as Adult and Child Welfare services, are mandated by general statute. Other services, such as Adult Placement and In-Home Aide services, are only provided at the request of the individual and only with their consent. Funding for the various programs comes from a combination of Federal, State and County funds. The work of this Division is reviewed by the NC Division of Social Services, the NC Division of Facility Services, the NC Division of Aging, and the County finance office.

Service Areas within Division



Department	**SOCIAL SERVICES**
Division	**Child Placement and Adult Services**
Service Area	**Adoption & Home Finding**

Mission

To provide services to children whose parents are incapable of assuming or continuing parental responsibilities to become part of a forever family. To recruit and train adoptive families to provide permanence to children in a legally binding relationship that is supportive and meets the special needs of the child being placed.

Service Area Summary

Adoption services include the recruitment and training of appropriate adoptive parents for children who become available for adoption. Home Finding is the recruitment, training and licensing of foster and adoptive families.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	7.25	7.45	7.45	7.45	7.45	
Part Time	-	-	-	-	-	-
	7.25	7.45	7.45	7.45	7.45	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Organize, equip, train, and lead staff in a manner that enables them to finalize 90% of adoptions within 90 days for children placed in a pre-adoptive placement; and 75% of adoptions completed within 6 months for children when recruitment is required.			
• Percentage of adoptions completed by goal date (90 days)		90%	
Goal: Organize, equip, train and lead staff in a manner that enables them to recruit and license 90% of prospective foster/adoptive families within 90 days following completion of TIPS/MAPP classes; relicense homes 30 days prior to licenses expire; and maintain a retention rate of 90% of current licensed homes.			
• Percentage of foster homes licensed by goal date		90%	
• Percentage of foster homes relicensed by goal date		90%	
• Percentage of foster homes retained		90%	

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 318,906	$ 334,100	$ 325,632	$ 325,632	$ -
	Fringe Benefits	97,170	104,640	104,393	104,393	-
	Other Expenditures	347,475	472,514	481,706	481,706	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**763,551**	**911,254**	**911,731**	**911,731**	**-**
Revenues	Restricted Intergovernmental	21,118	93,750	93,750	93,750	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	59,200	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**80,318**	**93,750**	**93,750**	**93,750**	**-**
General County Revenues Provided (Needed)		$ (683,233)	$ (817,504)	$ (817,981)	$ (817,981)	$ -

Department	**SOCIAL SERVICES**
Division	**Child Placement and Adult Services**
Service Area	**Adult Services**

Mission

To provide services to disabled adults age 18 and older that support the adult's right to self-determination and allow him/her to live safely and independently in the community or in the least restrictive and safest living arrangement.

Service Area Summary

Adult services are a myriad of services designed to promote the safety, protection and well-being of disabled and older adults. The demand for these services are expected to increase due to the aging population of "baby boomers." Social Workers provide a thorough assessment of the disabled adult's situation and develop a service plan based on the needs identified by the assessment. When disabled adults no longer have the capacity to make decisions for themselves, NC general statutes give DSS the authority to take legal action needed to secure services on behalf of the disabled adult.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	7.20	7.40	7.40	7.40	7.40	
Part Time	-	-	-	-	-	-
	7.20	7.40	7.40	7.40	7.40	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Organize, equip, train, and lead staff in a manner that enables them to complete 93% of APS evaluations 3 days before the maximum allowed timeframe.			
• Percentage of all APS evaluations completed by goal date		93%	

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 347,493	$ 365,953	$ 371,257	$ 371,257	$ -
	Fringe Benefits	99,005	107,978	110,607	110,607	-
	Other Expenditures	48,811	63,371	63,371	63,371	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**495,309**	**537,302**	**545,235**	**545,235**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (495,309)	$ (537,302)	$ (545,235)	$ (545,235)	$ -

Department	**SOCIAL SERVICES**
Division	**Child Placement and Adult Services**
Service Area	**Foster Care**

Mission

To provide services to children and their families with the goal of correcting the behaviors that caused the child to be removed from the parents. Work towards reunification of children with their families. Find permanent homes for children when reunification is not possible.

Service Area Summary

Children are placed in the department's custody when the Court determines that it is not safe for children to remain in their own home because of serious abuse, neglect or dependency. Court hearings are held according to Statute throughout the life of the case. Services are provided to the child and family to reunite the family if at all possible. If not possible, the department must identify an appropriate permanent plan for the child within 12 months (adoption, custody or guardianship with a relative or a court approved caretaker). If adoption is the permanent plan, the department will petition the court to terminate the parents' rights and, if the rights are terminated, the department will find a safe, appropriate, and permanent home for the child.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	13.45	13.65	13.65	13.65	13.65	
Part Time	-	-	-	-	-	-
	13.45	13.65	13.65	13.65	13.65	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: Organize, equip, train and lead staff in a manner that allows 80% of permanent plans for foster children to be established 1 month prior to the maximum timeframe			
• Percentage of cases meeting established goal		80%	

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 553,986	$ 593,904	$ 585,034	$ 585,034	$ -
	Fringe Benefits	161,107	182,010	185,977	185,977	-
	Other Expenditures	1,682,012	2,392,536	2,380,836	2,380,836	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**2,397,105**	**3,168,450**	**3,151,847**	**3,151,847**	**-**
Revenues	Restricted Intergovernmental	1,151,428	1,558,189	1,551,811	1,551,811	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**1,151,428**	**1,558,189**	**1,551,811**	**1,551,811**	**-**
General County Revenues Provided (Needed)		$ (1,245,677)	$ (1,610,261)	$ (1,600,036)	$ (1,600,036)	$ -

Veteran Services

Department Mission

To serve Randolph County veterans and their dependents, assuring that all VA claimants have consistent availability of qualified representation and assistance in obtaining benefits administered by the U.S. Department of Veterans Affairs.

Department Summary

Veteran Services works to ensure the highest quality of claims preparation and development for veterans and their dependents with the intent of affording the claimants the benefits to which they are entitled. Office staff attempts to reach out to disenfranchised and unserved veterans and establish working relationships with local, state, and federal organizations to assist veterans and their families who are in need of medical, mental health, educational, or other services and those readjusting from military to civilian life.

The office is assisting WW II and Korean War veterans; but the largest veteran population, at the present time, is the Vietnam veteran. Applications to the VA for Vietnam veterans, exposed to Agent Orange, have greatly increased. Gulf War Veterans also have conditions for which they can be compensated. We are filing claims for OEF and OIF veterans. ALS is a presumptive condition for any veteran that served at least 90 days of active duty during any time period.

The VA is making progress in granting service connection to more conditions resulting from service in the Gulf War. These veterans continue to experience severe and complicated conditions due to their military service. In the current war our modern technology can save their lives but many veterans will bear the physical and psychological scars the rest of their lives. The Veterans Service Office is making a difference in the lives of Randolph County veterans. Facilitating their enrollment into a VA Medical Center and/or assisting the veteran or surviving spouse and children in the procurement of VA benefits/income can mean the difference between good and poor health or between life and death. Opportunities to serve County veterans continue.

The office assists them in appling for pension or compensation from the VA, medical care for themselves and possibly their families, possible education benefits for themselves and their families, and VA benefits to adapt their homes and vehicles to accomodate their disabilities. The number of veterans seeking VA benefits and the tremendous size of medical records from active duty and civilian life will remain on the rise as long as our Nation is at war, and probably for many years afterwards.

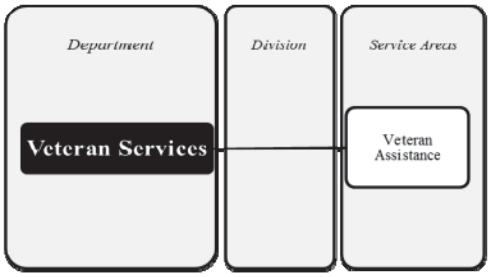
Policy Goals Supported by Department

Randolph County Veteran Services supports the following Policy Goals: Human Services - Improve the quality of life and ensure the personal health and welfare of all Randolph County citizens, including determination of available state and federal programs that address individual needs; Advance efficient operation of County business through investment in electronic technology; maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	2.00	2.00	2.00	2.00	2.00	
Part Time	-	-	-	-	-	-
	2.00	2.00	2.00	2.00	2.00	-

Service Areas



Department **VETERAN SERVICES**

Budget Highlights

Effective 01-01-2014 the Veteran Service Office staff consists of one full-time Veteran Service Officer and one full-time Assistant Veteran Service Officer. Training provided by the N.C. Association of County Service Officers, the National Association of County Veteran Service Officers, and the N.C. Division of Veteran's Affairs ensures current knowledge of changing VA laws. Federal money received by veterans and dependents in the County is often spent right here. In addition, veterans and dependents whose needs are met through federal funds rarely need to seek benefits through the Department of Social Services.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 69,122	$ 69,854	$ 73,187	$ 73,187	$ -
	Fringe Benefits	20,852	18,308	26,117	26,117	-
	Other Expenditures	6,454	7,889	3,889	3,889	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**96,428**	**96,051**	**103,193**	**103,193**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (96,428)	$ (96,051)	$ (103,193)	$ (103,193)	$ -

Performance Measures

		2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide prompt and courteous services and to act as an advocate for veterans and their dependents				
● Number of contacts in person or by telephone		7,425	7,829	7,496
● Regarding compensation and pension benefits		4,595	4,706	4,616
● Regarding medical benefits		1,072	1,403	1,192
● Regarding education or home loan benefits		468	500	504
● Regarding insurance, burial, or other issues		1,290	1,220	1,184
● Number of Randolph County veterans	(est.)	11,077	11,077	11,077
● Federal dollars paid/for to Randolph County veterans	(est.)	$60,598,000	$60,598,000	60,598,000

Child Support Services

Department Mission
To assist families with children by establishing paternity for children born out of wedlock, establishing child support court orders, enforcing the collection of child support payments and modification of child support orders.

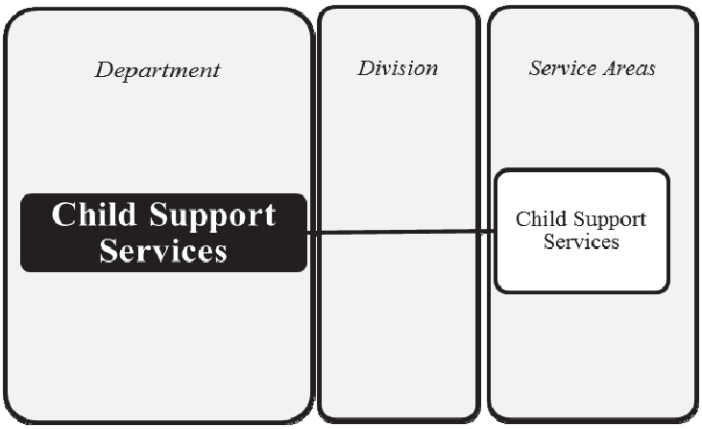
Department Summary
The department provides child support services to the public. The program involves the establishment of paternity for children born out of wedlock, and the establishment and enforcement of child support court orders. The Child Support Enforcement Agency for Randolph County was maintained by the State of North Carolina from 1975 to 2010. The General Assembly passed legislation which required all counties to provide Child Support services for their own County. Effective July 1, 2010, this agency became a department of Randolph County Government. The federal government does reimburse the County for 66% of the cost to provide this child support program. The federal government also provides incentive money to the county based upon the performance of the agency.

Policy Goals Supported by Department
Randolph County Child Support Services supports the following Policy Goals: Human Services - Improve the quality of life and ensure the personal health and welfare of all Randolph County citizens, including determination of available state and federal programs that address individual needs; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	13.00	13.00	13.00	14.00	14.00	
Part Time	-	-	-	-	-	-
	13.00	13.00	13.00	14.00	14.00	-

Service Areas



Department **CHILD SUPPORT SERVICES**

Budget Highlights

The Board of Commissioner's approved the purchase of an office located on North Fayetteville Street which has become the new location for Child Support Services as of May 2016. Since we are now housed in a County owed building, the cost of rent will no longer be included in Child Support Services budget. The name of the department has been changed from Child Support Enforcement Agency to Child Support Services which give a more accurate description of our office and our services. There has also been some changes to our role and mission. We now have the authority to assist in modification of child support orders for both parties involved in an order.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 392,330	$ 437,217	$ 477,575	$ 477,575	$ -
	Fringe Benefits	137,843	159,711	175,913	175,913	-
	Other Expenditures	346,754	362,450	322,850	322,850	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**876,927**	**959,378**	**976,338**	**976,338**	**-**
Revenues	Restricted Intergovernmental	782,528	744,201	819,267	819,267	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	4,944	4,300	4,300	4,300	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**787,472**	**748,501**	**823,567**	**823,567**	**-**
General County Revenues Provided (Needed)		$ (89,455)	$ (210,877)	$ (152,771)	$ (152,771)	$ -

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To maximize total child support collections			
● Total collections (ongoing & arrears)	$ 9,246,785	$ 8,858,000	$ 9,000,000
Goal: To expedite the resolution of child support cases			
● Percentage of cases under order	84%	81%	83%
Goal: To maximize the collection rate			
● Collection Rate	69%	69%	70%

Other Human Services Appropriations

Policy Goals Supported by Appropriations
These appropriations support the following Policy Goals: Human Services - Improve the quality of life and ensure the personal health and welfare of all Randolph County citizens, including determination of available state and federal programs that address individual needs. Policy goals can be found in the Overview Section of this document.

CONTRIBUTIONS TO OTHER AGENCIES - OPERATING

Randolph County Senior Adults Association www.senioradults.org

The Randolph County Senior Adults Association has been coordinating services for older citizens of Randolph County since 1975. Some of the services offered are Meals on Wheels; community centers for congregate meals, health, social, nutritional and educational services; transportation services; recreational activities; outreach programs; minor home improvement and repair programs; adult day centers; and help lines and referral services.

Family Crisis Center www.randolphfcc.org

The Randolph County Family Crisis Center provides services to victims of domestic violence and sexual assault through a 24-hour crisis line, emergency shelter, court advocacy, victim support group, bilingual victim advocate, abuser education program, children's services, rape companions, and community education.

Sandhills Center www.sandhillscenter.org

Randolph County Mental Health operated as a single county area mental health authority until June 30, 2003, when it merged with Sandhills Center. Sandhills Center is a community service agency which provides mental health, developmental disabilities, and substance abuse services to the citizens in the following counties in south-central North Carolina: Anson, Harnett, Hoke, Lee, Montgomery, Moore, Randolph, and Richmond. The Center is governed by an Area Board comprised of individuals appointed by the County Commissioners for each of the counties

Central Boys and Girls Club www.hpclubs.org

A Boys & Girls Club provides: a safe place to learn and grow, ongoing relationships with caring adult professionals, life-enhancing programs, character development experiences, hope and opportunity. The mission is to inspire and enable all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible and caring citizens. The Asheboro program is supported heavily by the Boys & Girls Clubs of Greater High Point.

Randolph Vocational Industries www.innovativeopps.org

Randolph Vocational Industries, (formerly Randolph Vocational Workshop, Inc.), is a private, non-profit facility that offers planned vocational rehabilitation programs for the developmentally disabled, emotionally disturbed, or physically disabled adu lt who cannot ordinarily maintain competitive employment in the community. The goal for everyone entering the facility for service is to prepare them for competitive employment. Services are provided to Randolph County residents.

CONTRIBUTIONS TO OTHER AGENCIES - CAPITAL

Randolph County Senior Adults Association www.senioradults.org

The Randolph County Senior Adults Association operates the Asheboro Senior Center, which suffered flood damage three times in the past decade. The Association initiated a capital campaign to construct a new center that now serves the educational and fitness needs of the County's senior population. The Assn. received County financial support of $100,000 per year for five years, which will conclude in the 2016-17 fiscal year.

PASSTHROUGH GRANTS

Passthrough grants are provided by Federal and State grantor agencies to Randolph County for financial assistance for other organizations. They are budgeted as equal revenues and expenditures, and require no use of County resources.

Senior Adults Association - Home and Community Block Grant, EHTAP, Workfirst, RGP
Regional Consolidated Services - Home and Community Block Grant

BUDGET HIGHLIGHTS

Financial contributions to other organizations for 2016-17 operating expenditures were proposed to be the same. The capital request from the Randolph County Senior Adults Assn was granted in March 2012. The 2016-17 contribution will be the last of five installments.

Contribution appropriations are fully funded by General County Revenues. The passthrough grant appropriations are offset by matching Federal or State financial awards.

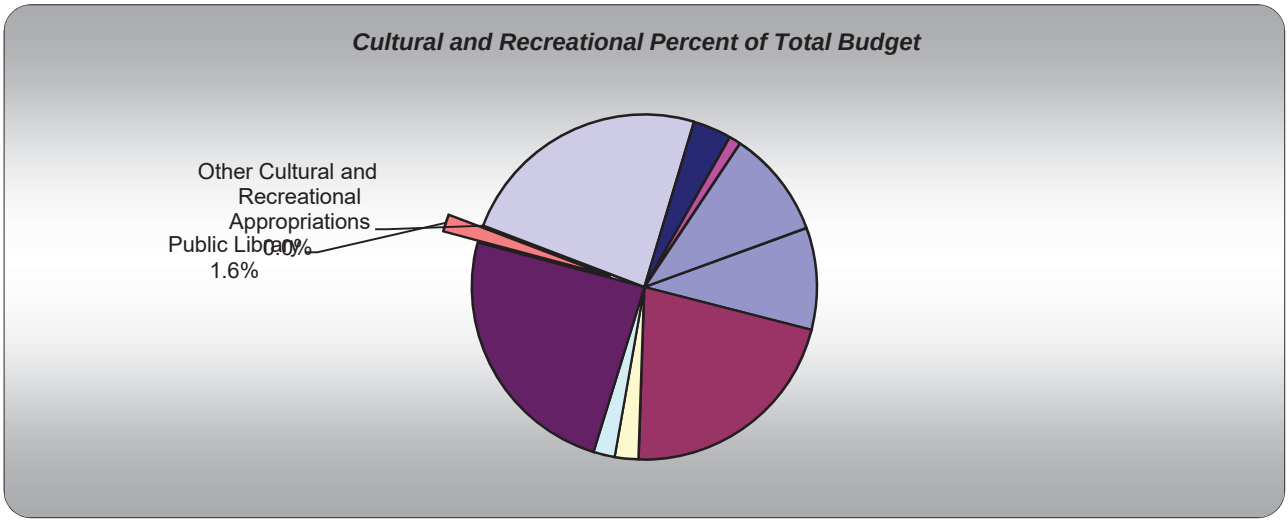
TOTAL DEPARTMENT BUDGET

	2014-15	2015-16	2016-17		
	Final Actual	Final Approved	Agency Request	Proposed	Final Approved
Expenditures:					
Contributions:					
Operating:					
Randolph Senior Adults Association	$ 242,585	$ 267,585	$ 267,585	$ 267,585	$ -
Family Crisis Center	41,000	41,000	41,000	41,000	-
Sandhills Center for Mental Health	844,000	844,000	742,600	742,600	-
Central Boys and Girls Club	15,000	20,000	20,000	20,000	-
Randolph Vocational Industries	25,000	25,000	25,000	25,000	-
Capital:					
Randolph Senior Adults Assn.	100,000	100,000	100,000	100,000	-
Total Contributions	1,267,585	1,297,585	1,196,185	1,196,185	-
Passthrough Grants:					
Senior Adults Assn - HCCBG	579,001	587,474	607,869	607,869	-
Regional Cons Svcs - HCCBG	272,732	272,738	273,066	273,066	-
Senior Adults - EHTAP	88,941	88,941	88,941	88,941	-
Senior Adults - Workfirst	44,021	44,021	42,880	42,880	-
Senior Adults - RGP	114,359	114,359	132,739	132,739	-
Court Psychologist	6,456	-	-	-	-
Total Passthrough Grants	1,105,510	1,107,533	1,145,495	1,145,495	-
Total Expenditures	2,373,095	2,405,118	2,341,680	2,341,680	-
Revenues:					
Restricted Intergovernmental	1,105,510	1,107,533	1,145,495	1,145,495	-
Total Revenues	1,105,510	1,107,533	1,145,495	1,145,495	-
General County Revenues Provided (Needed)	$(1,267,585)	$(1,297,585)	$(1,196,185)	$ (1,196,185)	$ -

Cultural and Recreational

Summary of Cultural and Recreational Budgets

	Page number	2014-15 Actual	2015-16 Final Approved	2016-17 Department Request	2016-17 Proposed	2016-17 Final Approved
Expenditures:						
Public Library	*198*	1,859,390	1,876,181	1,978,988	1,978,988	-
Other Cultural and Recreational Appropriations	*214*	20,000	20,000	20,000	20,000	-
Total Expenditures		1,879,390	1,896,181	1,998,988	1,998,988	-
Revenues:						
Restricted Intergovernmental		238,357	238,039	254,856	254,856	-
Sales and Services		120,532	143,315	150,358	150,358	-
Miscellaneous		-	-	-	-	-
Total Revenues		358,889	381,354	405,214	405,214	-
General County Revenues Provided (Needed)		(1,520,501)	(1,514,827)	(1,593,774)	(1,593,774)	-



Public Library

Department Mission
The mission of the Randolph County Public Library is to provide for the informational and reading needs of the citizens at library sites, through remote access, through community outreach, and to patrons who are homebound or in care facilities.

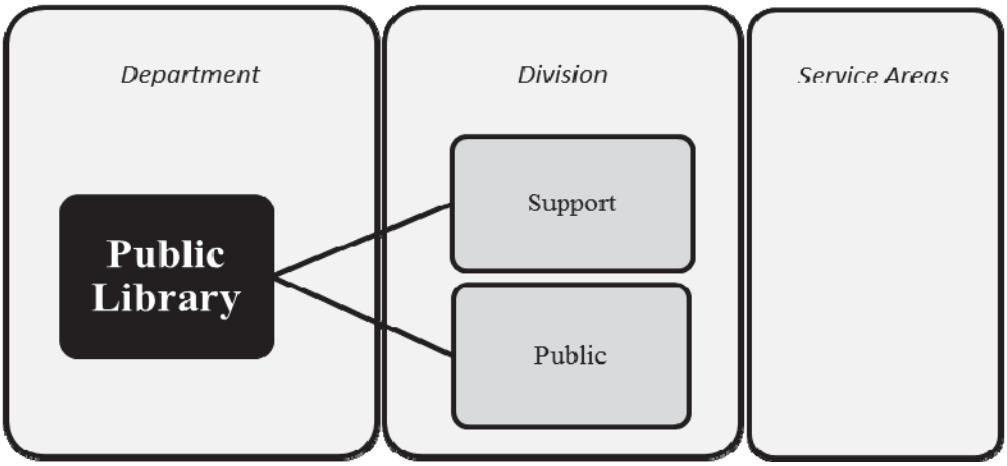
Department Summary
The Public Library is a storehouse of information for the citizens to access. Citizens of this County have freedoms guaranteed by their constitution and many laws: freedom of speech, thought, and reading are a few. The Public Library provides access to information and reading materials for every citizen. Whether the citizen's request is for recreation, pleasure, research or continuing education, the public library supplies the material in a society that supports this institution not only for what it provides but also for what it symbolizes.

Policy Goals Supported by Department
Randolph County Public Library supports the following Policy Goals: Cultural and Recreational - Promote literacy and other programs that improve our citizens' enjoyment of life; Advance efficient operation of County business through investment in electronic technology; Maintain prompt, courteous, and professional services from all County employees; and Ensure the County's financial stability, promote fiscal responsibility, and protect public resources. Policy goals can be found in the Overview Section of this document.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	28.00	28.00	29.00	29.00	29.00	-
Part Time	4.00	4.00	3.00	3.00	3.00	-
	32.00	32.00	32.00	32.00	32.00	-

Divisions



Department

PUBLIC LIBRARY

Budget Highlights

The library budget remains relatively stable and looks much the same as it has for the previous several years. The budget reflects a few shifts in positions allocated among services area in our continuing efforts to deploy resources where they are most effective.

During the year, we requested the elevation of one part-time, benefitted housekeeper (26-hour) position to a full-time (35-hour) regular position. This request requires no additional funding due to reallocation of existing resources. With an average of 800 daily visitors to the Asheboro library and 65 hours open each week, a part-time position, with its limitation on the maximum number of hours worked per year, cannot sustain the level of activity necessary to keep the building clean and safe for the public. A full-time position allows the housekeeper not only to work more hours and be on hand for more of the work day, but also to be on call to respond to situations that arise after hours. In addition, the housekeeper can take on more responsibilities that would have required a visit from county maintenance, such as changing light bulbs and minor repairs.

We have projected a library-generated revenue increase of 7.9 percent for 2016-2017. Collection of overdue/lost fees appears to have picked up, due perhaps to an increase in library usage, and printing fees collected from public computer users also has increased.

We also expect to continue to benefit from the $1 million recurring increase in the Aid to Public Libraries fund realized in the state's 2016-2017 budget. The increase translates approximately to an additional $14,000 for Randolph County. A significant portion of the increase will be devoted to additional electronic learning resources for children in the K-12 age range. These new resources will complement our partnership with the Asheboro City Schools: a plan is in place which will result in each student having access to library materials through their student ID number rather than a traditional library card.

Department Budget Summary

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 1,186,235	$ 1,215,609	1,264,327	$ 1,264,327	$ -
	Fringe Benefits	356,784	384,328	426,527	426,527	-
	Other Expenditures	294,593	276,244	288,134	288,134	-
	Capital Outlay	21,777	-	-	-	-
	Total Expenditures	**1,859,389**	**1,876,181**	**1,978,988**	**1,978,988**	**-**
Revenues	Restricted Intergovernmental	238,357	238,039	254,856	254,856	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	120,532	143,315	150,358	150,358	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**358,889**	**381,354**	**405,214**	**405,214**	**-**
General County Revenues Provided (Needed)		$ (1,500,500)	$ (1,494,827)	$ (1,573,774)	$ (1,573,774)	$ -

Comparative Budgets By Service Area

Expenditures	2014-15 Actual	2015-16 Final Approved	2016-17 Requested	2016-17 Proposed	2016-17 Final Approved
Support					
Administrative	$ 513,324	$ 482,995	$ 560,166	$ 560,166	$ -
Systems Administration	109,537	110,830	116,585	116,585	-
Technical Services / Processing	137,727	141,133	144,561	144,561	-
Smart Start Program - Franklinville	65,947	67,626	70,010	70,010	-
Public					
Archdale Public Library	225,868	229,621	234,026	234,026	-
Children's Services	166,668	169,988	191,010	191,010	-
Circulation	148,748	156,430	157,121	157,121	-
Extension / Outreach	96,202	99,709	107,773	107,773	-
Randolph Room	91,639	94,397	95,525	95,525	-
Reference	218,026	233,839	206,028	206,028	-
Seagrove Library	85,703	89,613	96,183	96,183	-
Total Expenditures	$ 1,859,389	$ 1,876,181	$ 1,978,988	$ 1,978,988	$ -

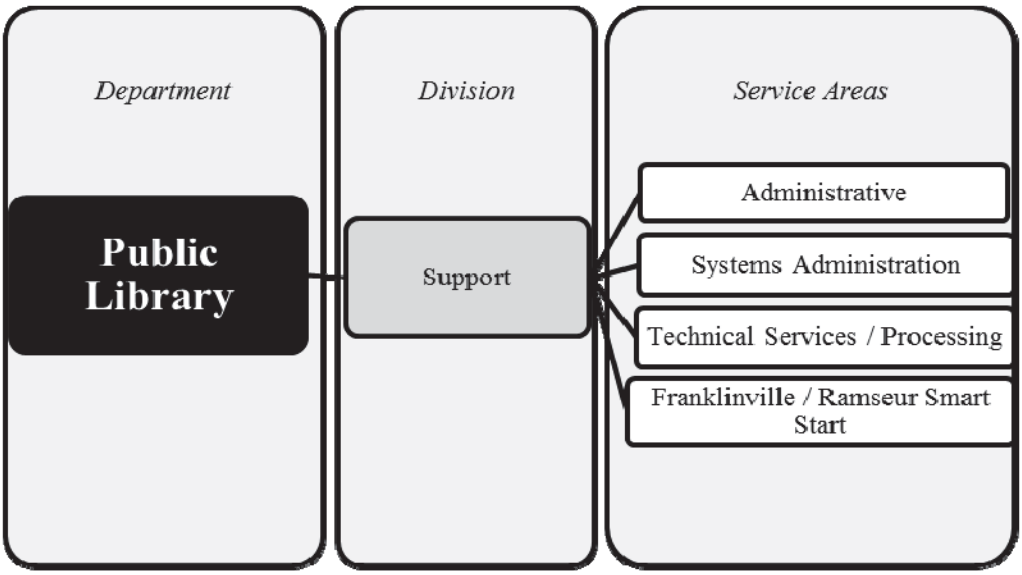
Revenues	2014-15 Actual	2015-16 Final Approved	2016-17 Requested	2016-17 Proposed	2016-17 Final Approved
Support					
Administrative	$ 172,410	$ 126,054	$ 138,376	$ 138,376	$ -
Systems Administration	-	-	-	-	-
Technical Services / Processing	-	-	-	-	-
Smart Start Program - Franklinville	65,947	67,986	70,010	70,010	-
Public					
Archdale Public Library	84,415	140,314	146,828	146,828	-
Children's Services	-	-	-	-	-
Circulation	31,529	30,000	32,500	32,500	-
Extension / Outreach	-	-	-	-	-
Randolph Room	-	-	-	-	-
Reference	-	-	-	-	-
Seagrove Library	4,588	17,000	17,500	17,500	-
Total Revenues	$ 358,889	$ 381,354	$ 405,214	$ 405,214	$ -

Department	**PUBLIC LIBRARY**
Division	**Support**

Division Mission
To insure that public services are delivered and supported by good fiscal and technical management.

Division Summary
The operation of the Support Division is insured by meeting the needs of the public libraries in the County regarding financial expenditures, automation and Internet operations and books and materials processing.

Service Areas within Division



Department	**PUBLIC LIBRARY**
Division	**Support**
Service Area	**Administrative**

Mission

To facilitate, oversee, and support the public library services of the County.

Service Area Summary

Fiscal responsibility for all budgets of the library, as well as county, state, and municipal gifts and grants are maintained. Advice and guidance is provided to town library managers, Boards of Trustees and municipal management. A daily delivery system of books and materials is provided to all libraries. Staff is also provided to town/branch libraries on an "as-needed" basis to cover medical and vacation leaves. Good communication and rapport are maintained with all local media through press releases and speakers. A monthly newsletter is produced and used as a marketing tool. Staff coordinate programs for adults, music, visiting authors, etc. with Friends of the Library as the sponsor. All serials and periodicals for all libraries are ordered and maintained.

The general maintenance of the Asheboro/Randolph Public Library building is managed through cooperation of the City of Asheboro and the County.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	4.00	4.00	5.00	5.00	5.00	
Part Time	2.00	2.00	1.00	1.00	1.00	
	6.00	6.00	6.00	6.00	6.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide daily delivery system of books and materials to all libraries			
• Percent of books and materials delivered to branches within 48 hours of receipt	99%	98%	98%
Goal: To provide advice and guidance to town library managers, town library boards of trustees, and municipal management.			
• Percent of trustee and related meetings attended	100%	98%	99%

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 254,565	$ 261,300	$ 309,017	$ 309,017	$ -
	Fringe Benefits	71,093	78,812	101,478	101,478	-
	Other Expenditures	165,889	142,883	149,671	149,671	-
	Capital Outlay	21,777	-	-	-	-
	Total Expenditures	**513,324**	**482,995**	**560,166**	**560,166**	**-**
Revenues	Restricted Intergovernmental	172,410	126,054	138,376	138,376	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**172,410**	**126,054**	**138,376**	**138,376**	**-**
General County Revenues Provided (Needed)		$ (340,914)	$ (356,941)	$ (421,790)	$ (421,790)	$ -

Department	**PUBLIC LIBRARY**
Division	**Support**
Service Area	**Systems Administration**

Mission

To maintain efficient functioning of automation system, Internet service, wide- and local-area networks for all seven libraries, implementing upgrades and new services as necessary.

Service Area Summary

Systems Administration manages and maintains the Integrated Library System, which includes public access, inventory control, circulation of materials, acquisitions, and bibliographic and patron databases. Other specialized industry software, including a public Internet access management system is implemented, managed and maintained. Internet service and a wide area network among library branches are implemented, managed and maintained. Local area networks at all library sites are managed and maintained. WIFI networks at all library sites are managed and maintained. Computers, tablets, printers and other network devices (currently 220) at all seven libraries are staged, installed, managed, maintained and upgraded.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.00	1.00	1.00	1.00	1.00	
Part Time	-	-	-	-	-	-
	1.00	1.00	1.00	1.00	1.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To maintain and upgrade the library's automation system in public access, patron registration and circulation countywide			
● Percent of time automation system is operational	98%	98%	98%
● Percent of time internet access is operational within Library control	98%	98%	98%
● Number of internet and wireless users system wide	129,114	133,000	134,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 37,667	$ 37,810	$ 40,541	$ 40,541	$ -
	Fringe Benefits	12,569	13,048	13,729	13,729	-
	Other Expenditures	59,301	59,972	62,315	62,315	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**109,537**	**110,830**	**116,585**	**116,585**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (109,537)	$ (110,830)	$ (116,585)	$ (116,585)	$ -

Department	**PUBLIC LIBRARY**
Division	**Support**
Service Area	**Technical Services / Processing**

Mission

To acquire, organize and provide access to the collection of all seven libraries.

Service Area Summary

Books and other material are ordered as quickly, efficiently and economically as possible. Books and other material are received and charged to proper accounts. Books are categorized within the Dewey Decimal Classification System using the Bibliofile program. They are physically prepared for patron use by barcoding, labeling and installing protective covers. Memorial/donation books are ordered and processed accordingly.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	3.00	3.00	3.00	3.00	3.00	
Part Time	-	-	-	-	-	-
	3.00	3.00	3.00	3.00	3.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To take requests from all libraries and staff and order books as quickly, efficiently and economically as possible			
• Percent of time the average time from order to availability is less than ten days	98%	98%	98%
• Number of items processed during period	36,588	37,000	38,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 102,092	$ 103,957	$ 106,023	$ 106,023	$ -
	Fringe Benefits	35,635	37,176	38,538	38,538	-
	Other Expenditures	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**137,727**	**141,133**	**144,561**	**144,561**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (137,727)	$ (141,133)	$ (144,561)	$ (144,561)	$ -

Department	**PUBLIC LIBRARY**
Division	**Support**
Service Area	**Smart Start Program - Franklinville/Ramseur**

Mission

To address the needs of rural families with identified risk factors, including low income, low educational attainment, family composition and English proficiency.

Service Area Summary

A Parents as Teachers Coordinator serves 25-30 families with preschool children in the Franklinville and Ramseur communities. The coordinator conducts monthly home visits, facilitates monthly early learning and parent group meetings, screens each enrolled child annually and links parents to other community resources. The Parents as Teachers Coordinator and program materials are located at the Franklinville Library and the program is administered by the Randolph County Public Library.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.00	1.00	1.00	1.00	1.00	
Part Time	-	-	-	-	-	-
	1.00	1.00	1.00	1.00	1.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To ensure that all children enter school healthy and ready to succeed			
• Percent of enrolled families reporting an increase in the amount of time spent reading and interacting with each child in the home.	76%	70%	70%
• Percent of enrolled families reporting feeling competent and confident to apply parenting information.	100%	95%	98%

Service Area Budget

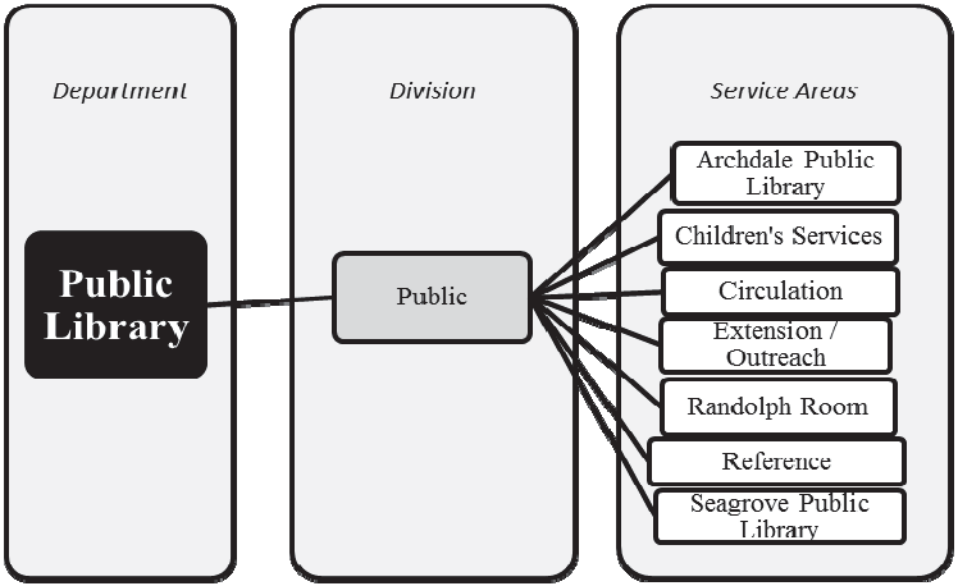
		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 44,240	$ 44,514	$ 45,637	$ 45,637	$ -
	Fringe Benefits	13,671	14,148	14,595	14,595	-
	Other Expenditures	8,036	8,964	9,778	9,778	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**65,947**	**67,626**	**70,010**	**70,010**	**-**
Revenues	Restricted Intergovernmental	65,947	67,986	70,010	70,010	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**65,947**	**67,986**	**70,010**	**70,010**	**-**
General County Revenues Provided (Needed)		$ -	$ 360	$ -	$ -	$ -

Department	**PUBLIC LIBRARY**
Division	**Public**

Division Mission
To serve the diverse reading and informational needs of the community.

Division Summary
The seven service areas in this division serve the major population of the public library's community. The Public Division provides adequate library facilities with physical accommodations for reading, study, computer use and meetings. The Public Division also interacts with citizens in fulfilling their reading and information needs and provides the materials requested.

Service Areas within Division



Department	**PUBLIC LIBRARY**
Division	**Public**
Service Area	**Archdale Public Library**

Mission

To provide a full service public library to the residents of the Archdale region of the County.

Service Area Summary

The Archdale Public Library is a full-service public library, offering all the same services to the community (with the exception of Randolph Room and Extension) as does the headquarters library. These services include Reference, Circulation, public Internet access including WIFI, Children's services, and programming of interest to all age ranges. Randolph Community College-Archdale Campus contracts with the Archdale Public Library to serve as the campus library, providing library services for its students and faculty.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	4.00	4.00	4.00	4.00	4.00	
Part Time	-	-	-	-	-	
	4.00	4.00	4.00	4.00	4.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To promote the use of library services in Archdale			
• Percent of patron evaluations which rate services as satisfactory or higher	100%	98%	98%
• Number of checkouts	115,455	120,000	120,000
• Patrons visiting library	111,398	115,000	113,000
• Number of patron registrations	27,676	28,650	28,000
• Number of technology assistance requests	9,975	9,000	10,000
• Number of job hunting/resume assistance requests	1,569	1,000	1,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 158,834	$ 162,549	$ 164,761	$ 164,761	$ -
	Fringe Benefits	48,949	51,372	52,565	52,565	-
	Other Expenditures	18,085	15,700	16,700	16,700	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**225,868**	**229,621**	**234,026**	**234,026**	**-**
Revenues	Restricted Intergovernmental	-	43,999	46,470	46,470	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	84,415	96,315	100,358	100,358	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**84,415**	**140,314**	**146,828**	**146,828**	**-**
General County Revenues Provided (Needed)		$ (141,453)	$ (89,307)	$ (87,198)	$ (87,198)	$ -

Department	**PUBLIC LIBRARY**
Division	**Public**
Service Area	**Children's Services**

Mission

To provide age appropriate materials to children; to provide reference services for minors; to provide children's programming.

Service Area Summary

Children's Services makes available age-appropriate material and technology resources for children and their families, along with reference service for school assignments and general interest. Through an intensive, year-round schedule of programming for all phases of childhood, Children's Services supports acquisition and development of literacy skills from the earliest years through fifth grade. The Summer Reading Program helps ensure that children retain reading skills when school is out. Children's Services also engages with parents and caregivers to assist them in encouraging literacy skills when they interact with their children.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	3.50	3.50	3.50	4.00	4.00	
Part Time	-	-	-	-	-	
	3.50	3.50	3.50	4.00	4.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To provide storytimes and children's programming. To educate parents/caregivers about developing pre-literacy skill in children through the Every Child Ready to Read Program.			
● Percent of patron evaluations which rate services as satisfactory or higher	97%	96%	97%
● Number of programs	574	425	450
● Number of participants	9,325	8,000	8,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 124,657	$ 125,797	$ 141,177	$ 141,177	$ -
	Fringe Benefits	42,011	44,191	49,833	49,833	-
	Other Expenditures	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**166,668**	**169,988**	**191,010**	**191,010**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (166,668)	$ (169,988)	$ (191,010)	$ (191,010)	$ -

Department	**PUBLIC LIBRARY**
Division	**Public**
Service Area	**Circulation**

Mission

To maintain an orderly system of checking in/checking out library materials and to maintain an efficient patron registration database.

Service Area Summary

Circulation welcomes the public to the library and serves them by checking out and checking in library materials, and issuing library cards. A database of registered library users is maintained for rapid checkin/checkout. The system also tracks and collects fines/fees for overdue and lost material. The online catalog provides access to the library collection and enables users to locate items or place holds on them. Circulation also ensures effective public access to the library's collection by accurately reshelving returned library materials and keeping library collections in order. Circulation staff members participate in outreach to schools and other institutions, and support Friends of the Library programs and special events.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	3.00	3.00	3.00	3.00	3.00	
Part Time	1.00	1.00	1.00	1.00	1.00	
	4.00	4.00	4.00	4.00	4.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To maintain an orderly system of checking in/checking out library materials and to maintain an efficient patron registration database			
● Percent of time patrons are able to check out materials in less than five minutes	100%	96%	97%
● Percent of time patrons are able to register for a library card in less than ten minutes	100%	96%	97%
● Number of checkouts	222,746	212,000	215,000
● Door count	237,742	230,000	230,000
● Total number of patron registrations	55,711	58,000	58,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 113,012	$ 115,719	$ 115,337	$ 115,337	$ -
	Fringe Benefits	32,736	37,711	38,784	38,784	-
	Other Expenditures	3,000	3,000	3,000	3,000	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**148,748**	**156,430**	**157,121**	**157,121**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	31,529	30,000	32,500	32,500	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**31,529**	**30,000**	**32,500**	**32,500**	**-**
General County Revenues Provided (Needed)		$ (117,219)	$ (126,430)	$ (124,621)	$ (124,621)	$ -

Department	**PUBLIC LIBRARY**
Division	**Public**
Service Area	**Extension(Outreach)**

Mission

To meet the information and reading needs of the homebound, residents of nursing/rest homes, and children in County daycare facilities. To help families with young children establish a regular practice of library usage and "read aloud" techniques.

Service Area Summary

Extension maintains a collection of reading, viewing and informational materials suitable for those who are homebound or are residents of nursing/rest homes, and delivers these items to the target groups. Extension also takes age-appropriate reading material and provides programming (including the Summer Reading Program) to day cares and pre-K schools. Staff serve on related councils and committees, such as the Randolph County Aging Services Planning Committee and various Randolph County Partnership for Children initiatives.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	2.00	2.00	2.00	2.00	2.00	
Part Time	-	-	-	-	-	
	2.00	2.00	2.00	2.00	2.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To meet the information and reading needs of the homebound, residents of nursing/rest homes and children in daycare facilities. To educate parents/caregivers about developing pre-literacy skill in children through the Every Child Ready to Read program.			
• Percent of time the schedule of homebound visits, nursing home/rest home visits and daycare programming was completed.	99%	98%	98%
• Number of extension books circulated	16,424	16,000	18,000
• Number of extension programs	437	400	410
• Number of extension participants	8,956	7,700	8,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 75,072	$ 76,015	$ 76,305	$ 76,305	$ -
	Fringe Benefits	18,673	19,319	26,648	26,648	-
	Other Expenditures	2,457	4,375	4,820	4,820	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**96,202**	**99,709**	**107,773**	**107,773**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (96,202)	$ (99,709)	$ (107,773)	$ (107,773)	$ -

Department	**PUBLIC LIBRARY**
Division	**Public**
Service Area	**Randolph Room**

Mission

To collect, maintain and develop a local history collection; to assist researchers.

Service Area Summary

A collection of book, records and other materials specific to the history and genealogy of Randolph County is collected, maintained and kept in the Randolph Room in order to address the interests from the library's patrons. Staff assist the public in these areas as well as periodically speak to groups about the history of the county. Staff digitize and make available online, or coordinate with other agencies to do so, historical documents and archives, including photographs, newspapers and books. Randolph Room staff also establish and maintain good working relationships with the Randolph County Historical Society, the Randolph County Genealogical Association, the Andrew Balfour Chapter of the Daughters of the American Revolution and the Historic Landmark Preservation Commission.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.50	1.50	1.50	1.50	1.50	
Part Time	-	-	-	-	-	-
	1.50	1.50	1.50	1.50	1.50	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To maintain and develop a local history collection and to assist researchers and patrons			
● Percent of patron evaluations which rate services as satisfactory or higher	100%	98%	98%
● Door count	5,145	5,500	5,000
● Number of items digitized for online display	n/a	3,750	2,000
● Number of inquiries			
Reference	8,520	9,500	9,000
Number of Technology Assistance Requests	1,731	2000	2,100

Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 71,139	$ 72,993	$ 73,643	$ 73,643	$ -
	Fringe Benefits	20,500	21,404	21,882	21,882	-
	Other Expenditures	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**91,639**	**94,397**	**95,525**	**95,525**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (91,639)	$ (94,397)	$ (95,525)	$ (95,525)	$ -

Department	**PUBLIC LIBRARY**
Division	**Public**
Service Area	**Reference**

Mission

To answer questions, provide library materials and assist patrons in the use of the Library; to provide adult and teen reference collection development.

Service Area Summary

Patrons are given assistance regarding the use of the Library and its resources. Collections of books for adults and teens (including large print) are maintained, circulated, and weeded as necessary. Special working relationships are established with local book clubs on request. A reference collection of electronic resources, books, and other research material, including newspapers and magazines, is maintained and kept current. Information and materials not owned by the library are made available through Interlibrary Loan. Patrons are offered assistance and instruction both individually and in class settings in use of the Internet and other library-specific electronic resources. Library staff provides programming of interest for both adults and teens, and works closely with the Friends of the Library on Friends programming. Basic legal resources are provided to the public and WIFI access is provided at the Randolph County Courthouse for attorneys and court officials.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	4.00	4.00	4.00	3.50	3.50	
Part Time	-	-	-	-	-	-
	4.00	4.00	4.00	3.50	3.50	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To answer questions, provide library materials and assist patrons in the use of the library; to provide adult and reference collection development.			
• Percent of patron evaluations which rate services as satisfactory or higher	100%	96%	96%
• Percent of patron evaluations which indicate that question was answered to patron satisfaction.	88%	96%	96%
• Number of inquiries			
Reference	19,881	20,000	15,000
Number of Technology Assistance Requests	5,538	6,000	5,000
Number of job hunting/resume assistance requests	1,455	1,700	1,000

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 148,250	$ 155,414	$ 133,455	$ 133,455	$ -
	Fringe Benefits	46,280	51,805	45,953	45,953	-
	Other Expenditures	23,496	26,620	26,620	26,620	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**218,026**	**233,839**	**206,028**	**206,028**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	-	-	-	-	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**-**	**-**	**-**	**-**	**-**
General County Revenues Provided (Needed)		$ (218,026)	$ (233,839)	$ (206,028)	$ (206,028)	$ -

Department	**PUBLIC LIBRARY**
Division	**Public**
Service Area	**Seagrove Public Library**

Mission

To provide a full service public library to the residents of the southern region of Randolph County.

Service Area Summary

The Seagrove Public Library is a full service library offering reference and internet resources, children's programs, circulation, and programs of general interest. The Seagrove Library began operation in 1973 in a building constructed by the Seagrove Grange. A great demand for more hours of operation, coupled with the deterioration of the thirty-year old structure prompted the County to construct a new Seagrove Library in 2005. The library is located next-door to Seagrove School and will continue the long term relationship regarding programming and cooperation. The new facility has a meeting room that can be used even when the library itself is closed. Hours have increased to six days per week including Saturdays. The County has assumed all operations and costs of the library with some financial assistance from the Town of Seagrove.

Allocated Positions

	2014-15	2015-16		2016-17		
	Actual	Ordinance	Amended	Requested	Proposed	Final
Full Time	1.00	1.00	1.00	1.00	1.00	
Part Time	1.00	1.00	1.00	1.00	1.00	
	2.00	2.00	2.00	2.00	2.00	-

Performance Measures

	2014-15 Actual	2015-16 Estimated	2016-17 Estimated
Goal: To promote the use of library services in Seagrove area			
● Percent of patron evaluations which rate services as satisfactory or higher	100%	96%	97%
● Number of checkouts	28,209	30,000	25,000
● Patrons visiting the library	26,513	28,000	25,000
● Number of patron registrations	3,490	3,700	3,600
● Number of technology assistance requests	831	600	350
● Number of job hunting/resume assistance requests	51	50	40

Service Area Budget

		2014-15	2015-16	2016-17		
		Actual	Final Approved	Requested	Proposed	Final Approved
Expenditures	Salaries	$ 56,707	$ 59,541	$ 58,431	$ 58,431	$ -
	Fringe Benefits	14,667	15,342	22,522	22,522	-
	Other Expenditures	14,329	14,730	15,230	15,230	-
	Capital Outlay	-	-	-	-	-
	Total Expenditures	**85,703**	**89,613**	**96,183**	**96,183**	**-**
Revenues	Restricted Intergovernmental	-	-	-	-	-
	Permits and Fees	-	-	-	-	-
	Sales and Services	4,588	17,000	17,500	17,500	-
	Miscellaneous	-	-	-	-	-
	Total Revenues	**4,588**	**17,000**	**17,500**	**17,500**	**-**
General County Revenues Provided (Needed)		$ (81,115)	$ (72,613)	$ (78,683)	$ (78,683)	$ -

Other Cultural and Recreational Appropriations

Policy Goals Supported by Appropriations
These appropriations support the following Policy Goals: Cultural and Recreational – Promote literacy and other programs that improve our citizens' enjoyment of life. Policy goals can be found in the Overview Section of this document.

CONTRIBUTIONS TO OTHER AGENCIES

Randolph Arts Guild www.randolphartsguild.com

The Randolph Arts Guild provides a means of self-expression through the arts to all the citizens of Randolph County. This includes a broad spectrum of activities including support of arts programming in the schools, support for arts projects in all the municipalities of Randolph County, distribrution of Grassroots Grants funding from the North Carolina Arts Council in support of arts projects, opportunities to compete in various arts media, and opportunities for adults and children to perform in plays and concerts. In addition, the Arts Guild encourages developing artists and assists professional artists with employment opportunities and outlets for their work.

BUDGET HIGHLIGHTS

Financial assistance to the Arts Guild was maintained for 2016-2017. This appropriation is fully funded by General County Revenues.

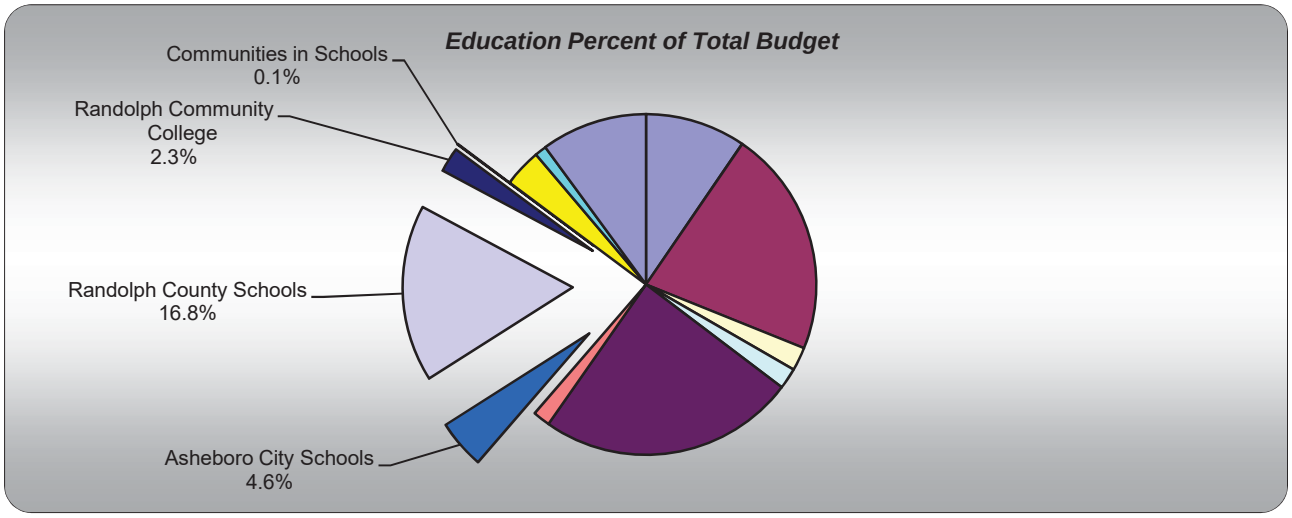
TOTAL DEPARTMENT BUDGET

	2014-15	2015-16	2016-17		
	Final Actual	Final Approved	Agency Request	Proposed	Final Approved
Expenditures:					
Contributions:					
Randolph Arts Guild	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ -
	-	-	-	-	-
Total Expenditures	20,000	20,000	20,000	20,000	-
Revenues:					
Total Revenues	-	-	-	-	-
General County Revenues Provided (Needed)	$ (20,000)	$ (20,000)	$ (20,000)	$ (20,000)	$ -

Education

Summary of Education Budget

	2014-15	2015-16	2016-17		
	Actual	Final Approved	Agency Request	Proposed	Final Approved
Expenditures:					
Asheboro City Schools	5,383,890	5,606,122	6,182,750	5,675,443	-
Randolph County Schools	19,810,151	20,439,878	22,021,878	20,592,057	-
Randolph Community College	2,771,687	2,805,400	2,900,780	2,862,400	-
Communities in Schools	70,000	70,000	70,000	70,000	-
Total Expenditures	28,035,728	28,921,400	31,175,408	29,199,900	-
Revenues:					
Total Revenues	-	-	-	-	-
General County Revenues Provided (Needed)	(28,035,728)	(28,921,400)	(31,175,408)	(29,199,900)	-
Other Financing Sources: Appropriated Fund Balance	-	-	-	-	-
Net General County Revenues (Needed)	(28,035,728)	(28,921,400)	(31,175,408)	(29,199,900)	-



Appropriations for Education

Policy Goals Supported by Appropriations
These appropriations support the following Policy Goals: Education - Improve the standard of living for Randolph County citizens through educational opportunities. Policy goals can be found in the Overview Section of this document.

Counties within North Carolina supplement their local school districts beyond the federal and state funding available for current operations and capital needs. There are two public school systems within Randolph County: the Randolph County Schools and the Asheboro City Schools. Appropriations are allocated between the two school districts based upon their respective proportion of total student enrollment, using average daily membership (ADM). The County also provides financial support for the operating and facility needs of Randolph Community College, which has campus locations in Asheboro and Archdale.

Randolph County allocates funds to these organizations in two main categories: Current (for operating costs such as salaries and supplies) and Capital (for equipment, building repairs, and vehicles). Within these categories, however, the Boards have discretion regarding the use of these County appropriations.

These County appropriations are in addition to school related debt service (principal and interest on debt issued to finance the construction of school facilities). The County currently has outstanding debt for all three school systems.

CONTRIBUTIONS TO OTHER AGENCIES

Randolph County Schools www.randolph.k12.nc.us

Randolph County Schools operates seventeen elementary, seven middle, five high schools and one early college for children not living within the city school district. In addition to County appropriations, it receives a supplemental school district property tax for use in schools in the Archdale/Trinity area of the county. It is governed by a publicly elected board of seven members.

Asheboro City Schools www.asheboro.k12.nc.us

Asheboro City Schools operates five elementary, two middle and one high school for students living within the Asheboro school district. In addition to the County appropriations, it receives a supplemental school district property tax for use in its system. It is governed by a publicly elected board of eleven members.

Randolph Community College www.randolph.edu

Randolph Community College is part of the North Carolina Community College System and is governed by a thirteen-member board of trustees who are appointed by the State, the County, and the two local boards of education. Both credit and noncredit classes are offered .

Communities in Schools www.cisnet.org/cisrandolph

Communities in Schools (CIS) is an independently incorporated not-for-profit directed by their own board of directors representing both private and public interests in the state. CIS provides regional and on-site training and technical assistance, builds partnerships with state agencies and organizations to benefit young people, and serves as a resource and information center for local communities concerned about youth at risk of school failure. CIS connects community resources with students and their families at the school site to ensure that youth stay in school, learn needed skills, and are prepared to enter the world of work or post secondary education upon graduation.

BUDGET HIGHLIGHTS

In the Proposed Budget, total funding to the two public school systems for current expense increased $221,500 above 2016 levels. Funds are not designated by the County Commissioners for specific costs. Funds are allocated between the two public school systems based upon their average daily membership (ADM). The ADM for total K-12 students decreased slightly. However, due to the variation in student enrollment, the ratio for each public school system changed from the prior year. The membership statistics for both the current and upcoming years are as follows:

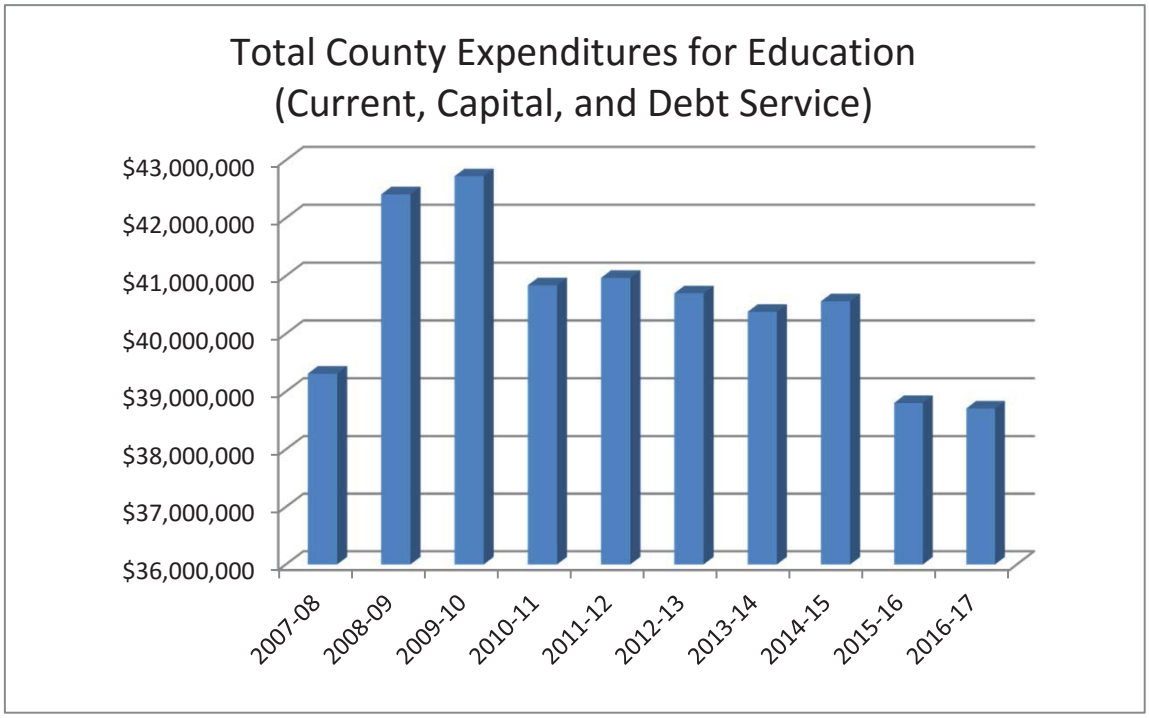
	2015-2016		2016-2017	
	ADM	Percentage	ADM	Percentage
Randolph County Schools	17,813	78.93%	17,582	78.84%
Asheboro City Schools	4,754	21.07%	4,720	21.16%
	22,567	100.00%	22,302	100.00%

Last year, both public school systems requested additional capital funds for major maintenace of existing facilities. The 2016-17 Proposed Budget continues the additional construction capital.

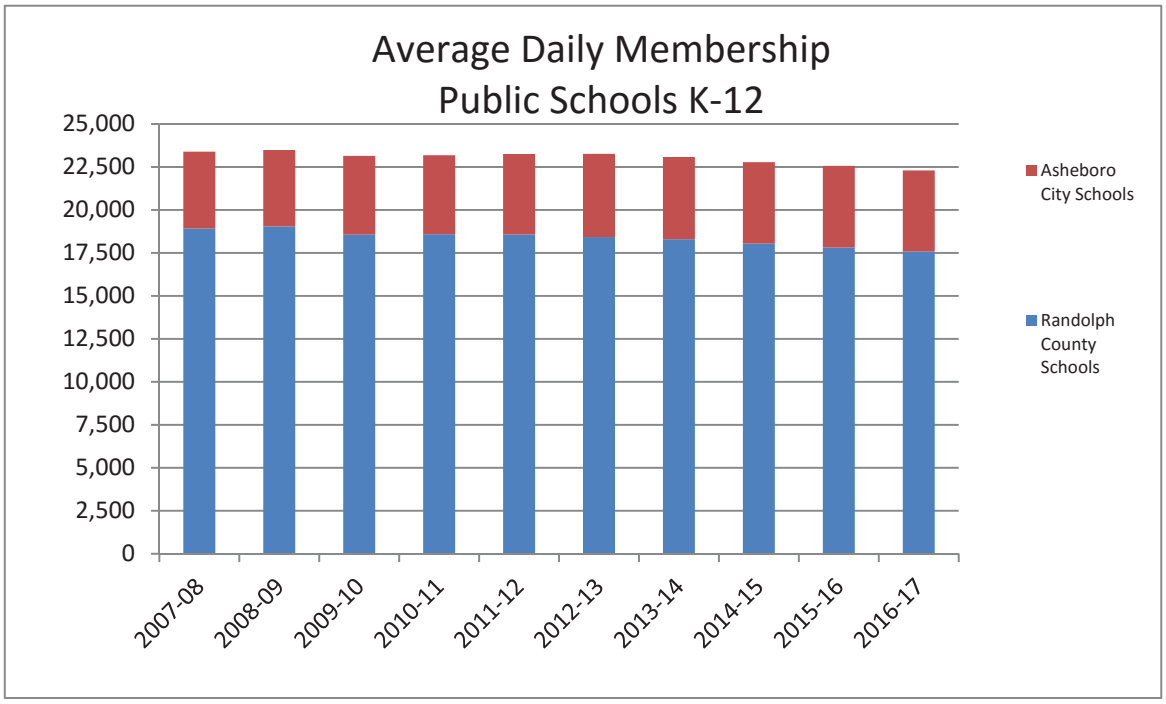
Randolph Community College has an additional $57,000 in current expense allocation. The 2016-17 Budget also includes $70,000 for the Communities in Schools Program.

TOTAL DEPARTMENT BUDGET

	2014-15	2015-16	2016-17		
	Actual	Final Approved	Agency Request	Proposed	Final Approved
Expenditures:					
Asheboro City Schools					
Current	4,552,805	4,667,005	5,075,000	4,733,809	-
Capital	581,085	589,117	757,750	591,634	-
Construction Capital	250,000	350,000	350,000	350,000	-
Randolph County Schools					
Current	17,346,212	17,482,995	19,064,995	17,637,691	-
Capital	2,213,939	2,206,883	2,206,883	2,204,366	-
Construction Capital	250,000	750,000	750,000	750,000	-
Randolph Community College					
Current	2,328,000	2,403,000	2,495,780	2,460,000	-
Capital	443,687	402,400	405,000	402,400	-
Construction Capital	826,267	-	-	-	-
Communities in Schools	70,000	70,000	70,000	70,000	-
Total Expenditures	28,861,995	28,921,400	31,175,408	29,199,900	-
Revenues:					
Total Revenues	-	-	-	-	-
General County Revenues Provided (Needed)	(28,861,995)	(28,921,400)	(31,175,408)	(29,199,900)	-



In the last ten years, the average increase in annual school funding has been 1.65%. Total funding continues to decline as debt is retired. Certain revenues are restricted for use to pay debt service on school construction; these are a statutory portion of the sales tax and state funds from the Public School Building Capital Fund. After adjusting for these resources, the remainder of the total expenditures for education is funded with general county revenues. Nearly 32 cents of the tax rate is required for current expense, capital, and debt service for schools in 2017.

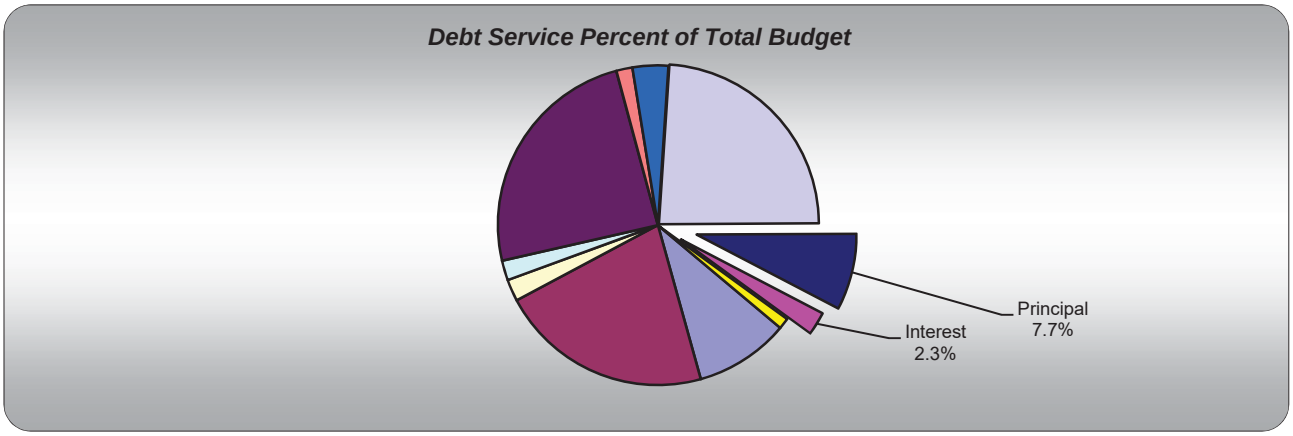


The NC Department of Public Instruction estimates average daily membership (ADM). Total County student enrollment has not grown in recent years, averaging 0.52 percent decline per year over the past decade.However, Asheboro City Schools is gaining students, while the much larger County Schools has fewer students. A 1.17% decrease in average daily membership is projected in 2016-17.

Debt Service

Summary of Debt Service Budget

	2014-15	2015-16	2016-17		
	Actual	Final Approved	Department Request	Proposed	Final Approved
Expenditures:					
Principal	11,201,430	8,989,712	9,475,787	9,475,787	-
Interest	3,332,755	3,359,904	2,847,637	2,847,637	-
Bond Fees	8,694	14,000	14,000	14,000	-
Total Expenditures	14,542,879	12,363,616	12,337,424	12,337,424	-
Revenues:					
Restricted Intergovernmental	1,500,000	1,500,000	1,125,000	1,125,000	-
Miscellaneous	50,701	49,605	48,507	48,507	-
Total Revenues	1,550,701	1,549,605	1,173,507	1,173,507	-
General County Revenues Provided (Needed)	(12,992,178)	(10,814,011)	(11,163,917)	(11,163,917)	-
Other Financing Sources:					
Appropriated Fund Balance	-	-	-	-	-
Net General County Revenues (Needed)	(12,992,178)	(10,814,011)	(11,163,917)	(11,163,917)	-



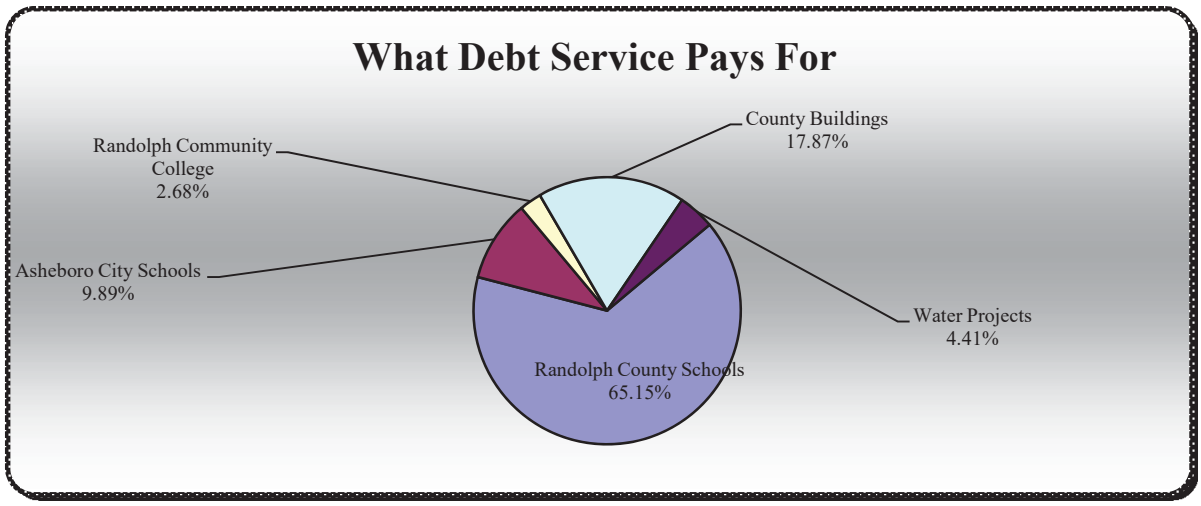
Debt Service

The County issues various types of debt to finance the acquisition, renovation, and construction of public facilities. The buildings currently being financed are school facilities for the Randolph County Board of Education and the Asheboro City Schools, a training facility for Randolph Community College, the County Courthouse, a detention facility, and various public buildings. Principal and interest payments on this outstanding debt will continue until 2028. The County has a legal debt margin of nearly $700 million, which is based on the statutory rate of eight percent of assessed property valuation. However, the N.C. Local Government Commission limits debt to much lower levels in order to prevent local governments from committing themselves to excessive debt. Randolph County's total outstanding debt at June 30, 2016 is $79,551,738.

It is the intent of Randolph County to issue debt in a manner that adheres to state and federal laws, existing bond covenants and prudent financial management. In accordance with N.C. General Statutes, no form of long-term financing shall be used to fund any operating expenditures. Debt is scheduled on the basis of the entire outstanding debt, not just the individual issue, in a manner which seeks to avoid erratic impacts in the total tax rate. It is the intention of the County to maintain and, when possible, improve the current bond rating with Moody's and Standard and Poor's by scheduling and issuing debt that sustains reasonable ratios.

Randolph County's debt policy requires the following ratios be maintained:

	Target	Ceiling	2016 Actual
Debt per capita	$1,000	$1,200	$551
Debt as Percentage of Assessed Valuation	1.30%	1.5%	0.76%
Debt Service as Percentage of Operational Budget	13%	15%	10.45%



Nearly seventy-eight percent of 2016-17 debt service is for educational facilites. Of the total outstanding debt on June 30, seventy-nine percent is for educational facilities.

INSTALLMENT PURCHASE AGREEMENTS

Water Rights and Public Buildings Installment Purchase - issued to finance the acquisition of additional rights to raw water in the Randleman Lake, construction of a new library in Seagrove, and renovations to various public buildings. Interest is paid at 3.59%.

2003 Refunding Certificates of Participation (COPS) - issued to refinance a portion of the 1995 Certificates and the outstanding obligations under the Asheboro High School Expansion installment purchase agreement. Interest rates range from 2.0% to 5.0%.

2004 Refunding Certificates of Participation (COPS) - issued to refinance a portion of the 2000 Certificates of Participation. Interest rates range from 2.0% to 5.0%.

2004A Refunding Certificates of Participation (COPS) - issued to refinance a portion of the 2000 Certificates of Participation. Interest rates range from 2.0% to 5.0%.

2006 Certificates of Participation (COPS) - issued to construct a new high school, renovate an elementary school, and purchase land for a second high school. The school portion of the debt is often repaid with state grants available for school construction and related debt service. Interest rates range from 4.125% to 5.0%.

2007 Certificates of Participation (COPS) - issued to finance the construction of a new high school for the Randolph County Schools and a water line up Highway 22 to serve two schools. Interest rates range from 4.0% to 5.0%.

2013A Refunding Limited Obligation Bonds (LOBS) - issued to refinance a portion of the 2004A Certificates of Participation. Taxable interest rates range from 0.758% to 2.94%.

2013B Refunding Limited Obligation Bonds (LOBS) - issued to refinance a portion of the 2006 COPS. Interest rates range from 3.0% to 5.0%.

2013C Refunding Limited Obligation Bonds (LOBS) - issued to refinance a portion of the 2007 COPS. Interest rates range from 2.0% to 5.0%.

Public School Building Installment Purchase - issued to finance the renovation of the Balfour Early Education Development Center for the Asheboro City Schools. Interest rate is 2.42%.

Emergency Medical Services Equipment - issued to finance the purchase of replacement cardiac monitors for ambulances.

Community College Property - seller financed obligation for the acquisition of a vacant factory building, to be renovated into the Cosmetology Center. There is no stated interest during the ten year term.

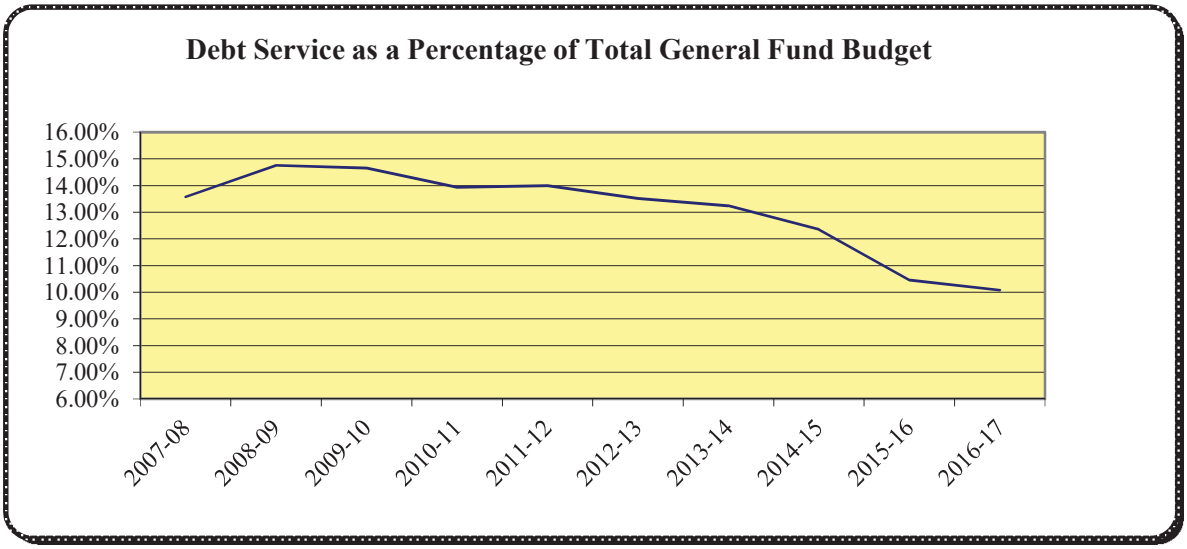
ES Headquarters - Randolph County issued new debt for the Emergency Services Headquarters in January 2016. Interest rates range from 2.1% to 2.32% over a twelve year term..

OTHER DEBT

NC Drinking Water Revolving Loan - issued to finance the expansion of water service to the Glenola area of the County. This loan is being repaid from the proceeds of an annuity purchased by Davidson Water. Interest is paid at 2.55%.

BUDGET HIGHLIGHTS

Randolph County issued new debt for the Emergency Services Headquarters in January 2016. The 2016-17 budget includes the full year of debt service payments.



In order to maintain financial stability, debt service payments should remain below fifteen percent of the total General Fund Budget.

Randolph County issued $52,190,000 in Certificates of Participation in 2000, another $41,195,000 in 2006, and $36,345,000 in 2007. Debt service rose accordingly in the following years. Future total annual debt service payments will decline as outstanding obligations are paid off.

Annual debt service payments under existing obligations for the next five years are as follows:

	Principal	Interest	Total
2016-17	$ 9,475,787	$ 2,847,637	$ 12,323,424
2017-18	$ 8,937,146	$ 2,500,848	$ 11,437,994
2018-19	$ 8,535,982	$ 2,240,737	$ 10,776,719
2019-20	$ 8,415,982	$ 1,962,185	$ 10,378,167
2020-21	$ 8,305,982	$ 1,658,744	$ 9,964,726

TOTAL DEPARTMENT BUDGET		2014-15	2015-16	2016-17		
		Actual	Final Approved	Department Request	Proposed	Final Approved
Expenditures:						
Water Rights and Public Buildings	Principal	606,435	628,402	407,477	407,477	-
	Interest	53,565	31,599	8,837	8,837	-
2003 Certificates of Participation	Principal	2,510,000	210,000	220,000	220,000	-
	Interest	151,700	26,200	17,800	17,800	-
2004 Certificates of Participation	Principal	3,220,000	-	-	-	-
	Interest	148,700	-	-	-	-
2004A Certificates of Participation	Principal	170,000	-	-	-	-
	Interest	5,738	-	-	-	-
2006 Certificates of Participation	Principal	2,060,000	2,060,000	-	-	-
	Interest	187,650	103,000	-	-	-
2007 Certificates of Participation	Principal	1,915,000	1,915,000	1,915,000	1,915,000	-
	Interest	253,738	177,138	81,388	81,388	-
2013A Limited Obligation Bonds	Principal	420,000	3,835,000	3,705,000	3,705,000	-
	Interest	520,399	516,376	470,395	470,395	-
2013B Limited Obligation Bonds	Principal	-	-	1,970,000	1,970,000	-
	Interest	990,450	990,450	960,900	960,900	-
2013C Limited Obligation Bonds	Principal	-	-	-	-	-
	Interest	965,900	965,900	965,900	965,900	-
Public School - Balfour	Principal	133,333	133,334	133,334	133,334	-
	Interest	42,726	39,527	36,300	36,300	-
Emergency Medical Equipment	Principal	82,327	82,327	82,327	82,327	-
	Interest	4,510	3,131	1,740	1,740	-
NC Drinking Water Revolving Loan	Principal	43,022	43,022	43,022	43,022	-
	Interest	7,679	6,583	5,486	5,486	-
Community College Property	Principal	41,313	82,627	82,627	82,627	-
	Interest	-	-	-	-	-
ES Headquarters	Principal	-	-	917,000	917,000	-
	Interest	-	500,000	298,891	298,891	-
Bond Service Charge		8,694	14,000	14,000	14,000	-
Total Expenditures		14,542,879	12,363,616	12,337,424	12,337,424	-
Revenues:						
Restricted Intergovernmental		1,500,000	1,500,000	1,125,000	1,125,000	-
Miscellaneous		50,701	49,605	48,507	48,507	-
Total Revenues		1,550,701	1,549,605	1,173,507	1,173,507	-
General County Revenues Provided (Needed)		(12,992,178)	(10,814,011)	(11,163,917)	(11,163,917)	-

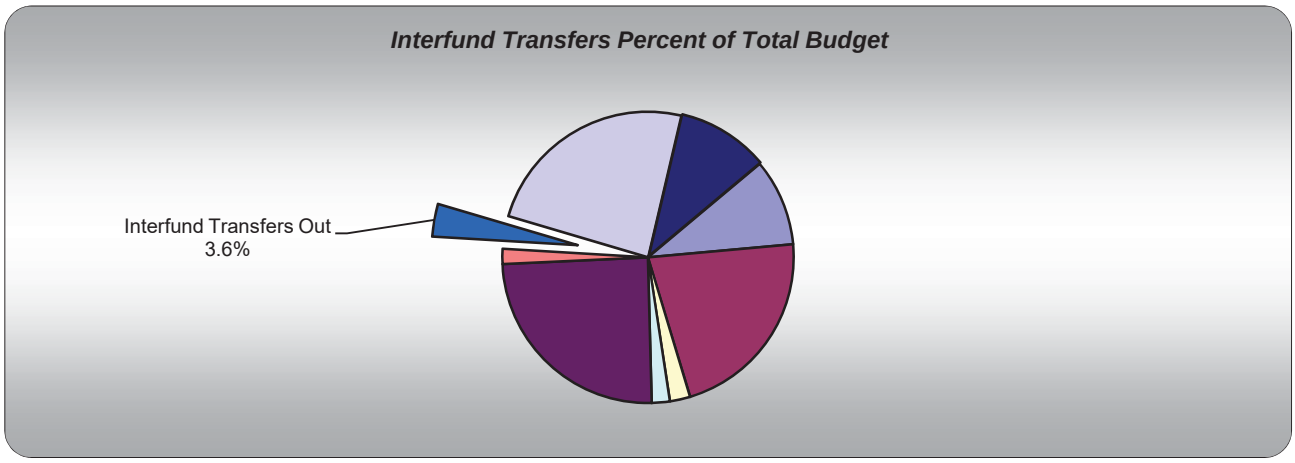
RANDOLPH COUNTY, NORTH CAROLINA

1779

Interfund Transfers

Summary of Interfund Transfers Budget

	2014-15	2015-16	2016-17		
	Actual	Final Approved	Department Request	Proposed	Final Approved
Expenditures:					
Total Expenditures	-	-	-	-	-
Revenues:					
Total Revenues	-	-	-	-	-
Funding Provided (Needed)	-	-	-	-	-
Other Financing Sources (Uses):					
Interfund Transfers In	160,157	55,625	61,250	61,250	-
Interfund Transfers Out	(10,679,581)	(4,058,795)	(4,400,000)	(4,400,000)	-
General County Revenues Provided (Needed)	(10,519,424)	(4,003,170)	(4,338,750)	(4,338,750)	-



Interfund Transfers

The accounts of the County are organized and operated on the basis of funds. A fund is an independent fiscal and reporting entity with a self-balancing set of accounts. Funds are established to segregate transactions according to their intended purpose and are used to aid management in demonstrating compliance with finance-related legal and contractual provisions.

For various reasons, there are transfers between the County's General Fund and these other funds to provide resources for specific purposes.

INTERFUND TRANSFERS TO THE GENERAL FUND

Transfer from Economic Development Capital Reserve - to reimburse the General Fund for economic development project costs approved by the Commissioners. Such projects may include land purchases for an industrial park, site development costs, infrastructure, and incentives.

INTERFUND TRANSFERS FROM THE GENERAL FUND

Transfer to the Water Fund - To provide cash flow for the operating expenses and debt service payments owed the the Piedmont Triad Regional Water Authority.

Transfer to the RCC Capital Project - To transfer the proceeds of the Article 46 sales tax to finance construction and renovation of Randolph Community College facilities.

Transfer to the Site Development Capital Project - To provide cash flow for the acquisitiona nd development of a large advanced manufacturing industrial site. The project was partially funded through a $1,666,667 grant from the NC Department of Commerce.

Transfer to Technology Capital Project - to account for large, multi-year technology projects. These projects are proposed by the Technology Policy Team in an annual work plan. The plan is approved by the Board of County Commissioners at the beginning of each calendar year.

Transfer to County Capital Reserve - to accumulate resources to fund future major capital projects. By setting aside funds for pay-as-you-go financing, the County can avoid interest expenses on these monies not borrowed.

TOTAL DEPARTMENT BUDGET

	2014-15	2015-16	2016-17		
	Actual	Final Approved	Department Request	Proposed	Final Approved
Other Financing Sources (Uses):					
Interfund Transfer In:					
From Economic Development Reserve	160,157	55,625	61,250	61,250	-
Interfund Transfers Out:					
To Water Fund	(1,526,300)	(1,558,795)	(1,800,000)	(1,800,000)	-
To RCC Capital Project	(2,328,281)	(2,500,000)	(2,600,000)	(2,600,000)	-
To Site Development Fund	(6,400,000)	-	-	-	-
To Technology Capital Project	(425,000)	-	-	-	-
To County Capital Reserve	-	-	-	-	-
General County Revenues Provided (Needed)	(10,519,424)	(4,003,170)	(4,338,750)	(4,338,750)	-

Contingency

Summary of Contingency Budget

	2014-15	2015-16	2016-17		
	Actual	Final Approved	Department Request	Proposed	Final Approved
Expenditures:					
Employees' Pay Plan - Cost of Living Adjustment (COLA) Proposed - 1.0%			370,000	370,000	
Employees' Pay Plan - Market Adjustment Proposed - 2.0%			740,000	740,000	
Reserved - Undesignated				260,000	
	-	-	1,110,000	1,370,000	-
Revenues:					
Total Revenues	-	-	-	-	-
General County Revenues Provided (Needed)	-	-	(1,110,000)	(1,370,000)	-

Emergency Telephone System Fund

FUND SUMMARY

On September 25, 1998, the General Assembly of North Carolina approved Senate Bill 1242, establishing the Enhanced 911 Wireless Fund and the North Carolina Wireless 911 Board. This Bill became North Carolina General Statute 62A Article 2. The objective of the act was to provide for an enhanced wireless 911 system for the use of personal cellular communications services and other wireless telephone customers. On July 27, 2007, the General Assembly of North Carolina further revised NCGS 62A, creating a 911 Board with responsibility for both wireline and wireless 911 in North Carolina and a single, statewide service charge per connection for any type of voice communication service provider effective January 1, 2008. Effective July 1, 2010, the new 911 service charge for North Carolina was sixty cents ($.60) in accordance with § 62A-43(a). The proceeds from this service charge are deposited into a fund administered by the North Carolina 911 Board located at the Division of Information Technology Services. A portion of these funds are remitted to governments to establish and maintain a 911 emergency telephone system.

The Emergency Telephone System Fund is required under state regulations to account for the proceeds and use of the surcharge fees on telephone service. The taxes are assessed to provide resources for the installation, lease, purchase or maintenance of the emergency telephone system, which locates the origin of the distress call. The taxes are not used for recurring operating costs of dispatching calls to appropriate public safety agencies, which are the responsibility of the Emergency Services department of the General Fund.

BUDGET HIGHLIGHTS

Under state law, only very specific costs related to the receiving of a 911 emergency call are charged to this fund. In accordance with NC 911 Board guidelines, the County does not maintain a large amount fund balance. For 2016-17, the NC 911 Board increased its distribution to the County by $1.1 million to cover one-time eligible technology costs for the ESHQ Project.

TOTAL FUND BUDGET

	2013-14	2014-15	2015-16		
	Actual	Final Approved	Department Request	Proposed	Final Approved
Expenditures					
Other Expenditures	$ 432,487	$ 406,400	$ 481,400	$ 481,400	$ -
Capital Outlay	397,463	174,617	177,958	1,356,978	-
Total Expenditures	$ 829,950	$ 581,017	$ 659,358	$ 1,838,378	$ -
Revenues					
Other Taxes					
Restricted Intergovernmental	$ 573,955	$ 581,017	$ 659,358	$ 1,838,378	$ -
Investment Earnings	559	-	-	-	-
Total Revenues	574,514	581,017	659,358	1,838,378	-
Other Financing Sources					
Appropriated Fund Balance		-	-	-	-
Total Revenues and Other Financing Sources	$ 574,514	$ 581,017	$ 659,358	$ 1,838,378	$ -

Solid Waste Management Fund

FUND SUMMARY

The County closed its solid waste landfill in December 1997. Federal and state environmental regulations require the County to perform post-closure monitoring procedures on the landfill site for thirty years. A portion of the solid waste tipping fees which were collected while the landfill was operational have been set aside in the Solid Waste Mansagement Fund (formerly called the Landfill Closure Fund) to account for solid waste management costs. Interest earned on the reserved funds approximately offsets the annual inflation adjustment on the estimated remaining post-closure costs. The resources needed to provide the required financial assurance to regulatory agencies are evaluated annually.

BUDGET HIGHLIGHTS

As planned, expenditures in this fund will exceed interest income, resulting in the continued need to appropriate fund balance.

TOTAL FUND BUDGET

	2014-15	2015-16	2016-17		
	Actual	Final Approved	Department Request	Proposed	Final Approved
Expenditures:					
Professional fees	$ 59,974	$ 48,000	$ 38,000	$ 38,000	$ -
General operations	-	5,000	5,000	5,000	
Monitoring well analysis	-	-	-	-	
New monitoring wells		40,000	-	-	
Gravel		2,000	2,000	2,000	
Landfill repairs	600	5,000	100,000	100,000	
Equipment maintenance and repair		1,500	1,500	1,500	
Capital outlay		-	-	-	
Total Expenditures	$ 60,574	$ 101,500	$ 146,500	$ 146,500	$ -
Revenues:					
Contractual lease payment	$ -	$ -	$ -	$ -	$ -
Interest on Investments	3,335	2,000	2,000	2,000	-
Total Revenues	3,335	2,000	2,000	2,000	-
Other Financing Sources:					
Appropriated Fund Balance	-	99,500	144,500	144,500	-
Total Revenues and Other Financing Sources	$ 3,335	$ 101,500	$ 146,500	$ 146,500	$ -

Water Fund

FUND SUMMARY

The County, in conjunction with five other governments, participates in the Piedmont Triad Regional Water Authority. The Authority was established to construct a dam facility, water treatment plant and related transmission lines. The participating governments were legally obligated under the intergovernmental agreement that created the Authority to contribute a pre-determined share of the construction costs on the dam, which was completed in 2003. The County's share of support was originally 18.75%; subsequent to a June 2016 sale of 250,000 million gallons of raw water per day to the City of Archdale, the County will now own 8.75 million gallons of raw water (18.23%). According to the joint governmental agreement, the participating governments do not have an equity interest in the joint venture, but rather rights to water in the reservoir.

The Authority's water treatment plant was completed in 2010; the participating governments purchase treated water based upon a pre-determined share, according to a uniform rate structure set by the Authority. The County will be purchasing 1.25 million gallons per day; its rate will be primarily based on the County's share of the annual debt service on the project, plus administrative and operating costs. The County intends to sell its allotment of treated water in bulk to municipal water systems.

BUDGET HIGHLIGHTS

The contract for treated water with the City of Archdale will expire on June 30, 2016.

TOTAL FUND BUDGET

	2014-15	2015-16	2016-17		
	Actual	Final Approved	Department Request	Proposed	Final Approved
Expenditures:					
Purchase of Water	$ 1,763,921	$ 1,785,000	$ 1,805,520	$ 1,805,520	$ -
Total Expenditures	$ 1,763,921	$ 1,785,000	$ 1,805,520	$ 1,805,520	$ -
Revenues:					
Bulk Water Sales	$ 232,010	$ 226,005	$ -	$ -	$ -
Investment Income	437	200	200	200	-
Total Revenues	232,447	226,205	200	200	-
Other Financing Sources:					
Transfer from General Fund	1,526,300	1,558,795	1,800,000	1,800,000	-
Appropriated Fund Balance			5,320	5,320	
Total Revenues and Other Financing Sources	$ 1,758,747	$ 1,785,000	$ 1,805,520	$ 1,805,520	$ -

Randolph County, North Carolina

Capital Improvement Plan

Objectives of a Capital Improvement Plan

A Capital Improvement Plan (CIP) is a document which organizes all known significant, non-routine capital needs in a manner to promote discussion regarding priority, feasibility, timing, potential costs, financing options, and future budgetary effect. A CIP matches potential capital costs with a financing schedule in order to provide long-range planning for projects with a significant financial impact. Recurring capital costs or one-time projects under $100,000 are typically included in the annual General Fund budget and are not part of the CIP.

This section contains an overview of the capital project requests submitted by Randolph County departments and certain County-funded agencies. These requests represent the projected capital needs of these organizations over the next three years. It includes projects which have already received authorization by the Board of County Commissioners. As a result, the Board of County Commissioners receives one document that covers both short-range (three years) and long-range needs of the community.

The operating and capital budgets are closely linked. The operating budget must cover the cost of financing, maintaining and operating new facilities that are built under the capital budget. In addition, the operating budget must pay interest expense and principal payments (debt service) on all debt related to these projects.

A Summary of Future Capital Needs presents other projects which are not included in the Capital Improvement Plan. The status of these projects is yet to be determined and may or may not be completed; it is too early to determine the priority, timing, budgetary impact, and financing options for these issues. However, it is critical to list these needs in order to coordinate the various demands on County resources over the next few years.

Development of a CIP takes the following steps:

► Facilitate the exchange of information between the County, the school boards, and the community college on capital planning.
► Coordinate various capital planning processes.
► Identify critical capital needs for County government, public schools, and community college.
► Evaluate proposed projects in relationship to County priorities.
► Understand future budget impacts and manage debt load.
► Make decisions on a project's inclusion in the CIP, timing, and possible financing sources.

Projects in the Capital Improvement Plan are classified under the following categories:

Asheboro City Schools
Randolph County Schools
Randolph Community College
Randolph County Government

A separate page has been prepared for each approved project. It includes a timeline for construction and operating costs, a project description, a brief analysis of need, the current status of the project, and other information.

Criteria used to determine a project's status as a high, medium, or low priority:

In evaluating a project, the County considers factors such as:

Policy Issues

Is the project needed to bring the County into compliance with any laws or regulations?
Is the project required by legal mandate?
Does the project relate to a County-adopted plan or policy?

Cost Analysis

Does the recommendation to renovate, rehabilitate, or maintain an existing facility justify the cost?
Will this project reduce annual operating costs in some manner?
What would be the impact upon annual operating budget?
What is the possibility of cost escalation over time?

Public Service Factors

Will this project increase productivity or service quality, or respond to a demand for service?
What present or anticipated problem will this project alleviate, and to what extent?
How will this project improve services to citizens and other service clients?
How would delays in starting the project affect County services?

Community Objectives

Is public health or safety a critical factor with regard to this project?
Would the project enhance the educational opportunities for students in public schools or the community college?
Will there be an improvement in environmental quality?
Will this project promote economic development or otherwise raise the standard of living for our citizens?
Will this project provide a critical service or otherwise improve the quality of life for our citizens?

Debt Management

What type of funding sources are available?
How reliable is the funding source recommended for the project?
How would any proposed debt impact the County's debt capacity?
Does the timing of the proposed construction correspond to the availability of funding?

General

How does this project fit plans for the future and the objectives of the County?
What is the relationship to other projects (either ongoing or requested)?
What are the project alternatives?
What are the consequences, if not approved?

Randolph County, North Carolina

Capital Improvement Plan

Summary of Current Projects

Over the past few years, the Board of County Commissioners has considered only a few large projects, unless specific funding was available. This has resulted in a backlog of projects, and priorities are being established carefully. County facility needs are usually presented to the Board at their annual retreat. Every March, the community college and the two public school systems present their capital needs. These potential projects are provided in the Summary of Future Capital Needs.

At the April 2013 Board retreat, the Commissioners heard reports from departments regarding the backlog of equipment replacement, technology upgrades, building maintenance, and facility needs. Management encouraged the Board to consider designating a recurring source of funds to address these needs. Any extra funds could be set aside for pay-as-you-go CIP projects.

At the February 2011 Board retreat, the Emergency Services Director reported that the existing 911 Center would need a major renovation that would not improve the capacity of the facility. The alternative is a new building to replace both the 911 Center and the Asheboro ambulance base that could be constructed on county land. In May 2012, the Board of Commissioners heard a proposal to modernize Emergency Services, including the 911 Center, replacement of existing ambulance bases, additional bases in the southern half of the County. In the 2014-15 Budget, the Board initiated the modernization plan, financed with a 1.5-cent increase in property taxes. The second phase was added in the 2015-16 Budget. The implementation continues in 2016-17. The ambulance base and emergency services headquarters projects are included in the Capital Improvement Plan.

The Count's current animal control facility is aged and needs renovation and expansion. The Board of Commissioners identified this project as a priority in June 2013. It is included in the Capital Improvement Plan.

Randolph County also has a Technology Policy Team, consisting of County officials, which reviews requests for major technology improvements. An annual Work Plan for the calendar year is developed and presented to the County Commissioners in January of each year. Work plans are funded by transfers from the General Fund to a Technology Capital Project Fund. As part of implementing the Work Plan, the Policy Team also reviews vendor proposals to be recommended to the Board of County Commissioners for final approval.

In the fall of 2015, Randolph County conducted a space utilization study for the courthouse, coordinated by the original architect. The courthouse opened in 2002 and has needed a series of modifications to meet the changing demand of the judges, district attorney, clerk's office, and probation and parole. The space study gives the County a plan for future renovations. No timetable or dedicated funding has been established.

In March 2010, voters in Randolph County approved an additional one-quarter percent sales tax to finance the capital needs of the Community College, which took effect July 1, 2010. This funding stream will finance pay-as-you-go costs of approximately $2.5 million per year. The College's current projects are renovation of the former necktie facility into the Cosmetology Center and upgrades to the Photography Department.

Both school systems have requested recurring additional funds for deferred maintenance of existing facilities. This is an annual budget issue separate from the capital improvement plan.

Randolph County, North Carolina
Capital Improvement Plan - Approved Projects

	Project Totals	Prior years	2016-17	2017-18	2018-19	2019-20
Capital Needs by Category			**Projected Capital Expenditures**			
Randolph County Government						
Technology	*$ 1,919,725*	$ 1,709,339	$ 210,386	$ -	$ -	$ -
Emergency Services Headquarters	*$ 11,000,000*	5,000,000	6,000,000	-	-	-
Ambulance Bases	*$ 1,230,000*	970,000	260,000	-	-	-
Animal Shelter	*$ 1,066,800*	-	866,800	200,000	-	-
Asheboro City Schools	*$ -*					
Randolph County Schools	*$ -*					
Randolph Community College						
Cosmetology Center	*$ 1,545,000*	$ 1,345,000	$ 200,000	$ -	$ -	$ -
Photography Center Renovation	*$ 1,810,000*	$ -	$ 1,000,000	$ 810,000	$ -	-
	$ 18,571,525	*$ 9,024,339*	*$ 8,537,186*	*$ 1,010,000*	*$ -*	*$ -*
Capital Funding Sources			**Projected Financing**			
Current Resources:						
Federal and State Grant Awards	*$ -*					
Other Revenues	*$ 2,296,800*	$ 970,000	$ 1,126,800	$ 200,000		
Transfer from General Fund	*$ 5,274,725*	$ 1,919,725	$ 2,545,000	$ 810,000	$ -	$ -
Debt Financing:						
General Obligation Bonds	*$ -*				$ -	
Installment Purchase	*$ 11,000,000*	$ 11,000,000				
Limited Obligation Bonds	*$ -*					
	$ 18,571,525	*$ 13,889,725*	*$ 3,671,800*	*$ 1,010,000*	*$ -*	*$ -*

Note: Since most project financing occurs before a project is initiated, the timing of the funding sources may differ by year from disbursement of funds for the projects.

Randolph County, North Carolina
Capital Improvement Plan

Project Category: County Government **Project Name:** Technology Improvements

Fund : Technology Capital Project	$ 1,919,725	Prior Years	2016-17	2017-18	2018-19	2019-20	Next 5 years 2021-2025
Projected Capital Costs		$ 1,709,339	$ 210,386				
Anticipated Operating Impact			$ -	$ -	$ -	$ -	$ -
Anticipated Debt Service			N/A	N/A	N/A	N/A	N/A

Project Description

In January of every year, a Technology Work Plan is presented to the Board of Commissioners for the upcoming calendar year. Technology projects are approved by the Commissioners and funded primarily with a portion of departmental savings from the prior year.

Purpose and Need

The County has several key computer applications, which are stand-alone systems; that is, they do not integrate with other processes, making manual entry of the same data necessary. We also have obsolete hardware, which is overdue for replacement. The technological improvements made over the past twenty years will allow County employees to be much more productive and allow for greater communication with citizens.

Project Status

The Tax Appraisal portion of the tax software went live in the spring of 2011. Work continues to fully implement the software.

In 2012, the Commissioners approved a plan to allow county departments to accept credit and debit card payments. This project was implemented in the spring of 2013.

The 2013 Work Plan consists of updating certain features of the network infrastructure, which was funded from a $250,000 transfer from the General Fund and interest earnings. This project was completed in the spring of 2014.

Impact On Annual Operating Budget

Annual software maintenance fees are already built into the annual budget.

Project Costs	
Tax Billing and Collections	$ 539,529
Tax Appraisal	759,196
Central Permitting	338,000
Infrastructure upgrades	266,000
Credit Card project	17,000
Total	$ 1,919,725

Method of Financing	
General Fund Appropriations	$ 1,810,725
Grant Awards	-
Other Revenues	
Interest earnings	109,000
Total	$ 1,919,725

Randolph County, North Carolina
Capital Improvement Plan

Randolph County Government **Project Name:** Emergency Services Headquarters

Fund County Facilities Capital Project Fund	Prior Years	2016-17	2017-18	2018-19	2019-20	Next 5 years 2021-2025
Projected Capital Costs	$ 5,000,000	$ 6,000,000		$ -	$ -	$ -
Anticipated Operating Impact		$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 125,000
Anticipated Debt Service		$ 1,215,891	$ 1,140,197	$ 1,119,014	$ 1,097,740	$ 5,168,594

Project Description

In May 2012, the Commissioners heard a plan to modernize Emergency Services. The existing 911 Center is a 10,800 square foot building built in 1957. The building contains the 911 call center, a emergency operations center, fire marshal's offices, and administrative offices. Space is very limited for current operations and a more modern facility is needed.

Purpose and Need

The County desires to replace the existing facility with another building, on property currently owned. A replacement for the existing Asheboro ambulance base is also part of this project.

Project Status

Financing for the Emergency Services Headquarters project was obtained in January 2016, with the construction beginning soon thereafter. The anticipated completion date is January 2017.

Impact On Annual Operating Budget

An increase in utilities is expected, along with additional insurance.

Project Costs	
Architect / Design	$ 923,570
Professional Fees	25,000
Land Acquisition	-
Construction	8,756,080
Furniture / Equipment	209,350
Technology	736,000
Communication tower	350,000
Total	$ 11,000,000

Method of Financing	
General Fund Appropriations	$ -
Grant Awards	
Other Revenues	
General Obligation Bonds	
Installment Purchase	11,000,000
	-
Total	$ 11,000,000

Randolph County, North Carolina
Capital Improvement Plan

Randolph County Government **Project Name:** Ambulance Bases Project

Fund General Fund	Prior Years	2016-17	2017-18	2018-19	2019-20	Next 5 years 2021-2025
Projected Capital Costs	$ 970,000	$ 260,000	$ -	$ -	$ -	$ -
Anticipated Operating Impact		$ 720,000	$ 720,000	$ 720,000	$ 720,000	$ 3,600,000
Anticipated Debt Service		$ -	$ -	$ -	$ -	$ -

Project Description

In May 2012, the Commissioners heard a plan to modernize Emergency Services. There are three old ambulance bases that need to be replaced (Randleman, Trinity, and Liberty) and another two new bases that are needed in the southern part of the County. In March 2014, the Board agreed to move forward with the funding on these projects.

Purpose and Need

In August 2013, the County completed the sale of the Randleman Base property for $535,000. Using a portion of the sale proceeds, the County replaced the existing Randleman Base facility with another building nearby. A permanent base for the Trinity area crew will be funded with the remainder of the sale proceeds. The County levied additional property taxes to pay for the other new bases and paramedic crews.

Project Status

The only remaining base to be constructed is for the Trinity area. A suitable location has not yet been determined.

Impact On Annual Operating Budget

A modest increase in utilities is expected, along with additional insurance. When the two new bases were opened in the southern part of the County, new paramedic crews were hired to staff them. The additional personnel costs are expected to be approximately $350,000 per year for each additional base.

Project Costs	
Architect / Design	$ -
Professional Fees	-
Land Acquisition	-
Construction	1,230,000
Furniture / Equipment	-
Other	-
Total	$ 1,230,000

Method of Financing	
General Fund Appropriations	$ 780,000
Grant Awards	
Other Revenues	450,000
General Obligation Bonds	
Installment Purchase	
	-
Total	$ 1,230,000

Randolph County, North Carolina
Capital Improvement Plan

Randolph County Government **Project Name:** Animal Shelter

Fund County Facilities Capital Project Fund

	Prior Years	2016-17	2017-18	2018-19	2019-20	Next 5 years 2021-2025
Projected Capital Costs		$ 866,800	$ 200,000			$ -
Anticipated Operating Impact		$ -	$ 2,000	$ 2,000	$ 2,000	$ 10,000
Anticipated Debt Service		$ -	$ -	$ -	$ -	$ -

Project Description

Renovation and expansion of the existing animal shelter on county-owned land.

Purpose and Need

Existing animal shelter is an inadequate block building that does not meet current demand. A major expansion is needed that will meet current standards and improve customer service for citizens adopting animals.

Project Status

Design began in 2015. A final budget is to be determined. Construction is expected to begin in late 2016. The County has received a corporate pledge of $750,000 toward the project, plus another $25,000 donation to date.

Impact On Annual Operating Budget

A modest increase in utilities is expected, along with additional insurance.

Project Costs	
Architect / Design	$ 90,000
Professional Fees	5,800
Land Acquisition	-
Construction	828,000
Furniture / Equipment	55,000
Contingency	88,000
Total	$ 1,066,800

Method of Financing	
General Fund Appropriations	$ 291,800
Grant Awards	
Other Revenues	775,000
General Obligation Bonds	
Installment Purchase	-
	-
Total	$ 1,066,800

Randolph County, North Carolina
Capital Improvement Plan

Project Category: Randolph Community College **Project Name:** Cosmetology Center

Fund : Randolph Community College Capital Project	Prior Years	2016-17	2017-18	2018-19	2019-20	2021-2025
Projected Capital Costs	$ 1,345,000	$ 200,000				$ -
Anticipated Operating Impact			$ 50,000	$ 50,000	$ 50,000	$ 250,000
Anticipated Debt Service		$ -	$ -	$ -	$ -	$ -

Project Description

This project will greatly expand and renovate the Asheboro campus of the Community College. A vacant industrial bulding will be renovated to house the Cosmetology Program and other services. After these programs are relocated to the new facility, the College will no longer have to lease space away from the main Asheboro campus. The project costs will be financed through the quarter-cent sales tax dedicated for RCC capital needs.

Purpose and Need

Randolph Community College must increase its space and capacity in order to maintain the ability to continue serving the rapidly growing number of college transfer students, students seeking higher paying jobs, and unemployed students who turn to the College for education, training, and hope. The former warehouse building was privately owned, surounded by RCC facilities; the acquisition consolidates the campus. Randolph Community College's use of the former warehouse property, rather than financing new construction, will save taxpayers'money.

Project Status

Construction began in 2015 and is expected to be completed by mid-2016.

Impact On Annual Operating Budget

Operating costs are expected to be around $50,000.

Project Costs	
Architect / Design	$ -
Professional Fees	205,000
Land improvements	125,000
Construction	1,215,000
Furniture / Equipment	
Other	
Total	$ 1,545,000

Method of Financing	
Transfer from General Fund	$ 1,545,000
(Quarter-cent sales tax proceeds)	
Grant Awards	
General Obligation Bonds	-
Installment Purchase	-
Certificates of Participation	-
Total	$ 1,545,000

Randolph County, North Carolina
Capital Improvement Plan

Project Category: Randolph Community College **Project Name:** Photography Center Renovation

Fund : Randolph Community College Capital Project	Prior Years	2016-17	2017-18	2018-19	2019-20	2021-2025
Projected Capital Costs	$ -	$ 1,000,000	$ 810,000			$ -
Anticipated Operating Impact		$ -	$ -	$ -	$ -	$ -
Anticipated Debt Service		$ -	$ -	$ -	$ -	$ -

Project Description

This project will greatly expand and renovate the space utilized by the Photography program at the Community College. The project costs will be financed through the quarter-cent sales tax dedicated for RCC capital needs.

Purpose and Need

The photography program at RCC is recognized by most journals as one of the top three photography programs in the country. Students come from all over the country to attend RCC for this curriculum and the College will need to provide them with the latest technology in order to stay one of the highest rated photography programs. The existing area was constructed decades ago; there is not currently an entrance from the exterior of the building. The department is accessed only after passing through many hallways. It is important to update the curriculum with state-of-the-art equipment, as well as the way the facility is laid out and used for the program to support multimedia.

Project Status

Construction will begin in early 2016 and is expected to be completed in less than a year.

Impact On Annual Operating Budget

Since this is renovation of existing space, there is no significant increase in operating costs. There is no debt service associated with this project.

Project Costs	
Architect / Design	$ -
Professional Fees	222,000
Land improvements	80,000
Construction	1,308,000
Furniture / Equipment	200,000
Other	-
Total	$ 1,810,000

Method of Financing	
Transfer from General Fund (Quarter-cent sales tax proceeds)	$ 1,810,000
Grant Awards	
General Obligation Bonds	-
Installment Purchase	-
Certificates of Participation	-
Total	$ 1,810,000

Randolph County, North Carolina
Summary of Future Capital Needs

The following projects have been proposed for future consideration in the Capital Improvement Plan. These proposed projects are listed for capital planning purposes only. No decision has been made on the merits of the projects and their inclusion here does not guarantee they will ever be completed. Other capital needs will develop over time and may replace or delay these projects. However, it is critical to list these needs in order to coordinate the various demands on County resources over the next few years.

Asheboro City Schools

Project	Estimated cost
Asheboro High School Addition and Renovation	$ 15,431,717
McCrary Elementary School Kitchen Renovation	357,633
Lindley Park Elementary School Kitchen Renovation	438,041
N. Asheboro Middle School Renovation Project	389,000
S. Asheboro Middle School Renovation Project	410,000
Asheboro High School Gymnasium HVAC	292,000
	$ 17,318,391

Randolph County Schools

Project	Estimated cost
New Trinity area middle school	19,400,000
New Randleman area elementary school	15,600,000
New Randleman area middle school	19,400,000
New Southwest area middle school	19,400,000
Renovation to Ramseur Elementary school	1,700,000
Renovation to Eastern Randolph High School	5,000,000
Renovation to Randleman High School	10,200,000
Renovation to Southwest High School	5,700,000
Renovation to Trinity High School	5,000,000
	$ 101,400,000

Randolph Community College

Project	Estimated cost
Allied Health Center	$ 14,000,000
Renovation Projects	10,500,000
Real Property Acquisitions	6,000,000
	$ 30,500,000

Randolph County Government

Project	Estimated cost
Jail Expansion Addition of 80 Beds	5,583,059
Sheriff's Office Building Expansions	2,920,000
Social Services Building Expansion	2,000,000
Agricultural Center	10,000,000
Courthouse upgrades	1,887,000
County Water Plan	
Corridor Water Distribution Lines	17,850,350
District Water Lines	12,725,546
	$ 52,965,955

Randolph County

Annual Debt Service Requirements

Current Obligations

Fiscal Year	ALL DEBT SERVICE		ALL DEBT
	Total Principal	Total Interest	GRAND TOTALS
2016-17	$ 9,475,787	$ 2,847,637	$ 12,323,424
2017-18	8,937,146	2,500,848	11,437,994
2018-19	8,535,982	2,240,737	10,776,719
2019-20	8,415,982	1,962,185	10,378,167
2020-21	8,305,982	1,658,744	9,964,726
2021-22	8,157,960	1,355,356	9,513,316
2022-23	4,997,960	1,056,581	6,054,541
2023-24	4,997,960	845,830	5,843,790
2024-25	4,970,646	627,716	5,598,362
2025-26	4,939,333	408,988	5,348,321
2026-27	4,939,333	190,010	5,129,344
2027-28	2,877,666	39,858	2,917,524
Totals	**$ 79,551,738**	**$ 15,734,490**	**$ 95,286,228**

Randolph County

Annual Debt Service Requirements

General Obligation Bonds, Installment Purchase Agreements and Other Debt

Fiscal Year	PNC Bank Balfour Renovation October 9, 2012		PNC Bank Cardiac Monitors October 9, 2012		BB&T Govt Finance Water Rights / Library / Bldgs January 4, 2005	
	Principal	Interest	Principal	Interest	Principal	Interest
2016-17	$ 133,334	$ 36,300	$ 82,327	$ 1,740	$ 407,477	$ 8,837
2017-18	133,333	33,073	41,164	348		
2018-19	133,333	29,847				
2019-20	133,333	26,620				
2020-21	133,333	23,393				
2021-22	133,333	20,167				
2022-23	133,333	16,940				
2023-24	133,333	13,713				
2024-25	133,333	10,487				
2025-26	133,333	7,260				
2026-27	133,333	4,033				
2027-28	66,666	807				
Totals	**$ 1,533,333**	**$ 222,640**	**$ 123,491**	**$ 2,088**	**$ 407,477**	**$ 8,837**

Randolph County

Annual Debt Service Requirements

General Obligation Bonds, Installment Purchase Agreements and Other Debt

Fiscal Year	State Clean Drinking Water Loan May 6, 1999		Seller Financed Note Payable Bost Property February 13, 2015		PNC Bank ES Headquarters January 12, 2016	
	Principal	Interest	Principal	Interest	Principal	Interest
2016-17	$ 43,022	$ 5,486	$ 82,627		$ 917,000	$ 298,891
2017-18	43,022	4,388	82,627		917,000	223,197
2018-19	43,022	3,292	82,627		917,000	202,014
2019-20	43,022	2,194	82,627		917,000	180,740
2020-21	43,022	1,096	82,627		917,000	159,465
2021-22			82,627		917,000	138,191
2022-23			82,627		917,000	116,916
2023-24			82,627		917,000	95,642
2024-25			41,313		916,000	74,379
2025-26					916,000	53,128
2026-27					916,000	31,877
2027-28					916,000	10,626
Totals	**$ 215,110**	**$ 16,456**	**$ 702,327**	**$ -**	**$ 11,000,000**	**$ 1,585,066**

Randolph County

Annual Debt Service Requirements

General Obligation Bonds, Installment Purchase Agreements and Other Debt

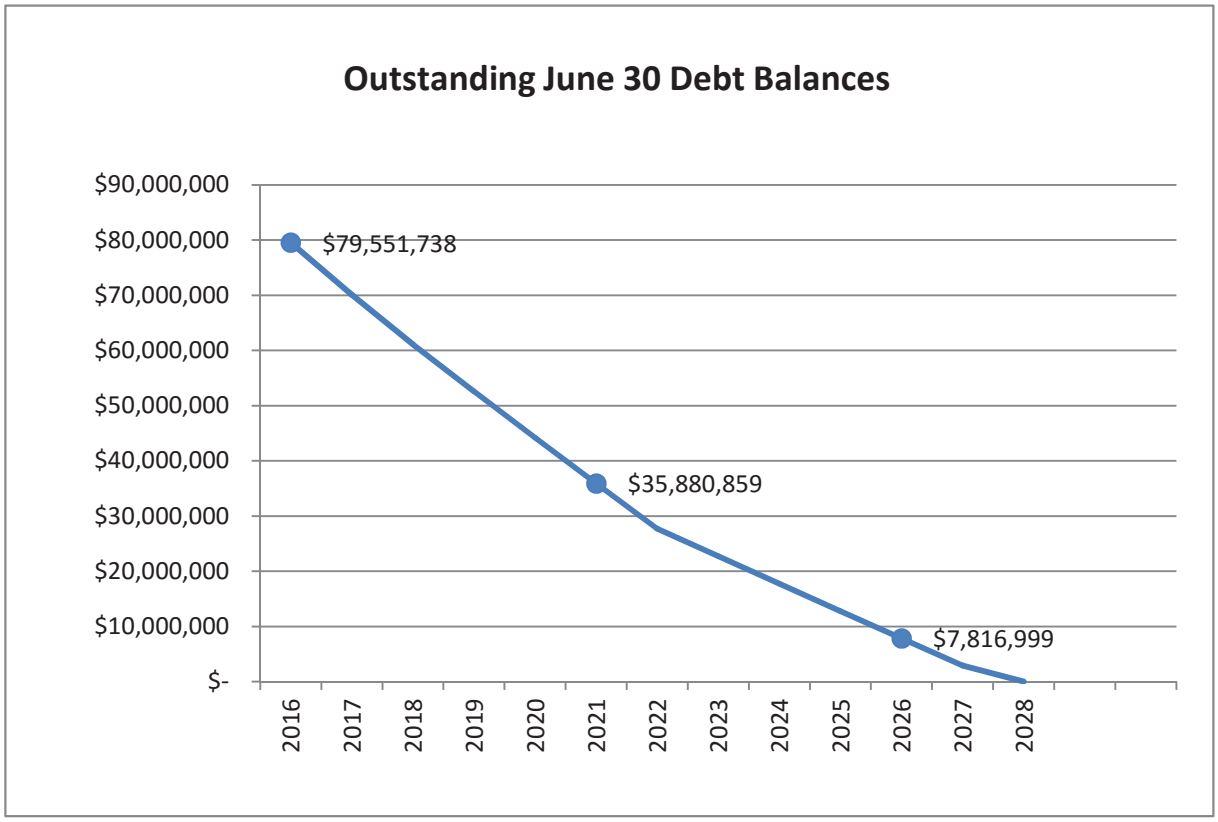
Fiscal Year	Certificates of Participation 2003 Refunding December 16, 2003		Certificates of Participation School Construction August 30, 2006		Certificates of Participation School Construction September 26, 2007	
	Principal	Interest	Principal	Interest	Principal	Interest
2016-17	$ 220,000	$ 17,800			$ 1,915,000	$ 81,388
2017-18	225,000	9,000				
2018-19						
2019-20						
2020-21						
2021-22						
2022-23						
2023-24						
2024-25						
2025-26						
2026-27						
2027-28						
Totals	**$ 445,000**	**$ 26,800**	**$ -**	**$ -**	**$ 1,915,000**	**$ 81,388**

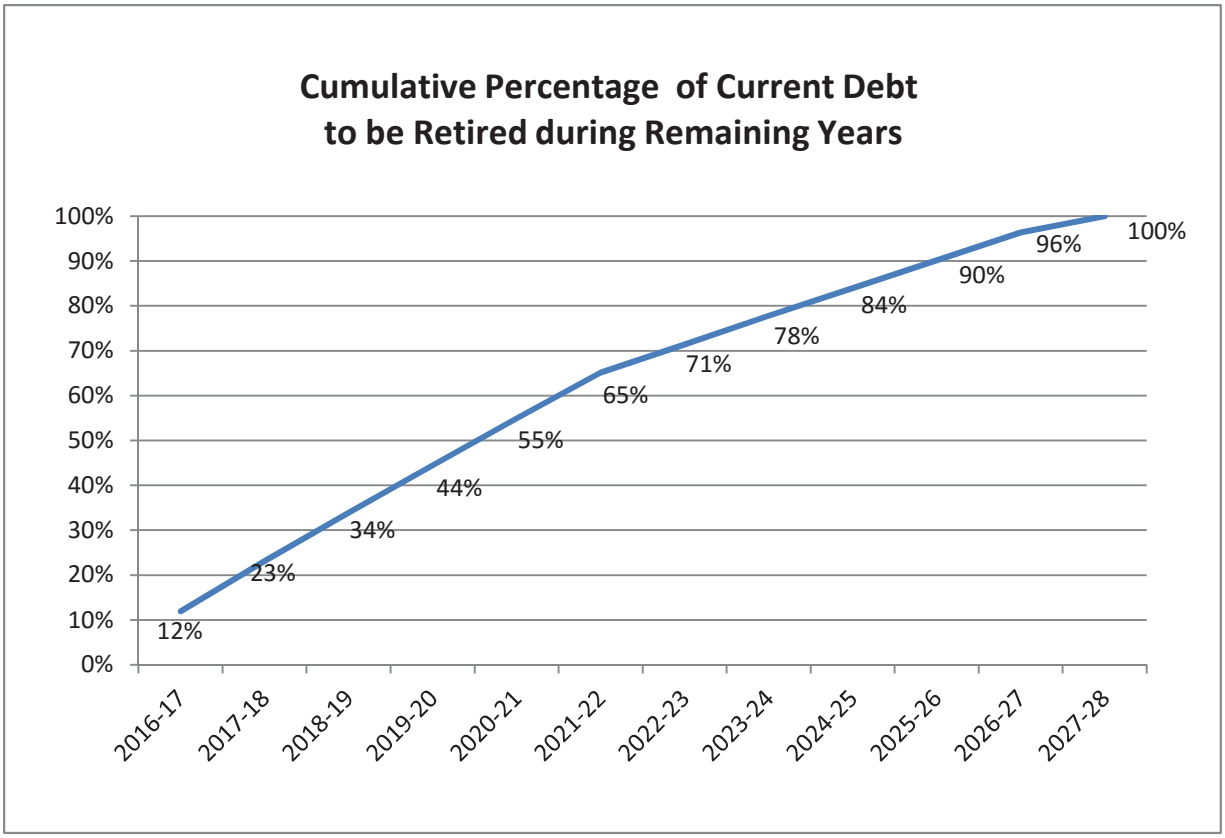
Randolph County

Annual Debt Service Requirements

General Obligation Bonds, Installment Purchase Agreements and Other Debt

Fiscal Year	Limited Obligation Bonds 2013A Refunding April 10, 2013		Limited Obligation Bonds 2013B Refunding May 8, 2013		Limited Obligation Bonds 2013C Refunding June 6, 2013	
	Principal	Interest	Principal	Interest	Principal	Interest
2016-17	$ 3,705,000	$ 470,395	$ 1,970,000	$ 960,900		$ 965,900
2017-18	3,580,000	411,892	1,960,000	892,150	1,955,000	926,800
2018-19	3,465,000	342,834	1,955,000	813,850	1,940,000	848,900
2019-20	3,355,000	264,906	1,955,000	725,875	1,930,000	761,850
2020-21	3,255,000	181,065	1,950,000	628,250	1,925,000	665,475
2021-22	3,160,000	92,398	1,940,000	535,375	1,925,000	569,225
2022-23			1,945,000	442,625	1,920,000	480,100
2023-24			1,955,000	345,125	1,910,000	391,350
2024-25			1,965,000	247,125	1,915,000	295,725
2025-26			1,980,000	148,500	1,910,000	200,100
2026-27			1,980,000	49,500	1,910,000	104,600
2027-28					1,895,000	28,425
Totals	**$ 20,520,000**	**$ 1,763,490**	**$ 21,555,000**	**$ 5,789,275**	**$ 21,135,000**	**$ 6,238,450**





These charts present different ways to express how quickly existing debt will be retired.

Note: Assumes no change in outstanding debt during the years listed.

Randolph County, North Carolina

Adopted General Fund Budgets
Past Five Years

	FY 2012-13 Adopted Budget	FY 2013-14 Adopted Budget	FY 2014-15 Adopted Budget	FY 2015-16 Adopted Budget	FY 2016-17 Proposed Budget
Revenues					
Ad Valorem Property Taxes	$ 59,248,792	$ 62,368,940	$ 65,807,461	$ 67,537,867	$ 68,447,375
Local Option Sales Tax	16,524,000	17,020,000	17,360,000	19,131,651	22,300,000
Other Taxes and Licenses	1,305,000	1,360,000	1,385,000	1,520,000	1,588,000
Unrestricted Intergovenmental	445,000	405,000	405,000	405,000	350,000
Restricted Intergovernmental	18,048,534	19,378,915	19,120,520	19,313,189	19,399,602
Permits and Fees	939,973	961,314	963,850	973,000	1,025,800
Sales and Services	9,176,199	9,104,163	8,533,871	8,800,365	8,711,782
Investment Earnings	160,000	85,000	85,000	85,000	101,000
Miscellaneous Receipts	474,557	333,349	334,648	344,892	274,410
Transfers from Other Funds	-	55,625	55,625	55,625	61,250
Appropriated Fund Balance	5,752,884	2,757,569	3,355,350	96,328	139,586
	$112,074,939	$113,829,875	$117,406,325	$118,262,917	$122,398,805
Expenditures					
County Services	$ 63,040,572	$ 65,478,123	$ 67,044,151	$ 68,907,216	$ 71,083,341
Education	27,592,041	27,592,041	28,077,041	28,921,400	$ 29,199,900
Debt Service	15,141,717	14,767,140	14,506,916	12,363,616	$ 12,337,424
Appropriations to Outside Agencies	4,056,609	3,859,784	3,940,917	4,011,890	$ 4,008,140
Transfers to Other Funds	2,244,000	2,132,787	3,837,300	4,058,795	$ 4,400,000
Contingency	-	-	-	-	$ 1,370,000
	$112,074,939	$113,829,875	$117,406,325	$118,262,917	$122,398,805
Property Tax Rate	*0.586*	*0.61*	*0.655*	*0.655*	*0.6525*

Randolph County
Statistical Information

Fiscal Years Ending June 30	Population [1]		Median Age [1]		Per Capita Personal Income [2]		Current Unemployment Rate [3]	
	Randolph County	State	Randolph County	State	Randolph County	State	Randolph County	State
2017	144,841	10,261,956	41.10	38.61	N/A	N/A	N/A	N/A
2016	144,254	1,057,928	41.01	38.44	N/A	N/A	6.10%	6.30%
2015	143,666	10,054,722	40.85	38.26	N/A	N/A	5.30%	5.40%
2014	143,079	9,953,687	40.66	38.11	$31,896	$39,171	6.50%	6.60%
2013	142,489	9,860,149	40.44	37.96	$30,500	$37,774	9.70%	9.40%
2012	142,457	9,762,639	40.19	37.80	$31,160	$38,655	9.60%	9.50%
2011	142,472	9,666,467	39.88	37.66	$29,409	$36,622	10.60%	10.20%
2010	141,970	9,574,917	38.77	37.47	$28,710	$35,569	11.20%	10.80%
2009	141,175	9,435,396	37.55	36.66	$28,193	$34,944	11.10%	10.40%
2008	140,297	9,278,794	37.44	36.52	$28,482	$35,917	6.50%	6.30%

* Estimated

(1) - Estimates and Projections - State Demographics branch of N.C. Office of State Budget and Management

(2) U.S. Dept of Commerce - Bureau of Economic Analysis

(3) N.C. Dept of Commerce - Division of Employment Security

Randolph County
Statistical Information

Fiscal Years Ending June 30	Average Daily Student Membership: Asheboro City Schools	Average Daily Student Membership: Randolph County Schools	County-wide Property Valuation: Randolph County	Property Tax Rate per $100 valuation: Randolph County	Property Tax Rate per $100 valuation: Statewide - Average 100 Counties (4)	Property Tax Collection Rate: Randolph County	Property Tax Collection Rate: Statewide - Average 100 Counties (4)
2017	4,720	17,582	$ 10,500,000,000	$0.6525	N/A	99.00%	N/A
2016	4,754	17,813	$ 10,324,000,000 *	$0.6550	$0.6554	98.5%*	N/A
2015	4,736	18,044	$ 10,397,636,776	$0.6550	$0.6412	99.34%	98.60%
2014	4,786	18,297	$ 10,734,948,455	$0.6100	$0.6329	98.84%	97.97%
2013	4,839	18,426	$ 10,341,109,232	$0.5860	$0.6192	98.06%	97.34%
2012	4,697	18,664	$ 10,245,644,286	$0.5860	$0.6167	98.00%	97.29%
2011	4,593	18,590	$ 10,199,402,760	$0.5860	$0.5855	97.43%	97.19%
2010	4,581	18,566	$ 10,217,329,647	$0.5550	$0.5977	97.60%	97.17%
2009	4,443	19,044	$ 10,194,170,372	$0.5550	$0.6076	97.86%	97.05%
2008	4,473	18,994	$ 10,089,248,456	$0.5350	$0.6271	98.19%	97.38%

* Estimated

(4) N.C. Department of State Treasurer - Local Government Commission

Note: Property reappraisals were conducted in 2015 and 2008.

Randolph County
Statistical Information

Fiscal Years Ending June 30	Total Outstanding Debt: Randolph County	Debt per capita: Randolph County	Debt per capita: Statewide - Average 100 Counties (4)	Randolph County Bond Ratings: Moody's	Randolph County Bond Ratings: Standard & Poors
2017	$ 70,075,951 *	$484	N/A	Aa2	AA-
2016	$ 79,551,738	$551	N/A	Aa2	AA-
2015	$ 77,541,448	$540	$1,341	Aa2	AA-
2014	$ 87,916,611	$614	$1,392	Aa2	AA-
2013	$ 99,145,531	$696	$1,323	Aa3	AA-
2012	$ 106,134,527	$745	$1,373	Aa3	AA-
2011	$ 116,507,586	$818	$1,431	Aa3	AA-
2010	$ 126,351,592	$890	$1,449	Aa3	AA-
2009	$ 136,837,213	$969	$1,408	Aa3	AA-
2008	$ 147,040,089	$1,048	$1,251	Aa3	AA-

* Estimated

(4) N.C. Department of State Treasurer - Local Government Commission

Randolph County
Statistical Information

PRINCIPAL EMPLOYERS

Company Name	Industry	Employment Range
Randolph County Schools	Education & Health Services	1000+
United Furniture Industries Nc LLC	Manufacturing	1000+
Technimark Inc.	Manufacturing	1000+
Randolph Hospital, Inc	Education & Health Services	1000+
Klaussner Furniture Industries Inc	Manufacturing	500-999
County Of Randolph	Public Administration	500-999
Hughes Furniture Industries Inc	Manufacturing	500-999
Asheboro City Schools	Education & Health Services	500-999
Wal-Mart Associates Inc	Trade, Transportation & Utilities	500-999
Edgewell Personal Care LLC	Manufacturing	500-999
Smx Llc	Professional & Business Services	250-499
Randolph Community College	Education & Health Services	250-499
Arrow International Inc	Manufacturing	250-499
Dart Container Co Of North Carolina	Manufacturing	250-499
City Of Asheboro	Public Administration	250-499
Sealy Inc	Manufacturing	250-499
McDonald Restaurants	Leisure & Hospitalilty	250-499
NC Dept of Cultural Resources	Leisure & Hospitalilty	250-499
Food Lion	Trade, Transportation & Utilities	250-499
Acme McCrary Corp	Manufacturing	250-499
Kayser-Roth Corporation	Manufacturing	250-499
Cook Out Office	Leisure & Hospitalilty	250-499
Ultracraft Smi Retail	Manufacturing	250-499
Therapeudic Alternatives Inc	Education & Health Services	250-499
Carolina Precision Plastics LLC	Manufacturing	250-499

Source: N.C. Department of Commerce Labor & Economic Analysis Division Third Quarter 2015

Randolph County
Statistical Information

EMPLOYMENT - NUMBER & PERCENT BY INDUSTRY

Industry	County		NC	
Agriculture Forestry Fishing & Hunting	560	0.64%	62,622	0.75%
Mining	60	0.07%	5,646	0.07%
Utilities	256	0.29%	30,852	0.37%
Construction	4,054	4.60%	386,902	4.65%
Manufacturing	31,558	35.81%	925,242	11.12%
Wholesale Trade	3,306	3.75%	359,198	4.32%
Retail Trade	8,042	9.13%	983,279	11.82%
Transportation and Warehousing	1,653	1.88%	276,814	3.33%
Information	508	0.58%	154,960	1.86%
Finance and Insurance	1,566	1.78%	319,230	3.84%
Real Estate and Rental and Leasing	574	0.65%	113,824	1.37%
Professional and Technical Services	1,058	1.20%	441,808	5.31%
Management of Companies and Enterprises	1,022	1.16%	165,242	1.99%
Administrative and Waste Services	4,816	5.47%	595,153	7.15%
Educational Services	6,126	6.95%	659,112	7.92%
Health Care and Social Assistance	8,586	9.74%	1,180,179	14.18%
Arts Entertainment and Recreation	890	1.01%	149,797	1.80%
Accommodation and Food Services	6,824	7.74%	812,333	9.76%
Other Services Ex. Public Admin	2,184	2.48%	217,498	2.61%
Public Administration	4,481	5.08%	481,920	5.79%
	88,124		8,321,611	

Source: N.C. Department of Commerce Labor & Economic Analysis Division Third Quarter 2015

RANDOLPH COUNTY, NORTH CAROLINA
Budget and Accounting Policies

FINANCIAL STRUCTURE - FUND ACCOUNTING

The accounts of the County are organized and operated on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements.

The County utilizes encumbrance accounting for its governmental fund types, under which purchase orders, contracts and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

BASIS OF ACCOUNTING

The accounting and budgeting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. In accordance with North Carolina General Statutes, all funds of the County are maintained during the year using the modified accrual basis of accounting for both budgeting and reporting purposes.

Under the modified accrual basis, revenues are recognized in the accounting period when they become susceptible to accrual (i.e., when they are "measurable" and "available") to pay the liabilities of the current period. The County considers all revenues available if they are collected within 90 days after year-end, except for property taxes. Ad valorem property taxes are not accrued as revenue because the amount is not susceptible to accrual.

In addition, expenditures are recorded when the related fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt, which is recognized when due, and certain compensated absences and claims and judgments, which are recognized when the obligations are expected to be liquidated with expendable available financial resources.

The Comprehensive Annual Financial Report (CAFR) shows the status of the County's finances on a basis of generally accepted accounting principles (GAAP). In most cases this conforms to the way the County prepares its budget. The CAFR shows fund expenditures and revenues on both a GAAP basis and Budget Basis for comparison purposes.

Budget and Accounting Policies
(Concluded)

BUDGETARY BASIS

All budgets are prepared using the modified accrual basis of accounting. An annual budget is adopted for the general, three special revenue funds, and the enterprise fund. All annual appropriations lapse at fiscal year-end.

The County's budgets are adopted as required by the North Carolina General Statutes. G.S. 159-8 requires that "each local government and public authority shall operate under an annual balanced budget ordinance adopted and administered in accordance with this Article. A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations." The budget ordinance must be adopted by July 1 of the fiscal year or the governing board must adopt an interim budget that covers that time until the annual ordinance can be adopted.

Expenditures may not legally exceed appropriations at the departmental level for the general fund and special revenue funds, and the project level for capital ordinances. The County Manager is authorized to transfer appropriations within a department; however, all revisions that alter the total expenditures of any department must be approved by the governing board.

Under the County's budgetary process, outstanding encumbrances are reported as reservations of fund balances and do not constitute expenditures or liabilities since the commitments will be reappropriated and honored the subsequent fiscal year.

RANDOLPH COUNTY, NORTH CAROLINA
Financial Policies

FISCAL POLICY OBJECTIVES

Most County programs are considered critical to the quality of life of our citizens, with nearly all required under state and/or federal law. In addition, many outside organizations, including public schools and our community college, depend on significant financial support from the County. In recognition of these responsibilities, a certain level of reserve funds are necessary as part of prudent fiscal policy.

Fund balances are maintained in all funds as reserves for emergencies, to provide resources during periods when disbursements exceed cash deposits, to provide flexibility in financing nonrecurring capital or operating costs, to satisfy bond rating agencies, and to generate investment earnings. Under state law, only a portion of fund balance is available for appropriation. G.S. Statute 159-8 defines fund balance available for appropriation as "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 proceeding the budget year."

The Board of Commissioners recognizes the importance of maintaining an adequate fund balance level in the General Fund and has the following objectives:

- As required under the Local Government Budget and Fiscal Control Act, Randolph County will adopt an annual balanced budget ordinance, one that minimizes the appropriation of fund balance;
- Revenues and expenditures shall be budgeted at realistic levels that accurately project County operations, in order to avoid shortfalls;
- The County shall refrain from funding continuing expenses with one-time revenues (except for a clearly defined emergency purpose, such as during severe budget distress);
- For cash flow purposes, the level of unassigned fund balance should never fall below 16% (two months expenditures).

In order to accommodate these prudent fiscal objectives, Randolph County shall maintain the year-end General Fund unassigned fund balance that is available for appropriation at a level of twenty percent (20%) of the subsequent year's total General Fund Expenditures budget. This percentage represents the equivalent of two and one-half months of operating expenses.

Any amounts remaining in the fiscal year-end General Fund unassigned fund balance in excess of 24% of the approved subsequent year's budgeted expenditures shall be committed for capital purposes and shall be maintained in a separate capital reserve fund. The primary purpose of the reserve will be to provide resources for significant construction and other projects included in the Capital Improvement Plan.

Financial Policies

INVESTMENT POLICY OBJECTIVES

The investment program shall be operated in conformance with federal, state, and other legal requirements, including North Carolina General Statute 159-30. The County will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

The primary objectives, in priority order, of investment activities shall be safety, liquidity, and yield:

- **Safety -** Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

- **Liquidity -** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of certificates of deposit, money market mutual funds or local government investment pools which offer same-day liquidity for short-term funds.

- **Yield -** The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of lesser importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

In accordance with North Carolina General Statute 159-31(b) and the GFOA Recommended Practices on the Collateralization of Public Deposits, full collateralization will be required on deposits at interest and savings certificates of deposit. The County shall use only banking institutions approved by the North Carolina Local Government Commission.

The County shall limit the maximum final stated maturities of investments to three years unless specific authority is given to exceed. To the extent possible, the County will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the County will not directly invest in securities maturing more than two (2) years from the date of purchase. The Finance Officer shall determine what the appropriate average weighted maturity of the portfolio shall be.

Financial Policies

DEBT POLICY OBJECTIVES

Debt policy is intended to provide practical guidelines, parameters and procedural requirements for the issuance and management of debt. Randolph County established debt management criteria that provides financing for essential capital needs in a timely manner, manages its debt obligations to meet demands for capital facilities, preserves the County's strong fiscal position, and ensures sufficient flexibility to meet future obligations or opportunities.

- **Capital Planning and Debt Determination -** The County reviews capital requests from departments, public schools and other agencies and evaluate feasibility of the projects, priority in relation to other needs, optimal timing, possible funding options, and future budgetary effects. If the project moves forward as a recommendation, the Board of Commissioners then consider the proposal, including any debt to be issued. Debt financing will be considered in conjunction with the approval by the Board of the County's Capital Improvement Program (CIP).

- **Use of Debt Financing -** Debt is only to be incurred for financing capital assets that, because of their long-term nature or because of budgetary restraints, cannot be acquired from current or budgeted resources. Debt is not to be used for operational needs. Debt financing can include general obligation bonds, revenue bonds, certificates of participation, lease/purchase agreements, special obligation bonds, or any other financing instrument allowed under North Carolina statutes. Randolph County will seek to utilize the least costly/most appropriate form of financing for its project needs.

- **Debt Affordability -** The County will use an objective, analytical approach to determine the amount of debt to be considered for authorization and issuance. This process involves the comparison of generally accepted standards of affordability to the current County values. These measures shall also be judged against the necessity of and the benefits derived from the proposed projects. These standards and guidelines shall include the following:

  Debt Per Capita - This ratio measures the burden of debt placed on the size of the population supporting the debt and is widely used by analysts as a measure of an issuers' ability to repay debt. This measure will be maintained with a target below $1,000 and a ceiling of $1,200.

  Debt as Percentage of Assessed Valuation - This ratio measures debt levels against the property tax base which generates the tax revenues that are the main source of debt repayment. This ratio is to be targeted at 1.3% with a ceiling of 1.5%. North Carolina state law permits local governments to issue debt up to 8% of the total assessed valuation.

DEBT POLICY OBJECTIVES (continued)

Debt Service as Percentage of Operational Budget - Debt Service payments are the legal obligation of the county: principal and interest paid to retire our obligations. The County must be able to support those payments yet continue to be able to respond to any changing priorities. This ratio reflects the County's budgetary flexibility to change spending and respond to economic downturns. This ratio is targeted at a level of 13% with a ceiling of 15%.

By establishing maximum debt ratios (ceilings or floors) and target debt ratios over a period of time the County is demonstrating that there is a limit above which the County will not issue additional debt in order to control its debt service burden. The County is committing to either decrease capital spending or to find other funding sources rather than create an excessive debt burden on future budgets..

- **Debt Structure -** Debt will be paid off in a timeframe that is less than the useful life of the asset or project acquired through the financing. General obligation bonds will be generally competitively bid with no more than a 20-year life. Negotiated or private placements, however, may be used where allowed when complex financing or structure is a concern with regard to marketability. The County will primarily issue fixed rate debt in order to lessen interest rate risk over the life of the issue. Variable rate debt may be considered under certain limited circumstances, with analysis of the cost savings weighed against interest rate risk.

  Debt service for each issue will be structured in an attempt to level out the County's total debt service payments. Randolph County will seek to structure the debt repayment using equal principal payments. This method results in declining debt service costs over the term as annual interest expense is reduced. This provides additional borrowing capacity sooner than with a fixed payment schedule.

- **Debt sales** – Issuances will be scheduled based on expected cash needs for construction or acquisition of projects. The size of financings will be determined by the cost of the assets being acquired, including all issuance costs. The time of the sale will be determined based on existing cash resources and construction cash draw down requirements. Projects should be expected to be completed within two years after the sale of debt, in a manner to satisfy the two year exception under IRS arbitrage rules.

- **Credit rating -** The County will seek to maintain its current Aa3 bond rating from Moody's Investor Service and AA- bond rating from Standard and Poor's on its general obligation debt and maintain the highest possible ratings on other financing instruments, if rated. Credit enhancements will only be used when necessary for cost-effectiveness and/or marketability. The County will maintain good communications with bond rating agencies about its financial conditions and operations with information being sent to the rating agencies as requested.

Financial Policies

DEBT POLICY OBJECTIVES (concluded)

- **Refunding of Outstanding Debt -** The County will monitor the municipal bond market for opportunities to obtain interest savings by refunding or advance refunding outstanding debt. The estimation of net present savings should be, at a minimum, in the range of 2.5 - 3%, of the refunded maturities before a refunding process begins.

- **Continuing Disclosure -** The County will provide on-going disclosure information to established national information repositories and maintain compliance with disclosure standards promulgated by state and national regulatory agencies.

Glossary

Accrual - something that accrues; especially, an amount of money that periodically accumulates for a specific purpose (as payment of taxes or interest).

Ad Valorem Tax – usually referred to as the property tax, this is a tax levied on real and personal property according to the property's assessed value.

Adopted Budget - the budget as adopted by the Board of Commissioners and enacted on July 1 of the fiscal year.

Allocate - to set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

Amended Budget - a budget that includes County Commissioner-authorized changes to the original adopted budget.

Appropriation – the legal authorization by the Board of Commissioners to spend money and incur financial obligations as specified in the budget ordinance. An appropriation is limited in the amount and time when it may be expended.

Appropriated Fund Balance – amount of fund balance appropriated as revenue for a given fiscal year, to offset operating expenditures that exceed current revenues, reported as an other financing source within the budget.

Assessed Valuation - the total value of real estate and personal property (excluding exempt property) as determined by tax assessors and used as a basis for levying taxes.

Authority - a public agency which performs a specific function and is usually financed by fees or service charges. The agency could be independent from government but rely on government for financial support.

Average Daily Membership (ADM) – the average number of students attending the public schools (grades K-12) on any given day based on enrollment figures used by the N.C. Department of Public Instruction. These numbers are used by the County as the basis of allotment of funds for current operating and capital appropriations to the two school boards within the county.

Glossary
(continued)

Balanced Budget - A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations.

Bond – a written promise to pay a specific sum of money plus interest within a specific period of time. Bonds are a major source of financing for construction and renovation of public facilities. A general obligation bond is backed by the full faith, credit and taxing power of the government.

Bond Rating - a grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher the rating the lower the interest rate on the bonds.

Budget - a plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Message - a written overview of the proposed budget from the County Manager to the Board of Commissioners that discusses the major budget items and the County's present and future financial condition.

Budget Ordinance – the official enactment by the Board of Commissioners making appropriations and establishing the tax rate for the budget year. The annual balanced budget is required to be adopted no later than July 1, in accordance with General Statute 159-13.

Capital Improvement Plan (CIP) - a document which organizes all known significant, non-routine capital needs in a manner to promote discussion regarding priority, feasibility, timing, potential costs, financing options, and future budgetary effect.

Capital Outlay – expenditures associated with the acquisition, construction, improvement, or renovation of land and facilities or the purchase or replacement of vehicles and equipment. Any amounts below $5,000 are considered routine operating costs and expensed.

Capital Project Fund – a multi-year fund which separates transactions related to the construction or renovation of public facilities from regular operating costs of government.

Capital Replacement – replacement of worn-out departmental vehicles and major equipment that are necessary to provide services to citizens

Capital Reserve Fund – a multi-year fund maintained to accumulate resources for a particular purpose.

Certificates of Participation (COPS) – a financing arrangement whereby certain capital assets such as buildings are used as security for debt rather than the government's taxing power.

Glossary
(continued)

Comprehensive Annual Financial Report (CAFR) - the County's annual audit report, which includes financial statements and related statistical information.

Contingency – an appropriation of funds to cover unanticipated events that may occur during the fiscal year. Transfers from this category must be approved by the Board of County Commissioners. Contingency is limited under G.S. 159-13(b)(3) to not more than 5% of the total of all other appropriations.

Cost of Living Adjustment (COLA) – A monetary adjustment that considers the annual increase in the cost of living (i.e., economic inflation). This is usually based on a statistical index such as the consumer price index (CPI) provided by the U.S. Department of Labor.

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

Department – the primary organizational unit within government, responsible for specific services. Funding and personnel limits are authorized at this level.

Division – a descriptive organizational level within larger departments, which groups several Service Areas having similar goals and objectives.

Fire District – an area within the county designated for fire protection services. A special tax is levied on the property value within each individual district. These tax collections are distributed to municipal or volunteer fire departments operating within each district.

Fiscal Year (FY) – a twelve month period designated as the operating year. N.C. General Statute 159-8 establishes this period as beginning July 1 and ending June 30, for all local governments.

Fringe Benefits – those costs other than salaries related to the compensation of employees, consisting of FICA taxes, health insurance, and retirement benefits.

Fund – a fiscal and accounting entity with assets, liabilities, revenues and expenditures 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 and reserves. These are accumulated resources which may be used to fund future operations and special appropriations.

General Fund – the primary operating fund of the County, which accounts for all revenues and expenditures not required to segregated in another fund.

General Statutes (G.S.) – North Carolina codified laws and regulations. Financial issues are contained in G.S 159, the Local Government Budget and Fiscal Control Act.

Glossary
(continued)

Generally Accepted Accounting Principles (GAAP) – uniform standards for financial accounting and reporting used by governmental agencies to account for the receipt and expenditure of funds.

GFOA - Government Finance Officers Association

Installment Purchase Agreement – a financing arrangement that uses the property to be purchased as collateral for the outstanding debt, much like an individual's car loan or a mortgage on a house.

Intergovernmental Revenues – funds received from federal, state or other local governments in the form of grants and shared revenues. These funds may be restricted for a legally defined purpose.

Investment Earnings – interest revenues from cash resources held in interest-bearing accounts. G.S. 159 – 30 restricts the types of investments available for public funds, with safety and liquidity of prime importance.

Limited Obligation Bonds (LOBS) – a financing arrangement whereby certain capital assets such as buildings are used as security for debt rather than the government's taxing power.

Local Option Sales Tax – a retail sales and use tax which is available to local governments. The State of North Carolina levies a 4.75% sales tax and counties may elect to levy up to an additional 2.25%.

Major Fund – For financial reporting purposes, a major fund is one where the revenues, expenditures, assets, or liabilities are at least ten percent of corresponding totals for all governmental funds for the same item. The General Fund of a unit of government is always a major fund.

Modified Accrual – a method of recording the receipt and expenditure of funds in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred.

Occupancy Tax – a tax of the gross receipts derived from the rental of any room, lodging or accommodation furnished by a hotel, motel, or similar facility. The County levies a five percent occupancy tax. The proceeds are restricted for tourism development and tourism related purposes and must be remitted to the Randolph County Tourism Development Authority.

Performance Measure – quantitative measures that assist in analyzing the effectiveness and efficiency of a program or department.

Glossary
(concluded)

RCC – Randolph Community College

Reserve - an account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

Reappraisal - the periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a property reappraisal must be done at least every eight years.

Revenue - all funds that the County receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Revenue Neutral Property Tax Rate – At the time of property revaluation, the existing tax rate is recalculated to reflect the new tax rate that would be necessary to generate approximately the same gross tax levy.

Service Area – a segment of a department which is responsible for providing specific, unique services. These areas were created to assist in understanding a department's activities and responsibilities.

Special Revenue Fund - accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes.

Tax Levy – the total dollar amount to be raised by a property tax assessment, calculated by multiplying the projected county-wide property valuation by the tax rate per $100 of valuation. This gross tax levy multiplied by the estimated collection percentage equals the net levy that is budgeted as revenues.

User Fee - a charge assessed each time a customer uses a County service for which fees are charged.